

Compensation & Benefits Survey

Automotive Sector

People Advisory Services
Georgia, 2022, Demo-Version



Building a better
working world

Georgia Compensation & Benefits Survey

Automotive Sector

2022

DEMO-VERSION

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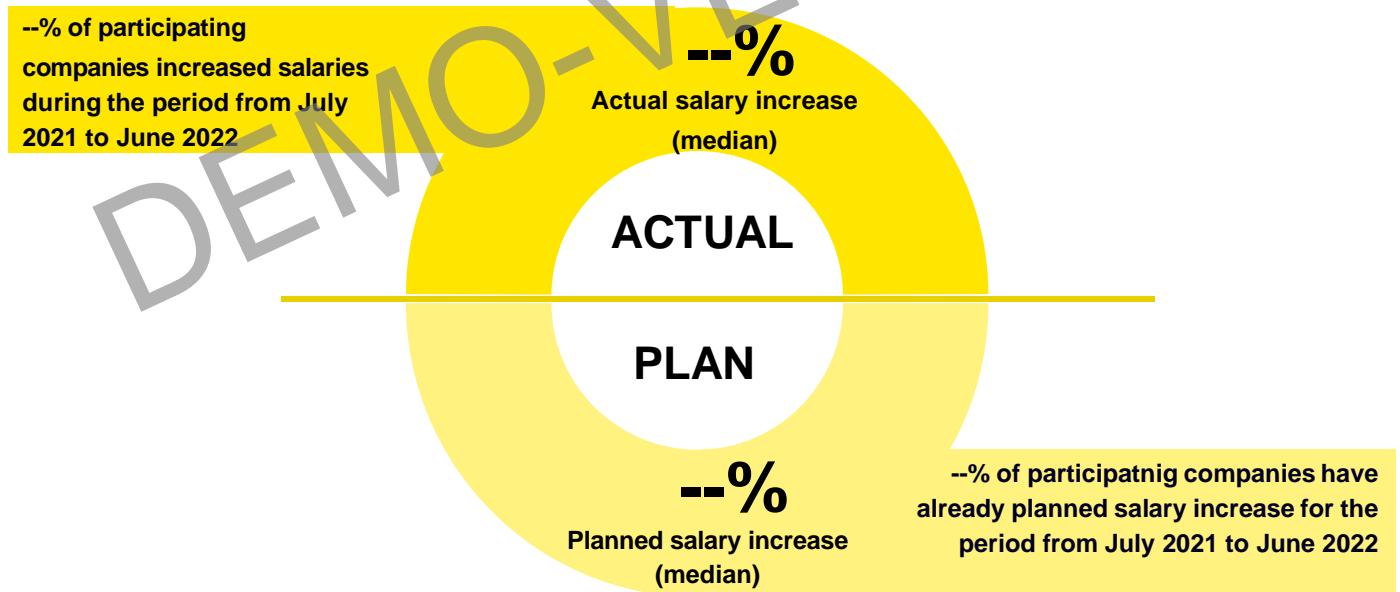
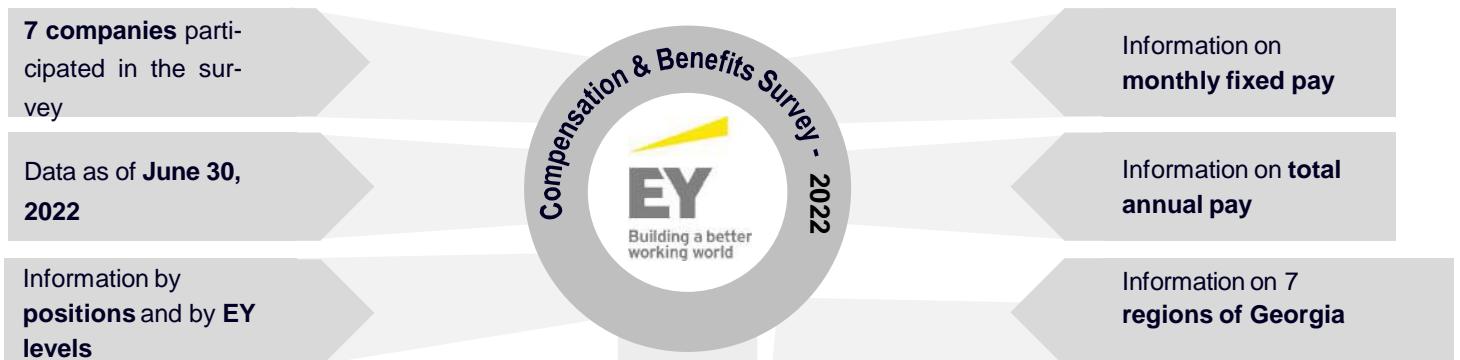
Compensation and Benefits Survey 2022 - Automotive Sector

Volume 1. Salary report

Georgia

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Summary



Monthly Fixed Pay- Summary

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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	<i>Chief Customer Service Specialist</i>	-	-	-	-	-	-	6	7
CLS200.08.10	<i>Customer Service Specialist</i>	-	-	-	-	-	-	9	27
FID110.05.10	Chief Accountant	-	-	-	-	-	-	7	21
FID110	Accountants	-	-	-	-	-	-	16	67
FID110.07.10	<i>Senior Accountant</i>	-	-	-	-	-	-	5	5
FID110.08.10	<i>Accountant</i>	-	-	-	-	-	-	4	41
FID110.09.10	<i>Junior Accountant</i>	-	-	-	-	-	-	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	<i>Legal Advisor</i>	-	-	-	-	-	-	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	<i>Transport Equipment Fitter*</i>	-	-	-	-	-	-	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	<i>Security Guard</i>	-	-	-	-	-	-	4	18
SLS000.04.10	Sales Director	-	-	-	-	-	-	6	10
SLS100.05	Sales Managers	-	-	-	-	-	-	8	20
SLS100.05.10	<i>National Sales Manager</i>	-	-	-	-	-	-	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

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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
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CLS200.06.10	Customer Service Manager	-	-	-	-	-	-	7	33
CLS200	Customer Service Specialists	-	-	-	-	-	-	15	98
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GEM000.01.10	General Director	-	-	-	-	-	-	7	7
GEM000.01.10	General Director	-	-	-	-	-	-	7	7
HRD100.04.10	Head of HR Department						-	3	3
HRD100.04.10	Head of HR Department						-	3	3
LEG100	Legal Advisors	-	-	-	-	-	-	6	8
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
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	-	-	-	-	-	-	6	18
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

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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	<i>Senior Electrical Engineer</i>	-	-	-	-	-	-	3	4
PRD610.07.10	<i>Senior Electrical Engineer</i>	-	-	-	-	-	-	3	4
PRD620.10.12	Electrical Fitter*	-	-	-	-	-	-	6	21
PRD620.10.12	Electrical Fitter	-	-	-	-	-	-	6	21
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PRD700.10.23	Polishing & Painting Fitter	-	-	-	-	-	-	6	17
PRD700.10.4	Transport Equipment Fitters*	-	-	-	-	-	-	13	239
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PRD700.10.44	<i>Transport Equipment Fitter</i>	-	-	-	-	-	-	11	142
PRD700.10.51	Tinsmith*	-	-	-	-	-	-	6	12
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
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RST520.10.10	Cashier	-	-	-	-	-	-	7	81
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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	<i>National Sales Manager</i>	-	-	-	-	-	-	6	6
SLS100.05.10	<i>National Sales Manager</i>	-	-	-	-	-	-	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

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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	4
% of companies-participants	50.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	

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
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Electronic tool for benchmarking analysis

Electronic tool for benchmarking analysis

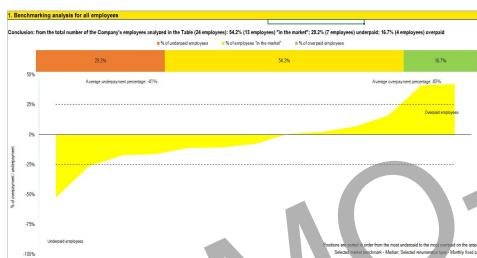
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- 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

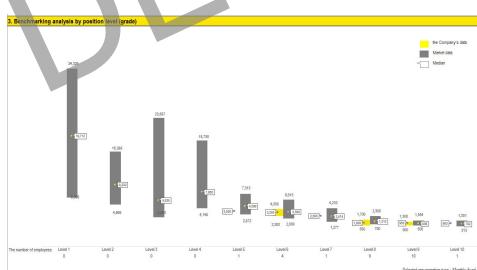
The results of the Electronic tool for benchmarking analysis usage are presented below



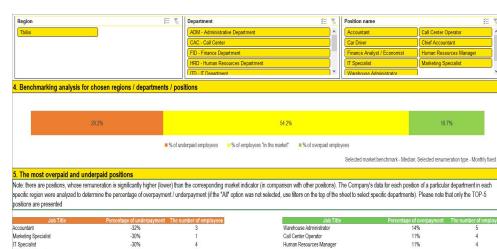
► Benchmarking analysis for all employees



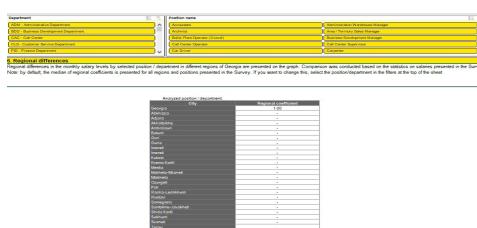
► Benchmarking analysis by departments



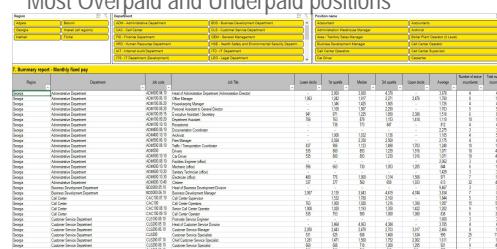
► Benchmarking analysis by position level



- Benchmarking analysis by regions;
Most Overpaid and Underpaid positions



► Regional Differences



► 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

- Characteristics of the participants
- Salary arrangements
- Salary regulation
 - Graded pay structure
 - Market benchmarking policy
 - Types of salary adjustments
 - Regional coefficients
 - Frequency of salary adjustments
 - Actual salary changes
 - Planned salary changes
- Short- term incentive programs for employees
 - One-time variable pay
 - Project variable pay
 - Regular variable pay
 - Requirements/approaches for participation in the short-term variable pay program
 - The approach for determining a budget for a short-term variable pay
 - Principles of variable pay determination
 - Indicators that are used for calculation of variable pay
 - 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
- Automobiles
- 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

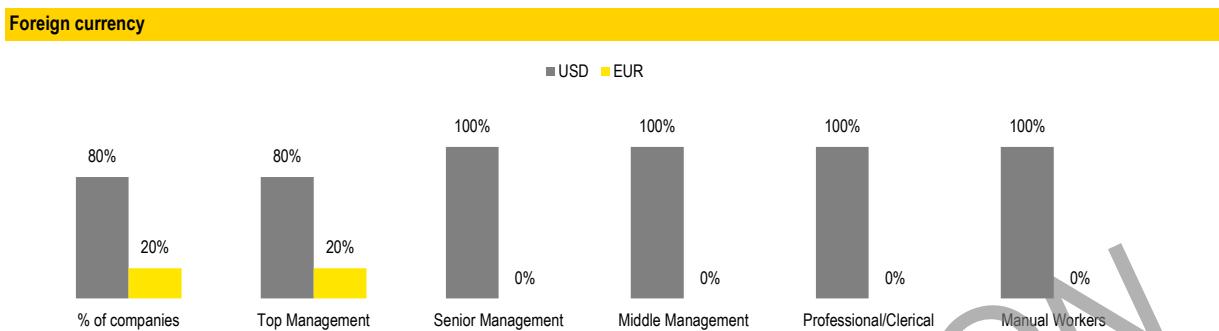
Salary arrangements

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

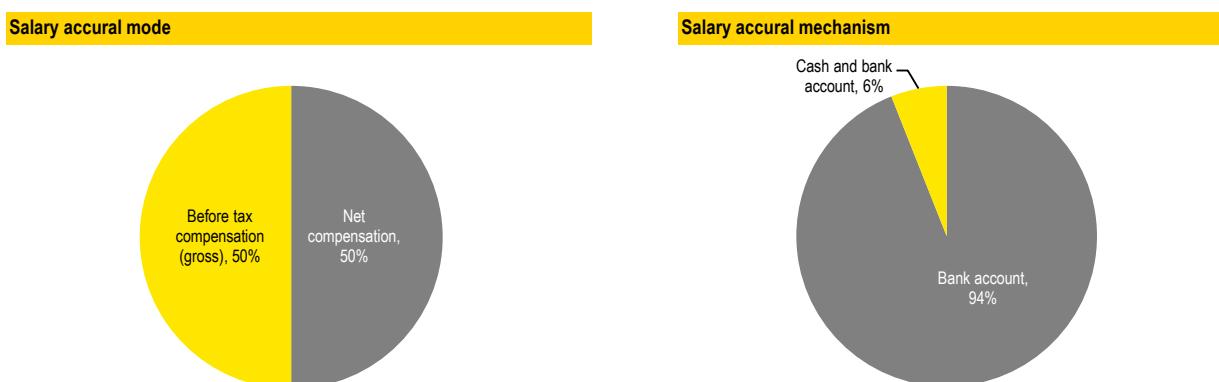


Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

Changes of salary denomination currency

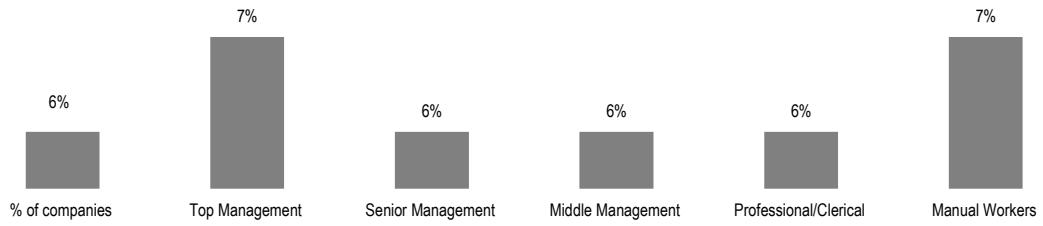
	% of companies	Top Management	Senior Management	Middle Management	Professional/Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
From local currency to foreign currency	100%	100%	100%	100%	100%	100%

Salary accrual



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

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