

Compensation & Benefits Survey

Financial Sector, Demo-Version

People Advisory Services
Georgia, 2023



Georgia

Compensation & Benefits Survey

Financial Sector, Demo-Version

2023

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How to use Compensation & Benefits Survey Report

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:
 - ▶ Section A 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, 2023.
- ▶ Data on variable pay received by jobholders was gathered for a 12-month period ending June 30, 2023.

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 2023 (2.6177 GEL/USD, 2.8591 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.

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.
Guaranteed payments	Payments predefined in the amount or percentage of a basic salary and are paid to employees. Payments that are not connected to employee or company performance. This type of remuneration is typically paid monthly or at the end of the year.

+ 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 and other guaranteed payments	The 13th month pay is defined as a monetary benefit based of an employee's basic 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

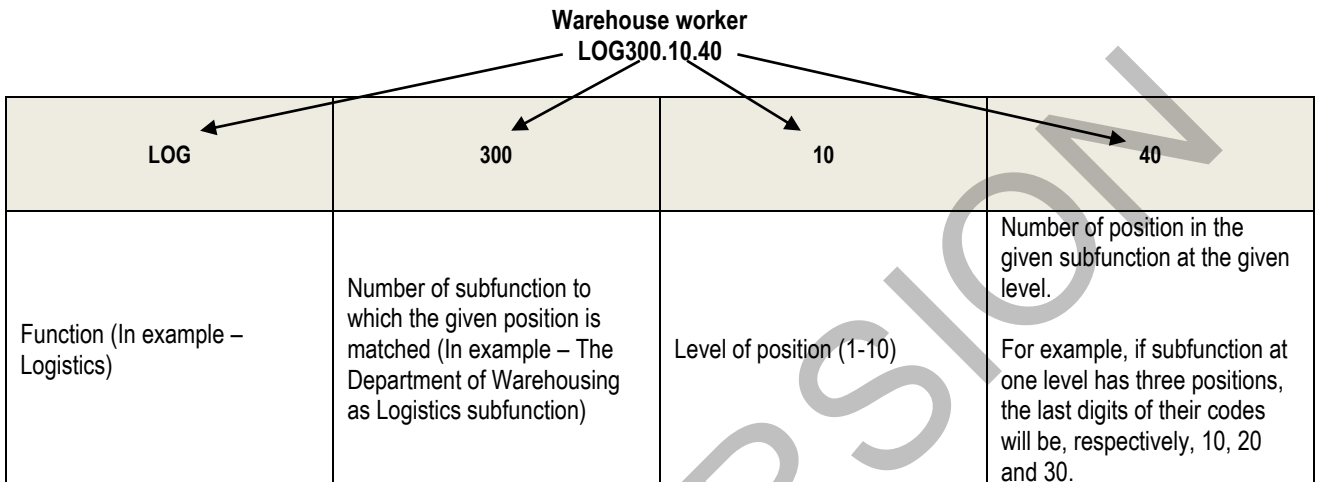
Median represents the salary of the middle employee in the sample (or the average of the two middle employees if the number of data points in the sample is even). It is used for the purposes of compensation analysis due to its stability. Median shows the value that is considered to be “the most representative” 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

Monthly Fixed Pay

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Administrative Department										
ADM100.08.05	Office Administrator	8	-	-	-	-	-	-	6	6
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	3	3
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	4	4
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	660	870	1,050	1,488	1,557	1,139	7	14
ADM400.08.20	Archives Head	8	-	-	-	-	-	-	3	9
ADM400.10.10	Archivist	10	-	-	-	-	-	-	6	33
ADM500	Drivers	-	-	-	-	-	-	-	7	30
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	29
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	5	15
Call Center										
CAC100.06.10	Head of Call Center	6	-	-	-	-	-	-	7	8
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	4	28
CAC100	Call Center Operators	-	-	-	-	-	-	-	17	435
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	3	4
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	14	431
CAC110.07.10	Chief Call Center Active Sales Specialist	7	-	-	-	-	-	-	6	13
CAC110.08.10	Call Center Active Sales Specialist	8	-	-	-	-	-	-	11	140
Collection										
COL000.04.10	Collection Department Head	4	-	-	-	-	-	-	3	3
COL100.06.10	Head of Light And Hard Collection Unit	6	-	-	-	-	-	-	4	4
COL100.09.20	Call Center Operator (Collection)	9	-	-	-	-	-	-	5	123
COL110	Light Collection Specialists (20-60 days of debts)	-	-	-	-	-	-	-	10	188
COL110.08.10	Light Collection Specialist (20-60 days of debts)	8	-	-	-	-	-	-	6	150
COL120	Hard collection Specialists (more than 60 days of debts)	-	-	-	-	-	-	-	47	151
COL120.08.10	Hard Collection Specialist (more than 60 days of debts)	8	-	-	-	-	-	-	45	138
Economics And Finance										
EFD000.06.10	Economic and Finance Unit Head	6	-	-	-	-	-	-	3	3
Finance Department										
FID100.04.10	Head of Financial Department	4	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110	Accountants	-	-	-	-	-	-	-	23	38
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	9	12
FID110.08.10	Accountant	8	-	-	-	-	-	-	9	20
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	5	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	15	17
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	10	11
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	3	3
FID500	Corporate Financing Unit Specialists	-	-	-	-	-	-	-	4	4
FID500.08.10	Specialist of Corporate Financing Unit	8	-	-	-	-	-	-	3	3
Financial Monitoring										
FMD000.05.10	Financial Monitoring Division Head	5	-	-	-	-	-	-	4	4
FMD200	Financial Monitoring Unit Specialists	-	-	-	-	-	-	-	17	21
FMD200.07.20	Leading Specialist of Financial Monitoring Unit	7	-	-	-	-	-	-	4	4
FMD200.08.10	Financial Monitoring Unit Specialist	8	-	-	-	-	-	-	13	17
Human Resources Department										
HRD200.06.10	Human Resources Manager	6	-	-	-	-	-	-	4	4
HRD200	Human Resources Generalists	-	-	-	-	-	-	-	7	8
HRD200.07.20	Leading Human Resources Generalist	7	-	-	-	-	-	-	4	4
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	3	4

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	4	4
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	4	5
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	4
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	12
Internal Audit and Compliance										
IAC100.06.10	Internal Audit Unit Head	6	-	-	-	-	-	-	4	4
IAC100	Internal Audit Specialists	-	-	-	-	-	-	-	11	17
IAC100.07.20	Leading Internal Audit Specialist	7	-	-	-	-	-	-	4	5
IAC100.08.10	Internal Audit Specialist	8	-	-	-	-	-	-	7	12
IAC300.06.10	NBG Reporting Unit Head	6	-	-	-	-	-	-	3	3
IAC300	NBG reporting Unit Specialists	-	-	-	-	-	-	-	4	6
IAC300.08.10	NBG Reporting Unit Specialist	8	-	-	-	-	-	-	3	3
IT Department										
ITD000.04.10	IT Director	4	-	-	-	-	-	-	3	3
ITD000.06.10	IT Manager	6	-	-	-	-	-	-	3	3
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	7	19
ITD200.07.10	Database Administrator	7	-	-	-	-	-	-	5	5
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	3	4
ITD305	Service Desk Specialists	-	-	-	-	-	-	-	8	29
ITD305.08.10	Service Desk Specialist (Helpdesk)	8	-	-	-	-	-	-	6	23
ITD500.06.10	Head of System Administration Unit	6	-	-	-	-	-	-	3	3
ITD500	System Administrator	-	-	-	-	-	-	-	17	26
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	5	5
ITD500.08.10	System Administrator	8	-	-	-	-	-	-	7	8
Program Engineering										
ITR110.07.10	Senior Business Analyst	7	-	-	-	-	-	-	5	8
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	6	28
IT Department (Development)										
ITS000.05.40	Scrum Master	5	-	-	-	-	-	-	5	14
ITS105.06.20	Solution Architect	6	-	-	-	-	-	-	5	7
ITS110	Developers, General	-	-	-	-	-	-	-	20	51
ITS110.07.30	Senior Developer, General	7	-	-	-	-	-	-	5	9
ITS110.08.10	Middle Developer, General	8	-	-	-	-	-	-	6	16
ITS211	Testers, Manual	-	-	-	-	-	-	-	7	39
ITS211.08.10	Middle Tester (Manual)	8	-	-	-	-	-	-	6	27
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	25	26
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	4	4
LEG100.07.10	Senior Lawyer	7	-	-	-	-	-	-	6	6
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	7	8
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	6
LEG200	Claims and Litigation Lawyers	-	-	-	-	-	-	-	38	62
LEG200.06.10	Head of Claims and Litigation Unit	6	-	-	-	-	-	-	8	8
LEG200.07.10	Senior Claims and Litigation Lawyer	7	-	-	-	-	-	-	9	16
LEG200.08.10	Claims and Litigation Lawyer	8	-	-	-	-	-	-	14	27
LEG200.09.10	Junior Claims and Litigation Lawyer	9	-	-	-	-	-	-	7	11
Logistics Department										
LOG100.05.10	Head of Logistics Division	5	-	-	-	-	-	-	3	3
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	13
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	3	3

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	6	10
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	6	8
Procurement Department (Purchasing)										
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	11	20
LSS200.07.20	Leading Purchasing Specialist	7	-	-	-	-	-	-	5	5
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	6	14
Marketing Department										
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	3	3
MAR200	Marketing Specialists	-	-	-	-	-	-	-	11	12
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	3	3
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	5	6
MAR200.09.10	Junior Marketing Specialist	9	-	-	-	-	-	-	3	3
Methodology And Internal Projects										
MET100.06.10	Head of Unit of Methodology of Banking Operations	6	-	-	-	-	-	-	3	3
Operations										
OPD300.06.10	Back Office Unit Head	6	-	-	-	-	-	-	7	11
OPD300	Back Office Specialists	-	-	-	-	-	-	-	24	387
OPD300.07.10	Chief Specialist of Back Office	7	-	-	-	-	-	-	4	16
OPD300.07.20	Leading Specialist of Back Office	7	-	-	-	-	-	-	5	14
OPD300.08.10	Back Office Specialist	8	-	-	-	-	-	-	15	357
OPD500.06.20	Cash Office Head	6	-	-	-	-	-	-	4	9
OPD500	Cash Transactions Unit Specialists	-	-	-	-	-	-	-	13	140
OPD500.07.20	Leading Cash Transactions Unit Specialist	7	-	-	-	-	-	-	6	21
OPD500.08.10	Cash Transactions Unit Specialist	8	-	-	-	-	-	-	6	117
OPD600.05.10	Head of Credit Administration Division	5	-	-	-	-	-	-	3	3
OPD620	Specialists of Credit Administration Unit (RB)	-	-	-	-	-	-	-	32	285
OPD620.07.10	Chief Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	6	7
OPD620.07.20	Leading Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	4	21
OPD620.08.10	Specialist of Credit Administration Unit (RB)	8	-	-	-	-	-	-	22	257
OPD700.05.10	Head of Payments and Correspondent	5	-	-	-	-	-	-	3	3
OPD730.07.20	Leading Specialist of the International Payments Group	7	-	-	-	-	-	-	4	6
OPD730.08.10	Specialist of the International Payments Group	8	-	-	-	-	-	-	6	36
Payment Cards										
PCD100.06.10	Monitoring and Dishonouring Unit Head	6	-	-	-	-	-	-	3	3
PCD300	Specialists of Terminal Equipment Unit	-	-	-	-	-	-	-	4	7
PCD300.07.10	Chief Specialist of Terminal Equipment Unit	7	-	-	-	-	-	-	3	4
PCD500	Specialists of Payment Cards Transactions Support Unit	-	-	-	-	-	-	-	10	12
PCD500.07.20	Leading Specialist of Payment Cards Transactions Support Unit	7	-	-	-	-	-	-	4	4
PCD500.08.10	Specialist of Payment Cards Transactions Support Unit	8	-	-	-	-	-	-	4	4
Project Management Office										
PMD000.05.10	Project Management Office Head	5	-	-	-	-	-	-	3	3
PMD000	Project Management Specialists	-	-	-	-	-	-	-	6	9
PMD000.07.20	Leading Project Management Specialist	7	-	-	-	-	-	-	5	7
Retail Banking, Small And Medium Business										
RBD000.03.10	Retail Banking, Small and Medium Business Head	3	-	-	-	-	-	-	4	4
RBD200.05.10	Sales Management Division Head (RB)	5	-	-	-	-	-	-	3	3
RBD500	Retail Business Development Specialists	-	-	-	-	-	-	-	8	9
RBD500.08.10	Retail Business Development Specialist	8	-	-	-	-	-	-	3	4
RBD600.06.30	Small and Medium Business Development Manager	6	-	-	-	-	-	-	6	10
RBD600	Specialists of Credit Unit for small and medium businesses	-	-	-	-	-	-	-	193	567

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
RBD600.07.20	Leading Specialist of Credit Unit for Small and Medium Business	7	-	-	-	-	-	-	10	25
RBD600.08.10	Specialist of Credit Unit for Small and Medium Business	8	-	-	-	-	-	-	27	82
RBD650.08.10	Senior Micro Business Specialist	8	-	-	-	-	-	-	54	192
RBD650.09.10	Micro Business Specialist	9	-	-	-	-	-	-	32	86
RBD650.10.10	Junior Micro Business Banker	10	-	-	-	-	-	-	21	27
Regional Network										
REG300.05.10	Deputy Regional Department Director (retail clients)	5	-	-	-	-	-	-	9	21
REG300.06.10	Director of Large Non-Balance Branch (services to corporate clients, small and medium businesses, individuals)	6	-	-	-	-	-	-	23	77
REG300.06.20	Director of Medium Non-Balance Branch (services to small and medium businesses, individuals)	6	-	-	-	-	-	-	64	113
REG300.06.30	Director of Small Non-Balance Branch (services to individuals)	6	-	-	-	-	-	-	33	48
REG300.06.40	Retail Services Unit Head	6	-	-	-	-	-	-	31	136
REG310.07.10	Chief Cashier	7	-	-	-	-	-	-	9	110
REG310	Cashiers	-	-	-	-	-	-	-	177	644
REG310.08.10	Senior Cashier	8	-	-	-	-	-	-	53	108
REG310.09.10	Cashier	9	-	-	-	-	-	-	124	536
REG320	Transactions Officers	-	-	-	-	-	-	-	58	555
REG320.07.10	Senior Transactions Officer	7	-	-	-	-	-	-	28	92
REG320.08.10	Transactions Officer	8	-	-	-	-	-	-	30	463
REG330	Joint Tellers	-	-	-	-	-	-	-	190	934
REG330.07.10	Senior Joint Teller	7	-	-	-	-	-	-	61	124
REG330.08.10	Joint Teller	8	-	-	-	-	-	-	77	498
REG330.10.10	Meeter	10	-	-	-	-	-	-	50	310
REG350.09.10	Specialist on Consumer Crediting to Individuals	9	-	-	-	-	-	-	116	1061
Risk Management										
RMD200.06.10	Head of Operational Risks Unit	6	-	-	-	-	-	-	5	5
RMD200	Specialists of Operational Risks Unit	-	-	-	-	-	-	-	12	13
RMD200.07.10	Chief Specialist of Operational Risks Unit	7	-	-	-	-	-	-	4	5
RMD200.08.10	Specialist of Operational Risks Unit	8	-	-	-	-	-	-	8	8
RMD410.06.10	Head of Risks Unit	6	-	-	-	-	-	-	3	3
RMD410.07.10	Chief Specialist of Retail Risks Unit	7	-	-	-	-	-	-	7	9
RMD410.07.20	Leading Specialist of Retail Risks Unit	7	-	-	-	-	-	-	4	5
RMD410.08.10	Specialist of Retail Risks Unit	8	-	-	-	-	-	-	11	97
RMD500.05.10	Head of Credit Analysis Division	5	-	-	-	-	-	-	4	5
RMD505.07.20	Leading Credit Analyst	7	-	-	-	-	-	-	4	6
RMD505.08.10	Credit Analyst	8	-	-	-	-	-	-	7	7
RMD510	Credit Analyst (CB)	-	-	-	-	-	-	-	17	48
RMD510.07.10	Chief Credit Analyst (CB)	7	-	-	-	-	-	-	5	10
RMD510.07.20	Leading Credit Analyst (CB)	7	-	-	-	-	-	-	6	14
RMD510.08.10	Credit Analyst (CB)	8	-	-	-	-	-	-	6	24
RMD600.06.10	Monitoring and Mortgage Property Valuation Unit Head	6	-	-	-	-	-	-	3	3
RMD600	Monitoring and Mortgage Property Valuation Specialists	-	-	-	-	-	-	-	17	75
RMD600.07.20	Leading Monitoring and Mortgage Property Valuation Specialist	7	-	-	-	-	-	-	6	10
RMD600.08.10	Monitoring and Mortgage Property Valuation Specialist	8	-	-	-	-	-	-	11	65
Security Department										
SED200.05.10	Head of Security Department	5	-	-	-	-	-	-	3	3
SED220.06.10	Security Manager	6	-	-	-	-	-	-	3	3
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	5	5
SED220.10.10	Security Guard	10	-	-	-	-	-	-	16	253
Security										

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
SMD100	Bill Collectors	-	-	-	-	-	-	-	15	54
SMD100.09.10	Senior Bill Collector	9	-	-	-	-	-	-	7	11
SMD100.10.10	Bill Collector	10	-	-	-	-	-	-	8	42
SMD400.06.10	Information Security Unit Head	6	-	-	-	-	-	-	4	4
SMD400	Information Security Unit Specialists	-	-	-	-	-	-	-	8	8
SMD400.07.20	Leading Information Security Unit Specialist	7	-	-	-	-	-	-	4	4
SMD400.08.10	Information Security Unit Specialist	8	-	-	-	-	-	-	4	4
Service Quality										
SQD000	Service Quality Improvement Specialists	-	-	-	-	-	-	-	8	17
SQD000.08.10	Service Quality Improvement Specialist	8	-	-	-	-	-	-	6	13
Treasury										
TRD000.04.10	Treasury Department Director	4	-	-	-	-	-	-	3	3
TRD200.06.10	Head of Dealing Operations Unit	6	-	-	-	-	-	-	3	3
TRD200	Specialists of Dealing Operations Unit	-	-	-	-	-	-	-	10	11
TRD200.08.10	Specialist of Dealing Operations Unit	8	-	-	-	-	-	-	8	9

DEMO-VERSION

Annual Fixed Pay and Annual Total Pay

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Administrative Department										
ADM100.08.05	Office Administrator	8	-	-	-	-	-	-	6	6
ADM100.08.05	Office Administrator	8	-	-	-	-	-	-	6	6
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	3	3
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	3	3
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	4	4
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	4	4
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	7,920	10,440	12,600	17,850	18,689	13,665	7	14
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	7,920	11,335	14,280	20,485	21,295	15,341	7	14
ADM400.08.20	Archives Head	8	-	-	-	-	-	-	3	9
ADM400.08.20	Archives Head	8	-	-	-	-	-	-	3	9
ADM400.10.10	Archivist	10	-	-	-	-	-	-	6	33
ADM400.10.10	Archivist	10	-	-	-	-	-	-	6	33
ADM500	Drivers	-	-	-	-	-	-	-	7	30
ADM500	Drivers	-	-	-	-	-	-	-	7	30
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	29
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	29
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	5	15
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	5	15
Call Center										
CAC100.06.10	Head of Call Center	6	-	-	-	-	-	-	7	8
CAC100.06.10	Head of Call Center	6	-	-	-	-	-	-	7	8
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	4	28
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	4	28
CAC100	Call Center Operators	-	-	-	-	-	-	-	17	435
CAC100	Call Center Operators	-	-	-	-	-	-	-	17	435
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	3	4
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	3	4
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	14	431
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	14	431
CAC110.07.10	Chief Call Center Active Sales Specialist	7	-	-	-	-	-	-	6	13
CAC110.07.10	Chief Call Center Active Sales Specialist	7	-	-	-	-	-	-	6	13
CAC110.08.10	Call Center Active Sales Specialist	8	-	-	-	-	-	-	11	140
CAC110.08.10	Call Center Active Sales Specialist	8	-	-	-	-	-	-	11	140
Collection										
COL000.04.10	Collection Department Head	4	-	-	-	-	-	-	3	3
COL000.04.10	Collection Department Head	4	-	-	-	-	-	-	3	3
COL100.06.10	Head of Light And Hard Collection Unit	6	-	-	-	-	-	-	4	4
COL100.06.10	Head of Light And Hard Collection Unit	6	-	-	-	-	-	-	4	4
COL100.09.20	Call Center Operator (Collection)	9	-	-	-	-	-	-	5	123
COL100.09.20	Call Center Operator (Collection)	9	-	-	-	-	-	-	5	123
COL110	Light Collection Specialists (20-60 days of debts)	-	-	-	-	-	-	-	10	188
COL110	Light Collection Specialists (20-60 days of debts)	-	-	-	-	-	-	-	10	188
COL110.08.10	Light Collection Specialist (20-60 days of debts)	8	-	-	-	-	-	-	6	150
COL110.08.10	Light Collection Specialist (20-60 days of debts)	8	-	-	-	-	-	-	6	150
COL120	Hard collection Specialists (more than 60 days of debts)	-	-	-	-	-	-	-	47	151
COL120	Hard collection Specialists (more than 60 days of debts)	-	-	-	-	-	-	-	47	151

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
COL120.08.10	Hard Collection Specialist (more than 60 days of debts)	8	-	-	-	-	-	-	45	138
COL120.08.10	Hard Collection Specialist (more than 60 days of debts)	8	-	-	-	-	-	-	45	138
Economics And Finance										
EFD000.06.10	Economic and Finance Unit Head	6	-	-	-	-	-	-	3	3
EFD000.06.10	Economic and Finance Unit Head	6	-	-	-	-	-	-	3	3
Finance Department										
FID100.04.10	Head of Financial Department	4	-	-	-	-	-	-	4	4
FID100.04.10	Head of Financial Department	4	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110	Accountants	-	-	-	-	-	-	-	23	38
FID110	Accountants	-	-	-	-	-	-	-	23	38
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	9	12
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	9	12
FID110.08.10	Accountant	8	-	-	-	-	-	-	9	20
FID110.08.10	Accountant	8	-	-	-	-	-	-	9	20
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	5	6
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	5	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	15	17
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	15	17
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	10	11
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	10	11
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	3	3
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	3	3
FID500	Corporate Financing Unit Specialists	-	-	-	-	-	-	-	4	4
FID500	Corporate Financing Unit Specialists	-	-	-	-	-	-	-	4	4
FID500.08.10	Specialist of Corporate Financing Unit	8	-	-	-	-	-	-	3	3
FID500.08.10	Specialist of Corporate Financing Unit	8	-	-	-	-	-	-	3	3
Financial Monitoring										
FMD000.05.10	Financial Monitoring Division Head	5	-	-	-	-	-	-	4	4
FMD000.05.10	Financial Monitoring Division Head	5	-	-	-	-	-	-	4	4
FMD200	Financial Monitoring Unit Specialists	-	-	-	-	-	-	-	17	21
FMD200	Financial Monitoring Unit Specialists	-	-	-	-	-	-	-	17	21
FMD200.07.20	Leading Specialist of Financial Monitoring Unit	7	-	-	-	-	-	-	4	4
FMD200.07.20	Leading Specialist of Financial Monitoring Unit	7	-	-	-	-	-	-	4	4
FMD200.08.10	Financial Monitoring Unit Specialist	8	-	-	-	-	-	-	13	17
FMD200.08.10	Financial Monitoring Unit Specialist	8	-	-	-	-	-	-	13	17
Human Resources Department										
HRD200.06.10	Human Resources Manager	6	-	-	-	-	-	-	4	4
HRD200.06.10	Human Resources Manager	6	-	-	-	-	-	-	4	4
HRD200	Human Resources Generalists	-	-	-	-	-	-	-	7	8
HRD200	Human Resources Generalists	-	-	-	-	-	-	-	7	8
HRD200.07.20	Leading Human Resources Generalist	7	-	-	-	-	-	-	4	4
HRD200.07.20	Leading Human Resources Generalist	7	-	-	-	-	-	-	4	4
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	3	4
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	3	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	4	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	4	4

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	4	5
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	4	5
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	4
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	4
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	12
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	12
Internal Audit and Compliance										
IAC100.06.10	Internal Audit Unit Head	6	-	-	-	-	-	-	4	4
IAC100.06.10	Internal Audit Unit Head	6	-	-	-	-	-	-	4	4
IAC100	Internal Audit Specialists	-	-	-	-	-	-	-	11	17
IAC100	Internal Audit Specialists	-	-	-	-	-	-	-	11	17
IAC100.07.20	Leading Internal Audit Specialist	7	-	-	-	-	-	-	4	5
IAC100.07.20	Leading Internal Audit Specialist	7	-	-	-	-	-	-	4	5
IAC100.08.10	Internal Audit Specialist	8	-	-	-	-	-	-	7	12
IAC100.08.10	Internal Audit Specialist	8	-	-	-	-	-	-	7	12
IAC300.06.10	NBG Reporting Unit Head	6	-	-	-	-	-	-	3	3
IAC300.06.10	NBG Reporting Unit Head	6	-	-	-	-	-	-	3	3
IAC300	NBG reporting Unit Specialists	-	-	-	-	-	-	-	4	6
IAC300	NBG reporting Unit Specialists	-	-	-	-	-	-	-	4	6
IAC300.08.10	NBG Reporting Unit Specialist	8	-	-	-	-	-	-	3	3
IAC300.08.10	NBG Reporting Unit Specialist	8	-	-	-	-	-	-	3	3
IT Department										
ITD000.04.10	IT Director	4	-	-	-	-	-	-	3	3
ITD000.04.10	IT Director	4	-	-	-	-	-	-	3	3
ITD000.06.10	IT Manager	6	-	-	-	-	-	-	3	3
ITD000.06.10	IT Manager	6	-	-	-	-	-	-	3	3
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	7	19
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	7	19
ITD200.07.10	Database Administrator	7	-	-	-	-	-	-	5	5
ITD200.07.10	Database Administrator	7	-	-	-	-	-	-	5	5
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	3	4
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	3	4
ITD305	Service Desk Specialists	-	-	-	-	-	-	-	8	29
ITD305	Service Desk Specialists	-	-	-	-	-	-	-	8	29
ITD305.08.10	Service Desk Specialist (Helpdesk)	8	-	-	-	-	-	-	6	23
ITD305.08.10	Service Desk Specialist (Helpdesk)	8	-	-	-	-	-	-	6	23
ITD500.06.10	Head of System Administration Unit	6	-	-	-	-	-	-	3	3
ITD500.06.10	Head of System Administration Unit	6	-	-	-	-	-	-	3	3
ITD500	System Administrator	-	-	-	-	-	-	-	17	26
ITD500	System Administrator	-	-	-	-	-	-	-	17	26

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	5	5
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	5	5
ITD500.08.10	System Administrator	8	-	-	-	-	-	-	7	8
ITD500.08.10	System Administrator	8	-	-	-	-	-	-	7	8
Program Engineering										
ITR110.07.10	Senior Business Analyst	7	-	-	-	-	-	-	5	8
ITR110.07.10	Senior Business Analyst	7	-	-	-	-	-	-	5	8
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	6	28
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	6	28
IT Department (Development)										
ITS000.05.40	Scrum Master	5	-	-	-	-	-	-	5	14
ITS000.05.40	Scrum Master	5	-	-	-	-	-	-	5	14
ITS105.06.20	Solution Architect	6	-	-	-	-	-	-	5	7
ITS105.06.20	Solution Architect	6	-	-	-	-	-	-	5	7
ITS110	Developers, General	-	-	-	-	-	-	-	20	51
ITS110	Developers, General	-	-	-	-	-	-	-	20	51
ITS110.07.30	Senior Developer, General	7	-	-	-	-	-	-	5	9
ITS110.07.30	Senior Developer, General	7	-	-	-	-	-	-	5	9
ITS110.08.10	Middle Developer, General	8	-	-	-	-	-	-	6	16
ITS110.08.10	Middle Developer, General	8	-	-	-	-	-	-	6	16
ITS211	Testers, Manual	-	-	-	-	-	-	-	7	39
ITS211	Testers, Manual	-	-	-	-	-	-	-	7	39
ITS211.08.10	Middle Tester (Manual)	8	-	-	-	-	-	-	6	27
ITS211.08.10	Middle Tester (Manual)	8	-	-	-	-	-	-	6	27
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	25	26
LEG100	Legal Advisors	-	-	-	-	-	-	-	25	26
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	4	4
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	4	4
LEG100.07.10	Senior Lawyer	7	-	-	-	-	-	-	6	6
LEG100.07.10	Senior Lawyer	7	-	-	-	-	-	-	6	6
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	7	8
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	7	8
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	6
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	6
LEG200	Claims and Litigation Lawyers	-	-	-	-	-	-	-	38	62
LEG200	Claims and Litigation Lawyers	-	-	-	-	-	-	-	38	62
LEG200.06.10	Head of Claims and Litigation Unit	6	-	-	-	-	-	-	8	8
LEG200.06.10	Head of Claims and Litigation Unit	6	-	-	-	-	-	-	8	8
LEG200.07.10	Senior Claims and Litigation Lawyer	7	-	-	-	-	-	-	9	16
LEG200.07.10	Senior Claims and Litigation Lawyer	7	-	-	-	-	-	-	9	16
LEG200.08.10	Claims and Litigation Lawyer	8	-	-	-	-	-	-	14	27
LEG200.08.10	Claims and Litigation Lawyer	8	-	-	-	-	-	-	14	27
LEG200.09.10	Junior Claims and Litigation Lawyer	9	-	-	-	-	-	-	7	11
LEG200.09.10	Junior Claims and Litigation Lawyer	9	-	-	-	-	-	-	7	11
Logistics Department										
LOG100.05.10	Head of Logistics Division	5	-	-	-	-	-	-	3	3
LOG100.05.10	Head of Logistics Division	5	-	-	-	-	-	-	3	3

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	13
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	13
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	3	3
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	3	3
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	6	10
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	6	10
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	6	8
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	6	8
Procurement Department (Purchasing)										
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	11	20
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	11	20
LSS200.07.20	Leading Purchasing Specialist	7	-	-	-	-	-	-	5	5
LSS200.07.20	Leading Purchasing Specialist	7	-	-	-	-	-	-	5	5
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	6	14
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	6	14
Marketing Department										
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	3	3
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	3	3
MAR200	Marketing Specialists	-	-	-	-	-	-	-	11	12
MAR200	Marketing Specialists	-	-	-	-	-	-	-	11	12
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	3	3
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	3	3
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	5	6
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	5	6
MAR200.09.10	Junior Marketing Specialist	9	-	-	-	-	-	-	3	3
MAR200.09.10	Junior Marketing Specialist	9	-	-	-	-	-	-	3	3
Methodology And Internal Projects										
MET100.06.10	Head of Unit of Methodology of Banking Operations	6	-	-	-	-	-	-	3	3
MET100.06.10	Head of Unit of Methodology of Banking Operations	6	-	-	-	-	-	-	3	3
Operations										
OPD300.06.10	Back Office Unit Head	6	-	-	-	-	-	-	7	11
OPD300.06.10	Back Office Unit Head	6	-	-	-	-	-	-	7	11
OPD300	Back Office Specialists	-	-	-	-	-	-	-	24	387
OPD300	Back Office Specialists	-	-	-	-	-	-	-	24	387
OPD300.07.10	Chief Specialist of Back Office	7	-	-	-	-	-	-	4	16
OPD300.07.10	Chief Specialist of Back Office	7	-	-	-	-	-	-	4	16
OPD300.07.20	Leading Specialist of Back Office	7	-	-	-	-	-	-	5	14
OPD300.07.20	Leading Specialist of Back Office	7	-	-	-	-	-	-	5	14
OPD300.08.10	Back Office Specialist	8	-	-	-	-	-	-	15	357
OPD300.08.10	Back Office Specialist	8	-	-	-	-	-	-	15	357
OPD500.06.20	Cash Office Head	6	-	-	-	-	-	-	4	9
OPD500.06.20	Cash Office Head	6	-	-	-	-	-	-	4	9
OPD500	Cash Transactions Unit Specialists	-	-	-	-	-	-	-	13	140
OPD500	Cash Transactions Unit Specialists	-	-	-	-	-	-	-	13	140
OPD500.07.20	Leading Cash Transactions Unit Specialist	7	-	-	-	-	-	-	6	21
OPD500.07.20	Leading Cash Transactions Unit Specialist	7	-	-	-	-	-	-	6	21
OPD500.08.10	Cash Transactions Unit Specialist	8	-	-	-	-	-	-	6	117
OPD500.08.10	Cash Transactions Unit Specialist	8	-	-	-	-	-	-	6	117

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
OPD600.05.10	Head of Credit Administration Division	5						-	3	3
OPD600.05.10	Head of Credit Administration Division	5						-	3	3
OPD620	Specialists of Credit Administration Unit (RB)	-	-	-	-	-	-	-	32	285
OPD620	Specialists of Credit Administration Unit (RB)	-	-	-	-	-	-	-	32	285
OPD620.07.10	Chief Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	6	7
OPD620.07.10	Chief Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	6	7
OPD620.07.20	Leading Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	4	21
OPD620.07.20	Leading Specialist of Credit Administration Unit (RB)	7	-	-	-	-	-	-	4	21
OPD620.08.10	Specialist of Credit Administration Unit (RB)	8	-	-	-	-	-	-	22	257
OPD620.08.10	Specialist of Credit Administration Unit (RB)	8	-	-	-	-	-	-	22	257
OPD700.05.10	Head of Payments and Correspondent	5						-	3	3
OPD700.05.10	Head of Payments and Correspondent	5						-	3	3
OPD730.07.20	Leading Specialist of the International Payments Group	7	-	-	-	-	-	-	4	6
OPD730.07.20	Leading Specialist of the International Payments Group	7	-	-	-	-	-	-	4	6
OPD730.08.10	Specialist of the International Payments Group	8	-	-	-	-	-	-	6	36
OPD730.08.10	Specialist of the International Payments Group	8	-	-	-	-	-	-	6	36
Payment Cards										
PCD100.06.10	Monitoring and Dishonouring Unit Head	6						-	3	3
PCD100.06.10	Monitoring and Dishonouring Unit Head	6						-	3	3
PCD300	Specialists of Terminal Equipment Unit	-	-	-	-	-	-	-	4	7
PCD300	Specialists of Terminal Equipment Unit	-	-	-	-	-	-	-	4	7
PCD300.07.10	Chief Specialist of Terminal Equipment Unit	7	-	-	-	-	-	-	3	4
PCD300.07.10	Chief Specialist of Terminal Equipment Unit	7	-	-	-	-	-	-	3	4
PCD500	Specialists of Payment Cards Transactions Support Unit	-	-	-	-	-	-	-	10	12
PCD500	Specialists of Payment Cards Transactions Support Unit	-	-	-	-	-	-	-	10	12
PCD500.07.20	Leading Specialist of Payment Cards Transactions Support Unit	7	-	-	-	-	-	-	4	4
PCD500.07.20	Leading Specialist of Payment Cards Transactions Support Unit	7	-	-	-	-	-	-	4	4
PCD500.08.10	Specialist of Payment Cards Transactions Support Unit	8	-	-	-	-	-	-	4	4
PCD500.08.10	Specialist of Payment Cards Transactions Support Unit	8	-	-	-	-	-	-	4	4
Project Management Office										
PMD000.05.10	Project Management Office Head	5						-	3	3
PMD000.05.10	Project Management Office Head	5						-	3	3
PMD000	Project Management Specialists	-	-	-	-	-	-	-	6	9
PMD000	Project Management Specialists	-	-	-	-	-	-	-	6	9
PMD000.07.20	Leading Project Management Specialist	7	-	-	-	-	-	-	5	7
PMD000.07.20	Leading Project Management Specialist	7	-	-	-	-	-	-	5	7
Retail Banking, Small And Medium Business										
RBD000.03.10	Retail Banking, Small and Medium Business Head	3	-	-	-	-	-	-	4	4
RBD000.03.10	Retail Banking, Small and Medium Business Head	3	-	-	-	-	-	-	4	4
RBD200.05.10	Sales Management Division Head (RB)	5	-	-	-	-	-	-	3	3
RBD200.05.10	Sales Management Division Head (RB)	5	-	-	-	-	-	-	3	3
RBD500	Retail Business Development Specialists	-	-	-	-	-	-	-	8	9
RBD500	Retail Business Development Specialists	-	-	-	-	-	-	-	8	9
RBD500.08.10	Retail Business Development Specialist	8	-	-	-	-	-	-	3	4
RBD500.08.10	Retail Business Development Specialist	8	-	-	-	-	-	-	3	4
RBD600.06.30	Small and Medium Business Development Manager	6	-	-	-	-	-	-	6	10
RBD600.06.30	Small and Medium Business Development Manager	6	-	-	-	-	-	-	6	10

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
RBD600	Specialists of Credit Unit for small and medium businesses	-	-	-	-	-	-	-	193	567
RBD600	Specialists of Credit Unit for small and medium businesses	-	-	-	-	-	-	-	193	567
RBD600.07.20	Leading Specialist of Credit Unit for Small and Medium Business	7	-	-	-	-	-	-	10	25
RBD600.07.20	Leading Specialist of Credit Unit for Small and Medium Business	7	-	-	-	-	-	-	10	25
RBD600.08.10	Specialist of Credit Unit for Small and Medium Business	8	-	-	-	-	-	-	27	82
RBD600.08.10	Specialist of Credit Unit for Small and Medium Business	8	-	-	-	-	-	-	27	82
RBD650.08.10	Senior Micro Business Specialist	8	-	-	-	-	-	-	54	192
RBD650.08.10	Senior Micro Business Specialist	8	-	-	-	-	-	-	54	192
RBD650.09.10	Micro Business Specialist	9	-	-	-	-	-	-	32	86
RBD650.09.10	Micro Business Specialist	9	-	-	-	-	-	-	32	86
RBD650.10.10	Junior Micro Business Banker	10	-	-	-	-	-	-	21	27
RBD650.10.10	Junior Micro Business Banker	10	-	-	-	-	-	-	21	27
Regional Network										
REG300.05.10	Deputy Regional Department Director (retail clients)	5	-	-	-	-	-	-	9	21
REG300.05.10	Deputy Regional Department Director (retail clients)	5	-	-	-	-	-	-	9	21
REG300.06.10	Director of Large Non-Balance Branch (services to corporate clients, small and medium businesses, individuals)	6	-	-	-	-	-	-	23	77
REG300.06.10	Director of Large Non-Balance Branch (services to corporate clients, small and medium businesses, individuals)	6	-	-	-	-	-	-	23	77
REG300.06.20	Director of Medium Non-Balance Branch (services to small and medium businesses, individuals)	6	-	-	-	-	-	-	64	113
REG300.06.20	Director of Medium Non-Balance Branch (services to small and medium businesses, individuals)	6	-	-	-	-	-	-	64	113
REG300.06.30	Director of Small Non-Balance Branch (services to individuals)	6	-	-	-	-	-	-	33	48
REG300.06.30	Director of Small Non-Balance Branch (services to individuals)	6	-	-	-	-	-	-	33	48
REG300.06.40	Retail Services Unit Head	6	-	-	-	-	-	-	31	136
REG300.06.40	Retail Services Unit Head	6	-	-	-	-	-	-	31	136
REG310.07.10	Chief Cashier	7	-	-	-	-	-	-	9	110
REG310.07.10	Chief Cashier	7	-	-	-	-	-	-	9	110
REG310	Cashiers	-	-	-	-	-	-	-	177	644
REG310	Cashiers	-	-	-	-	-	-	-	177	644
REG310.08.10	Senior Cashier	8	-	-	-	-	-	-	53	108
REG310.08.10	Senior Cashier	8	-	-	-	-	-	-	53	108
REG310.09.10	Cashier	9	-	-	-	-	-	-	124	536
REG310.09.10	Cashier	9	-	-	-	-	-	-	124	536
REG320	Transactions Officers	-	-	-	-	-	-	-	58	555
REG320	Transactions Officers	-	-	-	-	-	-	-	58	555
REG320.07.10	Senior Transactions Officer	7	-	-	-	-	-	-	28	92
REG320.07.10	Senior Transactions Officer	7	-	-	-	-	-	-	28	92
REG320.08.10	Transactions Officer	8	-	-	-	-	-	-	30	463
REG320.08.10	Transactions Officer	8	-	-	-	-	-	-	30	463
REG330	Joint Tellers	-	-	-	-	-	-	-	190	934
REG330	Joint Tellers	-	-	-	-	-	-	-	190	934
REG330.07.10	Senior Joint Teller	7	-	-	-	-	-	-	61	124
REG330.07.10	Senior Joint Teller	7	-	-	-	-	-	-	61	124
REG330.08.10	Joint Teller	8	-	-	-	-	-	-	77	498
REG330.08.10	Joint Teller	8	-	-	-	-	-	-	77	498
REG330.10.10	Meeter	10	-	-	-	-	-	-	50	310
REG330.10.10	Meeter	10	-	-	-	-	-	-	50	310
REG350.09.10	Specialist on Consumer Crediting to Individuals	9	-	-	-	-	-	-	116	1061
REG350.09.10	Specialist on Consumer Crediting to Individuals	9	-	-	-	-	-	-	116	1061
Risk Management										

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 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
RMD200.06.10	Head of Operational Risks Unit	6	-	-	-	-	-	-	5	5
RMD200.06.10	Head of Operational Risks Unit	6	-	-	-	-	-	-	5	5
RMD200	Specialists of Operational Risks Unit	-	-	-	-	-	-	-	12	13
RMD200	Specialists of Operational Risks Unit	-	-	-	-	-	-	-	12	13
RMD200.07.10	Chief Specialist of Operational Risks Unit	7	-	-	-	-	-	-	4	5
RMD200.07.10	Chief Specialist of Operational Risks Unit	7	-	-	-	-	-	-	4	5
RMD200.08.10	Specialist of Operational Risks Unit	8	-	-	-	-	-	-	8	8
RMD200.08.10	Specialist of Operational Risks Unit	8	-	-	-	-	-	-	8	8
RMD410.06.10	Head of Risks Unit	6	-	-	-	-	-	-	3	3
RMD410.06.10	Head of Risks Unit	6	-	-	-	-	-	-	3	3
RMD410.07.10	Chief Specialist of Retail Risks Unit	7	-	-	-	-	-	-	7	9
RMD410.07.10	Chief Specialist of Retail Risks Unit	7	-	-	-	-	-	-	7	9
RMD410.07.20	Leading Specialist of Retail Risks Unit	7	-	-	-	-	-	-	4	5
RMD410.07.20	Leading Specialist of Retail Risks Unit	7	-	-	-	-	-	-	4	5
RMD410.08.10	Specialist of Retail Risks Unit	8	-	-	-	-	-	-	11	97
RMD410.08.10	Specialist of Retail Risks Unit	8	-	-	-	-	-	-	11	97
RMD500.05.10	Head of Credit Analysis Division	5	-	-	-	-	-	-	4	5
RMD500.05.10	Head of Credit Analysis Division	5	-	-	-	-	-	-	4	5
RMD505.07.20	Leading Credit Analyst	7	-	-	-	-	-	-	4	6
RMD505.07.20	Leading Credit Analyst	7	-	-	-	-	-	-	4	6
RMD505.08.10	Credit Analyst	8	-	-	-	-	-	-	7	7
RMD505.08.10	Credit Analyst	8	-	-	-	-	-	-	7	7
RMD510	Credit Analyst (CB)	-	-	-	-	-	-	-	17	48
RMD510	Credit Analyst (CB)	-	-	-	-	-	-	-	17	48
RMD510.07.10	Chief Credit Analyst (CB)	7	-	-	-	-	-	-	5	10
RMD510.07.10	Chief Credit Analyst (CB)	7	-	-	-	-	-	-	5	10
RMD510.07.20	Leading Credit Analyst (CB)	7	-	-	-	-	-	-	6	14
RMD510.07.20	Leading Credit Analyst (CB)	7	-	-	-	-	-	-	6	14
RMD510.08.10	Credit Analyst (CB)	8	-	-	-	-	-	-	6	24
RMD510.08.10	Credit Analyst (CB)	8	-	-	-	-	-	-	6	24
RMD600.06.10	Monitoring and Mortgage Property Valuation Unit Head	6	-	-	-	-	-	-	3	3
RMD600.06.10	Monitoring and Mortgage Property Valuation Unit Head	6	-	-	-	-	-	-	3	3
RMD600	Monitoring and Mortgage Property Valuation Specialists	-	-	-	-	-	-	-	17	75
RMD600	Monitoring and Mortgage Property Valuation Specialists	-	-	-	-	-	-	-	17	75
RMD600.07.20	Leading Monitoring and Mortgage Property Valuation Specialist	7	-	-	-	-	-	-	6	10
RMD600.07.20	Leading Monitoring and Mortgage Property Valuation Specialist	7	-	-	-	-	-	-	6	10
RMD600.08.10	Monitoring and Mortgage Property Valuation Specialist	8	-	-	-	-	-	-	11	65
RMD600.08.10	Monitoring and Mortgage Property Valuation Specialist	8	-	-	-	-	-	-	11	65
Security Department										
SED200.05.10	Head of Security Department	5	-	-	-	-	-	-	3	3
SED200.05.10	Head of Security Department	5	-	-	-	-	-	-	3	3
SED220.06.10	Security Manager	6	-	-	-	-	-	-	3	3
SED220.06.10	Security Manager	6	-	-	-	-	-	-	3	3
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	5	5
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	5	5
SED220.10.10	Security Guard	10	-	-	-	-	-	-	16	253
SED220.10.10	Security Guard	10	-	-	-	-	-	-	16	253

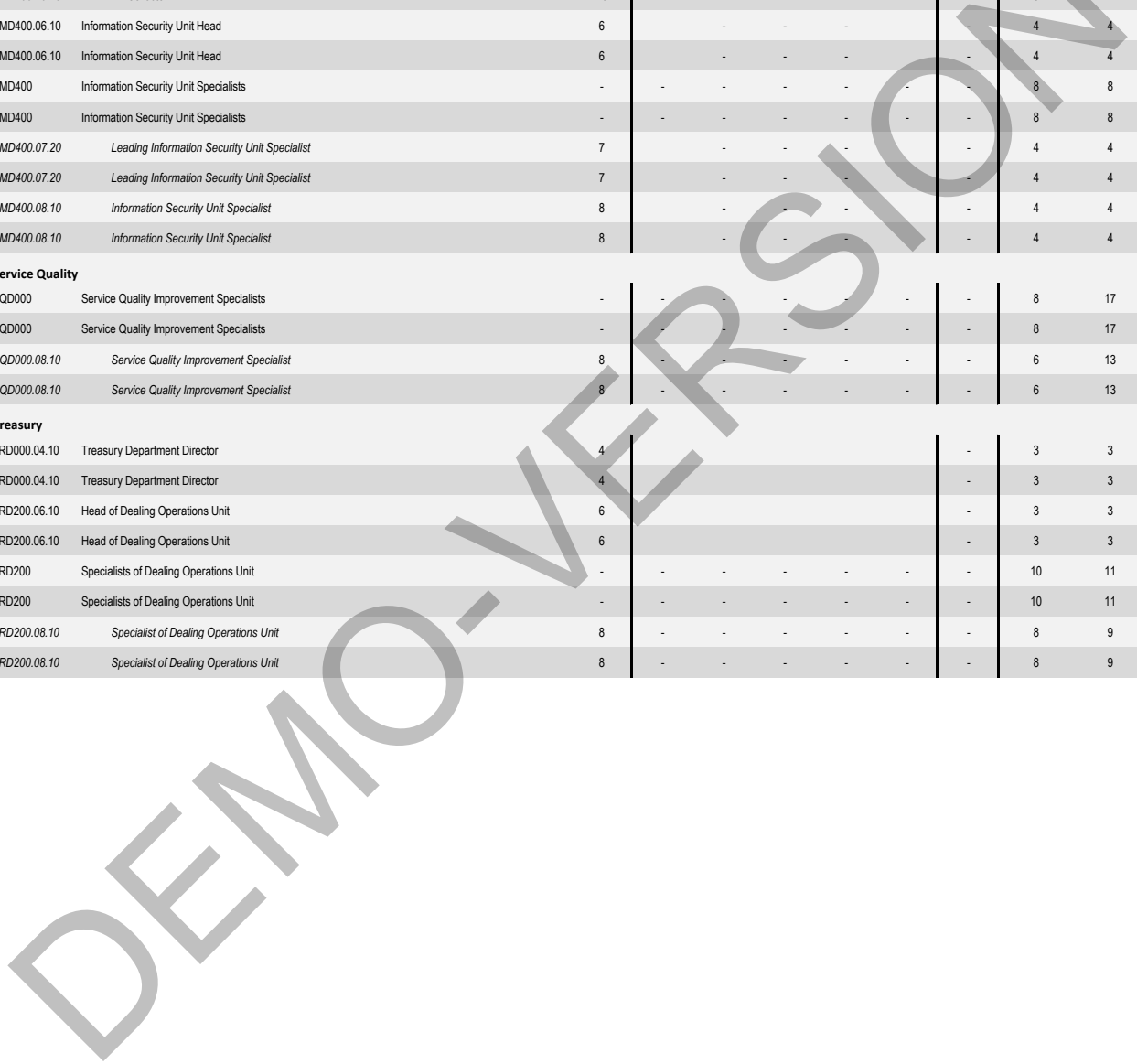
Annual fixed pay and annual total pay

Georgia

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

Information for the period: July 2022 - June 2023

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Security										
SMD100	Bill Collectors	-	-	-	-	-	-	-	15	54
SMD100	Bill Collectors	-	-	-	-	-	-	-	15	54
SMD100.09.10	Senior Bill Collector	9	-	-	-	-	-	-	7	11
SMD100.09.10	Senior Bill Collector	9	-	-	-	-	-	-	7	11
SMD100.10.10	Bill Collector	10	-	-	-	-	-	-	8	42
SMD100.10.10	Bill Collector	10	-	-	-	-	-	-	8	42
SMD400.06.10	Information Security Unit Head	6	-	-	-	-	-	-	4	4
SMD400.06.10	Information Security Unit Head	6	-	-	-	-	-	-	4	4
SMD400	Information Security Unit Specialists	-	-	-	-	-	-	-	8	8
SMD400	Information Security Unit Specialists	-	-	-	-	-	-	-	8	8
SMD400.07.20	Leading Information Security Unit Specialist	7	-	-	-	-	-	-	4	4
SMD400.07.20	Leading Information Security Unit Specialist	7	-	-	-	-	-	-	4	4
SMD400.08.10	Information Security Unit Specialist	8	-	-	-	-	-	-	4	4
SMD400.08.10	Information Security Unit Specialist	8	-	-	-	-	-	-	4	4
Service Quality										
SQD000	Service Quality Improvement Specialists	-	-	-	-	-	-	-	8	17
SQD000	Service Quality Improvement Specialists	-	-	-	-	-	-	-	8	17
SQD000.08.10	Service Quality Improvement Specialist	8	-	-	-	-	-	-	6	13
SQD000.08.10	Service Quality Improvement Specialist	8	-	-	-	-	-	-	6	13
Treasury										
TRD000.04.10	Treasury Department Director	4	-	-	-	-	-	-	3	3
TRD000.04.10	Treasury Department Director	4	-	-	-	-	-	-	3	3
TRD200.06.10	Head of Dealing Operations Unit	6	-	-	-	-	-	-	3	3
TRD200.06.10	Head of Dealing Operations Unit	6	-	-	-	-	-	-	3	3
TRD200	Specialists of Dealing Operations Unit	-	-	-	-	-	-	-	10	11
TRD200	Specialists of Dealing Operations Unit	-	-	-	-	-	-	-	10	11
TRD200.08.10	Specialist of Dealing Operations Unit	8	-	-	-	-	-	-	8	9
TRD200.08.10	Specialist of Dealing Operations Unit	8	-	-	-	-	-	-	8	9



Remuneration on
particular positions

Job title: **Documentation Coordinator/Records Management Specialist**
 Job code: ADM400.08.10
 Job level: 8

Department: Administrative Department
 Subfunction: Record Management
 Job category: Professional/Clerical

Job description

Receives and registers business correspondence and routes documentation to the internal departments. Controls document execution, maintains database and registration forms. Records incoming and upcoming business correspondence. Systematizes and stores archive documents.

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%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	75.0%	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%	25.0%	0.0%	25.0%	0.0%	50.0%	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
	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	660	870	1,050	1,488	1,557	1,139	7	14
Annual fixed pay	7,920	10,440	12,600	17,850	18,689	13,665	7	14
Annual total pay	7,920	11,335	14,280	20,485	21,295	15,341	7	14
Tbilisi								
Monthly fixed pay	660	870	1,050	1,488	1,557	1,139	7	12
Annual fixed pay	7,920	10,440	12,600	17,850	18,689	13,665	7	12
Annual total pay	7,920	11,335	14,280	20,485	21,295	15,341	7	12

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	660	870	1,050	1,488	1,557	1,139	7	14
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
TOTAL FIXED PAY	660	870	1,050	1,488	1,557	1,139	7	14

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	-	-	-	-	-	-	-	-
Quarterly and semi-annual bonuses	-	-	-	-	-	-	-	-
13th salary and other guaranteed annual payments	-	975	1,213	1,395	-	1,157	4	8
Long-term incentive payments	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	-	-	-
TOTAL VARIABLE PAY	-	1,680	1,790	2,923	-	2,347	5	9

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	85.6%
			Annual variable pay	14.4%

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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Contact information

Contact information



Tato Chantladze
Partner
Tato.Chantladze@ge.ey.com
+995 (32) 2158811



Tina Kachakhidze
Senior Manager
Tina.Kachakhidze@ge.ey.com
+995 (32) 2158811
+995 599 245556



Nana Khetsuriani
Manager
Nana.Khetsuriani@ge.ey.com
+995 (32) 2158811
+995 558 770800



Nino Kakhadze
Consultant
Nino.Kakhadze@ge.ey.com
+995 555 262118



Nino Khitarishvili
Consultant
Nino.Khitarishvili@ge.ey.com
+995 598 324966

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