



Interview with...

SM Gupta
Chief People Officer,
Aegis

Exhibit 1

Aegis' categories of impact workers

Source: Aegis

Impact Sourcing Q&A

Aegis's SM Gupta explains why impact sourcing is a win-win-win for his company, its employees, and its clients

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: As part of the Aegis' commitment towards Impact Sourcing, we follow a six dimensional diversity framework to Diversity and Inclusivity. This diversity program includes impact workers covering the following facets of Persons with Disabilities (PwDs), gender inclusivity, socially and economically disadvantaged people, culturally and linguistically diverse people, mature age people and inclusion of indigenous people.



The advantages of embracing diversity and inclusion impact the base line revenues of any organization in the positive direction and can be the make or break of any business. Disregarding and ignoring the effects or the existence of diversity in this new global market will only hold organizations and the entire eco-system back; losing on all the productivity and most important – the profitability of any business and its core of existence.

Our objective is to lend a helping hand to vulnerable sections of the society and creating a pathway to integrate them in Aegis business value chain –

for example, in the United States we hire war veterans, and in Australia we emphasize on hiring from LGBT category. As an organization, our aim is to have 35% of our global workforce coming from disadvantaged sections of the society. In India and South Africa, we train and hire individuals from poor and backward sections of the society. Aegis operates centers across tier 3/4 locations such as Chhindwara, Jamshedpur, and Srinagar.

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

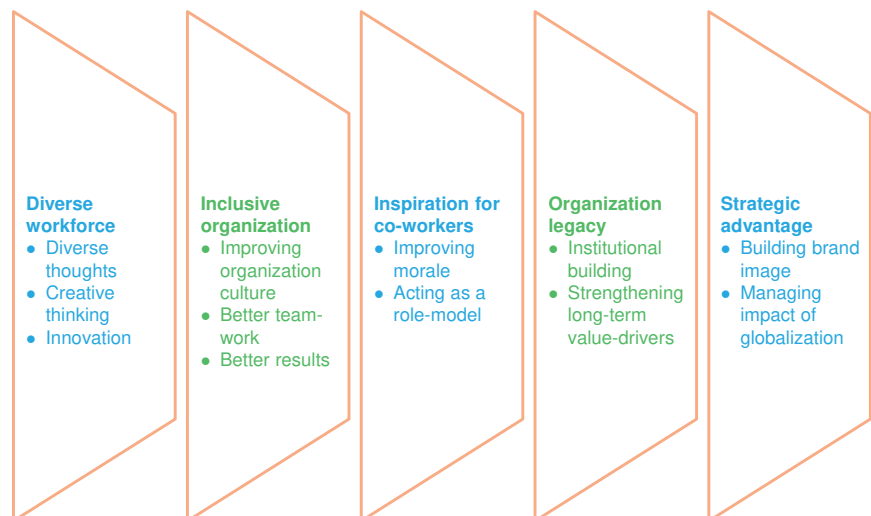
A: The diversity framework at Aegis is more than just a CSR initiative – there is a strong business case to this model – access to expanded low-cost talent pool for BPM organizations such as Aegis, Increased Margins from lower operating cost in tier 3/4 locations, language skills advantage, and exposure to new market. It's therefore a win-win-win situation for the service providers and the buyers. Also there's a great learning by operating from these locations. People from diverse background tend to think in a diverse manner. They bring diverse ideas, skills and methods to the table and this helps. When managed properly, diversity in the workplace leverages the strengths and complements the weaknesses of each person to make the impact of the workforce greater than the sum of its parts. And we are quite happy with their performance. Our growth reflects this!

- Male to female ratio – 58:42
- Persons with disabilities: 1.53% of the global workforce
- Indigenous nationals constitute more than 95% of the total workforce across locations
- Mature age people constitute 3.69% of the global workforce

Exhibit 2

Aegis' categories of impact workers

Source: Aegis



"It's a win-win-win situation for Aegis as a company, our employees, and our clients."

Q:

What is your view on future outlook of impact sourcing? Does your company plan to increase intake of impact workers?

A:

An organization has to follow a collaborative approach to advocacy of impact sourcing, diversity and inclusivity. This includes establishing new markets with technology adoption and quality, skill development, sustainability, policy framework, fostering social entrepreneurship, supporting regulations and knowledge sharing.

At Aegis, we have designed and implemented the following initiatives that act as enablers towards building a diverse inclusive workplace and increasing the intake of impact workers across major locations and functions.

- I. Including a Strategic Perspective
 - a. HR Philosophy & Global HR Vision
 - b. Leadership / Promoter Engagement
- II. Policy Framework build around the business value chain
- III. Sustainability Reporting Initiative
- IV. Organization Development Practices
 - a. Competency Development Approach
 - b. Mentoring
- V. Employee Engagement Model
- VI. Promotion of Accessibility to Workplace for Persons with Disabilities
- VII. Diversity Managers for each geography / business verticals

About Aegis

Aegis is a global outsourcing and technology services company committed to impacting clients' business outcomes by focusing on enhancing customer experience across all touch points and channels. Aegis was founded 30 years ago in the US and now has operations in 52 locations across 12 countries with more than 55,000 employees. Aegis services over 300 clients from verticals such as Banking and Financial Services, Insurance, Technology, Telecom, Healthcare, Travel & Hospitality, Consumer Goods, Retail, and Energy & Utilities. The company is wholly owned by Essar, a USD 39 billion conglomerate.

With its headquarters in Mumbai, India – Aegis is always been a frontrunner in taking proactive approaches in expanding presence and creating opportunities across tier 2 / 3 and other remote locations. With an expanded presence across 12 countries, Aegis has built a strong case of including diversity and inclusivity has a key catalyst for Impact Sourcing Outsourcing. In India, alone the company employs over 25,000 people across 20 centers including remote locations such as Chhindwara, Sivaganga and Srinagar.

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.