



# GLOBAL IMPACT SOURCING CHALLENGE



**GLOBAL  
IMPACT  
SOURCING  
COALITION**

**BETWEEN 2018 AND 2020, GISC MEMBERS  
TOOK THE IMPACT SOURCING  
CHALLENGE PLEDGE AND CREATED**

# 29,715

**NEW EMPLOYMENT OPPORTUNITIES FOR  
IMPACT WORKERS ACROSS THE GLOBE**



Impact Sourcing Challenge Pledge  
Takers operate in **19** Countries

Pledge Takers beat their target  
goal (28,033) by **6 percent**

Contributed to SDGs



## IMPACT SOURCING CHALLENGE PARTICIPANTS

### Impact Sourcing Standard Adopters



**FiveS Digital**



### GISC Members & Pledge Takers



**IMPACT SOURCING** IS A BUSINESS PRACTICE WHERE A COMPANY PRIORITIZES SUPPLIERS THAT INTENTIONALLY HIRE AND PROVIDE CAREER DEVELOPMENT OPPORTUNITIES TO PEOPLE WHO OTHERWISE HAVE LIMITED PROSPECTS FOR FORMAL EMPLOYMENT. IMPACT WORKERS ARE PEOPLE HIRED INTO AN ORGANIZATION WHO WERE PREVIOUSLY LONG-TERM UNEMPLOYED OR LIVING UNDER THE NATIONAL POVERTY LINE.



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# Key Insights from Impact Sourcing Challenge Pledge Takers



*"Mentorship is a recognized method for encouraging professional development. The mentors who are all middle to senior management have played a key role in demonstrating how a little guidance can go a long way in the growth and development of IS workers."*

Yousuf Aqeel Ahmed, Mindbridge

## Key Success Factors to Progress Against Pledge

- 1. Learning and Development:** Build strong L&D programs including mentorship programs to develop Impact Worker capabilities.
- 2. Integration:** Formalize Impact Sourcing efforts, e.g. integration into business strategy or corporate policies (e.g. HR).
- 3. Partnerships:** Leverage existing client relations to scale Impact Sourcing. Collaborate with partners that have a similar vision.

## Top Lessons Learned from Participating in the Pledge

- 1. Investments** (e.g. in L&D) are required to scale Impact Sourcing programs successfully and sustainably.
- 2. Change management** including securing internal buy-in and expanding communication is critical in moving towards an Impact Sourcing model and culture.
3. Even during a global pandemic, the **Impact Sourcing model is resilient and robust**, and can deliver quality services to clients.



*"The pandemic period has helped buyers to experience the robustness of the rural delivery model, and Impact Sourcing has proven itself as a socially inclusive business model well poised to become mainstream as an integral component of a diverse delivery footprint for global corporations."*

Dhiraj Dolwani, B2R Technologies Private Limited



*"Hire for potential and not experience. Hire for attitude and train skill. They sound like clichés we have heard a million times, but this defines an impact worker – they have both potential and attitude in spades, they just need the opportunity."*

Cathy Kalamaras, Webhelp SA

## What You Should Know about the Importance of Inclusive Employment

1. BPO providers should **hire for talent** rather than skills and invest in training and development opportunities.
2. Impact Sourcing can significantly **increase engagement and diversity** within companies.
3. **Company culture** plays a critical role in building successful inclusive employment strategies.