

**FedEE**Federation of European Employers  
Fédération des Employeurs Européens

## The fine art of international business

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### Pay in Europe 2010: 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 February 1st, 2010. 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 Romania 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.

FedEE membership is a cost-effective way to monitor pay developments and deal with human resource issues as they arise. Our fast-track review process can get your membership started on the same working day.

To sign up now at special reduced rates, please visit the application page on our website at <http://www.fedee.com/join.shtml>.

#### Key to job positions

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



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## Pay in Europe 2009

Level	Occupational groups by type of organisation		Local currency: euro								
	Locally-owned	Foreign-owned	Minimum	85%	90%	95%	Midpoint			Maximum	
	>10 employees	>10 employees					100%	105%	110%	115%	120%
1	<b>E1</b>		***	***	***	***	<b>1.39</b>	***	***	***	***
2		<b>E1</b>	***	***	1.39	1.46	<b>1.54</b>	1.62	1.69	***	***
3	<b>E2</b>		***	1.45	1.54	1.62	<b>1.71</b>	1.79	1.88	1.96	***
4		<b>E2</b>	1.51	1.61	1.70	1.80	<b>1.89</b>	1.98	2.08	2.17	2.27
5	<b>E3,W1</b>		1.68	1.78	1.88	1.99	<b>2.09</b>	2.20	2.30	2.41	2.51
6	<b>W1</b>	<b>E3,W1</b>	1.86	1.97	2.09	2.20	<b>2.32</b>	2.44	2.55	2.67	2.78
7	<b>O1,T1,W2</b>	<b>O1,T1,W2</b>	2.18	2.32	2.45	2.59	<b>2.72</b>	2.86	3.00	3.13	3.27
8	<b>S1,W3</b>	<b>S1</b>	2.56	2.72	2.88	3.04	<b>3.20</b>	3.36	3.52	3.68	3.84
9	<b>O2,T2,S2</b>	<b>O2,T2,W3</b>	3.77	4.01	4.24	4.48	<b>4.72</b>	4.95	5.19	5.42	5.66
10	<b>F1,O3,P1,R1,T3</b>	<b>F1,P1,S2,T3</b>	5.56	5.91	6.25	6.60	<b>6.95</b>	7.30	7.64	7.99	8.34
11	<b>F2,P2,R2,S3</b>	<b>F2,O3,P2,R1,S3</b>	8.19	8.70	9.22	9.73	<b>10.24</b>	10.75	11.26	11.78	12.29
12	<b>R3</b>	<b>R2</b>	9.69	10.29	10.90	11.50	<b>12.11</b>	12.71	13.32	13.93	14.53
13	<b>M1,P3</b>	<b>P3,R3</b>	11.46	12.17	12.89	13.60	<b>14.32</b>	15.04	15.75	16.47	17.18
14	<b>P4</b>	<b>M1,P4,R3</b>	12.94	13.75	14.56	15.37	<b>16.18</b>	16.99	17.80	18.60	19.41
15	<b>M2</b>	<b>M1,P4</b>	14.62	15.53	16.45	17.36	<b>18.28</b>	19.19	20.10	21.02	21.93
16		<b>M2</b>	16.52	17.55	18.58	19.61	<b>20.65</b>	21.68	22.71	23.74	24.78
17	<b>M3</b>	<b>M2</b>	18.66	19.83	20.99	22.16	<b>23.32</b>	24.49	25.66	26.82	27.99
18	<b>M3</b>	<b>M3</b>	21.08	22.40	23.72	25.03	<b>26.35</b>	27.67	28.99	30.30	31.62
19		<b>M3</b>	23.81	25.30	26.79	28.28	<b>29.77</b>	31.26	32.75	34.23	35.72
20	<b>D1</b>	<b>D1</b>	26.90	28.59	30.27	31.95	<b>33.63</b>	35.31	36.99	38.67	40.36
21	<b>D2</b>	<b>D2</b>	28.27	30.03	31.80	33.57	<b>35.33</b>	37.10	38.87	40.63	42.40
22	<b>GM1</b>	<b>GM1</b>	29.70	31.56	33.41	35.27	<b>37.12</b>	38.98	40.84	42.69	44.55
23	<b>GM2</b>	<b>GM1</b>	31.21	33.16	35.11	37.06	<b>39.01</b>	40.96	42.91	44.86	46.81
24	<b>GM2</b>	<b>GM2</b>	32.79	34.84	36.88	38.93	<b>40.98</b>	43.03	45.08	47.13	49.18
25		<b>GM3</b>	34.45	36.60	38.75	40.91	<b>43.06</b>	45.21	47.37	49.52	51.67
26			***	***	***	***	***	***	***	***	***
27			***	***	***	***	***	***	***	***	***
28			***	***	***	***	***	***	***	***	***

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Adult gross hourly pay by occupational group in local currency

TABLE 31

BENCHMARK PAY TABLES FOR FEBRUARY 2009: MONTENEGRO