Invest Lithuania

Lithuania Co-create

2023

Lithuania's Business Services & ICT Industry Employee Report

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Preface

Dear Ladies and Gentlemen,

We are thrilled to present the 2023 edition of the survey report for Lithuania's Global Business Services & ICT industry.

This is our third annual survey report, and it provides managers with a unique opportunity to gain valuable insights into their industry from an employee's perspective. This year, our focus is on providing updated employee satisfaction data and exploring the impact of hybrid work policies on employees' decision-making.

As with our previous surveys, we have collaborated closely with our partners to produce this research, united by the shared objective of delivering genuine insights to our community. Our aim is to provide a comprehensive understanding of three critical areas: employee satisfaction; areas for improvement within the industry; and the ways in which employees are shaping their future career paths.

Monika Vilkelytė,
Head of GBS & ICT Team

We firmly believe that the companies within our community will be able to derive practical and concrete insights from this survey that will guide their ongoing efforts to enhance their employment policies. Crucially, the improvements implemented on the back of this survey's findings will directly impact the working lives of the over 26,000 professionals currently working in the Lithuanian GBS & ICT ecosystem.

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:

Choosing the best fit

We save your team time on research and due diligence by doing all the site selection research you need. This empowers you to:

- Give your team more time to focus on tasks that add value
- Meet all the relevant players in one visit with zero organisation required on your side
- Minimise spend without compromising quality with free, on-demand market intelligence / Maximise the cost-effectiveness of your FDI project

Setting up

We guide you through all the necessary procedures, from registering a company to getting a construction permit or banking license. This helps you to:

- Accelerate the landing process with the best options for office space or land lots
- Understand what motivates local talent with expert advice on employer branding for the local market
- Understand the talent and infrastructure potential with visits to local partners
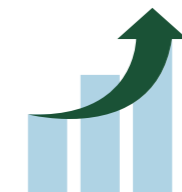
Ramping up

We help you grow with confidence, establish yourself as an employer and become an integral part of our tight-knit business community. This gives you an opportunity to:

- Grow with confidence with a dedicated Customer Success manager
- Expand effortlessly with support in training, recruitment and access to additional incentives
- Become an integral part of the local business community and share your know-how

About the survey

The purpose of this survey is to gain a deeper insight into the perspectives of employees working in the Global Business Services & ICT industry. It explores employees' views on job retention, identifies aspects that are important to them, and assesses the industry's strengths and areas for improvement.

The results of this industry-focused survey will enhance companies' understanding of which factors influence an employee when choosing an employer. With these valuable insights, companies can then refine and optimize their employee value propositions.
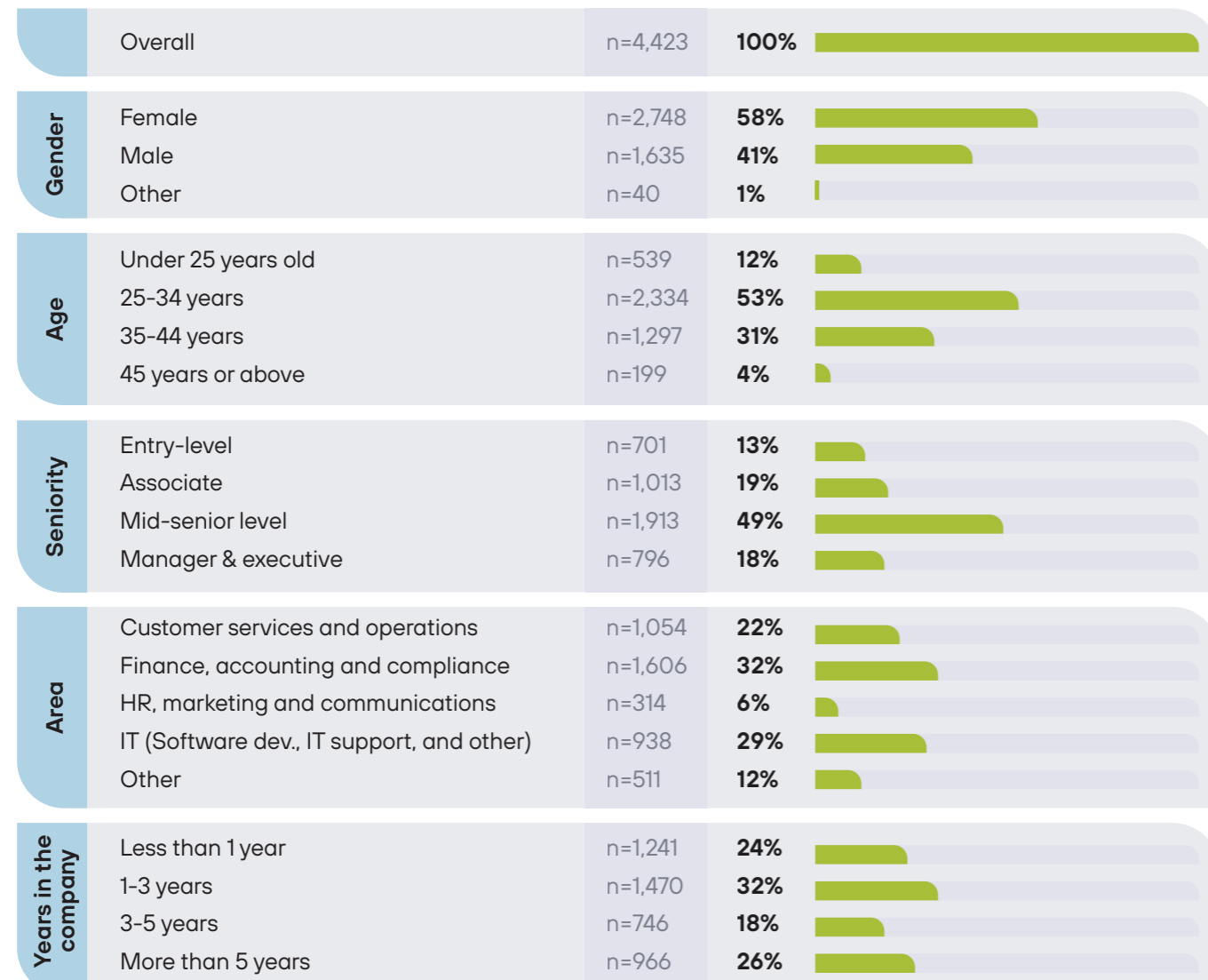
20 companies, each with at least 150 employees, participated in this survey. Combined, the companies surveyed employ over 15,323 professionals. This represents over 57% of the total labor force of the Global Business Services & ICT industry in Lithuania.

The survey was carried out between 8th of March 2023 and 25th of March 2023 by Invest Lithuania.

Participant profile

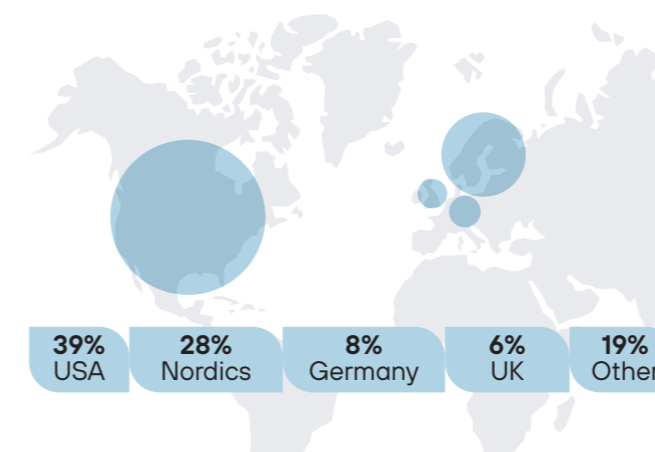|		n	%
	Overall	n=4,423	100%
Gender	Female	n=2,748	58%
	Male	n=1,635	41%
	Other	n=40	1%
Age	Under 25 years old	n=539	12%
	25-34 years	n=2,334	53%
	35-44 years	n=1,297	31%
	45 years or above	n=199	4%
Seniority	Entry-level	n=701	13%
	Associate	n=1,013	19%
	Mid-senior level	n=1,913	49%
	Manager & executive	n=796	18%
Area	Customer services and operations	n=1,054	22%
	Finance, accounting and compliance	n=1,606	32%
	HR, marketing and communications	n=314	6%
	IT (Software dev., IT support, and other)	n=938	29%
	Other	n=511	12%
Years in the company	Less than 1 year	n=1,241	24%
	1-3 years	n=1,470	32%
	3-5 years	n=746	18%
	More than 5 years	n=966	26%

Note: overall industry results are weighted to adjust for the difference between the sample and actual shares of employees in each company. Number of employees as of 2023-01-01 (data provided by the State Social Insurance Fund Board). Company results are unweighted

Business Services & ICT industry overview

96
Number of FDI companies with GBS & ICT centres[1]

26,630
Number of employees in GBS & ICT centres[1]

13
Number of Fortune 500 investors with Lithuanian GBS & ICT centres[1]

Share of centers by parent HQ location[2]

39% USA	28% Nordics	8% Germany	6% UK	19% Other

Share of employees by function[2]

IT	31%
Customer Service*	19%
Finance & Accounting	16%
Compliance, AML/KYC	10%
Supply Chain Management	4%
HR	3%
Engineering (non-IT)	3%
RPA/IPA	1%
Procurement	1%
Other	12%

Data Science, Sales, Marketing, Legal, R&D, and other
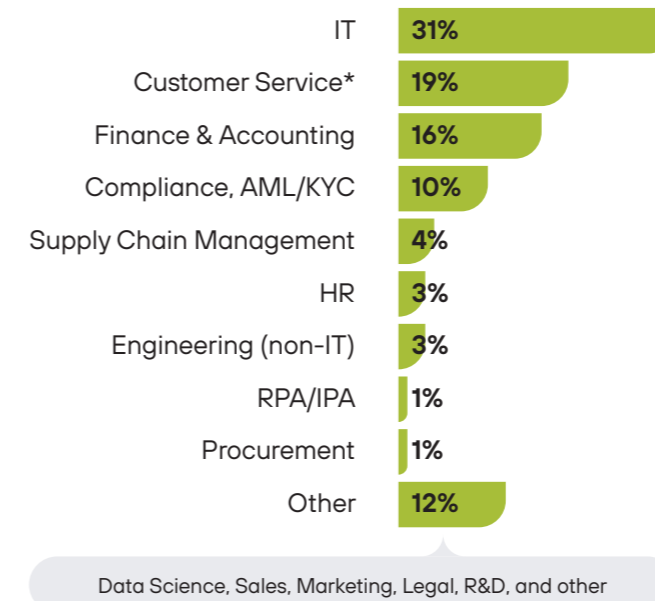
People employed in the GBS & ICT industry[1]

Year	Employed
2012	5,550
2013	6,800
2014	8,750
2015	11,100
2016	13,200
2017	15,000
2018	17,000
2019	19,300
2020	20,170
2021	23,150
2022	26,630
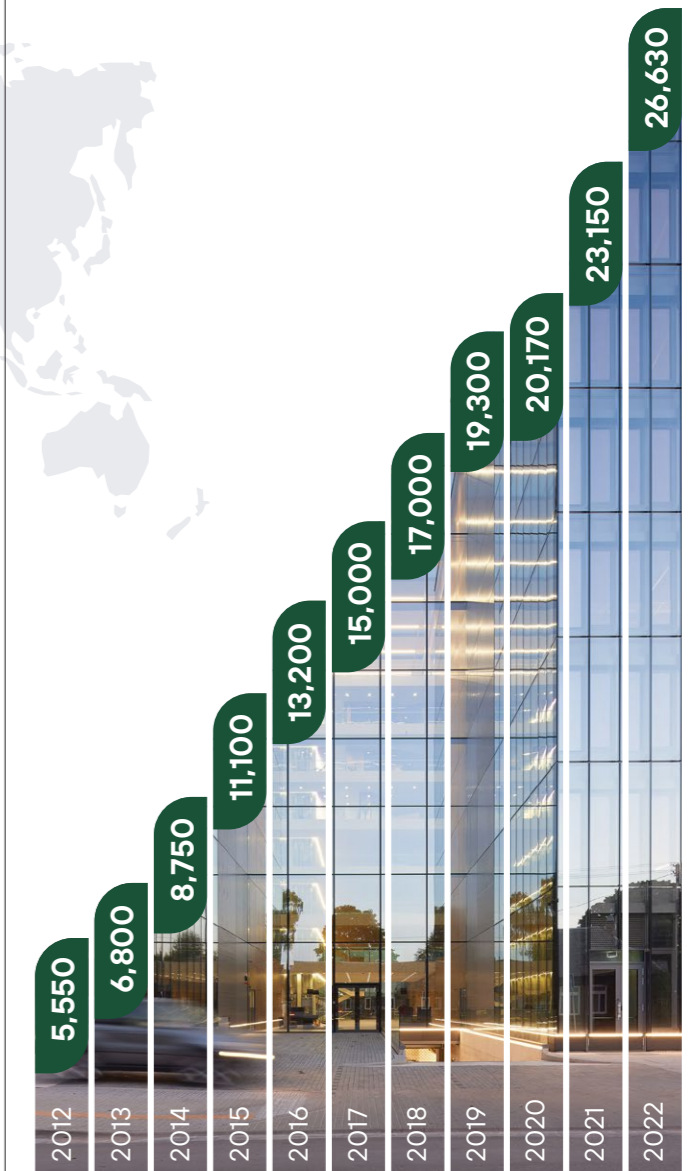
* Customer service cover not only call center functions, but also the broader scope of customer operations

Source 1: Date of data collection: 1st Jan. 2023
Source 2: Lithuania's business services report 2023, Invest Lithuania

Satisfaction with employment

Employee satisfaction was gauged using a 10-point scale, with results showing similarly high levels of satisfaction to previous years. The average satisfaction level was 7.9 out of 10, the same level as last year, and more than two thirds of the employees surveyed reported that they were "very satisfied" (equivalent to a score of 8 or higher).

92% of employees reported overall satisfaction with their work (a score of 6 or higher), and this figure was even higher for certain categories of employees. For example, 96% of those in managerial positions said they were satisfied. Likewise, the same percentage of employees aged 45 or above reported being satisfied. Encouragingly, for employees still in their first year of employment satisfaction levels remained very high, with 92% giving a score of 6 or higher. This bodes well for the industry's ability to retain employees and minimize turnover.

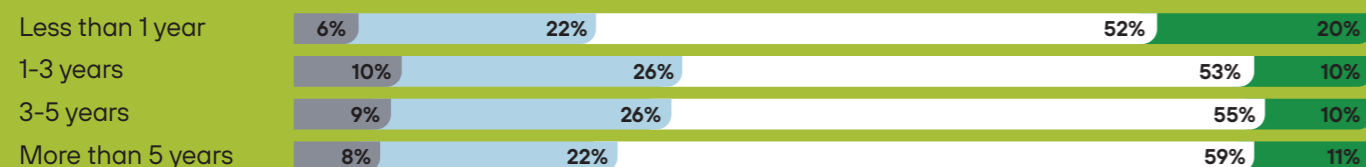**Overall satisfaction with employment in GBS & ICT industry**

7.9 /10

Overall satisfaction across the industry

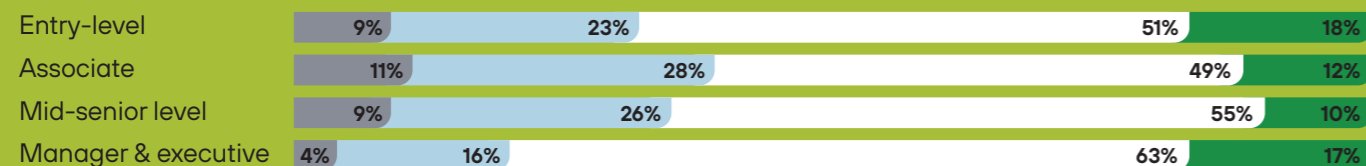| 1-5	6-7	8-9	10
8%	**24%**	**55%**	**13%**
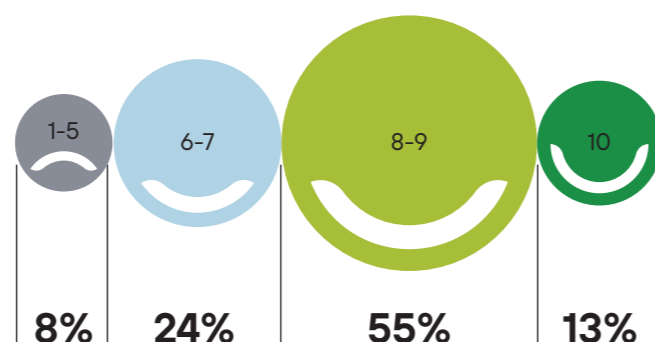
Question: In general, how satisfied are you working at your company?
Base: GBS & ICT industry, n=4,423

Satisfaction by duration of employment

Less than 1 year	6%	22%	52%	20%
1-3 years	10%	26%	53%	10%
3-5 years	9%	26%	55%	10%
More than 5 years	8%	22%	59%	11%

Satisfaction by seniority level

Entry-level	9%	23%	51%	18%
Associate	11%	28%	49%	12%
Mid-senior level	9%	26%	55%	10%
Manager & executive	4%	16%	63%	17%

Satisfaction by age

Under 25 years old	9%	27%	51%	13%
25-34 years	10%	26%	53%	11%
35-44 years	6%	22%	57%	15%
45 years or above	4%	12%	65%	18%
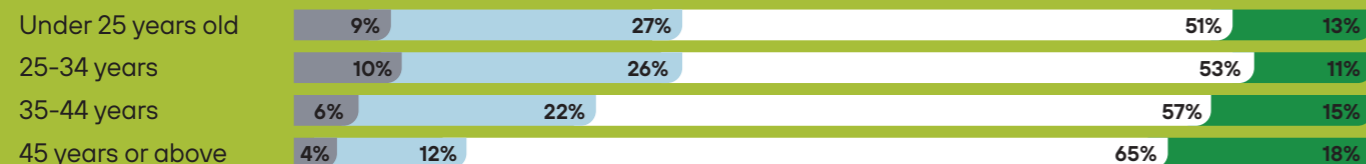
Extremely dissatisfied 1-5   6-7   8-9   10 Extremely satisfied

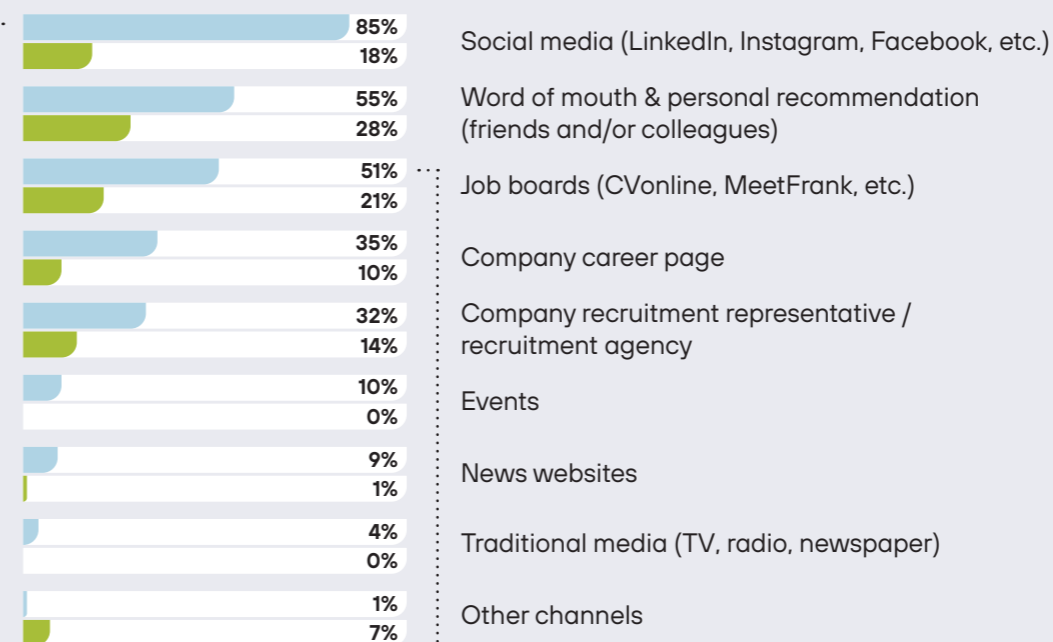# Sources of information on employers and jobs

One area of focus for the survey was to learn where employees go to look for jobs and information on potential employers. As in previous surveys, the 3 most popular sources of employment information were social media, word of mouth and personal recommendations, and online job boards.

Of these methods, personal recommendations had the best conversion rate, with 28% of respondents reporting this as the way they found out about the open position they applied for.

21% said they found this information via job boards, with CVbankas and CVonline proving the most popular. Of those who learned about their job from an online job board, 70% used CVbankas and 69% used CVonline.

18% of respondents said they found information about their current role on social media. LinkedIn is the clear leader in this field - 94% of those who discovered their open position on social media did so using this platform. Company career pages also proved to be a valuable source of information, especially when gathering information on a potential employer.

Means of finding information about employers and jobs

	employers	jobs
Social media (LinkedIn, Instagram, Facebook, etc.)	85%	18%
Word of mouth & personal recommendation (friends and/or colleagues)	55%	28%
Job boards (CVonline, MeetFrank, etc.)	51%	21%
Company career page	35%	10%
Company recruitment representative / recruitment agency	32%	14%
Events	10%	0%
News websites	9%	1%
Traditional media (TV, radio, newspaper)	4%	0%
Other channels	1%	7%

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=4,423

Finding information about
employers
jobs

Social media by popularity

LinkedIn	94%
Facebook	21%
Instagram	9%
YouTube	4%
Other	3%
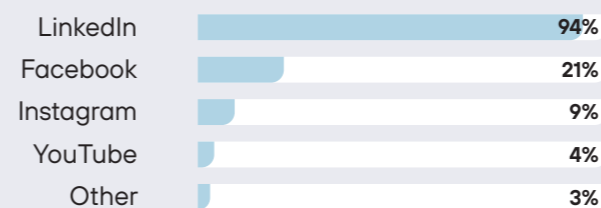
Question: On which social media platforms do you most often get information about potential employers?
Base: GBS & ICT industry, n=3,718

Job boards by popularity

CVbankas	70%
CVonline	69%
CVmarket	34%
MeetFrank	11%
Glassdoor	9%
Other	5%
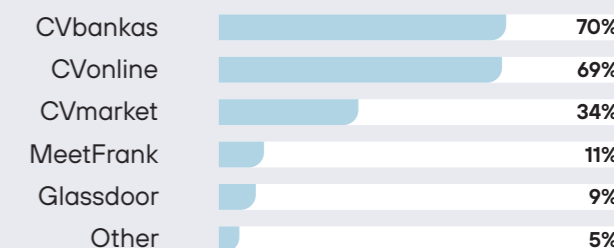
Question: On which job boards do you most often get information about potential employers?
Base: GBS & ICT industry, n=2,420

Unveiling employee priorities

What employees look for most in a company

When asked how they choose and evaluate their employers, the most important evaluation criterion for employees was salary, as has been the case in previous surveys. It is noteworthy that salary was also the field where there was the largest discrepancy between importance to employees and performance by employers. While 97% of respondents named this criterion as "very important" or "extremely important," only 39% judged their employer to be performing "very well" or "extremely well" at delivering a competitive salary.

There were, however, notable exceptions to this trend. Employees of 4 companies (out of the 20 surveyed) selected a different criterion than salary as their most important, choosing instead "healthy work-life balance" or "management that can be trusted." Interestingly, the employees of these companies also rated their employers better in terms of delivering a competitive salary, indicating that the importance of salary diminishes once an adequate salary is provided.

Beyond salary, 6 other criteria were rated as "very important" or "extremely important" by over 90% of employees. 4 of these related to company culture, namely working in an "open, friendly work atmosphere," having "management that can be trusted" and a "healthy work-life balance," and there being "effective communication between management and employees." The other top-rated criteria were "flexible work conditions" and "opportunities to advance your career".

How priorities shift across different demographics

Although most evaluation criteria were equally important across all demographics, there were some notable exceptions to this pattern. First of all, having "attractive additional benefits" was much more important for employees working in Finance and Accounting (93% said it was important) than for developers and engineers (only 68% rated it as important). Therefore, for companies keen to recruit and retain talent in Finance and Accounting (F&A), offering an attractive package of additional benefits would be a smart move.

Another demographic discrepancy was seen with regard to remote work. This criterion was noticeably less important for senior-level employees than for those at the associate level. 91% of associates said it was "very important" or "extremely important" that their "company empowers effective remote work," but this figure dropped to 79% among managers and executives. Conversely, recognition of performance was highly sought after among management-level employees but reduced in importance as seniority decreased. While 82% of entry-level employees said it was important that the "performance of employees is recognized," this rose to 87% among mid-senior level employees and 90% among managers and executives.

These differences reveal practical steps companies in the GBS & ICT sector can take to boost recruitment and retention at specific levels of their organization. If the focus is on associates, they could consider revising their remote work policy. If it is managers and executives they are interested in, they should pay attention to their performance recognition practices.
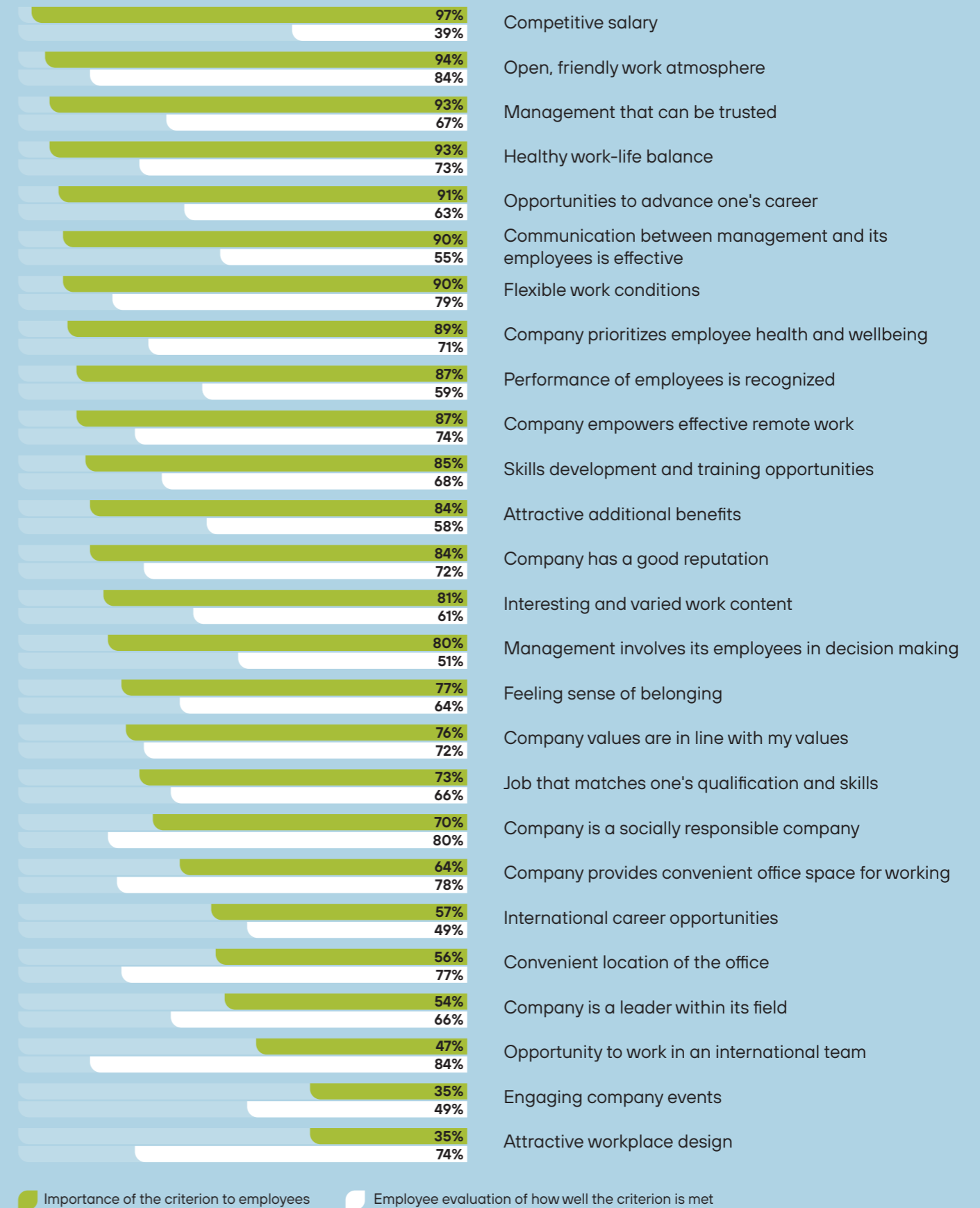
How well employer performance matches employee expectations

Overall, there was a mixed picture in terms of how well employers are meeting employee expectations. While employers outperformed expectations in areas like social responsibility, office space, and events, in key areas their level of performance did not match the importance of this issue for employees. As previously mentioned, the largest gap was in the area of competitive salary, where there was a difference of 58 percentage points between importance to employees and delivery by employers. Large gaps also existed in criteria such as communication between management and employees (-35 percentage points), the involvement of employees in decision-making (-29 percentage points), recognition of employee performance (-28 percentage points), and career opportunities (-28 percentage points).

The takeaway for employers might be that areas like social responsibility, office space, and events, where they are performing well, are viewed as hygiene factors by employees. An increased focus on management effectiveness and career planning would be more likely to move the needle in terms of enhancing their value proposition for potential employees and retaining existing ones.

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

Criterion	Importance	Met
Competitive salary	97%	39%
Open, friendly work atmosphere	94%	84%
Management that can be trusted	93%	67%
Healthy work-life balance	93%	73%
Opportunities to advance one's career	91%	63%
Communication between management and its employees is effective	90%	55%
Flexible work conditions	90%	79%
Company prioritizes employee health and wellbeing	89%	71%
Performance of employees is recognized	87%	59%
Company empowers effective remote work	87%	74%
Skills development and training opportunities	85%	68%
Attractive additional benefits	84%	58%
Company has a good reputation	84%	72%
Interesting and varied work content	81%	61%
Management involves its employees in decision making	80%	51%
Feeling sense of belonging	77%	64%
Company values are in line with my values	76%	72%
Job that matches one's qualification and skills	73%	66%
Company is a socially responsible company	70%	80%
Company provides convenient office space for working	64%	78%
International career opportunities	57%	49%
Convenient location of the office	56%	77%
Company is a leader within its field	54%	66%
Opportunity to work in an international team	47%	84%
Engaging company events	35%	49%
Attractive workplace design	35%	74%

■ Importance of the criterion to employees   ■ Employee evaluation of how well the criterion is met

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

Question: In your opinion, how well do the following characteristics describe your company? (Only the top 2 answers ("extremely well" and "very well") are shown)
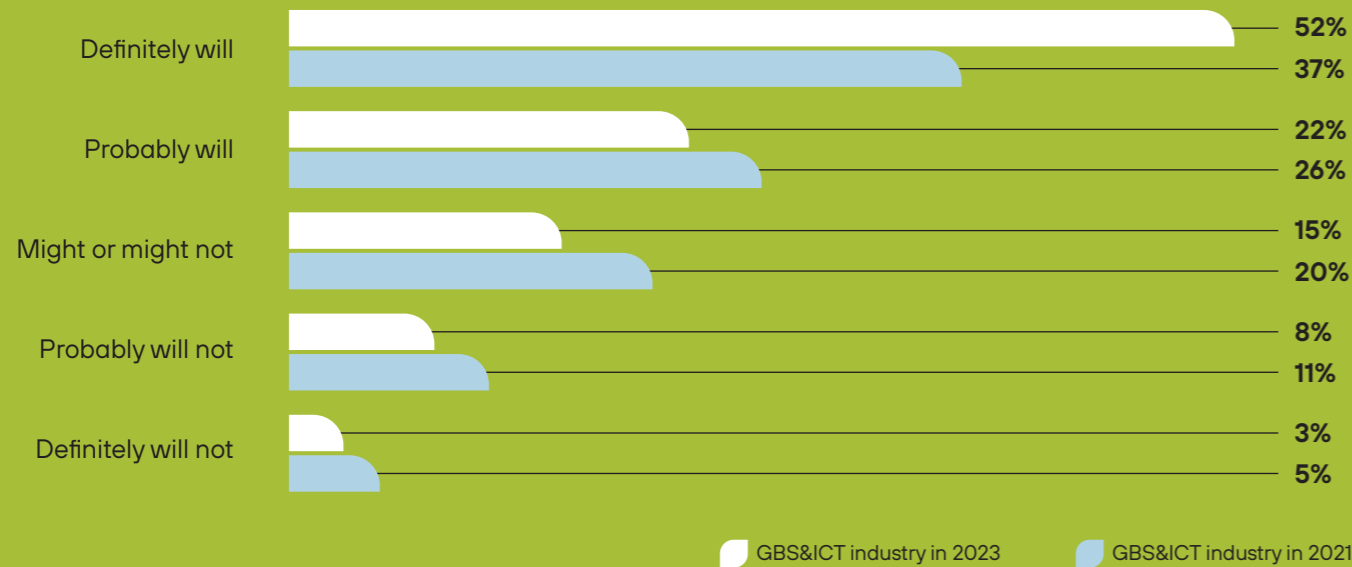
Base: GBS & ICT industry, n=4,423

Significance of a hybrid work policy

Hybrid work continues to be a decisive factor in the career choices of employees in Lithuania's GBS & ICT sector. Over half of the survey respondents said a company's hybrid work policy will play a key role when choosing an employer, with a further 22% saying hybrid work would probably impact their decision. Combined, this represents 74% of all respondents, as compared with 63% in the 2021 survey, demonstrating a marked increase in the importance of hybrid work policies. There was a tendency for new, entry-level employees and long-serving senior employees to place slightly less importance on this topic. In contrast, associates, mid-senior level staff, and those who have worked at their current company for between 1 and 5 years, felt hybrid policies were more important. Nevertheless, the differences were not significant. There was, however, a slightly more pronounced generational difference, with 19% of those over 45 years old saying hybrid policies would definitely or probably not affect their decision, as compared to just 9% of 25- to 34-year-olds.

Significance by duration of employment

	Definitely will not	Probably will not	Might or might not	Probably will	Definitely will
Less than 1 year	4%	7%	18%	22%	49%
1-3 years	2%	7%	15%	21%	54%
3-5 years	2%	6%	13%	23%	57%
More than 5 years	3%	11%	14%	22%	50%

Significance by seniority level

	Definitely will not	Probably will not	Might or might not	Probably will	Definitely will
Entry-level	4%	6%	21%	21%	48%
Associate	3%	6%	15%	20%	56%
Mid-senior level	2%	7%	13%	22%	55%
Manager & executive	4%	12%	16%	25%	42%
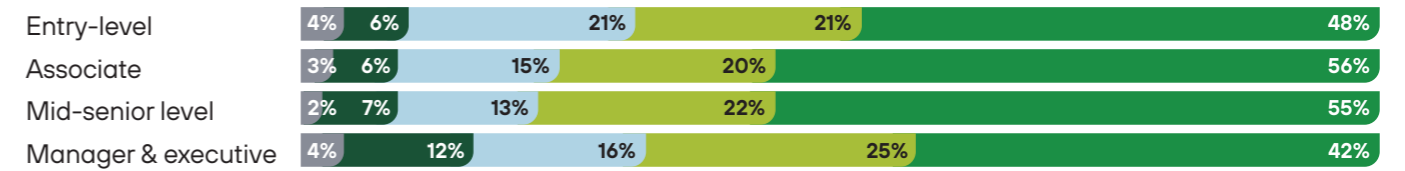
Significance by age group

	Definitely will not	Probably will not	Might or might not	Probably will	Definitely will
Under 25 years old	4%	6%	22%	22%	46%
25-34 years	2%	7%	15%	23%	53%
35-44 years	3%	9%	13%	23%	52%
45 years or above	5%	14%	12%	14%	54%

Definitely will not | Probably will not | Might or might not | Probably will | Definitely will

Overall significance of a hybrid work policy

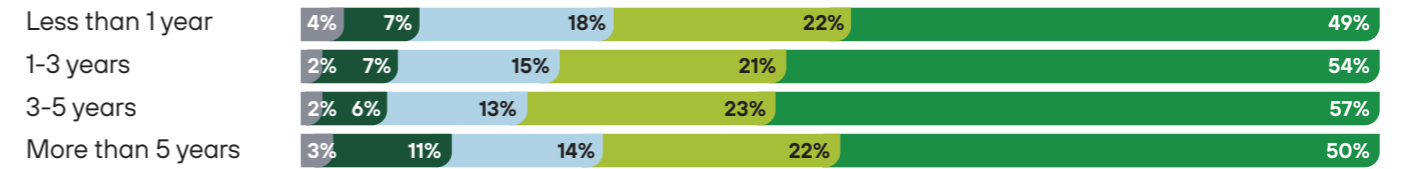|	GBS&ICT industry in 2023	GBS&ICT industry in 2021
Definitely will	52%	37%
Probably will	22%	26%
Might or might not	15%	20%
Probably will not	8%	11%
Definitely will not	3%	5%

Question: How significantly will a hybrid work policy of a company impact your next career step?
Base: GBS & ICT industry, n=4,423
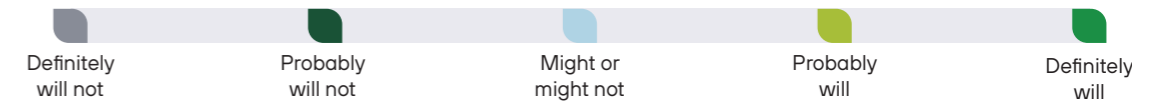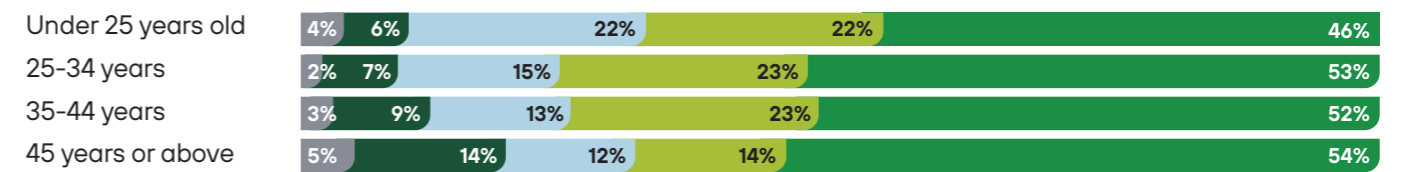**Base:** GBS & ICT industry in 2021 survey, n=3,141

Hybrid work arrangements

In terms of how hybrid work is set up within the sector, almost 90% of respondents work from home at least one day per week. A quarter of all employees are fully remote, while 24% work from home 3 days per week on average. It is noticeable that in the future employees intend to work from home slightly more. For example, while 11% of surveyed employees said that, at present, they do not work from home at all, only 6% intend to keep this situation in the future.

	Currently working from home	Future plans for WFH
Do not (or seldom) work from home	11%	6%
1 day	6%	7%
2 days	15%	18%
3 days	24%	26%
4 days	20%	18%
5 days (or more)	24%	25%

Question: On average, how many days per week do you work from home?
Question: On average, how many days per week do you plan to work from home in the future?
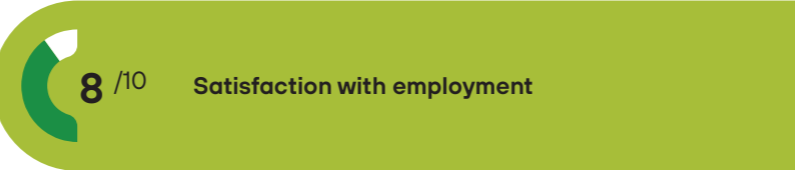**Base:** GBS & ICT industry, n=4,423

Deep dive: software developers and other tech specialists

Software developers and other technology specialists continue to report the highest employment satisfaction rate among the three major employee groups.
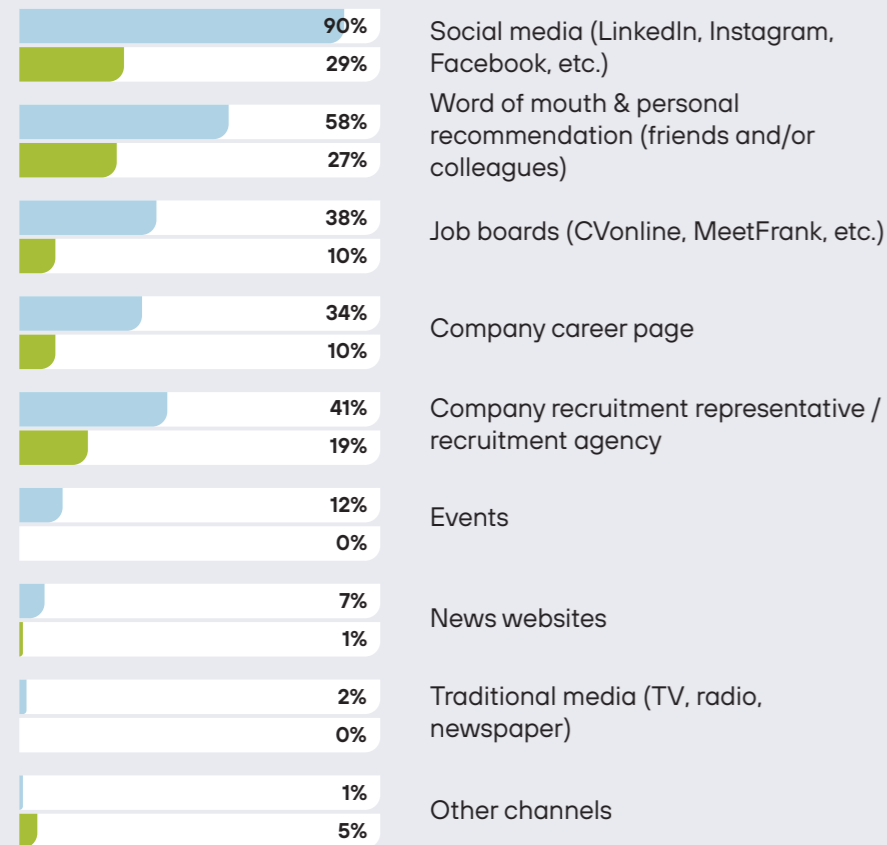
Tech specialists are also the group most likely to use social media to look for information on both employers and jobs. Overtaking personal recommendations, social media is now their top application channel.

In terms of employer attractiveness factors, competitive salary is at the top of the list, with 42% of the group reporting that their employer fulfilled this criterion. This share is down from 54% last year.

Tech specialists report relatively lower employer expectation levels, which makes them stand out from other GBS & ICT employees. The average rate of importance they attribute to all employer attractiveness criteria is only 70%, while among F&A and customer operations, the rate is 79% and 78% respectively. Meanwhile, the average attribution is largely the same among all three employee groups – 66-67%.

8 /10   **Satisfaction with employment**

Means of finding information about employers and jobs

	Social media (LinkedIn, Instagram, Facebook, etc.)
90%	
29%	

	Word of mouth & personal recommendation (friends and/or colleagues)
58%	
27%	

	Job boards (CVonline, MeetFrank, etc.)
38%	
10%	

	Company career page
34%	
10%	

	Company recruitment representative / recruitment agency
41%	
19%	

	Events
12%	
0%	

	News websites
7%	
1%	

	Traditional media (TV, radio, newspaper)
2%	
0%	

	Other channels
1%	
5%	

Finding information about   ▪ employers   ▪ jobs

Significance of a hybrid work policy

54% Definitely will

22% Probably will

14% Might or might not

8% Probably will not

2% Definitely will not

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

Criterion	Importance	Met
Competitive salary	97%	42%
Open, friendly work atmosphere	91%	81%
Management that can be trusted	90%	64%
Opportunities to advance one's career	90%	69%
Healthy work-life balance	88%	75%
Flexible work conditions	87%	86%
Communication between management and its employees is effective	85%	50%
Performance of employees is recognized	83%	59%
Company empowers effective remote work	83%	81%
Skills development and training opportunities	83%	73%
Company prioritizes employee health and wellbeing	80%	68%
Interesting and varied work content	80%	65%
Company has a good reputation	79%	74%
Job that matches one's qualification and skills	75%	72%
Attractive additional benefits	72%	52%
Management involves its employees in decision making	71%	46%
Company values are in line with my values	70%	72%
Feeling sense of belonging	68%	58%
Company is a socially responsible company	59%	81%
International career opportunities	53%	56%
Company provides convenient office space for working	50%	72%
Company is a leader within its field	44%	68%
Convenient location of the office	40%	78%
Opportunity to work in an international team	39%	88%
Engaging company events	26%	39%
Attractive workplace design	25%	69%

▪ Importance of the criterion to employees   ▫ Employee evaluation of how well the criterion is met
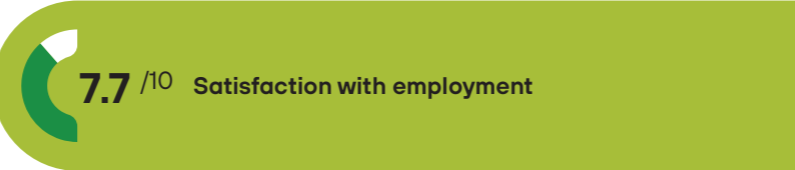
Deep dive: finance, accounting, and compliance specialists

Specialists working in finance, accounting and compliance areas report an employment satisfaction rate of 7.7, which is lower than the previous year (7.9).
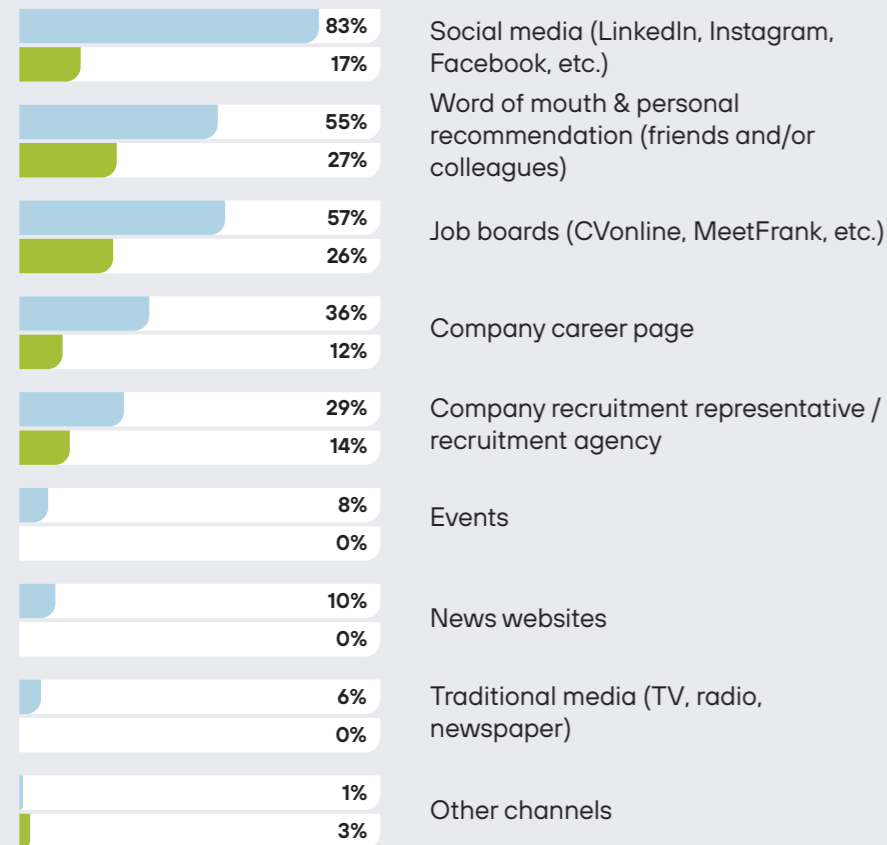
For F&A and compliance professionals, social media is the main source of information on employers. However, job boards and personal recommendations are the top channels for actual applications.

When it comes to employee attractiveness criteria, F&A and compliance specialists stand out from their GBS & ICT colleagues by placing more importance on additional benefits (91%) and remote work (91%). On average, additional

benefits have 72% and 88% importance rates among tech and customer operations specialists respectively, and remote work has importance rates of 83% and 87% respectively.

7.7 /10 **Satisfaction with employment**

Means of finding information about employers and jobs

83%	17%	Social media (LinkedIn, Instagram, Facebook, etc.)
55%	27%	Word of mouth & personal recommendation (friends and/or colleagues)
57%	26%	Job boards (CVonline, MeetFrank, etc.)
36%	12%	Company career page
29%	14%	Company recruitment representative / recruitment agency
8%	0%	Events
10%	0%	News websites
6%	0%	Traditional media (TV, radio, newspaper)
1%	3%	Other channels

Finding information about   employers   jobs

Significance of a hybrid work policy

57% Definitely will

20% Probably will

13% Might or might not

7% Probably will not

3% Definitely will not

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

Criterion	Importance	Met
Competitive salary	98%	37%
Management that can be trusted	95%	68%
Healthy work-life balance	95%	73%
Open, friendly work atmosphere	95%	84%
Company prioritizes employee health and wellbeing	94%	73%
Opportunities to advance one's career	94%	61%
Communication between management and its employees is effective	93%	58%
Flexible work conditions	92%	75%
Attractive additional benefits	91%	61%
Company empowers effective remote work	91%	70%
Performance of employees is recognized	89%	57%
Skills development and training opportunities	86%	65%
Company has a good reputation	85%	68%
Management involves its employees in decision making	83%	53%
Feeling sense of belonging	82%	66%
Interesting and varied work content	80%	58%
Company values are in line with my values	79%	73%
Company is a socially responsible company	73%	80%
Job that matches one's qualification and skills	72%	62%
Company provides convenient office space for working	72%	83%
Convenient location of the office	65%	79%
International career opportunities	59%	48%
Company is a leader within its field	59%	64%
Opportunity to work in an international team	50%	82%
Attractive workplace design	40%	78%
Engaging company events	38%	51%

  Importance of the criterion to employees   Employee evaluation of how well the criterion is met

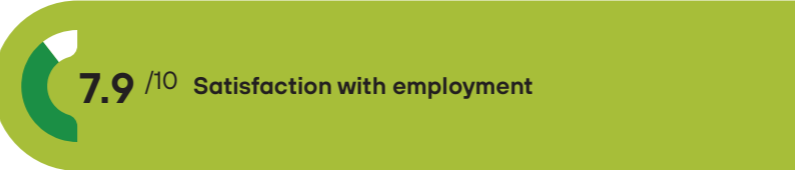# Deep dive: customer care and operations specialists

Customer care and operations specialists report an employment satisfaction rate that is broadly in line with the industry average.

While social media is the most important source of information about employers, personal recommendations and job boards play the biggest role when it comes to applying for jobs in the customer care field.
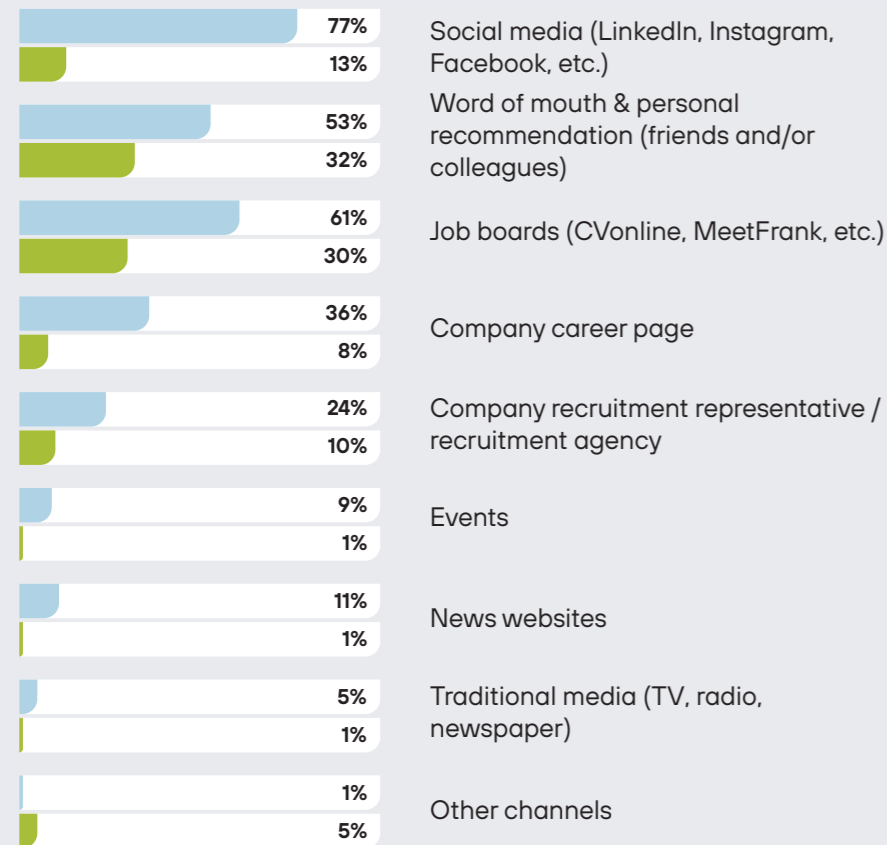
In terms of employer attractiveness criteria, customer care and operations specialists stand out by rating the company's social responsibility (76%) and engaging company events (41%) higher than their GBS & ICT colleagues. Among tech and F&A specialists, social responsibility has importance

rates of 59% and 73% respectively, while company events have rates of 26% and 38% respectively.

Customer operations specialists also attribute less significance to hybrid work policy when considering career opportunities than tech and F&A specialists (importance rates of 69%, 76%, and 77% respectively).

7.9 /10 Satisfaction with employment

Means of finding information about employers and jobs

- Social media (LinkedIn, Instagram, Facebook, etc.): 77% / 13%
- Word of mouth & personal recommendation (friends and/or colleagues): 53% / 32%
- Job boards (CVonline, MeetFrank, etc.): 61% / 30%
- Company career page: 36% / 8%
- Company recruitment representative / recruitment agency: 24% / 10%
- Events: 9% / 1%
- News websites: 11% / 1%
- Traditional media (TV, radio, newspaper): 5% / 1%
- Other channels: 1% / 5%

Finding information about ▪ employers ▪ jobs

Significance of a hybrid work policy

- 45% Definitely will
- 24% Probably will
- 19% Might or might not
- 9% Probably will not
- 3% Definitely will not

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

- Competitive salary: 95% / 38%
- Management that can be trusted: 95% / 70%
- Open, friendly work atmosphere: 94% / 85%
- Healthy work-life balance: 93% / 70%
- Communication between management and its employees is effective: 93% / 62%
- Company prioritizes employee health and wellbeing: 92% / 71%
- Flexible work conditions: 89% / 75%
- Opportunities to advance one's career: 88% / 60%
- Attractive additional benefits: 88% / 57%
- Company empowers effective remote work: 87% / 72%
- Skills development and training opportunities: 87% / 66%
- Performance of employees is recognized: 86% / 60%
- Company has a good reputation: 85% / 72%
- Management involves its employees in decision making: 84% / 54%
- Feeling sense of belonging: 79% / 68%
- Company values are in line with my values: 78% / 69%
- Interesting and varied work content: 77% / 57%
- Company is a socially responsible company: 76% / 79%
- Company provides convenient office space for working: 70% / 76%
- Job that matches one's qualification and skills: 70% / 60%
- Convenient location of the office: 65% / 73%
- International career opportunities: 60% / 44%
- Company is a leader within its field: 58% / 66%
- Opportunity to work in an international team: 48% / 79%
- Engaging company events: 41% / 56%
- Attractive workplace design: 41% / 73%

▪ Importance of the criterion to employees ▫ Employee evaluation of how well the criterion is met

Useful resources

Global Business Services and ICT in Lithuania

Lithuania's Business Services Report 2023

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