

Shared Services Centres in Hungary

Hay Group Sector Compensation Survey



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Introduction



Hay Group is a global consulting firm that works with leaders to **transform strategy into reality** and to help people and organizations **realize their potential**

How we organize our business

Helping organizations work

Our purpose

Our practice clusters

Our service lines

Building effective organizations

Leadership and talent

Reward services

BEO solutions

Leadership transformation

Executive rewards

Performance management

Capability assessment

Job evaluation

Talent management

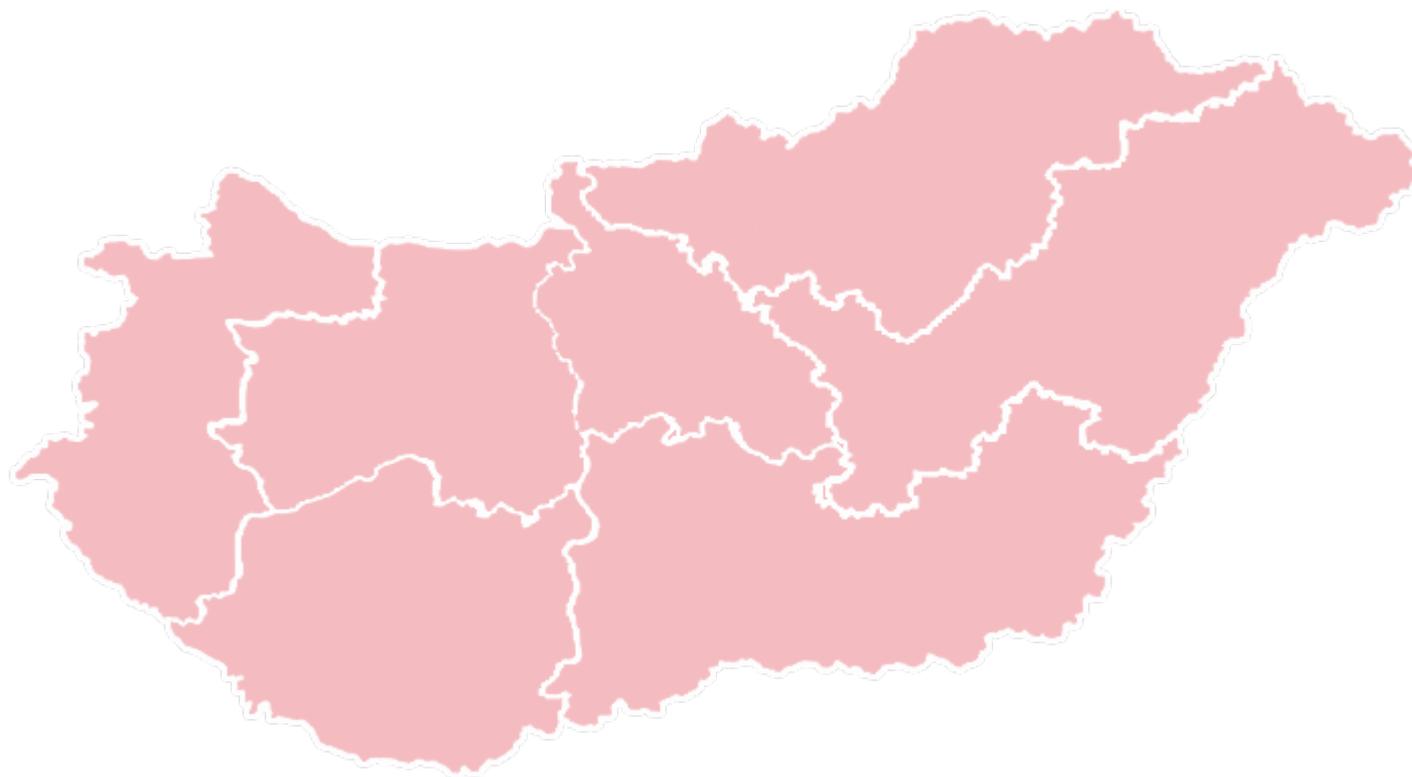
Hay Group Transforming Learning: online diagnostics

Reward Information Services

Reward strategies

Hay Group Insight: employee and customer surveys

Who we are in Hungary?



409

Partciaipants

20

Sectors

12

Cosultants

250 000

Individually salary data

Hay Group methodology

Job Evaluation and Job Mapping



Determining a job size



Identification, comparison of jobs

Field of activity (Job Family)

Job size (reference level)

JOB SIZE	FIELD OF ACTIVITY (JOB FAMILY)										JOB SIZE									
	FUNCTIONAL AREA		FUNCTIONAL AREA				FUNCTIONAL AREA				FUNCTIONAL AREA				FUNCTIONAL AREA		FUNCTIONAL AREA			
JOB SIZE	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA	FUNCTIONAL AREA
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Participants & database



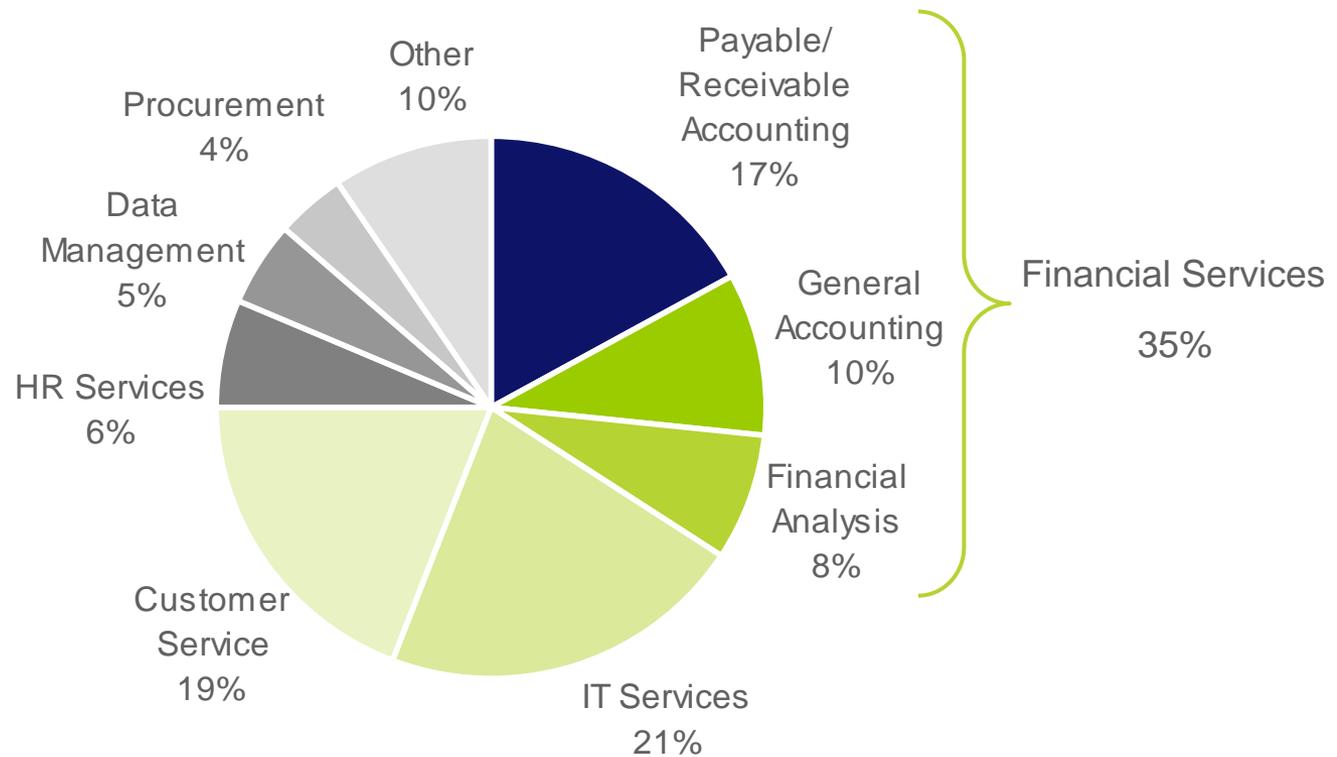
Participating organizations

32 participating companies with data of 10660 employees



Database structure

Rate of incumbents by job families



Compensation elements

■ Base salary

Includes:

- all cash remuneration paid to an employee on an annual basis and which can be classified as a “vested cash benefit”.
- monthly salary (12 month salary), any “extra” payment such as 13th and 14th months,
- language premiums, length of service premium, regional allowances, and fees, other special skills and job premiums, market supplements.

Overtime and shift premiums are not included in base salary.

■ Total cash

Includes:

- base salary plus variable cash payments made to employees, such as bonuses, profit sharing, and commissions.

BASE SALARY + PREMIUMS/BONUS + SALES COMMISSION + COMMISSION = TOTAL CASH

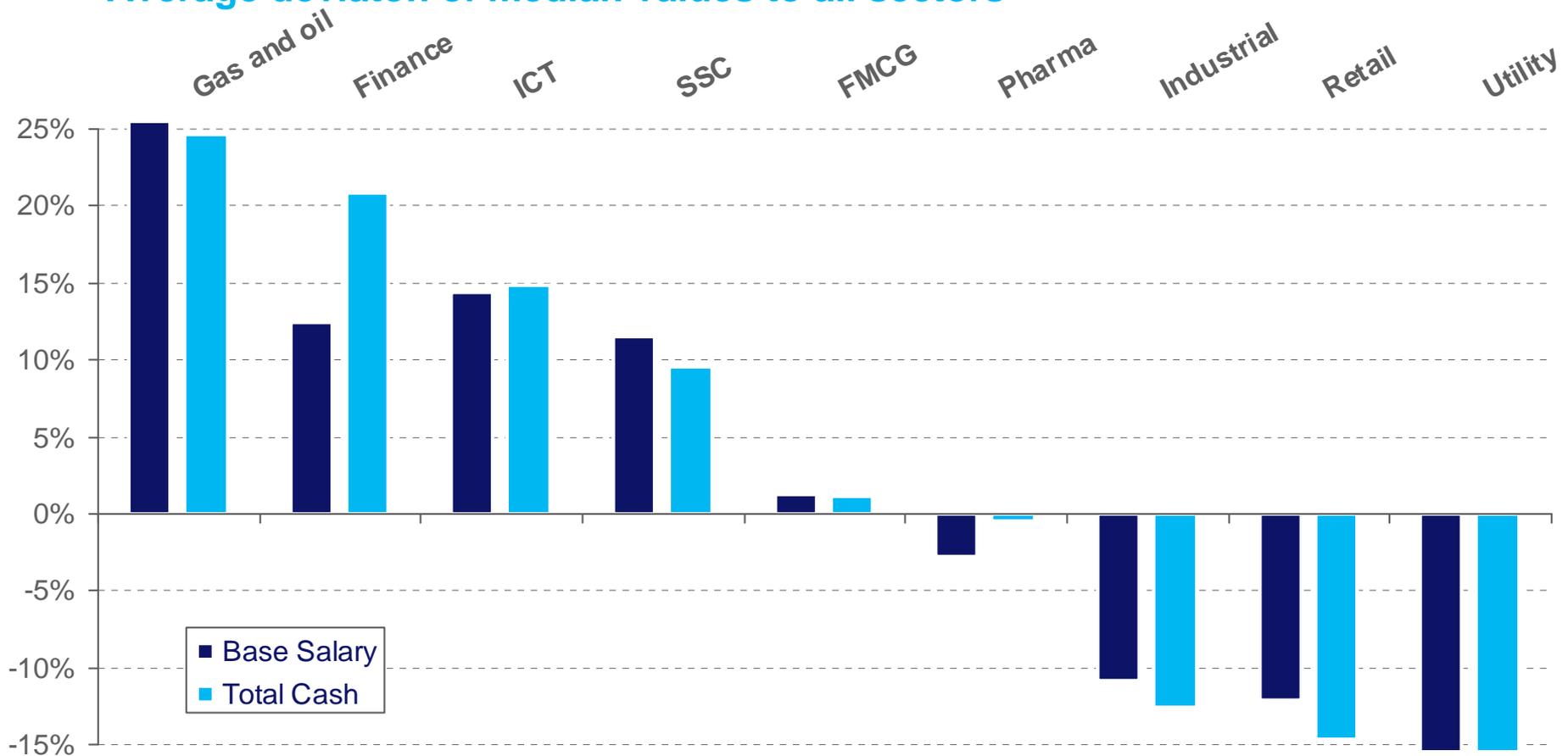
Overtime and shift premiums are not included in total cash.

Salary markets



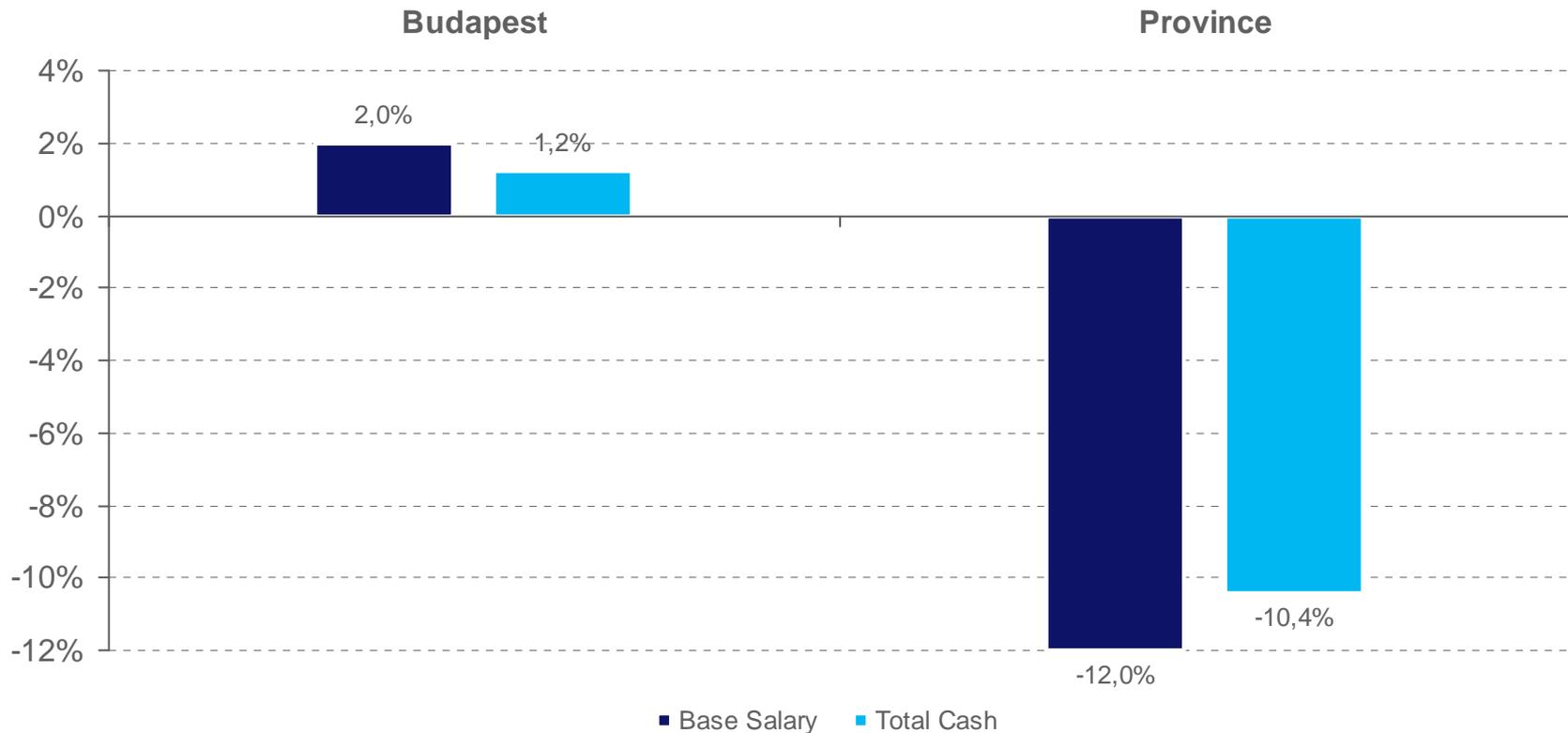
Sector comparison

Average deviation of median values to all sectors



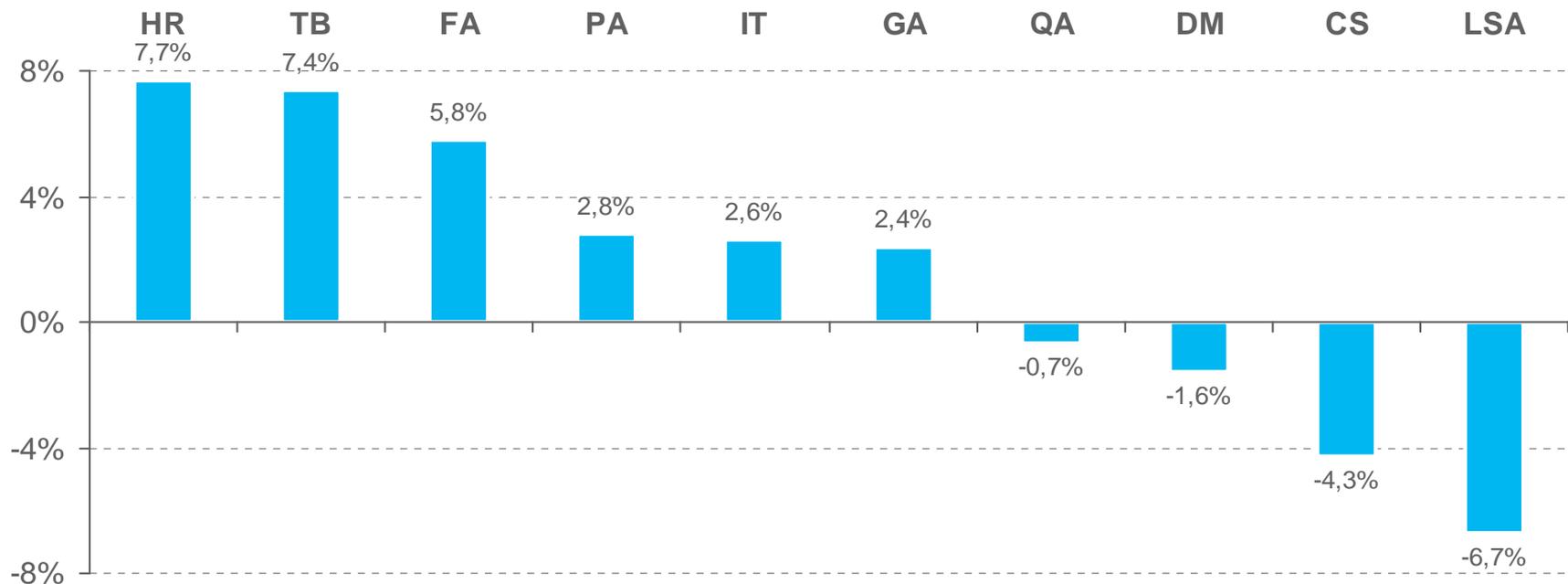
Comparison of regions

Mean deviation of median values compared to the all companies market
– base salary and total cash



Comparison of job families

Mean deviation of median values compared to the all companies market – total cash



Legend

PA: Payable/Receivable Accounting

IT: IT Services

DM: Data Management

QA: Quality Assurance

GA: General Accounting

CS: Customer Service

LSA: Procurement

FA: Financial Analysis

HR: HR Services

TB: Treasury

Salary policy



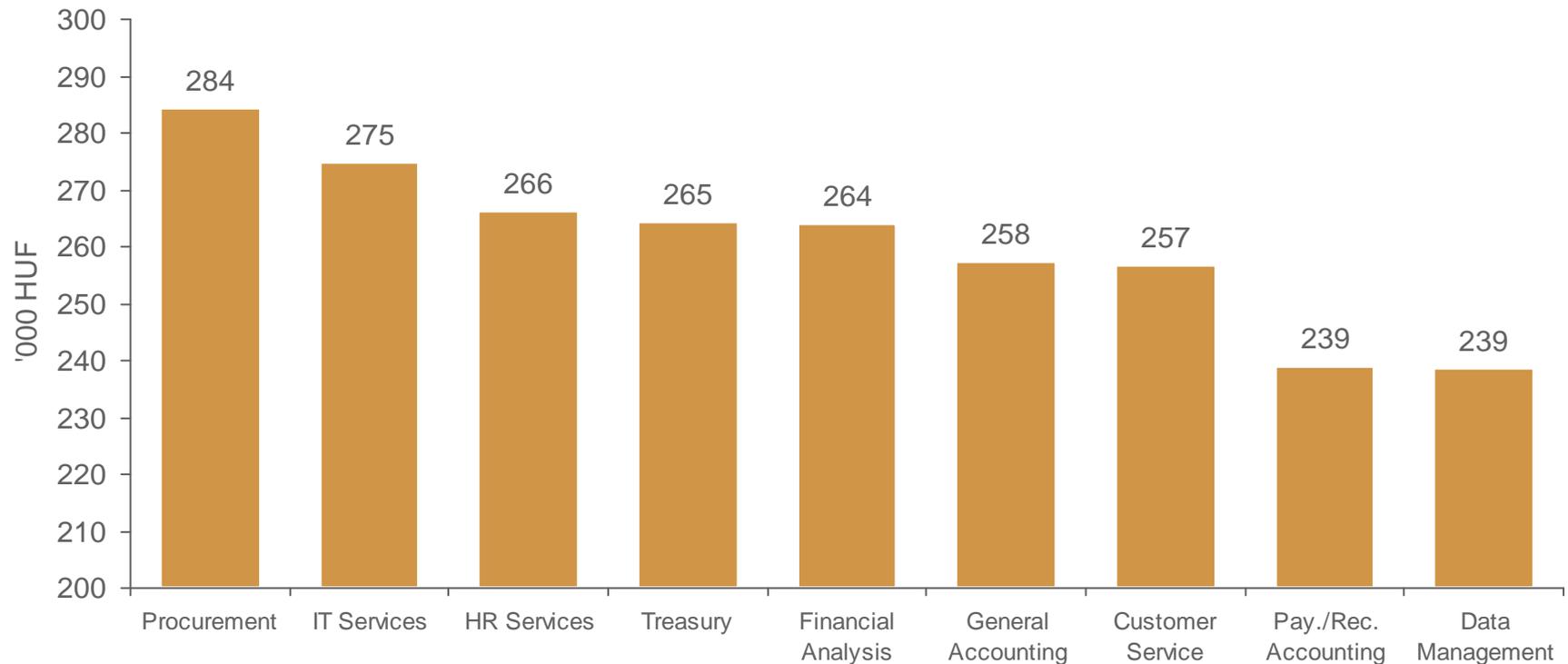
Age

The following table shows the average **age** of the employees by employee groups

	Age
Managers	36
Team Leaders / Supervisors	29
Vendors / Specialists	27

Graduate salaries

The average gross monthly **entry-level** base salaries by field of activity



Compensation of language knowledge

- 66.7% of participants compensate the knowledge of special languages

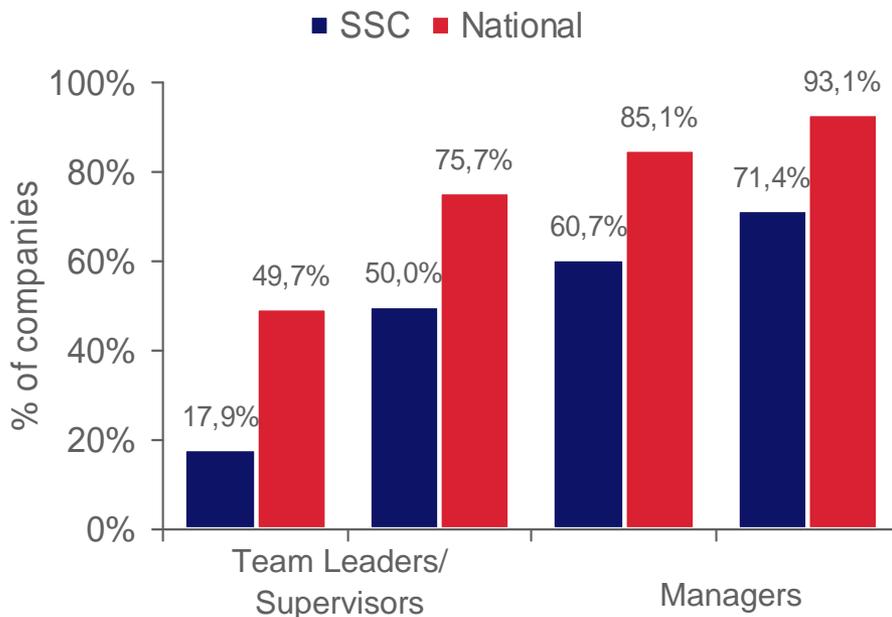
	% of companies providing higher base salary	% of base salary
Norwegian	100.0%	16.3%
Danish	100.0%	16.0%
Swedish	83.3%	15.6%
Dutch	76.9%	17.5%
Polish	66.7%	13.0%
Finnish	66.7%	15.0%
French	61.1%	10.6%
Spanish	57.1%	9.9%
Italian	53.8%	10.9%

Benefits



Company cars

Rate of companies offering company cars:



■ Average car prices are between 5-7 million HUF

Typical car models:

Ref. level	Car Model	% of comp.
Managers	Ford Mondeo	46.7%
	VW Passat	26.7%
	Ford Focus	26.7%
	Volvo S60	13.3%
Team Leaders	Ford Focus	41.7%
	VW Golf/Jetta	41.7%
	Ford Mondeo	33.3%

Trainings

- 96.4% of participants provide training courses to their employees.

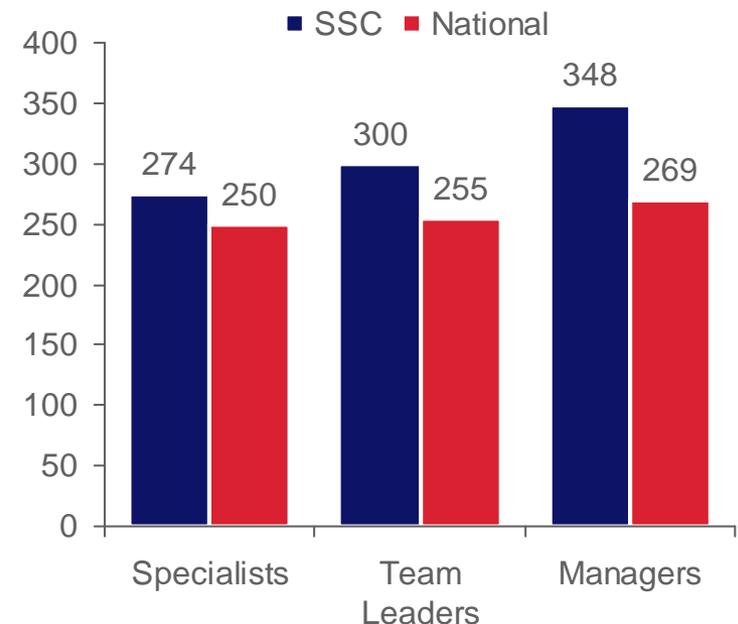
	Managers	Team Leaders	Specialists
Job related trainings	82.1%	96.4%	96.4%
Non-job related trainings	64.3%	57.1%	53.6%
Number of days spent on trainings per year	11.2	11.2	9.9

Cafeteria

- 96.5% of participants provide benefits in cafeteria system
- Only 28.6% of companies offer every benefit in cafeteria system

	% of companies	% of employees
Holiday Voucher	96.3%	47.8%
Hot meal allowance	92.6%	74.6%
Public Transport	88.9%	61.4%
Culture allowance	85.2%	39.7%
Voluntary Health Fund	85.2%	50.3%
Internet Subscription	77.8%	22.3%

Median value of cafeteria



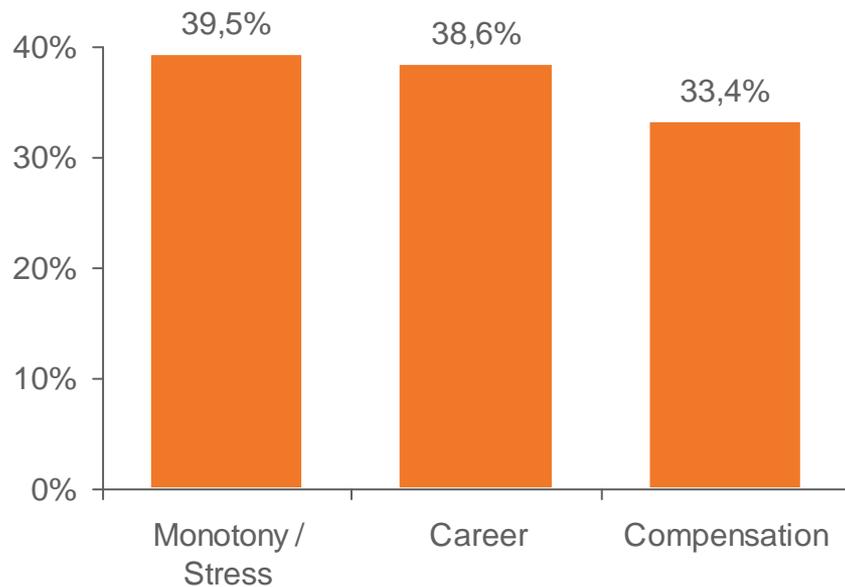
Other HR issues



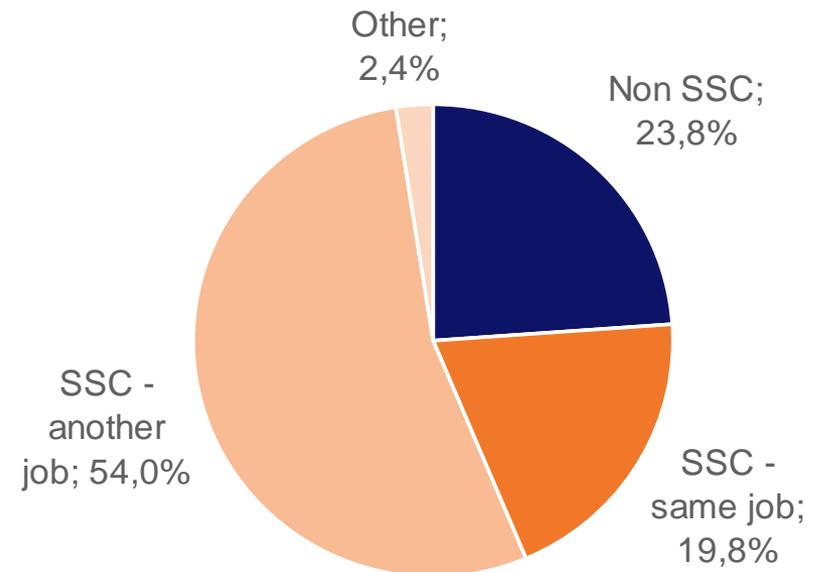
Employee turnover

- The average employee turnover of SSC companies was 24.5% in 2008.

Most frequent reasons of turnover



Next job of leaving employees



International comparison



Analyzed countries

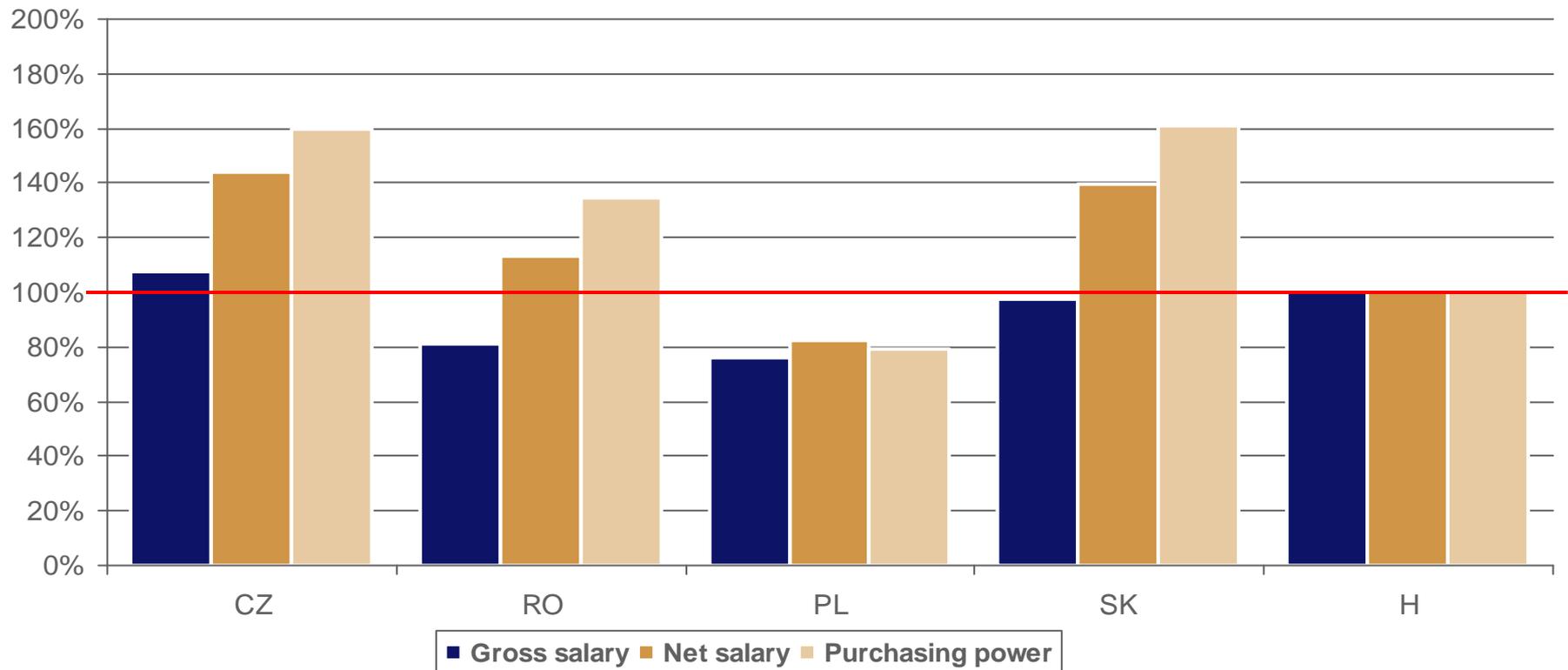
Countries	
Czech Republic	CZ
Hungary	H
Poland	PL
Romania	RO
Slovakia	SK

Analyzed elements

	Analyzed element
Taxes, allowances paid by the employee	Gross salary
Cost of living	Net salary
Purchasing power of the salary	Purchasing power

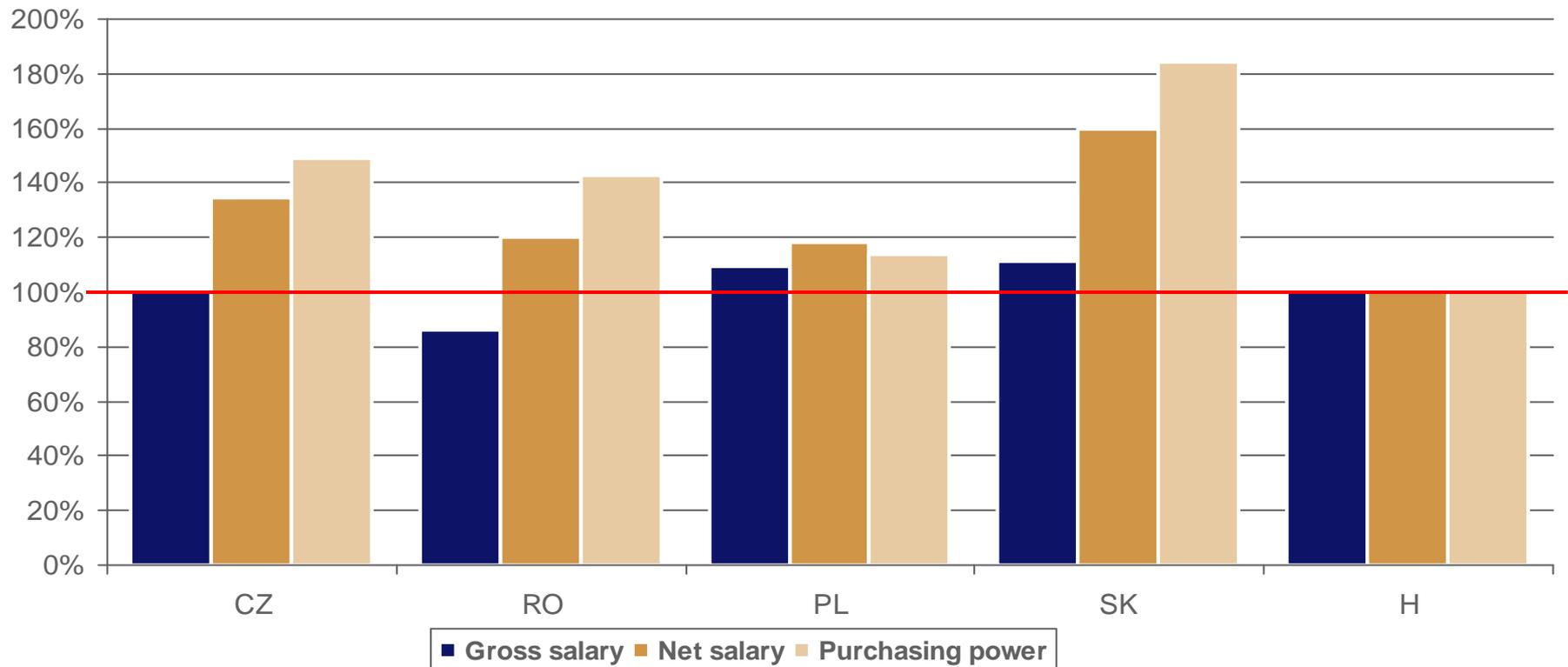
International comparison

Vendor / Specialist (Hungary = 100%)



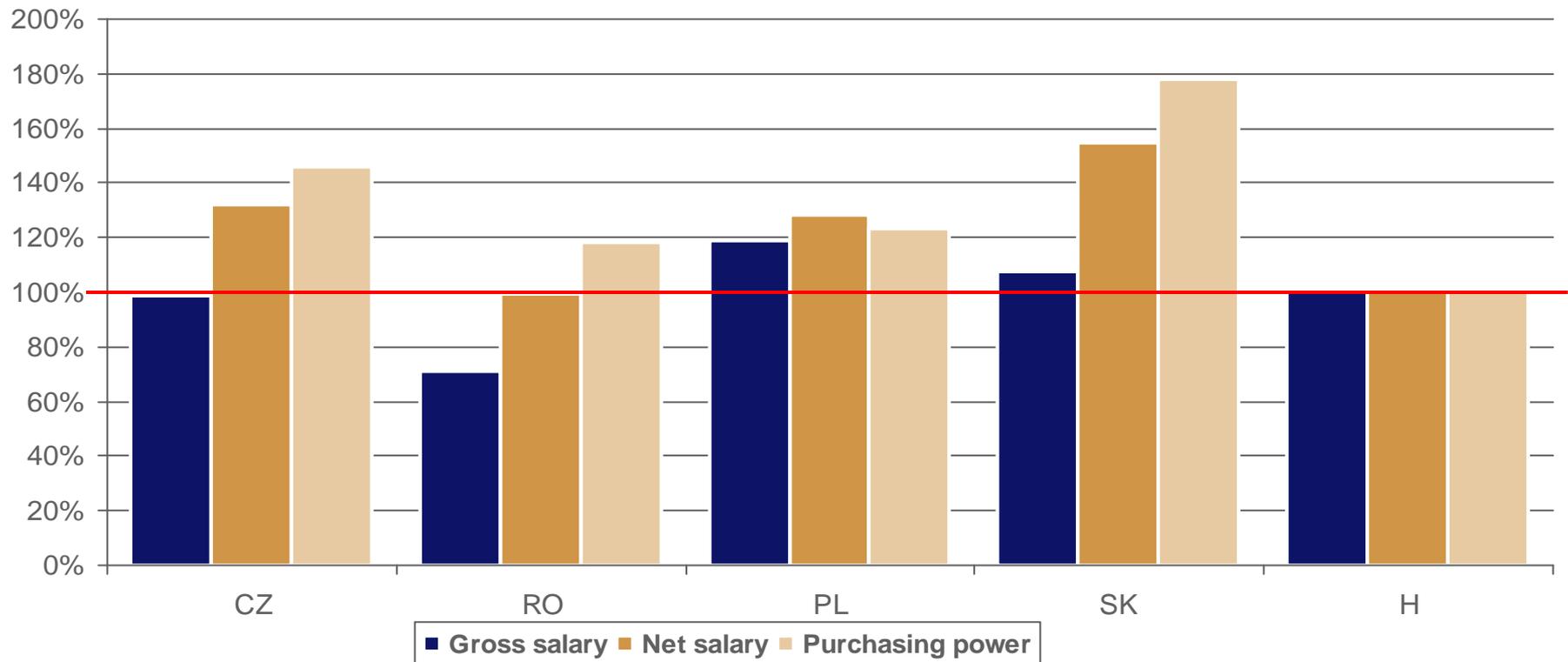
International comparison

Team Leader (Hungary = 100%)



International comparison

Manager (Hungary = 100%)



Thank you for your attention!

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