

Top GBS Employers™ in India, the Philippines, and Poland

August 2022



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Rohitashwa Aggarwal, Vice President

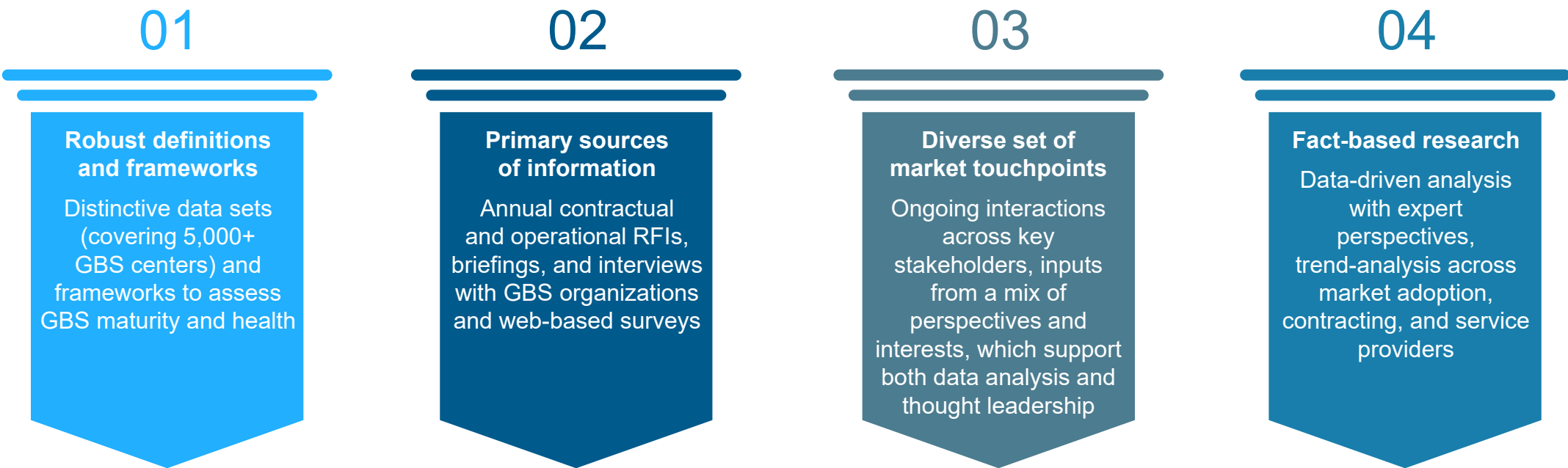
Aamir Ashraf Khan, Senior Analyst

01

Introduction and overview

- Research methodology
 - Background of the research
-

Our research methodology is based on four pillars of strength to produce actionable and insightful research for the industry



Year-round tracking through proprietary tools and IP (such as the GBS database and location database) covering 6,000+ GBS centers globally

Over 30 years of experience advising clients on strategic IT, business services, engineering services, and sourcing

Executive-level relationships with buyers, GBS, service providers, technology providers, and industry associations

Thought leadership and expertise on talent model optimization within the global services industry

Background of the research

In the ongoing war for talent, maintaining a positive brand image is of significant importance in sourcing and retaining top talent. Employees with specialized functional and behavioral skills that enable organizations to survive uncertainty and thrive in intensely competition environments are becoming ever more critical to sustained organizational success. As talent becomes the differentiating factor, GBS organizations should investigate the key components (work environment, compensation, career development, etc.) that play a critical role in building their employer brand perceptions in their local talent markets.

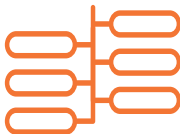
In this first-of-its-kind study, we have analyzed the employer brand perception of 200+ leading GBS organizations across India, Poland, and the Philippines across multiple dimensions (compensation, career progression, senior management, work-life balance, culture and values, and diversity). This study also analyzes the performance of each of these GBS organizations in the local talent markets based on prevailing attrition rates, joiner-exit ratio, and overall employee satisfaction ratings. We also assess the initiatives best-in-class GBS organizations undertake to differentiate themselves in talent markets. Leading global GBS organizations can leverage these insights in addition to Everest Group’s Talent Performance Framework to optimize their talent management strategies and build future-proof talent models.

By design, this analysis is based on publicly available information only with an intent to capture prospective employees’ perceptions about top GBS organizations. This assessment is reflective of market trends as of H1 2022. We will continue to track this market and refresh these rankings periodically.



What will you learn?

Impact of various factors (compensation, work environment, career development, etc.) on overall employer brand perception and subsequent success in local talent markets



Scope of coverage

Benchmarking top GBS organizations on their employer brand perception, location-specific and industry-specific variations, and key implications for GBS organizations

Everest Group's Top GBS Employers™ rankings – why is this important?



Workforce expectations are transforming – the cohort needs to be treated uniquely

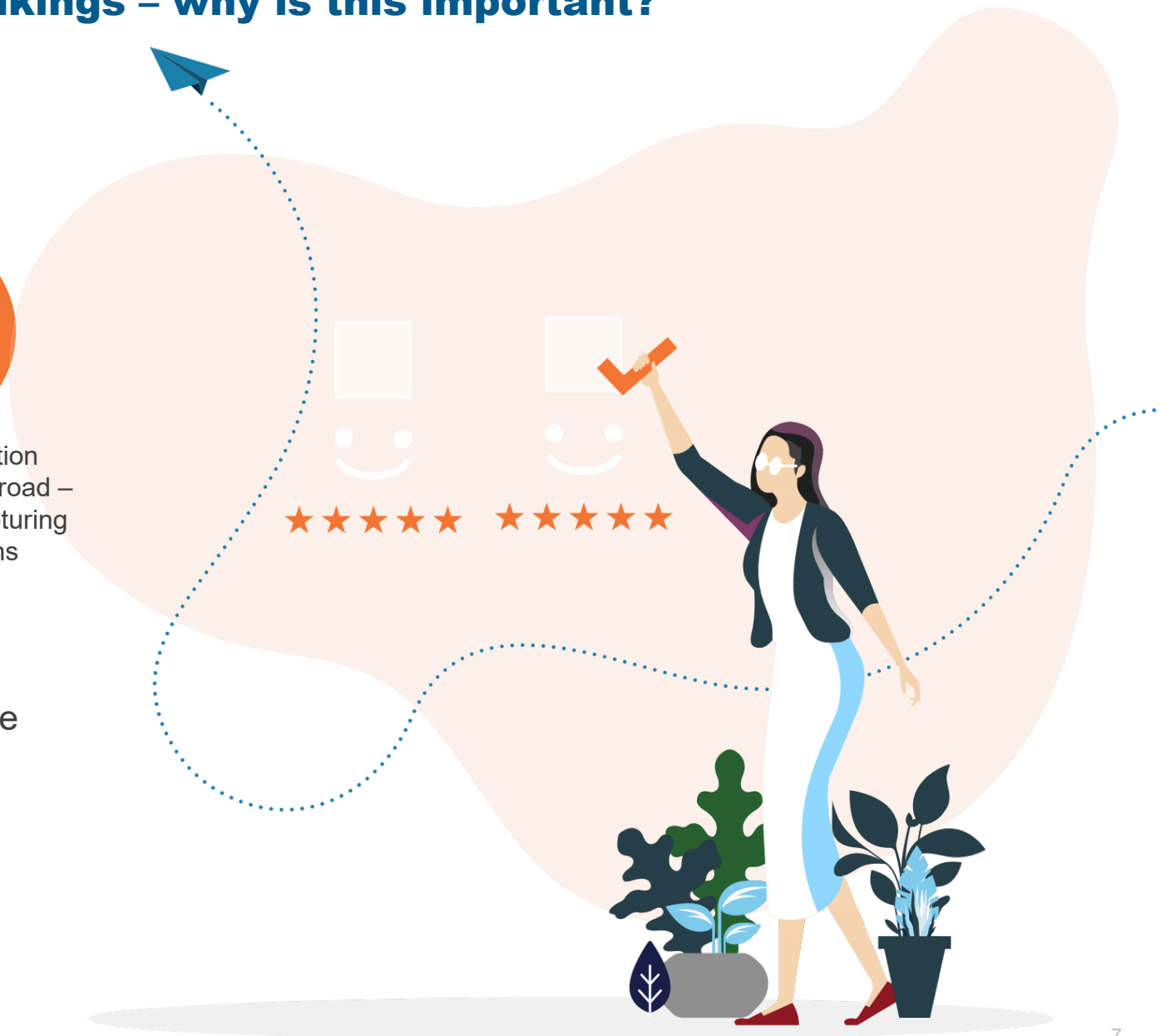


Companies are having to carefully track and evolve their employer brands



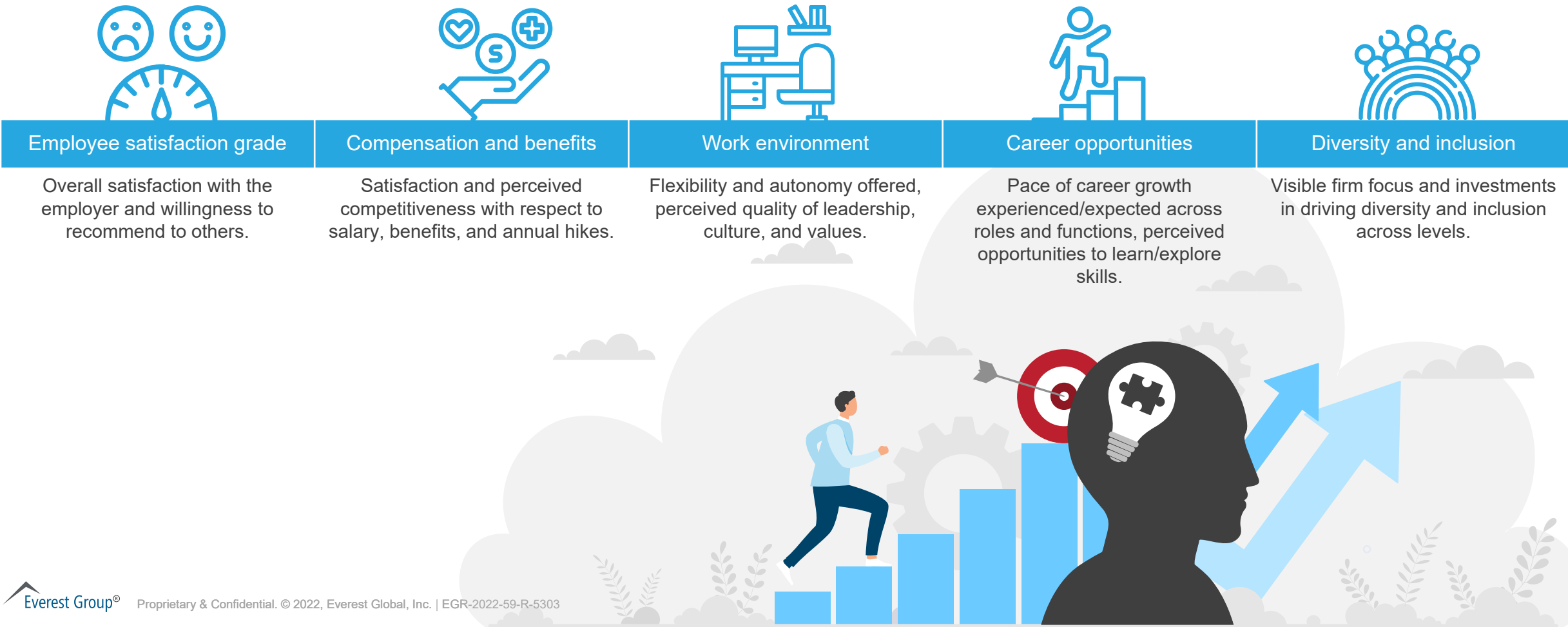
Employer perception studies have been broad – no specific view capturing techies' concerns

The rankings provide an **outside-in proxy** on how prospective candidates pursuing tech careers perceive employer companies – helping firms **baseline their EVP effectiveness vs. immediate peers**







Everest Group's Top GBS Employers™ rankings provides a comparative snapshot of leading firms' market perceptions among the tech and ops workforce

Core dimensions of workforce perceptions



We determined the rankings based on ratings and feedback from popular public sites that are critical sources for candidates conducting employer research

Datasets & feedback sources used to determine the ratings

Source	Datasets and feedback
 glassdoor	<ul style="list-style-type: none">• Foundational source of aggregated workforce ratings across employer attractiveness dimensions• Qualitative feedback from the workforce
 indeed	<ul style="list-style-type: none">• Workforce ratings used for directional validation of data aggregated across dimensions• Qualitative feedback from the workforce
 linkedin	Attrition data and joiners and exits data for directional validation of overall rankings
 Everest Group®	Analyst points of view (SMEs from talent excellence and global sourcing programs)



Everest Group's Top GBS Employers™

Key assessment elements

Mapping of dimensions on Glassdoor and Everest Group's Top GBS Employers™ tabulation

Everest Group's Top Employers for Tech Talent™ dimension	Glassdoor dimensions
 Employee satisfaction grade	Recommend to a Friend
 Compensation and benefits	Compensation and benefits
 Work environment	<ul style="list-style-type: none">• Work-life balance• Senior management• Culture and values
 Career opportunities	Career opportunities
 Diversity and inclusion	Diversity and inclusion



Illustration of methodology used to determine dimensional ratings

Dimension	Employee satisfaction grade
Source of data/feedback	Glassdoor
Scoring mechanism	Relative grading based on average Glassdoor ratings from tech workforce

Employee satisfaction grade	Glassdoor “Recommend to a Friend” rating
A+	93%+
A	87-93%
B+	82-87%
B	77-82%
C+	71-77%
C	66-71%
D+	61-66%
D	<61%

Key takeaways



Across all markets assessed (India, the Philippines, and Poland), there is a strong emphasis on compensation, work environment, and career development among employees, and these factors have the most impact on employer brand perception.

The influence of work flexibility, for example, the option to choose working model, or work schedule flexibility, on job satisfaction ratings is increasing across geographies. Diversity & inclusion, while important, have limited impact on the overall GBS organization employer brand perception today.

There is strong pull from Technology, Media, and Telecom (TMT), Health and Life Sciences (HLS), and Banking and Financial Services (BFS) GBS organizations for both new and experienced technology professionals, driven mainly by the perception of better career opportunities, such as robust training programs, opportunities to work on the latest IT stacks.

Workers employed by the Philippines-based GBS organizations report relatively higher satisfaction across all parameters than their Polish and Indian counterparts.

There is no significant correlation between the age and/or size of a GBS organization and employee satisfaction ratings across geographies.

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Top GBS Employers™ in key talent markets

- India
- The Philippines
- Poland

02

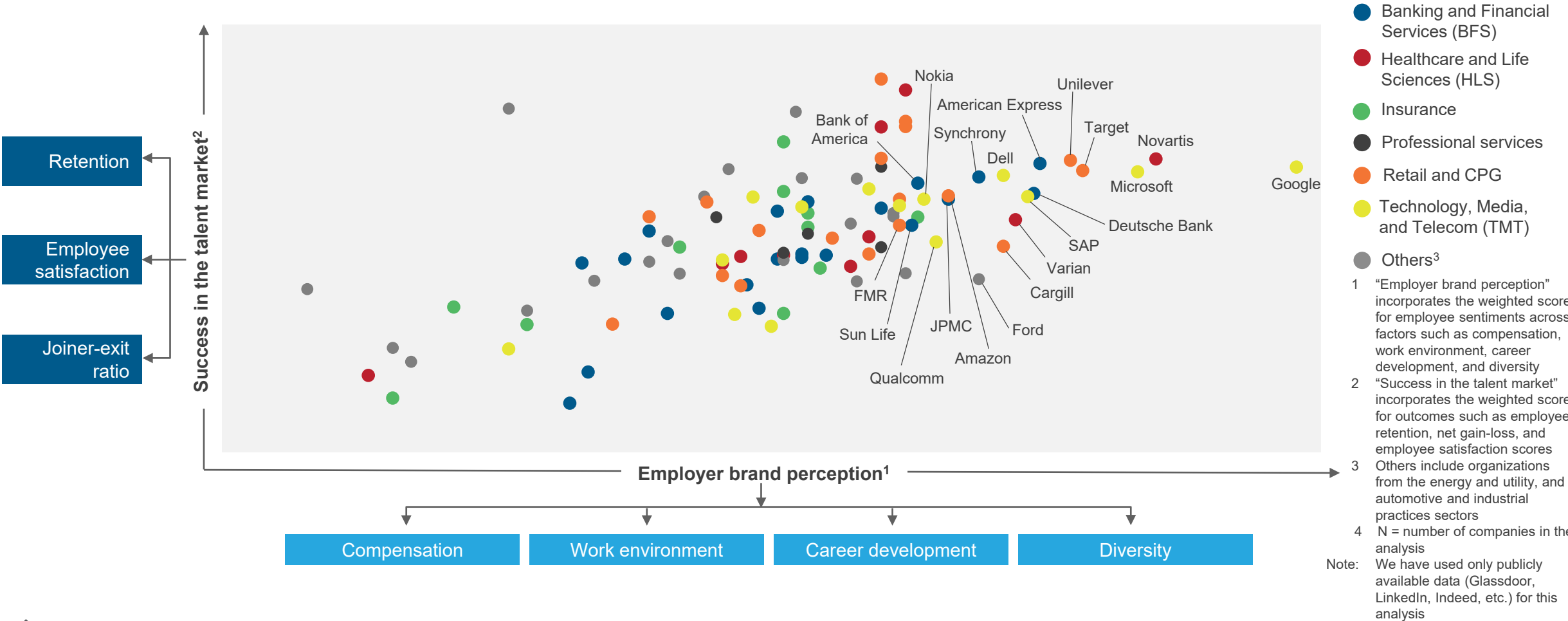
Top GBS Employers™ in key talent markets – India

Everest Group's Top GBS Employers™

India – IT workforce

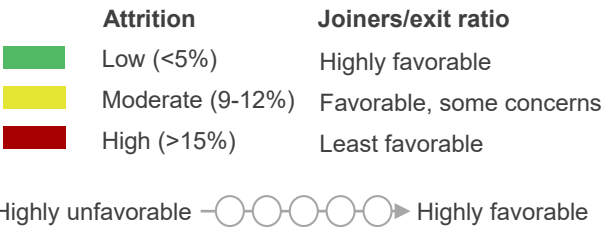
Everest Group's Top GBS Employers™ (India – IT workforce); N=100

Each dot represents a GBS organization in India



Everest Group's Top GBS Employers™

India – IT workforce | Top 20 GBS organizations (page 1 of 2)



Company	Employer brand perception ¹				Success in the talent market		
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	Employee satisfaction grade
Google	\$\$\$ \$		★★★★★	▽○★			A
Novartis	\$\$\$ \$		★★★★★	▽○★			A+
Microsoft	\$\$\$ \$		★★★★★	▽○★			A+
Target	\$\$\$ \$		★★★★★	▽○★			A+
Unilever	\$\$\$ \$		★★★★★	▽○★			A+
American Express	\$\$\$ \$		★★★★★	▽○★			A+
Deutsche Bank	\$\$\$ \$		★★★★★	▽○★			A
SAP	\$\$\$ \$		★★★★★	▽○★			A
Varian	\$\$\$ \$		★★★★★	▽○★			A
Dell	\$\$\$ \$		★★★★★	▽○★			A

¹ Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity
Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Everest Group's Top GBS Employers™

India – IT workforce | Top 20 GBS organizations (page 2 of 2)

Attrition

Joiners/exit ratio

Low (<5%)

Highly favorable

Moderate (9-12%)

Favorable, some concerns

High (>15%)

Least favorable

Highly unfavorable —○—○—○—○—○→ Highly favorable

Company	Employer brand perception ¹				Success in the talent market		Employee satisfaction grade
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	
Cargill	\$\$\$		★★★	▽○★			B
Synchrony	\$\$\$		★★★★	▽○★			A+
Ford	\$\$\$		★★★	▽○★			C
JPMC	\$\$\$		★★★★	▽○★			A
Amazon	\$\$\$		★★★★	▽○★			B+
Qualcomm	\$\$\$		★★★★	▽○★			B+
Nokia	\$\$\$		★★★★	▽○★			A
Bank of America	\$\$\$		★★★	▽○★			A
SunLife	\$\$\$		★★★	▽○★			A
FMR	\$\$\$		★★★★	▽○★			B+

1

Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity

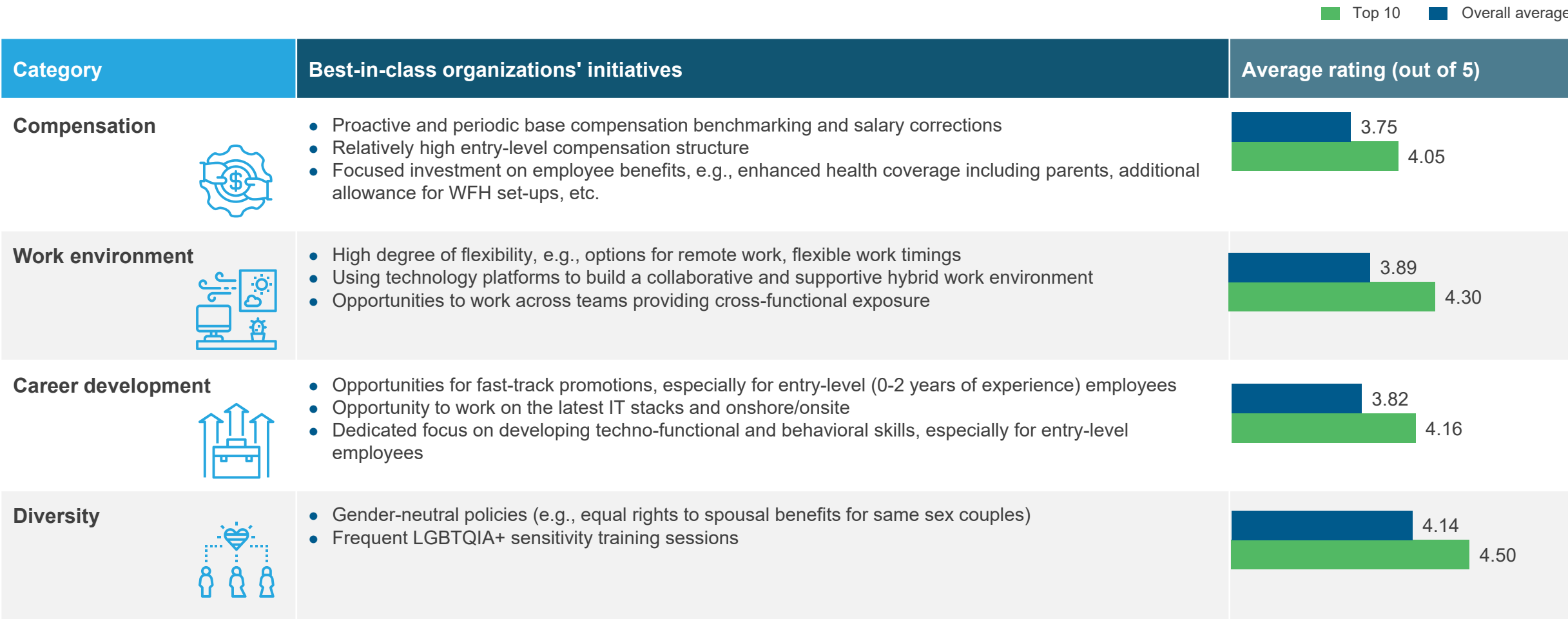
Note:

The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership

Source:

Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets



Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

— — — — Average

1 Others include GBS organizations from energy and utility, automotive, and industrial practices sectors, etc.

Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership

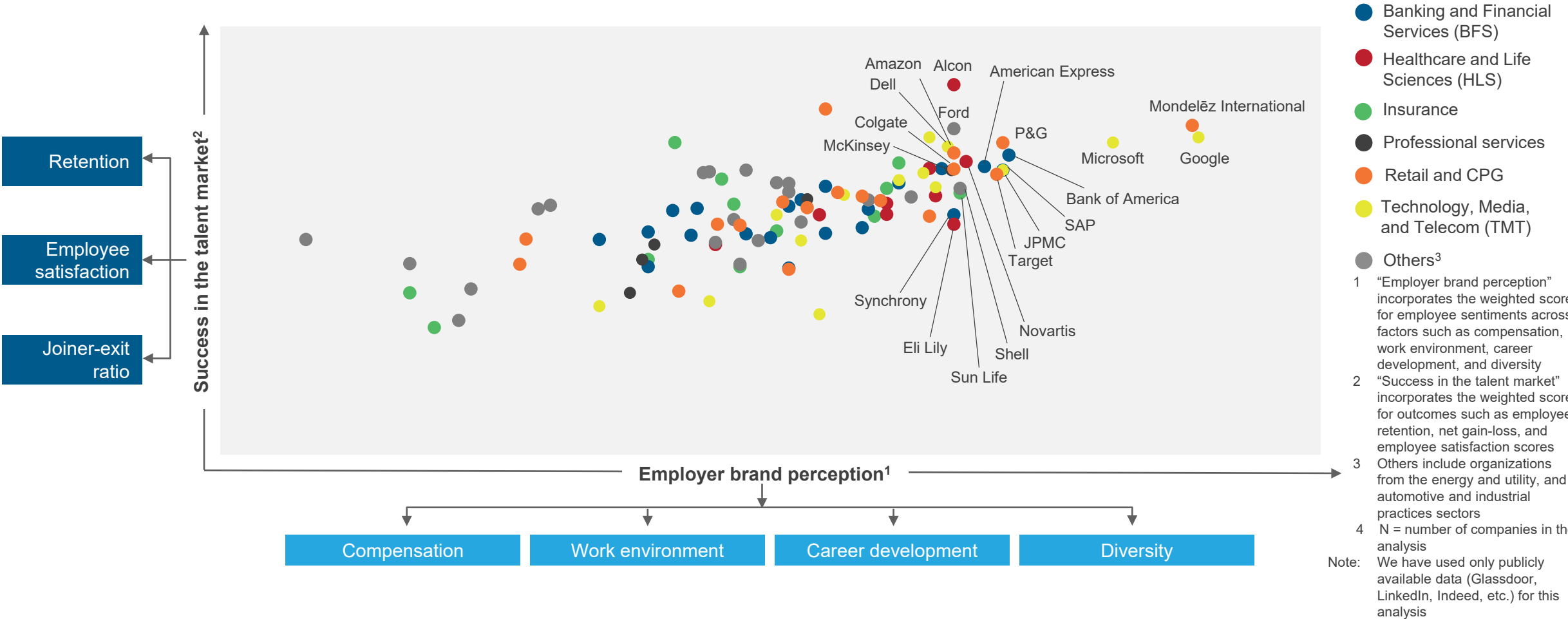
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Everest Group's Top GBS Employers™

India – overall

Everest Group's Top GBS Employers™ (India – overall), N⁴=100

Each dot represents a GBS organization in India



Everest Group's Top GBS Employers™

India – overall | Top 20 GBS organizations (page 1 of 2)

Attrition

Joiners/exit ratio

Low (<5%)

Highly favorable

Moderate (9-12%)

Favorable, some concerns

High (>15%)

Least favorable

Highly unfavorable —○—○—○—○—○—○—○—○— Highly favorable

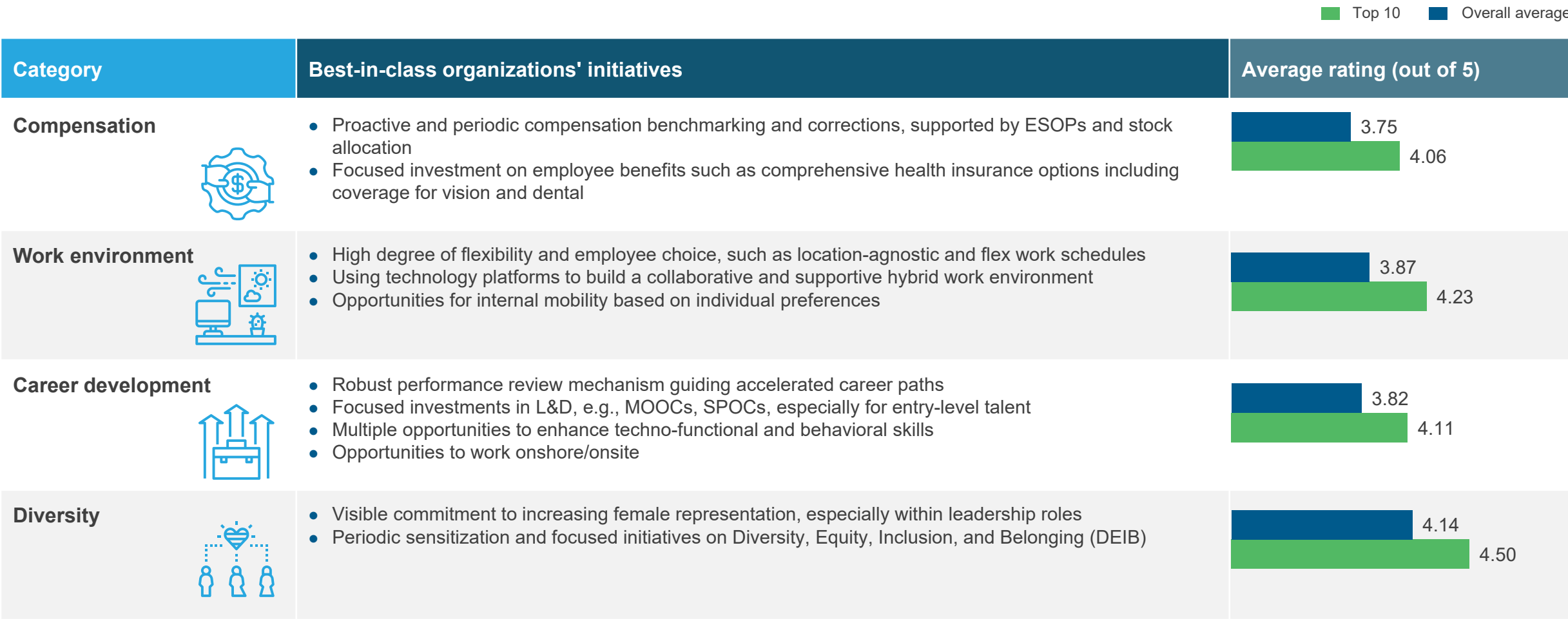
Company	Employer brand perception ¹				Success in the talent market		
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	Employee satisfaction grade
Google	\$\$\$		★★★★★	▼●★			A
Mondelēz International	\$\$\$		★★★★★	▼●★			A+
Microsoft	\$\$\$		★★★★★	▼●★			A+
Bank of America	\$\$\$		★★★★★	▼●★			A
SAP	\$\$\$		★★★★★	▼●★			A
JPMC	\$\$\$		★★★★★	▼●★			A
P&G	\$\$\$		★★★★★	▼●★			B+
Target	\$\$\$		★★★★★	▼●★			A
American Express	\$\$\$		★★★★★	▼●★			A
Novartis	\$\$\$		★★★★★	▼●★			A

¹ Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity
Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants



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Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets



Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Comparative assessment of factors contributing to employer brand perception across industries

Aggregate ratings on factors contributing to employer brand perception

--- Average

Category/industry	Compensation	Work environment	Career development	Diversity	Comments
Top 10	4.06	4.23	4.11	4.50	<ul style="list-style-type: none">• Work environment, career development, and compensation are the key differentiating factors accounting for differences in employer brand perception across verticals in India; perception of diversity across all industries is mostly favorable• HLS and TMT GBS organizations have relatively lower attrition rates given a relatively positive perception of work-life balance, employee-friendly culture, and supportive senior management• Despite relatively accelerated career paths, employees in professional services organizations report lower overall satisfaction due to concerns around work-life balance• Employee satisfaction rates in BFS and RCPG GBS organizations are relatively high, driven by positive perceptions around compensation structures, collaborative work environment, and opportunities for career development
Banking and Financial Services (BFS)	3.71	3.91	3.84	4.25	
Insurance	3.52	3.90	3.73	4.10	
Health and Life Sciences (HLS)	4.00	4.06	3.90	4.20	
Retail and CPG (RCPG)	3.93	3.85	3.84	4.16	
Technology, Media, and Telecom (TMT)	3.85	3.99	3.97	4.21	
Professional services	3.68	3.57	3.96	4.16	
Others ¹	3.58	3.73	3.66	3.95	
	3.75	3.87	3.82	4.14	

¹ Others include GBS organizations from energy and utility, automotive, and industrial practices sectors, etc.
Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

02

Top GBS Employers™ in key talent markets – The Philippines

Everest Group's Top GBS Employers™

The Philippines – IT workforce

Everest Group's Top GBS Employers™ (The Philippines – IT workforce), N⁴=25

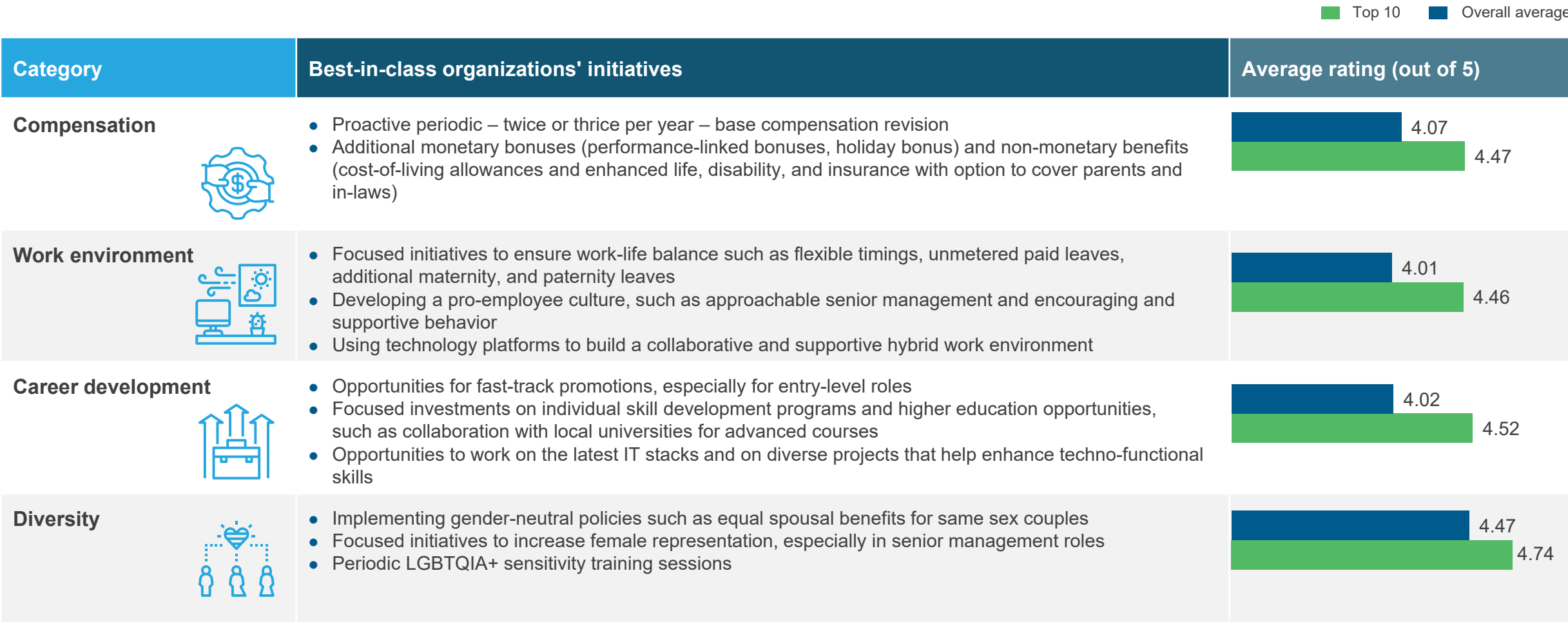
Each dot represents a GBS organization in the Philippines





Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets

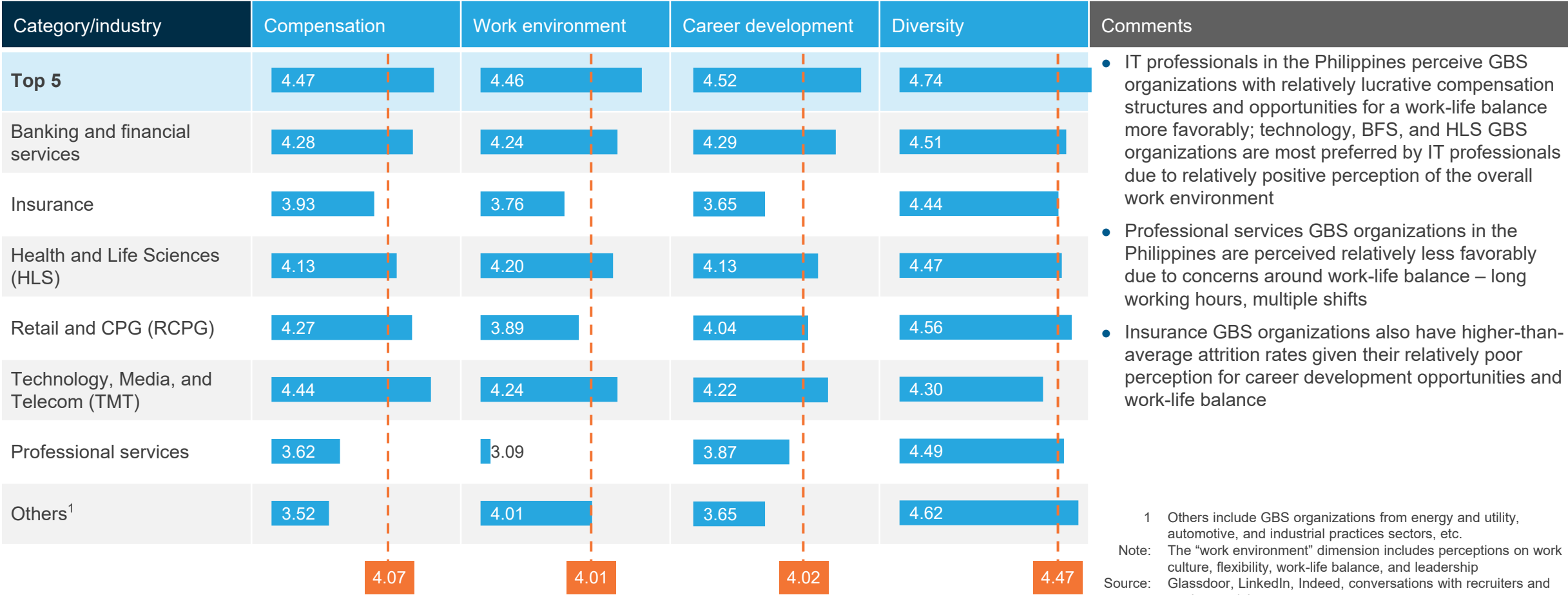


Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Comparative assessment of factors contributing to employer brand perception across industries

Aggregate ratings on factors contributing to employer brand perception

--- Average

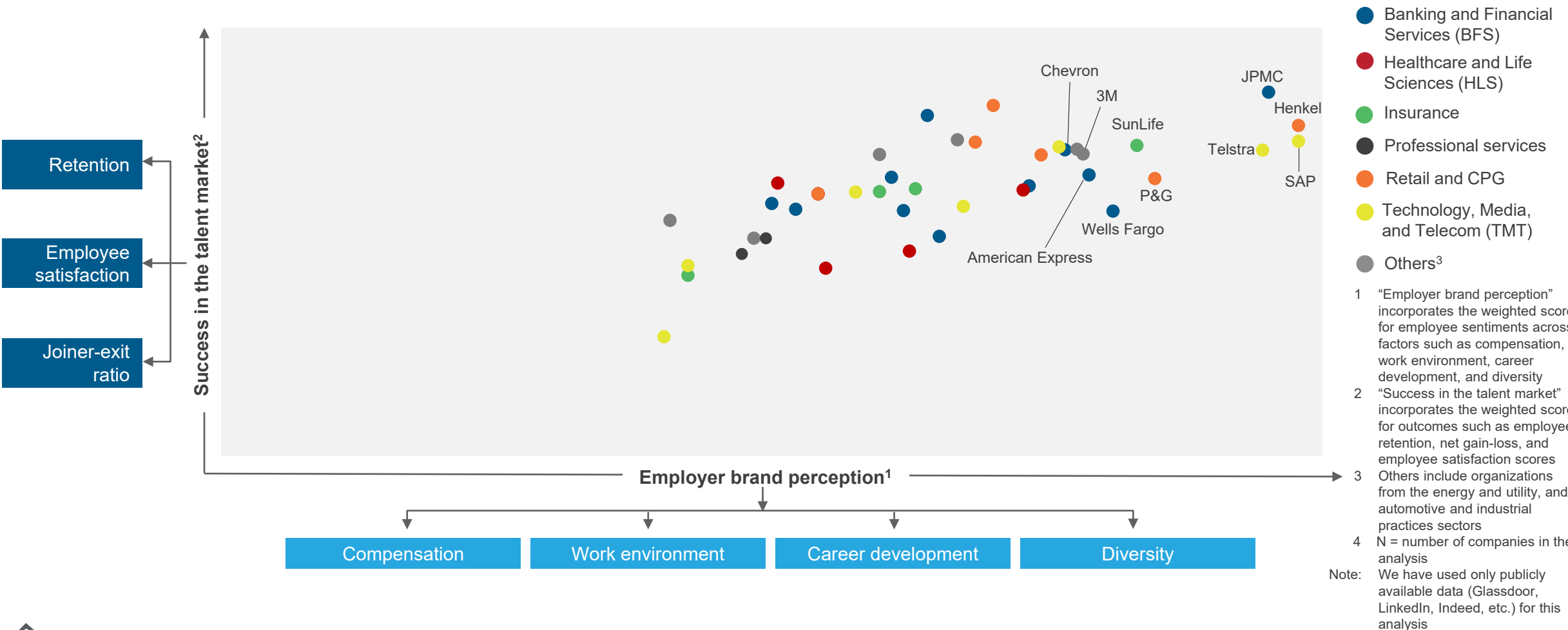


Everest Group's Top GBS Employers™

The Philippines – overall

Everest Group's Top GBS Employers™ (The Philippines – overall), N⁴=50

Each dot represents a GBS organization in the Philippines



Everest Group's Top GBS Employers™

The Philippines – overall | Top 10 GBS organizations

Attrition

Joiners/exit ratio

Low (<5%)

Highly favorable

Moderate (9-12%)

Favorable, some concerns

High (>15%)

Least favorable

Highly unfavorable —○—○—○—○—○—○—○—○— Highly favorable

Company	Employer brand perception ¹				Success in the talent market		
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	Employee satisfaction grade
Henkel	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	A+
SAP	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	A+
JPMC	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	A+
Telstra	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	A
P&G	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	B+
SunLife	\$\$\$ \$		★★★★★	▼●★□▲	▬	▬	A+
Wells Fargo	\$\$\$ \$		★★★★★	▼●★□	▬	▬	B
American Express	\$\$\$ \$		★★★★	▼●★□▲	▬	▬	B+
Chevron	\$\$\$		★★★★★	▼●★□▲	▬	▬	A+
3M	\$\$\$ \$		★★★★★	▼●★□	▬	▬	A+

1

Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity

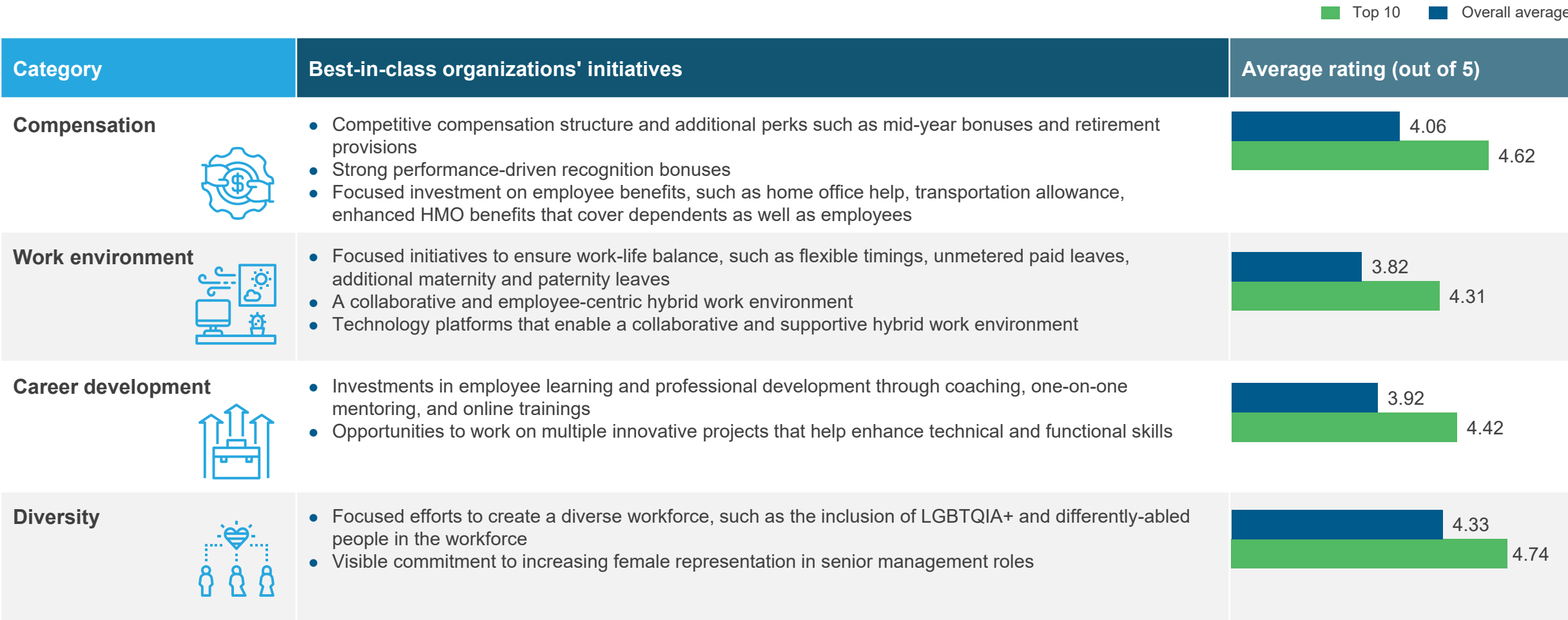
Note:

The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership

Source:

Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets

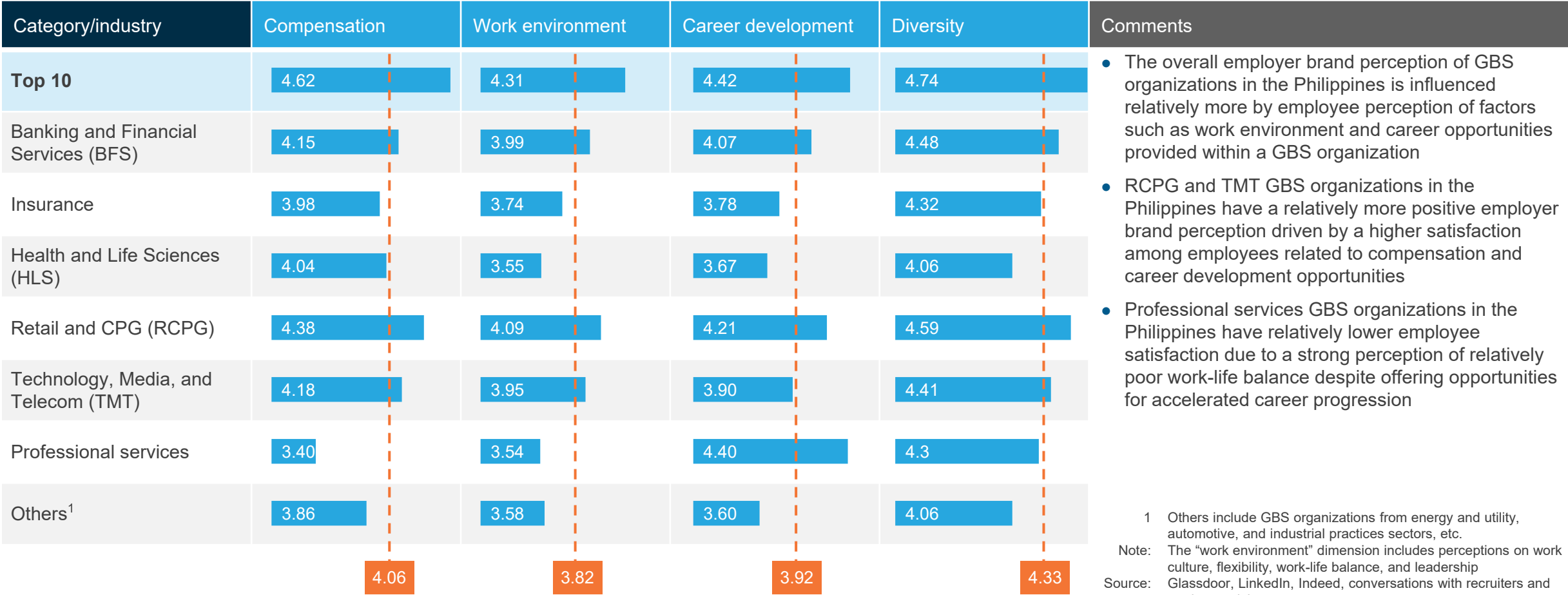


Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Comparative assessment of factors contributing to employer brand perception across industries

Aggregate ratings on factors contributing to employer brand perception

--- Average



02

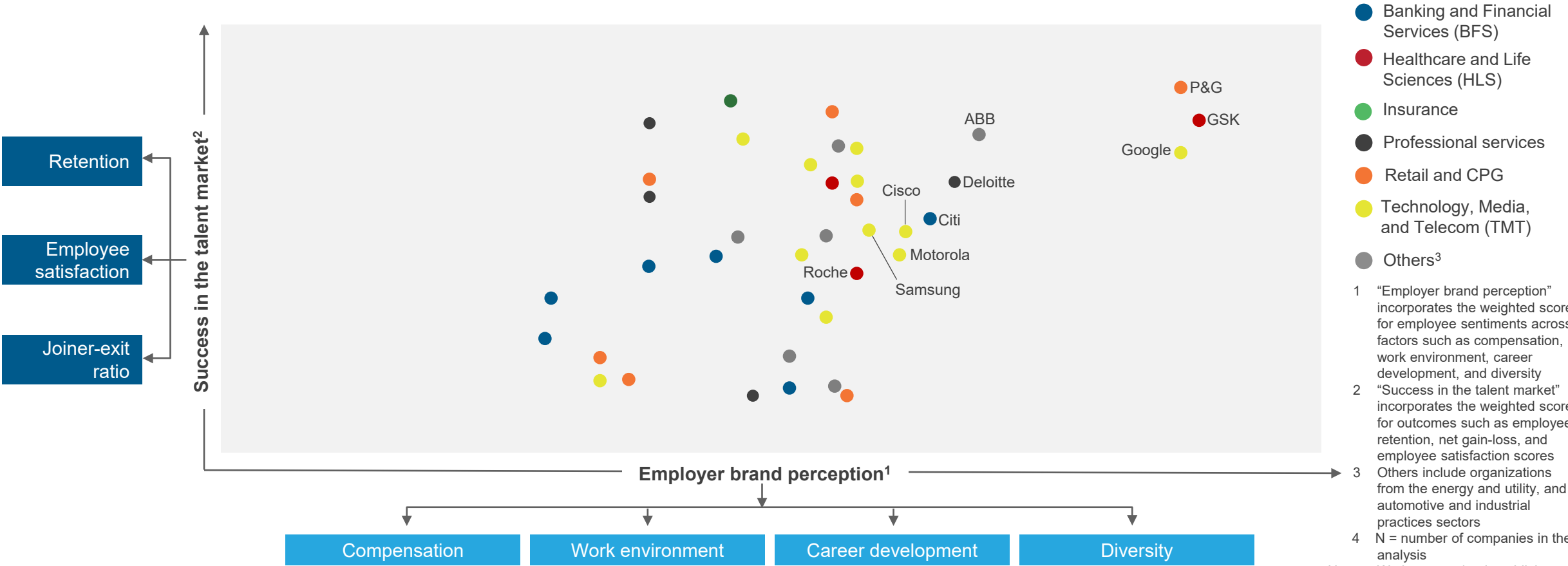
Top GBS Employers™ in key talent markets – Poland

Everest Group's Top GBS Employers™

Poland – IT workforce

Everest Group's Top GBS Employers™ (Poland – IT workforce), N⁴=50

Each dot represents a GBS organization in Poland



Note: We have used only publicly available data (Glassdoor, LinkedIn, Indeed, etc.) for this analysis

Everest Group's Top GBS Employers™

Poland – IT workforce | Top 10 GBS organizations

Attrition

Joiners/exit ratio

Low (<5%)

Highly favorable

Moderate (9-12%)

Favorable, some concerns

High (>15%)

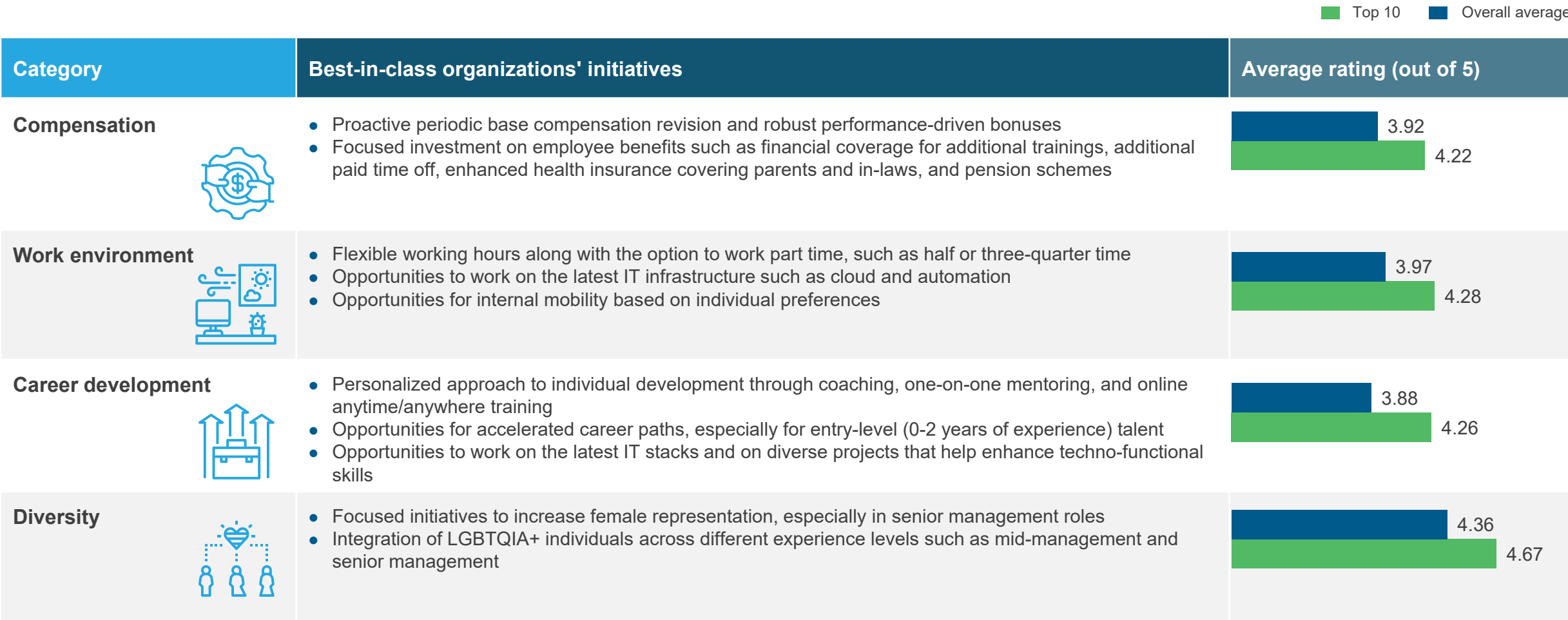
Least favorable

Highly unfavorable —○—○—○—○—○—○—○—○— Highly favorable

Company	Employer brand perception ¹				Success in the talent market		
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	Employee satisfaction grade
GSK	\$\$\$		★★★★	▼●★□▲			A+
P&G	\$\$\$		★★★★★	▼●★□			A+
Google	\$\$\$		★★★★★	▼●★□▲			A
ABB	\$\$\$		★★★★★	▼●★□			A+
Deloitte	\$\$\$		★★★★★	▼●★□			A
Citi	\$\$\$		★★★★★	▼●★□▲			B+
Cisco	\$\$\$		★★★★★	▼●★□			B+
Motorola	\$\$\$		★★★★★	▼●★□			B
Samsung	\$\$\$		★★★★★	▼●★□			B+
Roche	\$\$\$		★★★★★	▼●★□			B

¹ Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity
Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets



Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Comparative assessment of factors contributing to employer brand perception across industries

Aggregate ratings on factors contributing to employer brand perception

--- Average

Category/industry	Compensation	Work environment	Career development	Diversity	Comments
Top 5	4.22	4.28	4.26	4.67	<ul style="list-style-type: none">Perception of work environment, compensation, and diversity are the key factors influencing employer brand perception of GBS organizations among IT professionals in Poland; perception of career development has a relatively minimal correlation with overall employer brand perception among IT professionals in PolandIT professionals working in GBS organizations within the TMT, HLS, and RCPG verticals report relatively higher satisfaction and a relatively more positive employer brand perception for their parent GBS organizationsEmployees working in professional services GBS organizations report relatively lower satisfaction due to a strong perception of long working hours leading to a lack of work-life balance
Banking and Financial Services (BFS)	3.76	3.67	3.62	4.14	
Health and Life Sciences (HLS)	3.97	4.28	4.14	4.58	
Retail and CPG (RCPG)	3.82	4.02	4.12	4.50	
Technology, Media, and Telecom (TMT)	3.99	4.20	4.09	4.63	
Professional services	3.98	3.85	3.84	3.95	
Others ¹	4.06	3.92	3.61	4.40	
	3.92	3.97	3.88	4.36	

1 Others include GBS organizations from energy and utility, automotive, and industrial practices sectors, etc.

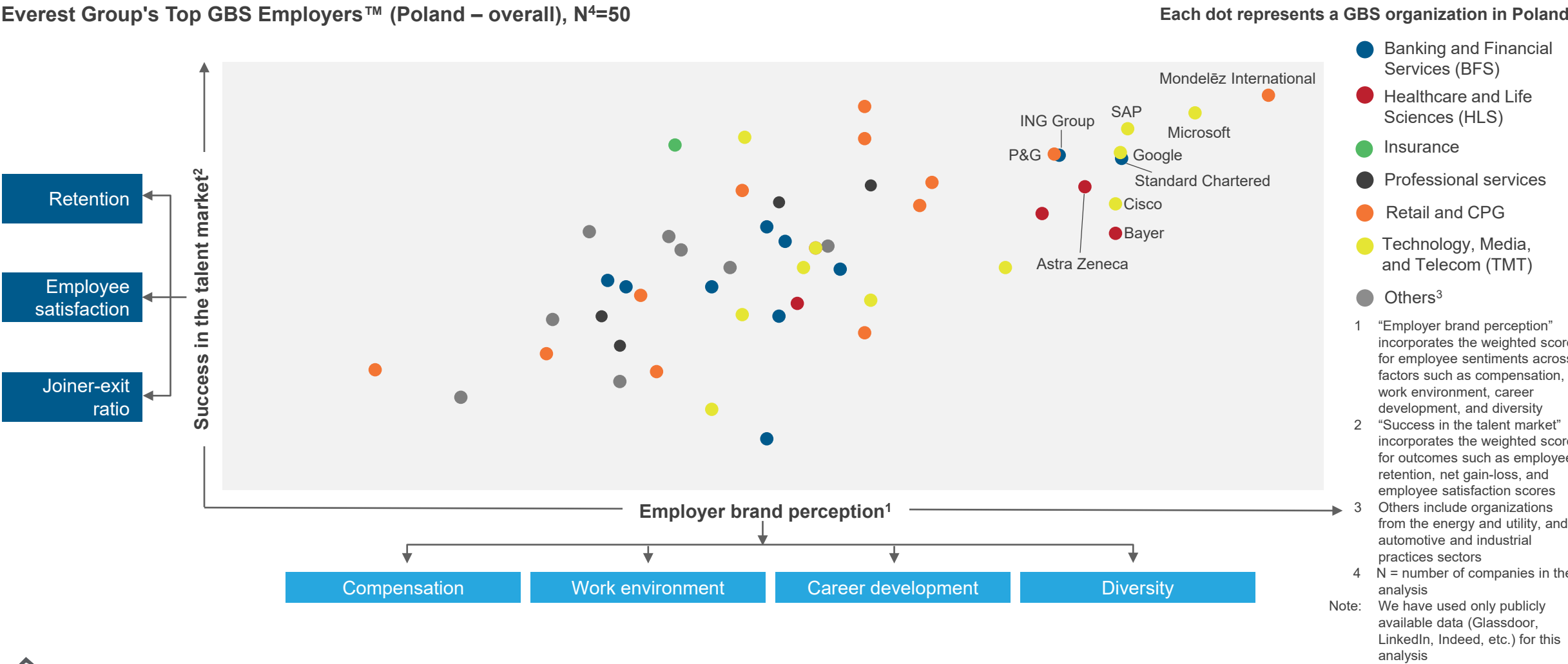
Note: The "work environment" dimension includes perceptions on work culture, flexibility, work-life balance, and leadership

Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Everest Group's Top GBS Employers™

Poland – overall

Everest Group's Top GBS Employers™ (Poland – overall), N⁴=50



Everest Group's Top GBS Employers™

Poland – overall | Top 10 GBS organizations

Attrition

Low (<5%)

Moderate (9-12%)

High (>15%)

Joiners/exit ratio

Highly favorable

Favorable, some concerns

Least favorable

Highly unfavorable

Highly favorable

Company	Employer brand perception ¹				Success in the talent market		
	Compensation	Work environment	Career development	Diversity	Attrition	Joiners/exit ratio	Employee satisfaction grade
Mondelēz International	\$\$\$		★★★★	▼●★▲			A+
Microsoft	\$\$\$		★★★★★	▼●★▲			A+
SAP	\$\$\$		★★★	▼●★▲			A+
Standard Chartered	\$\$\$		★★★★	▼●★▲			A+
Google	\$\$\$		★★★★★	▼●★▲			A
Cisco	\$\$\$		★★★★	▼●★▲			A
Bayer	\$\$\$		★★★★	▼●★▲			B+
AstraZeneca	\$\$\$		★★★★★	▼●★▲			B+
ING Group	\$\$\$		★★★★	▼●★			A+
P&G	\$\$\$		★★★★★	▼●★▲			A

¹ Represents the aggregate rating of outside-in perception across multiple parameters such as compensation, work environment, career development, and diversity
Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Best-in-class GBS organizations use multiple initiatives to enhance overall employer brand perception in local talent markets



Note: The “work environment” dimension includes perceptions on work culture, flexibility, work-life balance, and leadership
Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

Comparative assessment of factors contributing to employer brand perception across industries

Aggregate ratings on factors contributing to employer brand perception

--- Average

Category/industry	Compensation	Work environment	Career development	Diversity	Comments
Top 10	4.32	4.36	4.11	4.50	<ul style="list-style-type: none">Overall, perception of work environment and compensation are the most crucial factors contributing to relatively higher employer brand perception for GBS organizations in PolandEmployees working in TMT GBS organizations report relatively higher overall satisfaction, driven by a perception of a better work-life balance and market-competitive compensation structureEmployees in BFS and professional services GBS organizations report relatively lower overall satisfaction due to a strong perception of lack of work-life balance, relatively weaker compensation structure, and slower career progression
Banking and Financial Services (BFS)	3.65	3.91	3.84	4.25	
Insurance	3.60	3.90	3.73	4.10	
Health and Life Sciences (HLS)	3.87	4.06	3.90	4.20	
Retail and CPG (RCPG)	3.76	3.85	3.84	4.16	
Technology, Media, and Telecom (TMT)	3.93	3.99	3.97	4.21	
Professional services	3.60	3.57	3.96	4.16	
Others ¹	3.53	3.73	3.66	3.95	
	3.72	3.87	3.82	4.14	

1 Others include GBS organizations from energy and utility, automotive, and industrial practices sectors, etc.

Note: The "work environment" dimension includes perceptions on work culture, flexibility, work-life balance, and leadership

Source: Glassdoor, LinkedIn, Indeed, conversations with recruiters and market participants

03

What attracts (or drives away) high-potential employees?

- Correlation between GBS employer attractiveness and age of GBS organization
- Correlation between GBS employer attractiveness and size of GBS organization
- Variations in GBS organizations' performance across India, the Philippines, and Poland



Robust employer investments to develop entry-level talent is a consistent area of satisfaction among all groups

Font size represents frequency of feedback



Tech employee grievances point to a need for flatter organization structures that facilitate autonomy, effective communication, continuous learning, and stronger leadership impact

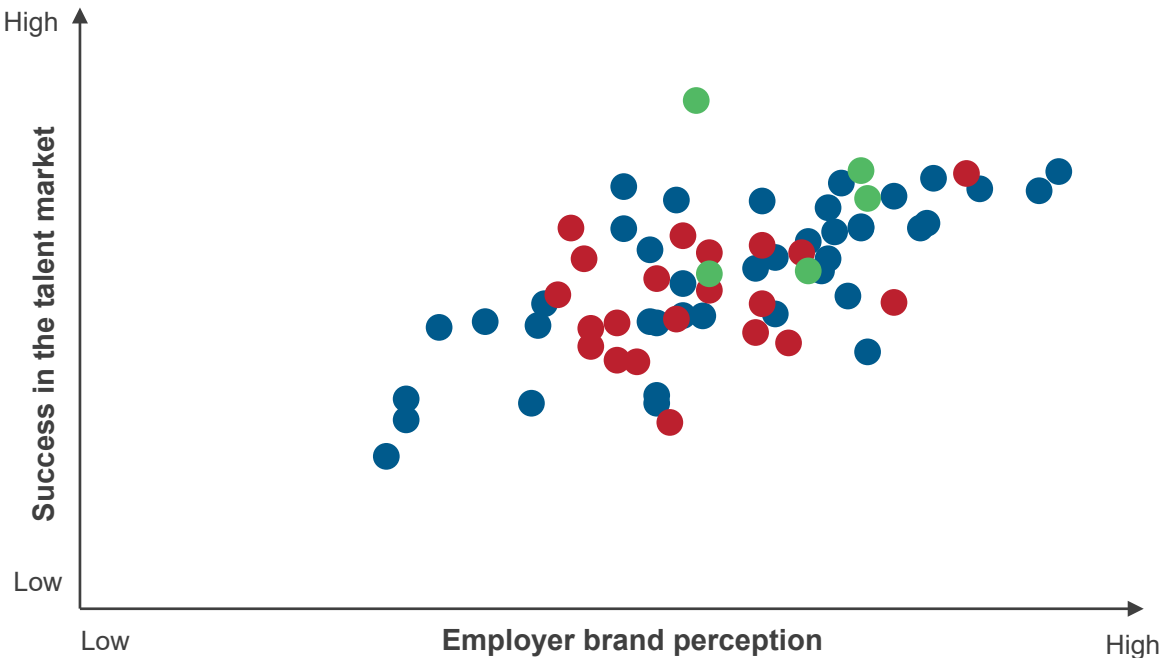
Font size represents frequency of feedback

Need for better work-life balance
Lack of project variety Lack of working model flexibility
Lack of pay correction Micro-management
Unclear career growth path
Bureaucracy and politics Work pressure
“Highly corporate” **Need for better leadership**
Senior management access Cultural islands across locations
Tenure-driven growth **Old tech stacks**

Additional insights

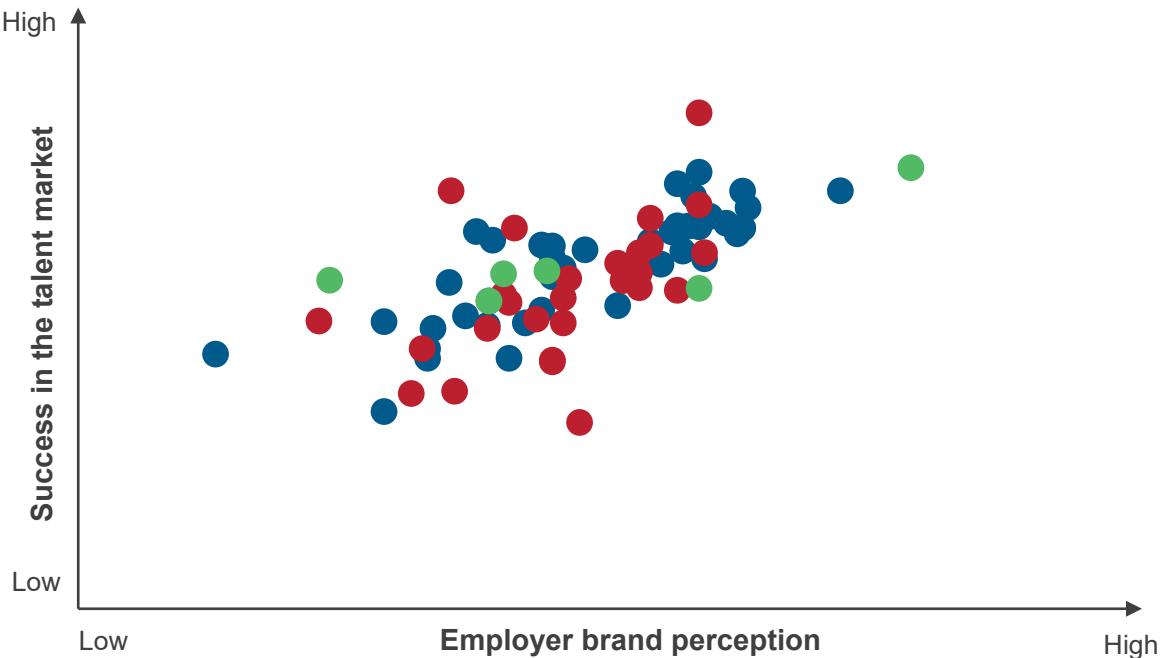
Correlation between GBS employer attractiveness and GBS organization age – India

Correlation between GBS employer attractiveness and age of GBS organization (India – IT workforce)



Each dot represents a GBS organization's age ● 0-5 years ● 6-15 years ● 15+ years

Correlation between GBS employer attractiveness and age of GBS organization (India – overall)



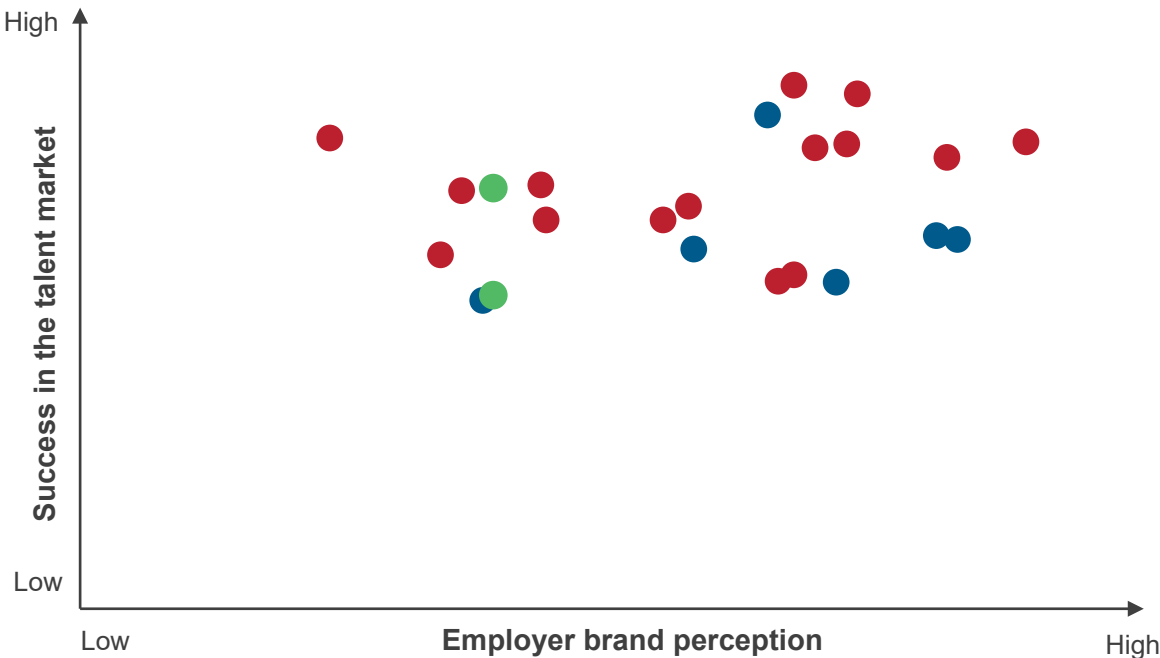
Correlation between the age of a GBS organization and employee satisfaction in India is limited. However, Indian IT professionals working with relatively established GBS organizations (more than 6 years old) report relatively higher levels of overall satisfaction driven by a desire to ensure job stability and work with organizations with established global presence.

Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

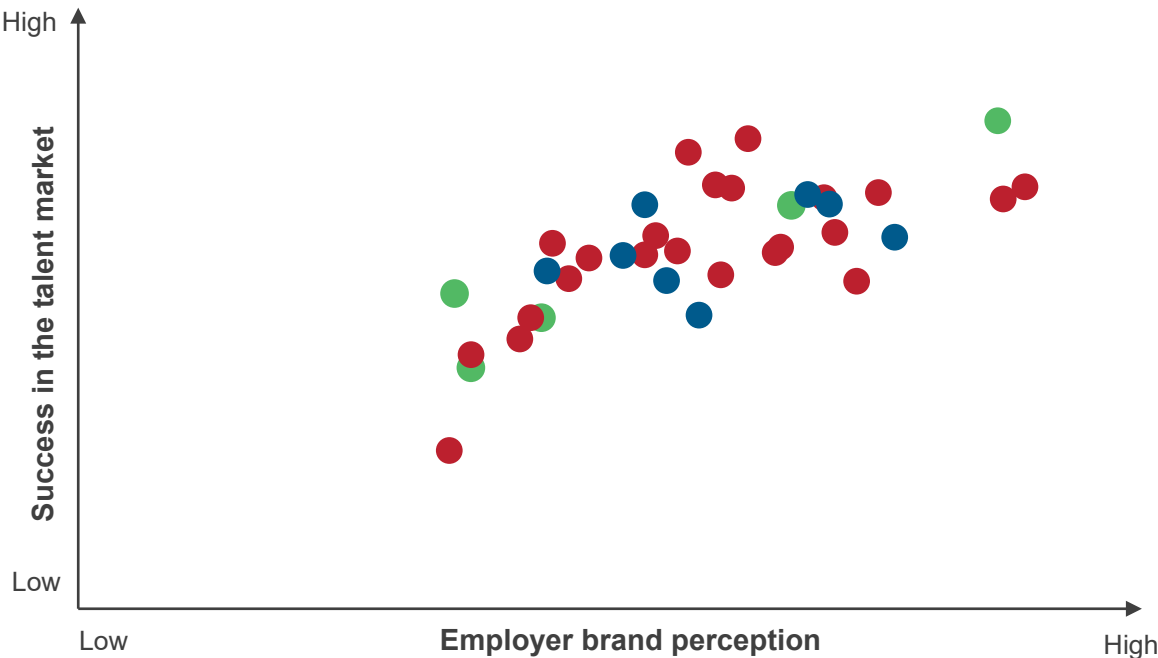
Correlation between GBS employer attractiveness and GBS organization age – The Philippines

Correlation between GBS employer attractiveness and age of GBS organization
(The Philippines – IT workforce)



Each dot represents a GBS organization's age ● 0-5 years ● 6-15 years ● 15+ years

Correlation between GBS employer attractiveness and age of GBS organization
(The Philippines – overall)



Employees working in GBS organizations in the Philippines are relatively less sensitive to the age of a GBS organization. Perception of factors such as work environment and career development has a relatively higher impact on the overall employer brand perception.

Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

Correlation between GBS employer attractiveness and GBS organization age – Poland

Correlation between GBS employer attractiveness and age of GBS organization (Poland – IT workforce)



Each dot represents a GBS organization's age 0-5 years 6-15 years 15+ years

Correlation between GBS employer attractiveness and age of GBS organization (Poland – overall)

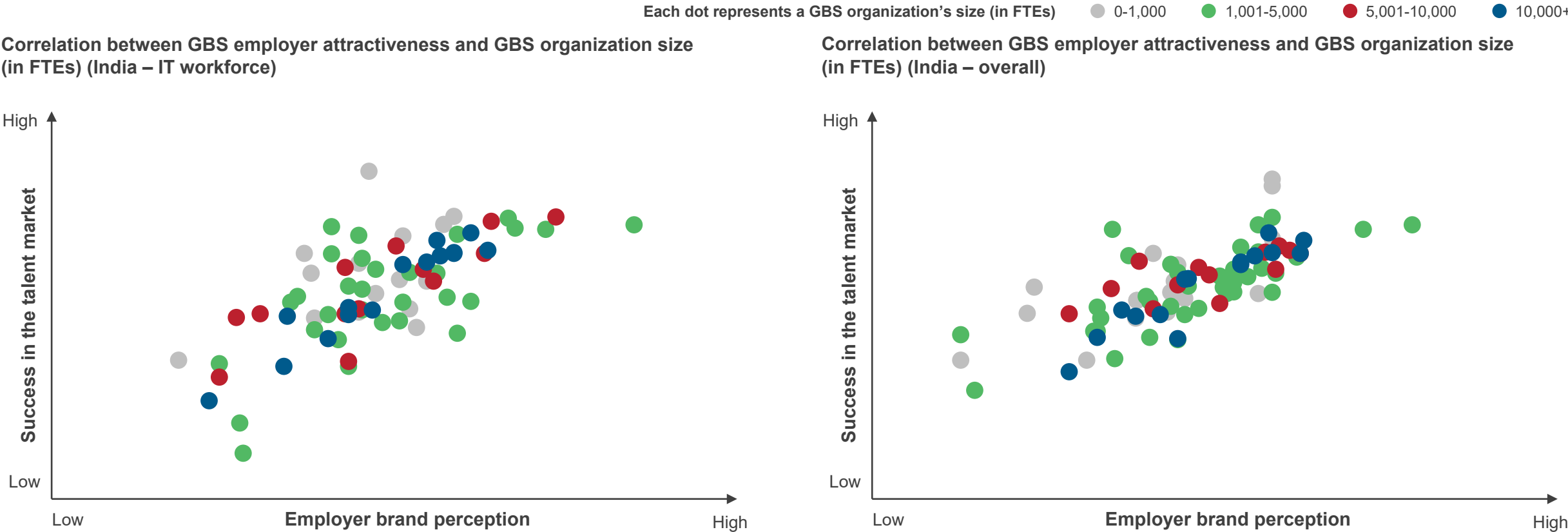


In Poland, GBS organization age has minimal impact on the overall employee satisfaction. Employee perception of overall employer brand is driven primarily by factors such as compensation structure, work-life balance, and diversity initiatives the organization undertakes.

Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

Correlation between GBS employer attractiveness and GBS organization size – India

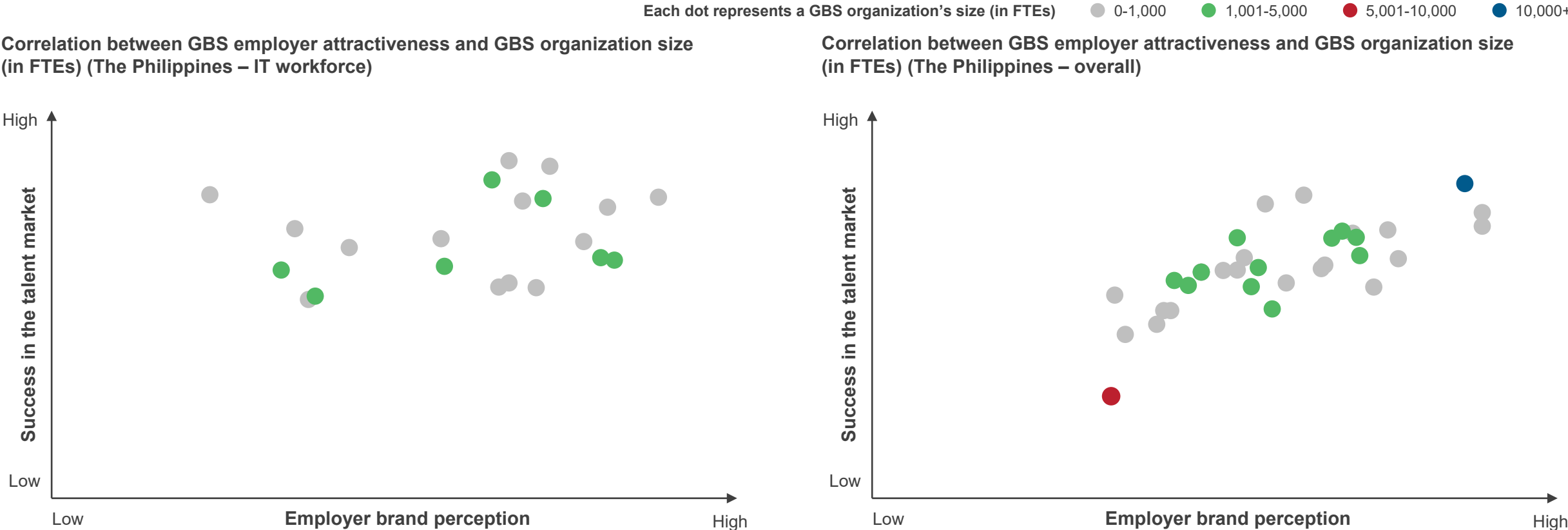


There is limited correlation (less than 10%) between the size of a GBS organization and reported employee satisfaction in India. Overall, Indian employees more sensitive to factors such as compensation, work environment, and career progression.

Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

Correlation between GBS employer attractiveness and GBS organization size – The Philippines

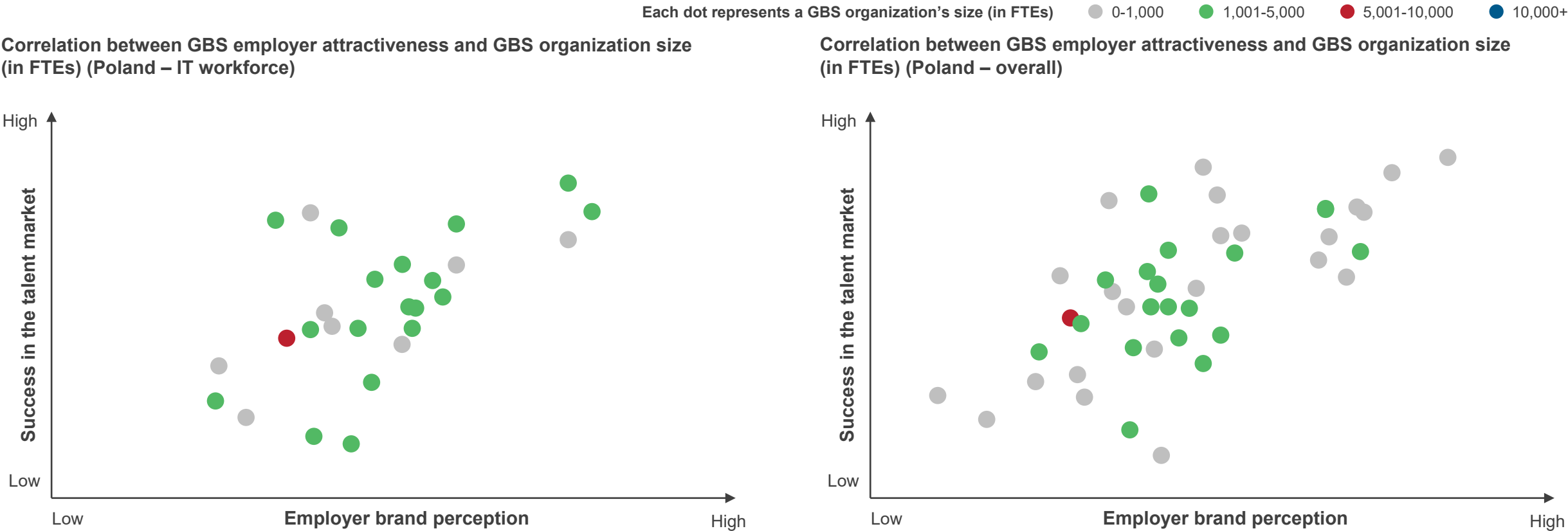


There is limited correlation (less than 10%) between the size of a GBS organization and reported employee satisfaction in The Philippines. Overall, employees in The Philippines are more sensitive to factors such as compensation, work-environment, and career progression.

Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

Correlation between GBS employer attractiveness and GBS organization size – Poland



Employees, especially IT professionals, working in Poland-based GBS organizations report a greater affinity to relatively smaller GBS organizations due to higher levels of work flexibility and autonomy.

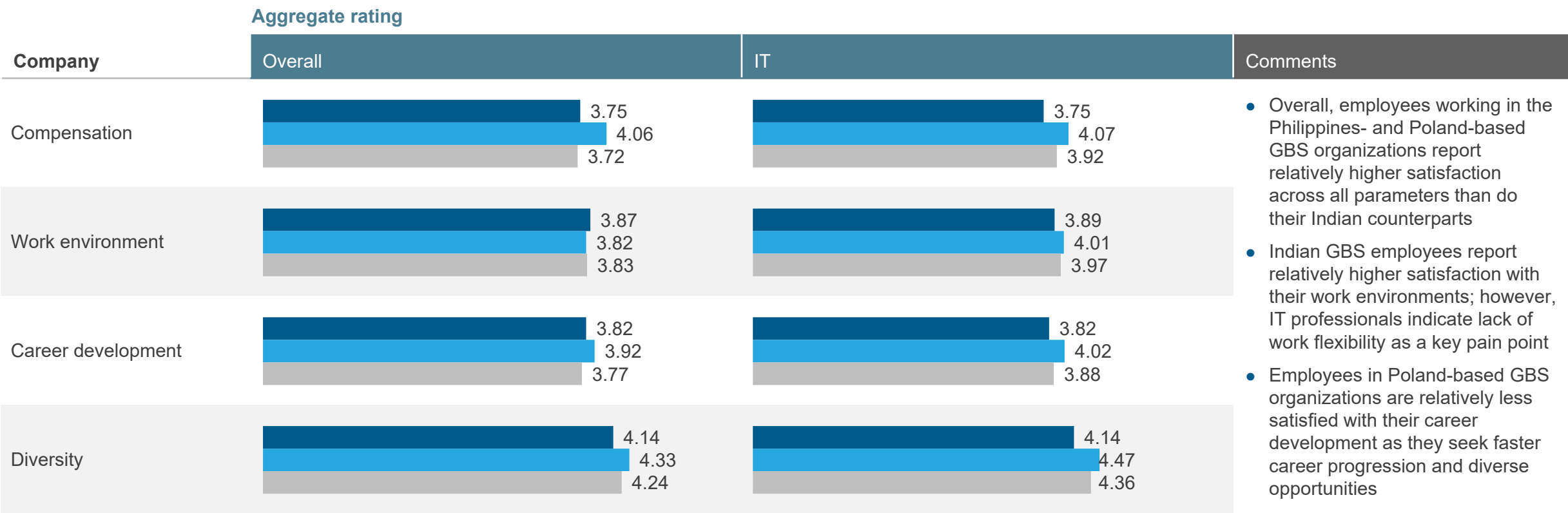
Note: Some GBS employers have not been plotted on this chart due to insufficient information on their age/scale

Additional insights

Variations in GBS organizations' performance across India, the Philippines, and Poland

Location aggregate rating on factors contributing to employer brand perception, on a scale of 0 to 5

Location India The Philippines Poland



04

Appendix

Research calendar

Research calendar

Talent Excellence GBS

Published Planned Current release

Reports title	Release date
Future of Work From Home (WFH) in Global Business Services (GBS) Organizations	August 2021
Winning the War for Talent	August 2021
KPIs and Performance Benchmarks for GBS Skilling Programs	September 2021
Disruptive and Innovative Technology Solutions for Global Business Services (GBS) Talent Management	November 2021
Technology Services Talent Handbook – Do You Have the Right Locations in Your Delivery Portfolio?	January 2022
Build a Talent Strategy for Today and Tomorrow – Look Around and Look Ahead	January 2022
Technology Skills and Talent: Reimagining Talent Acquisition and Management with Technology Platforms	March 2022
Innovative Practices in Talent Development	March 2022
Enterprise Acquisition Guide for Hot IT Roles	April 2022
Top GBS Employers™ in India, the Philippines, and Poland	August 2022
Innovative Practices in Talent Acquisition	Q3 2022
Diversity and Inclusion for Tech & Ops Talent	Q3 2022
Top Employers for Tech Talent	Q3 2022
Unlocking GBS Workforce Productivity	Q4 2022
Innovative Practices in Talent Retention	Q4 2022

Note: [Click](#) to see a list of all of our published GBS reports



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