



HFS Top 10: Employee Experience Services, 2022

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Excerpt for EY



This is the first time in our history we're truly looking at the fluency of business and technology coming together in a hybrid environment, at a time when industries and business models continue to shape-shift at an extraordinary rate.

The key to business agility and a thriving organization lies squarely in the power of its people. Employee experience sets apart the winners and the also-rans in the post-pandemic era.

Phil Fersht, CEO & Chief Analyst, HFS

Contents

		Page
1	<u>Introduction and definitions</u>	4
2	<u>Executive summary</u>	15
3	<u>Research methodology</u>	25
4	<u>Employee experience services: Top 10 results</u>	29
5	<u>Employee experience services: EY profile</u>	33
6	<u>About the authors</u>	36

1

Introduction and definitions

Introduction

- Business leaders recognize that successfully driving engagement, productivity, and change requires the ability to bring people, process, and technology together in a fluid and meaningful way.
- Delivering superior employee experience (EX) is the catalyst for driving competitive advantage and deeper engagement across personal, social, and organizational domains. With an imperative for people, leaders are driving EX capability from across the organization.



Employee experience is an enormous field... It's not a "Process" but a cross-functional strategy that needs to be embraced by the c-suite. It's also not a "project" that will ever be done. It's a huge area of many different strategies, practices, processes, systems, services, and technologies."

Josh Bersin, The Definitive Guide: Employee Experience, 2021

- Essentially, it's a field underpinning the OneOffice organization.

The OneOffice™ organization

An ecosystem of employee experience, customer experience, and partner experience

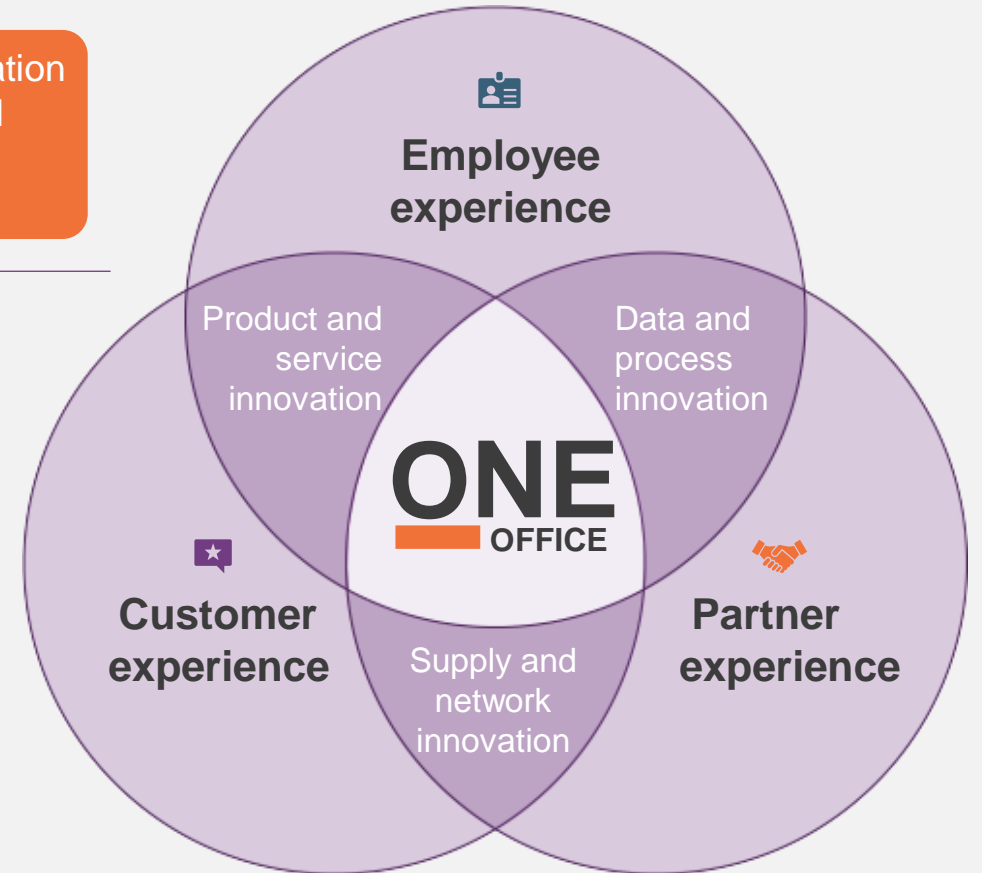
OneOffice is our view of digital transformation in action, aligning business operations and workforce interactions across an adaptive, experiential environment.

At its core, a OneOffice organization makes employee, customer, and partner experience the heart of its strategy.

“Companies that invest in employee experience are 4x more profitable than those that do not.”

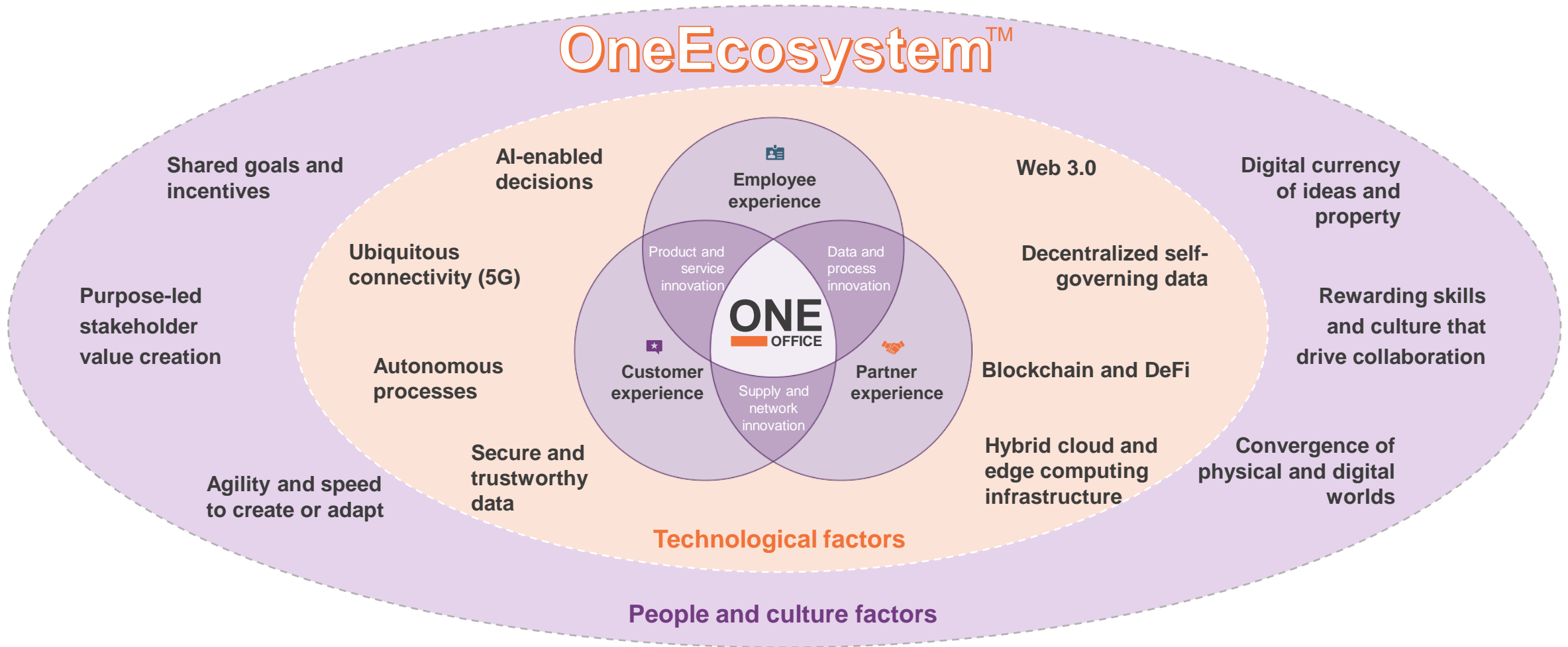
Jacob Morgan, The Employee Experience Advantage

Customer-centricity has long been at the helm of an experience framework, given the fact that without customers, there can be no company. However, it's time to rebalance the equation. Studies continue to show that employee experience (EX) is a critical contributor to competitive advantage and growth. A key challenge has been the ability to articulate EX in measurable terms.



This research examines how participating advisories and service providers are evolving their practices to support the rapidly changing dynamics of employee experience within the context of a OneOffice organization and its ecosystem.

OneOffice is the core of OneEcosystem™



Evolution to OneOffice™ and OneEcosystem™

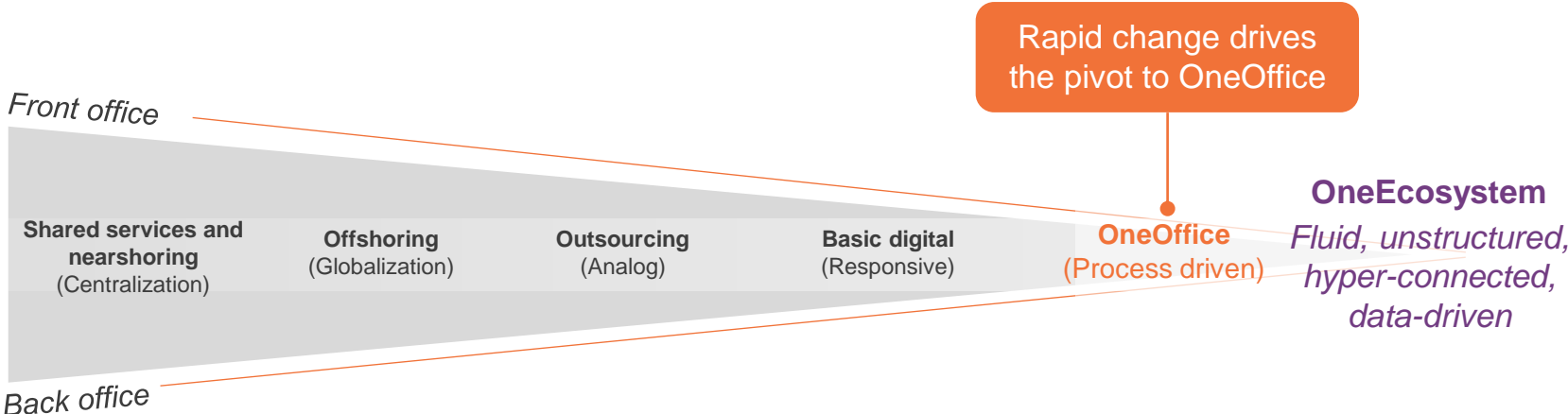
Over the last 30 years, organizations have essentially been doing the same thing the same way, just a little faster, cheaper, and more electronically. This cycle has continued to gain efficiency, but the business model has not fundamentally changed.

In the 1990s, the internet enabled the global manifestation of shared services and nearshoring, which evolved into offshoring around the turn of the century. The industry centered on functional and geographic consolidation, driven by cost reduction, efficiency, and arbitrage.

Fast forward to 2010. The first real digital models emerged as we moved into the cloud and began satisfying customer needs in near real-time. Digital was born, but there wasn't much focus on connecting digital transactions with customers past the "front office" and in the middle and backend of the organization.

The global pandemic in 2020 drove many enterprises to make real changes for the first time to enable virtual business models. The acceleration toward hyperconnected ecosystems is well underway in this ever-complexifying global business environment.

The need to develop talent to create value has never been so immediate for enterprises, and the opportunity for smart services partners has never been so prominent.



1990	1995	2000	2005	2010	2015	2020	2022+
The internet Client/server	ERP Six Sigma LEAN	Y2K Euro currency conversion VOIP 3G	Public cloud eBusiness Digital marketplaces ASPs Sox	Basel II Private cloud Open source Digital business models IOT	RPA Enterprise IT dressed up as digital Intelligent automation Machine learning	AI Blockchain 5G The guerrilla sharing economy Digital workers	Autonomous, hyperconnected supply chains Data-driven virtual organizations Final phase of widespread cloudification

Evolution to OneOffice™ and OneEcosystem™

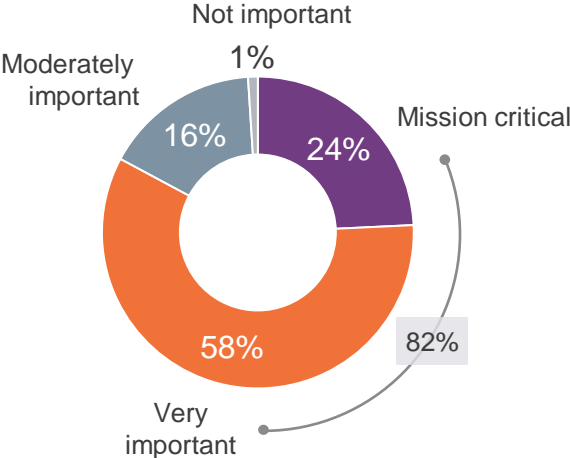
As the industry evolved, services talent shifted from being IT-centric in favor of process and domain expertise, driven by business outcomes and systems of engagement. And then the world stopped. The pandemic forced organizations into real-time transformation, and the OneOffice mindset took center stage. In a recent study, 82% of enterprise buyers believed a OneOffice mindset is “mission critical” or “very important” for their company’s overall operation and strategy.

The pandemic shock further exacerbated the need for ecosystems.

OneOffice is the core of OneEcosystem, bringing partners and employees to the forefront alongside customers for a holistic approach to stakeholder experience across the entire customer lifecycle. Ninety percent (90%) of C-level respondents to a recent study predict ecosystems will be even more important in the post-COVID world.

82%

of enterprise buyers believe a OneOffice mindset is “mission critical” or “very important” for their company’s overall operation and strategy.

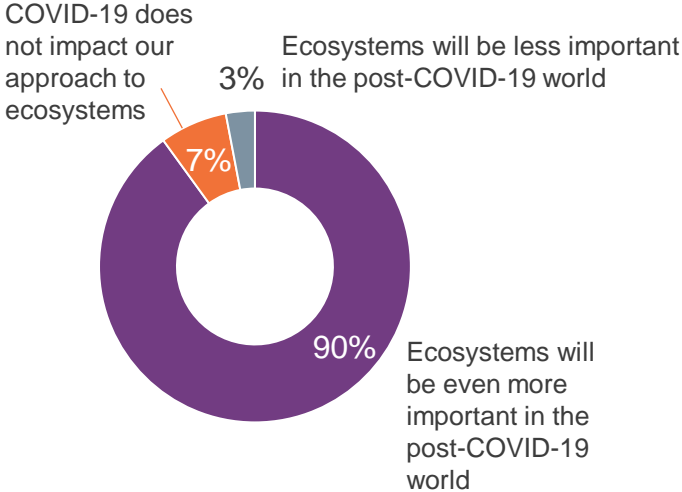


Importance of a OneOffice mindset for overall operation and strategy

Sample: 800 respondents from Global 2000 enterprises
Source: HFS Research

90%

of C-level respondents predict ecosystems will be even more important in a post-COVID world.



How has the COVID-19 pandemic changed the relative importance of ecosystems for your organization?

Sample: 158 C-level respondents from Global 2000 enterprises
Source: HFS Research

Evolution of BPO to “business data services”

Data and processes are inextricably linked. The focus on value has shifted firmly to the strategic value of data and how designing processes can help you achieve the data outcomes that create the value.

Enterprises want to buy continuous access to data outcomes and experience great service partnerships to achieve them. That is what BPO is all about and why HFS has termed the phrase “business data services.”

Advanced people data and decisioning is a critical capability for providing employee experience services.

	Globalization	Digital pontification	Big hurry, ideas to action
	Old school BPO (till 2010)	BPO services today (2010-2020)	Business Data Services (2020++)
Raison d'être	Cost savings and efficiency	Better business outcomes but still savings	Stay-in-the-game and grow
Driver	Recession in 2002, Internet	Incremental maturity of services	Pandemic, virtual business environment, great resignation
Scope / focus	Functional activities (AP, AR, claims, etc.)	End-to-end processes (O2C, P2P, R2R, H2R)	Enterprise Data flows (customer data, employee data, partner data)
Role of data	Reporting	Support decision making	Data-as-an-asset to find new sources of value
Role of talent	Labor arbitrage (primarily offshore)	Process experts (offshore + nearshore)	New or scarce skills (anywhere shore)
Role Of technology	Process enablement	Digitization delivers greater productivity	Competitive advantage
Role of change management	Lift-and-shift	Lift-shift-and-fix or Fix-lift-and-shift	Built in as a discipline, ongoing
Technologies involved	On-premise ERP	SaaS + automation	AI-driven analytics, Web 3.0, hybrid cloud
IT — business convergence	IT and business operations in silos	Boundaries between business and IT starting to blur	Full convergence of IT and business operations
Role of service provider	Vendor (order-taker)	Partner	Orchestrator

X-centricity takes all

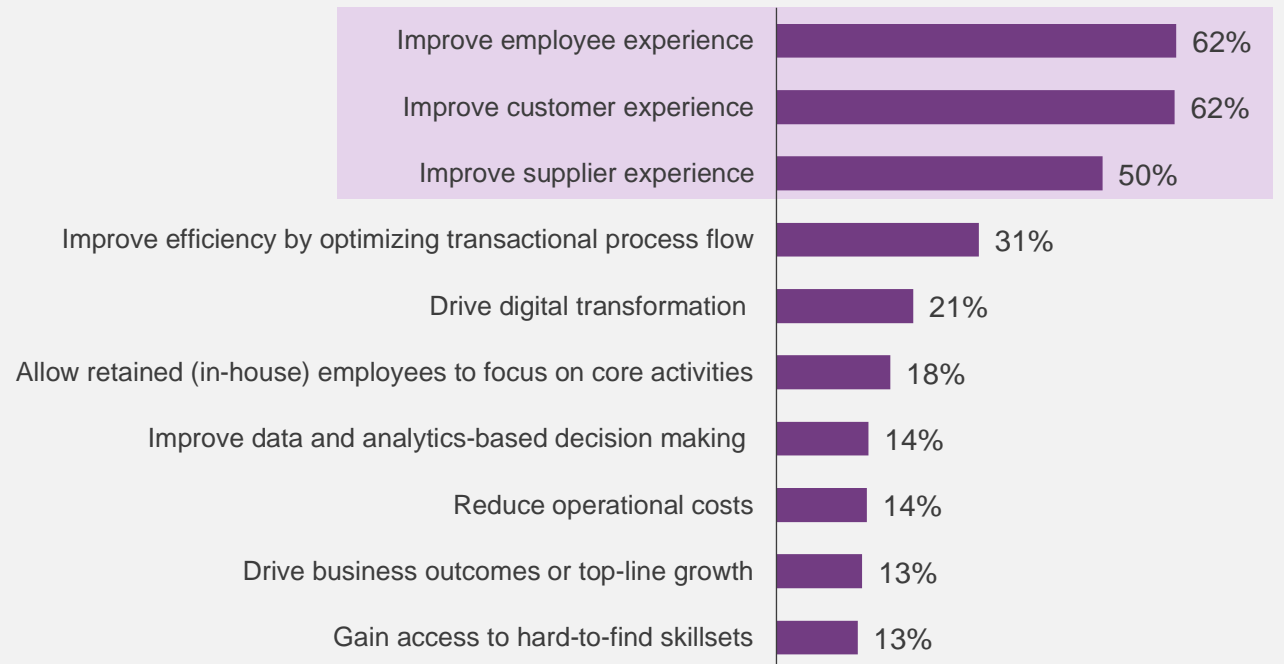
Enterprise innovation is defined at the intersection of *customers, employees, and partners*, and when it comes to deploying third-party services, X-centricity takes all.

In HFS' 2021 OneOffice Pulse study, 62% of the 800 Global 2000 executives surveyed consider improving employee experience and customer experience as the top priorities for partnering with third-party providers, with supplier experience following directly behind.

EX has moved beyond HR and IT integration. Business leaders across the organization play a critical role in shaping employee experience. It's about the *orchestration* of capabilities beyond silos and a OneOffice mindset in action.

What is the most important driver for deployment of third-party services?

% of respondents



Sample: 800 Global 2000 Enterprise executives
Source: HFS OneOffice Pulse Study

Building blocks of the HFS employee experience value chain

What are employee experience (EX) services?

In this research, we define employee experience services as the capabilities connecting the client's workforce to the strategic imperatives of the business across three perspectives:

- **Personal and purposeful**
 - Goals and purpose in work
 - Personal development
 - Interaction with tech and tools
- **Social and collaborative**
 - Interaction, access, and community with others in the ecosystem
 - Collaboration to accomplish objectives
- **Organizational and environmental**
 - Connection to organizational strategy and culture
 - Space, place, and societal environment through which we work



Building blocks of the HFS employee experience value chain

Employee Experience services must be able to measure value and articulate ROI across a digitally fluent organization

Value measurement and articulating ROI

Service providers are making great strides to articulate the value of investments in employee experience at a time when cost management and doing more with less are imperative. By targeting the right mix of services, organizations can achieve cost savings while expanding capabilities and improving experience.

Experience data, or “X-data,” provides a critical link between the three perspectives of experience and the ability to determine what levers to pull.

Digital fluency and the employee experience

Digital fluency is the ability to drive the seamless interplay between business and technology. Technology has primarily been described as a tool, but technology is truly a functioning member of the team.

Harnessing the power of digital and human talent is a prerequisite for future-forward organizations—directing the digital workforce to do the heavy lifting while enabling people to deliver on purpose through personal, collaborative, and organizational perspectives

Building blocks of the HFS employee experience value chain

HFS has identified twelve essential services and capabilities that measure value and ROI, empower people across the three perspectives of experience, and build a digitally fluent organization.

While any one of these components can improve employee experience, participants in this study are assessed on their ability to bring a matrix of services and capabilities to clients.

HFS employee experience value chain



2

Executive summary

Key enablers: Skills driving the OneOffice organization

A OneOffice organization is aligned, adaptive, and intelligent. It empowers people and enables passion and creativity for a world of work where a new set of skills—and new applications of existing skills—are required.

The Super 7

The core attributes of a OneOffice organization are correlated to seven critical skills and mindsets that drive business outcomes.

[Click here to read more:
Skills Driving the OneOffice Organization](#)



Appetite for Change

Readiness and ability to embrace change



Digital Fluency

Ability to drive interplay between business and technology



Initiative

Readiness and ability to self-direct, self-motivate, and turn ideas into action



Interaction

The ability to constructively navigate feelings and approaches with oneself and others



Problem-solving

The thinking and processes behind finding solutions to difficult or complex objectives



Social Influence

Having an impact on others in the organisation, and displaying energy and leadership



Values

Guiding principles in attitudes and actions

Key enablers: Training staff to be digitally fluent dominates our immediate future as we head to the cloud

While “digital transformation” focuses on resolving (often) decades of *technology debt*, the OneOffice mindset allows enterprise leaders to manage the *talent and process debt* that continues to be overlooked by many.

The clearest barometer that shows the major changes facing Global 2000 enterprises over the next 12-18 months are the heightened priorities to develop “Digitally Fluent” workforces to be best equipped to function effectively in the cloud.

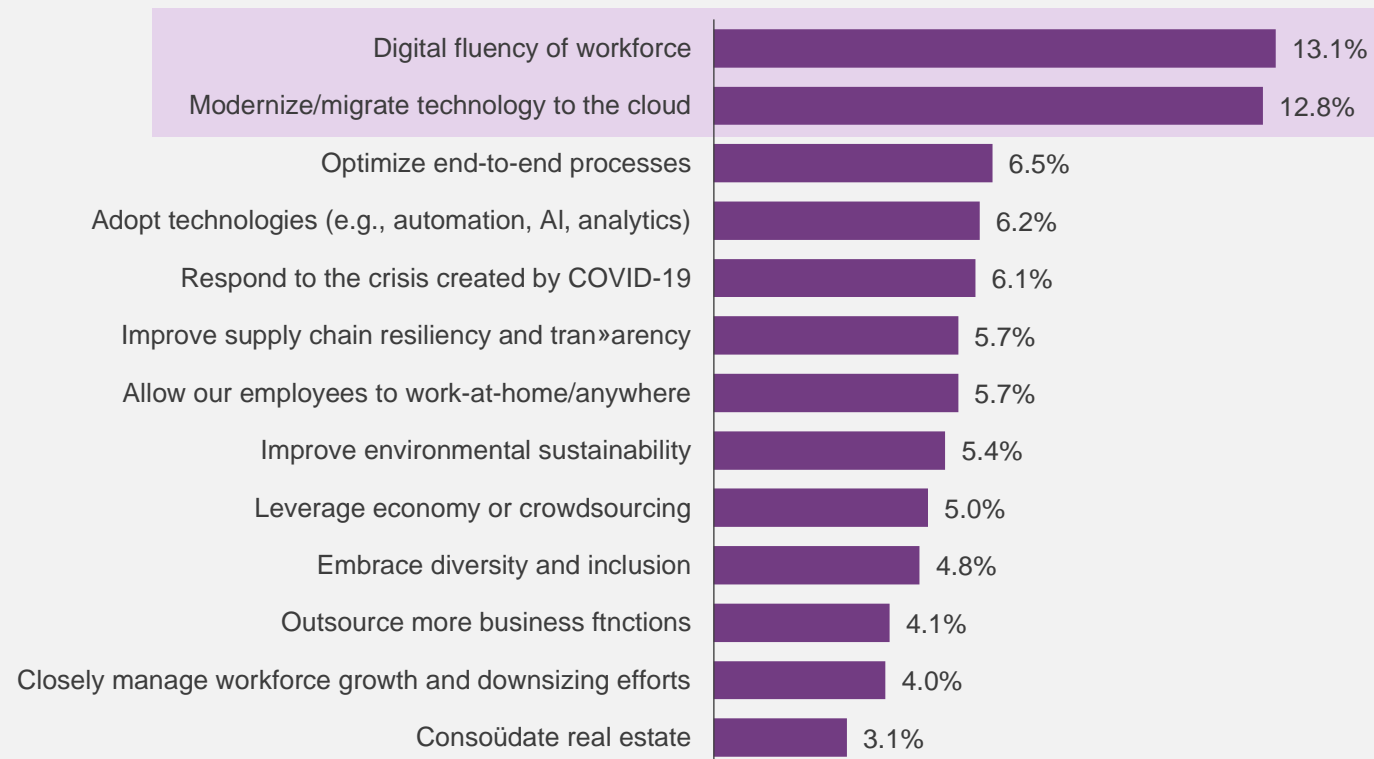
Digital Fluency describes the ability to drive the seamless interplay between business and technology:

- Ability to translate the understanding of digital tools to create new ways to serve customers’ needs and drive value;
- Ability to consider how digital technology will impact every aspect, every functional area of the organization;
- Ability to examine the organization’s business model, strategy, and operations in the context of digital technology.¹

¹ [Building Digital Fluency](#)

What are the major changes in your organization’s ways of working for the next 12 to 18 months? (only Rank #1 shown)

% respondents



Sample: 800 Global 2000 Enterprise executives
Source: HFS OneOffice Pulse Study

Key enablers: Training staff to be digitally fluent dominates our immediate future as we head to the cloud



Cloud computing is the technology wave of the future. It offers organizations levels of business agility and digital transformation that have never been seen before. As a result, we are seeing an explosion in organizations migrating to cloud computing...”

Michael Gibbs, [The hidden truth behind cloud computing](#)

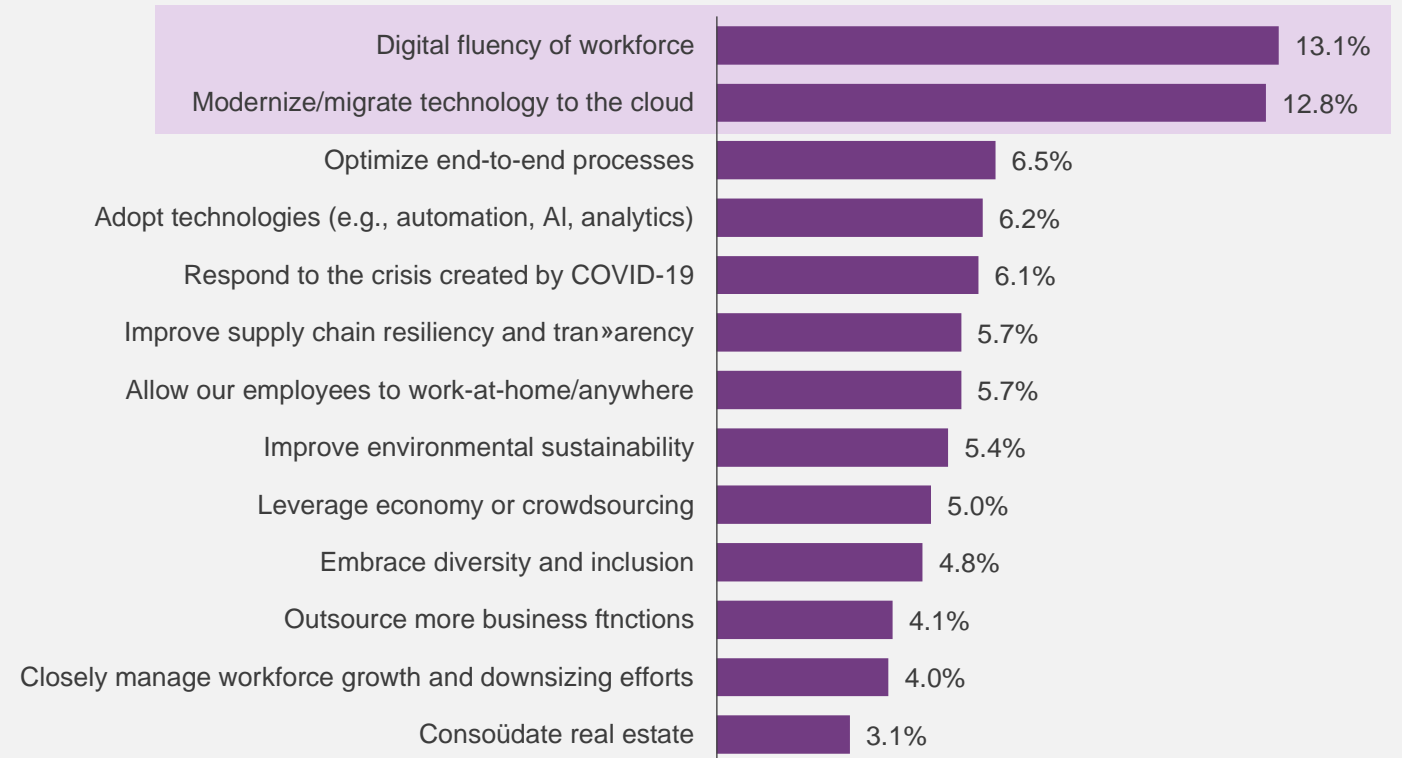
Cloud capability has evolved from an efficiency and resiliency model to the foundation of how work gets done and the experiences that go along with it, enabling unparalleled global connectivity and scale with anytime, anywhere access.

With the twelve competencies comprising the HFS employee experience value chain, there is an “unseen” number thirteen. Cloud infrastructure should be considered foundational for EX enablement.

Quite simply, people compose, consume, collaborate, and deliver in the cloud.

What are the major changes in your organization’s ways of working for the next 12 to 18 months? (only Rank #1 shown)

% respondents



Sample: 800 Global 2000 Enterprise executives
Source: HFS OneOffice Pulse Study

Employee experience services: What—and how much—buyers are buying

19.2% EX services
revenue growth

The employee experience services segment grew at an annualized rate of 19.2% from 2020 to 2021.

The top five services targeting employee experience are no surprise, spanning talent acquisition, retention and development, HR modernization, and dedicated employee experience solutions.

As the world emerges into a post-COVID era, enterprises are first and foremost targeting workspace initiatives to reimagine engagement and collaboration models in physical, virtual, and hybrid environments.

Top services enterprises are adopting to drive employee experience % of offerings



Sample: n=56
Source: Advisories and Providers in the HFS Employee Experience Services Top 10 Report

Employee experience services: How provider partners are approaching “workspace and environment” EX services as client zero

Workspace and environment—how provider partners are handling the challenge as client zero:

Amid the challenges of security, compliance, behavioral change, and new expectations from clients, brick-and-mortar environments will never return to pre-pandemic levels. The percentage of providers’ workforce engaging in a work-from-home (WFH) model jumped from a pre-pandemic average of 8% to a 2021 average of 92%¹. For the duration of 2022, service providers are planning to continue a work from home model with nearly 49% of their total headcount in 2022.²

49%

Work from home

Work on site

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

¹ Sample: Inputs from 11 global service providers
Source: HFS OneOffice™ Services Top 10: People and Process Change

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

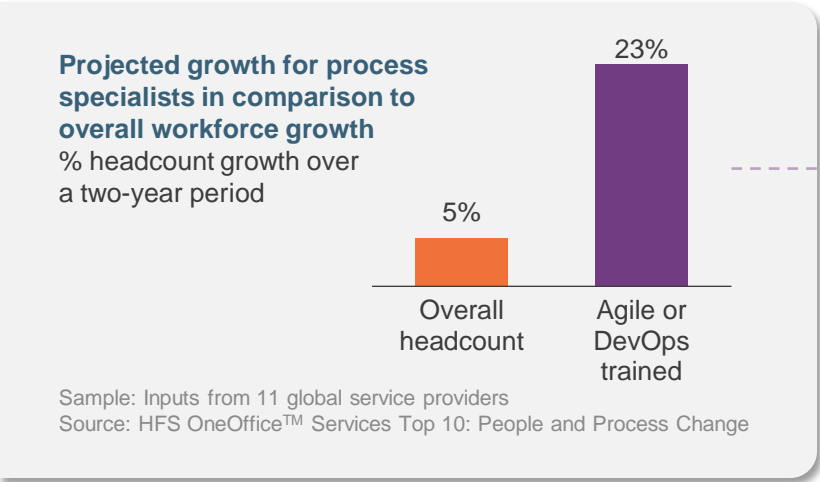
Employee experience services: the skills solving for EX

Agile is the #1 skill solving for employee experience.

The skills of the enterprise continue to change, and as silos break down, services are provided from matrixed teams across the organization. The skills of the talent organization and resources providing employee experience services reflect a firm focus on change, leading with agile, data, and DEI specialists.

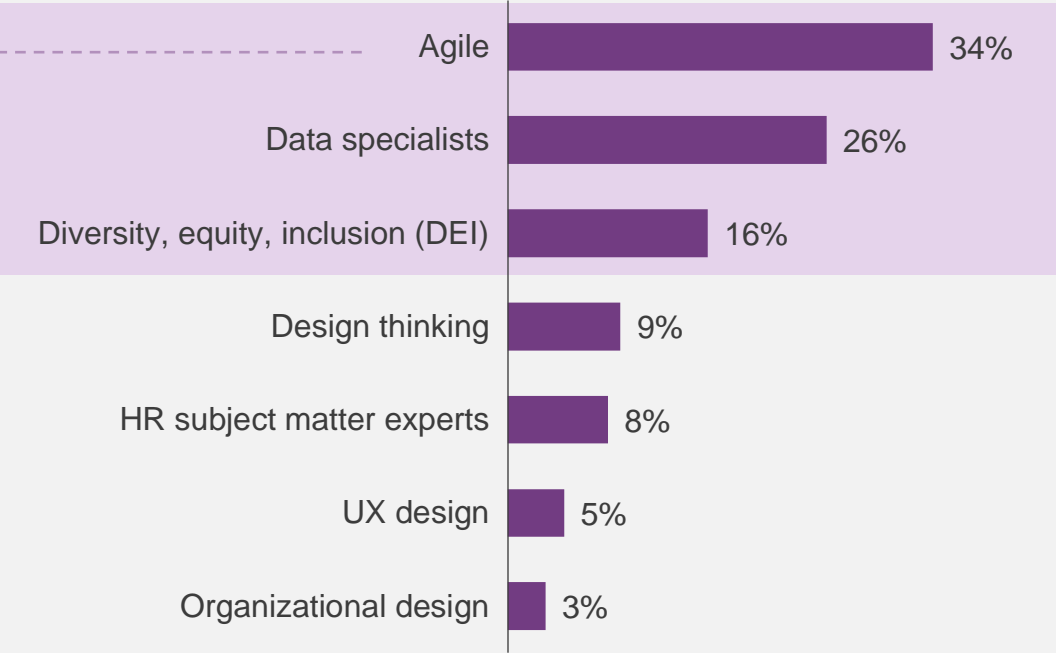
Over 4x growth for change specialists

The number of employees trained in Agile and DevOps is expected to increase approximately 23% in the workforce, more than four times the average 5% growth in overall provider headcount.



Skills solving for talent and employee experience reflect a firm focus on change, leading with agile, data, and DEI specialists

% resources



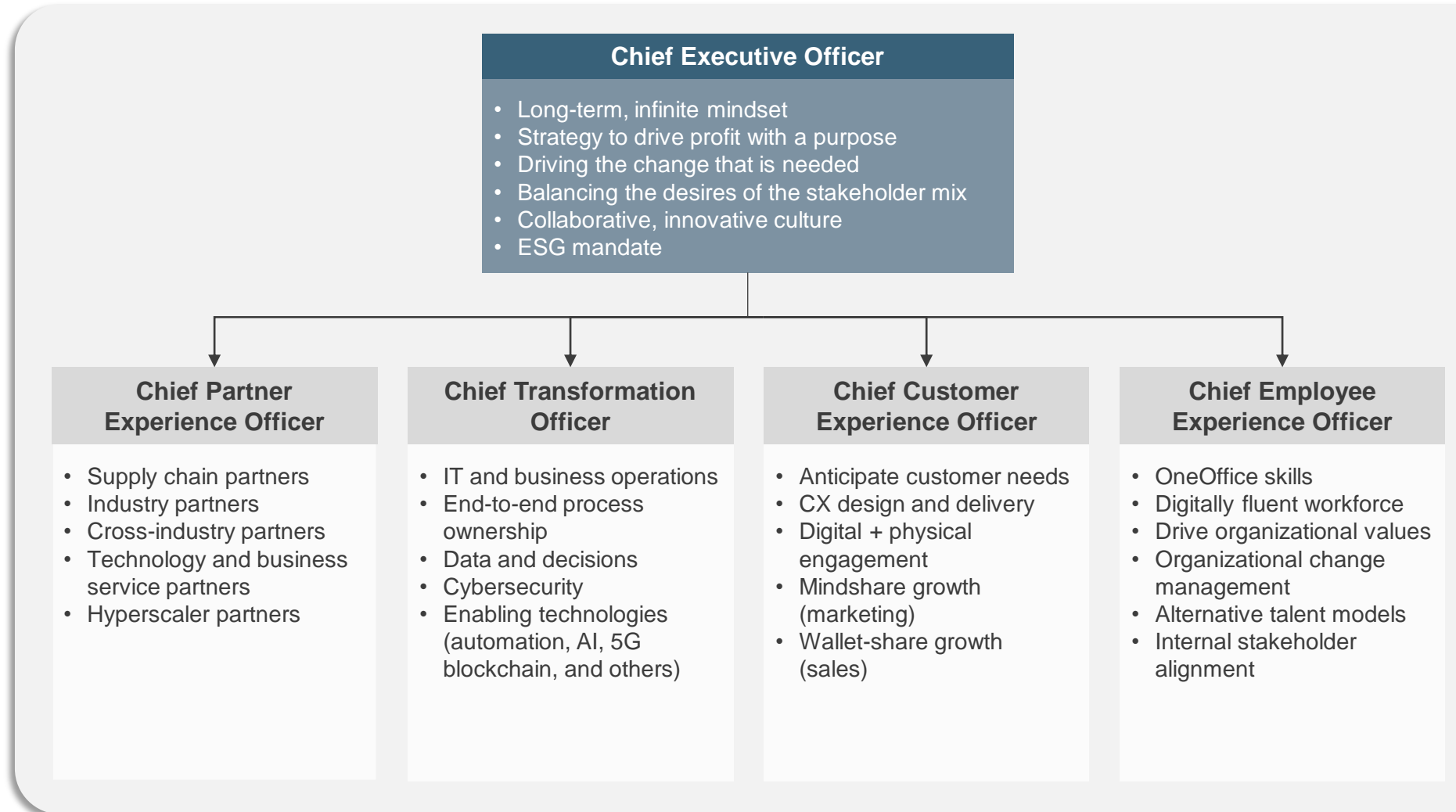
Sample: n=49,384
Source: Advisories and Providers in the HFS Employee Experience Services Top 10 Report

Ambitious organizations are creating leadership roles to support experience-centricity

Employee-centricity does not necessitate leadership through the HR function; day-to-day employee experience crosses all teams, functions, and business units. So, who should lead employee experience, and where should that capability reside?

Organizations must blow up the archaic leadership mindset to stay relevant in this post-pandemic reality.

These are the roles—and leadership traits—that will make companies much more in tune with their strategic needs and align them to their business operations.



Ambitious organizations are creating leadership roles to support experience-centricity (continued)

According to author [Simon Sinek](#) in his book *The Infinite Game*, people look to leadership to serve and protect and to “set up their organizations to succeed beyond their lifetimes.” In the modern landscape, most organizations place an unbalanced focus on near-term results, but business is no finite endeavor.

The CEO should be the leader who drives an *infinite mindset* across the organization

The Chief Transformation Officer must link the front and back offices and ensure processes run smoothly across functions to deliver the data and outcomes the organization needs.

The Chief Customer Experience Officer lives and breathes the world of the customers and obsesses with how to *engage* them as effectively as possible—right across the entire customer life-cycle.

The Chief Employee Experience Officer is responsible for making the company a great, energizing place to work, where staff of all backgrounds, ages, experience levels and cultures are energized by the values and desired outcomes of the firm.

The Chief Partner Experience Officer must become a prominent leader in the organization. The need to collaborate with entities across the entire customer value chain has never been so prominent. Partners play critical roles in providing cohesive, 360-degree customer experience.

Articulating impact with partner ecosystems

Partners have the consultative skills to understand and articulate the needs of clients; however, enterprises are finding gaps in their ability to operationalize the strategy.

Enterprises are looking for innovation throughout their partners' ecosystems to bring a diversity of specialists to proactively support their needs:

- To connect the vision and strategy through all relationship and delivery levels of their partners' teams.
- To connect to peers across functions, industries, and initiatives through their partners' client organizations.
- To connect to subject matter experts through their partners' technology partners.
- To connection to academics and analyst organizations to further validate the problem statement and approaches to solutions and services.

Clients want partners to bring a diverse set of specialists to the table to proactively support their needs.

3

Research methodology

Service providers covered in this report



Sources of data

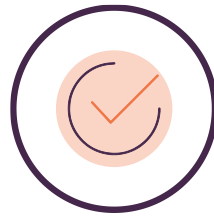
This Top 10 research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the capabilities of participating organizations covered in this study. Sources are as follows:



RFIs and briefings

Each participating vendor completed a detailed **RFI**.

HFS conducted **vendor briefings** with executives from each vendor.



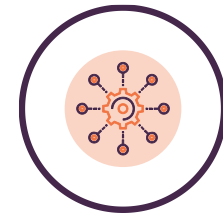
Reference checks

We conducted **reference checks** with 55 active clients of study participants via phone-based interviews and surveys.



HFS vendor ratings

Each year, HFS fields multiple demand-side surveys in which we include detailed **vendor rating** questions. For this study, we leveraged our fresh from the field HFS Pulse Study data featuring data from 600 enterprise client executive responses.



Other data sources

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

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

How we assessed service providers for the employee experience services Top 10 report

The study evaluates the employee experience services capabilities of service providers based on execution, innovation, voice of the customer (VOC), and a new criteria for 2021, alignment with the **HFS OneOffice model**—our vision for digital transformation. Details include:



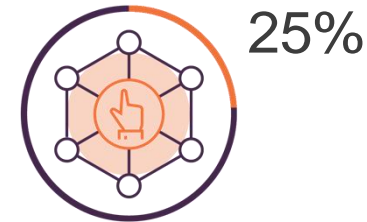
Execution

- **Breadth and depth:** Formalized employee experience capabilities and offerings, employee experience value chain capabilities.
- **Scale of employee experience services business:** Employee experience resources, geographic coverage, number of clients, scale of client engagements.
- **Growth of employee experience services:** Year-on-year revenue growth, client growth, resource growth, growth of engagements.



Innovation

- **Strategy and vision:** Clear articulation of value proposition, go-to-market strategy, and vision for employee experience services. Ability to address demand drivers and key client challenges.
- **Platforms, proprietary tools, and internal delivery:** In-house tools, platforms, frameworks, methodologies, and internal delivery of employee experience capabilities.
- **Co-innovation and collaboration ecosystem:** Identifiable investments and acquisitions. Collaborative approaches with clients, co-innovation centers, and creative commercial models.



OneOffice alignment

- **OneOffice scope:** Ability to help EX clients break silos and connect the front, middle, and back offices and align employees to customers with experience and skills.
- **OneOffice skills:** Cultivation of OneOffice skills internally and with clients, with a focus on driving digital fluency both internally and externally.
- **One face to the customer:** Vendor's ability to represent its full capabilities to its clients.



Voice of the customer

- **Reference checks:** Direct feedback from enterprise clients via reference check interviews and surveys.
- **HFS voice of the customer vendor rating data:** Ratings by active clients of in-scope service providers.
- **Referenceability:** Provision of references and reference responsiveness.

4

Employee experience services: Top 10 results

HFS Top 10 employee experience services—summary of providers assessed in this report













Providers (alphabetical order)	HFS point of view
Accenture	Expansive approach to business performance, driven by EX and grounded in research
Capgemini	Integrated experience framework synergizing capabilities for a comprehensive set of EX services
Deloitte	Global transformation practice, extensive thought leadership, and linking EX to outcomes
EY	Robust "pure play" EX methodologies and services linking "X" and "O" data to the top and bottom lines
HCL	Extensive, productized IP with an IT- and workplace-centric approach to EX
IBM	Ecosystem, tech-agnostic approach, and fully embedded EX capabilities bolstering strength in co-innovation and collaboration
Infosys	Design-led, ecosystem-based approach making human experience the organizational compass
KPMG	Global EX propositions connect experience to evidence through extensive research and services capabilities
PWC	"Technology-enabled, experience-led" platforms and IP targeting ROI on people priorities
Rightpoint	Deep EX and CX alignment propositions with extensive capabilities across the EX value chain
TCS	Contextual industry lens and a North Star "digitizing empathy" across a robust suite of EX services
Wipro	Dedicated EX offerings and productized IP driving operational simplicity and organizational agility

HFS Top 10 employee experience services— 2022 podium performances

HFS Winners Circle

Top five providers overall across execution, innovation, OneOffice alignment, and voice of the customer criteria

#1 	#2 	#3 	#4 	#5 
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Execution powerhouses Top three providers on execution criteria			Innovation champions Top three providers on innovation criteria			OneOffice alignment Top three providers aligned to OneOffice			Outstanding voice of the customer Top three providers on voice of the customer criteria		
#1 	#2 	#3 	#1 	#2 	#3 	#1 	#2 	#3 	#1 	#2 	#3 

Other notable performances

- HCL scored #1 for its co-innovation and collaboration ecosystem, #4 for overall innovation, and #6 for overall execution, leveraging its strong growth story for experience-as-a-service offerings, and quite notably in Innovation, its extensive use of outcome-based commercial models.
- KPMG scored #3 placement in Innovation: Strategy and Vision for its notable ability to clearly connect clients to value; KPMG’s steady state of resource growth and overall employee experience engagements landed KPMG as #5 in the Execution: Growth category.
- TCS’ breadth, depth, and scale of EX services contributed to its #4 placement in Overall Execution, and the full scope of its internal employee experience journey contributed to a very strong placement as #5 in OneOffice alignment.

HFS Top 10 employee experience services—2022 rankings

Rank	Overall HFS Top 10 position	Execution				Innovation				OneOffice alignment	Voice of the customer
		Breadth and depth	Scale of EX resources and business	Growth of EX services	Overall execution	Strategy and vision	Partners, platforms, and proprietary tools	Co-innovation and collaboration ecosystem	Overall innovation		
#1	accenture	IBM	EY	accenture	accenture	accenture	accenture	HCL	accenture	accenture	RIGHTPOINT a genpact company
#2	EY	EY	accenture	HCL	EY	IBM	IBM	IBM	IBM	IBM	accenture
#3	IBM	accenture	tcs TATA CONSULTANCY SERVICES	EY	Deloitte.	KPMG	EY	accenture	EY	HCL	IBM
#4	Deloitte.	tcs TATA CONSULTANCY SERVICES	Deloitte.	pwc	tcs TATA CONSULTANCY SERVICES	Deloitte.	Deloitte.	wipro	HCL	EY	Deloitte.
#5	RIGHTPOINT a genpact company	Deloitte.	IBM	KPMG	IBM	EY	Infosys® Navigate your next	EY	Capgemini	tcs TATA CONSULTANCY SERVICES	EY
#6	KPMG	Capgemini	HCL	Capgemini	HCL	RIGHTPOINT a genpact company	tcs TATA CONSULTANCY SERVICES	Capgemini	Deloitte.	pwc	KPMG
#7	HCL	RIGHTPOINT a genpact company	wipro	Deloitte.	Capgemini	tcs TATA CONSULTANCY SERVICES	RIGHTPOINT a genpact company	Infosys® Navigate your next	Infosys® Navigate your next	Deloitte.	Infosys® Navigate your next
#8	Infosys® Navigate your next	Infosys® Navigate your next	RIGHTPOINT a genpact company	wipro	pwc	Capgemini	Capgemini	KPMG	wipro	Infosys® Navigate your next	pwc
#9	Capgemini	HCL	KPMG	Infosys® Navigate your next	KPMG	wipro	HCL	Deloitte.	tcs TATA CONSULTANCY SERVICES	RIGHTPOINT a genpact company	HCL
#10	pwc	pwc	pwc	RIGHTPOINT a genpact company	RIGHTPOINT a genpact company	Infosys® Navigate your next	KPMG	tcs TATA CONSULTANCY SERVICES	KPMG	KPMG	Capgemini

5

Employee experience services:
EY profile

Robust "pure play" EX methodologies and services linking "X" and "O" data to the top and bottom lines



Dimension	Rank	Strengths	Development opportunities																		
HFS Top 10 position	2	<ul style="list-style-type: none"> EX strategy and direction: EY addresses its humans-at-center agenda through its four services solutions: People Experience, Organization and Workforce Transformation, HR Transformation, and People Mobility. While EY provides some of the most robust "pure-play" EX services and methodologies among its competitors, its capabilities extend across the EX value chain, and it curates and delivers them to clients. Key differentiators: EY pushes the boundaries connecting experience data and operational execution to uncover how people create or erode long-term value and how much it matters to the top and bottom lines. EY's solutions are backed by a "client zero" approach within its organization of 300,000 employees. Ability to help clients drive EX: <i>Government-regulated center for nuclear engineering management</i>—Designed and delivered multiyear, blended learning capability to embed behavioral change in support of making the organization "Safer, Sooner." Outcomes: 90% of learners are confident they will change behavior, 92% of learners feel they've come away with useful learnings or realizations, and there was an 18% increase in how helpful people find communications from senior management. <i>Large (\$7.25 billion) regional American retail bank</i>—Assessed the racial equity of talent process and practices with a specific focus on the black-employee experience across the full talent value chain, conducted a holistic and data-driven analysis of biases (both conscious and unconscious), and created a 24-month implementation plan to close operational gaps and mitigate risks uncovered as part of the evaluation. Outcomes: Embedded culture and belonging elements in each of the five assessment levers: talent acquisition, performance management, rewards and recognition, career pathways and leadership development, and succession planning. Customer kudos: Client references put forth a unified voice that EY has significant strength in how it partners and "goes all out" for its relationships. EY's ecosystem approach is a "powerful" outside-in agenda; it brings partners from other organizations to the table to proactively support client needs and the business case at hand. 	What we'd like to see more of: <ul style="list-style-type: none"> Seventy-nine percent (79%) of EY's clients engage in both consulting and implementation. Many commend EY on its strategy and vision but sometimes found it challenging to operationalize. EY has developed innovative methods to re-skill talent at scale for certain clients, with data at the core. Developing industry-specific solutions based on recent client successes would be powerful. EY has a strong innovation reputation and has a real opportunity to invest in its people-innovation brand to set itself apart. 																		
Overall execution	2																				
Breadth and depth	2																				
Scale of EX services business	1																				
Growth of EX services business	3																				
Innovation capability	3	Partnership ecosystem for dedicated EX services																			
Strategy and vision	5	EX-relevant acquisitions Recent acquisitions: <ul style="list-style-type: none"> Clerestory (2022): Enhanced Workforce Advisory capabilities. Tao Leadership (2021): Built out change and culture capability. Lane4 (2021): Strengthened transformational leadership and culture change capabilities. PeopleFirm (2020): Leading-class track record of providing in-depth and customized client transformation services that address strategy, culture, structure, people, leadership and change. SpotMentor (2020): Strengthened EY's People Advisory portfolio of digital services to support businesses in their skilling and learning needs. MillionYou (2019): Crowdsourcing forum combining expertise in building and activating communities to unlock vast potential. 	Key clients Primary alliance partners: <ul style="list-style-type: none"> Microsoft IBM ServiceNow SAP Qualtrics 	Offerings and engagements Top five fastest-growing talent and EX offerings: <ul style="list-style-type: none"> People experience design HR transformation Change management Culture services Learning 																	
Platforms, proprietary tools, and internal delivery	3	Key clients Total number of EX clients: 4,269 Including: A multinational consumer products company, multinational regional bank, Asia's leading telecommunications group of companies, government regulated center for nuclear engineering management, ride-share leader, oil and gas major	Distribution of EX engagements 																		
Co-innovation and collaboration ecosystem	5	Client distribution across industries <table border="1"> <tr><td>Manufacturing</td><td>6%</td></tr> <tr><td>Oil, energy, and utilities</td><td>14%</td></tr> <tr><td>Travel, hospitality, and leisure</td><td>2%</td></tr> <tr><td>Healthcare and life sciences</td><td>11%</td></tr> <tr><td>High-tech, media, and telecom</td><td>7%</td></tr> <tr><td>Retail and CPG</td><td>9%</td></tr> <tr><td>Banking, financial services, and insurance</td><td>16%</td></tr> <tr><td>Public sector</td><td>16%</td></tr> <tr><td>Other</td><td>20%</td></tr> </table>	Manufacturing	6%	Oil, energy, and utilities	14%	Travel, hospitality, and leisure	2%	Healthcare and life sciences	11%	High-tech, media, and telecom	7%	Retail and CPG	9%	Banking, financial services, and insurance	16%	Public sector	16%	Other	20%	
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Other	20%																				
OneOffice alignment	4																				
Voice of the customer	5																				

6

About the authors

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



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Sarah Little acts as Vice President, Content and Strategy, CEO's Office, focusing on big industry themes such as leadership, culture, employee experience, and skills for the future of work.

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

About HFS

Insight. Inspiration. Impact.

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

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

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