

# Compensation & Benefits Survey

Real Estate Sector, Demo-Version

People Advisory Services  
Georgia, 2023



Building a better  
working world

# Georgia

# Compensation & Benefits Survey

Real Estate 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.

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# Structure of the Compensation Package

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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.

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## = 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

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## **Total number of incumbents**

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

## **Number of active incumbents**

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

## **Number of companies-participants**

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

## **Deciles**

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

## **Quartiles**

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

## **Median**

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

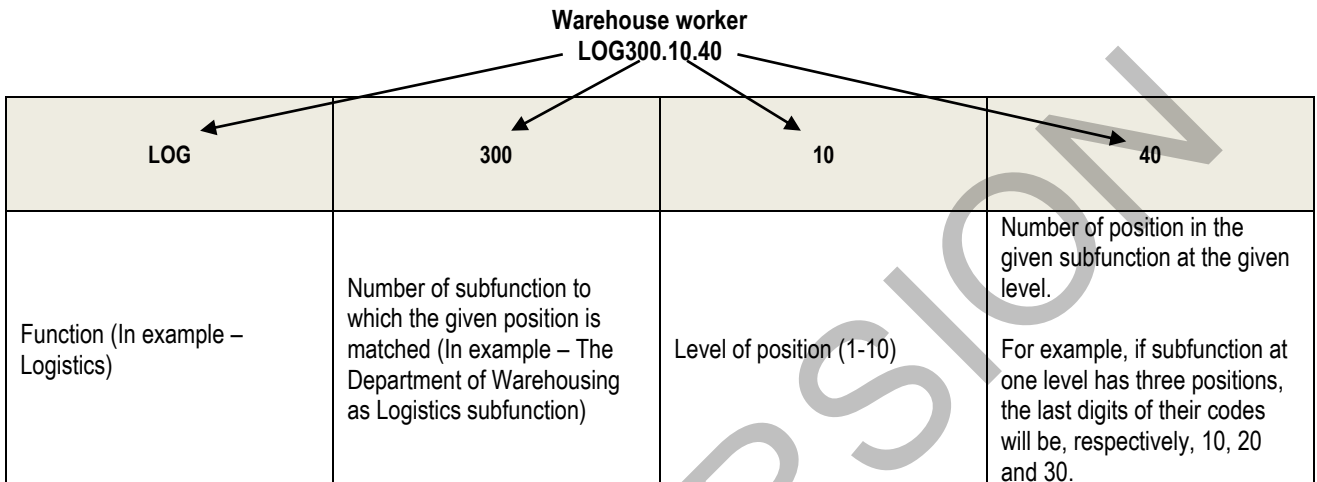
## **Average**

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



# Description of the job code formation

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



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

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

# Description of Categories and Levels

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

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List of the participants

# List of the participants

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1. Apart Development
2. Archi Promotion
3. BK Construction
4. Deka Development
5. Domus Group
6. ELT Building
7. M2 Group
8. Metta
9. Silk Development (SRG)

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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
<b>Administrative Department</b>										
ADM000.04.10	Administration Department Head/Administration Director	4						-	3	3
ADM100.06.10	Office Manager	6						-	3	3
ADM100.08.05	Office Administrator	8	1,450	1,707	1,955	2,320	2,545	1,983	6	6
ADM400.08.10	Documentation Coordinator/Records Management Specialist	8	-	-	-	-	-	-	6	6
ADM500	Drivers	-	-	-	-	-	-	-	11	14
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	8
ADM500.10.20	Personal Driver	10	-	-	-	-	-	-	5	6
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	10	11
<b>Business Development</b>										
BDD000.05.10	Head of Business Development Division	5						-	3	3
<b>Construction</b>										
BLD001.10.30	Construction Fitter (Entry Level)*	10						-	4	4
BLD001.10.31	Construction Fitter (Qualified)*	10						-	5	5
BLD100	Estimation Engineers	-	-	-	-	-	-	-	15	16
BLD100.07.10	Senior Estimation Engineer	7	-	-	-	-	-	-	9	10
BLD100.08.10	Estimation Engineer	8	-	-	-	-	-	-	6	6
BLD200.05.10	Chief Architect	5						-	4	4
BLD200	Architects	-	-	-	-	-	-	-	15	17
BLD200.07.10	Senior Architect	7	-	-	-	-	-	-	5	6
BLD200.08.10	Architect	8	-	-	-	-	-	-	10	11
BLD200.07.30	Interior Designer	7	-	-	-	-	-	-	4	4
BLD300.05.10	Chief Construction Engineer**	5	-	-	-	-	-	-	7	7
BLD300	Construction Engineers	-	-	-	-	-	-	-	13	19
BLD300.07.10	Senior Construction Engineer	7	-	-	-	-	-	-	7	7
BLD300.08.10	Construction Engineer	8	-	-	-	-	-	-	6	12
BLD400.06.10	Building & Construction Shop Manager	6						-	5	6
BLD400.07.10	Site Engineer	7	-	-	-	-	-	-	16	29
BLD600	Geodesists	-	-	-	-	-	-	-	6	9
BLD600.08.10	Geodesist	8	-	-	-	-	-	-	5	8
<b>Call Center</b>										
CAC100.09.10	Call Center Operator	9						-	4	6
<b>Customer Service Department</b>										
CLS200	Customer Service Specialists	-	-	-	-	-	-	-	12	19
CLS200.07.10	Chief Customer Service Specialist	7	-	-	-	-	-	-	4	5
CLS200.08.10	Customer Service Specialist	8	-	-	-	-	-	-	7	8
<b>Finance Department</b>										
FID000.04.10	Finance Director	4						-	5	5
FID110.05.10	Chief Accountant	5						-	4	4
FID110.06.10	Deputy Chief Accountant	6	-	-	-	-	-	-	7	15
FID110	Accountants	-	-	-	-	-	-	-	25	28
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	8	9
FID110.08.10	Accountant	8	-	-	-	-	-	-	12	13
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	5	6
FID120.08.20	Accounts Receivable Control Specialist	8						-	3	5
FID130.06.10	Finance Controller	6	-	-	-	-	-	-	6	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	9	12
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	5	6
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	3	5

\*Employees at this position have daily rate of compensation

\*\*Some employees at this position do not have monthly fixed pay and their compensation consists of variable pay only

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>General Management</b>										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	9	9
<b>Human Resources Department</b>										
HRD000.04.10	HR Director	4	-	-	-	-	-	-	5	5
HRD200.06.10	Human Resources Manager	6	-	-	-	-	-	-	3	3
HRD200	Human Resources Generalists	-	-	-	-	-	-	-	5	7
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	4	4
HRD200.10.10	Human Resources Assistant	10	-	-	-	-	-	-	3	4
<b>Health Safety and Environmental Security Department</b>										
HSE100.06.10	Labor Safety Manager	6	-	-	-	-	-	-	6	6
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	-	4	4
HSE100.07.10	Chief Labor Safety Inspector / Specialist	7	-	-	-	-	-	-	3	3
<b>IT Department</b>										
ITD000.06.10	IT Manager	6	-	-	-	-	-	-	3	3
ITD001	IT Specialists	-	-	-	-	-	-	-	4	5
ITD000.08.10	IT Specialist	8	-	-	-	-	-	-	3	4
<b>Design</b>										
ITG130.08.10	Middle Graphic Designer	8	-	-	-	-	-	-	5	6
<b>Legal Department</b>										
LEG000.04.10	Legal Department Director	4	-	-	-	-	-	-	4	4
LEG100	Legal Advisors	-	-	-	-	-	-	-	19	22
LEG100.07.10	Senior Lawyer	7	-	-	-	-	-	-	5	5
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	7	8
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	6	7
<b>Logistics Department</b>										
LOG100.06.10	Logistics Manager	6	-	-	-	-	-	-	3	3
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	7	7
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	4	10
LOG300.09.10	Warehouse Administrator	9	-	-	-	-	-	-	8	8
<b>Procurement Department (Purchasing)</b>										
LSS200.04.10	Purchasing Director	4	-	-	-	-	-	-	3	3
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	4	4
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	14	15
LSS200.07.20	Leading Purchasing Specialist	7	-	-	-	-	-	-	5	5
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	8	9
<b>Marketing Department</b>										
MAR000.04.20	Marketing Director	4	-	-	-	-	-	-	4	4
MAR200	Marketing Specialists	-	-	-	-	-	-	-	11	12
MAR200.07.10	Chief Marketing Specialist	7	-	-	-	-	-	-	6	7
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	4	4
MAR400.06.10	Marketing Communications Manager / PR Manager	6	-	-	-	-	-	-	3	3
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	3	3
MAR900.06.10	Digital Marketing Manager	6	-	-	-	-	-	-	3	3
<b>Project Management Office</b>										
PMD000.05.10	Project Management Office Head	5	-	-	-	-	-	-	4	4
PMD000.06.10	Project Manager	6	-	-	-	-	-	-	14	18
PMD000.07.10	Chief Project Management Specialist	7	-	-	-	-	-	-	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>Production Department</b>										
PRD000.04.20	Technical Director (Production)	4	-	-	-	-	-	-	4	4
PRD610	Electrical Engineers	-	-	-	-	-	-	-	7	7
PRD610.07.10	Senior Electrical Engineer	7	-	-	-	-	-	-	4	4
PRD610.08.10	Electrical Engineer	8	-	-	-	-	-	-	3	3
PRD901.10.1	Crane Operators	10	-	-	-	-	-	-	5	5
PRD901.10.13	Crane Operator	10	-	-	-	-	-	-	4	4
<b>Construction Quality Assurance and Standardization Department</b>										
QUC000.04.10	Quality Assurance and Standardization Director	4	-	-	-	-	-	-	6	6
QUC100.06.10	Quality Assurance Manager	6	-	-	-	-	-	-	4	5
QUC100.08.10	Quality Assurance Specialist	8	-	-	-	-	-	-	6	8
<b>Security Department</b>										
SED220.06.10	Security Manager	6	-	-	-	-	-	-	4	6
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	3	4
SED220	Security Guards	-	-	-	-	-	-	-	4	6
SED220.10.10	Security Guard	10	-	-	-	-	-	-	3	3
<b>Sales Department</b>										
SLS100.07	Sales Representatives	7	-	-	-	-	-	-	14	27
SLS100.07.10	Senior Sales Representative	7	-	-	-	-	-	-	6	9
SLS100.08.10	Sales Representative	8	-	-	-	-	-	-	8	18

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# 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	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						-	3	3
ADM000.04.10	Administration Department Head/Administration Director						-	3	3
ADM100.06.10	Office Manager						-	3	3
ADM100.06.10	Office Manager						-	3	3
ADM100.08.05	Office Administrator	17,403	20,480	23,457	27,846	30,545	23,802	6	6
ADM100.08.05	Office Administrator	19,278	20,886	25,113	28,268	30,545	24,979	6	6
ADM400.08.10	Documentation Coordinator/Records Management Specialist	-	-	-	-	-	-	6	6
ADM400.08.10	Documentation Coordinator/Records Management Specialist	-	-	-	-	-	-	6	6
ADM500	Drivers	-	-	-	-	-	-	11	14
ADM500	Drivers	-	-	-	-	-	-	11	14
ADM500.10.10	Car Driver	-	-	-	-	-	-	6	8
ADM500.10.10	Car Driver	-	-	-	-	-	-	6	8
ADM500.10.20	Personal Driver	-	-	-	-	-	-	5	6
ADM500.10.20	Personal Driver	-	-	-	-	-	-	5	6
ADM600.10.40	Cleaner	-	-	-	-	-	-	10	11
ADM600.10.40	Cleaner	-	-	-	-	-	-	10	11
<b>Business Development Department</b>									
BDD000.05.10	Head of Business Development Division						-	3	3
BDD000.05.10	Head of Business Development Division						-	3	3
<b>Construction</b>									
BLD001.10.30	Construction Fitter (Entry Level)*		-	-	-	-	-	4	4
BLD001.10.30	Construction Fitter (Entry Level)*		-	-	-	-	-	4	4
BLD001.10.31	Construction Fitter (Qualified)*		-	-	-	-	-	5	5
BLD001.10.31	Construction Fitter (Qualified)*		-	-	-	-	-	5	5
BLD100	Estimation Engineers	-	-	-	-	-	-	15	16
BLD100	Estimation Engineers	-	-	-	-	-	-	15	16
BLD100.07.10	Senior Estimation Engineer	-	-	-	-	-	-	9	10
BLD100.07.10	Senior Estimation Engineer	-	-	-	-	-	-	9	10
BLD100.08.10	Estimation Engineer	-	-	-	-	-	-	6	6
BLD100.08.10	Estimation Engineer	-	-	-	-	-	-	6	6
BLD200.05.10	Chief Architect		-	-	-	-	-	4	4
BLD200.05.10	Chief Architect		-	-	-	-	-	4	4
BLD200	Architects	-	-	-	-	-	-	15	17
BLD200	Architects	-	-	-	-	-	-	15	17
BLD200.07.10	Senior Architect		-	-	-	-	-	5	6
BLD200.07.10	Senior Architect		-	-	-	-	-	5	6
BLD200.08.10	Architect	-	-	-	-	-	-	10	11
BLD200.08.10	Architect	-	-	-	-	-	-	10	11
BLD200.07.30	Interior Designer		-	-	-	-	-	4	4
BLD200.07.30	Interior Designer		-	-	-	-	-	4	4
BLD300.05.10	Chief Construction Engineer**	-	-	-	-	-	-	7	7
BLD300.05.10	Chief Construction Engineer**	-	-	-	-	-	-	7	7
BLD300	Construction Engineers	-	-	-	-	-	-	13	19
BLD300	Construction Engineers	-	-	-	-	-	-	13	19
BLD300.07.10	Senior Construction Engineer	-	-	-	-	-	-	7	7
BLD300.07.10	Senior Construction Engineer	-	-	-	-	-	-	7	7

\*Employees at this position have daily rate of compensation

\*\*Some employees at this position do not have monthly fixed pay and their compensation consists of variable pay only

Annual fixed pay and annual total pay

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	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
BLD300.08.10	Construction Engineer	-	-	-	-	-	-	6	12
BLD300.08.10	Construction Engineer	-	-	-	-	-	-	6	12
BLD400.06.10	Building & Construction Shop Manager	-	-	-	-	-	-	5	6
BLD400.06.10	Building & Construction Shop Manager	-	-	-	-	-	-	5	6
BLD400.07.10	Site Engineer	-	-	-	-	-	-	16	29
BLD400.07.10	Site Engineer	-	-	-	-	-	-	16	29
BLD600	Geodesists	-	-	-	-	-	-	6	9
BLD600	Geodesists	-	-	-	-	-	-	6	9
BLD600.08.10	Geodesist	-	-	-	-	-	-	5	8
BLD600.08.10	Geodesist	-	-	-	-	-	-	5	8
<b>Call Center</b>									
CAC100.09.10	Call Center Operator	-	-	-	-	-	-	4	6
CAC100.09.10	Call Center Operator	-	-	-	-	-	-	4	6
<b>Customer Service Department</b>									
CLS200	Customer Service Specialists	-	-	-	-	-	-	12	19
CLS200	Customer Service Specialists	-	-	-	-	-	-	12	19
CLS200.07.10	Chief Customer Service Specialist	-	-	-	-	-	-	4	5
CLS200.07.10	Chief Customer Service Specialist	-	-	-	-	-	-	4	5
CLS200.08.10	Customer Service Specialist	-	-	-	-	-	-	7	8
CLS200.08.10	Customer Service Specialist	-	-	-	-	-	-	7	8
<b>Finance Department</b>									
FID000.04.10	Finance Director	-	-	-	-	-	-	5	5
FID000.04.10	Finance Director	-	-	-	-	-	-	5	5
FID110.05.10	Chief Accountant	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	-	-	-	-	-	-	4	4
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	7	15
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	7	15
FID110	Accountants	-	-	-	-	-	-	25	28
FID110	Accountants	-	-	-	-	-	-	25	28
FID110.07.10	Senior Accountant	-	-	-	-	-	-	8	9
FID110.07.10	Senior Accountant	-	-	-	-	-	-	8	9
FID110.08.10	Accountant	-	-	-	-	-	-	12	13
FID110.08.10	Accountant	-	-	-	-	-	-	12	13
FID110.09.10	Junior Accountant	-	-	-	-	-	-	5	6
FID110.09.10	Junior Accountant	-	-	-	-	-	-	5	6
FID120.08.20	Accounts Receivable Control Specialist	-	-	-	-	-	-	3	5
FID120.08.20	Accounts Receivable Control Specialist	-	-	-	-	-	-	3	5
FID130.06.10	Finance Controller	-	-	-	-	-	-	6	6
FID130.06.10	Finance Controller	-	-	-	-	-	-	6	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	9	12
FID130	Finance Analysts / Economists	-	-	-	-	-	-	9	12
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	5	6
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	5	6
FID130.08.10	Finance Analyst / Economist	-	-	-	-	-	-	3	5
FID130.08.10	Finance Analyst / Economist	-	-	-	-	-	-	3	5
<b>General Management</b>									
GEM000.01.10	General Director/Chief Executive Officer	-	-	-	-	-	-	9	9
GEM000.01.10	General Director/Chief Executive Officer	-	-	-	-	-	-	9	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	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
<b>Human Resources Department</b>									
HRD000.04.10	HR Director	-	-	-	-	-	-	5	5
HRD000.04.10	HR Director	-	-	-	-	-	-	5	5
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	3	3
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	3	3
HRD200	Human Resources Generalists	-	-	-	-	-	-	5	7
HRD200	Human Resources Generalists	-	-	-	-	-	-	5	7
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	4	4
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	4	4
HRD200.10.10	Human Resources Assistant	-	-	-	-	-	-	3	4
HRD200.10.10	Human Resources Assistant	-	-	-	-	-	-	3	4
<b>Health Safety and Environmental Security Department</b>									
HSE100.06.10	Labor Safety Manager	-	-	-	-	-	-	6	6
HSE100.06.10	Labor Safety Manager	-	-	-	-	-	-	6	6
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	4	4
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	4	4
HSE100.07.10	Chief Labor Safety Inspector / Specialist	-	-	-	-	-	-	3	3
HSE100.07.10	Chief Labor Safety Inspector / Specialist	-	-	-	-	-	-	3	3
<b>IT Department</b>									
ITD000.06.10	IT Manager	-	-	-	-	-	-	3	3
ITD000.06.10	IT Manager	-	-	-	-	-	-	3	3
ITD001	IT Specialists	-	-	-	-	-	-	4	5
ITD001	IT Specialists	-	-	-	-	-	-	4	5
ITD000.08.10	IT Specialist	-	-	-	-	-	-	3	4
ITD000.08.10	IT Specialist	-	-	-	-	-	-	3	4
<b>Design</b>									
ITG130.08.10	Middle Graphic Designer	-	-	-	-	-	-	5	6
ITG130.08.10	Middle Graphic Designer	-	-	-	-	-	-	5	6
<b>Legal Department</b>									
LEG000.04.10	Legal Department Director	-	-	-	-	-	-	4	4
LEG000.04.10	Legal Department Director	-	-	-	-	-	-	4	4
LEG100	Legal Advisors	-	-	-	-	-	-	19	22
LEG100	Legal Advisors	-	-	-	-	-	-	19	22
LEG100.07.10	Senior Lawyer	-	-	-	-	-	-	5	5
LEG100.07.10	Senior Lawyer	-	-	-	-	-	-	5	5
LEG100.08.10	Legal Advisor	-	-	-	-	-	-	7	8
LEG100.08.10	Legal Advisor	-	-	-	-	-	-	7	8
LEG100.09.10	Junior Lawyer	-	-	-	-	-	-	6	7
LEG100.09.10	Junior Lawyer	-	-	-	-	-	-	6	7
<b>Logistics Department</b>									
LOG100.06.10	Logistics Manager	-	-	-	-	-	-	3	3
LOG100.06.10	Logistics Manager	-	-	-	-	-	-	3	3
LOG300.06.10	Warehouse Manager	-	-	-	-	-	-	7	7
LOG300.06.10	Warehouse Manager	-	-	-	-	-	-	7	7
LOG300.08.10	Warehouse Specialist	-	-	-	-	-	-	4	10
LOG300.08.10	Warehouse Specialist	-	-	-	-	-	-	4	10
LOG300.09.10	Warehouse Administrator	-	-	-	-	-	-	8	8
LOG300.09.10	Warehouse Administrator	-	-	-	-	-	-	8	8

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	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
<b>Procurement Department (Purchasing)</b>									
LSS200.04.10	Purchasing Director						-	3	3
LSS200.04.10	Purchasing Director						-	3	3
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit		-	-	-		-	4	4
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit		-	-	-		-	4	4
LSS200	Purchasing Specialists	-	-	-	-	-	-	14	15
LSS200	Purchasing Specialists	-	-	-	-	-	-	14	15
LSS200.07.20	Leading Purchasing Specialist		-	-	-		-	5	5
LSS200.07.20	Leading Purchasing Specialist		-	-	-		-	5	5
LSS200.08.10	Purchasing Specialist	-	-	-	-	-	-	8	9
LSS200.08.10	Purchasing Specialist	-	-	-	-	-	-	8	9
<b>Marketing Department</b>									
MAR000.04.20	Marketing Director		-	-	-		-	4	4
MAR000.04.20	Marketing Director		-	-	-		-	4	4
MAR200	Marketing Specialists	-	-	-	-	-	-	11	12
MAR200	Marketing Specialists	-	-	-	-	-	-	11	12
MAR200.07.10	Chief Marketing Specialist		-	-	-		-	6	7
MAR200.07.10	Chief Marketing Specialist		-	-	-		-	6	7
MAR200.08.10	Marketing Specialist		-	-	-		-	4	4
MAR200.08.10	Marketing Specialist		-	-	-		-	4	4
MAR400.06.10	Marketing Communications Manager / PR Manager		-	-	-		-	3	3
MAR400.06.10	Marketing Communications Manager / PR Manager		-	-	-		-	3	3
MAR600.08.10	Social Media Marketing (SMM) Specialist		-	-	-		-	3	3
MAR600.08.10	Social Media Marketing (SMM) Specialist		-	-	-		-	3	3
MAR900.06.10	Digital Marketing Manager		-	-	-		-	3	3
MAR900.06.10	Digital Marketing Manager		-	-	-		-	3	3
<b>Project Management Office</b>									
PMD000.05.10	Project Management Office Head		-	-	-		-	4	4
PMD000.05.10	Project Management Office Head		-	-	-		-	4	4
PMD000.06.10	Project Manager	-	-	-	-	-	-	14	18
PMD000.06.10	Project Manager	-	-	-	-	-	-	14	18
PMD000.07.10	Chief Project Management Specialist		-	-	-		-	4	4
PMD000.07.10	Chief Project Management Specialist		-	-	-		-	4	4
<b>Production Department</b>									
PRD000.04.20	Technical Director (Production)		-	-	-		-	4	4
PRD000.04.20	Technical Director (Production)		-	-	-		-	4	4
PRD610	Electrical Engineers	-	-	-	-	-	-	7	7
PRD610	Electrical Engineers	-	-	-	-	-	-	7	7
PRD610.07.10	Senior Electrical Engineer		-	-	-		-	4	4
PRD610.07.10	Senior Electrical Engineer		-	-	-		-	4	4
PRD610.08.10	Electrical Engineer		-	-	-		-	3	3
PRD610.08.10	Electrical Engineer		-	-	-		-	3	3
PRD901.10.1	Crane Operators		-	-	-		-	5	5
PRD901.10.1	Crane Operators		-	-	-		-	5	5
PRD901.10.13	Crane Operator		-	-	-		-	4	4
PRD901.10.13	Crane Operator		-	-	-		-	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	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
<b>Construction Quality Assurance and Standardization Department</b>									
QUC000.04.10	Quality Assurance and Standardization Director	-	-	-	-	-	-	6	6
QUC000.04.10	Quality Assurance and Standardization Director	-	-	-	-	-	-	6	6
QUC100.06.10	Quality Assurance Manager	-	-	-	-	-	-	4	5
QUC100.06.10	Quality Assurance Manager	-	-	-	-	-	-	4	5
QUC100.08.10	Quality Assurance Specialist	-	-	-	-	-	-	6	8
QUC100.08.10	Quality Assurance Specialist	-	-	-	-	-	-	6	8
<b>Security Department</b>									
SED220.06.10	Security Manager	-	-	-	-	-	-	4	6
SED220.06.10	Security Manager	-	-	-	-	-	-	4	6
SED220.08.10	Security Shiftman	-	-	-	-	-	-	3	4
SED220.08.10	Security Shiftman	-	-	-	-	-	-	3	4
SED220	Security Guards	-	-	-	-	-	-	4	6
SED220	Security Guards	-	-	-	-	-	-	4	6
SED220.10.10	Security Guard	-	-	-	-	-	-	3	3
SED220.10.10	Security Guard	-	-	-	-	-	-	3	3
<b>Sales Department</b>									
SLS100.07	Sales Representatives	-	-	-	-	-	-	14	27
SLS100.07	Sales Representatives	-	-	-	-	-	-	14	27
SLS100.07.10	Senior Sales Representative	-	-	-	-	-	-	6	9
SLS100.07.10	Senior Sales Representative	-	-	-	-	-	-	6	9
SLS100.08.10	Sales Representative	-	-	-	-	-	-	8	18
SLS100.08.10	Sales Representative	-	-	-	-	-	-	8	18

DEMO-VERSION

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%	0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%	
Number of employees	<50	50-100	100-200	200-500	500-1,000	1,000-2,000	2,000-5,000	5,000-10,000	>10,000	
% of companies-participants	0.0%	20.0%	20.0%	40.0%	0.0%	20.0%	0.0%	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
	16.7%	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
<b>Georgia</b>								
Monthly fixed pay	1,450	1,707	1,955	2,320	2,545	1,983	6	6
Annual fixed pay	17,403	20,480	23,457	27,846	30,545	23,802	6	6
Annual total pay	19,278	20,886	25,113	28,268	30,545	24,979	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	1,450	1,707	1,955	2,320	2,545	1,983	6	6
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
<b>TOTAL FIXED PAY</b>	<b>1,450</b>	<b>1,707</b>	<b>1,955</b>	<b>2,320</b>	<b>2,545</b>	<b>1,983</b>	<b>6</b>	<b>6</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	-	-	-	-	-	-	-	-
Monthly payments and commission remuneration	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	-	-	-
<b>TOTAL VARIABLE PAY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,354</b>	<b>3</b>	<b>3</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	93.3%
			Annual variable pay	6.7%

**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

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