

Talentų traukos anatomija 2026

įžvalgos iš naujausio
darbdavių tyrimo



Rūta Gaudiešienė

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.

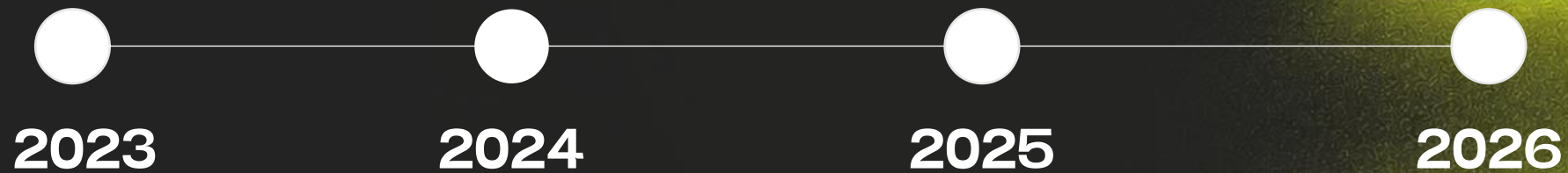
Attributes that actually matter. Only employer traits that current, former, and potential **employees care about**

Advanced analytics over tricky questions.

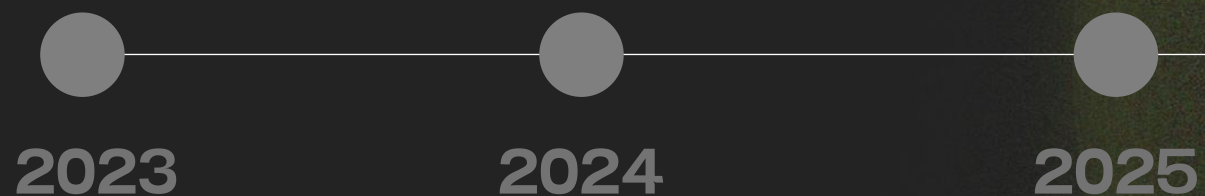
We don't force respondents into unrealistic choices. Instead, we analyze company preferences and measure **actual importance** of each brand attribute.



Tracking talent market pulse for 4 years



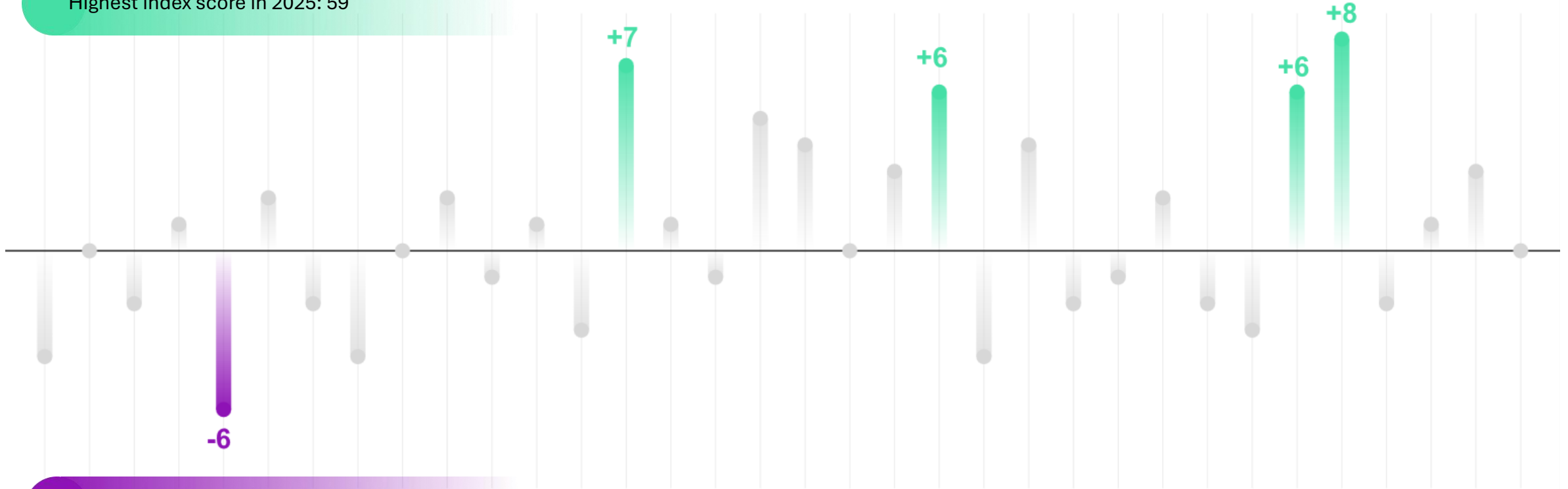
Something
noticeably
different



2026

Employer Brand Index Change 2024 → 2025

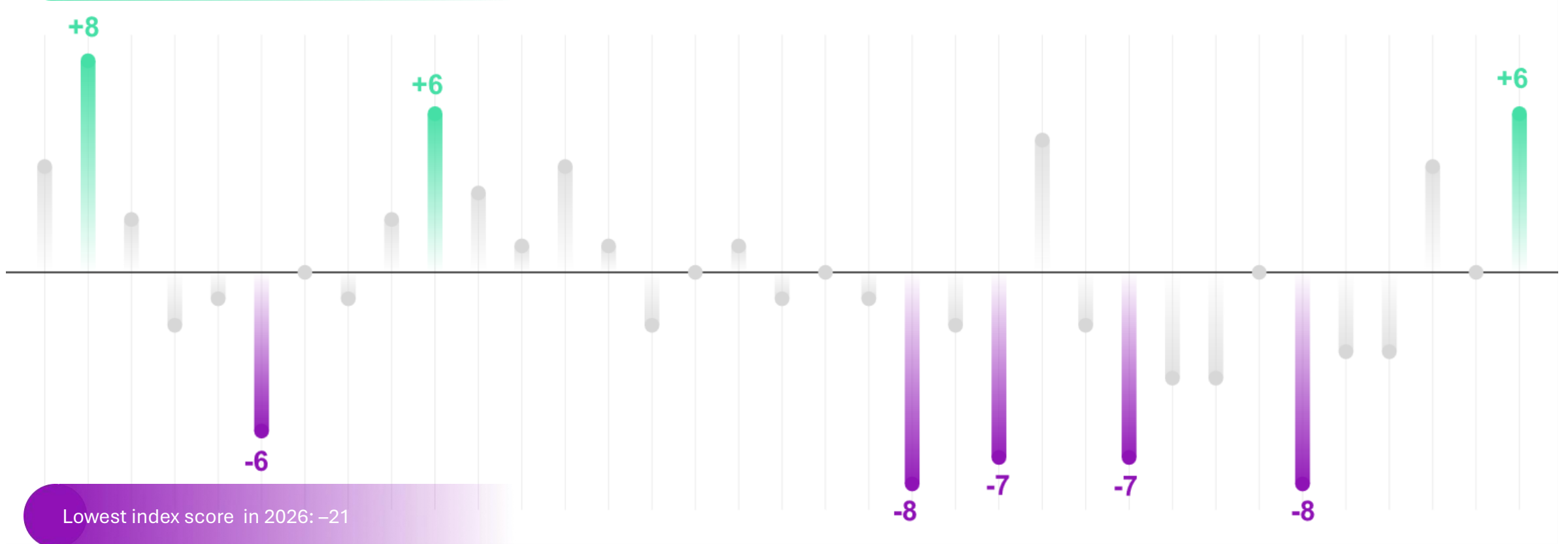
Highest index score in 2025: 59



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:

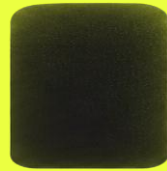
- **Some attribute importance shifted significantly.**
More on that in a moment.
- **Positive qualities were assigned to brands less often**
Employers strengthened at least one image attribute

74%



2024 → 2025

32%



2025 → 2026

It signals that the
proof threshold has risen:

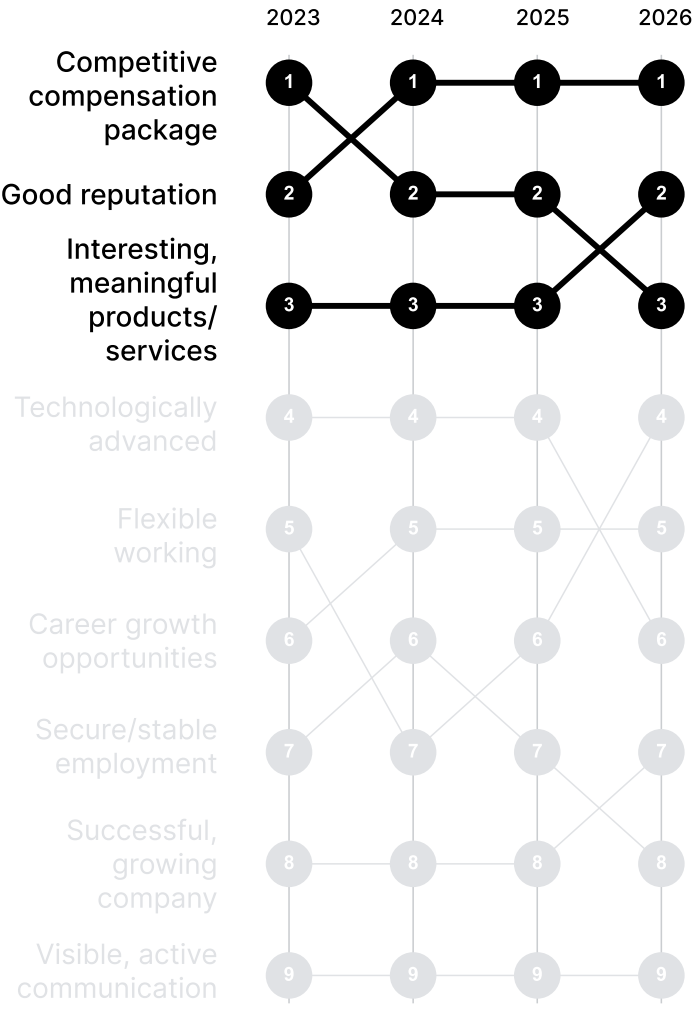
**“I assume
it's true.”**



“Show me.”

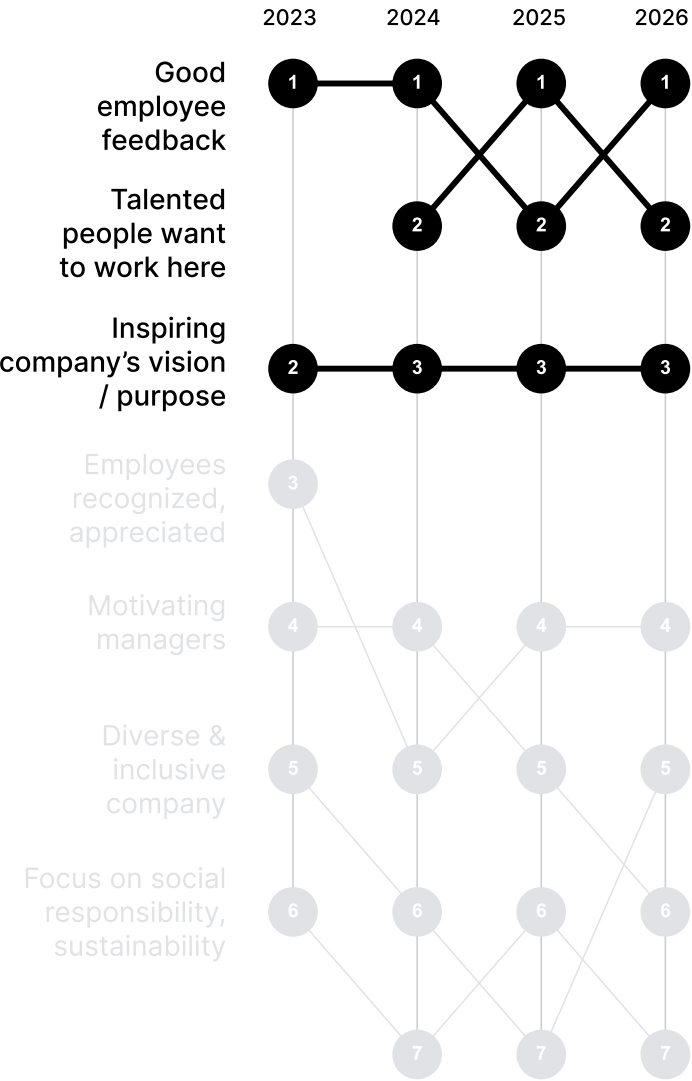
Organizational exterior

related to company sector, type, size, etc.

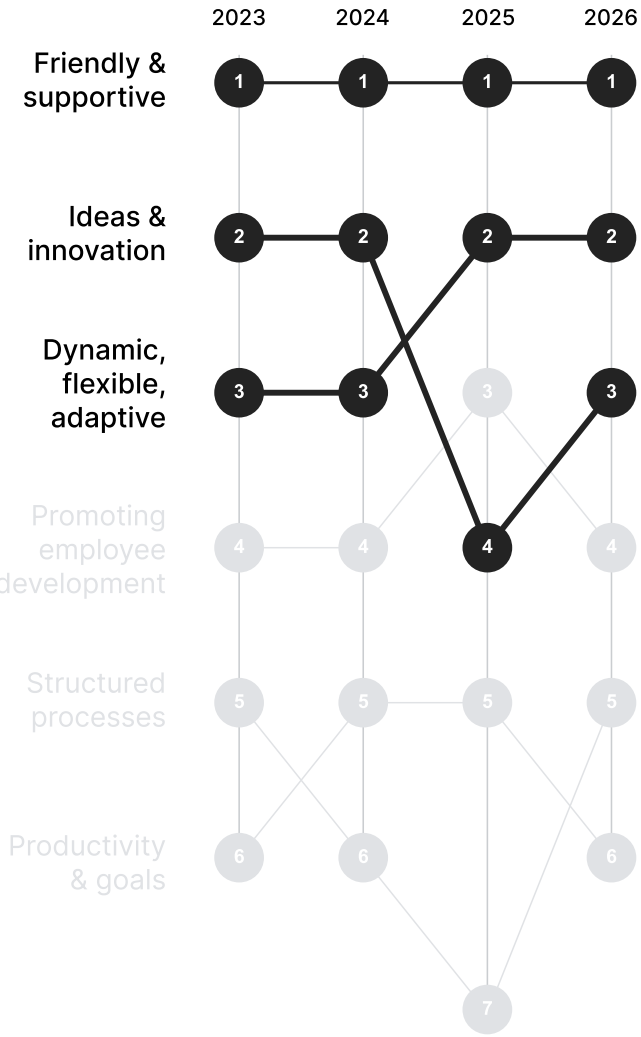


Inner layer

less tangible, environment, people related factors



Culture factor dynamics

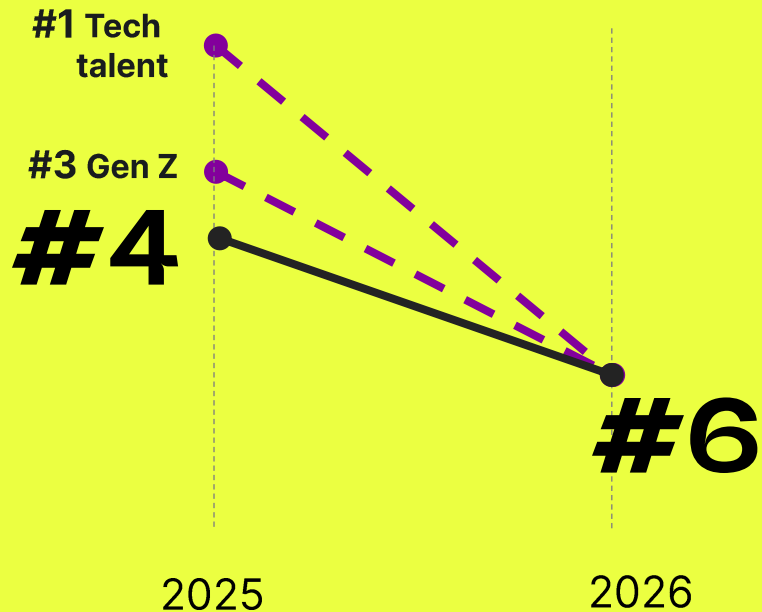


The tech halo is losing edge

Technologically advanced,
innovative company

Tech talent: #1 → #6

Gen Z: #3 → #6



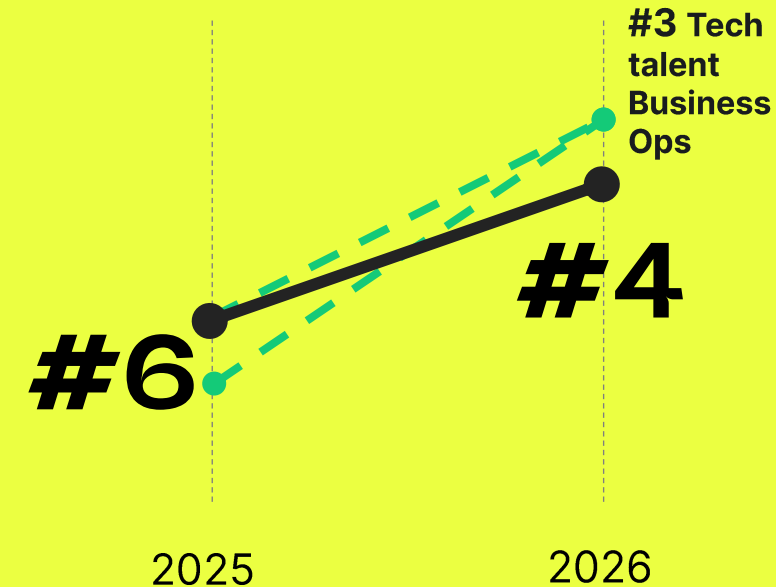
- The shift is strongest **among those closest to the disruption**
- **Technology** is becoming expected, **not distinctive**
- **Technological advancement** promises opportunity. And **creates anxiety**

Talent seek autonomy & less ambiguity

Flexible working

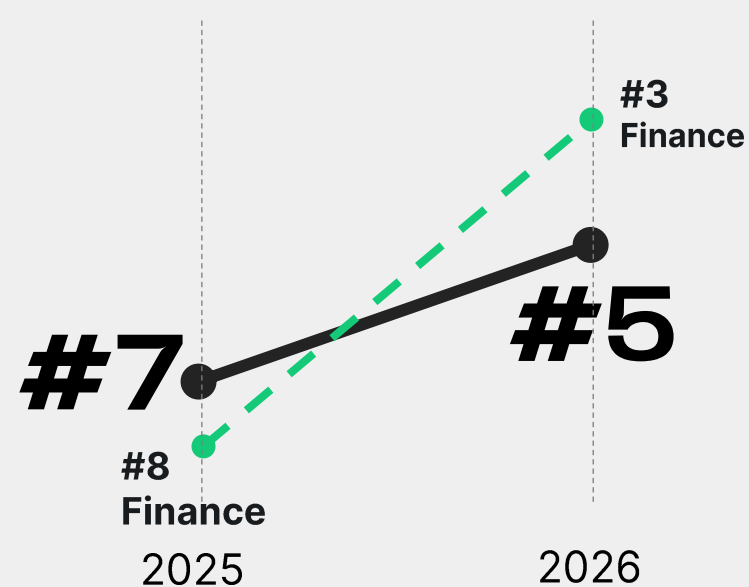
Business/Ops #7 → #3

Tech talent: #6 → #3



Structured workplace with established processes

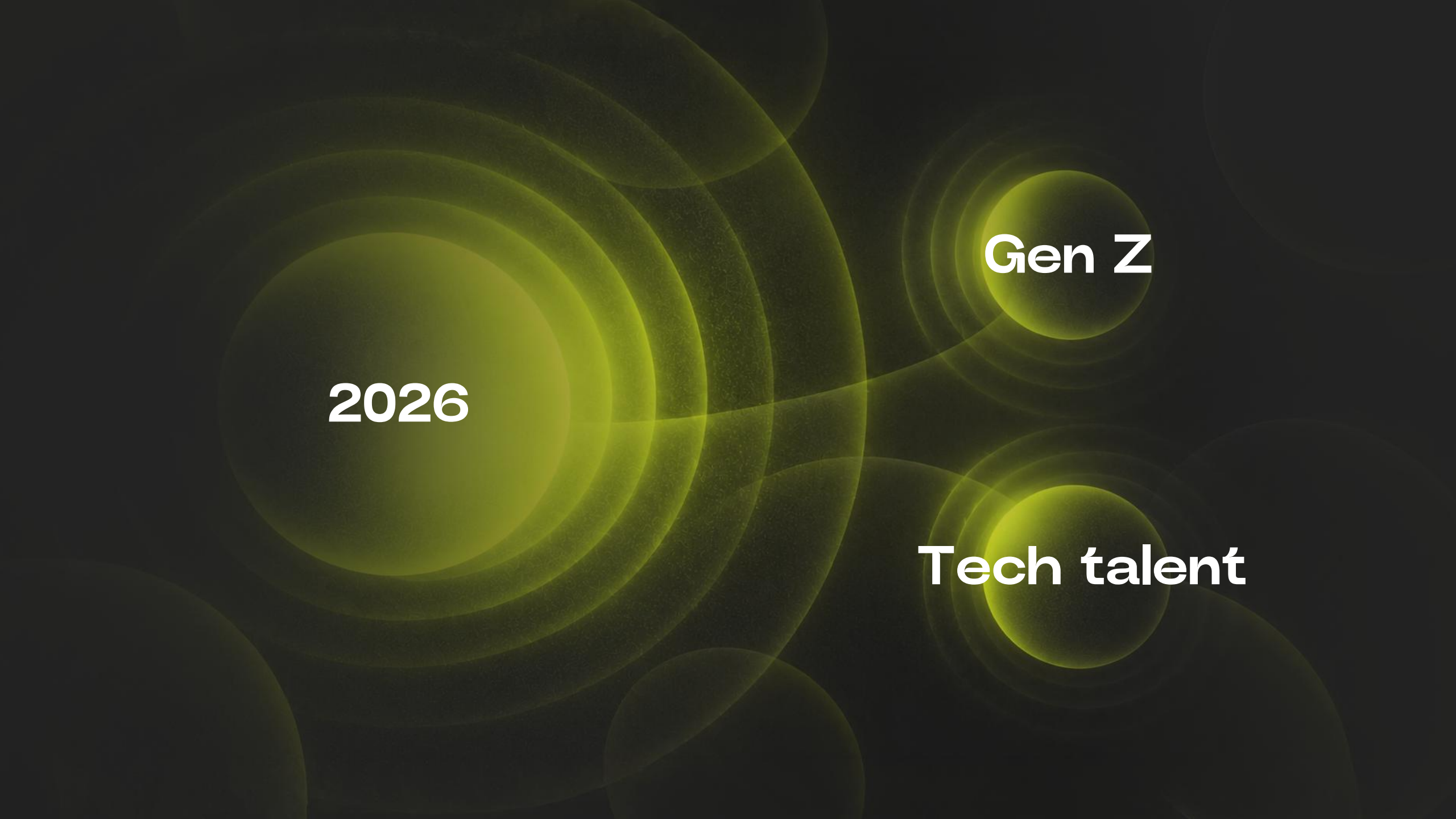
Finance specialists: #8 → #3



→ **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**

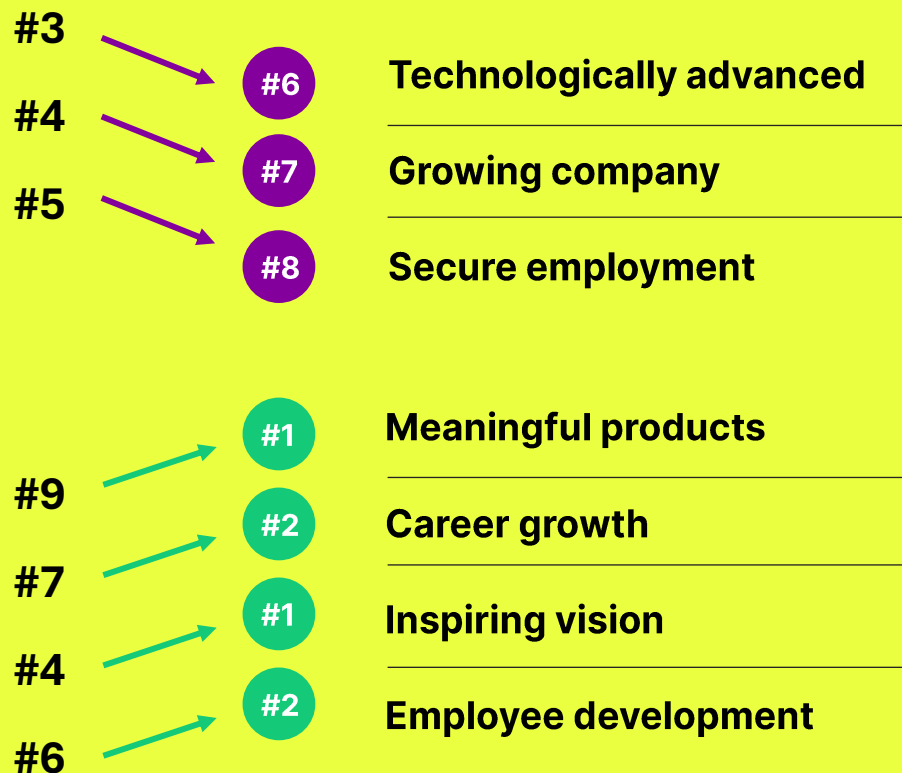


2026

Gen Z

Tech talent

Gen Z priorities shift from corporate credentials to personal future value

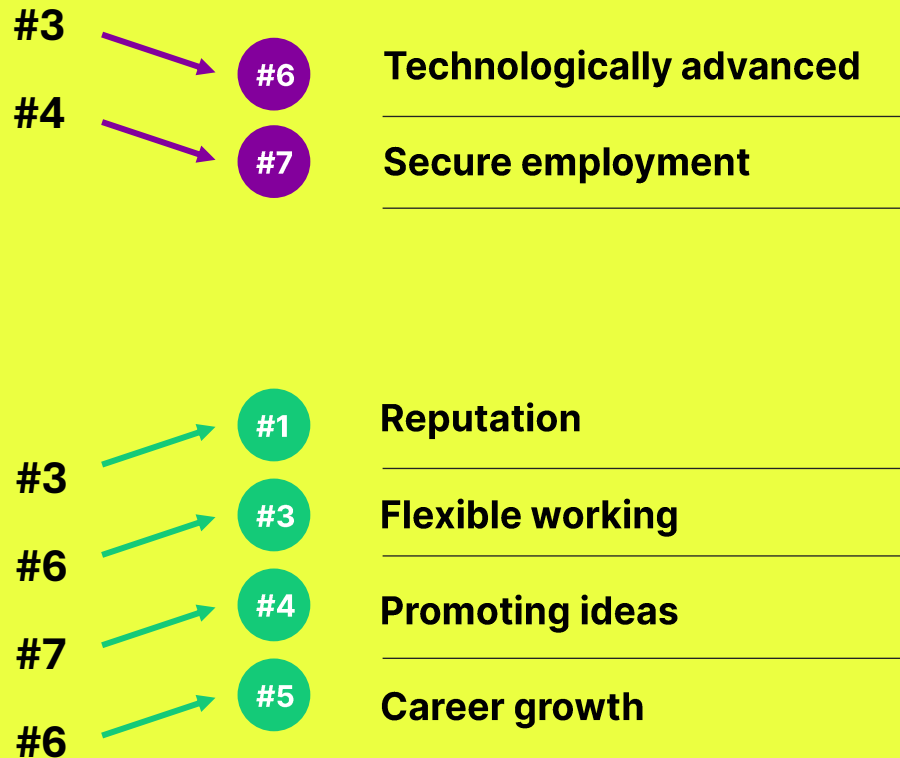


→ Young people are evaluating employers less as organizations to belong to and more as **platforms for becoming:**

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



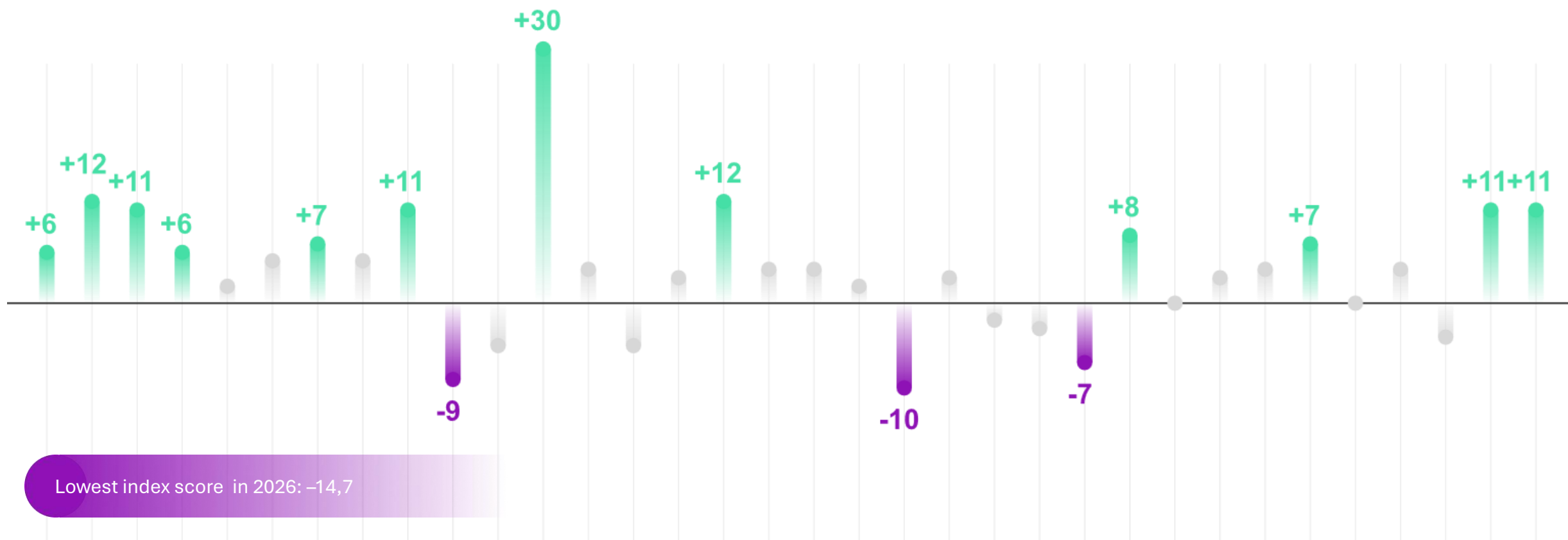
- Being “tech” alone no longer makes an employer the obvious choice
- Reputation now carries more weight than a tech label
- Rising factors point to the desire for greater control over how their career develops, rather than dependence on one supposedly secure employer

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

Employer Brand Index Change

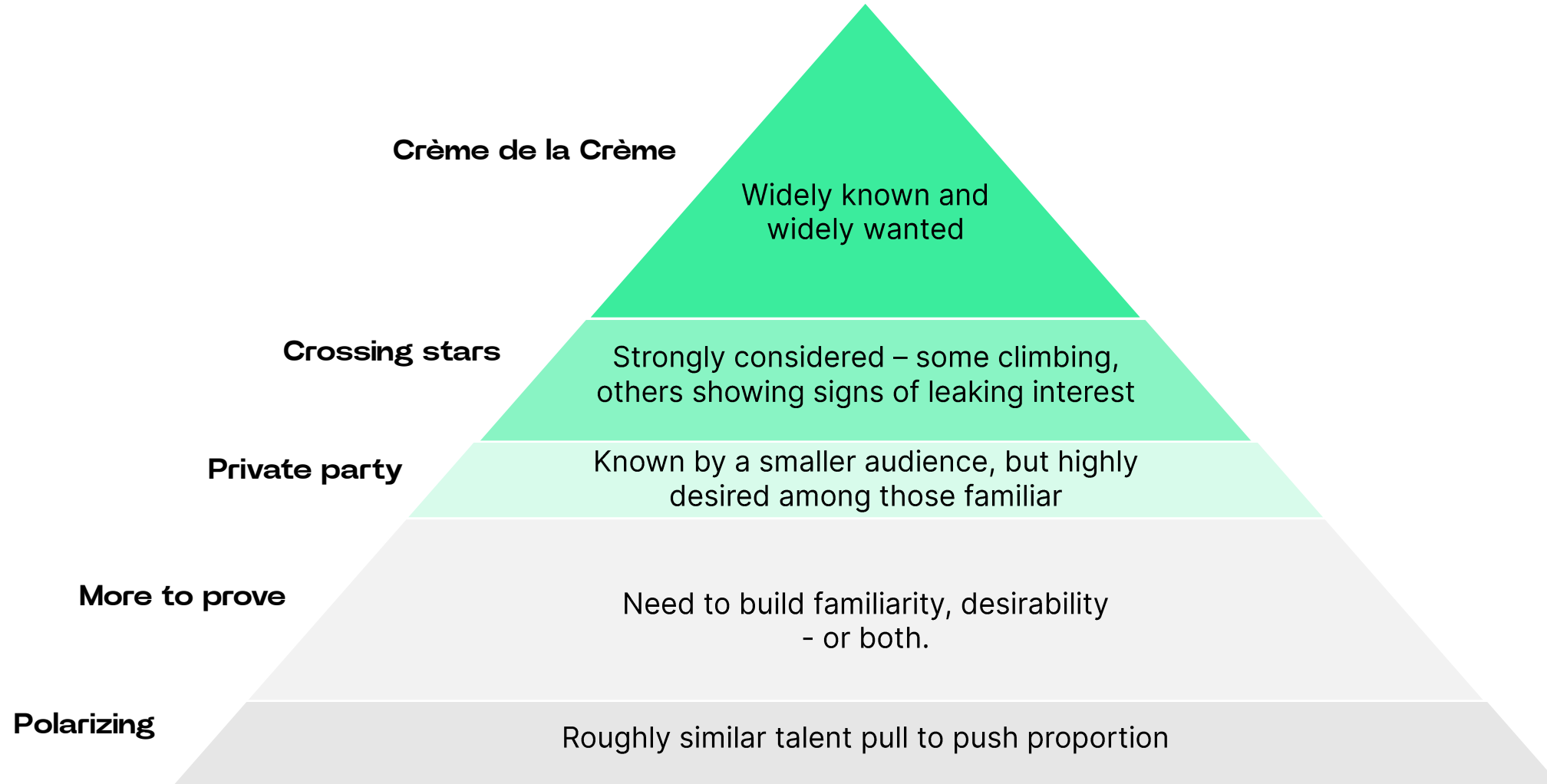
2025 → 2026 | IT & Data specialists

Highest index score in 2026: 76

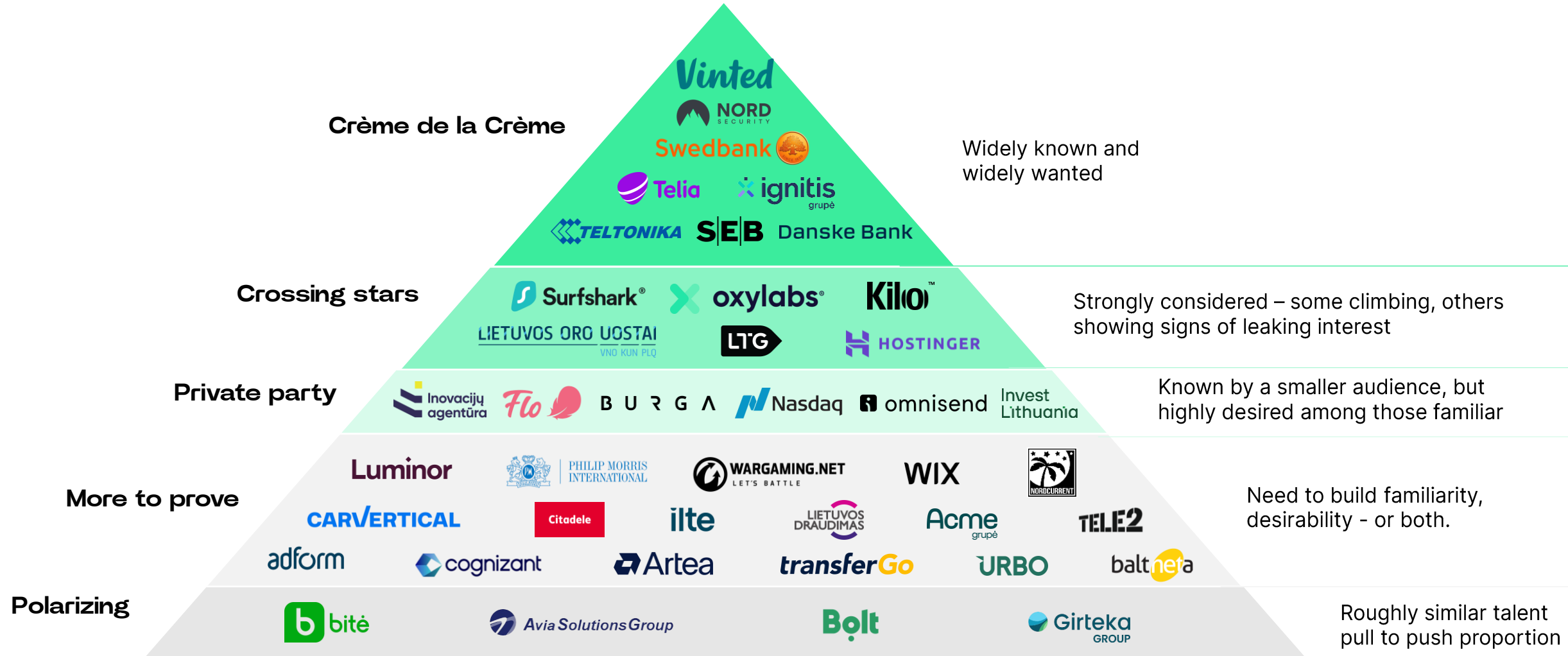


Lowest index score in 2026: -14,7

Employer attraction pyramid | categories

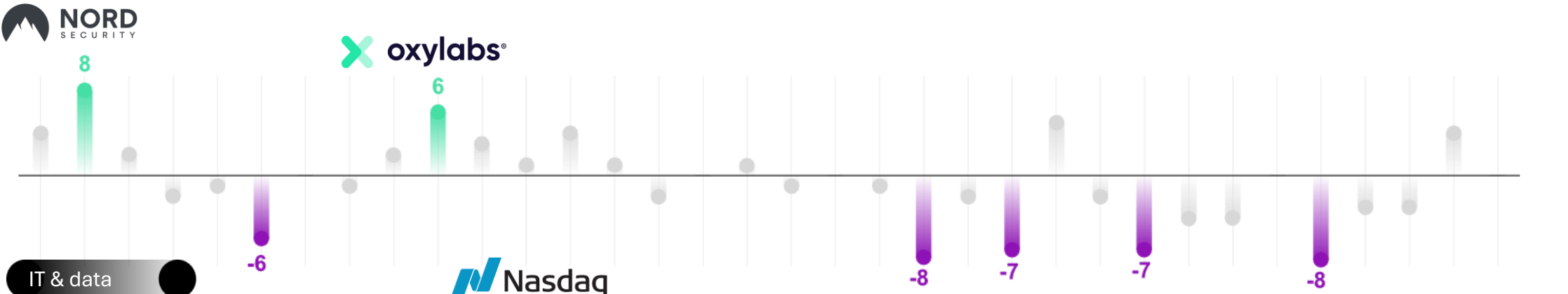


Employer attraction pyramid 2026 | All respondents

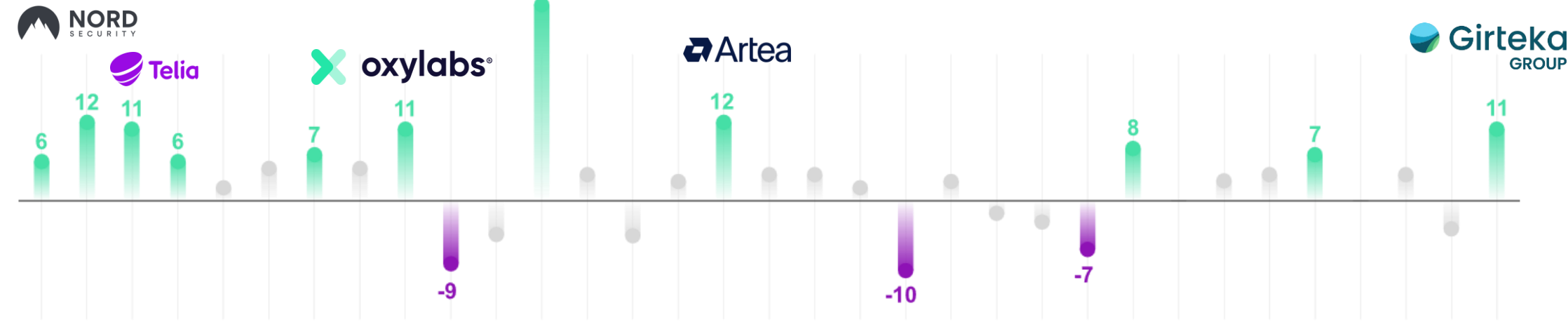


Biggest employer attraction improvements | 2026

All specialists



IT & data



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 new 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 build an employer brand that works?

Let's start with a conversation.

employerbrand@civitta.com

<https://civitta.com/lt/darbdavio-ivaizdzio-tyrimas>

