

# The anatomy of talent attraction

2026



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Employer  
Brand Pulse  
Study 

**civitta**

# Employer brand pulse study | Baltics

**150+**

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.



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

## EXTERNAL 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 cheap. 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 **skews data** instead of providing accurate insight

## INTERNAL SURVEYS



### Current employee profile bias

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



### Blind spots

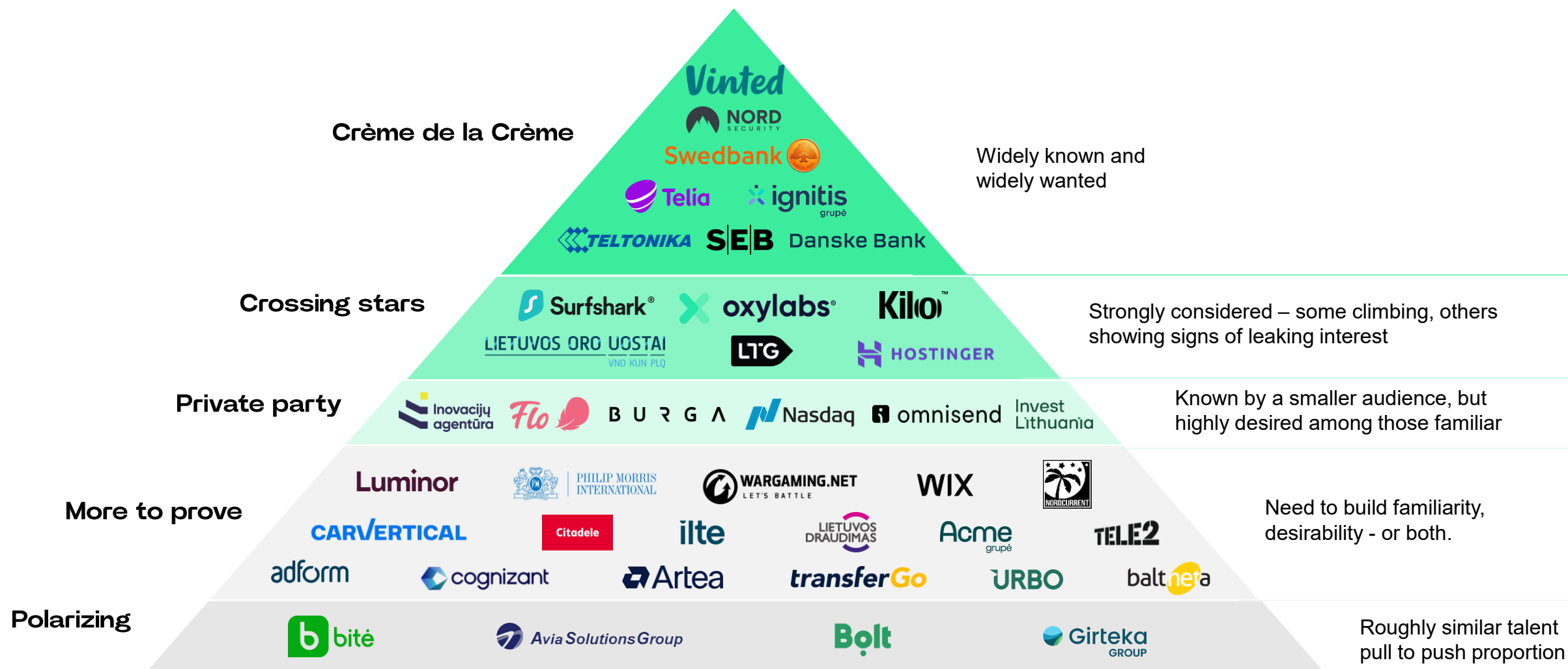
Your team won't honestly **compare you to other employers**. You won't probably even ask.



### Echo chambers

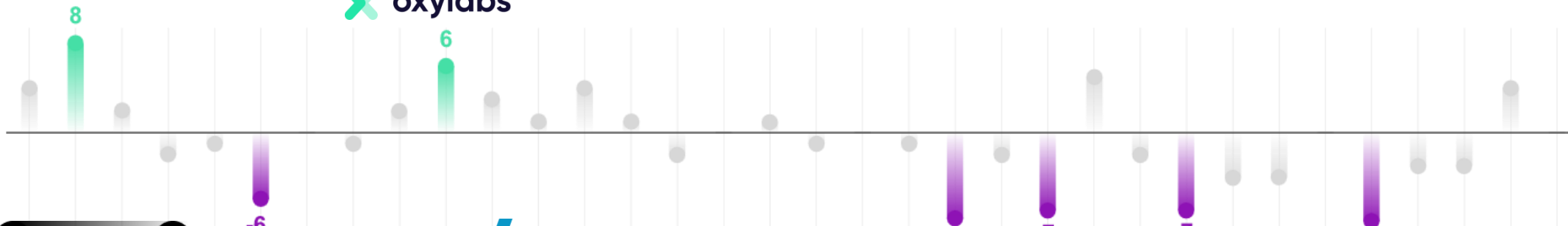
What you see might not be the whole story. **Internal surveys do not reflect external perspectives**

# Employer attraction pyramid 2026 | All respondents

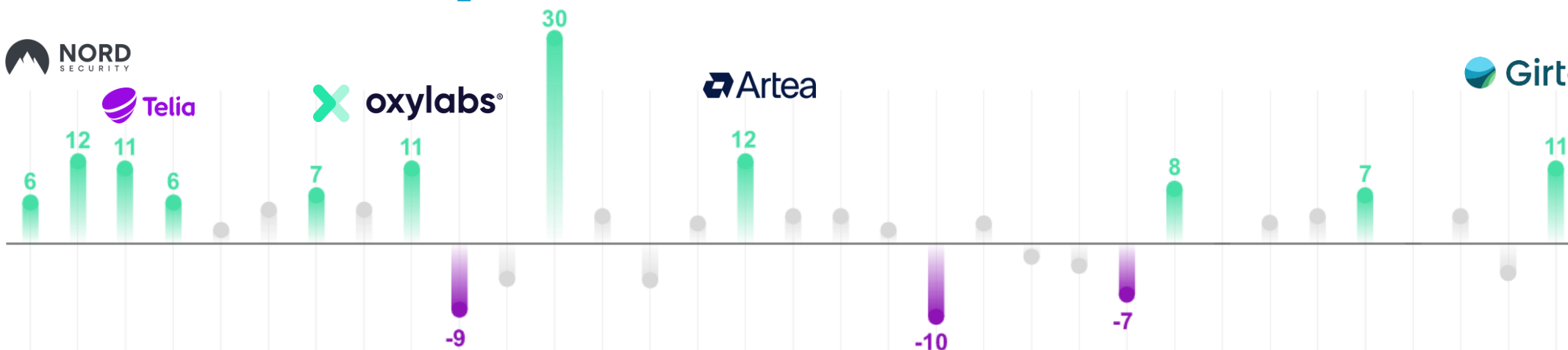


# Biggest employer attraction improvements | 2026

All specialists



IT & data



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

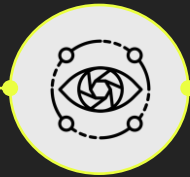
**Environment, companies and brands they prefer, and reject**

**Channels** they use, **answers** they seek



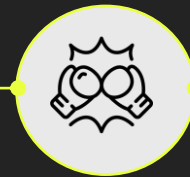
## Your place in the arena

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 culture** are perceived, and whether this **matches the expectations** of your audience



## Your competitors

The **brands stealing your candidates**. Their **strong sides** and **ways to compete** with them



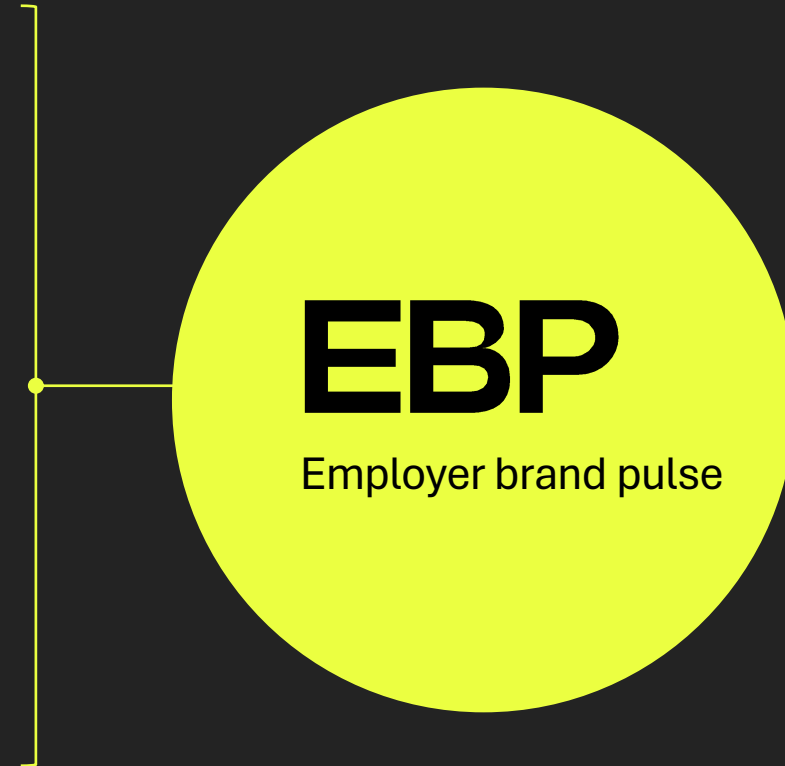
## Your winning hand

Your **strengths & opportunities**, and **main focal points**. The shortlist of **where to invest next year**.

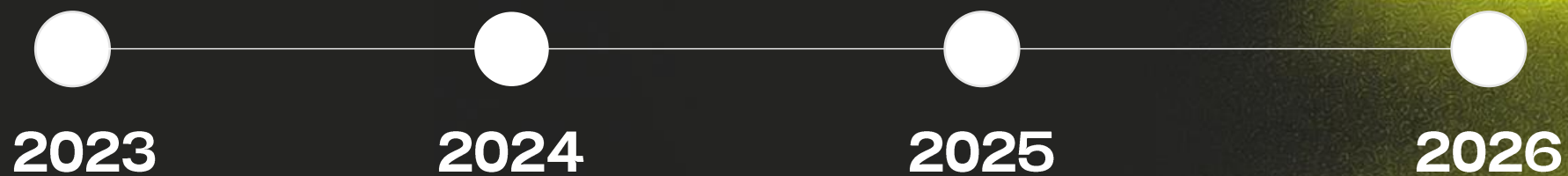
# Action areas

With the results in hand:

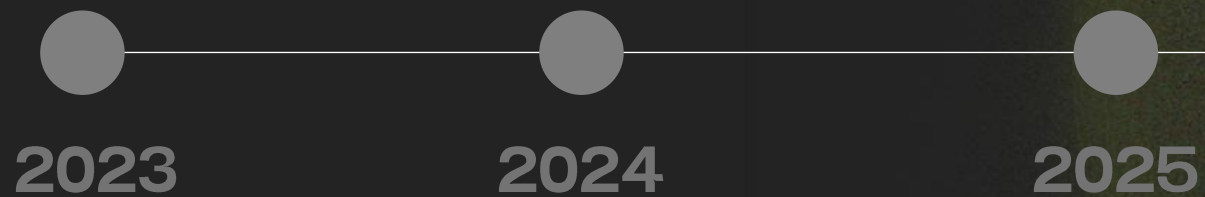
- **RESONATE** with the expectations of your desired talent pool
- **FOCUS** your EVO investment on the dimensions that actually move preference
- **BENCHMARK** against competitors, find strengths you can defend, weak flanks you can take
- **TRACK** your year-over-year EB attractiveness development so you can prove work is working.



# Tracking talent market pulse for 4 years



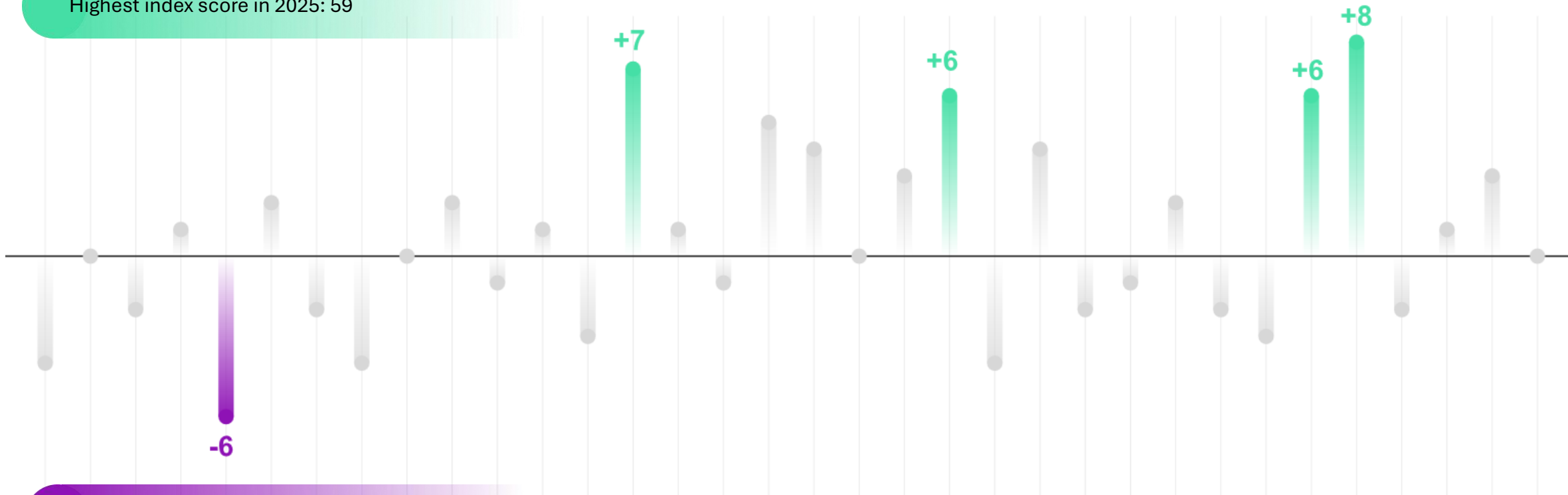
Something  
noticeably  
different



2026

# Employer Brand Index Change 2024 → 2025

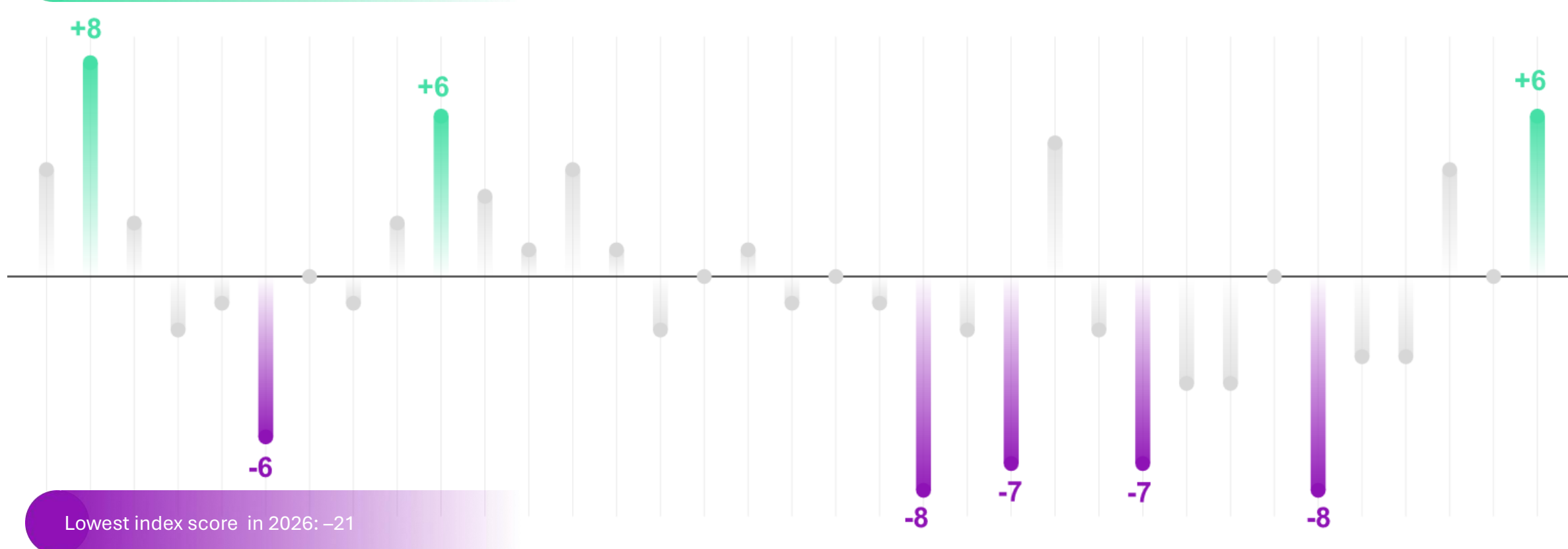
Highest index score in 2025: 59



Lowest index score in 2025: -26

# Employer Brand Index Change 2025 → 2026

Highest index score in 2026: 64



# Index moves when:

**01** → brands  
act

AND/OR

**02** → market moves  
around them

# What data shows:

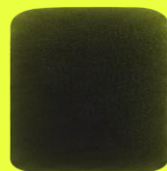
- **Some attribute importance shifted significantly.**  
More on that in a moment.
- **Positive qualities were assigned to brands less often**  
Employers strengthened at least one image attribute

**74%**



2024 → 2025

**32%**



2025 → 2026

It signals that the  
proof threshold has risen:

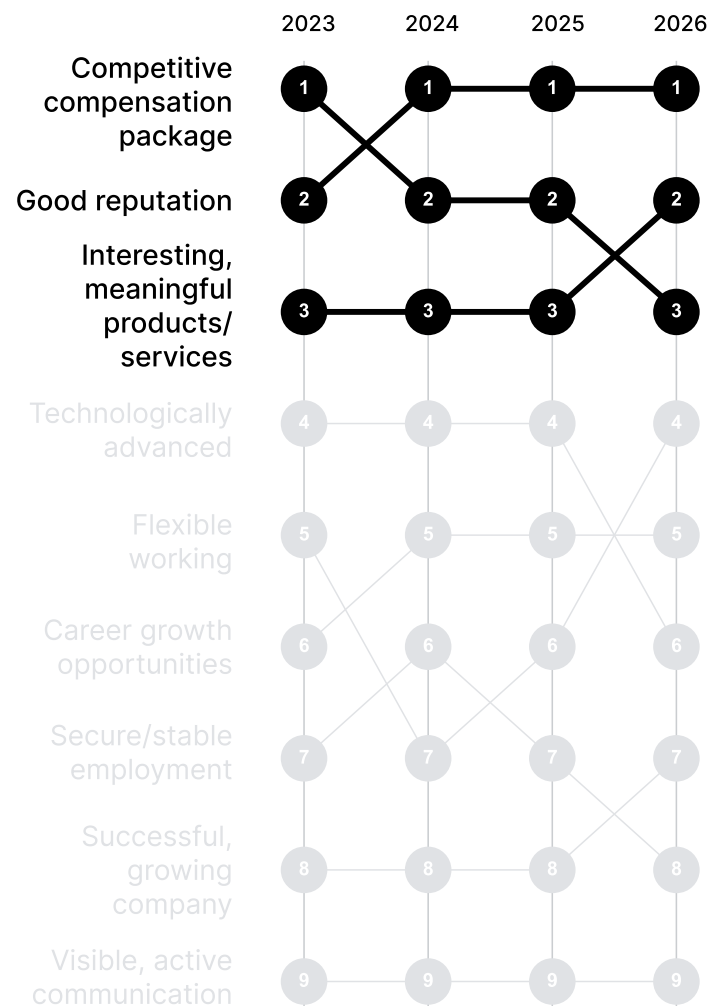
**“I assume  
it's true.”**



**“Show me.”**

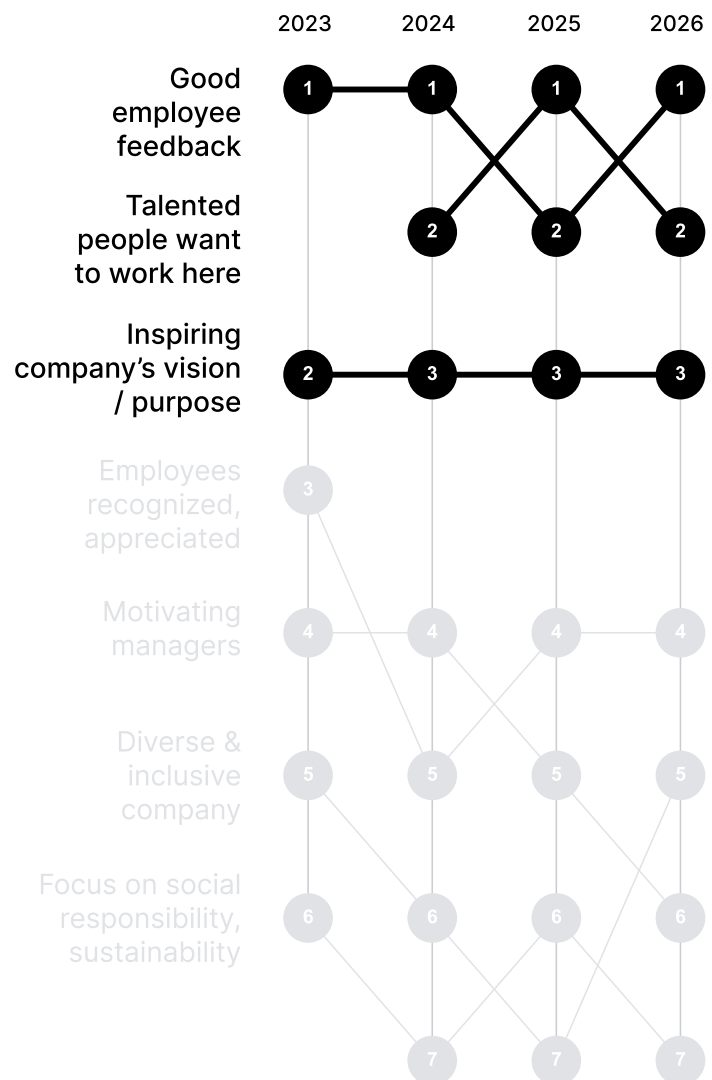
# Organizational exterior

related to company sector, type, size, etc.

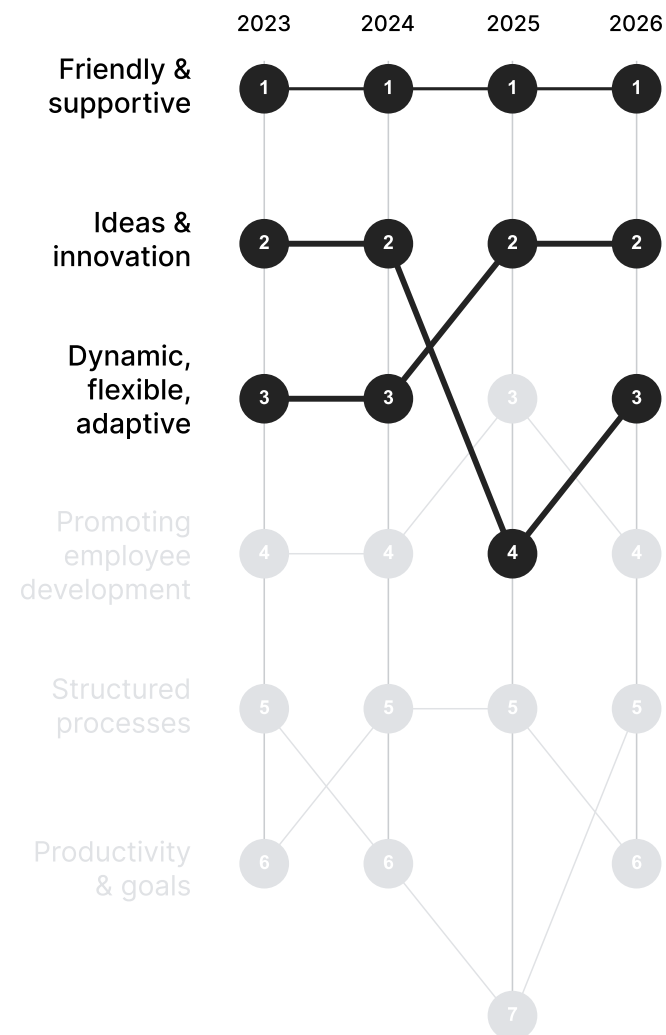


# Inner layer

less tangible, environment, people related factors



# Culture factor dynamics

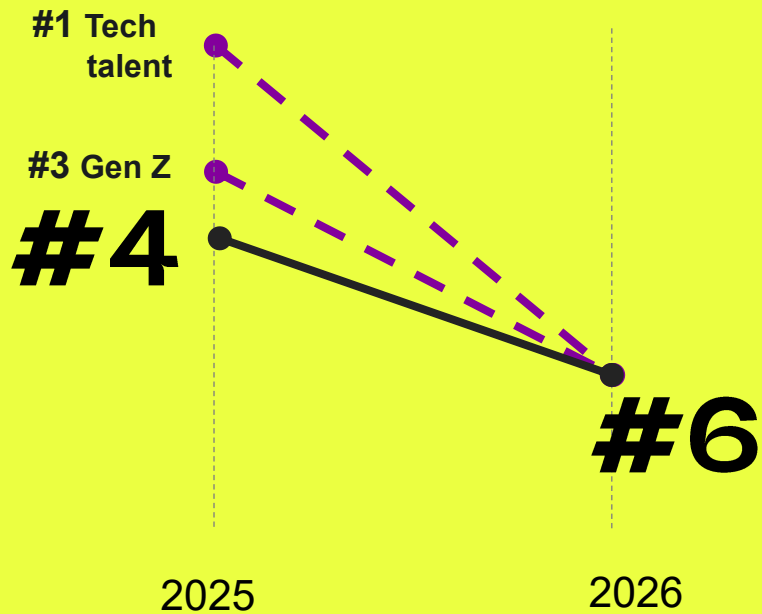


# The tech halo is losing edge

Technologically advanced,  
innovative company

Tech talent: #1 → #6

Gen Z: #3 → #6



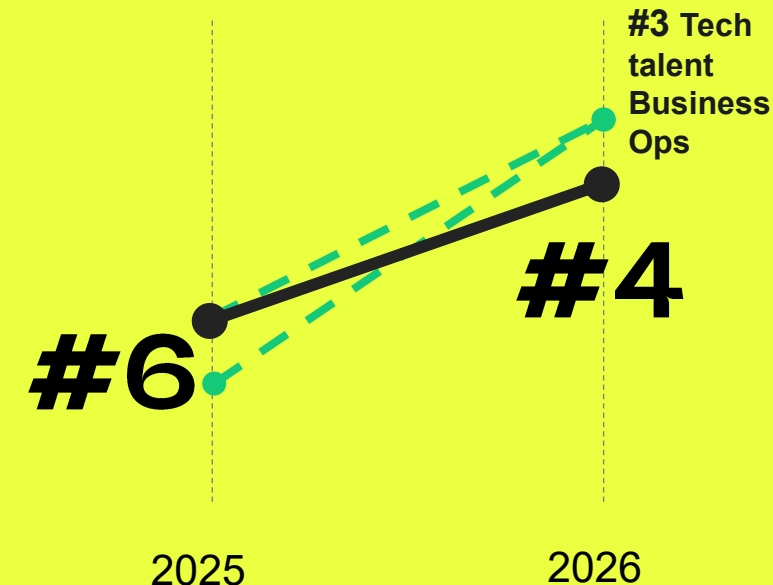
- The shift is strongest **among those closest to the disruption**
- **Technology** is becoming expected, **not distinctive**
- **Technological advancement** promises opportunity. And **creates anxiety**

# Talent seek autonomy & less ambiguity

## Flexible working

Business/Ops #7 → #3

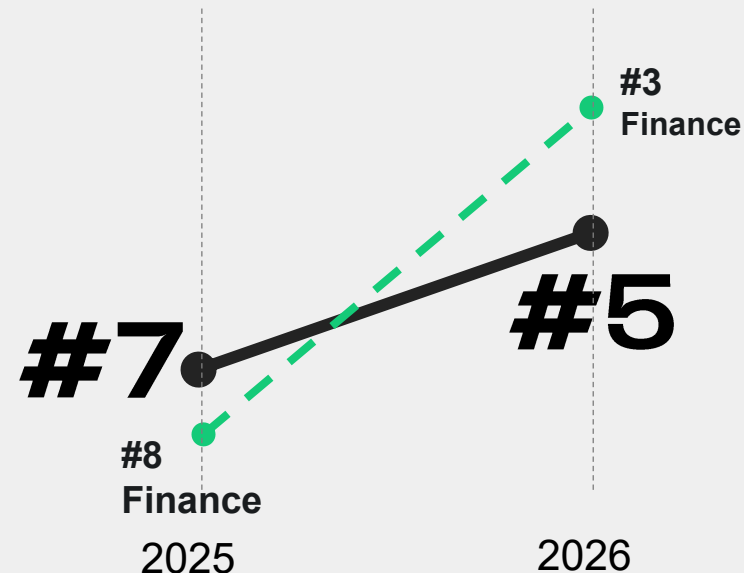
Tech talent: #6 → #3



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## Structured workplace with established processes

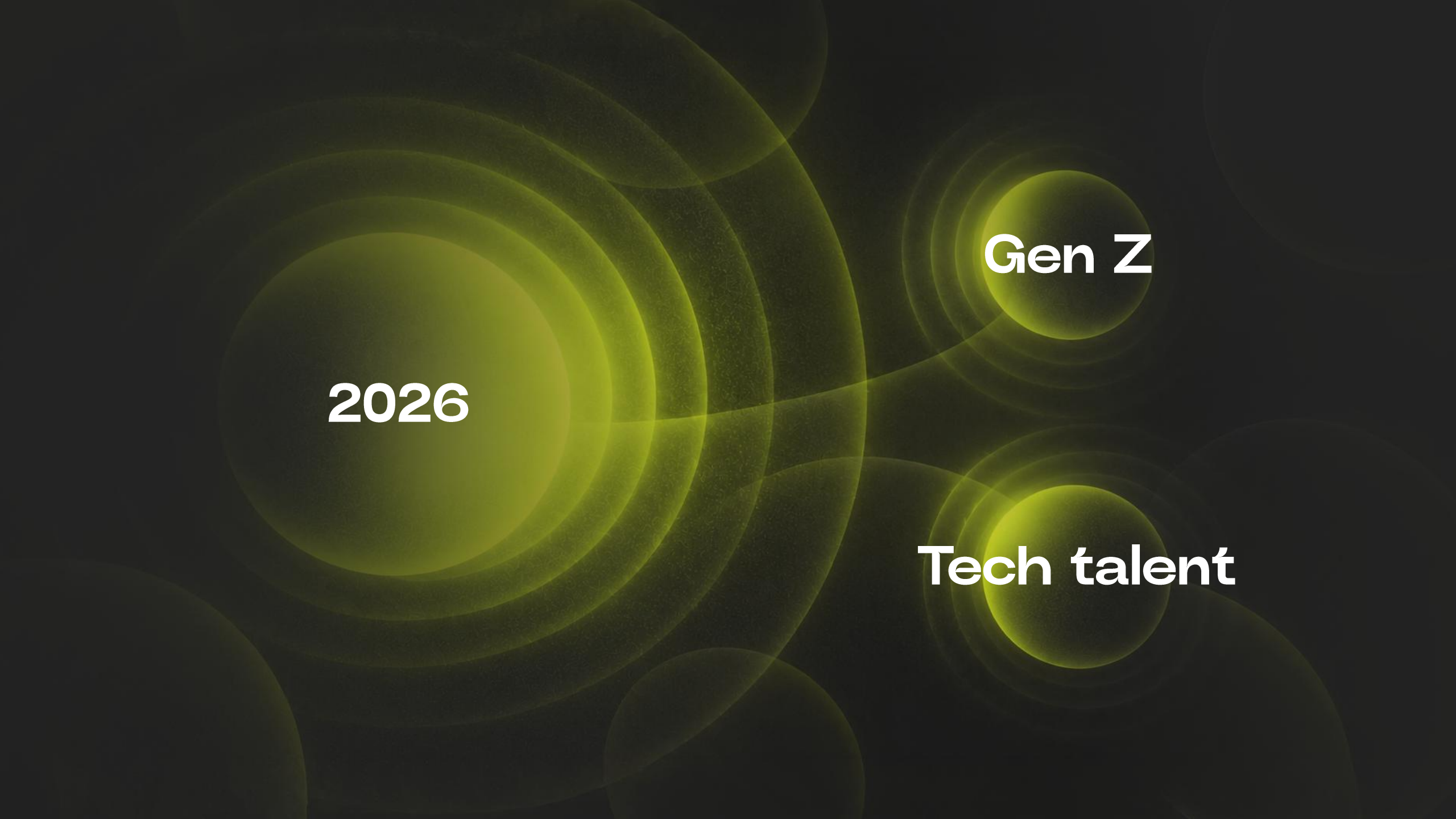
Finance specialists: #8 → #3



→ **Flexibility** is becoming a **mainstream expectation**  
It increasingly affects the broader perception of the employer (**management culture**, employee autonomy, systems)

→ Structure enables **autonomy**

= **Flexibility + enabling structure**  
= **productive autonomy**

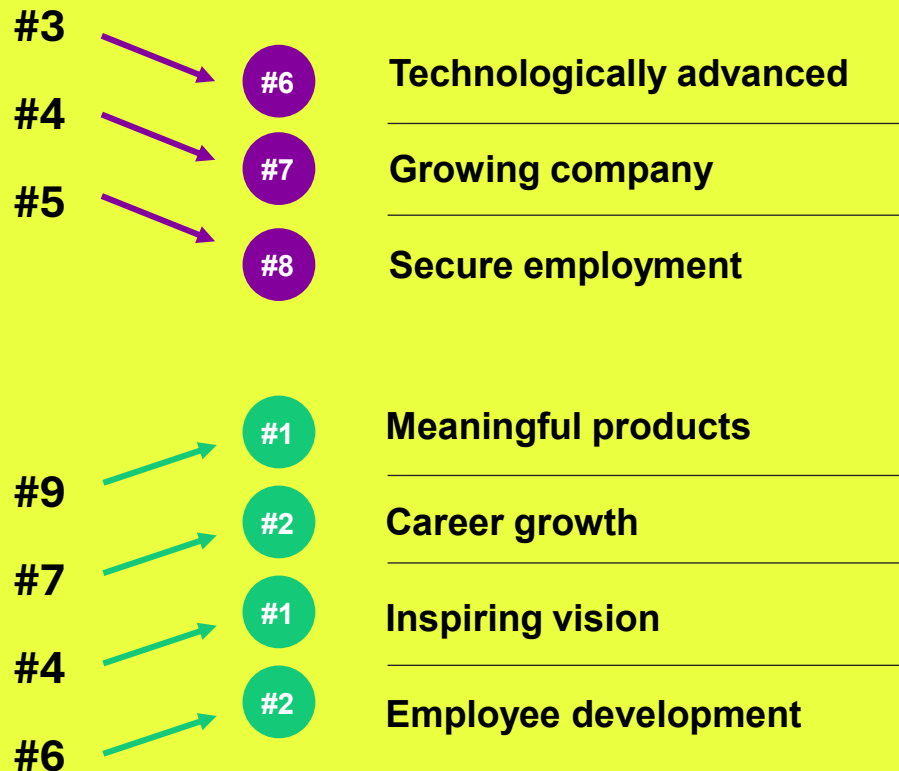


**2026**

**Gen Z**

**Tech talent**

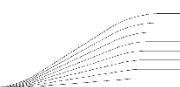
# Gen Z priorities shift from corporate credentials to personal future value



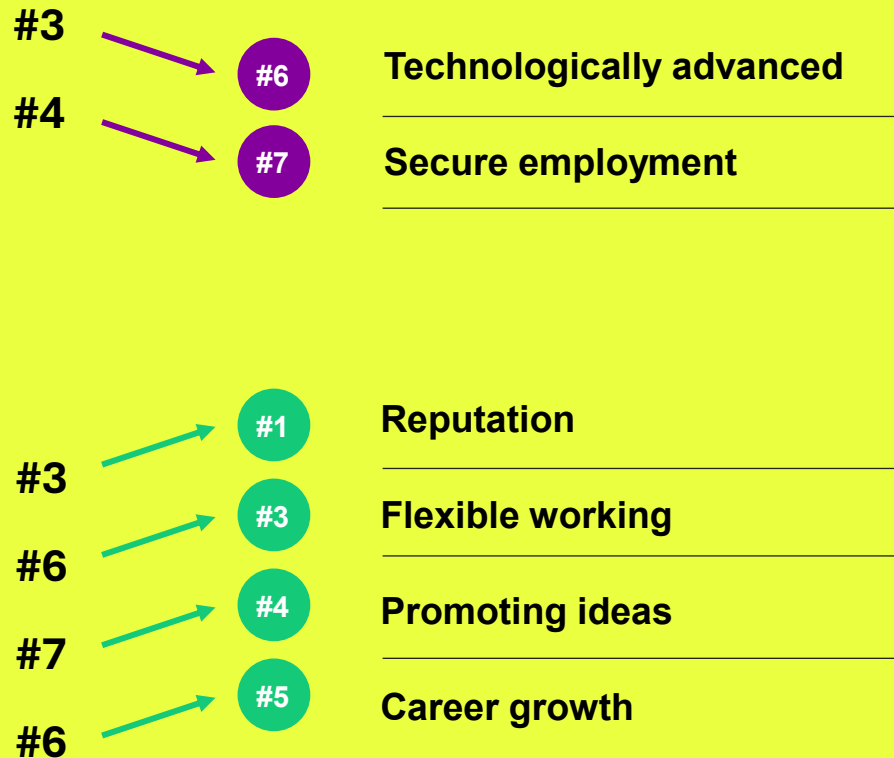
→ Young people are evaluating employers less as organizations to belong to and more as **platforms for becoming:**

what I will work on  
where this will take me  
what I will become  
why my contribution matters

→ Preferred form of security may be changing from “**Will this company keep me?**” to “**Will this experience keep me valuable?**”



# Tech talent has stopped shopping by sector



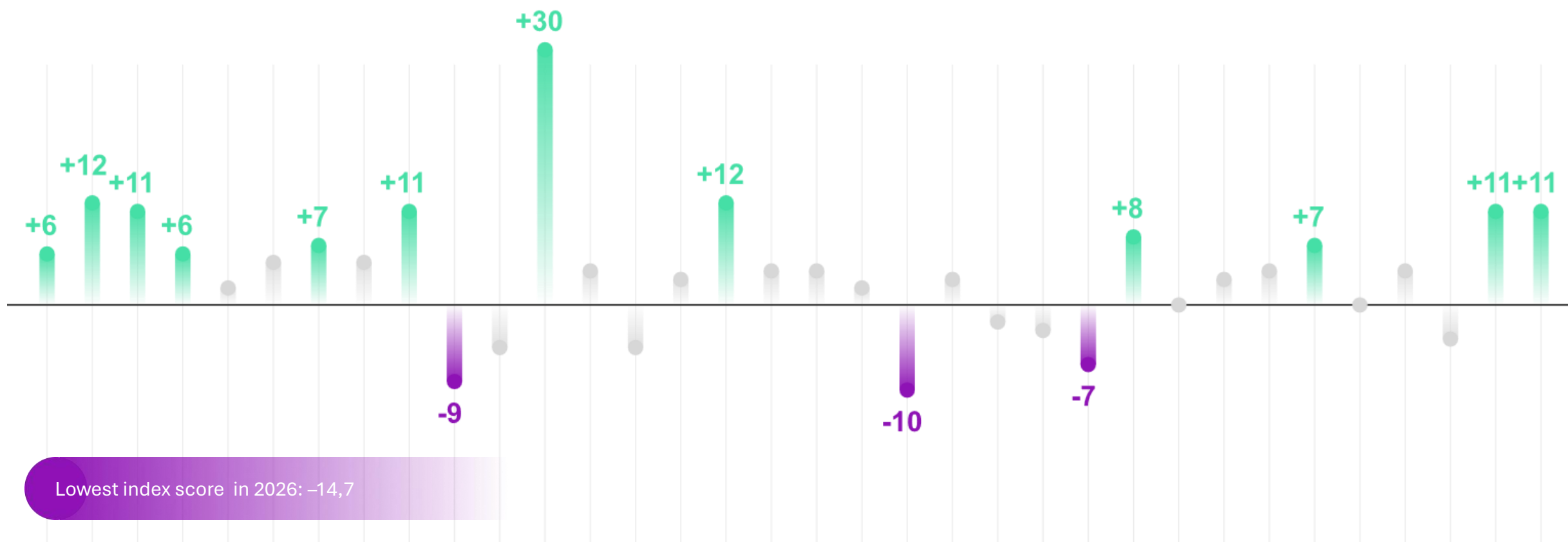
- Being “tech” alone no longer makes an employer the obvious choice
- Reputation now carries more weight than a tech label
- Rising factors point to the desire for greater control over how their career develops, rather than dependence on one supposedly secure employer

The result: tech talent is looking beyond the tech sector for **employers that offer credibility, future growth and real influence.**

# Employer Brand Index Change

## 2025 → 2026 | IT & Data specialists

Highest index score in 2026: 76



Lowest index score in 2026: -14,7

# The foundations stayed. Talent is applying a tougher test.

## Holy grail

### Trust still opens the door

Reputation and employee feedback remain decisive.

### Work must still reward and matter

Competitive pay and meaningful work remain core expectations.

### Supportive culture remains non-negotiable

Talent still wants a friendly, dynamic environment.

## What is transforming

- 1 Corporate credentials >>> Personal future value**  
 Not only: "Is this a successful company to work for?"  
 But: "Will this work help me grow, contribute and remain valuable?"
- 2 Flexibility as a perk >>> Productive autonomy**  
 Not only: "Can I work remotely?"  
 But: "Will I have the trust and clear systems to do my best work?"
- 3 Employer promises >>> Credible proof**  
 Not only: "What does the employer say?"  
 But: "What examples from company life actually prove it?"
- 4 (for tech talent) Tech company bubble >>> Best place to do tech work**  
 Not only: "Is this a technologically advanced company?"  
 But: "Will I have real influence and build a strong tech career here?"

# The 2027 employer-brand formula:

## Valuable future

From celebrating  
the company  
To showing  
the candidate's future



## Enabling workplace

From advertising  
flexibility  
To revealing how work  
actually works



## Credible proof

From EVP adjectives  
To an evidence-led  
employer brand

Lead less with growth, success and innovation. Show:

- / what people will work on and influence;
- / what skills they will gain;
- / where the experience can take their career.

Do not stop at hybrid-work policies. Show:

- / how much autonomy employees really have;
- / how decisions are made;
- / how managers and systems enable good work.

Connect every promise to proof:

**Claim:** "People grow here."

**Practice:** regular development and internal mobility.

**Proof:** real employee journeys and outcomes.

# Ready to boost your employer brand?

**LET'S CONNECT**

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