



ICT SECTOR COMPENSATION SURVEY LITHUANIA 2026

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SUMMARY 2026

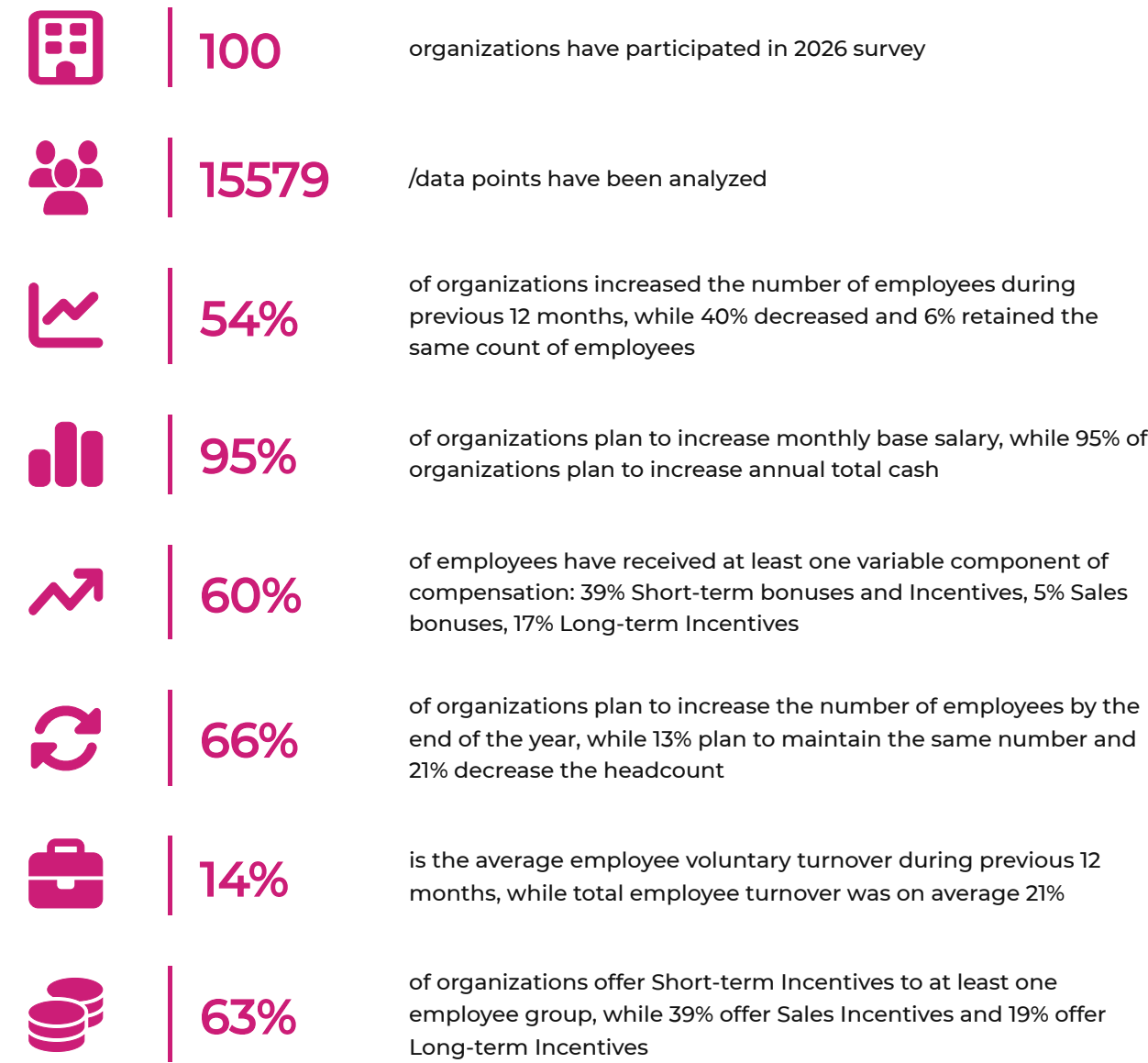


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SURVEY METHODOLOGY

Participants and Target Group

The purpose of the General 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 ICT Job Description Catalogue. 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).

Job descriptions used or classification are represented prior to a respective salary table.

Salary and Compensation Data Gathering and Analysis

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

Data was asked for all jobs in an organization. The data was collected, processed, and analyzed between May to 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 'MORE' - 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

100 organizations participated in the 2026 ICT Sector Compensation Survey. All participants submitted the salary table and 67 filled in the questionnaire. The salary data of 15579 positions was used for the analysis. 38 % of positions were filled by women and 62% by men. 68% of positions are situated in Vilnius County, while 32% in the other counties. For the first part of the survey, the analysis on compensation policy data is analyzed according to employee groups (please see Figure 1 below). Due to different organizational structures and size of the organizations the sample in each employee group differs.

Figure 1. Employee groups in Organizations

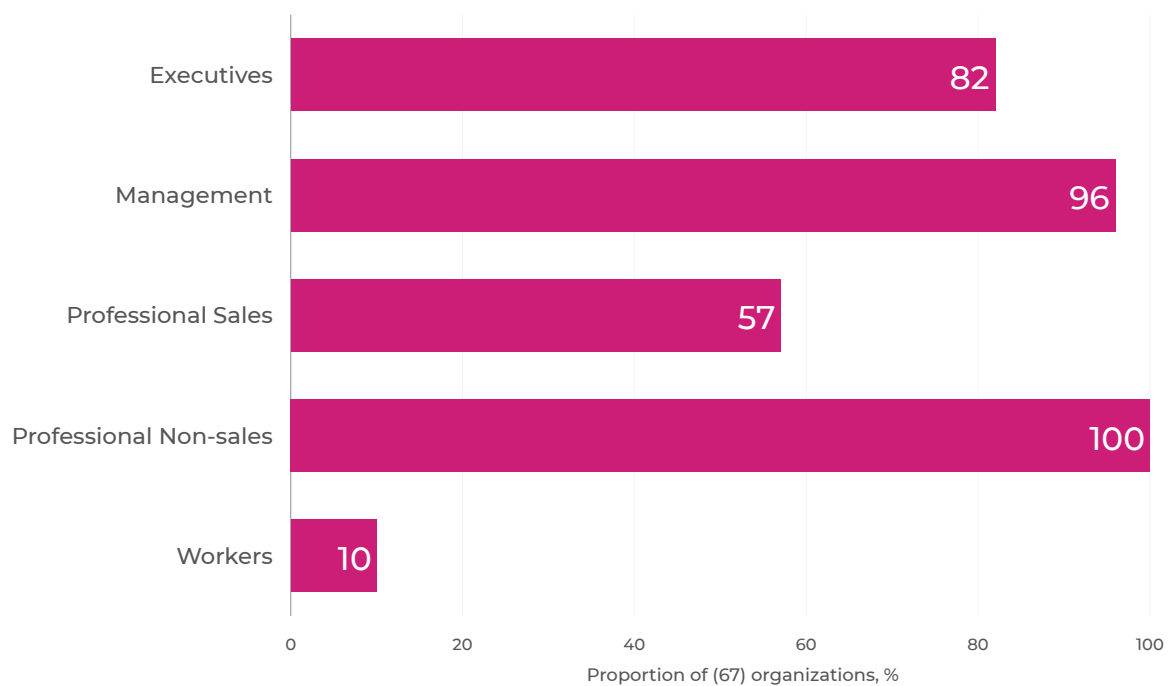


Figure 2. Division of Employees by Regional Location, % of Incumbents

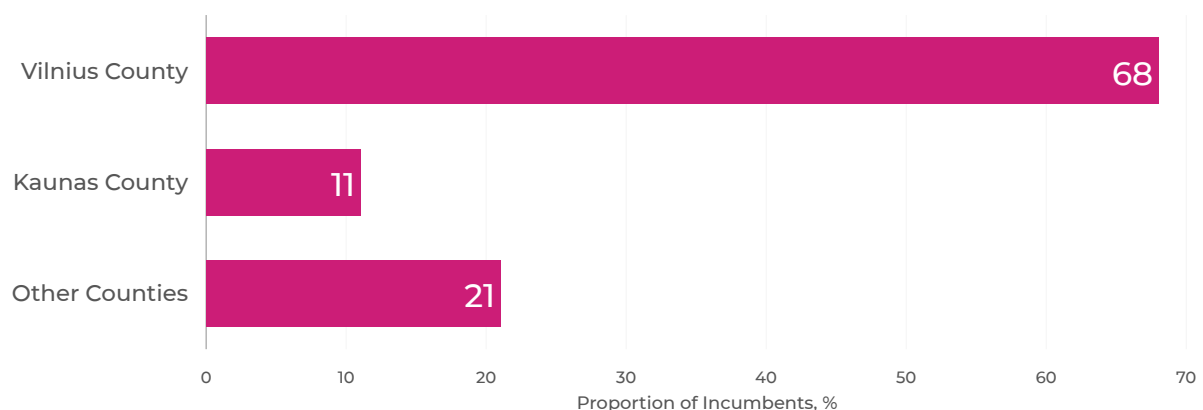


Figure 3. Division of Organizations by Origin of Capital in 2026, % of Organizations

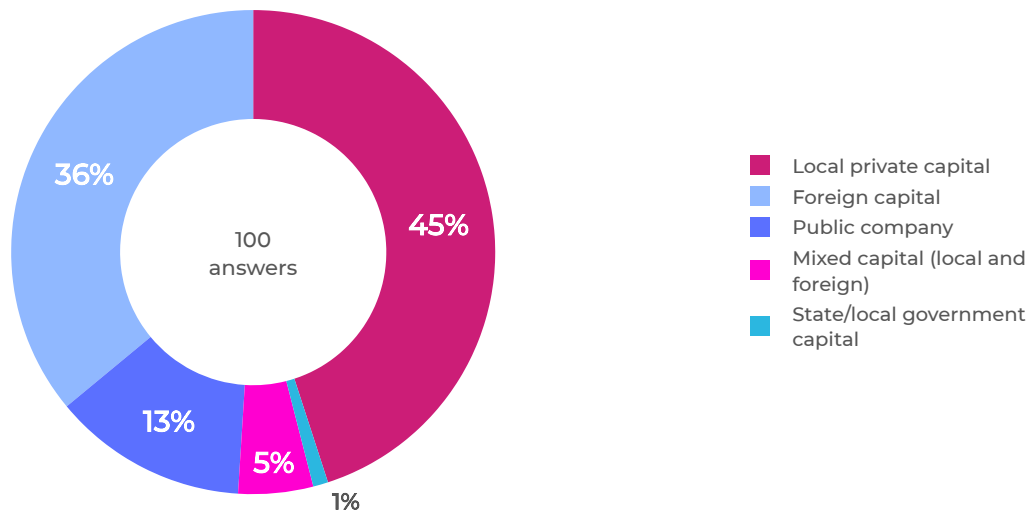


Figure 4. Division of Organizations by Sales Revenue in 2026, % of Organizations

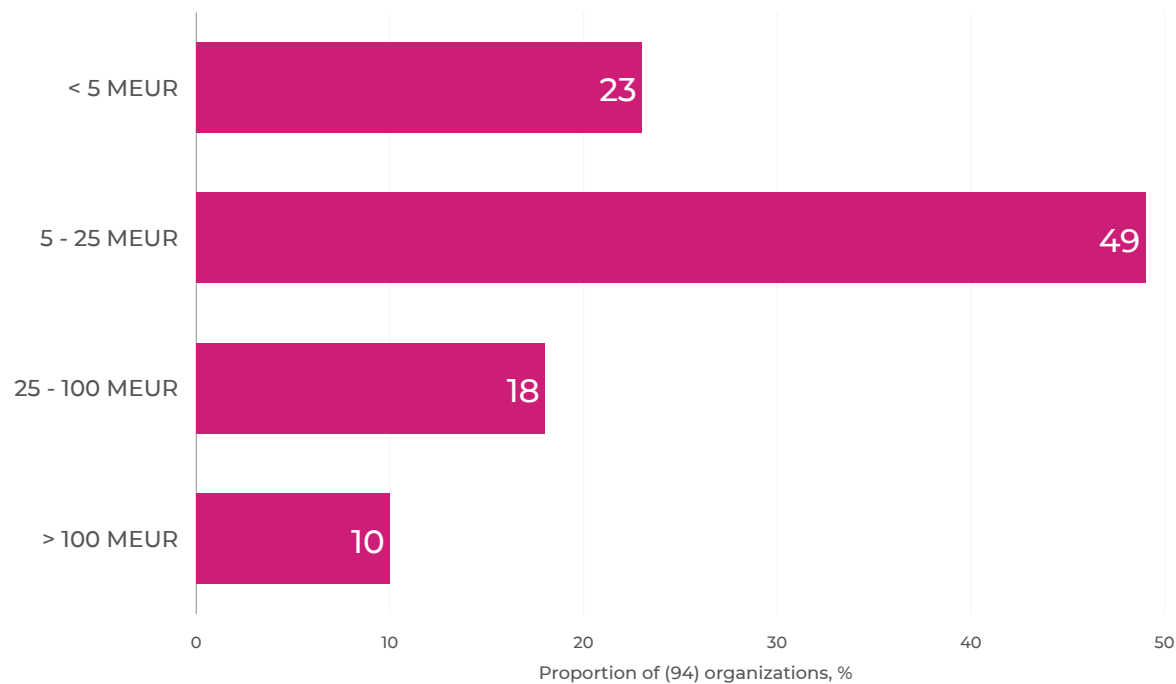


Figure 5. Division of Organizations by Labour Costs (% of Revenue) in 2026, % of Organizations

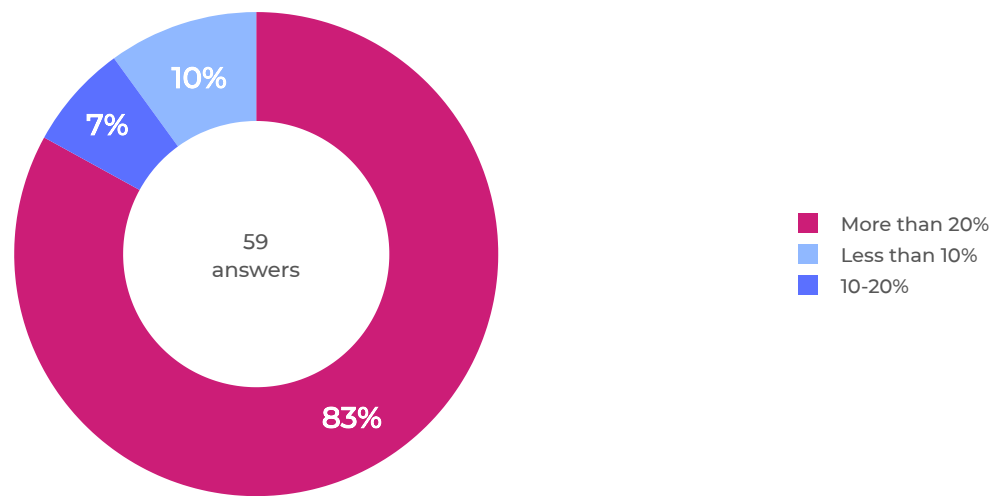


Figure 6. Division of Organizations by Number of Employees (Full-Time Equivalent (FTE)) in 2026, % of Organizations

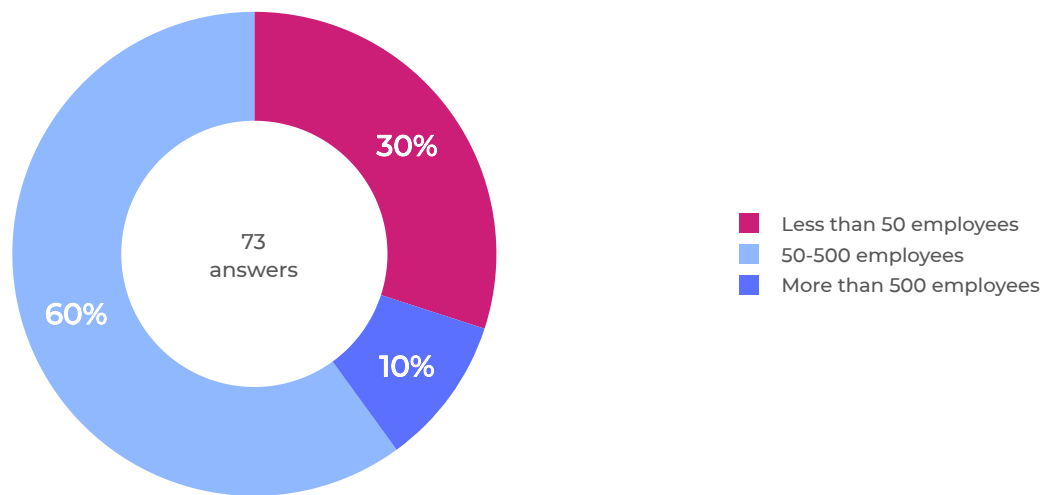
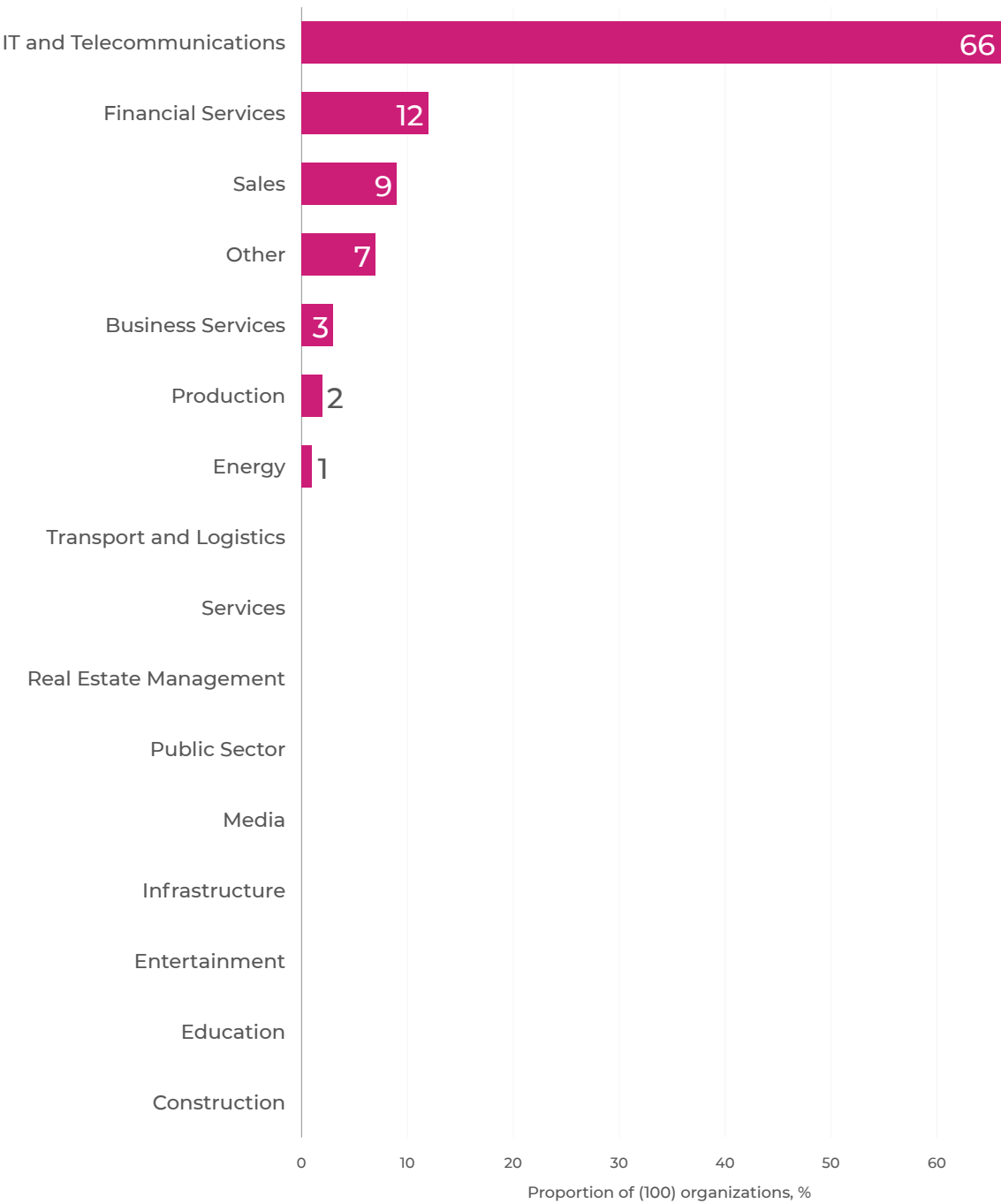


Figure 7. Division of Organizations by Field of Activity, % of Organizations



APPENDIX A - JOB FAMILIES AND LEVELS

Job Family	Level	Points	Employee group	Function
Accounting	1	121	Junior Specialists	Finance
Accounting	2	184	Specialists	Finance
Accounting	3	244	Senior Specialists	Finance
Accounting	4	371	Experts	Finance
Accounting	5	492	Managers	Finance
Accounting	6	566	Managers	Finance
Administrative and Office Services	1	121	Junior Specialists	Administration and Support
Administrative and Office Services	2A	139	Specialists	Administration and Support
Administrative and Office Services	2B	139	Specialists	Administration and Support
Administrative and Office Services	3A	184	Specialists	Administration and Support
Administrative and Office Services	3B	184	Specialists	Administration and Support
Administrative and Office Services	4	244	Senior Specialists	Administration and Support
Administrative and Office Services	5	323	Experts	Administration and Support
Administrative and Support Unit Managers	1	371	Experts	Administration and Support
Administrative and Support Unit Managers	2	492	Managers	Administration and Support
Administrative and Support Unit Managers	3	651	Managers	Administration and Support
Anti Money Laundering	1	160	Specialists	Legal, Compliance and Control
Anti Money Laundering	2	212	Specialists	Legal, Compliance and Control
Anti Money Laundering	3	281	Senior Specialists	Legal, Compliance and Control
Anti Money Laundering	4	323	Experts	Legal, Compliance and Control
Anti Money Laundering	5	427	Managers	Legal, Compliance and Control
Anti Money Laundering	6	492	Managers	Legal, Compliance and Control
Anti Money Laundering	7	651	Managers	Legal, Compliance and Control
Architecture	1	184	Specialists	Engineering
Architecture	2	281	Senior Specialists	Engineering
Architecture	3	371	Experts	Engineering
Audit	1	184	Specialists	Legal, Compliance and Control
Audit	2	281	Senior Specialists	Legal, Compliance and Control

Job Family	Level	Points	Employee group	Function
Audit	3	323	Experts	Legal, Compliance and Control
Audit	4	371	Experts	Legal, Compliance and Control
Audit	5	492	Managers	Legal, Compliance and Control
Audit	6	566	Managers	Legal, Compliance and Control
Audit: Information Systems	1	212	Specialists	Legal, Compliance and Control
Audit: Information Systems	2	323	Experts	Legal, Compliance and Control
Audit: Information Systems	3	492	Managers	Legal, Compliance and Control
Bookmakers and Traders	1	160	Specialists	Administration and Support
Bookmakers and Traders	2	184	Specialists	Administration and Support
Bookmakers and Traders	3	281	Senior Specialists	Administration and Support
Business Development	1	281	Senior Specialists	Product and Service Development
Business Development	2	323	Experts	Product and Service Development
Business Development	3	427	Managers	Product and Service Development
Business Development	4	492	Managers	Product and Service Development
Business Development	5	651	Managers	Product and Service Development
Business and Operational Analysis	1	160	Specialists	Data, Information, Risk Analysis and Management
Business and Operational Analysis	2	212	Specialists	Data, Information, Risk Analysis and Management
Business and Operational Analysis	3	281	Senior Specialists	Data, Information, Risk Analysis and Management
Business and Operational Analysis	4	427	Managers	Data, Information, Risk Analysis and Management
Category Management	1	139	Specialists	Sales and Marketing
Category Management	2	184	Specialists	Sales and Marketing
Category Management	3	281	Senior Specialists	Sales and Marketing
Category Management	4	427	Managers	Sales and Marketing
Category Management	5	566	Managers	Sales and Marketing
Catering	1	79	Junior Specialists	Customer Service and Relations
Catering	2	91	Junior Specialists	Customer Service and Relations
Catering	3	139	Specialists	Customer Service and Relations
Catering	4	160	Specialists	Customer Service and Relations
Catering	5	281	Senior Specialists	Customer Service and Relations

Job Family	Level	Points	Employee group	Function
Catering	6	427	Managers	Customer Service and Relations
Commercial Management	1	566	Managers	Sales and Marketing
Commercial Management	2	750	Managers	Sales and Marketing
Communication Management	1	160	Specialists	Creative Work, Media and Content
Communication Management	2	244	Senior Specialists	Creative Work, Media and Content
Communication Management	3	323	Experts	Creative Work, Media and Content
Communication Management	4	427	Managers	Creative Work, Media and Content
Communication Management	5	566	Managers	Creative Work, Media and Content
Compliance Management	1	160	Specialists	Legal, Compliance and Control
Compliance Management	2	212	Specialists	Legal, Compliance and Control
Compliance Management	3	323	Experts	Legal, Compliance and Control
Compliance Management	4	427	Managers	Legal, Compliance and Control
Compliance Management	5	492	Managers	Legal, Compliance and Control
Compliance Management	6	566	Managers	Legal, Compliance and Control
Copywriting and Editing	1	160	Specialists	Creative Work, Media and Content
Copywriting and Editing	2	244	Senior Specialists	Creative Work, Media and Content
Creative Work	1	121	Junior Specialists	Creative Work, Media and Content
Creative Work	2	184	Specialists	Creative Work, Media and Content
Creative Work	3	244	Senior Specialists	Creative Work, Media and Content
Creative Work	4	371	Experts	Creative Work, Media and Content
Customer Experience	1	184	Specialists	Customer Service and Relations
Customer Experience	2	244	Senior Specialists	Customer Service and Relations
Customer Experience	3	281	Senior Specialists	Customer Service and Relations
Customer Experience	4	371	Experts	Customer Service and Relations
Customer Experience	5	492	Managers	Customer Service and Relations
Customer Relations	1	244	Senior Specialists	Customer Service and Relations
Customer Relations	2	323	Experts	Customer Service and Relations
Customer Relations	3	371	Experts	Customer Service and Relations
Customer Relations	4	427	Managers	Customer Service and Relations
Customer Service	1	121	Junior Specialists	Customer Service and Relations

Job Family	Level	Points	Employee group	Function
Customer Service	2	139	Specialists	Customer Service and Relations
Customer Service	3	160	Specialists	Customer Service and Relations
Customer Service	4	212	Specialists	Customer Service and Relations
Customer Service	5	244	Senior Specialists	Customer Service and Relations
Customer Service and Customer Relations Management	1	281	Senior Specialists	Customer Service and Relations
Customer Service and Customer Relations Management	2	371	Experts	Customer Service and Relations
Customer Service and Customer Relations Management	3	427	Managers	Customer Service and Relations
Customer Service and Customer Relations Management	4	492	Managers	Customer Service and Relations
Customer Service and Customer Relations Management	5	566	Managers	Customer Service and Relations
Customer Service and Customer Relations Management	6	651	Managers	Customer Service and Relations
Data Protection	1	244	Senior Specialists	Legal, Compliance and Control
Data Protection	2	323	Experts	Legal, Compliance and Control
Data and Information Entry	1	121	Junior Specialists	Administration and Support
Data and Information Entry	2	160	Specialists	Administration and Support
Debt Collection	1	160	Specialists	Legal, Compliance and Control
Debt Collection	2	212	Specialists	Legal, Compliance and Control
Debt Collection	3	281	Senior Specialists	Legal, Compliance and Control
Debt Collection	4	427	Managers	Legal, Compliance and Control
Digital Content Management	1	139	Specialists	Sales and Marketing
Digital Content Management	2	184	Specialists	Sales and Marketing
Digital Content Management	3	281	Senior Specialists	Sales and Marketing
Digital Content Management	4	371	Experts	Sales and Marketing
Digital Marketing	1	160	Specialists	Sales and Marketing
Digital Marketing	2	244	Senior Specialists	Sales and Marketing
Digital Marketing	3	323	Experts	Sales and Marketing
Digital Marketing	4	427	Managers	Sales and Marketing
Dispatchers	1	121	Junior Specialists	Supply Chain and Logistics

Job Family	Level	Points	Employee group	Function
Dispatchers	2	160	Specialists	Supply Chain and Logistics
Dispatchers	3	212	Specialists	Supply Chain and Logistics
Dispatchers	4	281	Senior Specialists	Supply Chain and Logistics
Dispatchers	5	427	Managers	Supply Chain and Logistics
Document Management	1	121	Junior Specialists	Administration and Support
Document Management	2	139	Specialists	Administration and Support
Document Management	3	184	Specialists	Administration and Support
Document Management	4	212	Specialists	Administration and Support
Document Management	5	323	Experts	Administration and Support
Drivers	1	105	Junior Specialists	Supply Chain and Logistics
Drivers	2	121	Junior Specialists	Supply Chain and Logistics
Drivers	3	139	Specialists	Supply Chain and Logistics
Drivers	4	184	Specialists	Supply Chain and Logistics
Drivers	5	212	Specialists	Supply Chain and Logistics
E-Commerce	1	160	Specialists	Sales and Marketing
E-Commerce	2	212	Specialists	Sales and Marketing
E-Commerce	3	281	Senior Specialists	Sales and Marketing
E-Commerce	4	323	Experts	Sales and Marketing
E-Commerce	5	427	Managers	Sales and Marketing
E-Commerce	6	566	Managers	Sales and Marketing
Engineering - Automation	1	184	Specialists	Engineering
Engineering - Automation	2	244	Senior Specialists	Engineering
Engineering - Automation	3	281	Senior Specialists	Engineering
Engineering - Automation	4	371	Experts	Engineering
Engineering - Design and Product Development	1	184	Specialists	Engineering
Engineering - Design and Product Development	2	244	Senior Specialists	Engineering
Engineering - Design and Product Development	3	281	Senior Specialists	Engineering
Engineering - Design and Product Development	4	371	Experts	Engineering

Job Family	Level	Points	Employee group	Function
Engineering - Equipment	1	184	Specialists	Engineering
Engineering - Equipment	2	244	Senior Specialists	Engineering
Engineering - Equipment	3	281	Senior Specialists	Engineering
Engineering - Equipment	4	371	Experts	Engineering
Engineering - Field Service Engineers	1	184	Specialists	Engineering
Engineering - Field Service Engineers	2	244	Senior Specialists	Engineering
Engineering - Field Service Engineers	3	281	Senior Specialists	Engineering
Engineering - Field Service Engineers	4	323	Experts	Engineering
Engineering - Management	1	371	Experts	Engineering
Engineering - Management	2	492	Managers	Engineering
Engineering - Management	3	566	Managers	Engineering
Engineering - Management	4	651	Managers	Engineering
Engineering - Project Management	1	184	Specialists	Engineering
Engineering - Project Management	2	244	Senior Specialists	Engineering
Engineering - Project Management	3	323	Experts	Engineering
Engineering - Project Management	4	427	Managers	Engineering
Engineering - Projection	1	184	Specialists	Engineering
Engineering - Projection	2	244	Senior Specialists	Engineering
Engineering - Projection	3	281	Senior Specialists	Engineering
Engineering - Projection	4	323	Experts	Engineering
Engineering - Technical Expertise and Documentation	1	184	Specialists	Engineering
Engineering - Technical Expertise and Documentation	2	244	Senior Specialists	Engineering
Engineering - Technical Expertise and Documentation	3	281	Senior Specialists	Engineering
Engineering - Technical Expertise and Documentation	4	323	Experts	Engineering
Engineering - Technology and Processes	1	184	Specialists	Engineering
Engineering - Technology and Processes	2	244	Senior Specialists	Engineering
Engineering - Technology and Processes	3	281	Senior Specialists	Engineering

Job Family	Level	Points	Employee group	Function
Engineering - Technology and Processes	4	371	Experts	Engineering
Environmental and Employee Health and Safety	1	184	Specialists	Legal, Compliance and Control
Environmental and Employee Health and Safety	2	244	Senior Specialists	Legal, Compliance and Control
Environmental and Employee Health and Safety	3	371	Experts	Legal, Compliance and Control
Environmental and Employee Health and Safety	4	492	Managers	Legal, Compliance and Control
Facility Maintenance	1	79	Junior Specialists	Administration and Support
Facility Maintenance	2	121	Junior Specialists	Administration and Support
Facility Maintenance	3	184	Specialists	Administration and Support
Facility Maintenance	4	244	Senior Specialists	Administration and Support
Facility Maintenance	5	323	Experts	Administration and Support
Facility Maintenance	6	427	Managers	Administration and Support
Facility Maintenance	7	566	Managers	Administration and Support
Financial Analysis, Planning and Control	1	160	Specialists	Finance
Financial Analysis, Planning and Control	2	212	Specialists	Finance
Financial Analysis, Planning and Control	3	281	Senior Specialists	Finance
Financial Analysis, Planning and Control	4	427	Managers	Finance
Financial Assets Management (Treasury)	1	212	Specialists	Finance
Financial Assets Management (Treasury)	2	281	Senior Specialists	Finance
Financial Assets Management (Treasury)	3	492	Managers	Finance
Financial Management	1	492	Managers	Finance
Financial Management	2	566	Managers	Finance
Financial Management	3	651	Managers	Finance
Financial Management	4	750	Managers	Finance
Financial Products and Markets	1	244	Senior Specialists	Finance
Financial Products and Markets	2	323	Experts	Finance
Fraud Prevention	1	184	Specialists	Legal, Compliance and Control
Fraud Prevention	2	281	Senior Specialists	Legal, Compliance and Control
Fraud Prevention	3	371	Experts	Legal, Compliance and Control

Job Family	Level	Points	Employee group	Function
Fraud Prevention	4	492	Managers	Legal, Compliance and Control
General Practice	1	160	Specialists	Customer Service and Relations
General Practice	2	281	Senior Specialists	Customer Service and Relations
General Practice	3	371	Experts	Customer Service and Relations
Geodesy	1	160	Specialists	Engineering
Geodesy	2	244	Senior Specialists	Engineering
Geodesy	3	323	Experts	Engineering
Graphic Design	1	160	Specialists	Creative Work, Media and Content
Graphic Design	2	244	Senior Specialists	Creative Work, Media and Content
Graphic Design	3	371	Experts	Creative Work, Media and Content
Human Resources - Compensation and Benefits	1	184	Specialists	Administration and Support
Human Resources - Compensation and Benefits	2	244	Senior Specialists	Administration and Support
Human Resources - Compensation and Benefits	3	371	Experts	Administration and Support
Human Resources - Compensation and Benefits	4	492	Managers	Administration and Support
Human Resources - Talent Acquisition	1	160	Specialists	Administration and Support
Human Resources - Talent Acquisition	2	184	Specialists	Administration and Support
Human Resources - Talent Acquisition	3	244	Senior Specialists	Administration and Support
Human Resources - Talent Acquisition	4	323	Experts	Administration and Support
Human Resources - Talent Acquisition	5	371	Experts	Administration and Support
Human Resources - Talent Acquisition	6	492	Managers	Administration and Support
Human Resources Management	1	139	Specialists	Administration and Support
Human Resources Management	2	184	Specialists	Administration and Support
Human Resources Management	3	244	Senior Specialists	Administration and Support
Human Resources Management	4	323	Experts	Administration and Support
Human Resources Management	5	371	Experts	Administration and Support
Human Resources Management	6	427	Managers	Administration and Support
Human Resources Management	7	566	Managers	Administration and Support
Human Resources Management	8	651	Managers	Administration and Support
ICT - Agile Coach	1	371	Experts	ICT

Job Family	Level	Points	Employee group	Function
ICT - Agile Coach	2	492	Managers	ICT
ICT - Business Analysis	1	184	Specialists	ICT
ICT - Business Analysis	2	244	Senior Specialists	ICT
ICT - Business Analysis	3	323	Experts	ICT
ICT - Business Analysis	4	427	Managers	ICT
ICT - Cloud Engineering	1	184	Specialists	ICT
ICT - Cloud Engineering	2	281	Senior Specialists	ICT
ICT - Cloud Engineering	3	371	Experts	ICT
ICT - Cloud Engineering	4	492	Managers	ICT
ICT - Consulting	1	184	Specialists	ICT
ICT - Consulting	2	244	Senior Specialists	ICT
ICT - Consulting	3	323	Experts	ICT
ICT - Consulting	4	427	Managers	ICT
ICT - Data Analysis	1	184	Specialists	ICT
ICT - Data Analysis	2	244	Senior Specialists	ICT
ICT - Data Analysis	3	323	Experts	ICT
ICT - Data Analysis	4	427	Managers	ICT
ICT - Data Analysis	5	566	Managers	ICT
ICT - Data Engineering	1	160	Specialists	ICT
ICT - Data Engineering	2	212	Specialists	ICT
ICT - Data Engineering	3	281	Senior Specialists	ICT
ICT - Data Engineering	4	371	Experts	ICT
ICT - Data Engineering	5	492	Managers	ICT
ICT - Data Science	1	160	Specialists	ICT
ICT - Data Science	2	212	Specialists	ICT
ICT - Data Science	3	281	Senior Specialists	ICT
ICT - Data Science	4	371	Experts	ICT
ICT - Data Science	5	492	Managers	ICT
ICT - Database Management	1	212	Specialists	ICT
ICT - Database Management	2	281	Senior Specialists	ICT

Job Family	Level	Points	Employee group	Function
ICT - Database Management	3	371	Experts	ICT
ICT - Database Management	4	492	Managers	ICT
ICT - DevOps	1	212	Specialists	ICT
ICT - DevOps	2	281	Senior Specialists	ICT
ICT - DevOps	3	371	Experts	ICT
ICT - DevOps	4	492	Managers	ICT
ICT - Documentation	1	160	Specialists	ICT
ICT - Documentation	2	212	Specialists	ICT
ICT - Documentation	3	244	Senior Specialists	ICT
ICT - Documentation	4	323	Experts	ICT
ICT - Ethical Hacking and Cyber Security	1	281	Senior Specialists	ICT
ICT - Ethical Hacking and Cyber Security	2	323	Experts	ICT
ICT - Ethical Hacking and Cyber Security	3	427	Managers	ICT
ICT - Ethical Hacking and Cyber Security	4	566	Managers	ICT
ICT - Graphic Design	1	160	Specialists	ICT
ICT - Graphic Design	2	244	Senior Specialists	ICT
ICT - Graphic Design	3	323	Experts	ICT
ICT - Graphic Design	4	427	Managers	ICT
ICT - Information Security	1	212	Specialists	ICT
ICT - Information Security	2	281	Senior Specialists	ICT
ICT - Information Security	3	371	Experts	ICT
ICT - Information Security	4	492	Managers	ICT
ICT - Installation and Maintenance (Technicians)	1	139	Specialists	ICT
ICT - Installation and Maintenance (Technicians)	2	184	Specialists	ICT
ICT - Installation and Maintenance (Technicians)	3	212	Specialists	ICT
ICT - Installation and Maintenance (Technicians)	4	281	Senior Specialists	ICT
ICT - Internal Consulting (Super User)	1	184	Specialists	ICT
ICT - Internal Consulting (Super User)	2	244	Senior Specialists	ICT
ICT - Internal Consulting (Super User)	3	323	Experts	ICT

Job Family	Level	Points	Employee group	Function
ICT - Machine Learning	1	212	Specialists	ICT
ICT - Machine Learning	2	281	Senior Specialists	ICT
ICT - Machine Learning	3	371	Experts	ICT
ICT - Machine Learning	4	492	Managers	ICT
ICT - Management	1	323	Experts	ICT
ICT - Management	2	371	Experts	ICT
ICT - Management	3	492	Managers	ICT
ICT - Management	4	566	Managers	ICT
ICT - Management	5	651	Managers	ICT
ICT - Management	6	750	Managers	ICT
ICT - Management (Support Function in Non-ICT Company)	1	244	Senior Specialists	ICT
ICT - Management (Support Function in Non-ICT Company)	2	371	Experts	ICT
ICT - Management (Support Function in Non-ICT Company)	3	492	Managers	ICT
ICT - Management (Support Function in Non-ICT Company)	4	566	Managers	ICT
ICT - Monitoring	1	139	Specialists	ICT
ICT - Monitoring	2	184	Specialists	ICT
ICT - Monitoring	3	244	Senior Specialists	ICT
ICT - Network Engineering	1	184	Specialists	ICT
ICT - Network Engineering	2	244	Senior Specialists	ICT
ICT - Network Engineering	3	323	Experts	ICT
ICT - Process Management	1	281	Senior Specialists	ICT
ICT - Process Management	2	427	Managers	ICT
ICT - Process Management	3	566	Managers	ICT
ICT - Product Management	1	244	Senior Specialists	ICT
ICT - Product Management	2	323	Experts	ICT
ICT - Product Management	3	427	Managers	ICT
ICT - Product Management	4	566	Managers	ICT
ICT - Product Management	5	651	Managers	ICT
ICT - Project Management	1	184	Specialists	ICT

Job Family	Level	Points	Employee group	Function
ICT - Project Management	2	244	Senior Specialists	ICT
ICT - Project Management	3	371	Experts	ICT
ICT - Project Management	4	492	Managers	ICT
ICT - Project Management	5	566	Managers	ICT
ICT - Robotic Process Automation	1	139	Specialists	ICT
ICT - Robotic Process Automation	2	184	Specialists	ICT
ICT - Robotic Process Automation	3	244	Senior Specialists	ICT
ICT - Robotic Process Automation	4	323	Experts	ICT
ICT - Robotic Process Automation	5	427	Managers	ICT
ICT - SCRUM Project Management	1	323	Experts	ICT
ICT - SCRUM Project Management	2	371	Experts	ICT
ICT - SOC Analysis	1	184	Specialists	ICT
ICT - SOC Analysis	2	244	Senior Specialists	ICT
ICT - SOC Analysis	3	323	Experts	ICT
ICT - Sales and Account Management	1	160	Specialists	ICT
ICT - Sales and Account Management	2	184	Specialists	ICT
ICT - Sales and Account Management	3	244	Senior Specialists	ICT
ICT - Sales and Account Management	4	281	Senior Specialists	ICT
ICT - Sales and Account Management	5	371	Experts	ICT
ICT - Sales and Account Management	6	492	Managers	ICT
ICT - Sales and Account Management	7	566	Managers	ICT
ICT - Service Support	1	139	Specialists	ICT
ICT - Service Support	2	160	Specialists	ICT
ICT - Service Support	3	212	Specialists	ICT
ICT - Service Support	4	244	Senior Specialists	ICT
ICT - Service Support	5	323	Experts	ICT
ICT - Software Development (Back-end)	1	160	Specialists	ICT
ICT - Software Development (Back-end)	2	184	Specialists	ICT
ICT - Software Development (Back-end)	3	244	Senior Specialists	ICT
ICT - Software Development (Back-end)	4	281	Senior Specialists	ICT

Job Family	Level	Points	Employee group	Function
ICT - Software Development (Back-end)	5	323	Experts	ICT
ICT - Software Development (Back-end)	6	427	Managers	ICT
ICT - Software Development (Front-end)	1	160	Specialists	ICT
ICT - Software Development (Front-end)	2	184	Specialists	ICT
ICT - Software Development (Front-end)	3	244	Senior Specialists	ICT
ICT - Software Development (Front-end)	4	281	Senior Specialists	ICT
ICT - Software Development (Front-end)	5	323	Experts	ICT
ICT - Software Development (Front-end)	6	427	Managers	ICT
ICT - Software Development (Full-stack)	1	160	Specialists	ICT
ICT - Software Development (Full-stack)	2	184	Specialists	ICT
ICT - Software Development (Full-stack)	3	244	Senior Specialists	ICT
ICT - Software Development (Full-stack)	4	281	Senior Specialists	ICT
ICT - Software Development (Full-stack)	5	323	Experts	ICT
ICT - Software Development (Full-stack)	6	427	Managers	ICT
ICT - Software Development (Mobile)	1	160	Specialists	ICT
ICT - Software Development (Mobile)	2	184	Specialists	ICT
ICT - Software Development (Mobile)	3	244	Senior Specialists	ICT
ICT - Software Development (Mobile)	4	281	Senior Specialists	ICT
ICT - Software Development (Mobile)	5	323	Experts	ICT
ICT - Software Development (Mobile)	6	427	Managers	ICT
ICT - System Administration	1	212	Specialists	ICT
ICT - System Administration	2	281	Senior Specialists	ICT
ICT - System Administration	3	371	Experts	ICT
ICT - System Administration	4	492	Managers	ICT
ICT - System Analysis	1	184	Specialists	ICT
ICT - System Analysis	2	244	Senior Specialists	ICT
ICT - System Analysis	3	323	Experts	ICT
ICT - System Analysis	4	492	Managers	ICT
ICT - System Architecture	1	323	Experts	ICT
ICT - System Architecture	2	427	Managers	ICT

Job Family	Level	Points	Employee group	Function
ICT - System Architecture	3	566	Managers	ICT
ICT - System Architecture	4	651	Managers	ICT
ICT - Technical Support	1	139	Specialists	ICT
ICT - Technical Support	2	184	Specialists	ICT
ICT - Technical Support	3	212	Specialists	ICT
ICT - Technical Support	4	244	Senior Specialists	ICT
ICT - Technical Support	5	323	Experts	ICT
ICT - Telecommunication Engineering	1	184	Specialists	ICT
ICT - Telecommunication Engineering	2	244	Senior Specialists	ICT
ICT - Telecommunication Engineering	3	371	Experts	ICT
ICT - Telecommunication Engineering - Management	1	371	Experts	ICT
ICT - Telecommunication Engineering - Management	2	427	Managers	ICT
ICT - Telecommunication Engineering - Management	3	651	Managers	ICT
ICT - Testing (Automation)	1	184	Specialists	ICT
ICT - Testing (Automation)	2	244	Senior Specialists	ICT
ICT - Testing (Automation)	3	323	Experts	ICT
ICT - Testing (Automation)	4	427	Managers	ICT
ICT - Testing (Manual)	1	139	Specialists	ICT
ICT - Testing (Manual)	2	184	Specialists	ICT
ICT - Testing (Manual)	3	244	Senior Specialists	ICT
ICT - Testing (Manual)	4	323	Experts	ICT
ICT - Testing (Manual)	5	427	Managers	ICT
ICT - UX Research and Strategy	1	160	Specialists	ICT
ICT - UX Research and Strategy	2	212	Specialists	ICT
ICT - UX Research and Strategy	3	281	Senior Specialists	ICT
ICT - UX Research and Strategy	4	371	Experts	ICT
ICT - UX/UI Design	1	184	Specialists	ICT
ICT - UX/UI Design	2	244	Senior Specialists	ICT
ICT - UX/UI Design	3	323	Experts	ICT

Job Family	Level	Points	Employee group	Function
ICT - UX/UI Design	4	427	Managers	ICT
ICT - Vendor Control	1	244	Senior Specialists	ICT
ICT - Vendor Control	2	323	Experts	ICT
ICT - Vendor Control	3	427	Managers	ICT
Identity Verification and Know Your Customer (KYC)	1	160	Specialists	Legal, Compliance and Control
Identity Verification and Know Your Customer (KYC)	2	184	Specialists	Legal, Compliance and Control
Identity Verification and Know Your Customer (KYC)	3	212	Specialists	Legal, Compliance and Control
Identity Verification and Know Your Customer (KYC)	4	281	Senior Specialists	Legal, Compliance and Control
Identity Verification and Know Your Customer (KYC)	5	323	Experts	Legal, Compliance and Control
Identity Verification and Know Your Customer (KYC)	6	427	Managers	Legal, Compliance and Control
Informational Support	1	139	Specialists	Administration and Support
Informational Support	2	184	Specialists	Administration and Support
Informational Support	3	244	Senior Specialists	Administration and Support
Informational Support	4	281	Senior Specialists	Administration and Support
Informational Support	5	427	Managers	Administration and Support
Informational Support	6	566	Managers	Administration and Support
Internal Control	1	139	Specialists	Legal, Compliance and Control
Internal Control	2	184	Specialists	Legal, Compliance and Control
Internal Control	3	281	Senior Specialists	Legal, Compliance and Control
Internal Control	4	427	Managers	Legal, Compliance and Control
Journalism	1	184	Specialists	Creative Work, Media and Content
Journalism	2	212	Specialists	Creative Work, Media and Content
Journalism	3	244	Senior Specialists	Creative Work, Media and Content
Journalism	4	371	Experts	Creative Work, Media and Content
Journalism	5	492	Managers	Creative Work, Media and Content
Journalism	6	566	Managers	Creative Work, Media and Content
Legal Professional Services	1	160	Specialists	Legal, Compliance and Control
Legal Professional Services	2	281	Senior Specialists	Legal, Compliance and Control

Job Family	Level	Points	Employee group	Function
Legal Professional Services	3	371	Experts	Legal, Compliance and Control
Legal Professional Services	4	492	Managers	Legal, Compliance and Control
Legal Professional Services	5	651	Managers	Legal, Compliance and Control
Legal Professional Services	6	864	Top Executives	Legal, Compliance and Control
Legal Support	1	160	Specialists	Legal, Compliance and Control
Legal Support	2	244	Senior Specialists	Legal, Compliance and Control
Legal Support	3	323	Experts	Legal, Compliance and Control
Legal Support	4	371	Experts	Legal, Compliance and Control
Legal Support	5	492	Managers	Legal, Compliance and Control
Legal Support	6	651	Managers	Legal, Compliance and Control
Logistics	1	121	Junior Specialists	Supply Chain and Logistics
Logistics	2	184	Specialists	Supply Chain and Logistics
Logistics	3	212	Specialists	Supply Chain and Logistics
Logistics	4	281	Senior Specialists	Supply Chain and Logistics
Logistics	5	371	Experts	Supply Chain and Logistics
Logistics	6	492	Managers	Supply Chain and Logistics
Logistics	7	566	Managers	Supply Chain and Logistics
Management Consulting	1	160	Specialists	Administration and Support
Management Consulting	2	244	Senior Specialists	Administration and Support
Management Consulting	3	371	Experts	Administration and Support
Management Consulting	4	427	Managers	Administration and Support
Marketing	1	160	Specialists	Sales and Marketing
Marketing	2	212	Specialists	Sales and Marketing
Marketing	3	281	Senior Specialists	Sales and Marketing
Marketing	4	323	Experts	Sales and Marketing
Marketing	5	427	Managers	Sales and Marketing
Marketing	6	566	Managers	Sales and Marketing
Marketing	7	651	Managers	Sales and Marketing
Marketing Analysis	1	160	Specialists	Sales and Marketing
Marketing Analysis	2	212	Specialists	Sales and Marketing
Marketing Analysis	3	281	Senior Specialists	Sales and Marketing

Job Family	Level	Points	Employee group	Function
Media Production	1	184	Specialists	Creative Work, Media and Content
Media Production	2	244	Senior Specialists	Creative Work, Media and Content
Media Production	3	281	Senior Specialists	Creative Work, Media and Content
Media Production	4	371	Experts	Creative Work, Media and Content
Media Production	5	427	Managers	Creative Work, Media and Content
Merchandising	1	139	Specialists	Sales and Marketing
Merchandising	2	184	Specialists	Sales and Marketing
Operational Management	1A	281	Senior Specialists	Administration and Support
Operational Management	1B	323	Experts	Administration and Support
Operational Management	2	371	Experts	Administration and Support
Operational Management	3	492	Managers	Administration and Support
Operational Management	4	566	Managers	Administration and Support
Operational Management	5	750	Managers	Administration and Support
Organization Procedures and Documentation	1	139	Specialists	Administration and Support
Organization Procedures and Documentation	2	184	Specialists	Administration and Support
Organization Procedures and Documentation	3	244	Senior Specialists	Administration and Support
Organization Procedures and Documentation	4	323	Experts	Administration and Support
Organization Procedures and Documentation	5	427	Managers	Administration and Support
Organization Processes and Change Management	1	184	Specialists	Administration and Support
Organization Processes and Change Management	2	244	Senior Specialists	Administration and Support
Organization Processes and Change Management	3	281	Senior Specialists	Administration and Support
Organization Processes and Change Management	4	371	Experts	Administration and Support
Organization Processes and Change Management	5	427	Managers	Administration and Support
Organization Processes and Change Management	6	566	Managers	Administration and Support
Pharma - Clinical Research	1	160	Specialists	Product and Service Development
Pharma - Clinical Research	2	244	Senior Specialists	Product and Service Development
Pharma - Clinical Research	3	323	Experts	Product and Service Development
Pharma - Logistics	1	244	Senior Specialists	Supply Chain and Logistics

Job Family	Level	Points	Employee group	Function
Pharma - Logistics	2	323	Experts	Supply Chain and Logistics
Pharma - Managers	1	427	Managers	Top Management
Pharma - Managers	2	492	Managers	Top Management
Pharma - Managers	3	566	Managers	Top Management
Pharma - Managers	4	651	Managers	Top Management
Pharma - Market Access	1	427	Managers	Data, Information, Risk Analysis and Management
Pharma - Marketing	1	212	Specialists	Sales and Marketing
Pharma - Marketing	2	281	Senior Specialists	Sales and Marketing
Pharma - Marketing	3	323	Experts	Sales and Marketing
Pharma - Marketing	4	492	Managers	Sales and Marketing
Pharma - Medicine	1	323	Experts	Product and Service Development
Pharma - Medicine	2	427	Managers	Product and Service Development
Pharma - Medicine	3	492	Managers	Product and Service Development
Pharma - Regulatory	1	160	Specialists	Legal, Compliance and Control
Pharma - Regulatory	2	244	Senior Specialists	Legal, Compliance and Control
Pharma - Regulatory	3	323	Experts	Legal, Compliance and Control
Pharma - Sales	1	184	Specialists	Sales and Marketing
Pharma - Sales	2	244	Senior Specialists	Sales and Marketing
Pharma - Sales	3	281	Senior Specialists	Sales and Marketing
Pharma - Sales	4	323	Experts	Sales and Marketing
Pharma - Sales	5	371	Experts	Sales and Marketing
Pharma - Secretarial and Assistants	1	121	Junior Specialists	Administration and Support
Pharma - Secretarial and Assistants	2	160	Specialists	Administration and Support
Pharma - Secretarial and Assistants	3	212	Specialists	Administration and Support
Pharmacists	1	91	Junior Specialists	Sales and Marketing
Pharmacists	2	121	Junior Specialists	Sales and Marketing
Pharmacists	3	184	Specialists	Sales and Marketing
Pharmacists	4	212	Specialists	Sales and Marketing
Pharmacists	5	281	Senior Specialists	Sales and Marketing

Job Family	Level	Points	Employee group	Function
Pharmacists	6	323	Experts	Sales and Marketing
Pharmacists	7	427	Managers	Sales and Marketing
Planning	1	139	Specialists	Production
Planning	2	184	Specialists	Production
Planning	3	244	Senior Specialists	Production
Planning	4	323	Experts	Production
Product and Service Development	1	160	Specialists	Product and Service Development
Product and Service Development	2	212	Specialists	Product and Service Development
Product and Service Development	3	244	Senior Specialists	Product and Service Development
Product and Service Development	4	323	Experts	Product and Service Development
Product and Service Development	5	427	Managers	Product and Service Development
Product and Service Development	6	651	Managers	Product and Service Development
Product and Service Management	1	212	Specialists	Sales and Marketing
Product and Service Management	2	244	Senior Specialists	Sales and Marketing
Product and Service Management	3	323	Experts	Sales and Marketing
Product and Service Management	4	371	Experts	Sales and Marketing
Production and Technical Service Provision	1	184	Specialists	Production
Production and Technical Service Provision	2	244	Senior Specialists	Production
Production and Technical Service Provision	3	371	Experts	Production
Production and Technical Service Provision	4	492	Managers	Production
Production and Technical Service Provision	5	566	Managers	Production
Production and Technical Service Provision	6	651	Managers	Production
Production and Technical Service Provision	7	750	Managers	Production
Project Management	1	160	Specialists	Administration and Support
Project Management	2	212	Specialists	Administration and Support
Project Management	3	323	Experts	Administration and Support
Project Management	4	492	Managers	Administration and Support
Property Management	1	184	Specialists	Administration and Support
Property Management	2	244	Senior Specialists	Administration and Support
Property Management	3	281	Senior Specialists	Administration and Support
Property Management	4	323	Experts	Administration and Support

Job Family	Level	Points	Employee group	Function
Property Management	5	427	Managers	Administration and Support
Property Management	6	566	Managers	Administration and Support
Property Valuation	1	160	Specialists	Finance
Property Valuation	2	244	Senior Specialists	Finance
Psychological Support	1	244	Senior Specialists	Administration and Support
Psychological Support	2	281	Senior Specialists	Administration and Support
Public Procurement	1	139	Specialists	Administration and Support
Public Procurement	2	244	Senior Specialists	Administration and Support
Public Procurement	3	323	Experts	Administration and Support
Public Procurement	4	427	Managers	Administration and Support
Purchasing (Procurement)	1	139	Specialists	Supply Chain and Logistics
Purchasing (Procurement)	2	184	Specialists	Supply Chain and Logistics
Purchasing (Procurement)	3	244	Senior Specialists	Supply Chain and Logistics
Purchasing (Procurement)	4	371	Experts	Supply Chain and Logistics
Purchasing (Procurement)	5	566	Managers	Supply Chain and Logistics
Qualified Workers - Electricians	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Electricians	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Electricians	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Electricians	4	212	Specialists	Workers and Qualified Workers
Qualified Workers - Machinery Technicians	1	139	Specialists	Workers and Qualified Workers
Qualified Workers - Machinery Technicians	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Machinery Technicians	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Machinery Technicians	4	212	Specialists	Workers and Qualified Workers
Qualified Workers - Programmable Machine Operators	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Programmable Machine Operators	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Programmable Machine Operators	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Programmable Machine Operators	4	212	Specialists	Workers and Qualified Workers
Qualified Workers - Service Technicians	1	121	Junior Specialists	Workers and Qualified Workers

Job Family	Level	Points	Employee group	Function
Qualified Workers - Service Technicians	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Service Technicians	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Service Technicians	4	244	Senior Specialists	Workers and Qualified Workers
Qualified Workers - Special Equipment	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Special Equipment	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Special Equipment	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Special Vehicles	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Special Vehicles	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Special Vehicles	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Special Vehicles	4	212	Specialists	Workers and Qualified Workers
Qualified Workers - Technology and Processes	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Technology and Processes	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Technology and Processes	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Technology and Processes	4	212	Specialists	Workers and Qualified Workers
Qualified Workers - Welders	1	121	Junior Specialists	Workers and Qualified Workers
Qualified Workers - Welders	2	160	Specialists	Workers and Qualified Workers
Qualified Workers - Welders	3	184	Specialists	Workers and Qualified Workers
Qualified Workers - Welders	4	212	Specialists	Workers and Qualified Workers
Quality - Laboratory Work	1	91	Junior Specialists	Quality
Quality - Laboratory Work	2	121	Junior Specialists	Quality
Quality - Laboratory Work	3	184	Specialists	Quality
Quality - Laboratory Work	4	244	Senior Specialists	Quality
Quality - Laboratory Work	5	323	Experts	Quality
Quality Control	1	139	Specialists	Quality
Quality Control	2	184	Specialists	Quality
Quality Control	3	212	Specialists	Quality
Quality Control of Services	1	160	Specialists	Quality
Quality Control of Services	2	212	Specialists	Quality
Quality Control of Services	3	323	Experts	Quality
Quality Management	1	212	Specialists	Quality

Job Family	Level	Points	Employee group	Function
Quality Management	2	281	Senior Specialists	Quality
Quality Management	3	371	Experts	Quality
Quality Management	4	492	Managers	Quality
Resource Management	1	160	Specialists	Administration and Support
Resource Management	2	212	Specialists	Administration and Support
Resource Management	3	281	Senior Specialists	Administration and Support
Retail	1	91	Junior Specialists	Sales and Marketing
Retail	2A	121	Junior Specialists	Sales and Marketing
Retail	2B	121	Junior Specialists	Sales and Marketing
Retail	3	139	Specialists	Sales and Marketing
Retail	4	160	Specialists	Sales and Marketing
Retail	5	212	Specialists	Sales and Marketing
Retail	6	244	Senior Specialists	Sales and Marketing
Retail	7	281	Senior Specialists	Sales and Marketing
Retail	8	323	Experts	Sales and Marketing
Retail	9	427	Managers	Sales and Marketing
Retail	10	492	Managers	Sales and Marketing
Retail	11	651	Managers	Sales and Marketing
Risk Management	1	160	Specialists	Data, Information, Risk Analysis and Management
Risk Management	2	244	Senior Specialists	Data, Information, Risk Analysis and Management
Risk Management	3	323	Experts	Data, Information, Risk Analysis and Management
Risk Management	4	427	Managers	Data, Information, Risk Analysis and Management
Risk Management	5	566	Managers	Data, Information, Risk Analysis and Management
Risk Management	6	651	Managers	Data, Information, Risk Analysis and Management
Sales	1	105	Junior Specialists	Sales and Marketing
Sales	2	139	Specialists	Sales and Marketing

Job Family	Level	Points	Employee group	Function
Sales	3	184	Specialists	Sales and Marketing
Sales	4	244	Senior Specialists	Sales and Marketing
Sales	5	323	Experts	Sales and Marketing
Sales	6	371	Experts	Sales and Marketing
Sales	7	492	Managers	Sales and Marketing
Sales	8	566	Managers	Sales and Marketing
Sales	9	651	Managers	Sales and Marketing
Sales	10	750	Managers	Sales and Marketing
Sales Analysis	1	160	Specialists	Sales and Marketing
Sales Analysis	2	212	Specialists	Sales and Marketing
Sales Analysis	3	281	Senior Specialists	Sales and Marketing
Sales Analysis	4	371	Experts	Sales and Marketing
Sales Support	1	139	Specialists	Sales and Marketing
Sales Support	2	184	Specialists	Sales and Marketing
Sales Support	3	281	Senior Specialists	Sales and Marketing
Sales Support	4	427	Managers	Sales and Marketing
Security	1	91	Junior Specialists	Administration and Support
Security	2	121	Junior Specialists	Administration and Support
Security	3	139	Specialists	Administration and Support
Security	4	184	Specialists	Administration and Support
Security	5A	281	Senior Specialists	Administration and Support
Security	5B	281	Senior Specialists	Administration and Support
Security	6	371	Experts	Administration and Support
Security	7	492	Managers	Administration and Support
Service Hall Attendance	1	91	Junior Specialists	Customer Service and Relations
Service Hall Attendance	2	121	Junior Specialists	Customer Service and Relations
Service Hall Attendance	3	160	Specialists	Customer Service and Relations
Service Hall Attendance	4	184	Specialists	Customer Service and Relations
Shared Services - Customer Services	1	121	Junior Specialists	Customer Service and Relations

Job Family	Level	Points	Employee group	Function
Shared Services - Customer Services	2	139	Specialists	Customer Service and Relations
Shared Services - Customer Services	3	160	Specialists	Customer Service and Relations
Shared Services - Customer Services	4	212	Specialists	Customer Service and Relations
Shared Services - Customer Services	5	281	Senior Specialists	Customer Service and Relations
Shared Services - Customer Services	6	371	Experts	Customer Service and Relations
Shared Services - Financial Services	1	139	Specialists	Finance
Shared Services - Financial Services	2	184	Specialists	Finance
Shared Services - Financial Services	3	244	Senior Specialists	Finance
Shared Services - Financial Services	4	281	Senior Specialists	Finance
Shared Services - Financial Services	5	323	Experts	Finance
Shared Services - Financial Services	6	427	Managers	Finance
Shared Services - HR, Procurement, Logistics	1	139	Specialists	Administration and Support
Shared Services - HR, Procurement, Logistics	2	184	Specialists	Administration and Support
Shared Services - HR, Procurement, Logistics	3	244	Senior Specialists	Administration and Support
Shared Services - HR, Procurement, Logistics	4	281	Senior Specialists	Administration and Support
Shared Services - HR, Procurement, Logistics	5	371	Experts	Administration and Support
Shelf Design and Layout	1	184	Specialists	Sales and Marketing
Supply Chain Management	1	184	Specialists	Supply Chain and Logistics
Supply Chain Management	2	244	Senior Specialists	Supply Chain and Logistics
Supply Chain Management	3	323	Experts	Supply Chain and Logistics
Supply Chain Management	4	492	Managers	Supply Chain and Logistics
Supply Chain Management	5	651	Managers	Supply Chain and Logistics
Sustainability Management	1	244	Senior Specialists	Administration and Support
Sustainability Management	2	281	Senior Specialists	Administration and Support
Sustainability Management	3	371	Experts	Administration and Support
Sustainability Management	4	492	Managers	Administration and Support
Tax Consulting	1	184	Specialists	Finance
Tax Consulting	2	281	Senior Specialists	Finance
Tax Consulting	3	427	Managers	Finance

Job Family	Level	Points	Employee group	Function
Tax Consulting	4	566	Managers	Finance
Training	1	160	Specialists	Administration and Support
Training	2	212	Specialists	Administration and Support
Training	3	281	Senior Specialists	Administration and Support
Training	4	323	Experts	Administration and Support
Training	5	427	Managers	Administration and Support
Translation/Interpreting	1	160	Specialists	Creative Work, Media and Content
Translation/Interpreting	2	212	Specialists	Creative Work, Media and Content
Translation/Interpreting	3	281	Senior Specialists	Creative Work, Media and Content
Veterinarians	1	160	Specialists	Customer Service and Relations
Veterinarians	2	212	Specialists	Customer Service and Relations
Veterinarians	3	323	Experts	Customer Service and Relations
Visual Merchandising and Interior Design	1	139	Specialists	Creative Work, Media and Content
Visual Merchandising and Interior Design	2	184	Specialists	Creative Work, Media and Content
Visual Merchandising and Interior Design	3	244	Senior Specialists	Creative Work, Media and Content
Visual Merchandising and Interior Design	4	323	Experts	Creative Work, Media and Content
Warehouse	1	91	Junior Specialists	Supply Chain and Logistics
Warehouse	2	139	Specialists	Supply Chain and Logistics
Warehouse	3	160	Specialists	Supply Chain and Logistics
Warehouse	4	184	Specialists	Supply Chain and Logistics
Warehouse	5	244	Senior Specialists	Supply Chain and Logistics
Warehouse	6	323	Experts	Supply Chain and Logistics
Warehouse	7	371	Experts	Supply Chain and Logistics
Warehouse	8	492	Managers	Supply Chain and Logistics
Workers	1	79	Junior Specialists	Workers and Qualified Workers
Workers	2	105	Junior Specialists	Workers and Qualified Workers
Workers	3	121	Junior Specialists	Workers and Qualified Workers
Workers	4	139	Specialists	Workers and Qualified Workers

APPENDIX B - LIST OF ORGANIZATIONS

Name	Top.sector	Sector
1stdibs.com Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
Accenture Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
Adeo Web UAB	IT and Telecommunications	IT and IT Solution Sales
Adform Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
Adroit UAB	IT and Telecommunications	IT and IT Solution Sales
Agmis UAB	IT and Telecommunications	IT and IT Solution Sales
Azeta UAB	Sales	Retail
Avalanche Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
B Company UAB	Sales	Retail
Baltic Amadeus UAB	IT and Telecommunications	IT and IT Solution Sales
BALNETOS KOMUNIKACIJOS UAB	IT and Telecommunications	IT and IT Solution Sales
Bazaarvoice UAB	Business Services	
Big Forest Agency UAB	Other	
Bigbank AS filialas	Financial Services	Banking
Bioma Health UAB	Sales	Retail
Bison Commerce UAB	IT and Telecommunications	IT and IT Solution Sales
Bodhi Wellness UAB	Sales	Retail
CGI Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
Citadele banka AS Lietuvos filialas	Financial Services	Banking
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
Deeper UAB	Production	Electronics Industry
Diabetes Solutions UAB	Sales	Retail
Diginet LTU UAB	IT and Telecommunications	Other
DIGMATIX Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
E-Bros UAB	IT and Telecommunications	IT and IT Solution Sales
Edukacinės sistemos UAB	IT and Telecommunications	Other
Eldorado Market UAB	IT and Telecommunications	IT and IT Solution Sales
ER Solutions UAB	Other	
Eskimi UAB	IT and Telecommunications	IT and IT Solution Sales
EUROAPOTHECA UAB	Sales	Pharmaceutical Offices
Euromonitor International - Eastern Europe UAB	Business Services	

Name	Top.sector	Sector
Exacaster UAB	IT and Telecommunications	IT and IT Solution Sales
Fast fast UAB	Production	Other
Fitek Lithuania UAB	Financial Services	FinTech
Flo Health LTU UAB	IT and Telecommunications	IT and IT Solution Sales
GF bankas UAB	Financial Services	Banking
GoSystems UAB	Financial Services	Other
Greatness UAB	IT and Telecommunications	IT and IT Solution Sales
Gritmind LT UAB	IT and Telecommunications	IT and IT Solution Sales
Gut Health UAB	Sales	Retail
Helmes UAB	IT and Telecommunications	IT and IT Solution Sales
HOSTINGER operations UAB	IT and Telecommunications	IT and IT Solution Sales
Idenfy UAB	IT and Telecommunications	IT and IT Solution Sales
Ignitis grupės paslaugų centras UAB	Energy	
Informacinių technologijų organizacija UAB	IT and Telecommunications	IT and IT Solution Sales
Insoft UAB	IT and Telecommunications	IT and IT Solution Sales
Integris UAB	IT and Telecommunications	IT and IT Solution Sales
Inventi UAB	IT and Telecommunications	IT and IT Solution Sales
iToGroup UAB	IT and Telecommunications	IT and IT Solution Sales
Joggo UAB	IT and Telecommunications	IT and IT Solution Sales
Keto Diets UAB	IT and Telecommunications	IT and IT Solution Sales
Kilo Distribution UAB	Sales	Retail
Kilo for Business UAB	Other	
Kilo grupė UAB	IT and Telecommunications	Other
Luminor Bank AS Lietuvos skyrius	Financial Services	Banking
Markit Baltija UAB	IT and Telecommunications	IT and IT Solution Sales
Max Nutrition UAB	Other	
Metasite Business Solutions UAB	IT and Telecommunications	IT and IT Solution Sales
Moonlo UAB	IT and Telecommunications	IT and IT Solution Sales
Nasdaq Vilnius AB	Financial Services	FinTech
Nefolld UAB	IT and Telecommunications	IT and IT Solution Sales
NFQ Technologies UAB	IT and Telecommunications	IT and IT Solution Sales
Nortal UAB	IT and Telecommunications	IT and IT Solution Sales
Norway Registers Development AS Lietuvos filialas	IT and Telecommunications	IT and IT Solution Sales
Novian pro UAB	IT and Telecommunications	IT and IT Solution Sales
Novian systems UAB	IT and Telecommunications	IT and IT Solution Sales

Name	Top.sector	Sector
NRD Digital UAB	IT and Telecommunications	IT and IT Solution Sales
Omnisend UAB	IT and Telecommunications	IT and IT Solution Sales
Ovoko UAB	IT and Telecommunications	IT and IT Solution Sales
Papildai mitybai UAB	Other	
Present Connection UAB	IT and Telecommunications	IT and IT Solution Sales
Primend UAB	IT and Telecommunications	IT and IT Solution Sales
PVcase UAB	IT and Telecommunications	IT and IT Solution Sales
Rhea essentials UAB	Other	
Rocket Software Lithuania UAB	IT and Telecommunications	IT and IT Solution Sales
Santa Monica Networks UAB	IT and Telecommunications	IT and IT Solution Sales
SEB bankas AB	Financial Services	Banking
SK ID Solutions AS Lietuvos filialas	IT and Telecommunications	IT and IT Solution Sales
Softera Baltic UAB	IT and Telecommunications	IT and IT Solution Sales
Spine Revolution UAB	IT and Telecommunications	IT and IT Solution Sales
Sportai UAB	IT and Telecommunications	IT and IT Solution Sales
StrongPoint UAB	IT and Telecommunications	IT and IT Solution Sales
Swedbank AB	Financial Services	Banking
Zenitechas UAB	IT and Telecommunications	IT and IT Solution Sales
Techtank UAB	Sales	Retail
Telia Global Services Lithuania UAB	IT and Telecommunications	Telecommunication
Telia Lietuva AB	IT and Telecommunications	Telecommunication
TG LAB UAB	IT and Telecommunications	IT and IT Solution Sales
Tieto Lietuva UAB	IT and Telecommunications	IT and IT Solution Sales
TILDE INFORMACINĖS TECHNOLOGIJOS UAB	IT and Telecommunications	IT and IT Solution Sales
Toughlex UAB	IT and Telecommunications	IT and IT Solution Sales
TransferGo Lithuania UAB	Financial Services	FinTech
Twoday UAB	IT and Telecommunications	IT and IT Solution Sales
Unifiedpost UAB	Business Services	
Wargaming Vilnius UAB	IT and Telecommunications	Other
Wellnity UAB	Other	
Vinted UAB	IT and Telecommunications	Other
Visma Tech UAB	IT and Telecommunications	IT and IT Solution Sales

APPENDIX C - 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 D - 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.