



# BPO BULLHORN

**Straight talk. Smart insight. No bull.**

**Thursday, February 19, 2026**

Have you been forwarded this email? [Sign up here](#)

## Hello there

Last week, we asked what has genuinely become **standard in global delivery**. The verdict was split but clear: **AI assists rather than replaces, and exit-ready contracts are in**. Multi-site from day one and paying a premium to spread risk didn't make the cut.

This week we're going deeper: which **metric is everyone defending** but nobody actually trusts? The number that looks fine in the board pack but hides rework, repeat demand, and risk, you only catch on the floor. [Go call it out on LinkedIn.](#)

Next Tuesday, we want your **pasture predictions on where the industry lands next**. Plus, next week we'll be back with a **new Heard drop**, pulling those perspectives together and looking at what they say about where the industry is really running.

### **This week:**

- Telstra Sends 442 Roles to Infosys as Offshore Shift Deepens
- Cape Town BPO Crosses 100,000 Workers, Mitchells Plain Expands
- Cognizant Tells SEC Offshoring Carries Growing Reputational Risk

Let's get moo-ving! 📣🐮

[Invite a friend to join BPO Bullhorn](#)



## **Bullseye: The Essentials**

### **Industry News**

#### **→ Telstra Outsources 442 Roles to Infosys in India**

**Telstra announced it will cut up to 650 positions**, including 442 roles that will be outsourced to Indian technology services provider Infosys. Chief executive Vicki Brady said the changes support operational simplification and the company's Connected Future 30 strategy. The move follows similar offshore migrations by KPMG, National Australia Bank, and Commonwealth Bank, part of a broader shift playing out across Australian banks and major enterprises.

#### **→ Cape Town's Mitchells Plain Secures Hundreds of New BPO Jobs**

**Cape Town's BPO sector now employs more than 100,000** people across the city and contributed approximately \$1.2 billion to the local economy in 2024. The latest investment will add hundreds of new jobs in Mitchells Plain, a suburb that accounts for 16% of the city's BPO workforce. City leaders said skills training and infrastructure support remain central to attracting more operators to the region.

#### **→ Cognizant Flags Offshoring as "Reputational Risk" in SEC Filing**

Cognizant disclosed in its 2025 annual report to the Securities and Exchange Commission that **offshoring poses a growing reputational risk to its business**, not as a reflection of its own position, but due to mounting external pressure. The company cited political opposition, proposed legislation including a 25% excise tax on offshore contracts, visa restrictions, and clients building their own global capability centers as material threats. Cognizant's India-based workforce grew to 256,900 employees, representing 73% of total headcount.

## Insights

### → **Forbes Defines "Agentic Process Outsourcing" as a New Category**

Forbes contributor Sanjay Srivastava [defines Agentic Process Outsourcing](#) as a category where AI agents execute operational work end-to-end while humans handle only exceptions and escalations. He argues that traditional BPO firms adding AI tools do not automatically become APO providers because the model requires clean-sheet, AI-first delivery units rather than technology layered onto labor-led operations. Early use cases include claims intake, accounts payable exception handling, and KYC workflows.

## Technology

### → **High AI Use Masks Employee Resistance**

Harvard Business Review research shows [employees with high AI anxiety](#) use AI for 65% of their job compared to 42% for those with low anxiety, but also report more than twice the resistance to adoption. The study of more than 3,000 workers found that 61% worry about being replaced by someone better at using AI, while workers in technology and financial services show AI anxiety levels 48% higher than those in manufacturing and education. The findings suggest high usage metrics may mask self-protective compliance rather than genuine innovation.

---

## **Media Field Guide**

### Video

#### **Financial Times: How to Grow the Next Generation of CEOs - [YouTube](#)**

The Financial Times examines the return of corporate learning campuses, which were once used to develop managers and CEOs before falling out of favor due to virtual learning and cost cuts. The episode explores why in-person leadership development is regaining interest since the pandemic and whether structured learning programs support long-term organizational strength.

**Why watch:** for ops and delivery leaders thinking about how to develop talent at scale, this is a timely look at whether internal development programs are worth rebuilding and what gets lost when they disappear.

### **Podcast**

#### **Brilliant Minds with Harvey Thorneycroft - [Spotify](#)**

The episode features Harvey Thorneycroft, co-founder of HTL and former professional rugby player for the Northampton Saints and England A, one tier below the senior England national team. Harvey shares how he transitioned from elite sport into business and how he has spent more than 20 years connecting global brands with leaders from business, sport, and media. He discusses delivering over 4,000 initiatives designed to challenge thinking, inspire teams, and strengthen human connection.

**Why listen:** a practical conversation on leadership transition, performance under pressure, and how high achievers approach complex challenges.

### **Books**

#### **Pineapple and Profits - [Amazon](#)**

Kelly Townsend and Peter Frampton present a practical guide to financial literacy for entrepreneurs and small business owners, focused on understanding income statements, balance sheets, and decision-making based on real numbers. Drawing from their workshop Investing in Your Future, the book encourages separating personal identity from business performance to support sustainable growth.

**Why read:** a straightforward guide to improving financial confidence and building healthier, more structured businesses.

---

What media would you like to see more of? **Hit reply** and let us know. We'll give you a shoutout if we include it.

[Continue the conversation](#)

## Resource Rodeo 🤠

### **Featuring NEW releases:**

#### **KPMG 2026 Global Third-Party Risk Management Survey**

The latest survey report shows how organizations are strengthening oversight of outsourced services and integrating third-party risk into broader governance frameworks. It highlights persistent challenges in aligning risk management, regulatory expectations, and partner performance across global supply chains - [Download](#)

### **Also spotted:**

- Peopleware's State of WFM Report 2026 - [Download](#)
- EY Union Budget 2026-27 Highlights - [Download](#)
- Industry Report: State of AI in the Enterprise - [Download](#)

## Toro's Timetable

### **February**

23 - [Customer Contact Week Berlin](#) | Berlin

### **March**

4 - [CX Alliance Workshop](#) | London

10 - [Enterprise Connect](#) | Las Vegas, NV

18 - [CCW Digital](#) | Sydney, AU

25 - [4th BPO Confex & Awards 2026](#) | Bengaluru, India

## The Tail End 🐮

New here? [Subscribe](#) or [browse past editions](#).

Thanks for reading. See you next Thursday.

## Enjoying our newsletter? Follow us on social for more



### **Maistro UK Limited**

Rowan House North 1 The  
Professional Quarter, Shrewsbury  
Business Park, Shrewsbury

[Privacy Policy](#)

You are receiving this email  
because you subscribed to our  
newsletter.

[Unsubscribe](#)