



Compensation & Benefits Survey

Automotive Sector

People Advisory Services
Georgia, 2022, Demo-Version

Georgia

Compensation & Benefits Survey

Automotive Sector

2022

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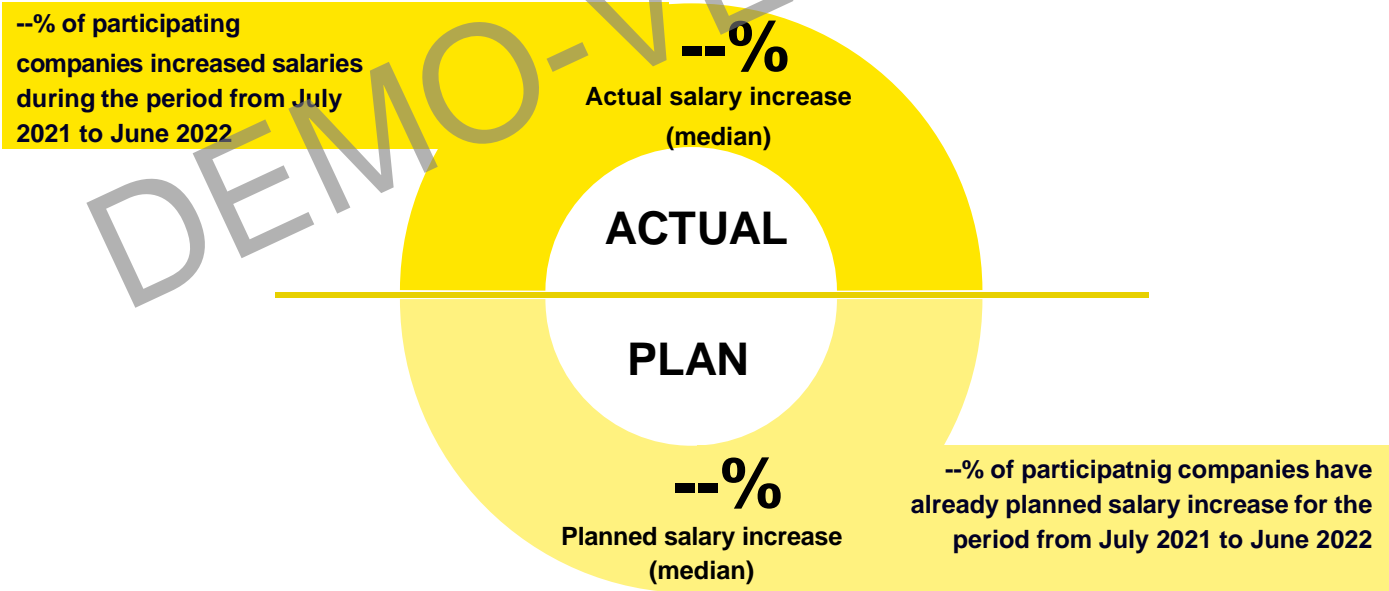
Compensation and Benefits Survey 2022 - Automotive Sector

Volume 1. Salary report

Georgia

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Summary



Monthly Fixed Pay-Summary

DEMO-VERSION

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

| Job Code | Job Title | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|--------------|--|--------------|----------------|--------|----------------|--------------|---------|-----------------------------|----------------------------|
| ADM100.06.20 | Housekeeping Manager | | | | | | - | 3 | 17 |
| ADM300.08.10 | Office Supplies Specialist | 781 | 906 | 1,125 | 1,219 | 1,438 | 1,115 | 6 | 12 |
| ADM600.10.40 | Cleaner | - | - | - | - | - | - | 11 | 34 |
| CAC100.09.10 | Call Center Operator | - | - | - | - | - | - | 6 | 25 |
| CLS100.06.10 | Post-sale Service / Warranty Manager | - | - | - | - | - | - | 6 | 7 |
| CLS200.05.10 | Head of Customer Service Division | - | - | - | - | - | - | 4 | 7 |
| CLS200.06.10 | Customer Service Manager | - | - | - | - | - | - | 7 | 33 |
| CLS200 | Customer Service Specialists | - | - | - | - | - | - | 15 | 98 |
| CLS200.07.10 | Chief Customer Service Specialist | - | - | - | - | - | - | 6 | 7 |
| CLS200.08.10 | Customer Service Specialist | - | - | - | - | - | - | 9 | 27 |
| FID110.05.10 | Chief Accountant | - | - | - | - | - | - | 7 | 21 |
| FID110 | Accountants | - | - | - | - | - | - | 16 | 67 |
| FID110.07.10 | Senior Accountant | - | - | - | - | - | - | 5 | 5 |
| FID110.08.10 | Accountant | - | - | - | - | - | - | 4 | 41 |
| FID110.09.10 | Junior Accountant | - | - | - | - | - | - | 7 | 21 |
| GEM000.01.10 | General Director | - | - | - | - | - | - | 7 | 7 |
| HRD100.04.10 | Head of HR Department | - | - | - | - | - | - | 3 | 3 |
| LEG100 | Legal Advisors | - | - | - | - | - | - | 6 | 8 |
| LEG100.08.10 | Legal Advisor | - | - | - | - | - | - | 5 | 6 |
| LOG300.06.10 | Warehouse Manager | - | - | - | - | - | - | 8 | 49 |
| LOG300.08.10 | Warehouse Specialist | - | - | - | - | - | - | 8 | 24 |
| LOG300.10.40 | Warehouse Worker | - | - | - | - | - | - | 5 | 9 |
| LSS200.06.10 | Purchasing Manager / Head of Purchasing Unit | - | - | - | - | - | - | 6 | 18 |
| MAR200.06.10 | Marketing Manager | - | - | - | - | - | - | 4 | 18 |
| PRD610.07.10 | Senior Electrical Engineer | - | - | - | - | - | - | 3 | 4 |
| PRD620.10.12 | Electrical Fitter* | - | - | - | - | - | - | 6 | 21 |
| PRD700.10.23 | Polishing & Painting Fitter* | - | - | - | - | - | - | 6 | 17 |
| PRD700.10.4 | Transport Equipment Fitters* | - | - | - | - | - | - | 13 | 239 |
| PRD700.10.44 | Transport Equipment Fitter* | - | - | - | - | - | - | 11 | 142 |
| PRD700.10.51 | Tinsmith* | - | - | - | - | - | - | 6 | 12 |
| PRD700.10.61 | Drivetrain Worker* | - | - | - | - | - | - | 6 | 10 |
| RST200.06.10 | Service Center Manager | - | - | - | - | - | - | 12 | 40 |
| RST420.10.10 | Sales Consultant | - | - | - | - | - | - | 20 | 197 |
| RST520.10.10 | Cashier | - | - | - | - | - | - | 7 | 81 |
| SED220 | Security Guards | - | - | - | - | - | - | 5 | 23 |
| SED220.10.10 | Security Guard | - | - | - | - | - | - | 4 | 18 |
| SLS000.04.10 | Sales Director | - | - | - | - | - | - | 6 | 10 |
| SLS100.05 | Sales Managers | - | - | - | - | - | - | 8 | 20 |
| SLS100.05.10 | National Sales Manager | - | - | - | - | - | - | 6 | 6 |

* Some employees at this position do not have monthly fixed pay and their compensation consists of variable pay only

Annual Fixed Pay and Annual Total Pay Summary

DEMO-VERSION

Annual fixed pay and annual total pay

Georgia

| | |
|--|-------------------------------|
| | Gross annual fixed pay in GEL |
| | Gross annual total pay in GEL |

Information for the period: July 2021 - June 2022

| Job Code | Job Title | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|--------------|--|--------------|----------------|--------|----------------|--------------|---------|-----------------------------|----------------------------|
| ADM100.06.20 | Housekeeping Manager | | | | | | - | 3 | 17 |
| ADM100.06.20 | Housekeeping Manager | | | | | | - | 3 | 17 |
| ADM300.08.10 | Office Supplies Specialist | 9,375 | 10,875 | 13,500 | 14,625 | 17,250 | 13,375 | 6 | 12 |
| ADM300.08.10 | Office Supplies Specialist | 10,141 | 12,202 | 14,794 | 16,936 | 19,353 | 14,763 | 6 | 12 |
| ADM600.10.40 | Cleaner | - | - | - | - | - | - | 11 | 34 |
| ADM600.10.40 | Cleaner | - | - | - | - | - | - | 11 | 34 |
| CAC100.09.10 | Call Center Operator | - | - | - | - | - | - | 6 | 25 |
| CAC100.09.10 | Call Center Operator | - | - | - | - | - | - | 6 | 25 |
| CLS100.06.10 | Post-sale Service / Warranty Manager | - | - | - | - | - | - | 6 | 7 |
| CLS100.06.10 | Post-sale Service / Warranty Manager | - | - | - | - | - | - | 6 | 7 |
| CLS200.05.10 | Head of Customer Service Division | - | - | - | - | - | - | 4 | 7 |
| CLS200.05.10 | Head of Customer Service Division | - | - | - | - | - | - | 4 | 7 |
| CLS200.06.10 | Customer Service Manager | - | - | - | - | - | - | 7 | 33 |
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| CLS200.07.10 | Chief Customer Service Specialist | - | - | - | - | - | - | 6 | 7 |
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| FID110.05.10 | Chief Accountant | - | - | - | - | - | - | 7 | 21 |
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| LEG100 | Legal Advisors | - | - | - | - | - | - | 6 | 8 |
| LEG100.08.10 | Legal Advisor | - | - | - | - | - | - | 5 | 6 |
| LEG100.08.10 | Legal Advisor | - | - | - | - | - | - | 5 | 6 |
| LOG300.06.10 | Warehouse Manager | - | - | - | - | - | - | 8 | 49 |
| LOG300.06.10 | Warehouse Manager | - | - | - | - | - | - | 8 | 49 |
| LOG300.08.10 | Warehouse Specialist | - | - | - | - | - | - | 8 | 24 |
| LOG300.08.10 | Warehouse Specialist | - | - | - | - | - | - | 8 | 24 |
| LOG300.10.40 | Warehouse Worker | - | - | - | - | - | - | 5 | 9 |
| LOG300.10.40 | Warehouse Worker | - | - | - | - | - | - | 5 | 9 |
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| LSS200.06.10 | Purchasing Manager / Head of Purchasing Unit | - | - | - | - | - | - | 6 | 18 |

Annual fixed pay and annual total pay

Georgia

| | |
|--|-------------------------------|
| | Gross annual fixed pay in GEL |
| | Gross annual total pay in GEL |

Information for the period: July 2021 - June 2022

| Job Code | Job Title | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|--------------|------------------------------|--------------|----------------|--------|----------------|--------------|---------|-----------------------------|----------------------------|
| MAR200.06.10 | Marketing Manager | - | - | - | - | - | - | 4 | 18 |
| MAR200.06.10 | Marketing Manager | - | - | - | - | - | - | 4 | 18 |
| PRD610.07.10 | Senior Electrical Engineer | - | - | - | - | - | - | 3 | 4 |
| PRD610.07.10 | Senior Electrical Engineer | - | - | - | - | - | - | 3 | 4 |
| PRD620.10.12 | Electrical Fitter* | - | - | - | - | - | - | 6 | 21 |
| PRD620.10.12 | Electrical Fitter | - | - | - | - | - | - | 6 | 21 |
| PRD700.10.23 | Polishing & Painting Fitter* | - | - | - | - | - | - | 6 | 17 |
| PRD700.10.23 | Polishing & Painting Fitter | - | - | - | - | - | - | 6 | 17 |
| PRD700.10.4 | Transport Equipment Fitters* | - | - | - | - | - | - | 13 | 239 |
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| PRD700.10.44 | Transport Equipment Fitter* | - | - | - | - | - | - | 11 | 142 |
| PRD700.10.44 | Transport Equipment Fitter | - | - | - | - | - | - | 11 | 142 |
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| PRD700.10.51 | Tinsmith | - | - | - | - | - | - | 6 | 12 |
| PRD700.10.61 | Drivetrain Worker* | - | - | - | - | - | - | 6 | 10 |
| PRD700.10.61 | Drivetrain Worker | - | - | - | - | - | - | 6 | 10 |
| RST200.06.10 | Service Center Manager | - | - | - | - | - | - | 12 | 40 |
| RST200.06.10 | Service Center Manager | - | - | - | - | - | - | 12 | 40 |
| RST420.10.10 | Sales Consultant | - | - | - | - | - | - | 20 | 197 |
| RST420.10.10 | Sales Consultant | - | - | - | - | - | - | 20 | 197 |
| RST520.10.10 | Cashier | - | - | - | - | - | - | 7 | 81 |
| RST520.10.10 | Cashier | - | - | - | - | - | - | 7 | 81 |
| SED220.10.10 | Security Guard | - | - | - | - | - | - | 4 | 18 |
| SED220.10.10 | Security Guard | - | - | - | - | - | - | 4 | 18 |
| SLS000.04.10 | Sales Director | - | - | - | - | - | - | 6 | 10 |
| SLS000.04.10 | Sales Director | - | - | - | - | - | - | 6 | 10 |
| SLS100.05 | Sales Managers | - | - | - | - | - | - | 8 | 20 |
| SLS100.05 | Sales Managers | - | - | - | - | - | - | 8 | 20 |
| SLS100.05.10 | National Sales Manager | - | - | - | - | - | - | 6 | 6 |
| SLS100.05.10 | National Sales Manager | - | - | - | - | - | - | 6 | 6 |

* Some employees at this position do not have monthly fixed pay and their compensation consists of variable pay only

Remuneration on
particular positions

DEMO-VERSION

Job title: **Office Supplies Specialist**
 Job code: ADM300.08.10
 Job level: 8

Department: Administrative Department
 Subfunction: Office Supplies
 Job category: Professional/Clerical

Job description

Concludes lease and public utilities contracts. Tracks contract execution. Provides office with furniture, stationery, drinking water, groceries. Responsible for office cleaning.

Characteristics of companies-participants

| Sales volume (mln USD) | <5 | 5-10 | 10-20 | 20-50 | 50-100 | 100-200 | 200-500 | 500-1,000 | >1,000 | Number of companies-participants: |
|-----------------------------|-------|--------|---------|---------|-----------|-------------|-------------|--------------|---------|-----------------------------------|
| % of companies-participants | 0.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Number of employees | <50 | 50-100 | 100-200 | 200-500 | 500-1,000 | 1,000-2,000 | 2,000-5,000 | 5,000-10,000 | >10,000 | |
| % of companies-participants | 50.0% | 0.0% | 25.0% | 0.0% | 0.0% | 0.0% | 25.0% | 0.0% | 0.0% | 4 |

Characteristics of employees

| Level of professional qualification | Foreign language skills are necessary for this position | International experience | Actual scope of responsibilities | Slightly lower than in Job Description Manuals | Exactly like in Job Description Manuals | Slightly higher than in Job Description Manuals |
|-------------------------------------|---|--------------------------|----------------------------------|--|---|---|
| | 33.3% | N/A | | 33.3% | 66.7% | 0.0% |

| Monthly fixed pay, Annual fixed pay, Annual total pay (GEL gross) | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|---|--------------|----------------|--------|----------------|--------------|---------|-----------------------------|----------------------------|
| Georgia | | | | | | | | |
| Monthly fixed pay | 781 | 906 | 1,125 | 1,219 | 1,438 | 1,115 | 6 | 12 |
| Annual fixed pay | 9,375 | 10,875 | 13,500 | 14,625 | 17,250 | 13,375 | 6 | 12 |
| Annual total pay | 10,141 | 12,202 | 14,794 | 16,936 | 19,353 | 14,763 | 6 | 12 |
| Tbilisi | | | | | | | | |
| Monthly fixed pay | - | 1,125 | 1,188 | 1,344 | - | 1,281 | 4 | 8 |
| Annual fixed pay | - | 13,500 | 14,250 | 16,125 | - | 15,375 | 4 | 8 |
| Annual total pay | - | 14,897 | 16,291 | 18,467 | - | 17,074 | 4 | 8 |

| Elements of monthly fixed pay (GEL gross per month) | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|---|--------------|----------------|--------------|----------------|--------------|--------------|-----------------------------|----------------------------|
| Base salary | 781 | 906 | 1,125 | 1,219 | 1,438 | 1,115 | 6 | 12 |
| Company allowances | - | - | - | - | - | - | - | - |
| Statutory allowances | - | - | - | - | - | - | - | - |
| Amount of other monthly fixed payments | - | - | - | - | - | - | - | - |
| TOTAL FIXED PAY | 781 | 906 | 1,125 | 1,219 | 1,438 | 1,115 | 6 | 12 |

| Elements of annual variable pay (GEL gross per year) | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|--|--------------|----------------|--------------|----------------|--------------|--------------|-----------------------------|----------------------------|
| Annual performance-related bonus | - | - | - | - | - | - | - | - |
| Monthly, quarterly and semi-annual bonuses | - | - | - | - | - | - | - | - |
| 13th salary and other guaranteed annual payments | - | - | - | - | - | - | - | - |
| Long term incentive payments | - | - | - | - | - | - | - | - |
| Amount of other annual variable payments | - | - | - | - | - | - | - | - |
| TOTAL VARIABLE PAY | - | 1,088 | 1,406 | 1,625 | - | 1,665 | 5 | 8 |

| Target variable pay | Lower decile | First quartile | Median | Third quartile | Upper decile | Average | Number of active incumbents | Total number of incumbents |
|---|--------------|----------------|--------|----------------|--------------|---------|-----------------------------|----------------------------|
| Target percentage of variable pay (from annual fixed pay) | - | - | - | - | - | - | - | - |
| Target total annual compensation (GEL gross) | - | - | - | - | - | - | - | - |

Compensation structure

| | | | | |
|---|--------|---|---------------------|-------|
| % of incumbents by which companies-participants provided information on the actual paid variable remuneration | 100.0% | Compensation structure (median) among such companies: | Annual fixed pay | 92.4% |
| | | | Annual variable pay | 7.6% |

Corporate car

| | | | |
|--|------|--|-----|
| % of companies-participants that provide corporate car to employees on this position | 0.0% | % of incumbents within this position that use a corporate car (median) | N/A |
|--|------|--|-----|

Electronic tool for benchmarking analysis

Electronic tool for benchmarking analysis

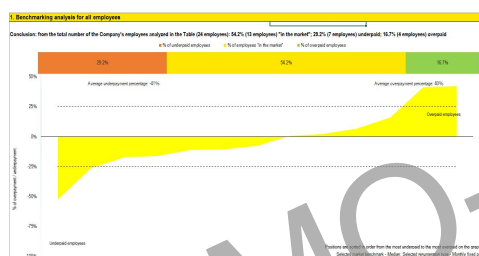
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- The Tool saves time you spent for analysis
- The results are presented in simple and illustrative format
- There is a possibility to prepare a brief analysis in PowerPoint or Excel format

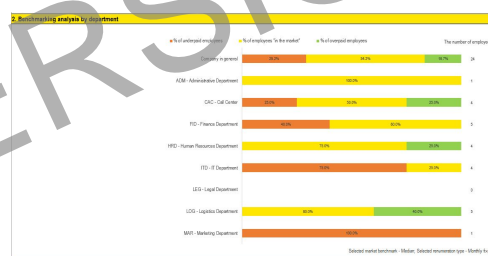
Additional options:

- Conducting the comparative analysis in any currency (GEL / USD / EUR)
- Updating data on the percentage of market movement

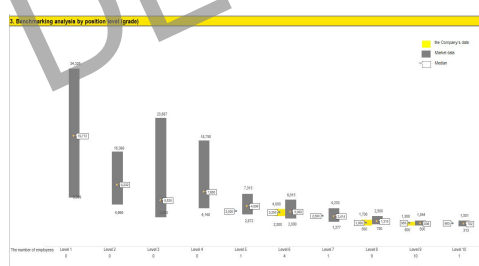
The results of the Electronic tool for benchmarking analysis usage are presented below.



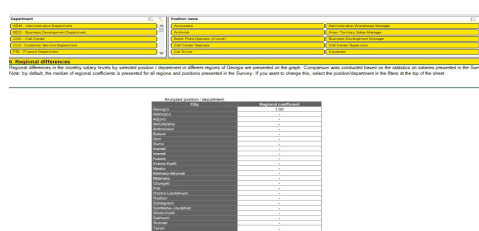
- ▶ Benchmarking analysis for all employees



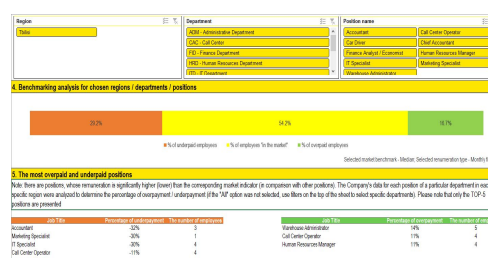
- ▶ Benchmarking analysis by departments



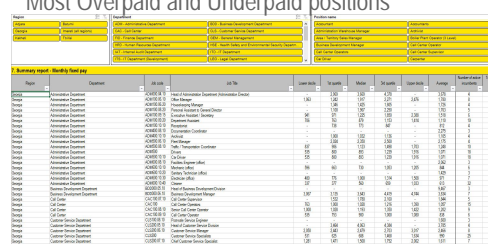
► Benchmarking analysis by position level



▶ Regional Differences



- ▶ Benchmarking analysis by regions;
Most Overpaid and Underpaid positions



▶ Summary Report

General Industry Compensation and Benefits Survey 2022

Volume 2. HR Policies and practices report

Georgia

HR Policies and Practices report table of contents

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 - Project variable pay
 - Regular variable pay
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 - Peculiarities of short-term incentive programs for employees of sales division
- Long-term incentive plans (LTIPs)
 - Types of LTIPs
 - Performance indicators that are used for LTIPs
 - Parameters of LTIPs
- Performance management
 - Management by objectives / key performance indicators (KPIs)
 - Typical objectives/KPIs by function
 - Management by competencies
 - Performance management metrics
- Sales division employees
- Social benefits and allowances
- Training and professional development
- Health insurance
- Additional insurance
- Other benefits
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- Loans
- Pension plans
- Working time arrangements
- Business trips policy
- Recruitment policy
- Other features of HR policies
- Expatriate employees policy
- Internship programs
- HR metrics

Salary arrangements

Salary arrangements

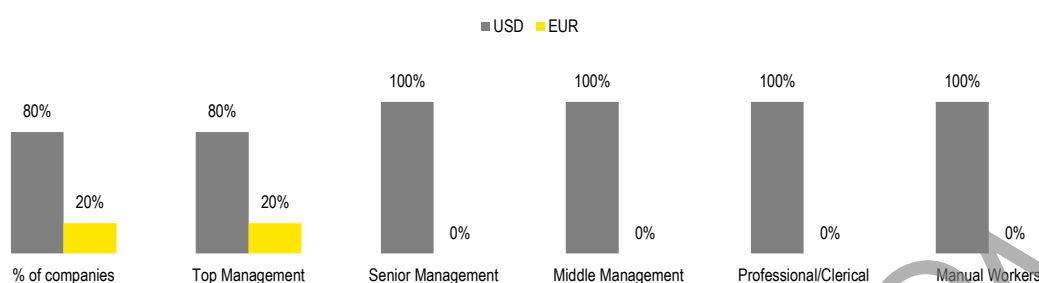
Currency regulations

Further in this section policies and practices apply only to Georgian employees

| | Top Management | Senior Management | Middle Management | Professional/ Clerical | Manual Workers |
|---|----------------|-------------------|-------------------|------------------------|----------------|
| Salaries of all employees denominated in the local currency | 67% | 88% | 94% | 88% | 86% |
| Salaries of all employees denominated in a foreign currency | 33% | 25% | 19% | 12% | 14% |

The amount of percentage may exceed 100, as some companies may have denominated salaries in both currency

Foreign currency



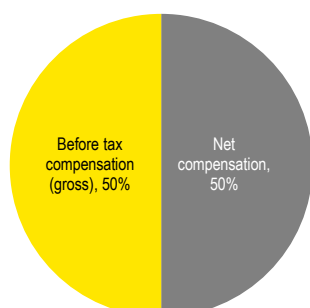
| Exchange rate policy | % of companies | Top Management | Senior Management | Middle Management | Professional/ Clerical | Manual Workers |
|-----------------------------------|----------------|----------------|-------------------|-------------------|------------------------|----------------|
| The National Bank's exchange rate | 100% | 100% | 100% | 100% | 100% | 100% |

Changes of salary denomination currency

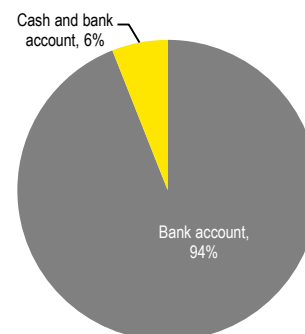
| | % of companies | Top Management | Senior Management | Middle Management | Professional/ Clerical | Manual Workers |
|---|----------------|----------------|-------------------|-------------------|------------------------|----------------|
| % of companies that have changed currency of the salary denomination for the last 12 months | 6% | 7% | 6% | 6% | 6% | 7% |
| From local currency to foreign currency | 100% | 100% | 100% | 100% | 100% | 100% |

Salary accrual

Salary accrual mode

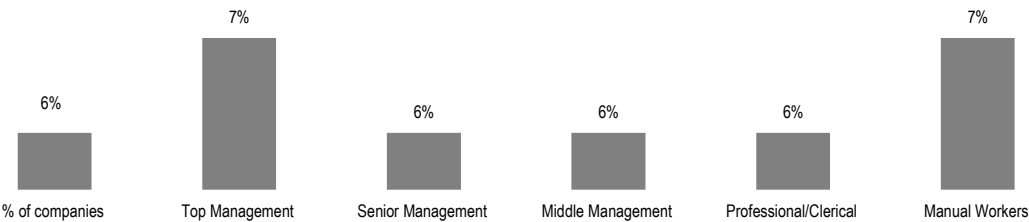


Salary accrual mechanism



Payroll outsourcing

Companies that outsource the payroll calculation to an external provider



| The reasons for outsourcing the salary calculating (payroll) function to third parties/organizations | % of companies |
|--|----------------|
| Confidentiality preservation | 100% |

* All topics listed on page 30 of this demo version will be provided in the same format as above

DEMO-VERSION

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Contact information

Contact information



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