



## Concentrix's Inclusion and Diversity Strategy Broadens the Talent Pool

Concentrix  
Best Inclusion and Diversity Strategy  
August 2018



### Company Background



<b>Company-at-a-Glance</b>	Concentrix is the outsourced business services division of <a href="#">SYNNEX Corporation</a> , headquartered in Fremont, California. SYNNEX is a leading technology and business process services company, listed on the NYSE (SNX) and ranked No. 212 in the Fortune 500 for 2016.
<b>Headquarters</b>	Fremont, California
<b>Year Founded</b>	1980
<b>Revenue</b>	\$2 billion
<b>Employees</b>	100,000
<b>Global Scale (Regions that you operate in or provide services to)</b>	Concentrix conducts business in five continents with 125-plus locations and 40-plus languages.
<b>Customers/Output, etc. (Key customers and services offered)</b>	Concentrix provides voice and digital, automation and process optimization, analytics, CRM, consulting, IT and technology asset solutions to customers in banking and financial, travel and transportation, healthcare, insurance, media and communications, automotive and technology sectors.
<b>Industry</b>	Global business services company
<b>Stock Symbol</b>	SNX
<b>Website</b>	<a href="http://www.concentrix.com">www.concentrix.com</a>

## **Business Conditions and Business Needs**

---

Concentrix, a wholly-owned subsidiary of SYNnex Corporation (NYSE: SNX), is a global top-five business services company. Concentrix has experienced exponential growth over the past few years, expanding both organically and through strategic acquisitions. With such expansion (global staff nearly doubled in three years from 54,000 in 2015 to the 100,000-plus staff today), the company needed to augment its readily available talent pool for some of its 125-plus locations.

India is the largest Concentrix location across the globe with an employee strength of 43,000-plus managing international and domestic business in 13 cities across India. It has sites operational 24/7. Considering the scale and massive growth, the company needed a pool of candidates equipped with the required experience, diverse perspectives, flexibility, expertise in different areas and the willingness to stay abreast with an evolving and dynamic industry.

The Concentrix hiring and recruiting policy in India needed to be restructured to not only meet immediate and future staffing needs but also to align with a long-term company focus on maintaining diversity and being a good corporate citizen. India was a logical choice to spearhead this initiative. The 2017 World Employment and Social Outlook report released by United Nations International Labor Organization (ILO) stated “Unemployment in India is projected to increase to 17.8 million in 2017 and 18 million in 2018.” That’s approximately 3.4%.

One of the areas most affected was the female population. Female unemployment was 8.7% versus 4% among males. In urban areas, female unemployment rises to 12.1%. This was just one example of employment opportunities lagging economic need.

Being culturally diverse is part of Concentrix’s identity and strategy for innovation. Social responsibility and the benefits of diversity have encouraged the company to make addressing this disparity a priority.

## **Overview**

---

The Concentrix vision statement is: “We will be the greatest customer engagement services company in the world, rich in diversity and talent and we will get there by embracing our culture.”

As a truly global company, its diversity initiatives have deep roots and are a crucial part of a long-term strategy focusing on innovation. An affirmation of dedication to diversity and inclusion is included in part of the Code of Ethical Business Conduct (COEBC) agreement each employee is required to sign. In addition, the company has a corporate policy to help hiring managers adhere to this standard despite any latent biases.

## Basic Rules

- Make certain that your own decisions regarding recruitment, selection, development and advancement of employees are based upon merit — qualifications, demonstrated skills and achievements.
- Do not allow factors such as race, color, religion, gender, age, national origin, sexual orientation, gender identity, marital status or disability to influence your judgment.
- Any employee who has cause to feel he or she has not been treated fairly in accordance with the company's policy of Equal Employment Opportunity is encouraged to immediately report the incident to his or her supervisor, manager, or Human Resources.

At Concentrix, diversity is a business imperative and does not fall under the corporate social responsibility umbrella. Meritocracy is the key principle followed for all business activities such as promotion, hiring, role changes and role expansion.

The Concentrix sites in India developed a plan to bring hiring processes in line with the global corporate diversity policy. This manifested as a strategy to increase hiring and retention of women and differently abled employees.

This goal was achieved through a multipronged approach: recruitment, hiring and retention. First, the company increased the available pool of applicants to improve recruitment efforts. By educating girls, women and disadvantaged social groups, Concentrix improved the availability of sufficiently skilled potential hires. This was vital, given the massive growth the company's success has created.

Concentrix also increased the talent pool by instituting policies and facilities to let differently abled people more easily pursue careers within the company. One example: hiring sign language assistants so that deaf applicants could fulfil the duties of roles previously unavailable to them.

Both initiatives fed into the third prong of the approach: retention. By fostering a culture of inclusivity, ensuring that facilities were hospitable to different people and by investing in new tools, Concentrix strove to create a workplace where people of disparate backgrounds felt welcome. These three tools worked together toward the company's goal: 33% of new hires were to be women or people with disabilities.

## Design and Delivery

---

The Concentrix Inclusion and Diversity strategy in India was focused on hiring and retaining women and differently abled staff.

Concentrix has a global National Organization of Women (NOW) initiative for training, promotion and career development of women. While this has achieved great success globally, the initiatives in India went deeper.

Diversity begins with hiring. Concentrix created a multipronged strategy to address hiring inequalities. Outreach and recruitment efforts strove to increase the company's percentage of women and differently abled staff members hired in India. One example was holding recruitment drives on women-only campuses. Skilling projects fostered employability of youth through partnerships with training institutions and universities. A focus on upskilling of hiring prospects through training for sustainable jobs aligned with creating jobs in underserved communities and regions under corporate social responsibility initiatives. Concentrix also participated in government- and state-run initiatives to bridge the talent requirements of the BPM industry under "Earn While You Learn" programs.

- **Progression:** Developing high-potential female employees through mentoring creates a pipeline for mid- and senior-level positions while strengthening internal pools.
- **Retention of Women:** Understanding the triggers for female attrition guides the company toward becoming an employer of choice. Providing maternity benefits and aid for returning mothers fights this attrition.
- **Empowerment and Engagement:** Concentrix sponsors initiatives for providing education and resources for women on safety and security, financial education and wellness, counseling and emergency help.
- **Giving Back to Society:** Many corporate social responsibility initiatives are dedicated to causes that support women.



- **Celebration:** The company celebrates success, cultural diversity and holds “celebrate women” days. To foster the culture of diversity and inclusion, a motivational workshop was organized for employees with disabilities. It was followed by a ceremony in which differently abled employees were celebrated for their contribution and association with Concentrix. By sharing the story virtually across India, the reach of this event spread beyond those in attendance at the celebration.

Other initiatives focus specifically on differently abled staff members. A sensitization workshop, “Think Enable,” aims at creating awareness on disabilities, overcoming barriers, inclusive practices, interviewing etiquette, etc.

For hearing-impaired staff members, the program began by analyzing the roles and responsibilities mapped to the required skill sets. Complexity checks identified the line of business for hiring the hearing impaired. Finally, concrete changes were instituted. Concentrix India:

- Hired a sign-language interpreter for six months until the point employees and managers learned the basics of communicating with these employees.
- Sensitized the peers and managers to the needs of the hearing impaired.
- Made alterations to the infrastructure – display of basic instructions, print of food menu, placing pen and paper with security guards, etc.

Employees with disabilities have access to transport facilities. Leaders and staff members participate in external workshops, road shows and panel discussions to create an external ecosystem supporting an inclusive environment.

These changes impacted the culture in a positive way by increasing empathy and strengthening empowerment for differently abled staff members.

Currently, the India sites have 250-plus employees with disabilities and targets to increase this number. These initiatives fold new staff members into the organization and don’t just give a job, but further their careers.

## **Integration**

---

From an employee and job-candidate perspective, this initiative helps the company attract the widest pool of talent. By increasing the percentage of female employees,

Concentrix becomes more welcoming of all female candidates. By focusing on making facilities and workplaces fully accessible, the company is better able to utilize, develop and retain critical talent who happen to have accessibility needs. Concentrix also is better positioned as the employer of choice by embracing the uniqueness of individuals. Finally, attracting and keeping staff members who are aligned philosophically with a commitment to diversity strengthen the company culture.

Some of the programs that position Concentrix toward being an employer of choice for women and differently abled are:

### **Safe workplace:**

Concentrix has a Prevention of Sexual Harassment (POSH) committee as per Supreme Court guidelines.

- First Female Boarding Last Drop (FFBLD) policy ensures safe traveling by office transport. This ensures that no female employee is the first passenger boarding the office transport coming to work or the last off-boarded traveler while returning home (unless escorted by a security guard or another male colleague).
- Emotional well-being: The Employee Assistance Program (EAP) promotes emotional well-being of employees.
- Maternity leave policy states that female employees who have been in continuous employment with the organization are eligible for approximately 12 weeks of leave. In case of legal adoption, female employees are eligible for four weeks of leave.
- Sabbatical leave policy is geared toward managing extenuating personal situations; approvals for the same are subject to management discretion.
- Flexible work options help employees manage their work-life balance.

### **Leadership Development Training Programs**

- Diversity Councils: Location Level and Central — Revamped the diversity initiative under NOW toward engage, empower and enable.
- eCare – An app to provide access to resources for all staff, including:
  - My Help — Query resolution app.
  - My Rewards — An online point-based rest and relaxation program.
  - My Offers — An online platform to avail corporate discounts and benefits.



- Benefits — Programs that focus on health and wellness initiatives, cafeteria and recreation, standardization of salary program etc.
- NOW — An initiative to foster an atmosphere that is beyond the boundaries of gender.

The focus on diversity also includes current headcount with hearing, visual and physical disabilities. Diversity is a business imperative at Concentrix. Recruitment, talent and business teams work hand in hand to ensure a diverse workforce. Leadership encourages a work culture that is inclusive for all without being condescending. Building an accessible workplace, a diverse workforce and strengthening culture benefits both women and the differently abled. Concentrix works to promote the emotional and physical well-being for all staff, irrespective of gender or abilities.

Concentrix recruits people through employee referral programs, special hiring drives and job fairs, partnering with non-governmental organizations and virtual resource centers. Additional incentives apply for hiring women and people with disabilities.

The Employee Referral Team conducts exclusive "Women Only" and "Differently Abled" drives twice a month in locations with hiring demand. Communication on "key differentiators" for women's safety and security issues at Concentrix are shared with all female new hires. Internal communication on these issues are rolled out for existing employees. All competencies have diversity ambassadors who strive for business targets. The company also has a special task force to drive focused diversity hiring.

Corporate social responsibility (CSR) initiatives are aligned with this focus on equality. For underprivileged young girls, the company sponsors NanhiKali/N-Star Centers that provide engagement and vocational trainings. The N-star centers educate and upskill underprivileged girls from the age group of 16 – 21 years. The objective is to make them employable while broadening the available talent pool. The first was opened in Gurgaon in April 2017 and the second in August 2017. For underprivileged children, CSR initiatives provide education, food and medication. For underprivileged women, CSR provides education and financial support.

All facilities are accessible for employees with disabilities:

### Workplace:

- Ramp at the main entrance and parking.
- Railing/grills on both sides of the staircase.
- Access control at accessible height for a person with wheelchair/ crutches.
- Door handles at accessible height.
- Non-slippery/leveled floors.
- Aisles wide enough for wheelchairs to move freely.
- Flashing lights/audible signals in the emergency systems.
- Sign boards for floors, waiting areas, washrooms, cafeteria and other common areas.
- Braille signage/sign plates on meeting rooms, washrooms and production floors.
- Special washrooms across each floor.
- Other utility items such as water/tea dispensers, microwaves and cafeteria trays are at an accessible height.

### Workforce:

- Technology: screen reader JAWS provided to employees with visual disabilities. The software is upgraded regularly to stay technologically abreast. All organization-wide communication emails are compatible with the screen reader.
- For employees with hearing disability, a sign language expert is available for an initial period of three to six months, allowing the employees to settle and get comfortable communicating with their manager and team.
- Transport for pick-up and drop-off is offered to employees with disabilities.
- The company also offers the flexibility to switch roles or plan career moves without troubling their work-life balance and at the same time enabling them to manage their personal responsibilities.
- Employees have options to relocate to other Concentrix locations (spread across 13 cities in India) and steer their personal life and family commitments smoothly.

**Strengthening Culture** toward ensuring that the employees and managers are sensitive to the needs of employees with disabilities, the company has the following:

- Sensitization training — An in-house developed module educates employees toward respecting the differences of individuals and enabling them to work effectively with their differently abled peers.



- Motivational sessions with external facilitators organized for the differently abled employees. Leveraging technology to reach the employees and connect with them ensures mobility is never a hinderance.
- As a part of diversity celebrations, the company celebrates employees with disabilities for their association, hard work and continuous support.
- Employees are encouraged to attend conferences and events and to represent the organization at industry forums to improve morale and trust.
- Practices and processes around career development and progression are inclusive and unbiased. Employee performance and potential are the only criteria to qualify for these programs.

## Measurable Benefits

---

- In 2016 – Over 8,000 women and differently abled staff were hired externally. By comparison, in 2017 over 9,200 women and differently abled staff were hired externally – a 15% increase.
- Achieved 33.9% of the 33% goal of hiring women and people with disabilities in 2017.

The Concentrix diversity team in India won the Disability Employment Award at the Global Diversity and Inclusion Summit hosted by Ask Insights and BW People Magazine. In December 2017 Concentrix was recognized by STPI in India for having the highest percentage of female employees. Concentrix also was recognized in 2017 with a Gold award from the Stevie Great Employers Award in the category of Achievement in Diversity and Inclusion.

This industry is going through a crunch of talent in the market. Being open to the hiring of more women and candidates with disabilities gives access to a wider talent pool in the market. In addition to increasing the talent pool, which helps alleviate the high recruiting demands of the company's exceptional growth, these initiatives have secondary benefits. The "can do" approach enhances a positive environment and increases the quality of team problem-solving. Though this initiative has been purposely kept separate from the CSR program, it gives a feeling of fulfilment to the organization in terms of extending support to empower employees and making them independent.



Expanding the available talent pool benefits the company by increasing its competitive edge. The diversity and inclusion recognition, along with Concentrix' other CSR award wins, elevates the company's reputation.

Concentrix believes in not just creating and offering jobs but building careers. The company ensures a conducive environment before hiring staff with visual or hearing disabilities to ensure, for example, that the screen readers work with the software. Many differently abled employees have built their careers with the organization. When the environment is favorable, the employees may spend a considerable number of years with the organization. In fact, they have witnessed growth both vertically and horizontally. This longevity gives the company greater experience.

IMPower, a NOW and talent initiative, was developed to upskill and develop female staff through a structured learning roadmap covering business and financial basics, leadership skills, professional development, understanding of support functions, stretch assignments and mentorship. The initiative identifies and develops the leadership potential of female employees, regardless of their current role, to develop female candidates in the leadership pipeline. It also aims to build a leadership pipeline to promote diversity in executive roles.

Program statistics:

- 1,296 mentoring hours.
- 18,200 learning hours invested.
- 180 sessions in six months.
- Upskilling 316 female employees.

## Testimonials

### Figure 1: Suprita Gupta, Assistant Manager – Training (Nature of Disability: Visual Impairment)

Concentrix — My Extended Family!

I am associated with Concentrix for the last eight years and very proudly I call it my extended family. It has been great working with different teams all these years, as the team was always there to provide me with any assistance required to learn and acquire new skills.

My transition from being a daughter to a wife has been very smooth with all the support from Concentrix. The organization has always supported my movements to different locations, from Bangalore to Gurgaon to Kolkata and Mumbai as per my family requirements.

I believe that the care, recognition and attention provided by the managers, leaders, colleagues and the diversity and inclusion team is beyond expectation and has no parallels.

This organization is an equal opportunity employer and enables, empowers and embraces all its differently abled employees to work at par with all other employees. The inclusive culture inspires and motivates to grow with the company. I have got opportunity to work with domains such as WFM, Training and Transactional Quality.



Source: Concentrix

**Figure 2: Madhu Sharma, Senior Manager – L&D (Nature of Disability: Visual Impairment)**

I have been working with Concentrix for the last 12 ½ years. I started my journey as a voice and accent facilitator and then moved on to the learning and development function through an internal job posting. My stint with Concentrix has been truly enabling owing to the policies and processes and encouraging work environment. The organization invests in enabling and developing me. To quote a few experiences:



I had written a paper, “Disability: Does it Hamper Ability,” to be presented in the CSUN assistive technology conference. The paper was selected and Concentrix funded my travel to the U.S. to present the same. It was an enriching and a learning experience for me.

In order to work effectively, I get the most updated version of the screen reading software — JAWS for windows regularly.

Overall, Concentrix is a people-centric organization and it is truly visible in the way employees are taken care of.

Source: Concentrix

## Overall

From a customer’s perspective, this focus on diversity helps increase market share and enables Concentrix to become a dominant player by targeting niche markets. It also helps in understanding the effectiveness and appeal to a diverse marketplace, both now and in the future.

From a business performance perspective, leveraging diversity helps enhance productivity, creativity and innovation based on a broader perspective of the world. It leads to better solutions that emerge through a cross-fertilization of ideas.

From an organization perspective, these initiatives increase workforce productivity, foster a more engaged and loyal workforce, improve the company’s reputation and encourage a positive environment. This atmosphere leads to staff feeling more personally and organizationally fulfilled.



From a community perspective, these programs give back to the community by educating and employing young women and differently abled people who might not otherwise be employable. Training and hiring people who might not be traditionally employable enriches families and communities and strengthens society as a whole.

These diversity initiatives are part of Concentrix's larger company mission to be a globally diverse and socially responsible company.



## About Brandon Hall Group

---

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Inspiring a Better Workplace Experience

Our mission: Empower excellence in organizations around the world through our research and tools every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

### Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

### RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

### ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

### CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor



- Client Associate
- Monthly Meetings

## Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

### **BENCHMARKING**

- Competitive/Comparative
- Maturity Model
- Custom Research

### **STRATEGY**

- Business Case
- Planning
- Organization & Governance

### **TECHNOLOGY SELECTION**

- Vendor Selection
- Architecture Design
- Systems Evaluation

### **DEVELOPMENT & INTEGRATION**

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).