



IMD WORLD
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CENTER

2015

IMD WORLD TALENT REPORT

BY THE IMD WORLD COMPETITIVENESS CENTER



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IMD World Talent Report 2015

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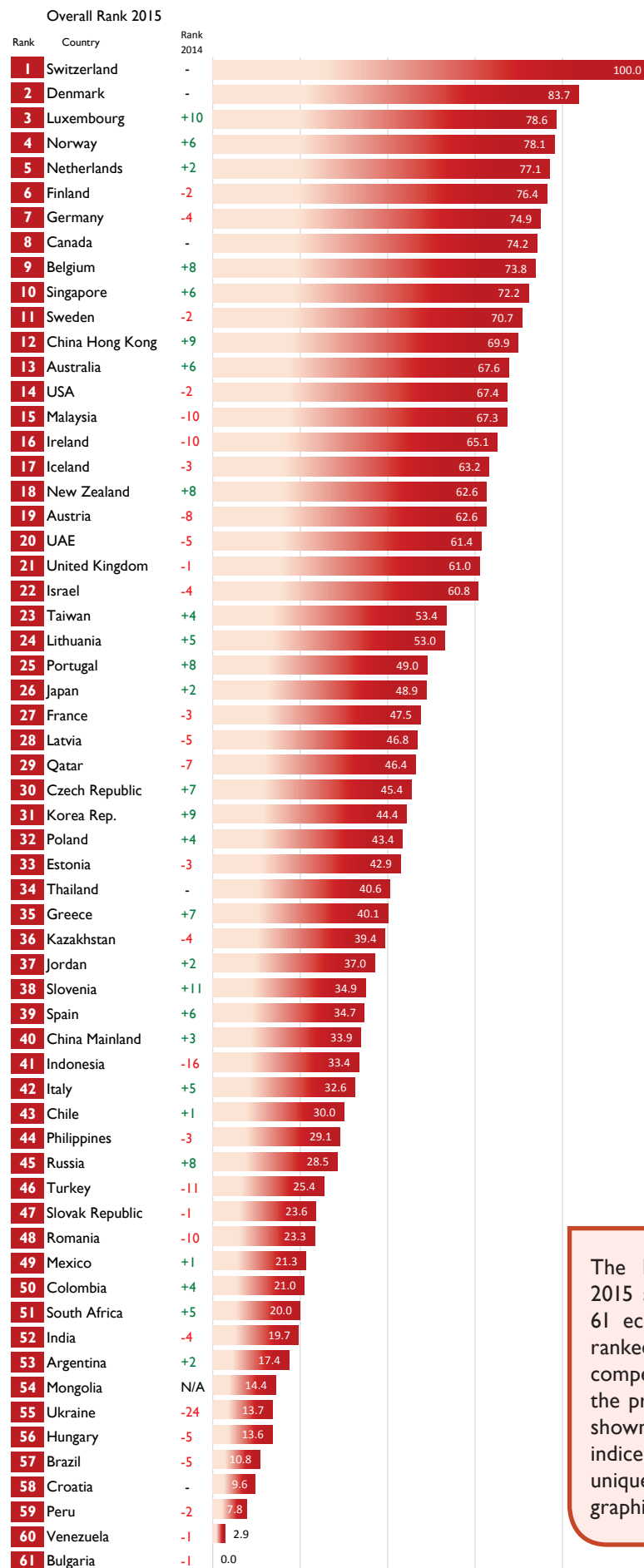
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We also have the privilege of collaborating with a unique network of Partner Institutes, and other organizations, which guarantees the relevance of the data gathered.

Analysis	3
Overall Ranking 2015	4
Introduction	5
The structure of the IMD World Talent Ranking	5
Constructing the IMD World Talent Ranking	7
The IMD World Talent Ranking 2015 - Results overview	9
The IMD World Talent Ranking in retrospective	11
Case studies	12
IMD World Talent Ranking 2005-2015	16
Factor 1: Investment and Development 2015	17
Factor 2: Appeal 2015	18
Factor 3: Readiness 2015	19
Profiles	21
Criteria	83
Factor 1: Investment and Development 2015	84
Factor 2: Appeal 2015	89
Factor 3: Readiness 2015	96
Appendix	103
Notes and Sources	104
Partner Institutes	103

ANALYSIS

OVERALL RANKING 2015



The IMD World Talent Ranking 2015 shows the overall ranking for 61 economies. The economies are ranked from the most to the least competitive, and the change from the previous year's ranking are also shown. The scores are actually indices (0-100) generated for the unique purpose of constructing graphics.

The IMD World Talent Report 2015

I. Introduction

The IMD World Competitiveness Center is delighted to present its IMD World Talent Report 2015, which includes a talent ranking for all countries that are part of the IMD World Competitiveness Yearbook (61 countries as of 2015). The data are gathered from the Center's extensive database, which encompasses 20 years of competitiveness-related data. In some sections of this report, we present a detailed discussion of the data (at the indicator level) from 2005 to 2015. In the indicator tables, however, we only present the 2015 data. All criteria employed in the development of this report can be accessed through the World Competitiveness Online website.

The objective of the IMD World Talent Ranking is to assess the extent to which countries develop, attract and retain talent to sustain the talent pool available for enterprises operating in those economies. While the hard data used in this report have been gathered from various sources (see **Appendix**), the survey data were obtained from the Center's executive opinion survey, designed for the World Competitiveness Yearbook.

I.1. New for 2015

We have added some features to this year's IMD World Talent Report to make it a more comprehensive study of talent around the world. In order to balance the structure of each of the talent factors, we include new indicators (see **Table I**) that make for more cogent factors. We discuss these new indicators in the next section.

Another new feature of the Talent Report is the inclusion of country profiles. The profiles enable readers to easily trace the evolution of the talent rankings over the last five years and provide a quick assessment of each country's talent strengths and weaknesses.

We continue to trace the performance of what we refer to as talent competitive countries. This edition covers their 2005 to 2015 performance in the World Talent Ranking. These are the countries that have achieved a top 10 spot in the ranking for five or more years during the period under study. Such a performance is the result of an approach to talent competitiveness based on a balanced commitment to the development of home-grown talent and the attraction of overseas talent through policies that strive to meet the talent demands of the country.

2. The structure of the IMD World Talent Ranking

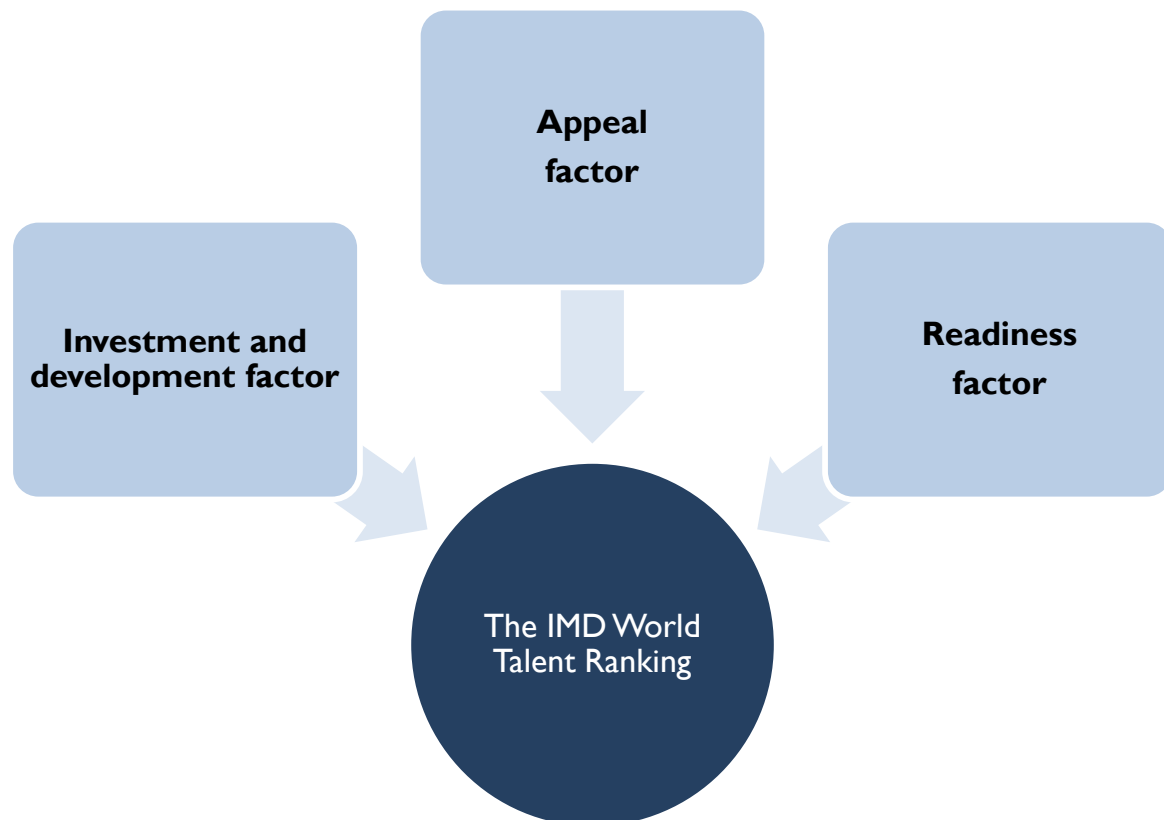
The ranking is structured according to three factors: 1) investment and development, 2) appeal and 3) readiness:

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

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

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

Figure 1: Structure of the IMD World Talent Ranking



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

Table 1: Components of the talent factors*

Investment and development factor	Appeal factor	Readiness factor
<ul style="list-style-type: none"> • Total public expenditure on education • Total public expenditure on education (per pupil) • Pupil-teacher ratio (primary) • Pupil-teacher ratio (secondary) • Apprenticeship • Employee training • Female labor force • Health infrastructure 	<ul style="list-style-type: none"> • Cost of living • Attracting and retaining • Worker motivation • Brain drain • Quality of life • Foreign skilled people • Remuneration in services professions • Remuneration of management • Effective personal income tax rate • Personal security and private property rights 	<ul style="list-style-type: none"> • Labor force growth • Skilled Labor • Finance skills • International experience • Competent senior managers • Educational system • Science in schools • University education • Management education • Language skills • Student mobility inbound • Educational assessment - PISA

* New indicators to this edition are in bold

3. Constructing the IMD World Talent Ranking

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

- Normalize data to the 0 to 1 values in order to bring all indicators into the same value range
- Calculate the average of the normalized criteria
- Use averaged criteria to generate the three talent competitiveness factors
- Aggregate factors to build the overall talent ranking
- Normalize the 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 2005 to 2015. However, there are some caveats. For certain years, our sample varies according to the evolution of the IMD World Competitiveness Yearbook. That is to say, some countries appear in the talent ranking only for the years since they became part of the Yearbook. For example, talent rankings for Iceland are only available from 2010, Latvia has appeared in the rankings since 2013 and Mongolia only appears in the 2015 edition.

Table 2: Sample size (2005-2015)

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

The survey data follow the evolution of the Yearbook. The executive opinion survey employed in the Yearbook is constantly updated and a relevant question for the talent ranking may only have been incorporated in recent years. Therefore, the availability of data for that particular indicator could be restricted to only a segment of the period considered in this report. Specifically, the apprenticeship indicator is available for 2013 and 2015. The attracting and retaining talent and management education indicators are available from 2007 and 2008 (respectively) to the present. Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

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

Table 3: Criteria definitions and survey questions

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

4. The IMD World Talent Ranking 2015 – Results overview

The 2015 IMD World Talent Ranking is led by Switzerland, Denmark, Luxembourg, Norway and the Netherlands (1st to 5th respectively). In **Table 4** we present the 2015 top 10 countries and in the sub-sections that follow, we discuss in detail the performance of several countries in the three talent competitiveness factors.

Table 4: Top 10 talent ranking, 2015

Top 10 countries	
2015 Ranking	Country
1	Switzerland
2	Denmark
3	Luxembourg
4	Norway
5	Netherlands
6	Finland
7	Germany
8	Canada
9	Belgium
10	Singapore

4.1 Investment and development factor

Similarly to last year's ranking, Denmark leads the investment and development factor while Switzerland reaches the 2nd spot. Austria follows in 3rd place with Belgium and Finland ranking 4th and 5th respectively. Within this factor, Denmark achieves the highest score in total expenditure on education (as a percentage of GDP) and Belgium leads in the total public expenditure on education per pupil indicator. The pupil-teacher ratios are headed by Luxembourg (primary school) and Croatia (secondary school). Lithuania, Portugal and Latvia rank high in this factor (10th, 11th and 15th respectively).

Switzerland obtains the highest mark in the apprenticeship indicator followed closely by Germany (8.05) and Austria (7.10). For the same criterion, Lithuania (6.93), Japan (6.86) and Malaysia (6.55) make the top 10 (4th, 5th and 6th, respectively). Latvia comes 11th with a score of 5.52, Kazakhstan 12th with 5.50 and Taiwan 13th with 5.42.

Denmark leads the way in employee training. Germany (7.51) and Switzerland (7.37) reach 2nd and 3rd places respectively. In the same indicator, Malaysia achieves 4th with 7.33, Japan 5th with 7.24 and Lithuania 9th with 6.80. Mongolia reaches the 11th spot with 6.78. Estonia, Latvia, Thailand and China Hong Kong round up the top 20 in employee training.

In terms of female labor force (as a percentage of the total labor force), Lithuania (10th spot in the investment and development factor) obtains the highest score. While Latvia (49.87%), Brazil (49.65%) and Kazakhstan (48.97%) reach the 2nd, 3rd and 4th spots, Portugal (48.69%) comes 6th, Estonia (48.50%) makes it to 7th place, and France (47.83%) 9th. In this indicator, USA (46.84%) reaches 18th position, Switzerland (46.44%) 23rd and Germany (46.41%) 25th. The Netherlands (45.97%), Australia (45.91%) and Luxembourg (38.43%) rank in the bottom half of the sample (31st, 32nd and 52nd respectively).

The health infrastructure indicator is led by Switzerland (8.98), Belgium (8.53) and Singapore (8.39) in 1st, 2nd and 3rd places respectively. Taiwan (7.82, 11th), Spain (7.76, 12th), Malaysia (7.53, 14th), Korea Rep. (7.49, 16th) and UAE (7.24, 17th) make the top 20 in this indicator.

4.2 Appeal factor

Switzerland heads the talent appeal factor with USA, Luxembourg, Canada and Germany (2nd to 5th respectively) completing the top 5. Ireland (7th), UAE (8th) and China Hong Kong (10th) make it to the top 10 in this factor. Within the appeal factor, in terms of the cost of living, Canada is the least expensive (74.52) among the top 10 countries. USA (74.65) and Germany (80.09) follow. The most expensive countries among the top 10 are Denmark (104.2), Switzerland (114.4) and China Hong Kong (121).

In the quality of life criterion, Switzerland (9.73), Norway (9.57) and Austria (9.51) head the top 10 rankings while Canada (9.22), Australia (9.11) and Finland (9.02) close it. UAE obtains the lowest mark (6.96) in terms of attracting and retaining talents among the top 10 countries in the factor. Other countries at the top of this indicator are Denmark (7.85), USA (7.72), Norway (7.72), Malaysia (7.70), Switzerland (7.66) and Singapore (7.64).

In the level of worker motivation in companies criterion, Switzerland (7.67), Denmark (7.66) and Norway (7.46) lead the way. In the same criterion, Ireland, Luxembourg and China Hong Kong make it to the top 10 with 7.40, 7.38 and 7.29 respectively. Taiwan and Malaysia close ranks in the top 10 obtaining 7.12 and 7.08 respectively. Norway (8.27) heads the brain drain (as a hindrance to competitiveness in the economy) criterion. Switzerland (7.56) and Finland (6.83) follow. While the UAE reaches 7th place with 6.58, Chile comes 13th with 6.21, the UK 14th with 5.98 and Indonesia 15th with 5.93.

The ability to attract foreign highly skilled people is led by Switzerland (8.91). Singapore obtains 8.12 (5th place) while the UK (8.00) reaches 6th place, Qatar (7.51) 8th place, Australia (7.48) in the 9th spot and China Hong Kong draw with New Zealand (7.43) in 10th place. Malaysia (7.05), Chile (6.81), Kazakhstan (6.60) and Indonesia (6.14) make it to the top 20 in this criterion.

In terms of personal security and protection of private property rights, Finland leads the ranking while Denmark, Norway, Switzerland, Singapore and Canada come 3rd, 4th, 5th, 6th and 7th respectively. Only two countries outside the top 10 of the overall talent ranking, China Hong Kong and Australia make it to the top (2nd and 8th respectively) in this criterion. Germany and Luxembourg close the top 10.

4.3 Readiness factor

Switzerland heads the readiness factor followed by Singapore (2nd), Netherlands (3rd), Finland (4th) and Canada (5th). Within this factor, in the labor growth (percentage change) criterion, Qatar achieves top score (9.53%) followed by UAE (9.31%), Turkey (6.43%), Venezuela (6.10%) and Indonesia (3.11%). Switzerland (1.81%) reaches 15th place, Germany (0.61%) 29th and Denmark (0.55%) 30th position.

In terms of skilled labor (readily available), Finland (7.67) heads the top with Greece (7.50), Norway (7.27), Denmark (7.13) and the Netherlands (7.05) rounding up the top of the table. The Philippines (7.00) reaches 6th spot, Australia (6.75) reaches 7th spot, Israel (6.70) 8th, Iceland (6.69) 9th, Ireland (6.68) 10th and Germany (5.02) a distant 45th spot. Switzerland (8.13) leads in the availability of finance skills. Norway (7.84) and Denmark (7.75) complete the top 3. While China Hong Kong (7.69) makes it to the 7th place, Israel (7.49) comes 10th, USA (7.47) 11th, the UK (7.32) 14th, Germany (6.98) 21st and France (6.92) 23rd.

Luxembourg (7.87) reaches the top in the international experience of senior managers (generally significant), Switzerland (7.82), China Hong Kong (7.69), UAE (7.21) and Qatar (7.01) follow. Singapore (6.88), the Netherlands (6.86), Sweden (6.66), Malaysia (6.62) and Belgium (6.59) close the top 10. Germany (6.30) ranks 14th with Denmark (5.97) at 16th, and the USA (5.06) and Norway (5.02) in a distant 35th and 38th respectively.

In terms of competent senior managers (readily available), Ireland (7.00), China Hong Kong (6.94), Norway (6.86), Denmark (6.80), Switzerland (6.77) and the Netherlands (6.77) lead the table. UAE (6.76), Canada (6.67), Sweden (6.59) and Finland (6.50) reach the 7th to 10th positions. Germany (5.59) and France (5.57) come 32nd and 33rd respectively.

Switzerland (8.74), Finland (8.56), Singapore (8.27), Canada (8.20) and Germany (7.84) lead the way in the fit between the educational system and the needs of a competitive economy. Ireland (7.45) and Australia (7.30)

close the top 10 in this criterion. While the USA (6.37) comes 19th, France (5.70) and Sweden (5.59) make it to the 26th and 27th places respectively.

Singapore (8.44) tops the table in science in schools (sufficiently emphasized). Switzerland (7.68), Canada (7.48), Finland (7.34) and Malaysia (6.91) reach the 2nd to 5th places (respectively). UAE (6.65), China Hong Kong (6.51) and Taiwan (6.41) close the top 10. Germany (6.39) comes 11th and Denmark 12th while Norway reaches 20th spot and Luxembourg 25th. Sweden ranks at a distant 40th.

The top 5 for the University education (fulfil the needs of a competitive economy) criterion is Switzerland (8.56), Canada (8.17), Singapore (8.14), Israel (8.04) and Finland (7.82). Malaysia (6.68), Sweden (6.57) and Luxembourg (5.90) rank 17th, 19th and 24th respectively. Switzerland (8.34), Canada (8.00) and Singapore (7.73) top the management education (meets the needs of the businesses) indicator. Belgium (7.23) closes the top 10 while Malaysia (6.88) ranks 14th, Sweden (6.80) 16th and the UK (6.29) 25th.

Luxembourg (8.89) leads the way in the availability of language skills followed by the Netherlands (8.68), Denmark (8.63), Switzerland (8.57) and Sweden (8.48). While Singapore (8.34) comes in 7th position, Portugal (8.11) rounds up the top 10. Germany (7.05) ranks 22nd and the USA (4.79) reaches the 42nd spot.

In the student mobility (inbound) indicator, Australia (10.89), Singapore (9.97), New Zealand (9.29), Austria (6.89) and the UK (6.71) top the ranking. The UAE (6.18) and Switzerland (5.59) follow in 6th and 7th position. Netherlands (3.43), Finland (3.26) and Sweden (3.00) make it to the 18th, 19th and 20th place while Germany (2.56) is in the 24th spot.

5. The IMD World Talent Ranking in retrospective (2005-2015)

In this section we discuss the evolution of the IMD World Talent Ranking for a selected group of countries during the period from 2005 to 2015.

5.1 Talent competitive countries

Developing the 2005-2015 talent rankings enables us to identify countries that consistently accomplish high scores over the years; that is to say, the countries that rank in the top 10 for five or more years during the period assessed. We call these countries talent competitive.

Talent competitive countries show a balanced approach between their commitment to education, investment in the development of local talent and their ability to attract overseas talent. The talent competitiveness strategies that these countries adopt strive to fulfil the demands of their economies. In this sense, talent competitive countries exhibit a high level of “agility” in the development of policies that impact their talent pipeline. In the following table we present the most talent competitive countries for the 2005-2015 period.

Table 5. The most talent competitive countries (2005-2015)

Country	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Austria	6	1	3	4	6	4	9	14	13	11	19
Canada	5	10	10	6	7	10	7	5	8	8	8
Denmark	3	3	2	3	2	3	3	2	2	2	2
Finland	2	4	17	13	4	8	5	4	4	4	6
Ireland	14	5	6	10	13	18	16	8	11	6	16
Netherlands	7	15	8	7	5	7	8	7	5	7	5
Norway	15	13	13	18	10	13	10	6	7	10	4
Singapore	10	7	4	2	8	9	17	9	17	16	10
Sweden	12	12	5	5	3	2	2	3	3	9	11
Switzerland	1	2	1	1	1	1	1	1	1	1	1

The fluctuation in the overall ranking experienced by some of these countries throughout the period may be the result of cyclical economic and socio-political issues that impact, for example, immigration policies and/or investment in education. In some cases, such policies could result in the diminishing ability of countries to attract overseas talent despite strong commitment to local talent development.

In the next section we assess the proposition that talent competitive countries strike a balance between the development of local talent and the attraction of overseas talent through the adoption of policies that meet the talent requirements of their economies. We select countries based on their evolution in the talent ranking for 2005-2015. These short case studies include examples of countries that steadily remain in the top 10 of the rankings and others that fluctuate in and out of the top 10 ranks. In addition, we include countries that consistently decline in their ranks and others that steadily rise.

5.2 Case studies

5.2.1 Brazil

In the overall talent ranking, Brazil peaks at 28th in 2005 and experiences a decline to 52nd position in 2014 and to 57th in 2015. When comparing Brazil's scores for 2005 and 2015 we observe that it has experienced a decline in most of the indicators and a particularly sharp drop in some of the criteria encompassed by the readiness factor. Among these we find several indicators. Brazil sees the labor force growth indicator steeply decline from 4.57% in 2005 to 0.75% in 2014 and to -0.05% in 2015. Similarly, the availability of skilled labor scores drop from 5.34 to 3.16 and to 3.11 in the same period.

The availability of finance skills falls sharply from 6.17 (2005) to 4.93 (2014) and to 4.05 (2015) while the access to competent senior managers dwindles from 6.20 (2005) to 3.45 (2014) but improves to 3.68 in 2015. The ability of the country's educational institutions to fulfil the talent demands of the market suffers a similar decrease. The educational system criterion steeply falls from 3.34 in 2005 to 1.80 in 2014, improving in 2015 (1.88) while the emphasis on science in schools drops from 3.68 to 2.06, further decreasing to 1.88 in 2015.

Such a considerable decline in the readiness factor occurs despite a somewhat stable investment and development factor. Brazil sees an increase in its total public expenditure on education from 4.60% in 2005 to 5.82% in 2015. The pupil-teacher ratio in primary education improves from 24.05 to 20.52. Similarly the pupil-teacher ratio secondary school is enhanced from 19.12 in 2005 to 15.97 in 2015. The percentage of female labor force increases from 43.11% to 49.65%, although the prioritization of employee training decreases from 5.86 to 5.15. The health infrastructure steadily decreases from 2.86 to 1.51 during the same period.

Brazil ranks inconsistently in the appeal factor. It experiences a sharp increase in the cost of living index from 59.80 in 2005 to 95.30 in 2014 but it improves in 2015 (80.93). The level of worker motivation in the country also takes a dive from 6.66 to 4.80 while the brain drain indicator drops from 5.63 to 4.33. Similarly, the quality of life decreases from 4.34 to 4.16 and the attracting and retaining talents indicator also decreases from 6.59 in 2007 to 6.42 in 2015. The ability of the country to attract foreign highly skilled people slightly increases from 5.06 in 2005 to 5.17 in 2014 but shows a fair decline in 2015 (4.19). The percentage of personal income tax rate steadily increases from 7.64% in 2005 to 7.95% in 2014 peaking at 11.02% in 2012. In terms of the protection of personal security and private property, Brazil scores 3.49 in 2005 peaking at 4.67 in 2011 but declining to 3.24 in 2015.

5.2.2 Germany

In the period from 2005 to 2015 Germany rises from 18th place in 2006 to 3rd in 2014, dropping to 7th in 2015. At the factor level during the 2011-2015 period, Germany's performance is mixed. The investment and development factor fluctuates from the 12th to the 7th place. Similarly, the appeal factor moves from 14th (2011) to the 5th (2015). In the same period, the readiness factor declines from 6th to 17th place.

In the investment and development factor, results show that Germany increases the total public expenditure on education from 4.10% in 2005 to 4.20% in 2012. We observe, however, a declining trend in pupil-teacher ratio in primary education, which drops from 14.12 to 16. Such a decline occurs despite an increase in Germany's

total public expenditure on education per pupil from 20.99% in 2006 to 24.70% in 2010. It is important to mention that the pupil-teacher ratio for secondary school slightly improves from 13.92 to 13.80 during the period from 2005 to 2012.

While the country's implementation of apprenticeship programs declines from 8.44 in 2013 to 8.05 in 2015, other indicators in the investment and development factor improve. The prioritization of employee training in companies increases from 6.91 in 2005 to 7.51 in 2015. Similarly, Germany's percentage of female labor force also increases from 44.94% in 2005 to 46.41% in 2014, while the health infrastructure of the country improves from 8.08 to 8.15 in the 2005-2015 period.

In the appeal factor, Germany also sees an improvement in the level of worker motivation criterion from 6.35 in 2005 to 7.37 in 2015. Brain drain as a hindrance to competitiveness also observes the same pattern, improving from 5.98 (2005) to 6.30 (2015). The ability of Germany to attract foreign highly skilled people similarly increases from 4.35 in 2005 to 6.26 in 2015. Germany's quality of life indicator improves from 8.47 in 2005 to 9.31 in 2015, while the attracting and retaining talents indicator also increases from 7.19 in 2007 to 7.51 in 2015 (despite dwindling from a score of 8 in 2014). The personal security and protection of private property indicator fluctuates in the period of study decreasing from 8.87 (2005), peaking at 8.98 (2011) but dropping to 8.58 (2015).

The country fares similarly in the readiness factor. The access to skilled labor sharply drops from 7.07 in 2005 to 5.02 in 2015. The availability of finance skills falls from 7.18 to 6.98 and likewise the availability of competent senior managers indicator drops from 6.31 to 5.59 during the same period.

At the management level, the international experience criterion increases from 5.73 in 2005 to 6.30 in 2015. The management education fit to the needs of the business community also improves from 6.31 in 2008 to 6.99 in 2015.

The readiness of Germany's educational institutions to meet the demands of the economy likewise experiences an improvement in the period of study. The criterion of educational system obtains a score of 4.21 in 2005 but increases to 7.84 in 2015. In addition, the indicator for the emphasis assigned to science in schools increases from 3.84 in 2005 to 6.39 in 2015. Similarly the university education criterion improves from 5.05 to 7.67 during the same years while the language skills indicator also increases from 6.06 in 2005 to 7.05 in 2015.

In 2015, Germany's lowest scores come in the public expenditure on education, pupil-teacher ratio (secondary education), effective personal income tax rate, availability of skilled labor and of competent senior managers. Its highest scores are in the implementation of apprenticeship schemes and on the priority that companies assign to the training of the workforce.

5.2.3 Malaysia

Malaysia experiences a decline in almost all talent indicators resulting in a drop of 10 ranks in 2015. It steadily improves its position in the overall World Talent Ranking from 20th place in 2005 to the 6th spot in 2010 up to the 5th rank in 2014, but dropping to the 15th in 2015.

Malaysia sees an increase in the score of the employee training criterion from 6.17 in 2005 to 7.71 in 2014 but declines in 2015 (7.33). Within the readiness factor, the availability of skilled labor improves from 5.77 to 6.95 dropping to 6.66 (2015) while access to finance skills is enhanced from 6.15 (2005) to 7.40 (2014) but declines to 7.30 (2015). At the senior management level, Malaysia improves in international experience from 5.83 in 2005 to 7.23 in 2014 decreasing to 6.62 in 2015. Likewise, access to competent senior managers increases from 5.89 to 7.44 and then down to 6.44.

The ability of the country's educational institutions to meet the talent requirement of the market is enhanced in the 2005-2014 period but declines in 2015. The educational system indicator rises from 5.54 to 6.86 and then drops to 6.70. Likewise, the university education criterion increases from 5.49 to 6.90, then to 6.68, while that of language skills improves from 5.60 to 7.52 dropping to 7.10. In addition, the emphasis that schools assign to science increases from 6.04 to 6.98 but declines to 6.91 in the period under consideration.

Malaysia's appeal factor experiences the same pattern. The level of worker motivation in companies increases from 6.08 in 2005 to 7.68 in 2014 down to 7.08 in 2015. At the same time, the criterion covering the brain drain as a hindrance to the competitiveness of the country improves from 4.84 to 6.51 and then declines to 5.71. While

the quality of life improves from 6.76 in 2005 to 7.48 in 2014, it drops to 7.36 in 2015. Nevertheless, the ability of the country to attract foreign highly skilled people increases from 6.42 in 2005 to 7.24 in 2014 and it is further enhanced in 2015 (7.05). Personal security and protection of private property rights also increases from 6.57 (2005) to 6.94 (2015).

There are improvement trends under the investment and development factor in the period from 2005 to 2015. Malaysia's pupil-teacher ratio for both primary and secondary education improves from 18.08 to 12.30 and from 16.50 to 13.10, respectively. The percentage of the country's female labor force also increases from 36.06% in 2005 to 38.43% in 2015. The adequacy of the country's health infrastructure increases from 6.65 in 2005 to 7.53 in 2015. Other indicators under this factor, however, experience a decline between 2014 and 2015. The country's implementation of apprenticeship programs increases from 6.49 in 2013 to 7.12 in 2014 but decreases to 6.55 in 2015. Malaysia's total public expenditure on education decreases from 6.98% in 2005 to 5.51% in 2015. The country's total public expenditure on education per pupil improves from 20.54% in 2007 to 23.15% in 2014 but drops to 19.87% in 2015.

5.2.4 Singapore

In the overall ranking, Singapore experiences an increase from the 10th spot in 2005, peaking at 2nd place in 2008 then descending to 9th in 2010 and reaching 10th in 2015. The country's scores in most of the indicators of the investment and development factor seem low and cost of living is high – suggesting that Singapore currently has a large pool of talent that it has nurtured and attracted, but that this pool may shrink slightly in the future.

While the total public expenditure on education peaks at 3.72% in 2005, it reaches its lowest (2.80%) in 2009. In 2015, expenditure on education is at 3.08%. The primary school pupil-teacher ratio reaches its lowest at 25 in 2006 but steadily improves to 18 in 2015. The female percentage of the labor force criterion experiences a similar pattern, improving from 41.30% in 2005 to 44.97% in 2015. In terms of the prioritization of employee training, Singapore's scores fluctuate from a high of 7.32 (2008) to a low of 6.27 in 2013, improving in 2015 (6.72). Other indicators under this factor, however, experience a decline during the period under study. In the implementation of apprenticeship programs, Singapore scores 5.26 in 2013, 5.25 in 2014 and drops to 5 in 2015. The health infrastructure, likewise, declines from 8.44 in 2005 to 8.39 in 2015.

In the cost of living indicator, Singapore scores 83.60 in 2005; living costs increase to 125.11 in 2013 but decrease to 116.80 in 2015 (the second most expensive in the sample). Scores for the quality of life are consistently high (above 8) with a lowest value of 8 in 2005 and a highest of 8.96 in 2007; although in 2015 the quality of life indicator experiences a slight decline to 8.37. In the attracting and retaining indicator Singapore achieves the highest mark of the sample in 2008 with a value of 8.33; by 2015, however, the country scores slightly lower (7.64) in this indicator. Scores for the brain drain criterion are relatively high throughout. At the same time, Singapore's ability to attract foreign highly skilled people receives extremely high marks, albeit with a lowest score of 7.95 in 2013 from a high of 8.74 in 2008; the score for 2015 is 8.12. In the personal security and protection of private property, similarly, Singapore's scores are high, peaking at 9.30 in 2008, obtaining its lowest mark in 2014 (8.61). For 2015 the country's score in this indicator is 8.84.

Within the readiness factor, Singapore scores are consistently high for the educational system, science in schools, university education and management education criteria. Moreover, in all the years under study, Singapore achieves the highest scores for science in schools. In the 2006-2008 period, Singapore dominates the educational system and university education indicators.

5.2.5 Switzerland

In the years considered in this report, Switzerland ranks 1st except in the 2006 ranking for which it reaches the 2nd spot. Through the period, Switzerland excels in all factors particularly in the appeal and readiness factors. It is worth mentioning that under the investment and development factor, in the female percentage of the labor force, Switzerland experiences some fluctuation but sees an increase from 44.69% in 2005 to 46.44 in 2015. Similarly, in the prioritization of employee training for companies, the country scores higher than 7.35 throughout, reaching top marks in 2012 (7.86) but declining in 2015 (7.37). In the health infrastructure, scores are similar, peaking in 2011 (9.04), with the lowest in 2013 (8.72) and improving in 2015 (8.98).

Switzerland achieves the top spot in the quality of life for six of the years in the period under study, in worker motivation (four years) and in attracting foreign highly skilled people (eight years). In the personal security and protection of private property indicator, Switzerland's marks are likewise high throughout the period covered by this report. It is also important to mention, its scores in the brain drain as a hindrance to the competitiveness of the economy are consistently high (above 7.00 from 2007 to 2015), reaching its lowest in 2009 at 7.10.

In other specific indicators, Switzerland dominates (in the majority of years analyzed) the rankings in the availability of finance skills, the significance of the international experience of senior managers, in the ability of university education to fulfil the demands of the labor market, and in the ability of the management education to meet the needs of the business community. In language skills it achieves top marks in four years during the 2005-2015 period. Switzerland's lowest scores show in the pupil-teacher ratio (primary and secondary education), percentage female labor force, labor force growth, cost of living indicators and in effective personal income tax rate.

6. Observations

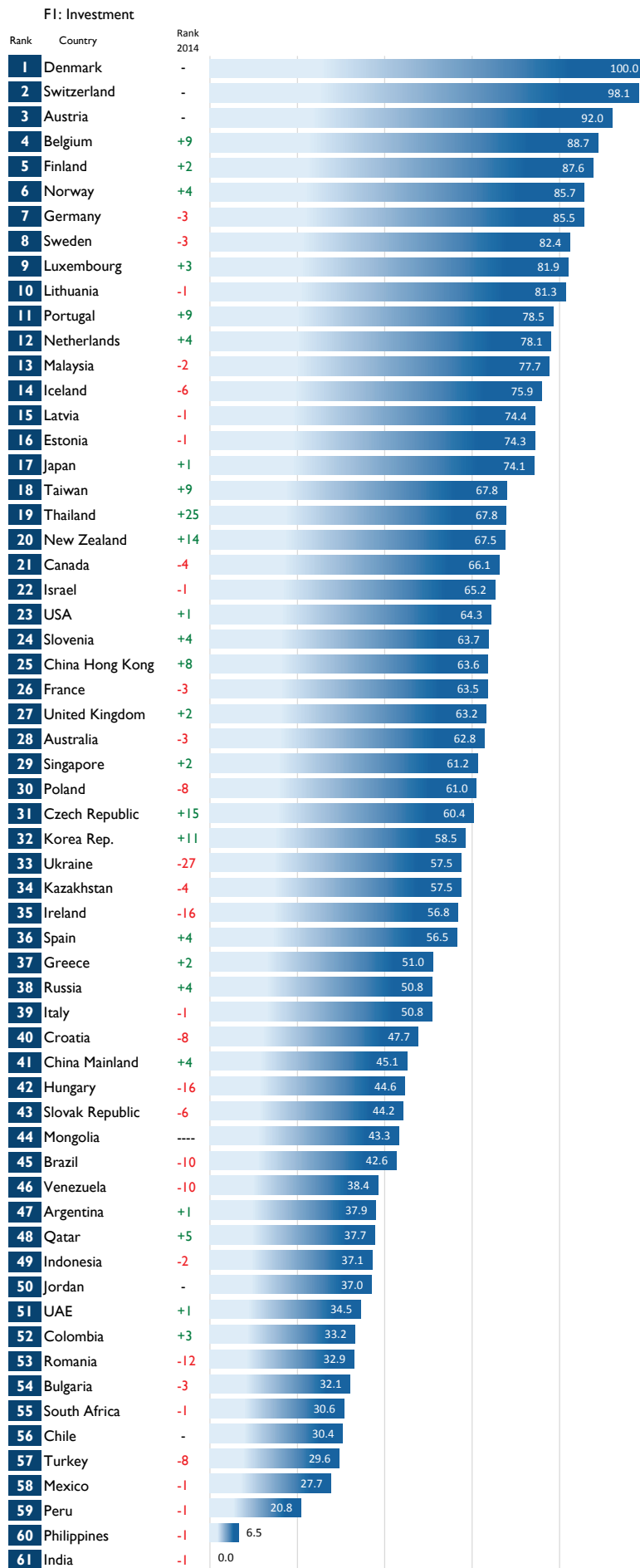
The 2015 results support the proposition that countries that achieve a positive balance between investing and developing local talent and the ability to attract and retain overseas talent perform consistently well in the period under study, for example Switzerland. The country's results indicate that it is able to develop its home-grown talent while efficiently tapping into the overseas talent pipeline. In addition, the Malaysian example shows that a strategy aiming at improving both the home-grown and overseas talents has a positive impact on the country's performance in the overall talent ranking.

Countries that experience imbalances in that strategy tend to experience a drop in their overall rankings. The overall ranking pattern exhibited by Singapore seems to be the outcome of the investment and development factor results in combination with other indicators, such as the cost of living. In other words, despite improvement in 2015, Singapore's results show a fair degree of imbalance between the criteria covering the home-grown talent pipeline and the ability of the country to attract overseas talent. The country thus fluctuates in and out of the top 10 talent ranking during the period under study. Similarly, Germany's performance experiences a fair degree of imbalances. It shows that despite some improvements in the investment and development and appeal factors, the readiness of the economy to meet the talent demand could steadily dwindle if the availability of the necessary competencies and skills are not constantly updated and replenished. Finally, the performance of Brazil shows that imbalances across all talent competitiveness criteria are detrimental for the sustainability of an effective and dynamic talent pipeline.

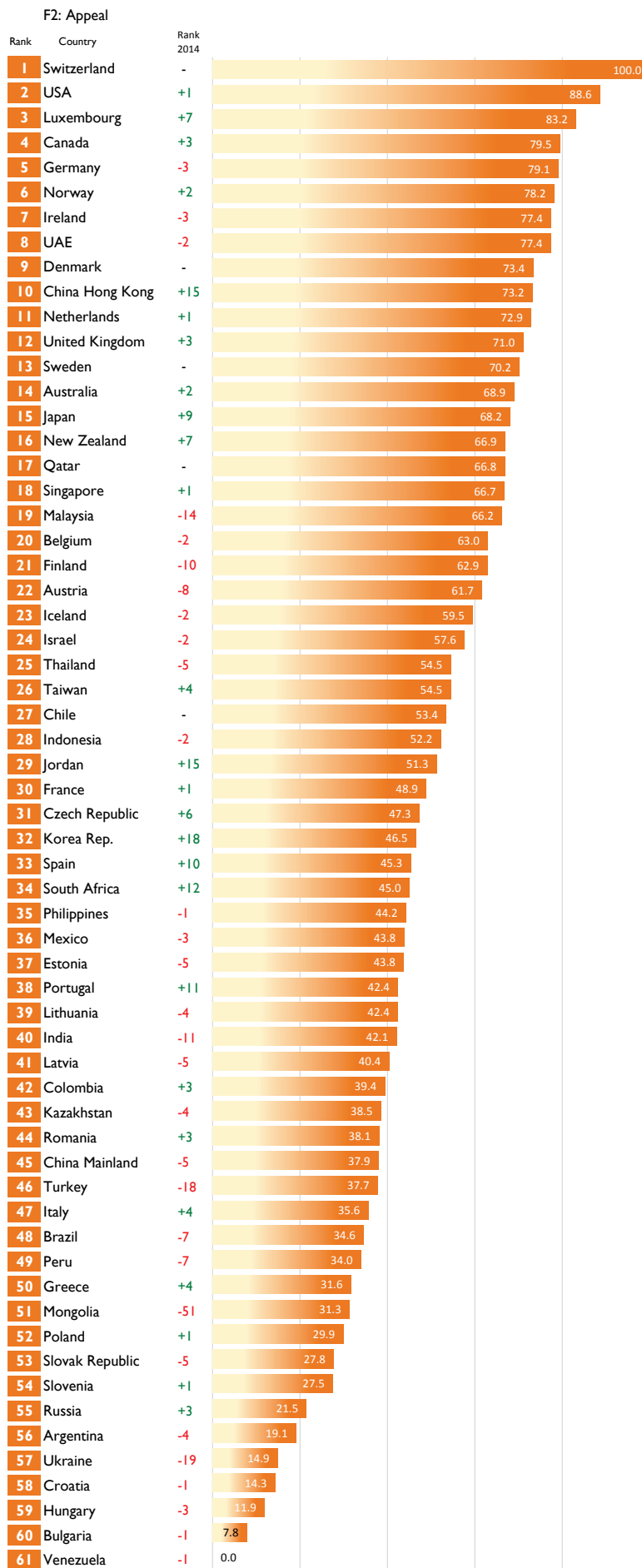
IMD WORLD TALENT RANKING 2005-2015

Overall Ranking											+ / - 2015-2014	Investment and development factor	Appeal factor	Readiness factor	Overall
Country \ Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015			
Argentina	47	42	41	48	49	44	45	44	53	55	+2	47	56	48	53
Australia	9	9	9	11	11	17	12	20	20	19	+6	28	14	9	13
Austria	6	1	3	4	6	4	9	14	13	11	-8	3	22	29	19
Belgium	11	14	15	8	9	11	6	18	10	17	+8	4	20	10	9
Brazil	28	31	37	31	34	40	47	45	48	52	-5	45	48	61	57
Bulgaria	-----	40	51	51	45	58	59	59	60	60	-1	54	60	60	61
Canada	5	10	10	6	7	10	7	5	8	8	-	21	4	5	8
Chile	22	25	27	27	33	31	26	29	44	44	+1	56	27	44	43
China Hong Kong	13	8	18	17	18	21	20	13	19	21	+9	25	10	8	12
China Mainland	48	44	40	50	50	46	43	50	45	43	+3	41	45	37	40
Colombia	36	30	34	42	55	51	39	56	51	54	+4	52	42	52	50
Croatia	-----	51	53	46	53	55	57	57	57	58	-	40	58	58	58
Czech Republic	24	19	24	28	24	26	25	30	28	37	+7	31	31	30	30
Denmark	3	3	2	3	2	3	3	2	2	2	-	1	9	6	2
Estonia	27	27	29	25	32	28	30	32	37	30	-3	16	37	43	33
Finland	2	4	17	13	4	8	5	4	4	4	-2	5	21	4	6
France	21	20	23	19	21	20	28	26	26	24	-3	26	30	28	27
Germany	17	18	16	16	12	16	11	10	6	3	-4	7	5	17	7
Greece	31	32	28	36	40	36	44	46	33	42	+7	37	50	24	35
Hungary	16	24	20	26	30	33	38	39	49	51	-5	42	59	53	56
Iceland	-----	-----	-----	-----	-----	5	4	12	18	14	-3	14	23	18	17
India	29	28	26	33	31	34	29	34	42	48	-4	61	40	36	52
Indonesia	49	50	50	40	41	37	32	42	32	25	-16	49	28	42	41
Ireland	14	5	6	10	13	18	16	8	11	6	-10	35	7	14	16
Israel	8	11	12	15	16	14	15	17	15	18	-4	22	24	13	22
Italy	41	45	43	44	46	42	52	37	43	47	+5	39	47	40	42
Japan	32	29	25	30	23	29	31	41	35	28	+2	17	15	49	26
Jordan	40	39	33	23	44	53	53	36	50	39	+2	50	29	35	37
Kazakhstan	-----	-----	-----	-----	35	32	37	28	38	32	-4	34	43	34	36
Korea Rep.	35	41	44	39	38	35	33	33	39	40	+9	32	32	31	31
Latvia	-----	-----	-----	-----	-----	-----	-----	-----	31	23	-5	15	41	32	28
Lithuania	-----	-----	32	34	26	25	35	31	22	29	+5	10	39	26	24
Luxembourg	19	16	7	14	17	12	18	15	16	13	+10	9	3	12	3
Malaysia	20	17	14	12	15	6	14	11	9	5	-10	13	19	16	15
Mexico	44	46	49	52	52	54	50	49	40	50	+1	58	36	51	49
Mongolia	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	----	44	51	59	54
Netherlands	7	15	8	7	5	7	8	7	5	7	+2	12	11	3	5
New Zealand	23	22	19	21	20	22	22	25	25	26	+8	20	16	19	18
Norway	15	13	13	18	10	13	10	6	7	10	+6	6	6	11	4
Peru	-----	-----	-----	45	54	57	56	53	55	57	-2	59	49	57	59
Philippines	38	47	47	41	42	45	46	35	29	41	-3	60	35	22	44
Poland	43	48	45	43	37	30	40	38	30	36	+4	30	52	21	32
Portugal	34	34	30	32	29	39	27	24	34	33	+8	11	38	33	25
Qatar	-----	-----	-----	-----	22	27	23	22	24	22	-7	48	17	27	29
Romania	45	49	52	55	56	41	41	55	58	38	-10	53	44	47	48
Russia	42	37	39	53	47	48	55	54	56	53	+8	38	55	38	45
Singapore	10	7	4	2	8	9	17	9	17	16	+6	29	18	2	10
Slovak Republic	30	36	36	38	36	49	51	51	52	46	-1	43	53	45	47
Slovenia	37	35	35	29	28	50	48	43	47	49	+11	24	54	39	38
South Africa	46	43	48	49	51	52	54	52	54	56	+5	55	34	54	51
Spain	33	33	38	37	48	47	36	48	46	45	+6	36	33	46	39
Sweden	12	12	5	5	3	2	2	3	3	9	-2	8	13	15	11
Switzerland	1	2	1	1	1	1	1	1	1	1	-	2	1	1	1
Taiwan	18	21	21	20	27	19	19	19	23	27	+4	18	26	25	23
Thailand	25	26	31	24	25	24	24	27	27	34	-	19	25	50	34
Turkey	39	38	46	35	39	43	42	40	36	35	-11	57	46	41	46
UAE	-----	-----	-----	-----	-----	-----	34	23	14	15	-5	51	8	7	20
Ukraine	-----	-----	42	47	43	38	49	47	41	31	-24	33	57	56	55
United Kingdom	26	23	22	22	19	23	21	21	21	20	-1	27	12	20	21
USA	4	6	11	9	14	15	13	16	12	12	-2	23	2	23	14
Venezuela	50	52	54	54	57	56	58	58	59	59	-1	46	61	55	60
no. countries	50	52	54	55	57	58	59	59	60	60		61			

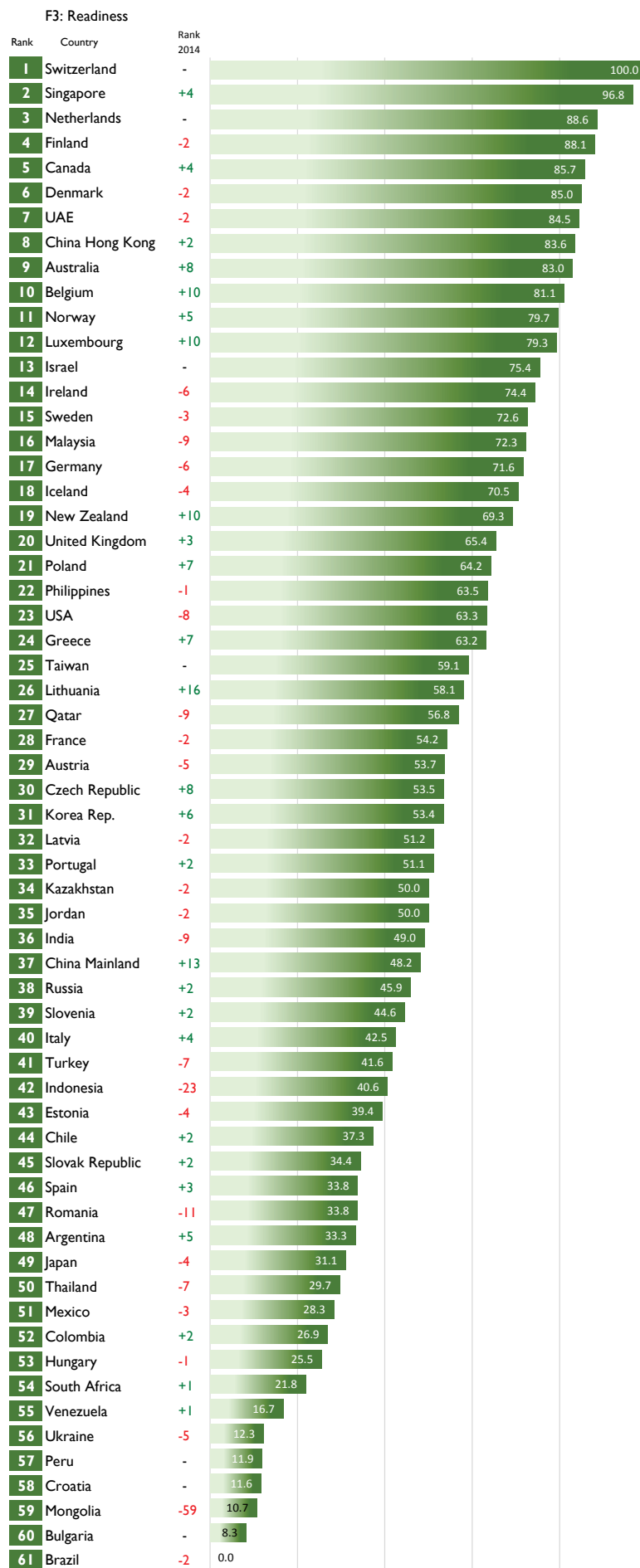
FACTOR 1: INVESTMENT AND DEVELOPMENT 2015



FACTOR 2: APPEAL 2015



FACTOR 3: READINESS 2015



PROFILES



ARGENTINA

2011 2012 2013 2014 2015

Overall

Rank 2015

53

Investment &
Development

47

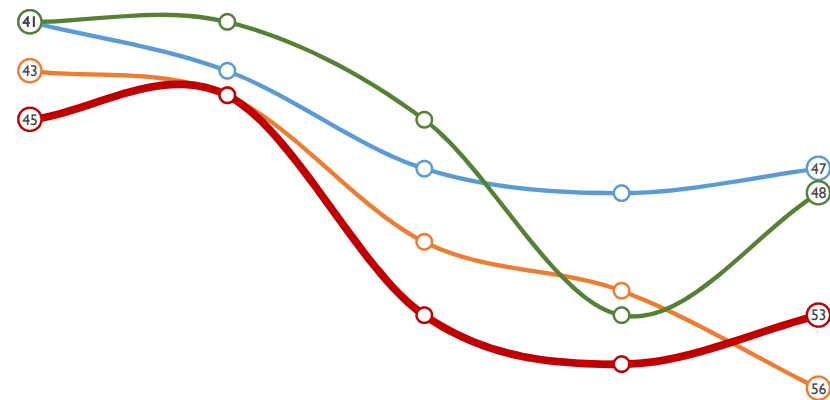
Appeal

56

Readiness

48

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	-	%	-
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.54	%	13
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.33	Ratio	35
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.90	Ratio	15
Apprenticeships	Are sufficiently implemented	3.64	Survey	53
Employee Training	Is a high priority in companies	4.18	Survey	59
Female Labor Force	Percentage of total labor force	-	%	-
Health Infrastructure	Meets the needs of society	3.81	Survey	46

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.20	Index	29
Attracting and Retaining Talents	Is a priority in companies	5.57	Survey	51
Worker Motivation	Is high	4.37	Survey	56
Brain Drain	Does not hinder competitiveness in your economy	4.77	Survey	30
Quality of Life	Is high	4.45	Survey	50
Foreign High-Skilled People	Are attracted to your country's business environment	2.55	Survey	57
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,920	US\$	44
Remuneration of Management	Total base salary plus bonuses and long-term incentives	99,565	US\$	47
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	16.90	%	28
Personal Security and Private Property Rights	Are adequately protected	2.36	Survey	60

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.29	%	39
Skilled Labor	Is readily available	4.79	Survey	47
Finance Skills	Are readily available	6.05	Survey	37
International Experience	Of senior managers is generally significant	5.32	Survey	32
Competent Senior Managers	Are readily available	4.86	Survey	42
Educational System	Meets the needs of a competitive economy	3.30	Survey	54
Science in Schools	Is sufficiently emphasized	2.90	Survey	54
University Education	Meets the needs of a competitive economy	4.50	Survey	48
Management Education	Meets the needs of the business community	5.18	Survey	43
Language Skills	Are meeting the needs of enterprises	5.00	Survey	41
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	Number	-
Educational Assessment - PISA	PISA survey of 15-year olds	388.0	Value	51

5 Best Ranked Criteria

5 Worst Ranked Criteria



AUSTRALIA

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

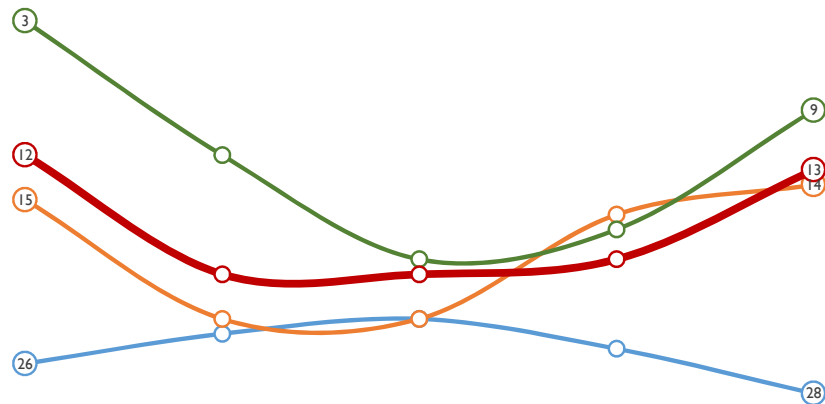
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28

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9

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.27	%	24
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.98	%	40
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.60	Ratio	28
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.96	Ratio	23
Apprenticeships	Are sufficiently implemented	4.65	Survey	31
Employee Training	Is a high priority in companies	5.82	Survey	31
Female Labor Force	Percentage of total labor force	45.91	%	32
Health Infrastructure	Meets the needs of society	7.12	Survey	20

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	89.02	Index	44
Attracting and Retaining Talents	Is a priority in companies	7.34	Survey	18
Worker Motivation	Is high	5.87	Survey	32
Brain Drain	Does not hinder competitiveness in your economy	5.75	Survey	17
Quality of Life	Is high	9.11	Survey	9
Foreign High-Skilled People	Are attracted to your country's business environment	7.48	Survey	9
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	58,060	US\$	7
Remuneration of Management	Total base salary plus bonuses and long-term incentives	190,512	US\$	28
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.52	%	42
Personal Security and Private Property Rights	Are adequately protected	8.63	Survey	8

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.35	%	18
Skilled Labor	Is readily available	6.75	Survey	7
Finance Skills	Are readily available	7.71	Survey	5
International Experience	Of senior managers is generally significant	5.73	Survey	22
Competent Senior Managers	Are readily available	6.44	Survey	13
Educational System	Meets the needs of a competitive economy	7.30	Survey	10
Science in Schools	Is sufficiently emphasized	5.36	Survey	29
University Education	Meets the needs of a competitive economy	7.08	Survey	15
Management Education	Meets the needs of the business community	6.75	Survey	17
Language Skills	Are meeting the needs of enterprises	5.95	Survey	27
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	10.89	Number	1
Educational Assessment - PISA	PISA survey of 15-year olds	504.0	Value	14

5 Best Ranked Criteria

5 Worst Ranked Criteria



AUSTRIA

2011 2012 2013 2014 2015

Rank 2015

Overall

19

Investment &
Development

3

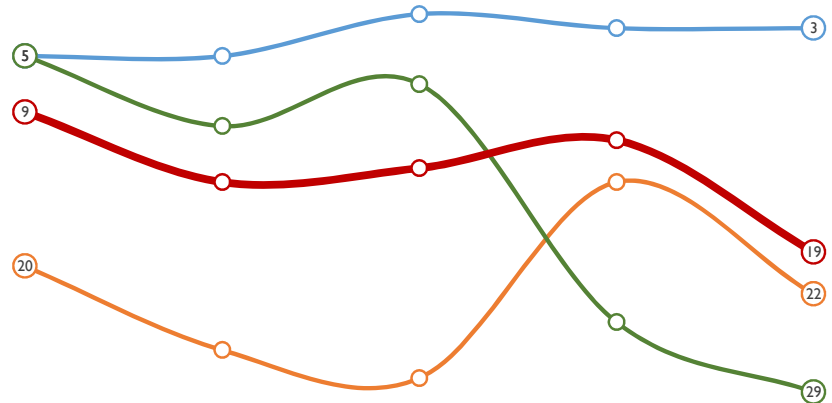
Appeal

22

Readiness

29

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.00	%	27
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	30.55	%	8
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.00	Ratio	12
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.54	Ratio	9
Apprenticeships	Are sufficiently implemented	7.10	Survey	3
Employee Training	Is a high priority in companies	7.04	Survey	7
Female Labor Force	Percentage of total labor force	46.72	%	19
Health Infrastructure	Meets the needs of society	7.91	Survey	10

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	92.00	Index	47
Attracting and Retaining Talents	Is a priority in companies	6.72	Survey	34
Worker Motivation	Is high	6.96	Survey	13
Brain Drain	Does not hinder competitiveness in your economy	4.43	Survey	35
Quality of Life	Is high	9.51	Survey	3
Foreign High-Skilled People	Are attracted to your country's business environment	5.39	Survey	28
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	51,840	US\$	10
Remuneration of Management	Total base salary plus bonuses and long-term incentives	303,310	US\$	4
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	29.50	%	60
Personal Security and Private Property Rights	Are adequately protected	8.20	Survey	16

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.40	%	35
Skilled Labor	Is readily available	4.29	Survey	51
Finance Skills	Are readily available	6.09	Survey	36
International Experience	Of senior managers is generally significant	5.53	Survey	28
Competent Senior Managers	Are readily available	4.97	Survey	41
Educational System	Meets the needs of a competitive economy	5.45	Survey	31
Science in Schools	Is sufficiently emphasized	4.29	Survey	45
University Education	Meets the needs of a competitive economy	6.03	Survey	23
Management Education	Meets the needs of the business community	6.12	Survey	27
Language Skills	Are meeting the needs of enterprises	5.91	Survey	28
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	6.89	Number	4
Educational Assessment - PISA	PISA survey of 15-year olds	506.0	Value	19

5 Best Ranked Criteria

5 Worst Ranked Criteria



BELGIUM

2011

2012

2013

2014

2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

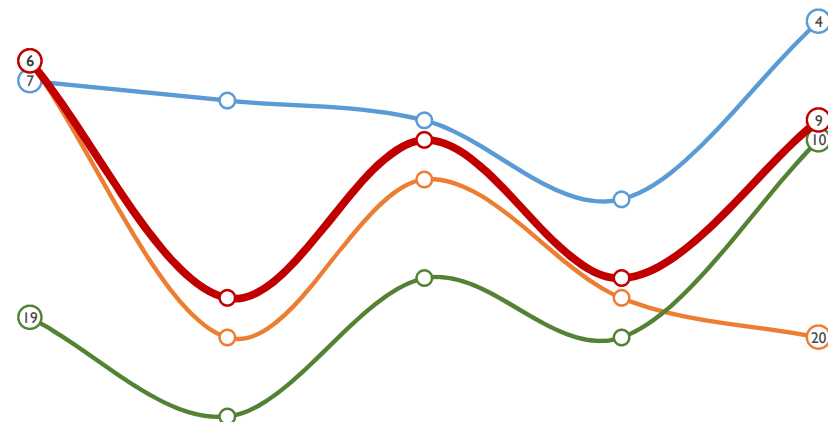
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20

10

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.40	%	10
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	38.58	%	1
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.50	Ratio	16
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.50	Ratio	8
Apprenticeships	Are sufficiently implemented	4.66	Survey	29
Employee Training	Is a high priority in companies	5.87	Survey	30
Female Labor Force	Percentage of total labor force	46.27	%	26
Health Infrastructure	Meets the needs of society	8.53	Survey	2

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	85.00	Index	39
Attracting and Retaining Talents	Is a priority in companies	7.00	Survey	25
Worker Motivation	Is high	6.27	Survey	23
Brain Drain	Does not hinder competitiveness in your economy	5.23	Survey	24
Quality of Life	Is high	8.68	Survey	15
Foreign High-Skilled People	Are attracted to your country's business environment	5.57	Survey	24
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	50,580	US\$	11
Remuneration of Management	Total base salary plus bonuses and long-term incentives	284,195	US\$	6
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.74	%	50
Personal Security and Private Property Rights	Are adequately protected	7.60	Survey	24

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.40	%	36
Skilled Labor	Is readily available	6.25	Survey	18
Finance Skills	Are readily available	6.87	Survey	24
International Experience	Of senior managers is generally significant	6.59	Survey	10
Competent Senior Managers	Are readily available	6.16	Survey	19
Educational System	Meets the needs of a competitive economy	7.78	Survey	7
Science in Schools	Is sufficiently emphasized	6.76	Survey	7
University Education	Meets the needs of a competitive economy	7.81	Survey	6
Management Education	Meets the needs of the business community	7.23	Survey	10
Language Skills	Are meeting the needs of enterprises	8.26	Survey	8
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.87	Number	13
Educational Assessment - PISA	PISA survey of 15-year olds	515.0	Value	16

5 Best Ranked Criteria

5 Worst Ranked Criteria



BRAZIL

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

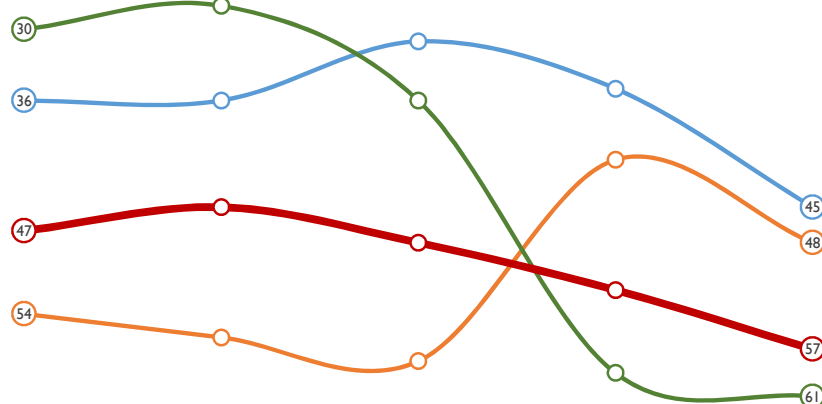
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45

48

61

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.82	%	14
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	21.57	%	31
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	20.52	Ratio	53
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.97	Ratio	47
Apprenticeships	Are sufficiently implemented	4.05	Survey	47
Employee Training	Is a high priority in companies	5.15	Survey	48
Female Labor Force	Percentage of total labor force	49.65	%	3
Health Infrastructure	Meets the needs of society	1.51	Survey	60

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.93	Index	31
Attracting and Retaining Talents	Is a priority in companies	6.42	Survey	39
Worker Motivation	Is high	4.80	Survey	50
Brain Drain	Does not hinder competitiveness in your economy	4.33	Survey	36
Quality of Life	Is high	4.16	Survey	54
Foreign High-Skilled People	Are attracted to your country's business environment	4.19	Survey	44
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	18,700	US\$	40
Remuneration of Management	Total base salary plus bonuses and long-term incentives	160,356	US\$	36
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	7.95	%	11
Personal Security and Private Property Rights	Are adequately protected	3.24	Survey	57

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.05	%	45
Skilled Labor	Is readily available	3.11	Survey	59
Finance Skills	Are readily available	4.05	Survey	59
International Experience	Of senior managers is generally significant	4.33	Survey	53
Competent Senior Managers	Are readily available	3.68	Survey	56
Educational System	Meets the needs of a competitive economy	1.88	Survey	61
Science in Schools	Is sufficiently emphasized	1.88	Survey	61
University Education	Meets the needs of a competitive economy	3.02	Survey	59
Management Education	Meets the needs of the business community	3.38	Survey	59
Language Skills	Are meeting the needs of enterprises	2.48	Survey	61
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.08	Number	52
Educational Assessment - PISA	PISA survey of 15-year olds	391.0	Value	49



BULGARIA

2011 2012 2013 2014 2015

Rank 2015

Overall

61

Investment &
Development

54

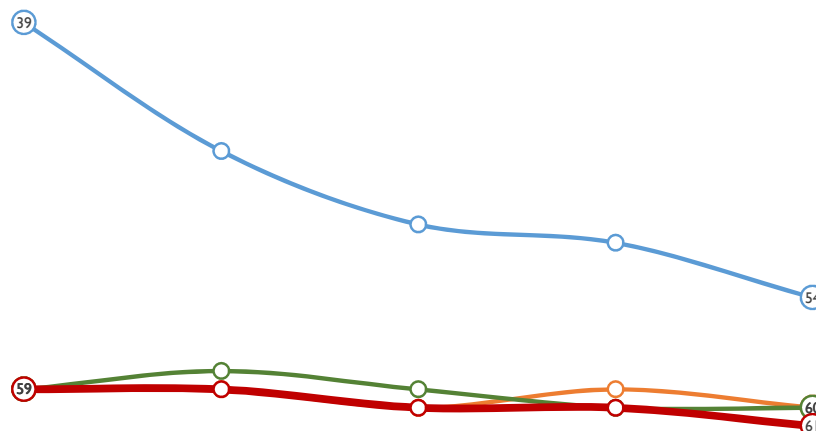
Appeal

60

Readiness

60

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.42	%	53
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.48	%	26
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.42	Ratio	40
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.32	Ratio	28
Apprenticeships	Are sufficiently implemented	2.46	Survey	59
Employee Training	Is a high priority in companies	4.00	Survey	61
Female Labor Force	Percentage of total labor force	46.56	%	21
Health Infrastructure	Meets the needs of society	2.78	Survey	53

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	65.20	Index	3
Attracting and Retaining Talents	Is a priority in companies	5.37	Survey	55
Worker Motivation	Is high	3.97	Survey	58
Brain Drain	Does not hinder competitiveness in your economy	1.76	Survey	59
Quality of Life	Is high	3.12	Survey	59
Foreign High-Skilled People	Are attracted to your country's business environment	2.44	Survey	58
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	9,780	US\$	54
Remuneration of Management	Total base salary plus bonuses and long-term incentives	50,303	US\$	55
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.16	%	41
Personal Security and Private Property Rights	Are adequately protected	3.22	Survey	58

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.15	%	46
Skilled Labor	Is readily available	4.03	Survey	54
Finance Skills	Are readily available	4.00	Survey	60
International Experience	Of senior managers is generally significant	3.66	Survey	59
Competent Senior Managers	Are readily available	3.53	Survey	57
Educational System	Meets the needs of a competitive economy	2.10	Survey	60
Science in Schools	Is sufficiently emphasized	2.83	Survey	56
University Education	Meets the needs of a competitive economy	2.00	Survey	61
Management Education	Meets the needs of the business community	3.10	Survey	61
Language Skills	Are meeting the needs of enterprises	4.54	Survey	45
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.54	Number	31
Educational Assessment - PISA	PISA survey of 15-year olds	439.0	Value	41

5 Best Ranked Criteria

5 Worst Ranked Criteria



CANADA

2011 2012 2013 2014 2015

Overall

Rank 2015

8

Investment &
Development

21

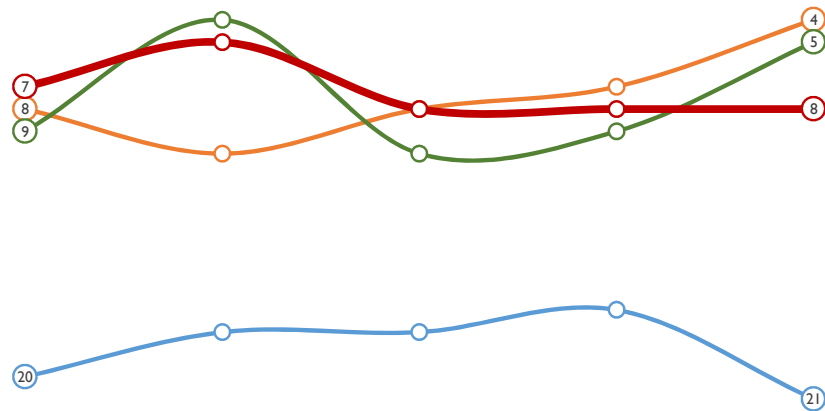
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Readiness

5

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	-	%	-
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.75	%	37
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.80	Ratio	21
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.10	Ratio	39
Apprenticeships	Are sufficiently implemented	5.08	Survey	19
Employee Training	Is a high priority in companies	5.90	Survey	29
Female Labor Force	Percentage of total labor force	47.34	%	12
Health Infrastructure	Meets the needs of society	7.11	Survey	21

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.52	Index	17
Attracting and Retaining Talents	Is a priority in companies	7.38	Survey	16
Worker Motivation	Is high	6.66	Survey	17
Brain Drain	Does not hinder competitiveness in your economy	6.56	Survey	8
Quality of Life	Is high	9.22	Survey	8
Foreign High-Skilled People	Are attracted to your country's business environment	7.70	Survey	7
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	48,030	US\$	15
Remuneration of Management	Total base salary plus bonuses and long-term incentives	220,143	US\$	18
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	16.73	%	27
Personal Security and Private Property Rights	Are adequately protected	8.77	Survey	7

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.46	%	33
Skilled Labor	Is readily available	6.63	Survey	13
Finance Skills	Are readily available	7.70	Survey	6
International Experience	Of senior managers is generally significant	5.44	Survey	30
Competent Senior Managers	Are readily available	6.67	Survey	8
Educational System	Meets the needs of a competitive economy	8.20	Survey	4
Science in Schools	Is sufficiently emphasized	7.48	Survey	3
University Education	Meets the needs of a competitive economy	8.17	Survey	2
Management Education	Meets the needs of the business community	8.00	Survey	2
Language Skills	Are meeting the needs of enterprises	7.90	Survey	13
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.53	Number	17
Educational Assessment - PISA	PISA survey of 15-year olds	518.0	Value	12



CHILE

2011 2012 2013 2014 2015

Rank 2015

Overall

43

Investment &
Development

56

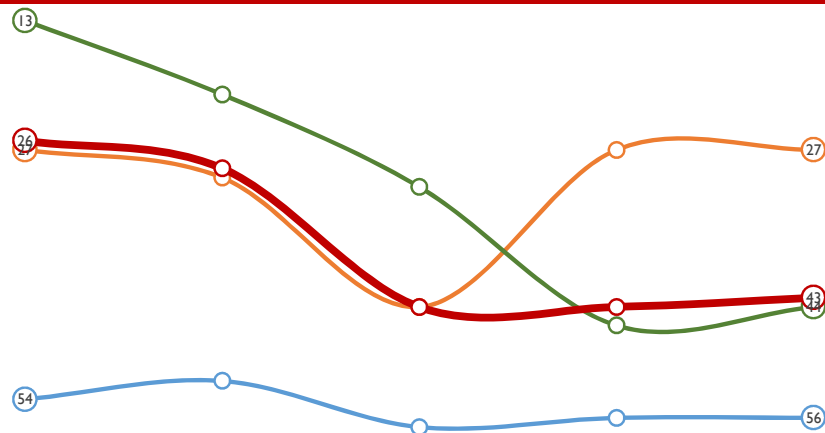
Appeal

27

Readiness

44

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.06	%	41
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.94	%	41
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	22.10	Ratio	55
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	23.40	Ratio	56
Apprenticeships	Are sufficiently implemented	4.21	Survey	42
Employee Training	Is a high priority in companies	4.75	Survey	52
Female Labor Force	Percentage of total labor force	41.17	%	48
Health Infrastructure	Meets the needs of society	5.02	Survey	39

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	79.30	Index	26
Attracting and Retaining Talents	Is a priority in companies	6.27	Survey	43
Worker Motivation	Is high	5.66	Survey	37
Brain Drain	Does not hinder competitiveness in your economy	6.21	Survey	13
Quality of Life	Is high	6.59	Survey	31
Foreign High-Skilled People	Are attracted to your country's business environment	6.81	Survey	15
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	18,700	US\$	37
Remuneration of Management	Total base salary plus bonuses and long-term incentives	214,853	US\$	17
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	16.30	%	26
Personal Security and Private Property Rights	Are adequately protected	6.10	Survey	39

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.01	%	14
Skilled Labor	Is readily available	4.17	Survey	52
Finance Skills	Are readily available	6.75	Survey	27
International Experience	Of senior managers is generally significant	5.93	Survey	18
Competent Senior Managers	Are readily available	5.97	Survey	23
Educational System	Meets the needs of a competitive economy	3.73	Survey	48
Science in Schools	Is sufficiently emphasized	3.21	Survey	53
University Education	Meets the needs of a competitive economy	5.66	Survey	27
Management Education	Meets the needs of the business community	6.47	Survey	20
Language Skills	Are meeting the needs of enterprises	2.88	Survey	59
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.21	Number	50
Educational Assessment - PISA	PISA survey of 15-year olds	423.0	Value	45



CHINA HONG KONG

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

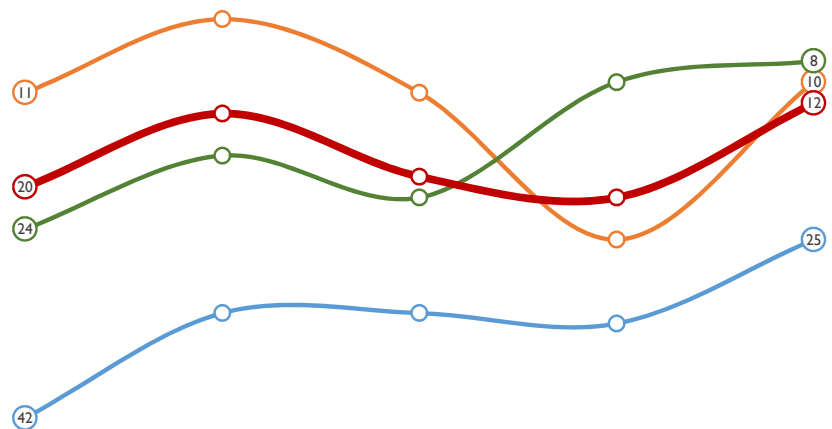
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8

of 61



Factor 1 : Investment and Development

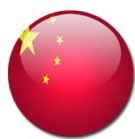
Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.58	%	50
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.12	%	43
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.90	Ratio	22
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.70	Ratio	36
Apprenticeships	Are sufficiently implemented	5.31	Survey	15
Employee Training	Is a high priority in companies	6.24	Survey	20
Female Labor Force	Percentage of total labor force	48.72	%	5
Health Infrastructure	Meets the needs of society	7.50	Survey	15

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	121.00	Index	59
Attracting and Retaining Talents	Is a priority in companies	7.68	Survey	7
Worker Motivation	Is high	7.29	Survey	7
Brain Drain	Does not hinder competitiveness in your economy	6.29	Survey	12
Quality of Life	Is high	6.79	Survey	30
Foreign High-Skilled People	Are attracted to your country's business environment	7.43	Survey	10
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	36,520	US\$	25
Remuneration of Management	Total base salary plus bonuses and long-term incentives	250,058	US\$	15
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	4.76	%	5
Personal Security and Private Property Rights	Are adequately protected	9.10	Survey	2

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.44	%	34
Skilled Labor	Is readily available	5.90	Survey	22
Finance Skills	Are readily available	7.69	Survey	7
International Experience	Of senior managers is generally significant	7.69	Survey	3
Competent Senior Managers	Are readily available	6.94	Survey	2
Educational System	Meets the needs of a competitive economy	6.71	Survey	15
Science in Schools	Is sufficiently emphasized	6.51	Survey	9
University Education	Meets the needs of a competitive economy	7.15	Survey	13
Management Education	Meets the needs of the business community	7.29	Survey	8
Language Skills	Are meeting the needs of enterprises	7.06	Survey	21
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.95	Number	21
Educational Assessment - PISA	PISA survey of 15-year olds	561.0	Value	3



CHINA MAINLAND

2011

2012

2013

2014

2015

Rank 2015

Overall

40

Investment &
Development

41

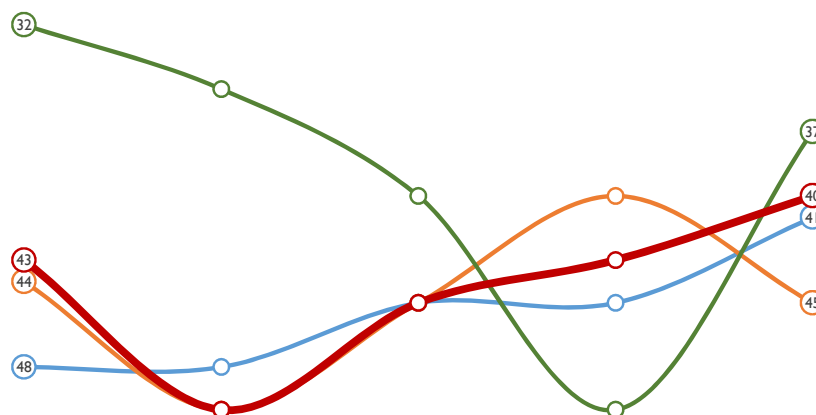
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Readiness

37

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.87	%	43
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.21	Ratio	45
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.50	Ratio	41
Apprenticeships	Are sufficiently implemented	4.17	Survey	43
Employee Training	Is a high priority in companies	6.04	Survey	25
Female Labor Force	Percentage of total labor force	-	%	-
Health Infrastructure	Meets the needs of society	4.24	Survey	42

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	93.52	Index	49
Attracting and Retaining Talents	Is a priority in companies	6.78	Survey	33
Worker Motivation	Is high	6.12	Survey	25
Brain Drain	Does not hinder competitiveness in your economy	4.07	Survey	41
Quality of Life	Is high	5.19	Survey	44
Foreign High-Skilled People	Are attracted to your country's business environment	6.34	Survey	18
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	15,180	US\$	43
Remuneration of Management	Total base salary plus bonuses and long-term incentives	121,430	US\$	41
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	20.02	%	40
Personal Security and Private Property Rights	Are adequately protected	4.86	Survey	48

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.51	%	31
Skilled Labor	Is readily available	5.25	Survey	40
Finance Skills	Are readily available	5.50	Survey	47
International Experience	Of senior managers is generally significant	4.36	Survey	51
Competent Senior Managers	Are readily available	5.31	Survey	35
Educational System	Meets the needs of a competitive economy	4.59	Survey	40
Science in Schools	Is sufficiently emphasized	5.77	Survey	19
University Education	Meets the needs of a competitive economy	5.05	Survey	41
Management Education	Meets the needs of the business community	5.19	Survey	42
Language Skills	Are meeting the needs of enterprises	5.43	Survey	34
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.07	Number	55
Educational Assessment - PISA	PISA survey of 15-year olds	613.0	Value	1

5 Best Ranked Criteria

5 Worst Ranked Criteria



COLOMBIA

2011 2012 2013 2014 2015

Overall

Rank 2015

50

Investment &
Development

52

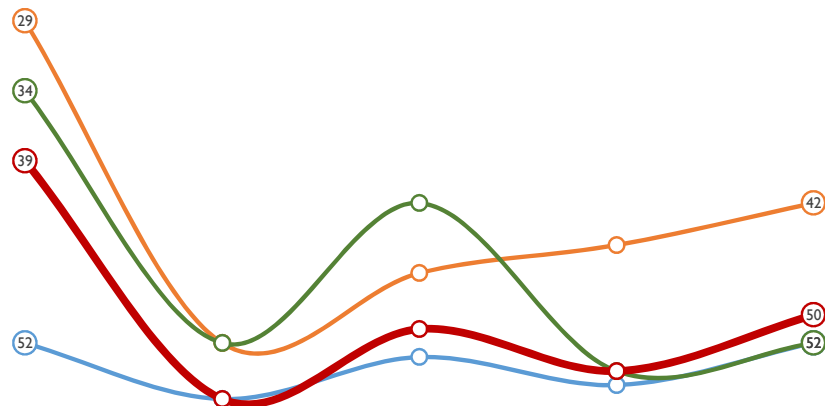
Appeal

42

Readiness

52

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.77	%	30
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.23	%	48
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	25.05	Ratio	56
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	25.40	Ratio	58
Apprenticeships	Are sufficiently implemented	5.22	Survey	16
Employee Training	Is a high priority in companies	6.16	Survey	22
Female Labor Force	Percentage of total labor force	43.01	%	43
Health Infrastructure	Meets the needs of society	2.53	Survey	56

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	77.30	Index	22
Attracting and Retaining Talents	Is a priority in companies	5.38	Survey	54
Worker Motivation	Is high	6.04	Survey	27
Brain Drain	Does not hinder competitiveness in your economy	3.98	Survey	42
Quality of Life	Is high	4.40	Survey	51
Foreign High-Skilled People	Are attracted to your country's business environment	4.78	Survey	35
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	21,820	US\$	34
Remuneration of Management	Total base salary plus bonuses and long-term incentives	192,820	US\$	23
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	7.56	%	10
Personal Security and Private Property Rights	Are adequately protected	3.94	Survey	53

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.56	%	17
Skilled Labor	Is readily available	5.04	Survey	44
Finance Skills	Are readily available	5.31	Survey	50
International Experience	Of senior managers is generally significant	5.06	Survey	34
Competent Senior Managers	Are readily available	4.40	Survey	47
Educational System	Meets the needs of a competitive economy	3.50	Survey	51
Science in Schools	Is sufficiently emphasized	3.50	Survey	52
University Education	Meets the needs of a competitive economy	4.48	Survey	49
Management Education	Meets the needs of the business community	4.98	Survey	49
Language Skills	Are meeting the needs of enterprises	3.04	Survey	55
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	Number	-
Educational Assessment - PISA	PISA survey of 15-year olds	376.0	Value	52



CROATIA

2011 2012 2013 2014 2015

Rank 2015

Overall

58

Investment &
Development

40

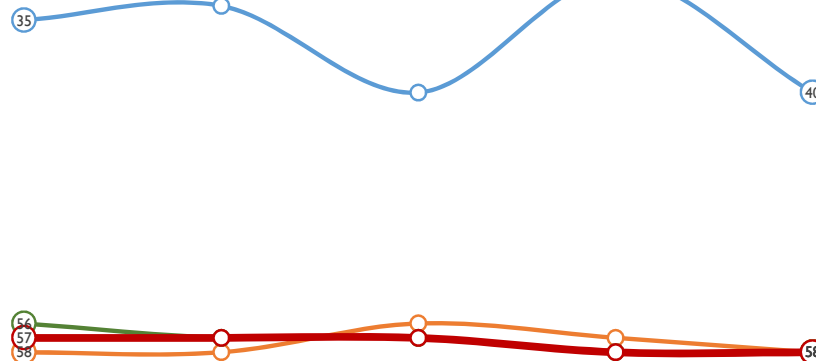
Appeal

58

Readiness

58

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.05	%	26
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.04	%	39
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.68	Ratio	20
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	7.81	Ratio	1
Apprenticeships	Are sufficiently implemented	3.00	Survey	57
Employee Training	Is a high priority in companies	4.15	Survey	60
Female Labor Force	Percentage of total labor force	46.49	%	22
Health Infrastructure	Meets the needs of society	5.37	Survey	36

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.90	Index	13
Attracting and Retaining Talents	Is a priority in companies	4.90	Survey	60
Worker Motivation	Is high	3.85	Survey	60
Brain Drain	Does not hinder competitiveness in your economy	2.09	Survey	58
Quality of Life	Is high	5.41	Survey	39
Foreign High-Skilled People	Are attracted to your country's business environment	2.00	Survey	60
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	20,820	US\$	33
Remuneration of Management	Total base salary plus bonuses and long-term incentives	93,356	US\$	50
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.53	%	43
Personal Security and Private Property Rights	Are adequately protected	5.60	Survey	41

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.77	%	16
Skilled Labor	Is readily available	3.91	Survey	55
Finance Skills	Are readily available	4.06	Survey	58
International Experience	Of senior managers is generally significant	3.25	Survey	60
Competent Senior Managers	Are readily available	3.39	Survey	58
Educational System	Meets the needs of a competitive economy	2.58	Survey	57
Science in Schools	Is sufficiently emphasized	2.47	Survey	59
University Education	Meets the needs of a competitive economy	2.65	Survey	60
Management Education	Meets the needs of the business community	3.29	Survey	60
Language Skills	Are meeting the needs of enterprises	5.40	Survey	36
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.20	Number	51
Educational Assessment - PISA	PISA survey of 15-year olds	471.0	Value	36



CZECH REPUBLIC

2011 2012 2013 2014 2015

Rank 2015

Overall

30

Investment &
Development

31

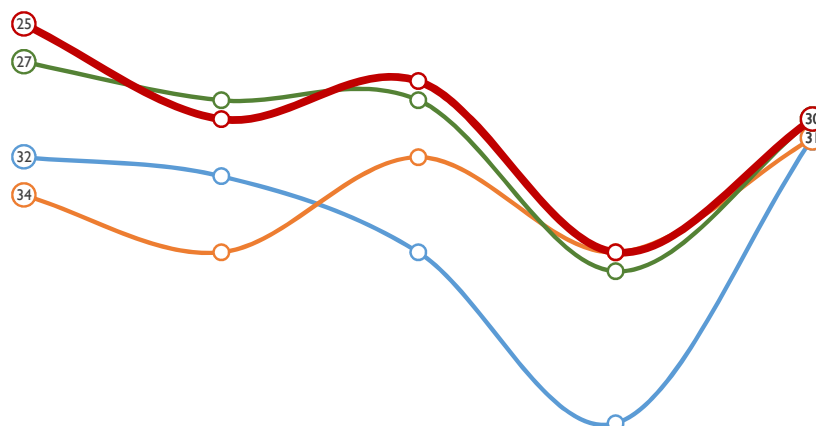
Appeal

31

Readiness

30

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.16	%	25
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.15	%	22
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.97	Ratio	49
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.19	Ratio	18
Apprenticeships	Are sufficiently implemented	3.85	Survey	50
Employee Training	Is a high priority in companies	5.50	Survey	40
Female Labor Force	Percentage of total labor force	43.97	%	41
Health Infrastructure	Meets the needs of society	7.08	Survey	23

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	78.90	Index	25
Attracting and Retaining Talents	Is a priority in companies	6.35	Survey	41
Worker Motivation	Is high	6.04	Survey	28
Brain Drain	Does not hinder competitiveness in your economy	4.88	Survey	27
Quality of Life	Is high	7.80	Survey	22
Foreign High-Skilled People	Are attracted to your country's business environment	5.35	Survey	29
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	16,460	US\$	42
Remuneration of Management	Total base salary plus bonuses and long-term incentives	114,829	US\$	43
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.94	%	38
Personal Security and Private Property Rights	Are adequately protected	6.73	Survey	32

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.15	%	47
Skilled Labor	Is readily available	5.53	Survey	33
Finance Skills	Are readily available	5.81	Survey	40
International Experience	Of senior managers is generally significant	5.81	Survey	20
Competent Senior Managers	Are readily available	5.38	Survey	34
Educational System	Meets the needs of a competitive economy	5.46	Survey	29
Science in Schools	Is sufficiently emphasized	4.98	Survey	37
University Education	Meets the needs of a competitive economy	5.45	Survey	32
Management Education	Meets the needs of the business community	6.08	Survey	30
Language Skills	Are meeting the needs of enterprises	5.58	Survey	32
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.75	Number	14
Educational Assessment - PISA	PISA survey of 15-year olds	499.0	Value	21



DENMARK

2011 2012 2013 2014 2015

Overall

Investment &
Development

Appeal

Readiness

Rank 2015

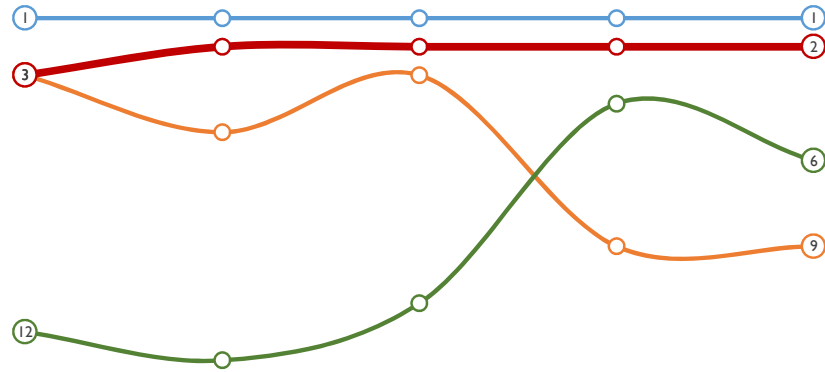
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6

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	7.70	%	1
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	30.10	%	9
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.80	Ratio	9
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.55	Ratio	21
Apprenticeships	Are sufficiently implemented	6.36	Survey	7
Employee Training	Is a high priority in companies	7.53	Survey	1
Female Labor Force	Percentage of total labor force	47.32	%	14
Health Infrastructure	Meets the needs of society	8.08	Survey	7

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	104.20	Index	55
Attracting and Retaining Talents	Is a priority in companies	7.85	Survey	3
Worker Motivation	Is high	7.66	Survey	2
Brain Drain	Does not hinder competitiveness in your economy	6.78	Survey	6
Quality of Life	Is high	9.38	Survey	4
Foreign High-Skilled People	Are attracted to your country's business environment	5.12	Survey	31
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	71,600	US\$	2
Remuneration of Management	Total base salary plus bonuses and long-term incentives	238,754	US\$	14
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	29.51	%	61
Personal Security and Private Property Rights	Are adequately protected	9.01	Survey	3

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.55	%	30
Skilled Labor	Is readily available	7.13	Survey	4
Finance Skills	Are readily available	7.75	Survey	3
International Experience	Of senior managers is generally significant	5.97	Survey	16
Competent Senior Managers	Are readily available	6.80	Survey	4
Educational System	Meets the needs of a competitive economy	7.50	Survey	8
Science in Schools	Is sufficiently emphasized	6.38	Survey	12
University Education	Meets the needs of a competitive economy	7.53	Survey	9
Management Education	Meets the needs of the business community	7.46	Survey	5
Language Skills	Are meeting the needs of enterprises	8.63	Survey	3
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.01	Number	11
Educational Assessment - PISA	PISA survey of 15-year olds	500.0	Value	22



ESTONIA

2011 2012 2013 2014 2015

Rank 2015

Overall

33

Investment &
Development

16

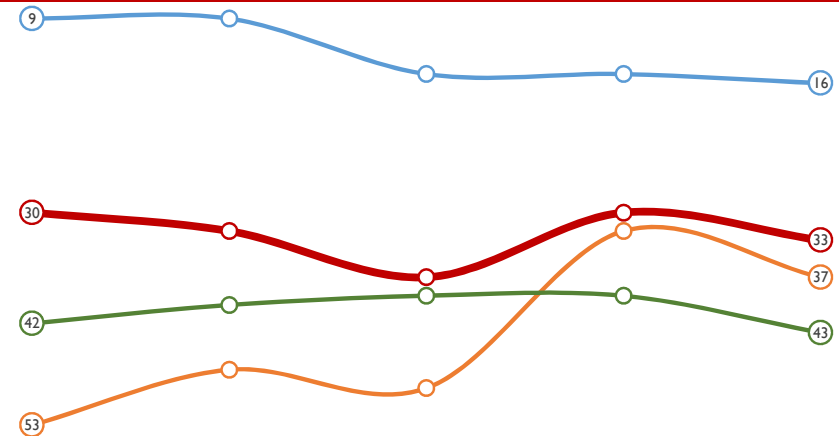
Appeal

37

Readiness

43

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.01	%	12
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.65	%	12
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.10	Ratio	17
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.06	Ratio	26
Apprenticeships	Are sufficiently implemented	4.12	Survey	44
Employee Training	Is a high priority in companies	6.54	Survey	17
Female Labor Force	Percentage of total labor force	48.50	%	7
Health Infrastructure	Meets the needs of society	5.91	Survey	33

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	75.20	Index	20
Attracting and Retaining Talents	Is a priority in companies	7.01	Survey	23
Worker Motivation	Is high	5.79	Survey	35
Brain Drain	Does not hinder competitiveness in your economy	3.00	Survey	55
Quality of Life	Is high	6.30	Survey	33
Foreign High-Skilled People	Are attracted to your country's business environment	4.57	Survey	41
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,520	US\$	45
Remuneration of Management	Total base salary plus bonuses and long-term incentives	104,565	US\$	46
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.04	%	23
Personal Security and Private Property Rights	Are adequately protected	7.38	Survey	27

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.82	%	52
Skilled Labor	Is readily available	2.66	Survey	61
Finance Skills	Are readily available	4.85	Survey	56
International Experience	Of senior managers is generally significant	4.47	Survey	48
Competent Senior Managers	Are readily available	3.82	Survey	53
Educational System	Meets the needs of a competitive economy	6.09	Survey	23
Science in Schools	Is sufficiently emphasized	5.79	Survey	18
University Education	Meets the needs of a competitive economy	6.15	Survey	22
Management Education	Meets the needs of the business community	6.24	Survey	26
Language Skills	Are meeting the needs of enterprises	6.75	Survey	24
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.19	Number	36
Educational Assessment - PISA	PISA survey of 15-year olds	521.0	Value	8



FINLAND

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

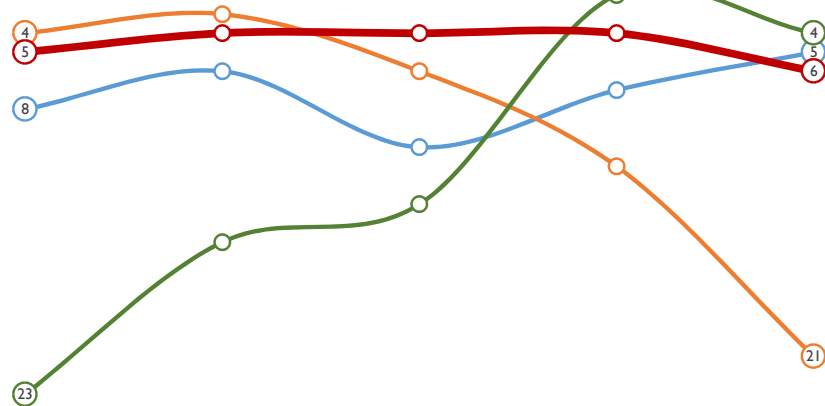
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21

4

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.47	%	9
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	36.21	%	4
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.56	Ratio	19
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.80	Ratio	31
Apprenticeships	Are sufficiently implemented	4.43	Survey	37
Employee Training	Is a high priority in companies	6.79	Survey	10
Female Labor Force	Percentage of total labor force	48.38	%	8
Health Infrastructure	Meets the needs of society	7.64	Survey	13

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	88.90	Index	43
Attracting and Retaining Talents	Is a priority in companies	6.99	Survey	26
Worker Motivation	Is high	6.59	Survey	19
Brain Drain	Does not hinder competitiveness in your economy	6.83	Survey	3
Quality of Life	Is high	9.02	Survey	10
Foreign High-Skilled People	Are attracted to your country's business environment	4.03	Survey	48
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	45,480	US\$	16
Remuneration of Management	Total base salary plus bonuses and long-term incentives	203,958	US\$	21
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	26.63	%	56
Personal Security and Private Property Rights	Are adequately protected	9.39	Survey	1

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.13	%	42
Skilled Labor	Is readily available	7.67	Survey	1
Finance Skills	Are readily available	7.64	Survey	8
International Experience	Of senior managers is generally significant	5.74	Survey	21
Competent Senior Managers	Are readily available	6.50	Survey	10
Educational System	Meets the needs of a competitive economy	8.56	Survey	2
Science in Schools	Is sufficiently emphasized	7.34	Survey	4
University Education	Meets the needs of a competitive economy	7.82	Survey	5
Management Education	Meets the needs of the business community	7.17	Survey	11
Language Skills	Are meeting the needs of enterprises	7.93	Survey	12
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.26	Number	19
Educational Assessment - PISA	PISA survey of 15-year olds	519.0	Value	7

5 Best Ranked Criteria

5 Worst Ranked Criteria



FRANCE

2011

2012

2013

2014

2015

Rank 2015

Overall

27

Investment &
Development

26

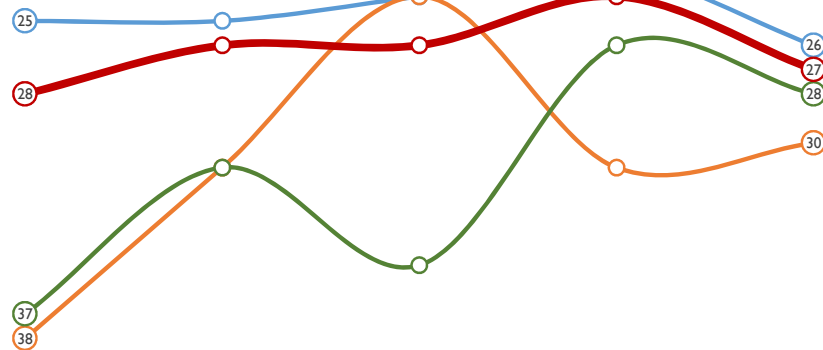
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30

Readiness

28

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.51	%	19
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.96	%	11
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.90	Ratio	48
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.83	Ratio	32
Apprenticeships	Are sufficiently implemented	3.44	Survey	54
Employee Training	Is a high priority in companies	5.04	Survey	49
Female Labor Force	Percentage of total labor force	47.83	%	9
Health Infrastructure	Meets the needs of society	8.28	Survey	5

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	88.30	Index	42
Attracting and Retaining Talents	Is a priority in companies	6.33	Survey	42
Worker Motivation	Is high	4.95	Survey	48
Brain Drain	Does not hinder competitiveness in your economy	4.57	Survey	31
Quality of Life	Is high	7.95	Survey	20
Foreign High-Skilled People	Are attracted to your country's business environment	4.60	Survey	39
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	46,120	US\$	17
Remuneration of Management	Total base salary plus bonuses and long-term incentives	285,248	US\$	7
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.65	%	49
Personal Security and Private Property Rights	Are adequately protected	7.30	Survey	29

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.38	%	37
Skilled Labor	Is readily available	5.76	Survey	27
Finance Skills	Are readily available	6.92	Survey	23
International Experience	Of senior managers is generally significant	4.60	Survey	46
Competent Senior Managers	Are readily available	5.57	Survey	33
Educational System	Meets the needs of a competitive economy	5.70	Survey	26
Science in Schools	Is sufficiently emphasized	6.18	Survey	14
University Education	Meets the needs of a competitive economy	5.34	Survey	35
Management Education	Meets the needs of the business community	5.02	Survey	48
Language Skills	Are meeting the needs of enterprises	3.67	Survey	52
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.16	Number	10
Educational Assessment - PISA	PISA survey of 15-year olds	495.0	Value	23

5 Best Ranked Criteria

5 Worst Ranked Criteria



GERMANY

2011

2012

2013

2014

2015

Rank 2015

Overall

7

Investment &
Development

7

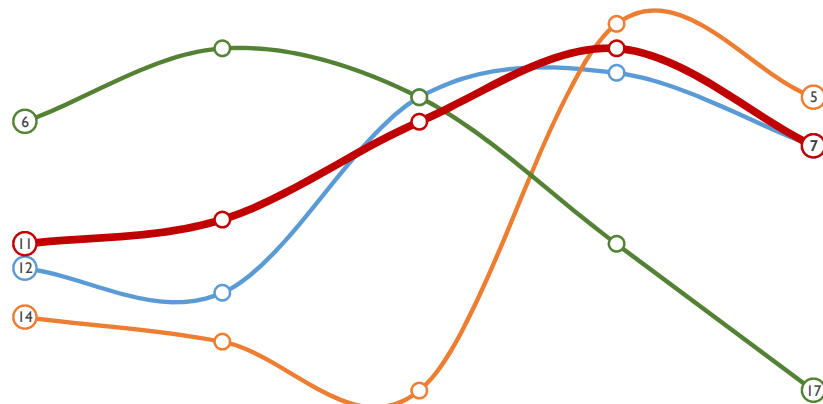
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5

Readiness

17

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.20	%	38
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.70	%	24
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.00	Ratio	30
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.80	Ratio	37
Apprenticeships	Are sufficiently implemented	8.05	Survey	2
Employee Training	Is a high priority in companies	7.51	Survey	2
Female Labor Force	Percentage of total labor force	46.41	%	25
Health Infrastructure	Meets the needs of society	8.15	Survey	6

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.09	Index	28
Attracting and Retaining Talents	Is a priority in companies	7.51	Survey	11
Worker Motivation	Is high	7.37	Survey	6
Brain Drain	Does not hinder competitiveness in your economy	6.30	Survey	11
Quality of Life	Is high	9.31	Survey	6
Foreign High-Skilled People	Are attracted to your country's business environment	6.26	Survey	19
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	56,960	US\$	8
Remuneration of Management	Total base salary plus bonuses and long-term incentives	328,148	US\$	3
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	25.38	%	53
Personal Security and Private Property Rights	Are adequately protected	8.58	Survey	9

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.61	%	29
Skilled Labor	Is readily available	5.02	Survey	45
Finance Skills	Are readily available	6.98	Survey	21
International Experience	Of senior managers is generally significant	6.30	Survey	14
Competent Senior Managers	Are readily available	5.59	Survey	32
Educational System	Meets the needs of a competitive economy	7.84	Survey	5
Science in Schools	Is sufficiently emphasized	6.39	Survey	11
University Education	Meets the needs of a competitive economy	7.67	Survey	7
Management Education	Meets the needs of the business community	6.99	Survey	13
Language Skills	Are meeting the needs of enterprises	7.05	Survey	22
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.56	Number	24
Educational Assessment - PISA	PISA survey of 15-year olds	514.0	Value	13



GREECE

2011 2012 2013 2014 2015

Overall

Rank 2015

35

Investment &
Development

37

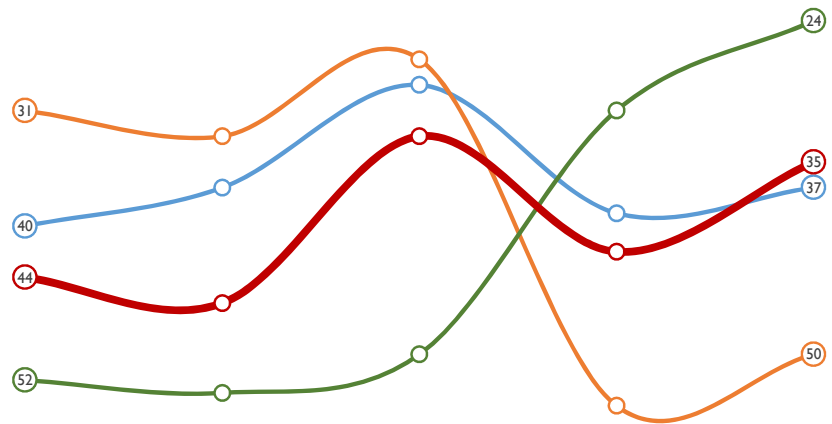
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Readiness

24

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.49	%	35
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	9.40	Ratio	2
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	-	Ratio	-
Apprenticeships	Are sufficiently implemented	4.35	Survey	38
Employee Training	Is a high priority in companies	4.86	Survey	51
Female Labor Force	Percentage of total labor force	44.03	%	40
Health Infrastructure	Meets the needs of society	4.74	Survey	40

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	81.30	Index	32
Attracting and Retaining Talents	Is a priority in companies	5.77	Survey	47
Worker Motivation	Is high	4.90	Survey	49
Brain Drain	Does not hinder competitiveness in your economy	3.42	Survey	49
Quality of Life	Is high	6.00	Survey	36
Foreign High-Skilled People	Are attracted to your country's business environment	2.66	Survey	56
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	27,640	US\$	27
Remuneration of Management	Total base salary plus bonuses and long-term incentives	196,792	US\$	24
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	22.40	%	46
Personal Security and Private Property Rights	Are adequately protected	6.58	Survey	34

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.68	%	51
Skilled Labor	Is readily available	7.50	Survey	2
Finance Skills	Are readily available	6.99	Survey	20
International Experience	Of senior managers is generally significant	5.71	Survey	24
Competent Senior Managers	Are readily available	6.20	Survey	18
Educational System	Meets the needs of a competitive economy	4.35	Survey	43
Science in Schools	Is sufficiently emphasized	5.12	Survey	34
University Education	Meets the needs of a competitive economy	4.97	Survey	43
Management Education	Meets the needs of the business community	5.42	Survey	36
Language Skills	Are meeting the needs of enterprises	8.46	Survey	6
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.61	Number	23
Educational Assessment - PISA	PISA survey of 15-year olds	453.0	Value	39



HUNGARY

2011 2012 2013 2014 2015

Rank 2015

Overall

56

Investment &
Development

42

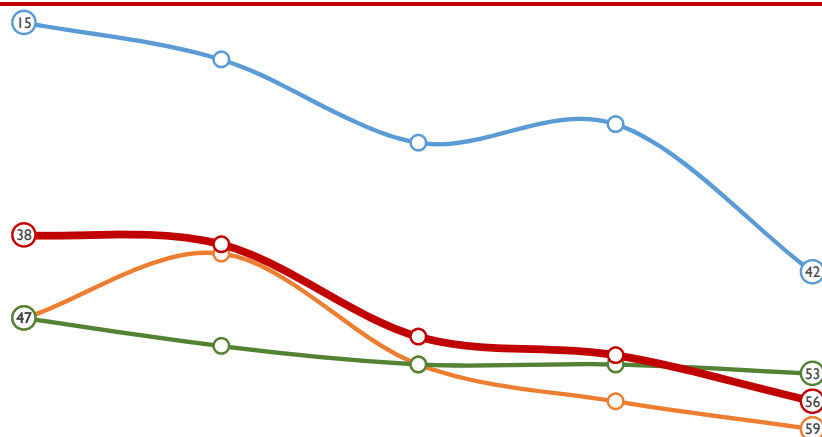
Appeal

59

Readiness

53

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.72	%	32
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.95	%	32
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.70	Ratio	6
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.60	Ratio	22
Apprenticeships	Are sufficiently implemented	3.26	Survey	55
Employee Training	Is a high priority in companies	4.66	Survey	53
Female Labor Force	Percentage of total labor force	45.99	%	30
Health Infrastructure	Meets the needs of society	2.81	Survey	52

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	72.40	Index	8
Attracting and Retaining Talents	Is a priority in companies	5.18	Survey	57
Worker Motivation	Is high	4.35	Survey	57
Brain Drain	Does not hinder competitiveness in your economy	1.71	Survey	60
Quality of Life	Is high	3.94	Survey	56
Foreign High-Skilled People	Are attracted to your country's business environment	3.16	Survey	53
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,280	US\$	47
Remuneration of Management	Total base salary plus bonuses and long-term incentives	93,607	US\$	49
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	27.68	%	58
Personal Security and Private Property Rights	Are adequately protected	5.52	Survey	43

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.11	%	13
Skilled Labor	Is readily available	4.16	Survey	53
Finance Skills	Are readily available	5.00	Survey	53
International Experience	Of senior managers is generally significant	4.67	Survey	43
Competent Senior Managers	Are readily available	3.37	Survey	60
Educational System	Meets the needs of a competitive economy	3.90	Survey	47
Science in Schools	Is sufficiently emphasized	4.48	Survey	43
University Education	Meets the needs of a competitive economy	4.46	Survey	50
Management Education	Meets the needs of the business community	4.62	Survey	54
Language Skills	Are meeting the needs of enterprises	2.89	Survey	58
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.76	Number	28
Educational Assessment - PISA	PISA survey of 15-year olds	477.0	Value	32



ICELAND

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

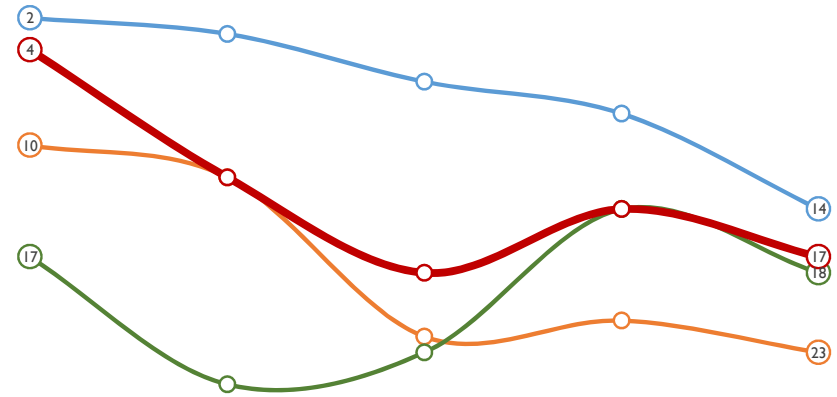
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23

18

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	7.63	%	2
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	21.67	%	30
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.20	Ratio	4
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.10	Ratio	17
Apprenticeships	Are sufficiently implemented	4.81	Survey	26
Employee Training	Is a high priority in companies	5.49	Survey	41
Female Labor Force	Percentage of total labor force	47.75	%	10
Health Infrastructure	Meets the needs of society	6.91	Survey	25

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	-	Index	-
Attracting and Retaining Talents	Is a priority in companies	7.21	Survey	19
Worker Motivation	Is high	6.71	Survey	15
Brain Drain	Does not hinder competitiveness in your economy	5.57	Survey	21
Quality of Life	Is high	8.54	Survey	16
Foreign High-Skilled People	Are attracted to your country's business environment	3.30	Survey	52
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	47,368	US\$	12
Remuneration of Management	Total base salary plus bonuses and long-term incentives	89,031	US\$	45
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	17.10	%	30
Personal Security and Private Property Rights	Are adequately protected	8.03	Survey	22

Factor 3 : Readiness

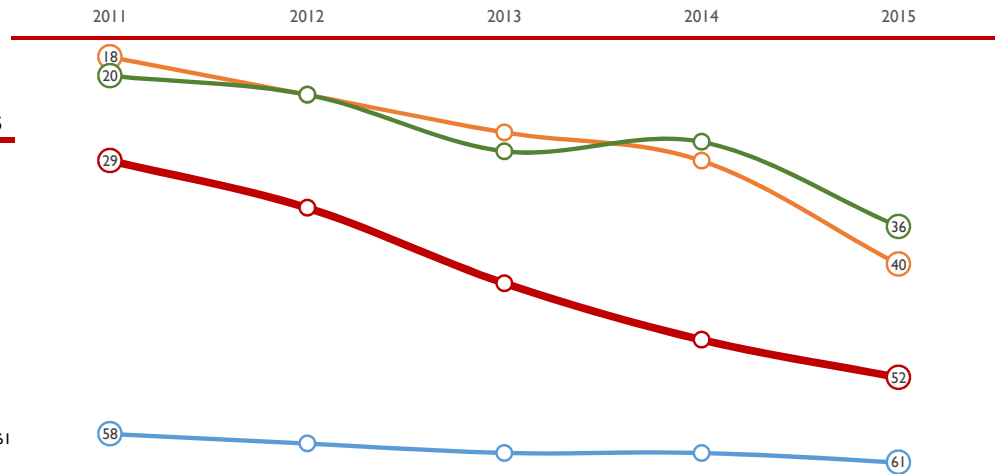
Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.08	%	21
Skilled Labor	Is readily available	6.69	Survey	9
Finance Skills	Are readily available	7.00	Survey	19
International Experience	Of senior managers is generally significant	4.66	Survey	44
Competent Senior Managers	Are readily available	5.94	Survey	25
Educational System	Meets the needs of a competitive economy	6.79	Survey	14
Science in Schools	Is sufficiently emphasized	5.56	Survey	24
University Education	Meets the needs of a competitive economy	7.32	Survey	11
Management Education	Meets the needs of the business community	7.02	Survey	12
Language Skills	Are meeting the needs of enterprises	8.06	Survey	11
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.68	Number	15
Educational Assessment - PISA	PISA survey of 15-year olds	493.0	Value	33

5 Best Ranked Criteria

5 Worst Ranked Criteria



INDIA



Rank 2015

Overall

Investment &
Development

Appeal

Readiness

of 61

Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.85	%	44
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	13.49	%	51
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	41.00	Ratio	61
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	32.00	Ratio	59
Apprenticeships	Are sufficiently implemented	4.68	Survey	28
Employee Training	Is a high priority in companies	5.17	Survey	47
Female Labor Force	Percentage of total labor force	25.80	%	56
Health Infrastructure	Meets the needs of society	3.76	Survey	48

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	62.52	Index	2
Attracting and Retaining Talents	Is a priority in companies	6.51	Survey	37
Worker Motivation	Is high	5.35	Survey	42
Brain Drain	Does not hinder competitiveness in your economy	4.87	Survey	29
Quality of Life	Is high	4.19	Survey	53
Foreign High-Skilled People	Are attracted to your country's business environment	4.73	Survey	36
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	7,270	US\$	58
Remuneration of Management	Total base salary plus bonuses and long-term incentives	89,929	US\$	52
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	10.87	%	16
Personal Security and Private Property Rights	Are adequately protected	6.13	Survey	38

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-1.51	%	56
Skilled Labor	Is readily available	5.35	Survey	38
Finance Skills	Are readily available	6.38	Survey	30
International Experience	Of senior managers is generally significant	4.83	Survey	41
Competent Senior Managers	Are readily available	5.23	Survey	39
Educational System	Meets the needs of a competitive economy	5.37	Survey	33
Science in Schools	Is sufficiently emphasized	6.10	Survey	16
University Education	Meets the needs of a competitive economy	5.42	Survey	34
Management Education	Meets the needs of the business community	6.11	Survey	28
Language Skills	Are meeting the needs of enterprises	6.57	Survey	26
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.02	Number	58
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



INDONESIA

2011 2012 2013 2014 2015

Rank 2015

Overall

41

Investment &
Development

49

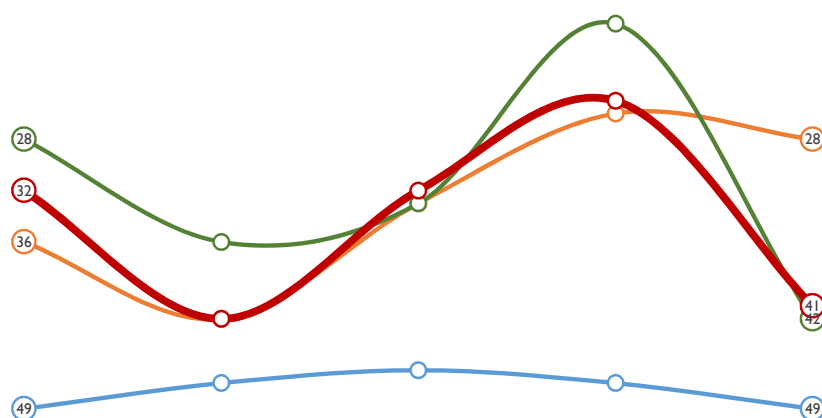
Appeal

28

Readiness

42

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.52	%	52
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	10.68	%	54
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.59	Ratio	47
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	16.62	Ratio	49
Apprenticeships	Are sufficiently implemented	5.01	Survey	22
Employee Training	Is a high priority in companies	5.95	Survey	28
Female Labor Force	Percentage of total labor force	37.78	%	53
Health Infrastructure	Meets the needs of society	4.36	Survey	41

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.10	Index	14
Attracting and Retaining Talents	Is a priority in companies	6.80	Survey	32
Worker Motivation	Is high	5.93	Survey	31
Brain Drain	Does not hinder competitiveness in your economy	5.93	Survey	15
Quality of Life	Is high	5.06	Survey	46
Foreign High-Skilled People	Are attracted to your country's business environment	6.14	Survey	20
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	5,800	US\$	60
Remuneration of Management	Total base salary plus bonuses and long-term incentives	78,502	US\$	53
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	2.40	%	3
Personal Security and Private Property Rights	Are adequately protected	5.60	Survey	42

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	3.11	%	5
Skilled Labor	Is readily available	5.32	Survey	39
Finance Skills	Are readily available	5.65	Survey	44
International Experience	Of senior managers is generally significant	5.45	Survey	29
Competent Senior Managers	Are readily available	5.25	Survey	38
Educational System	Meets the needs of a competitive economy	4.76	Survey	39
Science in Schools	Is sufficiently emphasized	4.81	Survey	39
University Education	Meets the needs of a competitive economy	5.45	Survey	33
Management Education	Meets the needs of the business community	5.47	Survey	35
Language Skills	Are meeting the needs of enterprises	5.64	Survey	31
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.03	Number	57
Educational Assessment - PISA	PISA survey of 15-year olds	375.0	Value	54



IRELAND

2011 2012 2013 2014 2015

Rank 2015

Overall

16

Investment &
Development

35

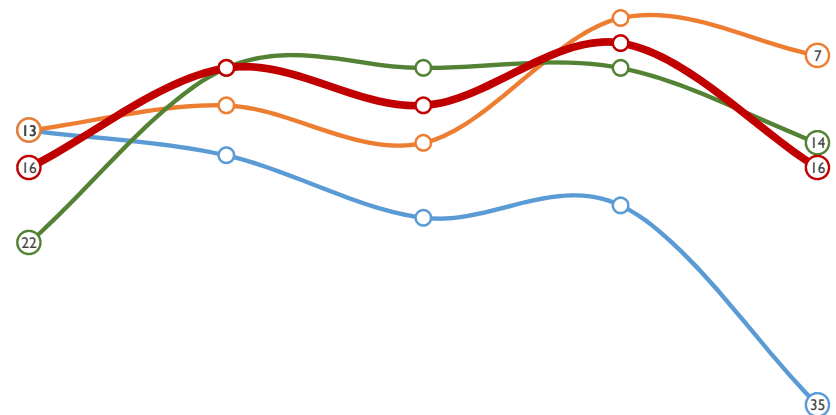
Appeal

7

Readiness

14

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.75	%	31
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	28.94	%	10
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.06	Ratio	31
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.00	Ratio	43
Apprenticeships	Are sufficiently implemented	4.10	Survey	45
Employee Training	Is a high priority in companies	6.05	Survey	24
Female Labor Force	Percentage of total labor force	44.77	%	37
Health Infrastructure	Meets the needs of society	3.80	Survey	47

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	86.90	Index	41
Attracting and Retaining Talents	Is a priority in companies	7.51	Survey	10
Worker Motivation	Is high	7.40	Survey	4
Brain Drain	Does not hinder competitiveness in your economy	5.27	Survey	23
Quality of Life	Is high	8.80	Survey	13
Foreign High-Skilled People	Are attracted to your country's business environment	7.22	Survey	12
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	49,900	US\$	14
Remuneration of Management	Total base salary plus bonuses and long-term incentives	228,647	US\$	16
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	13.10	%	21
Personal Security and Private Property Rights	Are adequately protected	8.45	Survey	13

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.46	%	50
Skilled Labor	Is readily available	6.68	Survey	10
Finance Skills	Are readily available	7.35	Survey	13
International Experience	Of senior managers is generally significant	6.49	Survey	12
Competent Senior Managers	Are readily available	7.00	Survey	1
Educational System	Meets the needs of a competitive economy	7.45	Survey	9
Science in Schools	Is sufficiently emphasized	6.34	Survey	13
University Education	Meets the needs of a competitive economy	7.13	Survey	14
Management Education	Meets the needs of the business community	6.49	Survey	19
Language Skills	Are meeting the needs of enterprises	4.73	Survey	43
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.42	Number	25
Educational Assessment - PISA	PISA survey of 15-year olds	501.0	Value	15



ISRAEL

2011 2012 2013 2014 2015

Rank 2015

Overall

22

Investment &
Development

22

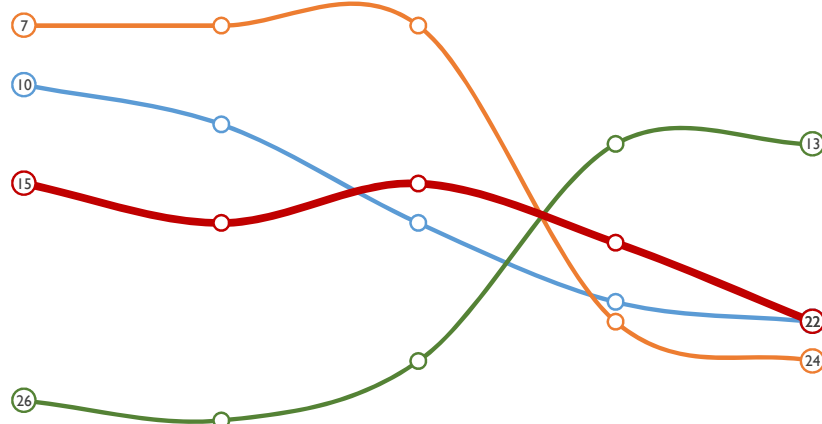
Appeal

24

Readiness

13

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.59	%	7
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.48	%	47
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.20	Ratio	26
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.03	Ratio	25
Apprenticeships	Are sufficiently implemented	4.94	Survey	24
Employee Training	Is a high priority in companies	5.78	Survey	36
Female Labor Force	Percentage of total labor force	47.14	%	16
Health Infrastructure	Meets the needs of society	6.57	Survey	26

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	99.10	Index	51
Attracting and Retaining Talents	Is a priority in companies	7.19	Survey	20
Worker Motivation	Is high	6.65	Survey	18
Brain Drain	Does not hinder competitiveness in your economy	5.91	Survey	16
Quality of Life	Is high	7.53	Survey	24
Foreign High-Skilled People	Are attracted to your country's business environment	5.45	Survey	27
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	28,780	US\$	26
Remuneration of Management	Total base salary plus bonuses and long-term incentives	165,687	US\$	30
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	16.08	%	25
Personal Security and Private Property Rights	Are adequately protected	7.59	Survey	25

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.75	%	8
Skilled Labor	Is readily available	6.70	Survey	8
Finance Skills	Are readily available	7.49	Survey	10
International Experience	Of senior managers is generally significant	6.30	Survey	13
Competent Senior Managers	Are readily available	6.34	Survey	15
Educational System	Meets the needs of a competitive economy	6.57	Survey	17
Science in Schools	Is sufficiently emphasized	6.17	Survey	15
University Education	Meets the needs of a competitive economy	8.04	Survey	4
Management Education	Meets the needs of the business community	7.40	Survey	6
Language Skills	Are meeting the needs of enterprises	7.74	Survey	15
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.57	Number	45
Educational Assessment - PISA	PISA survey of 15-year olds	466.0	Value	38



ITALY

2011 2012 2013 2014 2015

Rank 2015

Overall

42

Investment &
Development

39

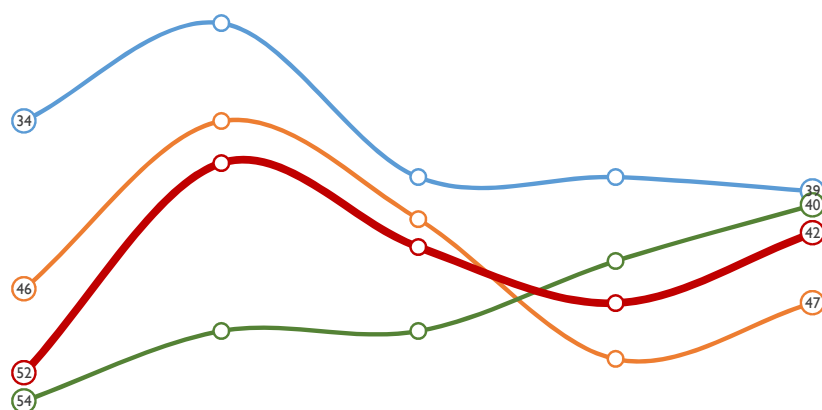
Appeal

47

Readiness

40

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.07	%	40
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	23.91	%	28
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.10	Ratio	13
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.47	Ratio	29
Apprenticeships	Are sufficiently implemented	4.06	Survey	46
Employee Training	Is a high priority in companies	4.43	Survey	56
Female Labor Force	Percentage of total labor force	42.41	%	45
Health Infrastructure	Meets the needs of society	6.12	Survey	31

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	92.60	Index	48
Attracting and Retaining Talents	Is a priority in companies	5.63	Survey	50
Worker Motivation	Is high	4.79	Survey	52
Brain Drain	Does not hinder competitiveness in your economy	4.53	Survey	33
Quality of Life	Is high	6.99	Survey	29
Foreign High-Skilled People	Are attracted to your country's business environment	3.37	Survey	51
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	36,990	US\$	24
Remuneration of Management	Total base salary plus bonuses and long-term incentives	275,790	US\$	9
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	23.21	%	48
Personal Security and Private Property Rights	Are adequately protected	5.22	Survey	46

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.01	%	22
Skilled Labor	Is readily available	5.85	Survey	24
Finance Skills	Are readily available	5.67	Survey	43
International Experience	Of senior managers is generally significant	4.12	Survey	58
Competent Senior Managers	Are readily available	5.01	Survey	40
Educational System	Meets the needs of a competitive economy	5.30	Survey	34
Science in Schools	Is sufficiently emphasized	4.82	Survey	38
University Education	Meets the needs of a competitive economy	5.74	Survey	26
Management Education	Meets the needs of the business community	5.39	Survey	37
Language Skills	Are meeting the needs of enterprises	3.99	Survey	51
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.29	Number	33
Educational Assessment - PISA	PISA survey of 15-year olds	485.0	Value	28



JAPAN

2011 2012 2013 2014 2015

Overall

Investment &
Development

Appeal

Readiness

Rank 2015

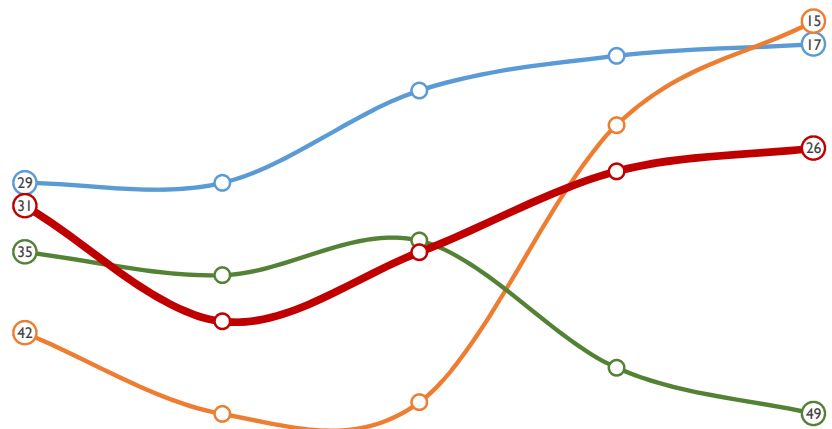
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17

15

49

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.53	%	51
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.79	%	19
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.70	Ratio	42
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.00	Ratio	33
Apprenticeships	Are sufficiently implemented	6.86	Survey	5
Employee Training	Is a high priority in companies	7.24	Survey	5
Female Labor Force	Percentage of total labor force	42.87	%	44
Health Infrastructure	Meets the needs of society	7.16	Survey	18

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	100.37	Index	52
Attracting and Retaining Talents	Is a priority in companies	8.19	Survey	1
Worker Motivation	Is high	7.06	Survey	11
Brain Drain	Does not hinder competitiveness in your economy	4.49	Survey	34
Quality of Life	Is high	8.16	Survey	19
Foreign High-Skilled People	Are attracted to your country's business environment	3.39	Survey	50
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	70,640	US\$	3
Remuneration of Management	Total base salary plus bonuses and long-term incentives	260,572	US\$	10
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	17.36	%	32
Personal Security and Private Property Rights	Are adequately protected	8.13	Survey	17

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.15	%	41
Skilled Labor	Is readily available	4.59	Survey	49
Finance Skills	Are readily available	6.10	Survey	35
International Experience	Of senior managers is generally significant	2.89	Survey	61
Competent Senior Managers	Are readily available	3.23	Survey	61
Educational System	Meets the needs of a competitive economy	5.27	Survey	36
Science in Schools	Is sufficiently emphasized	6.09	Survey	17
University Education	Meets the needs of a competitive economy	4.19	Survey	52
Management Education	Meets the needs of the business community	4.19	Survey	57
Language Skills	Are meeting the needs of enterprises	2.86	Survey	60
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.18	Number	37
Educational Assessment - PISA	PISA survey of 15-year olds	536.0	Value	5



JORDAN

2011 2012 2013 2014 2015

Rank 2015

Overall

37

Investment &
Development

50

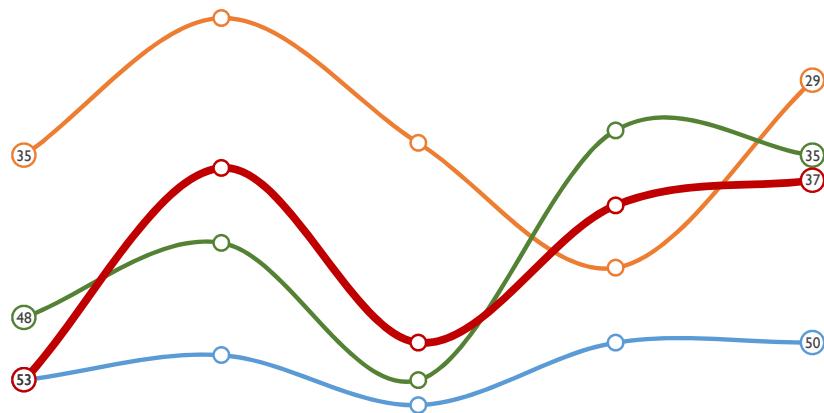
Appeal

29

Readiness

35

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.80	%	46
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	15.06	%	49
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.40	Ratio	39
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.00	Ratio	13
Apprenticeships	Are sufficiently implemented	5.18	Survey	17
Employee Training	Is a high priority in companies	5.27	Survey	45
Female Labor Force	Percentage of total labor force	17.54	%	57
Health Infrastructure	Meets the needs of society	6.15	Survey	30

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	76.80	Index	21
Attracting and Retaining Talents	Is a priority in companies	5.44	Survey	52
Worker Motivation	Is high	4.99	Survey	46
Brain Drain	Does not hinder competitiveness in your economy	4.94	Survey	26
Quality of Life	Is high	5.36	Survey	43
Foreign High-Skilled People	Are attracted to your country's business environment	4.84	Survey	34
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	-	US\$	-
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	6.79	%	9
Personal Security and Private Property Rights	Are adequately protected	6.49	Survey	35

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.07	%	44
Skilled Labor	Is readily available	5.72	Survey	29
Finance Skills	Are readily available	5.70	Survey	41
International Experience	Of senior managers is generally significant	5.54	Survey	27
Competent Senior Managers	Are readily available	5.87	Survey	27
Educational System	Meets the needs of a competitive economy	5.46	Survey	29
Science in Schools	Is sufficiently emphasized	5.57	Survey	23
University Education	Meets the needs of a competitive economy	5.16	Survey	39
Management Education	Meets the needs of the business community	5.23	Survey	40
Language Skills	Are meeting the needs of enterprises	5.49	Survey	33
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.37	Number	9
Educational Assessment - PISA	PISA survey of 15-year olds	386.0	Value	50

5 Best Ranked Criteria

5 Worst Ranked Criteria



KAZAKHSTAN

2011

2012

2013

2014

2015

Rank 2015

Overall

36

Investment &
Development

34

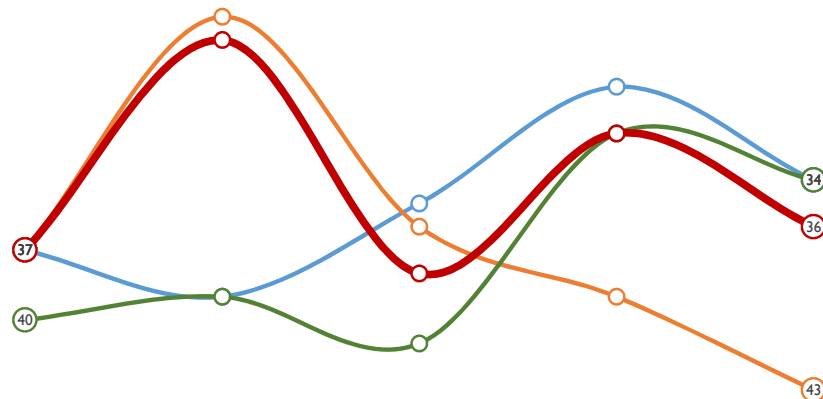
Appeal

43

Readiness

34

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.64	%	48
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	12.51	%	52
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.19	Ratio	33
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.60	Ratio	5
Apprenticeships	Are sufficiently implemented	5.50	Survey	12
Employee Training	Is a high priority in companies	6.19	Survey	21
Female Labor Force	Percentage of total labor force	48.97	%	4
Health Infrastructure	Meets the needs of society	5.16	Survey	37

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	75.00	Index	19
Attracting and Retaining Talents	Is a priority in companies	6.59	Survey	36
Worker Motivation	Is high	5.54	Survey	39
Brain Drain	Does not hinder competitiveness in your economy	3.49	Survey	48
Quality of Life	Is high	5.67	Survey	37
Foreign High-Skilled People	Are attracted to your country's business environment	6.60	Survey	17
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,575	US\$	52
Remuneration of Management	Total base salary plus bonuses and long-term incentives	23,995	US\$	57
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	16.97	%	29
Personal Security and Private Property Rights	Are adequately protected	5.89	Survey	40

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.67	%	28
Skilled Labor	Is readily available	5.96	Survey	21
Finance Skills	Are readily available	6.66	Survey	28
International Experience	Of senior managers is generally significant	5.68	Survey	25
Competent Senior Managers	Are readily available	5.96	Survey	24
Educational System	Meets the needs of a competitive economy	4.85	Survey	38
Science in Schools	Is sufficiently emphasized	5.44	Survey	27
University Education	Meets the needs of a competitive economy	5.21	Survey	37
Management Education	Meets the needs of the business community	5.04	Survey	47
Language Skills	Are meeting the needs of enterprises	5.20	Survey	39
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.53	Number	46
Educational Assessment - PISA	PISA survey of 15-year olds	432.0	Value	46

5 Best Ranked Criteria

5 Worst Ranked Criteria



KOREA REP.

2011

2012

2013

2014

2015

Rank 2015

Overall

31

Investment &
Development

32

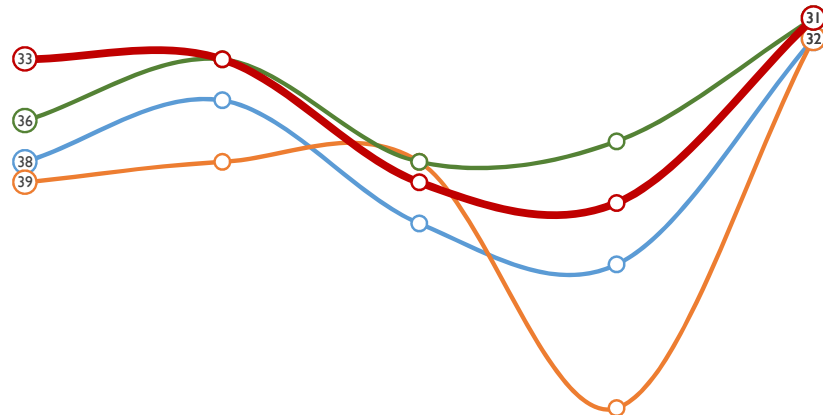
Appeal

32

Readiness

31

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.62	%	33
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.85	%	23
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.40	Ratio	46
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	16.60	Ratio	48
Apprenticeships	Are sufficiently implemented	4.51	Survey	34
Employee Training	Is a high priority in companies	5.81	Survey	33
Female Labor Force	Percentage of total labor force	42.02	%	47
Health Infrastructure	Meets the needs of society	7.49	Survey	16

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	104.50	Index	56
Attracting and Retaining Talents	Is a priority in companies	7.43	Survey	13
Worker Motivation	Is high	4.64	Survey	54
Brain Drain	Does not hinder competitiveness in your economy	3.98	Survey	44
Quality of Life	Is high	5.40	Survey	40
Foreign High-Skilled People	Are attracted to your country's business environment	4.70	Survey	37
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	40,680	US\$	20
Remuneration of Management	Total base salary plus bonuses and long-term incentives	220,874	US\$	20
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	9.40	%	13
Personal Security and Private Property Rights	Are adequately protected	6.67	Survey	33

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.56	%	9
Skilled Labor	Is readily available	5.88	Survey	23
Finance Skills	Are readily available	6.20	Survey	33
International Experience	Of senior managers is generally significant	4.49	Survey	47
Competent Senior Managers	Are readily available	4.77	Survey	44
Educational System	Meets the needs of a competitive economy	5.93	Survey	25
Science in Schools	Is sufficiently emphasized	5.63	Survey	21
University Education	Meets the needs of a competitive economy	5.17	Survey	38
Management Education	Meets the needs of the business community	5.28	Survey	38
Language Skills	Are meeting the needs of enterprises	5.83	Survey	29
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.19	Number	35
Educational Assessment - PISA	PISA survey of 15-year olds	554.0	Value	4



LATVIA

2011

2012

2013

2014

2015

Rank 2015

Overall

28

Investment &
Development

15

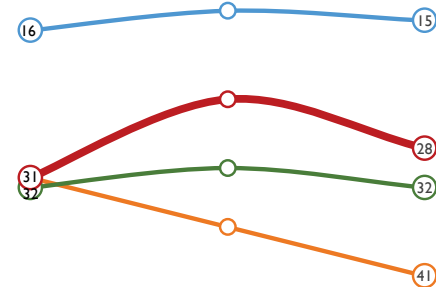
Appeal

41

Readiness

32

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.48	%	20
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.82	%	18
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.01	Ratio	8
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.30	Ratio	7
Apprenticeships	Are sufficiently implemented	5.52	Survey	11
Employee Training	Is a high priority in companies	6.48	Survey	18
Female Labor Force	Percentage of total labor force	49.87	%	2
Health Infrastructure	Meets the needs of society	3.93	Survey	45

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	81.90	Index	33
Attracting and Retaining Talents	Is a priority in companies	6.97	Survey	28
Worker Motivation	Is high	5.38	Survey	41
Brain Drain	Does not hinder competitiveness in your economy	4.28	Survey	37
Quality of Life	Is high	5.10	Survey	45
Foreign High-Skilled People	Are attracted to your country's business environment	4.14	Survey	46
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	16,880	US\$	39
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	17.33	%	31
Personal Security and Private Property Rights	Are adequately protected	5.31	Survey	45

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-2.14	%	58
Skilled Labor	Is readily available	5.52	Survey	35
Finance Skills	Are readily available	6.21	Survey	32
International Experience	Of senior managers is generally significant	5.72	Survey	23
Competent Senior Managers	Are readily available	5.79	Survey	29
Educational System	Meets the needs of a competitive economy	4.97	Survey	37
Science in Schools	Is sufficiently emphasized	4.21	Survey	47
University Education	Meets the needs of a competitive economy	5.10	Survey	40
Management Education	Meets the needs of the business community	5.52	Survey	34
Language Skills	Are meeting the needs of enterprises	7.10	Survey	19
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.34	Number	32
Educational Assessment - PISA	PISA survey of 15-year olds	491.0	Value	24



LITHUANIA

2011 2012 2013 2014 2015

Rank 2015

Overall

24

Investment &
Development

10

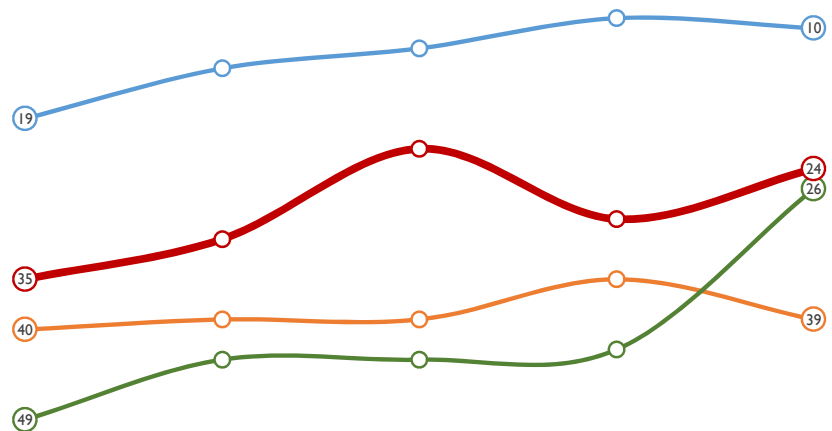
Appeal

39

Readiness

26

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.57	%	16
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	19.56	%	36
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.43	Ratio	15
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.32	Ratio	2
Apprenticeships	Are sufficiently implemented	6.93	Survey	4
Employee Training	Is a high priority in companies	6.80	Survey	9
Female Labor Force	Percentage of total labor force	50.12	%	1
Health Infrastructure	Meets the needs of society	5.83	Survey	34

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.00	Index	11
Attracting and Retaining Talents	Is a priority in companies	6.97	Survey	27
Worker Motivation	Is high	6.00	Survey	29
Brain Drain	Does not hinder competitiveness in your economy	3.03	Survey	53
Quality of Life	Is high	6.41	Survey	32
Foreign High-Skilled People	Are attracted to your country's business environment	4.93	Survey	32
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,520	US\$	51
Remuneration of Management	Total base salary plus bonuses and long-term incentives	114,757	US\$	48
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	22.25	%	45
Personal Security and Private Property Rights	Are adequately protected	7.36	Survey	28

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.81	%	24
Skilled Labor	Is readily available	5.42	Survey	36
Finance Skills	Are readily available	5.59	Survey	46
International Experience	Of senior managers is generally significant	6.57	Survey	11
Competent Senior Managers	Are readily available	6.13	Survey	22
Educational System	Meets the needs of a competitive economy	5.93	Survey	24
Science in Schools	Is sufficiently emphasized	4.40	Survey	44
University Education	Meets the needs of a competitive economy	5.60	Survey	28
Management Education	Meets the needs of the business community	5.80	Survey	32
Language Skills	Are meeting the needs of enterprises	7.87	Survey	14
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.04	Number	40
Educational Assessment - PISA	PISA survey of 15-year olds	479.0	Value	31



LUXEMBOURG

2011

2012

2013

2014

2015

Rank 2015

Overall

3

Investment &
Development

9

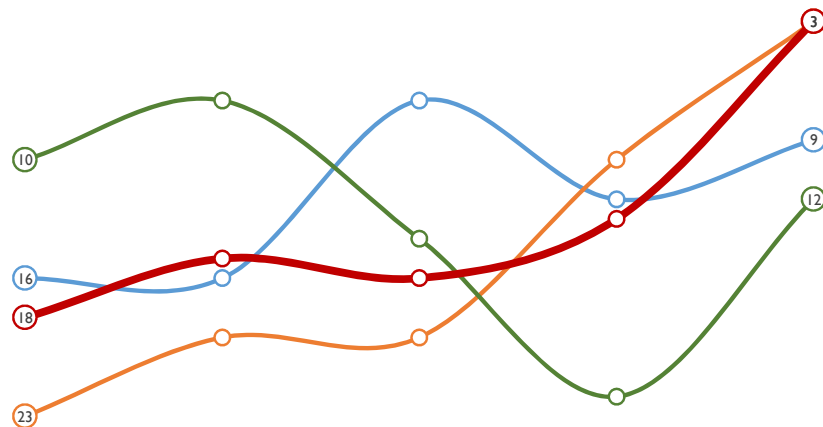
Appeal

3

Readiness

12

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.60	%	15
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.34	%	33
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	9.30	Ratio	1
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.80	Ratio	6
Apprenticeships	Are sufficiently implemented	5.93	Survey	9
Employee Training	Is a high priority in companies	7.15	Survey	6
Female Labor Force	Percentage of total labor force	38.43	%	52
Health Infrastructure	Meets the needs of society	8.03	Survey	9

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	85.00	Index	39
Attracting and Retaining Talents	Is a priority in companies	7.48	Survey	12
Worker Motivation	Is high	7.38	Survey	5
Brain Drain	Does not hinder competitiveness in your economy	6.48	Survey	9
Quality of Life	Is high	9.36	Survey	5
Foreign High-Skilled People	Are attracted to your country's business environment	8.49	Survey	2
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	69,680	US\$	5
Remuneration of Management	Total base salary plus bonuses and long-term incentives	277,980	US\$	5
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	25.05	%	52
Personal Security and Private Property Rights	Are adequately protected	8.58	Survey	10

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.52	%	11
Skilled Labor	Is readily available	5.77	Survey	26
Finance Skills	Are readily available	7.57	Survey	9
International Experience	Of senior managers is generally significant	7.87	Survey	1
Competent Senior Managers	Are readily available	6.36	Survey	14
Educational System	Meets the needs of a competitive economy	6.13	Survey	21
Science in Schools	Is sufficiently emphasized	5.52	Survey	25
University Education	Meets the needs of a competitive economy	5.90	Survey	24
Management Education	Meets the needs of the business community	6.07	Survey	31
Language Skills	Are meeting the needs of enterprises	8.89	Survey	1
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	4.70	Number	8
Educational Assessment - PISA	PISA survey of 15-year olds	490.0	Value	26

5 Best Ranked Criteria

5 Worst Ranked Criteria



MALAYSIA

2011

2012

2013

2014

2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

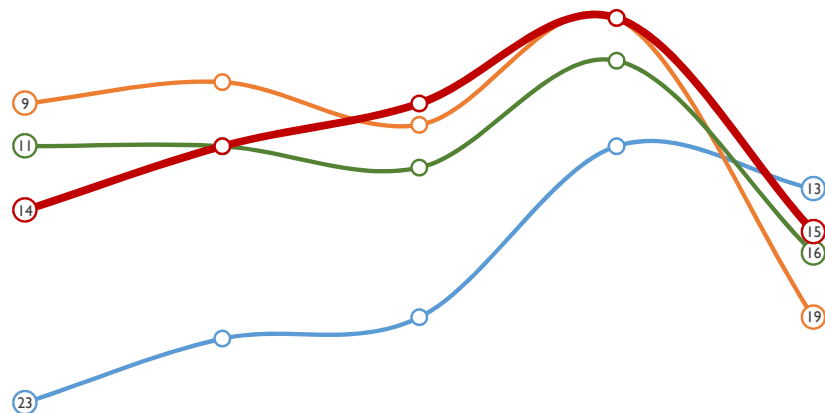
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13

19

16

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.51	%	18
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	19.87	%	35
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	12.30	Ratio	14
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.10	Ratio	34
Apprenticeships	Are sufficiently implemented	6.55	Survey	6
Employee Training	Is a high priority in companies	7.33	Survey	4
Female Labor Force	Percentage of total labor force	38.43	%	51
Health Infrastructure	Meets the needs of society	7.53	Survey	14

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.40	Index	16
Attracting and Retaining Talents	Is a priority in companies	7.70	Survey	6
Worker Motivation	Is high	7.08	Survey	10
Brain Drain	Does not hinder competitiveness in your economy	5.71	Survey	19
Quality of Life	Is high	7.36	Survey	25
Foreign High-Skilled People	Are attracted to your country's business environment	7.05	Survey	13
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,660	US\$	48
Remuneration of Management	Total base salary plus bonuses and long-term incentives	108,834	US\$	42
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	10.26	%	14
Personal Security and Private Property Rights	Are adequately protected	6.94	Survey	31

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.18	%	12
Skilled Labor	Is readily available	6.66	Survey	11
Finance Skills	Are readily available	7.30	Survey	15
International Experience	Of senior managers is generally significant	6.62	Survey	9
Competent Senior Managers	Are readily available	6.44	Survey	12
Educational System	Meets the needs of a competitive economy	6.70	Survey	16
Science in Schools	Is sufficiently emphasized	6.91	Survey	5
University Education	Meets the needs of a competitive economy	6.68	Survey	17
Management Education	Meets the needs of the business community	6.88	Survey	14
Language Skills	Are meeting the needs of enterprises	7.10	Survey	20
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.91	Number	27
Educational Assessment - PISA	PISA survey of 15-year olds	421.0	Value	47



MEXICO

2011 2012 2013 2014 2015

Rank 2015

Overall

49

Investment &
Development

58

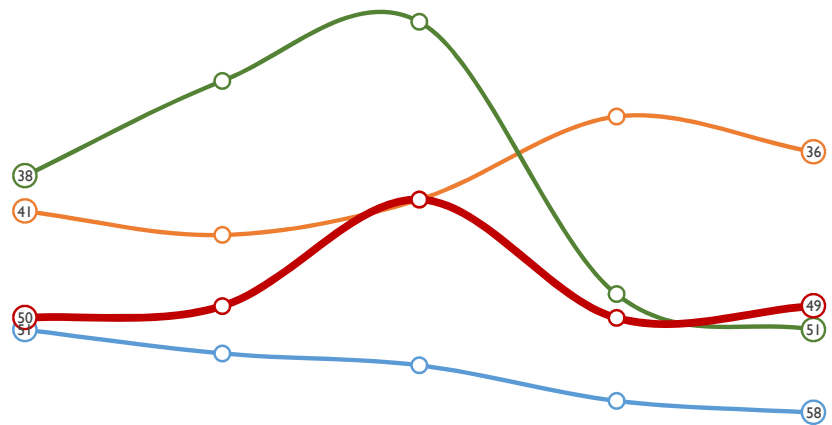
Appeal

36

Readiness

51

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.60	%	49
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.05	%	46
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	28.02	Ratio	57
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	17.74	Ratio	52
Apprenticeships	Are sufficiently implemented	4.83	Survey	25
Employee Training	Is a high priority in companies	5.37	Survey	43
Female Labor Force	Percentage of total labor force	37.77	%	54
Health Infrastructure	Meets the needs of society	3.42	Survey	51

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	66.45	Index	4
Attracting and Retaining Talents	Is a priority in companies	5.98	Survey	46
Worker Motivation	Is high	5.86	Survey	33
Brain Drain	Does not hinder competitiveness in your economy	4.55	Survey	32
Quality of Life	Is high	5.39	Survey	41
Foreign High-Skilled People	Are attracted to your country's business environment	5.63	Survey	23
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	13,360	US\$	46
Remuneration of Management	Total base salary plus bonuses and long-term incentives	209,138	US\$	22
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	12.90	%	19
Personal Security and Private Property Rights	Are adequately protected	3.45	Survey	56

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-1.08	%	54
Skilled Labor	Is readily available	5.39	Survey	37
Finance Skills	Are readily available	5.24	Survey	51
International Experience	Of senior managers is generally significant	6.00	Survey	15
Competent Senior Managers	Are readily available	4.83	Survey	43
Educational System	Meets the needs of a competitive economy	3.12	Survey	55
Science in Schools	Is sufficiently emphasized	2.90	Survey	55
University Education	Meets the needs of a competitive economy	4.51	Survey	47
Management Education	Meets the needs of the business community	4.91	Survey	50
Language Skills	Are meeting the needs of enterprises	4.53	Survey	46
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.07	Number	54
Educational Assessment - PISA	PISA survey of 15-year olds	413.0	Value	48



MONGOLIA

2011

2012

2013

2014

2015

Rank 2015

Overall

54

Investment & Development

44

Appeal

51

Readiness

59

of 61

44

51

54

59

Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.90	%	29
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.70	%	42
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	28.78	Ratio	58
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	18.50	Ratio	53
Apprenticeships	Are sufficiently implemented	5.12	Survey	18
Employee Training	Is a high priority in companies	6.78	Survey	11
Female Labor Force	Percentage of total labor force	46.42	%	24
Health Infrastructure	Meets the needs of society	2.47	Survey	57

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	-	Index	-
Attracting and Retaining Talents	Is a priority in companies	7.98	Survey	2
Worker Motivation	Is high	4.80	Survey	51
Brain Drain	Does not hinder competitiveness in your economy	4.07	Survey	40
Quality of Life	Is high	3.28	Survey	58
Foreign High-Skilled People	Are attracted to your country's business environment	3.78	Survey	49
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	8,189	US\$	56
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	17.90	%	34
Personal Security and Private Property Rights	Are adequately protected	4.53	Survey	51

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-5.89	%	60
Skilled Labor	Is readily available	3.25	Survey	58
Finance Skills	Are readily available	3.96	Survey	61
International Experience	Of senior managers is generally significant	4.38	Survey	50
Competent Senior Managers	Are readily available	4.04	Survey	51
Educational System	Meets the needs of a competitive economy	3.56	Survey	50
Science in Schools	Is sufficiently emphasized	4.25	Survey	46
University Education	Meets the needs of a competitive economy	3.14	Survey	58
Management Education	Meets the needs of the business community	4.07	Survey	58
Language Skills	Are meeting the needs of enterprises	4.61	Survey	44
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.37	Number	48
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



NETHERLANDS

2011

2012

2013

2014

2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

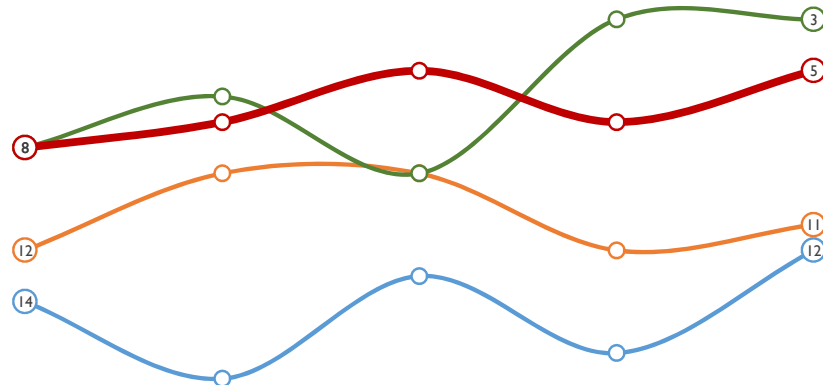
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of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.54	%	17
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.78	%	20
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.80	Ratio	29
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	17.01	Ratio	51
Apprenticeships	Are sufficiently implemented	6.03	Survey	8
Employee Training	Is a high priority in companies	6.78	Survey	12
Female Labor Force	Percentage of total labor force	45.97	%	31
Health Infrastructure	Meets the needs of society	8.37	Survey	4

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	89.30	Index	45
Attracting and Retaining Talents	Is a priority in companies	7.41	Survey	15
Worker Motivation	Is high	7.27	Survey	8
Brain Drain	Does not hinder competitiveness in your economy	6.40	Survey	10
Quality of Life	Is high	9.22	Survey	7
Foreign High-Skilled People	Are attracted to your country's business environment	6.85	Survey	14
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	44,860	US\$	18
Remuneration of Management	Total base salary plus bonuses and long-term incentives	265,166	US\$	12
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	25.61	%	55
Personal Security and Private Property Rights	Are adequately protected	8.56	Survey	11

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.42	%	49
Skilled Labor	Is readily available	7.05	Survey	5
Finance Skills	Are readily available	7.71	Survey	4
International Experience	Of senior managers is generally significant	6.86	Survey	7
Competent Senior Managers	Are readily available	6.77	Survey	6
Educational System	Meets the needs of a competitive economy	7.82	Survey	6
Science in Schools	Is sufficiently emphasized	6.81	Survey	6
University Education	Meets the needs of a competitive economy	7.65	Survey	8
Management Education	Meets the needs of the business community	7.56	Survey	4
Language Skills	Are meeting the needs of enterprises	8.68	Survey	2
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.43	Number	18
Educational Assessment - PISA	PISA survey of 15-year olds	523.0	Value	10

5 Best Ranked Criteria

5 Worst Ranked Criteria



NEW ZEALAND

2011

2012

2013

2014

2015

Overall

Investment &
Development

Appeal

Readiness

Rank 2015

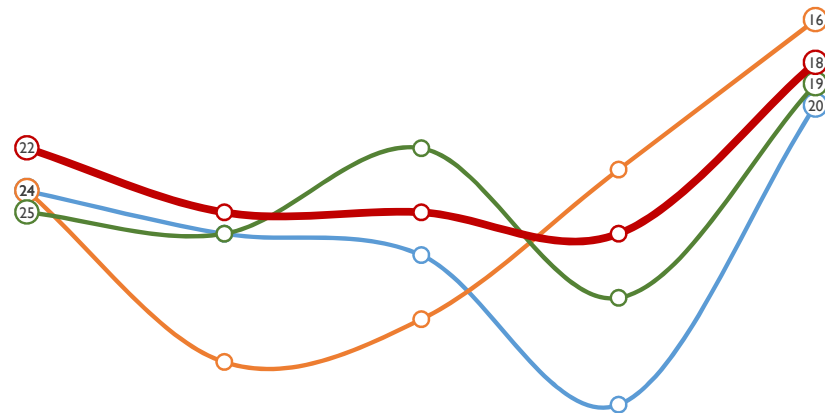
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19

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.45	%	22
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	25.27	%	21
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.40	Ratio	36
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.99	Ratio	42
Apprenticeships	Are sufficiently implemented	4.79	Survey	27
Employee Training	Is a high priority in companies	6.00	Survey	27
Female Labor Force	Percentage of total labor force	47.12	%	17
Health Infrastructure	Meets the needs of society	7.04	Survey	24

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	82.90	Index	36
Attracting and Retaining Talents	Is a priority in companies	7.36	Survey	17
Worker Motivation	Is high	6.86	Survey	14
Brain Drain	Does not hinder competitiveness in your economy	4.14	Survey	39
Quality of Life	Is high	8.96	Survey	11
Foreign High-Skilled People	Are attracted to your country's business environment	7.43	Survey	10
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	37,780	US\$	21
Remuneration of Management	Total base salary plus bonuses and long-term incentives	186,139	US\$	31
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	19.09	%	39
Personal Security and Private Property Rights	Are adequately protected	8.38	Survey	14

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.93	%	6
Skilled Labor	Is readily available	5.21	Survey	43
Finance Skills	Are readily available	7.14	Survey	16
International Experience	Of senior managers is generally significant	4.64	Survey	45
Competent Senior Managers	Are readily available	5.79	Survey	29
Educational System	Meets the needs of a competitive economy	7.11	Survey	12
Science in Schools	Is sufficiently emphasized	5.57	Survey	22
University Education	Meets the needs of a competitive economy	6.43	Survey	21
Management Education	Meets the needs of the business community	6.36	Survey	22
Language Skills	Are meeting the needs of enterprises	5.41	Survey	35
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	9.29	Number	3
Educational Assessment - PISA	PISA survey of 15-year olds	500.0	Value	17



NORWAY

2011 2012 2013 2014 2015

Rank 2015

Overall

Investment &
Development

Appeal

Readiness

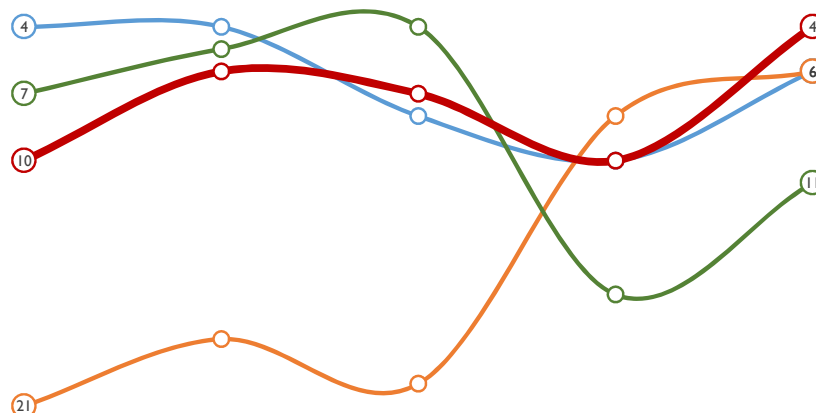
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11

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.90	%	28
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.28	%	16
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	10.30	Ratio	5
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.97	Ratio	12
Apprenticeships	Are sufficiently implemented	5.65	Survey	10
Employee Training	Is a high priority in companies	6.92	Survey	8
Female Labor Force	Percentage of total labor force	47.23	%	15
Health Infrastructure	Meets the needs of society	8.04	Survey	8

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	98.30	Index	50
Attracting and Retaining Talents	Is a priority in companies	7.72	Survey	5
Worker Motivation	Is high	7.46	Survey	3
Brain Drain	Does not hinder competitiveness in your economy	8.27	Survey	1
Quality of Life	Is high	9.57	Survey	2
Foreign High-Skilled People	Are attracted to your country's business environment	6.65	Survey	16
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	67,920	US\$	4
Remuneration of Management	Total base salary plus bonuses and long-term incentives	176,965	US\$	26
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	27.19	%	57
Personal Security and Private Property Rights	Are adequately protected	8.92	Survey	4

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.00	%	23
Skilled Labor	Is readily available	7.27	Survey	3
Finance Skills	Are readily available	7.84	Survey	2
International Experience	Of senior managers is generally significant	5.02	Survey	38
Competent Senior Managers	Are readily available	6.86	Survey	3
Educational System	Meets the needs of a competitive economy	7.19	Survey	11
Science in Schools	Is sufficiently emphasized	5.65	Survey	20
University Education	Meets the needs of a competitive economy	7.22	Survey	12
Management Education	Meets the needs of the business community	6.85	Survey	15
Language Skills	Are meeting the needs of enterprises	8.24	Survey	9
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.66	Number	16
Educational Assessment - PISA	PISA survey of 15-year olds	489.0	Value	25



PERU

2011 2012 2013 2014 2015

Rank 2015

Overall

59

Investment &
Development

59

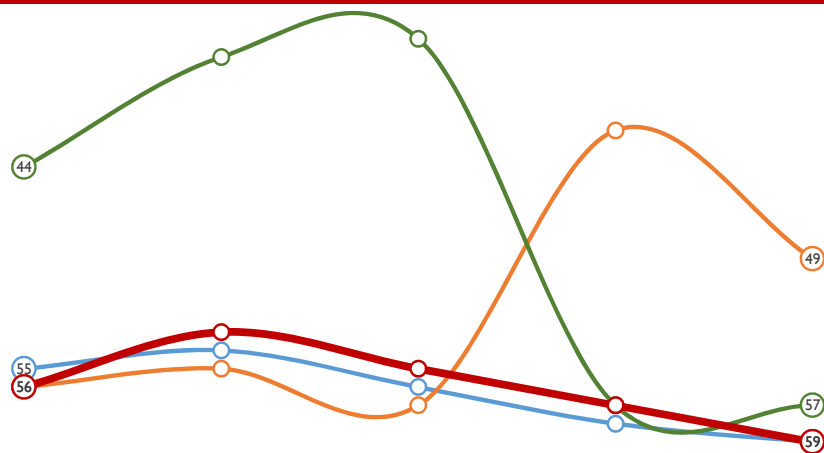
Appeal

49

Readiness

57

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.22	%	54
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	10.10	%	56
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	19.19	Ratio	50
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	16.75	Ratio	50
Apprenticeships	Are sufficiently implemented	3.84	Survey	51
Employee Training	Is a high priority in companies	4.59	Survey	55
Female Labor Force	Percentage of total labor force	42.19	%	46
Health Infrastructure	Meets the needs of society	2.26	Survey	58

Factor 2 : Appeal

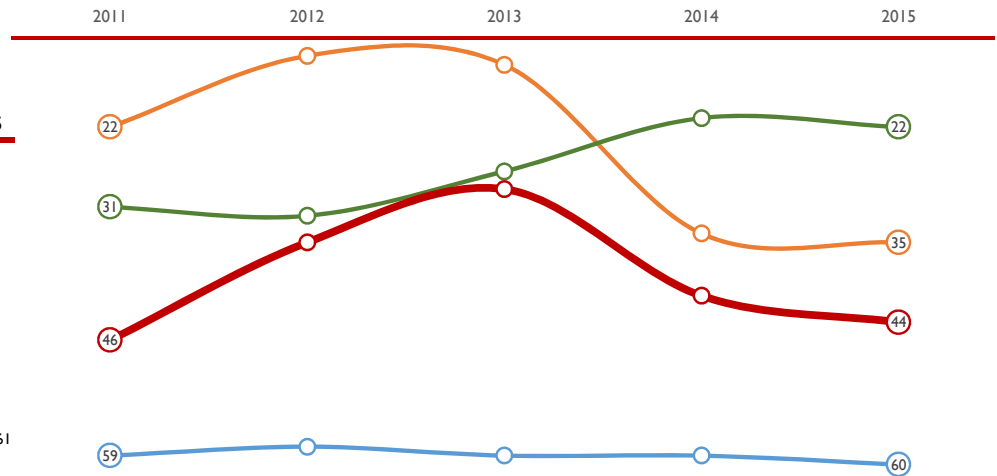
Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	72.40	Index	8
Attracting and Retaining Talents	Is a priority in companies	5.31	Survey	56
Worker Motivation	Is high	5.03	Survey	45
Brain Drain	Does not hinder competitiveness in your economy	4.19	Survey	38
Quality of Life	Is high	4.36	Survey	52
Foreign High-Skilled People	Are attracted to your country's business environment	5.78	Survey	22
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	16,860	US\$	41
Remuneration of Management	Total base salary plus bonuses and long-term incentives	178,657	US\$	25
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	12.73	%	18
Personal Security and Private Property Rights	Are adequately protected	3.45	Survey	55

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.16	%	20
Skilled Labor	Is readily available	3.52	Survey	57
Finance Skills	Are readily available	4.96	Survey	54
International Experience	Of senior managers is generally significant	5.02	Survey	37
Competent Senior Managers	Are readily available	3.72	Survey	55
Educational System	Meets the needs of a competitive economy	2.62	Survey	56
Science in Schools	Is sufficiently emphasized	2.38	Survey	60
University Education	Meets the needs of a competitive economy	3.50	Survey	56
Management Education	Meets the needs of the business community	4.44	Survey	55
Language Skills	Are meeting the needs of enterprises	3.19	Survey	54
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	-	Number	-
Educational Assessment - PISA	PISA survey of 15-year olds	368.0	Value	55



PHILIPPINES



of 61

Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	2.70	%	58
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	9.14	%	57
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	34.23	Ratio	60
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	34.53	Ratio	60
Apprenticeships	Are sufficiently implemented	4.30	Survey	41
Employee Training	Is a high priority in companies	5.82	Survey	32
Female Labor Force	Percentage of total labor force	39.32	%	50
Health Infrastructure	Meets the needs of society	4.02	Survey	43

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	73.40	Index	12
Attracting and Retaining Talents	Is a priority in companies	6.69	Survey	35
Worker Motivation	Is high	6.18	Survey	24
Brain Drain	Does not hinder competitiveness in your economy	3.69	Survey	45
Quality of Life	Is high	5.04	Survey	47
Foreign High-Skilled People	Are attracted to your country's business environment	5.56	Survey	25
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	6,900	US\$	59
Remuneration of Management	Total base salary plus bonuses and long-term incentives	131,672	US\$	40
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	8.30	%	12
Personal Security and Private Property Rights	Are adequately protected	4.74	Survey	50

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.17	%	40
Skilled Labor	Is readily available	7.00	Survey	6
Finance Skills	Are readily available	6.76	Survey	26
International Experience	Of senior managers is generally significant	5.85	Survey	19
Competent Senior Managers	Are readily available	6.25	Survey	16
Educational System	Meets the needs of a competitive economy	5.51	Survey	28
Science in Schools	Is sufficiently emphasized	4.99	Survey	36
University Education	Meets the needs of a competitive economy	5.85	Survey	25
Management Education	Meets the needs of the business community	6.35	Survey	23
Language Skills	Are meeting the needs of enterprises	7.52	Survey	18
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.03	Number	56
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



POLAND

2011 2012 2013 2014 2015

Rank 2015

Overall

32

Investment &
Development

30

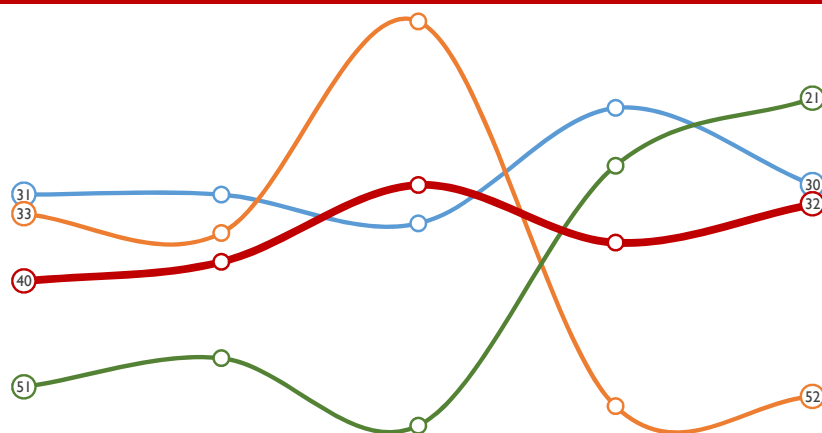
Appeal

52

Readiness

21

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.36	%	23
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.67	%	25
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.00	Ratio	7
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.40	Ratio	14
Apprenticeships	Are sufficiently implemented	4.65	Survey	32
Employee Training	Is a high priority in companies	5.42	Survey	42
Female Labor Force	Percentage of total labor force	44.96	%	36
Health Infrastructure	Meets the needs of society	3.96	Survey	44

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	71.80	Index	7
Attracting and Retaining Talents	Is a priority in companies	4.56	Survey	61
Worker Motivation	Is high	5.74	Survey	36
Brain Drain	Does not hinder competitiveness in your economy	3.98	Survey	43
Quality of Life	Is high	4.68	Survey	49
Foreign High-Skilled People	Are attracted to your country's business environment	4.47	Survey	42
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,140	US\$	49
Remuneration of Management	Total base salary plus bonuses and long-term incentives	161,130	US\$	34
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	24.83	%	51
Personal Security and Private Property Rights	Are adequately protected	7.00	Survey	30

Factor 3 : Readiness

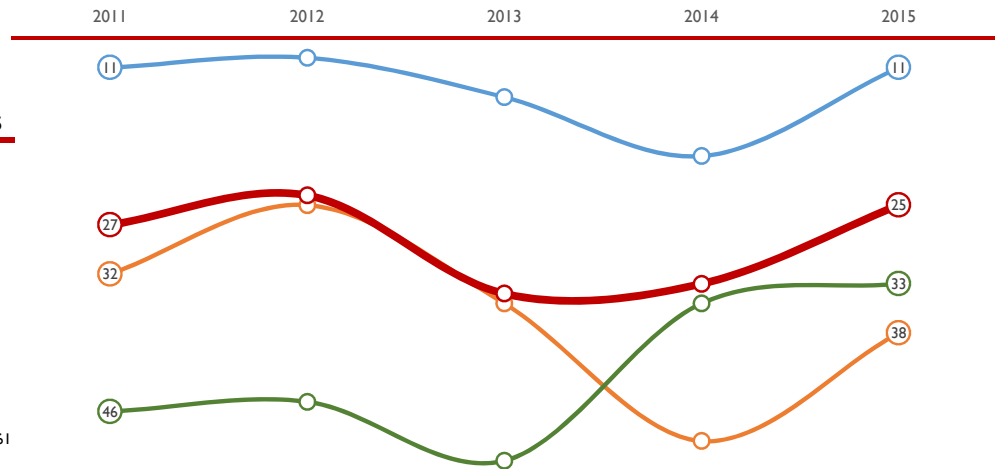
Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.09	%	43
Skilled Labor	Is readily available	6.24	Survey	19
Finance Skills	Are readily available	7.08	Survey	17
International Experience	Of senior managers is generally significant	5.96	Survey	17
Competent Senior Managers	Are readily available	6.15	Survey	20
Educational System	Meets the needs of a competitive economy	5.40	Survey	32
Science in Schools	Is sufficiently emphasized	5.47	Survey	26
University Education	Meets the needs of a competitive economy	5.47	Survey	30
Management Education	Meets the needs of the business community	6.30	Survey	24
Language Skills	Are meeting the needs of enterprises	7.59	Survey	17
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.61	Number	44
Educational Assessment - PISA	PISA survey of 15-year olds	518.0	Value	11

5 Best Ranked Criteria

5 Worst Ranked Criteria



PORTUGAL



Rank 2015

Overall

Investment &
Development

Appeal

Readiness

25

11

38

33

of 61

Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.77	%	5
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	36.31	%	3
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.87	Ratio	11
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.56	Ratio	4
Apprenticeships	Are sufficiently implemented	4.63	Survey	33
Employee Training	Is a high priority in companies	4.41	Survey	57
Female Labor Force	Percentage of total labor force	48.69	%	6
Health Infrastructure	Meets the needs of society	7.09	Survey	22

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	78.70	Index	24
Attracting and Retaining Talents	Is a priority in companies	5.70	Survey	49
Worker Motivation	Is high	5.05	Survey	44
Brain Drain	Does not hinder competitiveness in your economy	3.67	Survey	46
Quality of Life	Is high	7.24	Survey	26
Foreign High-Skilled People	Are attracted to your country's business environment	4.36	Survey	43
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	26,400	US\$	28
Remuneration of Management	Total base salary plus bonuses and long-term incentives	177,599	US\$	29
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	17.65	%	33
Personal Security and Private Property Rights	Are adequately protected	8.08	Survey	21

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-1.12	%	55
Skilled Labor	Is readily available	5.74	Survey	28
Finance Skills	Are readily available	5.60	Survey	45
International Experience	Of senior managers is generally significant	4.18	Survey	57
Competent Senior Managers	Are readily available	4.11	Survey	50
Educational System	Meets the needs of a competitive economy	6.16	Survey	20
Science in Schools	Is sufficiently emphasized	5.40	Survey	28
University Education	Meets the needs of a competitive economy	6.95	Survey	16
Management Education	Meets the needs of the business community	7.38	Survey	7
Language Skills	Are meeting the needs of enterprises	8.11	Survey	10
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.76	Number	29
Educational Assessment - PISA	PISA survey of 15-year olds	487.0	Value	30



QATAR

2011 2012 2013 2014 2015

Rank 2015

Overall

29

Investment &
Development

48

Appeal

17

Readiness

27

of 61

Factor 1 : Investment and Development

Criteria		Value	2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.19 %	55
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	10.29 %	55
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	9.60 Ratio	3
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.73 Ratio	11
Apprenticeships	Are sufficiently implemented	5.41 Survey	14
Employee Training	Is a high priority in companies	6.09 Survey	23
Female Labor Force	Percentage of total labor force	12.23 %	59
Health Infrastructure	Meets the needs of society	5.40 Survey	35

Factor 2 : Appeal

Criteria		Value	2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	68.80 Index	6
Attracting and Retaining Talents	Is a priority in companies	6.84 Survey	30
Worker Motivation	Is high	6.00 Survey	29
Brain Drain	Does not hinder competitiveness in your economy	5.48 Survey	22
Quality of Life	Is high	5.57 Survey	38
Foreign High-Skilled People	Are attracted to your country's business environment	7.51 Survey	8
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	25,540 US\$	30
Remuneration of Management	Total base salary plus bonuses and long-term incentives	124,563 US\$	37
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	8.11 Survey	18

Factor 3 : Readiness

Criteria		Value	2015 Rank
Labor Force Growth	Percentage change	9.53 %	1
Skilled Labor	Is readily available	5.23 Survey	41
Finance Skills	Are readily available	6.04 Survey	38
International Experience	Of senior managers is generally significant	7.01 Survey	5
Competent Senior Managers	Are readily available	5.90 Survey	26
Educational System	Meets the needs of a competitive economy	5.30 Survey	35
Science in Schools	Is sufficiently emphasized	5.24 Survey	31
University Education	Meets the needs of a competitive economy	5.26 Survey	36
Management Education	Meets the needs of the business community	5.07 Survey	44
Language Skills	Are meeting the needs of enterprises	5.09 Survey	40
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.90 Number	12
Educational Assessment - PISA	PISA survey of 15-year olds	376.0 Value	53

5 Best Ranked Criteria

5 Worst Ranked Criteria



ROMANIA

2011 2012 2013 2014 2015

Rank 2015

Overall

48

Investment &
Development

53

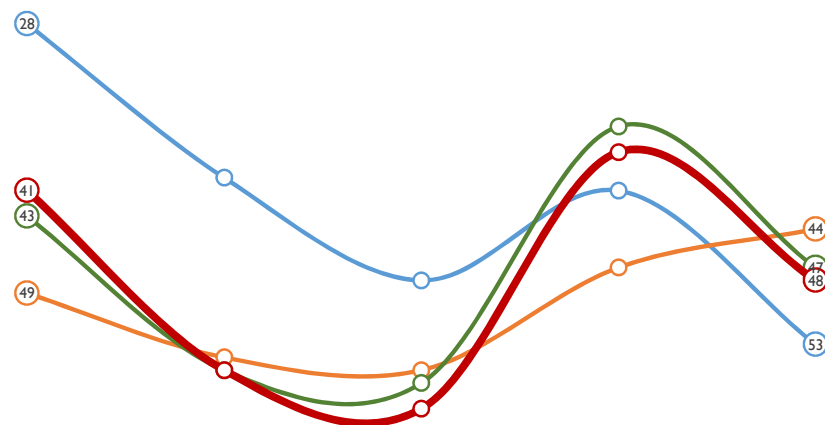
Appeal

44

Readiness

47

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	2.84	%	57
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	11.90	%	53
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.56	Ratio	41
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.75	Ratio	30
Apprenticeships	Are sufficiently implemented	1.61	Survey	61
Employee Training	Is a high priority in companies	6.74	Survey	13
Female Labor Force	Percentage of total labor force	43.81	%	42
Health Infrastructure	Meets the needs of society	2.74	Survey	54

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	68.50	Index	5
Attracting and Retaining Talents	Is a priority in companies	7.42	Survey	14
Worker Motivation	Is high	6.35	Survey	22
Brain Drain	Does not hinder competitiveness in your economy	5.61	Survey	20
Quality of Life	Is high	3.55	Survey	57
Foreign High-Skilled People	Are attracted to your country's business environment	4.58	Survey	40
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	9,540	US\$	55
Remuneration of Management	Total base salary plus bonuses and long-term incentives	93,767	US\$	51
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	28.03	%	59
Personal Security and Private Property Rights	Are adequately protected	4.81	Survey	49

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-5.40	%	59
Skilled Labor	Is readily available	4.65	Survey	48
Finance Skills	Are readily available	5.13	Survey	52
International Experience	Of senior managers is generally significant	4.95	Survey	39
Competent Senior Managers	Are readily available	4.29	Survey	48
Educational System	Meets the needs of a competitive economy	4.42	Survey	42
Science in Schools	Is sufficiently emphasized	5.00	Survey	35
University Education	Meets the needs of a competitive economy	5.45	Survey	31
Management Education	Meets the needs of the business community	4.74	Survey	51
Language Skills	Are meeting the needs of enterprises	6.74	Survey	25
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.86	Number	42
Educational Assessment - PISA	PISA survey of 15-year olds	445.0	Value	42

5 Best Ranked Criteria

5 Worst Ranked Criteria



RUSSIA

2011 2012 2013 2014 2015

Rank 2015

Overall

45

Investment &
Development

38

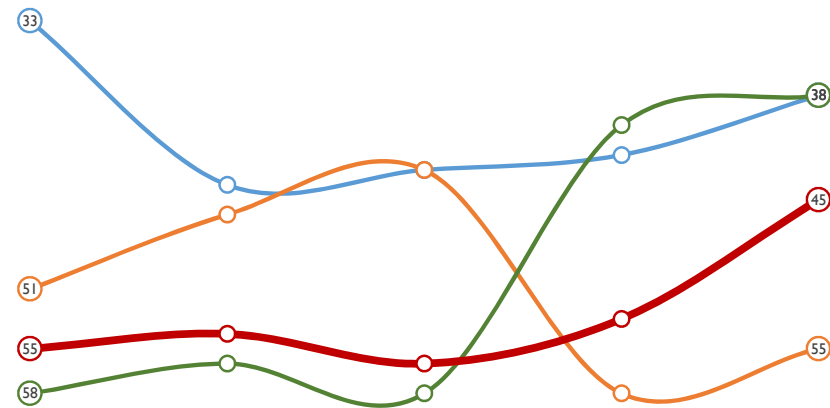
Appeal

55

Readiness

38

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.36	%	37
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	20.08	Ratio	52
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	9.60	Ratio	10
Apprenticeships	Are sufficiently implemented	4.65	Survey	30
Employee Training	Is a high priority in companies	5.01	Survey	50
Female Labor Force	Percentage of total labor force	46.22	%	27
Health Infrastructure	Meets the needs of society	3.50	Survey	50

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	101.15	Index	53
Attracting and Retaining Talents	Is a priority in companies	5.41	Survey	53
Worker Motivation	Is high	4.77	Survey	53
Brain Drain	Does not hinder competitiveness in your economy	3.03	Survey	54
Quality of Life	Is high	4.00	Survey	55
Foreign High-Skilled People	Are attracted to your country's business environment	5.19	Survey	30
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	17,480	US\$	38
Remuneration of Management	Total base salary plus bonuses and long-term incentives	120,181	US\$	44
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	11.74	%	17
Personal Security and Private Property Rights	Are adequately protected	3.60	Survey	54

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-0.17	%	48
Skilled Labor	Is readily available	6.52	Survey	15
Finance Skills	Are readily available	6.79	Survey	25
International Experience	Of senior managers is generally significant	4.23	Survey	56
Competent Senior Managers	Are readily available	5.61	Survey	31
Educational System	Meets the needs of a competitive economy	4.04	Survey	45
Science in Schools	Is sufficiently emphasized	5.24	Survey	32
University Education	Meets the needs of a competitive economy	4.82	Survey	45
Management Education	Meets the needs of the business community	4.35	Survey	56
Language Skills	Are meeting the needs of enterprises	4.32	Survey	48
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.21	Number	34
Educational Assessment - PISA	PISA survey of 15-year olds	482.0	Value	34

5 Best Ranked Criteria

5 Worst Ranked Criteria



SINGAPORE

Rank 2015

Overall

Investment & Development

Appeal

Readiness

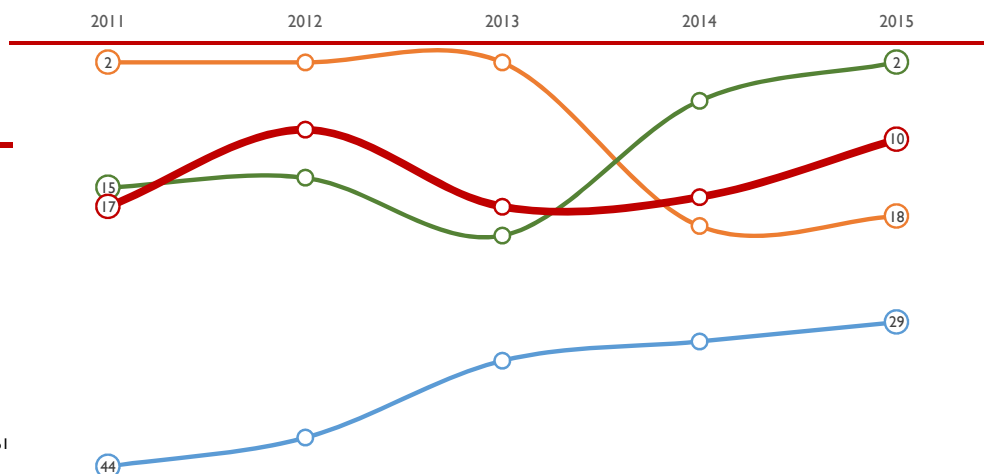
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of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.08	%	56
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	17.00	%	44
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	18.00	Ratio	44
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.00	Ratio	38
Apprenticeships	Are sufficiently implemented	5.00	Survey	23
Employee Training	Is a high priority in companies	6.72	Survey	14
Female Labor Force	Percentage of total labor force	44.97	%	35
Health Infrastructure	Meets the needs of society	8.39	Survey	3

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	116.80	Index	58
Attracting and Retaining Talents	Is a priority in companies	7.64	Survey	9
Worker Motivation	Is high	6.36	Survey	21
Brain Drain	Does not hinder competitiveness in your economy	5.73	Survey	18
Quality of Life	Is high	8.37	Survey	17
Foreign High-Skilled People	Are attracted to your country's business environment	8.12	Survey	5
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	39,280	US\$	22
Remuneration of Management	Total base salary plus bonuses and long-term incentives	260,490	US\$	13
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.53	%	37
Personal Security and Private Property Rights	Are adequately protected	8.84	Survey	6

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.53	%	10
Skilled Labor	Is readily available	5.54	Survey	32
Finance Skills	Are readily available	7.04	Survey	18
International Experience	Of senior managers is generally significant	6.88	Survey	6
Competent Senior Managers	Are readily available	6.22	Survey	17
Educational System	Meets the needs of a competitive economy	8.27	Survey	3
Science in Schools	Is sufficiently emphasized	8.44	Survey	1
University Education	Meets the needs of a competitive economy	8.14	Survey	3
Management Education	Meets the needs of the business community	7.73	Survey	3
Language Skills	Are meeting the needs of enterprises	8.34	Survey	7
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	9.97	Number	2
Educational Assessment - PISA	PISA survey of 15-year olds	573.0	Value	2



SLOVAK REPUBLIC

2011

2012

2013

2014

2015

Rank 2015

Overall

47

Investment &
Development

43

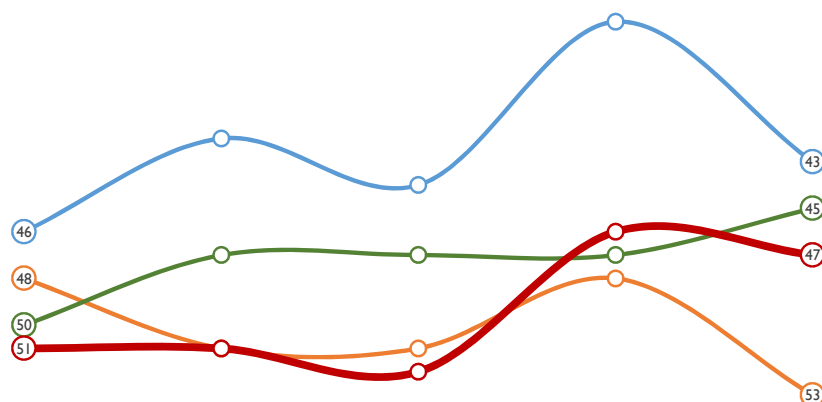
Appeal

53

Readiness

45

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.79	%	47
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	18.41	%	38
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.70	Ratio	37
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	13.30	Ratio	35
Apprenticeships	Are sufficiently implemented	3.69	Survey	52
Employee Training	Is a high priority in companies	5.80	Survey	34
Female Labor Force	Percentage of total labor force	44.35	%	38
Health Infrastructure	Meets the needs of society	3.73	Survey	49

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	80.60	Index	30
Attracting and Retaining Talents	Is a priority in companies	5.02	Survey	58
Worker Motivation	Is high	5.15	Survey	43
Brain Drain	Does not hinder competitiveness in your economy	3.25	Survey	51
Quality of Life	Is high	6.12	Survey	35
Foreign High-Skilled People	Are attracted to your country's business environment	3.12	Survey	54
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	20,580	US\$	32
Remuneration of Management	Total base salary plus bonuses and long-term incentives	161,123	US\$	32
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.39	%	36
Personal Security and Private Property Rights	Are adequately protected	5.37	Survey	44

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.47	%	32
Skilled Labor	Is readily available	5.53	Survey	33
Finance Skills	Are readily available	5.69	Survey	42
International Experience	Of senior managers is generally significant	4.92	Survey	40
Competent Senior Managers	Are readily available	4.23	Survey	49
Educational System	Meets the needs of a competitive economy	3.65	Survey	49
Science in Schools	Is sufficiently emphasized	3.85	Survey	49
University Education	Meets the needs of a competitive economy	3.38	Survey	57
Management Education	Meets the needs of the business community	5.06	Survey	45
Language Skills	Are meeting the needs of enterprises	5.65	Survey	30
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.67	Number	30
Educational Assessment - PISA	PISA survey of 15-year olds	482.0	Value	37



SLOVENIA

2011 2012 2013 2014 2015

Rank 2015

Overall

38

Investment &
Development

24

Appeal

54

Readiness

39

of 61

Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.33	%	11
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	31.43	%	7
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.78	Ratio	38
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	10.90	Ratio	16
Apprenticeships	Are sufficiently implemented	2.50	Survey	58
Employee Training	Is a high priority in companies	5.80	Survey	35
Female Labor Force	Percentage of total labor force	46.01	%	29
Health Infrastructure	Meets the needs of society	5.05	Survey	38

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.30	Index	15
Attracting and Retaining Talents	Is a priority in companies	5.71	Survey	48
Worker Motivation	Is high	4.61	Survey	55
Brain Drain	Does not hinder competitiveness in your economy	3.20	Survey	52
Quality of Life	Is high	7.04	Survey	28
Foreign High-Skilled People	Are attracted to your country's business environment	2.15	Survey	59
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	25,660	US\$	29
Remuneration of Management	Total base salary plus bonuses and long-term incentives	139,989	US\$	33
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	25.53	%	54
Personal Security and Private Property Rights	Are adequately protected	6.15	Survey	37

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.69	%	27
Skilled Labor	Is readily available	6.00	Survey	20
Finance Skills	Are readily available	6.19	Survey	34
International Experience	Of senior managers is generally significant	4.29	Survey	55
Competent Senior Managers	Are readily available	4.47	Survey	46
Educational System	Meets the needs of a competitive economy	4.55	Survey	41
Science in Schools	Is sufficiently emphasized	4.66	Survey	41
University Education	Meets the needs of a competitive economy	4.25	Survey	51
Management Education	Meets the needs of the business community	5.22	Survey	41
Language Skills	Are meeting the needs of enterprises	6.78	Survey	23
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.15	Number	39
Educational Assessment - PISA	PISA survey of 15-year olds	501.0	Value	18

5 Best Ranked Criteria

5 Worst Ranked Criteria



SOUTH AFRICA

2011

2012

2013

2014

2015

Rank 2015

Overall

51

Investment &
Development

55

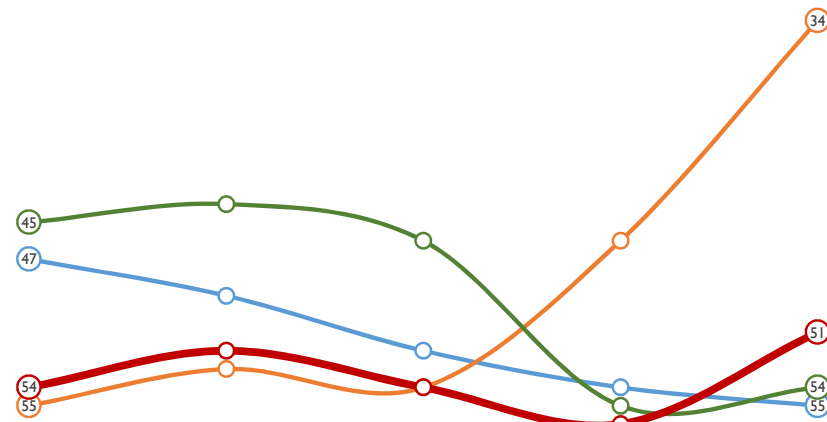
Appeal

34

Readiness

54

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	7.04	%	3
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	20.09	%	34
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	29.50	Ratio	59
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	24.40	Ratio	57
Apprenticeships	Are sufficiently implemented	2.30	Survey	60
Employee Training	Is a high priority in companies	5.58	Survey	37
Female Labor Force	Percentage of total labor force	45.16	%	34
Health Infrastructure	Meets the needs of society	2.58	Survey	55

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	52.15	Index	1
Attracting and Retaining Talents	Is a priority in companies	7.02	Survey	21
Worker Motivation	Is high	3.55	Survey	61
Brain Drain	Does not hinder competitiveness in your economy	2.53	Survey	56
Quality of Life	Is high	5.37	Survey	42
Foreign High-Skilled People	Are attracted to your country's business environment	4.68	Survey	38
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	19,080	US\$	35
Remuneration of Management	Total base salary plus bonuses and long-term incentives	-	US\$	-
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	0.91	%	2
Personal Security and Private Property Rights	Are adequately protected	4.04	Survey	52

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	2.88	%	7
Skilled Labor	Is readily available	3.08	Survey	60
Finance Skills	Are readily available	5.38	Survey	49
International Experience	Of senior managers is generally significant	4.72	Survey	42
Competent Senior Managers	Are readily available	3.92	Survey	52
Educational System	Meets the needs of a competitive economy	2.42	Survey	58
Science in Schools	Is sufficiently emphasized	2.53	Survey	58
University Education	Meets the needs of a competitive economy	5.02	Survey	42
Management Education	Meets the needs of the business community	5.62	Survey	33
Language Skills	Are meeting the needs of enterprises	5.31	Survey	37
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.81	Number	43
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



SPAIN

2011 2012 2013 2014 2015

Rank 2015

Overall

39

Investment &
Development

36

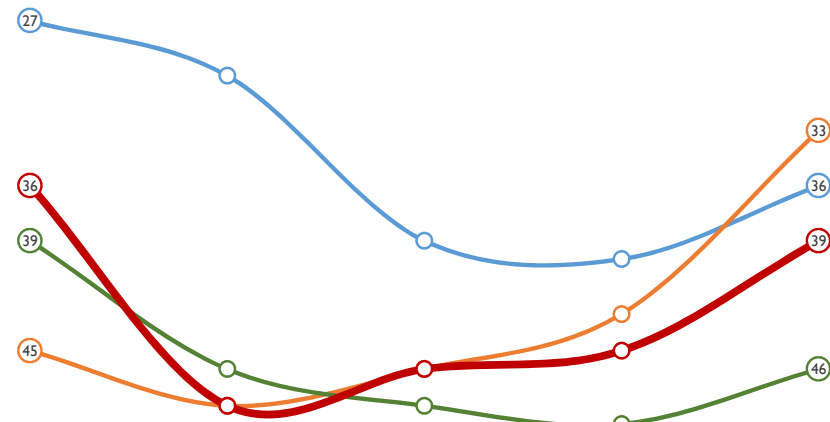
Appeal

33

Readiness

46

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.43	%	36
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	26.93	%	17
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	13.40	Ratio	18
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.35	Ratio	19
Apprenticeships	Are sufficiently implemented	3.04	Survey	56
Employee Training	Is a high priority in companies	4.32	Survey	58
Female Labor Force	Percentage of total labor force	46.16	%	28
Health Infrastructure	Meets the needs of society	7.76	Survey	12

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	83.20	Index	37
Attracting and Retaining Talents	Is a priority in companies	4.95	Survey	59
Worker Motivation	Is high	4.96	Survey	47
Brain Drain	Does not hinder competitiveness in your economy	3.57	Survey	47
Quality of Life	Is high	7.84	Survey	21
Foreign High-Skilled People	Are attracted to your country's business environment	4.88	Survey	33
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	40,270	US\$	19
Remuneration of Management	Total base salary plus bonuses and long-term incentives	223,559	US\$	19
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	12.97	%	20
Personal Security and Private Property Rights	Are adequately protected	7.52	Survey	26

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-1.02	%	53
Skilled Labor	Is readily available	6.55	Survey	14
Finance Skills	Are readily available	6.04	Survey	39
International Experience	Of senior managers is generally significant	4.34	Survey	52
Competent Senior Managers	Are readily available	4.62	Survey	45
Educational System	Meets the needs of a competitive economy	4.07	Survey	44
Science in Schools	Is sufficiently emphasized	3.89	Survey	48
University Education	Meets the needs of a competitive economy	4.02	Survey	55
Management Education	Meets the needs of the business community	5.27	Survey	39
Language Skills	Are meeting the needs of enterprises	2.91	Survey	57
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	1.18	Number	38
Educational Assessment - PISA	PISA survey of 15-year olds	484.0	Value	27



SWEDEN

2011 2012 2013 2014 2015

Overall

Investment &
Development

Appeal

Readiness

Rank 2015

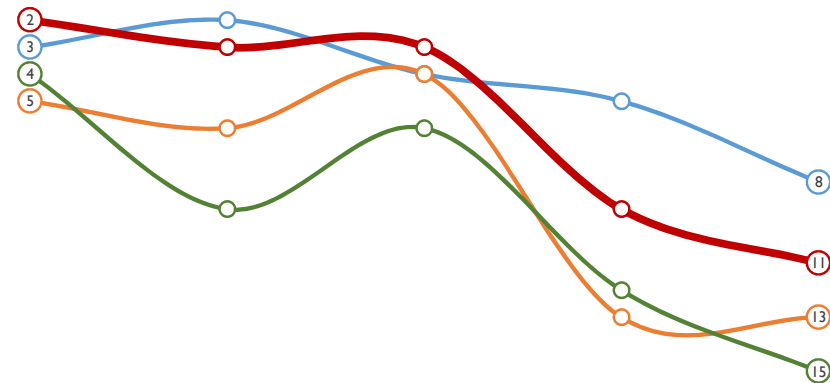
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13

15

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.62	%	6
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	31.87	%	6
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	11.80	Ratio	9
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	12.30	Ratio	27
Apprenticeships	Are sufficiently implemented	3.93	Survey	49
Employee Training	Is a high priority in companies	6.63	Survey	15
Female Labor Force	Percentage of total labor force	47.43	%	11
Health Infrastructure	Meets the needs of society	7.15	Survey	19

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	89.60	Index	46
Attracting and Retaining Talents	Is a priority in companies	7.01	Survey	24
Worker Motivation	Is high	6.99	Survey	12
Brain Drain	Does not hinder competitiveness in your economy	6.82	Survey	4
Quality of Life	Is high	8.83	Survey	12
Foreign High-Skilled People	Are attracted to your country's business environment	5.47	Survey	26
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	51,980	US\$	9
Remuneration of Management	Total base salary plus bonuses and long-term incentives	256,997	US\$	8
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	22.60	%	47
Personal Security and Private Property Rights	Are adequately protected	8.48	Survey	12

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.33	%	19
Skilled Labor	Is readily available	6.35	Survey	16
Finance Skills	Are readily available	7.37	Survey	12
International Experience	Of senior managers is generally significant	6.66	Survey	8
Competent Senior Managers	Are readily available	6.59	Survey	9
Educational System	Meets the needs of a competitive economy	5.59	Survey	27
Science in Schools	Is sufficiently emphasized	4.68	Survey	40
University Education	Meets the needs of a competitive economy	6.57	Survey	19
Management Education	Meets the needs of the business community	6.80	Survey	16
Language Skills	Are meeting the needs of enterprises	8.48	Survey	5
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	3.00	Number	20
Educational Assessment - PISA	PISA survey of 15-year olds	478.0	Value	35

5 Best Ranked Criteria

5 Worst Ranked Criteria



SWITZERLAND

2011

2012

2013

2014

2015

Overall

Investment &
Development

Appeal

Readiness

Rank 2015

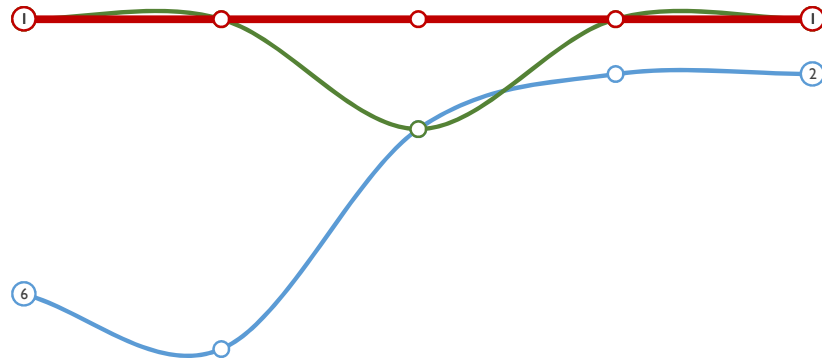
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1

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.97	%	13
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.49	%	14
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.90	Ratio	25
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.40	Ratio	20
Apprenticeships	Are sufficiently implemented	8.43	Survey	1
Employee Training	Is a high priority in companies	7.37	Survey	3
Female Labor Force	Percentage of total labor force	46.44	%	23
Health Infrastructure	Meets the needs of society	8.98	Survey	1

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	114.40	Index	57
Attracting and Retaining Talents	Is a priority in companies	7.66	Survey	8
Worker Motivation	Is high	7.68	Survey	1
Brain Drain	Does not hinder competitiveness in your economy	7.56	Survey	2
Quality of Life	Is high	9.73	Survey	1
Foreign High-Skilled People	Are attracted to your country's business environment	8.91	Survey	1
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	90,200	US\$	1
Remuneration of Management	Total base salary plus bonuses and long-term incentives	439,265	US\$	1
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	10.39	%	15
Personal Security and Private Property Rights	Are adequately protected	8.87	Survey	5

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	1.81	%	15
Skilled Labor	Is readily available	6.64	Survey	12
Finance Skills	Are readily available	8.13	Survey	1
International Experience	Of senior managers is generally significant	7.82	Survey	2
Competent Senior Managers	Are readily available	6.77	Survey	5
Educational System	Meets the needs of a competitive economy	8.74	Survey	1
Science in Schools	Is sufficiently emphasized	7.68	Survey	2
University Education	Meets the needs of a competitive economy	8.56	Survey	1
Management Education	Meets the needs of the business community	8.34	Survey	1
Language Skills	Are meeting the needs of enterprises	8.57	Survey	4
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	5.59	Number	7
Educational Assessment - PISA	PISA survey of 15-year olds	531.0	Value	9

5 Best Ranked Criteria

5 Worst Ranked Criteria



TAIWAN

2011

2012

2013

2014

2015

Rank 2015

Overall

23

Investment &
Development

18

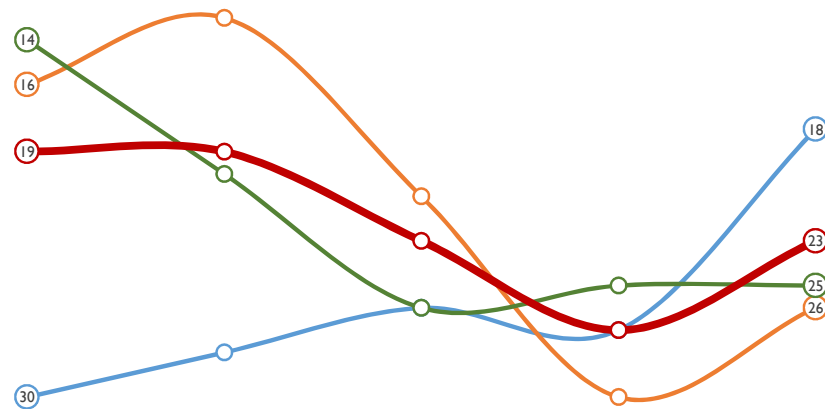
Appeal

26

Readiness

25

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.03	%	42
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	22.83	%	29
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.10	Ratio	23
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.60	Ratio	45
Apprenticeships	Are sufficiently implemented	5.42	Survey	13
Employee Training	Is a high priority in companies	6.54	Survey	16
Female Labor Force	Percentage of total labor force	44.16	%	39
Health Infrastructure	Meets the needs of society	7.82	Survey	11

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	84.20	Index	38
Attracting and Retaining Talents	Is a priority in companies	6.46	Survey	38
Worker Motivation	Is high	7.12	Survey	9
Brain Drain	Does not hinder competitiveness in your economy	3.38	Survey	50
Quality of Life	Is high	7.06	Survey	27
Foreign High-Skilled People	Are attracted to your country's business environment	4.04	Survey	47
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	24,180	US\$	31
Remuneration of Management	Total base salary plus bonuses and long-term incentives	156,414	US\$	35
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	6.06	%	8
Personal Security and Private Property Rights	Are adequately protected	7.73	Survey	23

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.79	%	25
Skilled Labor	Is readily available	5.66	Survey	30
Finance Skills	Are readily available	6.56	Survey	29
International Experience	Of senior managers is generally significant	5.05	Survey	36
Competent Senior Managers	Are readily available	5.29	Survey	36
Educational System	Meets the needs of a competitive economy	6.10	Survey	22
Science in Schools	Is sufficiently emphasized	6.41	Survey	10
University Education	Meets the needs of a competitive economy	5.57	Survey	29
Management Education	Meets the needs of the business community	6.09	Survey	29
Language Skills	Are meeting the needs of enterprises	5.29	Survey	38
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.87	Number	22
Educational Assessment - PISA	PISA survey of 15-year olds	560.0	Value	6



THAILAND

2011 2012 2013 2014 2015

Overall

Rank 2015

34

Investment &
Development

19

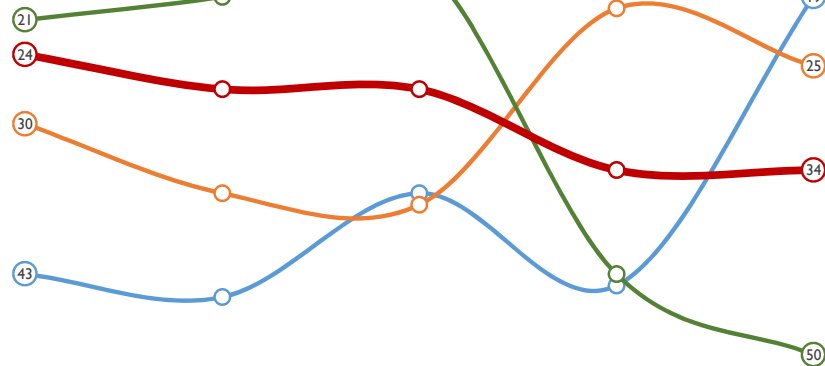
Appeal

25

Readiness

50

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.15	%	39
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	37.41	%	2
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.28	Ratio	34
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	19.91	Ratio	55
Apprenticeships	Are sufficiently implemented	5.02	Survey	21
Employee Training	Is a high priority in companies	6.32	Survey	19
Female Labor Force	Percentage of total labor force	45.48	%	33
Health Infrastructure	Meets the needs of society	6.19	Survey	28

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	79.30	Index	26
Attracting and Retaining Talents	Is a priority in companies	7.02	Survey	22
Worker Motivation	Is high	5.86	Survey	34
Brain Drain	Does not hinder competitiveness in your economy	4.88	Survey	28
Quality of Life	Is high	6.25	Survey	34
Foreign High-Skilled People	Are attracted to your country's business environment	5.86	Survey	21
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	11,900	US\$	53
Remuneration of Management	Total base salary plus bonuses and long-term incentives	150,451	US\$	38
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	4.76	%	6
Personal Security and Private Property Rights	Are adequately protected	6.27	Survey	36

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-2.05	%	57
Skilled Labor	Is readily available	4.98	Survey	46
Finance Skills	Are readily available	5.45	Survey	48
International Experience	Of senior managers is generally significant	5.68	Survey	26
Competent Senior Managers	Are readily available	5.26	Survey	37
Educational System	Meets the needs of a competitive economy	3.93	Survey	46
Science in Schools	Is sufficiently emphasized	3.81	Survey	50
University Education	Meets the needs of a competitive economy	4.16	Survey	53
Management Education	Meets the needs of the business community	4.73	Survey	52
Language Skills	Are meeting the needs of enterprises	3.38	Survey	53
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.32	Number	49
Educational Assessment - PISA	PISA survey of 15-year olds	427.0	Value	44



TURKEY

2011 2012 2013 2014 2015

Rank 2015

Overall

46

Investment &
Development

57

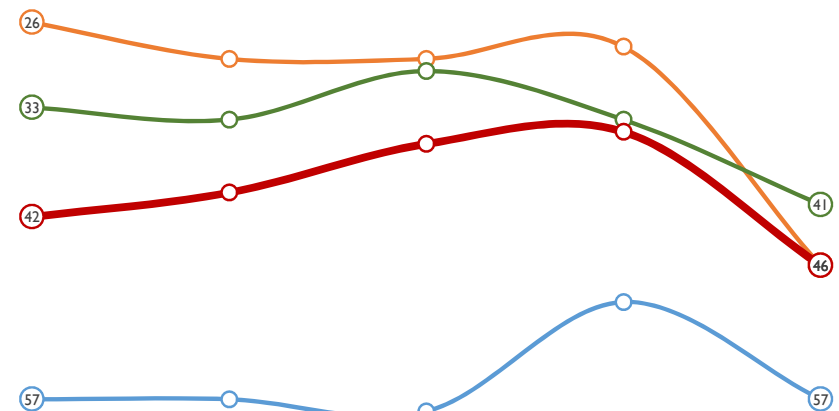
Appeal

46

Readiness

41

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	4.52	%	34
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	13.63	%	50
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	19.83	Ratio	51
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	19.60	Ratio	54
Apprenticeships	Are sufficiently implemented	4.33	Survey	40
Employee Training	Is a high priority in companies	4.61	Survey	54
Female Labor Force	Percentage of total labor force	30.30	%	55
Health Infrastructure	Meets the needs of society	6.08	Survey	32

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	72.40	Index	8
Attracting and Retaining Talents	Is a priority in companies	6.37	Survey	40
Worker Motivation	Is high	5.55	Survey	38
Brain Drain	Does not hinder competitiveness in your economy	4.98	Survey	25
Quality of Life	Is high	4.69	Survey	48
Foreign High-Skilled People	Are attracted to your country's business environment	4.16	Survey	45
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	19,200	US\$	36
Remuneration of Management	Total base salary plus bonuses and long-term incentives	161,104	US\$	39
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	21.54	%	44
Personal Security and Private Property Rights	Are adequately protected	5.14	Survey	47

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	6.43	%	3
Skilled Labor	Is readily available	5.22	Survey	42
Finance Skills	Are readily available	6.24	Survey	31
International Experience	Of senior managers is generally significant	5.27	Survey	33
Competent Senior Managers	Are readily available	5.84	Survey	28
Educational System	Meets the needs of a competitive economy	3.39	Survey	53
Science in Schools	Is sufficiently emphasized	3.67	Survey	51
University Education	Meets the needs of a competitive economy	4.57	Survey	46
Management Education	Meets the needs of the business community	4.71	Survey	53
Language Skills	Are meeting the needs of enterprises	4.24	Survey	50
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.51	Number	47
Educational Assessment - PISA	PISA survey of 15-year olds	448.0	Value	40



UAE

2011 2012 2013 2014 2015

Rank 2015

Overall**20**Investment &
Development**51**

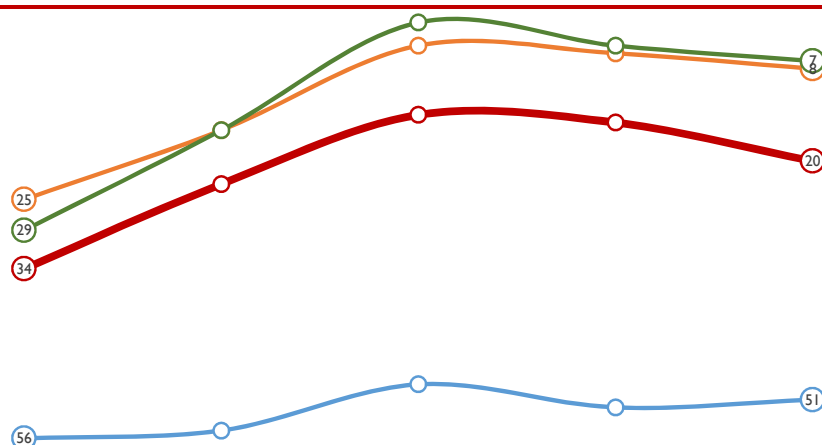
Appeal

8

Readiness

7

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	1.07	%	59
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	-	%	-
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	17.97	Ratio	43
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	14.30	Ratio	40
Apprenticeships	Are sufficiently implemented	5.04	Survey	20
Employee Training	Is a high priority in companies	6.03	Survey	26
Female Labor Force	Percentage of total labor force	12.37	%	58
Health Infrastructure	Meets the needs of society	7.24	Survey	17

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	82.80	Index	34
Attracting and Retaining Talents	Is a priority in companies	6.96	Survey	29
Worker Motivation	Is high	6.45	Survey	20
Brain Drain	Does not hinder competitiveness in your economy	6.58	Survey	7
Quality of Life	Is high	8.77	Survey	14
Foreign High-Skilled People	Are attracted to your country's business environment	8.26	Survey	4
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	39,200	US\$	23
Remuneration of Management	Total base salary plus bonuses and long-term incentives	183,191	US\$	27
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	5.15	%	7
Personal Security and Private Property Rights	Are adequately protected	8.09	Survey	20

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	9.31	%	2
Skilled Labor	Is readily available	6.26	Survey	17
Finance Skills	Are readily available	6.96	Survey	22
International Experience	Of senior managers is generally significant	7.21	Survey	4
Competent Senior Managers	Are readily available	6.76	Survey	7
Educational System	Meets the needs of a competitive economy	7.10	Survey	13
Science in Schools	Is sufficiently emphasized	6.65	Survey	8
University Education	Meets the needs of a competitive economy	6.44	Survey	20
Management Education	Meets the needs of the business community	6.43	Survey	21
Language Skills	Are meeting the needs of enterprises	7.72	Survey	16
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	6.18	Number	6
Educational Assessment - PISA	PISA survey of 15-year olds	434.0	Value	43

5 Best Ranked Criteria

5 Worst Ranked Criteria



UKRAINE

2011 2012 2013 2014 2015

Rank 2015

Overall

55

Investment &
Development

33

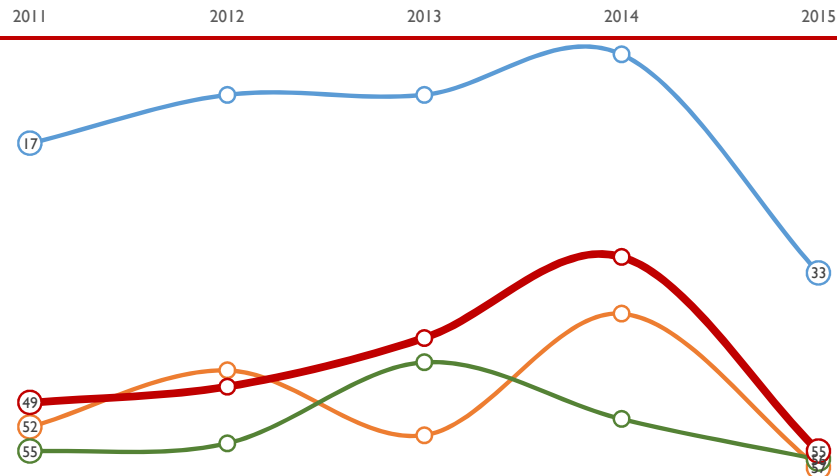
Appeal

57

Readiness

56

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.96	%	4
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	27.46	%	15
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	16.09	Ratio	32
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	11.99	Ratio	24
Apprenticeships	Are sufficiently implemented	4.48	Survey	36
Employee Training	Is a high priority in companies	5.18	Survey	46
Female Labor Force	Percentage of total labor force	47.33	%	13
Health Infrastructure	Meets the needs of society	1.88	Survey	59

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	77.30	Index	22
Attracting and Retaining Talents	Is a priority in companies	6.06	Survey	44
Worker Motivation	Is high	5.52	Survey	40
Brain Drain	Does not hinder competitiveness in your economy	2.39	Survey	57
Quality of Life	Is high	2.00	Survey	60
Foreign High-Skilled People	Are attracted to your country's business environment	2.85	Survey	55
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	7,340	US\$	57
Remuneration of Management	Total base salary plus bonuses and long-term incentives	47,166	US\$	56
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	15.83	%	24
Personal Security and Private Property Rights	Are adequately protected	2.82	Survey	59

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	-9.37	%	61
Skilled Labor	Is readily available	4.46	Survey	50
Finance Skills	Are readily available	4.09	Survey	57
International Experience	Of senior managers is generally significant	4.33	Survey	53
Competent Senior Managers	Are readily available	3.39	Survey	58
Educational System	Meets the needs of a competitive economy	3.48	Survey	52
Science in Schools	Is sufficiently emphasized	4.49	Survey	42
University Education	Meets the needs of a competitive economy	4.09	Survey	54
Management Education	Meets the needs of the business community	6.55	Survey	18
Language Skills	Are meeting the needs of enterprises	4.49	Survey	47
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.96	Number	41
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-



UNITED KINGDOM

2011

2012

2013

2014

2015

Rank 2015

Overall

21

Investment &
Development

27

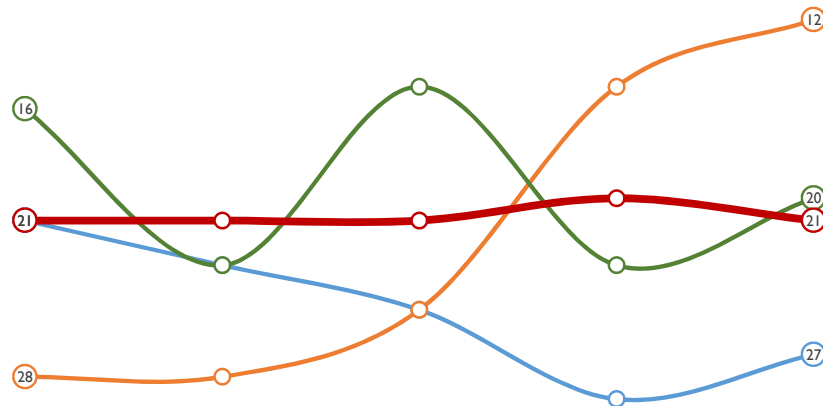
Appeal

12

Readiness

20

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	5.46	%	21
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	33.81	%	5
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	21.10	Ratio	54
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.80	Ratio	46
Apprenticeships	Are sufficiently implemented	4.34	Survey	39
Employee Training	Is a high priority in companies	5.53	Survey	39
Female Labor Force	Percentage of total labor force	46.60	%	20
Health Infrastructure	Meets the needs of society	6.16	Survey	29

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	82.82	Index	35
Attracting and Retaining Talents	Is a priority in companies	6.83	Survey	31
Worker Motivation	Is high	6.04	Survey	26
Brain Drain	Does not hinder competitiveness in your economy	5.98	Survey	14
Quality of Life	Is high	7.73	Survey	23
Foreign High-Skilled People	Are attracted to your country's business environment	8.00	Survey	6
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	49,020	US\$	13
Remuneration of Management	Total base salary plus bonuses and long-term incentives	292,549	US\$	11
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	18.36	%	35
Personal Security and Private Property Rights	Are adequately protected	8.34	Survey	15

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.75	%	26
Skilled Labor	Is readily available	5.62	Survey	31
Finance Skills	Are readily available	7.32	Survey	14
International Experience	Of senior managers is generally significant	5.39	Survey	31
Competent Senior Managers	Are readily available	6.14	Survey	21
Educational System	Meets the needs of a competitive economy	6.41	Survey	18
Science in Schools	Is sufficiently emphasized	5.21	Survey	33
University Education	Meets the needs of a competitive economy	6.58	Survey	18
Management Education	Meets the needs of the business community	6.29	Survey	25
Language Skills	Are meeting the needs of enterprises	4.25	Survey	49
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	6.71	Number	5
Educational Assessment - PISA	PISA survey of 15-year olds	494.0	Value	20



USA

2011 2012 2013 2014 2015

Rank 2015

Overall

14

Investment &
Development

23

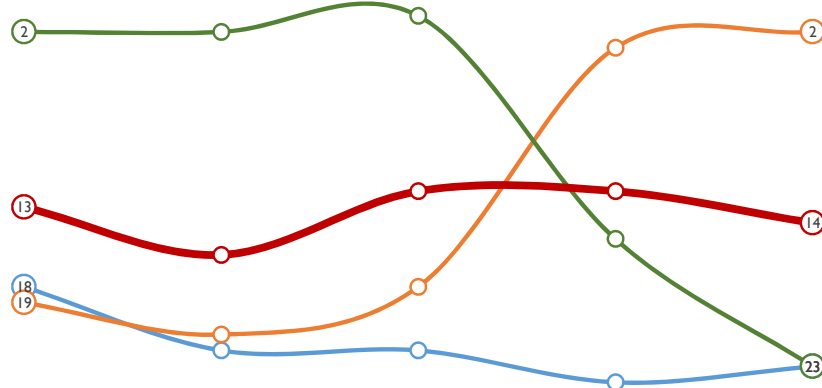
Appeal

2

Readiness

23

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	6.51	%	8
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	24.34	%	27
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	15.30	Ratio	27
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	15.33	Ratio	44
Apprenticeships	Are sufficiently implemented	3.97	Survey	48
Employee Training	Is a high priority in companies	5.58	Survey	38
Female Labor Force	Percentage of total labor force	46.84	%	18
Health Infrastructure	Meets the needs of society	6.56	Survey	27

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	74.65	Index	18
Attracting and Retaining Talents	Is a priority in companies	7.72	Survey	4
Worker Motivation	Is high	6.71	Survey	16
Brain Drain	Does not hinder competitiveness in your economy	6.82	Survey	4
Quality of Life	Is high	8.22	Survey	18
Foreign High-Skilled People	Are attracted to your country's business environment	8.31	Survey	3
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	58,345	US\$	6
Remuneration of Management	Total base salary plus bonuses and long-term incentives	364,453	US\$	2
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	13.58	%	22
Personal Security and Private Property Rights	Are adequately protected	8.10	Survey	19

Factor 3 : Readiness

Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	0.34	%	38
Skilled Labor	Is readily available	5.83	Survey	25
Finance Skills	Are readily available	7.47	Survey	11
International Experience	Of senior managers is generally significant	5.06	Survey	35
Competent Senior Managers	Are readily available	6.47	Survey	11
Educational System	Meets the needs of a competitive economy	6.37	Survey	19
Science in Schools	Is sufficiently emphasized	5.32	Survey	30
University Education	Meets the needs of a competitive economy	7.39	Survey	10
Management Education	Meets the needs of the business community	7.29	Survey	9
Language Skills	Are meeting the needs of enterprises	4.79	Survey	42
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	2.36	Number	26
Educational Assessment - PISA	PISA survey of 15-year olds	481.0	Value	29

5 Best Ranked Criteria

5 Worst Ranked Criteria



VENEZUELA

2011 2012 2013 2014 2015

Overall

Rank 2015

60

Investment &
Development

46

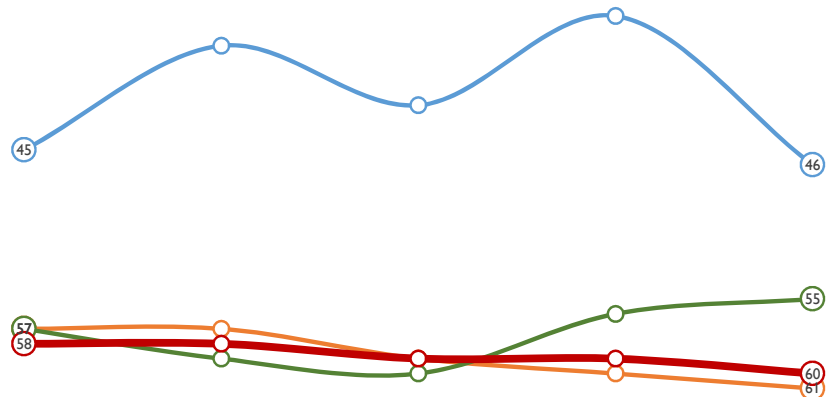
Appeal

61

Readiness

55

of 61



Factor 1 : Investment and Development

Criteria		Value		2015 Rank
Total Public Expenditure on Education	Percentage of GDP	3.84	%	45
Public Expenditure on Education per Pupil (Secondary)	Percentage of GDP per capita	16.61	%	45
Pupil-Teacher Ratio (Primary Education)	Ratio of students to teaching staff	14.51	Ratio	24
Pupil-Teacher Ratio (Secondary Education)	Ratio of students to teaching staff	8.41	Ratio	3
Apprenticeships	Are sufficiently implemented	4.50	Survey	35
Employee Training	Is a high priority in companies	5.33	Survey	44
Female Labor Force	Percentage of total labor force	39.91	%	49
Health Infrastructure	Meets the needs of society	0.93	Survey	61

Factor 2 : Appeal

Criteria		Value		2015 Rank
Cost-of-Living Index	Index of a basket of goods & services	102.50	Index	54
Attracting and Retaining Talents	Is a priority in companies	6.00	Survey	45
Worker Motivation	Is high	3.85	Survey	59
Brain Drain	Does not hinder competitiveness in your economy	1.71	Survey	61
Quality of Life	Is high	1.22	Survey	61
Foreign High-Skilled People	Are attracted to your country's business environment	0.83	Survey	61
Remuneration in Services Professions	Gross annual income including supplements such as bonuses	14,400	US\$	50
Remuneration of Management	Total base salary plus bonuses and long-term incentives	61,293	US\$	54
Effective Personal Income Tax Rate	Percentage of an income equal to GDP per capita	4.19	%	4
Personal Security and Private Property Rights	Are adequately protected	0.39	Survey	61

Factor 3 : Readiness

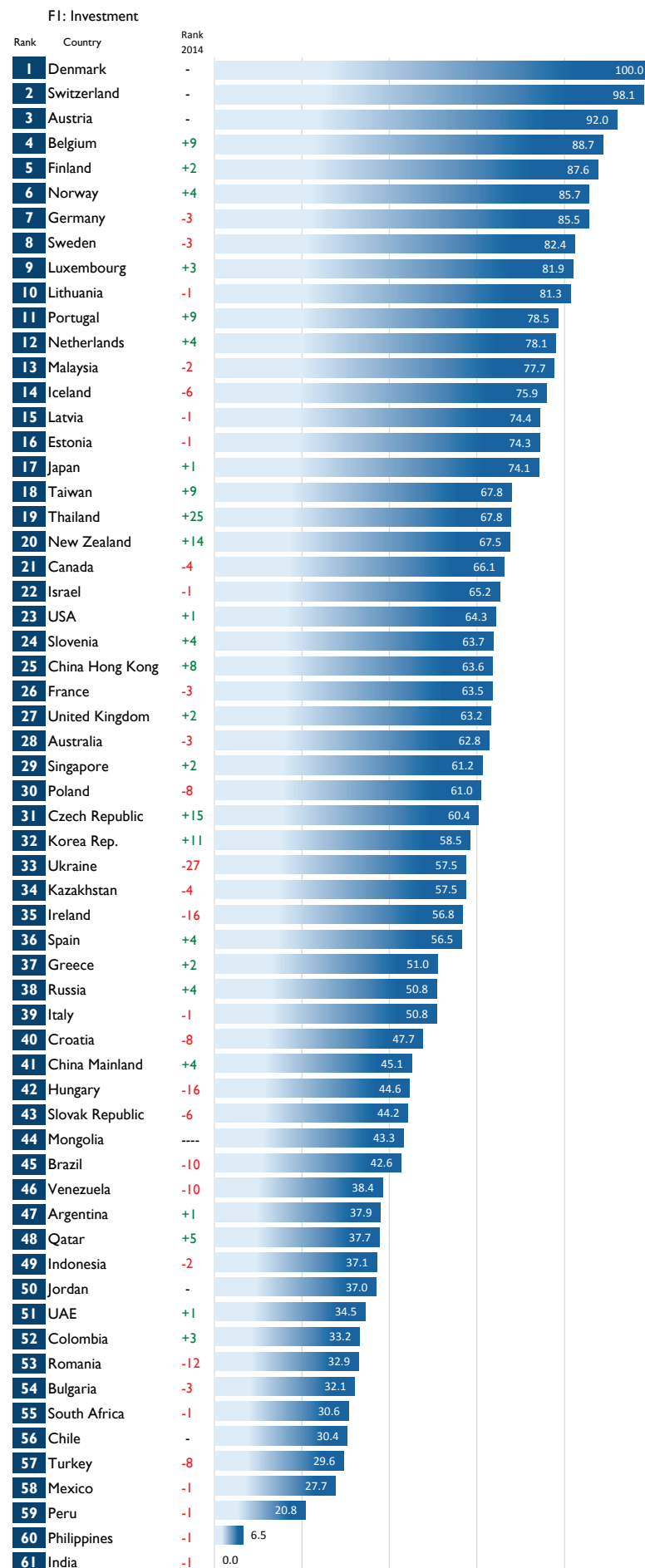
Criteria		Value		2015 Rank
Labor Force Growth	Percentage change	6.10	%	4
Skilled Labor	Is readily available	3.76	Survey	56
Finance Skills	Are readily available	4.88	Survey	55
International Experience	Of senior managers is generally significant	4.46	Survey	49
Competent Senior Managers	Are readily available	3.75	Survey	54
Educational System	Meets the needs of a competitive economy	2.25	Survey	59
Science in Schools	Is sufficiently emphasized	2.65	Survey	57
University Education	Meets the needs of a competitive economy	4.88	Survey	44
Management Education	Meets the needs of the business community	5.05	Survey	46
Language Skills	Are meeting the needs of enterprises	2.98	Survey	56
Student Mobility Inbound	Foreign tertiary-level students per 1000 inhabitants	0.07	Number	53
Educational Assessment - PISA	PISA survey of 15-year olds	-	Value	-

5 Best Ranked Criteria

5 Worst Ranked Criteria

CRITERIA

FACTOR 1: INVESTMENT AND DEVELOPMENT 2015



TOTAL PUBLIC EXPENDITURE ON
EDUCATION

2013

Percentage of GDP

Ranking		%	
1	DENMARK	7.7	2012
2	ICELAND	7.6	2012
3	SOUTH AFRICA	7.0	2012
4	UKRAINE	7.0	2012
5	PORTUGAL	6.8	
6	SWEDEN	6.6	
7	ISRAEL	6.6	
8	USA	6.5	2009
9	FINLAND	6.5	
10	BELGIUM	6.4	
11	SLOVENIA	6.3	
12	ESTONIA	6.0	
13	SWITZERLAND	6.0	
14	BRAZIL	5.8	2010
15	LUXEMBOURG	5.6	
16	LITHUANIA	5.6	
17	NETHERLANDS	5.5	
18	MALAYSIA	5.5	
19	FRANCE	5.5	
20	LATVIA	5.5	2012
21	UNITED KINGDOM	5.5	
22	NEW ZEALAND	5.5	2012
23	POLAND	5.4	
24	AUSTRALIA	5.3	2012
25	CZECH REPUBLIC	5.2	
26	CROATIA	5.0	2012
27	AUSTRIA	5.0	
28	NORWAY	4.9	
29	MONGOLIA	4.9	
30	COLOMBIA	4.8	
31	IRELAND	4.7	
32	HUNGARY	4.7	
33	KOREA REP.	4.6	2011
34	TURKEY	4.5	
35	GREECE	4.5	
36	SPAIN	4.4	2012
37	RUSSIA	4.4	
38	GERMANY	4.2	2012
39	THAILAND	4.2	
40	ITALY	4.1	
41	CHILE	4.1	2012
42	TAIWAN	4.0	
43	CHINA MAINLAND	3.9	
44	INDIA	3.8	2012
45	VENEZUELA	3.8	2009
46	JORDAN	3.8	2012
47	SLOVAK REPUBLIC	3.8	2012
48	KAZAKHSTAN	3.6	
49	MEXICO	3.6	
50	CHINA HONG KONG	3.6	
51	JAPAN	3.5	2012
52	INDONESIA	3.5	2012
53	BULGARIA	3.4	2012
54	PERU	3.2	2012
55	QATAR	3.2	
56	SINGAPORE	3.1	
57	ROMANIA	2.8	
58	PHILIPPINES	2.7	2012
59	UAE	1.1	2012
-	ARGENTINA	-	
-	CANADA	-	

PUBLIC EXPENDITURE ON
EDUCATION PER PUPIL

2012

Percentage of GDP per capita

Ranking		%	
1	BELGIUM	39	2011
2	THAILAND	37	
3	PORTUGAL	36	2010
4	FINLAND	36	2011
5	UNITED KINGDOM	34	2010
6	SWEDEN	32	2010
7	SLOVENIA	31	2011
8	AUSTRIA	31	2011
9	DENMARK	30	2011
10	IRELAND	29	2011
11	FRANCE	28	2011
12	ESTONIA	28	2010
13	ARGENTINA	28	2011
14	SWITZERLAND	27	2011
15	UKRAINE	27	2011
16	NORWAY	27	2010
17	SPAIN	27	2010
18	LATVIA	26	2011
19	JAPAN	26	
20	NETHERLANDS	26	
21	NEW ZEALAND	25	
22	CZECH REPUBLIC	25	2011
23	KOREA REP.	25	2011
24	GERMANY	25	2010
25	POLAND	25	2010
26	BULGARIA	24	2010
27	USA	24	2010
28	ITALY	24	2011
29	TAIWAN	23	
30	ICELAND	22	2011
31	BRAZIL	22	2010
32	HUNGARY	21	2011
33	LUXEMBOURG	20	2010
34	SOUTH AFRICA	20	2010
35	MALAYSIA	20	2011
36	LITHUANIA	20	2011
37	CANADA	19	2010
38	SLOVAK REPUBLIC	18	2011
39	CROATIA	18	2011
40	AUSTRALIA	18	2011
41	CHILE	18	
42	MONGOLIA	18	2011
43	CHINA HONG KONG	17	
44	SINGAPORE	17	2010
45	VENEZUELA	17	2009
46	MEXICO	16	2011
47	ISRAEL	15	2011
48	COLOMBIA	15	
49	JORDAN	15	2011
50	TURKEY	14	
51	INDIA	13	2011
52	KAZAKHSTAN	13	
53	ROMANIA	12	2011
54	INDONESIA	11	
55	QATAR	10	2009
56	PERU	10	
57	PHILIPPINES	9	2008
-	CHINA MAINLAND	-	
-	GREECE	-	
-	RUSSIA	-	
-	UAE	-	

PUPIL-TEACHER RATIO (PRIMARY
EDUCATION)

2012

Ratio of students to teaching staff

Ranking		ratio
1	LUXEMBOURG	9.30
2	GREECE	9.40
3	QATAR	9.60
4	ICELAND	10.20
5	NORWAY	10.30
6	HUNGARY	10.70
7	POLAND	11.00
8	LATVIA	11.01
9	DENMARK	11.80
9	SWEDEN	11.80
11	PORTUGAL	11.87
12	AUSTRIA	12.00
13	ITALY	12.10
14	MALAYSIA	12.30
15	LITHUANIA	12.43
16	BELGIUM	12.50
17	ESTONIA	13.10
18	SPAIN	13.40
19	FINLAND	13.56
20	CROATIA	13.68
21	CANADA	13.80
22	CHINA HONG KONG	13.90
23	TAIWAN	14.10
24	VENEZUELA	14.51
25	SWITZERLAND	14.90
26	ISRAEL	15.20
27	USA	15.30
28	AUSTRALIA	15.60
29	NETHERLANDS	15.80
30	GERMANY	16.00
31	IRELAND	16.06
32	UKRAINE	16.09
33	KAZAKHSTAN	16.19
34	THAILAND	16.28
35	ARGENTINA	16.33
36	NEW ZEALAND	16.40
37	SLOVAK REPUBLIC	16.70
38	SLOVENIA	16.78
39	JORDAN	17.40
40	BULGARIA	17.42
41	ROMANIA	17.56
42	JAPAN	17.70
43	UAE	17.97
44	SINGAPORE	18.00
45	CHINA MAINLAND	18.21
46	KOREA REP.	18.40
47	INDONESIA	18.59
48	FRANCE	18.90
49	CZECH REPUBLIC	18.97
50	PERU	19.19
51	TURKEY	19.83
52	RUSSIA	20.08
53	BRAZIL	20.52
54	UNITED KINGDOM	21.10
55	CHILE	22.10
56	COLOMBIA	25.05
57	MEXICO	28.02
58	MONGOLIA	28.78
59	SOUTH AFRICA	29.50
60	PHILIPPINES	34.23
61	INDIA	41.00

PUPIL-TEACHER RATIO
(SECONDARY EDUCATION)

2012

Ratio of students to teaching staff

Ranking		ratio
1	CROATIA	7.81
2	LITHUANIA	8.32
3	VENEZUELA	8.41
4	PORTUGAL	8.56
5	KAZAKHSTAN	8.60
6	LUXEMBOURG	8.80
7	LATVIA	9.30
8	BELGIUM	9.50
9	AUSTRIA	9.54
10	RUSSIA	9.60
11	QATAR	9.73
12	NORWAY	9.97
13	JORDAN	10.00
14	POLAND	10.40
15	ARGENTINA	10.90
16	SLOVENIA	10.90
17	ICELAND	11.10
18	CZECH REPUBLIC	11.19
19	SPAIN	11.35
20	SWITZERLAND	11.40
21	DENMARK	11.55
22	HUNGARY	11.60
23	AUSTRALIA	11.96
24	UKRAINE	11.99
25	ISRAEL	12.03
26	ESTONIA	12.06
27	SWEDEN	12.30
28	BULGARIA	12.32
29	ITALY	12.47
30	ROMANIA	12.75
31	FINLAND	12.80
32	FRANCE	12.83
33	JAPAN	13.00
34	MALAYSIA	13.10
35	SLOVAK REPUBLIC	13.30
36	CHINA HONG KONG	13.70
37	GERMANY	13.80
38	SINGAPORE	14.00
39	CANADA	14.10
40	UAE	14.30
41	CHINA MAINLAND	14.50
42	NEW ZEALAND	14.99
43	IRELAND	15.00
44	USA	15.33
45	TAIWAN	15.60
46	UNITED KINGDOM	15.80
47	BRAZIL	15.97
48	KOREA REP.	16.60
49	INDONESIA	16.62
50	PERU	16.75
51	NETHERLANDS	17.01
52	MEXICO	17.74
53	MONGOLIA	18.50
54	TURKEY	19.60
55	THAILAND	19.91
56	CHILE	23.40
57	SOUTH AFRICA	24.40
58	COLOMBIA	25.40
59	INDIA	32.00
60	PHILIPPINES	34.53
-	GREECE	-

APPRENTICESHIPS

2015

Apprenticeships

are not sufficiently implemented



are sufficiently implemented

Ranking		Survey [0..10]
1	SWITZERLAND	8.43
2	GERMANY	8.05
3	AUSTRIA	7.10
4	LITHUANIA	6.93
5	JAPAN	6.86
6	MALAYSIA	6.55
7	DENMARK	6.36
8	NETHERLANDS	6.03
9	LUXEMBOURG	5.93
10	NORWAY	5.65
11	LATVIA	5.52
12	KAZAKHSTAN	5.50
13	TAIWAN	5.42
14	QATAR	5.41
15	CHINA HONG KONG	5.31
16	COLOMBIA	5.22
17	JORDAN	5.18
18	MONGOLIA	5.12
19	CANADA	5.08
20	UAE	5.04
21	THAILAND	5.02
22	INDONESIA	5.01
23	SINGAPORE	5.00
24	ISRAEL	4.94
25	MEXICO	4.83
26	ICELAND	4.81
27	NEW ZEALAND	4.79
28	INDIA	4.68
29	BELGIUM	4.66
30	RUSSIA	4.65
31	AUSTRALIA	4.65
32	POLAND	4.65
33	PORTUGAL	4.63
34	KOREA REP.	4.51
35	VENEZUELA	4.50
36	UKRAINE	4.48
37	FINLAND	4.43
38	GREECE	4.35
39	UNITED KINGDOM	4.34
40	TURKEY	4.33
41	PHILIPPINES	4.30
42	CHILE	4.21
43	CHINA MAINLAND	4.17
44	ESTONIA	4.12
45	IRELAND	4.10
46	ITALY	4.06
47	BRAZIL	4.05
48	USA	3.97
49	SWEDEN	3.93
50	CZECH REPUBLIC	3.85
51	PERU	3.84
52	SLOVAK REPUBLIC	3.69
53	ARGENTINA	3.64
54	FRANCE	3.44
55	HUNGARY	3.26
56	SPAIN	3.04
57	CROATIA	3.00
58	SLOVENIA	2.50
59	BULGARIA	2.46
60	SOUTH AFRICA	2.30
61	ROMANIA	1.61

EMPLOYEE TRAINING

2015

Employee training

is not a high priority in companies



is a high priority in companies

Ranking		Survey [0..10]
1	DENMARK	7.53
2	GERMANY	7.51
3	SWITZERLAND	7.37
4	MALAYSIA	7.33
5	JAPAN	7.24
6	LUXEMBOURG	7.15
7	AUSTRIA	7.04
8	NORWAY	6.92
9	LITHUANIA	6.80
10	FINLAND	6.79
11	MONGOLIA	6.78
12	NETHERLANDS	6.78
13	ROMANIA	6.74
14	SINGAPORE	6.72
15	SWEDEN	6.63
16	TAIWAN	6.54
17	ESTONIA	6.54
18	LATVIA	6.48
19	THAILAND	6.32
20	CHINA HONG KONG	6.24
21	KAZAKHSTAN	6.19
22	COLOMBIA	6.16
23	QATAR	6.09
24	IRELAND	6.05
25	CHINA MAINLAND	6.04
26	UAE	6.03
27	NEW ZEALAND	6.00
28	INDONESIA	5.95
29	CANADA	5.90
30	BELGIUM	5.87
31	AUSTRALIA	5.82
32	PHILIPPINES	5.82
33	KOREA REP.	5.81
34	SLOVAK REPUBLIC	5.80
35	SLOVENIA	5.80
36	ISRAEL	5.78
37	SOUTH AFRICA	5.58
38	USA	5.58
39	UNITED KINGDOM	5.53
40	CZECH REPUBLIC	5.50
41	ICELAND	5.49
42	POLAND	5.42
43	MEXICO	5.37
44	VENEZUELA	5.33
45	JORDAN	5.27
46	UKRAINE	5.18
47	INDIA	5.17
48	BRAZIL	5.15
49	FRANCE	5.04
50	RUSSIA	5.01
51	GREECE	4.86
52	CHILE	4.75
53	HUNGARY	4.66
54	TURKEY	4.61
55	PERU	4.59
56	ITALY	4.43
57	PORTUGAL	4.41
58	SPAIN	4.32
59	ARGENTINA	4.18
60	CROATIA	4.15
61	BULGARIA	4.00

FEMALE LABOR FORCE

2014

Percentage of total labor force

Ranking		%
1	LITHUANIA	50.12
2	LATVIA	49.87
3	BRAZIL	49.65
4	KAZAKHSTAN	48.97
5	CHINA HONG KONG	48.72
6	PORTUGAL	48.69
7	ESTONIA	48.50
8	FINLAND	48.38
9	FRANCE	47.83 ²⁰¹³
10	ICELAND	47.75
11	SWEDEN	47.43
12	CANADA	47.34
13	UKRAINE	47.33
14	DENMARK	47.32
15	NORWAY	47.23
16	ISRAEL	47.14
17	NEW ZEALAND	47.12
18	USA	46.84
19	AUSTRIA	46.72 ²⁰¹³
20	UNITED KINGDOM	46.60
21	BULGARIA	46.56
22	CROATIA	46.49
23	SWITZERLAND	46.44
24	MONGOLIA	46.42
25	GERMANY	46.41
26	BELGIUM	46.27
27	RUSSIA	46.22 ²⁰¹³
28	SPAIN	46.16
29	SLOVENIA	46.01
30	HUNGARY	45.99
31	NETHERLANDS	45.97
32	AUSTRALIA	45.91
33	THAILAND	45.48
34	SOUTH AFRICA	45.16 ²⁰¹³
35	SINGAPORE	44.97
36	POLAND	44.96
37	IRELAND	44.77
38	SLOVAK REPUBLIC	44.35
39	TAIWAN	44.16
40	GREECE	44.03
41	CZECH REPUBLIC	43.97
42	ROMANIA	43.81
43	COLOMBIA	43.01
44	JAPAN	42.87
45	ITALY	42.41
46	PERU	42.19 ²⁰¹³
47	KOREA REP.	42.02
48	CHILE	41.17
49	VENEZUELA	39.91 ²⁰¹³
50	PHILIPPINES	39.32
51	MALAYSIA	38.43
52	LUXEMBOURG	38.43
53	INDONESIA	37.78
54	MEXICO	37.77
55	TURKEY	30.30
56	INDIA	25.80
57	JORDAN	17.54 ²⁰¹³
58	UAE	12.37 ²⁰¹³
59	QATAR	12.23
-	ARGENTINA	-
-	CHINA MAINLAND	-

HEALTH INFRASTRUCTURE

2015

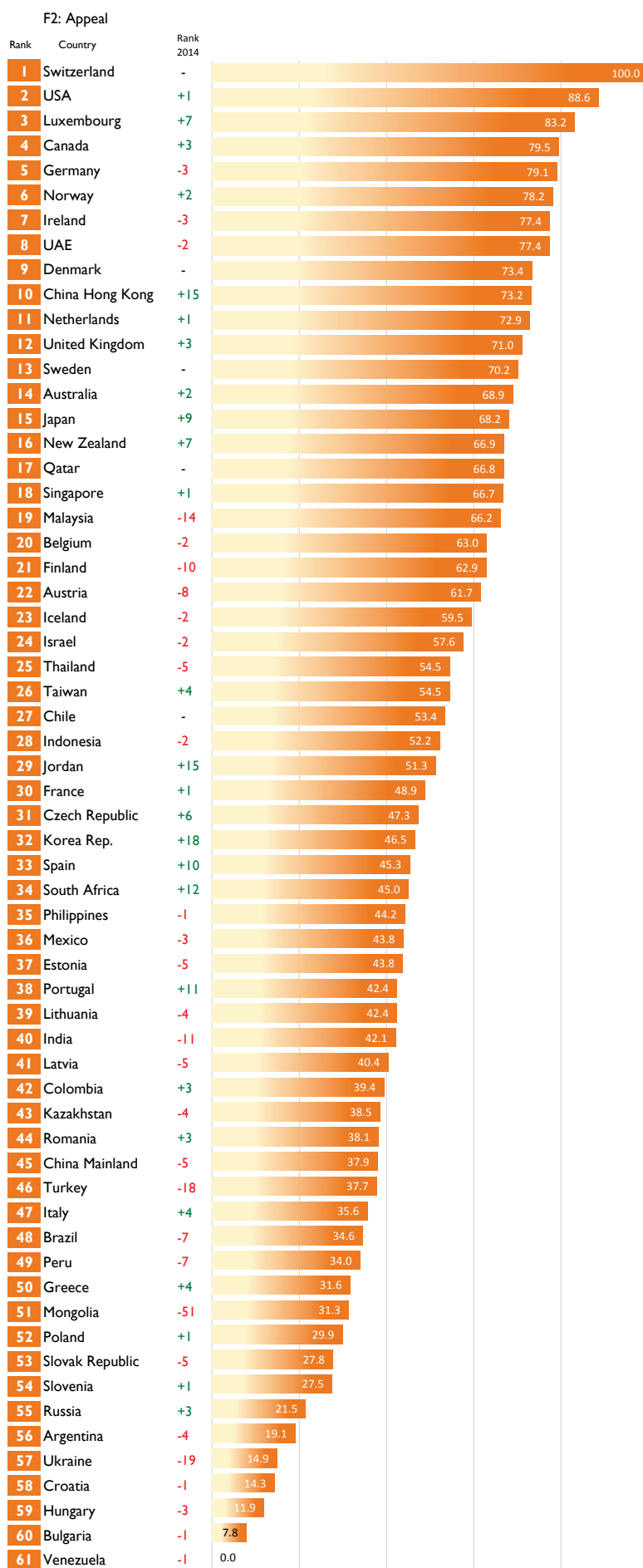
Health infrastructure

does not meet the needs of
society

meets the needs of society

Ranking		Survey [0..10]
1	SWITZERLAND	8.98
2	BELGIUM	8.53
3	SINGAPORE	8.39
4	NETHERLANDS	8.37
5	FRANCE	8.28
6	GERMANY	8.15
7	DENMARK	8.08
8	NORWAY	8.04
9	LUXEMBOURG	8.03
10	AUSTRIA	7.91
11	TAIWAN	7.82
12	SPAIN	7.76
13	FINLAND	7.64
14	MALAYSIA	7.53
15	CHINA HONG KONG	7.50
16	KOREA REP.	7.49
17	UAE	7.24
18	JAPAN	7.16
19	SWEDEN	7.15
20	AUSTRALIA	7.12
21	CANADA	7.11
22	PORTUGAL	7.09
23	CZECH REPUBLIC	7.08
24	NEW ZEALAND	7.04
25	ICELAND	6.91
26	ISRAEL	6.57
27	USA	6.56
28	THAILAND	6.19
29	UNITED KINGDOM	6.16
30	JORDAN	6.15
31	ITALY	6.12
32	TURKEY	6.08
33	ESTONIA	5.91
34	LITHUANIA	5.83
35	QATAR	5.40
36	CROATIA	5.37
37	KAZAKHSTAN	5.16
38	SLOVENIA	5.05
39	CHILE	5.02
40	GREECE	4.74
41	INDONESIA	4.36
42	CHINA MAINLAND	4.24
43	PHILIPPINES	4.02
44	POLAND	3.96
45	LATVIA	3.93
46	ARGENTINA	3.81
47	IRELAND	3.80
48	INDIA	3.76
49	SLOVAK REPUBLIC	3.73
50	RUSSIA	3.50
51	MEXICO	3.42
52	HUNGARY	2.81
53	BULGARIA	2.78
54	ROMANIA	2.74
55	SOUTH AFRICA	2.58
56	COLOMBIA	2.53
57	MONGOLIA	2.47
58	PERU	2.26
59	UKRAINE	1.88
60	BRAZIL	1.51
61	VENEZUELA	0.93

FACTOR 2: APPEAL 2015



COST-OF-LIVING INDEX

2014

Index of a basket of goods & services in major cities, including housing (New York City = 100)

Ranking		index
1	SOUTH AFRICA	52.15
2	INDIA	62.52
3	BULGARIA	65.20
4	MEXICO	66.45
5	ROMANIA	68.50
6	QATAR	68.80
7	POLAND	71.80
8	HUNGARY	72.40
8	PERU	72.40
8	TURKEY	72.40
11	LITHUANIA	73.00
12	PHILIPPINES	73.40
13	CROATIA	73.90
14	INDONESIA	74.10
15	SLOVENIA	74.30
16	MALAYSIA	74.40
17	CANADA	74.52
18	USA	74.65
19	KAZAKHSTAN	75.00
20	ESTONIA	75.20
21	JORDAN	76.80
22	COLOMBIA	77.30
22	UKRAINE	77.30
24	PORTUGAL	78.70
25	CZECH REPUBLIC	78.90
26	CHILE	79.30
26	THAILAND	79.30
28	GERMANY	80.09
29	ARGENTINA	80.20
30	SLOVAK REPUBLIC	80.60
31	BRAZIL	80.93
32	GREECE	81.30
33	LATVIA	81.90
34	UAE	82.80
35	UNITED KINGDOM	82.82
36	NEW ZEALAND	82.90
37	SPAIN	83.20
38	TAIWAN	84.20
39	BELGIUM	85.00
39	LUXEMBOURG	85.00
41	IRELAND	86.90
42	FRANCE	88.30
43	FINLAND	88.90
44	AUSTRALIA	89.02
45	NETHERLANDS	89.30
46	SWEDEN	89.60
47	AUSTRIA	92.00
48	ITALY	92.60
49	CHINA MAINLAND	93.52
50	NORWAY	98.30
51	ISRAEL	99.10
52	JAPAN	100.37
53	RUSSIA	101.15
54	VENEZUELA	102.50
55	DENMARK	104.20
56	KOREA REP.	104.50
57	SWITZERLAND	114.40
58	SINGAPORE	116.80
59	CHINA HONG KONG	121.00
-	ICELAND	-
-	MONGOLIA	-

ATTRACTING AND RETAINING
TALENTS

2015

Attracting and retaining talents

is not a priority in companies



is a priority in companies

Ranking		Survey [0..10]
1	JAPAN	8.19
2	MONGOLIA	7.98
3	DENMARK	7.85
4	USA	7.72
5	NORWAY	7.72
6	MALAYSIA	7.70
7	CHINA HONG KONG	7.68
8	SWITZERLAND	7.66
9	SINGAPORE	7.64
10	IRELAND	7.51
11	GERMANY	7.51
12	LUXEMBOURG	7.48
13	KOREA REP.	7.43
14	ROMANIA	7.42
15	NETHERLANDS	7.41
16	CANADA	7.38
17	NEW ZEALAND	7.36
18	AUSTRALIA	7.34
19	ICELAND	7.21
20	ISRAEL	7.19
21	SOUTH AFRICA	7.02
22	THAILAND	7.02
23	ESTONIA	7.01
24	SWEDEN	7.01
25	BELGIUM	7.00
26	FINLAND	6.99
27	LITHUANIA	6.97
28	LATVIA	6.97
29	UAE	6.96
30	QATAR	6.84
31	UNITED KINGDOM	6.83
32	INDONESIA	6.80
33	CHINA MAINLAND	6.78
34	AUSTRIA	6.72
35	PHILIPPINES	6.69
36	KAZAKHSTAN	6.59
37	INDIA	6.51
38	TAIWAN	6.46
39	BRAZIL	6.42
40	TURKEY	6.37
41	CZECH REPUBLIC	6.35
42	FRANCE	6.33
43	CHILE	6.27
44	UKRAINE	6.06
45	VENEZUELA	6.00
46	MEXICO	5.98
47	GREECE	5.77
48	SLOVENIA	5.71
49	PORTUGAL	5.70
50	ITALY	5.63
51	ARGENTINA	5.57
52	JORDAN	5.44
53	RUSSIA	5.41
54	COLOMBIA	5.38
55	BULGARIA	5.37
56	PERU	5.31
57	HUNGARY	5.18
58	SLOVAK REPUBLIC	5.02
59	SPAIN	4.95
60	CROATIA	4.90
61	POLAND	4.56

WORKER MOTIVATION

2015

Worker motivation in companies is

low



high

Ranking		Survey [0..10]
1	SWITZERLAND	7.68
2	DENMARK	7.66
3	NORWAY	7.46
4	IRELAND	7.40
5	LUXEMBOURG	7.38
6	GERMANY	7.37
7	CHINA HONG KONG	7.29
8	NETHERLANDS	7.27
9	TAIWAN	7.12
10	MALAYSIA	7.08
11	JAPAN	7.06
12	SWEDEN	6.99
13	AUSTRIA	6.96
14	NEW ZEALAND	6.86
15	ICELAND	6.71
16	USA	6.71
17	CANADA	6.66
18	ISRAEL	6.65
19	FINLAND	6.59
20	UAE	6.45
21	SINGAPORE	6.36
22	ROMANIA	6.35
23	BELGIUM	6.27
24	PHILIPPINES	6.18
25	CHINA MAINLAND	6.12
26	UNITED KINGDOM	6.04
27	COLOMBIA	6.04
28	CZECH REPUBLIC	6.04
29	LITHUANIA	6.00
29	QATAR	6.00
31	INDONESIA	5.93
32	AUSTRALIA	5.87
33	MEXICO	5.86
34	THAILAND	5.86
35	ESTONIA	5.79
36	POLAND	5.74
37	CHILE	5.66
38	TURKEY	5.55
39	KAZAKHSTAN	5.54
40	UKRAINE	5.52
41	LATVIA	5.38
42	INDIA	5.35
43	SLOVAK REPUBLIC	5.15
44	PORTUGAL	5.05
45	PERU	5.03
46	JORDAN	4.99
47	SPAIN	4.96
48	FRANCE	4.95
49	GREECE	4.90
50	BRAZIL	4.80
51	MONGOLIA	4.80
52	ITALY	4.79
53	RUSSIA	4.77
54	KOREA REP.	4.64
55	SLOVENIA	4.61
56	ARGENTINA	4.37
57	HUNGARY	4.35
58	BULGARIA	3.97
59	VENEZUELA	3.85
60	CROATIA	3.85
61	SOUTH AFRICA	3.55

BRAIN DRAIN

2015

Brain drain (well-educated and skilled people)

hinders competitiveness in your economy



does not hinder competitiveness in your economy

Ranking		Survey [0..10]
1	NORWAY	8.27
2	SWITZERLAND	7.56
3	FINLAND	6.83
4	SWEDEN	6.82
4	USA	6.82
6	DENMARK	6.78
7	UAE	6.58
8	CANADA	6.56
9	LUXEMBOURG	6.48
10	NETHERLANDS	6.40
11	GERMANY	6.30
12	CHINA HONG KONG	6.29
13	CHILE	6.21
14	UNITED KINGDOM	5.98
15	INDONESIA	5.93
16	ISRAEL	5.91
17	AUSTRALIA	5.75
18	SINGAPORE	5.73
19	MALAYSIA	5.71
20	ROMANIA	5.61
21	ICELAND	5.57
22	QATAR	5.48
23	IRELAND	5.27
24	BELGIUM	5.23
25	TURKEY	4.98
26	JORDAN	4.94
27	CZECH REPUBLIC	4.88
28	THAILAND	4.88
29	INDIA	4.87
30	ARGENTINA	4.77
31	FRANCE	4.57
32	MEXICO	4.55
33	ITALY	4.53
34	JAPAN	4.49
35	AUSTRIA	4.43
36	BRAZIL	4.33
37	LATVIA	4.28
38	PERU	4.19
39	NEW ZEALAND	4.14
40	MONGOLIA	4.07
41	CHINA MAINLAND	4.07
42	COLOMBIA	3.98
43	POLAND	3.98
44	KOREA REP.	3.98
45	PHILIPPINES	3.69
46	PORTUGAL	3.67
47	SPAIN	3.57
48	KAZAKHSTAN	3.49
49	GREECE	3.42
50	TAIWAN	3.38
51	SLOVAK REPUBLIC	3.25
52	SLOVENIA	3.20
53	LITHUANIA	3.03
54	RUSSIA	3.03
55	ESTONIA	3.00
56	SOUTH AFRICA	2.53
57	UKRAINE	2.39
58	CROATIA	2.09
59	BULGARIA	1.76
60	HUNGARY	1.71
61	VENEZUELA	1.71

QUALITY OF LIFE

2015

Quality of life is

low



high

Ranking		Survey [0..10]
1	SWITZERLAND	9.73
2	NORWAY	9.57
3	AUSTRIA	9.51
4	DENMARK	9.38
5	LUXEMBOURG	9.36
6	GERMANY	9.31
7	NETHERLANDS	9.22
8	CANADA	9.22
9	AUSTRALIA	9.11
10	FINLAND	9.02
11	NEW ZEALAND	8.96
12	SWEDEN	8.83
13	IRELAND	8.80
14	UAE	8.77
15	BELGIUM	8.68
16	ICELAND	8.54
17	SINGAPORE	8.37
18	USA	8.22
19	JAPAN	8.16
20	FRANCE	7.95
21	SPAIN	7.84
22	CZECH REPUBLIC	7.80
23	UNITED KINGDOM	7.73
24	ISRAEL	7.53
25	MALAYSIA	7.36
26	PORTUGAL	7.24
27	TAIWAN	7.06
28	SLOVENIA	7.04
29	ITALY	6.99
30	CHINA HONG KONG	6.79
31	CHILE	6.59
32	LITHUANIA	6.41
33	ESTONIA	6.30
34	THAILAND	6.25
35	SLOVAK REPUBLIC	6.12
36	GREECE	6.00
37	KAZAKHSTAN	5.67
38	QATAR	5.57
39	CROATIA	5.41
40	KOREA REP.	5.40
41	MEXICO	5.39
42	SOUTH AFRICA	5.37
43	JORDAN	5.36
44	CHINA MAINLAND	5.19
45	LATVIA	5.10
46	INDONESIA	5.06
47	PHILIPPINES	5.04
48	TURKEY	4.69
49	POLAND	4.68
50	ARGENTINA	4.45
51	COLOMBIA	4.40
52	PERU	4.36
53	INDIA	4.19
54	BRAZIL	4.16
55	RUSSIA	4.00
56	HUNGARY	3.94
57	ROMANIA	3.55
58	MONGOLIA	3.28
59	BULGARIA	3.12
60	UKRAINE	2.00
61	VENEZUELA	1.22

FOREIGN HIGH-SKILLED PEOPLE

2015

Foreign high-skilled people

are not attracted to your
country's business environmentare attracted to your
country's business
environment

Ranking		Survey [0..10]
1	SWITZERLAND	8.91
2	LUXEMBOURG	8.49
3	USA	8.31
4	UAE	8.26
5	SINGAPORE	8.12
6	UNITED KINGDOM	8.00
7	CANADA	7.70
8	QATAR	7.51
9	AUSTRALIA	7.48
10	CHINA HONG KONG	7.43
10	NEW ZEALAND	7.43
12	IRELAND	7.22
13	MALAYSIA	7.05
14	NETHERLANDS	6.85
15	CHILE	6.81
16	NORWAY	6.65
17	KAZAKHSTAN	6.60
18	CHINA MAINLAND	6.34
19	GERMANY	6.26
20	INDONESIA	6.14
21	THAILAND	5.86
22	PERU	5.78
23	MEXICO	5.63
24	BELGIUM	5.57
25	PHILIPPINES	5.56
26	SWEDEN	5.47
27	ISRAEL	5.45
28	AUSTRIA	5.39
29	CZECH REPUBLIC	5.35
30	RUSSIA	5.19
31	DENMARK	5.12
32	LITHUANIA	4.93
33	SPAIN	4.88
34	JORDAN	4.84
35	COLOMBIA	4.78
36	INDIA	4.73
37	KOREA REP.	4.70
38	SOUTH AFRICA	4.68
39	FRANCE	4.60
40	ROMANIA	4.58
41	ESTONIA	4.57
42	POLAND	4.47
43	PORTUGAL	4.36
44	BRAZIL	4.19
45	TURKEY	4.16
46	LATVIA	4.14
47	TAIWAN	4.04
48	FINLAND	4.03
49	MONGOLIA	3.78
50	JAPAN	3.39
51	ITALY	3.37
52	ICELAND	3.30
53	HUNGARY	3.16
54	SLOVAK REPUBLIC	3.12
55	UKRAINE	2.85
56	GREECE	2.66
57	ARGENTINA	2.55
58	BULGARIA	2.44
59	SLOVENIA	2.15
60	CROATIA	2.00
61	VENEZUELA	0.83

REMUNERATION IN SERVICES PROFESSIONS

2012

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

		<i>Bank credit officer</i>	<i>Product Manager</i>	<i>Primary school teacher</i>	<i>Personal assistant</i>	<i>Call center agent</i>
1	SWITZERLAND	103,900	121,650	97,100	68,000	60,350
2	DENMARK	72,900	94,500	86,500	61,900	42,200
3	JAPAN	79,400	102,100	78,200	48,800	44,700
4	NORWAY	69,300	97,400	61,500	64,900	46,500
5	LUXEMBOURG	93,900	58,300	113,300	45,700	37,200
6	USA	51,025	94,625	57,850	47,275	40,950
7	AUSTRALIA	52,200	93,400	57,400	50,500	36,800
8	GERMANY	63,833	89,233	56,333	46,267	29,133
9	SWEDEN	48,600	81,900	46,600	41,100	41,700
10	AUSTRIA	49,100	82,900	44,700	49,900	32,600
11	BELGIUM	56,900	73,700	44,000	42,300	36,000
12	ICELAND	47,719	76,599	34,564	42,976	34,984
13	UNITED KINGDOM	46,600	75,000	55,700	40,700	27,100
14	IRELAND	45,800	86,100	57,100	31,700	28,800
15	CANADA	45,900	56,200	69,800	33,550	34,700
16	FINLAND	44,700	60,500	48,000	38,600	35,600
17	FRANCE	67,950	70,850	36,300	30,350	25,150
18	NETHERLANDS	49,200	58,700	48,400	40,300	27,700
19	SPAIN	46,200	65,250	35,200	27,900	26,800
20	KOREA REP.	34,100	52,300	65,400	27,100	24,500
21	NEW ZEALAND	37,300	55,000	35,700	33,400	27,500
22	SINGAPORE	27,800	77,600	41,200	28,200	21,600
23	UAE	26,200	91,400	35,900	22,900	19,600
24	ITALY	38,900	62,750	31,700	33,400	18,200
25	CHINA HONG KONG	22,300	63,700	52,500	25,100	19,000
26	ISRAEL	28,900	56,200	20,700	18,400	19,700
27	GREECE	30,700	44,000	26,200	21,000	16,300
28	PORTUGAL	32,400	35,200	32,000	17,500	14,900
29	SLOVENIA	23,400	41,700	29,000	16,300	17,900
30	QATAR	27,100	47,000	22,300	19,800	11,500
31	TAIWAN	20,600	44,400	25,600	15,500	14,800
32	SLOVAK REPUBLIC	15,800	43,300	11,300	16,100	16,400
33	CROATIA	26,600	28,000	22,500	13,000	14,000
34	COLOMBIA	14,600	65,800	11,100	12,300	5,300
35	SOUTH AFRICA	11,900	36,800	17,700	22,400	6,600
36	TURKEY	19,300	39,100	14,800	13,500	9,300
37	CHILE	21,600	36,700	15,400	11,300	8,500
38	RUSSIA	19,200	29,500	11,900	16,800	10,000
39	LATVIA	18,900	30,400	8,400	13,700	13,000
40	BRAZIL	12,750	50,150	12,150	12,300	6,150
41	PERU	10,100	40,700	6,300	18,900	8,300
42	CZECH REPUBLIC	20,100	25,300	13,200	13,200	10,500
43	CHINA MAINLAND	23,600	18,200	11,800	14,700	7,600
44	ARGENTINA	17,100	17,600	8,700	15,800	10,400
45	ESTONIA	11,800	16,600	11,400	14,200	13,600
46	MEXICO	7,100	21,200	8,400	15,500	14,600
47	HUNGARY	21,400	21,100	8,900	11,100	8,900
48	MALAYSIA	11,400	31,200	10,400	13,200	7,100
49	POLAND	11,900	27,600	11,900	11,700	7,600
50	VENEZUELA	15,800	30,600	10,500	8,400	6,700
51	LITHUANIA	20,200	18,500	10,500	10,400	8,000
52	KAZAKHSTAN	20,752	27,469	6,029	7,987	5,638
53	THAILAND	14,500	22,400	8,300	7,800	6,500
54	BULGARIA	10,700	15,200	4,700	7,400	10,900
55	ROMANIA	8,800	22,000	5,600	6,000	5,300
56	MONGOLIA	8,239	15,709	6,258	5,452	5,287
57	UKRAINE	10,000	14,100	3,800	4,900	3,900
58	INDIA	7,100	16,100	4,150	4,600	4,400
59	PHILIPPINES	3,500	18,800	3,400	4,000	4,800
60	INDONESIA	5,300	13,000	2,700	4,800	3,200
-	JORDAN	-	-	-	-	-

REMUNERATION OF MANAGEMENT

2014

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

		CEO	Engineer	Director manufacturing	Human resources director
1	SWITZERLAND	856,683	197,640	360,111	342,624
2	USA	757,439	112,105	320,842	267,425
3	GERMANY	602,354	165,012	274,764	270,461
4	AUSTRIA	570,810	144,390	268,040	229,998
5	LUXEMBOURG	455,719	152,096	282,782	221,321
6	BELGIUM	515,214	145,579	242,568	233,419
7	FRANCE	577,715	119,893	235,118	208,264
8	SWEDEN	372,117	126,999	343,765	185,107
9	ITALY	526,338	124,300	233,622	218,898
10	JAPAN	456,458	140,637	208,645	236,546
11	UNITED KINGDOM	641,784	109,932	207,754	210,724
12	NETHERLANDS	486,926	142,866	219,334	211,537
13	SINGAPORE	459,462	97,227	248,916	236,355
14	DENMARK	397,664	147,871	193,544	215,936
15	CHINA HONG KONG	455,815	99,727	233,037	211,653
16	IRELAND	366,393	124,187	229,703	194,305
17	CHILE	356,517	127,552	174,821	200,520
18	CANADA	386,569	104,678	194,867	194,456
19	SPAIN	406,238	92,925	219,448	175,626
20	KOREA REP.	429,840	102,374	177,311	173,972
21	FINLAND	349,937	128,692	172,440	164,761
22	MEXICO	362,010	68,507	219,385	186,651
23	COLOMBIA	331,344	101,187	153,550	185,200
24	GREECE	364,635	100,098	176,385	146,050
25	PERU	263,896	114,675	162,868	173,190
26	NORWAY	273,567	121,771	157,020	155,500
27	UAE	302,940	90,110	149,853	189,859
28	AUSTRALIA	348,437	88,226	180,325	145,061
29	PORTUGAL	334,319	94,584	151,263	130,230
30	ISRAEL	273,368	100,791	159,938	128,649
31	NEW ZEALAND	383,122	55,428	116,976	189,030
32	SLOVAK REPUBLIC	275,491	70,443	161,620	136,936
33	SLOVENIA	192,969	125,893	146,933	94,160
34	POLAND	294,275	67,323	134,374	148,547
35	TAIWAN	274,153	75,794	142,715	132,993
36	BRAZIL	310,034	71,800	135,857	123,734
37	QATAR	120,055	87,912	120,604	169,680
38	THAILAND	277,147	55,115	131,939	137,603
39	TURKEY	358,079	44,954	107,234	134,147
40	PHILIPPINES	188,125	55,482	160,344	122,735
41	CHINA MAINLAND	184,178	63,354	106,964	131,223
42	MALAYSIA	178,778	47,530	108,247	100,782
43	CZECH REPUBLIC	221,171	43,258	96,442	98,444
44	RUSSIA	263,172	44,161	81,821	91,570
45	ICELAND	130,468	72,823	73,678	79,156
46	ESTONIA	197,678	34,947	108,996	76,640
47	ARGENTINA	182,745	45,787	86,467	83,259
48	LITHUANIA	278,745	27,926	62,674	89,682
49	HUNGARY	163,829	49,633	75,061	85,906
50	CROATIA	145,147	29,190	94,527	104,560
51	ROMANIA	169,794	35,515	81,902	87,855
52	INDIA	171,017	42,569	73,734	72,396
53	INDONESIA	142,025	32,828	75,637	63,517
54	VENEZUELA	126,640	22,892	37,445	58,194
55	BULGARIA	88,059	22,745	38,561	51,846
56	UKRAINE	77,544	14,350	45,037	51,732
57	KAZAKHSTAN	38,476	7,248	11,778	38,476
-	JORDAN	-	-	-	-
-	LATVIA	-	-	-	-
-	MONGOLIA	-	-	-	-
-	SOUTH AFRICA	-	-	-	-

2013

EFFECTIVE PERSONAL INCOME TAX RATE

2014

Percentage of an income equal to GDP per capita

Ranking		%
1	QATAR	0.00
2	SOUTH AFRICA	0.91
3	INDONESIA	2.40
4	VENEZUELA	4.19
5	CHINA HONG KONG	4.76
6	THAILAND	4.76
7	UAE	5.15
8	TAIWAN	6.06
9	JORDAN	6.79
10	COLOMBIA	7.56
11	BRAZIL	7.95
12	PHILIPPINES	8.30
13	KOREA REP.	9.40
14	MALAYSIA	10.26
15	SWITZERLAND	10.39
16	INDIA	10.87
17	RUSSIA	11.74
18	PERU	12.73
19	MEXICO	12.90
20	SPAIN	12.97
21	IRELAND	13.10
22	USA	13.58
23	ESTONIA	15.04
24	UKRAINE	15.83
25	ISRAEL	16.08
26	CHILE	16.30
27	CANADA	16.73
28	ARGENTINA	16.90
29	KAZAKHSTAN	16.97
30	ICELAND	17.10
31	LATVIA	17.33
32	JAPAN	17.36
33	PORTUGAL	17.65
34	MONGOLIA	17.90
35	UNITED KINGDOM	18.36
36	SLOVAK REPUBLIC	18.39
37	SINGAPORE	18.53
38	CZECH REPUBLIC	18.94
39	NEW ZEALAND	19.09
40	CHINA MAINLAND	20.02
41	BULGARIA	20.16
42	AUSTRALIA	21.52
43	CROATIA	21.53
44	TURKEY	21.54
45	LITHUANIA	22.25
46	GREECE	22.40
47	SWEDEN	22.60
48	ITALY	23.21
49	FRANCE	24.65
50	BELGIUM	24.74
51	POLAND	24.83
52	LUXEMBOURG	25.05
53	GERMANY	25.38
54	SLOVENIA	25.53
55	NETHERLANDS	25.61
56	FINLAND	26.63
57	NORWAY	27.19
58	HUNGARY	27.68
59	ROMANIA	28.03
60	AUSTRIA	29.50
61	DENMARK	29.51

PERSONAL SECURITY AND PRIVATE PROPERTY RIGHTS

2015

Personal security and private property rights

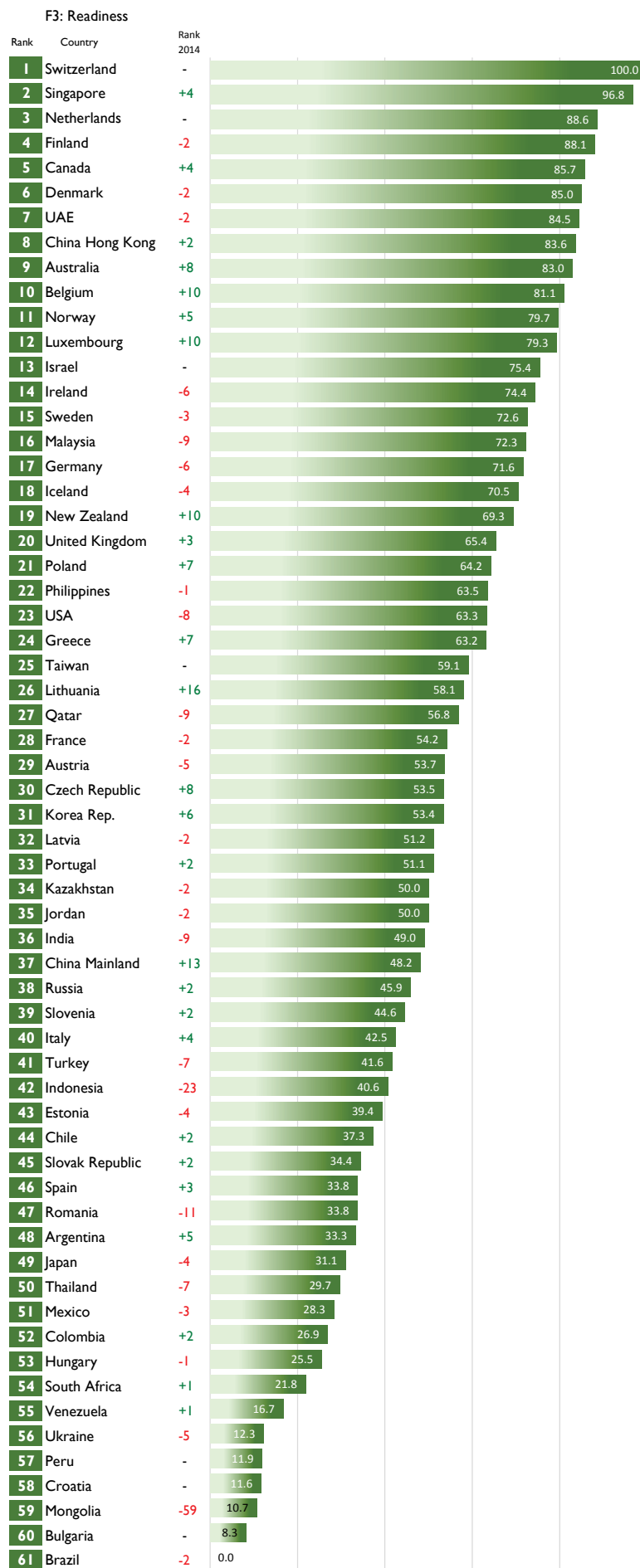
are not adequately protected



are adequately protected

Ranking		Survey [0..10]
1	FINLAND	9.39
2	CHINA HONG KONG	9.10
3	DENMARK	9.01
4	NORWAY	8.92
5	SWITZERLAND	8.87
6	SINGAPORE	8.84
7	CANADA	8.77
8	AUSTRALIA	8.63
9	GERMANY	8.58
10	LUXEMBOURG	8.58
11	NETHERLANDS	8.56
12	SWEDEN	8.48
13	IRELAND	8.45
14	NEW ZEALAND	8.38
15	UNITED KINGDOM	8.34
16	AUSTRIA	8.20
17	JAPAN	8.13
18	QATAR	8.11
19	USA	8.10
20	UAE	8.09
21	PORTUGAL	8.08
22	ICELAND	8.03
23	TAIWAN	7.73
24	BELGIUM	7.60
25	ISRAEL	7.59
26	SPAIN	7.52
27	ESTONIA	7.38
28	LITHUANIA	7.36
29	FRANCE	7.30
30	POLAND	7.00
31	MALAYSIA	6.94
32	CZECH REPUBLIC	6.73
33	KOREA REP.	6.67
34	GREECE	6.58
35	JORDAN	6.49
36	THAILAND	6.27
37	SLOVENIA	6.15
38	INDIA	6.13
39	CHILE	6.10
40	KAZAKHSTAN	5.89
41	CROATIA	5.60
42	INDONESIA	5.60
43	HUNGARY	5.52
44	SLOVAK REPUBLIC	5.37
45	LATVIA	5.31
46	ITALY	5.22
47	TURKEY	5.14
48	CHINA MAINLAND	4.86
49	ROMANIA	4.81
50	PHILIPPINES	4.74
51	MONGOLIA	4.53
52	SOUTH AFRICA	4.04
53	COLOMBIA	3.94
54	RUSSIA	3.60
55	PERU	3.45
56	MEXICO	3.45
57	BRAZIL	3.24
58	BULGARIA	3.22
59	UKRAINE	2.82
60	ARGENTINA	2.36
61	VENEZUELA	0.39

FACTOR 3: READINESS 2015



LABOR FORCE GROWTH

2014

Percentage change

Ranking		%
1	QATAR	9.53
2	UAE	9.31
3	TURKEY	6.43
4	VENEZUELA	6.10
5	INDONESIA	3.11
6	NEW ZEALAND	2.93
7	SOUTH AFRICA	2.88
8	ISRAEL	2.75
9	KOREA REP.	2.56
10	SINGAPORE	2.53
11	LUXEMBOURG	2.52
12	MALAYSIA	2.18
13	HUNGARY	2.11
14	CHILE	2.01
15	SWITZERLAND	1.81
16	CROATIA	1.77
17	COLOMBIA	1.56
18	AUSTRALIA	1.35
19	SWEDEN	1.33
20	PERU	1.16
21	ICELAND	1.08
22	ITALY	1.01
23	NORWAY	1.00
24	LITHUANIA	0.81
25	TAIWAN	0.79
26	UNITED KINGDOM	0.75
27	SLOVENIA	0.69
28	KAZAKHSTAN	0.67
29	GERMANY	0.61
30	DENMARK	0.55
31	CHINA MAINLAND	0.51
32	SLOVAK REPUBLIC	0.47
33	CANADA	0.46
34	CHINA HONG KONG	0.44
35	AUSTRIA	0.40
36	BELGIUM	0.40
37	FRANCE	0.38
38	USA	0.34
39	ARGENTINA	0.29
40	PHILIPPINES	0.17
41	JAPAN	0.15
42	FINLAND	0.13
43	POLAND	0.09
44	JORDAN	0.07
45	BRAZIL	-0.05
46	BULGARIA	-0.15
47	CZECH REPUBLIC	-0.15
48	RUSSIA	-0.17
49	NETHERLANDS	-0.42
50	IRELAND	-0.46
51	GREECE	-0.68
52	ESTONIA	-0.82
53	SPAIN	-1.02
54	MEXICO	-1.08
55	PORTUGAL	-1.12
56	INDIA	-1.51
57	THAILAND	-2.05
58	LATVIA	-2.14
59	ROMANIA	-5.40
60	MONGOLIA	-5.89
61	UKRAINE	-9.37

SKILLED LABOR

2015

Skilled labor

is not readily available



is readily available

Ranking		Survey [0..10]
1	FINLAND	7.67
2	GREECE	7.50
3	NORWAY	7.27
4	DENMARK	7.13
5	NETHERLANDS	7.05
6	PHILIPPINES	7.00
7	AUSTRALIA	6.75
8	ISRAEL	6.70
9	ICELAND	6.69
10	IRELAND	6.68
11	MALAYSIA	6.66
12	SWITZERLAND	6.64
13	CANADA	6.63
14	SPAIN	6.55
15	RUSSIA	6.52
16	SWEDEN	6.35
17	UAE	6.26
18	BELGIUM	6.25
19	POLAND	6.24
20	SLOVENIA	6.00
21	KAZAKHSTAN	5.96
22	CHINA HONG KONG	5.90
23	KOREA REP.	5.88
24	ITALY	5.85
25	USA	5.83
26	LUXEMBOURG	5.77
27	FRANCE	5.76
28	PORTUGAL	5.74
29	JORDAN	5.72
30	TAIWAN	5.66
31	UNITED KINGDOM	5.62
32	SINGAPORE	5.54
33	CZECH REPUBLIC	5.53
33	SLOVAK REPUBLIC	5.53
35	LATVIA	5.52
36	LITHUANIA	5.42
37	MEXICO	5.39
38	INDIA	5.35
39	INDONESIA	5.32
40	CHINA MAINLAND	5.25
41	QATAR	5.23
42	TURKEY	5.22
43	NEW ZEALAND	5.21
44	COLOMBIA	5.04
45	GERMANY	5.02
46	THAILAND	4.98
47	ARGENTINA	4.79
48	ROMANIA	4.65
49	JAPAN	4.59
50	UKRAINE	4.46
51	AUSTRIA	4.29
52	CHILE	4.17
53	HUNGARY	4.16
54	BULGARIA	4.03
55	CROATIA	3.91
56	VENEZUELA	3.76
57	PERU	3.52
58	MONGOLIA	3.25
59	BRAZIL	3.11
60	SOUTH AFRICA	3.08
61	ESTONIA	2.66

FINANCE SKILLS

2015

Finance skills

are not readily available



are readily available

Ranking		Survey [0..10]
1	SWITZERLAND	8.13
2	NORWAY	7.84
3	DENMARK	7.75
4	NETHERLANDS	7.71
5	AUSTRALIA	7.71
6	CANADA	7.70
7	CHINA HONG KONG	7.69
8	FINLAND	7.64
9	LUXEMBOURG	7.57
10	ISRAEL	7.49
11	USA	7.47
12	SWEDEN	7.37
13	IRELAND	7.35
14	UNITED KINGDOM	7.32
15	MALAYSIA	7.30
16	NEW ZEALAND	7.14
17	POLAND	7.08
18	SINGAPORE	7.04
19	ICELAND	7.00
20	GREECE	6.99
21	GERMANY	6.98
22	UAE	6.96
23	FRANCE	6.92
24	BELGIUM	6.87
25	RUSSIA	6.79
26	PHILIPPINES	6.76
27	CHILE	6.75
28	KAZAKHSTAN	6.66
29	TAIWAN	6.56
30	INDIA	6.38
31	TURKEY	6.24
32	LATVIA	6.21
33	KOREA REP.	6.20
34	SLOVENIA	6.19
35	JAPAN	6.10
36	AUSTRIA	6.09
37	ARGENTINA	6.05
38	QATAR	6.04
39	SPAIN	6.04
40	CZECH REPUBLIC	5.81
41	JORDAN	5.70
42	SLOVAK REPUBLIC	5.69
43	ITALY	5.67
44	INDONESIA	5.65
45	PORTUGAL	5.60
46	LITHUANIA	5.59
47	CHINA MAINLAND	5.50
48	THAILAND	5.45
49	SOUTH AFRICA	5.38
50	COLOMBIA	5.31
51	MEXICO	5.24
52	ROMANIA	5.13
53	HUNGARY	5.00
54	PERU	4.96
55	VENEZUELA	4.88
56	ESTONIA	4.85
57	UKRAINE	4.09
58	CROATIA	4.06
59	BRAZIL	4.05
60	BULGARIA	4.00
61	MONGOLIA	3.96

INTERNATIONAL EXPERIENCE

2015

International experience of senior managers is generally

low



significant

Ranking		Survey [0..10]
1	LUXEMBOURG	7.87
2	SWITZERLAND	7.82
3	CHINA HONG KONG	7.69
4	UAE	7.21
5	QATAR	7.01
6	SINGAPORE	6.88
7	NETHERLANDS	6.86
8	SWEDEN	6.66
9	MALAYSIA	6.62
10	BELGIUM	6.59
11	LITHUANIA	6.57
12	IRELAND	6.49
13	ISRAEL	6.30
14	GERMANY	6.30
15	MEXICO	6.00
16	DENMARK	5.97
17	POLAND	5.96
18	CHILE	5.93
19	PHILIPPINES	5.85
20	CZECH REPUBLIC	5.81
21	FINLAND	5.74
22	AUSTRALIA	5.73
23	LATVIA	5.72
24	GREECE	5.71
25	KAZAKHSTAN	5.68
26	THAILAND	5.68
27	JORDAN	5.54
28	AUSTRIA	5.53
29	INDONESIA	5.45
30	CANADA	5.44
31	UNITED KINGDOM	5.39
32	ARGENTINA	5.32
33	TURKEY	5.27
34	COLOMBIA	5.06
35	USA	5.06
36	TAIWAN	5.05
37	PERU	5.02
38	NORWAY	5.02
39	ROMANIA	4.95
40	SLOVAK REPUBLIC	4.92
41	INDIA	4.83
42	SOUTH AFRICA	4.72
43	HUNGARY	4.67
44	ICELAND	4.66
45	NEW ZEALAND	4.64
46	FRANCE	4.60
47	KOREA REP.	4.49
48	ESTONIA	4.47
49	VENEZUELA	4.46
50	MONGOLIA	4.38
51	CHINA MAINLAND	4.36
52	SPAIN	4.34
53	BRAZIL	4.33
53	UKRAINE	4.33
55	SLOVENIA	4.29
56	RUSSIA	4.23
57	PORTUGAL	4.18
58	ITALY	4.12
59	BULGARIA	3.66
60	CROATIA	3.25
61	JAPAN	2.89

COMPETENT SENIOR MANAGERS

2015

Competent senior managers

are not readily available



are readily available

Ranking		Survey [0..10]
1	IRELAND	7.00
2	CHINA HONG KONG	6.94
3	NORWAY	6.86
4	DENMARK	6.80
5	SWITZERLAND	6.77
6	NETHERLANDS	6.77
7	UAE	6.76
8	CANADA	6.67
9	SWEDEN	6.59
10	FINLAND	6.50
11	USA	6.47
12	MALAYSIA	6.44
13	AUSTRALIA	6.44
14	LUXEMBOURG	6.36
15	ISRAEL	6.34
16	PHILIPPINES	6.25
17	SINGAPORE	6.22
18	GREECE	6.20
19	BELGIUM	6.16
20	POLAND	6.15
21	UNITED KINGDOM	6.14
22	LITHUANIA	6.13
23	CHILE	5.97
24	KAZAKHSTAN	5.96
25	ICELAND	5.94
26	QATAR	5.90
27	JORDAN	5.87
28	TURKEY	5.84
29	LATVIA	5.79
29	NEW ZEALAND	5.79
31	RUSSIA	5.61
32	GERMANY	5.59
33	FRANCE	5.57
34	CZECH REPUBLIC	5.38
35	CHINA MAINLAND	5.31
36	TAIWAN	5.29
37	THAILAND	5.26
38	INDONESIA	5.25
39	INDIA	5.23
40	ITALY	5.01
41	AUSTRIA	4.97
42	ARGENTINA	4.86
43	MEXICO	4.83
44	KOREA REP.	4.77
45	SPAIN	4.62
46	SLOVENIA	4.47
47	COLOMBIA	4.40
48	ROMANIA	4.29
49	SLOVAK REPUBLIC	4.23
50	PORTUGAL	4.11
51	MONGOLIA	4.04
52	SOUTH AFRICA	3.92
53	ESTONIA	3.82
54	VENEZUELA	3.75
55	PERU	3.72
56	BRAZIL	3.68
57	BULGARIA	3.53
58	CROATIA	3.39
58	UKRAINE	3.39
60	HUNGARY	3.37
61	JAPAN	3.23

EDUCATIONAL SYSTEM

2015

The educational system

does not meet the needs of a
competitive economymeets the needs of a
competitive economy

Ranking		Survey [0..10]
1	SWITZERLAND	8.74
2	FINLAND	8.56
3	SINGAPORE	8.27
4	CANADA	8.20
5	GERMANY	7.84
6	NETHERLANDS	7.82
7	BELGIUM	7.78
8	DENMARK	7.50
9	IRELAND	7.45
10	AUSTRALIA	7.30
11	NORWAY	7.19
12	NEW ZEALAND	7.11
13	UAE	7.10
14	ICELAND	6.79
15	CHINA HONG KONG	6.71
16	MALAYSIA	6.70
17	ISRAEL	6.57
18	UNITED KINGDOM	6.41
19	USA	6.37
20	PORTUGAL	6.16
21	LUXEMBOURG	6.13
22	TAIWAN	6.10
23	ESTONIA	6.09
24	LITHUANIA	5.93
25	KOREA REP.	5.93
26	FRANCE	5.70
27	SWEDEN	5.59
28	PHILIPPINES	5.51
29	CZECH REPUBLIC	5.46
29	JORDAN	5.46
31	AUSTRIA	5.45
32	POLAND	5.40
33	INDIA	5.37
34	ITALY	5.30
35	QATAR	5.30
36	JAPAN	5.27
37	LATVIA	4.97
38	KAZAKHSTAN	4.85
39	INDONESIA	4.76
40	CHINA MAINLAND	4.59
41	SLOVENIA	4.55
42	ROMANIA	4.42
43	GREECE	4.35
44	SPAIN	4.07
45	RUSSIA	4.04
46	THAILAND	3.93
47	HUNGARY	3.90
48	CHILE	3.73
49	SLOVAK REPUBLIC	3.65
50	MONGOLIA	3.56
51	COLOMBIA	3.50
52	UKRAINE	3.48
53	TURKEY	3.39
54	ARGENTINA	3.30
55	MEXICO	3.12
56	PERU	2.62
57	CROATIA	2.58
58	SOUTH AFRICA	2.42
59	VENEZUELA	2.25
60	BULGARIA	2.10
61	BRAZIL	1.88

SCIENCE IN SCHOOLS

2015

Science in schools

is not sufficiently emphasized



is sufficiently emphasized

Ranking		Survey [0..10]
1	SINGAPORE	8.44
2	SWITZERLAND	7.68
3	CANADA	7.48
4	FINLAND	7.34
5	MALAYSIA	6.91
6	NETHERLANDS	6.81
7	BELGIUM	6.76
8	UAE	6.65
9	CHINA HONG KONG	6.51
10	TAIWAN	6.41
11	GERMANY	6.39
12	DENMARK	6.38
13	IRELAND	6.34
14	FRANCE	6.18
15	ISRAEL	6.17
16	INDIA	6.10
17	JAPAN	6.09
18	ESTONIA	5.79
19	CHINA MAINLAND	5.77
20	NORWAY	5.65
21	KOREA REP.	5.63
22	NEW ZEALAND	5.57
23	JORDAN	5.57
24	ICELAND	5.56
25	LUXEMBOURG	5.52
26	POLAND	5.47
27	KAZAKHSTAN	5.44
28	PORTUGAL	5.40
29	AUSTRALIA	5.36
30	USA	5.32
31	QATAR	5.24
32	RUSSIA	5.24
33	UNITED KINGDOM	5.21
34	GREECE	5.12
35	ROMANIA	5.00
36	PHILIPPINES	4.99
37	CZECH REPUBLIC	4.98
38	ITALY	4.82
39	INDONESIA	4.81
40	SWEDEN	4.68
41	SLOVENIA	4.66
42	UKRAINE	4.49
43	HUNGARY	4.48
44	LITHUANIA	4.40
45	AUSTRIA	4.29
46	MONGOLIA	4.25
47	LATVIA	4.21
48	SPAIN	3.89
49	SLOVAK REPUBLIC	3.85
50	THAILAND	3.81
51	TURKEY	3.67
52	COLOMBIA	3.50
53	CHILE	3.21
54	ARGENTINA	2.90
55	MEXICO	2.90
56	BULGARIA	2.83
57	VENEZUELA	2.65
58	SOUTH AFRICA	2.53
59	CROATIA	2.47
60	PERU	2.38
61	BRAZIL	1.88

UNIVERSITY EDUCATION

2015

University education

does not meet the needs of a
competitive economymeets the needs of a
competitive economy

Ranking		Survey [0..10]
1	SWITZERLAND	8.56
2	CANADA	8.17
3	SINGAPORE	8.14
4	ISRAEL	8.04
5	FINLAND	7.82
6	BELGIUM	7.81
7	GERMANY	7.67
8	NETHERLANDS	7.65
9	DENMARK	7.53
10	USA	7.39
11	ICELAND	7.32
12	NORWAY	7.22
13	CHINA HONG KONG	7.15
14	IRELAND	7.13
15	AUSTRALIA	7.08
16	PORTUGAL	6.95
17	MALAYSIA	6.68
18	UNITED KINGDOM	6.58
19	SWEDEN	6.57
20	UAE	6.44
21	NEW ZEALAND	6.43
22	ESTONIA	6.15
23	AUSTRIA	6.03
24	LUXEMBOURG	5.90
25	PHILIPPINES	5.85
26	ITALY	5.74
27	CHILE	5.66
28	LITHUANIA	5.60
29	TAIWAN	5.57
30	POLAND	5.47
31	ROMANIA	5.45
32	CZECH REPUBLIC	5.45
33	INDONESIA	5.45
34	INDIA	5.42
35	FRANCE	5.34
36	QATAR	5.26
37	KAZAKHSTAN	5.21
38	KOREA REP.	5.17
39	JORDAN	5.16
40	LATVIA	5.10
41	CHINA MAINLAND	5.05
42	SOUTH AFRICA	5.02
43	GREECE	4.97
44	VENEZUELA	4.88
45	RUSSIA	4.82
46	TURKEY	4.57
47	MEXICO	4.51
48	ARGENTINA	4.50
49	COLOMBIA	4.48
50	HUNGARY	4.46
51	SLOVENIA	4.25
52	JAPAN	4.19
53	THAILAND	4.16
54	UKRAINE	4.09
55	SPAIN	4.02
56	PERU	3.50
57	SLOVAK REPUBLIC	3.38
58	MONGOLIA	3.14
59	BRAZIL	3.02
60	CROATIA	2.65
61	BULGARIA	2.00

MANAGEMENT EDUCATION

2015

Management education

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

Ranking		Survey [0..10]
1	SWITZERLAND	8.34
2	CANADA	8.00
3	SINGAPORE	7.73
4	NETHERLANDS	7.56
5	DENMARK	7.46
6	ISRAEL	7.40
7	PORTUGAL	7.38
8	CHINA HONG KONG	7.29
9	USA	7.29
10	BELGIUM	7.23
11	FINLAND	7.17
12	ICELAND	7.02
13	GERMANY	6.99
14	MALAYSIA	6.88
15	NORWAY	6.85
16	SWEDEN	6.80
17	AUSTRALIA	6.75
18	UKRAINE	6.55
19	IRELAND	6.49
20	CHILE	6.47
21	UAE	6.43
22	NEW ZEALAND	6.36
23	PHILIPPINES	6.35
24	POLAND	6.30
25	UNITED KINGDOM	6.29
26	ESTONIA	6.24
27	AUSTRIA	6.12
28	INDIA	6.11
29	TAIWAN	6.09
30	CZECH REPUBLIC	6.08
31	LUXEMBOURG	6.07
32	LITHUANIA	5.80
33	SOUTH AFRICA	5.62
34	LATVIA	5.52
35	INDONESIA	5.47
36	GREECE	5.42
37	ITALY	5.39
38	KOREA REP.	5.28
39	SPAIN	5.27
40	JORDAN	5.23
41	SLOVENIA	5.22
42	CHINA MAINLAND	5.19
43	ARGENTINA	5.18
44	QATAR	5.07
45	SLOVAK REPUBLIC	5.06
46	VENEZUELA	5.05
47	KAZAKHSTAN	5.04
48	FRANCE	5.02
49	COLOMBIA	4.98
50	MEXICO	4.91
51	ROMANIA	4.74
52	THAILAND	4.73
53	TURKEY	4.71
54	HUNGARY	4.62
55	PERU	4.44
56	RUSSIA	4.35
57	JAPAN	4.19
58	MONGOLIA	4.07
59	BRAZIL	3.38
60	CROATIA	3.29
61	BULGARIA	3.10

LANGUAGE SKILLS

2015

Language skills

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

Ranking		Survey [0..10]
1	LUXEMBOURG	8.89
2	NETHERLANDS	8.68
3	DENMARK	8.63
4	SWITZERLAND	8.57
5	SWEDEN	8.48
6	GREECE	8.46
7	SINGAPORE	8.34
8	BELGIUM	8.26
9	NORWAY	8.24
10	PORTUGAL	8.11
11	ICELAND	8.06
12	FINLAND	7.93
13	CANADA	7.90
14	LITHUANIA	7.87
15	ISRAEL	7.74
16	UAE	7.72
17	POLAND	7.59
18	PHILIPPINES	7.52
19	LATVIA	7.10
20	MALAYSIA	7.10
21	CHINA HONG KONG	7.06
22	GERMANY	7.05
23	SLOVENIA	6.78
24	ESTONIA	6.75
25	ROMANIA	6.74
26	INDIA	6.57
27	AUSTRALIA	5.95
28	AUSTRIA	5.91
29	KOREA REP.	5.83
30	SLOVAK REPUBLIC	5.65
31	INDONESIA	5.64
32	CZECH REPUBLIC	5.58
33	JORDAN	5.49
34	CHINA MAINLAND	5.43
35	NEW ZEALAND	5.41
36	CROATIA	5.40
37	SOUTH AFRICA	5.31
38	TAIWAN	5.29
39	KAZAKHSTAN	5.20
40	QATAR	5.09
41	ARGENTINA	5.00
42	USA	4.79
43	IRELAND	4.73
44	MONGOLIA	4.61
45	BULGARIA	4.54
46	MEXICO	4.53
47	UKRAINE	4.49
48	RUSSIA	4.32
49	UNITED KINGDOM	4.25
50	TURKEY	4.24
51	ITALY	3.99
52	FRANCE	3.67
53	THAILAND	3.38
54	PERU	3.19
55	COLOMBIA	3.04
56	VENEZUELA	2.98
57	SPAIN	2.91
58	HUNGARY	2.89
59	CHILE	2.88
60	JAPAN	2.86
61	BRAZIL	2.48

STUDENT MOBILITY INBOUND

2012

Foreign tertiary-level students per 1000 inhabitants

Ranking		number
1	AUSTRALIA	10.89
2	SINGAPORE	9.97
3	NEW ZEALAND	9.29
4	AUSTRIA	6.89
5	UNITED KINGDOM	6.71
6	UAE	6.18
7	SWITZERLAND	5.59
8	LUXEMBOURG	4.70
9	JORDAN	4.37
10	FRANCE	4.16
11	DENMARK	4.01
12	QATAR	3.90
13	BELGIUM	3.87
14	CZECH REPUBLIC	3.75
15	ICELAND	3.68
16	NORWAY	3.66
17	CANADA	3.53 ²⁰¹¹
18	NETHERLANDS	3.43
19	FINLAND	3.26
20	SWEDEN	3.00
21	CHINA HONG KONG	2.95
22	TAIWAN	2.87
23	GREECE	2.61
24	GERMANY	2.56
25	IRELAND	2.42
26	USA	2.36
27	MALAYSIA	1.91
28	HUNGARY	1.76
29	PORTUGAL	1.76
30	SLOVAK REPUBLIC	1.67
31	BULGARIA	1.54
32	LATVIA	1.34
33	ITALY	1.29
34	RUSSIA	1.21
35	KOREA REP.	1.19
36	ESTONIA	1.19
37	JAPAN	1.18
38	SPAIN	1.18
39	SLOVENIA	1.15
40	LITHUANIA	1.04
41	UKRAINE	0.96
42	ROMANIA	0.86
43	SOUTH AFRICA	0.81
44	POLAND	0.61
45	ISRAEL	0.57
46	KAZAKHSTAN	0.53
47	TURKEY	0.51
48	MONGOLIA	0.37
49	THAILAND	0.32
50	CHILE	0.21
51	CROATIA	0.20
52	BRAZIL	0.08
53	VENEZUELA	0.07 ²⁰⁰⁸
54	MEXICO	0.07 ²⁰¹¹
55	CHINA MAINLAND	0.07
56	PHILIPPINES	0.03 ²⁰⁰⁸
57	INDONESIA	0.03
58	INDIA	0.02
-	ARGENTINA	-
-	COLOMBIA	-
-	PERU	-

EDUCATIONAL ASSESSMENT - PISA

2012

PISA survey of 15-year olds

	Mathematics	Sciences
1	CHINA MAINLAND	613
2	SINGAPORE	573
3	CHINA HONG KONG	561
4	KOREA REP.	554
5	JAPAN	536
6	TAIWAN	530
7	FINLAND	519
8	ESTONIA	521
9	SWITZERLAND	531
10	NETHERLANDS	523
11	POLAND	518
12	CANADA	518
13	GERMANY	514
14	AUSTRALIA	504
15	IRELAND	501
16	BELGIUM	515
17	NEW ZEALAND	500
18	SLOVENIA	501
19	AUSTRIA	506
20	UNITED KINGDOM	494
21	CZECH REPUBLIC	499
22	DENMARK	500
23	FRANCE	495
24	LATVIA	491
25	NORWAY	489
26	LUXEMBOURG	490
27	SPAIN	484
28	ITALY	485
29	USA	481
30	PORTUGAL	487
31	LITHUANIA	479
32	HUNGARY	477
33	ICELAND	493
34	RUSSIA	482
35	SWEDEN	478
36	CROATIA	471
37	SLOVAK REPUBLIC	482
38	ISRAEL	466
39	GREECE	453
40	TURKEY	448
41	BULGARIA	439
42	ROMANIA	445
43	UAE	434
44	THAILAND	427
45	CHILE	423
46	KAZAKHSTAN	432
47	MALAYSIA	421
48	MEXICO	413
49	BRAZIL	391
50	JORDAN	386
51	ARGENTINA	388
52	COLOMBIA	376
53	QATAR	376
54	INDONESIA	375
55	PERU	368
-	INDIA	-
-	MONGOLIA	-
-	PHILIPPINES	-
-	SOUTH AFRICA	-
-	UKRAINE	-
-	VENEZUELA	-

APPENDIX

NOTES AND SOURCES

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

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

Total public expenditure on education (%)

Government Finance Statistics Yearbook
Eurostat
National sources

Jordan, Chile and Luxembourg: Budgetary central government.

Total public expenditure on education per pupil

Government Finance Statistics Yearbook
National sources

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

Pupil-teacher ratio (primary education)

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

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

Pupil-teacher ratio (secondary education)

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

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

Female labor force (%)

OECD Main Economic Indicators
 National sources

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

Cost-of-living index

MERCER Cost of Living survey
www.mercer.com

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

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

Effective personal income tax rate

PricewaterhouseCoopers, Resource Tax Manager

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

Remuneration in services professions

UBS Prices and Earnings

National sources

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

Remuneration of management

HCM Compensation Insights & Technology AG (CCT-ProSurvey)

National sources

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

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

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

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

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

Labor force growth

OECD Main Economic Indicators
National sources

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

Student Mobility inbound

Global Education Digest
UNESCO <http://stats.uis.unesco.org>

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

Educational assessment - PISA

PISA (OECD)

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

Executive Opinion Survey

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

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

PARTNER INSTITUTES

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