



Interview with ...

Mr. Raghavendra K
Vice President and Head
of Human Resources,
Infosys

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Impact Sourcing

Q&A

Raghavendra K describes three impact sourcing initiatives undertaken by Infosys over past two-three years

Q: What category of impact sourcing do you use in your company? Can you please elaborate on backgrounds of impact workers and the kind of work they do?

A: There are broadly three impact sourcing initiatives we have undertaken over past two-three years.

First, involves hiring workforce from lower socio-economic backgrounds who otherwise would not qualify for recruitment from city level employment exchanges (e.g., Jaipur Labor Exchange). These candidates are given pre-hire training involving basic communication skills, work etiquettes etc. before interviewing them for jobs at Infosys. Selection criteria for hiring these candidates is similar to that of traditional applicants. Pre-hire training is focused on increasing employability of these candidates only. We have hired ~50 employees through this initiative till date.

Second, initiative focuses on hiring disabled workers who meet all qualification criteria. We have hired ~200 people with physical disabilities till date. Post joining Infosys, these workers undergo similar process and induction training as other traditional hires. Nature of work trusted to these employees is also similar.

Third, we outsource to Impact Sourcing Service Providers within India. This is limited to transactional non-voice work, and vernacular language domestic voice-based work.

Q: What has been your experience so far working with these individuals – benefits or shortcomings? How do they perform compare to normal workers?

A: As we employ these people on similar tasks, pay similar salaries, provide similar training etc., we have not witnessed any difference or short-comings from these groups. They adhere to similar performance standards as other employees.

Some of them have shown outstanding performance.

For work subcontracted to ISSPs, we have realized substantial cost savings. Our clients are on-board about outsourcing work to these ISSPs and have we have mutually benefitted from lower attrition and consistent work quality delivered by our impact sourcing partners.

Q: What's your view on future outlook of impact sourcing? Does your company plan to increase intake of impact workers?

A: We are dedicated towards our academic programs which focus on improving job-readiness and basic communication skills among college students to improve their employability in general. Though we hire from some of the institutes covered under this program, we are not actively hiring students who take these trainings. We are assessing ways to increase the number of people finally hired into Infosys in future through these academic programs.

We are committed to increase the proportion of disadvantaged or physically disabled workers in our company, but this will be done on merit basis. We believe our pre-hire training programs help bridge the gap here.

We have achieved positive outcome from the work outsourced to ISSPs and continue to assess ways in which we can leverage them to gain strategic advantage (reduce cost, high quality delivery) while contribution towards social aspects of impact sourcing at the same time.

About Infosys

Infosys, an India-based provider of business consulting, information technology, software engineering and outsourcing services, is the third-largest India-based IT services company by 2014 revenues. Infosys employs 160,000+ employees as of 2014 and serves clients in banking, finance, insurance, manufacturing and other domains across more than 30 countries.

About This Joint Project between Everest Group and The Rockefeller Foundation

The Rockefeller Foundation has funded Everest Group to conduct an in-depth assessment of how the growth of Impact Sourcing can be accelerated using a fact-based business case that substantiates the benefits of the IS model. This assessment includes sizing the market, profiling the landscape, detailing the business case, and creating case studies to raise awareness of IS in the enterprise buyer and BPO communities. Establishing the business case for IS will contribute to the growth of the sector, which means that more high potential but disadvantaged youth will have the opportunity for employment, improving their lives and the lives of their families and communities.

About The Rockefeller Foundation

For more than 100 years, The Rockefeller Foundation's mission has been to promote the well-being of humanity throughout the world. Today, The Rockefeller Foundation pursues this mission through dual goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity, and building resilience by helping people, communities and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses.

About Everest Group

Everest Group is an advisor to business leaders on the next generation of global services with a worldwide reputation for helping Global 1000 firms dramatically improve their performance by optimizing their back- and middle-office business services. With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of global services in their pursuits to balance short-term needs with long-term goals. Through its practical consulting, original research and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies and management approaches. Established in 1991, Everest Group serves users of global services, providers of services, country organizations and private equity firms, in six continents across all industry categories. For more information, please visit www.everestgrp.com and research.everestgrp.com.