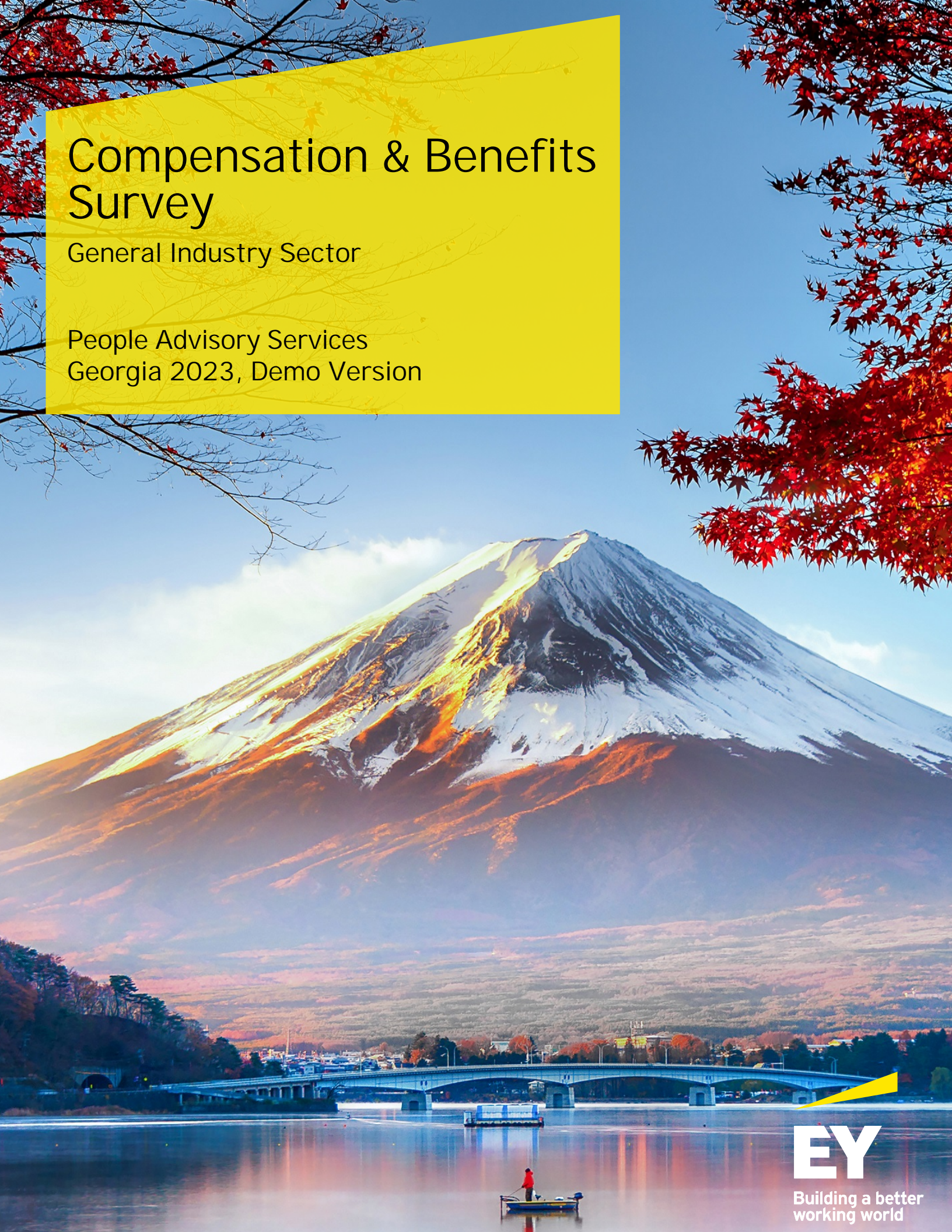


# Compensation & Benefits Survey

General Industry Sector

People Advisory Services  
Georgia 2023, Demo Version





# Georgia

## Compensation & Benefits Survey

General Industry Sector

# 2023

DEMO-VERSION

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# General Industry Sector Compensation and Benefits Survey 2023

## Volume 1. Salary report

Georgia



# Summary



--% of participating companies increased salaries during the period from July 2022 to June 2023

**--%**  
Actual salary increase (median)

**ACTUAL**

**PLAN**

**--%**  
Planned salary increase (median)

--% of participating companies have already planned salary increase for the period from July 2023 to June 2024

# Monthly Fixed Pay - Summary

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
<b>Administrative Department</b>										
ADM000.04.10	Administration Department Head/Administration Director	4	-	-	-	-	-	-	10	10
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	12	12
ADM100.06.20	Housekeeping Manager	6	-	-	-	-	-	-	5	5
ADM100.08.05	Office Administrator	8	1,165	1,650	1,974	2,709	3,363	-	16	19
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	15	15
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	7	8
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	11	13
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	18	44
ADM300.06.10	Office Supplies Manager	6	-	-	-	-	-	-	4	4
ADM300.08.10	Office Supplies Specialist	8	-	-	-	-	-	-	7	8
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	5	5
ADM400.07.10	Chief Specialist of Record Management Unit	7	-	-	-	-	-	-	6	6
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	-	-	-	-	-	-	17	24
ADM400.10.10	Archivist	10	-	-	-	-	-	-	11	42
ADM500.06.10	Fleet Manager	6	-	-	-	-	-	-	6	7
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	6	7
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	15	16
ADM500	Drivers	-	-	-	-	-	-	-	35	62
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	21	48
ADM500.10.20	Personal Driver	10	-	-	-	-	-	-	14	14
ADM500.10.30	Courier	10	-	-	-	-	-	-	13	13
ADM500.10.40	Bus Driver	10	-	-	-	-	-	-	5	5
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	8
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	13	16
ADM600.10.10	Mechanic (office)	10	-	-	-	-	-	-	8	8
ADM600.10.20	Sanitary Technician (office)	10	-	-	-	-	-	-	6	11
ADM600.10.30	Electrician (office)	10	-	-	-	-	-	-	6	9
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	96	631
ADM600.10.50	Gardener	10	-	-	-	-	-	-	9	10
<b>Business Development Department</b>										
BDD000.04.10	Head of Business Development Department	4	-	-	-	-	-	-	5	5
BDD000.06.10	Business Development Manager	6	-	-	-	-	-	-	4	4
BDD000.06.30	Business Process Transformation Manager	6	-	-	-	-	-	-	5	5
BDD000.07.10	Chief Business Plan Development Specialist	7	-	-	-	-	-	-	5	5
BDD000.08.10	Business Plan Development Specialist	8	-	-	-	-	-	-	8	9
BDD100.06.10	Strategy Development Manager	6	-	-	-	-	-	-	3	3
<b>Business Modeling Department</b>										
BPA000.06.10	Analytical Unit Head	6	-	-	-	-	-	-	4	4
<b>Call Center</b>										
CAC100.05.10	Head of Call Center Division	5	-	-	-	-	-	-	5	12
CAC100.06.10	Head of Call Center	6	-	-	-	-	-	-	11	13
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	15	56
CAC100	Call Center Operators	-	-	-	-	-	-	-	59	718
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	13	41
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	46	677
<b>Real Estate and Capital Construction Department</b>										
CCD000.04.10	Real Estate and Capital Construction Director	4	-	-	-	-	-	-	3	3
CCD000.05.10	Real Estate and Capital Construction Department Head	5	-	-	-	-	-	-	3	5
CCD100.06.10	Capital Construction Manager	6	-	-	-	-	-	-	5	5



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
CCD100	Capital Construction Engineers	-	-	-	-	-	-	-	10	13
CCD100.07.10	Chief Capital Construction Engineer	7	-	-	-	-	-	-	7	8
CCD110.08.10	Architect	8	-	-	-	-	-	-	18	19
CCD200.06.10	Head of Real Estate Search and Evaluation Unit	6	-	-	-	-	-	-	4	4
CCD200.07.10	Chief Real Estate Search and Evaluation Specialist	7	-	-	-	-	-	-	8	9
CCD200.08.10	Real Estate Search and Evaluation Specialist	8	-	-	-	-	-	-	7	9
<b>Customer Service Department</b>										
CLS200.05.10	Head of Customer Service Division	5	-	-	-	-	-	-	5	5
CLS200.06.10	Customer Service Manager	6	-	-	-	-	-	-	9	11
CLS200	Customer Service Specialists	-	-	-	-	-	-	-	51	96
CLS200.07.10	Chief Customer Service Specialist	7	-	-	-	-	-	-	14	20
CLS200.08.10	Customer Service Specialist	8	-	-	-	-	-	-	28	59
CLS200.09.10	Junior Customer Service Specialist	9	-	-	-	-	-	-	9	17
<b>Finance Department</b>										
FID000	Finance Directors	-	-	-	-	-	-	-	24	24
FID000.03.10	Finance Director (Board)	3	-	-	-	-	-	-	11	11
FID000.04.10	Finance Director	4	-	-	-	-	-	-	13	13
FID100.04.10	Head of Financial Department	4	-	-	-	-	-	-	10	10
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	29	29
FID110.06.10	Deputy Chief Accountant	6	-	-	-	-	-	-	19	27
FID110	Accountants	-	-	-	-	-	-	-	114	193
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	28	37
FID110.08.10	Accountant	8	-	-	-	-	-	-	66	125
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	20	31
FID110.09.20	Senior Cashier	9	-	-	-	-	-	-	6	11
FID110.10.10	Cashier	10	-	-	-	-	-	-	9	12
FID120	Payroll Accountants	-	-	-	-	-	-	-	6	7
FID120.07.10	Senior Payroll Accountant	7	-	-	-	-	-	-	5	5
FID120.08.20	Accounts Receivable Control Specialist	8	-	-	-	-	-	-	9	12
FID130.05	Finance Controllers	5	-	-	-	-	-	-	29	29
FID130.05.10	Chief Finance Controller	5	-	-	-	-	-	-	11	11
FID130.06.10	Finance Controller	6	-	-	-	-	-	-	18	18
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	54	67
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	11	12
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	33	45
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	10	10
FID140	IFRS/ GAAP Accountants	-	-	-	-	-	-	-	7	12
FID140.07.10	Senior IFRS / GAAP Accountant	7	-	-	-	-	-	-	3	3
FID140.08.05	IFRS / GAAP Accountant	8	-	-	-	-	-	-	4	9
FID200.06.10	Tax Manager	6	-	-	-	-	-	-	4	5
FID200.07.10	Chief Tax Specialist	7	-	-	-	-	-	-	3	3
FID300.05.10	Head of Treasury	5	-	-	-	-	-	-	7	7
FID300	Treasury Specialists	-	-	-	-	-	-	-	9	11
FID300.07.20	Leading Treasury Specialist	7	-	-	-	-	-	-	3	3
FID300.08.10	Treasury Specialist	8	-	-	-	-	-	-	6	8
FID400	Payments Unit Specialists	-	-	-	-	-	-	-	8	9
FID400.07.10	Chief Specialist of Payments Unit	7	-	-	-	-	-	-	4	4
FID500.06.10	Head of Corporate Financing Unit	6	-	-	-	-	-	-	4	4
FID500	Corporate Financing Unit Specialists	-	-	-	-	-	-	-	4	4
FID500.08.10	Specialist of Corporate Financing Unit	8	-	-	-	-	-	-	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
FID600.06.10	Head of Budgeting Unit	6	-	-	-	-	-	-	6	6
FID600	Budgeting Specialists	-	-	-	-	-	-	-	9	12
FID600.07.10	Chief Budgeting Specialist	7	-	-	-	-	-	-	5	7
FID600.08.10	Budgeting Specialist	8	-	-	-	-	-	-	4	5
<b>General Management</b>										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	27	27
GEM000	Deputy General Directors / Vice-Presidents	-	-	-	-	-	-	-	5	5
<b>Government Relations Department</b>										
GRD100.05.10	Head of Registration and Certification Division	5	-	-	-	-	-	-	4	4
GRD200.06.10	Government Relations Manager	6	-	-	-	-	-	-	3	3
<b>Human Resources Department</b>										
HRD000	HR Directors	-	-	-	-	-	-	-	15	15
HRD000.03.10	HR Director (Board)	3	-	-	-	-	-	-	9	9
HRD000.04.10	HR Director	4	-	-	-	-	-	-	6	6
HRD100.04.10	Head of HR Department	4	-	-	-	-	-	-	11	11
HRD200.06.10	Human Resources Manager	6	-	-	-	-	-	-	10	10
HRD200	Human Resources Generalists	-	-	-	-	-	-	-	28	29
HRD200.07.20	Leading Human Resources Generalist	7	-	-	-	-	-	-	11	12
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	17	17
HRD200.10.10	Human Resources Assistant	10	-	-	-	-	-	-	6	7
HRD240.06.10	Head of HR Business Partners	6	-	-	-	-	-	-	5	7
HRD240.08.10	HR Business Partner	8	-	-	-	-	-	-	5	6
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	19	19
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	15	15
HRD300.07.10	Chief Training and Development Specialist	7	-	-	-	-	-	-	5	5
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	10	10
HRD300.0	Internal trainers	-	-	-	-	-	-	-	29	42
HRD300.07.40	Chief Internal Trainer	7	-	-	-	-	-	-	9	10
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	20	32
HRD400.05.10	Compensation and Benefits Department Head	5	-	-	-	-	-	-	3	3
HRD400.06.10	Compensation and Benefits Manager	6	-	-	-	-	-	-	4	4
HRD400	Compensation and Benefits Specialists	-	-	-	-	-	-	-	12	13
HRD400.07.10	Chief Compensation and Benefits Specialist	7	-	-	-	-	-	-	6	7
HRD400.08.10	Compensation and Benefits Specialist	8	-	-	-	-	-	-	6	6
HRD500.05.10	Head of Recruitment	5	-	-	-	-	-	-	5	5
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	8	9
HRD500	Recruitment Specialists	-	-	-	-	-	-	-	45	57
HRD500.07.10	Chief Recruitment Specialist	7	-	-	-	-	-	-	10	11
HRD500.07.20	Leading Recruitment Specialist	7	-	-	-	-	-	-	5	5
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	30	41
HRD500.09.10	Junior Recruitment Specialist	9	-	-	-	-	-	-	5	5
HRD600.06.10	HR Administration Manager	6	-	-	-	-	-	-	7	7
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	37	53
HRD600.07.10	Chief HR Administration Specialist	7	-	-	-	-	-	-	8	9
HRD600.07.20	Leading HR Administration Specialist	7	-	-	-	-	-	-	8	11
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	21	33
HRD800.06.10	Internal Communications Manager	6	-	-	-	-	-	-	4	4
HRD800	Internal Communications Specialists	-	-	-	-	-	-	-	8	8
HRD800.07.20	Leading Internal Communications Specialist	7	-	-	-	-	-	-	3	3
HRD800.08.10	Internal Communications Specialist	8	-	-	-	-	-	-	4	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
<b>Health Safety and Environmental Security Department</b>										
HSE000.04.10	Head of Health, Safety and Environmental Security Department	4						-	3	3
HSE000.06.10	Health, Safety and Environmental Security Manager	6		-	-	-		-	4	4
HSE100.06.10	Labor Safety Manager	6	-	-	-	-	-	-	6	6
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	-	21	27
HSE100.07.10	Chief Labor Safety Inspector / Specialist	7	-	-	-	-	-	-	11	14
HSE100.08.10	Labor Safety Inspector / Specialist	8	-	-	-	-	-	-	10	13
HSE300	Environmental Security Inspectors / Specialists	-	-	-	-	-	-	-	11	15
HSE300.08.10	Environmental Security Inspector / Specialist	8	-	-	-	-	-	-	10	14
<b>Internal Audit Department</b>										
IAT000	Heads of Internal Audit Department	-	-	-	-	-	-	-	6	6
IAT000.04.10	Head of Internal Audit Department	4		-	-	-		-	5	5
IAT000.06.10	Internal Audit Manager	6		-	-	-		-	4	5
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	23	56
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	19	68
IAT100.04.10	Compliance Unit Head	4						-	3	3
IAT100.07.10	Chief Compliance Specialist	7	-	-	-	-	-	-	6	9
<b>IT Department</b>										
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	-	13	13
ITD000.03.10	Chief Information Officer (Board)	3		-	-	-		-	5	5
ITD000.04.10	IT Director	4	-	-	-	-	-	-	8	8
ITD000.06.10	IT Manager	6	-	-	-	-	-	-	11	11
ITD000.07.50	Senior IT Specialist	7	-	-	-	-	-	-	11	11
ITD001	IT Specialists	-	-	-	-	-	-	-	45	69
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	38	61
ITD000.09.10	Junior IT Specialist	9	-	-	-	-	-	-	7	8
ITD100.05.10	IT Implementation and Development Department Head	5		-	-	-		-	8	8
ITD110.06.10	IT Implementation Manager	6	-	-	-	-	-	-	4	5
ITD110	Implementation Specialists	-	-	-	-	-	-	-	11	12
ITD110.07.10	Senior IT Implementation Specialist	7	-	-	-	-	-	-	6	6
ITD110.08.10	IT Implementation Specialist	8	-	-	-	-	-	-	5	6
ITD130.07.10	Senior System Analyst	7						-	3	4
ITD135	System Architects	-	-	-	-	-	-	-	6	6
ITD135.05.10	System Architect Unit Head	5						-	3	3
ITD200.06.10	Database Administration Unit Head	6	-	-	-	-	-	-	6	6
ITD200.07.10	Database Administrator	7	-	-	-	-	-	-	11	11
ITD200.08.10	Database Developer	8	-	-	-	-	-	-	5	9
ITD300.05.10	Support Department Head	5		-	-	-		-	4	4
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	7	7
ITD300.08.10	Desktop Support Specialist	8	-	-	-	-	-	-	18	20
ITD300.09.10	Junior Desktop Support Specialist	9	-	-	-	-	-	-	4	20
ITD305.07.10	Chief Service Desk Specialist	7		-	-	-		-	5	6
ITD305	Service Desk Specialists	-	-	-	-	-	-	-	16	54
ITD305.08.10	Service Desk Specialist (Helpdesk)	8	-	-	-	-	-	-	14	48
ITD400.06.10	Information Security Manager	6	-	-	-	-	-	-	5	5
ITD400	Information Security Specialists	-	-	-	-	-	-	-	16	16
ITD400.07.10	Senior Information Security Specialist	7	-	-	-	-	-	-	7	7
ITD400.08.10	Information Security Specialist	8	-	-	-	-	-	-	8	8
ITD500.06.10	Head of System Administration Unit	6	-	-	-	-	-	-	6	6
ITD500	System Administrator	-	-	-	-	-	-	-	29	43



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
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	11	16
ITD500.08.10	System Administrator	8	-	-	-	-	-	-	12	13
ITD600.07.10	Senior Network Operations Engineer	7	-	-	-	-	-	-	8	11
<b>Design</b>										
ITG120.08.10	Middle Visual Designer	8	-	-	-	-	-	-	4	4
ITG130	Graphic Designers	-	-	-	-	-	-	-	11	11
ITG130.07.10	Senior Graphic Designer	7	-	-	-	-	-	-	3	3
ITG130.08.10	Middle Graphic Designer	8	-	-	-	-	-	-	5	5
ITG130.09.10	Junior Graphic Designer	9	-	-	-	-	-	-	3	3
<b>Program Engineering</b>										
ITR100	Data Analysts	-	-	-	-	-	-	-	25	45
ITR100.07.10	Senior Researcher/Data Analyst	7	-	-	-	-	-	-	4	5
ITR100.08.10	Middle Researcher/Data Analyst	8	-	-	-	-	-	-	15	27
ITR110.06.10	Lead Business Analyst	6	-	-	-	-	-	-	5	5
ITR110	Business Analysts	-	-	-	-	-	-	-	26	58
ITR110.07.10	Senior Business Analyst	7	-	-	-	-	-	-	10	16
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	13	37
ITR160.07.10	Senior Analyst, ERP	7	-	-	-	-	-	-	5	7
ITR160.08.10	Analyst, ERP	8	-	-	-	-	-	-	4	4
<b>IT Department (Development)</b>										
ITS000.05.20	Product Owner	5	-	-	-	-	-	-	6	17
ITS000.05.40	Scrum Master	5	-	-	-	-	-	-	5	14
ITS000.06.10	IT Project Lead (Junior IT Project Manager)	6	-	-	-	-	-	-	5	11
ITS110	Developers, General	-	-	-	-	-	-	-	24	57
ITS110.07.10	Expert Developer, General	7	-	-	-	-	-	-	4	14
ITS110.07.30	Senior Developer, General	7	-	-	-	-	-	-	5	8
ITS110.08.10	Middle Developer, General	8	-	-	-	-	-	-	12	20
ITS121.08.10	Middle Developer, PHP	8	-	-	-	-	-	-	4	4
ITS210	Testers, General	-	-	-	-	-	-	-	18	56
ITS210.08.10	Middle Tester (General)	8	-	-	-	-	-	-	11	23
ITS210.09.10	Junior Tester (General)	9	-	-	-	-	-	-	5	28
<b>Legal Department</b>										
LEG000	Legal Department Directors	-	-	-	-	-	-	-	10	10
LEG000.03.10	Legal Department Director (Board)	3	-	-	-	-	-	-	4	4
LEG000.04.10	Legal Department Director	4	-	-	-	-	-	-	6	6
LEG100	Legal Advisors	-	-	-	-	-	-	-	91	98
LEG100.05.10	Head of Legal Division	5	-	-	-	-	-	-	8	8
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	12	12
LEG100.07.10	Senior Lawyer	7	-	-	-	-	-	-	23	23
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	31	35
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	17	20
LEG200	Claims and Litigation Lawyers	-	-	-	-	-	-	-	16	50
LEG200.06.10	Head of Claims and Litigation Unit	6	-	-	-	-	-	-	4	4
LEG200.08.10	Claims and Litigation Lawyer	8	-	-	-	-	-	-	7	24
<b>Logistics Department</b>										
LOG000.04.10	Logistics Director	4	-	-	-	-	-	-	7	7
LOG100.05.10	Head of Logistics Division	5	-	-	-	-	-	-	8	8
LOG100.06.10	Logistics Manager	6	-	-	-	-	-	-	14	15
LOG100	Logistics Specialists	-	-	-	-	-	-	-	40	58
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	15	25

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	-	-	-	-	-	-	18	21
LOG100.09.10	Junior Logistics Specialist	9	-	-	-	-	-	-	7	12
LOG110.06.10	Import / Export Manager	6	-	-	-	-	-	-	7	7
LOG110	Import / Export Coordinators	-	-	-	-	-	-	-	9	9
LOG110.07.10	Chief Import / Export Coordinator	7	-	-	-	-	-	-	3	3
LOG110.09.10	Junior Import / Export Coordinator	9	-	-	-	-	-	-	6	6
LOG120	Transportation Coordinators / Operators	-	-	-	-	-	-	-	12	15
LOG120.07.10	Chief Transportation Coordinator / Operator	7	-	-	-	-	-	-	7	10
LOG120.08.10	Transportation Coordinator / Operator	8	-	-	-	-	-	-	5	5
LOG120.09.10	Forwarding Agent	9	-	-	-	-	-	-	5	5
LOG120.10.10	Driver of Truck Transport	10	-	-	-	-	-	-	7	29
LOG120.10.20	Delivery Driver	10	-	-	-	-	-	-	43	587
LOG120.10.40	Delivery Assistant	10	-	-	-	-	-	-	18	151
LOG130.06.10	Customs Clearance Manager	6	-	-	-	-	-	-	4	4
LOG130.07.10	Senior Customs Clearance	7	-	-	-	-	-	-	4	5
LOG130.08.10	Customs Clearance Specialist / Customs Applicant	8	-	-	-	-	-	-	10	13
LOG200.05.10	Head of Supply Chain Division	5	-	-	-	-	-	-	5	5
LOG200.06.10	Supply Chain Manager	6	-	-	-	-	-	-	7	10
LOG200	Supply Chain Specialists	-	-	-	-	-	-	-	23	32
LOG200.07.10	Chief Supply Chain Analyst / Specialist	7	-	-	-	-	-	-	8	15
LOG200.08.10	Supply Chain Analyst / Specialist	8	-	-	-	-	-	-	13	15
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	34	54
LOG300.06.20	Administration Warehouse Manager	6	-	-	-	-	-	-	5	5
LOG300.07.10	Warehouse Shift Supervisor	7	-	-	-	-	-	-	28	41
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	44	164
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	25	54
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	21	41
LOG300.10.20	Fork-lift / Storing Equipment Driver	10	-	-	-	-	-	-	16	63
LOG300.10.30	Weigher	10	-	-	-	-	-	-	3	32
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	61	362
LOG300.10.50	Accountant	10	-	-	-	-	-	-	19	72
LOG400.08.10	Reclamation Specialist	8	-	-	-	-	-	-	9	14
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	21	37
<b>Procurement Department (Purchasing)</b>										
LSS100.06.10	Distribution Manager	6	-	-	-	-	-	-	3	4
LSS100	Distribution Specialists	-	-	-	-	-	-	-	13	21
LSS100.08.10	Distribution Specialist	8	-	-	-	-	-	-	12	19
LSS200.04.10	Purchasing Director	4	-	-	-	-	-	-	8	8
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	23	23
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	72	109
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	19	24
LSS200.07.20	Leading Purchasing Specialist	7	-	-	-	-	-	-	19	26
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	27	51
LSS200.09.10	Junior Purchasing Specialist	9	-	-	-	-	-	-	7	8
LSS200.09.20	Purchasing Assistant	9	-	-	-	-	-	-	7	8
LSS300.06.10	Tender Manager	6	-	-	-	-	-	-	4	4
<b>Marketing Department</b>										
MAR000	Marketing Directors	-	-	-	-	-	-	-	14	14
MAR000.03.20	Marketing Director (Board)	3	-	-	-	-	-	-	9	9
MAR000.04.20	Marketing Director	4	-	-	-	-	-	-	5	5

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
MAR100.08.10	Advertising Specialist	8	-	-	-	-	-	-	6	7
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	10	10
MAR200.06.10	Marketing Manager	6	-	-	-	-	-	-	16	16
MAR200	Marketing Specialists	-	-	-	-	-	-	-	48	57
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	15	15
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	20	24
MAR200.09.10	Junior Marketing Specialist	9	-	-	-	-	-	-	13	18
MAR205.07.15	Chief Designer	7	-	-	-	-	-	-	6	6
MAR205.08.10	Designer	8	-	-	-	-	-	-	16	19
MAR300	Researchers	-	-	-	-	-	-	-	8	9
MAR300.07.10	Chief Researcher	7	-	-	-	-	-	-	4	4
MAR300.08.10	Researcher	8	-	-	-	-	-	-	4	5
MAR310.06.10	Manager of New Product Development	6	-	-	-	-	-	-	5	6
MAR400.05.10	Head of PR	5	-	-	-	-	-	-	3	3
MAR400.06.10	Marketing Communications Manager / PR Manager	6	-	-	-	-	-	-	8	8
MAR400	PR Specialists	-	-	-	-	-	-	-	8	8
MAR400.07.10	Chief PR Specialist	7	-	-	-	-	-	-	4	4
MAR400.08.10	PR Specialist	8	-	-	-	-	-	-	4	4
MAR500.06.10	Product / Brand Manager	6	-	-	-	-	-	-	16	19
MAR500	Product / Brand Specialists	-	-	-	-	-	-	-	17	20
MAR500.07.10	Chief Product / Brand Specialist	7	-	-	-	-	-	-	11	14
MAR500.08.10	Product / Brand Specialist	8	-	-	-	-	-	-	6	6
MAR600.06.10	Social Media Marketing (SMM) Manager	6	-	-	-	-	-	-	7	7
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	24	27
MAR600.07.10	Chief Social Media Marketing (SMM) Specialist	7	-	-	-	-	-	-	10	11
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	14	16
MAR600.08.15	Content Manager	8	-	-	-	-	-	-	7	8
MAR800.06.10	CRM Manager	6	-	-	-	-	-	-	3	3
MAR800.07.10	CRM Specialist	7	-	-	-	-	-	-	6	6
MAR900.05.10	Head of Digital Marketing	5	-	-	-	-	-	-	3	3
MAR900.06.10	Digital Marketing Manager	6	-	-	-	-	-	-	8	9
MAR900.07.10	Digital Marketing Specialist	7	-	-	-	-	-	-	12	17
<b>Operations Department</b>										
OPM100.04.10	Operations Director	4	-	-	-	-	-	-	4	4
OPM100.06.10	Operations Manager	6	-	-	-	-	-	-	7	10
OPM100.07.10	Chief Operations Specialist	7	-	-	-	-	-	-	4	7
OPM100.08.10	Operations Specialist	8	-	-	-	-	-	-	7	12
<b>Project Management Office</b>										
PMD000.05.10	Project Management Office Head	5	-	-	-	-	-	-	8	9
PMD000.06.10	Project Manager	6	-	-	-	-	-	-	20	24
PMD000	Project Management Specialists	-	-	-	-	-	-	-	20	21
PMD000.07.10	Chief Project Management Specialist	7	-	-	-	-	-	-	6	7
PMD000.07.20	Leading Project Management Specialist	7	-	-	-	-	-	-	6	6
PMD000.08.10	Project Management Specialist	8	-	-	-	-	-	-	8	8
<b>Production Department</b>										
PRD000.03.10	Production Director	3	-	-	-	-	-	-	4	4
PRD000.04.10	Head of Production Department	4	-	-	-	-	-	-	4	4
PRD000.04.20	Technical Director (Production)	4	-	-	-	-	-	-	7	7
PRD100.06.10	Production Site Manager	6	-	-	-	-	-	-	11	11
PRD100.07.10	Production Site Foreman	7	-	-	-	-	-	-	8	17



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
PRD100.07.20	Shift Supervisor	7	-	-	-	-	-	-	4	12
PRD100.08.10	Shift Foreman	8	-	-	-	-	-	-	6	39
PRD150	Technology Engineers	-	-	-	-	-	-	-	3	3
PRD500.10.20	Plumber	10	-	-	-	-	-	-	3	3
PRD550	Air Compressor and Refrigeration Engineers	-	-	-	-	-	-	-	9	19
PRD550.08.10	Air Compressor and Refrigeration Engineer	8	-	-	-	-	-	-	8	18
PRD550.09.10	Leading Refrigeration Equipment Operator	9	-	-	-	-	-	-	4	5
PRD600.05.10	Chief Power Engineer	5	-	-	-	-	-	-	3	3
PRD600	Power Engineers	-	-	-	-	-	-	-	8	9
PRD600.08.10	Power Engineer	8	-	-	-	-	-	-	7	8
PRD610	Electrical Engineers	-	-	-	-	-	-	-	9	9
PRD610.07.10	Senior Electrical Engineer	7	-	-	-	-	-	-	3	3
PRD610.08.10	Electrical Engineer	8	-	-	-	-	-	-	6	6
PRD620.10.12	Electrical Fitter	10	-	-	-	-	-	-	8	10
PRD700.05.10	Chief Maintenance Engineer	5	-	-	-	-	-	-	3	3
PRD700	Maintenance Engineers	-	-	-	-	-	-	-	22	23
PRD700.07.10	Senior Maintenance Engineer	7	-	-	-	-	-	-	8	8
PRD700.08.10	Maintenance Engineer	8	-	-	-	-	-	-	14	15
PRD700.09.10	Leading Mechanic Fitter	9	-	-	-	-	-	-	8	9
PRD700.10.1	Mechanic Fitters / Repairmen	10	-	-	-	-	-	-	14	96
PRD700.10.13	Mechanic Fitter / Repairman	10	-	-	-	-	-	-	12	37
PRD700.10.3	Electrical and Gas Welders	10	-	-	-	-	-	-	4	22
PRD900.09.11	Line Operator	9	-	-	-	-	-	-	4	10
PRD900.10.10	Production Facilities Cleaner	10	-	-	-	-	-	-	4	7
PRD901.10.1	Crane Operators	10	-	-	-	-	-	-	7	99
PRD902.10.21	Core Production Worker (Entry Level)	10	-	-	-	-	-	-	5	7
PRD902.10.22	Core Production Worker (Qualified)	10	-	-	-	-	-	-	14	17
PRD909.10.10	Technician	10	-	-	-	-	-	-	8	35
<b>Quality Assurance and Standardization Department</b>										
QUC000.04.10	Quality Assurance and Standardization Director	4	-	-	-	-	-	-	8	11
QUC100.06.10	Quality Assurance Manager	6	-	-	-	-	-	-	11	23
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	17	21
QUC100.08.10	Quality Assurance Specialist	8	-	-	-	-	-	-	20	34
QUC100.09.10	Quality Assurance Technician	9	-	-	-	-	-	-	6	8
<b>Security Department</b>										
SED000.04.10	Security Department Director	4	-	-	-	-	-	-	4	4
SED100.07.10	Chief Economic Security Analyst	7	-	-	-	-	-	-	3	8
SED200.05.10	Head of Security Department	5	-	-	-	-	-	-	9	9
SED220.06.10	Security Manager	6	-	-	-	-	-	-	14	19
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	33	67
SED220	Security Guards	-	-	-	-	-	-	-	67	247
SED220.09.15	Senior Security Guard	9	-	-	-	-	-	-	9	11
SED220.10.10	Security Guard	10	-	-	-	-	-	-	58	236
SED220.09.20	Technical means of protection engineer	9	-	-	-	-	-	-	10	14
<b>Sales Department</b>										
SLS000	Sales Directors	-	-	-	-	-	-	-	22	22
SLS000.03.10	Sales Director (Board)	3	-	-	-	-	-	-	8	8
SLS000.04.10	Sales Director	4	-	-	-	-	-	-	14	14
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	9	9
SLS100.05	Sales Managers	5	-	-	-	-	-	-	52	80

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
SLS100.05.10	National Sales Manager	5	-	-	-	-	-	-	8	10
SLS100.05.20	Regional Sales Manager	5	-	-	-	-	-	-	18	20
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	26	50
SLS100.07.05	Sales Representative Supervisor	7	-	-	-	-	-	-	17	40
SLS100.07	Sales Representatives	7	-	-	-	-	-	-	100	309
SLS100.07.10	Senior Sales Representative	7	-	-	-	-	-	-	25	54
SLS100.08.10	Sales Representative	8	-	-	-	-	-	-	67	229
SLS100.09.10	Junior Sales Representative	9	-	-	-	-	-	-	8	26
SLS110.07.10	Merchandisers Supervisor	7	-	-	-	-	-	-	7	8
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	40	152
SLS200.05.10	Key Account Head	5	-	-	-	-	-	-	8	11
SLS200.06.10	Key Account Manager	6	-	-	-	-	-	-	11	15
SLS200.07.10	Key Account Supervisor	7	-	-	-	-	-	-	5	5
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	14	23
SLS300.06.10	Training and Development Manager (Sales)	6	-	-	-	-	-	-	4	4
SLS300.08.10	Sales Trainer	8	-	-	-	-	-	-	4	7
SLS400.06.10	Trade Marketing Manager	6	-	-	-	-	-	-	4	4
SLS400	Trade Marketing Specialists	-	-	-	-	-	-	-	8	8
SLS400.07.10	Chief Trade Marketing Specialist	7	-	-	-	-	-	-	5	5
SLS400.08.10	Trade Marketing Specialist	8	-	-	-	-	-	-	3	3
SLS500.05.10	Category Managers Head	5	-	-	-	-	-	-	7	9
SLS500.06.10	Category Manager	6	-	-	-	-	-	-	15	32
SLS500.07.10	Junior Category Manager	7	-	-	-	-	-	-	7	11
SLS500.09.10	Assistant Category Manager	9	-	-	-	-	-	-	8	10
SLS700.06.10	Sales Manager (office)	6	-	-	-	-	-	-	5	5
SLS700.07.10	Chief Sales Specialist (office)	7	-	-	-	-	-	-	4	4
SLS700.08.10	Sales Specialist (office)	8	-	-	-	-	-	-	12	161
SLS700.10.20	Sales Assistant	10	-	-	-	-	-	-	5	6
SLS710.06.10	Sales Development / Support Manager	6	-	-	-	-	-	-	3	3
SLS710.07.10	Sales Development / Support Chief Specialist	7	-	-	-	-	-	-	5	7
SLS710.08.10	Sales Analyst	8	-	-	-	-	-	-	10	13

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
<b>Administrative Department</b>										
ADM000.04.10	Administration Department Head/Administration Director	4	-	-	-	-	-	-	10	10
ADM000.04.10	Administration Department Head/Administration Director	4	-	-	-	-	-	-	10	10
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	12	12
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	12	12
ADM100.06.20	Housekeeping Manager	6	-	-	-	-	-	-	5	5
ADM100.06.20	Housekeeping Manager	6	-	-	-	-	-	-	5	5
ADM100.08.05	Office Administrator	8	13,980	19,805	23,686	32,505	40,351	26,069	16	19
ADM100.08.05	Office Administrator	8	17,245	20,867	25,113	32,505	40,351	27,092	16	19
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	15	15
ADM100.08.20	Personal Assistant to General Director	8	-	-	-	-	-	-	15	15
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	7	8
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	7	8
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	11	13
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	11	13
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	18	44
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	18	44
ADM300.06.10	Office Supplies Manager	6	-	-	-	-	-	-	4	4
ADM300.06.10	Office Supplies Manager	6	-	-	-	-	-	-	4	4
ADM300.08.10	Office Supplies Specialist	8	-	-	-	-	-	-	7	8
ADM300.08.10	Office Supplies Specialist	8	-	-	-	-	-	-	7	8
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	5	5
ADM400.06.10	Head of Record Management Unit	6	-	-	-	-	-	-	5	5
ADM400.07.10	Chief Specialist of Record Management Unit	7	-	-	-	-	-	-	6	6
ADM400.07.10	Chief Specialist of Record Management Unit	7	-	-	-	-	-	-	6	6
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	-	-	-	-	-	-	17	24
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	-	-	-	-	-	-	17	24
ADM400.10.10	Archivist	10	-	-	-	-	-	-	11	42
ADM400.10.10	Archivist	10	-	-	-	-	-	-	11	42
ADM500.06.10	Fleet Manager	6	-	-	-	-	-	-	6	7
ADM500.06.10	Fleet Manager	6	-	-	-	-	-	-	6	7
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	6	7
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	6	7
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	15	16
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	15	16
ADM500	Drivers	-	-	-	-	-	-	-	35	62
ADM500	Drivers	-	-	-	-	-	-	-	35	62
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	21	48
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	21	48
ADM500.10.20	Personal Driver	10	-	-	-	-	-	-	14	14
ADM500.10.20	Personal Driver	10	-	-	-	-	-	-	14	14
ADM500.10.30	Courier	10	-	-	-	-	-	-	13	13
ADM500.10.30	Courier	10	-	-	-	-	-	-	13	13
ADM500.10.40	Bus Driver	10	-	-	-	-	-	-	5	5
ADM500.10.40	Bus Driver	10	-	-	-	-	-	-	5	5
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	8
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	8

Remuneration on  
particular positions

Job title: **Office Administrator**  
 Job code: ADM100.08.05  
 Job level: 8

Department: Administrative Department  
 Subfunction: General personnel of the Administrative Department  
 Job category: Professional/Clerical

Job description

Responsible for maintaining office equipment, installations and supplies, couriers/post coordination and keeping the registers/checking. Prepares and maintains record of various reports as needed in day-to-day administrative tasks. Responsible for contracts with service companies, such as food delivery companies, cleaners, etc.

**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%	9.1%	36.4%	36.4%	0.0%	9.1%	9.1%	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%	8.3%	8.3%	33.3%	0.0%	25.0%	16.7%	8.3%	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
	18.8%	N/A		0.0%	87.5%	12.5%

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
<b>Georgia</b>								
Monthly fixed pay	1,165	1,650	1,974	2,709	3,363	2,172	16	19
Annual fixed pay	13,980	19,805	23,686	32,505	40,351	26,069	16	19
Annual total pay	17,245	20,867	25,113	32,505	40,351	27,092	16	19
<b>Tbilisi</b>								
Monthly fixed pay	1,148	1,650	2,034	2,743	3,399	2,201	15	15
Annual fixed pay	13,776	19,803	24,413	32,910	40,786	26,407	15	15
Annual total pay	16,944	20,513	26,101	32,910	40,786	27,398	15	15

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	1,165	1,650	1,974	2,709	3,363	2,172	16	19
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
<b>TOTAL FIXED PAY</b>	<b>1,165</b>	<b>1,650</b>	<b>1,974</b>	<b>2,709</b>	<b>3,363</b>	<b>2,172</b>	<b>16</b>	<b>19</b>

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	-	-	-	-	-	2,354	3	3
Quarterly and semi-annual bonuses	-	-	-	-	-	-	-	-
13th salary and other guaranteed annual payments	-	1,278	1,460	1,575	-	1,393	4	4
Long-term incentive payments	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	-	-	-
<b>TOTAL VARIABLE PAY</b>	<b>1,468</b>	<b>1,563</b>	<b>1,688</b>	<b>3,190</b>	<b>3,660</b>	<b>2,338</b>	<b>7</b>	<b>7</b>

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	92.8%
			Annual variable pay	7.2%

**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

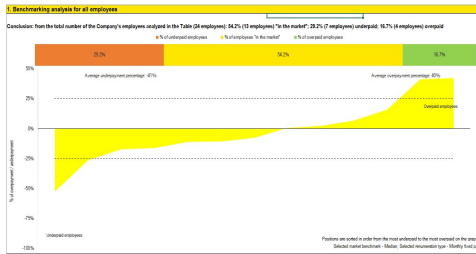
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- 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

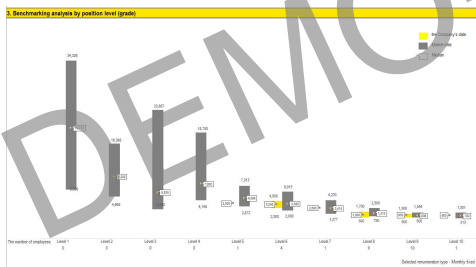
The results of the Electronic tool for benchmarking analysis usage are presented below



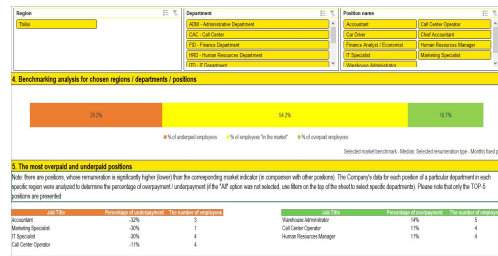
▶ Benchmarking analysis for all employees



▶ 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 2023

Volume 2. HR Policies and  
practices report

Georgia

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- Business trips policy
- Recruitment policy
- Other features of HR policies
- Expatriate employees policy
- Internship programs
- HR metrics

# Salary arrangements

# Salary arrangements

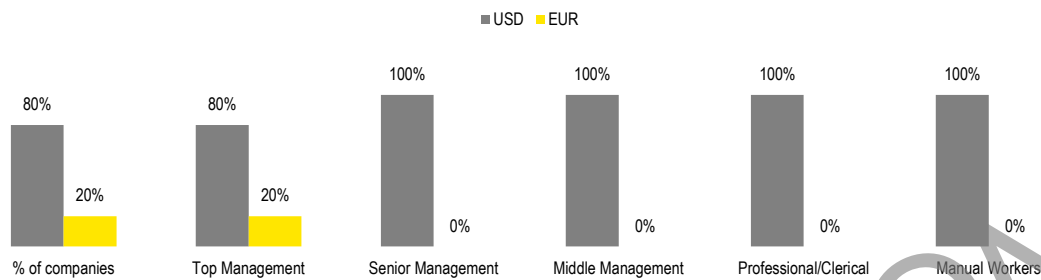
## Currency regulations

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

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

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

### Foreign currency



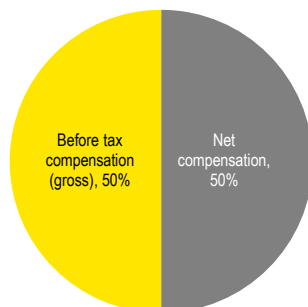
Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

## Changes of salary denomination currency

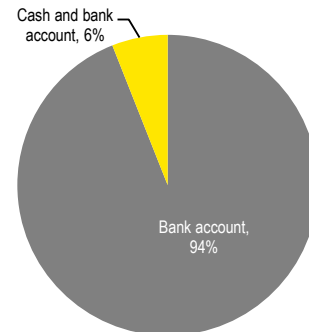
	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
From local currency to foreign currency	100%	100%	100%	100%	100%	100%

## Salary accrual

### Salary accrual mode

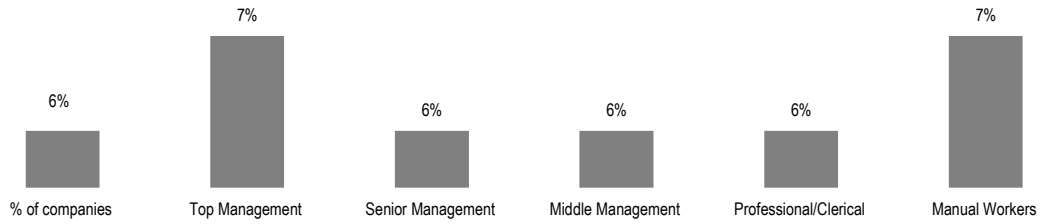


### Salary accrual mechanism



## Payroll outsourcing

### Companies that outsource the payroll calculation to an external provider



### The reasons for outsourcing the salary calculating (payroll) function to third parties/organizations

Reason	% of companies
Confidentiality preservation	100%

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

DEMO-VERSION

Contact information

# Contact information

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