

You might be the biggest fish in the aquarium

The anatomy of talent attraction 2025

insights from newest employer study



Gintare Kijauskaite-Mosene | **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.



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





**Competitive
compensation**

vs.

**Career growth
opportunities**



Competitive
compensation

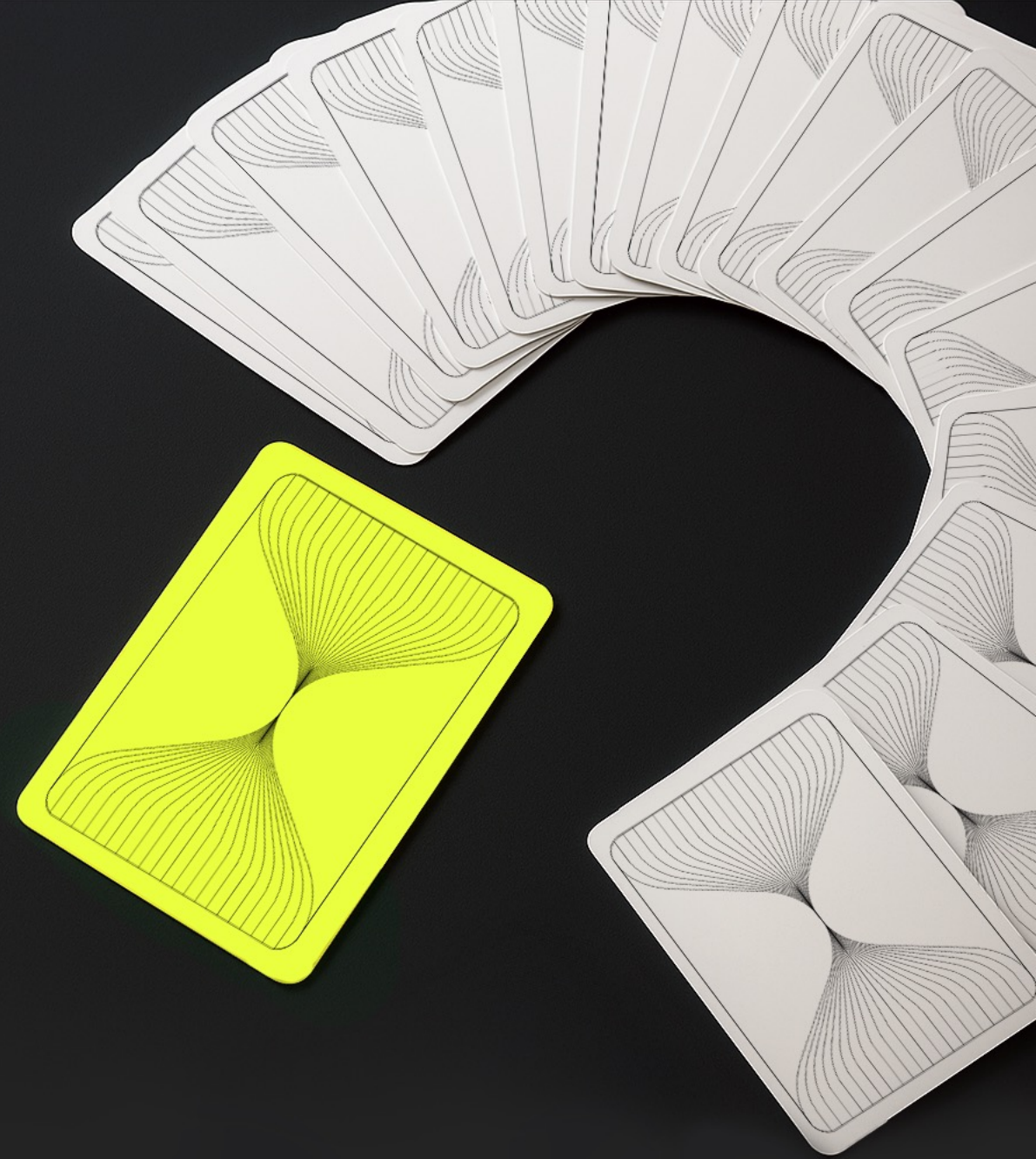
vs.

Career growth
opportunities

**Inspiring vision,
purpose**

vs.

**Interesting products,
services**



Inspiring vision, purpose

vs.

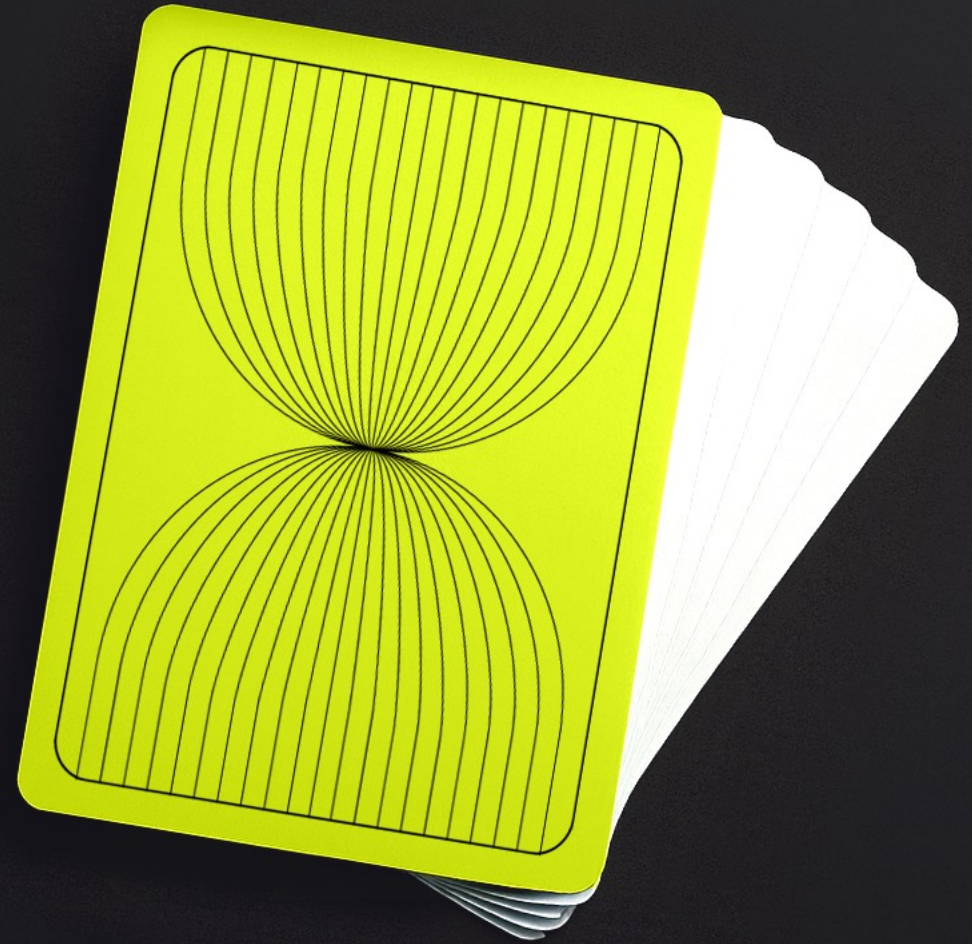
Interesting products, services



**Talented
people**

vs.

**Engaging
leaders**



Talented people

vs.

Engaging leaders





Flexible working

vs.

**Competitive
compensation**



Flexible working

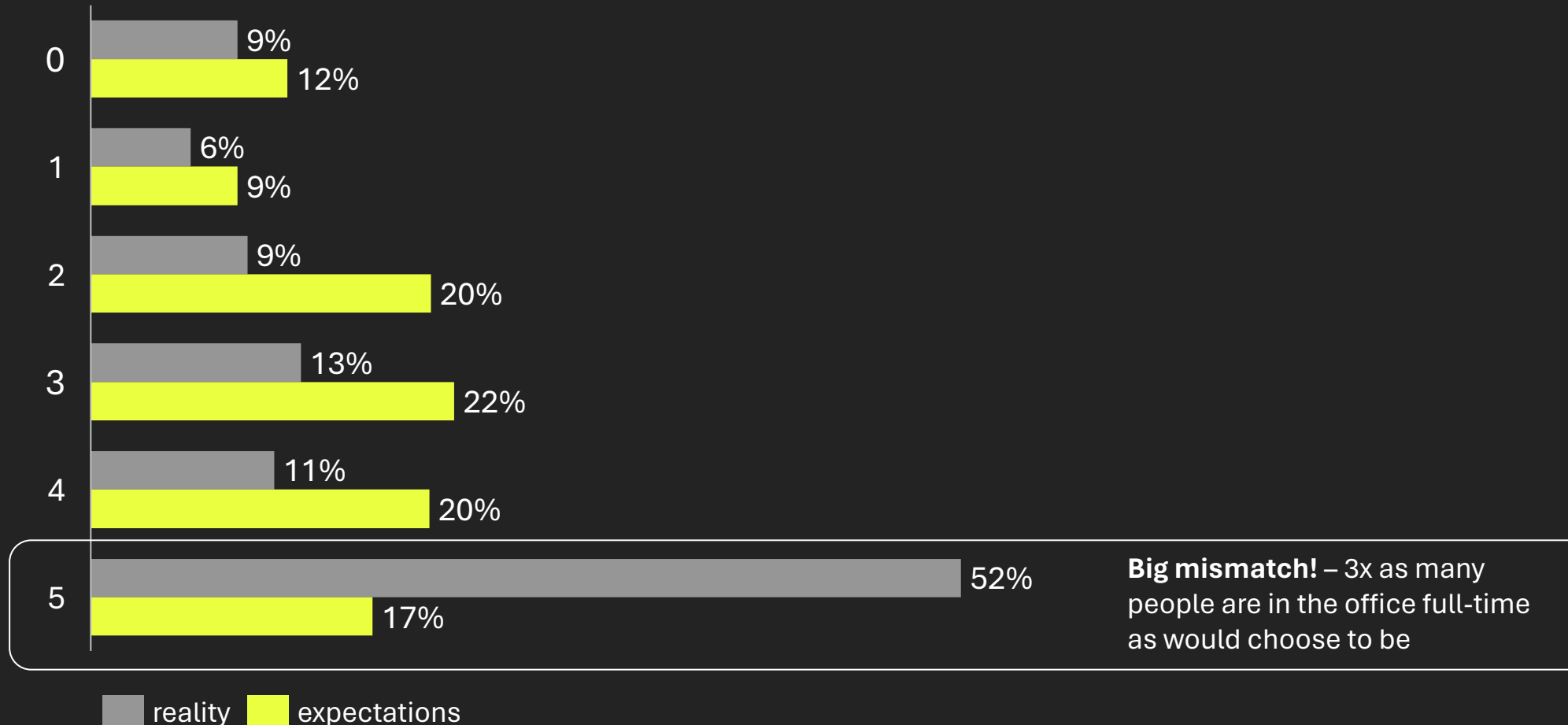
vs.

**Competitive
compensation**

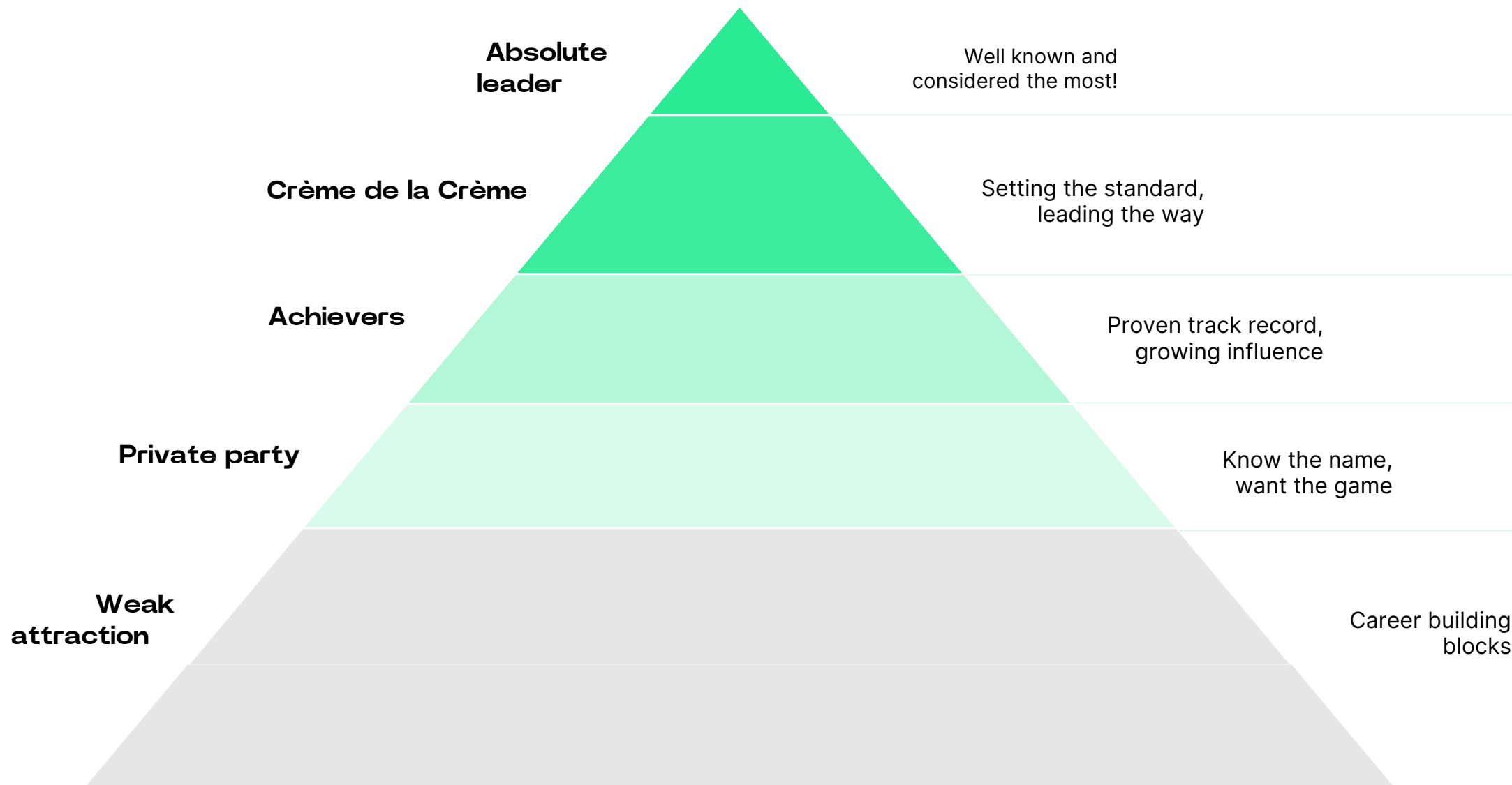
Flexibility explained | 4 days on-site is the clear sweet spot - yet most specialists still work full-time in the office. And most aren't happy about it

REMOTE / HYBRID WORK: EXPECTATIONS VS. REALITY | TOTAL SAMPLE, N= 1034

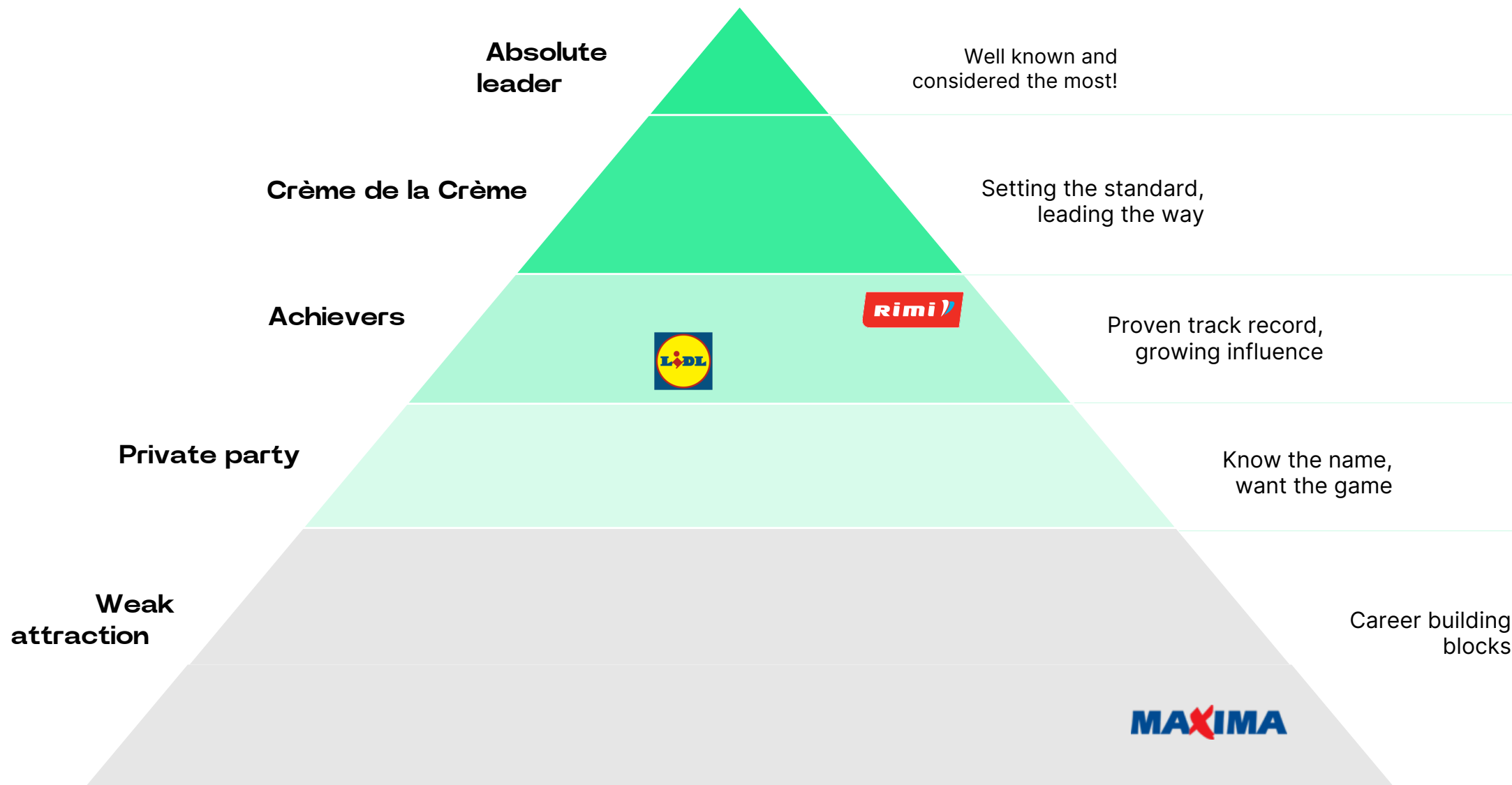
QUESTIONS: How many days per week, on average, do you work in the office? How many days per week would you actually like to work in the office?



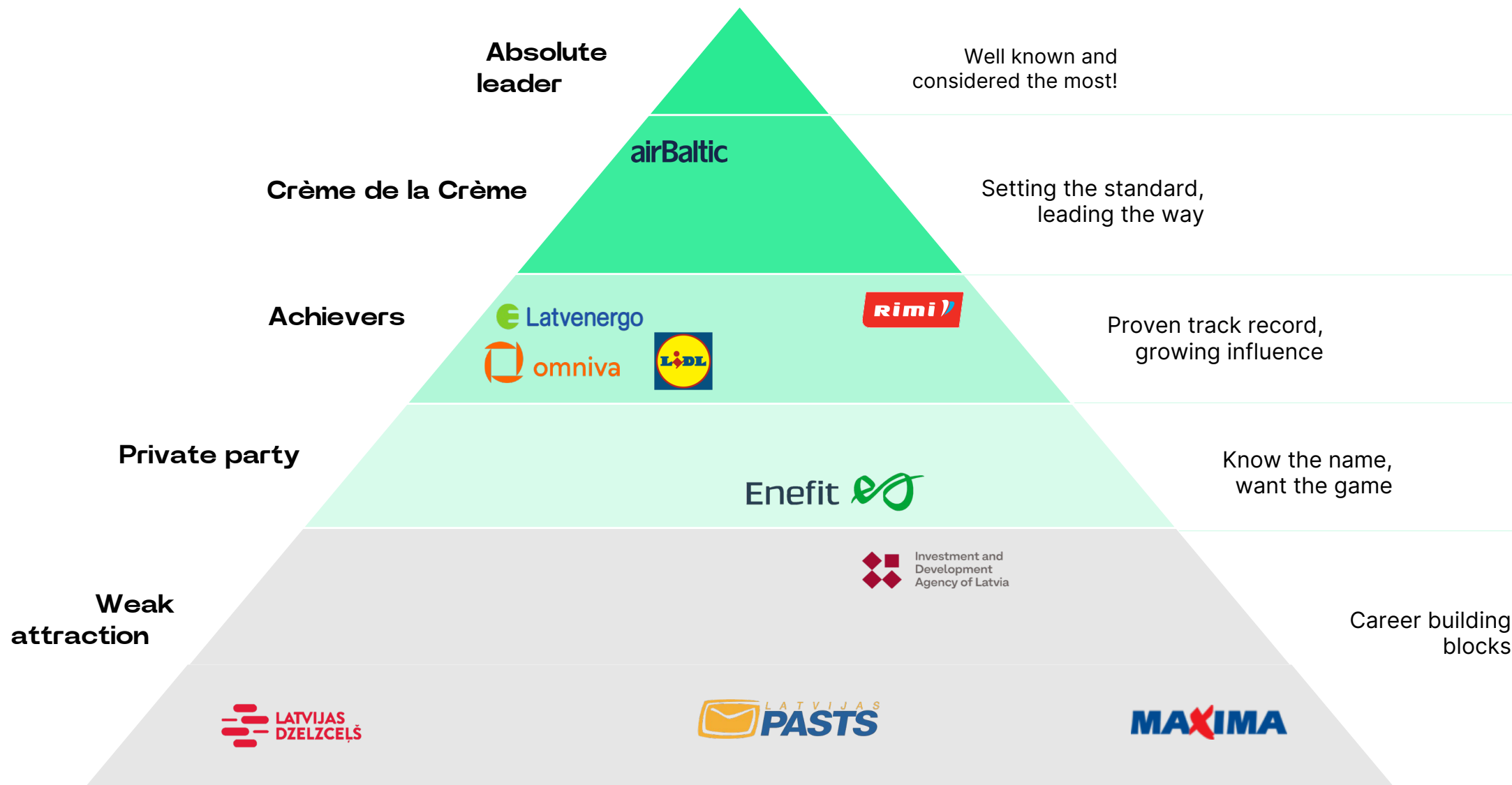
Employer attraction pyramid 2025 | Latvia



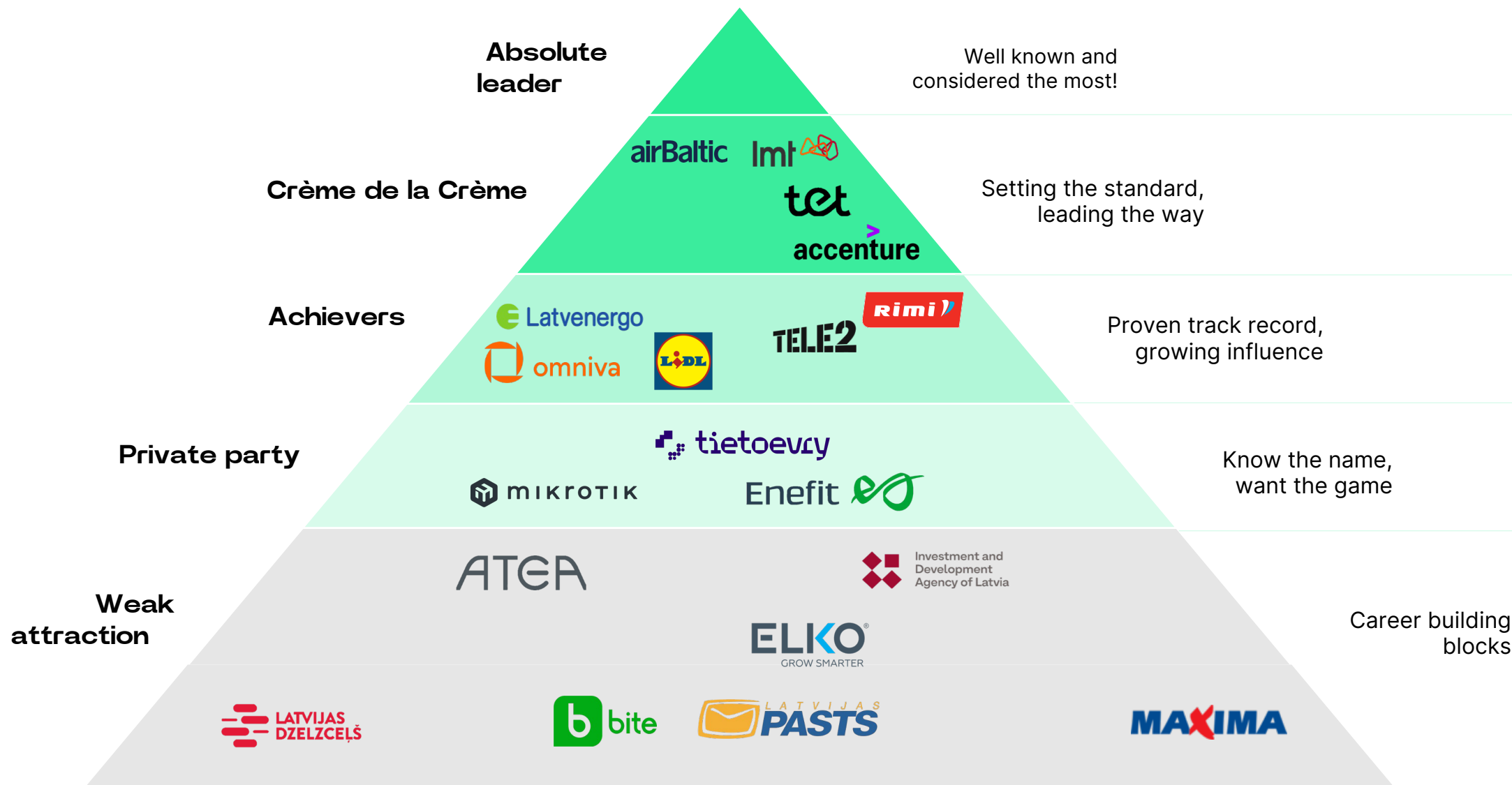
Employer attraction pyramid 2025 | Latvia



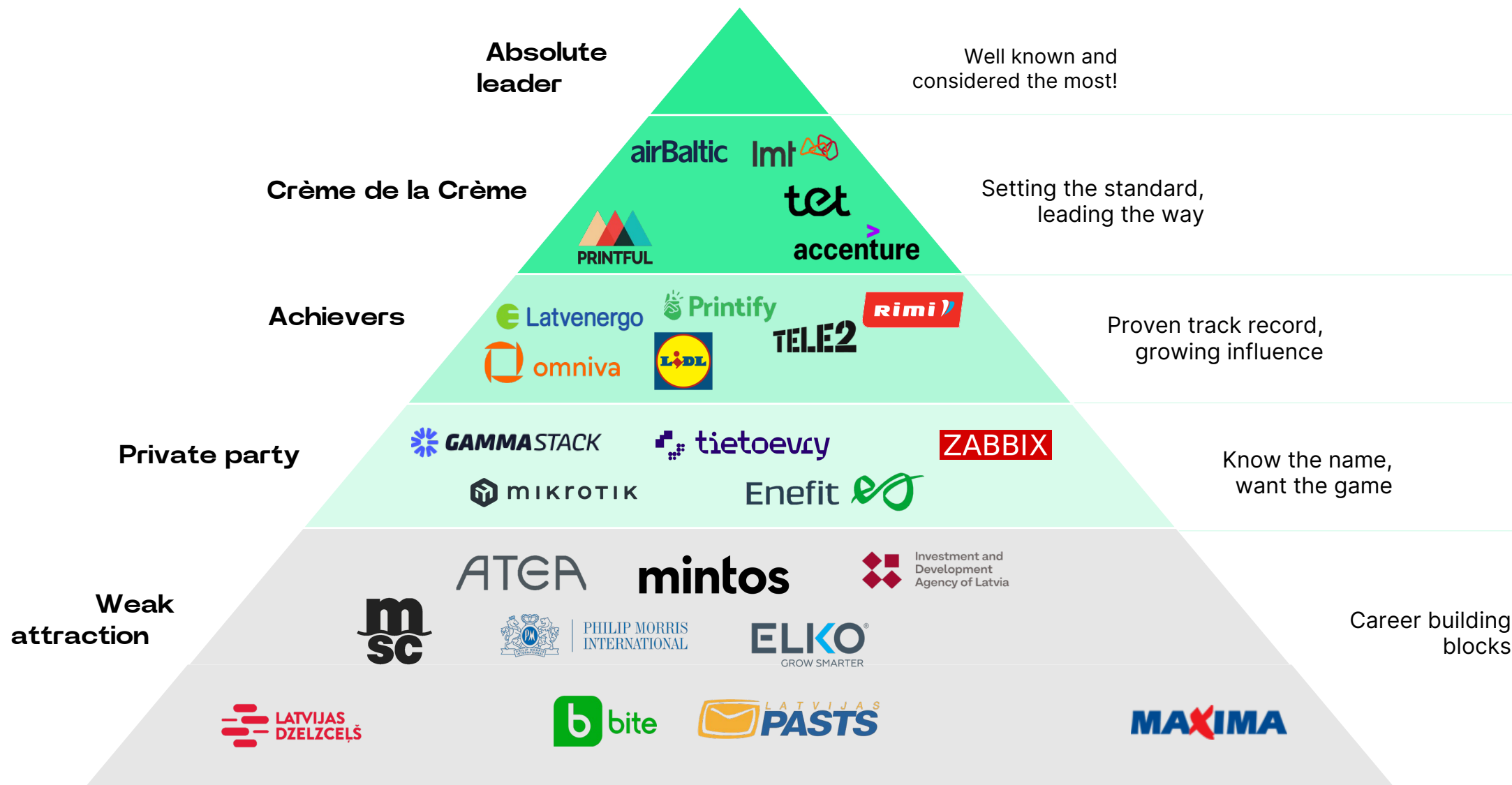
Employer attraction pyramid 2025 | Latvia



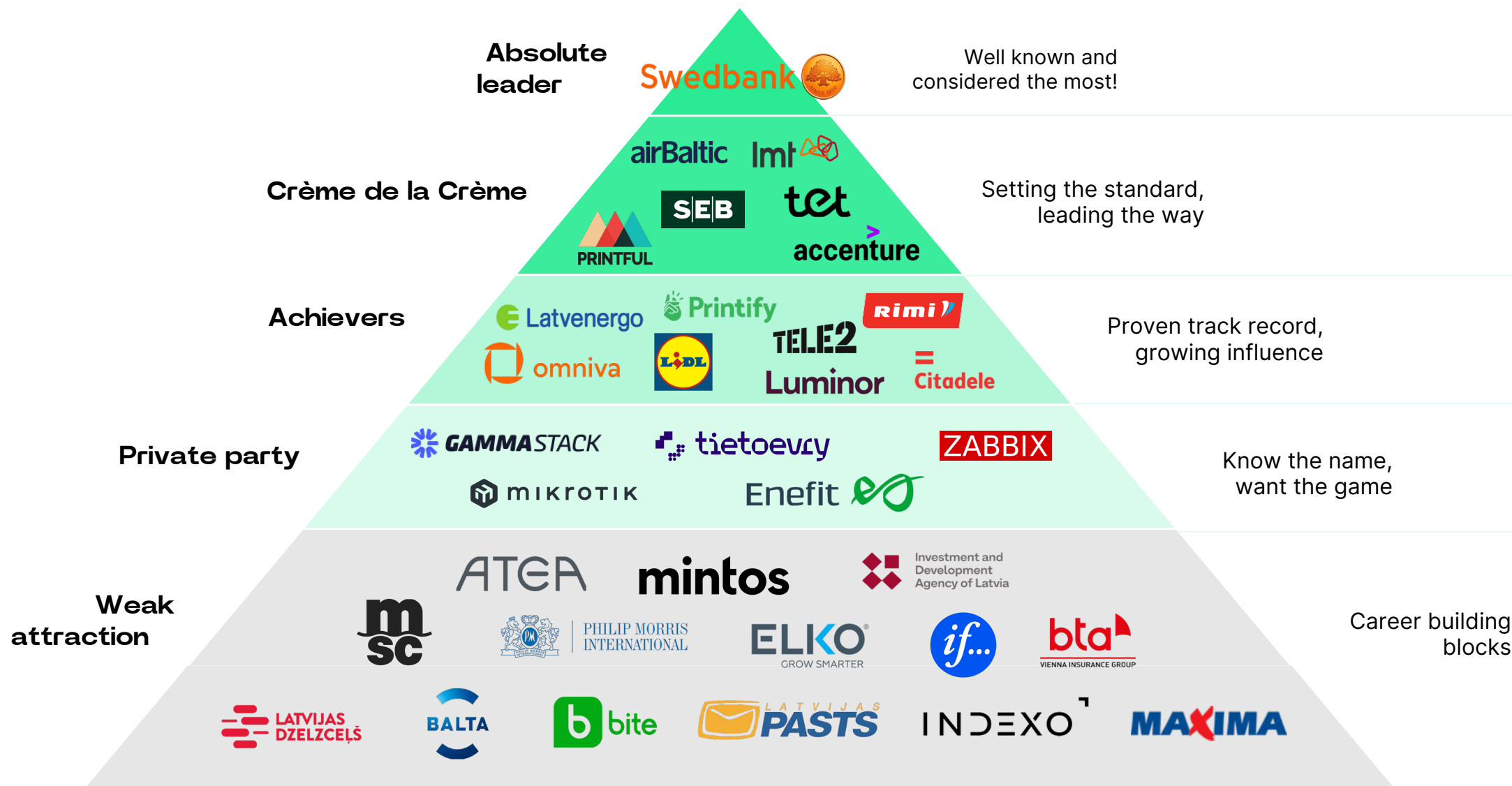
Employer attraction pyramid 2025 | Latvia



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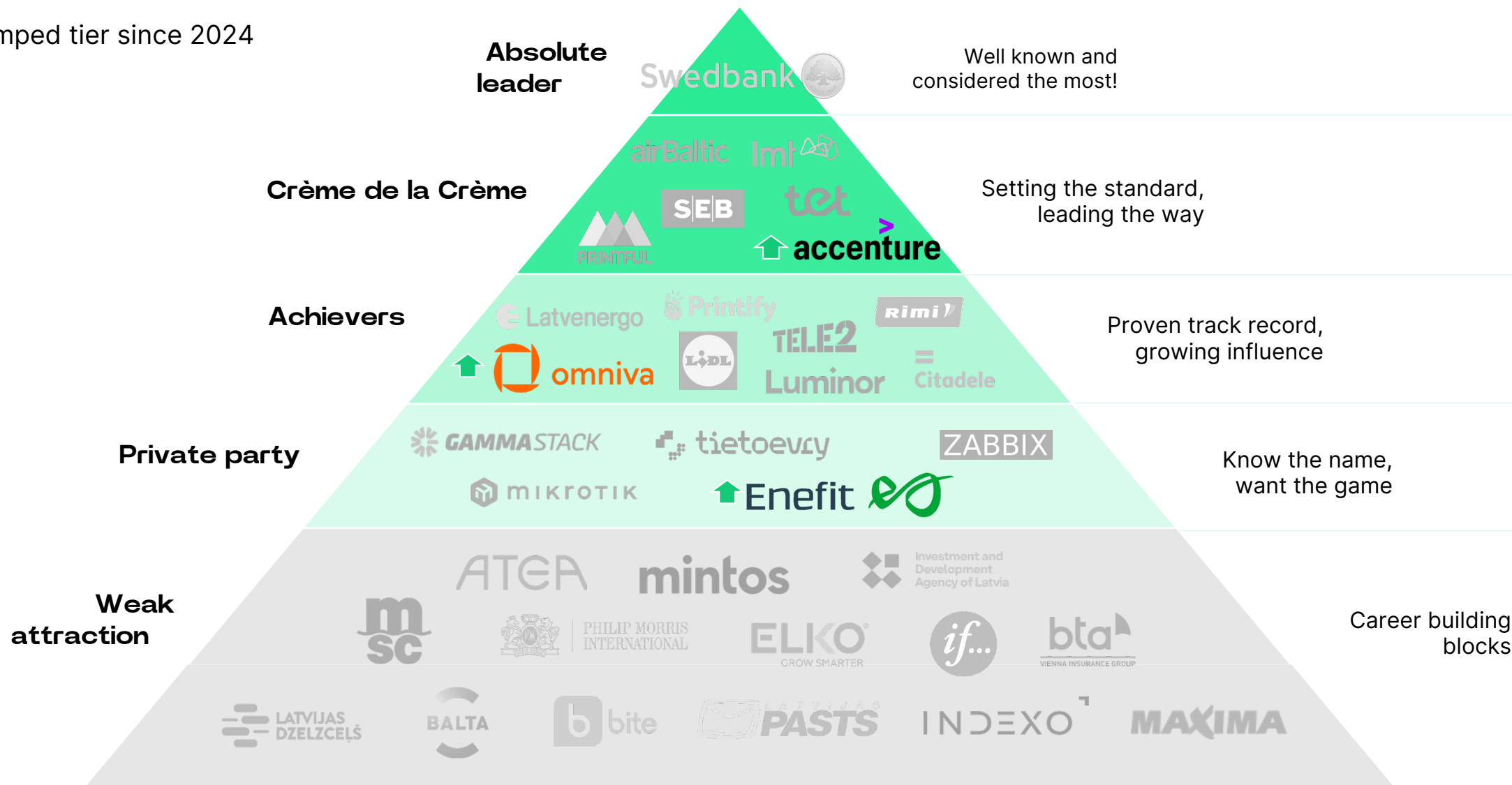


Employer attraction pyramid 2025 | Latvia



Employer attraction pyramid 2025 | Latvia

↑ Jumped tier since 2024



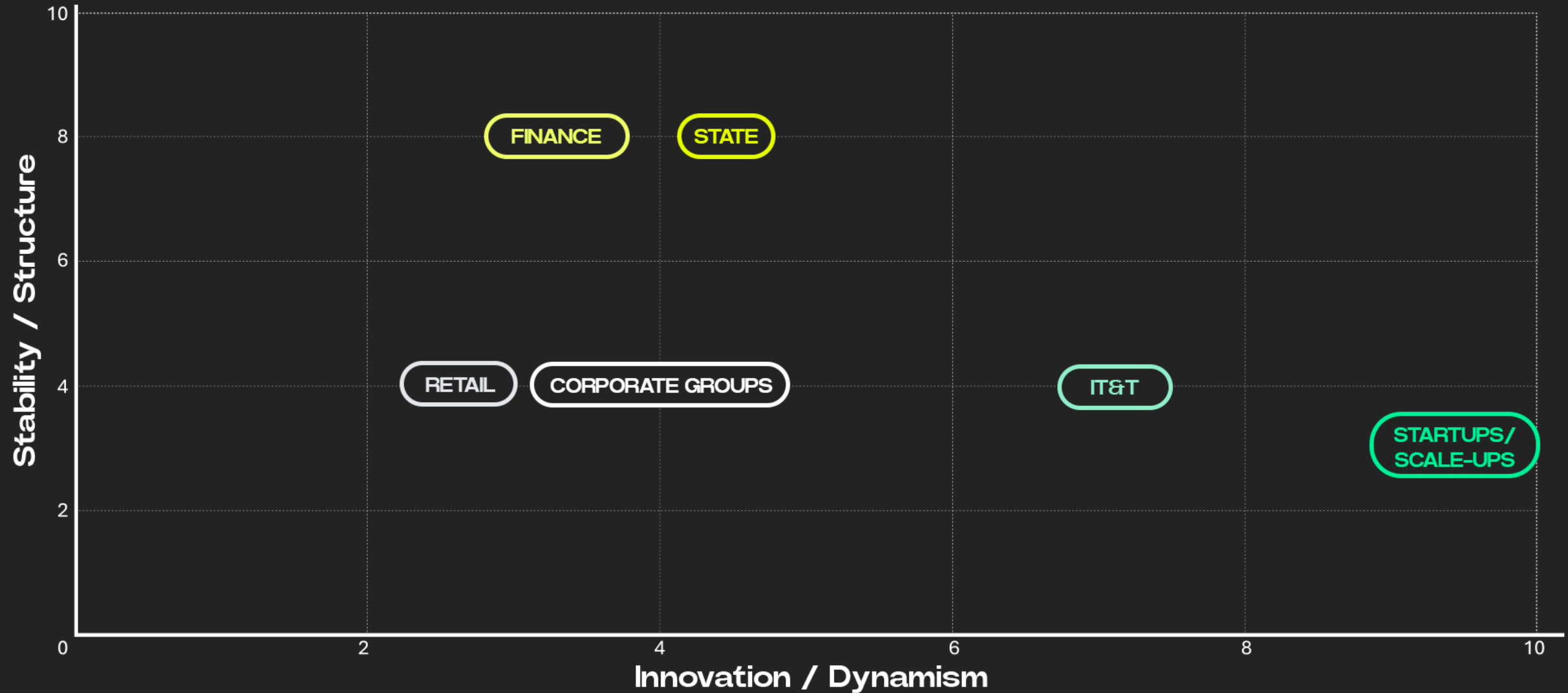
Quick Break

Download my slides

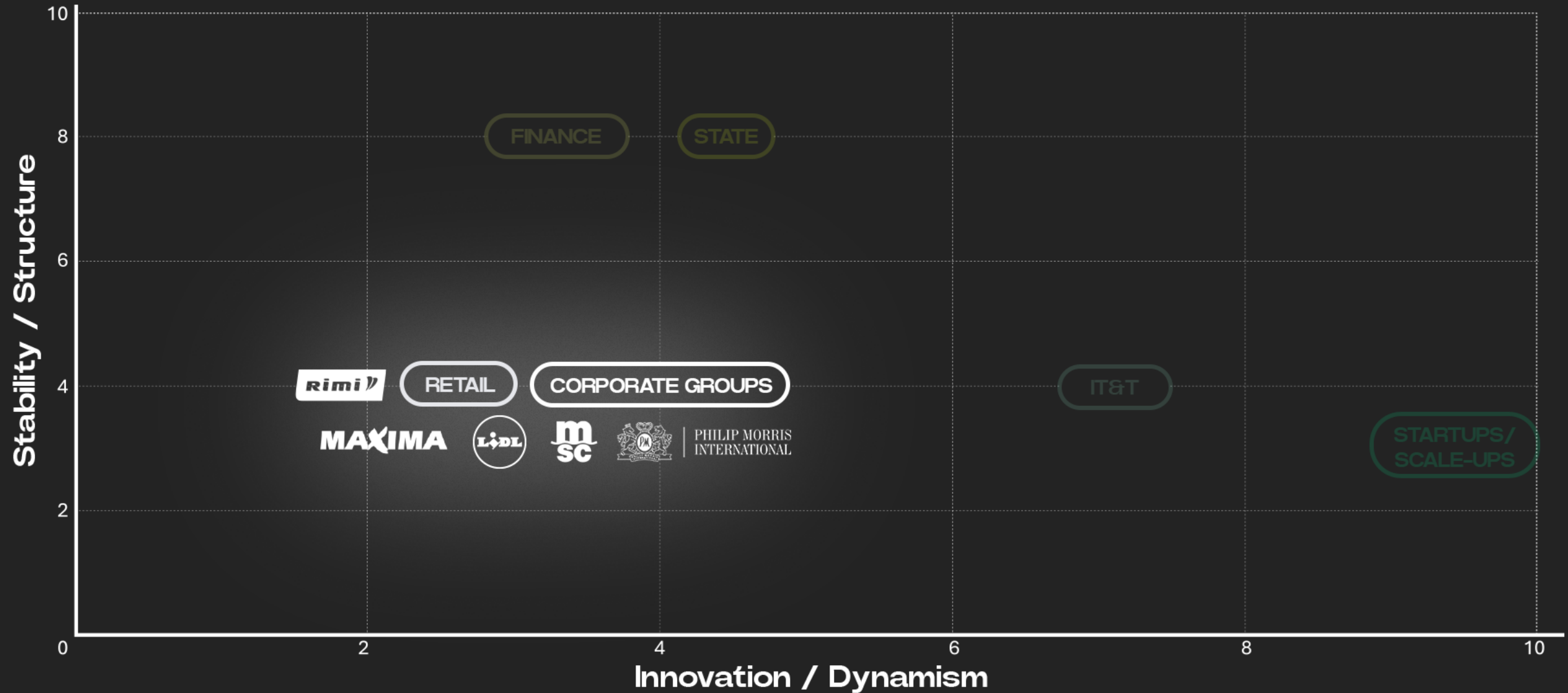
gintare@civitta.com



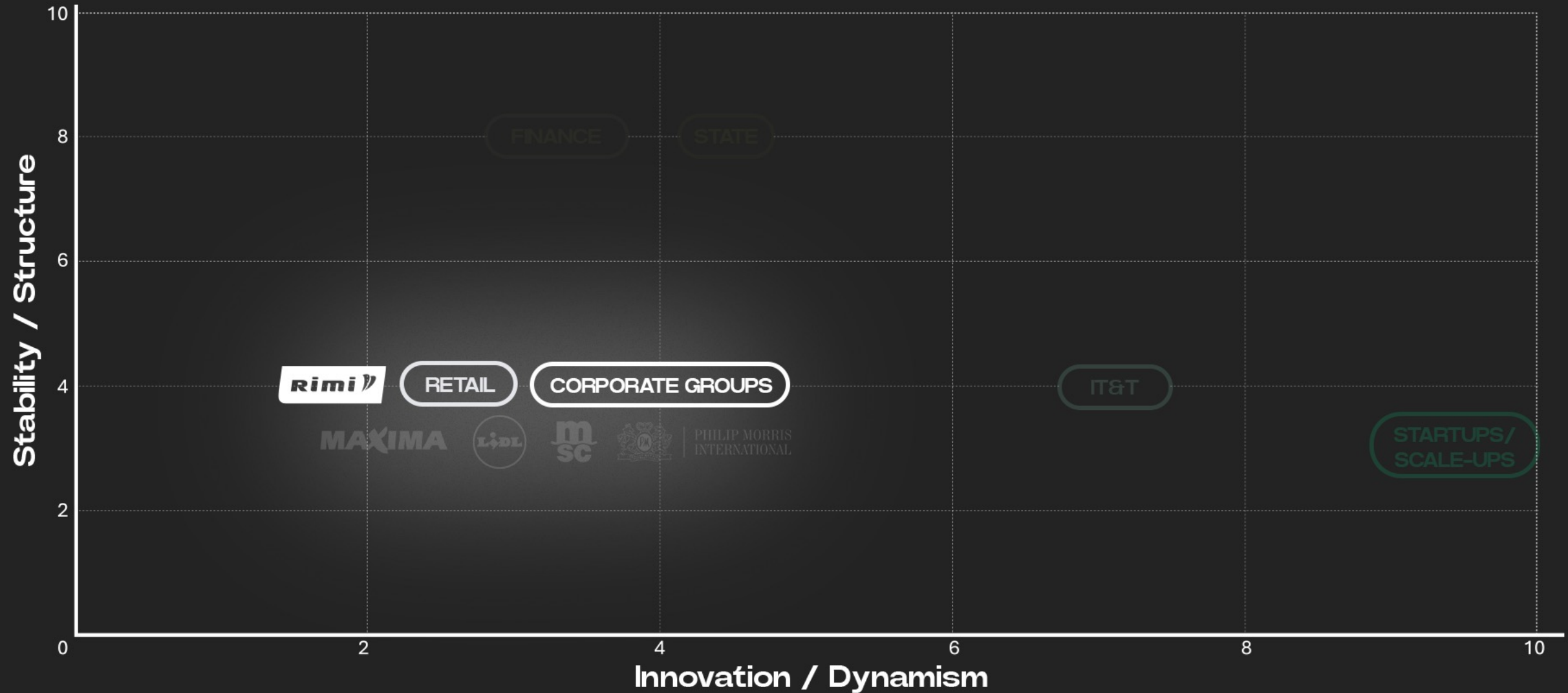
Each sector has its DNA. Its natural strengths... and flaws



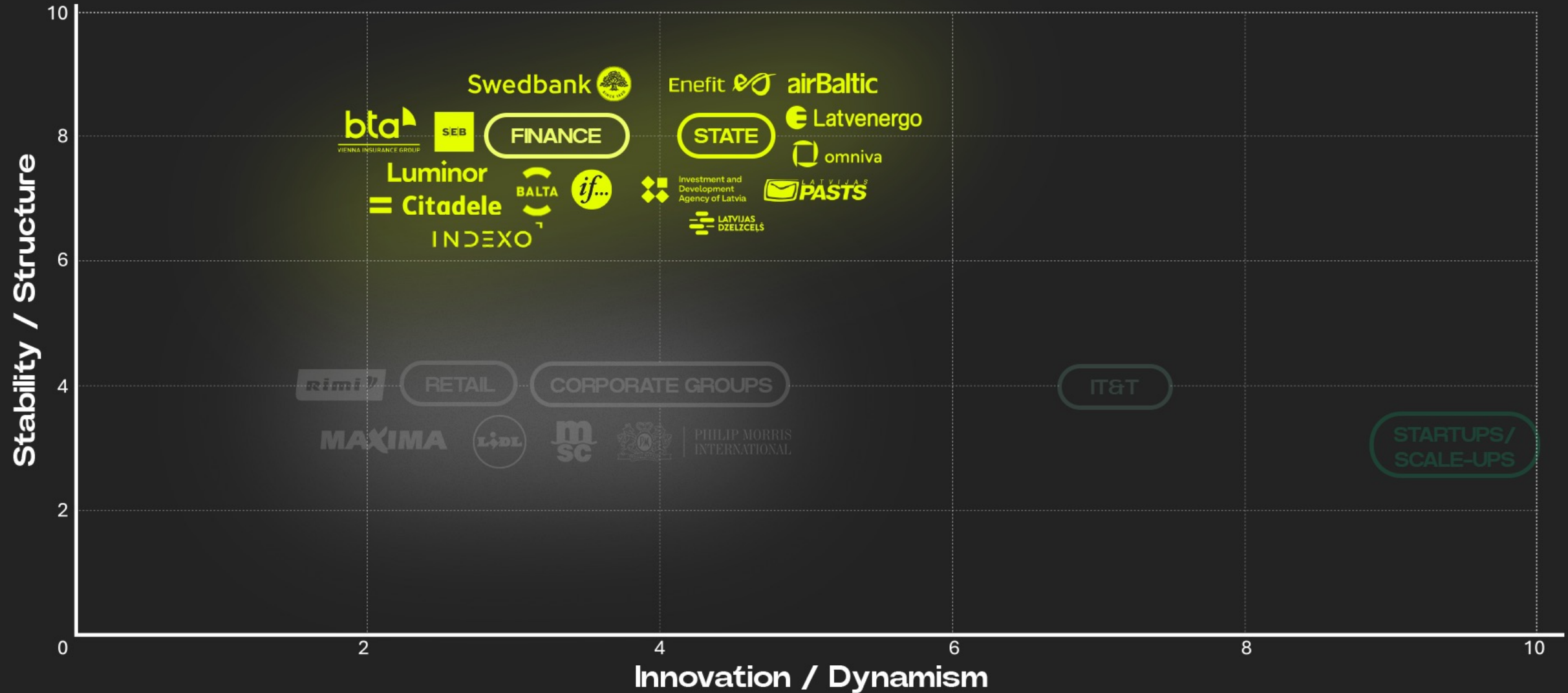
The Giants



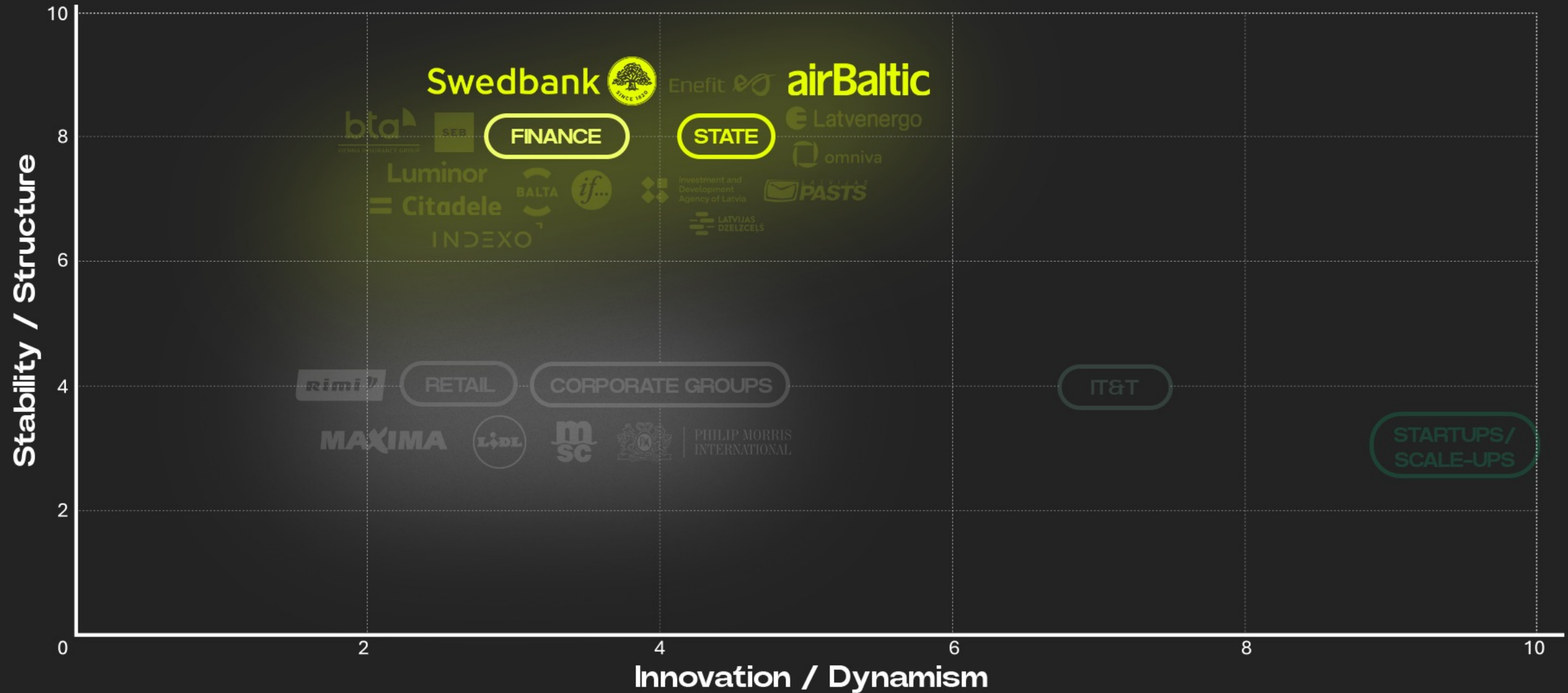
The Giants



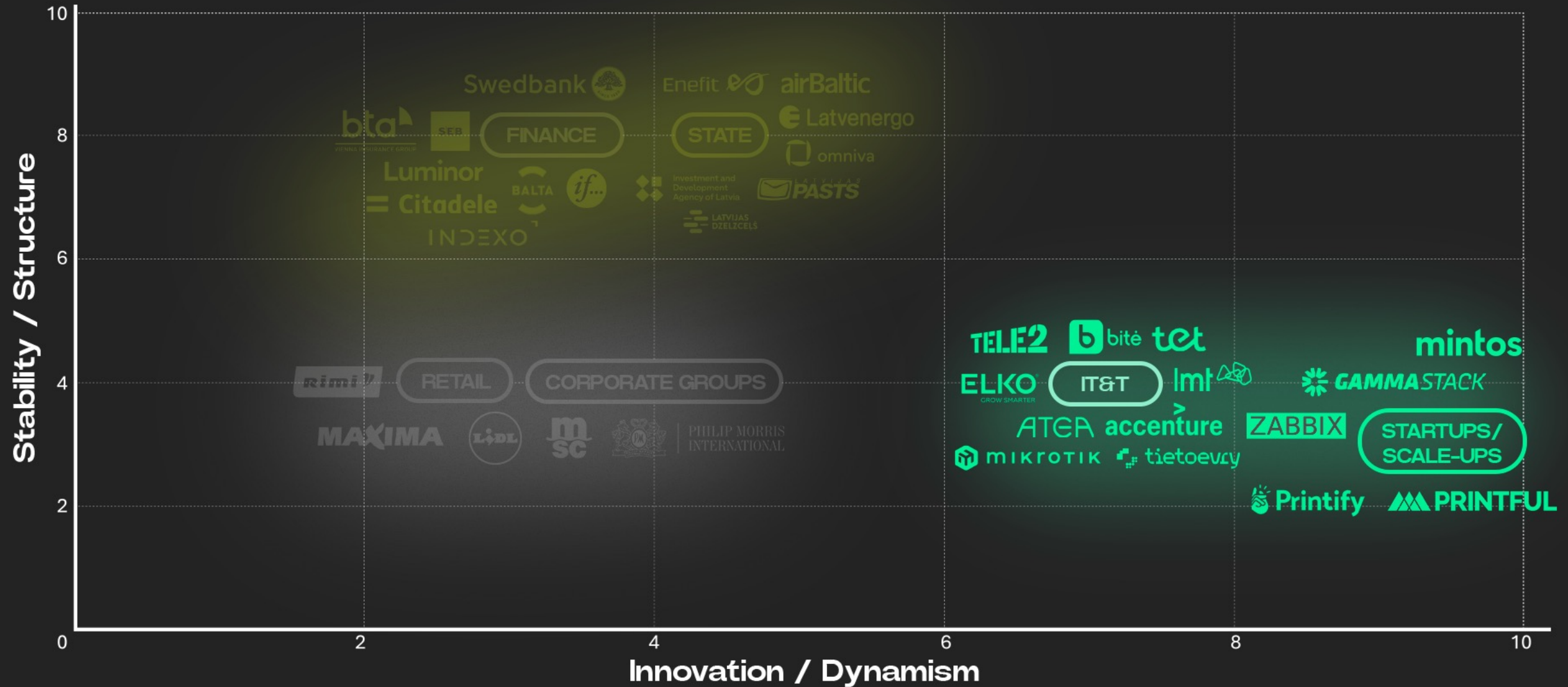
The Guardians



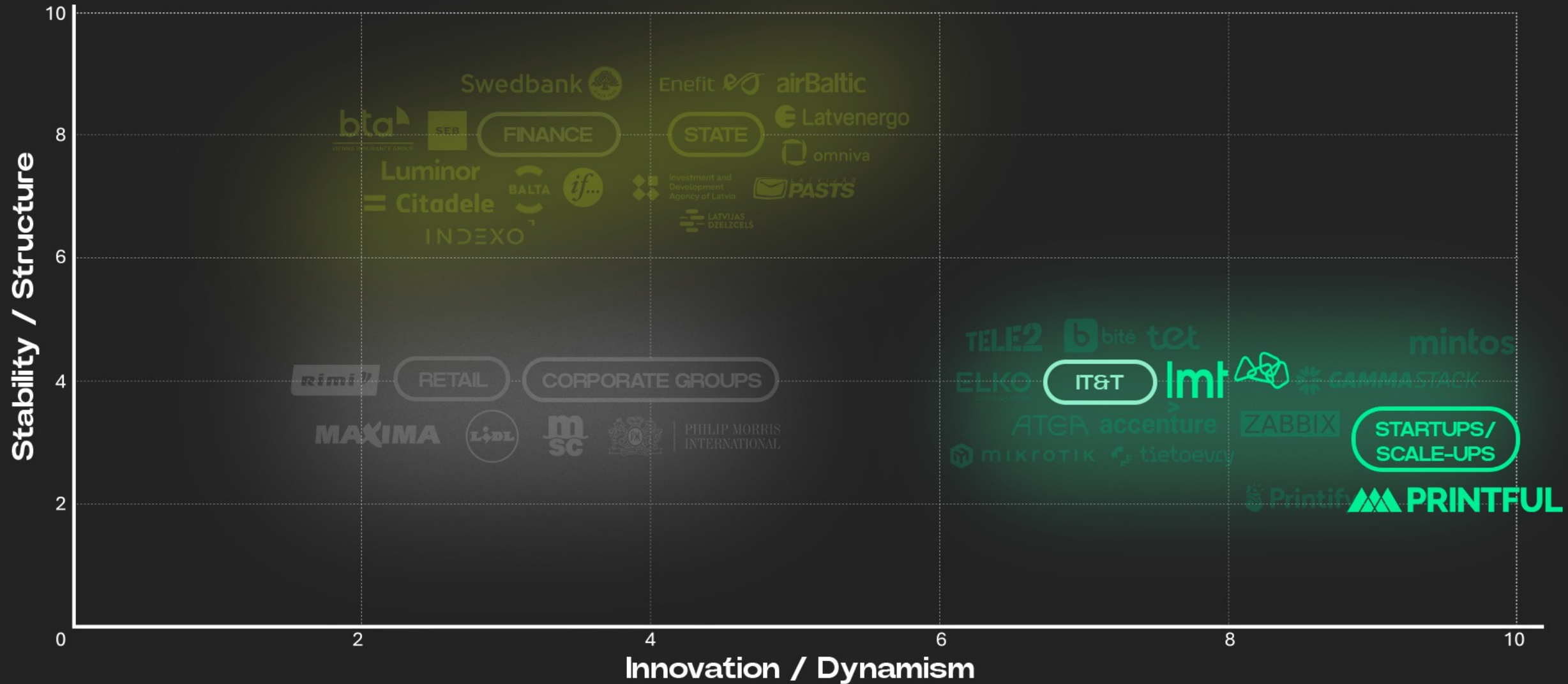
The Guardians

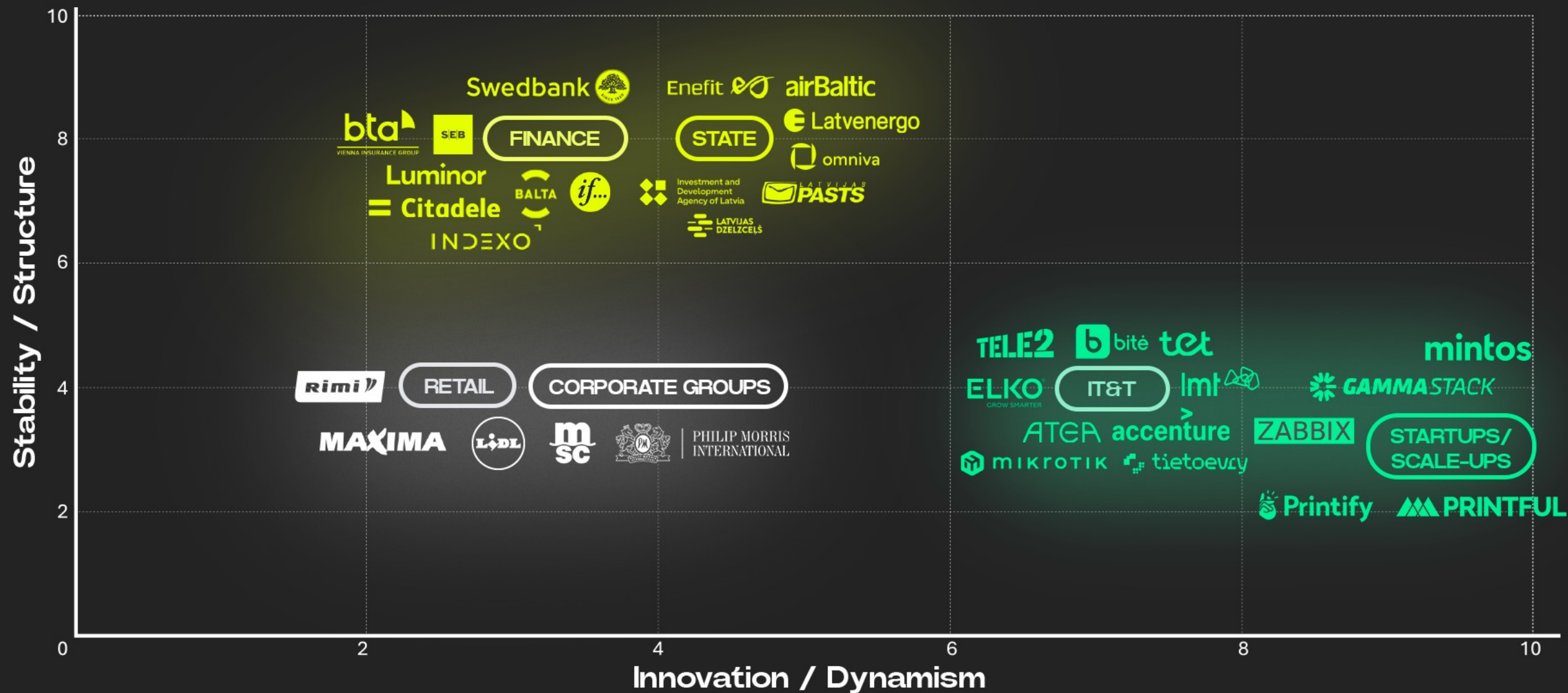


The Pioneers



The Pioneers





The Pioneers

Startups/Scale-ups, IT&T

Innovative | Ambitious | Future-focused

Startups / Scaleups DNA:

Pros: Meaningful, interesting products, fast growth, Technologically advanced, dynamic, Working next to talented people

Cons: Less visible, lack of structure, employment uncertainty, risk of burnout, unclear recruitment processes.

IT&T DNA:

Pros: More structured, professionalized version of innovation; strong employee development systems, career opportunities.

Cons: Higher performance pressure, less inspiring, innovation constrained within set processes

Leaders:

Imt 

 PRINTFUL



 GAMMASTACK

 Printify

TELE2

ATERA

ELKO
GROW SMARTER

 tietoevry

ZABBIX

 bité

accenture

 MIKROTIK

mintos

If you are a Pioneer

- / **Fuel growth, not exhaustion.**
Pair growth with *mentoring, wellbeing*, and balance. Build support systems that prevent the crash-and-burn cycle that kills your best talent.
- / **Keep order, keep edge.**
Add light structure - *simple processes* (clear roles, feedback) to *cut chaos* but keep agility and dynamism that attracted people in the first place
- / **Go beyond the hype.**
Tie your product vision to *something bigger* – sustainability, social impact - make people proud of their work beyond „I work in tech“.
- / **Spotlight your stars.**
Overcome the lack of “visible, active communication” by showcasing your “talented team”. *Your people embody your vision* - inspiring pride within and admiration beyond.

The Guardians

Finance & State

Stable | Reputable | Structured | Secure

Finance DNA:

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

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

State-owned / influenced DNA:

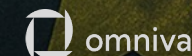
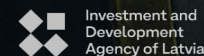
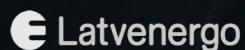
Pros: Inspiring mission, purposeful. Talented people want to contribute. Promoting control, stability, and societal value.

Cons: Same bureaucratic rigidity, less competitive compensation. Lagging in technology and innovation

Leaders:

Swedbank 

airBaltic



Luminor

= Citadele

INDEXO¹

Enefit 

 LATVIJAS
DZELZCEĻŠ

 PASTS

If you are a Guardian

- / **Dare to lead.**
Use your size and reputation to take on bold, meaningful *challenges that require long-term commitment* - prove you can do what smaller, less stable players can't.
- / **Cut the clutter.**
Digitize and speed up decisions while keeping clear structure – create *systems that help*, not hinder work.
- / **Security with opportunity.**
Combine solid salaries with *training and clear career paths* - balance the bureaucracy with opportunities to advance.
- / **Ignite ideas.**
Run *hackathons, pilot projects, or intrapreneurship programs* – keep innovation alive inside a structured environment.

The Giants

Leaders:

Rimi

Retail & Corporate

Visible | Growth-driven | Career-building

Retail DNA:

Pros: Highly visible, dynamic environment, successful, growing companies.

Cons: Chaotic "sweatshop" feel, high pressure with low inspiration. Often low/less competitive compensation. Limited flexible working and innovation

Corporate / Group DNA:

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

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



MAXIMA



PHILIP MORRIS
INTERNATIONAL

If you are a Giant

- / **Turn workers into winners.**
Spotlight *employee stories and contributions* – break cold corporate vibe and makes every win feel shared
- / **Scale that serves.**
Use your size to *drive real change* - flip the profit-only story into a *mission* people want to join
- / **Output over office.**
Get real about where work happens and design *flexible work* rules - prove you trust your people to deliver.
- / **Build people, not just profits.**
Pair competitive pay with support, and *real growth paths* – turn “career-building” promises into people-focused reality

Employer,
you've been
dealt a „hand“:

fold, bluff, or take action

