

Georgia

IT Positions Compensation & Benefits Survey

People Advisory Services

2021 Demo-version



EY

Building a better
working world

Georgia

IT Positions Compensation & Benefits Survey

DEMO-VERSION

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General information about the survey

How to use Compensation & Benefits Report

This section of the survey contains information on how the data was put together, what it represents, and how to use the report in the most meaningful way possible.

This section sets out the methodology through which the survey was compiled, defines key statistical terms, describes main elements of pay and also gives a series of tips regarding easy access to various pieces of data.

It is strongly recommended that persons unfamiliar with the usage of such reports read this section carefully before going into the survey report. Even those who have used to deal with such data could find this section a useful.

Methodology of the survey

Participants

- ▶ Companies, which operate in the Georgian market (see the section “List of Participants”).
- ▶ Survey covers information on persons employed in Georgia. Expatriate packages are not covered by the survey.

Data Collection

- ▶ We gathered the data about real jobholders (not the average data on a company level)
- ▶ The questionnaire was provided to the participants in the electronic format. Traditionally it consists of four sections:
 - ▶ Sections A & D covering general information about the company,
 - ▶ Section B covering HR policies and practices in the company,
 - ▶ Section C covering remuneration for particular positions.
- ▶ While completing the Questionnaire (Section C), participants matched jobs in their companies to the standard jobs defined by EY for reporting purposes. In this process, called job matching, the Job Descriptions Manual has been used.
- ▶ The Job Descriptions Manual was compiled and developed in the electronic format.
- ▶ We introduced a simple job classification table to help in job matching process; jobs were matched on the basis of responsibilities and not the job title itself. Clarifications were given by telephone in order to ensure that data was given for appropriate jobs and categories.
- ▶ While the questionnaires were being filled out and data submitted, EY representatives could be contacted by participants via a "hotline" for consultations and explanations.
- ▶ The information and data received from each participating company was put into the unified, protected database. Each incoming questionnaire was checked for accuracy and consistency. In case of any doubts, the consultants contacted participants for refinements and clarifications.
- ▶ The degree to which the information provided corresponded to job duties was examined. Consultants evaluated the data by position, using a variety of indicators, such as high and low salary levels, accountability of a job holder official and other indicators, casting doubt on the representative nature of the information for each group of jobs. Any significant variations were then checked with the provider for accuracy.
- ▶ The aggregated data was published in a format guaranteeing confidentiality and preventing the possibility to identify data of separate companies.

Timeframe

- ▶ Data on monthly base salaries was gathered as of June 30, 2021.
- ▶ Data on variable pay received by jobholders was gathered for a 12-month period ending June 30, 2021.

Data presentation

- ▶ Information about monthly fixed pay is expressed in GEL before taxation (gross). For companies, which denominate salaries in foreign currency, we used the exchange rate of the National Bank of Georgia as of 30 June 2021 (3.1603 GEL/USD, 3.7608 GEL/EUR), if another exchange rate was not specified in a certain questionnaire.
- ▶ Salary data was presented in an aggregated format, with the use of statistical measures:
 - ▶ deciles
 - ▶ quartiles
 - ▶ median
 - ▶ average
- ▶ In addition to standard jobs, the report also provides information on job groups. Jobs with similar functions and tasks were included in groups (the level and experience of the jobs may differ). For example, the group FID110 «Accountants» includes such positions as: FID110.07.10 «Senior Accountant», FID110.08.10 «Accountant» and FID110.09.10 «Junior Accountant».
- ▶ The salary data was presented in the three sections: “Monthly Fixed Pay”, “Annual Fixed Pay and Annual Total Pay”, and “Remuneration on particular positions”.
- ▶ Please note that statistics on monthly salary and annual total pay are calculated separately. Therefore, the sum of statistical measure on a monthly salary for 12 months and the corresponding statistical measure on variable pay, in general, will not correspond to the annual total pay of the position.

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Structure of the Compensation Package

The information was gathered for the following main elements of pay:

Monthly Fixed Pay, including:

Monthly base salary	Basic element of compensation package; paid on a monthly basis or more frequently, usually guaranteed to the employee by the employment agreement.
Allowances	Paid regularly (usually on a monthly basis), always in the same amount, in addition to the base salary; usually linked to the function or working conditions (e.g. allowance for harmful conditions). These allowances may be statutory or company-provided.

+ Variable Pay, including:

Annual performance-related bonus	Bonus paid only if company / employee meet certain annual goals. May be determined as a percentage of basic salary or based on other approach.
Monthly, quarterly and semi-annual bonuses	Bonus paid to the employee on a monthly/ quarterly/ semi-annual basis, if company/ employee meets certain goals in the respective period.
13th salary	Bonus paid to the employee usually in the amount of one monthly salary
Long-term incentive payments	Cash payments to employees according to long-term incentive programs (e. g., bonuses based on the valuation of the company's shares, price of the company, company's key performance indicators, progress towards long-term projects, etc.)
Other forms of variable pay	Other forms of variable pay not covered in the previous categories.

= Annual Total Pay

Sum of all the elements paid to a certain jobholder in annual terms. This is the main information for benchmarking, as it describes the overall remuneration for the jobholder.

In the final report we present information regarding total monthly fixed pay, total annual pay and each element of variable pay for each of the jobs. However, the most important information concerns:

- ▶ Monthly Fixed Pay
- ▶ Annual Total Pay

Structure of the compensation package (Fixed / Variable)

The Survey also contains the proportion between the Fixed Pay and Variable Pay for each job. The average structure of the package shows how widespread are cash incentives within the compensation package for each position.

The average percentage of Variable Pay in the Annual Total Pay is calculated for each job. This figure is calculated by determining the percentage of variable pay for each jobholder and then taking the median of this data.

Definitions of Terms used in the Survey

Total number of incumbents

For each position, the number of employees reported by participants is presented. The higher the number, the more reliable are the results.

Number of active incumbents

For each position, the number of lines with the data that were taken into account for analysis is indicated. To ensure the equal impact of all participants in the calculation of statistical measures for each position, up to three values from each participant in one city were taken into account. If there was more than three values on one position, minimum, median and maximum values were taken into account based on the level of the total annual pay. In some cases, less than three values were taken into account in order to ensure the principle of equal influence of all participants on the sample. The greater the number of active incumbents for each separate position, the more reliable the results are.

Number of companies-participants

For each position, the number of companies that submitted information by this position is indicated. The higher the number of companies-participants for each specific position, the more reliable the results are.

Deciles

For the purposes of statistical analysis, all the data is organized in an ascending order. Lower decile is the parameter that describes the first 10th percent of the sample. For example, if there were 100 employees on a Financial Analyst position and their salaries were organized in the ascending order, the 10th lowest salary would be the figure for the lower decile. Similarly, the upper decile describes the 90th percent point of the sample (in the above example — the 90th salary). Generally speaking, deciles “cut off” the lower and upper 10 percent of the sample, due to this they describe the sample much better than the minimum and maximum that can sometimes be misleadingly extreme.

Quartiles

The abovementioned approach is used, the only difference is that quartiles represent respectively 25th percent (first or lower quartile) and 75th percent (upper quartile) of the sample, i.e., 25th salary out of 100 and 75th salary out of 100. Quartiles are considered as a stable and valid measure, because they represent the middle 50 percent of the sample (i.e., 50 percent of the salaries are between first and third quartile).

Median

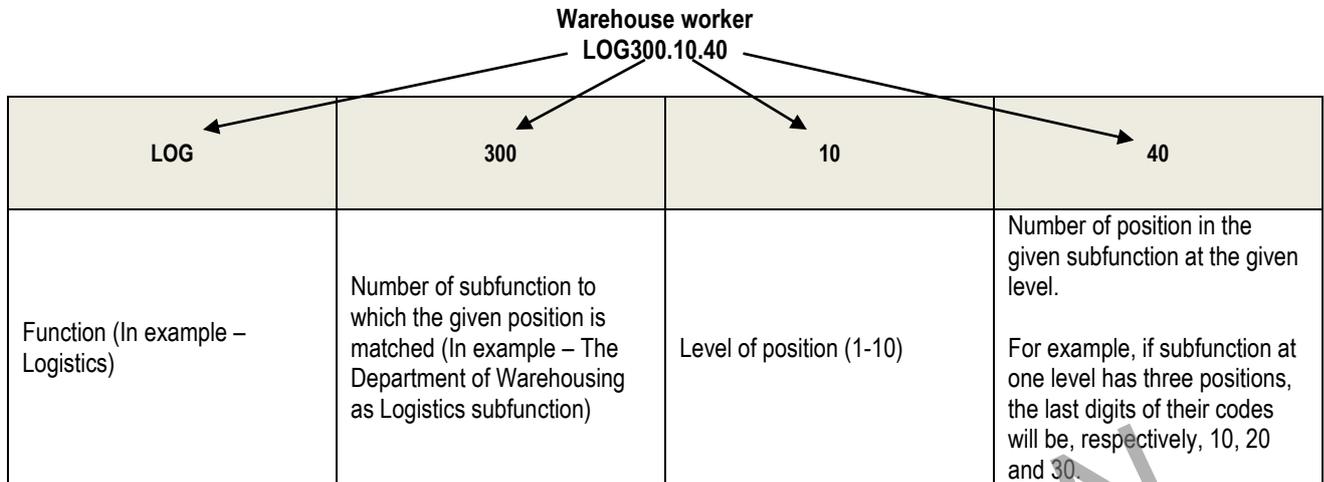
Median represents the salary of the middle employee in the sample (or the average of the two middle employees if the number of data points in the sample is even). It is used for the purposes of compensation analysis due to its stability. Median shows the value that is considered to be “the most representative” for the distribution. For example, the answer to the question “How much is HR Specialist paid?” would be the value of the median.

Average

Standard arithmetic average calculated as a sum of all the salaries divided by the number of incumbents. Average itself is not a good measure, because it is highly sensitive to the extreme minimum and maximum values. However, it is commonly used together with the median, because it serves properly as a “control parameter”, and the comparison of both values gives additional information on the distribution of the sample.

Description of the job code formation

The scheme below shows an example of job code formation, and also the link between the organizational structure and individual job code.



“Where should I look if I want to know...”

...what “lower decile” really means?	How to use this salary survey
... what is the average remuneration for middle management?	Monthly Fixed Pay and Annual Total Pay – information by levels
... what is the monthly fixed pay of HR Director?	Monthly Fixed Pay
... what is the annual fixed pay and annual total pay for a Senior Accountant?	Fixed Pay and Total Pay
... how much I should pay my Sales Representative?	Remuneration on particular positions

Description of Categories and Levels

Job categories used in the survey	Level	Examples of job titles
Top Management	1	CEO / President
	2	First Deputy of CEO / First Vice-President
Senior Management	3	Vice-President / Director
	4	Head of Department / Directorate
Middle Management	5	Head of Division
	6	Head of Division (Unit) / Manager
Professional	7	Chief / Leading Specialist
	8	Specialist
Clerical / Manual Workers	9	Junior Specialist / Worker 5-6th grade
	10	Assistant / Worker 1-4th grade

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IT Positions Compensation and Benefits Survey 2021

Volume 1. Salary report

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Summary



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--% of participating companies increased salaries during the period from July 2020 to June 2021

--%
Actual salary increase (median)

ACTUAL

PLAN

--%
Planned salary increase (median)

--% of participating companies have already planned salary increase for the period from July 2021 to June 2022

Monthly Fixed Pay- Summary

Monthly fixed pay

Tbilisi

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2021

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-		7	8
ITD000.04.10	IT Director	-	-	-	-	-		5	6
ITD001	IT Specialists	-	-	-	-	-		6	7
ITD000.08.10	IT Specialist	-	1,250	1,913	2,296	-	1,776	5	6
ITD110.06.10	IT Implementation Manager	-	-	-	-	-		4	13
ITD135	System Architects	-	-	-	-	-		12	15
ITD135.06.10	Chief System Architect	-	-	-	-	-		6	7
ITD135.08.10	Webmaster	-	-	-	-	-		5	7
ITD200.07.10	Database Administrator	-	-	-	-	-		7	9
ITD300.05.10	Support Department Head	-	-	-	-	-		7	7
ITD300.08.10	Desktop Support Specialist	-	-	-	-	-		16	58
ITD300.09.10	Junior Desktop Support Specialist	-	-	-	-	-		4	13
ITD305.06.10	Service Desk Manager (Helpdesk)	-	-	-	-	-		4	6
ITD305.07.10	Chief Service Desk Specialist	-	-	-	-	-		10	13
ITD305	Service Desk Specialists	-	-	-	-	-		20	113
ITD305.08.10	Service Desk Specialist (Helpdesk)	-	-	-	-	-		12	85
ITD305.09.10	Junior Service Desk Specialist (Helpdesk)	-	-	-	-	-		8	28
ITD400	Information Security Specialists	-	-	-	-	-		12	30
ITD500.06.10	Head of System Administration Unit	-	-	-	-	-		5	5
ITD500	System Administrator	-	-	-	-	-		37	57
ITD500.07.10	Senior System Administrator	-	-	-	-	-		8	18
ITD500.07.30	Application Administrator	-	-	-	-	-		6	7
ITD500.08.10	System Administrator	-	-	-	-	-		14	20
ITD500.09.10	Junior System Administrator	-	-	-	-	-		7	10
ITG120.06.10	Team Lead, Visual Design	-	-	-	-	-		4	4
ITG120.07.10	Senior Visual Designer	-	-	-	-	-		6	40
ITG120.08.10	Middle Visual Designer	-	-	-	-	-		4	7
ITG120.09.10	Junior Visual Designer	-	-	-	-	-		3	16
ITR100.05.10	Research and Development Head	-	-	-	-	-		3	4
ITR100.08.10	Middle Researcher/Data Analyst	-	-	-	-	-		5	9
ITR110.07.10	Senior Business Analyst	-	-	-	-	-		6	120
ITR110.08.10	Business Analyst	-	-	-	-	-		12	261
ITR110.09.10	Junior Business Analyst	-	-	-	-	-		4	5
ITS000.05.20	Product Owner	-	-	-	-	-		8	54
ITS000.05.40	Scrum Master	-	-	-	-	-		6	27
ITS100.04.10	Senior Project Manager	-	-	-	-	-		5	5
ITS100.05.10	Project Lead (Junior Project Manager)	-	-	-	-	-		3	3
ITS100.06.10	Technical Lead	-	-	-	-	-		4	6
ITS110	Developers, General	-	-	-	-	-		74	407
ITS110.07.10	Expert Developer, General	-	-	-	-	-		16	31
ITS110.07.30	Senior Developer, General	-	-	-	-	-		15	27
ITS110.08.10	Middle Developer, General	-	-	-	-	-		21	305
ITS110.09.10	Junior Developer, General	-	-	-	-	-		20	42
ITS112	Developers, Java	-	-	-	-	-		14	56
ITS112.07.30	Senior Developer, Java	-	-	-	-	-		5	5
ITS112.08.10	Middle Developer, Java	-	-	-	-	-		5	19

Monthly fixed pay

Tbilisi

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2021

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ITS113	Developers - .NET, C#	-	-	-	-	-		13	24
ITS113.07.30	Senior Developer, .NET/C#	-	-	-	-	-		4	5
ITS113.08.10	Middle Developer, .NET / C#	-	-	-	-	-		5	13
ITS115	Developers, Web / HTML / XML	-	-	-	-	-		3	3
ITS200.06.10	Lead Software Testing	-	-	-	-	-		4	4
ITS210	Testers, General	-	-	-	-	-		38	260
ITS210.07.20	Expert Tester (General)	-	-	-	-	-		12	79
ITS210.08.10	Middle Tester (General)	-	-	-	-	-		18	125
ITS210.09.10	Junior Tester (General)	-	-	-	-	-		8	56
ITS400.06.10	Team Lead, DevOps	-	-	-	-	-		3	3
ITS400	DevOps	-	-	-	-	-		13	15
ITS400.08.10	DevOps Engineer	-	-	-	-	-		8	10
ITS400.09.10	Junior DevOps Engineer	-	-	-	-	-		3	3

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Annual Fixed Pay and Annual Total Pay-Summary

Annual fixed pay and annual total pay

	Gross annual fixed pay in GEL
	Gross annual total pay in GEL

Information for the period: July 2020 - June 2021

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	7	8
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	7	8
ITD000.04.10	IT Director	-	-	-	-	-	-	5	6
ITD000.04.10	IT Director	-	-	-	-	-	-	5	6
ITD001	IT Specialists	-	-	-	-	-	-	6	7
ITD001	IT Specialists	-	-	-	-	-	-	6	7
ITD000.08.10	IT Specialist	-	15,000	22,959	27,551	-	21,310	5	6
ITD000.08.10	IT Specialist	-	15,000	27,423	31,190	-	23,716	5	6
ITD110.06.10	IT Implementation Manager	-	-	-	-	-	-	4	13
ITD110.06.10	IT Implementation Manager	-	-	-	-	-	-	4	13
ITD135	System Architects	-	-	-	-	-	-	12	15
ITD135	System Architects	-	-	-	-	-	-	12	15
ITD135.06.10	Chief System Architect	-	-	-	-	-	-	6	7
ITD135.06.10	Chief System Architect	-	-	-	-	-	-	6	7
ITD135.08.10	Webmaster	-	-	-	-	-	-	5	7
ITD135.08.10	Webmaster	-	-	-	-	-	-	5	7
ITD200.07.10	Database Administrator	-	-	-	-	-	-	7	9
ITD200.07.10	Database Administrator	-	-	-	-	-	-	7	9
ITD300.05.10	Support Department Head	-	-	-	-	-	-	7	7
ITD300.05.10	Support Department Head	-	-	-	-	-	-	7	7
ITD300.08.10	Desktop Support Specialist	-	-	-	-	-	-	16	58
ITD300.08.10	Desktop Support Specialist	-	-	-	-	-	-	16	58
ITD300.09.10	Junior Desktop Support Specialist	-	-	-	-	-	-	4	13
ITD300.09.10	Junior Desktop Support Specialist	-	-	-	-	-	-	4	13
ITD305.06.10	Service Desk Manager (Helpdesk)	-	-	-	-	-	-	4	6
ITD305.06.10	Service Desk Manager (Helpdesk)	-	-	-	-	-	-	4	6
ITD305.07.10	Chief Service Desk Specialist	-	-	-	-	-	-	10	13
ITD305.07.10	Chief Service Desk Specialist	-	-	-	-	-	-	10	13
ITD305	Service Desk Specialists	-	-	-	-	-	-	20	113
ITD305	Service Desk Specialists	-	-	-	-	-	-	20	113
ITD305.08.10	Service Desk Specialist (Helpdesk)	-	-	-	-	-	-	12	85
ITD305.08.10	Service Desk Specialist (Helpdesk)	-	-	-	-	-	-	12	85
ITD305.09.10	Junior Service Desk Specialist (Helpdesk)	-	-	-	-	-	-	8	28
ITD305.09.10	Junior Service Desk Specialist (Helpdesk)	-	-	-	-	-	-	8	28
ITD400	Information Security Specialists	-	-	-	-	-	-	12	30
ITD400	Information Security Specialists	-	-	-	-	-	-	12	30
ITD500.06.10	Head of System Administration Unit	-	-	-	-	-	-	5	5
ITD500.06.10	Head of System Administration Unit	-	-	-	-	-	-	5	5
ITD500	System Administrator	-	-	-	-	-	-	37	57
ITD500	System Administrator	-	-	-	-	-	-	37	57
ITD500.07.10	Senior System Administrator	-	-	-	-	-	-	8	18
ITD500.07.10	Senior System Administrator	-	-	-	-	-	-	8	18
ITD500.07.30	Application Administrator	-	-	-	-	-	-	6	7
ITD500.07.30	Application Administrator	-	-	-	-	-	-	6	7
ITD500.08.10	System Administrator	-	-	-	-	-	-	14	20
ITD500.08.10	System Administrator	-	-	-	-	-	-	14	20

Remuneration on particular positions

Job title: IT Specialist
 Job code: ITD000.08.10
 Job level: 8

Department: IT Department
 Subfunction: General IT Department
 Job category: Professional/Clerical

Job description

Conducts scheduled preventive maintenance and repair work related with ensuring continuity of computer work, peripherals and telecommunications equipment, and office equipment. Engaged in installing and configuring the software. Participates in procurement of software and equipment. Consults with users. Has one to three years of work experience.

Characteristics of companies-participants

Sales volume (min 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%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	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	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	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
	N/A	N/A		0.0%	100.0%	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	-	1,250	1,913	2,296	-	1,776	5	6
Annual fixed pay	-	15,000	22,959	27,551	-	21,310	5	6
Annual total pay	-	15,000	27,423	31,190	-	23,716	5	6
Tbilisi								
Monthly fixed pay	-	1,250	1,913	2,296	-	1,776	5	6
Annual fixed pay	-	15,000	22,959	27,551	-	21,310	5	6
Annual total pay	-	15,000	27,423	31,190	-	23,716	5	6

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	-	1,250	1,913	2,296	-	1,776	5	6
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
TOTAL FIXED PAY	-	1,250	1,913	2,296	-	1,776	5	6

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	-	-	-	-	-	-	-	-

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	N/A
			Annual variable pay	N/A

Corporate car

% of companies-participants that provide corporate car to employees on this position	0.0%
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Electronic tool for benchmarking analysis

Electronic tool for benchmarking analysis

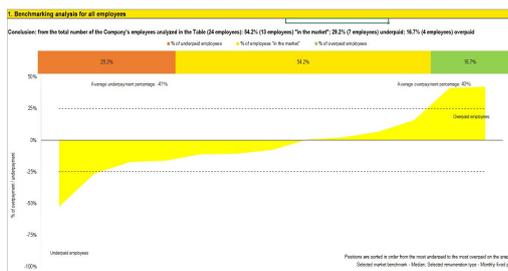
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- 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:

- Converting Survey data from Gross to Net and Net to Gross
- Conducting the comparative analysis in any currency (GEL / USD / EUR)
- Updating data on the percentage of market movement

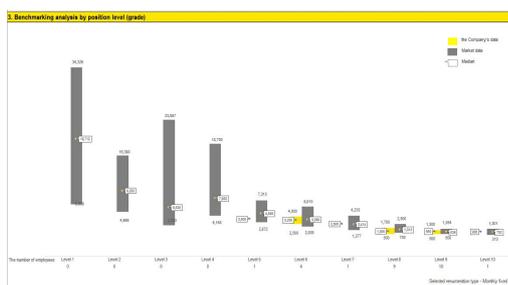
The results of the Electronic tool for benchmarking analysis usage are presented below



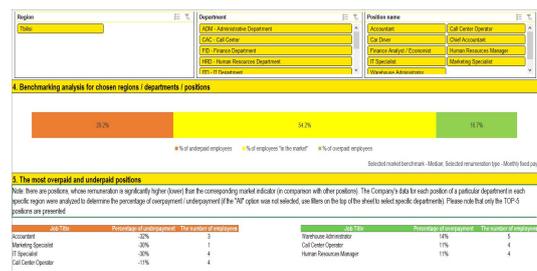
► Benchmarking analysis for all employees



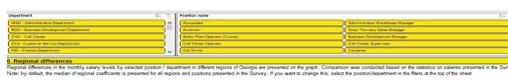
► Benchmarking analysis by departments



► Benchmarking analysis by position level



► Benchmarking analysis by regions; Most Overpaid and Underpaid positions



► Regional Differences

Summary report - Monthly fixed pay

Region	Department	Position	Job title	Level	Min	Max	Avg	Number of employees	Number of positions
Georgia	Administration Department	HRD - HR Department	HRD - HR Department	1	150	250	200	1	1
Georgia	Administration Department	HRM - Administration Department	HRM - Administration Department	1	150	250	200	1	1
Georgia	Administration Department	HRP - HR Department	HRP - HR Department	1	150	250	200	1	1
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Georgia	Administration Department	HRDP - HR Department	HRDP - HR Department	1					

IT Positions Compensation and Benefits Survey 2021

Volume 2. HR Policies and practices report

Georgia

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- Expatriate employees policy
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Salary arrangements

Salary arrangements

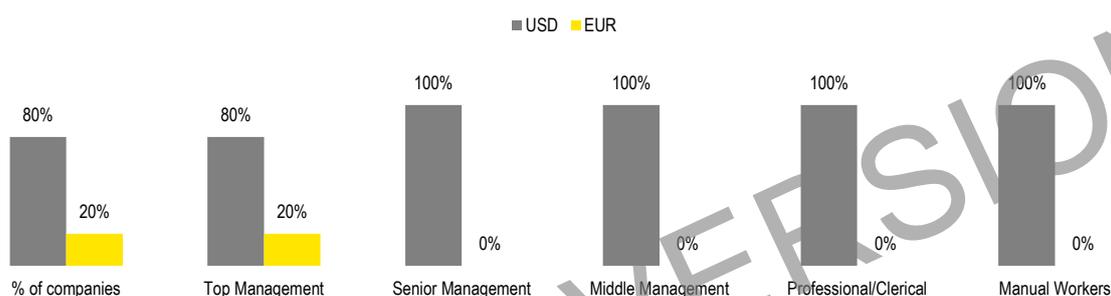
Currency regulations

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



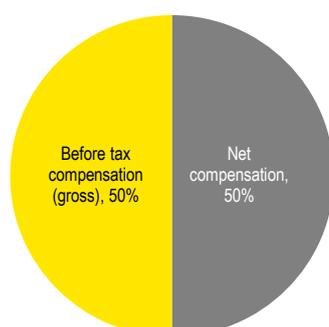
Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

Changes of salary denomination currency

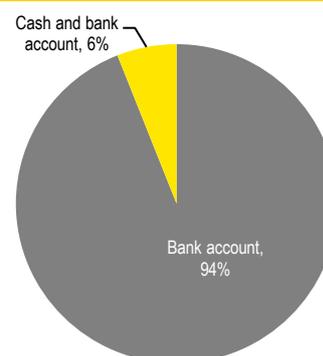
	% of companies	Top Management	Senior Management	Middle Management	Professional/Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
From local currency to foreign currency	100%	100%	100%	100%	100%	100%

Salary accrual

Salary accrual mode

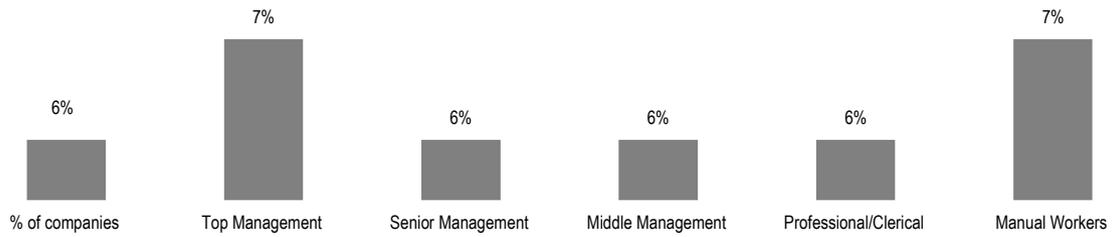


Salary accrual mechanism



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 23 of this demo version will be provided in the same format as above

DEMO-VERSION

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