PwC PayWell Remuneration and HR practices Survey

General information on PwC PayWell Remuneration and HR practices Survey (1/2)

PwC Kazakhstan has been conducting Remuneration surveys annually since 2006 for industries such as:

- Financial sector
- Non-commercial organizations
- Retail and Consumer
- IT / Telecom / Digital
- Oil and Gas
- Construction / Real estate
- Mining and Cement production

Bonuses for PayWell 2020 participants:

- ✓ Free participation in a 1-day training on Performance management
- ✓ Key metrics on HR effectiveness from global PwC Saratoga
- ✓ Snapshot survey on regards to HR management trends in Kazakhstan market (after the main report is released)
- ✓ Easy- to- use interactive tool for benchmarking of company's salary data against the market
- ✓ Remuneration gender analysis by job families, hierarchy levels and industry
- ✓ HR Dashboard

General information on PwC PayWell Remuneration and HR practices Survey (2/2)

The Remuneration and HR practices Survey report will consist of 2 sections, in accordance with the rules of confidentiality and data calculation:

Compensation and Benefits Report

The compensation and benefits analysis covers the following sections:

- Salary review
- Grading systems
- Compensations
- Fixed bonuses
- Performance bonuses
- Long term incentive programmes
- Performance appraisal systems
- Work time policy and holiday/vacation policy
- Temporary sick leave
- Benefit policy (including individual benefits such as medical insurance, technical insurance, etc.)
- Others

Market Salary Report

In order to conduct the statistical analysis of remuneration by job positions, the following tools are used:

✓ PwC job catalogue matching data

✓ Questionnaire that covers:

- Statistics on fixed payment (base salary);
- Statistics on variable payment (guaranteed pay, performance bonuses and benefits)
- Bonus - Interactive tool for easy comparison of company data with the market

Survey steps and dates

May - June

Registration of survey participants and distribution of questionnaires and information materials to the participants.

June - July

Individual meetings and consultations on the job matching and full support in completing the questionnaires.

July - August

Collection, and thorough verification of the original data and validation of the processed data.
Uploading the raw data to PayWell online platform for calculation of statistics of market data

September

Preparation and release of the report.

Note: The deadlines are set taking into account the average (in our experience) time required to collect and process data in the event of timely submission of data by participants.

PayWell report types

01 General industry report

Industry report **02**

03 Peer group report*

Report on positions

Contains statistical data of the Survey by position

Interactive report

Allows to compare company data with market data by excluding the participant itself from the sample

Gender analysis report

Allows to analyze company salary data on gender equality with market data by job families/ industry/ jobs

*Peer Group is a group of comparable companies among survey participants, selected by participants for the purpose of more accurate comparison.

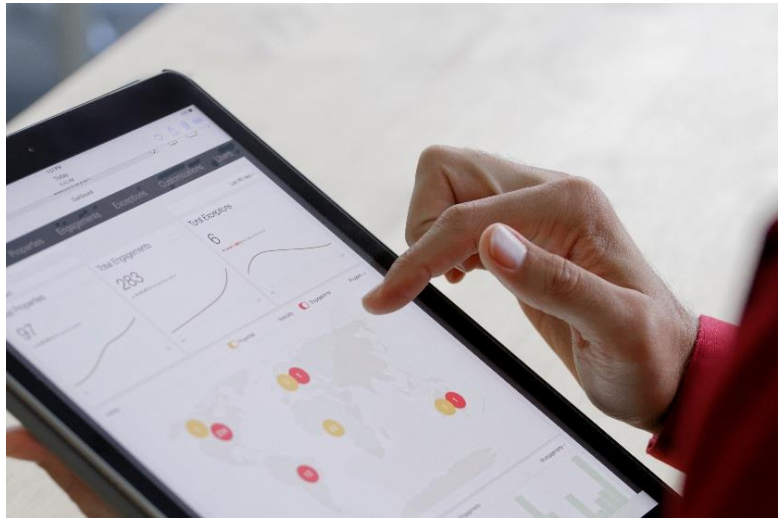
Methodology PwC
Consolidation of data

During the Survey, data was collected using HR policies, benefits and Salary data questionnaires. Salary data was collected based on the benchmarking catalogue of job descriptions and organisational charts specially developed for each sector.

The job matching process was conducted by PwC consultants together with representatives of each company. PwC consultants also assisted companies in filling in questionnaires via phone and personal meetings, when necessary.

The Survey data collection package included:

- ✓ Job benchmarking catalogue comprising 3000 benchmark jobs
- ✓ Salary data collection sheet, gathering information on gross monthly salary, fixed bonuses and performance bonuses.
- ✓ HR practices questionnaire contains organizational data: salary costs, headcount, staff turnover, legal structure etc.



Methodology PwC
Job matching with PwC job catalogue

In order to ensure a high level of data accuracy in the Survey, we have developed a job description in accordance with international standards and the specifics of various industries.

When comparing jobs, participants had the opportunity to indicate how the duties of individual employees of their companies corresponded to the general job descriptions prepared by PwC.

PwC Job Catalogue contains

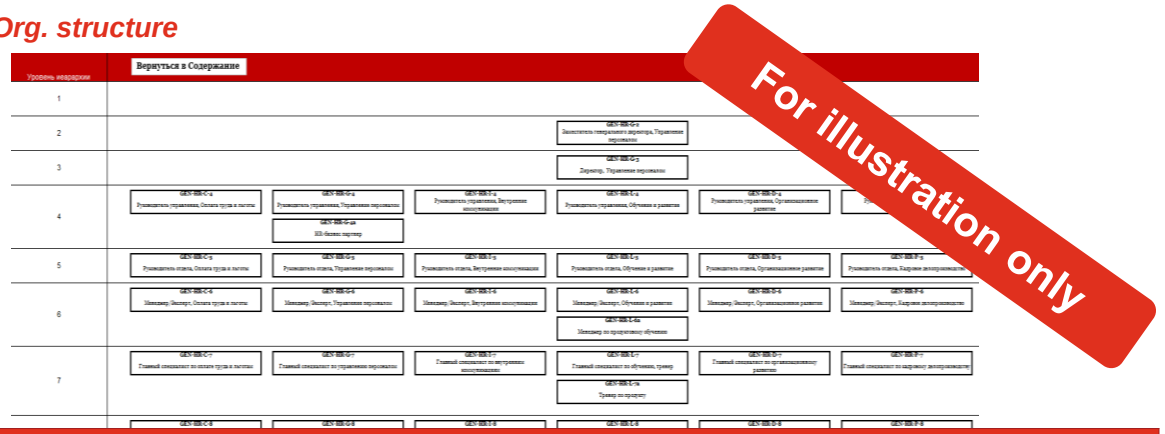
- **More than 2000 positions**
- **From 5 to 50** functional groups for different sectors
- **From 100 to 400** unique positions for different sectors

***Combination of two approaches*:** functional job descriptions and hierarchical levels (grades)

***Focus on sectors*:** sector specifics are taken into account

Individual consultations: for better job matching

Org. structure



Function	Code	Level	Title	Job description
Human Resources	SSC-HR-O-4	4. Managers	HR Operations Manager	Responsible for ensuring the efficient execution of the processes within one HR service group in the Shared Service Center. Responsible for ensuring that services are executed according to the SLAs for the specific HR service group and customers. Supervises, develops and coaches the Process Specialist team. Ensures consistent and efficient delivery of the operational services. Single point of contact for the Process Specialists and HR Operations Experts concerning personnel, professional, operational and organizational issues and for all escalations within the team. With a good knowledge of leadership skills, he/she can manage a team efficiently. Possesses a good knowledge of processes and policies of the respective HR service group.
Human Resources	SSC-HR-O-7	7. Experts	HR Operations Expert	Provides line managers, program/project managers, employees, HR Business Partners and Process Specialists guidance regarding processes, policies and procedures in the respective HR service group in general and consults on specific cases. The Expert is an escalation point for resolving special cases with regards to policy compliance. Depending on each HR service group, the Expert has specific tasks, e.g. in recruiting - selection of candidates. The Expert is aware of other HR functions' knowledge.
Human Resources	SSC-HR-O-8a	8. Specialist	HR Operations Senior Consultant	Handles moderately complex projects independently. Supports and provides back up for HR Operations Experts. Able to coordinate and evaluate activities of Associates and Consultants in their area. Performs administrative activities.

Methodology PwC
Sample weighting

In order to avoid market data being influenced by a company that provided a significantly greater amount of data than other companies, sample weighting was used when calculating statistical indicators for benchmark jobs. This weighting mathematically reduces the number of values from each company in order to prevent one participant from representing more than one third of the sample, based on which the results are calculated. This procedure does not apply if the company provided less than three data-points for the respective benchmark job. The original data is reduced by replacement with appropriate quartiles in such a way that the original variability of the sample is retained.

Company	Data points provided for the same benchmark job		Salary data included in statistics processing		Processing results	
Company 1 (15 data points for one benchmark job)	Accountant	3,500				
	Accountant	3,600				
	Accountant	3,700				
	Accountant	3,800				
	Accountant	3,900	Percentile 10=	3,640		
	Accountant	4,000	Percentile 25=	3,850		
	Accountant	4,100	Average=	4,200		
	Accountant	4,200	Median=	4,200	Percentile 10=	3,596
	Accountant	4,300	Percentile 75=	4,550	Percentile 25=	3,813
	Accountant	4,400	Percentile 90=	4,760	Average=	4,220
	Accountant	4,500			Median=	4,200
	Accountant	4,600			Percentile 75=	4,513
	Accountant	4,700			Percentile 90=	4,844
	Accountant	4,800				
	Accountant	4,900				
Company 2 (4 data points for one benchmark job)	Accountant	3,200	=	3,200		
	Accountant	3,800	=	3,800		
	Accountant	4,400	=	4,400		
	Accountant	5,600	=	5,600		

Salary data questionnaire

Salary data is filled in by participants offline in xls format and downloaded to the system via a secure channel by PwC employees.

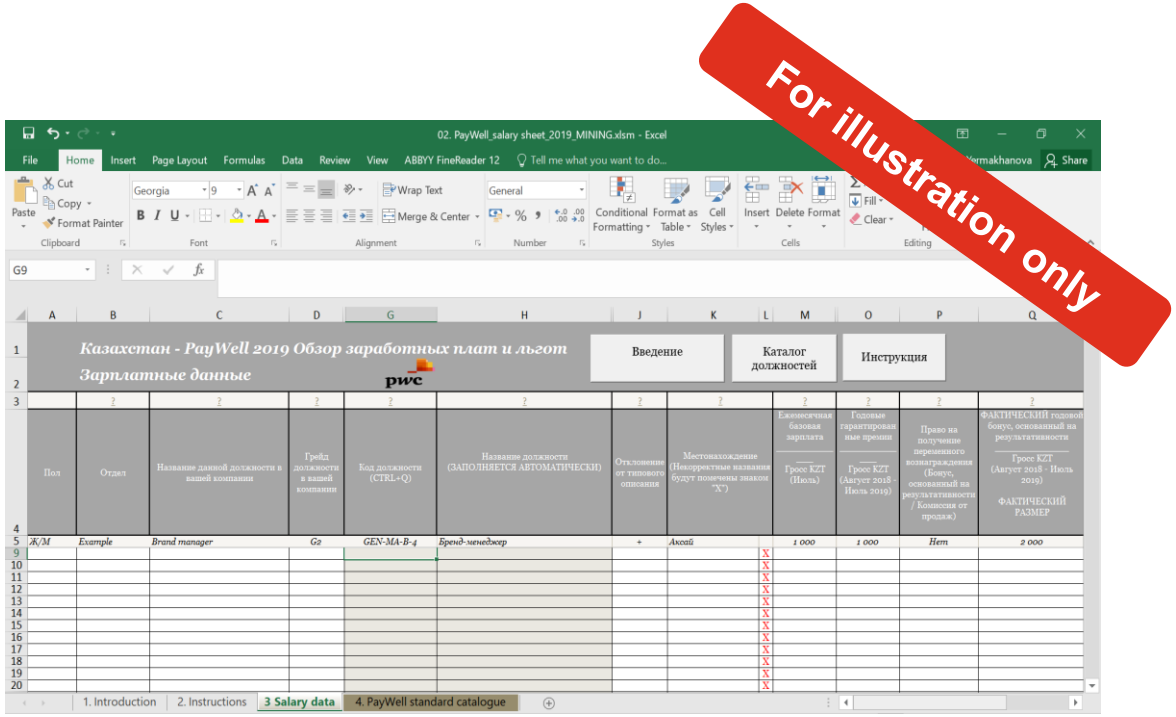
Later loaded questionnaire can be edited directly in your account and used for comparative analysis of remuneration levels based on the platform.

Key facts about the questionnaire:

- The form is provided in xls format;
- PwC will conduct individual counseling on job matching with each company;
- Download the completed questionnaire via a secure channel;
- A flexible system of filters for working with the questionnaire is already in the system;
- After uploading the questionnaire to the system, the platform will indicate possible errors using an automated warning system;
- Due to the collection of unique employee IDs, annual payroll data updates have become fast and convenient.

New in 2020:

To facilitate the data transfer process, there is an option to upload payroll data from the current system (for example, 1C), which significantly saves time and resources of the participating company.



Methodology PwC
Confidentiality information

The data collected during the Survey is and will be treated as strictly confidential. Security measures include data coding, limiting the number of PwC Kazakhstan consultants who have access to the data of the organisations and presenting only summary findings which is not identifiable.

The rules of data disclosure should ensure an impossibility to identify individual salary data of a participant in the total statistics.

In order to ensure the biggest volume of statistical information is disclosed and highest confidentiality measures applied, within the PwC platform, the following approach is applied to determine the minimum size of statistical sample

Average	Minimum 3 data points from minimum 3 organisations
Median	Minimum 4 data points from minimum 3 organisations
25th/75th percentile	Minimum 6 data points from minimum 3 organisations
10th /90th percentile	Minimum 8 data points from minimum 3 organisations

Name	Calculation method
Average	The sum of all values in the sample divided by the number of these values.
10th percentile	The value dividing the sample in two parts - 10% of the values lie below this data point and 90% above.
25th percentile	The value dividing the sample in two parts - 25% of the values lie below this data point and 75% above.
Median	The value that is in the middle of the whole data sample: 50% of the values lie below this data point and 50% above.
75th percentile	The value dividing the sample in two parts - 75% of the values lie below this data point and 25% above.
90th percentile	The value dividing the sample in two parts - 90% of the values lie below this data point and 10% above.

HR practices Questionnaire

The questionnaire on policies and practices is filled out by participants in an online format via a secure PwC channel.

PwC PayWell Обзор заработных плат и льгот Казахстан 2019

pwc

Дорогие участники,

Благодарим Вас за время, уделенное на заполнение анкеты.

Данная анкета включает в себя 5 разделов и займет 30-45 минут на заполнение.

Пожалуйста, заполните все разделы данной анкеты согласно политикам Вашей компа
льгот.

ВНИМАНИЕ! Все суммы указывать брутто, тенге. Анкета должна быть заполнена до
после нажатия кнопки "Завершить" анкета станет неактивной.

Мы будем признательны, если Вы заполните анкету до 15 июля 2019 г.

С уважением,
Команда P&O,
PwC Kazakhstan

PwC PayWell Обзор заработных плат и льгот Казахстан 201

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1.1. Название компании:

1.2. Сектор:

1.3. Форма владения:

For illustration only

Why PwC?

Global experience in conducting annual and club surveys

Individual approach:

- individual meetings and full support in completing the questionnaires
- sector-oriented consultants
- individual presentations on the results of the survey

Ensuring ***high quality of data***:

- permanent updating of the catalog of positions taking into account the industrial specifics
- careful checking of the initial data and validation of the processed data at each stage of the review

High standards of confidentiality

User-friendly ***interactive tool*** developed on the basis of MS Excel for comparing the salary data of a company with the market

Update of key data within the framework of the ***Express survey***, as well as significant changes in the labor market

Statistical data on salaries and job positions

For illustration only

PayWell 2018 GENERAL SECTOR SALARY DATA

Год	2018
Сектор	Общеиндустриальный
Подсектор	
Составляющие вознаграждения	Базовая заработная плата и Общее вознаграждение
Период	Ежемесячный (Gross)
Валюта	KZT

Название должности	Функция / Подразделе	Отдел	Код должнос	#	#	10-й перц	25-й перц	средне	медиан	75-й перц	90-й перц	10-й перцент.	25-й перцент.	среднее	Медиана	75-й перцент.	
Руководитель структурного подразделения, Расчет заработной платы	Бухгалтерия и финансы	Расчет заработной платы	GEN-FI-W-5	7	7	-	535 000	552 805	575 367	590 878	-	-	573 378	631 336	608 371	698 951	
Главный специалист по расчету заработной платы	Бухгалтерия и финансы	Расчет заработной платы	GEN-FI-W-7	10	14	233 186	293 206	345 773	334 366	394 094	471 957	298 672	320 342	381 744	347 938	421 619	534 798
Специалист по расчету заработной платы	Бухгалтерия и финансы	Расчет заработной платы	GEN-FI-W-8	17	28	172 700	196 813	268 313	240 000	312 480	436 637	186 060	225 935	283 545	253 917	321 091	441 611
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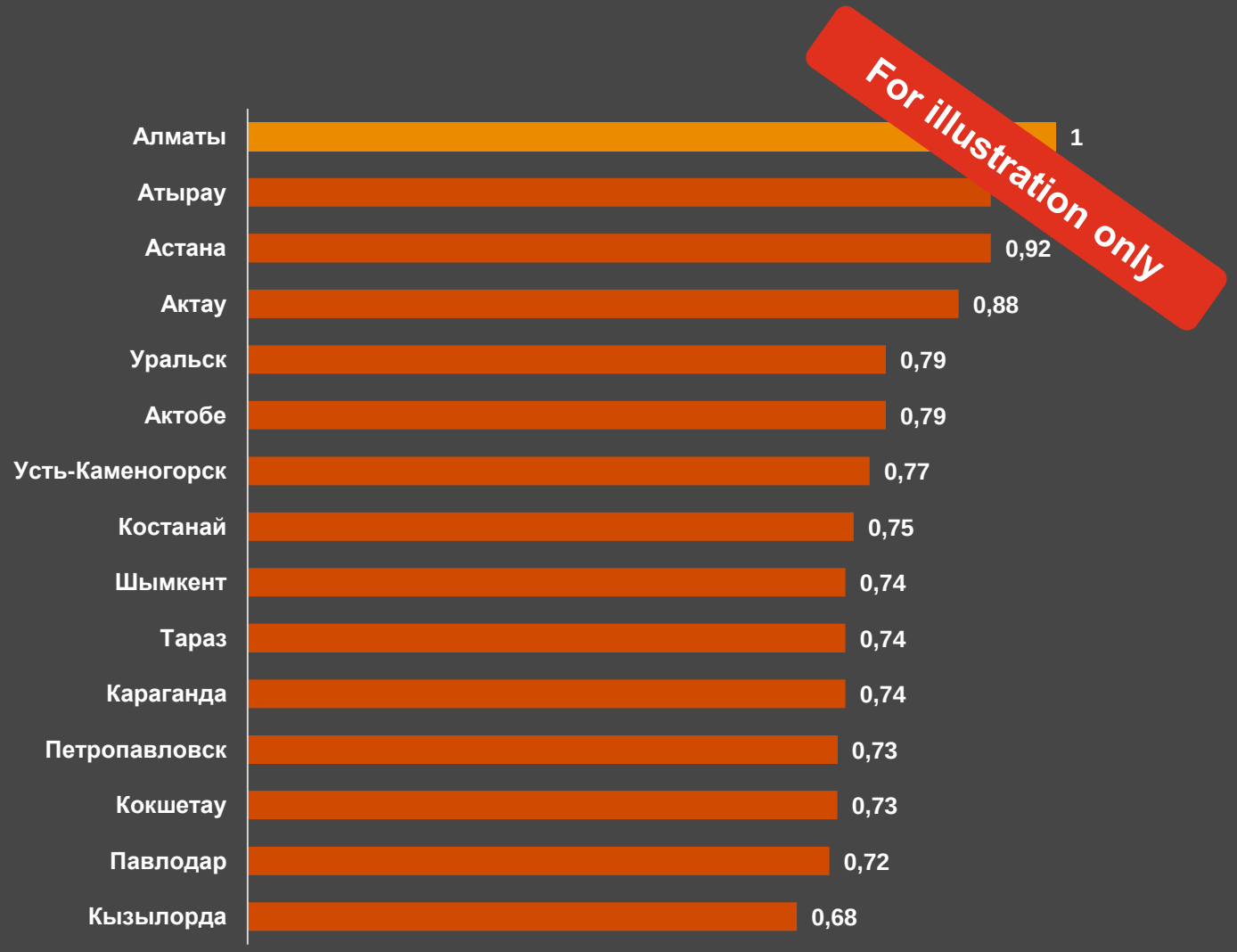
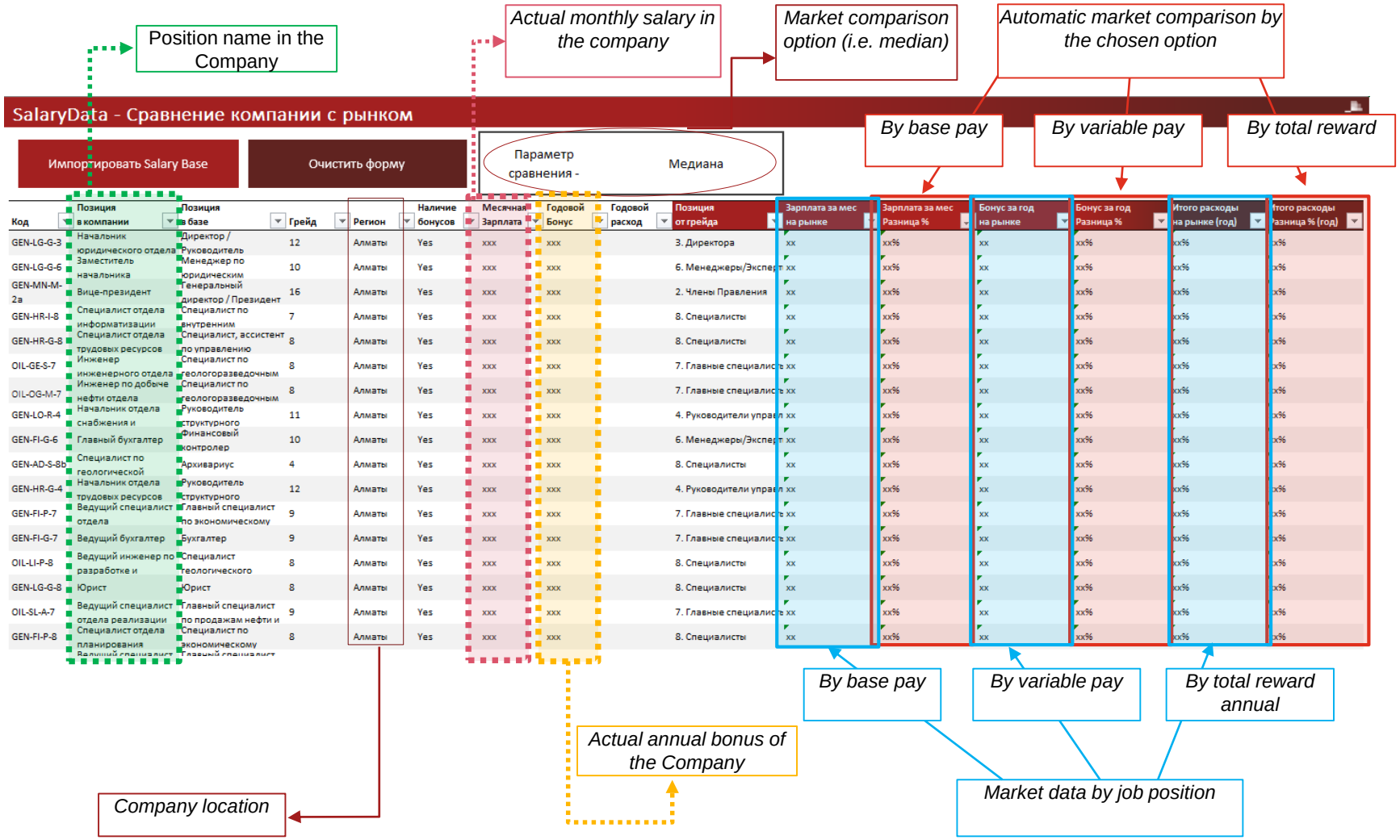
Regional coefficients

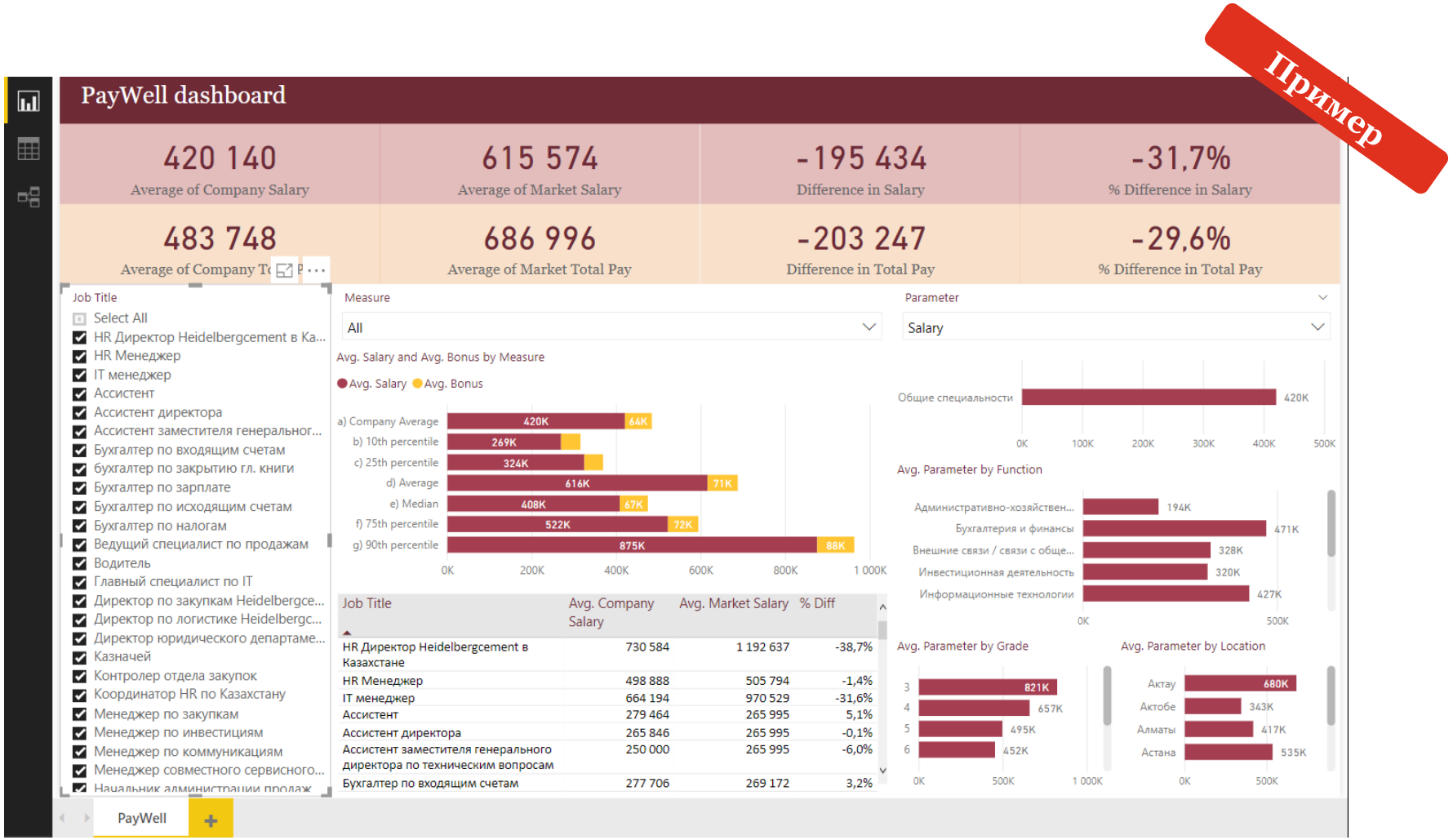
Regional coefficients are calculated on the basis of market statistics on wages for job positions present in all regions of Kazakhstan. For the purposes of calculating regional coefficients, the salary level in the city of Almaty was taken as 1 (100%).



Interactive benchmark-tool



PayWell Dashboard



Key metrics on HR effectiveness from global PwC Saratoga

1. Revenue per FTE
2. Cost per FTE
3. Remuneration/Revenue
4. Remuneration/Total costs
5. Human capital ROI
6. L&D investment per FTE
7. L&D investment/Compensation
8. L&D investment/ Total costs
9. L&D coverage
10. Talent group size out of the total headcount
11. FTEs per HR FTE
12. FTEs per IT FTE
13. FTEs per Finance/Accounting FTE
14. Span of control
15. Management %
16. Turnover rate

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