

Compensation & Benefits Survey

Pharmaceutical Sector, Demo-Version

People Advisory Services

Georgia, 2023

December, 2023

Georgia

Compensation & Benefits Survey

Pharmaceutical Sector

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

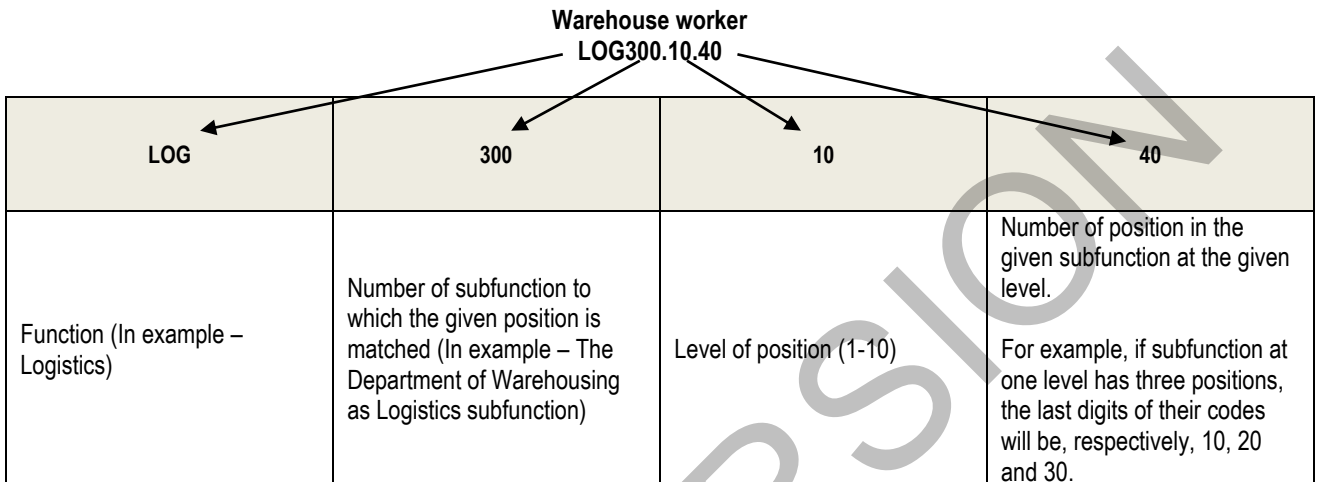
Median represents the salary of the middle employee in the sample (or the average of the two middle employees if the number of data points in the sample is even). It is used for the purposes of compensation analysis due to its stability. Median shows the value that is considered to be “the most representative”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

List of the participants

List of the participants

1. Aversi
2. Gepha
3. Impexfarm
4. PSP Pharma

DEMO-VERSION

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										
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	5	7
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	4	4
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	3	3
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	4	5
ADM500.07.10	Head of Transport Unit	7	1,788	1,906	2,188	2,938	3,163	2,379	6	6
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	5	5
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	4	4
ADM500.10.30	Courier	10	-	-	-	-	-	-	5	6
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	6	6
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	12	235
Call Center										
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	3	3
CAC100	Call Center Operators	-	-	-	-	-	-	-	8	14
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	4	9
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	4	5
Real Estate and Capital Construction Department										
CCD100	Capital Construction Engineers	-	-	-	-	-	-	-	6	8
CCD100.07.10	Chief Capital Construction Engineer	7	-	-	-	-	-	-	3	3
CCD200.07.10	Chief Real Estate Search and Evaluation Specialist	7	-	-	-	-	-	-	3	3
Customer Service Department										
CLS200.06.10	Customer Service Manager	6	-	-	-	-	-	-	4	4
Finance Department										
FID000.03.10	Finance Director (Board)	3	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110	Accountants	-	-	-	-	-	-	-	14	36
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	4	4
FID110.08.10	Accountant	8	-	-	-	-	-	-	8	27
FID130.05.10	Chief Finance Controller	5	-	-	-	-	-	-	4	4
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	13	14
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	4	4
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	4	4
General Management										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	4	4
Human Resources Department										
HRD000.03.10	HR Director (Board)	3	-	-	-	-	-	-	4	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	5	5
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	6	6
HRD300.07.20	Leading Training and Development	7	-	-	-	-	-	-	3	3
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	3
HRD300.0	Internal Trainers	-	-	-	-	-	-	-	7	10
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	4	6
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	3
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	6	7
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	8	9
HRD600.07.20	Leading HR Administration Specialist	7	-	-	-	-	-	-	4	4
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	5
Health Safety and Environmental Security Department										
HSE100.06.10	Labor Safety Manager	6	-	-	-	-	-	-	3	3
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	-	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
HSE100.08.10	Labor Safety Inspector / Specialist	8						-	3	3
Internal Audit Department										
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	6	8
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	5	26
IT Department										
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	-	4	4
ITD000.03.10	Chief Information Officer (Board)	3						-	3	3
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	14	22
ITD300.06.10	Desktop Support Manager	6						-	3	3
ITD300.08.10	Desktop Support Specialist	8	-	-	-	-	-	-	6	7
ITD300.09.10	Junior Desktop Support Specialist	9						-	3	3
ITD400	Information Security Specialists	-	-	-	-	-	-	-	4	4
ITD500	System Administrator	-	-	-	-	-	-	-	7	7
ITD500.07.10	Senior System Administrator	7						-	5	5
ITG120.08.10	Middle Visual Designer	8						-	4	4
ITR110.08.10	Business Analyst	8						-	4	4
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	20	23
LEG100.06.10	Head of Legal Unit	6						-	4	4
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	10	13
LEG100.09.10	Junior Lawyer	9						-	6	6
Logistics Department										
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	20
LOG100.07.10	Chief Logistics Specialist	7						-	4	12
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	5	8
LOG120.10.20	Delivery Driver	10	-	-	-	-	-	-	6	49
LOG130.06.10	Customs Clearance Manager	6						-	3	3
LOG130.07.10	Senior Customs Clearance	7	-	-	-	-	-	-	6	6
LOG130.08.10	Customs Clearance Specialist / Customs Applicant	8	-	-	-	-	-	-	7	8
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	10	22
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	8	110
LOG300.09.10	Warehouse Administrator	9						-	3	23
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	9
LOG300.10.35	Picker	10	-	-	-	-	-	-	6	40
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	6	34
LOG400.08.10	Reclamation Specialist	8	-	-	-	-	-	-	7	10
LOG500.08.10	Inventory Inspector	8						-	5	14
Procurement Department (Purchasing)										
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6						-	3	3
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	25	42
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	8	15
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	5	8
LSS200.09.10	Junior Purchasing Specialist	9	-	-	-	-	-	-	6	7
Marketing Department										
MAR000.03.20	Marketing Director (Board)	3						-	5	5
MAR200.06.10	Marketing Manager	6	-	-	-	-	-	-	6	6
MAR200	Marketing Specialists	-	-	-	-	-	-	-	9	10
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	4	5
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	4	4
MAR205.07.15	Chief Designer	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
MAR400.06.10	Marketing Communications Manager / PR Manager	6						-	3	3
MAR400	PR Specialists	-						-	3	3
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	11	12
MAR600.07.10	Chief Social Media Marketing (SMM) Specialist	7		-	-	-	-	-	5	5
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	6	7
MAR900.06.10	Digital Marketing Manager	6						-	3	3
MAR900.07.10	Digital Marketing Specialist	7	-	-	-	-	-	-	9	13
Logistics / Warehouse										
PHL100.08.05	Pharmaceutical Warehouse Specialist / Pharmacist	8	-	-	-	-	-	-	10	24
Marketing										
PHM100.06.10	Product / Brand Manager	6		-	-	-	-	-	5	9
PHM100.07.10	Junior Product / Brand Manager	7		-	-	-	-	-	4	5
Sales										
PHS100.06.10	Manager of the Pharmacy	6	-	-	-	-	-	-	28	290
PHS110.09.10	Pharmacist, level I	9	-	-	-	-	-	-	17	182
PHS110.09.20	Pharmacist, level II	9	-	-	-	-	-	-	24	432
PHS110.09.30	Pharmacist, level III	9	-	-	-	-	-	-	27	141
PHS110.09.40	Pharmacist, level IV	9	-	-	-	-	-	-	15	40
PHS110.10.10	Assistant to Pharmacist	10	-	-	-	-	-	-	16	436
PHS115	Consultants	-						-	43	630
PHS115.09.10	Consultant (non-med)	9	-	-	-	-	-	-	20	335
PHS115.09.20	Consultant	9	-	-	-	-	-	-	23	295
PHS120.07.10	Senior Medical Representative	7	-	-	-	-	-	-	7	11
PHS120.08.10	Medical Representative	8	-	-	-	-	-	-	11	37
Project Management Office										
PMD000	Project Management Specialists	-						-	5	5
PMD000.08.10	Project Management Specialist	8						-	3	3
Registration (production)										
PRE100.06.10	Registration Manager	6		-	-	-	-	-	4	4
PRE100.08.10	Registration / Re-registration Specialist	8	-	-	-	-	-	-	6	9
Quality Assurance and Standardization Department										
QUC000.04.10	Quality Assurance and Standardization Director	4						-	3	3
QUC100.07.10	Chief Quality Assurance Specialist	7		-	-	-	-	-	5	9
Security Department										
SED220.08.10	Security Shiftman	8		-	-	-	-	-	4	6
SED220	Security Guards	-	-	-	-	-	-	-	16	90
SED220.09.15	Senior Security Guard	9	-	-	-	-	-	-	6	7
SED220.10.10	Security Guard	10	-	-	-	-	-	-	10	83
SED220.09.20	Technical means of protection engineer	9	-	-	-	-	-	-	6	7
Sales Department										
SLS000	Sales Directors	-	-	-	-	-	-	-	6	6
SLS000.04.10	Sales Director	4						-	3	3
SLS000.04.20	Commercial Director	4						-	3	3
SLS100.05	Sales Managers	5	-	-	-	-	-	-	16	43
SLS100.05.10	National Sales Manager	5		-	-	-	-	-	5	10
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	11	33
SLS110	Merchandisers	-						-	3	3
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	6	9
SLS200.05.10	Key Account Head	5						-	3	3
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	25	153

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										
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	5	7
ADM100.06.10	Office Manager	6	-	-	-	-	-	-	5	7
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	4	4
ADM100.09.15	Executive Assistant / Secretary	9	-	-	-	-	-	-	4	4
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	3	3
ADM100.09.20	Department Assistant	9	-	-	-	-	-	-	3	3
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	4	5
ADM100.10.10	Receptionist	10	-	-	-	-	-	-	4	5
ADM500.07.10	Head of Transport Unit	7	21,450	22,875	26,250	35,250	37,950	28,550	6	6
ADM500.07.10	Head of Transport Unit	7	28,689	32,303	35,822	41,235	58,003	40,838	6	6
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	5	5
ADM500.08.10	Traffic / Transportation Coordinator	8	-	-	-	-	-	-	5	5
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	4	4
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	4	4
ADM500.10.30	Courier	10	-	-	-	-	-	-	5	6
ADM500.10.30	Courier	10	-	-	-	-	-	-	5	6
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	6	6
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	6	6
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	12	235
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	12	235
Call Center										
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	3	3
CAC100.07.10	Call Center Supervisor	7	-	-	-	-	-	-	3	3
CAC100	Call Center Operators	-	-	-	-	-	-	-	8	14
CAC100	Call Center Operators	-	-	-	-	-	-	-	8	14
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	4	9
CAC100.08.10	Senior Call Center Operator	8	-	-	-	-	-	-	4	9
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	4	5
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	4	5
Real Estate and Capital Construction Department										
CCD100	Capital Construction Engineers	-	-	-	-	-	-	-	6	8
CCD100	Capital Construction Engineers	-	-	-	-	-	-	-	6	8
CCD100.07.10	Chief Capital Construction Engineer	7	-	-	-	-	-	-	3	3
CCD100.07.10	Chief Capital Construction Engineer	7	-	-	-	-	-	-	3	3
CCD200.07.10	Chief Real Estate Search and Evaluation Specialist	7	-	-	-	-	-	-	3	3
CCD200.07.10	Chief Real Estate Search and Evaluation Specialist	7	-	-	-	-	-	-	3	3
Customer Service Department										
CLS200.06.10	Customer Service Manager	6	-	-	-	-	-	-	4	4
CLS200.06.10	Customer Service Manager	6	-	-	-	-	-	-	4	4
Finance Department										
FID000.03.10	Finance Director (Board)	3	-	-	-	-	-	-	4	4
FID000.03.10	Finance Director (Board)	3	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	4	4
FID110	Accountants	-	-	-	-	-	-	-	14	36
FID110	Accountants	-	-	-	-	-	-	-	14	36
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	4	4
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	4	4
FID110.08.10	Accountant	8	-	-	-	-	-	-	8	27
FID110.08.10	Accountant	8	-	-	-	-	-	-	8	27

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
FID130.05	Finance Controllers	5	-	-	-	-	-	-	4	4
FID130.05	Finance Controllers	5	-	-	-	-	-	-	4	4
FID130.05.10	Chief Finance Controller	5	-	-	-	-	-	-	4	4
FID130.05.10	Chief Finance Controller	5	-	-	-	-	-	-	4	4
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	13	14
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	13	14
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	4	4
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	4	4
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	4	4
FID130.09.10	Junior Finance Analyst	9	-	-	-	-	-	-	4	4
General Management										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	4	4
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	4	4
Human Resources Department										
HRD000.03.10	HR Director (Board)	3	-	-	-	-	-	-	4	4
HRD000.03.10	HR Director (Board)	3	-	-	-	-	-	-	4	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	5	5
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	5	5
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	6	6
HRD300	Training and Development Specialists	-	-	-	-	-	-	-	6	6
HRD300.07.20	Leading Training and Development	7	-	-	-	-	-	-	3	3
HRD300.07.20	Leading Training and Development	7	-	-	-	-	-	-	3	3
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	3
HRD300.08.10	Training and Development Specialist	8	-	-	-	-	-	-	3	3
HRD300.0	Internal Trainers	-	-	-	-	-	-	-	7	10
HRD300.0	Internal Trainers	-	-	-	-	-	-	-	7	10
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	4	6
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	4	6
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	3
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	3
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	6	7
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	6	7
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	8	9
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	8	9
HRD600.07.20	Leading HR Administration Specialist	7	-	-	-	-	-	-	4	4
HRD600.07.20	Leading HR Administration Specialist	7	-	-	-	-	-	-	4	4
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	5
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	4	5
Health Safety and Environmental Security Department										
HSE100.06.10	Labor Safety Manager	6	-	-	-	-	-	-	3	3
HSE100.06.10	Labor Safety Manager	6	-	-	-	-	-	-	3	3
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	-	5	5
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	-	5	5
HSE100.08.10	Labor Safety Inspector / Specialist	8	-	-	-	-	-	-	3	3
HSE100.08.10	Labor Safety Inspector / Specialist	8	-	-	-	-	-	-	3	3
Internal Audit Department										
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	6	8
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	6	8
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	5	26
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	5	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
IT Department										
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	-	4	4
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	-	4	4
ITD000.03.10	Chief Information Officer (Board)	3	-	-	-	-	-	-	3	3
ITD000.03.10	Chief Information Officer (Board)	3	-	-	-	-	-	-	3	3
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	14	22
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	14	22
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	3	3
ITD300.06.10	Desktop Support Manager	6	-	-	-	-	-	-	3	3
ITD300.08.10	Desktop Support Specialist	8	-	-	-	-	-	-	6	7
ITD300.08.10	Desktop Support Specialist	8	-	-	-	-	-	-	6	7
ITD300.09.10	Junior Desktop Support Specialist	9	-	-	-	-	-	-	3	3
ITD300.09.10	Junior Desktop Support Specialist	9	-	-	-	-	-	-	3	3
ITD400	Information Security Specialists	-	-	-	-	-	-	-	4	4
ITD400	Information Security Specialists	-	-	-	-	-	-	-	4	4
ITD500	System Administrator	-	-	-	-	-	-	-	7	7
ITD500	System Administrator	-	-	-	-	-	-	-	7	7
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	5	5
ITD500.07.10	Senior System Administrator	7	-	-	-	-	-	-	5	5
ITG120.08.10	Middle Visual Designer	8	-	-	-	-	-	-	4	4
ITG120.08.10	Middle Visual Designer	8	-	-	-	-	-	-	4	4
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	4	4
ITR110.08.10	Business Analyst	8	-	-	-	-	-	-	4	4
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	20	23
LEG100	Legal Advisors	-	-	-	-	-	-	-	20	23
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	4	4
LEG100.06.10	Head of Legal Unit	6	-	-	-	-	-	-	4	4
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	10	13
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	10	13
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	6
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	6
Logistics Department										
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	20
LOG100	Logistics Specialists	-	-	-	-	-	-	-	9	20
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	4	12
LOG100.07.10	Chief Logistics Specialist	7	-	-	-	-	-	-	4	12
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	5	8
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	5	8
LOG120.10.20	Delivery Driver	10	-	-	-	-	-	-	6	49
LOG120.10.20	Delivery Driver	10	-	-	-	-	-	-	6	49
LOG130.06.10	Customs Clearance Manager	6	-	-	-	-	-	-	3	3
LOG130.06.10	Customs Clearance Manager	6	-	-	-	-	-	-	3	3
LOG130.07.10	Senior Customs Clearance	7	-	-	-	-	-	-	6	6
LOG130.07.10	Senior Customs Clearance	7	-	-	-	-	-	-	6	6
LOG130.08.10	Customs Clearance Specialist / Customs Applicant	8	-	-	-	-	-	-	7	8
LOG130.08.10	Customs Clearance Specialist / Customs Applicant	8	-	-	-	-	-	-	7	8
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	10	22
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	10	22

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
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	8	110
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	8	110
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	3	23
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	3	23
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	9
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	9
LOG300.10.35	Picker	10	-	-	-	-	-	-	6	40
LOG300.10.35	Picker	10	-	-	-	-	-	-	6	40
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	6	34
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	6	34
LOG400.08.10	Reclamation Specialist	8	-	-	-	-	-	-	7	10
LOG400.08.10	Reclamation Specialist	8	-	-	-	-	-	-	7	10
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	5	14
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	5	14
Procurement Department (Purchasing)										
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	3	3
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	3	3
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	25	42
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	25	42
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	8	15
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	8	15
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	5	8
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	5	8
LSS200.09.10	Junior Purchasing Specialist	9	-	-	-	-	-	-	6	7
LSS200.09.10	Junior Purchasing Specialist	9	-	-	-	-	-	-	6	7
Marketing Department										
MAR000.03.20	Marketing Director (Board)	3	-	-	-	-	-	-	5	5
MAR000.03.20	Marketing Director (Board)	3	-	-	-	-	-	-	5	5
MAR200.06.10	Marketing Manager	6	-	-	-	-	-	-	6	6
MAR200.06.10	Marketing Manager	6	-	-	-	-	-	-	6	6
MAR200	Marketing Specialists	-	-	-	-	-	-	-	9	10
MAR200	Marketing Specialists	-	-	-	-	-	-	-	9	10
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	4	5
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	4	5
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	4	4
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	4	4
MAR205.07.15	Chief Designer	7	-	-	-	-	-	-	3	3
MAR205.07.15	Chief Designer	7	-	-	-	-	-	-	3	3
MAR400.06.10	Marketing Communications Manager / PR Manager	6	-	-	-	-	-	-	3	3
MAR400.06.10	Marketing Communications Manager / PR Manager	6	-	-	-	-	-	-	3	3
MAR400	PR Specialists	-	-	-	-	-	-	-	3	3
MAR400	PR Specialists	-	-	-	-	-	-	-	3	3
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	11	12
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	11	12
MAR600.07.10	Chief Social Media Marketing (SMM) Specialist	7	-	-	-	-	-	-	5	5
MAR600.07.10	Chief Social Media Marketing (SMM) Specialist	7	-	-	-	-	-	-	5	5
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	6	7
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	6	7
MAR900.06.10	Digital Marketing Manager	6	-	-	-	-	-	-	3	3
MAR900.06.10	Digital Marketing Manager	6	-	-	-	-	-	-	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
MAR900.07.10	Digital Marketing Specialist	7	-	-	-	-	-	-	9	13
MAR900.07.10	Digital Marketing Specialist	7	-	-	-	-	-	-	9	13
Logistics / Warehouse										
PHL100.08.05	Pharmaceutical Warehouse Specialist / Pharmacist	8	-	-	-	-	-	-	10	24
PHL100.08.05	Pharmaceutical Warehouse Specialist / Pharmacist	8	-	-	-	-	-	-	10	24
Marketing										
PHM100.06.10	Product / Brand Manager	6	-	-	-	-	-	-	5	9
PHM100.06.10	Product / Brand Manager	6	-	-	-	-	-	-	5	9
PHM100.07.10	Junior Product / Brand Manager	7	-	-	-	-	-	-	4	5
PHM100.07.10	Junior Product / Brand Manager	7	-	-	-	-	-	-	4	5
Sales										
PHS100.06.10	Manager of the Pharmacy	6	-	-	-	-	-	-	28	290
PHS100.06.10	Manager of the Pharmacy	6	-	-	-	-	-	-	28	290
PHS110.09.10	Pharmacist, level I	9	-	-	-	-	-	-	17	182
PHS110.09.10	Pharmacist, level I	9	-	-	-	-	-	-	17	182
PHS110.09.20	Pharmacist, level II	9	-	-	-	-	-	-	24	432
PHS110.09.20	Pharmacist, level II	9	-	-	-	-	-	-	24	432
PHS110.09.30	Pharmacist, level III	9	-	-	-	-	-	-	27	141
PHS110.09.30	Pharmacist, level III	9	-	-	-	-	-	-	27	141
PHS110.09.40	Pharmacist, level IV	9	-	-	-	-	-	-	15	40
PHS110.09.40	Pharmacist, level IV	9	-	-	-	-	-	-	15	40
PHS110.10.10	Assistant to Pharmacist	10	-	-	-	-	-	-	16	436
PHS110.10.10	Assistant to Pharmacist	10	-	-	-	-	-	-	16	436
PHS115	Consultants	-	-	-	-	-	-	-	43	630
PHS115	Consultants	-	-	-	-	-	-	-	43	630
PHS115.09.10	Consultant (non-med)	9	-	-	-	-	-	-	20	335
PHS115.09.10	Consultant (non-med)	9	-	-	-	-	-	-	20	335
PHS115.09.20	Consultant	9	-	-	-	-	-	-	23	295
PHS115.09.20	Consultant	9	-	-	-	-	-	-	23	295
PHS120.07.10	Senior Medical Representative	7	-	-	-	-	-	-	7	11
PHS120.07.10	Senior Medical Representative	7	-	-	-	-	-	-	7	11
PHS120.08.10	Medical Representative	8	-	-	-	-	-	-	11	37
PHS120.08.10	Medical Representative	8	-	-	-	-	-	-	11	37
Project Management Office										
PMD000	Project Management Specialists	-	-	-	-	-	-	-	5	5
PMD000	Project Management Specialists	-	-	-	-	-	-	-	5	5
PMD000.08.10	Project Management Specialist	8	-	-	-	-	-	-	3	3
PMD000.08.10	Project Management Specialist	8	-	-	-	-	-	-	3	3
Registration (production)										
PRE100.06.10	Registration Manager	6	-	-	-	-	-	-	4	4
PRE100.06.10	Registration Manager	6	-	-	-	-	-	-	4	4
PRE100.08.10	Registration / Re-registration Specialist	8	-	-	-	-	-	-	6	9
PRE100.08.10	Registration / Re-registration Specialist	8	-	-	-	-	-	-	6	9
Quality Assurance and Standardization Department										
QUC000.04.10	Quality Assurance and Standardization Director	4	-	-	-	-	-	-	3	3
QUC000.04.10	Quality Assurance and Standardization Director	4	-	-	-	-	-	-	3	3
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	5	9
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	5	9

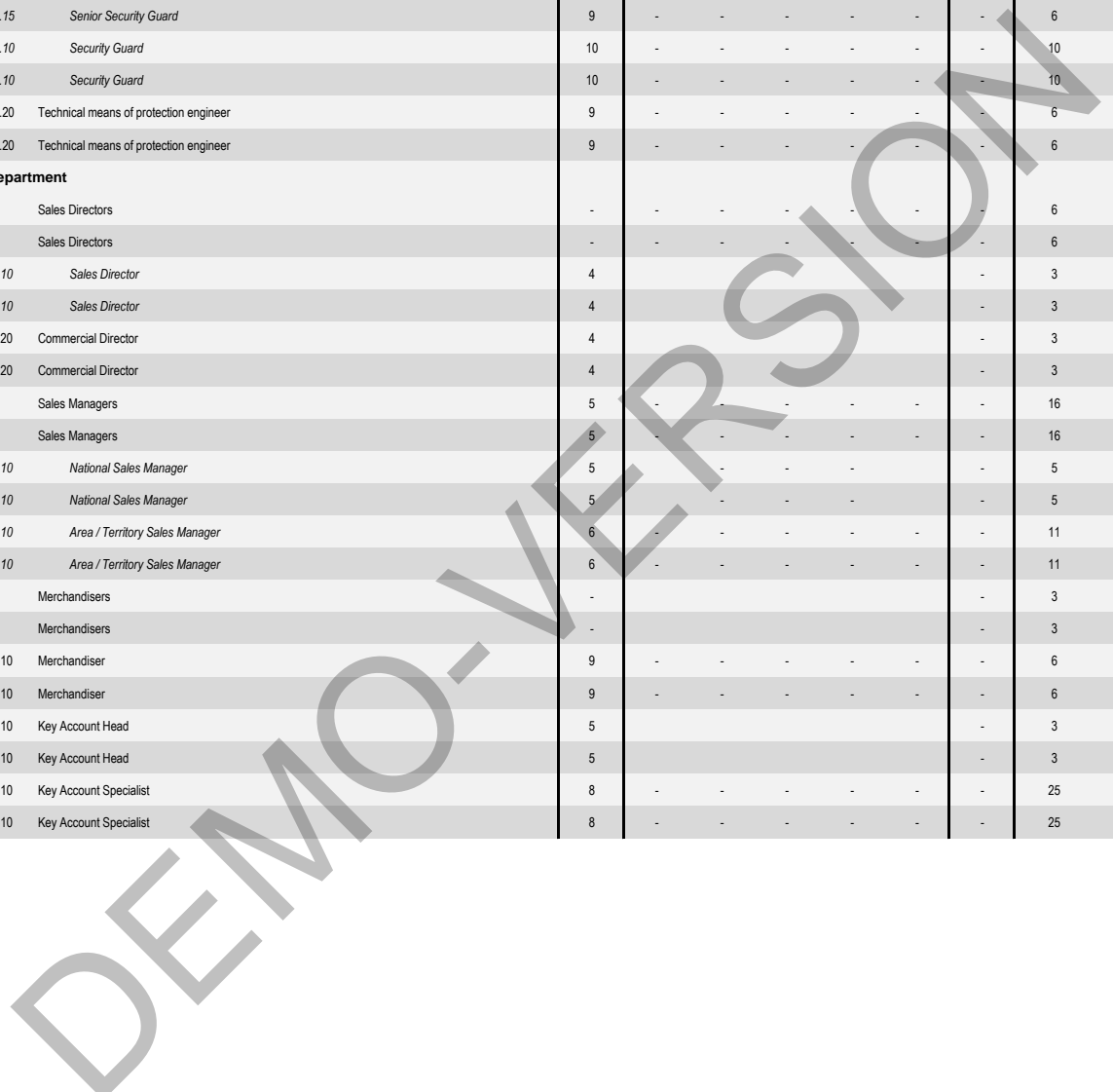
Annual fixed pay and annual total pay

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 Department										
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	4	6
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	4	6
SED220	Security Guards	-	-	-	-	-	-	-	16	90
SED220	Security Guards	-	-	-	-	-	-	-	16	90
SED220.09.15	Senior Security Guard	9	-	-	-	-	-	-	6	7
SED220.09.15	Senior Security Guard	9	-	-	-	-	-	-	6	7
SED220.10.10	Security Guard	10	-	-	-	-	-	-	10	83
SED220.10.10	Security Guard	10	-	-	-	-	-	-	10	83
SED220.09.20	Technical means of protection engineer	9	-	-	-	-	-	-	6	7
SED220.09.20	Technical means of protection engineer	9	-	-	-	-	-	-	6	7
Sales Department										
SLS000	Sales Directors	-	-	-	-	-	-	-	6	6
SLS000	Sales Directors	-	-	-	-	-	-	-	6	6
SLS000.04.10	Sales Director	4	-	-	-	-	-	-	3	3
SLS000.04.10	Sales Director	4	-	-	-	-	-	-	3	3
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	3	3
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	3	3
SLS100.05	Sales Managers	5	-	-	-	-	-	-	16	43
SLS100.05	Sales Managers	5	-	-	-	-	-	-	16	43
SLS100.05.10	National Sales Manager	5	-	-	-	-	-	-	5	10
SLS100.05.10	National Sales Manager	5	-	-	-	-	-	-	5	10
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	11	33
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	11	33
SLS110	Merchandisers	-	-	-	-	-	-	-	3	3
SLS110	Merchandisers	-	-	-	-	-	-	-	3	3
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	6	9
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	6	9
SLS200.05.10	Key Account Head	5	-	-	-	-	-	-	3	3
SLS200.05.10	Key Account Head	5	-	-	-	-	-	-	3	3
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	25	153
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	25	153



Remuneration on
particular positions

Job title: **Head of Transport Unit**
 Job code: ADM500.07.10
 Job level: 7

Department: Administrative Department
 Subfunction: Transport Unit
 Job category: Professional/Clerical

Job description

Organizes the production and reception of cars on the line, taking into account depreciation and operation of transport; organizes repair of transport. Works with external organizations (insurance companies, traffic police, service stations, etc.) to ensure the operation of vehicles. Responsible for reporting and analysis of costs (fuel, spare parts). Supervises garage staff.

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%	25.0%	0.0%	50.0%	0.0%	0.0%	
Number of employees	<50	50-100	100-200	200-500	500-1,000	1,000-2,000	2,000-5,000	5,000-10,000	>10,000	
% of companies-participants	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%	

Characteristics of employees

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

Monthly fixed pay, Annual fixed pay, Annual total pay (GEL gross)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Georgia								
Monthly fixed pay	1,788	1,906	2,188	2,938	3,163	2,379	6	6
Annual fixed pay	21,450	22,875	26,250	35,250	37,950	28,550	6	6
Annual total pay	28,689	32,303	35,822	41,235	58,003	40,838	6	6
Tbilisi								
Monthly fixed pay	1,788	1,906	2,188	2,938	3,163	2,379	6	6
Annual fixed pay	21,450	22,875	26,250	35,250	37,950	28,550	6	6
Annual total pay	28,689	32,303	35,822	41,235	58,003	40,838	6	6

Elements of monthly fixed pay (GEL gross per month)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Base salary	1,788	1,906	2,188	2,938	3,125	2,367	6	6
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
TOTAL FIXED PAY	1,788	1,906	2,188	2,938	3,163	2,379	6	6

Elements of annual variable pay (GEL gross per year)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Annual performance-related bonus	-	-	-	-	-	-	-	-
Quarterly and semi-annual bonuses	-	-	-	-	-	-	-	-
13th salary and other guaranteed annual payments	-	-	-	-	-	-	-	-
Monthly payments and commission remuneration	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	-	-	-
TOTAL VARIABLE PAY	-	3,189	4,080	13,744	-	14,745	5	5

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	88.8%
			Annual variable pay	11.2%

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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