



Interview with ...

**Wael Abou El Maaty**  
 General Manager,  
 Valeo InterBranch  
 Automotive Software,  
 Egypt

"...attrition rate for differently abled employees and women employees tend to be on the lower side than that of the other employees'."

## Impact Sourcing

### Q&A

Wael Abou El Maaty explains benefits derived by Valeo from the use of impact sourcing

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

**A:** Valeo Egypt is a software support center providing services to our parent organization. We hire individuals from differently abled category as we want to promote employment opportunity to people with health conditions to compete and prove themselves. There are also government guidelines to have 5% workforce belonging to differently abled category. We have achieved about 3% of this target and are working towards achieving 5%. In addition, women employees comprise 30% of our overall workforce.

We also have employees from economically disadvantaged areas of the country. However, being an equal opportunity employer, we do not keep record of employees' socio-economic backgrounds. However, from my observation, they would be around 3-5% of our total workforce.

In terms of the work, we do not differentiate among employees. Having gone through same recruitment and training process, everyone is assigned similar tasks and are expected to display similar level of performance. But for special cases of differently abled people, we do take into account their health conditions before assigning a task to them. For example, we expect a person with walking disability to perform on par with other workers on software solutions but at the same time we won't staff him on projects which require travelling.

**Q:** What has been your experience so far working with these individuals – benefits or shortcomings? How do they perform compared to normal workers? Is attrition rate or wages different for people belonging to differently abled category?

**A:** From my experience, I can say that differently abled people tend to be more hard working. I can see only advantages of hiring these people for a company like ours where most of the work is done on computers.

We measure performance of employees on same parameters and compensation and benefits are linked to their performance. The attrition rate for differently abled employees and women employees tend to be on the lower side than that of the other employees.

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

**A:** We aspire to achieve target of having at least 5% of our workforce from differently-abled category. On a broader perspective, I think that for companies like ours which require certain minimum computer and language skills, it is difficult to hire people who do not meet minimum qualification criteria. But for companies, where the skill requirement matches the typical skill sets found among impact workers such as Arabic language skills to meet domestic or regional demand, I expect impact sourcing to grow in future

## About Valeo

Valeo is an automotive supplier providing innovative products and systems to automakers worldwide. It has a strength of over 70,000 employees worldwide. Valeo Egypt is a software support center providing services to parent organization. Currently it employees about 640 individuals. Valeo has implemented a diversity program for its operations all over the world to hire people from cultural, gender and social minorities group.

## 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](http://www.everestgrp.com) and [research.everestgrp.com](http://research.everestgrp.com).