



## Pay in Europe 2011: how to use the tables

Pay in Europe brings together data from a wide range of sources to determine the relationship between pay and job size in national private-sector marketplaces.

The tables provide benchmark hourly pay data for 47 European countries and territories as at April 1st 2011. Each table is broken down into 32 job positions within two categories of company type or size.

The data is presented as a set of midpoints for each occupational group within a typical grade spread. All figures are gross (pre-tax) adult rates, expressed in local currency and are inclusive of regular overtime and shift pay, but do not include variable pay elements such as bonuses and commission.

The 'benchmark' approach used in the report provides a set of reference points for maintaining a rational discipline on salary practice in each national market place. The tables may be used to produce a guide for those establishing a new operation in a particular European country. They will also be of value to those with established operations who require an objective reference point during pay negotiations, annual reviews or for general salary administration purposes.

The following sample table is for Montenegro and is presented for illustrative purposes only.

Pay in Europe is available exclusively to FedEE corporate members. On joining FedEE for the first time, you will receive a printed copy of the latest report. All subsequent updates will be available on-line in the members' area of our website.

### Key to job positions

<b>E1</b> Entry level: service sector (simple duties)	<b>F2</b> Superintendent (blue-collar)/supervisor (white-collar)
<b>E2</b> Service sector operative (basic skills)	<b>R1</b> Sales representative/executive
<b>E3</b> Service/retail sales assistant (product and interpersonal skills)	<b>R2</b> Senior sales representative/executive
<b>O1</b> Routine office position (general tasks)	<b>R3</b> Key account executive/business development executive
<b>O2</b> Specialist office duties: accounts clerk, purchasing assistant etc.	<b>P1</b> Entry level professional (eg. newly-qualified chartered accountant)
<b>O3</b> Advanced office skills: para/semi-qualified professional	<b>P2</b> Career professional (after 3-5 years' practical experience)
<b>S1</b> Secretarial position	<b>P3</b> Senior professional (after 7-10 years' practical experience)
<b>S2</b> Senior secretarial position	<b>P4</b> Expert professional (with national/international standing)
<b>S3</b> Secretary to board member or general manager	<b>M1</b> Middle management (functional)
<b>W1</b> Unskilled manual worker	<b>M2</b> Senior management (divisional/regional responsibility)
<b>W2</b> Semi-skilled manual worker	<b>M3</b> Head of department: major function (eg. sales, production etc.)
<b>W3</b> Skilled manual worker	<b>D1</b> Director of subsidiary or divisional board/general manager
<b>T1</b> Entry level technician	<b>D2</b> Director of main board/managing director (subsidiary)
<b>T2</b> Senior technician	<b>GM1</b> Managing director (small-medium sized enterprise)
<b>T3</b> Principal technician/computer programmer	<b>GM2</b> Chief executive officer (large enterprise)
<b>F1</b> Foreman (blue-collar)	<b>GM3</b> Group chief executive officer (major multinational operation)

## Pay in Europe 2012

Level	Occupational groups by type of organisation		Local currency: euro								
	Locally-owned	Foreign-owned	Minimum		Midpoint					Maximum	
	>10 employees	>10 employees	80%	85%	90%	95%	100%	105%	110%	115%	120%
1	<b>E1</b>						<b>1.38</b>				
2		<b>E1</b>			1.43	1.51	<b>1.59</b>	1.67	1.75		
3	<b>E2</b>		1.47	1.56	1.65	1.74	<b>1.84</b>	1.93	2.02	2.11	2.20
4		<b>E2</b>	1.70	1.80	1.91	2.01	<b>2.12</b>	2.22	2.33	2.44	2.54
5	<b>E3</b>		1.96	2.08	2.20	2.32	<b>2.44</b>	2.57	2.69	2.81	2.93
6	<b>W1</b>	<b>E3,W1</b>	2.26	2.40	2.54	2.68	<b>2.82</b>	2.96	3.10	3.24	3.38
7	<b>O1,T1,W2</b>	<b>O1,T1,W2</b>	2.52	2.68	2.84	2.99	<b>3.15</b>	3.31	3.47	3.62	3.78
8	<b>S1,W3</b>	<b>S1</b>	2.82	2.99	3.17	3.34	<b>3.52</b>	3.70	3.87	4.05	4.22
9	<b>O2,S2,T2</b>	<b>O2,T2,W3</b>	3.34	3.55	3.76	3.97	<b>4.18</b>	4.39	4.60	4.81	5.01
10	<b>F1,O3,P1,R1,T3</b>	<b>F1,P1,S2,T3</b>	3.97	4.22	4.47	4.71	<b>4.96</b>	5.21	5.46	5.71	5.95
11	<b>F2,P2,R2,S3</b>	<b>F2,O3,P2,R1,S3</b>	4.71	5.01	5.30	5.60	<b>5.89</b>	6.18	6.48	6.77	7.07
12	<b>R3</b>	<b>R2</b>	5.58	5.93	6.28	6.63	<b>6.98</b>	7.33	7.68	8.03	8.38
13	<b>M1,P3</b>	<b>P3,R3</b>	6.62	7.03	7.44	7.86	<b>8.27</b>	8.68	9.10	9.51	9.92
14	<b>P4</b>	<b>M1,P4,R3</b>	8.53	9.06	9.59	10.13	<b>10.66</b>	11.19	11.73	12.26	12.79
15	<b>M2</b>	<b>M1,P4</b>	10.99	11.68	12.37	13.05	<b>13.74</b>	14.43	15.11	15.80	16.49
16		<b>M2</b>	14.17	15.05	15.94	16.83	<b>17.71</b>	18.60	19.48	20.37	21.25
17	<b>M3</b>	<b>M2</b>	18.26	19.40	20.55	21.69	<b>22.83</b>	23.97	25.11	26.25	27.39
18	<b>M3</b>	<b>M3</b>	23.54	25.01	26.48	27.95	<b>29.43</b>	30.90	32.37	33.84	35.31
19		<b>M3</b>	30.34	32.24	34.14	36.03	<b>37.93</b>	39.83	41.72	43.62	45.52
20	<b>D1</b>	<b>D1</b>	39.11	41.56	44.00	46.45	<b>48.89</b>	51.33	53.78	56.22	58.67
21	<b>D2</b>	<b>D2</b>	51.66	54.89	58.11	61.34	<b>64.57</b>	67.80	71.03	74.26	77.49
22	<b>GM1</b>	<b>GM1</b>	68.23	72.49	76.76	81.02	<b>85.28</b>	89.55	93.81	98.08	102.34
23	<b>GM2</b>	<b>GM1</b>	90.11	95.74	101.38	107.01	<b>112.64</b>	118.27	123.90	129.54	135.17
24	<b>GM2</b>	<b>GM2</b>	119.02	126.45	133.89	141.33	<b>148.77</b>	156.21	163.65	171.09	178.52
25	<b>GM3</b>	<b>GM3</b>					<b>196.49</b>				

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**Adult gross hourly pay by occupational group in local currency**

TABLE 31

**BENCHMARK PAY TABLES FOR APRIL 2012: MONTENEGRO**