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BOSTON CONSULTING GROUP

Creating People Advantage 2026

Lithuania

MARCH 2026

WFPMA
World Federation of People Management Associations

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- Global overview of results

Lithuania results

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The Creating People Advantage Study provides a comprehensive global perspective from HR professionals…

… to holistically assess the status quo of topics that are the most urgent in terms of improving HR departments' capabilities around the globe.

… to provide in-depth perspectives and best practices on key topics for the HR function.

… and thereby equips HR leaders with invaluable HR insights to drive future business success.

Source: WFPMA and their regional associations, BCG

…with a unique cooperation between EAPM, WFPMA, and BCG as the basis for success

WFPMA · AHRC · FIDAGH · NAHRMA · eapm · APFHRM

Network of five regional associations >550,000 global HR professionals as members
Deep expertise on key trends in HR

CPA study

Extensive data base
Sound methodology

BCG

- Methodological expertise
- Analytical know-how
- Editorial & publishing proficiency

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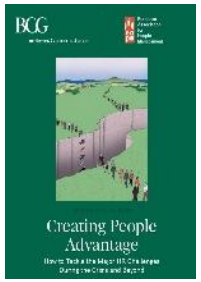
The largest global HR study shaping the future of people and HR – 10th edition 2026

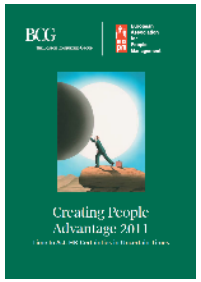


CPA Europe 2009

How to address HR challenges in the recession

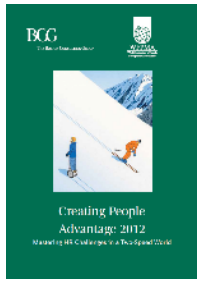
CPA 2010

Creating a New Deal for Middle Managers



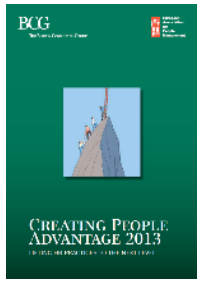
CPA Europe 2011

Time To Act: HR certainties in uncertain times



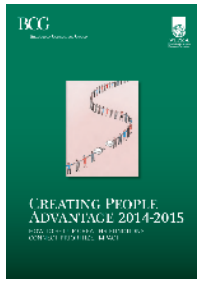
CPA 2012

Realizing the Value of People Management



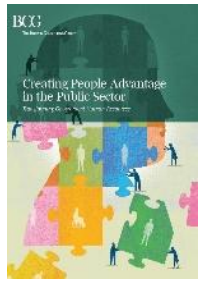
CPA Europe 2013

Lifting HR practices to the next level



CPA 2014/2015

How to Set Up Great HR Functions: Connect, Prioritize, Impact



CPA 2016

Creating People Advantage in the Public Sector

CPA 2021

The Future of People Management Priorities

CPA 2023

Set the Right People Priorities for Challenging Times

CPA 2026

Four Power Moves for the CHRO

Source: BCG

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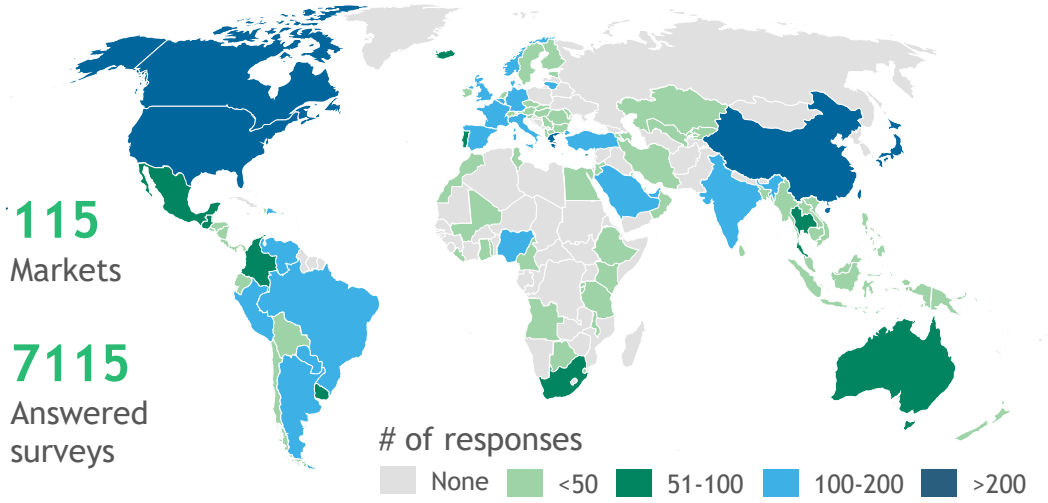
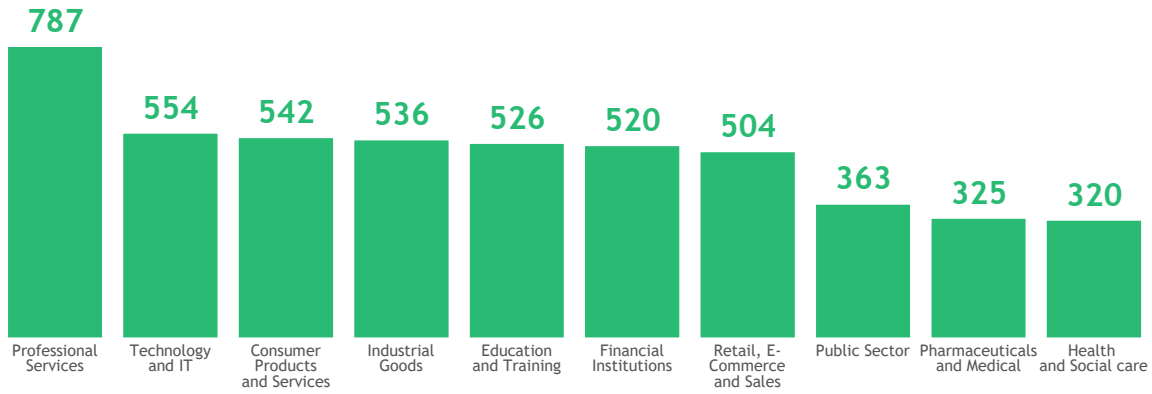
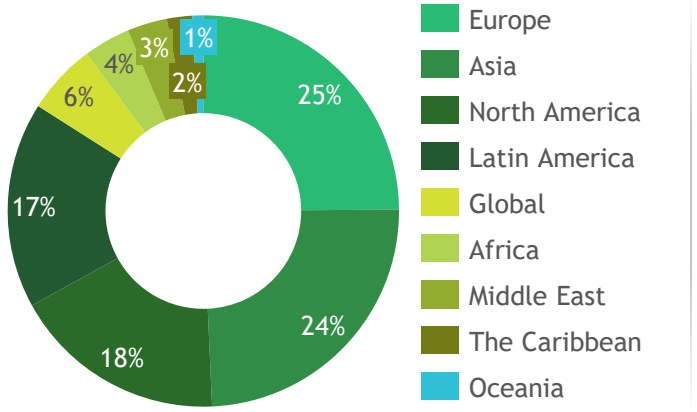
Our survey drew responses from 7,115 participants in 115 markets across various industries and seniority levels



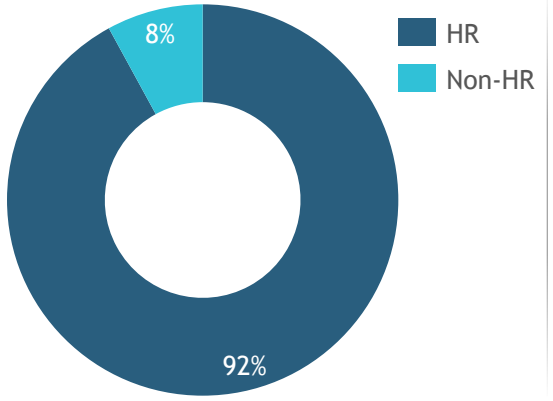
Industry split Top 10



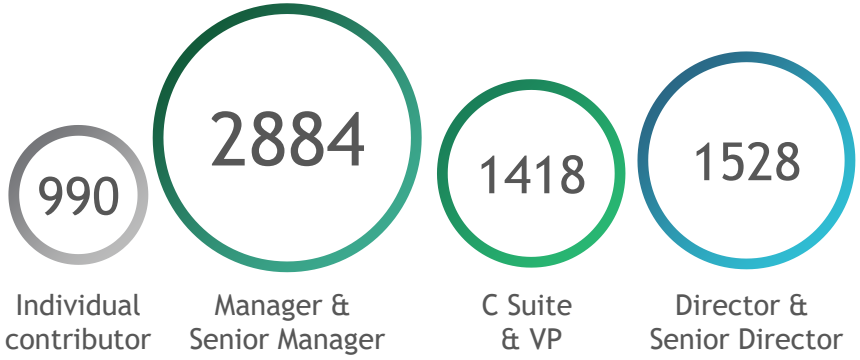
Region of Focus



Current position



Level of Seniority



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.
China includes Mainland China (704), Hong Kong (332), and Taiwan (18)

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The analysis considers 28 HR and People Management topics in 9 clusters

Source: CPA 2026 - BCG/WFPMA proprietary web survey and analysis

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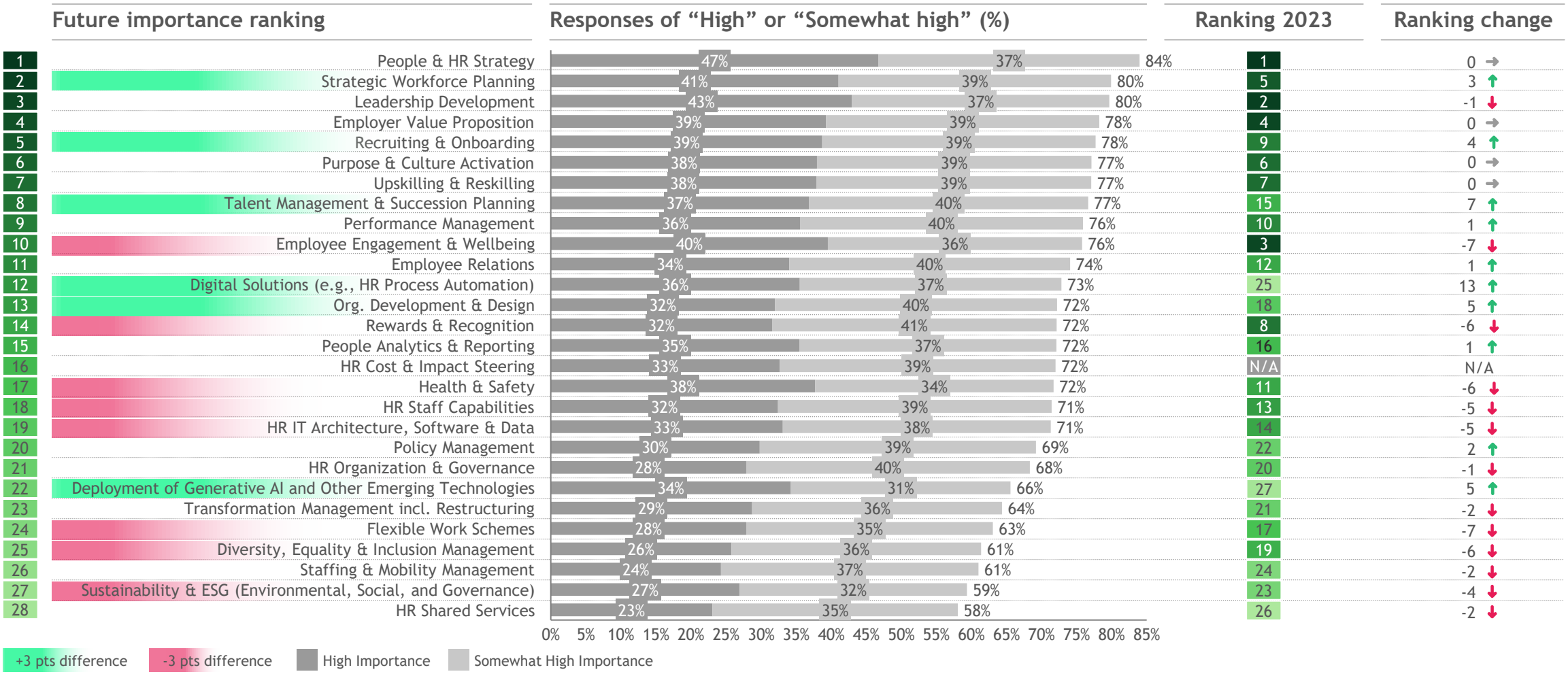
HR priorities shift toward workforce capability, talent infrastructure, and digital enablement



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.
The 2023 topic ranking was recalculated based on the average percentage of "High" and "Somewhat high" responses considering merged topics.

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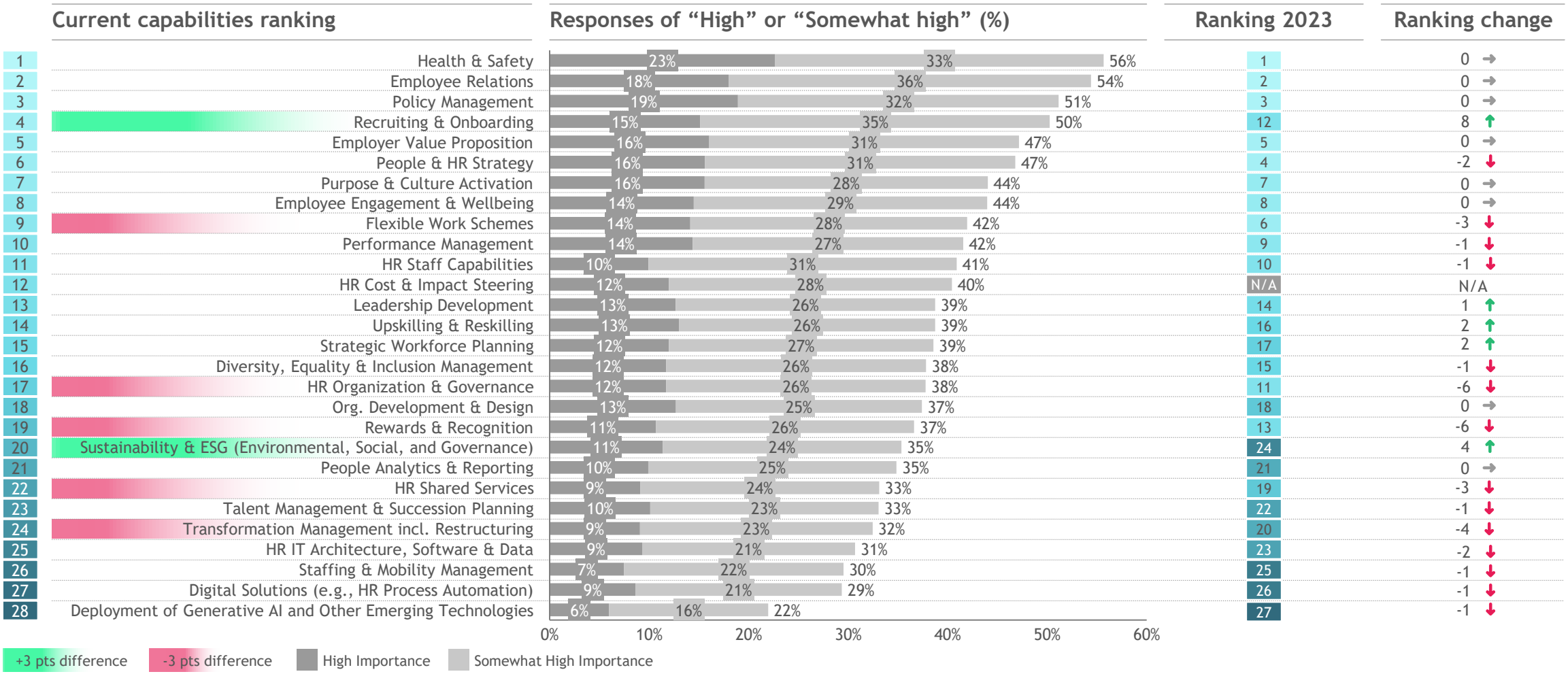
Capabilities lag behind future-critical topics with limited progress particularly in digital and AI



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.
The 2023 topic ranking was recalculated based on the average percentage of "High" and "Somewhat high" responses considering merged topics.

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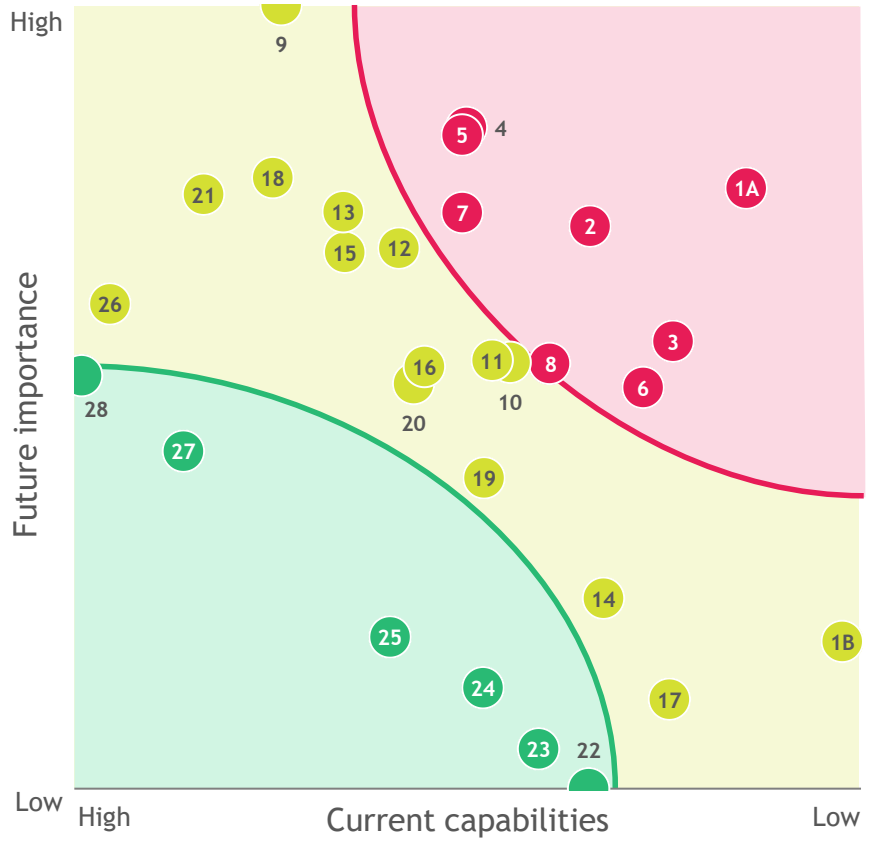
Sorting the 28 topics by difference between current capabilities and future importance lead to a "need to act" prioritization



Strong need to act

- 1A Deployment of Generative AI and Other Emerging Technologies *[Large companies[1]]*
- 2 Talent Management & Succession Planning
- 3 Digital Solutions (e.g., HR Process Automation)
- 4 Strategic Workforce Planning
- 5 Leadership Development
- 6 HR IT Architecture, Software & Data
- 7 Upskilling & Reskilling
- 8 People Analytics & Reporting

Medium need to act

- 1B Deployment of Generative AI and Other Emerging Technologies *[Small companies[1]]*
- 9 People & HR Strategy
- 10 Rewards & Recognition
- 11 Org. Development & Design
- 12 Performance Management
- 13 Purpose & Culture Activation
- 14 Transformation Management incl. Restructuring
- 15 Employee Engagement & Wellbeing
- 16 HR Cost & Impact Steering
- 17 Staffing & Mobility Management
- 18 Employer Value Proposition
- 19 HR Organization & Governance
- 20 HR Staff Capabilities
- 21 Recruiting & Onboarding
- 26 Employee Relations

Low need to act

- 22 HR Shared Services
- 23 Sustainability & ESG
- 24 Diversity, Equality & Inclusion Management
- 25 Flexible Work Schemes
- 27 Policy Management
- 28 Health & Safety

2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115) 1. Delta calculation for GenAI deployment split by company size due to significant differences. Large companies > 5000, Small companies < 5000
Note: Ranked by highest number of responses in "high" and "somewhat high"

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Talent priorities reflect local labor market dynamics and HR maturity levels

	Global	Americas								Europe								Asia Pacific								Africa
Future Importance	Global	United States	Argentina	Brazil	Canada	Dominican Republic	Paraguay	Peru	Venezuela	Belgium	Denmark	Germany	Greece	France	Italy	**Lithuania**	Norway	Spain	Türkiye	United Kingdom	Mainland China	Hong Kong	India	Japan	Saudi Arabia	United Arab Emirates	Nigeria
People & HR Strategy	1	1	1	1	1	10	13	3	10	1	2	1	2	1	3	3	3	1	1	2	1	1	3	2	1	22	1
Strategic Workforce Planning	2	2	20	8	2	13	19	16	16	3	8	3	6	5	12	1	7	15	2	12	2	7	2	4	9	20	5
Leadership Development	3	6	2	16	4	8	3	11	5	2	1	7	5	11	6	2	2	3	9	22	3	10	9	3	24	16	15
Employer Value Proposition	4	4	12	6	3	9	8	7	14	9	9	16	7	22	2	12	12	4	16	10	7	8	6	7	8	2	13
Recruiting & Onboarding	5	3	17	2	5	15	8	9	18	5	5	17	1	15	4	5	1	17	22	3	10	18	6	11	5	23	11
Purpose & Culture Activation	6	9	16	15	11	5	11	4	4	12	7	15	12	16	8	8	8	9	6	12	11	2	15	1	14	18	6
Upskilling & Reskilling	7	11	7	3	9	16	23	18	20	3	6	6	3	7	7	16	4	6	6	5	9	4	15	8	20	10	3
Talent Management & Succession Planning	8	7	18	14	7	21	20	14	24	8	11	10	4	19	5	18	13	11	8	8	4	11	1	6	6	4	18
Performance Management	9	9	4	8	12	4	2	4	11	14	16	21	13	13	17	7	16	9	20	6	5	9	4	12	10	8	7
Employee Engagement & Wellbeing	10	5	13	5	6	6	6	12	9	6	3	9	9	9	1	4	5	2	15	4	15	22	5	5	12	14	19
Total number of responses	7115	926	122	152	352	172	164	161	139	111	158	168	242	135	118	104	159	110	127	123	704	332	112	344	106	119	155

Color code for global ranking

Low importance — High importance

Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).
Note: "Other" and "N/A" responses are not included. Selected sample of the 115 markets analysed.

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Operational strength is broadly established while strategic talent capabilities differ widely by market

Current Capabilities	Global	United States	Argentina	Brazil	Canada	Dominican Republic	Paraguay	Peru	Venezuela	Belgium	Denmark	Germany	Greece	France	Italy	Lithuania	Norway	Spain	Türkiye	United Kingdom	Mainland China	Hong Kong	India	Japan	Saudi Arabia	United Arab Emirates	Nigeria
	Global	Americas								Europe											Asia Pacific						Africa
Health & Safety	1	1	1	2	2	4	1	2	2	1	3	1	1	1	1	1	1	2	1	1	1	23	6	1	3	9	2
Employee Relations	2	2	2	1	1	1	2	1	1	3	9	3	2	2	2	3	2	1	2	3	4	11	9	4	14	19	1
Policy Management	3	4	5	8	5	3	3	4	3	5	7	6	3	13	6	2	4	5	5	11	3	4	20	10	6	9	3
Recruiting & Onboarding	4	3	4	4	3	7	5	8	11	2	5	4	4	3	5	5	3	4	3	4	2	17	2	9	2	7	4
Employer Value Proposition	5	6	9	10	4	8	7	12	6	4	10	5	9	17	3	14	10	7	7	9	6	2	5	5	5	3	13
People & HR Strategy	6	5	12	7	6	13	17	6	14	7	1	12	7	11	7	4	6	8	6	2	11	9	7	15	9	17	6
Purpose & Culture Activation	7	7	7	6	8	10	7	9	9	12	4	8	15	18	13	11	7	20	18	14	15	5	17	6	17	23	7
Employee Engagement & Wellbeing	8	8	13	3	7	5	11	3	5	6	2	10	11	4	10	9	5	6	11	6	9	24	3	8	13	1	16
Flexible Work Schemes	9	11	15	20	11	26	12	13	21	8	8	2	18	5	8	6	12	10	20	15	10	14	27	2	7	24	20
Performance Management	10	10	16	16	13	11	14	5	16	14	22	18	10	14	12	10	18	13	13	7	14	1	3	16	3	6	9
Total number of responses	7115	926	122	152	352	172	164	161	139	111	158	168	242	135	118	104	159	110	127	123	704	332	112	344	106	119	155

Color code for global ranking

Low capability — High capability

Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).
Note: "Other" and "N/A" responses are not included. Selected sample of the 115 markets analysed.

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Global overview of results

Lithuania results

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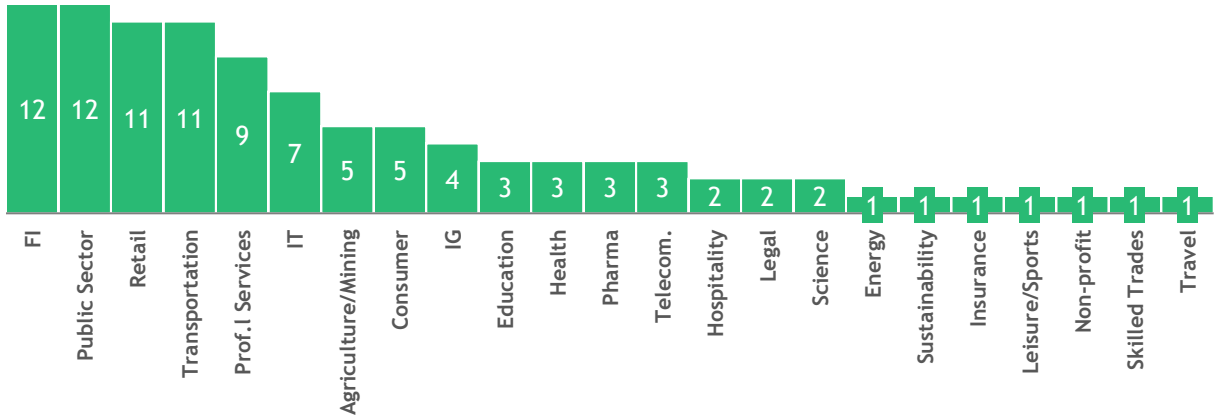
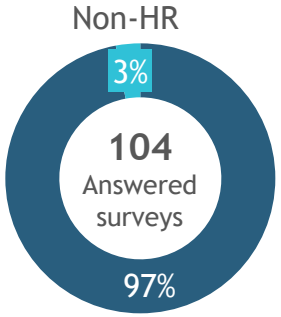
Our survey drew 104 responses from Lithuania

Geography

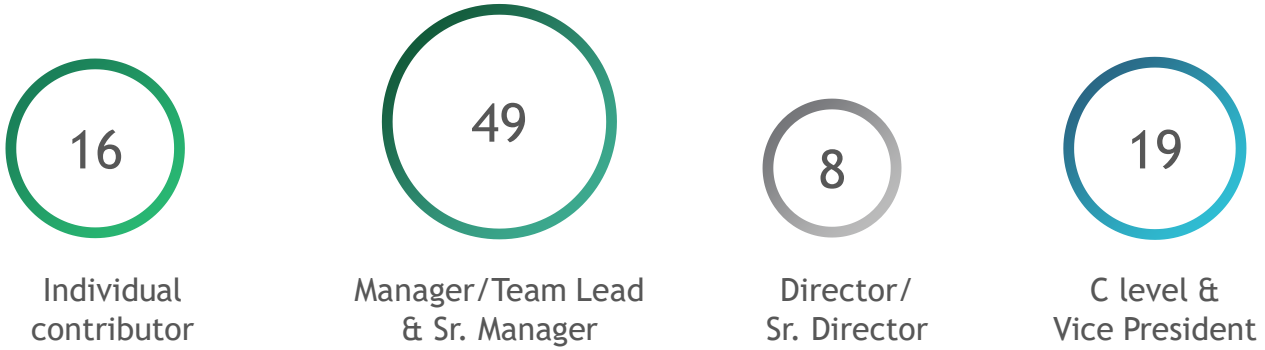
Industry split



Respondent position



Level of Seniority



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, Lithuania total n = 104).
Not Included: N/A and other answers

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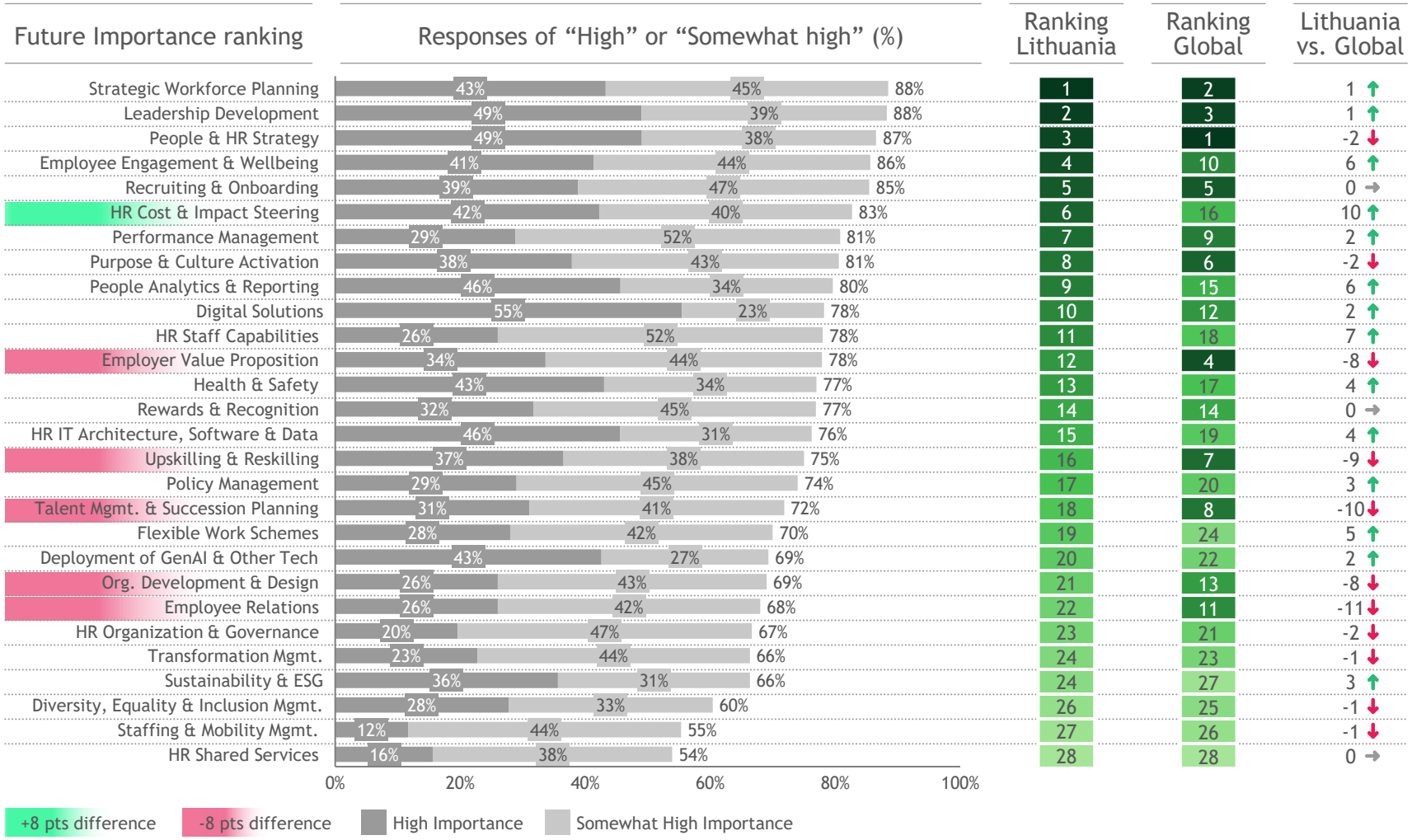
Ranking of 28 topics for Future Importance Global vs Lithuania; large differences in 6 topics



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, Lithuania total n = 104).

Lithuania vs. Global comparison

↑ Future importance of **HR Cost & Impact Steering** is ranked much higher

↓ Future importance of **Employee Relations, Talent Mgmt. & Succession Planning, Upskilling & Reskilling, Employer Value Proposition and Org. Development & Design** ranked much lower

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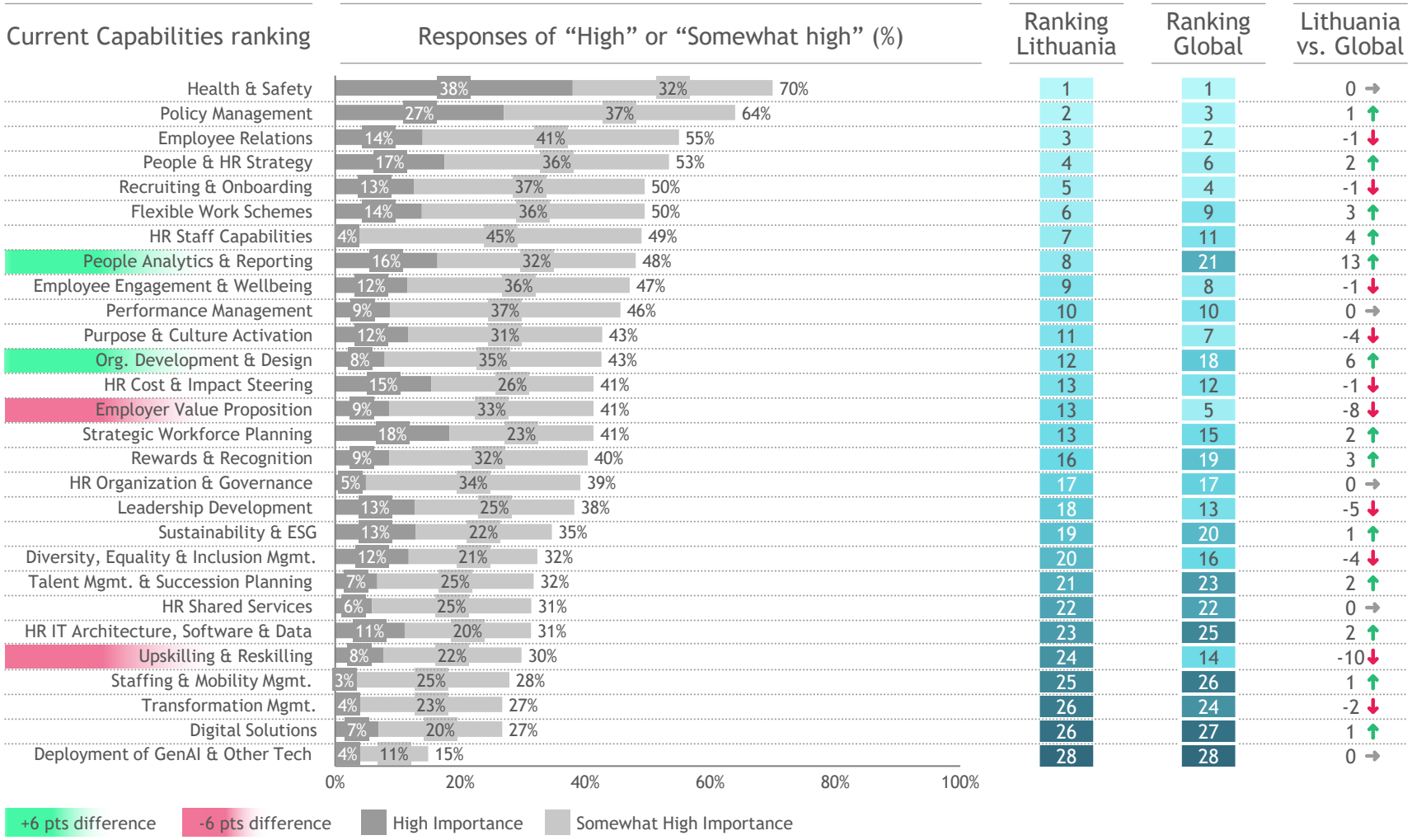
Ranking of 28 topics for Current Capabilities Global vs Lithuania; large differences in 4 topics



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, Lithuania total n = 104).

Lithuania vs. Global comparison

↑ Current capabilities in **People Analytics & Reporting and Org. Development & Design** are ranked much higher

↓ Current capabilities in **Employer Value Proposition, and Upskilling** ranked much lower

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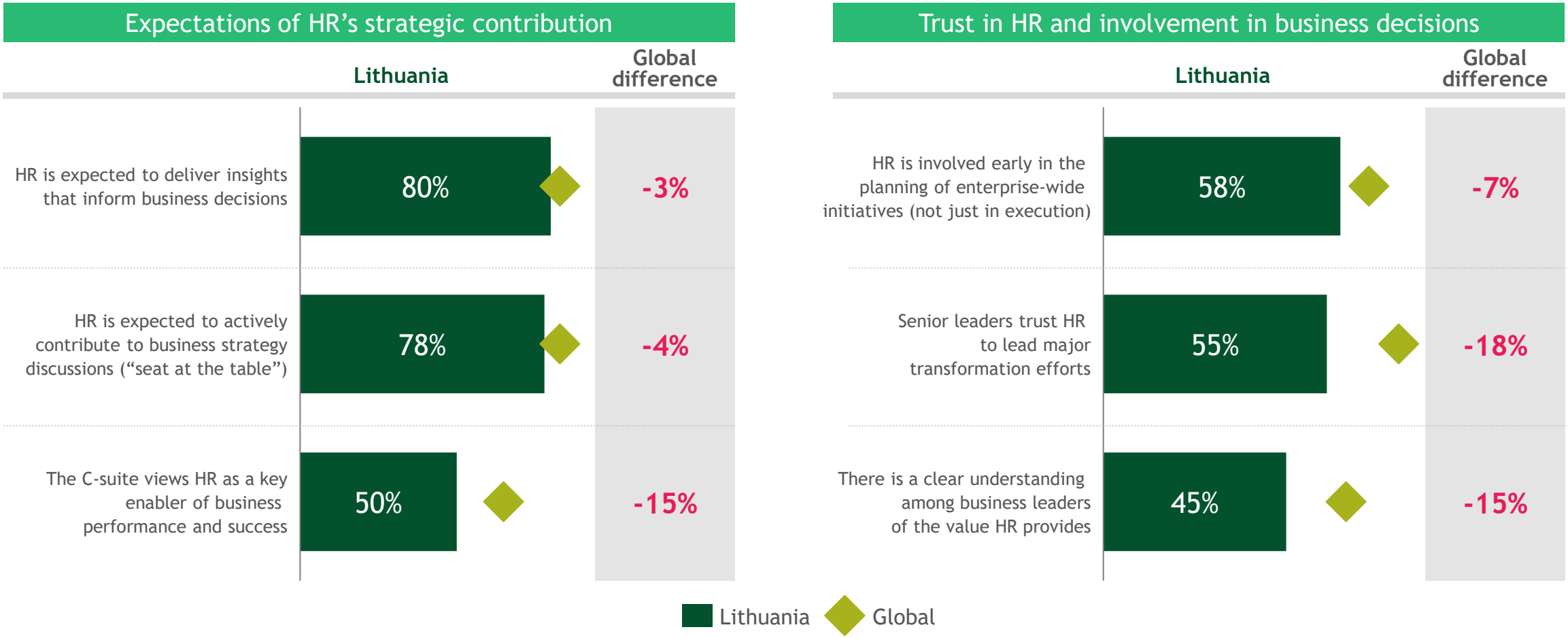
In Lithuania, trust in HR and HR's involvement in business decision-making lag behind global results

How much would you agree with the following statements? In my organization,...



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, Lithuania total n = 104, n size varies by question due to respondent selection).

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Three major topics emerge from the CPA 2026

Main CPA topics

Digitalization / AI

1. Deployment of GenAI & Other Emerging Technologies
3. Digital Solutions (e.g., HR Process Automation)
6. HR IT Architecture, Software & Data
8. People Analytics & Reporting

Workforce of the future

4. Strategic Workforce Planning
2. Talent Management & Succession Planning
5. Leadership Development
7. Upskilling & Reskilling

Value delivery

- Rising expectations on Digital and Workforce require HR to move beyond strong but admin-heavy foundations
- Clear mandate to modernize the HR operating model and translate priorities into measurable business value

What This Means for HR Leaders

- Move from pilots to enterprise scale
- Redesign workflows, not just automate tasks
- Build strong data governance and AI fluency
- HR must co lead enterprise AI transformation

- Shift from skills ambition to execution at scale
- Institutionalize strategic workforce planning
- Embed skills into talent and leadership systems
- Leadership capability drives performance

- Link people initiatives to business outcomes
- Measure capability ROI and impact
- Modernize HR governance and capabilities
- Move from enabler to value driver

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