

# Salary Market Forecast Survey 2025 Estonia

09.01.2025

FIGURE 

Figure Baltic Advisory

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# Purpose of the Survey, Sample and Methods



- The Forecast Survey provides an overview of current trends in the salary market, looks back at what happened last year, and summarizes plans and forecasts for 2025.
- The sample of the survey consisted of 551 customers who participated or purchased General Compensation Survey 2024 Estonia.
- 117 organizations completed the survey.
- The data was collected using an online questionnaire in December 2024.

# Terms Used

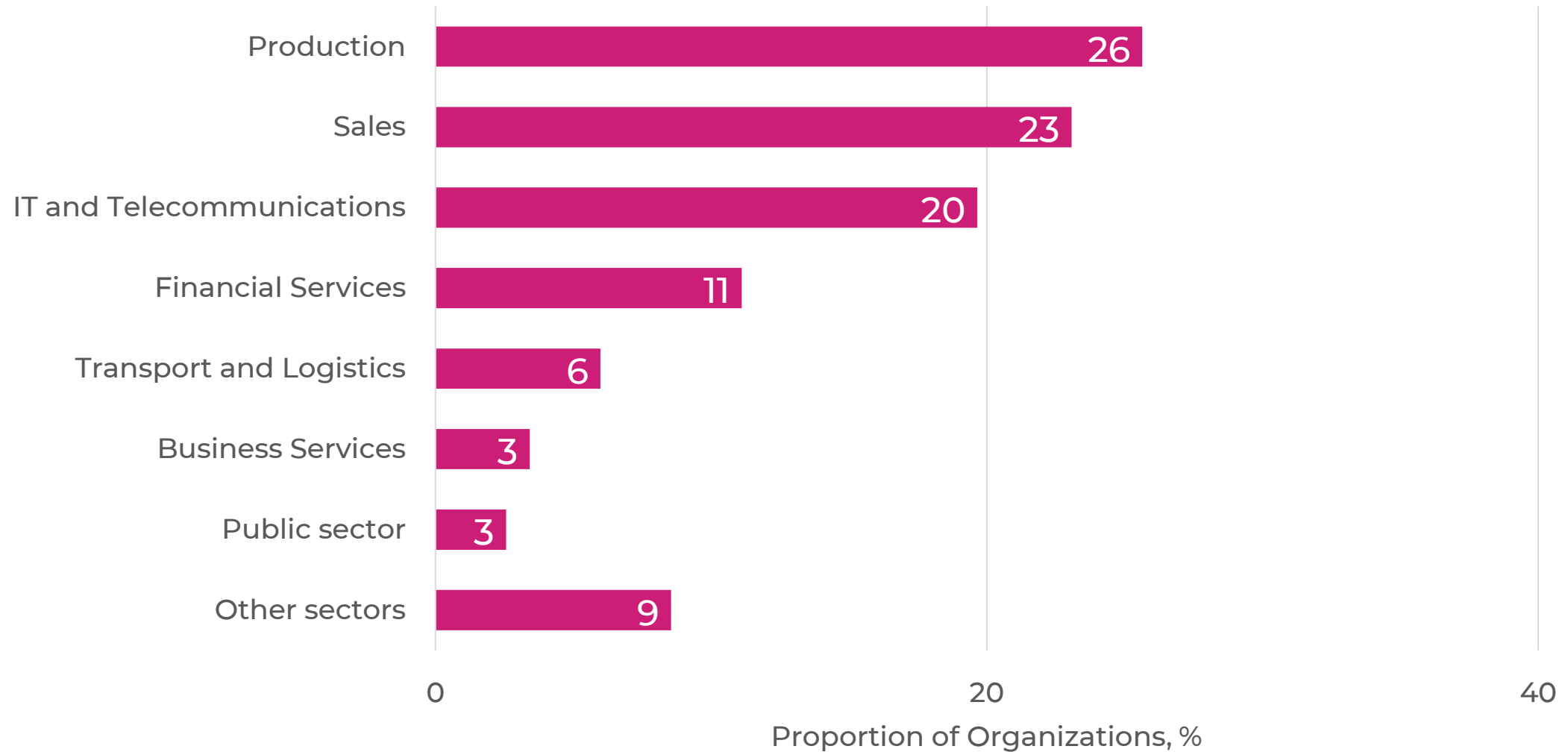


- **Average** - the arithmetic weighted average, which is obtained by adding all values and then dividing the sum by the total number thereof.
- **90%** - 10% of values are higher than the presented value.
- **75%** - 25% of values are higher than the presented value.
- **Median** - the central member in the sequence of salaries, which are in order from the highest to the smallest. Both parts have an equal number of members.
- **25%** - 25% of values are lower than the presented value.
- **10%** - 10% of values are lower than the presented value.



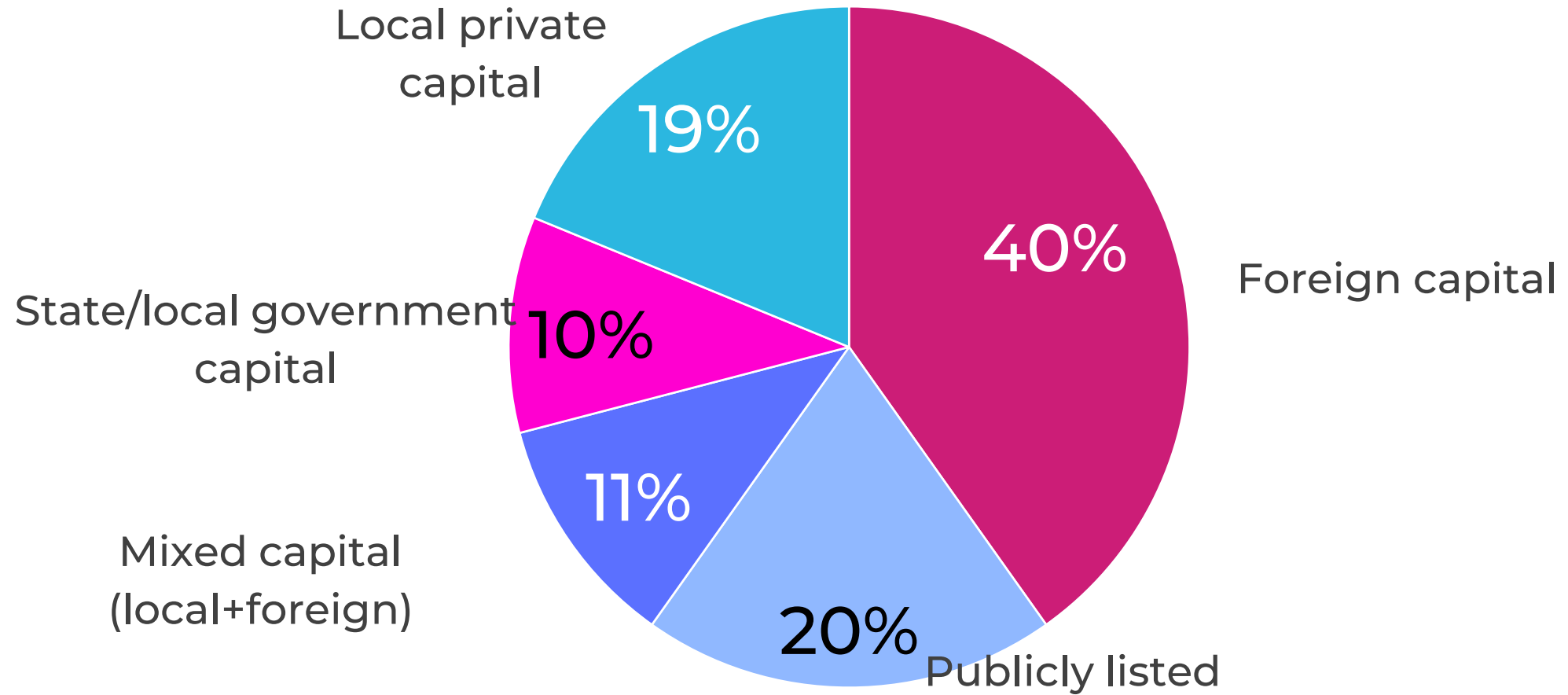
# Description of Participating Organizations

# Organizations by Field of Activity



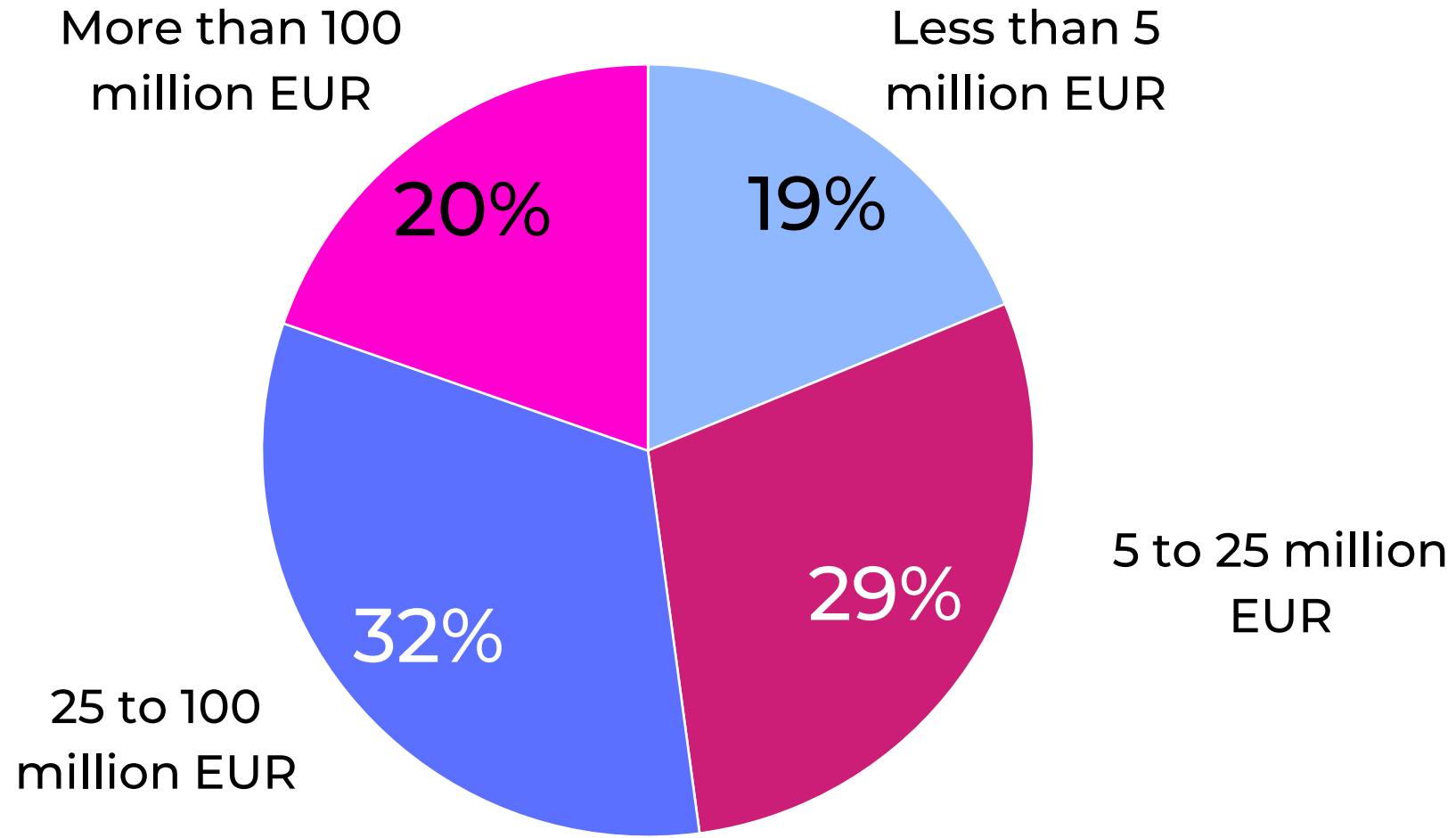
Graph is calculated using the data of 117 organizations.

# Organizations by Capital Ownership



*Graph is calculated using the data of 117 organizations.*

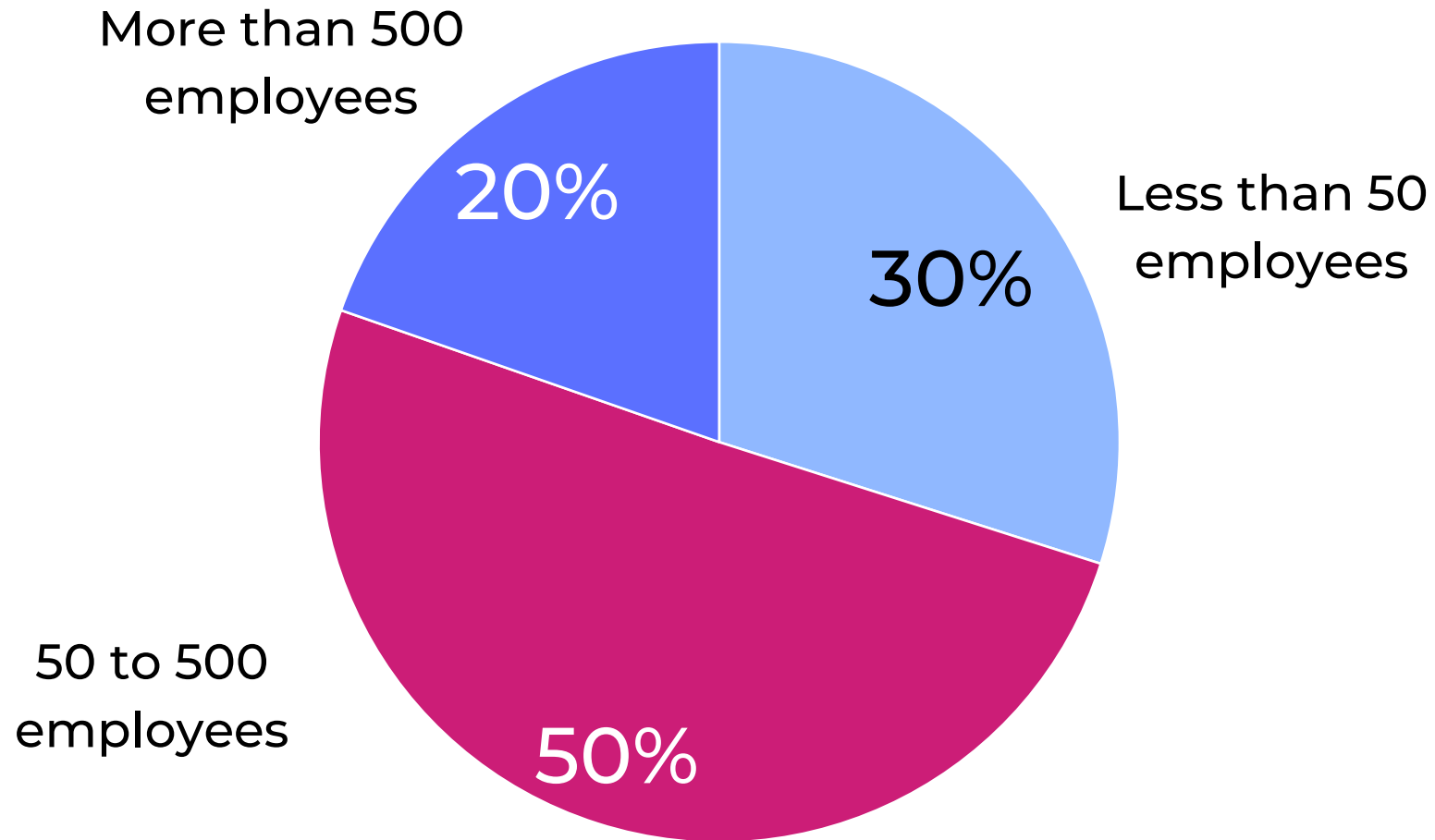
# Organizations by Sales Revenue



*Graph is calculated using the data of 117 organizations.*



# Organizations by Number of Employees



*Graph is calculated using the data of 117 organizations.*

# List of Participating Organizations I



## **Business Services**

Ernst & Young Baltic AS  
Finnair Business Services OÜ  
Linde Gas AS  
Manpower OÜ

## **Construction**

Merko Ehitus Eesti AS

## **Energy**

Gren Eesti AS  
Loo Elekter AS

## **Entertainment**

Eesti Loto AS

## **Financial Services**

AB "Lietuvos draudimas" Eesti filiaal  
Bigbank AS  
Eesti Pank  
Elama Kindlustus AS

Holm Bank AS  
If P&C Insurance AS  
If P&C Insurance Ltd (publ) Eesti filiaal  
IIZI Kindlustusmaakler AS  
LEI Register OÜ  
Luminor Bank AS  
NASDAQ Tallinn AS  
Nordea Bank Abp Eesti filiaal  
SEB Pank AS

## **Infrastructure**

Tallinna Lennujaam AS

## **IT and Telecommunications**

Accenture Eesti OÜ  
Bally's Estonia OÜ  
Begin OÜ  
Bitweb OÜ  
Boku Network Services Estonia OÜ  
Bolt Operations OÜ  
Citic Telecom CPC Estonia OÜ

# List of Participating Organizations II



Cloudmore OÜ

Concise Systems OÜ

Evocon OÜ

Finbite OÜ

Iglu OÜ

Linn Systems OÜ

Nortal AS

OIXIO IT AS

Playtech Estonia OÜ

Proekspert AS

Raintree Systems OÜ

Siseministeriumi infotehnoloogia- ja arenduskeskus

Solita OÜ

Stebby OÜ

Telema AS

Wisercat Software OÜ

## **Media**

Delfi Meedia AS

## **Production**

A. Le Coq AS

AQ Trafotek AS

Baltic Workboats AS

Carpenter Engineered Foams OÜ

Eesti Killustik OÜ

Elcogen AS

Eolane Tallinn AS

Estiko - Plastar AS

Fazer Eesti OÜ

FLIR Systems Estonia OÜ

Foxway OÜ

GPV Estonia AS

Hilding Anders Baltic AS

JELD-WEN EESTI AS

Krah Pipes OÜ

Legrand Estonia OÜ

Mirion Technologies Selmic Baltic OÜ

Nett AS

Norma AS

# List of Participating Organizations III



O-I Estonia AS  
Orkla Eesti AS  
Reimax Electronics OÜ  
Repligen Estonia OÜ  
Riigimetsa Majandamise Keskus  
Saku Õlletehase AS  
Scandagra Eesti AS  
Scanfil OÜ  
Viking Window AS  
Woola OÜ

## **Public Sector**

Eesti Töötukassa  
Tallinna Strateegiakeskus  
Transpordiamet

## **Real Estate Management**

Riigi Kinnisvara AS  
Stell Eesti AS

## **Sales**

ALD Automotive Eesti AS  
Amgen Balti filiaal  
Antalis OÜ  
Baltic Agro AS  
Baltic Agro Machinery AS  
Bayer OÜ  
Berlin-Chemie Menarini Eesti OÜ  
Circle K Eesti AS  
Decathlon Lietuva UAB Eesti Filiaal  
Eugesta Eesti OÜ  
Henkel Balti OÜ  
Infotark AS  
JYSK Linnen'n Furniture OÜ  
Lidl Eesti OÜ  
Lincona Konsult AS  
MAXIMA Eesti OÜ  
Miele SIA Eesti filiaal  
Orlen Eesti OÜ  
Paulig Estonia AS

# List of Participating Organizations IV



Paulig Estonia AS + Santa Maria AS

Purmo Group Estonia AS

Richter Gedeon Vegyeszeti Gyar Reszvenytarsasag Eesti Filiaal

Rimi Eesti Food AS

Sandoz D.D. Eesti filiaal

Swecon AS

Zentiva Group, a.s. Eesti filiaal

Tamro Eesti OÜ

Topauto AS

## **Services**

Ragn-Sells AS

## **Transport and Logistics**

Coop Eesti Keskühistu

Lennuliiklusteeninduse AS

Operail AS

Schenker AS

Silsteve AS

Smarten Logistics AS

# Compensation Surveys 2025



- We welcome you to participate in this year's compensation surveys!
  - Estonian General Compensation Survey 2025 report is published in the end of August
  - Estonian Top Executive Compensation Survey 2025 report is ready in the end of November
  - Sector compensation surveys are conducted throughout the year according to the interest of participants. If you are interested in a sector specific compensation survey that might interest other organizations, feel free to contact us
  
- Satisfaction, motivation, organization culture surveys and equal pay expert analysis are carried out in accordance with the organizations needs.

# Thank you for participating!



Best wishes,  
Figure Baltic Advisory  
Irja Rae, Mall Peterson, Aet Purk, Ilmar Põhjala, Eva-Lotta Elmanovitš