



GENERAL COMPENSATION SURVEY ESTONIA 2026

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SUMMARY 2026

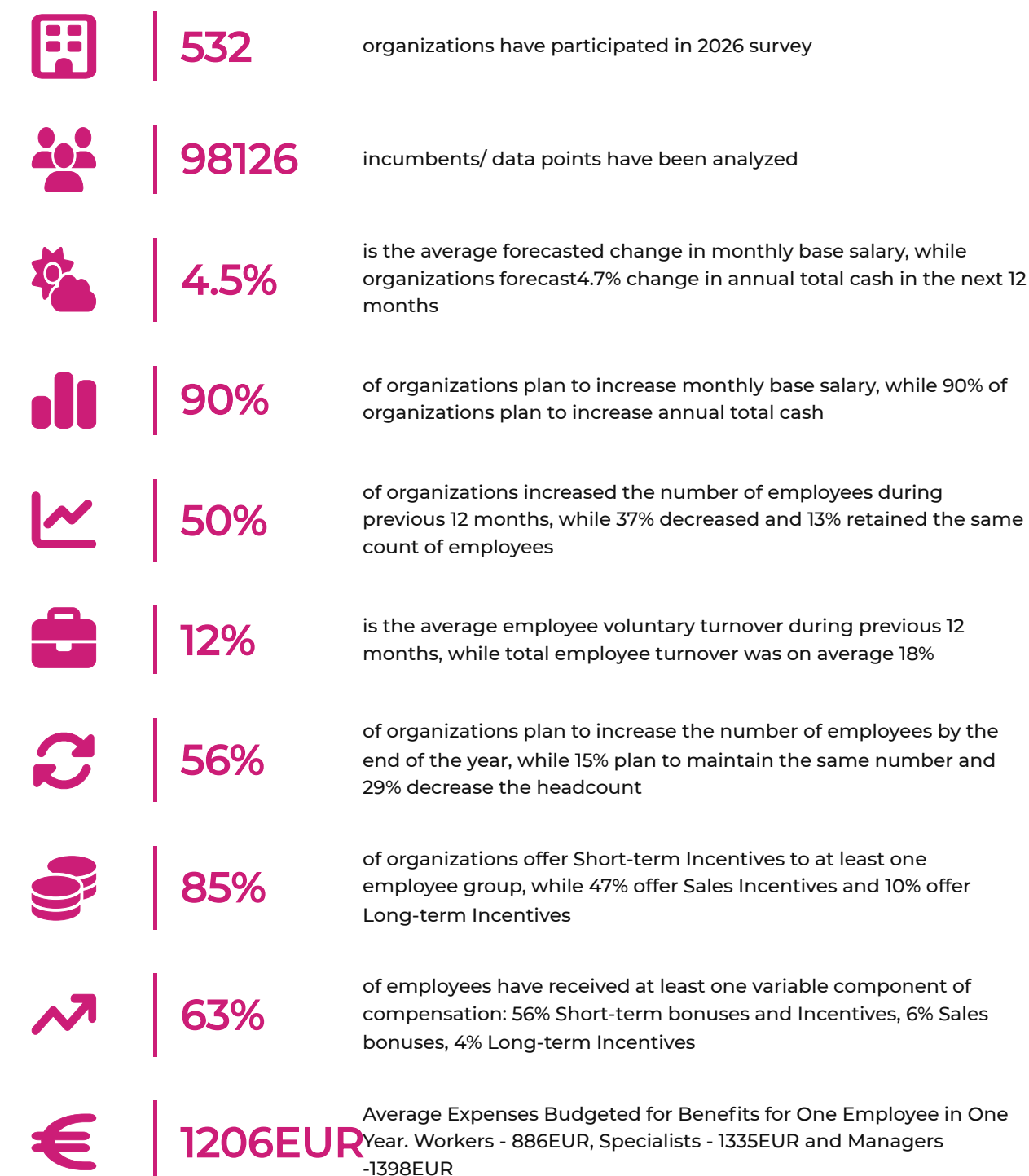


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SURVEY METHODOLOGY

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

532 organizations participated in the 2026 General Compensation Survey. All participants submitted the salary table and 354 completed the questionnaire. The salary data of 98126 positions was used for the analysis. 52% of positions were filled by women and 48% by men. 69% of positions are situated in Harju County, while 31% 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, %

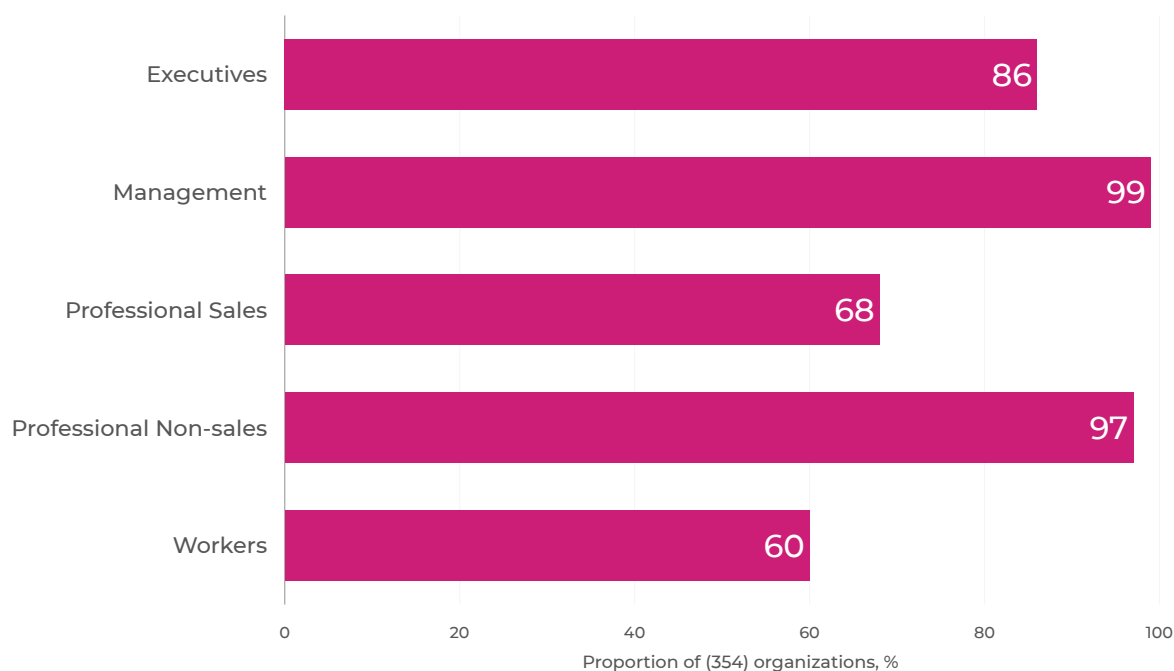


Figure 2. Division of Employees by Regional Location, % of Incumbents

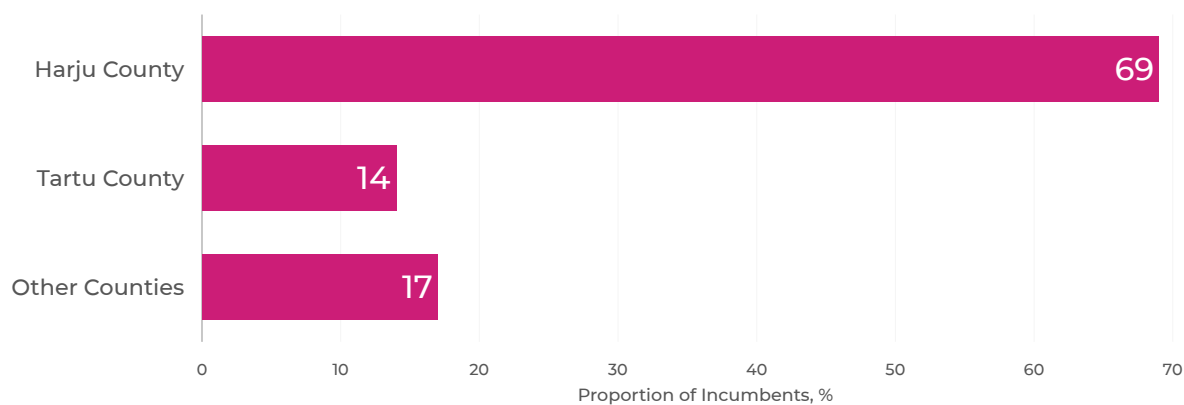


Figure 3. Division of Organizations by Origin of Capital in 2026, % of Organizations

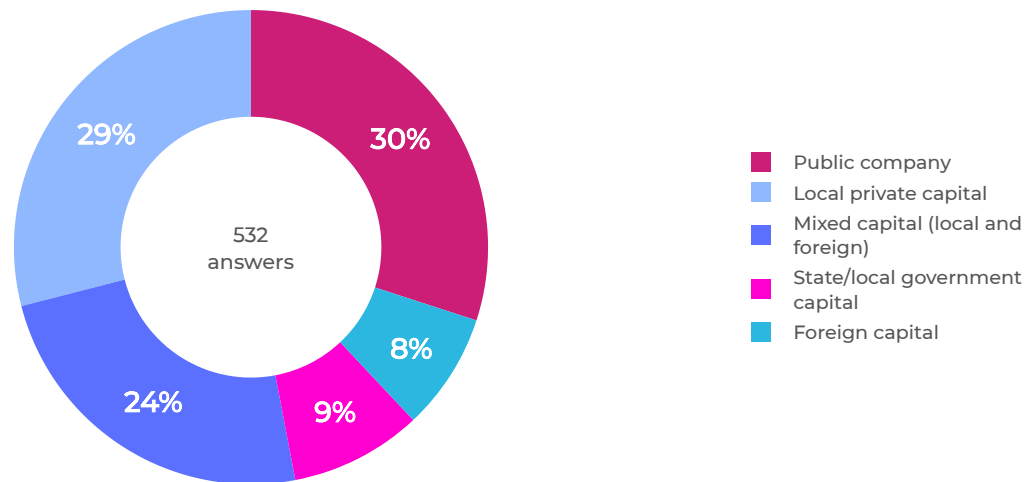


Figure 4. Division of Organizations by Sales Revenue in 2026, % of Organizations

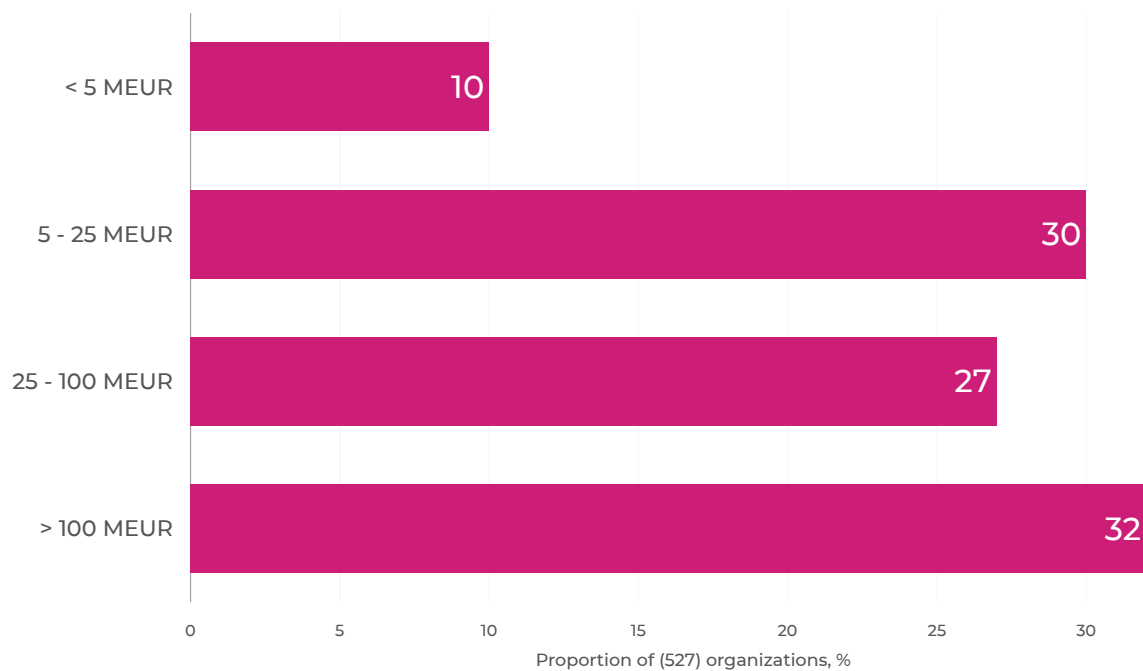


Figure 5. Division of Organizations by Labour Costs (% of Revenue) in 2026, % of Organizations

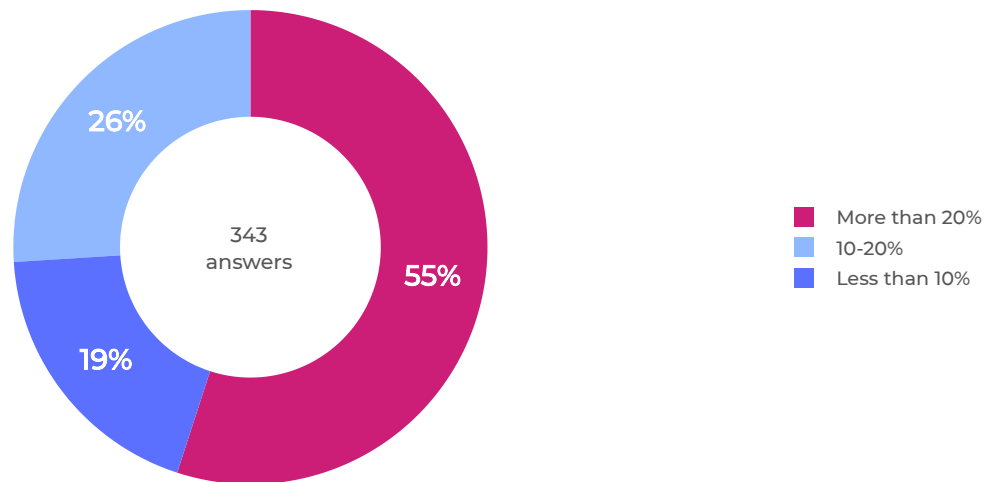


Figure 6. Division of Organizations by Number of Employees (Full-Time Equivalent (FTE)) in 2026, % of Organizations

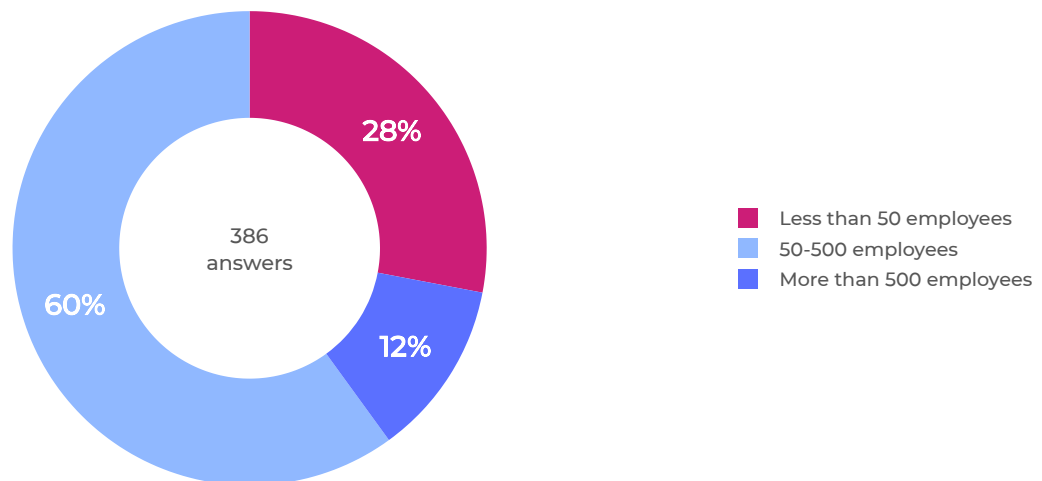
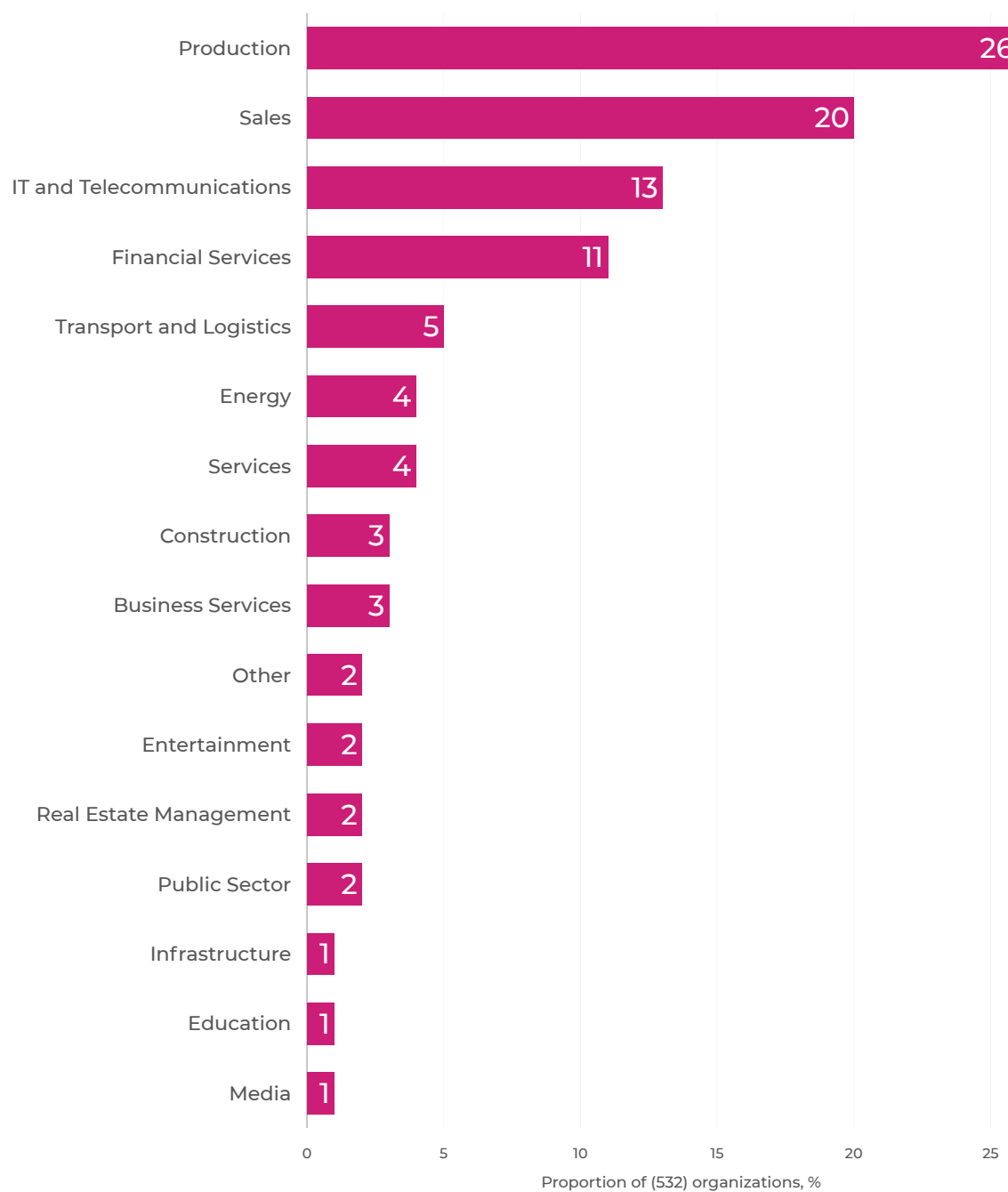


Figure 7. Division of Organizations by Field of Activity, % of Organizations



APPENDIX A - LIST OF ORGANIZATIONS

Name	Sector	Sub-Sector
A. Le Coq AS	Production	Food and Beverage Industry
AAS BTA Baltic Insurance Company Eesti Filiaal	Financial Services	Insurance
AB "Lietuvos draudimas" Eesti filiaal	Financial Services	Insurance
ABB AS	Production	Electronics Industry
ACC Distribution OÜ	Sales	Wholesale
ACE Logistics Estonia AS	Transport and Logistics	Transport and Logistics
ACME Film OÜ	Sales	Wholesale
AdaCore Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Adcash OÜ	IT and Telecommunications	IT and IT Solution Sales
ADM Interactive OÜ	IT and Telecommunications	IT and IT Solution Sales
Adven Eesti AS	Energy	Energy
Advokaadibüroo EY LAW OÜ	Business Services	Business Services
Advokaadibüroo Sorainen OÜ	Business Services	Business Services
Airport City AS	Real Estate Management	Real Estate Management
Akzo Nobel Baltics AS	Production	Chemical Industry
Aktiva Finance Group OÜ	Financial Services	Other
All Media Eesti AS	Media	Media
Allium UPI OÜ	Sales	Wholesale
AllSpark OÜ	Construction	Construction
Altero OÜ	Financial Services	Other
Anora Estonia AS	Production	Food and Beverage Industry
Antalis OÜ	Sales	Wholesale
Antista AS	Sales	Retail
APL Fresh Food OÜ	Entertainment	Entertainment
Apollo Group OÜ	Entertainment	Entertainment
Apollo Kauplused OÜ	Sales	Retail
Apollo Kino OÜ	Entertainment	Entertainment
Apollo Kohvikud OÜ	Entertainment	Entertainment
Apranga BEE OÜ	Sales	Retail
Apranga Estonia OÜ	Sales	Retail
Apranga HEST OÜ	Sales	Retail

Name	Sector	Sub-Sector
Apranga MDE OÜ	Sales	Retail
Apranga OÜ	Sales	Retail
Apranga PB Trade OÜ	Sales	Retail
Apranga ST Retail OÜ	Sales	Retail
AQ Trafotek AS	Production	Electrical Engineering Industry
Arco Vara AS	Real Estate Management	Real Estate Management
Arstikeskus Confido AS	Other	Other
Askend Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Aspidora AS	Transport and Logistics	Transport and Logistics
Assiku Puit OÜ	Production	Wood Industry
AstraZeneca Eesti OÜ	Sales	Pharmaceutical Offices
Aurightec Estonia AS	Production	Electronics Industry
Auroom OÜ	Production	Wood Industry
Auvere Gaas OÜ	Production	Chemical Industry
AVAD Baltic OÜ	Sales	Wholesale
Avesco OÜ	Sales	Cars and Heavy Machinery Sales and After-Sales
Baan Thai OÜ	Services	Services
Balcia Insurance SE Eesti filiaal	Financial Services	Insurance
Baltem AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Balti Spoon OÜ	Production	Wood Industry
Baltic Agro AS	Sales	Wholesale
Baltic Agro Machinery AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Baltic Premator OÜ	Production	Metalworking Industry
Barrus AS	Production	Wood Industry
BARS Elekter OÜ	Construction	Construction
Bayer OÜ	Sales	Pharmaceutical Offices
Begin OÜ	IT and Telecommunications	IT and IT Solution Sales
Benefit AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Berlin-Chemie Menarini Eesti OÜ	Sales	Pharmaceutical Offices
Bestnet AS	Production	Metalworking Industry
BIGBANK AS	Financial Services	Banking

Name	Sector	Sub-Sector
Bisly OÜ	IT and Telecommunications	IT and IT Solution Sales
BitWeb OÜ	IT and Telecommunications	IT and IT Solution Sales
BK Eesti OÜ	Sales	Wholesale
BLRT Era OÜ	Production	Metalworking Industry
BLRT Grupp AS	Production	Metalworking Industry
BLRT IK OÜ	Real Estate Management	Real Estate Management
BLRT Kinnisvara OÜ	Real Estate Management	Real Estate Management
BLRT Masinaehitus OÜ	Production	Metalworking Industry
BLRT Rekato OÜ	Production	Metalworking Industry
BLRT RPK OÜ	Business Services	Business Services
BLRT Toorik OÜ	Production	Mechanical Engineering Industry
BLRT Transiit OÜ	Transport and Logistics	Transport and Logistics
BLRT Valukoda OÜ	Production	Metalworking Industry
Boehringer Ingelheim RCV GmbH & Co KG Eesti filiaal	Sales	Pharmaceutical Offices
Bolt Operations OÜ	IT and Telecommunications	IT and IT Solution Sales
Bolt Technology OÜ	IT and Telecommunications	IT and IT Solution Sales
Bondora Group AS	Financial Services	FinTech
Breakwater Technology OÜ	IT and Telecommunications	IT and IT Solution Sales
Budimex S.A.	Construction	Construction
Capital Mill OÜ	Real Estate Management	Real Estate Management
CGI Eesti OÜ	IT and Telecommunications	IT and IT Solution Sales
Change Group AS	Financial Services	Other
Chemi-Pharm AS	Production	Chemical Industry
Circle K Eesti AS	Sales	Retail
Citadele banka Eesti filiaal AS	Financial Services	Banking
Citadele Leasing SIA Eesti Filiaal	Financial Services	Other
Citic Telecom CPC Estonia OÜ	IT and Telecommunications	Telecommunication
Cleveron AS	Production	Mechanical Engineering Industry
Click & Grow OÜ	Production	Electronics Industry
CMA CGM Global Business Services OÜ	Transport and Logistics	Transport and Logistics

Name	Sector	Sub-Sector
Compact Home OÜ	Production	Production of Construction Materials
Compensa Life Vienna Insurance Group SE	Financial Services	Insurance
Compensa Vienna Insurance Group, ADB Eesti filiaal	Financial Services	Insurance
Coop Eesti Keskühistu	Sales	Retail and Wholesale
Coop Kindlustusmaakler AS	Financial Services	Insurance
Coop Liising AS	Financial Services	Other
Coop Pank AS	Financial Services	Banking
CPI Vertex Estonia OÜ	Production	Metalworking Industry
Creditstar International OÜ	Financial Services	FinTech
Cybercube Analytics Digital OÜ	IT and Telecommunications	IT and IT Solution Sales
Cybernetica AS	IT and Telecommunications	IT and IT Solution Sales
Datel AS	IT and Telecommunications	IT and IT Solution Sales
DAW Baltica Eesti filiaal SIA	Sales	Wholesale
Decathlon Lietuva UAB Eesti filiaal	Sales	Retail
Defendec OÜ	Production	Other
Defsecintel Solutions OÜ	Production	Mechanical Engineering Industry
Delfi Meedia AS	Media	Media
Depowise OÜ	IT and Telecommunications	IT and IT Solution Sales
Dimedium OÜ	Sales	Wholesale
DPD Eesti AS	Transport and Logistics	Transport and Logistics
DSV Air & Sea AS	Transport and Logistics	Transport and Logistics
DSV Road AS	Transport and Logistics	Transport and Logistics
Duo Media Networks OÜ	Media	Media
E-Betoonelement OÜ	Production	Production of Construction Materials
Eastman Specialties OÜ	Production	Chemical Industry
Eesti Energia AS	Energy	Energy
Eesti Keskkonnateenused AS	Services	Services
Eesti Killustik OÜ	Production	Production of Construction Materials
Eesti Liinirongid AS	Transport and Logistics	Transport and Logistics
Eesti Loto AS	Entertainment	Entertainment
Eesti Pank	Financial Services	Banking
Eesti Post AS	Transport and Logistics	Transport and Logistics
Eesti Rahvusringhääling	Media	Media

Name	Sector	Sub-Sector
Eesti Raudtee AS	Transport and Logistics	Transport and Logistics
Eesti Töötukassa	Public Sector	Public Sector
EKT Teed OÜ	Construction	Construction
Elama Kindlustus AS	Financial Services	Insurance
Elcogen AS	Production	Chemical Industry
Elektrilevi OÜ	Energy	Energy
Elektrum Eesti OÜ	Energy	Energy
Elering AS	Energy	Energy
Elisa Eesti AS	IT and Telecommunications	Telecommunication
ELKO Eesti OÜ	Sales	Wholesale
Elme AS	Sales	Wholesale
Elme Messer Gaas AS	Production	Chemical Industry
Elme Metall OÜ	Sales	Wholesale
Elme TKS OÜ	Business Services	Business Services
Elme Trans OÜ	Transport and Logistics	Transport and Logistics
Enefit Industry OÜ	Energy	Energy
Enefit Outotec Technology OÜ	Education	Education
Enefit OÜ	Energy	Energy
Enefit Power OÜ	Energy	Energy
Enersense AS	Energy	Energy
Ensto Estonia AS	Production	Electrical Engineering Industry
ERGO Insurance SE	Financial Services	Insurance
Ericsson Eesti AS	Production	Electronics Industry
Ernst & Young Baltic AS	Business Services	Business Services
Estanc AS	Production	Metalworking Industry
Estiko - Plastar AS	Production	Packaging Industry
EstNeti OÜ	IT and Telecommunications	IT and IT Solution Sales
Estonian Cell AS	Production	Paper Industry
Estonian Plywood AS	Production	Wood Industry
Eventus Ehitus OÜ	Construction	Construction
Fazer Eesti OÜ	Production	Food and Beverage Industry
Fibenol Imavere OÜ	Production	Chemical Industry
Filter AS	Production	Mechanical Engineering Industry
Filter Plus OÜ	Production	Other

Name	Sector	Sub-Sector
Filter Solutions OÜ	Production	Mechanical Engineering Industry
Finantsinspeksioon	Financial Services	Other
Finest AS	IT and Telecommunications	IT and IT Solution Sales
Finnair Business Services OÜ	Business Services	Business Services
Fiskostar OÜ	Sales	Wholesale
Fitek OÜ	Business Services	Business Services
FLIR Systems Estonia OÜ	Production	Electronics Industry
Flowit Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Fortaco Estonia OÜ	Production	Mechanical Engineering Industry
Foxway OÜ	Production	Electronics Industry
Frankenburg Technologies OÜ	Production	Other
Freudenberg Sealing Technologies OÜ	Production	Chemical Industry
Fujitsu Estonia AS	IT and Telecommunications	IT and IT Solution Sales
Games Global Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Glamox AS	Production	Electronics Industry
Glassense AS	Production	Production of Construction Materials
Go3 Baltics AS	Media	Media
GPV Estonia AS	Production	Electronics Industry
Greiner Packaging AS	Production	Plastic Industry
Gren Eesti AS	Energy	Energy
Gren Tartu AS	Energy	Energy
Gren Viljandi AS	Energy	Energy
Gren Viru AS	Energy	Energy
GS Core OÜ	Financial Services	Other
Gunvor Services AS	Business Services	Business Services
GVP Invest Estonia OÜ	Services	Services
Hansaliin OÜ	Services	Services
Haridus- ja Teadusministeerium	Public Sector	Public Sector
Harju Elekter AS	Production	Electrical Engineering Industry
Harku Vallavalitsus	Public Sector	Public Sector
Helmes AS	IT and Telecommunications	IT and IT Solution Sales
Henkel Balti Operations OÜ	Production	Chemical Industry
Henkel Balti OÜ	Sales	Wholesale

Name	Sector	Sub-Sector
HHLA TK Estonia AS	Transport and Logistics	Transport and Logistics
Hilding Anders Estonia AS	Production	Textile Industry
Hilti Eesti OÜ	Sales	Wholesale
Hitachi Energy Estonia AS	Business Services	Business Services
Holm Bank AS	Financial Services	Banking
Hoolekandeteenused AS	Services	Services
HT Laevateenindus OÜ	Services	Services
HT Meelelahutus OÜ	Entertainment	Entertainment
Hurtigruten Estonia OÜ	Business Services	Business Services
HUUM OÜ	Production	Other
Ico Park OÜ	Real Estate Management	Real Estate Management
Icosagen AS	Other	Other
Icosagen Cell Factory OÜ	Other	Other
If P&C Insurance AS	Financial Services	Insurance
If P&C Insurance LTD (PUBL) Eesti filiaal	Financial Services	Insurance
Iglu OÜ	IT and Telecommunications	IT and IT Solution Sales
Ignitis Eesti OÜ	Energy	Energy
IIZI Kindlustusmaakler AS	Financial Services	Insurance
Inbank AS	Financial Services	Banking
Inchcape Motors Estonia OÜ	Sales	Cars and Heavy Machinery Sales and After-Sales
Infotark AS	Sales	Retail and Wholesale
Inission Tallinn OÜ	Production	Metalworking Industry
Inter Cars Eesti OÜ	Sales	Cars and Heavy Machinery Sales and After-Sales
Interactive Brokers Software Services Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
INTRAC Eesti AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Ionisos Baltics OÜ	Services	Services
JELD-WEN Eesti AS	Production	Wood Industry
Julianus Inkasso OÜ	Financial Services	Other
Justiits- ja Digiministeerium	Public Sector	Public Sector
JYSK Linnen'n Furniture OÜ	Sales	Retail
Kaitseministeerium	Public Sector	Public Sector
Karisma Food OÜ	Sales	Wholesale

Name	Sector	Sub-Sector
Karl Storz Video Endoscopy Estonia OÜ	Production	Other
Kaupmees & Ko AS	Sales	Wholesale
Kaupmees Grupp AS	Sales	Retail and Wholesale
Klick Eesti AS	Sales	Retail
Kliimaministeerium	Public Sector	Public Sector
Kotryna OÜ	Sales	Retail
KPMG Baltics OÜ	Business Services	Business Services
Krah Pipes OÜ	Production	Plastic Industry
KredEx Krediidikindlustus AS	Financial Services	Insurance
Krediidiregister OÜ	Business Services	Business Services
Kroonpress AS	Production	Printing Industry
Kulinaaria OÜ	Production	Food and Beverage Industry
Kungla Investeeringu OÜ	Services	Services
Kärcher OÜ	Sales	Retail and Wholesale
Kühne + Nagel IT Service Centre AS	IT and Telecommunications	IT and IT Solution Sales
L'Oreal Baltic SIA Eesti filiaal	Sales	Wholesale
Lantmännen Unibake Estonia AS	Production	Food and Beverage Industry
Laomaailm AS	Sales	Wholesale
Legrand Estonia OÜ	Production	Electrical Engineering Industry
Lehepunkt OÜ	Sales	Wholesale
LEI Register OÜ	Financial Services	Other
Leibur AS	Production	Food and Beverage Industry
Lennuliiklusteeninduse AS	Transport and Logistics	Transport and Logistics
Levira AS	IT and Telecommunications	Telecommunication
LHV Bank Ltd	Financial Services	Banking
LHV Finance AS	Financial Services	Other
LHV Kindlustus AS	Financial Services	Insurance
LHV Pank AS	Financial Services	Banking
LHV Paytech AS	Financial Services	Other
LHV Varahaldus AS	Financial Services	Other
Lidl Eesti OÜ	Sales	Retail
LIDO Eesti OÜ	Entertainment	Entertainment
Lincona Konsult AS	Sales	Retail and Wholesale
Linde Gas AS	Business Services	Business Services

Name	Sector	Sub-Sector
Lindström OÜ	Services	Services
LMT Retail & Logistics SIA Eesti Filiaal	Services	Services
Loo Elekter AS	Energy	Energy
Lotus Timber OÜ	Production	Wood Industry
LPP Estonia OÜ	Sales	Retail
Luminor Bank AS	Financial Services	Banking
Luminor Liising AS	Financial Services	Other
Luminor Pensions Estonia AS	Financial Services	Other
Lunden Food OÜ	Production	Food and Beverage Industry
Lääne-Tallinna Keskhaigla AS	Other	Other
Magnetic MRO AS	Production	Mechanical Engineering Industry
Magnum AS	Sales	Wholesale
Magnum Dental OÜ	Sales	Wholesale
Magnum Logistics OÜ	Transport and Logistics	Transport and Logistics
Magnum Medical OÜ	Sales	Wholesale
Magnum Veterinaaria AS	Sales	Wholesale
Mainor AS	Other	Other
Mainor Ülemiste AS	Real Estate Management	Real Estate Management
Makita Oy Eesti filiaal	Sales	Retail
Makron Estonia OÜ	Production	Mechanical Engineering Industry
Malwarebytes Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Marketex Marine OÜ	Production	Metalworking Industry
Marketex Offshore Constructions OÜ	Production	Metalworking Industry
MarkIT Holding AS	Sales	Retail
Maxima Eesti OÜ	Sales	Retail
MDC Max Daetwyler Eesti AS	Production	Mechanical Engineering Industry
Mediq Eesti OÜ	Sales	Wholesale
Meliva AS	Other	Other
Merck Serono OÜ	Sales	Pharmaceutical Offices
Mereabi OÜ	Production	Metalworking Industry
Merko Ehitus Eesti AS	Construction	Construction
Metaprint AS	Production	Metalworking Industry
Metrosert AS	Services	Services
Milrem AS	Production	Mechanical Engineering Industry

Name	Sector	Sub-Sector
Mirion Technologies Selmic Baltic OÜ	Production	Electronics Industry
Modular Technologies OÜ	IT and Telecommunications	IT and IT Solution Sales
MySushi OÜ	Entertainment	Entertainment
Narva Soojusvõrk AS	Energy	Energy
Nasdaq CSD SE Eesti filiaal	Financial Services	Other
NASDAQ Tallinn AS	Financial Services	Other
Nefab Packaging OÜ	Production	Packaging Industry
Net Group OÜ	IT and Telecommunications	IT and IT Solution Sales
Nets Estonia AS	IT and Telecommunications	IT and IT Solution Sales
Nett AS	Production	Wood Industry
Nobel Digital OÜ	Media	Media
Noblessner Arendus OÜ	Construction	Construction
Nordea Bank Abp Eesti filiaal	Financial Services	Banking
Nordecon AS	Construction	Construction
Norma AS	Production	Metalworking Industry
Nortal AS	IT and Telecommunications	IT and IT Solution Sales
Novo Nordisk Estonia OÜ	Sales	Pharmaceutical Offices
NPM Narva OÜ	Production	Mechanical Engineering Industry
NPM Silmet OÜ	Production	Chemical Industry
O-I Estonia AS	Production	Packaging Industry
OB Holding 1 OÜ	Entertainment	Entertainment
OIXIO Digital AS	IT and Telecommunications	IT and IT Solution Sales
OIXIO IT AS	IT and Telecommunications	IT and IT Solution Sales
Olerex Terminal AS	Transport and Logistics	Transport and Logistics
Olympic Entertainment Group AS	Entertainment	Entertainment
Onninen AS	Sales	Wholesale
OP Corporate Bank plc Eesti filiaal	Financial Services	Banking
Orbis Oy Eesti Filiaal	Production	Electronics Industry
Orivas Estonia OÜ	Sales	Pharmaceutical Offices
Orkla Eesti AS	Production	Food and Beverage Industry
Orlen Eesti OÜ	Sales	Wholesale
OSHINO Electronics Estonia OÜ	Production	Electronics Industry

Name	Sector	Sub-Sector
Ouman Estonia OÜ	Production	Electronics Industry
Paldiski Tsingipada AS	Production	Metalworking Industry
Paljassaare Kalatööstus AS	Production	Food and Beverage Industry
Palmako AS	Production	Wood Industry
Pandipakendi Automatiseeritud Käitlussüsteem OÜ	Services	Services
Paragon Sleep AS	Production	Textile Industry
Parim Labs OÜ	IT and Telecommunications	IT and IT Solution Sales
Pasts OÜ	Transport and Logistics	Transport and Logistics
Paulig Estonia AS	Sales	Retail and Wholesale
Paywerk AS	Financial Services	Other
Pensionikeskus AS	Financial Services	Other
Perforce Software OÜ	IT and Telecommunications	IT and IT Solution Sales
Pesmel Eesti AS	Production	Mechanical Engineering Industry
Pet City OÜ	Sales	Retail
Piletilevi PLG AS	Sales	Retail
Pipelife Eesti AS	Production	Plastic Industry
Playtech Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Politsei- ja Piirivalveamet	Public Sector	Public Sector
Port Noblessner OÜ	Transport and Logistics	Transport and Logistics
Postimees Grupp AS	Media	Media
Premier Restaurants Eesti OÜ	Services	Services
Primend OÜ	IT and Telecommunications	IT and IT Solution Sales
Print Best OÜ	Production	Printing Industry
Printall AS	Production	Printing Industry
Proekspert AS	IT and Telecommunications	IT and IT Solution Sales
Promens Rõngu AS	Production	Plastic Industry
Puhastusimport OÜ	Sales	Wholesale
Puratos Estonia OÜ	Sales	Wholesale
Põhjala Brewing AS	Production	Food and Beverage Industry
Põhjala Retail OÜ	Services	Services
Qminder OÜ	IT and Telecommunications	IT and IT Solution Sales
R-S Osa Service OÜ	Production	Chemical Industry

Name	Sector	Sub-Sector
Radius Machining OÜ	Production	Metalworking Industry
Ragn-Sells AS	Infrastructure	Infrastructure
Rahandusministeerium	Public Sector	Public Sector
Rahandusministeeriumi Infotehnoloogiakeskus_IKT	IT and Telecommunications	IT and IT Solution Sales
Rail Baltic Estonia OÜ	Construction	Construction
Raintree Systems OÜ	IT and Telecommunications	IT and IT Solution Sales
Rait AS	Production	Wood Industry
Ramirent Baltic AS	Services	Services
Ramirent Modular Factory AS	Production	Wood Industry
Ramirent Shared Services AS	Business Services	Business Services
RangeForce OÜ	IT and Telecommunications	IT and IT Solution Sales
Registrite ja Infosüsteemide Keskus_IKT	IT and Telecommunications	IT and IT Solution Sales
Reimax Electronics OÜ	Production	Electronics Industry
Reitan Convenience Estonia AS	Sales	Retail
Renerki Kaubanduse OÜ	Services	Services
Repligen Estonia OÜ	Production	Mechanical Engineering Industry
Richter Gedeon Vegyeszeti Gyar Reszvenytarsasag Eesti Filiaal	Sales	Pharmaceutical Offices
Rickman Trade OÜ	Sales	Wholesale
Riigi Info- ja kommunikatsioonitehnoloogia Keskus_IKT	IT and Telecommunications	Other
Riigi Kinnisvara AS	Real Estate Management	Real Estate Management
Riigikantselei	Public Sector	Public Sector
Riigikontroll	Public Sector	Public Sector
Riigimetsa Majandamise Keskus	Production	Wood Industry
Rimi Eesti Food AS	Sales	Retail
RIMI Logistics OÜ	Transport and Logistics	Transport and Logistics
Riverty Tech OÜ	IT and Telecommunications	IT and IT Solution Sales
Robert Bosch OÜ	Sales	Wholesale
Roche Eesti OÜ	Sales	Pharmaceutical Offices
Runikon Retail OÜ (IKEA)	Sales	Retail
Rush Street Interactive Development Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales

Name	Sector	Sub-Sector
Ruukki Products AS	Production	Metalworking Industry
Saarioinen Eesti OÜ	Production	Food and Beverage Industry
Saint-Gobain Glass Estonia SE	Production	Production of Construction Materials
Saku Õlletehase AS	Production	Food and Beverage Industry
Salvest AS	Production	Food and Beverage Industry
SAMI AS	Production	Mechanical Engineering Industry
SAMI Machinery OÜ	Sales	Wholesale
SAMI Masinakeskus OÜ	Sales	Wholesale
SAMI Tootmine AS	Production	Metalworking Industry
Samsung Electronics Baltics SIA	Sales	Retail and Wholesale
Sandmani Grupi AS	Sales	Retail and Wholesale
Sandoz D.D. Eesti filiaal	Sales	Pharmaceutical Offices
Santa Maria AS	Production	Food and Beverage Industry
Saue Production OÜ	Production	Food and Beverage Industry
Saunasell OÜ	Production	Wood Industry
SCA Metsad Eesti AS	Sales	Wholesale
Scandagra Eesti AS	Production	Other
Scanfil OÜ	Production	Electronics Industry
Scania Eesti AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Scanweld AS	Construction	Construction
Scoro Software OÜ	IT and Telecommunications	IT and IT Solution Sales
SEB Heategevusfond MTÜ	Other	Other
SEB Life and Pension Baltic SE Eesti filiaal	Financial Services	Insurance
SEB Liising AS	Financial Services	Other
SEB Pank AS	Financial Services	Banking
SEB Varahaldus AS	Financial Services	Other
Security Software OÜ	IT and Telecommunications	IT and IT Solution Sales
Selver AS	Sales	Retail
Servier Laboratories OÜ	Sales	Pharmaceutical Offices
Shore Link OÜ	Production	Electronics Industry
SIA Novartis Baltics Eesti filiaal VRE	Sales	Pharmaceutical Offices
Siemens Healthcare Oy Eesti filiaal	Sales	Retail and Wholesale
Siemens Osakeyhtiö Eesti filiaal	Sales	Wholesale
Silro Logistics OÜ	Transport and Logistics	Transport and Logistics

Name	Sector	Sub-Sector
Silsteve AS	Transport and Logistics	Transport and Logistics
Siseministeerium	Public Sector	Public Sector
Siseministeeriumi infotehnoloogia- ja arenduskeskus_IKT	IT and Telecommunications	Other
Sixfold OÜ	IT and Telecommunications	IT and IT Solution Sales
SK ID Solutions AS	IT and Telecommunications	IT and IT Solution Sales
Skeleton Technologies OÜ	Production	Electronics Industry
Smarten Logistics AS	Transport and Logistics	Transport and Logistics
SmartPosti OÜ	Transport and Logistics	Transport and Logistics
SOL Baltics OÜ	Services	Services
Sound and Vision OÜ	Services	Services
SRINI OÜ	IT and Telecommunications	IT and IT Solution Sales
STADA Estonia OÜ	Sales	Pharmaceutical Offices
Stargate Hydrogen Solutions OÜ	Production	Electrical Engineering Industry
Starship Technologies OÜ	IT and Telecommunications	IT and IT Solution Sales
StayCool OÜ	IT and Telecommunications	Other
Stebby OÜ	IT and Telecommunications	IT and IT Solution Sales
Stell Eesti AS	Real Estate Management	Real Estate Management
Stera Technologies AS	Production	Metalworking Industry
Stockmann AS	Sales	Retail
Stoneridge Electronics AS	Production	Electronics Industry
Sunorek AS	Production	Textile Industry
Swecon AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Swedbank AB Eesti filiaal	Financial Services	Banking
Swedbank AS (Estonia)	Financial Services	Banking
Swedbank Baltics AS (Estonia)	Financial Services	Other
Swedbank Investeerimisfondid AS	Financial Services	Other
Swedbank Life Insurance SE	Financial Services	Insurance
Swedbank Liising AS	Financial Services	Other
Swedbank P&C Insurance AS	Financial Services	Insurance
Swedbank Support OÜ	Financial Services	Other

Name	Sector	Sub-Sector
Swixx Biopharma OÜ	Sales	Pharmaceutical Offices
Synerall AS	IT and Telecommunications	IT and IT Solution Sales
Zentiva Group a.s. Eesti filiaal	Sales	Pharmaceutical Offices
Zone Media OÜ	IT and Telecommunications	IT and IT Solution Sales
Tallink Duty Free AS	Sales	Retail and Wholesale
Tallink Fast Food OÜ	Services	Services
Tallink Grupp AS	Transport and Logistics	Transport and Logistics
Tallink Travel Club OÜ	Services	Services
Tallinn Airport GH AS	Services	Services
Tallinn Shipyard OÜ	Production	Metalworking Industry
Tallinna Lennujaam AS	Infrastructure	Infrastructure
Tallinna Linnatransport AS	Transport and Logistics	Transport and Logistics
Tallinna Sadam AS	Infrastructure	Infrastructure
Tallinna Strateegiakeskus	Public Sector	Public Sector
Tallinna Teaduspark TEHNOPOL SA	Real Estate Management	Real Estate Management
Tallinna Tehnikaülikool	Education	Education
Tallinna Vesi AS	Infrastructure	Infrastructure
Tallinna Ülikool	Education	Education
Tamro Eesti OÜ	Sales	Wholesale
Tanker Brewery OÜ	Production	Food and Beverage Industry
Tariston AS	Construction	Construction
Tarmetec OÜ	Production	Metalworking Industry
Tartu Ülikool	Education	Education
Tartu Ülikooli Kliinikum SA	Other	Other
Tehnomet Survey OÜ	Business Services	Business Services
Tele2 Eesti AS	IT and Telecommunications	Telecommunication
Telema AS	IT and Telecommunications	IT and IT Solution Sales
Telia Eesti AS	IT and Telecommunications	Telecommunication
Thermory AS	Production	Wood Industry
Threod Systems AS	Production	Mechanical Engineering Industry
Tibnor Estonia AS	Production	Metalworking Industry
Tickmill Services OÜ	Financial Services	FinTech

Name	Sector	Sub-Sector
Tieto Estonia AS	IT and Telecommunications	IT and IT Solution Sales
Tikkurila AS	Sales	Wholesale
Tiksoja Puidugrupp AS	Production	Furniture Industry
TLG Hotell OÜ	Services	Services
TLG Stividor OÜ	Transport and Logistics	Transport and Logistics
Transpordiamet	Public Sector	Public Sector
TREV-2 Grupp AS	Construction	Construction
Tridens AS	Sales	Wholesale
Triogames OÜ	IT and Telecommunications	IT and IT Solution Sales
Tulevara OÜ	Real Estate Management	Real Estate Management
Turnit OÜ	IT and Telecommunications	IT and IT Solution Sales
UAB Teva Baltics Eesti filiaal	Sales	Pharmaceutical Offices
Unifiedpost AS	Business Services	Business Services
UPM-Kymmene Otepää OÜ	Production	Wood Industry
Utilitas Eesti AS	Energy	Energy
Utilitas Tallinna Elektri jaam OÜ	Energy	Energy
Utilitas Tallinna Soojus AS	Energy	Energy
W.EG. Eesti OÜ	Sales	Wholesale
Vaimo OÜ	IT and Telecommunications	IT and IT Solution Sales
Vapi People OÜ	Entertainment	Entertainment
Warmeston OÜ	Production	Wood Industry
Watercom OÜ	Construction	Construction
Webware OÜ	IT and Telecommunications	IT and IT Solution Sales
Veho AS	Sales	Cars and Heavy Machinery Sales and After-Sales
Veho Baltics OÜ	Sales	Cars and Heavy Machinery Sales and After-Sales
Vene-Balti Sadam OÜ	Transport and Logistics	Transport and Logistics
Veriff OÜ	IT and Telecommunications	IT and IT Solution Sales
Western Ships Agency OÜ	Transport and Logistics	Transport and Logistics
VG Estonia OÜ	IT and Telecommunications	IT and IT Solution Sales
Viatrix OÜ	Sales	Pharmaceutical Offices

Name	Sector	Sub-Sector
Viciunai Baltic OÜ	Sales	Wholesale
VideoB OÜ	IT and Telecommunications	IT and IT Solution Sales
Wienerberger AS	Production	Production of Construction Materials
Viking Window AS	Production	Wood Industry
Viru Elektribandus AS	Sales	Wholesale
Viru Keemia Grupp AS	Production	Chemical Industry
Viru Keskus AS	Real Estate Management	Real Estate Management
Wise Payments Limited Eesti filiaal VRE	Financial Services	FinTech
VKG Kaevandused OÜ	Production	Chemical Industry
VKG Logistika OÜ	Transport and Logistics	Transport and Logistics
VKG Oil AS	Production	Chemical Industry
Wolf Group OÜ	Production	Chemical Industry
Volvo Estonia OÜ	Sales	Cars and Heavy Machinery Sales and After-Sales
Woola OÜ	Production	Packaging Industry
Wärtsilä BLRT Estonia OÜ	Production	Metalworking Industry
Ülemiste Center OÜ	Real Estate Management	Real Estate Management
xChange AS	Financial Services	Other
Xolo OÜ	Financial Services	FinTech
YIT Eesti AS	Construction	Construction
Anonymous	Business Services	Business Services

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.