



GENERAL COMPENSATION SURVEY LITHUANIA 2026

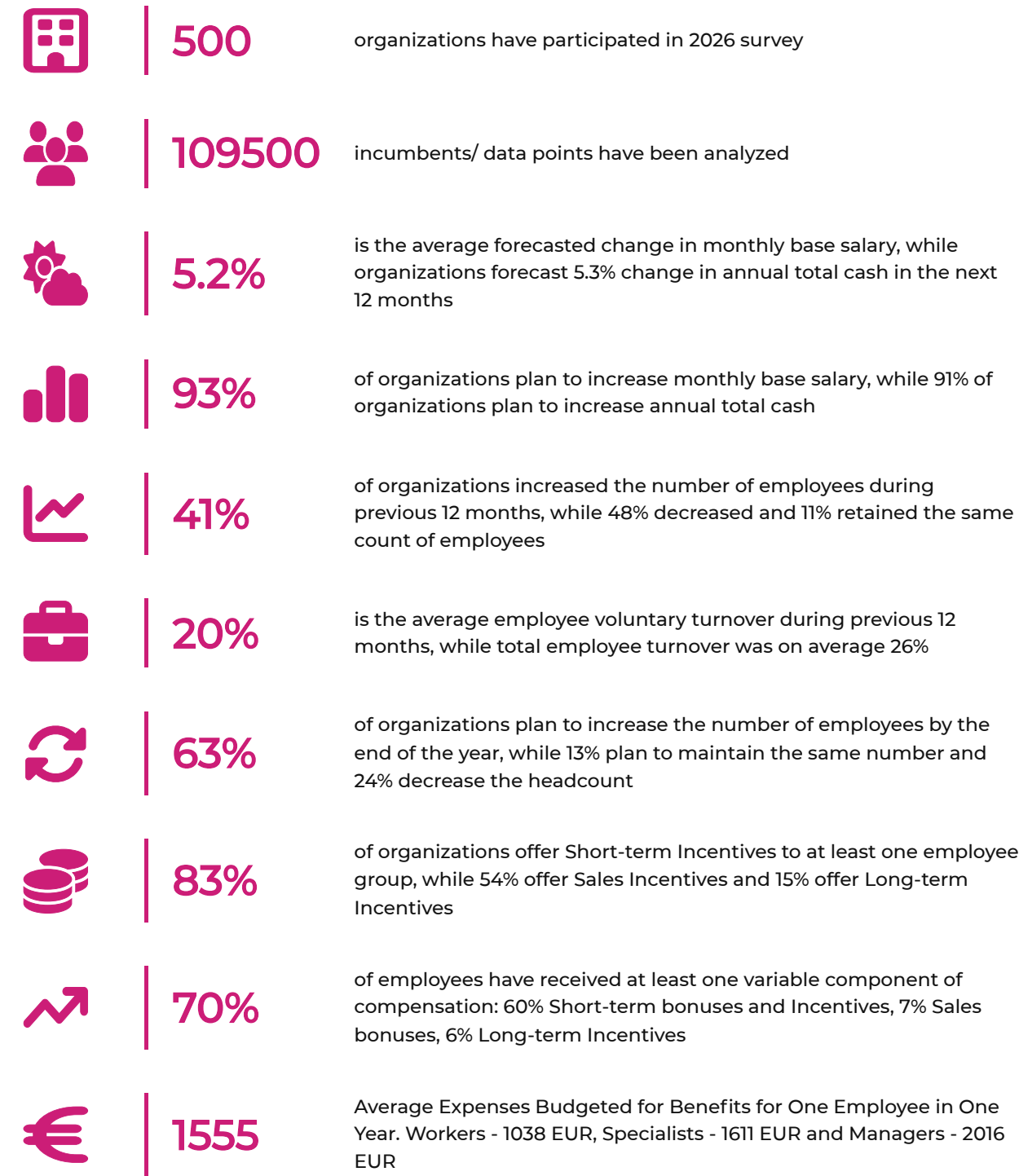
COPYRIGHT

This report is confidential. This copy has been submitted only to the herein listed organization and its contents shall not be circulated, forwarded or used for commercial purposes by any means without the written consent.

Owner of this copy is:

© Figure Baltic Advisory 2026. All rights reserved.

SUMMARY 2026



FIGURE

TABLE OF CONTENTS

SURVEY METHODOLOGY	4
STRUCTURE OF THE SAMPLE	4
SALARY CHANGE	8
Forecasted Salary Change	18
Remuneration System	21
Salary Review	25
HR Budget	28
SALARY LEVELS	31
Base/Annual Salary	37
Benchmarking Policy	41
Starter Salaries	46
SALARY COMPONENTS	50
Sales Incentives	50
Short-Term Incentives	51
Long-Term Incentives	52
Overtime and Work Hours	56
BENEFITS AND PERKS	57
Benefits Policy	62
Work-Related Tools Benefits	64
Work-Related Tools Benefits - CARS	68
Benefits to Balance Work and Personal Life	75
Food and Beverages	79
Transportation	81
Employee Support and Development	83
Monetary Benefits and Allowances	87
Health Insurance and Benefits	90
Other Insurances	95
Training	98
EQUAL PAY	106
TRENDS	113
Employee Dynamics	113
Talent Market	115
HR Challenges	120
APPENDIX A - LIST OF ORGANIZATIONS	121
APPENDIX B - TERMS	141
APPENDIX C - ANALYTICAL JOB EVALUATION METHOD	142

SURVEY METHODOLOGY

Participants and Target Group

The purpose of the Compensation Survey is to provide each organization's compensation analysis and comparison, based on structured high-quality market information.

The survey helps to follow and to evaluate changes in the labour market, to make compensation related decisions and to define the right compensation package for employees consistent with the current situation.

Job Classification

To ensure a precise compensation comparison among jobs with similar responsibilities and functions, all jobs present in organizations are classified into specific job families (by the function and content) and levels (by the responsibility and job complexity) using the General Job Description Catalogue and sector-specific Job Description Catalogue when applicable. All job families and levels have also been evaluated using analytical job evaluation method (see - *Analytical Job Evaluation Method & Terms*), in order to facilitate comparison between different job families (in points).

Salary and Compensation Data Gathering and Analysis

Salary data was gathered using two complementary data forms: salary data forms and questionnaires regarding compensation policy.

Data was asked for all jobs in an organization. The data was collected, processed, and analyzed between May and July 2026. The monthly base salary data is provided as of June 2026. When calculating the amounts of annual total cash, paid out variable short-term incentives and assigned long term financial incentives/bonuses for the previous 12 months are taken into account.

Compensation changes in job families and levels have been calculated for employees whose position, duties and responsibilities have not changed during last year as well as for employees whose position, duties and responsibilities have changed (for example, who work on a higher or lower position than last year or with increased responsibility and duties).

In addition to the detailed compensation data, the representatives of the organizations provided information on compensation policies. The information was gathered from the questionnaire in five general parts - general information on the organization, compensation system, compensation parts (including incentive schemes), benefits and training, other additional questions. The electronically obtained data was checked and streamlined. RStudio Desktop 2022.02.3+492 as well as spreadsheet application MS Excel were used for statistical analysis.

When the answers were submitted for statistical processing, usually the median value and/or the arithmetic average was calculated; for salary data other positional averages, such as the median, 10%, 90% deciles and 25%, 75% quartiles, were also used (see - *Analytical Job Evaluation Method & Terms*). The percentages presented in the tables and graphs represent the weight of an answer among the total number of answers to the questions at hand (respondents who did not answer have not been taken into account).

STRUCTURE OF THE SAMPLE

493 organizations participated in the 2026 General Compensation Survey. All participants submitted the salary table and 250 completed the questionnaire. The salary data of 109500 positions was used for the analysis. 46% of positions were filled by women and 43% by men. 52% of positions are situated in Vilnius County, while 48% in the other counties. For the first part of the survey, the data on compensation policy data is analyzed based on employee groups (please see Figure 1 below). Due to different structures and sizes of the organizations, the sample in each employee group differs.

Figure 1. Representation of Employee groups in Organizations, %

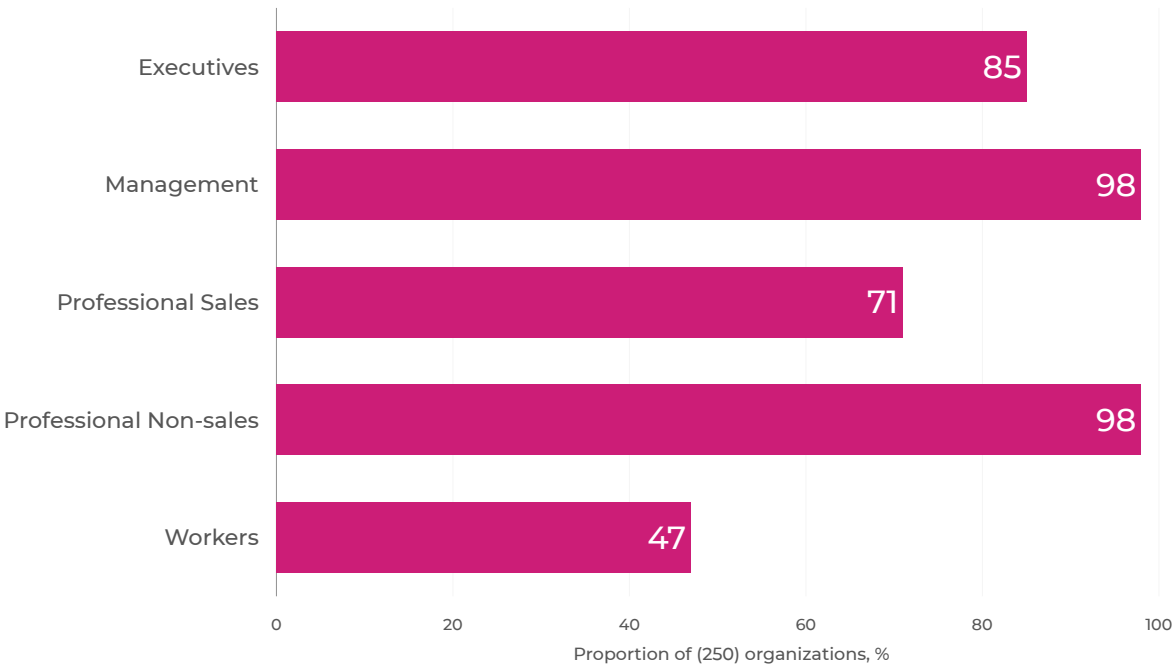


Figure 2. Division of Employees by Regional Location, % of Incumbents

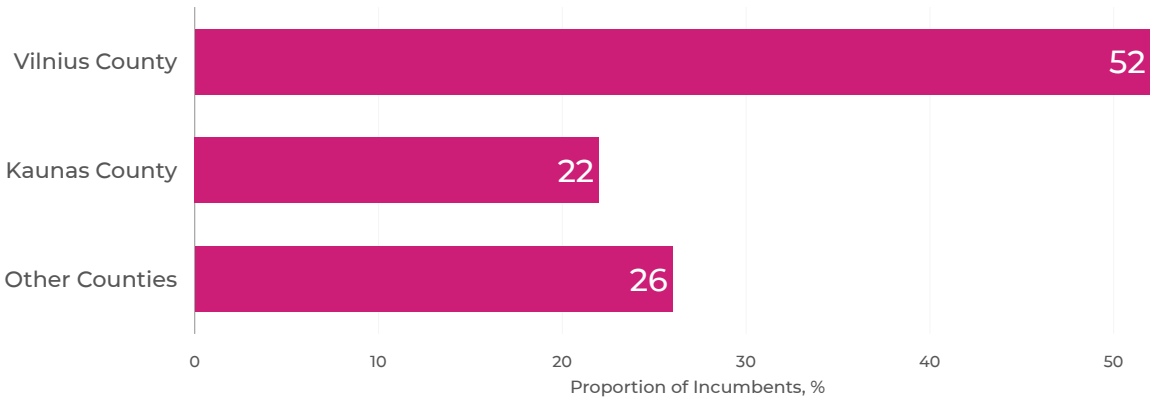


Figure 3. Division of Organizations by Origin of Capital in 2026, % of Organizations

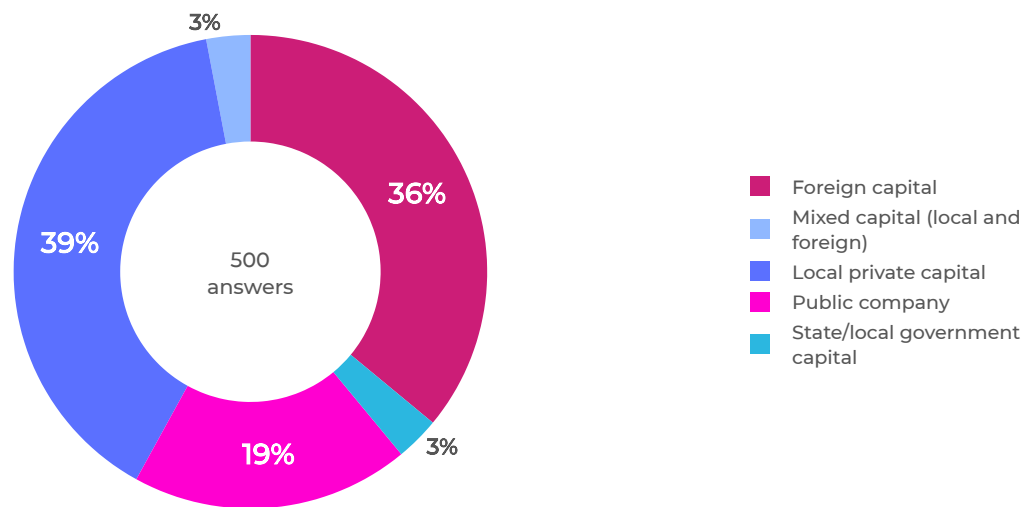


Figure 4. Division of Organizations by Sales Revenue in 2026, % of Organizations

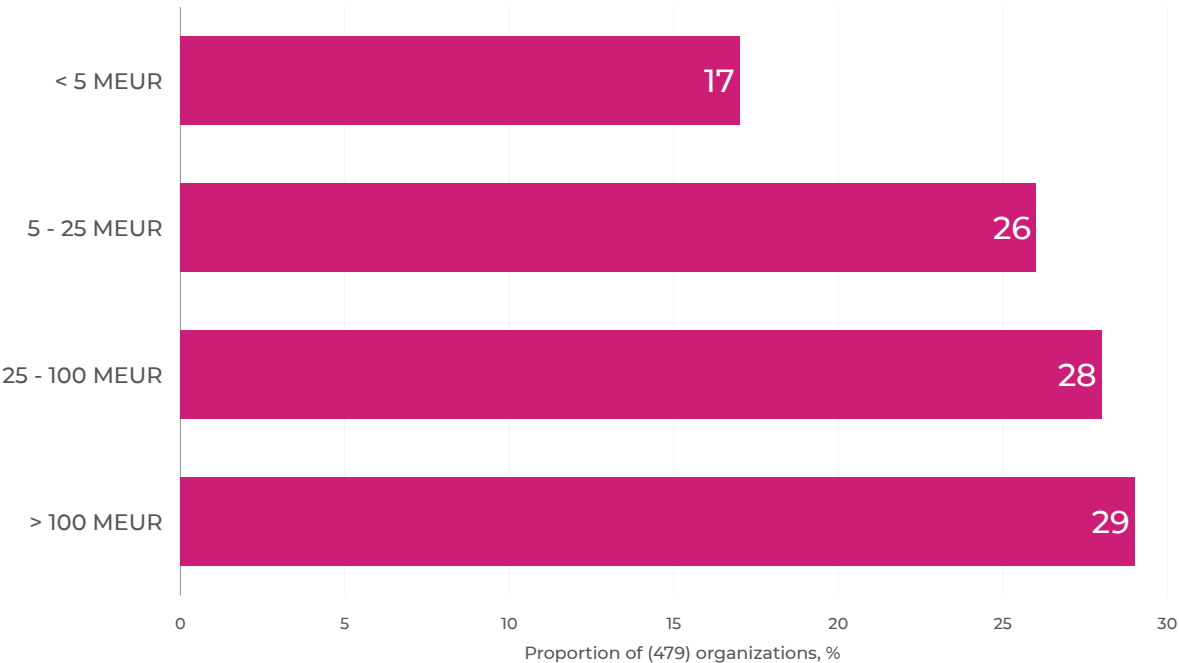


Figure 5. Division of Organizations by Labour Costs (% of Revenue) in 2026, % of Organizations

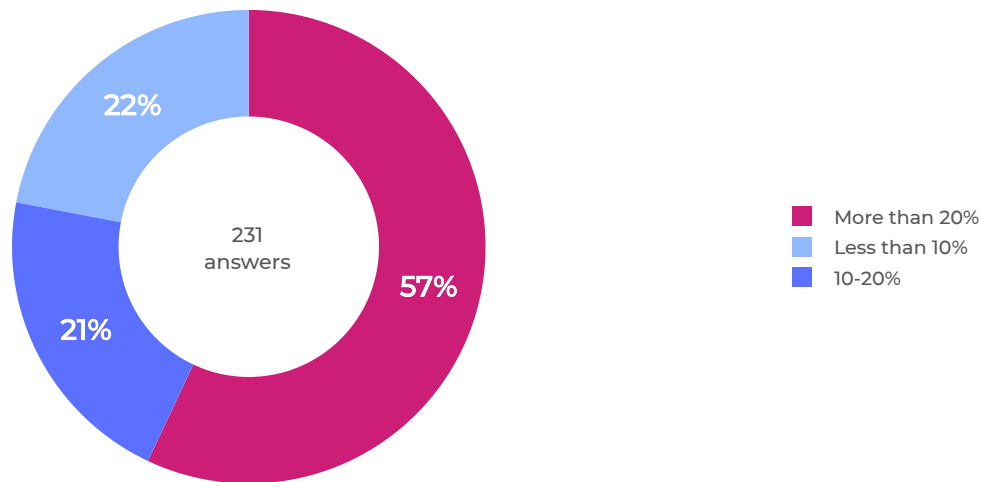


Figure 6. Division of Organizations by Number of Employees (Full-Time Equivalent (FTE)) in 2026, % of Organizations

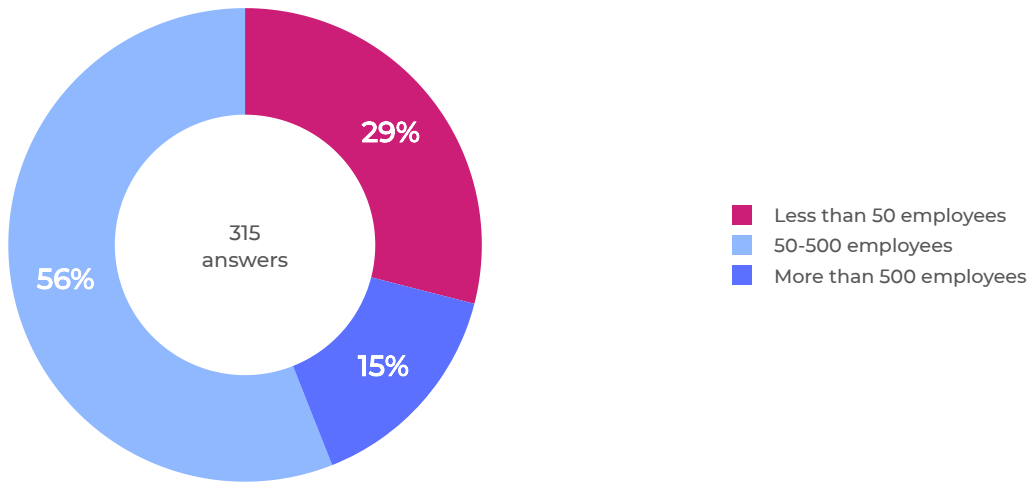
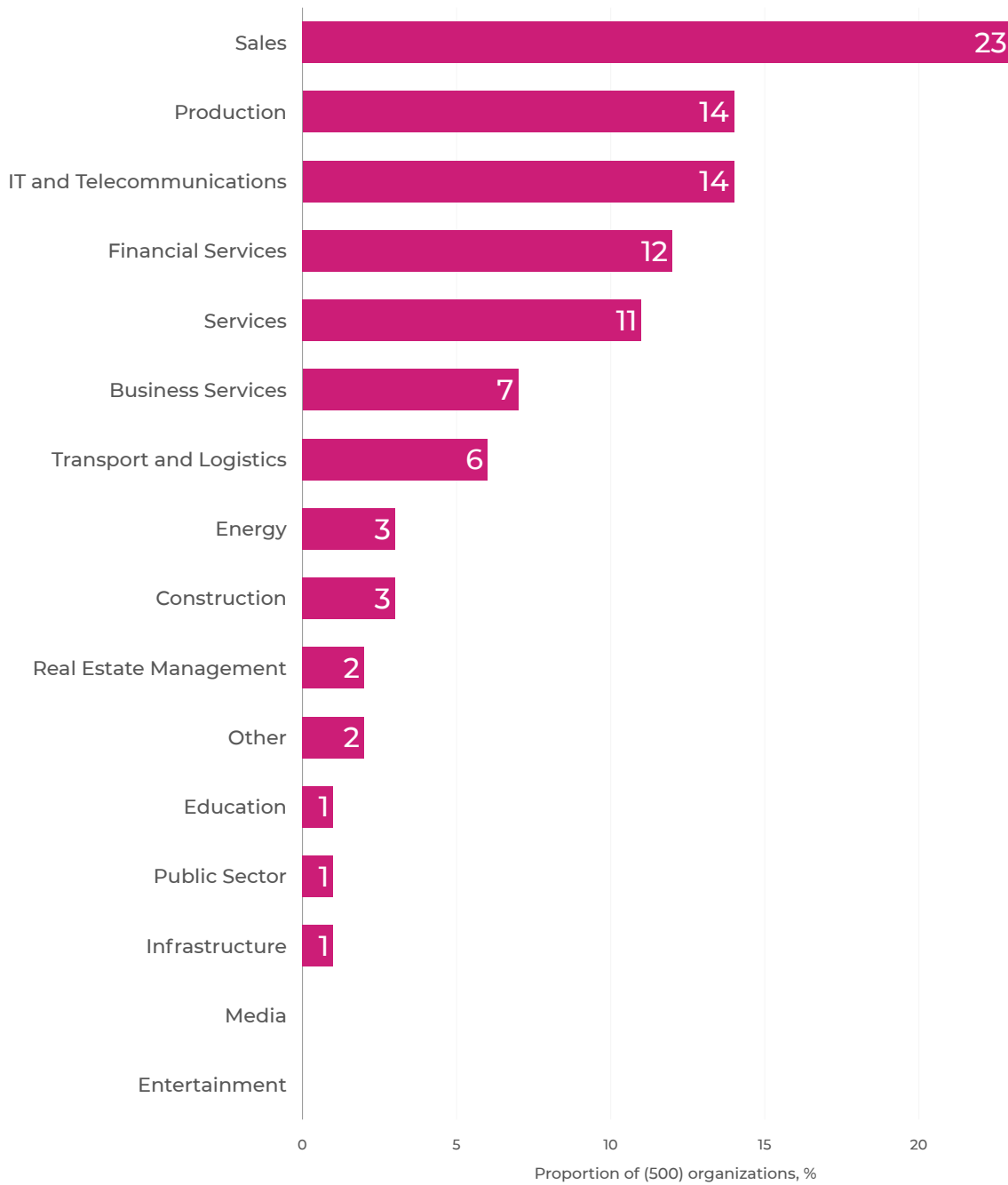


Figure 7. Division of Organizations by Field of Activity, % of Organizations



APPENDIX A - LIST OF ORGANIZATIONS

Name	Group name	Sector	Sub-Sector
1stdibs.com Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
A. S. Holding UAB	Hegelmann transporte UAB	Business Services	Business Services
ABB UAB		Sales	Retail
Accenture Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Achema AB	Koncernas Achemos grupė UAB	Production	Chemical Industry
Achema Gas Trade UAB		Energy	Energy
Achempak UAB		Production	Textile Industry
Adeo Web UAB		IT and Telecommunications	IT and IT Solution Sales
Adform Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Adroiti UAB		IT and Telecommunications	IT and IT Solution Sales
Advokatų profesinė bendrija Sorainen		Business Services	Business Services
Aerogeodezijos Institutas UAB	Hegelmann transporte UAB	Real Estate Management	Real Estate Management
Agmis UAB		IT and Telecommunications	IT and IT Solution Sales
Agrochema UAB		Sales	Retail and Wholesale
Akzo Nobel Baltics UAB		Other	Other
Alkesta UAB	Fegda grupė UAB	Infrastructure	Infrastructure
All Media Lithuania UAB		Media	Media
Allive Europe UAB		Production	Food and Beverage Industry
Alter Domus Agency Services Europe UAB	Alter Domus Lithuania UAB	Financial Services	Other
Alter Domus Lithuania UAB		Business Services	Business Services
Altero LT UAB	Julianus Inkaso UAB	Financial Services	Insurance
Alumingo UAB		Production	Metalworking Industry
Alwark UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Amber Gaming UAB		Other	Other
Antalis UAB		Sales	Wholesale
Aon Baltic UADBB		Financial Services	Insurance
AOP Orphan Pharmaceuticals GmbH atstovybė Baltijos šalims		Sales	Pharmaceutical Offices

Name	Group name	Sector	Sub-Sector
APL Fresh Food UAB	Apollo Lithuania UAB	Services	Services
Aplan UAB	Infes UAB	Other	Other
Apollo Kinas UAB	Apollo Lithuania UAB	Entertainment	Entertainment
Apollo Lithuania UAB		Services	Services
Apotheca vaistinė UAB	Magnum Medical UAB	Sales	Retail
Apotheka Pharma Vaistinė UAB	Magnum Medical UAB	Sales	Retail
Apranga APB		Sales	Retail
Apranga BPB LT UAB	Apranga APB	Sales	Retail
Apranga HLT UAB	Apranga APB	Sales	Retail
Apranga LT UAB	Apranga APB	Sales	Retail
Apranga MLT UAB	Apranga APB	Sales	Retail
Apranga OLT UAB	Apranga APB	Sales	Retail
Apranga PLT UAB	Apranga APB	Sales	Retail
Apranga SLT UAB	Apranga APB	Sales	Retail
Apvalūs medžio gaminiai UAB	Baltic-American Concord UAB	Production	Wood Industry
Areko UAB	Apex Alliance Hotel Management UAB	Services	Services
AS Inbank filialas		Financial Services	Banking
Astorija Hotel UAB	Apex Alliance Hotel Management UAB	Services	Services
AstraZeneca Lietuva UAB		Sales	Pharmaceutical Offices
Azeta UAB	EUROVAISTINĖ UAB	Sales	Retail
Azeta vaistinė UAB	EUROVAISTINĖ UAB	Sales	Retail
AUGA group AB		Production	Food and Beverage Industry
AUGA SOFA UAB	AUGA group AB	Business Services	Business Services
AUGA Tech UAB	AUGA group AB	Sales	Cars and Heavy Machinery Sales and After-Sales
AUGA trade UAB	AUGA group AB	Energy	Energy
AUMOVIO Lithuania UAB		Production	Electronics Industry
Autovista UAB	Inchcape Motors UAB	Sales	Cars and Heavy Machinery Sales and After-Sales
Avalanche Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Avesco Lithuania UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Avitela Trade UAB	Avitelos prekyba UAB	Sales	Retail
Avitelos prekyba UAB		Sales	Retail and Wholesale
Axioma Metering UAB		Production	Electronics Industry

Name	Group name	Sector	Sub-Sector
Axioma Trade UAB		Production	Electronics Industry
B Company UAB	Kilo grupė UAB	Sales	Retail
BAA Training UAB		Education	Education
Balčia Insurance SE Lietuvos filialas		Financial Services	Insurance
Baltic Amadeus UAB		IT and Telecommunications	IT and IT Solution Sales
Baltic Champs UAB		Production	Food and Beverage Industry
Baltic Virtual Assistants UAB		Business Services	Business Services
Baltijos turto sprendimai UAB	City Service SE	Services	Services
BALTNETOS KOMUNIKACIJOS UAB		IT and Telecommunications	IT and IT Solution Sales
Bazaarvoice UAB		Business Services	Business Services
Bayer UAB		Sales	Pharmaceutical Offices
Berlin Chemie Menarini Baltic UAB		Sales	Pharmaceutical Offices
Betonika UAB		Production	Production of Construction Materials
Bidfood Lietuva UAB		Sales	Wholesale
Big Forest Agency UAB	Kilo grupė UAB	Other	Other
Bigbank AS filialas		Financial Services	Banking
Bioma Health UAB	Kilo grupė UAB	Sales	Retail
Biomapas UAB		Business Services	Business Services
Bionorica Lithuania UAB		Sales	Pharmaceutical Offices
Biržų butų ūkis UAB	City Service SE	Services	Services
Biržų komunalinis ūkis UAB	Ecoservice UAB	Services	Services
Bison Commerce UAB		IT and Telecommunications	IT and IT Solution Sales
BnP Finance UAB		Financial Services	Other
BOD Group UAB		Production	Electrical Engineering Industry
BOD Lenses UAB	BOD Group UAB	Production	Other
Bodhi Wellness UAB	Kilo grupė UAB	Sales	Retail
Boehringer Ingelheim RCV GmbH & Co KG Lietuvos filialas		Sales	Pharmaceutical Offices
Bolt Services LT UAB		Services	Services
BTA Baltic Insurance Company AAS filialas Lietuvoje		Financial Services	Insurance
Budrus sakalas UAB		Business Services	Business Services
Būsto aplinka UAB	City Service SE	Services	Services
Caverion Lietuva UAB		Construction	Construction

Name	Group name	Sector	Sub-Sector
Centrinis Klaipėdos terminalas UAB	Koncernas Achemos grupė UAB	Transport and Logistics	Transport and Logistics
CGI Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Čia Market UAB		Sales	Retail
Circle K Lietuva UAB		Sales	Retail
Citadele banka AS Lietuvos filialas		Financial Services	Banking
Citadele Factoring UAB	Citadele banka AS Lietuvos filialas	Financial Services	Other
Citadele Leasing SIA Lietuvos filialas	Citadele banka AS Lietuvos filialas	Financial Services	Other
City centre hotel UAB	Apex Alliance Hotel Management UAB	Services	Services
City Service Cleaning UAB	City Service SE	Services	Services
City Service Engineering UAB	City Service SE	Services	Services
City Service SE		Services	Services
Compensa Life Vienna Insurance Group SE Lietuvos filialas		Financial Services	Insurance
Compensa Vienna Insurance Group akcinė draudimo bendrovė		Financial Services	Insurance
Containerships UAB		Transport and Logistics	Transport and Logistics
COWI Lietuva UAB		Services	Services
Credit Service UAB		Financial Services	FinTech
Creditinfo Lietuva UAB		Financial Services	Other
Danske Bank AS Lietuvos filialas		Financial Services	Banking
Dassault Systemes UAB		IT and Telecommunications	IT and IT Solution Sales
DAW Lietuva UAB		Sales	Wholesale
Decathlon Lietuva UAB		Sales	Retail
Deeper UAB		Production	Electronics Industry
Delano UAB	Apollo Lithuania UAB	Entertainment	Entertainment
DeLaval UAB		Sales	Wholesale
Demus Asset Management UAB		Financial Services	Other
DexCom Lithuania UAB		Business Services	Business Services
DHL Lietuva (Express)	DHL Lietuva UAB	Transport and Logistics	Transport and Logistics
DHL Lietuva (Global Forwarding)	DHL Lietuva UAB	Transport and Logistics	Transport and Logistics
Diabetes Solutions UAB	Kilo grupė UAB	Sales	Retail

Name	Group name	Sector	Sub-Sector
Diginet LTU UAB		IT and Telecommunications	Other
DIGMATIX Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Dimedium Lietuva UAB		Sales	Wholesale
Dojus agro UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Dojus agro UAB Lietuvos filialas	Dojus agro UAB	Sales	Cars and Heavy Machinery Sales and After-Sales
DOJUS rental UAB	Dojus agro UAB	Services	Services
Draudimo brokerių aljansas UADBB		Financial Services	Insurance
DS Smith Packaging Lithuania UAB		Production	Packaging Industry
E-Bros UAB		IT and Telecommunications	IT and IT Solution Sales
Ecoservice UAB		Services	Services
Edukacinės sistemos UAB		IT and Telecommunications	Other
Egis Lithuania UAB		Sales	Pharmaceutical Offices
Eglės sanatorija UAB		Services	Services
EIS Group Lietuva UAB		IT and Telecommunications	IT and IT Solution Sales
Ekonovus UAB		Services	Services
Ekspla UAB		Production	Other
Eldorado Market UAB		IT and Telecommunications	IT and IT Solution Sales
ELEKTRUM LIETUVA UAB		Energy	Energy
ELKO Lietuva UAB		Sales	Wholesale
Emtoservis UAB	Avitelos prekyba UAB	Services	Services
Enefit UAB		Energy	Energy
Energenas UAB		Sales	Retail
Enersense UAB		Energy	Energy
ER Solutions UAB	Kilo grupė UAB	Other	Other
Ernst & Young Baltic UAB		Business Services	Business Services
Eskimi UAB		IT and Telecommunications	IT and IT Solution Sales
ESSVE Lietuva UAB		Sales	Retail and Wholesale
Eternit Baltic UAB		Production	Production of Construction Materials
EUROAPOTHECA UAB	EUROVAISTINĖ UAB	Sales	Pharmaceutical Offices

Name	Group name	Sector	Sub-Sector
Euromonitor International - Eastern Europe UAB		Business Services	Business Services
Eurovia Lietuva AB		Construction	Construction
Exacaster UAB		IT and Telecommunications	IT and IT Solution Sales
Express Heroes UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Fast fast UAB	Kilo grupė UAB	Production	Other
Fazer Lietuva UAB		Sales	Retail and Wholesale
Fegda grupė UAB		Construction	Construction
Fegda UAB	Fegda grupė UAB	Construction	Construction
Felit UAB		Sales	Retail
Festo UAB		Business Services	Business Services
Figure Baltic Advisory UAB		Business Services	Business Services
Filter UAB		Services	Services
Finansų bitė UAB		Financial Services	FinTech
Finansų bitė verslui UAB	Finansų bitė UAB	Financial Services	FinTech
Fitek Lithuania UAB		Financial Services	FinTech
Flexitgo UAB	ITCC Group UAB	Construction	Construction
Flo Health LTU UAB		IT and Telecommunications	IT and IT Solution Sales
Gaschema UAB		Production	Chemical Industry
Gedeon Richter Plc. atstovybė Lietuvoje		Sales	Pharmaceutical Offices
Geležinkelio tiesimo centras UAB	Lietuvos geležinkeliai AB	Infrastructure	Infrastructure
GF bankas UAB		Financial Services	Banking
GL Pharma Vilnius UAB		Sales	Pharmaceutical Offices
GO Vilnius VšĮ		Public Sector	Public Sector
Go3 Baltics AS Lithuanian branch		Media	Media
GoSystems UAB	TransferGo Lithuania UAB	Financial Services	Other
Grand Hotel Vilnius UAB	Apex Alliance Hotel Management UAB	Services	Services
Grand SPA Lietuva UAB	Koncernas Achemos grupė UAB	Services	Services
Greatness UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales
Gren Akmenė UAB	Gren Lietuva UAB	Energy	Energy
Gren Joniškis UAB	Gren Lietuva UAB	Energy	Energy
Gren Klaipėda UAB	Gren Lietuva UAB	Energy	Energy
Gren Lietuva UAB		Energy	Energy

Name	Group name	Sector	Sub-Sector
Gren Švenčionys UAB	Gren Lietuva UAB	Energy	Energy
Gren tech UAB	Gren Lietuva UAB	Energy	Energy
Gren Trakai UAB	Gren Lietuva UAB	Energy	Energy
Gritmind LT UAB		IT and Telecommunications	IT and IT Solution Sales
Guidehouse Lithuania UAB		Business Services	Business Services
Gut Health UAB	Kilo grupė UAB	Sales	Retail
H & M Hennes & Mauritz UAB		Sales	Retail
H Brokers UADBB	Hegelmann transportė UAB	Business Services	Business Services
Hegelmann Autotransporte UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann Logistics UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann Multimodal Logistics UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann Multimodal UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann Rental UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann Special Transportė UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Hegelmann transportė UAB		Transport and Logistics	Transport and Logistics
Helmes UAB		IT and Telecommunications	IT and IT Solution Sales
Henkel Latvia SIA		Sales	Wholesale
HGF PRO UAB	Hegelmann transportė UAB	Business Services	Business Services
HGFS UAB	Hegelmann transportė UAB	Business Services	Business Services
Hilti Complete Systems UAB		Sales	Wholesale
HISK AB		Construction	Construction
Hitachi Energy Estonia AS atstovybė		Business Services	Business Services
Hollister Lietuva UAB		Production	Other
HOSTINGER operations UAB		IT and Telecommunications	IT and IT Solution Sales
HT Ferry Service UAB	Hegelmann transportė UAB	Business Services	Business Services
Idenfy UAB		IT and Telecommunications	IT and IT Solution Sales
If PC Insurance AS filialas		Financial Services	Insurance

Name	Group name	Sector	Sub-Sector
Ignalinos kredito unija	Jungtinė centrinė kredito unija	Financial Services	Banking
Ignitis grupės paslaugų centras UAB	Ignitis grupė AB	Energy	Energy
Ignitis UAB	Ignitis grupė AB	Energy	Energy
Ikea Industry Lietuva UAB		Production	Furniture Industry
IKEA Purchasing Services (Lithuania) UAB		Sales	Retail and Wholesale
IKI Lietuva UAB		Sales	Retail
Inchcape Auto UAB	Inchcape Motors UAB	Sales	Cars and Heavy Machinery Sales and After-Sales
Inchcape Motors UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Infes Tech UAB	Infes UAB	Construction	Construction
Infes UAB		Construction	Construction
Informacinių technologijų organizacija UAB		IT and Telecommunications	IT and IT Solution Sales
INHUS Construction UAB	INHUS Group UAB	Construction	Construction
INHUS Group UAB		Business Services	Business Services
INHUS Prefab UAB	INHUS Group UAB	Production	Production of Construction Materials
INHUS UAB	INHUS Group UAB	Construction	Construction
Insoft UAB		IT and Telecommunications	IT and IT Solution Sales
Integris UAB		IT and Telecommunications	IT and IT Solution Sales
Inter Cars Lietuva UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Inventi UAB		IT and Telecommunications	IT and IT Solution Sales
IPXO UAB		IT and Telecommunications	IT and IT Solution Sales
Iremas filialas Letenerga UAB	Iremas UAB	Production	Electronics Industry
IEMAS filialas Projektų centras UAB	Iremas UAB	Services	Services
Iremas UAB		Production	Metalworking Industry
ITCC Group UAB		Business Services	Business Services
ITCC UAB	ITCC Group UAB	Construction	Construction
ĮtoGroup UAB	Informacinių technologijų organizacija UAB	IT and Telecommunications	IT and IT Solution Sales
Ivetra ir Ko UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Joggo UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales

Name	Group name	Sector	Sub-Sector
Johnson Matthey Global Business Services Lithuania UAB		Business Services	Business Services
Julianus Inkaso UAB		Financial Services	Other
Jungtinė centrinė kredito unija		Financial Services	Banking
Jupiter Bach Lietuva UAB		Production	Plastic Industry
JYSK Baltic UAB		Sales	Retail
Kaišiadorių paukštynas AB	Akola Group AB	Production	Food and Beverage Industry
Kalnapičio - Tauro grupė UAB		Production	Food and Beverage Industry
KARCHER UAB		Sales	Retail and Wholesale
Kauno technologijos universitetas		Education	Education
Kelių priežiūra AB		Infrastructure	Infrastructure
Keto Diets UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales
Kilo Distribution UAB	Kilo grupė UAB	Sales	Retail
Kilo for Business UAB	Kilo grupė UAB	Other	Other
Kilo grupė UAB		IT and Telecommunications	Other
Kinze Europe UAB		Production	Other
Klaipėdos jūrų krovinių kompanija AB	Koncernas Achemos grupė UAB	Transport and Logistics	Transport and Logistics
Klaipėdos laivų remontas UAB	Koncernas Achemos grupė UAB	Business Services	Business Services
Klaipėdos pilies uostas UAB		Business Services	Business Services
Knauf UAB		Production	Other
Koncernas Achemos grupė UAB		Business Services	Business Services
KONE UAB		Services	Services
Kotryna Group UAB		Sales	Retail and Wholesale
Krovinių terminalas UAB	Koncernas Achemos grupė UAB	Services	Services
Kurana UAB		Production	Chemical Industry
L'Oreal Baltic SIA Lietuvos filialas		Sales	Wholesale
Legal Experts UAB	Hegelmann transportė UAB	Business Services	Business Services
Lidl Lietuva UAB		Sales	Retail
Lietuvos agrarinių ir miškų mokslų centras		Education	Education
Lietuvos geležinkeliai AB		Transport and Logistics	Transport and Logistics
Lietuvos radijo ir televizijos centras AB		IT and Telecommunications	IT and IT Solution Sales

Name	Group name	Sector	Sub-Sector
Lietuvos Respublikos aplinkos ministerijos Aplinkos projektų valdymo agentūra		Public Sector	Public Sector
Lifosa AB		Production	Chemical Industry
Linde Gas UAB		Sales	Retail and Wholesale
Lindstrom UAB		Services	Services
Lithuanian Snacks UAB		Sales	Wholesale
Littelfuse LT UAB		Production	Electronics Industry
LMT Retail & Logistics SIA Lietuvos filialas		Services	Services
LTG Cargo AB	Lietuvos geležinkeliai AB	Transport and Logistics	Transport and Logistics
LTG Infra AB	Lietuvos geležinkeliai AB	Infrastructure	Infrastructure
LTG Kompetencijų centras UAB	Lietuvos geležinkeliai AB	Business Services	Business Services
LTG Link UAB	Lietuvos geležinkeliai AB	Transport and Logistics	Transport and Logistics
LTP Texdan UAB		Production	Furniture Industry
Luminor Bank AS Lietuvos skyrius		Financial Services	Banking
Luminor investicijų valdymas UAB	Luminor Bank AS Lietuvos skyrius	Financial Services	Banking
Luminor Lizingas UAB	Luminor Bank AS Lietuvos skyrius	Financial Services	Banking
Lundbeck Lietuva UAB		Sales	Pharmaceutical Offices
Magic Crafts UAB		Sales	Retail and Wholesale
Magnum Medical UAB		Sales	Pharmaceutical Offices
Magnum Veterinarija UAB	Magnum Medical UAB	Sales	Wholesale
Makita Oy Lietuvos filialas		Sales	Sales
Mano aplinka UAB	City Service SE	Services	Services
Mano bankas AB		Financial Services	Banking
Mano bendrabutis UAB	City Service SE	Services	Services
Mano Būstas Alytus UAB	City Service SE	Services	Services
Mano Būstas Aukštaitija UAB	City Service SE	Services	Services
Mano Būstas Baltija UAB	City Service SE	Real Estate Management	Real Estate Management
Mano Būstas Dainava UAB	City Service SE	Services	Services
Mano Būstas Kaunas UAB	City Service SE	Services	Services
Mano Būstas Klaipėda UAB	City Service SE	Services	Services
Mano Būstas Neris UAB	City Service SE	Services	Services
Mano Būstas NPC UAB	City Service SE	Real Estate Management	Real Estate Management
Mano Būstas Radviliškis UAB	City Service SE	Services	Services

Name	Group name	Sector	Sub-Sector
Mano Būstas Sostinė UAB	City Service SE	Real Estate Management	Real Estate Management
Mano Būstas Šiauliai UAB	City Service SE	Services	Services
Mano Būstas UAB	City Service SE	Services	Services
Mano Būstas Vakarai UAB	City Service SE	Services	Services
Mano Būstas Vilnius UAB	City Service SE	Real Estate Management	Real Estate Management
Mano Būsto priežiūra UAB	City Service SE	Services	Services
Markit Baltija UAB		IT and Telecommunications	IT and IT Solution Sales
Marsh Lietuva UADBB		Financial Services	Insurance
Max Nutrition UAB	Kilo grupė UAB	Other	Other
MBWS Distribution LT UAB	Vilniaus Degtinė UAB	Production	Food and Beverage Industry
Mecom Grupp UAB	Olympic Casino Group Baltija UAB	Services	Services
Merck Serono UAB		Sales	Pharmaceutical Offices
Metasite Business Solutions UAB		IT and Telecommunications	IT and IT Solution Sales
Micro Matic UAB		Production	Metalworking Industry
Miele SIA Lietuvos filialas		Sales	Retail
Miko ir Tado leidyklos spaustuvė UAB		Production	Packaging Industry
Minordija UAB		Sales	Retail and Wholesale
Moller Auto UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Mondelez Lietuva Production UAB		Production	Food and Beverage Industry
MONTO EU UAB	City Service SE	Real Estate Management	Real Estate Management
Moodys Deutschland GmbH filialas	MOODYS LITHUANIA UAB	Financial Services	Other
MOODYS LITHUANIA UAB		Financial Services	FinTech
Moonlo UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales
MTTC UAB		IT and Telecommunications	IT and IT Solution Sales
Nacionalinis renovacijos fondas UAB	City Service SE	Services	Services
Nasdaq Clearing AB Vilniaus filialas	Nasdaq Vilnius AB	Financial Services	Other
Nasdaq CSD SE Lietuvos filialas	Nasdaq Vilnius AB	Financial Services	Other
Nasdaq Vilnius AB		Financial Services	FinTech
Nasdaq Vilnius Services UAB	Nasdaq Vilnius AB	Financial Services	Other
Nefold UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales

Name	Group name	Sector	Sub-Sector
NEO Group UAB		Production	Plastic Industry
Nestle Baltics UAB		Sales	Wholesale
NFQ Technologies UAB		IT and Telecommunications	IT and IT Solution Sales
NKT Lithuania UAB		Financial Services	Other
Nobia UAB		Business Services	Business Services
Nordic Metrology Science UAB		Services	Services
Nortal UAB		IT and Telecommunications	IT and IT Solution Sales
Norway Registers Development AS Lietuvos filialas	INVL Technology UTIB	IT and Telecommunications	IT and IT Solution Sales
Notus Trans UAB	Hegelmann transporte UAB	Business Services	Business Services
Novartis Baltics SIA Lietuvos filialas		Sales	Pharmaceutical Offices
Novian pro UAB	INVL Technology UTIB	IT and Telecommunications	IT and IT Solution Sales
Novian systems UAB	INVL Technology UTIB	IT and Telecommunications	IT and IT Solution Sales
Novo Nordisk Pharma UAB		Sales	Pharmaceutical Offices
NRD Digital UAB	INVL Technology UTIB	IT and Telecommunications	IT and IT Solution Sales
OBDeleven UAB	Voltas Group UAB	IT and Telecommunications	IT and IT Solution Sales
Obeliu Distillery UAB Vilniaus degtinė filialas	Vilniaus Degtinė UAB	Production	Food and Beverage Industry
Olympic Casino Group Baltija UAB		Other	Other
Omnisend UAB		IT and Telecommunications	IT and IT Solution Sales
Omniva LT Sorting UAB	Omniva LT UAB	Transport and Logistics	Transport and Logistics
Omniva LT UAB		Transport and Logistics	Transport and Logistics
ONNINEN UAB		Sales	Retail and Wholesale
OP Corporate Bank plc Lietuvos filialas		Financial Services	Banking
Optomenas UAB		Production	Mechanical Engineering Industry
Orakulas Services UAB	Olympic Casino Group Baltija UAB	IT and Telecommunications	Other
Orivas UAB		Sales	Pharmaceutical Offices
Ovoko UAB		IT and Telecommunications	IT and IT Solution Sales
Pakeira UAB	Apex Alliance Hotel Management UAB	Services	Services

Name	Group name	Sector	Sub-Sector
Palangos vėtra UAB	Koncernas Achemos grupė UAB	Services	Services
Papildai mitybai UAB	Kilo grupė UAB	Other	Other
Pasts UAB		Transport and Logistics	Transport and Logistics
Peikko Lietuva UAB		Production	Metalworking Industry
PERI UAB		Construction	Construction
Pet City UAB		Sales	Retail
Philip Morris Lietuva UAB		Production	Food and Beverage Industry
Pigu UAB		Sales	Retail
Pipelife Eesti AS Vilniaus filialas		Sales	Wholesale
Pireka UAB	Infes UAB	Sales	Wholesale
Planas Chuliganas UAB		Business Services	Business Services
Premier Restaurants UAB		Services	Services
Present Connection UAB		IT and Telecommunications	IT and IT Solution Sales
Prie Nevėžio UAB	Kalnapičio - Tauro grupė UAB	Production	Food and Beverage Industry
Primend UAB		IT and Telecommunications	IT and IT Solution Sales
Puratos Lithuania UAB		Sales	Wholesale
PVcase UAB		IT and Telecommunications	IT and IT Solution Sales
Ramirent Baltic AS Vilniaus filialas		Services	Services
Raseinių kredito unija	Jungtinė centrinė kredito unija	Financial Services	Banking
Rehau UAB		Sales	Wholesale
Renerga UAB	Koncernas Achemos grupė UAB	Energy	Energy
RETAL Baltic Films UAB	NEO Group UAB	Production	Plastic Industry
RETAL Lithuania UAB	NEO Group UAB	Production	Plastic Industry
REYNAERS ALUMINIUM UAB		Production	Production of Construction Materials
Rhea essentials UAB	Kilo grupė UAB	Other	Other
Rheinmetall Defence Lietuva UAB		Services	Services
Rhenus Logistics UAB		Transport and Logistics	Transport and Logistics
Rickman Trade OU Lietuvos filialas		Sales	Wholesale
Rimi Lietuva UAB		Sales	Retail

Name	Group name	Sector	Sub-Sector
RIMI Logistics UAB		Transport and Logistics	Transport and Logistics
Robert Bosch UAB		Sales	Wholesale
Roche Lietuva UAB		Sales	Pharmaceutical Offices
Rocket Software Lithuania UAB		IT and Telecommunications	IT and IT Solution Sales
Roquette Amilina UAB		Production	Food and Beverage Industry
Ruukki Products AS		Production	Metalworking Industry
Samsung Electronics Lithuania Samsung Electronics Baltics SIA atstovybė		Sales	Retail and Wholesale
Sanatorija Belarus VŠĮ		Public Sector	Public Sector
Sandoz Pharmaceuticals D.d. Filialas		Sales	Pharmaceutical Offices
Santa Monica Networks UAB		IT and Telecommunications	IT and IT Solution Sales
Scandagra UAB		Sales	Wholesale
Scania Lietuva UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Schindler-liftas UAB		Services	Services
SEB bankas AB		Financial Services	Banking
SEB Investicijų valdymas UAB	SEB bankas AB	Financial Services	Other
SEB Life and Pension Baltic SE Lietuvos filialas	SEB bankas AB	Financial Services	Insurance
Servier Pharma UAB		Sales	Pharmaceutical Offices
Serviso kontraktų centras UAB	Avitelos prekyba UAB	Services	Services
Siemens Energy Oy Lietuvos filialas		Sales	Retail and Wholesale
Siemens Healthcare Oy Lietuvos filialas		Sales	Wholesale
Siemens Mobility Oy Lietuvos filialas		Transport and Logistics	Transport and Logistics
Siemens Osakeyhtio Lietuvos filialas		Sales	Wholesale
SK ID Solutions AS Lietuvos filialas		IT and Telecommunications	IT and IT Solution Sales
Skandinaviska Enskilda Banken AB Vilniaus filialas	SEB bankas AB	Financial Services	Banking
Skolos Lt UAB	City Service SE	Services	Services
SLOV services UAB	Advokatų profesinė bendrija Sorainen	Business Services	Business Services
SmartPosti UAB		Transport and Logistics	Transport and Logistics
Softera Baltic UAB		IT and Telecommunications	IT and IT Solution Sales
Soli Tek cells UAB	BOD Group UAB	Production	Electronics Industry

Name	Group name	Sector	Sub-Sector
Soli Tek R&D UAB	BOD Group UAB	Production	Other
Solitekas LT UAB	BOD Group UAB	Production	Electronics Industry
SOS vaikų kaimų Lietuvoje draugija		Services	Services
Spine Revolution UAB	Kilo grupė UAB	IT and Telecommunications	IT and IT Solution Sales
Sportai UAB		IT and Telecommunications	IT and IT Solution Sales
SRP projektas UAB	Fegda grupė UAB	Construction	Construction
Startuolių Platforma VšĮ	Swedbank AB	Financial Services	Other
STEVIDA Lietuvos ir Vokietijos UAB		Production	Metalworking Industry
StrongPoint UAB		IT and Telecommunications	IT and IT Solution Sales
Swedbank AB		Financial Services	Banking
Swedbank AB Lietuvos filialas	Swedbank AB	Financial Services	Banking
Swedbank Baltics AS (Lithuania)	Swedbank AB	Financial Services	Other
Swedbank Investicijų Valdymas UAB	Swedbank AB	Financial Services	Other
Swedbank Life Insurance SE Lietuvos filialas	Swedbank AB	Financial Services	Insurance
Swedbank Lizingas UAB	Swedbank AB	Financial Services	Other
Swedbank P&C Insurance AS Lietuvos filialas	Swedbank AB	Financial Services	Insurance
Swedbank Robur Fonder AB Lietuvos filialas	Swedbank AB	Financial Services	Other
Svenheim UAB		Production	Furniture Industry
Swixx Biopharma UAB		Sales	Pharmaceutical Offices
Šilutės Rambynas ABF	ŽEMAITIJOS PIENAS AB	Production	Food and Beverage Industry
Švyturys - Utenos alus UAB		Production	Food and Beverage Industry
Zanavykų bankelis kredito unija	Jungtinė centrinė kredito unija	Financial Services	Banking
Zenitechas UAB		IT and Telecommunications	IT and IT Solution Sales
Zentiva Group a.s. Lietuvos filialas		Sales	Pharmaceutical Offices
ZIGO Tech UAB	ITCC Group UAB	Production	Metalworking Industry
Žemaitijos būstas UAB	City Service SE	Services	Services
ŽEMAITIJOS PIENAS AB		Production	Food and Beverage Industry
Žemės ūkio kooperatyvas Pienas LT		Production	Food and Beverage Industry
Tala LT UAB	Apex Alliance Hotel Management UAB	Services	Services
Tamro UAB		Sales	Pharmaceutical Offices
Techtank UAB	Kilo grupė UAB	Sales	Retail

Name	Group name	Sector	Sub-Sector
Telemarketing UAB		Sales	Retail
Telia Global Services Lithuania UAB		IT and Telecommunications	Telecommunication
Telia Lietuva AB		IT and Telecommunications	Telecommunication
Teva Baltics UAB		Sales	Pharmaceutical Offices
TG LAB UAB		IT and Telecommunications	IT and IT Solution Sales
Thermo Fisher Scientific Baltics UAB		Production	Chemical Industry
Tieto Lietuva UAB		IT and Telecommunications	IT and IT Solution Sales
TILDE INFORMACINĖS TECHNOLOGIJOS UAB		IT and Telecommunications	IT and IT Solution Sales
Tilsta UAB	Fegda grupė UAB	Construction	Construction
Toughlex UAB		IT and Telecommunications	IT and IT Solution Sales
Trans Compass UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Transchema UAB		Transport and Logistics	Transport and Logistics
TransferGo Lithuania UAB		Financial Services	FinTech
Transkelta UAB	Hegelmann transportė UAB	Transport and Logistics	Transport and Logistics
Travel Retail Vilnius UAB		Sales	Retail
Turto bankas VĮ		Real Estate Management	Real Estate Management
Twoday UAB		IT and Telecommunications	IT and IT Solution Sales
UMP technika UAB	Baltic-American Concord UAB	Production	Metalworking Industry
Unifiedpost UAB		Business Services	Business Services
Universalūs medžio produktai UAB	Baltic-American Concord UAB	Production	Wood Industry
Unlimited Carrier UAB		Transport and Logistics	Transport and Logistics
Užmojai su garantijomis UAB	Baltic-American Concord UAB	Production	Wood Industry
Užstato sistemos administratorius VŠĮ		Services	Services
Wargaming Vilnius UAB		IT and Telecommunications	Other
Veho Lietuva UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Wellnity UAB	Kilo grupė UAB	Other	Other

Name	Group name	Sector	Sub-Sector
VIA 3L LT UAB		Transport and Logistics	Transport and Logistics
Viada LT UAB		Sales	Retail and Wholesale
Viatrix UAB		Sales	Pharmaceutical Offices
Viena sąskaita UAB	Julianus Inkaso UAB	Financial Services	Other
Vilniaus atliekų sistemos administratorius SĮ		Public Sector	Public Sector
Vilniaus Degtinė UAB		Production	Food and Beverage Industry
Vilniaus duona UAB		Production	Food and Beverage Industry
Vilniaus pakuotė UAB		Production	Packaging Industry
Vilniaus paukštynas AB	Akola Group AB	Production	Food and Beverage Industry
Vilniaus SOS vaikų kaimas VŠĮ	SOS vaikų kaimų Lietuvoje draugija	Services	Services
Vilniaus vandenys UAB		Infrastructure	Infrastructure
Vilniaus vystymo kompanija UAB		Real Estate Management	Real Estate Management
Wilo Lietuva UAB		Sales	Wholesale
Viltechmeda UAB		Production	Other
Vinted UAB		IT and Telecommunications	Other
Visma Tech UAB		IT and Telecommunications	IT and IT Solution Sales
voestalpine Railway Systems Lietuva UAB		Production	Metalworking Industry
Volfas Engelman AB		Production	Food and Beverage Industry
Volvo Lietuva UAB		Sales	Cars and Heavy Machinery Sales and After-Sales
Worldline Lietuva UAB		Financial Services	FinTech
Vykom UAB		Transport and Logistics	Transport and Logistics
YIT Lietuva UAB		Construction	Construction
Anonymous	Anonymous	Production	Electronics Industry
Anonymous	Anonymous	Business Services	Business Services
Anonymous	Anonymous	Sales	Wholesale
Anonymous	Anonymous	Sales	Retail and Wholesale
Anonymous	Anonymous	Sales	Retail
Anonymous	Anonymous	Sales	Retail
Anonymous	Anonymous	Services	Services
Anonymous	Anonymous	Financial Services	Other

APPENDIX B - TERMS

Term 	Description 
Job family	A group of jobs similar in contents according to the Job Families Catalogue.
Job family level	In the Job Families Catalogue, the job families have been divided into different levels according to their complexity, responsibility, and established requirements. The number of the level is of importance only within the same job family and the value of this level need not coincide with the same level jobs of other job families.
Job value in points	The relative value of a job in points. Each job family level has a point value, which makes the jobs different in comparable contents.
Monthly base salary	Gross monthly salary stipulated in the contract of employment. Monthly base salary includes fixed extra payments for mobility, tenure, qualification level, competence. It does not comprise extra pay for night work or overtime, holiday pay or incentives.
Monthly total Cash	Gross monthly total cash, including monthly base salary plus all average monthly/quarterly bonuses and incentives converted to a monthly average.
Guaranteed allowances	Allowances paid on agreed terms (not required by the law, regularly paid). Do not include data that is already included in hourly or monthly base salary (qualification, skills etc.).
Annual base salary	Monthly base salary* 12 + Base hourly rate* 168 * 12 + Guaranteed allowances.
Statutory allowances	Allowance required by the law. Those allowances are paid if job is containing nightshifts, work during the weekends or holidays etc. Does not include overtime pay.
Sales incentives	Incentives of sales or fulfilling sales target. Sales incentives might be paid in a different regularity.
Short-term incentives	Variable (not guaranteed) pay, which depends on individual, team or organization performance that is paid on a monthly, quarterly, semi-annual or annual basis. Goals are clearly set and known for the employee. Variable pay is paid if the tasks are achieved or the performance has been even better.
Short-term/sales incentives target	Target bonus as % of annual base salary.
Short-term/sales incentives maximum	Maximum bonus as % of annual base salary.
Long-term incentives	Variable (not guaranteed) pay that depends on individual, team, or organization performance. Goals are clearly set and known to the employee. Variable pay is paid if the tasks are achieved or the performance has been even better. Vesting period is more than one year
Annual total cash	Annual base salary + Statutory allowances + Sales incentives + Variable short-term incentives + Long term calculated incentives
NoJ/NoO	Number of jobs (NoJ) and number of organizations (NoO) in the analysis.
Average	The arithmetic weighted average, which is obtained by summing up all the values and then dividing the sum by the total number thereof.
90% decile	90% of salaries are smaller than the presented value.
75% quartile	75% of salaries are smaller than the presented value.
Median	The central member in the sequence of salaries, which are ordered from the highest to the smallest. Precisely 50% of the salaries are higher and 50% of the salaries are smaller than the presented value.
25% quartile	25% of salaries are smaller than the presented value.

APPENDIX C - ANALYTICAL JOB EVALUATION METHOD

Analytical job evaluation is a technique designed to enable trained evaluators to evaluate and judge the size of one job relative to others. Analytical job evaluation method is described in Handbook of Job Evaluation of Intellectual and Physical Jobs. The method has been created and developed by Figure and bases on ILO recommended method. It is used in all three Baltic States.

Analytical job evaluation method is universal and is applicable in every organization and with all jobs. When compared with job family classification method analytical method is more precise and enables to evaluate and compare jobs for which there is the small amount of similar jobs description available in the labour market. Our analytical job evaluation points scale and job family classification scale are compatible.

Criteria	Description
Education	Describes the education required for fulfilling the tasks.
Professional experience	Describes the experience required for the job. The amount of points depends on two factors: 1) experience in the respective area and 2) experience of the respective occupation (e.g., management, project management, etc.).
Work complexity	Describes the extent to which work environment, work methods and tasks are described, also the complexity of work process.
Mental effort	Describes the complexity of problem solving and decision-making process; the number of alternatives to be addressed in finding solutions; the amount of information that requires processing, creativity needed in seeking new solutions.
Co-operation and management	Describes the scope and characteristics of management, coordination and cooperation.
Responsibility for work processes	Describes the amount of all processes to be managed by the respective position, the scope and number of structural units in the sphere of responsibility of this position.
Accountability for decisions	Shows how comprehensive and far-reaching are the effects of the decisions made by this position.
Work methods	Describes the level of mechanization and automation of the work process (is evaluated in case of physical work).
Physical effort	Describes the daily physical effort required from the employee (is evaluated in case of physical work).
Working conditions	Describes the amount and level of unhealthy and stress-inducing factors accompanying the job.