

Risk Watch 2023: Tracking Risks in a Volatile and Uncertain World of Global Services Delivery

April 2023



Our research offerings

This report is included in the following research program(s):
Locations Insider™

- ▶ Amazon Web Services (AWS)
 - ▶ Application Services
 - ▶ Artificial Intelligence (AI)
 - ▶ Asset and Wealth Management
 - ▶ Banking and Financial Services Business Process
 - ▶ Banking and Financial Services Information Technology
 - ▶ Catalyst™
 - ▶ Clinical Development Technology
 - ▶ Cloud and Infrastructure
 - ▶ Contingent Staffing
 - ▶ Contingent Workforce Management
 - ▶ Customer Experience Management Services
 - ▶ CX Excellence
 - ▶ CXM Technology
 - ▶ Cybersecurity
 - ▶ Data and Analytics
 - ▶ Digital Adoption Platforms
 - ▶ Digital Engineering Services
 - ▶ Digital Services
 - ▶ Digital Workplace
 - ▶ Employee Experience Management (EXM) Platforms
 - ▶ Employer of Record (EOR)
 - ▶ Engineering Services
 - ▶ Enterprise Platform Services
 - ▶ Exponential Technologies
- ▶ Finance and Accounting
 - ▶ Financial Services Technology (FinTech)
 - ▶ GBS Talent Excellence
 - ▶ Global Business Services
 - ▶ Google Cloud
 - ▶ Healthcare Business Process
 - ▶ Healthcare Information Technology
 - ▶ Human Resources
 - ▶ Insurance Business Process
 - ▶ Insurance Information Technology
 - ▶ Insurance Technology (InsurTech)
 - ▶ Insurance Third-Party Administration (TPA) Services
 - ▶ Intelligent Document Processing
 - ▶ Interactive Experience (IX) Services
 - ▶ IT Services Excellence
 - ▶ IT Services Executive Insights™
 - ▶ IT Talent Excellence
 - ▶ Life Sciences Business Process
 - ▶ Life Sciences Commercial Technologies
 - ▶ Life Sciences Information Technology
 - ▶ Locations Insider™
 - ▶ Marketing Services
 - ▶ Market Vista™
 - ▶ Microsoft Azure
 - ▶ Modern Application Development (MAD)
- ▶ Mortgage Operations
 - ▶ Multi-country Payroll
 - ▶ Network Services and 5G
 - ▶ Oracle Services
 - ▶ Outsourcing Excellence
 - ▶ Pricing Analytics as a Service
 - ▶ Process Mining
 - ▶ 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
 - ▶ Value and Quality Assurance (VQA)

If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

Learn more about our
custom research capabilities

Benchmarking

Contract assessment

Peer analysis

Market intelligence

Tracking: providers, locations, risk, technologies

Locations: costs, skills, sustainability, portfolios

Contents

1. Introduction and overview	4
• Research methodology	5
• Key dimensions of assessment	6
• Methodology and key inclusions	7
• Global risk heatmap	8
2. Asia Pacific	9
3. Europe	16
4. Americas	25
5. Middle East and Africa	34
6. Appendix	41
• Exchange rates	42
• Sources used	50
• Research calendar	52

For more information on this and other research published by Everest Group, please contact us:

Parul Jain, Vice President

Sumit Kumar, Practice Director

Sauban Nafees, Manager

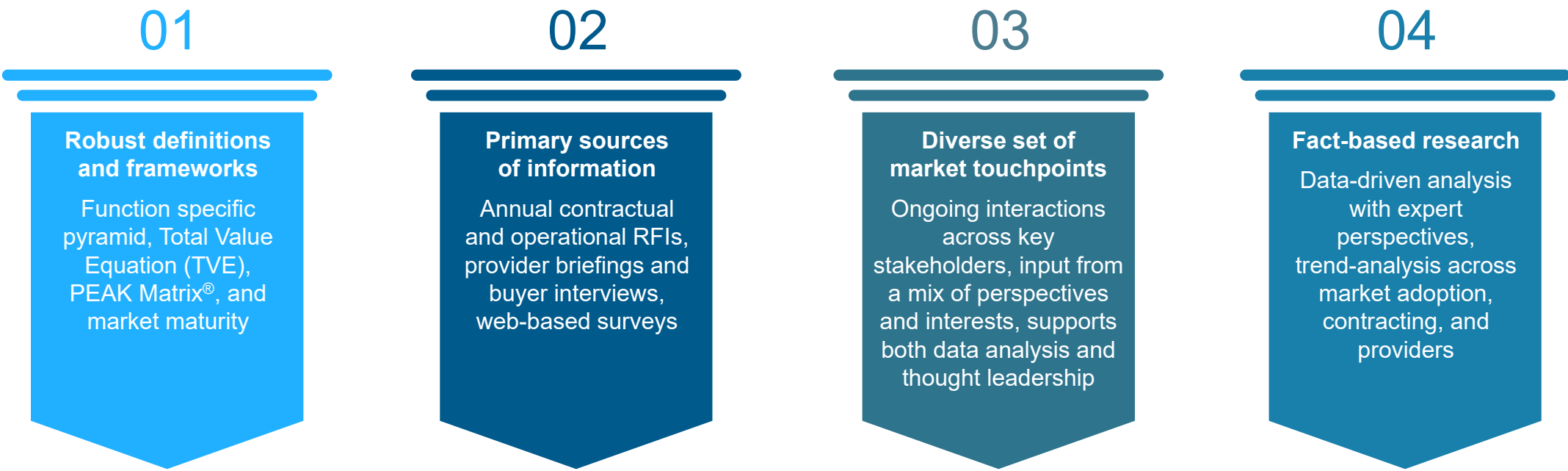
Ravi Joshi, Senior Information Specialist

01

Introduction and overview

- Research methodology
- Key dimensions of assessment
- Methodology and key inclusions
- Global risk heatmap

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



Year-round tracking of 300+ locations globally

Large repository of existing research for locations

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

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

Risk watch | key dimensions of assessment

The risk watch section provides a comprehensive view of the operating and business environment in the major delivery locations globally, along with select source geographies. The section includes an analysis of the following dimensions:

RISK DASHBOARD

- A snapshot of the operating and business environment at different locations in a region
- It includes risk ratings across seven primary parameters of assessment (scores normalized on a scale of 1 to 5)
- It also covers important occurrences in the past year that are likely to impact providers/buyers, or are worth watching out for
- The assessment captures both positive and negative movements in the risk ratings of the locations based on these events

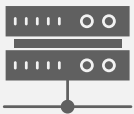


Key risks to watch out for and major developments

This section includes details on location-specific risks and developments that service providers / buyers need to keep in mind

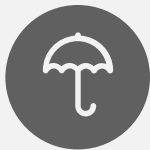
Risk watch | methodology and key inclusions

We considered seven parameters to evaluate the overall risk across locations



Infrastructure quality

- Quality of physical infrastructure
- Quality of IT/telecom infrastructure
- Availability of IT/BP real estate



Safety and security

- Security risk
- Threat of disruption from natural disasters
- Business costs of crime and violence



Geopolitical stability

- Risk of political instability
- Threat of external intervention
- State of democracy
- Corruption levels



Ease of remote working

- Digital readiness
- Availability of nomad visa
- Availability of coworking spaces
- Level of innovation



Macroeconomic stability

- Overall macroeconomic stability
- Financial risk
- Country debt risk



Quality of life

- Access to quality medical care and education
- Environment quality
- Perception of wellbeing and happiness



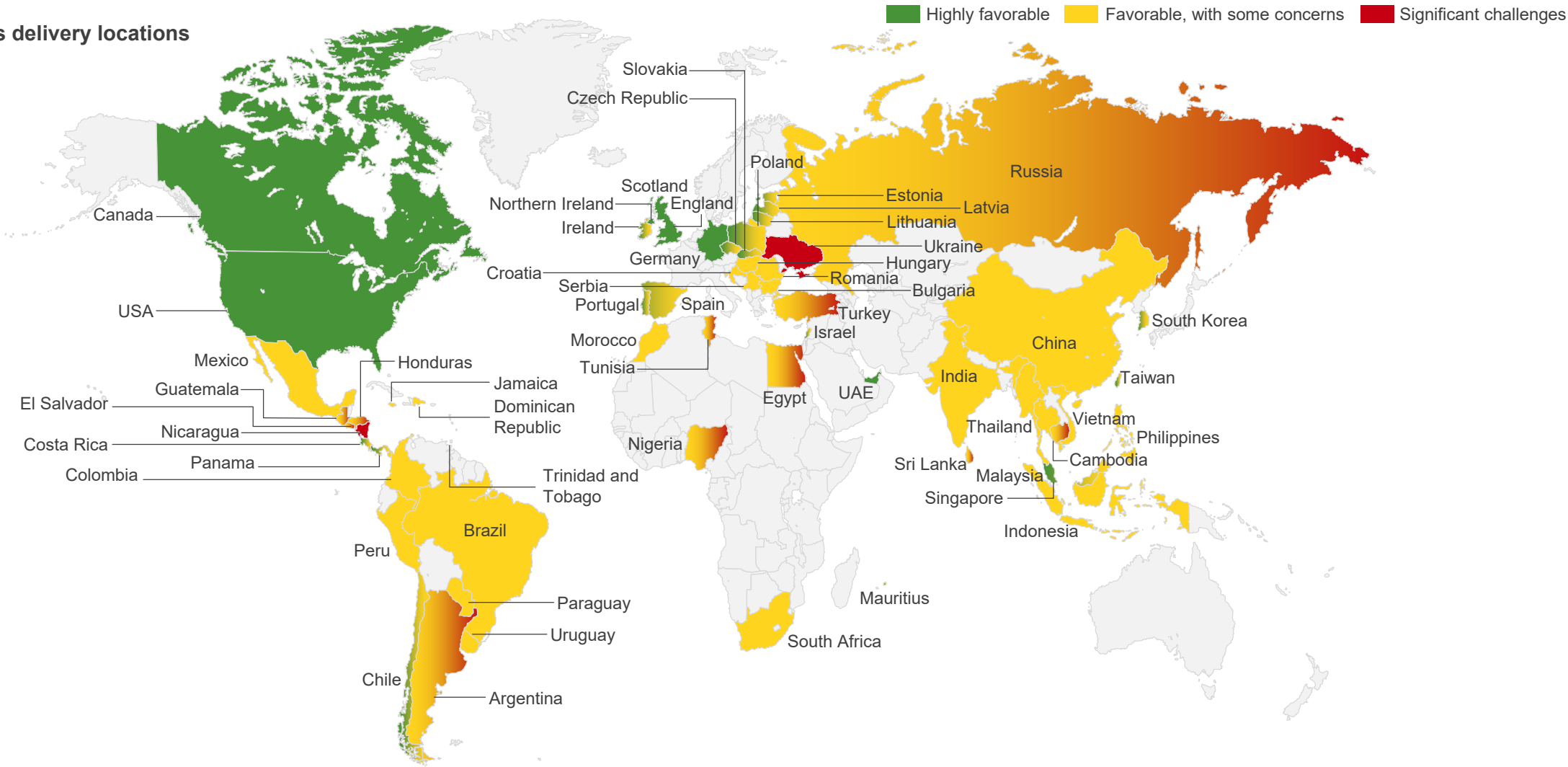
Regulations and ease of doing business

- Overall legal and regulatory risk
- Strength of IP protection laws
- Ease of doing business
- Stringency of labor laws

Risk watch | heatmap

World at a glance

Key global services delivery locations
2023; Risk rating



02

Asia Pacific

- Summary of key messages
- Risk heatmap
- Risk dashboard
- Key risks to watch out for and major developments

Risk watch | summary of key messages

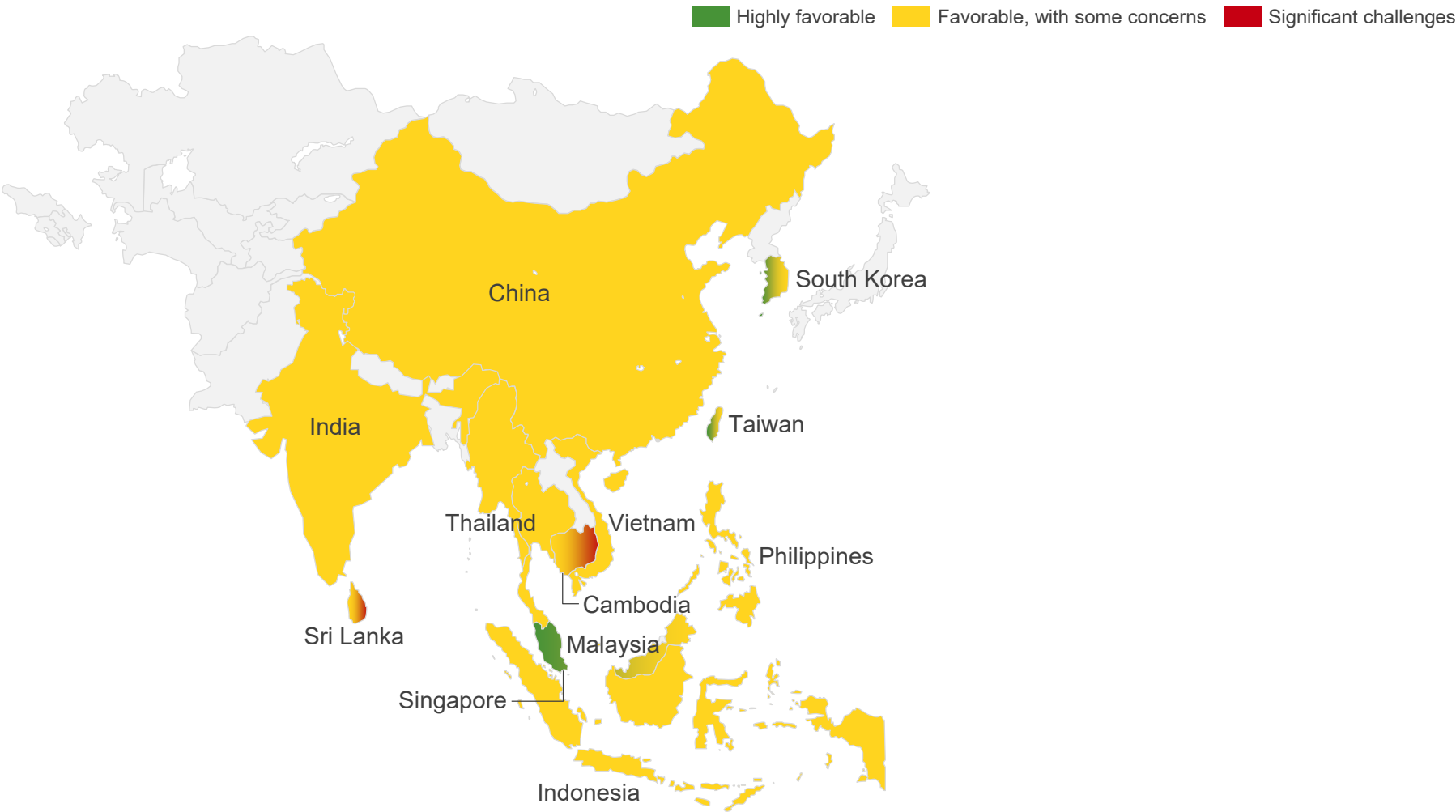
Asia Pacific



- The business environment in the APAC region is diverse and complex, with a range of economic, political, and cultural factors influencing the landscape. The region has experienced significant economic growth in recent years, leading to increased investment and business opportunities
- Malaysia, Singapore, and Hong Kong offer the safest / lowest risk proposition in this region. These locations have high economic stability, world-class infrastructure, and very high ease of doing business
- Geopolitical tension remains a primary concern for business operations in Taiwan, China, Sri Lanka, and Vietnam. These geopolitical tensions created significant risks and uncertainties including disruptions to supply chains, increased regulatory scrutiny, and heightened security concerns
- Cambodia has the least favorable business environment in the region, considering poor infrastructure, digital security, poor quality of life, and regulatory policies

Risk watch | heatmap

Asia Pacific



Asia Pacific | risk dashboard (page 1 of 2)

<div><div></div> Highly favorable<div></div> Favorable, with some concerns<div></div> Significant challenges</div> <div>Lowest risk (most safe)5_____1Highest risk (least safe)</div>								
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk
Cambodia	<div>1</div> <div>Unreliable electric and water supply system, lack of basic amenities such as sewage treatment facilities</div>	<div>3</div>	<div>2</div>	<div>3</div>	<div>2</div>	<div>2</div>	<div>2</div>	<div>2</div>
China	<div>4</div>	<div>2</div> <div>Tensions with the US and Taiwan over China's territorial claim on Taiwan</div>	<div>2</div>	<div>3</div>	<div>3</div>	<div>4</div>	<div>2</div>	<div>3</div>
Hong Kong	<div>5</div>	<div>2</div>	<div>3</div>	<div>5</div> <div>Low taxes, minimal government intervention, and open economy have historically attracted robust foreign investment</div>	<div>4</div>	<div>3</div>	<div>3</div>	<div>4</div>
India	<div>3</div>	<div>3</div>	<div>3</div>	<div>4</div> <div>Concern with regard to fiscal health, investment freedom, financial freedom, and labor freedom</div>	<div>3</div>	<div>3</div>	<div>2</div>	<div>3</div>
Indonesia	<div>3</div>	<div>2</div>	<div>3</div>	<div>3</div>	<div>2</div>	<div>4</div>	<div>2</div>	<div>3</div>
Malaysia	<div>4</div> <div>Transport, power, and telecommunications infrastructure is of a high standard, particularly in Peninsular Malaysia</div>	<div>4</div>	<div>4</div>	<div>5</div>	<div>3</div>	<div>4</div>	<div>3</div>	<div>4</div>
Philippines	<div>3</div> <div>Vulnerable to typhoons and floods which causes significant damage to infrastructure and properties</div>	<div>2</div>	<div>3</div>	<div>3</div>	<div>3</div>	<div>2</div>	<div>3</div>	<div>3</div>

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Asia Pacific | risk dashboard (page 2 of 2)

								Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)	
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk	
Singapore	5	5	4	5	5	4	4	5	
South Korea	4	3	4	5	4	4	4	4	
Sri Lanka	2	3	2	2	3	2	3	2	
Ongoing issues with power outages and load shedding, particularly in rural areas								Foreign-exchange reserves have decreased over the past three years, due to a surge in the country's deficits triggered by tourism revenue losses	
Taiwan	4	3	2	4	4	5	4	4	
Geopolitical tensions and potential military miscalculations remain significant risks to Taiwan's outlook									
Thailand	3	3	3	4	3	4	3	3	
Vietnam	3	3	3	4	2	3	3	3	
Widespread use of intermediaries in liaising with government officials. Companies' trust in the state to control corruption is limited									

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.
Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Asia Pacific | key risks to watch out for and major developments (page 1 of 2)



Cambodia

- Increased macroeconomic risk given weakening growth in Cambodia's key export markets, including the US, EU, and China
- Inefficient regulatory environment - infringement of intellectual property rights is widespread, with Cambodia reportedly becoming an increasingly popular source of pirated material due to weak enforcement
- The country's electrical and water supply systems are often unreliable and inadequate, and many areas lack basic amenities such as sewage treatment facilities



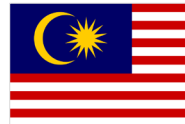
China

- Tensions between the US and Taiwan over China's territorial claim on Taiwan have been rising. China risks severe sanctions and possibly military conflict with the US and its allies if it invades Taiwan
- Foreign companies – especially firms from the US or US-allied countries – selling directly to Chinese consumers continue to face risks of regulatory discrimination and anti-trust investigations in the one-year outlook
- China's latest census revealed slowest population growth in decades, highlighting the impending economic challenge of a shrinking working-age population



India

- Potential risk from attacks in the Kashmir region, especially given the Taliban's takeover of Afghanistan. Additionally, the risk of territorial conflicts with China in the border areas remains
- Corruption within government and business remains a hindrance. Demonstrations are common and occasionally spark violence, though they rarely impact business operations



Malaysia

- The judiciary is efficient and relatively independent. However, perceived high levels of corruption, especially in the government, weaken public trust
- Overall shortage of high-skilled workers for which the country relies heavily on expats



Philippines

- Global Risks Report 2023 identified rapid and/or sustained inflation as the third greatest risk for the Philippines over the next two years
- The Philippines has safety risks considering its high exposure and susceptibility to natural hazards such as floods and typhoons and an inadequate disaster management system

Asia Pacific | key risks to watch out for and major developments (page 2 of 2)



South Korea

- The conflict between South Korea and North Korea continues to pose a significant security threat to the region, and it is important for all parties to pursue diplomatic solutions to the ongoing tensions and to work toward a peaceful resolution
- Over the long term, the country plans to transition from a manufacturing-based economy toward services, reflecting the high levels of education levels and investments in the country



Sri Lanka

- The country is facing a severe geopolitical and macroeconomic crisis and is likely to continue for short-term owing to high inflation and shortage of essential goods such as food, fuel, and medicine
- There remains a security risk of future protests turning violent, particularly if the economic crisis deepens or if security forces fail to prevent clashes between pro- and anti-government groups
- Sri Lanka is vulnerable to natural disasters, including cyclones and the torrential rain and flooding that accompanies the monsoon season



Thailand

- High vulnerability to global economic shocks given high reliance on exports
- Systemic corruption, such as demands for bribes and facilitation payments or the need for businesses to maintain close ties with government officials, remain a challenge for businesses



Taiwan

- Strong geopolitical concerns given China's increasing assertiveness in Taiwan and its efforts to limit Taiwan's international recognition and participation in international organizations
- Although Taiwan's physical infrastructure is highly developed, the territory's high exposure to earthquakes and typhoons means that much of the infrastructure remains at an elevated risk of damage and disruptions



Vietnam

- High dependency on agriculture sector (employs 40% of the workforce and accounts for 15% of GDP) that is increasingly at risk for extreme weather events
- Widespread presence of bribery to win contracts or obtain approval for projects
- Vietnam's economy is expected to show strong growth in the coming years, supported by high foreign direct investment, solid demand from Asian markets, strong competitive advantages (low labor costs and strategic geographic location), and rapid infrastructural development

03

Europe

- Summary of key messages
- Risk heatmap
- Risk dashboard
- Key risks to watch out for and major developments

Risk watch | summary of key messages

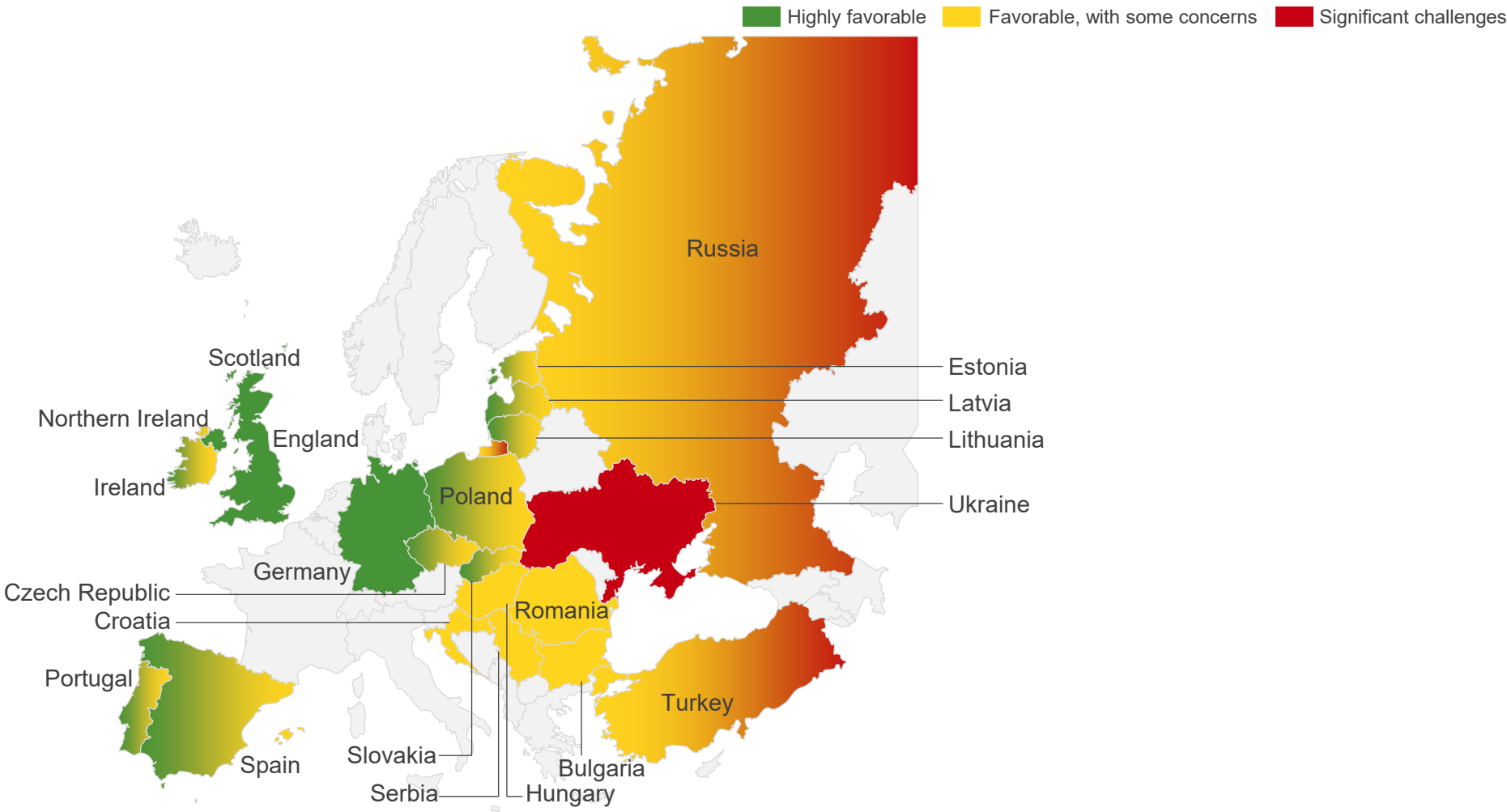
Europe



- Europe is home to some of the most stable and well-functioning democracies in the world, with strong institutions, clear regulatory frameworks, and effective legal systems. This creates an environment in which businesses can operate with confidence and certainty
- England and Germany offer the most attractive risk profiles in this region. Most European locations offer a moderate and high-moderate favorable risk profile. These locations provide stable trading economies, developed political and economic frameworks, and skilled workforces with a strong focus on innovation
- Ukraine, Russia, and Turkey have the highest risk in European region. While a full-blown war between Ukraine and Russia has eased up, the impact continues to linger, especially in Eastern Ukraine. Turkey, on the other hand, continues to grapple with multitude of macroeconomic and geopolitical challenges

Risk watch | heatmap

Europe



Europe | risk dashboard (page 1 of 3)

								Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)	
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk	
Bulgaria	3	4	3	3	3	3	3	3	
Risk of policy reversals and premature government changes are common									
Croatia	3	4	3	3	3	4	4	3	
Labor market shortage, high public debt, increasing inflation, and supply chain concerns are some risks for the macroeconomic environment									
Czech Republic	4	5	4	3	4	4	5	4	
England	5	5	5	5	5	5	5	5	
Estonia	4	4	4	3	4	5	4	4	
Germany	5	5	5	5	5	5	5	5	
Hungary	4	4	3	3	3	4	3	3	
High inflationary risk due to rising global energy and food prices									

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Europe | risk dashboard (page 2 of 3)

								Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)	
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk	
Ireland	4	4	5	4	5	4	5	4	
Latvia	4	4	3	3	4	4	4	4	
Lithuania	4	4	3	3	4	4	4	4	
Northern Ireland	4	4	5	4	5	4	5	4	
Poland	4	4	3	3	4	4	4	4	
Portugal	3	5	4	4	4	4	4	4	
Romania	3	4	3	3	3	3	3	3	

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.
Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Europe | risk dashboard (page 3 of 3)

<div><div></div> Highly favorable</div> <div><div></div> Favorable, with some concerns</div> <div><div></div> Significant challenges</div> <div>Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)</div>								
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk
Russia	3	2	2	1	1	3	2	2
International sanctions and exports controls are hurting Russia's economy								
Scotland	4	4	5	4	5	4	5	4
Serbia	3	3	2	2	3	3	3	3
Large majority of debt is denominated in foreign currency, making it vulnerable to currency fluctuations								
Slovakia	3	5	4	3	4	3	4	4
Spain	4	4	4	4	5	5	5	4
Challenges due to corruption and bribery, an overburdened judiciary, unfavorable demographics, and high levels of bureaucracy								
Turkey	3	2	2	2	3	3	2	2
Political stability could be challenged by elevated inflation, rising unemployment rates, terrorist attacks, and corruption.								
Ukraine	2	1	1	1	2	2	1	1
Conflict with Russia and Russian-speaking populations in the Donbas region, affecting territorial integrity and preventing EU entry					Business environment marred by corruption (notably in the justice system), oligarchy and monopolies			

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Europe | key risks to watch out for and major developments (page 1 of 3)



Bulgaria

- Russia's invasion of Ukraine has a meaningful impact on Bulgaria. Heavy reliance on Russian gas imports is likely to result in disproportionate impact by the energy crisis and trade sanctions
- The country's political environment is characterized by increased fragmentation and instability. Policy reversals and premature government changes are common
- The country has a well-developed road network, but public transportation and some rural roads can be unreliable. The telecommunications sector has grown significantly in recent years, but internet speeds are still lower compared to other European countries



Czech Republic

- The Czech Republic's manufacturing-oriented economy is facing weakened competitiveness owing to record-high energy prices. This will ensure a period of economic stagnation in 2023 as external demand falls and outstanding manufacturing orders are fulfilled
- While Czech politics is generally stable, governance tends to be characterized by weak coalitions prone to collapse. The current coalition government has a small majority in the legislature and may face the same challenges that could limit support for reforms, hinder policymaking, and result in government gridlock



England

- England can sometimes pose slight security challenges to domestic and foreign operators, but mostly remains a low-risk environment
- Its exit from the European Union has created political and operational uncertainty while the country renegotiates with other international partners
- The country is witnessing an increasing risk of cyber attacks and data breaches for companies



Estonia

- Estonia's economic outlook has sharply deteriorated as a result of the war in Ukraine. This is mainly due to the country's geographic proximity to Russia and its significant (pre-war) trade relations (accounting for 8% of Estonia's exports, 10% of its imports, and, notably, 46% of its natural gas imports)
- Government efforts to reduce Russian cultural influence may spark further grey zone aggressions from Russia, and social unrest is a risk given the substantial ethnic Russian population



Germany

- Germany depended on Russia for a third of its oil imports and even more of its gas imports before the invasion of Ukraine. The EU has now banned all seaborne imports of Russian oil and the plans to reduce this dependence on Russian gas by two-thirds, will be challenging for Germany, given its very limited alternative energy infrastructure
- The skilled labor shortage in Germany is a persistent problem due to several factors, including an aging population, low birth rates, and a declining number of young people entering the workforce. To address the issue, the German government has implemented a range of initiatives including offering incentives for foreign workers to immigrate

Europe | key risks to watch out for and major developments (page 2 of 3)



Lithuania

- Lithuania has a tight labor market due to a shrinking workforce (emigration of skilled young people) and high structural unemployment
- Lithuania's relatively open attitude to foreign investment, its integration into broader European supply chains, and solid financing conditions all contribute to a stronger business environment compared to many other economies in eastern Europe



Poland

- Despite improvements in infrastructure and the tax code, Poland faces some structural issues, including corruption and bribery, an overburdened judiciary, unfavorable demographics, and high levels of bureaucracy
- Several factors are holding back a more significant improvement in the business environment, including stricter screening of foreign investment at both the EU and local level, which in many instances creates a negative effect on the foreign investment process



Romania

- The slowdown in economic growth in the EU, the main destination for Romania's exports, will be a headwind for the economy
- The labor market is gradually recovering, but the unemployment rate is still above the pre-pandemic level. Skill shortages and brain drain remain a challenge, leading to higher asking wages
- Institutional weakness persists, with ongoing corruption at national and municipal levels



Russia

- International sanctions have limited Russia's access to hard currency and the capital markets, which could increase the prospect of a Russian default on external debt obligations
- In Russia, inflation has been a persistent issue. In recent years, inflation has been trending downward, but it remains higher than the central bank's target range of 4%. Factors affecting inflation in Russia include changes in energy prices, food costs, and the value of the ruble
- Corruption in Russia is an endemic and remains a significant challenge to conducting business. The country ranked 136th out of 180 in Transparency International's Corruption Perception Index



Spain

- Despite pressure from the energy crisis, the Spanish government's ability to provide more fiscal support is limited due to persistent primary deficits. Recently the left-wing central government announced a temporary wealth tax in 2023 to help finance the extra fiscal costs. Also, with municipal and regional elections in May 2023, the risk of fiscal slippage could rise

Europe | key risks to watch out for and major developments (page 3 of 3)



Serbia

- A large majority of Serbia's debt is denominated in foreign currency, making it vulnerable to currency fluctuations
- Endemic corruption poses a significant obstacle for businesses operating in the country and could be an issue in attracting foreign direct investment



Slovakia

- High dependence on exports, primarily automotive shipments, causes above-average cyclical fluctuations in growth. Moreover, high dependence on global supply chains and energy imports has made the Slovak economy very vulnerable to ongoing supply disruptions and significantly higher energy prices
- Slovakia faces a shortage of skilled labor in several industries, such as engineering, healthcare, and manufacturing. The shortage is due to a declining birth rate, emigration of skilled workers to other countries, and a lack of dedicated investment in education and training



Turkey

- Turkey has large external financing needs, and its private sector is heavily indebted in foreign currency, raising risks to financial stability
- The government favors credit-fueled economic growth instead of implementing structural reforms. Growing external imbalances leave Turkey's economy vulnerable to shifts in investor sentiment



Ukraine

- Conflict with Russia and Russian-speaking populations in the Donbas region have severely affected territorial integrity and prevented EU entry
- Damage to infrastructure resulting from the war and the constant risk of further disruption make the conduct of business operations extremely difficult, if possible
- Significant losses of labor force and production capacities, high world energy prices, and significant import needs at the stage of post-war recovery is expected to impact economic recovery in Ukraine

04

Americas

- Summary of key messages
- Risk heatmap
- Risk dashboard
- Key risks to watch out for and major developments

Risk watch | summary of key messages

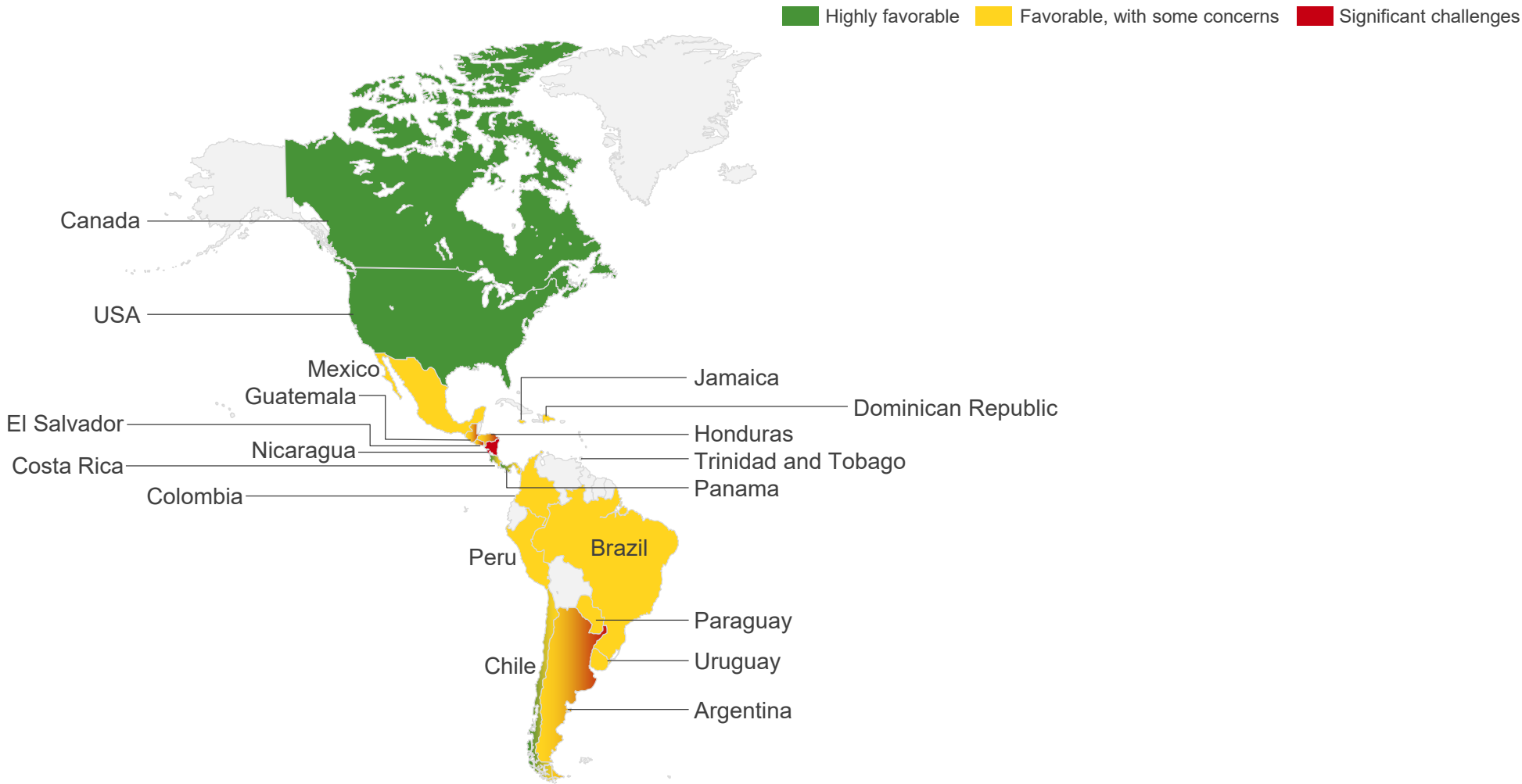
Americas



- The region encompasses a large and significantly diverse market, including the US and Canada in North and several countries in Latin America and Caribbean, each with its own distinct economic and political characteristics
- The US and Canada offer the most favorable conditions for businesses, considering the high quality of infrastructure, stable political & macroeconomic environment, and secure digital environment. However, the North American economy has taken a recessionary turn with rising inflation and interest rates, and declining consumption. Organizations are cutting jobs across industries in the face of a potential recession
- Costa Rica, Panama, and Chile also offer conducive business environments backed by strong macroeconomic fundamentals and high quality of life
- Argentina, Guatemala, El Salvador, and Honduras offer less favorable risk profiles. While Argentina continues to grapple with high inflation and unemployment, other locations have concerns around safety and security, ease of doing business, and lower infrastructural readiness
- Nicaragua offers the least favorable business environment in the region, driven by unstable infrastructure (healthcare and education), poor business regulations, low quality of life, and significant skills and education gaps, making it difficult to find qualified labor

Risk watch | heatmap

Americas



Americas | risk dashboard (page 1 of 3)

<div><div></div> Highly favorable</div> <div><div></div> Favorable, with some concerns</div> <div><div></div> Significant challenges</div> <div>Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)</div>								
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk
Argentina	3	2	2	2	2	3	3	2
			Risks of increased inflation due to volatility in international commodity prices, currency depreciation, and supply chain disruptions					
Brazil	3	2	3	3	3	3	3	3
			Concerns around paying taxes, dealing with construction permits, resolving insolvencies, getting credit, and protecting minority investors					
Canada	5	5	5	4	4	5	5	5
Chile	3	3	4	4	4	3	4	4
Colombia	2	2	3	2	3	3	3	3
			Challenges in terms of natural disasters and violence, which disrupts transportation and communication networks		Concern around high inflation and rising interest rates			
Costa Rica	3	4	4	3	4	3	4	4
			High unemployment and inflation rate can create labor unrest risks					
Dominican Republic	2	3	3	3	3	2	3	3
			Challenges in terms of providing access to reliable electricity, particularly in rural areas					

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Americas | risk dashboard (page 2 of 3)

								Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)	
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk	
El Salvador	2 Highly vulnerable to weather-related events and other hazards, incurring annual losses amounting to as much as 2.5% of GDP	2	2	2	2 Concern around high cost of internet services and limited availability of broadband	2	2	2	
Guatemala	2 High levels of gang-related violence, armed robbery, and other forms of criminal activity	2	3	3	2 Concerns regarding ease of dealing with construction permits, getting electricity or registering a property	2	2	2	
Honduras	2	2 Corruption is endemic, impacting all levels of government, as well as the private sector	2	3	2 High cost of internet services, limited access to digital devices, and low levels of investment in technology	2	2	2	
Jamaica	2 Limited progress to tackle crime, which remains a concern, thus violent crimes likely to continue in 2023	3	3	3	3	3	3	3	
Mexico	3	3	3	3 Barriers to obtaining environmental and land-related permits to corruption	3	4	3	3	
Nicaragua	1	2	1	2 High level of dollarization in the financial system	1	1	2 Concerns around the quality of healthcare and education services	1	
Panama	4	3	3	4 Diversified economy, with significant contributions from sectors such as tourism, logistics, and financial services	3	4	4	4	

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Americas | risk dashboard (page 3 of 3)

								Lowest risk (most safe) 5 _____ 1 Highest risk (least safe)	
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk	
Paraguay	3	3	3	3	2	2	3	3	
				Business environment is undermined by weak political and legal institutions, reflected in high levels of corruption					
Peru	3	3	3	3	3	2	3	3	
				High inflation, ongoing political dysfunction, and corruption are of major concerns					
Trinidad and Tobago	3	3	3	3	3	2	3	3	
Uruguay	3	4	4	2	3	3	3	3	
				Vulnerable to changes in global demand and fluctuation in commodity prices as economy is highly dependent on exports					
United States	5	5	5	5	5	5	5	5	
				The US support for Ukraine has pushed it into an indirect conflict with Russia					
				The US economy is expected to slip into a recession in 2023					

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.
Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

Americas | key risks to watch out for and major developments (page 1 of 3)



Argentina

- Inflation in Argentina is expected to increase from the already elevated levels due to volatility in international commodity prices, currency depreciation, and supply chain disruptions
- Current government is less committed to pro-market measures that would improve the investment climate, and a sharp deterioration in economic conditions has prompted more extensive government intervention in the private sector



Brazil

- Brazil has high inflation and interest rates, which constrains real wages, consumptions, and investments
- Brazil's business environment is underpinned with concerns about paying taxes, dealing with construction permits, resolving insolvencies, getting credit, and protecting minority investors
- Organized crime poses significant threats to state security. The armed gangs, which control slum areas in Rio de Janeiro, São Paulo, and capitals in the northeast, in addition to attacking police stations, also carry out arson attacks against buses and commercial property



Chile

- Chile's business environment is expected to get weakened by the government's reform agenda, which includes tighter regulation and an increased role of the state in many sectors. Higher taxes and stricter environmental, labor, & social regulations will increase the cost of doing business



Colombia

- High inflation and rising interest rates will weigh on household consumption and investment, while business sentiment is likely to be affected by the new government's proposals indicating significant shifts in policymaking; also, the weaker expected growth in the US is expected to dampen prospects for 2023
- Although the situation has notably improved in the last decade, safety and security risk, particularly drug trafficking, remains an important driver of violent crime in Colombia



Costa Rica

- High vulnerability to external shocks, including global inflationary pressures and tighter financing conditions, may result in increase in food and energy costs and add financing pressures
- Fiscal consolidation is expected to continue as inflation stabilizes and labor market conditions improve driven by growth in the services sector

Americas | key risks to watch out for and major developments (page 2 of 3)



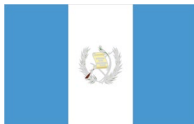
Dominican Republic

- Despite the strengthening of business confidence, key regulatory weaknesses remain in insolvency resolution, issues related to getting electricity, tax, red tape, and contract enforcement
- Given the country's geographical location, the infrastructure system is also vulnerable to hurricane damage and tropical storm hazards



El Salvador

- El Salvador's high debt service costs and persistent fiscal deficits have led to rising debt vulnerabilities. Debt service costs account for an estimated 20% of government spending
- The uptick in violent crime, particularly murder and gang activity, has resulted in the government extending its nationwide state of emergency. Heightened security concerns and a challenging operating environment have also hindered government efforts to attract FDI
- El Salvador's business environment weakens as high inflation, fiscal deterioration, and less favorable external conditions are weighing on the macroeconomic environment



Guatemala

- Concerns due to social unrest, labor disputes, and violence due to organized crime, cartels, and street gangs
- Prospects of a recession in 2023 in the US, the main market for Guatemalan exports and its principal source of workers' remittances, imposes serious challenges for growth
- Guatemala struggles to implement the structural reforms needed to boost long-term growth and improve the business environment. These include measures to strengthen Guatemala's low-skilled workforce, bolster its weak institutional framework, and tackle its poor energy infrastructure



Jamaica

- High dependence on volatile tourism and external shocks
- Some concerns due to crime and violence. The government has implemented various measures to address these issues, but they persist

Americas | key risks to watch out for and major developments (page 3 of 3)



Mexico

- Mexico is likely to experience a slowdown in overall economic growth, amid restrictive macro-financial conditions and a deteriorating external environment
- The primary risks in the capital, Mexico City, are petty crime and express kidnappings. Drug-related violence is also a problem in Michoacán, Guerrero, Jalisco and Nayarit



Panama

- The Financial Action Task Force (FATF) placed Panama on its grey list, expressing concern as the country failed to complete its action plan to address strategic deficiencies in its AML/CFT regime. The country is also on the EU's list of non-cooperative jurisdictions for tax purposes. Continued inclusion on both lists could cast doubt on the country's position as a regional financial center
- Crime is highest in urban areas, particularly in the capital Panama City, Colón, and along the Atlantic coast. The presence of Mexican and Colombian cartels has been reported over the past decade in relation to drug-related crimes. Fraud is also common, with 80% of cases involving credit card cloning



Peru

- High inflation, ongoing political dysfunction, and corruption are likely to result in mass protests. Protests could lead to closures in the mining sector, which could impact economic growth



United States

- The US is a highly favorable location for foreign investment; however, some trade and investment protectionism increases risks around existing trade agreements and purchases of the US firms, especially by Chinese or Russian firms
- The US support for Ukraine has pushed it into an indirect conflict with Russia. It has provided extensive financial support packages to the Ukrainian government and has imposed various sanctions against the Russian government
- As borrowing costs rise and financing conditions tighten to rein in inflation, the US economy is expected to slip into a recession in 2023 and recover quite sluggishly in 2024. The housing market has already entered a sharp correction phase, and a large decline in property prices is expected

04

Middle East and Africa

- Summary of key messages
- Risk heatmap
- Risk dashboard
- Key risks to watch out for and major developments

Risk watch | summary of key messages

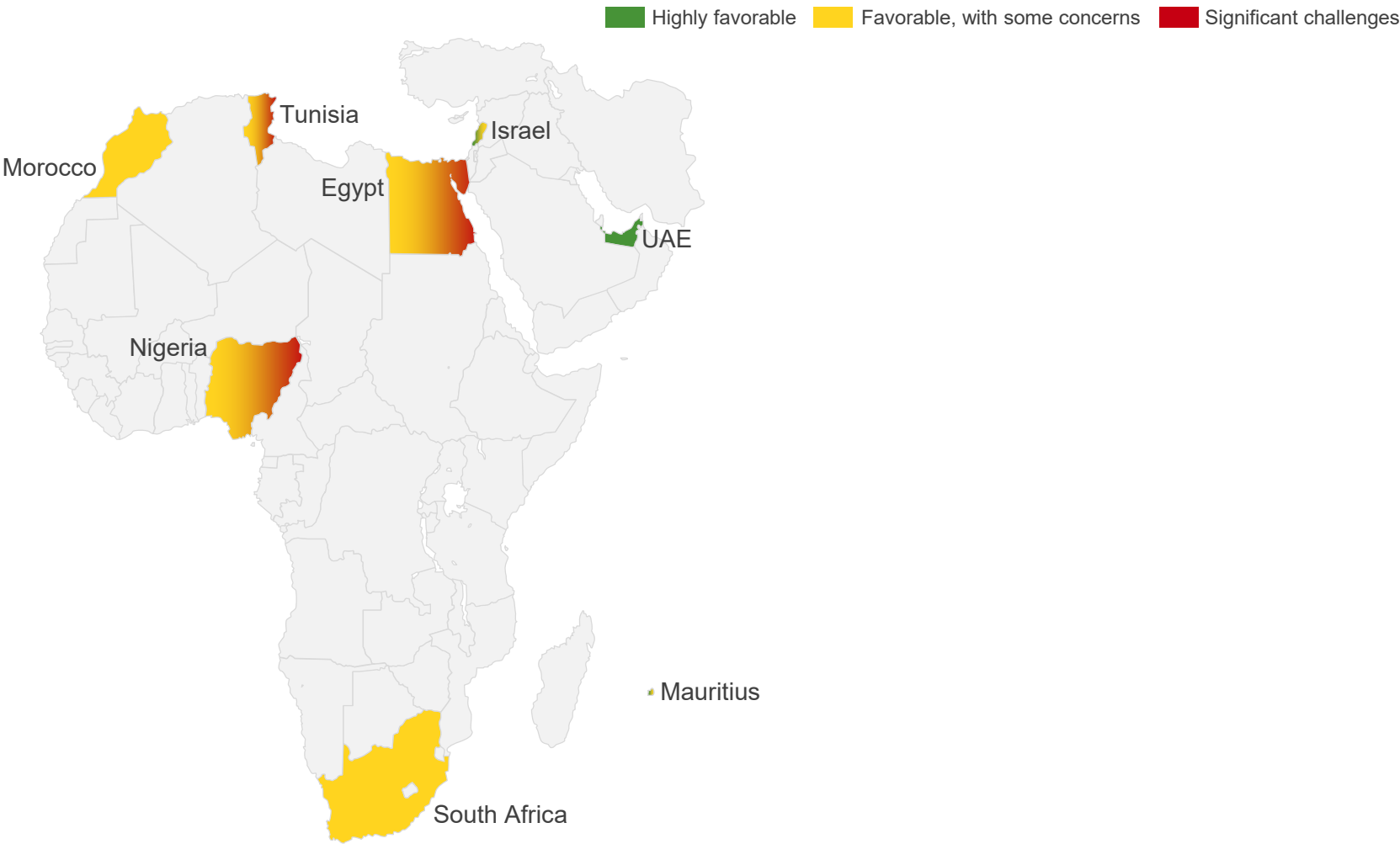
Middle East and Africa



- The region's seven-year upward inflow trend along with aggressive commitments to IT-BP services is expected to partially offset the recessionary impact for some well-established and large Middle East oil majors
- Among the MEA countries, Israel and UAE are the most attractive business destinations primarily driven by their favorable business climate. These countries offer stable political and macroeconomic environment along with a mature and well-established network of institutions and regulatory frameworks. These countries have also implemented multiple business-friendly policies, such as tax incentives and streamlined bureaucratic processes - which makes it easier for companies to start up and operate
- While Nigeria offers a large untapped talent potential, the country's macroeconomic situation is worrisome given challenges around rising debt, low revenue, and high inflation. The country's inadequate current infrastructure - such as poor transportation network, unreliable energy supply, and limited access to high-speed internet - also pose a challenge for businesses operating in the region

Risk watch | heatmap

Middle East and Africa



MEA | risk dashboard (page 1 of 2)

<div>Highly favorableFavorable, with some concernsSignificant challenges</div> <div>Lowest risk (most safe)51Highest risk (least safe)</div>								
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk
Egypt	2	3	2	2	2	2	2	2
Autocratic governing system poses an underlying risk of social unrestSignificant weaknesses regarding the level of perceived corruption as well as the regulatory and legal frameworks								
Israel	4	3	3	4	4	5	4	4
Strongly divided and fragmented political landscape leading to political instability and frequent snap elections								
Mauritius	3	4	4	3	3	4	4	4
Morocco	2	3	2	4	3	2	2	3
Poverty and unemployment remain high and are a principal cause of social discontentRural areas lack basic resources and services, such as clean water, electricity, and healthcare								

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.
Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

MEA | risk dashboard (page 2 of 2)

<div><div>Highly favorable</div><div>Favorable, with some concerns</div><div>Significant challenges</div></div> <div>Lowest risk (most safe)5_____1Highest risk (least safe)</div>								
Country	Quality of infrastructure	Safety and security	Geopolitical	Macroeconomic	Regulations & ease of doing business	Ease of remote working	Quality of life	Overall risk
Nigeria	2	2	2	2	2	1	2	2
		Risks due to increase in terror attacks and domestic protests		Economy is susceptible to volatility in global markets and to large swings in energy prices				
South Africa	3	3	4	3	4	3	3	3
		High poverty, income inequality and unemployment (above 30%) are sources of social tensions						
Tunisia	3	3	2	2	2	2	2	2
		Government debt has rapidly increased and is highly exposed to exchange rate risk		Business challenges due to complex and often unclear regulatory environment				
UAE	5	5	4	4	5	5	4	5

Source: EIU, Global Innovation Index, office space vacancy reports, Corruption Perception Index, Credit Risk Ratings, World Risk Report, International Property Rights Index, Index of Economic Freedom, World Happiness Index, etc.

Note: Ratings have been revised based on the updated methodology and are not comparable to the previous year

MEA | key risks to watch out for and major developments (page 1 of 2)



Egypt

- Concerns due to high global food and fuel prices impacting Egyptian Pound and fueling inflation. Inflation is expected to be reduced driven by monetary and fiscal tightening
- Currency depreciation has boosted locations' attractiveness for exports. This is expected to continue with the central bank prioritizing country's growth over defending the local currency



Israel

- Potential risk concerns linked to regional instability, given Israel's proximity to countries that face serious internal conflicts (Syria, Iraq, and Lebanon) or that are involved in geopolitical tensions (Iran and Saudi Arabia)
- With regards to environmental sustainability, Israel scores less favorably, mainly owing to a low level of renewable electricity output, a moderate recycling rate, and a high-water stress level



Mauritius

- Mauritius is a small economy, vulnerable to global economic demand conditions, especially Europe (which accounts for 67% of the country's exports and tourist arrivals). The slowdown in Europe will be a headwind for the Mauritius economy
- A large share of the population and production facilities are in the natural catastrophe risk area and the instances of tropical cyclones and floods have amplified over the past decades amid climate change. The World Bank assesses that Mauritius experiences a direct loss of US\$110 billion on average per year from tropical cyclones and floods



Morocco

- Morocco has an open economy, with trade accounting for a significant portion of GDP, making the country vulnerable to trade disruptions and slowdowns along with their trading partners in Europe
- Poverty and unemployment remain high and are a principal cause of social discontent, providing a potential breeding ground for religious militancy
- The government's commitment to improving the investment climate is likely to result in reasonable progress on passing market-friendly reforms that will help to foster a more dynamic private sector in coming years

MEA | key risks to watch out for and major developments (page 2 of 2)



Nigeria

- With oil and gas accounting for over 90% of export revenue, the economy is susceptible to volatility in global markets and to large swings in energy prices
- Tighter monetary conditions weigh on near-term economic growth prospects, feeding into a cycle of high unemployment and bad instability in parts of the country
- The security situation in Nigeria is challenging and has been deteriorating in recent years due to an increase in terror attacks, domestic protests, and attacks by secessionists in the southeastern part of the country



South Africa

- South Africa's budget deficit has been growing due to declining tax revenue and increased government spending. However, the government has been implementing austerity measures to reduce the deficit
- Structural issues weigh on potential growth (low productivity, public sector inefficiencies, skilled human capital shortages, and weak competitiveness) while product and labor markets remain highly rigid. High poverty, income inequality, and unemployment (above 30%) are sources of social tensions



Tunisia

- High unemployment and inflation make it difficult for the Tunisian government to impose austerity measures. Attempts to reduce Tunisia's fiscal burden are likely to be met with violent protests
- Unemployment (especially youth) remains high. Social tensions persist as the root cause of the Arab Spring was the lack of job prospects
- Government debt has rapidly increased and is highly exposed to exchange rate risk



UAE

- Businesses in the UAE face risks that stem from a prolonged cost of living crisis that includes high supply chain costs and wages, and a decline in consumer spending power
- High dependency on international oil and gas markets, despite the government's attempts at diversification (including further developments in the transport and travel sectors)

06

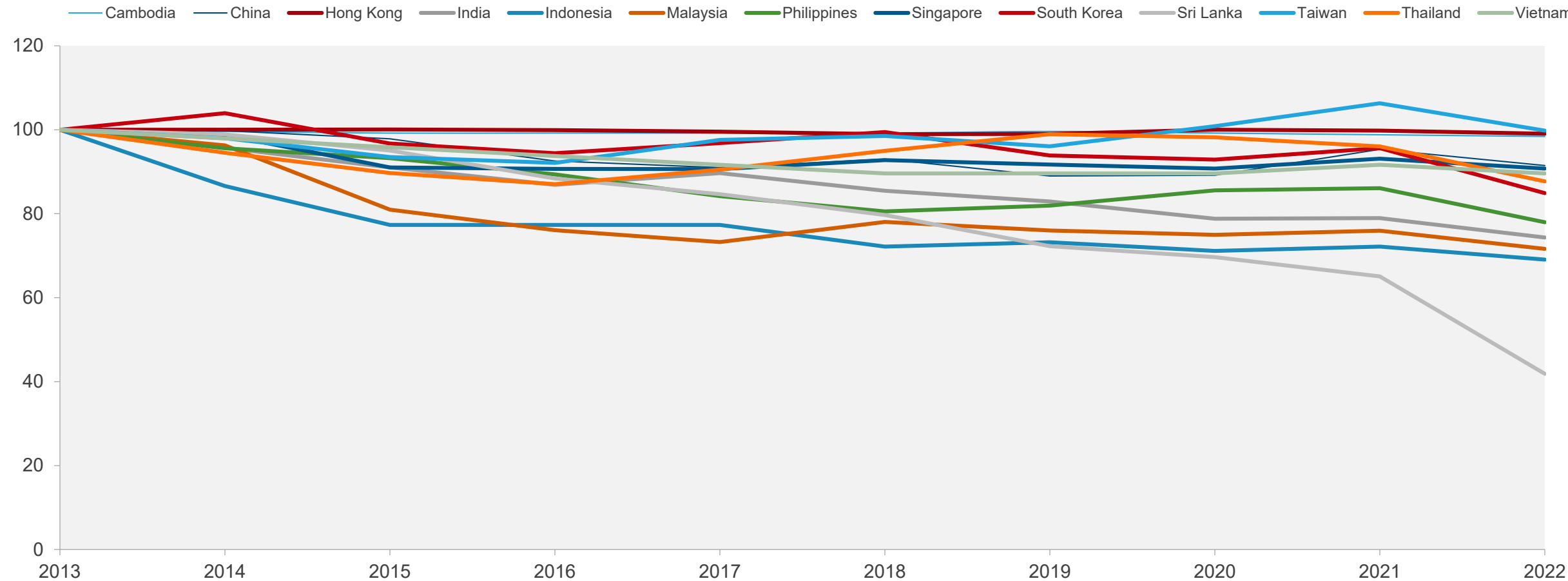
Appendix

- Exchange rates
- Sources used
- Research calendar

Exchange rate movements





Asia Pacific

Indexed exchange rate movement (2013=100)
2013-2022



Currency depreciation in various locations has led to increased cost savings for delivering IT/BP services

Currency exchange rates – US\$ in local currency unit
2021-22

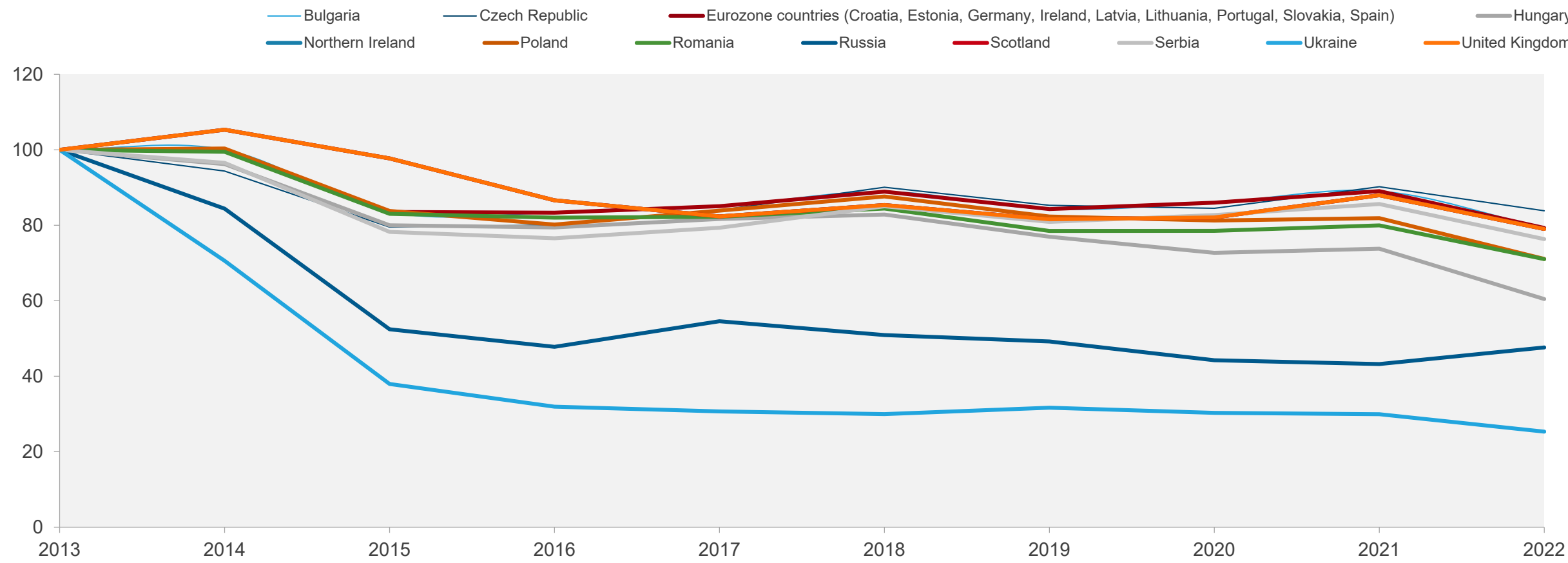
Country	Currency	2022 ¹	2021 ¹	% change	Comment
 Sri Lanka	Sri Lankan rupee	0.0032	0.0050	-36%	High inflation, driven by rising food and fuel prices, current account deficit reduced the competitiveness of the Sri Lankan economy and led to a decline in the value of the rupee
 Thailand	Thai baht	0.0286	0.0313	-9%	Thai baht depreciated due to weaker demand for Thai exports, a slowdown in the Thai economy, and political uncertainty
 Philippines	Philippine peso	.0183	.0202	-9%	Aggressive interest rate hikes by the US Federal Reserve coupled with a widening current account deficit of the Philippines have contributed to the 15.7% depreciation of the Philippine peso this year
 South Korea	South Korean won	0.000874	0.000776	-11%	The South Korean won fell to one of its lower values in 13 years given higher than expected inflation in the US increased concerns about the Federal Reserve's more aggressive monetary tightening

¹ Average of 12 months January 1, 2022, to December 31, 202,2 and January 1, 2021, to December 31, 2021, respectively
Source: <https://www.fxtop.com/>

Exchange rate movements






Europe

Indexed exchange rate movement (2013=100)
2013-2022



Currency depreciation in various locations has led to increased cost savings for delivering IT/BP services

Currency exchange rates – US\$ in local currency unit
2021-22

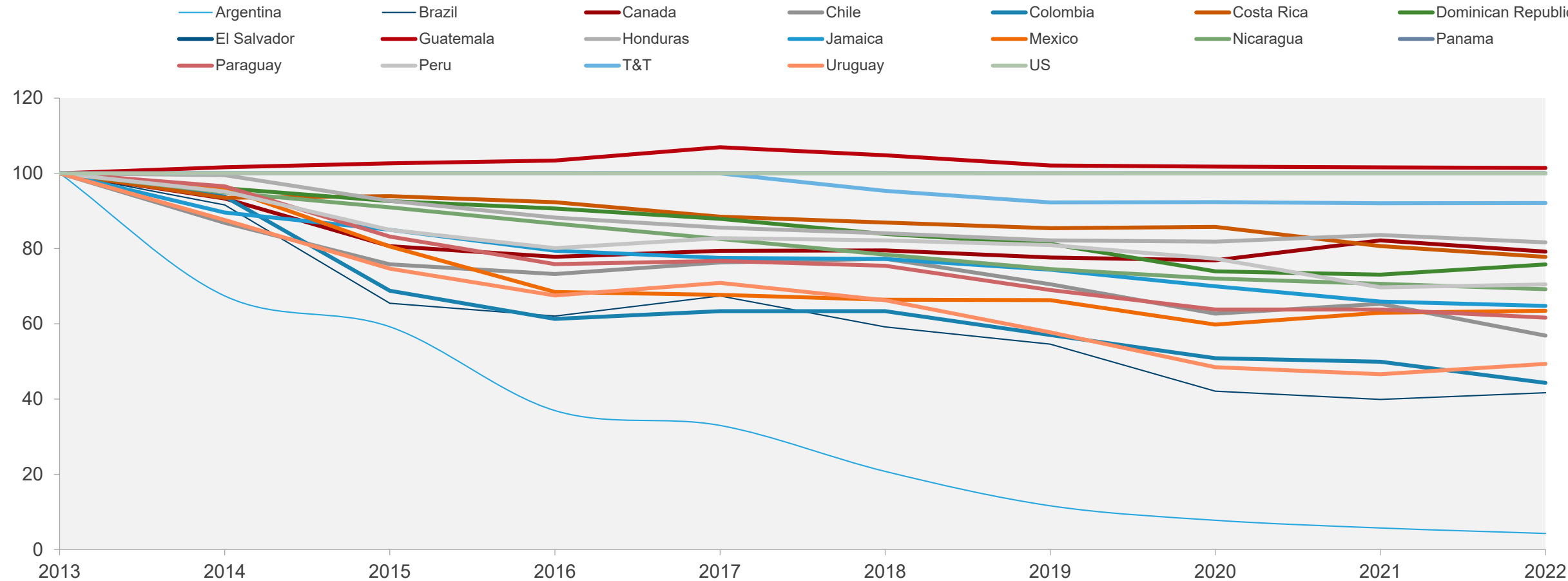
Country	Currency	2022 ¹	2021 ¹	% change	Comment
 Hungary	Hungarian forint	0.0027	0.0033	-18%	The decline in the Hungarian forint's value is due to the country's close proximity to the Russia-Ukraine conflict zone and its high dependence on Russian energy.
 Ukraine	Ukrainian hryvnia	0.0311	0.0367	-15%	Strengthening of the US dollar and the impact of Russia's invasion on Ukraine's economy led to the depreciation of hryvnia. Additionally, the destruction of infrastructure, such as roads, bridges, and buildings, reduced the country's ability to produce goods and provide services which lead to weaker economic growth and increased inflation, both of which put downward pressure on the currency.
 Russia	Russian ruble	0.0150	0.0136	10%	Despite sanctions, the Russian ruble appreciated as they demanded ruble payments for natural gas supplies from European countries.
 Czech Republic	Czech koruna	0.0429	0.0461	-7%	Czech koruna depreciated due to a slowdown in the Czech economy, weak demand for Czech exports, and increased inflation. Additionally, a rising US dollar and a strengthening US economy relative to the Czech Republic could have contributed to the depreciation of the koruna.
 Poland	Polish zloty	0.2249	0.2592	-13%	Polish zloty depreciated due to a widening trade deficit, and concerns over the government's economic policies. In addition, a slowdown in the EU economy and decreased demand for exports from Poland contributed to the depreciation.

¹ Average of 12 months (January 1, 2022, to December 31, 2022, and January 1, 2021, to December 31, 2021, respectively)
Source: www.fxtop.com

Exchange rate movements





Americas

Indexed exchange rate movement (2013=100)
2013-2022



Currency depreciation in various locations has led to increased cost savings for delivering IT/BP services

Currency exchange rates – US\$ in local currency unit
2021-22

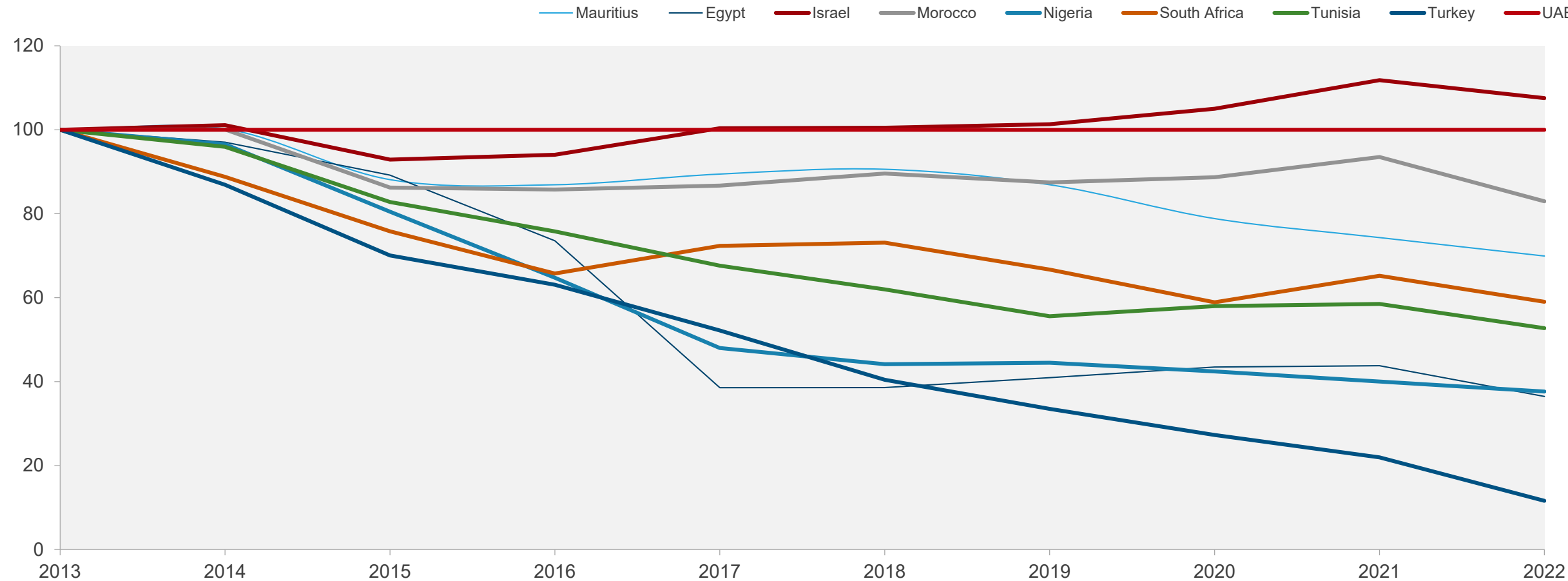
Country	Currency	2022 ¹	2021 ¹	% change	Comment
 Brazil	Brazilian real	0.1939	0.1856	4%	The rise in commodity prices, particularly soybeans and iron ore which are major exports of Brazil, have contributed to the appreciation of the real against the US dollar.
 Argentina	Argentine peso	0.0078	0.0105	-25%	The Argentine central bank's monetary policy, which included large-scale currency interventions, resulted in an increase in the supply of pesos, contributing to the depreciation of the currency.
 Chile	Chilean peso	0.00132	0.001149	-13%	The peso saw depreciation in 2022 due to the US dollar's strong improvement, a drop in the price of copper, and local uncertainty.
 Colombia	Colombian peso	0.000267	0.000237	-11%	The depreciation was led by monetary policy adjustments of central banks while the internal political developments sharpened the fall.

¹ Average of 12 months (January 1, 2022, to December 31, 2022, and January 1, 2021, to December 31, 2021, respectively)
Source: www.fxtop.com

Exchange rate movements






Middle East and Africa

Indexed exchange rate movement (2013=100)
2013-2022



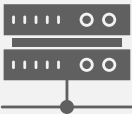



Currency depreciation in various locations has led to increased cost savings for delivering IT/BP services

Currency exchange rates – US\$ in local currency unit
2021-22




Country	Currency	2022 ¹	2021 ¹	% change	Comment
 Turkey	Turkish lira	0.0611	0.11551	-47%	Turkish lira depreciated significantly against the US dollar and other major currencies, due to a combination of high inflation, a widening current account deficit, and increasing political uncertainty.
 Egypt	Egyptian pound	0.0530	0.0637	-17%	Inflation in Egypt has been high, which has reduced the purchasing power of the currency. Political uncertainty, such as civil unrest or changes in government policies, also contributed to a weaker currency.
 Tunisia	Tunisian dinar	0.3247	0.3603	-10%	Tunisian dinar depreciated against the US dollar due to a combination of factors such as inflation, economic policies, and demand for foreign currencies. Economic uncertainty, declining exports, and reduced investment flows may have also contributed to the depreciation.
 Morocco	Moroccan dirham	0.0987	0.1112	-11%	The depreciation was due to a widening trade deficit, weak economic growth, and high inflation. Additionally, political and social unrest in Morocco has also led to decreased investor confidence, contributing to the depreciation of the dirham.
 South Africa	South African rand	0.0613	0.0677	-10%	Changes in the global demand for commodities such as gold and platinum had a significant impact on the country's economy and currency.

¹ Average of 12 months (January 1, 2022, to December 31, 2022, and January 1, 2021, to December 31, 2021, respectively)
Source: www.fxtop.com

Sources used for this analysis (page 1 of 2)

	Parameters	Primary source(s)
<div>Infrastructure quality</div> <div></div>	<ul style="list-style-type: none">• Quality of Physical Infrastructure• Quality of IT/telecom infrastructure• Availability of IT-BP real estate	<ul style="list-style-type: none">• Global Innovation Index and EIU Operational Risk Index• GSM Mobile Connectivity Index• Office space vacancy rate reports by multiple real estate agencies (e.g., Colliers, CBRE, JLL)
<div>Geopolitical stability</div> <div></div>	<ul style="list-style-type: none">• Risk of political instability• Threat of external intervention• State of democracy• Corruption levels	<ul style="list-style-type: none">• EIU Operational Risk Index• Fragile State Index• EIU Democracy Index• Corruption Perception Index
<div>Macroeconomic stability</div> <div></div>	<ul style="list-style-type: none">• Overall macroeconomic stability• Financial risk• Country debt risk	<ul style="list-style-type: none">• EIU Operational Risk Index• EIU Operational Risk Index• Credit Risk Ratings
<div>Regulations and ease of doing business</div> <div></div>	<ul style="list-style-type: none">• Overall legal and regulatory risk• Strength of IP protection laws• Ease of doing business• Stringency of labor laws	<ul style="list-style-type: none">• EIU Operational Risk Index• International Property Rights Index• Wall Street Journal• Index of Economic Freedom

Sources used for this analysis (page 1 of 2)

	Parameters	Primary source(s)
<div>Safety and security</div> <div></div>	<ul style="list-style-type: none">• Security risk• Threat of disruption from natural disasters• Business cost of crime and violence	<ul style="list-style-type: none">• EIU Operational Risk Index• World Risk Report• Global Peace Index
<div>Ease of remote working</div> <div></div>	<ul style="list-style-type: none">• Digital readiness• Availability of nomad visa• Availability of coworking spaces• Level of innovation	<ul style="list-style-type: none">• Cisco Digital Readiness Index and Network Readiness Index• Government websites and press releases• Crowdsourced from multiple secondary sources• Global Innovation Index
<div>Quality of life</div> <div></div>	<ul style="list-style-type: none">• Access to quality medical care and education• Environmental quality• Perception of wellbeing and happiness	<ul style="list-style-type: none">• Social Progress Index• Social Progress Index• World Happiness Index

Research calendar

Locations Insider™

Published

Planned

Current release

Reports title	Release date
The Most In-demand Metaverse Skills in the US	November 2022
The War for Talent in Data, Analytics, and AI (DAAI): Finding the Ideal Operating Model for Organizations	November 2022
Location Spotlight – Munich, Germany	December 2022
Global Locations State of the Market 2022: Talent Drives Locations Strategies Key Trends Shaping the Landscape	December 2022
Location Spotlight – Greece	January 2023
Wrapped 2022, Unwrapping 2023	January 2023
Location Spotlight – Fukuoka, Japan	January 2023
A World of Words: Examining the Spread of European Languages Across the Globe	March 2023
Location Spotlight – Singapore	March 2023
Location Spotlight – Brazil	March 2023
Risk Watch 2023: Tracking Risks in a Volatile and Uncertain World of Global Services Delivery	April 2023
Location Spotlight – Turkey	Q2 2023
Location Spotlight – Costa Rica	Q2 2023
Talent Handbook – Availability of Language Skills in Asian Locations	Q2 2023

Note: [Click](#) to see a list of all of our published Locations Insider™ reports



Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

Stay connected

Dallas (Headquarters)
info@everestgrp.com
+1-214-451-3000

Bangalore
india@everestgrp.com
+91-80-61463500

Delhi
india@everestgrp.com
+91-124-496-1000

London
unitedkingdom@everestgrp.com
+44-207-129-1318

Toronto
canada@everestgrp.com
+1-647-557-3475

Website
everestgrp.com

Social Media
 [@EverestGroup](https://twitter.com/EverestGroup)
 [@Everest Group](https://www.linkedin.com/company/everest-group)
 [@Everest Group](https://www.facebook.com/EverestGroup)
 [@Everest Group](https://www.youtube.com/EverestGroup)

Blog
everestgrp.com/blog

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.

NOTICE AND DISCLAIMERS

IMPORTANT INFORMATION. PLEASE REVIEW THIS NOTICE CAREFULLY AND IN ITS ENTIRETY. THROUGH YOUR ACCESS, YOU AGREE TO EVEREST GROUP'S TERMS OF USE.

Everest Group's Terms of Use, available at www.everestgrp.com/terms-of-use/, is hereby incorporated by reference as if fully reproduced herein. Parts of these terms are pasted below for convenience; please refer to the link above for the full version of the Terms of Use.

Everest Group is not registered as an investment adviser or research analyst with the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority (FINRA), or any state or foreign securities regulatory authority. For the avoidance of doubt, Everest Group is not providing any advice concerning securities as defined by the law or any regulatory entity or an analysis of equity securities as defined by the law or any regulatory entity.

All Everest Group Products and/or Services are for informational purposes only and are provided "as is" without any warranty of any kind. You understand and expressly agree that you assume the entire risk as to your use and any reliance upon any Product or Service. Everest Group is not a legal, tax, financial, or investment advisor, and nothing provided by Everest Group is legal, tax, financial, or investment advice. Nothing Everest Group provides is an offer to sell or a solicitation of an offer to purchase any securities or instruments from any entity. Nothing from Everest Group may be used or relied upon in evaluating the merits of any investment. Do not base any investment decisions, in whole or part, on anything provided by Everest Group.

Products and/or Services represent research opinions or viewpoints, not representations or statements of fact. Accessing, using, or receiving a grant of access to an Everest Group Product and/or Service does not constitute any recommendation by Everest Group that recipient (1) take any action or refrain from taking any action or (2) enter into a particular transaction. Nothing from Everest Group will be relied upon or interpreted as a promise or representation as to past, present, or future performance of a business or a market. The information contained in any Everest Group Product and/or Service is as of the date prepared, and Everest Group has no duty or obligation to update or revise the information or documentation. Everest Group may have obtained information that appears in its Products and/or Services from the parties mentioned therein, public sources, or third-party sources, including information related to financials, estimates, and/or forecasts. Everest Group has not audited such information and assumes no responsibility for independently verifying such information as Everest Group has relied on such information being complete and accurate in all respects. Note, companies mentioned in Products and/or Services may be customers of Everest Group or have interacted with Everest Group in some other way, including, without limitation, participating in Everest Group research activities.