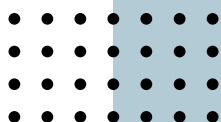
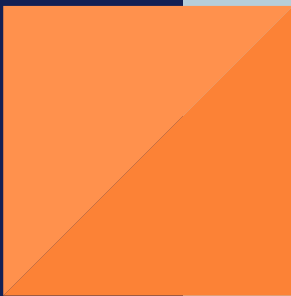




GWFM[®]

**Industry
Attrition
Report:
2024
Trends &
2025
Forecast**



GWFM Industry Report on Attrition Trends

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1

Executive Summary



The global workforce landscape has been significantly impacted by evolving employment trends, economic shifts, and technological advancements. This report provides an in-depth analysis of attrition rates across key industries—BPO, IT, Contact Centers, and Shared Services—along with the factors driving employee turnover and strategies for retention.



The background features a light blue gradient with a large, semi-transparent grey rectangular prism on the right side. In the foreground, there are two spheres: a light orange one on the left and a light blue one on the right. A large, dark grey number '2' is positioned in the center-left area, partially overlapping the orange sphere.

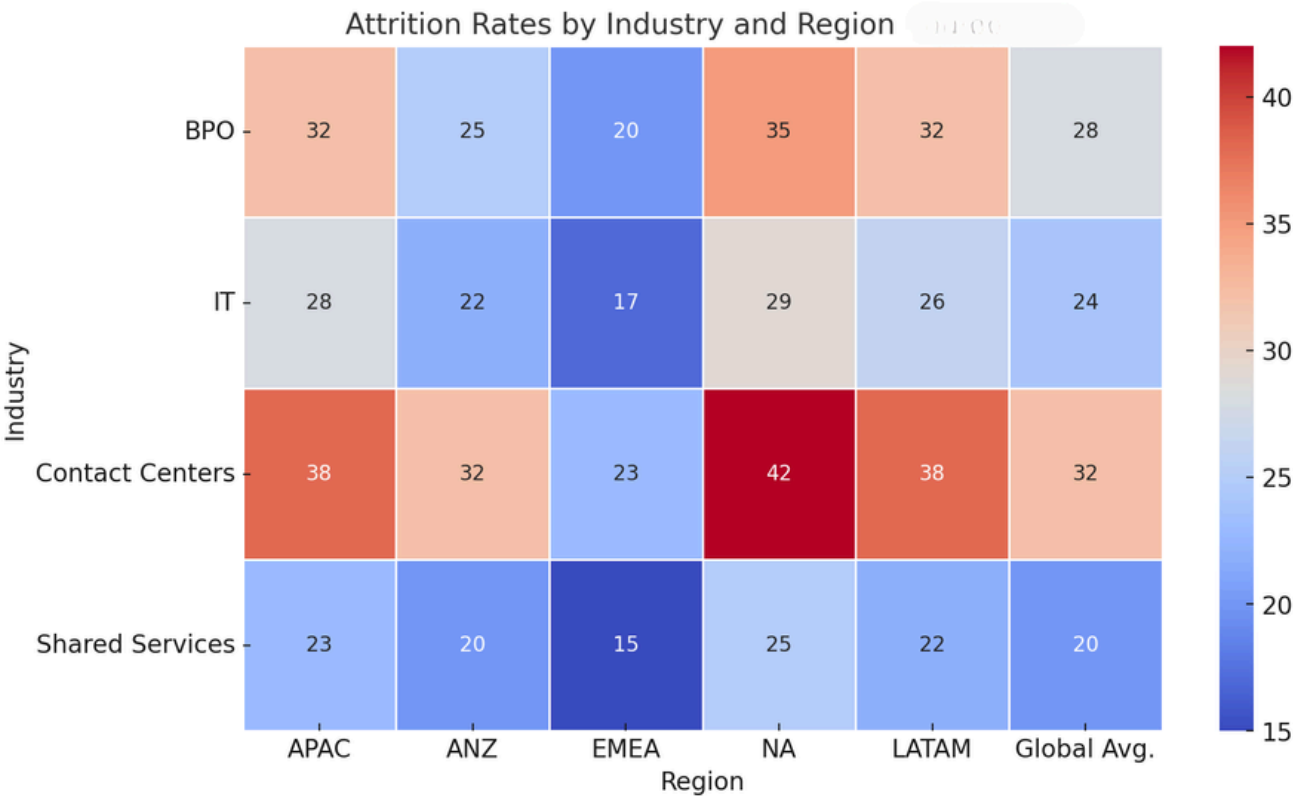
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Industry-Wise Attrition Analysis

Analysis of attrition rates for BPO, IT, Contact Centers, and Shared Services across different regions in 2023-2024:

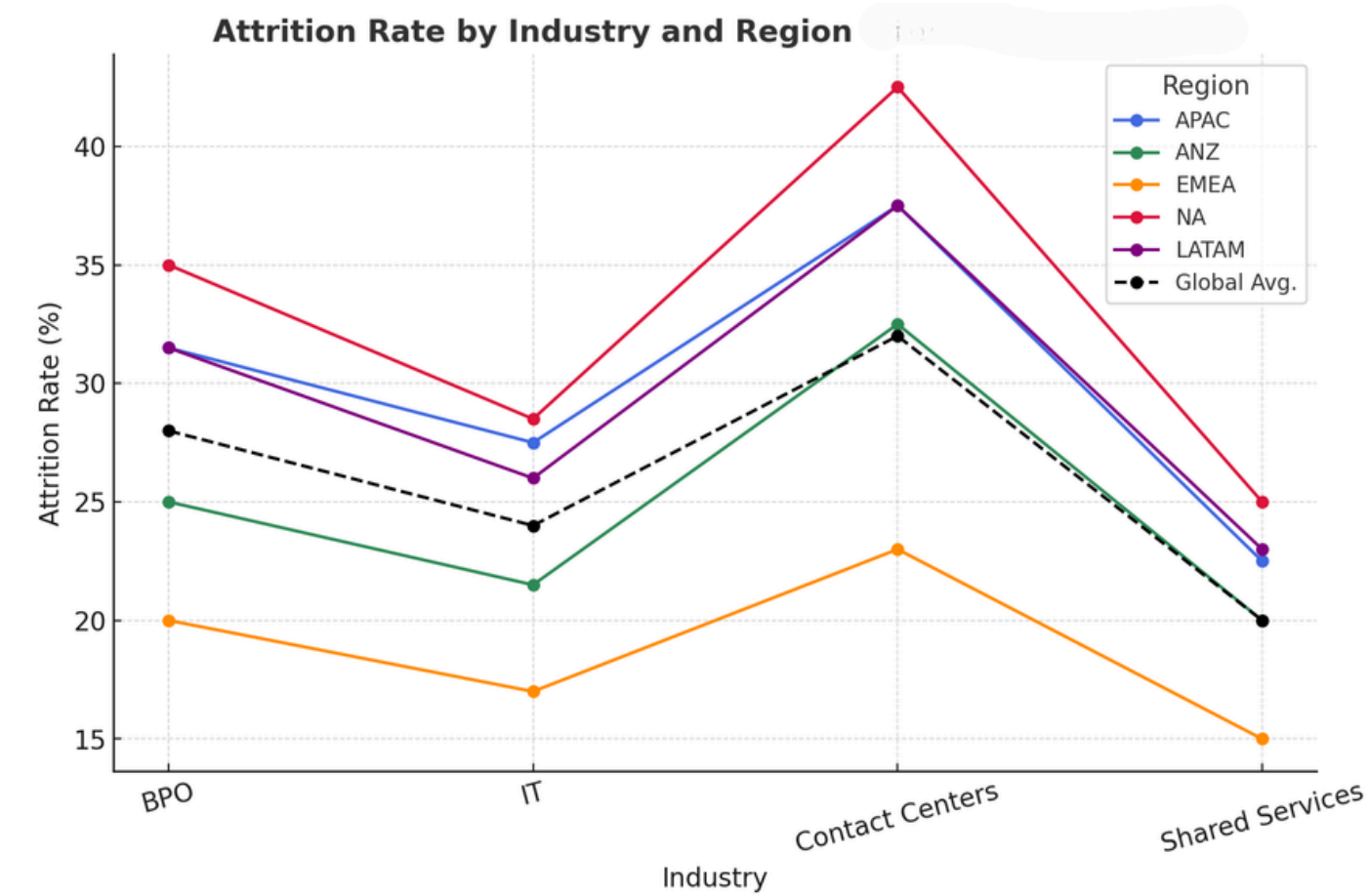
2023-2024

Global Attrition Rates by Industry



Analysis of attrition rates for BPO, IT, Contact Centers, and Shared Services across different regions in 2023-2024:

Industry	APAC	ANZ	EMEA	NA	LATAM	Global Avg.
BPO	25-38%	20-30%	15-25%	30-40%	28-35%	~28%
IT	20-35%	18-25%	12-22%	25-32%	22-30%	~24%
Contact Centers	30-45%	25-40%	18-28%	35-50%	30-45%	~32%
Shared Services	18-27%	15-25%	10-20%	20-30%	18-28%	~20%



BPO INDUSTRY



- **2023 Attrition Rate:** 40%
- **2024 Attrition Rate (Projected/Current):** Stable around 40%
- **Key Factors:** Low pay, limited career growth, work-life balance challenges
- **Impact:** High recruitment costs, operational inefficiencies
- **Strategies for Retention:** Career progression programs, competitive salary packages, hybrid work models

IT INDUSTRY



- **2023 Attrition Rate:** 20-25%
- **2024 Attrition Rate (Projected/Current):** Stabilizing in some regions but remains high
- **Key Factors:** Skills shortage, global demand, hybrid work preferences
- **Impact:** Talent shortages lead to project delays and increased hiring expenses
- **Strategies for Retention:** Upskilling initiatives, flexible work arrangements, employee wellness programs

CONTACT CENTERS



- **2023 Attrition Rate:** 35-45%
- **2024 Attrition Rate (Projected/Current):** Expected to decline to ~31%
- **Key Factors:** Stressful work environment, low wages, job dissatisfaction
- **Impact:** Increased recruitment costs, lower customer service efficiency
- **Strategies for Retention:** AI automation support, mental health support, gamification of work

SHARED SERVICES



- **2023 Attrition Rate:** 18-25%
- **2024 Attrition Rate (Projected/Current):** Expected to stabilize
- **Key Factors:** Competition for skilled labor, automation, AI adoption
- **Impact:** Workforce optimization, need for multi-skilled employees
- **Strategies for Retention:** Cross-functional training, leadership development programs

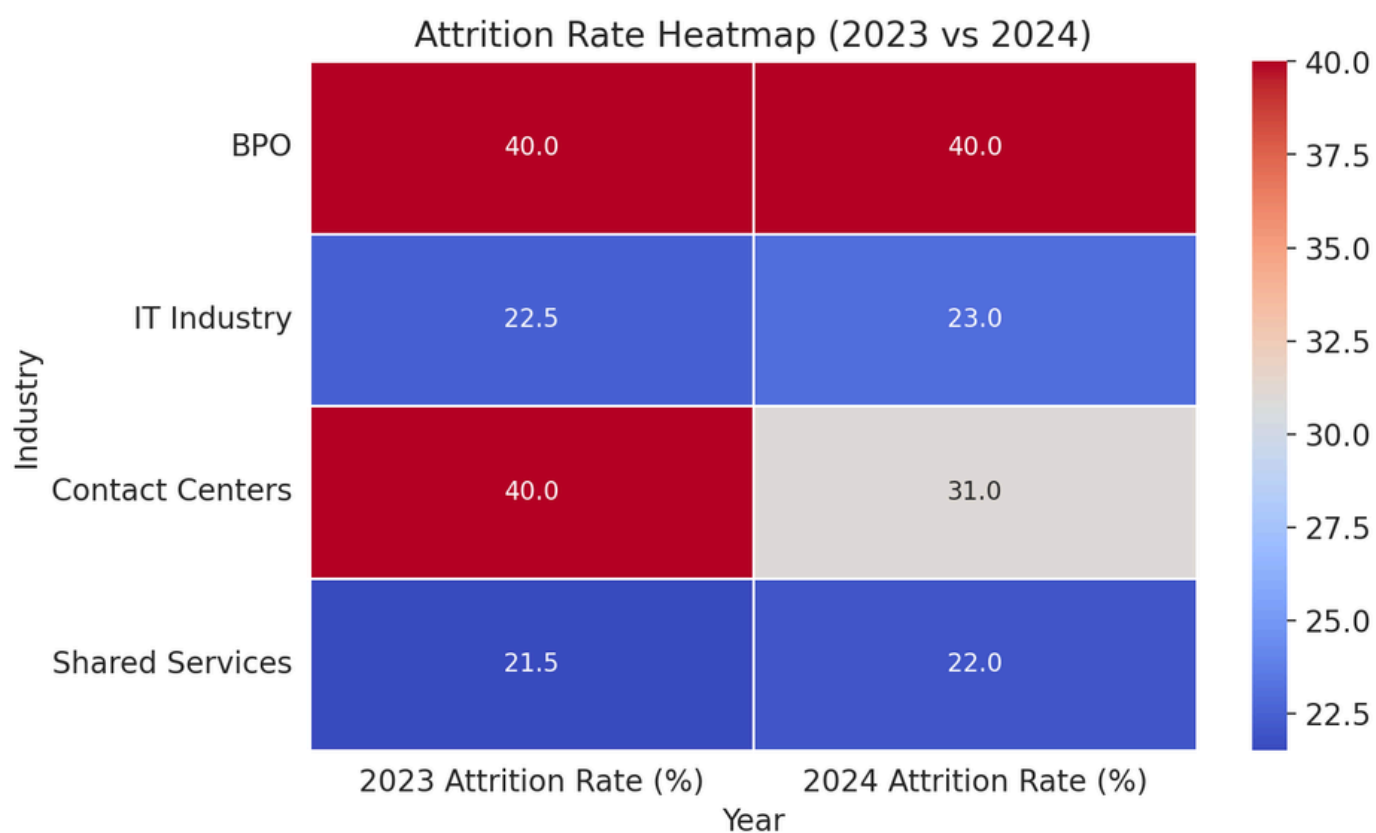


3

Global Attrition Trends Regional Breakdown (2023- 2024)



Industry wise report :



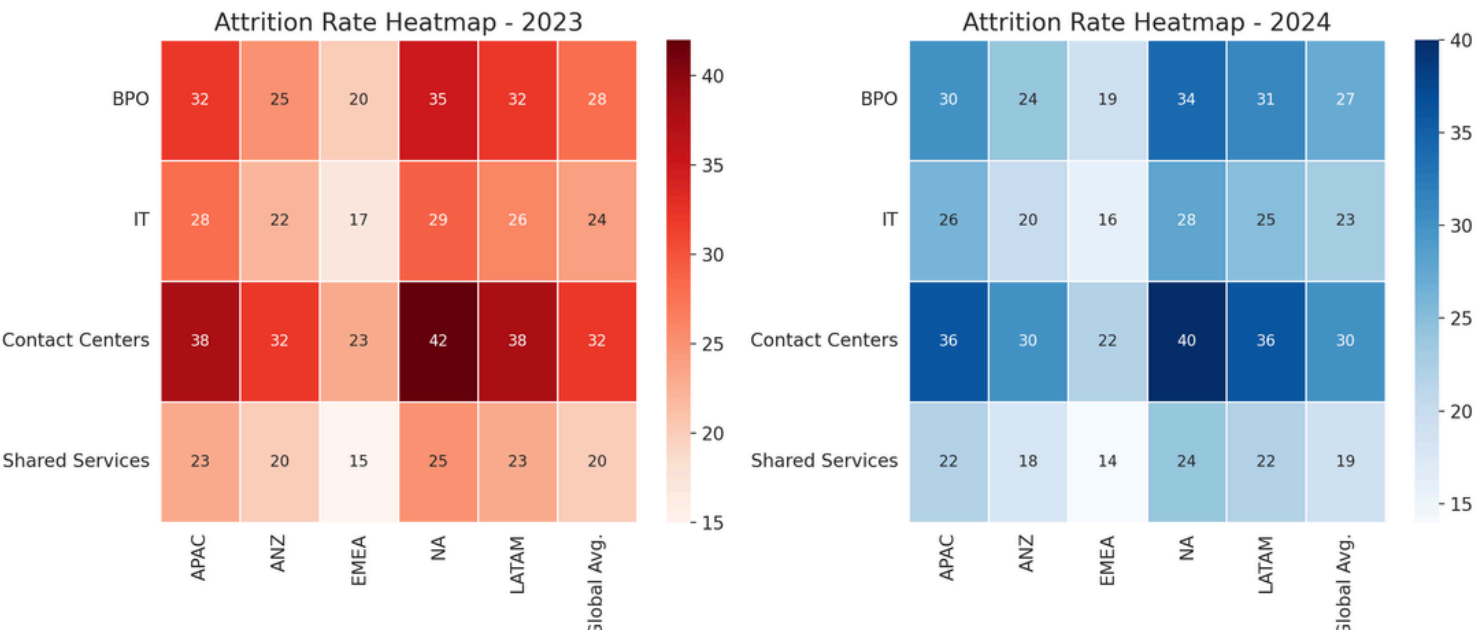


Industry wise report :

Industry	2023 Attrition Rate	2024 (Projected/Current) Attrition Rate	Key Factors Contributing to Attrition
BPO (Business Process Outsourcing)	40% (Highest among industries)	Stable, around 40%	Low pay, limited career growth, lack of work-life balance
IT Industry	20-25% (Varies by region)	Stabilizing in some regions but remains high	Skills shortage, global demand, hybrid work preferences
Contact Centers	35-45% (Varies by region)	Declining to ~31% in some regions	Stressful work environment, low wages, job dissatisfaction
Shared Services	18-25% (Average)	Expected to stabilize	Competition for skilled labor, automation, AI adoption



Region-wise break up attrition details for 2023 -2024

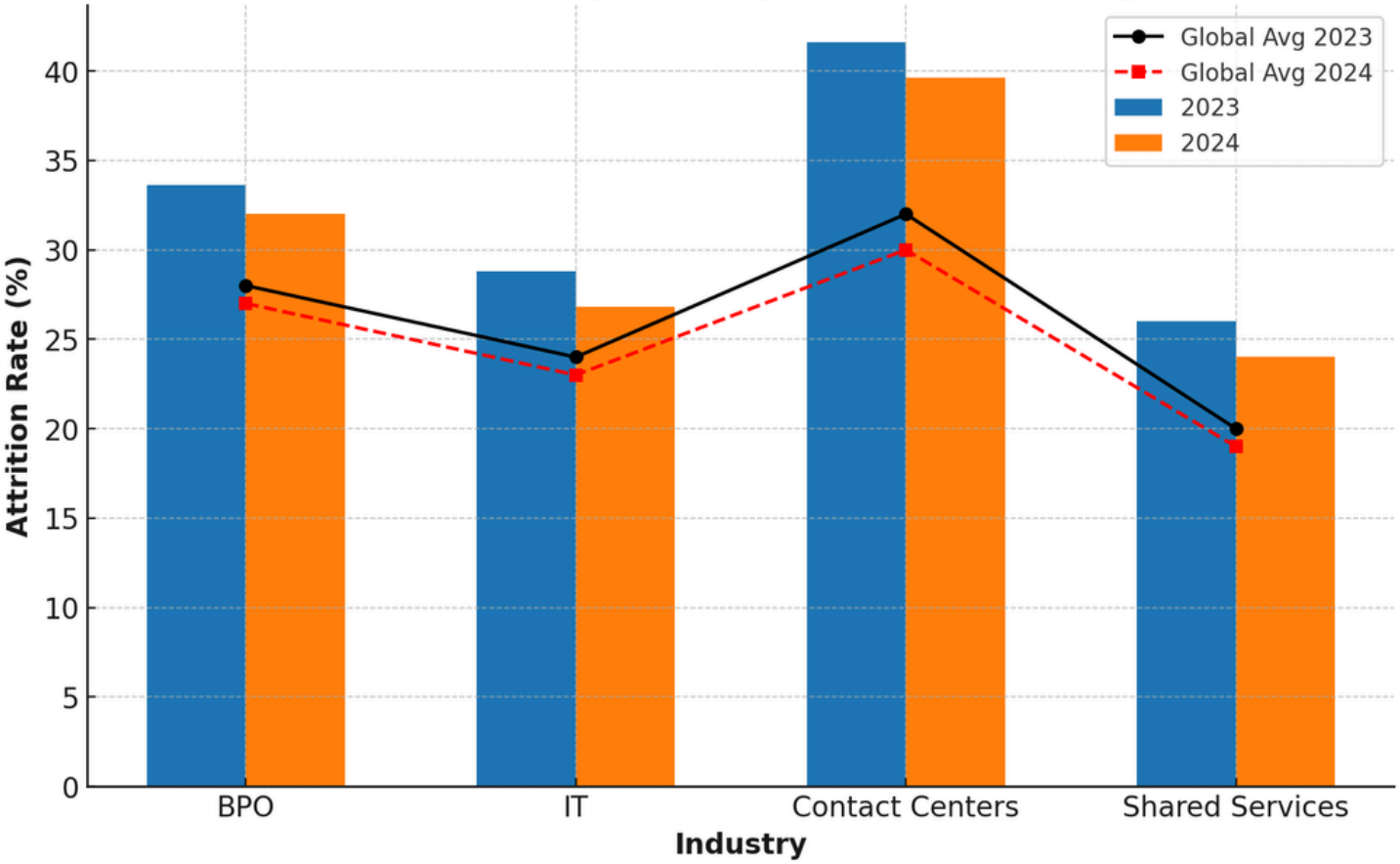




Region-wise break up attrition details for 2023 -2024

Year	Industry	APAC	ANZ	EMEA	NA	LATAM	Global Avg.
2023	BPO	25-38%	20-30%	15-25%	30-40%	28-35%	~28%
2024	BPO	24-36%	19-28%	14-24%	29-38%	27-34%	~27%
2023	IT	20-35%	18-25%	12-22%	25-32%	22-30%	~24%
2024	IT	19-32%	17-23%	11-21%	24-30%	21-28%	~23%
2023	Contact Centers	30-45%	25-40%	18-28%	35-50%	30-45%	~32%
2024	Contact Centers	28-43%	24-38%	17-26%	33-48%	29-43%	~30%
2023	Shared Services	18-27%	15-25%	10-20%	20-30%	18-28%	~20%
2024	Shared Services	17-25%	14-23%	9-18%	19-28%	17-26%	~19%

Attrition Rate by Industry with Global Averages

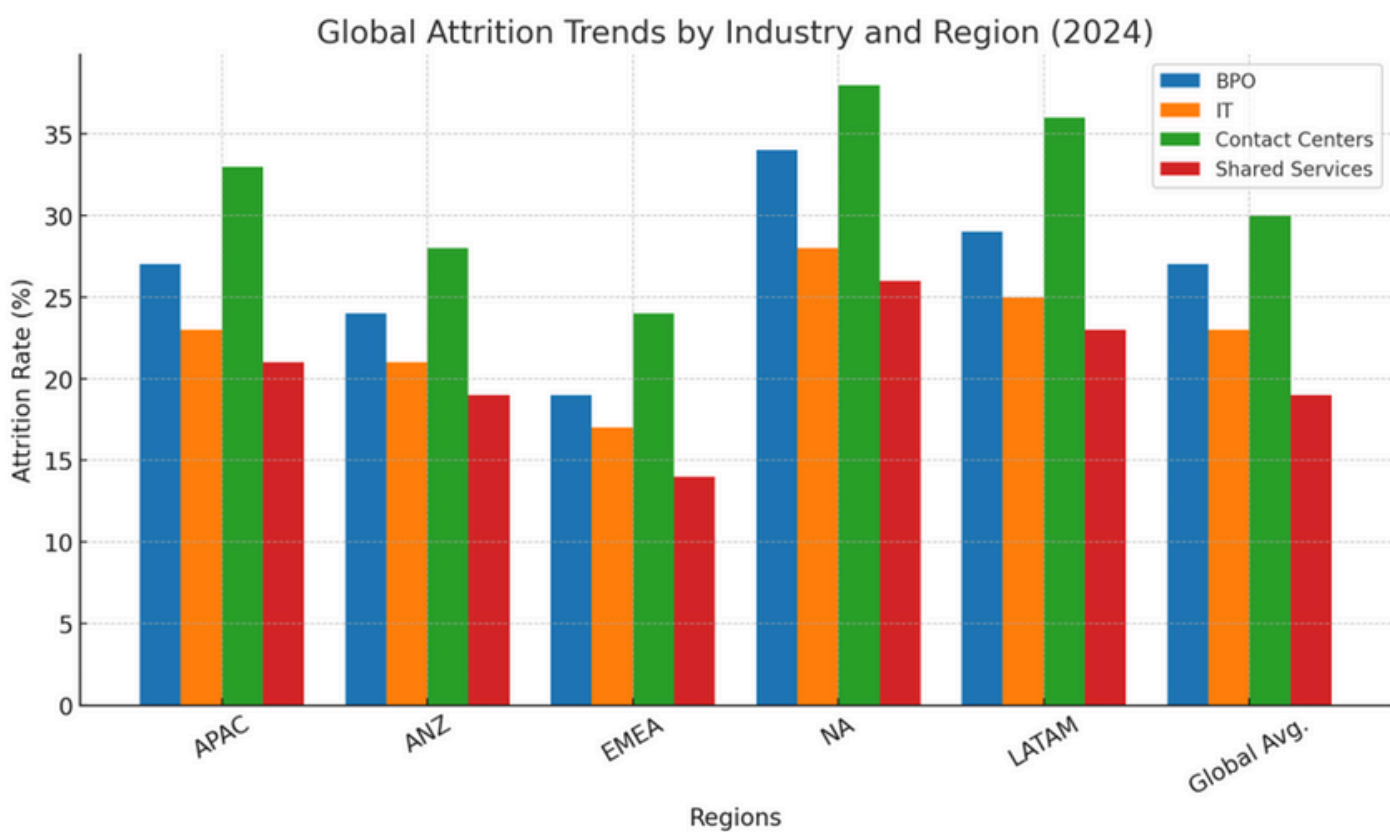
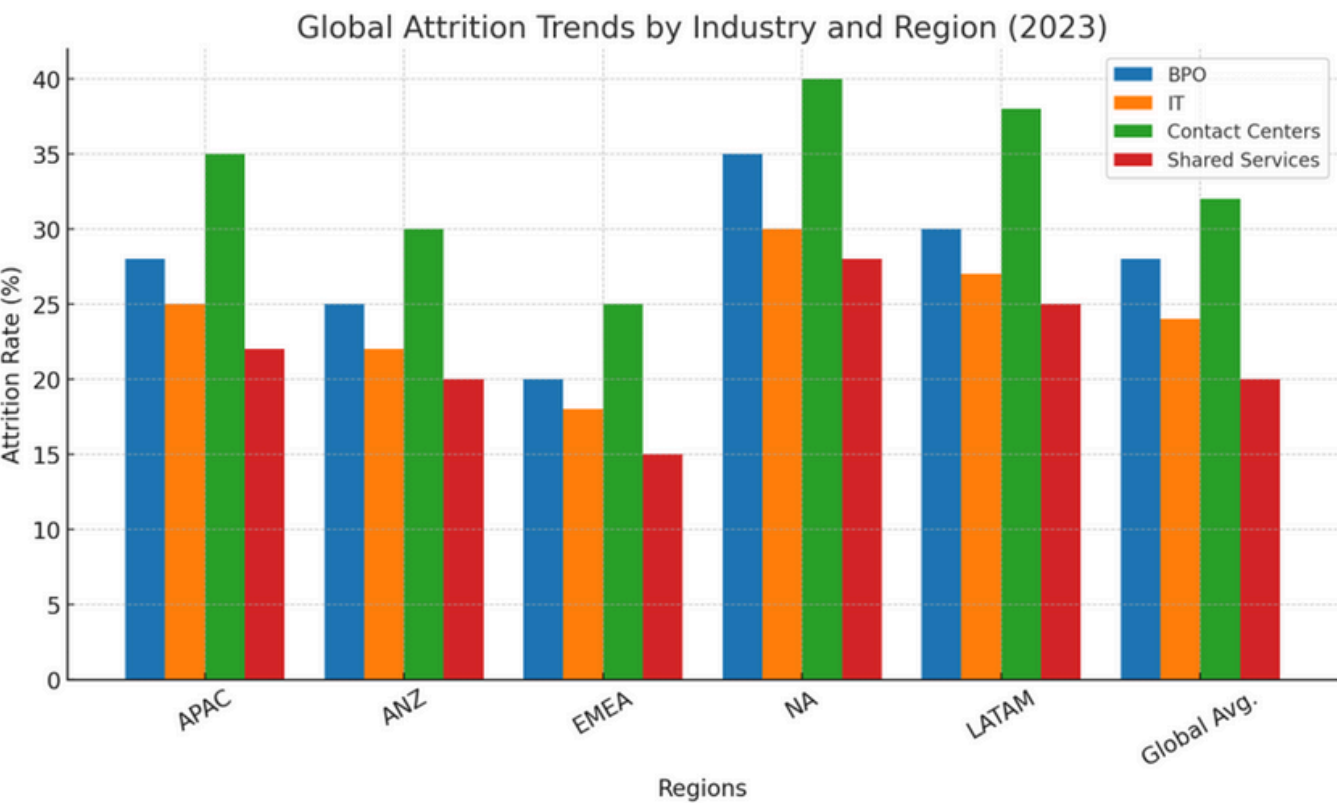




4

Graphical Representation of Global Attrition Trends


A visual representation of global attrition trends has been included below to enhance understanding:





5

Key Factors Contributing to Attrition

- 
- **Geographical Factors:** Higher attrition rates in regions with a demand-supply mismatch in skilled labor.
 - **Industry-Specific Challenges:** Call centers experience the highest turnover due to job stress and wage disparities.
 - **Economic Influence:** Inflation and economic downturns contribute to attrition fluctuations.
 - **Automation & AI:** Increased automation in Shared Services and BPO reduces the need for repetitive roles but increases demand for tech-savvy professionals.



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Revenue Impact Due to Attrition

- **BPO & Contact Centers:** Replacement costs per agent range between \$5,000-\$25,000.
- **IT Sector:** Losses in millions due to delayed projects and unfilled positions.
- **Shared Services:** Higher operational risks due to labor market competition.

Recommendations for Retention Strategies

- **Enhanced Compensation Models:** Competitive salaries and performance-based incentives.
- **Workplace Flexibility:** Hybrid work options and AI-driven efficiency tools.
- **Career Development:** Leadership and skill-based training programs.
- **Employee Well-being Programs:** Mental health initiatives, wellness benefits, and engagement activities.
- **AI Integration for Workforce Management:** Leveraging automation to optimize workloads and enhance job satisfaction.

Conclusion

The BPO and Contact Center industries continue to face the highest attrition rates, whereas IT and Shared Services show stabilization due to enhanced retention strategies. Businesses must proactively invest in workforce development, technology-driven solutions, and flexible work models to mitigate attrition-related risks.



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Projected Attrition Trends for 2025

As industries worldwide continue adapting to evolving workforce challenges, 2025 is poised to see a transformation in attrition trends. This report examines projected attrition rates for key sectors—BPO, IT, Contact Centers, and Shared Services—analyzing the primary causes and offering strategic solutions to reduce employee turnover.

BPO Industry

- **2025 Forecasted Attrition Rate:** Expected to decline slightly to 37-39%
- **Key Factors:** Increased automation, wage growth, hybrid work policies
- **Impact:** Cost-saving measures from automation offset recruitment expenses
- **Recommended Strategies:**
 - Invest in AI-driven automation to reduce workload burdens
 - Provide better upskilling opportunities
 - Improve work-life balance with flexible schedules

IT Industry

- **2025 Forecasted Attrition Rate:** Expected to stabilize around 18-22%
- **Key Factors:** Increased demand for specialized tech talent, the rise of remote work
- **Impact:** Continued talent shortages, driving up salaries and hiring competition
- **Recommended Strategies:**
 - Strengthen retention through professional development programs
 - Expand talent pipelines through partnerships with universities
 - Offer competitive compensation and remote work benefits

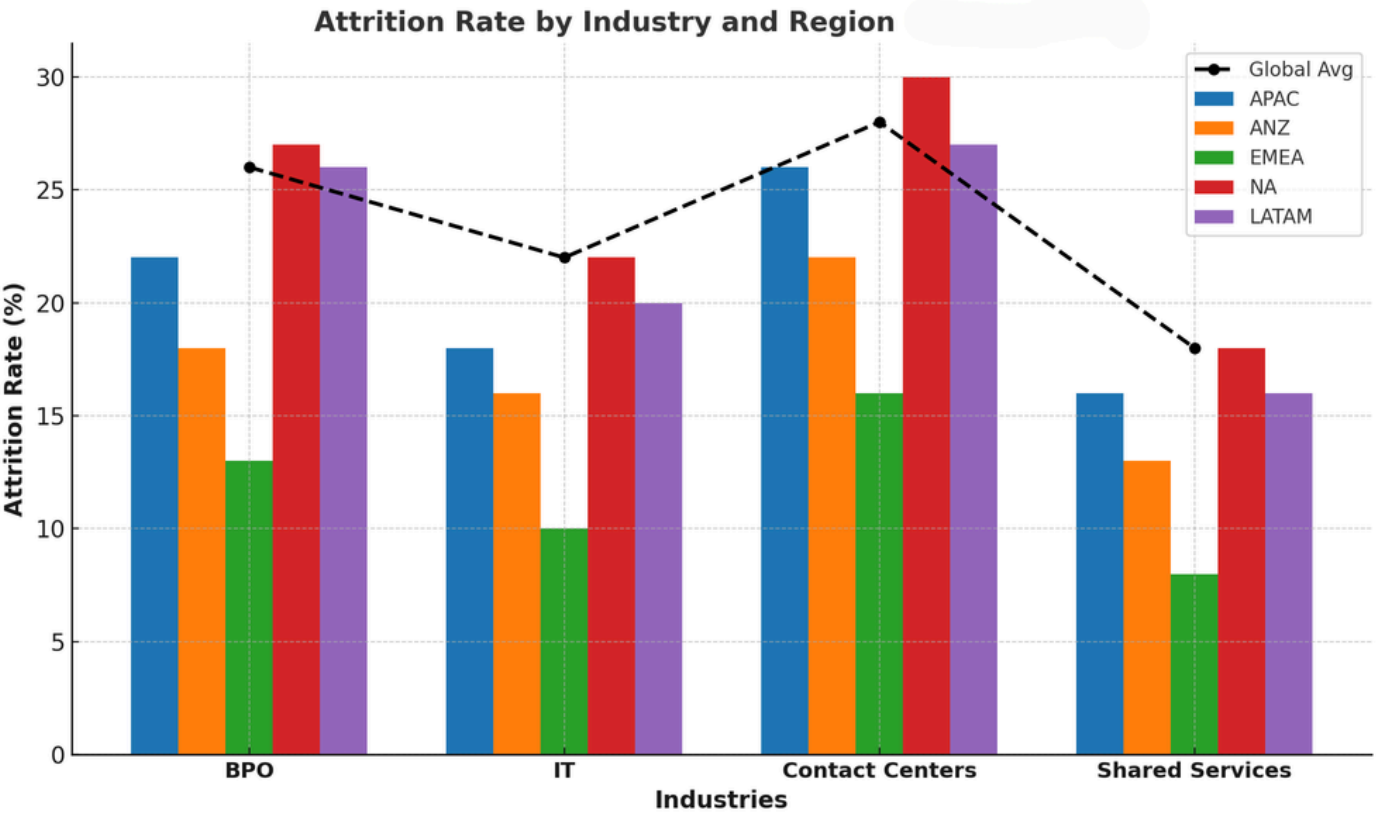
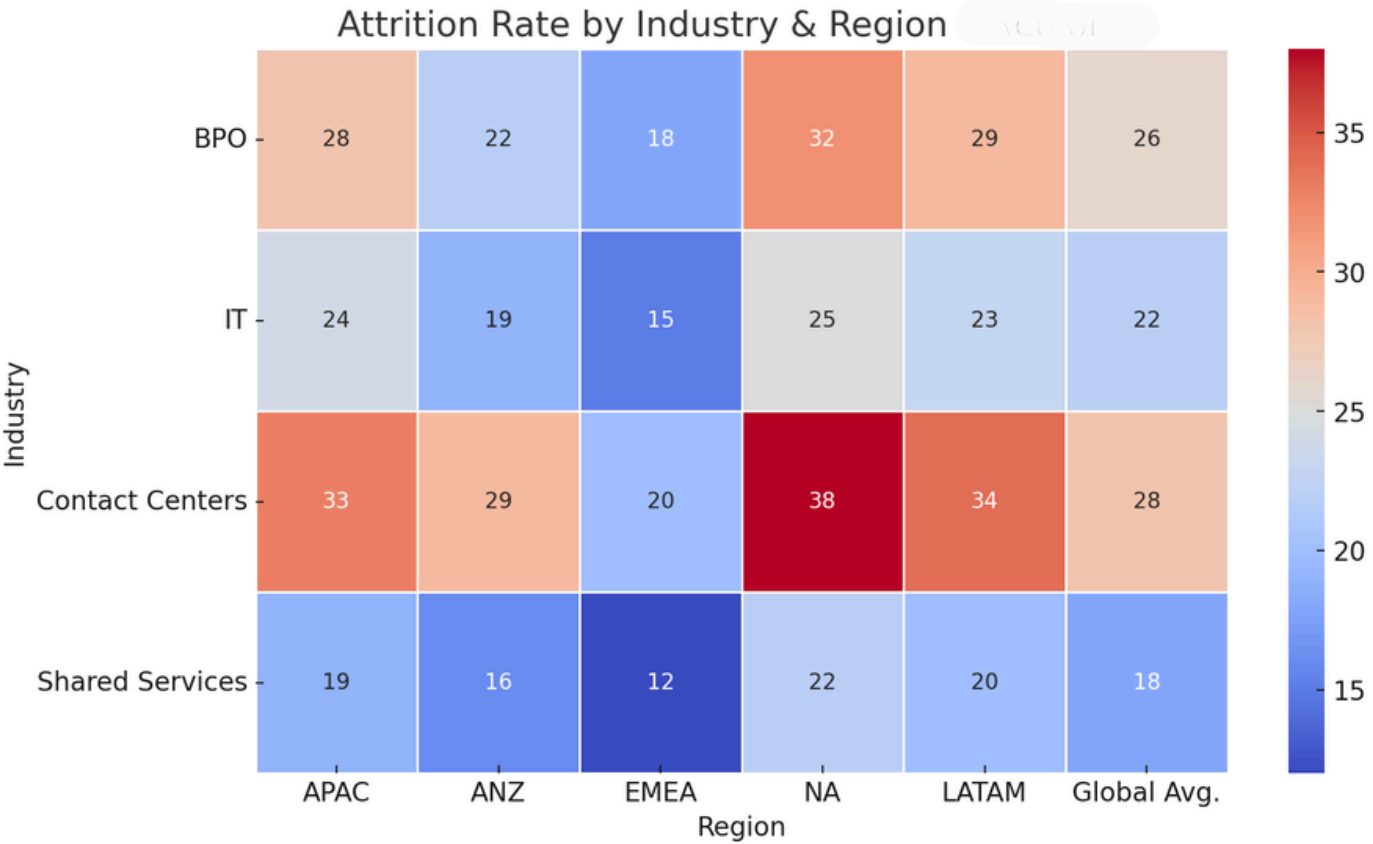
Contact Centers

- **2025 Forecasted Attrition Rate:** Expected to decline further to 28-30%
- **Key Factors:** Enhanced job satisfaction through AI support, mental wellness initiatives
- **Impact:** Lower attrition reduced hiring costs, improved customer satisfaction
- **Recommended Strategies:**
 - Expand gamification and incentive-based motivation
 - Integrate AI for task simplification and customer support
 - Implement wellness programs to prevent burnout

Shared Services

- **2025 Forecasted Attrition Rate:** Expected to remain steady at 17-22%
- **Key Factors:** AI-driven process automation, global workforce standardization
- **Impact:** Need for cross-functional expertise and multi-skilled employees
- **Recommended Strategies:**
 - Enhance leadership development initiatives
 - Promote internal mobility and career advancement opportunities
 - Invest in AI-powered workflow management

Global Attrition Trends by Region (2025)



Global Attrition Trends by Region (2025)

Industry	APAC	ANZ	EMEA	NA	LATAM	Global Avg.
BPO	22-34%	18-26%	13-23%	27-36%	26-32%	~26%
IT	18-30%	16-22%	10-20%	22-28%	20-26%	~22%
Contact Centers	26-40%	22-36%	16-24%	30-45%	27-40%	~28%
Shared Services	16-23%	13-21%	8-17%	18-26%	16-24%	~18%

Key Workforce Challenges in 2025

- 1. AI Displacement vs. Human Capital Development** – While automation reduces workload stress, companies must ensure employees are reskilled to remain relevant.
- 2. Hybrid Work Sustainability** – Organizations need to balance productivity with remote work flexibility.
- 3. Competitive Compensation** – Rising inflation demands salary adjustments to retain top talent.
- 4. Employee Well-being & Mental Health** – Organizations must prioritize holistic employee engagement.



8

Strategic Recommendations for Reducing Attrition

1. **Enhancing AI-Human Collaboration** – Automating repetitive tasks while upskilling employees for strategic roles.
2. **Implementing Data-Driven Retention Strategies** – Utilizing analytics to identify employee engagement gaps.
3. **Strengthening Leadership & Growth Pathways** – Creating career roadmaps to ensure talent progression.
4. **Introducing Predictive Attrition Models** – Using AI to forecast attrition and intervene proactively.
5. **Investing in Employee Experience (EX) Programs** – Providing benefits beyond salary, such as mental health support, team bonding, and flexible work policies.



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Conclusion

The 2025 attrition landscape is shaped by technology, evolving employee expectations, and economic conditions. Businesses that prioritize retention through AI-driven efficiency, employee engagement, and career growth opportunities will be better positioned to mitigate attrition risks and enhance workforce stability.

Research Study :

GWFM has undertaken primary research with the collaboration of HR professionals and industry leaders from the IT, ITES, BPO, contact centre, and shared services sectors.

We express our sincere appreciation to the more than 500 respondents from the APAC, EMEA, ANZ, NA, and LATAM regions who participated in the 2023-2024 study, which encompasses key global geographies and five distinct industries.

Furthermore, secondary research has been compiled from leading consulting organizations, including the Big Four, McKinsey, as well as various current reports and publications.



About the Author

This report was prepared by **Dr. Shiva**, Founder of GWFM, and leading industry researchers at GWFM. Dr. Shiva is a renowned expert in workforce management with over three decades of years of experience. GWFM's research team comprises seasoned professionals with deep expertise in analyzing and interpreting workforce trends.



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