Akholi

PART 4 / 2026 RESEARCH STUDY

The Delivery Workforce

Agentic AI Outsourcing at Tier 1 Financial Institutions

Phil Hatch

150 engagements · 850 delivery-team respondents

Observational, cross-sectional study of a nonrepresentative sample. Financial institutions did not independently validate the reported experience. The findings do not establish causation or legal breach.

Version 1.8.2 | November 1, 2026

REPORT INFORMATION

Agentic AI Outsourcing at Tier 1 Financial Institutions

Full Study Report

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USE OF ARTIFICIAL INTELLIGENCE

Artificial intelligence tools were used to prepare this report. Appendix G discloses how they were used.

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“

you ask me to give training a number from one to ten. there is no training, so what do i put. i was put on KYC screening in my first week with a two hour recording made for a different client, besides nobody checked what i learned from it. one is not right answer either but it is closest”

INDIVIDUAL CONTRIBUTOR

BPO, Financial crime and client onboarding

The Delivery Workforce

The delivery workforce's reported fatigue, dissatisfaction, and intent to leave raised concerns about the continuity of agentic AI outsourcing engagements. More than half of respondents in the combined sample of active and canceled engagements rated their likelihood of leaving within 12 months at 7 or above. Their written accounts described recurring manual work and unresolved decisions, alongside operational knowledge retained in personal notes, informal routines, and individual delivery team members. In a workforce with limited career and agentic AI experience, departures could remove knowledge that remaining delivery team members relied on to perform the work.

Job satisfaction and relationship ratings were associated with the study's reported outcomes. Associations with the frequency of contact with the financial institution were small under the study's stated criteria. The cross-sectional design, in which respondents answered once, establishes associations among reported experiences and outcomes without establishing their temporal or causal direction.

> *"two people on my team left already. one of them was training me. i am four months in and already worn out in a way i did not expect from an office job."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

The study collected the reported experience of 850 members of vendor delivery teams on 150 engagements between January and June 2026. No financial institution was approached for corroboration or comment. The results describe the study set and do not establish its representativeness of the industry.

The four core study measures are cancellation rate, customer satisfaction, engagement indicator mean, and intent to leave. Cancellation rate is the share of engagements canceled by the study date. Customer satisfaction is the figure recorded for each engagement on a 100-point scale. The engagement indicator mean is calculated from each respondent's mean across the 100 rated indicators and then across respondents within the engagement. Intent to leave is the respondent's rating of the likelihood of leaving the current job within 12 months. Appendix D provides the full definitions and method.

“

On the last KPO I ran, a performance reporting account for a smaller manager, the client had one team owning the return figures and one calendar for closing them. Here we deal with three regions who each build their portfolio inclusion rules differently, and none of them consider themselves the owner. Their data at least has a defined dictionary -- that part is not where it fails. Where it fails is that deciding whether a portfolio belongs in a composite has no owner, and when we asked, we were passed between the performance team and compliance for weeks.”

ENGAGEMENT MANAGER

KPO, Trade, settlement and reconciliation

Composition and Experience of the Delivery Workforce

The respondent sample was dominated by individual contributors with limited career and agentic AI experience. It comprised 667 individual contributors (78.47%), 150 engagement managers (17.65%), 31 portfolio directors (3.65%), and two customer management executives. Each of the 150 engagements was represented by one engagement manager and a majority of individual contributors. These proportions describe the sample, rather than the composition of every delivery team.

Career experience, outsourcing-industry experience, and financial-industry experience are examined separately from agentic AI experience. Every recorded answer on years of agentic AI experience was zero or one. This restricted range limits the comparisons that can be made.

> *"I might not have been working as long as them but I have more AI experience than my entire management team combined."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Payments, cards and disputes

Experience differed by role, and role was associated with respondents' ratings and intent to leave. The unadjusted experience comparisons therefore do not isolate the contribution of experience from that of role. Engagement-level associations for career and industry experience met the study's equivalence criteria. Equivalence tests assess whether an association lies within prespecified bounds, here −0.30 to +0.30 for the correlation coefficient, r. The coefficient measures the strength and direction of a linear relationship, from −1 to +1. Equivalence within these bounds does not establish a zero relationship or the absence of operational importance.

“

The problem is process readiness on their side is genuinely poor, and the reconciliation team re-keys counterparty static data most weeks just to keep the break queue moving. i do not touch it myself now, my role is managing how i frame it upward, as far as i have visibility, and kindly worded updates do not seem to change anything on the client side.”

ENGAGEMENT MANAGER

BPO, Trade, settlement and reconciliation

1 Role Composition of the Engagements

Individual contributor was the most frequent role in every engagement's respondent sample. Assigning each engagement its most frequent role consequently produced the same classification for all 150 engagements. With no variation between engagements, this classification could not support an engagement-level comparison. Respondent-level comparisons nevertheless identified differences among roles.

1.1 Role Composition of the Respondent Sample

Indicator C005 · What is your role on this engagement? · Full statistical analysis ›

Individual contributors formed the majority of respondents, and reported intent to leave differed by role. All 850 respondents answered the role question. Individual contributors and engagement managers were represented on all 150 engagements. Portfolio directors were represented on 31 engagements (20.67%). A role's absence from the respondent sample does not establish its absence from the delivery team.

Table 4.1. Respondents by role

Role	Respondents	Share of 850 respondents	Engagements with at least one respondent in the role	Share of 150 engagements
Individual contributor	667	78.47%	150	100.00%
Engagement manager	150	17.65%	150	100.00%
Portfolio director	31	3.65%	31	20.67%
Customer management executive	2	Not reported	2	Not reported

Note: Percentages are omitted for customer management executives because the respondent base was below 10.

Respondent-level tests used standard errors, estimates of uncertainty, clustered by engagement to account for similarities among answers from respondents on the same engagement. The p value is the probability, under the null hypothesis of no difference or association, of a result at least as extreme as the one observed. Differences by role were statistically significant for respondents' own ratings and intent to leave ($p < 0.001$ for each). Ratings of intent to leave at 7 or above were reported by 342 of 616 individual contributors (55.52%), 75 of 150 engagement managers (50.00%), and 13 of 31 portfolio directors (41.94%).

Comparisons of cancellation and customer satisfaction did not identify statistically significant differences by respondent role. These comparisons describe the engagements on which respondents worked and do not attribute their outcomes to a particular role.

Role was addressed in 22 written answers from 22 respondents on 21 engagements. Seven answers were coded as negative. Six of those seven described decisions that respondents considered beyond their role but made because neither of the two firms would decide. Written answers were coded by subject and sentiment. Sentiment scores took five values, −10, −5, 0, +5, and +10, with negative values denoting unfavorable accounts and positive values favorable accounts. These scores describe the written answers, rather than an independently observed outcome.

> *I end up being the person who decide who owns what, and that is not really my job level. My team lead take it fine but I notice the newer guys ask me instead of asking the client side, so now im the middle man for surveillance rule questions."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Regulatory, audit, tax and legal

> *Same story every week, nobody wants to be the one who says yes so I decide. Its not my job to own that call but somebody has to"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Technology engineering and operations

> *I dont say much on this one, but it cost me sleep some week, numbers move and I am the one who decide what go to client file"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

2 Career, Outsourcing, and Financial Industry Experience

Reported career, outsourcing-industry, and financial-industry experience were limited and closely related to role. Each was recorded in years. A recorded zero was classified as less than one year, rather than proof of no experience.

For all three experience questions, engagement-level associations with cancellation, customer satisfaction, and the engagement indicator mean met the study's equivalence criteria. The small respondent-level associations with intent to leave also met those criteria. Because experience was closely related to role, these unadjusted results do not establish its independent contribution.

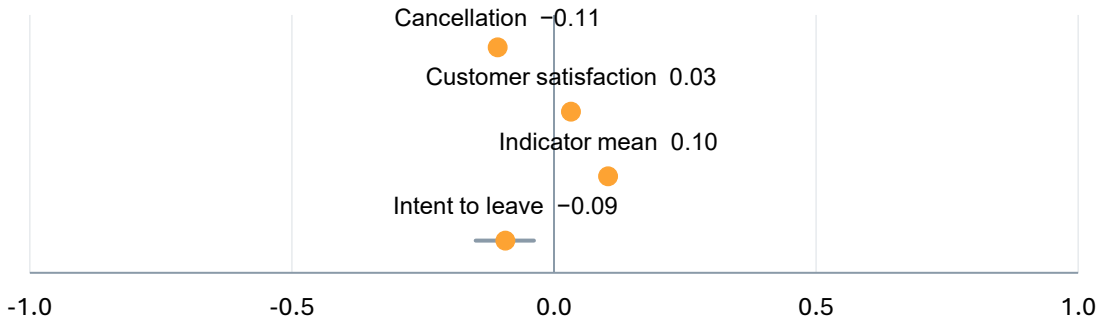
2.1 Career Experience of the Delivery Workforce

Indicator C007 · How many years of experience do you have in your career? · Full statistical analysis ›

Experience differed substantially by role. Reported career experience had a mean of 3.9 years and a median of 2.0 years, with recorded values from 0 to 25 (n = 797 respondents). Sixty-one respondents recorded zero, classified as less than one year. The mean was 1.9 years among individual contributors (n = 614 respondents), 10.0 among engagement managers (n = 150), and 15.1 among portfolio directors (n = 31).

Figure 4.1. Career Experience of the Delivery Workforce: associations with the study measures

Career experience of the delivery workforce: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.11 150 engagements p = 0.191
Customer satisfaction	r = 0.03 94 active engagements p = 0.757
Indicator mean	r = 0.10 150 engagements p = 0.208
Intent to leave	r = −0.09 [−0.15, −0.04] 746 respondents p = 0.001

Note: Mean years of career experience: 3.9 (n = 797 respondents).

Group means and numeric-answer bases: Individual contributor (n = 614): 1.87. Engagement manager (n = 150): 9.97. Portfolio director (n = 31): 15.06. Build-Out (n = 163): 3.84. Transition/Cut-Over (n = 232): 4.19. Production (n = 95): 4.20. Canceled (n = 307): 3.74.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational. A confidence interval expresses uncertainty under the stated method. A p value is the probability, under the null model, of a result at least as extreme as the observed result.

The mean is the sum of the recorded values divided by their number. The median is the middle value in an ordered distribution. The notation n identifies the number of respondents or engagements included in a result.

Career experience was not statistically significantly associated at engagement level with cancellation (r = −0.11, p = 0.191, n = 150 engagements), customer satisfaction among active

engagements (r = 0.03, p = 0.757, n = 94 engagements), or the engagement indicator mean (r = 0.10, p = 0.208, n = 150 engagements). All three met the equivalence criteria. Greater career experience was associated at respondent level with lower intent to leave (r = −0.09, cluster bootstrap 95% CI −0.15 to −0.04, p = 0.001, n = 746 respondents), also within the equivalence bounds. A confidence interval (CI) expresses uncertainty around an estimate. The cluster bootstrap resampled whole engagements to preserve the grouping of respondents.

Four written answers addressed career experience. Three were from respondents early in their careers. These accounts provide illustrations of reported experience and do not establish its prevalence.

> *“Im a fresher and know more about AI than anyone in our executive team.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> KPO, Corporate and back-office functions

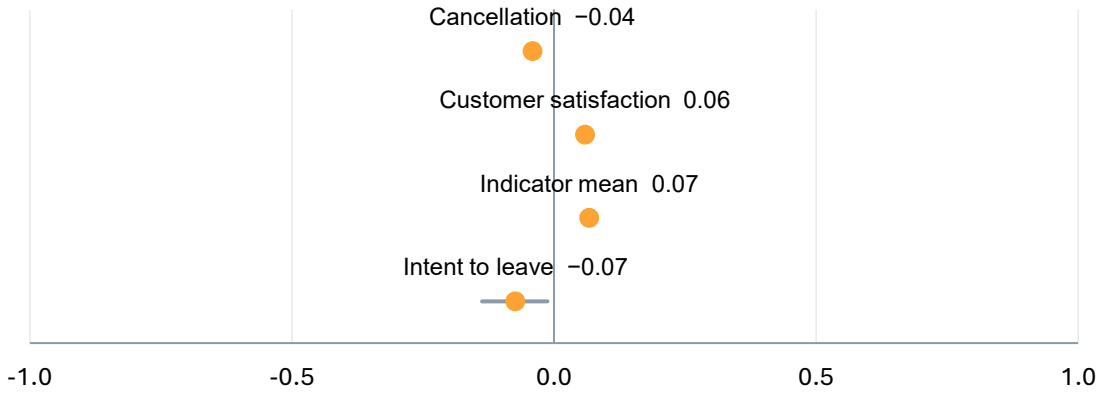
2.2 Experience in the Outsourcing Industry

Indicator C009 · How many years have you been working in the outsourcing industry? · Full statistical analysis ›

Reported outsourcing-industry experience was limited, with a mean of 2.6 years and a median of 1.0 year, with recorded values from 0 to 17 (n = 806 respondents). For 112 respondents, the recorded zero represented less than one year of experience.

Figure 4.2. Experience in the Outsourcing Industry: associations with the study measures

Experience in the outsourcing industry: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.04 150 engagements p = 0.617
Customer satisfaction	r = 0.06 94 active engagements p = 0.573
Indicator mean	r = 0.07 150 engagements p = 0.415
Intent to leave	r = −0.07 [−0.14, −0.01] 758 respondents p = 0.025

Note: Mean years in the outsourcing industry: 2.6 (n = 806 respondents).

Group means and numeric-answer bases: Individual contributor (n = 623): 1.25. Engagement manager (n = 150): 6.41. Portfolio director (n = 31): 9.74. Build-Out (n = 168): 2.54. Transition/Cut-Over (n = 235): 2.63. Production (n = 100): 2.63. Canceled (n = 303): 2.49.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

At engagement level, outsourcing-industry experience was not statistically significantly associated with cancellation ($r = -0.04$, $p = 0.617$, $n = 150$ engagements), customer satisfaction among active engagements ($r = 0.06$, $p = 0.573$, $n = 94$ engagements), or the engagement indicator mean ($r = 0.07$, $p = 0.415$, $n = 150$ engagements). All three associations met the equivalence criteria. At respondent level, greater outsourcing-industry experience was associated with lower intent to leave ($r = -0.07$, cluster bootstrap 95% CI -0.14 to -0.01, $p = 0.025$, $n = 758$ respondents). The association was within the equivalence bounds and may reflect the relationship between experience and role.

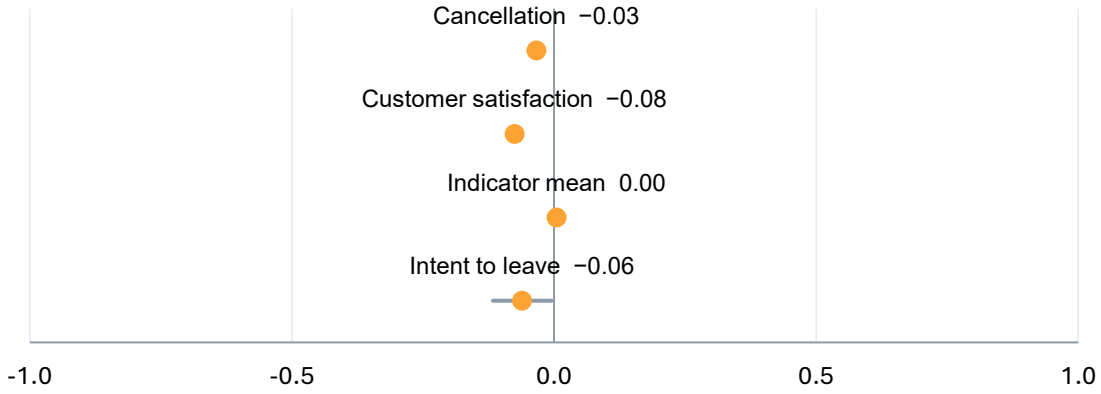
2.3 Experience in the Financial Industry

Indicator C010 · How many years have you been working within the financial industry? · Full statistical analysis ›

Reported financial-industry experience was limited, with a mean of 2.1 years and a median of 1.0 year, with recorded values from 0 to 15 (n = 789 respondents). A zero, classified as less than one year of experience, was recorded by 136 respondents.

Figure 4.3. Experience in the Financial Industry: associations with the study measures

Experience in the financial industry: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.03 150 engagements p = 0.684
Customer satisfaction	r = −0.08 94 active engagements p = 0.470
Indicator mean	r = 0.00 150 engagements p = 0.955
Intent to leave	r = −0.06 [−0.12, −0.00] 742 respondents p = 0.033

Note: Mean years in the financial industry: 2.1 (n = 789 respondents).

Group means and numeric-answer bases: Individual contributor (n = 608): 1.08. Engagement manager (n = 150): 5.33. Portfolio director (n = 29): 7.62. Build-Out (n = 161): 2.16. Transition/Cut-Over (n = 228): 2.10. Production (n = 98): 2.37. Canceled (n = 302): 2.10.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

At engagement level, financial-industry experience was not statistically significantly associated with cancellation (r = −0.03, p = 0.684, n = 150 engagements), customer satisfaction among active engagements (r = −0.08, p = 0.470, n = 94 engagements), or the engagement indicator mean (r = 0.00, p = 0.955, n = 150 engagements). All three associations met the equivalence criteria. At respondent level, the association with intent to leave was also within the equivalence bounds (r = −0.06, cluster bootstrap 95% CI −0.12 to 0.00, p = 0.033, n = 742 respondents). It did not meet the criteria in three robustness checks, which repeat an analysis using alternative assumptions or samples. The respondent-level association therefore requires particular caution.

One written answer addressed financial-industry experience. It described a delivery team without banking experience learning financial tasks from tickets. This account is illustrative.

> *"Send us on proper payroll training first… nobody in my team ever worked in bank before, we learn from tickets"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

“

i had one week of a slide deck about banking and then i am on a private equity reporting job with no idea what a capital call is. laptop and access come quick, that part they did well, i give them that. everything else i learn from a colleague who is also new.”

INDIVIDUAL CONTRIBUTOR

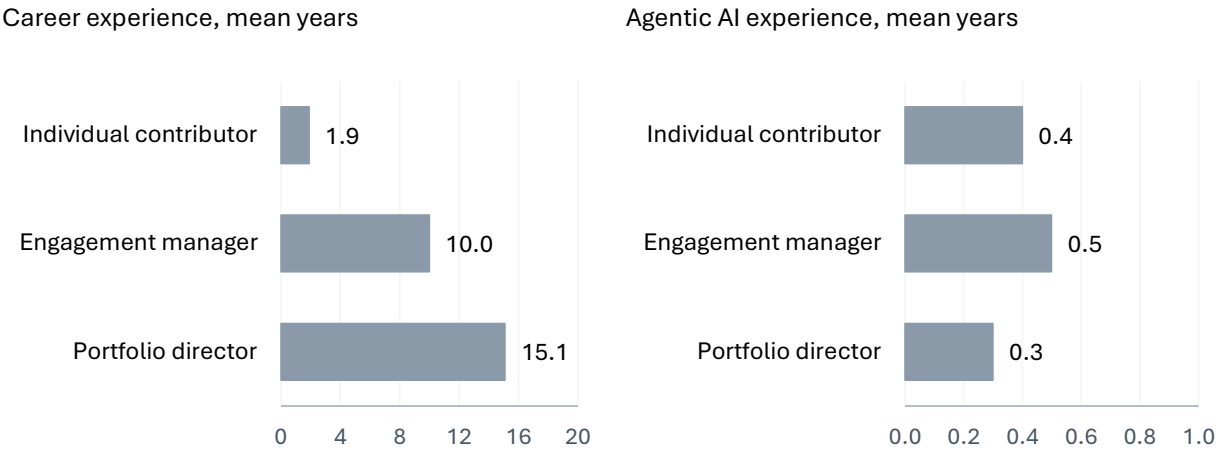
KPO, Corporate and back-office functions

3 Agentic AI Experience

Agentic AI experience was limited across roles, and nearly half of respondents were working on their first such engagement. The mean recorded response was 0.4 for individual contributors (n = 611), 0.5 for engagement managers (n = 150), and 0.3 for portfolio directors (n = 30). Because every answer was zero or one, these means summarize the recorded categories rather than precise elapsed durations.

Figure 4.4. Mean recorded career and agentic AI experience by respondent role

Agentic AI experience was limited across roles despite differences in career experience



Note: n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Career experience was reported by 614 individual contributors, 150 engagement managers, and 31 portfolio directors. Agentic AI experience was reported by 611, 150, and 30 respondents in those roles, respectively. A zero for agentic AI experience represented less than one year. No answer exceeded one year. The figure describes reported experience and does not estimate its effect on engagement outcomes.

The two panels use different scales, each labeled in years. Zero recorded years means less than one year.

The number of agentic AI outsourcing engagements worked on provides a separate measure of experience. It includes the current engagement and is examined independently of reported years of experience.

3.1 Reported Years of Agentic AI Experience

Indicator C008 · How many years of experience do you have with agentic AI? · Full statistical analysis ›

No respondent reported more than one year of agentic AI experience. Of the 793 respondents who reported years of agentic AI experience, 467 (58.89%) recorded zero, classified as less than one year, and 326 (41.11%) recorded one year. Within this restricted range, no statistically significant difference by role was identified.

Figure 4.5. Reported Years of Agentic AI Experience: associations with the study measures

Reported years of agentic AI experience: associations with the study measures

Comparison	Estimate and analysis base
Cancellation	r = −0.00 150 engagements p = 0.993
Customer satisfaction	r = 0.13 94 active engagements p = 0.220
Indicator mean	r = 0.02 150 engagements p = 0.829
Intent to leave	r = −0.04 746 respondents p = 0.232

Note: Mean recorded years of agentic AI experience: 0.4 (n = 793 respondents).

Group means and numeric-answer bases: Individual contributor (n = 611): 0.40. Engagement manager (n = 150): 0.47. Portfolio director (n = 30): 0.33. Build-Out (n = 159): 0.40. Transition/Cut-Over (n = 236): 0.43. Production (n = 96): 0.40. Canceled (n = 302): 0.40.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

At engagement level, reported agentic AI experience was not statistically significantly associated with cancellation ($r = 0.00$, $p = 0.993$, $n = 150$ engagements), customer satisfaction among active engagements ($r = 0.13$, $p = 0.220$, $n = 94$ engagements), or the engagement indicator mean ($r = 0.02$, $p = 0.829$, $n = 150$ engagements). Its respondent-level association with intent to leave was also not statistically significant ($r = -0.04$, $p = 0.232$, $n = 746$ respondents).

All four associations met the equivalence criteria, and the reported conclusions were retained under the applicable robustness checks. No statistically significant difference in reported agentic AI experience was identified across the segment families examined. The restricted range prevents these results from establishing the value of experience beyond the period represented in the study.

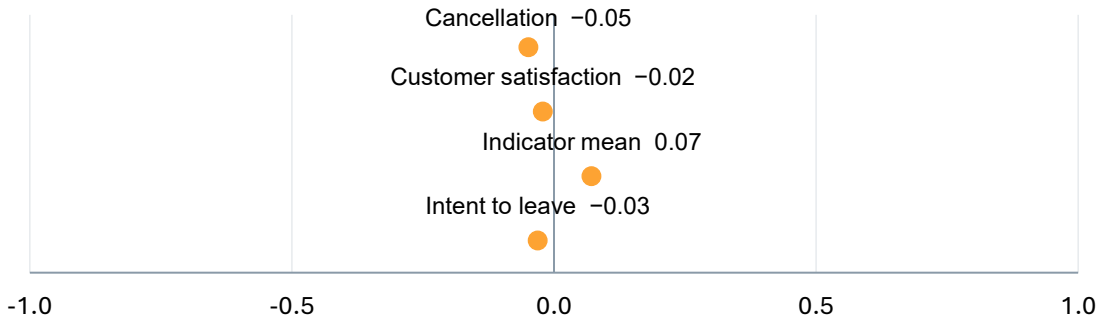
3.2 Agentic AI Outsourcing Engagements Worked On

Indicator C011 · How many agentic AI outsourcing engagements have you worked on across your career, including this one? · Full statistical analysis ›

For 371 of the 799 respondents (46.43%), the current engagement was their first agentic AI outsourcing engagement. The mean number of agentic AI outsourcing engagements worked on, including the current engagement, was 1.8. The median was 2.0, with recorded values from 1 to 5 (n = 799 respondents). The mean was 2.5 engagements for engagement managers (n = 150 respondents), 2.4 for portfolio directors (n = 31), and 1.7 for individual contributors (n = 617).

Figure 4.6. Agentic AI Outsourcing Engagements Worked On: associations with the study measures

Agentic AI outsourcing engagements worked on: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.05 150 engagements p = 0.553
Customer satisfaction	r = −0.02 94 active engagements p = 0.840
Indicator mean	r = 0.07 150 engagements p = 0.385
Intent to leave	r = −0.03 751 respondents p = 0.370

Note: Mean agentic AI engagements worked on: 1.8 (n = 799 respondents).

Group means and numeric-answer bases: Individual contributor (n = 617): 1.66. Engagement manager (n = 150): 2.46. Portfolio director (n = 31): 2.35. Build-Out (n = 163): 1.93. Transition/Cut-Over (n = 234): 1.89. Production (n = 102): 1.68. Canceled (n = 300): 1.80.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

At engagement level, the number of agentic AI outsourcing engagements worked on was not statistically significantly associated with cancellation (r = −0.05, n = 150 engagements),

customer satisfaction among active engagements (r = −0.02, n = 94 engagements), or the engagement indicator mean (r = 0.07, n = 150 engagements). The respondent-level association with intent to leave was also not statistically significant (r = −0.03, n = 751 respondents). All four associations met the equivalence criteria, and the conclusions were unchanged under the reported robustness checks.

Eight written answers addressed experience on previous engagements. They described respondents drawing comparisons with earlier engagements and provide illustrative accounts of that experience.

> *"I have seen one engagement only. What I can say is I got no sanctions training at all before I started, I learnt the lists from a colleague."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> KPO, Financial crime and client onboarding

> *"i have run four of these now. on the account before this one, a card operations desk, we had a standing call every tuesday with one person from their side who could say yes or no on the spot, and if she said no it was no and we moved on."*
>
> **ENGAGEMENT MANAGER**
>
> CXM, Corporate and back-office functions

“

what they did is put five of us on agent test automation with nobody who has built it before, my lead learn it from the vendor documents same as me. we had one trainer for whole floor and his diary is full for weeks.”

INDIVIDUAL CONTRIBUTOR

ITO, Technology engineering and operations

4 Self-Assessed Knowledge and Expertise

Respondents rated their financial-industry knowledge, knowledge of agentic AI in financial services, and overall agentic AI expertise below the scale's midpoint. Higher ratings were associated with more favorable results on the four core study measures. These self-assessments describe perceived capability rather than independently tested knowledge. A distressed rating is at the unfavorable end of the question's 10-point scale. It is 3 or below when lower ratings are unfavorable and 8 or above when higher ratings are unfavorable. At engagement level, the same thresholds apply to the mean rating.

Each self-assessment was associated with the four core study measures, with the conclusions retained under the applicable robustness checks. Correlations with the engagement indicator mean ranged from r = 0.78 to r = 0.80 (n = 150 engagements). None of the three questions is included in that mean. Shared perceptions of the engagement may contribute to the observed relationships, and the study does not distinguish their contribution from differences in knowledge.

Written answers described learning through colleagues, financial institution material, and experience during delivery. Some respondents valued that learning despite other difficulties on the engagement.

> *"None of us came from wealth management, so when the tool flags an advisor call for suitability we are reading the rule for the first time ourselves. Thus people stay late going through the clients policy pack on their own time. Nobody trained us for this, we taught each other"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Credit, underwriting and suitability

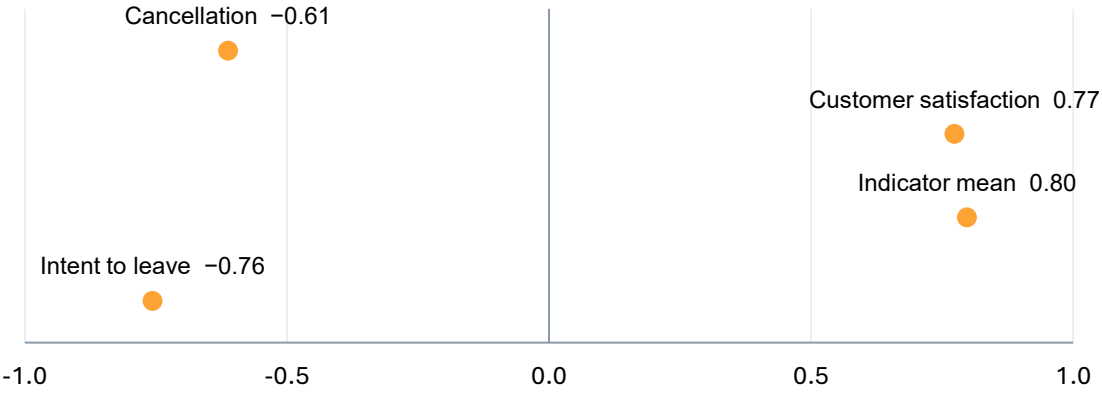
4.1 Self-Rated Knowledge of the Financial Industry

Indicator C012 · How well do you know the financial industry? · Full statistical analysis ›

Self-rated financial-industry knowledge received distressed ratings in 217 of 796 answers (27.26%). The mean rating was 4.8 and the median was 5.0 (n = 796 respondents). Respondents on canceled engagements reported a mean of 3.5 (n = 309), below the means in the three active lifecycle stages.

Figure 4.7. Self-Rated Knowledge of the Financial Industry: associations with the study measures

Self-rated knowledge of the financial industry: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.61 150 engagements p < 0.001
Customer satisfaction	r = 0.77 94 active engagements p < 0.001
Indicator mean	r = 0.80 150 engagements p < 0.001
Intent to leave	r = −0.76 750 respondents p < 0.001

Note: Distressed ratings: 217 of 796 answers (27.26%).

Group means and numeric-answer bases: Individual contributor (n = 617): 4.70. Engagement manager (n = 150): 5.17. Portfolio director (n = 28): 6.14. Build-Out (n = 163): 5.83. Transition/Cut-Over (n = 230): 5.54. Production (n = 94): 5.78. Canceled (n = 309): 3.51.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

At engagement level, higher self-rated financial-industry knowledge was associated with a lower cancellation rate (r = −0.61, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.77, n = 94 engagements), and a higher engagement indicator mean (r = 0.80, n = 150 engagements). At respondent level, it was associated with lower intent to leave (r = −0.76, n = 750 respondents). The conclusions were retained under the applicable robustness checks. The mean rating was distressed on 25 of 150 engagements.

Thirty written answers addressed financial-industry knowledge. Sixteen came from comments on vendor capability and 14 from the question about valued aspects of the job. Eighteen were positive and 10 negative. Comments on vendor capability described respondents acquiring financial-industry knowledge from colleagues during delivery. Answers about valued aspects of the job identified that knowledge as a benefit of the work.

> *“I come on this desk knowing nothing about settlement, they give me two e-learning module and a recording, and after that i am on live breaks in same week. My senior teach me, not company.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Trade, settlement and reconciliation

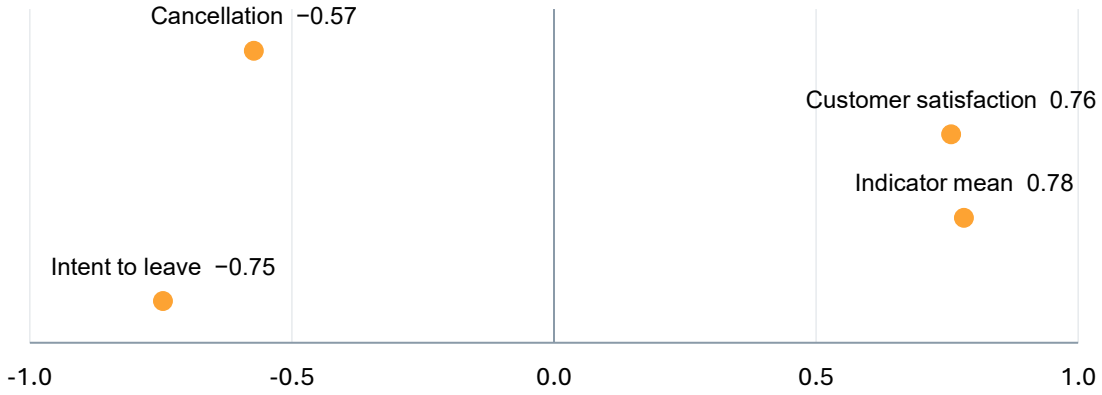
4.2 Self-Rated Knowledge of Agentic AI in the Financial Industry

Indicator C013 · How well do you know agentic AI specific to the financial industry? · Full statistical analysis ›

Self-rated knowledge of agentic AI in the financial industry received distressed ratings in 225 of 797 answers (28.23%). The mean rating was 4.9 and the median was 5.0 (n = 797 respondents). Respondents on canceled engagements reported a mean of 3.6 (n = 306).

Figure 4.8. Self-Rated Knowledge of Agentic AI in the Financial Industry: associations with the study measures

Self-rated knowledge of agentic AI in the financial industry: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.57 150 engagements p < 0.001
Customer satisfaction	r = 0.76 94 active engagements p < 0.001
Indicator mean	r = 0.78 150 engagements p < 0.001
Intent to leave	r = −0.75 748 respondents p < 0.001

Note: Distressed ratings: 225 of 797 answers (28.23%).

Group means and numeric-answer bases: Individual contributor (n = 615): 4.76. Engagement manager (n = 150): 5.32. Portfolio director (n = 31): 6.32. Build-Out (n = 167): 5.93. Transition/Cut-Over (n = 228): 5.56. Production (n = 96): 5.79. Canceled (n = 306): 3.64.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Higher ratings were associated with a lower cancellation rate (r = −0.57, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.76, n = 94 engagements), and a higher engagement indicator mean (r = 0.78, n = 150 engagements). At respondent level, higher ratings were associated with lower intent to leave (r = −0.75, n = 748 respondents). The conclusions for all four associations were retained under the applicable robustness checks. The mean rating was distressed on 22 of 150 engagements.

Seven written answers addressed knowledge of agentic AI in financial services, and all were positive. Each described learning during the engagement. Three also described cancellation or substantial delivery difficulties. These accounts illustrate the reported value of learning without establishing the effectiveness of the engagement.

> *“learned agentic payroll operations … team stayed steady through the shutdown”*
>
> **ENGAGEMENT MANAGER**
>
> BPO, Corporate and back-office functions

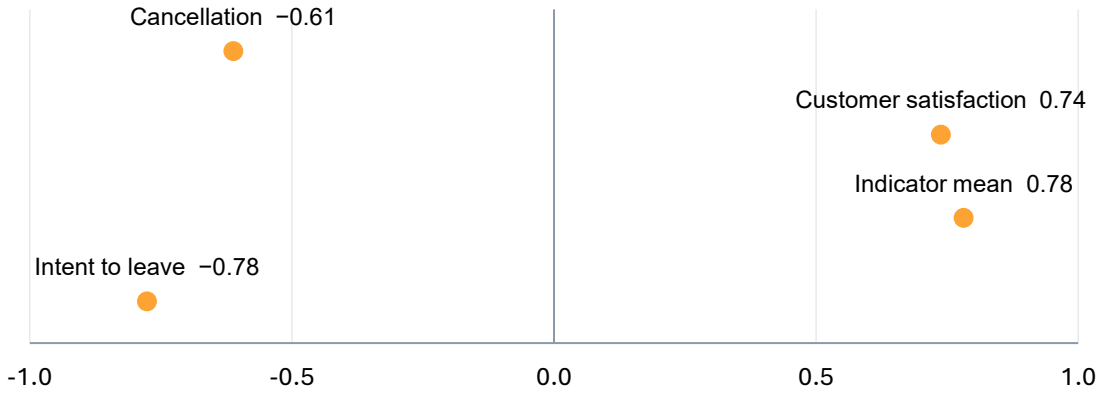
4.3 Self-Rated Agentic AI Expertise

Indicator C014 · Rate your overall agentic AI expertise · Full statistical analysis ›

Self-rated agentic AI expertise received distressed ratings in 222 of 800 answers (27.75%). The mean rating was 4.9 and the median was 5.0 (n = 800 respondents). Respondents on canceled engagements reported a mean of 3.5 (n = 308).

Figure 4.9. Self-Rated Agentic AI Expertise: associations with the study measures

Self-rated agentic AI expertise: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.61 150 engagements p < 0.001
Customer satisfaction	r = 0.74 94 active engagements p < 0.001
Indicator mean	r = 0.78 150 engagements p < 0.001
Intent to leave	r = −0.78 753 respondents p < 0.001

Note: Distressed ratings: 222 of 800 answers (27.75%).

Group means and numeric-answer bases: Individual contributor (n = 617): 4.75. Engagement manager (n = 150): 5.26. Portfolio director (n = 31): 6.10. Build-Out (n = 164): 5.83. Transition/Cut-Over (n = 230): 5.68. Production (n = 98): 5.91. Canceled (n = 308): 3.50.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Higher self-rated expertise was associated with a lower cancellation rate (r = −0.61, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.74, n = 94 engagements), and a higher engagement indicator mean (r = 0.78, n = 150 engagements). At respondent level, higher ratings were associated with lower intent to leave (r = −0.78, n = 753 respondents). The conclusions were retained under the applicable robustness checks. The mean rating was distressed on 26 of 150 engagements.

Thirty-seven written answers addressed agentic AI expertise. Thirty came from the question about valued aspects of the job and seven from comments on vendor capability. Twenty-four were positive and four negative. All 30 answers about valued aspects of the job identified agentic AI skills acquired during the engagement, most often quality assurance of agent output. Comments on vendor capability described brief training, instruction through videos, and respondents who considered their own AI knowledge greater than that of people in more senior roles.

> *"The technical stretch of learning how to evaluate an agent's own output"*
>
> **ENGAGEMENT MANAGER**
> ITO, Technology engineering and operations

> *... was my first job out of university. They sent me to training. I knew more about AI than the trainer."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

> *the training was two days of slides on the ticket tool and nothing about how the ai decides a routing, so i am learning from seniors on the floor. it slows me down and i feel behind. rest of it i have no complaint about"*
>
> **INDIVIDUAL CONTRIBUTOR**
> CXM, Corporate and back-office functions

“

last month i ask for someone senior who knows sanctions screening properly, there is nobody free, we get a person off a retail project instead. They say they will revert back on the staffing, nothing comes. That part has not changed at all. But training did improve, the new course on agent monitoring is actually useful and i finish it in two weeks. And my own lead is fine, he shields us where he can. It is the people above him i cannot say anything good about.”

INDIVIDUAL CONTRIBUTOR

ITO, Financial crime and client onboarding

5 Certifications and Sources of AI Knowledge

Professional certifications closely followed role, more than half of those answering the AI-certification question reported none, and source-of-knowledge comparisons did not identify statistically significant outcome differences. These findings do not isolate preparation from role or establish the contribution of certification to engagement outcomes.

5.1 Professional Certifications and Respondent Role

Indicator C015 · What professional certifications do you have? · Full statistical analysis ›

Professional-certification answer categories each occurred within a single role, so their associations could not be separated from role in these comparisons. Professional certifications were reported by 793 of 850 respondents. Of those who answered, 236 (29.76%) reported none. The most frequent named certifications were Six Sigma Green Belt (127 respondents), Information Technology Infrastructure Library (ITIL) Foundation (126), and Amazon Web Services (AWS) Certified Cloud Practitioner (124).

Table 4.2. Professional certifications reported by respondents

Answer	Respondents	Share of 793 respondents who answered	Engagements with at least one respondent
None	236	29.76%	129
Six Sigma Green Belt	127	16.02%	95
ITIL Foundation	126	15.89%	88
AWS Certified Cloud Practitioner	124	15.64%	89
PMP, ITIL	44	5.55%	44
PMP, Scrum Master	43	5.42%	43
PMP	35	4.41%	35
Six Sigma Black Belt	28	3.53%	28
PMP, MBA	12	1.51%	12
PMP, ITIL Expert	9	1.13%	9

Table 4.2. Professional certifications reported by respondents (continued)

Answer	Respondents	Share of 793 respondents who answered	Engagements with at least one respondent
PgMP	8	1.01%	8
MBA	1	0.13%	1

Note: PMP = Project Management Professional. ITIL = Information Technology Infrastructure Library. MBA = Master of Business Administration. PgMP = Program Management Professional. AWS = Amazon Web Services. Engagement counts identify engagements with at least one respondent reporting the answer. An engagement may appear in more than one answer category.

Individual contributors reported no certification or one of the three certifications identified above. Engagement managers reported Project Management Professional (PMP), alone or with ITIL or Scrum Master, or Six Sigma Black Belt. Portfolio directors reported PMP with a Master of Business Administration (MBA) or ITIL Expert, or Program Management Professional (PgMP). Engagement-level comparisons assigned the unique most frequent answer to each engagement. Tied assignments and answer categories below the required base were excluded.

The chi-square test assesses whether the distribution across categories differs from that expected under independence. Welch's F test compares group means while allowing the spread of values within each group to differ. Engagement-level comparisons of professional certifications did not identify statistically significant differences in cancellation (chi-square 4.29, $p = 0.235$, $n = 99$ engagements), customer satisfaction among active engagements (Welch F 0.00, $p = 0.992$, $n = 50$), engagement indicator mean (Welch F 1.60, $p = 0.211$, $n = 99$), or intent to leave (Welch F 1.15, $p = 0.346$, $n = 99$). Respondent-level differences closely followed role and do not isolate the contribution of certification.

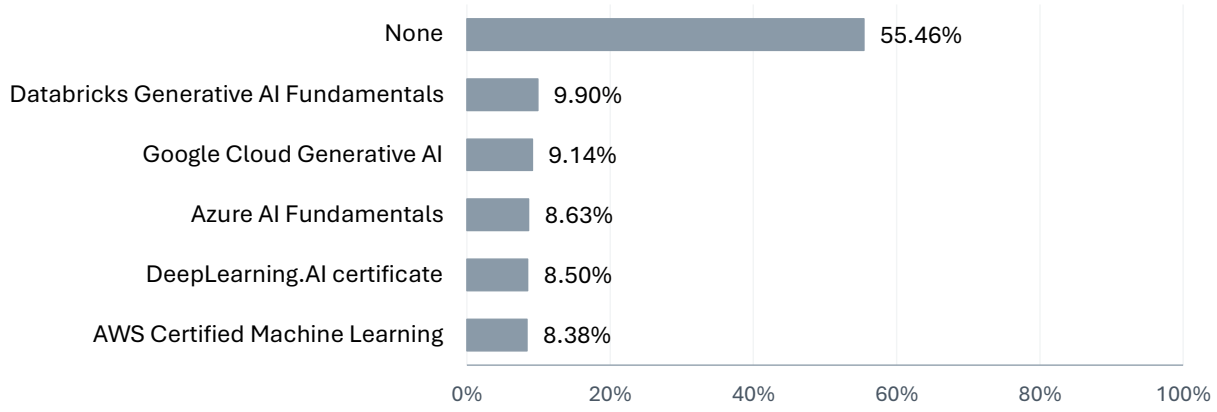
5.2 Artificial Intelligence Certifications

Indicator C016 · What AI certifications do you have? · Full statistical analysis ›

More than half of respondents answering the AI-certification question, 437 of 788 (55.46%), reported no AI certification. AI certifications were reported by 788 of 850 respondents. The remaining 351 respondents named one of five AI certifications, each reported by between 66 and 78 respondents.

Table 4.3. AI certifications reported by respondents

Share of 788 respondents who answered



Answer	Respondents	Share of 788 respondents who answered	Engagements with at least one respondent
None	437	55.46%	148
Databricks Generative AI Fundamentals	78	9.90%	60
Google Cloud Generative AI	72	9.14%	59
Azure AI Fundamentals	68	8.63%	58
DeepLearning.AI certificate	67	8.50%	55
AWS Certified Machine Learning	66	8.38%	56

Note: AI = artificial intelligence. AWS = Amazon Web Services. Counts describe reported certifications. Engagement counts identify engagements with at least one respondent reporting the answer and are not mutually exclusive.

AI-certification answers did not differ statistically significantly by role, vendor type, or the engagement-level segment families examined. Engagement-level comparisons with the four core study measures could not be estimated under the study's eligibility rule. Fewer than two answer categories contained at least 10 engagements. The certification distribution remains

descriptive and does not establish the contribution of certification to capability or engagement outcomes.

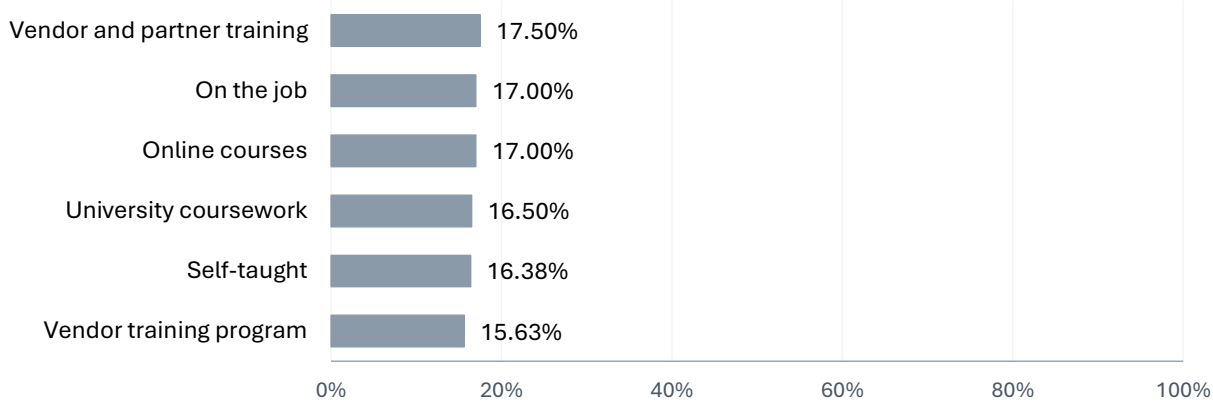
5.3 Sources of Agentic AI Knowledge

Indicator C017 · Where did you gain your AI knowledge? · Full statistical analysis ›

Selected sources of AI knowledge did not differ statistically significantly by role, vendor type, or the engagement-level segment families examined. A source of AI knowledge was reported by 800 of 850 respondents. Each of the six sources was selected by between 125 and 140 respondents.

Table 4.4. Reported sources of AI knowledge

Share of 800 respondents who answered



Answer	Respondents	Share of 800 respondents who answered	Engagements with at least one respondent
Vendor and partner training	140	17.50%	97
On the job	136	17.00%	92
Online courses	136	17.00%	103
University coursework	132	16.50%	89
Self-taught	131	16.38%	85
Vendor training program	125	15.63%	88

Note: Counts describe the selected source of AI knowledge. Engagement counts identify engagements with at least one respondent selecting the source and are not mutually exclusive.

The source of AI knowledge assigned to each engagement was not statistically significantly associated with cancellation (chi-square 2.39, p = 0.792, n = 94 engagements), customer

satisfaction among active engagements (Welch F 0.43, p = 0.521, n = 22 engagements), engagement indicator mean (Welch F 0.24, p = 0.940, n = 94 engagements), or intent to leave (Welch F 0.36, p = 0.871, n = 94 engagements). The cancellation, engagement indicator mean, and intent-to-leave comparisons met the equivalence criterion for categorical answers. That criterion uses omega squared, an estimate of the variation associated with differences between groups, with a study-defined bound of 0.09. The customer-satisfaction comparison did not meet the equivalence criterion and remains inconclusive. The conclusions were retained under the reported robustness checks.

Thirty-seven written answers addressed sources of AI knowledge, all from individual contributors on 33 engagements. Nineteen were negative and 14 positive. They described brief formal instruction supplemented by colleagues, external material, and experience during delivery. The structured question recorded one selected source, whereas the written answers described learning that could involve several sources.

> *“i did the agent course after i was already three months on the desk, i learned the hard way first, then the course told me what i should have done. Order is wrong, content is fine”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

“

How we felt going into this was already worn down — the escalation process for HR-sensitive tickets was never written down anywhere by the client, and when a case needed a ruling we could not wait days for one, so we made the call ourselves and routed it, and we told both our own leadership and the client this was happening.”

ENGAGEMENT MANAGER

CXM, Corporate and back-office functions

The Manager

Respondents frequently identified their immediate manager as a valued aspect of the job. Their assessments of that manager are considered separately from accounts of knowledge and support at more senior levels of the vendor's management.

> *My lead is good, he pushes back where he can. But nobody above him has built one of these either, and thats the real gap."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Regulatory, audit, tax and legal

> *A manager who pushed back on the vendor honestly, to the end"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> KPO, Regulatory, audit, tax and legal

Each of the five management questions was associated with the four core study measures, with the conclusions retained under the applicable robustness checks. The close relationships among these ratings limit the extent to which outcomes can be attributed to a particular managerial capability.

“

Frankly the part that wore us down was waiting. My people would sit on a misrouted ticket queue for a week while the two sides worked out who was allowed to change the routing rules, and in that time they are doing the triage by hand, again.”

ENGAGEMENT MANAGER

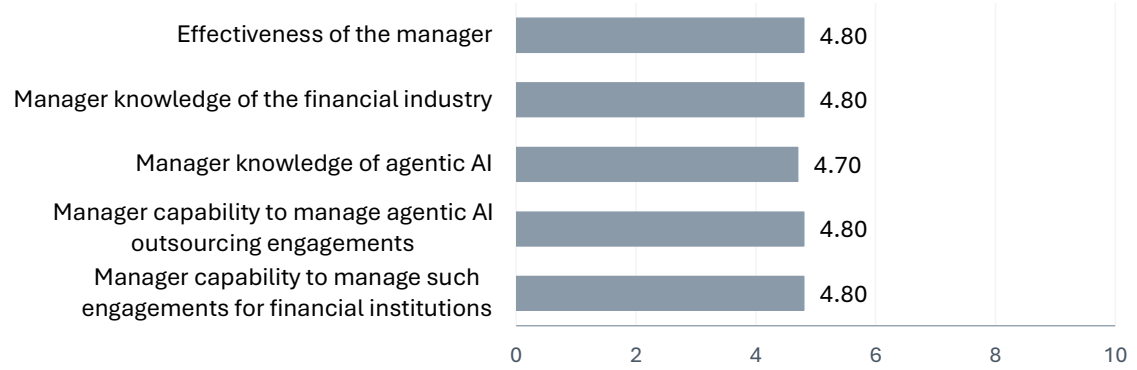
CXM, Corporate and back-office functions

1 Manager Effectiveness and Knowledge

Ratings of manager effectiveness, knowledge, and capability were below the scale's midpoint, and approximately 30% of answers to each of the five questions were distressed. The questions covered financial-industry knowledge, agentic AI knowledge, and capability to manage agentic AI outsourcing engagements, including engagements for financial institutions. Mean ratings were 4.7 or 4.8, with medians of 5.0 and bases of 791 to 803 respondents. Distressed ratings ranged from 241 of 800 answers (30.13%) to 253 of 800 answers (31.63%).

Table 4.5. Manager effectiveness and knowledge

Mean rating



Indicator	Mean rating	Distressed answers	Distressed ratings (%)
Effectiveness of the manager	4.8	242 of 802	30.17%
Manager knowledge of the financial industry	4.8	253 of 800	31.63%
Manager knowledge of agentic AI	4.7	242 of 803	30.14%
Manager capability to manage agentic AI outsourcing engagements	4.8	241 of 800	30.13%
Manager capability to manage such engagements for financial institutions	4.8	242 of 791	30.59%

Table 4.5. Manager effectiveness and knowledge / Panel B

r, cancellation

Indicator	r, cancellation	r, customer satisfaction	r, Indicator mean	r, intent to leave
Effectiveness of the manager	−0.67	0.69	0.83	−0.68
Manager knowledge of the financial industry	−0.62	0.70	0.82	−0.66
Manager knowledge of agentic AI	−0.65	0.72	0.82	−0.67
Manager capability to manage agentic AI outsourcing engagements	−0.64	0.73	0.84	−0.67
Manager capability to manage such engagements for financial institutions	−0.64	0.72	0.84	−0.67

Note: r denotes the correlation coefficient. Cancellation rate and engagement indicator mean use 150 engagements. Customer satisfaction uses the 94 active engagements. Intent to leave uses the respondents with both answers, with bases from 745 to 753. Higher original ratings of intent to leave indicate greater likelihood of departure. Distressed ratings are 3 or below for these management questions. The displayed correlations describe associations and do not establish causation.

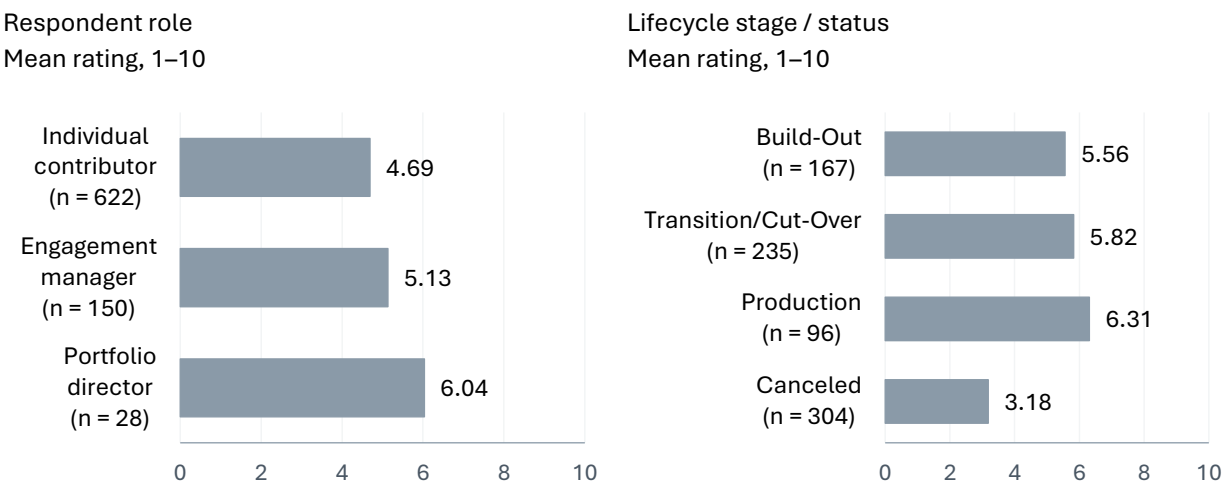
The five management ratings were closely related. Their correlations with the engagement indicator mean ranged from r = 0.82 to r = 0.84 (n = 150 engagements), although none of the questions is included in that mean. Differences of this magnitude do not establish a ranking of managerial capabilities. On canceled engagements, the mean ratings ranged from 3.2 to 3.3 (n = 296–304 respondents).

1.1 Effectiveness of the Immediate Manager

Indicator C080 · My manager is effective · Full statistical analysis ›

Manager effectiveness received distressed ratings in 242 of 802 answers (30.17%). The mean rating was 4.8 and the median was 5.0 (n = 802 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.67, n = 150 engagements) and lower intent to leave (r = −0.68, n = 753 respondents). Ratings differed by engagement status and lifecycle stage. The mean on canceled engagements was 3.2 (n = 304 respondents). The mean rating was distressed on 28 of 150 engagements.

Figure 4.10. Mean ratings: Effectiveness of the Immediate Manager



Note: Distressed ratings: 242 of 802 answers (30.17%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Manager effectiveness was addressed in 248 written answers from 226 respondents on 112 engagements. Of those answers, 213 were positive and 30 negative. The question about valued aspects of the job supplied 169 answers. These counts are specific to manager effectiveness and differ from the overlapping theme counts for skills, colleagues, and pay reported in section 5 of "Job Satisfaction."

> *"strong manager support / meaningful compliance work / steady client trust"*
>
> **ENGAGEMENT MANAGER**
> ITO, Regulatory, audit, tax and legal

> *My team lead is doing what she can with what she got, she stay late same as us. Nobody trained anybody for this, they just put HR cases in front of us and said use the tool. Thats not her fault."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

Negative accounts of managers described absence or unresolved escalation. Active engagements with a negative written answer had lower customer satisfaction. Respondents whose written answers were more negative also reported higher intent to leave.

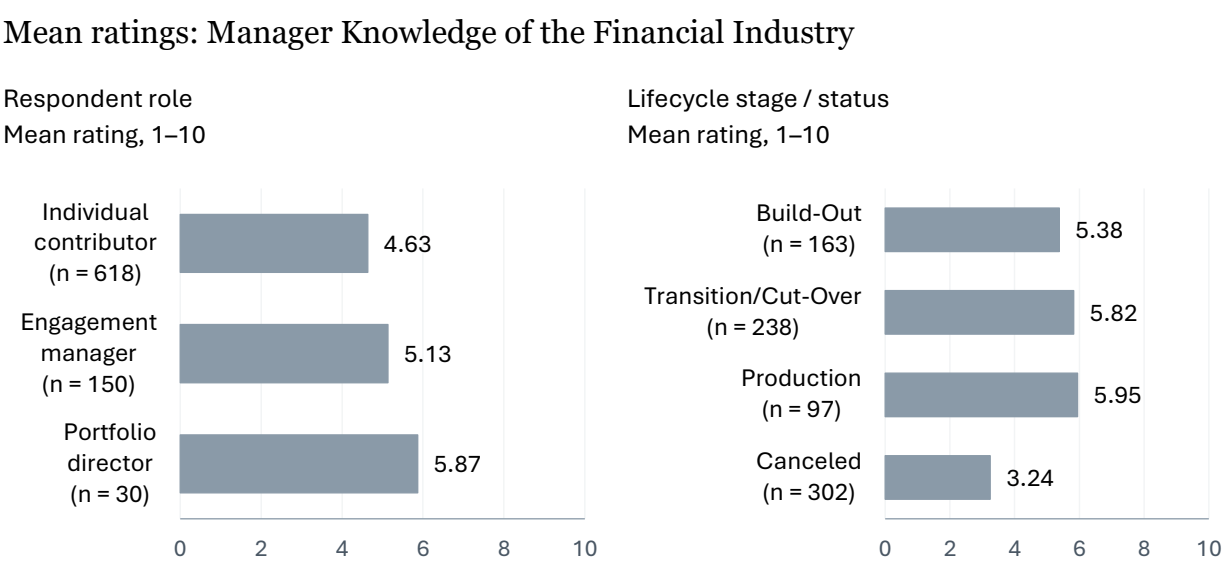
> *my manager is on another account most of the time so there's nobody to ask."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Corporate and back-office functions

1.2 Manager Knowledge of the Financial Industry

Indicator C081 · My manager knows the financial industry well · Full statistical analysis ›

The manager's financial-industry knowledge received distressed ratings in 253 of 800 answers (31.63%), the highest proportion among the five management questions. The mean rating was 4.8 and the median was 5.0 (n = 800 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.62, n = 150 engagements) and higher customer satisfaction among active engagements (r = 0.70, n = 94 engagements). The mean on canceled engagements was 3.2 (n = 302 respondents). The mean rating was distressed on 29 of 150 engagements.

Figure 4.11. Mean ratings: Manager Knowledge of the Financial Industry



Note: Distressed ratings: 253 of 800 answers (31.63%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

One written answer addressed the manager's knowledge of the financial industry. It described managers learning the financial-industry work at the same time as the people they managed. The account is illustrative.

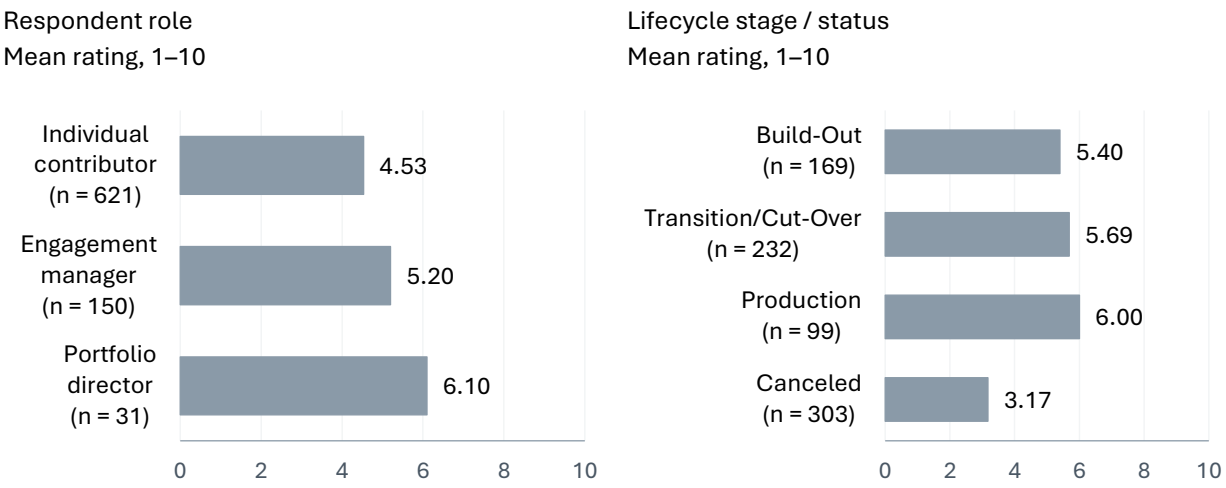
> *"Where they are behind is insurence itself, most of our leads never touched policy admin before this, they are learning it same time we are. Can't blame them for that really."*
>
> **INDIVIDUAL CONTRIBUTOR**
> ITO, Client servicing and communications

1.3 Manager Knowledge of Agentic AI

Indicator C082 · My manager knows agentic AI well · Full statistical analysis ›

The manager's agentic AI knowledge received distressed ratings in 242 of 803 answers (30.14%). The mean rating was 4.7 and the median was 5.0 (n = 803 respondents). Higher ratings were associated with higher customer satisfaction among active engagements (r = 0.72, n = 94 engagements) and a higher engagement indicator mean (r = 0.82, n = 150 engagements). Individual contributors rated this knowledge lower than engagement managers and portfolio directors. The mean rating was distressed on 29 of 150 engagements.

Figure 4.12. Mean ratings: Manager Knowledge of Agentic AI



Note: Distressed ratings: 242 of 803 answers (30.14%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

All 10 written answers addressing the manager's knowledge of agentic AI were negative. Eight described limited knowledge or experience in production among people in more senior roles, and four described unanswered escalations. These descriptions could occur in the same answer. The limited number of accounts does not support generalization to all managers.

> *When I ask about how tool decide, my Lead also dont know, he ask someone in other city and no answer come back... Nobody from company sat with us even one day since account start."*

INDIVIDUAL CONTRIBUTOR

BPO, Trade, settlement and reconciliation

> *Nobody in my line management has used one of these tools for a day — that is the honest position, and it lands on me."*

ENGAGEMENT MANAGER

CXM, Client servicing and communications

> *My management chain struggles to understand basic AI realities. I bounce between meetings with executives that either think AI is overpromised or vastly under-respected."*

ENGAGEMENT MANAGER

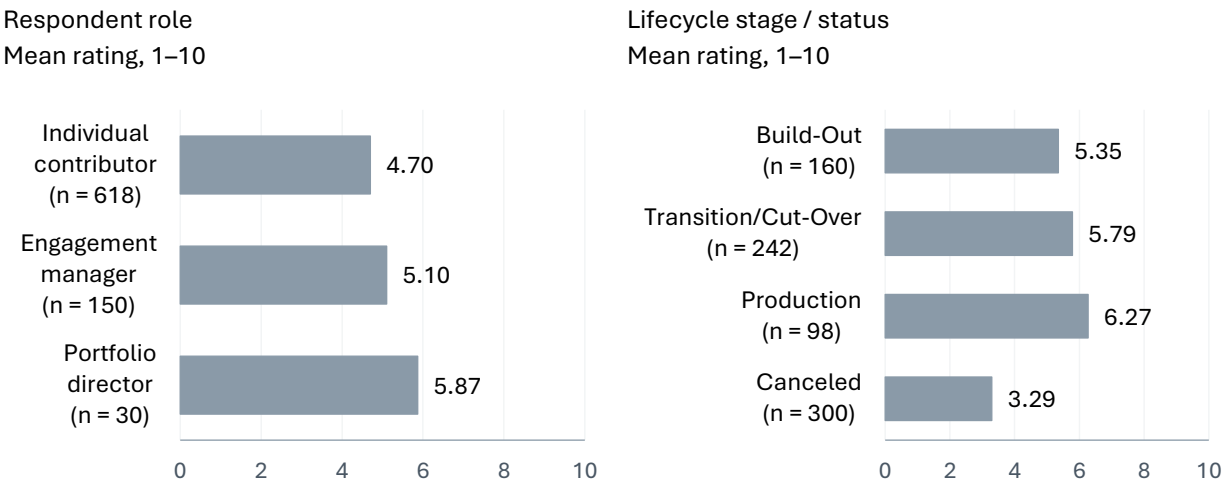
ITO, Client servicing and communications

1.4 Manager Capability to Manage Agentic AI Outsourcing Engagements

Indicator C085 · My manager knows how to manage agentic AI outsourcing engagements · Full statistical analysis ›

Capability to manage agentic AI outsourcing engagements received distressed ratings in 241 of 800 answers (30.13%). The mean rating was 4.8 and the median was 5.0 (n = 800 respondents). Its correlation with the engagement indicator mean was r = 0.84 (n = 150 engagements), equal to the largest observed coefficient among the five management questions. This is a descriptive comparison. Higher ratings were also associated with lower intent to leave (r = −0.67, n = 752 respondents). The mean rating was distressed on 28 of 150 engagements.

Figure 4.13. Mean ratings: Manager Capability to Manage Agentic AI Outsourcing Engagements



Note: Distressed ratings: 241 of 800 answers (30.13%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

One written answer addressed this capability and received the strongest negative sentiment score. It contrasted the current manager with a previous manager whose experience performing the work had enabled informed judgments about it.

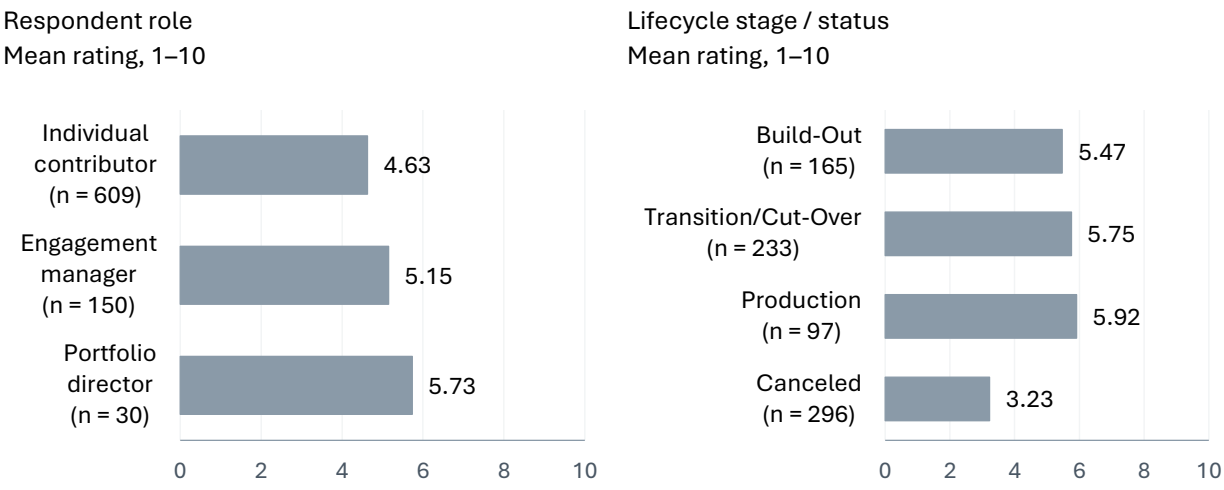
> *"On the old account my manager had done the job himself for years, so he knew when I said a batch was bad. Here they dont know, so they just push."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

1.5 Manager Capability to Manage Agentic AI Outsourcing Engagements for Financial Institutions

Indicator C086 · My manager knows how to manage agentic AI outsourcing engagements for global banks · Full statistical analysis ›

Capability to manage agentic AI outsourcing engagements for financial institutions received distressed ratings in 242 of 791 answers (30.59%). The mean rating was 4.8 and the median was 5.0 (n = 791 respondents). The survey question used the wording “global banks,” retained above. Ratings were associated with all four core study measures, including cancellation (r = −0.64, n = 150 engagements) and the engagement indicator mean (r = 0.84, n = 150 engagements). The mean on canceled engagements was 3.2 (n = 296 respondents). The mean rating was distressed on 32 of 150 engagements.

Figure 4.14. Mean ratings: Manager Capability to Manage Agentic AI Outsourcing Engagements for Financial Institutions



Note: Distressed ratings: 242 of 791 answers (30.59%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

No written answer specifically addressed managerial capability for engagements serving financial institutions. This question’s results therefore rest on the structured ratings alone.

Job Satisfaction

Dissatisfaction, fatigue, and unresolved delivery difficulties were prominent in respondents' accounts, while current job satisfaction was strongly associated with cancellation and intent to leave. Learning, colleagues, and pay remained valued even on canceled engagements. These associations may reflect both the experience preceding cancellation and respondents' reactions to a difficult or canceled engagement. The study cannot establish their temporal direction.

Written answers linked dissatisfaction to recurring manual work, unresolved decisions, departures from the delivery team, and concerns respondents had ceased raising. Current satisfaction, retrospective comparisons, challenges, and valued aspects of the job are examined separately.

“

Honestly I am just tired now. Two of us spend the first hour of every shift re-checking what the agent did overnight, as such we start the real queue already behind. My teammate stop taking her break.”

INDIVIDUAL CONTRIBUTOR

CXM, Regulatory, audit, tax and legal

1 Current Satisfaction of the Respondent and the Delivery Team

Respondents' own job satisfaction and their perceptions of delivery team satisfaction were low, with distressed ratings accounting for 46.79% and 45.30% of answers, respectively. The latter represents the respondent's assessment of other delivery team members and is not a separate response from every person concerned.

Both satisfaction ratings were associated with all four core study measures, with the conclusions retained under the applicable robustness checks. Each had a cancellation correlation of r = −0.81 (n = 150 engagements), greater in absolute magnitude than the observed correlations for the 100 rated indicators. This descriptive ordering does not establish statistically significant differences between coefficients.

Respondent job satisfaction was correlated with intent to leave at r = −0.91 (n = 732 respondents). Both answers concern the same respondent and the same job. The corresponding correlation for perceived satisfaction of the extended delivery team was r = −0.76 (n = 742 respondents).

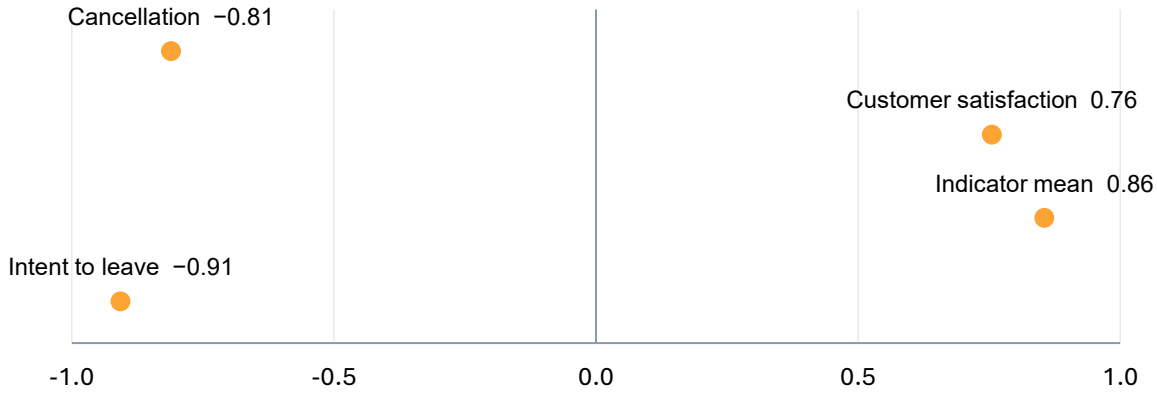
1.1 Respondent Job Satisfaction

Indicator C018 · How happy are you with your current job? · Full statistical analysis ›

Respondent job satisfaction received distressed ratings in 365 of 780 answers (46.79%). The mean rating was 4.2 and the median was 4.0 (n = 780 respondents). The mean on canceled engagements was 1.8 (n = 300 respondents).

Figure 4.15. Respondent Job Satisfaction: associations with the study measures

Respondent job satisfaction: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.81 150 engagements p < 0.001
Customer satisfaction	r = 0.76 94 active engagements p < 0.001
Indicator mean	r = 0.86 150 engagements p < 0.001
Intent to leave	r = −0.91 732 respondents p < 0.001

Note: Distressed ratings: 365 of 780 answers (46.79%).

Group means and numeric-answer bases: Individual contributor (n = 598): 4.09. Engagement manager (n = 150): 4.45. Portfolio director (n = 30): 5.00. Build-Out (n = 157): 5.86. Transition/Cut-Over (n = 228): 5.50. Production (n = 95): 5.97. Canceled (n = 300): 1.76.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Higher job-satisfaction ratings were associated with a lower cancellation rate (r = −0.81, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.76, n = 94 engagements), and a higher engagement indicator mean (r = 0.86, n = 150 engagements). At respondent level, higher satisfaction was associated with lower intent to leave (r = −0.91, n = 732 respondents). The mean rating was distressed on 63 of 150 engagements.

Job satisfaction was addressed in 250 written answers from 219 respondents on 113 engagements. Of the 124 answers outside the question about valued aspects of the job, 60 described the respondent or the delivery team as tired, exhausted, or worn down. All four tests of the relationships between written answers and outcomes were statistically significant. Engagements with a negative written answer had a higher cancellation rate. Respondents whose written answers were more negative reported higher intent to leave.

> *“Tired, mostly… two months and we still could not get a name for who owns the vendor master file at their end. We asked for access to their procurement system four times, and received a spreadsheet extract instead.”*
>
> **ENGAGEMENT MANAGER**
>
> CXM, Corporate and back-office functions

> *“Its been more tiring than hard if that makes sense, we spend a lot of the day waiting on access to things and then catching up at the end. Nobody on my team is angry about it, we just come out of the week feeling like we did two jobs”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Corporate and back-office functions

> *“How this has felt for months now is exhausting — closing IT tickets bot could not resolve and rerouting HR cases by hand, because there is still no written escalation path.”*
>
> **ENGAGEMENT MANAGER**
>
> CXM, Corporate and back-office functions

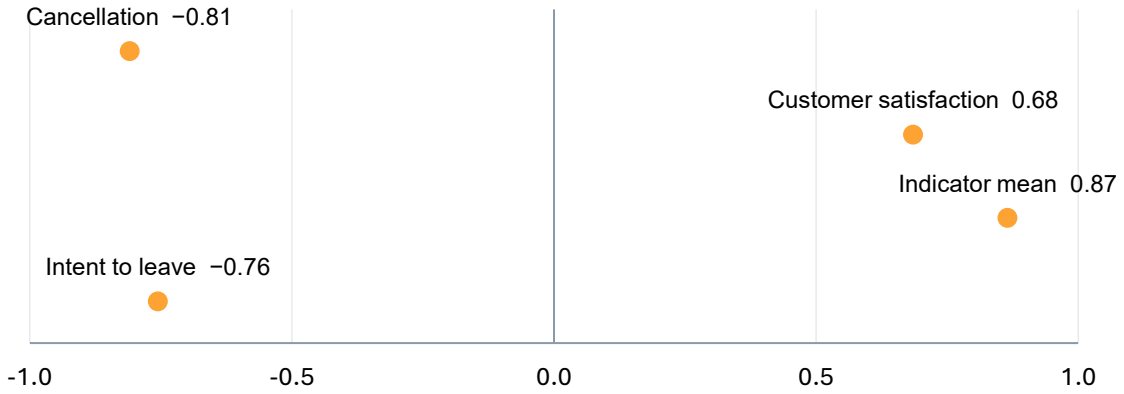
1.2 Satisfaction of the Extended Delivery Team

Indicator C020 · How happy is your extended team with the current engagement? · Full statistical analysis ›

Perceived delivery team satisfaction received distressed ratings in 357 of 788 answers (45.30%). The mean rating was 4.3 and the median was 4.0 (n = 788 respondents). These ratings describe the respondents' assessments of the delivery team.

Figure 4.16. Satisfaction of the Extended Delivery Team: associations with the study measures

Satisfaction of the extended delivery team: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.81 150 engagements p < 0.001
Customer satisfaction	r = 0.68 94 active engagements p < 0.001
Indicator mean	r = 0.87 150 engagements p < 0.001
Intent to leave	r = −0.76 742 respondents p < 0.001

Note: Distressed ratings: 357 of 788 answers (45.30%).

Group means and numeric-answer bases: Individual contributor (n = 610): 4.14. Engagement manager (n = 150): 4.55. Portfolio director (n = 27): 5.78. Build-Out (n = 163): 5.70. Transition/Cut-Over (n = 233): 5.67. Production (n = 99): 6.22. Canceled (n = 293): 1.73.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Higher ratings of delivery team satisfaction were associated with a lower cancellation rate (r = −0.81, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.68, n = 94 engagements), and a higher engagement indicator mean (r = 0.87, n = 150 engagements). They were also associated with lower respondent intent to leave (r = −0.76, n = 742 respondents). The mean rating was distressed on 61 of 150 engagements.

Delivery team satisfaction was addressed in 56 written answers from 54 respondents on 44 engagements. Forty-three answers were negative. Of the 47 answers outside the question about valued aspects of the job, 34 described the delivery team as tired, exhausted, or worn down. Ten described departures, applications for other employment, or requests to move to another engagement.

> *If every income calculation has to be opened and checked anyway, the processors were doing their old job plus a review job, and they knew it. Two of my best people asked to be moved within the first month."*
>
> **ENGAGEMENT MANAGER**
>
> BPO, Credit, underwriting and suitability

> *so two of my analysts spent most of their evenings that month re-running tests instead of the work they were hired for. Please understand it is that, and not the volume, which wears people down. I lost one of them to another account over exactly this."*
>
> **ENGAGEMENT MANAGER**
>
> KPO, Regulatory, audit, tax and legal

> *The effect on my team is tiredness more than anything. Every week we take decisions that are not ours to take, because waiting for both sides to agree costs more time than the ticket has. Nobody above notices, they only see the ticket time going up, and then we get asked why the numbers slipped"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Corporate and back-office functions

> *Nobody tell us when something change on their side. We find out because a run fail and then the whole day is gone for two of us. My team have stopped trusting anything that come in, so now we check every file twice even when it is fine, and that is extra hours nobody count. It make people tired and quiet in standup.”*

INDIVIDUAL CONTRIBUTOR

ITO, Client servicing and communications

2 Satisfaction Relative to Five Years Earlier

Retrospective satisfaction ratings had a mean of 4.9 for both respondents and delivery teams, but did not establish measured change over five years. The answers were judgments collected once, rather than repeated measurements of the same respondents or delivery teams.

The median reported career experience was two years, and the survey accepted five-year comparisons from respondents whose careers were shorter than that reference period. The figures below describe all valid answers, without restriction to respondents with at least five years of career experience. This limitation prevents their interpretation as established five-year changes in satisfaction. Differences from the current-satisfaction questions also do not measure change over that period.

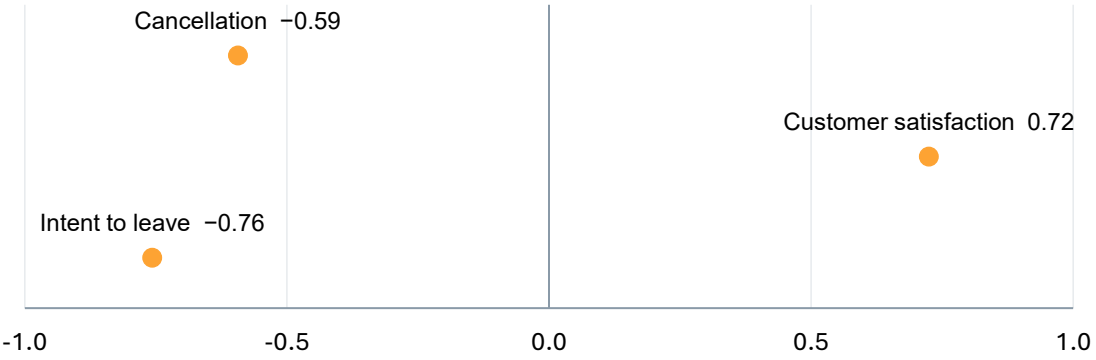
2.1 Respondent Satisfaction Relative to Five Years Earlier

Indicator C022 · Compared to 5 years ago, I am happier with the work I am doing now · Full statistical analysis ›

Retrospective respondent satisfaction received distressed ratings in 214 of 804 answers (26.62%). The mean rating was 4.9 and the median was 5.0 (n = 804 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.59, n = 150 engagements), higher customer satisfaction among active engagements (r = 0.72, n = 94 engagements), and lower intent to leave (r = −0.76, n = 755 respondents). The mean rating was distressed on 26 of 150 engagements. These figures retain the full answering base and the reference-period limitation described above.

Figure 4.17. Respondent Satisfaction Relative to Five Years Earlier: associations with the study measures

Respondent satisfaction relative to five years earlier: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.59 150 engagements p < 0.001
Customer satisfaction	r = 0.72 94 active engagements p < 0.001
Intent to leave	r = −0.76 755 respondents p < 0.001

Note: Distressed ratings: 214 of 804 answers (26.62%).

Group means and numeric-answer bases: Individual contributor (n = 621): 4.80. Engagement manager (n = 150): 5.19. Portfolio director (n = 31): 6.35. Build-Out (n = 166): 5.90. Transition/Cut-Over (n = 239): 5.53. Production (n = 97): 5.96. Canceled (n = 302): 3.60.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

The graphic includes the associations reproduced in the section. Additional results remain in the text.

One written answer addressed the retrospective comparison. It described an agent handling repeated questions while the respondent handled cases requiring judgment. This account illustrates reported experience and does not establish a measured change over five years.

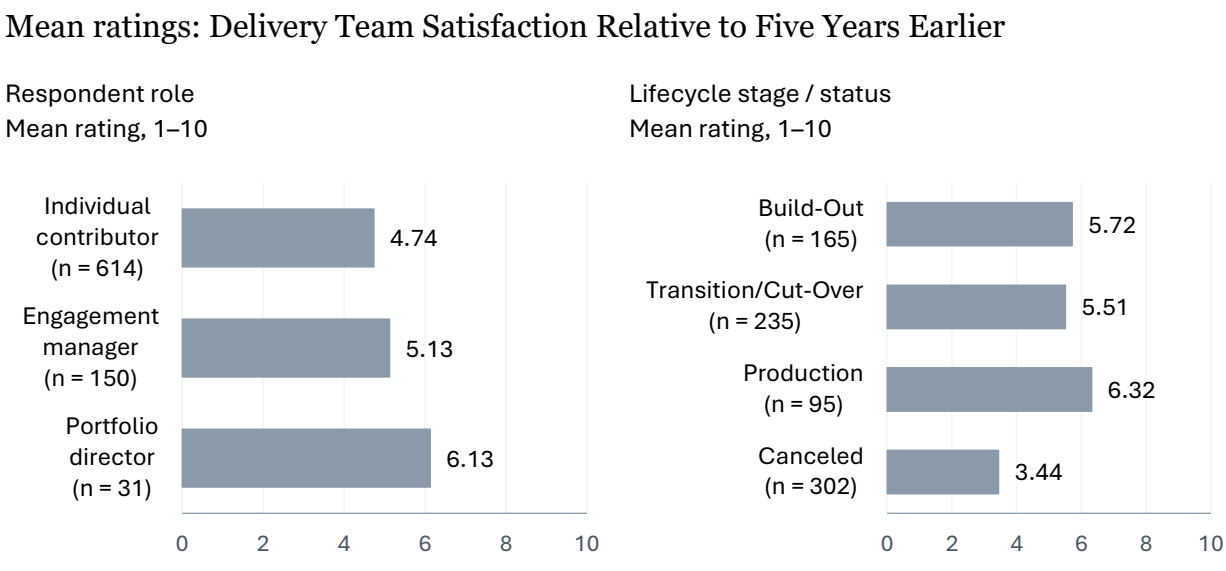
> *"before this i am answering same password and leave-balance question fifty time a day. now only the unusual ones reach me, where policy is not clear. my team is less bored and less tired by evening."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Corporate and back-office functions

2.2 Delivery Team Satisfaction Relative to Five Years Earlier

Indicator C024 · Compared to 5 years ago, the team I work with seems to be happier · Full statistical analysis ›

Retrospective delivery team satisfaction received distressed ratings in 242 of 797 answers (30.36%). The mean rating was 4.9 and the median was 5.0 (n = 797 respondents). Higher ratings were associated with a higher engagement indicator mean (r = 0.80, n = 150 engagements) and lower intent to leave (r = −0.61, n = 751 respondents). The mean rating was distressed on 33 of 150 engagements. The figures describe the full answering base and remain subject to the reference-period limitation.

Figure 4.18. Mean ratings: Delivery Team Satisfaction Relative to Five Years Earlier



Note: Distressed ratings: 242 of 797 answers (30.36%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

The single written answer addressing the delivery team comparison came from the respondent whose account also addressed the comparison of personal satisfaction. It described less boredom and fatigue after an agent assumed responsibility for repeated questions. It is one account addressing both questions, rather than independent evidence for each comparison.

3 Challenges Named as Reducing Job Satisfaction

Respondents more frequently identified preparation of the vendor and the financial institution as challenges to job satisfaction than the agents themselves. The question asking respondents to identify the three principal challenges to job satisfaction received 755 answers about their own engagements, covering all 150 engagements. The most frequent subjects were the vendor's delivery playbook (139 answers) and the financial institution's legacy systems (128). Pricing of agentic AI work was identified in 115 answers, and provisioning of access and agent identities in 115.

These accounts concerned the arrangements needed to perform and check delivery work, as well as the performance of the agents themselves. The vendor's commercial model was identified in 110 answers and the availability of qualified agentic AI talent in 86. Capacity to review agent output was identified in 77 answers, and the explainability of agent output in 72. Unclear liability or regulatory accountability for agent errors was identified in 72 answers.

> *"No real data governance before automating … Vendor-risk model was not built for this … Agent decisions were a black box to us"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

> *"No real agentic playbook to follow yet … Data governance still catching up … Documentation always trails the actual process"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Corporate and back-office functions

“

My employer has been decent with me personally, my lead backs us when a flag turns out to be wrong and that matters more than people think. We are short handed though, two people left and weren't replaced, so the rota is tight.”

INDIVIDUAL CONTRIBUTOR

CXM, Credit, underwriting and suitability

4 Fatigue in the Written Answers

Qualitative coding identified expressions of fatigue, resignation, and frustration in the written answers. The code “tired” was assigned to 133 answers from 111 respondents on 74 engagements. “Resigned” was assigned to 155 answers from 124 respondents on 76 engagements, and “frustrated” to 119 answers from 99 respondents on 71 engagements. These counts describe expressed emotional states in the supplied answers. They are neither clinical assessments nor estimates of prevalence across the delivery workforce.

> *“it wear you down. Every region of theirs book a break different way, so we learn one and then the next month it change again. My team is four people and two already ask to move.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Trade, settlement and reconciliation

Accounts coded as resigned described respondents who had ceased raising recurring concerns or had reduced their expectations after unresolved requests for access, decisions, or data.

> *“In all honesty i stopped expecting anything. Three months and my access to their break system never come through, we work off screenshots somebody email us each morning, nobody ask about that part”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Trade, settlement and reconciliation

> *“Wears you down explaining the same thing to their people every week”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Client servicing and communications

> *“Truthfully I am tired of being middle man. My team asks me every week which expense methodology is approved and I have no answer to give them, because their change board has not met since March. It wears on people”*
>
> **ENGAGEMENT MANAGER**
>
> BPO, Trade, settlement and reconciliation

> *I dont raise it as a defect because nobody actually fixes the root problem, were just told to keep the queue moving, its bloody exhausting.”*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

The code “calm or fine” was assigned to 115 answers from 94 respondents on 65 engagements, and “proud” to 22 answers. Respondents could express more than one emotional state. These counts are consequently overlapping descriptions of written answers rather than mutually exclusive categories of the delivery workforce.

5 Sources of Sustained Satisfaction

Skills learned, colleagues, and pay were the most frequently valued aspects of the job, including on canceled engagements. The question received 786 answers about respondents' own engagements, covering all 150 engagements. Skills learned were identified in 427 answers, colleagues in 393, and pay in 214. In 204 answers, a positive statement was accompanied by a qualification identifying a problem. Theme codes could overlap. These counts therefore differ from the counts for specific questions, such as manager effectiveness, and should not be treated as equivalent bases.

Respondents on canceled engagements identified the same valued aspects of the job. Among 296 answers from the 56 canceled engagements, skills learned appeared in 238, colleagues in 192, and pay in 134.

> *"Learned pricing and margining lessons that will stick … Some solid people on a doomed project … Pay held up through the cancellation"*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Trade, settlement and reconciliation

> *"Learned more about liability frameworks than I expected … Coworkers who understood the mess we were in … The role stays interesting even when the project fails"*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

Twenty-six answers identified the use case as a valued aspect of the job. These accounts described the underlying problem as worth addressing and the financial-industry work as worth learning.

> *"the security discipline this work has taught me … a genuinely cautious, well-designed IAM use case … colleagues who take the identity risks as seriously as I do"*
>
> **ENGAGEMENT MANAGER**
> ITO, Technology engineering and operations

“

My team carries this personally… when a runner image or a plugin changes upstream, the pipeline fails at two in the morning and it is my engineers on the call, not the provider who changed it. There is a leave rotation on paper that never happens. I have lost two people from this engagement in three months and kindly understand, they did not leave over the client, they left over the nights.”

ENGAGEMENT MANAGER

ITO, Technology engineering and operations

Trust, Care, and Contact

Trust and perceived care in relationships with the financial institution, manager, and vendor were associated with all four core study measures, while contact-frequency associations were small under the study's equivalence criteria. Conclusions for all 12 trust and care questions were retained under the applicable robustness checks. Correlations with the engagement indicator mean ranged from r = 0.76 to r = 0.84 (n = 150 engagements).

The three contact questions distinguish reported frequency of contact from assessments of the relationship. Their results do not establish that contact has no operational value.

> *"Their integration team knows the product properly, when i ask about a webhook retry they come back the same day and they know what they are talking about. The gap is only on data."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Technology engineering and operations

“

Whats hurting us is the HR policy data. Access itself is fine, they had our accounts up in two days and their SMEs will actually sit with us. But half the entitlement tables we read from are years out of date and nobody there owns them, so my team spends its mornings checking answers we should be able to trust. It grinds on you.”

INDIVIDUAL CONTRIBUTOR

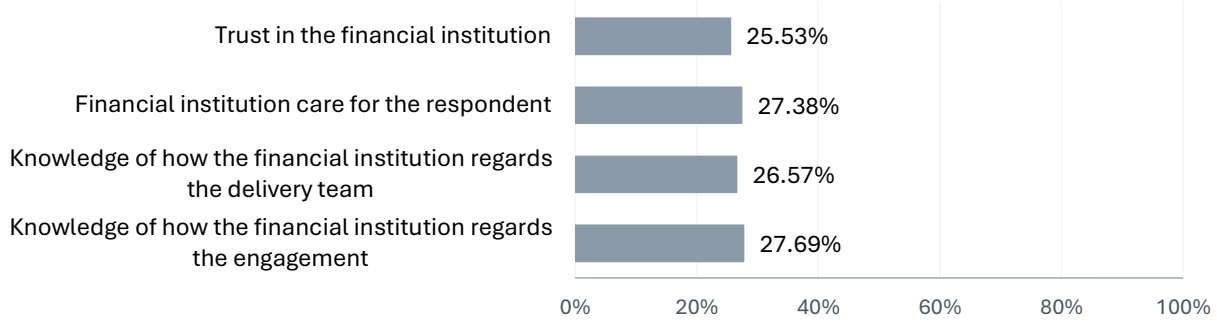
CXM, Corporate and back-office functions

1 Trust in and Care from the Financial Institution

Approximately one quarter of answers were distressed across all four questions on trust in and care from the financial institution. Four questions addressed trust in the financial institution, its perceived care for the respondent, and the respondent's knowledge of how it regarded the delivery team and the engagement. Each had a mean rating of 4.9 and a median of 5.0, on bases from 789 to 799 respondents.

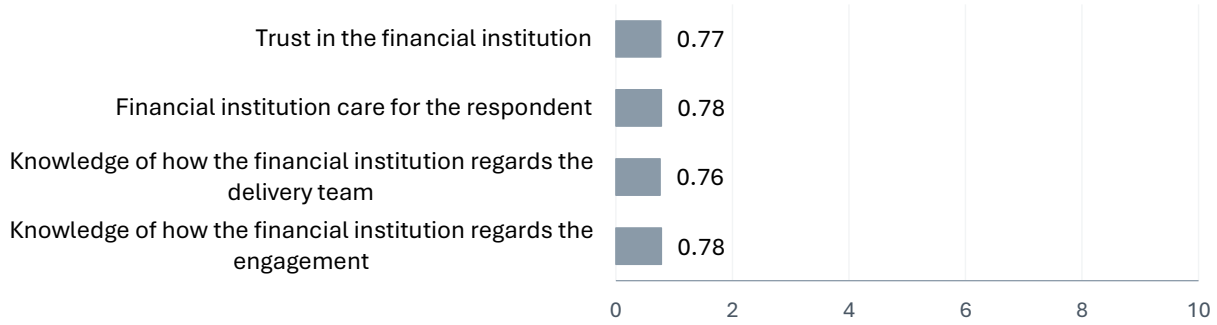
Table 4.6. Trust in and care from the financial institution

Distressed ratings (%)



Indicator	Distressed answers	Distressed ratings (%)	r, cancellation
Trust in the financial institution	204 of 799	25.53%	−0.60
Financial institution care for the respondent	216 of 789	27.38%	−0.61
Knowledge of how the financial institution regards the delivery team	212 of 798	26.57%	−0.59
Knowledge of how the financial institution regards the engagement	219 of 791	27.69%	−0.60

r, Indicator mean



Indicator	r, customer satisfaction	r, Indicator mean	r, intent to leave
Trust in the financial institution	0.74	0.77	−0.78
Financial institution care for the respondent	0.75	0.78	−0.76
Knowledge of how the financial institution regards the delivery team	0.72	0.76	−0.77
Knowledge of how the financial institution regards the engagement	0.74	0.78	−0.76

Note: r denotes the correlation coefficient. Cancellation rate and engagement indicator mean use 150 engagements. Customer satisfaction uses the 94 active engagements. Intent to leave uses the respondents with both answers, with bases from 742 to 751. Distressed ratings are 3 or below for these questions. The columns describe different analytical bases and do not establish a ranking of causal importance.

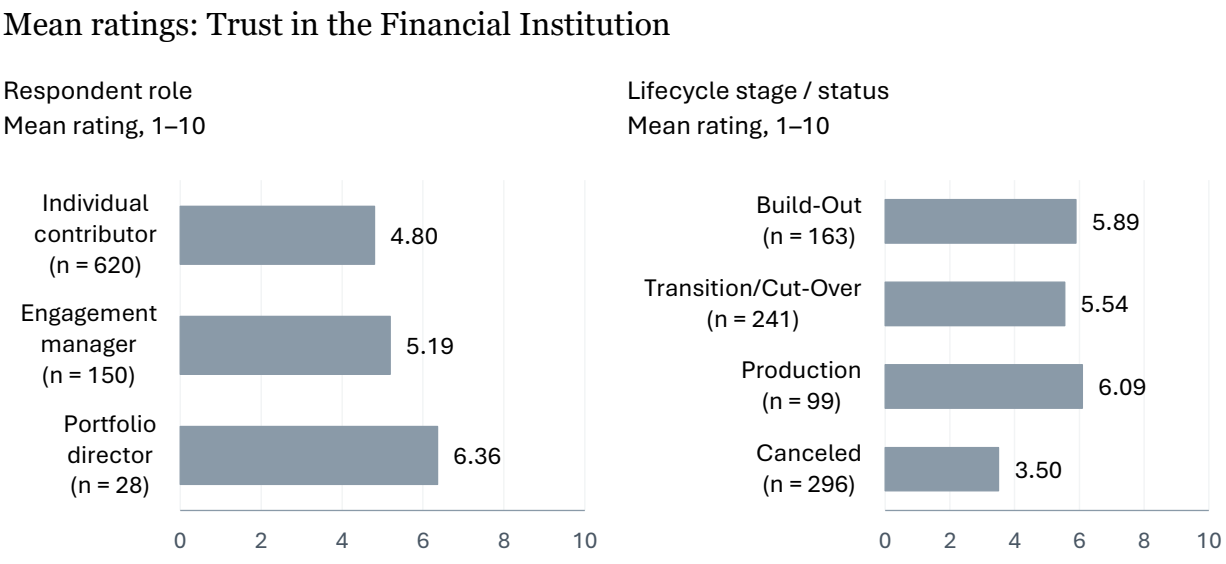
The four ratings were closely related. Their correlations with intent to leave ranged from r = −0.76 to r = −0.78, and their correlations with cancellation ranged from r = −0.59 to r = −0.61. The measures and analytical units differ, so these magnitudes do not establish relative causal importance. Written answers addressing these relationships were predominantly favorable, with many elicited by the question about valued aspects of the job.

1.1 Trust in the Financial Institution

Indicator C069 · I trust the customer · Full statistical analysis ›

Trust in the financial institution received distressed ratings in 204 of 799 answers (25.53%). The mean rating was 4.9 and the median was 5.0 (n = 799 respondents). Higher ratings were associated with higher customer satisfaction among active engagements (r = 0.74, n = 94 engagements) and lower intent to leave (r = −0.78, n = 750 respondents). The mean on canceled engagements was 3.5 (n = 296 respondents). The mean rating was distressed on 26 of 150 engagements.

Figure 4.19. Mean ratings: Trust in the Financial Institution



Note: Distressed ratings: 204 of 799 answers (25.53%).

n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Trust in the financial institution was addressed in 54 written answers from 54 respondents on 37 engagements. Fifty-one were positive. All but two came from the question about valued aspects of the job and identified the relationship with the financial institution among those aspects. The three negative answers described reduced trust or deterioration in that relationship.

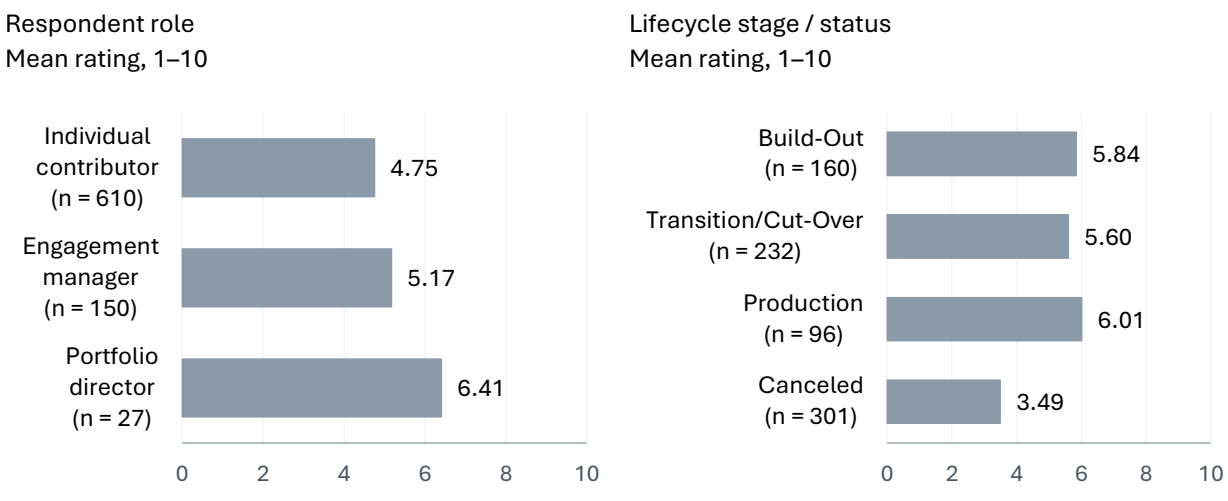
> *"Client relationship here is stable enough to have honest conversations"*
>
> **PORTFOLIO DIRECTOR**
> CXM, Technology engineering and operations

1.2 Financial Institution Care for the Respondent

Indicator C070 · The customer knows and cares about me · Full statistical analysis ›

The financial institution's perceived care for the respondent received distressed ratings in 216 of 789 answers (27.38%). The mean rating was 4.9 and the median was 5.0 (n = 789 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.61, n = 150 engagements) and a higher engagement indicator mean (r = 0.78, n = 150 engagements). The mean on canceled engagements was 3.5 (n = 301 respondents). The mean rating was distressed on 27 of 150 engagements.

Figure 4.20. Mean ratings: Financial Institution Care for the Respondent



Note: Distressed ratings: 216 of 789 answers (27.38%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

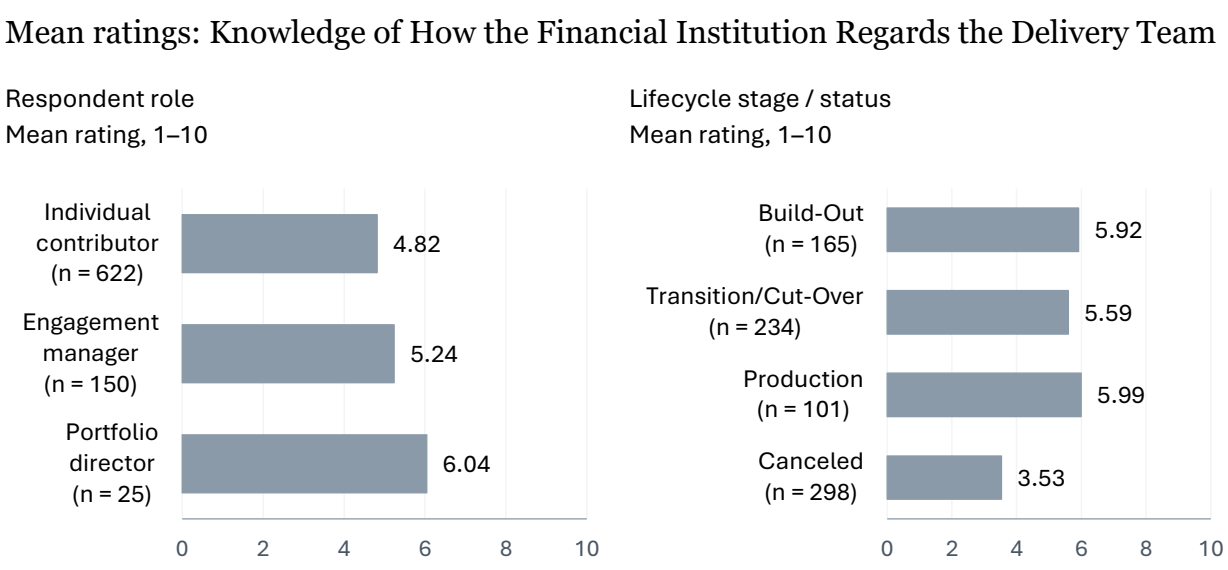
No written answer specifically addressed whether the financial institution knew or cared about the respondent. The results for this question rest on the structured ratings.

1.3 Knowledge of How the Financial Institution Regards the Delivery Team

Indicator C074 · I know how the customer feels about my team · Full statistical analysis ›

Knowledge of how the financial institution regarded the delivery team received distressed ratings in 212 of 798 answers (26.57%). The mean rating was 4.9 and the median was 5.0 (n = 798 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.59, n = 150 engagements) and lower intent to leave (r = −0.77, n = 751 respondents). The mean on canceled engagements was 3.5 (n = 298 respondents). The mean rating was distressed on 26 of 150 engagements.

Figure 4.21. Mean ratings: Knowledge of How the Financial Institution Regards the Delivery Team



Note: Distressed ratings: 212 of 798 answers (26.57%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Two positive written answers addressed how the financial institution regarded the delivery team. Both described trust expressed through discretion to design or revise the agentic AI processes. These accounts are illustrative.

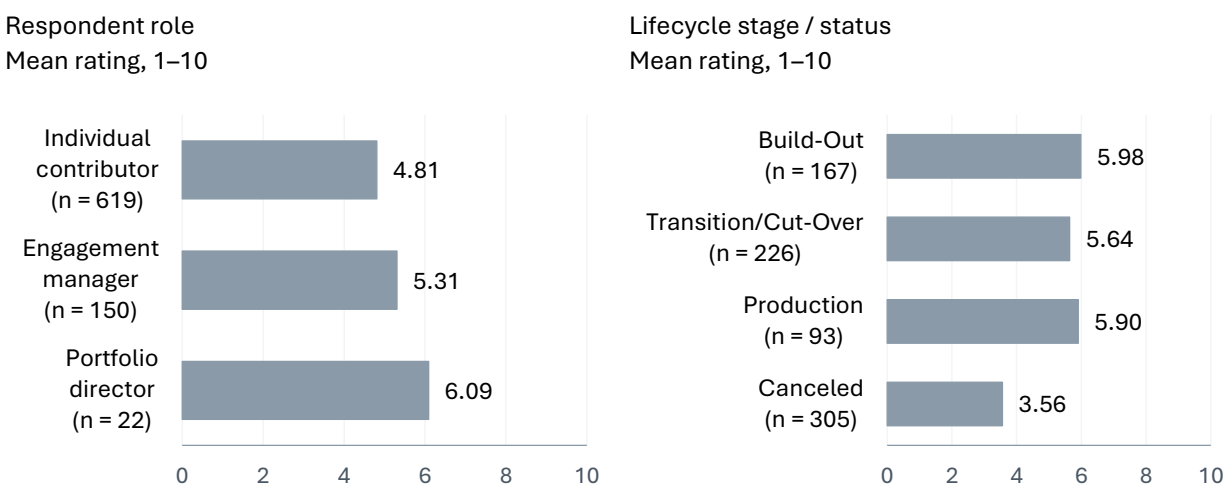
> *Client trusts the team enough to let us redesign as we go"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> BPO, Trade, settlement and reconciliation

1.4 Knowledge of How the Financial Institution Regards the Engagement

Indicator C075 · I know how the customer feels about the engagement I am on · Full statistical analysis ›

Knowledge of how the financial institution regarded the engagement received distressed ratings in 219 of 791 answers (27.69%). The mean rating was 4.9 and the median was 5.0 (n = 791 respondents). Higher ratings were associated with higher customer satisfaction among active engagements (r = 0.74, n = 94 engagements) and a higher engagement indicator mean (r = 0.78, n = 150 engagements). The mean on canceled engagements was 3.6 (n = 305 respondents). The mean rating was distressed on 27 of 150 engagements.

Figure 4.22. Mean ratings: Knowledge of How the Financial Institution Regards the Engagement



Note: Distressed ratings: 219 of 791 answers (27.69%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

No written answer specifically addressed how the financial institution regarded the engagement. The results for this question rest on the structured ratings.

2 Contact with the Financial Institution

Reported contact frequency had only small associations with the four core study measures under the study's equivalence criteria, across peer, engagement-management, and leadership levels. The results and relevant written answers are examined separately for each question.

Some written answers described frequent contact alongside unresolved access, data, approval, or responsibility for decisions. Others described no contact. These accounts address the quality and reach of interaction as well as its frequency.

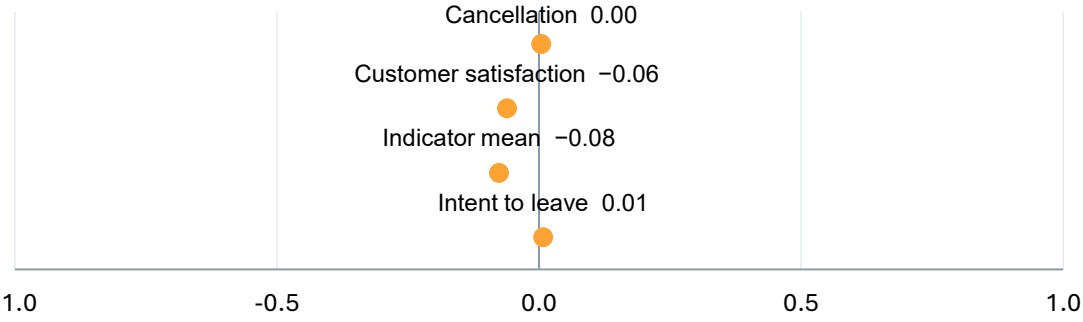
2.1 Regular Contact With Financial Institution Peers

Indicator C071 · I talk with peers inside the customer regularly · Full statistical analysis ›

Regular contact with financial institution peers had only small associations with all four core study measures under the equivalence criteria. Regular contact with peers in the financial institution had a mean rating of 5.5 and a median of 6.0 (n = 809 respondents). The rating was not statistically significantly associated with cancellation (r = 0.00, n = 150 engagements), customer satisfaction among active engagements (r = −0.06, n = 94 engagements), engagement indicator mean (r = −0.08, n = 150 engagements), or intent to leave (r = 0.01, n = 760 respondents). Distressed ratings accounted for 48 of 809 answers (5.93%). No engagement had a distressed mean rating.

Figure 4.23. Regular Contact With Financial Institution Peers: associations with the study measures

Regular contact with financial institution peers: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = 0.00 150 engagements p = 0.957
Customer satisfaction	r = −0.06 94 active engagements p = 0.558
Indicator mean	r = −0.08 150 engagements p = 0.355
Intent to leave	r = 0.01 760 respondents p = 0.812

Note: Distressed ratings: 48 of 809 answers (5.93%).

Group means and numeric-answer bases: Individual contributor (n = 631): 5.51. Engagement manager (n = 150): 5.51. Portfolio director (n = 27): 5.33. Build-Out (n = 165): 5.53. Transition/Cut-Over (n = 239): 5.59. Production (n = 100): 5.35. Canceled (n = 305): 5.49.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Contact with peers in the financial institution was addressed in 48 written answers from 47 respondents on 37 engagements, mainly in comments on financial institution readiness. In 27 answers, respondents described financial institution staff responding promptly or working alongside the delivery team, while locating the difficulty in access, data, approval, or responsibility for decisions. The eight answers with the strongest negative sentiment score came from respondents who reported never meeting financial institution staff.

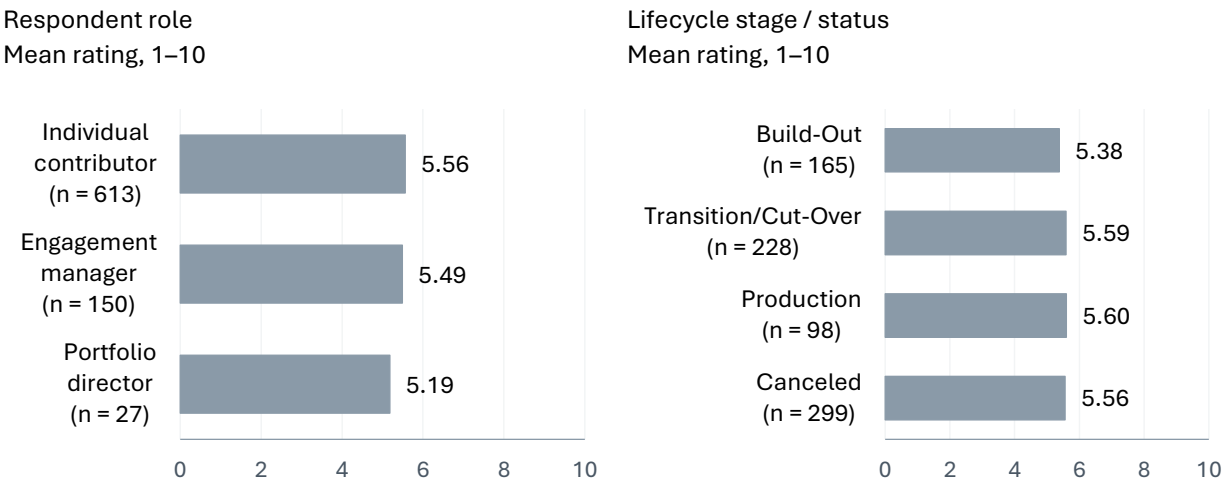
> *"I never speak to anyone from the client side, not once in eight months. So these questions are asking me to rate people I only know from the file names on a deal folder."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> KPO, Corporate and back-office functions

2.2 Regular Contact With Financial Institution Engagement Management

Indicator C072 · I talk with engagement management inside the customer regularly · Full statistical analysis ›

Regular contact with financial institution engagement management had only small associations with all four core study measures under the equivalence criteria. Regular contact with engagement management in the financial institution had a mean rating of 5.5 and a median of 6.0 (n = 790 respondents). The rating was not statistically significantly associated with cancellation (r = 0.01, n = 150 engagements) or intent to leave (r = 0.05, n = 743 respondents). Distressed ratings accounted for 41 of 790 answers (5.19%). No engagement had a distressed mean rating.

Figure 4.24. Mean ratings: Regular Contact With Financial Institution Engagement Management



Note: Distressed ratings: 41 of 790 answers (5.19%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

The 26 written answers addressing contact with financial institution engagement management came mainly from comments on financial institution readiness and co-management. Seven described a recurring call or a shared list maintained with a manager in the financial institution. All nine negative answers received the strongest negative sentiment score and came from respondents who reported never meeting financial institution management.

The written-answer comparisons differed from the structured-rating results. Negative accounts were associated with a higher cancellation rate and higher intent to leave. With only nine negative written answers, these relationships are exploratory. The accounts described an

absence of management contact, a more specific circumstance than variation in reported contact frequency.

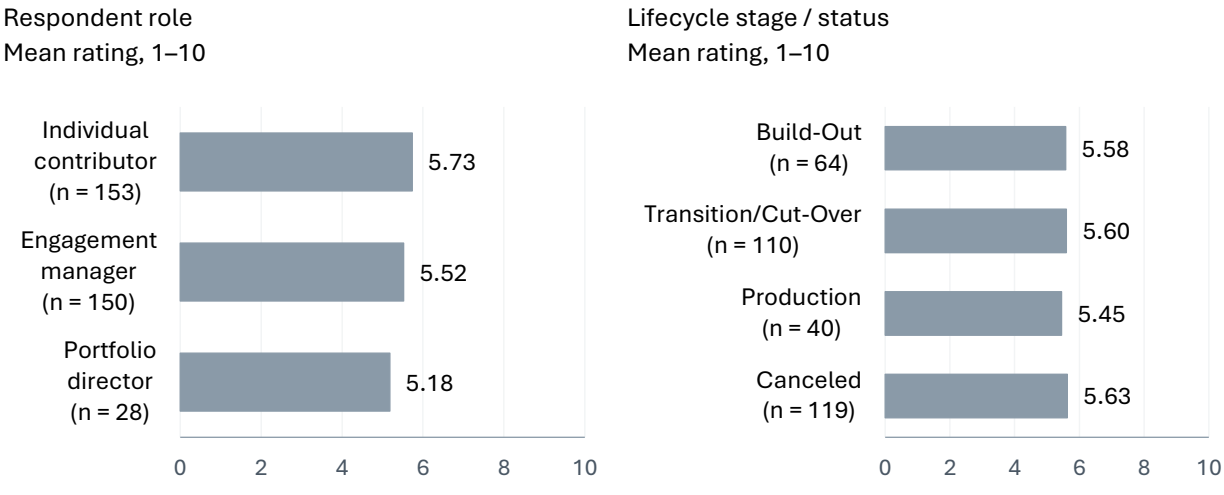
> *Their side has no single owner for this programme, so we run a standing Thursday call with the three compliance leads and take whatever we can get agreed in that hour as the decision of record."*
>
> **ENGAGEMENT MANAGER**
>
> BPO, Financial crime and client onboarding

2.3 Regular Contact With Financial Institution Leadership

Indicator C073 · I talk with the customer's leadership team regularly · Full statistical analysis ›

Only 333 of the 850 respondents supplied numeric ratings of contact with financial institution leadership. Their mean rating was 5.6 and their median 6.0. Another 274 answered "I do not know," and 243 left the question blank. The mean and distressed proportion describe the 333 respondents who supplied numeric ratings. The rating was not statistically significantly associated with cancellation (r = 0.01, n = 150 engagements) or intent to leave (r = 0.07, n = 324 respondents). All four associations met the equivalence criteria. Distressed ratings accounted for 20 of 333 answers (6.01%). The mean rating was distressed on two of 150 engagements.

Figure 4.25. Mean ratings: Regular Contact With Financial Institution Leadership



Note: Distressed ratings: 20 of 333 answers (6.01%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Twelve written answers addressed contact with financial institution leadership. Eight received the strongest negative sentiment score and described no contact with financial institution staff. Three described direct contact with a senior leader or committee after a problem arose. The limited number of accounts constrains generalization.

> *“half these questions assume somebody on both sides is managing this together. there was no joint anything here, we had a standup nobody from the bank joined.”*
>
> **INDIVIDUAL CONTRIBUTOR**
> ITO, Payments, cards and disputes

3 Trust in and Care from the Manager

Manager care and trust received distressed ratings in approximately 30% of answers to each question, while positive written accounts described practical support and acceptance of responsibility. The three indicators covered care for the respondent, care for the larger delivery team, and trust in the manager.

> *...this platform work is new for everybody here... I would not say they know agents deeply yet, but when the agent posted a wrong instruction on an account my lead owned it and did not push it down to us. That counts."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

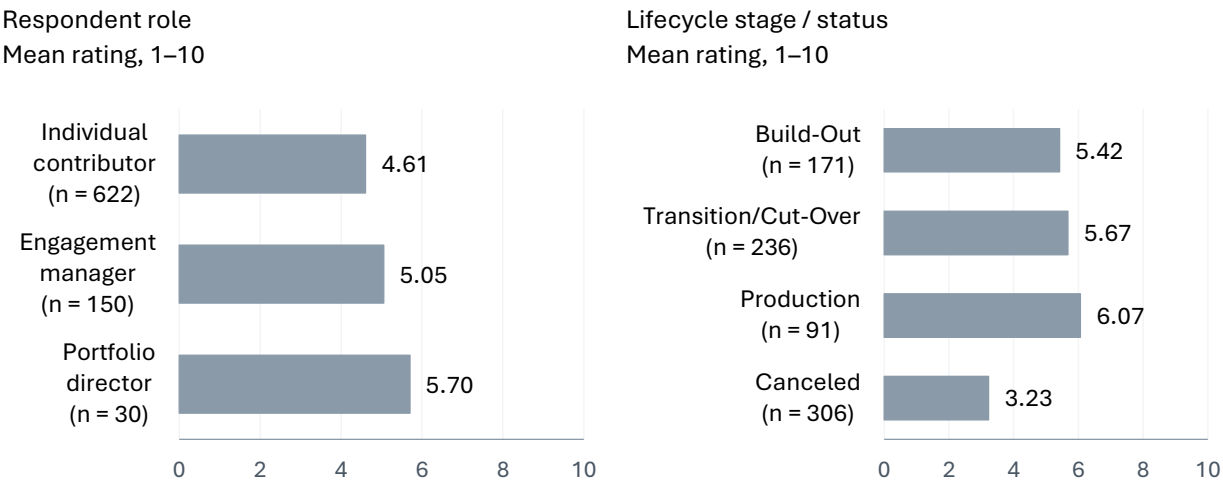
> *A manager who is actually fair given how tense the vendor talks get"*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

3.1 Manager Care for the Respondent

Indicator C083 · My manager cares about me · Full statistical analysis ›

Perceived care from the immediate manager was associated with less cancellation and more favorable engagement indicator ratings. The manager's perceived care for the respondent received distressed ratings in 243 of 804 answers (30.22%). The mean rating was 4.7 and the median was 5.0 (n = 804 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.65, n = 150 engagements) and a higher engagement indicator mean (r = 0.82, n = 150 engagements). The mean on canceled engagements was 3.2 (n = 306 respondents). The mean rating was distressed on 33 of 150 engagements.

Figure 4.26. Mean ratings: Manager Care for the Respondent



Note: Distressed ratings: 243 of 804 answers (30.22%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Seven written answers addressed the manager's care for the respondent. All were positive and came from the question about valued aspects of the job. Five described a supportive manager. These illustrative accounts reflect the positive framing of that question.

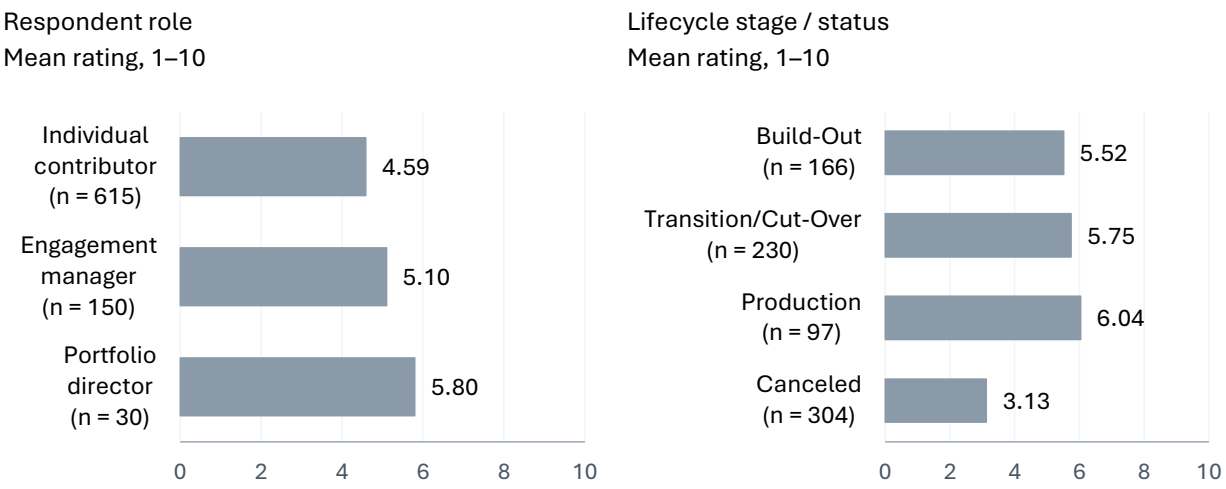
> *"Manager genuinely has my back"*
>
> **INDIVIDUAL CONTRIBUTOR**
> CXM, Corporate and back-office functions

3.2 Manager Care for the Larger Delivery Team

Indicator C084 · My manager cares about the larger team · Full statistical analysis ›

Perceived manager care for the larger delivery team was associated with higher customer satisfaction among active engagements and lower respondent intent to leave. The manager's perceived care for the larger delivery team received distressed ratings in 247 of 797 answers (30.99%). The mean rating was 4.7 and the median was 5.0 (n = 797 respondents). Higher ratings were associated with higher customer satisfaction among active engagements (r = 0.73, n = 94 engagements) and lower intent to leave (r = −0.68, n = 748 respondents). The mean on canceled engagements was 3.1 (n = 304 respondents). The mean rating was distressed on 33 of 150 engagements.

Figure 4.27. Mean ratings: Manager Care for the Larger Delivery Team



Note: Distressed ratings: 247 of 797 answers (30.99%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

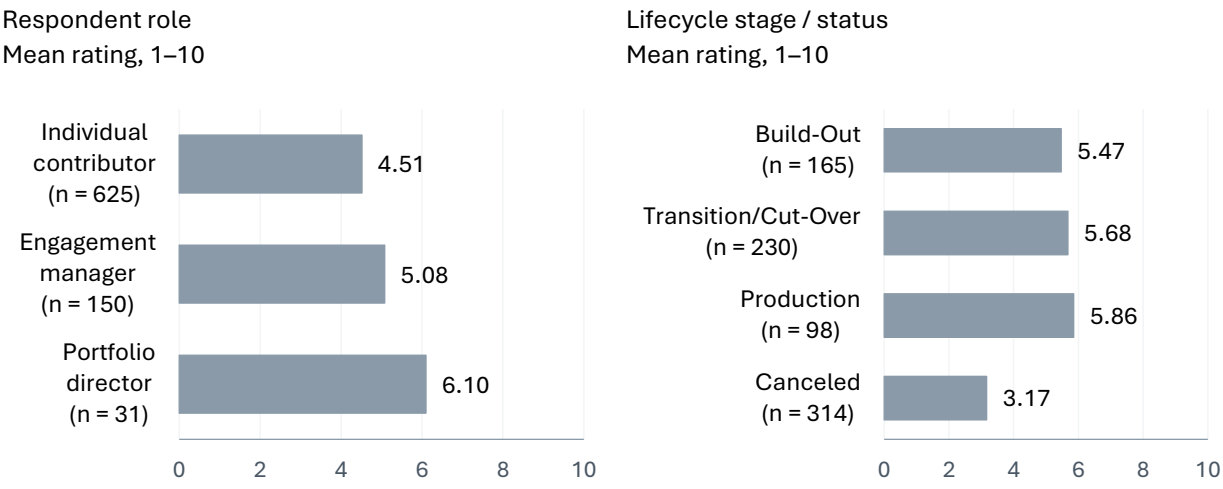
Care for the larger delivery team was addressed in 73 written answers from 71 respondents on 57 engagements. Seventy-two were positive. All 66 answers to the question about valued aspects of the job identified the manager. With only one negative answer, none of the tests relating written answers to outcomes was statistically significant. The reported associations therefore rest on the structured ratings.

3.3 Trust in the Manager

Indicator C091 · I trust my manager · Full statistical analysis ›

Trust in the immediate manager was closely associated with the engagement indicator mean, although both reflect reported assessments from the study. Trust in the manager received distressed ratings in 245 of 807 answers (30.36%). The mean rating was 4.7 and the median was 5.0 (n = 807 respondents). Its correlation with the engagement indicator mean was r = 0.84 (n = 150 engagements), the largest observed coefficient among the three questions on managerial care and trust. This is a descriptive ordering. The mean on canceled engagements was 3.2 (n = 314 respondents). The mean rating was distressed on 32 of 150 engagements.

Figure 4.28. Mean ratings: Trust in the Manager



Note: Distressed ratings: 245 of 807 answers (30.36%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Two positive written answers associated trust with the manager's honesty. These accounts provide illustrations rather than evidence of prevalence.

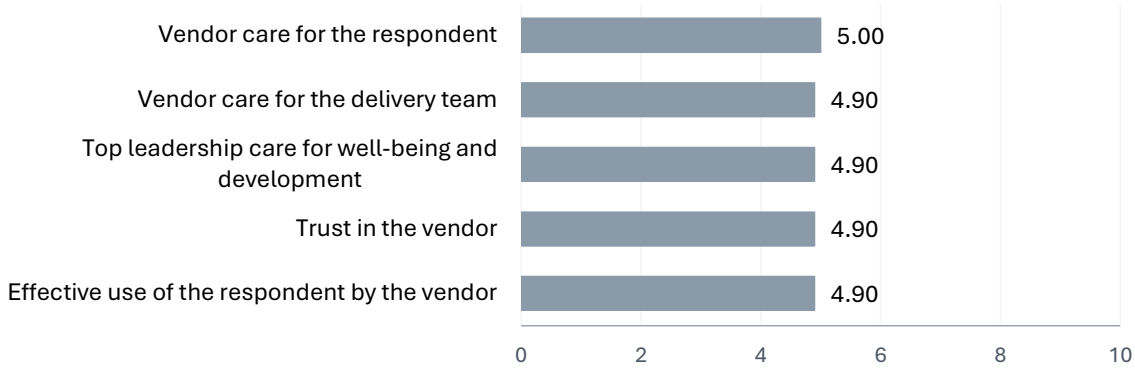
> *"very little on this engagement … the process knowledge I picked up … a manager who was at least honest"*
>
> **INDIVIDUAL CONTRIBUTOR**
> CXM, Corporate and back-office functions

4 Trust in and Care from the Vendor

Approximately one quarter of answers were distressed across the five questions on the respondent's relationship with the vendor, ranging from 192 of 786 answers (24.43%) to 218 of 799 (27.28%). They assessed perceived care for the respondent and the delivery team, the care of the vendor's top leadership for the respondent's well-being and development, trust in the vendor, and the vendor's effective use of the respondent.

Table 4.7. Trust in and care from the vendor

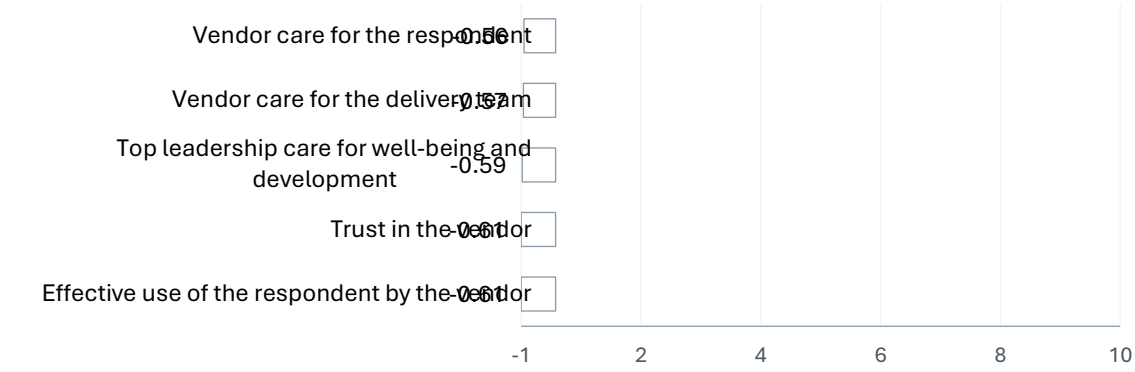
Mean rating



Indicator	Mean rating	Distressed answers	Distressed ratings (%)
Vendor care for the respondent	5.0	192 of 786	24.43%
Vendor care for the delivery team	4.9	214 of 802	26.68%
Top leadership care for well-being and development	4.9	214 of 812	26.35%
Trust in the vendor	4.9	218 of 799	27.28%
Effective use of the respondent by the vendor	4.9	212 of 808	26.24%

Table 4.7. Trust in and care from the vendor / Panel B

r, cancellation



Indicator	r, cancellation	r, customer satisfaction	r, Indicator mean	r, intent to leave
Vendor care for the respondent	−0.56	0.73	0.76	−0.77
Vendor care for the delivery team	−0.57	0.65	0.78	−0.59
Top leadership care for well-being and development	−0.59	0.74	0.78	−0.76
Trust in the vendor	−0.61	0.79	0.80	−0.77
Effective use of the respondent by the vendor	−0.61	0.77	0.80	−0.78

Note: r denotes the correlation coefficient. Cancellation rate and engagement indicator mean use 150 engagements. Customer satisfaction uses the 94 active engagements. Intent to leave uses the respondents with both answers, with bases from 740 to 762. Distressed ratings are 3 or below for these questions. The columns describe different analytical bases and do not establish a ranking of causal importance.

Written answers described perceived care from the vendor through attention, training, and support. Negative accounts described limited contact with management above the immediate manager and insufficient assistance with delivery difficulties.

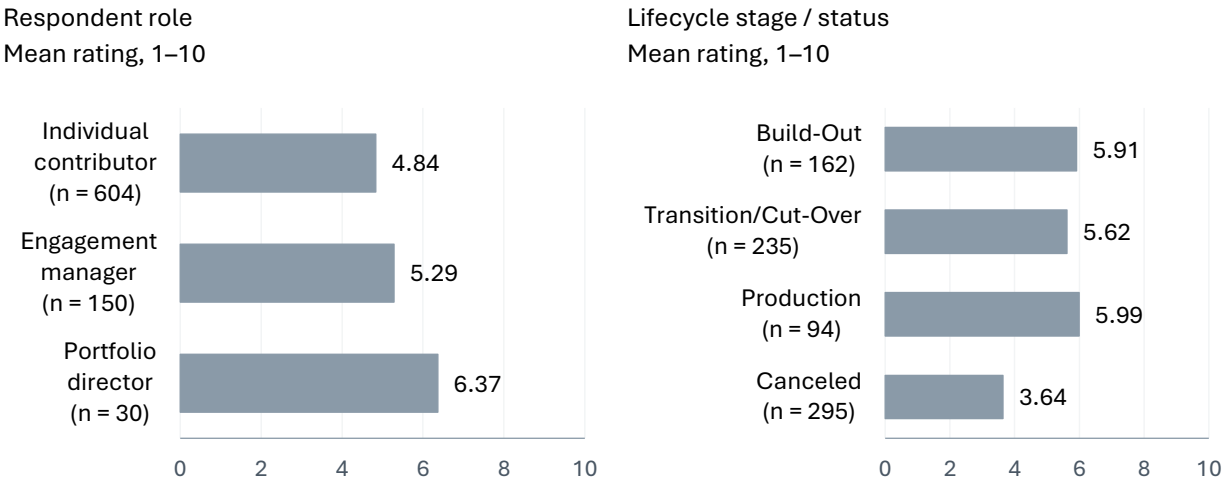
> *“The problem is nobody above my lead knows my name… no career path was ever discussed about with me. I like the work, I like my team. But I have no idea what I am in two years.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Technology engineering and operations

4.1 Vendor Care for the Respondent

Indicator C087 · My employer cares about me · Full statistical analysis ›

Perceived vendor care for the respondent had the lowest distressed proportion among the five vendor relationship indicators, at 192 of 786 answers (24.43%). The mean rating was 5.0 and the median was 5.0 (n = 786 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.56, n = 150 engagements) and lower intent to leave (r = −0.77, n = 740 respondents). The mean rating was distressed on 25 of 150 engagements.

Figure 4.29. Mean ratings: Vendor Care for the Respondent



Note: Distressed ratings: 192 of 786 answers (24.43%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Six written answers addressed the vendor's care for the respondent, all in comments about the vendor. Four were negative and described inadequate training, attention, or support. These accounts are illustrative.

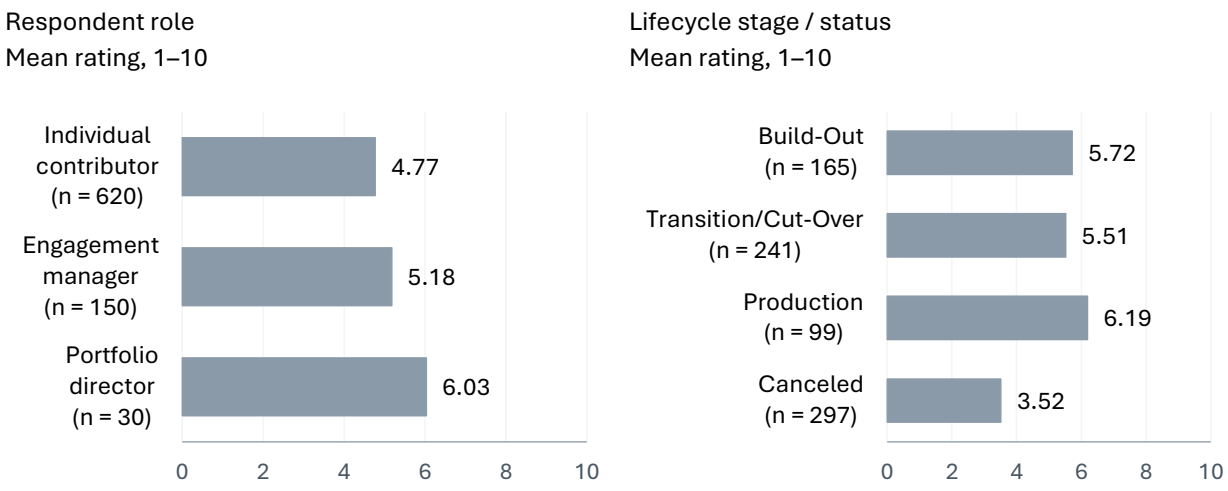
> *"Two months of this and I stopped caring, which is not like me. Nobody checked in once"*
>
> **INDIVIDUAL CONTRIBUTOR**
> ITO, Regulatory, audit, tax and legal

4.2 Vendor Care for the Delivery Team

Indicator C088 · My employer cares about the team · Full statistical analysis ›

Perceived vendor care for the delivery team was related to customer satisfaction and intent to leave, with smaller observed absolute coefficients than the other vendor relationship indicators. The vendor's perceived care for the delivery team received distressed ratings in 214 of 802 answers (26.68%). The mean rating was 4.9 and the median was 5.0 (n = 802 respondents). Its correlations with customer satisfaction among active engagements (r = 0.65, n = 94 engagements) and intent to leave (r = −0.59, n = 751 respondents) were the smallest observed absolute coefficients among the five questions about the vendor. This is a descriptive comparison. The mean rating was distressed on 29 of 150 engagements.

Figure 4.30. Mean ratings: Vendor Care for the Delivery Team



Note: Distressed ratings: 214 of 802 answers (26.68%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Four written answers addressed the vendor's care for the delivery team. Two were positive and two negative. They concerned training and support when difficulties arose and provide illustrative accounts only.

> *Am comfortable with how the firm has backed this team, training budget was approved without argument and two of my people sat the agent operations course in full."*

ENGAGEMENT MANAGER

BPO, Corporate and back-office functions

> *we are on our own here"*

INDIVIDUAL CONTRIBUTOR

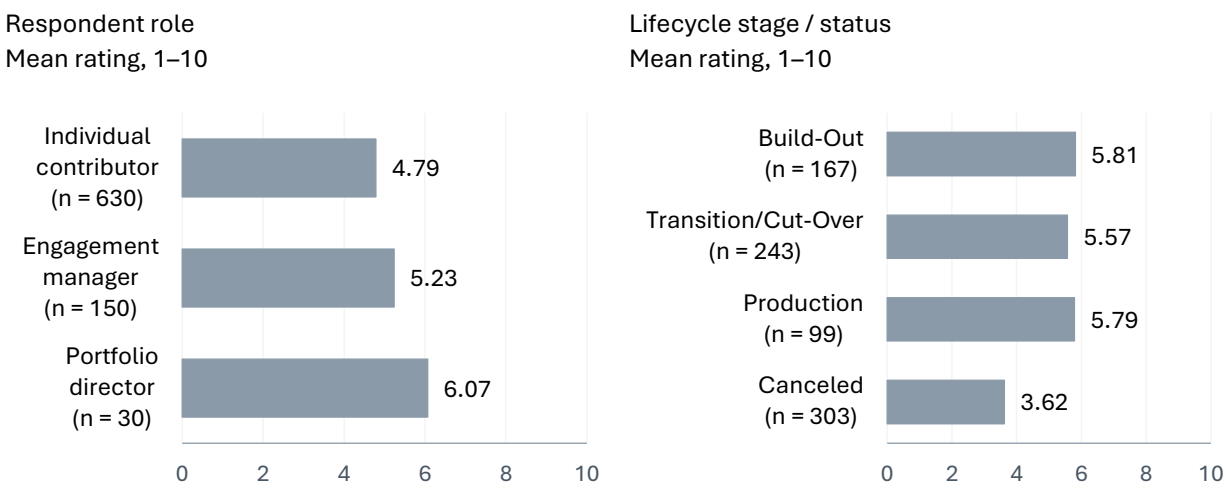
CXM, Corporate and back-office functions

4.3 Vendor Leadership Care for Well-Being and Development

Indicator C089 · My employer's top leadership team cares about my wellbeing and development · Full statistical analysis ›

Perceived vendor leadership care for well-being and development was associated with higher customer satisfaction and lower intent to leave. Vendor leadership care for the respondent's well-being and development received distressed ratings in 214 of 812 answers (26.35%). The mean rating was 4.9 and the median was 5.0 (n = 812 respondents). Higher ratings were associated with higher customer satisfaction among active engagements (r = 0.74, n = 94 engagements) and lower intent to leave (r = −0.76, n = 762 respondents). The mean on canceled engagements was 3.6 (n = 303 respondents). The mean rating was distressed on 22 of 150 engagements.

Figure 4.31. Mean ratings: Vendor Leadership Care for Well-Being and Development



Note: Distressed ratings: 214 of 812 answers (26.35%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

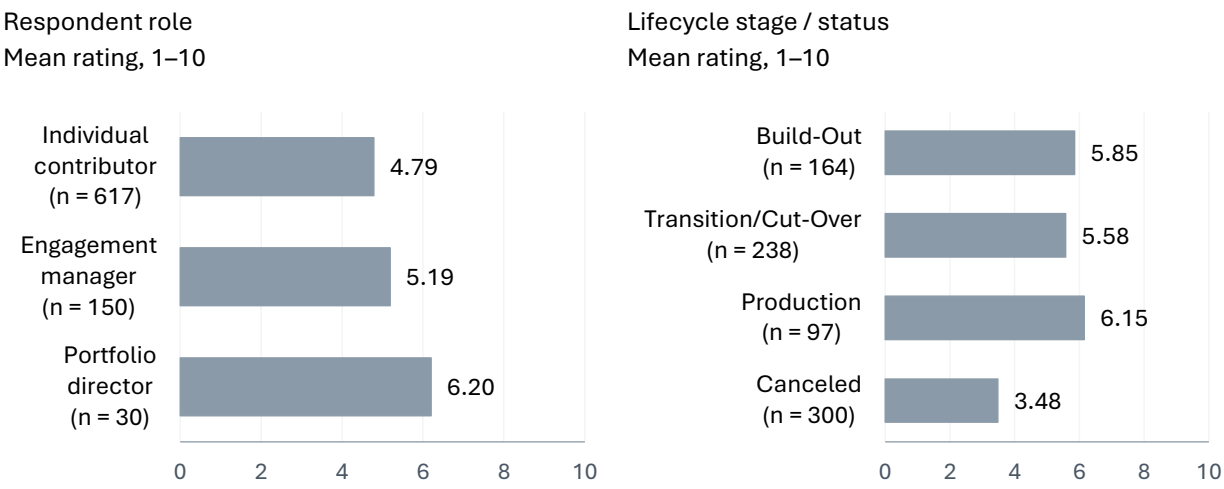
No written answer specifically addressed the care of the vendor's top leadership for the respondent's well-being and development. The results for this question rest on the structured ratings.

4.4 Trust in the Vendor

Indicator C090 · I trust my employer · Full statistical analysis ›

Trust in the vendor had the largest observed customer-satisfaction coefficient among the five vendor relationship indicators, a descriptive ordering of the estimates. Trust in the vendor received distressed ratings in 218 of 799 answers (27.28%). The mean rating was 4.9 and the median was 5.0 (n = 799 respondents). Its correlation with customer satisfaction among active engagements was r = 0.79 (n = 94 engagements), the largest observed coefficient among the five questions about the vendor. This is a descriptive ordering. The mean on canceled engagements was 3.5 (n = 300 respondents). The mean rating was distressed on 24 of 150 engagements.

Figure 4.32. Mean ratings: Trust in the Vendor



Note: Distressed ratings: 218 of 799 answers (27.28%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

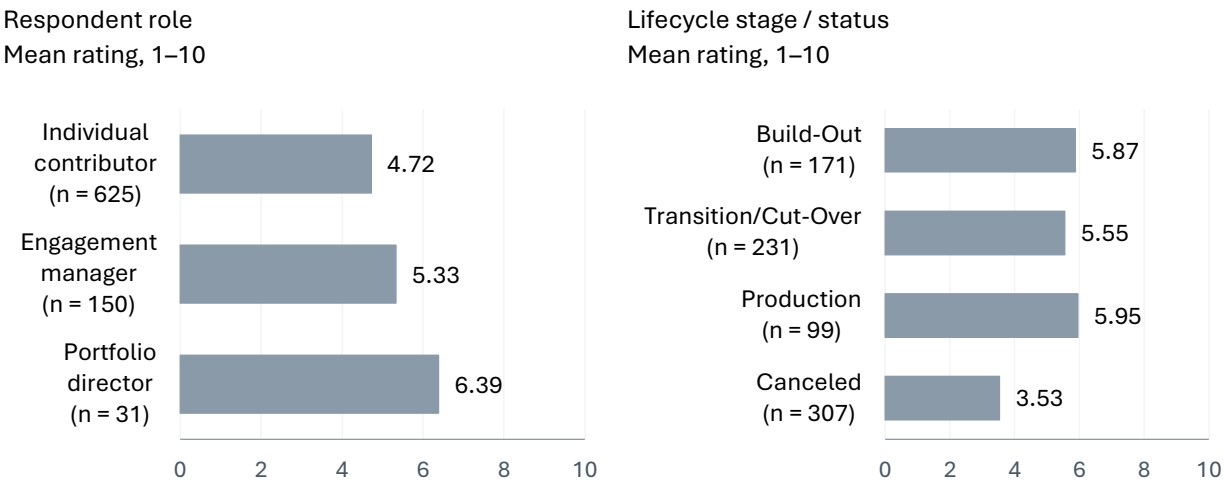
No written answer specifically addressed trust in the vendor. The results for this question rest on the structured ratings.

4.5 Effective Use of the Respondent by the Vendor

Indicator C092 · I am being used effectively by my employer · Full statistical analysis ›

A more favorable assessment of how the vendor used the respondent was associated with less cancellation and lower intent to leave. The vendor's effective use of the respondent received distressed ratings in 212 of 808 answers (26.24%). The mean rating was 4.9 and the median was 5.0 (n = 808 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.61, n = 150 engagements) and lower intent to leave (r = −0.78, n = 756 respondents). The mean on canceled engagements was 3.5 (n = 307 respondents). The mean rating was distressed on 24 of 150 engagements.

Figure 4.33. Mean ratings: Effective Use of the Respondent by the Vendor



Note: Distressed ratings: 212 of 808 answers (26.24%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

Effective use of the respondent was addressed in 33 written answers from 33 respondents on 31 engagements. Twenty-one were negative. Eight described a delivery team too small for its assigned work or departures without replacement, and six described respondents spending their time on work for which they had not been hired. The 11 answers to the question about valued aspects of the job identified a steady pace or workload.

> *What the ratings do not show is how alone we are on this account. Our own platform team is good on paper but they support ten accounts, so when routing breaks on a Friday I am the escalation and the fix both."*

ENGAGEMENT MANAGER

CXM, Technology engineering and operations

> *my whole afternoon is review now. two of us do nothing else some days, and it is not the work i was hired for"*

INDIVIDUAL CONTRIBUTOR

ITO, Client servicing and communications

> *it say job completed and half the composites are not built. so nobody on my team trust that summary now, we open the output and count accounts by hand. it add two hours to my evening, that is not what i was hired for."*

INDIVIDUAL CONTRIBUTOR

KPO, Trade, settlement and reconciliation

> *Spent most of the month sitting in calls where neither side would decide anything. Three of us on this pod and two of us were doing nothing for days at a time. It wears you down more than being busy does"*

INDIVIDUAL CONTRIBUTOR

CXM, Technology engineering and operations

Intent to Leave

More than half of the answering respondents, 430 of 798 (53.88%), rated their likelihood of leaving the current job within 12 months at 7 or above on the original 10-point scale. Distressed ratings formed a narrower group: 370 respondents (46.37%) rated that likelihood at 8–10. Conversion to the favorable direction subtracts each original rating from 11, so that higher converted ratings indicate lower intent to leave. Original ratings of 8–10 consequently become converted ratings of 1–3. The two thresholds identify different groups.

All 300 answers from respondents on canceled engagements were distressed. Those answers were collected after cancellation and do not establish the likelihood of departure before it occurred. Among respondents on active engagements, 130 of 498 (26.10%) rated intent to leave at 7 or above. Cancellation of an engagement does not itself establish termination of the respondent's employment.

> *"Asking about two years from now is a joke, i do not know if i am here next month"*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> KPO, Corporate and back-office functions

> *"I have four analysts on this and two of them have asked me this month to be moved elsewhere. We chase their compliance side for a threshold decision, nothing comes back, and my people sit idle and then work late when it finally arrives."*
>
> **ENGAGEMENT MANAGER**
>
> CXM, Financial crime and client onboarding

> *"the team was never staffed with anybody who has done this provisioning work before. i am the third person on this queue in three months. And that is the main thing."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Technology engineering and operations

A stronger preference for employment directly by a financial institution was associated with less favorable results on the four core study measures. The preference questions have no designated favorable or unfavorable end. Their direction must therefore be interpreted in relation to the particular question.

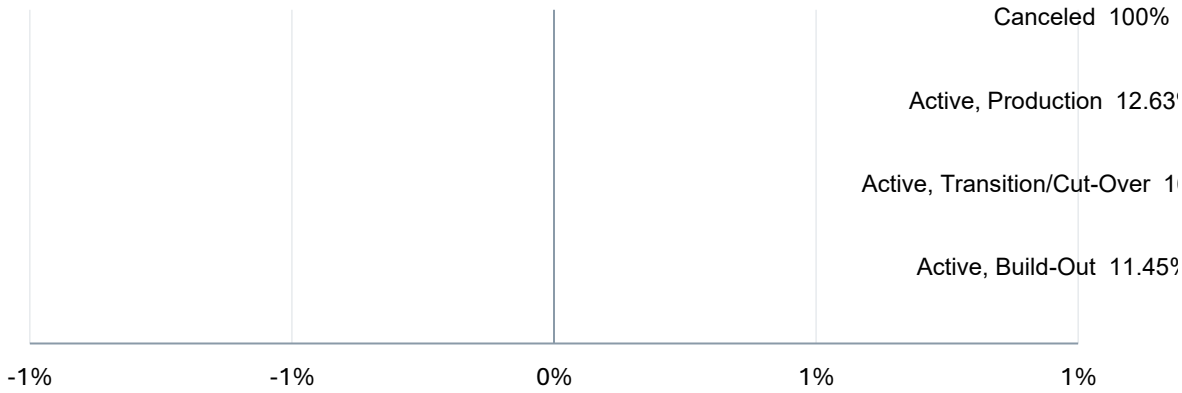
Written answers described departures involving delivery team members who held undocumented operational knowledge. The study did not follow respondents prospectively to establish whether those who reported an intention to leave subsequently departed.

1 Intent to Leave of the Respondent and the Delivery Team

Distressed ratings were common for respondents' own intent to leave and their perceptions of delivery team intent to leave, at 46.37% and 46.06% of answers, respectively. Both are presented in the favorable direction, with higher ratings indicating a lower likelihood of departure. Ratings of delivery team intentions describe the respondent's perception and are not direct answers from every delivery team member.

Figure 4.34. Distressed intent-to-leave ratings by engagement status and lifecycle stage, with the overall study-set reference

Intent-to-leave ratings were least favorable on canceled engagements



Overall study-set reference: 370 of 798 respondents (46.37%). Group values retain their original retrospective definition.

Note: The groups are ordered categories. The connecting lines do not represent elapsed time.

Distressed intent-to-leave ratings were 8–10 on the original 10-point scale and 1–3 after conversion to the favorable direction. The counts were 19 of 166 respondents in active Build-Out, 39 of 237 in active Transition/Cut-Over, 12 of 95 in active Production, and 300 of 300 on canceled engagements. The overall reference is 370 of 798 answers (46.37%). Ratings on canceled engagements were collected after cancellation.

Shares refer to distressed intent-to-leave ratings. The study-set reference is repeated for comparison. Lifecycle stage and cancellation status are categories, not a time sequence.

Distressed intent-to-leave ratings differed across engagement status and lifecycle stage. The proportions were 19 of 166 respondents in active Build-Out (11.45%), 39 of 237 in active Transition/Cut-Over (16.46%), and 12 of 95 in active Production (12.63%). All 300 respondents on canceled engagements were distressed (100.00%). Overall, distressed ratings accounted for 370 of 798 answers (46.37%). These figures use the 8–10 threshold and should be distinguished from the broader group at 7 or above.

Both questions were associated with the other core study measures. For respondent intent to leave converted to the favorable direction, correlations were r = −0.80 with cancellation (n = 150 engagements), r = 0.73 with customer satisfaction among active engagements (n = 94

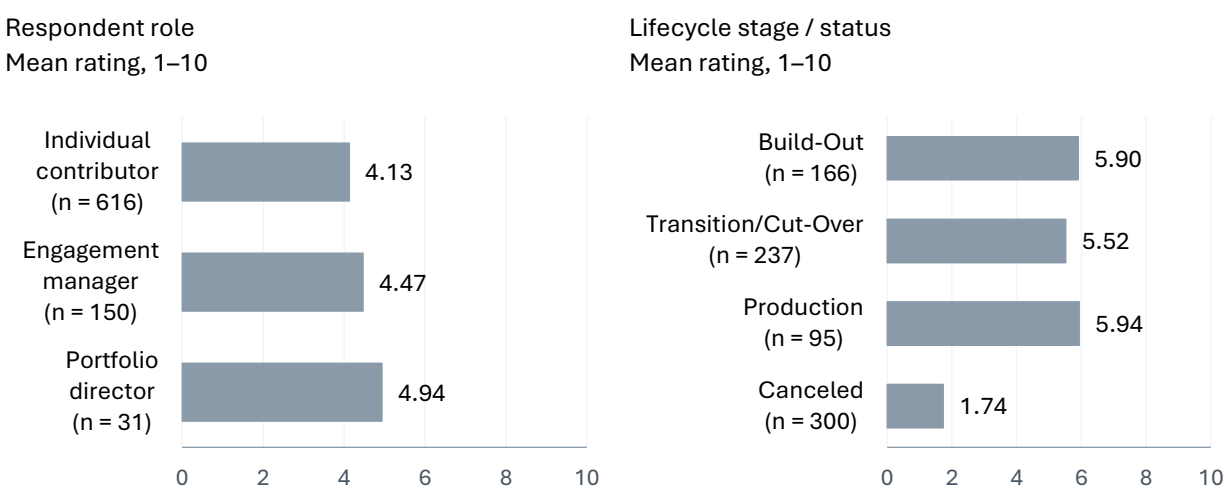
engagements), and r = 0.84 with the engagement indicator mean (n = 150 engagements). For perceived intent to leave among delivery team members, the cancellation correlation was r = −0.81 (n = 150 engagements).

1.1 Respondent Intent to Leave Within Twelve Months

Indicator C019 · How likely are you to leave your current job in the next 12 months? · Full statistical analysis ›

Respondent intent to leave received distressed ratings in 370 of 798 answers (46.37%). In the favorable direction, the mean rating was 4.2 and the median was 4.0 (n = 798 respondents). On canceled engagements, the converted mean was 1.7 and every rating was distressed (n = 300 respondents).

Figure 4.35. Mean ratings: Respondent Intent to Leave Within Twelve Months



Note: Distressed ratings: 370 of 798 answers (46.37%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

This question is the study's measure of respondent intent to leave, so no association with itself was computed. Higher converted ratings were associated with a lower cancellation rate (r = −0.80, n = 150 engagements) and a higher engagement indicator mean (r = 0.84, n = 150 engagements). The conclusions were retained under the applicable checks in the 16-check protocol. The mean rating was distressed on 64 of 150 engagements.

Ten written answers addressed respondent intent to leave. Four described an active search for other employment or an expectation of departure. Three identified pay as the reason for remaining in the job.

> *My lead say escalate but escalate to who, nothing come back. Two people on my team already resign and honestly i am also looking.”*

INDIVIDUAL CONTRIBUTOR

CXM, Corporate and back-office functions

> *Pay is the main thing holding me here … Picked up real QA instincts … A few teammates worth keeping in touch with”*

INDIVIDUAL CONTRIBUTOR

CXM, Corporate and back-office functions

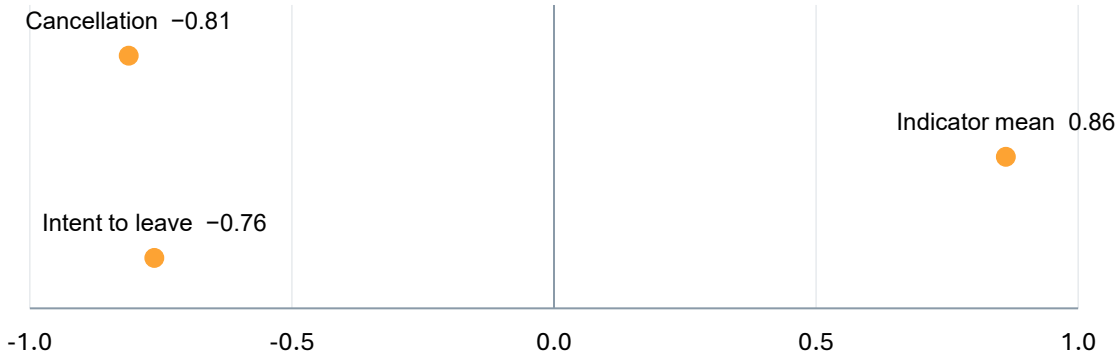
1.2 Delivery Team Intent to Leave Within Twelve Months

Indicator C021 · How likely are members of your current team to leave their jobs in the next 12 months? · Full statistical analysis ›

Perceived delivery team intent to leave received distressed ratings in 368 of 799 answers (46.06%). In the favorable direction, the mean rating was 4.3 and the median was 4.0 (n = 799 respondents). The converted mean on canceled engagements was 1.8 (n = 308 respondents).

Figure 4.36. Delivery Team Intent to Leave Within Twelve Months: associations with the study measures

Delivery team intent to leave within twelve months: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = −0.81 150 engagements p < 0.001
Indicator mean	r = 0.86 150 engagements p < 0.001
Intent to leave	r = −0.76 749 respondents p < 0.001

Note: Distressed ratings: 368 of 799 answers (46.06%).

Group means and numeric-answer bases: Individual contributor (n = 616): 4.20. Engagement manager (n = 150): 4.49. Portfolio director (n = 31): 5.39. Build-Out (n = 158): 5.82. Transition/Cut-Over (n = 235): 5.70. Production (n = 98): 6.29. Canceled (n = 308): 1.81.

r is Pearson's correlation coefficient, measuring signed linear association from –1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

The indicator is converted to the favorable direction as 11 minus the original rating before these comparisons.

The graphic includes the associations reproduced in the section. Additional results remain in the text.

Higher converted ratings were associated with a lower cancellation rate (r = −0.81, n = 150 engagements), a higher engagement indicator mean (r = 0.86, n = 150 engagements), and lower respondent intent to leave (r = −0.76, n = 749 respondents). The cancellation coefficient was the second largest in absolute magnitude among the 172 numeric survey questions, a descriptive ordering rather than a tested ranking. The mean rating was distressed on 63 of 150 engagements.

Delivery team intent to leave was addressed in 55 written answers from 52 respondents on 45 engagements. All 50 answers outside the question about valued aspects of the job described delivery team members who had left, were seeking other employment, or had requested a move to another engagement. These are distinct events and intentions. Thirteen of those 50 answers described knowledge of manual corrections leaving with the people who performed them.

> *“My analysts came onto this thinking they will learn something and instead they spend six months rewriting research notes by hand while nobody above decides anything. Two of them are already asking me for a move.”*
>
> **ENGAGEMENT MANAGER**
>
> KPO, Corporate and back-office functions

> *“the effect on us is two extra hours most evenings checking what it produced, and one of our seniors left in may partly for this. i dont blame him.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Technology engineering and operations

> *“my teammate left in march for the same reason exactly. the ones who stay are the ones who stopped caring and i can feel myself going that way, which is the part i actually mind.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Technology engineering and operations

> *“Last Tuesday i sit two hours on one alert because nobody will say if i can close it myself. That is what wears you. i check dispositions in the evening on my phone now. Two of my team already ask to move off.”*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> ITO, Financial crime and client onboarding

> *Two of my best analysts resigned since March. I spend my days on status calls where both firms agree there is a problem and neither will own it, then I go back and ask the same people to give up another weekend.”*

ENGAGEMENT MANAGER

BPO, Corporate and back-office functions

2 Job Seeking Relative to Five Years Earlier

The retrospective questions on job seeking had lower proportions of distressed ratings than the questions on current intent to leave. As in the satisfaction comparisons, the median career experience of two years limits interpretation of a five-year reference period. The figures below retain the full answering sample and do not establish a change in job-seeking behavior over five years.

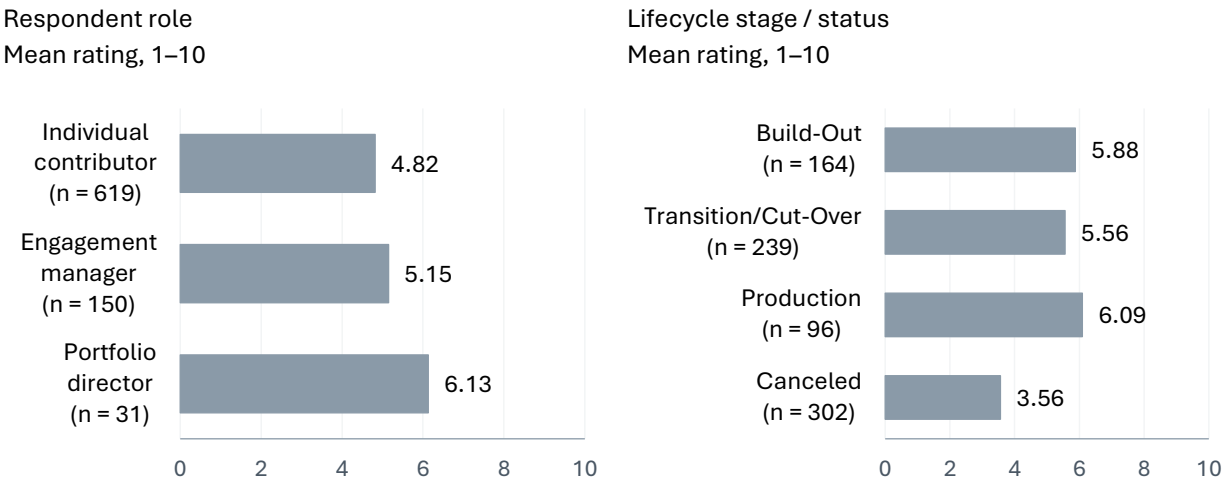
Both retrospective questions were associated with the four core study measures. Their cancellation correlations were r = −0.59 for the respondent and r = −0.57 for the delivery team (n = 150 engagements). Both were smaller in absolute magnitude than the corresponding correlations for current intent to leave. No written answer specifically addressed either retrospective comparison.

2.1 Respondent Job Seeking Relative to Five Years Earlier

Indicator C023 · Compared to 5 years ago, I am more likely to seek a new job · Full statistical analysis ›

Retrospective respondent job seeking received distressed ratings in 216 of 801 answers (26.97%). In the favorable direction, the mean rating was 4.9 and the median was 5.0 (n = 801 respondents). Higher converted ratings were associated with higher customer satisfaction among active engagements (r = 0.74, n = 94 engagements) and lower intent to leave (r = −0.76, n = 754 respondents). The mean rating was distressed on 28 of 150 engagements. The full answering base remains subject to the five-year reference-period limitation.

Figure 4.37. Mean ratings: Respondent Job Seeking Relative to Five Years Earlier



Note: Distressed ratings: 216 of 801 answers (26.97%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

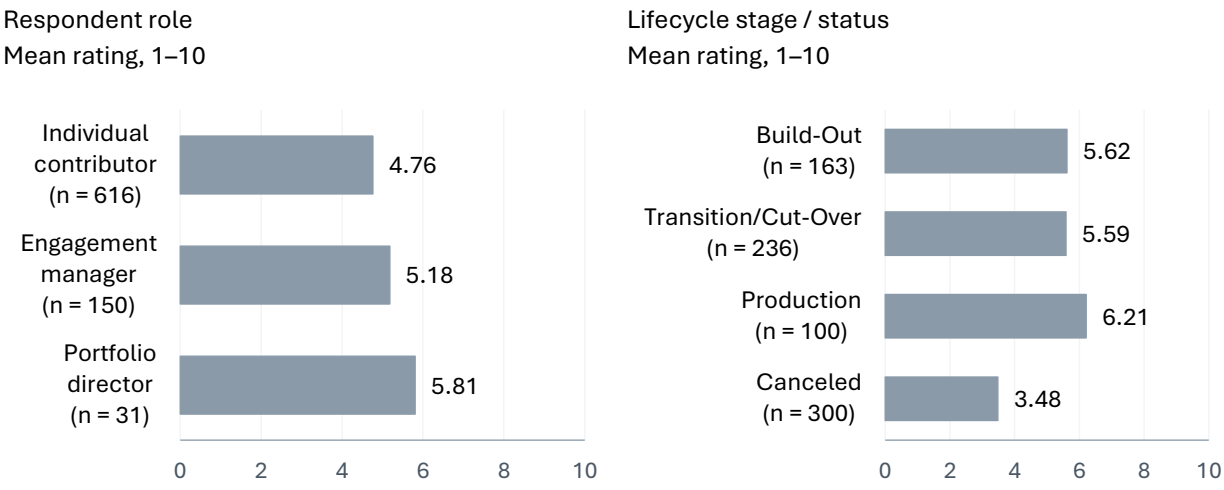
No written answer specifically addressed the respondent's retrospective comparison of job seeking.

2.2 Delivery Team Job Seeking Relative to Five Years Earlier

Indicator C025 · Compared to 5 years ago, the team I work with is more likely to seek a new job · Full statistical analysis ›

Retrospective delivery team job seeking received distressed ratings in 221 of 799 answers (27.66%). In the favorable direction, the mean rating was 4.9 and the median was 5.0 (n = 799 respondents). Higher converted ratings were associated with a higher engagement indicator mean (r = 0.78, n = 150 engagements) and lower respondent intent to leave (r = −0.60, n = 754 respondents). The mean rating was distressed on 30 of 150 engagements. The figures describe the full answering base and retain the five-year reference-period limitation.

Figure 4.38. Mean ratings: Delivery Team Job Seeking Relative to Five Years Earlier



Note: Distressed ratings: 221 of 799 answers (27.66%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

No written answer specifically addressed the retrospective comparison of delivery team job seeking.

“

The team that did the work left to work for the bank. I had no understanding of how much they did beyond their defined job to keep things running. A few days after they left, the FX agent failed. I had to call the bank and ask them to send the team back to us for a few days to fix it.”

PORTFOLIO DIRECTOR

BPO, Corporate and back-office functions

3 Commitment to Financial-Industry Work and Preference for Financial Institution Employment

Stronger preferences for direct financial institution employment were associated with higher intent to leave the current job. Stronger commitment to financial-industry work was associated with lower intent to leave. These were separate indicators of employment preference and industry commitment. Dissatisfaction with employment by a vendor does not necessarily imply an intention to leave the financial industry.

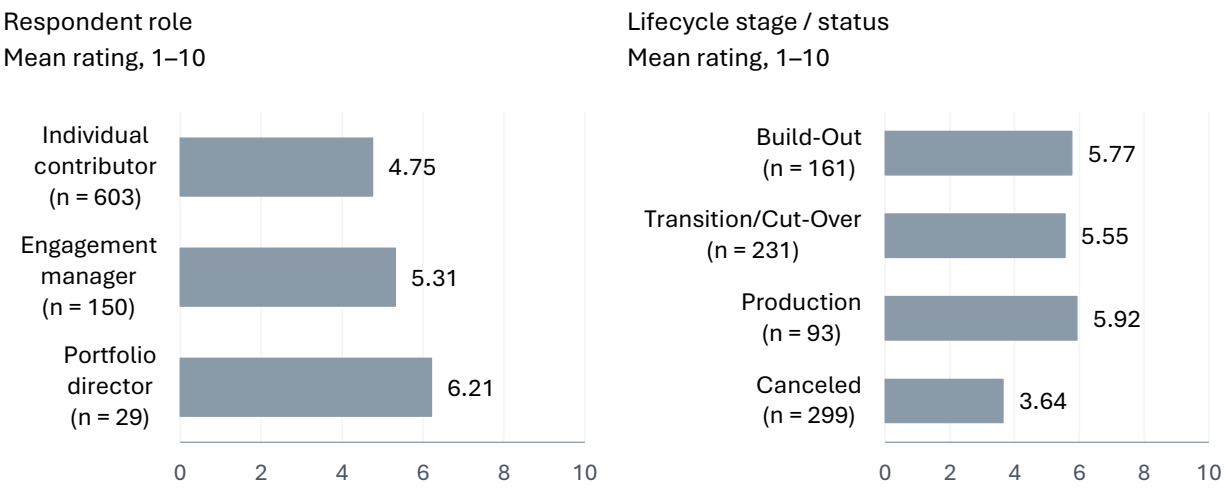
No written answer specifically addressed either preference question. A separate account described delivery team members moving from the vendor to the financial institution. It illustrates a reported employment transition without establishing how frequently such transitions occurred or validating the preference ratings.

3.1 Commitment to Work in the Global Financial Industry

Indicator C026 · I want to continue working on projects in the global financial industry · Full statistical analysis ›

Commitment to financial-industry work received distressed ratings in 214 of 784 answers (27.30%). The mean rating was 4.9 and the median was 5.0 (n = 784 respondents). Higher ratings were associated with a lower cancellation rate (r = −0.57, n = 150 engagements) and lower intent to leave (r = −0.75, n = 739 respondents). The mean rating was distressed on 27 of 150 engagements.

Figure 4.39. Mean ratings: Commitment to Work in the Global Financial Industry



Note: Distressed ratings: 214 of 784 answers (27.30%).
n gives the numeric-answer base for each group. These are descriptive comparisons of reported answers.

No written answer specifically addressed commitment to continued work in the global financial industry.

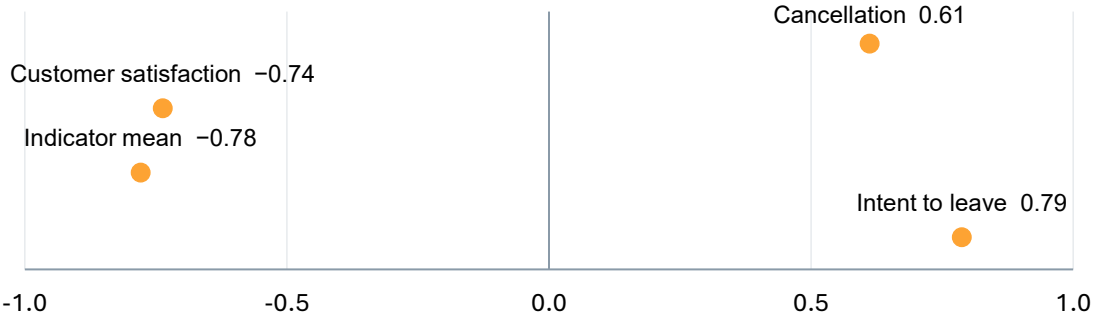
3.2 Preference for Employment in a Financial Institution Global Capability Center

Indicator C027 · I would prefer to work directly for a bank in one of their global capability centers · Full statistical analysis ›

Stronger preference for financial institution global capability center employment was associated with higher intent to leave (r = 0.79, n = 752 respondents). Preference for employment in a financial institution global capability center had a mean rating of 6.0 and a median of 6.0 (n = 799 respondents). A global capability center is an operation through which a financial institution employs people directly to perform work that may otherwise be assigned to a vendor. The question has no designated favorable or unfavorable end. Higher ratings indicate stronger agreement with the stated preference, using the survey wording quoted above.

Figure 4.40. Preference for Employment in a Financial Institution Global Capability Center: associations with the study measures

Preference for employment in a financial institution global capability center: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = 0.61 150 engagements p < 0.001
Customer satisfaction	r = −0.74 94 active engagements p < 0.001
Indicator mean	r = −0.78 150 engagements p < 0.001
Intent to leave	r = 0.79 752 respondents p < 0.001

Note: Mean rating: 6.0 (n = 799 respondents).

Group means and numeric-answer bases: Individual contributor (n = 617): 6.13. Engagement manager (n = 150): 5.83. Portfolio director (n = 30): 4.77. Build-Out (n = 167): 4.96. Transition/Cut-Over (n = 240): 5.35. Production (n = 97): 5.05. Canceled (n = 295): 7.49.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

Stronger agreement was associated with a higher cancellation rate (r = 0.61, n = 150 engagements), lower customer satisfaction among active engagements (r = −0.74, n = 94 engagements), and a lower engagement indicator mean (r = −0.78, n = 150 engagements). The mean rating on canceled engagements was 7.5 (n = 295 respondents), above the means in the three active lifecycle stages.

No written answer specifically addressed preference for employment in a financial institution global capability center.

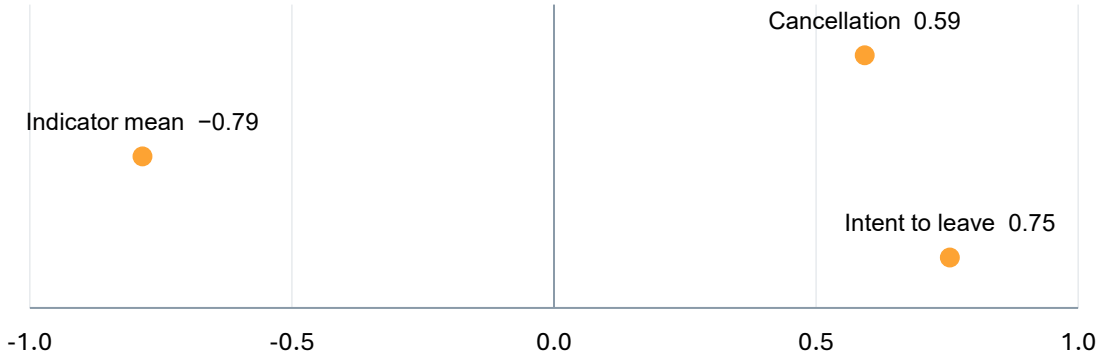
3.3 Preference for Direct Financial Institution Employment Over Vendor Employment

Indicator C028 · Working directly for a bank would be better than working for an outsourcing vendor · Full statistical analysis ›

Stronger preference for direct financial institution employment over vendor employment was associated with a higher cancellation rate (r = 0.59, n = 150 engagements) and higher intent to leave (r = 0.75, n = 753 respondents). Preference for direct financial institution employment over vendor employment had a mean rating of 6.1 and a median of 6.0 (n = 802 respondents). The question has no designated favorable or unfavorable end. Higher ratings indicate stronger agreement with the comparison stated in the survey wording quoted above.

Figure 4.41. Preference for Direct Financial Institution Employment Over Vendor Employment: associations with the study measures

Preference for direct financial institution employment over vendor employment: associations with the study measures



Comparison	Estimate and analysis base
Cancellation	r = 0.59 150 engagements p < 0.001
Indicator mean	r = −0.79 150 engagements p < 0.001
Intent to leave	r = 0.75 753 respondents p < 0.001

Note: Mean rating: 6.1 (n = 802 respondents).

Group means and numeric-answer bases: Individual contributor (n = 620): 6.23. Engagement manager (n = 150): 5.75. Portfolio director (n = 30): 4.77. Build-Out (n = 166): 5.07. Transition/Cut-Over (n = 236): 5.51. Production (n = 95): 5.00. Canceled (n = 305): 7.41.

r is Pearson's correlation coefficient, measuring signed linear association from −1 to +1. Whiskers show 95% confidence intervals where reported. Intent-to-leave intervals, where shown, use a cluster bootstrap. The bootstrap resamples engagements to preserve the grouping of respondent answers. Associations are observational.

The graphic includes the associations reproduced in the section. Additional results remain in the text.

Its correlation with the engagement indicator mean was r = −0.79 (n = 150 engagements), the largest of its four observed absolute coefficients. The differing analytical units limit comparison of those magnitudes. The mean rating on canceled engagements was 7.4 (n = 305 respondents).

No written answer specifically addressed the comparison of direct financial institution employment with vendor employment.

4 Sentiment Toward Manual Alteration

Resignation, frustration, and tiredness were recurrent features of written accounts of manual alteration. Manual alteration comprises manual changes to financial-institution-provided data, financial institution processes, and AI outputs, reporting alteration, and third-party work done by hand. The six written-answer questions on manual alteration received 2,325 answers about respondents' own engagements, from 641 respondents on 146 engagements. The accounts described both recurring manual intervention and workarounds incorporated into normal delivery. Part 5 examines the frequency and operational context of manual alteration.

Within those answers, qualitative coding identified resignation in 145 answers from 117 respondents on 76 engagements. Frustration appeared in 104 answers, tiredness in 87, a calm or neutral state in 82, and pride in six. These codes describe emotional states expressed in the written answers, rather than clinical measurements. The categories could overlap.

> *"i just fix it myself and move on... dont discuss about it with anyone, no need to, we all do same thing quietly and i think that is the real process now, works better than the version somebody wrote down anyway."*
>
> **INDIVIDUAL CONTRIBUTOR**
> CXM, Corporate and back-office functions

Some respondents described manual alteration as an application of skill. Competence or technical achievement was identified in 62 answers from 59 respondents.

> *"I don't make a big thing of it, I just fix it and send it through, quicker that way, I'm good at catching what's wrong before it moves on."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

Other written answers described unsuccessful attempts to resolve the underlying difficulties. Part 5 considers these accounts alongside the methods and reasons for manual alteration and its reported disclosure.

> *last sprint upstream Api moved and we are last to know, again. i just patch data myself, dont even ask anymore, whats the point.”*

INDIVIDUAL CONTRIBUTOR

ITO, Technology engineering and operations

Knowledge at Risk of Departure

Reported departures identified a potential continuity concern: operational knowledge was sometimes retained in personal notes, informal routines, and individual delivery team members. Accounts of departures indicated possible knowledge loss where that knowledge had not been documented or transferred. The study does not establish that respondents holding the most critical operational knowledge were the most likely to leave.

> *"the manual runbook for a network outage needs rewriting and rehearsing, since the four people who used to absorb that by hand have gone, and what is left is a document nobody has opened in a year."*
>
> **ENGAGEMENT MANAGER**
>
> BPO, Trade, settlement and reconciliation

> *"On the agent side there are two people in the whole floor who really know the tooling, and both are shared across accounts."*
>
> **INDIVIDUAL CONTRIBUTOR**
>
> CXM, Technology engineering and operations

Among individual contributors who answered the intent-to-leave question, 342 of 616 (55.52%) reported a likelihood of leaving at 7 or above. The comparison below examines career experience among respondents above and below that threshold. Because career experience was closely related to role, the result does not isolate an independent relationship between experience and intent to leave.

“

The seniors who used to do the correspondent matching by hand have left, and nobody wrote it down. thus if a feed changes format on a Friday there is no one on my shift who knows the old method, we simply hold the alerts till Monday”

INDIVIDUAL CONTRIBUTOR

BPO, Financial crime and client onboarding

1 Experience Among Respondents Likely to Leave

Respondents who rated intent to leave at 7 or above reported slightly less career experience than those below that threshold. The difference was small and did not isolate experience from its close relationship with role. The analysis included the 746 respondents who answered both questions.

1.1 Shorter Careers Among Respondents Likely to Leave

Respondents classified as likely to leave reported slightly less career experience: a mean of 3.77 years (n = 409), compared with 4.44 years among the other respondents (n = 337). The difference was −0.66 years, calculated from the unrounded means of 3.7726 and 4.4362. Welch's t test compares two means while allowing the spread of values within the two groups to differ. The difference was statistically significant under that test (t = −2.04, p = 0.041) and under a test with standard errors clustered by engagement (t = −2.64, df = 149, p = 0.009, 150 engagements). Here t is the test statistic and df denotes degrees of freedom, which reflect the information available for estimating uncertainty.

The standardized difference was small (Cohen's d = −0.15). Cohen's d expresses the difference between group means in units of their pooled standard deviation, a measure of the spread of observations around the mean. Career experience was correlated with intent to leave at r = −0.09 (n = 746 respondents). The primary C007 analysis treated intent to leave as the outcome and reported p = 0.001 using standard errors clustered by engagement. Regression estimates the relationship between an outcome and an explanatory quantity. The separate derived analysis reversed that direction and reported p = 0.002 for the same correlation. The primary direction is retained here. Neither analysis accounts for the close relationship between experience and role.

“

The data governance mark is the lowest I have given anywhere in this form, and it deserves to be. But the bankers we depend on for comparables and deal assumptions are running live mandates alongside this, so when a valuation query sits with them for three days it is not indifference, it is a coverage team that is thin. Their infrastructure side, to be fair to them, provisions our access inside a week, which is faster than I expect from a bank of that size.”

ENGAGEMENT MANAGER

KPO, Corporate and back-office functions

2 Undocumented Manual Practice Held by Departing Delivery Team Members

Departing delivery team members were described as holding knowledge of unlogged corrections and personal workarounds that had not been fully documented. These observations identify possible continuity gaps. They do not establish that all manual practice was undocumented.

> *Two people used to fix its date formats by hand every morning and both have left, and nobody wrote down what they were doing."*
>
> **ENGAGEMENT MANAGER**
> ITO, Client servicing and communications

Respondents described acquiring knowledge of agents and financial-industry work from colleagues, including colleagues preparing to leave. They also described shared notes that new delivery team members consulted before the official material. These accounts indicate how knowledge was transferred within the delivery team when formal documentation was incomplete.

> *So my team make our own note file, every time somebody find how to fix a case we put it there. Now new joiner read that file first, not the official one. That is how we learn here"*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

> *I learn trust administration from the person sitting next to me, not from any training. And when she leaves, that knowledge goes also."*
>
> **INDIVIDUAL CONTRIBUTOR**
> BPO, Corporate and back-office functions

> *And the training was for the ticket tool, not for procurement, so I learned what a PO status actually means from the guy sitting next to me."*
>
> **INDIVIDUAL CONTRIBUTOR**
> CXM, Corporate and back-office functions

Operational knowledge held only by a departing delivery team member may become unavailable to those who remain. Part 5 examines the manual interventions to which this concern applies. The study did not measure the probability or operational cost of subsequent knowledge loss. The accounts identify a continuity concern without establishing its frequency or quantifying its consequences.

> *What would help practically is a written list of the small corrections the analysts used to do on the bureau file before the model saw it, name matching mostly. Two of those people have moved on and it is only in their heads”*

INDIVIDUAL CONTRIBUTOR

KPO, Credit, underwriting and suitability

“

their release engineers are decent people, i think they are just spread thin… whenever i need someone who knows the pipeline they are in another release window, so we wait. the data definitions are not documented properly either. but they do know what they want from this pilot, that part is clear, and nobody has changed the goal on us since i join”

INDIVIDUAL CONTRIBUTOR

ITO, Technology engineering and operations

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SSRN research paper

Phil Hatch is an outsourcing and workforce-development executive with more than 30 years of experience. He previously led the global outsourcing business of ManpowerGroup/Experis. His work includes service delivery, workforce strategy, and organizational development across industries and countries.

Hatch has also advised governments on labor and economic development, including workforce strategies intended to support investment and employment.

Following Russia's 2022 invasion of Ukraine, Hatch was asked by the U.S. Department of State and USAID to advise Ukraine on workforce and economic development. His work has addressed technology, outsourcing, skills development, and international investment in support of economic recovery.

Through Akholi, Hatch advises organizations and governments on outsourcing and the implications of AI for work and service delivery.

“

Got put on the account with no training on the agent tooling at all, I learned it off a guy who ran it on a diferent account. The course they did put me on was banking basics I already knew”

INDIVIDUAL CONTRIBUTOR

ITO, Technology engineering and operations

About Akholi

Akholi, established in 2003, is a research and advisory firm focused on outsourcing, service delivery, and global capability centers. Its work includes the 2026 study of 150 agentic AI outsourcing engagements described in this report.

The study examines relationships among financial institution readiness, co-management, vendor capability, AI technology, the third-party ecosystem, and reported engagement outcomes. Its findings are observational and do not establish that any one category is the sole or primary cause of those outcomes.

Akholi applies this research through advisory and educational work with institutional leaders. Recommendations derived from the study require assessment against the circumstances and evidence of each engagement.

Akholi

PART 4 / 2026 RESEARCH STUDY

The Delivery Workforce

Part 4 examines delivery workforce composition, experience, managers, satisfaction, trust, contact, intent to leave, and the operational knowledge potentially lost through departure.

Phil Hatch | Akholi

Study ISBN 979-8-234-26882-2
SSRN DOI: https://doi.org/10.2139/ssrn.7164559
Figshare DOI: https://doi.org/10.6084/m9.figshare.34036890

Full study and supporting data

akholi.com/outsourcing-2026-agentic-ai-tier-1-banks

Version 1.8.2 | November 1, 2026

The evidence reflects respondents' reported experience. It is not an independent finding of regulatory breach.