

# Top GBS Employers™ in India, the Philippines, and Poland – 2023

July 2023



# Our research offerings

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- ▶ Insurance Business Process
- ▶ Insurance Information Technology
- ▶ Insurance Technology (InsurTech)
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- ▶ Process Orchestration
- ▶ Procurement and Supply Chain
- ▶ Recruitment
- ▶ Retail and CPG Information Technology
- ▶ Retirement Technologies
- ▶ Revenue Cycle Management
- ▶ Rewards and Recognition
- ▶ SAP Services
- ▶ Service Optimization Technologies
- ▶ Software Product Engineering Services
- ▶ Supply Chain Management (SCM) Services
- ▶ Sustainability Technology and Services
- ▶ Talent Genius™
- ▶ Technology Skills and Talent
- ▶ Trust and Safety
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Peer analysis

Market intelligence

Tracking: providers, locations, risk, technologies

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# Contents

<b>1. Introduction and overview</b>	<b>4</b>
• Background of the research	5
• About Everest Group Top GBS Employers™ 2023 report	6
• Research methodology	10
• Key takeaways	11
<b>2. Top GBS Employers™ in key talent markets</b>	<b>12</b>
• India	12
• The Philippines	36
• Poland	57
<b>3. What works or needs attention in different geographies</b>	<b>77</b>
• Longitudinal comparison of employer brand perception across geographies	78
• Comparative assessment of EVP levers across geographies	79
• Impact of GBS employer's age and FTE count on their brand perception	80
<b>4. Appendix</b>	<b>83</b>
• Frequently Asked Questions (FAQs)	84
• Glossary	85
• Research calendar	86

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# 01

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## Introduction and overview

- Background of the research

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- About Everest Group Top GBS Employers™ 2023 report

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- Research methodology

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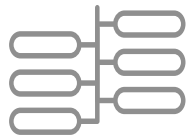
- Key takeaways

## Background of the research

As the world moves on from Talent Wars of 2021-22 to the slowdown and layoff cycles of 2023, maintaining a positive brand image remains critical for attracting and retaining high-quality talent. Employees with specialized functional and behavioral skills are becoming ever more critical to sustained organizational success as the market gets more competitive. Talent is without doubt the key differentiating factor and GBS employers need a multi-pronged approach to build, maintain, and strengthen their employer brand perception in local markets.

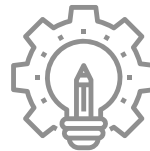
In its second edition, our Top GBS Employers™ research analyzes the employer brand perception of 300+ leading GBS employers across India, the Philippines, and Poland across multiple dimensions – compensation & benefits, work environment, office ecosystem, work-life balance, hybrid work policies, culture & values, leadership, career development, and diversity & inclusion. This study also analyzes the perceived performance of each of these GBS employers in the local talent markets based on prevailing attrition rates, growth, and employee satisfaction ratings. We also assess the initiatives best-in-class GBS employers undertake to differentiate themselves in talent markets.

Leading global GBS employers can leverage these insights in addition to Everest Group's talent performance framework to optimize their talent management strategies and build future-proof talent models. By design, this analysis is based on publicly available information only with an intent to capture prospective employees' perceptions about top GBS employers. This assessment is reflective of market trends as of H1 2023. We will continue to track this market and refresh this assessment annually.



### Scope of coverage

Benchmarking top GBS employers on their employer brand perception, location-specific and industry-specific variations, and key implications for GBS employers



### What will you learn?

Impact of various factors (compensation & benefits, work environment, office ecosystem, work-life balance, hybrid work policies, culture and values, leadership, career development, diversity & inclusion, etc.) on overall employer brand perception and subsequent success in the local talent markets

## Everest Group Top GBS Employers™ – why is brand perception important?



GBS leaders lack an outside-in perspective on employer brand perception

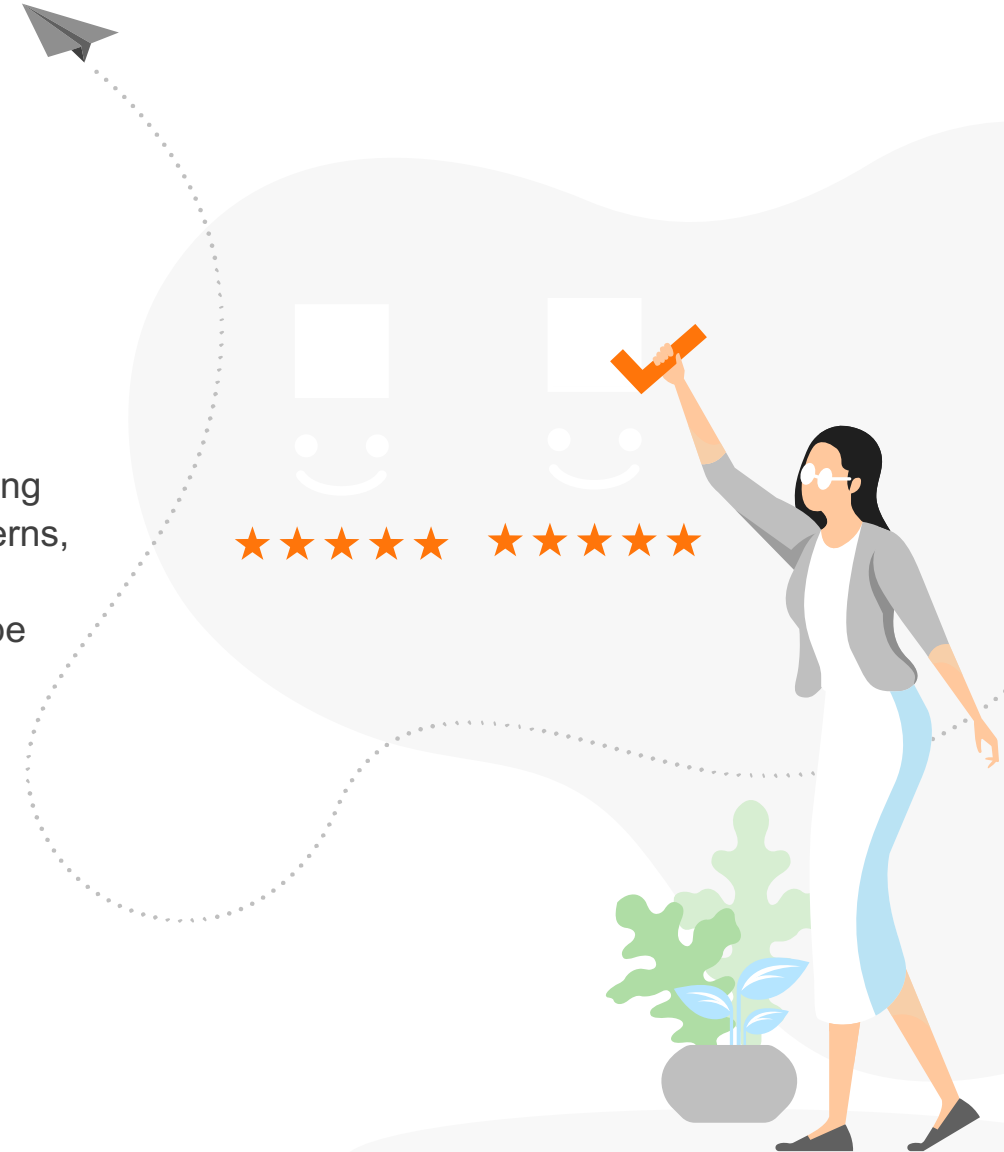


There is a lack of employer brand perception studies focused specifically on GBS employers



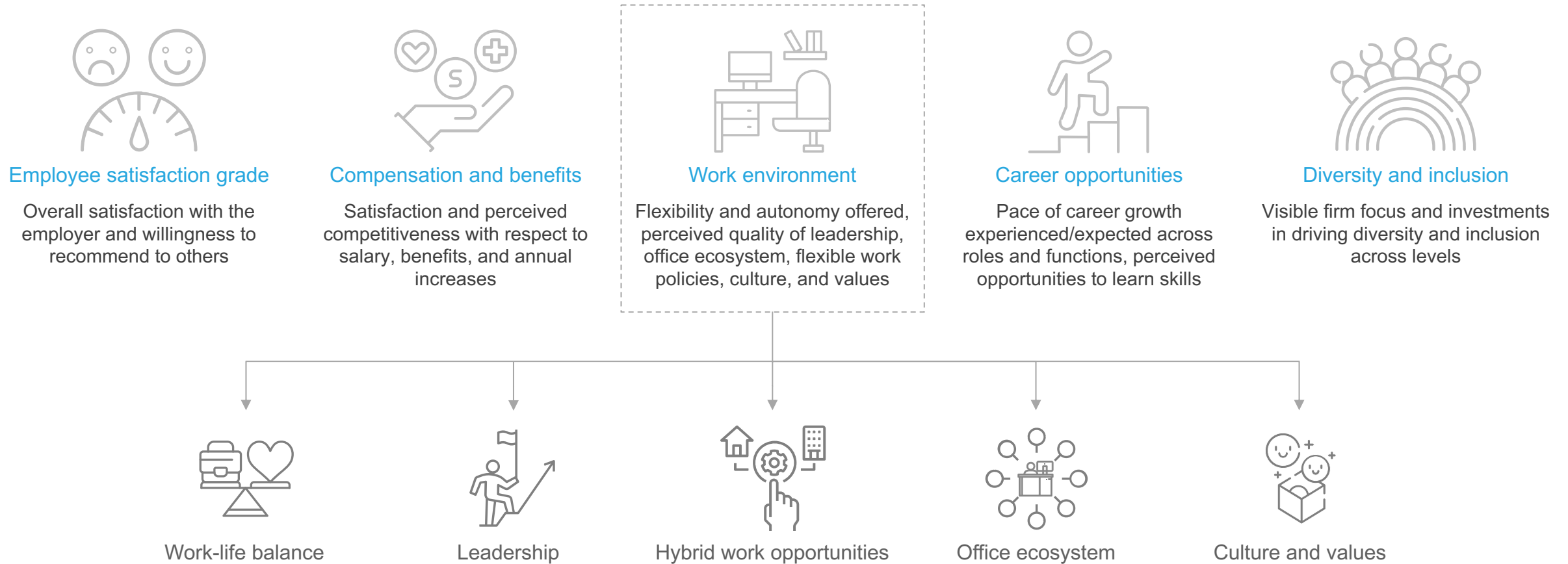
Unaware of the evolving employee needs, concerns, and ever-changing competitive landscape

Everest Group Top GBS Employers™ fulfills this need and provides an **outside-in proxy** along with data-backed perspectives on the top GBS employers' brand perception in key markets, market trends on key Employee Value Proposition (EVP) levers, variations across geographies and industries, and learnings from top employers.



# Everest Group Top GBS Employers™ provides a comparative snapshot of leading firms' market perceptions from select third-party sources

## Core dimensions of GBS employer brand perceptions



# We determined the ratings based on reviews and feedback from select public sites that are critical sources for candidates conducting employer research

## Data sets and feedback sources used to determine the ratings

### Sources



Multiple global, regional, and local employee forums



Various job posting websites



Various social media and professional media



### Data sets and feedback

Primary source of employee feedback and ratings on enterprises

- Additional inputs on employee ratings for validation of analysis
- Qualitative feedback for sentiment analysis

Qualitative feedback for sentiment analysis

Analyst points of view (SMEs from Everest Group's Talent Excellence and GBS programs) to validate findings

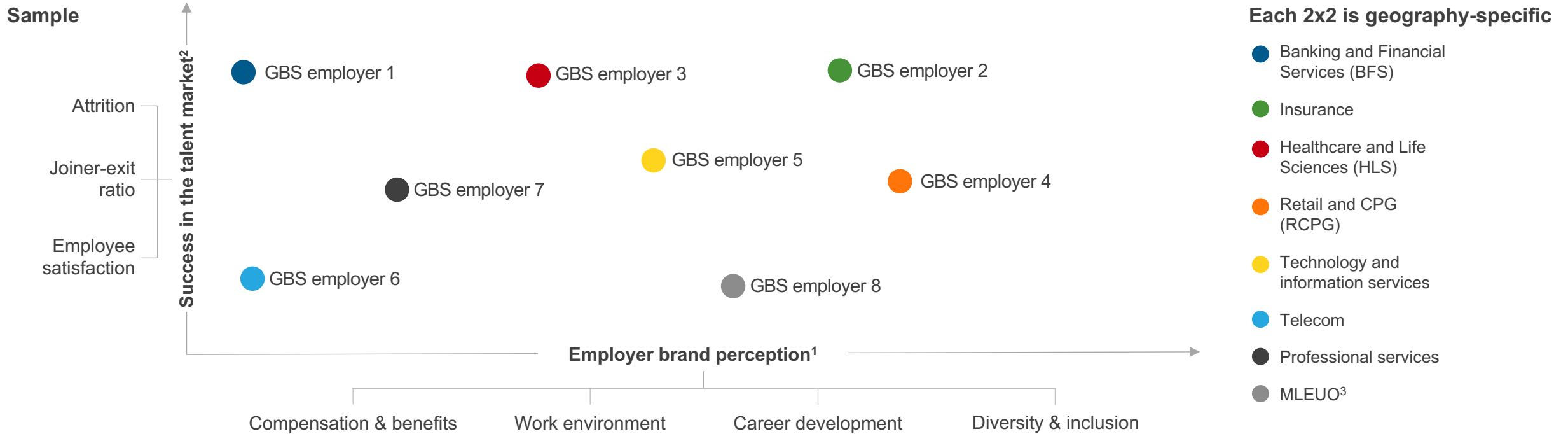
## Platforms used for the analysis





# Everest Group Top GBS Employers™ 2023

## Illustration of methodology used to determine dimensional ratings



### Criteria for selection of companies in each industry



Revenue



Scale



Popularity



Data availability

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

## Our research methodology is based on four pillars of strength to produce actionable and insightful research for the industry

01

### Robust definitions and frameworks

Distinctive data sets (covering 5,000+ GBS centers) and frameworks to assess GBS maturity and health

02

### Primary sources of information

Annual contractual and operational RFIs, briefings, and interviews with GBS employers and web-based surveys

03

### Diverse set of market touchpoints

Ongoing interactions across key stakeholders, inputs from a mix of perspectives and interests, which support both data analysis and thought leadership

04

### Fact-based research

Data-driven analysis with expert perspectives, trend-analysis across market adoption, contracting, and service providers

Year-round tracking through proprietary tools and IP (such as the GBS database and location database) covering 6,000+ GBS centers globally

Over 30 years of experience advising clients on strategic IT, business services, engineering services, and sourcing

Executive-level relationships with buyers, GBS, service providers, technology providers, and industry associations

Thought leadership and expertise on talent model optimization within the global services industry

## Key takeaways



**GBS employer brand perception is volatile and changes over time.** In 2022-23, we observed a notable dip in employer brand perception ratings across regions, particularly in the Philippines. While GBS employers in India have improved their brand perception ratings.

**Holding the top GBS employer position is no easy feat,** as approximately 15% of last year's top performers have slipped from the top quadrant in India, the Philippines, and Poland. However, some GBS employers have achieved significant positive shifts in brand perception through multi-pronged initiatives.

**Employee expectations are ever-changing,** Work flexibility and diversity & inclusion (D&I) emerged as crucial factors in attracting and retaining talent. Compensation and benefits remain essential as well.

**Cultural differences impact employer brand perception,** as employees in the Philippines generally exhibit more positivity compared to their counterparts in India and Poland.

**Perceived brand perception** strongly influences and **correlates with success in the talent markets** for GBS employers.

**Employer engagement period counts,** GBS employers in the Philippines with over 6 years of local presence secure higher positions on the chart.

Despite a temporary ceasefire in the talent war, **structural gaps in the demand and supply of skilled workers still exist,** emphasizing the critical need for investments in maintaining and enhancing employer brand perception for GBS employers' success in diverse markets.

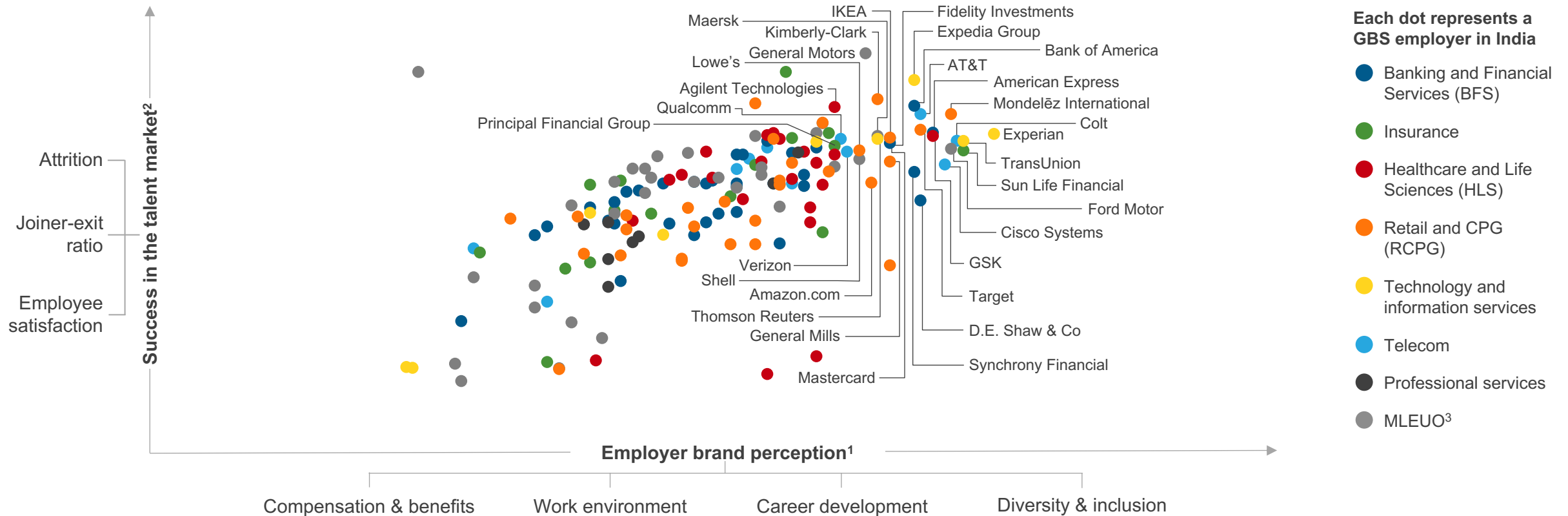
# 02

## Top GBS Employers™ in key talent markets – India

- List of Top GBS Employers™
- Longitudinal study of Top GBS Employers™ 2022-23
- Critical EVP levers impacting brand perception of GBS employers
- Comparative assessment across industries
- Industry-specific insights
- List of GBS employers analyzed

# Everest Group Top GBS Employers™ 2023 – India

Everest Group Top GBS Employers™ 2023 – India, N<sup>4</sup>=165



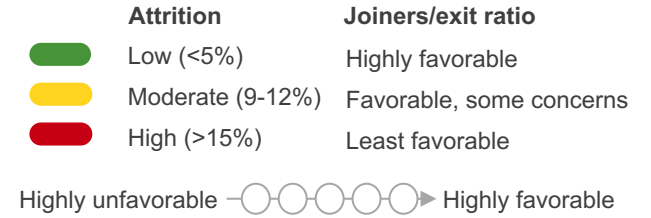
1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion  
 2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores  
 3 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals  
 4 N = number of companies in the analysis

Note: GBS employers in India of the mentioned companies have been identified as the top GBS employers in 2023

Source: This analysis is based on various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – India (page 1 of 3)

## Top 30 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
A.P. Møller – Mærsk A/S	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A
Agilent Technologies, Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A+
Amazon.com, Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🔴	🟢	B+
American Express Company	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A
AT&T Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟢	🟢	A
Bank of America Corporation	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A+
Cisco Systems, Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟡	A
Colt's Technology Services Group Limited	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🔴	🔴	A+
D.E. Shaw & Co., L.P.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🔴	🟢	B+
Expedia Group, Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A+

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

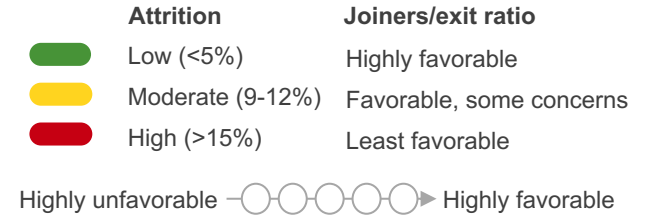
2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in India of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – India (page 2 of 3)

## Top 30 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
Experian plc	\$\$\$		★★★★☆		Yellow	Green	A
Fidelity Investments	\$\$\$		★★★★☆		Yellow-Green	Yellow-Green	A
Ford Motor Company	\$\$\$		★★★★☆		Yellow	Yellow-Green	A
General Mills, Inc.	\$\$\$		★★★★☆		Yellow	Yellow-Green	A
General Motors Company	\$\$\$		★★★★☆		Green	Green	A+
GSK plc	\$\$\$		★★★★☆		Yellow-Green	Green	A
IKEA	\$\$\$		★★★★☆		Yellow	Green	A
Kimberly-Clark Corporation	\$\$\$		★★★★☆		Yellow-Green	Green	A+
Lowe's Companies, Inc.	\$\$\$		★★★★☆		Yellow	Green	A
Mastercard Inc.	\$\$\$		★★★★☆		Yellow	Green	A

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

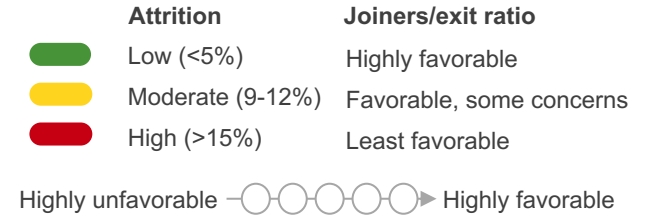
2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in India of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – India (page 3 of 3)

## Top 30 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
Mondelēz International, Inc.	\$\$\$		★★★★☆		Yellow	Green	A+
Principal Financial Group, Inc.	\$\$\$		★★★★☆		Yellow	Yellow	A
Qualcomm Incorporated	\$\$\$		★★★★☆		Yellow	Green	A
Shell plc	\$\$\$		★★★★☆		Yellow	Green	B+
Sun Life Financial Inc.	\$\$\$		★★★★☆		Yellow	Green	A
Synchrony Financial	\$\$\$		★★★★☆		Yellow	Green	B+
Target Corporation	\$\$\$		★★★★☆		Yellow	Green	A
Thomson Reuters Corporation	\$\$\$		★★★★☆		Yellow	Green	A
TransUnion	\$\$\$		★★★★☆		Yellow	Green	A
Verizon Communications, Inc.	\$\$\$		★★★★☆		Yellow	Yellow	A

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in India of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis



## Longitudinal study of Top GBS Employers™ 2022-23 – India

How has the brand perception of companies changed from 2022-23?

↓ Decline    ↕ No change    ↑ Improvement

### Performance trends for 2022's top 20 percentile GBS employers

59% ↕

Retained position as top GBS employer

41% ↓

Deterioration in brand perception; no longer a top GBS employer

### Performance trends for 2022's 20<sup>th</sup> to 50<sup>th</sup> percentile GBS employers

53% ↕

Retained position in similar quadrant

29% ↓

Deterioration in GBS brand perception, dropped to bottom 50% GBS employer

18% ↑

Improvement in GBS brand perception; moved to top GBS employers list

### Performance trends for 2022's bottom 50% GBS employers

79% ↕

Limited/no change in GBS brand perception

19% ↑

Improvement in GBS brand perception; moved up by one category

2% ↑↑

Significant improvement in GBS brand perception; moved to top GBS employers list

- Our assessment shows that India GBS employer initiatives in 2022 have had a significant impact on brand perception
- While ~60% top GBS employers from 2022 have held on to their position, about 40% have slipped down
- At the same time, many GBS employers have had a positive shift in YoY brand perception driven by initiatives that created superior employee experience
- We also observed that there is a certain lag in employer initiative implementation materialization of impact on brand perception
- Market sensitivity revalidates the conviction that GBS employers need consistent efforts to maintain their brand perception and complacency can result in negative impact on GBS brand

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

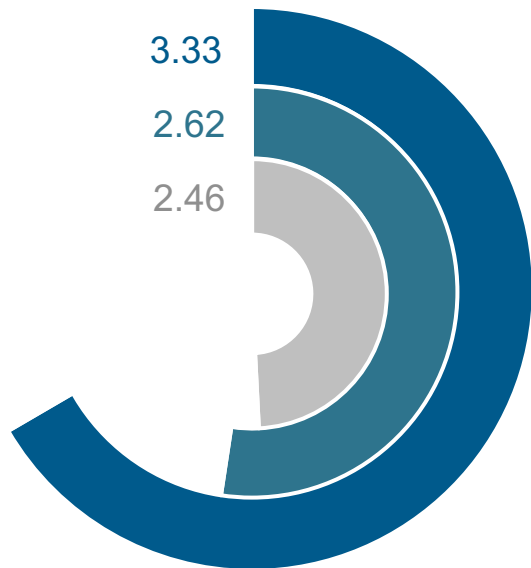
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – India (page 1 of 4)

## Compensation & benefits

### Compensation & benefits

- Top 30 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Competitive salary and flexible compensation structure</li> <li>• Proactive and regular compensation level corrections</li> <li>• Ensuring transparency in compensation bands</li> <li>• Investments in employee benefits, e.g., enhanced health coverage including parents and additional allowance for WFH set-ups</li> <li>• Continuation of health benefits introduced during COVID (e.g., family health benefits, advance salary, and childcare)</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent compensation levels for similar roles/skills</li> <li>• Lower increments</li> <li>• Reduction in cafeteria and cab services</li> <li>• Waning competitiveness of annual performance bonuses and reward structure</li> <li>• Limited/inconsistent leave encashment option</li> <li>• Limited / no rewards / compensation / financial support for overtime</li> </ul>	<ul style="list-style-type: none"> <li>• Employees expect flexible and complimentary benefits such as, food options, transport services, enhanced insurance, and relocation benefits as a basic requirement and give low rating to the GBS that do not provide these benefits</li> <li>• Employees are expecting GBS employers to regularly benchmark their competitiveness with the market and make regular increments to ensure competitiveness</li> <li>• Perception for this dimension for GBS employers in India has deteriorated vs. 2022 as employees in general feel employers haven't offered desired YoY increments</li> <li>• The gap between ratings for the top GBS employers and rest of the GBS employers has narrowed this year, with a 17% difference observed, as opposed to 28% in 2022</li> </ul>

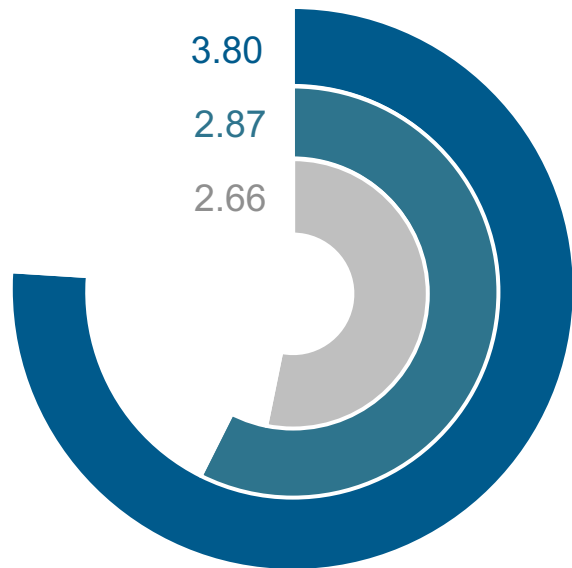
<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – India (page 2 of 4)

## Work environment

### Work environment

- Top 30 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

#### What works

- Easy transition to hybrid working model for all employees
- Focus on providing work-life balance supported by flexi-leave system
- Mental health trainings and stress management sessions in the workplace
- Higher autonomy and challenging work projects – focus on leadership that empowers, challenges, and supports teams

#### Challenges/grievances

- Mandatory return to office or inflexible WFH policies
- Lack of exposure to diverse projects
- Micro-management, limited autonomy to take decisions and internal politics
- Lack of agility in decision making, especially within middle management

#### Observations

- The degree of importance employees give to themes such as WFH policies, onboarding process, leave policies, and work flexibility has increased significantly as compared to last year
- Support provided by mid level managers and their ability to ensure work-life balance for employees continue to be critical in Indian GBS market
- The top GBS employers in India are perceived as employers that provide better work-life balance, have supportive management and have greater focus on framing employee centric policies
- As compared to 2022, perception of work environment has deteriorated for GBS employers in India due to lack of flexibility being offered
- The gap between ratings for the top GBS employers and the rest of the GBS employers has narrowed this year, with a 23% difference observed, as opposed to 26% in 2022

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet

Note: The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies, and leadership

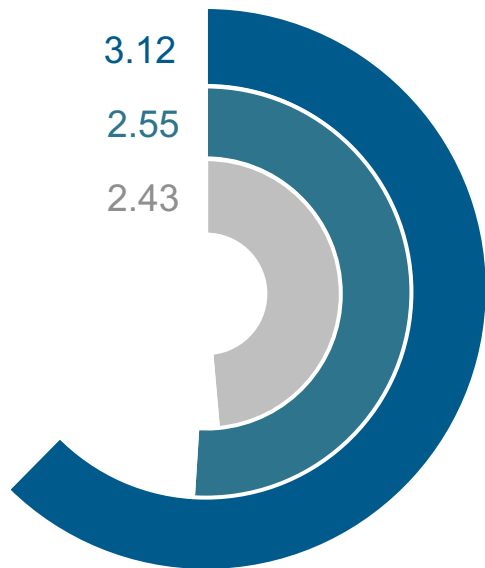
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – India (page 3 of 4)

## Career development

### Career development

- Top 30 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Ensuring visibility into career path</li> <li>• Executive coaching, mentorship, and development programs from business schools that are specifically designed to help leaders thrive</li> <li>• Adoption of digital learning platforms to bridge skill gap</li> <li>• Creation of niche roles across functions</li> <li>• Robust talent engagement strategy that uses a variety of platforms to provide employees with opportunity for training and development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of skill and career development opportunities</li> <li>• Stagnation of growth and learning opportunities after reaching a certain level</li> <li>• Limited opportunities for internal mobility</li> <li>• Fast paced work environment with limited opportunities for professional growth</li> <li>• Lack of job security and layoffs impacting the overall value proposition and attractiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Sentiment analysis shows that in the India GBS market, themes such as learning and upskilling opportunities, along with faster career growth, are critical factors that influence how employees' rate GBS employers</li> <li>• The top GBS employers in India are perceived as employers that provide dedicated learning and development platforms, clarity on career path, and transparent opportunities for career growth</li> <li>• Due to the perception of slower growth among employees, GBS employers in India have declined significantly in the ratings for this dimension as compared to 2022</li> <li>• The gap between ratings for the top GBS employers and the rest of the GBS employers has narrowed this year, with a 14% difference observed, as opposed to 19% in 2022</li> </ul>

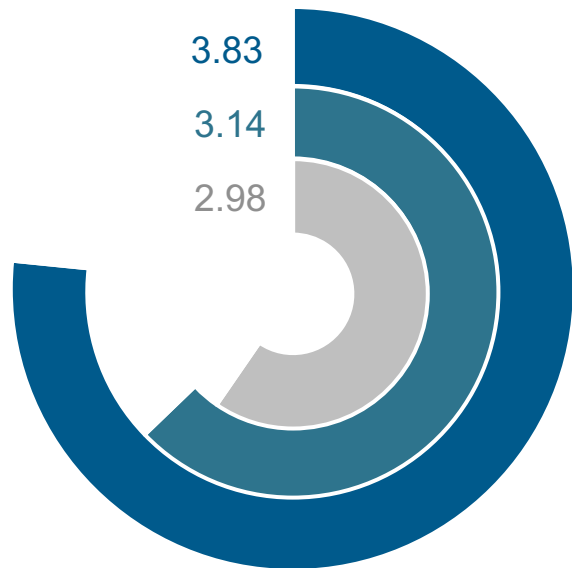
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 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – India (page 4 of 4)

## Diversity & inclusion

### Diversity & inclusion

- Top 30 GBS employers
- Overall average
- Rest of the GBS employers



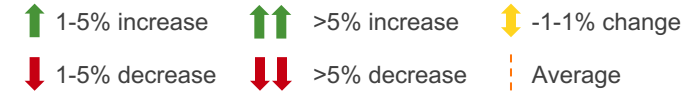
### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Promoting women's inclusion and empowerment through programs such as returning to work, offering financial aid to all employees for adoption, surrogacy, and fertility treatments, among other things</li> <li>• Employee-led organizations established to foster and advance an inclusive culture</li> <li>• Conducting leadership education programs to encourage the hiring of individuals with disabilities and creating workplace infrastructure adjustments to enable them</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of diversity at leadership positions</li> <li>• Lack of sensitization and awareness in the immediate team members</li> <li>• Lack of policies in place to support diversity other than gender diversity policies</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity is consistently rated highly by employees but is not frequently discussed as a key EVP lever</li> <li>• Employee assessments mostly focus on surface-level diversity measures, such as team and leadership makeup, and organizational initiatives</li> <li>• The lack of focus and efforts by immediate teammates in preserving a diverse and inclusive culture has resulted in a slight decline in perception compared to 2022</li> <li>• The top GBS employers score significantly higher in diversity ratings compared to other GBS employers. They have effectively communicated coherent diversity policies and acted</li> <li>• The gap between ratings for the top GBS employers and the rest of the GBS employers has remained the same, with a 17% difference observed this year, similar to 2022</li> </ul>

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Comparative assessment across industries – India (page 1 of 3)

## Employer brand perception and success in the talent market



### Aggregate ratings on factors contributing to employee value proposition

Category/industry	Employer brand perception 2023	Change compared to 2022	Success in the talent market 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.51	↓	3.63	↕	<ul style="list-style-type: none"> <li>The overall perception of employer brand perception for GBS employers in India has declined in 2022, despite variations in performance among different industries</li> <li>The perception of success for GBS employers in the Indian talent market has remained relatively stable YoY, while the perception of their employer brand has deteriorated</li> <li>The HLS industry has exhibited greater volatility in perception, followed by RCPG, compared to other industries</li> <li>Most industries have moved closer to the overall average for India GBS, indicating consistency in performance across sectors</li> <li>To address the declining trend in employer brand perception, GBS employers in India should analyze trends across various EVP levers</li> </ul>
Banking and Financial Services (BFS)	2.78	↓	3.04	↕	
Insurance	2.67	↑	2.99	↓	
Health and Life Sciences (HLS)	2.95	↓↓	3.03	↓↓	
Retail and CPG (RCPG)	2.88	↓	2.99	↓↓	
Technology and information services	2.59	↓↓	2.66	↓↓	
Telecom	3.00	↓	3.23	↑	
Professional services	2.50	↓	2.69	↕	
MLEUO <sup>1</sup>	2.59	↑	2.92	↕	
	<b>2.77</b>		<b>3.00</b>		

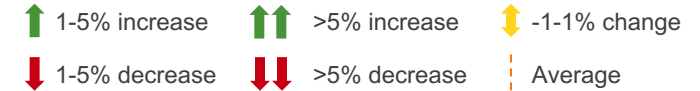
<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Comparative assessment across industries – India (page 2 of 3)

## Compensation & benefits and work environment



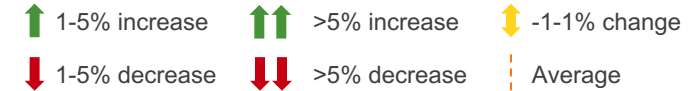
### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Compensation & benefits 2023	Change compared to 2022	Work environment 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.33	↓	3.80	↓↓	<ul style="list-style-type: none"> <li>• Compensation &amp; benefits and work environment ratings show a higher degree of change, indicating their sensitivity and volatility as parameters</li> <li>• Overall perception of compensation &amp; benefits of India GBS has declined over 2022 but some industries have performed better</li> <li>• Maintaining perception of work environment has been more challenging as compared to maintaining compensation &amp; benefits perception</li> <li>• The difference in average perception between the top GBS employers and the overall India GBS employers is highest for work environment, highlighting its significance in creating a differentiated brand</li> <li>• BFS, insurance, and HLS have witnessed highest change in compensation &amp; benefits as well as work environment perception</li> </ul>
Banking and Financial Services (BFS)	2.61	↑↑	2.79	↓↓	
Insurance	2.38	↑↑	2.91	↓↓	
Health and Life Sciences (HLS)	2.86	↓↓	3.11	↓↓	
Retail and CPG (RCPG)	2.85	↓↓	2.92	↕	
Technology and information services	2.50	↕	2.71	↓↓	
Telecom	2.85	↓	3.23	↑	
Professional services	2.31	↓	2.25	↑↑	
MLEUO <sup>1</sup>	2.39	↑↑	2.77	↕	
	2.62		2.87		

1 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals  
 Note: a) The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies and leadership  
 b) Few data points of the Top GBS Employers™ 2022 report have been updated post publishing  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Comparative assessment across industries – India (page 3 of 3)

### Career development and diversity & inclusion



#### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Career development 2023	Change compared to 2022	Diversity & inclusion 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.12	↓↓	3.83	↓	<ul style="list-style-type: none"> <li>• Career development has the lowest perception rating across all the EVP levers for GBS employers in India, and it has also experienced the most significant decline</li> <li>• Career development has declined across all the industries, indicating a trend specific to GBS employers across India</li> <li>• The smallest difference in perception averages between the top GBS employers and the India average suggests the difficulty in improving the perception of career development in India</li> <li>• Despite a decline compared to 2022, diversity receives the highest rating among all the EVP levers</li> <li>• Perception of diversity across GBS employers in India has been more consistent compared to other EVP levers</li> </ul>
Banking and Financial Services (BFS)	2.56	↓↓	3.28	↓	
Insurance	2.53	↓	3.00	↓	
Health and Life Sciences (HLS)	2.64	↓↓	3.20	↓↓	
Retail and CPG (RCPG)	2.57	↓↓	3.18	↓	
Technology and information services	2.29	↓↓	2.93	↓↓	
Telecom	2.85	↓↓	3.42	↕	
Professional services	2.56	↓↓	3.06	↓	
MLEUO <sup>1</sup>	2.44	↓	2.91	↕	
	2.55		3.14		

<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis



## Industry-specific insights – India (page 1 of 8)

### Banking and financial services



- Banking and financial services GBS employers dominate the 2023's top GBS employers list with approximately 20% share among the top quadrant
- While some GBS such as American Express Company, Bank of America Corporation, and Synchrony Financial have retained their top GBS employer position, several others have witnessed significant improvement in the GBS brand perception in 2022-23
- The rest of the BFS players are distributed across the spectrum of brand employer perception, with higher concentration toward the middle. There are limited GBS employers from BFS industry in the bottom quadrant
- Even though the overall industry brand perception rating has dropped marginally in 2023, BFS GBS employers have shown one of the highest increases in perception of their compensation & benefit rating compared to other industries

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.05	2.91	2.40	3.17	2.95	3.54
2023 rating	3.04	2.78	2.61	2.79	2.56	3.28

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 2 of 8)

### Insurance



- Insurance GBS employers, including Sun Life Financial Inc. and Principal Financial Group, Inc. represent 7% of the top GBS employer list, showcasing their continued performance and improvement in brand perception
- Insurance is one of the two industries to have witnessed an improvement in employer brand perception compared to the previous year, indicating positive progress for majority of insurance GBS employers
- Despite the improvements, insurance GBS employers in India still need to enhance their employer brand perception further, as the industry average remains lower compared to the Indian GBS employers' average
- Insurance GBS employers have marginally improved their success in the talent market and are now closer to the average perception rating of Indian GBS employers

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.94	2.58	1.96	3.17	2.58	3.13
2023 rating	2.99	2.67	2.38	2.91	2.53	3.00

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 3 of 8)

### Health and life sciences



- HLS GBS employers in India have shown the highest volatility in perception and relative positioning among employers, indicating a dynamic environment
- The share of HLS industry in the top GBS employers list has decreased from 15% in 2022 to 7% in the current analysis
- Agilent Technologies Inc. and GSK plc have improved their perception and entered the top GBS employers list, while the previous top GBS employers have slipped out of the list
- Despite a decline in perception across all EVP levers, the HLS industry still maintains a higher average perception compared to the overall average of India
- HLS GBS employers should focus on devising strategies to sustain and improve brand perception across all industry participants, considering the volatility and competitive landscape

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.44	3.26	3.35	3.75	3.35	3.45
2023 rating	3.03	2.95	2.86	3.11	2.64	3.20

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

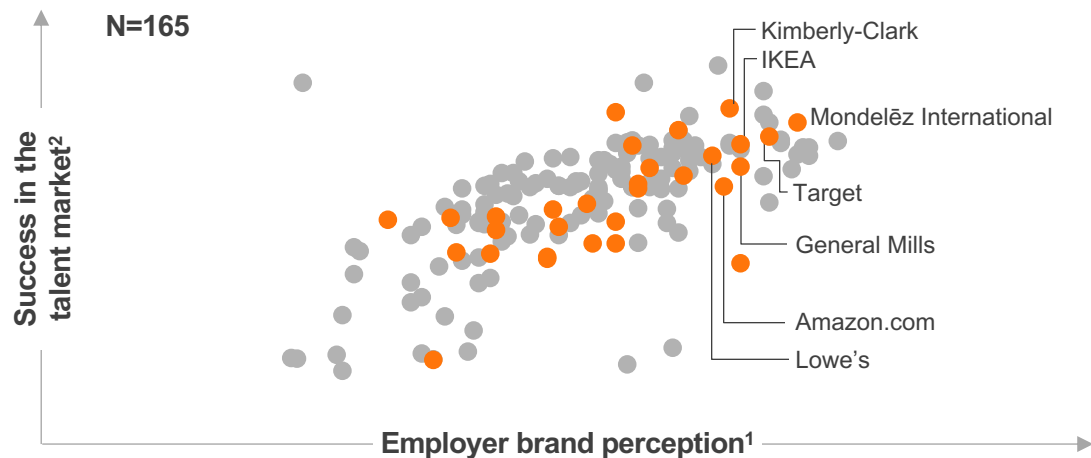
2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 4 of 8)

### Retail and CPG



- The RCPG industry dominates 2023's top GBS employers list with highest share of approximately 23% of the top quadrant
- While some GBS employers, such as Mondelez International Inc., Target Corporation, and Amazon.com Inc., have retained their top GBS employer position, other employers have improved their performance
- The RCPG industry has maintained work environment and diversity perception, however, the majority of the RCPG GBSs are struggling to maintain and improve the perception of compensation & benefits and career development
- The RCPG players are distributed across the spectrum of brand perception, with small cohorts of closely positioned GBS employers. To create a differentiated brand perception, the RCPG GBS employers should focus on improving their career development initiatives

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.21	3.01	3.24	2.94	2.94	3.29
2023 rating	2.99	2.88	2.85	2.92	2.57	3.18

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 5 of 8)

### Technology and information services



- The technology and information services industry has witnessed significant decline in the perception of EVP levers compared to 2022
- The representation of technology and information services GBS employers in the top GBS employers list has decreased from 20% in 2022 to 10% in 2023
- There is a notable difference in employer brand perception among technology and information services GBS employers, with 50% positioned in the top right quadrant and the remaining employers closer to the bottom left quadrant
- Though the technology and information services industry has had a lower decline in the perception of success in talent market, there is still room for improvement to reach the India GBS average

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.93	2.99	2.50	3.25	3.00	3.50
2023 rating	2.66	2.59	2.50	2.71	2.29	2.93

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

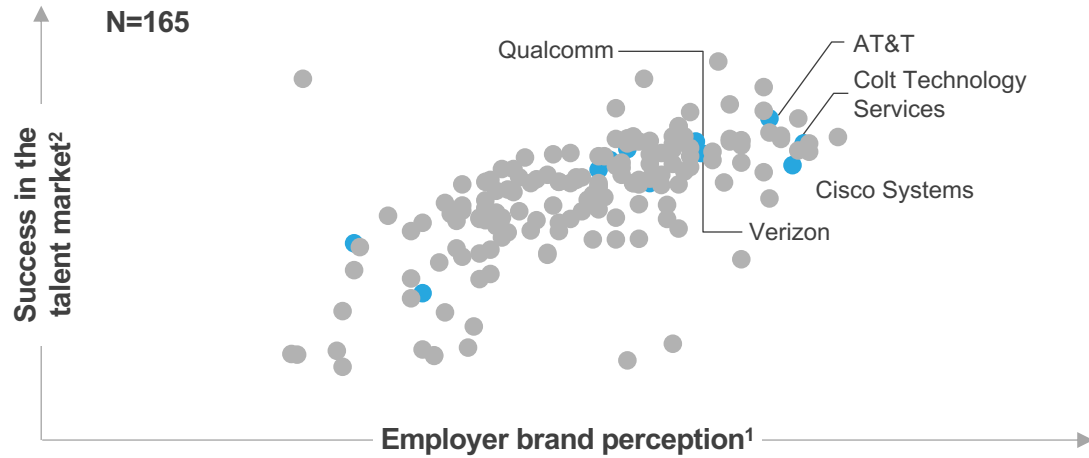
2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 6 of 8)

### Telecom



- With approximately 17% share of the top GBS employers list in 2023, telecom industry is one of the major contributors to the list
- The telecom industry has above average employer brand perception compared to other industries in Indian GBS, with approximately 40% of telecom GBS employers making it to the top GBS employers list
- While some of the players have improved their brand perception and entered the top GBS employers list, the industry’s average brand perception has declined. However, the industry has improved their perception of success in the talent market
- The telecom industry has the highest average perception across all the EVP levers, indicating its strength in these areas. However, there is still room for improvement in brand perception as the YoY trend shows a decline

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.17	3.16	3.00	3.13	3.25	3.38
2023 rating	3.23	3.00	2.85	3.23	2.85	3.42

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

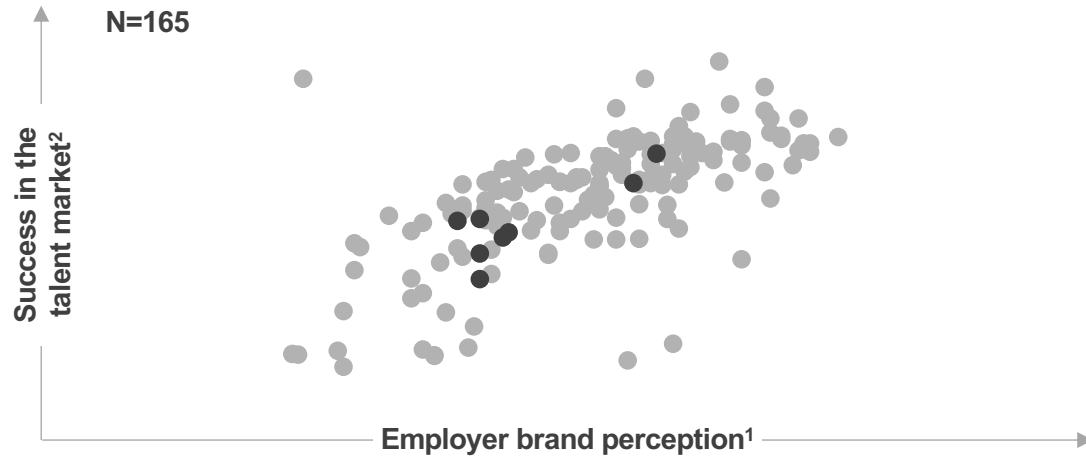
2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 7 of 8)

### Professional services



- None of the professional services GBS employers made it to the top GBS employers list in 2023
- Similar to other industries, the professional services industry also witnessed reduction in the employer brand perception, resulting in last year's top employers exiting the top quadrant
- The professional services industry has seen improvement in the work environment EVP lever, but there is still need for further improvement as it scores below average in most other parameters
- Poor work-life balance and long work hours are still the top concerns of employees in the professional services industry, negatively affecting the overall brand perception of professional services GBS employers

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.66	2.61	2.40	2.10	3.30	3.20
2023 rating	2.69	2.50	2.31	2.25	2.56	3.06

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

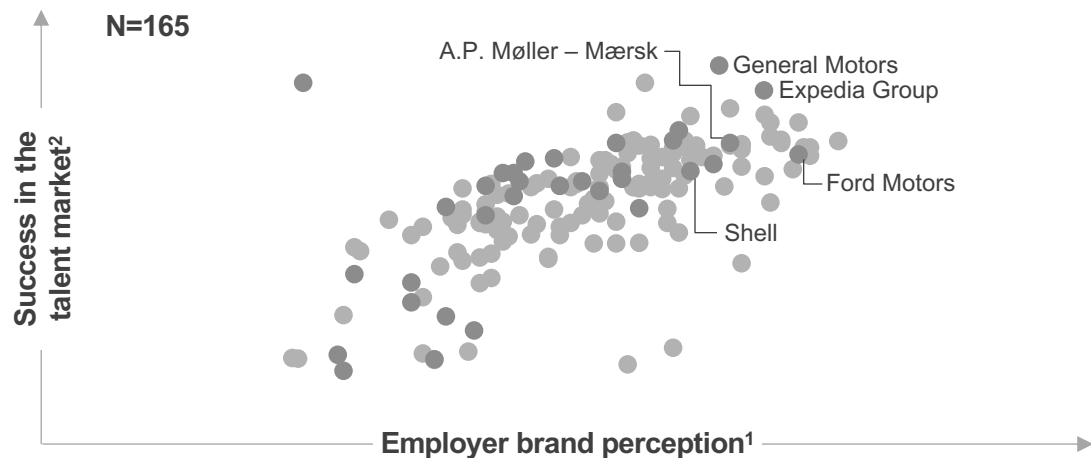
2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – India (page 8 of 8)

### MLEUO<sup>3</sup>



- There is significant increase in the representation of MLEUO industry in the top GBS employers' category, with a share of around 17% in 2023, up from 5% in 2022
- The rest of the MLEUO industry GBS employers are scattered across the spectrum of brand perception, with the majority being in the bottom left quadrant
- The MLEUO industry category is one of the two industries to have improved the employer brand perception ratings between 2022-23. Manufacturing and oil & gas industries have witnessed the highest growth in employer brand perception
- The majority of perception improvements in the MLEUO industry are attributed to improvement in the perception of compensation & benefits. However, there is still room for improvement as the industry average is below the overall India GBS average

	Success in the talent market <sup>2</sup>	Employer brand perception <sup>1</sup>	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.01	2.46	1.91	2.79	2.62	2.85
2023 rating	2.92	2.59	2.39	2.77	2.41	2.91

<sup>1</sup> Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

<sup>2</sup> Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

<sup>3</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis



## We assessed the following 165 companies' India-based GBS centers (page 1 of 3)

1.	3M Company	15.	AstraZeneca plc	29.	Broadcom Inc.	43.	Colgate-Palmolive Company
2.	A.P. Møller – Mærsk A/S	16.	AT&T Inc.	30.	BT Group plc	44.	Colt Technology Services Group Limited
3.	ABB Ltd.	17.	Atlas Copco Group	31.	Capital One Financial Corporation	45.	Credit Suisse Group AG
4.	Agilent Technologies, Inc.	18.	Australia and New Zealand Banking Group Limited	32.	Cardinal Health, Inc.	46.	D.E. Shaw & Co., L.P.
5.	Aker Solutions ASA	19.	AXA S.A.	33.	Carelon Global Solutions	47.	Daimler Company Limited
6.	Akzo Nobel N.V.	20.	Bain & Company	34.	Cargill, Incorporated	48.	Danone S.A.
7.	Alcon Inc.	21.	Baker Hughes Company	35.	Carrier Global Corporation	49.	Danske Bank A/S
8.	Allianz SE	22.	Bank of America Corporation	36.	Caterpillar Inc.	50.	DBS Bank Limited
9.	Amazon.com, Inc.	23.	Barclays plc	37.	Chubb Corporation	51.	Dell Inc.
10.	American Express Company	24.	Baxter International Inc.	38.	Cisco Systems, Inc.	52.	Deloitte Touche Tohmatsu Limited
11.	Ameriprise Financial, Inc.	25.	Blackrock, Inc.	39.	Citco Group Limited	53.	Deutsche Bank AG
12.	Anheuser-Busch InBev SA/NV	26.	BNP Paribas	40.	Citigroup Inc.	54.	Deutsche Telekom AG
13.	Aon plc	27.	BP p.l.c.	41.	Clean Harbors, Inc.	55.	Diageo plc
14.	Arthur J. Gallagher & Co.	28.	Bristol-Myers Squibb Company	42.	Clifford Chance LLP	56.	Dun & Bradstreet Holdings, Inc.

## We assessed the following 165 companies' India-based GBS centers (page 2 of 3)

57.	Eaton Corporation plc	71.	Fidelity National Financial, Inc.	85.	Hyundai Motor Company	99.	Mastercard Inc.
58.	eBay Inc.	72.	First American Financial Corporation	86.	IKEA	100.	Mercedes-Benz Group AG
59.	Ecolab Inc.	73.	Ford Motor Company	87.	Johnson & Johnson	101.	Mercer
60.	Eli Lilly and Company	74.	Franklin Templeton Investments	88.	Johnson Controls International plc	102.	Merck & Co., Inc.
61.	Emerson Electric Co.	75.	General Electric Company	89.	JPMorgan Chase & Co.	103.	MetLife, Inc.
62.	Equifax Inc.	76.	General Mills, Inc.	90.	Kellogg Company	104.	Mondelēz International, Inc.
63.	Ernst & Young Global Limited	77.	General Motors Company	91.	Kimberly-Clark Corporation	105.	Morgan Stanley
64.	Etisalat by e&	78.	Grant Thornton International Ltd.	92.	KPMG International Limited	106.	NatWest Group plc
65.	Expedia Group, Inc.	79.	Groupon, Inc.	93.	Lowe's Companies, Inc.	107.	Nestlé S.A.
66.	Experian plc	80.	GSK plc	94.	Macquarie Group Limited	108.	Nissan Motor Corporation
67.	ExxonMobil Corporation	81.	Halliburton Company	95.	MANN+HUMMEL Gruppe	109.	Nomura Holdings, Inc.
68.	F. Hoffmann-La Roche AG	82.	Honeywell International Inc.	96.	Mars, Incorporated	110.	Northern Trust Corporation
69.	Falabella	83.	HSBC Holdings plc	97.	Marsh Inc.	111.	Novartis AG
70.	Fidelity Investments	84.	Huawei Technologies Co., Ltd.	98.	Mashreq	112.	Novo Nordisk A/S

## We assessed the following 165 companies' India-based GBS centers (page 3 of 3)

113.	Olam International Limited	127.	S&P Global Inc.	141.	Syngenta AG	155.	TIAA
114.	Optum, Inc.	128.	Sanofi S.A.	142.	Target Corporation	156.	TotalEnergies SE
115.	PepsiCo, Inc.	129.	Saxo Bank A/S	143.	Telefonaktiebolaget LM Ericsson	157.	TransUnion
116.	Pernod Ricard S.A.	130.	Schlumberger Limited	144.	Telstra Group Limited	158.	UBS Group AG
117.	Pfizer Inc.	131.	Schneider Electric SE	145.	Tesco plc	159.	Unilever plc
118.	PricewaterhouseCoopers International Limited	132.	Shell plc	146.	The Allstate Corporation	160.	Varian Medical Systems Inc.
119.	Principal Financial Group, Inc.	133.	Siemens AG	147.	The Bank of New York Mellon Corporation	161.	Verizon Communications Inc.
120.	Providence Health & Services	134.	Smith & Nephew plc	148.	The Coca-Cola Company	162.	Vodafone Group
121.	Qualcomm Incorporated	135.	Société Generale S.A.	149.	The Goldman Sachs Group, Inc.	163.	Walmart Inc.
122.	Rakuten Group, Inc.	136.	Standard Chartered plc	150.	The Guardian Life Insurance Company of America	164.	Wells Fargo & Company
123.	Reckitt Benckiser Group plc	137.	State Street Corporation	151.	The Kraft Heinz Company	165.	Willis Towers Watson Public Limited Company
124.	Renault S.A.	138.	Sun Life Financial Inc.	152.	The Procter & Gamble Company		
125.	Robert Bosch GmbH	139.	Swiss Reinsurance Company Ltd	153.	Thomson Reuters Corporation		
126.	Royal DSM N.V.	140.	Synchrony Financial	154.	Thryve Digital Health LLP		

# 02

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## Top GBS Employers™ in key talent markets – the Philippines

- List of Top GBS Employers™

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- Longitudinal study of Top GBS Employers™ 2022-23

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- Critical EVP levers impacting brand perception of GBS employers

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- Comparative assessment across industries

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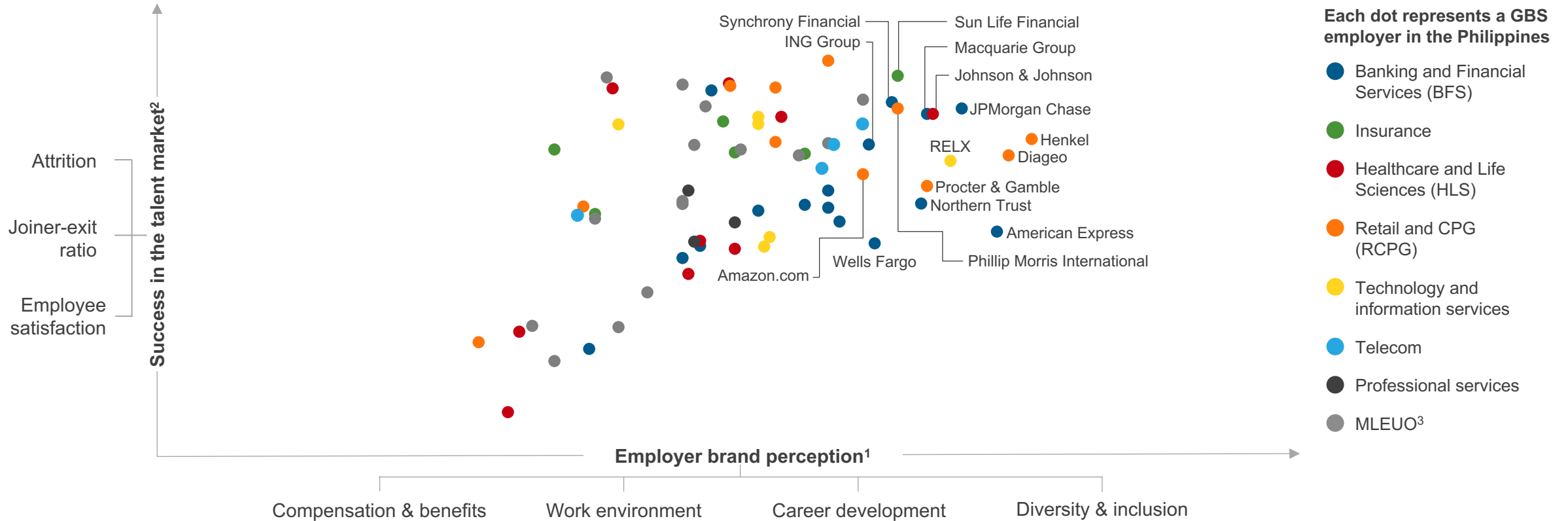
- Industry-specific insights

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- List of GBS employers analyzed

# Everest Group Top GBS Employers™ 2023 – the Philippines

Everest Group Top GBS Employers™ 2023 – the Philippines, N<sup>4</sup>=70



1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

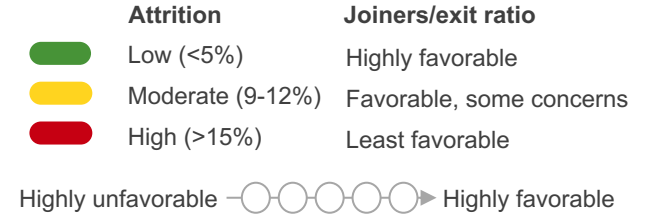
3 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

4 N = number of companies in the analysis

Note: GBS employers in the Philippines of the mentioned companies have been identified as the top GBS employers in 2023  
 Source: This analysis is based on various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – the Philippines (page 1 of 2)

## Top 15 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
Amazon.com, Inc.	\$\$\$	🏢🏢🏢	★☆☆	🤝🤝🤝🤝	High	Low	A
American Express Company	\$\$\$\$	🏢🏢🏢	★★★★	🤝🤝🤝🤝	Moderate	Moderate	A+
Diageo plc	\$\$\$	🏢🏢🏢	★★★★★	🤝🤝🤝🤝	Moderate	Moderate	B
Henkel AG & Co. KGaA	\$\$\$\$	🏢🏢🏢	★★★★★	🤝🤝🤝🤝	Moderate	Low	A
ING Group N.V.	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	High	Moderate	A+
Johnson & Johnson	\$\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	Moderate	Low	A+
JPMorgan Chase & Co.	\$\$\$	🏢🏢🏢	★★★★★	🤝🤝🤝🤝	Moderate	Low	A+
Macquarie Group Limited	\$\$\$\$	🏢🏢🏢	★★★★★	🤝🤝🤝🤝	Moderate	Low	B+

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

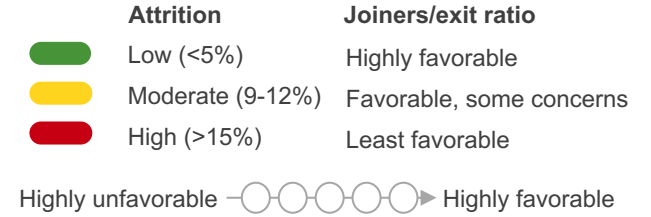
2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in the Philippines of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – the Philippines (page 2 of 2)

## Top 15 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
Northern Trust Corporation	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	High (>15%)	Moderate (9-12%)	A+
Philip Morris International Inc.	\$\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	Moderate (9-12%)	Low (<5%)	A+
RELX plc	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	High (>15%)	Moderate (9-12%)	A+
Sun Life Financial Inc.	\$\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	Moderate (9-12%)	Moderate (9-12%)	A+
Synchrony Financial	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	High (>15%)	Moderate (9-12%)	A
The Procter & Gamble Company	\$\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	Moderate (9-12%)	Moderate (9-12%)	A
Wells Fargo & Company	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	High (>15%)	Moderate (9-12%)	A+

<sup>1</sup> Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

<sup>2</sup> Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

<sup>3</sup> GBS employer in the Philippines of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Longitudinal study of Top GBS Employers™ 2022-23 – the Philippines

How has the brand perception of companies changed from 2022-23?

↓ Decline   ↓ No change   ↑ Improvement

### Performance trends for 2022's top 20 percentile GBS employers

75% ↓

Retained position as top GBS employer

25% ↓

Deterioration in brand perception; no longer a top GBS employer

### Performance trends for 2022's 20<sup>th</sup> to 50<sup>th</sup> percentile GBS employers

47% ↓

Retained position in similar quadrant

33% ↑

Improvement in GBS brand perception; moved to top GBS employers list

20% ↓

Deterioration in GBS brand perception, dropped to bottom 50% GBS employer

### Performance trends for 2022's bottom 50% GBS employers

69% ↓

Limited/no change in GBS brand perception

25% ↑

Improvement in GBS brand perception; moved up by one category

6% ↑↑

Significant improvement in GBS brand perception; moved to top GBS employers list

- The GBS employees in the Philippines have been responsive of their approvals and concerns, irrespective of the existing brand perception
- Despite a decline in brand perception, 75% of the top GBS employers in the Philippines have managed to retain the classification
- At the same time, a few employers have also seen a positive shift in their employer brand perception, which can be attributed to their ongoing efforts in employee engagement
- We observed that there is a certain lag in the implementation of employer initiatives, which affects the materialization of their impact on brand perception
- The overall trends emphasizes the importance of continuous efforts toward maintaining and improving the brand perception

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

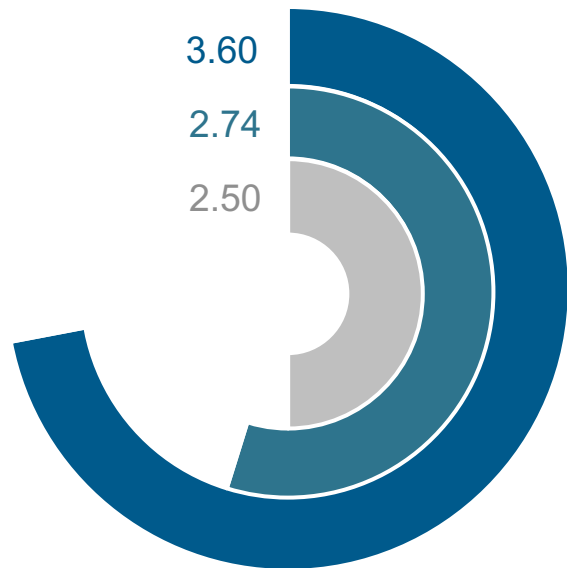


# Insights on perceived strengths of different EVP levers – the Philippines (page 1 of 4)

## Compensation & benefits

### Compensation & benefits

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

#### What works

- Competitive salary and flexible compensation structure
- Annual bonuses and rewards and recognition programs to incentivize, motivate, and appreciate employees
- Continuation of health benefits introduced during COVID (e.g., family health benefits, advance salary, and childcare)
- Investment in additional financial benefits like – leave encashment options, scholarships, and education loans

#### Challenges/grievances

- Compensation not commensurate with workload and responsibilities
- Infrequent revisions and market corrections compared to market standards and limited/no say in deciding increments
- Limited / no rewards / compensation / financial support for overtime
- Lack of open and transparent communication about compensation policies

#### Observations

- The perception of compensation has declined sharply in the rating across the majority of GBS employers in the Philippines, as employees in general feel that the compensation they receive is lower compared to the workload and responsibilities
- Employees are satisfied and appreciative of additional perks and benefits such as healthcare, food and transportation services, events, retirement plans, and education assistance
- The top GBS employers in the Philippines are perceived as employers that provide complimentary benefit programs and compensation proportionate to the workload and responsibilities
- The gap between ratings for the top GBS employers and rest of the GBS employers has remained the same, with a 22% difference observed this year, similar to 2022

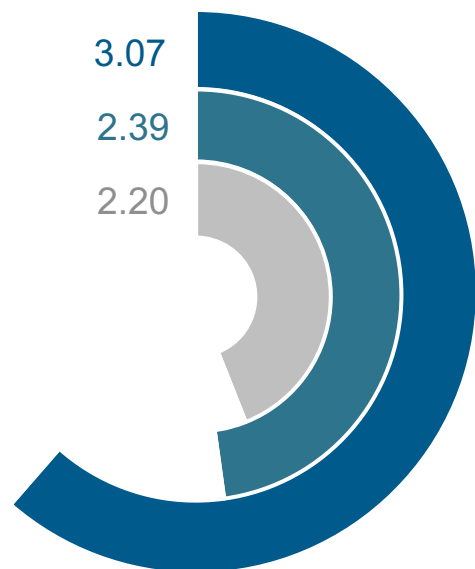
<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – the Philippines (page 2 of 4)

## Work environment

### Work environment

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Focus on providing work-life balance supported by flexi-leave system</li> <li>• Fully-equipped offices with cafeterias, play areas, parking spaces, meeting rooms, standing desks, etc.</li> <li>• Team engagement activities and periodic events to strengthen connections</li> <li>• Supportive team members and managers</li> </ul>	<ul style="list-style-type: none"> <li>• Long work hours without any consideration, recognitions or benefits</li> <li>• Neglect of work-life balance during critical assignments and projects</li> <li>• Higher workload owing to the mismanagement of team responsibilities</li> <li>• Expectations to do overtime and stay for longer work hours</li> <li>• Micro-management, limited autonomy to take decisions and internal politics</li> </ul>	<ul style="list-style-type: none"> <li>• The degree of importance employees give to issues such as work-life balance, flexible working options, work culture, working hours, and burnout have risen sharply in the Philippines</li> <li>• Employees are appreciating the flexible working options, engagement activities and initiatives, and onboarding practices</li> <li>• The top GBS employers in the Philippines are actively working to reduce burnout and overutilization and are being appreciated by employees</li> <li>• As compared to 2022, perception of work environment has deteriorated for GBS employers in the Philippines due to long working hours</li> <li>• The gap between ratings for top GBS employers and rest of the GBS employers has narrowed this year, with a 17% difference observed, as opposed to 20% in 2022</li> </ul>

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet

Note: The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies, and leadership

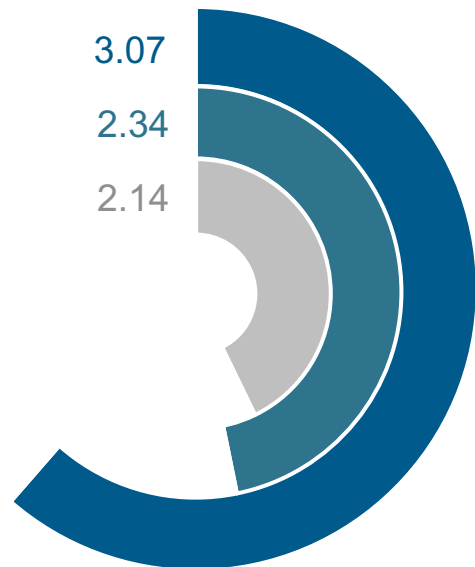
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – the Philippines (page 3 of 4)

## Career development

### Career development

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

#### What works

- Extensive training and development programs to enhance the skills and knowledge of employees like; technical trainings, leadership development, soft skills trainings, and certifications
- Encourage cross-functional and cross-training opportunities
- Provide structured frameworks for various roles and levels, along with the skills and experiences required to move up the ladder

#### Challenges/grievances

- Slower career growth in comparison to the learning and development pace
- Higher performance pressure to meet targets and deliver results make it difficult to grow
- Limited opportunities for promotion or upward mobility leading to a sense of stagnation
- Layoffs impacting the overall value proposition and attractiveness

#### Observations

- Sentiment analysis shows that in the Philippines GBS market, themes such as learning opportunities and domain knowledge development opportunities, along with clarity on career path are being appreciated by employees
- Due to the perception of slower promotions and career growth after reaching a certain seniority level, GBS employers in the Philippines have seen a significant decline in ratings for this dimension as compared to 2022
- The top GBS employers in the Philippines have also seen a decline in their career development perception rating and are working on developing the employee perception by assigning them tailored and specific trainings and projects
- The gap between ratings for top GBS employers and rest of the GBS employers has further increased this year, with a 19% difference observed, as opposed to 17% in 2022

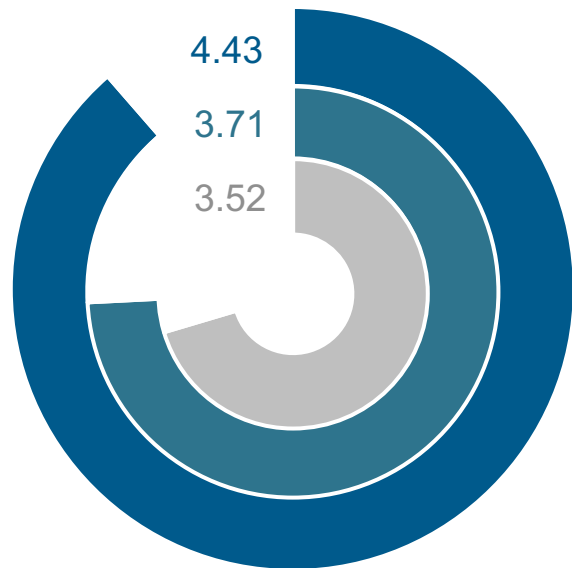
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# Insights on perceived strengths of different EVP levers – the Philippines (page 4 of 4)

## Diversity & inclusion

### Diversity & inclusion

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

#### What works

- Regular diversity & inclusion training programs to raise awareness and promote understanding among employees
- Implementation of policies such as return to work programs, maternity & paternity leaves, and disability-friendly offices to make the culture more inclusive and welcoming
- Establishment of Employee Resource Groups (ERGs) to foster a sense of belongingness and provide support to employees from different backgrounds

#### Challenges/grievances

- Limited representation of other diversity dimensions such as; race, ethnicity, age, disability, and LGBTQ+ representation
- High diversity in entry and mid-level positions, while top leadership positions are predominantly less diverse
- Lack of policies in place to support diversity other than gender diversity policies

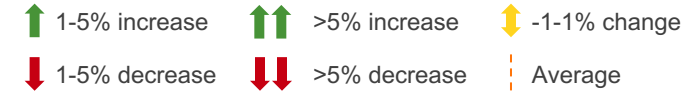
#### Observations

- While diversity & inclusion may be a less discussed topic in employee reviews, it plays a critical role in shaping the overall employer brand perception
- The top GBS employers in the Philippines have significantly higher scores for diversity & inclusion perception because of the continuous and visible efforts to improve the diversity
- In addition to sensitizing the employees about the diversity & inclusion through training and programs the top GBS employers in the Philippines are also adopting policies to nurture and sustain the diversity
- The gap between ratings for top GBS employers and the rest of the GBS employers has further increased this year, with a 18% difference observed, as opposed to 12% in 2022

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
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## Comparative assessment across industries – the Philippines (page 1 of 3)

### Employer brand perception and success in the talent market



#### Aggregate ratings on factors contributing to employee value proposition

Category/industry	Employer brand perception 2023	Change compared to 2022	Success in the talent market 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.53	↓↓	3.49	↓↓	<ul style="list-style-type: none"> <li>• Employer brand perception rating has experienced a sharp decline across all industries in the Philippines GBS market</li> <li>• The decline in employer brand perception is consistent across industries indicating a broader trend affecting the Philippines GBS market</li> <li>• The perception of success in the talent market has also declined, but by lower margin as compared to employer brand perception</li> <li>• While GBS employers are facing challenges in maintaining their brand perception, they are still perceived relatively positively in terms of their success in attracting and retaining talent</li> <li>• The higher variance in perception trends as compared to 2022 values across all the industries reflects the higher volatility and sensitivity of the Philippines GBS market</li> </ul>
Banking and Financial Services (BFS)	3.08	↓↓	3.03	↓↓	
Insurance	2.63	↓↓	3.56	↑↑	
Health and Life Sciences (HLS)	2.51	↓↓	2.86	↓↓	
Retail and CPG (RCPG)	3.02	↓↓	3.46	↓↓	
Technology and information services	2.85	↓↓	3.31	↓↓	
Telecom	2.87	↓↓	3.36	↑	
Professional services	2.58	↓↓	2.79	↑	
MLEUO <sup>1</sup>	2.47	↓↓	3.06	↓	
	2.78		3.16		

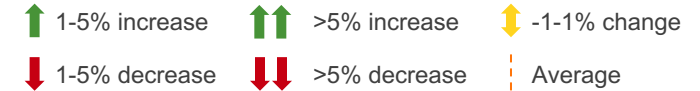
<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Comparative assessment across industries – the Philippines (page 2 of 3)

### Compensation & benefits and work environment



#### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Compensation & benefits 2023	Change compared to 2022	Work environment 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.60	↓↓	3.07	↓↓	<ul style="list-style-type: none"> <li>• Compensation &amp; benefits and work environment ratings have experienced a significant decline across industries in the Philippines GBS market</li> <li>• The professional services industry has improved perception of compensation &amp; benefits, but the absolute perception rating in this area remains below the Philippines average, suggesting the need for further enhancement</li> <li>• Majority of the industries in the Philippines GBS market are below the overall average with only a couple of industries having higher than average perception ratings</li> <li>• The difference in average perception of top GBS employers and rest of the employers is highest for work environment showcasing the importance of work environment perception in creating a differentiated and favorable employer brand</li> </ul>
Banking and Financial Services (BFS)	3.03	↓↓	2.72	↓↓	
Insurance	2.50	↓↓	2.33	↓↓	
Health and Life Sciences (HLS)	2.61	↓↓	2.06	↓↓	
Retail and CPG (RCPG)	3.36	↓↓	2.27	↓↓	
Technology and information services	2.75	↓↓	2.75	↓↓	
Telecom	2.63	↓↓	2.50	↕	
Professional services	1.83	↑↑	2.00	↕	
MLEUO <sup>1</sup>	2.33	↓↓	2.23	↓↓	
	<b>2.74</b>		<b>2.39</b>		

<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

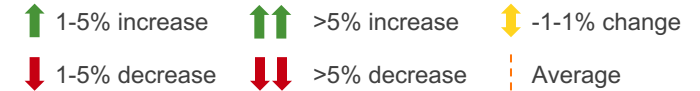
Note: a) The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies and leadership

b) Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

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## Comparative assessment across industries – the Philippines (page 3 of 3)

### Career development and diversity & inclusion



#### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Career development 2023	Change compared to 2022	Diversity & inclusion 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.07	↓↓	4.43	↓↓	<ul style="list-style-type: none"> <li>• Career development has the lowest average perception across all the EVP levers and has experienced a significant decline as compared to 2022, indicating a serious concern for career development across all industries</li> <li>• The professional services industry has the highest career development rating, surpassing the top GBS employers in the Philippines as it is shaped by relatively fewer data points</li> <li>• Diversity &amp; inclusion is the least volatile EVP lever across the Philippines GBS employers and diversity &amp; inclusion perception appears to have lower correlation with other EVP levers</li> <li>• Diversity &amp; inclusion has highest perception as compared to other EVP levers, but some industries have improved the diversity &amp; inclusion rating even further showcasing there is still scope for improvement</li> </ul>
Banking and Financial Services (BFS)	2.59	↓↓	4.03	↓	
Insurance	2.00	↓↓	3.83	↑	
Health and Life Sciences (HLS)	1.89	↓↓	3.50	↓	
Retail and CPG (RCPG)	2.64	↓↓	3.68	↓↓	
Technology and information services	2.17	↓↓	3.75	↓↓	
Telecom	2.38	↓↓	4.25	↑↑	
Professional services	3.50	↓↓	3.67	↓	
MLEUO <sup>1</sup>	2.07	↓↓	3.33	↓↓	
	<b>2.33</b>		<b>3.71</b>		

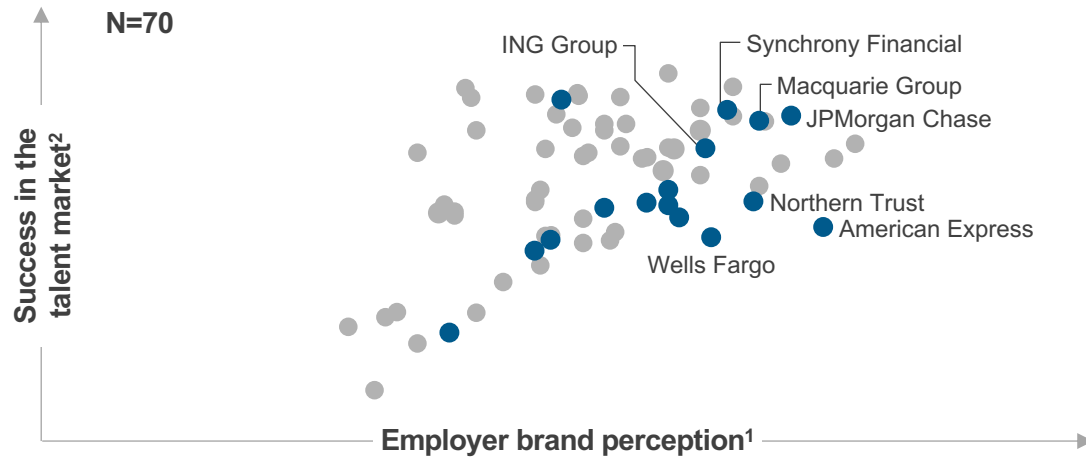
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## Industry-specific insights – the Philippines (page 1 of 8)

### Banking and financial services



- BFS industry dominates the top GBS employer's category with 45% share up from 30% share of top GBS employer's category in 2022
- While some GBS employers such as JPMorgan Chase & Co., American Express Co., and Wells Fargo & Co. have retained the top GBS employer position others have improved the brand perception over 2022 to enter the top quadrant
- Except few, the majority of the BFS GBS employers are positioned in the top right quadrant. As a result, BFS industry has the highest average value for employer brand perception across all the industries in the Philippines GBS market
- Most of the BFS GBS centers have seen a sharp decline in the perceptions of all the EVP levers. This indicates the requirement for GBS employers to continue the brand building efforts to remain competitive

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.41	3.62	3.75	3.46	3.71	4.13
2023 rating	3.03	3.08	3.03	2.72	2.59	4.03

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

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## Industry-specific insights – the Philippines (page 2 of 8)

### Insurance



- With only Sun Life Financial retaining the position in the 2023 top employers list, insurance industry has 7% share of the top quadrant
- Employer brand perception of the insurance GBS employers has declined compared to 2022 as none of the insurance industry GBS employers have maintained or improved the brand perception rating over 2022
- Slower promotion and unclear growth prospects are the top concerns for sharp decline in perception of career development
- On the other hand, insurance GBS employers have significantly improved success in the talent market perception
- Insurance GBS employers need to work on employee feedback to success in the talent market growth and improve employer brand perception

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.19	3.35	3.20	2.60	2.80	3.70
2023 rating	3.56	2.63	2.50	2.33	2.00	3.83

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

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## Industry-specific insights – the Philippines (page 3 of 8)

### Health and life sciences



- With Johnson & Johnson entering the 2023 top GBS employer list, HLS industry now has representation in the top right quadrant
- The rest of the HLS GBS employers are scattered across the spectrum of the chart with a couple of GBSs in the bottom left
- Employer brand perception of HLS GBS employers has declined during the 2022-23 period; however, some HLS GBS employers have managed to improve their relative positioning
- Career development has become a major concern across the HLS industry as it overtook work environment as the lowest rated EVP lever across HLS GBS in the Philippines
- There is a reasonable impact of decline in employer brand perception on the success in the talent market perception for HLS GBS employers

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.28	3.21	3.75	2.92	3.17	3.58
2023 rating	2.86	2.51	2.61	2.06	1.89	3.50

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

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## Industry-specific insights – the Philippines (page 4 of 8)

### Retail and CPG



- With 33% share of the top right quadrant, RCPG industry is only behind BFS industry in share of the top GBS employers list
- Nearly 45% of the RCPG players are part of the top GBS employer's category, which explains the above average performance of the RCPG category as compared to other industries
- The rest of the RCPG GBS employers are positioned closer to the top right quadrant with only a couple of GBS employers lying in bottom left quadrant
- Despite the reduction in average brand perception across the industry, a few RCPG GBS employers have maintained the employer brand perception while most of the RCPG players have improved their relative positioning
- Work environment has now become the biggest concern for RCPG employers in addition to the career development challenges

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.84	3.81	4.31	3.69	4.19	4.44
2023 rating	3.46	3.02	3.36	2.27	2.64	3.68

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

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## Industry-specific insights – the Philippines (page 5 of 8)

### Technology and information services



- RELX has entered the top GBS employer list by successfully creating a differentiated employer brand perception across technology and information services GBS employers in the Philippines
- The rest of the technology and information services GBS employers are positioned in the upper half of the chart and has relatively better success in the talent market perception as compared to the other industries
- None of the technology and information services GBS employers have improved the employer brand perception rating but some of the GBS employers have improved the relative positioning
- Technology and information services GBS employers need to act on concerns around limited career growth opportunities to arrest any further decline in career development perception

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.80	4.11	4.18	3.95	3.90	4.41
2023 rating	3.31	2.85	2.75	2.75	2.17	3.75

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – the Philippines (page 6 of 8)

### Telecom



- No GBS employer from the telecom industry has made it to the top GBS employer list in 2023
- Telecom industry is not an exception to the overall trend in the Philippines of declining employer brand perception, but few players have maintained the employer brand perception while most have improved the relative positioning
- Career development is now the more pressing concern for the telecom GBS employers as it overtook work environment as the lowest rated EVP lever. The employees have been equally concerned with lower than industry standard compensation and increments
- In order to stay competitive, the telecom GBS employers need to replicate the improvement in diversity & inclusion perception across all other EVP levers as well

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.20	3.38	4.00	2.50	3.00	3.75
2023 rating	3.36	2.87	2.63	2.50	2.38	4.25

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – the Philippines (page 7 of 8)

### Professional services



- The professional services industry has no representation in the top GBS employers list 2023
- The professional services industry has lower decline in employer brand perception as compared to other industries
- All the professional services GBS employers are clustered near the center of the perception spectrum and no player has created a distinguished employer brand perception
- Lower compensation and benefits packages is the top concern raised by the professional services GBS employers in the Philippines. Whereas decline in the career development perception has affected the brand perception most for the professional services GBS employers

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.71	2.73	1.50	2.00	4.75	3.75
2023 rating	2.79	2.58	1.83	2.00	3.50	3.67

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – the Philippines (page 8 of 8)

### MLEUO<sup>3</sup>



- The MLEUO industry has no share of the top GBS employers list 2023 as all the GBS employers are scattered across the spectrum except the top right quadrant
- MLEUO industry vertical has also had a decline in employer brand perception as all the GBS employers in have seen reduction in brand perception
- The manufacturing and the energy & utility verticals have slightly higher averages as compared to the rest of the industry verticals
- Across all the industries in the segment, work environment and career development are emerging as the top concerns of the employees
- MLEUO industry verticals has seen relatively lower decline in the perception of success in the talent market but there is need to address the key concerns and arrest any further decline in perception

	Success in the talent market <sup>2</sup>	Employer brand perception <sup>1</sup>	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	3.21	3.35	3.33	3.33	3.00	3.75
2023 rating	3.06	2.47	2.33	2.23	2.07	3.33

<sup>1</sup> Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

<sup>2</sup> Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

<sup>3</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## We assessed the following 70 companies' Philippines-based GBS centers

1. 3M Company	15. Citco Group Limited	29. Goodyear Tire & Rubber Company	43. Nokia Corporation	57. Sony Group Corporation
2. A.P. Møller – Mærsk A/S	16. Citigroup Inc.	30. Henkel AG & Co. KGaA	44. Northern Trust Corporation	58. Sun Life Financial Inc.
3. Abbott Laboratories	17. Continental AG	31. HSBC Holdings plc	45. Optum, Inc.	59. Synchrony Financial
4. Amazon.com, Inc.	18. Deloitte Touche Tohmatsu Limited	32. ING Group N.V.	46. PayPal Holdings, Inc.	60. Telefonaktiebolaget LM Ericsson
5. American Express Company	19. Deutsche Bank AG	33. Japan Tobacco International SA	47. Philip Morris International Inc.	61. The Coca-Cola Company
6. Analog Devices, Inc.	20. DexCom, Inc.	34. Johnson & Johnson	48. PricewaterhouseCoopers International Limited	62. The Procter & Gamble Company
7. AstraZeneca plc	21. Diageo plc	35. JPMorgan Chase & Co.	49. QBE Insurance Group Limited	63. The Western Union Company
8. Australia and New Zealand Banking Group Limited	22. Eaton Corporation plc	36. Lear Corporation	50. Reckitt Benckiser Group plc	64. Thomson Reuters Corporation
9. AXA S.A.	23. Emerson Electric Co.	37. Lexmark International, Inc.	51. RELX plc	65. TotalEnergies SE
10. Bayer AG	24. Ernst & Young Global Limited	38. Macquarie Group Limited	52. Robert Bosch GmbH	66. TPG Telecom Limited
11. Canon Inc.	25. Essilor International	39. Manulife Financial Corporation	53. Safeway, Inc.	67. United Parcel Service, Inc.
12. Capital One Financial Corporation	26. Fresenius Medical Care AG & Co. KGaA	40. Merck & Co., Inc.	54. Schneider Electric SE	68. Verizon Communications Inc.
13. Caelon Global Solutions	27. Generali Group	41. Mondelēz International, Inc.	55. Shell plc	69. Wells Fargo & Company
14. Chevron Corporation	28. Global Payments Inc.	42. Nestlé S.A.	56. Siemens AG	70. Willis Towers Watson Public Limited Company



# 02

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## Top GBS Employers™ in key talent markets – Poland

- List of Top GBS Employers™ 2023

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- Longitudinal study of Top GBS Employers™ 2022-23

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- Critical EVP levers impacting brand perception of GBS employers

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- Comparative assessment across industries

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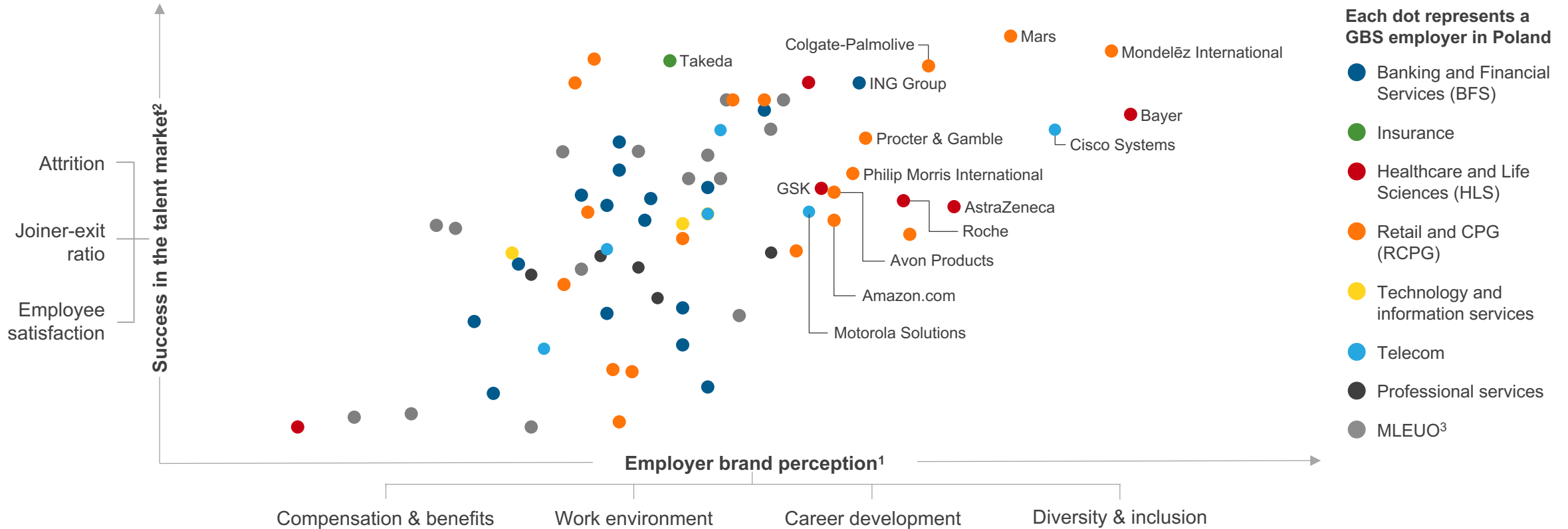
- Industry-specific insights

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- List of GBS employers analyzed

# Everest Group Top GBS Employers™ 2023 – Poland

Everest Group Top GBS Employers™ 2023 – Poland, N<sup>4</sup>=70



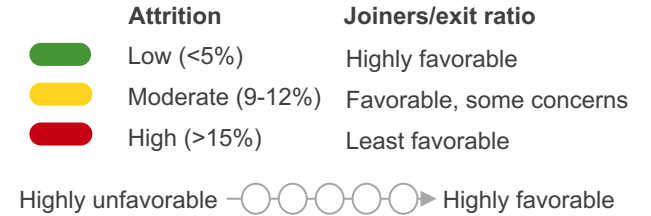
1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion  
 2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores  
 3 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals  
 4 N = number of companies in the analysis

Note: GBS employers in Poland of the mentioned companies have been identified as the top GBS employers in 2023

Source: This analysis is based on various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – Poland (page 1 of 2)

## Top 15 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
Amazon.com, Inc.	\$\$\$	🏢🏢🏢	★☆☆	🤝🤝🤝🤝	High	Favorable, some concerns	B
AstraZeneca plc	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	High	Favorable, some concerns	B+
Avon Products, Inc.	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	Moderate	Highly favorable	B
Bayer AG	\$\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	High	Favorable, some concerns	A+
Cisco Systems, Inc.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	High	Favorable, some concerns	A+
Colgate-Palmolive Company	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	High	Highly favorable	A+
F. Hoffmann-La Roche AG	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	Moderate	Highly favorable	B
GSK plc	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	High	Favorable, some concerns	B+

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

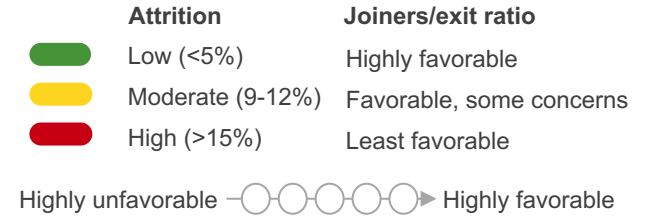
2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in Poland of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Everest Group Top GBS Employers™ 2023 – Poland (page 2 of 2)

## Top 15 GBS employers



Company <sup>3</sup>	EMPLOYER BRAND PERCEPTION <sup>1</sup>				SUCCESS IN THE TALENT MARKET <sup>2</sup>		
	Compensation & benefits	Work environment	Career development	Diversity & inclusion	Attrition	Joiner-exit ratio	Employee satisfaction grade
ING Group N.V.	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟡🟢	A+
Mars, Incorporated	\$\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟡	🟢	A+
Mondelēz International, Inc.	\$\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🟠	🟡🟢	A+
Motorola Solutions, Inc.	\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	🔴	🔴	B+
Philip Morris International Inc.	\$\$\$\$	🏢🏢🏢	★★★☆☆	🤝🤝🤝🤝	🟡	🟠	B+
Takeda Pharmaceutical Company Limited	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🔴	🟡	A+
The Procter & Gamble Company	\$\$\$	🏢🏢🏢	★★★★☆	🤝🤝🤝🤝	🔴	🟡🟢	A

1 Represents the aggregate rating of outside-in perception across multiple parameters such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Represents the aggregate ratings of parameters such as employee attrition, net gain-loss of talent, and employee satisfaction scores

3 GBS employer in Poland of the mentioned company

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Longitudinal study of Top GBS Employers™ 2022-23 – Poland

How has the brand perception of companies changed from 2022-23?

↓ Decline    ↓ No change    ↑ Improvement

### Performance trends for 2022's top 20 percentile GBS employers

86% ↓

Retained position as top GBS employer

14% ↓

Deterioration in brand perception; no longer a top GBS employer

### Performance trends for 2022's 20<sup>th</sup> to 50<sup>th</sup> percentile GBS employers

62% ↑

Improvement in GBS brand perception; moved to top GBS employers list

23% ↓

Retained position in similar quadrant

15% ↓

Deterioration in GBS brand perception, dropped to bottom 50% GBS employer

### Performance trends for 2022's bottom 50% GBS employers

71% ↓

Limited/no change in GBS brand perception

29% ↑

Improvement in GBS brand perception; moved up by one category

- Our assessment shows that employer actions and initiatives in the last year has significantly shaped the employer brand perception ratings
- While 86% of top GBS employers have maintained their classification, some of the employers have slipped out of the top quadrant
- A large number of employers have improved the relative positioning as the employees have rewarded the better performing companies
- Some companies who failed to capitalize on the initial momentum have slipped down
- Overall trends validates the conviction that employees are future focused and only past good will is insufficient to maintain the employer brand perception

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

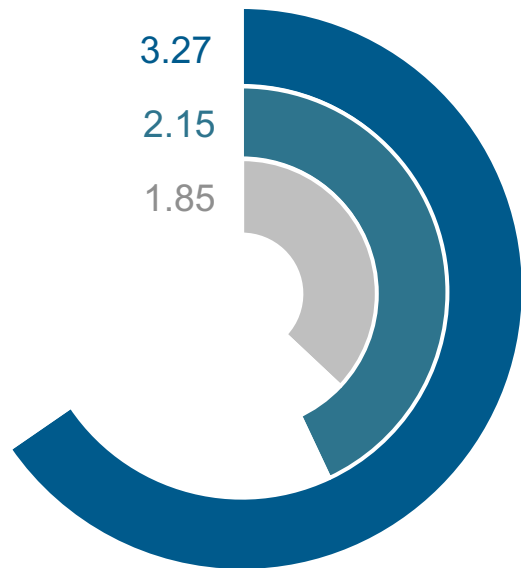
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – Poland (page 1 of 4)

## Compensation & benefits

### Compensation & benefits

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Competitive salary and flexible compensation structure</li> <li>• Focused investment on employee benefits, such as comprehensive health and insurance benefits</li> <li>• Annual bonuses and rewards and recognition programs to incentivize, motivate, and appreciate employees</li> </ul>	<ul style="list-style-type: none"> <li>• Waning competitiveness of compensation structure</li> <li>• Lack of market-linked corrections to salary and glass ceiling to salary increments</li> <li>• Limited / no rewards / compensation / financial support for overtime</li> </ul>	<ul style="list-style-type: none"> <li>• The compensation perception has witnessed a decline for the majority of GBS employers in Poland, as compared to 2022, due to the perception of gap in the annual increment made by employers compared to employee expectation</li> <li>• The majority of the employees are satisfied with the initial compensation offer, but are showing dissatisfaction toward marginal increments and market corrections</li> <li>• The top GBS employers in Poland have also seen a slight decline in the compensation perception and have actioned on them by improving benefits in addition to compensation such as leaves, healthcare, sports packages</li> <li>• The gap between ratings for top GBS employers and rest of the GBS employers has further increased this year, with a 28% difference observed, as opposed to 24% in 2022</li> </ul>

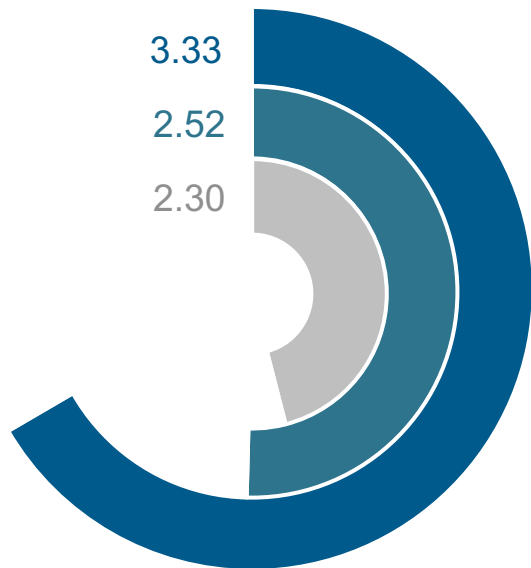
<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – Poland (page 2 of 4)

## Work environment

### Work environment

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Fully-equipped offices in premium locations with additional perks such as an onsite gym, multiple cafeterias, and breakout rooms</li> <li>• Good work-life balance along with flexible timings</li> <li>• Long term job security and pleasant work atmosphere</li> <li>• Wellness and mental health resources</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of work flexibility</li> <li>• Overwork burnout, which leads to poor work performance and absenteeism</li> <li>• Less supportive management and team members</li> <li>• Lack of challenging and interesting work, coupled with repetitive work</li> </ul>	<ul style="list-style-type: none"> <li>• Burnout because of workload and poor work-life balance remains the top concerns of GBS employees in Poland</li> <li>• Employees are appreciating the flexible, innovative, and collaborative office spaces designed by some of the top GBS employers in Poland</li> <li>• The top GBS employers in Poland have added purpose to work by focusing on helping employees transition to the post pandemic work environment</li> <li>• As compared to 2022, work environment rating has declined. Work culture and team dynamics ratings have been similar but the back to office transition has been the major contributor to the decline</li> <li>• The gap between ratings for top GBS employers and rest of the GBS employers has further increased this year, with a 21% difference observed, as opposed to 18% in 2022</li> </ul>

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet

Note: The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies, and leadership

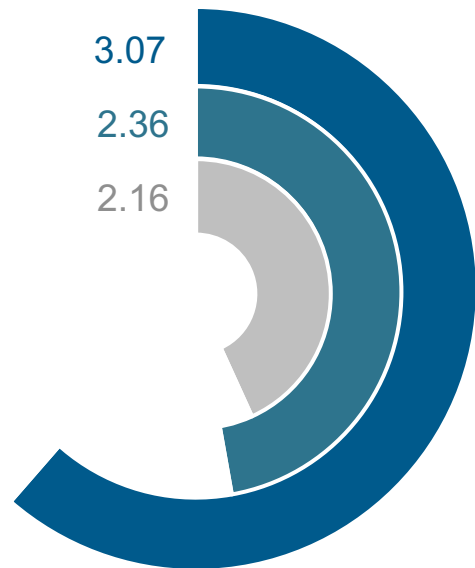
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Insights on perceived strengths of different EVP levers – Poland (page 3 of 4)

## Career development

### Career development

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Opportunities to work on diverse projects that help enhance functional skills and provide valuable learning experiences</li> <li>• Opportunities for accelerated career paths such as clear and structured career progression frameworks, and targeted development programs</li> <li>• Personalized approach to individual development through coaching, one-on-one mentoring, and online anytime-anywhere trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunities for advancement for entry and mid-level employees</li> <li>• Lack of transparency of growth opportunities with the employer</li> <li>• Beyond a threshold, limited opportunities for learning and lack of continuous programs for learning and development for employees at all levels</li> <li>• Limited cross domain learning opportunities via projects, job rotation or knowledge-sharing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Due to the decline in perception of compensation, it has become crucial for GBS employers to prioritize career development initiatives. Employees are increasingly vocal about their desire to see a clear and well-defined career growth path within the organization</li> <li>• GBS employees in Poland are satisfied with the exposure, challenging projects, on the work learning opportunities but are concerned about the promotion timeline. Many of the employees, especially mid level employees, have cited concerns around slower career growth rate</li> <li>• The top GBS employers in Poland have defined career growth paths, freedom to develop own career paths, customized learning, and plans to assist</li> <li>• The gap between ratings for top GBS employers and rest of the GBS employers has narrowed this year, with a 18% difference observed, as opposed to 21% in 2022</li> </ul>

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

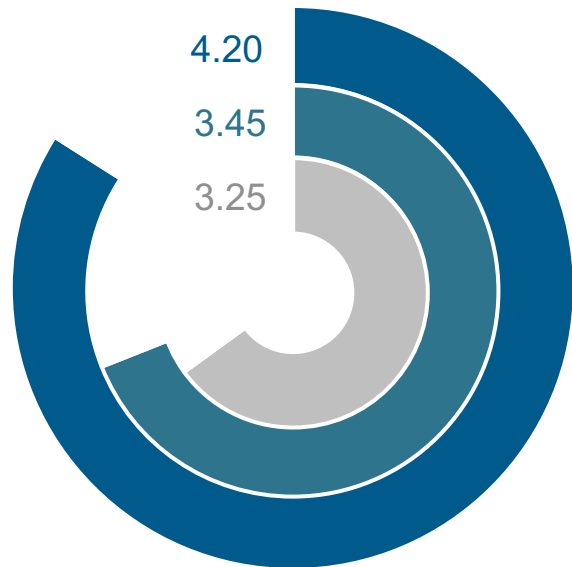


# Insights on perceived strengths of different EVP levers – Poland (page 4 of 4)

## Diversity & inclusion

### Diversity & inclusion

- Top 15 GBS employers
- Overall average
- Rest of the GBS employers



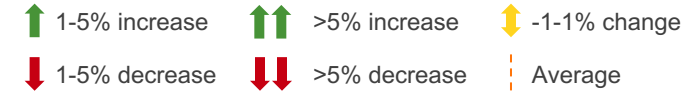
### VOICE OF EMPLOYEES<sup>1</sup>

What works	Challenges/grievances	Observations
<ul style="list-style-type: none"> <li>• Development and implementation of focused initiatives to promote gender diversity and inclusion within the organization</li> <li>• Leadership development programs and initiatives that focus on building the skills and capabilities of women employees</li> <li>• Providing training and support to immediate managers to enable them to effectively manage and support a diverse team</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to settle in the workplace, initially</li> <li>• Perceived to have glass ceiling to opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• GBS employers in Poland have one of the most diverse workforces, as many GBS employers employ individuals from multiple nationalities</li> <li>• Diversity, although a less talked about factor in employee reviews, remains one of the critical factors in evaluation of brand perception</li> <li>• Some of the reviews mention concerns about finding own place in a very diverse workforce and presence of glass ceiling</li> <li>• The top GBS employers in Poland have ensured that the diversity narrative is part of the culture and is being followed at all the levels</li> <li>• The gap between ratings for top GBS employers and the rest of the GBS employers has remained the same, with a 19% difference observed this year, similar to 2022</li> </ul>

<sup>1</sup> Voice of employees is representative of employee sentiments on employee review portals, social media, and internet  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Comparative assessment across industries – Poland (page 1 of 3)

## Employer brand perception and success in the talent market



### Aggregate ratings on factors contributing to employee value proposition

Category/industry	Employer brand perception 2023	Change compared to 2022	Success in the talent market 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.43	↓↓	3.27	↓↓	<ul style="list-style-type: none"> <li>Overall rating of employer brand perception for GBS in Poland has declined over 2022, even though some GBS employers have performed better than others</li> <li>Perception of success for GBS employers in the Indian talent market has been more volatile and have higher variance across industries</li> <li>The difference in average perception rating of top GBS employers and average perception across Poland GBS market is highest across Poland as compared to other geographies</li> <li>RCPG industry has shown least variation in the perception of employer brand and success in talent market despite having one of the highest ratings across both parameters</li> </ul>
Banking, Financial Services and Insurance (BFSI)	2.33	↓↓	2.47	↓↓	
Health and Life Sciences (HLS)	3.04	↓↓	2.71	↓↓	
Retail and CPG (RCPG)	2.82	↓	2.83	↓	
Technology and information services	2.16	↓↓	2.39	↓↓	
Telecom	2.73	↓↓	2.61	↑↑	
Professional services	2.33	↓↓	2.11	↓↓	
MLEUO <sup>1</sup>	2.2	↕	2.47	↑↑	
	2.53		2.57		

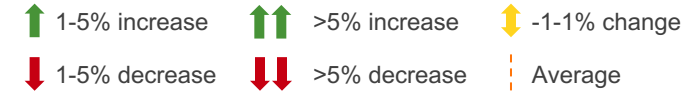
<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Comparative assessment across industries – Poland (page 2 of 3)

## Compensation & benefits and work environment



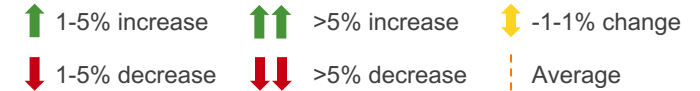
### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Compensation & benefits 2023	Change compared to 2022	Work environment 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.27	↓↓	3.33	↓↓	
Banking, Financial Services and Insurance (BFSI)	1.82	↓↓	2.38	↓↓	<ul style="list-style-type: none"> <li>• Compensation continues to be the lowest rated parameter in the Poland GBS market. GBS employers in Poland have struggled to improve the compensation perception as the inflation has remained higher for the last few years</li> <li>• The key factor for the sharp decline in the work environment perception has been the back to office policies and lack of efforts for smooth transition</li> <li>• The technology industry has managed to improve work environment perception because of more flexible work policies</li> <li>• The higher variance in average perception ratings across industries describes lower correlation across different industries</li> </ul>
Health and Life Sciences (HLS)	2.92	↓↓	3.00	↓↓	
Retail and CPG (RCPG)	2.55	↑↑	2.66	↑↑	
Technology and information services	1.50	↓↓	2.75	↑↑	
Telecom	2.00	↓↓	3.25	↓	
Professional services	2.20	↑	1.90	↓↓	
MLEUO <sup>1</sup>	1.80	↕	2.33	↓	
	2.14		2.55		

1 MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals  
 Note: a) The work environment dimension includes perceptions on work culture, flexibility, work-life balance, office ecosystem, hybrid work policies and leadership  
 b) Few data points of the Top GBS Employers™ 2022 report have been updated post publishing  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Comparative assessment across industries – Poland (page 3 of 3)

### Career development and diversity & inclusion



#### Aggregate ratings on factors contributing to employer brand perception

Category/industry	Career development 2023	Change compared to 2022	Diversity & inclusion 2023	Change compared to 2022	Comments
<b>Top GBS Employers</b>	3.07	↓↓	4.20	↓↓	<ul style="list-style-type: none"> <li>• Career development perception has declined the most across all the four EVP levers. Career development continues to remain the lowest rated EVP lever across Poland</li> <li>• Career development is also the most volatile EVP lever as it has shown highest variation in perception across majority of the industries</li> <li>• Average diversity &amp; inclusion perception across Poland GBS has declined but some industries have improved the rating substantially</li> <li>• Industries lagging in diversity perception ratings need to ramp up diversity centric efforts as the Poland GBS market values diversity higher</li> <li>• The higher variance in average perception ratings across different industries describes lower correlation across different industries</li> </ul>
Banking, Financial Services and Insurance (BFSI)	2.26	↓↓	3.24	↓↓	
Health and Life Sciences (HLS)	2.67	↓↓	3.67	↓	
Retail and CPG (RCPG)	2.68	↓↓	3.87	↑↑	
Technology and information services	1.50	↑↑	3.25	↑↑	
Telecom	2.50	↓↓	3.58	↓	
Professional services	2.70	↓↓	2.90	↓↓	
MLEUO <sup>1</sup>	1.97	↑↑	3.27	↑↑	
		2.38		3.46	

<sup>1</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

# Industry-specific insights – Poland (page 1 of 7)

## Banking, financial services, and insurance



- ING Group has maintained the spot in top GBS employer list 2023 whereas, the majority of the other BFSI GBS employers have struggled to maintain the brand perception
- BFSI employers have scattered across the entire spectrum of the chart with a few employers in the bottom left quadrant
- Average brand perception of BFSI GBS employers has marginally declined as the BFSI industry has seen decline in brand perception across all the EVP levers
- Lower than expected increments and infrequent market corrections are the top concerns of the BFSI GBS employees in Poland

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.70	2.79	2.18	2.91	2.68	3.82
2023 rating	2.47	2.33	1.82	2.38	2.26	3.24

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – Poland (page 2 of 7)

### Healthcare and life sciences



- The HLS industry dominates the top GBS employers' category with a 33% share of the top right quadrant
- Approximately 84% of the analyzed HLS GBS are identified as top GBS employers, which is highest across all the analyzed industries
- Brand perception of the HLS industry has declined over the last year but some of the GBS employers have improved the brand perception significantly and have moved to the top quadrant
- The HLS industry has above average perception across all the EVP levers, but it needs to be wary of the declining perception trends and strong intra-industry competition

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.30	3.56	3.90	3.90	3.70	3.80
2023 rating	2.47	3.04	2.92	3.00	2.67	3.67

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

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Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – Poland (page 3 of 7)

### Retail and CPG



- The RCPG industry dominates the top GBS employers' category in Poland with 45% share of the top right quadrant
- GBS employers, such as Mondelez International Inc. and Procter & Gamble Co., have managed to retain the top GBS employer position while the other employers have jumped to the list in 2023
- The RCPG players are distributed across the spectrum of brand perception and have small cohorts of closely positioned GBS employers
- The RCPG industry continues to be one of the top performing industries in Poland despite marginal decline in average brand perception rating as majority of the GBS employers have improved the performance across EVP levers
- The decline in brand perception is solely driven by career growth and opportunities related concerns that are observed across most of the RCPG GBS centers

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.90	2.91	2.38	2.50	3.00	3.58
2023 rating	2.83	2.82	2.55	2.66	2.68	3.87

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – Poland (page 4 of 7)

### Technology and information services



- Only a few technology and information services GBS employers in Poland have considerable interaction and presence on the employee review portals and social media handles, which makes the need more eminent for technology GBS employers to develop stronger brand perception
- Compensation and benefits have been the key concerns for technology and information services GBS employers during the 2022-2023 period
- Work flexibility and learning opportunities have been the most cited appreciations of technology GBS employers
- To create a differentiated employer brand in the competitive market, technology GBS employers need to capitalize on the positive trends alongside addressing the compensation & benefits concerns

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.75	2.38	3.00	2.50	1.00	2.50
2023 rating	2.39	2.16	1.50	2.75	1.50	3.25

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis



## Industry-specific insights – Poland (page 5 of 7)

### Telecom



- Telecom continues to be one of the leading industries in Poland GBS for employer brand perception
- Cisco Systems Inc. continues to be the top GBS employer whereas Motorola Solutions Inc. has improved its performance to enter the top GBS employer category
- Rest of the telecom GBS employers are near the top quadrant with a few GBS employers placed in the bottom quadrant
- Telecom industry had a dip in the employer brand perception as the majority of the players have seen a sharp decline in the perception of compensation
- Telecom industry has had relatively lower decline in work environment and diversity & inclusion perception as compared to other industries

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.40	3.31	2.50	3.38	2.75	3.75
2023 rating	2.61	2.73	2.00	3.25	2.50	3.58

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – Poland (page 6 of 7)

### Professional services



- The professional services industry has no representation in the top GBS employers list 2023 as most of the GBS employers are positioned in the bottom quadrants
- Some of the professional services GBS employers have improved the perception even though the average perception of the industry has declined
- The professional services industry has better perception for compensation & benefits as compared to other industries in Poland. It has also improved compensation & benefits perception during 2022-2023 period
- Competitive salary and benefits, learning opportunities are the most cited appreciations whereas slow career development and work-life balance are the most cited concerns

	Success in the talent market²	Employer brand perception¹	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.63	2.53	2.13	2.13	3.13	3.13
2023 rating	2.11	2.33	2.20	1.90	2.70	2.90

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Industry-specific insights – Poland (page 7 of 7)

### MLEUO<sup>3</sup>



- MLEUO industry category has no share of the top GBS employers list in 2023 but the average perception of the industry category has marginally improved
- Many of the GBS employers have improved the employer brand perception with the highest improvement across automotive and industrial products GBS employers
- MLEUO industry category needs to continue the momentum and improve the perception further to close the gap with other industries and Poland’s overall average
- The majority of the MLEUO GBS employers have seen improvement in the success in talent market perception, making it one of the two segments to have improved the perception
- Lower compensation compared to the responsibilities is the top concern raised by most of the employees in MLEUO GBS employers

	Success in the talent market <sup>2</sup>	Employer brand perception <sup>1</sup>	Compensation & benefits	Work environment	Career development	Diversity & inclusion
2022 rating	2.30	2.19	1.79	2.43	1.71	2.93
2023 rating	2.47	2.20	1.80	2.33	1.97	3.27

<sup>1</sup> Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

<sup>2</sup> Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

<sup>3</sup> MLEUO includes Manufacturing, Logistics & Transportation, Energy & Utility, and Other industry verticals

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing

Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## We assessed the following 70 companies' Poland-based GBS centers

1. 3M Company	15. Cisco Systems, Inc.	29. Honeywell International, Inc.	43. Nordea Bank Abp	57. Telefonaktiebolaget LM Ericsson
2. AB Volvo	16. Citigroup Inc.	30. HSBC Holdings plc	44. Orange S.A.	58. Tesco plc
3. ABB Ltd.	17. Colgate-Palmolive Company	31. IKEA	45. PepsiCo, Inc.	59. The Bank of New York Mellon Corporation
4. Akzo Nobel N.V.	18. Credit Suisse Group AG	32. ING Group N.V.	46. Philip Morris International Inc.	60. The Coca-Cola Company
5. Amazon.com, Inc.	19. Danone S.A.	33. Japan Tobacco International SA	47. PricewaterhouseCoopers International Limited	61. The Goldman Sachs Group, Inc.
6. Amway Corp	20. Deloitte Touche Tohmatsu Limited	34. Koninklijke Philips N.V.	48. Robert Bosch GmbH	62. The Procter & Gamble Company
7. Arla Foods amba	21. Ernst & Young Global Limited	35. KPMG International Limited	49. Rockwell Automation, Inc.	63. Thomson Reuters Corporation
8. AstraZeneca plc	22. Euroclear Holding SA/NV	36. L'Oréal S.A.	50. Santander Bank, N.A.	64. T-Mobile
9. Avon Products, Inc.	23. F. Hoffmann-La Roche AG	37. Mars, Incorporated	51. Schneider Electric SE	65. UBS Group AG
10. AXA S.A.	24. Franklin Templeton Investments	38. McKinsey & Company	52. Shell plc	66. Unilever plc
11. Bayer AG	25. General Electric Company	39. Mondelēz International, Inc.	53. Siemens AG	67. United Parcel Service, Inc.
12. Becton, Dickinson and Company	26. Groupon, Inc.	40. Motorola Solutions, Inc.	54. Standard Chartered plc	68. Volkswagen AG
13. BNP Paribas	27. GSK plc	41. NatWest Group plc	55. State Street Corporation	69. Whirlpool Corporation
14. Brown Brothers Harriman & Co.	28. Heineken N.V.	42. Nokia Corporation	56. Takeda Pharmaceutical Company Limited	70. Willis Towers Watson Public Limited Company

# 03

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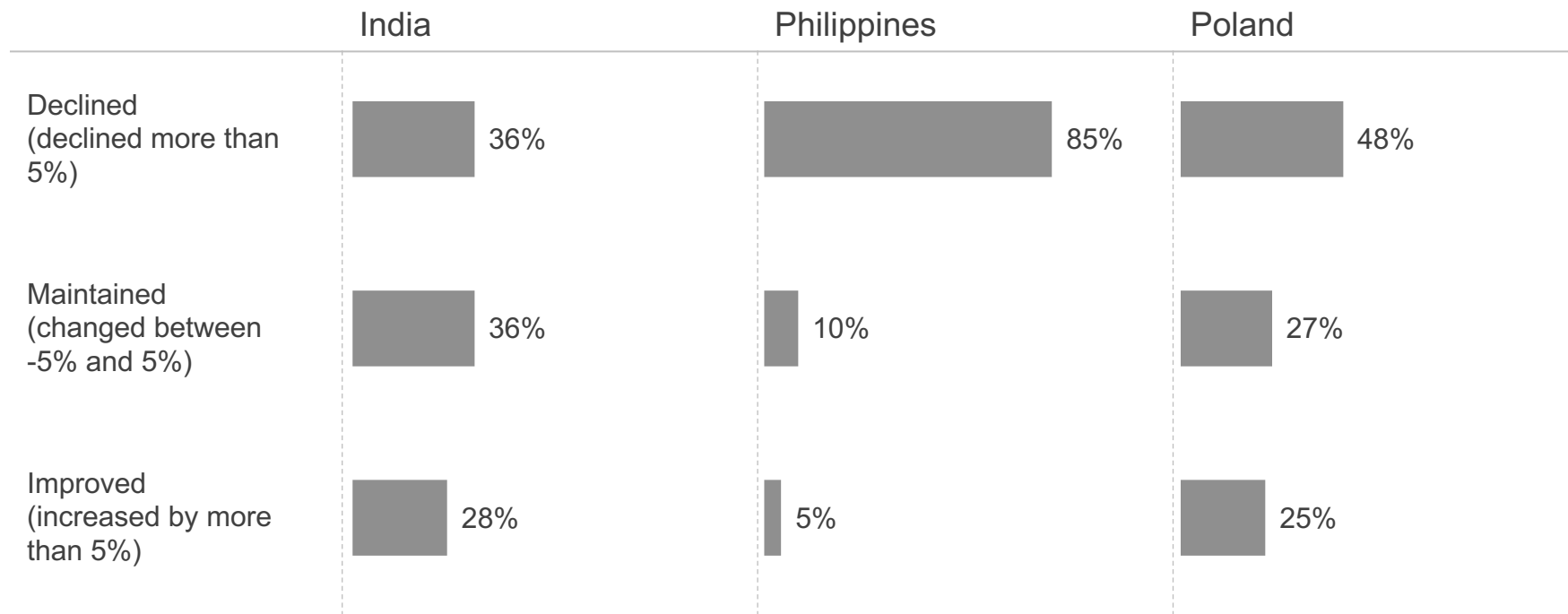
## What works or needs attention in different geographies

- Longitudinal comparison of employer brand perception across geographies
- Comparative assessment of EVP levers across geographies
- Correlation of GBS employer attractiveness with age and size of GBS employer

# Longitudinal comparison of employer brand perception across geographies

## India, the Philippines, and Poland

### Tech employer brand perception comparison

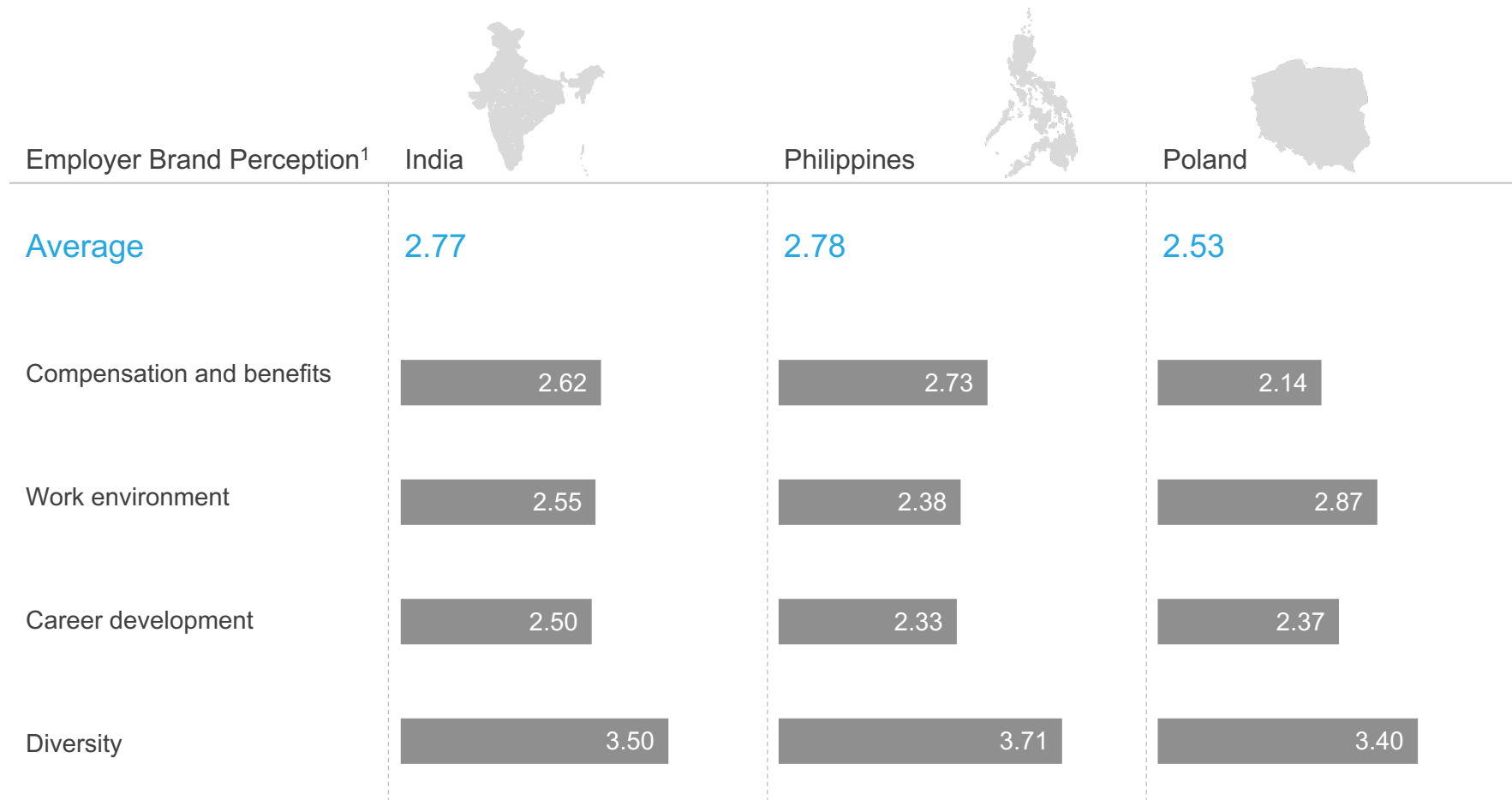


- Longitudinal comparison of employer brand perception reiterates the importance of continuous efforts to maintain the employer brand perception
- India has relatively lower variation in the performance of GBS employers as more GBS employers have maintained brand perception
- The Philippines has relatively higher variation in performance of GBS employers as 85% GBS employers' brand perception declined
- We also observed a certain lag in materialization of impact of employer initiative implementation on brand perception
- The analysis also confirms that employers need to adapt to the changing demands of the workforce to maintain brand perception

Note: Few data points of the Top GBS Employers™ 2022 report have been updated post publishing  
 Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Comparative assessment of employer brand perception across geographies

Employer brand perception ratings are concentrated across geographies



- The Philippines has the highest average brand perception as employees in the Philippines tend to be more appreciative in their reviews. However, India, with improvement in brand perception, is closing the gap faster
- Diversity and inclusion has the highest perception rating across all the geographies. This indicates that the diversity and inclusion policies and initiatives of employers are more aligned with employee expectations
- India and the Philippines have similar ranking order for perception of EVP levers with lowest for career development followed by work environment and compensation and benefits respectively

<sup>1</sup> Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

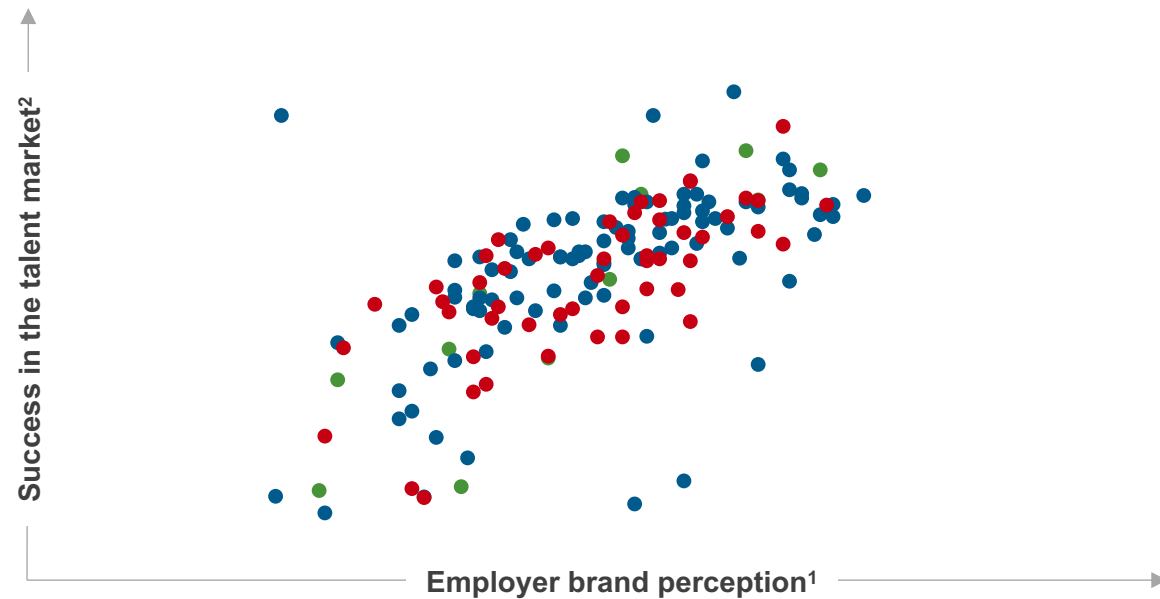
Source: Various publicly available data sources like global, regional, and local employee forums, job posting websites, social media, professional media, and Everest Group analysis

## Correlation of employer attractiveness with age and FTE count of GBS employer – India

### Correlation between employer brand perception and age

Age of GBS employer

● 0-5 years ● 6-15 years ● 15+ years

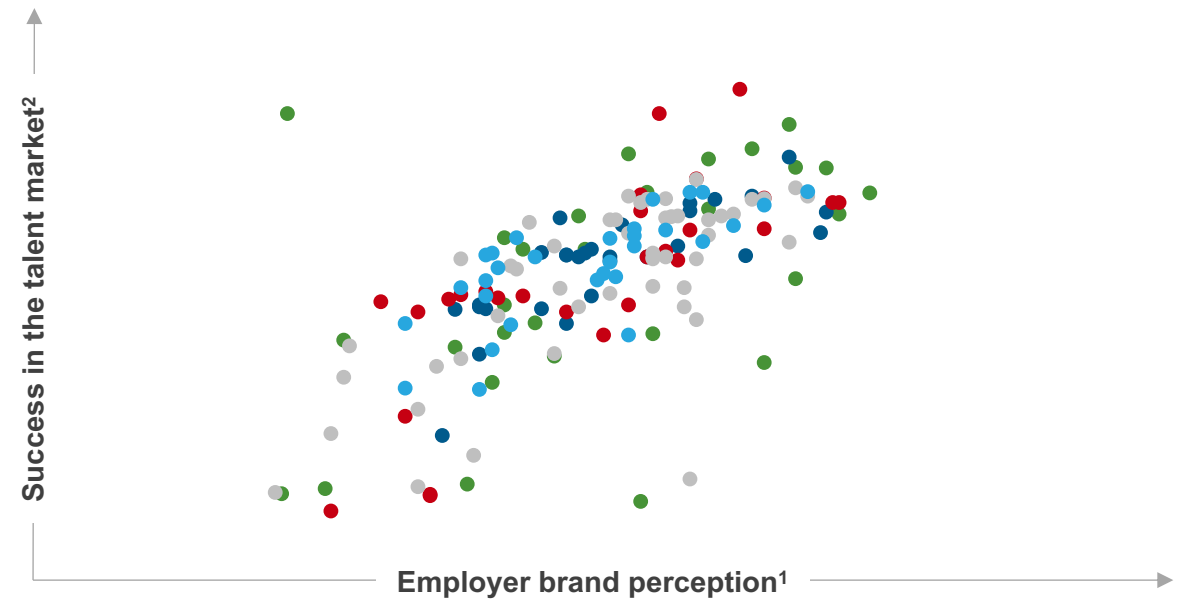


There is limited correlation between the age of a GBS employer and employee satisfaction rates in India.

### Correlation between employer brand perception and FTE count

FTE count of the GBS employer

● 0-1,000 ● 1,001-2,000 ● 2,001-5,000 ● 5,001-10,000 ● 10,000+



There is limited correlation between the FTE count of a GBS employer and employee satisfaction rates in India.

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion

2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores

Note: Some GBS employers have not been plotted due to insufficient information



## Correlation of employer attractiveness with age and FTE count of GBS employer – the Philippines

### Correlation between employer brand perception and age

#### Age of GBS employer

● 0-5 years ● 6-15 years ● 15+ years

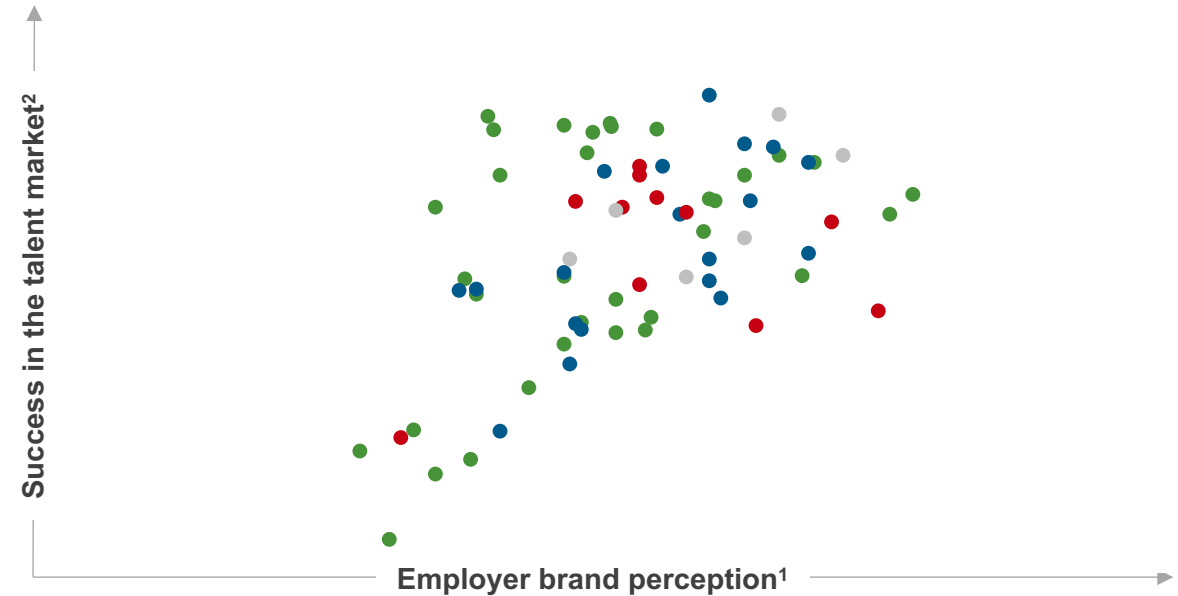


Discernible correlation between the age of a GBS employer and employee satisfaction in the Philippines. Most of the GBS employers in top quadrant have been operating in the market from 6 plus years, but the correlation ends there.

### Correlation between employer brand perception and FTE count

#### FTE count of the GBS employer

● 0-1,000 ● 1,001-2,000 ● 2,001-5,000 ● 5,001-10,000 ● 10,000+



There is limited correlation between the FTE count of a GBS employer and employee satisfaction rates in the Philippines.

- 1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion
  - 2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores
- Note: Some GBS employers have not been plotted due to insufficient information

## Correlation of employer attractiveness with age and size of GBS employer – Poland

### Correlation between employer brand perception and age

Age of GBS employer

● 0-5 years ● 6-15 years ● 15+ years

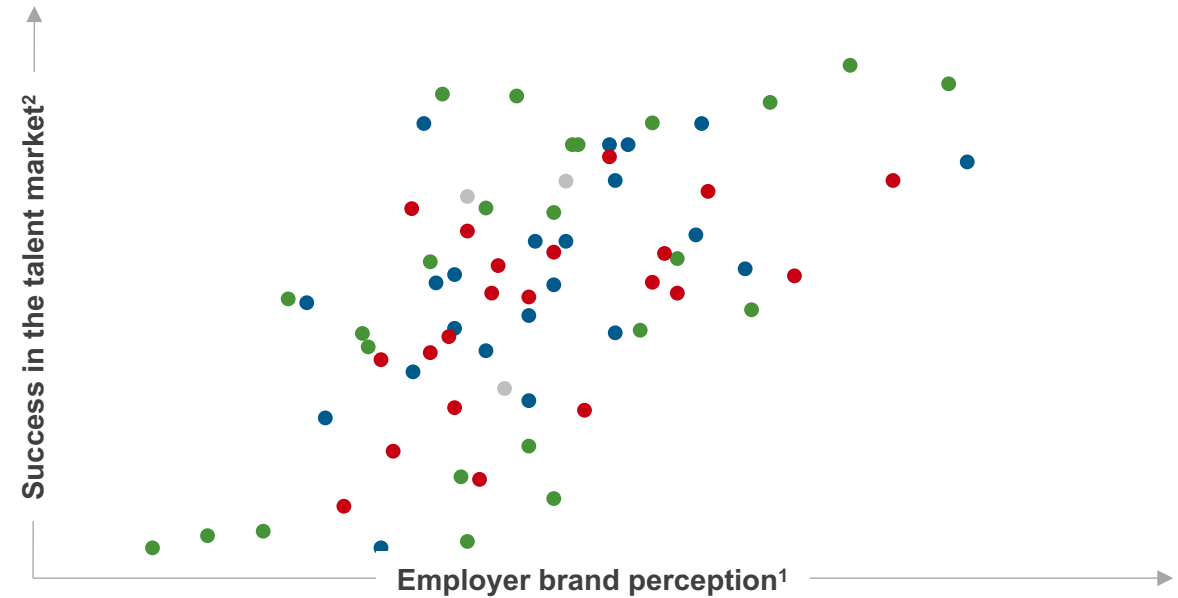


There is limited correlation between the age of a GBS employer and employee satisfaction in Poland.

### Correlation between employer brand perception and FTE count

FTE count of the GBS employer

● 0-1,000 ● 1,001-2,000 ● 2,001-5,000 ● 5,001-10,000 ● 10,000+



There is limited correlation between the FTE count of a GBS employer and employee satisfaction rates in Poland.

1 Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion  
2 Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores  
Note: Some GBS employers have not been plotted due to insufficient information

# 04

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## Appendix

- Frequently Asked Questions (FAQs)
- Glossary
- Research calendar

## Frequently asked questions (FAQs)

### What is the research approach for this analysis?

Everest Group Top GBS Employers™ ratings are based on aggregation and analysis of feedback and ratings from:

- Established public sources such as Glassdoor, LinkedIn, and Indeed
- Some local public sources like AmbitionBox for India
- Company social media pages such as Twitter, Facebook, and Instagram

No data was collected from the organizations

### How did Everest Group identify the firms included in this analysis?

We started with a list of the 400+ largest global GBS employers with offshore presence in each industry based on scale, popularity, market share, etc. We deprioritized about 100 companies based on lack of data/information on their operations – bringing the list to about 300, of which 165 companies were based in India and 70 each in the Philippines and Poland. We then further assessed these companies on our five core dimensions: compensation & benefits, work environment, career opportunities, employee satisfaction, and diversity & inclusion.

### What is the timing for this study?

We collected all of the information at the end of Q1 2023 and analyzed it early in Q2 2023

### What do the top GBS employers receive?

The identified top GBS employers receive a digital badge identifying them as Everest Group's Top GBS Employers™ <Geography> – 2023. They can use the badge on social media, email signatures, and job boards free of charge

## Glossary of key terms used in this report

<b>Attrition</b>	Rate at which employees leave an organization by the average number of employees at the organization over trailing 12 months
<b>BFS</b>	Banking and financial services
<b>Employer brand perception</b>	Employer brand perception incorporates the weighted score for employee sentiments across factors such as compensation & benefits, work environment (office ecosystem, work-life balance, hybrid work policies, culture and values, leadership), career development, and diversity & inclusion
<b>EVP</b>	Employee value proposition refers to the perceived value employees benefit from by associating with an employer
<b>GBS</b>	Global business services are service delivery operations in low-cost geographies, which are owned and operated by the same company receiving the services (i.e., not third-party outsourcing)
<b>HLS</b>	Health and life sciences
<b>Joiner-exit ratio</b>	Ratio of total number of hires by the total number of departures in the last 12 months
<b>MLEUO</b>	Manufacturing, Logistics and transport, Energy, Utility, and Other industry verticals
<b>RCPG</b>	Retail and consumer product goods
<b>Success in the talent market</b>	Success in the talent market incorporates the weighted score for outcomes such as employee attrition, net gain-loss of talent, and employee satisfaction scores
<b>WFH</b>	Work from home

# Research calendar

## GBS Talent Excellence, IT Talent Excellence

Published Planned Current release

Reports title	Release date
Marketing Services Adoption in Retail & Consumer Product Goods (CPG) Global Business Services (GBS)	May 2022
Practitioner Perspectives – Top Employers for Tech Talent – Who is Winning the Tech Talent War?	July 2022
Webinar Deck: Elevate Your GBS Employer Brand: Lessons from Top Employers	August 2022
Top GBS Employers™ in India, the Philippines, and Poland – 2022	August 2022
Webinar Deck: Planning for a Recession: Is the War for Tech Talent Finally Over?	September 2022
The War for Talent in Data, Analytics, and AI (DAAI): Finding the Ideal Operating Model for Organizations	November 2022
Future of Work: Shift to Hybrid Delivery Models	January 2023
Webinar Deck: The Talent Crisis Mystery: Scarcity in Times of Layoffs	February 2023
Cautious Optimism Amid Disruption – 2023 Key Issues, Enterprise IT Perspective	March 2023
<b>Top GBS Employers™ in India, the Philippines, and Poland – 2023</b>	<b>July 2023</b>
Improving the Robustness of Talent Acquisition Supply Chain	Q3 2023
Top Employers for Tech Talent™ in India, US, and UK – 2023	Q3 2023
Diversity and Inclusion for Tech and Ops Talent	Q3 2023
Top Tech Skills Demand-Supply	Q3 2023
Future of Work   Focus on IT Services	Q4 2023

Note: [Click](#) to see a list of all of our published Talent Excellence reports



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