HFS TOP 10

HFS OneOffice™ Services Top 10:
People and Process Change

December 2021

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Excerpt for HCL

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'People, process, technology' has been the time-tested competency framework. But in today's rush to modernize, technology has overpowered the narrative at the expense of people and process. Transformation requires more than swapping one technology for the next, it requires an expanded view of the framework to reimagine process and develop people's ability to change. Our objective for this Top 10 research is to shine a light on providers integrating people and process change from the inside out.

— Saurabh Gupta, President – Research and Advisory Services, HFS
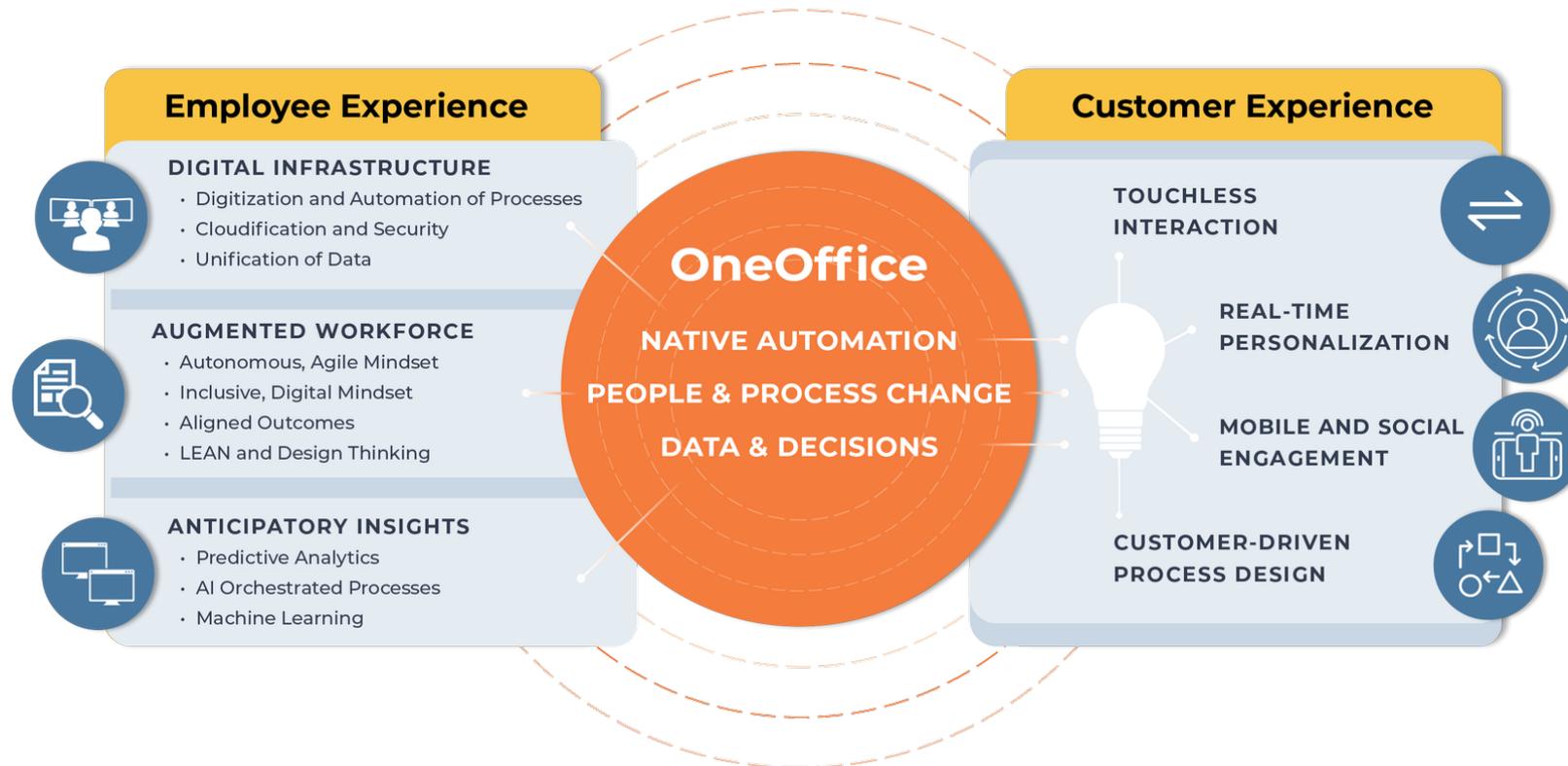
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Introduction and definitions

Introduction

- Welcome to the people and process change element of our inaugural HFS OneOffice™ Services Top 10 series! Driven by the pandemic, 2020 was the year enterprises recognized digital was no longer optional. 2021 and beyond offer enterprises a once-in-an-era opportunity to reinvent their businesses and how they interact with customers, employees, and partners. OneOffice is our view of what digital transformation looks like in action.

- Our OneOffice Services Top 10 series assesses the digital transformation capabilities of services providers across a trio of core-enabling capabilities:

  1. **Native automation:** Covering services that leverage a range of emerging technologies to create intelligent and automated workflows in the cloud, enabling new "native" standards for consistent cross-functional enterprise operations.

  2. **Data and decisions:** These services are designed to create a culture of data, driving new opportunities through interactions, insights, and predictive capabilities and offering the ability to access data at a speed that drives critical business decisions.

  3. **People and process change:** The subject of this report, focusing on capabilities in developing and integrating people and process change across the services portfolio, such as design thinking, change management, skills enablement, and process innovation to drive operations excellence.

- We are issuing three distinct Top 10 reports, and once complete, a master OneOffice Services Top 10 report built from them. Each evaluates the capabilities of providers based on execution, innovation, voice of the customer (VOC), and a new criteria for 2021, alignment with the HFS OneOffice model.

The HFS OneOffice™—digital transformation in action

The HFS OneOffice™ is our vision for actionable digital transformation. At its heart is the core concept that emerging technologies combined with people, process, and data innovation can break down the silos that limit our success, dissolving barriers between the front and back offices to create the only office that matters—OneOffice. It represents a mindset shift to collaborative cross-functional enterprise operations powered by an integrated stack of emerging tech that complements your core, natively automates your processes, enables your employees and customers, and powers your decisions—breaking down your legacy silos in the process.
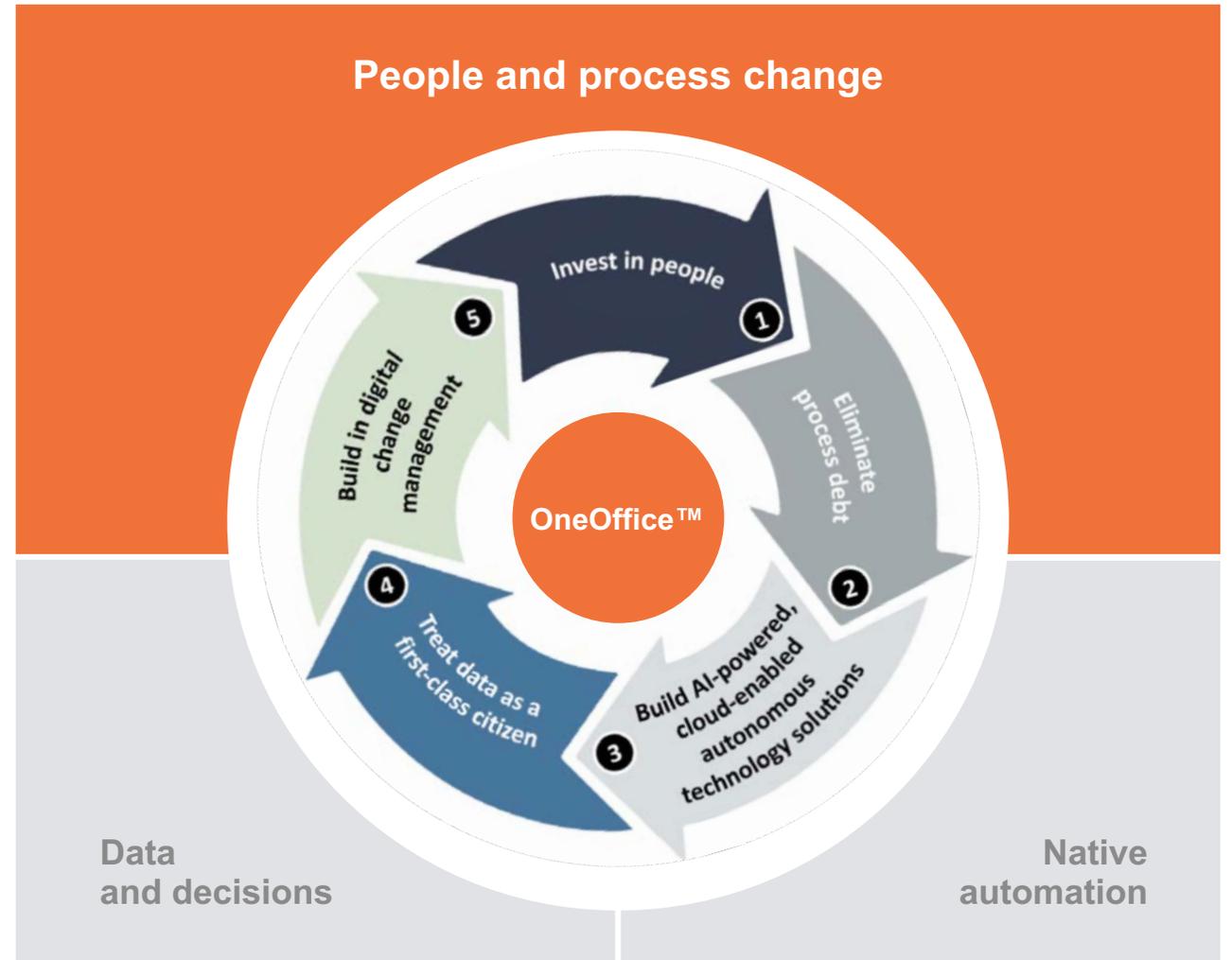
Employee Experience

DIGITAL INFRASTRUCTURE
- Digitization and Automation of Processes
- Cloudification and Security
- Unification of Data

AUGMENTED WORKFORCE
- Autonomous, Agile Mindset
- Inclusive, Digital Mindset
- Aligned Outcomes
- LEAN and Design Thinking

ANTICIPATORY INSIGHTS
- Predictive Analytics
- AI Orchestrated Processes
- Machine Learning

OneOffice
NATIVE AUTOMATION
PEOPLE & PROCESS CHANGE
DATA & DECISIONS

Customer Experience

TOUCHLESS INTERACTION

REAL-TIME PERSONALIZATION

MOBILE AND SOCIAL ENGAGEMENT

CUSTOMER-DRIVEN PROCESS DESIGN

Source: HFS Research, 2021

Getting to value—the old "people, process, technology" paradigm gives way to the new (1/2)

When considering the "people, process, technology" (PPT) paradigm, too much emphasis has been placed on technology at the expense of people and process, creating an imbalance across the organizational ecosystem. Thriving in today's environment requires an expanded view of the traditional PPT paradigm to include data and change management for a continuous state of sustained change.

People and process change encompasses three key facets:

- Invest in **people**
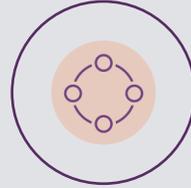- Eliminate **process** debt
- Build in **change** management

People and process change

1. Invest in people
2. Eliminate process debt
3. Build AI-powered, cloud-enabled autonomous technology solutions
4. Treat data as a first-class citizen
5. Build in digital change management

OneOffice™

Data and decisions

Native automation

HFS TOP 10

Getting to value—the old "people, process, technology" paradigm gives way to the new (2/2)

Invest in people

Investing in people is no small task. Transformation requires employees to adopt an attitude of continuous agility and leaders to instill a culture of radical collaboration and customer-centricity to propel businesses while breaking down barriers. In this research, we found:

- Leaders projected an 18% increase in specialists within the workforce.
- Leaders projected a 22% increase in corporate spending on employee training.
- The gender balance of the organization significantly decreases as organizational responsibility increases.

Reimagine processes (and eliminate process debt)

We define process debt as the awkward and often manual processes designed to buttress aging technologies. Reimagining processes closes the gulf between strategy and execution and greatly accelerates speed to value. In sum, you can't achieve transformation without it. Key highlights from this research include:

- Leaders project four-fold growth for process specialists compared to average provider headcount growth.
- Beyond the traditional "as-is"/"to-be" process consulting, 100% of providers in this report now leverage process mining and execution.
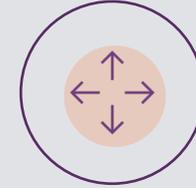
Build in change management

Successful transformations are largely determined by the ability to change behaviors at scale to move beyond tech acquisition and into adoption. A world-class provider aligns stakeholders and leadership across the organization, identifies change interventions needed to drive adoption, facilitates learning, and with partnerships, supports clients in their own change capability.

- Change management must be a built-in capability, not an add-on.
- Typical productivity commitments over a three-year contract have increased by 13 basis points from 20% 2 years ago to 33% today.

Excerpt for HCL

2 Executive summary

HFS TOP 10

Executive summary—key "people" findings (1/5)

Call it what you will, "The Great Resignation," "The Great Reshuffle," or even "The Great Attraction," the workforce is moving in masses. For the organization, we have found a "Great Reshaping" in place, space, and type of talent:

- **The number of specialists in the workforce is increasing.**
  Employees with post-graduate degrees are expected to account for 29% of the workforce in two years compared to 24% today, an increase of 18% compared to the average provider workforce growth of 5%.

- **Corporate spending on training is increasing.**
  Annual spending on workforce training is increasing from an average of 2.3% of revenue today to 2.6% of revenue in two years, an estimated 22% increase on a weighted average basis.

+22%

2.30%   2.60%

Today   In two years
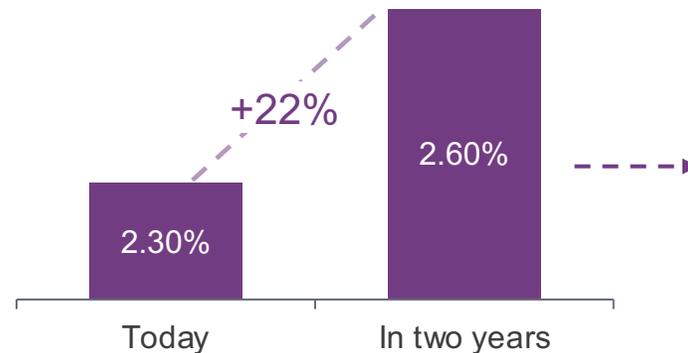
Annual training spending as a percentage of revenues
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

Excerpt for HCL

+18%
growth in employees with post-graduate degrees

- **Accenture** is aggressively moving toward a specialized talent pool. By 2022, its vision is to have 33% specialized workforce and 35% robotic automation and agile experts.

Average training spending as as a percentage of revenue is expected to increase 22% in the next two years

+22%

- Set up as an agile capability development ecosystem, **EXL's "Infinity"** is an AI-driven learning platform that anticipates learning needs and helps learners self-develop multidisciplinary capabilities.

Executive summary—key "people" findings (2/5)

- **Greater workforce localization.**
  We continue to see movement toward an increasingly localized workforce and expect an estimated 18% increase in combined onshore and nearshore locations over the next two years.

	Today	In two years
Onshore	21%	23%
	+18%	
Nearshore	7%	9%
Offshore	74%	70%
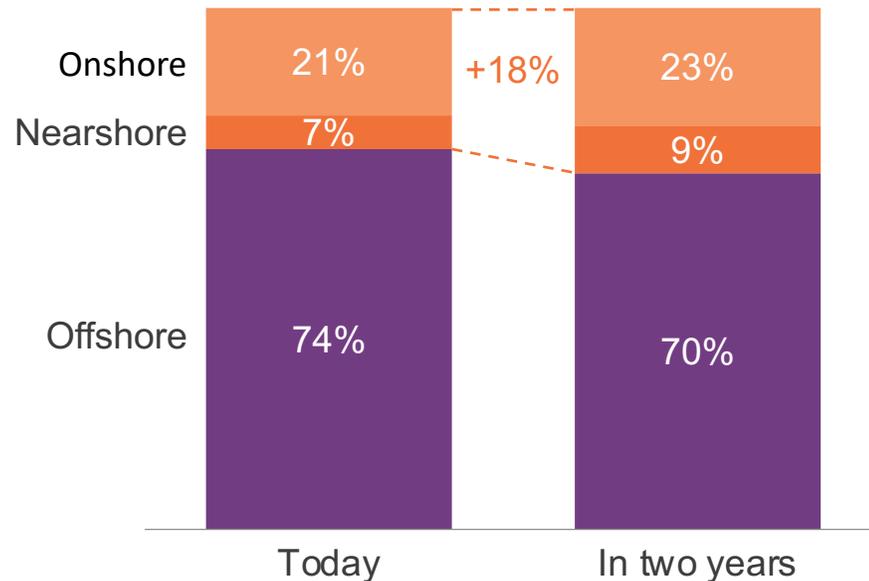
Onshore, nearshore, and offshore distribution as a percentage of total workforce
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

Capgemini's balanced delivery footprint, with 50% offshore resources and 50% onshore/nearshore resources, emerges as a strength for clients looking for increased localization of service delivery.

Infosys is making strong moves toward a more distributed workforce. It plans to decrease offshore distribution from 81% to 70% within two years while raising the nearshore presence from 2% to 10%. While its offshore numbers may still be higher than competitors', Infosys has shown a strong commitment to localization and is hiring 25,000 local, US-based staff.

Excerpt for HCL

- **Gig workers** will play a more important role, but still not a significant one due to ongoing concerns around IP ownership, data security, and the ability to maintain a cohesive culture with contract employees. HFS sees an increase in gig workers from 0% to 5%.[1]

- **Providers move toward an almost 50/50 work-from-home split.**
Amidst the challenges of security, compliance, human behavioral changes, and new expectations of clients, brick-and-mortar environments will never return to pre-pandemic levels. The percentage of the workforce engaging in a work-from-home (WFH) model jumped from a pre-pandemic average of 8% to a 2021 average of 92%[1]. For 2022, service providers are planning to continue a work from home model with nearly 49% of their total headcount in 2022.[2]

49%

Work from home	Work on site

In 2022, 49% of total headcount expected to continue a work-from-home model.[2]

[1] Sample: Inputs from 11 global service providers covered in this report
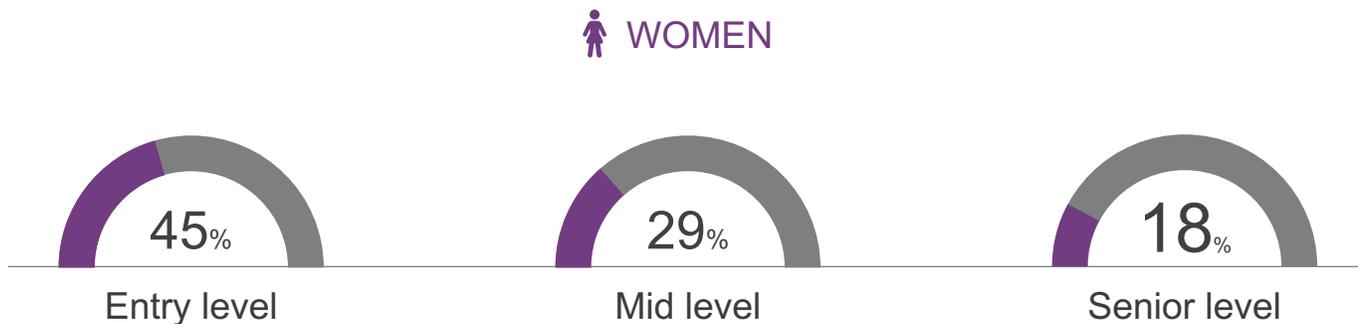   Source: HFS Research, 2021

[2] Sample: Inputs from 26 global service providers
    Source: HFS Top 10: CX Services in the Pandemic Economy—The Best of the Best Service Providers

Excerpt for HCL

- **Diversity and inclusion.** We included diversity metrics in this report as a measure of scoring for execution and innovation categories. In addition to quantitative data, we made qualitative assessments on the ability for participating providers to articulate clear organizational measurement of diversity goals, such as the alignment of executive incentives to diversity and inclusion strategies; participation in local and global organizations, frameworks, and practices; and focused approaches for ensuring a diverse slate of candidates in hiring practices.

  When it comes to gender diversity, this is the balance among participating providers today: (1) The gender balance decreases as organizational responsibility increases.

🧍 WOMEN

45%	29%	18%
Entry level	Mid level	Senior level

Ratio of women-to-men employees as a % of entry-level, mid-level, and senior-level positions
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

Accenture is one the few companies with the goal of a fully gender-balanced workforce goal by 2025. It has also committed to increase ethnic and racial representation in South Africa, the UK, and the US by 2025. The "Pride at Accenture" community constitutes ~20-25% of its workforce as LGBTI Allies across more than 50 countries.

Cognizant is accelerating a diverse leadership pipeline through programs like Propel, an initiative focused on priming the next level of women leaders within Cognizant. In 2021, the company reached a critical milestone of 1,093 participants, exceeding its pledge to put 1,000 women leaders globally through the program.

Excerpt for HCL

Executive summary—key "people" findings (5/5)

(2) Approximately 33% of the technology and business services workforce is female today. The somewhat good news that potentially bodes well for the future is that women account for nearly 45% of technology and business services workforce at the entry level. With a hard focus on increasing opportunities for women across middle and senior levels, we should expect to see more parity in future reports.

33% **WOMEN**

67% **MEN**

Ratio of women-to-men employees as a % of the total workforce
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

TCS' Inclusion Maturity Quotient tracks metrics across diversity segments, enabling TCS to implement evidence-based initiatives based on any gaps that are seen.

Infosys is a signatory to the UN Global Compact and channels diversity and inclusion across the organization through Empowered Employee Resource Groups (ERGs) to help create a broad-based understanding of diverse groups, craft inclusive workplace policies and practices, and work to enable everyone to bring their "best selves" to work.
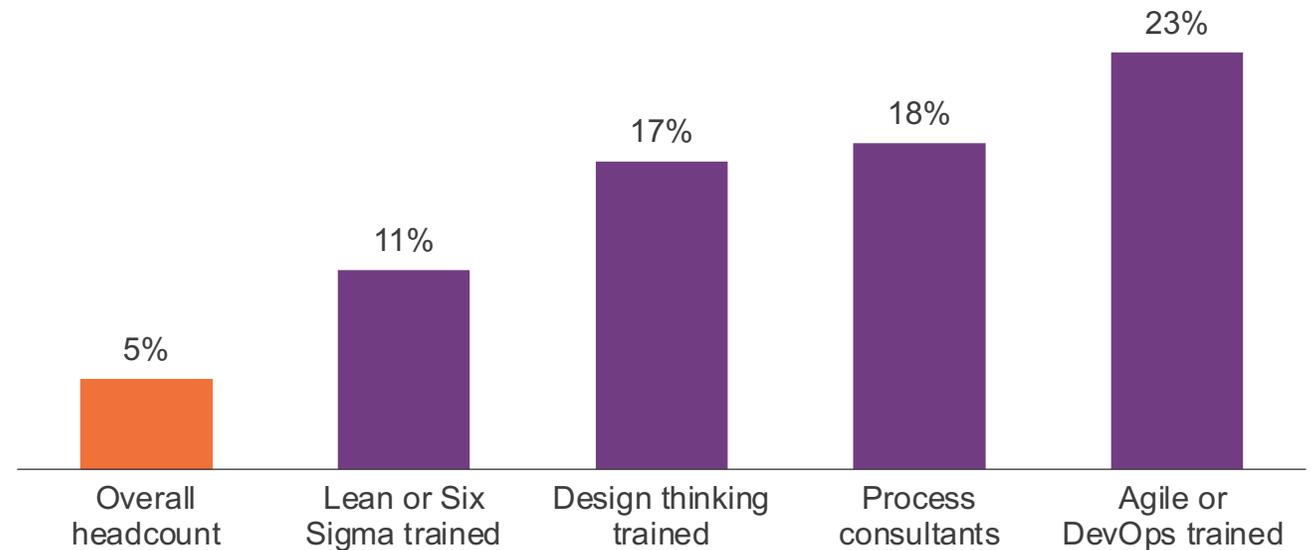
Click here to see more notable diversity initiatives across participating providers

Excerpt for HCL

Executive summary—key "process" findings (1/2)
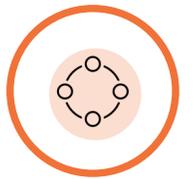
Reimagining processes is an integral part of the talent equation because it flattens the enterprise. Process redesign supersedes silos, connects front to back, and enables your talent to team with technology. It's a zero-sum game.

- **4X growth for process specialists.** Trained specialists who can help reduce enterprise process debt, such as process consultants and employees trained in design thinking, Lean, Six Sigma, Agile, and DevOps, are expected to grow ~20% in the workforce, four times the average ~5% growth in overall provider headcount.

Chart data:
- Overall headcount: 5%
- Lean or Six Sigma trained: 11%
- Design thinking trained: 17%
- Process consultants: 18%
- Agile or DevOps trained: 23%

Projected growth for process specialists in comparison to overall workforce growth
Unit: Percentage headcount growth over a two-year period
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

Executive summary—key "process" findings (2/2)
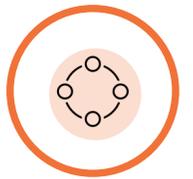
- **From process mining to process simulation.** Beyond the traditional "as-is"/"to-be" process consulting, 100% of providers in this report now leverage process mining and execution. Providers are leveraging emerging tech and creating compelling use cases, such as harnessing digital twins for process simulations.

- **Process maturity modeling.** Most providers covered in this report have articulated proprietary process maturity models. Those who excel enable process benchmarking across function and industry, provide risk analysis and integrated change management, and capture the "people" experience in the process life cycle.

Genpact's Smart Enterprise Processes (SEP) enable granular data analysis, sophisticated diagnostics, cross-functional benchmarks, and technology solutions to maximize process effectiveness and end-business outcomes.

Capgemini's Digital Twin capability is "baked in" to both the internal organization and the offerings it delivers for clients, leveraging Process Modeling tools such as BusinessOptix and Signavio.

WNS' Process Maturity Model (PMM) framework provides quantified, granular-level assessments on performance, efficiency, and effectiveness of in-scope processes.

IBM's APQC Process Classification Frameworks (PCF) provide a framework for organizing all operating and management processes into 13 enterprise level categories.

Accenture leverages propriety tools such as **myConcerto** to perform exhaustive discovery and benchmarking of the existing customer environment.

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Executive summary—key "change" findings (1/3)
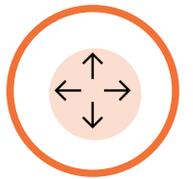
What once could be seen as a line item should be considered the make-or-break between success and failure of your transformation program. Enabling change requires clear leadership, stakeholder and organizational alignment, facilitated learning, and the ability to provide insights, data, tracking, and feedback to identify both progress and change interventions needed to drive options. Providers in this report are supporting clients with both formalized and embedded approaches to change management and platforms and methodologies to scale.

Change 4.0 is TCS' Consulting framework for organizational change management embedded across all transformation programs. It acts as a critical part of TCS' proprietary Transformation Development Methodology (TDM).

IBM's Digital Change approach is integrated throughout all phases of the IBM Garage Methodology and embedded across all solutions to help clients take the guesswork out of how programs will work. Digital Change is driven by behavioral science and built on the IBM Watson Analytics platform.

Wipro's "Zero Touch Change" solution to accelerate and simplify the process of change through three key differentiators: conversational AI personal change assistant, data-driven change intervention using marketing techniques, and real-time adoption insights for "nudge-based" change techniques.

HCL's proprietary Change @Scale methodology for driving change has been developed "in the trenches" with customers and addresses the key drivers for successful engagement and change outcomes.

Infosys' Microchange management framework provides deep insights at both the individual and organizational levels to drive nudges and change interventions at each micro step of a transformation, allowing for rapid iterations and corrections sprint after sprint toward completion and achievement of the transformation vision.
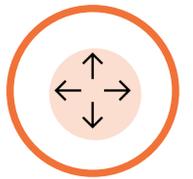
- **Productivity contracts are on the move.**
  Typical productivity commitments over a three-year
  contract have increased by 13 basis points from
  20% two years ago to 33% today; however, most
  commercial constructs continue to be input-based.
  Outcome-based engagements account for less
  than 15% on average.

44%

33%

20%

+13
basis points

Two years ago   Today   In two years
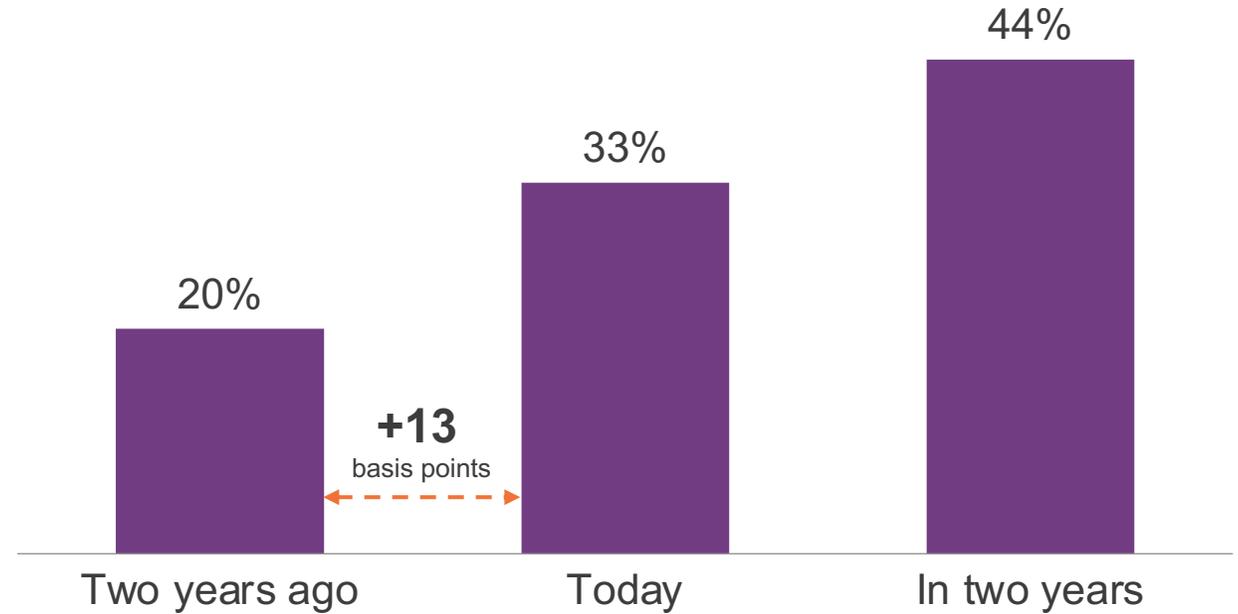
Committed productivity improvements in a typical 3-year contract
Unit: Percentage headcount reduction over a three-year period
Sample: Inputs from 11 global service providers covered in this report
Source: HFS Research, 2021

Executive summary—key "change" findings (3/3)
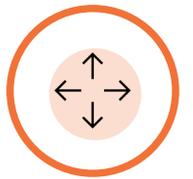
> "Technology changes quickly.
> Organizations change much more slowly."

Source: Westerman, G. "The First Law of Digital Innovation,"
MIT Sloan Management Review, April 8, 2019

Typical strengths and weaknesses of service providers' ability to enable change, based on client interviews:

Service provider strengths	Service provider challenges
• Effective platforms, processes, and models to support the journey • Building trust with teams to bring organizations together • Ability to provide guidance from data points to decisioning • Fluid and transparent knowledge transfer • Partnered, involved, and focused on bringing value to clients' end customers	• Providers need to do more to set expectations for the speed and pace of change, especially as it diverges between technical and business change • While customers expect providers to follow established frameworks, they also sought more flexibility, time, and expertise from providers when moving into more niche client areas • Clear identification of costs and efficiencies, but unclear business case for more qualitative improvements • Change management not always embedded in the design of the engagement

Excerpt for HCL

3 Research methodology

Excerpt for HCL

Service providers covered in this report

Sources of data

This Top 10 research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the capabilities of participating organizations covered in this study.
Sources are as follows:

RFIs and briefings

RFIs: Each participating vendor completed a detailed RFI.

Vendor briefings: HFS conducted briefings with executives from each vendor.

Reference checks

We conducted reference checks with 35+ active clients of the study participants via detailed surveys and phone-based interviews.

HFS vendor ratings

Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions. For this study, we leveraged our fresh from the field HFS Pulse Study data featuring data from 800 enterprise client executive responses.
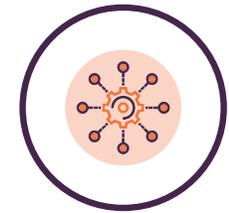
Other data sources

Public information such as press releases, web sites, etc.

Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

How we assessed service providers for the people and process change Top 10 report

The study evaluates the people and process change capabilities of service providers based on execution, innovation, voice of the customer (VOC), and a new criteria for 2021, alignment with the HFS OneOffice model—our vision for digital transformation. Details include:
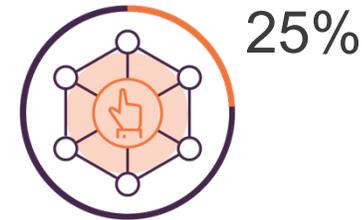
25%	25%	25%	25%
Execution	**Innovation**	**OneOffice Alignment**	**Voice of the customer**
• **Change specialists:** Scale of internal specialists trained in change methodologies: design thinking, process consulting, Lean and Six Sigma, and Agile and DevOps. • **Talent scale and composition:** Size and growth of internal workforce, distribution of educational backgrounds, localization of talent, and organizational gender diversity. • **Commercial structures and process capabilities:** Outcome-driven commercial structures and client innovation centers, geographic spread and strategic capabilities.	• **Strategy and vision:** Clear strategy for attracting and retaining talent; leveraging alternative talent models; goals for growth of gender diversity. • **Talent investments and approach:** Percentage of revenues spent on training, percentage of training focused on soft skills, measurement of diversity strategies. • **Process innovation and IP:** Proprietary process maturity models, mapping, and innovation approach to drive process innovation.	• **OneOffice ecosystem:** Acquisitions, strategic partners, and collaborations. • **OneOffice skills**: Cultivation of OneOffice skills internally and with clients such as digital fluency or problem solving. • **OneOffice competencies:** Formalized and embedded approaches to data and change management.	• **Reference checks:** Direct feedback from enterprise clients via reference check interviews and surveys. • **HFS voice of the customer vendor rating data:** Ratings by active clients of in-scope service providers. • **Reference ability:** Provision of references and reference responsiveness.

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People and process change:
Top 10 results

Excerpt for HCL

People and process change Top 10—summary of providers assessed in this report

Providers (alphabetical order)	HFS point of view
Accenture	Power of "ONE Accenture" talent combined with proven consulting and execution capabilities to deliver innovation at scale
Capgemini	Unifying employee and customer experience with the brand promise of "Get the future you want"
Cognizant	Driving internal change to deliver the promise of a "modern enterprise" for its clients
EXL	Leveraging data-led, domain-backed, and digital-enabled talent and insights to drive business outcomes for clients
Genpact	Harnessing "collective intelligence" to shape a highly adaptive workforce across an execution-focused DNA
HCL	Capturing continuous innovation across its "ideapreneurs" and applying the value to client organizations at scale
IBM	Continuous internal transformation providing clients with embedded change capability across solutions
Infosys	Externalizing future-forward people and change capabilities to help clients reach their OneOffice vision
TCS	Leading innovation culture backed by execution engine and anytime-anywhere capabilities
Wipro	Optimized operating model matched by "Simplify by design" mantra brings simplicity, flexibility, and consistency across people and process
WNS	Developing value-focused leaders across a culture of co-creation

Notable performances for people and process change

HFS Winners Circle Top five providers overall across execution, innovation, OneOffice alignment, and voice of the customer criteria				
#1	#2	#3	#4	#5
accenture	IBM	tcs TATA CONSULTANCY SERVICES	HCL	genpact

Execution powerhouses Top three providers on execution criteria			Innovation champions Top three providers on innovation criteria			OneOffice alignment Top three providers aligned to OneOffice			Outstanding voice of the customer Top three providers on voice of the customer criteria		
#1	#2	#3	#1	#2	#3	#1	#2	#3	#1	#2	#3
tcs TATA CONSULTANCY SERVICES	accenture	IBM	accenture	genpact	IBM	IBM	accenture	tcs TATA CONSULTANCY SERVICES	Infosys Navigate your next	wipro	accenture

Other notable performances

- **WNS'** #2 placement for its execution–ability to drive change is a firm nod to ongoing performance through strong, outcome-based commercial models.
- **Wipro** showed strength with #2 placement in voice of the customer and #4 placement in innovation–process change IP and investments.
- **EXL** came in at #4 in OneOffice alignment thanks to its strong combination of domain expertise, analytics capabilities, and digital intelligence, and scored the #4 position for voice of the customer.
- **Capgemini** exhibited top placements in execution, with #1 placement in talent scale and composition and #5 in overall execution.
- **Cognizant** secured the #4 position among our execution champions in talent scale and composition with an additional strong performance as #5 for its process change specialist capabilities.

HFS Top 10 rankings – People and process change, 2021

Rank	Overall HFS Top 10 position	Execution				Innovation				OneOffice alignment	Voice of the customer
		Change specialists	Talent scale and composition	Commercial structures and process capabilities	Overall execution	Strategy and vision	Talent investments and approach	Process innovation and IP	Overall innovation		
#1	accenture	TCS	Capgemini	HCL	TCS	accenture	accenture	accenture	accenture	IBM	Infosys
#2	IBM	accenture	TCS	WNS	accenture	HCL	genpact	IBM	genpact	accenture	wipro
#3	TCS	IBM	accenture	IBM	IBM	TCS	HCL	genpact	IBM	TCS	accenture
#4	HCL	Infosys	Cognizant	accenture	HCL	genpact	TCS	wipro	TCS	EXL	EXL
#5	genpact	Cognizant	wipro	TCS	Capgemini	IBM	IBM	Capgemini	HCL	HCL	TCS
#6	wipro	wipro	HCL	Capgemini	Cognizant	wipro	EXL	TCS	wipro	genpact	Capgemini
#7	Infosys	Capgemini	genpact	wipro	Infosys	Infosys	WNS	WNS	WNS	Infosys	genpact
#8	Capgemini	genpact	Infosys	Cognizant	wipro	WNS	Infosys	Cognizant	Infosys	wipro	IBM
#9	WNS	HCL	IBM	Infosys	WNS	Capgemini	wipro	Infosys	Capgemini	WNS	HCL
#10	EXL	WNS	WNS	genpact	genpact	EXL	Cognizant	EXL	EXL	Cognizant	WNS

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HCL profile

How to read our summary statements regarding each providers' people and process change capabilities

Dimension	Rank
HFS Top 10 position	#
Overall Execution	#
Change specialists	#
Talent scale and composition	#
Commercial structures and process capabilities	#
Overall Innovation	#
Strategy and vision	#
Talent investments and approach	#
Process innovation IP	#
OneOffice alignment	#
Voice of the customer	#

Strengths	Development opportunities
• Notable strengths across people and process change capabilities	• **What we'd like to see more of** • **What we'd like to see less of** • **Customer critiques**. From references, HFS surveys, and enterprises interactions.

Sections and headings are standardized for all people and process change profiles

Managing talent	Driving change
Total number of employees, includes targeted growth • **Educational background** • **Global distribution** • **Gender diversity** • **Work-from-home ratio** • Includes key highlights per service provider	• **Process consulting** (number of trained professionals) • **Design thinking** (number of trained professionals) • **Lean and Six Sigma** (number of trained professionals) • **Agile and DevOps** (number of trained professionals) • **Innovation centers** • Includes key organizational frameworks, platforms, and capabilities to drive change

Capturing continuous innovation across its "ideapreneurs" and applying the value to client organizations at scale

HCL

Dimension	Rank
HFS Top 10 position	4
Overall Execution	4
Change specialists	9
Talent scale and composition	6
Commercial structures and process change capabilities	1
Overall innovation	5
Strategy and vision	2
Talent investments and approach	3
Process innovation and IP	11
OneOffice alignment	5
Voice of the customer	9

Strengths

- **Integrated change management:** HCL bakes its change management capability into deal structures and supports the creation of an Organization Change Management (OCM) pillar in client organizations, encouraging clients to build out their own change capability to work hand in hand.
- **Ideapreneurs in action:** Client references lauded HCL for its proactive ability to come to the table with new ideas. HCL utilizes its Value Portal application to capture employee ideas in a structured manner and enable internal review, approval, and implementation for the customer, delivering $2.8 billion verified value to clients from 14,700 employee-generated ideas in FY2021.
- **Skills development:** HCL's Skills@Scale program continuously anticipates the skills that need to be built at scale to make the organization future-ready. It utilizes analytics-based predictions of what skills will be challenging to fulfill and redirects development efforts to build those skills internally.
- **Differentiated Mode 1-2-3 strategy** that brings together core IT services (Mode 1), next-generation services (Mode 2), and products and platforms (Mode 3).

Development opportunities

- **Internal transformation story.** An important attribute for supporting client transformation journeys is the ability to clearly depict the *internal* transformation story. HCL needs to take clearly craft its internal transformation to put forward into the market.
- **Change management and process capability strongly tied to tech focus.** HCL's change management and process story is highly documented and action based, but widely presented through a tech-centric lens. HCL's narrative needs more focus through a human-centric people and process view.
- **Gender diversity:** HCL created many initiatives to increase gender diversity in the workforce and has seen a 5% improvement in women's representation at mid-management over the past four years. HCL has the opportunity to continue increasing women's representation across all levels.

Managing talent

HCL employs approximately 168,977 people worldwide and plans to hire about 21,000 employees in 2021

Academic degrees
Percentage of employees
- 10% High school
- 63% Graduate
- 27% Post-graduate

Global distribution
Percentage of employees
- 65% Offshore
- 6% Nearshore
- 29% Onshore

Gender diversity
Percentage of employees
- 27% Women
- 73% Men

Work-from-home ratio
Percentage of employees
- Before pandemic: 98% In-office, 2% WFH
- Today: 93% WFH, 8% In-office
- In future (expected): 63% WFH, 37% In-office

- According to JP Morgan's analysis between FY09 and FY20, HCL has the highest revenue per employee among all TWITCH players. HCL improved by 72% over a 10-year period, moving from lowest to highest among the service providers included in this report
- HCL's internal talent management application, Kalibre, utilizes its science and IT-led protocol for robust talent-management capability.

Driving change

- **Process consulting.** 1,500 professionals
- **Design thinking.** 250 professionals
- **Lean and Six Sigma.** 5,000 professionals
- **Agile and DevOps.** 50,000+ professionals
- **Innovation centers.** 58 co-innovation labs globally
- HCL orchestrates organizational change and process design through its proprietary **FENIX digital transformation framework,** comprising four quadrants mapping all transformation initiatives. A significant portion of an enterprise's change applications are organized within the **Build to Change** quadrant.
- Proprietary **Change @Scale** methodology for driving change has been developed "in the trenches" with customers to address the key drivers for successful engagement and change outcomes.

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About the authors

Excerpt for HCL

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Phil Fersht is widely recognized as the world's leading independent analyst focused on the alignment of business operations and technology spanning over two decades. He has a global reputation for calling out the big trends, being unafraid to share his honest views, and driving a narrative on the technology and business services industries that shape many leadership decisions. His reputation drove him to establish HFS Research in 2010. Fersht coined the term "OneOffice" in 2016 to describe HFS Research's vision for future business operations amidst the impact of cloud, automation, AI, and disruptive digital business models.

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Saurabh Gupta is President, Research and Advisory Services at HFS. He oversees HFS' global research function managing the global team of analysts and operations across US, Europe, and Asia-Pac. He works closely with the CEO to set the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research.

Saurabh is a recognized thought leader and passionate problem solver in the global services industry. With 15+ years of experience across client, provider, advisory, and analyst roles, he brings a uniquely realistic and wide-ranging perspective to our industry's challenges and opportunities.

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Sarah joined HFS in 2012 and has worked across functions and roles, supporting the CEO on key projects for both HFS and clients. Sarah has spent her career driving the interplay between business, marketing, and technology and holds a Bachelor of Arts degree in Digital Media Studies from the University of Denver.

Excerpt for HCL

About HFS

Insight. Inspiration. Impact.

HFS is a unique analyst organization that combines deep visionary expertise with rapid demand side analysis of the Global 2000. Its outlook for the future is admired across the global technology and business operations industries. Its analysts are respected for their no-nonsense insights based on demand side data and engagements with industry practitioners.

HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

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