



REVIEW OF PAY EXPECTATIONS OF TOP TALENTS

TRIPOD RECRUITMENT PROJECTS
ESTONIAN MARKET

2024 SUMMARY

February 2025

TABLE OF CONTENTS

What shaped employee well-being in organisations the most in 2024? **3**

Compensation expectations of top talents **5**

Overview of sectors and salary expectations **6**

Business development, sales and marketing **7**

Finance and Administration **10**

Production, technology and supply chain **12**

Information technology **16**

Medicine, pharmaceutical and veterinary, other positions **18**

WHAT SHAPED EMPLOYEE WELL-BEING IN ORGANISATIONS THE MOST IN 2024?

Last year was the busiest for Tripod's organisational development team so far. We interviewed over **21,500 employees** from Estonian and international organisations for **51 projects** to find out what truly affects their work well-being.



Deniss Kovaljov
Research Consultant

Familiar topics remain relevant

For years, we have observed that **one of the most significant factors influencing employee well-being is direct management**. In nearly 95% of the organisations studied, the relationships employees have with their direct managers and the managers' competence in performing their duties are closely linked to employee well-being. Direct management is also among the top three factors affecting employees' willingness to continue working in an organisation or to change employers. Employees' **perceived workload** and its alignment with their compensation also remain highly relevant. The increasing workload of specialists poses a significant challenge for managers to make their teams more efficient. Studies conducted in 2024 also revealed that specialists' duties at work are becoming increasingly fragmented, which is another factor that can diminish well-being.

Workplace well-being methodology introduced new focus areas

Last year, we succeeded in shedding more light on topics that directly affect employees' personal well-being. The first major topic to emerge was the **work environment**. Fair treatment at work is **undoubtedly the most important factor**, highlighting the **significance of a constructive and open atmosphere**.

In addition to the work environment, analyses of relationships revealed that **personal development** at the workplace is also crucial. Employee well-being was primarily influenced by the relevance and quality of training provided by employers. For employees with heavy workloads, it is extremely important that the time invested in training is not wasted.

At the specialist level, **the continuous development of skills and the opportunity for advancement within the same organisation are becoming increasingly important**. In organisations that can consistently provide employees with opportunities for development and growth, individuals are much less likely to consider changing jobs.

What to expect in 2025

Based on the end of last year and the beginning of this year, we can expect that trends will remain quite similar in 2025. **Improving the organisation of work continues to be a major challenge in many organisations, as does ensuring sustainable development for employees.**

Among the new trends observed over the past one and a half quarters is the **growing need to involve employees at various levels in strategic management within organisations.** Management teams must figure out how to clearly explain strategic decisions to all employees and assist middle managers in aligning broader goals with their teams' everyday duties.

If you feel that you wish to know what topics shape workplace well-being in your organisation, please contact us, and we can run an employee well-being survey together!



COMPENSATION EXPECTATIONS OF TOP TALENTS

For the third year in a row, Tripod is happy to present an overview of salary expectations, drawn from the shortlisted candidates of our **nearly 200** recruitment projects. Over the years, Tripod has shifted its focus to more complex executive and top talent searches, which naturally results in variations in median salaries and overall compensation across job families. Despite challenging times, the fundamental forces of supply and demand remain at play.



Maria Veltmann
CEO

When hiring employees with more complex skill sets and greater potential, offering the market average is insufficient. Top performers are often already earning above the average within their peer group, making it unlikely for them to accept lower-level offers.

After a long time, supply has begun to exceed demand for positions where employer experience and competency expectations are more moderate. This allows employers some flexibility when hiring mid-level managers and specialists. There are many candidates available, and their salary expectations have moved in the opposite direction compared to complex job roles: employees tend to be more flexible in their salary expectations.

International clients are increasingly comparing shortlisted candidates' expectations with the compensation packages offered in their home markets. A key factor influencing this comparison is the broader economic landscape, which significantly impacts the Scandinavian labour market. Salary increases have stalled in many sectors, and adapting organisations' high and specific expectations to the available labour supply in the relatively smaller Baltic markets is challenging. **Adapting high employer expectations to the smaller Baltic talent pool is challenging, and top candidates often demand higher salaries than international firms offer for similar roles. This is largely due to language-specific market constraints and limited talent supply.**

A broader trend we observe is that the generation that entered the labour market during a period of economic growth has notably high salary expectations. They joined the workforce at a time when there were few applicants for simpler roles, prompting companies to offer above-average pay even for these positions. As a result, employees from this generation working in strong companies are now earning significantly more than the current market rate for similar roles. Consequently, many are reluctant to consider alternative job offers, even when they offer opportunities for professional growth, as switching jobs would mean a reduction in income.

A combination of factors is driving another key trend—the rise of flexibility in the job market. Generations in which the overall labour supply remains strong are approaching retirement age, and their individual alignment with market expectations varies significantly. While lifelong learning undoubtedly enhances competitiveness, the job market remains highly competitive, making attitude and motivation just as crucial as experience. **Beyond skills and personal qualities, forward-thinking initiatives and a clear ambition for growth are becoming essential indicators of future success.**

We are navigating a time of change—one that brings not only challenges but also new opportunities. **If you are looking to strengthen your team with top talent, let's connect. We will be happy to share our expertise and insights to help you sustain and accelerate your growth.**

Wishing you a successful year ahead,
Maria



TRIPOD

OVERVIEW OF SECTORS AND SALARY EXPECTATIONS IN 2024

BUSINESS DEVELOPMENT, SALES AND MARKETING

Business development, sales and marketing searches are handled by Senior Recruitment Consultants Anni Paves and Sandra Raju.

Candidate expectations and market trends

The demand for strategic leaders in **business development** remains high, especially for those who can navigate a dynamic and complex market with innovative solutions. **Securing top talent for strategic sales and business development roles, along with attracting highly skilled specialists, is essential for sustaining growth.**

Candidates are typically quite clear about their salary expectations. Strategic leaders focus on the overall compensation package, while specialists often define their desired salary range at the first meeting already, outlining the conditions under which they would consider a career move.

Active job seekers are open to flexible arrangements, sometimes starting at a lower salary but with the expectation of future growth. Early in the careers, compensation is often the key motivator, but over time, career development and new opportunities take precedence. This shift may lead candidates to accept temporary salary reductions in exchange for more meaningful roles.

For leaders, a fair and competitive compensation package is essential, along with the confidence that the issue will not need constant revisiting due to dissatisfaction. The feeling of being underpaid can negatively influence a candidate's decision even during the recruitment process. Estonian leaders highly value the trust of the owner, autonomy in their role, and the decision-making authority that comes with responsibility. A board member's accountability should be properly reflected in their compensation.

Executives expect a motivating compensation package in addition to competitive base salary, with bonuses and stock options playing a key role. At the Baltic level, alignment with the leadership culture is particularly important.

In sales, performance-based pay is a crucial motivator alongside the base salary. Sales managers and specialists often transition within their sector, but over time, long-standing experience in the same field may drive a deliberate shift to a new industry to enhance competitiveness—while remaining in sales.



Anni Paves
Senior Recruitment Consultant
and Business Line Manager



Sandra Raju
Senior Recruitment Consultant
and Creative Team Lead

The technical sales job market is active, yet finding candidates who perfectly match expectations remains challenging. Experienced sales managers in this field are very well compensated, making them difficult to attract. Aligning specific experience, education, and the scope of the offered role is complex, and ideal candidates are scarce. While interest in public recruitment processes has grown significantly, the available talent pool still falls short of meeting sector demands. Sales professionals exploring new opportunities often engage in multiple recruitment processes simultaneously, complicating contract negotiations and potentially driving up compensation offers.

In the pharmaceutical sector, salary expectations are more narrowly defined compared to other sales fields or support functions. The peculiarities of the sector and established pay scales help clarify these expectations.

Clear communication of salary expectations and the employer's ability to offer competitive compensation are critical in strategic roles. When candidates are selected for their potential rather than their experience, there is a risk that they may not effectively fulfill strategic responsibilities due to a lack of required leadership experience.

Factors influencing career movement

Extended tenure within a single organisation can foster the sense that it is time for a change. Professional development courses or earning microcredentials can bring renewed motivation, helping clarify goals and steer individuals toward transformation.

Vague roles, added responsibilities, and complex matrix structures often drive employees to seek positions with a more defined focus and clearer opportunities for advancement.

For jobs located farther from a candidate's residence, willingness to commute can vary. Generally, employees are reluctant to commute more than 100 km daily. While there are candidates open to commuting, finding the right fit can take time. The commute itself is a key consideration, particularly for those with prior experience in similar roles or those who have lived outside the capital or central areas. However, in leadership positions, there is a strong understanding of the need to be physically present with the team.

The management culture of an international company is important to many candidates, though it is not always the top consideration when deciding to change jobs. When the business operates internationally, candidates are also open to working for a local owner. Ultimately, the decision hinges on the management culture, the owner's vision, and their level of involvement in decision-making and the organisation of daily operations.

A thoughtfully crafted job ad, complemented by engaging visuals, plays a significant role in attracting candidates. Recruitment videos offer potential hires a glimpse of the team they would be joining—often, the question Who will be my new manager? is a key deciding factor. We see the impact of employer branding every day, whether in public job listings or targeted searches.

Conclusion

In 2024, public recruitment processes attracted many candidates, but **finding the right fit remained just challenging**. In creative fields, **candidate's personality** and role alignment are often decisive factors, and a lack of compatibility can be the key reason for elimination in the final selection.

While taking a break from the job market provides an opportunity to rest, returning can be difficult—candidates who actively maintain and apply their skills have a competitive edge. **A forward-looking mindset is essential, with a focus on opportunities and solutions rather than obstacles.**

BUSINESS DEVELOPMENT, SALES AND MARKETING

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Business Development and Sales						
Executive	4000	12000	-	-	4000	13000
Group Business Development Manager	-	-	6000	12500	8000	8000
Sales Director	4000	6400	3700	5500	4000	8000
Business Development Manager	-	-	4800	5300	4800	5500
Sales Manager	2800	7200	2500	6500	2700	10000
Sales Team Manager	4000	4000	4000	5300	4000	7000
Export Manager	2300	5500	4500	5500	6500	13000
Retail Manager	2000	4000	-	-	3600	7500
Category Manager	2900	4000	-	-	3000	4500
Store Manager	-	-	2500	3100	2500	4000
Key Account Manager	2000	4500	3000	4000	3700	6000
Key Account Specialist	2000	2300	2600	4600	2500	5000
Sales Representative	3200	3300	-	-	3200	3200
Sales Specialist	2300	2300	2000	2800	2200	2500
Marketing						
Marketing Director	2500	4500	4300	4300	3800	5000
Marketing Manager	3200	3200	3300	3300	3200	4800
Product and Marketing Manager	3200	4500	-	-	3000	4200
Product Manager	2700	3000	2700	2700	3500	4300
Digital Marketer	1900	2000	2500	3000	3000	3000

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

FINANCE AND ADMINISTRATION

The recruitment projects in finance and support services are conducted by Senior Consultants Anni Paves and Merle Nurmoja.

In finance, the demand for analytical roles—such as Financial Analysts, Controllers, and Business Analysts—is growing. Finance Managers require additional support and talent pipeline, as management accounting and business analysis need a sharper focus to support effective decision-making.

As to support functions, compensation expectations among candidates vary, with experienced professionals often having a relatively wide salary range. As candidates approach the later stages of their careers, their expectations tend to be more modest. At the same time, young professionals with limited work experience are often bold in their salary demands, sometimes exceeding their actual competency level.

This trend is particularly evident among Controllers, whose salary expectations are high regardless of experience—ambitious demands are common even among entry-level professionals. Similarly, Quality Specialists with actual accountability for their area (despite lacking formal structural responsibility) tend to have higher salary expectations compared to specialists with the same job title who primarily perform operational tasks.

In executive search, employers should acknowledge that salary negotiations are a natural part of the recruitment process, even for specialist roles, and that some flexibility is needed when making an offer. Asking about a candidate's salary expectations early in the process does not replace or eliminate the need for further salary negotiations. Often, candidates refine their expectations after gaining a clearer understanding of the role's responsibilities and expectations through in-depth conversations and meetings.

Clearly stating the salary range and room for negotiation in a job posting or interview invitation significantly streamlines the recruitment process. This approach minimises misunderstandings and attracts only candidates who find the offered compensation appealing, reducing the risk of misalignment in the later stages of the recruitment process.

Candidates in support functions increasingly expect additional compensation beyond their base salary, such as annual bonuses tied to both departmental goals and overall company performance.

Some professionals are well aware of top-tier salaries in their field—often exceeding the market median—and may be willing to adjust their expectations when transitioning to a different sector. However, a well-structured benefits package can foster strong employee loyalty. In most cases, candidates consider changing jobs only if the new offer matches or surpasses their current conditions. The most sought-after employers often provide exceptional benefits that are difficult to exceed, making career moves challenging even for those eager to advance.

Hybrid work has become the standard. Yet, candidates in fully remote roles often acknowledge that nothing fully replaces face-to-face interaction and appreciate the option to work from an office. In general, both extremes—entirely remote or strictly office-based work—tend to be less effective. The best solutions strike a balance, blending in-person collaboration with the flexibility of remote work.



Anni Paves
Senior Recruitment Consultant
and Business Line Manager



Merle Nurmoja
Senior Recruitment Consultant

FINANCE AND ADMINISTRATION

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Finance						
Chief Financial Officer	4500	6000	6500	10000	4700	12000
Head of Accounting Processes and Systems Baltics	3500	4500	-	-	4200	7000
Senior Audit Manager	4800	4800	-	-	4600	6500
Head of Accounting	-	-	-	-	5000	6000
Management Accounting Manager	3500	4500	5200	6000	4500	8700
Chief Accountant	2500	4000	3400	3800	3000	5800
Group Controller	-	-	4000	4000	4000	7500
Controller	2500	4000	3500	4500	3200	5000
Business Analyst	2900	3500	4100	4100	3300	5100
Finance Analyst	-	-	2900	5000	4500	5500
Administration						
Office Manager	1500	2300	1800	2600	2000	3200
Human Resources						
HR Director (Baltics)	4000	5000	6200	6200	5500	7400
HR Manager	3800	4500	4000	4000	2900	7000
Quality (Q, E, HSE, ESG)						
Quality Director	3400	7000	5300	5300	3300	7000
Quality Manager	-	-	3500	4500	2500	4000
Quality Specialist	2000	4600	3400	3400	-	-
Safety Manager	2500	3000	3000	4000	3000	5800
Internal Control						
Internal Auditor	-	-	-	-	2500	3800

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

PRODUCTION, TECHNOLOGY AND SUPPLY CHAIN

The business line of Technology is handled by Senior Recruitment Consultant Sandra Raju who specialises in recruiting for technology, manufacturing and the related fields. The roles in these fields range from specialists to executive positions.

In the **technology sector**, highly specialised professionals remain scarce, often spending years with the same employer. Attracting them requires more than just a higher salary—it takes meaningful career growth, a positive work environment, and a compelling benefits package. Increasingly, these candidates also seek roles that create a broader societal impact.

In engineering, there is a growing interest in cross-industry transitions, driven by a desire for new challenges and skill development. In sectors where demand has long exceeded supply, employers can successfully attract talent by focusing on motivation and potential, laying the foundation for successful collaboration.

In the **construction sector**, which may appear relatively inactive, there is no widespread movement of top talent. While some companies are facing challenges, others continue to thrive despite difficult economic conditions. These companies are stronger and better capitalised than ever, and they are making efforts to retain their employees.

When it comes to changing jobs, key factors include higher salary offers, company values, benefits packages, career development opportunities, and, increasingly, the personal fit with the team and direct manager. The negotiation process tends to be lengthy, with significant salary pressure on the hiring company. Candidates are cautious in their decisions, seeking long-term commitments with their new employer. While salaries are stable, there is little upward movement—pay remains consistent without significant increases.

In **manufacturing**, salary expectations of both those with less experience to seasoned executives and production managers can vary widely, depending on the size of the company, peculiarities of the industry, and location. In certain regions, it can be extremely challenging to find candidates willing to consider potential opportunities. In such searches, a thorough mapping of the area is required, along with an analysis of all candidates' profiles and suitability. The client should be prepared to consider candidates from other sectors as well.

At the specialist level, candidates may consider alternative job offers, but they are generally not quick to leave their current positions. To motivate candidates, recruitment efforts must increasingly focus on showcasing career progression opportunities and involve personal engagement from the hiring manager to inspire candidates to join the team. When evaluating offers, candidates place significant emphasis on the potential employer's market position and long-term prospects.

Candidates' willingness to relocate varies by region, with the decision to commute largely dependent on the daily distance involved. A commute exceeding 100 km is typically unacceptable, except for those who are accustomed to travelling long distances. Managers living outside major cities, with a personal connection to the area or those seeking a new challenge for some time, are generally more open to considering roles farther from home.



Sandra Raju

Senior Recruitment Consultant
and Creative Team Lead

In the **supply chain sector**, attracting top performers is challenging—they tend to prefer compensation packages similar to their current ones, and to spark interest, an offer must include more than just a competitive salary. They rarely consider new offers, and when they do, it is only after careful consideration. There are also candidates who wish to make a move but struggle to clearly articulate their expectations or interest. The labour market also includes individuals who are not top performers (typically juniors) but whose salary expectations are unreasonably high, making it difficult for them to succeed in the competitive landscape. On the other hand, there are juniors whose expectations are often unrealistically high relative to their experience and competencies.

Candidates who aspire to build a long-term career and demonstrate the potential to generate future value are the ones most likely to progress. Companies approach compensation with a rational mindset—mediocre candidates will not receive salaries above market rates, and the search continues until a candidate is found who can truly contribute meaningful value to the organisation.

Employers are prepared to offer higher salaries to candidates perceived as having exceptional future potential and the ability to deliver significantly greater value. Top performers will continue to command premium salaries in 2025, on par with Scandinavian market standards, as their skills and experience are seen as a strategic investment for businesses.

PRODUCTION, TECHNOLOGY AND SUPPLY CHAIN

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Engineering (Production)						
Project Manager	-	-	3500	4000	3900	5200
Automation Project Manager	-	-	-	-	3000	4500
Maintenance Engineer	-	-	2500	3000	2500	3000
Sales Engineer	-	-	2800	3000	2000	3000
Engineer	2500	2500	3000	5500	3000	6000
Production						
Executive	6500	13500	6000	10000	5000	16700
Factory Manager	3800	5000	-	-	5500	8000
Production Manager	3000	3000	2800	4000	3100	7000
Technical Manager	-	-	6000	6000	3200	5500
Product Development Manager	2300	6000	-	-	4500	5100
Front-Line Manager	1600	2500	2300	3000	2300	3100
Energy						
Executive	-	-	-	-	18000	20000
Head of Asset Management	-	-	-	-	5000	15000
Head of Department	4400	4400	3500	5000	4000	9000
Energy Trading Manager	-	-	3400	3400	3000	7800
Regulatory Affairs Manager	3500	6000	4000	5700	4500	7000
Wind Energy Projects Development Manager	4000	6200	5000	5500	7000	8000
Project Manager	-	-	2000	3000	3500	4500

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

PRODUCTION, TECHNOLOGY AND SUPPLY CHAIN

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Construction (Management)						
Division Executive	6000	6400	-	-	7700	7700
Head of Department	-	-	4000	5000	4000	4900
Development Project Manager	-	-	4300	4400	4000	6000
Construction (Project Management)						
Project Manager	-	-	5000	5000	4800	8000
Site Manager	2500	3300	2500	3500	2300	5000
Technical Assistant	1300	2500	1500	2200	1800	2100
Supply Chain						
Executive	4600	10000	5800	10000	6000	10000
Supply Chain Manager	3000	5200	4500	5000	4500	6500
Logistics Manager	-	-	-	-	2800	5000
Warehouse Manager	2100	4500	3800	4000	2500	4600
Supply Chain Specialist	2000	3500	2700	3500	2500	3500
Purchasing Specialist	2100	2100	2100	2900	2300	3000

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

INFORMATION TECHNOLOGY

Information technology searches are handled by Senior Recruitment and Assessment Consultant, Trainer Madis Bachmann

Throughout 2024, we have successfully recruited for various key positions in the IT sector, utilising both public job postings and targeted headhunting. These roles have included Architects, DevOps Engineers, Infrastructure and Data Engineers, Key Account Managers, Cybersecurity Experts, Project Managers, Product Managers, Team Leads, and Area Managers. Across the Baltics, salary expectations vary significantly, with Lithuania having the highest expectations, followed by Latvia and Estonia.



Madis Bachmann
Senior Recruitment and Assessment
Consultant, Trainer

For top-tier specialists, flexible working hours and the option to work from home remain crucial factors. They are open to changing roles if the new opportunity allows for skill development and career growth. Critical factors for them include clear goals, open communication, and a supportive work environment with transparent leadership. Additionally, a strong onboarding program that ensures a smooth transition and helps new hires feel valued within the team is highly regarded. In addition to salary, the benefits package is also an important consideration in attracting top talent.

At the beginning of 2024, several areas within the **IT sector** saw demand for experienced specialists outpacing supply, giving candidates the opportunity to choose the challenges that suited them best and make high salary demands. However, in the second half of the year, the job market shifted, and the number of candidates for public job postings significantly increased. At the same time, it became evident that seasoned specialists were willing to accept roles with less responsibility.

IT professionals in key positions place high value on flexibility in working hours, strong support from both leadership and their team, and the freedom to organise their work. It is essential for them to feel that their contributions are valued, that their opinions are heard, and that they have the opportunity to take responsibility for the outcomes of their work.

A crucial piece of advice for hiring managers is to avoid prolonging the recruitment process, as it increases the risk of candidates withdrawing from consideration or accepting competing offers under similar conditions. Hiring managers often wish to see more candidates to ensure they select the best fit, but this can lead to diminished interest from initially engaged candidates. When recruitment drags on, there is a significant chance that strong candidates will disengage, and the organisation may lose out on suitable candidates who were initially open to considering the offer.

INFORMATION TECHNOLOGY

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Information Technology						
Head of Technology	4500	7200	4400	7000	5800	20000
IT Director	-	-	3800	5500	5000	10000
IT Manager	4800	5500	4300	5000	5000	6500
Team Manager	2700	5200	-	-	3200	3200
Technical Product Manager	3200	4700	3900	3900	5500	5500
Key Account Manager (IT)	3200	5000	3000	6400	3000	5000
Infrastructure Project Manager	3500	3500	3000	3000	3200	5500
Internal Services Team Lead	-	-	-	-	2900	4000
Solutions Architect	-	-	-	-	7500	7500
IT Coordinator	-	-	-	-	2600	5200
Cyber Security Expert	3000	4800	2600	4700	4000	5000
Infrastructure Engineer	-	-	5000	5000	3500	4500
DevOps Engineer	-	-	2800	6500	2500	5500
Data Engineer	2800	4600	2500	3300	3000	5000
QA Engineer	2600	2600	1400	3300	2400	4500

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

MEDICAL AND PHARMACEUTICAL, VETERINARY OTHER POSITIONS

Candidates' salary expectation
eur / month (gross)

Position	Junior (0-2 years of experience)		Mid (2-5 years of experience)		Senior (5+ years of experience)	
	Min	Max	Min	Max	Min	Max
Pharmaceutical						
Sales and Product Manager	-	-	-	-	3600	5500
Regulatory Affairs Associate	2200	4000	-	-	3500	3500
Healthcare						
Business Director	-	-	4000	5000	4000	8000
Veterinary						
Head of Cattle	-	-	3200	3200	2800	4000
Science and Education						
Chief Academic Coordinator	3500	3500	3700	3700	2300	4500
Academic Coordinator	2800	2800	2800	3500	3100	3500
Forestry						
Forestry Coordinator	2700	2700	2500	3400	2400	3800
Public Service						
Executive	5000	5000	4700	5000	5000	7500
Head of Department	-	-	-	-	4000	4500

* If there is no difference between the minimum and maximum values of the range in a given sample, only salary expectations with the same value were present.

**If you are looking to strengthen your team with top talent,
please reach out to us!**



Maria Veltmann
CEO, Partner
maria.veltmann@tripod.ee



Anni Paves
Senior Recruitment Consultant,
Business Line Manager
anni.paves@tripod.ee



Merle Nurmoja
Senior Recruitment Consultant
merle.nurmoja@tripod.ee



Sandra Raju
Senior Recruitment Consultant,
Creative Team Lead
sandra.raju@tripod.ee



Madis Bachmann
Senior Recruitment and Assessment
Consultant, Trainer
madis.bachmann@tripod.ee