

2016

IMD WORLD TALENT REPORT

BY THE IMD WORLD COMPETITIVENESS CENTER



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IMD World Talent Report 2016

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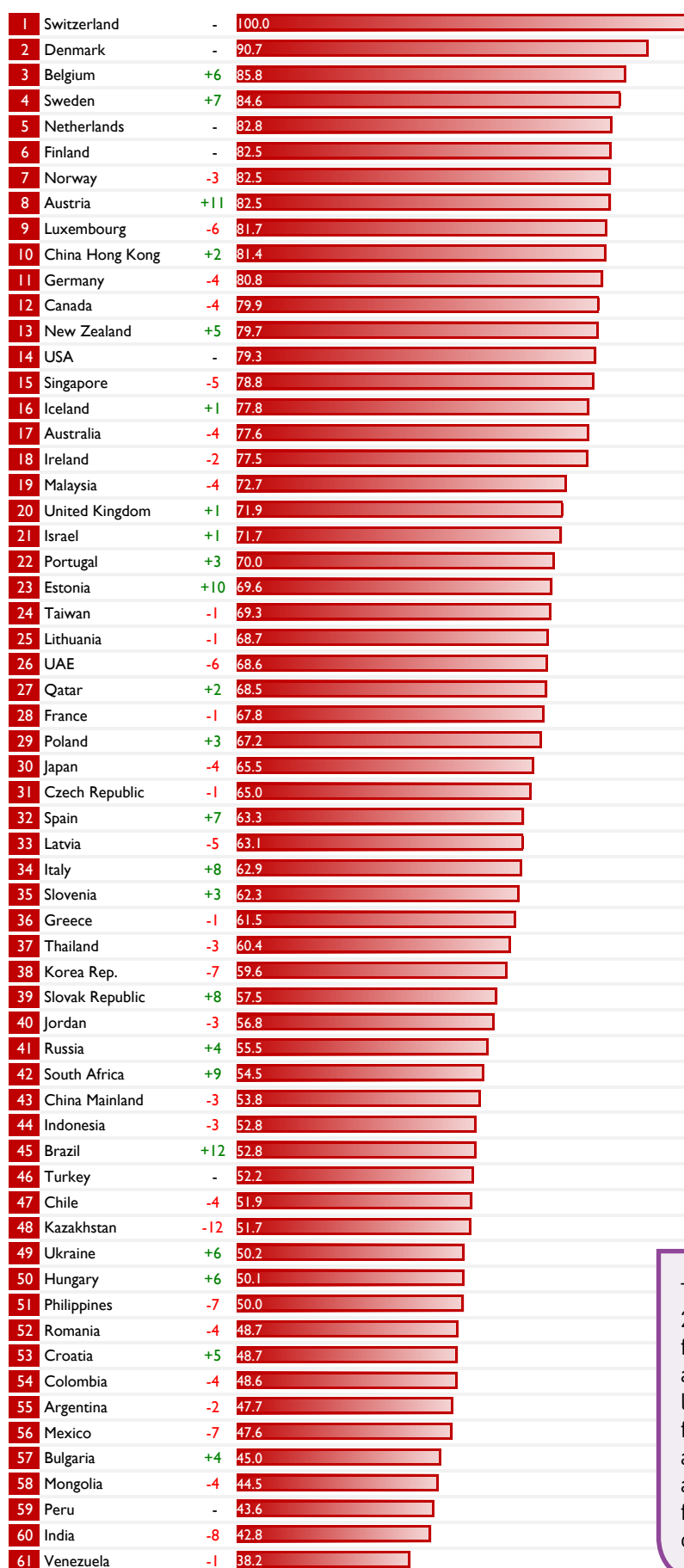
We also have the privilege of collaborating with a unique network of Partner Institutes, and other organizations, which guarantees the relevance of the data gathered.

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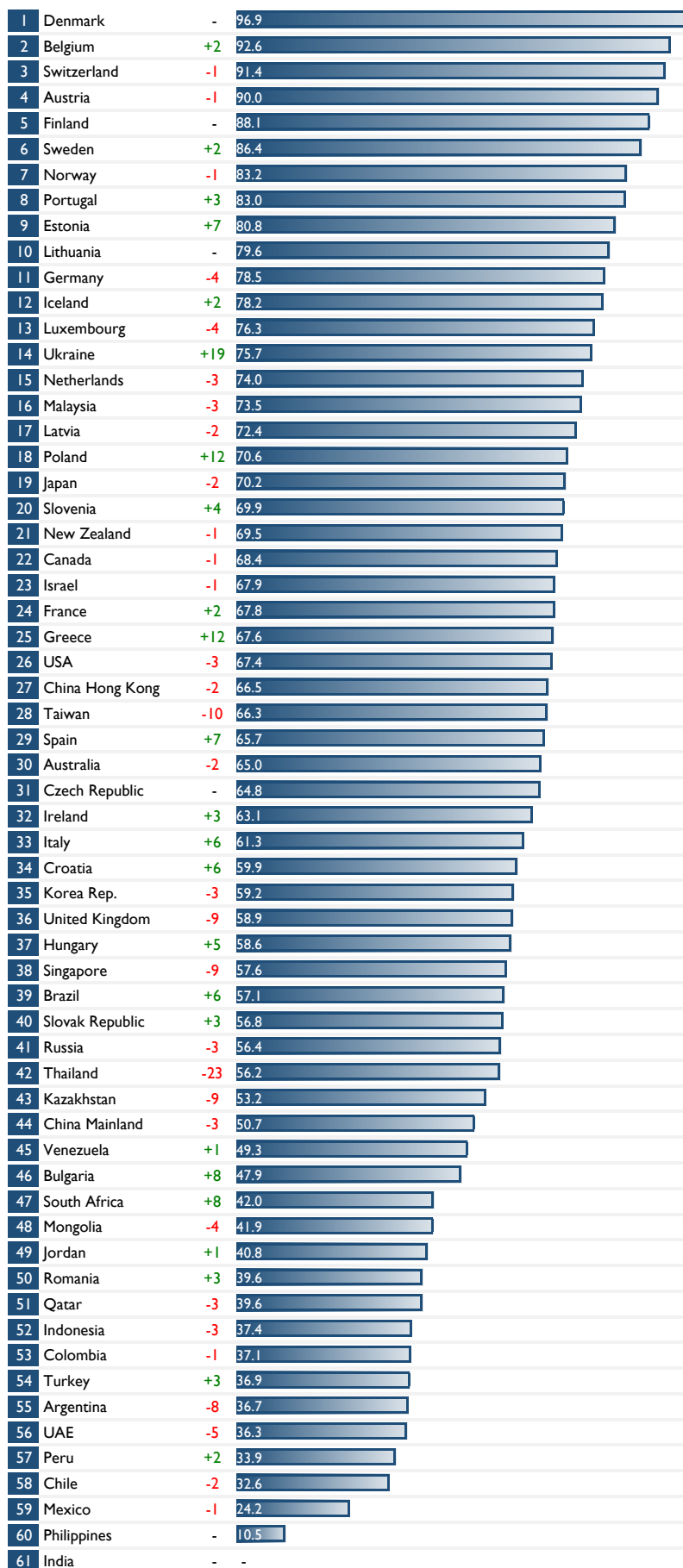
RANKINGS

IMD World Talent Ranking 2016

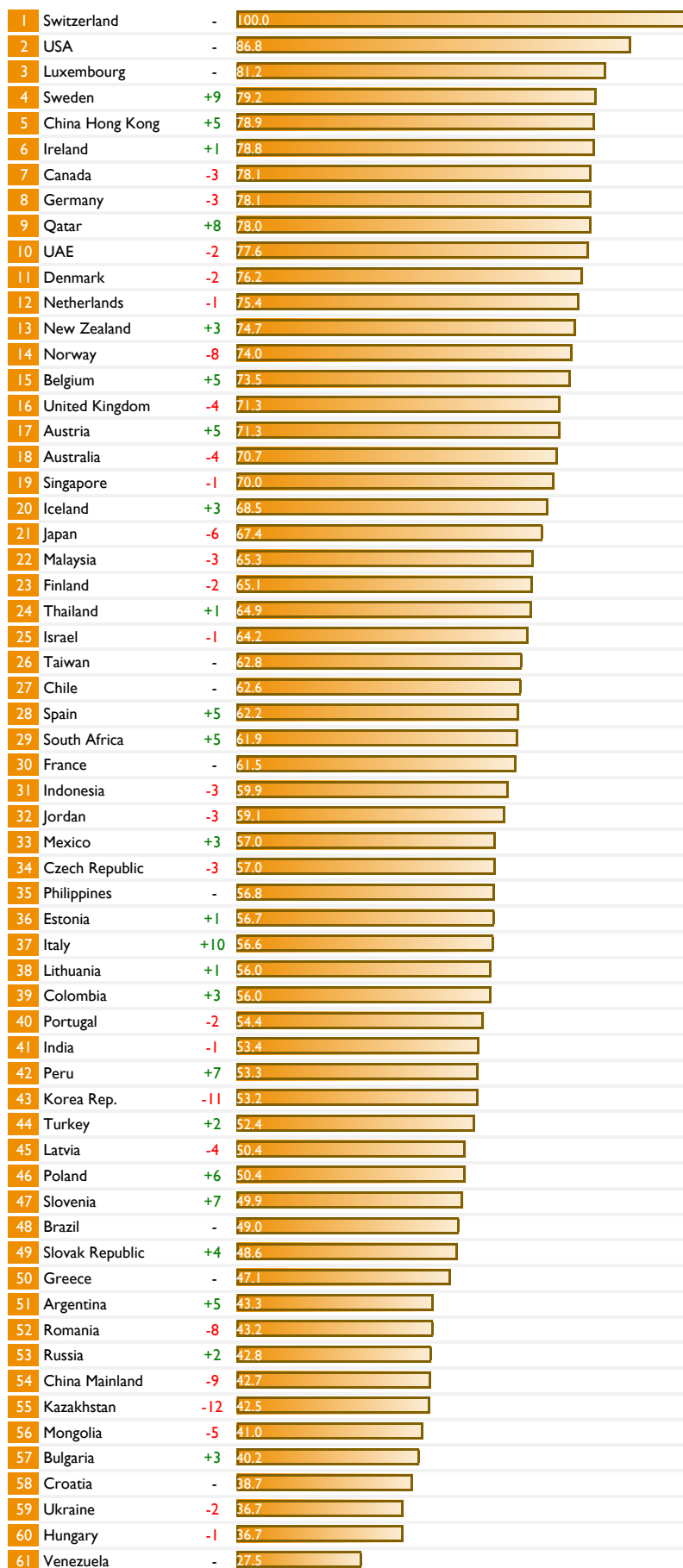


The IMD World Talent Ranking 2016 shows the overall ranking for 61 economies. The economies are ranked from the most to the least competitive, and the change from the previous year's ranking are also shown. The scores are actually indices (0-100) generated for the unique purpose of constructing graphics.

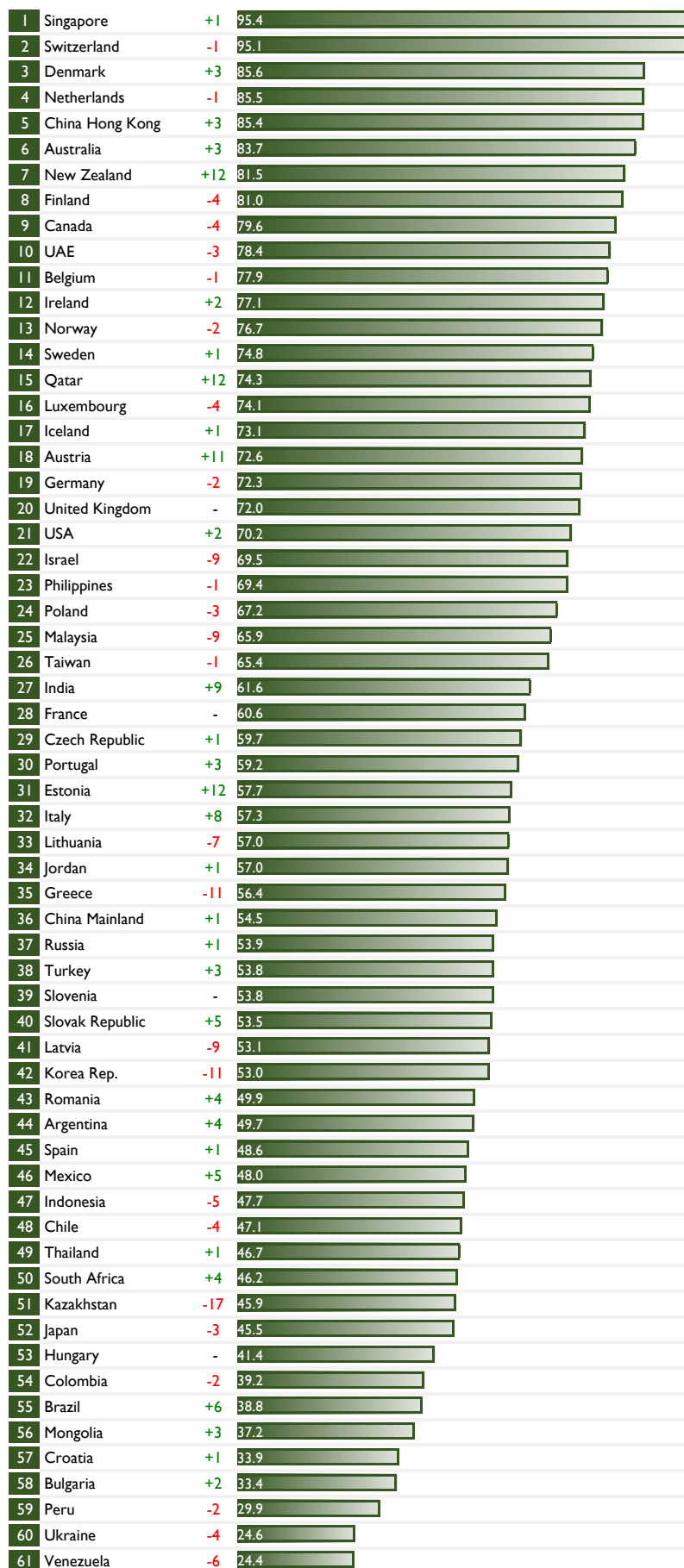
Factor 1: Investment and Development 2016



Factor 2: Appeal 2016



Factor 3: Readiness 2016



IMD World Talent Factor Rankings 2016

Investment and development factor	Appeal factor	Readiness factor		
2016				
55	51	44		Argentina
30	18	6		Australia
4	17	18		Austria
2	15	11		Belgium
39	48	55		Brazil
46	57	58		Bulgaria
22	7	9		Canada
58	27	48		Chile
27	5	5		China Hong Kong
44	54	36		China Mainland
53	39	54		Colombia
34	58	57		Croatia
31	34	29		Czech Republic
1	11	3		Denmark
9	36	31		Estonia
5	23	8		Finland
24	30	28		France
11	8	19		Germany
25	50	35		Greece
37	60	53		Hungary
12	20	17		Iceland
61	41	27		India
52	31	47		Indonesia
32	6	12		Ireland
23	25	22		Israel
33	37	32		Italy
19	21	52		Japan
49	32	34		Jordan
43	55	51		Kazakhstan
35	43	42		Korea Rep.
17	45	41		Latvia
10	38	33		Lithuania
13	3	16		Luxembourg
16	22	25		Malaysia
59	33	46		Mexico
48	56	56		Mongolia
15	12	4		Netherlands
21	13	7		New Zealand
7	14	13		Norway
57	42	59		Peru
60	35	23		Philippines
18	46	24		Poland
8	40	30		Portugal
51	9	15		Qatar
50	52	43		Romania
41	53	37		Russia
38	19	1		Singapore
40	49	40		Slovak Republic
20	47	39		Slovenia
47	29	50		South Africa
29	28	45		Spain
6	4	14		Sweden
3	1	2		Switzerland
28	26	26		Taiwan
42	24	49		Thailand
54	44	38		Turkey
56	10	10		UAE
14	59	60		Ukraine
36	16	20		United Kingdom
26	2	21		USA
45	61	61		Venezuela

lowest, medium, & best Factor ranks

The IMD World Talent 2015 - 2016 Evolution

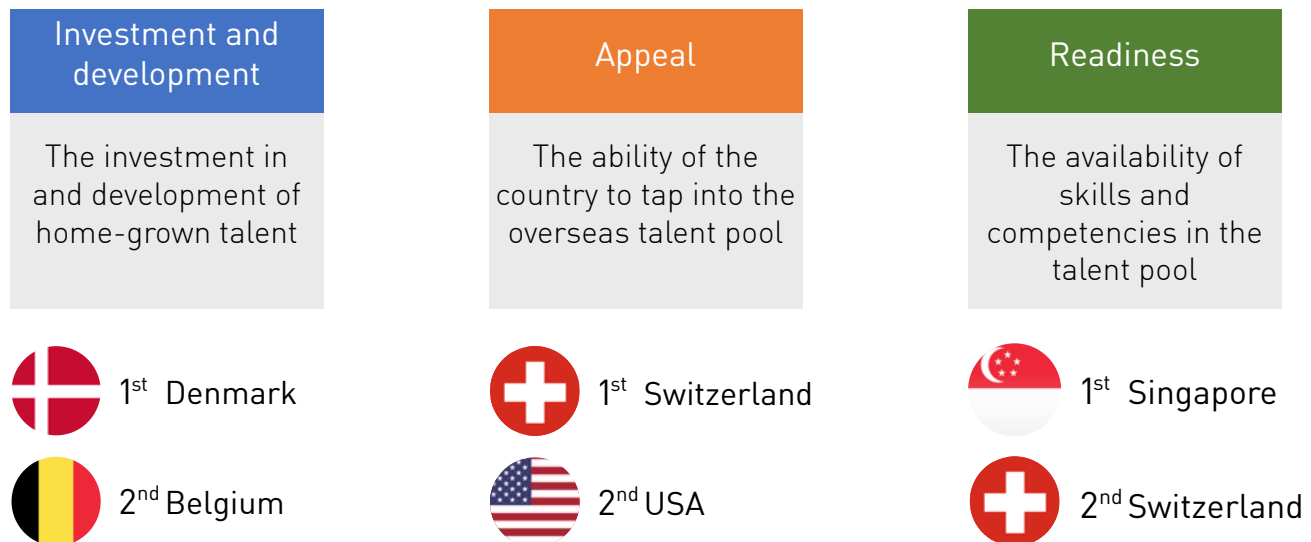
2016 Country	2015	Change from 2015		2016 Country	2015	Change from 2015	
1 Switzerland	1	-	→	32 Spain	39	+7	↗
2 Denmark	2	-	→	33 Latvia	28	-5	↘
3 Belgium	9	+6	↗	34 Italy	42	+8	↗
4 Sweden	11	+7	↗	35 Slovenia	38	+3	↗
5 Netherlands	5	-	→	36 Greece	35	-1	↘
6 Finland	6	-	→	37 Thailand	34	-3	↘
7 Norway	4	-3	↘	38 Korea Rep.	31	-7	↘
8 Austria	19	+11	↗	39 Slovak Republic	47	+8	↗
9 Luxembourg	3	-6	↘	40 Jordan	37	-3	↘
10 China Hong Kong	12	+2	↗	41 Russia	45	+4	↗
11 Germany	7	-4	↘	42 South Africa	51	+9	↗
12 Canada	8	-4	↘	43 China Mainland	40	-3	↘
13 New Zealand	18	+5	↗	44 Indonesia	41	-3	↘
14 USA	14	-	→	45 Brazil	57	+12	↗
15 Singapore	10	-5	↘	46 Turkey	46	-	→
16 Iceland	17	+1	↗	47 Chile	43	-4	↘
17 Australia	13	-4	↘	48 Kazakhstan	36	-12	↘
18 Ireland	16	-2	↘	49 Ukraine	55	+6	↗
19 Malaysia	15	-4	↘	50 Hungary	56	+6	↗
20 United Kingdom	21	+1	↗	51 Philippines	44	-7	↘
21 Israel	22	+1	↗	52 Romania	48	-4	↘
22 Portugal	25	+3	↗	53 Croatia	58	+5	↗
23 Estonia	33	+10	↗	54 Colombia	50	-4	↘
24 Taiwan	23	-1	↘	55 Argentina	53	-2	↘
25 Lithuania	24	-1	↘	56 Mexico	49	-7	↘
26 UAE	20	-6	↘	57 Bulgaria	61	+4	↗
27 Qatar	29	+2	↗	58 Mongolia	54	-4	↘
28 France	27	-1	↘	59 Peru	59	-	→
29 Poland	32	+3	↗	60 India	52	-8	↘
30 Japan	26	-4	↘	61 Venezuela	60	-1	↘
31 Czech Republic	30	-1	↘				

Graphs

The IMD World Talent Ranking 2016

The IMD World Talent Ranking assesses the ability of 61 countries to develop, attract and retain talent for enterprises operating in those economies.

The ranking is structured according to three factors:

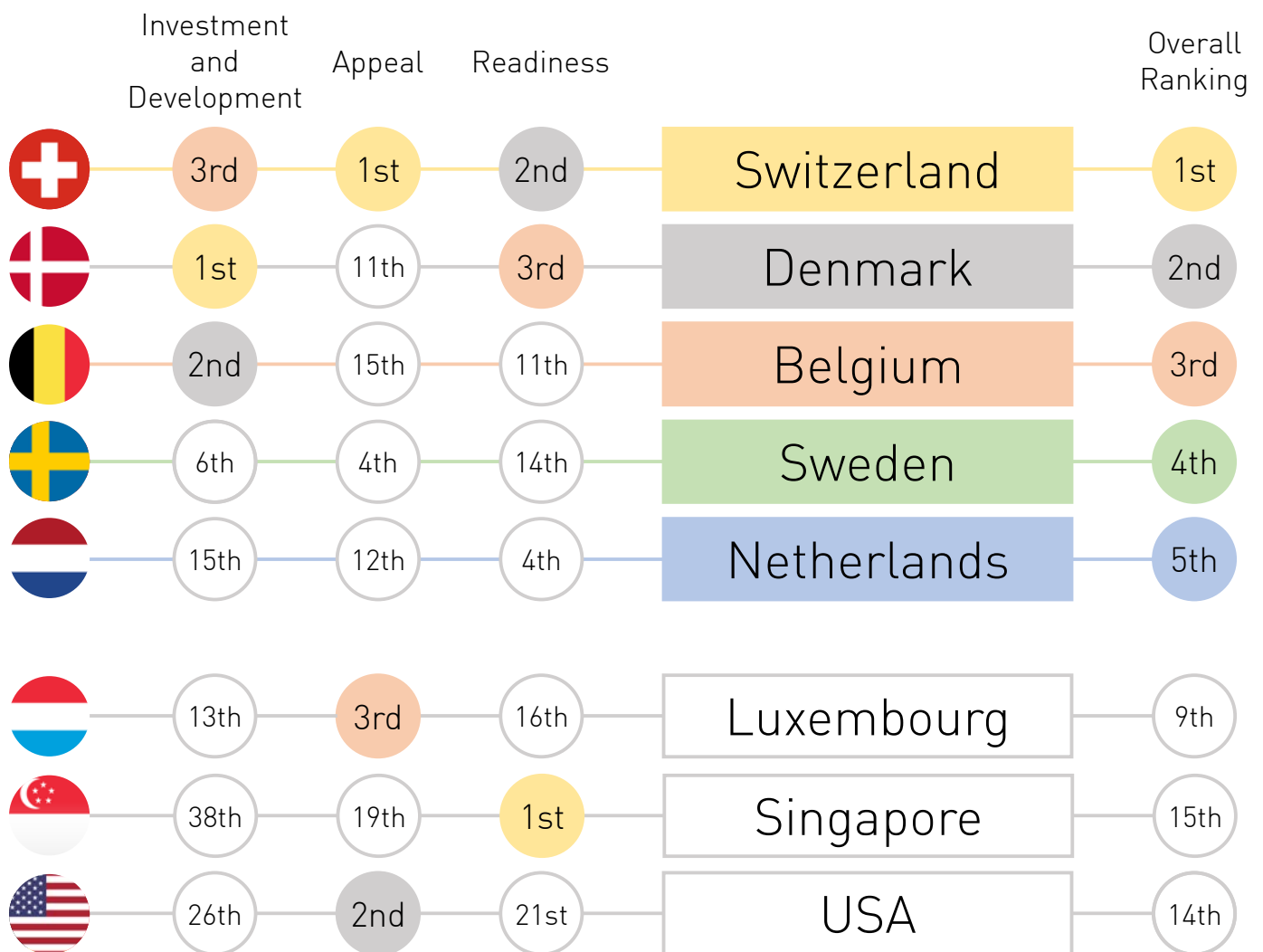


And then the World Talent Ranking 2016:

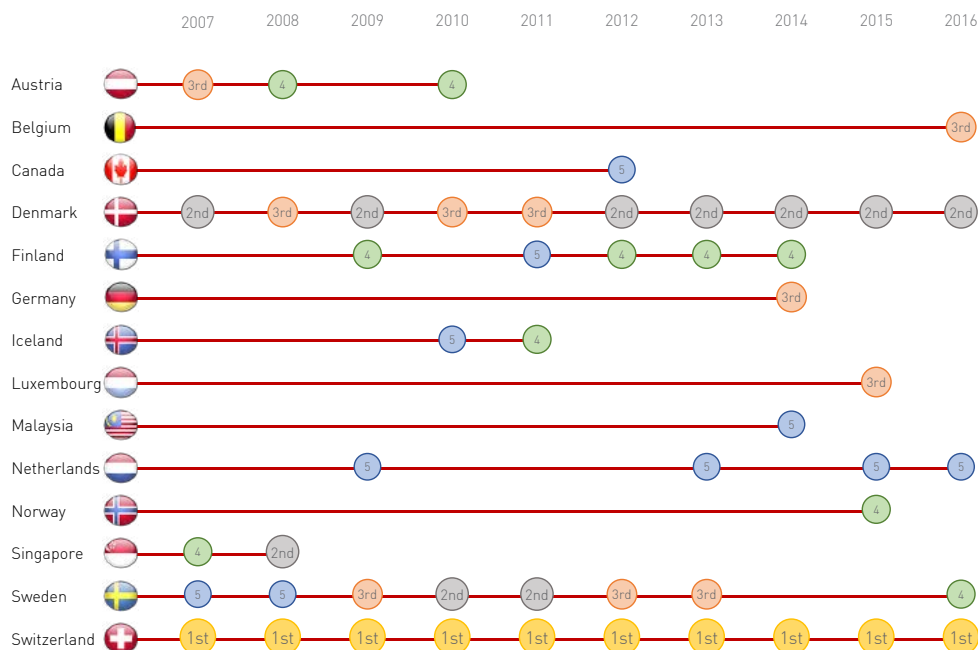


The data suggest that countries that achieve a balance between investing in local talent and the ability to attract overseas talent perform consistently well.

IMD World Talent Ranking 2016 Leaderboard



The IMD World Talent Ranking Top 5: 2007 - 2016



The IMD World Talent Ranking 2016 The most talent competitive countries: 2007-2016

Talent competitive countries rank in the top 10 for 5 years or more during the period from 2007 to 2016. They show a balanced approach between their commitment to education, investment in the development of local talent and their ability to attract overseas talent. The talent competitiveness strategies that these countries adopt strive to fulfil the demands of their economies. Talent competitive countries thus exhibit a high level of “agility” in the development of policies that impact their talent pipeline.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Austria	3	4	6	4	9	14	13	11	19	8
Belgium	15	8	9	11	6	18	10	17	9	3
Canada	10	6	7	10	7	5	8	8	8	12
Denmark	2	3	2	3	3	2	2	2	2	2
Finland	17	13	4	8	5	4	4	4	6	6
Netherlands	8	7	5	7	8	7	5	7	5	5
Norway	13	18	10	13	10	6	7	10	4	7
Singapore	4	2	8	9	17	9	17	16	10	15
Sweden	5	5	3	2	2	3	3	9	11	4
Switzerland	1	1	1	1	1	1	1	1	1	1

IMD World Talent Ranking 2007-2016

Overall Ranking

Country \ Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Argentina	41	48	49	44	45	44	53	55	53	55	
Australia	9	11	11	17	12	20	20	19	13	17	
Austria	3	4	6	4	9	14	13	11	19	8	
Belgium	15	8	9	11	6	18	10	17	9	3	
Brazil	37	31	34	40	47	45	48	52	57	45	
Bulgaria	51	51	45	58	59	59	60	60	61	57	
Canada	10	6	7	10	7	5	8	8	8	12	
Chile	27	27	33	31	26	29	44	44	43	47	
China Hong Kong	18	17	18	21	20	13	19	21	12	10	
China Mainland	40	50	50	46	43	50	45	43	40	43	
Colombia	34	42	55	51	39	56	51	54	50	54	
Croatia	53	46	53	55	57	57	57	58	58	53	
Czech Republic	24	28	24	26	25	30	28	37	30	31	
Denmark	2	3	2	3	3	2	2	2	2	2	
Estonia	29	25	32	28	30	32	37	30	33	23	
Finland	17	13	4	8	5	4	4	4	6	6	
France	23	19	21	20	28	26	26	24	27	28	
Germany	16	16	12	16	11	10	6	3	7	11	
Greece	28	36	40	36	44	46	33	42	35	36	
Hungary	20	26	30	33	38	39	49	51	56	50	
Iceland	---	---	---	5	4	12	18	14	17	16	
India	26	33	31	34	29	34	42	48	52	60	
Indonesia	50	40	41	37	32	42	32	25	41	44	
Ireland	6	10	13	18	16	8	11	6	16	18	
Israel	12	15	16	14	15	17	15	18	22	21	
Italy	43	44	46	42	52	37	43	47	42	34	
Japan	25	30	23	29	31	41	35	28	26	30	
Jordan	33	23	44	53	53	36	50	39	37	40	
Kazakhstan	---	---	35	32	37	28	38	32	36	48	
Korea Rep.	44	39	38	35	33	33	39	40	31	38	
Latvia	---	---	---	---	---	---	31	23	28	33	
Lithuania	32	34	26	25	35	31	22	29	24	25	
Luxembourg	7	14	17	12	18	15	16	13	3	9	
Malaysia	14	12	15	6	14	11	9	5	15	19	
Mexico	49	52	52	54	50	49	40	50	49	56	
Mongolia	---	---	---	---	---	---	---	---	54	58	
Netherlands	8	7	5	7	8	7	5	7	5	5	
New Zealand	19	21	20	22	22	25	25	26	18	13	
Norway	13	18	10	13	10	6	7	10	4	7	
Peru	---	45	54	57	56	53	55	57	59	59	
Philippines	47	41	42	45	46	35	29	41	44	51	
Poland	45	43	37	30	40	38	30	36	32	29	
Portugal	30	32	29	39	27	24	34	33	25	22	
Qatar	---	---	22	27	23	22	24	22	29	27	
Romania	52	55	56	41	41	55	58	38	48	52	
Russia	39	53	47	48	55	54	56	53	45	41	
Singapore	4	2	8	9	17	9	17	16	10	15	
Slovak Republic	36	38	36	49	51	51	52	46	47	39	
Slovenia	35	29	28	50	48	43	47	49	38	35	
South Africa	48	49	51	52	54	52	54	56	51	42	
Spain	38	37	48	47	36	48	46	45	39	32	
Sweden	5	5	3	2	2	3	3	9	11	4	
Switzerland	1	1	1	1	1	1	1	1	1	1	
Taiwan	21	20	27	19	19	19	23	27	23	24	
Thailand	31	24	25	24	24	27	27	34	34	37	
Turkey	46	35	39	43	42	40	36	35	46	46	
UAE	---	---	---	---	34	23	14	15	20	26	
Ukraine	42	47	43	38	49	47	41	31	55	49	
United Kingdom	22	22	19	23	21	21	21	20	21	20	
USA	11	9	14	15	13	16	12	12	14	14	
Venezuela	54	54	57	56	58	58	59	59	60	61	
no. countries	54	55	57	58	59	59	60	60	61	61	

* The red point indicates the year(s) of lowest rank

ANALYSIS

Talent Competitiveness and the Quality of Leadership:

Evidence from Global Leadership Capabilities and Competencies

I. Introduction

In this essay, we hold that that government policies may affect private sector outcomes in terms of talent development. We propose that specific public policies can exercise strong influence on the quality of leadership capabilities and competencies available in a particular economy. Policies that increase total expenditure in education, personal security and the protection of private property, as well as the internationalization of the workforce, may determine the supply of high quality business leaders in a country.

In order to assess these interactions, we carry out a series of initial statistical tests to identify which talent competitiveness indicators (i.e., input) from the IMD World Talent Report have a significant statistical influence on the Global Leadership Index (GLI) and its components at the factor (i.e., capabilities) and sub-factor (i.e., competencies) levels.

This essay presents a summary discussion of talent competitiveness and its structure. It then introduces the GLI and its components and goes on to discuss the results of the statistical tests. The essay concludes by highlighting that evidence does indeed indicate that the quality of leadership capabilities and competencies are driven by investment in education and by the diversity of the workforce and its exposure to internationalization factors.

II. Talent competitiveness

Talent is the set of individual competencies necessary for enterprises and the economy to achieve long-term sustainable value. There are two components to talent. 1) “hard” competencies, which are structural and function as enablers of development – for example, investment in the educational system and the quality of education (as measured by pupil-teacher ratios); and 2) “soft” competencies, which are in a sense the outcome of hard competencies and include employees’ motivation and language skills. Talent development requires the effective assessment and planning of human resources, and comprises several essential elements of both hard and soft competencies. These factors go beyond a mere increase in investment and include other elements that boost, for example, the motivation and productivity of the workforce through suitable incentives.

Talent competitiveness is thus the extent to which an economy strikes a balance between hard and soft talent components, which enables it to achieve long-term value creation. Table 1 presents the structure of talent competitiveness. Methodological details and all the corresponding data are presented later in the report.

Table 1. The structure of talent competitiveness

Investment and development factor	Appeal factor	Readiness factor
Total public expenditure on education	Cost of living	Labor force growth
Total public expenditure on education (per pupil)	Attracting and retaining	Skilled Labor
Pupil-teacher ratio (primary)	Worker motivation	Finance skills
Pupil-teacher ratio (secondary)	Brain drain	International experience
Apprenticeship	Quality of life	Competent senior managers
Employee training	Foreign skilled people	Educational system
Female labor force	Remuneration in services professions	Science in schools
Health infrastructure	Remuneration of management	University education
	Effective personal income tax rate	Management education
	Personal security and private property rights	Language skills
		Student mobility inbound
		Educational assessment - PISA

III. Global leadership

The GLI assesses individual global leadership capabilities. It is composed of four leadership capabilities or factors: Strategic, execution, stakeholder and personal. Strategic leadership evaluates the capacity of leaders to define strategic objectives for an organization. Execution leadership is the ability to implement the organization's strategy in order to achieve specific objectives. Stakeholder leadership refers to the capacity of individuals to engage other relevant players to achieve changes in the organization. Finally, personal leadership focuses on individual characteristics that allow leaders, for example, to inspire others. Each of these capabilities is composed of four competencies or sub-factors. Competencies, in turn, are developed through three survey questions that evaluate the respondents' leadership practices. The "envisioning the future" competency, for example, is assessed by questions that determine the respondents' contribution to establishing their organization's shared vision. Similarly, "practicing organizational stewardship" is evaluated by questions that bring stakeholders to the core of leadership practices by, for example, striving for an in-depth understanding of their interests and needs.¹ **Table 2** introduces the structure of the GLI.

Table 2. The structure of global leadership

Global leadership				
Capabilities	Strategic leadership	Execution leadership	Stakeholder leadership	Personal leadership
Competencies	Envisioning the future	Mastering business fundamentals	Practicing organizational stewardship	Building team orientation
	Setting strategic direction	Translating vision and strategy	Designing systems and structures	Empowering people
	Focusing relentlessly on customers	Aligning cross functionally	Mobilizing stakeholders	Projecting self awareness
	Driving innovation	Delivering on promises	Managing conflict	Defining core values

GLI data are available for all the countries included in the IMD World Talent Report. The number of survey responses varies per country and in some cases, for example Iceland and Mongolia, there is not a sufficient number of responses to be included in the analysis. In total, we used 9,775 survey responses from the GLI database. These were collected during the period from 2014 to 2016. We take an average of individual country responses to bring the GLI data to the same level of analysis (i.e., country) as that of the talent indicators.

¹ For methodological details in the development of the GLI overall – factors and sub-factors – see <https://global-leader-index.imd.org/help-center/methodology>.

IV. Talent competitiveness and the quality of leadership

All significant results are mapped in **Tables 3** to **5**. The left column of each table lists the different measures of leadership capabilities and competencies. The top row includes the talent competitiveness indicators. An "X" signals a statistically significant relationship between a particular talent competitiveness indicator and a leadership measure. Each table corresponds to one of the talent competitiveness factors: Investment and development (**Table 3**), Appeal (**Table 4**) and Readiness (**Table 5**)

Florida (2002) argues that highly skilled talent is attracted by the existing level of diversity in the receiving communities and we find some evidence that supports this claim. We use the percentage of female labor force as a proxy for workforce diversity. **Table 3** shows that an increasing percentage of the female labor force partially drives two leadership capabilities: strategic and stakeholder leadership. **Table 3** and **4** illustrate that strategic leadership is also highly influenced by total public expenditure on education, the quality of healthcare infrastructure, the prioritization given to the attraction and retention of talent, and the level of remuneration. In addition, **Table 5** suggests that strategic leadership is also driven by three indicators of internationalization: the availability of senior managers with international experience, language skills and student mobility. This finding is in keeping with the research conclusion of future skilled migration (see Kerr et al., 2016). The drivers of stakeholder leadership also include expenditure on education, remuneration, language skills, student mobility and importantly, high personal security and sound protection of private property.

Table 3. Mapping talent competitiveness and global leadership: Investment and development

Global leadership capabilities and competencies	Talent competitiveness indicators: Investment and development							
	Total public expenditure on education	Total public expenditure on education (per pupil)	Pupil-teacher ratio (primary)	Pupil-teacher ratio (secondary)	Apprenticeship	Employee training	Female labor force	Health infrastructure
<i>Panel A: GLI overall</i>								
Global leadership	X						X	X
<i>Panel B: Leadership capabilities</i>								
Strategic leadership	X						X	X
Execution leadership	X							
Stakeholder leadership	X						X	
Personal leadership	X							
<i>Panel C: Leadership competencies</i>								
Envisioning the future	X						X	
Setting strategic direction								X
Focusing relentlessly on customers								X
Driving innovation							X	
Mastering business fundamentals								
Translating vision and strategy								X
Aligning cross functionally							X	
Delivering on promises							X	
Practicing organizational stewardship								X
Designing systems and structures	X						X	
Mobilizing stakeholders	X						X	X
Managing conflict		X					X	
Building team orientation							X	
Empowering people							X	
Projecting self awareness							X	
Defining core values								

Table 4. Mapping talent competitiveness and global leadership: Appeal

Global leadership capabilities and competencies	Talent competitiveness indicators: Appeal									
	Cost of living	Attracting and retaining	Worker motivation	Brain drain	Quality of life	Foreign skilled people	Remuneration in services professions	Remuneration of management	Effective personal income tax rate	Personal security and private property rights
<i>Panel A: GLI overall</i>										
Global leadership										X
<i>Panel B: Leadership capabilities</i>										
Strategic leadership		X						X		
Execution leadership										
Stakeholder leadership								X		X
Personal leadership										X
<i>Panel C: Leadership competencies</i>										
Envisioning the future	X							X		
Setting strategic direction										
Focusing relentlessly on customers		X								
Driving innovation							X	X		
Mastering business fundamentals										
Translating vision and strategy	X			X					X	
Aligning cross functionally								X		
Delivering on promises										
Practicing organizational stewardship		X								
Designing systems and structures								X		
Mobilizing stakeholders								X	X	
Managing conflict										X
Building team orientation								X		
Empowering people						X		X		
Projecting self awareness							X	X		
Defining core values										

Table 5. Mapping talent competitiveness and global leadership: Readiness

Global leadership capabilities and competencies	Talent competitiveness indicators: Readiness											
	Labor force growth	Skilled Labor	Finance skills	International experience	Competent senior managers	Educational system	Science in schools	University education	Management education	Language skills	Student mobility inbound	Educational assessment PISA
<i>Panel A: GLI overall</i>												
Global leadership										X	X	
<i>Panel B: Leadership capabilities</i>												
Strategic leadership				X						X	X	
Execution leadership												
Stakeholder leadership										X	X	
Personal leadership											X	
<i>Panel C: Leadership competencies</i>												
Envisioning the future				X						X	X	
Setting strategic direction				X						X		
Focusing relentlessly on customers					X					X	X	
Driving innovation										X	X	
Mastering business fundamentals												
Translating vision and strategy											X	
Aligning cross functionally		X										
Delivering on promises			X									X
Practicing organizational stewardship											X	
Designing systems and structures											X	
Mobilizing stakeholders										X	X	
Managing conflict		X		X						X		X
Building team orientation											X	X
Empowering people											X	X
Projecting self awareness				X						X		
Defining core values											X	

With regard to the other two dimensions of leadership capabilities – execution and personal leadership – evidence highlights the fundamental role of expenditure on education for both dimensions. Other drivers of personal leadership capabilities include personal security and protection of private property, and student mobility.

At the GLI competencies level (i.e., sub-factors), health infrastructure, international experience and language skills are key for competencies relating to setting effective strategic objectives; that is the ability to define and remain focused on long-term strategies rather than short-term results. In the context of the GLI, driving innovation competencies include the ability to encourage creative thinking and the production of innovative solutions. Evidence shows that innovation competencies are driven by a greater female labor force, remuneration packages (both for services professions and management), student mobility and strong educational achievements (as assessed by PISA).

We find that the quality of a country's health infrastructure is statistically significant for competencies that the GLI sets as being fundamental for communicating and implementing a company's vision and strategy. There is also evidence that the cost of living, a limited brain drain and an effective tax system contribute to the clarity and execution of the vision and strategy. International mobility also drives these competencies. In the context of execution leadership, in addition, competencies that make it possible to align cross-functionally (e.g., the alignment of strategic objectives throughout the organization), are influenced by the percentage of the female labor force, remuneration and the availability of skilled labor.

The mobilizing stakeholders and managing conflict (e.g., encouraging constructive discussion) competencies are both driven by expenditure on education, the percentage of female labor force and language skills. In addition, the effectiveness of the health infrastructure, remuneration of management, an effective personal income tax rate and student mobility are statistically significant for mobilizing stakeholders. In terms of managing conflict, we identify other drivers including the level of personal security and the protection of private property as well as the availability of skilled labor, senior managers with significant international experience and academic achievements.

With reference to personal leadership, evidence suggests that building team orientation competencies are driven by the female labor force indicators, remuneration, student mobility and education attainment. The percentage of female labor force is also statistically significant for competencies related to empowering others (e.g., delegation of authority to increase others' efficiency). The extent of the country's attractiveness for foreign highly skilled people and the remuneration of management also drive the empowering competencies. Finally, we find that exposure to internationalization (i.e., student mobility) and level of educational achievements are also fundamental for the empowering people sub-factor.

V. Conclusions

In the context of this study, the evidence shows that the most essential drivers of business leadership capabilities and competencies are indicators related to diversity and internationalization (i.e., international experience, language skills and mobility). Evidence thus suggests that increasing the female labor force leads to the attraction and/or development of effective high quality leadership. In addition, preliminary tests highlight the positive leadership synergies that are achieved by the exposure of the workforce to international experience, language skills and mobility factors (measures we use as proxies for internationalization). The latter offers a strong source of global knowledge, broader experience and understanding of a wider set of best practices.

Tests also show that investment in education and the strength of the country's health infrastructure positively affect the quality of the available business leadership. Compensation levels are similarly important but seem to play a less important role than investment in education, diversity and internationalization. In short, the evidence shows that the impact of talent competitiveness on high quality leadership results from achieving a fair degree of harmonization between particular "hard" elements of talent (e.g., investment in education) and some of their "soft" counterparts (e.g., language skills). Public policies that ensure alignment between both sets of talent components contribute much to the competitiveness of their economies.

References

Florida, R. (2002). The Economic Geography of Talent. *Annals of the Association of American geographers*, Vol. 92, Iss. 4, 743-755.

Kerr, S.P., W. Kerr, C. Ozden and C. Parsons. (2016). Global Talent Flows. *Journal of Economic Perspectives*, Vol. 30, Iss. 4, 83-106.

PROFILES



ARGENTINA

2012 2013 2014 2015 2016

Overall

Rank 2016

55

Investment &
Development

55

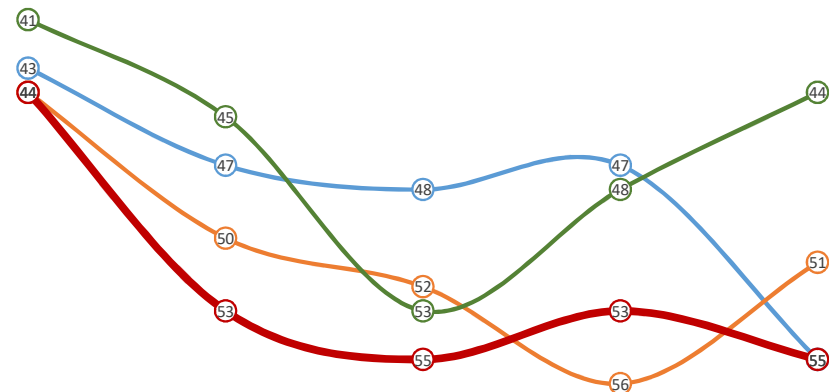
Appeal

51

Readiness

44

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	1.60	%	59
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.88	%	29
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.66	ratio	15
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	23.82	ratio	55
Apprenticeships	Are sufficiently implemented	4.05	Survey [0..10]	46
Employee Training	Is a high priority in companies	5.00	Survey [0..10]	51
Female Labor Force	Percentage of total labor force	-	%	-
Health Infrastructure	Meets the needs of society	4.95	Survey [0..10]	37

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	92.10	index	49
Attracting and Retaining Talents	Is a priority in companies	5.76	Survey [0..10]	48
Worker Motivation	Is high	4.71	Survey [0..10]	53
Brain Drain	Does not hinder competitiveness in your economy	4.10	Survey [0..10]	39
Quality of Life	Is high	5.70	Survey [0..10]	38
Foreign High-Skilled People	Are attracted to your country's business environment	4.10	Survey [0..10]	45
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,700	US\$	38
Remuneration of Management	Total base salary plus bonuses and long-term incentives	115,379	US\$	42
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.50	%	24
Personal Security and Private Property Rights	Are adequately protected	4.05	Survey	56

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.29	%	45
Skilled Labor	Is readily available	5.76	Survey [0..10]	34
Finance Skills	Are readily available	6.54	Survey [0..10]	30
International Experience	Of senior managers is generally significant	5.90	Survey [0..10]	19
Competent Senior Managers	Are readily available	5.43	Survey [0..10]	37
Educational System	Meets the needs of a competitive economy	4.52	Survey [0..10]	41
Science in Schools	Is sufficiently emphasized	3.76	Survey [0..10]	50
University Education	Meets the needs of a competitive economy	5.52	Survey [0..10]	33
Management Education	Meets the needs of the business community	6.24	Survey [0..10]	30
Language Skills	Are meeting the needs of enterprises	5.90	Survey [0..10]	32
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.95	number	43
Educational Assessment - PISA	PISA survey of 15-year olds	397.00	Value	51

5 Best Ranked Criteria

5 Worst Ranked Criteria



AUSTRALIA

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

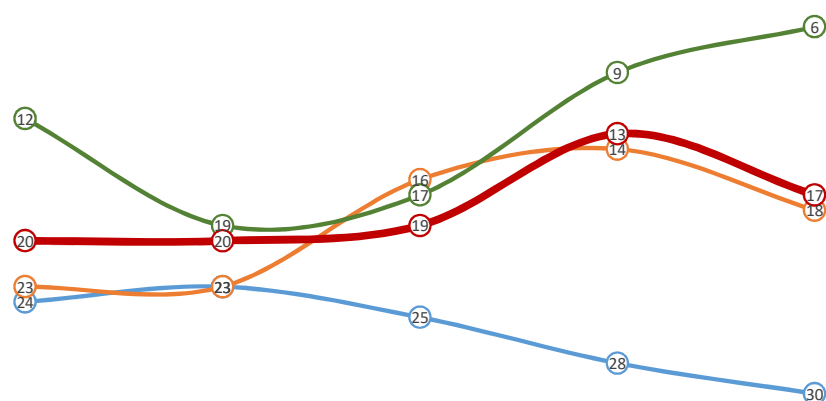
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30

18

6

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.26	%	25
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.54	%	45
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.61	ratio	29
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.02	ratio	27
Apprenticeships	Are sufficiently implemented	4.94	Survey [0..10]	22
Employee Training	Is a high priority in companies	5.98	Survey [0..10]	26
Female Labor Force	Percentage of total labor force	46.09	%	29
Health Infrastructure	Meets the needs of society	7.06	Survey [0..10]	22

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	87.00	index	46
Attracting and Retaining Talents	Is a priority in companies	7.32	Survey [0..10]	19
Worker Motivation	Is high	6.18	Survey [0..10]	28
Brain Drain	Does not hinder competitiveness in your economy	5.69	Survey [0..10]	22
Quality of Life	Is high	9.25	Survey [0..10]	7
Foreign High-Skilled People	Are attracted to your country's business environment	7.33	Survey [0..10]	12
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	51,497	US\$	6
Remuneration of Management	Total base salary plus bonuses and long-term incentives	163,541	US\$	27
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.81	%	43
Personal Security and Private Property Rights	Are adequately protected	8.81	Survey	9

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.84	%	12
Skilled Labor	Is readily available	6.51	Survey [0..10]	15
Finance Skills	Are readily available	7.76	Survey [0..10]	12
International Experience	Of senior managers is generally significant	5.60	Survey [0..10]	29
Competent Senior Managers	Are readily available	6.40	Survey [0..10]	17
Educational System	Meets the needs of a competitive economy	7.57	Survey [0..10]	11
Science in Schools	Is sufficiently emphasized	5.62	Survey [0..10]	26
University Education	Meets the needs of a competitive economy	7.14	Survey [0..10]	16
Management Education	Meets the needs of the business community	6.98	Survey [0..10]	19
Language Skills	Are meeting the needs of enterprises	5.82	Survey [0..10]	34
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	10.73	number	1
Educational Assessment - PISA	PISA survey of 15-year olds	512.50	Value	14

5 Best Ranked Criteria

5 Worst Ranked Criteria



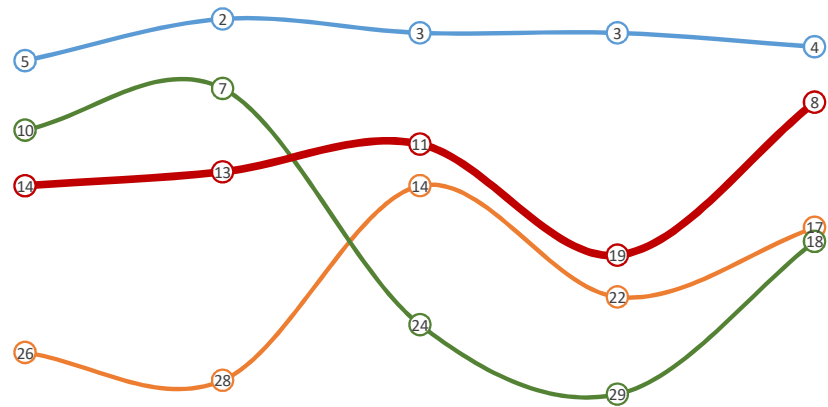
AUSTRIA

2012 2013 2014 2015 2016

Rank 2016

Overall**8****Investment &
Development****4****Appeal****17****Readiness****18**

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.00	%	29
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	26.95	%	9
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.92	ratio	10
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.35	ratio	9
Apprenticeships	Are sufficiently implemented	8.06	Survey [0..10]	3
Employee Training	Is a high priority in companies	7.59	Survey [0..10]	4
Female Labor Force	Percentage of total labor force	46.91	%	19
Health Infrastructure	Meets the needs of society	8.48	Survey [0..10]	3

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	79.40	index	36
Attracting and Retaining Talents	Is a priority in companies	7.33	Survey [0..10]	18
Worker Motivation	Is high	7.62	Survey [0..10]	4
Brain Drain	Does not hinder competitiveness in your economy	5.65	Survey [0..10]	23
Quality of Life	Is high	9.71	Survey [0..10]	2
Foreign High-Skilled People	Are attracted to your country's business environment	5.02	Survey [0..10]	30
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	40,720	US\$	15
Remuneration of Management	Total base salary plus bonuses and long-term incentives	260,394	US\$	4
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	31.01	%	61
Personal Security and Private Property Rights	Are adequately protected	8.54	Survey	12

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.98	%	26
Skilled Labor	Is readily available	5.39	Survey [0..10]	41
Finance Skills	Are readily available	7.10	Survey [0..10]	21
International Experience	Of senior managers is generally significant	6.06	Survey [0..10]	16
Competent Senior Managers	Are readily available	5.37	Survey [0..10]	39
Educational System	Meets the needs of a competitive economy	5.87	Survey [0..10]	27
Science in Schools	Is sufficiently emphasized	4.62	Survey [0..10]	43
University Education	Meets the needs of a competitive economy	6.90	Survey [0..10]	20
Management Education	Meets the needs of the business community	6.74	Survey [0..10]	20
Language Skills	Are meeting the needs of enterprises	6.42	Survey [0..10]	27
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	8.36	number	4
Educational Assessment - PISA	PISA survey of 15-year olds	506.00	Value	19



BELGIUM

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

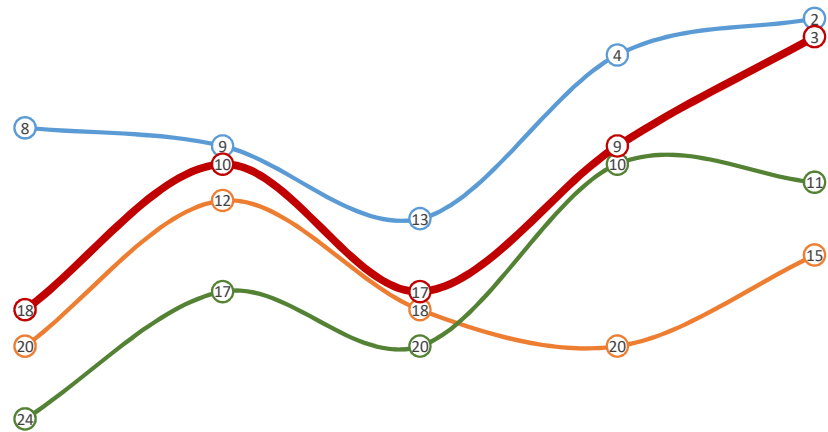
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11

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.44	%	7
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	38.55	%	1
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.67	ratio	16
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.67	ratio	12
Apprenticeships	Are sufficiently implemented	4.35	Survey [0..10]	40
Employee Training	Is a high priority in companies	6.07	Survey [0..10]	23
Female Labor Force	Percentage of total labor force	47.13	%	16
Health Infrastructure	Meets the needs of society	9.02	Survey [0..10]	2

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.10	index	23
Attracting and Retaining Talents	Is a priority in companies	7.46	Survey [0..10]	15
Worker Motivation	Is high	6.42	Survey [0..10]	24
Brain Drain	Does not hinder competitiveness in your economy	6.11	Survey [0..10]	15
Quality of Life	Is high	9.05	Survey [0..10]	12
Foreign High-Skilled People	Are attracted to your country's business environment	5.89	Survey [0..10]	21
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	41,133	US\$	14
Remuneration of Management	Total base salary plus bonuses and long-term incentives	242,321	US\$	9
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	25.97	%	52
Personal Security and Private Property Rights	Are adequately protected	8.18	Survey	18

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-1.66	%	59
Skilled Labor	Is readily available	6.42	Survey [0..10]	16
Finance Skills	Are readily available	7.82	Survey [0..10]	8
International Experience	Of senior managers is generally significant	7.40	Survey [0..10]	4
Competent Senior Managers	Are readily available	6.93	Survey [0..10]	7
Educational System	Meets the needs of a competitive economy	7.71	Survey [0..10]	8
Science in Schools	Is sufficiently emphasized	6.63	Survey [0..10]	10
University Education	Meets the needs of a competitive economy	7.96	Survey [0..10]	6
Management Education	Meets the needs of the business community	7.30	Survey [0..10]	10
Language Skills	Are meeting the needs of enterprises	8.46	Survey [0..10]	7
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.37	number	11
Educational Assessment - PISA	PISA survey of 15-year olds	510.00	Value	16



BRAZIL

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

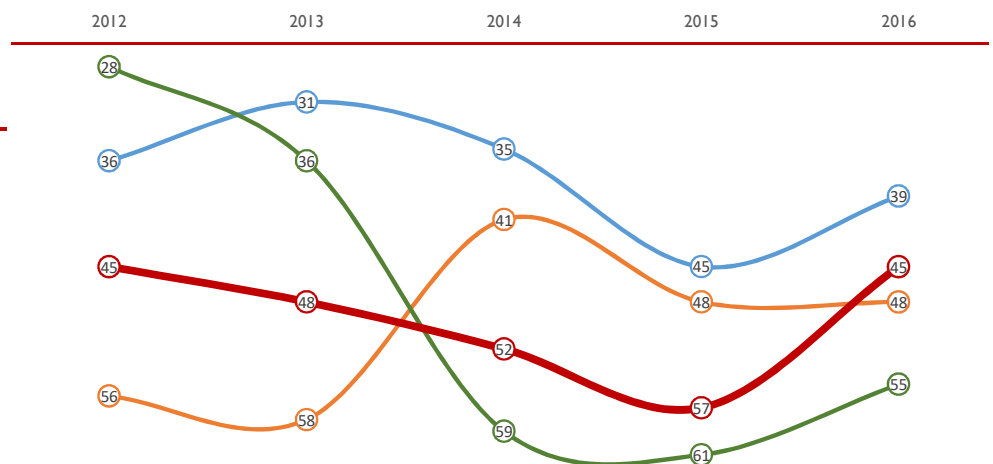
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48

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of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.40	%	9
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.66	%	26
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	22.40	ratio	54
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	17.26	ratio	50
Apprenticeships	Are sufficiently implemented	4.62	Survey [0..10]	33
Employee Training	Is a high priority in companies	5.57	Survey [0..10]	39
Female Labor Force	Percentage of total labor force	48.00	%	9
Health Infrastructure	Meets the needs of society	1.72	Survey [0..10]	60

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	84.40	index	44
Attracting and Retaining Talents	Is a priority in companies	6.27	Survey [0..10]	42
Worker Motivation	Is high	5.25	Survey [0..10]	41
Brain Drain	Does not hinder competitiveness in your economy	4.27	Survey [0..10]	36
Quality of Life	Is high	4.32	Survey [0..10]	54
Foreign High-Skilled People	Are attracted to your country's business environment	3.55	Survey [0..10]	53
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	17,117	US\$	36
Remuneration of Management	Total base salary plus bonuses and long-term incentives	120,351	US\$	41
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	8.54	%	10
Personal Security and Private Property Rights	Are adequately protected	3.81	Survey	57

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	6.45	%	2
Skilled Labor	Is readily available	4.69	Survey [0..10]	51
Finance Skills	Are readily available	5.04	Survey [0..10]	54
International Experience	Of senior managers is generally significant	4.34	Survey [0..10]	56
Competent Senior Managers	Are readily available	4.84	Survey [0..10]	48
Educational System	Meets the needs of a competitive economy	2.68	Survey [0..10]	59
Science in Schools	Is sufficiently emphasized	2.65	Survey [0..10]	60
University Education	Meets the needs of a competitive economy	4.31	Survey [0..10]	53
Management Education	Meets the needs of the business community	4.59	Survey [0..10]	54
Language Skills	Are meeting the needs of enterprises	3.04	Survey [0..10]	59
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.08	number	54
Educational Assessment - PISA	PISA survey of 15-year olds	398.00	Value	49



BULGARIA

2012 2013 2014 2015 2016

Overall

Rank 2016

57

Investment &
Development

46

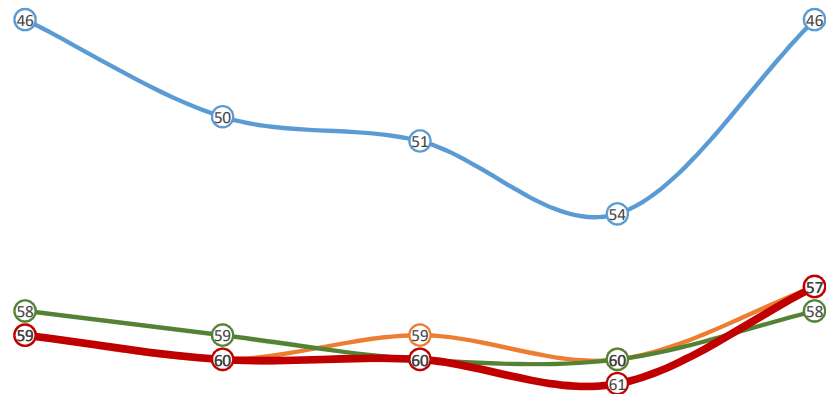
Appeal

57

Readiness

58

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.35	%	51
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.38	%	30
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.63	ratio	47
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.04	ratio	37
Apprenticeships	Are sufficiently implemented	2.83	Survey [0..10]	59
Employee Training	Is a high priority in companies	5.02	Survey [0..10]	48
Female Labor Force	Percentage of total labor force	46.60	%	24
Health Infrastructure	Meets the needs of society	3.13	Survey [0..10]	54

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	56.30	index	2
Attracting and Retaining Talents	Is a priority in companies	6.53	Survey [0..10]	34
Worker Motivation	Is high	4.53	Survey [0..10]	56
Brain Drain	Does not hinder competitiveness in your economy	1.96	Survey [0..10]	59
Quality of Life	Is high	4.00	Survey [0..10]	55
Foreign High-Skilled People	Are attracted to your country's business environment	2.98	Survey [0..10]	56
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	7,891	US\$	56
Remuneration of Management	Total base salary plus bonuses and long-term incentives	43,794	US\$	55
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.30	%	36
Personal Security and Private Property Rights	Are adequately protected	3.27	Survey	59

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.86	%	58
Skilled Labor	Is readily available	4.42	Survey [0..10]	53
Finance Skills	Are readily available	4.98	Survey [0..10]	55
International Experience	Of senior managers is generally significant	4.58	Survey [0..10]	49
Competent Senior Managers	Are readily available	3.84	Survey [0..10]	57
Educational System	Meets the needs of a competitive economy	2.69	Survey [0..10]	58
Science in Schools	Is sufficiently emphasized	3.17	Survey [0..10]	54
University Education	Meets the needs of a competitive economy	2.86	Survey [0..10]	61
Management Education	Meets the needs of the business community	3.76	Survey [0..10]	60
Language Skills	Are meeting the needs of enterprises	5.71	Survey [0..10]	37
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.60	number	30
Educational Assessment - PISA	PISA survey of 15-year olds	442.50	Value	41



CANADA

2012 2013 2014 2015 2016

Overall

Rank 2016

12

Investment &
Development

22

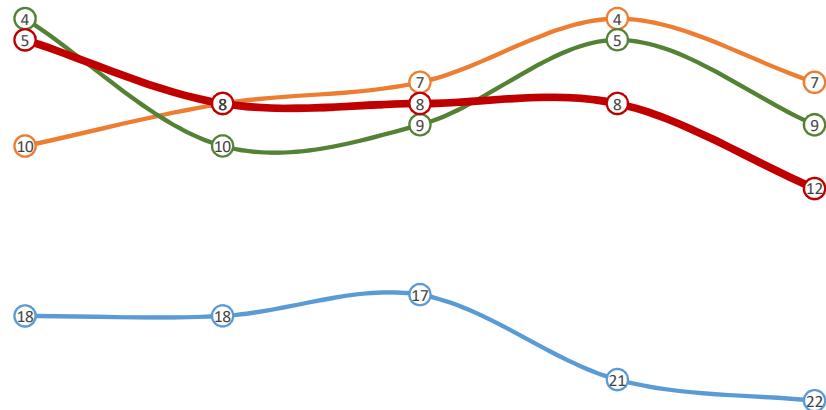
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7

Readiness

9

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.43	%	18
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.32	%	37
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.03	ratio	24
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.85	ratio	40
Apprenticeships	Are sufficiently implemented	5.10	Survey [0..10]	21
Employee Training	Is a high priority in companies	6.10	Survey [0..10]	21
Female Labor Force	Percentage of total labor force	47.18	%	14
Health Infrastructure	Meets the needs of society	7.40	Survey [0..10]	19

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	71.30	index	18
Attracting and Retaining Talents	Is a priority in companies	7.08	Survey [0..10]	24
Worker Motivation	Is high	6.65	Survey [0..10]	18
Brain Drain	Does not hinder competitiveness in your economy	5.80	Survey [0..10]	19
Quality of Life	Is high	9.55	Survey [0..10]	5
Foreign High-Skilled People	Are attracted to your country's business environment	7.40	Survey [0..10]	11
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	45,701	US\$	11
Remuneration of Management	Total base salary plus bonuses and long-term incentives	195,319	US\$	20
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.11	%	31
Personal Security and Private Property Rights	Are adequately protected	9.00	Survey	6

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.80	%	32
Skilled Labor	Is readily available	7.00	Survey [0..10]	7
Finance Skills	Are readily available	7.80	Survey [0..10]	10
International Experience	Of senior managers is generally significant	5.74	Survey [0..10]	26
Competent Senior Managers	Are readily available	6.55	Survey [0..10]	15
Educational System	Meets the needs of a competitive economy	8.05	Survey [0..10]	5
Science in Schools	Is sufficiently emphasized	6.72	Survey [0..10]	8
University Education	Meets the needs of a competitive economy	7.45	Survey [0..10]	11
Management Education	Meets the needs of the business community	7.40	Survey [0..10]	9
Language Skills	Are meeting the needs of enterprises	7.55	Survey [0..10]	17
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.90	number	15
Educational Assessment - PISA	PISA survey of 15-year olds	521.50	Value	12



CHILE

Overall

Rank 2016

47

Investment &
Development

58

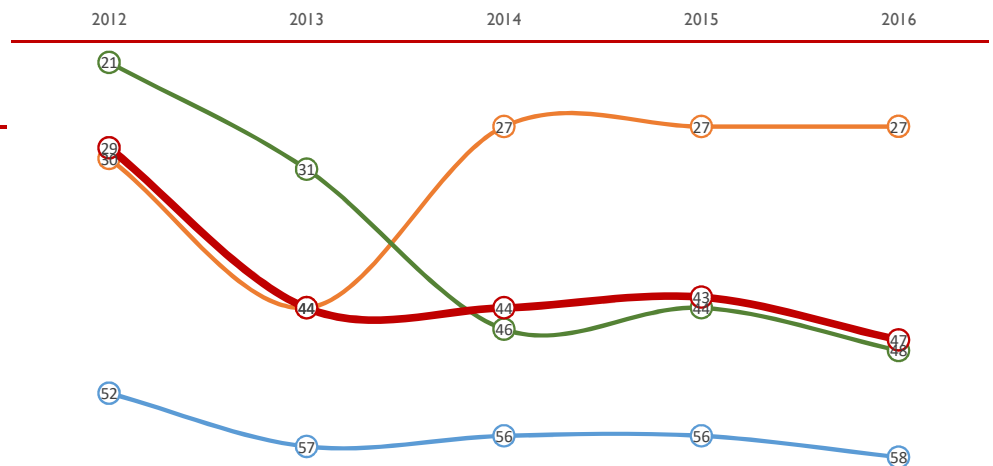
Appeal

27

Readiness

48

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.08	%	41
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.15	%	50
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	22.53	ratio	55
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	24.80	ratio	57
Apprenticeships	Are sufficiently implemented	3.97	Survey [0..10]	49
Employee Training	Is a high priority in companies	5.02	Survey [0..10]	50
Female Labor Force	Percentage of total labor force	41.09	%	48
Health Infrastructure	Meets the needs of society	3.97	Survey [0..10]	47

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	76.80	index	32
Attracting and Retaining Talents	Is a priority in companies	6.29	Survey [0..10]	40
Worker Motivation	Is high	5.97	Survey [0..10]	34
Brain Drain	Does not hinder competitiveness in your economy	6.06	Survey [0..10]	16
Quality of Life	Is high	6.38	Survey [0..10]	36
Foreign High-Skilled People	Are attracted to your country's business environment	7.14	Survey [0..10]	14
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	16,341	US\$	37
Remuneration of Management	Total base salary plus bonuses and long-term incentives	196,703	US\$	17
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	17.02	%	28
Personal Security and Private Property Rights	Are adequately protected	5.87	Survey	40

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.39	%	20
Skilled Labor	Is readily available	4.76	Survey [0..10]	49
Finance Skills	Are readily available	6.48	Survey [0..10]	31
International Experience	Of senior managers is generally significant	5.90	Survey [0..10]	19
Competent Senior Managers	Are readily available	5.87	Survey [0..10]	30
Educational System	Meets the needs of a competitive economy	3.46	Survey [0..10]	55
Science in Schools	Is sufficiently emphasized	2.79	Survey [0..10]	58
University Education	Meets the needs of a competitive economy	5.37	Survey [0..10]	36
Management Education	Meets the needs of the business community	6.29	Survey [0..10]	29
Language Skills	Are meeting the needs of enterprises	3.30	Survey [0..10]	57
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.17	number	53
Educational Assessment - PISA	PISA survey of 15-year olds	434.00	Value	45



CHINA HONG KONG

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

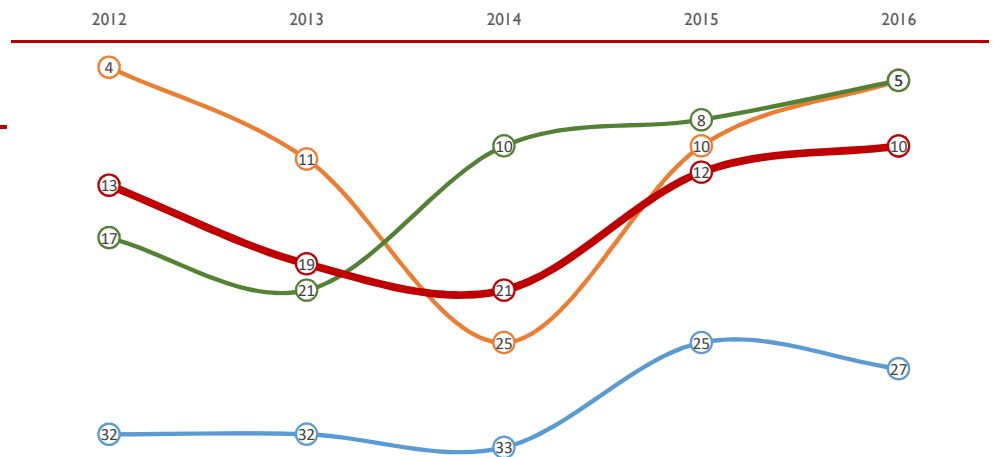
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5

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.26	%	53
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.68	%	35
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.80	ratio	22
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.10	ratio	38
Apprenticeships	Are sufficiently implemented	5.86	Survey [0..10]	9
Employee Training	Is a high priority in companies	6.69	Survey [0..10]	14
Female Labor Force	Percentage of total labor force	48.96	%	3
Health Infrastructure	Meets the needs of society	7.65	Survey [0..10]	15

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	122.00	index	59
Attracting and Retaining Talents	Is a priority in companies	8.10	Survey [0..10]	2
Worker Motivation	Is high	7.41	Survey [0..10]	8
Brain Drain	Does not hinder competitiveness in your economy	7.22	Survey [0..10]	6
Quality of Life	Is high	7.59	Survey [0..10]	25
Foreign High-Skilled People	Are attracted to your country's business environment	8.08	Survey [0..10]	6
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	45,050	US\$	12
Remuneration of Management	Total base salary plus bonuses and long-term incentives	260,139	US\$	5
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	4.72	%	6
Personal Security and Private Property Rights	Are adequately protected	9.27	Survey	1

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.88	%	30
Skilled Labor	Is readily available	6.69	Survey [0..10]	11
Finance Skills	Are readily available	8.31	Survey [0..10]	2
International Experience	Of senior managers is generally significant	8.00	Survey [0..10]	2
Competent Senior Managers	Are readily available	7.35	Survey [0..10]	1
Educational System	Meets the needs of a competitive economy	6.88	Survey [0..10]	16
Science in Schools	Is sufficiently emphasized	6.69	Survey [0..10]	9
University Education	Meets the needs of a competitive economy	7.55	Survey [0..10]	9
Management Education	Meets the needs of the business community	7.59	Survey [0..10]	6
Language Skills	Are meeting the needs of enterprises	7.04	Survey [0..10]	23
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.72	number	17
Educational Assessment - PISA	PISA survey of 15-year olds	558.00	Value	3



CHINA MAINLAND

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

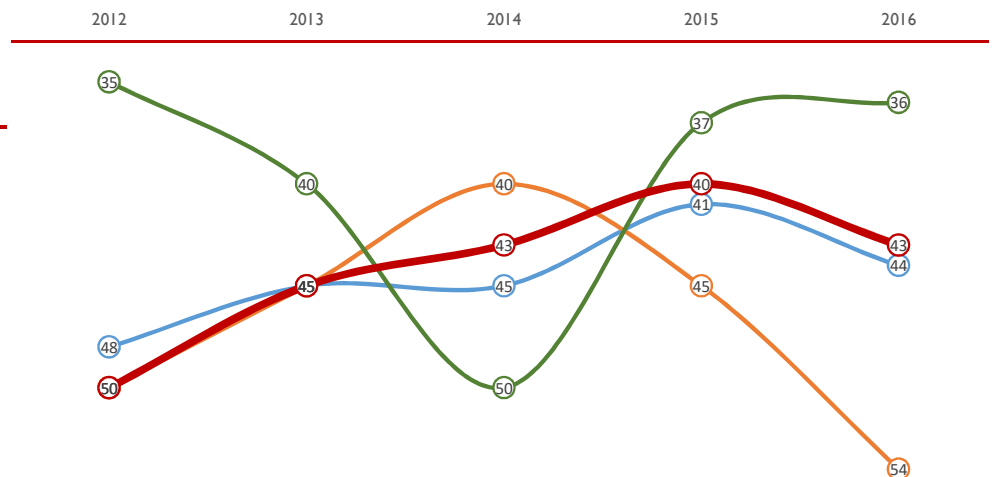
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44

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.62	%	46
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.85	ratio	39
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.14	ratio	44
Apprenticeships	Are sufficiently implemented	4.30	Survey [0..10]	43
Employee Training	Is a high priority in companies	5.89	Survey [0..10]	27
Female Labor Force	Percentage of total labor force	-	%	-
Health Infrastructure	Meets the needs of society	4.48	Survey [0..10]	41

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	110.60	index	56
Attracting and Retaining Talents	Is a priority in companies	6.96	Survey [0..10]	27
Worker Motivation	Is high	5.76	Survey [0..10]	37
Brain Drain	Does not hinder competitiveness in your economy	3.95	Survey [0..10]	42
Quality of Life	Is high	5.26	Survey [0..10]	45
Foreign High-Skilled People	Are attracted to your country's business environment	5.63	Survey [0..10]	24
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,355	US\$	52
Remuneration of Management	Total base salary plus bonuses and long-term incentives	129,374	US\$	37
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.06	%	40
Personal Security and Private Property Rights	Are adequately protected	5.24	Survey	46

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.38	%	42
Skilled Labor	Is readily available	5.35	Survey [0..10]	43
Finance Skills	Are readily available	5.59	Survey [0..10]	48
International Experience	Of senior managers is generally significant	4.02	Survey [0..10]	58
Competent Senior Managers	Are readily available	5.46	Survey [0..10]	36
Educational System	Meets the needs of a competitive economy	4.21	Survey [0..10]	47
Science in Schools	Is sufficiently emphasized	5.35	Survey [0..10]	32
University Education	Meets the needs of a competitive economy	4.50	Survey [0..10]	49
Management Education	Meets the needs of the business community	5.05	Survey [0..10]	46
Language Skills	Are meeting the needs of enterprises	5.07	Survey [0..10]	42
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.07	number	55
Educational Assessment - PISA	PISA survey of 15-year olds	596.50	Value	1



COLOMBIA

2012 2013 2014 2015 2016

Overall

Rank 2016

54

Investment &
Development

53

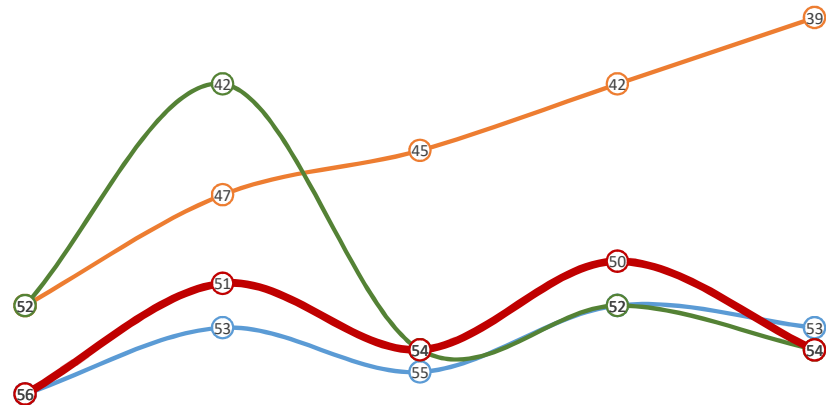
Appeal

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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.70	%	32
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.95	%	42
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	24.98	ratio	56
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	25.50	ratio	58
Apprenticeships	Are sufficiently implemented	5.33	Survey [0..10]	16
Employee Training	Is a high priority in companies	5.57	Survey [0..10]	40
Female Labor Force	Percentage of total labor force	43.14	%	42
Health Infrastructure	Meets the needs of society	2.38	Survey [0..10]	58

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	67.20	index	11
Attracting and Retaining Talents	Is a priority in companies	5.32	Survey [0..10]	54
Worker Motivation	Is high	5.59	Survey [0..10]	38
Brain Drain	Does not hinder competitiveness in your economy	3.93	Survey [0..10]	43
Quality of Life	Is high	4.68	Survey [0..10]	50
Foreign High-Skilled People	Are attracted to your country's business environment	4.58	Survey [0..10]	39
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	20,538	US\$	34
Remuneration of Management	Total base salary plus bonuses and long-term incentives	145,701	US\$	31
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	8.59	%	11
Personal Security and Private Property Rights	Are adequately protected	4.61	Survey	50

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	2.19	%	11
Skilled Labor	Is readily available	5.13	Survey [0..10]	46
Finance Skills	Are readily available	5.44	Survey [0..10]	50
International Experience	Of senior managers is generally significant	4.89	Survey [0..10]	40
Competent Senior Managers	Are readily available	4.67	Survey [0..10]	50
Educational System	Meets the needs of a competitive economy	3.72	Survey [0..10]	52
Science in Schools	Is sufficiently emphasized	3.09	Survey [0..10]	55
University Education	Meets the needs of a competitive economy	4.63	Survey [0..10]	46
Management Education	Meets the needs of the business community	4.89	Survey [0..10]	50
Language Skills	Are meeting the needs of enterprises	3.48	Survey [0..10]	56
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.54	number	48
Educational Assessment - PISA	PISA survey of 15-year olds	387.50	Value	52



CROATIA

2012 2013 2014 2015 2016

Rank 2016

Overall

53

Investment &
Development

34

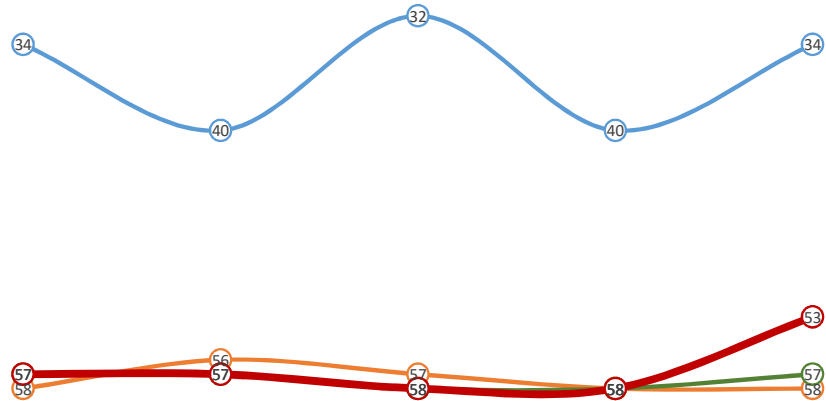
Appeal

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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.02	%	28
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.04	%	39
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.10	ratio	12
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.00	ratio	14
Apprenticeships	Are sufficiently implemented	3.37	Survey [0..10]	56
Employee Training	Is a high priority in companies	4.41	Survey [0..10]	59
Female Labor Force	Percentage of total labor force	46.29	%	27
Health Infrastructure	Meets the needs of society	4.84	Survey [0..10]	38

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	63.40	index	8
Attracting and Retaining Talents	Is a priority in companies	4.66	Survey [0..10]	60
Worker Motivation	Is high	4.16	Survey [0..10]	57
Brain Drain	Does not hinder competitiveness in your economy	2.16	Survey [0..10]	57
Quality of Life	Is high	5.40	Survey [0..10]	41
Foreign High-Skilled People	Are attracted to your country's business environment	1.97	Survey [0..10]	60
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	16,660	US\$	35
Remuneration of Management	Total base salary plus bonuses and long-term incentives	78,245	US\$	51
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	22.24	%	45
Personal Security and Private Property Rights	Are adequately protected	5.02	Survey	48

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.42	%	38
Skilled Labor	Is readily available	4.19	Survey [0..10]	55
Finance Skills	Are readily available	4.25	Survey [0..10]	61
International Experience	Of senior managers is generally significant	3.84	Survey [0..10]	60
Competent Senior Managers	Are readily available	3.52	Survey [0..10]	59
Educational System	Meets the needs of a competitive economy	2.73	Survey [0..10]	57
Science in Schools	Is sufficiently emphasized	2.83	Survey [0..10]	57
University Education	Meets the needs of a competitive economy	3.22	Survey [0..10]	59
Management Education	Meets the needs of the business community	3.84	Survey [0..10]	59
Language Skills	Are meeting the needs of enterprises	6.13	Survey [0..10]	30
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.20	number	52
Educational Assessment - PISA	PISA survey of 15-year olds	481.00	Value	36



CZECH REPUBLIC

2012 2013 2014 2015 2016

Rank 2016

Overall**31**Investment &
Development**31**

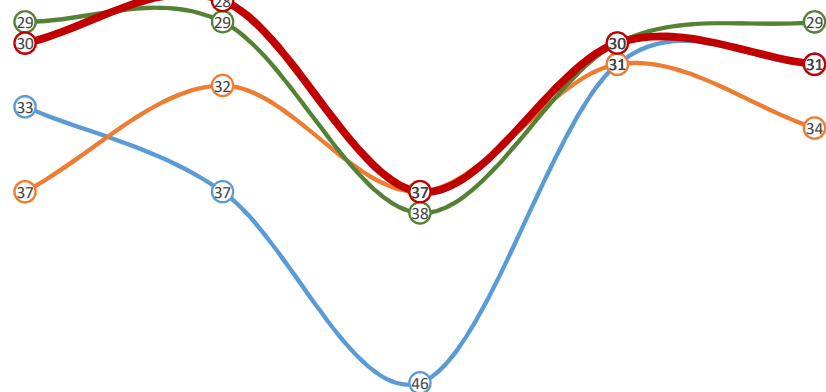
Appeal

34

Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.17	%	26
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.35	%	16
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.79	ratio	49
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.14	ratio	20
Apprenticeships	Are sufficiently implemented	3.48	Survey [0..10]	54
Employee Training	Is a high priority in companies	5.64	Survey [0..10]	37
Female Labor Force	Percentage of total labor force	43.51	%	41
Health Infrastructure	Meets the needs of society	7.38	Survey [0..10]	20

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	67.90	index	13
Attracting and Retaining Talents	Is a priority in companies	6.53	Survey [0..10]	33
Worker Motivation	Is high	6.03	Survey [0..10]	32
Brain Drain	Does not hinder competitiveness in your economy	5.54	Survey [0..10]	26
Quality of Life	Is high	8.20	Survey [0..10]	19
Foreign High-Skilled People	Are attracted to your country's business environment	4.85	Survey [0..10]	32
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,607	US\$	45
Remuneration of Management	Total base salary plus bonuses and long-term incentives	98,835	US\$	44
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.63	%	38
Personal Security and Private Property Rights	Are adequately protected	6.89	Survey	33

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.23	%	47
Skilled Labor	Is readily available	4.63	Survey [0..10]	52
Finance Skills	Are readily available	5.77	Survey [0..10]	43
International Experience	Of senior managers is generally significant	5.84	Survey [0..10]	24
Competent Senior Managers	Are readily available	5.05	Survey [0..10]	44
Educational System	Meets the needs of a competitive economy	5.57	Survey [0..10]	32
Science in Schools	Is sufficiently emphasized	5.15	Survey [0..10]	38
University Education	Meets the needs of a competitive economy	5.77	Survey [0..10]	31
Management Education	Meets the needs of the business community	6.33	Survey [0..10]	28
Language Skills	Are meeting the needs of enterprises	6.13	Survey [0..10]	29
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.82	number	16
Educational Assessment - PISA	PISA survey of 15-year olds	503.50	Value	21



DENMARK

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

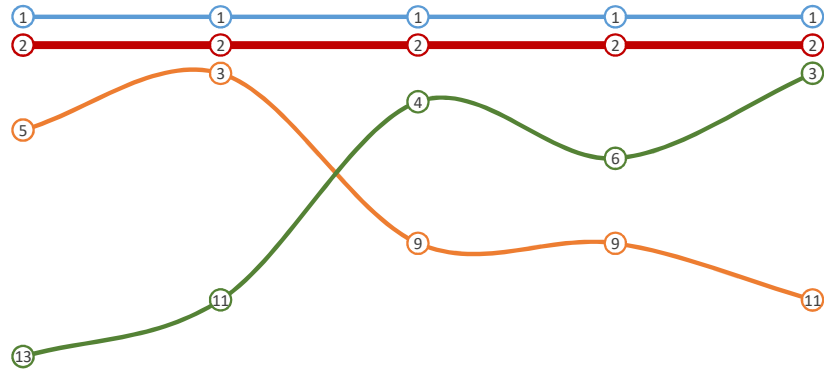
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	7.64	%	2
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	29.44	%	7
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.80	ratio	9
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.55	ratio	25
Apprenticeships	Are sufficiently implemented	6.83	Survey [0..10]	5
Employee Training	Is a high priority in companies	7.60	Survey [0..10]	3
Female Labor Force	Percentage of total labor force	47.01	%	18
Health Infrastructure	Meets the needs of society	8.27	Survey [0..10]	7

Factor 2 : Appeal

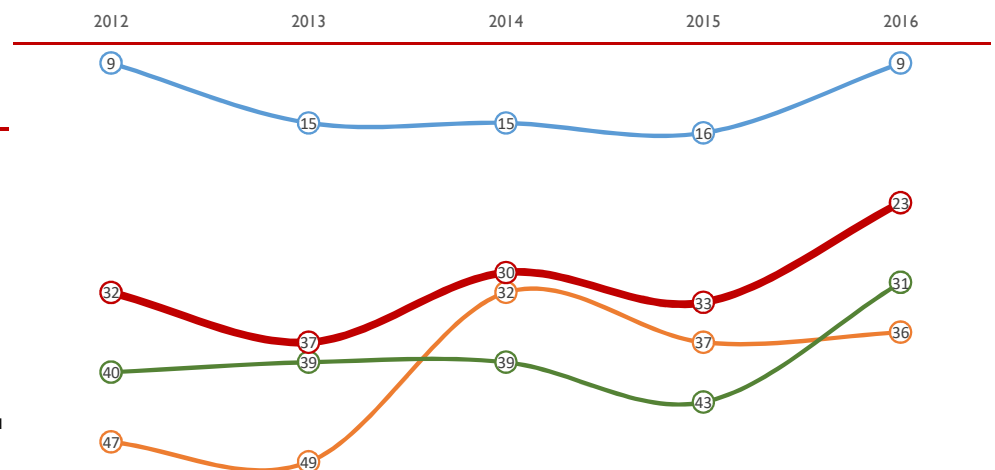
Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	90.00	index	47
Attracting and Retaining Talents	Is a priority in companies	8.21	Survey [0..10]	1
Worker Motivation	Is high	8.06	Survey [0..10]	1
Brain Drain	Does not hinder competitiveness in your economy	7.25	Survey [0..10]	5
Quality of Life	Is high	9.52	Survey [0..10]	6
Foreign High-Skilled People	Are attracted to your country's business environment	5.24	Survey [0..10]	28
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	59,093	US\$	2
Remuneration of Management	Total base salary plus bonuses and long-term incentives	204,150	US\$	15
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	29.67	%	60
Personal Security and Private Property Rights	Are adequately protected	9.23	Survey	2

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.92	%	27
Skilled Labor	Is readily available	7.03	Survey [0..10]	6
Finance Skills	Are readily available	8.17	Survey [0..10]	4
International Experience	Of senior managers is generally significant	6.72	Survey [0..10]	11
Competent Senior Managers	Are readily available	7.04	Survey [0..10]	3
Educational System	Meets the needs of a competitive economy	7.90	Survey [0..10]	6
Science in Schools	Is sufficiently emphasized	6.79	Survey [0..10]	6
University Education	Meets the needs of a competitive economy	7.98	Survey [0..10]	5
Management Education	Meets the needs of the business community	8.00	Survey [0..10]	2
Language Skills	Are meeting the needs of enterprises	8.98	Survey [0..10]	1
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	5.26	number	9
Educational Assessment - PISA	PISA survey of 15-year olds	499.00	Value	22



ESTONIA



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.92	%	13
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.09	%	8
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.04	ratio	18
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.57	ratio	17
Apprenticeships	Are sufficiently implemented	4.76	Survey [0..10]	30
Employee Training	Is a high priority in companies	6.78	Survey [0..10]	11
Female Labor Force	Percentage of total labor force	48.81	%	5
Health Infrastructure	Meets the needs of society	5.83	Survey [0..10]	34

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	65.40	index	10
Attracting and Retaining Talents	Is a priority in companies	7.14	Survey [0..10]	22
Worker Motivation	Is high	6.10	Survey [0..10]	30
Brain Drain	Does not hinder competitiveness in your economy	3.49	Survey [0..10]	47
Quality of Life	Is high	6.44	Survey [0..10]	34
Foreign High-Skilled People	Are attracted to your country's business environment	4.42	Survey [0..10]	42
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,655	US\$	39
Remuneration of Management	Total base salary plus bonuses and long-term incentives	88,771	US\$	48
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.50	%	25
Personal Security and Private Property Rights	Are adequately protected	6.93	Survey	31

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.29	%	23
Skilled Labor	Is readily available	3.22	Survey [0..10]	61
Finance Skills	Are readily available	4.92	Survey [0..10]	57
International Experience	Of senior managers is generally significant	4.75	Survey [0..10]	46
Competent Senior Managers	Are readily available	3.80	Survey [0..10]	58
Educational System	Meets the needs of a competitive economy	6.78	Survey [0..10]	17
Science in Schools	Is sufficiently emphasized	6.44	Survey [0..10]	13
University Education	Meets the needs of a competitive economy	6.51	Survey [0..10]	23
Management Education	Meets the needs of the business community	6.41	Survey [0..10]	26
Language Skills	Are meeting the needs of enterprises	7.25	Survey [0..10]	21
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.42	number	31
Educational Assessment - PISA	PISA survey of 15-year olds	531.00	Value	8



FINLAND

2012 2013 2014 2015 2016

Overall

Rank 2016

6

Investment &
Development

5

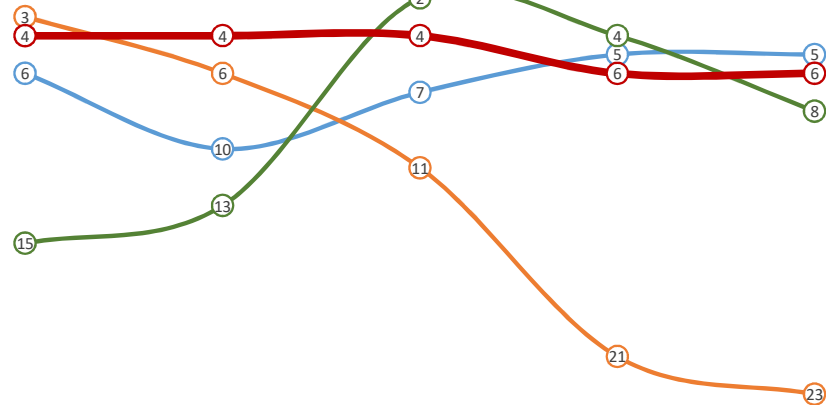
Appeal

23

Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.43	%	8
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	34.70	%	2
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.20	ratio	19
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.71	ratio	30
Apprenticeships	Are sufficiently implemented	4.44	Survey [0..10]	36
Employee Training	Is a high priority in companies	6.69	Survey [0..10]	14
Female Labor Force	Percentage of total labor force	48.46	%	6
Health Infrastructure	Meets the needs of society	7.92	Survey [0..10]	11

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	77.50	index	34
Attracting and Retaining Talents	Is a priority in companies	7.06	Survey [0..10]	25
Worker Motivation	Is high	6.51	Survey [0..10]	20
Brain Drain	Does not hinder competitiveness in your economy	6.54	Survey [0..10]	10
Quality of Life	Is high	8.82	Survey [0..10]	15
Foreign High-Skilled People	Are attracted to your country's business environment	3.85	Survey [0..10]	47
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	36,759	US\$	21
Remuneration of Management	Total base salary plus bonuses and long-term incentives	172,200	US\$	24
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	28.54	%	57
Personal Security and Private Property Rights	Are adequately protected	9.05	Survey	4

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.37	%	43
Skilled Labor	Is readily available	7.53	Survey [0..10]	2
Finance Skills	Are readily available	7.32	Survey [0..10]	15
International Experience	Of senior managers is generally significant	5.28	Survey [0..10]	34
Competent Senior Managers	Are readily available	6.00	Survey [0..10]	22
Educational System	Meets the needs of a competitive economy	8.70	Survey [0..10]	2
Science in Schools	Is sufficiently emphasized	7.87	Survey [0..10]	3
University Education	Meets the needs of a competitive economy	8.00	Survey [0..10]	4
Management Education	Meets the needs of the business community	7.03	Survey [0..10]	18
Language Skills	Are meeting the needs of enterprises	8.15	Survey [0..10]	9
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.01	number	14
Educational Assessment - PISA	PISA survey of 15-year olds	532.00	Value	7



FRANCE

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

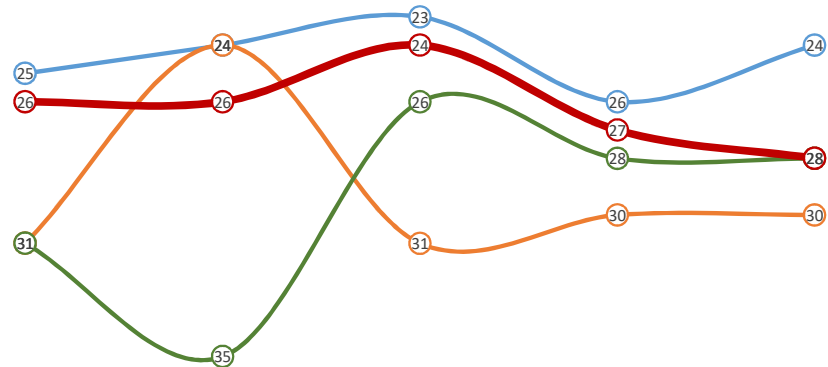
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24

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.50	%	16
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	26.88	%	10
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	19.31	ratio	50
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.73	ratio	32
Apprenticeships	Are sufficiently implemented	3.29	Survey [0..10]	57
Employee Training	Is a high priority in companies	5.33	Survey [0..10]	45
Female Labor Force	Percentage of total labor force	48.06	%	8
Health Infrastructure	Meets the needs of society	8.18	Survey [0..10]	9

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	81.90	index	41
Attracting and Retaining Talents	Is a priority in companies	6.28	Survey [0..10]	41
Worker Motivation	Is high	5.25	Survey [0..10]	41
Brain Drain	Does not hinder competitiveness in your economy	4.78	Survey [0..10]	32
Quality of Life	Is high	8.00	Survey [0..10]	23
Foreign High-Skilled People	Are attracted to your country's business environment	4.55	Survey [0..10]	40
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	38,787	US\$	18
Remuneration of Management	Total base salary plus bonuses and long-term incentives	243,218	US\$	12
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.19	%	49
Personal Security and Private Property Rights	Are adequately protected	7.48	Survey	27

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.09	%	51
Skilled Labor	Is readily available	6.10	Survey [0..10]	27
Finance Skills	Are readily available	7.11	Survey [0..10]	20
International Experience	Of senior managers is generally significant	4.80	Survey [0..10]	43
Competent Senior Managers	Are readily available	5.90	Survey [0..10]	29
Educational System	Meets the needs of a competitive economy	6.03	Survey [0..10]	26
Science in Schools	Is sufficiently emphasized	6.30	Survey [0..10]	17
University Education	Meets the needs of a competitive economy	6.03	Survey [0..10]	28
Management Education	Meets the needs of the business community	4.91	Survey [0..10]	49
Language Skills	Are meeting the needs of enterprises	3.58	Survey [0..10]	55
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.65	number	19
Educational Assessment - PISA	PISA survey of 15-year olds	497.00	Value	23



GERMANY

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

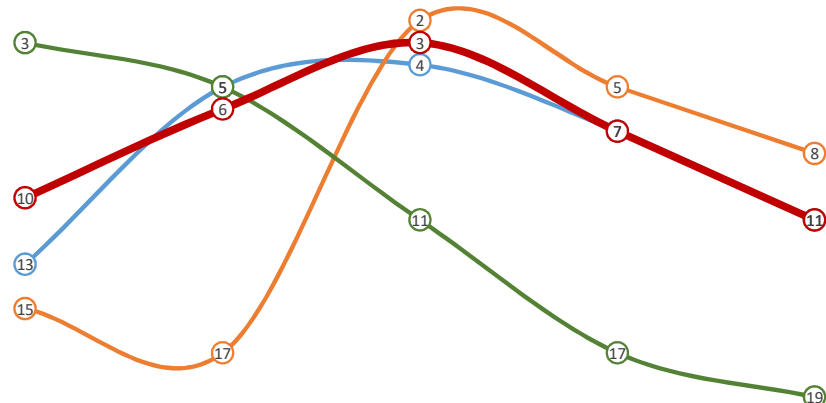
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11

8

19

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.20	%	38
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	23.23	%	21
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.00	ratio	30
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.49	ratio	39
Apprenticeships	Are sufficiently implemented	8.54	Survey [0..10]	2
Employee Training	Is a high priority in companies	7.71	Survey [0..10]	2
Female Labor Force	Percentage of total labor force	46.67	%	21
Health Infrastructure	Meets the needs of society	8.22	Survey [0..10]	0

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	75.20	index	29
Attracting and Retaining Talents	Is a priority in companies	7.60	Survey [0..10]	10
Worker Motivation	Is high	7.59	Survey [0..10]	5
Brain Drain	Does not hinder competitiveness in your economy	6.36	Survey [0..10]	13
Quality of Life	Is high	9.21	Survey [0..10]	9
Foreign High-Skilled People	Are attracted to your country's business environment	6.63	Survey [0..10]	16
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	42,280	US\$	17
Remuneration of Management	Total base salary plus bonuses and long-term incentives	281,992	US\$	3
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	26.48	%	54
Personal Security and Private Property Rights	Are adequately protected	8.25	Survey	16

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.31	%	44
Skilled Labor	Is readily available	5.59	Survey [0..10]	36
Finance Skills	Are readily available	7.14	Survey [0..10]	18
International Experience	Of senior managers is generally significant	6.54	Survey [0..10]	14
Competent Senior Managers	Are readily available	5.91	Survey [0..10]	28
Educational System	Meets the needs of a competitive economy	7.63	Survey [0..10]	10
Science in Schools	Is sufficiently emphasized	6.45	Survey [0..10]	12
University Education	Meets the needs of a competitive economy	7.59	Survey [0..10]	8
Management Education	Meets the needs of the business community	7.03	Survey [0..10]	17
Language Skills	Are meeting the needs of enterprises	7.05	Survey [0..10]	22
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.42	number	25
Educational Assessment - PISA	PISA survey of 15-year olds	519.00	Value	13

5 Best Ranked Criteria

5 Worst Ranked Criteria



GREECE

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

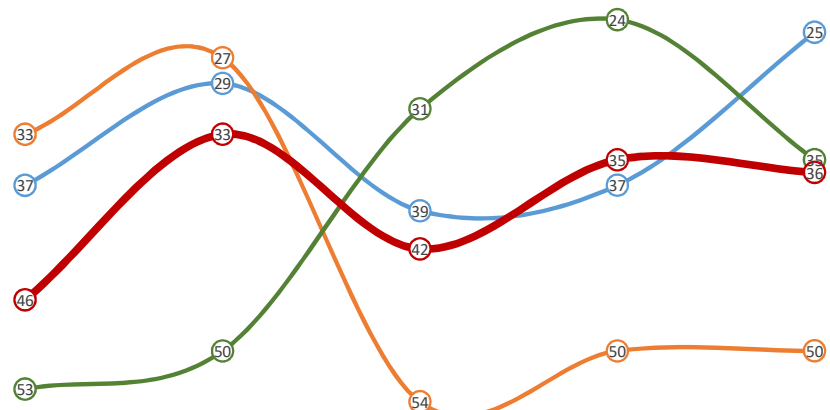
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.54	%	34
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	9.49	ratio	2
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	7.72	ratio	1
Apprenticeships	Are sufficiently implemented	4.31	Survey [0..10]	42
Employee Training	Is a high priority in companies	4.94	Survey [0..10]	52
Female Labor Force	Percentage of total labor force	44.57	%	39
Health Infrastructure	Meets the needs of society	4.56	Survey [0..10]	40

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	68.60	index	16
Attracting and Retaining Talents	Is a priority in companies	5.12	Survey [0..10]	57
Worker Motivation	Is high	4.78	Survey [0..10]	52
Brain Drain	Does not hinder competitiveness in your economy	3.32	Survey [0..10]	51
Quality of Life	Is high	5.73	Survey [0..10]	37
Foreign High-Skilled People	Are attracted to your country's business environment	2.33	Survey [0..10]	59
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	19,055	US\$	32
Remuneration of Management	Total base salary plus bonuses and long-term incentives	166,645	US\$	26
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.91	%	44
Personal Security and Private Property Rights	Are adequately protected	5.64	Survey	43

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.08	%	54
Skilled Labor	Is readily available	6.85	Survey [0..10]	9
Finance Skills	Are readily available	6.25	Survey [0..10]	35
International Experience	Of senior managers is generally significant	5.39	Survey [0..10]	33
Competent Senior Managers	Are readily available	5.53	Survey [0..10]	35
Educational System	Meets the needs of a competitive economy	4.55	Survey [0..10]	40
Science in Schools	Is sufficiently emphasized	4.88	Survey [0..10]	40
University Education	Meets the needs of a competitive economy	4.93	Survey [0..10]	41
Management Education	Meets the needs of the business community	5.01	Survey [0..10]	48
Language Skills	Are meeting the needs of enterprises	7.75	Survey [0..10]	15
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.49	number	23
Educational Assessment - PISA	PISA survey of 15-year olds	460.00	Value	39



HUNGARY

2012 2013 2014 2015 2016

Overall

Rank 2016

50

Investment &
Development

37

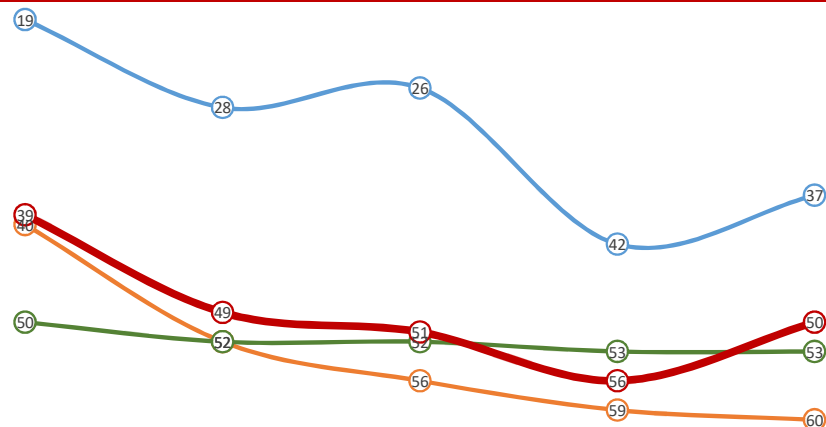
Appeal

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Readiness

53

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.68	%	33
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	19.73	%	32
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.40	ratio	5
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.26	ratio	21
Apprenticeships	Are sufficiently implemented	3.45	Survey [0..10]	55
Employee Training	Is a high priority in companies	4.75	Survey [0..10]	56
Female Labor Force	Percentage of total labor force	45.88	%	32
Health Infrastructure	Meets the needs of society	2.55	Survey [0..10]	55

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	62.70	index	7
Attracting and Retaining Talents	Is a priority in companies	5.78	Survey [0..10]	47
Worker Motivation	Is high	4.07	Survey [0..10]	58
Brain Drain	Does not hinder competitiveness in your economy	1.56	Survey [0..10]	60
Quality of Life	Is high	3.69	Survey [0..10]	57
Foreign High-Skilled People	Are attracted to your country's business environment	3.42	Survey [0..10]	54
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,168	US\$	49
Remuneration of Management	Total base salary plus bonuses and long-term incentives	80,286	US\$	49
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	29.06	%	58
Personal Security and Private Property Rights	Are adequately protected	5.50	Survey	44

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.30	%	22
Skilled Labor	Is readily available	3.56	Survey [0..10]	59
Finance Skills	Are readily available	4.69	Survey [0..10]	58
International Experience	Of senior managers is generally significant	5.07	Survey [0..10]	35
Competent Senior Managers	Are readily available	3.12	Survey [0..10]	61
Educational System	Meets the needs of a competitive economy	3.65	Survey [0..10]	53
Science in Schools	Is sufficiently emphasized	4.11	Survey [0..10]	48
University Education	Meets the needs of a competitive economy	4.73	Survey [0..10]	44
Management Education	Meets the needs of the business community	4.79	Survey [0..10]	51
Language Skills	Are meeting the needs of enterprises	3.13	Survey [0..10]	58
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.09	number	26
Educational Assessment - PISA	PISA survey of 15-year olds	485.50	Value	32



ICELAND

2012 2013 2014 2015 2016

Overall

Rank 2016

16

Investment &
Development

12

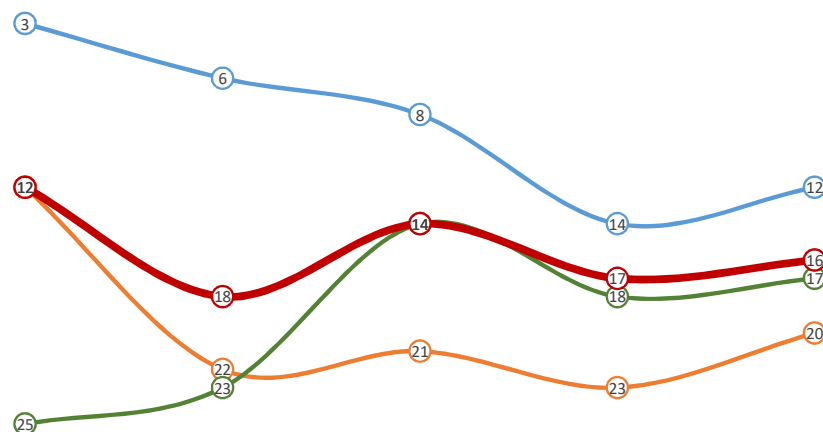
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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	7.65	%	1
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.24	%	31
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.43	ratio	6
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.10	ratio	19
Apprenticeships	Are sufficiently implemented	4.40	Survey [0..10]	38
Employee Training	Is a high priority in companies	5.38	Survey [0..10]	43
Female Labor Force	Percentage of total labor force	47.71	%	10
Health Infrastructure	Meets the needs of society	6.16	Survey [0..10]	30

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	-	index	-
Attracting and Retaining Talents	Is a priority in companies	7.06	Survey [0..10]	25
Worker Motivation	Is high	6.76	Survey [0..10]	16
Brain Drain	Does not hinder competitiveness in your economy	5.92	Survey [0..10]	17
Quality of Life	Is high	9.17	Survey [0..10]	11
Foreign High-Skilled People	Are attracted to your country's business environment	3.64	Survey [0..10]	49
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	47,368	US\$	8
Remuneration of Management	Total base salary plus bonuses and long-term incentives	78,806	US\$	46
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.54	%	26
Personal Security and Private Property Rights	Are adequately protected	8.24	Survey	17

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	2.33	%	7
Skilled Labor	Is readily available	6.21	Survey [0..10]	24
Finance Skills	Are readily available	6.89	Survey [0..10]	24
International Experience	Of senior managers is generally significant	4.96	Survey [0..10]	39
Competent Senior Managers	Are readily available	5.68	Survey [0..10]	33
Educational System	Meets the needs of a competitive economy	7.38	Survey [0..10]	14
Science in Schools	Is sufficiently emphasized	6.00	Survey [0..10]	20
University Education	Meets the needs of a competitive economy	7.40	Survey [0..10]	13
Management Education	Meets the needs of the business community	7.24	Survey [0..10]	11
Language Skills	Are meeting the needs of enterprises	8.49	Survey [0..10]	6
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.68	number	18
Educational Assessment - PISA	PISA survey of 15-year olds	485.50	Value	33



INDIA

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

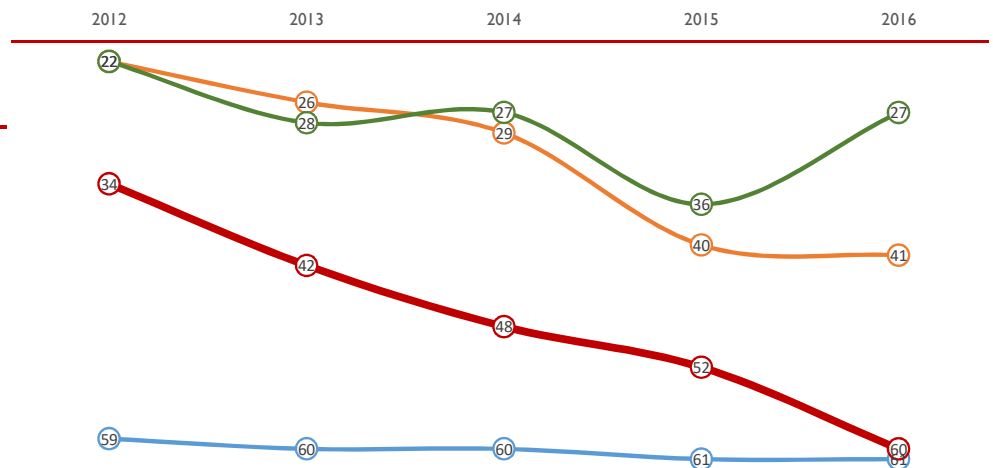
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61

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.10	%	55
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.19	%	49
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	41.00	ratio	61
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	32.00	ratio	60
Apprenticeships	Are sufficiently implemented	4.84	Survey [0..10]	26
Employee Training	Is a high priority in companies	5.26	Survey [0..10]	46
Female Labor Force	Percentage of total labor force	23.19	%	56
Health Infrastructure	Meets the needs of society	3.85	Survey [0..10]	48

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	76.50	index	31
Attracting and Retaining Talents	Is a priority in companies	6.75	Survey [0..10]	31
Worker Motivation	Is high	5.78	Survey [0..10]	36
Brain Drain	Does not hinder competitiveness in your economy	4.91	Survey [0..10]	30
Quality of Life	Is high	4.58	Survey [0..10]	51
Foreign High-Skilled People	Are attracted to your country's business environment	5.07	Survey [0..10]	29
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	7,063	US\$	57
Remuneration of Management	Total base salary plus bonuses and long-term incentives	94,535	US\$	45
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	11.38	%	16
Personal Security and Private Property Rights	Are adequately protected	6.19	Survey	36

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.82	%	13
Skilled Labor	Is readily available	5.89	Survey [0..10]	32
Finance Skills	Are readily available	6.63	Survey [0..10]	28
International Experience	Of senior managers is generally significant	5.06	Survey [0..10]	37
Competent Senior Managers	Are readily available	5.98	Survey [0..10]	24
Educational System	Meets the needs of a competitive economy	5.46	Survey [0..10]	34
Science in Schools	Is sufficiently emphasized	6.22	Survey [0..10]	18
University Education	Meets the needs of a competitive economy	5.77	Survey [0..10]	30
Management Education	Meets the needs of the business community	6.62	Survey [0..10]	22
Language Skills	Are meeting the needs of enterprises	6.92	Survey [0..10]	24
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.03	number	58
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



INDONESIA

2012 2013 2014 2015 2016

Overall

Rank 2016

44

Investment &
Development

52

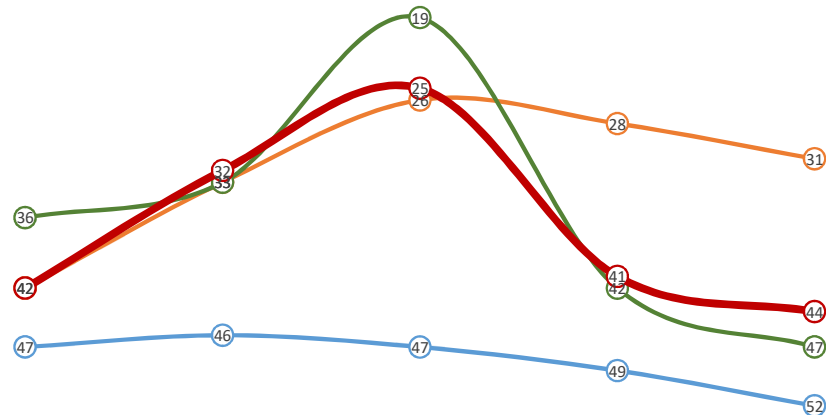
Appeal

31

Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.55	%	48
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	9.81	%	57
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.09	ratio	33
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.38	ratio	46
Apprenticeships	Are sufficiently implemented	4.05	Survey [0..10]	45
Employee Training	Is a high priority in companies	4.78	Survey [0..10]	55
Female Labor Force	Percentage of total labor force	37.24	%	54
Health Infrastructure	Meets the needs of society	4.56	Survey [0..10]	39

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.40	index	24
Attracting and Retaining Talents	Is a priority in companies	6.96	Survey [0..10]	27
Worker Motivation	Is high	6.03	Survey [0..10]	33
Brain Drain	Does not hinder competitiveness in your economy	6.24	Survey [0..10]	14
Quality of Life	Is high	5.45	Survey [0..10]	40
Foreign High-Skilled People	Are attracted to your country's business environment	4.89	Survey [0..10]	31
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	4,993	US\$	59
Remuneration of Management	Total base salary plus bonuses and long-term incentives	76,522	US\$	53
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	3.04	%	3
Personal Security and Private Property Rights	Are adequately protected	6.00	Survey	38

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.42	%	39
Skilled Labor	Is readily available	5.54	Survey [0..10]	38
Finance Skills	Are readily available	6.45	Survey [0..10]	32
International Experience	Of senior managers is generally significant	4.49	Survey [0..10]	51
Competent Senior Managers	Are readily available	5.04	Survey [0..10]	45
Educational System	Meets the needs of a competitive economy	5.17	Survey [0..10]	36
Science in Schools	Is sufficiently emphasized	5.57	Survey [0..10]	28
University Education	Meets the needs of a competitive economy	6.21	Survey [0..10]	25
Management Education	Meets the needs of the business community	6.13	Survey [0..10]	31
Language Skills	Are meeting the needs of enterprises	5.81	Survey [0..10]	35
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.03	number	57
Educational Assessment - PISA	PISA survey of 15-year olds	378.50	Value	54



IRELAND

2012 2013 2014 2015 2016

Overall

Rank 2016

18

Investment &
Development

32

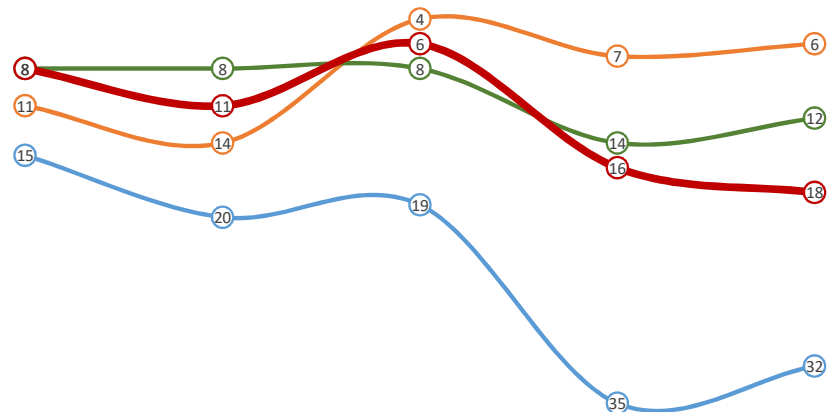
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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.47	%	36
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	26.29	%	11
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.36	ratio	35
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.95	ratio	41
Apprenticeships	Are sufficiently implemented	4.00	Survey [0..10]	48
Employee Training	Is a high priority in companies	6.60	Survey [0..10]	16
Female Labor Force	Percentage of total labor force	44.93	%	37
Health Infrastructure	Meets the needs of society	3.77	Survey [0..10]	50

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	81.00	index	40
Attracting and Retaining Talents	Is a priority in companies	7.95	Survey [0..10]	5
Worker Motivation	Is high	7.58	Survey [0..10]	6
Brain Drain	Does not hinder competitiveness in your economy	5.07	Survey [0..10]	29
Quality of Life	Is high	8.79	Survey [0..10]	16
Foreign High-Skilled People	Are attracted to your country's business environment	7.53	Survey [0..10]	8
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	43,862	US\$	16
Remuneration of Management	Total base salary plus bonuses and long-term incentives	193,811	US\$	18
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	14.39	%	22
Personal Security and Private Property Rights	Are adequately protected	8.70	Survey	11

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.84	%	31
Skilled Labor	Is readily available	7.07	Survey [0..10]	5
Finance Skills	Are readily available	8.42	Survey [0..10]	1
International Experience	Of senior managers is generally significant	6.84	Survey [0..10]	10
Competent Senior Managers	Are readily available	6.79	Survey [0..10]	9
Educational System	Meets the needs of a competitive economy	7.67	Survey [0..10]	9
Science in Schools	Is sufficiently emphasized	6.33	Survey [0..10]	14
University Education	Meets the needs of a competitive economy	7.44	Survey [0..10]	12
Management Education	Meets the needs of the business community	7.16	Survey [0..10]	13
Language Skills	Are meeting the needs of enterprises	4.98	Survey [0..10]	43
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.80	number	21
Educational Assessment - PISA	PISA survey of 15-year olds	511.50	Value	15



ISRAEL

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

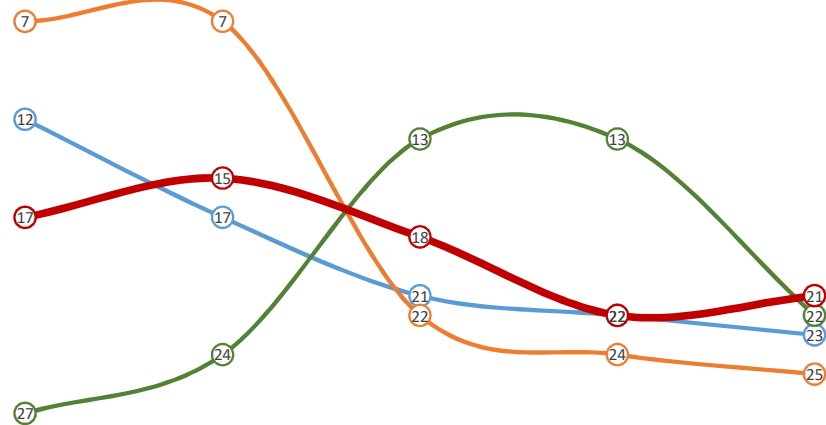
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.28	%	10
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.46	%	47
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.27	ratio	27
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.00	ratio	26
Apprenticeships	Are sufficiently implemented	4.81	Survey [0..10]	27
Employee Training	Is a high priority in companies	5.83	Survey [0..10]	30
Female Labor Force	Percentage of total labor force	47.15	%	15
Health Infrastructure	Meets the needs of society	7.03	Survey [0..10]	23

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	93.80	index	50
Attracting and Retaining Talents	Is a priority in companies	7.08	Survey [0..10]	23
Worker Motivation	Is high	6.65	Survey [0..10]	19
Brain Drain	Does not hinder competitiveness in your economy	5.83	Survey [0..10]	18
Quality of Life	Is high	7.56	Survey [0..10]	26
Foreign High-Skilled People	Are attracted to your country's business environment	5.28	Survey [0..10]	27
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	35,176	US\$	22
Remuneration of Management	Total base salary plus bonuses and long-term incentives	152,518	US\$	28
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.88	%	27
Personal Security and Private Property Rights	Are adequately protected	7.94	Survey	23

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.78	%	14
Skilled Labor	Is readily available	6.56	Survey [0..10]	14
Finance Skills	Are readily available	7.14	Survey [0..10]	19
International Experience	Of senior managers is generally significant	6.06	Survey [0..10]	17
Competent Senior Managers	Are readily available	6.27	Survey [0..10]	19
Educational System	Meets the needs of a competitive economy	6.43	Survey [0..10]	20
Science in Schools	Is sufficiently emphasized	6.06	Survey [0..10]	19
University Education	Meets the needs of a competitive economy	7.61	Survey [0..10]	7
Management Education	Meets the needs of the business community	7.19	Survey [0..10]	12
Language Skills	Are meeting the needs of enterprises	7.84	Survey [0..10]	14
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.57	number	47
Educational Assessment - PISA	PISA survey of 15-year olds	468.00	Value	38



ITALY

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

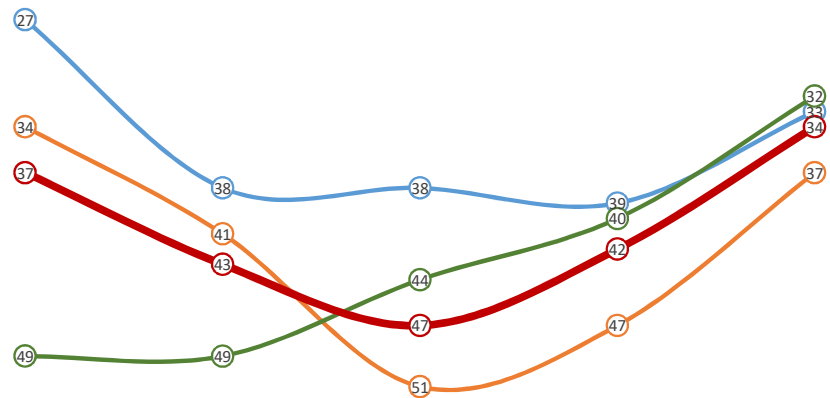
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.09	%	40
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.82	%	24
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.35	ratio	13
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.19	ratio	28
Apprenticeships	Are sufficiently implemented	4.80	Survey [0..10]	28
Employee Training	Is a high priority in companies	4.57	Survey [0..10]	57
Female Labor Force	Percentage of total labor force	42.14	%	47
Health Infrastructure	Meets the needs of society	6.70	Survey [0..10]	27

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.10	index	38
Attracting and Retaining Talents	Is a priority in companies	5.61	Survey [0..10]	49
Worker Motivation	Is high	5.47	Survey [0..10]	39
Brain Drain	Does not hinder competitiveness in your economy	4.86	Survey [0..10]	31
Quality of Life	Is high	7.21	Survey [0..10]	28
Foreign High-Skilled People	Are attracted to your country's business environment	3.64	Survey [0..10]	50
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	32,479	US\$	26
Remuneration of Management	Total base salary plus bonuses and long-term incentives	236,768	US\$	11
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	23.61	%	48
Personal Security and Private Property Rights	Are adequately protected	5.85	Survey	41

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.07	%	52
Skilled Labor	Is readily available	6.64	Survey [0..10]	12
Finance Skills	Are readily available	6.11	Survey [0..10]	37
International Experience	Of senior managers is generally significant	4.88	Survey [0..10]	41
Competent Senior Managers	Are readily available	5.99	Survey [0..10]	23
Educational System	Meets the needs of a competitive economy	5.85	Survey [0..10]	28
Science in Schools	Is sufficiently emphasized	5.52	Survey [0..10]	30
University Education	Meets the needs of a competitive economy	6.07	Survey [0..10]	27
Management Education	Meets the needs of the business community	5.61	Survey [0..10]	38
Language Skills	Are meeting the needs of enterprises	4.43	Survey [0..10]	49
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.38	number	33
Educational Assessment - PISA	PISA survey of 15-year olds	489.50	Value	28



JAPAN

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

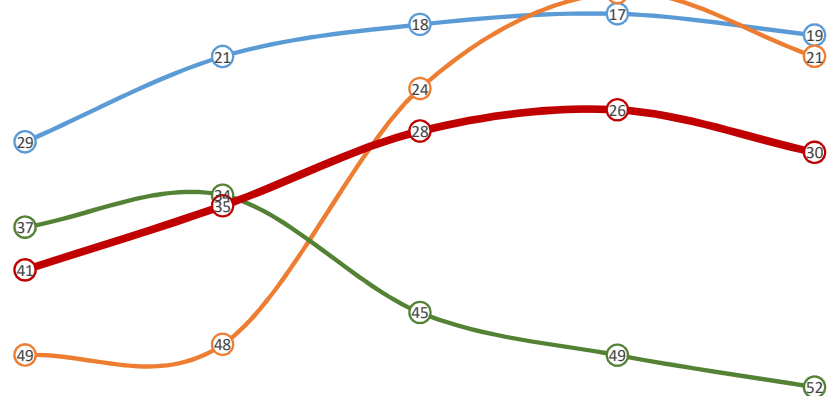
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19

21

52

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.53	%	49
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.67	%	15
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.40	ratio	44
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.72	ratio	31
Apprenticeships	Are sufficiently implemented	6.94	Survey [0..10]	4
Employee Training	Is a high priority in companies	7.25	Survey [0..10]	5
Female Labor Force	Percentage of total labor force	43.07	%	43
Health Infrastructure	Meets the needs of society	7.45	Survey [0..10]	18

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	103.20	index	54
Attracting and Retaining Talents	Is a priority in companies	7.79	Survey [0..10]	8
Worker Motivation	Is high	7.08	Survey [0..10]	10
Brain Drain	Does not hinder competitiveness in your economy	4.42	Survey [0..10]	35
Quality of Life	Is high	8.11	Survey [0..10]	20
Foreign High-Skilled People	Are attracted to your country's business environment	3.56	Survey [0..10]	52
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	48,176	US\$	7
Remuneration of Management	Total base salary plus bonuses and long-term incentives	232,629	US\$	10
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	17.47	%	29
Personal Security and Private Property Rights	Are adequately protected	8.04	Survey	21

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.17	%	49
Skilled Labor	Is readily available	4.73	Survey [0..10]	50
Finance Skills	Are readily available	6.06	Survey [0..10]	39
International Experience	Of senior managers is generally significant	2.77	Survey [0..10]	61
Competent Senior Managers	Are readily available	3.31	Survey [0..10]	60
Educational System	Meets the needs of a competitive economy	5.70	Survey [0..10]	29
Science in Schools	Is sufficiently emphasized	5.87	Survey [0..10]	22
University Education	Meets the needs of a competitive economy	4.43	Survey [0..10]	50
Management Education	Meets the needs of the business community	4.32	Survey [0..10]	57
Language Skills	Are meeting the needs of enterprises	2.90	Survey [0..10]	61
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.07	number	41
Educational Assessment - PISA	PISA survey of 15-year olds	541.50	Value	5



JORDAN

2012 2013 2014 2015 2016

Rank 2016

Overall

Investment &
Development

Appeal

Readiness

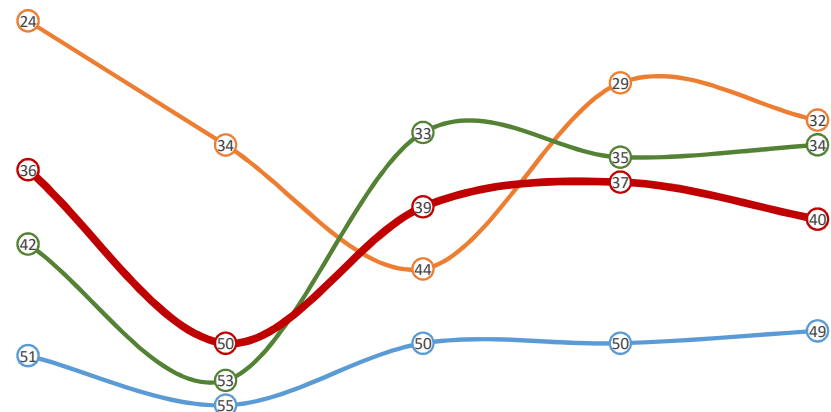
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49

32

34

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.80	%	44
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.06	%	51
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.50	ratio	45
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.40	ratio	11
Apprenticeships	Are sufficiently implemented	5.43	Survey [0..10]	13
Employee Training	Is a high priority in companies	5.66	Survey [0..10]	36
Female Labor Force	Percentage of total labor force	17.09	%	57
Health Infrastructure	Meets the needs of society	5.96	Survey [0..10]	33

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	79.80	index	37
Attracting and Retaining Talents	Is a priority in companies	6.02	Survey [0..10]	44
Worker Motivation	Is high	4.88	Survey [0..10]	50
Brain Drain	Does not hinder competitiveness in your economy	4.22	Survey [0..10]	37
Quality of Life	Is high	4.41	Survey [0..10]	53
Foreign High-Skilled People	Are attracted to your country's business environment	4.64	Survey [0..10]	37
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	-	US\$	-
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	6.79	%	9
Personal Security and Private Property Rights	Are adequately protected	7.08	Survey	29

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.06	%	25
Skilled Labor	Is readily available	6.04	Survey [0..10]	29
Finance Skills	Are readily available	6.43	Survey [0..10]	33
International Experience	Of senior managers is generally significant	5.50	Survey [0..10]	31
Competent Senior Managers	Are readily available	6.15	Survey [0..10]	21
Educational System	Meets the needs of a competitive economy	5.32	Survey [0..10]	35
Science in Schools	Is sufficiently emphasized	5.20	Survey [0..10]	37
University Education	Meets the needs of a competitive economy	5.27	Survey [0..10]	38
Management Education	Meets the needs of the business community	5.33	Survey [0..10]	44
Language Skills	Are meeting the needs of enterprises	5.94	Survey [0..10]	31
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.37	number	10
Educational Assessment - PISA	PISA survey of 15-year olds	397.50	Value	50

5 Best Ranked Criteria

5 Worst Ranked Criteria



KAZAKHSTAN

2012 2013 2014 2015 2016

Overall

Rank 2016

48

Investment &
Development

43

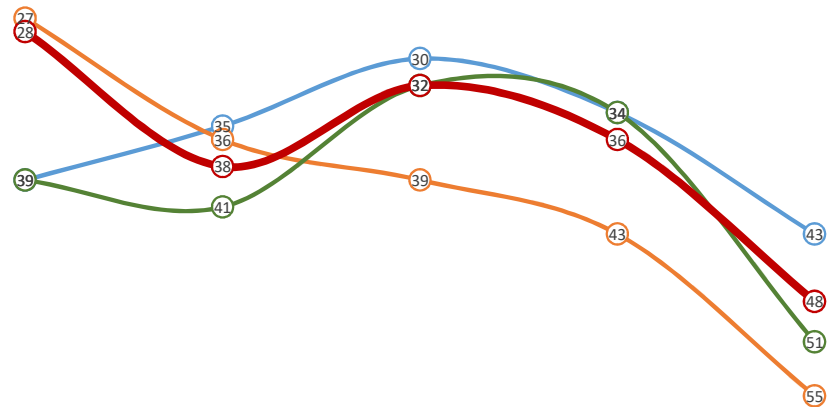
Appeal

55

Readiness

51

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.42	%	50
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	11.17	%	54
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.48	ratio	37
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.73	ratio	6
Apprenticeships	Are sufficiently implemented	4.80	Survey [0..10]	29
Employee Training	Is a high priority in companies	5.69	Survey [0..10]	34
Female Labor Force	Percentage of total labor force	48.09	%	7
Health Infrastructure	Meets the needs of society	4.16	Survey [0..10]	44

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.00	index	27
Attracting and Retaining Talents	Is a priority in companies	5.38	Survey [0..10]	53
Worker Motivation	Is high	4.90	Survey [0..10]	49
Brain Drain	Does not hinder competitiveness in your economy	2.95	Survey [0..10]	54
Quality of Life	Is high	4.46	Survey [0..10]	52
Foreign High-Skilled People	Are attracted to your country's business environment	6.61	Survey [0..10]	17
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,820	US\$	44
Remuneration of Management	Total base salary plus bonuses and long-term incentives	20,904	US\$	57
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.00	%	30
Personal Security and Private Property Rights	Are adequately protected	5.30	Survey	45

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.67	%	36
Skilled Labor	Is readily available	5.56	Survey [0..10]	37
Finance Skills	Are readily available	6.33	Survey [0..10]	34
International Experience	Of senior managers is generally significant	4.80	Survey [0..10]	44
Competent Senior Managers	Are readily available	5.69	Survey [0..10]	32
Educational System	Meets the needs of a competitive economy	4.34	Survey [0..10]	43
Science in Schools	Is sufficiently emphasized	4.78	Survey [0..10]	41
University Education	Meets the needs of a competitive economy	4.37	Survey [0..10]	52
Management Education	Meets the needs of the business community	4.45	Survey [0..10]	56
Language Skills	Are meeting the needs of enterprises	4.70	Survey [0..10]	47
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.51	number	49
Educational Assessment - PISA	PISA survey of 15-year olds	428.50	Value	46



KOREA REP.

2012 2013 2014 2015 2016

Overall

Rank 2016

38

Investment &
Development

35

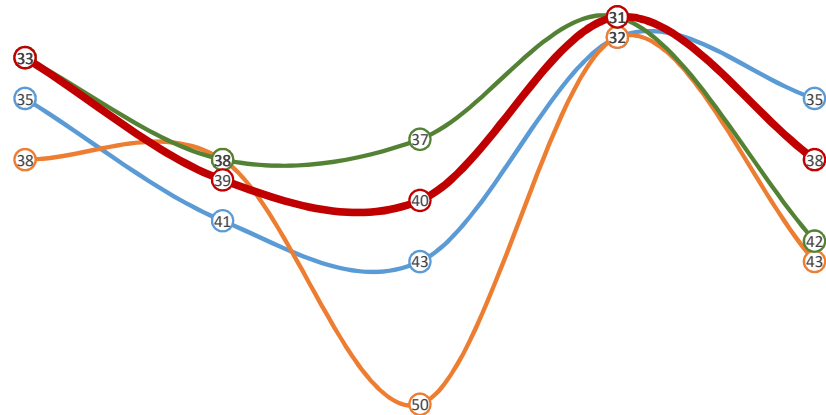
Appeal

43

Readiness

42

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.93	%	30
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	23.37	%	20
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.31	ratio	43
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	16.18	ratio	48
Apprenticeships	Are sufficiently implemented	4.17	Survey [0..10]	44
Employee Training	Is a high priority in companies	5.47	Survey [0..10]	42
Female Labor Force	Percentage of total labor force	42.25	%	45
Health Infrastructure	Meets the needs of society	7.02	Survey [0..10]	24

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	107.00	index	55
Attracting and Retaining Talents	Is a priority in companies	7.22	Survey [0..10]	21
Worker Motivation	Is high	3.91	Survey [0..10]	59
Brain Drain	Does not hinder competitiveness in your economy	3.60	Survey [0..10]	46
Quality of Life	Is high	4.95	Survey [0..10]	47
Foreign High-Skilled People	Are attracted to your country's business environment	3.94	Survey [0..10]	46
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	32,849	US\$	23
Remuneration of Management	Total base salary plus bonuses and long-term incentives	215,886	US\$	16
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	9.59	%	12
Personal Security and Private Property Rights	Are adequately protected	6.10	Survey	37

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.42	%	19
Skilled Labor	Is readily available	5.01	Survey [0..10]	48
Finance Skills	Are readily available	5.67	Survey [0..10]	45
International Experience	Of senior managers is generally significant	4.44	Survey [0..10]	52
Competent Senior Managers	Are readily available	4.02	Survey [0..10]	52
Educational System	Meets the needs of a competitive economy	4.99	Survey [0..10]	38
Science in Schools	Is sufficiently emphasized	5.35	Survey [0..10]	33
University Education	Meets the needs of a competitive economy	4.21	Survey [0..10]	55
Management Education	Meets the needs of the business community	4.74	Survey [0..10]	52
Language Skills	Are meeting the needs of enterprises	5.88	Survey [0..10]	33
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.18	number	38
Educational Assessment - PISA	PISA survey of 15-year olds	546.00	Value	4



LATVIA

2012

2013

2014

2015

2016

Rank 2016

Overall

33

Investment &
Development

17

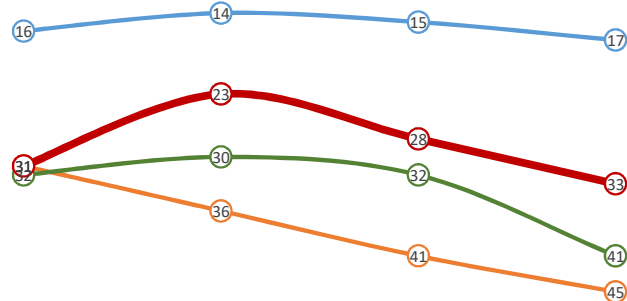
Appeal

45

Readiness

41

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.55	%	15
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.24	%	41
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.16	ratio	8
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.33	ratio	4
Apprenticeships	Are sufficiently implemented	5.37	Survey [0..10]	15
Employee Training	Is a high priority in companies	6.05	Survey [0..10]	24
Female Labor Force	Percentage of total labor force	49.78	%	2
Health Infrastructure	Meets the needs of society	3.68	Survey [0..10]	51

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	72.00	index	21
Attracting and Retaining Talents	Is a priority in companies	6.47	Survey [0..10]	35
Worker Motivation	Is high	5.21	Survey [0..10]	43
Brain Drain	Does not hinder competitiveness in your economy	3.42	Survey [0..10]	48
Quality of Life	Is high	5.37	Survey [0..10]	42
Foreign High-Skilled People	Are attracted to your country's business environment	4.84	Survey [0..10]	33
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,789	US\$	47
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.54	%	42
Personal Security and Private Property Rights	Are adequately protected	6.00	Survey	38

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.19	%	48
Skilled Labor	Is readily available	5.16	Survey [0..10]	45
Finance Skills	Are readily available	6.00	Survey [0..10]	41
International Experience	Of senior managers is generally significant	5.58	Survey [0..10]	30
Competent Senior Managers	Are readily available	5.00	Survey [0..10]	46
Educational System	Meets the needs of a competitive economy	4.21	Survey [0..10]	46
Science in Schools	Is sufficiently emphasized	3.58	Survey [0..10]	53
University Education	Meets the needs of a competitive economy	4.86	Survey [0..10]	43
Management Education	Meets the needs of the business community	5.53	Survey [0..10]	39
Language Skills	Are meeting the needs of enterprises	7.32	Survey [0..10]	20
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.73	number	29
Educational Assessment - PISA	PISA survey of 15-year olds	496.50	Value	24



LITHUANIA

2012 2013 2014 2015 2016

Rank 2016

Overall

25

Investment &
Development

10

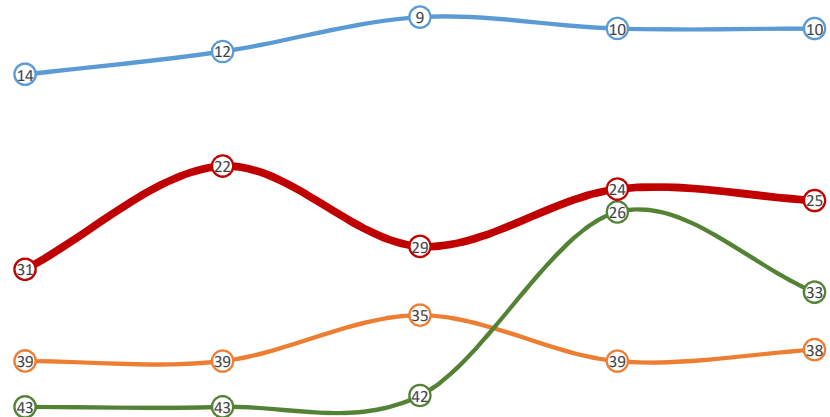
Appeal

38

Readiness

33

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.41	%	19
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	19.47	%	34
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.62	ratio	14
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.10	ratio	3
Apprenticeships	Are sufficiently implemented	6.40	Survey [0..10]	7
Employee Training	Is a high priority in companies	6.77	Survey [0..10]	13
Female Labor Force	Percentage of total labor force	50.46	%	1
Health Infrastructure	Meets the needs of society	5.77	Survey [0..10]	35

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	62.40	index	6
Attracting and Retaining Talents	Is a priority in companies	7.37	Survey [0..10]	17
Worker Motivation	Is high	6.43	Survey [0..10]	21
Brain Drain	Does not hinder competitiveness in your economy	4.03	Survey [0..10]	40
Quality of Life	Is high	6.61	Survey [0..10]	33
Foreign High-Skilled People	Are attracted to your country's business environment	4.27	Survey [0..10]	43
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,372	US\$	50
Remuneration of Management	Total base salary plus bonuses and long-term incentives	99,035	US\$	47
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	22.25	%	46
Personal Security and Private Property Rights	Are adequately protected	7.50	Survey	26

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.54	%	56
Skilled Labor	Is readily available	6.10	Survey [0..10]	27
Finance Skills	Are readily available	5.67	Survey [0..10]	45
International Experience	Of senior managers is generally significant	5.70	Survey [0..10]	28
Competent Senior Managers	Are readily available	5.30	Survey [0..10]	40
Educational System	Meets the needs of a competitive economy	5.57	Survey [0..10]	32
Science in Schools	Is sufficiently emphasized	4.73	Survey [0..10]	42
University Education	Meets the needs of a competitive economy	5.73	Survey [0..10]	32
Management Education	Meets the needs of the business community	6.00	Survey [0..10]	32
Language Skills	Are meeting the needs of enterprises	7.87	Survey [0..10]	13
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.32	number	35
Educational Assessment - PISA	PISA survey of 15-year olds	487.50	Value	31



LUXEMBOURG

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

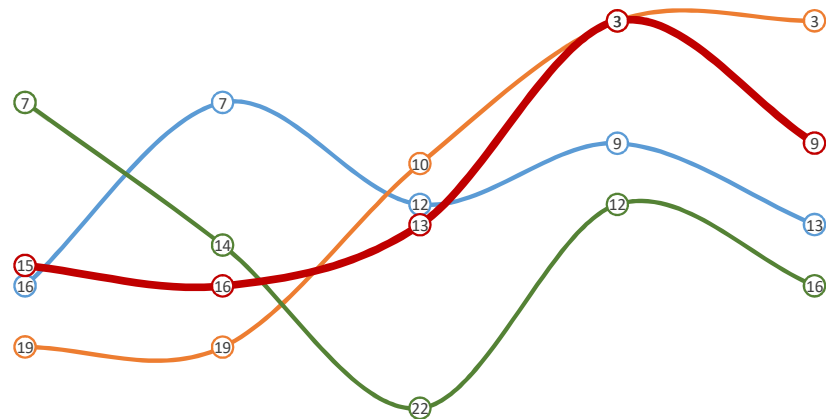
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.57	%	14
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.02	%	40
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	8.82	ratio	1
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.60	ratio	5
Apprenticeships	Are sufficiently implemented	5.69	Survey [0..10]	12
Employee Training	Is a high priority in companies	7.11	Survey [0..10]	6
Female Labor Force	Percentage of total labor force	38.50	%	52
Health Infrastructure	Meets the needs of society	7.77	Survey [0..10]	12

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.00	index	27
Attracting and Retaining Talents	Is a priority in companies	7.53	Survey [0..10]	13
Worker Motivation	Is high	6.83	Survey [0..10]	14
Brain Drain	Does not hinder competitiveness in your economy	6.65	Survey [0..10]	8
Quality of Life	Is high	8.99	Survey [0..10]	13
Foreign High-Skilled People	Are attracted to your country's business environment	7.90	Survey [0..10]	7
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	58,425	US\$	4
Remuneration of Management	Total base salary plus bonuses and long-term incentives	239,810	US\$	7
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.32	%	50
Personal Security and Private Property Rights	Are adequately protected	8.08	Survey	19

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	2.28	%	8
Skilled Labor	Is readily available	5.53	Survey [0..10]	40
Finance Skills	Are readily available	7.19	Survey [0..10]	17
International Experience	Of senior managers is generally significant	7.38	Survey [0..10]	5
Competent Senior Managers	Are readily available	5.97	Survey [0..10]	25
Educational System	Meets the needs of a competitive economy	6.44	Survey [0..10]	19
Science in Schools	Is sufficiently emphasized	5.47	Survey [0..10]	31
University Education	Meets the needs of a competitive economy	6.00	Survey [0..10]	29
Management Education	Meets the needs of the business community	5.95	Survey [0..10]	34
Language Skills	Are meeting the needs of enterprises	8.59	Survey [0..10]	5
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	5.36	number	8
Educational Assessment - PISA	PISA survey of 15-year olds	490.50	Value	26



MALAYSIA

2012 2013 2014 2015 2016

Overall

Rank 2016

19

Investment &
Development

16

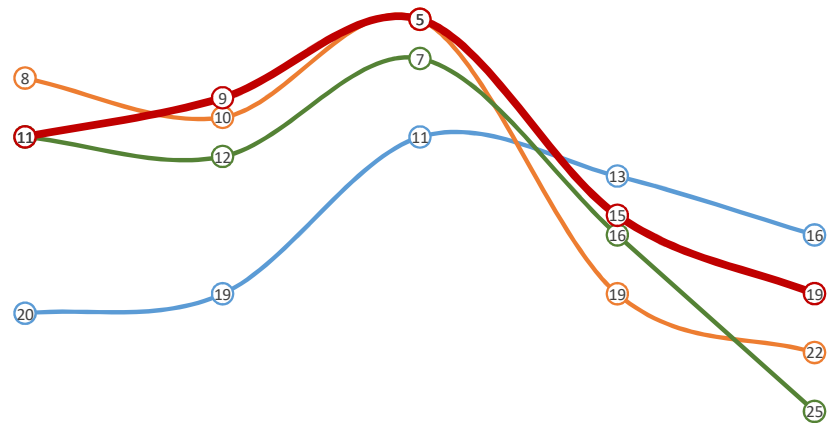
Appeal

22

Readiness

25

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.12	%	27
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	23.20	%	22
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.00	ratio	11
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.00	ratio	35
Apprenticeships	Are sufficiently implemented	6.32	Survey [0..10]	8
Employee Training	Is a high priority in companies	7.08	Survey [0..10]	7
Female Labor Force	Percentage of total labor force	38.60	%	51
Health Infrastructure	Meets the needs of society	7.50	Survey [0..10]	17

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	71.90	index	20
Attracting and Retaining Talents	Is a priority in companies	7.56	Survey [0..10]	12
Worker Motivation	Is high	6.94	Survey [0..10]	11
Brain Drain	Does not hinder competitiveness in your economy	5.72	Survey [0..10]	20
Quality of Life	Is high	6.81	Survey [0..10]	31
Foreign High-Skilled People	Are attracted to your country's business environment	6.64	Survey [0..10]	15
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	11,436	US\$	51
Remuneration of Management	Total base salary plus bonuses and long-term incentives	97,042	US\$	43
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	10.41	%	14
Personal Security and Private Property Rights	Are adequately protected	6.72	Survey	34

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.74	%	15
Skilled Labor	Is readily available	6.80	Survey [0..10]	10
Finance Skills	Are readily available	7.22	Survey [0..10]	16
International Experience	Of senior managers is generally significant	6.59	Survey [0..10]	13
Competent Senior Managers	Are readily available	6.74	Survey [0..10]	13
Educational System	Meets the needs of a competitive economy	6.32	Survey [0..10]	22
Science in Schools	Is sufficiently emphasized	6.47	Survey [0..10]	11
University Education	Meets the needs of a competitive economy	6.22	Survey [0..10]	24
Management Education	Meets the needs of the business community	6.40	Survey [0..10]	27
Language Skills	Are meeting the needs of enterprises	6.58	Survey [0..10]	26
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.34	number	34
Educational Assessment - PISA	PISA survey of 15-year olds	420.50	Value	47



MEXICO

2012 2013 2014 2015 2016

Overall

Rank 2016

56

Investment &
Development

59

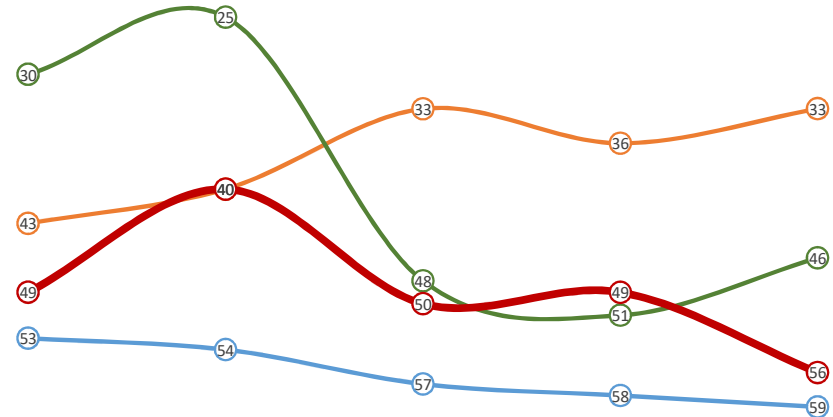
Appeal

33

Readiness

46

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.62	%	47
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.91	%	46
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	27.69	ratio	58
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	30.30	ratio	59
Apprenticeships	Are sufficiently implemented	4.87	Survey [0..10]	25
Employee Training	Is a high priority in companies	5.33	Survey [0..10]	44
Female Labor Force	Percentage of total labor force	38.48	%	53
Health Infrastructure	Meets the needs of society	4.13	Survey [0..10]	45

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	68.40	index	14
Attracting and Retaining Talents	Is a priority in companies	5.93	Survey [0..10]	46
Worker Motivation	Is high	5.93	Survey [0..10]	35
Brain Drain	Does not hinder competitiveness in your economy	4.77	Survey [0..10]	33
Quality of Life	Is high	5.04	Survey [0..10]	46
Foreign High-Skilled People	Are attracted to your country's business environment	5.33	Survey [0..10]	26
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	11,901	US\$	53
Remuneration of Management	Total base salary plus bonuses and long-term incentives	183,831	US\$	25
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	13.81	%	20
Personal Security and Private Property Rights	Are adequately protected	4.43	Survey	52

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	3.26	%	4
Skilled Labor	Is readily available	5.37	Survey [0..10]	42
Finance Skills	Are readily available	5.74	Survey [0..10]	44
International Experience	Of senior managers is generally significant	5.83	Survey [0..10]	25
Competent Senior Managers	Are readily available	5.11	Survey [0..10]	42
Educational System	Meets the needs of a competitive economy	4.00	Survey [0..10]	50
Science in Schools	Is sufficiently emphasized	3.69	Survey [0..10]	51
University Education	Meets the needs of a competitive economy	5.26	Survey [0..10]	39
Management Education	Meets the needs of the business community	5.45	Survey [0..10]	41
Language Skills	Are meeting the needs of enterprises	4.70	Survey [0..10]	46
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.07	number	56
Educational Assessment - PISA	PISA survey of 15-year olds	414.00	Value	48



MONGOLIA

2012

2013

2014

2015

2016

Overall

Rank 2016

58

Investment &
Development

48

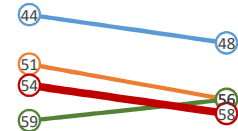
Appeal

56

Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.35	%	22
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.37	%	48
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	27.59	ratio	57
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	18.30	ratio	51
Apprenticeships	Are sufficiently implemented	4.03	Survey [0..10]	47
Employee Training	Is a high priority in companies	5.67	Survey [0..10]	35
Female Labor Force	Percentage of total labor force	46.35	%	25
Health Infrastructure	Meets the needs of society	2.52	Survey [0..10]	57

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	-	index	-
Attracting and Retaining Talents	Is a priority in companies	6.42	Survey [0..10]	38
Worker Motivation	Is high	4.63	Survey [0..10]	54
Brain Drain	Does not hinder competitiveness in your economy	4.17	Survey [0..10]	38
Quality of Life	Is high	3.26	Survey [0..10]	58
Foreign High-Skilled People	Are attracted to your country's business environment	3.67	Survey [0..10]	48
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	5,117	US\$	58
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	19.27	%	34
Personal Security and Private Property Rights	Are adequately protected	5.12	Survey	47

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	3.22	%	5
Skilled Labor	Is readily available	3.26	Survey [0..10]	60
Finance Skills	Are readily available	4.36	Survey [0..10]	60
International Experience	Of senior managers is generally significant	4.38	Survey [0..10]	53
Competent Senior Managers	Are readily available	3.92	Survey [0..10]	54
Educational System	Meets the needs of a competitive economy	3.56	Survey [0..10]	54
Science in Schools	Is sufficiently emphasized	4.25	Survey [0..10]	46
University Education	Meets the needs of a competitive economy	3.12	Survey [0..10]	60
Management Education	Meets the needs of the business community	3.59	Survey [0..10]	61
Language Skills	Are meeting the needs of enterprises	5.34	Survey [0..10]	41
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.37	number	50
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



NETHERLANDS

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

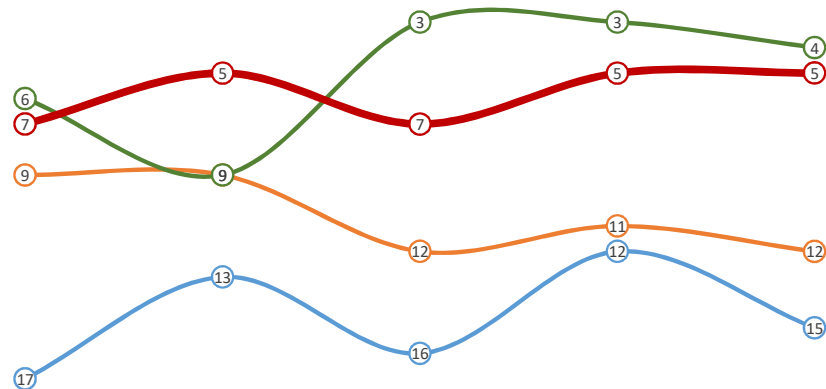
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.47	%	17
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.16	%	18
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.00	ratio	41
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	17.00	ratio	49
Apprenticeships	Are sufficiently implemented	6.68	Survey [0..10]	6
Employee Training	Is a high priority in companies	6.84	Survey [0..10]	10
Female Labor Force	Percentage of total labor force	46.31	%	26
Health Infrastructure	Meets the needs of society	8.44	Survey [0..10]	4

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	77.20	index	33
Attracting and Retaining Talents	Is a priority in companies	7.56	Survey [0..10]	11
Worker Motivation	Is high	7.40	Survey [0..10]	9
Brain Drain	Does not hinder competitiveness in your economy	7.20	Survey [0..10]	7
Quality of Life	Is high	9.24	Survey [0..10]	8
Foreign High-Skilled People	Are attracted to your country's business environment	7.29	Survey [0..10]	13
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	37,971	US\$	19
Remuneration of Management	Total base salary plus bonuses and long-term incentives	226,761	US\$	13
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	27.94	%	55
Personal Security and Private Property Rights	Are adequately protected	8.78	Survey	10

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.42	%	40
Skilled Labor	Is readily available	7.38	Survey [0..10]	3
Finance Skills	Are readily available	7.98	Survey [0..10]	6
International Experience	Of senior managers is generally significant	7.27	Survey [0..10]	7
Competent Senior Managers	Are readily available	6.82	Survey [0..10]	8
Educational System	Meets the needs of a competitive economy	8.13	Survey [0..10]	4
Science in Schools	Is sufficiently emphasized	6.93	Survey [0..10]	5
University Education	Meets the needs of a competitive economy	8.18	Survey [0..10]	2
Management Education	Meets the needs of the business community	7.60	Survey [0..10]	5
Language Skills	Are meeting the needs of enterprises	8.82	Survey [0..10]	3
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.10	number	13
Educational Assessment - PISA	PISA survey of 15-year olds	522.50	Value	10



NEW ZEALAND

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

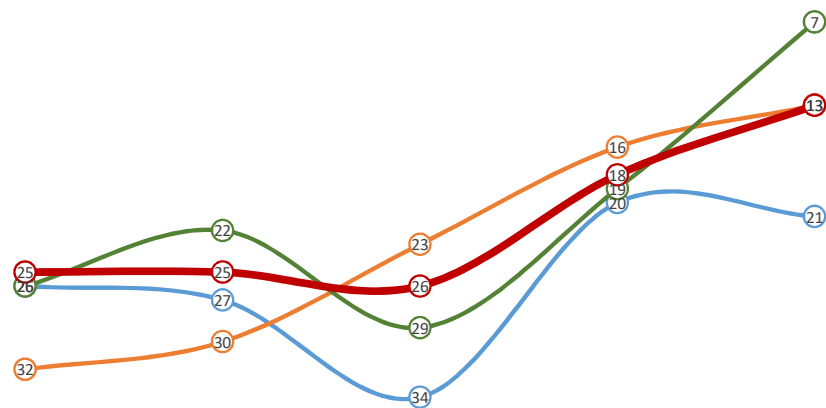
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.38	%	21
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.70	%	17
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.39	ratio	36
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.78	ratio	42
Apprenticeships	Are sufficiently implemented	4.59	Survey [0..10]	34
Employee Training	Is a high priority in companies	6.07	Survey [0..10]	22
Female Labor Force	Percentage of total labor force	47.50	%	12
Health Infrastructure	Meets the needs of society	7.19	Survey [0..10]	21

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	78.80	index	35
Attracting and Retaining Talents	Is a priority in companies	8.00	Survey [0..10]	3
Worker Motivation	Is high	6.89	Survey [0..10]	12
Brain Drain	Does not hinder competitiveness in your economy	5.70	Survey [0..10]	21
Quality of Life	Is high	9.56	Survey [0..10]	4
Foreign High-Skilled People	Are attracted to your country's business environment	7.48	Survey [0..10]	10
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	44,174	US\$	10
Remuneration of Management	Total base salary plus bonuses and long-term incentives	161,168	US\$	32
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.68	%	39
Personal Security and Private Property Rights	Are adequately protected	8.89	Survey	7

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	2.25	%	10
Skilled Labor	Is readily available	6.00	Survey [0..10]	30
Finance Skills	Are readily available	7.08	Survey [0..10]	22
International Experience	Of senior managers is generally significant	5.85	Survey [0..10]	22
Competent Senior Managers	Are readily available	6.22	Survey [0..10]	20
Educational System	Meets the needs of a competitive economy	7.85	Survey [0..10]	7
Science in Schools	Is sufficiently emphasized	6.31	Survey [0..10]	15
University Education	Meets the needs of a competitive economy	7.19	Survey [0..10]	15
Management Education	Meets the needs of the business community	7.04	Survey [0..10]	16
Language Skills	Are meeting the needs of enterprises	5.78	Survey [0..10]	36
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	9.29	number	2
Educational Assessment - PISA	PISA survey of 15-year olds	508.00	Value	17



NORWAY

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

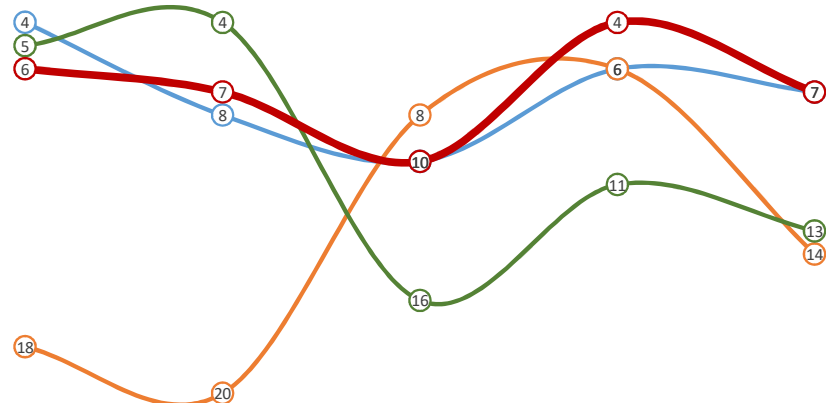
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.90	%	31
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.79	%	13
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.34	ratio	4
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.12	ratio	15
Apprenticeships	Are sufficiently implemented	5.79	Survey [0..10]	10
Employee Training	Is a high priority in companies	6.97	Survey [0..10]	9
Female Labor Force	Percentage of total labor force	47.03	%	17
Health Infrastructure	Meets the needs of society	8.32	Survey [0..10]	6

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	85.10	index	45
Attracting and Retaining Talents	Is a priority in companies	7.79	Survey [0..10]	7
Worker Motivation	Is high	7.74	Survey [0..10]	3
Brain Drain	Does not hinder competitiveness in your economy	8.32	Survey [0..10]	1
Quality of Life	Is high	9.71	Survey [0..10]	3
Foreign High-Skilled People	Are attracted to your country's business environment	6.26	Survey [0..10]	18
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	50,635	US\$	5
Remuneration of Management	Total base salary plus bonuses and long-term incentives	142,713	US\$	29
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	29.30	%	59
Personal Security and Private Property Rights	Are adequately protected	9.03	Survey	5

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.43	%	18
Skilled Labor	Is readily available	7.88	Survey [0..10]	1
Finance Skills	Are readily available	8.15	Survey [0..10]	5
International Experience	Of senior managers is generally significant	5.03	Survey [0..10]	38
Competent Senior Managers	Are readily available	6.76	Survey [0..10]	10
Educational System	Meets the needs of a competitive economy	7.50	Survey [0..10]	13
Science in Schools	Is sufficiently emphasized	5.97	Survey [0..10]	21
University Education	Meets the needs of a competitive economy	7.35	Survey [0..10]	14
Management Education	Meets the needs of the business community	7.63	Survey [0..10]	4
Language Skills	Are meeting the needs of enterprises	8.44	Survey [0..10]	8
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.81	number	28
Educational Assessment - PISA	PISA survey of 15-year olds	492.00	Value	25



PERU

2012 2013 2014 2015 2016

Rank 2016

Overall**59**Investment &
Development**57**

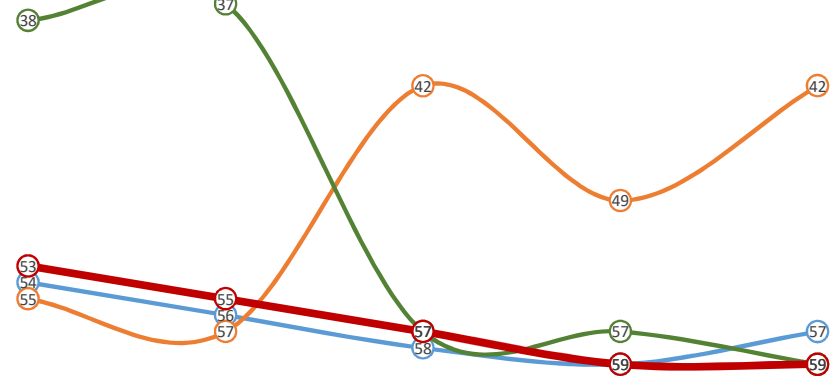
Appeal

42

Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.22	%	54
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	10.38	%	55
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.08	ratio	48
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.46	ratio	47
Apprenticeships	Are sufficiently implemented	3.68	Survey [0..10]	53
Employee Training	Is a high priority in companies	4.43	Survey [0..10]	58
Female Labor Force	Percentage of total labor force	42.19	%	46
Health Infrastructure	Meets the needs of society	2.54	Survey [0..10]	56

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	70.70	index	17
Attracting and Retaining Talents	Is a priority in companies	5.16	Survey [0..10]	56
Worker Motivation	Is high	5.11	Survey [0..10]	45
Brain Drain	Does not hinder competitiveness in your economy	4.02	Survey [0..10]	41
Quality of Life	Is high	4.72	Survey [0..10]	49
Foreign High-Skilled People	Are attracted to your country's business environment	6.08	Survey [0..10]	19
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,539	US\$	48
Remuneration of Management	Total base salary plus bonuses and long-term incentives	168,040	US\$	23
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	12.37	%	18
Personal Security and Private Property Rights	Are adequately protected	3.48	Survey	58

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.41	%	41
Skilled Labor	Is readily available	3.70	Survey [0..10]	57
Finance Skills	Are readily available	5.26	Survey [0..10]	53
International Experience	Of senior managers is generally significant	5.06	Survey [0..10]	36
Competent Senior Managers	Are readily available	3.88	Survey [0..10]	55
Educational System	Meets the needs of a competitive economy	2.91	Survey [0..10]	56
Science in Schools	Is sufficiently emphasized	2.84	Survey [0..10]	56
University Education	Meets the needs of a competitive economy	3.68	Survey [0..10]	58
Management Education	Meets the needs of the business community	4.54	Survey [0..10]	55
Language Skills	Are meeting the needs of enterprises	3.68	Survey [0..10]	53
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	number	-
Educational Assessment - PISA	PISA survey of 15-year olds	370.50	Value	55



PHILIPPINES

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

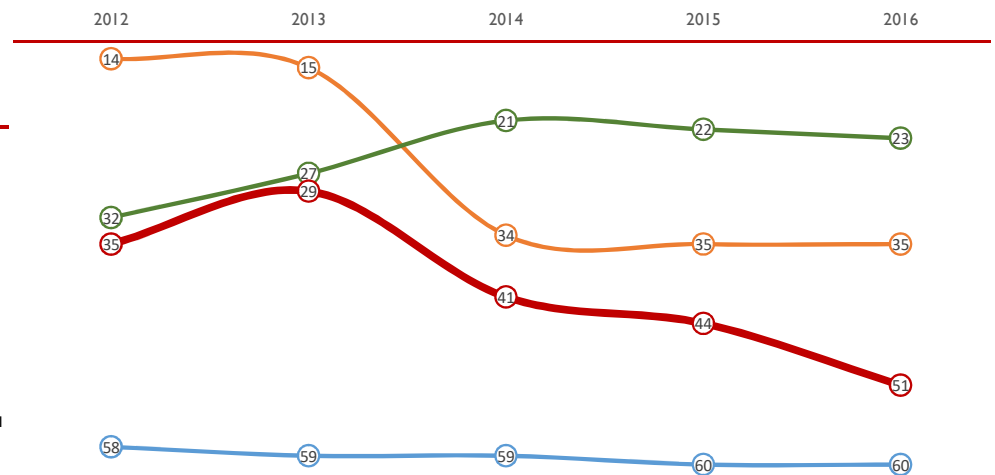
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	2.47	%	58
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	36.00	ratio	60
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	35.00	ratio	61
Apprenticeships	Are sufficiently implemented	4.92	Survey [0..10]	23
Employee Training	Is a high priority in companies	6.04	Survey [0..10]	25
Female Labor Force	Percentage of total labor force	39.39	%	49
Health Infrastructure	Meets the needs of society	4.29	Survey [0..10]	43

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	76.40	index	30
Attracting and Retaining Talents	Is a priority in companies	6.83	Survey [0..10]	30
Worker Motivation	Is high	6.23	Survey [0..10]	27
Brain Drain	Does not hinder competitiveness in your economy	3.77	Survey [0..10]	44
Quality of Life	Is high	5.31	Survey [0..10]	44
Foreign High-Skilled People	Are attracted to your country's business environment	5.48	Survey [0..10]	25
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	10,815	US\$	54
Remuneration of Management	Total base salary plus bonuses and long-term incentives	138,101	US\$	35
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	9.59	%	13
Personal Security and Private Property Rights	Are adequately protected	4.80	Survey	49

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.13	%	24
Skilled Labor	Is readily available	7.16	Survey [0..10]	4
Finance Skills	Are readily available	6.81	Survey [0..10]	25
International Experience	Of senior managers is generally significant	5.90	Survey [0..10]	21
Competent Senior Managers	Are readily available	6.60	Survey [0..10]	14
Educational System	Meets the needs of a competitive economy	5.59	Survey [0..10]	31
Science in Schools	Is sufficiently emphasized	5.24	Survey [0..10]	35
University Education	Meets the needs of a competitive economy	6.15	Survey [0..10]	26
Management Education	Meets the needs of the business community	6.41	Survey [0..10]	25
Language Skills	Are meeting the needs of enterprises	7.46	Survey [0..10]	18
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	number	-
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



POLAND

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

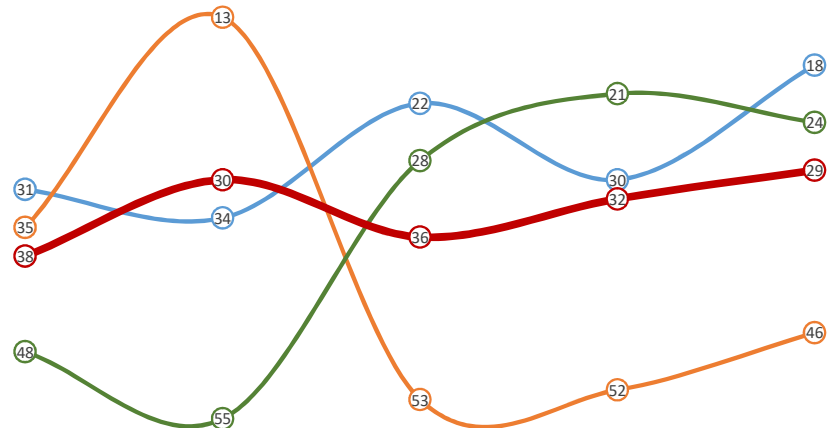
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.28	%	24
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	23.51	%	19
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.09	ratio	7
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.48	ratio	16
Apprenticeships	Are sufficiently implemented	4.87	Survey [0..10]	24
Employee Training	Is a high priority in companies	5.83	Survey [0..10]	31
Female Labor Force	Percentage of total labor force	44.75	%	38
Health Infrastructure	Meets the needs of society	4.11	Survey [0..10]	46

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	61.80	index	5
Attracting and Retaining Talents	Is a priority in companies	4.19	Survey [0..10]	61
Worker Motivation	Is high	6.43	Survey [0..10]	22
Brain Drain	Does not hinder competitiveness in your economy	3.42	Survey [0..10]	49
Quality of Life	Is high	5.36	Survey [0..10]	43
Foreign High-Skilled People	Are attracted to your country's business environment	5.94	Survey [0..10]	20
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,303	US\$	41
Remuneration of Management	Total base salary plus bonuses and long-term incentives	138,889	US\$	38
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.61	%	51
Personal Security and Private Property Rights	Are adequately protected	6.33	Survey	35

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.26	%	46
Skilled Labor	Is readily available	6.61	Survey [0..10]	13
Finance Skills	Are readily available	7.36	Survey [0..10]	14
International Experience	Of senior managers is generally significant	6.69	Survey [0..10]	12
Competent Senior Managers	Are readily available	6.76	Survey [0..10]	11
Educational System	Meets the needs of a competitive economy	5.61	Survey [0..10]	30
Science in Schools	Is sufficiently emphasized	5.81	Survey [0..10]	23
University Education	Meets the needs of a competitive economy	5.47	Survey [0..10]	34
Management Education	Meets the needs of the business community	5.78	Survey [0..10]	36
Language Skills	Are meeting the needs of enterprises	7.39	Survey [0..10]	19
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.72	number	45
Educational Assessment - PISA	PISA survey of 15-year olds	522.00	Value	11



PORTUGAL

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

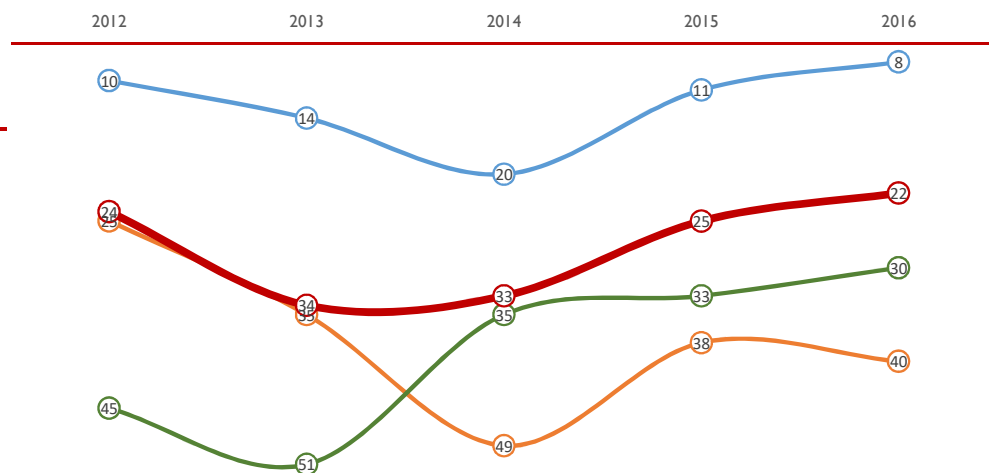
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.81	%	5
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	32.56	%	3
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.20	ratio	20
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.39	ratio	10
Apprenticeships	Are sufficiently implemented	4.52	Survey [0..10]	35
Employee Training	Is a high priority in companies	4.34	Survey [0..10]	60
Female Labor Force	Percentage of total labor force	48.85	%	4
Health Infrastructure	Meets the needs of society	6.82	Survey [0..10]	25

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	67.50	index	12
Attracting and Retaining Talents	Is a priority in companies	5.46	Survey [0..10]	51
Worker Motivation	Is high	4.92	Survey [0..10]	47
Brain Drain	Does not hinder competitiveness in your economy	3.39	Survey [0..10]	50
Quality of Life	Is high	6.94	Survey [0..10]	30
Foreign High-Skilled People	Are attracted to your country's business environment	4.43	Survey [0..10]	41
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	19,069	US\$	31
Remuneration of Management	Total base salary plus bonuses and long-term incentives	149,946	US\$	33
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	19.27	%	35
Personal Security and Private Property Rights	Are adequately protected	7.59	Survey	25

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.11	%	50
Skilled Labor	Is readily available	6.25	Survey [0..10]	22
Finance Skills	Are readily available	5.41	Survey [0..10]	51
International Experience	Of senior managers is generally significant	4.20	Survey [0..10]	57
Competent Senior Managers	Are readily available	4.44	Survey [0..10]	51
Educational System	Meets the needs of a competitive economy	6.15	Survey [0..10]	24
Science in Schools	Is sufficiently emphasized	5.66	Survey [0..10]	24
University Education	Meets the needs of a competitive economy	6.96	Survey [0..10]	19
Management Education	Meets the needs of the business community	7.08	Survey [0..10]	15
Language Skills	Are meeting the needs of enterprises	7.89	Survey [0..10]	12
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.39	number	32
Educational Assessment - PISA	PISA survey of 15-year olds	488.00	Value	30



QATAR

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

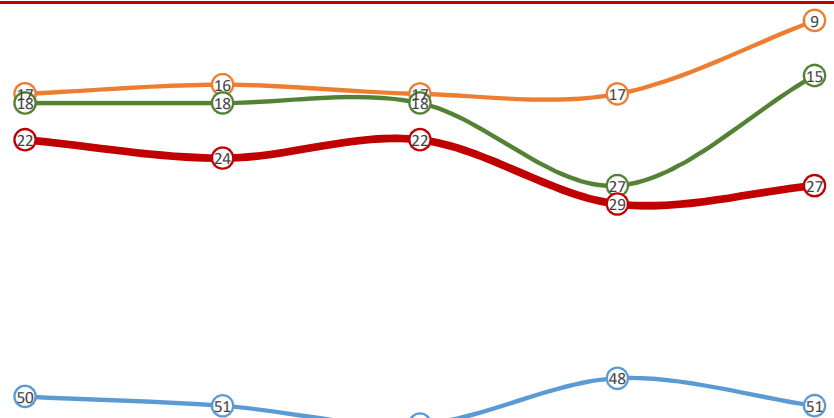
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51

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15

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.27	%	52
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	10.27	%	56
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.00	ratio	3
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.67	ratio	13
Apprenticeships	Are sufficiently implemented	5.11	Survey [0..10]	20
Employee Training	Is a high priority in companies	5.85	Survey [0..10]	28
Female Labor Force	Percentage of total labor force	13.43	%	58
Health Infrastructure	Meets the needs of society	6.75	Survey [0..10]	26

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.40	index	24
Attracting and Retaining Talents	Is a priority in companies	6.44	Survey [0..10]	37
Worker Motivation	Is high	6.08	Survey [0..10]	31
Brain Drain	Does not hinder competitiveness in your economy	5.59	Survey [0..10]	24
Quality of Life	Is high	8.03	Survey [0..10]	22
Foreign High-Skilled People	Are attracted to your country's business environment	7.52	Survey [0..10]	9
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	31,462	US\$	27
Remuneration of Management	Total base salary plus bonuses and long-term incentives	159,341	US\$	22
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	0.00	%	1
Personal Security and Private Property Rights	Are adequately protected	8.06	Survey	20

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	15.80	%	1
Skilled Labor	Is readily available	5.25	Survey [0..10]	44
Finance Skills	Are readily available	6.14	Survey [0..10]	36
International Experience	Of senior managers is generally significant	6.87	Survey [0..10]	9
Competent Senior Managers	Are readily available	5.92	Survey [0..10]	27
Educational System	Meets the needs of a competitive economy	7.00	Survey [0..10]	15
Science in Schools	Is sufficiently emphasized	6.77	Survey [0..10]	7
University Education	Meets the needs of a competitive economy	6.75	Survey [0..10]	21
Management Education	Meets the needs of the business community	6.59	Survey [0..10]	23
Language Skills	Are meeting the needs of enterprises	6.84	Survey [0..10]	25
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.25	number	12
Educational Assessment - PISA	PISA survey of 15-year olds	380.00	Value	53



ROMANIA

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

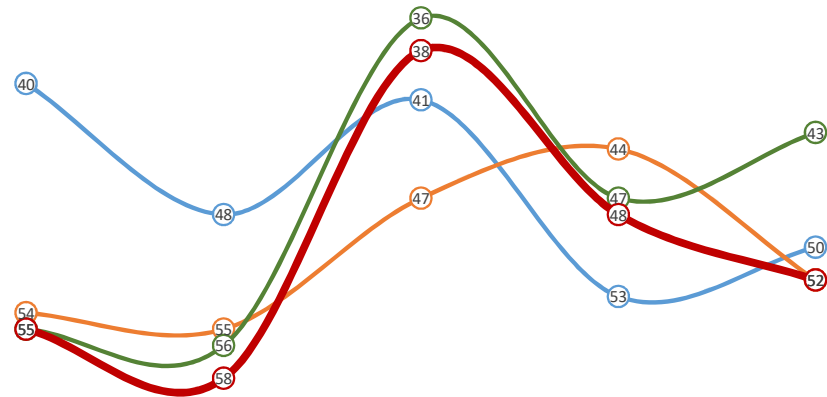
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	2.84	%	57
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	12.56	%	53
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.56	ratio	46
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.81	ratio	33
Apprenticeships	Are sufficiently implemented	2.39	Survey [0..10]	61
Employee Training	Is a high priority in companies	5.76	Survey [0..10]	32
Female Labor Force	Percentage of total labor force	42.81	%	44
Health Infrastructure	Meets the needs of society	3.52	Survey [0..10]	52

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	61.50	index	4
Attracting and Retaining Talents	Is a priority in companies	6.00	Survey [0..10]	45
Worker Motivation	Is high	4.91	Survey [0..10]	48
Brain Drain	Does not hinder competitiveness in your economy	5.45	Survey [0..10]	28
Quality of Life	Is high	3.18	Survey [0..10]	59
Foreign High-Skilled People	Are attracted to your country's business environment	4.67	Survey [0..10]	36
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	9,424	US\$	55
Remuneration of Management	Total base salary plus bonuses and long-term incentives	82,005	US\$	50
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	28.05	%	56
Personal Security and Private Property Rights	Are adequately protected	4.55	Survey	51

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.37	%	21
Skilled Labor	Is readily available	5.09	Survey [0..10]	47
Finance Skills	Are readily available	5.33	Survey [0..10]	52
International Experience	Of senior managers is generally significant	5.85	Survey [0..10]	23
Competent Senior Managers	Are readily available	5.12	Survey [0..10]	41
Educational System	Meets the needs of a competitive economy	4.18	Survey [0..10]	48
Science in Schools	Is sufficiently emphasized	4.91	Survey [0..10]	39
University Education	Meets the needs of a competitive economy	4.91	Survey [0..10]	42
Management Education	Meets the needs of the business community	5.42	Survey [0..10]	42
Language Skills	Are meeting the needs of enterprises	5.67	Survey [0..10]	38
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.08	number	40
Educational Assessment - PISA	PISA survey of 15-year olds	442.00	Value	42



RUSSIA

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

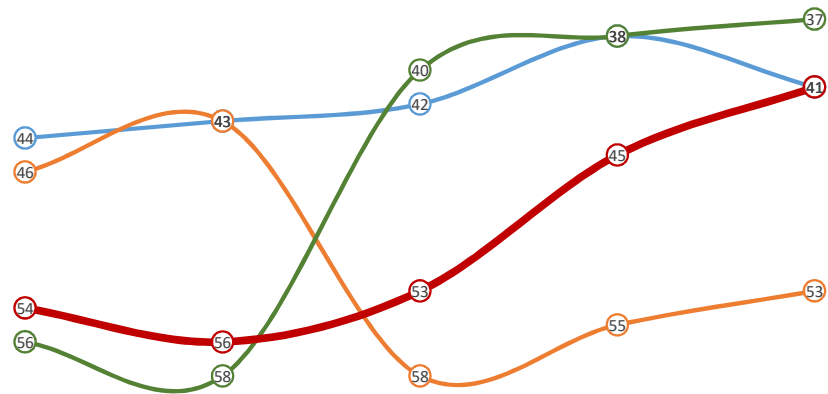
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.25	%	37
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	20.32	ratio	52
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.92	ratio	7
Apprenticeships	Are sufficiently implemented	4.75	Survey [0..10]	31
Employee Training	Is a high priority in companies	4.94	Survey [0..10]	53
Female Labor Force	Percentage of total labor force	45.94	%	31
Health Infrastructure	Meets the needs of society	3.81	Survey [0..10]	49

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.90	index	39
Attracting and Retaining Talents	Is a priority in companies	5.41	Survey [0..10]	52
Worker Motivation	Is high	4.56	Survey [0..10]	55
Brain Drain	Does not hinder competitiveness in your economy	3.25	Survey [0..10]	52
Quality of Life	Is high	3.91	Survey [0..10]	56
Foreign High-Skilled People	Are attracted to your country's business environment	4.78	Survey [0..10]	34
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,950	US\$	43
Remuneration of Management	Total base salary plus bonuses and long-term incentives	80,837	US\$	54
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	11.36	%	15
Personal Security and Private Property Rights	Are adequately protected	4.12	Survey	55

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.57	%	16
Skilled Labor	Is readily available	6.31	Survey [0..10]	19
Finance Skills	Are readily available	6.56	Survey [0..10]	29
International Experience	Of senior managers is generally significant	4.38	Survey [0..10]	55
Competent Senior Managers	Are readily available	5.69	Survey [0..10]	31
Educational System	Meets the needs of a competitive economy	4.48	Survey [0..10]	42
Science in Schools	Is sufficiently emphasized	5.22	Survey [0..10]	36
University Education	Meets the needs of a competitive economy	5.27	Survey [0..10]	37
Management Education	Meets the needs of the business community	4.66	Survey [0..10]	53
Language Skills	Are meeting the needs of enterprises	4.35	Survey [0..10]	50
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.97	number	42
Educational Assessment - PISA	PISA survey of 15-year olds	484.00	Value	34



SINGAPORE

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

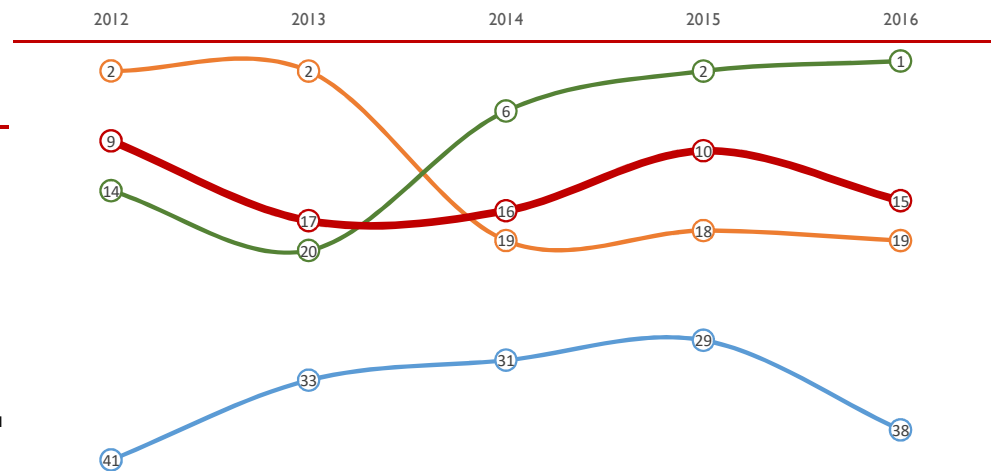
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	2.99	%	56
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.68	%	43
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.00	ratio	41
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.00	ratio	35
Apprenticeships	Are sufficiently implemented	5.12	Survey [0..10]	19
Employee Training	Is a high priority in companies	6.24	Survey [0..10]	19
Female Labor Force	Percentage of total labor force	45.52	%	34
Health Infrastructure	Meets the needs of society	8.33	Survey [0..10]	5

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	112.00	index	57
Attracting and Retaining Talents	Is a priority in companies	7.48	Survey [0..10]	14
Worker Motivation	Is high	6.42	Survey [0..10]	23
Brain Drain	Does not hinder competitiveness in your economy	6.49	Survey [0..10]	11
Quality of Life	Is high	8.58	Survey [0..10]	17
Foreign High-Skilled People	Are attracted to your country's business environment	8.58	Survey [0..10]	3
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	39,280	US\$	20
Remuneration of Management	Total base salary plus bonuses and long-term incentives	250,629	US\$	8
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.45	%	32
Personal Security and Private Property Rights	Are adequately protected	8.85	Survey	8

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	2.26	%	9
Skilled Labor	Is readily available	6.24	Survey [0..10]	23
Finance Skills	Are readily available	7.57	Survey [0..10]	13
International Experience	Of senior managers is generally significant	7.33	Survey [0..10]	6
Competent Senior Managers	Are readily available	6.76	Survey [0..10]	12
Educational System	Meets the needs of a competitive economy	8.18	Survey [0..10]	3
Science in Schools	Is sufficiently emphasized	8.48	Survey [0..10]	1
University Education	Meets the needs of a competitive economy	8.18	Survey [0..10]	2
Management Education	Meets the needs of the business community	7.42	Survey [0..10]	7
Language Skills	Are meeting the needs of enterprises	8.12	Survey [0..10]	10
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	9.06	number	3
Educational Assessment - PISA	PISA survey of 15-year olds	562.00	Value	2



SLOVAK REPUBLIC

2012 2013 2014 2015 2016

Overall

Rank 2016

39

Investment &
Development

40

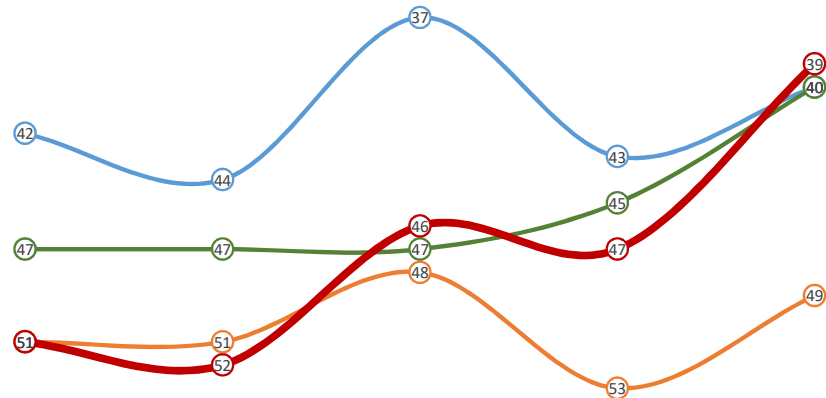
Appeal

49

Readiness

40

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.78	%	45
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.43	%	36
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.94	ratio	40
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.96	ratio	34
Apprenticeships	Are sufficiently implemented	5.17	Survey [0..10]	18
Employee Training	Is a high priority in companies	6.20	Survey [0..10]	20
Female Labor Force	Percentage of total labor force	45.06	%	36
Health Infrastructure	Meets the needs of society	4.37	Survey [0..10]	42

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	68.40	index	14
Attracting and Retaining Talents	Is a priority in companies	4.97	Survey [0..10]	59
Worker Motivation	Is high	5.29	Survey [0..10]	40
Brain Drain	Does not hinder competitiveness in your economy	2.87	Survey [0..10]	55
Quality of Life	Is high	6.68	Survey [0..10]	32
Foreign High-Skilled People	Are attracted to your country's business environment	3.12	Survey [0..10]	55
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	21,256	US\$	30
Remuneration of Management	Total base salary plus bonuses and long-term incentives	137,382	US\$	36
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.66	%	33
Personal Security and Private Property Rights	Are adequately protected	4.40	Survey	53

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.88	%	29
Skilled Labor	Is readily available	6.14	Survey [0..10]	26
Finance Skills	Are readily available	6.07	Survey [0..10]	38
International Experience	Of senior managers is generally significant	4.73	Survey [0..10]	47
Competent Senior Managers	Are readily available	5.37	Survey [0..10]	38
Educational System	Meets the needs of a competitive economy	4.27	Survey [0..10]	45
Science in Schools	Is sufficiently emphasized	4.60	Survey [0..10]	44
University Education	Meets the needs of a competitive economy	4.20	Survey [0..10]	56
Management Education	Meets the needs of the business community	5.47	Survey [0..10]	40
Language Skills	Are meeting the needs of enterprises	6.40	Survey [0..10]	28
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.88	number	27
Educational Assessment - PISA	PISA survey of 15-year olds	476.50	Value	37



SLOVENIA

2012 2013 2014 2015 2016

Overall

Rank 2016

35

Investment &
Development

20

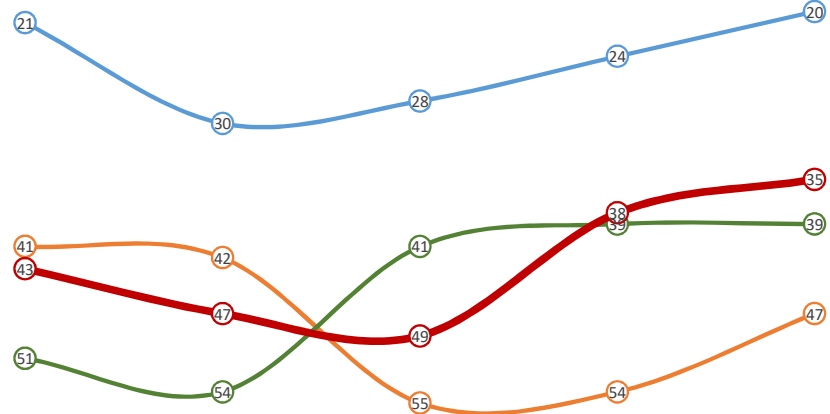
Appeal

47

Readiness

39

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.34	%	23
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	30.82	%	5
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.00	ratio	30
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.80	ratio	18
Apprenticeships	Are sufficiently implemented	2.66	Survey [0..10]	60
Employee Training	Is a high priority in companies	5.75	Survey [0..10]	33
Female Labor Force	Percentage of total labor force	45.96	%	30
Health Infrastructure	Meets the needs of society	5.21	Survey [0..10]	36

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	64.30	index	9
Attracting and Retaining Talents	Is a priority in companies	5.52	Survey [0..10]	50
Worker Motivation	Is high	5.18	Survey [0..10]	44
Brain Drain	Does not hinder competitiveness in your economy	3.15	Survey [0..10]	53
Quality of Life	Is high	7.40	Survey [0..10]	27
Foreign High-Skilled People	Are attracted to your country's business environment	2.39	Survey [0..10]	58
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	23,308	US\$	29
Remuneration of Management	Total base salary plus bonuses and long-term incentives	117,022	US\$	39
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	26.43	%	53
Personal Security and Private Property Rights	Are adequately protected	6.91	Survey	32

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.69	%	57
Skilled Labor	Is readily available	5.95	Survey [0..10]	31
Finance Skills	Are readily available	5.82	Survey [0..10]	42
International Experience	Of senior managers is generally significant	4.38	Survey [0..10]	54
Competent Senior Managers	Are readily available	4.71	Survey [0..10]	49
Educational System	Meets the needs of a competitive economy	5.15	Survey [0..10]	37
Science in Schools	Is sufficiently emphasized	5.27	Survey [0..10]	34
University Education	Meets the needs of a competitive economy	4.73	Survey [0..10]	45
Management Education	Meets the needs of the business community	5.85	Survey [0..10]	35
Language Skills	Are meeting the needs of enterprises	7.66	Survey [0..10]	16
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.24	number	36
Educational Assessment - PISA	PISA survey of 15-year olds	507.50	Value	18



SOUTH AFRICA

2012

2013

2014

2015

2016

Overall

Rank 2016

42

Investment &
Development

47

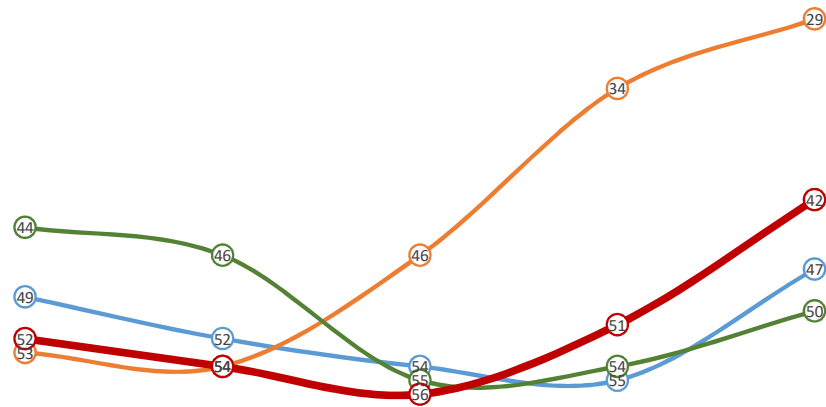
Appeal

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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	7.32	%	3
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.89	%	28
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	32.03	ratio	59
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	24.40	ratio	56
Apprenticeships	Are sufficiently implemented	2.89	Survey [0..10]	58
Employee Training	Is a high priority in companies	5.53	Survey [0..10]	41
Female Labor Force	Percentage of total labor force	45.10	%	35
Health Infrastructure	Meets the needs of society	3.33	Survey [0..10]	53

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	55.10	index	1
Attracting and Retaining Talents	Is a priority in companies	6.54	Survey [0..10]	32
Worker Motivation	Is high	3.83	Survey [0..10]	60
Brain Drain	Does not hinder competitiveness in your economy	2.77	Survey [0..10]	56
Quality of Life	Is high	5.63	Survey [0..10]	39
Foreign High-Skilled People	Are attracted to your country's business environment	4.25	Survey [0..10]	44
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	19,087	US\$	33
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	0.97	%	2
Personal Security and Private Property Rights	Are adequately protected	4.25	Survey	54

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	4.86	%	3
Skilled Labor	Is readily available	3.66	Survey [0..10]	58
Finance Skills	Are readily available	5.49	Survey [0..10]	49
International Experience	Of senior managers is generally significant	4.75	Survey [0..10]	45
Competent Senior Managers	Are readily available	4.88	Survey [0..10]	47
Educational System	Meets the needs of a competitive economy	2.33	Survey [0..10]	60
Science in Schools	Is sufficiently emphasized	2.75	Survey [0..10]	59
University Education	Meets the needs of a competitive economy	5.04	Survey [0..10]	40
Management Education	Meets the needs of the business community	5.42	Survey [0..10]	43
Language Skills	Are meeting the needs of enterprises	5.38	Survey [0..10]	40
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.80	number	44
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



SPAIN

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

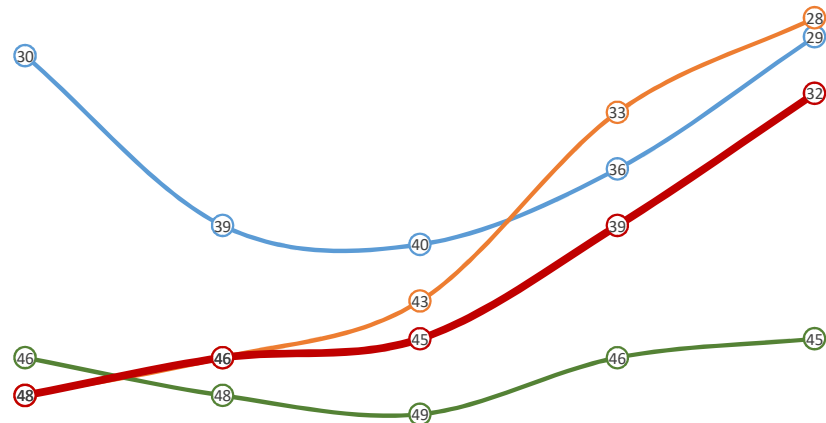
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.49	%	35
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.78	%	14
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.00	ratio	23
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.30	ratio	22
Apprenticeships	Are sufficiently implemented	3.79	Survey [0..10]	51
Employee Training	Is a high priority in companies	4.30	Survey [0..10]	61
Female Labor Force	Percentage of total labor force	46.25	%	28
Health Infrastructure	Meets the needs of society	7.98	Survey [0..10]	10

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	71.60	index	19
Attracting and Retaining Talents	Is a priority in companies	5.04	Survey [0..10]	58
Worker Motivation	Is high	4.82	Survey [0..10]	51
Brain Drain	Does not hinder competitiveness in your economy	4.51	Survey [0..10]	34
Quality of Life	Is high	8.10	Survey [0..10]	21
Foreign High-Skilled People	Are attracted to your country's business environment	4.75	Survey [0..10]	35
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	32,662	US\$	24
Remuneration of Management	Total base salary plus bonuses and long-term incentives	188,937	US\$	21
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	13.62	%	19
Personal Security and Private Property Rights	Are adequately protected	7.44	Survey	28

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.14	%	55
Skilled Labor	Is readily available	6.29	Survey [0..10]	20
Finance Skills	Are readily available	5.66	Survey [0..10]	47
International Experience	Of senior managers is generally significant	4.50	Survey [0..10]	50
Competent Senior Managers	Are readily available	5.10	Survey [0..10]	43
Educational System	Meets the needs of a competitive economy	4.57	Survey [0..10]	39
Science in Schools	Is sufficiently emphasized	4.13	Survey [0..10]	47
University Education	Meets the needs of a competitive economy	4.40	Survey [0..10]	51
Management Education	Meets the needs of the business community	5.74	Survey [0..10]	37
Language Skills	Are meeting the needs of enterprises	3.67	Survey [0..10]	54
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.21	number	37
Educational Assessment - PISA	PISA survey of 15-year olds	490.00	Value	27



SWEDEN

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

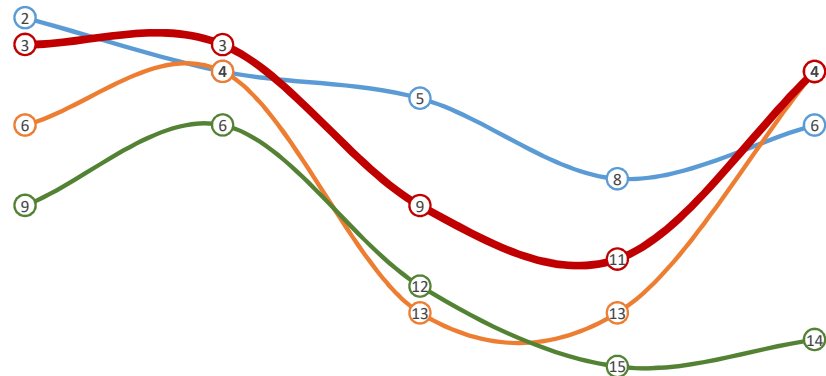
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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.63	%	6
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	31.09	%	4
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.67	ratio	16
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.43	ratio	29
Apprenticeships	Are sufficiently implemented	4.39	Survey [0..10]	39
Employee Training	Is a high priority in companies	7.00	Survey [0..10]	8
Female Labor Force	Percentage of total labor force	47.62	%	11
Health Infrastructure	Meets the needs of society	7.54	Survey [0..10]	16

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	72.50	index	22
Attracting and Retaining Talents	Is a priority in companies	7.76	Survey [0..10]	9
Worker Motivation	Is high	7.42	Survey [0..10]	7
Brain Drain	Does not hinder competitiveness in your economy	7.30	Survey [0..10]	4
Quality of Life	Is high	9.17	Survey [0..10]	10
Foreign High-Skilled People	Are attracted to your country's business environment	5.76	Survey [0..10]	23
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	47,831	US\$	9
Remuneration of Management	Total base salary plus bonuses and long-term incentives	213,846	US\$	14
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	23.16	%	47
Personal Security and Private Property Rights	Are adequately protected	8.36	Survey	15

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.78	%	33
Skilled Labor	Is readily available	6.39	Survey [0..10]	17
Finance Skills	Are readily available	7.82	Survey [0..10]	9
International Experience	Of senior managers is generally significant	7.02	Survey [0..10]	8
Competent Senior Managers	Are readily available	7.03	Survey [0..10]	4
Educational System	Meets the needs of a competitive economy	6.12	Survey [0..10]	25
Science in Schools	Is sufficiently emphasized	5.64	Survey [0..10]	25
University Education	Meets the needs of a competitive economy	7.09	Survey [0..10]	18
Management Education	Meets the needs of the business community	7.41	Survey [0..10]	8
Language Skills	Are meeting the needs of enterprises	8.76	Survey [0..10]	4
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.64	number	22
Educational Assessment - PISA	PISA survey of 15-year olds	481.50	Value	35



SWITZERLAND

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

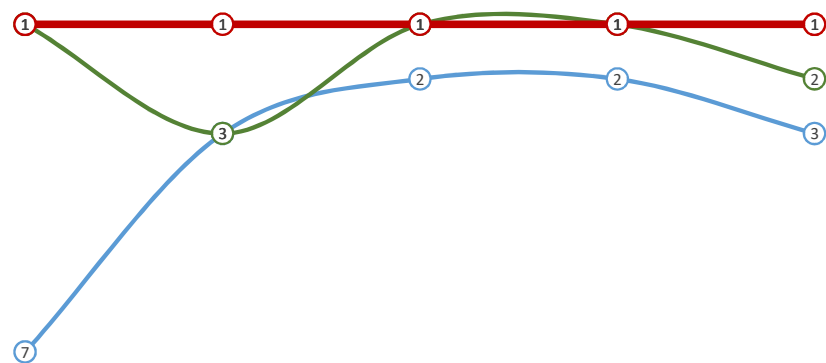
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3

1

2

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.97	%	12
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	26.05	%	12
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.00	ratio	26
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.40	ratio	23
Apprenticeships	Are sufficiently implemented	8.94	Survey [0..10]	1
Employee Training	Is a high priority in companies	7.73	Survey [0..10]	1
Female Labor Force	Percentage of total labor force	46.64	%	22
Health Infrastructure	Meets the needs of society	9.25	Survey [0..10]	1

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	114.60	index	58
Attracting and Retaining Talents	Is a priority in companies	7.83	Survey [0..10]	6
Worker Motivation	Is high	8.06	Survey [0..10]	2
Brain Drain	Does not hinder competitiveness in your economy	7.97	Survey [0..10]	2
Quality of Life	Is high	9.83	Survey [0..10]	1
Foreign High-Skilled People	Are attracted to your country's business environment	9.16	Survey [0..10]	1
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	92,625	US\$	1
Remuneration of Management	Total base salary plus bonuses and long-term incentives	424,018	US\$	1
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	11.78	%	17
Personal Security and Private Property Rights	Are adequately protected	9.11	Survey	3

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	1.46	%	17
Skilled Labor	Is readily available	6.91	Survey [0..10]	8
Finance Skills	Are readily available	8.30	Survey [0..10]	3
International Experience	Of senior managers is generally significant	8.03	Survey [0..10]	1
Competent Senior Managers	Are readily available	7.01	Survey [0..10]	5
Educational System	Meets the needs of a competitive economy	9.11	Survey [0..10]	1
Science in Schools	Is sufficiently emphasized	8.16	Survey [0..10]	2
University Education	Meets the needs of a competitive economy	8.80	Survey [0..10]	1
Management Education	Meets the needs of the business community	8.69	Survey [0..10]	1
Language Skills	Are meeting the needs of enterprises	8.90	Survey [0..10]	2
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	5.86	number	7
Educational Assessment - PISA	PISA survey of 15-year olds	523.00	Value	9



TAIWAN

2012 2013 2014 2015 2016

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

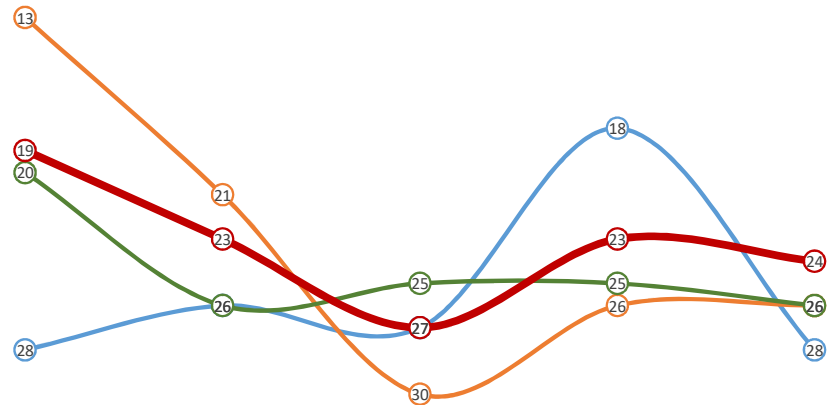
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26

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of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.02	%	42
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.92	%	23
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.30	ratio	21
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.10	ratio	43
Apprenticeships	Are sufficiently implemented	5.23	Survey [0..10]	17
Employee Training	Is a high priority in companies	6.37	Survey [0..10]	17
Female Labor Force	Percentage of total labor force	44.17	%	40
Health Infrastructure	Meets the needs of society	7.73	Survey [0..10]	13

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	84.10	index	43
Attracting and Retaining Talents	Is a priority in companies	6.45	Survey [0..10]	36
Worker Motivation	Is high	6.79	Survey [0..10]	15
Brain Drain	Does not hinder competitiveness in your economy	3.69	Survey [0..10]	45
Quality of Life	Is high	7.07	Survey [0..10]	29
Foreign High-Skilled People	Are attracted to your country's business environment	3.62	Survey [0..10]	51
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	26,313	US\$	28
Remuneration of Management	Total base salary plus bonuses and long-term incentives	148,920	US\$	30
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	6.46	%	8
Personal Security and Private Property Rights	Are adequately protected	7.86	Survey	24

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.89	%	28
Skilled Labor	Is readily available	5.54	Survey [0..10]	39
Finance Skills	Are readily available	6.71	Survey [0..10]	27
International Experience	Of senior managers is generally significant	4.83	Survey [0..10]	42
Competent Senior Managers	Are readily available	5.60	Survey [0..10]	34
Educational System	Meets the needs of a competitive economy	6.34	Survey [0..10]	21
Science in Schools	Is sufficiently emphasized	6.31	Survey [0..10]	15
University Education	Meets the needs of a competitive economy	5.47	Survey [0..10]	35
Management Education	Meets the needs of the business community	5.98	Survey [0..10]	33
Language Skills	Are meeting the needs of enterprises	5.52	Survey [0..10]	39
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.41	number	20
Educational Assessment - PISA	PISA survey of 15-year olds	541.50	Value	6



THAILAND

2012 2013 2014 2015 2016

Rank 2016

Overall

37

Investment &
Development

42

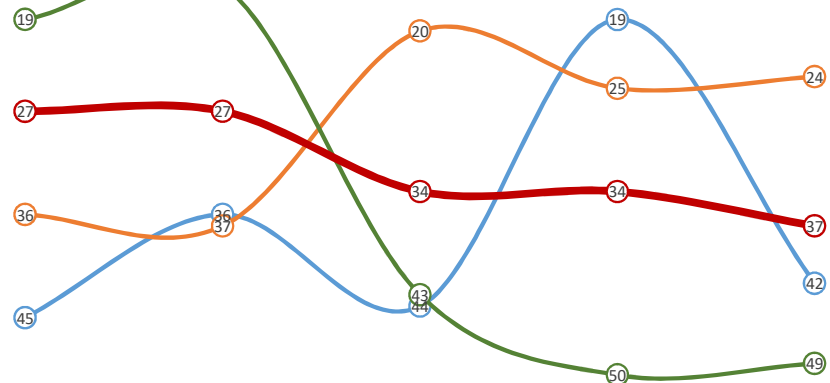
Appeal

24

Readiness

49

of 61



Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	3.95	%	43
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	19.69	%	33
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.28	ratio	34
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	19.91	ratio	54
Apprenticeships	Are sufficiently implemented	5.43	Survey [0..10]	14
Employee Training	Is a high priority in companies	6.27	Survey [0..10]	18
Female Labor Force	Percentage of total labor force	45.56	%	33
Health Infrastructure	Meets the needs of society	6.09	Survey [0..10]	31

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	82.00	index	42
Attracting and Retaining Talents	Is a priority in companies	6.89	Survey [0..10]	29
Worker Motivation	Is high	6.34	Survey [0..10]	26
Brain Drain	Does not hinder competitiveness in your economy	5.59	Survey [0..10]	25
Quality of Life	Is high	6.39	Survey [0..10]	35
Foreign High-Skilled People	Are attracted to your country's business environment	5.86	Survey [0..10]	22
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	12,901	US\$	46
Remuneration of Management	Total base salary plus bonuses and long-term incentives	151,246	US\$	34
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	4.33	%	5
Personal Security and Private Property Rights	Are adequately protected	7.04	Survey	30

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-0.07	%	53
Skilled Labor	Is readily available	5.71	Survey [0..10]	35
Finance Skills	Are readily available	6.04	Survey [0..10]	40
International Experience	Of senior managers is generally significant	6.02	Survey [0..10]	18
Competent Senior Managers	Are readily available	5.93	Survey [0..10]	26
Educational System	Meets the needs of a competitive economy	4.30	Survey [0..10]	44
Science in Schools	Is sufficiently emphasized	4.09	Survey [0..10]	49
University Education	Meets the needs of a competitive economy	4.62	Survey [0..10]	47
Management Education	Meets the needs of the business community	5.26	Survey [0..10]	45
Language Skills	Are meeting the needs of enterprises	3.86	Survey [0..10]	52
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.32	number	51
Educational Assessment - PISA	PISA survey of 15-year olds	435.50	Value	44



TURKEY

Overall

Investment &
Development

Appeal

Readiness

Rank 2016

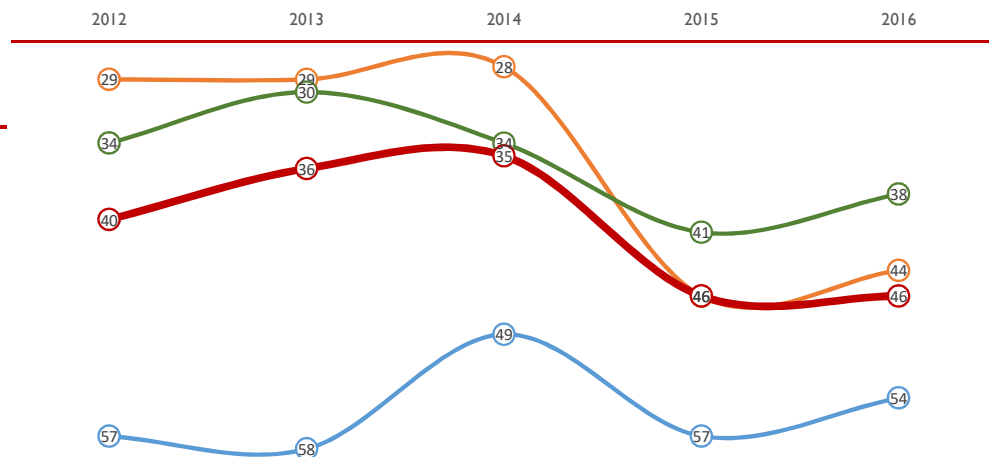
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44

38

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	4.18	%	39
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	14.65	%	52
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	19.83	ratio	51
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	19.28	ratio	53
Apprenticeships	Are sufficiently implemented	4.31	Survey [0..10]	41
Employee Training	Is a high priority in companies	5.02	Survey [0..10]	49
Female Labor Force	Percentage of total labor force	31.08	%	55
Health Infrastructure	Meets the needs of society	6.58	Survey [0..10]	28

Factor 2 : Appeal

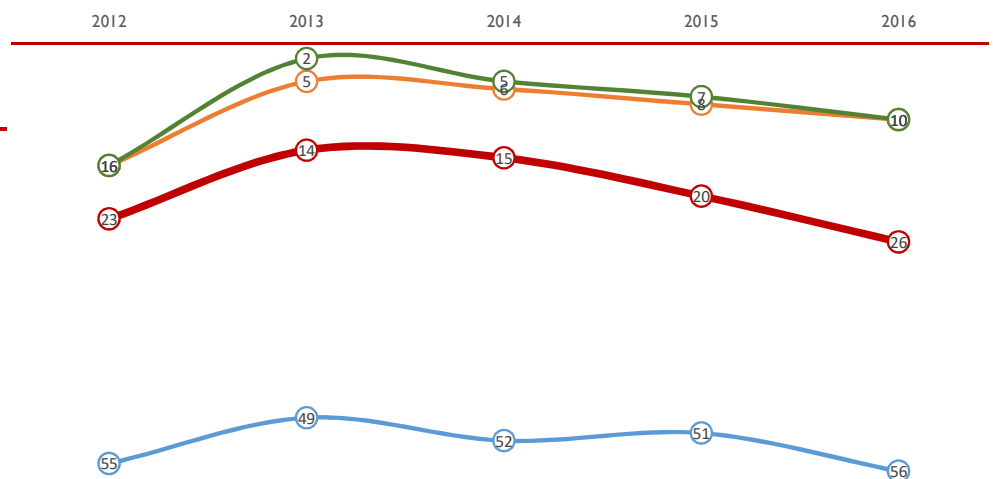
Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.40	index	24
Attracting and Retaining Talents	Is a priority in companies	6.42	Survey [0..10]	39
Worker Motivation	Is high	6.11	Survey [0..10]	29
Brain Drain	Does not hinder competitiveness in your economy	5.51	Survey [0..10]	27
Quality of Life	Is high	4.94	Survey [0..10]	48
Foreign High-Skilled People	Are attracted to your country's business environment	4.62	Survey [0..10]	38
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,324	US\$	40
Remuneration of Management	Total base salary plus bonuses and long-term incentives	141,292	US\$	40
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.40	%	41
Personal Security and Private Property Rights	Are adequately protected	5.66	Survey	42

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	3.10	%	6
Skilled Labor	Is readily available	6.15	Survey [0..10]	25
Finance Skills	Are readily available	6.75	Survey [0..10]	26
International Experience	Of senior managers is generally significant	5.73	Survey [0..10]	27
Competent Senior Managers	Are readily available	6.42	Survey [0..10]	16
Educational System	Meets the needs of a competitive economy	3.85	Survey [0..10]	51
Science in Schools	Is sufficiently emphasized	3.69	Survey [0..10]	52
University Education	Meets the needs of a competitive economy	4.23	Survey [0..10]	54
Management Education	Meets the needs of the business community	5.04	Survey [0..10]	47
Language Skills	Are meeting the needs of enterprises	4.53	Survey [0..10]	48
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.71	number	46
Educational Assessment - PISA	PISA survey of 15-year olds	455.50	Value	40



UAE



Rank 2016

Overall

Investment &
Development

26

56

Appeal

10

Readiness

10

of 61

Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	1.10	%	60
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.32	%	38
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.07	ratio	32
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.50	ratio	24
Apprenticeships	Are sufficiently implemented	5.74	Survey [0..10]	11
Employee Training	Is a high priority in companies	6.78	Survey [0..10]	12
Female Labor Force	Percentage of total labor force	12.37	%	59
Health Infrastructure	Meets the needs of society	7.71	Survey [0..10]	14

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	90.10	index	48
Attracting and Retaining Talents	Is a priority in companies	7.24	Survey [0..10]	20
Worker Motivation	Is high	6.88	Survey [0..10]	13
Brain Drain	Does not hinder competitiveness in your economy	6.62	Survey [0..10]	9
Quality of Life	Is high	8.86	Survey [0..10]	14
Foreign High-Skilled People	Are attracted to your country's business environment	8.24	Survey [0..10]	5
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	35,346	US\$	25
Remuneration of Management	Total base salary plus bonuses and long-term incentives	192,350	US\$	19
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	5.87	%	7
Personal Security and Private Property Rights	Are adequately protected	8.03	Survey	22

Factor 3 : Readiness

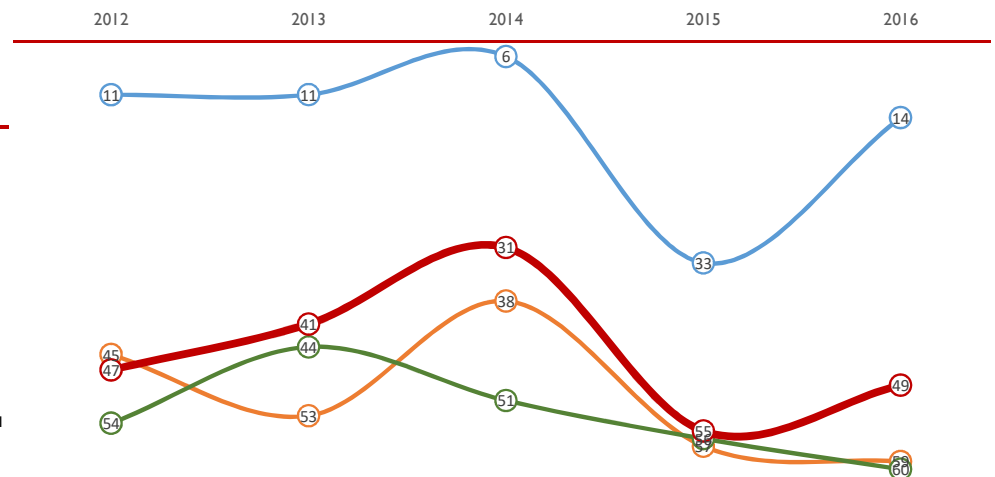
Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.78	%	34
Skilled Labor	Is readily available	6.28	Survey [0..10]	21
Finance Skills	Are readily available	6.97	Survey [0..10]	23
International Experience	Of senior managers is generally significant	7.52	Survey [0..10]	3
Competent Senior Managers	Are readily available	6.93	Survey [0..10]	6
Educational System	Meets the needs of a competitive economy	7.55	Survey [0..10]	12
Science in Schools	Is sufficiently emphasized	7.03	Survey [0..10]	4
University Education	Meets the needs of a competitive economy	7.13	Survey [0..10]	17
Management Education	Meets the needs of the business community	7.15	Survey [0..10]	14
Language Skills	Are meeting the needs of enterprises	8.07	Survey [0..10]	11
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	6.55	number	5
Educational Assessment - PISA	PISA survey of 15-year olds	441.00	Value	43

5 Best Ranked Criteria

5 Worst Ranked Criteria



UKRAINE



Rank 2016

Overall

49

Investment &
Development

14

Appeal

59

Readiness

60

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	7.23	%	4
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	30.45	%	6
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.49	ratio	38
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.32	ratio	8
Apprenticeships	Are sufficiently implemented	4.43	Survey [0..10]	37
Employee Training	Is a high priority in companies	5.17	Survey [0..10]	47
Female Labor Force	Percentage of total labor force	47.33	%	13
Health Infrastructure	Meets the needs of society	1.94	Survey [0..10]	59

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	56.80	index	3
Attracting and Retaining Talents	Is a priority in companies	5.31	Survey [0..10]	55
Worker Motivation	Is high	5.03	Survey [0..10]	46
Brain Drain	Does not hinder competitiveness in your economy	2.00	Survey [0..10]	58
Quality of Life	Is high	2.03	Survey [0..10]	60
Foreign High-Skilled People	Are attracted to your country's business environment	2.89	Survey [0..10]	57
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	3,728	US\$	60
Remuneration of Management	Total base salary plus bonuses and long-term incentives	27,718	US\$	56
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.42	%	23
Personal Security and Private Property Rights	Are adequately protected	2.84	Survey	60

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-4.34	%	61
Skilled Labor	Is readily available	4.23	Survey [0..10]	54
Finance Skills	Are readily available	4.49	Survey [0..10]	59
International Experience	Of senior managers is generally significant	4.00	Survey [0..10]	59
Competent Senior Managers	Are readily available	3.86	Survey [0..10]	56
Educational System	Meets the needs of a competitive economy	4.06	Survey [0..10]	49
Science in Schools	Is sufficiently emphasized	4.51	Survey [0..10]	45
University Education	Meets the needs of a competitive economy	4.61	Survey [0..10]	48
Management Education	Meets the needs of the business community	6.49	Survey [0..10]	24
Language Skills	Are meeting the needs of enterprises	4.86	Survey [0..10]	45
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.09	number	39
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-

5 Best Ranked Criteria

5 Worst Ranked Criteria



UNITED KINGDOM

2012 2013 2014 2015 2016

Overall

Rank 2016

20

Investment &
Development

36

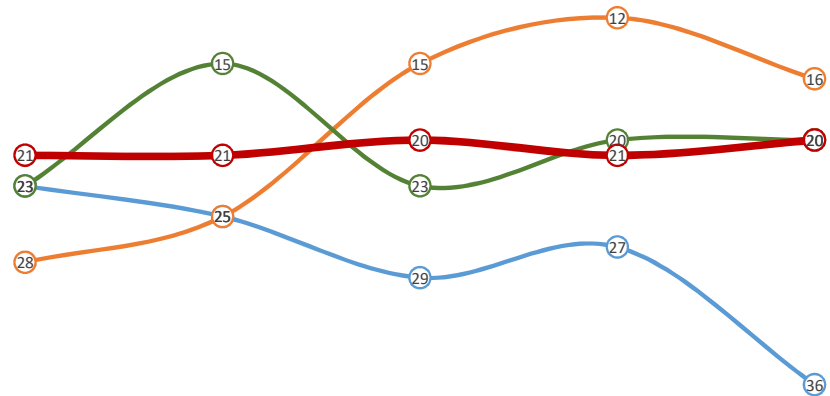
Appeal

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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	5.39	%	20
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.51	%	27
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	20.67	ratio	53
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	18.50	ratio	52
Apprenticeships	Are sufficiently implemented	4.74	Survey [0..10]	32
Employee Training	Is a high priority in companies	5.62	Survey [0..10]	38
Female Labor Force	Percentage of total labor force	46.63	%	23
Health Infrastructure	Meets the needs of society	6.44	Survey [0..10]	29

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	102.40	index	52
Attracting and Retaining Talents	Is a priority in companies	7.42	Survey [0..10]	16
Worker Motivation	Is high	6.34	Survey [0..10]	25
Brain Drain	Does not hinder competitiveness in your economy	6.42	Survey [0..10]	12
Quality of Life	Is high	7.92	Survey [0..10]	24
Foreign High-Skilled People	Are attracted to your country's business environment	8.32	Survey [0..10]	4
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	45,691	US\$	13
Remuneration of Management	Total base salary plus bonuses and long-term incentives	278,414	US\$	6
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.59	%	37
Personal Security and Private Property Rights	Are adequately protected	8.50	Survey	13

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.64	%	37
Skilled Labor	Is readily available	5.84	Survey [0..10]	33
Finance Skills	Are readily available	7.78	Survey [0..10]	11
International Experience	Of senior managers is generally significant	6.14	Survey [0..10]	15
Competent Senior Managers	Are readily available	6.38	Survey [0..10]	18
Educational System	Meets the needs of a competitive economy	6.51	Survey [0..10]	18
Science in Schools	Is sufficiently emphasized	5.53	Survey [0..10]	29
University Education	Meets the needs of a competitive economy	6.63	Survey [0..10]	22
Management Education	Meets the needs of the business community	6.63	Survey [0..10]	21
Language Skills	Are meeting the needs of enterprises	4.02	Survey [0..10]	51
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	6.52	number	6
Educational Assessment - PISA	PISA survey of 15-year olds	504.00	Value	20



USA

2012 2013 2014 2015 2016

Rank 2016

Overall

14

Investment &
Development

26

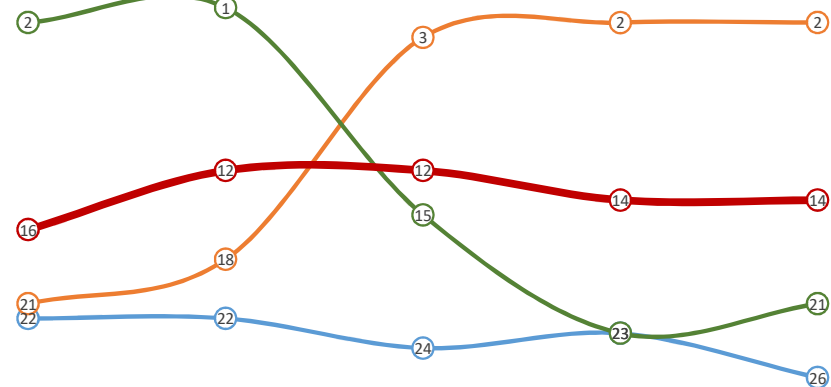
Appeal

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Readiness

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	6.20	%	11
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.81	%	25
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.35	ratio	28
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.37	ratio	45
Apprenticeships	Are sufficiently implemented	3.88	Survey [0..10]	50
Employee Training	Is a high priority in companies	5.84	Survey [0..10]	29
Female Labor Force	Percentage of total labor force	46.78	%	20
Health Infrastructure	Meets the needs of society	6.03	Survey [0..10]	32

Factor 2 : Appeal

Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	100.00	index	51
Attracting and Retaining Talents	Is a priority in companies	7.97	Survey [0..10]	4
Worker Motivation	Is high	6.70	Survey [0..10]	17
Brain Drain	Does not hinder competitiveness in your economy	7.33	Survey [0..10]	3
Quality of Life	Is high	8.26	Survey [0..10]	18
Foreign High-Skilled People	Are attracted to your country's business environment	8.95	Survey [0..10]	2
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	60,716	US\$	3
Remuneration of Management	Total base salary plus bonuses and long-term incentives	375,387	US\$	2
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	13.89	%	21
Personal Security and Private Property Rights	Are adequately protected	8.43	Survey	14

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	0.77	%	35
Skilled Labor	Is readily available	6.31	Survey [0..10]	18
Finance Skills	Are readily available	7.86	Survey [0..10]	7
International Experience	Of senior managers is generally significant	5.48	Survey [0..10]	32
Competent Senior Managers	Are readily available	7.05	Survey [0..10]	2
Educational System	Meets the needs of a competitive economy	6.28	Survey [0..10]	23
Science in Schools	Is sufficiently emphasized	5.58	Survey [0..10]	27
University Education	Meets the needs of a competitive economy	7.51	Survey [0..10]	10
Management Education	Meets the needs of the business community	7.74	Survey [0..10]	3
Language Skills	Are meeting the needs of enterprises	4.91	Survey [0..10]	44
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.48	number	24
Educational Assessment - PISA	PISA survey of 15-year olds	489.00	Value	29



VENEZUELA

2012 2013 2014 2015 2016

Overall

Rank 2016

61

Investment &
Development

45

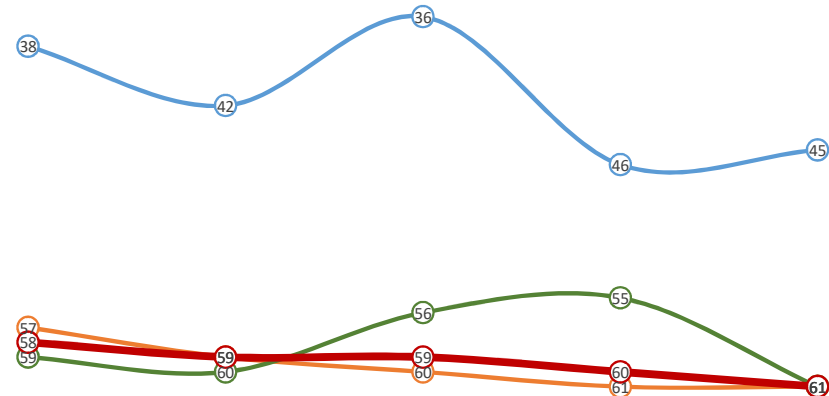
Appeal

61

Readiness

61

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Factor 1 : Investment and Development

Criteria		Value		2016 Rank
Total Public Expenditure on Education	Percentage of GDP	-	%	-
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.61	%	44
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.51	ratio	25
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	7.90	ratio	2
Apprenticeships	Are sufficiently implemented	3.72	Survey [0..10]	52
Employee Training	Is a high priority in companies	4.92	Survey [0..10]	54
Female Labor Force	Percentage of total labor force	38.85	%	50
Health Infrastructure	Meets the needs of society	0.84	Survey [0..10]	61

Factor 2 : Appeal

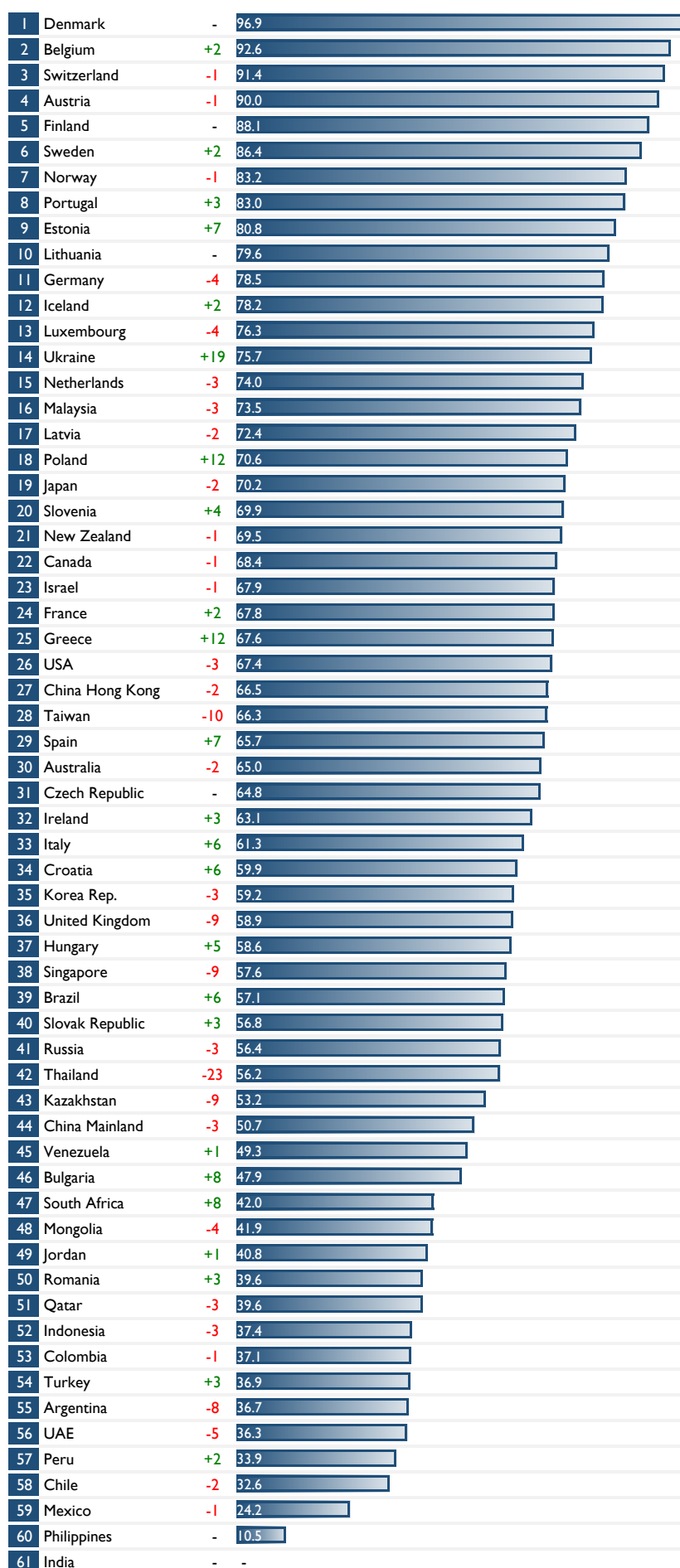
Criteria		Value		2016 Rank
Cost-of-Living Index	Index of a basket of goods & services	102.50	index	53
Attracting and Retaining Talents	Is a priority in companies	6.08	Survey [0..10]	43
Worker Motivation	Is high	2.80	Survey [0..10]	61
Brain Drain	Does not hinder competitiveness in your economy	1.56	Survey [0..10]	61
Quality of Life	Is high	0.96	Survey [0..10]	61
Foreign High-Skilled People	Are attracted to your country's business environment	0.92	Survey [0..10]	61
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,400	US\$	42
Remuneration of Management	Total base salary plus bonuses and long-term incentives	87,039	US\$	52
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	3.10	%	4
Personal Security and Private Property Rights	Are adequately protected	0.45	Survey	61

Factor 3 : Readiness

Criteria		Value		2016 Rank
Labor Force Growth	Percentage change	-2.76	%	60
Skilled Labor	Is readily available	4.16	Survey [0..10]	56
Finance Skills	Are readily available	4.98	Survey [0..10]	55
International Experience	Of senior managers is generally significant	4.71	Survey [0..10]	48
Competent Senior Managers	Are readily available	4.00	Survey [0..10]	53
Educational System	Meets the needs of a competitive economy	2.00	Survey [0..10]	61
Science in Schools	Is sufficiently emphasized	2.52	Survey [0..10]	61
University Education	Meets the needs of a competitive economy	4.08	Survey [0..10]	57
Management Education	Meets the needs of the business community	4.28	Survey [0..10]	58
Language Skills	Are meeting the needs of enterprises	3.04	Survey [0..10]	60
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	number	-
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-

CRITERIA

FACTOR 1: INVESTMENT AND DEVELOPMENT 2016



TOTAL PUBLIC EXPENDITURE ON EDUCATION

2014

Percentage of GDP

Ranking		%	
1	ICELAND	7.6	2012
2	DENMARK	7.6	2012
3	SOUTH AFRICA	7.3	
4	UKRAINE	7.2	2012
5	PORTUGAL	6.8	2013
6	SWEDEN	6.6	2013
7	BELGIUM	6.4	2013
8	FINLAND	6.4	2013
9	BRAZIL	6.4	
10	ISRAEL	6.3	
11	USA	6.2	2012
12	SWITZERLAND	6.0	2013
13	ESTONIA	5.9	2013
14	LUXEMBOURG	5.6	2013
15	LATVIA	5.5	2012
16	FRANCE	5.5	2013
17	NETHERLANDS	5.5	2013
18	CANADA	5.4	2012
19	LITHUANIA	5.4	
20	UNITED KINGDOM	5.4	2013
21	NEW ZEALAND	5.4	2012
22	MONGOLIA	5.4	
23	SLOVENIA	5.3	
24	POLAND	5.3	2013
25	AUSTRALIA	5.3	2012
26	CZECH REPUBLIC	5.2	2013
27	MALAYSIA	5.1	
28	CROATIA	5.0	2012
29	AUSTRIA	5.0	2013
30	KOREA REP.	4.9	2012
31	NORWAY	4.9	2013
32	COLOMBIA	4.7	
33	HUNGARY	4.7	2013
34	GREECE	4.5	2013
35	SPAIN	4.5	2012
36	IRELAND	4.5	
37	RUSSIA	4.3	
38	GERMANY	4.2	2012
39	TURKEY	4.2	
40	ITALY	4.1	2013
41	CHILE	4.1	2012
42	TAIWAN	4.0	2013
43	THAILAND	3.9	
44	JORDAN	3.8	2012
45	SLOVAK REPUBLIC	3.8	2012
46	CHINA MAINLAND	3.6	
47	MEXICO	3.6	
48	INDONESIA	3.6	
49	JAPAN	3.5	2012
50	KAZAKHSTAN	3.4	
51	BULGARIA	3.4	2012
52	QATAR	3.3	
53	CHINA HONG KONG	3.3	
54	PERU	3.2	2012
55	INDIA	3.1	
56	SINGAPORE	3.0	
57	ROMANIA	2.8	2013
58	PHILIPPINES	2.5	
59	ARGENTINA	1.6	
60	UAE	1.1	
-	VENEZUELA	-	

PUBLIC EXPENDITURE ON EDUCATION PER PUPIL

2013

Percentage of GDP per capita (secondary)

Ranking		%	
1	BELGIUM	38.6	2012
2	FINLAND	34.7	2011
3	PORTUGAL	32.6	2011
4	SWEDEN	31.1	2012
5	SLOVENIA	30.8	2011
6	UKRAINE	30.4	
7	DENMARK	29.4	2011
8	ESTONIA	27.1	2012
9	AUSTRIA	27.0	2012
10	FRANCE	26.9	2012
11	IRELAND	26.3	2012
12	SWITZERLAND	26.1	2012
13	NORWAY	25.8	2011
14	SPAIN	25.8	2011
15	JAPAN	25.7	
16	CZECH REPUBLIC	25.4	2012
17	NEW ZEALAND	24.7	2012
18	NETHERLANDS	24.2	2012
19	POLAND	23.5	2011
20	KOREA REP.	23.4	
21	GERMANY	23.2	2012
22	MALAYSIA	23.2	
23	TAIWAN	22.9	
24	ITALY	22.8	2012
25	USA	22.8	2012
26	BRAZIL	22.7	2012
27	UNITED KINGDOM	22.5	
28	SOUTH AFRICA	20.9	2012
29	ARGENTINA	20.9	
30	BULGARIA	20.4	2012
31	ICELAND	20.2	2011
32	HUNGARY	19.7	2012
33	THAILAND	19.7	2012
34	LITHUANIA	19.5	2011
35	CHINA HONG KONG	18.7	
36	SLOVAK REPUBLIC	18.4	2012
37	CANADA	18.3	2011
38	UAE	18.3	2012
39	CROATIA	18.0	2011
40	LUXEMBOURG	18.0	2011
41	LATVIA	17.2	2012
42	COLOMBIA	17.0	
43	SINGAPORE	16.7	2010
44	VENEZUELA	16.6	2009
45	AUSTRALIA	16.5	2012
46	MEXICO	15.9	2011
47	ISRAEL	15.5	2011
48	MONGOLIA	15.4	2010
49	INDIA	15.2	2012
50	CHILE	15.2	
51	JORDAN	15.1	2011
52	TURKEY	14.7	
53	ROMANIA	12.6	2012
54	KAZAKHSTAN	11.2	
55	PERU	10.4	
56	QATAR	10.3	2009
57	INDONESIA	9.8	
-	CHINA MAINLAND	-	
-	GREECE	-	
-	PHILIPPINES	-	
-	RUSSIA	-	

PUPIL-TEACHER RATIO (PRIMARY EDUCATION)

2013

Ratio of students to teaching staff

Ranking		ratio
1	LUXEMBOURG	8.82
2	GREECE	9.49
3	QATAR	10.00
4	NORWAY	10.34
5	HUNGARY	10.40
6	ICELAND	10.43
7	POLAND	11.09
8	LATVIA	11.16
9	DENMARK	11.80 ²⁰¹¹
10	AUSTRIA	11.92
11	MALAYSIA	12.00
12	CROATIA	12.10
13	ITALY	12.35
14	LITHUANIA	12.62
15	ARGENTINA	12.66
16	BELGIUM	12.67
16	SWEDEN	12.67
18	ESTONIA	13.04
19	FINLAND	13.20
20	PORTUGAL	13.20
21	TAIWAN	13.30
22	CHINA HONG KONG	13.80
23	SPAIN	14.00
24	CANADA	14.03
25	VENEZUELA	14.51 ²⁰⁰⁹
26	SWITZERLAND	15.00
27	ISRAEL	15.27
28	USA	15.35
29	AUSTRALIA	15.61
30	GERMANY	16.00
30	SLOVENIA	16.00
32	UAE	16.07
33	INDONESIA	16.09
34	THAILAND	16.28 ²⁰¹²
35	IRELAND	16.36
36	NEW ZEALAND	16.39
37	KAZAKHSTAN	16.48
38	UKRAINE	16.49
39	CHINA MAINLAND	16.85
40	SLOVAK REPUBLIC	16.94
41	NETHERLANDS	17.00
41	SINGAPORE	17.00
43	KOREA REP.	17.31
44	JAPAN	17.40
45	JORDAN	17.50
46	ROMANIA	17.56 ²⁰¹²
47	BULGARIA	17.63
48	PERU	18.08
49	CZECH REPUBLIC	18.79
50	FRANCE	19.31
51	TURKEY	19.83
52	RUSSIA	20.32
53	UNITED KINGDOM	20.67
54	BRAZIL	22.40
55	CHILE	22.53
56	COLOMBIA	24.98
57	MONGOLIA	27.59
58	MEXICO	27.69
59	SOUTH AFRICA	32.03
60	PHILIPPINES	36.00
61	INDIA	41.00 ²⁰¹¹

PUPIL-TEACHER RATIO (SECONDARY EDUCATION)

2013

Ratio of students to teaching staff

Ranking		ratio
1	GREECE	7.72
2	VENEZUELA	7.90
3	LITHUANIA	8.10
4	LATVIA	8.33
5	LUXEMBOURG	8.60
6	KAZAKHSTAN	8.73
7	RUSSIA	8.92
8	UKRAINE	9.32
9	AUSTRIA	9.35
10	PORTUGAL	9.39
11	JORDAN	9.40
12	BELGIUM	9.67
13	QATAR	9.67
14	CROATIA	10.00
15	NORWAY	10.12
16	POLAND	10.48
17	ESTONIA	10.57
18	SLOVENIA	10.80
19	ICELAND	11.10 ²⁰¹²
20	CZECH REPUBLIC	11.14
21	HUNGARY	11.26
22	SPAIN	11.30
23	SWITZERLAND	11.40 ²⁰¹⁰
24	UAE	11.50
25	DENMARK	11.55 ²⁰¹⁰
26	ISRAEL	12.00
27	AUSTRALIA	12.02
28	ITALY	12.19
29	SWEDEN	12.43
30	FINLAND	12.71
31	JAPAN	12.72
32	FRANCE	12.73
33	ROMANIA	12.81
34	SLOVAK REPUBLIC	12.96
35	MALAYSIA	13.00
35	SINGAPORE	13.00
37	BULGARIA	13.04
38	CHINA HONG KONG	13.10
39	GERMANY	13.49
40	CANADA	13.85
41	IRELAND	13.95
42	NEW ZEALAND	14.78
43	TAIWAN	15.10
44	CHINA MAINLAND	15.14
45	USA	15.37
46	INDONESIA	15.38
47	PERU	15.46
48	KOREA REP.	16.18
49	NETHERLANDS	17.00
50	BRAZIL	17.26
51	MONGOLIA	18.30
52	UNITED KINGDOM	18.50
53	TURKEY	19.28
54	THAILAND	19.91 ²⁰¹¹
55	ARGENTINA	23.82
56	SOUTH AFRICA	24.40 ²⁰¹⁰
57	CHILE	24.80
58	COLOMBIA	25.50
59	MEXICO	30.30
60	INDIA	32.00 ²⁰¹¹
61	PHILIPPINES	35.00

APPRENTICESHIPS

2016

Apprenticeships

are not sufficiently implemented



are sufficiently implemented

Ranking		Survey [0..10]
1	SWITZERLAND	8.94
2	GERMANY	8.54
3	AUSTRIA	8.06
4	JAPAN	6.94
5	DENMARK	6.83
6	NETHERLANDS	6.68
7	LITHUANIA	6.40
8	MALAYSIA	6.32
9	CHINA HONG KONG	5.86
10	NORWAY	5.79
11	UAE	5.74
12	LUXEMBOURG	5.69
13	JORDAN	5.43
14	THAILAND	5.43
15	LATVIA	5.37
16	COLOMBIA	5.33
17	TAIWAN	5.23
18	SLOVAK REPUBLIC	5.17
19	SINGAPORE	5.12
20	QATAR	5.11
21	CANADA	5.10
22	AUSTRALIA	4.94
23	PHILIPPINES	4.92
24	POLAND	4.87
25	MEXICO	4.87
26	INDIA	4.84
27	ISRAEL	4.81
28	ITALY	4.80
29	KAZAKHSTAN	4.80
30	ESTONIA	4.76
31	RUSSIA	4.75
32	UNITED KINGDOM	4.74
33	BRAZIL	4.62
34	NEW ZEALAND	4.59
35	PORTUGAL	4.52
36	FINLAND	4.44
37	UKRAINE	4.43
38	ICELAND	4.40
39	SWEDEN	4.39
40	BELGIUM	4.35
41	TURKEY	4.31
42	GREECE	4.31
43	CHINA MAINLAND	4.30
44	KOREA REP.	4.17
45	INDONESIA	4.05
46	ARGENTINA	4.05
47	MONGOLIA	4.03
48	IRELAND	4.00
49	CHILE	3.97
50	USA	3.88
51	SPAIN	3.79
52	VENEZUELA	3.72
53	PERU	3.68
54	CZECH REPUBLIC	3.48
55	HUNGARY	3.45
56	CROATIA	3.37
57	FRANCE	3.29
58	SOUTH AFRICA	2.89
59	BULGARIA	2.83
60	SLOVENIA	2.66
61	ROMANIA	2.39

EMPLOYEE TRAINING

2016

Employee training

is not a high priority in companies



is a high priority in companies

Ranking		Survey [0..10]
1	SWITZERLAND	7.73
2	GERMANY	7.71
3	DENMARK	7.60
4	AUSTRIA	7.59
5	JAPAN	7.25
6	LUXEMBOURG	7.11
7	MALAYSIA	7.08
8	SWEDEN	7.00
9	NORWAY	6.97
10	NETHERLANDS	6.84
11	ESTONIA	6.78
12	UAE	6.78
13	LITHUANIA	6.77
14	CHINA HONG KONG	6.69
14	FINLAND	6.69
16	IRELAND	6.60
17	TAIWAN	6.37
18	THAILAND	6.27
19	SINGAPORE	6.24
20	SLOVAK REPUBLIC	6.20
21	CANADA	6.10
22	NEW ZEALAND	6.07
23	BELGIUM	6.07
24	LATVIA	6.05
25	PHILIPPINES	6.04
26	AUSTRALIA	5.98
27	CHINA MAINLAND	5.89
28	QATAR	5.85
29	USA	5.84
30	ISRAEL	5.83
31	POLAND	5.83
32	ROMANIA	5.76
33	SLOVENIA	5.75
34	KAZAKHSTAN	5.69
35	MONGOLIA	5.67
36	JORDAN	5.66
37	CZECH REPUBLIC	5.64
38	UNITED KINGDOM	5.62
39	BRAZIL	5.57
40	COLOMBIA	5.57
41	SOUTH AFRICA	5.53
42	KOREA REP.	5.47
43	ICELAND	5.38
44	MEXICO	5.33
45	FRANCE	5.33
46	INDIA	5.26
47	UKRAINE	5.17
48	BULGARIA	5.02
49	TURKEY	5.02
50	CHILE	5.02
51	ARGENTINA	5.00
52	GREECE	4.94
53	RUSSIA	4.94
54	VENEZUELA	4.92
55	INDONESIA	4.78
56	HUNGARY	4.75
57	ITALY	4.57
58	PERU	4.43
59	CROATIA	4.41
60	PORTUGAL	4.34
61	SPAIN	4.30

FEMALE LABOR FORCE

2015

Percentage of total labor force

Ranking		%
1	LITHUANIA	50.46
2	LATVIA	49.78
3	CHINA HONG KONG	48.96
4	PORTUGAL	48.85
5	ESTONIA	48.81
6	FINLAND	48.46
7	KAZAKHSTAN	48.09
8	FRANCE	48.06
9	BRAZIL	48.00
10	ICELAND	47.71
11	SWEDEN	47.62
12	NEW ZEALAND	47.50
13	UKRAINE	47.33
14	CANADA	47.18
15	ISRAEL	47.15
16	BELGIUM	47.13
17	NORWAY	47.03
18	DENMARK	47.01
19	AUSTRIA	46.91
20	USA	46.78
21	GERMANY	46.67
22	SWITZERLAND	46.64
23	UNITED KINGDOM	46.63
24	BULGARIA	46.60
25	MONGOLIA	46.35
26	NETHERLANDS	46.31
27	CROATIA	46.29
28	SPAIN	46.25
29	AUSTRALIA	46.09
30	SLOVENIA	45.96
31	RUSSIA	45.94
32	HUNGARY	45.88
33	THAILAND	45.56
34	SINGAPORE	45.52
35	SOUTH AFRICA	45.10
36	SLOVAK REPUBLIC	45.06
37	IRELAND	44.93
38	POLAND	44.75
39	GREECE	44.57
40	TAIWAN	44.17
41	CZECH REPUBLIC	43.51
42	COLOMBIA	43.14
43	JAPAN	43.07
44	ROMANIA	42.81
45	KOREA REP.	42.25
46	PERU	42.19
47	ITALY	42.14
48	CHILE	41.09
49	PHILIPPINES	39.39
50	VENEZUELA	38.85
51	MALAYSIA	38.60
52	LUXEMBOURG	38.50
53	MEXICO	38.48
54	INDONESIA	37.24
55	TURKEY	31.08
56	INDIA	23.19
57	JORDAN	17.09
58	QATAR	13.43
59	UAE	12.37
-	ARGENTINA	-
-	CHINA MAINLAND	-

HEALTH INFRASTRUCTURE

2016

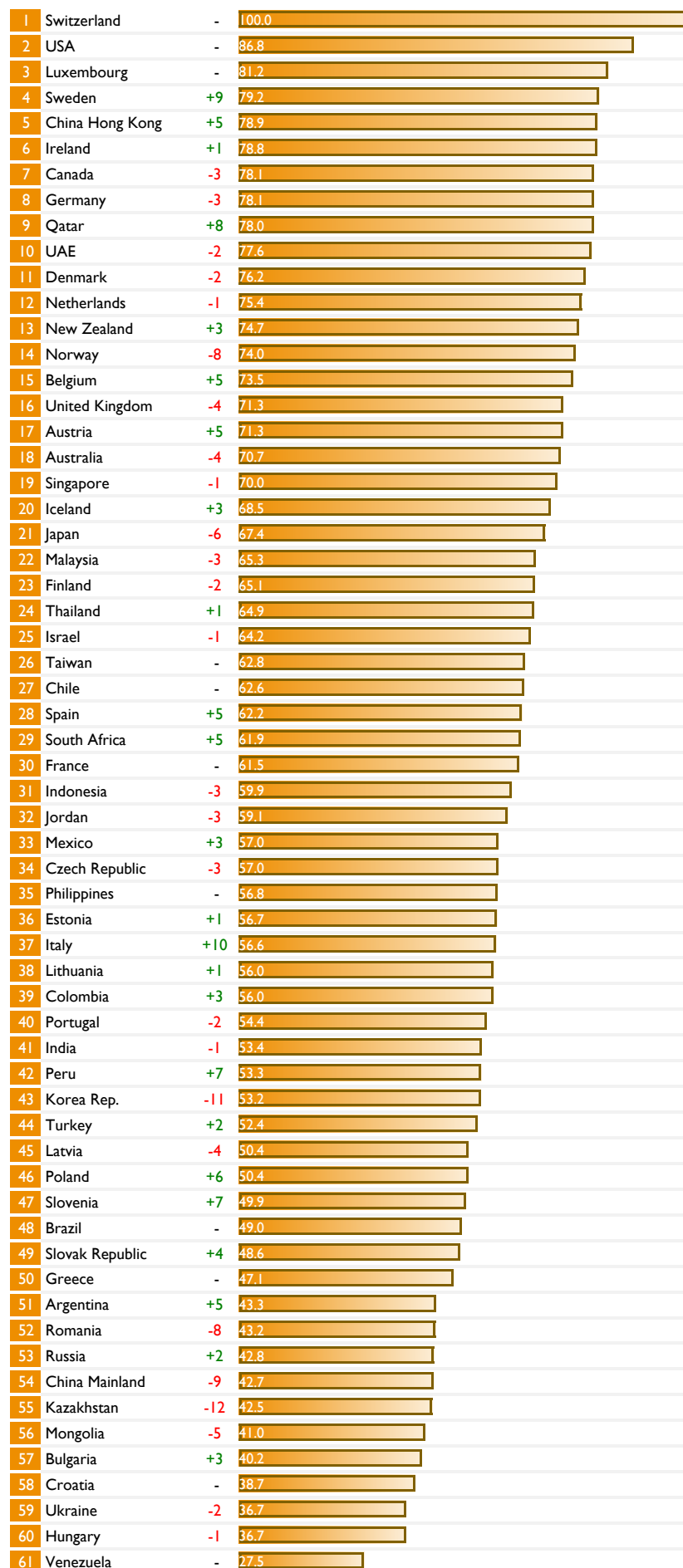
Health infrastructure

does not meet the needs of
society

meets the needs of society

Ranking		Survey [0..10]
1	SWITZERLAND	9.25
2	BELGIUM	9.02
3	AUSTRIA	8.48
4	NETHERLANDS	8.44
5	SINGAPORE	8.33
6	NORWAY	8.32
7	DENMARK	8.27
8	GERMANY	8.22
9	FRANCE	8.18
10	SPAIN	7.98
11	FINLAND	7.92
12	LUXEMBOURG	7.77
13	TAIWAN	7.73
14	UAE	7.71
15	CHINA HONG KONG	7.65
16	SWEDEN	7.54
17	MALAYSIA	7.50
18	JAPAN	7.45
19	CANADA	7.40
20	CZECH REPUBLIC	7.38
21	NEW ZEALAND	7.19
22	AUSTRALIA	7.06
23	ISRAEL	7.03
24	KOREA REP.	7.02
25	PORTUGAL	6.82
26	QATAR	6.75
27	ITALY	6.70
28	TURKEY	6.58
29	UNITED KINGDOM	6.44
30	ICELAND	6.16
31	THAILAND	6.09
32	USA	6.03
33	JORDAN	5.96
34	ESTONIA	5.83
35	LITHUANIA	5.77
36	SLOVENIA	5.21
37	ARGENTINA	4.95
38	CROATIA	4.84
39	INDONESIA	4.56
40	GREECE	4.56
41	CHINA MAINLAND	4.48
42	SLOVAK REPUBLIC	4.37
43	PHILIPPINES	4.29
44	KAZAKHSTAN	4.16
45	MEXICO	4.13
46	POLAND	4.11
47	CHILE	3.97
48	INDIA	3.85
49	RUSSIA	3.81
50	IRELAND	3.77
51	LATVIA	3.68
52	ROMANIA	3.52
53	SOUTH AFRICA	3.33
54	BULGARIA	3.13
55	HUNGARY	2.55
56	PERU	2.54
57	MONGOLIA	2.52
58	COLOMBIA	2.38
59	UKRAINE	1.94
60	BRAZIL	1.72
61	VENEZUELA	0.84

FACTOR 2: APPEAL 2016



COST-OF-LIVING INDEX

2015

Index of a basket of goods & services in the main city, including housing (New York City = 100)

Ranking		index
1	SOUTH AFRICA	55.10
2	BULGARIA	56.30
3	UKRAINE	56.80
4	ROMANIA	61.50
5	POLAND	61.80
6	LITHUANIA	62.40
7	HUNGARY	62.70
8	CROATIA	63.40
9	SLOVENIA	64.30
10	ESTONIA	65.40
11	COLOMBIA	67.20
12	PORTUGAL	67.50
13	CZECH REPUBLIC	67.90
14	MEXICO	68.40
14	SLOVAK REPUBLIC	68.40
16	GREECE	68.60
17	PERU	70.70
18	CANADA	71.30
19	SPAIN	71.60
20	MALAYSIA	71.90
21	LATVIA	72.00
22	SWEDEN	72.50
23	BELGIUM	73.10
24	INDONESIA	73.40
24	QATAR	73.40
24	TURKEY	73.40
27	KAZAKHSTAN	74.00
27	LUXEMBOURG	74.00
29	GERMANY	75.20
30	PHILIPPINES	76.40
31	INDIA	76.50
32	CHILE	76.80
33	NETHERLANDS	77.20
34	FINLAND	77.50
35	NEW ZEALAND	78.80
36	AUSTRIA	79.40
37	JORDAN	79.80
38	ITALY	80.10
39	RUSSIA	80.90
40	IRELAND	81.00
41	FRANCE	81.90
42	THAILAND	82.00
43	TAIWAN	84.10
44	BRAZIL	84.40
45	NORWAY	85.10
46	AUSTRALIA	87.00
47	DENMARK	90.00
48	UAE	90.10
49	ARGENTINA	92.10
50	ISRAEL	93.80
51	USA	100.00
52	UNITED KINGDOM	102.40
53	VENEZUELA	102.50
54	JAPAN	103.20
55	KOREA REP.	107.00
56	CHINA MAINLAND	110.60
57	SINGAPORE	112.00
58	SWITZERLAND	114.60
59	CHINA HONG KONG	122.00
-	ICELAND	-
-	MONGOLIA	-

2013

ATTRACTING AND RETAINING
TALENTS

2016

Attracting and retaining talents

is not a priority in companies



is a priority in companies

Ranking		Survey [0..10]
1	DENMARK	8.21
2	CHINA HONG KONG	8.10
3	NEW ZEALAND	8.00
4	USA	7.97
5	IRELAND	7.95
6	SWITZERLAND	7.83
7	NORWAY	7.79
8	JAPAN	7.79
9	SWEDEN	7.76
10	GERMANY	7.60
11	NETHERLANDS	7.56
12	MALAYSIA	7.56
13	LUXEMBOURG	7.53
14	SINGAPORE	7.48
15	BELGIUM	7.46
16	UNITED KINGDOM	7.42
17	LITHUANIA	7.37
18	AUSTRIA	7.33
19	AUSTRALIA	7.32
20	UAE	7.24
21	KOREA REP.	7.22
22	ESTONIA	7.14
23	ISRAEL	7.08
24	CANADA	7.08
25	FINLAND	7.06
25	ICELAND	7.06
27	CHINA MAINLAND	6.96
27	INDONESIA	6.96
29	THAILAND	6.89
30	PHILIPPINES	6.83
31	INDIA	6.75
32	SOUTH AFRICA	6.54
33	CZECH REPUBLIC	6.53
34	BULGARIA	6.53
35	LATVIA	6.47
36	TAIWAN	6.45
37	QATAR	6.44
38	MONGOLIA	6.42
39	TURKEY	6.42
40	CHILE	6.29
41	FRANCE	6.28
42	BRAZIL	6.27
43	VENEZUELA	6.08
44	JORDAN	6.02
45	ROMANIA	6.00
46	MEXICO	5.93
47	HUNGARY	5.78
48	ARGENTINA	5.76
49	ITALY	5.61
50	SLOVENIA	5.52
51	PORTUGAL	5.46
52	RUSSIA	5.41
53	KAZAKHSTAN	5.38
54	COLOMBIA	5.32
55	UKRAINE	5.31
56	PERU	5.16
57	GREECE	5.12
58	SPAIN	5.04
59	SLOVAK REPUBLIC	4.97
60	CROATIA	4.66
61	POLAND	4.19

WORKER MOTIVATION

2016

Worker motivation in companies is

low



high

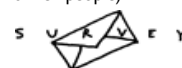
Ranking		Survey [0..10]
1	DENMARK	8.06
2	SWITZERLAND	8.06
3	NORWAY	7.74
4	AUSTRIA	7.62
5	GERMANY	7.59
6	IRELAND	7.58
7	SWEDEN	7.42
8	CHINA HONG KONG	7.41
9	NETHERLANDS	7.40
10	JAPAN	7.08
11	MALAYSIA	6.94
12	NEW ZEALAND	6.89
13	UAE	6.88
14	LUXEMBOURG	6.83
15	TAIWAN	6.79
16	ICELAND	6.76
17	USA	6.70
18	CANADA	6.65
19	ISRAEL	6.65
20	FINLAND	6.51
21	LITHUANIA	6.43
22	POLAND	6.43
23	SINGAPORE	6.42
24	BELGIUM	6.42
25	UNITED KINGDOM	6.34
26	THAILAND	6.34
27	PHILIPPINES	6.23
28	AUSTRALIA	6.18
29	TURKEY	6.11
30	ESTONIA	6.10
31	QATAR	6.08
32	CZECH REPUBLIC	6.03
33	INDONESIA	6.03
34	CHILE	5.97
35	MEXICO	5.93
36	INDIA	5.78
37	CHINA MAINLAND	5.76
38	COLOMBIA	5.59
39	ITALY	5.47
40	SLOVAK REPUBLIC	5.29
41	BRAZIL	5.25
41	FRANCE	5.25
43	LATVIA	5.21
44	SLOVENIA	5.18
45	PERU	5.11
46	UKRAINE	5.03
47	PORTUGAL	4.92
48	ROMANIA	4.91
49	KAZAKHSTAN	4.90
50	JORDAN	4.88
51	SPAIN	4.82
52	GREECE	4.78
53	ARGENTINA	4.71
54	MONGOLIA	4.63
55	RUSSIA	4.56
56	BULGARIA	4.53
57	CROATIA	4.16
58	HUNGARY	4.07
59	KOREA REP.	3.91
60	SOUTH AFRICA	3.83
61	VENEZUELA	2.80

BRAIN DRAIN

2016

Brain drain (well-educated and skilled people)

hinders competitiveness in your economy



does not hinder competitiveness in your economy

Ranking		Survey [0..10]
1	NORWAY	8.32
2	SWITZERLAND	7.97
3	USA	7.33
4	SWEDEN	7.30
5	DENMARK	7.25
6	CHINA HONG KONG	7.22
7	NETHERLANDS	7.20
8	LUXEMBOURG	6.65
9	UAE	6.62
10	FINLAND	6.54
11	SINGAPORE	6.49
12	UNITED KINGDOM	6.42
13	GERMANY	6.36
14	INDONESIA	6.24
15	BELGIUM	6.11
16	CHILE	6.06
17	ICELAND	5.92
18	ISRAEL	5.83
19	CANADA	5.80
20	MALAYSIA	5.72
21	NEW ZEALAND	5.70
22	AUSTRALIA	5.69
23	AUSTRIA	5.65
24	QATAR	5.59
25	THAILAND	5.59
26	CZECH REPUBLIC	5.54
27	TURKEY	5.51
28	ROMANIA	5.45
29	IRELAND	5.07
30	INDIA	4.91
31	ITALY	4.86
32	FRANCE	4.78
33	MEXICO	4.77
34	SPAIN	4.51
35	JAPAN	4.42
36	BRAZIL	4.27
37	JORDAN	4.22
38	MONGOLIA	4.17
39	ARGENTINA	4.10
40	LITHUANIA	4.03
41	PERU	4.02
42	CHINA MAINLAND	3.95
43	COLOMBIA	3.93
44	PHILIPPINES	3.77
45	TAIWAN	3.69
46	KOREA REP.	3.60
47	ESTONIA	3.49
48	LATVIA	3.42
49	POLAND	3.42
50	PORTUGAL	3.39
51	GREECE	3.32
52	RUSSIA	3.25
53	SLOVENIA	3.15
54	KAZAKHSTAN	2.95
55	SLOVAK REPUBLIC	2.87
56	SOUTH AFRICA	2.77
57	CROATIA	2.16
58	UKRAINE	2.00
59	BULGARIA	1.96
60	HUNGARY	1.56
61	VENEZUELA	1.56

QUALITY OF LIFE

2016

Quality of life is
low

high

Ranking		Survey [0..10]
1	SWITZERLAND	9.83
2	AUSTRIA	9.71
3	NORWAY	9.71
4	NEW ZEALAND	9.56
5	CANADA	9.55
6	DENMARK	9.52
7	AUSTRALIA	9.25
8	NETHERLANDS	9.24
9	GERMANY	9.21
10	SWEDEN	9.17
11	ICELAND	9.17
12	BELGIUM	9.05
13	LUXEMBOURG	8.99
14	UAE	8.86
15	FINLAND	8.82
16	IRELAND	8.79
17	SINGAPORE	8.58
18	USA	8.26
19	CZECH REPUBLIC	8.20
20	JAPAN	8.11
21	SPAIN	8.10
22	QATAR	8.03
23	FRANCE	8.00
24	UNITED KINGDOM	7.92
25	CHINA HONG KONG	7.59
26	ISRAEL	7.56
27	SLOVENIA	7.40
28	ITALY	7.21
29	TAIWAN	7.07
30	PORTUGAL	6.94
31	MALAYSIA	6.81
32	SLOVAK REPUBLIC	6.68
33	LITHUANIA	6.61
34	ESTONIA	6.44
35	THAILAND	6.39
36	CHILE	6.38
37	GREECE	5.73
38	ARGENTINA	5.70
39	SOUTH AFRICA	5.63
40	INDONESIA	5.45
41	CROATIA	5.40
42	LATVIA	5.37
43	POLAND	5.36
44	PHILIPPINES	5.31
45	CHINA MAINLAND	5.26
46	MEXICO	5.04
47	KOREA REP.	4.95
48	TURKEY	4.94
49	PERU	4.72
50	COLOMBIA	4.68
51	INDIA	4.58
52	KAZAKHSTAN	4.46
53	JORDAN	4.41
54	BRAZIL	4.32
55	BULGARIA	4.00
56	RUSSIA	3.91
57	HUNGARY	3.69
58	MONGOLIA	3.26
59	ROMANIA	3.18
60	UKRAINE	2.03
61	VENEZUELA	0.96

FOREIGN HIGH-SKILLED PEOPLE

2016

Foreign high-skilled people
are not attracted to your
country's business environmentare attracted to your
country's business
environment

Ranking		Survey [0..10]
1	SWITZERLAND	9.16
2	USA	8.95
3	SINGAPORE	8.58
4	UNITED KINGDOM	8.32
5	UAE	8.24
6	CHINA HONG KONG	8.08
7	LUXEMBOURG	7.90
8	IRELAND	7.53
9	QATAR	7.52
10	NEW ZEALAND	7.48
11	CANADA	7.40
12	AUSTRALIA	7.33
13	NETHERLANDS	7.29
14	CHILE	7.14
15	MALAYSIA	6.64
16	GERMANY	6.63
17	KAZAKHSTAN	6.61
18	NORWAY	6.26
19	PERU	6.08
20	POLAND	5.94
21	BELGIUM	5.89
22	THAILAND	5.86
23	SWEDEN	5.76
24	CHINA MAINLAND	5.63
25	PHILIPPINES	5.48
26	MEXICO	5.33
27	ISRAEL	5.28
28	DENMARK	5.24
29	INDIA	5.07
30	AUSTRIA	5.02
31	INDONESIA	4.89
32	CZECH REPUBLIC	4.85
33	LATVIA	4.84
34	RUSSIA	4.78
35	SPAIN	4.75
36	ROMANIA	4.67
37	JORDAN	4.64
38	TURKEY	4.62
39	COLOMBIA	4.58
40	FRANCE	4.55
41	PORTUGAL	4.43
42	ESTONIA	4.42
43	LITHUANIA	4.27
44	SOUTH AFRICA	4.25
45	ARGENTINA	4.10
46	KOREA REP.	3.94
47	FINLAND	3.85
48	MONGOLIA	3.67
49	ICELAND	3.64
50	ITALY	3.64
51	TAIWAN	3.62
52	JAPAN	3.56
53	BRAZIL	3.55
54	HUNGARY	3.42
55	SLOVAK REPUBLIC	3.12
56	BULGARIA	2.98
57	UKRAINE	2.89
58	SLOVENIA	2.39
59	GREECE	2.33
60	CROATIA	1.97
61	VENEZUELA	0.92

REMUNERATION IN SERVICES PROFESSIONS

2015

Gross annual income including supplements such as bonuses, US\$

		<i>Bank credit officer</i>	<i>Product Manager</i>	<i>Primary school teacher</i>	<i>Personal assistant</i>	<i>Call center agent</i>	
1	SWITZERLAND	114,404	123,313	99,869	72,551	52,990	
2	DENMARK	66,462	82,992	52,860	50,736	42,413	
3	USA	55,131	108,311	67,028	41,069	32,043	
4	LUXEMBOURG	75,698	50,826	94,229	38,930	32,442	
5	NORWAY	50,720	67,627	46,493	43,957	44,380	
6	AUSTRALIA	41,227	86,318	60,294	37,001	32,646	
7	JAPAN	52,281	55,418	62,917	36,806	33,460	
8	ICELAND	47,719	76,599	34,564	42,976	34,984	2012
9	SWEDEN	46,278	80,878	39,205	35,707	37,086	
10	NEW ZEALAND	34,468	62,593	47,182	46,660	29,969	
11	CANADA	41,475	70,693	55,449	35,168	25,721	
12	CHINA HONG KONG	61,151	52,378	56,764	30,446	24,512	
13	UNITED KINGDOM	29,588	106,077	38,197	28,606	25,986	
14	BELGIUM	44,632	50,943	41,293	36,060	32,739	
15	AUSTRIA	42,771	54,483	34,125	40,791	31,430	
16	IRELAND	37,840	82,186	44,835	28,837	25,610	
17	GERMANY	47,560	59,093	50,545	31,988	22,212	
18	FRANCE	52,502	56,945	31,060	27,193	26,237	
19	NETHERLANDS	37,748	49,641	43,487	31,019	27,960	
20	SINGAPORE	27,800	77,600	41,200	28,200	21,600	2012
21	FINLAND	32,888	53,785	39,787	32,706	24,630	
22	ISRAEL	30,753	70,942	25,220	24,736	24,230	
23	KOREA REP.	58,408	33,131	37,180	17,118	18,406	
24	SPAIN	35,484	54,521	32,160	21,805	19,341	
25	UAE	24,171	89,826	30,759	18,691	13,283	
26	ITALY	40,201	52,295	29,099	21,615	19,186	
27	QATAR	40,656	49,080	29,668	23,624	14,284	
28	TAIWAN	20,074	56,768	24,911	14,480	15,330	
29	SLOVENIA	24,967	28,990	22,755	19,180	20,646	
30	SLOVAK REPUBLIC	23,935	34,305	12,247	12,869	22,922	
31	PORTUGAL	26,494	16,149	26,848	15,291	10,562	
32	GREECE	20,219	33,848	18,546	12,135	10,528	
33	SOUTH AFRICA	12,774	47,117	13,174	15,581	6,791	
34	COLOMBIA	10,331	67,629	8,682	10,970	5,078	
35	CROATIA	21,300	22,400	18,000	10,400	11,200	2013
36	BRAZIL	13,288	42,632	11,850	13,544	4,269	
37	CHILE	17,594	32,731	13,307	10,015	8,058	
38	ARGENTINA	16,432	22,410	10,192	14,253	10,212	
39	ESTONIA	14,491	18,816	12,371	12,025	10,573	
40	TURKEY	15,823	24,156	12,725	12,265	6,649	
41	POLAND	11,393	28,966	12,887	10,470	7,798	
42	VENEZUELA	15,800	30,600	10,500	8,400	6,700	2012
43	RUSSIA	13,986	19,505	11,378	11,189	8,694	
44	KAZAKHSTAN	19,881	28,099	5,909	8,807	6,403	2013
45	CZECH REPUBLIC	13,881	18,472	10,427	10,581	9,674	
46	THAILAND	22,815	17,951	7,425	11,287	5,025	
47	LATVIA	11,696	27,109	6,666	9,735	8,737	
48	PERU	13,432	23,273	8,837	10,154	6,998	
49	HUNGARY	11,472	21,736	9,149	9,364	9,117	
50	LITHUANIA	18,771	19,517	9,660	7,408	6,505	
51	MALAYSIA	7,570	19,182	12,218	9,591	8,617	
52	CHINA MAINLAND	10,764	29,210	9,651	7,553	4,599	
53	MEXICO	6,240	30,327	6,782	12,815	3,342	
54	PHILIPPINES	5,783	35,295	5,192	3,475	4,330	
55	ROMANIA	8,711	20,236	5,431	5,779	6,965	
56	BULGARIA	6,889	12,748	4,476	6,630	8,714	
57	INDIA	5,180	14,854	5,728	6,307	3,244	
58	MONGOLIA	6,504	5,664	4,764	3,960	4,692	
59	INDONESIA	2,432	11,580	2,501	5,906	2,548	
60	UKRAINE	3,923	6,567	1,714	3,452	2,983	
-	JORDAN	-	-	-	-	-	

REMUNERATION OF MANAGEMENT

2015

Total base salary plus bonuses and long-term incentives, US\$

		CEO	Engineer	Director manufacturing	Human resources director
1	SWITZERLAND	826,948	190,780	347,612	330,732
2	USA	780,162	115,469	330,467	275,448
3	GERMANY	517,629	141,802	236,117	232,419
4	AUSTRIA	490,045	123,960	230,114	197,455
5	CHINA HONG KONG	474,190	103,747	242,431	220,186
6	UNITED KINGDOM	610,777	104,621	197,716	200,543
7	LUXEMBOURG	393,143	131,211	243,953	190,931
8	SINGAPORE	442,076	93,543	239,497	227,398
9	BELGIUM	439,301	124,129	206,827	199,026
10	JAPAN	407,509	125,556	186,270	211,180
11	ITALY	451,866	106,712	200,566	187,926
12	FRANCE	492,593	102,227	200,475	177,578
13	NETHERLANDS	416,402	122,174	187,567	180,899
14	SWEDEN	309,637	105,675	286,045	154,027
15	DENMARK	340,028	126,439	165,492	184,639
16	KOREA REP.	420,131	100,062	173,306	170,043
17	CHILE	326,399	116,777	160,053	183,581
18	IRELAND	310,570	105,266	194,706	164,701
19	UAE	318,087	94,615	157,346	199,352
20	CANADA	342,978	92,874	172,893	172,529
21	SPAIN	343,325	78,534	185,463	148,427
22	QATAR	182,418	109,890	175,275	169,780
23	PERU	248,213	107,860	153,189	162,898
24	FINLAND	295,450	108,654	145,590	139,107
25	MEXICO	318,203	60,217	192,838	164,065
26	GREECE	308,775	84,764	149,363	123,676
27	AUSTRALIA	299,108	75,736	154,796	124,525
28	ISRAEL	251,642	92,780	147,227	118,424
29	NORWAY	220,617	98,202	126,628	125,403
30	TAIWAN	261,018	72,162	135,877	126,621
31	COLOMBIA	250,373	76,460	116,026	139,943
32	NEW ZEALAND	331,726	47,992	101,283	163,671
33	PORTUGAL	282,265	79,857	127,711	109,952
34	THAILAND	278,611	55,406	132,636	138,330
35	PHILIPPINES	197,312	58,191	168,173	128,729
36	SLOVAK REPUBLIC	234,899	60,063	137,806	116,759
37	CHINA MAINLAND	196,228	67,499	113,962	139,808
38	POLAND	253,655	58,030	115,826	128,043
39	SLOVENIA	161,310	105,239	122,827	78,712
40	TURKEY	314,044	39,426	94,046	117,650
41	BRAZIL	232,687	53,887	101,963	92,865
42	ARGENTINA	211,771	53,059	100,201	96,483
43	MALAYSIA	159,407	42,380	96,518	89,862
44	CZECH REPUBLIC	190,366	37,233	83,009	84,733
45	INDIA	179,776	44,749	77,510	76,104
46	ICELAND	115,483	64,459	65,216	70,065
47	LITHUANIA	240,556	24,100	54,087	77,395
48	ESTONIA	169,873	30,031	91,114	64,066
49	HUNGARY	140,514	42,570	64,378	73,681
50	ROMANIA	148,497	31,060	71,629	76,835
51	CROATIA	121,652	24,465	79,226	87,635
52	VENEZUELA	194,154	29,742	48,650	75,609
53	INDONESIA	138,443	32,000	73,730	61,915
54	RUSSIA	177,015	29,704	55,035	61,592
55	BULGARIA	76,665	19,802	33,571	45,137
56	UKRAINE	45,571	8,433	26,467	30,402
57	KAZAKHSTAN	33,520	6,314	10,261	33,520
-	JORDAN	-	-	-	-
-	LATVIA	-	-	-	-
-	MONGOLIA	-	-	-	-
-	SOUTH AFRICA	-	-	-	-

EFFECTIVE PERSONAL INCOME TAX RATE

2015

Percentage of an income equal to GDP per capita

Ranking		%
1	QATAR	0.00
2	SOUTH AFRICA	0.97
3	INDONESIA	3.04
4	VENEZUELA	3.10
5	THAILAND	4.33
6	CHINA HONG KONG	4.72
7	UAE	5.87
8	TAIWAN	6.46
9	JORDAN	6.79
10	BRAZIL	8.54
11	COLOMBIA	8.59
12	KOREA REP.	9.59
13	PHILIPPINES	9.59
14	MALAYSIA	10.41
15	RUSSIA	11.36
16	INDIA	11.38
17	SWITZERLAND	11.78
18	PERU	12.37
19	SPAIN	13.62
20	MEXICO	13.81
21	USA	13.89
22	IRELAND	14.39
23	UKRAINE	15.42
24	ARGENTINA	15.50
25	ESTONIA	15.50
26	ICELAND	15.54
27	ISRAEL	15.88
28	CHILE	17.02
29	JAPAN	17.47
30	KAZAKHSTAN	18.00
31	CANADA	18.11
32	SINGAPORE	18.45
33	SLOVAK REPUBLIC	18.66
34	MONGOLIA	19.27
35	PORTUGAL	19.27
36	BULGARIA	20.30
37	UNITED KINGDOM	20.59
38	CZECH REPUBLIC	20.63
39	NEW ZEALAND	20.68
40	CHINA MAINLAND	21.06
41	TURKEY	21.40
42	LATVIA	21.54
43	AUSTRALIA	21.81
44	GREECE	21.91
45	CROATIA	22.24
46	LITHUANIA	22.25
47	SWEDEN	23.16
48	ITALY	23.61
49	FRANCE	24.19
50	LUXEMBOURG	24.32
51	POLAND	24.61
52	BELGIUM	25.97
53	SLOVENIA	26.43
54	GERMANY	26.48
55	NETHERLANDS	27.94
56	ROMANIA	28.05
57	FINLAND	28.54
58	HUNGARY	29.06
59	NORWAY	29.30
60	DENMARK	29.67
61	AUSTRIA	31.01

PERSONAL SECURITY AND PRIVATE PROPERTY RIGHTS

2016

Personal security and private property rights

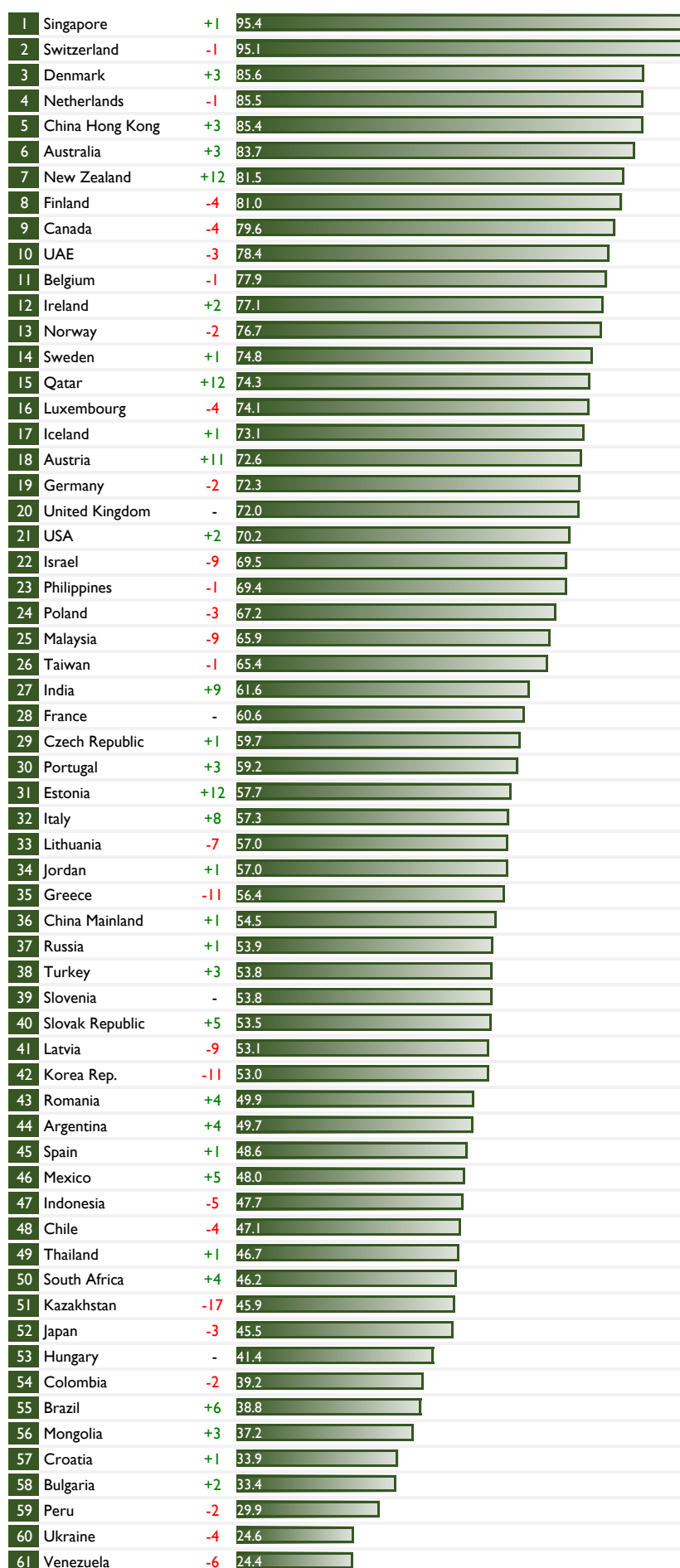
are not adequately protected



are adequately protected

Ranking		Survey [0..10]
1	CHINA HONG KONG	9.27
2	DENMARK	9.23
3	SWITZERLAND	9.11
4	FINLAND	9.05
5	NORWAY	9.03
6	CANADA	9.00
7	NEW ZEALAND	8.89
8	SINGAPORE	8.85
9	AUSTRALIA	8.81
10	NETHERLANDS	8.78
11	IRELAND	8.70
12	AUSTRIA	8.54
13	UNITED KINGDOM	8.50
14	USA	8.43
15	SWEDEN	8.36
16	GERMANY	8.25
17	ICELAND	8.24
18	BELGIUM	8.18
19	LUXEMBOURG	8.08
20	QATAR	8.06
21	JAPAN	8.04
22	UAE	8.03
23	ISRAEL	7.94
24	TAIWAN	7.86
25	PORTUGAL	7.59
26	LITHUANIA	7.50
27	FRANCE	7.48
28	SPAIN	7.44
29	JORDAN	7.08
30	THAILAND	7.04
31	ESTONIA	6.93
32	SLOVENIA	6.91
33	CZECH REPUBLIC	6.89
34	MALAYSIA	6.72
35	POLAND	6.33
36	INDIA	6.19
37	KOREA REP.	6.10
38	INDONESIA	6.00
38	LATVIA	6.00
40	CHILE	5.87
41	ITALY	5.85
42	TURKEY	5.66
43	GREECE	5.64
44	HUNGARY	5.50
45	KAZAKHSTAN	5.30
46	CHINA MAINLAND	5.24
47	MONGOLIA	5.12
48	CROATIA	5.02
49	PHILIPPINES	4.80
50	COLOMBIA	4.61
51	ROMANIA	4.55
52	MEXICO	4.43
53	SLOVAK REPUBLIC	4.40
54	SOUTH AFRICA	4.25
55	RUSSIA	4.12
56	ARGENTINA	4.05
57	BRAZIL	3.81
58	PERU	3.48
59	BULGARIA	3.27
60	UKRAINE	2.84
61	VENEZUELA	0.45

FACTOR 3: READINESS 2016



LABOR FORCE GROWTH

2015

Percentage change

Ranking		%
1	QATAR	15.80
2	BRAZIL	6.45
3	SOUTH AFRICA	4.86
4	MEXICO	3.26
5	MONGOLIA	3.22
6	TURKEY	3.10
7	ICELAND	2.33
8	LUXEMBOURG	2.28
9	SINGAPORE	2.26
10	NEW ZEALAND	2.25
11	COLOMBIA	2.19
12	AUSTRALIA	1.84
13	INDIA	1.82
14	ISRAEL	1.78
15	MALAYSIA	1.74
16	RUSSIA	1.57
17	SWITZERLAND	1.46
18	NORWAY	1.43
19	KOREA REP.	1.42
20	CHILE	1.39
21	ROMANIA	1.37
22	HUNGARY	1.30
23	ESTONIA	1.29
24	PHILIPPINES	1.13
25	JORDAN	1.06
26	AUSTRIA	0.98
27	DENMARK	0.92
28	TAIWAN	0.89
29	SLOVAK REPUBLIC	0.88
30	CHINA HONG KONG	0.88
31	IRELAND	0.84
32	CANADA	0.80
33	SWEDEN	0.78
34	UAE	0.78
35	USA	0.77
36	KAZAKHSTAN	0.67
37	UNITED KINGDOM	0.64
38	CROATIA	0.42
39	INDONESIA	0.42
40	NETHERLANDS	0.42
41	PERU	0.41
42	CHINA MAINLAND	0.38
43	FINLAND	0.37
44	GERMANY	0.31
45	ARGENTINA	0.29
46	POLAND	0.26
47	CZECH REPUBLIC	0.23
48	LATVIA	0.19
49	JAPAN	0.17
50	PORTUGAL	0.11
51	FRANCE	0.09
52	ITALY	-0.07
53	THAILAND	-0.07
54	GREECE	-0.08
55	SPAIN	-0.14
56	LITHUANIA	-0.54
57	SLOVENIA	-0.69
58	BULGARIA	-0.86
59	BELGIUM	-1.66
60	VENEZUELA	-2.76
61	UKRAINE	-4.34

SKILLED LABOR

2016

Skilled labor

is not readily available



is readily available

Ranking		Survey [0..10]
1	NORWAY	7.88
2	FINLAND	7.53
3	NETHERLANDS	7.38
4	PHILIPPINES	7.16
5	IRELAND	7.07
6	DENMARK	7.03
7	CANADA	7.00
8	SWITZERLAND	6.91
9	GREECE	6.85
10	MALAYSIA	6.80
11	CHINA HONG KONG	6.69
12	ITALY	6.64
13	POLAND	6.61
14	ISRAEL	6.56
15	AUSTRALIA	6.51
16	BELGIUM	6.42
17	SWEDEN	6.39
18	USA	6.31
19	RUSSIA	6.31
20	SPAIN	6.29
21	UAE	6.28
22	PORTUGAL	6.25
23	SINGAPORE	6.24
24	ICELAND	6.21
25	TURKEY	6.15
26	SLOVAK REPUBLIC	6.14
27	FRANCE	6.10
27	LITHUANIA	6.10
29	JORDAN	6.04
30	NEW ZEALAND	6.00
31	SLOVENIA	5.95
32	INDIA	5.89
33	UNITED KINGDOM	5.84
34	ARGENTINA	5.76
35	THAILAND	5.71
36	GERMANY	5.59
37	KAZAKHSTAN	5.56
38	INDONESIA	5.54
39	TAIWAN	5.54
40	LUXEMBOURG	5.53
41	AUSTRIA	5.39
42	MEXICO	5.37
43	CHINA MAINLAND	5.35
44	QATAR	5.25
45	LATVIA	5.16
46	COLOMBIA	5.13
47	ROMANIA	5.09
48	KOREA REP.	5.01
49	CHILE	4.76
50	JAPAN	4.73
51	BRAZIL	4.69
52	CZECH REPUBLIC	4.63
53	BULGARIA	4.42
54	UKRAINE	4.23
55	CROATIA	4.19
56	VENEZUELA	4.16
57	PERU	3.70
58	SOUTH AFRICA	3.66
59	HUNGARY	3.56
60	MONGOLIA	3.26
61	ESTONIA	3.22

FINANCE SKILLS

2016

Finance skills

are not readily available



are readily available

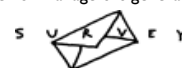
Ranking		Survey [0..10]
1	IRELAND	8.42
2	CHINA HONG KONG	8.31
3	SWITZERLAND	8.30
4	DENMARK	8.17
5	NORWAY	8.15
6	NETHERLANDS	7.98
7	USA	7.86
8	BELGIUM	7.82
9	SWEDEN	7.82
10	CANADA	7.80
11	UNITED KINGDOM	7.78
12	AUSTRALIA	7.76
13	SINGAPORE	7.57
14	POLAND	7.36
15	FINLAND	7.32
16	MALAYSIA	7.22
17	LUXEMBOURG	7.19
18	GERMANY	7.14
19	ISRAEL	7.14
20	FRANCE	7.11
21	AUSTRIA	7.10
22	NEW ZEALAND	7.08
23	UAE	6.97
24	ICELAND	6.89
25	PHILIPPINES	6.81
26	TURKEY	6.75
27	TAIWAN	6.71
28	INDIA	6.63
29	RUSSIA	6.56
30	ARGENTINA	6.54
31	CHILE	6.48
32	INDONESIA	6.45
33	JORDAN	6.43
34	KAZAKHSTAN	6.33
35	GREECE	6.25
36	QATAR	6.14
37	ITALY	6.11
38	SLOVAK REPUBLIC	6.07
39	JAPAN	6.06
40	THAILAND	6.04
41	LATVIA	6.00
42	SLOVENIA	5.82
43	CZECH REPUBLIC	5.77
44	MEXICO	5.74
45	KOREA REP.	5.67
45	LITHUANIA	5.67
47	SPAIN	5.66
48	CHINA MAINLAND	5.59
49	SOUTH AFRICA	5.49
50	COLOMBIA	5.44
51	PORTUGAL	5.41
52	ROMANIA	5.33
53	PERU	5.26
54	BRAZIL	5.04
55	BULGARIA	4.98
55	VENEZUELA	4.98
57	ESTONIA	4.92
58	HUNGARY	4.69
59	UKRAINE	4.49
60	MONGOLIA	4.36
61	CROATIA	4.25

INTERNATIONAL EXPERIENCE

2016

International experience of senior managers is generally

low



significant

Ranking		Survey [0..10]
1	SWITZERLAND	8.03
2	CHINA HONG KONG	8.00
3	UAE	7.52
4	BELGIUM	7.40
5	LUXEMBOURG	7.38
6	SINGAPORE	7.33
7	NETHERLANDS	7.27
8	SWEDEN	7.02
9	QATAR	6.87
10	IRELAND	6.84
11	DENMARK	6.72
12	POLAND	6.69
13	MALAYSIA	6.59
14	GERMANY	6.54
15	UNITED KINGDOM	6.14
16	AUSTRIA	6.06
17	ISRAEL	6.06
18	THAILAND	6.02
19	ARGENTINA	5.90
19	CHILE	5.90
21	PHILIPPINES	5.90
22	NEW ZEALAND	5.85
23	ROMANIA	5.85
24	CZECH REPUBLIC	5.84
25	MEXICO	5.83
26	CANADA	5.74
27	TURKEY	5.73
28	LITHUANIA	5.70
29	AUSTRALIA	5.60
30	LATVIA	5.58
31	JORDAN	5.50
32	USA	5.48
33	GREECE	5.39
34	FINLAND	5.28
35	HUNGARY	5.07
36	PERU	5.06
37	INDIA	5.06
38	NORWAY	5.03
39	ICELAND	4.96
40	COLOMBIA	4.89
41	ITALY	4.88
42	TAIWAN	4.83
43	FRANCE	4.80
44	KAZAKHSTAN	4.80
45	SOUTH AFRICA	4.75
46	ESTONIA	4.75
47	SLOVAK REPUBLIC	4.73
48	VENEZUELA	4.71
49	BULGARIA	4.58
50	SPAIN	4.50
51	INDONESIA	4.49
52	KOREA REP.	4.44
53	MONGOLIA	4.38
54	SLOVENIA	4.38
55	RUSSIA	4.38
56	BRAZIL	4.34
57	PORTUGAL	4.20
58	CHINA MAINLAND	4.02
59	UKRAINE	4.00
60	CROATIA	3.84
61	JAPAN	2.77

COMPETENT SENIOR MANAGERS

2016

Competent senior managers

are not readily available



are readily available

Ranking		Survey [0..10]
1	CHINA HONG KONG	7.35
2	USA	7.05
3	DENMARK	7.04
4	SWEDEN	7.03
5	SWITZERLAND	7.01
6	UAE	6.93
7	BELGIUM	6.93
8	NETHERLANDS	6.82
9	IRELAND	6.79
10	NORWAY	6.76
11	POLAND	6.76
12	SINGAPORE	6.76
13	MALAYSIA	6.74
14	PHILIPPINES	6.60
15	CANADA	6.55
16	TURKEY	6.42
17	AUSTRALIA	6.40
18	UNITED KINGDOM	6.38
19	ISRAEL	6.27
20	NEW ZEALAND	6.22
21	JORDAN	6.15
22	FINLAND	6.00
23	ITALY	5.99
24	INDIA	5.98
25	LUXEMBOURG	5.97
26	THAILAND	5.93
27	QATAR	5.92
28	GERMANY	5.91
29	FRANCE	5.90
30	CHILE	5.87
31	RUSSIA	5.69
32	KAZAKHSTAN	5.69
33	ICELAND	5.68
34	TAIWAN	5.60
35	GREECE	5.53
36	CHINA MAINLAND	5.46
37	ARGENTINA	5.43
38	SLOVAK REPUBLIC	5.37
39	AUSTRIA	5.37
40	LITHUANIA	5.30
41	ROMANIA	5.12
42	MEXICO	5.11
43	SPAIN	5.10
44	CZECH REPUBLIC	5.05
45	INDONESIA	5.04
46	LATVIA	5.00
47	SOUTH AFRICA	4.88
48	BRAZIL	4.84
49	SLOVENIA	4.71
50	COLOMBIA	4.67
51	PORTUGAL	4.44
52	KOREA REP.	4.02
53	VENEZUELA	4.00
54	MONGOLIA	3.92
55	PERU	3.88
56	UKRAINE	3.86
57	BULGARIA	3.84
58	ESTONIA	3.80
59	CROATIA	3.52
60	JAPAN	3.31
61	HUNGARY	3.12

EDUCATIONAL SYSTEM

2016

The educational system

does not meet the needs of a competitive economy



meets the needs of a competitive economy

Ranking		Survey [0..10]
1	SWITZERLAND	9.11
2	FINLAND	8.70
3	SINGAPORE	8.18
4	NETHERLANDS	8.13
5	CANADA	8.05
6	DENMARK	7.90
7	NEW ZEALAND	7.85
8	BELGIUM	7.71
9	IRELAND	7.67
10	GERMANY	7.63
11	AUSTRALIA	7.57
12	UAE	7.55
13	NORWAY	7.50
14	ICELAND	7.38
15	QATAR	7.00
16	CHINA HONG KONG	6.88
17	ESTONIA	6.78
18	UNITED KINGDOM	6.51
19	LUXEMBOURG	6.44
20	ISRAEL	6.43
21	TAIWAN	6.34
22	MALAYSIA	6.32
23	USA	6.28
24	PORTUGAL	6.15
25	SWEDEN	6.12
26	FRANCE	6.03
27	AUSTRIA	5.87
28	ITALY	5.85
29	JAPAN	5.70
30	POLAND	5.61
31	PHILIPPINES	5.59
32	CZECH REPUBLIC	5.57
33	LITHUANIA	5.57
34	INDIA	5.46
35	JORDAN	5.32
36	INDONESIA	5.17
37	SLOVENIA	5.15
38	KOREA REP.	4.99
39	SPAIN	4.57
40	GREECE	4.55
41	ARGENTINA	4.52
42	RUSSIA	4.48
43	KAZAKHSTAN	4.34
44	THAILAND	4.30
45	SLOVAK REPUBLIC	4.27
46	LATVIA	4.21
47	CHINA MAINLAND	4.21
48	ROMANIA	4.18
49	UKRAINE	4.06
50	MEXICO	4.00
51	TURKEY	3.85
52	COLOMBIA	3.72
53	HUNGARY	3.65
54	MONGOLIA	3.56
55	CHILE	3.46
56	PERU	2.91
57	CROATIA	2.73
58	BULGARIA	2.69
59	BRAZIL	2.68
60	SOUTH AFRICA	2.33
61	VENEZUELA	2.00

SCIENCE IN SCHOOLS

2016

Science in schools

is not sufficiently emphasized



is sufficiently emphasized

Ranking		Survey [0..10]
1	SINGAPORE	8.48
2	SWITZERLAND	8.16
3	FINLAND	7.87
4	UAE	7.03
5	NETHERLANDS	6.93
6	DENMARK	6.79
7	QATAR	6.77
8	CANADA	6.72
9	CHINA HONG KONG	6.69
10	BELGIUM	6.63
11	MALAYSIA	6.47
12	GERMANY	6.45
13	ESTONIA	6.44
14	IRELAND	6.33
15	NEW ZEALAND	6.31
15	TAIWAN	6.31
17	FRANCE	6.30
18	INDIA	6.22
19	ISRAEL	6.06
20	ICELAND	6.00
21	NORWAY	5.97
22	JAPAN	5.87
23	POLAND	5.81
24	PORTUGAL	5.66
25	SWEDEN	5.64
26	AUSTRALIA	5.62
27	USA	5.58
28	INDONESIA	5.57
29	UNITED KINGDOM	5.53
30	ITALY	5.52
31	LUXEMBOURG	5.47
32	CHINA MAINLAND	5.35
33	KOREA REP.	5.35
34	SLOVENIA	5.27
35	PHILIPPINES	5.24
36	RUSSIA	5.22
37	JORDAN	5.20
38	CZECH REPUBLIC	5.15
39	ROMANIA	4.91
40	GREECE	4.88
41	KAZAKHSTAN	4.78
42	LITHUANIA	4.73
43	AUSTRIA	4.62
44	SLOVAK REPUBLIC	4.60
45	UKRAINE	4.51
46	MONGOLIA	4.25
47	SPAIN	4.13
48	HUNGARY	4.11
49	THAILAND	4.09
50	ARGENTINA	3.76
51	MEXICO	3.69
52	TURKEY	3.69
53	LATVIA	3.58
54	BULGARIA	3.17
55	COLOMBIA	3.09
56	PERU	2.84
57	CROATIA	2.83
58	CHILE	2.79
59	SOUTH AFRICA	2.75
60	BRAZIL	2.65
61	VENEZUELA	2.52

UNIVERSITY EDUCATION

2016

University education

does not meet the needs of a competitive economy



meets the needs of a competitive economy

Ranking		Survey [0..10]
1	SWITZERLAND	8.80
2	NETHERLANDS	8.18
2	SINGAPORE	8.18
4	FINLAND	8.00
5	DENMARK	7.98
6	BELGIUM	7.96
7	ISRAEL	7.61
8	GERMANY	7.59
9	CHINA HONG KONG	7.55
10	USA	7.51
11	CANADA	7.45
12	IRELAND	7.44
13	ICELAND	7.40
14	NORWAY	7.35
15	NEW ZEALAND	7.19
16	AUSTRALIA	7.14
17	UAE	7.13
18	SWEDEN	7.09
19	PORTUGAL	6.96
20	AUSTRIA	6.90
21	QATAR	6.75
22	UNITED KINGDOM	6.63
23	ESTONIA	6.51
24	MALAYSIA	6.22
25	INDONESIA	6.21
26	PHILIPPINES	6.15
27	ITALY	6.07
28	FRANCE	6.03
29	LUXEMBOURG	6.00
30	INDIA	5.77
31	CZECH REPUBLIC	5.77
32	LITHUANIA	5.73
33	ARGENTINA	5.52
34	POLAND	5.47
35	TAIWAN	5.47
36	CHILE	5.37
37	RUSSIA	5.27
38	JORDAN	5.27
39	MEXICO	5.26
40	SOUTH AFRICA	5.04
41	GREECE	4.93
42	ROMANIA	4.91
43	LATVIA	4.86
44	HUNGARY	4.73
45	SLOVENIA	4.73
46	COLOMBIA	4.63
47	THAILAND	4.62
48	UKRAINE	4.61
49	CHINA MAINLAND	4.50
50	JAPAN	4.43
51	SPAIN	4.40
52	KAZAKHSTAN	4.37
53	BRAZIL	4.31
54	TURKEY	4.23
55	KOREA REP.	4.21
56	SLOVAK REPUBLIC	4.20
57	VENEZUELA	4.08
58	PERU	3.68
59	CROATIA	3.22
60	MONGOLIA	3.12
61	BULGARIA	2.86

MANAGEMENT EDUCATION

2016

Management education

does not meet the needs of the
business communitymeets the needs of the
business community

Ranking		Survey [0..10]
1	SWITZERLAND	8.69
2	DENMARK	8.00
3	USA	7.74
4	NORWAY	7.63
5	NETHERLANDS	7.60
6	CHINA HONG KONG	7.59
7	SINGAPORE	7.42
8	SWEDEN	7.41
9	CANADA	7.40
10	BELGIUM	7.30
11	ICELAND	7.24
12	ISRAEL	7.19
13	IRELAND	7.16
14	UAE	7.15
15	PORTUGAL	7.08
16	NEW ZEALAND	7.04
17	GERMANY	7.03
18	FINLAND	7.03
19	AUSTRALIA	6.98
20	AUSTRIA	6.74
21	UNITED KINGDOM	6.63
22	INDIA	6.62
23	QATAR	6.59
24	UKRAINE	6.49
25	PHILIPPINES	6.41
26	ESTONIA	6.41
27	MALAYSIA	6.40
28	CZECH REPUBLIC	6.33
29	CHILE	6.29
30	ARGENTINA	6.24
31	INDONESIA	6.13
32	LITHUANIA	6.00
33	TAIWAN	5.98
34	LUXEMBOURG	5.95
35	SLOVENIA	5.85
36	POLAND	5.78
37	SPAIN	5.74
38	ITALY	5.61
39	LATVIA	5.53
40	SLOVAK REPUBLIC	5.47
41	MEXICO	5.45
42	ROMANIA	5.42
43	SOUTH AFRICA	5.42
44	JORDAN	5.33
45	THAILAND	5.26
46	CHINA MAINLAND	5.05
47	TURKEY	5.04
48	GREECE	5.01
49	FRANCE	4.91
50	COLOMBIA	4.89
51	HUNGARY	4.79
52	KOREA REP.	4.74
53	RUSSIA	4.66
54	BRAZIL	4.59
55	PERU	4.54
56	KAZAKHSTAN	4.45
57	JAPAN	4.32
58	VENEZUELA	4.28
59	CROATIA	3.84
60	BULGARIA	3.76
61	MONGOLIA	3.59

LANGUAGE SKILLS

2016

Language skills

are not meeting the needs of
enterprisesare meeting the needs of
enterprises

Ranking		Survey [0..10]
1	DENMARK	8.98
2	SWITZERLAND	8.90
3	NETHERLANDS	8.82
4	SWEDEN	8.76
5	LUXEMBOURG	8.59
6	ICELAND	8.49
7	BELGIUM	8.46
8	NORWAY	8.44
9	FINLAND	8.15
10	SINGAPORE	8.12
11	UAE	8.07
12	PORTUGAL	7.89
13	LITHUANIA	7.87
14	ISRAEL	7.84
15	GREECE	7.75
16	SLOVENIA	7.66
17	CANADA	7.55
18	PHILIPPINES	7.46
19	POLAND	7.39
20	LATVIA	7.32
21	ESTONIA	7.25
22	GERMANY	7.05
23	CHINA HONG KONG	7.04
24	INDIA	6.92
25	QATAR	6.84
26	MALAYSIA	6.58
27	AUSTRIA	6.42
28	SLOVAK REPUBLIC	6.40
29	CZECH REPUBLIC	6.13
30	CROATIA	6.13
31	JORDAN	5.94
32	ARGENTINA	5.90
33	KOREA REP.	5.88
34	AUSTRALIA	5.82
35	INDONESIA	5.81
36	NEW ZEALAND	5.78
37	BULGARIA	5.71
38	ROMANIA	5.67
39	TAIWAN	5.52
40	SOUTH AFRICA	5.38
41	MONGOLIA	5.34
42	CHINA MAINLAND	5.07
43	IRELAND	4.98
44	USA	4.91
45	UKRAINE	4.86
46	MEXICO	4.70
47	KAZAKHSTAN	4.70
48	TURKEY	4.53
49	ITALY	4.43
50	RUSSIA	4.35
51	UNITED KINGDOM	4.02
52	THAILAND	3.86
53	PERU	3.68
54	SPAIN	3.67
55	FRANCE	3.58
56	COLOMBIA	3.48
57	CHILE	3.30
58	HUNGARY	3.13
59	BRAZIL	3.04
60	VENEZUELA	3.04
61	JAPAN	2.90

STUDENT MOBILITY INBOUND

2013

Foreign tertiary-level students per 1000 inhabitants

EDUCATIONAL ASSESSMENT - PISA

2012

PISA survey of 15-year olds

Ranking		number
1	AUSTRALIA	10.73
2	NEW ZEALAND	9.29
3	SINGAPORE	9.06
4	AUSTRIA	8.36
5	UAE	6.55
6	UNITED KINGDOM	6.52
7	SWITZERLAND	5.86
8	LUXEMBOURG	5.36
9	DENMARK	5.26
10	JORDAN	4.37
11	BELGIUM	4.37
12	QATAR	4.25
13	NETHERLANDS	4.10
14	FINLAND	4.01
15	CANADA	3.90
16	CZECH REPUBLIC	3.82
17	CHINA HONG KONG	3.72
18	ICELAND	3.68
19	FRANCE	3.65
20	TAIWAN	3.41
21	IRELAND	2.80
22	SWEDEN	2.64
23	GREECE	2.49
24	USA	2.48
25	GERMANY	2.42
26	HUNGARY	2.09
27	SLOVAK REPUBLIC	1.88
28	NORWAY	1.81
29	LATVIA	1.73
30	BULGARIA	1.60
31	ESTONIA	1.42
32	PORTUGAL	1.39
33	ITALY	1.38
34	MALAYSIA	1.34
35	LITHUANIA	1.32
36	SLOVENIA	1.24
37	SPAIN	1.21
38	KOREA REP.	1.18
39	UKRAINE	1.09
40	ROMANIA	1.08
41	JAPAN	1.07
42	RUSSIA	0.97
43	ARGENTINA	0.95
44	SOUTH AFRICA	0.80
45	POLAND	0.72
46	TURKEY	0.71
47	ISRAEL	0.57
48	COLOMBIA	0.54
49	KAZAKHSTAN	0.51
50	MONGOLIA	0.37
51	THAILAND	0.32
52	CROATIA	0.20
53	CHILE	0.17
54	BRAZIL	0.08
55	CHINA MAINLAND	0.07
56	MEXICO	0.07
57	INDONESIA	0.03
58	INDIA	0.03
-	PERU	-
-	PHILIPPINES	-
-	VENEZUELA	-

	Mathematics	Sciences
1	CHINA MAINLAND	613
2	SINGAPORE	573
3	CHINA HONG KONG	561
4	KOREA REP.	554
5	JAPAN	536
6	TAIWAN	560
7	FINLAND	519
8	ESTONIA	521
9	SWITZERLAND	531
10	NETHERLANDS	523
11	POLAND	518
12	CANADA	518
13	GERMANY	514
14	AUSTRALIA	504
15	IRELAND	501
16	BELGIUM	515
17	NEW ZEALAND	500
18	SLOVENIA	501
19	AUSTRIA	506
20	UNITED KINGDOM	494
21	CZECH REPUBLIC	499
22	DENMARK	500
23	FRANCE	495
24	LATVIA	491
25	NORWAY	489
26	LUXEMBOURG	490
27	SPAIN	484
28	ITALY	485
29	USA	481
30	PORTUGAL	487
31	LITHUANIA	479
32	HUNGARY	477
33	ICELAND	493
34	RUSSIA	482
35	SWEDEN	478
36	CROATIA	471
37	SLOVAK REPUBLIC	482
38	ISRAEL	466
39	GREECE	453
40	TURKEY	448
41	BULGARIA	439
42	ROMANIA	445
43	UAE	434
44	THAILAND	427
45	CHILE	423
46	KAZAKHSTAN	432
47	MALAYSIA	421
48	MEXICO	413
49	BRAZIL	391
50	JORDAN	386
51	ARGENTINA	388
52	COLOMBIA	376
53	QATAR	376
54	INDONESIA	375
55	PERU	368
-	INDIA	-
-	MONGOLIA	-
-	PHILIPPINES	-
-	SOUTH AFRICA	-
-	UKRAINE	-
-	VENEZUELA	-

METHODOLOGY

Talent competitiveness methodology

I. The structure of the IMD World Talent Ranking

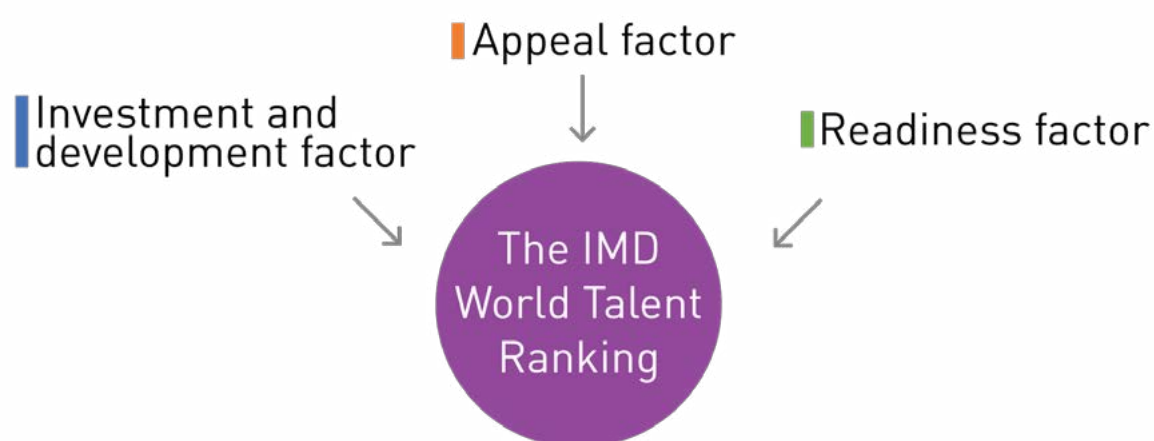
The ranking is structured according to three factors: 1) investment and development, 2) appeal and 3) readiness:

The first factor takes into account the investment in and development of home-grown talent. It traces the size of public investment on education by incorporating an indicator of public expenditure. It also looks at the quality of education through indicators related to pupil-teacher ratios. The development of talent is covered by variables related to the implementation of apprenticeship and the priority of employee training for companies. It also looks at the development of the female labor force. In addition, this factor takes into account the quality of the health infrastructure in terms of meeting the health needs of society.

The appeal factor goes beyond the focus on the local labor force to incorporate the ability of a country to tap into the overseas talent pool. It does so by including indicators such as the cost of living and quality of life in a particular economy. Specifically, it examines the ability of a country to attract highly skilled foreign labor. In addition, it assesses the way enterprises prioritize the attraction and retention of talent. Another component of this factor evaluates the impact of brain drain on the competitiveness of countries. It also takes into account the level of worker motivation. Salary and taxation levels are important for an economy to be able to maintain an effective flow of talent. The appeal factor thus considers remuneration at the management and services professions levels and personal income tax rates. This factor also incorporates measures of personal security and the protection of private property rights because they play a key role in increasing the attractiveness of a particular economy.

The success of the investment in and development of talent and the ability to attract and retain talent is reflected in the availability of skills and competencies to sustain an economy's talent pool. The readiness factor looks at the context of the talent pool. It considers the growth of the labor force and the quality of the skills available. It also takes into consideration the experience and competencies of the existing senior managers' pool. In addition, the readiness factor focuses, on the ability of the educational system to meet the talent needs of enterprises. It examines the way in which the educational system fulfils the talent demands of the economy, the ability of higher education to meet that demand and the languages skills available. Finally, it considers the mobility of students (inbound) and educational assessment (PISA).

Figure 1: Structure of the IMD World Talent Ranking



Such a comprehensive set of criteria enables us to observe how countries perform in terms of sustaining their talent pool. In developing the talent ranking, we have omitted measures of the regulation of labor and productivity. The reason for this is because our objective is to assess the development and retention of talent, and the regulation of labor and its focus on conflict resolution could be perceived as peripheral to that objective. Similarly, productivity is an outcome of what we want to assess.

Table 1: Components of the talent factors

Investment and development factor	Appeal factor	Readiness factor
Total public expenditure on education	Cost of living	Labor force growth
Total public expenditure on education (per pupil)	Attracting and retaining	Skilled Labor
Pupil-teacher ratio (primary)	Worker motivation	Finance skills
Pupil-teacher ratio (secondary)	Brain drain	International experience
Apprenticeship	Quality of life	Competent senior managers
Employee training	Foreign skilled people	Educational system
Female labor force	Remuneration in services professions	Science in schools
Health infrastructure	Remuneration of management	University education
	Effective personal income tax rate	Management education
	Personal security and private property rights	Language skills
		Student mobility inbound
		Educational assessment - PISA

II. Constructing the IMD World Talent Ranking

In order to calculate the IMD World Talent Ranking, we:

- Normalize criteria data using the same STD methodology used in the IMD World Competitiveness Yearbook
- Average the criteria STDs to generate the three talent competitiveness factors
- Aggregate factors to build the overall talent ranking
- Normalize the factor and overall ranking to the 0 to 100 range to facilitate the interpretation of results.

We employ this methodology to rank the countries' evolution in talent aspects from 2007 to 2016. However, there are some caveats. For certain years, our sample varies according to the evolution of the IMD World Competitiveness Yearbook. That is to say, some countries appear in the talent ranking only for the years since they became part of the Yearbook. For example, talent rankings for Iceland are only available from 2010, Latvia has appeared in the rankings since 2013 and Mongolia only appears in the 2015 edition.

Table 2: Sample size (2007-2016)

Year	# Countries
2005	50
2006	52
2007	54
2008	55
2009	57
2010	58
2011	59
2012	59
2013	60
2014	60
2015	61
2016	61

The survey data follow the evolution of the Yearbook. The executive opinion survey employed in the Yearbook is constantly updated and a relevant question for the talent ranking may only have been incorporated in recent years. Therefore, the availability of data for that particular indicator could be restricted to only a segment of the period considered in this report. Specifically, the apprenticeship indicator is available for 2013 onwards, while the management education indicator is available from 2008 (respectively) to the present. Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

In **Table 3** we present all the definitions and relevant survey questions. Note that the value range for all survey-based criteria is of 0 to 10.

Table 3: Criteria definitions and survey questions

Criterion	Definition/question
Panel A: Investment and development factor	
Total public expenditure on education	Total public expenditure on education as percentage of GDP
Total public expenditure on education (per pupil)	Total public expenditure on education per pupil as percentage of GDP per capita
Pupil-teacher ratio (primary)	Ratio of students to teaching staff, primary school
Pupil-teacher ratio (secondary)	Ratio of students to teaching staff, secondary school
Apprenticeship	Apprenticeship is sufficiently implemented
Employee training	Employee training is a high priority in companies
Female labor force	Percentage of total labor force
Health infrastructure	Health infrastructure meets the needs of society
Panel B: Appeal factor	
Cost of living	Index of a basket of goods and services in major cities, including housing (New York City = 100)
Attracting and retaining	Attracting and retaining talents is a priority in companies
Worker motivation	Worker motivation in companies is high
Brain drain	Brain drain (well-educated and skilled people) does not hinder competitiveness in the economy
Quality of life	Quality of life is high
Foreign skilled people	Foreign high-skilled people are attracted to the country's business environment
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$
Effective personal income tax rate	Percentage of an income equal to GDP per capita
Personal security and private property rights	Personal security and private property rights are adequately protected
Panel C: Readiness factor	
Labor force growth	Percentage change in labor force
Skilled labor	Skilled labor is readily available
Finance skills	Finance skills are readily available
International experience	International experience of senior managers is generally significant
Competent senior managers	Competent senior managers are readily available
Educational system	The educational system meets the needs of a competitive economy
Science in schools	Science in schools is sufficiently emphasized
University education	University education meets the needs of a competitive economy
Management education	Management education meets the needs of the business community
Language skills	Language skills meet the needs of enterprises
Student mobility inbound	Foreign tertiary-level students per 1,000 inhabitants
Educational assessment - PISA	PISA survey of 15-year-olds

APPENDIX

Notes and Sources

Collaboration with 55 Partner Institutes worldwide helps us gather complete, up-to-date and reliable statistics.

The date shown in the criteria table is the reference year of the data. When statistical data is not available the name appears at the bottom of the statistical table and a dash is shown. When the data is older than the reference year, the year of the data is shown next to the criterion table.

Total public expenditure on education (%)

Government Finance Statistics Yearbook
Eurostat
National sources

Jordan, Chile and Luxembourg: Budgetary central government.

Total public expenditure on education per pupil

Government Finance Statistics Yearbook
National sources

Croatia: Sum of expenditure from central government and local governments. Jordan, Chile and Luxembourg: Budgetary central government.

Pupil-teacher ratio (primary education)

UNESCO <http://stats.uis.unesco.org>
OECD Education at a Glance
National sources

For public and private institutions, based on full-time equivalent. Primary education (ISCED level 1): level of which the main function is to provide the basic elements of education at such establishments as elementary schools, primary schools. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Australia, Israel, Italy, Norway, and Russia: public institutions only. Hong Kong: figures refer to the position as at mid-September of the respective years (i.e. the beginning of an academic year spanning two calendar years). Teaching staff includes teachers as well as principles; figures cover local schools, special and international schools.

Pupil-teacher ratio (secondary education)

UNESCO <http://stats.uis.unesco.org>

OECD Education at a Glance

National sources

For public and private institutions, based on full-time equivalent. Secondary education (ISCED levels 2 and 3): level providing general and/or specialized instruction at middle schools, secondary schools, high schools, teacher training schools and schools of a vocational or technical nature. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Australia, Canada, Ireland, Israel, Italy, Jordan, Norway and Russia: public institutions only. Australia: includes only programs in upper secondary education. Belgium: excludes independent private institutions. Hong Kong: figures refer to the position as at mid-September of the respective years (i.e. the beginning of an academic year spanning two calendar years). Teaching staff includes teachers as well as principles; figures cover local schools, special and international schools.

Female labor force (%)

OECD Main Economic Indicators

National sources

Estimate for latest year. Austria: break in series in 2008. Denmark: break in series in 2009. Indonesia: as of August for 2010. Malaysia: break in series in 2010. Portugal: methodological change in 2011. Romania: break in series in 2002, third quarter for 2013. Spain: break in series in 2005.

Cost-of-living index

MERCER Cost of Living survey

www.mercer.com

The Mercer survey covers 214 cities across five continents and measures the comparative cost of over 200 items in each location, including housing, transport, food, clothing, household goods and entertainment. It is the world's most comprehensive cost of living survey and is used to help multinational companies and governments determine compensation allowance for their expatriate employees. New York is used as the base city (=100) for the index and all cities are compared against New York. Currency movements are measured against the US dollar. The cost of housing – often the biggest expense for expats - plays an important part in determining where cities are ranked.

Mercer data is shown for cities (sometimes several data per country). Therefore, the WCC team made an average for each WCY country. Data is not always comparable over years (money fluctuations in 2010 and 2011).

Effective personal income tax rate

PricewaterhouseCoopers, Resource Tax Manager

This criterion is based on the latest GDP per capita figures. Amount of personal income tax (including social security paid by the employee) that an individual married + 1 child with this level of earnings would expect to pay. The taxes for Canada, Switzerland and the US are an average for the respective provinces, cantons and states. India: in case, where the number of employees in the establishment exceeds 20 and an employee's monthly salary is less than INR 6,500.--, he would have to contribute to Provident Fund 12% of basic salary. The employer also contributes to an equal amount to Provident Fund. As a consequence, if we assume that the number of employees is less than 20, no social security contributions would be due. The differences against last year's data can generally be explained by differences in base GDP/capita, and the changes in legislation for some countries.

Remuneration in services professions

UBS Prices and Earnings

National sources

Figures are estimates remuneration paid in major cities. Gross annual income including possible supplements such as profit sharing, performance bonuses, vacation pay, additional monthly salaries and family allowances. Bank Credit Officer: completed bank training and around 10 years' experience in a bank; about 35 years old, married, two children. Product Manager: employed in the pharmaceuticals, chemicals or food industry, middle-management position, university or technical college graduate with at least 5 years' experience in the field; about 35 years old, married, no children. Primary school teacher: teaching in the state school system (not private schools) for around 10 years; about 35 years old, married, two children. Personal Assistant: to a department head in an industrial or service company, around 5 years' experience (PC skills, 1 foreign language); about 25 years old, single. Call center agent: trained agent at an inbound call/service center, e.g. in the telecommunications or technology sector; age about 25, single.

Remuneration of management

HCM Compensation Insights & Technology AG (CCT-ProSurvey)

National sources

Total remuneration: including annual base salary, annual short-term incentive bonus and long term incentive. Based on companies having a minimal turnover of US\$ 250 million.

Engineer: co-ordinates the engineering/ technical aspects of production operations; typically manages functions such as process engineering, plant specifications and development; is responsible for planning, calculating and budgeting any item necessary to achieve a project; monitors the entire development of a project; holds an University degree. Estonia: break in series in 2011 (change of source, data for earlier years are not comparable). Slovenia: break in series in 2007, estimates, not entirely corresponding to definition.

Director manufacturing: directs the manufacturing side of the operations, including production, engineering, production and material control and quality assurance; manages the output process, production control and quality assurance; is responsible for manufacturing, engineering, maintenance purchasing, shipping and receiving as well as quality control; ensures the return on investment. Estonia: break in series in 2011 (change of source, data for earlier years are not comparable). Slovenia: break in series in 2007, estimates, not entirely corresponding to definition.

Director of Human Resources: develops and implements Human Resources policies and programs; advises and assist the General Manager in the management of the Human Resources, is responsible for all matters concerning personnel management, including planning, recruitment, selection, training and development, hygiene and security, remuneration, benefits and personnel services, is responsible for the development and implementation of personnel policies and training, co-ordinates the company's internal communication policies. Estonia: break in series in 2011 (change of source, data for earlier years are not comparable). Slovenia: break in series in 2007, estimates, not entirely corresponding to definition.

Chief Executive Officer: directs all company's operations, including sales, marketing, manufacturing and support function; coordinates and provides guidance for the development and implementation of business strategies; optimizes market potential; provides long-term vision and leadership; identifies growth opportunities; assures organizational efficiency of the operations; builds long-term partnership with key accounts. Estonia: break in series in 2011 (change of source, data for earlier years are not comparable). Slovenia: break in series in 2007, estimates, not entirely corresponding to definition.

Labor force growth

OECD Main Economic Indicators

National sources

Estimates for latest year. Austria: break in series in 2008. Denmark: break in series in 2009. Lithuania: break in series 2011 - census revised labor force figure downwards by 10% (emigration to EU over past decade). Latvia: break in series in 2012. Malaysia: break in series in 2010. Romania: break in series in 2002, third quarter for 2013. Portugal: methodological change in 2011. Spain: break in series in 2005. Lithuania: break in series 2011 - census revised labor force figure downwards by 10% (emigration to EU over past decade).

Student Mobility inbound

Global Education Digest

UNESCO <http://stats.uis.unesco.org>

International mobile students (men and women) from abroad studying in a given country (in tertiary education). Data can refer to the school or financial year prior or after the reference year.

Educational assessment - PISA

PISA (OECD)

The OECD's Programme for International Student Assessment (PISA) is a regular survey of 15-year olds which assesses aspects of their preparedness for adult life. Mathematical literacy: an individual's capacity to identify and understand the role that mathematics plays in the world, to make well-founded judgments and to use and engage with mathematics in ways that meet the needs of that individual's life as a constructive, concerned and reflective citizen. Scientific literacy: an individual's scientific knowledge and use of that knowledge to identify questions, to acquire new knowledge, to explain scientific phenomena, and to draw evidence based conclusions about science-related issues, understanding of the characteristic features of science as a form of human knowledge and enquiry, awareness of how science and technology shape our material, intellectual, and cultural environments, and willingness to engage in science-related issues, and with the ideas of science, as a reflective citizen.

Executive Opinion Survey

Every year, for our flagship publication, The IMD World Competitiveness Yearbook, we conduct an Executive Opinion Survey in order to complement the statistics that we use from international, national and regional sources. Whereas the Hard Data shows how competitiveness is measured over a specific period of time, the Survey Data measures competitiveness as it is perceived. The survey was designed to quantify issues that are not easily measured, for example: management practices, labor relations, corruption, environmental concerns or quality of life. The survey responses reflect present and future perceptions of competitiveness by business executives who are dealing with international business situations. Their responses are more recent and closer to reality since there is no time lag, which is often a problem with Hard Data that shows a “picture of the past”.

The Executive Opinion Survey is sent to executives in top- and middle management in all of the economies covered by the WCY. In order to be statistically representative, we select a sample size which is proportional to the GDP of each economy. The sample of respondents are representative of the entire economy, covering a cross-section of the business community in each economic sector: primary, manufacturing and services, based on their contribution to the GDP of the economy. The survey respondents are nationals or expatriates, located in local and foreign enterprises in the economy and which, in general, have an international dimension. They are asked to evaluate the present and expected competitiveness conditions of the economy in which they work and have resided during the past year, drawing from the wealth of their international experience, thereby ensuring that the evaluations portray an in-depth knowledge of their particular environment. We try to contact most IMD alumni and all responses returned to IMD are treated as confidential. The surveys are sent in January and are returned in April; in 2015, we received 6,200 responses from the 61 economies worldwide. The respondents assess the competitiveness issues by answering the questions on a scale of 1 to 6. The average value for each economy is then calculated and converted into a 0 to 10 scale.

Partner Institutes

We would like to express our deep appreciation for the contribution of our Partner Institutes, enabling an extensive coverage of competitiveness in their home countries. The following Institutes and people supplied data from national sources and helped distribute the survey questionnaires:

Argentina

Economic Development and Institutions Research Program
Faculty of Economic Sciences
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<http://www.uca.edu.ar>

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CEDA - Committee for Economic Development of Australia,
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Federation of Austrian Industries, Vienna
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ETLA, The Research Institute of the Finnish Economy,
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www.etla.fi

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Israel

The Federation of Israeli Chambers of Commerce, Tel-Aviv
www.chamber.org.il

Italy

CONFINDUSTRIA, Economic Research Department, Rome

Japan

Mitsubishi Research Institute, Inc., Tokyo
 Research Center for Policy and Economy
www.mri.co.jp

Jordan

Ministry of Planning and International Cooperation
 Jordan National Competitiveness Team
<http://www.mop.gov.jo/>

Kazakhstan

Economic Research Institute, JSC of the Ministry of National
 Economy of the Republic of Kazakhstan, Astana
www.economy.kz

Korea

Korea Institute for International Economic Policy (KIEP)
<http://www.kiep.go.kr/eng/>

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