



PHARMACEUTICAL SECTOR COMPENSATION SURVEY LITHUANIA 2026

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SUMMARY 2026



20

organizations have participated in 2026 survey



696

/data points have been analyzed



20%

of organizations increased the number of employees during previous 12 months, while 47% decreased and 33% retained the same count of employees



92%

of organizations plan to increase monthly base salary, while 91% of organizations plan to increase annual total cash



87%

of employees have received at least one variable component of compensation: 67% Short-term bonuses and Incentives, 20% Sales bonuses, 0% Long-term Incentives



43%

of organizations plan to increase the number of employees by the end of the year, while 7% plan to maintain the same number and 50% decrease the headcount



18%

is the average employee voluntary turnover during previous 12 months, while total employee turnover was on average 21%



93%

of organizations offer Short-term Incentives to at least one employee group, while 73% offer Sales Incentives and 27% offer Long-term Incentives

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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

20 organizations participated in the 2026 Pharmaceutical Sector Compensation Survey. All participants submitted the salary table and 15 filled in the questionnaire. The salary data of 696 positions was used for the analysis. 72 % of positions were filled by women and 28% by men. 91% of positions are situated in Vilnius County, while 9% 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

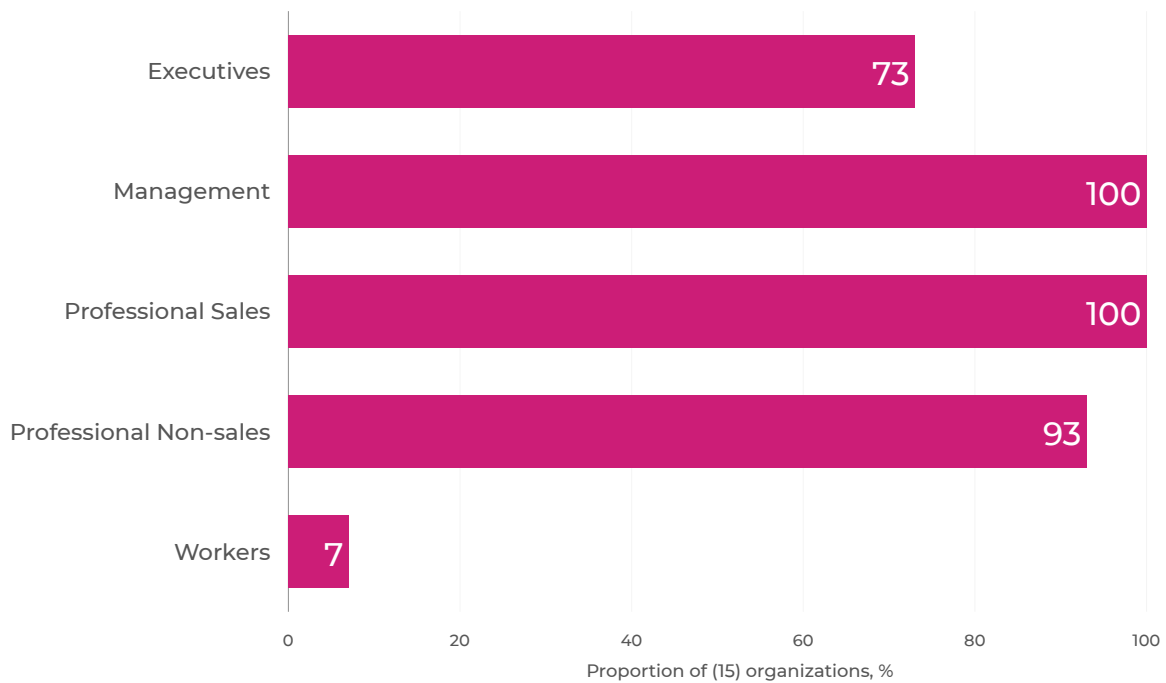


Figure 2. Division of Employees by Regional Location, % of Incumbents

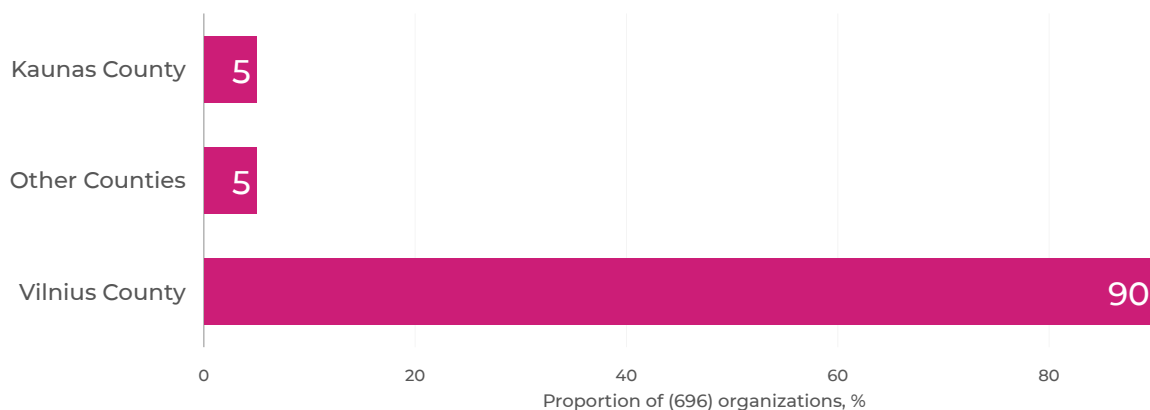


Figure 3. Division of Organizations by Origin of Capital in 2026, % of Organizations

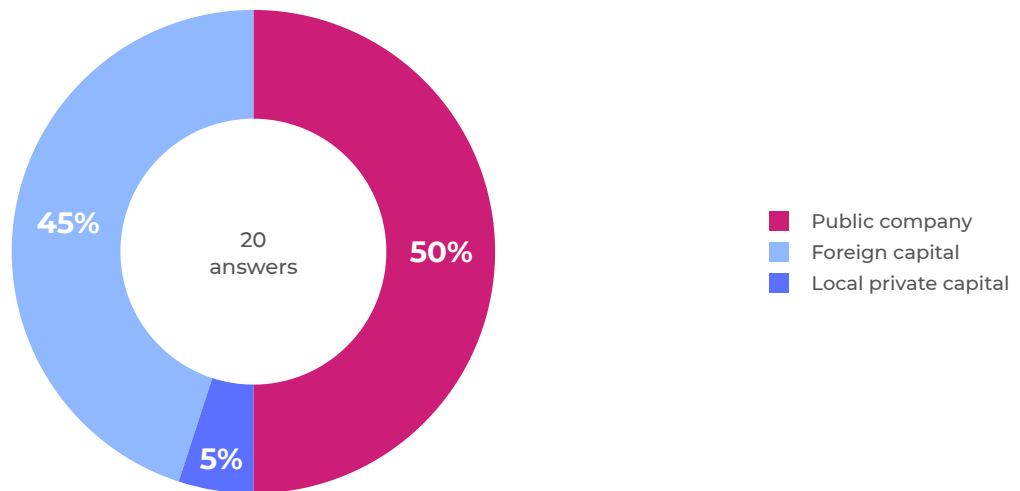


Figure 4. Division of Organizations by Sales Revenue in 2026, % of Organizations

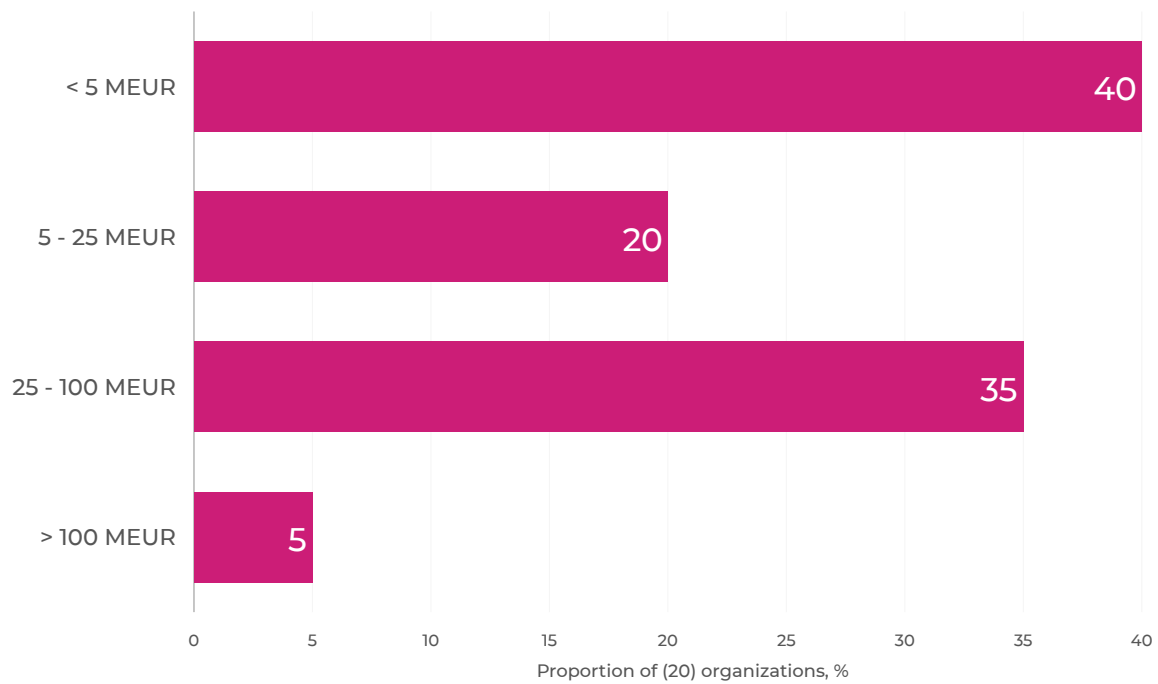


Figure 5. Division of Organizations by Labour Costs (% of Revenue) in 2026, % of Organizations

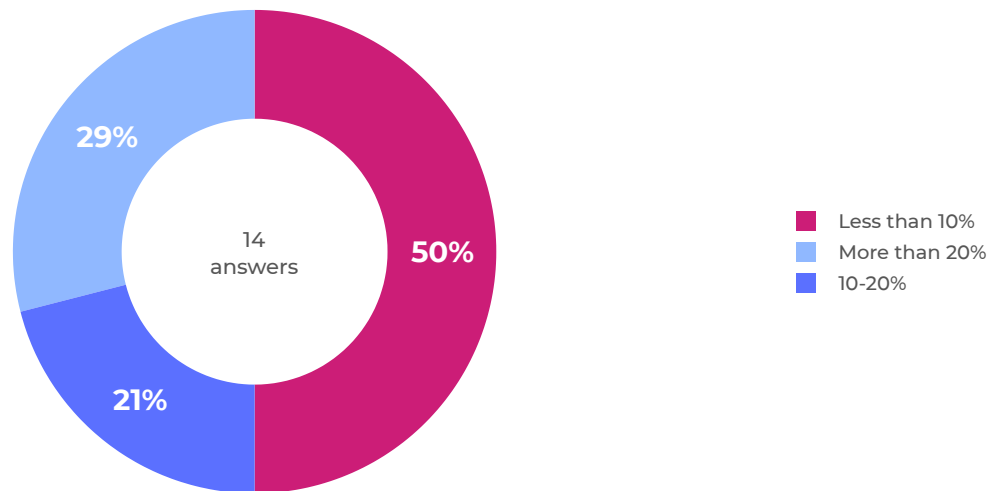


Figure 6. Division of Organizations by Number of Employees (Full-Time Equivalent (FTE)) in 2026, % of Organizations

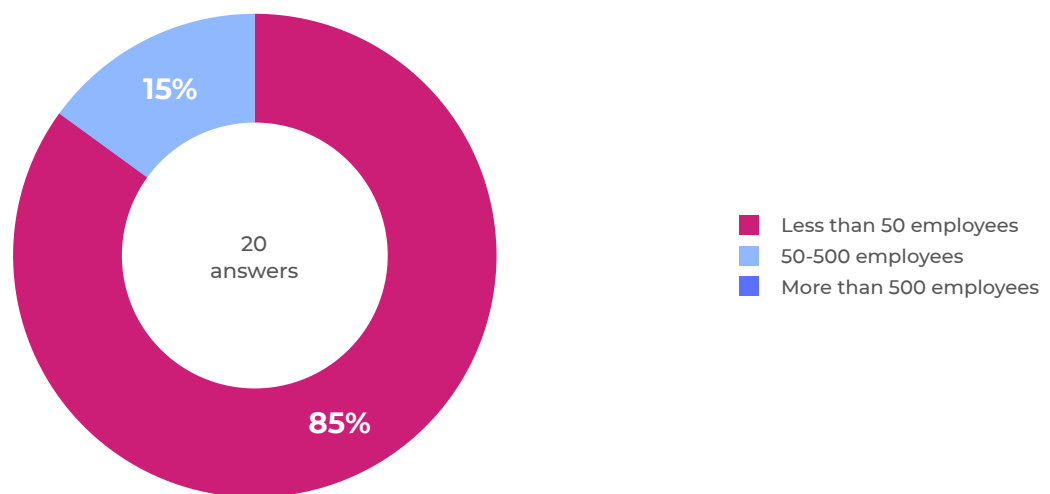
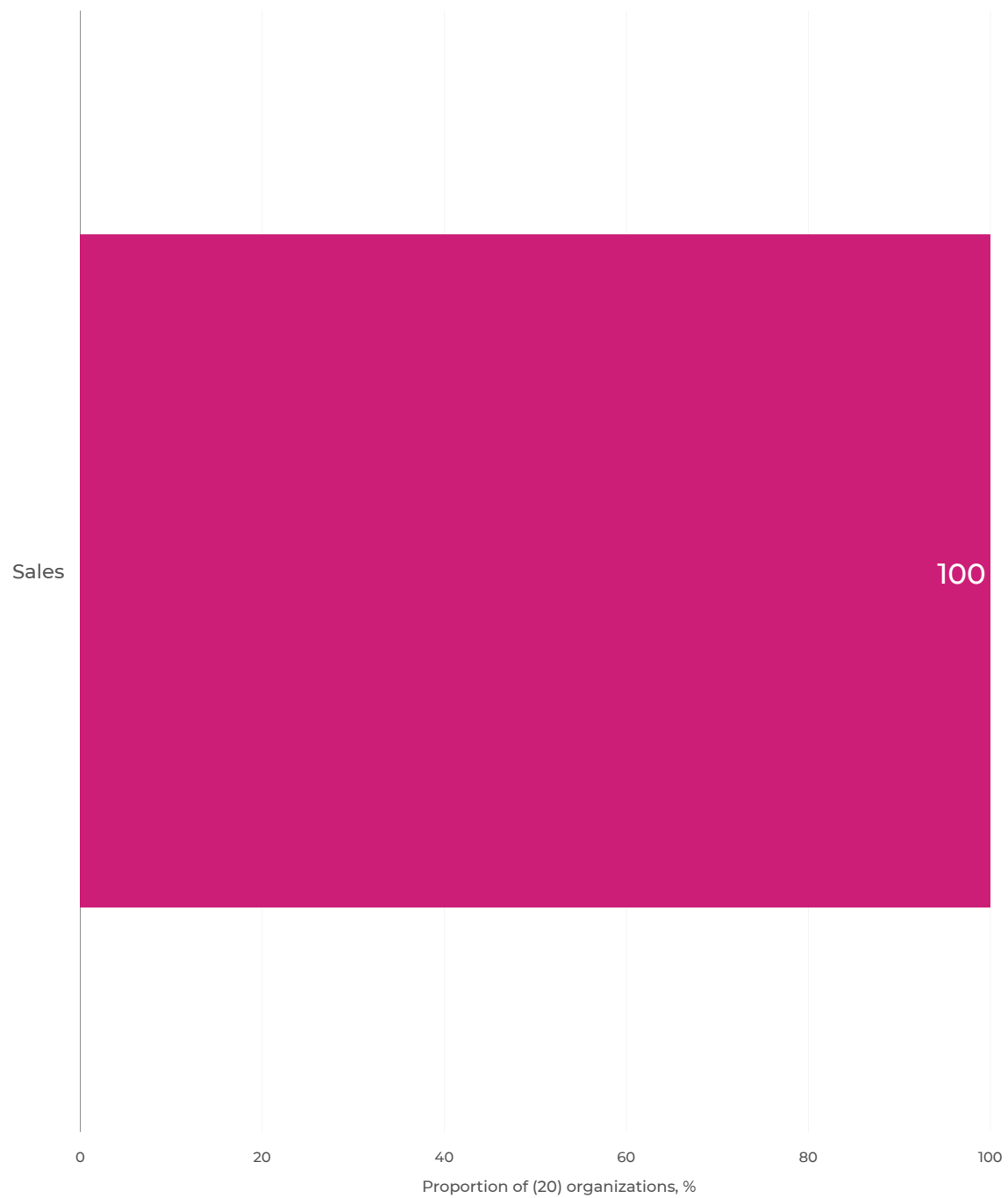


Figure 7. Division of Organizations by Field of Activity, % of Organizations



APPENDIX B - LIST OF ORGANIZATIONS

Name	Top.sector	Sector
AOP Orphan Pharmaceuticals GmbH atstovybė Baltijos šalims	Sales	Pharmaceutical Offices
AstraZeneca Lietuva UAB	Sales	Pharmaceutical Offices
Bayer UAB	Sales	Pharmaceutical Offices
Berlin Chemie Menarini Baltic UAB	Sales	Pharmaceutical Offices
Bionorica Lithuania UAB	Sales	Pharmaceutical Offices
Boehringer Ingelheim RCV GmbH & Co KG Lietuvos filialas	Sales	Pharmaceutical Offices
Egis Lithuania UAB	Sales	Pharmaceutical Offices
Gedeon Richter Plc. atstovybė Lietuvoje	Sales	Pharmaceutical Offices
GL Pharma Vilnius UAB	Sales	Pharmaceutical Offices
Merck Serono UAB	Sales	Pharmaceutical Offices
Novartis Baltics SIA Lietuvos filialas	Sales	Pharmaceutical Offices
Novo Nordisk Pharma UAB	Sales	Pharmaceutical Offices
Orivas UAB	Sales	Pharmaceutical Offices
Roche Lietuva UAB	Sales	Pharmaceutical Offices
Sandoz Pharmaceuticals D.d. Filialas	Sales	Pharmaceutical Offices
Servier Pharma UAB	Sales	Pharmaceutical Offices
Swixx Biopharma UAB	Sales	Pharmaceutical Offices
Zentiva Group a.s. Lietuvos filialas	Sales	Pharmaceutical Offices
Teva Baltics UAB	Sales	Pharmaceutical Offices
Viatrix UAB	Sales	Pharmaceutical Offices

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.