PRACTITIONER'S PERSPECTIVE

Piyush Mehta on Genpact's Journey to Rebuild HR for the Autonomous Enterprise

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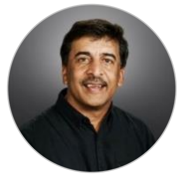

Piyush Mehta
CHRO, Genpact
and Country Manager, India

Arkadev Basak
Partner,
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Arkadev Basak, Partner, HR & Talent at Everest Group, sat down with Piyush Mehta to discuss how Genpact is transforming its HR function through AI, skills intelligence, and workforce insights to drive business agility and growth.

Piyush Mehta serves as Genpact's Chief Human Resources Officer (CHRO) and Country Manager for India. He leads the company's global HR function and advances its vision of becoming an employer of choice. He also represents Genpact with key stakeholders across India and plays a vital role in shaping the company's people and talent strategy.

Since joining GE/Genpact in 2001, Piyush has held several HR leadership roles before becoming CHRO in 2005. As a member of the Genpact Leadership Council, he has led initiatives spanning employee relations, organizational capability, mergers and acquisitions integration, technology-driven transformation, and HR management for global businesses and geographies. He has also worked closely with Genpact's Board and Compensation Committee on leadership succession, executive compensation, and talent management.

Based in India, Piyush also serves as Country Manager, representing Genpact's leadership across the region. He has been a member of the NASSCOM Executive Council and currently serves as a commissioner on the Global Certification Council of the Society for Human Resource Management. Prior to Genpact, he held HR leadership roles at Hindustan Lever, AT&T India, and Frito-Lay Asia Pacific. He holds a postgraduate degree in personnel management from XLRI, Jamshedpur.

"You cannot automate chaos, and you cannot build an autonomous enterprise on fragmented processes and data."

– Piyush Mehta, CHRO, Genpact and Country Manager, India

Arkadev Basak

As Genpact embarked on its broader business transformation journey, what were the pivotal shifts that made HR transformation necessary? Why was getting HR right critical to the broader agenda?

Piyush Mehta

Genpact's pivot to agentic and advanced technology solutions, with our continued core strength of context-rich process intelligence and last-mile expertise, has redefined how value gets delivered to the client. This directly shapes how work gets delivered. The hybrid agent-human workforce required to deliver this work then becomes core to realizing value. Our talent model is our business model.

Historically, we have been early builders of large-scale HR shared services and globally standardized HR operations. That gave us a unique perspective because we were not approaching transformation as observers. We were operating these environments ourselves while helping many of the world's largest enterprises navigate similar challenges. As we evolved, we realized we needed far more agility, adaptability, workforce intelligence, and connected decision-making than the existing systems had been designed to support.

Over the years, we had accumulated transaction-heavy manual HR workflows, along with a complex technology and data landscape, added through acquisitions and growth. The talent and skills model was still reactive, without a sufficiently dynamic view of talent and skill availability. Learning participation was strong but also required realignment to the emerging business demand. Workforce, learning, deployment, and operational data still sat across different systems and structures, which meant leaders were often relying on manual interpretation and historical snapshots rather than real-time workforce intelligence.

That is when the realization hit: you cannot automate chaos, and you cannot build an autonomous enterprise on fragmented processes and data. The operating model, the talent and skills model, and the technology architecture all had to evolve together, with a shared data foundation connecting them underneath. Those became the core building blocks of the transformation.

Arkadev Basak

What was the guiding vision behind Genpact's HR transformation, and what outcomes were you aiming for?

"Our talent model is our business model."

– Piyush Mehta, CHRO, Genpact and Country Manager, India

Piyush Mehta

GenpactNext, our strategy that underpins the pivot to agentic and advanced technology solutions, served as the guiding vision for the HR transformation journey.

Our GenpactNext strategy outlines our growth through three Cs:

- Capabilities, including advanced technology solutions
- Clients, both large enterprise relationships and mid-market companies; and
- Catalysts, such as technology partners and AI-skilled talent

Our edge: nearly three decades of context-rich process intelligence, accelerating growth together with the best partners and talent, being our own best proof point for transformation.

Even as we invested heavily in our recruitment and learning engines to build AI talent, we set out to do three things on the overall HR transformation front:

One, live the transformation ourselves and be the authentic proof of a successful HR transformation.

Two, deliver a consumer-grade employee experience at scale, leveraging advanced tech end-to-end – not as a layer on top, but as the way HR actually runs.

Three, take cost out – credibly. We committed to audacious goals for reducing our HR cost as a percentage of our revenue.

What grounded all of this was a practical view of the future-state enterprise model: automate what is repeatable, augment what is complex, and keep human judgment at the center of decisions that genuinely require it.

Arkadev Basak

With priorities spanning employee experience, learning, careers, analytics, skills, and HR technology, how did you decide what to prioritize? What sequencing logic guided the transformation roadmap?

Piyush Mehta

We often say that you cannot automate chaos. So, our sequencing logic was actually quite simple: simplify first, then scale AI.

"We were not approaching transformation as observers. We were operating these environments ourselves while helping many of the world's largest enterprises navigate similar challenges."
– Piyush Mehta, CHRO, Genpact and Country Manager, India

Before introducing new AI capabilities, we focused on simplifying the underlying environment. We reduced our application footprint by more than 30% and integrations by over 60%, while also strengthening the underlying enterprise HR backbone and connected workforce data environment. That created the foundation for everything that followed.

Once the architecture became cleaner and workforce data became more connected, sequencing became less about rigid prioritization and more about readiness and momentum.

Three opportunity areas surfaced:

- The first was the HR operating model itself. We were deliberate about embedding AI into the flow of work rather than treating it as a disconnected layer sitting outside the operating model. There had to be work that was no longer done by humans. We launched HRpedia, an AI-powered HR advisor for employees, and introduced Chat with Data, our conversational analytics tool that lets leaders query workforce data in natural language for workforce intelligence and decision support. The objective was not simply automation, but freeing up human capacity for higher-value, judgment-led work
- The second area was intelligent talent fulfillment. We wanted to move beyond reactive staffing and create much greater visibility into workforce capability. By introducing automated skill-inferencing and talent intelligence tools, we were able to identify skills, adjacent capabilities, and deployment opportunities much more dynamically, helping the business respond faster to changing demand
- The third area was skilling at scale and speed. As AI demand accelerated, traditional learning models were no longer sufficient. We expanded personalized learning through Genome, our AI-powered learning platform, using AI-enabled Guru interactions (its conversational learning assistant), simulators, and content curation to help employees build capabilities faster and more continuously in the flow of work

At the same time, this was never governed as an HR-only program. The goals, trade-offs, and execution rhythms were jointly owned across HR, technology, operations, and business leadership. We set up cross-functional governance through a shared transformation council and moved away from traditional sequential delivery toward integrated pod-based execution models.

One of the other important balances we had to maintain was between distributed innovation and enterprise guardrails. Teams could move quickly and experiment, but capabilities still had to align to shared enterprise standards across architecture, APIs, security, privacy, and responsible AI governance. That became especially important as AI started moving into higher-impact workflows involving hiring, learning, mobility, workforce planning, and employee support.

Arkadev Basak

What did "skills-led HR transformation" mean in practice at Genpact, and how did you connect skills intelligence to learning, careers, mobility, workforce planning, and business needs?

Piyush Mehta

For us, becoming skills-led was never just about building a skills taxonomy or expanding learning programs. It was about creating a much more dynamic workforce system that could respond to business demand at the speed the enterprise itself was changing. This ambition is reflected in Genpact's skill transformation framework.

A foundational step was improving the quality and connectedness of our underlying workforce data. We invested heavily in employee profile completeness, skill and proficiency mapping, and made that a leadership priority across platforms like GSocial, Genpact's employee intranet platform, and Genome. Workforce decisions started changing materially. We reduced manual screening effort, enabled up to 7x faster identification of relevant candidates, and lifted internal fulfillment to more than 53%, strengthening a much more confident internal-first talent model.

Learning evolved alongside this shift. In 2025 alone, employees logged more than 12.5 million learning hours, with roughly 40% focused on AI and technology upskilling.

Since in an AI-enabled enterprise, technical proficiency alone is no longer enough, and people increasingly need to work effectively alongside intelligent systems while applying human judgment where it matters most, we also increasingly started emphasizing what we internally describe as "trilingual capability" – a combination of deep domain expertise, digital and AI fluency, and strong human judgment. For example, a delivery leader today may need to understand a client capability gap, use AI-enabled workforce intelligence to identify adjacent internal talent, and then apply judgment on readiness, team fit, and development needs before making a deployment decision. With this understanding, we rotated talent across levels to Agentic Operations through a multi-level learning assessment and learning tool.

And perhaps the biggest shift is that careers themselves are becoming much more fluid. Movement increasingly happens across adjacent capabilities and evolving skills rather than predefined role ladders. That has given us a much more responsive and scalable way to manage talent as both the business and the nature of work continue to evolve.

Exhibit 1: Genpact's skill transformation framework

Source: Genpact (2026)

Dynamic skills intelligence layer

Continuously updated workforce intelligence from learning, deployment history, certifications, work patterns, skills inference, and demand signals

1 Talent fulfillment and workforce planning	2 Learning and capability development	3 Core workforce capability	4 Governance and business alignment	5 Career mobility and workforce agility
• Build/Buy/Redeploy • AI-led talent matching • Internal-first deployment • Workforce forecasting	• Genome • AI Guru • Personalized learning • Demand-linked upskilling • Continuous refresh	• Domain expertise • Digital and AI fluency • Human judgment	• Skills governance council • Demand sensing • Emerging tech tracking • Business-linked priorities	• Adjacent skills movement • Dynamic role evolution • Flexible career paths • Mobility intelligence
Talent identified and deployed faster against evolving business needs	Capabilities continuously refreshed through demand-led learning	A trilingual set of capabilities cultivated across the workforce	Skills priorities aligned to business demand	Careers move across capabilities, not fixed ladders

Connected workforce data foundation

GSocial intranet ▶ Genome learning and skills data ▶ Deployment history ▶ Skills taxonomy ▶ Certifications ▶ Workforce signals ▶ Learning intelligence

AI outcomes are only as strong as the workforce data underneath them

Outcome

7x	53%	12.5M	40%	1M+	Higher retention
Faster candidate identification	Internal fulfillment	Annual learning hours (2025)	AI- and technology-focused learning hours	AI Guru learner interactions	among active learners

Skills intelligence now operates as a connected enterprise system powering workforce decisions, capability development, and business responsiveness at scale

"The organizations moving fastest are usually the ones where the CHRO and the CTO are effectively finishing each other's sentences."
– Piyush Mehta, CHRO, Genpact and Country Manager, India

Arkadev Basak

Based on Genpact's experience of driving an AI- and skills-led HR transformation, what advice would you give to other CHROs embarking on a similar journey, and what should they do differently or pay particular attention to from the outset?

Piyush Mehta

Looking back at our own journey, a few lessons stand out quite clearly for me.

The first one is: do not let HR own the transformation alone. The organizations moving fastest are usually the ones where the CHRO and the CTO are effectively finishing each other's sentences.

Second, fix the data before you get excited about the AI. In most organizations, the first problem is not the chatbot, the matching engine, or the demo everyone wants to show. It's the data. We learned that the hard way. And if the data is weak, the tool doesn't just underperform… it breaks trust.

Third, don't treat simplification as the warm-up. Simplification is the transformation. Most organizations carry far more process, data, technology, and talent debt than they realize, and the instinct is to layer AI on top. For us, reducing applications, integrations, and unnecessary variation is what made scale possible before looking at AI.

And finally, perhaps the biggest lesson is that this is not ultimately an HR transformation story. It is an enterprise transformation story viewed through the lens of work, talent, and decision-making. As AI becomes increasingly embedded in enterprise operations, the organizations that move fastest will likely be the ones that redesign the operating model, workforce model, technology architecture, and data foundations together, rather than treating them as separate conversations.

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