

Salary Market Forecast Survey

2026 Estonia

08.01.2026

FIGURE

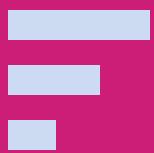


Figure Baltic Advisory

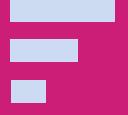


Table of Contents

■ Review for 2025	6
■ Forecast for 2026	14
■ Assessment for Business Environment in 2026	36
■ Baltic Overview	44
■ Description of Participating Organizations	46

Table of contents refers to actual report not to this document

Purpose of the Survey, Sample and Methods

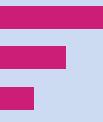


- The Forecast Survey provides an overview of current trends in the salary market, looks back at what happened last year, and summarizes plans and forecasts for 2026.
- The sample of the survey consisted of 543 customers who participated or purchased General Compensation Survey 2025 Estonia.
- 95 organizations completed the survey.
- The data was collected using an online questionnaire in December 2025.

Terms Used

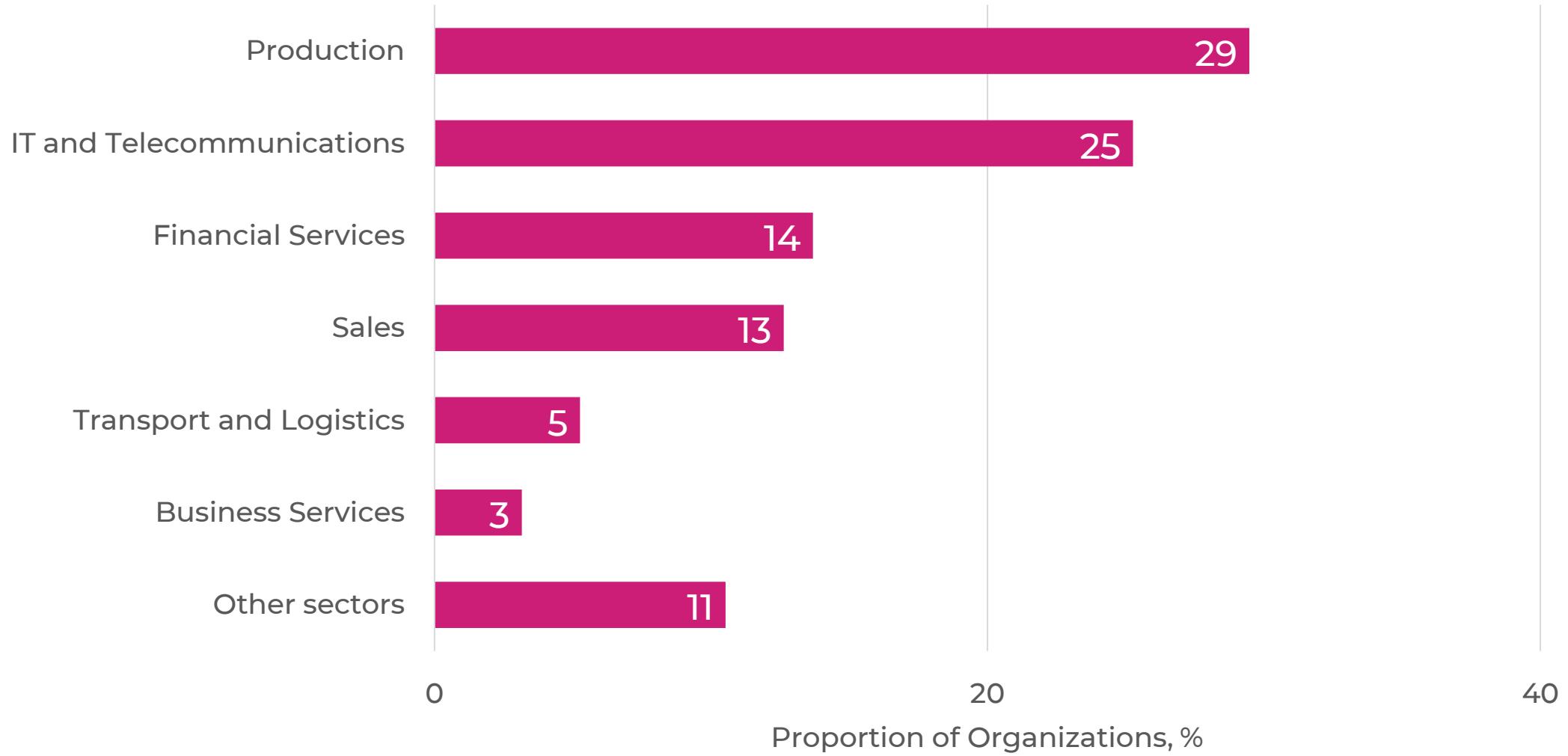


- **Average** - the arithmetic weighted average, which is obtained by adding all values and then dividing the sum by the total number thereof.
- **90%** - 10% of values are higher than the presented value.
- **75%** - 25% of values are higher than the presented value.
- **Median** - the central member 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.



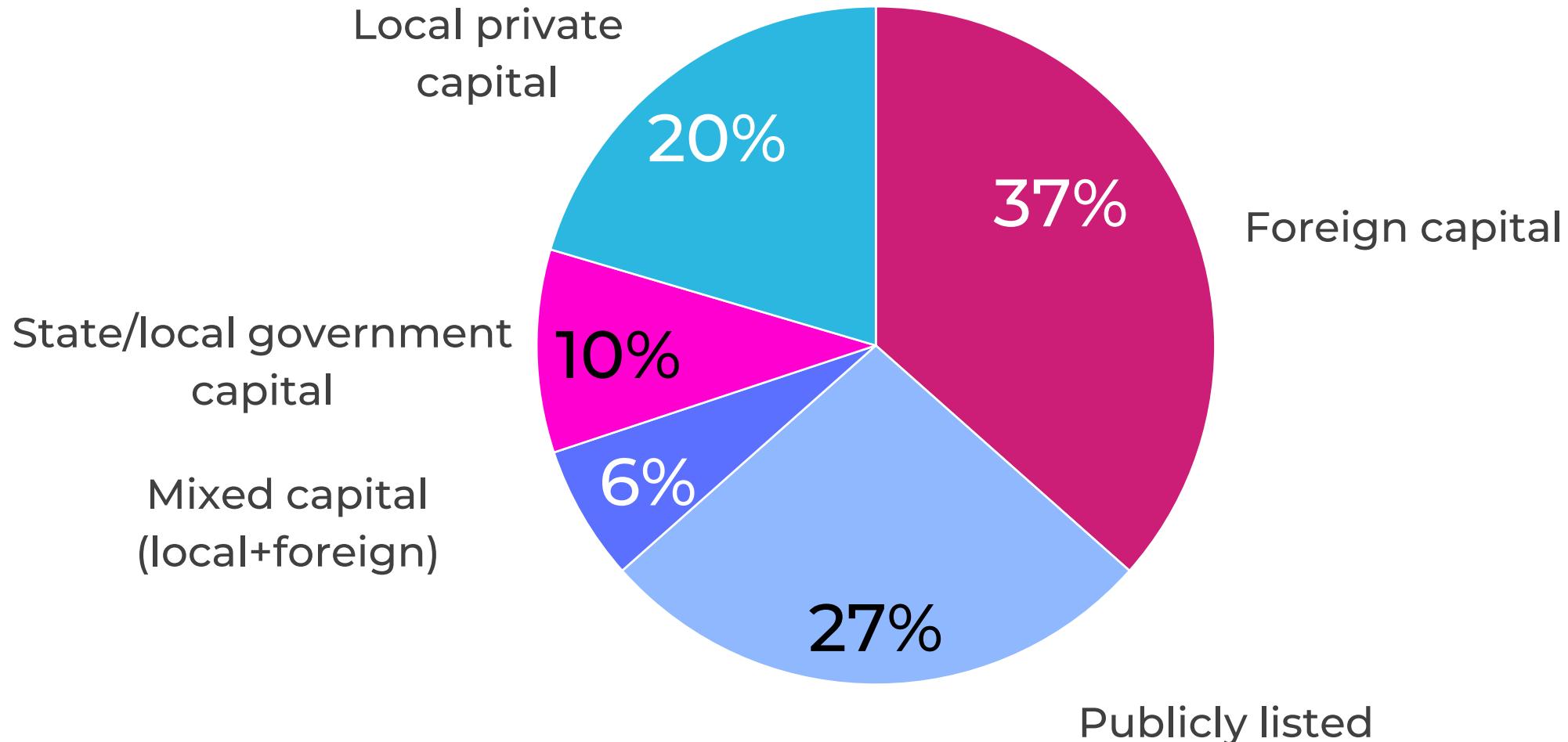
Description of Participating Organizations

Organizations by Field of Activity



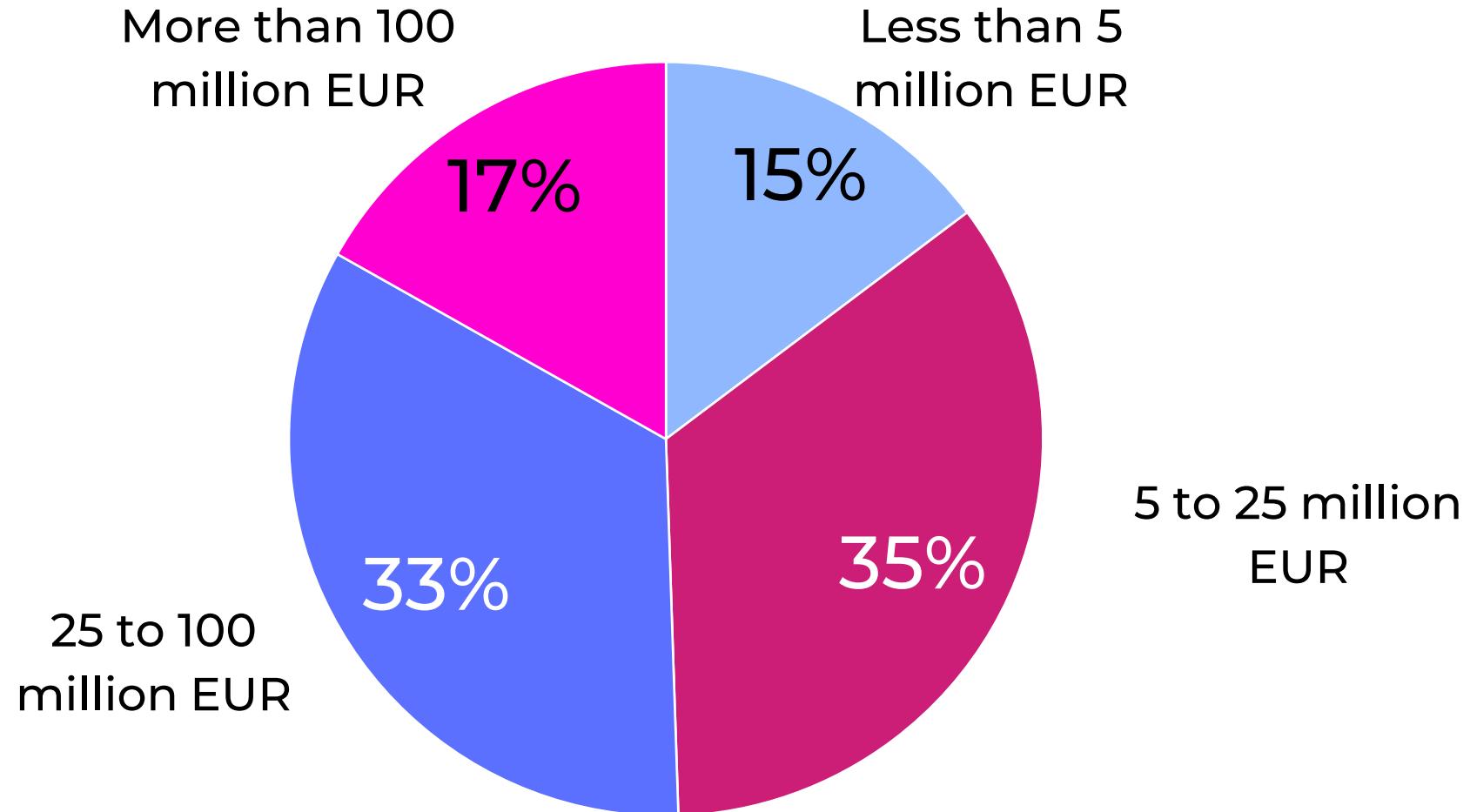
Graph is calculated using the data of 95 organizations.

Organizations by Capital Ownership



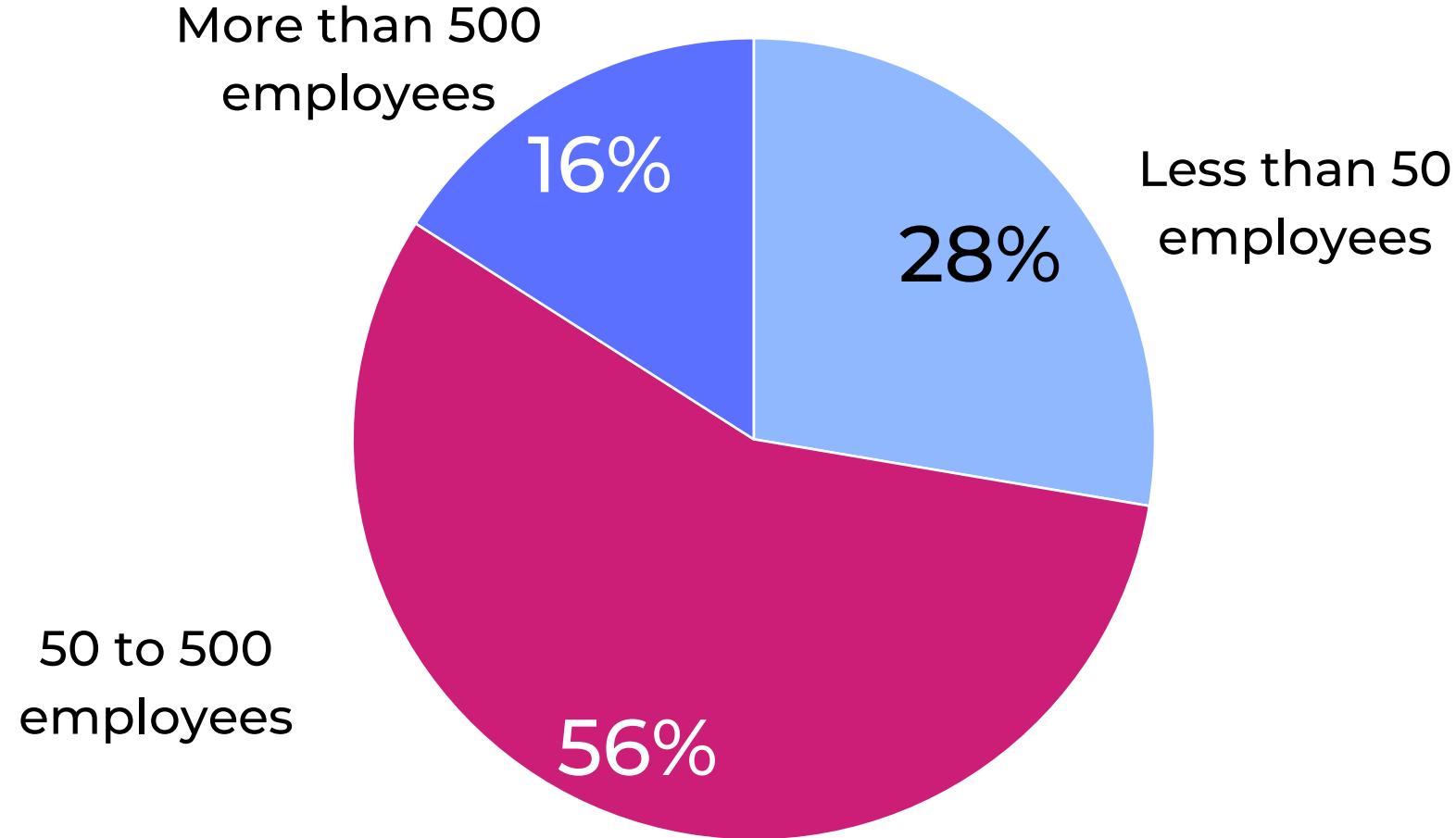
Graph is calculated using the data of 95 organizations.

Organizations by Sales Revenue



Graph is calculated using the data of 95 organizations.

Organizations by Number of Employees



Graph is calculated using the data of 95 organizations.

List of Participating Organizations I



Business Services

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

Elama Kindlustus AS

If P&C Insurance AS
If P&C Insurance Ltd (publ) Eesti filiaal
LEI Register OÜ
Luminor Bank AS
Nordea Bank Abp Eesti filiaal
SEB Pank AS
Swedbank AS
Wise Payments Limited Eesti filiaal VRE

Construction

Bonava Eesti OÜ
Rail Baltic Estonia OÜ

Infrastructure

Tallinna Lennujaam AS
Tallinna Vesi AS

Entertainment

Eesti Loto AS

IT and Telecommunications

AdaCore Estonia OÜ
Bally's Estonia OÜ
Begin OÜ
Bitweb OÜ
Bolt Operations OÜ
Breakwater Technology OÜ

Financial Services

AB "Lietuvos draudimas" Eesti filiaal
Bigbank AS
Citadele banka Eesti filiaal AS
Eesti Pank

List of Participating Organizations II



CGI Eesti OÜ

Citic Telecom CPC Estonia OÜ

Elkdata OÜ

Evocon OÜ

Evogame Estonia OÜ

Iglu OÜ

Nabuminds OÜ

Nets Estonia AS

Playtech Estonia OÜ

Primend OÜ

Proekspert AS

Rush Street Interactive Development Estonia OÜ

Siseministeeriumi infotehnoloogia- ja arenduskeskus

Sixfold OÜ

Stebby OÜ

Telema AS

Top Connect OÜ

Wisercat Software OÜ

Production

A. Le Coq AS

Anora Estonia AS

AQ Trafotek AS

Baltic Workboats AS

Bestnet AS

Carpenter Engineered Foams OÜ

Chemi-Pharm AS

Eesti Killustik OÜ

Fibenol Imavere OÜ

GPV Estonia AS

Hilding Anders Baltic AS

Kohila Vineer OÜ

Legrand Estonia OÜ

Leibur AS

Mirion Technologies Selmic Baltic OÜ

Norma AS

Paljassaare Kalatööstus AS

Puidukoda OÜ

List of Participating Organizations III



Radius Machining OÜ
Repligen Estonia OÜ
Ruukki Products AS
Saarioinen Eesti OÜ
Saku Õlletehase AS
Saeve Production OÜ
Scandagra Eesti AS
Scanfil OÜ
UPM-Kymmene Otepää OÜ
Viking Window AS

Public Sector

Tallinna Strategiakeskus

Real Estate Management

Ülemiste Center OÜ

Sales

Antalis OÜ
Baltic Agro Machinery AS
Decathlon Lietuva UAB Eesti filiaal

Dunlop Hiflex Oy Eesti filiaal
Henkel Balti OÜ
KRKA, d.d., Novo Mesto Eesti filiaal
LPP Estonia OÜ
Rimi Eesti Food AS
Servier Laboratories OÜ
Swecon AS
Tamro Eesti OÜ
W.EG. Eesti OÜ

Services

LMT Retail & Logistics SIA Eesti Filiaal
Premier Restaurants Eesti OÜ

Transport and Logistics

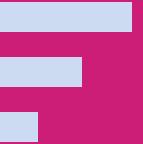
Eesti Raudtee AS
Lennuliikluseeninduse AS
Olerex Terminal AS
Silsteve AS
Tallinna Linnatransport AS

Compensation Surveys 2026



- We welcome you to participate in this year's compensation surveys!
 - Estonian General Compensation Survey 2026 report is published in the end of August
 - Estonian Top Executive Compensation Survey 2026 report is ready in the beginning 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!

FIGURE 

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