

# Mapping the landscape of online job vacancies

## Background report: Latvia

**Study:** Real-time labour market information on skills requirements: Setting up the EU system for online vacancy analysis

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## Preface

Over the last decades, online job portals have become important features of the job market. The Internet offers a rich source of live and real-time labour market information for almost all of occupations. It can provide insight on job-specific skills required in particular occupations in different regions, combined with information on the characteristics of the job offered – i.e. much more than is available using conventional sources. However, consistent and comparative information on the use of the internet and online job market by job-seekers and employers in Europe is rather scarce.

To tap the potential of online labour market information, Cedefop started to investigate the possibility to develop a system for gathering and analysing data from online job portals in the EU to complement the centre's toolkit of skills intelligence instruments. While this is feasible, drawing meaningful conclusions from these data requires a good understanding of the features of national online job markets. Therefore, Cedefop has mapped the landscape of the online job market in all EU Member States. This publication presents one of the background country reports developed in the project - 'Real-time labour market information on skills requirements: Setting up the EU system for online vacancy analysis' (AO/DSL/VKVET-GRUSSO/Real-time LMI 2/009/16). Its findings will inform the cross country comparison published in the upcoming synthesis report.

The work was undertaken by a consortium of external contractors: CRISP (Milano/IT), Tabulaex (Milano/IT) and IWAK (Frankfurt/DE) and their network of country experts (see annex 1 for detailed list) and closely supervised by Cedefop. It presents authors' analysis of the landscape of the online job portal market in the country using a methodology developed for the purpose of the project.

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## List of Abbreviations

<b>CSB</b>	Central Statistics Bureau
<b>ESS</b>	European Social Service
<b>ICT</b>	Information and Communication Technology
<b>OJV</b>	Online Job Vacancy
<b>PES</b>	Public Employment Agency
<b>SEA</b>	State Employment Agency
<b>TNS Latvia</b>	Market research company in Latvia

# Introduction

With the project “Real-time Labour Market Information on Skill Requirements: Setting up the EU System for Online Vacancy Analysis”, Cedefop explores online job-vacancies (OJVs) as a new source of real-time Labour Market Information. By crawling the most important online job-portals of the 28 EU Member States, Cedefop will further its understanding of the changing skills demand in different sectors and occupations. A systematic overview of the online job-portal landscape in each of the 28 EU Member States will identify the most relevant online job-portals and provide context for the data scraped from them. With the Landscaping Activity, Cedefop seeks to acquire insights into the structure of online job-portal markets and the extent to which online job-portals are used in recruitment and job-search. Furthermore, it aims to better understand which factors cause variation in the formats and content of OJVs in different countries.

This Country Report was compiled between April and October 2017 and constitutes a first overview of the online job-portal landscape in Latvia. It is based on desk research of available data sources in Latvia (e.g. public data, academic research and publications of interest groups) and expert opinions. Chapter 1 describes the methodology used for compiling the report in terms of the relevant search paths and data sources. Chapter 2 gives an overview of the main drivers for the use of online job-portals in recruitment and job-search, while Chapter 3 concentrates on the characteristics of the online job-portal market and lists the most important players. Moreover, it seeks to understand to what extent OJVs published on the online job-portals provide adequate information on the developments in the Latvian labour market in terms of the number of vacancies and representation of sectors/occupations. Furthermore, it elaborates on the legal and regulatory framework guiding the activities of the job-portal owners and employers, highlights the differences between the public versus private online job-portals and delineates their relationships with one another. Chapter 4 covers the use of online job-portals in recruitment and job-search. It focuses on the differences in the behaviour of employers and job-seekers across sectors, occupations, qualification levels and regions. Chapter 5 presents the most important online job-portals in Latvia for web-crawling and describes a step by step process of the OJV drafting and posting on select private and public online job portals. Chapter 6 concludes the Country Report by describing the main features of OJVs in Latvia in terms of format and content. In particular, it explores to what extent OJVs contain information pertaining to hard and soft skills required for the job, how these skills are characterised and what they reveal about the nature of the job.

# 1. Methodology

## 1.1. Search Paths

Desk research was conducted in April and May 2017. To find OJV portals and reports, we used the following search phrases in Latvian:

- “darba piedāvājumi” (job offers);
- “darba sludinājumi” (job ads);
- “darbinieku atrašana” (finding employees);
- “vakances” (vacancies);
- “vakanču gadatirgus” (vacancy fair);
- “kur meklēt darbu” (where to find a job);
- “padomi darba meklētājiem” (advice for job-seekers);
- “ieteikumi darba meklētājiem” (suggestions for finding a job).

The search terms were entered in Google and Google Scholar, as well as in the local academic research database “kopkatalogs”, showing research conducted on the subject of OJV portals and reports published by state institutions (mainly the PES). The number of results per research term varied greatly:

Search terms in Latvian	English translation	Google search results	Google Scholar search results	Kopkatalogs search results
darba piedāvājumi	Job offers	909,000	1,520	1
darba sludinājumi	Job ads	371,000	261	1
vakances	Vacancies	2,970,000	85	2
darba vakances	Job vacancies	1,130,000	145	0
darbinieku atrašana	Finding employees	49,300	300	0
vakanču gadatirgus	Vacancy fair	36,700	2	0
kur meklēt darbu	Where to find a job	570,000	4,780	1
padomi darba meklētājiem	Advice for job seekers	43,600	115	0
Darba meklētājiem	For job seekers			8
ieteikumi darba meklētājiem	Suggestions for job seekers	22,900	152	0

The search words “darbinieku atrašana” (finding employees) led to forum discussions and newspaper articles. These discussions and articles dealt with the high unemployment rate in some regions despite job vacancies in other regions, suggesting that miscommunication and limited mobility may be challenges to employment in rural areas. Articles about the job portal prakse.lv focused on internships and work experience opportunities for students and graduates. However, academic research papers and institutional reports were not identified.

The same search terms in Kopkatalogs returned four student theses. Student research topics included the use of Twitter in combating youth unemployment, the importance of understanding the recruitment process for a company’s HR management and the importance of career management in employment-support programmes.

One of the reasons for the lack of reports and papers on OJV portals and recruitment is the low interest among policy makers, which results in limited research financing. In addition, it was revealed in the interviews that the PES is not interested in requesting information about the private OJV market, which also disincentives funding research.

Most articles on OJVs found through Google, were from media portals and journalists or representatives of OJV portals making statements about their position in the vacancy market. Publications partially included suggestions and tips for job-seekers regarding how to behave in an interview, how to discuss the salary question and CV related questions.

Another example of an OJV market-related article from January 2017 was suggested by an portal representative during a phone interview. In the article a journalist tried to assess the job vacancies situation based on professional recruitment licences issued by the State Employment Agency. There are more than one hundred recruitment licences issued, and the complete list is publicly available on the State Employment Agency's website.

The journalist brought up international maritime crew brokerage as an example of a licence because of the required infrastructure of education and training, practical experience and tradition in this industry. According to data of the Latvian Enterprise Register, several maritime crew brokerage companies have high revenue. However, the lack of statistical data on the number of actual job posts for each type of licence and company type prevented coming to any meaningful conclusion regarding the significance of maritime crew employment within the labour market.

Regarding regional and sectoral OJV usage, we did not find any comparative sectoral OJV analyses for Latvia. As far as we are aware, no policy maker or NGO has published results of a representative survey of employers, their typical recruitment methods or of preferred methods of recruitment and job search. Consequently, most of this report is based on statements of interviewed stakeholders.

Job portals are conducting surveys using their customer pool. For example, for several years cv.lv has conducted five surveys a year, each with a different focus.

The latest cv.lv survey, from 2012, was about the ways people find jobs vacancies. The survey stated that the most popular job vacancy resource is the Internet (48%), followed by friends and family (28%), newspapers (15%) and other sources (9%). Among those who job search on the Internet, the following channels were popular: 37% of respondents use OJVs, 27% use announcement boards, 10% use social networks and 2% use other channels. It is very likely that the situation has changed since 2012, but we could not find a survey with more up-to-date findings. Another portal, cvmarket.lv, is also publishing its own research, however they have not conducted research on overall job-seeker behaviour and preferences.

## 1.2. Expert Interviews

Interviews were conducted with representatives of the Latvian State Employment Agency, the EURES Latvia unit and the Central Statistics Bureau (CSB) of Latvia.

For the PES it was an obvious choice to interview the Employment Agency's portal manager as an appropriate expert.

However, for the Central Statistics Bureau, it appears that the Latvian Statistics Authority is not involved in ESSnet projects. Information on the Latvian labour market job vacancies is gathered from the Enterprise Statistics section of CSB. Enterprise surveys are conducted quarterly. We concluded that CSB was not informed about the overall OJV market, because the structure of the enterprise survey and selection process of enterprises does not provide sufficient information. The survey does not contain information on recruitment methods, OJV trends, activities or business models.

In order to understand the HR perspective, we spoke with specialists from the medical sector, the IT sector and one public financial sector institution (Latvian Financial and Capital Markets Commission) to gain better understanding of the options available for recruiting new staff for these areas

Because the IT sector stands out due to its current shortage of qualified workers and the high demand for computer programmers in particular, we found this to be a particularly interesting interview. IT specialist recruiters have to be especially up to date on most suitable recruitment methods.

Similarly, in the medical sector, methods for recruiting staff doctors and nurses, are seemingly specific and represent closed professional medical networks and circles.

We also looked at management-level professionals in the respective state institution, because state institutions are required to place all job vacancies in the PES portal. In the case of the Financial and Capital Markets Commission, they need to recruit people for a variety of job levels. It is known that the PES mainly have a CV catalogue of registered unemployed people, therefore it was interesting to explore how a state institution finds candidates for job vacancies of high level and other level jobs.

It turned out that each stakeholder had knowledge of only part of the OJV portal landscape. The PES were experts on the state sector and were not knowledgeable of private sector OJV portal business models. Private OJV portal managers were experts on the private OJV market, while the CSB was not informed about OJV portals at all.

After reading the media article about the issuing of licences, we were surprised by the reluctance of the State Employment Agency to explain more about the licencing process. It turned out that, because licencing is run by the legal department of the state institution, they were struggling to understand the job vacancy market concept. Claiming concerns about confidentiality, they were not willing to look at the statistics of the licence pool with us. Eventually this source of information had to be dropped.

The overview of the OJV market in Latvia is comprehensive, despite the lack of academic research, the lack of state institutions reporting on the overall situation and the lack of interest in the private sector activities. That is because the OJV market is dominated by the State Employment Agency OJV portal and a few private portals, including cv.lv as the biggest player, followed by the much smaller portal CVmarket.lv and others.

There was not sufficient up-to-date statistical information on how job-seekers act and what channels they use when searching for jobs or about the latest recruitment methods used by employers. However, expert interviews filled in many gaps.



**Table 1: Overview of the different sources used in the Landscaping Activity**

Type of source	Title/year	Provider	Information on			Quality
			Share of existing vacancies on online job-portals (PES/private)	Use of OJVs per sector/occupation/qualification level/ region	Skills requirements in OJVs	
<b>Source 1:</b> Public data/academic research	None					
<b>Source 2:</b> Research/surveys of interest groups	None					
<b>Source 3:</b> Expert opinions	Private online job-portal	Interview and answers to several info requests	Yes	Partially	Partially	Good
	Latvian State Employment Agency (PES)	Expert interview	Partially	Partially	Partially	Good
	Private online job-portal	Expert interview	Partially	Partially	Partially	Good
	HR representatives of employers	Expert interview	Partially	Partially	Partially	Good

Source: Moore (2017).

## 2. Labour Market Dynamics and Impact on the Online Job-portal Market

The population in Latvia is declining at a rapid pace due to an ageing population and high net emigration. This decline has slowed somewhat after peaking during the recent economic crisis from 2008 to 2011, but continues to exceed natural population decrease (i.e. mortality minus births) by a factor of 1.6, according to the population register from 2011 to 2014. All economies of Central and Eastern Europe and the former Soviet Union experienced declining birth rates from 1990 onward; Latvia was no exception. However, the demographic challenges are more severe than elsewhere. Uncertain economic conditions due to inequality are likely contributing factors to low birth rates in Latvia and high emigration (OECD 2016). The working age population in Latvia is shrinking faster than in any other OECD country.

Even in the presence of a shrinking youth cohort and emigration, the size of the tertiary educated population in Latvia had been increasing due to higher educational attainment. However, since 2013, it has been falling. Additionally, of those who graduated from a university in Latvia between 2002 and 2009, about one-third no longer lived in Latvia as of 2014 (OECD 2016). Latvia now has a substantial diaspora abroad, particularly in other European countries. Labour immigration and return migration are crucial channels for meeting Latvia's labour needs, which may push employers to use online portals to extend the reach of their vacancies to an international audience.

As in many countries, skills mismatch has become more prominent as a result of the global economic crisis. Many employers report difficulties in finding suitably skilled workers. Although some of these difficulties are related to skill gaps and deficits in specific sectors, occupations and regions, they are mostly explained by factors other than skills, for example uncompetitive wages, unattractive working conditions, poor recruitment policies and/or mismatch between the location of skills (i.e. where potential employees live) versus the location of available jobs (i.e. where employers are based). As a result, many shortages could be addressed through changes in training and recruitment practices, as well as by facilitating labour mobility (Quintini and Pouliakas 2014).

Latvia is experiencing an increase in start-ups. Whereas 99.54% of all firms are small and medium size enterprises, 85.52% are micro-enterprises, 11.66% are small enterprises, 2.36% are medium-sized enterprises and only 0.46% are large enterprises. Such a structure of the economy requires a wide range of skills.

After peaking at 17.3% in March 2010 during the global financial crisis, the unemployment rate is gradually falling. In 2017, the average unemployment level fell below 9%. The Latvian labour market has stronger seasonal fluctuations due to the low temperatures in the country. In the summer of 2016, the national average unemployment rate fell to 6%, but it increased to 9% in the winter months. In Latvia, the unemployment level is the lowest in Riga and the surrounding area (4.6%) and the highest in the eastern region of Latgale (reaching 17.7%) (see Figure 1). Uneven spread of employment is related to differences in the regional entrepreneurship level and lack of presence of manufacturers, service companies and other employers in some regions. Entrepreneurial activity is linked to tradition, culture and education level. After completing secondary education, many young people leave rural areas to study, live and work in the capital city, Riga. Consequently, vacancy

postings are linked to the level of business activity in the region, the presence of larger employers, the capacity of local municipalities and demand and supply factors of the labour market

**Figure 1: Unemployment rate in Latvia in September 2017**



Source: State Unemployment Agency (Nodarbinātības valsts aģentūra 2017).

The Central Statistics Bureau of Latvia provides data on the number of occupied work posts. According to data collected at the end of 2016, the number of occupied posts in the Latvian economy increased by 0.8% compared with the previous year (Central Statistics Bureau of Latvia 2017).

In Latvia, at the end of 2016, there were 14,400 job vacancies, representing an increase of 4,300 (43%) compared to 2015. There were 5,600 job vacancies in the public sector and 8,800 in the private sector. Among the total number of jobs in the country, 1.6% on average had vacancies, with 2.0% of the vacancies in public sector jobs and 1.5% in the private sector. The highest job vacancy rate was recorded among craft and related trades workers (1.9%), technicians and associate professionals (1.8%) and elementary occupations (1.8%) (Central Statistics Bureau of Latvia 2017).

During 2016, the largest increase in the number of occupied posts was among plant and machine operators and assemblers, which increased by 3.7% compared to the previous year, followed by managers 3.3%, technicians and associate professionals 2.9%, professionals and elementary occupations 1.6% and clerical support workers 0.9%. A decrease was observed in the number of jobs in the following sectors: skilled agricultural, forestry and fishery workers (13.9% decrease), craft and related trades workers (3.7% decrease) and service and sales workers (1.8% decrease) (Central Statistics Bureau of Latvia 2017).

The general statistics of the population of Latvia indicate that, in the second quarter of 2016, the population of Latvia was approximately 2 million (1,964,600), with around half of the population (993,000) economically active. At the beginning of 2016, 1.22 million or 61.9% of the total population were Latvian, 504,000 or 25.7% were Russian and the remaining 12.4% were from other ethnic groups. Economic activity is concentrated mainly in and around Riga, where around half of the

country's population lives. Many of the people living in the surrounding districts commute to the city and work in Riga.

The labour market will continue to improve in the coming years, although at a slower pace than in 2016 (EURES 2017). At the same time, demographic issues will become more pressing as the pool of available labour diminishes. The results of the Labour Market Survey conducted by the Latvian Central Statistics Bureau show that the number of employed persons has risen to 898,000 in 2016, which is 0.2% or 1,900 more than in 2015. The employment rate reached 61.8% in 2016, and the unemployment rate declined to 9.5%. The overall number of job-seekers dropped to 94,600 in 2016, 3,600 less than in 2015. According to CSB, LFS results in the first quarter of 2017 showed an unemployment rate of 9.4%, meaning it has decreased by 0.9% since the previous year.

There is high demand for flexible and competent workers who are ready to perform diverse duties concurrently and who, in addition to the specific occupational skills required, also have some general skills, such as knowledge of foreign languages. Demand for highly qualified specialists will increase more rapidly. This will be primarily caused by an increase in the demand for labour in the manufacturing and service industries, particularly for commercial services (EURES 2017). In terms of occupations, an increase is expected in the demand for scientific, engineering and IT specialists in the medium term. There will also be a growing demand for commercial and administrative specialists, as well as for specialists in the areas of law, social and cultural affairs. In the medium term there will also be greater demand for specialists in medium-skilled occupations, particularly in manufacturing. The key occupations with growing demand include workers in the electrical and electronic trades, workers in the mechanical engineering and related sectors and workers in the food processing and timber processing sectors. At the same time, there will be a fall in demand for agricultural workers. It should be pointed out that the greatest decrease in demand is expected for low-skilled labour; the number of jobs with low educational requirements is expected to decline by more than 20% by 2030 (EURES 2017). The decline in low-skilled work and the growth of high-skilled and specialist positions may also indicate growth of private job-portals, which are more likely to post white-collar jobs for higher education levels.

There is a demand for and a shortage of computer programmers, medical staff such as doctors and nurses, electricians, surveyors, motor vehicle mechanics, auto electricians, ship fitters, tele-marketing specialists, as well as turners and welders. Statistics from the State Employment Agency revealed that in 2016 most vacancies were registered in major groups of medium-skilled occupations (i.e. lorry drivers, retail shop assistants, cooks), followed by highly skilled occupations (i.e. computer programmers, sales managers, sales representatives) and the fewest in low-skilled occupations (i.e. ancillary workers, cleaners, dockworkers). The highest demand was recorded for the highly skilled occupation groups, particularly in the major groups of senior experts and managers, which indicates a demand for people with higher education. This indicates qualitative development of the labour market, technological development of the industries and globalisation, which influences competitiveness, along with a decrease in the demand for less educated people. Professions with high demand include managers and specialists with leadership skills, political and organisational skills along with employees with good social skills and technical skills (EURES 2017).

While labour market developments, such as rising wages, changing skills requirements and increasing demand for flexibility will increase the number of new job opportunities, at the same time, employer competition on the labour market along with the increase of international competition and the need to keep employees, will increase the cost of recruitment and retention. Interviewed stakeholders commented on the growing influence of social media such as Facebook, Twitter and LinkedIn in recruiting and job-searching activities, noting that they are becoming more effective

channels for reaching potential employees. However, in Latvia, LinkedIn is not frequently used, because it is expensive compared with local alternatives and is more useful for senior level jobs and international specialists. For most jobs, cv.lv and its peer portals reach young people and job candidates with lower qualification. The recent launch of Google Jobs will likely undermine the effectiveness of existing job-portals (Kaņejeva 2015).

The national government e-service portal latvija.lv provide job-search functions (Latvian State Portal n.d.) and a link to the short-term outlook of the labour market which re-directs to the SEA site.

The State Employment Agency provides a “forecasting tool” for the most demanded professions and skills. It lists the top ten professions along with their four digit ISCO code. In April 2017 the following professions had the highest demand:

- 7111 House Builders;
- 9312 Civil Engineering Labourers;
- 7523 Woodworking Machine Tool Setters and Operators;
- 9112 Cleaners and Support Workers in Offices, Hotels and Other Establishments;
- 1323 Construction Managers;
- 7213 Sheet-metal Workers;
- 9329 Manufacturing Labourers not Elsewhere Classified;
- 7214 Structural-metal Processors and Erectors;
- 7119 Building Frame and Related Trades Workers Not Elsewhere Classified;
- 5131 Waiters;
- 3323 Purchasers;
- 7212 Welders and Flame Cutters;
- 7115 Carpenters and Joiners;
- 8342 Earthmoving and Related Plant Operators;
- 7126 Plumbers and Pipe Fitters;
- 7534 Upholsterers and Related Workers.

The demand for specialists with the relevant qualifications may gradually decline over the medium and longer term. It is expected that in the future, there may not be enough jobs to absorb all the new specialists entering the labour market. There may also be a significant excess supply of labour relative to the demand in the services sector, the humanities, social sciences, commerce and law. In 2022, around 5% to 8% of new specialists with the requisite qualification in their field will have a job which does not correspond to their education. Furthermore, if the focus of education remains the same, these imbalances will increase in the long term. Young people with higher education have more flexibility in the labour market and more opportunities to work in an occupation, which does not correspond to their qualifications. There could be a shortfall in the number of specialists required with other education qualifications. This situation could rapidly develop in the field of natural sciences, mathematics and IT occupations. By 2022, if no changes are made to the structure of education, there could be a shortfall in the number of specialists with higher education in the fields of engineering, manufacturing and construction, agriculture, healthcare and social welfare. According to the forecasts of the Latvian Ministry of the Economy, the greatest difficulty in finding work over the coming years will be experienced by people without an education. These people could eventually account for half of all unemployed. (EURES n.d.).

## **3.Context and Characteristics of the Online Job-portal Market**

### **3.1. PES Online Job-portal(s)**

#### **3.1.1. Legal/Regulatory Framework**

The regulatory framework for job vacancy issues is provided by Labour Law Chapter 10. Section 32 contains provisions for Job Advertisements and Preparing Contracts of Employment . The main rules are outlined below:

- A job advertisement may not apply only to men or only to women, except in cases where belonging to a particular gender is an objective and a substantiated precondition for the performance of relevant work or for relevant employment.
- It is prohibited to indicate age limitations in a job advertisement except in cases where, in accordance with the law, persons of a certain age may not perform relevant work.
- Either the given name and surname of an employer, the firm name, or the firm name of a recruitment undertaking, which assesses the suitability of applicants on behalf of the employer and carries out the selection procedure, shall be specified in a job advertisement.

Chapter 6 discusses the Principle of Equal Rights, which ensures equal treatment and prohibits dis-crimination on the basis of race, skin colour, gender, age, disability, religious, political or other con-viction, ethnic or social origin, property or marital status, sexual orientation or other circumstances.

#### **3.1.2. Organisational Structure of the PES Online Job-portal(s)**

The PES online portal in Latvia<sup>1</sup> is the OJV portal of the State Employment Agency. The Agency reports to the Ministry of Welfare and deals with employment questions by providing support services to unemployed people. A CV database of the PES State OJV portal consists of the CVs of job-seekers who have registered as unemployed to receive benefits, training support, career and other services.

The State Employment Agency also runs EURES activities in Latvia in collaboration with the State Vacancy portal specialists, feeding vacancy information into EURES in real time. The vacancies from the State portal are automatically republished in EURES.

The PES portal is likely the largest online portal in Latvia, as it includes the database of all registered unemployed people. It does not charge a fee to post CVs or vacancies.

#### **3.1.3. Focus of the PES Online Job-portal(s)**

The CV catalogue on the PES portal consists of all registered unemployed people with a variety of ages and qualifications; it is compulsory to register in order to obtain unemployed status and benefits.

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<sup>1</sup> <https://cvvp.nva.gov.lv/#/pub/>

From the employer's side, state and municipal institutions must publish vacancies in the PES portal, whereas private companies have the option to do so. It is free to post OJVs on the PES portal, and therefore it is an attractive recruitment channel for many private companies.

The OJVs on the PES portal differ from OJVs on private portals. OJVs on the PES are obliged to state the offered salary level. In order to access data in the public portal, an employer has to log in with an eID or ebank ID, however, vacancies can be viewed by anyone, regardless of registration.

The State OJV portal mainly has lower level job vacancies, but it also offers a variety of public sector jobs at different levels because of the obligation to announce public sector jobs with the PES.

The State Employment Agency's portal includes most of the public sector vacancies, reinforced by state regulation. The State Employment Agency reported that in 2016, the PES portal was used 523,359 times. The online visitors were mostly from Latvia, followed by visitors from Germany (11,405 sessions) and the UK (2,519 sessions).

### **3.1.4. Outreach of the PES Online Job-portal(s)**

According to calculations by cv.lv based on their aggregating portal visidarbi.lv, the PES portal covers 23% of all vacancies together with other public sector vacancies, such as the teachers' portal from e-skola.lv (2.9) and e-government e-service portal latvia.lv (1.5%). The three state portals together makes 27%.

### **3.1.5. Posting of PES Vacancies on EURES**

All PES vacancies are posted immediately in EURES. Some companies have a special interest in placing their vacancy in EURES via the PES OJV portal in order to have international reach.

## **3.2. Private Online Job-portals**

### **3.2.1. Legal/Regulatory Framework**

As privately-owned businesses, OJV portals must comply with the Commercial Law, Language Law and Labour Law Chapter 10, while for job advertisements and employment contract preparation, Section 32 provides the legal framework. As was described earlier, the regulations must be non-discriminatory and transparent (see Section 3.1.1.).

### **3.2.2. Dominant Online Job-Portals and Their Business Models**

By April 2017, the Latvian State Employment Agency had issued 120 licences for professional recruitment activities. Licences are issued to four groups of recruitment activities: recruitment in programmes (indexed as 1.a); recruitment via vacancy advertising (indexed as 1.b); head-hunting (indexed as 1.c) and services of posted workers (indexed as 2).

However, without more detailed research, it is difficult to distinguish the type of activities of recruitment companies, the number of published and filled vacancies, the number of website visits, the turnover and possibly other information in order to tell which recruitment channels are dominant.

The prevailing business model of dominating private OJV portals is charging job vacancy listing fees, but the public OJV portal is financed by the state and there is no listing fee.

The stakeholder interviews concluded that the most well-known OJV portals are cv.lv, followed by cvmarket.lv and some smaller ones. Both cv.lv and CVmarket.lv and the smaller portals are pan-Baltic portals, so the number of visits to the portal includes non-Latvian portal visits too. Besides OJV portals, employers use head-hunting, social media, general online advertising and their own websites, depending on factors such as the size of the company and the specific job type and internships and on the job training.

Private OJV portals often have agreements with the PES to re-publish vacancies, but generally the PES does not work with private portals. The portal visidarbi.lv (“all jobs”) belongs to cv.lv and aggregates data from 16 sources.

### **3.2.3. Focus of the Private Online Job-portals**

From the employer’s side, large and medium size companies in Latvia are the main customers of private OJV portals, because they are willing to pay a fee for the vacancy advertisement, and they can sometimes place one job vacancy for on-going recruiting for similar jobs. The scope of the private OJV portals is also linked to the level of skills and experiences required for the vacant positions. For some roles companies are likely to turn to head-hunters to find the best job candidates. For simple and high level jobs, OJV portals are usually not used.

OJV portals in Latvia serve both local and foreign-owned companies. The latter place their job offers in a foreign language, usually English.

Private OJV portals do not distinguish between employed and unemployed persons. Some OJVs focus on temporary work, although we have decided not to include this category, because it is beyond the scope of this report.

### **3.2.4. Outreach of the Private Online Job-portals**

The portal cv.lv runs the aggregating vacancy portal visidarbi.lv, which provides vacancy statistics for internal use. In October 2017, cv.lv shared this information with us. Based on the available data from visidarbi.lv, cv.lv believes they have information covering 90% of the OJV market in Latvia, while 10% of the market is held by smaller portals. According to cv.lv, the outreach of private portals is about 63% of the job vacancy market in Latvia.

## **3.3. Co-operation between Public & Private Online Job-portals**

As described earlier, there are private companies that place their job offers on the PES portal and there are private portals that sometimes re-publish vacancies from the PES portal to expand their reach. There also are temporary agencies recruiting some of their workers via the public vacancy portal by placing job ads there. There are no statistics indicating how important cooperation between public and private OJV portals is.

## **3.4. Role of other Recruitment and Job-search Channels**

According to the expert interviews with HR specialists, employers are using as many recruitment channels and methods as are accessible to them. It is said that most of the simple job vacancies are filled by ‘word of mouth’ and personal contacts, which includes Facebook and similar social media channels. In those situations, a personal recommendation is the probably best way to gain trust. Additionally, we cannot ignore vacancy postings on company websites. When cv.lv provided



market share information from visidarbi.lv in October 2017, cv.lv stated that job vacancies posted on the careers webpage for a single large retail chain represented about 2.3% of all posted vacancies and the teachers/school “eskola” website represented 2.9% of all vacancies. OJV portals are clearly dominating the job vacancy market.

### 3.5. Expected Trends in the Online Job-portal Market

OJV portals are already providing alternative services compared to traditional job advertisements. OJV portals can provide employers with pre-selected CV catalogues based on provided criteria in the hopes that the best person for the job may have already registered their CV in the OJV portal. With a CV catalogue list, an employer has a broader base to search from, approach and select beyond just active job-seekers who applied for the job offer.

All interviewees emphasised the leading role of social media, which includes OJV portals, because they also have a social media presence. These are the platforms most young people are using.

Some interviewees commented on new portals matching employers and employees using digital data analyses based on selected criteria. In this case, both sides register and regularly receive suggestions for jobs and candidates. For the portal CV.lv, there are currently 140,000 registered job seekers, with 800 to 1,000 CVs added each month. Employers can search based on up to 38 criteria, including previous work experience, language skills, salary, etc. Employers can pay for access to the database, starting at EUR 140 for one week and EUR 1,080 for one year of access.

## 4. Use OJVs in Recruitment and Job Search

### 4.1. Use of OJVs in the Recruitment of Labour

Most companies post their vacancies online, although the platforms used include social media, company portals and general advertising portals like ss.lv (and zip.lv or reklama.lv). According to cv.lv, 42% of vacancies are not advertised through OJV portals, but rather general advertising portals.

Most companies use several recruitment channels in parallel. The Employers' Confederation of Latvia conducted a survey of their members in August 2016<sup>2</sup>. Responses from 98 companies with membership in the Employers' Confederation of Latvia showed that employers use on average 3.6 different recruitment channels for each job vacancy (Līce 2016). The most common techniques for finding employees are online advertising or personal contacts. Supposedly, ICT and financial sector jobs are always published on the internet. More than half of surveyed companies listed social media, including LinkedIn and internship and graduate job portals like prakse.lv as places where they publish jobs. Some use internship and on-the-job training opportunities to identify future employees, although this is most common among catering and hospitality firms, ICT and manufacturing companies. PES services are most frequently used by manufacturing industry employers (Līce 2016).

Since placing a job advertisement on a private portal entails costs, employers tend to place OJVs for jobs with higher qualifications. A cheaper way to post a job advertisement is via a general advertising portal, such as ss.lv or zip.lv. On the other hand, posting a vacancy on the PES portal is free.

According to stakeholders, one OJV generally represents one job, however some larger companies with high staff turnover, such as supermarkets and retail chains, keep one advertisement online and continue hiring people using the same job posting.

As elaborated during our research, career centres at universities suggest links and other methods through which students and graduates can find jobs. However, these recommendations did not seem exhaustive.

### 4.2. Use of OJVs in Job-search

According to cv.lv, when searching for a job, people first search OJV portals, then general advertising and the PES portal, followed by social media and local municipal media. Only a minority of people also use recruitment consulting.

According to the interviewed hospital HR representative and the PES employee, older people tend to use online job advertisements less. However, without a survey there is no sufficient evidence to support this conclusion. The 2014 Global Talent Acquisition Monitor (GTAM) survey of professionals indicates that 45% use job-boards, 25% check company websites and 30% upload their re-

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<sup>2</sup> This survey is summarized by Anita Līce and looks at companies spanning all NACE sectors, but had the highest participation from the manufacturing industry, the communication services industry and the accommodation and catering sector. Most respondents were from medium or large enterprises, and therefore are not representative all Latvian companies.

sumes to CV databases when job searching. IT specialists are more likely to use job-boards (50%) and 67% of IT specialists upload their resumes to CV databases, while 33% check company websites for jobs.

### 4.3. Expected Trends in the Use of OJVs in Recruitment and Job-search

All stakeholders indicated that they believe that the importance of OJV portals will decrease and will be replaced by social media, such as Facebook, LinkedIn and Twitter, which are already readily accessible on mobile phones.

According to the e, many employers are already active in social media and their recruitment strategies already include social media channels.

## 5. Identifying Online Job-portals for Web-crawling

### 5.1. Documentation of the Job-portal Research Process

#### 5.1.1. Identifying the Online Job-portals Through Google Search

**Table 2: Grid for documenting the Google search for job-portals**

Search 1	Search term "darba piedāvājumi" in Latvian	English translation: Job offers
	Number of results per search term	About 933,000 results 2 paid ads, Cvmarket, Cvonlin, irdarbs.lv, visidarbi, kurdarbs.lv, zip.draugiem.lv sigulda municipality portal, PES cvvp.vna.gov.lv latvenergo.lv
Search 2	Search term "darba sludinājumi" in Latvian	English translation: job ads
	Number of results per search term	About 385,000 results 2 paid ads, Cvmarket, Cvonlin, irdarbs.lv, visidarbi, kurdarbs.lv, zip.draugiem.lv sigulda municipality portal, PES cvvp.vna.gov.lv latvenergo.lv
Search 3	Search term "vakances" in Latvian	English translation: vacancies
	Number of results per search term	About 1,250,000 results
Search 4	Search term "kur meklēt darbu" in Latvian	English translation: where to search for job
	Number of results per search term	496,000 results

Source: Moore (2017).

After consulting the stakeholders about OJV market players, the conclusion is that the leading OJV portals are the PES portal and two private portals, which are both international companies (cv.lv and cvmarket.lv). We chose to also include in the list irdarbs.lv, visidarbi.lv and teirdarbs.lv as other local OJV portal examples; likeit.lv is included as example of an IT vacancy portal, and ss.lv is not a vacancy portal, but among other original advertisements, it has a section for job offers. A recent start-up called prakse.lv offers internships for students and postgraduate jobs.

#### 5.1.2. Identifying the Online Job-portals Through Expert Interviews

The following online job-portals were identified through expert interviews:

- **State Employment Agency's online job-portal:** <https://cvvp.nva.gov.lv/#/pub/>;
- **CV Online:** cv.lv;
- **CV Market:** cvmarket.lv;
- **SS:** a general online classified ads portal with a section of job vacancies, ss.lv;
- **Irdarbs:** irdarbs.lv;
- **Visidarbi:** an aggregating website from 16 national sources, visidarbi.lv;

- **Like IT** (Eiro Personāls): likeit.lv;
- **Te ir darbs** (Here is Work):teirdarbs.lv;
- **Prakse**: student internship placements, voluntary work and graduate job placements, prakse.lv.

### 5.1.3. Validating the Selection of Online Job-portals

This list of OJV portals was confirmed by the manager of the cv.lv portal, who seemed to be the most informed stakeholder from the indicated experts.

## 5.2. Conditions for Drafting and Posting OJVs in the Selected Job-portals

### 5.2.1. Drafting and Posting an OJV on the PES Online Job-portal

**The workflow of drafting an OJV:** an employer can register a job vacancy over the phone (smaller public sector employers often use this method) or online. The job vacancy application is then checked by the PES staff for compliance with legal requirements (e.g. Labour Law section 32; and the Language Law, which mandates that advertisements must be written in Latvian) and to confirm that all information is provided. The job vacancy is then published the next day.

**The characteristics of the OJV template:** the employer has to provide its company's registration number, choose the type of profession from a drop-down list, provide the address of the job, give details about the offered salary and provide contact information. Education and skills are not compulsory because they are not required in all cases.

**The workflow of posting an OJV:** there is only one template, and posting an advertisement is free.

### 5.2.2. Drafting and Posting an OJV on a Private Online Job-portal

**The workflow of drafting an OJV:** in cv.lv, there are five job advertisement forms:

- Standard form;
- Free form, which is a classic job advertisement form, similar to the text editors in which no fields have been prescribed;
- File form, to upload pdf, JPG, GIF, PNG etc.;
- URL form, which allows the employer to publish a job advertisement located on another website or server;
- Simple form, suitable for those who do not want to spend any time designing the OJV appearance. This form is suitable for clients with very basic computer skills as well.

The most popular are "free form" vacancies and "file form" (pdf, JPG, GIF, PNG) vacancies which together make up 80% of all vacancies. Standard form vacancies are used in 10% of postings.

**The characteristics of the OJV template:** mandatory fields:

- E-mail;
- Position offered;
- Location;
- Deadline for applying;

- Position categories (choose category from <http://www.cv.lv/job-ads/all?sort=inserted&dir=desc>);
- Time of work.

**The workflow of posting an OJV:** In addition to the five job forms, cv.lv offers three job categories and locations, company logo on search results, job advertisement refreshment, premium listing and other marketing features such as cv.lv social media profiles with 50 000 followers and a premium job advertisement placed on visidarbi.lv (an aggregating portal of 16 national OJV sources).

The minimum cost for a job advertisement is €120 for two weeks).

### 5.3. Contacting the Online Job-portal Owners

We sent the Cedefop letter and received a negative response from the PES. Other portals did not reply. The local aggregator website visidarbi.lv (16 national portals) is already using a crawler. One of the portals commented, that to provide an answer about access to the data, they would need to receive confirmation from the State Data Protection Inspectorate. The Inspectorate commented that providing confirmation would be a matter of compliance with the Personal Data Protection Law, Section 7 (see the Annex).

## 6. Format and Content of OJVs

### 6.1. Legal/Regulatory Framework

The design of the OJV is regulated by Labour Law, Language Law and Commercial Law (see also section 3.1.1).

Section 32 of the Labour Law addresses job advertisements and employment contracts, while Section 7 of the Labour Law more generally discusses equal rights and non-discrimination (see Section 3.1.1.).

Despite these regulations, a survey of 210 employers conducted by CV-Online Latvia (2012) found that 23% of employers indicate the desired age in vacancies. Over 20% of employers have posted anonymous OJVs, in violation of the section of the law that states that a name of a firm or recruiter must be posted with job advertisements. Twelve percent of survey respondents indicated that they do not pay attention to the labour law when drafting a job advertisement, 8% of employers indicated that they evaluate candidates based on discriminatory factors, such as age, gender or ethnicity, and 23% noted that social minorities (including disabled people or national and religious minorities) are not employed (CV-Online Latvia 2012).

OJVs have to conform to Latvian occupation classifications. Because the most influential portals are not locally owned, they use standard international formats. The online job-portal cv.lv does not indicate sector-specific services.

In Latvia, most job advertisements are in Latvian, however, other languages are used if the employer operates internationally. Their advertisements are mostly in Russian or English, but occasionally also German and rarely in French. The PES follows the Language Law which requires all job advertisements for public sector positions to be in Latvian only.

### 6.2. Content of OJVs

Without an applicable research source or accessible data, it is difficult to determine which factors are responsible for the content of OJVs and the effect they have on framing and formulation of OJVs. In addition, no research source was found to answer the question of whether there is positive or negative discrimination against job-seekers in OJVs.

Hard skills and soft skills are often found in the skills section of an OJV, but they may also appear within the main body of the text.

The PES portal has a separate box for skills, but it is optional. In some cases the employer asks for education certificates. Such a request is not expressed in the skills box, but in the main text. The skills box often states a language requirement (like the State Language Law requirement for Latvian), which is meant for the Russian-speaking population. Similarly, it could be a requirement that the candidate speak Russian and/or English in addition to Latvian.

There are some job advertisements exclusively in Russian for companies registered in Latvia, saying that they are operating in the Baltics. Requirements (presumably skills requirements) are usually abbreviated in Russian, and not all of the abbreviations or terms are known by non-Russian-speaking workers.

In the case of private OJV portals, advertisements are less structured. Interviewed experts commented that visual appearance plays a bigger role. Therefore, employers often upload their advertisement text as a picture with certain visual design effects.

Sometimes a job advertisement is for a company that is known to be in Latvia or is a local Latvian company, but in the text there is an indication that the job might be abroad.

It seems that employers are creative in expressing requirements. Identifying hidden code words also includes both Latvian and Russian colloquial expressions.

A job vacancy in a bank used the following formulation for soft skills: “enthusiastic team member”, “self-driven”, “positive”, “open-minded” and “possessing good communication skills in English”.

### 6.3. Main Differences between the Public and Private Online Job-portals

The main difference between the PES portal and private sector portals is the cost of the advertisements, as posting a vacancy on the public portal is free, but on a private OJV portal it costs at least €100. The other major difference is the salary information, which is compulsory on the PES portals, but not on private portals.

### 6.4. Expected Trends in the Format and Content of OJVs

The trend is toward improving the productivity of recruitment and combining simple job vacancy publishing with some head-hunting service. For example, an employer may choose to use a portal if they anticipate filtering through a long list of applicants.

Some employers are choosing to purchase a pre-filtered catalogue of relevant CVs to increase the recruitment efficiency and to be able to approach and interview only suitable candidates.

LinkedIn is suitable for this approach, and this is the reason why the role of LinkedIn is becoming more important. In general social media businesses are developing a similar approach and are aiming to give employers access to search candidate information.

More job placements and job-searches will be carried out on mobile devices.

The PES commented that their portal is quite new; it was launched in 2015. It replaced a previous portal, which was “very different”. The public is still learning and adapting to this new system. The portal is constantly updated.



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## Expert Interviews

Name of organisation	Type of organisation	Expert's position	Interview date
State Employment Agency vacancy portal	PES	Deputy Head of Department and Head of Department	10 April 2017 Face to face interview
Private online job-portal	Provider of job intermediation services	Division Manager in Latvia	20 April 2017
Private online job-portal	Provider of job intermediation services	Manager of the Latvian subsidiary	20 April 2017 Face to face interview
State Employment Agency EURES section	PES	EURES coordinator	18 April 2017
Central Statistics Bureau	State Statistics Authority	Senior Officer	21 March 2017
Financial & Capital Markets Commission	State Financial Regulator	HR representative	24 April 2017
University hospital	University Hospital, one of the top hospitals in Latvia	HR representative	25 April 2017
Exigen Latvia	Exigen Latvia	HR representative	25 April 2017

## Annex

### **Extract from the Personal Data Protection Law in Latvia (24 October 2002; 1 March 2007)**

Processing of personal data is permitted only if not prescribed otherwise by law, and if at least one of the following conditions exists:

- 1) The data subject has given his or her consent;
- 2) The processing of data results from contractual obligations of the data subject or, taking into account a request from the data subject, the processing of data is necessary in order to enter into the relevant contract;
- 3) The processing of data is necessary to an administrator for the performance of his or her duties as specified by law;
- 4) The processing of data is necessary to protect vitally important interests of the data subject, including life and health;
- 5) The processing of data is necessary in order to ensure that the public interest is complied with, or to exercise functions of public authority for whose performance the personal data have been transferred to an administrator or transmitted to a third person;
- 6) The processing of data is necessary in order to, complying with the fundamental human rights and freedoms of the data subject, exercise lawful interests of the administrator or of such third person as the personal data have been disclosed to.