



GLOBAL IMPACT SOURCING COALITION

SEPT 25 - SEPT 29 | 2017

112 Posts / 38 Participants

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WELCOME

Dear Attendees,

The Global Impact Sourcing Coalition (GISC) is excited to launch this online stakeholder consultation for a new global standard for Impact Sourcing. As a member of the GISC Steering Committee, I am pleased that your organization will take part in the review. Your diverse insights and expertise will help us to ensure that the standard is robust and impactful.

This standard is a keystone for the transformation the GISC seeks to achieve: It is the first step in creating a certification for supplier companies to demonstrate their commitment to workforce inclusion and diversity. Imagine the impact we can have on inclusive employment around the world when companies are able to prioritize suppliers that are certified against the standard, in a similar manner to how supplier diversity is prioritized today.

GISC members are inspired by our vision of a world in which all people have the opportunity to obtain productive employment and decent work. As you participate, I encourage you to help us not only to refine the standard, but also to share your ideas for how GISC and its members can build more inclusive supply chains.

We appreciate your participation, and look forward to the discussion!

Regards,



David Rickard

Chair, GISC Steering Committee
& Director, Microsoft Procurement

Dear Attendees,

Thank you for taking part in the stakeholder consultation for a new global standard for Impact Sourcing. On behalf of the Rockefeller Foundation, I encourage all participants to help us refine the standard to ensure impact and relevancy to your stakeholder group. Your feedback is very important to us.

Impact Sourcing is a global opportunity to transform the outsourcing sector and help companies achieve both business and social impact. This standard is fundamental to achieving GISC's shared commitment of building more inclusive and productive supply chains through advancing the practice of Impact Sourcing. Ultimately, this standard is about achieving our vision as GISC of a world in which all people, especially highly talented youth who may be left out of opportunities for economic advancement, have the chance to obtain gainful employment and decent work.

Thank you once again and we look forward to your contributions to the discussion!

Best,



Mamadou Biteye OBE

Rockefeller Foundation



BACKGROUND & OBJECTIVES

The Global Impact Sourcing Coalition (GISC) seeks to build more inclusive and productive supply chains through advancing Impact Sourcing among multi-national corporations and their suppliers. By increasing uptake of impact sourcing, the GISC aims to provide people from disadvantaged and vulnerable communities with access to foundational job opportunities and career development, ultimately contributing to improved social and economic well-being of families, communities, and nations.

To further its objective, GISC and its members are developing a global standard for Impact Sourcing, aiming to define the minimum criteria for organizations that market their social and community impacts as “Impact Sourcing.” Before the final Standard is adopted by the GISC membership, GISC conducted this virtual stakeholder review of the Standard involving key rights holder groups, inclusive hiring experts, providers and buyers of impact sourcing services, and other important industry stakeholders. During this week-long engagement, each stakeholder was invited to provide comments regarding the ambition and scope, structure and content of the draft standard. Input from this review will inform the final version of the Impact Sourcing Standard that GISC is finalizing later this year.



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Corporate Sustainability
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PARTICIPANTS



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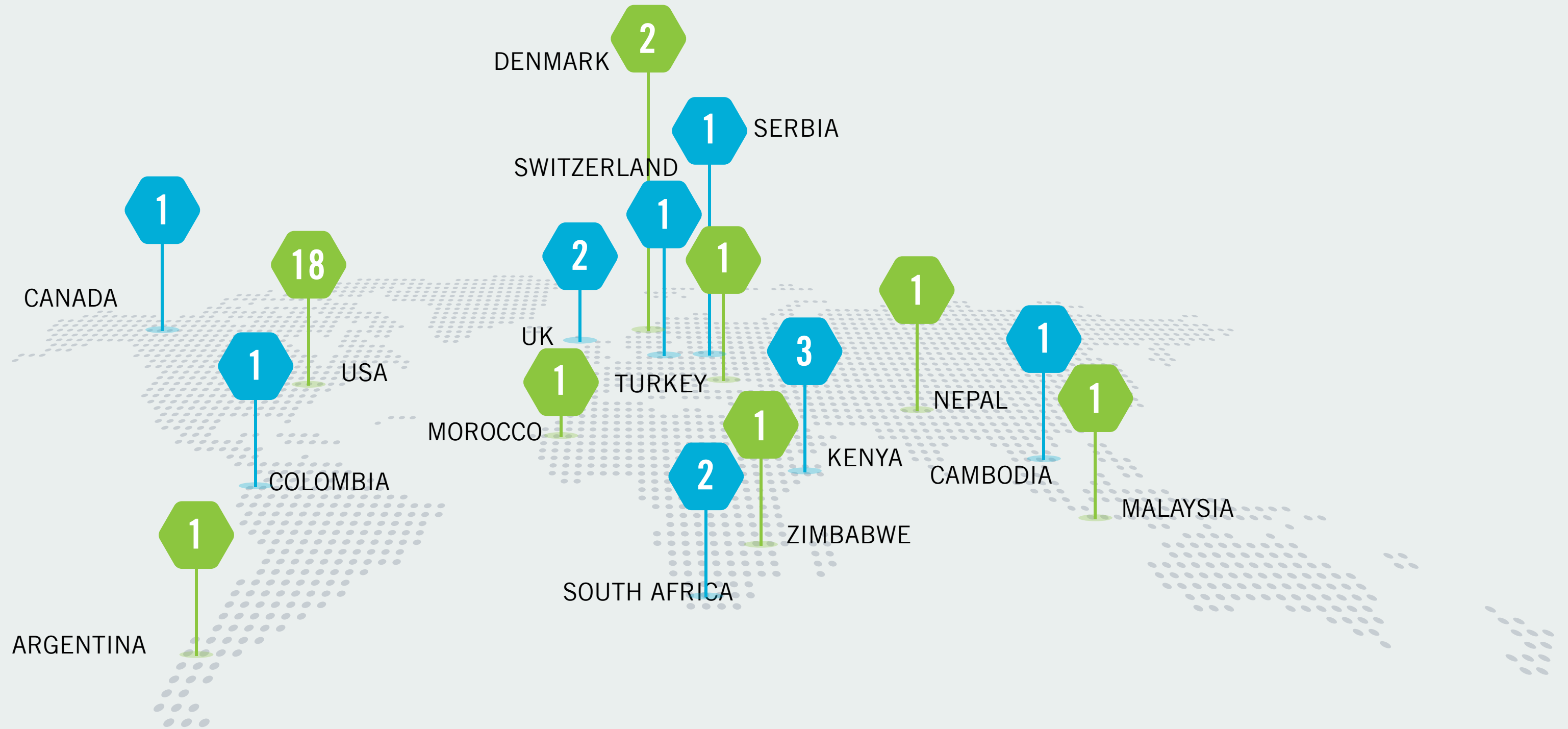


Caroline Wanjiku
Daproim Africa | **Kenya**



Mark Williams
BSR | **Denmark**

WORLD WIDE BOARD



EXECUTIVE SUMMARY

DAY 1

INTRODUCTION AND BROAD REVIEW

- **Purpose of the Standard:** Comments validated that the Standard is generally on the right track.
- **Standard Scope:** Comments generally validated the Standard's Scope, with participants emphasizing clarity, actionability, and simplicity over adding additional elements.
- **Impact Worker Definition:** Participants recommended revisiting the decision to include all "first-time employed" workers. A debate arises between keeping definitions simple and universal through a focus on the long-term unemployed, and a desire for more granular detail on employees' socio-economic backgrounds to ensure we are targeting those most in need

DAY 2

WHAT "COUNTS" AS IMPACT SOURCING?

- **Counting Impact Workers:** Discussion focused on the question of part-time & seasonal work; time limits for if/when "Impact Worker" status might sunset; micro-work vs full or part time contracted work; and tools for counting Impact Workers.
- **Inclusion / Non-Discrimination:** Discussion focused on recruiting & hiring processes, and whether requirements are ambitious enough on the one hand, or too burdensome on the other.

DAY 3

REVIEW & VET STANDARD REQUIREMENTS

- **Workplace Opportunities:** the general consensus was to embed Impact Sourcing into companies' existing hiring processes, and further to embed advancement opportunities into standard practice.
- **Assurance:** opinions coalesced around integrating assurance at 3 levels -- in company's own internal checks; via GISC; and via third party certification.
- **Continuous Improvement:** GISC's efforts are focused on creating sustainable employment for Impact Workers. Participants observed that to meet this purpose, companies will need to take steps beyond the Standard minimum requirements, with a mindset for continuous improvement. Participants highlighted the need for companies to pro-actively cultivate Impact Workers for higher level roles, which are less at risk of being automated.

EXECUTIVE SUMMARY

DAY 4

RESOLVING ISSUES & FINDING SOLUTIONS

- **Accounting for Part-Time Contracts:** Support emerged for the existing definition of Impact Sourcing focused on full-time, benefited employment as best practice. Participants also called for the Standard to recognize certain kinds of part-time work that that can be shown to lead to social benefits and sustainable career development for employees.
- **Spurring Client Support:** Clearly communicated support for Impact Sourcing tops the list of strategies clients can employ to further encourage their suppliers to continue pursuing inclusive hiring efforts, combined with evaluating where they can further enable suppliers through including Impact Sourcing in their procurement contracts.
- **Scaling the Standard:** Actions by companies themselves, as well as governments, educational institutions, and others will play a key role in scaling uptake of the Standard.

DAY 5

SYNTHESIS & NEXT STEPS

The Dialogue closed by laying out a set of Next Steps for the Global Impact Sourcing Coalition

DAY 1

INTRODUCTION AND BROAD REVIEW



DAY 1 | INTRODUCTION AND BROAD REVIEW

Purpose of the Standard: Comments validated that the Standard is generally on the right track.

“As a Buyer i really like the fact we can evaluate a suppliers claims of Impact sourcing”



David Rickard
Microsoft Corporation | **US**

“I believe this standard is clear and actionable. Perhaps a bit unrealistically ambitious - but we are aiming at the right height.”



Tony MacDonald
Samasource Inc | **US**

“The purpose of the Standard is clear and well understood.”



Caroline Wanjiku
Daproim Africa | **Kenya**

“GISC needs to consider how to adapt the Standard to the needs of subcontracting companies, and companies that might be both buyers and suppliers at the same time.”



Subhojit Roye
Tech Mahindra | **US**

DAY 1 | INTRODUCTION AND BROAD REVIEW

Standard Scope: Comments generally validated the Standard's Scope, with participants emphasizing clarity, actionability, and simplicity over adding additional elements.

“I am in favour of keeping it as simple as possible and allowing each org to deploy it in line with it's own processes providing they meet the minimum requirements set out in the standard”



David Rickard
Microsoft Corporation | **US**

“The platform economy paired with a very intentional social impact mission could still qualify workers as impact workers based on the final definition.”



Mark Sears
CloudFactory | **Nepal**

“Employee retention and stability is where both employers and employees often see the most financial and social benefit”



Nicole Trimble
FSG - Social Impact Advisors | **US**

“The Standard should reference the SDGs. Under the Commitment to IS, the Standard should provide the guidance on mapping Impact Sourcing to SDG8: Decent Work and Economic Growth”



Wanda Lopuch
Global Sourcing Council Inc (GSC) | **US**

DAY 1 | INTRODUCTION AND BROAD REVIEW

Impact Worker Definition: Participants recommended revisiting the decision to include all “first-time employed” workers. A debate arises between keeping definitions simple and universal through a focus on the long-term unemployed, and a desire for more granular detail on employees’ socio-economic backgrounds to ensure we are targeting those most in need.

“Using an employment-based definition works well, and avoids the fuzziness of other possible definitions”



Richard Heeks
Alliance Manchester Business School, University of Manchester | **UK**

“There is research that indicates one year of unemployment is a good marker - for every year that passes that a person is unemployed, the likelihood increases that they will never find a job”



Rob Urquhart
Harambee Youth Employment Accelerator | **South Africa**

“A general alternative to the employment-based definition of impact workers, which would address all of the above, would of course be an economically based definition, such as people living in poverty (however defined).”



Sara Rendtorff-Smith
Dignify | **US**

“We should narrow the criteria for first-time employed workers. A PhD graduate that gets hired for his/her first time job on wall street at \$200K shouldn’t count as an impact worker.”



Tony MacDonald
Samasource Inc | **US**

OTHER KEY COMMENTS

“Recommendation that workers be consulted to include their voice / experiences before finalization of the Standard”

“Would be useful to understand why some ILO Decent Work criteria are included and others not (e.g. employment status and contracts; working hours; safe work environment)”



Richard Heeks
Alliance Manchester Business
School, University of
Manchester | **UK**

“To expand the definition of impact workers to capture the situation of refugees, the definition could also include “people relying on cash assistance to survive”, “asylum-seekers,” or “those subsisting on less than \$2 a day.””



Sara Rendtorff-Smith
Dignify | **US**

“We should highlight that the standard requires ongoing management and is not just a one time thing”



David Rickard
Microsoft Corporation | **US**

DAY 2

WHAT “COUNTS” AS IMPACT SOURCING?



DAY 2 | WHAT “COUNTS” AS IMPACT SOURCING?

Counting Impact Workers: Discussion focused on the question of part-time & seasonal work; time limits for if/when “Impact Worker” status might sunset; micro-work vs full or part time contracted work; and tools for counting Impact Workers.

“No need for a time-limit for Impact Workers who grow within the company: if an impact worker ends up running the company, that should count more”



Tony MacDonald
Samasource Inc | US

“Requiring a 6 month tenure for impact workers is appropriate: research indicates that if you have a job for 6 months, you have a roughly 85% chance of remaining in the economy”



Rob Urquhart
Harambee Youth Employment Accelerator | South Africa

“Retention and stability leads to advancement and financial security and seasonal work is usually disruptive to the stability needed by impact populations”



Nicole Trimble
FSG - Social Impact Advisors | US

“We should be able to track progress of impact workers across their employment with the company, so we can demonstrate not only tenure but also the positions within the company those workers reached. Powerful selling point also to impact workers themselves.”



David Rickard
Microsoft Corporation | US

DAY 2 | WHAT “COUNTS” AS IMPACT SOURCING?

Inclusion / Non-Discrimination: Discussion focused on recruiting & hiring processes, and whether requirements are ambitious enough on the one hand, or too burdensome on the other.

“By removing barriers preventing the economically vulnerable from being hired, we essentially remove discrimination from the hiring process”



Tony MacDonald
Samasource Inc | US

“What is the position of labor law on micro-work platforms: are micro-workers legally considered employees or self employed?”



Brian Nicholson
Alliance Manchester Business School, University of Manchester | UK

“We need to find a definition of what counts as “vulnerable” that we all agree on that would be applicable to all possible geographies.”



David Rickard
Microsoft Corporation | US

“REDF defines the Impact Sourcing population as people who a) face significant barriers to employment and b) for whom existing assistance programs and systems do not reach.”



Carrie McKellogg
REDF | US

DAY 3

REVIEW & VET STANDARD REQUIREMENTS



DAY 3 | REVIEW & VET STANDARD REQUIREMENTS

Workplace Opportunities: the general consensus was to embed Impact Sourcing into companies' existing hiring processes, and further to embed advancement opportunities into standard practice.

“IS standards need not be different from any companies individual hiring processes. They should be embedded into business as usual.”



Tony MacDonald
Samasource Inc | US

“Impact Sourcing should be an embedded process for Hiring, Employee Support and People Development teams: a business as usual process”



Dragica Bojanic
Trizma | Serbia

“Remuneration and Benefits should include supportive and respectful management practices, which lead to retention, stability, and advancement.”



Nicole Trimble
FSG - Social Impact Advisors | US

“Training is well covered and very important”



Caroline Wanjiku
Daproim Africa | Kenya

DAY 3 | REVIEW & VET STANDARD REQUIREMENTS

Assurance: opinions coalesced around integrating assurance at 3 levels -- in company's own internal checks; via GISC; and via third party certification.

“Companies should do their own checks and audits internally, but report on standard templates to GISC”



Bobby Varanasi
Matryzel Consulting Sdn Bhd |
Malaysia

“This Standard should definitely be certifiable by third parties. It would lend credibility to GISC, and GISC itself could consider becoming one of the certifiers”



Subhojit Roye
Tech Mahindra | US

“We need a certification to help track that companies are living up to what they say they do”



David Rickard
Microsoft Corporation | US

“To scale Impact Sourcing we need to drive clarity on what IS is (the standard provides this) coupled with strong assurance from an independent expert that companies are meeting the requirement”



Tim Hopper
Microsoft Corporation | US

DAY 3 | REVIEW & VET STANDARD REQUIREMENTS

Continuous Improvement: GISC's efforts are focused on creating sustainable employment for Impact Workers. Participants observed that to meet this purpose, companies will need to take steps beyond the Standard minimum requirements, with a mindset for continuous improvement. Participants highlighted the need for companies to pro-actively cultivate Impact Workers for higher level roles, which are less at risk of being automated.

“We need to appreciate that the whole services market is changing with automation. We could consider recognizing company contributions towards the complete career path for any individual.”



Subhojit Roye
Tech Mahindra | US

“As IS jobs are at risk of being eliminated by automation, we need to be vigilant to ensure that it is not just about existence of a particular job type, but rather about the individual remaining in the overall economic system. Reskilling endeavors thus are crucial levers to track as part of improvements.”



Bobby Varanasi
Matryzel Consulting Sdn Bhd |
Malaysia

“Tie continuous improvement to the existing continuous improvement approach most companies already have in place”



David Rickard
Microsoft Corporation | US

DAY 4

RESOLVING ISSUES & FINDING SOLUTIONS



DAY 4 | RESOLVING ISSUES & FINDING SOLUTIONS

Accounting for Part-Time Contracts: Support emerged for the existing definition of Impact Sourcing focused on full-time, benefited employment as best practice. Participants also called for the Standard to recognize certain kinds of part-time work that that can be shown to lead to social benefits and sustainable career development for employees.

“The Standard itself should be clear on what good looks like (really as it is currently defined: full time employment) and then recognize the degree to which companies are complying with the Standard.”



Aditi Mohapatra
BSR | US

“The GIG economy is a reality and might present an opportunity to include more impact workers for offering more flexibility - What about having a sub-segment on the GISC Standard?”



Laura Oller
Dignify | US

“We need to always consider the aim of creating sustainable employment for the individual. If it is not a time period then some form of classification can work but it needs to be clear.”



Jennifer Algie
Merchants | South Africa

“Impact sourcing work should not be just about labor for a paycheck but should include traits that assist the worker towards their goal of sustainable employment”



Jon Browning
Rockefeller Foundation | US

DAY 4 | RESOLVING ISSUES & FINDING SOLUTIONS

Spurring Client Support: Clearly communicated support for Impact Sourcing tops the list of strategies clients can employ to further encourage their suppliers to continue pursuing inclusive hiring efforts, combined with evaluating where they can further enable suppliers through including Impact Sourcing in their procurement contracts.

“If buyers clearly showcase successes of how IS business grew for their current services partners, many more services partners will join our coalition”



Subhojit Roye
Tech Mahindra | **US**

“The most important thing Buyers can do to promote impact sourcing is to discuss the successes they have had in this space with their peers in other companies”



Erin Lambert
Bloomberg LP | **US**

“BPO (Providers) would need from their clients/partners (Buyers) to adjust any false barriers in current job descriptions that may prevent Impact Worker job seekers from applying or being fully considered for employment”



Dragica Bojanic
Trizma | **Serbia**

“Clients can work in partnership with suppliers to ensure understanding of strategy around Impact Sourcing, using the Standard guidelines”



Jennifer Algie
Merchants | **South Africa**

DAY 4 | RESOLVING ISSUES & FINDING SOLUTIONS

Scaling the Standard: Actions by companies themselves, as well as governments, educational institutions, and others will play a key role in scaling uptake of the Standard.

“It will be important to get on the radar of more mainstream procurement discussions- conferences, events, etc. Demonstrating business case and the impact potential.”



Aditi Mohapatra
BSR | US

“Demonstrate the specific value of Impact Sourcing to organizations - dollar and quality of work”



Christine Bullen
Stevens Institute of Technology
| US

“One way to include the standards into procurement is to start with govt procurement policies”



Bobby Varanasi
Matryzel Consulting Sdn Bhd |
Malaysia

“Creating a set of leaders incentivized by being the first movers and who can serve as evangelists is powerful when it comes to movement building and adoption”



Dan Osusky
B Lab | US

NEXT STEPS

“

“In mid-October, the GISC Standard Working Group will meet to review the input from the Convetit engagement and integrate the feedback to the Standard draft.”

“In November, the Standard draft will be submitted to the GISC membership for official sign-off through a member vote.”

“Once the Standard is adopted, GISC will start to develop an assurance methodology, measurement and evaluation system, and additional tools and manuals to facilitate the adoption of the Standard.”

“In parallel and into 2018, we will pilot the Standard with the membership to ensure that the Standard and related tools are useful to members.”



Sara Enright
Manager of Advisory
Services at BSR | US
CO-FACILITATOR



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