



For 2025 HR Week  
Lithuania presentation  
jump right to page 12

You might be  
the biggest fish.  
In an aquarium.



Employer brand pulse study by  
**civitta**

# Employer brand pulse study | Baltics

**100+**

COMPANIES  
across Baltics

**3000+**

RESPONDENTS  
across Baltics

**25+**

EMPLOYER BRAND  
ATTRIBUTES

**The biggest study of its kind.** Big enough to bring proper context. Big enough to provide accurate measures.

**Real-deal respondents.** We use active respondent targeting techniques and detailed filters to select a pool of high-quality respondents.

Study targets 20 - 50 y.o. white collar specialists in main metropolitan areas, studying and/or working in Business, Administration, Data & IT field specializations.

From junior to executive-level professionals.

**Attributes that actually matter.** Only employer traits that current, former, and potential employees care about

**Advanced analytics over tricky questions.**

We don't force respondents into unrealistic choices. Instead, we analyze company preferences and measure **actual importance** of each brand attribute.



**More information:** [Employer brand study | employerbrand@civitta.com](mailto:employerbrand@civitta.com)

# Why? – to craft a tool bypassing many common traps of employer brand surveys



## The aquarium effect

Swimming in a tank of pre-set competitors is **most likely not consistent with talent choices**



## Chasing the crowd

Panel surveys are cheaper but **why build an employer brand for the average survey enthusiast?**



## Mirror image

Measuring **internally set attributes?** It's like using a mirror to see outside.



## The impossible puzzles

Forcing respondents in unrealistic choices **skew data** instead of providing accurate insight



## Current employee profile bias

Your staff views might be **yesterday's news** for tomorrow's talent



## Blind spots

Your team won't honestly **compare you to other employers**. You won't probably even ask.



## Echo chambers

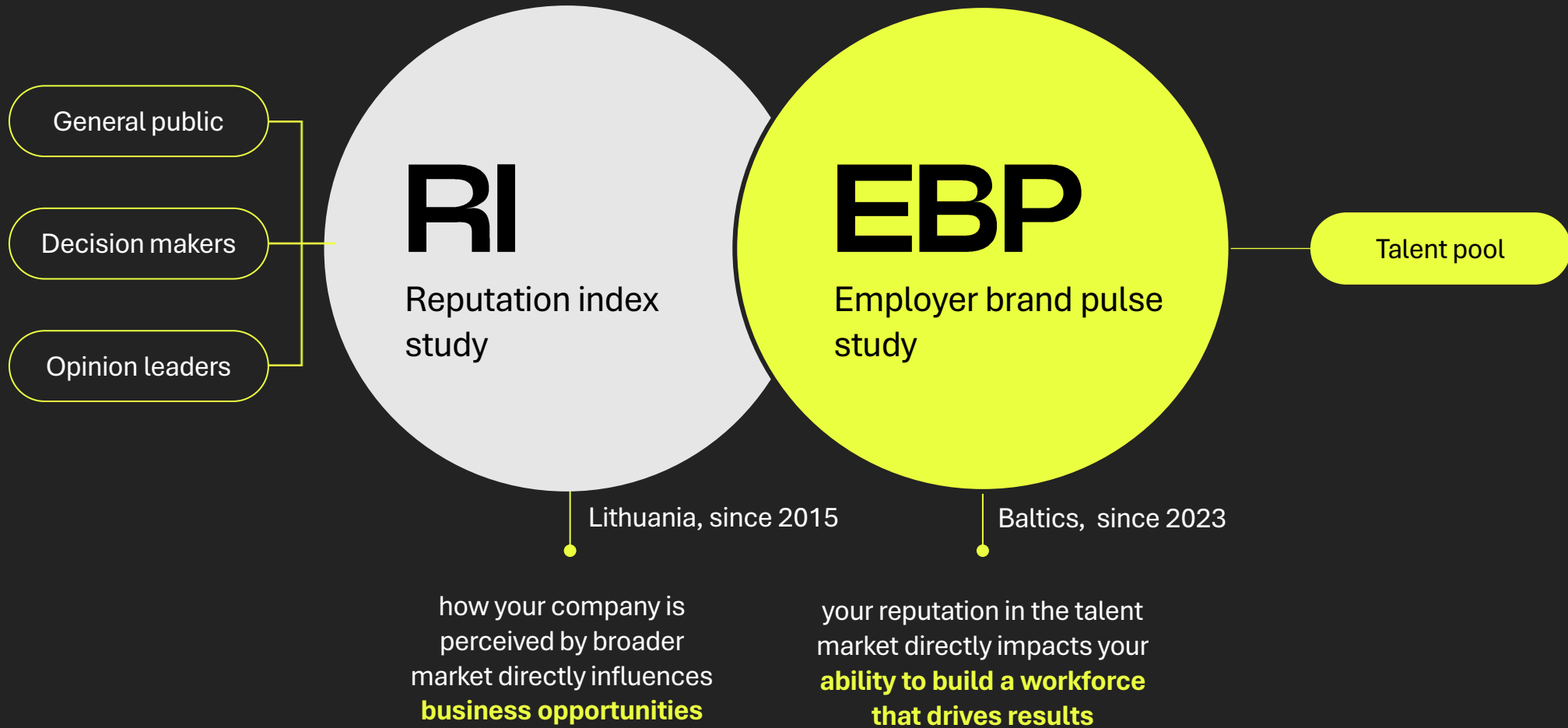
What you see might not be the whole story. **Internal surveys do not reflect external perspectives**

External surveys

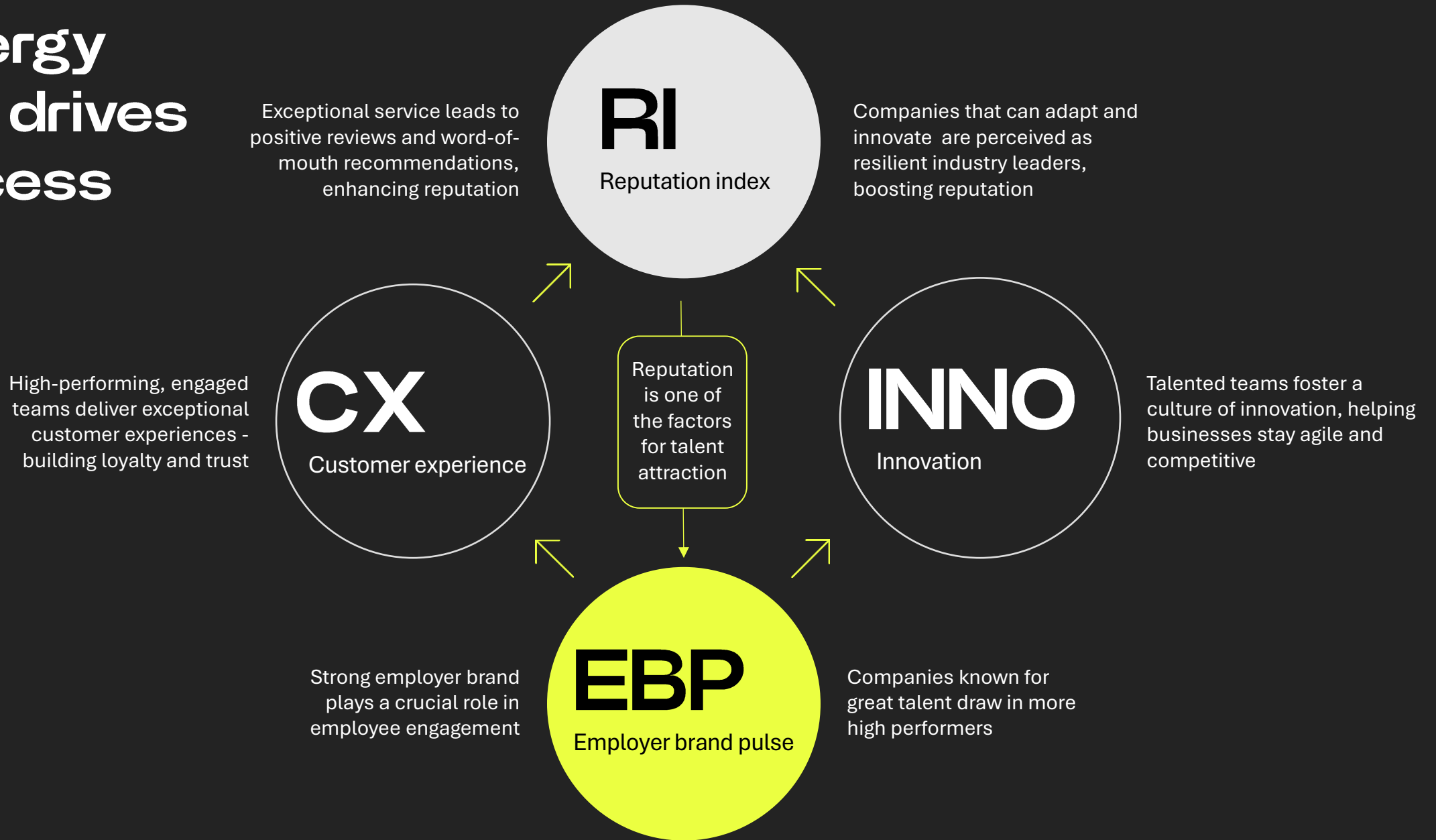
Internal surveys



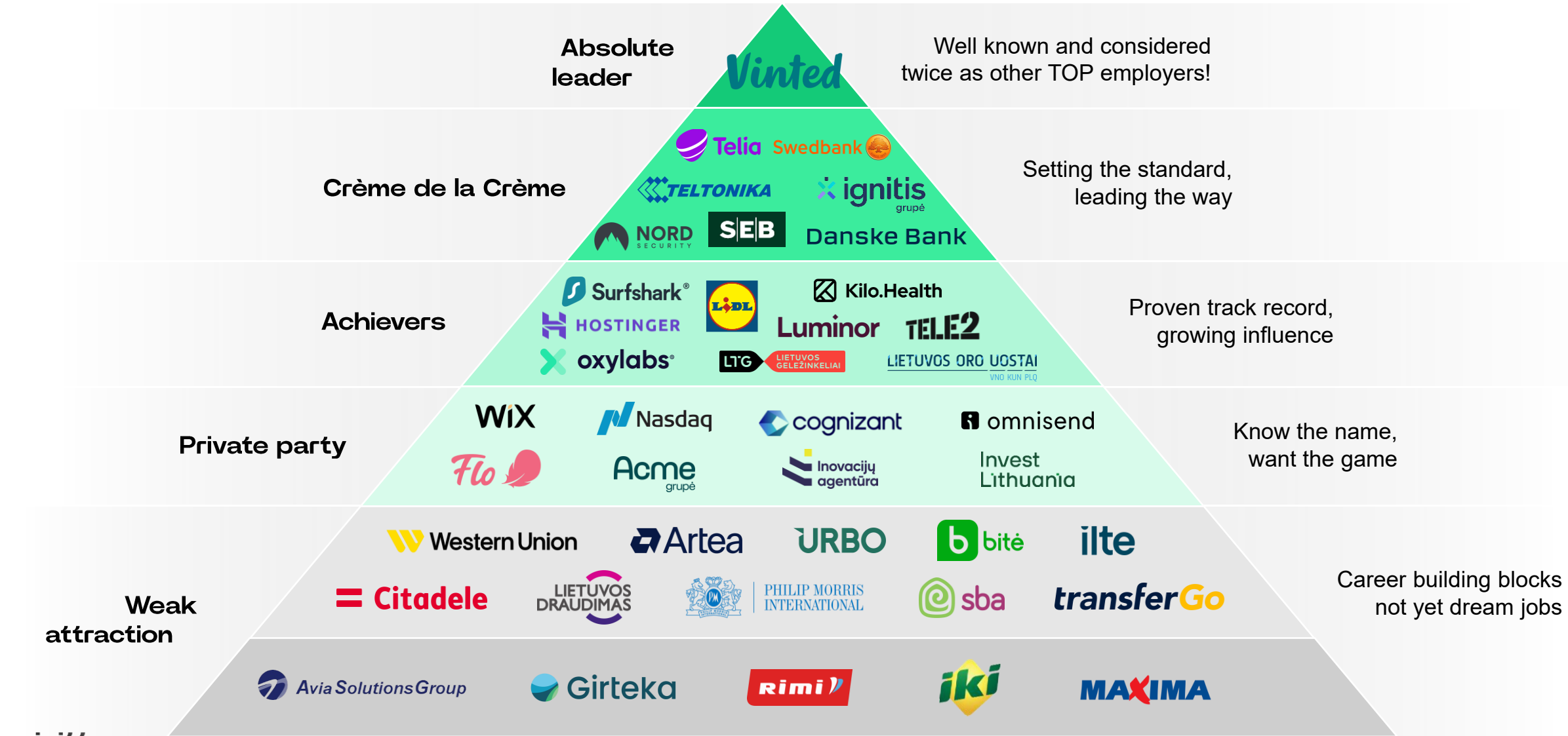
# Two powerful viewpoints to shape your brand equity and narrative



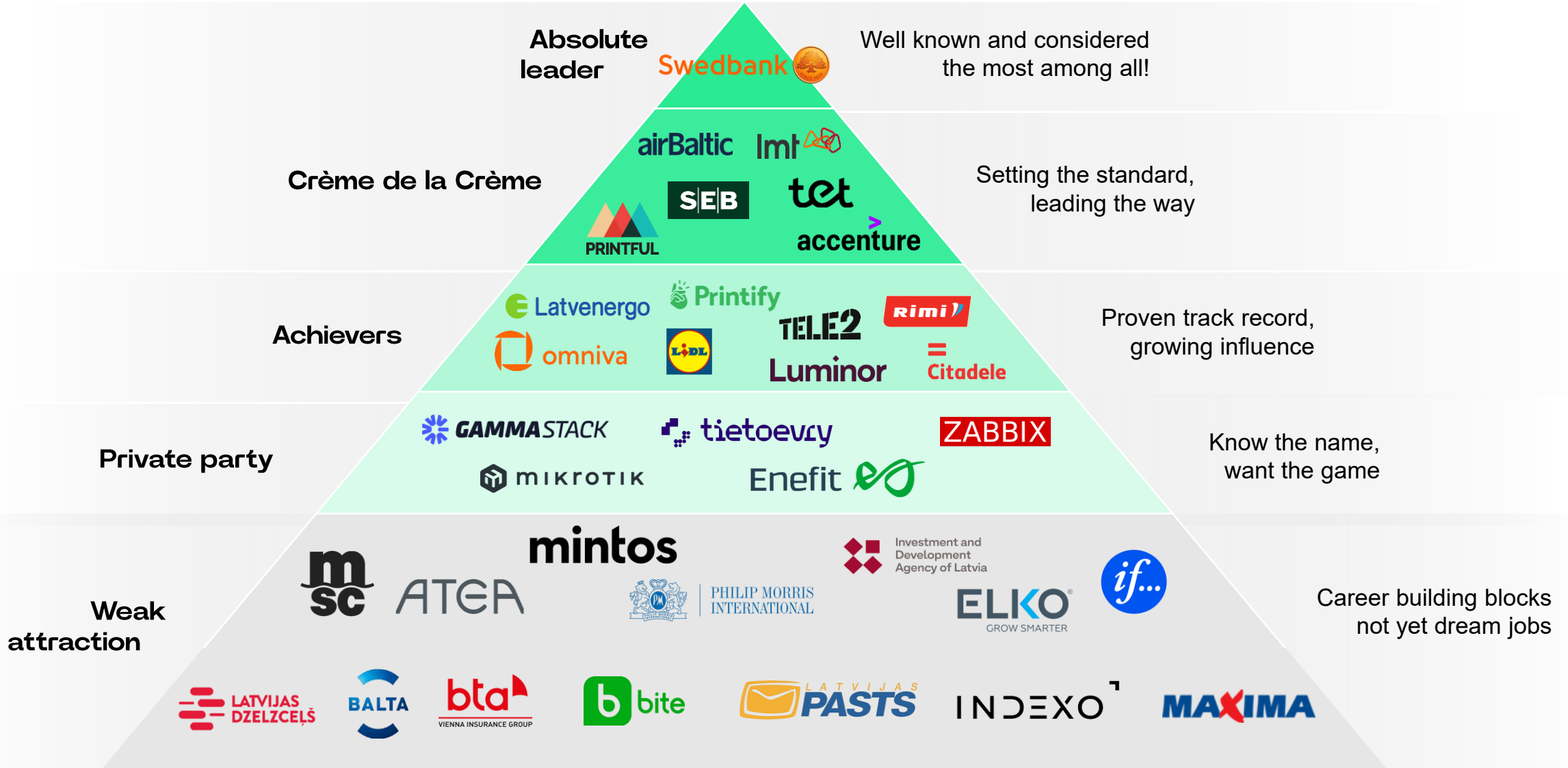
# Synergy that drives success



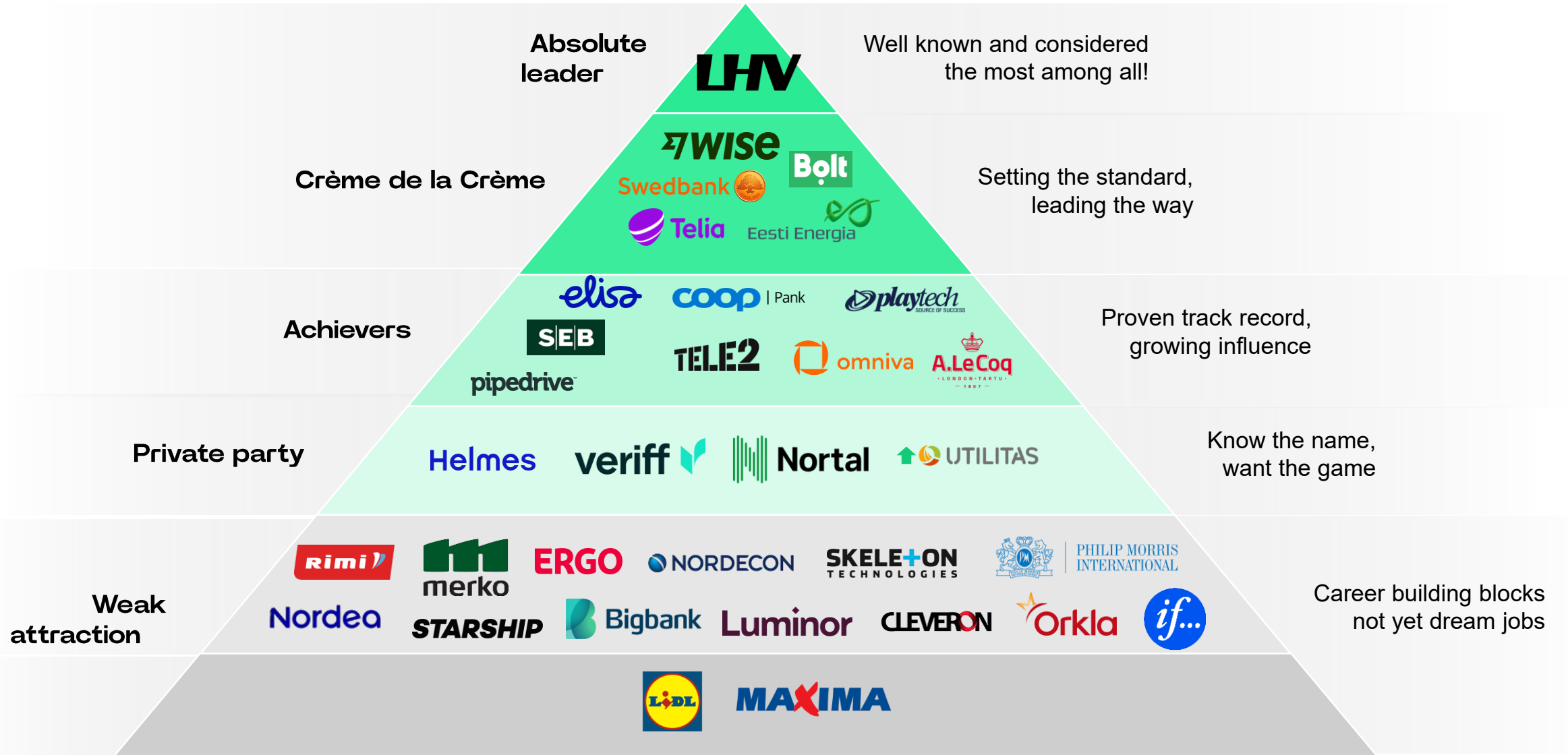
# Employer attraction pyramid 2025 | Lithuania



# Employer attraction pyramid 2025 | Latvia



# Employer attraction pyramid 2025 | Estonia



Yet this study is NOT ABOUT  
RANKING. Plenty other tools for that

It's about the **STORY BEHIND**  
employer brand appeal



# What you get with Employer brand pulse study?



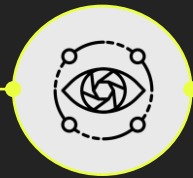
## Intel into your audience

**Companies, environment, and channels they prefer.** Precise assessment of each **factor's importance.**



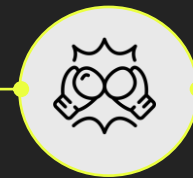
## Your place in the arena

Your stance among competitors, **brand stature and vitality.** Key indicators and one index for **easier tracking**



## Your image & how it fits expectations

How **your company and its culture** are perceived, and to what extent this is **in line with the expectations** of your audience



## Your competitors

Selected brands & **TOP players attracting talent you want.** Their **strong sides** and **ways to compete** with them



## Your winning hand

Your **strengths & opportunities,** but most importantly - **main focal points** to strengthen your employer brand



# Action areas

With study results you will be able to:

- **Resonate** with the expectations of your desired talent pool
- Define **focus** areas / key employer value proposition dimensions for the year to come
- **Benchmark** against competitors and develop competitive strategies based on their strengths & weaknesses
- **Track** your EB attractiveness development over time and evaluate your employer brand marketing performance



**EBP**

Employer brand pulse

#HRSavaitėLietuva

# The anatomy of talent attraction 2025

insights from the latest  
employer survey

civitta



# Poker effect

The poker effect in HR: once insights are revealed, they seem like no-brainers.

But without data, we're all playing blind - hoping our employer brand instincts beat the competition's data



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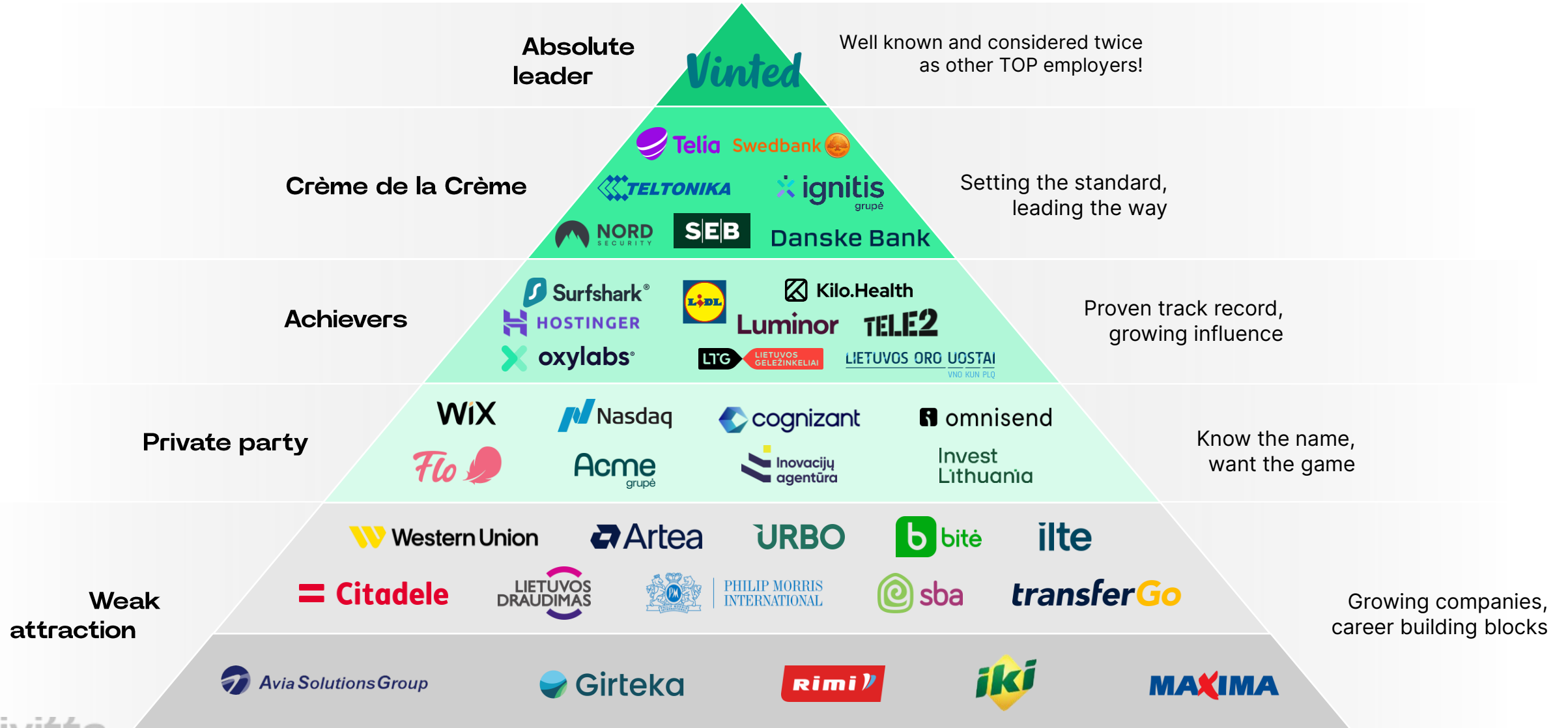
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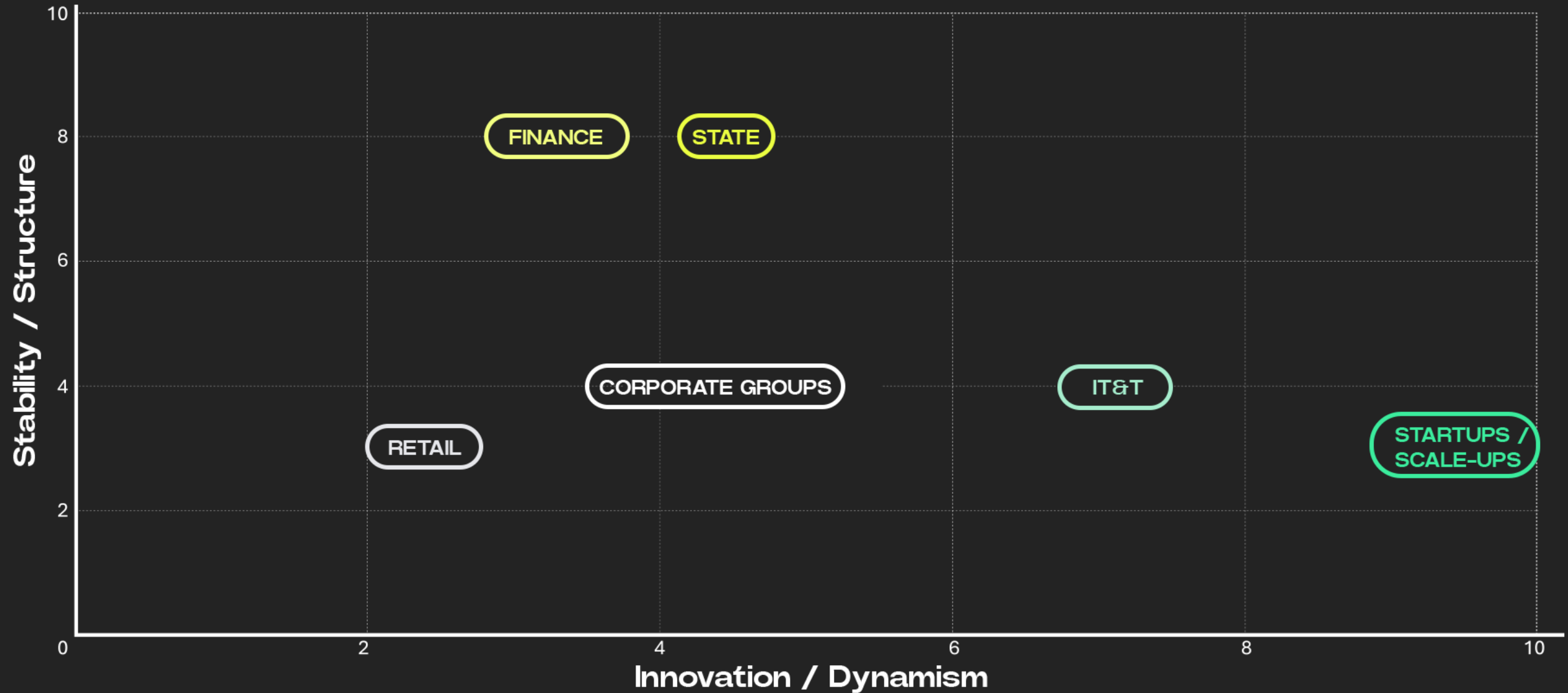
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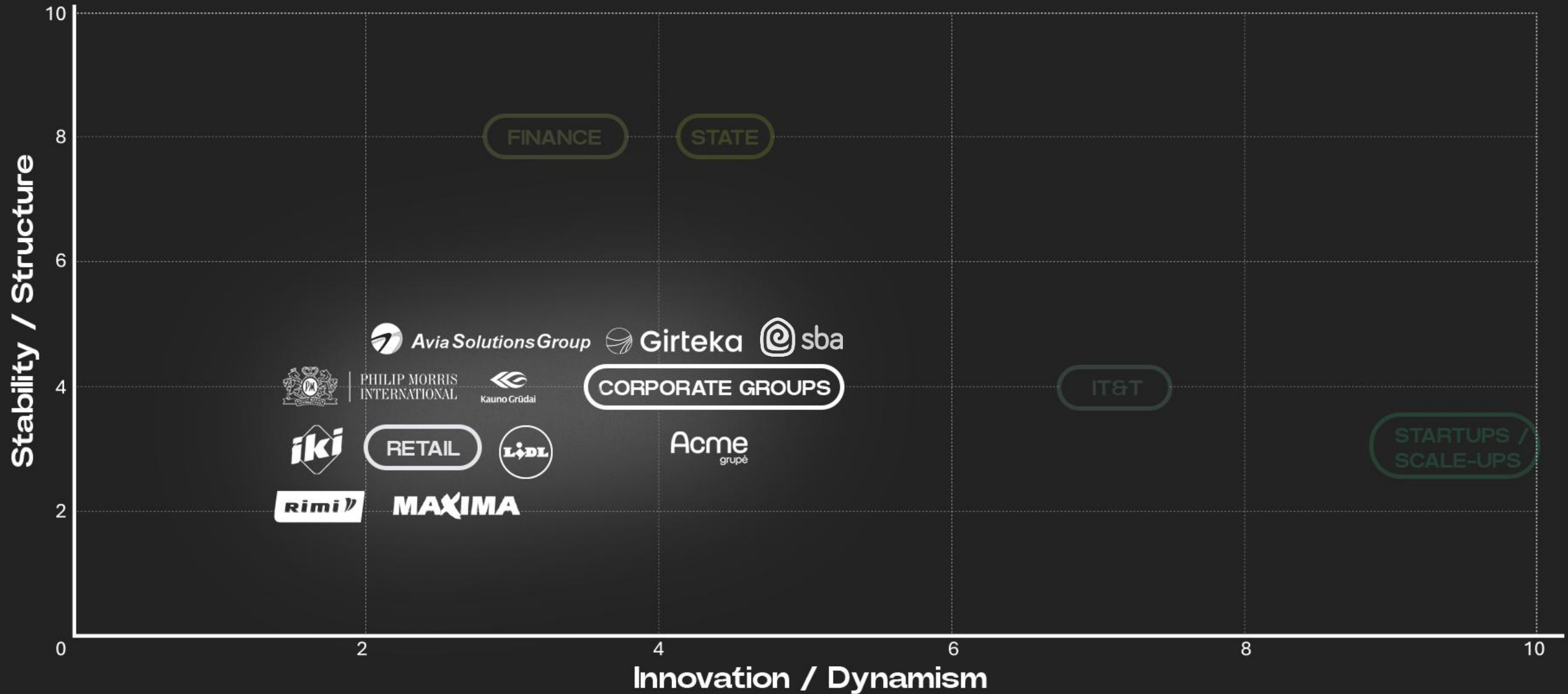
# Employer attraction pyramid 2025



# Each sector has its DNA. Its natural strengths... and flaws



# The Giants



# The Giants

## Retail & Corporate

Visible | Growth-driven | Career-building

### Retail DNA:

**Pros:** Highly visible, dynamic environment, successful, growing companies. Active communication.

**Cons:** Chaotic "sweatshop," high pressure with low inspiration. Lacking competitive compensation, flexible working, innovation.

### Corporate / Group DNA:

**Pros:** Big, successful organizations offering high career ladders, professional development, and competitive, attractive compensation packages

**Cons:** Heavy pressure, goal-driven culture that can feel impersonal and exhausting. Lacking flexible working, employee recognition.


Leaders:



Acme  
grupė

MAXIMA



 Avia Solutions Group

 Girteka



rimi

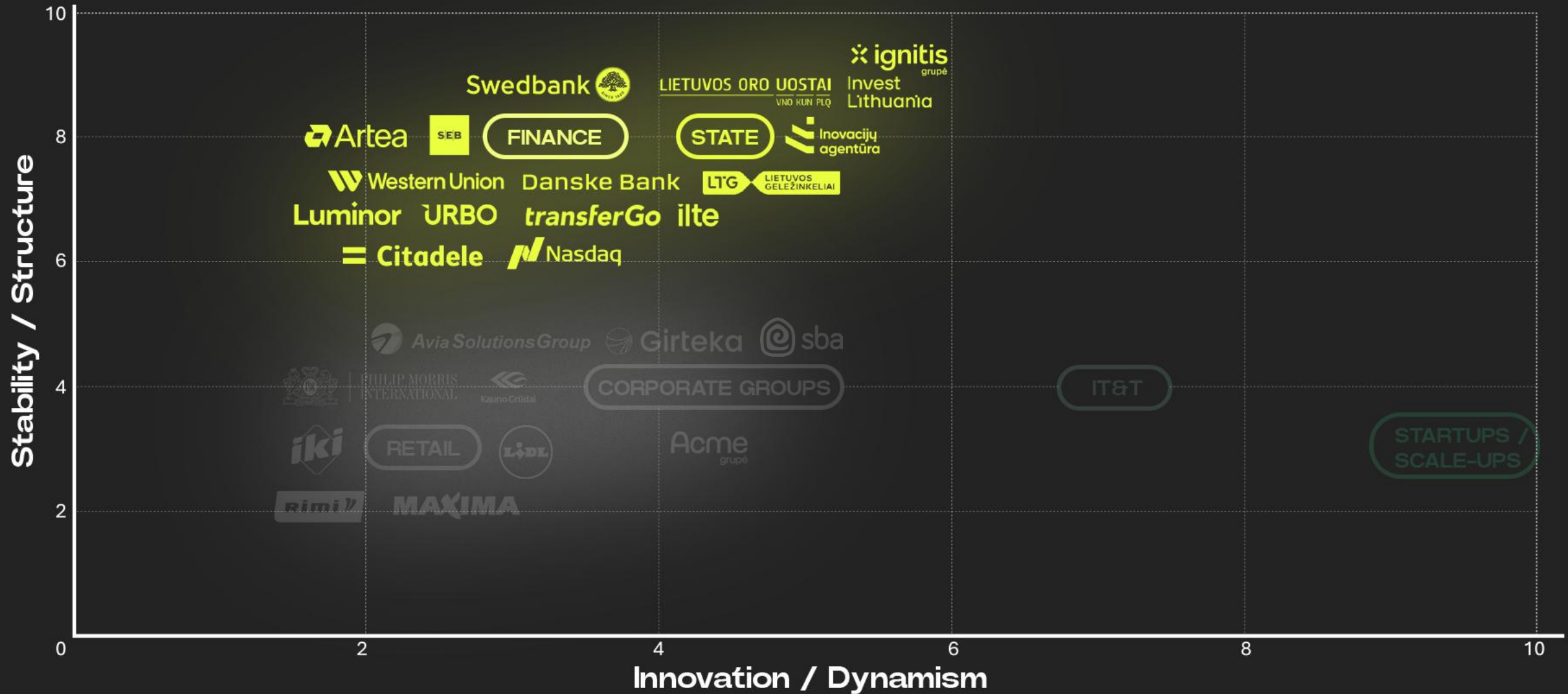
 PHILIP MORRIS  
INTERNATIONAL

Kauno Grūdai

# If you are a Giant

- ✓ **People-first leadership: tell their stories!**  
Put the spotlight on how each employee makes a difference, turning your company's wins into everyone's victory lap!
- ✓ **Amplify purpose: give your scale some soul!**  
Use your size to actually change the world - give people something bigger than profit to get excited about.
- ✓ **Strategic flexibility: bust that office mismatch!**  
Get real about where work happens: Implement evidence-based hybrid policies that directly address the 40% reality vs. 10% preference mismatch in office attendance.
- ✓ **Compensation + culture: money, yes, but add heart!**  
Let's be blunt: money talks, but it's not enough! Pair competitive compensation with a supportive, people-oriented culture.
- ✓ **Level up your people: make growth real!**  
Giants are known for "career-building," Translate "career-building" promises into tangible professional development and clear advancement paths, especially for Retail Giants.

# The Guardians



# The Guardians

## Finance & State

Stable | Reputable | Structured | Secure

### Finance DNA:

**Pros:** Good reputation, secure, stable employment, clear, structured. Diverse, inclusive with development opportunities.

**Cons:** Often uninspiring, bureaucracy limits creativity. Lower interest of company's products/services.

### State-owned / influenced DNA:

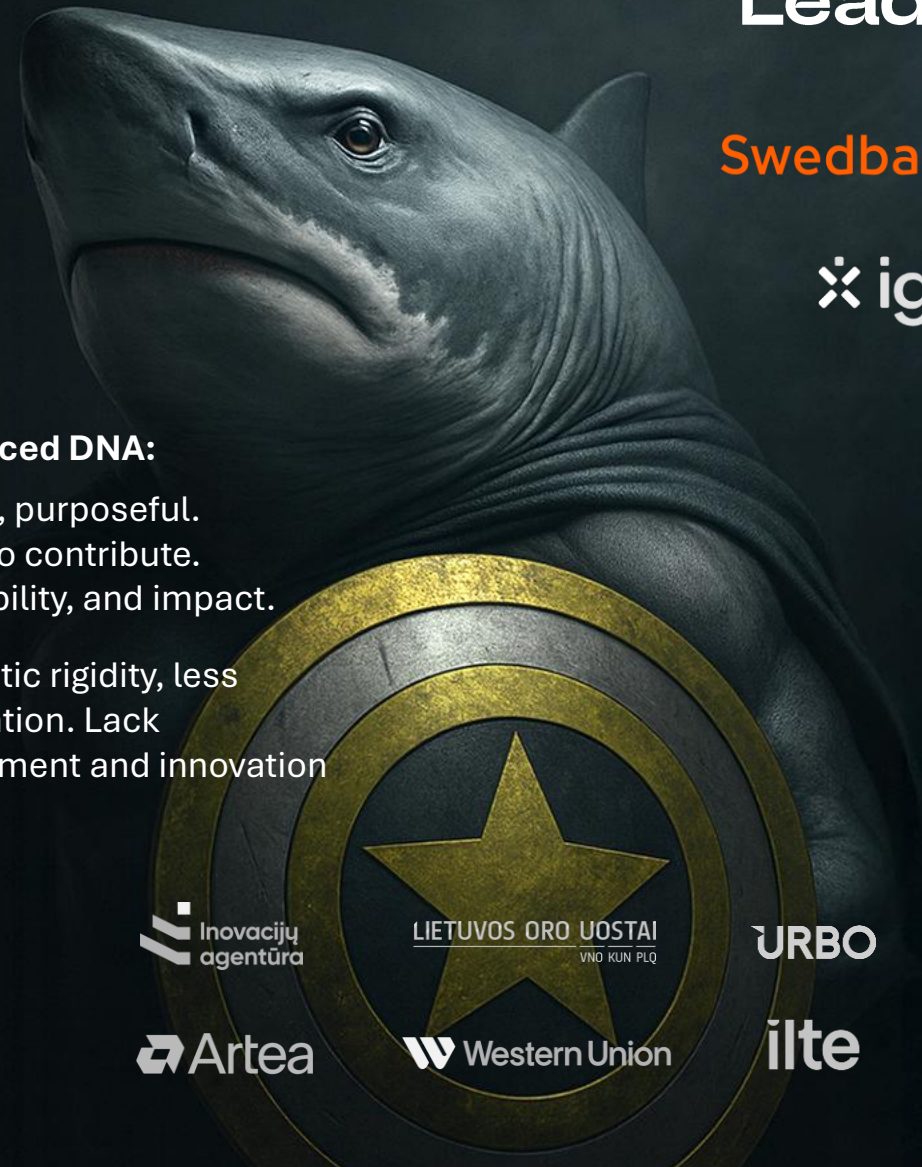
**Pros:** Inspiring mission, purposeful. Talented people want to contribute. Promoting control, stability, and impact.

**Cons:** Same bureaucratic rigidity, less competitive compensation. Lack technological advancement and innovation

Leaders:

Swedbank 

 ignitis  
grupė



transferGo



= Citadele

Nasdaq

Inovacijų agentūra

LIETUVOS ORO UOSTAI  
VNO KUN PLQ

URBO



Invest  
Lithuania

Danske Bank

Luminor

Artea

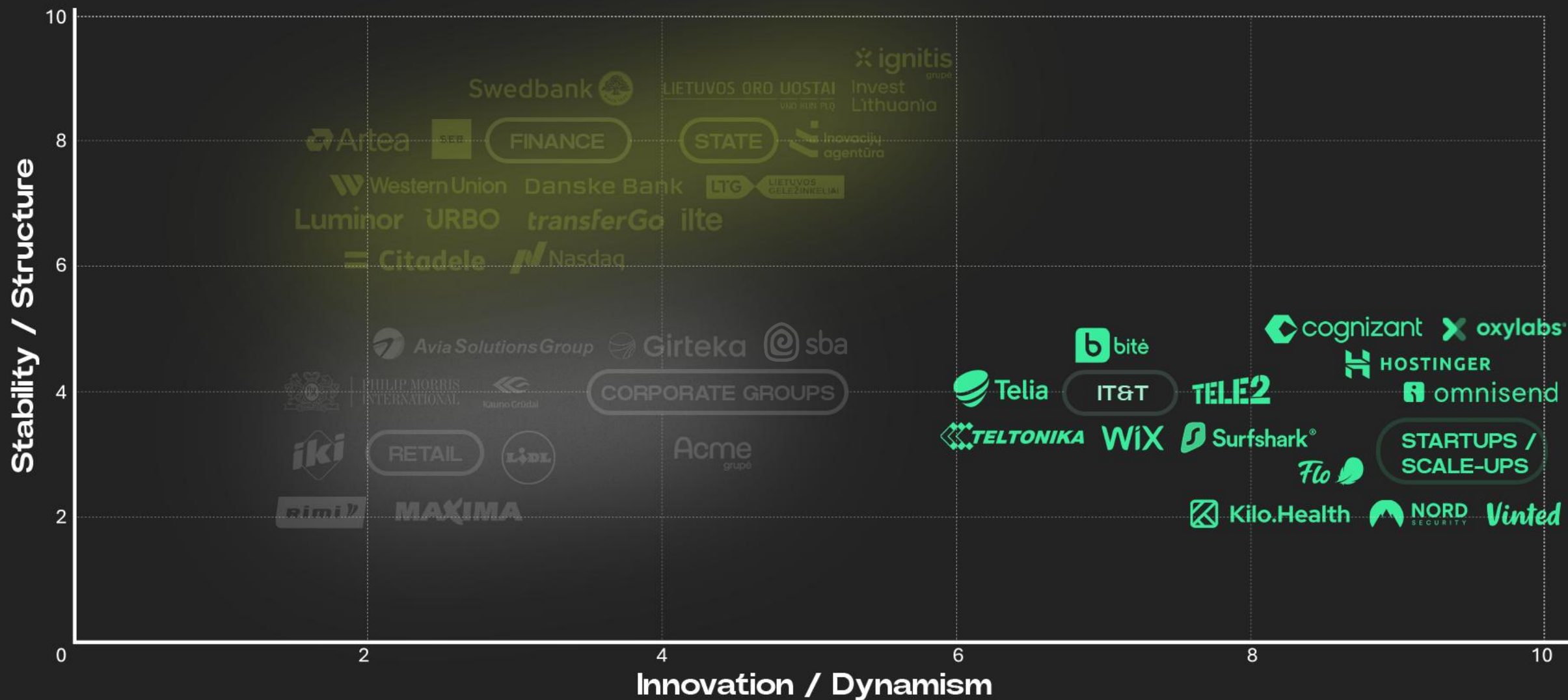
Western Union

ilte

# If you are a Guardian

- / **Stop being boring, start being bold.**  
Use your stability and reputation to tackle meaningful challenges that require long-term commitment and resources that other employers simply cannot provide.
- / **Remove bureaucratic barriers, keep processes clear.** Make your processes fast and digital while showing that good structure actually helps people do better work, not slower work.
- / **Integrate pay with purpose & stability.**  
Bundle competitive pay with job security and meaningful mission - show candidates they're not just getting a salary, but a complete career investment that unstable employers can't match.
- / **Boost advocacy.** Your talented people working on meaningful projects are your best recruitment tool - create programs that help them share why they chose you and what makes the work worth it.

# The Pioneers



# The Pioneers

## Startups/Scale-ups, IT&T

Innovative | Ambitious | Future-focused

### Startups / Scaleups DNA:

**Pros:** Meaningful, fast-growing, technologically advanced, dynamic. Highly attractive for talents.

**Cons:** Lack of structure, risk of burnout, employment uncertainty, and unclear recruitment processes, less active communication.

### IT&T DNA:

**Pros:** More structured, professionalized version of innovation; employee development, career opportunities

**Cons:** Higher performance pressure. Less inspiring, innovation still within set processes

Leaders:

Vinted

Telia

TELTONIKA



cognizant

HOSTINGER

TELE2

Flo

oxylabs®

NORD  
SECURITY

Surfshark®

omnisend

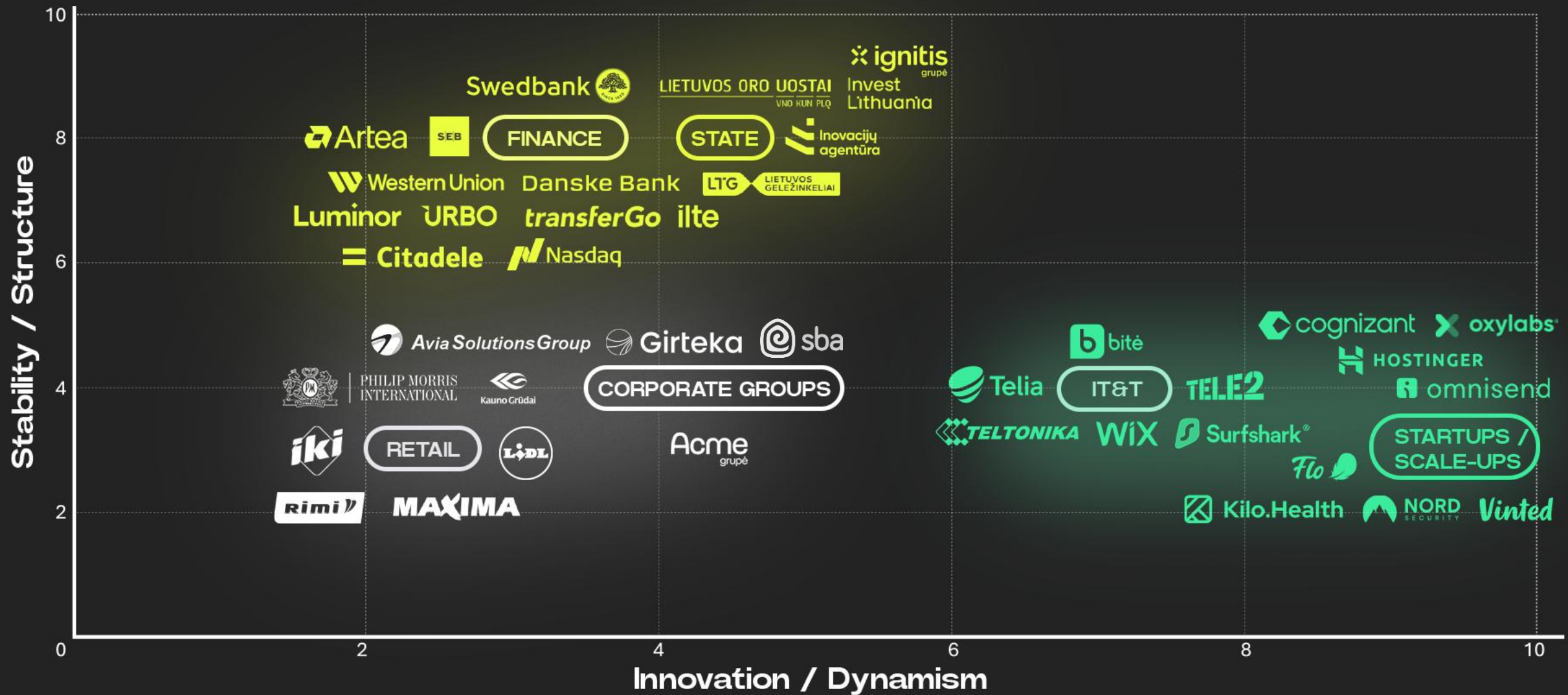
bité

WIX

Kilo.Health

# If you are a Pioneer

- ✓ **Growth, sustained:**  
Accelerate careers, prevent burnout. Promote your rapid career growth while building real support systems that prevent the crash-and-burn cycle that kills your best talent.
- ✓ **Create structure without killing spark.**  
Build clear processes that prevent chaos and burnout while keeping the dynamism that attracted people in the first place.
- ✓ **Beyond the hype.**  
Turn your cool product vision into something bigger by adding real sustainability and social impact - give people work they can feel proud of beyond just the tech.
- ✓ **Spotlight your stars.** Overcome the lack of "visible, active communication" by showcasing your "talented team". When your people are celebrated, they embody your vision - inspiring pride within and admiration beyond.



**Employer,**  
you've been  
dealt a „hand“:

**fold, bluff, or take action**

