



Greater Phoenix Finance & Insurance Ecosystem

AUGUST 2023

Invest in Success in Greater Phoenix

A top hub in the nation for finance and insurance

Greater Phoenix is one of the top markets in the nation to locate and expand finance and insurance operations. In fact, the region's finance and insurance sector is the sixth-largest in the nation.

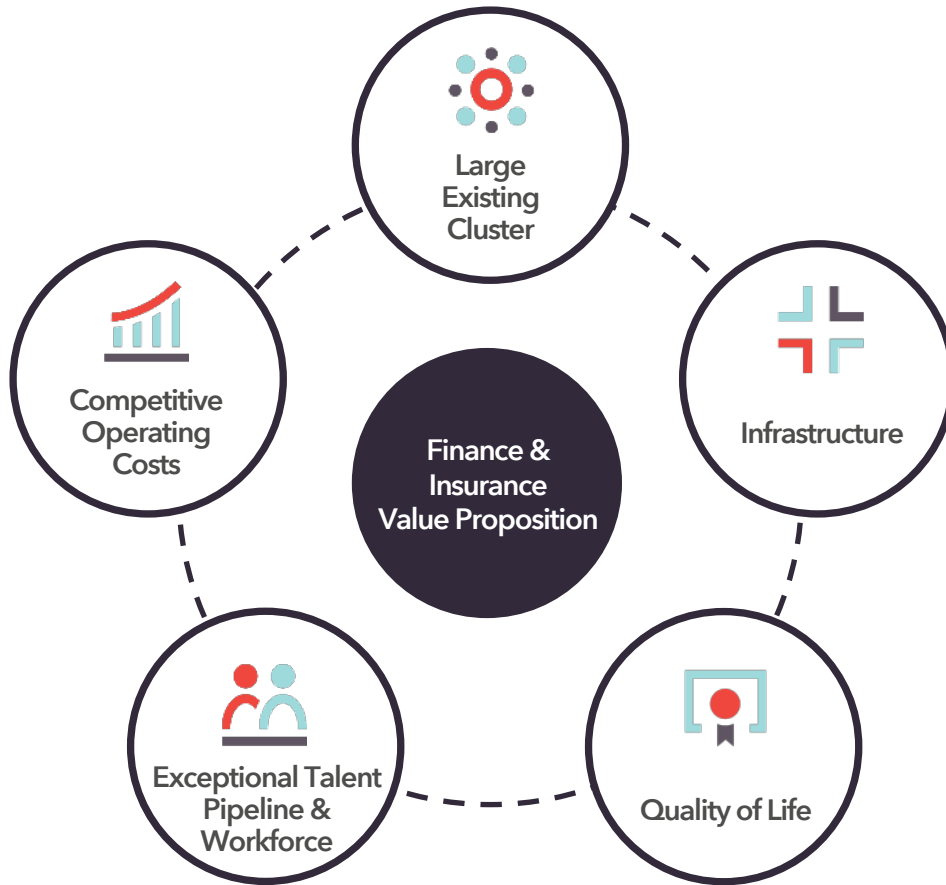
Greater Phoenix is exceptionally positioned to absorb both new-to-market finance and insurance companies, and expansion of the existing cluster.

Here are just a few reasons why so many top companies choose Greater Phoenix:

- With an employment concentration of 1.67, the region has the second highest specialization in the finance and insurance sector within the top-25 finance and insurance markets
- Arizona's FinTech Sandbox is a unique program that provides companies the opportunity to test products in a low-risk environment
- Served by two international airports, one of which is consistently rated among the best in the nation
- A massive education pipeline developing workers with vital skills
- Competitive operating cost and tax environment with a number of available incentives



Value Proposition



Large Existing Cluster	Infrastructure	Quality of Life	Exceptional Talent Pipeline & Workforce	Competitive Operating Costs
<ul style="list-style-type: none"> • Sixth-largest finance and insurance cluster in the United States • Second largest employment concentration of any top-25 finance and insurance market • Companies with a major presence in the region include Wells Fargo, Bank of America, American Express, and State Farm 	<ul style="list-style-type: none"> • Freeway expansions to connect workforce and companies efficiently • Access to a leading domestic and international airport • Consistent and reliable internet and power coverage • Low risk of natural disaster 	<ul style="list-style-type: none"> • Significantly lower cost of living across all major expenditures • Shorter commute times than peer markets • Fewer days with significant weather interruptions • More than 300 days of sunshine annually 	<ul style="list-style-type: none"> • Specialized programs at universities across the state to train talent • University alignment and partnerships to match talent to employers • Highly specialized workforce • Workforce enables firms to locate important cybersecurity, fraud and analysis divisions in market 	<ul style="list-style-type: none"> • Cheaper real estate and benefit costs compared to peer markets • Several quality incentives to further decrease operating costs • Substantially lower corporate income tax rate in Arizona compared with California and New York

Industry Cluster

Finance and Insurance Market Leaders In Greater Phoenix



Industry Cluster

Finance Market Leaders In Greater Phoenix



Industry Cluster

Insurance Market Leaders In Greater Phoenix



Industry Cluster

Locates and Expansions

In the last five years, GPEC helped the following market leaders expand their footprint in Greater Phoenix. These companies have added nearly 10,000 jobs to the region, helping grow the dense cluster that exists today.



Year: 2022 | Jobs: 1,000



Year: 2022 | Jobs: 86



Year: 2021 | Jobs: 182



Year: 2021 | Jobs: 300



Year: 2021 | Jobs: 182



Year: 2020 | Jobs: 374



Year: 2020 | Jobs: 943



Year: 2020 | Jobs: 370



Year: 2019 | Jobs: 1,350



Year: 2019 | Jobs: 1,000



Year: 2019 | Jobs: 908



Year: 2018 | Jobs: 2,350

Market Leaders

Finance Operations in Greater Phoenix

Greater Phoenix has a dynamic finance cluster made up of 1,264 companies with almost 68,000 employees, with operations ranging from bank branches to nerve centers for many leading finance firms. Provided below is a list of all finance companies with total regional employment of at least 200.

Company	Employees
Wells Fargo	14,088
Bank of America	8,839
American Express	7,776
JPMorgan Chase	6,898
Charles Schwab	3,438
Discover Financial Services	2,770
Vanguard	2,712
PayPal	1,648
Freedom Financial Network	1,578
Desert Financial Credit Union	1,257
The Money Source	1,200
Cenlar	1,027
Silicon Valley Bank	860
Edward Jones	830
Santander Bank	828
loanDepot	820
Federal Reserve Bank of San Francisco	769
Voya Financial	750
Northern Trust	743
Shellpoint Mortgage Servicing	710
Ditech Financial	700
Progressive Leasing	665
BMO Harris Bank	571
GM Financial	568
Mr. Cooper	500
Compass Bank	486
On Q Financial	466
Midfirst Bank	460

Market Leaders

Finance Operations in Greater Phoenix (cont.)

Company	Number of Employees
Arizona Federal Credit Union	429
U.S. Bank	426
TSYS Acquiring Solutions	409
OneAZ Credit Union	409
Lennar Mortgage	400
Movement Mortgage	375
Pennymac	374
TrueNorth Companies	350
Advisor Group	337
CBRE	325
Mutual of Omaha Bank	313
Upgrade	300
Merrill Lynch	290
CIT Bank	290
BBVA Compass	283
AmeriFirst Financial	244
Nova Home Loans	243
First Internet Bancorp	232
Academy Mortgage Corporation	220
FIS Global	211
LPL Financial	200
LoanCare	200

Market Leaders

Insurance Operations in Greater Phoenix

Greater Phoenix's fast-growing insurance cluster is home to 1,108 companies employing over 55,000 people and is made up of critical business units for some of America's leading companies. Provided below is a list of all insurance operations in the region with total regional employment of at least 200.

Company	Employees
State Farm Insurance	7,719
UnitedHealth Group	4,644
USAA	3,963
Aetna Medicaid	2,273
Cigna Healthcare of Arizona	2,111
Blue Cross Blue Shield of Arizona	2,051
Farmers Insurance	1,839
Nationwide Insurance	1,446
Liberty Mutual Insurance	1,227
AAA Arizona	1,043
Humana	930
Allstate Insurance	884
Oscar Health	750
Progressive Insurance	665
American Family Insurance	665
First American Title Insurance	632
National General Management	556
The Hartford	513
Care 1st Health Plan	503
Root Insurance	480
Chubb & Son Div of Federal Insurance	468
Centene Corporation	425
Matrix Absence Management	390
Steward Health Care	338
Copperpoint Mutual	320
Londen Insurance Group	300
First American Home Buyers Protection	289
Massmutual	275
CNA National Warranty	266
Esurance	250
Fidelity National Title Agency	241
Nautilus Insurance Company	230
The General	226
Accolade	210
Spring Venture Group	200

Industry Cluster

Finance and Insurance Cluster Strength

Employment concentration is a measure of market specialization in an industry by comparing the share of that market's employment in an industry to the national proportion of that industry's employment. For example, Phoenix's employment concentration of 1.67 indicates that the market has 67% higher concentration of the finance and insurance cluster than the nation as a whole.

The figures below show the magnitude and specialization of major markets' workforce in the finance and insurance cluster.

Greater Phoenix has the sixth-largest finance and insurance cluster in the United States by employment and the second-densest cluster of any of the top 25 markets, by employment, at 1.67. In addition, Greater Phoenix has added over 50,000 jobs in finance and insurance in the last decade. With its large and growing cluster, it's safe to say that Greater Phoenix has the talent needed to fill finance and insurance positions for companies both large and small.

Market	Total Employment	Location Quotient
Phoenix	163,618	1.67
Atlanta	136,372	1.12
Charlotte	101,136	1.80
Dallas-Fort Worth	258,935	1.54
Salt Lake City	54,034	1.53



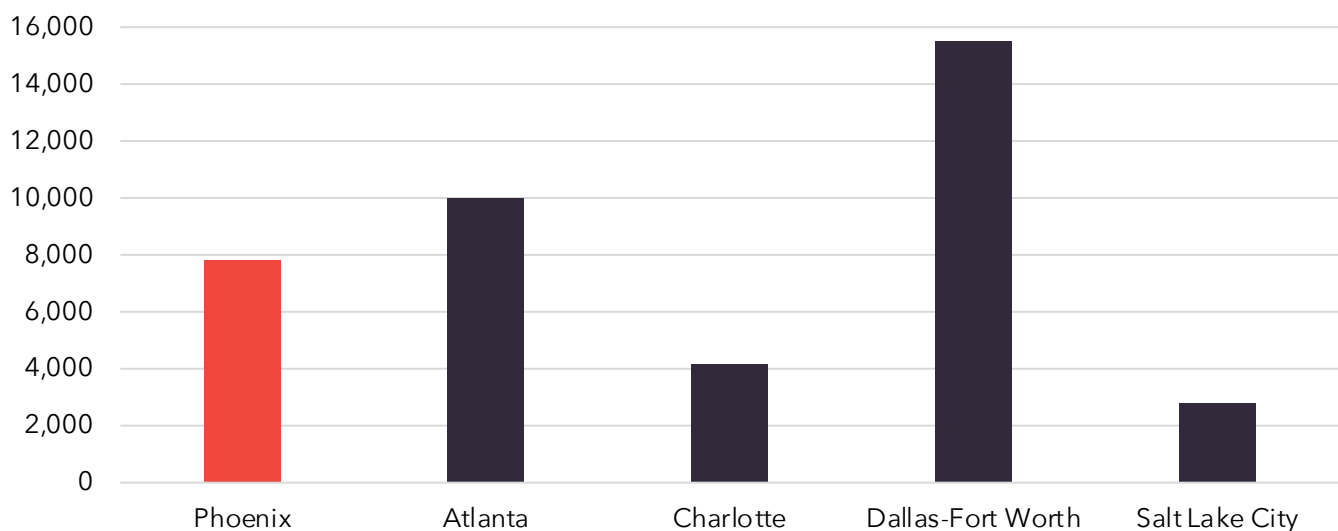
University Alignment

Greater Phoenix Talent Pipeline

Presented below are non-distance completions in programs relevant to the finance and insurance industry at colleges and universities in Greater Phoenix for the 2020-2021 school year. As highlighted in the chart, Greater Phoenix’s education pipeline is more than double the size of that of Charlotte and Salt Lake City. Many recent locates in these industries enjoyed easy hiring thanks to a quality workforce pipeline and the region’s excellent quality of life driving additional talent to relocate to the region.

Certificate	Associate	Bachelor	Master	Doctor
1,562	717	4,219	1,258	49

Total Completions Awarded by Metro



Talent Pipeline

Education Highlights

Arizona's institutions of higher education are training the finance and insurance workforce of the future via innovative partnerships and high-quality programs. More information about Arizona's talent pipeline is below.



Arizona State University

Total Enrollment: 77,881

Arizona State University (ASU) is committed to partnering with corporate, education and government organizations to produce a high-quality workforce. ASU has more than 19,000 students enrolled in its highly regarded W. P. Carey School of Business.



University of Arizona

Total Enrollment: 51,134

Located in Tucson, University of Arizona (UArizona) offers a variety of programs that are significant to finance and insurance employers, including finance and accounting. UArizona enrolls more than 8,000 future professionals at its well-known Eller College of Management.



Northern Arizona University

Total Enrollment: 28,090

Located in Flagstaff, Northern Arizona University (NAU) offers a wide range of undergraduate degrees and minors across the W. A. Franke College of Business, including accounting and finance.

University Rankings

Arizona State University

- #1 most innovative school (2016-2023) (*U.S. News & World Report*)
- #1 in the nation for global impact in research, outreach, and stewardship (*Times Higher Education*)
- #2 Supply Chain Management and Logistics undergraduate program (*U.S. News & World Report*)

University of Arizona

- Ranked among top 0.5% of global universities (*Center for World University*)
- #5 Management Information Systems undergraduate program (*U.S. News & World Report*)
- #10 Online bachelor's degree programs (*U.S. News & World Report*)

Labor Analysis

Labor Pool

Greater Phoenix has a robust supply of human capital to ensure all positions are filled quickly. The labor pool in competitor metros for relevant occupations in all industries is provided below.

Occupation	Phoenix	Atlanta	Charlotte	Dallas-Fort Worth	Salt Lake City
Customer Service Representatives	93,067	70,578	28,277	95,200	32,056
General and Operations Managers	58,782	63,221	27,186	108,398	31,382
Office Clerks, General	34,102	41,809	23,126	76,006	15,130
Software Developers	29,256	38,328	18,337	48,154	11,298
First-Line Supervisors of Office and Administrative Support Workers	24,918	28,447	12,755	49,844	9,789
Accountants and Auditors	19,272	31,637	15,949	38,108	8,052
Management Analysts	12,578	19,907	10,609	20,703	2,638
Insurance Sales Agents	11,662	19,821	6,891	20,085	3,389
Loan Officers	11,383	6,193	5,102	11,246	3,241
Financial Managers	10,483	16,327	7,563	19,436	6,113
Loan Interviewers and Clerks	10,075	5,843	3,704	11,715	2,296
Claims Adjusters, Examiners, and Investigators	9,976	9,986	2,523	11,111	1,334
Computer Systems Analysts	9,741	11,616	8,589	21,274	1,961
Sales Managers	8,785	11,586	3,063	17,508	3,225
Securities, Commodities, and Financial Services Sales Agents	7,922	8,562	7,030	15,722	1,767
Insurance Claims and Policy Processing Clerks	6,039	5,226	1,303	8,568	1,376
Personal Financial Advisors	4,536	6,747	6,745	8,277	3,024
Tellers	3,614	4,423	2,454	7,970	1,562
Financial and Investment Analysts	3,532	6,724	5,619	10,821	2,692
Insurance Underwriters	3,161	7,218	1,524	7,754	500
Software Quality Assurance Analysts and Testers	2,363	3,911	2,924	8,555	1,403
Financial Risk Specialists	1,596	813	2,416	2,122	290
Credit Analysts	1,495	1,019	2,325	2,825	316
Financial Specialists, All Other	1,344	4,097	1,061	4,081	1,017
Total	379,682	424,038	207,073	625,480	145,853

Labor Analysis

Median Wages

Median wages in Greater Phoenix are generally lower than peer markets like Charlotte, Columbus and Dallas. Below is a table of median wages across peer markets for relevant occupations.

Occupation	Phoenix	Atlanta	Charlotte	Dallas-Fort Worth	Salt Lake City
Customer Service Representatives	\$37,277	\$36,699	\$37,735	\$36,664	\$37,121
General and Operations Managers	\$80,963	\$91,618	\$103,902	\$92,573	\$76,297
Office Clerks, General	\$37,714	\$36,785	\$36,936	\$36,021	\$37,419
Software Developers	\$103,117	\$120,346	\$127,763	\$119,552	\$103,995
First-Line Supervisors of Office and Administrative Support Workers	\$60,806	\$60,418	\$59,624	\$60,918	\$59,365
Accountants and Auditors	\$77,523	\$77,797	\$84,962	\$79,212	\$65,915
Management Analysts	\$79,385	\$99,051	\$103,099	\$98,218	\$71,998
Insurance Sales Agents	\$48,507	\$61,974	\$52,064	\$50,640	\$48,095
Loan Officers	\$60,448	\$70,069	\$83,466	\$62,739	\$49,007
Financial Managers	\$126,755	\$132,948	\$165,800	\$153,195	\$120,527
Loan Interviewers and Clerks	\$47,600	\$38,143	\$47,781	\$47,092	\$46,941
Claims Adjusters, Examiners, and Investigators	\$50,321	\$67,794	\$64,547	\$75,328	\$62,173
Computer Systems Analysts	\$99,598	\$100,229	\$105,300	\$100,876	\$80,167
Sales Managers	\$105,425	\$128,277	\$127,316	\$126,829	\$108,427
Securities, Commodities, and Financial Services Sales Agents	\$51,610	\$63,287	\$74,771	\$65,006	\$62,178
Insurance Claims and Policy Processing Clerks	\$37,952	\$45,280	\$50,045	\$46,450	\$38,298
Personal Financial Advisors	\$67,052	\$84,170	\$97,801	\$81,069	\$63,288
Tellers	\$37,139	\$33,709	\$37,495	\$36,425	\$30,368
Financial and Investment Analysts	\$77,821	\$82,071	\$93,642	\$80,302	\$60,962
Insurance Underwriters	\$77,511	\$78,199	\$76,848	\$75,085	\$63,886
Software Quality Assurance Analysts and Testers	\$79,981	\$94,144	\$99,312	\$97,570	\$79,884
Financial Risk Specialists	\$81,796	\$105,742	\$109,655	\$84,444	\$81,752
Credit Analysts	\$57,283	\$71,134	\$89,292	\$78,890	\$63,064
Financial Specialists, All Other	\$64,035	\$76,944	\$81,887	\$62,344	\$76,550

Fintech Environment

FinTech Sandbox

Following the example set by the United Kingdom, on March 22, 2018, Arizona became the first state in the U.S. to create a Regulatory Sandbox Program (RSP) where financial services companies can test innovative products and technology in market for up to 24 months without obtaining a license or other authorizations that might otherwise be required.

House Bill 2434, written by the Office of Arizona Attorney General Mark Brnovich and signed by former Governor Doug Ducey, encourages the development of emerging industries like fintech, blockchain and cryptocurrencies throughout the state. Since launching, 13 companies have participated in the program.

For more information, visit www.gpec.org/sandbox.

Bankers FinTech Council

The Bankers FinTech Council launched in January 2021 with the goal of promoting further engagement with the FinTech Sandbox. Created as a partnership between CCG Catalyst and the Arizona, New Jersey and Wisconsin Bankers Associations, the council will connect selected fintechs with member financial institutions to evaluate their readiness to develop innovative products and services. Other key partners include the Arizona Commerce Authority, Arizona State University, Arizona Technology Council, and Spencer Fane.



Operating Cost Analysis

The Annual Business Operating Cost Analysis has been prepared using the following parameters as an estimate for finance operations in competitor markets. Component and custom analyses to match your company's operations can be provided upon request.

Assumptions - Finance

- \$10,000,000 personal property investment
- 100,000 square foot Central Business District Office, Lease
- Utilities (per month): Included in Lease
- 350 jobs (Bureau of Labor Statistics equivalent occupations)

Occupations	Employment
Customer Service Representative	100
Financial Analysts	100
Software Developers and Software Quality Assurance Analysts and Testers	35
Loan Officers	25
Information Security Analysts	25
Credit Analysts	25
Web Developers	15
Office Clerks, General	10
Human Resources Specialists	5
Network and Computer Systems Administrators	5
Computer and Information Systems Managers	2
Financial Managers	2
General and Operations Managers	1
Total	350

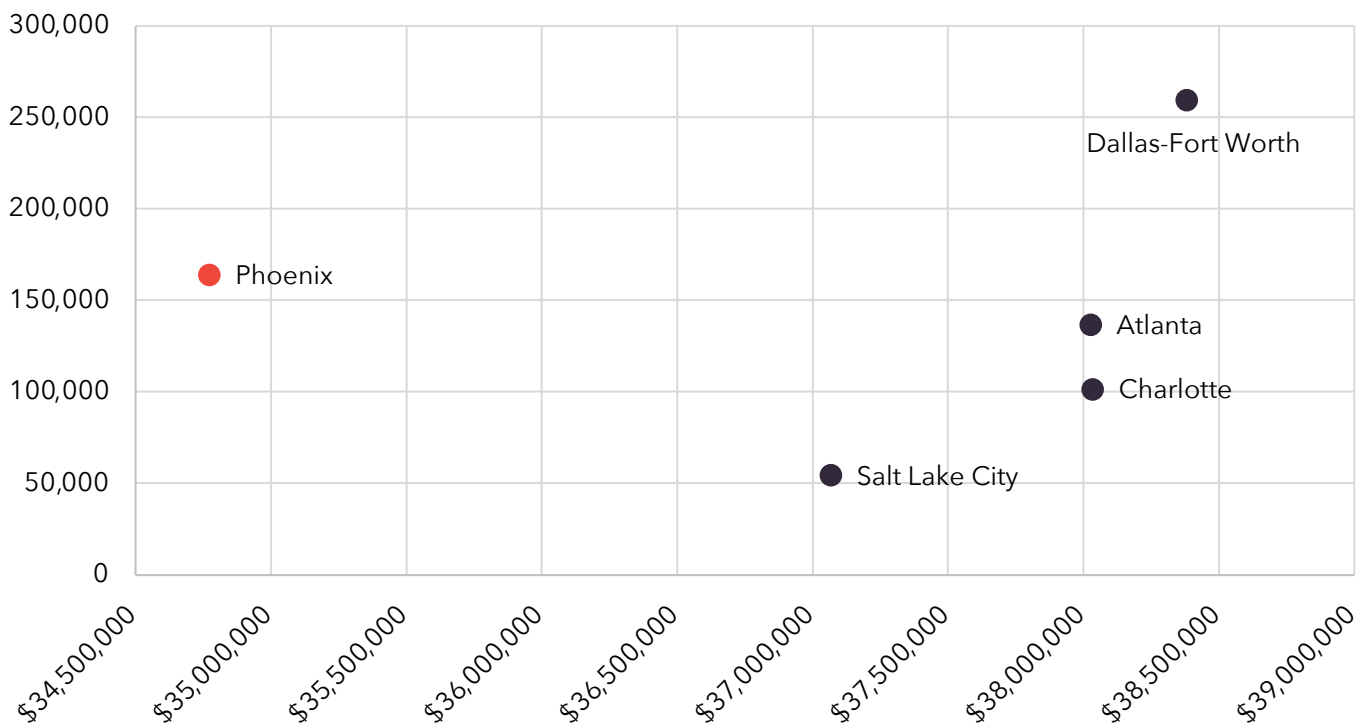
Operating Cost Analysis

Annual Operating Cost - Finance

Greater Phoenix provides a strong value proposition for finance operations, with lower operating costs and a larger labor pool than many of its peer markets. When compared to markets like Charlotte and Dallas, Greater Phoenix has significantly lower labor costs. Compared to Salt Lake City, Greater Phoenix is competitive on cost while offering a labor pool that is three times larger.

Metro	Employee Payroll	Benefits	Real Estate	Property Tax	Total Operating Cost	Index
Phoenix	\$26,024,630	\$5,753,599	\$2,992,000	\$4,930	\$34,775,159	100.0%
Atlanta	\$28,043,409	\$6,242,499	\$3,619,000	\$121,880	\$38,026,788	109.4%
Charlotte	\$28,035,378	\$6,248,962	\$3,654,000	\$96,500	\$38,034,840	109.4%
Dallas-Fort Worth	\$28,787,667	\$6,392,428	\$2,967,000	\$234,330	\$38,381,425	110.4%
Salt Lake City	\$26,838,219	\$6,430,850	\$3,683,000	\$116,380	\$37,068,449	106.6%

Annual Operating Cost and Total Industry Jobs



Operating Cost Analysis

The Annual Business Operating Cost Analysis has been prepared using the following parameters as an estimate for insurance operations in competitor markets. Component and custom analyses to match your company's operations can be provided upon request.

Assumptions - Insurance

- \$10,000,000 personal property investment
- 100,000 square-foot Central Business District Office, Lease
- Utilities (per month): Included in lease
- 350 jobs (Bureau of Labor Statistics equivalent occupations)

Occupations	Employment
Customer Service Representative	100
Claims Adjusters, Examiners and Investigators	100
Insurance Underwriters	50
Software Developers and Software Quality Assurance Analysts and Testers	40
Insurance Claims and Policy Clerks	30
Office Clerks, General	15
Network and Computer Systems Administrators	5
Human Resources Specialists	5
Computer and Information Systems Managers	3
General and Operations Managers	2
Total	350

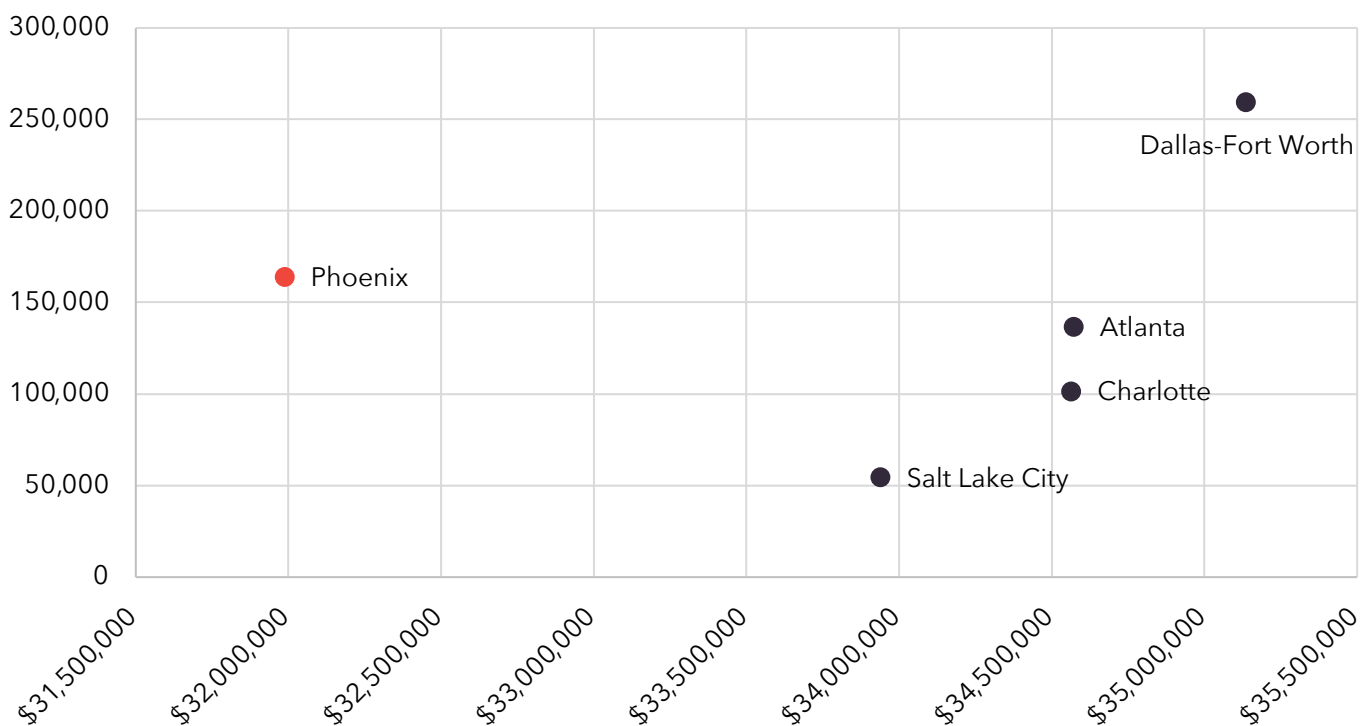
Operating Cost Analysis

Annual Operating Cost - Insurance

Greater Phoenix provides a strong value proposition for insurance operations, with lower operating costs and a larger labor pool than many peer markets. When compared to markets like Charlotte and Dallas, Greater Phoenix has significantly lower labor costs. Compared to Salt Lake City, Greater Phoenix is competitive on cost and offers a labor pool that is nearly three times larger.

Metro	Employee Payroll	Benefits	Real Estate	Property Tax	Total Operating Cost	Index
Phoenix	\$23,739,934	\$5,252,794	\$2,992,000	\$4,930	\$31,989,658	100.0%
Atlanta	\$25,210,823	\$5,621,030	\$3,619,000	\$121,880	\$34,572,733	108.1%
Charlotte	\$25,190,135	\$5,624,716	\$3,654,000	\$96,500	\$34,565,351	108.1%
Dallas-Fort Worth	\$26,125,113	\$5,809,062	\$2,967,000	\$234,330	\$35,135,505	109.8%
Salt Lake City	\$24,272,700	\$5,869,001	\$3,683,000	\$116,380	\$33,941,081	106.1%

Annual Operating Cost and Total Industry Jobs



Tax Environment

Arizona Tax Environment vs. Competitor Markets

Arizona has a very competitive tax and fringe/mandated benefits environment compared to other major markets.

Metro	Sales Tax Rate	Corporate Income		Unemployment Insurance			Workers Comp. (rate per \$100 payroll)
		Tax Rate	Basis	Rate (As % of Payroll)	Wage Base	Max. Payment	
Phoenix	8.60%	4.90%	Net Income	2.00%	\$8,000	\$320	\$0.87
Atlanta	8.90%	5.75%	Net Income	2.70%	\$9,500	\$365	\$1.15
Charlotte	7.25%	2.50%	Net Income	1.00%	\$29,600	\$350	\$1.16
Dallas-Fort Worth	8.25%	0.75%	Taxable Margin	2.70%	\$9,000	\$563	\$0.88
Salt Lake City	7.75%	4.85%	Net Income	0.30-7.30%*	\$44,800	\$712	\$0.86

*Varies by industry. New out-of-state contractors are assigned the maximum tax rate (7.3%) unless they purchase an existing business.

Source: Applied Economics Metrocomp Tool; Tax Foundation, 2023; Various state revenue departments, 2023; Oregon Dept. of Consumer and Business Services, "Workers' Comp. Premium Rate Ranking", 2022; U.S. DOL, "Significant Provisions of State Unemployment Insurance Laws", Jan. 2023.



Statutory Incentives

Even with the highly competitive tax environment in Greater Phoenix and Arizona, there are several tax incentives that can be utilized to mitigate operating costs. Please note that this is not a comprehensive list of all incentives available within the state of Arizona. Actual incentives will depend on project parameters requirements determined by the Arizona Commerce Authority.

Quality Jobs Tax Credit

Quality jobs provides tax credits to employers creating a minimum number of net new quality jobs and making a minimum capital investment in Arizona. The tax credit is equal to \$3,000 per qualified employment position, employed for each full taxable year of continuous employment for three years, for a total of \$9,000 per qualified job. Additional program qualifications are listed below.

\$9K

\$9,000 corporate income tax credits per job (\$3,000/employee/year)

10K

Capped at 10,000 jobs per year

65%

Employer must offer to pay at least 65% of employee health insurance premium

Urban

Min. New Jobs	County Median Wage	Maricopa	Min. Capex
25	100%	\$45,927	\$5,000,000
25	125%	\$57,409	\$2,500,000
25	150%	\$68,891	\$1,000,000
25	200%	\$91,854	\$500,000

Rural

Min. New Jobs	County Median Wage	Pinal	Min. Capex
5	100%	\$38,712	\$1,000,000
5	125%	\$48,390	\$500,000
5	150%	\$58,068	\$100,000

Qualified Facilities Refundable Tax Credit

- Targets headquarters and manufacturing facilities
- Offers refundable income tax credit equal to the lesser of:
 - 10% of the qualifying capital investment, or
 - \$20,000 per net new full-time employment position, or
 - \$30,000,000 per taxpayer
- Requires wages of greater than 125% of the state median wage for production occupations if locating in Maricopa County (\$49,274), 100% if locating in Pinal County (\$39,419)
- At least 65% of benefits package covered by employer
- Minimum investment of \$250,000

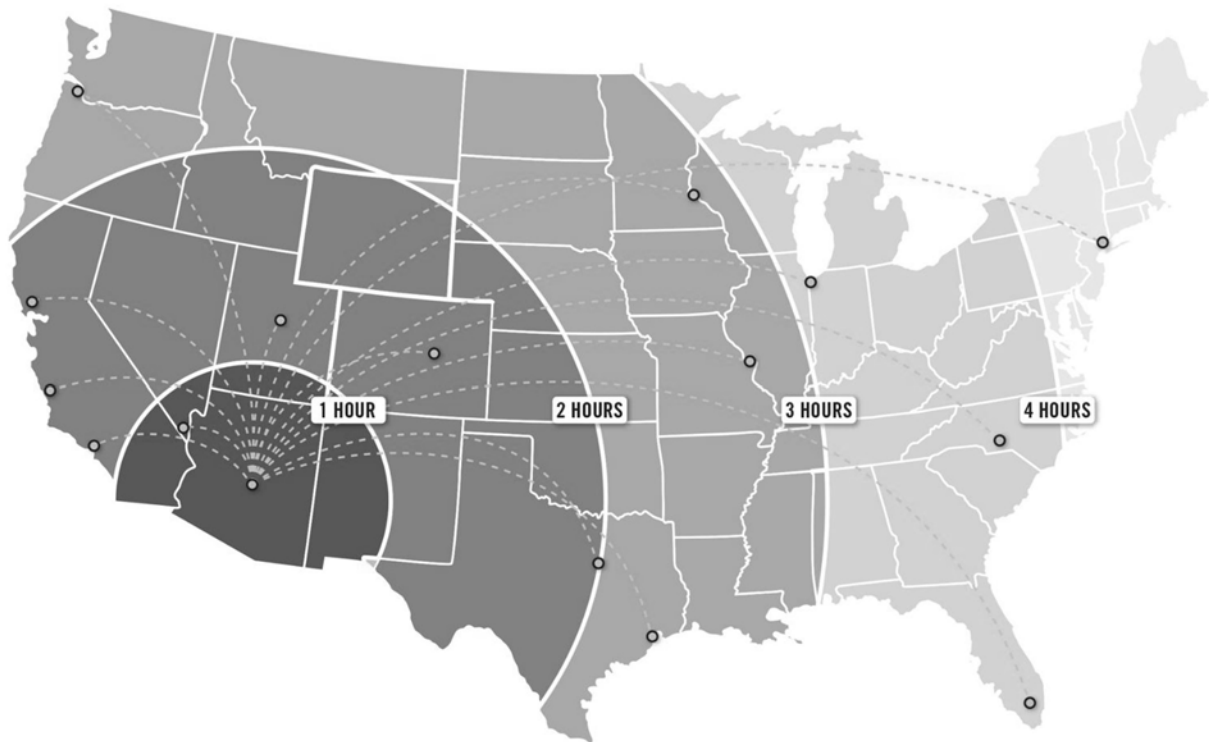
Key Infrastructure

Greater Phoenix Airport Connectivity

Greater Phoenix is home to two commercial airports, Sky Harbor International Airport and Phoenix-Mesa Gateway International Airport. Sky Harbor, the larger of the two, is consistently rated as one of the best international airports in the United States.

Major carriers from Sky Harbor include:

- Air Canada
- Alaska Airlines
- Amazon (Freight)
- American Airlines
- Boutique Air
- British Airways
- Condor Airlines
- Delta Airlines
- DHL (Freight)
- FedEx (Freight)
- Frontier Airlines
- Hawaiian Airlines
- JetBlue
- Southwest Airlines
- Spirit Airlines
- Sun Country Airlines
- United Airlines
- UPS (Freight)
- Volaris
- WestJet



Phoenix Sky Harbor International Airport:

- 44 million passengers annually
- 1,200+ aircraft arrive and depart daily
- 125,000+ passengers arrive and depart daily

Sky Harbor offers nonstop flights to 24 international locations, including:

- London
- Frankfurt
- Mexico City
- Vancouver
- Toronto
- Montreal

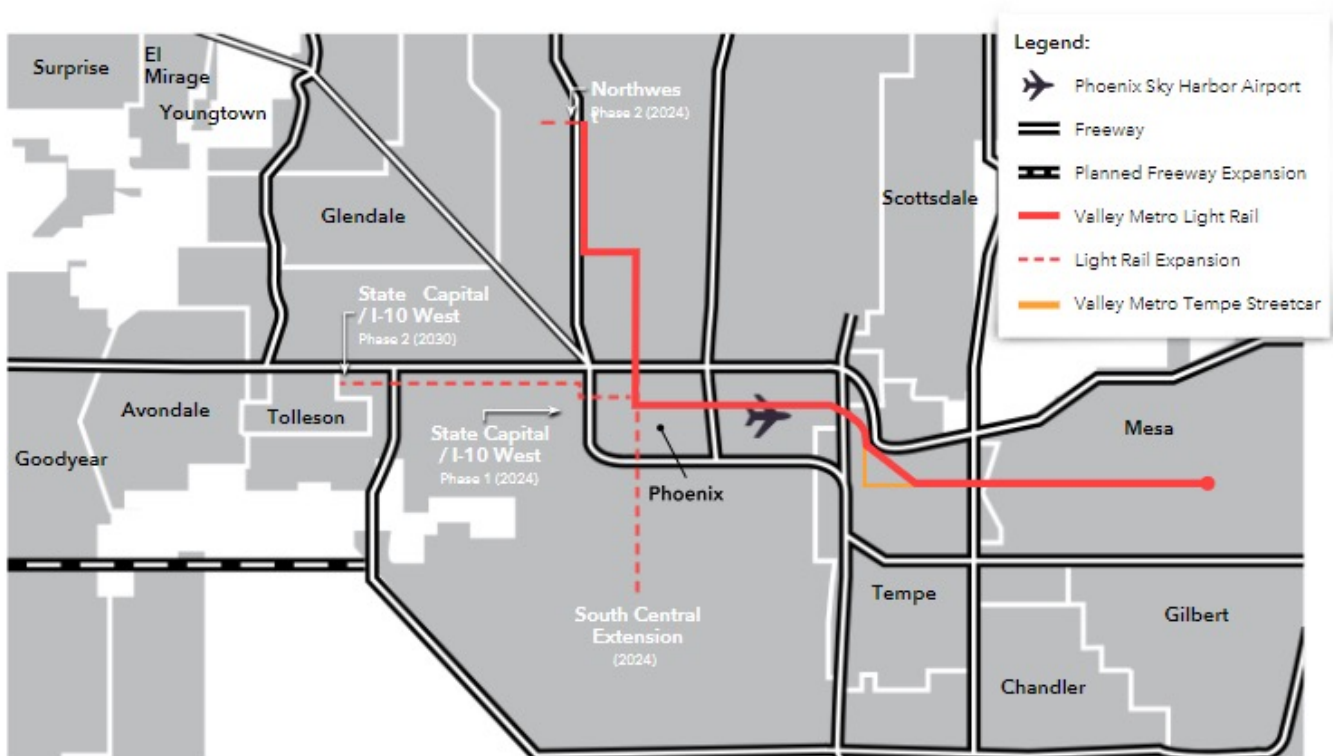
Livability

Commute Times and Light Rail

Many companies that have recently expanded into the region have commented on the ease of access to workforce and the accessibility of the market. An important aspect of this is the region’s commute times, which are shorter than or comparable to competitor markets, enabling your workforce to spend more time enjoying their lifestyle and less time in traffic. The region has a modern freeway system and an expanding light rail ensuring that there is a robust supply of talent no matter where a business is located.

Metro	Average Commute Times	Yearly Commute	Index
Phoenix	25.6 minutes	9.2 days	100.0%
Atlanta	29.6 minutes	10.7 days	115.6%
Charlotte	25.7 minutes	9.3 days	100.4%
Dallas-Fort Worth	27.3 minutes	9.9 days	106.6%
Salt Lake City	21.7 minutes	7.8 days	84.8%

Source: ACS 2021 1-Year Estimate



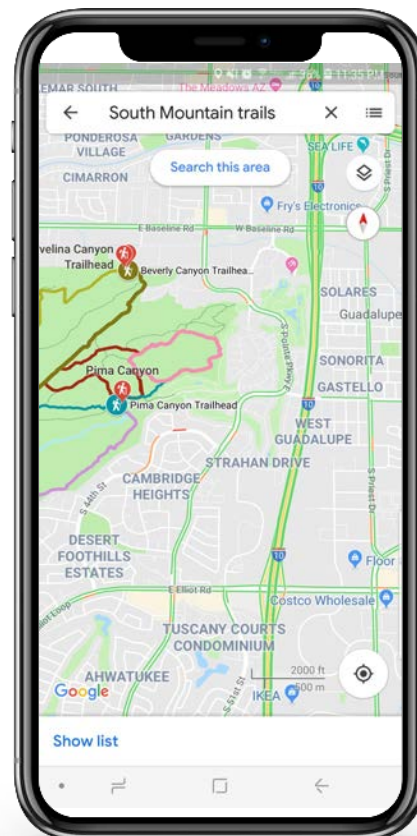


FINANCE & INSURANCE

Quality of Life

Parks & Recreation

With over 300 days of sunshine each year and mild weather throughout most of the year, Greater Phoenix is perfect for those who love an outdoor lifestyle. The region is home to hundreds of parks and hundreds of miles of hiking, biking and walking trails, including the three largest municipal parks in the United States- McDowell Sonoran Preserve, South Mountain Park, and Phoenix Sonoran Preserve. The region also features over 300 golf courses and hosts the Waste Management Phoenix Open which sees over 700,000 in attendance.



Rankings & Recognition

#1

Phoenix was ranked #1 by population growth from 2010 to 2020 among all US cities

#1

Arizona State University named America's Most Innovative Schools eight years in a row by U.S. News & World Report

#2

Arizona is ranked #2 by U.S. News and World Report in power grid reliability

#3

Sky Harbor International Airport ranked 3rd in the Wall Street Journal's "The Best of the Biggest Airports"

#4

Arizona was ranked the No. 4 place to do business in 2022 by *Chief Executive*

#7

In 2023, Arizona was ranked as the seventh-best state to start a business by WalletHub

Top 20

In 2022, Scottsdale was listed in the top 20 happiest cities in the nation

Top Tier

APS and SRP rank as top business service providers by J.D. Power and Associates for reliability

Greater Phoenix Greater Together