



Humans@Center

How connected experiences can elevate talent acquisition

A survey among GCCs in India

September 2023



Building a better  
working world

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# 01

## Preface



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In the dynamic landscape of Global Capability Centers (GCCs) coupled with the paradigm shift in India's talent ethos, talent acquisition emerges as a cornerstone for success. With the modern business ecosystem being shaped by rapid changes and intense competition, GCCs are compelled to not only streamline and strengthen their processes, but also to embrace a proactive approach to securing the right talent at the right time.

With this backdrop, where finding the right talent and building distinguished experiences is key, we embarked on a study engaging GCC People leaders. The focus is to gauge how GCCs in India are elevating the experience of candidates during Talent Acquisition phase.

This study uncovers trends, emerging priorities, and leading experience practices that resonate all through the lens of Humans@Center.

As we present the findings of this study, we aspire to empower leaders and decision-makers with strategic guidance, enabling them to leverage talent acquisition as a powerful driver of organizational growth, innovation, and resilience.

We thank all the participants for their contribution to the study and appreciate their valuable time and inputs.



# 02



## Humans@Center

In partnership with Oxford Saïd Business School, EY conducted a research study focused on the human factors influencing the success or failure of organizational transformation. Our findings identified six essential employee experience levers that, when employed collectively, effectively prepare for and navigate the emotional journeys inherent in transformative initiatives. This Humans@Center approach forms the premise of this report.

The primary objective of this study is to examine the impact of the **Humans@Center levers** on employee experience through the talent hiring process

To Inspire

*Creating a vision for all to believe in and communicating it effectively*

To Lead

*Establishing platforms for leadership connects and conversations*

To Care

*Building a culture that embraces everyone's opinion and embraces their emotional journey*

To Empower

*Setting clear responsibilities and providing room for experimentation*

To Collaborate

*Finding best ways to connect and co-create new ways of working*

To Build

*Using technology to drive visible action and invest to make it real and quick*



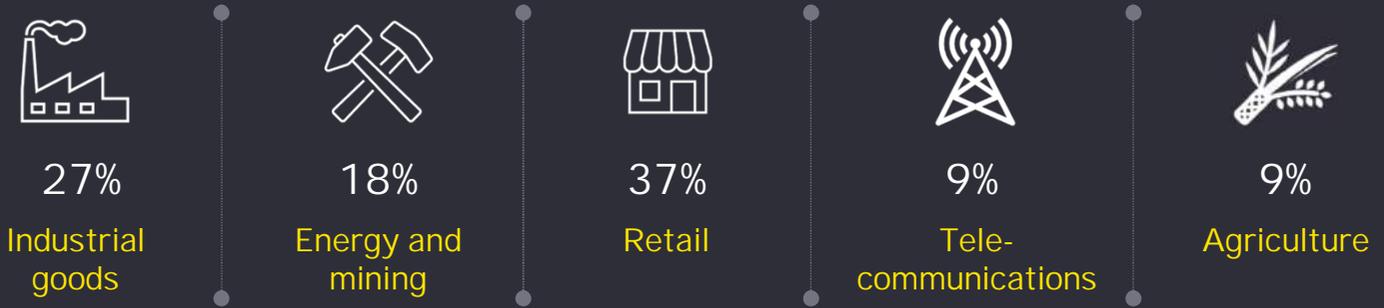
## Study approach

This study offers a closer look at current talent acquisition trends and priorities among GCCs in India. It also explores the key initiatives implemented by companies based on their talent strategy at crucial junctures. The study's findings are derived from interviews and a custom-created survey that captures responses from GCCs supporting multiple geographies, industries, and functions.

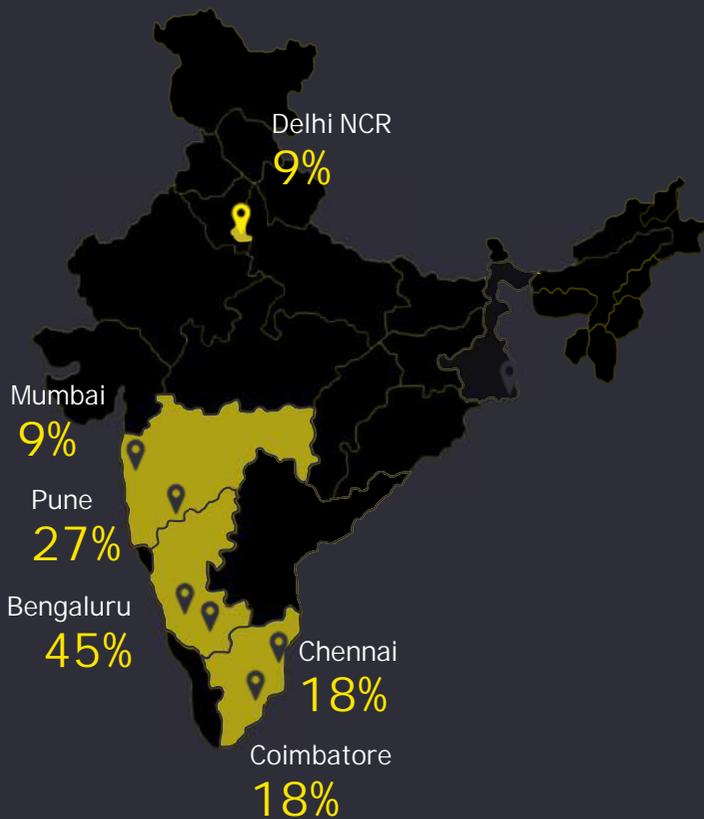
# About the survey respondents

The participation list for this survey included **10+ companies** representing various industries. All the companies represented have GCCs in India as well as other locations with an average scale of operations of 2000.

## Survey participants by sector



## Location of GCCs in India



## Functions supported by the GCCs



# Methodology

To build a holistic perspective, we utilized a comprehensive questionnaire and engaged in discussions with industry leaders to gather insights on targeted initiatives, differentiated practices, strategic priorities, and desired experience levers. Additionally, we also captured key metrics associated with the talent acquisition process to ensure a thorough understanding of the quantitative aspects of the process.

The study was conducted digitally during the period May–July 2023. It consisted of 34 questions divided into four strategic touchpoints, with an underlying focus on Diversity & Inclusion (D&I).

## The talent acquisition touchpoints

These areas are the key stages of the talent acquisition journey



### Explore and engage

The journey that starts with advertising a job opening and engaging potential candidates



### Selection

Shortlisting, assessing, and interviewing candidates to select best fit talent



### Offer management

The compensation negotiation, final decision-making and offer roll out stage



### Pre-joining

Engaging selected candidates until they begin their first day at the company

Diversity & Inclusion

D&I focused hiring has emerged as a crucial overarching consideration in recent years



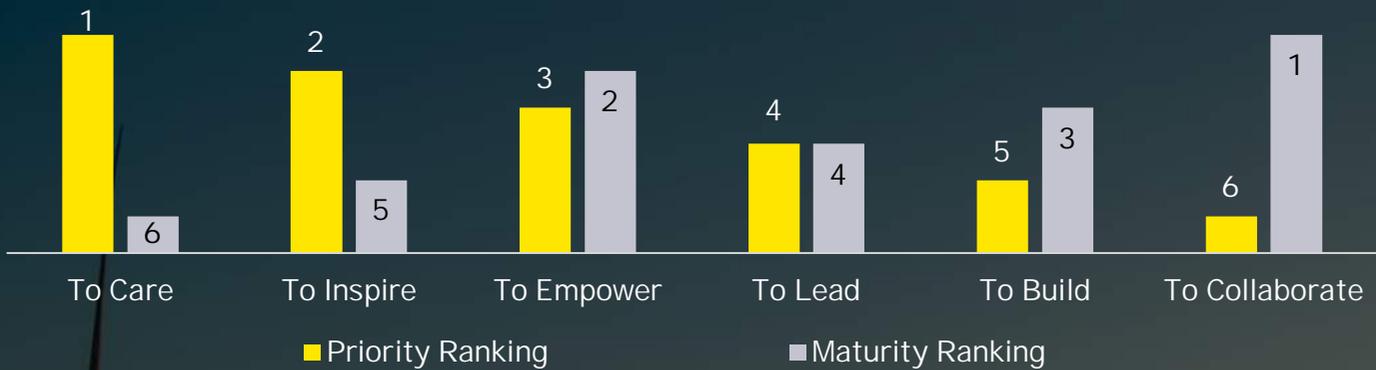
# 04



## The experience summary

As GCCs continue to focus on transformation and innovation in the post-COVID-19 era, the need to create the right experience for employees becomes paramount.

## Experience lever in focus: To Care



Organizations listed **To Care** as the most important experience lever in the talent acquisition journey. However, 37% of GCCs are at a nascent level of maturity in the To Care associated initiatives, making it as the **least mature** experience lever.

The maturity of the To Care lever is impacted significantly by the nascency of its initiatives under the touchpoints of **Explore and engage** and **Selection**. Focusing on developing initiatives such as *hyper-personalized candidate outreach* and *sharing of candidate guides* would help GCCs craft the 'To Care' experience for their employees.

Similarly, the **To Inspire** lever is ranked the second most important lever by the GCC respondents, while being the second last lever in terms of overall maturity. This is attributed to the nascency of its initiatives within the **Explore and engage** touchpoint, which can be advanced by developing initiatives such as *leveraging social media and careers page to amplify the positive reviews* and targeted publishing of *news and initiatives pertaining to CSR and ESG efforts*.

## Talent acquisition touchpoint in focus: Selection

According to the study respondents, **Selection** is the top-priority touchpoint in the talent acquisition process. The initiatives in this touchpoint are significantly mature, with **91%** of GCCs being at either an advanced or developing stage of maturity.



The top two initiatives within the Selection touchpoint that have enabled GCCs to meet their priorities with relative success are leveraging technology to conduct flexible hybrid interviews (To Collaborate), and involvement of leadership in the interviewing process (To Lead)

While Explore and engage ranks second in importance to the GCC respondents, it is the least developed touchpoint in terms of overall maturity. Prioritizing the levers of To Care and To Empower by enhancing hyper personalized candidate outreach, promoting policies that support Diversity & Inclusion, and bringing in transparency in the declaration of pay ranges for roles in job postings would help GCCs to elevate the experience within the Explore and engage touchpoint.

# Employee experience at a glance



## To Care

To Care, having the **highest number of initiatives** while being at the most **nascent stage of maturity**, signifies a recent shift in companies' priorities towards elevating the importance of employee care and well-being within the employee experience

*Making new hires comfortable about their first day prior to joining with briefing packs* is the most implemented initiative, with 73% of the GCCs at an advanced stage of maturity



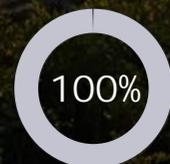
## To Collaborate

The GCCs' **low ranking** of To Collaborate as a priority lever, despite having the **highest maturity** of initiatives in this area, indicates a shift in focus after investing time in developing this aspect of the employee experience, likely a post-pandemic impact



## To Lead

*Involvement of Functional Leadership in the hiring process* is the most implemented initiative under the To Lead experience lever, with 100% of the GCC participants at an advanced or developing stage of maturity



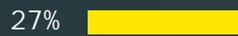
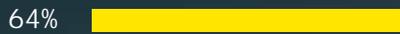
*A welcome communication from the GCC head during pre-joining* is the initiative that is least implemented under this lever, highlighting the opportunity for GCCs to foster a stronger sense of connection and alignment with the organization's leadership

# Employee experience at a glance



## To Inspire

% of GCCs at Advanced maturity



### Top Implemented Initiatives

*Recruiter briefing packs to help with clear articulation of the role, total rewards structure and career potential to candidates*

*Employer branding campaigns, highlighting unique culture elements and offerings*

Of GCC respondents ranked 'To Inspire' as their **#1 priority experience lever**, acknowledging the importance of creating and communicating a compelling vision when attracting and engaging top talent during the recruitment journey



## To Empower

*Defined compensation negotiation protocol to capture expectation, explore specific needs and consider market corrections* is the most implemented initiative under this lever, showcasing GCCs' proactive approach to empowering candidates by providing structured negotiations



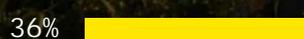
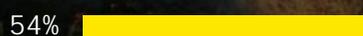
*GCCs have not implemented transparent pay ranges in job postings*

*Transparent declaration of pay ranges for roles in job postings* is least implemented initiative both under this specific lever and across the entire study, suggesting that GCCs have room to enhance trust in the hiring process by ensuring that candidates with aligned expectations engage in the recruitment process, ultimately leading to improved hiring efficiency and candidate experience



## To Build

% of GCCs at Advanced maturity



### Top Implemented Initiatives

*Competency-based structured interviews*

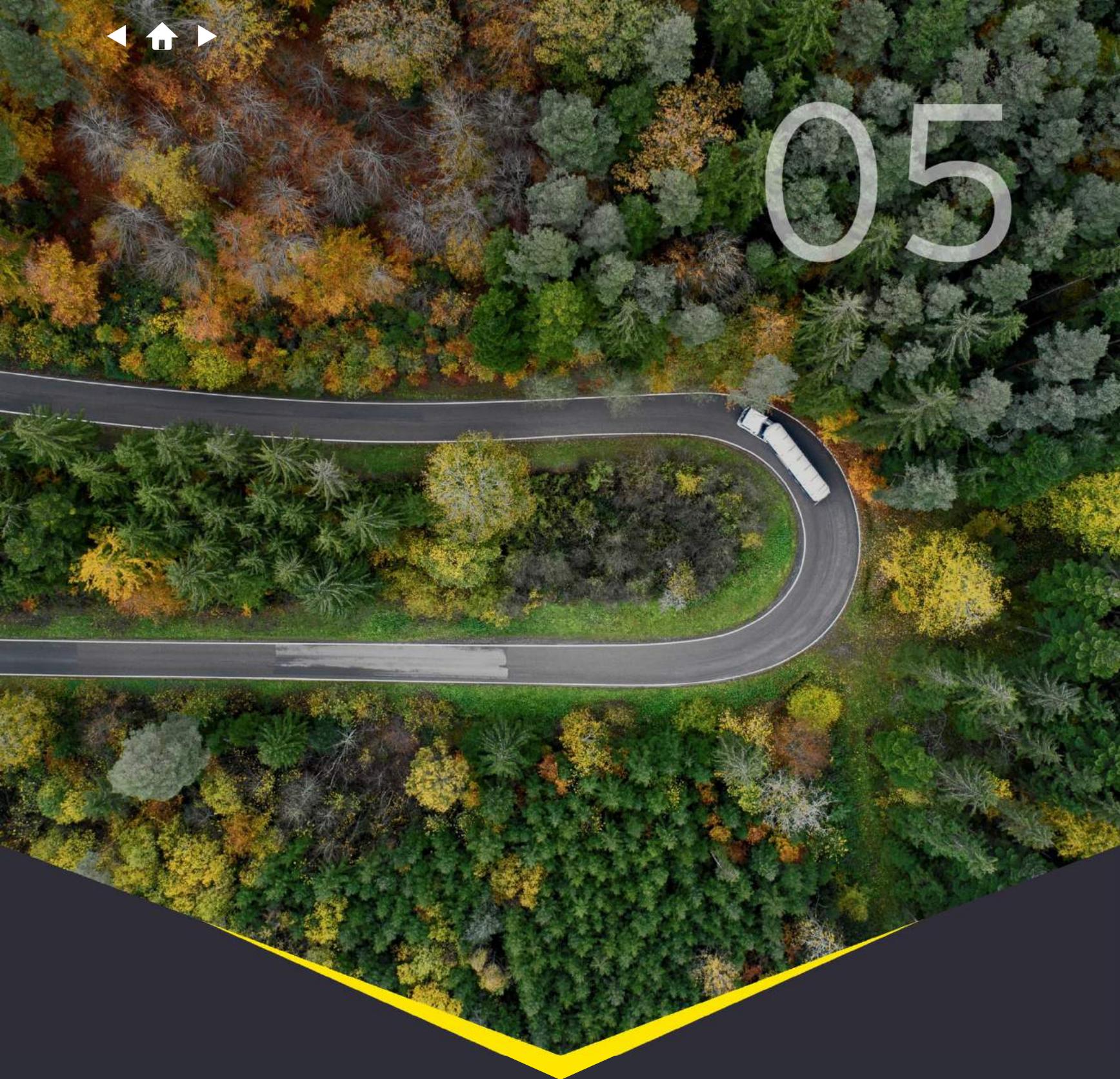
*Gender neutral advertisement campaigns and job descriptions on careers webpages*

*Feedback mechanism for candidates after every round of interview process*

Among the GCC respondents, those with the highest maturity of initiatives within the 'To Build' lever have identified **automation and digitization as their top strategic priorities** in India, underscoring the growing focus on leveraging technology to streamline talent acquisition processes



05



# Navigating the talent acquisition touchpoints

A focused examination of how GCCs are building the desired experience across the key stages of the talent acquisition process



## 5.1

# Explore and engage

The Explore and engage touchpoint encompasses various strategies and practices employed by companies to enhance talent attractiveness. GCCs are increasingly leveraging technology and engaging with candidates through social media to build a strong employer brand. They also emphasize career development opportunities and showcase their commitment to building an inclusive and diverse workforce.

# Key explore and engage practices

64%

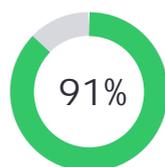
Of the participant GCCs believe they're able to effectively engage candidates through their company referral program. The average external source mix (Job Portals : Referrals : Vendors) maintained across the surveyed GCCs is a ratio of a 2:1:1

- ▶ A few GCCs are increasingly assessing internal talent and using internal job rotations before seeking external candidates. Additionally, GCCs are exploring campus hiring and internships as early talent attraction strategies.
- ▶ While hyper-personalized candidate outreach remains at a nascent level of maturity across the surveyed GCCs, a couple of differentiating initiatives being driven include campaigns for women returning to work, and the promotion of a comprehensive policy guide highlighting the company's value proposition.



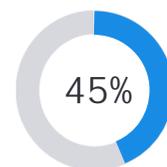
## To Inspire

91% of the GCCs are using social media to showcase their culture. However, they believe there is potential to leverage their employees as brand ambassadors and amplify positive reviews on the careers page.



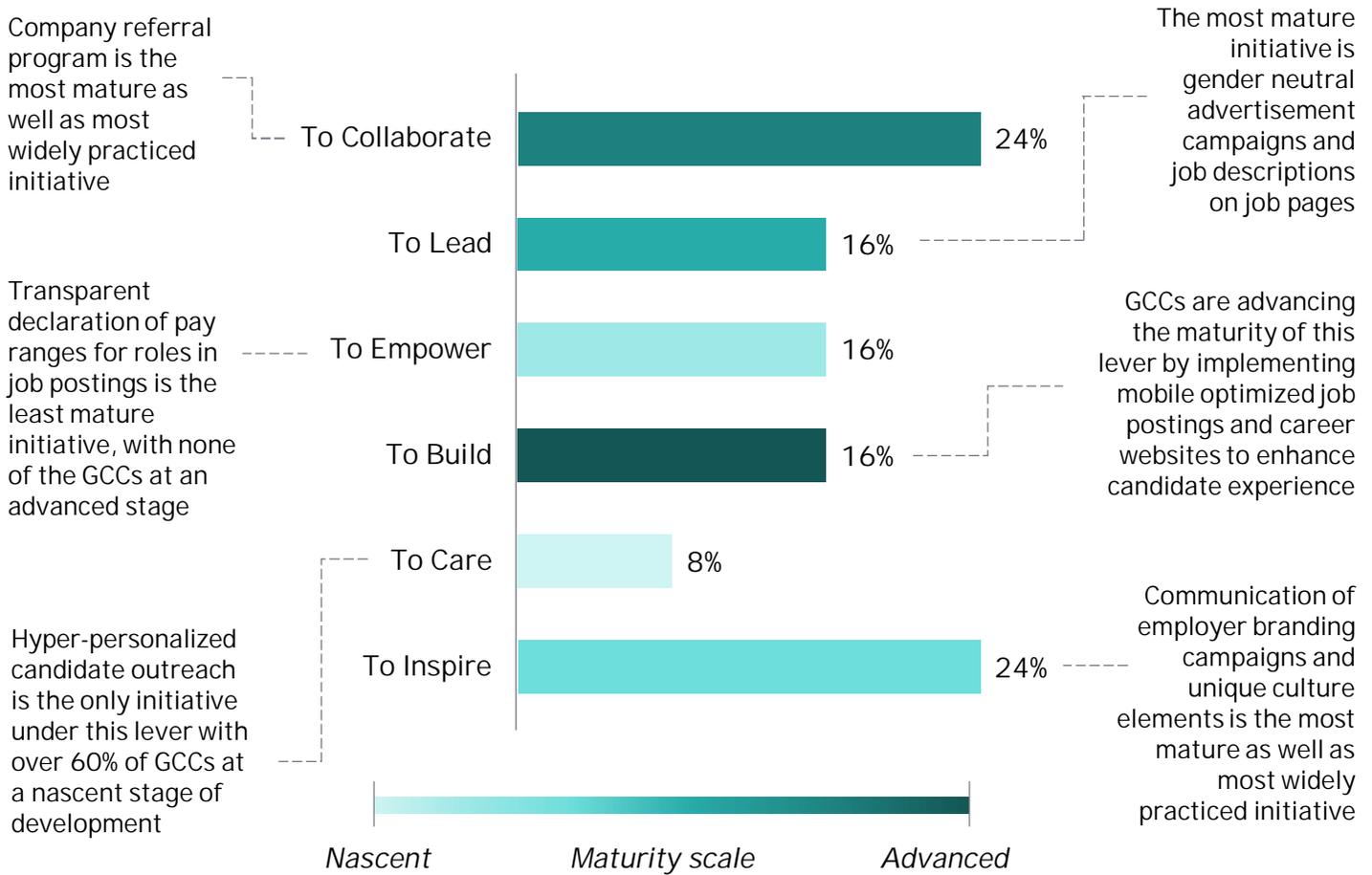
## To Empower

45% of the GCCs are working towards empowering candidates by providing transparency in pay ranges for roles in job postings. This is the least implemented initiative in the study.



# Explore & Engage: Employee experience levers

Percentage distribution of initiatives across levers within explore and engage



## Opportunities to enhance the experience

GCCs are increasingly activating the 'Inspire' lever to enhance their positioning as employer of choice. Growing trends demonstrate a commitment to CSR and ESG initiatives, along with the inclusion of positive reviews from Glassdoor and Google on their Careers Page.

GCCs that have attained a high level of maturity with the 'To Inspire' and 'To Collaborate' levers tend to maintain a healthier and more balanced source mix. The engagement of candidates through career and alumni networking events can further strengthen the talent pool.



## 5.2 Selection

The selection touchpoint plays a crucial role in assessing the suitability of the candidates and positioning the company as an employer of choice. GCCs are implementing strategies to enhance the candidate experience through personalized approaches, transparent and open communication, the emphasis on company values and culture, and the allocation of resources to design a professional and efficient process

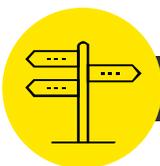


## Key selection practices

25%

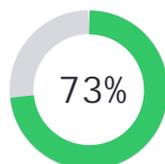
Is the average Interview: Select conversion rate amongst the participant companies for lateral hiring. Notably, the top three companies with the highest maturity of experience levers have an Interview: Select conversion rate of 10%, indicating a highly competitive selection process at GCCs with more advanced levels of experience lever maturity.

- One GCC notably has adopted a hiring manager net-promoter score and interviewing process feedback mechanism to improve interview efficacy. The company has witnessed the duration between the creation of a requisition and acceptance of an offer to be 15% less than the respondents' average (50 - 55 days).



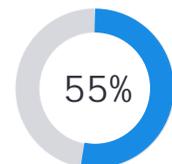
To Lead

of the surveyed GCCs perceive the involvement of functional leadership to be at an advanced level. Facilitating interactions with global stakeholders in the final rounds emerged as a key-differentiator amongst GCCs.



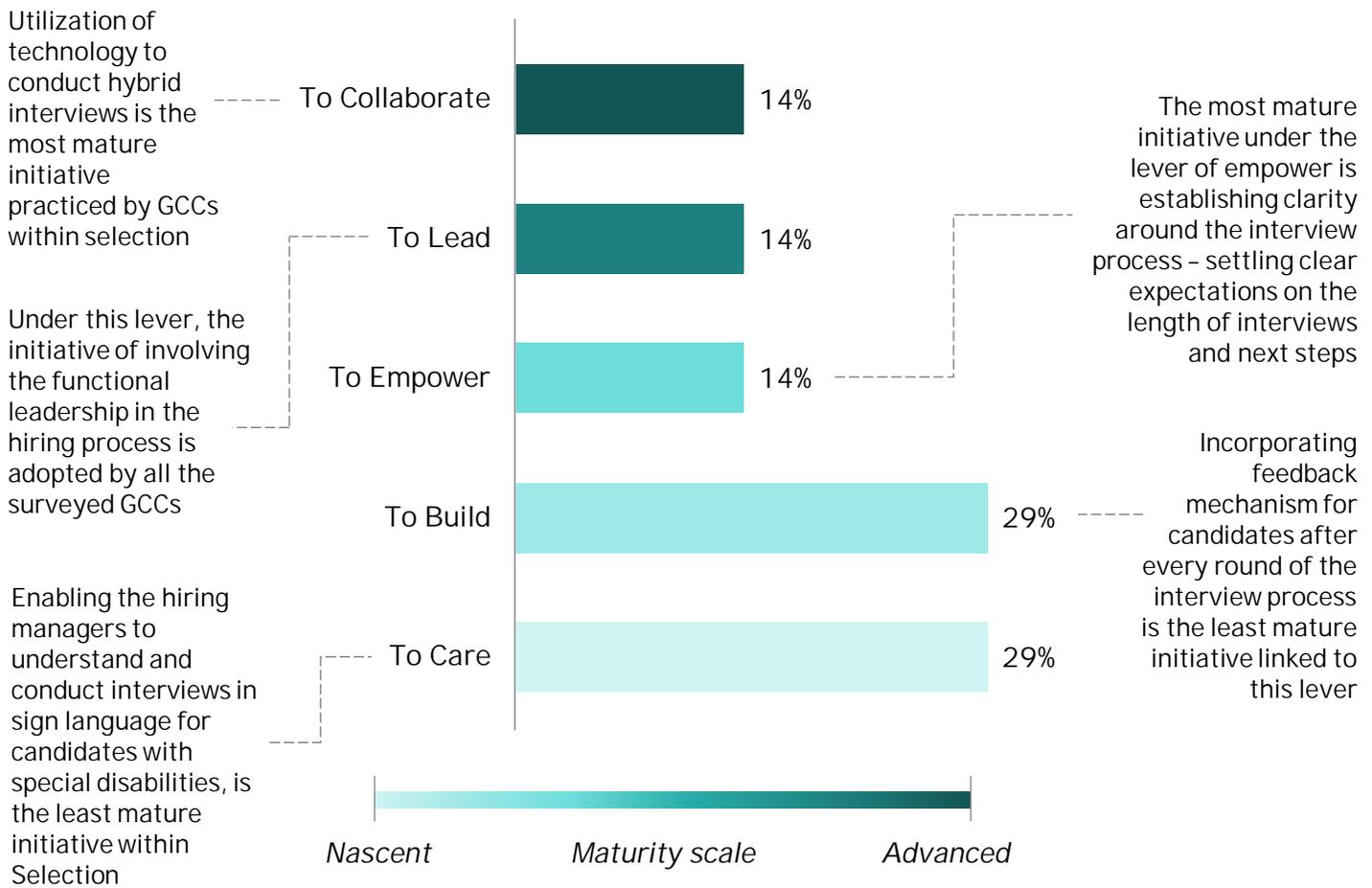
To Build

view their competency-based structured interviews as advanced in design and operating effectiveness. Additionally, several GCCs are implementing panel rounds to streamline interviews and elevate the candidate experience.



# Selection: Employee experience levers

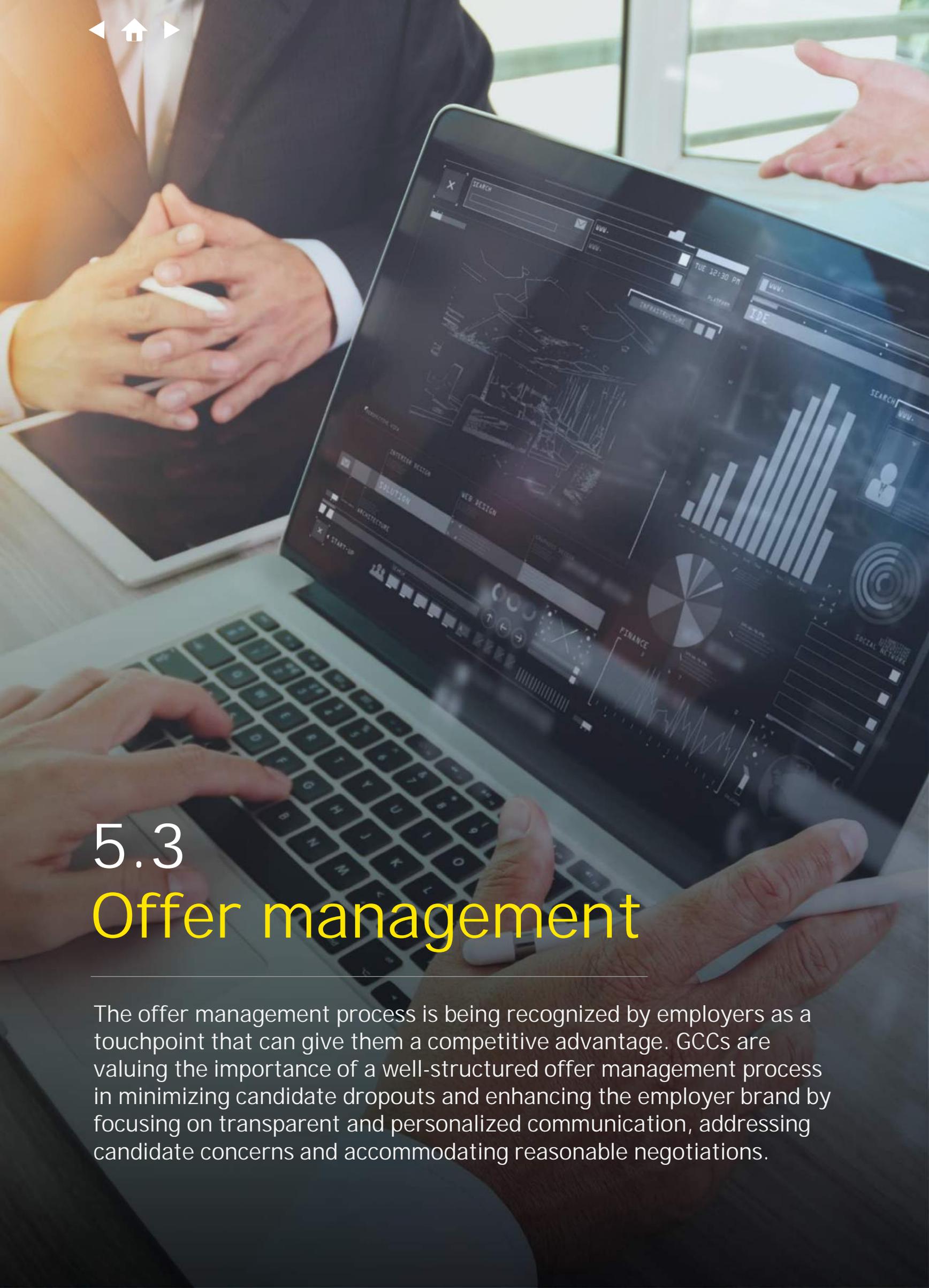
## Percentage distribution of initiatives across levers within selection



## Opportunities to enhance the experience

'To care' has the most initiatives while being at the most nascent stage of maturity – signifying a recent shift in companies' priorities towards the lever of care.

Sharing candidate guides before interviews to help candidates better understand the company and the process was identified as an initiative under the lever of care, which can be further developed to enhance the employee experience.

A person in a dark suit is pointing at a laptop screen. The screen displays a complex dashboard with various charts, graphs, and data visualizations. The dashboard includes a search bar, a clock showing 'TUE 12:30 PM', and several data series. The person's hands are visible, one holding a white pen. The background shows a window with a view of a building.

## 5.3

# Offer management

The offer management process is being recognized by employers as a touchpoint that can give them a competitive advantage. GCCs are valuing the importance of a well-structured offer management process in minimizing candidate dropouts and enhancing the employer brand by focusing on transparent and personalized communication, addressing candidate concerns and accommodating reasonable negotiations.



# Key offer management practices

85%

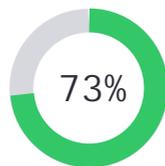
is the average offer acceptance rate amongst the surveyed companies. This could be increased further by considering compelling and attractive benefits

- ▶ GCCs are taking proactive measures to empower candidates by exploring their need for support in relevant benefits and considering market landscape and internal parity when determining compensation



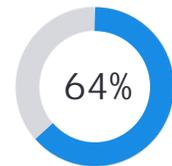
## To Empower

of the GCCs believe that their compensation negotiation process is at an advanced level of maturity. Further enhancement of this process can be achieved by incorporating data-driven insights and personalized communication strategies to align with individual candidate expectations and market trends.



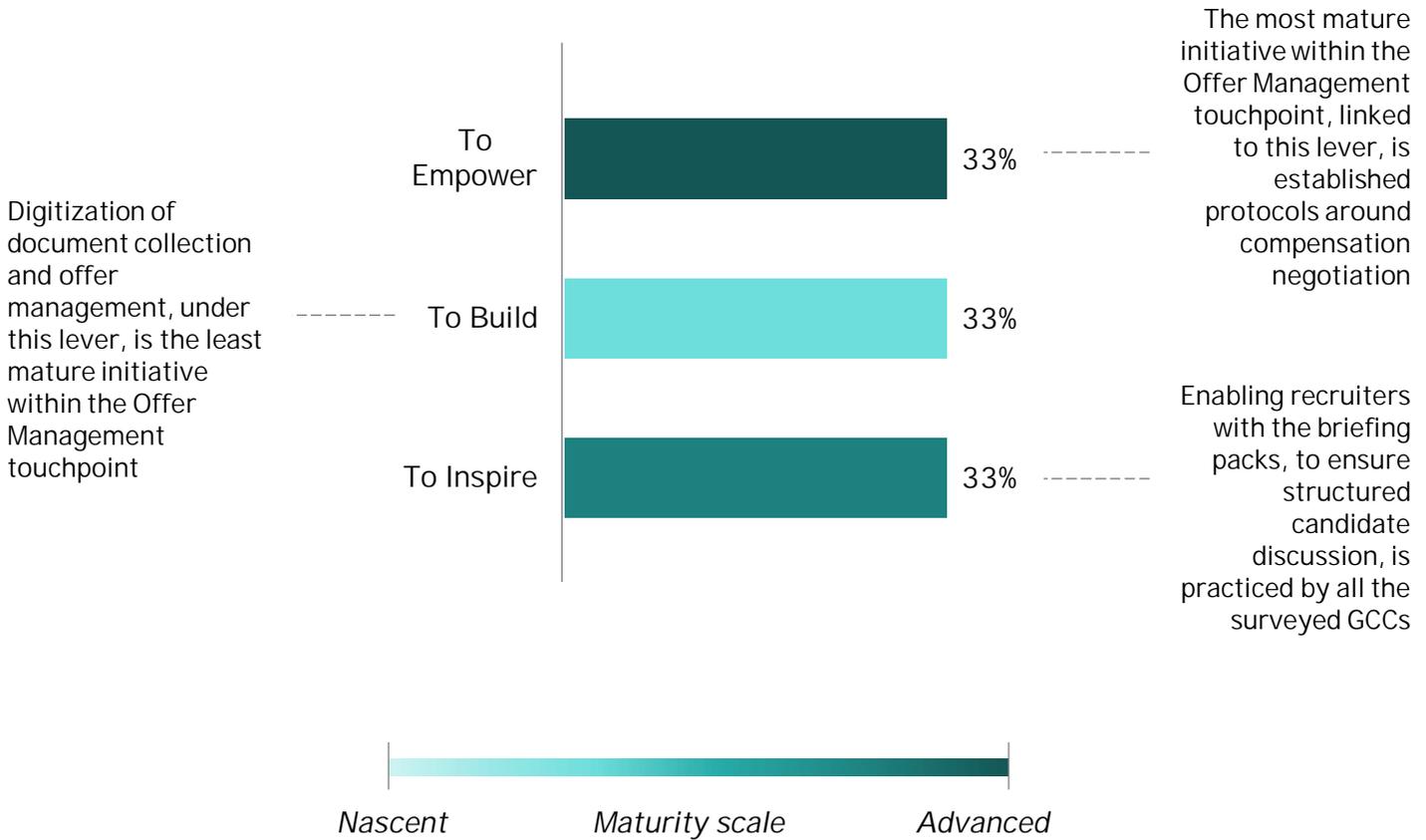
## To Inspire

of the GCCs believe their recruiters are fully equipped with briefing packs to inspire candidates, enabling recruiters to clearly articulate the components of the compensation structure, the role, designation, organization structure and the career potential.



# Offer Management: employee experience levers

Percentage distribution of initiatives across levers within offer management



## Opportunities to enhance the experience

While 91% of the surveyed GCCs have implemented digital systems for document collection and offer management, only a few are at an Advanced stage of maturity. Advancing the digitization of end-to-end processes and providing real-time workflow visibility can significantly enhance the employee experience.

Constituting buffer offers and alternate offers in terms of compensation, benefits and work arrangements into the offer management process is identified to be an opportunity area to proactively address potential challenges.



## 5.4 Pre-joining

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The pre-joining touchpoint provides employers with an opportunity to prepare candidates for a seamless transition into the organization. The GCCs are increasingly shifting the focus from streamlining administrative tasks to establishing a positive candidate experience through personalization, regular check-ins and support, thereby setting the foundation for a successful onboarding process



## Key pre-joining practices

74%

is the average offer acceptance to joining ratio among surveyed GCCs, indicating a fair success of the GCC's efforts in ensuring a smooth and successful transition for the offered candidates. Notably, Bengaluru-based GCCs have a comparatively higher than average offer acceptance to joining ratio at 82%.

- ▶ GCCs are increasingly implementing mechanisms to seek feedback from the candidates on the hiring process to identify opportunities for enhancing candidate experience.



### To Collaborate

of GCCs perceive their established periodic pre-joining connects with the HR, manager, or buddies to keep the candidates engaged, are at an advanced level of maturity.

64%



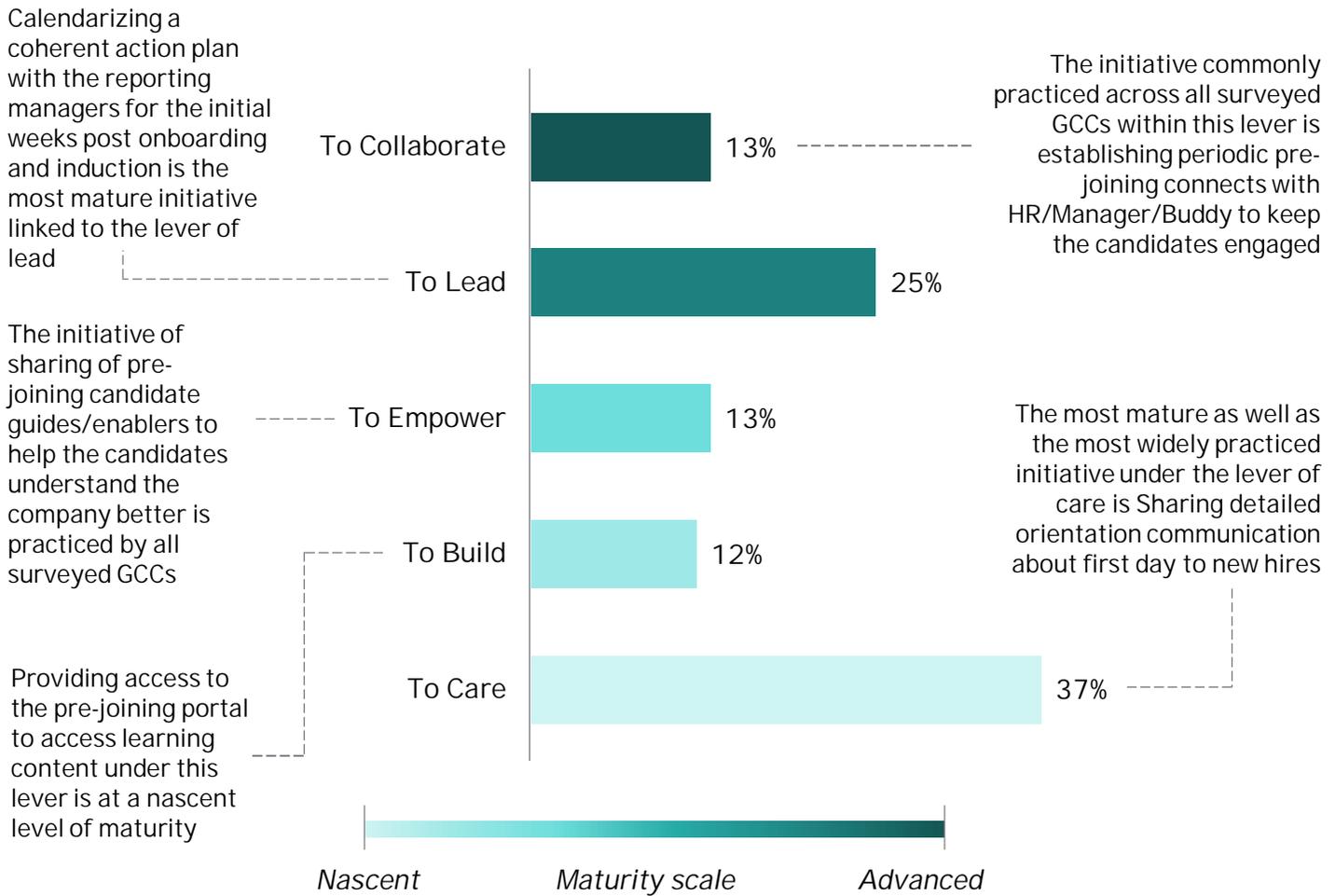
### To Lead

of the surveyed GCCs have achieved advanced maturity in optimizing the leadership influence on talent attraction, demonstrated by their effective implementation of welcome emails from leadership to candidates before joining. However, a considerable majority can further enhance this practice to elevate its impact.

9%

# Pre-joining: Employee experience levers

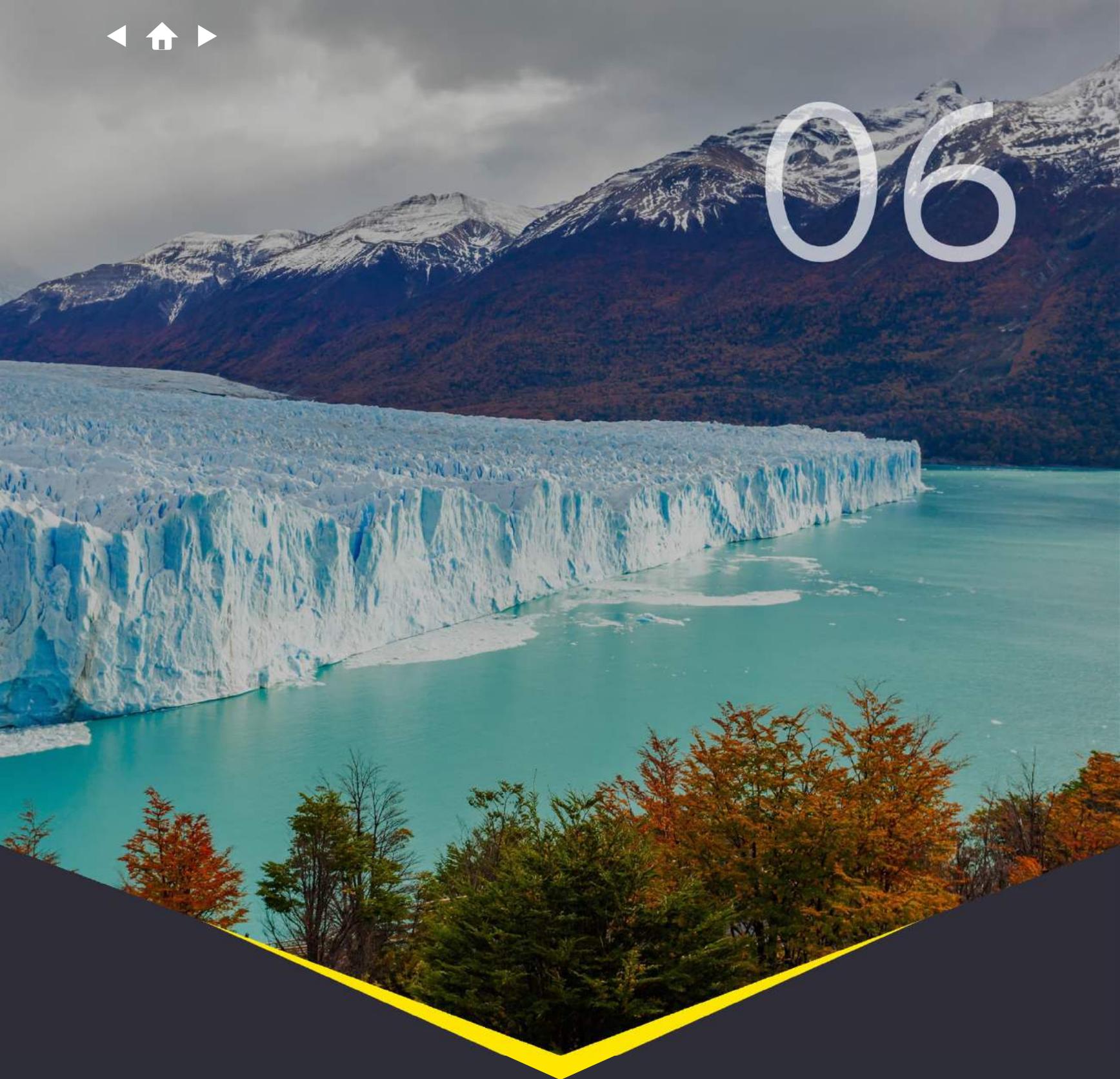
## Percentage distribution of initiatives across levers within pre-joining



## Opportunities to enhance the experience

High offer acceptance to joining ratios are linked to GCCs that prioritize the 'To Empower' and 'To Care' levers of experience. This underscores the value of initiatives like sharing candidate guides/enablers (To Empower) and providing pre-joining branding kits and role details (To Care) to further enrich the pre-joining experience.

GCCs are providing pre-joining portals for candidates to access functional and learning content, aiding their smooth transition into the company and role. However, this initiative's maturity, aligned with the 'To Build' lever, remains at a nascent stage.



## In Focus: Diversity & Inclusion

GCCs have in recent years recognized the importance of Diversity & Inclusion in hiring practices for achieving sustainable success. In this dynamic and interconnected world, GCCs must embrace DEI principles to attract and retain top talent, enhance their reputation, and create a competitive advantage in the market.

# Key GCC Diversity & Inclusion hiring practices



100% of the respondents have said that their GCC has implemented diversity campaigns and initiatives into their recruitment practices.

## Experience in focus

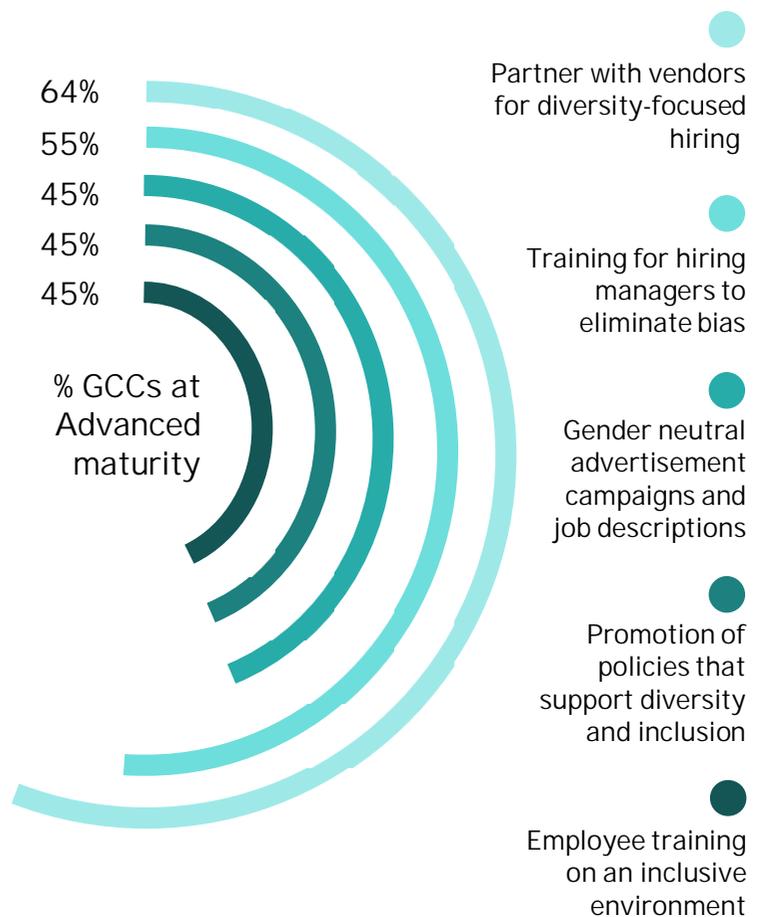
GCC Diversity and Inclusion programs are focused on delivering the lever of 'To Care' for their employees, which has also achieved the most mature stage of development

## Room to ramp up

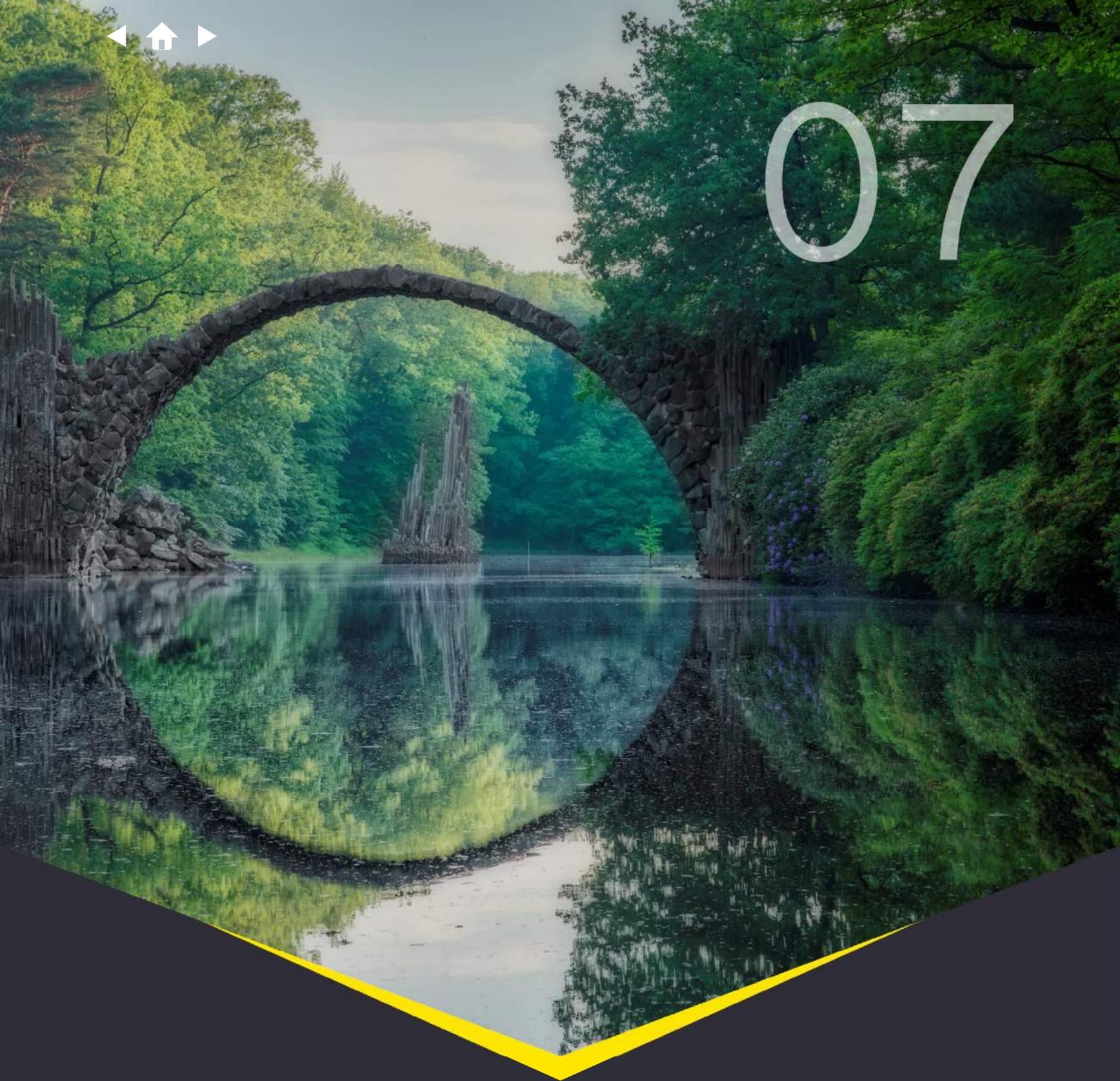
One initiative that most GCCs are yet to implement is a masked screening process. It is recommended as a D&I hiring initiative to reduce unconscious bias, promote fair evaluation, and increase diversity in the candidate pool.

Majority of the GCCs that have implemented referral programs with a differentiated bonus for diversity candidates are at an advanced stage, while 45% percent of the GCCs haven't implemented it at all, suggesting that this could be an easy, quick win initiative to implement

## Most developed D&I hiring practices in GCCs



While it was observed that most GCCs do not measure diversity outside of gender, a few GCCs are beginning to introduce initiatives such as PWD hiring as their next D&I hiring focus area.



# Conclusion

As we have seen throughout this report, it is evident that placing Humans@Center of talent attraction and employee experience is vital

The study results highlight that attracting top talent is a significant step in the talent acquisition process and is only well delivered through a thoughtful orchestration of a connected organizational culture that delivers to an impactful employee brand promise.

We observed that the strategic priorities of the GCCs in India are to streamline the talent acquisition processes and harness technology and innovation to build new capabilities.

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By embracing digital experiences that complement the talent acquisition process, organizations can foster a holistic and enriching talent acquisition experience that aligns with the evolving needs of their workforce



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Building  
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Bistupur, Jamshedpur - 831  
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### Kochi

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028  
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(Near Don Bosco School)  
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Tel: + 91 20 4912 6000



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