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Periodical Part

IMD world talent ranking ; 2017

Provided in Cooperation with:

International Institute for Management Development (IMD), Lausanne

Reference: IMD world talent ranking ; 2017 (2017).

This Version is available at:

<http://hdl.handle.net/11159/2478>

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IMD WORLD

TALENT

RANKING

2017



November 2017
IMD WORLD TALENT RANKING 2017

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Preface

The IMD World Competitiveness Center is delighted to present its 2017 *IMD World Talent Ranking*. The objective of this publication is to assess the extent to which countries develop, attract and retain talent to sustain the pool that enterprises employ to create long-term value.

To assess how economies perform, the *IMD World Talent Ranking* studies three factors: Investment & Development, Appeal, and Readiness. This year two additional countries have been introduced in our rankings for the first time, Cyprus and Saudi Arabia, increasing the number of economies studied to 63.

As in the past, leaders of the 2017 *IMD World Talent Ranking* share some common characteristics: they have an outstanding educational system from primary to tertiary levels in which they invest significantly, offer a superior quality of life, and provide substantial opportunities for career advancement throughout the entire professional life span.

This year we are delighted to offer the complete dataset that generates the results for this ranking as part of the *IMD World Competitiveness Online*. This is a unique and comprehensive database on the competitiveness of countries for the use by academic researchers, practitioners and decision makers. It includes time series from the *IMD World Competitiveness Yearbook* since 1989, the *IMD Digital Competitiveness Ranking* since 2013 and the complete series of data employed for IMD World Talent Ranking from 2013 onwards.

In order to include the talent ranking in the online portfolio of datasets, we had to revisit the previous editions of the *IMD World Talent Ranking* to standardize both the data as well as the methodology employed throughout our publications. Thus, what one will find in the online data may be slightly different from the ranking positions published in previous editions because of the utilization of the most updated data series for the years 2013-2016. Looking forward, the data and ranking positions will be based on what is presented in this publication and the online dataset.

The *IMD World Talent Ranking*, as all our publications relies in the support and assistance we enjoy from many stakeholders. Our Partner Institutes, the IMD Alumni community and our Panel of Experts from all the countries provide data, and insights that are fundamental for the production of such an undertaking. We are most grateful for their support.



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The IMD World Competitiveness Center

For almost thirty years, the IMD World Competitiveness Center has pioneered research on how countries and companies compete to lay the foundations for sustainable value creation. The competitiveness of nations is probably one of the most significant developments in modern management and IMD is committed to leading the field. The World Competitiveness Center conducts its mission in cooperation with a network of 57 Partner Institutes worldwide to provide the government, business and academic communities with the following services:

- Competitiveness assessment and education
- Workshops/Mega Dives on competitiveness
- Special country/regional competitiveness reports
- World Competitiveness Yearbook and Online
- IMD World Talent Ranking

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The 2017 IMD World Talent Ranking

Overview of results

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I. Introduction

The IMD World Competitiveness Center is delighted to present its 2017 IMD World Talent Ranking. The objective of this publication is to assess the extent to which countries develop, attract and retain talent to sustain the pool that enterprises employ to create sustainable value.

To assess how economies perform, the IMD World Talent Ranking studies three factors. First, the Investment and Development factor which measures the resources committed to cultivate home grown talent. Second, the Appeal factor that evaluates the ability to attract and retain talent. And third, the Readiness factor that quantifies the quality of the available skills in the talent pool.

The data employed are gathered from the Center's extensive database. And this year we are introducing for the first time two economies: Cyprus and Saudi Arabia. Thus the total number of countries studied is 63.

A new feature that is introduced in 2017 is the availability of the dataset employed to generate the ranking results in the IMD World Competitiveness Online. This is a unique and comprehensive database on the competitiveness of countries for the use by academic researchers, practitioners and decision makers. It includes time series from the IMD World Competitiveness Yearbook since 1989, the Digital Competitiveness Ranking since 2013 and the complete series of data employed for IMD World Talent Ranking from 2013 onwards.

We are very happy to provide such an appealing portfolio of data to the research community. However, such an undertaking comes with a trade-off. In order to include the Talent Ranking in the online selection of datasets, we had to

revisit the previous editions of the IMD World Talent Ranking to standardize both the data as well as the methodology employed throughout our publications. Thus, what one will find in the online data may be slightly different from the ranking positions published in previous editions because of the utilization of the most updated data series for the years 2013-2016. Looking forward, the data and positions of the economies participating in our rankings will be based on what is presented in this publication as well as the online dataset.

The economies that performs the best in this edition of the IMD World Talent Ranking share similar attractive indicators. First, education. The leaders in our ranking offer an outstanding educational system from primary to tertiary levels. In addition, they invest significantly in education. Second, they offer substantial opportunities for career advancement throughout the entire professional life span. And third, they offer a superior quality of life.

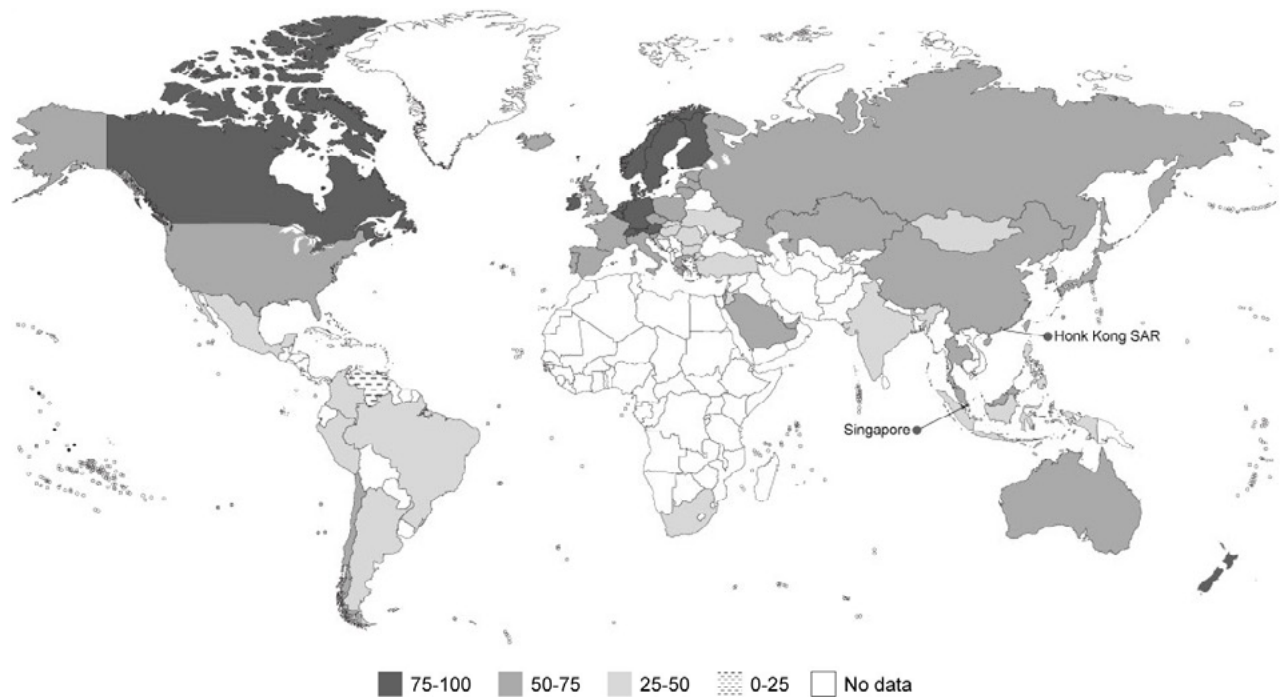
In analyzing the 2017 Rankings, we begin by studying the regional trends. In the next section we present the regional results showing that Western Europe dominates the rankings while Latin America has many aspects that can be improved upon.

In the subsequent section we concentrate in the characteristics of the leading economies as well as the ones that are placed in the lowest segment of our ranking with respect to Talent Competitiveness. By doing so, this exercise brings forth the areas of strength and dimensions that can be improved upon in the above two groups of economies.

2. Regional trends

The results of the 2017 IMD World Talent Ranking confirm the long-term trends highlighted in the previous editions in terms of talent competitiveness, even if, at country level, remarkable shifts occurred in the ranking with respect to 2016 (see next section).

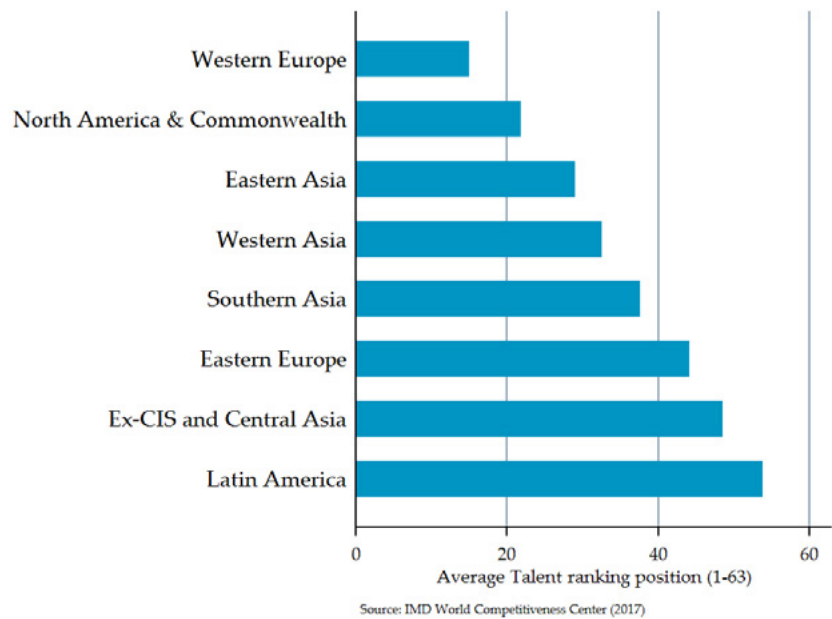
Figure 1: The IMD Talent Ranking results (score (0-100)) in 2017



The world map shown in Figure 1 gives a rapid snapshot of where the most talent competitive countries are located. Like last year, Western economies (namely Canada, US, Europe, Australia and New Zealand) hold the highest values in development and attraction of talent together with Hong Kong and Singapore, while Latin America and Eastern European countries tend to stay in the lower part of the ranking.

This pattern becomes even clearer when looking at the Talent competitiveness performances at regional level (Figures 2 and 3). Regional averages – calculated for overall and factor scores of the Talent Ranking – are useful in identifying talent-intensive clusters. Indeed, while on one hand the overall ranking provides information at country level, on the other hand it lacks consideration of the possible spill-overs and benefits given by the presence of talent-attractive neighbours.

Figure 2: Average Talent ranking scores in 2017 by region (the lower the value, the better the performance).



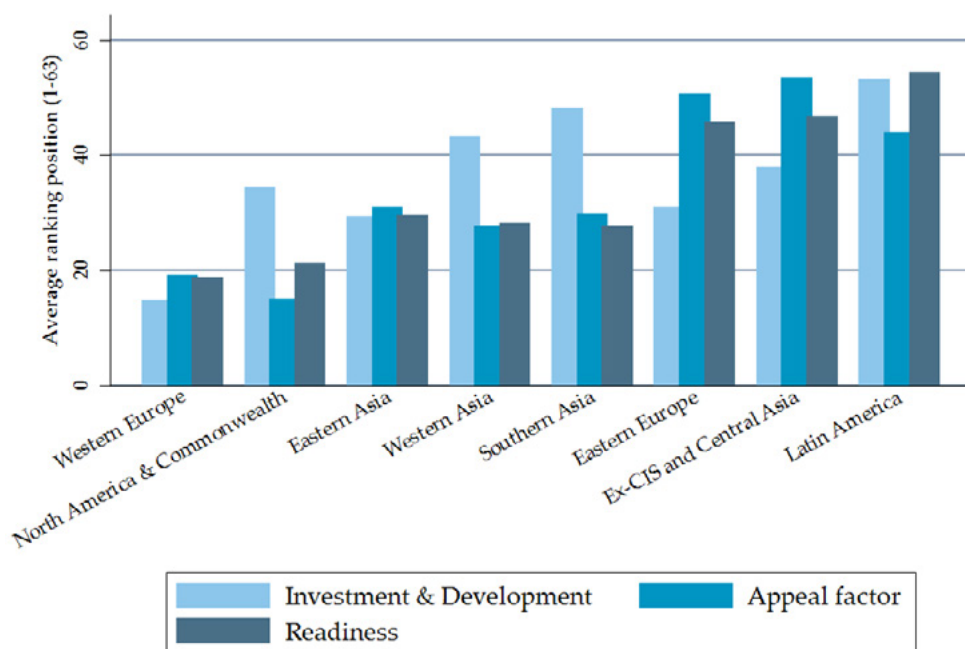
Western Europe continues to lead the World Talent Ranking 2017, with 11 out of the top 15 countries most competitive economies. Since last year, the number of European

countries included among the top 15 economies in the Talent ranking has even expanded, including Ireland (14th position). What differentiates this group of countries from

the rest of the sample are two main characteristics: first, a balanced performance in all three components of the Talent Ranking (i.e. Investment & Development, Appeal and Readiness factors), as in the case of Switzerland; second, on average, high investments in education accompanied by an superior quality of the educational system (from primary to tertiary levels), which allows them to develop local talent and to attract foreign highly-skilled professionals. When focusing on the sub-regional level, different trends emerge within the region. For instance, Nordic countries (Denmark, Finland, Norway and Sweden) perform significantly well in areas such as investment in education, while they slightly lag behind in terms of appeal for foreign workers. Other European countries instead (e.g. Germany, the Netherlands, Belgium and Luxembourg) build a consistent part of their competitive advantage precisely from a remarkable performance in the Appeal factor.

The North America and Commonwealth region (a geographically disperse, Anglophone cohort) constitutes the second most important hub for talent worldwide. Of this group Canada and New Zealand are the countries with the best performance in the Talent ranking, followed by the US in 16th position. As shown in Figure 3, this group presents a completely different approach to talent development and attraction. Indeed, contrary to Western Europe, governments from these countries on average invest considerably less in education and development of local talent. However, in terms of Appeal – which includes indicators assessing the quality of life in a country, opportunities for career advancement and the level of remunerations – these economies are able to outperform all the other regions in the sample. The performance in the Readiness factor is instead close to the average scores of the European countries, implying that the quality of the available talent pool is very high.

Figure 3: Average Talent factors' scores in 2017 by region (the lower the value, the better the performance).



Source: IMD World Competitiveness Center (2017)

Also in Asia, various approaches coexist across regions. On the one hand, as in the case of Western Europe, Eastern Asia presents a balanced performance across the Talent factors. Indeed, most of the economies in the region (e.g. Japan, South Korea and China) tend to perform fairly well in all the areas of Talent competitiveness. On the other hand, Western Asia and Southern Asia, which share similar performances in the Overall Talent and Factor rankings, both exhibit inconsistent performance between factors. With the exception of Israel (Western Asia) – which ranks 18th in the Investment & Development factor – countries in these regions tend to invest less in public education, enhancing the quality of their talent pool by attracting highly-qualified foreign professionals. This approach is particularly successful for relatively small economies such as Singapore (13th in the Overall Talent Ranking), Qatar (22nd) and UAE (25th) but less effective for others e.g. Indonesia (47th) and Jordan (49th).

Eastern European and Ex-CIS & Central Asian countries typically invest a lot in education and development of local talent, but their performances in the Appeal and Readiness factors highlight an evident issue of brain drain for both regions (with the exception of Estonia). Interestingly, this year several countries from these areas (i.e. Romania, Croatia, and Ukraine) show a marked decline with respect to the past years, replacing a number of Latin American countries in the lower positions of the ranking.

Similarly, Latin America experiences some challenges in developing and retaining a highly-skilled workforce. In particular, developing domestic talent seems to be the main issue for talent competitiveness in Latin America. Performances in both the Investment & Development and the Readiness factor highlight a lack of investment in education and issues in retaining a qualified workforce in the region.

3. Overview of the World Talent Ranking

Top ranking economies

The top 5 of the World Talent Ranking is led by Switzerland which also leads the way in the Appeal and Readiness factors but ranks 5th in the Investment & Development factor. The country's strength in terms of the Investment factor are the implementation of apprenticeships schemes, the prioritization of workers' training by enterprises and the quality of its health infrastructure. It is worth mentioning that the country's public expenditure on education (total, as percentage of GDP) and the quality of primary and secondary

education (measured by pupil-teacher ratio) are relatively low, 27th, 26th and 20th respectively. Switzerland achieves top spot in Appeal largely on the quality of life it offers and remuneration which enables the country to remain attractive to highly-skilled staff, despite ranking at 60th in the cost-of-living index. In Readiness, Switzerland excels in developing the type of skills and competencies that are in demand; ranking 1st in three of the four indicators assessing the capacity to satisfy existent talent-demand (i.e., educational system, university education and management education); it ranks 3rd in the other relevant indicator (i.e., language skills).

Table 1: Summary of Switzerland's performance

Switzerland		Ranking		1	
Investment & Development	5	Appeal	1	Readiness	1
Apprenticeships	1	Quality of Life	2	Education system	1
Employee Training	3	Remuneration – manag.	1	University education	1
Health Infrastructure	1	Remuneration – serv.	1	Management education	1
Total public exp. on edu.	27	Cost-of-living	60	Language skills	3
Pupil-teacher ratio – prim.	26				
Pupil-teacher ratio - sec.	20				

Denmark ranks second in the overall Talent Ranking. It is 1st in the Investment & Development factor, in which it ranks 5th in total public expenditure in education and public expenditure on education per pupil. The country thrives in the implementation of Apprenticeships (4th) and prioritization of employee training (2nd). As in the case of Switzerland, however, Denmark's indicators of the quality of education rank relatively low for primary (13th) and secondary school (25th). The country ranks 10th in the Appeal factor. In this respect, Denmark ranks high in the level of worker motivation (2nd), personal security and private property rights (2nd), remuneration (services professions, 3rd) and

in the prioritization assign to attracting and retaining talent (3rd). Although, it seems that such a result in attracting and retaining talent applies mostly to local staff because Denmark ranks 25th in its level of attractiveness to foreign highly-skilled personnel. The country also ranks extremely low in the effective personal income tax rate indicator (63rd). In the Readiness factor, Denmark ranks 4th largely as a result of its capacity to satisfy the demand for specific skills and competencies. For example, it ranks 2nd in meeting the demand for language skills, 5th in the provision of management education and 7th in the availability of finance skills.

Table 2: Summary of Denmark's performance

Denmark		Ranking		2	
Investment & Development	1	Appeal	10	Readiness	4
Apprenticeships	4	Worker motivation	2	Language skills	2
Employee Training	2	Personal security	2	Management education	5
Total public exp. on edu.	5	Remuneration – serv.	3	Finance skills	7
Pupil-teacher ratio – prim.	13	Attracting talent	3		
Pupil-teacher ratio - sec.	25	Foreign highly skilled pers.	25		

Belgium is placed in 3rd in the overall talent ranking. In the Investment & Development factor Belgium ranks 2nd mainly as a result of its expenditure in education (9th in total as percentage of GDP and 1st per pupil as percentage of GDP) and the effectiveness of its health infrastructure (3rd). The country's rank (16th) in Appeal is rather low. Although attracting and retaining talent remains a priority (7th) and the remuneration levels are fairly high (10th), the cost-of-living (29th) and personal income tax (52nd) detract from

attracting overseas highly-skilled personnel (28th). In regard to Readiness, Belgium (12th) focuses on strengthening its educational system and its curricula at different levels (e.g., university and emphasizes the teaching of science) in order to meet the demand for talent. Although it ranks 11th in the educational system indicator and offers senior executive staff with significant international experience (10th), the availability of skilled labor force is comparatively low (24th).

Table 3: Summary of Belgium's performance

Belgium		Ranking 3	
Investment & Development	2	Appeal	16
Total public exp. on edu.	9	Attracting talent	7
Exp. on education per pupil	1	Remuneration – manag.	10
Health Infrastructure	3	Cost-of-living	29
		Personal income tax	52
		Foreign highly skilled pers.	28
		Readiness	12
		University education	11
		Science in schools	13
		Education system	11
		Int. exp. senior managers	10
		Avail. skilled labour	24

Austria comes 4th in the overall ranking, placed 3rd in the Investment & Development factor, 15th in Appeal and 16th in Readiness. In Investment the country prioritizes employment training (1st) and effectively executes its apprenticeship programs (3rd). In parallel, Austria strongly invests in its educational system (6th in expenditure on education per pupil) which strengthens its quality (7th in pupil-teacher ratio, secondary school); although total public expenditure on education is rather low (21st). Austria's quality of life (3rd), level of remuneration (4th in the management indicator), motivation of its labor force (4th) and its emphasis in

attracting and retaining talent (5th) contribute to the country's appeal. Nevertheless, the cost-of-living (42nd) and income tax (60th) makes difficult to attract overseas highly-skilled staff (26th) and to ameliorate brain-drain (24th). Austria's Readiness level originates in its focus on supplying specific competencies and skills (e.g., it ranks 15th in the university education indicator and 17th in management education) while enabling inbound student mobility (6th). Availability of skilled labor is low (42nd) as is the emphasis given to science in schools (38th).

Table 4: Summary of Austria's performance

Austria		Ranking 4	
Investment & Development	3	Appeal	15
Employee training	1	Quality of life	3
Apprenticeships	3	Remuneration – manag.	4
Exp. on education per pupil	6	Worker motivation	4
Pupil-teacher ratio - sec.	7	Attracting talent	5
Total public exp. on edu.	21	Cost-of-living	42
		Personal income tax	60
		Foreign highly skilled pers.	24
		Brain drain	24
		Readiness	16
		University education	15
		Management education	17
		Student mobility inbound	6
		Avail. skilled labour	42
		Science in schools	38

In the overall talent ranking Finland comes in the 5th position. It is 4th, 24th and 5th in Investment & Development, Appeal and Readiness factors (respectively). Its position in Investment & Development is strengthened by the country's performance in expenditure on education (6th in total expenditure and 3rd in expenditure per pupil), the effectiveness of its health infrastructure (5th) and the participation of female labor force (9th). The implementation of apprenticeship schemes, however, is low (28th) as is the pupil-teacher ratio in secondary education (32nd). In regards to the Appeal factor, similar to other countries in the top 5, Finland's cost-of-living (38th) and income tax

(58th) makes it difficult to attract overseas highly-skilled staff (43rd). This despite the country's performance (1st) in the personal security and private property rights indicator, quality of life (10th) and motivation of workers (12th). Finland's talent readiness is based on its performance in most of the indicators assessing how well the country satisfies the demand for talent. Its position in these indicator are high: educational system (2nd), science in schools (3rd), university education (3rd), management education (3rd), language skills (8th), availability of finance skills (5th) and skilled labor (3rd).

Table 5: Summary of Finland's performance

Finland		Ranking 5	
Investment & Development	4	Appeal	24
Total public exp. on edu.	6	Cost-of-living	38
Exp. on education per pupil	3	Personal income tax	58
Health infrastructure	5	Foreign highly skilled pers.	43
Female labor force	9	Personal security	11
Apprenticeships	28	Quality of life	10
Pupil-teacher ratio - sec.	32	Worker motivation	12
		Readiness	5
		Education system	2
		Science in schools	3
		University education	3
		Management education	3
		Language skills	8
		Finance skills	5
		Avail. skilled labour	3

Table 6: Top ranking countries

	Overall ranking	Investment & development factor	Appeal factor	Readiness factor
Switzerland	1	5	1	1
Denmark	2	1	10	4
Belgium	3	2	16	12
Austria	4	3	15	16
Finland	5	4	24	5

There are certain commonalities among the top 5 countries. In the Investment & Development factor, Switzerland, Denmark and Austria share the focus on the thorough implementation of apprenticeships and in emphasizing employee training. The strength of Belgium and Finland in

this factor comes from their expenditure in education and the resulting high quality of education this provides. All five countries rank high in the quality of their health infrastructure – Switzerland ranks 1st in this regard and Austria ranks 11th (the lowest ranked of the group).

Table 7: Summary of top 5 countries' performance: Investment & Development

Investment & Development	Switzerland	Denmark	Belgium	Austria	Finland
Apprenticeships	1	4	39	3	28
Employee training	3	2	30	1	15
Total public exp. on edu.	27	5	9	21	6
Exp. on education per pupil	10	5	1	6	3
Health infrastructure	1	10	3	11	5

In the Appeal factor, Switzerland (4th), Denmark (3rd), Belgium (7th) and Austria (5th) rank high in the prioritization assigned to attracting and retaining talent. Worker motivation is also high in Switzerland (3rd), Denmark (2nd) and Austria (4th) as is quality of life (2nd, 4th and 3rd respectively); Finland ranks 10th in this regard). With the exception of Finland, all other countries in the top 5 rank high in some aspect of remuneration (i.e., remuneration in services and/

or remuneration of management). There are other shared characteristics in the Appeal factor. The cost-of-living is high in all top economies, Belgium ranks 29th and Switzerland, at the other extreme in the group, ranks 60th. Similarly, with the exception of Switzerland (18th), income tax in the top 5 economies is high: Belgium 52nd, Finland 58th, Austria 60th and Denmark 63rd.

Table 8: Summary of top 5 countries' performance: Appeal

Appeal	Switzerland	Denmark	Belgium	Austria	Finland
Attracting talent	4	3	7	5	20
Worker motivation	3	2	25	4	12
Quality of life	2	4	18	3	10
Remuneration – manag.	1	16	10	4	24
Remuneration – serv.	1	3	16	17	23

It becomes apparent that in terms of Readiness top countries “listen” to the market demand for talent and develop adequate strategies to meet that demand. They all rank high in educational system, university education and

management education (although Austria ranks relatively lower in these indicators, 20th, 15th and 17th, respectively). Inbound student mobility is also a shared characteristic among top economies.

Table 9: Summary of top 5 countries' performance: Readiness

Readiness	Switzerland	Denmark	Belgium	Austria	Finland
Education system	1	5	11	20	2
University education	1	7	11	15	3
Management education	1	5	13	17	3
Student mobility inbound	8	10	11	6	16

Bottom ranking economies

At the bottom of the ranking we find four Eastern European economies: Bulgaria (58th), Ukraine (59th), Croatia (60th) and Romania (61st). Because of the regional commonality, in this section we focus on identifying the patterns that led these countries to their positions in the ranking. We do not, therefore, discuss other countries at the bottom of the ranking (i.e., Mongolia and Venezuela).

Table 10: Bottom ranking countries

	Overall ranking	Investment & development factor	Appeal factor	Readiness factor
Bulgaria	58	44	57	59
Ukraine	59	35	62	60
Croatia	60	32	59	62
Romania	61	51	58	55
Mongolia	62	54	60	56
Venezuela	63	49	63	63

In terms of the Investment & Development factor, Bulgaria performs relatively well (27th) in the public expenditure on education per pupil and in female labor force (as percentage of total labor force, 28th). The country, however, underperforms in the key indicators that have enabled top ranking countries to take the lead in the Investment & Development factor: Implementation of apprenticeship programs (57th), employee training (42nd) and the quality of the health infrastructure (51st). In the Appeal factor, Bulgaria underperforms in attracting and retaining talents (42nd), worker motivation (42nd) and quality of life (57th) which may lead to the underperformance in attracting foreign highly-skilled personnel (55th) and brain drain (61st). In terms of the Readiness factor, Bulgaria performs weakly in the indicators that we identified in the previous section as catalyst for the

excelling performance of top ranking economies in meeting talent demand: Skilled labor (53rd), finance skills (51st), international experience (58th), educational system (58th), university education (61st) and management education (63rd).

The performance of Ukraine, Croatia and Romania in each talent factor is similar to that of Bulgaria, particularly in terms of the indicators that drive the achievements of the top ranking economies. Table 11 presents the rankings of Eastern European economies at the bottom of the ranking in those drivers for the Investment & Development factor. As discussed, all countries in this group underperform in the relevant indicators with the exception of Croatia that ranks somewhat higher in the health infrastructure indicator (38th).

Table 11: Investment factor: Performance of Eastern European countries (bottom ranking economies).

	Investment & development factor	Apprenticeship	Employee training	Health infrastructure
Bulgaria	44	57	42	51
Ukraine	35	49	50	61
Croatia	32	60	63	38
Romania	51	63	44	58

It is also important to note that in the Investment & Development factor, Ukraine ranks high in both measures of expenditure on education: 13th in total public expenditure and 9th public expenditure per pupil (both as percentage of GDP). In addition, Croatia ranks high in the expenditure on education per pupil indicator (14th) and in both measures of the quality of education (10th in pupil-teacher ratio primary and secondary schools). Romania ranks low in both measures of expenditure on education (57th in total expenditure and 54th in expenditure per pupil).

In regards to the Appeal factor the pattern shown by this group of countries in terms of key indicators is sluggish. Table 12 shows these economies' ranks in those indicators. As in the case of Investment & Development, Croatia ranks relatively high in one driver (38th in quality of life) the impact of which seems to be "dragged" down by its performance in, for example, personal security and private property rights (50th).

Table 12: Appeal factor: Performance of Eastern European countries (bottom ranking economies).

	Appeal factor	Attracting and retaining talents	Worker motivation	Quality of life	Foreign highly-skilled personnel	Brain drain
Bulgaria	57	42	42	57	55	61
Ukraine	62	60	52	61	60	59
Croatia	59	63	62	38	62	60
Romania	58	51	52	60	47	55

The performance of Eastern European economies at the bottom of the ranking in terms of key indicators for the Readiness factor is presented in Table 13. All countries

perform feebly in these indicators with the exception of Romania in the significance of the international experience of senior managers (38th).

Table 13: Readiness factor: Performance of Eastern European countries (bottom ranking economies)..

	Readiness factor	Skilled labor	Finance skills	International experience	Educational system	University education	Management education
Bulgaria	59	53	51	58	58	61	63
Ukraine	60	58	63	60	55	58	52
Croatia	62	59	61	62	61	62	61
Romania	55	52	54	38	56	56	59

It is important to point out that in terms of language skills, Bulgaria (32nd), Croatia (30th) and Romania (27th) perform relatively well within the Readiness factor.

There are other overall commonalities among these Eastern European countries. They all rank high in cost-of-living: Bulgaria (4th), Ukraine (6th), Croatia (12th) and Romania

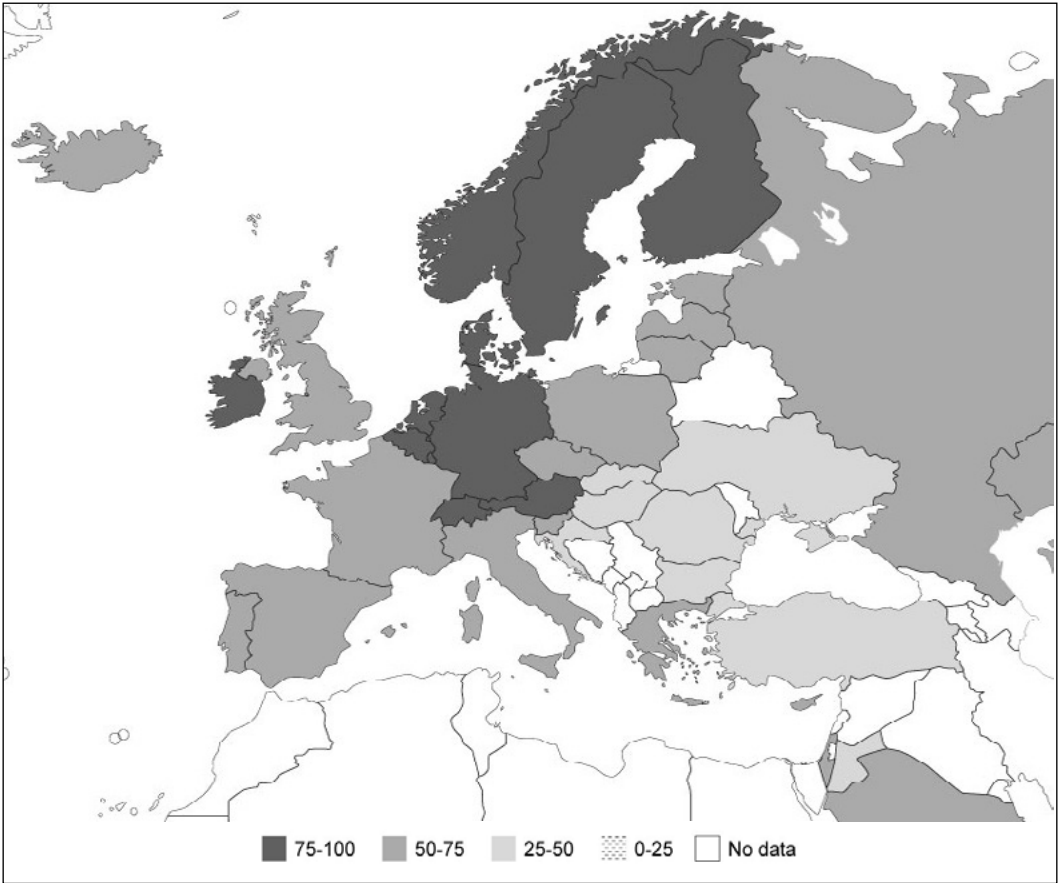
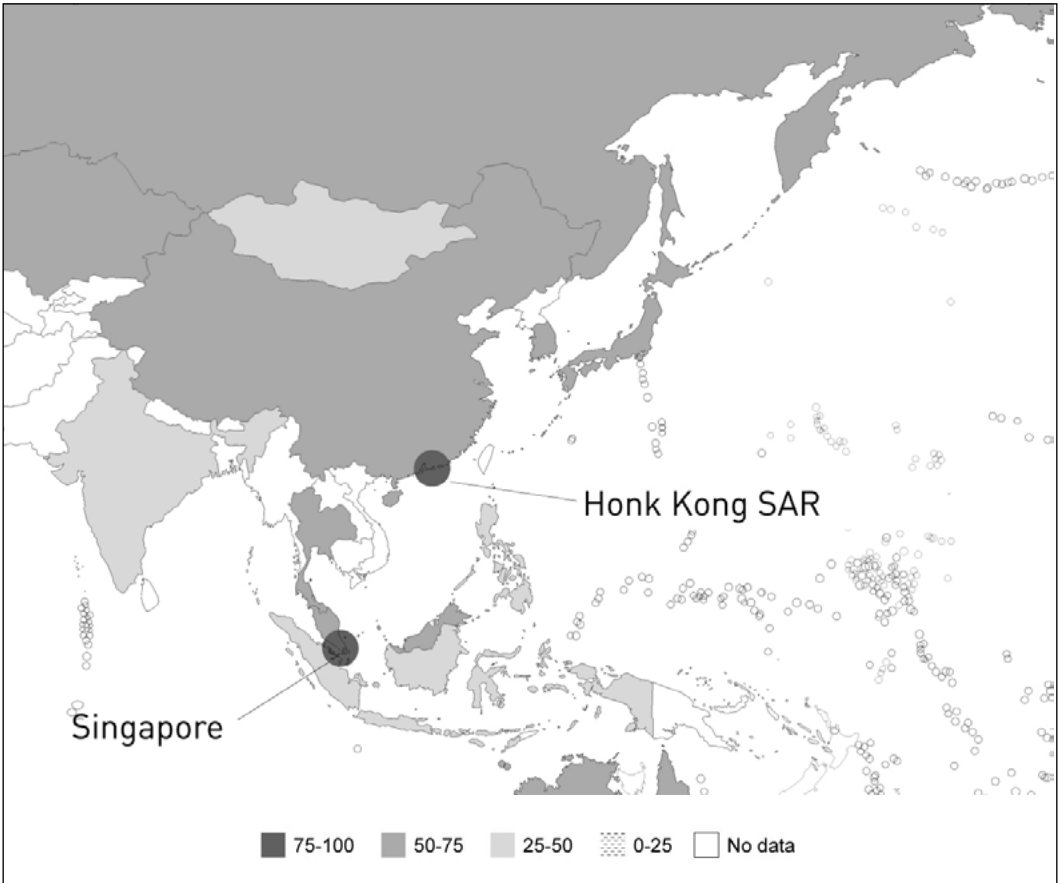
(7th). In addition, they all rank low in personal security and private property rights: Bulgaria (58th), Ukraine (62nd), Croatia (50th) and Romania (47th). Additionally, their labor force growth seems stagnated: Bulgaria (61st), Ukraine (58th), Croatia (63rd) and Romania (53rd).

Appendix

Regional groupings*	Countries
Western Europe	Austria, Belgium, Switzerland, Cyprus, Germany, Denmark, Spain, Finland, France, United Kingdom, Greece, Ireland, Iceland, Italy, Luxembourg, Netherlands, Norway, Portugal, Sweden
Eastern Europe	Bulgaria, Czech Republic, Estonia, Croatia, Hungary, Lithuania, Latvia, Poland, Romania, Slovenia, Slovak Republic
Ex-CIS and Central Asia	Kazakhstan, Mongolia, Russia, Ukraine
Western Asia	UAE, Israel, Jordan, Qatar, Saudi Arabia, Turkey
Eastern Asia	China Mainland, Hong Kong SAR, Japan, Korea Rep., Taiwan
Southern Asia	Indonesia, India, Malaysia, Philippines, Singapore, Thailand
North America & Commonwealth	Australia, Canada, New Zealand, USA, South Africa
Latin America	Argentina, Brazil, Chile, Colombia, Mexico, Peru, Venezuela

* Regional groupings are an adaptation of the UN geographical regions, see <https://unstats.un.org/unsd/methodology/m49/>

The IMD Talent Ranking results (score (0-100)) in 2017: South-East Asia and Europe

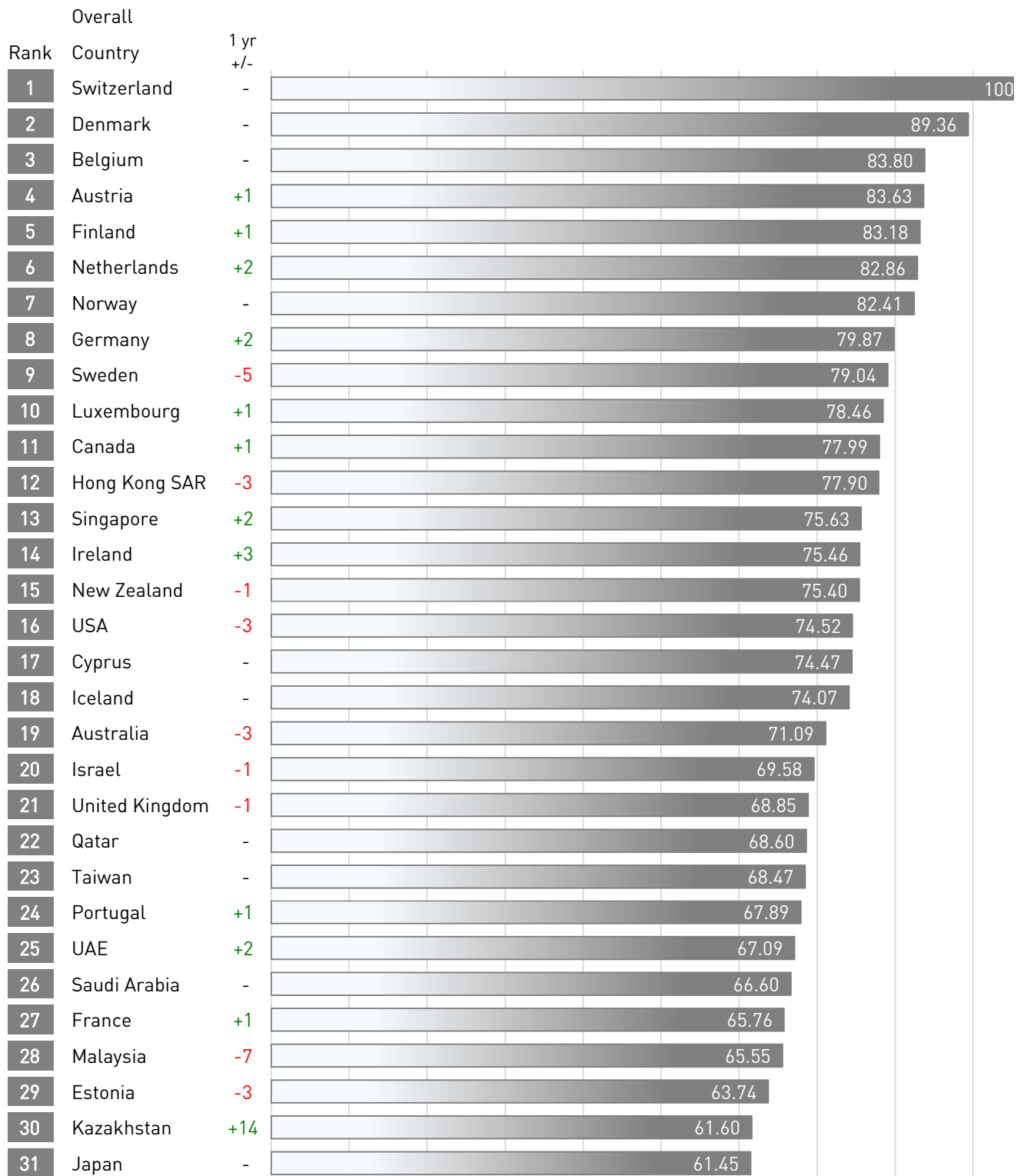


WORLD TALENT RANKINGS 2017

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The 2017 IMD World



Talent Ranking

Overall		1 yr	
Rank	Country	+/-	
32	Spain	+2	60.70
33	Lithuania	-9	60.03
34	Poland	-5	59.73
35	Latvia	-5	59.20
36	Italy	-4	58.38
37	Slovenia	-1	56.89
38	Czech Republic	-5	56.04
39	Korea Rep.	-1	55.82
40	China Mainland	+2	53.00
41	Greece	-6	52.33
42	Thailand	-5	52.23
43	Russia	-2	50.87
44	Chile	+4	50.37
45	Philippines	+10	48.74
46	Slovak Republic	-7	48.58
47	Indonesia	-	47.28
48	South Africa	-5	44.50
49	Jordan	-9	44.27
50	Argentina	+2	43.49
51	India	+3	42.20
52	Brazil	-7	42.00
53	Turkey	-7	41.40
54	Hungary	-3	40.78
55	Colombia	+2	40.09
56	Mexico	-6	39.40
57	Peru	+2	39.09
58	Bulgaria	-	38.98
59	Ukraine	-10	38.74
60	Croatia	-7	37.84
61	Romania	-5	36.14
62	Mongolia	-2	33.59
63	Venezuela	-2	24.19

The IMD World Talent Ranking 2017 shows the overall ranking for 63 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.

Methodology in a Nutshell

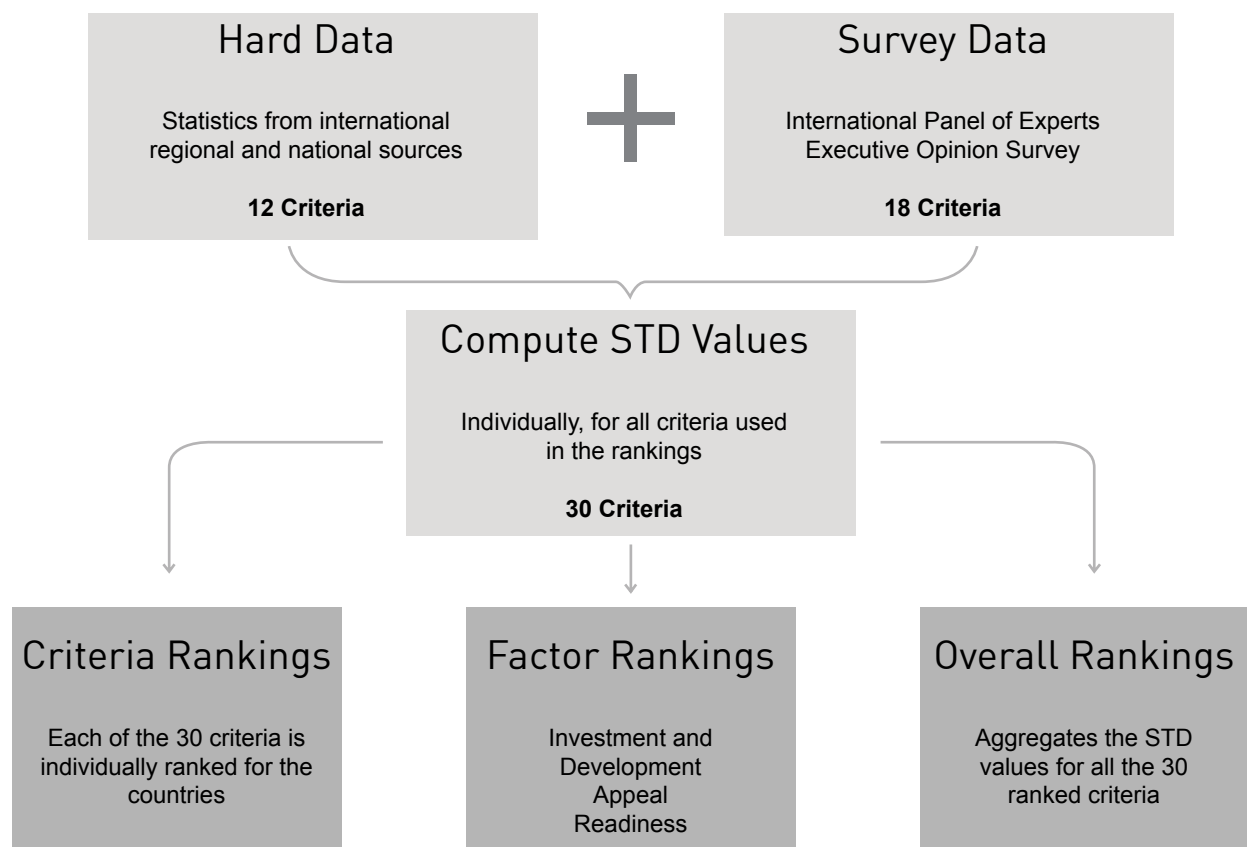
1. The IMD World Talent Ranking (WTR) assesses the status and the development of competencies necessary for enterprises and the economy to achieve long term value creation. It does so by using a set of indicators which measure the development, retention and attraction of a domestic and international highly-skilled workforce.
2. Based on our research, the methodology of the World Talent Ranking defines Talent Competitiveness into three main factors:
 - Investment and Development
 - Appeal
 - Readiness
3. These 3 factors comprise 30 criteria, although each factor does not necessarily have the same number of criteria (for example, it takes more criteria to assess Readiness than to evaluate Investment and Development).
4. Each factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results that is approximately 1/3 ($3 \times 33.3 \sim 100$).
5. Criteria can be hard data, which analyze the amount of investments in talent development as it can be measured (e.g. Total Public Expenditure on Education) or soft data, which analyze the quality of these investments as they can be perceived (e.g. Management Education). Hard criteria represent a weight of 2/3 in the overall ranking whereas the survey data represent a weight of 1/3.
6. Finally, to compute the overall World Talent Ranking, we aggregate the criteria to calculate the scores of each factor which function as the basis to generate the overall ranking.

What is the IMD World Talent Ranking?

World Talent Ranking Factors

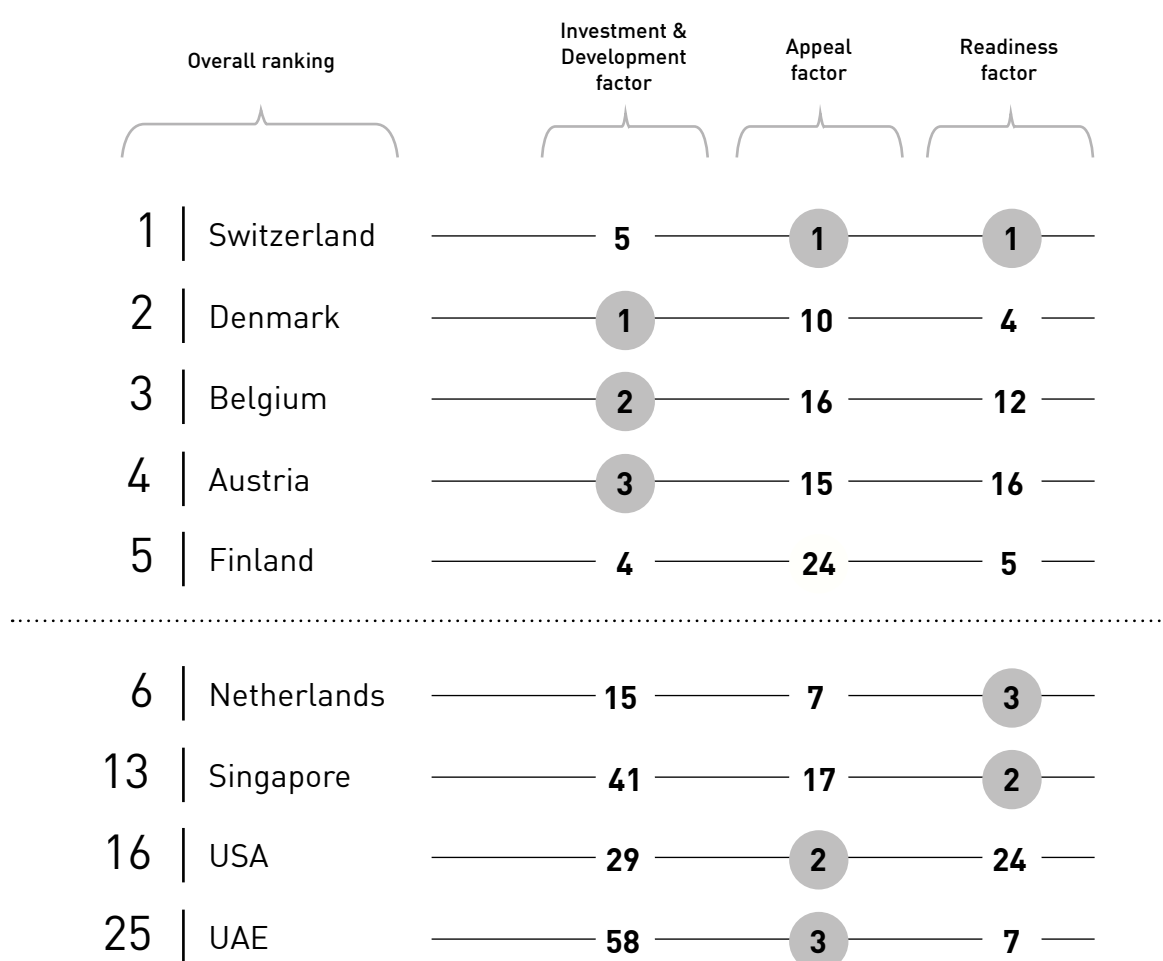


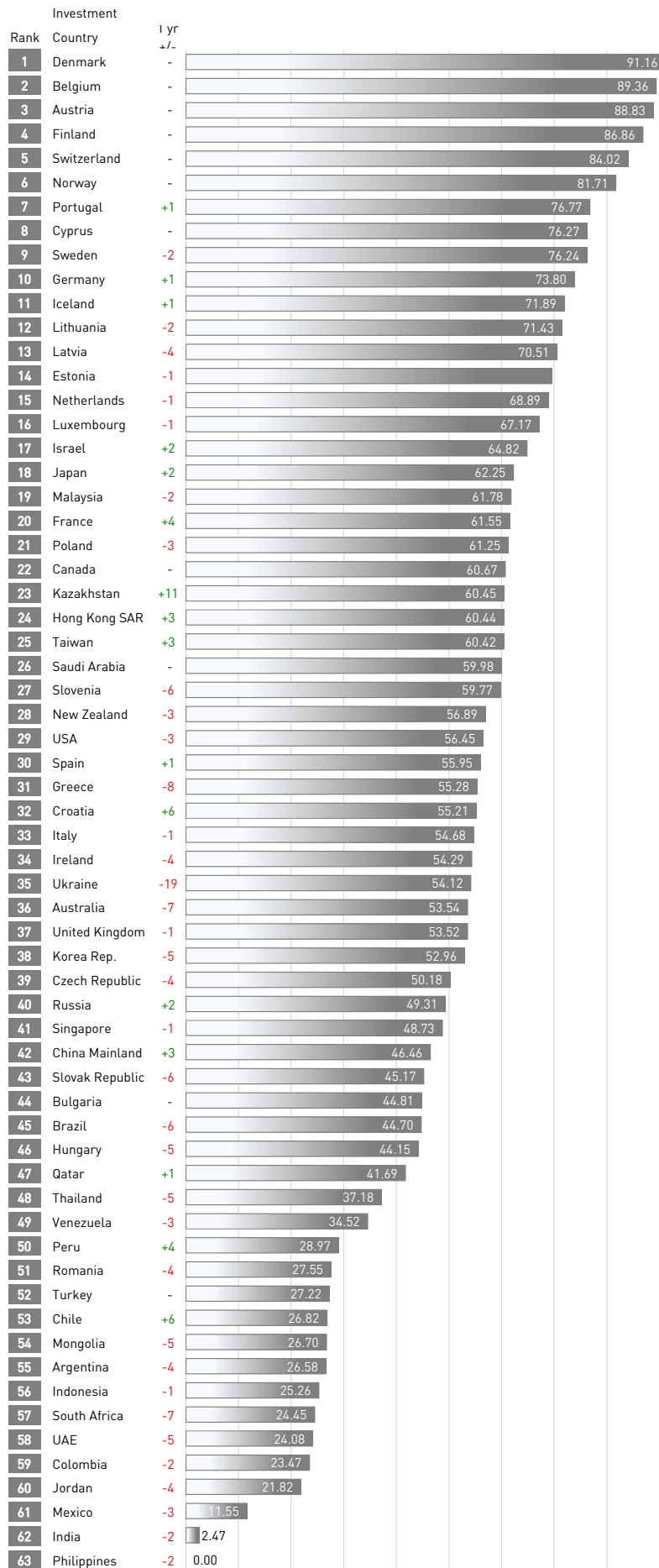
Computing the Rankings



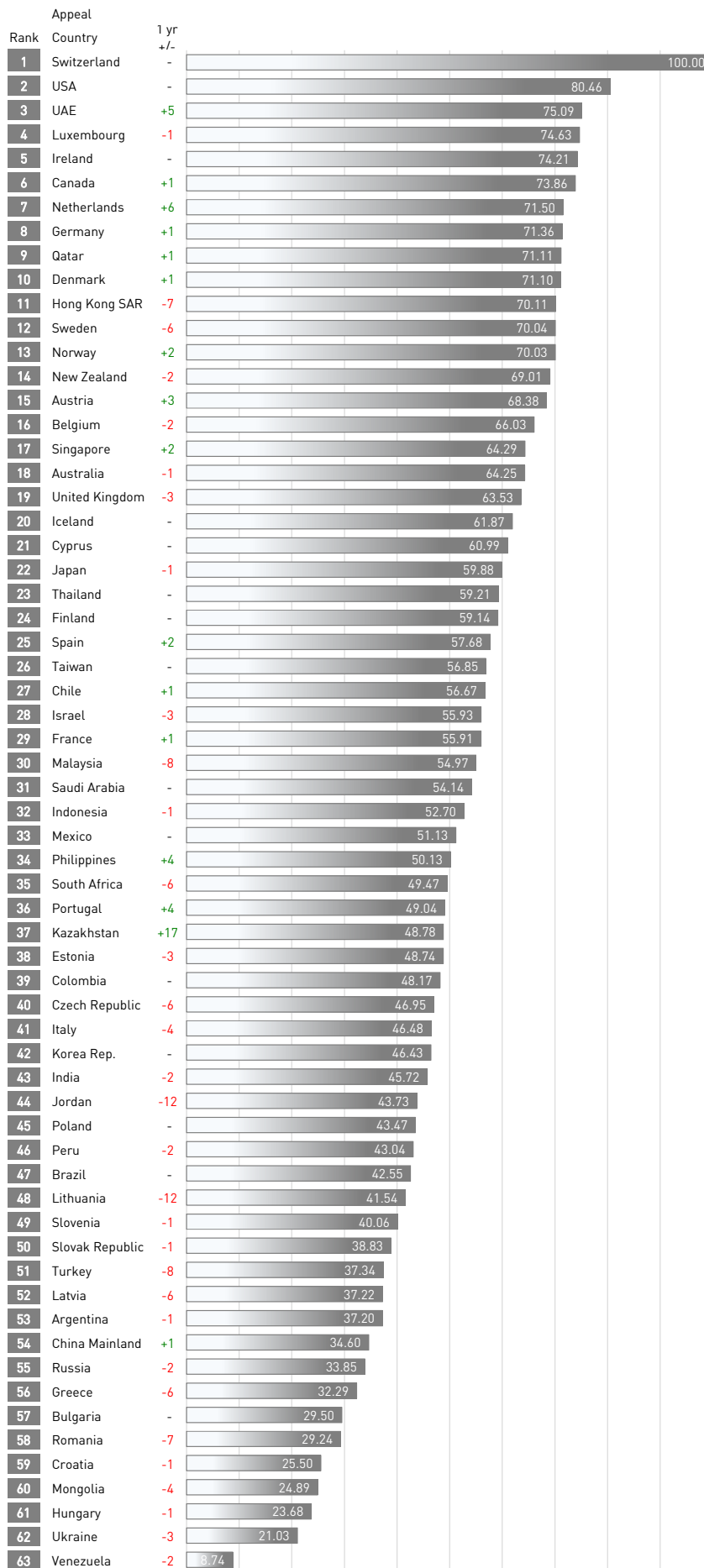
The 2017 IMD World Talent Rankings : Selected Breakdowns

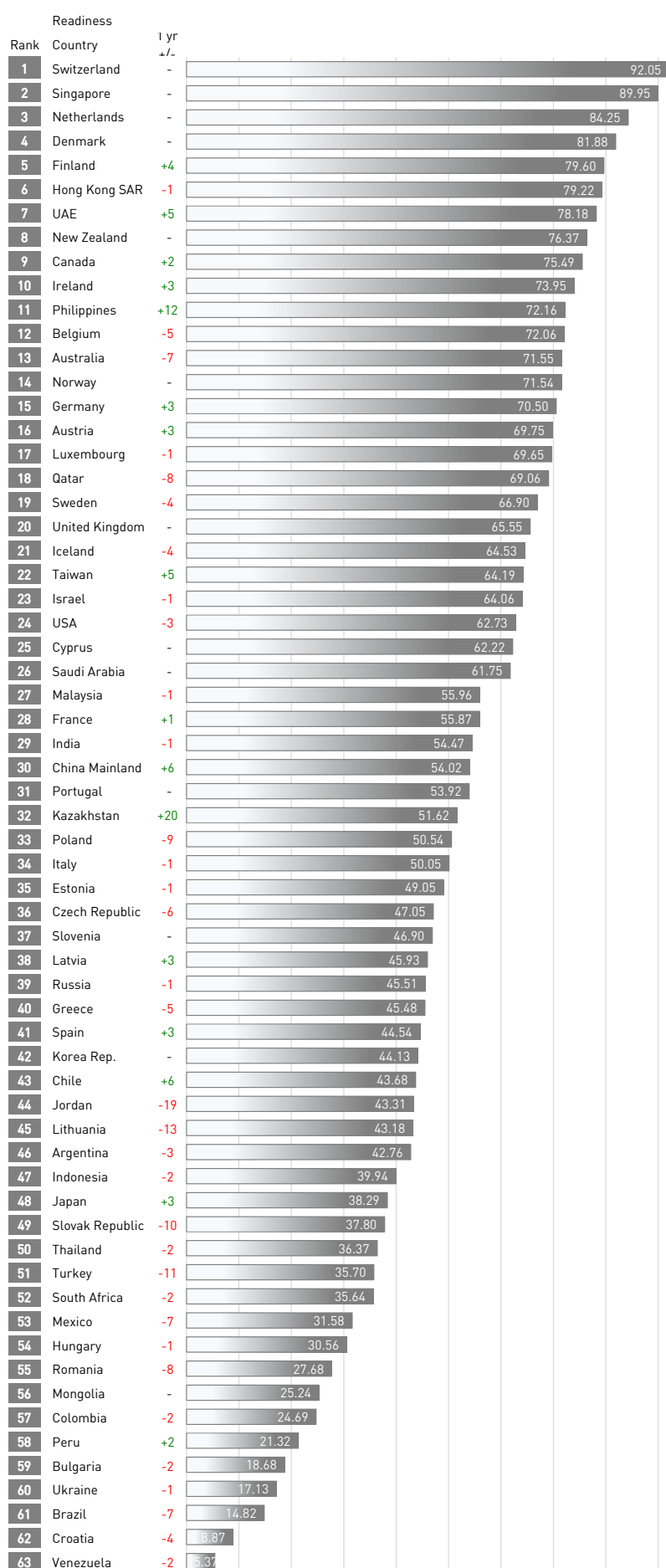
Talent Ranking Leaderboard





Factor 2 : Appeal





Factors rankings

	Overall	Investment & Development	Appeal	Readiness
Argentina	50	55	53	46
Australia	19	36	18	13
Austria	4	3	15	16
Belgium	3	2	16	12
Brazil	52	45	47	61
Bulgaria	58	44	57	59
Canada	11	22	6	9
Chile	44	53	27	43
China Mainland	40	42	54	30
Colombia	55	59	39	57
Croatia	60	32	59	62
Cyprus	17	8	21	25
Czech Republic	38	39	40	36
Denmark	2	1	10	4
Estonia	29	14	38	35
Finland	5	4	24	5
France	27	20	29	28
Germany	8	10	8	15
Greece	41	31	56	40
Hong Kong SAR	12	24	11	6
Hungary	54	46	61	54
Iceland	18	11	20	21
India	51	62	43	29
Indonesia	47	56	32	47
Ireland	14	34	5	10
Israel	20	17	28	23
Italy	36	33	41	34
Japan	31	18	22	48
Jordan	49	60	44	44
Kazakhstan	30	23	37	32
Korea Rep.	39	38	42	42
Latvia	35	13	52	38
Lithuania	33	12	48	45
Luxembourg	10	16	4	17
Malaysia	28	19	30	27
Mexico	56	61	33	53
Mongolia	62	54	60	56
Netherlands	6	15	7	3
New Zealand	15	28	14	8
Norway	7	6	13	14
Peru	57	50	46	58
Philippines	45	63	34	11
Poland	34	21	45	33
Portugal	24	7	36	31
Qatar	22	47	9	18
Romania	61	51	58	55
Russia	43	40	55	39
Saudi Arabia	26	26	31	26
Singapore	13	41	17	2
Slovak Republic	46	43	50	49
Slovenia	37	27	49	37
South Africa	48	57	35	52
Spain	32	30	25	41
Sweden	9	9	12	19
Switzerland	1	5	1	1
Taiwan	23	25	26	22
Thailand	42	48	23	50
Turkey	53	52	51	51
UAE	25	58	3	7
Ukraine	59	35	62	60
United Kingdom	21	37	19	20
USA	16	29	2	24
Venezuela	63	49	63	63

Changes 2016 - 2017

2017		2016	Change	
50	Argentina	52	2	↑
19	Australia	16	-3	↓
4	Austria	5	1	↑
3	Belgium	3	-	→
52	Brazil	45	-7	↓
58	Bulgaria	58	-	→
11	Canada	12	1	↑
44	Chile	48	4	↑
40	China Mainland	42	2	↑
55	Colombia	57	2	↑
60	Croatia	53	-7	↓
17	Cyprus	0	-	-
38	Czech Republic	33	-5	↓
2	Denmark	2	-	→
29	Estonia	26	-3	↓
5	Finland	6	1	↑
27	France	28	1	↑
8	Germany	10	2	↑
41	Greece	35	-6	↓
12	Hong Kong SAR	9	-3	↓
54	Hungary	51	-3	↓
18	Iceland	18	-	→
51	India	54	3	↑
47	Indonesia	47	-	→
14	Ireland	17	3	↑
20	Israel	19	-1	↓
36	Italy	32	-4	↓
31	Japan	31	-	→
49	Jordan	40	-9	↓
30	Kazakhstan	44	14	↑
39	Korea Rep.	38	-1	↓
35	Latvia	30	-5	↓
33	Lithuania	24	-9	↓
10	Luxembourg	11	1	↑
28	Malaysia	21	-7	↓
56	Mexico	50	-6	↓
62	Mongolia	60	-2	↓
6	Netherlands	8	2	↑
15	New Zealand	14	-1	↓
7	Norway	7	-	→
57	Peru	59	2	↑
45	Philippines	55	10	↑
34	Poland	29	-5	↓
24	Portugal	25	1	↑
22	Qatar	22	-	→
61	Romania	56	-5	↓
43	Russia	41	-2	↓
26	Saudi Arabia	0	-	-
13	Singapore	15	2	↑
46	Slovak Republic	39	-7	↓
37	Slovenia	36	-1	↓
48	South Africa	43	-5	↓
32	Spain	34	2	↑
9	Sweden	4	-5	↓
1	Switzerland	1	-	→
23	Taiwan	23	-	→
42	Thailand	37	-5	↓
53	Turkey	46	-7	↓
25	UAE	27	2	↑
59	Ukraine	49	-10	↓
21	United Kingdom	20	-1	↓
16	USA	13	-3	↓
63	Venezuela	61	-2	↓

TALENT COUNTRY PROFILES

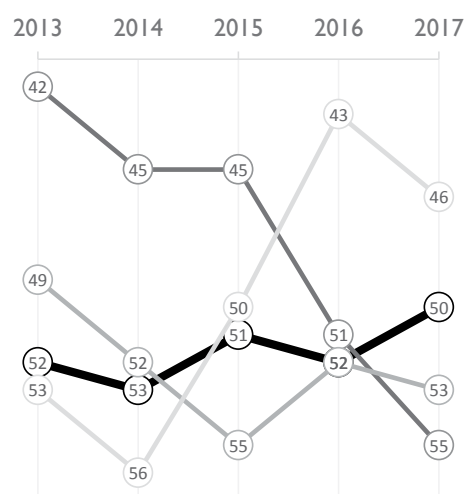
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ARGENTINA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	1.7 %	61
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.2 %	26
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.66 ratio	16
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	23.82 ratio	56
Apprenticeships	Are sufficiently implemented	4.26 Survey [0..10]	44
▷ Employee training	is a high priority in companies	4.47 Survey [0..10]	57
Female labor force	Percentage of total labor force	40.43 %	50
Health infrastructure	meets the needs of society	4.37 Survey [0..10]	45

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	80.70 index	49
▷ Attracting and retaining talents	is a priority in companies	5.63 Survey [0..10]	55
Worker motivation	in companies is high	4.59 Survey [0..10]	53
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.05 Survey [0..10]	29
Quality of life	is high	5.11 Survey [0..10]	48
Foreign highly-skilled personnel	are attracted to your country's business environment	4.21 Survey [0..10]	46
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,700 US\$	40
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	113,458 US\$	44
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	10.50 %	15
▷ Personal security and private property rights	are adequately protected	3.79 Survey [0..10]	60

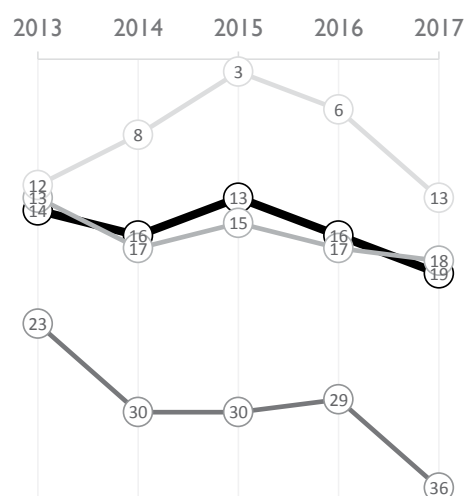
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	1.36 %	21
▶ Skilled labor	is readily available	6.32 Survey [0..10]	17
Finance skills	are readily available	6.79 Survey [0..10]	25
▶ International experience	of senior managers is generally significant	5.74 Survey [0..10]	24
Competent senior managers	are readily available	5.63 Survey [0..10]	34
Educational system	The educational system meets the needs of a competitive economy	3.89 Survey [0..10]	49
Science in schools	is sufficiently emphasized	3.37 Survey [0..10]	54
University education	meets the needs of a competitive economy	5.51 Survey [0..10]	36
Management education	meets the needs of the business community	5.95 Survey [0..10]	35
Language skills	are meeting the needs of enterprises	4.97 Survey [0..10]	46
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.95 number	46
Educational assessment - PISA	PISA survey of 15-year olds	421 Average	48

AUSTRALIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.2 %	25
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.9 %	44
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.61 ratio	31
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.10 ratio	24
► Apprenticeships	Are sufficiently implemented	4.00 Survey [0..10]	51
► Employee training	is a high priority in companies	5.27 Survey [0..10]	43
Female labor force	Percentage of total labor force	46.41 %	27
Health infrastructure	meets the needs of society	7.22 Survey [0..10]	21

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	80.60 index	48
Attracting and retaining talents	is a priority in companies	6.88 Survey [0..10]	28
Worker motivation	in companies is high	5.78 Survey [0..10]	35
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.74 Survey [0..10]	20
► Quality of life	is high	9.07 Survey [0..10]	11
► Foreign highly-skilled personnel	are attracted to your country's business environment	7.57 Survey [0..10]	8
► Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	51,497 US\$	5
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	165,581 US\$	26
► Effective personal income tax rate	Percentage of an income equal to GDP per capita	21.47 %	44
Personal security and private property rights	are adequately protected	8.34 Survey [0..10]	15

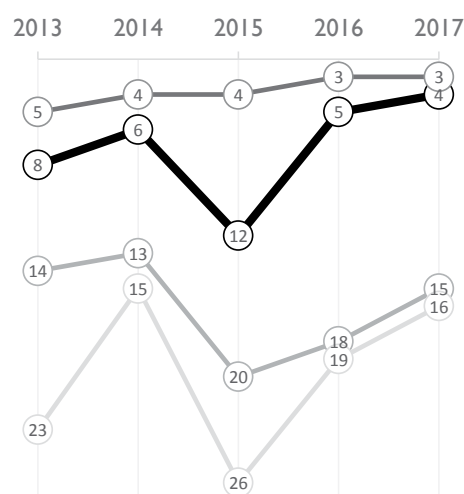
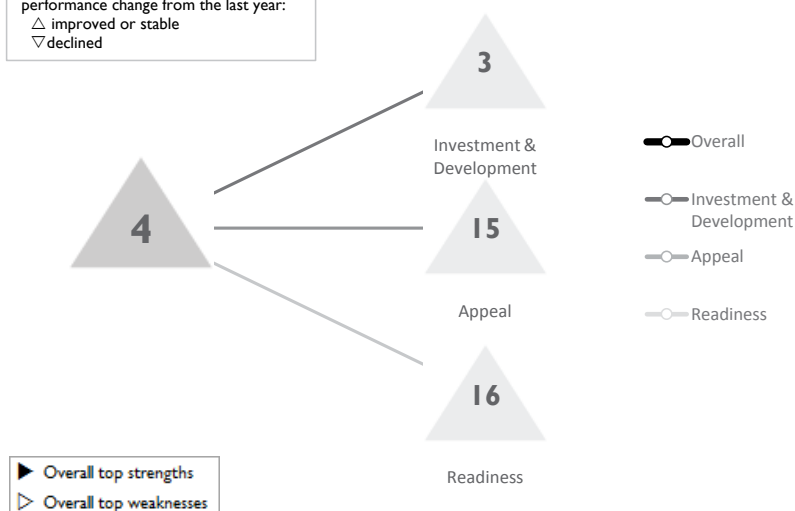
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.84 %	32
Skilled labor	is readily available	6.30 Survey [0..10]	19
Finance skills	are readily available	7.14 Survey [0..10]	16
International experience	of senior managers is generally significant	5.08 Survey [0..10]	37
Competent senior managers	are readily available	5.74 Survey [0..10]	30
► Educational system	The educational system meets the needs of a competitive economy	7.03 Survey [0..10]	14
Science in schools	is sufficiently emphasized	5.34 Survey [0..10]	32
University education	meets the needs of a competitive economy	6.90 Survey [0..10]	20
Management education	meets the needs of the business community	6.48 Survey [0..10]	24
Language skills	are meeting the needs of enterprises	5.81 Survey [0..10]	37
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	11.27 number	1
Educational assessment - PISA	PISA survey of 15-year olds	502 Average	19

AUSTRIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	21
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	27.5 %	6
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.95 ratio	14
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.31 ratio	7
▶ Apprenticeships	Are sufficiently implemented	7.83 Survey [0..10]	3
▶ Employee training	is a high priority in companies	7.69 Survey [0..10]	1
Female labor force	Percentage of total labor force	46.82 %	19
Health infrastructure	meets the needs of society	8.05 Survey [0..10]	11

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	78.40 index	42
Attracting and retaining talents	is a priority in companies	7.83 Survey [0..10]	5
▶ Worker motivation	in companies is high	7.57 Survey [0..10]	4
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.47 Survey [0..10]	24
▶ Quality of life	is high	9.57 Survey [0..10]	3
Foreign highly-skilled personnel	are attracted to your country's business environment	5.78 Survey [0..10]	26
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	40,720 US\$	17
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	266,124 US\$	4
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	28.07 %	60
Personal security and private property rights	are adequately protected	8.66 Survey [0..10]	10

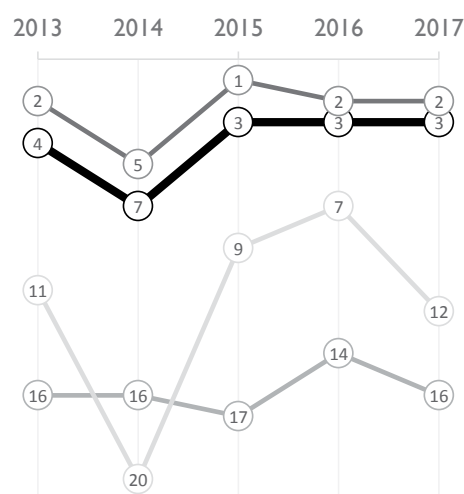
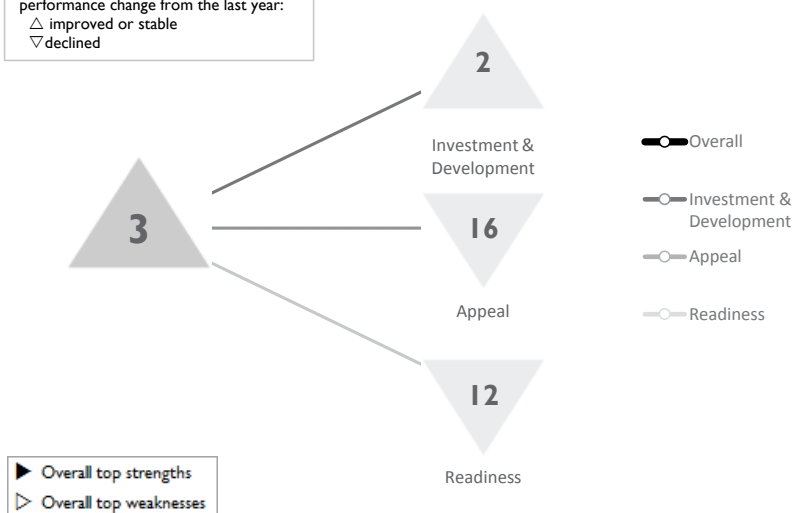
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	2.05 %	16
▷ Skilled labor	is readily available	5.23 Survey [0..10]	42
Finance skills	are readily available	7.09 Survey [0..10]	20
International experience	of senior managers is generally significant	6.14 Survey [0..10]	16
Competent senior managers	are readily available	5.49 Survey [0..10]	38
Educational system	The educational system meets the needs of a competitive economy	6.51 Survey [0..10]	20
▷ Science in schools	is sufficiently emphasized	5.16 Survey [0..10]	38
University education	meets the needs of a competitive economy	7.10 Survey [0..10]	15
Management education	meets the needs of the business community	6.94 Survey [0..10]	17
Language skills	are meeting the needs of enterprises	7.01 Survey [0..10]	22
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	7.84 number	6
Educational assessment - PISA	PISA survey of 15-year olds	496 Average	23

BELGIUM

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	6.5 %	9
▶ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	38.6 %	1
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.72 ratio	18
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.67 ratio	9
▷ Apprenticeships	Are sufficiently implemented	4.53 Survey [0..10]	39
Employee training	is a high priority in companies	5.85 Survey [0..10]	30
Female labor force	Percentage of total labor force	46.27 %	30
▶ Health infrastructure	meets the needs of society	8.75 Survey [0..10]	3

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.40 index	29
▶ Attracting and retaining talents	is a priority in companies	7.61 Survey [0..10]	7
Worker motivation	in companies is high	6.24 Survey [0..10]	25
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.94 Survey [0..10]	17
Quality of life	is high	8.50 Survey [0..10]	18
Foreign highly-skilled personnel	are attracted to your country's business environment	5.76 Survey [0..10]	28
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	41,133 US\$	16
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	241,607 US\$	10
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	24.64 %	52
Personal security and private property rights	are adequately protected	7.97 Survey [0..10]	21

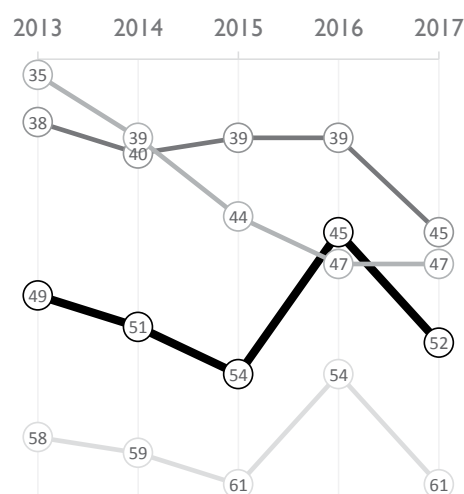
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.16 %	49
Skilled labor	is readily available	6.06 Survey [0..10]	24
Finance skills	are readily available	7.10 Survey [0..10]	19
International experience	of senior managers is generally significant	6.66 Survey [0..10]	10
Competent senior managers	are readily available	6.47 Survey [0..10]	15
Educational system	The educational system meets the needs of a competitive economy	7.50 Survey [0..10]	11
Science in schools	is sufficiently emphasized	6.56 Survey [0..10]	13
University education	meets the needs of a competitive economy	7.58 Survey [0..10]	11
Management education	meets the needs of the business community	7.13 Survey [0..10]	13
Language skills	are meeting the needs of enterprises	8.21 Survey [0..10]	10
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.95 number	11
Educational assessment - PISA	PISA survey of 15-year olds	504 Average	15

BRAZIL

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	6.6 %	8
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	21.6 %	30
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	20.92 ratio	54
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	16.69 ratio	51
Apprenticeships	Are sufficiently implemented	4.55 Survey [0..10]	36
Employee training	is a high priority in companies	5.04 Survey [0..10]	49
▶ Female labor force	Percentage of total labor force	44.00 %	42
▷ Health infrastructure	meets the needs of society	1.82 Survey [0..10]	62

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	67.10 index	21
Attracting and retaining talents	is a priority in companies	6.15 Survey [0..10]	41
Worker motivation	in companies is high	5.47 Survey [0..10]	39
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.05 Survey [0..10]	45
Quality of life	is high	4.28 Survey [0..10]	54
Foreign highly-skilled personnel	are attracted to your country's business environment	3.54 Survey [0..10]	54
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	17,117 US\$	37
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	118,932 US\$	42
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	8.69 %	11
▷ Personal security and private property rights	are adequately protected	3.71 Survey [0..10]	61

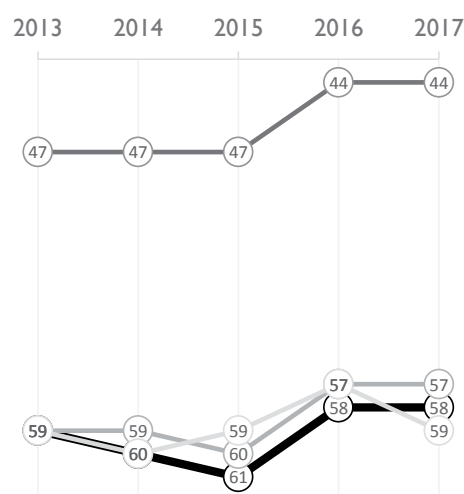
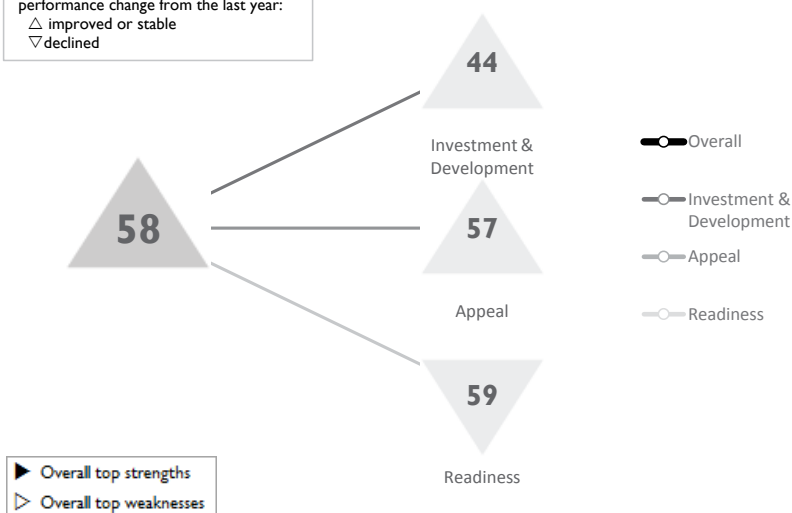
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.03 %	29
Skilled labor	is readily available	4.00 Survey [0..10]	54
Finance skills	are readily available	4.40 Survey [0..10]	59
International experience	of senior managers is generally significant	4.64 Survey [0..10]	53
Competent senior managers	are readily available	4.45 Survey [0..10]	51
▷ Educational system	The educational system meets the needs of a competitive economy	2.34 Survey [0..10]	62
▷ Science in schools	is sufficiently emphasized	2.29 Survey [0..10]	62
University education	meets the needs of a competitive economy	3.32 Survey [0..10]	60
Management education	meets the needs of the business community	3.85 Survey [0..10]	58
▷ Language skills	are meeting the needs of enterprises	2.97 Survey [0..10]	62
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.09 number	56
Educational assessment - PISA	PISA survey of 15-year olds	389 Average	56

BULGARIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.2 %	36
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.2 %	27
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.73 ratio	46
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.23 ratio	37
Apprenticeships	Are sufficiently implemented	3.28 Survey [0..10]	57
Employee training	is a high priority in companies	5.33 Survey [0..10]	42
► Female labor force	Percentage of total labor force	46.41 %	28
Health infrastructure	meets the needs of society	3.56 Survey [0..10]	51

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	56.10 index	4
Attracting and retaining talents	is a priority in companies	6.11 Survey [0..10]	42
Worker motivation	in companies is high	5.39 Survey [0..10]	42
► Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.83 Survey [0..10]	61
Quality of life	is high	4.00 Survey [0..10]	57
Foreign highly-skilled personnel	are attracted to your country's business environment	3.49 Survey [0..10]	55
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	7,891 US\$	58
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	46,581 US\$	59
Effective personal income tax rate	Percentage of an income equal to GDP per capita	19.95 %	38
Personal security and private property rights	are adequately protected	3.94 Survey [0..10]	58

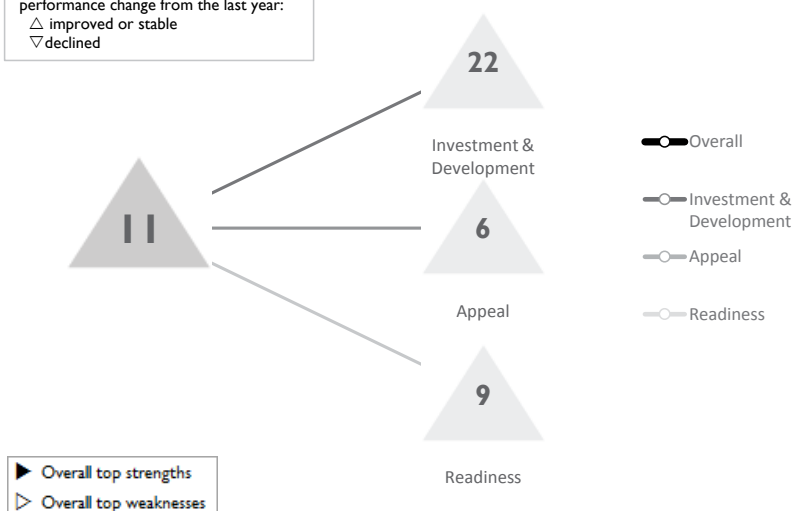
Readiness

		Value	2017 Rank
► Labor force growth	Percentage change	-2.19 %	61
Skilled labor	is readily available	4.11 Survey [0..10]	53
Finance skills	are readily available	5.33 Survey [0..10]	51
International experience	of senior managers is generally significant	4.11 Survey [0..10]	58
Competent senior managers	are readily available	4.00 Survey [0..10]	56
Educational system	The educational system meets the needs of a competitive economy	3.06 Survey [0..10]	58
Science in schools	is sufficiently emphasized	3.11 Survey [0..10]	56
► University education	meets the needs of a competitive economy	2.67 Survey [0..10]	61
► Management education	meets the needs of the business community	3.17 Survey [0..10]	63
Language skills	are meeting the needs of enterprises	5.89 Survey [0..10]	32
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.65 number	34
Educational assessment - PISA	PISA survey of 15-year olds	443 Average	42

CANADA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	19
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	18.3 %	39
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.48 ratio	36
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.77 ratio	40
Apprenticeships	Are sufficiently implemented	5.63 Survey [0..10]	15
Employee training	is a high priority in companies	6.23 Survey [0..10]	20
Female labor force	Percentage of total labor force	47.32 %	14
Health infrastructure	meets the needs of society	7.40 Survey [0..10]	17

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	65.70 index	16
Attracting and retaining talents	is a priority in companies	7.24 Survey [0..10]	17
Worker motivation	in companies is high	6.65 Survey [0..10]	18
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.49 Survey [0..10]	23
Quality of life	is high	9.21 Survey [0..10]	9
Foreign highly-skilled personnel	are attracted to your country's business environment	7.49 Survey [0..10]	11
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	45,701 US\$	9
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	197,427 US\$	18
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	17.36 %	35
Personal security and private property rights	are adequately protected	8.79 Survey [0..10]	8

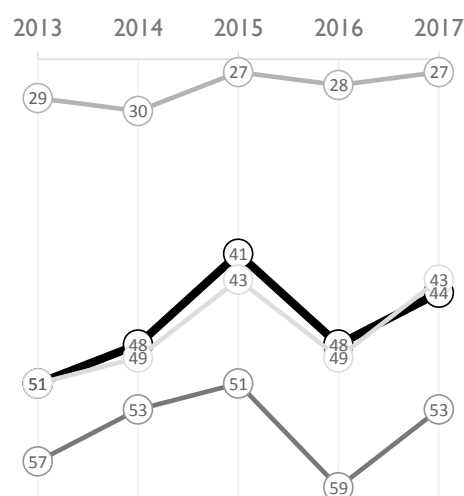
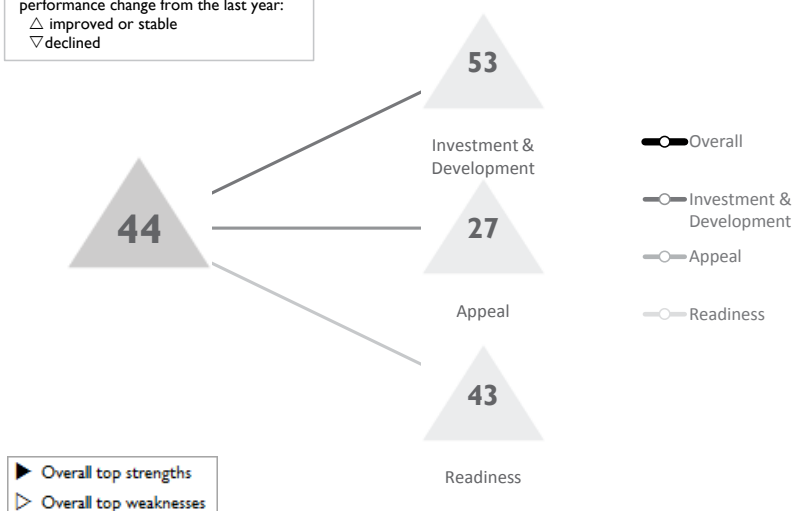
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.85 %	31
Skilled labor	is readily available	6.47 Survey [0..10]	13
Finance skills	are readily available	7.35 Survey [0..10]	12
International experience	of senior managers is generally significant	6.09 Survey [0..10]	19
▶ Competent senior managers	are readily available	6.84 Survey [0..10]	7
▶ Educational system	The educational system meets the needs of a competitive economy	7.81 Survey [0..10]	7
▶ Science in schools	is sufficiently emphasized	7.07 Survey [0..10]	7
▶ University education	meets the needs of a competitive economy	7.95 Survey [0..10]	4
Management education	meets the needs of the business community	7.44 Survey [0..10]	9
Language skills	are meeting the needs of enterprises	7.63 Survey [0..10]	16
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.90 number	19
▶ Educational assessment - PISA	PISA survey of 15-year olds	522 Average	7

CHILE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.7 %	30
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	15.2 %	51
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	21.32 ratio	55
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	23.51 ratio	55
Apprenticeships	Are sufficiently implemented	4.54 Survey [0..10]	37
Employee training	is a high priority in companies	5.37 Survey [0..10]	40
Female labor force	Percentage of total labor force	41.04 %	49
Health infrastructure	meets the needs of society	4.63 Survey [0..10]	43

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	70.30 index	24
Attracting and retaining talents	is a priority in companies	6.34 Survey [0..10]	40
Worker motivation	in companies is high	5.63 Survey [0..10]	37
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.38 Survey [0..10]	9
Quality of life	is high	6.78 Survey [0..10]	32
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.56 Survey [0..10]	9
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	16,341 US\$	39
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	200,389 US\$	17
Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.71 %	31
Personal security and private property rights	are adequately protected	5.83 Survey [0..10]	43

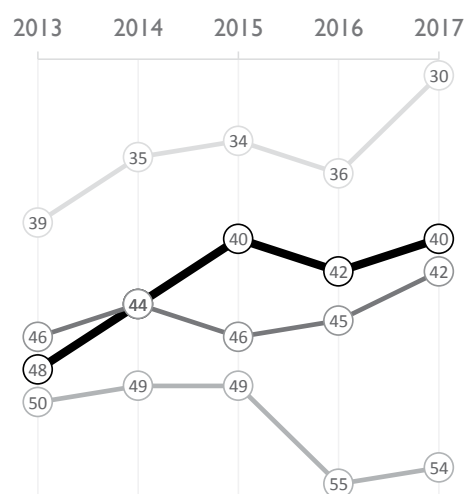
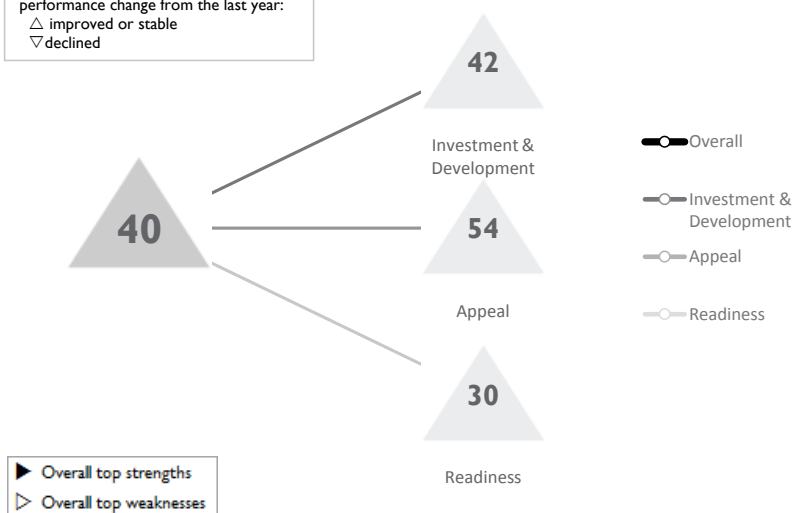
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.38 %	20
Skilled labor	is readily available	5.19 Survey [0..10]	43
Finance skills	are readily available	6.67 Survey [0..10]	31
International experience	of senior managers is generally significant	6.14 Survey [0..10]	17
▶ Competent senior managers	are readily available	6.45 Survey [0..10]	16
Educational system	The educational system meets the needs of a competitive economy	3.83 Survey [0..10]	50
Science in schools	is sufficiently emphasized	3.60 Survey [0..10]	50
University education	meets the needs of a competitive economy	5.70 Survey [0..10]	33
▶ Management education	meets the needs of the business community	7.00 Survey [0..10]	14
▷ Language skills	are meeting the needs of enterprises	3.79 Survey [0..10]	57
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.21 number	54
Educational assessment - PISA	PISA survey of 15-year olds	435 Average	45

CHINA MAINLAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.8 %	44
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.23 ratio	33
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.28 ratio	43
Apprenticeships	Are sufficiently implemented	4.43 Survey [0..10]	42
Employee training	is a high priority in companies	6.05 Survey [0..10]	23
Female labor force	Percentage of total labor force	- %	-
Health infrastructure	meets the needs of society	4.99 Survey [0..10]	40

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	103.60 index	57
Attracting and retaining talents	is a priority in companies	6.68 Survey [0..10]	32
Worker motivation	in companies is high	6.20 Survey [0..10]	27
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.20 Survey [0..10]	41
Quality of life	is high	5.79 Survey [0..10]	42
Foreign highly-skilled personnel	are attracted to your country's business environment	4.91 Survey [0..10]	34
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,355 US\$	52
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	136,775 US\$	39
Effective personal income tax rate	Percentage of an income equal to GDP per capita	20.37 %	40
Personal security and private property rights	are adequately protected	5.45 Survey [0..10]	46

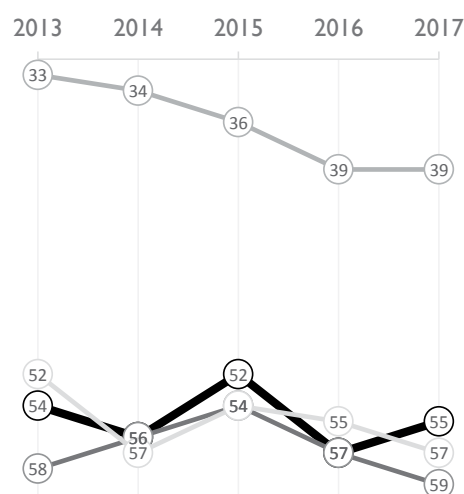
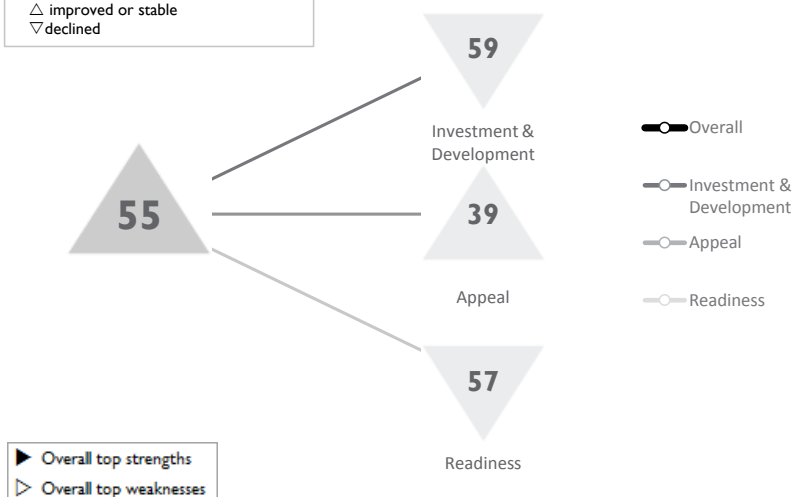
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.45 %	19
Skilled labor	is readily available	5.83 Survey [0..10]	31
Finance skills	are readily available	6.13 Survey [0..10]	37
International experience	of senior managers is generally significant	4.64 Survey [0..10]	52
Competent senior managers	are readily available	5.69 Survey [0..10]	32
Educational system	The educational system meets the needs of a competitive economy	5.55 Survey [0..10]	34
Science in schools	is sufficiently emphasized	6.58 Survey [0..10]	12
University education	meets the needs of a competitive economy	5.75 Survey [0..10]	32
Management education	meets the needs of the business community	5.98 Survey [0..10]	32
Language skills	are meeting the needs of enterprises	5.88 Survey [0..10]	33
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.09 number	57
Educational assessment - PISA	PISA survey of 15-year olds	525 Average	6

COLOMBIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	31
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	17.3 %	43
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	24.29 ratio	58
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	24.90 ratio	57
Apprenticeships	Are sufficiently implemented	4.83 Survey [0..10]	27
Employee training	is a high priority in companies	5.53 Survey [0..10]	34
▶ Female labor force	Percentage of total labor force	43.76 %	43
▷ Health infrastructure	meets the needs of society	2.18 Survey [0..10]	60

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	52.60 index	3
▷ Attracting and retaining talents	is a priority in companies	5.26 Survey [0..10]	58
Worker motivation	in companies is high	5.14 Survey [0..10]	48
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.09 Survey [0..10]	43
Quality of life	is high	4.19 Survey [0..10]	56
Foreign highly-skilled personnel	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\$	20,538 US\$	33
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	144,342 US\$	34
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	8.45 %	10
Personal security and private property rights	are adequately protected	4.37 Survey [0..10]	53

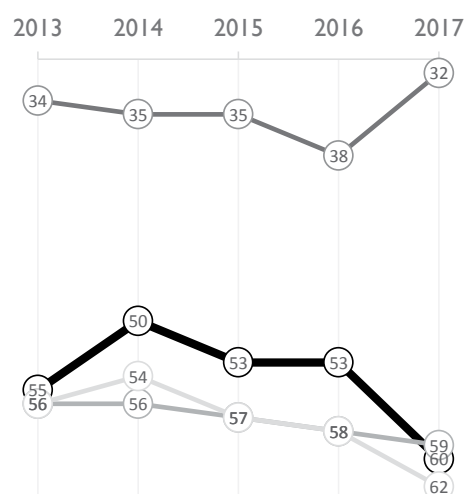
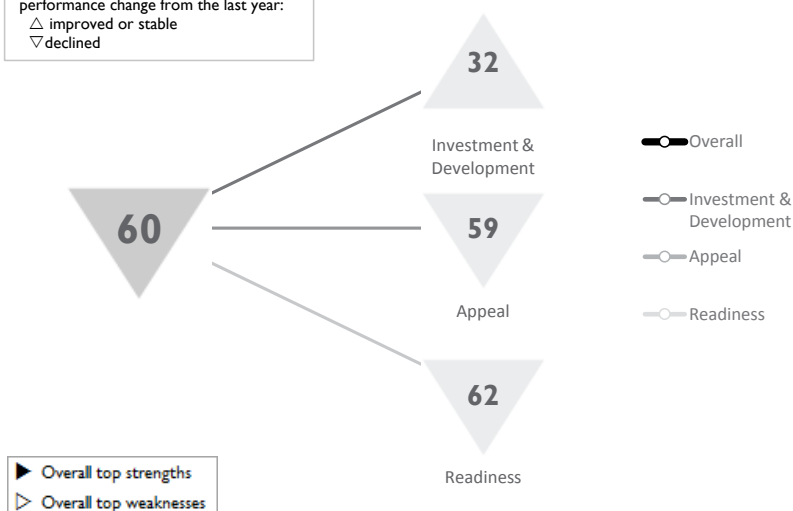
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.59 %	39
Skilled labor	is readily available	4.74 Survey [0..10]	49
Finance skills	are readily available	5.54 Survey [0..10]	50
International experience	of senior managers is generally significant	4.19 Survey [0..10]	57
Competent senior managers	are readily available	4.31 Survey [0..10]	54
Educational system	The educational system meets the needs of a competitive economy	3.69 Survey [0..10]	51
Science in schools	is sufficiently emphasized	3.51 Survey [0..10]	52
University education	meets the needs of a competitive economy	4.67 Survey [0..10]	50
Management education	meets the needs of the business community	5.00 Survey [0..10]	49
▷ Language skills	are meeting the needs of enterprises	3.02 Survey [0..10]	61
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.57 number	51
Educational assessment - PISA	PISA survey of 15-year olds	403 Average	52

CROATIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.4 %	32
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	25.3 %	14
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.44 ratio	10
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.69 ratio	10
Apprenticeships	Are sufficiently implemented	3.16 Survey [0..10]	60
▷ Employee training	is a high priority in companies	3.66 Survey [0..10]	63
► Female labor force	Percentage of total labor force	46.20 %	31
Health infrastructure	meets the needs of society	5.11 Survey [0..10]	38

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	62.20 index	12
▷ Attracting and retaining talents	is a priority in companies	4.09 Survey [0..10]	63
Worker motivation	in companies is high	4.00 Survey [0..10]	62
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.91 Survey [0..10]	60
Quality of life	is high	6.03 Survey [0..10]	38
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	1.80 Survey [0..10]	62
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	16,520 US\$	38
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	81,572 US\$	53
Effective personal income tax rate	Percentage of an income equal to GDP per capita	19.45 %	37
Personal security and private property rights	are adequately protected	5.09 Survey [0..10]	50

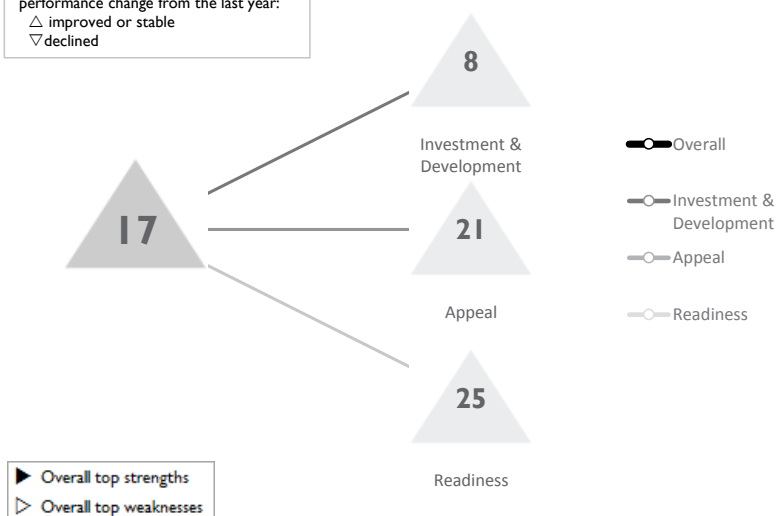
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-3.73 %	63
Skilled labor	is readily available	3.66 Survey [0..10]	59
Finance skills	are readily available	4.09 Survey [0..10]	61
International experience	of senior managers is generally significant	3.23 Survey [0..10]	62
Competent senior managers	are readily available	3.14 Survey [0..10]	59
Educational system	The educational system meets the needs of a competitive economy	2.57 Survey [0..10]	61
Science in schools	is sufficiently emphasized	2.34 Survey [0..10]	61
▷ University education	meets the needs of a competitive economy	2.60 Survey [0..10]	62
Management education	meets the needs of the business community	3.40 Survey [0..10]	61
Language skills	are meeting the needs of enterprises	6.03 Survey [0..10]	30
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.15 number	55
Educational assessment - PISA	PISA survey of 15-year olds	470 Average	36

CYPRUS

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	6.1 %	11
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	37.9 %	2
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.39 ratio	22
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.72 ratio	12
▷ Apprenticeships	Are sufficiently implemented	3.83 Survey [0..10]	52
▷ Employee training	is a high priority in companies	4.33 Survey [0..10]	59
► Female labor force	Percentage of total labor force	48.54 %	7
Health infrastructure	meets the needs of society	4.72 Survey [0..10]	42

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.60 index	11
Attracting and retaining talents	is a priority in companies	5.83 Survey [0..10]	45
▷ Worker motivation	in companies is high	4.78 Survey [0..10]	51
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.72 Survey [0..10]	34
Quality of life	is high	8.72 Survey [0..10]	15
Foreign highly-skilled personnel	are attracted to your country's business environment	5.94 Survey [0..10]	21
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	38,627 US\$	20
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	78,289 US\$	57
► Effective personal income tax rate	Percentage of an income equal to GDP per capita	5.36 %	8
Personal security and private property rights	are adequately protected	7.94 Survey [0..10]	22

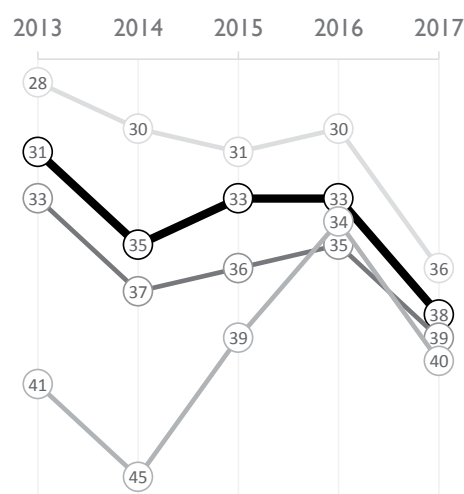
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.31 %	46
Skilled labor	is readily available	6.00 Survey [0..10]	27
Finance skills	are readily available	7.11 Survey [0..10]	18
International experience	of senior managers is generally significant	5.56 Survey [0..10]	26
Competent senior managers	are readily available	5.39 Survey [0..10]	42
Educational system	The educational system meets the needs of a competitive economy	6.00 Survey [0..10]	27
Science in schools	is sufficiently emphasized	5.33 Survey [0..10]	33
University education	meets the needs of a competitive economy	6.89 Survey [0..10]	21
Management education	meets the needs of the business community	6.63 Survey [0..10]	22
► Language skills	are meeting the needs of enterprises	8.50 Survey [0..10]	6
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	8.01 number	5
Educational assessment - PISA	PISA survey of 15-year olds	435 Average	44

CZECH REPUBLIC

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	3.6 %	50
▶ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.7 %	20
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.68 ratio	48
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.76 ratio	23
▷ Apprenticeships	Are sufficiently implemented	3.36 Survey [0..10]	56
Employee training	is a high priority in companies	5.96 Survey [0..10]	26
Female labor force	Percentage of total labor force	44.35 %	39
Health infrastructure	meets the needs of society	6.98 Survey [0..10]	26

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	67.60 index	22
Attracting and retaining talents	is a priority in companies	6.85 Survey [0..10]	29
Worker motivation	in companies is high	6.00 Survey [0..10]	32
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.38 Survey [0..10]	39
▶ Quality of life	is high	8.08 Survey [0..10]	22
Foreign highly-skilled personnel	are attracted to your country's business environment	4.60 Survey [0..10]	39
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,607 US\$	49
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	100,398 US\$	48
Effective personal income tax rate	Percentage of an income equal to GDP per capita	21.04 %	43
Personal security and private property rights	are adequately protected	7.28 Survey [0..10]	30

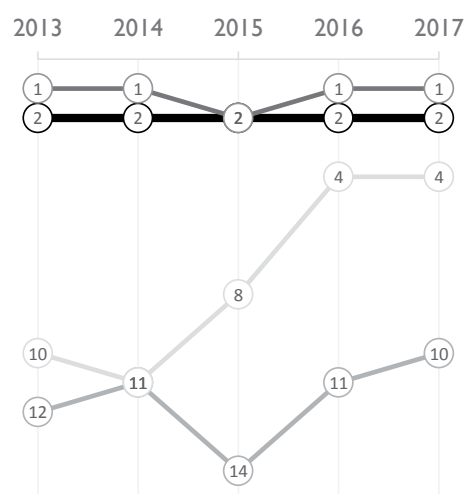
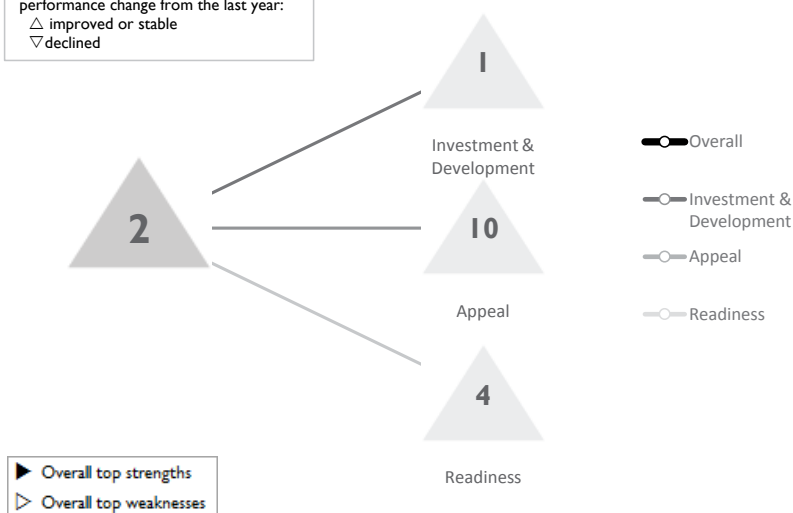
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.75 %	35
▷ Skilled labor	is readily available	3.89 Survey [0..10]	55
Finance skills	are readily available	5.58 Survey [0..10]	45
International experience	of senior managers is generally significant	5.02 Survey [0..10]	39
Competent senior managers	are readily available	4.83 Survey [0..10]	46
Educational system	The educational system meets the needs of a competitive economy	5.32 Survey [0..10]	35
Science in schools	is sufficiently emphasized	4.92 Survey [0..10]	41
University education	meets the needs of a competitive economy	5.66 Survey [0..10]	34
Management education	meets the needs of the business community	5.96 Survey [0..10]	34
Language skills	are meeting the needs of enterprises	5.51 Survey [0..10]	40
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.91 number	18
Educational assessment - PISA	PISA survey of 15-year olds	493 Average	26

DENMARK

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	7.0 %	5
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	28.2 %	5
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.86 ratio	13
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.10 ratio	25
Apprenticeships	Are sufficiently implemented	6.90 Survey [0..10]	4
Employee training	is a high priority in companies	7.59 Survey [0..10]	2
Female labor force	Percentage of total labor force	47.77 %	11
Health infrastructure	meets the needs of society	8.12 Survey [0..10]	10

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	88.30 index	50
Attracting and retaining talents	is a priority in companies	8.06 Survey [0..10]	3
Worker motivation	in companies is high	8.06 Survey [0..10]	2
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.28 Survey [0..10]	4
Quality of life	is high	9.55 Survey [0..10]	4
Foreign highly-skilled personnel	are attracted to your country's business environment	5.80 Survey [0..10]	25
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	59,093 US\$	3
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	208,038 US\$	16
Effective personal income tax rate	Percentage of an income equal to GDP per capita	29.84 %	63
Personal security and private property rights	are adequately protected	9.23 Survey [0..10]	2

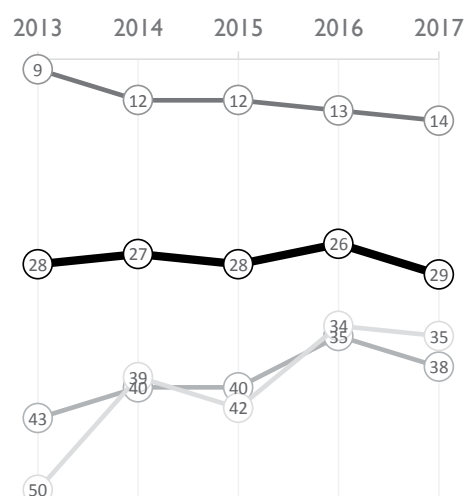
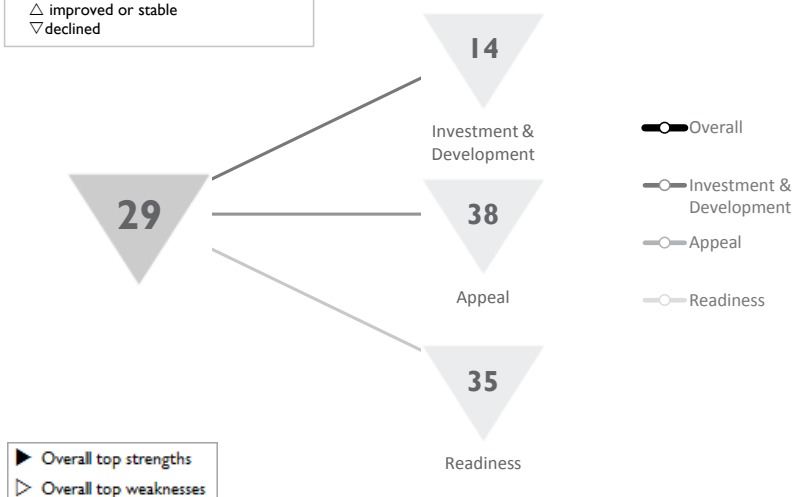
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	2.59 %	11
Skilled labor	is readily available	6.67 Survey [0..10]	9
Finance skills	are readily available	7.75 Survey [0..10]	7
International experience	of senior managers is generally significant	6.36 Survey [0..10]	13
Competent senior managers	are readily available	6.78 Survey [0..10]	9
Educational system	The educational system meets the needs of a competitive economy	7.93 Survey [0..10]	5
Science in schools	is sufficiently emphasized	6.53 Survey [0..10]	14
University education	meets the needs of a competitive economy	7.84 Survey [0..10]	7
Management education	meets the needs of the business community	7.61 Survey [0..10]	5
Language skills	are meeting the needs of enterprises	8.92 Survey [0..10]	2
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.32 number	10
Educational assessment - PISA	PISA survey of 15-year olds	507 Average	14

ESTONIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.6 %	15
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.1 %	23
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.89 ratio	20
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.18 ratio	27
Apprenticeships	Are sufficiently implemented	4.85 Survey [0..10]	25
▶ Employee training	is a high priority in companies	6.92 Survey [0..10]	8
▶ Female labor force	Percentage of total labor force	48.57 %	6
Health infrastructure	meets the needs of society	5.28 Survey [0..10]	36

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	63.60 index	15
▶ Attracting and retaining talents	is a priority in companies	7.57 Survey [0..10]	9
Worker motivation	in companies is high	5.87 Survey [0..10]	34
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.67 Survey [0..10]	51
Quality of life	is high	6.20 Survey [0..10]	36
Foreign highly-skilled personnel	are attracted to your country's business environment	4.26 Survey [0..10]	45
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	13,655 US\$	44
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	91,060 US\$	50
Effective personal income tax rate	Percentage of an income equal to GDP per capita	15.75 %	26
Personal security and private property rights	are adequately protected	7.34 Survey [0..10]	29

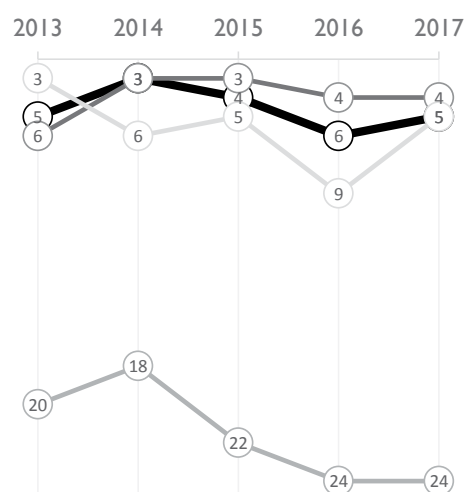
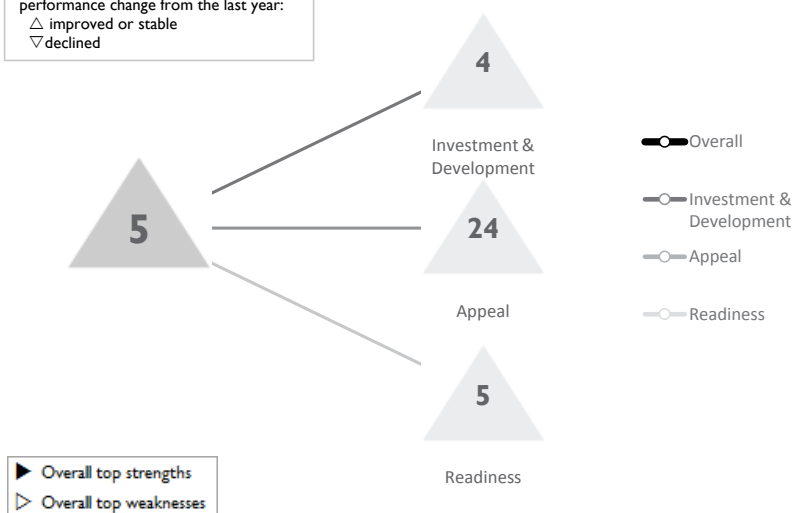
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.16 %	24
▷ Skilled labor	is readily available	3.25 Survey [0..10]	62
▷ Finance skills	are readily available	4.89 Survey [0..10]	58
International experience	of senior managers is generally significant	4.66 Survey [0..10]	50
▷ Competent senior managers	are readily available	3.64 Survey [0..10]	57
Educational system	The educational system meets the needs of a competitive economy	6.23 Survey [0..10]	24
Science in schools	is sufficiently emphasized	6.37 Survey [0..10]	16
University education	meets the needs of a competitive economy	6.79 Survey [0..10]	22
Management education	meets the needs of the business community	6.10 Survey [0..10]	31
Language skills	are meeting the needs of enterprises	6.52 Survey [0..10]	29
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.18 number	30
▶ Educational assessment - PISA	PISA survey of 15-year olds	527 Average	5

FINLAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	6.8 %	6
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	34.7 %	3
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.33 ratio	21
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.76 ratio	32
Apprenticeships	Are sufficiently implemented	4.83 Survey [0..10]	28
Employee training	is a high priority in companies	6.63 Survey [0..10]	15
Female labor force	Percentage of total labor force	48.16 %	9
Health infrastructure	meets the needs of society	8.28 Survey [0..10]	5

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	76.10 index	38
Attracting and retaining talents	is a priority in companies	7.06 Survey [0..10]	20
Worker motivation	in companies is high	6.87 Survey [0..10]	12
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.04 Survey [0..10]	16
Quality of life	is high	9.14 Survey [0..10]	10
Foreign highly-skilled personnel	are attracted to your country's business environment	4.35 Survey [0..10]	43
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	36,759 US\$	23
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	173,330 US\$	24
Effective personal income tax rate	Percentage of an income equal to GDP per capita	27.76 %	58
Personal security and private property rights	are adequately protected	9.39 Survey [0..10]	1

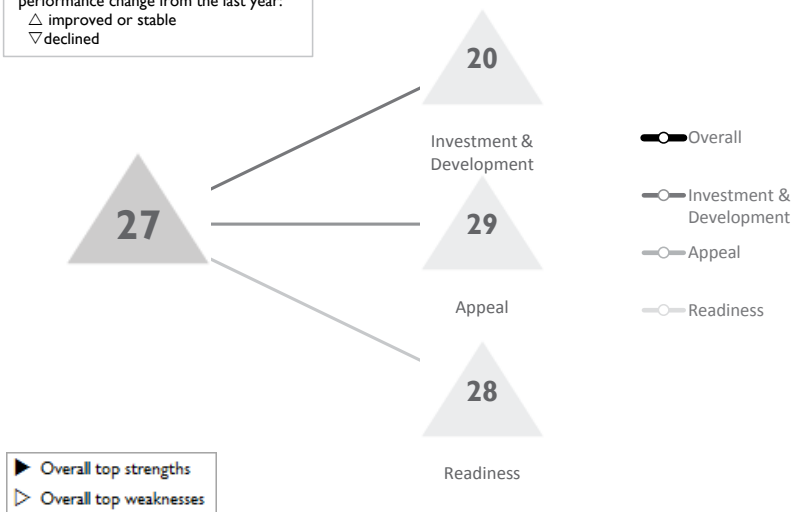
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-0.15 %	52
Skilled labor	is readily available	7.19 Survey [0..10]	3
Finance skills	are readily available	7.84 Survey [0..10]	5
International experience	of senior managers is generally significant	6.08 Survey [0..10]	20
Competent senior managers	are readily available	6.78 Survey [0..10]	8
Educational system	The educational system meets the needs of a competitive economy	8.93 Survey [0..10]	2
Science in schools	is sufficiently emphasized	7.74 Survey [0..10]	3
University education	meets the needs of a competitive economy	8.36 Survey [0..10]	3
Management education	meets the needs of the business community	7.68 Survey [0..10]	3
Language skills	are meeting the needs of enterprises	8.24 Survey [0..10]	8
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.22 number	16
Educational assessment - PISA	PISA survey of 15-year olds	521 Average	8

FRANCE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.5 %	16
▶ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	26.8 %	7
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.42 ratio	51
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.90 ratio	34
▷ Apprenticeships	Are sufficiently implemented	3.69 Survey [0..10]	53
Employee training	is a high priority in companies	5.39 Survey [0..10]	38
▶ Female labor force	Percentage of total labor force	48.13 %	10
▶ Health infrastructure	meets the needs of society	8.28 Survey [0..10]	6

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	80.20 index	46
Attracting and retaining talents	is a priority in companies	6.51 Survey [0..10]	39
Worker motivation	in companies is high	5.00 Survey [0..10]	50
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.29 Survey [0..10]	27
Quality of life	is high	8.25 Survey [0..10]	21
Foreign highly-skilled personnel	are attracted to your country's business environment	4.98 Survey [0..10]	33
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	38,787 US\$	19
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	247,183 US\$	7
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	24.20 %	50
Personal security and private property rights	are adequately protected	7.78 Survey [0..10]	25

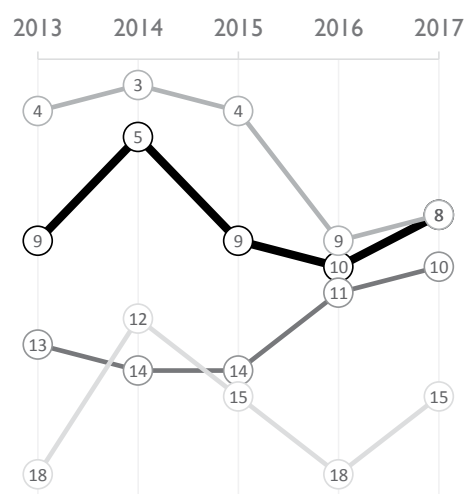
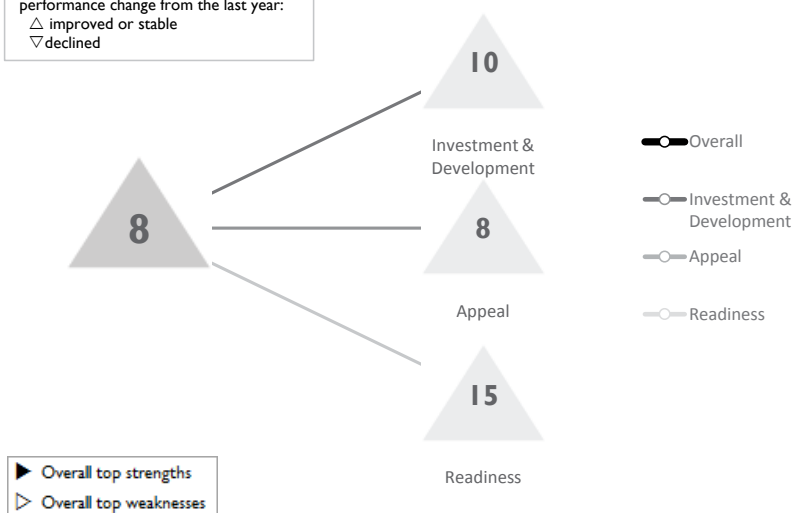
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.26 %	48
Skilled labor	is readily available	6.30 Survey [0..10]	18
Finance skills	are readily available	6.81 Survey [0..10]	24
▷ International experience	of senior managers is generally significant	4.50 Survey [0..10]	54
Competent senior managers	are readily available	5.76 Survey [0..10]	28
Educational system	The educational system meets the needs of a competitive economy	6.43 Survey [0..10]	22
▶ Science in schools	is sufficiently emphasized	6.59 Survey [0..10]	11
University education	meets the needs of a competitive economy	6.41 Survey [0..10]	26
Management education	meets the needs of the business community	6.18 Survey [0..10]	30
▷ Language skills	are meeting the needs of enterprises	4.14 Survey [0..10]	52
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.56 number	21
Educational assessment - PISA	PISA survey of 15-year olds	494 Average	24

GERMANY

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	4.2 %	37
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.7 %	19
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.44 ratio	29
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.29 ratio	39
▶ Apprenticeships	Are sufficiently implemented	8.48 Survey [0..10]	2
▶ Employee training	is a high priority in companies	7.44 Survey [0..10]	4
Female labor force	Percentage of total labor force	46.41 %	29
▶ Health infrastructure	meets the needs of society	8.26 Survey [0..10]	7

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	74.10 index	34
Attracting and retaining talents	is a priority in companies	7.48 Survey [0..10]	13
Worker motivation	in companies is high	7.09 Survey [0..10]	10
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.28 Survey [0..10]	12
▶ Quality of life	is high	9.22 Survey [0..10]	8
Foreign highly-skilled personnel	are attracted to your country's business environment	6.53 Survey [0..10]	16
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	42,280 US\$	15
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	289,253 US\$	3
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	27.12 %	55
Personal security and private property rights	are adequately protected	8.37 Survey [0..10]	14

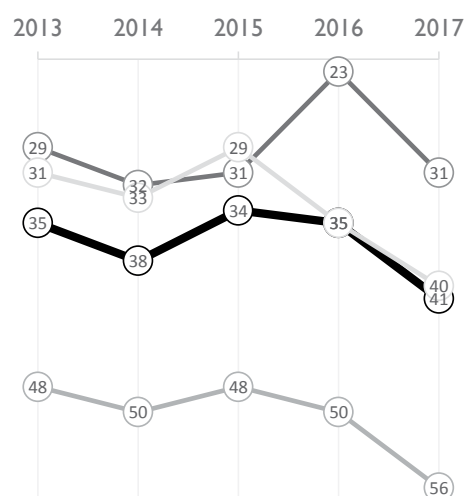
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	2.32 %	13
Skilled labor	is readily available	5.97 Survey [0..10]	28
Finance skills	are readily available	6.88 Survey [0..10]	23
International experience	of senior managers is generally significant	6.62 Survey [0..10]	11
Competent senior managers	are readily available	5.99 Survey [0..10]	22
Educational system	The educational system meets the needs of a competitive economy	7.71 Survey [0..10]	9
Science in schools	is sufficiently emphasized	6.24 Survey [0..10]	17
University education	meets the needs of a competitive economy	7.72 Survey [0..10]	9
Management education	meets the needs of the business community	6.95 Survey [0..10]	16
Language skills	are meeting the needs of enterprises	6.95 Survey [0..10]	24
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.81 number	24
Educational assessment - PISA	PISA survey of 15-year olds	508 Average	13

GREECE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.3 %	34
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	9.45 ratio	2
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	7.30 ratio	1
Apprenticeships	Are sufficiently implemented	3.59 Survey [0..10]	54
▷ Employee training	is a high priority in companies	3.97 Survey [0..10]	62
Female labor force	Percentage of total labor force	44.71 %	38
Health infrastructure	meets the needs of society	3.71 Survey [0..10]	50

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	66.00 index	18
▷ Attracting and retaining talents	is a priority in companies	4.81 Survey [0..10]	62
▷ Worker motivation	in companies is high	4.06 Survey [0..10]	60
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.72 Survey [0..10]	57
Quality of life	is high	4.97 Survey [0..10]	49
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	2.35 Survey [0..10]	61
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	19,055 US\$	36
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	170,269 US\$	25
Effective personal income tax rate	Percentage of an income equal to GDP per capita	21.63 %	46
Personal security and private property rights	are adequately protected	5.72 Survey [0..10]	44

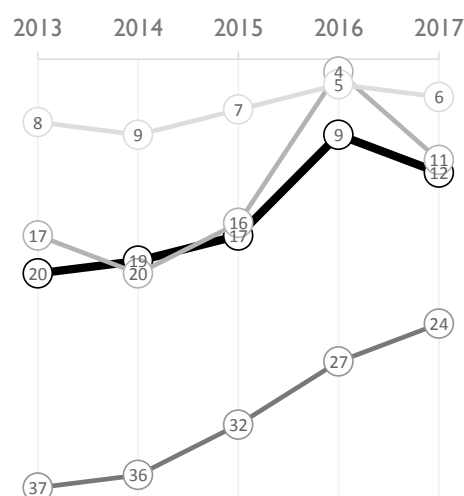
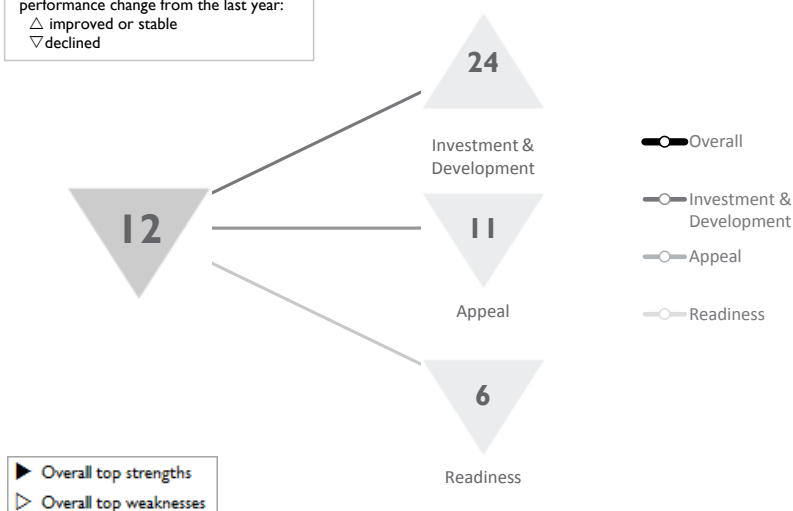
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-0.06 %	51
▶ Skilled labor	is readily available	6.41 Survey [0..10]	16
Finance skills	are readily available	6.26 Survey [0..10]	35
International experience	of senior managers is generally significant	5.13 Survey [0..10]	35
Competent senior managers	are readily available	5.50 Survey [0..10]	36
Educational system	The educational system meets the needs of a competitive economy	4.13 Survey [0..10]	48
Science in schools	is sufficiently emphasized	4.56 Survey [0..10]	45
University education	meets the needs of a competitive economy	4.73 Survey [0..10]	49
Management education	meets the needs of the business community	5.08 Survey [0..10]	48
▶ Language skills	are meeting the needs of enterprises	7.88 Survey [0..10]	15
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.49 number	26
Educational assessment - PISA	PISA survey of 15-year olds	454 Average	40

HONG KONG SAR

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	3.3 %	55
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	19.3 %	35
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.60 ratio	24
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.40 ratio	29
Apprenticeships	Are sufficiently implemented	5.76 Survey [0..10]	12
Employee training	is a high priority in companies	6.52 Survey [0..10]	16
▶ Female labor force	Percentage of total labor force	49.09 %	3
Health infrastructure	meets the needs of society	7.58 Survey [0..10]	15

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	123.50 index	61
Attracting and retaining talents	is a priority in companies	7.52 Survey [0..10]	12
Worker motivation	in companies is high	7.28 Survey [0..10]	6
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.52 Survey [0..10]	7
Quality of life	is high	7.22 Survey [0..10]	29
Foreign highly-skilled personnel	are attracted to your country's business environment	7.80 Survey [0..10]	5
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	45,050 US\$	11
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	265,336 US\$	5
Effective personal income tax rate	Percentage of an income equal to GDP per capita	4.85 %	6
Personal security and private property rights	are adequately protected	8.89 Survey [0..10]	7

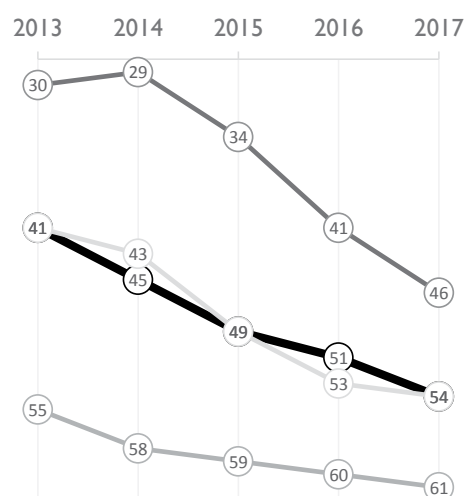
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.43 %	43
Skilled labor	is readily available	6.74 Survey [0..10]	8
▶ Finance skills	are readily available	8.34 Survey [0..10]	1
▶ International experience	of senior managers is generally significant	8.10 Survey [0..10]	1
▶ Competent senior managers	are readily available	7.41 Survey [0..10]	1
Educational system	The educational system meets the needs of a competitive economy	6.68 Survey [0..10]	18
Science in schools	is sufficiently emphasized	6.50 Survey [0..10]	15
University education	meets the needs of a competitive economy	7.26 Survey [0..10]	13
Management education	meets the needs of the business community	7.48 Survey [0..10]	8
Language skills	are meeting the needs of enterprises	6.57 Survey [0..10]	28
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.38 number	13
▶ Educational assessment - PISA	PISA survey of 15-year olds	536 Average	3

HUNGARY

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.4 %	33
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.2 %	48
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.46 ratio	11
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.71 ratio	22
Apprenticeships	Are sufficiently implemented	3.19 Survey [0..10]	59
Employee training	is a high priority in companies	4.60 Survey [0..10]	56
► Female labor force	Percentage of total labor force	45.78 %	32
Health infrastructure	meets the needs of society	2.91 Survey [0..10]	56

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.30 index	10
Attracting and retaining talents	is a priority in companies	5.67 Survey [0..10]	52
▷ Worker motivation	in companies is high	4.05 Survey [0..10]	61
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.56 Survey [0..10]	63
Quality of life	is high	3.98 Survey [0..10]	58
Foreign highly-skilled personnel	are attracted to your country's business environment	3.35 Survey [0..10]	56
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,168 US\$	53
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	82,541 US\$	52
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	28.81 %	62
Personal security and private property rights	are adequately protected	5.58 Survey [0..10]	45

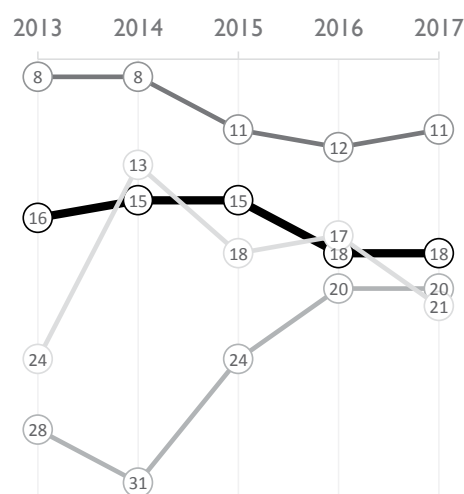
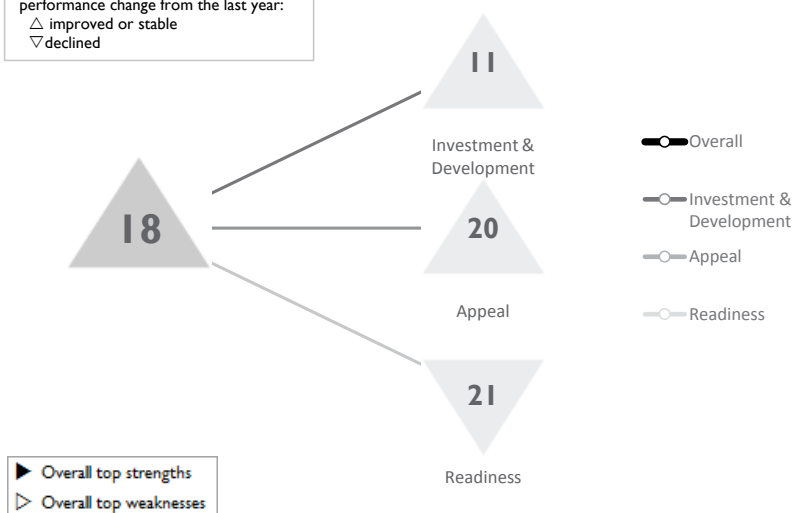
Readiness

		Value	2017 Rank
► Labor force growth	Percentage change	2.17 %	14
▷ Skilled labor	is readily available	2.80 Survey [0..10]	63
Finance skills	are readily available	4.98 Survey [0..10]	57
International experience	of senior managers is generally significant	5.02 Survey [0..10]	40
▷ Competent senior managers	are readily available	3.09 Survey [0..10]	60
Educational system	The educational system meets the needs of a competitive economy	3.35 Survey [0..10]	52
Science in schools	is sufficiently emphasized	3.98 Survey [0..10]	48
University education	meets the needs of a competitive economy	4.35 Survey [0..10]	54
Management education	meets the needs of the business community	4.61 Survey [0..10]	55
Language skills	are meeting the needs of enterprises	3.16 Survey [0..10]	60
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.20 number	29
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	35

ICELAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	7.6 %	2
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	18.3 %	38
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.43 ratio	5
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.10 ratio	18
▷ Apprenticeships	Are sufficiently implemented	4.47 Survey [0..10]	40
Employee training	is a high priority in companies	5.62 Survey [0..10]	32
Female labor force	Percentage of total labor force	46.88 %	18
Health infrastructure	meets the needs of society	6.68 Survey [0..10]	27

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	- index	-
Attracting and retaining talents	is a priority in companies	7.07 Survey [0..10]	19
Worker motivation	in companies is high	6.86 Survey [0..10]	13
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.25 Survey [0..10]	13
▶ Quality of life	is high	9.30 Survey [0..10]	6
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	4.36 Survey [0..10]	42
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	43,467 US\$	14
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	79,743 US\$	56
Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.38 %	29
Personal security and private property rights	are adequately protected	8.03 Survey [0..10]	18

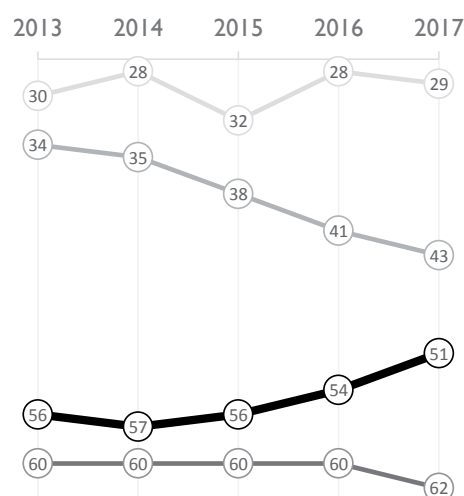
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	2.68 %	10
Skilled labor	is readily available	6.03 Survey [0..10]	26
Finance skills	are readily available	6.77 Survey [0..10]	26
▷ International experience	of senior managers is generally significant	4.49 Survey [0..10]	55
Competent senior managers	are readily available	5.75 Survey [0..10]	29
Educational system	The educational system meets the needs of a competitive economy	7.00 Survey [0..10]	15
Science in schools	is sufficiently emphasized	5.61 Survey [0..10]	27
University education	meets the needs of a competitive economy	6.65 Survey [0..10]	23
Management education	meets the needs of the business community	6.84 Survey [0..10]	20
▶ Language skills	are meeting the needs of enterprises	8.32 Survey [0..10]	7
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.84 number	20
Educational assessment - PISA	PISA survey of 15-year olds	481 Average	33

INDIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	3.0 %	58
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.8 %	45
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	24.00 ratio	57
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.00 ratio	59
Apprenticeships	Are sufficiently implemented	4.94 Survey [0..10]	21
Employee training	is a high priority in companies	4.98 Survey [0..10]	51
▷ Female labor force	Percentage of total labor force	23.19 %	58
Health infrastructure	meets the needs of society	3.46 Survey [0..10]	53

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	73.10 index	32
Attracting and retaining talents	is a priority in companies	6.66 Survey [0..10]	33
Worker motivation	in companies is high	6.00 Survey [0..10]	32
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.52 Survey [0..10]	22
Quality of life	is high	4.23 Survey [0..10]	55
Foreign highly-skilled personnel	are attracted to your country's business environment	4.79 Survey [0..10]	36
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	7,062 US\$	59
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	99,150 US\$	49
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	10.82 %	17
Personal security and private property rights	are adequately protected	6.37 Survey [0..10]	37

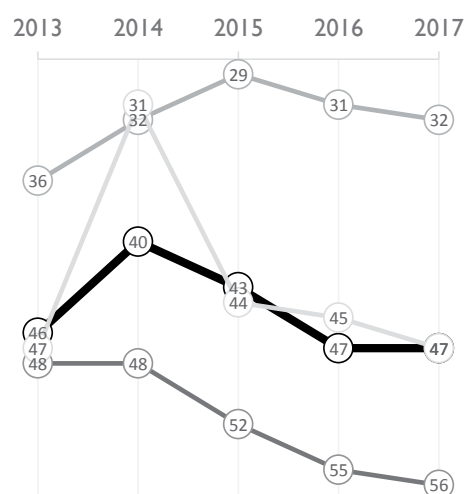
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	1.82 %	17
Skilled labor	is readily available	6.06 Survey [0..10]	25
▶ Finance skills	are readily available	7.12 Survey [0..10]	17
International experience	of senior managers is generally significant	5.01 Survey [0..10]	41
▶ Competent senior managers	are readily available	6.06 Survey [0..10]	20
Educational system	The educational system meets the needs of a competitive economy	5.25 Survey [0..10]	37
▶ Science in schools	is sufficiently emphasized	6.04 Survey [0..10]	21
University education	meets the needs of a competitive economy	5.52 Survey [0..10]	35
Management education	meets the needs of the business community	6.47 Survey [0..10]	25
Language skills	are meeting the needs of enterprises	6.72 Survey [0..10]	26
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.03 number	59
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

INDONESIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.5 %	51
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	10.0 %	56
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	21.35 ratio	56
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	18.88 ratio	54
▶ Apprenticeships	Are sufficiently implemented	5.16 Survey [0..10]	20
▶ Employee training	is a high priority in companies	6.24 Survey [0..10]	19
▷ Female labor force	Percentage of total labor force	38.34 %	55
Health infrastructure	meets the needs of society	5.00 Survey [0..10]	39

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.10 index	28
Attracting and retaining talents	is a priority in companies	6.75 Survey [0..10]	30
Worker motivation	in companies is high	6.04 Survey [0..10]	31
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.45 Survey [0..10]	25
Quality of life	is high	5.39 Survey [0..10]	45
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	6.40 Survey [0..10]	18
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	4,993 US\$	61
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	81,234 US\$	54
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	1.88 %	4
Personal security and private property rights	are adequately protected	6.10 Survey [0..10]	41

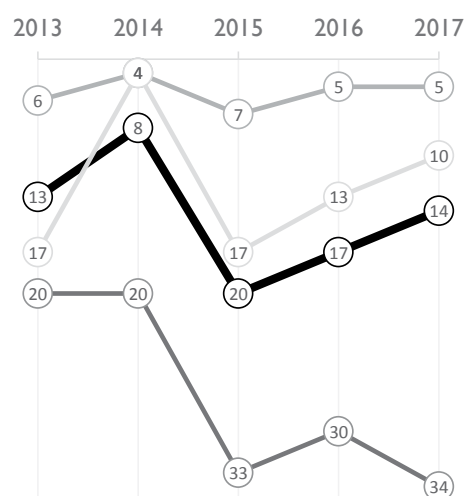
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	2.50 %	12
Skilled labor	is readily available	5.00 Survey [0..10]	46
Finance skills	are readily available	5.54 Survey [0..10]	49
International experience	of senior managers is generally significant	5.49 Survey [0..10]	29
Competent senior managers	are readily available	5.80 Survey [0..10]	27
Educational system	The educational system meets the needs of a competitive economy	5.08 Survey [0..10]	40
Science in schools	is sufficiently emphasized	5.33 Survey [0..10]	34
University education	meets the needs of a competitive economy	5.35 Survey [0..10]	40
Management education	meets the needs of the business community	5.49 Survey [0..10]	41
Language skills	are meeting the needs of enterprises	5.12 Survey [0..10]	43
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.03 number	60
Educational assessment - PISA	PISA survey of 15-year olds	395 Average	53

IRELAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	3.5 %	52
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	26.0 %	11
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.34 ratio	34
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.94 ratio	41
Apprenticeships	Are sufficiently implemented	4.85 Survey [0..10]	26
Employee training	is a high priority in companies	6.43 Survey [0..10]	17
Female labor force	Percentage of total labor force	45.27 %	35
▷ Health infrastructure	meets the needs of society	4.51 Survey [0..10]	44

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	79.60 index	45
▶ Attracting and retaining talents	is a priority in companies	8.17 Survey [0..10]	1
Worker motivation	in companies is high	7.23 Survey [0..10]	7
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.13 Survey [0..10]	15
Quality of life	is high	8.70 Survey [0..10]	16
Foreign highly-skilled personnel	are attracted to your country's business environment	7.53 Survey [0..10]	10
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	43,862 US\$	13
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	197,191 US\$	19
Effective personal income tax rate	Percentage of an income equal to GDP per capita	15.59 %	25
Personal security and private property rights	are adequately protected	8.48 Survey [0..10]	12

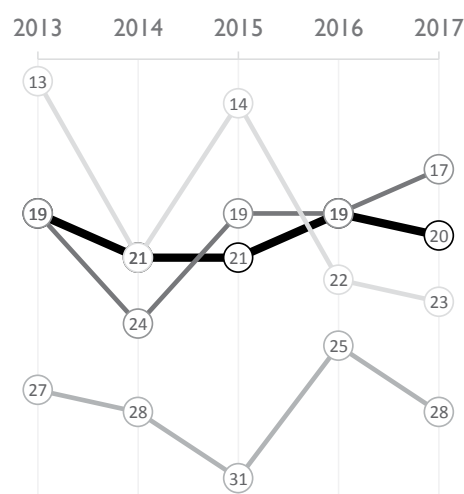
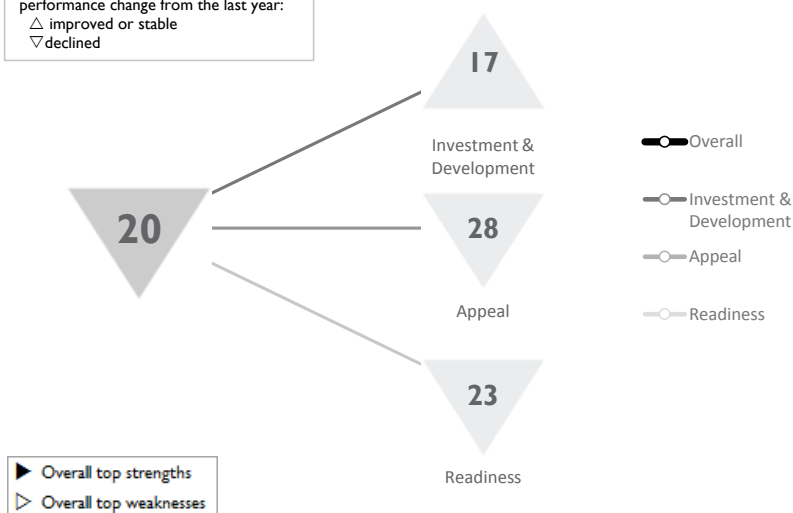
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.15 %	25
▶ Skilled labor	is readily available	7.15 Survey [0..10]	5
▶ Finance skills	are readily available	7.83 Survey [0..10]	6
International experience	of senior managers is generally significant	6.85 Survey [0..10]	8
▶ Competent senior managers	are readily available	7.19 Survey [0..10]	4
Educational system	The educational system meets the needs of a competitive economy	7.78 Survey [0..10]	8
Science in schools	is sufficiently emphasized	6.89 Survey [0..10]	8
▶ University education	meets the needs of a competitive economy	7.91 Survey [0..10]	5
Management education	meets the needs of the business community	7.26 Survey [0..10]	10
▷ Language skills	are meeting the needs of enterprises	5.06 Survey [0..10]	44
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.10 number	22
Educational assessment - PISA	PISA survey of 15-year olds	503 Average	17

ISRAEL

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	6.8 %	7
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.1 %	49
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.47 ratio	30
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.18 ratio	19
Apprenticeships	Are sufficiently implemented	5.60 Survey [0..10]	17
▷ Employee training	is a high priority in companies	5.59 Survey [0..10]	33
▶ Female labor force	Percentage of total labor force	47.30 %	15
Health infrastructure	meets the needs of society	7.02 Survey [0..10]	25

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	92.20 index	52
Attracting and retaining talents	is a priority in companies	6.91 Survey [0..10]	26
Worker motivation	in companies is high	6.50 Survey [0..10]	19
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.91 Survey [0..10]	18
Quality of life	is high	7.64 Survey [0..10]	25
Foreign highly-skilled personnel	are attracted to your country's business environment	5.33 Survey [0..10]	31
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	35,176 US\$	25
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	158,657 US\$	29
Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.42 %	30
Personal security and private property rights	are adequately protected	7.73 Survey [0..10]	26

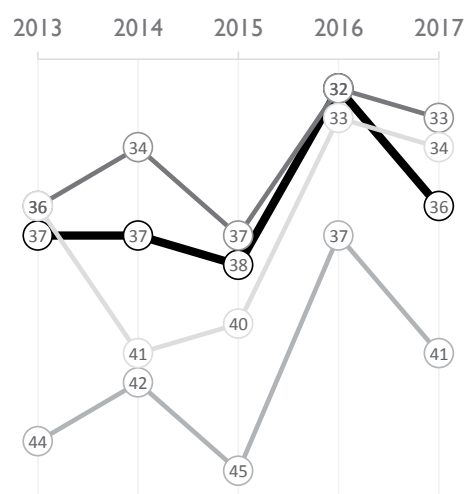
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	2.07 %	15
▶ Skilled labor	is readily available	6.53 Survey [0..10]	11
Finance skills	are readily available	7.16 Survey [0..10]	15
International experience	of senior managers is generally significant	6.00 Survey [0..10]	21
Competent senior managers	are readily available	6.04 Survey [0..10]	21
Educational system	The educational system meets the needs of a competitive economy	6.76 Survey [0..10]	16
Science in schools	is sufficiently emphasized	6.23 Survey [0..10]	18
▶ University education	meets the needs of a competitive economy	7.38 Survey [0..10]	12
Management education	meets the needs of the business community	6.84 Survey [0..10]	19
Language skills	are meeting the needs of enterprises	7.51 Survey [0..10]	18
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.26 number	40
▷ Educational assessment - PISA	PISA survey of 15-year olds	468 Average	37

ITALY

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.0 %	41
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.3 %	21
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.38 ratio	15
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.13 ratio	26
Apprenticeships	Are sufficiently implemented	4.53 Survey [0..10]	38
Employee training	is a high priority in companies	4.88 Survey [0..10]	52
Female labor force	Percentage of total labor force	42.37 %	47
Health infrastructure	meets the needs of society	6.58 Survey [0..10]	28

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	79.20 index	43
Attracting and retaining talents	is a priority in companies	5.40 Survey [0..10]	57
Worker motivation	in companies is high	5.20 Survey [0..10]	45
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.77 Survey [0..10]	32
Quality of life	is high	7.15 Survey [0..10]	31
Foreign highly-skilled personnel	are attracted to your country's business environment	3.56 Survey [0..10]	53
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,479 US\$	28
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	242,980 US\$	9
Effective personal income tax rate	Percentage of an income equal to GDP per capita	23.53 %	48
Personal security and private property rights	are adequately protected	6.19 Survey [0..10]	39

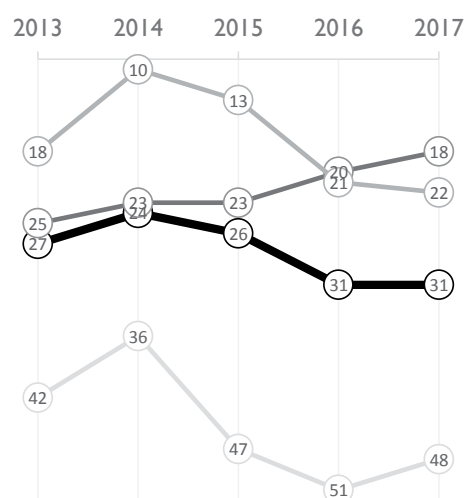
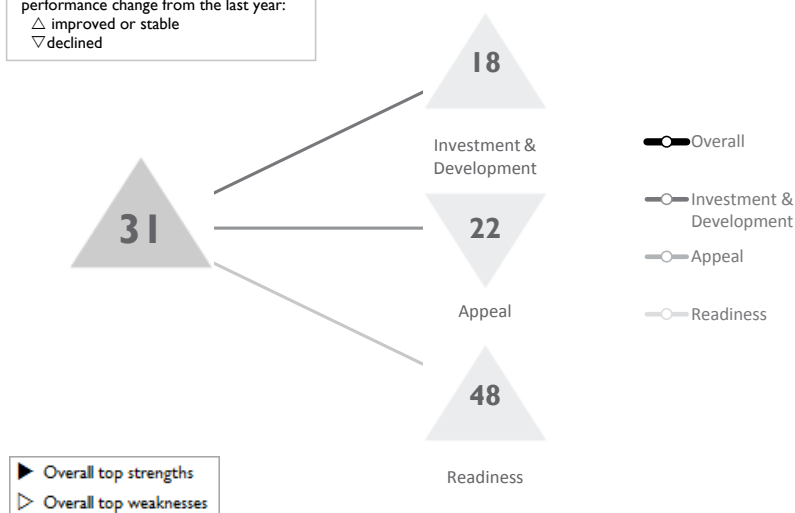
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.07 %	26
Skilled labor	is readily available	6.46 Survey [0..10]	14
Finance skills	are readily available	5.93 Survey [0..10]	40
International experience	of senior managers is generally significant	4.72 Survey [0..10]	47
Competent senior managers	are readily available	5.92 Survey [0..10]	24
Educational system	The educational system meets the needs of a competitive economy	5.74 Survey [0..10]	32
Science in schools	is sufficiently emphasized	5.12 Survey [0..10]	39
University education	meets the needs of a competitive economy	6.16 Survey [0..10]	29
Management education	meets the needs of the business community	5.97 Survey [0..10]	33
Language skills	are meeting the needs of enterprises	4.26 Survey [0..10]	51
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.44 number	36
Educational assessment - PISA	PISA survey of 15-year olds	485 Average	30

JAPAN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	3.3 %	56
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	25.1 %	15
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.14 ratio	42
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.77 ratio	33
▶ Apprenticeships	Are sufficiently implemented	6.78 Survey [0..10]	5
▶ Employee training	is a high priority in companies	7.10 Survey [0..10]	5
Female labor force	Percentage of total labor force	43.34 %	45
Health infrastructure	meets the needs of society	7.43 Survey [0..10]	16

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	106.70 index	58
▶ Attracting and retaining talents	is a priority in companies	8.11 Survey [0..10]	2
Worker motivation	in companies is high	6.78 Survey [0..10]	17
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.85 Survey [0..10]	30
Quality of life	is high	8.07 Survey [0..10]	23
Foreign highly-skilled personnel	are attracted to your country's business environment	3.83 Survey [0..10]	51
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	48,177 US\$	7
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	238,248 US\$	11
Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.88 %	32
Personal security and private property rights	are adequately protected	7.93 Survey [0..10]	23

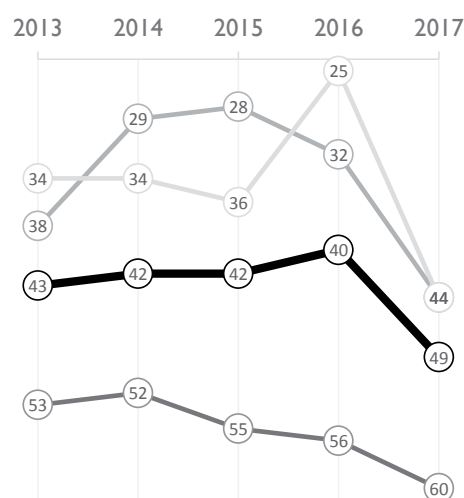
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.72 %	36
Skilled labor	is readily available	4.50 Survey [0..10]	51
Finance skills	are readily available	5.56 Survey [0..10]	47
▶ International experience	of senior managers is generally significant	3.10 Survey [0..10]	63
▶ Competent senior managers	are readily available	3.34 Survey [0..10]	58
Educational system	The educational system meets the needs of a competitive economy	5.91 Survey [0..10]	30
Science in schools	is sufficiently emphasized	5.97 Survey [0..10]	23
University education	meets the needs of a competitive economy	4.67 Survey [0..10]	51
Management education	meets the needs of the business community	4.69 Survey [0..10]	53
▶ Language skills	are meeting the needs of enterprises	3.30 Survey [0..10]	59
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.04 number	45
▶ Educational assessment - PISA	PISA survey of 15-year olds	535 Average	4

JORDAN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.9 %	42
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	15.1 %	52
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.80 ratio	47
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.59 ratio	44
Apprenticeships	Are sufficiently implemented	4.55 Survey [0..10]	35
▷ Employee training	is a high priority in companies	4.84 Survey [0..10]	55
▷ Female labor force	Percentage of total labor force	18.21 %	59
Health infrastructure	meets the needs of society	5.57 Survey [0..10]	33

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	79.20 index	43
Attracting and retaining talents	is a priority in companies	5.80 Survey [0..10]	47
▷ Worker motivation	in companies is high	4.46 Survey [0..10]	55
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.64 Survey [0..10]	35
Quality of life	is high	4.87 Survey [0..10]	51
Foreign highly-skilled personnel	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, US\$	- US\$	-
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	114,020 US\$	43
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	9.98 %	14
▶ Personal security and private property rights	are adequately protected	6.75 Survey [0..10]	34

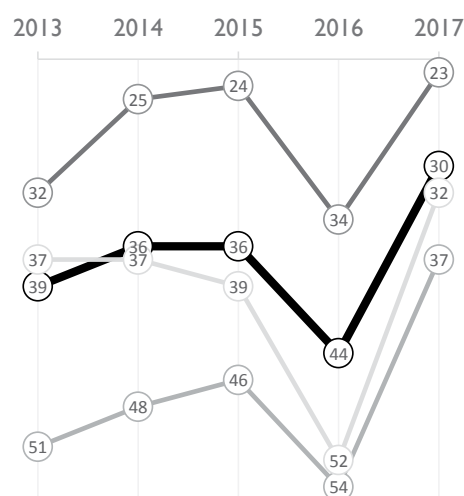
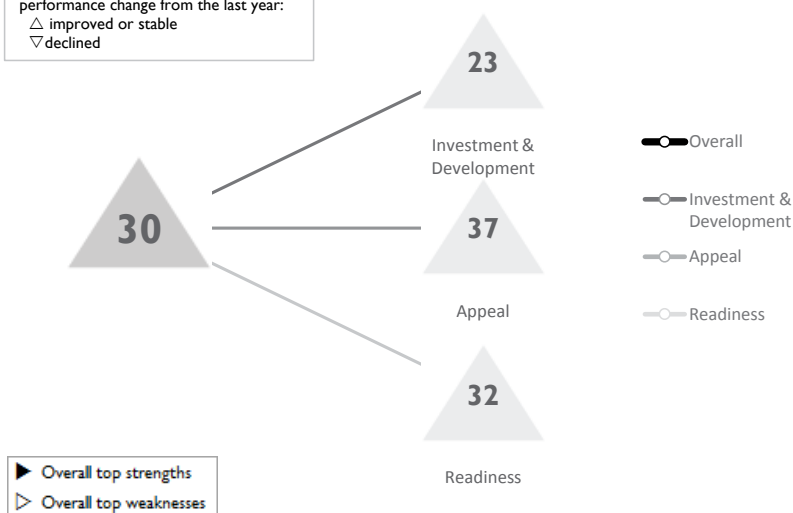
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	3.28 %	6
Skilled labor	is readily available	4.92 Survey [0..10]	47
Finance skills	are readily available	5.71 Survey [0..10]	43
International experience	of senior managers is generally significant	5.19 Survey [0..10]	34
Competent senior managers	are readily available	5.42 Survey [0..10]	41
Educational system	The educational system meets the needs of a competitive economy	4.57 Survey [0..10]	44
Science in schools	is sufficiently emphasized	4.65 Survey [0..10]	44
University education	meets the needs of a competitive economy	4.84 Survey [0..10]	47
Management education	meets the needs of the business community	4.81 Survey [0..10]	50
Language skills	are meeting the needs of enterprises	5.32 Survey [0..10]	41
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.38 number	14
▷ Educational assessment - PISA	PISA survey of 15-year olds	394 Average	54

KAZAKHSTAN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	3.7 %	47
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	19.0 %	36
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.86 ratio	39
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.66 ratio	4
▶ Apprenticeships	Are sufficiently implemented	6.31 Survey [0..10]	8
Employee training	is a high priority in companies	6.63 Survey [0..10]	14
▶ Female labor force	Percentage of total labor force	48.39 %	8
Health infrastructure	meets the needs of society	5.34 Survey [0..10]	35

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	50.70 index	2
Attracting and retaining talents	is a priority in companies	6.61 Survey [0..10]	36
Worker motivation	in companies is high	6.25 Survey [0..10]	24
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.64 Survey [0..10]	36
Quality of life	is high	5.52 Survey [0..10]	44
Foreign highly-skilled personnel	are attracted to your country's business environment	6.51 Survey [0..10]	17
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	13,130 US\$	45
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	20,448 US\$	62
Effective personal income tax rate	Percentage of an income equal to GDP per capita	15.91 %	27
Personal security and private property rights	are adequately protected	6.08 Survey [0..10]	42

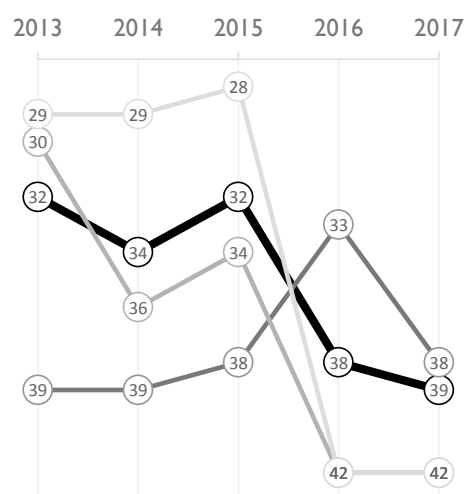
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-0.84 %	59
▶ Skilled labor	is readily available	6.58 Survey [0..10]	10
Finance skills	are readily available	7.36 Survey [0..10]	11
International experience	of senior managers is generally significant	6.23 Survey [0..10]	15
Competent senior managers	are readily available	6.48 Survey [0..10]	14
Educational system	The educational system meets the needs of a competitive economy	5.95 Survey [0..10]	29
Science in schools	is sufficiently emphasized	5.98 Survey [0..10]	22
University education	meets the needs of a competitive economy	5.87 Survey [0..10]	30
Management education	meets the needs of the business community	5.79 Survey [0..10]	39
Language skills	are meeting the needs of enterprises	5.83 Survey [0..10]	35
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.56 number	52
Educational assessment - PISA	PISA survey of 15-year olds	458 Average	39

KOREA REP.

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.1 %	26
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.8 %	18
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.86 ratio	40
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.46 ratio	49
Apprenticeships	Are sufficiently implemented	4.46 Survey [0..10]	41
Employee training	is a high priority in companies	5.19 Survey [0..10]	46
Female labor force	Percentage of total labor force	42.31 %	48
► Health infrastructure	meets the needs of society	7.26 Survey [0..10]	20

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	98.30 index	54
Attracting and retaining talents	is a priority in companies	6.90 Survey [0..10]	27
▷ Worker motivation	in companies is high	4.12 Survey [0..10]	59
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.57 Survey [0..10]	54
Quality of life	is high	4.95 Survey [0..10]	50
Foreign highly-skilled personnel	are attracted to your country's business environment	4.19 Survey [0..10]	48
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,849 US\$	26
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	225,279 US\$	14
► Effective personal income tax rate	Percentage of an income equal to GDP per capita	9.13 %	12
Personal security and private property rights	are adequately protected	6.29 Survey [0..10]	38

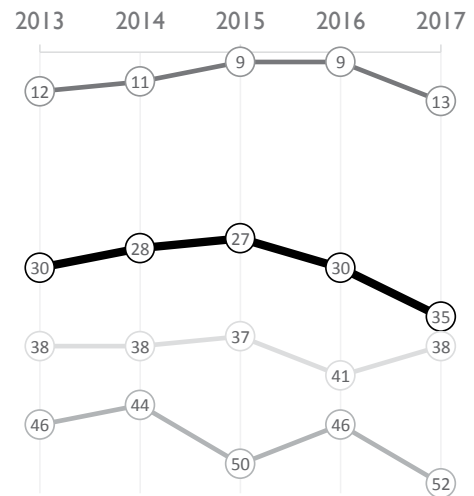
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.24 %	23
Skilled labor	is readily available	5.27 Survey [0..10]	41
Finance skills	are readily available	5.90 Survey [0..10]	41
International experience	of senior managers is generally significant	4.65 Survey [0..10]	51
Competent senior managers	are readily available	4.53 Survey [0..10]	49
Educational system	The educational system meets the needs of a competitive economy	4.77 Survey [0..10]	42
Science in schools	is sufficiently emphasized	5.23 Survey [0..10]	35
▷ University education	meets the needs of a competitive economy	4.45 Survey [0..10]	53
▷ Management education	meets the needs of the business community	4.62 Survey [0..10]	54
Language skills	are meeting the needs of enterprises	5.17 Survey [0..10]	42
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.10 number	44
► Educational assessment - PISA	PISA survey of 15-year olds	520 Average	9

LATVIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.3 %	23
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	25.5 %	13
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.00 ratio	8
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.78 ratio	5
Apprenticeships	Are sufficiently implemented	4.79 Survey [0..10]	29
Employee training	is a high priority in companies	5.44 Survey [0..10]	37
Female labor force	Percentage of total labor force	50.23 %	2
Health infrastructure	meets the needs of society	4.10 Survey [0..10]	46

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	69.40 index	23
Attracting and retaining talents	is a priority in companies	5.74 Survey [0..10]	50
Worker motivation	in companies is high	5.44 Survey [0..10]	40
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.05 Survey [0..10]	46
Quality of life	is high	6.00 Survey [0..10]	39
Foreign highly-skilled personnel	are attracted to your country's business environment	5.18 Survey [0..10]	32
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,788 US\$	48
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	102,029 US\$	45
Effective personal income tax rate	Percentage of an income equal to GDP per capita	24.60 %	51
Personal security and private property rights	are adequately protected	6.15 Survey [0..10]	40

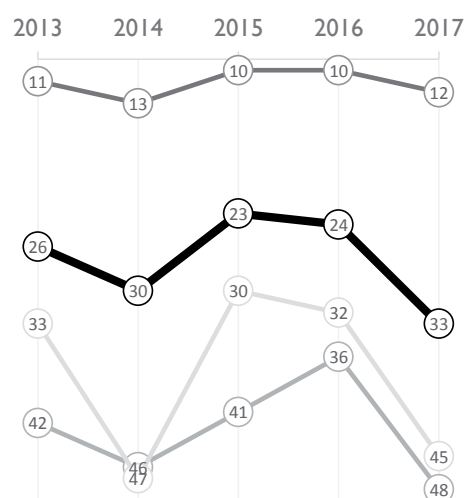
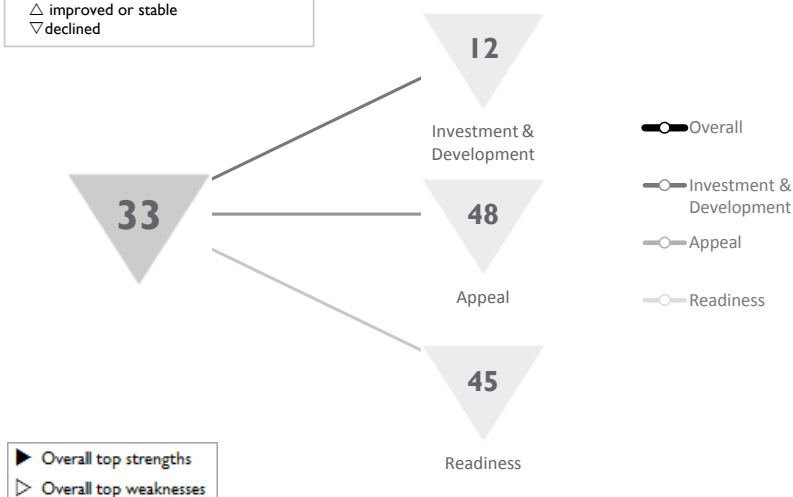
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-0.52 %	56
Skilled labor	is readily available	5.38 Survey [0..10]	37
Finance skills	are readily available	6.41 Survey [0..10]	34
International experience	of senior managers is generally significant	5.28 Survey [0..10]	32
Competent senior managers	are readily available	5.13 Survey [0..10]	44
Educational system	The educational system meets the needs of a competitive economy	5.23 Survey [0..10]	38
Science in schools	is sufficiently emphasized	3.95 Survey [0..10]	49
University education	meets the needs of a competitive economy	5.23 Survey [0..10]	41
Management education	meets the needs of the business community	5.16 Survey [0..10]	46
Language skills	are meeting the needs of enterprises	7.54 Survey [0..10]	17
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.24 number	28
Educational assessment - PISA	PISA survey of 15-year olds	486 Average	29

LITHUANIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	20
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	17.8 %	40
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.23 ratio	3
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	7.62 ratio	2
▶ Apprenticeships	Are sufficiently implemented	5.66 Survey [0..10]	13
Employee training	is a high priority in companies	5.93 Survey [0..10]	27
▶ Female labor force	Percentage of total labor force	50.63 %	1
Health infrastructure	meets the needs of society	5.48 Survey [0..10]	34

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.10 index	9
Attracting and retaining talents	is a priority in companies	6.66 Survey [0..10]	34
Worker motivation	in companies is high	5.52 Survey [0..10]	38
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.33 Survey [0..10]	56
Quality of life	is high	6.07 Survey [0..10]	37
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	4.07 Survey [0..10]	49
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,372 US\$	51
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	101,859 US\$	46
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	22.79 %	47
Personal security and private property rights	are adequately protected	7.07 Survey [0..10]	32

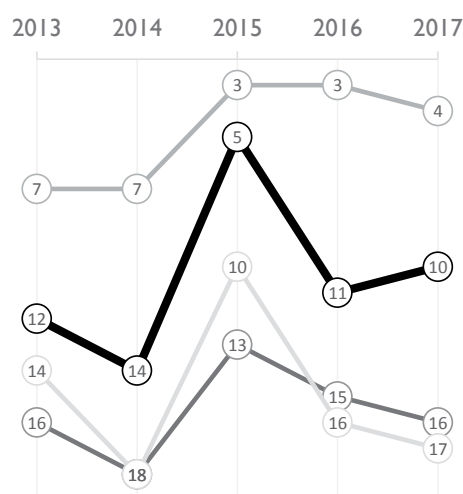
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.58 %	40
Skilled labor	is readily available	5.38 Survey [0..10]	38
▷ Finance skills	are readily available	5.24 Survey [0..10]	53
International experience	of senior managers is generally significant	5.24 Survey [0..10]	33
Competent senior managers	are readily available	5.05 Survey [0..10]	45
Educational system	The educational system meets the needs of a competitive economy	4.52 Survey [0..10]	45
Science in schools	is sufficiently emphasized	4.07 Survey [0..10]	47
University education	meets the needs of a competitive economy	5.19 Survey [0..10]	42
Management education	meets the needs of the business community	5.34 Survey [0..10]	44
Language skills	are meeting the needs of enterprises	7.38 Survey [0..10]	20
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.32 number	39
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	34

LUXEMBOURG

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	4.0 %	40
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	19.4 %	34
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	8.94 ratio	1
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.76 ratio	13
Apprenticeships	Are sufficiently implemented	6.28 Survey [0..10]	9
Employee training	is a high priority in companies	7.02 Survey [0..10]	7
▷ Female labor force	Percentage of total labor force	38.52 %	54
Health infrastructure	meets the needs of society	7.90 Survey [0..10]	13

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.40 index	29
Attracting and retaining talents	is a priority in companies	7.59 Survey [0..10]	8
Worker motivation	in companies is high	6.85 Survey [0..10]	14
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.34 Survey [0..10]	11
Quality of life	is high	9.00 Survey [0..10]	13
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.80 Survey [0..10]	6
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	58,425 US\$	4
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	246,477 US\$	8
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	27.19 %	56
Personal security and private property rights	are adequately protected	8.28 Survey [0..10]	17

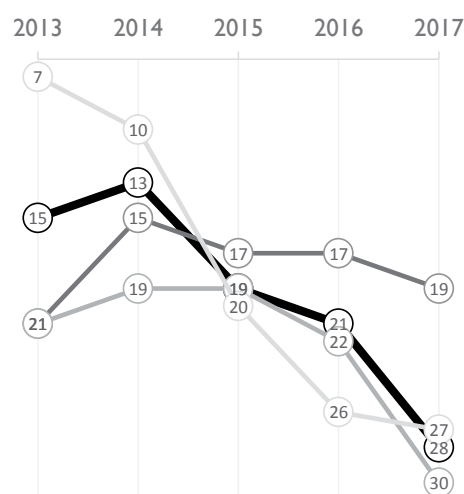
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	2.81 %	9
▷ Skilled labor	is readily available	5.10 Survey [0..10]	44
Finance skills	are readily available	7.47 Survey [0..10]	9
▶ International experience	of senior managers is generally significant	7.32 Survey [0..10]	5
Competent senior managers	are readily available	5.66 Survey [0..10]	33
Educational system	The educational system meets the needs of a competitive economy	6.35 Survey [0..10]	23
Science in schools	is sufficiently emphasized	5.97 Survey [0..10]	24
University education	meets the needs of a competitive economy	6.17 Survey [0..10]	28
▷ Management education	meets the needs of the business community	5.93 Survey [0..10]	36
▶ Language skills	are meeting the needs of enterprises	8.62 Survey [0..10]	5
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.41 number	9
Educational assessment - PISA	PISA survey of 15-year olds	484 Average	31

MALAYSIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	29
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	18.9 %	37
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.67 ratio	12
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.53 ratio	31
▶ Apprenticeships	Are sufficiently implemented	5.80 Survey [0..10]	11
▶ Employee training	is a high priority in companies	6.71 Survey [0..10]	13
▷ Female labor force	Percentage of total labor force	38.56 %	53
Health infrastructure	meets the needs of society	7.39 Survey [0..10]	18

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	63.40 index	14
Attracting and retaining talents	is a priority in companies	7.05 Survey [0..10]	21
Worker motivation	in companies is high	6.15 Survey [0..10]	29
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.17 Survey [0..10]	28
Quality of life	is high	6.65 Survey [0..10]	33
Foreign highly-skilled personnel	are attracted to your country's business environment	5.93 Survey [0..10]	23
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,436 US\$	55
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	100,815 US\$	47
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	10.58 %	16
Personal security and private property rights	are adequately protected	6.63 Survey [0..10]	36

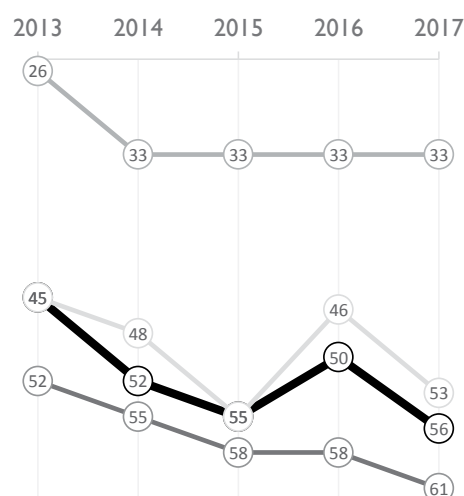
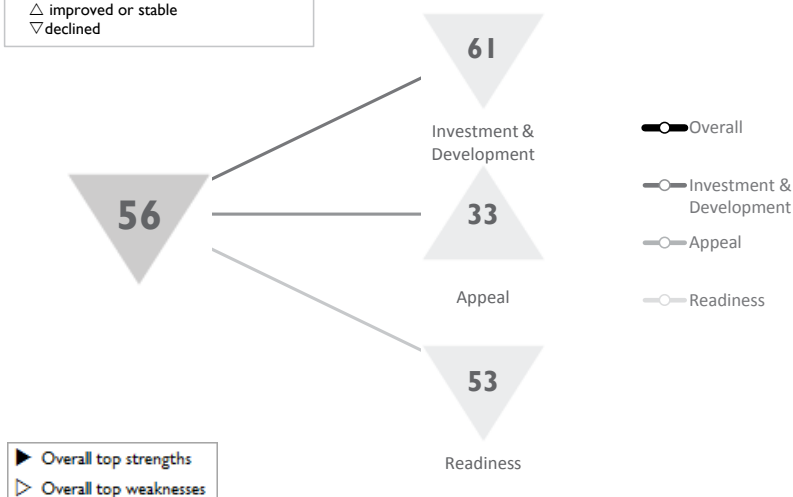
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.03 %	27
Skilled labor	is readily available	6.19 Survey [0..10]	22
Finance skills	are readily available	6.74 Survey [0..10]	28
International experience	of senior managers is generally significant	6.13 Survey [0..10]	18
Competent senior managers	are readily available	6.09 Survey [0..10]	19
Educational system	The educational system meets the needs of a competitive economy	6.00 Survey [0..10]	27
Science in schools	is sufficiently emphasized	6.11 Survey [0..10]	19
University education	meets the needs of a competitive economy	6.20 Survey [0..10]	27
Management education	meets the needs of the business community	6.37 Survey [0..10]	26
Language skills	are meeting the needs of enterprises	6.80 Survey [0..10]	25
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.93 number	32
▷ Educational assessment - PISA	PISA survey of 15-year olds	445 Average	41

MEXICO

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.7 %	49
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.6 %	47
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	27.41 ratio	60
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.00 ratio	59
Apprenticeships	Are sufficiently implemented	4.62 Survey [0..10]	31
Employee training	is a high priority in companies	5.46 Survey [0..10]	36
Female labor force	Percentage of total labor force	38.21 %	56
Health infrastructure	meets the needs of society	3.38 Survey [0..10]	54

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	60.70 index	8
Attracting and retaining talents	is a priority in companies	6.58 Survey [0..10]	37
▷ Worker motivation	in companies is high	6.08 Survey [0..10]	30
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.54 Survey [0..10]	37
Quality of life	is high	5.25 Survey [0..10]	46
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	5.56 Survey [0..10]	29
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,901 US\$	54
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	186,698 US\$	22
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	14.08 %	24
▷ Personal security and private property rights	are adequately protected	4.08 Survey [0..10]	56

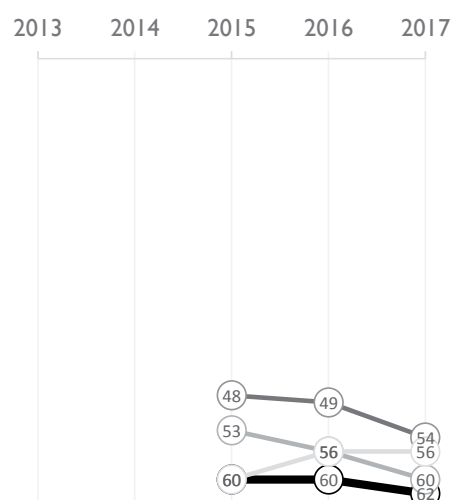
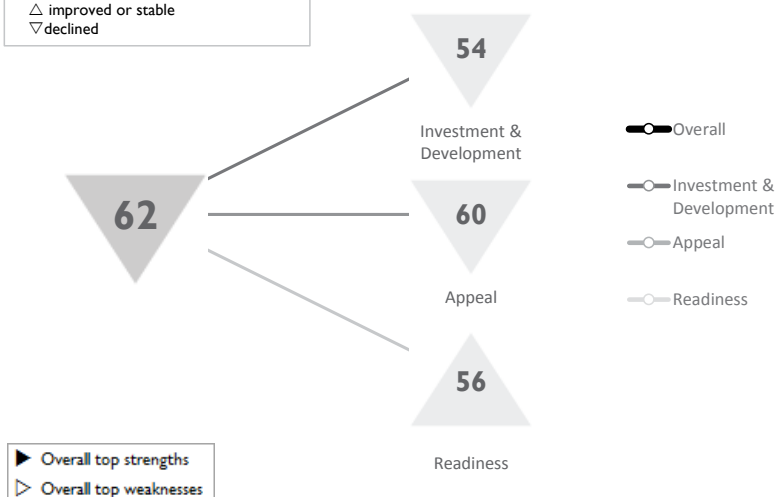
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.42 %	44
Skilled labor	is readily available	5.71 Survey [0..10]	36
Finance skills	are readily available	5.57 Survey [0..10]	46
International experience	of senior managers is generally significant	5.46 Survey [0..10]	30
Competent senior managers	are readily available	5.33 Survey [0..10]	43
▷ Educational system	The educational system meets the needs of a competitive economy	3.13 Survey [0..10]	57
Science in schools	is sufficiently emphasized	3.12 Survey [0..10]	55
University education	meets the needs of a competitive economy	5.17 Survey [0..10]	43
Management education	meets the needs of the business community	5.33 Survey [0..10]	45
Language skills	are meeting the needs of enterprises	4.35 Survey [0..10]	49
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.07 number	58
Educational assessment - PISA	PISA survey of 15-year olds	412 Average	50

MONGOLIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



- Overall top strengths
- ▷ Overall top weaknesses

Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.3 %	35
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	15.4 %	50
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	27.21 ratio	59
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	18.40 ratio	53
Apprenticeships	Are sufficiently implemented	4.11 Survey [0..10]	48
► Employee training	is a high priority in companies	6.17 Survey [0..10]	21
► Female labor force	Percentage of total labor force	46.79 %	20
Health infrastructure	meets the needs of society	2.20 Survey [0..10]	59

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	- index	-
► Attracting and retaining talents	is a priority in companies	6.96 Survey [0..10]	25
Worker motivation	in companies is high	4.25 Survey [0..10]	58
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.60 Survey [0..10]	53
▷ Quality of life	is high	2.45 Survey [0..10]	62
Foreign highly-skilled personnel	are attracted to your country's business environment	3.27 Survey [0..10]	58
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	5,117 US\$	60
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	- US\$	-
Effective personal income tax rate	Percentage of an income equal to GDP per capita	20.00 %	39
Personal security and private property rights	are adequately protected	4.11 Survey [0..10]	55

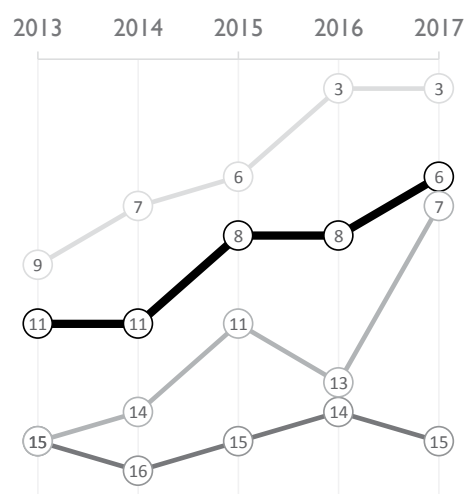
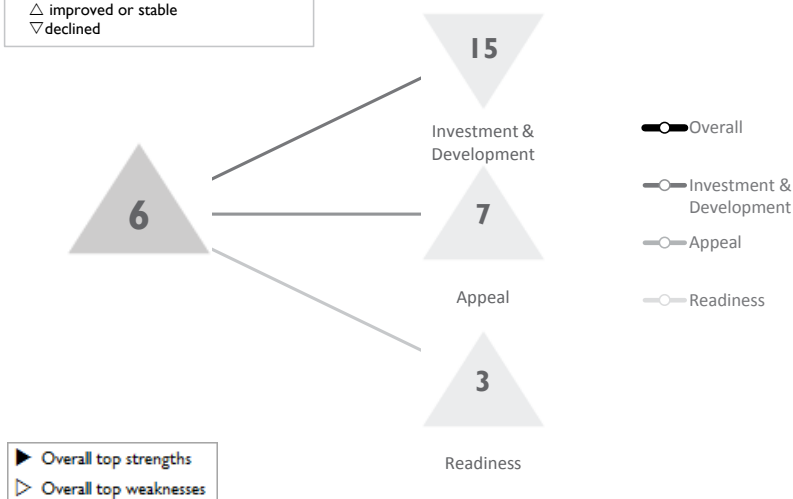
Readiness

		Value	2017 Rank
► Labor force growth	Percentage change	6.51 %	2
Skilled labor	is readily available	3.35 Survey [0..10]	61
▷ Finance skills	are readily available	3.86 Survey [0..10]	62
International experience	of senior managers is generally significant	3.46 Survey [0..10]	61
▷ Competent senior managers	are readily available	2.96 Survey [0..10]	61
Educational system	The educational system meets the needs of a competitive economy	3.00 Survey [0..10]	59
Science in schools	is sufficiently emphasized	2.90 Survey [0..10]	58
▷ University education	meets the needs of a competitive economy	2.56 Survey [0..10]	63
▷ Management education	meets the needs of the business community	3.37 Survey [0..10]	62
Language skills	are meeting the needs of enterprises	4.03 Survey [0..10]	55
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.41 number	53
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

NETHERLANDS

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	18
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	24.4 %	17
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.55 ratio	38
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	17.50 ratio	52
Apprenticeships	Are sufficiently implemented	6.67 Survey [0..10]	6
Employee training	is a high priority in companies	7.04 Survey [0..10]	6
Female labor force	Percentage of total labor force	46.42 %	26
► Health infrastructure	meets the needs of society	8.78 Survey [0..10]	2

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	76.10 index	38
Attracting and retaining talents	is a priority in companies	7.63 Survey [0..10]	6
Worker motivation	in companies is high	7.33 Survey [0..10]	5
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.46 Survey [0..10]	3
Quality of life	is high	9.46 Survey [0..10]	5
Foreign highly-skilled personnel	are attracted to your country's business environment	7.63 Survey [0..10]	7
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	37,971 US\$	22
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	232,364 US\$	12
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	27.72 %	57
Personal security and private property rights	are adequately protected	8.98 Survey [0..10]	5

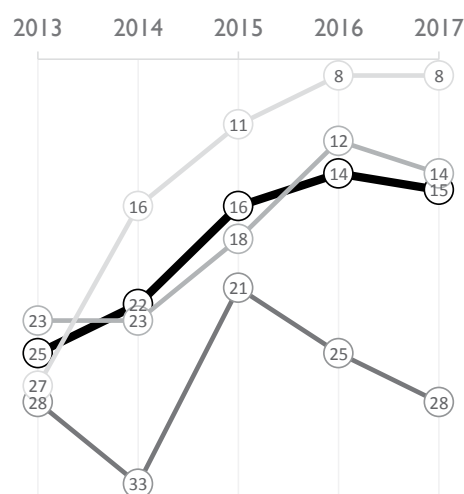
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.37 %	45
► Skilled labor	is readily available	7.24 Survey [0..10]	2
Finance skills	are readily available	8.03 Survey [0..10]	3
International experience	of senior managers is generally significant	7.42 Survey [0..10]	4
Competent senior managers	are readily available	7.24 Survey [0..10]	3
Educational system	The educational system meets the needs of a competitive economy	8.59 Survey [0..10]	3
Science in schools	is sufficiently emphasized	7.45 Survey [0..10]	4
► University education	meets the needs of a competitive economy	8.56 Survey [0..10]	2
► Management education	meets the needs of the business community	7.95 Survey [0..10]	2
► Language skills	are meeting the needs of enterprises	9.26 Survey [0..10]	1
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.19 number	17
Educational assessment - PISA	PISA survey of 15-year olds	510 Average	12

NEW ZEALAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	22
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.0 %	29
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	14.61 ratio	46
▷ Apprenticeships	Are sufficiently implemented	4.20 Survey [0..10]	47
▷ Employee training	is a high priority in companies	5.37 Survey [0..10]	39
Female labor force	Percentage of total labor force	47.38 %	13
Health infrastructure	meets the needs of society	7.12 Survey [0..10]	23

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	71.60 index	27
Attracting and retaining talents	is a priority in companies	7.33 Survey [0..10]	15
▶ Worker motivation	in companies is high	7.02 Survey [0..10]	11
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.76 Survey [0..10]	19
Quality of life	is high	9.06 Survey [0..10]	12
Foreign highly-skilled personnel	are attracted to your country's business environment	7.25 Survey [0..10]	14
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	44,174 US\$	12
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	165,093 US\$	27
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	20.69 %	42
▶ Personal security and private property rights	are adequately protected	8.60 Survey [0..10]	11

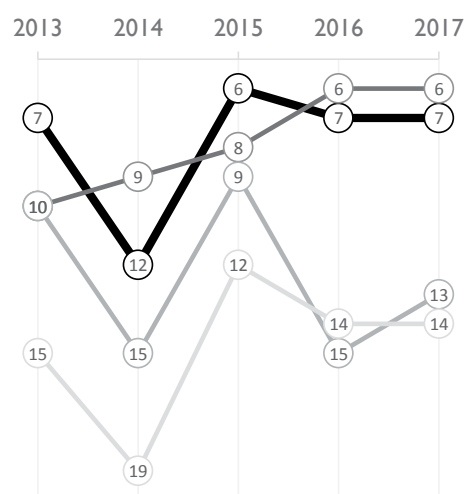
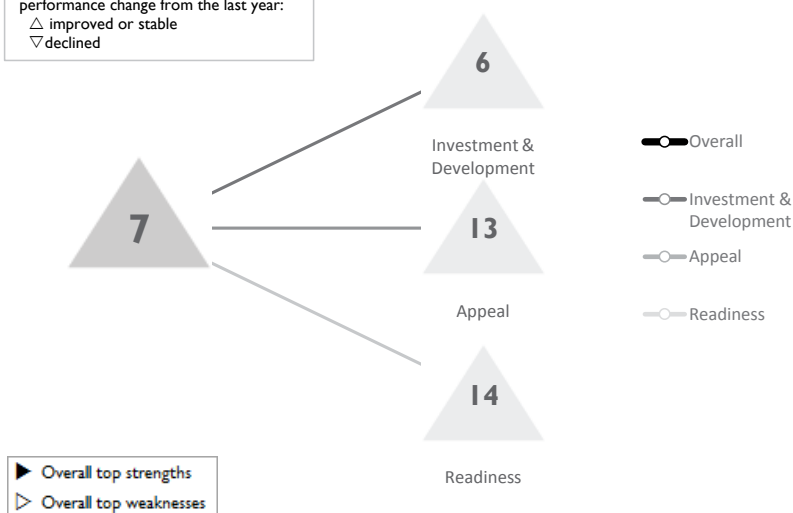
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	3.88 %	5
▷ Skilled labor	is readily available	4.86 Survey [0..10]	48
Finance skills	are readily available	6.90 Survey [0..10]	22
International experience	of senior managers is generally significant	5.57 Survey [0..10]	25
Competent senior managers	are readily available	5.88 Survey [0..10]	25
Educational system	The educational system meets the needs of a competitive economy	7.45 Survey [0..10]	12
Science in schools	is sufficiently emphasized	5.84 Survey [0..10]	25
University education	meets the needs of a competitive economy	7.10 Survey [0..10]	16
Management education	meets the needs of the business community	6.36 Survey [0..10]	27
Language skills	are meeting the needs of enterprises	5.84 Survey [0..10]	34
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	10.82 number	2
Educational assessment - PISA	PISA survey of 15-year olds	504 Average	16

NORWAY

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.5 %	17
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	25.8 %	12
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.29 ratio	4
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.33 ratio	14
Apprenticeships	Are sufficiently implemented	5.87 Survey [0..10]	10
Employee training	is a high priority in companies	6.87 Survey [0..10]	9
Female labor force	Percentage of total labor force	47.04 %	17
Health infrastructure	meets the needs of society	8.56 Survey [0..10]	4

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	77.40 index	40
Attracting and retaining talents	is a priority in companies	7.54 Survey [0..10]	11
▶ Worker motivation	in companies is high	8.07 Survey [0..10]	1
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	8.36 Survey [0..10]	1
▶ Quality of life	is high	9.80 Survey [0..10]	1
Foreign highly-skilled personnel	are attracted to your country's business environment	6.07 Survey [0..10]	19
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	50,635 US\$	6
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	142,220 US\$	36
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	28.43 %	61
Personal security and private property rights	are adequately protected	9.07 Survey [0..10]	4

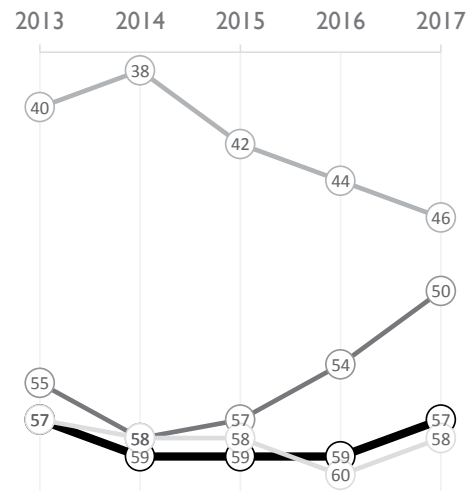
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.29 %	47
▶ Skilled labor	is readily available	7.73 Survey [0..10]	1
Finance skills	are readily available	8.00 Survey [0..10]	4
▷ International experience	of senior managers is generally significant	4.92 Survey [0..10]	43
Competent senior managers	are readily available	6.52 Survey [0..10]	13
Educational system	The educational system meets the needs of a competitive economy	8.43 Survey [0..10]	4
Science in schools	is sufficiently emphasized	6.86 Survey [0..10]	9
University education	meets the needs of a competitive economy	7.80 Survey [0..10]	8
Management education	meets the needs of the business community	7.54 Survey [0..10]	7
Language skills	are meeting the needs of enterprises	8.13 Survey [0..10]	12
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.83 number	33
Educational assessment - PISA	PISA survey of 15-year olds	500 Average	21

PERU

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.7 %	48
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	13.0 %	55
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.66 ratio	45
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.20 ratio	42
Apprenticeships	Are sufficiently implemented	4.25 Survey [0..10]	45
Employee training	is a high priority in companies	4.22 Survey [0..10]	61
Female labor force	Percentage of total labor force	43.70 %	44
Health infrastructure	meets the needs of society	2.51 Survey [0..10]	57

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	65.80 index	17
Attracting and retaining talents	is a priority in companies	4.97 Survey [0..10]	61
Worker motivation	in companies is high	5.05 Survey [0..10]	49
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.13 Survey [0..10]	42
Quality of life	is high	4.48 Survey [0..10]	52
Foreign highly-skilled personnel	are attracted to your country's business environment	6.00 Survey [0..10]	20
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,539 US\$	50
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	175,280 US\$	23
Effective personal income tax rate	Percentage of an income equal to GDP per capita	12.21 %	21
Personal security and private property rights	are adequately protected	4.03 Survey [0..10]	57

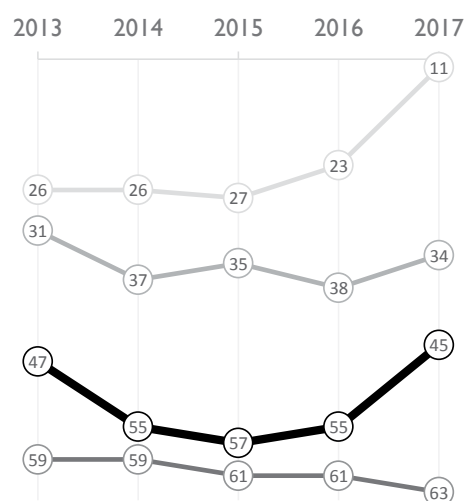
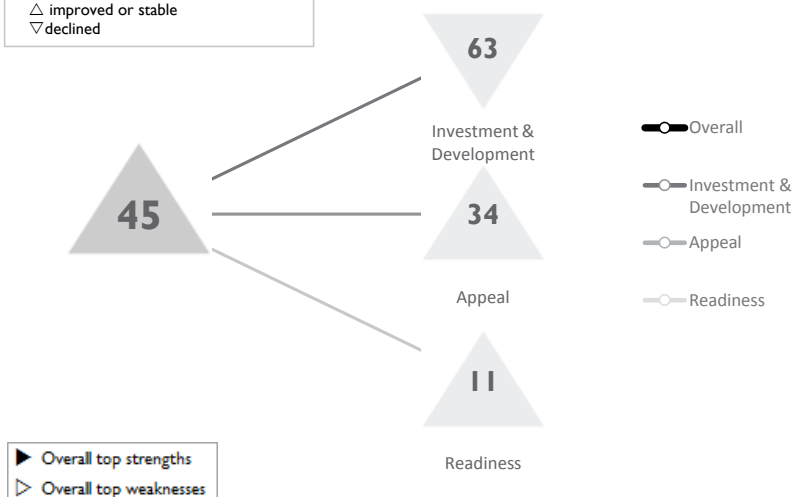
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.62 %	38
Skilled labor	is readily available	3.84 Survey [0..10]	57
Finance skills	are readily available	5.11 Survey [0..10]	55
International experience	of senior managers is generally significant	5.08 Survey [0..10]	36
Competent senior managers	are readily available	4.22 Survey [0..10]	55
Educational system	The educational system meets the needs of a competitive economy	3.33 Survey [0..10]	54
Science in schools	is sufficiently emphasized	2.95 Survey [0..10]	57
University education	meets the needs of a competitive economy	3.94 Survey [0..10]	55
Management education	meets the needs of the business community	4.52 Survey [0..10]	56
Language skills	are meeting the needs of enterprises	3.65 Survey [0..10]	58
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	392 Average	55

PHILIPPINES

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	2.7 %	60
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	36.00 ratio	62
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.00 ratio	59
Apprenticeships	Are sufficiently implemented	4.62 Survey [0..10]	30
Employee training	is a high priority in companies	5.86 Survey [0..10]	29
▷ Female labor force	Percentage of total labor force	38.87 %	51
Health infrastructure	meets the needs of society	4.10 Survey [0..10]	47

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	73.40 index	33
Attracting and retaining talents	is a priority in companies	7.01 Survey [0..10]	24
Worker motivation	in companies is high	6.26 Survey [0..10]	23
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.32 Survey [0..10]	40
Quality of life	is high	5.19 Survey [0..10]	47
Foreign highly-skilled personnel	are attracted to your country's business environment	5.45 Survey [0..10]	30
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	10,815 US\$	56
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	145,206 US\$	33
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	9.16 %	13
Personal security and private property rights	are adequately protected	5.23 Survey [0..10]	49

Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	4.51 %	4
▶ Skilled labor	is readily available	6.85 Survey [0..10]	6
Finance skills	are readily available	6.76 Survey [0..10]	27
International experience	of senior managers is generally significant	5.84 Survey [0..10]	23
▶ Competent senior managers	are readily available	6.40 Survey [0..10]	17
Educational system	The educational system meets the needs of a competitive economy	5.88 Survey [0..10]	31
Science in schools	is sufficiently emphasized	5.17 Survey [0..10]	37
University education	meets the needs of a competitive economy	6.55 Survey [0..10]	25
Management education	meets the needs of the business community	6.71 Survey [0..10]	21
▶ Language skills	are meeting the needs of enterprises	8.12 Survey [0..10]	13
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

POLAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.3 %	24
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.1 %	28
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.99 ratio	7
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.64 ratio	15
Apprenticeships	Are sufficiently implemented	4.60 Survey [0..10]	33
Employee training	is a high priority in companies	5.93 Survey [0..10]	28
Female labor force	Percentage of total labor force	44.09 %	41
▷ Health infrastructure	meets the needs of society	3.16 Survey [0..10]	55

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	57.50 index	5
Attracting and retaining talents	is a priority in companies	6.00 Survey [0..10]	43
Worker motivation	in companies is high	6.21 Survey [0..10]	26
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.39 Survey [0..10]	38
Quality of life	is high	5.89 Survey [0..10]	41
Foreign highly-skilled personnel	are attracted to your country's business environment	4.42 Survey [0..10]	41
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,303 US\$	43
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	143,479 US\$	35
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	25.32 %	53
▷ Personal security and private property rights	are adequately protected	5.37 Survey [0..10]	48

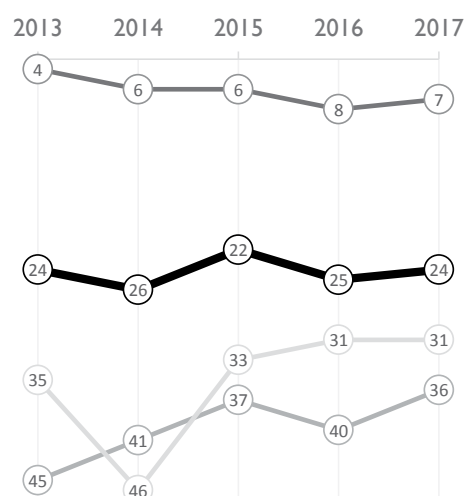
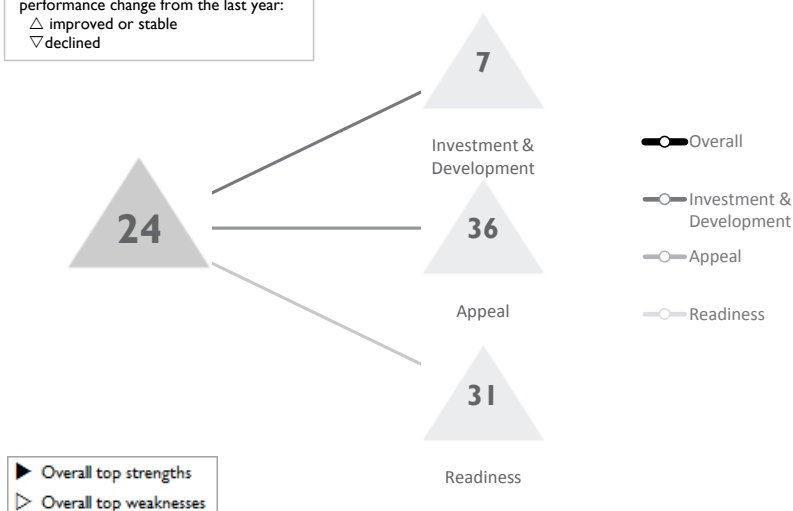
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.55 %	41
Skilled labor	is readily available	5.79 Survey [0..10]	32
Finance skills	are readily available	6.07 Survey [0..10]	38
International experience	of senior managers is generally significant	5.51 Survey [0..10]	28
Competent senior managers	are readily available	5.44 Survey [0..10]	39
Educational system	The educational system meets the needs of a competitive economy	4.95 Survey [0..10]	41
Science in schools	is sufficiently emphasized	5.19 Survey [0..10]	36
University education	meets the needs of a competitive economy	5.47 Survey [0..10]	37
Management education	meets the needs of the business community	5.93 Survey [0..10]	37
▶ Language skills	are meeting the needs of enterprises	6.98 Survey [0..10]	23
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.72 number	49
▶ Educational assessment - PISA	PISA survey of 15-year olds	503 Average	18

PORTUGAL

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	6.2 %	10
▶ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	30.3 %	4
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.96 ratio	25
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.50 ratio	8
Apprenticeships	Are sufficiently implemented	4.86 Survey [0..10]	24
▷ Employee training	is a high priority in companies	4.85 Survey [0..10]	54
▶ Female labor force	Percentage of total labor force	48.78 %	5
Health infrastructure	meets the needs of society	7.37 Survey [0..10]	19

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	66.40 index	20
Attracting and retaining talents	is a priority in companies	5.94 Survey [0..10]	44
▷ Worker motivation	in companies is high	5.14 Survey [0..10]	47
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.07 Survey [0..10]	44
Quality of life	is high	7.60 Survey [0..10]	26
Foreign highly-skilled personnel	are attracted to your country's business environment	4.80 Survey [0..10]	35
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	19,069 US\$	35
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	150,916 US\$	32
Effective personal income tax rate	Percentage of an income equal to GDP per capita	18.00 %	36
Personal security and private property rights	are adequately protected	7.79 Survey [0..10]	24

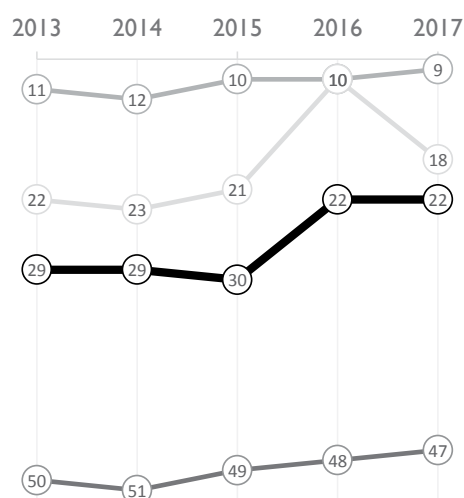
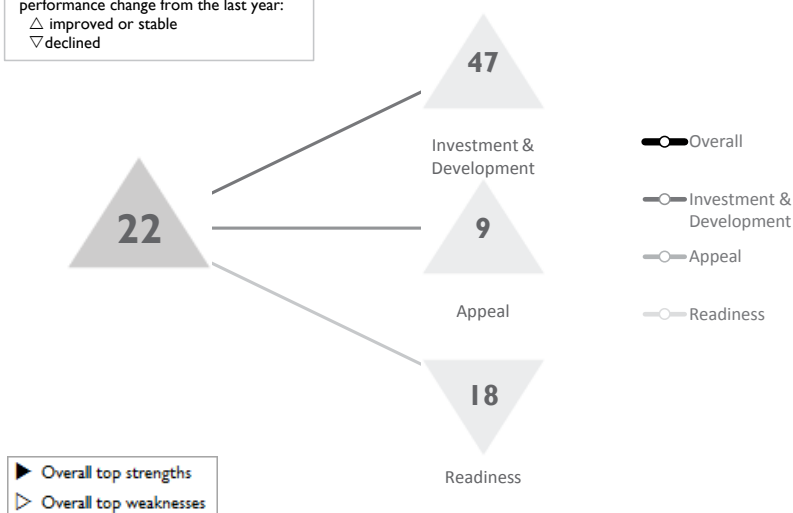
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-0.33 %	54
Skilled labor	is readily available	6.25 Survey [0..10]	20
▷ Finance skills	are readily available	5.55 Survey [0..10]	48
▷ International experience	of senior managers is generally significant	4.34 Survey [0..10]	56
Competent senior managers	are readily available	4.78 Survey [0..10]	47
Educational system	The educational system meets the needs of a competitive economy	6.65 Survey [0..10]	19
Science in schools	is sufficiently emphasized	6.04 Survey [0..10]	20
University education	meets the needs of a competitive economy	7.01 Survey [0..10]	17
▶ Management education	meets the needs of the business community	7.14 Survey [0..10]	12
Language skills	are meeting the needs of enterprises	7.99 Survey [0..10]	14
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.43 number	37
Educational assessment - PISA	PISA survey of 15-year olds	496 Average	22

QATAR

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	3.3 %	54
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.21 ratio	9
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.70 ratio	11
Apprenticeships	Are sufficiently implemented	5.65 Survey [0..10]	14
Employee training	is a high priority in companies	6.05 Survey [0..10]	24
▶ Female labor force	Percentage of total labor force	13.27 %	61
Health infrastructure	meets the needs of society	7.12 Survey [0..10]	24

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	74.40 index	35
Attracting and retaining talents	is a priority in companies	6.64 Survey [0..10]	35
Worker motivation	in companies is high	6.35 Survey [0..10]	22
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.66 Survey [0..10]	21
Quality of life	is high	7.83 Survey [0..10]	24
Foreign highly-skilled personnel	are attracted to your country's business environment	7.30 Survey [0..10]	13
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	31,462 US\$	29
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	157,624 US\$	30
▶ 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	8.43 Survey [0..10]	13

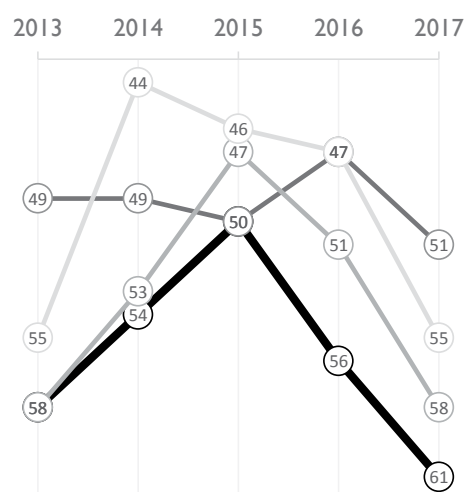
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	5.01 %	3
▶ Skilled labor	is readily available	5.36 Survey [0..10]	40
Finance skills	are readily available	6.42 Survey [0..10]	33
▶ International experience	of senior managers is generally significant	7.25 Survey [0..10]	7
Competent senior managers	are readily available	6.18 Survey [0..10]	18
Educational system	The educational system meets the needs of a competitive economy	7.20 Survey [0..10]	13
▶ Science in schools	is sufficiently emphasized	7.07 Survey [0..10]	6
University education	meets the needs of a competitive economy	7.15 Survey [0..10]	14
Management education	meets the needs of the business community	6.95 Survey [0..10]	15
Language skills	are meeting the needs of enterprises	7.19 Survey [0..10]	21
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.32 number	15
▶ Educational assessment - PISA	PISA survey of 15-year olds	410 Average	51

ROMANIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.1 %	57
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	13.4 %	54
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.56 ratio	44
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.27 ratio	28
▷ Apprenticeships	Are sufficiently implemented	2.76 Survey [0..10]	63
Employee training	is a high priority in companies	5.23 Survey [0..10]	44
Female labor force	Percentage of total labor force	42.61 %	46
▷ Health infrastructure	meets the needs of society	2.24 Survey [0..10]	58

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	58.90 index	7
Attracting and retaining talents	is a priority in companies	5.71 Survey [0..10]	51
Worker motivation	in companies is high	4.53 Survey [0..10]	54
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.52 Survey [0..10]	55
▷ Quality of life	is high	3.71 Survey [0..10]	60
Foreign highly-skilled personnel	are attracted to your country's business environment	4.19 Survey [0..10]	47
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	9,424 US\$	57
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	86,870 US\$	51
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	27.79 %	59
Personal security and private property rights	are adequately protected	5.41 Survey [0..10]	47

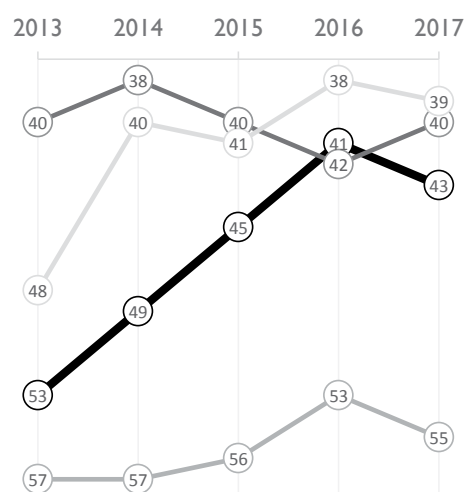
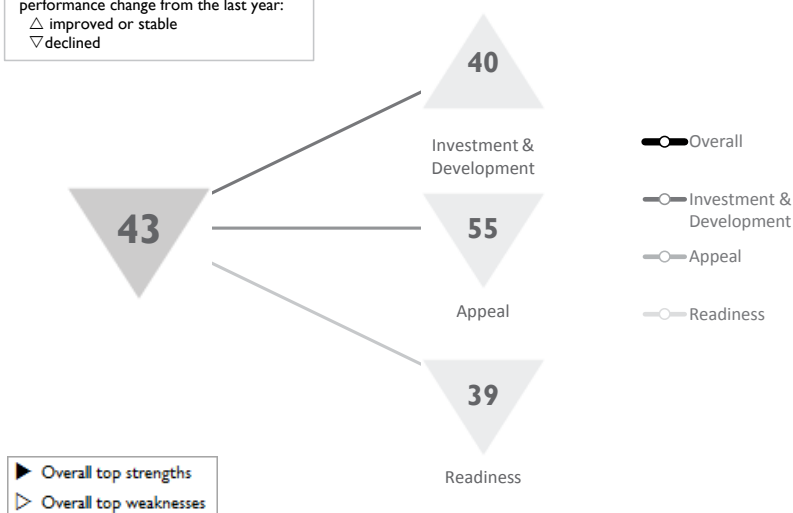
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-0.16 %	53
Skilled labor	is readily available	4.22 Survey [0..10]	52
Finance skills	are readily available	5.16 Survey [0..10]	54
International experience	of senior managers is generally significant	5.06 Survey [0..10]	38
Competent senior managers	are readily available	4.36 Survey [0..10]	53
Educational system	The educational system meets the needs of a competitive economy	3.25 Survey [0..10]	56
Science in schools	is sufficiently emphasized	3.54 Survey [0..10]	51
University education	meets the needs of a competitive economy	3.88 Survey [0..10]	56
▷ Management education	meets the needs of the business community	3.73 Survey [0..10]	59
▶ Language skills	are meeting the needs of enterprises	6.60 Survey [0..10]	27
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.16 number	43
Educational assessment - PISA	PISA survey of 15-year olds	439 Average	43

RUSSIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.8 %	45
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	20.24 ratio	53
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.85 ratio	6
Apprenticeships	Are sufficiently implemented	4.60 Survey [0..10]	32
Employee training	is a high priority in companies	5.21 Survey [0..10]	45
▶ Female labor force	Percentage of total labor force	48.92 %	4
Health infrastructure	meets the needs of society	3.97 Survey [0..10]	49

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	75.60 index	37
▷ Attracting and retaining talents	is a priority in companies	5.45 Survey [0..10]	56
Worker motivation	in companies is high	5.15 Survey [0..10]	46
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.62 Survey [0..10]	52
▷ Quality of life	is high	3.86 Survey [0..10]	59
Foreign highly-skilled personnel	are attracted to your country's business environment	4.47 Survey [0..10]	40
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,950 US\$	46
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	80,392 US\$	55
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	11.97 %	19
▷ Personal security and private property rights	are adequately protected	4.47 Survey [0..10]	52

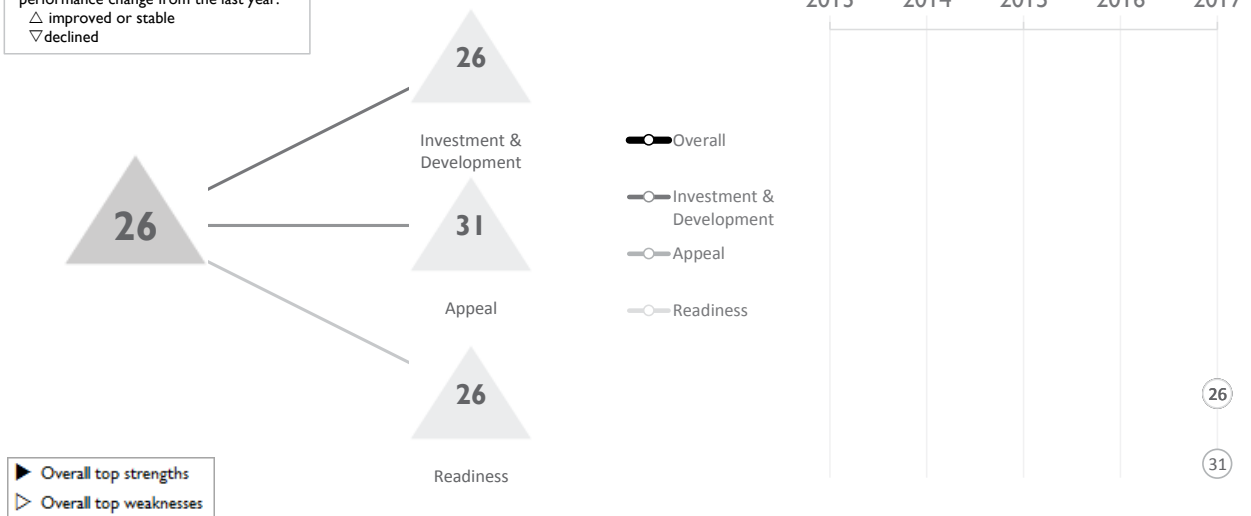
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.06 %	50
▶ Skilled labor	is readily available	6.19 Survey [0..10]	21
Finance skills	are readily available	6.74 Survey [0..10]	29
International experience	of senior managers is generally significant	4.66 Survey [0..10]	49
Competent senior managers	are readily available	5.53 Survey [0..10]	35
Educational system	The educational system meets the needs of a competitive economy	4.66 Survey [0..10]	43
Science in schools	is sufficiently emphasized	5.42 Survey [0..10]	30
University education	meets the needs of a competitive economy	5.04 Survey [0..10]	45
Management education	meets the needs of the business community	4.74 Survey [0..10]	51
Language skills	are meeting the needs of enterprises	4.99 Survey [0..10]	45
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.48 number	35
▶ Educational assessment - PISA	PISA survey of 15-year olds	490 Average	27

SAUDI ARABIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	8.8 %	1
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.76 ratio	6
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.96 ratio	17
Apprenticeships	Are sufficiently implemented	4.88 Survey [0..10]	23
▷ Employee training	is a high priority in companies	5.17 Survey [0..10]	47
▷ Female labor force	Percentage of total labor force	15.91 %	60
Health infrastructure	meets the needs of society	6.31 Survey [0..10]	31

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	77.80 index	41
▷ Attracting and retaining talents	is a priority in companies	5.75 Survey [0..10]	49
Worker motivation	in companies is high	5.40 Survey [0..10]	41
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.76 Survey [0..10]	33
Quality of life	is high	6.21 Survey [0..10]	35
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	6.60 Survey [0..10]	15
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	38,623 US\$	21
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	134,148 US\$	40
Effective personal income tax rate	Percentage of an income equal to GDP per capita	12.12 %	20
Personal security and private property rights	are adequately protected	7.17 Survey [0..10]	31

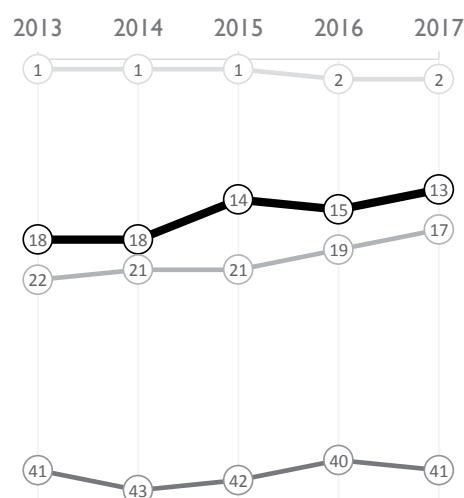
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	7.93 %	1
▷ Skilled labor	is readily available	5.03 Survey [0..10]	45
▷ Finance skills	are readily available	5.33 Survey [0..10]	51
▶ International experience	of senior managers is generally significant	6.34 Survey [0..10]	14
Competent senior managers	are readily available	5.50 Survey [0..10]	36
Educational system	The educational system meets the needs of a competitive economy	5.12 Survey [0..10]	39
Science in schools	is sufficiently emphasized	5.00 Survey [0..10]	40
University education	meets the needs of a competitive economy	5.35 Survey [0..10]	39
Management education	meets the needs of the business community	5.45 Survey [0..10]	42
Language skills	are meeting the needs of enterprises	5.54 Survey [0..10]	39
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.32 number	27
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

SINGAPORE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	2.9 %	59
▷ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	16.7 %	46
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.50 ratio	37
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.50 ratio	30
Apprenticeships	Are sufficiently implemented	5.25 Survey [0..10]	19
Employee training	is a high priority in companies	6.00 Survey [0..10]	25
Female labor force	Percentage of total labor force	44.80 %	37
Health infrastructure	meets the needs of society	8.15 Survey [0..10]	8

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	106.80 index	59
Attracting and retaining talents	is a priority in companies	7.24 Survey [0..10]	16
Worker motivation	in companies is high	6.84 Survey [0..10]	15
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.36 Survey [0..10]	10
Quality of life	is high	8.56 Survey [0..10]	17
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	8.22 Survey [0..10]	3
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	39,280 US\$	18
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	261,509 US\$	6
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	21.51 %	45
Personal security and private property rights	are adequately protected	8.92 Survey [0..10]	6

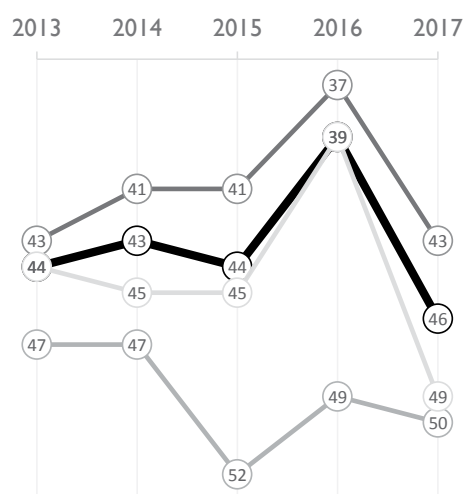
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	0.67 %	37
Skilled labor	is readily available	6.53 Survey [0..10]	12
Finance skills	are readily available	7.28 Survey [0..10]	13
International experience	of senior managers is generally significant	7.30 Survey [0..10]	6
Competent senior managers	are readily available	6.94 Survey [0..10]	6
Educational system	The educational system meets the needs of a competitive economy	7.88 Survey [0..10]	6
▶ Science in schools	is sufficiently emphasized	8.29 Survey [0..10]	1
University education	meets the needs of a competitive economy	7.85 Survey [0..10]	6
▶ Management education	meets the needs of the business community	7.66 Survey [0..10]	4
Language skills	are meeting the needs of enterprises	8.14 Survey [0..10]	11
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	9.06 number	3
▶ Educational assessment - PISA	PISA survey of 15-year olds	560 Average	1

SLOVAK REPUBLIC

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.1 %	38
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	19.7 %	33
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.16 ratio	43
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.92 ratio	35
Apprenticeships	Are sufficiently implemented	4.56 Survey [0..10]	34
Employee training	is a high priority in companies	5.10 Survey [0..10]	48
► Female labor force	Percentage of total labor force	45.29 %	34
Health infrastructure	meets the needs of society	4.07 Survey [0..10]	48

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	66.20 index	19
▷ Attracting and retaining talents	is a priority in companies	5.64 Survey [0..10]	54
▷ Worker motivation	in companies is high	4.41 Survey [0..10]	56
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.70 Survey [0..10]	49
Quality of life	is high	5.97 Survey [0..10]	40
Foreign highly-skilled personnel	are attracted to your country's business environment	3.90 Survey [0..10]	50
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	21,256 US\$	32
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	140,566 US\$	38
Effective personal income tax rate	Percentage of an income equal to GDP per capita	17.23 %	34
▷ Personal security and private property rights	are adequately protected	3.87 Survey [0..10]	59

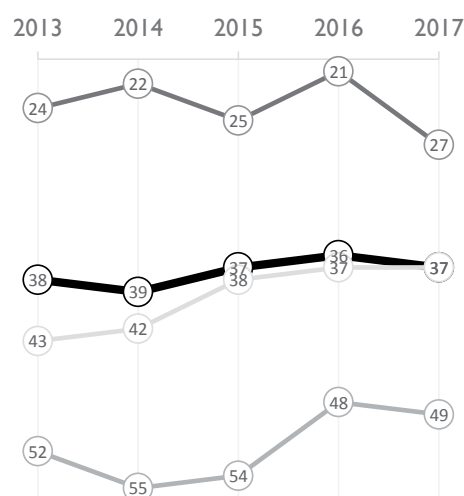
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.55 %	42
Skilled labor	is readily available	4.60 Survey [0..10]	50
▷ Finance skills	are readily available	5.08 Survey [0..10]	56
International experience	of senior managers is generally significant	4.92 Survey [0..10]	43
▷ Competent senior managers	are readily available	4.39 Survey [0..10]	52
Educational system	The educational system meets the needs of a competitive economy	4.40 Survey [0..10]	47
Science in schools	is sufficiently emphasized	4.82 Survey [0..10]	42
University education	meets the needs of a competitive economy	4.57 Survey [0..10]	52
Management education	meets the needs of the business community	5.15 Survey [0..10]	47
Language skills	are meeting the needs of enterprises	5.57 Survey [0..10]	38
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.05 number	31
Educational assessment - PISA	PISA survey of 15-year olds	468 Average	38

SLOVENIA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	28
► Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	26.8 %	8
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.86 ratio	32
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.89 ratio	16
▷ Apprenticeships	Are sufficiently implemented	2.90 Survey [0..10]	62
Employee training	is a high priority in companies	6.16 Survey [0..10]	22
Female labor force	Percentage of total labor force	46.62 %	24
Health infrastructure	meets the needs of society	4.76 Survey [0..10]	41

Appeal

		Value	2017 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	63.00 index	13
Attracting and retaining talents	is a priority in companies	5.78 Survey [0..10]	48
Worker motivation	in companies is high	5.30 Survey [0..10]	43
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.67 Survey [0..10]	50
Quality of life	is high	7.56 Survey [0..10]	28
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	2.92 Survey [0..10]	59
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	23,308 US\$	31
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	120,727 US\$	41
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	26.73 %	54
Personal security and private property rights	are adequately protected	6.72 Survey [0..10]	35

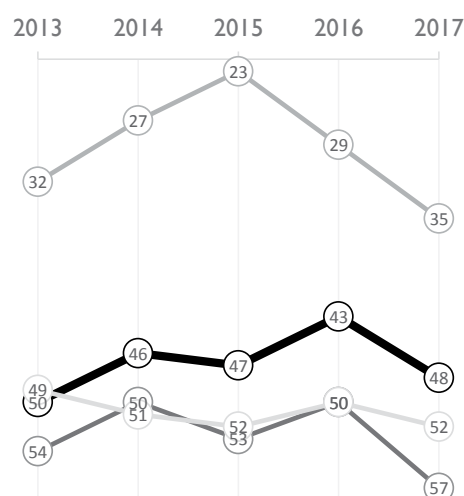
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-1.31 %	60
Skilled labor	is readily available	5.38 Survey [0..10]	39
Finance skills	are readily available	6.18 Survey [0..10]	36
International experience	of senior managers is generally significant	4.86 Survey [0..10]	45
Competent senior managers	are readily available	4.62 Survey [0..10]	48
Educational system	The educational system meets the needs of a competitive economy	5.57 Survey [0..10]	33
Science in schools	is sufficiently emphasized	5.54 Survey [0..10]	28
University education	meets the needs of a competitive economy	5.42 Survey [0..10]	38
Management education	meets the needs of the business community	5.90 Survey [0..10]	38
► Language skills	are meeting the needs of enterprises	7.50 Survey [0..10]	19
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.21 number	41
► Educational assessment - PISA	PISA survey of 15-year olds	511 Average	11

SOUTH AFRICA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	7.1 %	4
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	20.0 %	32
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	33.60 ratio	61
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	26.20 ratio	58
▷ Apprenticeships	Are sufficiently implemented	3.14 Survey [0..10]	61
Employee training	is a high priority in companies	5.79 Survey [0..10]	31
Female labor force	Percentage of total labor force	45.23 %	36
Health infrastructure	meets the needs of society	3.51 Survey [0..10]	52

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	43.30 index	1
▶ Attracting and retaining talents	is a priority in companies	6.72 Survey [0..10]	31
Worker motivation	in companies is high	4.34 Survey [0..10]	57
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.59 Survey [0..10]	58
Quality of life	is high	5.69 Survey [0..10]	43
Foreign highly-skilled personnel	are attracted to your country's business environment	3.72 Survey [0..10]	52
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	19,087 US\$	34
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	48,437 US\$	58
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	0.94 %	2
Personal security and private property rights	are adequately protected	4.34 Survey [0..10]	54

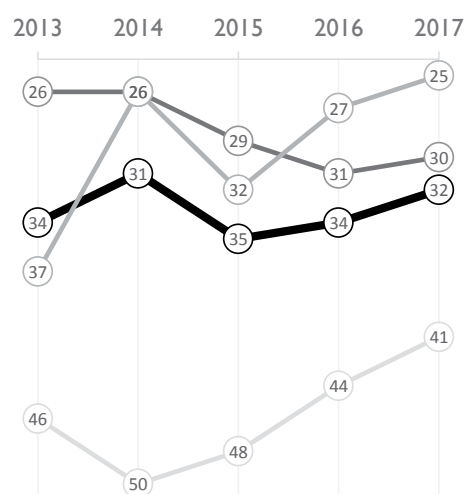
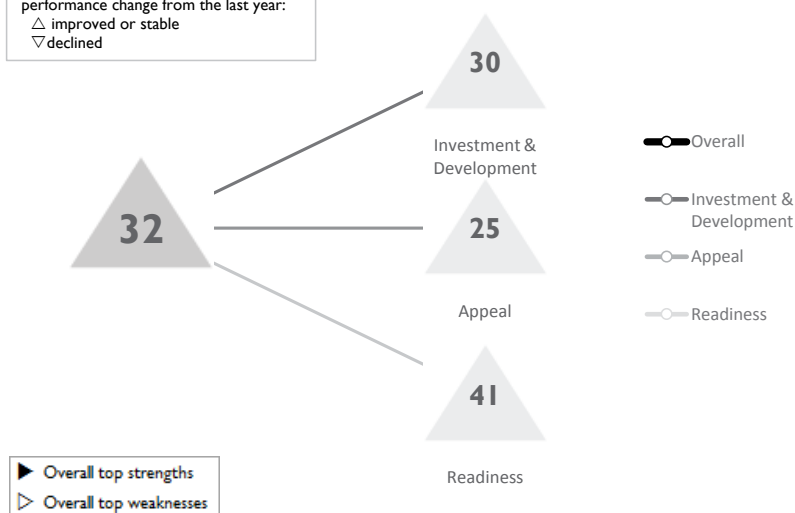
Readiness

		Value	2017 Rank
▶ Labor force growth	Percentage change	3.01 %	7
▷ Skilled labor	is readily available	3.55 Survey [0..10]	60
Finance skills	are readily available	5.62 Survey [0..10]	44
International experience	of senior managers is generally significant	4.67 Survey [0..10]	48
Competent senior managers	are readily available	4.52 Survey [0..10]	50
▷ Educational system	The educational system meets the needs of a competitive economy	2.62 Survey [0..10]	60
▷ Science in schools	is sufficiently emphasized	2.66 Survey [0..10]	60
University education	meets the needs of a competitive economy	4.79 Survey [0..10]	48
Management education	meets the needs of the business community	5.55 Survey [0..10]	40
Language skills	are meeting the needs of enterprises	5.93 Survey [0..10]	31
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.79 number	47
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

SPAIN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	4.1 %	39
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.5 %	25
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.54 ratio	23
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.53 ratio	21
▷ Apprenticeships	Are sufficiently implemented	4.03 Survey [0..10]	50
▷ Employee training	is a high priority in companies	4.46 Survey [0..10]	58
Female labor force	Percentage of total labor force	46.48 %	25
▶ Health infrastructure	meets the needs of society	8.14 Survey [0..10]	9

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	70.80 index	25
▷ Attracting and retaining talents	is a priority in companies	5.24 Survey [0..10]	59
Worker motivation	in companies is high	5.23 Survey [0..10]	44
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.85 Survey [0..10]	31
▶ Quality of life	is high	8.46 Survey [0..10]	19
Foreign highly-skilled personnel	are attracted to your country's business environment	5.94 Survey [0..10]	22
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,662 US\$	27
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	193,092 US\$	21
Effective personal income tax rate	Percentage of an income equal to GDP per capita	13.70 %	22
Personal security and private property rights	are adequately protected	7.68 Survey [0..10]	27

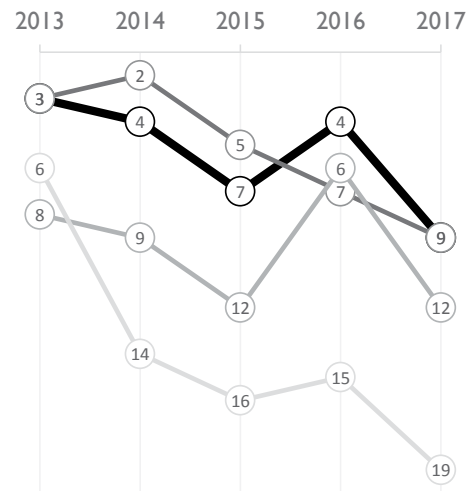
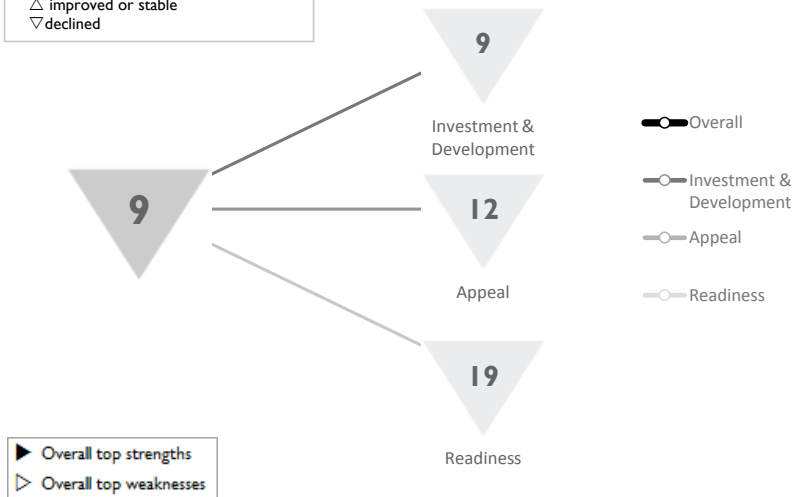
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-0.43 %	55
▶ Skilled labor	is readily available	6.42 Survey [0..10]	15
Finance skills	are readily available	6.00 Survey [0..10]	39
International experience	of senior managers is generally significant	4.82 Survey [0..10]	46
Competent senior managers	are readily available	5.44 Survey [0..10]	40
Educational system	The educational system meets the needs of a competitive economy	5.30 Survey [0..10]	36
Science in schools	is sufficiently emphasized	4.79 Survey [0..10]	43
University education	meets the needs of a competitive economy	5.15 Survey [0..10]	44
Management education	meets the needs of the business community	6.35 Survey [0..10]	28
▷ Language skills	are meeting the needs of enterprises	3.83 Survey [0..10]	56
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.21 number	42
Educational assessment - PISA	PISA survey of 15-year olds	489 Average	28

SWEDEN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	7.1 %	3
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	24.6 %	16
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.74 ratio	19
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.09 ratio	36
▷ Apprenticeships	Are sufficiently implemented	4.36 Survey [0..10]	43
Employee training	is a high priority in companies	6.75 Survey [0..10]	12
Female labor force	Percentage of total labor force	47.62 %	12
Health infrastructure	meets the needs of society	7.21 Survey [0..10]	22

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.70 index	31
Attracting and retaining talents	is a priority in companies	7.56 Survey [0..10]	10
Worker motivation	in companies is high	7.15 Survey [0..10]	9
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.42 Survey [0..10]	8
▶ Quality of life	is high	9.23 Survey [0..10]	7
Foreign highly-skilled personnel	are attracted to your country's business environment	5.78 Survey [0..10]	27
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	47,831 US\$	8
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	216,928 US\$	15
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	23.82 %	49
Personal security and private property rights	are adequately protected	7.97 Survey [0..10]	20

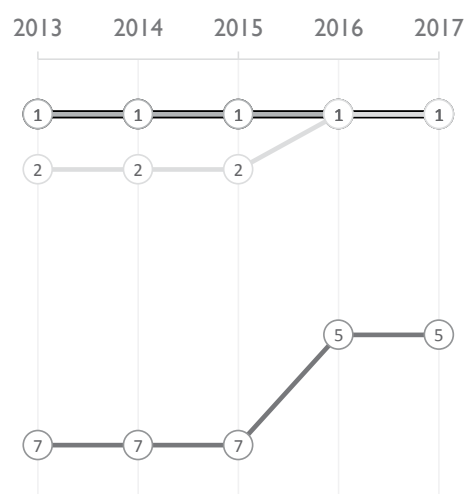
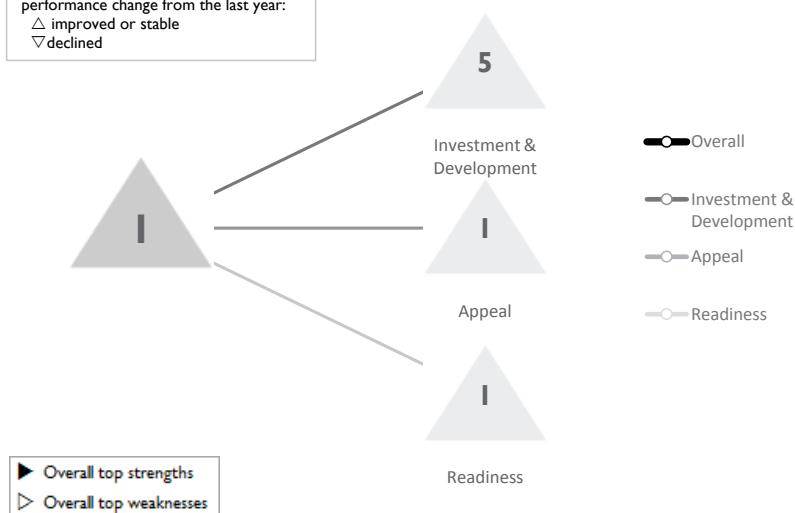
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	1.03 %	28
Skilled labor	is readily available	5.97 Survey [0..10]	29
Finance skills	are readily available	6.93 Survey [0..10]	21
International experience	of senior managers is generally significant	6.71 Survey [0..10]	9
Competent senior managers	are readily available	6.63 Survey [0..10]	10
Educational system	The educational system meets the needs of a competitive economy	6.68 Survey [0..10]	17
Science in schools	is sufficiently emphasized	5.73 Survey [0..10]	26
University education	meets the needs of a competitive economy	6.93 Survey [0..10]	19
Management education	meets the needs of the business community	6.90 Survey [0..10]	18
▶ Language skills	are meeting the needs of enterprises	8.63 Survey [0..10]	4
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.60 number	25
Educational assessment - PISA	PISA survey of 15-year olds	494 Average	25

SWITZERLAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	27
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	26.1 %	10
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.81 ratio	26
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.40 ratio	20
▶ Apprenticeships	Are sufficiently implemented	8.81 Survey [0..10]	1
Employee training	is a high priority in companies	7.46 Survey [0..10]	3
Female labor force	Percentage of total labor force	46.71 %	22
Health infrastructure	meets the needs of society	9.20 Survey [0..10]	1

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	107.40 index	60
Attracting and retaining talents	is a priority in companies	7.84 Survey [0..10]	4
Worker motivation	in companies is high	7.83 Survey [0..10]	3
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.61 Survey [0..10]	2
Quality of life	is high	9.69 Survey [0..10]	2
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	8.84 Survey [0..10]	1
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	92,625 US\$	1
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	431,603 US\$	1
Effective personal income tax rate	Percentage of an income equal to GDP per capita	10.91 %	18
Personal security and private property rights	are adequately protected	9.11 Survey [0..10]	3

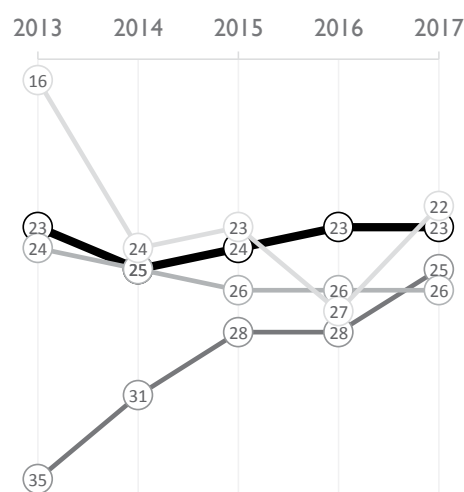
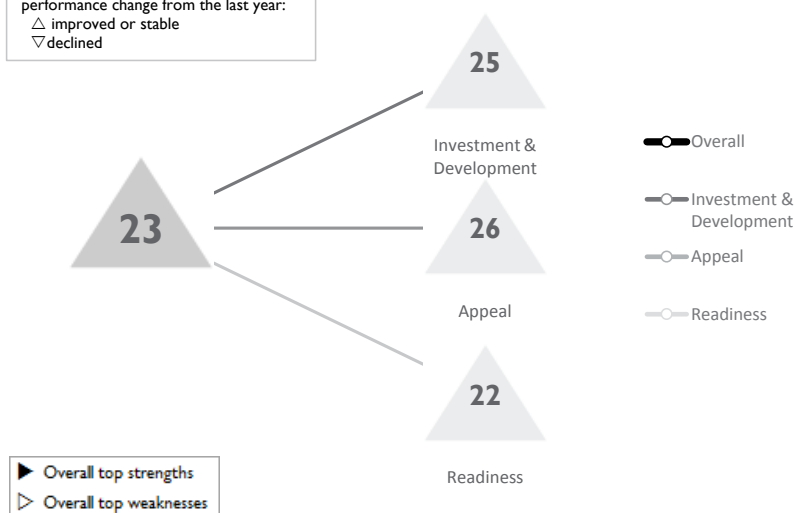
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.76 %	18
Skilled labor	is readily available	6.81 Survey [0..10]	7
Finance skills	are readily available	8.11 Survey [0..10]	2
International experience	of senior managers is generally significant	8.04 Survey [0..10]	2
Competent senior managers	are readily available	7.06 Survey [0..10]	5
Educational system	The educational system meets the needs of a competitive economy	8.94 Survey [0..10]	1
Science in schools	is sufficiently emphasized	8.10 Survey [0..10]	2
University education	meets the needs of a competitive economy	8.88 Survey [0..10]	1
▶ Management education	meets the needs of the business community	8.65 Survey [0..10]	1
Language skills	are meeting the needs of enterprises	8.77 Survey [0..10]	3
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.09 number	8
Educational assessment - PISA	PISA survey of 15-year olds	513 Average	10

TAIWAN

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	3.8 %	46
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	21.1 %	31
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.70 ratio	17
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.60 ratio	45
Apprenticeships	Are sufficiently implemented	5.47 Survey [0..10]	18
▶ Employee training	is a high priority in companies	6.80 Survey [0..10]	10
Female labor force	Percentage of total labor force	44.22 %	40
Health infrastructure	meets the needs of society	8.03 Survey [0..10]	12

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	80.30 index	47
Attracting and retaining talents	is a priority in companies	6.54 Survey [0..10]	38
Worker motivation	in companies is high	6.82 Survey [0..10]	16
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.96 Survey [0..10]	47
Quality of life	is high	7.18 Survey [0..10]	30
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	4.33 Survey [0..10]	44
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	26,313 US\$	30
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	157,405 US\$	31
▶ 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	7.54 Survey [0..10]	28

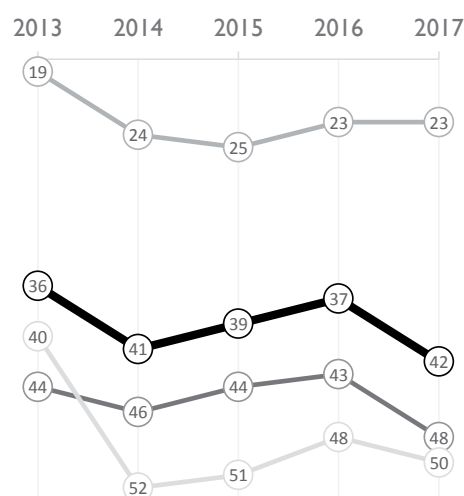
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.76 %	34
Skilled labor	is readily available	5.92 Survey [0..10]	30
Finance skills	are readily available	6.69 Survey [0..10]	30
International experience	of senior managers is generally significant	5.36 Survey [0..10]	31
Competent senior managers	are readily available	5.86 Survey [0..10]	26
Educational system	The educational system meets the needs of a competitive economy	6.45 Survey [0..10]	21
▶ Science in schools	is sufficiently emphasized	6.62 Survey [0..10]	10
University education	meets the needs of a competitive economy	5.85 Survey [0..10]	31
Management education	meets the needs of the business community	6.24 Survey [0..10]	29
Language skills	are meeting the needs of enterprises	5.82 Survey [0..10]	36
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.74 number	12
▶ Educational assessment - PISA	PISA survey of 15-year olds	537 Average	2

THAILAND

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.9 %	43
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	17.8 %	41
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.39 ratio	27
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	29.54 ratio	62
▶ Apprenticeships	Are sufficiently implemented	5.62 Survey [0..10]	16
▶ Employee training	is a high priority in companies	6.40 Survey [0..10]	18
Female labor force	Percentage of total labor force	45.52 %	33
Health infrastructure	meets the needs of society	6.34 Survey [0..10]	30

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	75.00 index	36
▶ Attracting and retaining talents	is a priority in companies	7.04 Survey [0..10]	23
Worker motivation	in companies is high	6.18 Survey [0..10]	28
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.43 Survey [0..10]	26
Quality of life	is high	6.36 Survey [0..10]	34
Foreign highly-skilled personnel	are attracted to your country's business environment	5.83 Survey [0..10]	24
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,900 US\$	47
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	160,242 US\$	28
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	4.09 %	5
Personal security and private property rights	are adequately protected	6.90 Survey [0..10]	33

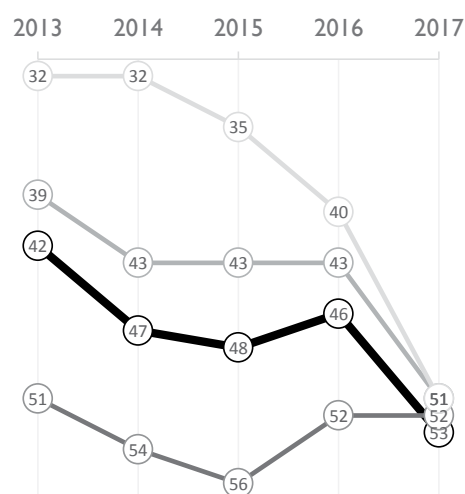
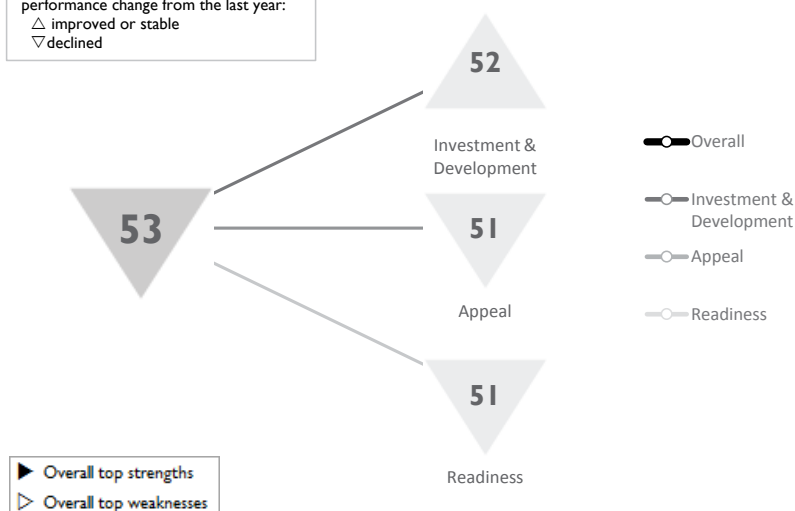
Readiness

		Value	2017 Rank
▷ Labor force growth	Percentage change	-0.73 %	57
Skilled labor	is readily available	5.71 Survey [0..10]	35
Finance skills	are readily available	5.89 Survey [0..10]	42
▶ International experience	of senior managers is generally significant	5.99 Survey [0..10]	22
Competent senior managers	are readily available	5.97 Survey [0..10]	23
Educational system	The educational system meets the needs of a competitive economy	4.45 Survey [0..10]	46
Science in schools	is sufficiently emphasized	4.48 Survey [0..10]	46
University education	meets the needs of a competitive economy	4.99 Survey [0..10]	46
Management education	meets the needs of the business community	5.41 Survey [0..10]	43
▷ Language skills	are meeting the needs of enterprises	4.30 Survey [0..10]	50
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.72 number	48
▷ Educational assessment - PISA	PISA survey of 15-year olds	418 Average	49

TURKEY

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	3.5 %	53
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	14.7 %	53
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.00 ratio	50
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.00 ratio	47
Apprenticeships	Are sufficiently implemented	4.25 Survey [0..10]	46
Employee training	is a high priority in companies	4.88 Survey [0..10]	53
Female labor force	Percentage of total labor force	31.56 %	57
Health infrastructure	meets the needs of society	6.54 Survey [0..10]	29

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	71.10 index	26
Attracting and retaining talents	is a priority in companies	5.82 Survey [0..10]	46
Worker motivation	in companies is high	5.65 Survey [0..10]	36
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.75 Survey [0..10]	48
Quality of life	is high	4.39 Survey [0..10]	53
Foreign highly-skilled personnel	are attracted to your country's business environment	3.33 Survey [0..10]	57
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,323 US\$	42
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	140,933 US\$	37
Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.94 %	33
Personal security and private property rights	are adequately protected	4.49 Survey [0..10]	51

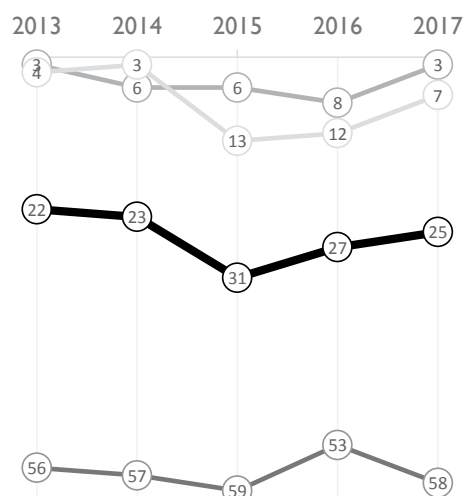
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	2.89 %	8
Skilled labor	is readily available	5.71 Survey [0..10]	34
Finance skills	are readily available	6.49 Survey [0..10]	32
International experience	of senior managers is generally significant	4.98 Survey [0..10]	42
Competent senior managers	are readily available	5.72 Survey [0..10]	31
Educational system	The educational system meets the needs of a competitive economy	3.35 Survey [0..10]	53
Science in schools	is sufficiently emphasized	2.68 Survey [0..10]	59
University education	meets the needs of a competitive economy	3.79 Survey [0..10]	57
Management education	meets the needs of the business community	4.42 Survey [0..10]	57
Language skills	are meeting the needs of enterprises	4.11 Survey [0..10]	53
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.62 number	50
Educational assessment - PISA	PISA survey of 15-year olds	423 Average	47

UAE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▷ Total public expenditure on education	Percentage of GDP	1.3 %	62
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	17.8 %	42
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.93 ratio	49
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.27 ratio	38
Apprenticeships	Are sufficiently implemented	6.32 Survey [0..10]	7
Employee training	is a high priority in companies	6.77 Survey [0..10]	11
▷ Female labor force	Percentage of total labor force	12.37 %	62
Health infrastructure	meets the needs of society	7.77 Survey [0..10]	14

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	90.70 index	51
Attracting and retaining talents	is a priority in companies	7.04 Survey [0..10]	22
Worker motivation	in companies is high	7.21 Survey [0..10]	8
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.25 Survey [0..10]	5
Quality of life	is high	8.83 Survey [0..10]	14
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	8.42 Survey [0..10]	2
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	35,346 US\$	24
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	195,211 US\$	20
Effective personal income tax rate	Percentage of an income equal to GDP per capita	4.92 %	7
Personal security and private property rights	are adequately protected	8.69 Survey [0..10]	9

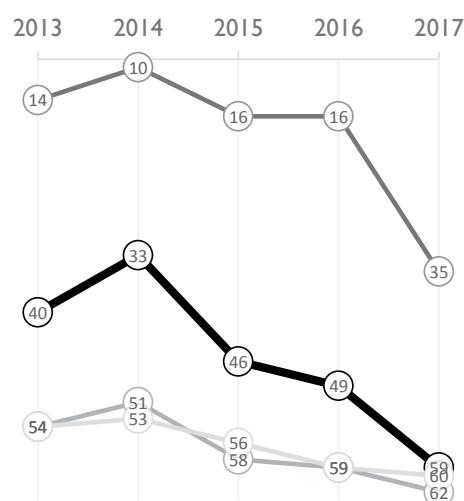
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.78 %	33
▶ Skilled labor	is readily available	7.18 Survey [0..10]	4
Finance skills	are readily available	7.60 Survey [0..10]	8
▶ International experience	of senior managers is generally significant	7.98 Survey [0..10]	3
▶ Competent senior managers	are readily available	7.39 Survey [0..10]	2
Educational system	The educational system meets the needs of a competitive economy	7.54 Survey [0..10]	10
Science in schools	is sufficiently emphasized	7.24 Survey [0..10]	5
University education	meets the needs of a competitive economy	7.00 Survey [0..10]	18
Management education	meets the needs of the business community	7.19 Survey [0..10]	11
Language skills	are meeting the needs of enterprises	8.23 Survey [0..10]	9
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	8.02 number	4
▷ Educational assessment - PISA	PISA survey of 15-year olds	432 Average	46

UKRAINE

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
▶ Total public expenditure on education	Percentage of GDP	5.7 %	13
▶ Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	26.2 %	9
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.89 ratio	41
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	- ratio	-
Apprenticeships	Are sufficiently implemented	4.07 Survey [0..10]	49
Employee training	is a high priority in companies	5.01 Survey [0..10]	50
▶ Female labor force	Percentage of total labor force	47.23 %	16
Health infrastructure	meets the needs of society	2.17 Survey [0..10]	61

Appeal

		Value	2017 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	58.00 index	6
Attracting and retaining talents	is a priority in companies	5.08 Survey [0..10]	60
Worker motivation	in companies is high	4.68 Survey [0..10]	52
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.09 Survey [0..10]	59
▷ Quality of life	is high	2.55 Survey [0..10]	61
Foreign highly-skilled personnel	are attracted to your country's business environment	2.45 Survey [0..10]	60
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	3,728 US\$	62
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	27,544 US\$	60
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	16.16 %	28
▷ Personal security and private property rights	are adequately protected	2.92 Survey [0..10]	62

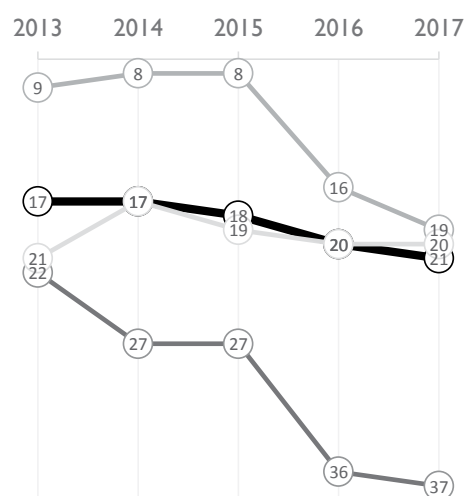
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-0.79 %	58
Skilled labor	is readily available	3.76 Survey [0..10]	58
▷ Finance skills	are readily available	3.72 Survey [0..10]	63
International experience	of senior managers is generally significant	3.67 Survey [0..10]	60
▷ Competent senior managers	are readily available	2.89 Survey [0..10]	63
Educational system	The educational system meets the needs of a competitive economy	3.31 Survey [0..10]	55
Science in schools	is sufficiently emphasized	3.48 Survey [0..10]	53
University education	meets the needs of a competitive economy	3.71 Survey [0..10]	58
Management education	meets the needs of the business community	4.69 Survey [0..10]	52
Language skills	are meeting the needs of enterprises	4.07 Survey [0..10]	54
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.34 number	38
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

UNITED KINGDOM

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	5.6 %	14
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	23.1 %	22
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.62 ratio	52
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.77 ratio	50
Apprenticeships	Are sufficiently implemented	4.88 Survey [0..10]	22
Employee training	is a high priority in companies	5.53 Survey [0..10]	35
Female labor force	Percentage of total labor force	46.69 %	23
Health infrastructure	meets the needs of society	5.27 Survey [0..10]	37

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	96.70 index	53
Attracting and retaining talents	is a priority in companies	7.44 Survey [0..10]	14
Worker motivation	in companies is high	6.36 Survey [0..10]	21
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.25 Survey [0..10]	13
Quality of life	is high	7.58 Survey [0..10]	27
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.40 Survey [0..10]	12
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	45,691 US\$	10
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	230,721 US\$	13
▷ Effective personal income tax rate	Percentage of an income equal to GDP per capita	20.62 %	41
Personal security and private property rights	are adequately protected	8.02 Survey [0..10]	19

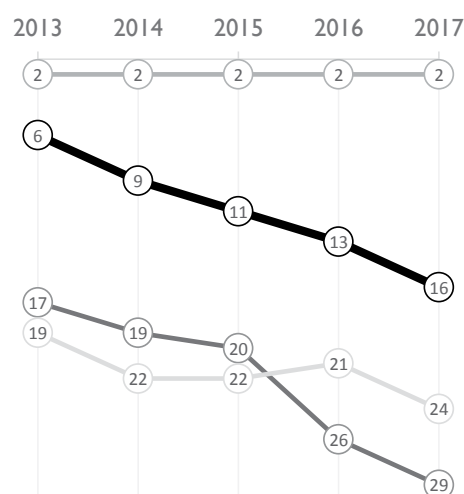
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	0.87 %	30
Skilled labor	is readily available	5.78 Survey [0..10]	33
Finance skills	are readily available	7.26 Survey [0..10]	14
▶ International experience	of senior managers is generally significant	6.38 Survey [0..10]	12
▶ Competent senior managers	are readily available	6.63 Survey [0..10]	11
Educational system	The educational system meets the needs of a competitive economy	6.04 Survey [0..10]	26
Science in schools	is sufficiently emphasized	5.38 Survey [0..10]	31
University education	meets the needs of a competitive economy	6.62 Survey [0..10]	24
Management education	meets the needs of the business community	6.51 Survey [0..10]	23
▷ Language skills	are meeting the needs of enterprises	4.47 Survey [0..10]	48
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.67 number	7
Educational assessment - PISA	PISA survey of 15-year olds	501 Average	20

USA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	6.1 %	12
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	22.7 %	24
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.43 ratio	28
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.46 ratio	48
▷ Apprenticeships	Are sufficiently implemented	3.52 Survey [0..10]	55
▷ Employee training	is a high priority in companies	5.35 Survey [0..10]	41
Female labor force	Percentage of total labor force	46.76 %	21
Health infrastructure	meets the needs of society	5.77 Survey [0..10]	32

Appeal

		Value	2017 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	100.00 index	55
Attracting and retaining talents	is a priority in companies	7.20 Survey [0..10]	18
Worker motivation	in companies is high	6.42 Survey [0..10]	20
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.64 Survey [0..10]	6
Quality of life	is high	8.32 Survey [0..10]	20
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	8.16 Survey [0..10]	4
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	60,717 US\$	2
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	382,189 US\$	2
Effective personal income tax rate	Percentage of an income equal to GDP per capita	13.94 %	23
Personal security and private property rights	are adequately protected	8.30 Survey [0..10]	16

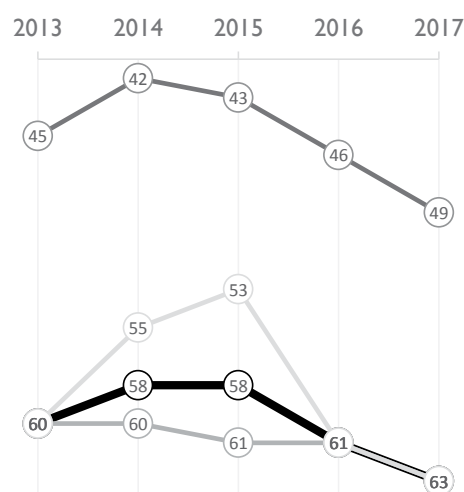
Readiness

		Value	2017 Rank
Labor force growth	Percentage change	1.31 %	22
Skilled labor	is readily available	6.09 Survey [0..10]	23
Finance skills	are readily available	7.46 Survey [0..10]	10
International experience	of senior managers is generally significant	5.54 Survey [0..10]	27
Competent senior managers	are readily available	6.62 Survey [0..10]	12
Educational system	The educational system meets the needs of a competitive economy	6.13 Survey [0..10]	25
Science in schools	is sufficiently emphasized	5.46 Survey [0..10]	29
University education	meets the needs of a competitive economy	7.59 Survey [0..10]	10
▶ Management education	meets the needs of the business community	7.59 Survey [0..10]	6
▷ Language skills	are meeting the needs of enterprises	4.87 Survey [0..10]	47
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.82 number	23
Educational assessment - PISA	PISA survey of 15-year olds	483 Average	32

VENEZUELA

OVERALL PERFORMANCE (63 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2017 Rank
Total public expenditure on education	Percentage of GDP	- %	-
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)	- %	-
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	- ratio	-
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	7.90 ratio	3
Apprenticeships	Are sufficiently implemented	3.19 Survey [0..10]	58
Employee training	is a high priority in companies	4.32 Survey [0..10]	60
Female labor force	Percentage of total labor force	38.85 %	52
▷ Health infrastructure	meets the needs of society	0.77 Survey [0..10]	63

Appeal

		Value	2017 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	102.50 index	56
Attracting and retaining talents	is a priority in companies	5.65 Survey [0..10]	53
▷ Worker motivation	in companies is high	2.73 Survey [0..10]	63
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.65 Survey [0..10]	62
▷ Quality of life	is high	0.73 Survey [0..10]	63
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	0.88 Survey [0..10]	63
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,400 US\$	41
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	23,610 US\$	61
▶ Effective personal income tax rate	Percentage of an income equal to GDP per capita	1.12 %	3
▷ Personal security and private property rights	are adequately protected	0.35 Survey [0..10]	63

Readiness

		Value	2017 Rank
Labor force growth	Percentage change	-2.76 %	62
Skilled labor	is readily available	3.88 Survey [0..10]	56
Finance skills	are readily available	4.38 Survey [0..10]	60
International experience	of senior managers is generally significant	3.92 Survey [0..10]	59
Competent senior managers	are readily available	2.94 Survey [0..10]	62
Educational system	The educational system meets the needs of a competitive economy	1.65 Survey [0..10]	63
Science in schools	is sufficiently emphasized	1.85 Survey [0..10]	63
University education	meets the needs of a competitive economy	3.58 Survey [0..10]	59
Management education	meets the needs of the business community	3.58 Survey [0..10]	60
Language skills	are meeting the needs of enterprises	2.92 Survey [0..10]	63
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

The IMD World Talent Ranking methodology

I. The structure of the IMD World Talent Ranking

The ranking is structured according to three factors:

- 1) investment and development
- 2) appeal
- 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).

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.

Graph 1. Relation between Competitiveness and the Scientific Infrastructure sub-factor

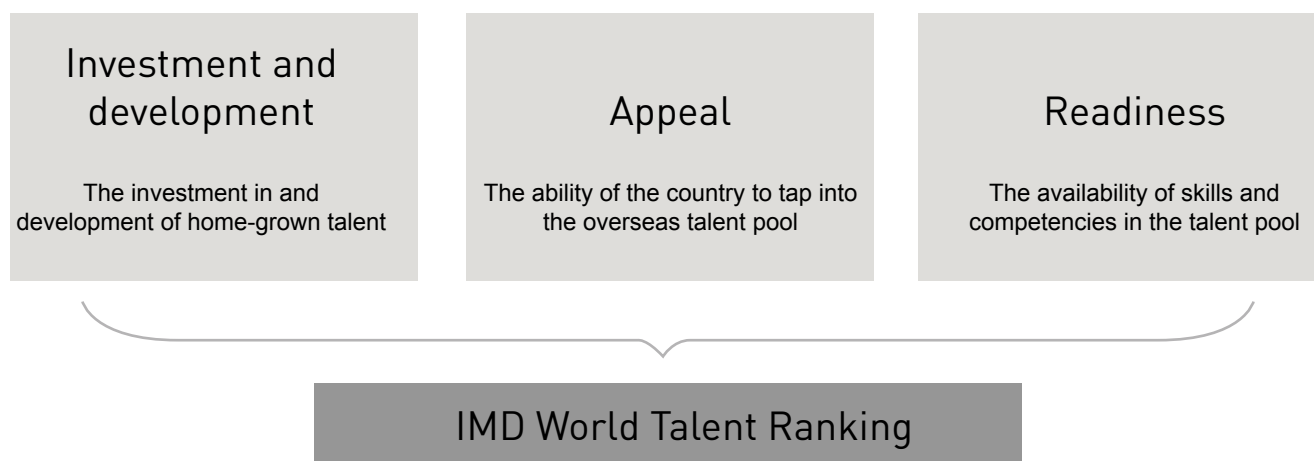


Table 1: Components of the talent factors

Investment and development factor	Appeal factor	Readiness factor
Total public expenditure on education	Cost of living	Labor force growth
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	Sciences 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 factors 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 2013 onward. 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 Mongolia are available from 2015 onward and Cyprus and Saudi Arabia are available only for 2017.

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 of hard and survey criteria. Note that the value range for all survey-based criteria is of 0 to 10.

Table 2: Sample size (2013-2017)

Year:	2013	2014	2015	2016	2017
# Countries:	60	60	61	61	63

Table 3: Criteria definitions and survey questions

Investment & Development factor	
Total public expenditure on education	Percentage of GDP
Public expenditure on education per pupil	Percentage of GDP per capita (secondary)
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff
Apprenticeships	are sufficiently implemented
Employee training	is a high priority in companies
Female labor force	Percentage of total labor force
Health infrastructure	meets the needs of society

Appeal factor	
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)
Attracting and retaining talents	is a priority in companies
Worker motivation	in companies is high
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy
Quality of life	is high
Foreign highly-skilled personnel	are attracted to your 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	are adequately protected

Readiness factor	
Labor force growth	Percentage change
Skilled labor	is readily available
Finance skills	are readily available
International experience	of senior managers is generally significant
Competent senior managers	are readily available
Educational system	The educational system meets the needs of a competitive economy
Science in schools	is sufficiently emphasized
University education	meets the needs of a competitive economy
Management education	meets the needs of the business community
Language skills	are meeting the needs of enterprises
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants
Educational assessment - PISA	PISA survey of 15-year olds

Notes and Sources

Total public expenditure on education (%)

Government Finance Statistics Yearbook
Eurostat
National sources

Jordan, Chile and Luxembourg: Budgetary central government.

Public expenditure on education per pupil

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

Total public expenditure per pupil or student in the secondary level, expressed as a percentage of GDP per capita. Taiwan: including elementary and secondary schools.

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 personnel. 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 personnel. 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

Break in series in 2015: In the main city as of 2015, average of main cities in large countries (made by IMD WCC) or in the capital in smaller ones up to 2014. 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.

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. Cyprus: relates to the southern part of the Island. Argentina, Kazakhstan and Malaysia: Coverage is too small to ensure comparability.

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.