

Compensation & Benefits Survey

Retail Sector, Demo-Version

People Advisory Services
Georgia, 2022



Building a better
working world

Georgia

Compensation & Benefits Survey

Retail Sector

2022

DEMO-VERSION

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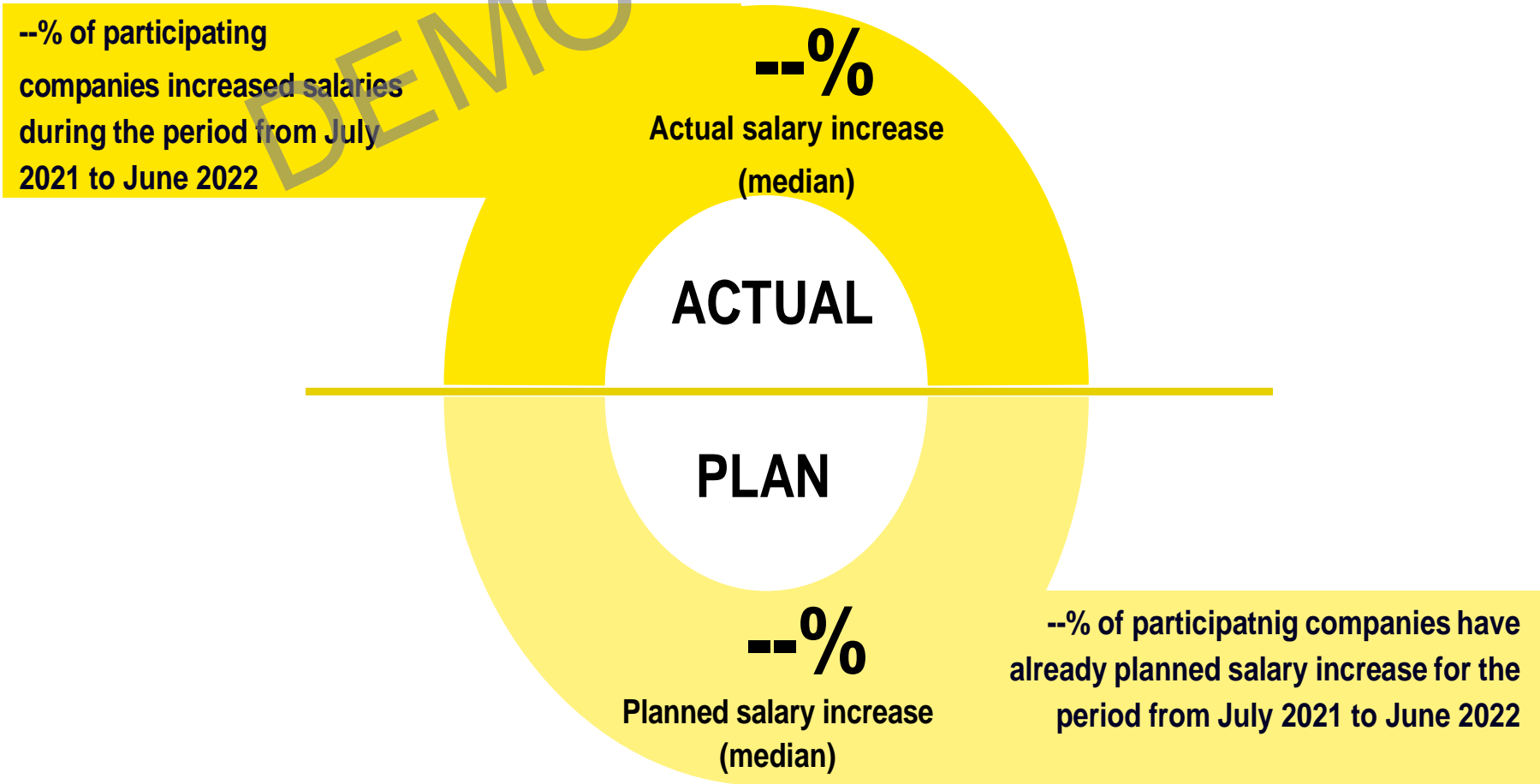
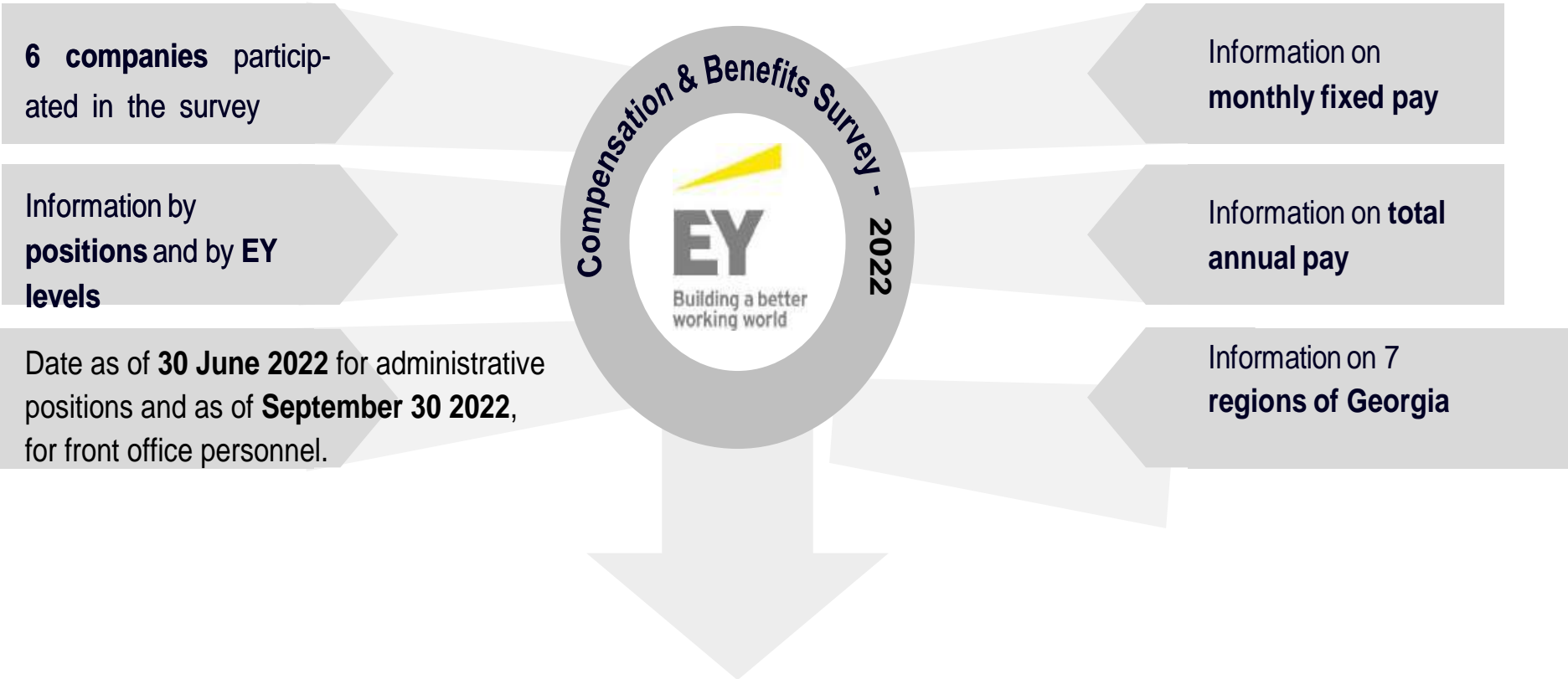
DEMO-VERSION

Compensation and Benefits Survey 2022 - Retail Sector

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

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ADM100.08.05	Office Administrator	-	-	-	-	-	-	3	4
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	3	3
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	5	6
ADM500.10.10	Car Driver	-	-	-	-	-	-	5	5
ADM500.10.30	Courier	750	1,042	1,262	1,464	1,588	-	6	8
ADM600.10.40	Cleaner	-	-	-	-	-	-	10	270
BDD000.04.10	Head of Business Development Department	-	-	-	-	-	-	4	4
BDD000.06.10	Business Development Manager	-	-	-	-	-	-	3	4
CCD200.08.10	Real Estate Search and Evaluation Specialist	-	-	-	-	-	-	5	9
FID000.04.10	Finance Director	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	-	-	-	-	-	-	4	4
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	4	5
FID110	Accountants	-	-	-	-	-	-	23	63
FID110.07.10	Senior Accountant	-	-	-	-	-	-	6	7
FID110.08.10	Accountant	-	-	-	-	-	-	11	36
FID110.09.10	Junior Accountant	-	-	-	-	-	-	6	20
FID130	Finance Analysts / Economists	-	-	-	-	-	-	7	8
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	4	4
HRD000.04.10	HR Director	-	-	-	-	-	-	3	3
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	5	7
HRD200	Human Resources Generalists	-	-	-	-	-	-	7	14
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	6	11
HRD300.06.10	Training and Development Manager	-	-	-	-	-	-	3	3
HRD500	Recruitment Specialists	-	-	-	-	-	-	11	20
HRD500.07.20	Leading Recruitment Specialist	-	-	-	-	-	-	3	3
HRD500.08.10	Recruitment Specialist	-	-	-	-	-	-	6	14
HRD600	HR Administration Specialists	-	-	-	-	-	-	12	17
HRD600.08.10	HR Administration Specialist	-	-	-	-	-	-	10	15
HRD600.09.10	Junior HR Administration Specialist	-	-	-	-	-	-	4	7
HSE000.04.10	Head of Health, Safety and Environmental Security Department	-	-	-	-	-	-	3	3
ITD000.04.10	IT Director	-	-	-	-	-	-	4	4
ITD001	IT Specialists	-	-	-	-	-	-	7	18
ITD000.08.10	IT Specialist	-	-	-	-	-	-	6	13
ITD300.06.10	Desktop Support Manager	-	-	-	-	-	-	3	3
LEG100	Legal Advisors	-	-	-	-	-	-	9	9
LEG100.08.10	Legal Advisor	-	-	-	-	-	-	6	6
LOG000.04.10	Logistics Director	-	-	-	-	-	-	3	3
LOG100.06.10	Logistics Manager	-	-	-	-	-	-	3	3
LOG110.06.10	Import / Export Manager	-	-	-	-	-	-	3	3
LOG200.06.10	Supply Chain Manager	-	-	-	-	-	-	6	9
LOG300.06.10	Warehouse Manager	-	-	-	-	-	-	7	8
LOG300.06.20	Administration Warehouse Manager	-	-	-	-	-	-	4	4
LOG300.07.10	Warehouse Shift Supervisor	-	-	-	-	-	-	5	5
LOG300.08.10	Warehouse Specialist	-	-	-	-	-	-	20	42
LOG500.08.10	Inventory Inspector	-	-	-	-	-	-	7	15
LSS200.06.10	Purchasing Manager / Head of Purchasing Unit	-	-	-	-	-	-	4	5
LSS200	Purchasing Specialists	-	-	-	-	-	-	11	17
LSS200.07.10	Chief Purchasing Specialist	-	-	-	-	-	-	5	6

Monthly fixed pay

Georgia

Gross monthly fixed pay expressed in GEL, including allowances and "guaranteed" payments as of 30 June 2022 for administrative positions and as of September 30, for front office personnel.

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
LSS200.08.10	Purchasing Specialist	-	-	-	-	-	-	6	11
MAR000.04.20	Marketing Director	-	-	-	-	-	-	4	4
MAR200.06.10	Marketing Manager	-	-	-	-	-	-	4	4
MAR200	Marketing Specialists	-	-	-	-	-	-	4	4
MAR200.08.10	Marketing Specialist	-	-	-	-	-	-	3	3
MAR205.08.10	Designer	-	-	-	-	-	-	7	9
MAR600	Social Media Marketing (SMM) Specialists	-	-	-	-	-	-	7	7
MAR600.08.10	Social Media Marketing (SMM) Specialist	-	-	-	-	-	-	6	6
OPM100.06.10	Operations Manager	-	-	-	-	-	-	5	6
PFD100.06.10	Food Production Division Head	-	-	-	-	-	-	3	3
PFD200.10.10	Baker / Dough Mixer	-	-	-	-	-	-	6	98
PFD200.10.20	Pastry Cook	-	-	-	-	-	-	10	38
PFD300.09.10	Butcher / Meat Trimmer / Meat Boner	-	-	-	-	-	-	6	25
PFD400	Cooks	-	-	-	-	-	-	10	26
PFD400.09.10	Shift Senior Cook (Supervisor)	-	-	-	-	-	-	4	13
PFD400.10.10	Cook	-	-	-	-	-	-	6	13
PFD500.10.30	Food Production Worker	-	-	-	-	-	-	6	6
PRD550.08.10	Air Compressor and Refrigeration Engineer	-	-	-	-	-	-	9	16
PRD550.10.20	Coolerman	-	-	-	-	-	-	10	23
PRD909.10.10	Technician	-	-	-	-	-	-	6	32
RDC	Delivery Center	-	-	-	-	-	-	7	8
RDC100.09.10	Product Picker	-	-	-	-	-	-	6	6
RPD	Procurement department	-	-	-	-	-	-	35	79
RPD000.05.10	Category Manager	-	-	-	-	-	-	7	24
RPD000.07.10	Chief Buyer	-	-	-	-	-	-	11	24
RPD000.08.10	Buyer	-	-	-	-	-	-	11	17
RPD000.10.10	Buyer Assistant	-	-	-	-	-	-	6	14
RST000.03.10	Retail Director	-	-	-	-	-	-	3	3
RST000.05.10	Retail District Manager	-	-	-	-	-	-	6	57
RST200.06.10	Retail Store Manager (less than 50 employees)	-	-	-	-	-	-	115	531
RST200.07.10	Deputy Retail store Manager(less than 50 employees)	-	-	-	-	-	-	96	557
RST420.09.10	Visual Merchandiser	-	-	-	-	-	-	7	34
RST420.10.20	Acceptance/Delivery Agent	-	-	-	-	-	-	36	428
RST620.09.10	Online Consultant(online store)	-	-	-	-	-	-	4	10
RST220.10.10	Salesman (Non-Food)	-	-	-	-	-	-	4	7
RST420.10.10	Sales Consultant *	-	-	-	-	-	-	124	2725
RST420.10.15	Night Shift Sales Consultant *	-	-	-	-	-	-	20	125
RST520.10.10	Cashier	-	-	-	-	-	-	9	881
SED000.04.10	Security Department Director	-	-	-	-	-	-	4	4
SED220.06.10	Security Manager	-	-	-	-	-	-	6	12
SED220.08.10	Security Shiftman	-	-	-	-	-	-	6	14
SED220	Security Guards	-	-	-	-	-	-	9	17
SED220.09.15	Senior Security Guard	-	-	-	-	-	-	3	5
SED220.10.10	Security Guard	-	-	-	-	-	-	6	12
SLS000.04.20	Commercial Director	-	-	-	-	-	-	3	3
SLS710.08.10	Sales Analyst	-	-	-	-	-	-	5	6

* Similar to other positions, remuneration for this position is for 40 hour working week

Annual Fixed Pay and Annual Total Pay Summary

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 for administrative positions and October 2021 - September 2022 for front office personnel

Job Code	Job Title	Lower decile	First quartile	Median	Third quartile	Upper decile	Average	Number of active incumbents	Total number of incumbents
ADM100.08.05	Office Administrator	-	-	-	-	-	-	3	4
ADM100.08.05	Office Administrator	-	-	-	-	-	-	3	4
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	3	3
ADM500.06.10	Fleet Manager	-	-	-	-	-	-	3	3
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	5	6
ADM500.08.10	Traffic / Transportation Coordinator	-	-	-	-	-	-	5	6
ADM500.10.10	Car Driver	-	-	-	-	-	-	5	5
ADM500.10.10	Car Driver	-	-	-	-	-	-	5	5
ADM500.10.30	Courier	9,000	12,507	15,139	17,563	19,050	14,396	6	8
ADM500.10.30	Courier	9,031	12,507	16,327	19,731	21,175	15,511	6	8
ADM600.10.40	Cleaner	-	-	-	-	-	-	10	270
ADM600.10.40	Cleaner	-	-	-	-	-	-	10	270
BDD000.04.10	Head of Business Development Department	-	-	-	-	-	-	4	4
BDD000.04.10	Head of Business Development Department	-	-	-	-	-	-	4	4
BDD000.06.10	Business Development Manager	-	-	-	-	-	-	3	4
BDD000.06.10	Business Development Manager	-	-	-	-	-	-	3	4
CCD200.08.10	Real Estate Search and Evaluation Specialist	-	-	-	-	-	-	5	9
CCD200.08.10	Real Estate Search and Evaluation Specialist	-	-	-	-	-	-	5	9
FID000.04.10	Finance Director	-	-	-	-	-	-	4	4
FID000.04.10	Finance Director	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	-	-	-	-	-	-	4	4
FID110.05.10	Chief Accountant	-	-	-	-	-	-	4	4
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	4	5
FID110.06.10	Deputy Chief Accountant	-	-	-	-	-	-	4	5
FID110	Accountants	-	-	-	-	-	-	23	63
FID110	Accountants	-	-	-	-	-	-	23	63
FID110.07.10	Senior Accountant	-	-	-	-	-	-	6	7
FID110.07.10	Senior Accountant	-	-	-	-	-	-	6	7
FID110.08.10	Accountant	-	-	-	-	-	-	11	36
FID110.08.10	Accountant	-	-	-	-	-	-	11	36
FID110.09.10	Junior Accountant	-	-	-	-	-	-	6	20
FID110.09.10	Junior Accountant	-	-	-	-	-	-	6	20
FID130	Finance Analysts / Economists	-	-	-	-	-	-	7	8
FID130	Finance Analysts / Economists	-	-	-	-	-	-	7	8
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	4	4
FID130.07.10	Chief Finance Analyst / Chief Economist	-	-	-	-	-	-	4	4
HRD000.04.10	HR Director	-	-	-	-	-	-	3	3
HRD000.04.10	HR Director	-	-	-	-	-	-	3	3
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	5	7
HRD200.06.10	Human Resources Manager	-	-	-	-	-	-	5	7
HRD200	Human Resources Generalists	-	-	-	-	-	-	7	14
HRD200	Human Resources Generalists	-	-	-	-	-	-	7	14
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	6	11
HRD200.08.10	Human Resources Generalist	-	-	-	-	-	-	6	11
HRD300.06.10	Training and Development Manager	-	-	-	-	-	-	3	3
HRD300.06.10	Training and Development Manager	-	-	-	-	-	-	3	3
HRD500	Recruitment Specialists	-	-	-	-	-	-	11	20
HRD500	Recruitment Specialists	-	-	-	-	-	-	11	20

Remuneration on particular positions

Job title:	Courier		Department:	Administrative Department						
Job code:	ADM500.10.30		Subfunction:	Transport Unit						
Job level:	10		Job category:	Manual Workers						
Job description										
Realizes delivery and reception of business documentation, packages, letters, books according to courier coupon and manager instructions. Specifies the locations of addressees, designs routes, coordinates dates and reception hours of addressees.										
Characteristics of companies-participants										
Sales volume (mln 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%	25.0%	0.0%	0.0%	25.0%	25.0%	25.0%	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%	25.0%	0.0%	0.0%	0.0%	0.0%	50.0%	25.0%	0.0%	4
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
Georgia										
Monthly fixed pay			750	1,042	1,262	1,464	1,588	1,200	6	8
Annual fixed pay			9,000	12,507	15,139	17,563	19,050	14,396	6	8
Annual total pay			9,031	12,507	16,327	19,731	21,175	15,511	6	8
Tbilisi										
Monthly fixed pay			750	1,042	1,262	1,464	1,588	1,200	6	8
Annual fixed pay			9,000	12,507	15,139	17,563	19,050	14,396	6	8
Annual total pay			9,031	12,507	16,327	19,731	21,175	15,511	6	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			750	1,042	1,262	1,464	1,588	1,200	6	8
Company allowances			-	-	-	-	-	-	-	-
Statutory allowances			-	-	-	-	-	-	-	-
Amount of other monthly fixed payments			-	-	-	-	-	-	-	-
TOTAL FIXED PAY			750	1,042	1,262	1,464	1,588	1,200	6	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			-	-	-	-	-	-	-	-
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		N/A	Compensation structure (median) among such companies:			Annual fixed pay		N/A		
						Annual variable pay		N/A		
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

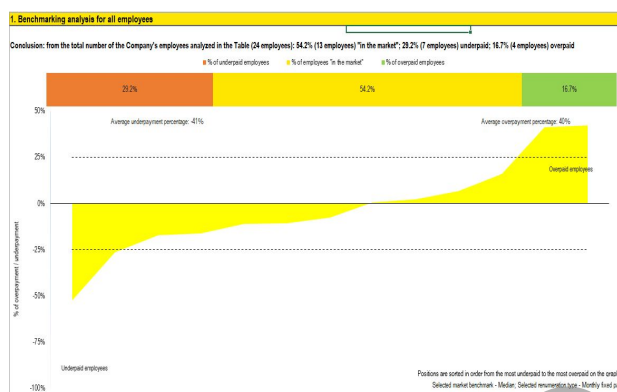
Electronic tool for benchmarking analysis (hereinafter – the Tool) is provided with Salary report and allows you to compare salary levels in your company with corresponding market indicators. Furthermore, the Tool allows the following:

- 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

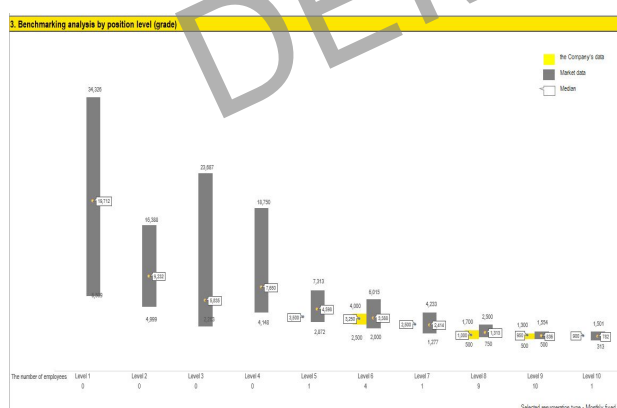
The results of the Electronic tool for benchmarking analysis usage are presented below



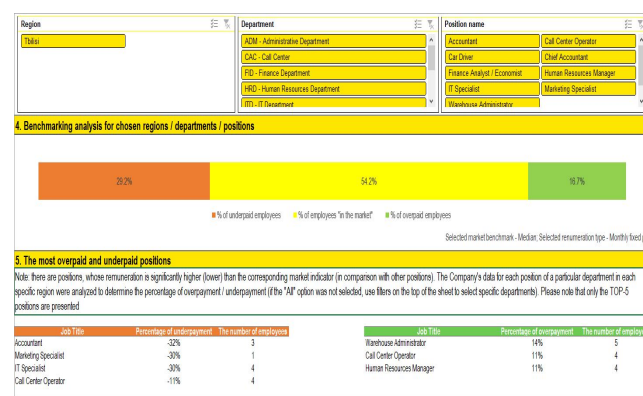
► Benchmarking analysis for all employees



► Benchmarking analysis by departments



► Benchmarking analysis by position level



► Benchmarking analysis by regions;
Most Overpaid and Underpaid positions

6. Regional differences

Regional differences in the monthly salary levels by selected position / department in different regions of Georgia are presented on the graph. Comparison was conducted based on the statistics in salaries presented in the Survey. Note: by default, the median of regional coefficients is presented for all regions and positions presented in the Survey. If you want to change this, select the position/department in the filters at the top of the sheet

Region	Position / Department	Regional coefficient
Abkhazeti	Accountant	1.00
Abkhazeti	Marketing Specialist	1.00
Abkhazeti	IT Specialist	1.00
Abkhazeti	Call Center Operator	1.00
Abkhazeti	Warehouse Administrator	1.00
Abkhazeti	Human Resources Manager	1.00
Abkhazeti	Business Development Manager	1.00
Abkhazeti	Customer Service Specialist	1.00
Abkhazeti	Product Manager	1.00
Abkhazeti	Quality Control	1.00
Abkhazeti	Logistics Coordinator	1.00
Abkhazeti	Finance Department	1.00
Abkhazeti	Legal Department	1.00
Abkhazeti	IT Department	1.00
Abkhazeti	Marketing Department	1.00
Abkhazeti	Operations Department	1.00
Abkhazeti	Production Department	1.00
Abkhazeti	R&D Department	1.00
Abkhazeti	Sales Department	1.00
Abkhazeti	Support Department	1.00
Abkhazeti	Training Department	1.00
Abkhazeti	Warehouse Department	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
Abkhazeti	R&D	1.00
Abkhazeti	Sales	1.00
Abkhazeti	Support	1.00
Abkhazeti	Training	1.00
Abkhazeti	Warehouse	1.00
Abkhazeti	Quality Assurance	1.00
Abkhazeti	Customer Support	1.00
Abkhazeti	Product Development	1.00
Abkhazeti	Business Development	1.00
Abkhazeti	Human Resources	1.00
Abkhazeti	Marketing	1.00
Abkhazeti	Operations	1.00
Abkhazeti	Production	1.00
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Retail Sector Compensation and Benefits Survey 2022

Volume 2. HR Policies and practices report

Georgia

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

Salary arrangements

Salary arrangements

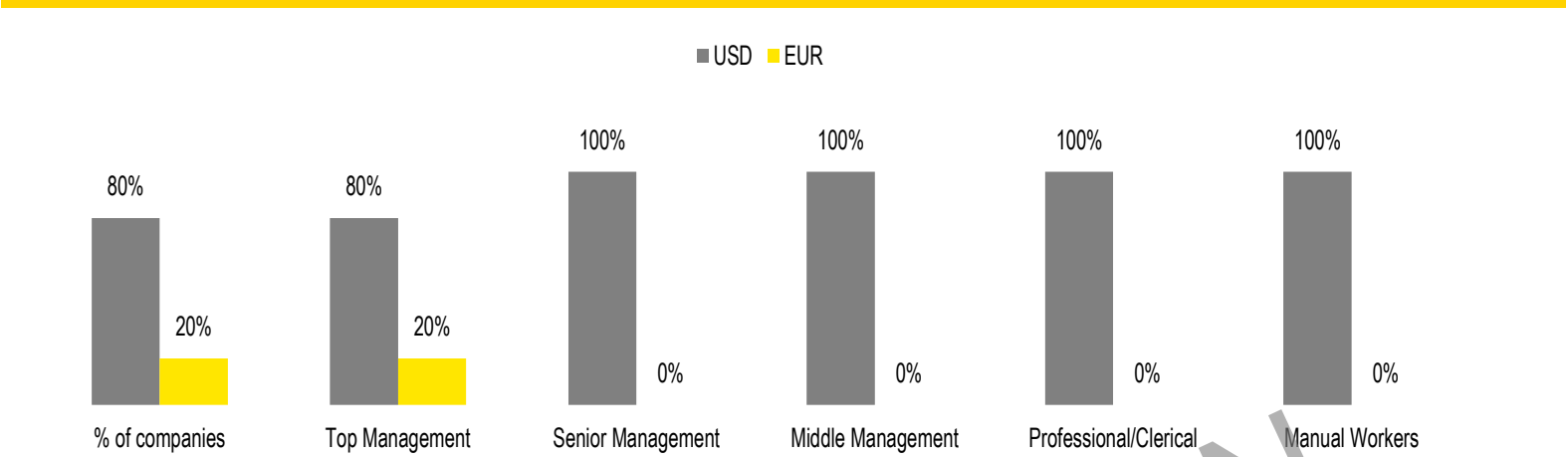
Currency regulations

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

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

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

Foreign currency



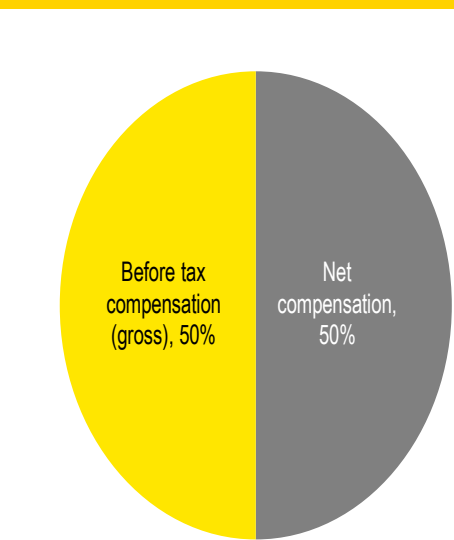
Exchange rate policy	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
The National Bank's exchange rate	100%	100%	100%	100%	100%	100%

Changes of salary denomination currency

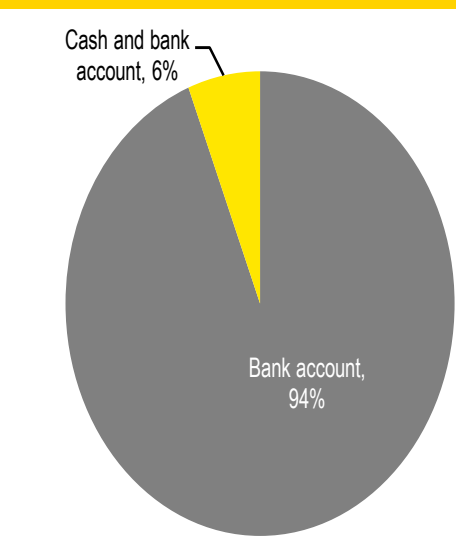
	% of companies	Top Management	Senior Management	Middle Management	Professional/ Clerical	Manual Workers
% of companies that have changed currency of the salary denomination for the last 12 months	6%	7%	6%	6%	6%	7%
From local currency to foreign currency	100%	100%	100%	100%	100%	100%

Salary accrual

Salary accrual mode

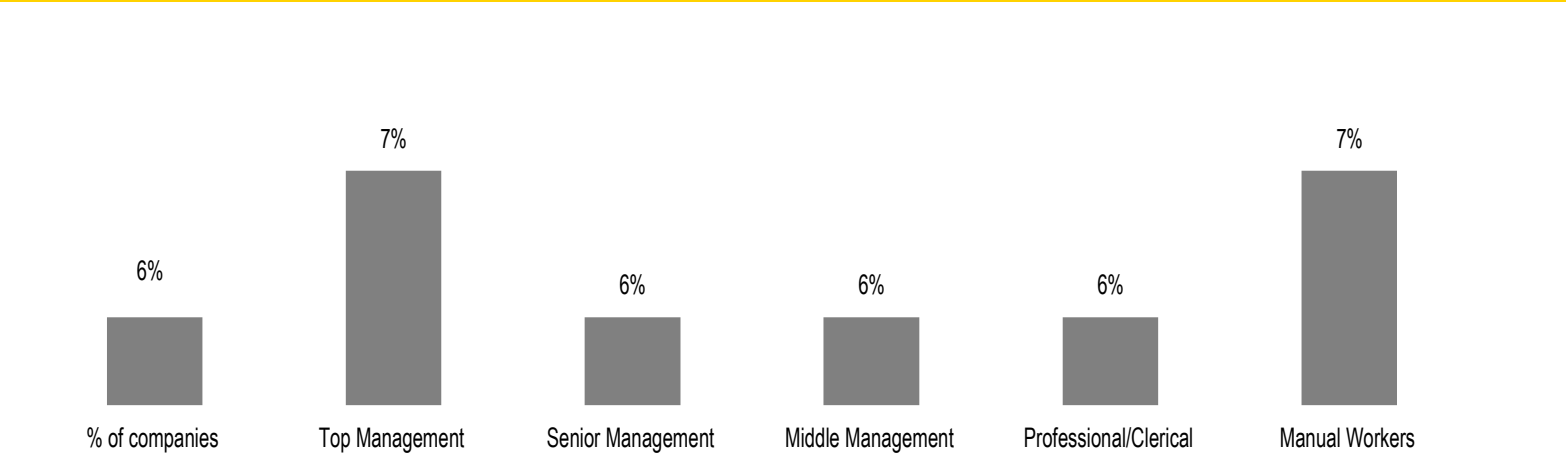


Salary accrual mechanism



Payroll outsourcing

Companies that outsource the payroll calculation to an external provider



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