

Lithuania's Business Services & ICT Industry Employee Report



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Preface

Dear Ladies and Gentlemen,

We are excited to present to you the 2022 edition of the GBS & ICT industry-wide employee survey report.

Our inaugural employee survey report from last year gave managers an opportunity to view the industry through the eyes of employees. This year we are excited to return with an updated set of employee satisfaction data, as well as a fresh look at how seriously employees appear to be influenced by their company's hybrid work policy.

Much like the first time around, we worked closely with our partners while putting together this survey. Moreover, we held the same sole goal in mind – to provide our community with real insights into what their employees are content with, what they would like to see improve, and how they plan on deciding what the next steps in their career should be.

It is our genuine belief that the information from this survey will help guide the businesses in our community as they continue to enhance the employment policies that will affect the more than 23,000 professionals working in the Lithuanian GBS & ICT ecosystem.



Monika Vilkelytė,
Head of GBS & ICT Team at Invest Lithuania

About Invest Lithuania

Invest Lithuania is the official agency for Foreign Direct Investment and Business Development under the Ministry of Economy and Innovation.

We'll partner with you to get your business set up and off to the best start possible:

Decision-making

We'll help you make the most informed decisions for your new operations:

- Tailored in-depth market and industry insights.
- Advice on business costs.
- Information concerning the local labor and legal framework.
- Site visits (introduction to peer companies, universities, government authorities, preparation of tailor-made, detailed site visit agendas for the location assessment process).

Business Establishment

We'll connect you with everyone you need to know to guarantee a soft landing for your set up:

- Intros and meetings with key market players and relevant governmental institutions.
- Project assessment to identify financial support opportunities from local government and the EU.
- Assistance with PR and marketing strategies before, during, and after the project announcement.

Business Development

Once you are up and running, we'll be there with aftercare and support:

- Assistance with one-off problems.
- Lobbying for greater governmental support.
- Helping businesses to find the right employees through the Work in Lithuania program.

About the survey

The aim of the survey is to better understand how employees in the GBS & ICT industry view their employers, what matters to them in terms of continuing their employment, and what they think the industry excels at and where it could improve.

The findings of this industry-specific survey will help companies gain a greater understanding of what motivates employees when choosing an employer.

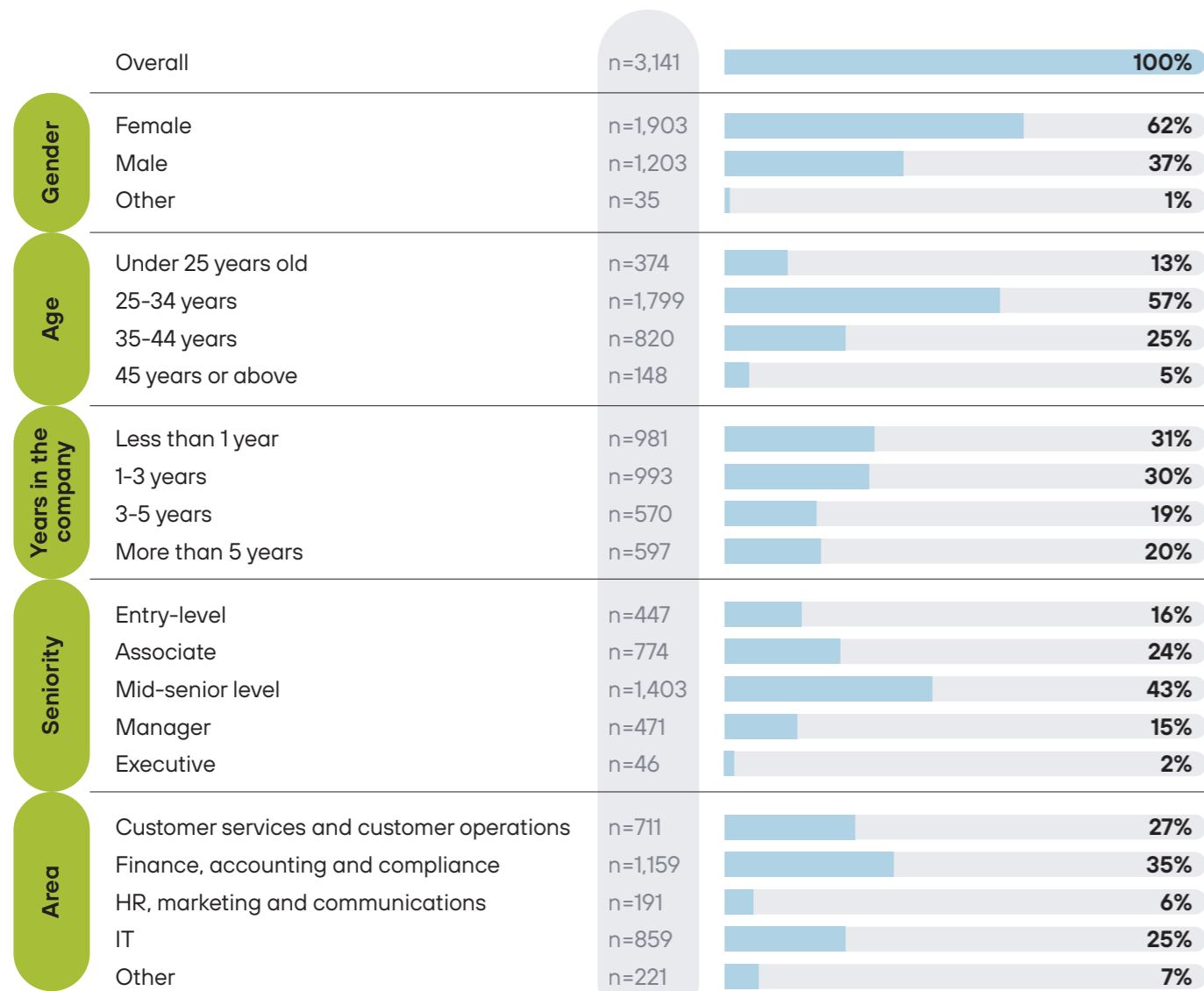
Based on these insights, companies will then be able to refine and improve their employee value proposition.

16 companies each employing at least 150 FTEs participated in the survey. Together, these companies employ over 10,900 professionals, accounting for over 47% of the GBS & ICT industry's total labor force.



Data was collected by Invest Lithuania from the 25th of November to the 17th of December, 2021.

Participant profile



Note: overall industry results are weighted to adjust for the difference between the sample and the actual shares of employees in each company. The number of employees as of 2021-11-18 (data provided by the State Social Insurance Fund

Board) excluding those on a long-term leave (data provided by participating companies) was used as a reference point.

Business services & ICT industry overview

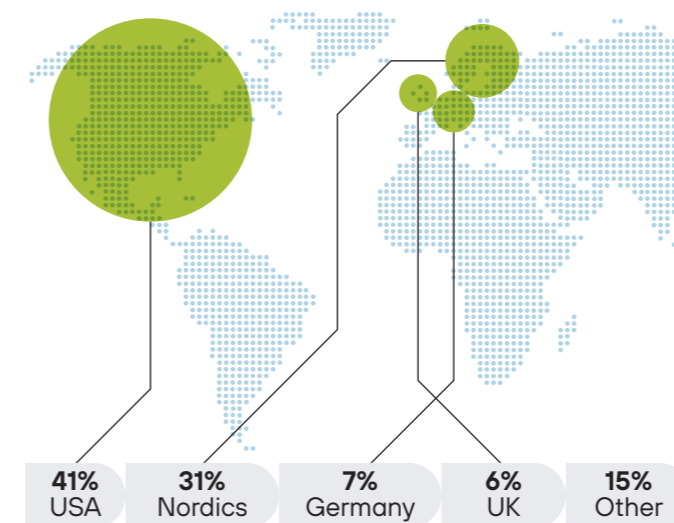
90
Number of
companies with
GBS & ICT centers¹

23,147
Number of
employees in GBS &
ICT centers¹

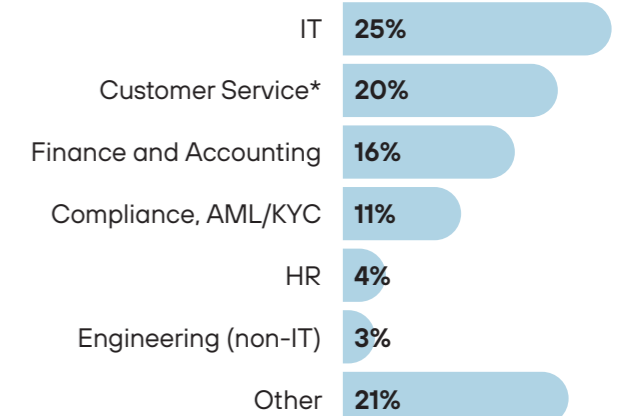
12
Number of Fortune 500
investors with Lithuanian
GBS & ICT centers¹



Share of centers by parent HQ location²

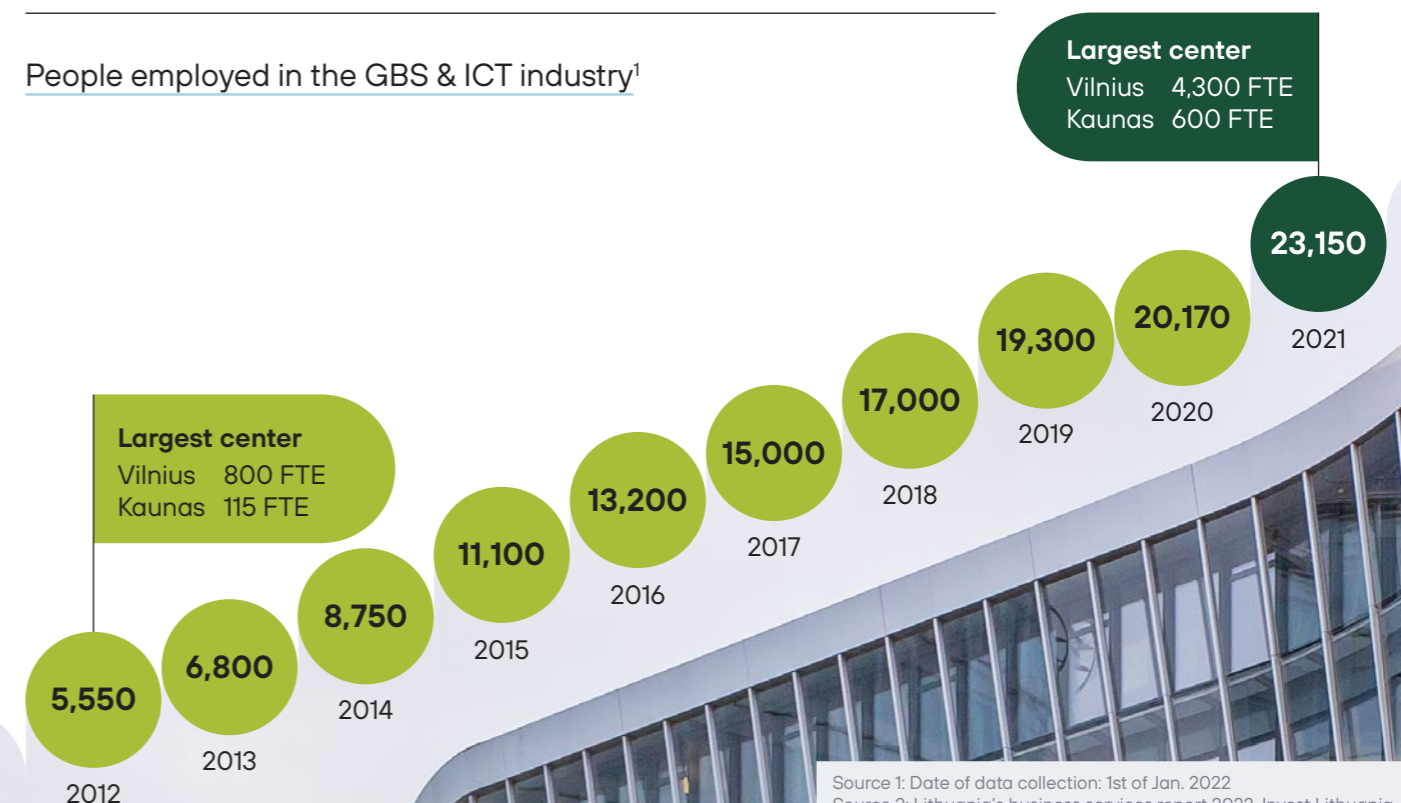


Share of employees by function²



* Customer service covers not only call center functions, but also the broader scope of customer operations

People employed in the GBS & ICT industry¹



Source 1: Date of data collection: 1st of Jan. 2022
Source 2: Lithuania's business services report 2022, Invest Lithuania

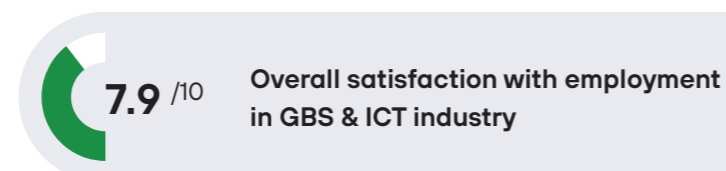
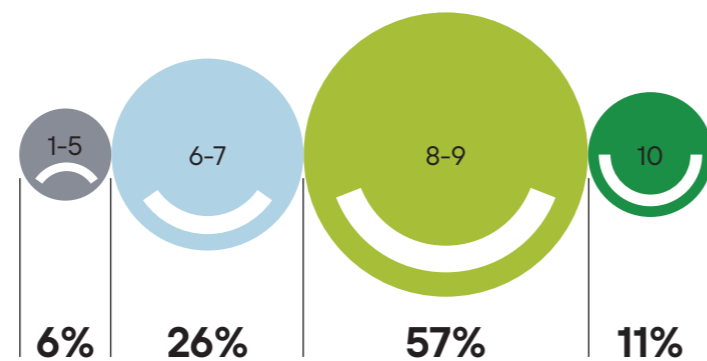
Satisfaction with employment

More than 2 out of 3 employees reported that they felt very satisfied (indicated by a score of 8 or above on a 10-point scale) with their employment in the GBS & ICT industry, while an overwhelming 94% reported that they felt satisfied overall (scores of 6 or above). This positive trend can be observed consistently throughout all demographic groups.

We can distinguish three groups with the highest job satisfaction: 1) those over the age of 45; 2) employees who have been employed for less than a year; 3) employees in managerial roles. 96% of respondents in these groups reported feeling satisfied with their employment. This indicates that satisfaction levels correlate strongly with the maturity and the complexity of the work performed, and that satisfaction tends to dissipate over time.

Question: In general, how satisfied are you working at your company?
Base: GBS & ICT industry, n=3,141

Overall satisfaction across the industry

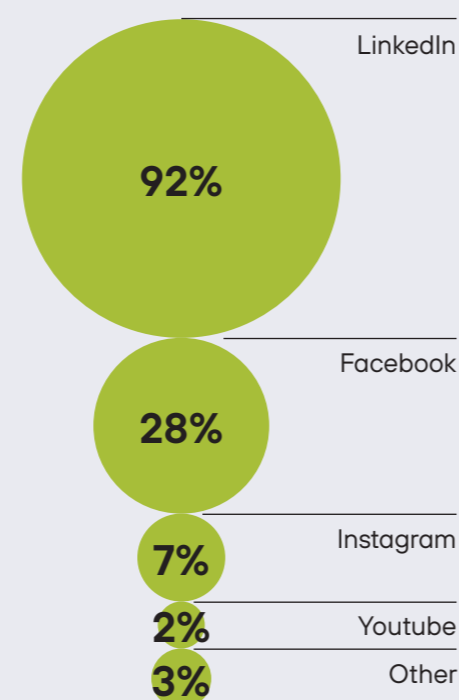


Sources of information on employers and jobs

Social media, online job boards and personal recommendations are the three leading sources of information that GBS & ICT industry employees rely upon when looking for employment opportunities. Company career pages and recruitment representatives also play a significant role.

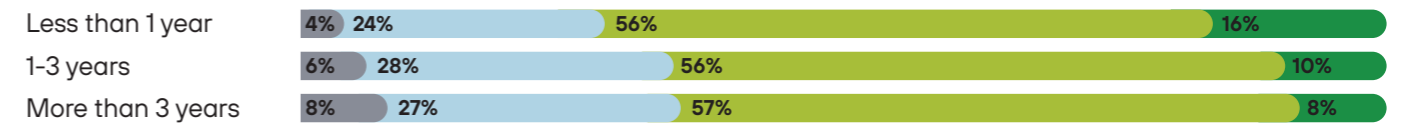
LinkedIn is clearly the most important outlet for companies to make an impression on potential employees – over 75% of all survey participants used LinkedIn as their main source of information on potential employers. When it comes to information on actual job postings, employees tend to rely heavily on personal recommendations (29%) and job boards (26%). Thus, whereas the traditional avenues of recommendations and job boards remain the most important for sourcing applications, LinkedIn stands out clearly as the main platform for companies to market themselves to potential employees.

Social media by popularity

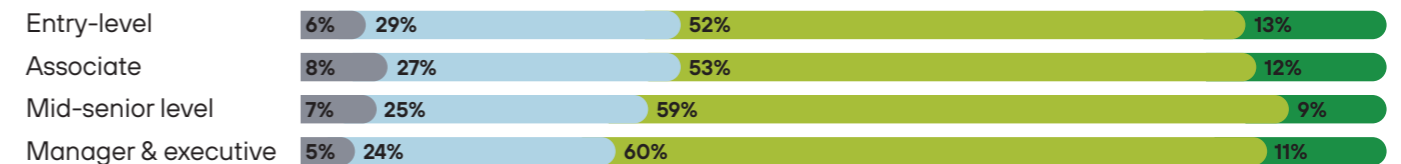


Question: On which social media platforms do you most often get information about potential employers?
Base: GBS & ICT industry, n=2,607

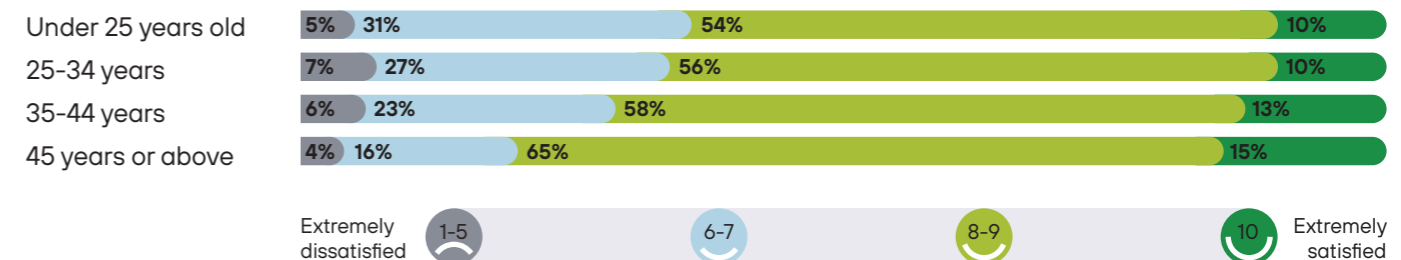
Satisfaction by duration of employment



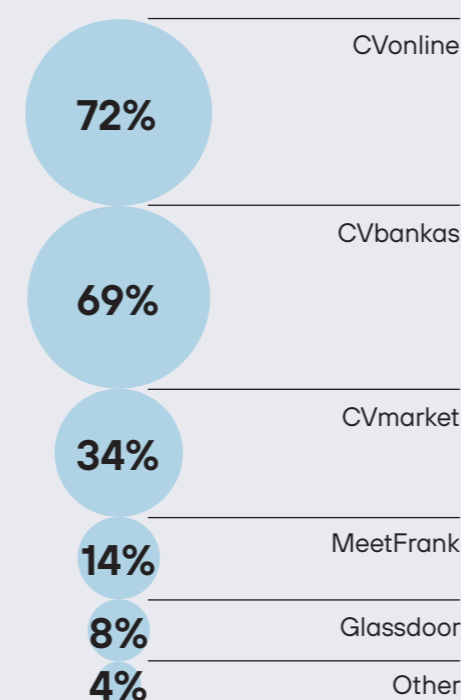
Satisfaction by seniority level



Satisfaction by age

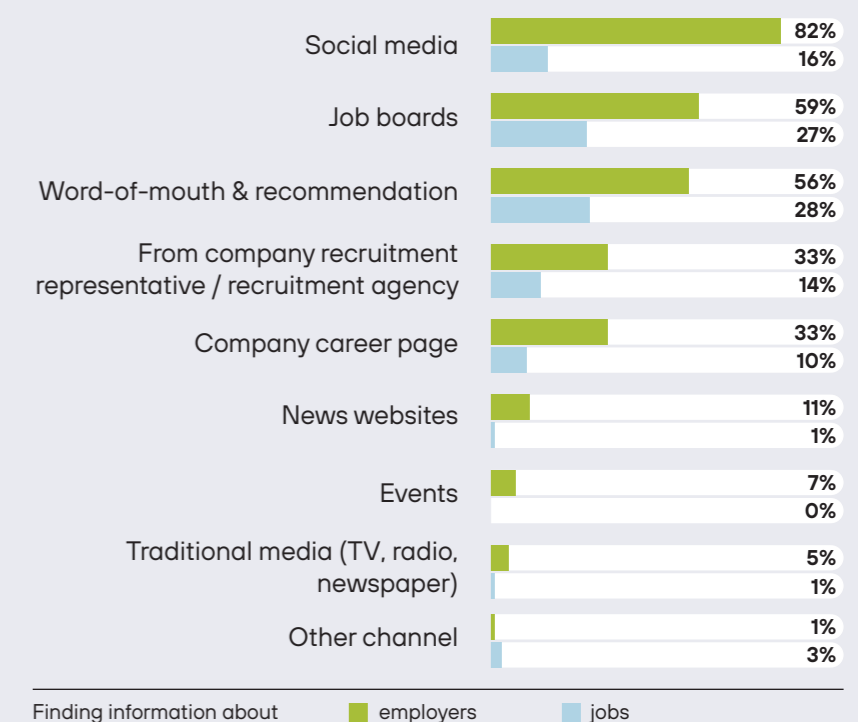


Job boards by popularity



Question: On which job boards do you most often get information about potential employers?
Base: GBS & ICT industry, n=1,806

Means of finding information about employers and jobs



Question: Where do you most often get information about companies that you consider potential employers? (multiple choice)
Question: Where did you first hear about the open position for which you applied?
Base: GBS & ICT industry, n=3,141

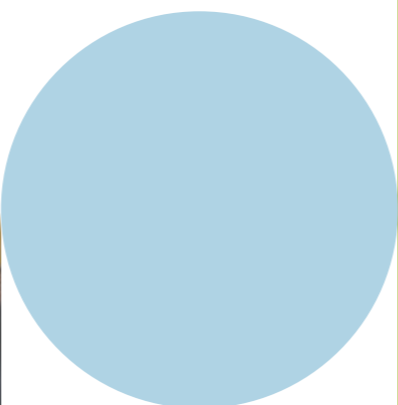
Criteria for choosing and evaluating employers

Salary remained the single most important evaluation criterion to survey participants, scoring 97%. Five other criteria were mentioned by over 90% of participants – an open and friendly atmosphere, trustworthy management, opportunities for career growth, ease of communication with management, and a healthy work-life balance.

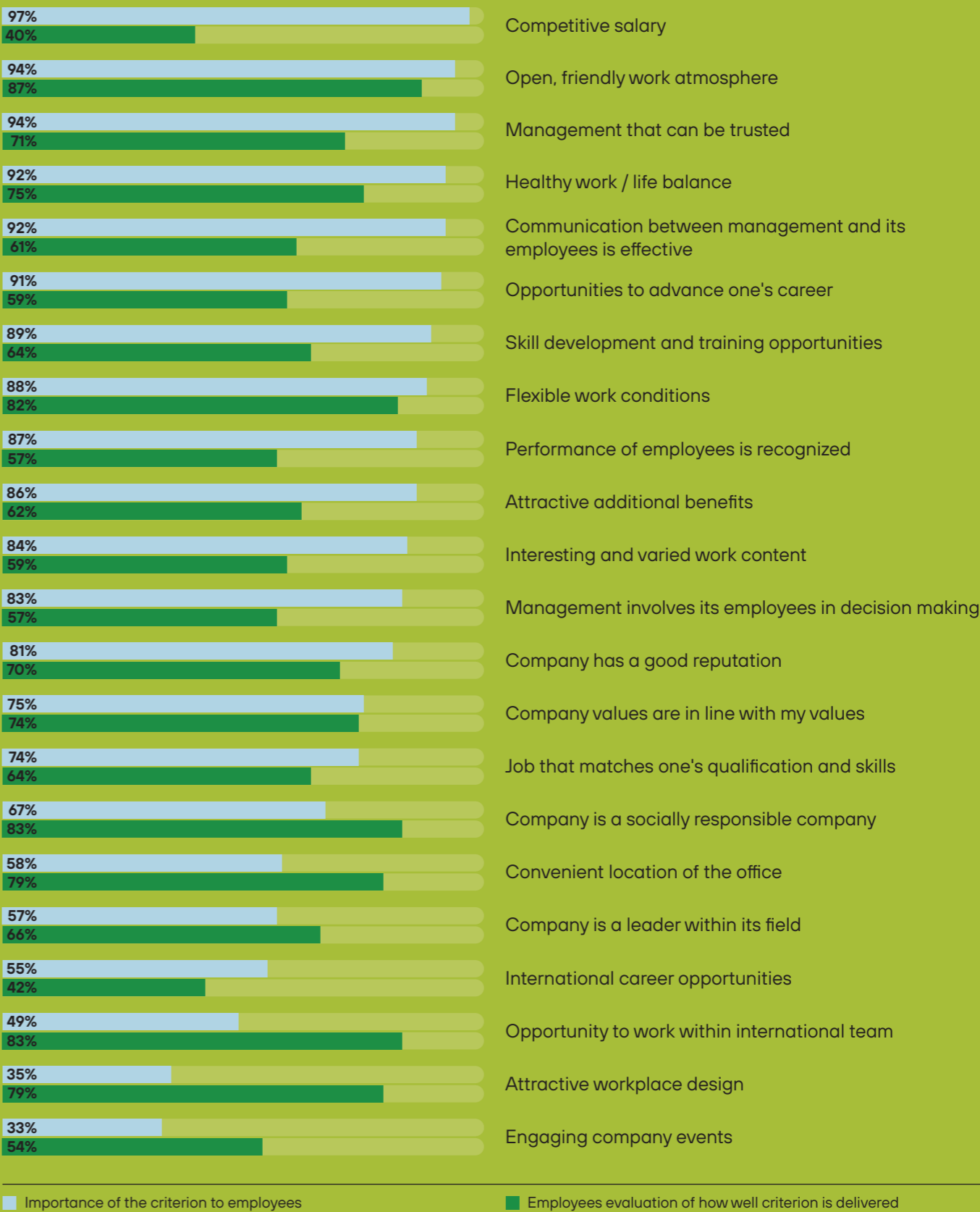
Although most evaluation criteria were equally important across all demographics, a few did stand out, including corporate social responsibility (CSR) and international career opportunities. CSR was important to 76% of entry-level employees but only to 63% of mid-senior level employees, indicating that a good corporate image might be a great way of attracting entry-level workers. Meanwhile, 63% of people who have been with their company for less than a year mentioned international career opportunities as important, while it mattered to just 49% of employees with a 3–5-year tenure. Presenting new hires with even some international opportunities could therefore be a good approach towards boosting retention rates.

In the second part of employer evaluation, survey participants were asked to rate the extent to which the criteria were satisfied by their workplace. Employers overperformed in some categories and underperformed in others, indicating that, although the local GBS & ICT sector is in many areas meeting employee expectations, there are areas where companies could strive for closer parity with employee expectations. By doing so, companies could enhance their existing value proposition and be better positioned to retain existing as well as attract new talent.

Apart from salary, the following were the areas with the largest gap between employee expectations and experiences: opportunities to advance one’s career (–32%), effective communication between management and employees (–31%), and recognition of employee performance (–29%). The two areas in which companies most exceeded expectations were attractive workplace design (+44%) and opportunities to work within an international team (+34%).



Comparison of criteria importance and the extent to which they are met by employers



■ Importance of the criterion to employees ■ Employees evaluation of how well criterion is delivered



Question: How important for you are the following criteria when choosing an employer? (shown are only top 2 answers ("extremely important" and "very important"))

Question: In your opinion, how well do the following characteristics describe your company? (shown are only top 2 answers ("extremely well" and "very well"))

Base: GBS & ICT industry, n=3,141

Significance of a hybrid work policy

This year, the survey included asking employees about the significance that hybrid work policy will have on their career choices.

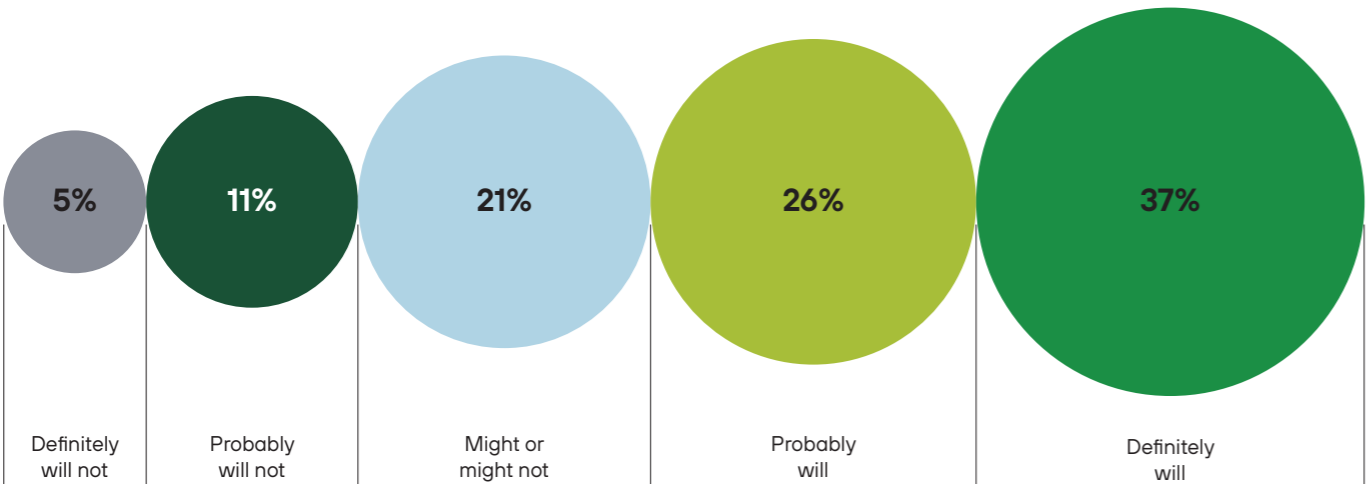
The results reveal that a hybrid work policy is a serious determinant in career decision-making — 63% of survey participants said that it would either probably or definitely impact what they decide to do next in their career. This significance is most pronounced at the associate and mid-senior levels as well as for people in the 25-34-year age group, suggesting that a hybrid work policy might be essential to managing attrition at the middle level of the organization.



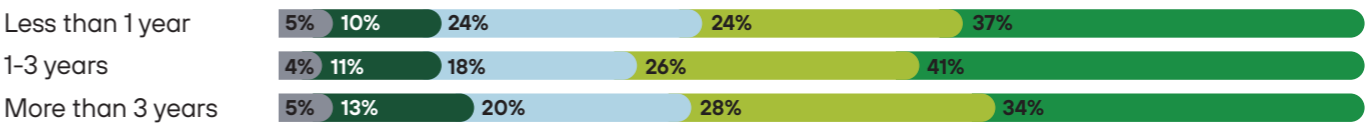
Question: How significantly will a hybrid work policy of a company impact your next career step?
Base: GBS & ICT industry, n=3,141



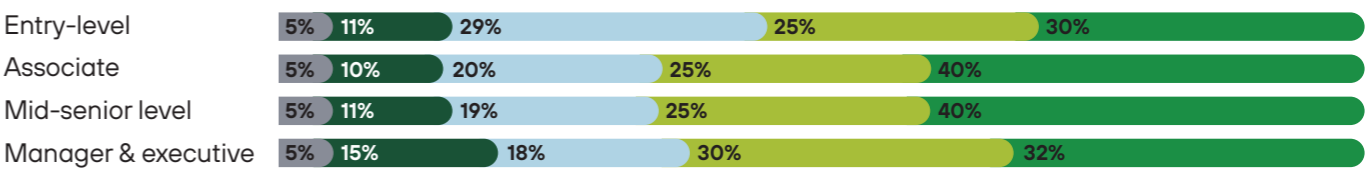
Overall significance of a hybrid work policy



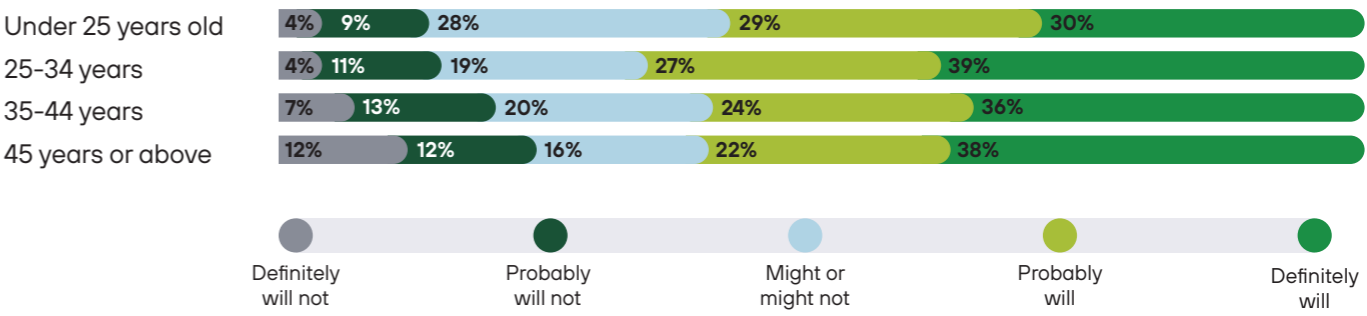
Significance by duration of employment



Significance by seniority level

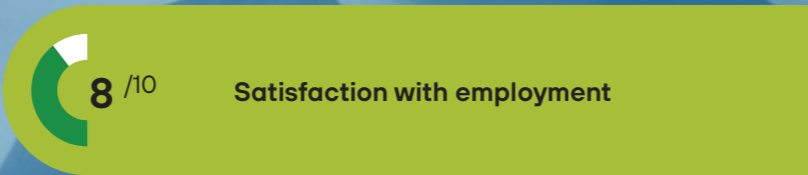


Significance by age group



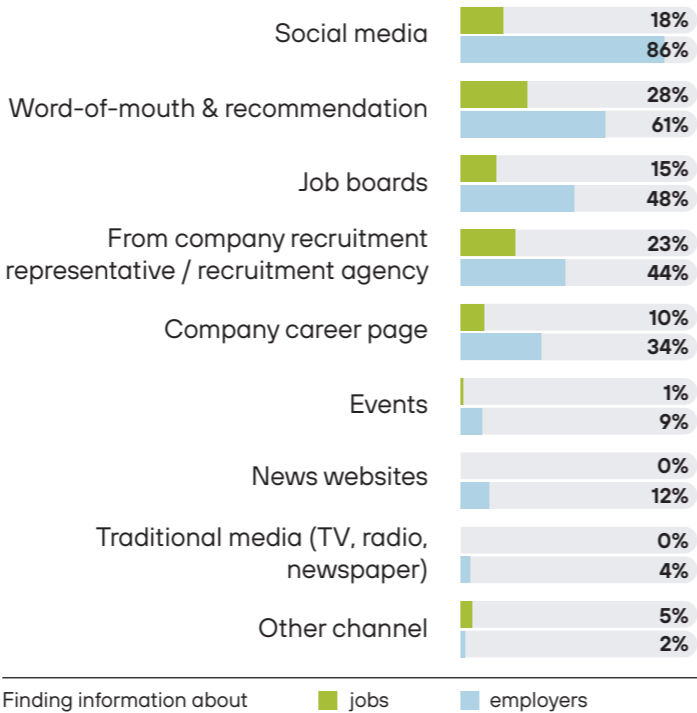
Deep dive: software developers and other tech specialists

For the second year in a row, software developers and technology specialists continued to report the highest employment satisfaction rates across the three major employment areas.



Means of finding information about employers and jobs

Question: Where did you first hear about the open position you applied for?
Question: Where do you most often get information about companies that you consider potential employers? (multiple choice)
Base: software developers and other tech specialists, n=859

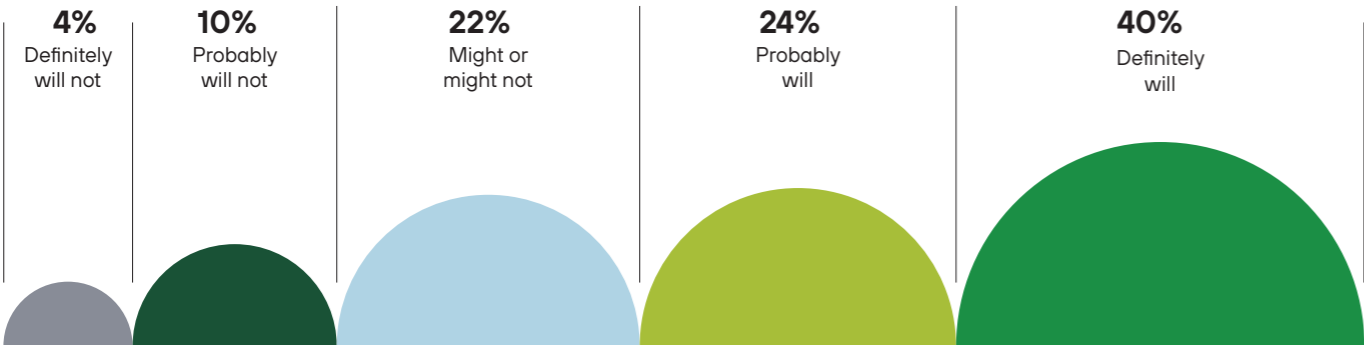


Developers and tech specialists were the group most likely to go on social media to both look for information on employers and apply for jobs. Personal recommendations and recruiters were nevertheless the top application channels used by developers and other IT specialists.

Significance of a hybrid work policy

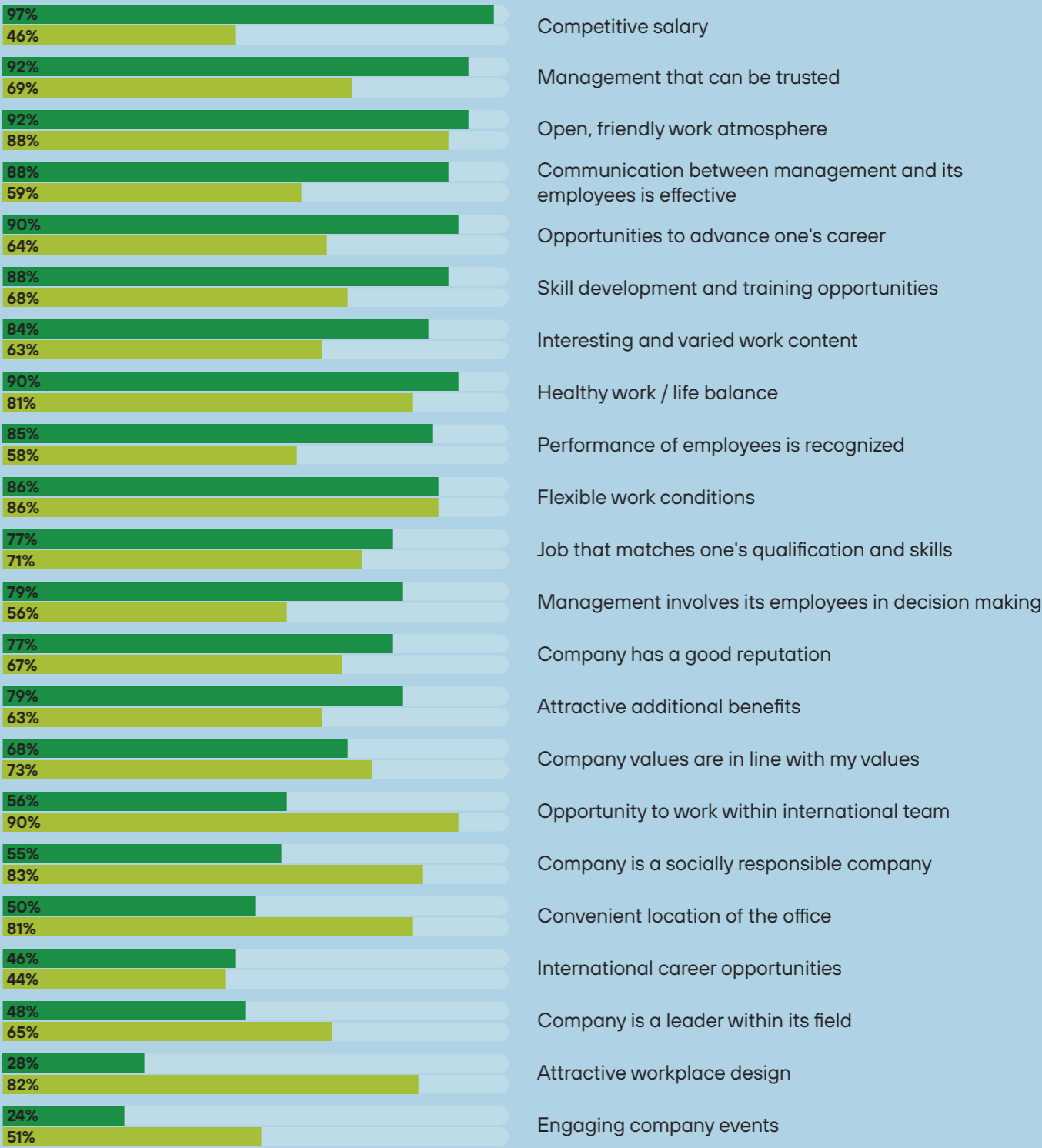


Question: How significantly will a hybrid work policy of a company impact your next career step?
Base: software developers and other tech specialists, n=859



Comparison of criteria importance and the extent to which they are met by employers

A competitive salary was at the top of the list of employer attractiveness factors, and 46% of the group reported that their employer fulfilled this criterion.



■ Importance of the criterion to employees ■ Employees evaluation of how well criterion is delivered



Question: How important for you are the following criteria when choosing an employer? (shown are only top 2 answers ("extremely important" and "very important"))
Question: In your opinion, how well do the following characteristics describe your company? (shown are only top 2 answers ("extremely well" and "very well"))
Base: software developers and other tech specialists, n=859

Deep dive: finance, accounting and compliance specialists

Specialists working in the areas of finance, accounting and compliance reported employment satisfaction rates that are broadly in line with those of the industry overall.

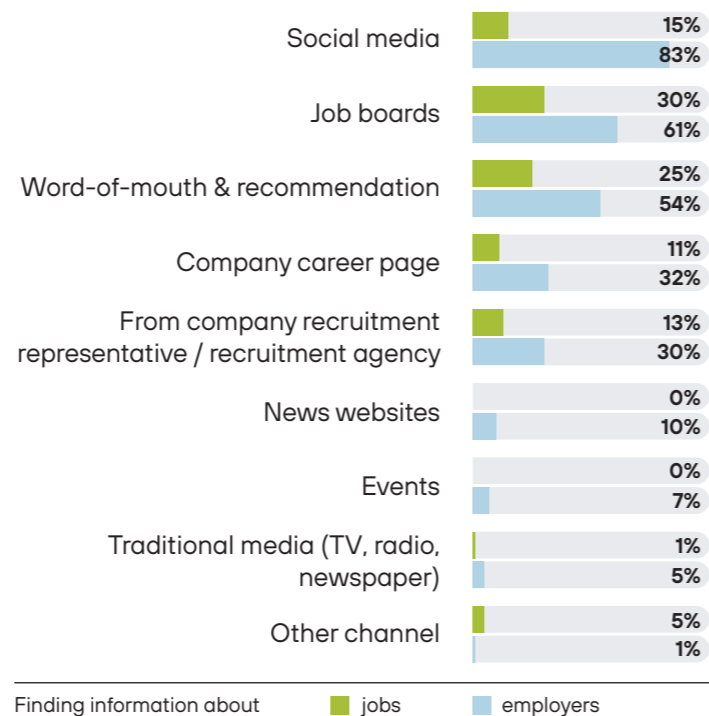


Means of finding information about employers and jobs

Question: Where did you first hear about the open position you applied for?

Question: Where do you most often get information about companies that you consider potential employers? (multiple choice)

Base: finance, accounting and compliance specialists, n=1,159



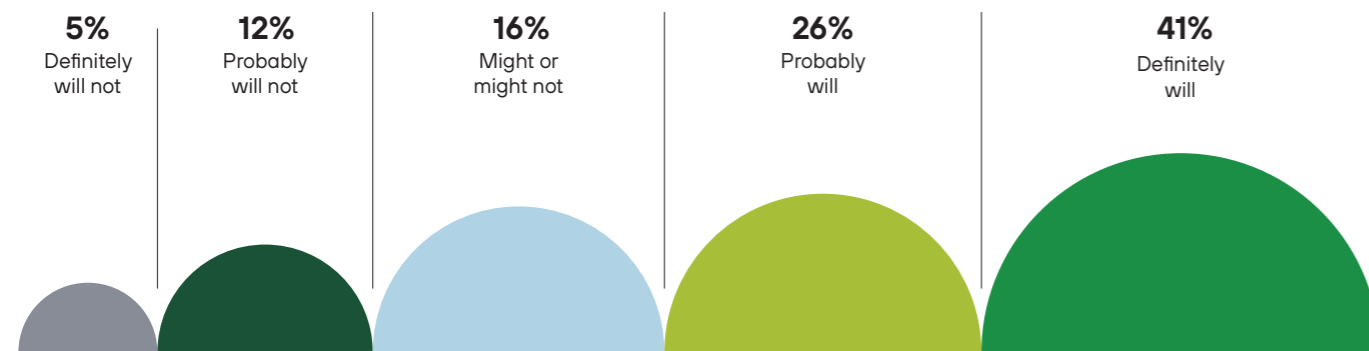
By and large, social media was the main source of information, but job boards and personal recommendations led the scene in terms of actual applications.

Significance of a hybrid work policy



Question: How significantly will a hybrid work policy of a company impact your next career step?

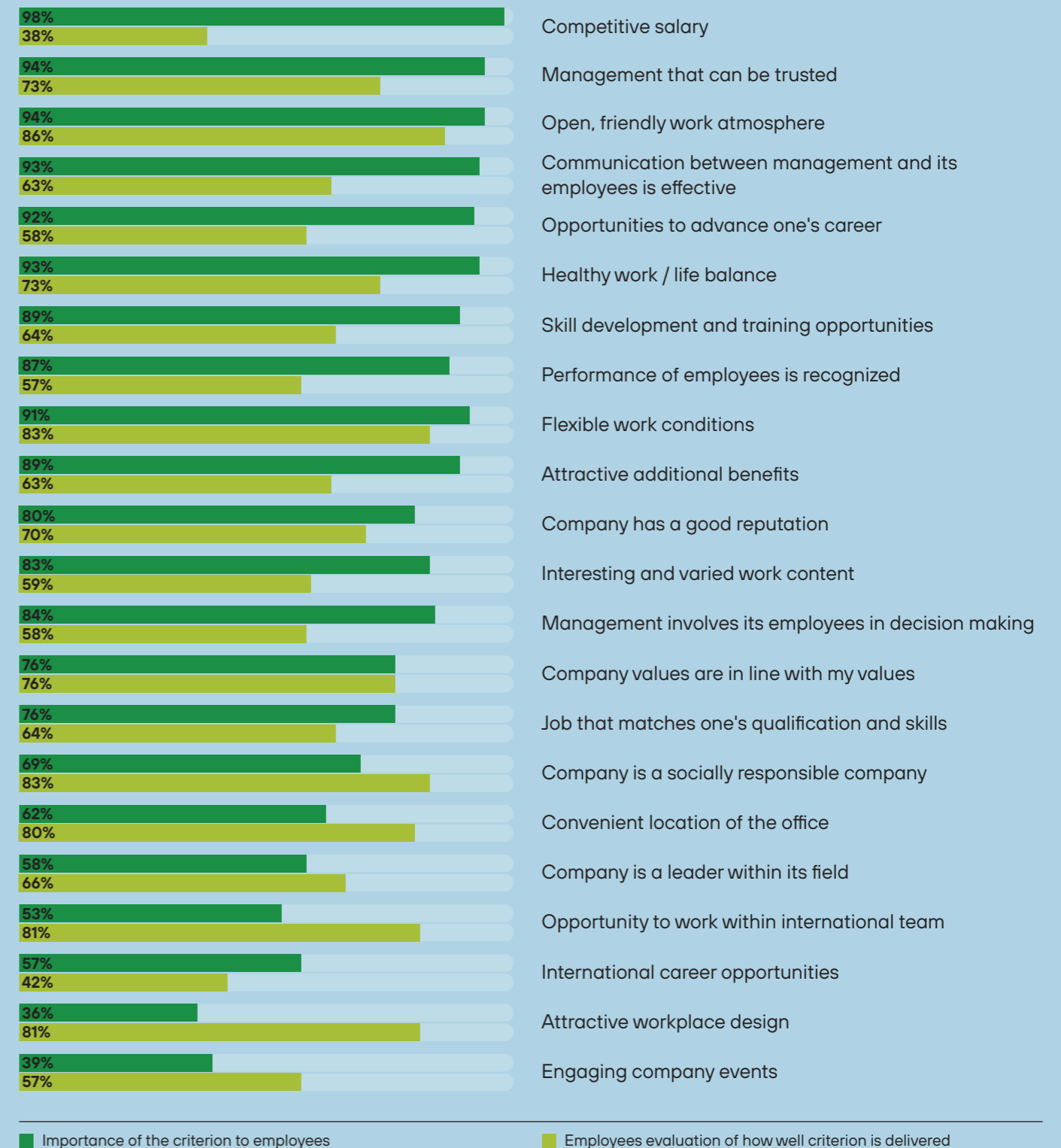
Base: finance, accounting and compliance specialists, n=1,159



Comparison of criteria importance and the extent to which they are met by employers

On average, finance, accounting and compliance specialists tended to align with overall industry trends:

most importance was placed on competitive salary (98% of respondents), management that can be trusted (94% of respondents) and open, friendly work atmosphere (94% of respondents).



Question: How important for you are the following criteria when choosing an employer? (shown are only top 2 answers ("extremely important" and "very important"))

Question: In your opinion, how well do the following characteristics describe your company? (shown are only top 2 answers ("extremely well" and "very well"))

Base: finance, accounting and compliance specialists, n=1,159

Deep dive: customer care and operations specialists

Customer care specialists reported lower employment satisfaction rates compared to the two other major groups, although this was not far away from the industry average.

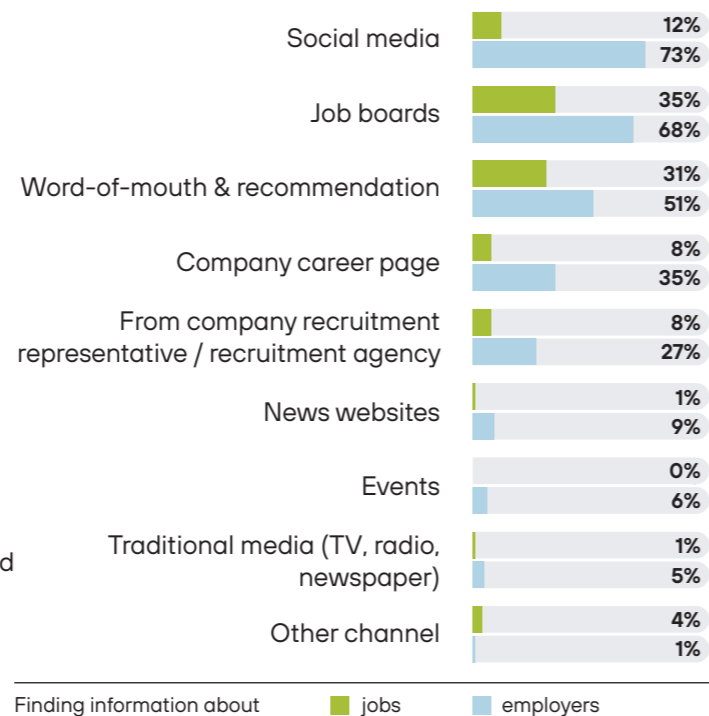


Means of finding information about employers and jobs

Question: Where did you first hear about the open position you applied for?

Question: Where do you most often get information about companies that you consider potential employers? (multiple choice)

Base: customer care and operations specialists, n=711



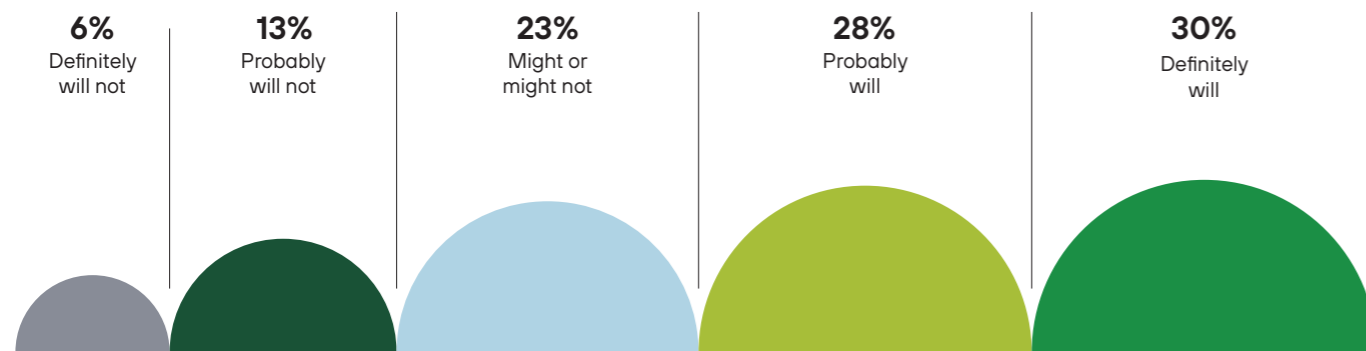
For specialists in the customer care field, job boards appeared to play a larger role than for people working in the other two fields. Job boards occupy a uniquely important position, being both the number one avenue for employees to find information about specific jobs and also being a close second when it comes to the search of information about employers in general.

Significance of a hybrid work policy



Question: How significantly will a hybrid work policy of a company impact your next career step?

Base: customer care and operations specialists, n=711



Comparison of criteria importance and the extent to which they are met by employers

Compared to their colleagues in other areas, customer care specialists were considerably more likely to look for their company to be a leader within its field

(6pp difference), to have international career opportunities (6 pp difference), and for their company to be a socially responsible one (7pp difference). Additionally, in comparison to IT and finance specialists, customer care specialists were, on average, 8pp less satisfied with how flexible their work conditions were.



Question: How important for you are the following criteria when choosing an employer? (shown are only top 2 answers ("extremely important" and "very important"))

Question: In your opinion, how well do the following characteristics describe your company? (shown are only top 2 answers ("extremely well" and "very well"))

Base: customer care and operations specialists, n=711

Useful resources

Global Business Services
and ICT in Lithuania



Lithuania's Business
Services Report 2022



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