

Advance Results and Highlights:  
THE HUMAN RIGHTSOURCE, IMPACT, VALUE & EMPOWERMENT (THRIVE) INDEX

# THRIVE INDEX

SEPTEMBER 2024

GBS.WORLD

G:ENESIS

GLOBAL  
BUSINESS  
SERVICES



**2024 IMPACT SOURCING  
BEST PRACTICE**  
Recruitment and Inclusive Hiring



**2024 IMPACT SOURCING  
BEST PRACTICE**  
Workplace Wellness



**2024 ESG BEST  
PRACTICE**



**2024 DEI BEST  
PRACTICE**  
Workforce Diversity





# About The Index

The **GBS THRIVE Index** has been created to support the adoption of **sustainable Impact Sourcing (IS) practices** in support of Diversity, Equity & Inclusion (DEI) and Environmental Social & Governance (ESG) within the Business Process Outsourcing (BPO), Customer Experience (CX), Digital and IT Outsourcing (ITO), Professional & Shared Services (PSS) and broader Global Business Services (GBS) sector and sub-sectors. The fieldwork and research for the Index is facilitated by Genesis GBS and published by GBS.World.

## Why THRIVE?

The Human Rightsource, Impact, Value and Empowerment (THRIVE) Index enables:

- Global enterprises to **share best practice with regards to the adoption and implementation of IS, DEI and ESG** in their operations and center(s) while also gaining insights into the latest IS, DEI and ESG trends.
- Global enterprise buyers of business services to **better understand the current standing, competence and best practices of industry service providers** and operators in relation to IS, DEI and ESG.
- GBS/CX/BPO/ITO service providers and third-party operators to **support their market positioning with regards to programs and investments** and research-centric awareness and analysis of IS, DEI and ESG adoption and best practice locally and globally.

# About The Index



The index provides enterprises (captives and shared services) and third-party operators / BPO's / suppliers with their country, regional and global rankings.



This enables them to be aware of gaps which they can close to increase their ranking status.



Having a single global index allows for all parties to utilize one credible source as a reference and guide for GBS DEI, IS and ESG.

# Index Research & Methodology

## Primary Research – Phase 1

- **Participants are contacted via existing networks**, and via referrals, with support of industry associations and trade and investment agencies.
- A maximum of **30 to 40 questions are in the survey** that cover pertinent DEI, ESG and Impact Sourcing criteria.

## Phase 1 provides **insight** into:

- **Impact Sourcing, DEI and ESG Adoption**
- **Inclusive Hiring and Recruitment**
- **Wellness and Wellbeing**
- **Environmental Best Practice**
- **Value and Empowerment**
- **Monitoring, Evaluation, Certification**

## Primary Research – Phase 2

- **Participants complete a more detailed assessment** for the certification and global recognition program
- Any **best practice is noted and entered for analysis with the GBS THRIVE Rankings (Matrix)** and GBS THRIVE Awards and for potential case studies.

## Phase 2 provides **insight** into:

- **Workforce Diversity**
- **Equitable Salaries and Benefits**
- **Training, Skills, Career Development**
- **Employee Experience and Engagement**
- **Remote and Hybrid**
- **Management and Governance**

# SECONDARY RESEARCH

**Secondary Research provides insight into:**

## State of Impact Sourcing, DEI and ESG

Impact Sourcing global, regional and country statistics and trends. This includes global IS workforce figures in key locations as well as DEI and ESG adoption statistics, trends and developments (where available)

## Business Buyer/Enterprise

Trends and best practice (case studies included) with regards to adoption, implementation and commitment to inclusive hiring, DEI and ESG best practices as well as appointing compliant professional suppliers (procurement).

## Innovation

Innovative and pioneering IS, DEI and ESG practices and activities.

## Professional Supplier

Trends and best practice with regards to hiring and providing career development to people who are below the national poverty line, displaced, disadvantaged, disabled or long-term unemployed. Adoption and implementation of broader DEI and ESG practices.

## Corporate Strategy

Short, mid and long-term strategies and policies for IS, DEI and ESG growth, development and sustainability

## Community/Family Impact

Impact on family, poverty reduction, community development and the multiplier impact (secondary jobs).

# EXECUTIVE SUMMARY



The **2024 real-time and continual THRIVE Index** results indicate that many organizations are adopting **impact sourcing** with the majority of them doing so to create a **positive social impact for workers** and their families and communities as well as to **promote responsible hiring** and recruiting. Companies are far less likely to be practicing impact sourcing to aligned to local legislation and save costs.

**Ensuring that job postings and interviews focus on attitude**, outputs, and skillsets and making sure that job advertising does not **discriminate** impact workers is the biggest driver of adoption of inclusive and fair recruiting and hiring practices

When it comes to the implementation of **green sourcing** or sustainable business practices, **organizations are moving towards providing more natural lighting** and shifting to **digital payroll systems**. Only some businesses are eliminating plastic bottles however, many plan to do so in the future.

Companies are finding **value in hiring impact workers** in their CX and BPO operations, many indicated they **received brand recognition** for the purpose-driven social impact on the workers' families and communities. However less than half managed to save costs with lower attrition and churn.

Many organizations felt that by **implementing ESG practices** they have made made **long-term positive impact on the environment** for future consumers. Just over half of organizations managed to attracted and retained new talent through ESG Implementation.

# TOP REASONS WHY ORGANIZATIONS HAVE ADOPTED IMPACT SOURCING

**91% OF ORGANIZATIONS**

adopted Impact Sourcing to:



Create a **positive social impact** for workers and their families and communities



**Promote responsible hiring** and recruiting

**ONLY 3 OUT OF 10**



Be aligned to **local legislation**



Achieve **long-term savings** in comparison to savings from traditional workers



**82%**

said the reason they adopted Impact sourcing is because:

- **It supports developing a sustainable pipeline of skills**
- **Provides access to new sources of talent**



**5 OUT OF 10**

Organisations are trying to **create a more stable and committed workforce & enable greater competitive advantage**



# ADOPTION OF INCLUSIVE AND FAIR RECRUITING AND HIRING PRACTICES

## Top 3 Reasons

Organizations implement fair recruiting and hiring practices

**100%**  
OF ORGANIZATIONS

Ensure that job postings and interviews **focus on attitude, outputs, and skillsets**, rather than credentials

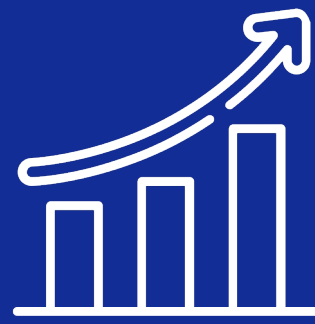
**91%**  
OF ORGANIZATIONS

Ensure that **advertising does not discriminate** against Impact Workers or inclusive-hiring candidates

**82%**  
OF ORGANIZATIONS

**Utilize equitable evaluation criteria** for all candidates of different races, religions, nationalities, income levels, and genders

# ADOPTION OF INCLUSIVE AND FAIR RECRUITING AND HIRING PRACTICES



**82%**

**OF ORGANIZATIONS**

Are adapting interviews  
for candidates with  
special needs



**7 OUT OF 10  
ORGANIZATIONS**

Focus only on necessary  
qualifications and  
experience required for  
the job



**91%**

**OF ORGANIZATIONS**

Identify and remove any  
barriers hindering  
inclusive hiring

# GREEN SOURCING OR SUSTAINABLE BUSINESS PRACTICES ADOPTED IN THEIR CX OR BPO OPERATIONS



# 70%

## OF ORGANIZATIONS

Are providing **more natural lighting** and energy-efficient light bulbs

Moving to **digital/electronic payrolls** and eliminating check/cheque payments



# NEARLY HALF OF ORGANIZATIONS

Reducing use of green-averse office supplies and providing more automated and self-service customer interactions



# 37%

## OF ORGANIZATIONS

Eliminating plastic bottles and canteen/kitchen utensils

Holding green team-building thinktanks and activities

# THE VALUE ORGANIZATIONS REALIZED FROM HIRING IMPACT WORKERS IN THEIR CX AND BPO OPERATIONS

 **80%**

Of organizations indicated they received brand recognition for the purpose-driven **social impact on the workers' families** and communities

 **50%**  
**OF ORGANIZATIONS**

Organizations saw **Improved customer-service satisfaction levels**

**Bottom-line gains** from more productive and motivated Impact Workers



**NEARLY HALF OF ORGANIZATIONS**

**Saved costs** with lower attrition and churn



# VALUE ORGANIZATIONS REALIZED FROM IMPLEMENTING ESG PRACTICES



73%



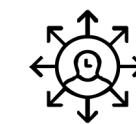
felt that the **implementing ESG practices** has made long-term **positive impact on the environment** for future consumers

2 OUT OF 3  
OF ORGANIZATIONS

see value in:



**Winning new customers** with the competitive advantage of practicing ESG



**Strengthened regulatory compliance**



ONLY 18% OF  
ORGANIZATIONS

**Received brand recognition** for implementing sustainable practices or **manage to lower costs** from improved energy usage and waste management



6 IN 10

Had attracted and retained new talent through ESG Implementation



# About Us

**THRIVE**

The Human RightSource, Impact, Value & Empowerment Index

## About GBS THRIVE

The GBS The Human Rightsource, Impact, Value and Empowerment (THRIVE) Index supports sustainable Impact Sourcing (IS) practices, promoting DEI and ESG within BPO, CX, ITO, PSS, and GBS sectors. It enables global enterprises to share and receive recognition for best practices and adoption of on IS, DEI, and ESG activities, while accessing the latest trends and benchmark insights.

**GBS.WORLD**

THE WORLD SOURCE MARKETPLACE FOR GLOBAL BUSINESS SERVICES

## About GBS World Marketplace Partner

The World Source Marketplace for Global Business Services (GBS World) helps buyers discover sourcing opportunities, verify, shortlist and right-source service providers. Backed by incisive research, profiling surveys and location assessments GBS World connects buyers and service providers to grow exponentially and transform human experience (HX) everywhere.

**G:ENESIS** | GLOBAL BUSINESS SERVICES

## About Genesis Global Business Services Research Partner

Genesis GBS delivers the latest consulting insights by advising, formulating and guiding leadership, organizational and strategy plans for C-Level executives and global Knowledge Leaders. Our GBS advisory services are backed by the market intelligence, analyzes and research insights provided by our research arm, Knowledge Executive. We have over 38 years of combined experience in providing expert advisory and consultancy services for small, medium and large enterprises, globally.

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