

Compensation & Benefits Survey

Food Retail Sector, Demo-Version

People Advisory Services
Georgia, 2023



Building a better
working world

Georgia

Compensation & Benefits Survey

Food Retail Sector

2023

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How to use Compensation & Benefits Survey Report

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 for administrative positions and as of 30 September 2023 for the front office personnel.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Administrative Department										
ADM100.08.05	Office Administrator	8	1,075	1,125	1,125	1,250	1,515	1,255	7	8
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	4	7
ADM500	Drivers	-	-	-	-	-	-	-	6	18
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	18
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	29
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	3	6
ADM600.10.10	Mechanic (office)	10	-	-	-	-	-	-	3	4
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	38	494
Business Development Department										
BDD000.05.10	Head of Business Development Division	5	-	-	-	-	-	-	4	4
BDD00	Business Development Specialists	-	-	-	-	-	-	-	13	16
BDD000.07.10	Chief Business Plan Development Specialist	7	-	-	-	-	-	-	6	7
BDD000.08.10	Business Plan Development Specialist	8	-	-	-	-	-	-	7	9
Call Center										
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	7	18
Finance Department										
FID000.04.10	Finance Director	4	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	6	6
FID110.06.10	Deputy Chief Accountant	6	-	-	-	-	-	-	4	9
FID110	Accountants	-	-	-	-	-	-	-	26	73
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	6	14
FID110.08.10	Accountant	8	-	-	-	-	-	-	13	43
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	7	16
FID130.06.10	Finance Controller	6	-	-	-	-	-	-	5	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	17	21
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	8	9
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	8	11
General Management										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	5	5
Human Resources Department										
HRD100.04.10	Head of HR Department	4	-	-	-	-	-	-	5	5
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	4	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	6	7
HRD300	Internal trainers	-	-	-	-	-	-	-	10	22
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	8	20
HRD400	Compensation and Benefits Specialists	-	-	-	-	-	-	-	5	6
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	5
HRD500	Recruitment Specialists	-	-	-	-	-	-	-	13	22
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	12	20
HRD500.09.10	Junior Recruitment Specialist	9	-	-	-	-	-	-	4	4
HRD600.06.10	HR Administration Manager	6	-	-	-	-	-	-	3	3
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	13	21

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023 for administrative positions and as of 30 September 2023 for the front office personnel.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	12	17
HRD800	Internal Communications Specialists	-	-	-	-	-	-	-	3	5
Health Safety and Environmental Security Department										
HSE100.08.10	Labor Safety Inspector / Specialist	8	-	-	-	-	-	-	3	5
HSE200.08.10	Production Safety Inspector / Specialist	8	-	-	-	-	-	-	7	15
HSE300	Environmental Security Inspectors / Specialists	-	-	-	-	-	-	-	5	20
HSE300.08.10	Environmental Security Inspector / Specialist	8	-	-	-	-	-	-	4	19
Internal Audit Department										
IAT000.06.10	Internal Audit Manager	6	-	-	-	-	-	-	4	4
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	8	35
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	14	60
IT Department										
ITD200.07.10	Database Administrator	7	-	-	-	-	-	-	4	4
Design										
ITG130	Graphic Designers	-	-	-	-	-	-	-	13	15
ITG130.08.10	Middle Graphic Designer	8	-	-	-	-	-	-	9	11
Program Engineering										
ITR160.07.10	Senior Analyst, ERP	7	-	-	-	-	-	-	5	6
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	9	12
LEG100.08.10	Legal Advisor	8	-	-	-	-	-	-	4	5
LEG100.09.10	Junior Lawyer	9	-	-	-	-	-	-	3	5
Logistics Department										
LOG100.05.10	Head of Logistics Division	5	-	-	-	-	-	-	4	4
LOG100.06.10	Logistics Manager	6	-	-	-	-	-	-	3	3
LOG100	Logistics Specialists	-	-	-	-	-	-	-	12	20
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	9	10
LOG110.06.10	Import / Export Manager	6	-	-	-	-	-	-	4	6
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	18	22
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	16	51
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	12
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	38	398
LOG300.10.50	Accountant	10	-	-	-	-	-	-	9	41
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	16	33
Procurement Department (Purchasing)										
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	5	6
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	13	19
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	4	4
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	8	12
Marketing Department										
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	5	5
MAR200	Marketing Specialists	-	-	-	-	-	-	-	8	9
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	6	7

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023 for administrative positions and as of 30 September 2023 for the front office personnel.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
MAR600.06.10	Social Media Marketing (SMM) Manager	6	-	-	-	-	-	-	6	8
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	5	8
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	4	7
Operations Department										
OPM100.06.10	Operations Manager	6	-	-	-	-	-	-	6	6
Food Production										
PFD100.06.10	Food Production Division Head	6	-	-	-	-	-	-	7	10
PFD200.07.10	Head of Bakery	7	-	-	-	-	-	-	4	7
PFD200.08.10	Bakery and Confectionery Products Technologist	8	-	-	-	-	-	-	9	16
PFD200.10.10	Baker / Dough Mixer	10	-	-	-	-	-	-	26	218
PFD200.10.20	Pastry Cook	10	-	-	-	-	-	-	22	140
PFD300.07.10	Head of Meat and Culinary Production	7	-	-	-	-	-	-	8	16
PFD300.08.10	Technologist for Meat and Culinary Production	8	-	-	-	-	-	-	6	18
PFD400	Cooks	-	-	-	-	-	-	-	36	310
PFD400.09.10	Shift Senior Cook (Supervisor)	9	-	-	-	-	-	-	14	51
PFD400.10.10	Cook	10	-	-	-	-	-	-	22	259
PFD500.10.30	Food Production Worker	10	-	-	-	-	-	-	11	74
PFD500.10.80	Dish Washer	10	-	-	-	-	-	-	9	69
Production Department										
PRD000.03.10	Production Director	3	-	-	-	-	-	-	4	5
PRD550	Air Compressor and Refrigeration Engineers	-	-	-	-	-	-	-	17	35
PRD550.08.10	Air Compressor and Refrigeration Engineer	8	-	-	-	-	-	-	15	33
PRD550.10.10	Refrigeration Equipment Operator	10	-	-	-	-	-	-	13	29
PRD620.10.12	Electrical Fitter	10	-	-	-	-	-	-	10	30
PRD700.06.10	Deputy Chief Maintenance Engineer	6	-	-	-	-	-	-	5	6
PRD909.10.10	Technician	10	-	-	-	-	-	-	13	47
Quality Assurance and Standardization Department										
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	4	4
QUC100.08.10	Quality Assurance Specialist	8	-	-	-	-	-	-	4	5
Delivery Center										
RDC	Delivery Center	-	-	-	-	-	-	-	14	62
RDC100.08.20	Order Specialist	8	-	-	-	-	-	-	4	11
RDC100.09.10	Product Picker	9	-	-	-	-	-	-	7	48
Retail Outlet										
RST000.03.10	Retail Director	3	-	-	-	-	-	-	5	5
RST000.04.10	Retail Network Regional Director	4	-	-	-	-	-	-	4	7
RST000.05.10	Retail District Manager	5	-	-	-	-	-	-	11	60
RST100/200	Retail Store Managers	-	-	-	-	-	-	-	90	716
RST200.06.10	Retail Store Manager (less than 50 employees)	6	-	-	-	-	-	-	87	709
RST200.07.10	Deputy Retail store Manager(less than 50 employees)	7	-	-	-	-	-	-	106	655
RST320.10.10	Salesman (Food)	10	-	-	-	-	-	-	33	127
RST420.10.05	Waiter	10	-	-	-	-	-	-	10	35
RST420	Sales Consultants	-	-	-	-	-	-	-	116	2875

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2023 for administrative positions and as of 30 September 2023 for the front office personnel.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
RST420.10.10	Sales Consultant	10	-	-	-	-	-	-	108	2843
RST420.10.15	Night Shift Sales Consultant	10	-	-	-	-	-	-	8	32
RST420.10.20	Acceptance/Delivery Agent	10	-	-	-	-	-	-	20	503
RST420.10.25	Veiser	10	-	-	-	-	-	-	17	134
RST520	Cashiers	-	-	-	-	-	-	-	80	1705
RST520.09.10	Senior Cashier	9	-	-	-	-	-	-	19	381
RST520.10.10	Cashier	10	-	-	-	-	-	-	61	1324
RST620.08.30	Online Store Coordinator	8	-	-	-	-	-	-	10	47
Security Department										
SED220.06.10	Security Manager	6	-	-	-	-	-	-	6	12
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	18	73
SED220	Security Guards	-	-	-	-	-	-	-	9	60
SED220.10.10	Security Guard	10	-	-	-	-	-	-	8	58
Sales Department										
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	5	5
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	4	13
SLS110.07.10	Merchandisers Supervisor	7	-	-	-	-	-	-	4	7
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	10	66
SLS200.07.10	Key Account Supervisor	7	-	-	-	-	-	-	4	7
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	6	11
SLS500.06.10	Category Manager	6	-	-	-	-	-	-	12	29
SLS500.07.10	Junior Category Manager	7	-	-	-	-	-	-	15	41
SLS500.09.10	Assistant Category Manager	9	-	-	-	-	-	-	9	17
SLS710.08.10	Sales Analyst	8	-	-	-	-	-	-	4	6

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Administrative Department										
ADM100.08.05	Office Administrator	8	12,900	13,500	13,500	15,000	18,184	15,066	7	8
ADM100.08.05	Office Administrator	8	12,988	13,656	14,230	15,750	19,084	15,429	7	8
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	4	7
ADM500.07.10	Head of Transport Unit	7	-	-	-	-	-	-	4	7
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	18
ADM500.10.10	Car Driver	10	-	-	-	-	-	-	6	18
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	29
ADM500.10.50	Fleet Specialist	10	-	-	-	-	-	-	7	29
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	3	6
ADM600.08.10	Facilities Engineer (office)	8	-	-	-	-	-	-	3	6
ADM600.10.10	Mechanic (office)	10	-	-	-	-	-	-	3	4
ADM600.10.10	Mechanic (office)	10	-	-	-	-	-	-	3	4
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	38	494
ADM600.10.40	Cleaner	10	-	-	-	-	-	-	38	494
Business Development Department										
BDD000.05.10	Head of Business Development Division	5	-	-	-	-	-	-	4	4
BDD000.05.10	Head of Business Development Division	5	-	-	-	-	-	-	4	4
BDD00	Business Development Specialists	-	-	-	-	-	-	-	13	16
BDD00	Business Development Specialists	-	-	-	-	-	-	-	13	16
BDD000.07.10	Chief Business Plan Development Specialist	7	-	-	-	-	-	-	6	7
BDD000.07.10	Chief Business Plan Development Specialist	7	-	-	-	-	-	-	6	7
BDD000.08.10	Business Plan Development Specialist	8	-	-	-	-	-	-	7	9
BDD000.08.10	Business Plan Development Specialist	8	-	-	-	-	-	-	7	9
Call Center										
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	7	18
CAC100.09.10	Call Center Operator	9	-	-	-	-	-	-	7	18
Finance Department										
FID000.04.10	Finance Director	4	-	-	-	-	-	-	4	4
FID000.04.10	Finance Director	4	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	6	6
FID110.05.10	Chief Accountant	5	-	-	-	-	-	-	6	6
FID110.06.10	Deputy Chief Accountant	6	-	-	-	-	-	-	4	9
FID110.06.10	Deputy Chief Accountant	6	-	-	-	-	-	-	4	9
FID110	Accountants	-	-	-	-	-	-	-	26	73
FID110	Accountants	-	-	-	-	-	-	-	26	73
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	6	14
FID110.07.10	Senior Accountant	7	-	-	-	-	-	-	6	14
FID110.08.10	Accountant	8	-	-	-	-	-	-	13	43
FID110.08.10	Accountant	8	-	-	-	-	-	-	13	43

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	7	16
FID110.09.10	Junior Accountant	9	-	-	-	-	-	-	7	16
FID130.06.10	Finance Controller	6	-	-	-	-	-	-	5	6
FID130.06.10	Finance Controller	6	-	-	-	-	-	-	5	6
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	17	21
FID130	Finance Analysts / Economists	-	-	-	-	-	-	-	17	21
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	8	9
FID130.07.10	Chief Finance Analyst / Chief Economist	7	-	-	-	-	-	-	8	9
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	8	11
FID130.08.10	Finance Analyst / Economist	8	-	-	-	-	-	-	8	11
General Management										
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	5	5
GEM000.01.10	General Director/Chief Executive Officer	1	-	-	-	-	-	-	5	5
Human Resources Department										
HRD100.04.10	Head of HR Department	4	-	-	-	-	-	-	5	5
HRD100.04.10	Head of HR Department	4	-	-	-	-	-	-	5	5
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	4	4
HRD200.08.10	Human Resources Generalist	8	-	-	-	-	-	-	4	4
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	6	7
HRD300.06.10	Training and Development Manager	6	-	-	-	-	-	-	6	7
HRD300	Internal trainers	-	-	-	-	-	-	-	10	22
HRD300	Internal trainers	-	-	-	-	-	-	-	10	22
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	8	20
HRD300.08.20	Internal Trainer	8	-	-	-	-	-	-	8	20
HRD400	Compensation and Benefits Specialists	-	-	-	-	-	-	-	5	6
HRD400	Compensation and Benefits Specialists	-	-	-	-	-	-	-	5	6
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	5
HRD500.06.10	Recruitment Manager	6	-	-	-	-	-	-	3	5
HRD500	Recruitment Specialists	-	-	-	-	-	-	-	13	22
HRD500	Recruitment Specialists	-	-	-	-	-	-	-	13	22
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	12	20
HRD500.08.10	Recruitment Specialist	8	-	-	-	-	-	-	12	20
HRD500.09.10	Junior Recruitment Specialist	9	-	-	-	-	-	-	4	4
HRD500.09.10	Junior Recruitment Specialist	9	-	-	-	-	-	-	4	4
HRD600.06.10	HR Administration Manager	6	-	-	-	-	-	-	3	3
HRD600.06.10	HR Administration Manager	6	-	-	-	-	-	-	3	3
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	13	21
HRD600	HR Administration Specialists	-	-	-	-	-	-	-	13	21
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	12	17
HRD600.08.10	HR Administration Specialist	8	-	-	-	-	-	-	12	17
HRD800	Internal Communications Specialists	-	-	-	-	-	-	-	3	5
HRD800	Internal Communications Specialists	-	-	-	-	-	-	-	3	5

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Health Safety and Environmental Security Department										
HSE100.08.10	Labor Safety Inspector / Specialist	8						-	3	5
HSE100.08.10	Labor Safety Inspector / Specialist	8						-	3	5
HSE200.08.10	Production Safety Inspector / Specialist	8	-	-	-	-	-	-	7	15
HSE200.08.10	Production Safety Inspector / Specialist	8	-	-	-	-	-	-	7	15
HSE300	Environmental Security Inspectors / Specialists	-						-	5	20
HSE300	Environmental Security Inspectors / Specialists	-						-	5	20
HSE300.08.10	Environmental Security Inspector / Specialist	8						-	4	19
HSE300.08.10	Environmental Security Inspector / Specialist	8						-	4	19
Internal Audit Department										
IAT000.06.10	Internal Audit Manager	6						-	4	4
IAT000.06.10	Internal Audit Manager	6						-	4	4
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	8	35
IAT000.07.10	Chief Internal Auditor	7	-	-	-	-	-	-	8	35
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	14	60
IAT000.08.10	Internal Auditor	8	-	-	-	-	-	-	14	60
IT Department										
ITD200.07.10	Database Administrator	7						-	4	4
ITD200.07.10	Database Administrator	7						-	4	4
Design										
ITG130	Graphic Designers	-	-	-	-	-	-	-	13	15
ITG130	Graphic Designers	-	-	-	-	-	-	-	13	15
ITG130.08.10	Middle Graphic Designer	8	-	-	-	-	-	-	9	11
ITG130.08.10	Middle Graphic Designer	8	-	-	-	-	-	-	9	11
Program Engineering										
ITR160.07.10	Senior Analyst, ERP	7						-	5	6
ITR160.07.10	Senior Analyst, ERP	7						-	5	6
Legal Department										
LEG100	Legal Advisors	-	-	-	-	-	-	-	9	12
LEG100	Legal Advisors	-	-	-	-	-	-	-	9	12
LEG100.08.10	Legal Advisor	8						-	4	5
LEG100.08.10	Legal Advisor	8						-	4	5
LEG100.09.10	Junior Lawyer	9						-	3	5
LEG100.09.10	Junior Lawyer	9						-	3	5
Logistics Department										
LOG100.05.10	Head of Logistics Division	5						-	4	4
LOG100.05.10	Head of Logistics Division	5						-	4	4
LOG100.06.10	Logistics Manager	6						-	3	3
LOG100.06.10	Logistics Manager	6						-	3	3
LOG100	Logistics Specialists	-	-	-	-	-	-	-	12	20
LOG100	Logistics Specialists	-	-	-	-	-	-	-	12	20

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

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	-	-	-	-	-	-	9	10
LOG100.08.10	Logistics Specialist	8	-	-	-	-	-	-	9	10
LOG110.06.10	Import / Export Manager	6	-	-	-	-	-	-	4	6
LOG110.06.10	Import / Export Manager	6	-	-	-	-	-	-	4	6
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	18	22
LOG300.06.10	Warehouse Manager	6	-	-	-	-	-	-	18	22
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	16	51
LOG300.08.10	Warehouse Specialist	8	-	-	-	-	-	-	16	51
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	12
LOG300.10.10	Warehouse Loader	10	-	-	-	-	-	-	6	12
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	38	398
LOG300.10.40	Warehouse Worker	10	-	-	-	-	-	-	38	398
LOG300.10.50	Accountant	10	-	-	-	-	-	-	9	41
LOG300.10.50	Accountant	10	-	-	-	-	-	-	9	41
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	16	33
LOG500.08.10	Inventory Inspector	8	-	-	-	-	-	-	16	33
Procurement Department (Purchasing)										
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	5	6
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	6	-	-	-	-	-	-	5	6
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	13	19
LSS200	Purchasing Specialists	-	-	-	-	-	-	-	13	19
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	4	4
LSS200.07.10	Chief Purchasing Specialist	7	-	-	-	-	-	-	4	4
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	8	12
LSS200.08.10	Purchasing Specialist	8	-	-	-	-	-	-	8	12
Marketing Department										
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	5	5
MAR200.05.10	Head of Marketing Unit	5	-	-	-	-	-	-	5	5
MAR200	Marketing Specialists	-	-	-	-	-	-	-	8	9
MAR200	Marketing Specialists	-	-	-	-	-	-	-	8	9
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	6	7
MAR200.08.10	Marketing Specialist	8	-	-	-	-	-	-	6	7
MAR600.06.10	Social Media Marketing (SMM) Manager	6	-	-	-	-	-	-	6	8
MAR600.06.10	Social Media Marketing (SMM) Manager	6	-	-	-	-	-	-	6	8
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	5	8
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	-	5	8
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	4	7
MAR600.08.10	Social Media Marketing (SMM) Specialist	8	-	-	-	-	-	-	4	7
Operations Department										
OPM100.06.10	Operations Manager	6	-	-	-	-	-	-	6	6
OPM100.06.10	Operations Manager	6	-	-	-	-	-	-	6	6

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Food Production										
PFD100.06.10	Food Production Division Head	6	-	-	-	-	-	-	7	10
PFD100.06.10	Food Production Division Head	6	-	-	-	-	-	-	7	10
PFD200.07.10	Head of Bakery	7	-	-	-	-	-	-	4	7
PFD200.07.10	Head of Bakery	7	-	-	-	-	-	-	4	7
PFD200.08.10	Bakery and Confectionery Products Technologist	8	-	-	-	-	-	-	9	16
PFD200.08.10	Bakery and Confectionery Products Technologist	8	-	-	-	-	-	-	9	16
PFD200.10.10	Baker / Dough Mixer	10	-	-	-	-	-	-	26	218
PFD200.10.10	Baker / Dough Mixer	10	-	-	-	-	-	-	26	218
PFD200.10.20	Pastry Cook	10	-	-	-	-	-	-	22	140
PFD200.10.20	Pastry Cook	10	-	-	-	-	-	-	22	140
PFD300.07.10	Head of Meat and Culinary Production	7	-	-	-	-	-	-	8	16
PFD300.07.10	Head of Meat and Culinary Production	7	-	-	-	-	-	-	8	16
PFD300.08.10	Technologist for Meat and Culinary Production	8	-	-	-	-	-	-	6	18
PFD300.08.10	Technologist for Meat and Culinary Production	8	-	-	-	-	-	-	6	18
PFD400	Cooks	-	-	-	-	-	-	-	36	310
PFD400	Cooks	-	-	-	-	-	-	-	36	310
PFD400.09.10	Shift Senior Cook (Supervisor)	9	-	-	-	-	-	-	14	51
PFD400.09.10	Shift Senior Cook (Supervisor)	9	-	-	-	-	-	-	14	51
PFD400.10.10	Cook	10	-	-	-	-	-	-	22	259
PFD400.10.10	Cook	10	-	-	-	-	-	-	22	259
PFD500.10.30	Food Production Worker	10	-	-	-	-	-	-	11	74
PFD500.10.30	Food Production Worker	10	-	-	-	-	-	-	11	74
PFD500.10.80	Dish Washer	10	-	-	-	-	-	-	9	69
PFD500.10.80	Dish Washer	10	-	-	-	-	-	-	9	69
Production Department										
PRD000.03.10	Production Director	3	-	-	-	-	-	-	4	5
PRD000.03.10	Production Director	3	-	-	-	-	-	-	4	5
PRD550	Air Compressor and Refrigeration Engineers	-	-	-	-	-	-	-	17	35
PRD550	Air Compressor and Refrigeration Engineers	-	-	-	-	-	-	-	17	35
PRD550.08.10	Air Compressor and Refrigeration Engineer	8	-	-	-	-	-	-	15	33
PRD550.08.10	Air Compressor and Refrigeration Engineer	8	-	-	-	-	-	-	15	33
PRD550.10.10	Refrigeration Equipment Operator	10	-	-	-	-	-	-	13	29
PRD550.10.10	Refrigeration Equipment Operator	10	-	-	-	-	-	-	13	29
PRD620.10.12	Electrical Fitter	10	-	-	-	-	-	-	10	30
PRD620.10.12	Electrical Fitter	10	-	-	-	-	-	-	10	30
PRD700.06.10	Deputy Chief Maintenance Engineer	6	-	-	-	-	-	-	5	6
PRD700.06.10	Deputy Chief Maintenance Engineer	6	-	-	-	-	-	-	5	6
PRD909.10.10	Technician	10	-	-	-	-	-	-	13	47
PRD909.10.10	Technician	10	-	-	-	-	-	-	13	47

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Quality Assurance and Standardization Department										
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	4	4
QUC100.07.10	Chief Quality Assurance Specialist	7	-	-	-	-	-	-	4	4
QUC100.08.10	Quality Assurance Specialist	8	-	-	-	-	-	-	4	5
QUC100.08.10	Quality Assurance Specialist	8	-	-	-	-	-	-	4	5
Delivery Center										
RDC	Delivery Center	-	-	-	-	-	-	-	14	62
RDC	Delivery Center	-	-	-	-	-	-	-	14	62
RDC100.08.20	Order Specialist	8	-	-	-	-	-	-	4	11
RDC100.08.20	Order Specialist	8	-	-	-	-	-	-	4	11
RDC100.09.10	Product Picker	9	-	-	-	-	-	-	7	48
RDC100.09.10	Product Picker	9	-	-	-	-	-	-	7	48
Retail Outlet										
RST000.03.10	Retail Director	3	-	-	-	-	-	-	5	5
RST000.03.10	Retail Director	3	-	-	-	-	-	-	5	5
RST000.04.10	Retail Network Regional Director	4	-	-	-	-	-	-	4	7
RST000.04.10	Retail Network Regional Director	4	-	-	-	-	-	-	4	7
RST000.05.10	Retail District Manager	5	-	-	-	-	-	-	11	60
RST000.05.10	Retail District Manager	5	-	-	-	-	-	-	11	60
RST100/200	Retail Store Managers	-	-	-	-	-	-	-	90	716
RST100/200	Retail Store Managers	-	-	-	-	-	-	-	90	716
RST200.06.10	Retail Store Manager (less than 50 employees)	6	-	-	-	-	-	-	87	709
RST200.06.10	Retail Store Manager (less than 50 employees)	6	-	-	-	-	-	-	87	709
RST200.07.10	Deputy Retail store Manager(less than 50 employees)	7	-	-	-	-	-	-	106	655
RST200.07.10	Deputy Retail store Manager(less than 50 employees)	7	-	-	-	-	-	-	106	655
RST320.10.10	Salesman (Food)	10	-	-	-	-	-	-	33	127
RST320.10.10	Salesman (Food)	10	-	-	-	-	-	-	33	127
RST420.10.05	Waiter	10	-	-	-	-	-	-	10	35
RST420.10.05	Waiter	10	-	-	-	-	-	-	10	35
RST420	Sales Consultants	-	-	-	-	-	-	-	116	2875
RST420	Sales Consultants	-	-	-	-	-	-	-	116	2875
RST420.10.10	Sales Consultant	10	-	-	-	-	-	-	108	2843
RST420.10.10	Sales Consultant	10	-	-	-	-	-	-	108	2843
RST420.10.15	Night Shift Sales Consultant	10	-	-	-	-	-	-	8	32
RST420.10.15	Night Shift Sales Consultant	10	-	-	-	-	-	-	8	32
RST420.10.20	Acceptance/Delivery Agent	10	-	-	-	-	-	-	20	503
RST420.10.20	Acceptance/Delivery Agent	10	-	-	-	-	-	-	20	503
RST420.10.25	Veiser	10	-	-	-	-	-	-	17	134
RST420.10.25	Veiser	10	-	-	-	-	-	-	17	134
RST520	Cashiers	-	-	-	-	-	-	-	80	1705
RST520	Cashiers	-	-	-	-	-	-	-	80	1705

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 for administrative positions and October 2022 - September 2023 for the front office personnel.

*One of the participating companies was unable to provide variable pay data.

Job Code	Job Title	Job level	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
RST520.09.10	Senior Cashier	9	-	-	-	-	-	-	19	381
RST520.09.10	Senior Cashier	9	-	-	-	-	-	-	19	381
RST520.10.10	Cashier	10	-	-	-	-	-	-	61	1324
RST520.10.10	Cashier	10	-	-	-	-	-	-	61	1324
RST620.08.30	Online Store Coordinator	8	-	-	-	-	-	-	10	47
RST620.08.30	Online Store Coordinator	8	-	-	-	-	-	-	10	47
Security Department										
SED220.06.10	Security Manager	6	-	-	-	-	-	-	6	12
SED220.06.10	Security Manager	6	-	-	-	-	-	-	6	12
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	18	73
SED220.08.10	Security Shiftman	8	-	-	-	-	-	-	18	73
SED220.10.10	Security Guard	10	-	-	-	-	-	-	8	58
SED220.10.10	Security Guard	10	-	-	-	-	-	-	8	58
Sales Department										
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	5	5
SLS000.04.20	Commercial Director	4	-	-	-	-	-	-	5	5
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	4	13
SLS100.06.10	Area / Territory Sales Manager	6	-	-	-	-	-	-	4	13
SLS110.07.10	Merchandisers Supervisor	7	-	-	-	-	-	-	4	7
SLS110.07.10	Merchandisers Supervisor	7	-	-	-	-	-	-	4	7
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	10	66
SLS110.09.10	Merchandiser	9	-	-	-	-	-	-	10	66
SLS200.07.10	Key Account Supervisor	7	-	-	-	-	-	-	4	7
SLS200.07.10	Key Account Supervisor	7	-	-	-	-	-	-	4	7
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	6	11
SLS200.08.10	Key Account Specialist	8	-	-	-	-	-	-	6	11
SLS500.06.10	Category Manager	6	-	-	-	-	-	-	12	29
SLS500.06.10	Category Manager	6	-	-	-	-	-	-	12	29
SLS500.07.10	Junior Category Manager	7	-	-	-	-	-	-	15	41
SLS500.07.10	Junior Category Manager	7	-	-	-	-	-	-	15	41
SLS500.09.10	Assistant Category Manager	9	-	-	-	-	-	-	9	17
SLS500.09.10	Assistant Category Manager	9	-	-	-	-	-	-	9	17
SLS710.08.10	Sales Analyst	8	-	-	-	-	-	-	4	6
SLS710.08.10	Sales Analyst	8	-	-	-	-	-	-	4	6

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%	16.7%	16.7%	16.7%	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%	16.7%	16.7%	50.0%	16.7%	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%	42.9%	57.1%

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	1,075	1,125	1,125	1,250	1,515	1,255	7	8
Annual fixed pay	12,900	13,500	13,500	15,000	18,184	15,066	7	8
Annual total pay	12,988	13,656	14,230	15,750	19,084	15,429	7	8
Tbilisi								
Monthly fixed pay	1,075	1,125	1,125	1,250	1,515	1,255	7	8
Annual fixed pay	12,900	13,500	13,500	15,000	18,184	15,066	7	8
Annual total pay	12,988	13,656	14,230	15,750	19,084	15,429	7	8

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	1,075	1,125	1,125	1,250	1,515	1,255	7	8
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
TOTAL FIXED PAY	1,075	1,125	1,125	1,250	1,515	1,255	7	8

Elements of annual variable pay (GEL gross per year)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Annual performance-related bonus	-	-	-	-	-	-	-	-
Monthly, quarterly and semi-annual bonuses	-	-	-	-	-	-	-	-
13th salary and other guaranteed annual payments	-	-	-	-	-	-	-	-
Long-term incentive payments	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	-	-	-
TOTAL VARIABLE PAY	-	160	447	923	-	635	4	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	96.8%
			Annual variable pay	3.2%

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
--	------	--	-----

Electronic tool for benchmarking analysis

Electronic tool for benchmarking analysis

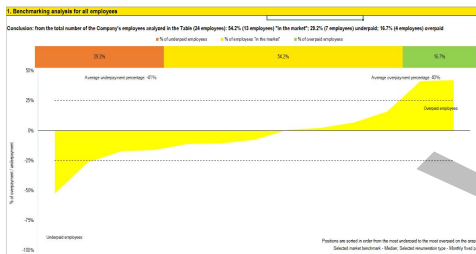
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- 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

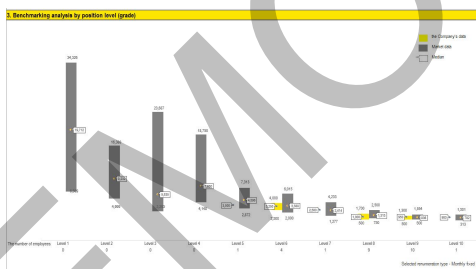
The results of the Electronic tool for benchmarking analysis usage are presented below



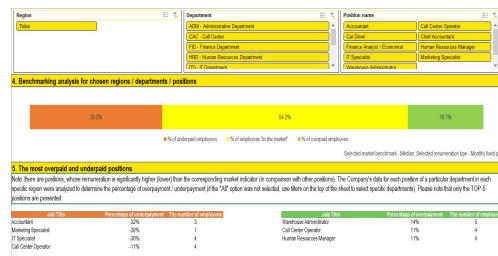
► Benchmarking analysis for all employees



► Benchmarking analysis by departments



► Benchmarking analysis by position level



► Benchmarking analysis by regions;
 Most Overpaid and Underpaid positions

6. Regional Differences

Region	Department	Position name	Salary	Market Salary	Deviation
Region 1	Department 1	Position 1	1000	1000	0%
Region 2	Department 2	Position 2	1200	1000	20%
Region 3	Department 3	Position 3	800	1000	-20%

► Regional Differences

7. Summary Report

Region	Department	Position name	Salary	Market Salary	Deviation
Region 1	Department 1	Position 1	1000	1000	0%
Region 2	Department 2	Position 2	1200	1000	20%
Region 3	Department 3	Position 3	800	1000	-20%

► Summary Report

General Industry Compensation and Benefits Survey 2023

Volume 2. HR Policies and
practices report

Georgia

HR Policies and Practices report table of contents

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 - Actual salary changes
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- HR metrics

Salary arrangements

Salary arrangements

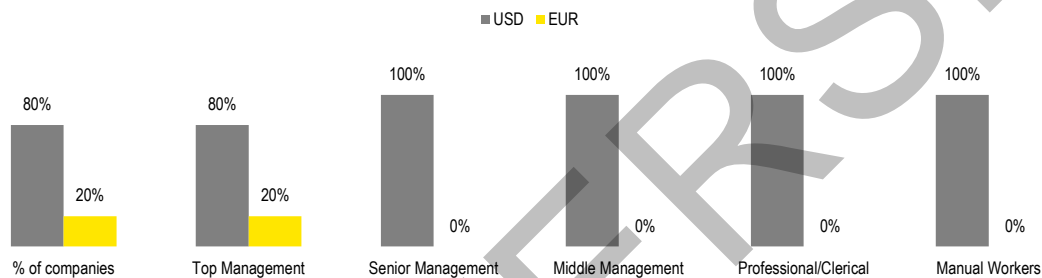
Currency regulations

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



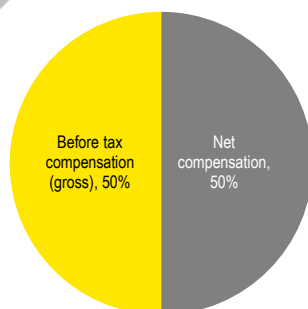
Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

Changes of salary denomination currency

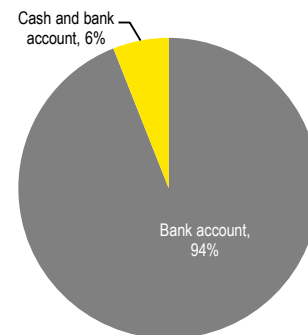
	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
<i>From local currency to foreign currency</i>	100%	100%	100%	100%	100%	100%

Salary accrual

Salary accrual mode

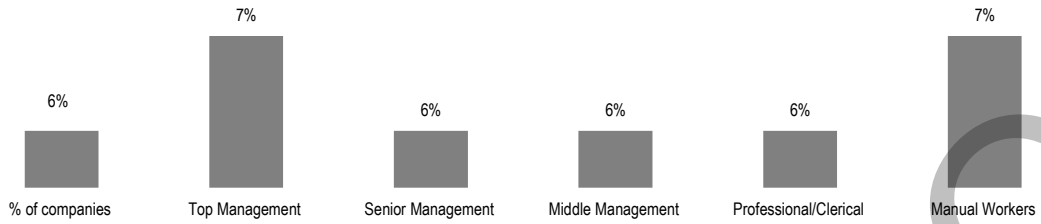


Salary accrual mechanism



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

Confidentiality preservation

% of companies

100%

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

Contact information

Contact information



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



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



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



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



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

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