

Compensation & Benefits Survey

General Industry Sector

People Advisory Services
Georgia 2022, Demo Version

Georgia

Compensation & Benefits Survey

General Industry Sector

2022

DEMO-VERSION

Table of contents

Volume 1. Salary report

- General information about the Survey.....4
- Monthly Fixed Pay – summary.....6
- Annual Fixed Pay and Annual Total Pay - summary.....15
- Remuneration on particular positions.....17

Volume 2. HR Policies and Practices report

- Table of Contents22
- Salary Arrangements23

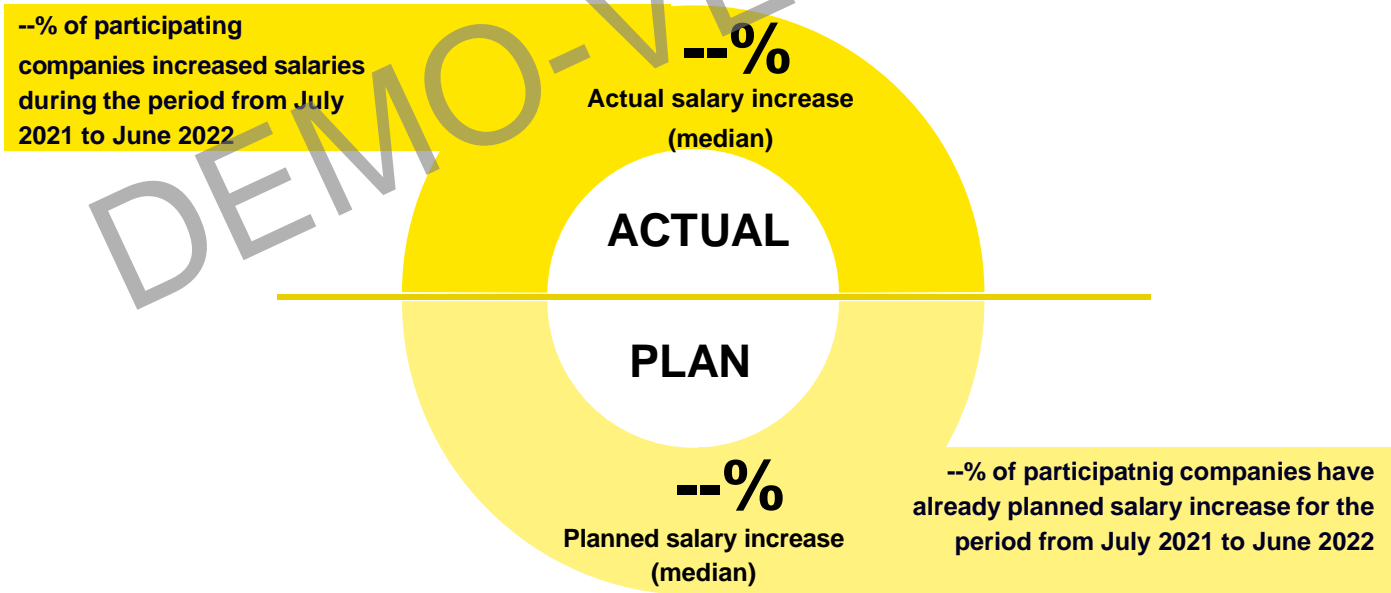
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General Industry Sector Compensation and Benefits Survey 2022

Volume 1. Salary report

Georgia

Summary



Monthly Fixed Pay - Summary

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ADM000.04.10	Head of Administration Department (Administration Director)	-	-	-	-	-	-	15	15
ADM100.06.10	Office Manager	1,125	1,432	2,125	3,125	3,478	2,193	15	15
ADM100.06.20	Housekeeping Manager	-	-	-	-	-	-	8	21
ADM100.08.05	Office Administrator	-	-	-	-	-	-	6	11
ADM100.08.10	Translator / Interpreter	-	-	-	-	-	-	6	6
ADM100.08.20	Personal Assistant to General Director	-	-	-	-	-	-	10	10
ADM100.09.15	Executive Assistant / Secretary	-	-	-	-	-	-	15	21
ADM100.09.20	Department Assistant	-	-	-	-	-	-	4	9
ADM100.09.40	Secretary of the Director/Board Member	-	-	-	-	-	-	3	3
ADM100.10.10	Receptionist	-	-	-	-	-	-	13	16
ADM300.06.10	Office Supplies Manager	-	-	-	-	-	-	6	7
ADM300.08.10	Office Supplies Specialist*	-	-	-	-	-	-	12	20
ADM400.07.10	Chief Specialist of Record Management Unit	-	-	-	-	-	-	4	5
ADM400.08.10	Documentation Coordinator	-	-	-	-	-	-	14	20
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	10	12
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	7	8
ADM500	Drivers	-	-	-	-	-	-	36	145
ADM500.10.10	Car Driver	-	-	-	-	-	-	31	140
ADM500.10.20	Personal Driver	-	-	-	-	-	-	5	5
ADM500.10.30	Courier	-	-	-	-	-	-	14	15
ADM500.10.50	Fleet Specialist	-	-	-	-	-	-	3	4
ADM600.08.10	Facilities Engineer (office)	-	-	-	-	-	-	21	43
ADM600.10.10	Mechanic (office)	-	-	-	-	-	-	14	19
ADM600.10.20	Sanitary Technician (office)	-	-	-	-	-	-	9	12
ADM600.10.30	Electrician (office)	-	-	-	-	-	-	5	17
ADM600.10.40	Cleaner	-	-	-	-	-	-	111	542
BDD000.04.10	Head of Business Development Department	-	-	-	-	-	-	3	3
BDD000.05.10	Head of Business Development Division	-	-	-	-	-	-	7	8
BDD000.06.10	Business Development Manager	-	-	-	-	-	-	12	13
BDD000.07.10	Chief Business Plan Development Specialist	-	-	-	-	-	-	12	13
CAC100.06.10	Head of Call Center	-	-	-	-	-	-	6	6
CAC100.07.10	Call Center Supervisor	-	-	-	-	-	-	8	8
CAC100	Call Center Operators	-	-	-	-	-	-	40	107
CAC100.08.10	Senior Call Center Operator	-	-	-	-	-	-	11	22
CAC100.09.10	Call Center Operator	-	-	-	-	-	-	29	85
CCD000.04.10	Real Estate and Capital Construction Director	-	-	-	-	-	-	3	3
CCD100.06.10	Capital Construction Manager	-	-	-	-	-	-	4	4
CCD110.08.10	Architect	-	-	-	-	-	-	6	9
CCD200.06.10	Head of Real Estate Search and Evaluation Unit	-	-	-	-	-	-	4	6
CCD200.08.10	Real Estate Search and Evaluation Specialist	-	-	-	-	-	-	7	10
CLS000.04.10	Customer Service Director	-	-	-	-	-	-	6	6
CLS100.06.10	Post-sale Service / Warranty Manager	-	-	-	-	-	-	7	9
CLS200.05.10	Head of Customer Service Division	-	-	-	-	-	-	7	8
CLS200.06.10	Customer Service Manager	-	-	-	-	-	-	13	15
CLS200	Customer Service Specialists	-	-	-	-	-	-	106	651

* 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 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
CLS200.07.10	Chief Customer Service Specialist	-	-	-	-	-	-	24	210
CLS200.08.10	Customer Service Specialist	-	-	-	-	-	-	51	341
CLS200.09.10	Junior Customer Service Specialist*	-	-	-	-	-	-	31	100
CLS300.07.10	Chief Specialist on Coordination with Customers	-	-	-	-	-	-	6	161
FID000	Finance Directors	-	-	-	-	-	-	17	17
FID000.03.10	Finance Director (Board)	-	-	-	-	-	-	5	5
FID000.04.10	Finance Director	-	-	-	-	-	-	12	12
FID100.04.10	Head of Financial Department	-	-	-	-	-	-	8	12
FID100.07.10	Chief Planning and Economic Unit Specialist	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	-	-	-	-	-	-	25	33
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	13	13
FID110	Accountants	-	-	-	-	-	-	93	229
FID110.07.10	Senior Accountant	-	-	-	-	-	-	29	38
FID110.08.10	Accountant	-	-	-	-	-	-	47	146
FID110.09.10	Junior Accountant	-	-	-	-	-	-	17	45
FID110.10.10	Cashier	-	-	-	-	-	-	13	19
FID120	Payroll Accountants	-	-	-	-	-	-	6	7
FID120.07.10	Senior Payroll Accountant	-	-	-	-	-	-	4	4
FID120.08.20	Accounts Receivable Control Specialist	-	-	-	-	-	-	8	13
FID130.05	Finance Controllers	-	-	-	-	-	-	26	39
FID130.05.10	Chief Finance Controller	-	-	-	-	-	-	8	8
FID130.06.10	Finance Controller	-	-	-	-	-	-	18	31
FID130	Finance Analysts / Economists	-	-	-	-	-	-	33	54
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	10	12
FID130.08.10	Finance Analyst / Economist	-	-	-	-	-	-	17	35
FID130.09.10	Junior Finance Analyst	-	-	-	-	-	-	6	7
FID200	Tax Specialists	-	-	-	-	-	-	9	22
FID200.07.10	Chief Tax Specialist	-	-	-	-	-	-	5	11
FID200.08.10	Tax Specialist	-	-	-	-	-	-	4	11
FID300	Treasury Specialists	-	-	-	-	-	-	6	8
FID300.08.10	Treasury Specialist	-	-	-	-	-	-	5	7
FID400	Payments Unit Specialists	-	-	-	-	-	-	11	12
FID400.07.10	Chief Specialist of Payments Unit	-	-	-	-	-	-	5	5
FID400.07.20	Leading Specialist of Payments Unit	-	-	-	-	-	-	3	4
FID400.08.10	Specialist of Payments Unit	-	-	-	-	-	-	3	3
FID600	Budgeting Specialists	-	-	-	-	-	-	17	22
FID600.07.10	Chief Budgeting Specialist	-	-	-	-	-	-	10	15
FID600.08.10	Budgeting Specialist	-	-	-	-	-	-	7	7
FID700.04.10	Research Director	-	-	-	-	-	-	7	8
FID700.06.10	Research manager	-	-	-	-	-	-	4	6
FID700.07.10	Chief Researcher	-	-	-	-	-	-	10	27
FID700.08.10	Researcher	-	-	-	-	-	-	12	17
FID700.09.10	Junior Researcher	-	-	-	-	-	-	5	11
GEM000.01.10	General Director	-	-	-	-	-	-	19	19
GEM000	Deputy General Directors / Vice-Presidents	-	-	-	-	-	-	6	8
GEM000.02.10	First Deputy General Director / First Vice-President	-	-	-	-	-	-	5	6

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Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
GEM000.02.20	Executive Director	-	-	-	-	-	-	6	6
GEM300.03.10	Manager of Large Division	-	-	-	-	-	-	11	21
GEM300.05.10	Manager of Small Division	-	-	-	-	-	-	6	11
GRD100.06.10	Registration and Certification Manager	-	-	-	-	-	-	4	4
GRD100	Registration and Certification Specialists	-	-	-	-	-	-	8	12
GRD100.08.10	Registration and Certification Specialist	-	-	-	-	-	-	5	8
HRD000.04.10	HR Director	-	-	-	-	-	-	9	9
HRD100.04.10	Head of HR Department	-	-	-	-	-	-	7	8
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	15	16
HRD200	Human Resources Generalists	-	-	-	-	-	-	9	16
HRD200.07.10	Chief Human Resources Generalist	-	-	-	-	-	-	5	7
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	4	9
HRD200.10.10	Human Resources Assistant	-	-	-	-	-	-	5	5
HRD240.06.10	Head of HR Business Partners	-	-	-	-	-	-	3	3
HRD300.06.10	Training and Development Manager	-	-	-	-	-	-	12	13
HRD300	Training and Development Specialists	-	-	-	-	-	-	22	28
HRD300.07.10	Chief Training and Development Specialist	-	-	-	-	-	-	13	16
HRD300.08.10	Training and Development Specialist	-	-	-	-	-	-	7	10
HRD300.07.40	Chief Internal Trainer	-	-	-	-	-	-	3	3
HRD300.08.20	Internal Trainer	-	-	-	-	-	-	15	26
HRD400.05.10	Compensation and Benefits Department Head	-	-	-	-	-	-	5	5
HRD400	Compensation and Benefits Specialists	-	-	-	-	-	-	8	8
HRD400.07.10	Chief Compensation and Benefits Specialist	-	-	-	-	-	-	5	5
HRD400.08.20	Payroll Analyst	-	-	-	-	-	-	4	4
HRD500.06.10	Recruitment Manager	-	-	-	-	-	-	4	4
HRD500	Recruitment Specialists	-	-	-	-	-	-	22	35
HRD500.07.10	Chief Recruitment Specialist	-	-	-	-	-	-	7	8
HRD500.07.20	Leading Recruitment Specialist	-	-	-	-	-	-	3	5
HRD500.08.10	Recruitment Specialist	-	-	-	-	-	-	12	22
HRD600.06.10	HR Administration Manager	-	-	-	-	-	-	5	8
HRD600	HR Administration Specialists	-	-	-	-	-	-	41	53
HRD600.07.10	Chief HR Administration Specialist	-	-	-	-	-	-	13	15
HRD600.07.20	Leading HR Administration Specialist	-	-	-	-	-	-	7	7
HRD600.08.10	HR Administration Specialist	-	-	-	-	-	-	21	31
HRD600.09.10	Junior HR Administration Specialist	-	-	-	-	-	-	6	11
HRD800	Internal Communications Specialists	-	-	-	-	-	-	6	7
HRD800.08.10	Internal Communications Specialist	-	-	-	-	-	-	4	4
HRD900	Performance Appraisal Specialists	-	-	-	-	-	-	6	15
HRD900.07.10	Chief Performance Appraisal Specialist	-	-	-	-	-	-	4	4
HSE000.04.10	Head of Health, Safety and Environmental Security Department	-	-	-	-	-	-	7	7
HSE000.06.10	Health, Safety and Environmental Security Manager	-	-	-	-	-	-	7	8
HSE100.06.10	Labor Safety Manager	-	-	-	-	-	-	7	7
HSE100	Labor Safety Inspectors / Specialists	-	-	-	-	-	-	19	35
HSE100.07.10	Chief Labor Safety Inspector / Specialist	-	-	-	-	-	-	8	22
HSE100.08.10	Labor Safety Inspector / Specialist	-	-	-	-	-	-	11	13
HSE300.06.10	Environmental Security Manager	-	-	-	-	-	-	5	5
HSE300	Environmental Security Inspectors / Specialists	-	-	-	-	-	-	9	30
HSE300.08.10	Environmental Security Inspector / Specialist	-	-	-	-	-	-	7	20
IAT000.04.10	Head of Internal Audit Department	-	-	-	-	-	-	8	8

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
IAT000.06.10	Internal Audit Manager	-	-	-	-	-	-	7	8
IAT000.07.10	Chief Internal Auditor	-	-	-	-	-	-	12	17
IAT000.08.10	Internal Auditor	-	-	-	-	-	-	16	109
IAT000.08.20	Employee Fraud Detection Specialist	-	-	-	-	-	-	4	5
ITD000	IT Directors / Chief Information Officers	-	-	-	-	-	-	10	10
ITD000.04.10	IT Director	-	-	-	-	-	-	9	9
ITD000.06.10	IT Manager	-	-	-	-	-	-	8	8
ITD000.07.50	Senior IT Specialist	-	-	-	-	-	-	6	9
ITD001	IT Specialists	-	-	-	-	-	-	21	34
ITD000.08.10	IT Specialist	-	-	-	-	-	-	15	23
ITD000.09.10	Junior IT Specialist	-	-	-	-	-	-	6	11
ITD100.05.10	IT Implementation and Development Department Head	-	-	-	-	-	-	6	6
ITD110.06.10	IT Implementation Manager	-	-	-	-	-	-	3	3
ITD110	Implementation Specialists	-	-	-	-	-	-	6	7
ITD110.08.10	IT Implementation Specialist	-	-	-	-	-	-	3	3
ITD135	System Architects	-	-	-	-	-	-	3	3
ITD200.06.10	Database Administration Unit Head	-	-	-	-	-	-	3	3
ITD200.07.10	Database Administrator	-	-	-	-	-	-	8	10
ITD300.05.10	Support Department Head	-	-	-	-	-	-	6	6
ITD300.06.10	Desktop Support Manager	-	-	-	-	-	-	6	6
ITD300.08.10	Desktop Support Specialist	-	-	-	-	-	-	19	20
ITD305.06.10	Service Desk Manager (Helpdesk)	-	-	-	-	-	-	5	5
ITD305.07.10	Chief Service Desk Specialist	-	-	-	-	-	-	6	6
ITD305	Service Desk Specialists	-	-	-	-	-	-	19	62
ITD305.08.10	Service Desk Specialist (Helpdesk)	-	-	-	-	-	-	18	44
ITD400.06.10	Information Security Manager	-	-	-	-	-	-	4	4
ITD400	Information Security Specialists	-	-	-	-	-	-	6	8
ITD400.08.10	Information Security Specialist	-	-	-	-	-	-	5	5
ITD500.06.10	Head of System Administration Unit	-	-	-	-	-	-	5	6
ITD500	System Administrator	-	-	-	-	-	-	29	37
ITD500.07.10	Senior System Administrator	-	-	-	-	-	-	21	23
ITD500.08.10	System Administrator	-	-	-	-	-	-	4	4
ITD600.07.10	Senior Network Operations Engineer	-	-	-	-	-	-	6	15
ITG130.08.10	Middle Graphic Designer	-	-	-	-	-	-	7	18
ITG130.09.10	Junior Graphic Designer	-	-	-	-	-	-	4	4
ITR100.07.10	Senior Researcher/Data Analyst	-	-	-	-	-	-	4	4
ITR110.06.10	Lead Business Analyst	-	-	-	-	-	-	3	3
ITR110.07.10	Senior Business Analyst	-	-	-	-	-	-	3	3
ITR110.08.10	Business Analyst	-	-	-	-	-	-	5	7
ITS100.05.10	Project Lead (Junior Project Manager)	-	-	-	-	-	-	5	5
ITS110	Developers, General	-	-	-	-	-	-	15	47
ITS110.07.30	Senior Developer, General	-	-	-	-	-	-	9	12
ITS110.08.10	Middle Developer, General	-	-	-	-	-	-	4	5
ITS114	Analysts, ERP	-	-	-	-	-	-	25	35
ITS114.07.10	Senior Analyst, ERP	-	-	-	-	-	-	4	4

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ITS114.08.10	Analyst, ERP	-	-	-	-	-	-	13	22
ITS114.09.10	Junior Analyst, ERP	-	-	-	-	-	-	8	9
ITS210	Testers, General	-	-	-	-	-	-	6	10
LEG000	Legal Department Directors	-	-	-	-	-	-	11	11
LEG000.04.10	Legal Department Director	-	-	-	-	-	-	9	9
LEG100	Legal Advisors	-	-	-	-	-	-	54	81
LEG100.05.10	Head of Legal Division	-	-	-	-	-	-	3	4
LEG100.06.10	Head of Legal Unit	-	-	-	-	-	-	6	11
LEG100.07.10	Senior Lawyer	-	-	-	-	-	-	14	28
LEG100.08.10	Legal Advisor	-	-	-	-	-	-	25	32
LEG100.09.10	Junior Lawyer	-	-	-	-	-	-	6	6
LEG200	Claims and Litigation Lawyers	-	-	-	-	-	-	4	4
LOG000.04.10	Logistics Director	-	-	-	-	-	-	6	6
LOG100.05.10	Head of Logistics Division	-	-	-	-	-	-	10	10
LOG100.06.10	Logistics Manager	-	-	-	-	-	-	14	15
LOG100	Logistics Specialists	-	-	-	-	-	-	48	78
LOG100.07.10	Chief Logistics Specialist	-	-	-	-	-	-	16	22
LOG100.08.10	Logistics Specialist	-	-	-	-	-	-	24	47
LOG100.09.10	Junior Logistics Specialist	-	-	-	-	-	-	8	9
LOG110.06.10	Import / Export Manager	-	-	-	-	-	-	5	6
LOG110	Import / Export Coordinators	-	-	-	-	-	-	7	12
LOG110.07.10	Chief Import / Export Coordinator	-	-	-	-	-	-	3	3
LOG110.08.10	Import / Export Coordinator	-	-	-	-	-	-	4	9
LOG120.06.10	Transportation Manager*	-	-	-	-	-	-	10	12
LOG120	Transportation Coordinators / Operators	-	-	-	-	-	-	12	20
LOG120.07.10	Chief Transportation Coordinator / Operator	-	-	-	-	-	-	6	13
LOG120.08.10	Transportation Coordinator / Operator	-	-	-	-	-	-	6	7
LOG120.09.10	Forwarding Agent	-	-	-	-	-	-	6	222
LOG120.10.10	Driver of Truck Transport*	-	-	-	-	-	-	16	105
LOG120.10.20	Delivery Driver*	-	-	-	-	-	-	30	145
LOG120.10.40	Delivery Assistant	-	-	-	-	-	-	6	58
LOG130.06.10	Customs Clearance Manager	-	-	-	-	-	-	7	8
LOG130.08.10	Customs Clearance Specialist / Customs Applicant	-	-	-	-	-	-	13	16
LOG200.05.10	Head of Supply Chain Division	-	-	-	-	-	-	3	3
LOG200.06.10	Supply Chain Manager	-	-	-	-	-	-	13	27
LOG200	Supply Chain Specialists	-	-	-	-	-	-	13	30
LOG200.07.10	Chief Supply Chain Analyst / Specialist	-	-	-	-	-	-	3	8
LOG200.08.10	Supply Chain Analyst / Specialist	-	-	-	-	-	-	8	11
LOG300.05.10	Head of Warehousing Logistics Division	-	-	-	-	-	-	4	5
LOG300.06.10	Warehouse Manager	-	-	-	-	-	-	41	104
LOG300.06.20	Administration Warehouse Manager	-	-	-	-	-	-	6	6
LOG300.07.10	Warehouse Shift Supervisor	-	-	-	-	-	-	31	68
LOG300.08.10	Warehouse Specialist	-	-	-	-	-	-	58	111
LOG300.09.10	Warehouse Administrator	-	-	-	-	-	-	17	36
LOG300.10.10	Warehouse Loader	-	-	-	-	-	-	18	134
LOG300.10.20	Fork-lift / Storing Equipment Driver	-	-	-	-	-	-	25	91

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Monthly fixed pay

Georgia

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Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
LOG300.10.30	Weigher	-	-	-	-	-	-	7	76
LOG300.10.40	Warehouse Worker	-	-	-	-	-	-	30	160
LOG500.08.10	Inventory Inspector	-	-	-	-	-	-	17	22
LSS000.04.10	Procurement Director	-	-	-	-	-	-	3	3
LSS100.08.10	Distribution Specialist	-	-	-	-	-	-	7	13
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	-	-	-	-	-	-	24	37
LSS200	Purchasing Specialists	-	-	-	-	-	-	62	101
LSS200.07.10	Chief Purchasing Specialist	-	-	-	-	-	-	17	21
LSS200.07.20	Leading Purchasing Specialist	-	-	-	-	-	-	11	28
LSS200.08.10	Purchasing Specialist	-	-	-	-	-	-	26	43
LSS200.09.10	Junior Procurement Specialist	-	-	-	-	-	-	8	9
MAR000	Marketing Directors	-	-	-	-	-	-	9	9
MAR000.04.20	Marketing Director	-	-	-	-	-	-	7	7
MAR100.06.10	Advertising Manager	-	-	-	-	-	-	3	3
MAR100	Advertising Specialists	-	-	-	-	-	-	7	9
MAR100.07.10	Chief Advertising Specialist	-	-	-	-	-	-	4	6
MAR100.08.10	Advertising Specialist	-	-	-	-	-	-	3	3
MAR200.05.10	Head of Marketing Unit	-	-	-	-	-	-	5	5
MAR200.06.10	Marketing Manager	-	-	-	-	-	-	12	20
MAR200	Marketing Specialists	-	-	-	-	-	-	10	18
MAR200.08.10	Marketing Specialist	-	-	-	-	-	-	9	11
MAR200.10.10	Marketing Assistant	-	-	-	-	-	-	6	8
MAR205.08.10	Designer	-	-	-	-	-	-	12	19
MAR300	Researchers	-	-	-	-	-	-	3	4
MAR310.08.10	New Product Development Specialist	-	-	-	-	-	-	4	5
MAR400.06.10	Marketing Communications Manager / PR Manager	-	-	-	-	-	-	9	9
MAR400	PR Specialists	-	-	-	-	-	-	14	15
MAR400.07.10	Chief PR Specialist	-	-	-	-	-	-	6	6
MAR400.08.10	PR Specialist	-	-	-	-	-	-	8	9
MAR400.08.30	Event Specialist (marketing events)	-	-	-	-	-	-	5	5
MAR500.06.10	Product / Brand Manager	-	-	-	-	-	-	13	52
MAR500	Product / Brand Specialists	-	-	-	-	-	-	14	18
MAR500.08.10	Product / Brand Specialist	-	-	-	-	-	-	13	17
MAR600.06.10	Social Media Marketing (SMM) Manager	-	-	-	-	-	-	6	6
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	20	24
MAR600.07.10	Chief Social Media Marketing (SMM) Specialist	-	-	-	-	-	-	10	13
MAR600.08.10	Social Media Marketing (SMM) Specialist	-	-	-	-	-	-	10	11
MAR600.08.15	Content Manager	-	-	-	-	-	-	7	7
MAR900.06.10	Digital Marketing Manager	-	-	-	-	-	-	5	6
MAR900.07.10	Digital Marketing Specialist	-	-	-	-	-	-	4	4
OPM100.04.10	Operations Director	-	-	-	-	-	-	8	10
OPM100.06.10	Operations Manager	-	-	-	-	-	-	15	16
OPM100.07.10	Chief Operations Specialist	-	-	-	-	-	-	7	15
OPM100.08.10	Operations Specialist	-	-	-	-	-	-	24	76
PFD400	Cooks	-	-	-	-	-	-	14	31
PFD400.09.10	Shift Senior Cook (Supervisor)	-	-	-	-	-	-	6	15
PFD400.10.10	Cook	-	-	-	-	-	-	8	16

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
PMD000.05.10	Project Management Office Head	-	-	-	-	-	-	9	15
PMD000.06.10	Project Manager	-	-	-	-	-	-	21	32
PMD000	Project Management Specialists	-	-	-	-	-	-	28	42
PMD000.07.10	Chief Project Management Specialist	-	-	-	-	-	-	6	6
PMD000.07.20	Leading Project Management Specialist	-	-	-	-	-	-	6	7
PMD000.08.10	Project Management Specialist	-	-	-	-	-	-	17	27
PRD000.04.20	Technical Director (Production)	-	-	-	-	-	-	6	6
PRD100.05.10	Production Manufactory Manager	-	-	-	-	-	-	5	9
PRD100.06.10	Production Site Manager	-	-	-	-	-	-	12	18
PRD100.07.20	Shift Supervisor*	-	-	-	-	-	-	21	86
PRD100.08.10	Shift Foreman	-	-	-	-	-	-	14	99
PRD150	Technology Engineers*	-	-	-	-	-	-	8	21
PRD200	Engineers (Production)	-	-	-	-	-	-	10	26
PRD200.07.10	Senior Engineer (Production)	-	-	-	-	-	-	7	16
PRD300	Engineers of Automatic Process Control System (APCS)	-	-	-	-	-	-	11	14
PRD300.09.10	Technician of Automatic Process Control System (APCS)	-	-	-	-	-	-	4	4
PRD360.08.10	IAT Engineer	-	-	-	-	-	-	7	7
PRD400	Design Engineers	-	-	-	-	-	-	12	19
PRD400.08.10	Design Engineer	-	-	-	-	-	-	9	16
PRD550.08.10	Air Compressor and Refrigeration Engineer	-	-	-	-	-	-	5	16
PRD600.05.10	Chief Power Engineer	-	-	-	-	-	-	3	7
PRD600.07.10	Senior Power Engineer	-	-	-	-	-	-	5	5
PRD610	Electrical Engineers	-	-	-	-	-	-	10	215
PRD610.07.10	Senior Electrical Engineer	-	-	-	-	-	-	6	109
PRD610.08.10	Electrical Engineer	-	-	-	-	-	-	4	106
PRD620.10.12	Electrical Fitter*	-	-	-	-	-	-	26	403
PRD700.05.10	Chief Maintenance Engineer	-	-	-	-	-	-	5	5
PRD700.06.10	Deputy Chief Maintenance Engineer	-	-	-	-	-	-	13	18
PRD700	Maintenance Engineers	-	-	-	-	-	-	31	92
PRD700.07.10	Senior Maintenance Engineer	-	-	-	-	-	-	16	35
PRD700.08.10	Maintenance Engineer*	-	-	-	-	-	-	15	57
PRD700.09.10	Leading Mechanic Fitter*	-	-	-	-	-	-	9	109
PRD700.10.1	Mechanic Fitters / Repairmen*	-	-	-	-	-	-	48	203
PRD700.10.13	Mechanic Fitter / Repairman*	-	-	-	-	-	-	45	139
PRD700.10.35	Electrical and Gas Welder*	-	-	-	-	-	-	13	33
PRD902.10.21	Core Production Worker (Entry Level)	-	-	-	-	-	-	11	27
PRD902.10.22	Core Production Worker (Qualified)	-	-	-	-	-	-	18	52
PRD902.10.23	Core Production Worker (Highly Qualified)	-	-	-	-	-	-	9	14
PRD904.10.10	Carpenter	-	-	-	-	-	-	3	3
PRD909.10.10	Technician	-	-	-	-	-	-	20	72
QUC100.06.10	Quality Assurance Manager	-	-	-	-	-	-	6	6
QUC100.07.10	Chief Quality Assurance Specialist	-	-	-	-	-	-	5	7
QUC100.08.10	Quality Assurance Specialist	-	-	-	-	-	-	18	39
SED000	Security Directors	-	-	-	-	-	-	7	7
SED000.04.10	Security Department Director	-	-	-	-	-	-	6	6
SED100.07.10	Chief Economic Security Analyst	-	-	-	-	-	-	3	3

* 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 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
SED200.05.10	Head of Security Department	-	-	-	-	-	-	7	8
SED220.06.10	Security Manager	-	-	-	-	-	-	15	36
SED220.08.10	Security Shiftman	-	-	-	-	-	-	12	27
SED220	Security Guards*	-	-	-	-	-	-	52	159
SED220.09.15	Senior Security Guard	-	-	-	-	-	-	17	27
SED220.10.10	Security Guard*	-	-	-	-	-	-	35	132
SED220.09.20	Technical means of protection engineer	-	-	-	-	-	-	13	19
SLS000	Sales Directors	-	-	-	-	-	-	14	17
SLS000.04.10	Sales Director	-	-	-	-	-	-	12	15
SLS000.04.20	Commercial Director	-	-	-	-	-	-	9	12
SLS100.05	Sales Managers	-	-	-	-	-	-	36	85
SLS100.05.10	National Sales Manager	-	-	-	-	-	-	11	19
SLS100.05.20	Regional Sales Manager	-	-	-	-	-	-	16	31
SLS100.06.10	Area / Territory Sales Manager	-	-	-	-	-	-	9	35
SLS100.07.05	Sales Representative Supervisor	-	-	-	-	-	-	9	33
SLS100.07	Sales Representatives	-	-	-	-	-	-	43	386
SLS100.07.10	Senior Sales Representative	-	-	-	-	-	-	23	187
SLS100.08.10	Sales Representative	-	-	-	-	-	-	17	196
SLS110.09.10	Merchandiser	-	-	-	-	-	-	20	180
SLS200.05.10	Key Account Head	-	-	-	-	-	-	6	8
SLS200.06.10	Key Account Manager	-	-	-	-	-	-	12	15
SLS200.07.10	Key Account Supervisor	-	-	-	-	-	-	11	22
SLS200.08.10	Key Account Specialist	-	-	-	-	-	-	16	43
SLS300.07	Trainers (Sales)	-	-	-	-	-	-	5	11
SLS400.06.10	Trade Marketing Manager	-	-	-	-	-	-	5	6
SLS400	Trade Marketing Specialists	-	-	-	-	-	-	5	12
SLS400.07.10	Chief Trade Marketing Specialist	-	-	-	-	-	-	4	4
SLS500.06.10	Category Manager	-	-	-	-	-	-	16	38
SLS500.07.10	Junior Category Manager	-	-	-	-	-	-	6	14
SLS500.10.10	Assistant Category Manager	-	-	-	-	-	-	3	5
SLS700.06.10	Sales Manager (office)	-	-	-	-	-	-	5	8
SLS700.10.20	Sales Assistant	-	-	-	-	-	-	20	98
SLS710.08.10	Sales Analyst	-	-	-	-	-	-	14	14

* 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

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 2021 - June 2022

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ADM000.04.10	Head of Administration Department (Administration Director)	-	-	-	-	-	-	15	15
ADM000.04.10	Head of Administration Department (Administration Director)	-	-	-	-	-	-	15	15
ADM100.06.10	Office Manager	13,500	17,185	25,500	37,500	41,736	26,317	15	15
ADM100.06.10	Office Manager	15,741	18,559	25,500	39,420	42,000	29,021	15	15
ADM100.06.20	Housekeeping Manager	-	-	-	-	-	-	8	21
ADM100.06.20	Housekeeping Manager	-	-	-	-	-	-	8	21
ADM100.08.05	Office Administrator	-	-	-	-	-	-	6	11
ADM100.08.05	Office Administrator	-	-	-	-	-	-	6	11
ADM100.08.10	Translator / Interpreter	-	-	-	-	-	-	6	6
ADM100.08.10	Translator / Interpreter	-	-	-	-	-	-	6	6
ADM100.08.20	Personal Assistant to General Director	-	-	-	-	-	-	10	10
ADM100.08.20	Personal Assistant to General Director	-	-	-	-	-	-	10	10
ADM100.09.15	Executive Assistant / Secretary	-	-	-	-	-	-	15	21
ADM100.09.15	Executive Assistant / Secretary	-	-	-	-	-	-	15	21
ADM100.09.20	Department Assistant	-	-	-	-	-	-	4	9
ADM100.09.20	Department Assistant	-	-	-	-	-	-	4	9
ADM100.09.40	Secretary of the Director/Board Member	-	-	-	-	-	-	3	3
ADM100.09.40	Secretary of the Director/Board Member	-	-	-	-	-	-	3	3
ADM100.10.10	Receptionist	-	-	-	-	-	-	13	16
ADM100.10.10	Receptionist	-	-	-	-	-	-	13	16
ADM300.06.10	Office Supplies Manager	-	-	-	-	-	-	6	7
ADM300.06.10	Office Supplies Manager	-	-	-	-	-	-	6	7
ADM300.08.10	Office Supplies Specialist*	-	-	-	-	-	-	12	20
ADM300.08.10	Office Supplies Specialist*	-	-	-	-	-	-	12	20
ADM400.07.10	Chief Specialist of Record Management Unit	-	-	-	-	-	-	4	5
ADM400.07.10	Chief Specialist of Record Management Unit	-	-	-	-	-	-	4	5
ADM400.08.10	Documentation Coordinator	-	-	-	-	-	-	14	20
ADM400.08.10	Documentation Coordinator	-	-	-	-	-	-	14	20
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	10	12
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	10	12
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	7	8
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	7	8
ADM500	Drivers	-	-	-	-	-	-	36	145
ADM500	Drivers	-	-	-	-	-	-	36	145
ADM500.10.10	Car Driver	-	-	-	-	-	-	31	140
ADM500.10.10	Car Driver	-	-	-	-	-	-	31	140
ADM500.10.20	Personal Driver	-	-	-	-	-	-	5	5
ADM500.10.20	Personal Driver	-	-	-	-	-	-	5	5
ADM500.10.30	Courier	-	-	-	-	-	-	14	15
ADM500.10.30	Courier	-	-	-	-	-	-	14	15
ADM500.10.50	Fleet Specialist	-	-	-	-	-	-	3	4
ADM500.10.50	Fleet Specialist	-	-	-	-	-	-	3	4
ADM600.08.10	Facilities Engineer (office)	-	-	-	-	-	-	21	43
ADM600.08.10	Facilities Engineer (office)	-	-	-	-	-	-	21	43
ADM600.10.10	Mechanic (office)	-	-	-	-	-	-	14	19
ADM600.10.10	Mechanic (office)	-	-	-	-	-	-	14	19
ADM600.10.20	Sanitary Technician (office)	-	-	-	-	-	-	9	12
ADM600.10.20	Sanitary Technician (office)	-	-	-	-	-	-	9	12

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

Remuneration on
particular positions

Job title: **Office Manager**
 Job code: ADM100.06.10
 Job level: 6

Department: Administrative Department
 Subfunction: General personnel of the Administrative Department
 Job category: Middle Management

Job description

Responsible for office operations. Organizes workflow in the office, supervises compliance with office procedures. Responsible for maintaining office equipment, installations and supplies. Responsible for contracts with service companies, such as food delivery companies, cleaners, etc. Supervises office clerical and support staff: assistants / secretaries, receptionists, couriers, 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: 11
% of companies-participants	22.2%	22.2%	0.0%	11.1%	22.2%	22.2%	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%	9.1%	9.1%	18.2%	27.3%	9.1%	18.2%	9.1%	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
	60.0%	13.3%		0.0%	73.3%	26.7%

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	1,216	1,547	2,180	3,125	3,484	2,350	14	14
Annual fixed pay	14,588	18,558	26,157	37,500	41,802	28,197	14	14
Annual total pay	15,741	18,559	25,500	39,420	42,000	29,021	15	15
Tbilisi								
Monthly fixed pay	1,875	2,000	2,977	3,285	3,500	2,656	11	11
Annual fixed pay	22,500	24,000	35,728	39,420	42,000	31,875	11	11
Annual total pay	19,063	22,500	33,471	41,505	42,000	32,069	12	12

Elements of monthly fixed pay (GEL gross per month)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Base salary	1,125	1,412	2,000	3,125	3,484	2,254	14	14
Company allowances	-	-	-	-	-	-	-	-
Statutory allowances	-	-	-	-	-	-	-	-
Amount of other monthly fixed payments	-	-	-	-	-	-	-	-
TOTAL FIXED PAY	1,216	1,547	2,180	3,125	3,484	2,350	14	14

Elements of annual variable pay (GEL gross per year)	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
Annual performance-related bonus	-	-	-	-	-	7,811	3	3
Monthly, quarterly and semi-annual bonuses	-	-	-	-	-	-	-	-
13th salary and other guaranteed annual payments	-	-	-	-	-	-	-	-
Long-term incentive payments	-	-	-	-	-	-	-	-
Amount of other annual variable payments	-	-	-	-	-	4,279	3	3
TOTAL VARIABLE PAY	791	1,281	2,628	8,042	14,286	5,794	7	7

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)	0.0%	0.0%	0.0%	5.7%	21.1%	7.1%	7	7
Target total annual compensation (GEL gross)	20,466	24,000	29,442	37,500	42,225	31,310	7	7

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	82.8%
			Annual variable pay	17.2%

Corporate car

% of companies-participants that provide corporate car to employees on this position	0.0%	% of incumbents within this position that use a corporate car (median)	N/A
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Electronic tool for benchmarking analysis

Electronic tool for benchmarking analysis

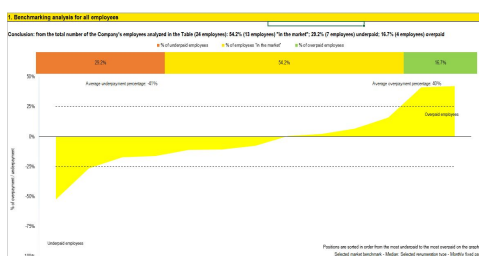
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- The Tool saves time you spent for analysis
- The results are presented in simple and illustrative format
- There is a possibility to prepare a brief analysis in PowerPoint or Excel format

Additional options:

- Conducting the comparative analysis in any currency (GEL / USD / EUR)
- Updating data on the percentage of market movement

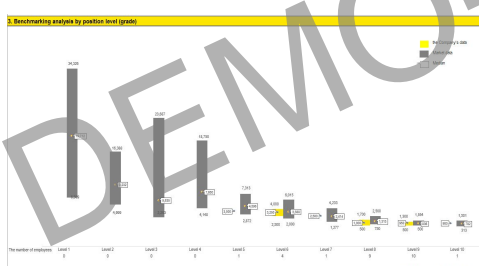
The results of the Electronic tool for benchmarking analysis usage are presented below



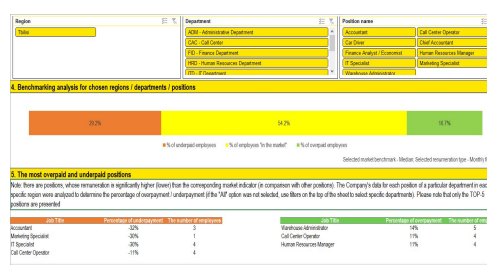
► Benchmarking analysis for all employees



► Benchmarking analysis by departments



► Benchmarking analysis by position level



► Benchmarking analysis by regions;
Most Overpaid and Underpaid positions

Regional Differences

Regional Differences: The tool allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

Region	Department	Position name	% of underpaid employees	% of employees "in the market"	% of overpaid employees
Accounting	Accounting	Accountant	32%	0	0%
Marketing Specialist	Marketing	Marketing Specialist	32%	1	1%
Call Center Operator	Call Center	Call Center Operator	32%	4	1%

► Regional Differences

Summary Report

Summary Report: The tool allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

Region	Department	Position name	% of underpaid employees	% of employees "in the market"	% of overpaid employees
Accounting	Accounting	Accountant	32%	0	0%
Marketing Specialist	Marketing	Marketing Specialist	32%	1	1%
Call Center Operator	Call Center	Call Center Operator	32%	4	1%

► Summary Report

General Industry Compensation and Benefits Survey 2022

Volume 2. HR Policies and practices report

Georgia

HR Policies and Practices report table of contents

- Characteristics of the participants
- Salary arrangements
- Salary regulation
 - Graded pay structure
 - Market benchmarking policy
 - Types of salary adjustments
 - Regional coefficients
 - Frequency of salary adjustments
 - Actual salary changes
 - Planned salary changes
- Short- term incentive programs for employees
 - One-time variable pay
 - Project variable pay
 - Regular variable pay
 - Requirements/approaches for participation in the short-term variable pay program
 - The approach for determining a budget for a short-term variable pay
 - Principles of variable pay determination
 - Indicators that are used for calculation of variable pay
 - Peculiarities of short-term incentive programs for employees of sales division
- Long-term incentive plans (LTIPs)
 - Types of LTIPs
 - Performance indicators that are used for LTIPs
 - Parameters of LTIPs
- Performance management
 - Management by objectives / key performance indicators (KPIs)
 - Typical objectives/KPIs by function
 - Management by competencies
 - Performance management metrics
- Sales division employees
- Social benefits and allowances
- Training and professional development
- Health insurance
- Additional insurance
- Other benefits
- Automobiles
- Loans
- Pension plans
- Working time arrangements
- Business trips policy
- Recruitment policy
- Other features of HR policies
- Expatriate employees policy
- Internship programs
- HR metrics

Salary arrangements

Salary arrangements

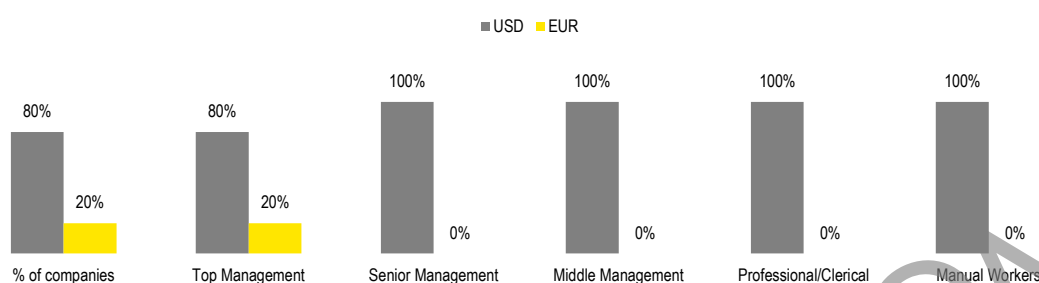
Currency regulations

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

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

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

Foreign currency



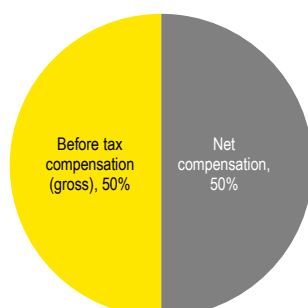
Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

Changes of salary denomination currency

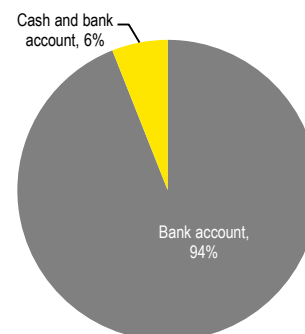
	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
From local currency to foreign currency	100%	100%	100%	100%	100%	100%

Salary accrual

Salary accrual mode

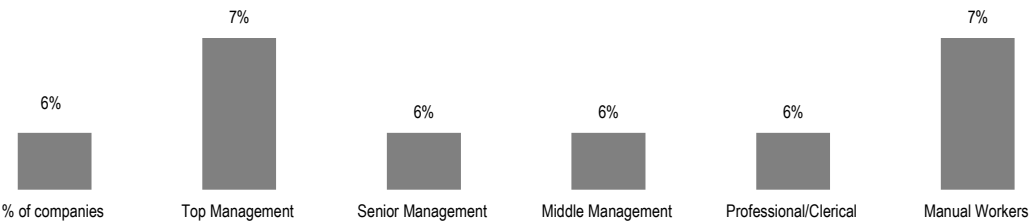


Salary accrual mechanism



Payroll outsourcing

Companies that outsource the payroll calculation to an external provider



The reasons for outsourcing the salary calculating (payroll) function to third parties/organizations	% of companies
Confidentiality preservation	100%

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

DEMO-VERSION

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