



# PayWell 2020

Istraživanje zarada i beneficija



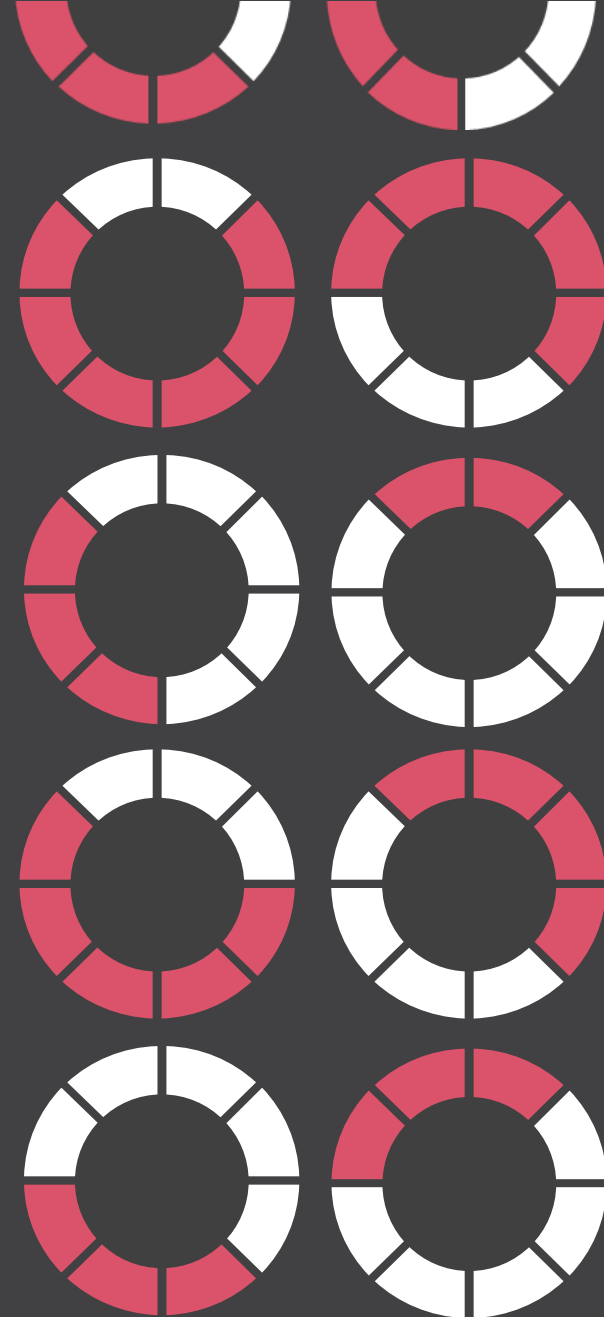
# O istraživanju



Primarni cilj **PayWell** istraživanja je da pruži kompanijama pouzdane informacije o zaradama i beneficijama na tržištu kao i relevantnim HR politikama.

**PayWell** izveštaj istraživanja zarada i beneficija omogućava poređenje vaših zarada i beneficija sa tržištem i odlično je sredstvo za modelovanje sistema naknada u svakoj kompaniji. **PayWell** istraživanje zarada i beneficija se uspešno sprovodi u Srbiji od 2003. godine.

**PayWell** se sprovodi u 11 zemalja u okviru CEE regiona.





# CEE PayWell 2019

U **PayWell** istraživanju zarada i beneficija za 2019. godinu učestvovala je 91 kompanija iz različitih privrednih sektora, kao što su:

- Bankarstvo
- Osiguranje
- IT & Komunikacije
- Proizvodnja
- Farmacija
- Maloprodaja
- Lizing
- FMCG
- Energetika



# Naš pristup

- Podrška
- Fleksibilnost
- Dostupnost
- Globalni pristup
- Verifikacija podataka
- Prenos metodologije
- Dugoročno planiranje

# Benefiti za HR

- Prikupljeni podaci pomoći će HR funkciji prilikom postavljanja prioriteta i fokusa. Imaće pristup tržišnim praksama, moći će da identifikuju oblasti za smanjenje troškova, kao i oblasti za povećanje efikasnosti i unapređenje usluga.
- Izveštaj o benefitima će Vam pomoći da „prevedete“ HR uvide u merljive kvantitativne indikatore - jezik koji Top Menadžeri i Finansijski direktori dobro razumeju.

# 1. korak: Uparivanje pozicija

Da bi osigurali visok nivo tačnosti u okviru izveštaja, PayWell istraživanje se zasniva na metodologiji upoređivanja poslova (*job matching methodology*).

Upoređivanje poslova se odnosi na uparivanje PwC repernih (*benchmark*) poslova i poslova kompanija učesnika, na osnovu standardizovanih opisa radnih mesta.

- Radionice za uparivanje
- Individualno uparivanje
- Verifikacija podataka



Job title in your company	Job Grade in your company	Position with regional responsibility — No. of countries (OPTIONAL)	Job code (CTRL+Q)	Position title (DO NOT FILL IN)	PayWell Grade (DO NOT FILL IN)
Računovođa	A1	No	GEN-FI-A-8d	Accountant I	PWG
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Senior Analyst			GEN-FI-C-8b	Report Specialist	8
Senior Analyst			GEN-FI-C-8b	Report Specialist	8
Manager			GEN-FI-G-3	Finance Director II	13
Manager			GEN-FI-R-4	Risk Manager	11
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Manager			GEN-FI-T-4	Treasury Manager	11
Head			GEN-FI-X-4	Tax Manager	11
Tax Officer			GEN-FI-X-7	Tax Specialist	8
Tax Officer			GEN-FI-X-7	Tax Specialist	8
Senior Officer			GEN-HR-C-7	Compensation and Benefits Specialist	9
Head			GEN-HR-L-4	Learning and Development Manager	10
Officer			GEN-HR-L-8b	Learning and Development Specialist	8



# 2.

## korak:

# Popunjavanje upitnika

### Upitnik o zaradama

Upitnik o zaradama prikuplja sledeće podatke:

- Osnovna bruto i zarada
- Fiksni bonus
- Varijabilni deo zarade
- Vrednost beneficija na godišnjem nivou za svako radno mesto
- Vrednost automobila (nabavna cena)
- Informacije za svako radno mesto o broju zaposlenih
- Informaciju da li pozicija ima regionalnu odgovornost



# 2.

## korak:

# Popunjavanje upitnika

### Upitnik o politikama kompenzacija i beneficija

Upitnik o politikama kompenzacija i beneficija prikuplja informacije o:

#### Politikama iz oblasti kompenzacija

Rezultati istraživanja koriste kompanijama pri utvrđivanju naknada, ocenjivanja učinka zaposlenih, usklađivanju zarada, vezivanja plata za stranu valutu (RSD/EUR), određivanju fiksnih bonusa (topli obrok, prevoz, regres, 13 plata), varijabilnih bonusa, početne zarade, odmora, prekovremenog rada i fleksibilnog radnog vremena, naknada za slučaj premeštanja ili zadržavanja zaposlenih, *outsourcing* politike itd.

#### Politikama iz oblasti beneficija

Analiza politika iz oblasti beneficija daje kompanijama uvid u vrste benefita (automobil, mobilni telefon, životno osiguranje, privatno penzijsko i privatno zdravstveno osiguranje, društvene aktivnosti, pokloni za posebne prilike, sportske aktivnosti, itd.) po kategorijama radnih mesta, troškovima i mogućnostima korišćenja.

Ovogodišnjim istraživanjem pokrićemo 20 *Saratoga* pokazatelja iz sledećih oblasti:

- Promet, troškovi i profit po zaposlenom
- Strukturu zaposlenih
- Produktivnost ljudskog kapitala (*Human Capital return on investment*)
- Trošak *Learning and Development* po zaposlenom
- Analiza strukture zarade, prosečne zarade, odvojeno posmatrajući osnovnu zaradu, varijabilnu zaradu i benefite
- Apsentizam i troškovi absentizma
- *Turnover* zaposlenih

# 2.

## korak:

# Popunjavanje upitnika

Upitnik o politikama kompenzacija i beneficija nastavak

### Saratoga pokazatelji

Saratoga je jedinstveni HR metrički sistem za merenje i benčmarking ljudskog kapitala. Saratoga vam pomaže da identifikujete strateški uticaj vaših zaposlenih, kao i da se uporedite sa referentnim kompanijama na tržištu.

### Metodologija

Saratoga metodologija obuhvata detaljne i egzaktne definicije za svaki element koji se prikuplja. Na ovaj način Saratoga garantuje da su podaci između kompanija u potpunosti uporedivi i time relevantni za donošenje zaključaka i odluka.



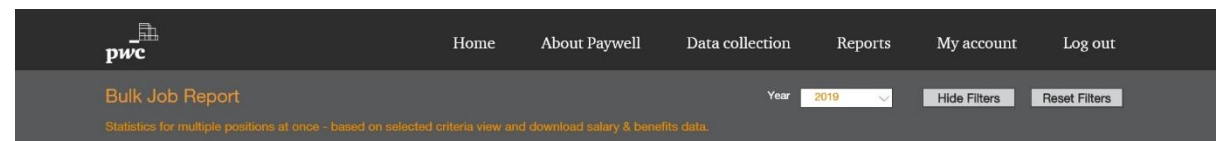


# 3. korak: Izveštavanje

## Nova platforma

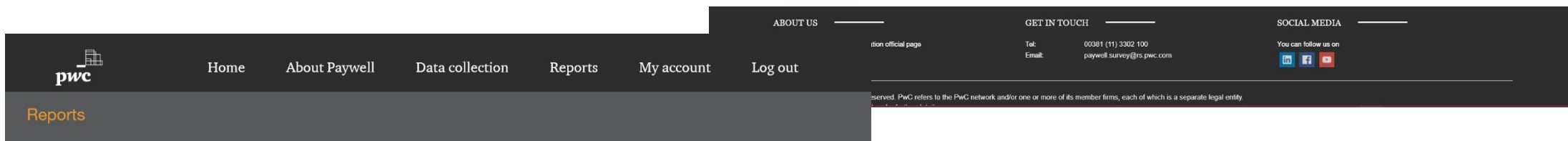
### Benefiti platforme:

- Pristup rezultatima sa bilo kog uređaja
- Pravljenje interaktivnog izveštaja (odabir *peer* grupe)
- Eksportovanje rezultata u različitim formatima (excel, pdf, xlm, itd.)
- Pristup katalozima poslova



Sector	FMCG	Section	Region
Job catalogue	RS General	Option	Belgrade
Function	Any	Reward Item	Total Reward
Department	Any	PwC Grade	Any
Job Title	Any		
Period	Monthly		
Currency	RSD		

Apply Filters



### Job report

Statistics for each individual position - based on selected criteria view and download salary & benefits data.



### Bulk job report

Statistics for multiple positions at once - based on selected criteria view and download salary & benefits data.



### Grade report

Statistics for each individual PayWell grade - based on selected criteria view and download salary & benefits data.



### Bulk grade report

Statistics for multiple PayWell grades at once - based on selected criteria view and download salary & benefits data.



# 3. korak: Izveštavanje

Celokupni **PayWell** paket sastoji se od sledećih izveštaja:

## Detaljan izveštaj o zaradama po poziciji

Daje kompletan pregled visine zarade i ostalih naknada za svako radno mesto pojedinačno, kao i pregled podataka po regionima (Beograd, Vojvodina i ostatak Srbije). Izveštaji se generišu za celokupno tržište i svaki sektor posebno.

## Sumarni izveštaj o zaradama po poziciji

Na jednom mestu omogućava istovremeno poređenje svih pozicija. Dobićete četiri tipa izveštaja. Prva dva izveštaja sadrže statističke podatke o osnovnoj zaradi (*Base Pay*) na mesečnom i godišnjem nivou, kao i druga dva izveštaja koja sadrže podatke o ukupnoj zaradi (*Total Pay*), takođe na mesečnom i godišnjem nivou. Izveštaji se generišu za celokupno tržište i svaki sektor posebno.

## Izveštaj sa odabranom uporednom grupom (*peer izveštaj*)

Pružila mogućnost odabira grupe srodnih kompanija i generisanja izveštaja za taj uzorak. Za kreiranje uzorka neophodno je odabrati minimum tri kompanije. Predlažemo da *peer* grupa bude veća od tri kompanije, kako biste imali veći uzorak, odnosno veći broj pozicija za poređenje.

### Job catalogues

The job catalogues include organisational charts and job descriptions for all positions analysed in PayWell 2019 - Salary and Benefits Survey.



#### General market

Cross industry general functions (e.g. Finance, HR, IT, Sales, Marketing) - organisational charts and job descriptions.



#### Banking sector

Banking sector specific positions - organisational charts and job descriptions.



#### Leasing sector

Leasing sector specific positions - organisational charts and job descriptions.



#### Retail sector

Retail sector specific positions - organisational charts and job descriptions.



#### Pharmaceutical sector

Pharmaceuticals sector specific positions - organisational charts and job descriptions.



#### Manufacturing sector

Manufacturing sector specific positions - organisational charts and job descriptions.



#### Oil & Gas sector

Oil & Gas sector specific positions - organisational charts and job descriptions.



#### IT & Communication sector

IT & Communication sector specific positions - organisational charts and job descriptions.

### Napomena:

Pomenuti **PayWell** paket uključuje i preglede zarada za pozicije grupisane u PayWell razrede. Izveštaji se generišu za celokupno tržište i svaki sektor posebno, dostupni su u sledećim formama: Detaljan izveštaj o zaradama i Sumarni izveštaj o zaradama po platnom razredu.

# 3.

## korak:

# Izveštavanje

Statistike o zaradama sa tržišta – Sumarni izveštaj po poziciji

Bulk Job Report

Statistics		Display	
Year	2016	Job catalogue	Any
Sector		Function	Any
Section		Department	Any
Option		Position Title	Any
Reward items		PwC Grade	Any
		Period	Monthly
		Currency	RSD

Position Title	Job code	PwC Grade	#Comp	#Emp	10th percentile	25th percentile	Average	Median	75th percentile	90th percentile
Accountant I	GEN-FI-A-8d	8	33	108	80,477	96,856	128,819	114,040	144,510	182,879
Accountant II	GEN-FI-A-8e	6	34	164	48,298	59,231	81,219	77,089	96,775	124,822

BulkJobReport



# 3.

# korak: Izveštavanje

## Statistike o zaradama sa tržišta – Detaljan izveštaj po poziciji

### Accountant II

Performs professional accounting work in a company. Knowledge of the theory and practice of recording and classifying of financial transactions required. Follows accounting regulations and company procedures. Works under the supervision of an accountant.

Sector	Overall	Job code	GEN-FI-A-8a
Job catalogue	General	PwC Grade	6
Function	Finance	Period	Monthly
Department	Accounting	Currency	RSD
		Adjustment	0.00 %

### General report

All	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	57 / 521	90,541	58,761	68,500	85,153	105,207	133,897
Guaranteed Pay	57 / 521	102,246	68,462	78,872	97,208	122,333	145,785
Variable Pay (Target)	20 / 141	11,643	3,456	5,757	9,447	14,207	25,274
Variable Pay (Paid Out)	20 / 165	8,840	2,547	3,633	6,316	10,187	15,331
Total Pay	57 / 521	106,220	69,173	79,810	103,065	127,069	154,002
Total Reward	57 / 202	107,610	69,173	80,597	103,608	128,944	154,839

### Section - Job Variation

+	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	3 / 8	93,153	71,658	80,818	98,688	105,833	109,039
Guaranteed Pay	3 / 8	108,611	83,428	95,507	116,187	119,321	125,355
Variable Pay (Target)	2 / 6	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay (Paid Out)	2 / 5	N/A	N/A	N/A	N/A	N/A	N/A
Total Pay	3 / 8	116,271	84,654	101,203	117,954	132,215	142,784
Total Reward	2 / 6	116,961	85,334	102,127	118,408	133,124	143,692

### Section - Job Variation

-	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Guaranteed Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay (Target)	0 / 0	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay (Paid Out)	0 / 0	N/A	N/A	N/A	N/A	N/A	N/A
Total Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Total Reward	0 / 0	N/A	N/A	N/A	N/A	N/A	N/A

## PayWell 2019 Republic of Serbia

### General report

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	37 / 201	908	1,692	2,918
Deferred bonus	53 / 288	1,058	4,179	7,049
Car acquisition price	0 / 0	N/A	N/A	N/A

Variable pay eligibility	#comp. / 39
Company car eligibility	0

### Section - Job Variation

	#Comp/ #Emp	25th perc.
Benefits cost	2 / 6	N/A
Deferred bonus	3 / 7	4,4
Car acquisition price	0 / 0	N/A

Variable pay eligibility	#comp. / 2
Company car eligibility	0

### Section - Job Variation

	#Comp/ #Emp	25th perc.
Benefits cost	0 / 0	N/A
Deferred bonus	1 / 1	N/A
Car acquisition price	0 / 0	N/A

Variable pay eligibility	#comp. / 0
Company car eligibility	0

### Section - Region

Belgrade	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	43 / 197	98,148	61,873	74,818	94,718	117,100	138,118
Guaranteed Pay	43 / 197	109,678	72,513	83,124	108,365	130,684	155,403
Variable Pay (Target)	15 / 68	13,028	5,007	7,907	10,095	14,722	26,786
Variable Pay (Paid Out)	21 / 73	9,707	3,177	4,364	6,890	10,802	15,236
Total Pay	43 / 197	113,653	74,433	84,470	111,248	134,961	160,675
Total Reward	27 / 111	115,189	74,433	84,674	116,185	136,105	166,144

### Section - Region

Vojvodina	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	12 / 91	84,037	62,254	67,409	79,635	96,860	108,195
Guaranteed Pay	12 / 91	96,212	69,553	74,431	91,469	107,480	135,589
Variable Pay (Target)	4 / 68	10,197	3,456	4,435	6,685	14,548	16,910
Variable Pay (Paid Out)	5 / 71	8,641	3,456	5,356	6,345	8,596	15,331
Total Pay	12 / 91	100,952	69,553	78,301	98,612	109,789	138,356
Total Reward	8 / 81	102,594	70,916	78,301	102,667	113,115	139,018

### Section - Region

Rest of Serbia	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	7 / 33	63,345	39,781	48,582	66,087	73,431	85,360
Guaranteed Pay	7 / 33	75,139	51,485	61,388	75,181	85,913	98,220
Variable Pay (Target)	2 / 3	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay (Paid Out)	4 / 17	5,450	1,212	1,500	3,880	9,485	10,430
Total Pay	7 / 33	77,836	51,485	61,388	77,011	90,875	103,086
Total Reward	2 / 8	78,075	51,485	61,388	77,222	91,223	103,347

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### Section - Region

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	27 / 111	933	1,923	3,135
Deferred bonus	39 / 166	1,032	3,977	5,091
Car acquisition price	0 / 0	N/A	N/A	N/A

Variable pay eligibility	#comp. / 30	%empl. / 146	%comp. / 70%	%empl. / 74%
Company car eligibility	0 / 0	0%	0%	0%

### Section - Region

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	3 / 31	524	973	2,500
Deferred bonus	12 / 90	1,573	4,705	9,405
Car acquisition price	0 / 0	N/A	N/A	N/A

Variable pay eligibility	#comp. / 6	%empl. / 73	%comp. / 50%	%empl. / 80%
Company car eligibility	0 / 0	0%	0%	0%

### Section - Region

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	2 / 9	N/A	N/A	N/A
Deferred bonus	7 / 32	2,864	5,396	8,551
Car acquisition price	0 / 0	N/A	N/A	N/A

Variable pay eligibility	#comp. / 3	%empl. / 22	%comp. / 71%	%empl. / 67%
Company car eligibility	0 / 0	0%	0%	0%

# 3.

## korak:

# Izveštavanje

## Izveštaj o politikama kompenzacija i beneficija

### 3. Subscription to private health insurance

The subscription to a private health insurance is offered by 48% of participating organisations to all categories of staff in addition to the mandatory occupational medical services required by law.

Private medical clinic (% of participants)	All staff
Banking	59%
Leasing	43%
FMCG	33%
Industry	33%
IT&Comm	68%
Pharmaceutical	57%
Retail	20%
Other	63%
<b>Overall Market</b>	<b>48%</b>

### 2.2. Salary negotiation

70% respondents negotiate salaries in Local currency, 29% of companies negotiate salaries in foreign currency. When it comes to Gross vs. Net, 60% of the respondents prefer the gross negotiation.

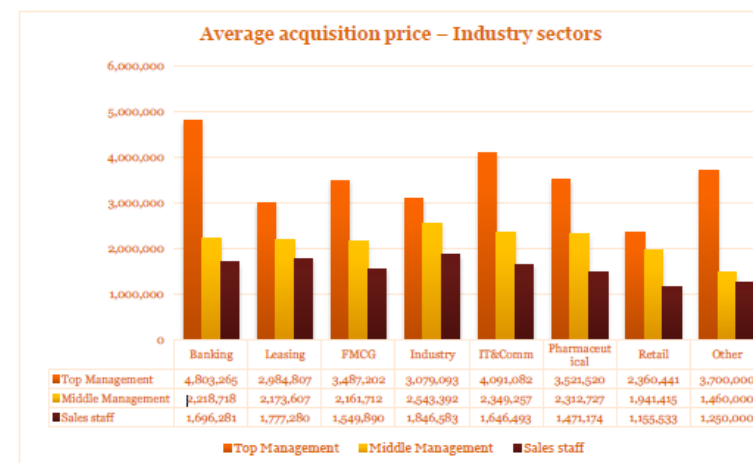
Negotiation (% of participants)	EUR	Local currency	USD	Gross	Net
Banking	12%	88%	0%	76%	24%
Leasing	29%	71%	0%	29%	71%
FMCG	0%	100%	0%	100%	0%
Industry	33%	67%	0%	81%	19%
IT&Comm	63%	32%	5%	26%	74%
Pharmaceutical	14%	86%	0%	86%	14%
Retail	20%	80%	0%	30%	70%
Other	25%	75%	0%	50%	50%
<b>Overall Market</b>	<b>29%</b>	<b>70%</b>	<b>1%</b>	<b>60%</b>	<b>40%</b>

### 12. Company car

84% of respondents provide company cars to Top management staff category, either for business purposes only or including personal usage.

Company car (% of participants)	Top Management	Middle Management	Sales staff
Banking	100%	76%	71%
Leasing	100%	71%	43%
FMCG	100%	100%	89%
Industry	90%	43%	48%
IT&Comm	53%	37%	42%
Pharmaceutical	100%	100%	86%
Retail	80%	70%	30%
Other	63%	50%	25%
<b>Overall Market</b>	<b>84%</b>	<b>62%</b>	<b>53%</b>

Below is represented the breakdown of average car acquisition price within different industries:

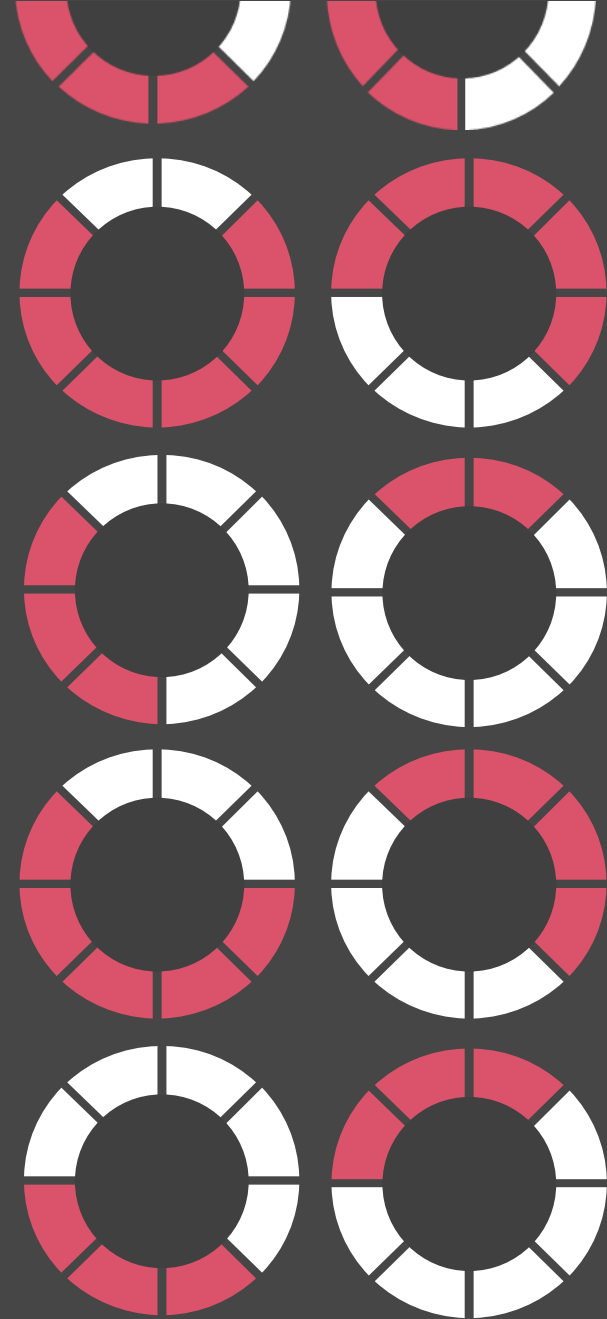


# Detaili učešća

Poverljivost

Dinamika

Naknada





# Poverljivost

**Sve informacije dobijene od klijenta kroz istraživanje će biti tretirane kao strogo poverljive.** Svaki upitnik biće zaštićen šifrom. Podaci o zaradama odnosiće se na šifrovana radna mesta, te neće sadržati imena i prezimena lica zaposlenih na navedenim pozicijama. Dobijeni podaci će biti statistički obrađeni prezentovani u izveštaju sumarno.

Pravila poverljivosti osiguraće da se u izveštaju ne mogu identifikovati individualni podaci kompanija.

Kada imamo manje od tri dostavljena podatka za jedno radno mesto ili ukoliko podaci potiču od jednog ili dva subjekta (bez obzira na broj podataka o radnim mestima) – PwC u izveštaju neće prikazati analize.

# Dinamika istraživanja



## **Pokretanje istraživanja**

Možete podneti prijavu za učestvovanje putem e-pošte na adresu [rs\\_paywell@pwc.com](mailto:rs_paywell@pwc.com)

**Rok za registraciju je 28. septembar 2020. godine.**

## **Uparivanje pozicija**

U septembru ćemo organizovati radionice na kojima ćemo prolaziti kroz uputstva za pravilno uparivanje pozicija. Pored toga, pojedinačno sa svim učesnicima, prolazićemo detaljno kroz sve elemente kako bismo osigurali uspešno izvršavanje procesa prikupljanja podataka.

## **Popunjavanje upitnika**

Nakon prisustvovanja na radionici, dobićete upitnike kao i **PayWell** kataloge sa uparivanje pozicija. PwC tim će u svakom trenutku biti na raspolaganju za pomoć pri prikupljanju podataka.

**Rok za popunjavanje upitnika je 06. novembar 2020. godine.**

## **Analiza podataka i priprema izveštaja**

Nakon prijema upitnika, PwC tim će izvršiti finalnu proveru i pripremiti podatke za obradu.

## **Izveštavanje**

Nakon prikupljanja upitnika i verifikacije podataka, započinje se proces obrade.

**PayWell izveštaji će biti dostupni u prvoj polovini decembra 2020.godine.**



# Naknada

Paket	Naknada (EUR) – bez PDV-a
<b>Celokupan PayWell Paket uključuje:</b> <ul style="list-style-type: none"><li>Izveštaj o istraživanju zarada</li><li>Izveštaj o kompenzacijama i beneficijama</li></ul>	950
<b>Sektorski izveštaj o zaradama:</b>	
<ul style="list-style-type: none"><li>Izveštaj o istraživanju zarada za izabrani sektor</li></ul>	450
<b>Izveštaj</b>	
<ul style="list-style-type: none"><li><i>Executive &amp; Expat</i> izveštaj</li></ul>	Uključen u cenu celokupnog PayWell paketa

## Napomene:

- Kompanije koje su koristile usluge od strane PwC Srbije tokom prethodne godine imaju posebne pogodnosti
- Dostupnost izveštaja može varirati u zavisnosti od prikupljenih podataka
- Prikazana cena ne uključuje PDV





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