



GENERAL COMPENSATION SURVEY LATVIA 2026

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SUMMARY 2026



TABLE OF CONTENTS

SURVEY METHODOLOGY	4
STRUCTURE OF THE SAMPLE	4
SALARY CHANGE	8
Forecasted Salary Change	18
Remuneration System	21
Salary Review	25
HR Budget	28
SALARY LEVELS	31
Base/Annual Salary	37
Benchmarking Policy	41
Starter Salaries	46
SALARY COMPONENTS	50
Sales Incentives	50
Short-Term Incentives	51
Long-Term Incentives	52
Overtime and Work Hours	56
BENEFITS AND PERKS	57
Benefits Policy	62
Work-Related Tools Benefits	64
Work-Related Tools Benefits - CARS	68
Benefits to Balance Work and Personal Life	75
Food and Beverages	79
Transportation	81
Employee Support and Development	83
Monetary Benefits and Allowances	87
Health Insurance and Benefits	90
Other Insurances	95
Training	98
EQUAL PAY	106
TRENDS	113
Employee Dynamics	113
Talent Market	115
HR Challenges	120
APPENDIX A - LIST OF ORGANIZATIONS	121
APPENDIX B - TERMS	143
APPENDIX C - ANALYTICAL JOB EVALUATION METHOD	144

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

537 organizations participated in the 2026 General Compensation Survey. All participants submitted the salary table and 334 completed the questionnaire. The salary data of 100063 positions was used for the analysis. 50% of positions were filled by women and 49% by men. 77% of positions are situated in Riga, while 23% 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, %

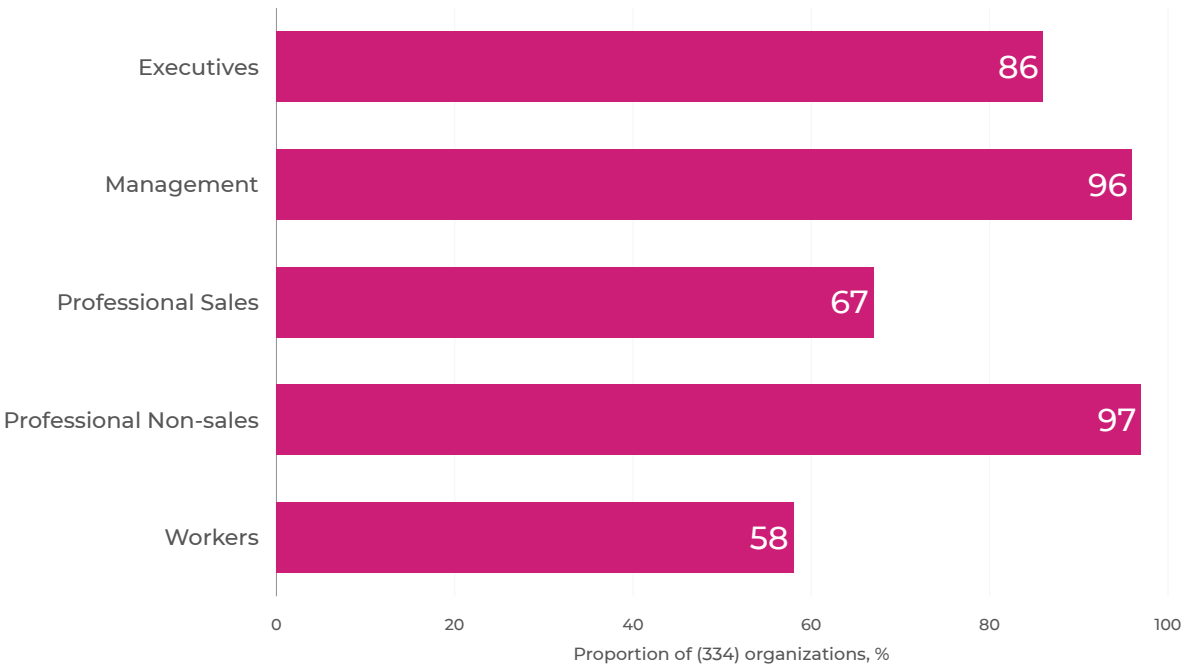


Figure 2. Division of Employees by Regional Location, % of Incumbents

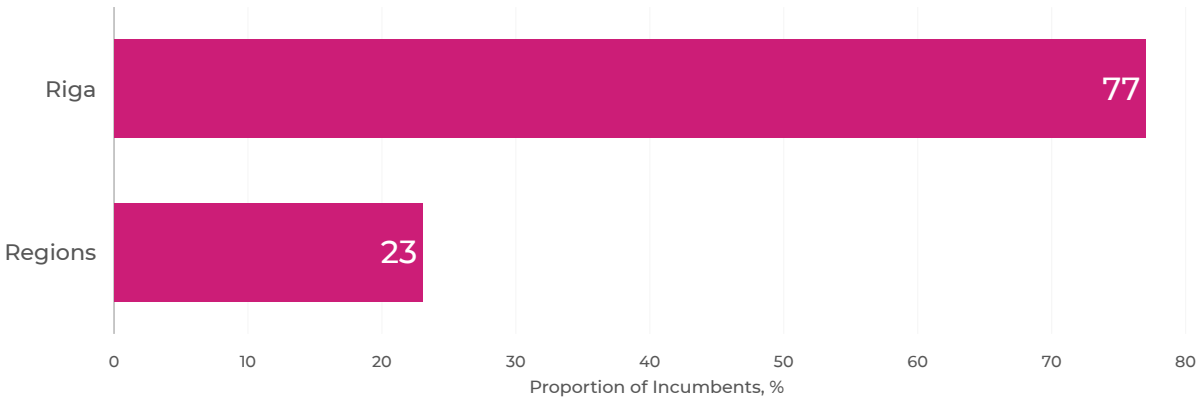


Figure 3. Division of Organizations by Origin of Capital in 2026, % of Organizations

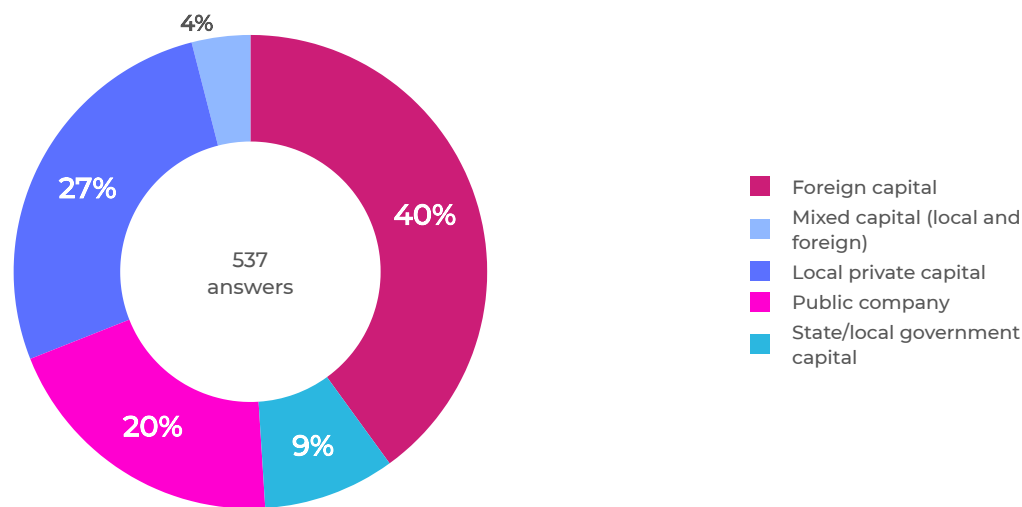


Figure 4. Division of Organizations by Sales Revenue in 2026, % of Organizations

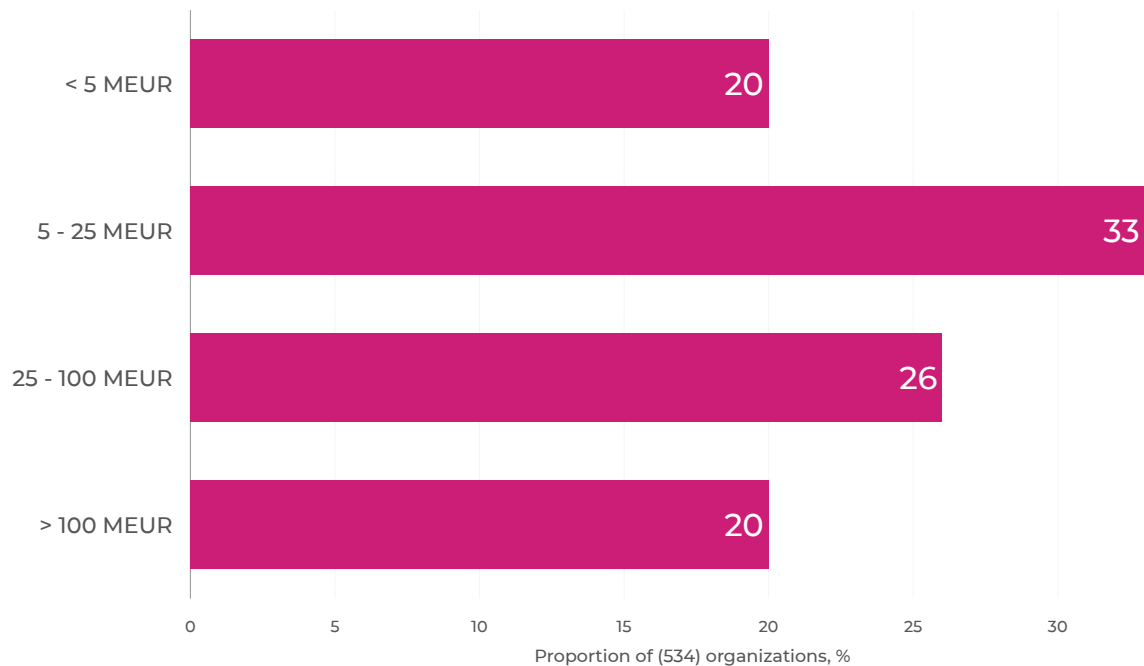


Figure 5. Division of Organizations by Labour Costs (% of Revenue) in 2026, % of Organizations

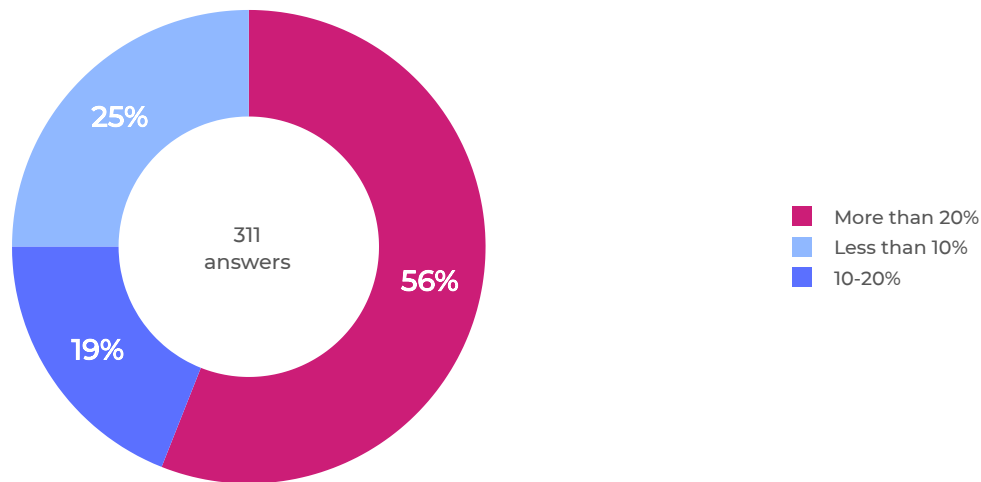


Figure 6. Division of Organizations by Number of Employees (Full-Time Equivalent (FTE)) in 2026, % of Organizations

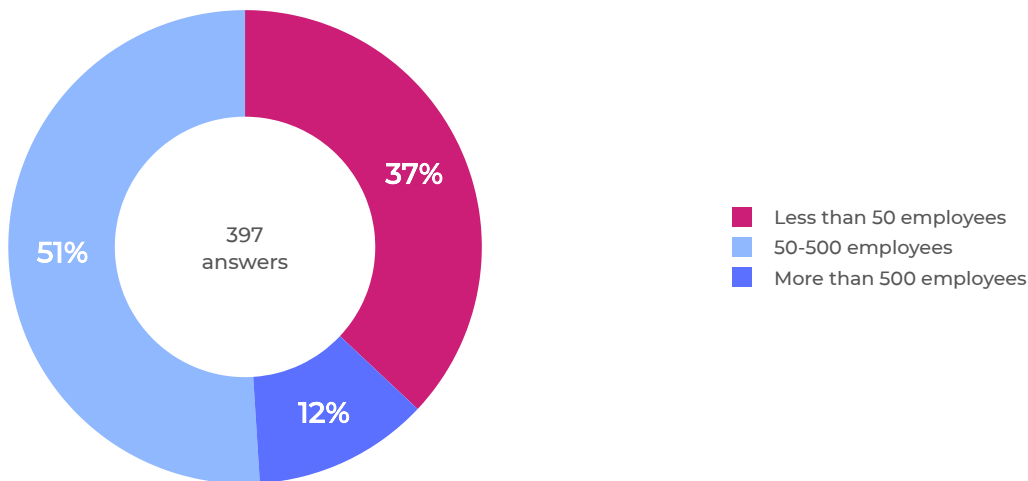
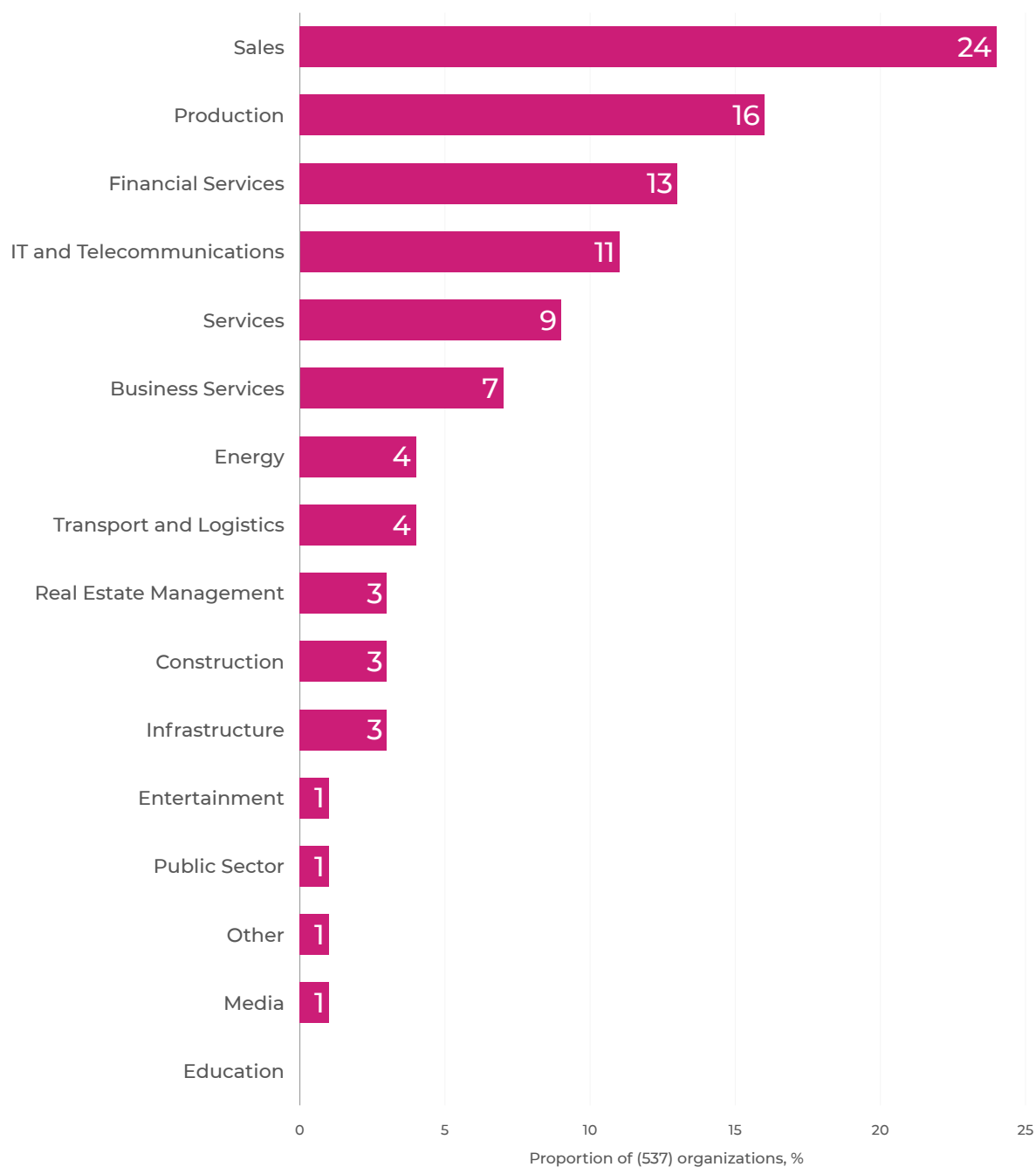


Figure 7. Division of Organizations by Field of Activity, % of Organizations



APPENDIX A - LIST OF ORGANIZATIONS

Name	Group name	Sector	Sub-Sector
28Stone Riga SIA		IT and Telecommunications	IT and IT Solution Sales
ABB SIA		Sales	Wholesale
ABC Software SIA		IT and Telecommunications	IT and IT Solution Sales
ACC Distribution SIA		Sales	Wholesale
Accenture Latvijas filiāle		IT and Telecommunications	IT and IT Solution Sales
Accord Healthcare AB filiāle Latvijā		Sales	Pharmaceutical Offices
ACME Film SIA		Services	Services
Acolad Latvia SIA		Business Services	Business Services
Adven Latvia SIA		Energy	Energy
Adven Sigulda SIA	Adven Latvia SIA	Energy	Energy
AE Partner Liepājas speciālās ekonomiskās zonas SIA		Production	Electrical Engineering Industry
Aerones Engineering SIA		Production	Mechanical Engineering Industry
Agritech SIA	Stokker SIA	Sales	Cars and Heavy Machinery Sales and After-Sales
AGROCHEMA LATVIA SIA		Sales	Wholesale
Agrofirma Tērvete AS	AGROLATS HOLDING AS	Production	Food and Beverage Industry
AGROLATS HOLDING AS		Services	Services
Agrolats Serviss SIA	AGROLATS HOLDING AS	Services	Services
AGROLATS SIA	AGROLATS HOLDING AS	Production	Food and Beverage Industry
AHTI SIA	Olympic Casino Latvia SIA	Services	Services
Air Baltic Corporation AS		Transport and Logistics	Transport and Logistics
Air Baltic Training SIA	Air Baltic Corporation AS	Business Services	Business Services
AIZDEVUMS.LV SIA		Financial Services	Other
AJ Power Holding SIA		Services	Services
AJ Power Recycling AS	AJ Power Holding SIA	Energy	Energy
AJ Power SIA	AJ Power Holding SIA	Energy	Energy
Akzo Nobel Baltics SIA		Sales	Wholesale
Aldaris AS		Production	Food and Beverage Industry

Name	Group name	Sector	Sub-Sector
All Media Latvia SIA		Media	Media
Allium UPI SIA	Magnum Medical SIA	Other	Other
Allnex Latvia SIA		Business Services	Business Services
Altero Insurance SIA	Julianus Inkasso Latvija SIA	Financial Services	Insurance
Altero SIA	Julianus Inkasso Latvija SIA	Financial Services	Insurance
AMAZONE SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
AMMUNITY SIA		Production	Metalworking Industry
Antalis AS		Sales	Wholesale
APL Fresh Food SIA	APL Latvia SIA	Services	Services
APL Latvia SIA		Services	Services
Apollo Kino SIA	APL Latvia SIA	Services	Services
Apotheka SIA	Magnum Medical SIA	Sales	Retail
APPLY SIA		IT and Telecommunications	IT and IT Solution Sales
Apranga BPB LV SIA	Apranga SIA	Sales	Retail
Apranga HLV SIA	Apranga SIA	Sales	Retail
Apranga LV SIA	Apranga SIA	Sales	Retail
Apranga MLV SIA	Apranga SIA	Sales	Retail
Apranga OLV SIA	Apranga SIA	Sales	Retail
Apranga PLV SIA	Apranga SIA	Sales	Retail
Apranga SIA		Sales	Retail
Apranga SLV SIA	Apranga SIA	Sales	Retail
Aptieku Infotehnoloģija SIA	Magnum Medical SIA	Business Services	Business Services
Ārpus SIA		Production	Food and Beverage Industry
Ārvalsts komersanta Hitachi Energy Estonia AS pārstāvniecība		Business Services	Business Services
Arvato Systems Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
AstraZeneca Latvija SIA		Sales	Pharmaceutical Offices
Atea Global Services SIA		Business Services	Business Services
Attīstības finanšu institūcija Altum AS		Financial Services	Other
Augstsprieguma tīkls AS		Infrastructure	Infrastructure
Autotransporta direkcija VSIA		Transport and Logistics	Transport and Logistics
AVAD Baltic SIA		Sales	Retail and Wholesale

Name	Group name	Sector	Sub-Sector
Avalanche Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Avesco SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Balcia Insurance SE		Financial Services	Insurance
Balmerk Latvia SIA		Sales	Wholesale
BALTA Apdrošināšanas AS		Financial Services	Insurance
Baltic Agro Machinery SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Baltic Block SIA		Production	Wood Industry
Baltic Shared Services Center SIA		IT and Telecommunications	Telecommunication
Balticovo AS		Production	Food and Beverage Industry
BALTIJAS KRAVU CENTRS SIA	Air Baltic Corporation AS	Transport and Logistics	Transport and Logistics
BALTS SIA	JELGAVAS TIPOGRĀFIJA SIA	Production	Printing Industry
BALTU Investments SIA		Real Estate Management	Real Estate Management
BALTU KOKS SIA	BALTU Investments SIA	Other	Other
BAUSKAS ALUS SIA	Cido Grupa SIA	Production	Food and Beverage Industry
Bayer SIA		Sales	Pharmaceutical Offices
Berlin-Chemie Menarini Baltic SIA		Sales	Pharmaceutical Offices
Betono Mozaika SIA		Construction	Construction
BIGBANK AS Latvijas filiāle		Financial Services	Banking
BIĻEŠU SERVISS SIA		Services	Services
Bio-Venta SIA		Production	Chemical Industry
BIOEFEKTS SIA		Production	Chemical Industry
Bionorica SE ĀKP		Sales	Pharmaceutical Offices
Biznesa augstskola Turība SIA		Education	Education
BITE Latvija SIA		IT and Telecommunications	Telecommunication
BluOr Bank AS		Financial Services	Banking
BM Klīversala SIA	Pro Kapital Latvia AS	Construction	Construction
Boehringer Ingelheim RCV GmbH & Co KC Latvijas filiāle		Sales	Pharmaceutical Offices
Bolt Services LV SIA		Business Services	Business Services
Bonava Latvija SIA		Construction	Construction
Brabantia Latvia SIA		Production	Metalworking Industry

Name	Group name	Sector	Sub-Sector
Brand On Demand SIA		IT and Telecommunications	IT and IT Solution Sales
BTA Baltic Insurance Company AAS		Financial Services	Insurance
Bucher Municipal SIA		Production	Mechanical Engineering Industry
Budimex S.A.		Construction	Construction
C.T.CO SIA		IT and Telecommunications	IT and IT Solution Sales
Cabot Latvia SIA		Business Services	Business Services
Cactus SIA	AJ Power Holding SIA	Services	Services
Caljan LSEZ SIA		Production	Metalworking Industry
CBL Asset Management IPAS	Citadele banka AS	Financial Services	Other
CBL Atklātais pensiju fonds AS	Citadele banka AS	Financial Services	Other
CBL Life AAS	Citadele banka AS	Financial Services	Insurance
CBS Igate SIA		Construction	Construction
Ceļu Satiksmes drošības direkcija VAS		Services	Services
Cembra Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Centrālā statistikas pārvalde		Public Sector	Public Sector
Cēsu alus AS		Production	Food and Beverage Industry
CGI IT Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Chemical Works of Gedeon Richter Plc. ĀKP		Sales	Pharmaceutical Offices
CIA PM SIA	Colliers International Advisors SIA	Real Estate Management	Real Estate Management
Cido Grupa SIA		Production	Food and Beverage Industry
Circle K Business Centre SIA		Business Services	Business Services
Circle K Latvia SIA		Sales	Retail
Citadele banka AS		Financial Services	Banking
Citadele Factoring SIA	Citadele banka AS	Financial Services	Other
Citadele Leasing SIA	Citadele banka AS	Financial Services	Leasing
CL Insurance Broker SIA	Citadele banka AS	Financial Services	Insurance
Clean R SIA	CleanR Grupa AS	Services	Services
CleanR Grupa AS		Services	Services
CleanR Industry SIA	CleanR Grupa AS	Production	Chemical Industry
CleanR NĪ SIA	CleanR Grupa AS	Real Estate Management	Real Estate Management
CleanR Verso SIA	CleanR Grupa AS	Services	Services

Name	Group name	Sector	Sub-Sector
CODEX SIA	Datlex SIA	IT and Telecommunications	IT and IT Solution Sales
Colliers International Advisors SIA		Real Estate Management	Real Estate Management
Color Expert-Storch LV SIA		Sales	Wholesale
COMED SIA	DATAMED SIA	IT and Telecommunications	IT and IT Solution Sales
Compensa Life Vienna Insurance Group SE Latvijas filiāle		Financial Services	Insurance
Compensa Vienna Insurance Group ADB Latvijas filiāle		Financial Services	Insurance
Conexus Baltic Grid AS		Infrastructure	Infrastructure
Consolis Latvija SIA		Production	Production of Construction Materials
Credit Solutions SIA		Financial Services	Other
CUBE Agentūra SIA		IT and Telecommunications	Other
D8 Corporation SIA		IT and Telecommunications	IT and IT Solution Sales
Datakom SIA	Datlex SIA	IT and Telecommunications	Other
DATAMED SIA		IT and Telecommunications	IT and IT Solution Sales
DATI Group SIA		IT and Telecommunications	IT and IT Solution Sales
Dativa SIA		IT and Telecommunications	IT and IT Solution Sales
Datlex SIA		IT and Telecommunications	Other
Daugavpils reģionālā slimnīca SIA		Public Sector	Public Sector
DAW Baltica SIA		Sales	Wholesale
Decathlon Lietuva UAB Latvijas filiāle		Sales	Retail
Delfi AS		Media	Media
DelfinGroup AS		Financial Services	Other
Depozīta Iepakojuma Operators SIA		Services	Services
DeskTime SIA		IT and Telecommunications	IT and IT Solution Sales
DHL Express Latvia SIA		Transport and Logistics	Transport and Logistics
DIGITEX SIA	Datlex SIA	IT and Telecommunications	IT and IT Solution Sales
Dimedium Latvija AS		Sales	Wholesale

Name	Group name	Sector	Sub-Sector
Dinair Filton SIA		Production	Mechanical Engineering Industry
DNB Bank ASA Latvijas filiāle		Business Services	Business Services
Do It SIA	Jysk Linnen'n Furniture SIA	Sales	Retail and Wholesale
DOJUS Latvija SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Dormeo Home SIA		Sales	Retail and Wholesale
Dots.365 SIA		IT and Telecommunications	IT and IT Solution Sales
Double Helix Technologies SIA		IT and Telecommunications	IT and IT Solution Sales
DSV Air & Sea SIA		Transport and Logistics	Transport and Logistics
DSV Road SIA		Transport and Logistics	Transport and Logistics
Dzelzsbetons MB SIA	UPB AS	Production	Production of Construction Materials
DYNATECH SIA		IT and Telecommunications	IT and IT Solution Sales
Eco Baltia Vide SIA	Eco Baltia AS	Services	Services
Ecofinance Latvia SIA	DYNATECH SIA	Financial Services	FinTech
Edurio LTD Filiāle Latvijā		IT and Telecommunications	IT and IT Solution Sales
Efumo SSC SIA		IT and Telecommunications	Other
Egis Pharmaceuticals Private Limited Company ĀKP		Sales	Pharmaceutical Offices
Eiropas dzelzceļa līnijas SIA		Infrastructure	Infrastructure
EIS Group Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Elektroniskie sakari SIA		Infrastructure	Infrastructure
Eleving Solis AS	Eleving Vehicle Finance AS	Financial Services	Other
Eleving Stella AS	Eleving Vehicle Finance AS	Financial Services	Other
Eleving Vehicle Finance AS		Financial Services	Other
Elfa Distrelec SIA		Business Services	Business Services
ELKO Grupa AS		Sales	Wholesale
Encompass Digital Media Latvia SIA		IT and Telecommunications	Telecommunication
Enefit Green SIA	Enefit SIA	Energy	Energy
Enefit SIA		Energy	Energy

Name	Group name	Sector	Sub-Sector
Enerģijas publiskais tirgotājs SIA	Latvenergo AS	Energy	Energy
Energokomplekss SIA		Sales	Wholesale
Enersense SIA		Energy	Energy
Epson Europe Business Services Filiāle Latvija		Business Services	Business Services
Equilia Group SIA		Financial Services	Other
ERB RAIL JV PS		Infrastructure	Infrastructure
ERGO Insurance SE Latvijas filiāle		Financial Services	Insurance
ERGO Life Insurance SE Latvijas filiāle		Financial Services	Insurance
Ernst & Young Baltic SIA		Business Services	Business Services
ERST Finance AS		Financial Services	Other
ESSVE LATVIA SIA		Sales	Wholesale
Euroaptieka SIA		Sales	Retail
Euronics Latvia SIA		Sales	Retail
Fazer Latvija SIA		Production	Food and Beverage Industry
FILTER Latvia SIA	Filter SIA	Sales	Retail and Wholesale
Filter SIA		Sales	Retail and Wholesale
Fitek AS		Business Services	Business Services
FIXPARTS SIA		Sales	Wholesale
Food Union Management SIA		Business Services	Business Services
Forevers SIA		Production	Food and Beverage Industry
Frankenburg Technologies SIA		Production	Other
Future Investment SIA		Services	Services
Gaschema SIA		Sales	Wholesale
Gaso AS		Infrastructure	Infrastructure
GelvoraSergel SIA		Financial Services	Other
Getliņi EKO SIA		Production	Other
GL Pharma Riga SIA		Sales	Pharmaceutical Offices
Go3 Baltics Latvijas filiāle AS		Media	Media
GoCardless SIA		IT and Telecommunications	Other
Green Motors SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Gren Gulbene SIA	Gren Jelgava SIA	Energy	Energy
Gren Jelgava SIA		Energy	Energy
Gren Latvija SIA	Gren Jelgava SIA	Energy	Energy
Gren Riga SIA	Gren Jelgava SIA	Energy	Energy

Name	Group name	Sector	Sub-Sector
GroGlass SIA		Production	Other
CS Core SIA		Financial Services	Other
Hansab SIA		IT and Telecommunications	IT and IT Solution Sales
HansaMatrix AS		Production	Electronics Industry
HansaMatrix Pārogre SIA		Production	Electronics Industry
HansaMatrix Ventspils SIA		Production	Electronics Industry
Helio Media SIA	Tet SIA	Media	Media
Henkel Latvia SIA		Sales	Wholesale
Hilti Services limited SIA		Sales	Wholesale
Holm Bank Latvia SIA		Financial Services	Other
HORTUS DIGITAL SIA		IT and Telecommunications	IT and IT Solution Sales
Hortus Residential SIA	Citadele banka AS	Real Estate Management	Real Estate Management
HQ CHIPPER PARTS SIA		Production	Mechanical Engineering Industry
HRX SIA		Transport and Logistics	Transport and Logistics
If P&C Insurance AS Latvijas filiāle		Financial Services	Insurance
If P&C Insurance Ltd (publ) Latvijas filiāle		IT and Telecommunications	Other
Ignitis Latvija SIA		Energy	Energy
Inbank Latvia SIA		Financial Services	Other
Inchcape Motors Latvia SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
INDEXO Banka AS		Financial Services	Banking
Indexo IPAS	INDEXO Banka AS	Financial Services	Other
INDUTEK LV SIA		Sales	Wholesale
Inter Cars Latvija SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
INTRAC Latvija SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Intrum Global Technologies SIA		IT and Telecommunications	IT and IT Solution Sales
iSoft Solutions SIA		IT and Telecommunications	IT and IT Solution Sales
ITAB Latvia SIA		Production	Furniture Industry
JELD-WEN Latvija SIA		Production	Wood Industry
JELGAVAS TIPOGRĀFIJA SIA		Production	Printing Industry

Name	Group name	Sector	Sub-Sector
Jensen Metal SIA LSEZ		Production	Metalworking Industry
JERUZALEMES BC SIA	DYNATECH SIA	Services	Services
JONNEX-FARMA SIA	Sentor Farm aptiekas AS	Sales	Retail and Wholesale
Joži SIA		Production	Production
Julianus Inkasso Latvija SIA		Financial Services	Other
Jumis Pro SIA		IT and Telecommunications	IT and IT Solution Sales
Jūrmalas gaisma SIA		Infrastructure	Infrastructure
Jūrmalas siltums SIA		Energy	Energy
Jūrmalas ūdens SIA		Infrastructure	Infrastructure
Jysk Linnen'n Furniture SIA		Sales	Retail and Wholesale
KARAVELA SIA		Production	Food and Beverage Industry
Karcher SIA		Sales	Retail and Wholesale
Ķekava Foods AS		Production	Food and Beverage Industry
KFF Holding SIA		Services	Services
Kinetics Nail Systems SIA		Production	Chemical Industry
Kiwa Latvia AS		Services	Services
KleinTech Services SIA		IT and Telecommunications	IT and IT Solution Sales
Knauf SIA		Production	Production of Construction Materials
KOM-AUTO SIA	CleanR Grupa AS	Services	Services
Kotryna SIA		Sales	Retail
Krassky Projects SIA	Krassky SIA	Construction	Construction
Krassky Services SIA	Krassky SIA	Transport and Logistics	Transport and Logistics
Krassky SIA		Sales	Retail and Wholesale
Kredītinformācijas Birojs AS		Financial Services	FinTech
Kronus SIA		Production	Wood Industry
Kuehne+Nagel SIA		Transport and Logistics	Transport and Logistics
KUREKSS SIA		Production	Wood Industry
L'Oreal Baltic SIA		Sales	Wholesale
L.J. Linen SIA		Sales	Wholesale
LaNordija SIA		Sales	Retail and Wholesale
Lazdiņš Gavars ZAB SIA		Business Services	Business Services
Latfood Agro SIA	Orkla Latvija SIA	Production	Food and Beverage Industry

Name	Group name	Sector	Sub-Sector
LATMALT SIA	Latraps LPKS	Production	Food and Beverage Industry
LatRailNet AS		Transport and Logistics	Transport and Logistics
Latraps LPKS		Production	Food and Beverage Industry
Latvenergo AS		Energy	Energy
Latvijas Banka		Financial Services	Other
Latvijas Investīciju un attīstības aģentūra		Public Sector	Public Sector
Latvijas Loto VAS		Sales	Retail
Latvijas Mobilais Telefons SIA		IT and Telecommunications	Telecommunication
Latvijas nacionālais metroloģijas centrs SIA		Services	Services
Latvijas Pasts VAS		Transport and Logistics	Transport and Logistics
Latvijas sabiedriskais medijs VSIA		Media	Media
Latvijas SOS Bērnu ciematu asociācija		Other	Other
Latvijas Zāļu verifikācijas organizācija		Other	Other
Latvijas Universitāte		Education	Education
Latvijas Valsts ceļi VSIA		Infrastructure	Infrastructure
Latvijas valsts meži AS		Infrastructure	Infrastructure
Latvijas Valsts radio un televīzijas centrs VAS		Infrastructure	Infrastructure
Latvijas Vēstnesis VSIA		Media	Media
Latvijas Veterinārais serviss SIA	Magnum Medical SIA	Services	Services
LAU Infra Grupa AS		Services	Services
Lautus SIA	CleanR Grupa AS	Services	Services
Legal Balance SIA		Business Services	Business Services
LETA SIA		Media	Media
LEXEL Fabrika SIA		Production	Electronics Industry
LG Electronics Latvia SIA		Sales	Wholesale
LIC Gotus SIA		Sales	Wholesale
Lidl Latvija SIA		Sales	Retail
LIEPĀJAS ENERĢIJA SIA		Energy	Energy
Liepājas speciālās ekonomiskās zonas pārvalde		Business Services	Business Services
Linās Agro SIA		Sales	Wholesale
Linde Gas SIA		Production	Chemical Industry
Lindstrom SIA		Services	Services

Name	Group name	Sector	Sub-Sector
Linstow Baltic SIA		Real Estate Management	Real Estate Management
Livonia Print SIA		Production	Printing Industry
LMT Finance SIA	Latvijas Mobilais Telefons SIA	Financial Services	Other
LMT Retail & Logistics SIA		Sales	Retail
Luminor Asset Management IPAS	Luminor Bank AS Latvijas filiāle	Financial Services	Other
Luminor Bank AS Latvijas filiāle		Financial Services	Banking
Luminor Lizings SIA	Luminor Bank AS Latvijas filiāle	Financial Services	Leasing
Madara Cosmetics AS		Production	Chemical Industry
MADARA Retail SIA	Madara Cosmetics AS	Sales	Retail
Magnetiq Bank AS		Financial Services	Banking
Magnum Medical SIA		Sales	Wholesale
Magnum Veterinārija SIA	Magnum Medical SIA	Services	Services
Makita Oy Latvijas filiāle		Sales	Wholesale
Manitou Nordics SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
MarkIT Latvija SIA		Sales	Retail and Wholesale
Marko Kea SIA		Production	Wood Industry
MARSH SIA		Financial Services	Insurance
Maxima Latvija SIA		Sales	Retail
MaxTraffic SIA		IT and Telecommunications	Other
Mearra Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Medison Pharma Latvia SIA		Sales	Pharmaceutical Offices
Medochemie Latvia SIA		Sales	Pharmaceutical Offices
Merck Serono SIA		Sales	Pharmaceutical Offices
Merko Būve SIA	Merko Management Latvia SIA	Construction	Construction
Merko Mājas SIA	Merko Management Latvia SIA	Real Estate Management	Real Estate Management
Merko Management Latvia SIA		Construction	Construction
Meža pētīšanas stacija		Other	Other
Metsatek SIA		Production	Metalworking Industry
Miele SIA		Sales	Retail
Mintos Marketplace AS		Financial Services	FinTech
MIRA-G SIA		Services	Services

Name	Group name	Sector	Sub-Sector
MMS Communications Latvia SIA		Services	Services
mogo AS		Financial Services	Other
mogo rent AS	mogo AS	Financial Services	Other
Moller Auto Latvia SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
MSC Latvia SIA		Transport and Logistics	Transport and Logistics
MSC Shared Service Center Riga SIA		Business Services	Business Services
Multipack SIA	KFF Holding SIA	Sales	Wholesale
Multipass Platforms Limited pastāvīgā pārstāvniecība Latvijā	DYNATECH SIA	Financial Services	FinTech
Mysushi SIA	APL Latvia SIA	Services	Services
Nasdaq Riga AS		Financial Services	Other
Nectaro SIA	DYNATECH SIA	Financial Services	FinTech
NEKUSTAMO ĪPAŠUMU SABIEDRĪBA "ZVAIGZNES CENTRS" SIA	Pro Kapital Latvia AS	Real Estate Management	Real Estate Management
Nestle Baltics UAB		Sales	Wholesale
Norit Latvia SIA		Business Services	Business Services
Norstat Latvija AS		Business Services	Business Services
Norwegian Air Resources Latvia SIA		Business Services	Business Services
Novartis Baltics SIA		Sales	Pharmaceutical Offices
Novo Nordisk Latvia SIA		Sales	Pharmaceutical Offices
NP Properties SIA		Real Estate Management	Real Estate Management
Olimpiskais sporta centrs SIA		Real Estate Management	Real Estate Management
Olybet Latvia SIA	Olympic Casino Latvia SIA	Services	Services
Olympic Casino Latvia SIA		Entertainment	Entertainment
Omniva SIA		Transport and Logistics	Transport and Logistics
ONNINEN SIA		Sales	Wholesale
OP Corporate Bank plc filiāle Latvijā		Financial Services	Banking
Orivas SIA		Sales	Pharmaceutical Offices
Orkla Biscuit Production SIA	Orkla Latvija SIA	Production	Food and Beverage Industry
Orkla Foods Latvija SIA	Orkla Latvija SIA	Production	Food and Beverage Industry
Orkla Latvija SIA		Production	Food and Beverage Industry
Orto klinika SIA		Services	Services
Pasažieru Vilciens AS		Transport and Logistics	Transport and Logistics

Name	Group name	Sector	Sub-Sector
Paul Mason Properties SIA		Sales	Retail
Pearl Latvija SIA		IT and Telecommunications	IT and IT Solution Sales
PEM Consulting SIA	AJ Power Holding SIA	Business Services	Business Services
PEPI RER SIA		Production	Plastic Industry
Pernod Ricard Eastern Europe Operations SIA		Sales	Wholesale
Pet City SIA		Sales	Retail
Pētertāles SIA	Joži SIA	Production	Production
PFK TRADER SIA	Ķekava Foods AS	Sales	Retail
Picanova GmbH filiāle "Picanova Baltics"		Business Services	Business Services
Piebalgas alus SIA	Cēsu alus AS	Production	Food and Beverage Industry
Pindstrup Latvia SIA		Production	Other
Poligrāfijas grupa Mūkusalā SIA		Production	Printing Industry
Polipaks SIA	KFF Holding SIA	Production	Packaging Industry
POS SIA	Sentor Farm aptiekas AS	IT and Telecommunications	Other
Posti Messaging SIA		Business Services	Business Services
Premier Restaurants Latvia SIA		Services	Services
PRIMEKSS SIA		Construction	Construction
Primend SIA		IT and Telecommunications	IT and IT Solution Sales
Primero Finance AS	mogo AS	Financial Services	Other
Pro Kapital Latvia AS		Other	Other
Pro Kapital Latvia Engineering SIA	Pro Kapital Latvia AS	Construction	Construction
ProMC SIA	AJ Power Holding SIA	Business Services	Business Services
Property Solutions BS SIA	Colliers International Advisors SIA	Real Estate Management	Real Estate Management
Puratos Latvia SIA		Production	Food and Beverage Industry
Q.BEYOND SIA		IT and Telecommunications	IT and IT Solution Sales
Ramirent Baltic AS Rīgas filiāle		Services	Services
REATON SIA		Sales	Retail and Wholesale
Recipe Plus AS	Sentor Farm aptiekas AS	Sales	Wholesale
Redwire Defense Tech Rīga SIA		Production	Metalworking Industry
Rehau SIA		Sales	Wholesale
Reitan Convenience Latvia SIA		Sales	Retail

Name	Group name	Sector	Sub-Sector
Remote Latvia SIA		IT and Telecommunications	Telecommunication
Rickman Trade Latvijas filiāle		Sales	Wholesale
Rietumu banka AS		Financial Services	Banking
Rīgas Austrumu klīniskā universitātes slimnīca SIA		Other	Other
Rīgas brīvostas pārvalde		Infrastructure	Infrastructure
RĪGAS FARMACEITISKĀ FABRIKA AS	Sentor Farm aptiekas AS	Production	Chemical Industry
Rīgas meži SIA		Infrastructure	Infrastructure
Rīgas nami SIA		Services	Services
Rīgas Namu pārvaldnieks SIA		Services	Services
Rīgas piena kombināts AS	Food Union Management SIA	Production	Food and Beverage Industry
Rīgas Satiksme RPSIA		Transport and Logistics	Transport and Logistics
Rīgas Siltums AS		Energy	Energy
Rīgas ūdens SIA		Infrastructure	Infrastructure
Rīgas valstspilsētas pašvaldības Finanšu departaments		Public Sector	Public Sector
RīgaVest CHP SIA	Gren Jelgava SIA	Energy	Energy
RIMI Baltic SIA		Sales	Retail
Rimi Latvia SIA	RIMI Baltic SIA	Sales	Retail
RIMI Logistics SIA		Transport and Logistics	Transport and Logistics
Robert Bosch SIA		Sales	Wholesale
Roche Latvija SIA		Sales	Pharmaceutical Offices
Ropažu Enerģija SIA	CleanR Grupa AS	Energy	Energy
RPH Business Support AS	Sentor Farm aptiekas AS	IT and Telecommunications	Other
RPH MARKETING LATVIA AS	Sentor Farm aptiekas AS	Business Services	Business Services
Ruukki Products AS Latvijas filiāle		Sales	Retail and Wholesale
Sabiedrisko pakalpojumu regulēšanas komisija		Public Sector	Public Sector
Sadales tīkls AS		Energy	Energy
SAF Tehnika AS		Production	Electronics Industry
Saldumu tirdzniecība SIA	Orkla Latvija SIA	Sales	Retail
Samsung Electronics Baltics SIA		Sales	Retail and Wholesale
Sandoz d.d. Latvia filiāle		Sales	Pharmaceutical Offices

Name	Group name	Sector	Sub-Sector
SCA Mežs Latvija SIA		Sales	Wholesale
Scandagra Latvia SIA		Sales	Retail and Wholesale
Scandic Fusion SIA		IT and Telecommunications	IT and IT Solution Sales
Scania Latvia SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
SCHWENK Latvija SIA		Production	Production of Construction Materials
SEB atklātais pensiju fonds	SEB banka AS	Financial Services	Other
SEB banka AS		Financial Services	Banking
SEB Investment Management IPAS	SEB banka AS	Financial Services	Other
SEB Life and Pension Baltic SE	SEB banka AS	Financial Services	Insurance
SEMARAH HOTEL MANAGEMENT SIA		Services	Services
Sentor Farm aptiekas AS		Sales	Retail
Servier Latvia SIA		Sales	Pharmaceutical Offices
SETECH SIA	Equilia Group SIA	Financial Services	Other
Siemens Healthcare Oy Latvijas filiāle		Sales	Pharmaceutical Offices
Siemens Osakeyhtio Latvijas filiāle		Sales	Wholesale
Signet Bank AS		Financial Services	Banking
Silkeborg Spaantagning Baltic SIA		Production	Metalworking Industry
SILVANOLS SIA	Sentor Farm aptiekas AS	Production	Chemical Industry
SIMONSWERK LATVIA SIA		Sales	Retail and Wholesale
SK ID Solutions AS filiāle Latvijā		IT and Telecommunications	IT and IT Solution Sales
Skandi Motors SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Skandinaviska Enskilda Banken AB Rīgas filiāle	SEB banka AS	Business Services	Business Services
SKONTO PREFAB SIA		Construction	Construction
Snickers Production Latvia SIA		Production	Textile Industry
Sonarworks SIA		IT and Telecommunications	IT and IT Solution Sales
Sorainen ZAB SIA		Business Services	Business Services
Spectre Latvia SIA		Services	Services
SSI Schaefer SIA		Services	Services
Staburadze SIA	Orkla Latvija SIA	Production	Food and Beverage Industry
STADA Latvia SIA		Sales	Pharmaceutical Offices
Starptautiskā lidosta Rīga VAS		Infrastructure	Infrastructure

Name	Group name	Sector	Sub-Sector
Stenders SIA		Production	Chemical Industry
Stockmann SIA		Sales	Retail
Stokker SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Stora Enso Latvija AS		Production	Wood Industry
Stora Enso Packaging SIA		Production	Packaging Industry
Summer Sound Festivāls SIA		Entertainment	Entertainment
Swedbank AB (publ) Latvijas filiāle	Swedbank AS (Latvia)	Financial Services	Other
Swedbank AS (Latvia)		Financial Services	Banking
Swedbank Atklātais Pensiju Fonds AS	Swedbank AS (Latvia)	Financial Services	Other
Swedbank Baltics AS	Swedbank AS (Latvia)	Financial Services	Other
Swedbank Ieguldījumu Pārvaldes Sabiedrība AS	Swedbank AS (Latvia)	Financial Services	Other
Swedbank Life Insurance SE Latvijas filiāle	Swedbank AS (Latvia)	Financial Services	Insurance
Swedbank Līzings SIA	Swedbank AS (Latvia)	Financial Services	Leasing
Swedbank P&C Insurance AS Latvijas filiāle	Swedbank AS (Latvia)	Financial Services	Insurance
Swisscom DevOps Center Latvia SIA		IT and Telecommunications	IT and IT Solution Sales
Swixx Biopharma SIA		Sales	Pharmaceutical Offices
ZAAO SIA		Services	Services
ZAB Ellex Kļaviņš SIA		Business Services	Business Services
ZAB EY LAW SIA	Ernst & Young Baltic SIA	Business Services	Business Services
ZAZA TIMBER Construction SIA	ZAZA TIMBER Production SIA	Construction	Construction
ZAZA TIMBER Engineering SIA	ZAZA TIMBER Production SIA	Construction	Construction
ZAZA TIMBER Production SIA		Production	Production of Construction Materials
Zentiva Group a.s. filiāle Latvijā		Sales	Pharmaceutical Offices
Zīda Fabrika SIA	Krassky SIA	Real Estate Management	Real Estate Management
ZIVE SIA	Joži SIA	Production	Food and Beverage Industry
Tallink Fast Food Latvia SIA	Tallink Latvija AS	Entertainment	Entertainment
Tallink Latvija AS		Transport and Logistics	Transport and Logistics
Tamro SIA		Sales	Wholesale
Tele2 SIA		IT and Telecommunications	Telecommunication

Name	Group name	Sector	Sub-Sector
TENAPORS SIA	TENAX SIA	Production	Production of Construction Materials
TENAX PANEL SIA	TENAX SIA	Production	Production of Construction Materials
TENAX SIA		Production	Production of Construction Materials
Tērvete food SIA	AGROLATS HOLDING AS	Production	Food and Beverage Industry
Tet SIA		IT and Telecommunications	Telecommunication
Tilde SIA		IT and Telecommunications	IT and IT Solution Sales
Tirdzniecības centrs Pleskodāle SIA		Real Estate Management	Real Estate Management
TLG Hotell Latvija SIA	Tallink Latvija AS	Services	Services
Toyota Material Handling Baltic SIA		Services	Services
TRANSCOM WORLDWIDE LATVIA SIA		Business Services	Business Services
TRANŽĪTS L SIA	CleanR Grupa AS	Other	Other
TRODO SIA		Sales	Retail
TRON SIA	AJ Power Holding SIA	Services	Services
TVNET GRUPA SIA		Media	Media
UAB Teva Baltics filiāle Latvijā		Sales	Pharmaceutical Offices
VA Communications SIA		Services	Services
WALLESS ZAB SIA		Business Services	Business Services
VALMIERAS ENERĢIJA AS	Adven Latvia SIA	Energy	Energy
Valmieras piens AS	Food Union Management SIA	Production	Food and Beverage Industry
Valmieras stikla šķiedra AS		Production	Chemical Industry
Valmiermuižas alus SIA	Cēsu alus AS	Production	Food and Beverage Industry
Valsts nekustamie īpašumi VAS		Real Estate Management	Real Estate Management
VARENO GROUP SIA	TENAX SIA	Production	Production of Construction Materials
Warmeston SIA		Production	Wood Industry
WeAreDots SIA		IT and Telecommunications	Other
Veho SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Vendon SIA		IT and Telecommunications	Telecommunication
VENTPLAC SIA		Transport and Logistics	Transport and Logistics

Name	Group name	Sector	Sub-Sector
VERTE AUTO SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
whiteCryption SIA		IT and Telecommunications	Other
VIA SMS group AS		Financial Services	FinTech
VIA SMS Latvija SIA	VIA SMS group AS	Financial Services	Other
VIAINVEST SIA	VIA SMS group AS	Financial Services	Other
Viatris SIA		Sales	Pharmaceutical Offices
Vides pakalpojumi Liepājai Pilnsabiedrība	CleanR Grupa AS	Services	Services
Vides resursu centrs SIA	CleanR Grupa AS	Services	Services
Viesnīca Latvija SIA		Services	Services
VINTAGE SIA	Balmerk Latvia SIA	Sales	Retail
Virši-A AS		Sales	Retail
VIRŠI Renergy SIA	Virši-A AS	Sales	Wholesale
Visma Enterprise SIA		IT and Telecommunications	IT and IT Solution Sales
Visma Labs SIA		IT and Telecommunications	IT and IT Solution Sales
VIZII SIA	CleanR Grupa AS	Services	Services
VIZII Urban SIA	CleanR Grupa AS	Services	Services
Vitol Terminal Latvia SIA		Transport and Logistics	Transport and Logistics
VK Ekspedīcija SIA		Transport and Logistics	Transport and Logistics
VK Terminal Services SIA		Transport and Logistics	Transport and Logistics
VK Tranzīts SIA		Business Services	Business Services
Vollers-Rīga SIA		Transport and Logistics	Transport and Logistics
Volvo Truck Latvia SIA		Sales	Cars and Heavy Machinery Sales and After-Sales
Worldline Latvia SIA		Financial Services	FinTech
Worwag Pharma GmbH&Co.KG ĀKP		Sales	Pharmaceutical Offices
WURTH SIA		Sales	Wholesale
YIT Latvija SIA		Construction	Construction
Anonymous	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.