TAD PRIMARY INSIGHTS · INDIA GCCS

Reneges: Prediction & Prevention in India GCCs

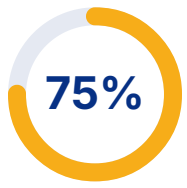
Accepted is not the same as hired. Three quarters of the risk arrives afterwards.

This report looks at offer-to-join conversion across India GCCs: the signals that come before a renege, where they cluster, and what works when conversion dips. It draws on conversations with **700+ TA leaders**. It isn't a story about teams in trouble. Most convert well. It's about where the remaining losses come from, and they come from a stretch most hiring processes treat as waiting.

AT A GLANCE



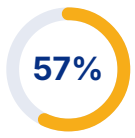
convert more than 80% of accepted offers into joiners



say reneges spike during the notice period



say slower, changed communication is the first warning sign



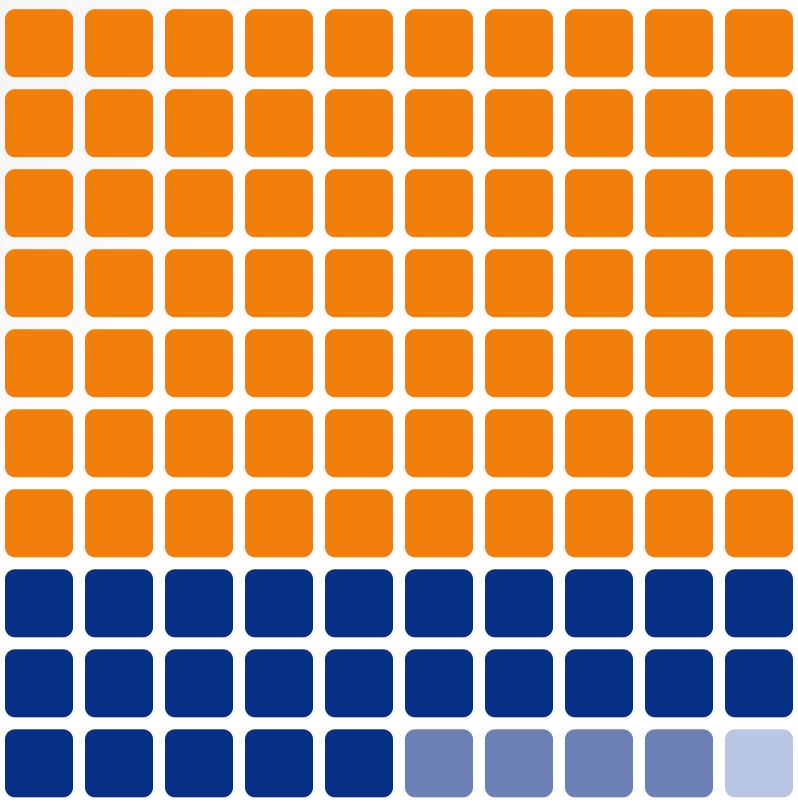
found deeper engagement worked best when conversion dipped

02 The conversion baseline
03 Where conversion holds
04 Where it breaks down
05 The warning signs
06 Where reneges spike
07 What actually worked
08 Conclusion

THE CONVERSION BASELINE

Most GCCs convert well. The useful question is what the last 30% have in common.

"What is your organisation's offer-to-join rate over the last six months?"



OFFER-TO-JOIN RATE · EACH SQUARE = 1%

Above 80%	70%
70–80%	25%
60–70%	4%
50–60%	1%

This is a market doing well on the headline measure. **Seven in ten organisations** turn more than four in five accepted offers into joiners. So the question isn't how to fix conversion. It's **what separates that group from everyone below it**.

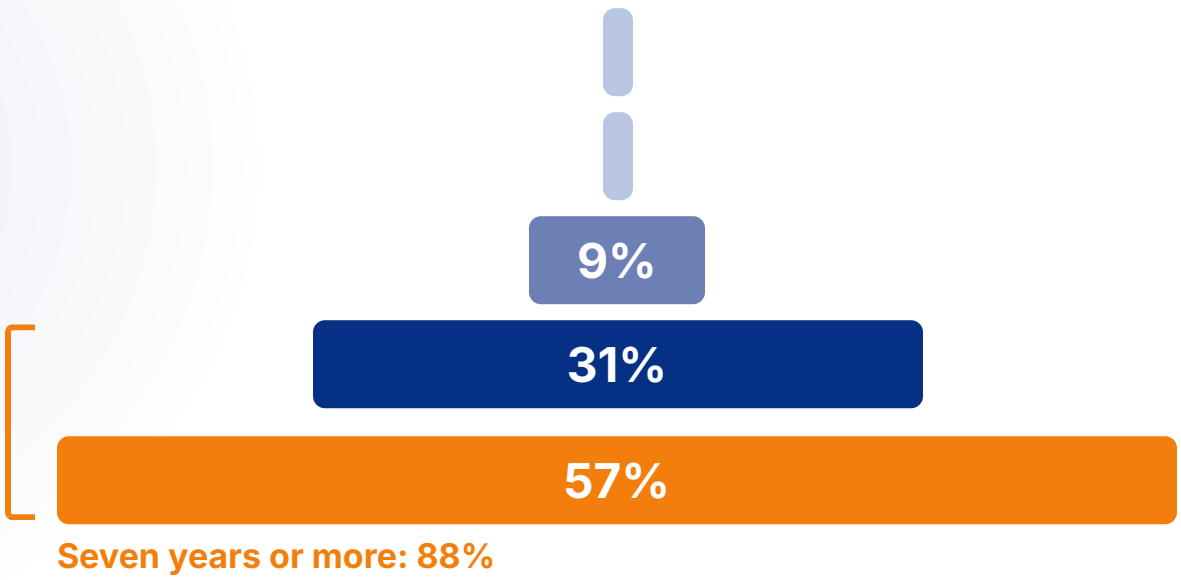
Sitting below it costs more than one lost candidate. A renege **reopens a search that had already closed**. The role runs a second full cycle, with the cost of the first one already spent.

Don't judge conversion by the average. Find the roles and bands that fall below 80%: that's where the losses sit, and where the fixes will pay back.

WHERE CONVERSION HOLDS

Experience holds. Nearly nine in ten point to bands with seven years or more.

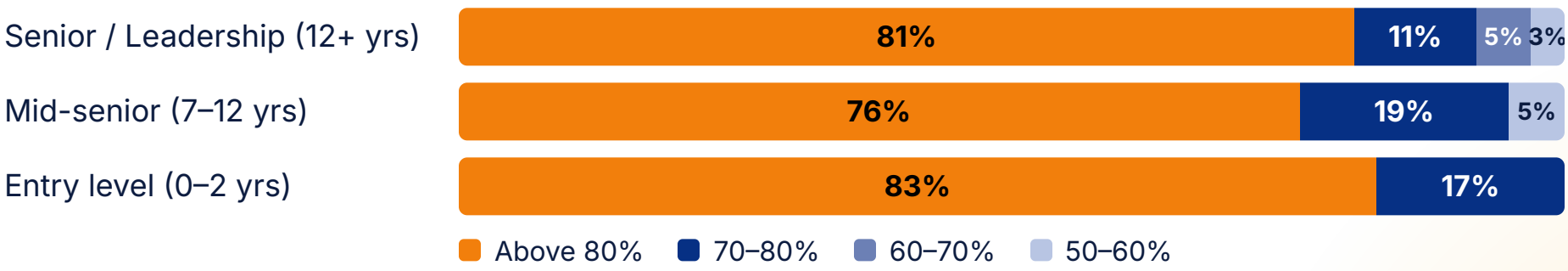
"Which experience band currently achieves your best offer-to-join performance?"



1.5%	No clear pattern
1.5%	Early-mid (3–6 yrs)
9%	Entry level (0–2 yrs)
31%	Mid-senior (7–12 yrs)
57%	**Senior / Leadership** (12+ yrs)

HOW THE STRONGEST BAND CONVERTS

Offer-to-join rate in that band, among leaders who named it their strongest.



Seniority is where offers stick. Most leaders name **senior and leadership hires** as their strongest band, with mid-senior close behind, and in those bands **the large majority still convert above 80%**.

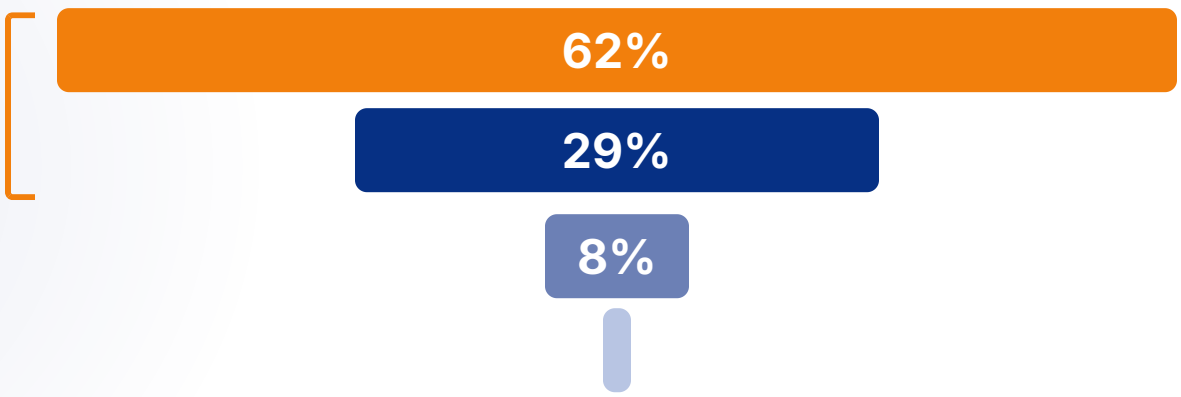
Entry level is the outlier: a strong answer with nothing to do with seniority. That suggests **more than one thing is driving good conversion**, rather than a simple rule that experience makes people commit.

> Senior hiring is probably not where the leak is. Aim retention effort at the bands that convert least, not evenly across every offer.

WHERE IT BREAKS DOWN

Nine in ten weak spots sit in one stretch of a career: three to nine years.

"Which experience band currently shows your lowest offer-to-join performance?"

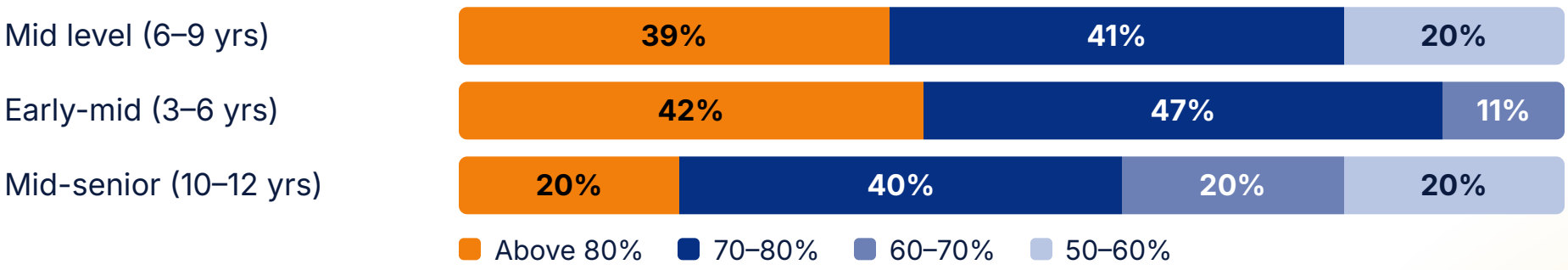


62%	**Mid level** (6–9 yrs)
29%	Early-mid (3–6 yrs)
8%	Mid-senior (10–12 yrs)
1%	No clear pattern

Three to nine years: 91%

HOW THE WEAKEST BAND CONVERTS

Offer-to-join rate in that band, among leaders who named it their weakest.



Flip the question and the answer mirrors the last one. **The middle of a career is where offers slip**: mid level first, early-mid next, and very little anywhere else.

It's also where the market moves fastest, and where **a counter-offer is easiest to justify**. Weakest doesn't always mean low: many teams naming mid level still convert most of it well. **Mid-senior is named least often, but where it is the weak spot, it is weakest of all**.

Treat three-to-nine-year offers as higher risk by default: more contact during notice, an earlier read on counter-offers and a backup kept warm.

THE WARNING SIGNS

The first sign is rarely a refusal. It's a slower reply.

"What signals most reliably predict that an accept may not join?"



Almost everyone can see a renege coming: hardly anyone says there's **no clear pattern**. The most reliable warning is **a change in how the candidate communicates**. Replies take longer and the tone cools. Hesitation over logistics comes next.

The catch is what that signal is made of. A slower reply is **an absence, not an event**. You only notice it if you're still in regular contact, and regular contact is exactly what tends to stop once the offer is signed.

Keep a contact rhythm after acceptance, so silence has something to be measured against. A reply that slows from hours to days is the cue to call, not to wait.

WHERE RENEGES SPIKE

Three quarters land during notice. The req is closed and the risk is just starting.

"Where do reneges spike most for experienced hires?"



Most reneges don't happen while the offer is being negotiated. They happen **after the candidate has said yes**: mostly across the long stretch of notice, with a smaller spike in the final week before day one.

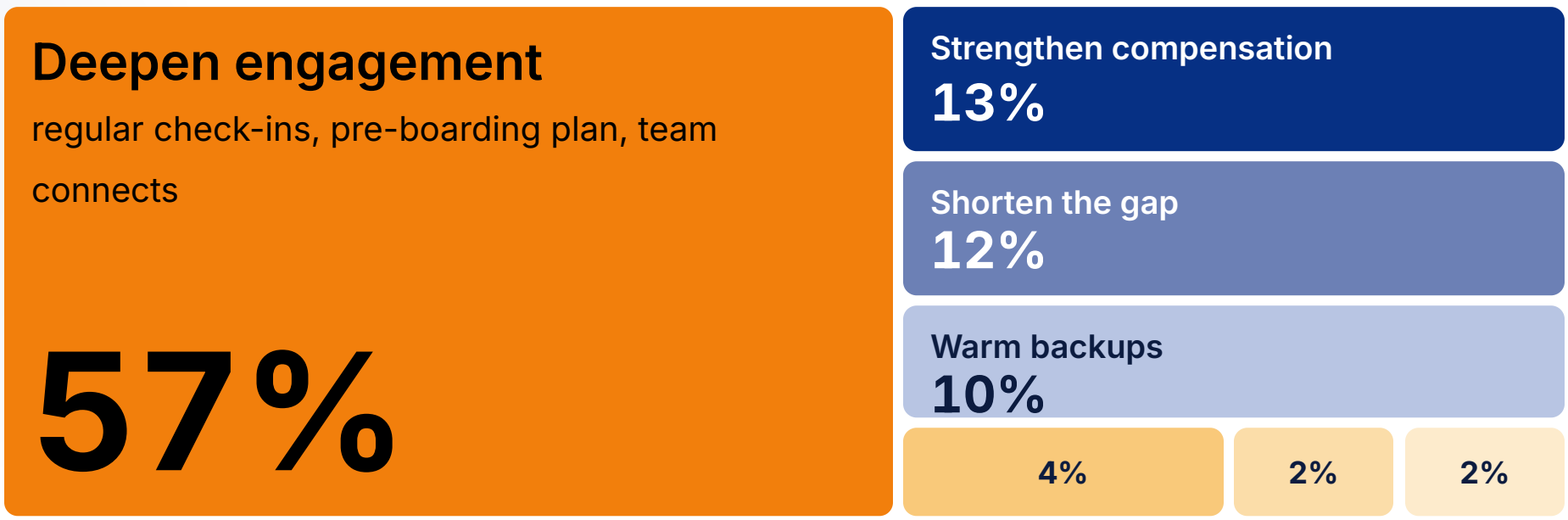
Picture that window. **The role is marked filled**, the team has moved on to the next one, and the candidate spends weeks **with an employer who sees them every morning** and would rather they stayed.

Don't close the req at acceptance. Keep it open, and owned, until the person actually walks in on day one.

WHAT ACTUALLY WORKED

Engagement beats money by more than four to one.

"When offer-to-join dips below acceptable, which action worked best?"



READ TOGETHER

46% say slower or changed communication is the first warning sign → **57%** found deepening engagement worked best when conversion dipped

When conversion dipped, the fix that worked most often wasn't money. It was **staying close**: regular check-ins, a pre-boarding plan, time with the new team. Pay, a shorter gap and backups trail far behind.

That fits the warning signs. If the first thing to fade is contact, then **what's weakening is commitment, not the offer's value**. A sign-on bonus doesn't help someone who has stopped feeling they belong somewhere they haven't started yet.

Reach for engagement before compensation. A manager call, a team connect and a first-week plan cost little and answer what the signals describe.

CONCLUSION

Treat notice as part of the process, not the gap before it starts.

Across conversations with **700+ TA leaders**, the findings describe **a handover problem, not an offer problem**. The signals are visible, the window is known, the risk sits in a predictable band, and the fix that works most often costs little beyond attention.

99%
recognise a warning pattern before a renege

89%
of reneges land after the candidate has said yes

91%
of weak conversion sits in the three-to-nine-year bands

57%
say engagement worked best, at almost no cost

What the data doesn't settle is **why engagement beats compensation so clearly**. Commitment may genuinely be what weakens, or engagement may simply be the first thing teams try because it's cheap and easy to reverse. Either way, the practical answer is the same.

FOUR PLACES TO START

01 **Name an owner.** Someone is accountable for every accepted candidate until day one.

02 **Set a rhythm.** Agree a contact cadence through notice, so a slowing reply stands out.

03 **Watch the middle.** Give three-to-nine-year offers extra contact and an early read on counter-offers.

04 **Keep a backup warm.** For high-risk roles, keep a finalist engaged until the joiner arrives.

> An accepted offer isn't a hire. The organisations that convert best will be the ones that give the notice period an owner, a rhythm and a plan.