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### IMD world talent ranking ; 2021

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# IMD WORLD TALENT RANKING

# 2021



December 2021  
**IMD WORLD TALENT RANKING 2021**

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# Preface

One of the most affected economic areas from COVID-19 worldwide is the labor market. For some positions, the skills and competences required can be performed at a distance, essentially substituting the work-office with a home-office. The separation of individuals from their workplace has brought not only a degree of deterioration to the organizational culture but has also increased the distance among staff. It is in this environment that we are launching the eighth edition of the *IMD World Talent Ranking*.

The IMD World Talent Ranking assesses the extent to which an economy develops its domestic talent pool while tapping into the overseas pipeline so as to be able to satisfy the market's demands for talent. In doing so, talent competitive economies bolster their overall competitiveness. While studying 64 economies, the ranking first evaluates an economy's efforts to boost its domestic talent (i.e., Investment and Development factor); second, its ability to retain the local talent while drawing from the international talent pool (i.e., Appeal factor); and third, the ranking traces the skills and competencies available in a particular economy (i.e., Readiness factor).

The current report suggests that organizational leadership in combination with the quality of life a particular country offers, largely drive high levels of worker motivation displayed by highly talent- competitive countries. It also displays that policies adapted to address the pandemic contributed to the decline of any brain drain impact on talent competitiveness. Finally, it shows that talent- competitive countries find a balance between the effectiveness of their local talent force and attracting international highly skilled staff.

Once again we are indebted to our many stakeholders for the support and assistance they provide. *Partner Institutes* worldwide, the *IMD Alumni community* and our *Panel of Experts* from all the countries we study offer data and insights that are crucial for the completion of the ranking. We are, as always, most appreciative for their encouragement and help. The reason you have this publication in your hands now is, for a great part, because of our stakeholders. We are most thankful!



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*For more than thirty years, the IMD World Competitiveness Center has pioneered research on how countries and companies compete to lay the foundations for sustainable value creation. The competitiveness of nations is probably one of the most significant developments in modern management and IMD is committed to leading the field. The World Competitiveness Center conducts its mission in cooperation with a network of 58 Partner Institutes worldwide to provide the government, business and academic communities with the following services:*

- Competitiveness Special Reports
- Competitiveness Prognostic Reports
- Workshops/Mega Dives on competitiveness
- IMD World Competitiveness Yearbook
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- IMD World Talent Ranking

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

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

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# In challenging times, leadership matters

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## 1. Introduction

The IMD World Talent Ranking assesses the extent to which an economy develops its domestic talent pool while tapping into the overseas pipeline so as to be able to satisfy the market's demands for talent. In doing so, talent competitive economies bolster their overall competitiveness. While studying 64 economies, the ranking first evaluates an economy's efforts to boost its domestic talent (i.e., Investment and Development factor); second, its ability to retain the local talent while drawing from the international talent pool (i.e., Appeal factor); and third, the ranking traces the skills and competencies available in a particular economy (i.e., Readiness factor).











Since the onset of the COVID-19 crisis, talent competitiveness has experienced taxing circumstances. As we indicated in the 2020 edition of our Talent Ranking, to sustain productivity under pandemic conditions, the level of workers' motivation was fundamental. This has been particularly challenging for those members of the workforce whose tasks have transitioned to a work-from-home model. The separation of individuals teleworking from their workplace has brought not only a degree of deterioration to the organizational culture but also has increased the distance among staff. In turn, such limited interaction with colleagues has negatively affected the employees' support network. In this context, the motivation of the workforce has been crucial requiring additional bolstering.

Indeed, this year's results show that talent-competitive countries display high levels of motivation among their workforce, which in turn increases the country's talent retention levels and its attractiveness for overseas talent.

The combination of competent organizational leadership and the quality of life a particular economy offers, largely has driven such levels of worker motivation. Among other contributing factors, we found the prioritization of staff training. Furthermore, through increasing talent retention and attractiveness, top-ranked countries find a balance between the effectiveness of their local talent force and appealing to international highly skilled staff. In doing so, they are better able to face any challenges arising from gaps between talent demands and talent availability. In addition, among highly competitive countries, it seems that policies adopted to address the pandemic have contributed to lessening any impact of brain drain on talent competitiveness. The latter is also grounded in the effectiveness of the healthcare system of a particular country.

In what follows, we trace the overall trends among the five most talent competitive countries identifying specific factors that have contributed to their success. Among other factors, we assess the impact of public expenditure on education and the effectiveness of the education system in meeting the talent demands on the overall talent competitiveness of those countries. In subsequent sections, we highlight the long-term trends displayed by the different regions covered in our study which show Western Europe's dominance of the talent ranking. In addition, we underline the fundamental role that leadership has played in increasing and sustaining the level of the workforce motivation under the current pandemic conditions.

Figure 1: IMD World Talent Ranking 2021, top 5 economies

| Rank |   | Country     | Change  |        |
|------|---|-------------|---|--------|
| 1    |  | Switzerland |    | 100    |
| 2    |  | Sweden      |  3 | 90.611 |
| 3    |  | Luxembourg  |    | 88.344 |
| 4    |  | Norway      |  3 | 87.646 |
| 5    |  | Denmark     |  3 | 86.455 |

## 2. Top 5 economies, highlights

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Switzerland remains in the leading position in the IMD World Talent Competitiveness Ranking as a result of its sustained performance in all talent-competitiveness factors. It is 1<sup>st</sup> in Investment & Development and in Appeal, taking 3<sup>rd</sup> position in Readiness. At the indicator level, the country's performance is strongly supported by public expenditure in education, the implementation of apprenticeships, the prioritization of employee training and the overall effectiveness of the health system.

Switzerland remains attractive for overseas highly skilled personnel and experiences weak brain drain effects (i.e. brain drain does not hinder the country's competitiveness). The combination of a high quality of life and work environment combined with highly available opportunities to further develop work-related skills contribute to high levels of worker motivation. The readiness of the country to meet talent demands is underlined by the effectiveness of its education system (e.g., university education and student mobility) and the type of skills and competencies it offers (e.g., skilled workforce, finance skills and senior managers with international skills) as a result of that effectiveness.

Sweden moves up to 2<sup>nd</sup> place (from 5<sup>th</sup>) on the back of improvements in its performance in Appeal (3<sup>rd</sup>, up from 4<sup>th</sup>) and Readiness (4<sup>th</sup>, up from 11<sup>th</sup>); it remains in 7<sup>th</sup> position in Investment & Development. The implementation of apprenticeship schemes, the private sector's prioritization of staff training and the effectiveness of the health system have strongly added to the country's performance in the Investment & Development factor.

Similarly, Sweden's quality of life and perceptions about the fairness of institutions (e.g. the justice system) boost its attractiveness and retention of talent, and contributes to the overall level of motivation among the workforce, which in turn heightens its performance in the Appeal factor. Additionally, under Appeal, Sweden shows low brain-drain impact. In terms of the advances in the Readiness factor, the main contributors are Sweden's performance in the PISA educational assessment, the availability of skilled labor, finance skills and competent senior managers as well as managers with international experience.

Luxembourg remains in 3<sup>rd</sup> place with a strong performance in Investment & Development and Appeal factors – 2<sup>nd</sup> in both. At the indicator level, Luxembourg's performance is sustained by a strong performance in total public expenditure on education (per student), the quality of education (measured by pupil-teacher ratio, 1<sup>st</sup> in primary education and 8<sup>th</sup> in secondary), and to a lesser extent the implementation of apprenticeships (15<sup>th</sup> up from 22<sup>nd</sup>) and employee training (11<sup>th</sup> up from 13<sup>th</sup>). Similarly to Switzerland and Sweden, Luxembourg's Appeal is enhanced by the high quality of life that it offers combined with the reduced impact of brain drain and the availability of foreign highly skilled personnel. In addition, the motivation

of the labor force, as well as perceptions about the fairness of the administration of justice, contribute to the country's appeal.

Norway rises from 7<sup>th</sup> position to 4<sup>th</sup>. Its advancement in the Appeal (from 10<sup>th</sup> to 4<sup>th</sup>) and Readiness (from 20<sup>th</sup> to 12<sup>th</sup>) factors as well as the stable performance in Investment & Development (remaining in 5<sup>th</sup>), lead to such an increase in the overall talent competitiveness ranking. The total public expenditure on education (per student, 4<sup>th</sup>), the quality of education (measured by pupil-teacher ratio in primary education, 5<sup>th</sup>) and the effectiveness of the health infrastructure enables Norway to maintain its position in Investment & Development.

In relation to the Appeal factor, improvements in attracting and retaining talent, worker motivation, brain drain, quality of life and the availability of foreign highly skilled personnel as well as the fair administration of justice and measures of environmental protection (i.e. exposure to particle pollution), lead to a stronger performance in this factor. Norway's improvement in Readiness is mainly due to its performance in measures of the effectiveness of the education system (if it meets the needs of the business community, 6<sup>th</sup> in primary and secondary education, 5<sup>th</sup> in university education and 3<sup>rd</sup> in management education) and the availability of skilled workforce, finance skills and competent senior managers.

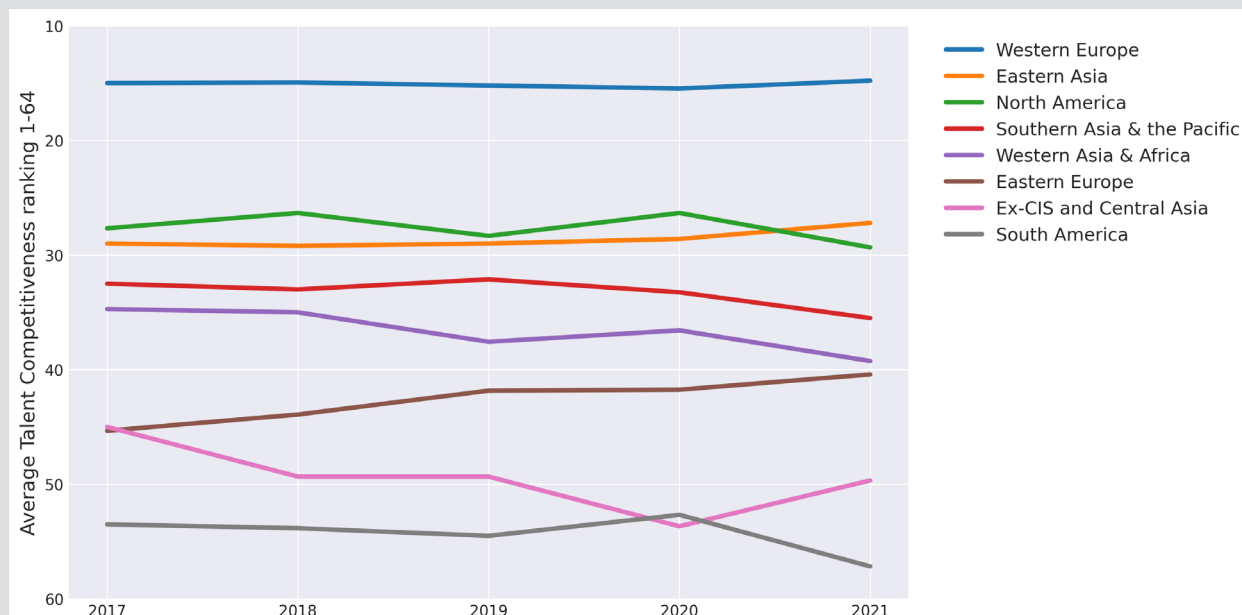
In the overall ranking, Denmark declines three places to 5<sup>th</sup> position. Despite the decline, the country performs strongly in the Investment & Development (3<sup>rd</sup>) and Readiness (8<sup>th</sup>) factors. The main contributors to Investment & Development are the total public expenditure on education (per student, 6<sup>th</sup>), the implementation of apprenticeship programs (4<sup>th</sup>), prioritization of employee training (2<sup>nd</sup>), the female labor force level (12<sup>th</sup>), and the effectiveness of the health system (2<sup>nd</sup>). With regards to Readiness, the effectiveness of the education system at the primary and secondary level (3<sup>rd</sup>), university education (3<sup>rd</sup>) and management education (2<sup>nd</sup>) greatly contribute to the country's performance in this factor. In addition to the effectiveness of education in satisfying the demands for talent, the type of skills and competencies available (e.g. 5<sup>th</sup> in skilled labor, 4<sup>th</sup> in finance skills and 2<sup>nd</sup> in language skills) boost Denmark's readiness. In terms of Appeal (18<sup>th</sup>), a robust performance in attracting and retaining talent (2<sup>nd</sup>), worker motivation (1<sup>st</sup>), the effect of brain drain (5<sup>th</sup>) and quality of life (4<sup>th</sup>) is offset by the level of collected personal income tax (63<sup>rd</sup>) and a high cost of living (50<sup>th</sup>).

### 3. Long-term regional trends

**Figure 2** depicts the evolution of the regional trends for the last five years, 2017-2021. During that period, Western European economies dominate the talent ranking with a significant difference from Eastern Asian economies.

The latter realized a slight increase exchanging second place with North America which experienced a decline. Conversely Ex-CIS & Central Europe as well as South America have much room for improvement.

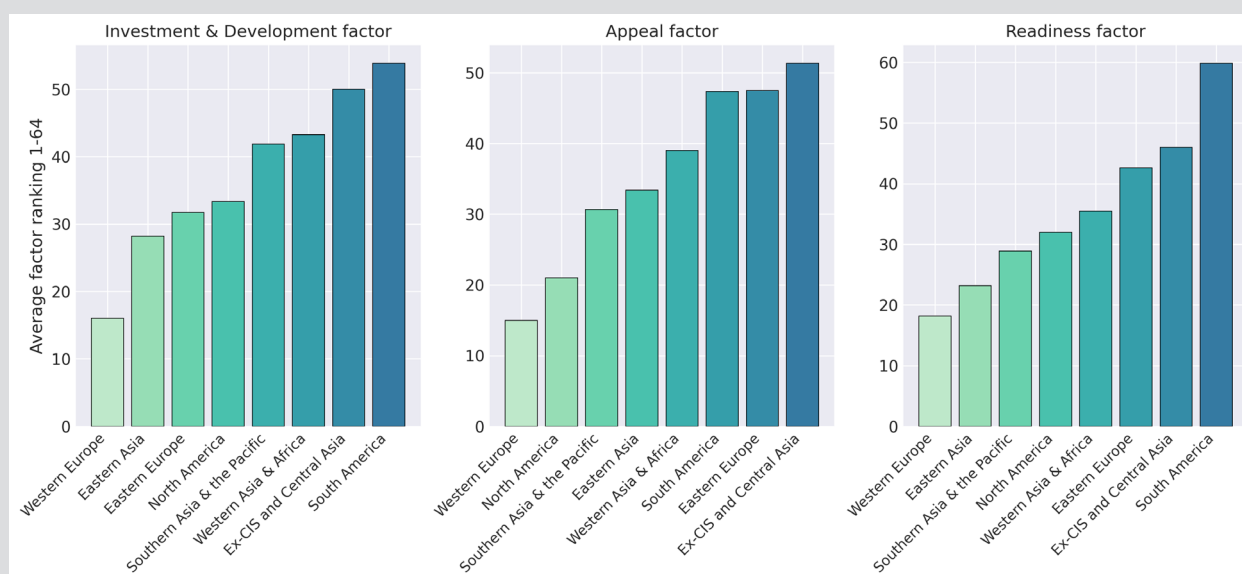
Figure 2: Regional trends in Talent Competitiveness



**Figure 3** outlines the prevailing strength that Western European economies enjoy in all the factors under consideration. Eastern Asian economies follow in Investment & development as well as the Readiness factors showcasing the importance that these economies place in education and the development on the local talent.

The performance of Eastern Asia, in addition, benefits from a robust alignment between the graduates from all levels of education and the needs of a competitive market. North America takes the second place in the Appeal factor outlining the attractiveness that USA and Canada for the international talent pool for skilled labor.

Figure 3: Talent Ranking factors performance across regions in 2021



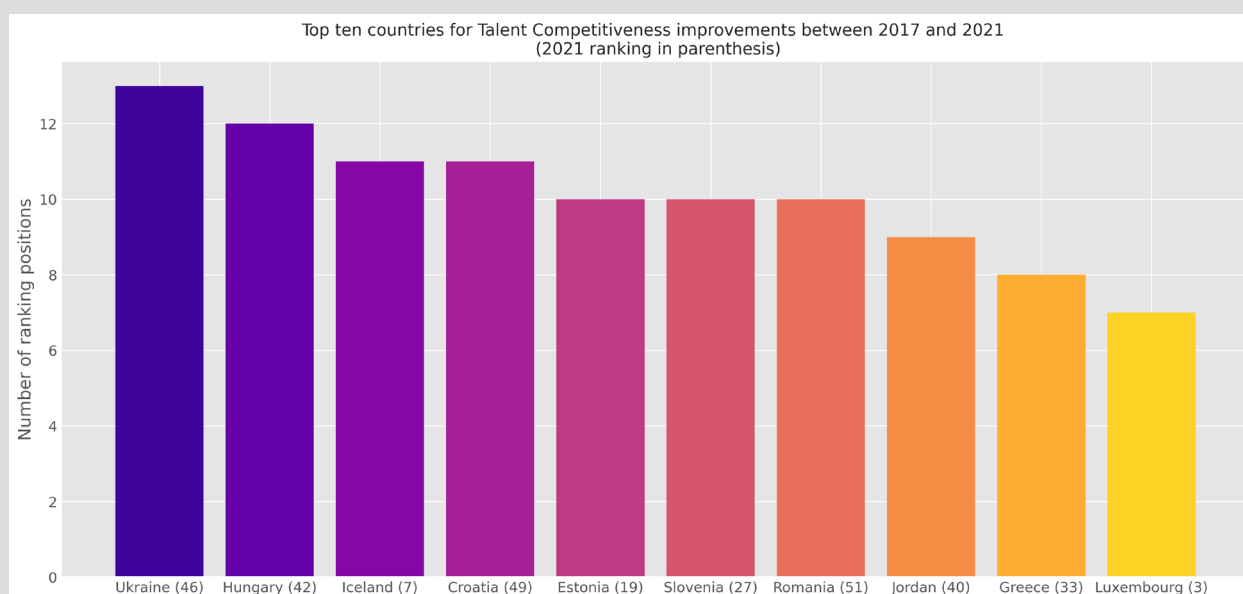
The asymmetries we discussed in the past with respect to the performance of Eastern Europe and Southern Asia and the Pacific remain. Thus, the Eastern European economies place a strong emphasis in education and development of local talent (Investment and Development factor, 3<sup>rd</sup> out of 8 subregions). Yet, they are not able to retain that talent nor to appeal to the international talent pool for their talent needs (Appeal factor, 7<sup>th</sup>; Readiness factor, 6<sup>th</sup>).

In comparison, the Southern Asia and the Pacific subregion performs below the average in the development of local talent (Investment and Development factor, 5<sup>th</sup>). The fact that the subregion manages to attract high skilled talent from the international pool (Appeal, 3<sup>rd</sup>), safeguards

the skills and competences that are needed in their local job market (Readiness, 3<sup>rd</sup>). Both subregions, Eastern Europe and Southern Asia and the Pacific, however, neglect the balance between the development and retention of their domestic talent and the enticement of the international talent pool, which much benefits competitive regions.

There are some success stories that need to be highlighted. Over the past five years, six out of the ten most-improved economies in terms of talent competitiveness are Central/Eastern European economies. Ukraine, Hungary, Croatia, Estonia, Slovenia and Romania gained each at least ten places between 2017 and 2021 (**Figure 4**).

Figure 4: Top 10 improvements 2017-2021



Ukraine is the country that has improved the most, rising 13 places to 46<sup>th</sup> in 2021. This improvement comes from strengthening the Investment & Development factor from 35<sup>th</sup> in 2017 to 26<sup>th</sup> now, as well as the Readiness factor that rose from 60<sup>th</sup> to 44<sup>th</sup> in the same period.

Estonia joined the group of the top 20 most competitive economies in talent reaching 19<sup>th</sup> place in 2021. Such an advancement emerges from its increasing appeal for the international talent pool (from 38<sup>th</sup> in 2017 to 20<sup>th</sup>

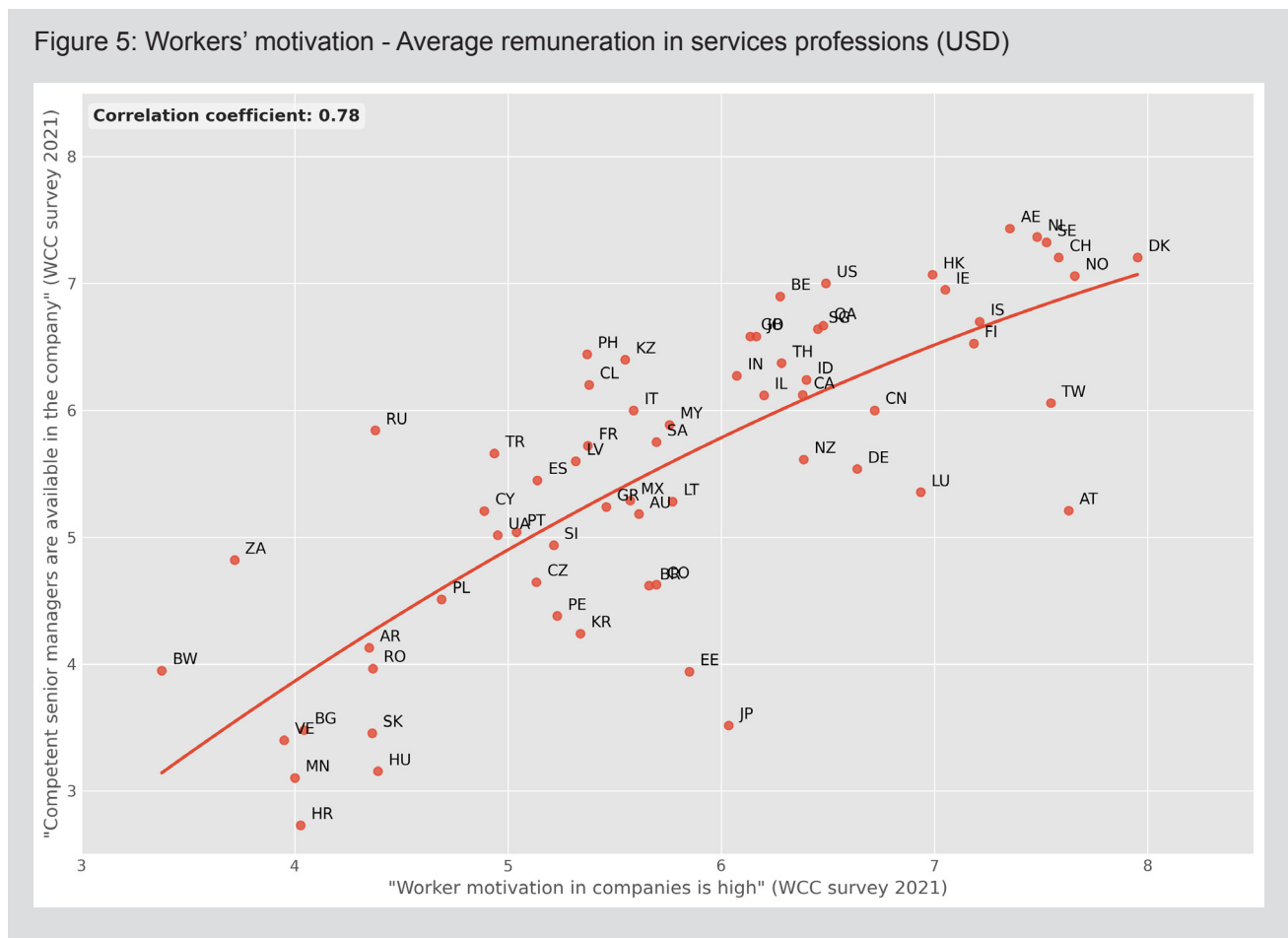
in 2021) while ensuring that its ranking in Investment and Development of the local talent remains strong. This, in turn, facilitates the availability of the level of skills and competences needed in the local competitive market, which is reflected in Estonia's performance in the Readiness factor moving from 35<sup>th</sup> to 29<sup>th</sup> during the same period.

## 4. The importance of leadership

One of the most affected economic areas from COVID-19 worldwide is the labor market. Concepts like ‘teleworking’ and ‘home-office’ have become part of every position that the skills and competences required can be performed from a distance. In addition, phenomena like “The Great Resignation” and a general shift in preferences of workers towards a more flexible work-life balance have become key documented trends in many of the largest economies in the world. In this hybrid environment of working from home for some employees while others, because of the nature of their tasks, need to be on-site, the decline of organizational and operational culture has been noted. Therefore, since the aftermath of the first pandemic wave, workers’ motivation has become an increasingly important element for companies to assess and consider in order to attract and retain talent.

Indicators included in the Talent Ranking 2021 show that the average worker’s motivation is increasingly linked to the quality of life of the country in which they live, as opposed to the level of remuneration they are offered. **Figure 5** depicts the relationship between the average remuneration in services and the responses by mid- and upper-level executives on whether workers’ motivation is high. The correlation is positive implying that countries with high salaries are the ones that the executives perceive the work force as highly motivated as well.

Figure 5: Workers’ motivation - Average remuneration in services professions (USD)



Alternatively, **Figure 6** focuses on the relationship between workers’ motivation and quality of life. It shows that the countries that are characterized by high quality of life, are also the countries that its work force is highly motivated. In fact, the positive relationship is very strong with a correlation coefficient equal to 0.80.

A fundamental question in this context is whether managers can affect the levels of motivation, so as to assess other contributing factors beyond country specific such as the quality of life. We attempt to identify criteria that can approximate the leadership capabilities of managers.

Two such criteria are the competence of executives as well as their international experience.

The underlying thought is that competent managers can reflect upon the new working realities and address the potential issues of organizational discontent. This in turn, will foster a more motivated labor force. **Figure 7** shows that counties that are characterized by competent managers are also the countries with high workers’ motivation (correlation coefficient equal to 0.78).



Figure 6: Workers' motivation - Quality of life

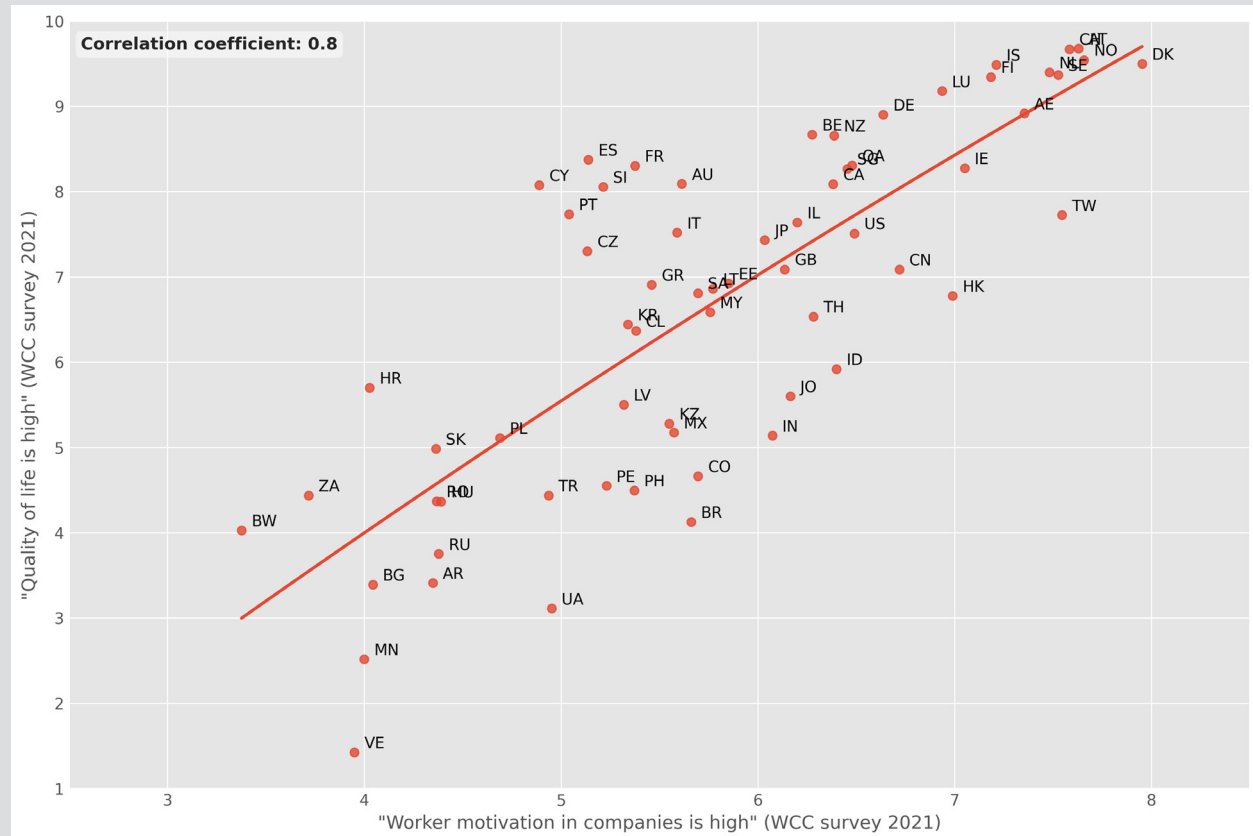




Figure 8: Workers' motivation – Management Education is satisfactory

Figure 9: Workers motivation - International experience of managers

Undoubtedly, the competence of managers depends on the levels of education and experiences they have. **Figure 8** presents the relationship between workers' motivation and whether the management education in the country is satisfactory. The figure depicts a strong positive relationship implying that countries characterized by high levels of management, and therefore countries that prepare more adequately their managers for the challenges they may face, are also the countries with high levels of workers' motivation.

One additional criterion that provides further indication of the competences of managers is their exposure to other countries, cultures and practices. This allows managers to compare and contrast their managerial approaches within a broader framework, a capacity that is important in relation

to the levels of motivation as well. **Figure 9** describes this strongly positive relationship.

To summarize, we show that countries with strong management leadership (assessed by their competences, the quality of management studies, and international exposure) are the ones in which workers' motivation is high and therefore guarantee the retention and attraction of highly skilled employees.

## Concluding remarks

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Regional trends have shown that the talent raking is dominated by countries from Western Europe. The trends also highlight the increasing levels of talent competitiveness among several Central/Eastern European economies and the continuous stagnation experienced by countries from the South American region.

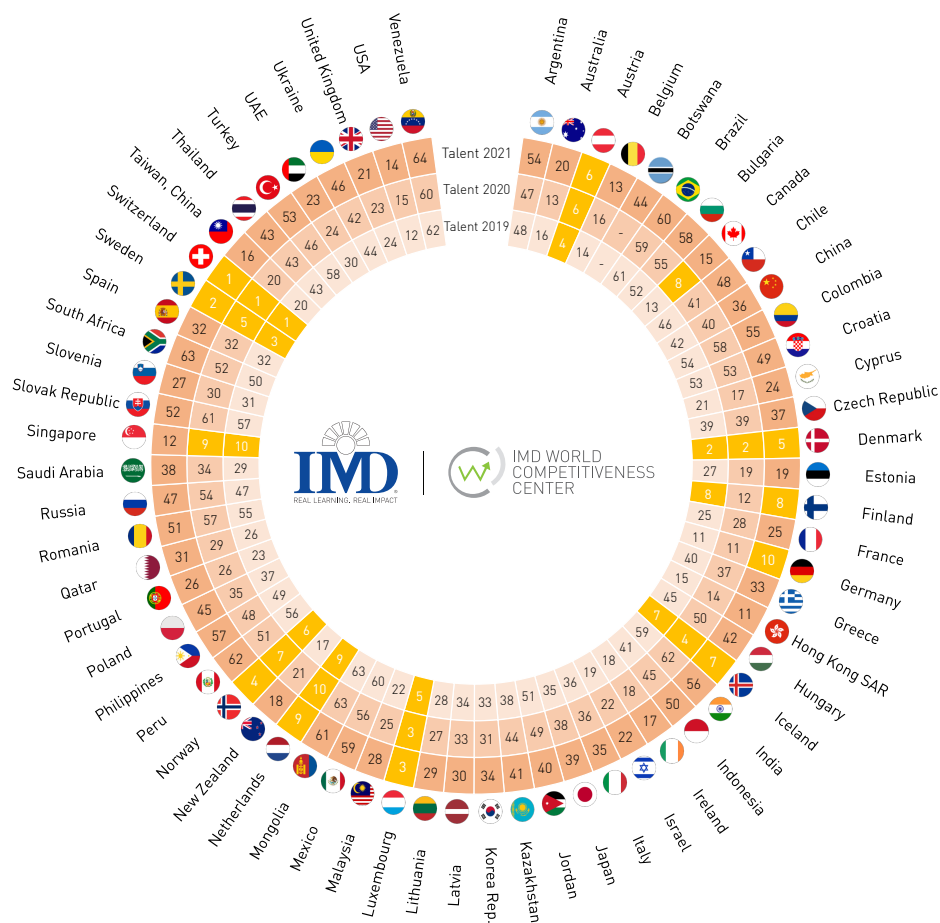
Our results this year, in addition, show that the level of worker motivation is fundamental for talent competitiveness. The boosting of that motivation goes beyond economic incentives such as remuneration and is increasingly linked to a country's quality of life. Results also emphasize the impact of organizational leadership in cementing the motivation among members of the workforce. We have seen, for example, how the competence and international experience of managers sustain that motivation. Other contributing factors to worker motivation in highly talent-competitive countries include retraining opportunities for staff members.

Additionally, trends among top-ranked economies indicate that talent competitiveness greatly relies on striking a balance between the development and retention of domestic talent, and continuously attracting overseas talent. The balance is located at the point in which an economy whose talent pool cannot meet the demand for

particular skills or competencies, is able to tap into the overseas pipeline to do so. Trends among top-ranked countries, also highlight the possible role that the adoption of particular policies to counteract the effect of the COVID-19 crisis have had in reducing the threats that brain drain presents to talent competitiveness. Furthermore, the overall strength of the health system greatly contributes to the level of talent competitiveness.

To conclude, it is important to emphasize that success in a post-pandemic context will greatly depend on the level of motivation of the workforce. In such a context, therefore, the interconnection between organizational leadership and worker motivation will remain all the more essential for talent competitiveness.

# Appendix 1: Overall ranking change per country, 2019-21



## Appendix 2: Composition of sub-regions and regions

|                                |   |  |                                    |
|--------------------------------|---|--|------------------------------------|
| Western Europe                 | <ul style="list-style-type: none"> <li>Austria</li> <li>Belgium</li> <li>Cyprus</li> <li>Denmark</li> <li>Finland</li> <li>France</li> <li>Germany</li> <li>Greece</li> <li>Iceland</li> <li>Ireland</li> </ul> | <ul style="list-style-type: none"> <li>Italy</li> <li>Luxembourg</li> <li>Netherlands</li> <li>Norway</li> <li>Portugal</li> <li>Spain</li> <li>Sweden</li> <li>Switzerland</li> <li>United Kingdom</li> </ul> | Europe,<br>Middle East &<br>Africa |
| Eastern Europe                 | <ul style="list-style-type: none"> <li>Bulgaria</li> <li>Czech Republic</li> <li>Estonia</li> <li>Croatia</li> <li>Hungary</li> <li>Lithuania</li> </ul>  | <ul style="list-style-type: none"> <li>Latvia</li> <li>Poland</li> <li>Romania</li> <li>Slovenia</li> <li>Slovak Republic</li> <li>Ukraine</li> </ul>  |                                    |
| Western Asia &<br>Africa       | <ul style="list-style-type: none"> <li>Botswana</li> <li>Israel</li> <li>Jordan</li> <li>Qatar</li> </ul>   | <ul style="list-style-type: none"> <li>Saudi Arabia</li> <li>South Africa</li> <li>Turkey</li> <li>UAE</li> </ul>  |                                    |
| Ex-CIS &<br>Central Asia       | <ul style="list-style-type: none"> <li>Kazakhstan</li> <li>Mongolia</li> </ul>  | <ul style="list-style-type: none"> <li>Russia</li> </ul>   |                                    |
| Eastern Asia                   | <ul style="list-style-type: none"> <li>China</li> <li>Hong Kong SAR</li> <li>Japan</li> </ul>   | <ul style="list-style-type: none"> <li>Korea Rep.</li> <li>Taiwan, China</li> </ul>  | Asia &<br>Pacific                  |
| Southern Asia &<br>The Pacific | <ul style="list-style-type: none"> <li>Australia</li> <li>India</li> <li>Indonesia</li> <li>Malaysia</li> </ul>   | <ul style="list-style-type: none"> <li>New Zealand</li> <li>Philippines</li> <li>Singapore</li> <li>Thailand</li> </ul>  |                                    |
| North America                  | <ul style="list-style-type: none"> <li>Canada</li> <li>Mexico</li> </ul>  | <ul style="list-style-type: none"> <li>USA</li> </ul>  | The Americas                       |
| South America                  | <ul style="list-style-type: none"> <li>Argentina</li> <li>Brazil</li> <li>Chile</li> </ul>  | <ul style="list-style-type: none"> <li>Colombia</li> <li>Peru</li> <li>Venezuela</li> </ul>  |                                    |



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# IMD WORLD TALENT RANKING 2021

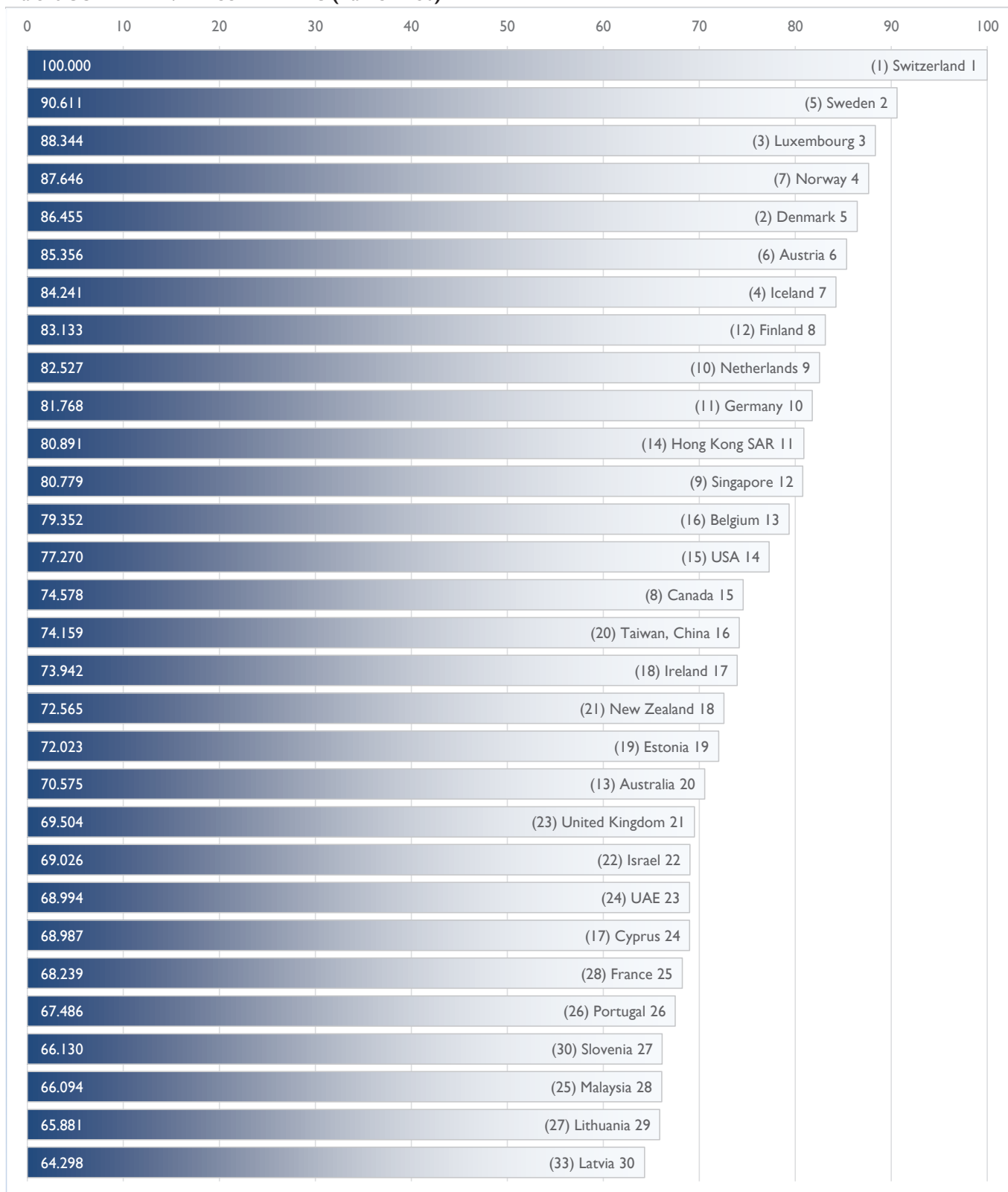
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All data are available from the  
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# The 2021 IMD World

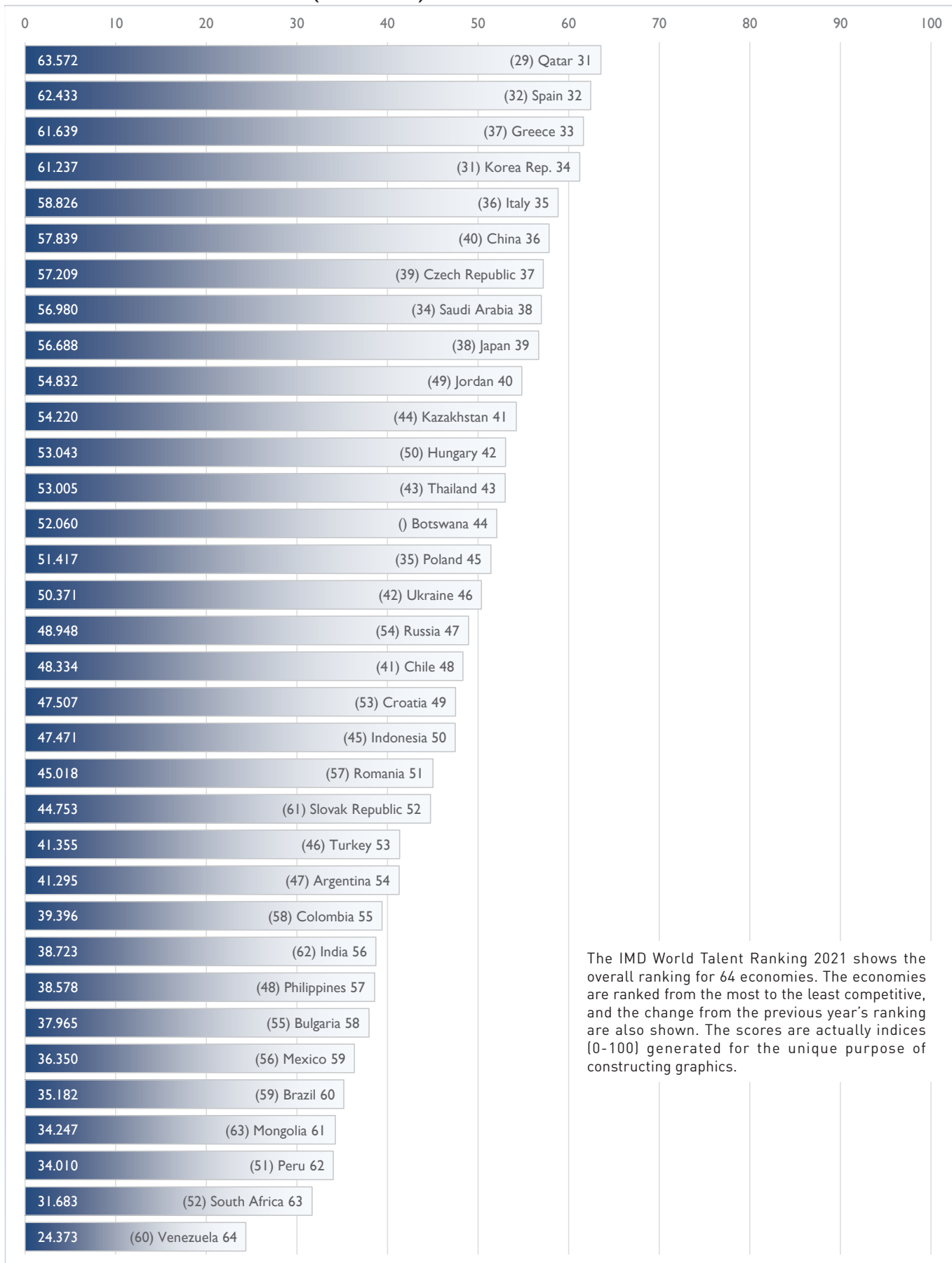
## Talent COMPETITIVENESS RANKING (Ranks 1 - 30)



(2020 rankings are in parentheses)

# Talent Ranking

**Talent COMPETITIVENESS RANKING (Ranks 31 - 64)**



The IMD World Talent Ranking 2021 shows the overall ranking for 64 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.

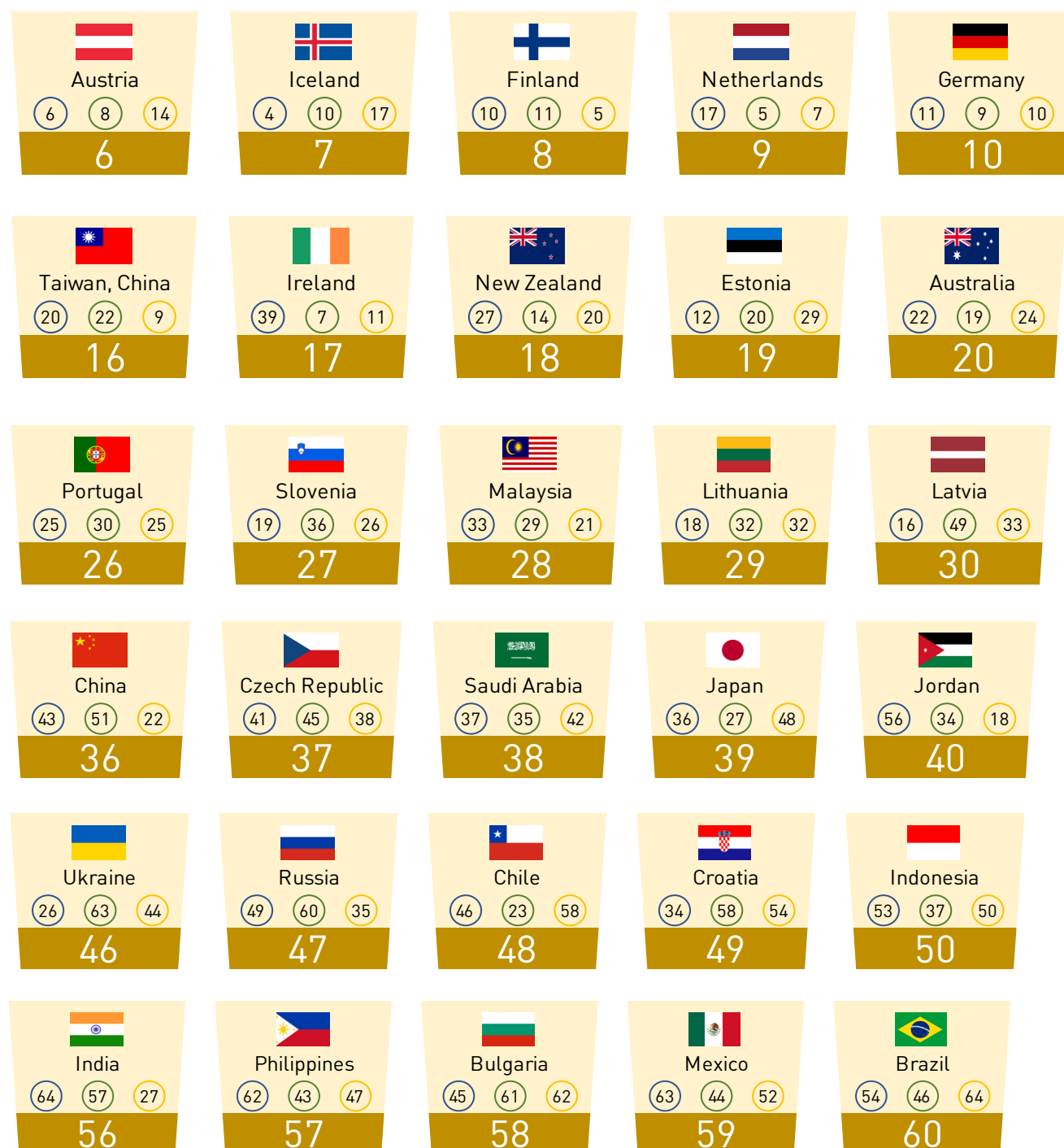
(2020 rankings are in parentheses)



# Overall and Factor



# Rankings 2021



The IMD World Talent Ranking

Assesses the extent to which nations develop, attract and retain talent for enterprises operating in those economies



Investment & Development



Appeal



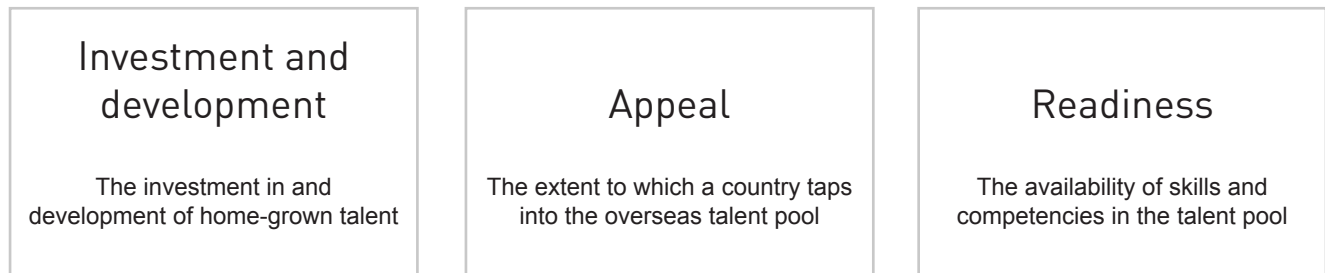
Readiness

# Methodology in a Nutshell

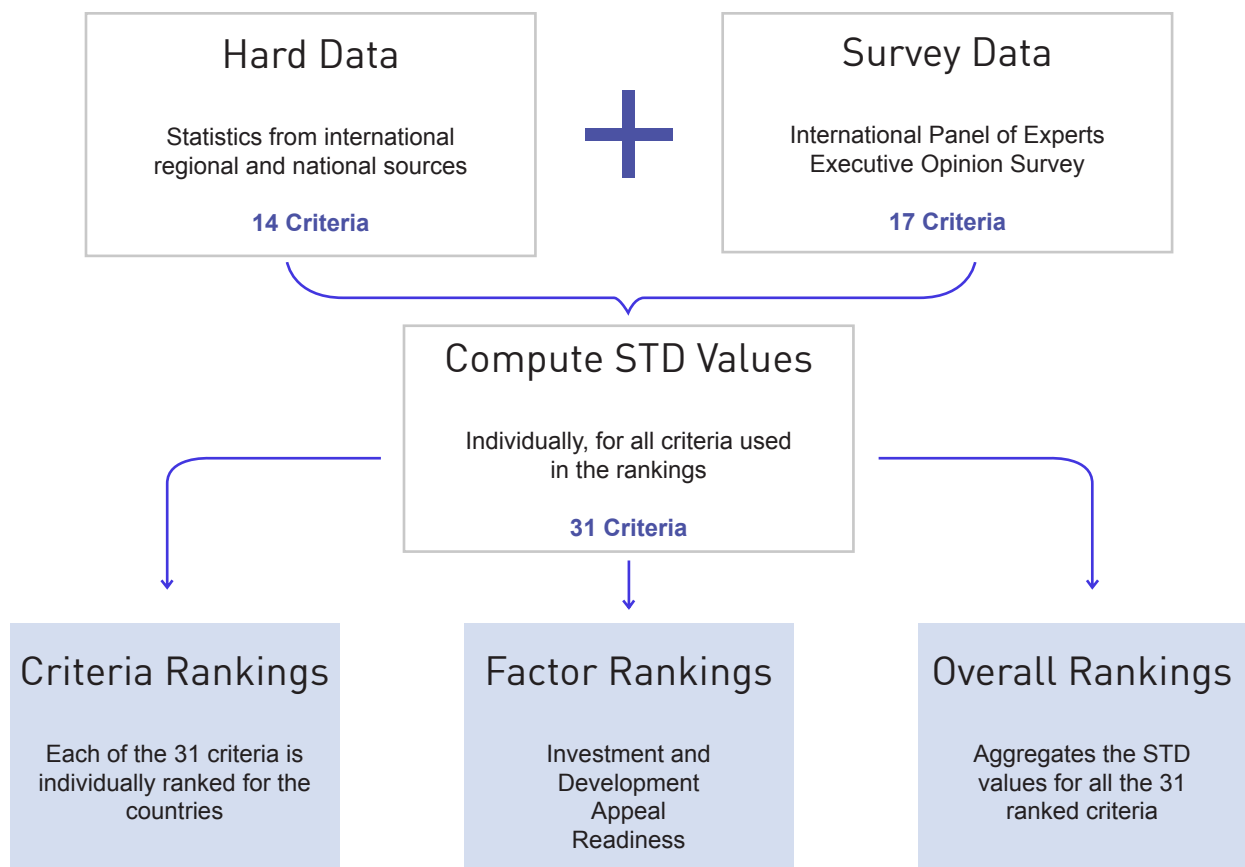
1. The IMD World Talent Ranking (WTR) assesses the status and the development of competencies necessary for enterprises and the economy to achieve long term value creation. It does so by using a set of indicators which measure the development, retention and attraction of a domestic and international highly-skilled workforce.
2. Based on our research, the methodology of the World Talent Ranking defines Talent Competitiveness into three main factors:
  - Investment and Development
  - Appeal
  - Readiness
3. These 3 factors comprise 31 criteria, although each factor does not necessarily have the same number of criteria (for example, it takes more criteria to assess Readiness than to evaluate Investment and Development).
4. Each factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results that is 1/3 ( $3 \times 33.3 \sim 100$ ).
5. Criteria can be hard data, which analyze talent development as it can be measured (e.g. Total Public Expenditure on Education) or soft data, which analyze the quality of these investments as they can be perceived (e.g. Management Education).
6. Finally, to compute the overall World Talent Ranking, we aggregate the criteria to calculate the scores of each factor which function as the basis to generate the overall ranking.

# What is the IMD World Talent Ranking?

## World Talent Ranking Factors

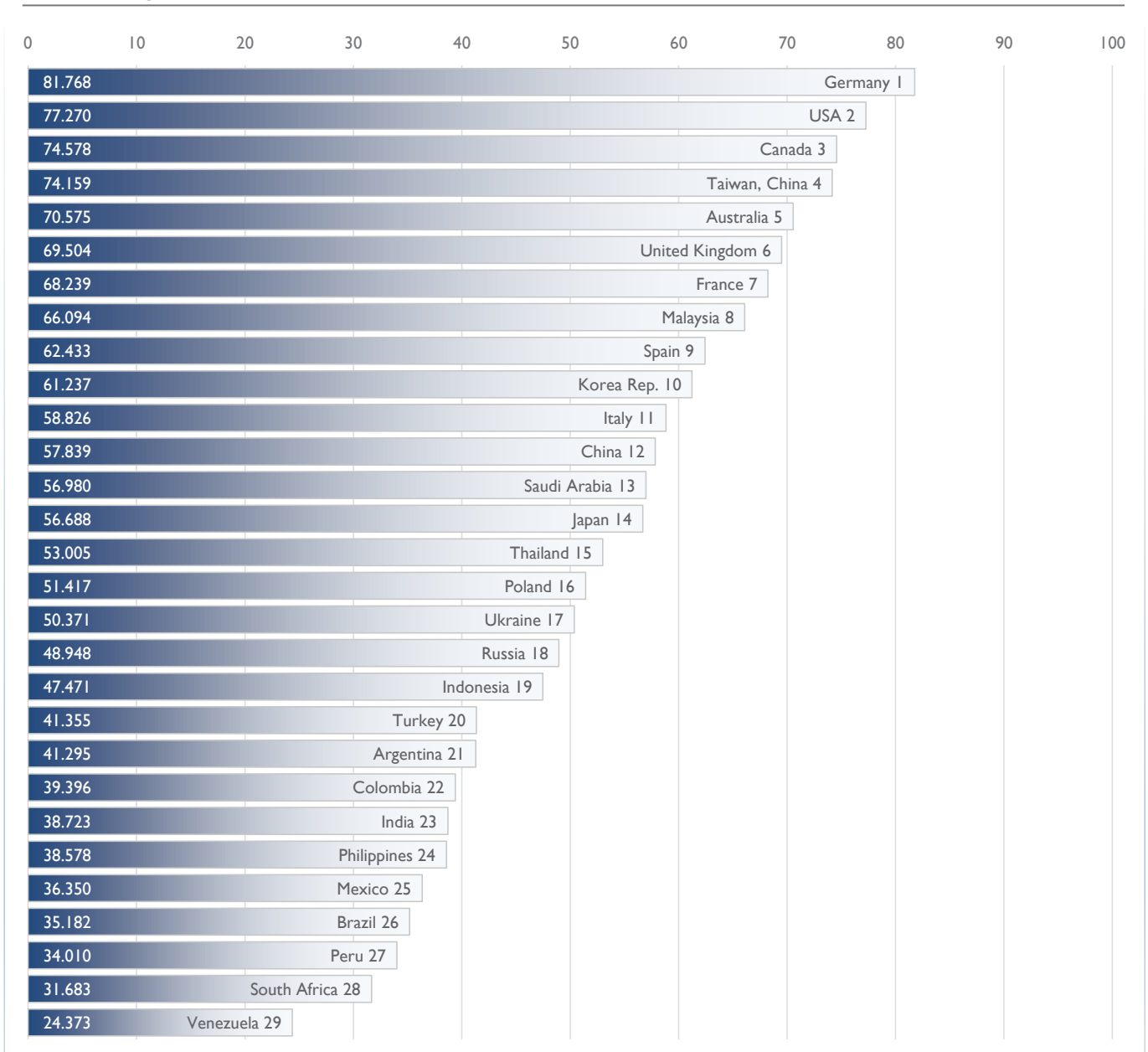


## Computing the Rankings

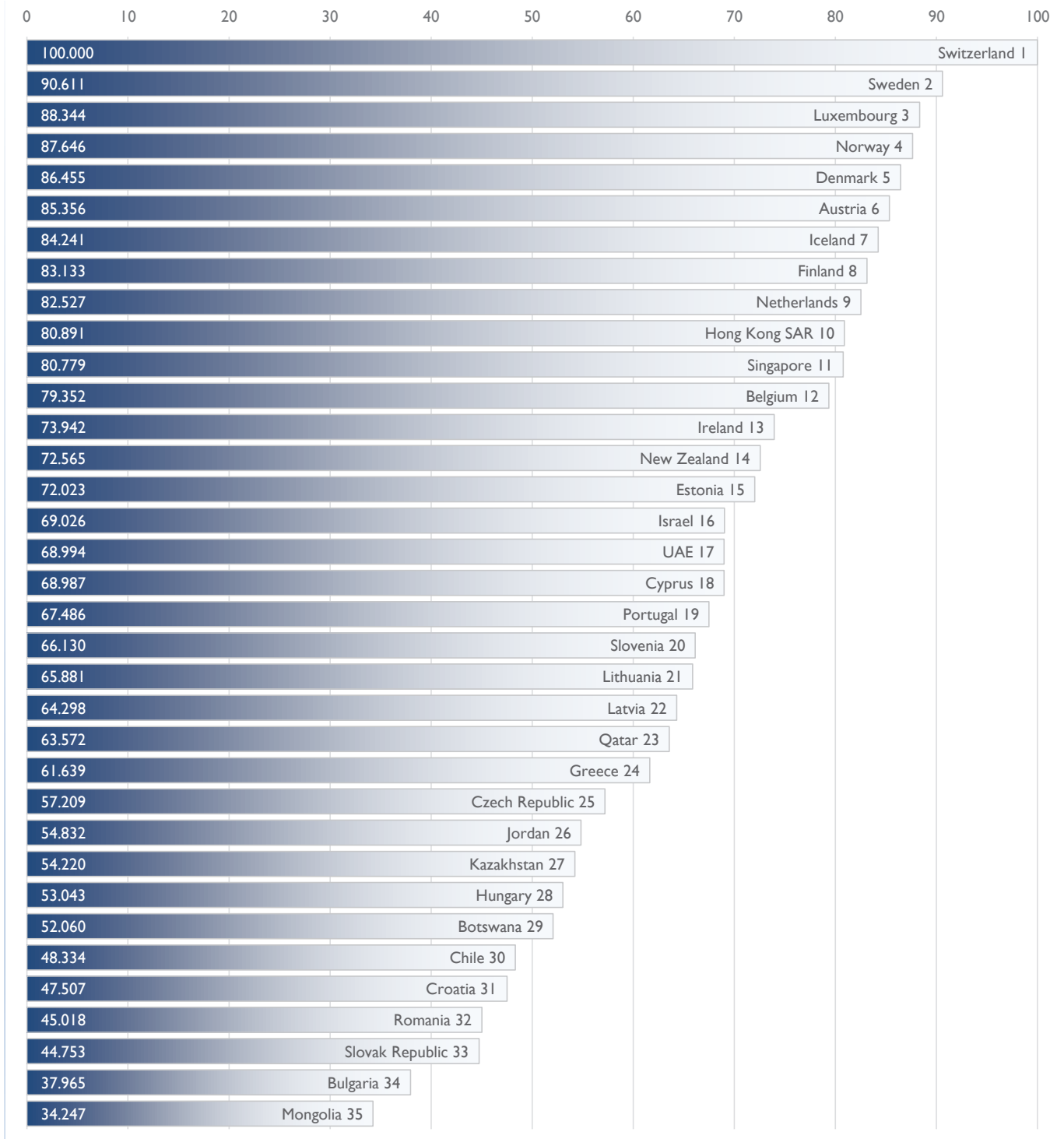


# The 2021 IMD World Talent Rankings: Selected Breakdowns

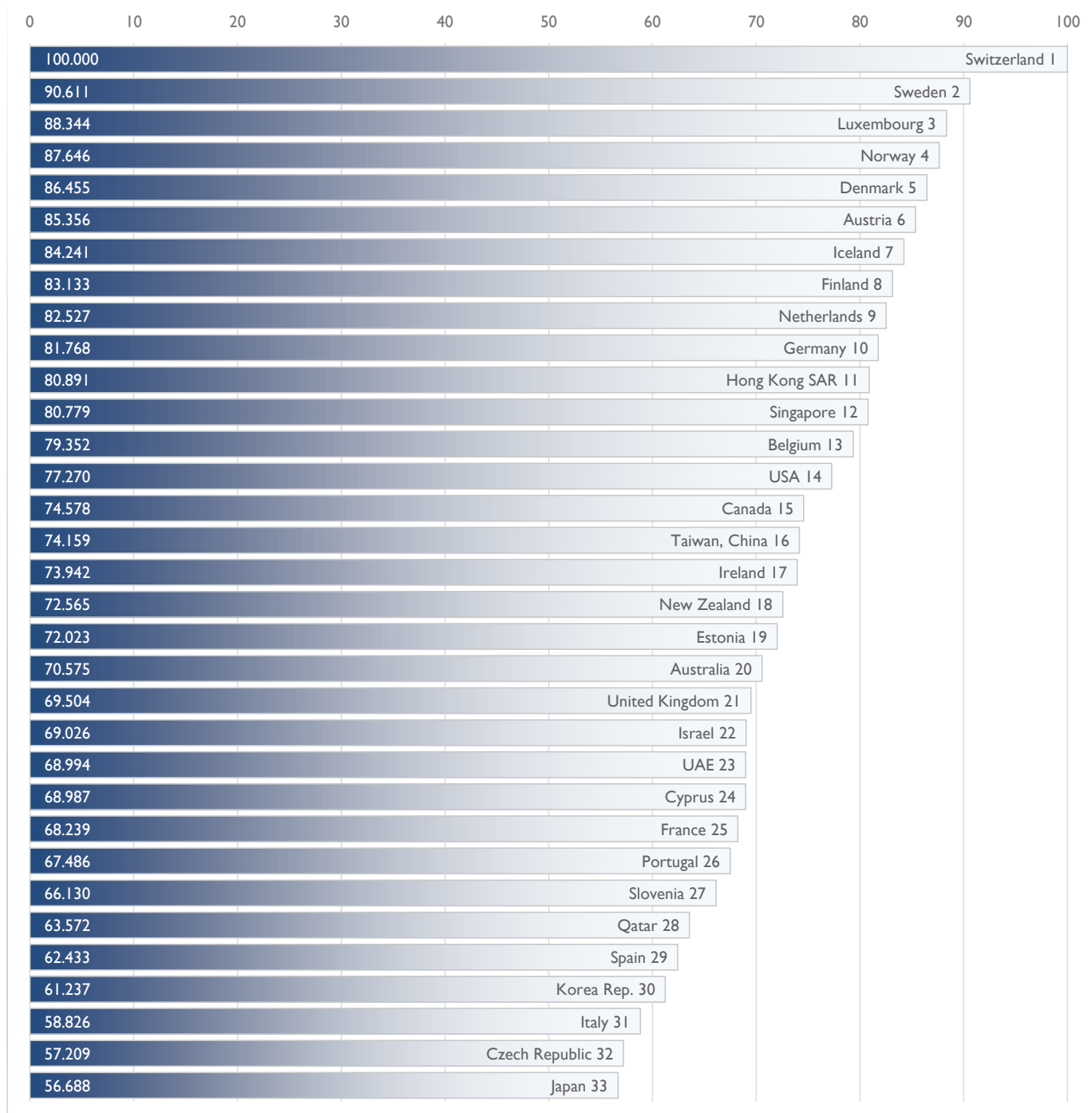
Populations greater than 20 million



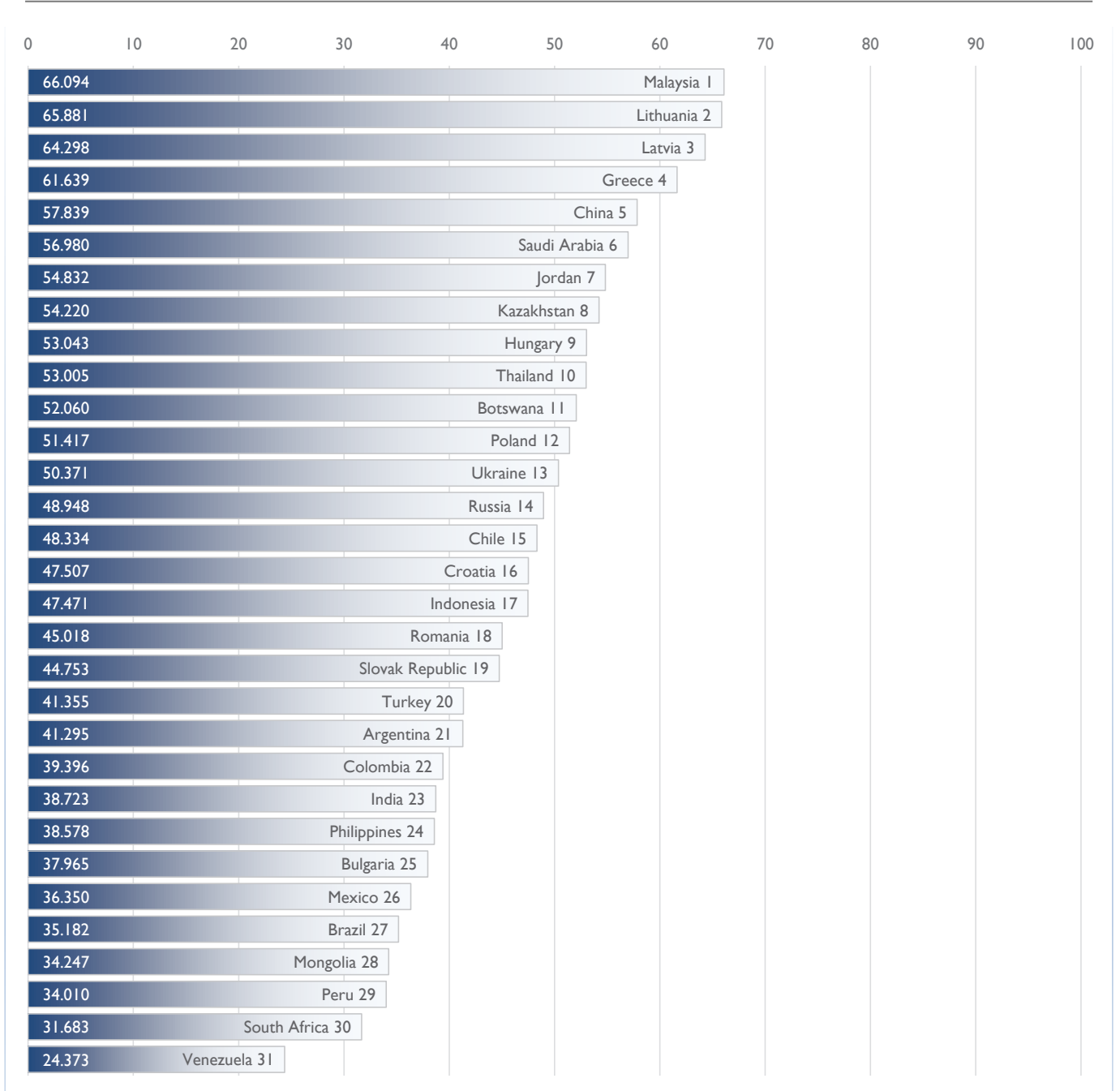
## Populations less than 20 million



## GDP per capita greater than \$20,000

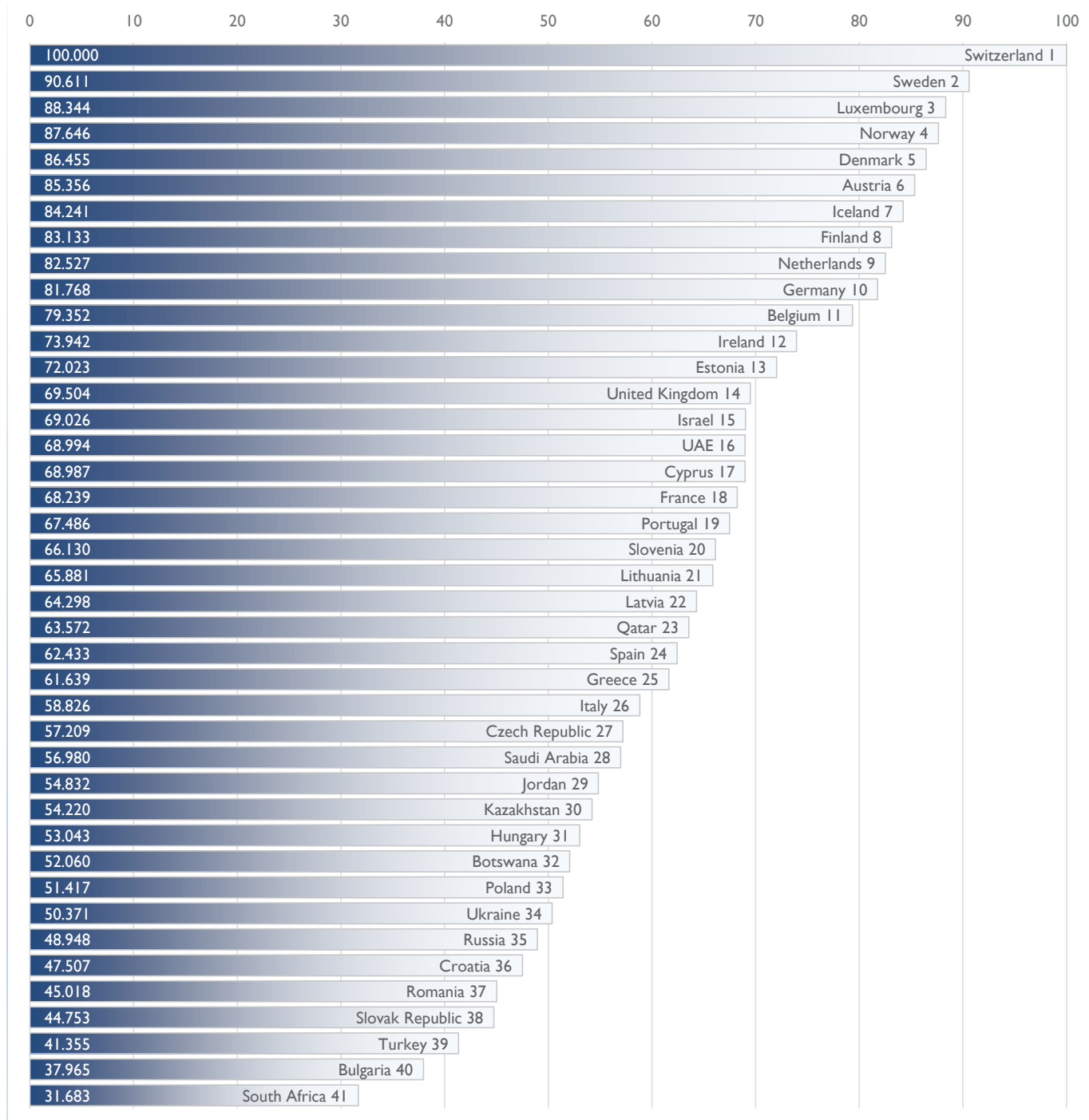


# GDP per capita less than \$20,000

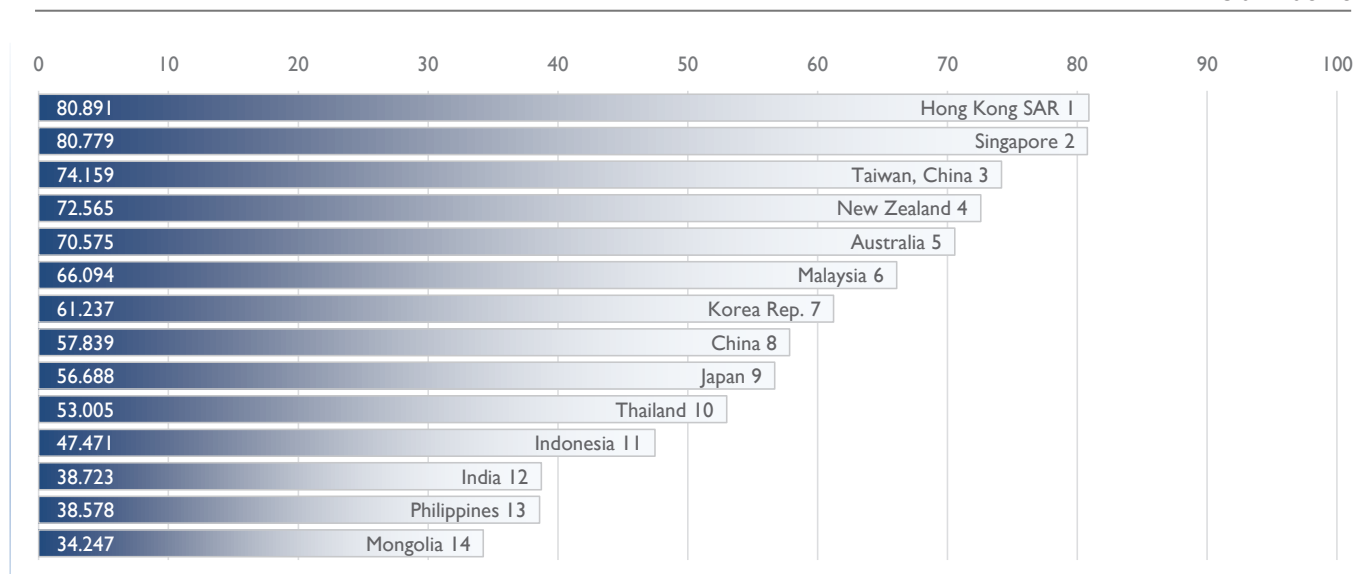




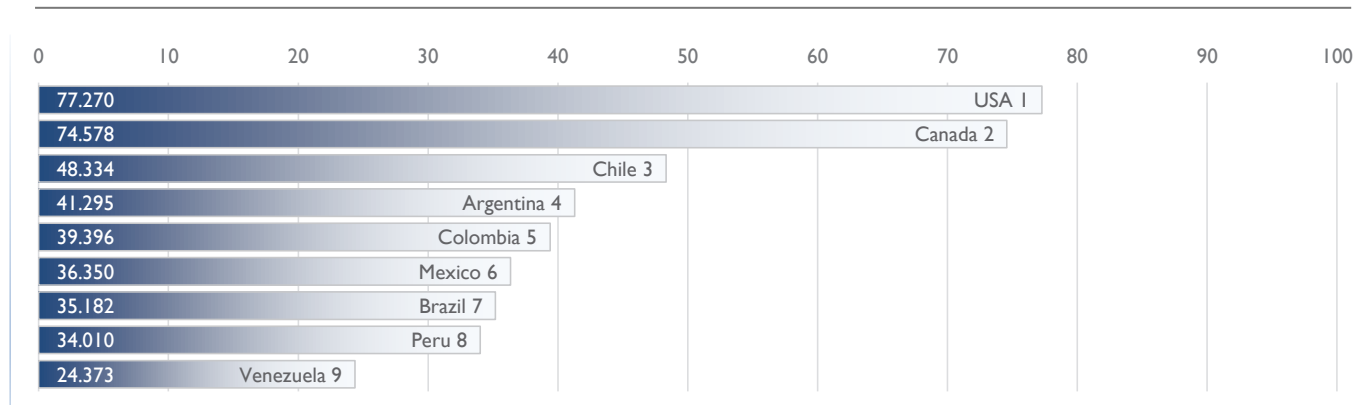
## Europe - Middle East - Africa



## Asia - Pacific

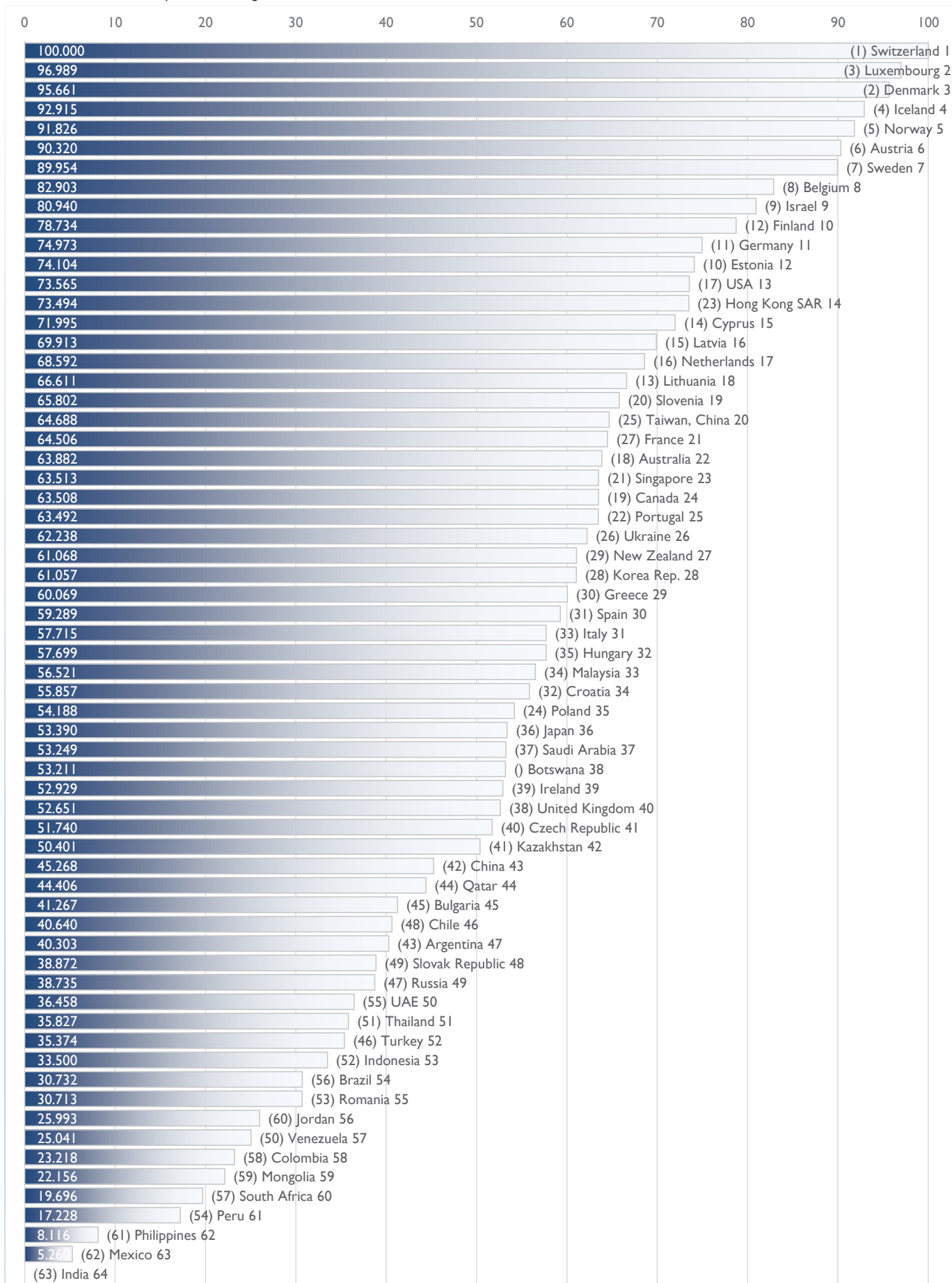


## The Americas

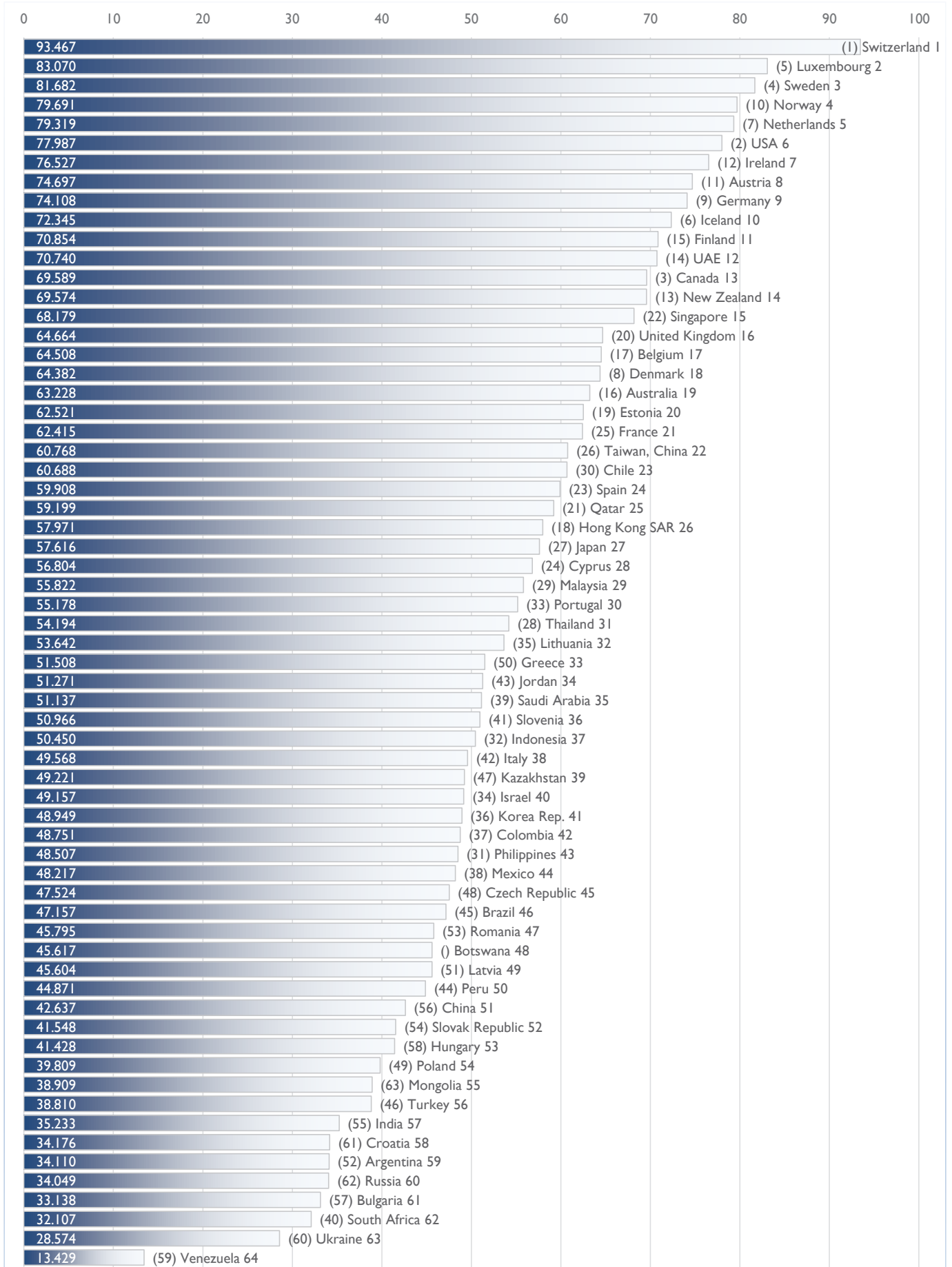


## Factor 1: Investment & Development

The investment in and development of home-grown talent

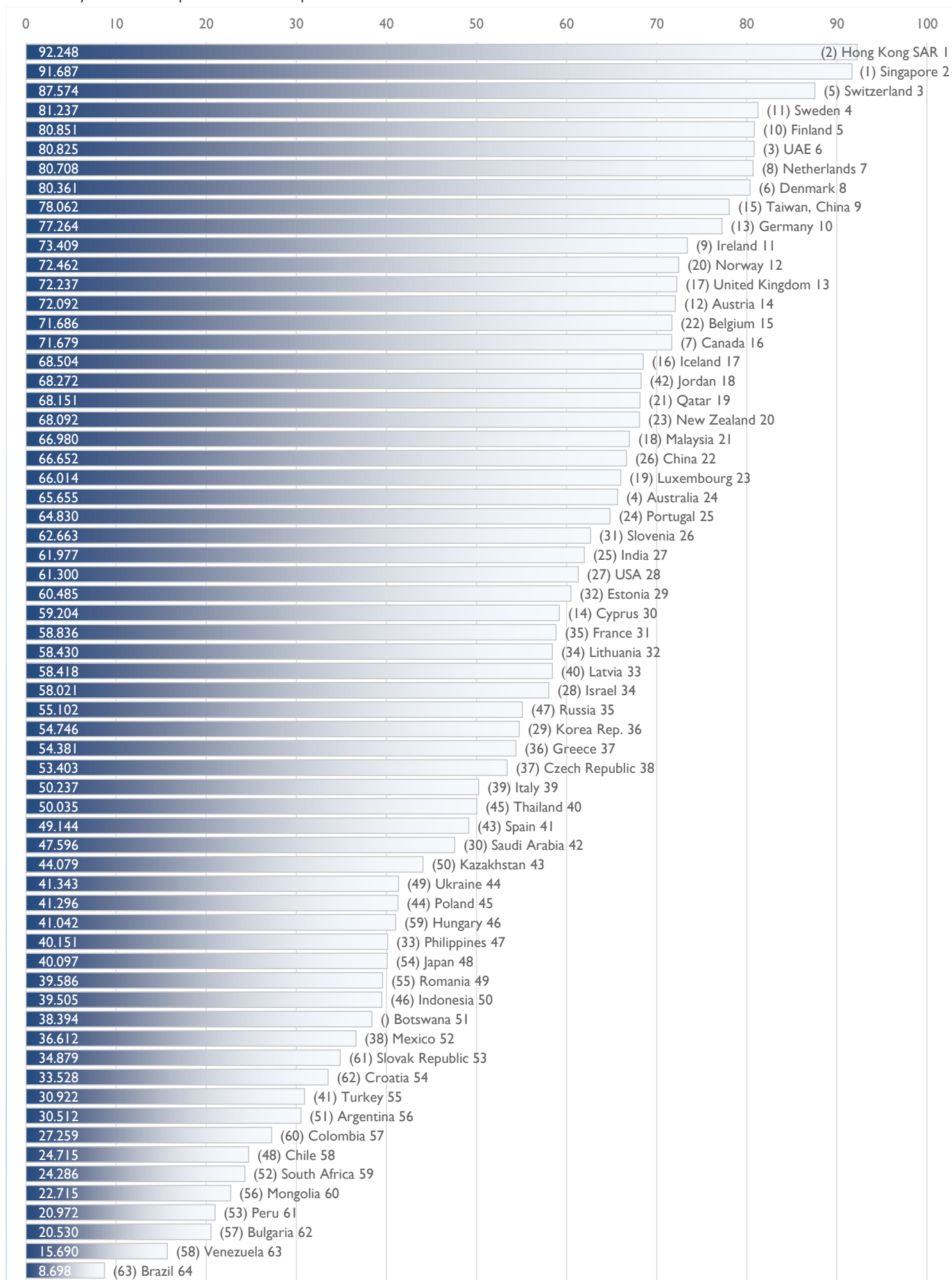


The extent to which a country taps into the overseas talent pool



### Factor 3: Readiness

The availability of skills and competencies in the talent pool





|                 | OVERALL |      |      |      |      |
|-----------------|---------|------|------|------|------|
|                 | 2017    | 2018 | 2019 | 2020 | 2021 |
| Argentina       | 50      | 47   | 48   | 47   | 54   |
| Australia       | 19      | 14   | 16   | 13   | 20   |
| Austria         | 4       | 4    | 4    | 6    | 6    |
| Belgium         | 3       | 11   | 14   | 16   | 13   |
| Botswana        | -       | -    | -    | -    | 44   |
| Brazil          | 52      | 58   | 61   | 59   | 60   |
| Bulgaria        | 58      | 57   | 52   | 55   | 58   |
| Canada          | 11      | 6    | 13   | 8    | 15   |
| Chile           | 44      | 43   | 46   | 41   | 48   |
| China           | 40      | 39   | 42   | 40   | 36   |
| Colombia        | 55      | 60   | 54   | 58   | 55   |
| Croatia         | 60      | 54   | 53   | 53   | 49   |
| Cyprus          | 17      | 15   | 21   | 17   | 24   |
| Czech Republic  | 38      | 37   | 39   | 39   | 37   |
| Denmark         | 2       | 2    | 2    | 2    | 5    |
| Estonia         | 29      | 28   | 27   | 19   | 19   |
| Finland         | 5       | 7    | 8    | 12   | 8    |
| France          | 27      | 25   | 25   | 28   | 25   |
| Germany         | 8       | 10   | 11   | 11   | 10   |
| Greece          | 41      | 44   | 40   | 37   | 33   |
| Hong Kong SAR   | 12      | 18   | 15   | 14   | 11   |
| Hungary         | 54      | 49   | 45   | 50   | 42   |
| Iceland         | 18      | 16   | 7    | 4    | 7    |
| India           | 51      | 53   | 59   | 62   | 56   |
| Indonesia       | 47      | 45   | 41   | 45   | 50   |
| Ireland         | 14      | 21   | 18   | 18   | 17   |
| Israel          | 20      | 19   | 19   | 22   | 22   |
| Italy           | 36      | 32   | 36   | 36   | 35   |
| Japan           | 31      | 29   | 35   | 38   | 39   |
| Jordan          | 49      | 41   | 51   | 49   | 40   |
| Kazakhstan      | 30      | 40   | 38   | 44   | 41   |
| Korea Rep.      | 39      | 33   | 33   | 31   | 34   |
| Latvia          | 35      | 35   | 34   | 33   | 30   |
| Lithuania       | 33      | 36   | 28   | 27   | 29   |
| Luxembourg      | 10      | 9    | 5    | 3    | 3    |
| Malaysia        | 28      | 22   | 22   | 25   | 28   |
| Mexico          | 56      | 61   | 60   | 56   | 59   |
| Mongolia        | 62      | 62   | 63   | 63   | 61   |
| Netherlands     | 6       | 5    | 9    | 10   | 9    |
| New Zealand     | 15      | 20   | 17   | 21   | 18   |
| Norway          | 7       | 3    | 6    | 7    | 4    |
| Peru            | 57      | 52   | 56   | 51   | 62   |
| Philippines     | 45      | 55   | 49   | 48   | 57   |
| Poland          | 34      | 38   | 37   | 35   | 45   |
| Portugal        | 24      | 17   | 23   | 26   | 26   |
| Qatar           | 22      | 24   | 26   | 29   | 31   |
| Romania         | 61      | 56   | 55   | 57   | 51   |
| Russia          | 43      | 46   | 47   | 54   | 47   |
| Saudi Arabia    | 26      | 34   | 29   | 34   | 38   |
| Singapore       | 13      | 13   | 10   | 9    | 12   |
| Slovak Republic | 46      | 59   | 57   | 61   | 52   |
| Slovenia        | 37      | 30   | 31   | 30   | 27   |
| South Africa    | 48      | 50   | 50   | 52   | 63   |
| Spain           | 32      | 31   | 32   | 32   | 32   |
| Sweden          | 9       | 8    | 3    | 5    | 2    |
| Switzerland     | 1       | 1    | 1    | 1    | 1    |
| Taiwan, China   | 23      | 27   | 20   | 20   | 16   |
| Thailand        | 42      | 42   | 43   | 43   | 43   |
| Turkey          | 53      | 51   | 58   | 46   | 53   |
| UAE             | 25      | 26   | 30   | 24   | 23   |
| Ukraine         | 59      | 48   | 44   | 42   | 46   |
| United Kingdom  | 21      | 23   | 24   | 23   | 21   |
| USA             | 16      | 12   | 12   | 15   | 14   |
| Venezuela       | 63      | 63   | 62   | 60   | 64   |

## Investment &amp; Development

| 2017 | 2018 | 2019 | 2020 | 2021 |
|------|------|------|------|------|
| 55   | 53   | 43   | 43   | 47   |
| 36   | 26   | 34   | 18   | 22   |
| 3    | 2    | 4    | 6    | 6    |
| 2    | 8    | 9    | 8    | 8    |
| -    | -    | -    | -    | 38   |
| 45   | 49   | 52   | 56   | 54   |
| 44   | 45   | 46   | 45   | 45   |
| 22   | 19   | 26   | 19   | 24   |
| 53   | 55   | 50   | 48   | 46   |
| 42   | 40   | 42   | 42   | 43   |
| 59   | 60   | 60   | 58   | 58   |
| 32   | 39   | 36   | 32   | 34   |
| 8    | 5    | 8    | 14   | 15   |
| 39   | 38   | 40   | 40   | 41   |
| 1    | 1    | 1    | 2    | 3    |
| 14   | 16   | 21   | 10   | 12   |
| 4    | 6    | 10   | 12   | 10   |
| 20   | 21   | 23   | 27   | 21   |
| 10   | 10   | 11   | 11   | 11   |
| 31   | 29   | 37   | 30   | 29   |
| 24   | 31   | 20   | 23   | 14   |
| 46   | 41   | 33   | 35   | 32   |
| 11   | 12   | 6    | 4    | 4    |
| 62   | 63   | 63   | 63   | 64   |
| 56   | 51   | 51   | 52   | 53   |
| 34   | 42   | 44   | 39   | 39   |
| 17   | 14   | 17   | 9    | 9    |
| 33   | 33   | 31   | 33   | 31   |
| 18   | 23   | 30   | 36   | 36   |
| 60   | 50   | 57   | 60   | 56   |
| 23   | 30   | 39   | 41   | 42   |
| 38   | 20   | 19   | 28   | 28   |
| 13   | 11   | 12   | 15   | 16   |
| 12   | 13   | 14   | 13   | 18   |
| 16   | 18   | 5    | 3    | 2    |
| 19   | 17   | 32   | 34   | 33   |
| 61   | 61   | 62   | 62   | 63   |
| 54   | 57   | 59   | 59   | 59   |
| 15   | 15   | 16   | 16   | 17   |
| 28   | 32   | 29   | 29   | 27   |
| 6    | 3    | 3    | 5    | 5    |
| 50   | 52   | 55   | 54   | 61   |
| 63   | 62   | 61   | 61   | 62   |
| 21   | 24   | 27   | 24   | 35   |
| 7    | 7    | 13   | 22   | 25   |
| 47   | 44   | 41   | 44   | 44   |
| 51   | 54   | 54   | 53   | 55   |
| 40   | 43   | 45   | 47   | 49   |
| 26   | 35   | 28   | 37   | 37   |
| 41   | 34   | 25   | 21   | 23   |
| 43   | 47   | 47   | 49   | 48   |
| 27   | 27   | 22   | 20   | 19   |
| 57   | 56   | 56   | 57   | 60   |
| 30   | 36   | 35   | 31   | 30   |
| 9    | 9    | 7    | 7    | 7    |
| 5    | 4    | 2    | 1    | 1    |
| 25   | 25   | 24   | 25   | 20   |
| 48   | 46   | 49   | 51   | 51   |
| 52   | 58   | 58   | 46   | 52   |
| 58   | 59   | 53   | 55   | 50   |
| 35   | 22   | 18   | 26   | 26   |
| 37   | 37   | 38   | 38   | 40   |
| 29   | 28   | 15   | 17   | 13   |
| 49   | 48   | 48   | 50   | 57   |

| Appeal |      |      |      |      | Readiness |      |      |      |      |                 |
|--------|------|------|------|------|-----------|------|------|------|------|-----------------|
| 2017   | 2018 | 2019 | 2020 | 2021 | 2017      | 2018 | 2019 | 2020 | 2021 |                 |
| 53     | 48   | 50   | 52   | 59   | 46        | 44   | 52   | 51   | 56   | Argentina       |
| 18     | 19   | 15   | 16   | 19   | 13        | 6    | 5    | 4    | 24   | Australia       |
| 15     | 13   | 13   | 11   | 8    | 16        | 18   | 10   | 12   | 14   | Austria         |
| 16     | 16   | 17   | 17   | 17   | 12        | 14   | 24   | 22   | 15   | Belgium         |
| -      | -    | -    | -    | 48   | -         | -    | -    | -    | 51   | Botswana        |
| 47     | 53   | 49   | 45   | 46   | 61        | 61   | 62   | 63   | 64   | Brazil          |
| 57     | 58   | 58   | 57   | 61   | 59        | 58   | 55   | 57   | 62   | Bulgaria        |
| 6      | 3    | 5    | 3    | 13   | 9         | 5    | 15   | 7    | 16   | Canada          |
| 27     | 30   | 34   | 30   | 23   | 43        | 35   | 46   | 48   | 58   | Chile           |
| 54     | 51   | 55   | 56   | 51   | 30        | 32   | 31   | 26   | 22   | China           |
| 39     | 45   | 36   | 37   | 42   | 57        | 59   | 53   | 60   | 57   | Colombia        |
| 59     | 60   | 61   | 61   | 58   | 62        | 62   | 60   | 62   | 54   | Croatia         |
| 21     | 27   | 33   | 24   | 28   | 25        | 26   | 32   | 14   | 30   | Cyprus          |
| 40     | 35   | 45   | 48   | 45   | 36        | 36   | 39   | 37   | 38   | Czech Republic  |
| 10     | 7    | 11   | 8    | 18   | 4         | 8    | 6    | 6    | 8    | Denmark         |
| 38     | 33   | 23   | 19   | 20   | 35        | 31   | 35   | 32   | 29   | Estonia         |
| 24     | 21   | 16   | 15   | 11   | 5         | 7    | 3    | 10   | 5    | Finland         |
| 29     | 22   | 25   | 25   | 21   | 28        | 28   | 29   | 35   | 31   | France          |
| 8      | 6    | 9    | 9    | 9    | 15        | 21   | 14   | 13   | 10   | Germany         |
| 56     | 54   | 51   | 50   | 33   | 40        | 47   | 44   | 36   | 37   | Greece          |
| 11     | 14   | 18   | 18   | 26   | 6         | 9    | 4    | 2    | 1    | Hong Kong SAR   |
| 61     | 59   | 56   | 58   | 53   | 54        | 53   | 57   | 59   | 46   | Hungary         |
| 20     | 20   | 6    | 6    | 10   | 21        | 19   | 18   | 16   | 17   | Iceland         |
| 43     | 44   | 57   | 55   | 57   | 29        | 30   | 25   | 25   | 27   | India           |
| 32     | 34   | 24   | 32   | 37   | 47        | 49   | 42   | 46   | 50   | Indonesia       |
| 5      | 11   | 8    | 12   | 7    | 10        | 12   | 8    | 9    | 11   | Ireland         |
| 28     | 23   | 28   | 34   | 40   | 23        | 16   | 19   | 28   | 34   | Israel          |
| 41     | 36   | 38   | 42   | 38   | 34        | 33   | 37   | 39   | 39   | Italy           |
| 22     | 28   | 26   | 27   | 27   | 48        | 41   | 49   | 54   | 48   | Japan           |
| 44     | 39   | 44   | 43   | 34   | 44        | 25   | 54   | 42   | 18   | Jordan          |
| 37     | 49   | 39   | 47   | 39   | 32        | 42   | 38   | 50   | 43   | Kazakhstan      |
| 42     | 41   | 41   | 36   | 41   | 42        | 34   | 34   | 29   | 36   | Korea Rep.      |
| 52     | 52   | 48   | 51   | 49   | 38        | 43   | 40   | 40   | 33   | Latvia          |
| 48     | 46   | 35   | 35   | 32   | 45        | 45   | 33   | 34   | 32   | Lithuania       |
| 4      | 4    | 4    | 5    | 2    | 17        | 11   | 17   | 19   | 23   | Luxembourg      |
| 30     | 26   | 27   | 29   | 29   | 27        | 24   | 16   | 18   | 21   | Malaysia        |
| 33     | 43   | 40   | 38   | 44   | 53        | 54   | 47   | 38   | 52   | Mexico          |
| 60     | 62   | 63   | 63   | 55   | 56        | 55   | 63   | 56   | 60   | Mongolia        |
| 7      | 10   | 7    | 7    | 5    | 3         | 3    | 7    | 8    | 7    | Netherlands     |
| 14     | 17   | 14   | 13   | 14   | 8         | 13   | 11   | 23   | 20   | New Zealand     |
| 13     | 12   | 10   | 10   | 4    | 14        | 10   | 21   | 20   | 12   | Norway          |
| 46     | 47   | 47   | 44   | 50   | 58        | 57   | 58   | 53   | 61   | Peru            |
| 34     | 38   | 31   | 31   | 43   | 11        | 37   | 26   | 33   | 47   | Philippines     |
| 45     | 40   | 46   | 49   | 54   | 33        | 39   | 45   | 44   | 45   | Poland          |
| 36     | 29   | 32   | 33   | 30   | 31        | 22   | 27   | 24   | 25   | Portugal        |
| 9      | 8    | 21   | 21   | 25   | 18        | 20   | 20   | 21   | 19   | Qatar           |
| 58     | 55   | 52   | 53   | 47   | 55        | 52   | 50   | 55   | 49   | Romania         |
| 55     | 57   | 59   | 62   | 60   | 39        | 46   | 36   | 47   | 35   | Russia          |
| 31     | 31   | 43   | 39   | 35   | 26        | 38   | 22   | 30   | 42   | Saudi Arabia    |
| 17     | 15   | 20   | 22   | 15   | 2         | 2    | 1    | 1    | 2    | Singapore       |
| 50     | 56   | 54   | 54   | 52   | 49        | 60   | 59   | 61   | 53   | Slovak Republic |
| 49     | 42   | 42   | 41   | 36   | 37        | 29   | 30   | 31   | 26   | Slovenia        |
| 35     | 37   | 37   | 40   | 62   | 52        | 51   | 48   | 52   | 59   | South Africa    |
| 25     | 25   | 22   | 23   | 24   | 41        | 40   | 41   | 43   | 41   | Spain           |
| 12     | 9    | 3    | 4    | 3    | 19        | 15   | 9    | 11   | 4    | Sweden          |
| 1      | 1    | 1    | 1    | 1    | 1         | 1    | 2    | 5    | 3    | Switzerland     |
| 26     | 32   | 29   | 26   | 22   | 22        | 27   | 12   | 15   | 9    | Taiwan, China   |
| 23     | 24   | 30   | 28   | 31   | 50        | 50   | 43   | 45   | 40   | Thailand        |
| 51     | 50   | 53   | 46   | 56   | 51        | 48   | 56   | 41   | 55   | Turkey          |
| 3      | 5    | 12   | 14   | 12   | 7         | 4    | 13   | 3    | 6    | UAE             |
| 62     | 61   | 60   | 60   | 63   | 60        | 56   | 51   | 49   | 44   | Ukraine         |
| 19     | 18   | 19   | 20   | 16   | 20        | 17   | 23   | 17   | 13   | United Kingdom  |
| 2      | 2    | 2    | 2    | 6    | 24        | 23   | 28   | 27   | 28   | USA             |
| 63     | 63   | 62   | 59   | 64   | 63        | 63   | 61   | 58   | 63   | Venezuela       |





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# TALENT COUNTRY PROFILES

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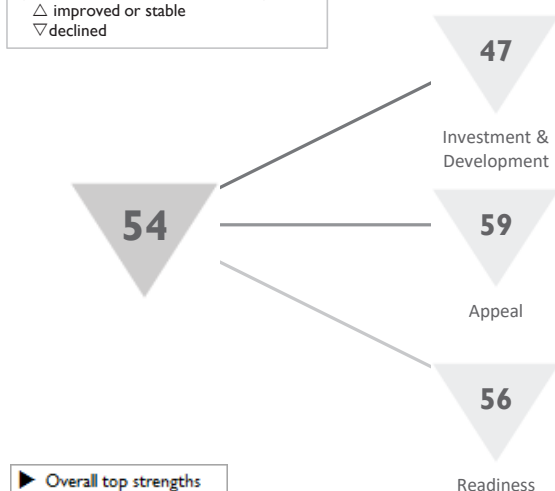
All data are available from the  
[World Competitiveness Online](https://www.wcoonline.org/)

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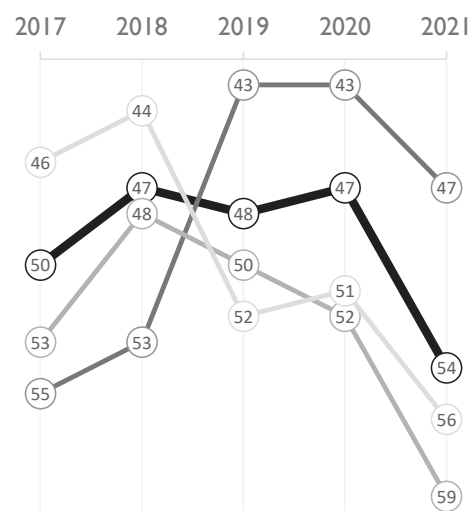
# ARGENTINA

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.8 %               | 28        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,476 US\$          | 50        |
| ▶ Pupil-teacher ratio (primary education)  | Ratio of students to teaching staff             | 13.25 ratio         | 24        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 17.91 ratio         | 53        |
| Apprenticeships                            | are sufficiently implemented                    | 4.42 Survey [0..10] | 49        |
| ▷ Employee training                        | is a high priority in companies                 | 4.50 Survey [0..10] | 61        |
| Female labor force                         | Percentage of total labor force                 | 43.27 %             | 46        |
| Health infrastructure                      | meets the needs of society                      | 3.80 Survey [0..10] | 51        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 61.40 index         | 12        |
| ▷ Attracting and retaining talents   | is a priority in companies  | 4.99 Survey [0..10] | 61        |
| Worker motivation                    | in companies is high  | 4.35 Survey [0..10] | 58        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 2.57 Survey [0..10] | 58        |
| Quality of life                      | is high   | 3.41 Survey [0..10] | 60        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 1.69 Survey [0..10] | 63        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 12,539 US\$         | 45        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 37,849 US\$         | 59        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.57 %              | 18        |
| ▷ Justice                            | is fairly administered  | 1.67 Survey [0..10] | 62        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 13.85 micrograms    | 27        |

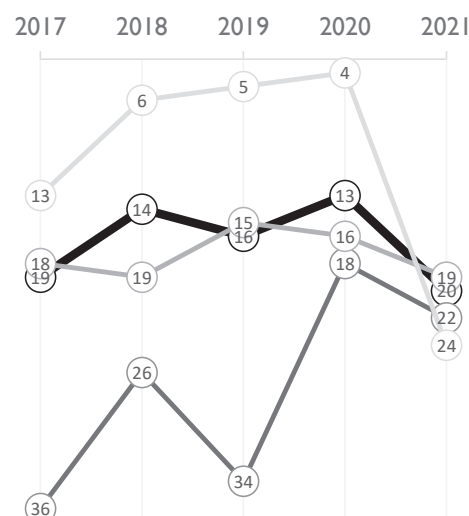
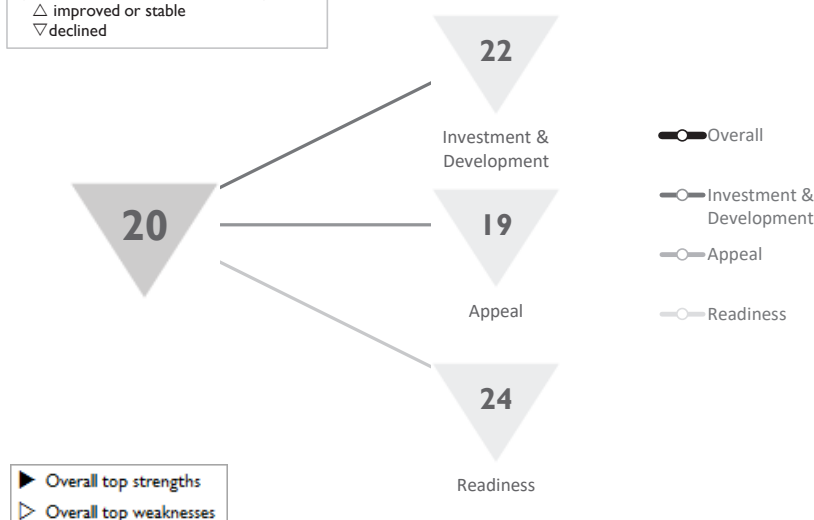
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▶ Labor force growth              | Percentage change   | 0.01 %              | 26        |
| Skilled labor                     | is readily available  | 4.97 Survey [0..10] | 44        |
| Finance skills                    | are readily available                                       | 5.32 Survey [0..10] | 50        |
| International experience          | of senior managers is generally significant                 | 4.56 Survey [0..10] | 53        |
| Competent senior managers         | are readily available                                       | 4.13 Survey [0..10] | 54        |
| ▷ Primary and secondary education | meets the needs of a competitive economy                    | 2.87 Survey [0..10] | 62        |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 15.42 %             | 60        |
| University education              | meets the needs of a competitive economy                    | 5.47 Survey [0..10] | 43        |
| Management education              | meets the needs of the business community                   | 6.00 Survey [0..10] | 39        |
| Language skills                   | are meeting the needs of enterprises                        | 4.95 Survey [0..10] | 47        |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | 2.59 number         | 31        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 395 Average         | 56        |

# AUSTRALIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 5.3 %               | 21        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 9,697 US\$          | 17        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 15.14 ratio         | 33        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 11.89 ratio         | 29        |
| ▷ Apprenticeships                          | are sufficiently implemented                    | 3.98 Survey [0..10] | 54        |
| ▷ Employee training                        | is a high priority in companies                 | 4.82 Survey [0..10] | 58        |
| Female labor force                         | Percentage of total labor force                 | 47.27 %             | 16        |
| Health infrastructure                      | meets the needs of society                      | 7.32 Survey [0..10] | 23        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 75.20 index         | 40        |
| ▷ Attracting and retaining talents     | is a priority in companies  | 6.19 Survey [0..10] | 47        |
| Worker motivation                      | in companies is high  | 5.61 Survey [0..10] | 35        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.50 Survey [0..10] | 23        |
| Quality of life                        | is high   | 8.09 Survey [0..10] | 19        |
| ▶ Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.09 Survey [0..10] | 11        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,494 US\$         | 10        |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 156,674 US\$        | 34        |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 11.48 %             | 57        |
| Justice                                | is fairly administered  | 6.91 Survey [0..10] | 21        |
| ▶ Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 6.75 micrograms     | 7         |

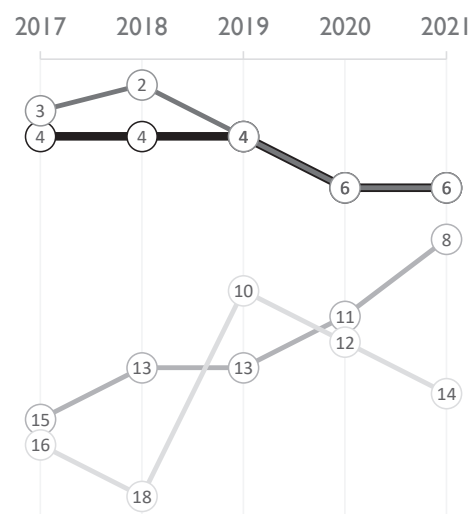
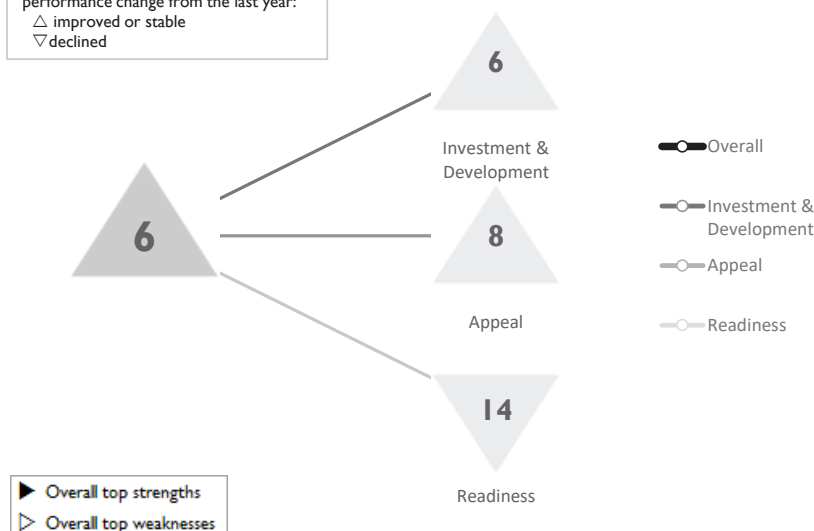
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 0.94 %              | 10        |
| Skilled labor                   | is readily available  | 5.79 Survey [0..10] | 33        |
| Finance skills                  | are readily available                                       | 6.73 Survey [0..10] | 23        |
| International experience        | of senior managers is generally significant                 | 4.86 Survey [0..10] | 45        |
| Competent senior managers       | are readily available                                       | 5.18 Survey [0..10] | 43        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.73 Survey [0..10] | 24        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.63 %             | 54        |
| University education            | meets the needs of a competitive economy                    | 6.70 Survey [0..10] | 29        |
| Management education            | meets the needs of the business community                   | 5.91 Survey [0..10] | 43        |
| Language skills                 | are meeting the needs of enterprises                        | 5.89 Survey [0..10] | 38        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 20.07 number        | 2         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 499 Average         | 20        |

# AUSTRIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.8 %               | 30        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 12,262 US\$         | 10        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 11.98 ratio         | 12        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 9.16 ratio          | 7         |
| ► Apprenticeships                          | are sufficiently implemented                    | 8.10 Survey [0..10] | 3         |
| ► Employee training                        | is a high priority in companies                 | 8.05 Survey [0..10] | 1         |
| Female labor force                         | Percentage of total labor force                 | 46.93 %             | 21        |
| ► Health infrastructure                    | meets the needs of society                      | 8.84 Survey [0..10] | 3         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 77.30 index         | 43        |
| Attracting and retaining talents     | is a priority in companies  | 8.00 Survey [0..10] | 6         |
| ► Worker motivation                  | in companies is high  | 7.63 Survey [0..10] | 3         |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.65 Survey [0..10] | 21        |
| ► Quality of life                    | is high   | 9.68 Survey [0..10] | 1         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.44 Survey [0..10] | 18        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,305 US\$         | 12        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 275,520 US\$        | 6         |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 9.61 %              | 50        |
| Justice                              | is fairly administered  | 7.16 Survey [0..10] | 17        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 12.22 micrograms    | 23        |

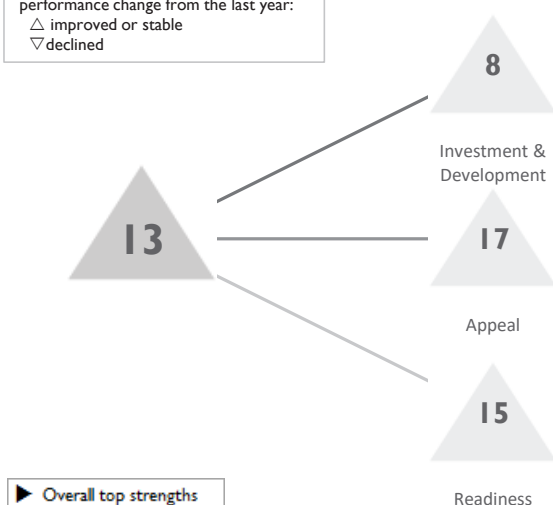
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.42 %             | 35        |
| ▷ Skilled labor                 | is readily available  | 4.08 Survey [0..10] | 53        |
| Finance skills                  | are readily available                                       | 6.64 Survey [0..10] | 27        |
| International experience        | of senior managers is generally significant                 | 5.90 Survey [0..10] | 21        |
| ▷ Competent senior managers     | are readily available                                       | 5.21 Survey [0..10] | 41        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.85 Survey [0..10] | 10        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 31.40 %             | 7         |
| University education            | meets the needs of a competitive economy                    | 7.88 Survey [0..10] | 12        |
| Management education            | meets the needs of the business community                   | 7.28 Survey [0..10] | 18        |
| Language skills                 | are meeting the needs of enterprises                        | 6.96 Survey [0..10] | 24        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 8.41 number         | 6         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 491 Average         | 28        |

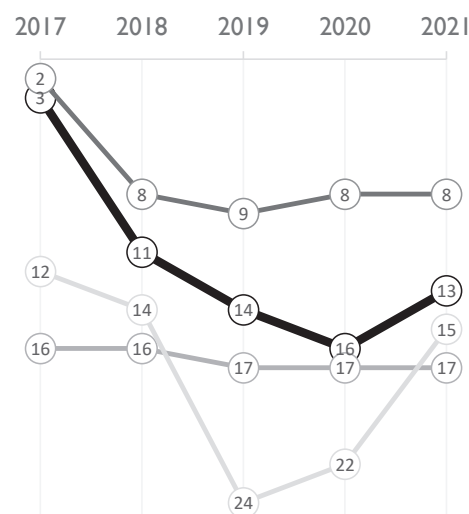
# BELGIUM

## OVERALL PERFORMANCE (64 countries)

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



Overall  
 Investment & Development  
 Appeal  
 Readiness



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Total public expenditure on education    | Percentage of GDP                               | 6.2 %               | 8         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 10,787 US\$         | 13        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 12.66 ratio         | 18        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 9.29 ratio          | 10        |
| ▷ Apprenticeships                          | are sufficiently implemented                    | 4.83 Survey [0..10] | 41        |
| Employee training                          | is a high priority in companies                 | 6.34 Survey [0..10] | 24        |
| Female labor force                         | Percentage of total labor force                 | 46.88 %             | 23        |
| ► Health infrastructure                    | meets the needs of society                      | 8.53 Survey [0..10] | 6         |

### Appeal

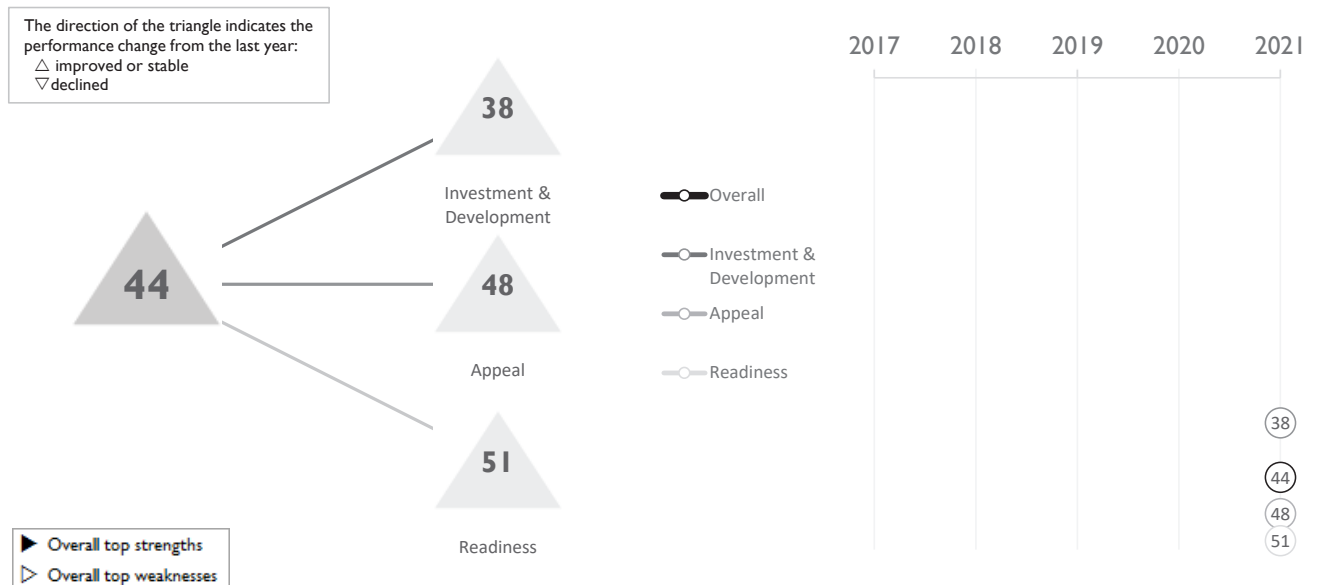
|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 72.40 index         | 35        |
| Attracting and retaining talents     | is a priority in companies  | 7.30 Survey [0..10] | 22        |
| Worker motivation                    | in companies is high  | 6.28 Survey [0..10] | 23        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.89 Survey [0..10] | 18        |
| Quality of life                      | is high   | 8.67 Survey [0..10] | 12        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.54 Survey [0..10] | 29        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 38,108 US\$         | 18        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 254,449 US\$        | 11        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 11.32 %             | 56        |
| Justice                              | is fairly administered  | 5.93 Survey [0..10] | 28        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 12.73 micrograms    | 25        |

### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | 1.01 %              | 8         |
| Skilled labor                   | is readily available  | 6.52 Survey [0..10] | 12        |
| Finance skills                  | are readily available                                       | 7.31 Survey [0..10] | 13        |
| International experience        | of senior managers is generally significant                 | 6.52 Survey [0..10] | 11        |
| Competent senior managers       | are readily available                                       | 6.90 Survey [0..10] | 10        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.21 Survey [0..10] | 19        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 17.55 %             | 59        |
| ► University education          | meets the needs of a competitive economy                    | 8.14 Survey [0..10] | 8         |
| ► Management education          | meets the needs of the business community                   | 7.79 Survey [0..10] | 9         |
| Language skills                 | are meeting the needs of enterprises                        | 8.07 Survey [0..10] | 14        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.55 number         | 16        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 500 Average         | 19        |

# BOTSWANA

## OVERALL PERFORMANCE (64 countries)



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 7.9 %               | 1         |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 1,970 US\$          | 46        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 25.63 ratio         | 59        |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 11.88 ratio         | 27        |
| Apprenticeships                             | are sufficiently implemented                    | 3.14 Survey [0..10] | 58        |
| ▷ Employee training                         | is a high priority in companies                 | 3.90 Survey [0..10] | 63        |
| ▶ Female labor force                        | Percentage of total labor force                 | 50.68 %             | 1         |
| Health infrastructure                       | meets the needs of society                      | 4.45 Survey [0..10] | 48        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 47.70 index         | 1         |
| ▷ Attracting and retaining talents   | is a priority in companies  | 4.81 Survey [0..10] | 62        |
| ▷ Worker motivation                  | in companies is high  | 3.38 Survey [0..10] | 64        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.47 Survey [0..10] | 34        |
| Quality of life                      | is high   | 4.03 Survey [0..10] | 58        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.09 Survey [0..10] | 36        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 10,680 US\$         | 52        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | - US\$              | -         |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.46 %              | 35        |
| Justice                              | is fairly administered  | 5.51 Survey [0..10] | 32        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 25.33 micrograms    | 52        |

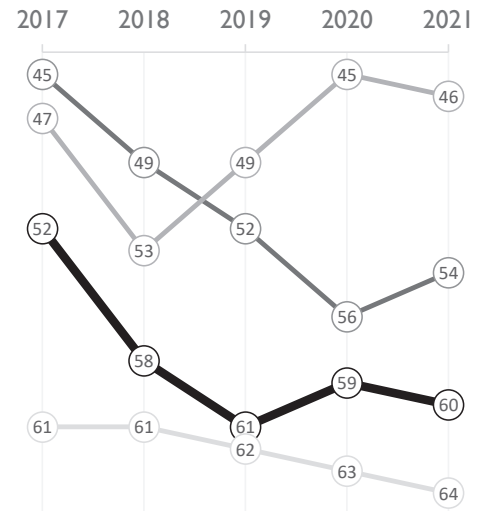
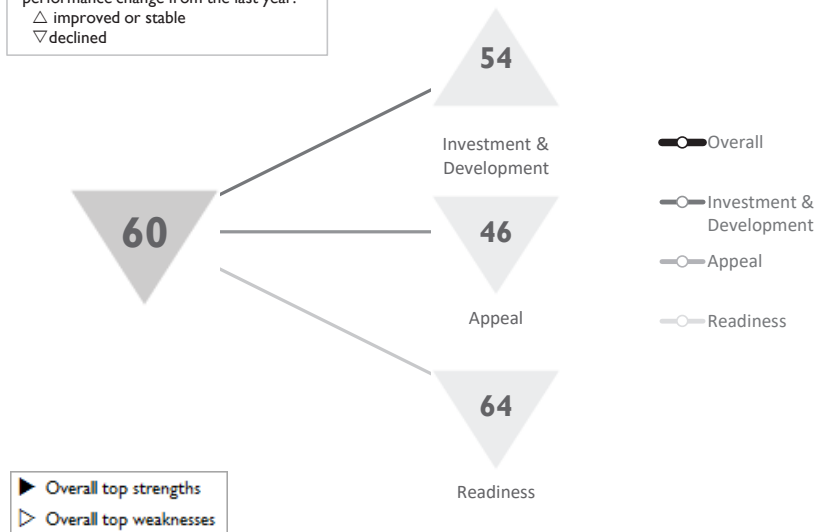
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 1.94 %              | 3         |
| Skilled labor                   | is readily available  | 4.34 Survey [0..10] | 50        |
| Finance skills                  | are readily available                                       | 4.82 Survey [0..10] | 58        |
| ▷ International experience      | of senior managers is generally significant                 | 3.87 Survey [0..10] | 61        |
| Competent senior managers       | are readily available                                       | 3.95 Survey [0..10] | 56        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.16 Survey [0..10] | 51        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 23.34 %             | 37        |
| University education            | meets the needs of a competitive economy                    | 4.99 Survey [0..10] | 50        |
| ▷ Management education          | meets the needs of the business community                   | 4.39 Survey [0..10] | 60        |
| Language skills                 | are meeting the needs of enterprises                        | 4.91 Survey [0..10] | 50        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.48 number         | 52        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | - Average           | -         |

# BRAZIL

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education    | Percentage of GDP                               | 5.9 %               | 11        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 2,082 US\$          | 45        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 23.94 ratio         | 56        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 23.94 ratio         | 57        |
| Apprenticeships                            | are sufficiently implemented                    | 4.99 Survey [0..10] | 33        |
| Employee training                          | is a high priority in companies                 | 5.48 Survey [0..10] | 43        |
| ▶ Female labor force                       | Percentage of total labor force                 | 44.58 %             | 40        |
| Health infrastructure                      | meets the needs of society                      | 3.41 Survey [0..10] | 55        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 65.10 index         | 21        |
| Attracting and retaining talents     | is a priority in companies  | 6.46 Survey [0..10] | 38        |
| Worker motivation                    | in companies is high  | 5.66 Survey [0..10] | 34        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.00 Survey [0..10] | 44        |
| Quality of life                      | is high   | 4.13 Survey [0..10] | 57        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 2.79 Survey [0..10] | 59        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 15,916 US\$         | 36        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 93,850 US\$         | 48        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.99 %              | 20        |
| Justice                              | is fairly administered  | 2.67 Survey [0..10] | 52        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 11.67 micrograms    | 19        |

### Readiness

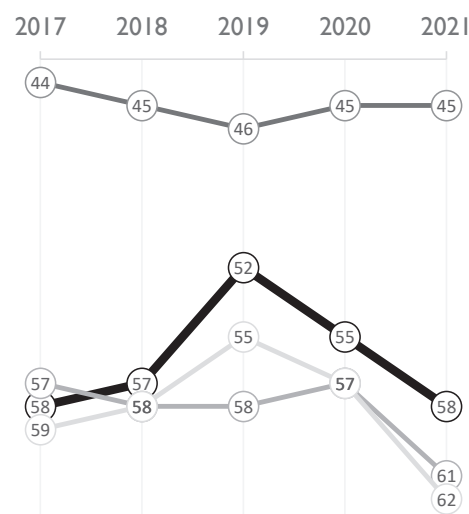
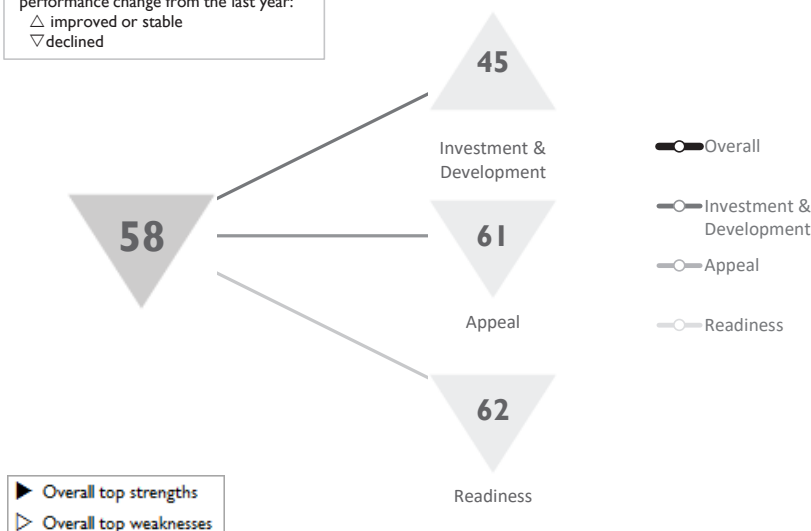
|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▷ Labor force growth              | Percentage change   | -6.13 %             | 62        |
| Skilled labor                     | is readily available  | 4.07 Survey [0..10] | 54        |
| Finance skills                    | are readily available                                       | 4.96 Survey [0..10] | 53        |
| International experience          | of senior managers is generally significant                 | 4.36 Survey [0..10] | 58        |
| Competent senior managers         | are readily available                                       | 4.62 Survey [0..10] | 50        |
| ▷ Primary and secondary education | meets the needs of a competitive economy                    | 2.72 Survey [0..10] | 63        |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.53 %             | 56        |
| University education              | meets the needs of a competitive economy                    | 4.27 Survey [0..10] | 59        |
| Management education              | meets the needs of the business community                   | 4.64 Survey [0..10] | 57        |
| ▷ Language skills                 | are meeting the needs of enterprises                        | 3.14 Survey [0..10] | 63        |
| ▷ Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.10 number         | 59        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 400 Average         | 55        |



# BULGARIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 3.9 %               | 45        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 2,241 US\$          | 43        |
| ► Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 15.21 ratio         | 34        |
| ► Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 13.00 ratio         | 41        |
| Apprenticeships                             | are sufficiently implemented                    | 3.70 Survey [0..10] | 56        |
| Employee training                           | is a high priority in companies                 | 4.83 Survey [0..10] | 57        |
| ► Female labor force                        | Percentage of total labor force                 | 46.14 %             | 31        |
| Health infrastructure                       | meets the needs of society                      | 3.48 Survey [0..10] | 54        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 55.80 index         | 5         |
| Attracting and retaining talents     | is a priority in companies  | 5.96 Survey [0..10] | 52        |
| Worker motivation                    | in companies is high  | 4.04 Survey [0..10] | 59        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 1.30 Survey [0..10] | 64        |
| Quality of life                      | is high   | 3.39 Survey [0..10] | 61        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 2.43 Survey [0..10] | 62        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 9,351 US\$          | 53        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 48,022 US\$         | 57        |
| ► Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 3.35 %              | 22        |
| Justice                              | is fairly administered  | 2.17 Survey [0..10] | 60        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 19.93 micrograms    | 45        |

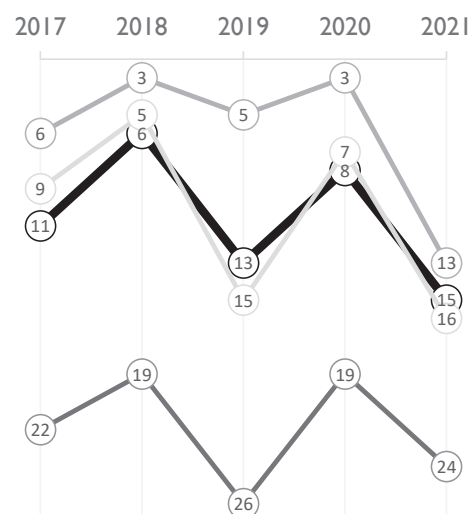
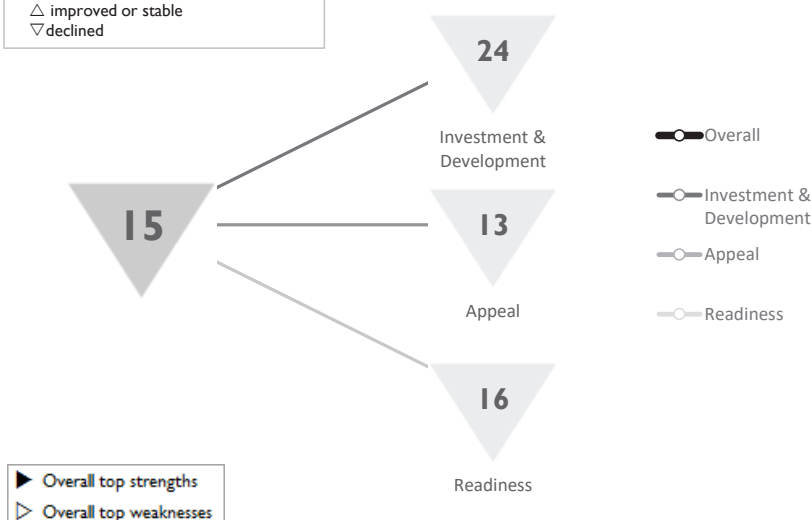
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -2.54 %             | 53        |
| Skilled labor                   | is readily available  | 3.83 Survey [0..10] | 58        |
| ▷ Finance skills                | are readily available                                       | 3.70 Survey [0..10] | 63        |
| International experience        | of senior managers is generally significant                 | 4.50 Survey [0..10] | 55        |
| Competent senior managers       | are readily available                                       | 3.48 Survey [0..10] | 59        |
| Primary and secondary education | meets the needs of a competitive economy                    | 3.38 Survey [0..10] | 59        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 19.82 %             | 50        |
| ▷ University education          | meets the needs of a competitive economy                    | 3.04 Survey [0..10] | 63        |
| ▷ Management education          | meets the needs of the business community                   | 3.29 Survey [0..10] | 64        |
| Language skills                 | are meeting the needs of enterprises                        | 5.09 Survey [0..10] | 44        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.36 number         | 35        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 427 Average         | 47        |

# CANADA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | - %                 | -         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | - US\$              | -         |
| ▷ Pupil-teacher ratio (primary education)  | Ratio of students to teaching staff             | 16.43 ratio         | 42        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 13.25 ratio         | 43        |
| Apprenticeships                            | are sufficiently implemented                    | 5.74 Survey [0..10] | 17        |
| Employee training                          | is a high priority in companies                 | 6.24 Survey [0..10] | 28        |
| Female labor force                         | Percentage of total labor force                 | 47.05 %             | 18        |
| Health infrastructure                      | meets the needs of society                      | 7.03 Survey [0..10] | 26        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 70.10 index         | 30        |
| Attracting and retaining talents       | is a priority in companies  | 7.32 Survey [0..10] | 21        |
| Worker motivation                      | in companies is high  | 6.38 Survey [0..10] | 21        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.21 Survey [0..10] | 13        |
| Quality of life                        | is high   | 8.09 Survey [0..10] | 20        |
| ▶ Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.99 Survey [0..10] | 13        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,489 US\$         | 11        |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 201,383 US\$        | 20        |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 12.02 %             | 58        |
| Justice                                | is fairly administered  | 7.04 Survey [0..10] | 19        |
| ▶ Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 7.09 micrograms     | 8         |

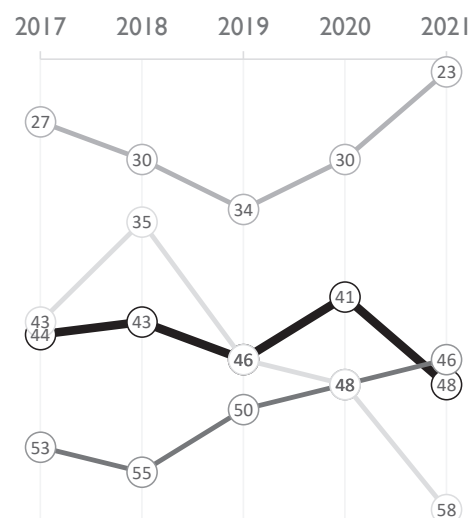
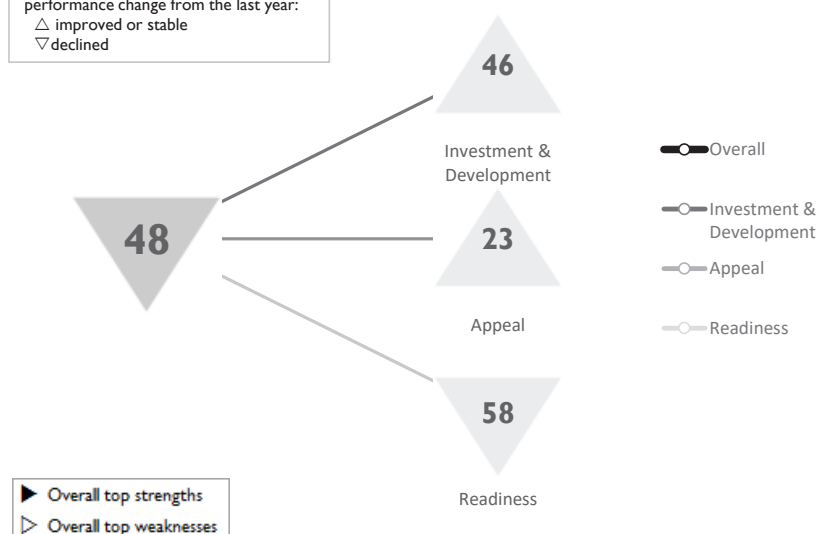
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -1.21 %             | 45        |
| Skilled labor                   | is readily available  | 6.35 Survey [0..10] | 19        |
| Finance skills                  | are readily available                                       | 6.88 Survey [0..10] | 19        |
| International experience        | of senior managers is generally significant                 | 5.88 Survey [0..10] | 24        |
| Competent senior managers       | are readily available                                       | 6.12 Survey [0..10] | 23        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.53 Survey [0..10] | 17        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.05 %             | 30        |
| University education            | meets the needs of a competitive economy                    | 7.74 Survey [0..10] | 15        |
| Management education            | meets the needs of the business community                   | 7.28 Survey [0..10] | 17        |
| Language skills                 | are meeting the needs of enterprises                        | 7.50 Survey [0..10] | 19        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 7.49 number         | 7         |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 517 Average         | 7         |

# CHILE

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 5.4 %               | 18        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 3,275 US\$          | 41        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 18.60 ratio         | 48        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 19.71 ratio         | 54        |
| Apprenticeships                             | are sufficiently implemented                    | 5.04 Survey [0..10] | 32        |
| Employee training                           | is a high priority in companies                 | 5.38 Survey [0..10] | 46        |
| Female labor force                          | Percentage of total labor force                 | 41.23 %             | 51        |
| Health infrastructure                       | meets the needs of society                      | 5.18 Survey [0..10] | 41        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 64.70 index         | 19        |
| Attracting and retaining talents     | is a priority in companies  | 6.25 Survey [0..10] | 43        |
| Worker motivation                    | in companies is high  | 5.38 Survey [0..10] | 40        |
| ▶ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.89 Survey [0..10] | 19        |
| Quality of life                      | is high   | 6.37 Survey [0..10] | 40        |
| ▶ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 7.69 Survey [0..10] | 7         |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 23,844 US\$         | 29        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 180,102 US\$        | 25        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 1.48 %              | 9         |
| Justice                              | is fairly administered  | 4.93 Survey [0..10] | 39        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 23.68 micrograms    | 51        |

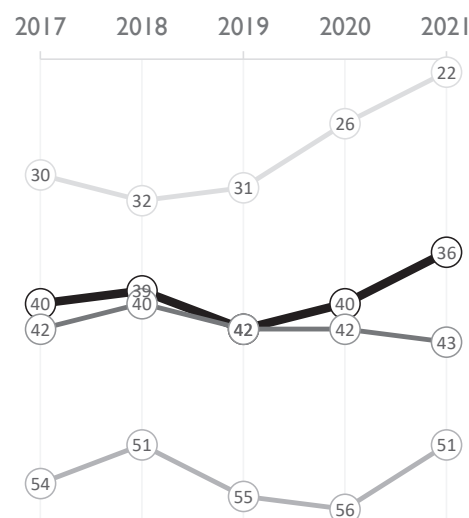
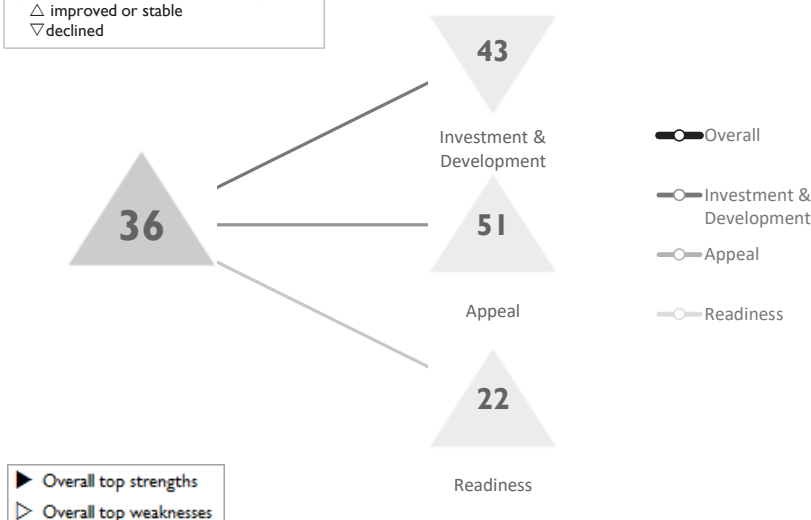
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▷ Labor force growth              | Percentage change   | -8.92 %             | 63        |
| Skilled labor                     | is readily available  | 5.31 Survey [0..10] | 39        |
| Finance skills                    | are readily available                                       | 6.23 Survey [0..10] | 35        |
| International experience          | of senior managers is generally significant                 | 5.92 Survey [0..10] | 20        |
| Competent senior managers         | are readily available                                       | 6.20 Survey [0..10] | 22        |
| ▷ Primary and secondary education | meets the needs of a competitive economy                    | 3.86 Survey [0..10] | 56        |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 20.57 %             | 47        |
| University education              | meets the needs of a competitive economy                    | 5.61 Survey [0..10] | 41        |
| Management education              | meets the needs of the business community                   | 6.77 Survey [0..10] | 25        |
| ▷ Language skills                 | are meeting the needs of enterprises                        | 3.58 Survey [0..10] | 60        |
| ▷ Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.38 number         | 53        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 438 Average         | 43        |

# CHINA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education    | Percentage of GDP                               | 3.5 %               | 51        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,767 US\$          | 48        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 16.39 ratio         | 41        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 14.18 ratio         | 46        |
| Apprenticeships                            | are sufficiently implemented                    | 5.57 Survey [0..10] | 23        |
| ▶ Employee training                        | is a high priority in companies                 | 6.81 Survey [0..10] | 13        |
| Female labor force                         | Percentage of total labor force                 | - %                 | -         |
| Health infrastructure                      | meets the needs of society                      | 6.71 Survey [0..10] | 30        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 98.80 index         | 56        |
| Attracting and retaining talents       | is a priority in companies  | 7.07 Survey [0..10] | 31        |
| Worker motivation                      | in companies is high  | 6.72 Survey [0..10] | 14        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.68 Survey [0..10] | 31        |
| Quality of life                        | is high   | 7.09 Survey [0..10] | 31        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 5.52 Survey [0..10] | 31        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 11,684 US\$         | 48        |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 152,385 US\$        | 35        |
| ▶ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 1.05 %              | 5         |
| Justice                                | is fairly administered  | 6.37 Survey [0..10] | 26        |
| ▷ Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 47.73 micrograms    | 61        |

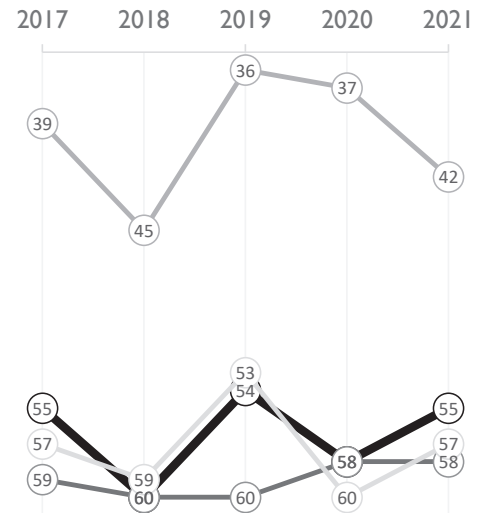
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▶ Labor force growth              | Percentage change   | 0.72 %              | 14        |
| Skilled labor                     | is readily available  | 6.19 Survey [0..10] | 23        |
| Finance skills                    | are readily available                                       | 6.69 Survey [0..10] | 24        |
| International experience          | of senior managers is generally significant                 | 4.91 Survey [0..10] | 44        |
| Competent senior managers         | are readily available                                       | 6.00 Survey [0..10] | 26        |
| ▶ Primary and secondary education | meets the needs of a competitive economy                    | 8.00 Survey [0..10] | 7         |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | - %                 | -         |
| University education              | meets the needs of a competitive economy                    | 7.27 Survey [0..10] | 21        |
| Management education              | meets the needs of the business community                   | 7.09 Survey [0..10] | 21        |
| Language skills                   | are meeting the needs of enterprises                        | 6.30 Survey [0..10] | 34        |
| ▷ Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.14 number         | 56        |
| ▶ Educational assessment - PISA   | PISA survey of 15-year olds                                 | 579 Average         | 1         |

# COLOMBIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.5 %               | 34        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 1,082 US\$          | 54        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 23.07 ratio         | 54        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 26.09 ratio         | 60        |
| ▶ Apprenticeships                           | are sufficiently implemented                    | 5.92 Survey [0..10] | 14        |
| ▶ Employee training                         | is a high priority in companies                 | 6.09 Survey [0..10] | 33        |
| Female labor force                          | Percentage of total labor force                 | 41.56 %             | 50        |
| Health infrastructure                       | meets the needs of society                      | 4.09 Survey [0..10] | 50        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 55.40 index         | 4         |
| ▷ Attracting and retaining talents   | is a priority in companies  | 5.66 Survey [0..10] | 57        |
| Worker motivation                    | in companies is high  | 5.70 Survey [0..10] | 33        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.15 Survey [0..10] | 38        |
| Quality of life                      | is high   | 4.66 Survey [0..10] | 50        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.56 Survey [0..10] | 44        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 12,241 US\$         | 47        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 128,854 US\$        | 39        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 1.21 %              | 6         |
| ▷ Justice                            | is fairly administered  | 2.38 Survey [0..10] | 55        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 22.53 micrograms    | 49        |

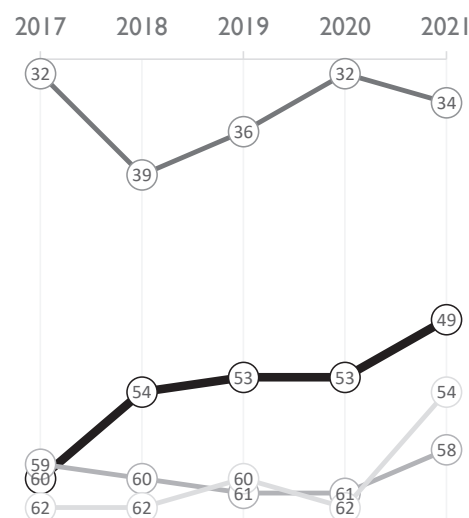
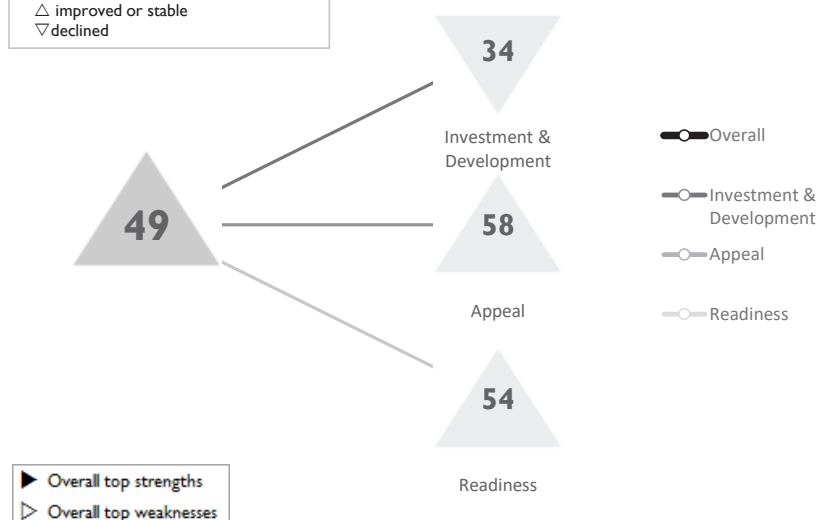
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -2.02 %             | 51        |
| Skilled labor                   | is readily available  | 5.15 Survey [0..10] | 41        |
| Finance skills                  | are readily available                                       | 5.66 Survey [0..10] | 48        |
| International experience        | of senior managers is generally significant                 | 4.78 Survey [0..10] | 48        |
| Competent senior managers       | are readily available                                       | 4.63 Survey [0..10] | 49        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.03 Survey [0..10] | 54        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 24.63 %             | 33        |
| University education            | meets the needs of a competitive economy                    | 4.74 Survey [0..10] | 52        |
| Management education            | meets the needs of the business community                   | 5.23 Survey [0..10] | 51        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 3.11 Survey [0..10] | 64        |
| ▷ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 0.11 number         | 58        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 406 Average         | 52        |

# CROATIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.8 %               | 27        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 3,831 US\$          | 39        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 10.38 ratio         | 6         |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 8.04 ratio          | 3         |
| Apprenticeships                             | are sufficiently implemented                    | 2.96 Survey [0..10] | 61        |
| ▷ Employee training                         | is a high priority in companies                 | 3.86 Survey [0..10] | 64        |
| Female labor force                          | Percentage of total labor force                 | 45.69 %             | 35        |
| Health infrastructure                       | meets the needs of society                      | 4.19 Survey [0..10] | 49        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 61.50 index         | 13        |
| ▷ Attracting and retaining talents   | is a priority in companies  | 4.30 Survey [0..10] | 64        |
| Worker motivation                    | in companies is high  | 4.03 Survey [0..10] | 60        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 1.89 Survey [0..10] | 63        |
| Quality of life                      | is high   | 5.70 Survey [0..10] | 42        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 2.44 Survey [0..10] | 61        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 14,350 US\$         | 40        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 87,775 US\$         | 50        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 3.62 %              | 26        |
| Justice                              | is fairly administered  | 1.62 Survey [0..10] | 63        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 18.23 micrograms    | 38        |

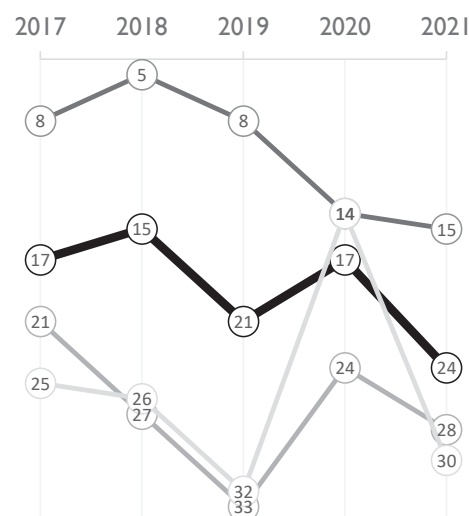
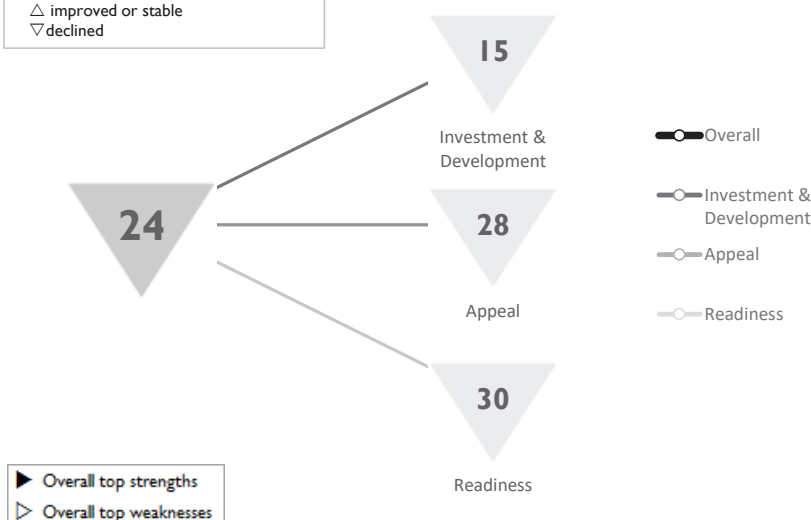
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.39 %             | 34        |
| Skilled labor                   | is readily available  | 3.67 Survey [0..10] | 59        |
| ▷ Finance skills                | are readily available                                       | 3.40 Survey [0..10] | 64        |
| International experience        | of senior managers is generally significant                 | 3.46 Survey [0..10] | 62        |
| ▷ Competent senior managers     | are readily available                                       | 2.73 Survey [0..10] | 64        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.30 Survey [0..10] | 50        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.27 %             | 22        |
| University education            | meets the needs of a competitive economy                    | 4.25 Survey [0..10] | 60        |
| ▷ Management education          | meets the needs of the business community                   | 3.76 Survey [0..10] | 63        |
| Language skills                 | are meeting the needs of enterprises                        | 6.86 Survey [0..10] | 27        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.41 number         | 47        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 472 Average         | 36        |

# CYPRUS

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 5.4 %               | 19        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 7,084 US\$          | 26        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 12.04 ratio         | 14        |
| ► Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 8.31 ratio          | 4         |
| Apprenticeships                             | are sufficiently implemented                    | 4.89 Survey [0..10] | 37        |
| Employee training                           | is a high priority in companies                 | 5.62 Survey [0..10] | 39        |
| Female labor force                          | Percentage of total labor force                 | 46.76 %             | 26        |
| Health infrastructure                       | meets the needs of society                      | 6.23 Survey [0..10] | 36        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 58.90 index         | 9         |
| ▷ Attracting and retaining talents   | is a priority in companies  | 6.00 Survey [0..10] | 51        |
| ▷ Worker motivation                  | in companies is high  | 4.89 Survey [0..10] | 52        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.00 Survey [0..10] | 28        |
| Quality of life                      | is high   | 8.07 Survey [0..10] | 21        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.67 Survey [0..10] | 26        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 27,374 US\$         | 26        |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 85,236 US\$         | 52        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 3.30 %              | 21        |
| Justice                              | is fairly administered  | 5.21 Survey [0..10] | 36        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 15.79 micrograms    | 31        |

### Readiness

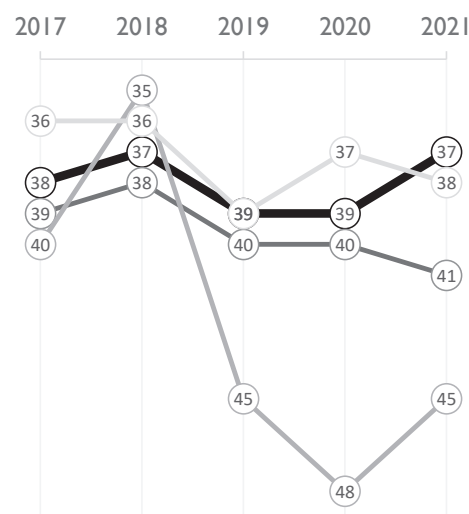
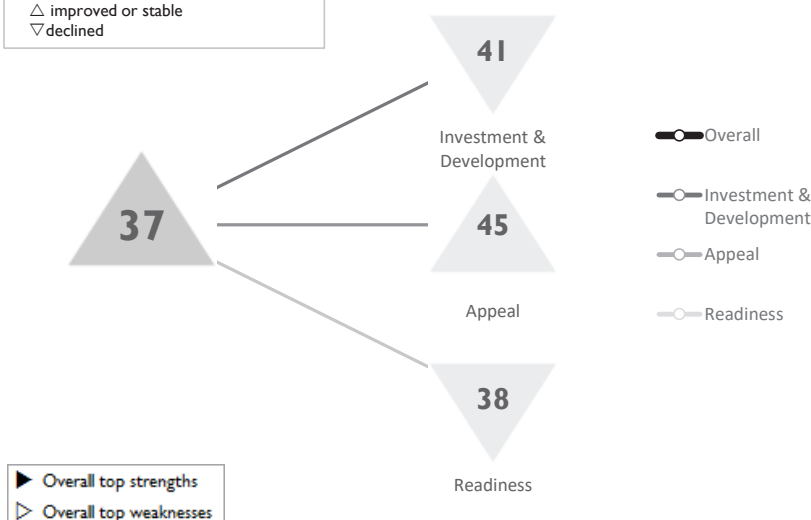
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | 0.89 %              | 13        |
| Skilled labor                   | is readily available  | 5.36 Survey [0..10] | 37        |
| Finance skills                  | are readily available                                       | 7.04 Survey [0..10] | 16        |
| International experience        | of senior managers is generally significant                 | 5.63 Survey [0..10] | 31        |
| Competent senior managers       | are readily available                                       | 5.21 Survey [0..10] | 42        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.72 Survey [0..10] | 25        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 13.59 %             | 61        |
| University education            | meets the needs of a competitive economy                    | 7.06 Survey [0..10] | 23        |
| Management education            | meets the needs of the business community                   | 6.44 Survey [0..10] | 32        |
| ► Language skills               | are meeting the needs of enterprises                        | 8.07 Survey [0..10] | 13        |
| ► Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 14.84 number        | 3         |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 438 Average         | 42        |



# CZECH REPUBLIC

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 4.9 %               | 25        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 5,861 US\$          | 30        |
| ▷ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 18.73 ratio         | 50        |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 11.54 ratio         | 25        |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 3.40 Survey [0..10] | 57        |
| Employee training                           | is a high priority in companies                 | 5.40 Survey [0..10] | 45        |
| Female labor force                          | Percentage of total labor force                 | 44.20 %             | 44        |
| ▶ Health infrastructure                     | meets the needs of society                      | 7.07 Survey [0..10] | 24        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 69.80 index         | 29        |
| ▷ Attracting and retaining talents   | is a priority in companies  | 6.13 Survey [0..10] | 49        |
| Worker motivation                    | in companies is high  | 5.13 Survey [0..10] | 48        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.03 Survey [0..10] | 42        |
| Quality of life                      | is high   | 7.30 Survey [0..10] | 29        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.50 Survey [0..10] | 45        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 15,563 US\$         | 37        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 106,454 US\$        | 44        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 4.41 %              | 29        |
| Justice                              | is fairly administered  | 5.13 Survey [0..10] | 37        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 16.97 micrograms    | 36        |

### Readiness

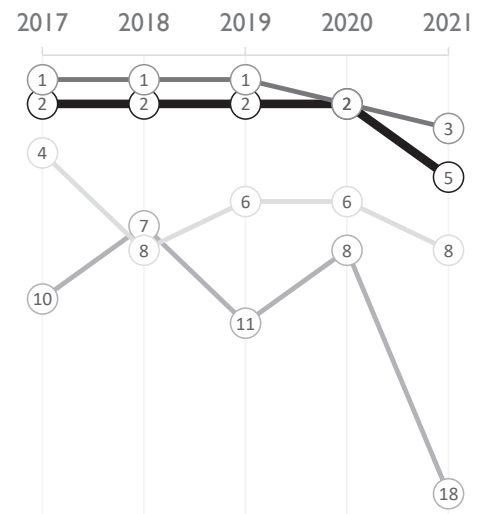
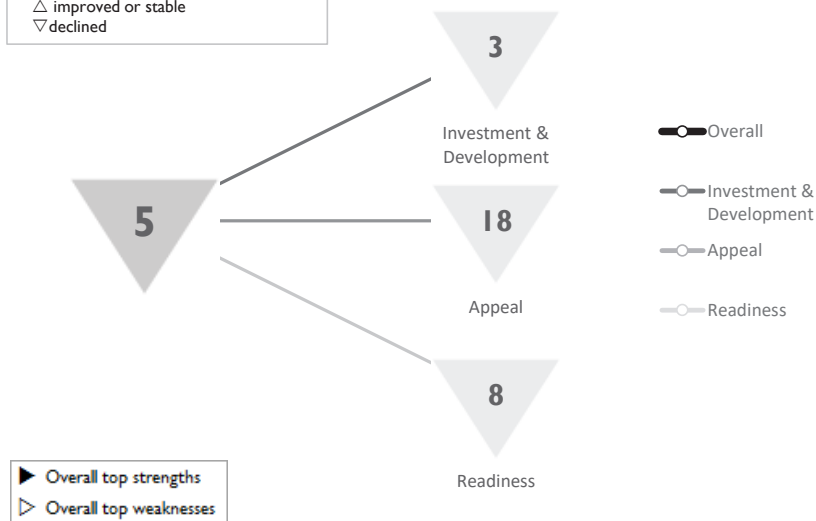
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.78 %             | 42        |
| ▷ Skilled labor                 | is readily available  | 4.60 Survey [0..10] | 49        |
| ▷ Finance skills                | are readily available                                       | 4.60 Survey [0..10] | 59        |
| International experience        | of senior managers is generally significant                 | 5.53 Survey [0..10] | 34        |
| Competent senior managers       | are readily available                                       | 4.64 Survey [0..10] | 48        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.50 Survey [0..10] | 43        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.86 %             | 25        |
| University education            | meets the needs of a competitive economy                    | 6.37 Survey [0..10] | 32        |
| Management education            | meets the needs of the business community                   | 5.97 Survey [0..10] | 41        |
| Language skills                 | are meeting the needs of enterprises                        | 5.77 Survey [0..10] | 40        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 4.29 number         | 21        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 495 Average         | 23        |



# DENMARK

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 6.3 %               | 7         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 14,916 US\$         | 6         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 11.89 ratio         | 10        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 11.12 ratio         | 22        |
| Apprenticeships                            | are sufficiently implemented                    | 6.79 Survey [0..10] | 4         |
| Employee training                          | is a high priority in companies                 | 7.76 Survey [0..10] | 2         |
| Female labor force                         | Percentage of total labor force                 | 47.67 %             | 12        |
| Health infrastructure                      | meets the needs of society                      | 8.90 Survey [0..10] | 2         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 85.50 index         | 50        |
| Attracting and retaining talents     | is a priority in companies  | 8.31 Survey [0..10] | 2         |
| Worker motivation                    | in companies is high  | 7.95 Survey [0..10] | 1         |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.64 Survey [0..10] | 5         |
| Quality of life                      | is high   | 9.50 Survey [0..10] | 4         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.95 Survey [0..10] | 14        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 58,896 US\$         | 5         |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 217,395 US\$        | 16        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 24.06 %             | 63        |
| Justice                              | is fairly administered  | 9.00 Survey [0..10] | 2         |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 9.78 micrograms     | 12        |

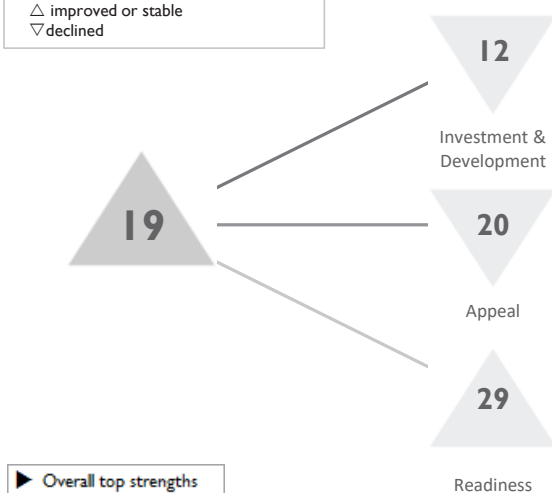
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.31 %             | 32        |
| Skilled labor                   | is readily available  | 7.00 Survey [0..10] | 5         |
| Finance skills                  | are readily available                                       | 8.05 Survey [0..10] | 4         |
| International experience        | of senior managers is generally significant                 | 6.64 Survey [0..10] | 10        |
| Competent senior managers       | are readily available                                       | 7.20 Survey [0..10] | 4         |
| Primary and secondary education | meets the needs of a competitive economy                    | 8.55 Survey [0..10] | 3         |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 22.54 %             | 40        |
| University education            | meets the needs of a competitive economy                    | 8.67 Survey [0..10] | 3         |
| Management education            | meets the needs of the business community                   | 8.43 Survey [0..10] | 2         |
| Language skills                 | are meeting the needs of enterprises                        | 8.82 Survey [0..10] | 2         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 5.58 number         | 13        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 501 Average         | 17        |

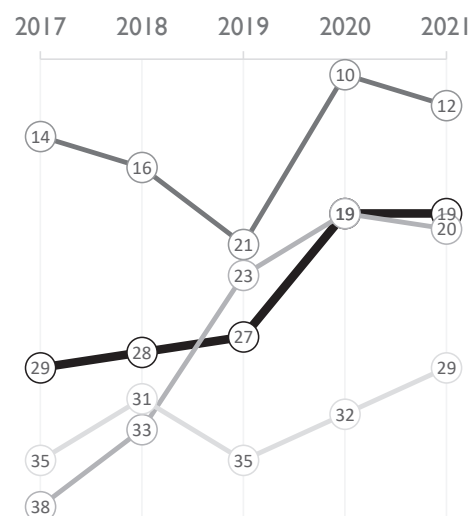
# ESTONIA

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education    | Percentage of GDP                               | 6.0 %               | 9         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 6,803 US\$          | 27        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 13.15 ratio         | 22        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.39 ratio         | 35        |
| Apprenticeships                            | are sufficiently implemented                    | 5.07 Survey [0..10] | 31        |
| Employee training                          | is a high priority in companies                 | 6.78 Survey [0..10] | 16        |
| ▶ Female labor force                       | Percentage of total labor force                 | 48.41 %             | 9         |
| Health infrastructure                      | meets the needs of society                      | 6.54 Survey [0..10] | 33        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 62.50 index         | 15        |
| Attracting and retaining talents     | is a priority in companies  | 7.43 Survey [0..10] | 18        |
| Worker motivation                    | in companies is high  | 5.85 Survey [0..10] | 29        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.48 Survey [0..10] | 33        |
| Quality of life                      | is high   | 6.93 Survey [0..10] | 32        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.55 Survey [0..10] | 28        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 15,532 US\$         | 38        |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 98,070 US\$         | 47        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.45 %              | 34        |
| Justice                              | is fairly administered  | 7.04 Survey [0..10] | 19        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 5.95 micrograms     | 3         |

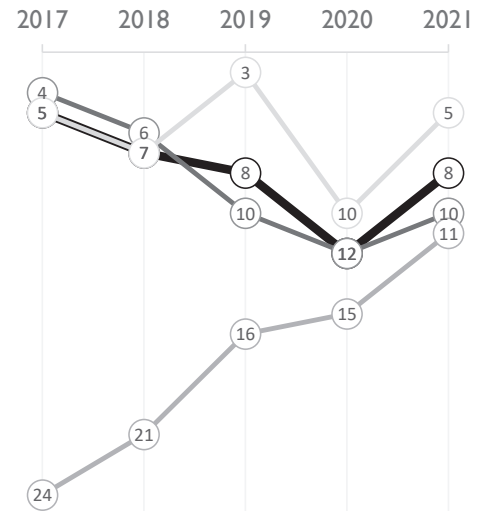
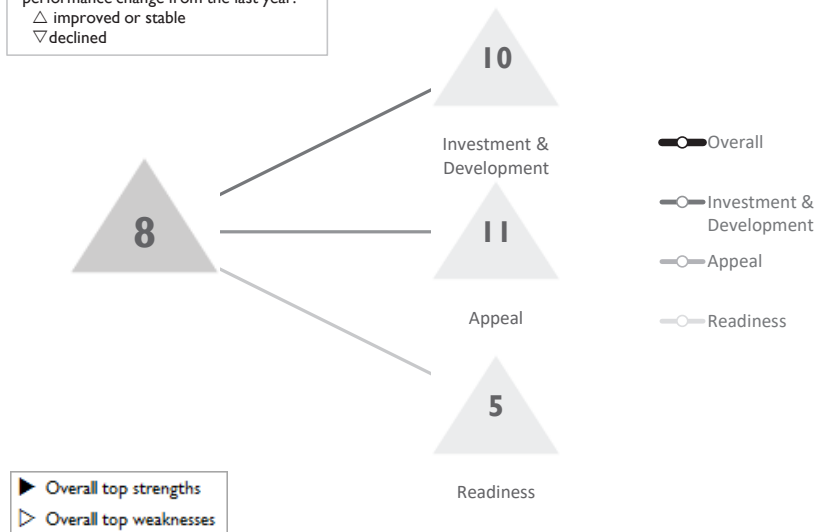
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.28 %              | 19        |
| ▷ Skilled labor                 | is readily available  | 3.46 Survey [0..10] | 62        |
| ▷ Finance skills                | are readily available                                       | 4.84 Survey [0..10] | 57        |
| ▷ International experience      | of senior managers is generally significant                 | 4.81 Survey [0..10] | 46        |
| ▷ Competent senior managers     | are readily available                                       | 3.94 Survey [0..10] | 57        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.58 Survey [0..10] | 15        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.91 %             | 18        |
| University education            | meets the needs of a competitive economy                    | 7.07 Survey [0..10] | 22        |
| Management education            | meets the needs of the business community                   | 6.42 Survey [0..10] | 33        |
| Language skills                 | are meeting the needs of enterprises                        | 7.19 Survey [0..10] | 22        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 3.80 number         | 24        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 526 Average         | 4         |

# FINLAND

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 5.6 %               | 13        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 10,671 US\$         | 14        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 13.59 ratio         | 26        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.92 ratio         | 39        |
| Apprenticeships                            | are sufficiently implemented                    | 5.16 Survey [0..10] | 28        |
| Employee training                          | is a high priority in companies                 | 7.26 Survey [0..10] | 7         |
| Female labor force                         | Percentage of total labor force                 | 47.87 %             | 11        |
| Health infrastructure                      | meets the needs of society                      | 8.71 Survey [0..10] | 4         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 72.70 index         | 37        |
| Attracting and retaining talents     | is a priority in companies  | 7.47 Survey [0..10] | 17        |
| Worker motivation                    | in companies is high  | 7.18 Survey [0..10] | 10        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.34 Survey [0..10] | 10        |
| Quality of life                      | is high   | 9.34 Survey [0..10] | 8         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.79 Survey [0..10] | 39        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 40,528 US\$         | 16        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 177,937 US\$        | 27        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 12.24 %             | 60        |
| Justice                              | is fairly administered  | 9.08 Survey [0..10] | 1         |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 5.64 micrograms     | 1         |

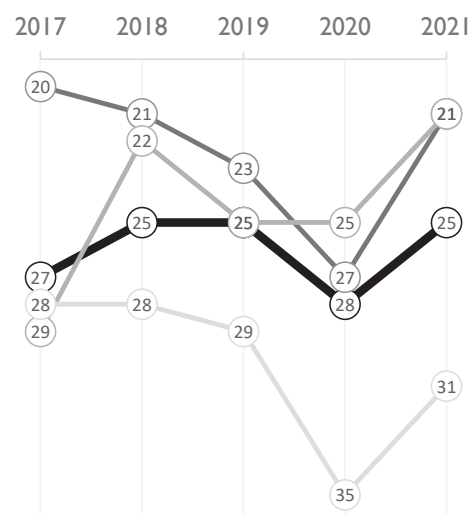
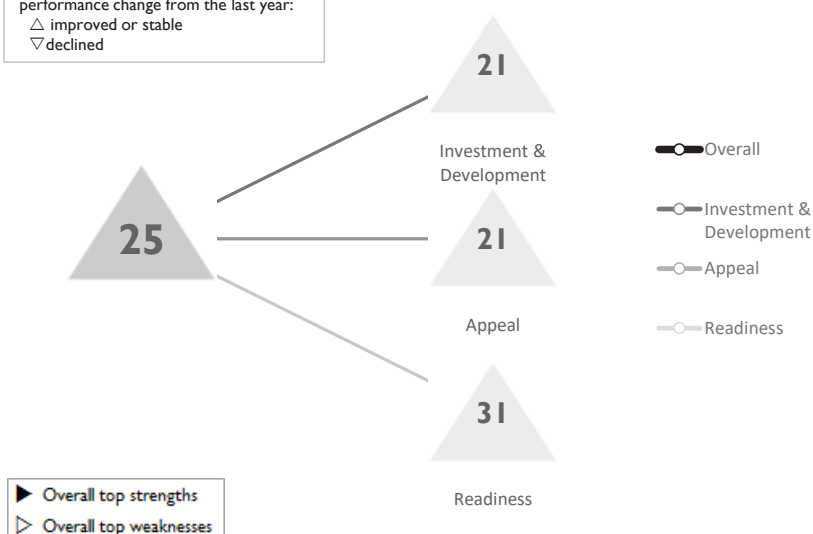
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.33 %             | 33        |
| Skilled labor                   | is readily available  | 6.66 Survey [0..10] | 11        |
| Finance skills                  | are readily available                                       | 7.47 Survey [0..10] | 12        |
| International experience        | of senior managers is generally significant                 | 6.05 Survey [0..10] | 18        |
| Competent senior managers       | are readily available                                       | 6.53 Survey [0..10] | 16        |
| Primary and secondary education | meets the needs of a competitive economy                    | 9.11 Survey [0..10] | 1         |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 28.38 %             | 14        |
| University education            | meets the needs of a competitive economy                    | 8.63 Survey [0..10] | 4         |
| Management education            | meets the needs of the business community                   | 7.95 Survey [0..10] | 7         |
| Language skills                 | are meeting the needs of enterprises                        | 8.29 Survey [0..10] | 11        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.31 number         | 20        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 516 Average         | 9         |

# FRANCE

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 5.3 %               | 20        |
| ► Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 9,163 US\$          | 18        |
| ▷ Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 19.15 ratio         | 51        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 13.01 ratio         | 42        |
| Apprenticeships                              | are sufficiently implemented                    | 5.15 Survey [0..10] | 29        |
| Employee training                            | is a high priority in companies                 | 6.15 Survey [0..10] | 30        |
| ► Female labor force                         | Percentage of total labor force                 | 48.53 %             | 6         |
| Health infrastructure                        | meets the needs of society                      | 7.44 Survey [0..10] | 20        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 78.10 index         | 44        |
| Attracting and retaining talents     | is a priority in companies  | 7.23 Survey [0..10] | 26        |
| Worker motivation                    | in companies is high  | 5.38 Survey [0..10] | 41        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.61 Survey [0..10] | 32        |
| ► Quality of life                    | is high   | 8.30 Survey [0..10] | 16        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.53 Survey [0..10] | 30        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 37,845 US\$         | 19        |
| ► Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 257,540 US\$        | 9         |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 9.60 %              | 49        |
| Justice                              | is fairly administered  | 6.45 Survey [0..10] | 24        |
| ► Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 11.37 micrograms    | 18        |

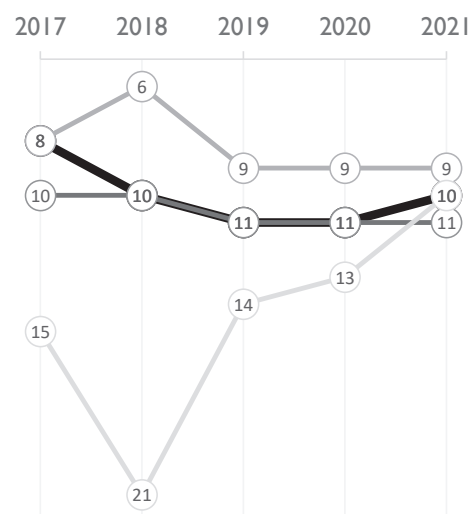
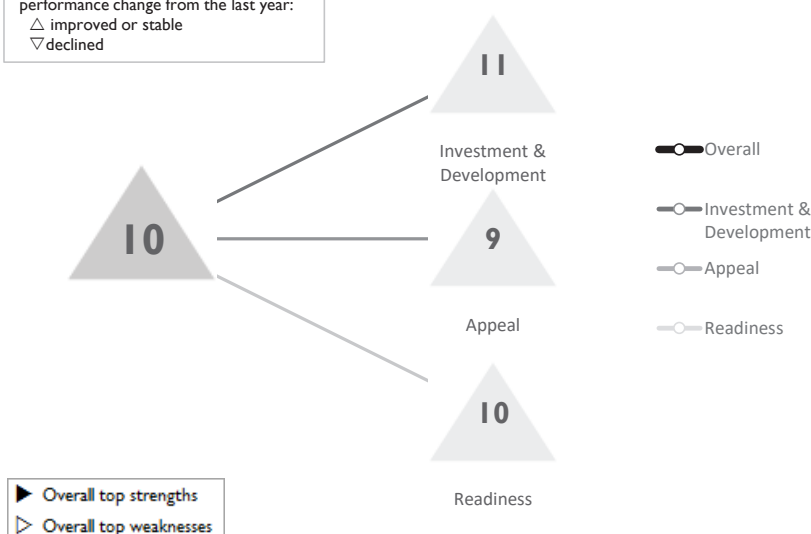
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -1.13 %             | 44        |
| Skilled labor                   | is readily available  | 5.43 Survey [0..10] | 36        |
| Finance skills                  | are readily available                                       | 6.68 Survey [0..10] | 25        |
| ▷ International experience      | of senior managers is generally significant                 | 4.80 Survey [0..10] | 47        |
| Competent senior managers       | are readily available                                       | 5.72 Survey [0..10] | 31        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.53 Survey [0..10] | 27        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.77 %             | 27        |
| University education            | meets the needs of a competitive economy                    | 6.87 Survey [0..10] | 27        |
| Management education            | meets the needs of the business community                   | 7.22 Survey [0..10] | 19        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 4.61 Survey [0..10] | 54        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 3.67 number         | 25        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 494 Average         | 25        |

# GERMANY

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education    | Percentage of GDP                               | 4.3 %               | 39        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 10,201 US\$         | 15        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 15.27 ratio         | 36        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.76 ratio         | 37        |
| ▶ Apprenticeships                          | are sufficiently implemented                    | 8.36 Survey [0..10] | 2         |
| ▶ Employee training                        | is a high priority in companies                 | 7.40 Survey [0..10] | 6         |
| Female labor force                         | Percentage of total labor force                 | 46.45 %             | 29        |
| Health infrastructure                      | meets the needs of society                      | 8.06 Survey [0..10] | 13        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 73.20 index         | 38        |
| Attracting and retaining talents       | is a priority in companies  | 7.37 Survey [0..10] | 19        |
| Worker motivation                      | in companies is high  | 6.64 Survey [0..10] | 15        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.93 Survey [0..10] | 17        |
| Quality of life                        | is high   | 8.90 Survey [0..10] | 11        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 6.53 Survey [0..10] | 17        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,639 US\$         | 9         |
| ▶ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 303,570 US\$        | 3         |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 10.64 %             | 54        |
| Justice                                | is fairly administered  | 8.10 Survey [0..10] | 9         |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 11.93 micrograms    | 21        |

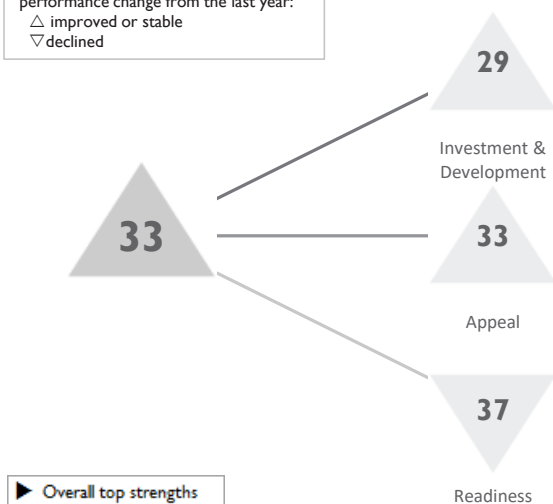
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.90 %              | 12        |
| ▷ Skilled labor                 | is readily available  | 5.05 Survey [0..10] | 43        |
| Finance skills                  | are readily available                                       | 6.78 Survey [0..10] | 22        |
| International experience        | of senior managers is generally significant                 | 6.09 Survey [0..10] | 15        |
| Competent senior managers       | are readily available                                       | 5.54 Survey [0..10] | 35        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.61 Survey [0..10] | 14        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 36.78 %             | 3         |
| University education            | meets the needs of a competitive economy                    | 7.76 Survey [0..10] | 14        |
| Management education            | meets the needs of the business community                   | 6.84 Survey [0..10] | 23        |
| Language skills                 | are meeting the needs of enterprises                        | 6.96 Survey [0..10] | 24        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.01 number         | 22        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 500 Average         | 18        |

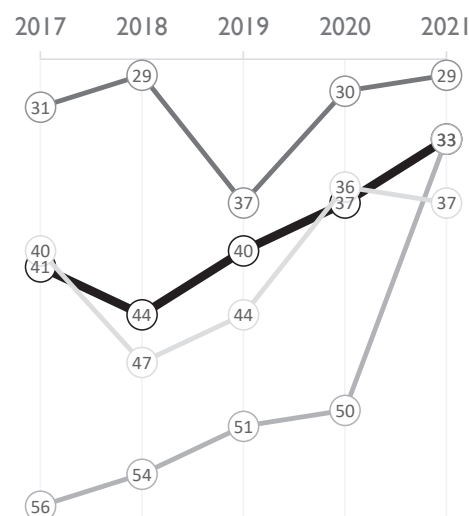
# GREECE

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.0 %               | 43        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 3,440 US\$          | 40        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 9.22 ratio          | 2         |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 8.80 ratio          | 5         |
| Apprenticeships                             | are sufficiently implemented                    | 4.75 Survey [0..10] | 42        |
| Employee training                           | is a high priority in companies                 | 5.44 Survey [0..10] | 44        |
| Female labor force                          | Percentage of total labor force                 | 44.19 %             | 45        |
| Health infrastructure                       | meets the needs of society                      | 5.52 Survey [0..10] | 38        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 64.40 index         | 18        |
| Attracting and retaining talents     | is a priority in companies  | 6.25 Survey [0..10] | 44        |
| Worker motivation                    | in companies is high  | 5.46 Survey [0..10] | 39        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.06 Survey [0..10] | 55        |
| Quality of life                      | is high   | 6.91 Survey [0..10] | 33        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 3.63 Survey [0..10] | 52        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 20,159 US\$         | 33        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 178,793 US\$        | 26        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.92 %              | 36        |
| Justice                              | is fairly administered  | 4.48 Survey [0..10] | 46        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 14.32 micrograms    | 28        |

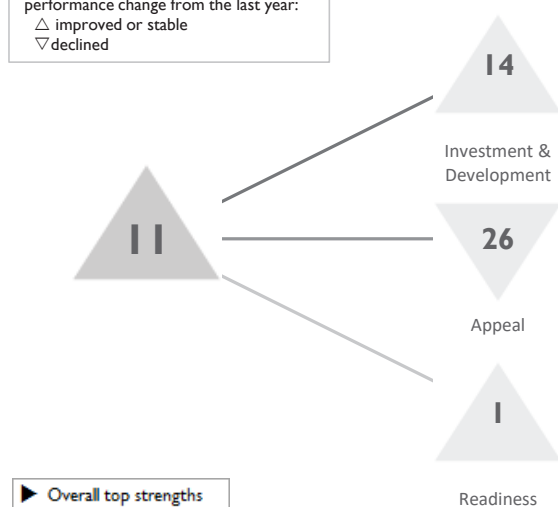
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -1.86 %             | 49        |
| ▶ Skilled labor                 | is readily available  | 6.41 Survey [0..10] | 17        |
| Finance skills                  | are readily available                                       | 6.22 Survey [0..10] | 36        |
| International experience        | of senior managers is generally significant                 | 6.03 Survey [0..10] | 19        |
| Competent senior managers       | are readily available                                       | 5.24 Survey [0..10] | 40        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.77 Survey [0..10] | 41        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.34 %             | 20        |
| ▷ University education          | meets the needs of a competitive economy                    | 5.25 Survey [0..10] | 46        |
| ▷ Management education          | meets the needs of the business community                   | 5.66 Survey [0..10] | 47        |
| ▶ Language skills               | are meeting the needs of enterprises                        | 7.97 Survey [0..10] | 15        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.59 number         | 30        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 453 Average         | 41        |

# HONG KONG SAR

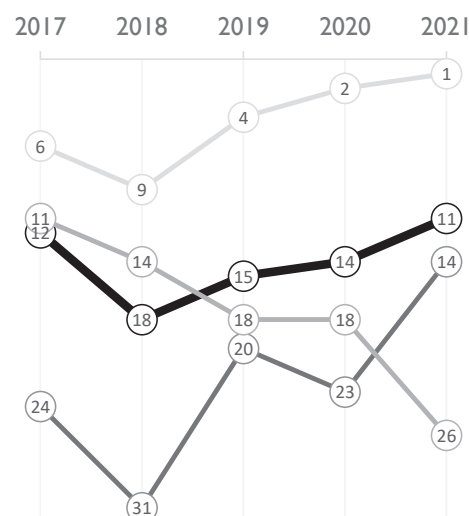
## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- Overall top weaknesses

● Overall  
 ● Investment & Development  
 ● Appeal  
 ● Readiness



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Total public expenditure on education    | Percentage of GDP                               | 3.8 %               | 46        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 11,307 US\$         | 11        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 13.19 ratio         | 23        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 10.99 ratio         | 19        |
| Apprenticeships                            | are sufficiently implemented                    | 5.83 Survey [0..10] | 16        |
| Employee training                          | is a high priority in companies                 | 6.79 Survey [0..10] | 14        |
| ► Female labor force                       | Percentage of total labor force                 | 50.10 %             | 2         |
| Health infrastructure                      | meets the needs of society                      | 7.79 Survey [0..10] | 17        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 124.30 index        | 61        |
| Attracting and retaining talents     | is a priority in companies  | 7.51 Survey [0..10] | 15        |
| Worker motivation                    | in companies is high  | 6.99 Survey [0..10] | 12        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.63 Survey [0..10] | 22        |
| Quality of life                      | is high   | 6.78 Survey [0..10] | 36        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.62 Survey [0..10] | 16        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 32,983 US\$         | 22        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 285,857 US\$        | 5         |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 1.93 %              | 11        |
| Justice                              | is fairly administered  | 7.25 Survey [0..10] | 16        |
| ► Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 19.00 micrograms    | 41        |

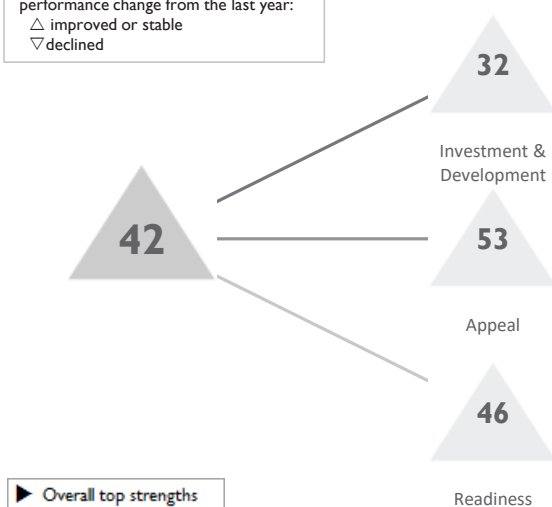
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | -1.97 %             | 50        |
| Skilled labor                   | is readily available  | 6.89 Survey [0..10] | 8         |
| ► Finance skills                | are readily available                                       | 8.40 Survey [0..10] | 1         |
| ► International experience      | of senior managers is generally significant                 | 7.44 Survey [0..10] | 4         |
| Competent senior managers       | are readily available                                       | 7.07 Survey [0..10] | 6         |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.69 Survey [0..10] | 12        |
| ► Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 41.48 %             | 1         |
| University education            | meets the needs of a competitive economy                    | 7.80 Survey [0..10] | 13        |
| Management education            | meets the needs of the business community                   | 8.02 Survey [0..10] | 6         |
| Language skills                 | are meeting the needs of enterprises                        | 7.65 Survey [0..10] | 18        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 5.68 number         | 11        |
| ► Educational assessment - PISA | PISA survey of 15-year olds                                 | 531 Average         | 3         |

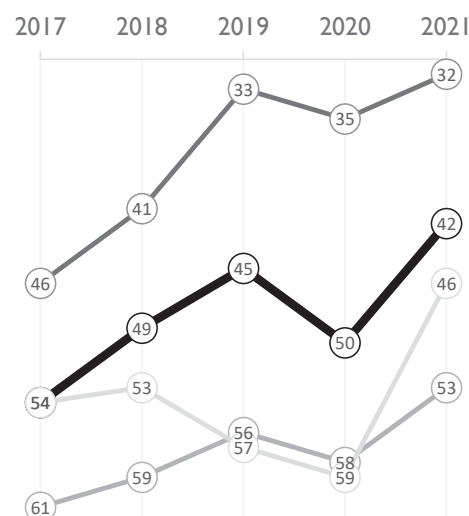
# HUNGARY

## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.8 %               | 29        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 4,658 US\$          | 35        |
| ► Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 10.18 ratio         | 4         |
| ► Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 11.37 ratio         | 24        |
| Apprenticeships                             | are sufficiently implemented                    | 3.76 Survey [0..10] | 55        |
| Employee training                           | is a high priority in companies                 | 5.05 Survey [0..10] | 51        |
| Female labor force                          | Percentage of total labor force                 | 46.73 %             | 28        |
| Health infrastructure                       | meets the needs of society                      | 3.54 Survey [0..10] | 53        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 57.30 index         | 7         |
| Attracting and retaining talents     | is a priority in companies  | 6.41 Survey [0..10] | 41        |
| Worker motivation                    | in companies is high  | 4.39 Survey [0..10] | 54        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 2.17 Survey [0..10] | 60        |
| Quality of life                      | is high   | 4.37 Survey [0..10] | 56        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.64 Survey [0..10] | 51        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 12,322 US\$         | 46        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 81,100 US\$         | 54        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.18 %              | 31        |
| Justice                              | is fairly administered  | 4.58 Survey [0..10] | 44        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 16.60 micrograms    | 35        |

### Readiness

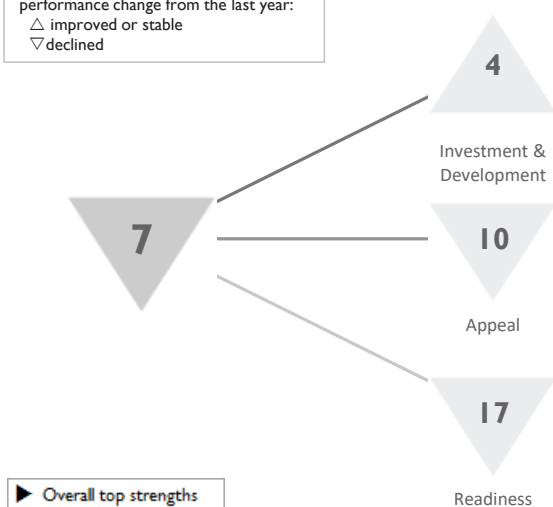
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | 0.67 %              | 15        |
| ▷ Skilled labor                 | is readily available  | 3.33 Survey [0..10] | 63        |
| Finance skills                  | are readily available                                       | 4.96 Survey [0..10] | 54        |
| International experience        | of senior managers is generally significant                 | 5.30 Survey [0..10] | 36        |
| ▷ Competent senior managers     | are readily available                                       | 3.16 Survey [0..10] | 62        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.32 Survey [0..10] | 49        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 23.35 %             | 36        |
| University education            | meets the needs of a competitive economy                    | 4.99 Survey [0..10] | 49        |
| ▷ Management education          | meets the needs of the business community                   | 4.59 Survey [0..10] | 58        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 3.69 Survey [0..10] | 59        |
| ► Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 3.63 number         | 26        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 479 Average         | 33        |



# ICELAND

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education      | Percentage of GDP                               | 7.0 %               | 4         |
| ▶ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 17,474 US\$         | 3         |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 11.02 ratio         | 8         |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 10.13 ratio         | 14        |
| ▷ Apprenticeships                            | are sufficiently implemented                    | 4.70 Survey [0..10] | 45        |
| Employee training                            | is a high priority in companies                 | 6.12 Survey [0..10] | 31        |
| Female labor force                           | Percentage of total labor force                 | 46.08 %             | 32        |
| Health infrastructure                        | meets the needs of society                      | 7.91 Survey [0..10] | 15        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | - index             | -         |
| Attracting and retaining talents       | is a priority in companies  | 7.48 Survey [0..10] | 16        |
| Worker motivation                      | in companies is high  | 7.21 Survey [0..10] | 9         |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.30 Survey [0..10] | 6         |
| Quality of life                        | is high   | 9.48 Survey [0..10] | 5         |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 5.05 Survey [0..10] | 37        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 75,088 US\$         | 2         |
| ▷ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 87,701 US\$         | 51        |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 14.32 %             | 62        |
| Justice                                | is fairly administered  | 7.33 Survey [0..10] | 15        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 6.37 micrograms     | 5         |

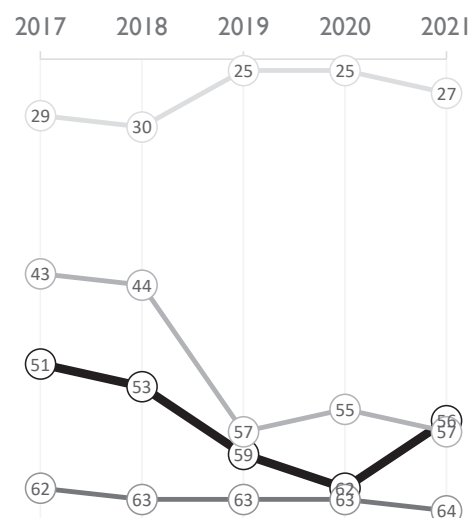
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.19 %             | 29        |
| ▶ Skilled labor                 | is readily available  | 7.03 Survey [0..10] | 4         |
| Finance skills                  | are readily available                                       | 7.70 Survey [0..10] | 7         |
| ▷ International experience      | of senior managers is generally significant                 | 5.06 Survey [0..10] | 40        |
| Competent senior managers       | are readily available                                       | 6.70 Survey [0..10] | 11        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.66 Survey [0..10] | 13        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 20.21 %             | 48        |
| University education            | meets the needs of a competitive economy                    | 8.09 Survey [0..10] | 9         |
| Management education            | meets the needs of the business community                   | 7.72 Survey [0..10] | 10        |
| ▶ Language skills               | are meeting the needs of enterprises                        | 8.82 Survey [0..10] | 3         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.33 number         | 19        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 481 Average         | 30        |

# INDIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 4.4 %               | 37        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 332 US\$            | 62        |
| ▷ Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 30.10 ratio         | 61        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 24.67 ratio         | 58        |
| Apprenticeships                              | are sufficiently implemented                    | 5.43 Survey [0..10] | 26        |
| Employee training                            | is a high priority in companies                 | 5.83 Survey [0..10] | 34        |
| ▷ Female labor force                         | Percentage of total labor force                 | 23.02 %             | 59        |
| Health infrastructure                        | meets the needs of society                      | 4.64 Survey [0..10] | 46        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 76.10 index         | 42        |
| Attracting and retaining talents     | is a priority in companies  | 6.63 Survey [0..10] | 34        |
| Worker motivation                    | in companies is high  | 6.07 Survey [0..10] | 27        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.93 Survey [0..10] | 29        |
| Quality of life                      | is high   | 5.14 Survey [0..10] | 47        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.73 Survey [0..10] | 41        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 6,508 US\$          | 57        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 103,745 US\$        | 45        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.49 %              | 16        |
| Justice                              | is fairly administered  | 5.43 Survey [0..10] | 34        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 83.30 micrograms    | 64        |

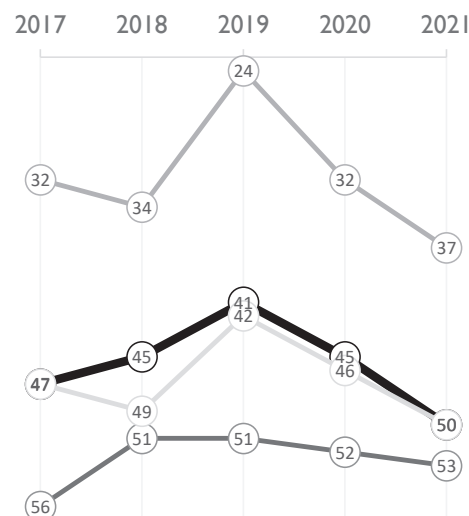
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 1.82 %              | 4         |
| Skilled labor                   | is readily available  | 6.15 Survey [0..10] | 24        |
| ▶ Finance skills                | are readily available                                       | 6.93 Survey [0..10] | 17        |
| International experience        | of senior managers is generally significant                 | 5.32 Survey [0..10] | 35        |
| ▶ Competent senior managers     | are readily available                                       | 6.27 Survey [0..10] | 20        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.93 Survey [0..10] | 37        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 32.17 %             | 6         |
| University education            | meets the needs of a competitive economy                    | 6.11 Survey [0..10] | 35        |
| Management education            | meets the needs of the business community                   | 6.71 Survey [0..10] | 26        |
| Language skills                 | are meeting the needs of enterprises                        | 7.09 Survey [0..10] | 23        |
| ▷ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 0.04 number         | 60        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | - Average           | -         |

# INDONESIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 3.1 %               | 55        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 454 US\$            | 61        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 17.82 ratio         | 47        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 15.21 ratio         | 50        |
| ▶ Apprenticeships                            | are sufficiently implemented                    | 6.14 Survey [0..10] | 10        |
| ▶ Employee training                          | is a high priority in companies                 | 6.75 Survey [0..10] | 18        |
| ▷ Female labor force                         | Percentage of total labor force                 | 34.65 %             | 57        |
| Health infrastructure                        | meets the needs of society                      | 5.46 Survey [0..10] | 40        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 71.30 index         | 32        |
| Attracting and retaining talents       | is a priority in companies  | 7.35 Survey [0..10] | 20        |
| ▶ Worker motivation                    | in companies is high  | 6.40 Survey [0..10] | 19        |
| ▶ Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.05 Survey [0..10] | 16        |
| Quality of life                        | is high   | 5.92 Survey [0..10] | 41        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 6.05 Survey [0..10] | 21        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 5,788 US\$          | 59        |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 84,341 US\$         | 53        |
| Collected personal income tax          | On profits, income and capital gains, as a percentage of GDP                                    | 3.54 %              | 24        |
| Justice                                | is fairly administered  | 4.91 Survey [0..10] | 40        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 19.67 micrograms    | 44        |

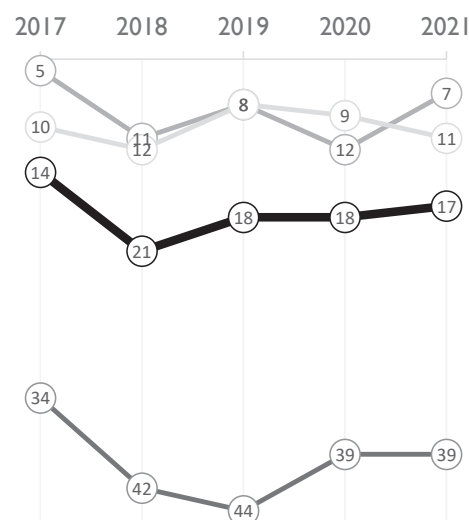
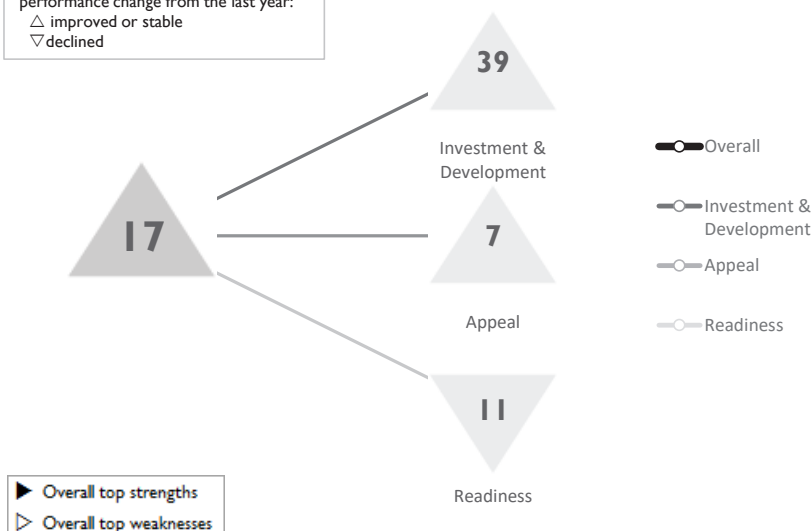
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 1.74 %              | 6         |
| Skilled labor                   | is readily available  | 5.95 Survey [0..10] | 30        |
| Finance skills                  | are readily available                                       | 6.11 Survey [0..10] | 40        |
| International experience        | of senior managers is generally significant                 | 5.30 Survey [0..10] | 38        |
| Competent senior managers       | are readily available                                       | 6.24 Survey [0..10] | 21        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.79 Survey [0..10] | 40        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 19.42 %             | 51        |
| University education            | meets the needs of a competitive economy                    | 5.95 Survey [0..10] | 38        |
| Management education            | meets the needs of the business community                   | 5.89 Survey [0..10] | 44        |
| Language skills                 | are meeting the needs of enterprises                        | 5.81 Survey [0..10] | 39        |
| ▷ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 0.03 number         | 61        |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 382 Average         | 58        |

# IRELAND

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education    | Percentage of GDP                               | 3.2 %               | 53        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 8,937 US\$          | 19        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 15.14 ratio         | 32        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.89 ratio         | 38        |
| ▶ Apprenticeships                          | are sufficiently implemented                    | 4.24 Survey [0..10] | 51        |
| Employee training                          | is a high priority in companies                 | 6.78 Survey [0..10] | 15        |
| Female labor force                         | Percentage of total labor force                 | 45.88 %             | 34        |
| ▶ Health infrastructure                    | meets the needs of society                      | 4.61 Survey [0..10] | 47        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 78.70 index         | 46        |
| ▶ Attracting and retaining talents     | is a priority in companies  | 8.03 Survey [0..10] | 5         |
| Worker motivation                      | in companies is high  | 7.05 Survey [0..10] | 11        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.24 Survey [0..10] | 11        |
| Quality of life                        | is high   | 8.28 Survey [0..10] | 17        |
| ▶ Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.42 Survey [0..10] | 9         |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,792 US\$         | 8         |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 210,279 US\$        | 17        |
| ▶ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 7.13 %              | 43        |
| Justice                                | is fairly administered  | 7.46 Survey [0..10] | 14        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 7.85 micrograms     | 10        |

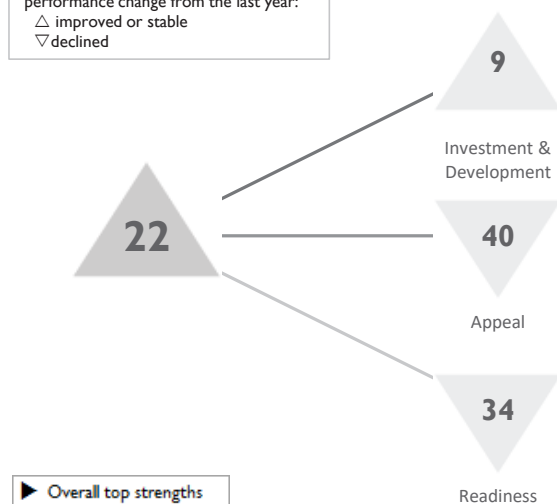
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| Labor force growth                | Percentage change   | -0.51 %             | 37        |
| Skilled labor                     | is readily available  | 6.07 Survey [0..10] | 27        |
| Finance skills                    | are readily available                                       | 7.53 Survey [0..10] | 9         |
| International experience          | of senior managers is generally significant                 | 6.37 Survey [0..10] | 12        |
| ▶ Competent senior managers       | are readily available                                       | 6.95 Survey [0..10] | 9         |
| ▶ Primary and secondary education | meets the needs of a competitive economy                    | 7.93 Survey [0..10] | 8         |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.31 %             | 29        |
| University education              | meets the needs of a competitive economy                    | 7.97 Survey [0..10] | 10        |
| Management education              | meets the needs of the business community                   | 7.66 Survey [0..10] | 11        |
| Language skills                   | are meeting the needs of enterprises                        | 5.97 Survey [0..10] | 37        |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | 5.06 number         | 15        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 505 Average         | 11        |

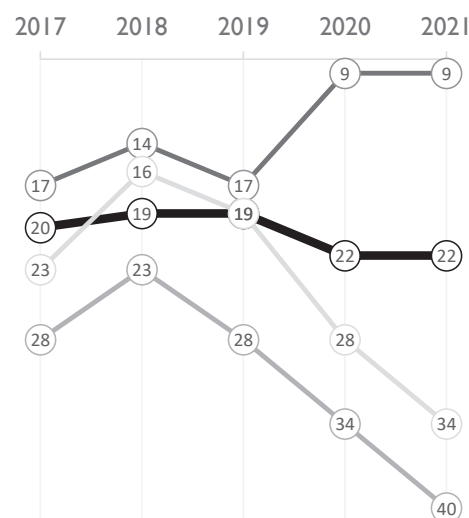
# ISRAEL

## OVERALL PERFORMANCE (64 countries)

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



► Overall top strengths  
 ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Total public expenditure on education      | Percentage of GDP                               | 7.1 %               | 3         |
| ► Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 9,763 US\$          | 16        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 15.10 ratio         | 30        |
| ► Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 10.40 ratio         | 16        |
| Apprenticeships                              | are sufficiently implemented                    | 5.65 Survey [0..10] | 18        |
| ▷ Employee training                          | is a high priority in companies                 | 5.61 Survey [0..10] | 40        |
| ► Female labor force                         | Percentage of total labor force                 | 48.04 %             | 10        |
| Health infrastructure                        | meets the needs of society                      | 7.04 Survey [0..10] | 25        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 95.30 index         | 54        |
| ▷ Attracting and retaining talents   | is a priority in companies  | 6.16 Survey [0..10] | 48        |
| Worker motivation                    | in companies is high  | 6.20 Survey [0..10] | 24        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.84 Survey [0..10] | 47        |
| Quality of life                      | is high   | 7.64 Survey [0..10] | 25        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.49 Survey [0..10] | 33        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 35,783 US\$         | 21        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 181,516 US\$        | 24        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 6.39 %              | 39        |
| Justice                              | is fairly administered  | 5.49 Survey [0..10] | 33        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 19.42 micrograms    | 43        |

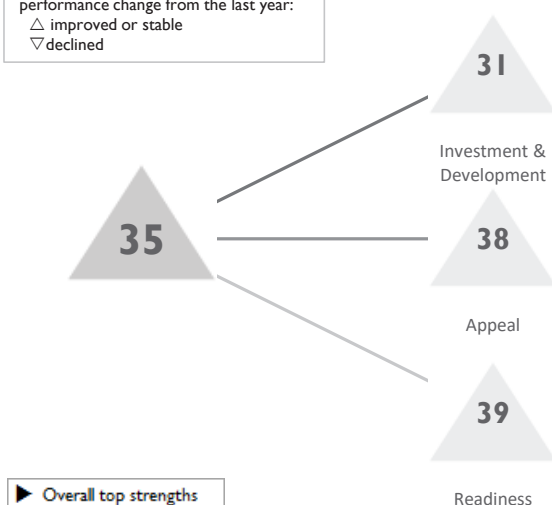
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.82 %             | 43        |
| Skilled labor                   | is readily available  | 6.20 Survey [0..10] | 21        |
| Finance skills                  | are readily available                                       | 6.20 Survey [0..10] | 38        |
| ► International experience      | of senior managers is generally significant                 | 6.08 Survey [0..10] | 16        |
| Competent senior managers       | are readily available                                       | 6.12 Survey [0..10] | 24        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.16 Survey [0..10] | 33        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | - %                 | -         |
| University education            | meets the needs of a competitive economy                    | 6.96 Survey [0..10] | 25        |
| Management education            | meets the needs of the business community                   | 6.24 Survey [0..10] | 35        |
| Language skills                 | are meeting the needs of enterprises                        | 6.47 Survey [0..10] | 33        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | - number            | -         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 465 Average         | 38        |

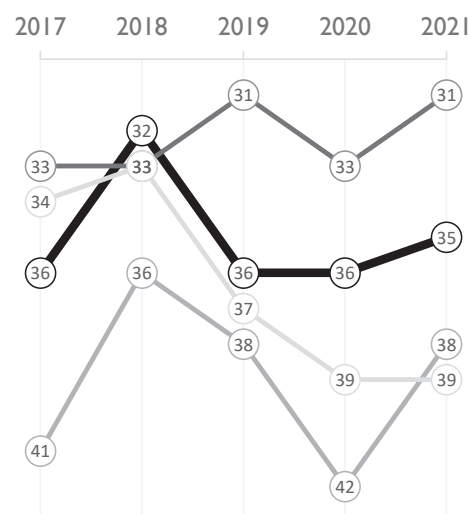
# ITALY

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 3.9 %               | 44        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 7,214 US\$          | 25        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 11.44 ratio         | 9         |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 10.53 ratio         | 18        |
| Apprenticeships                             | are sufficiently implemented                    | 4.63 Survey [0..10] | 46        |
| ▷ Employee training                         | is a high priority in companies                 | 4.97 Survey [0..10] | 53        |
| Female labor force                          | Percentage of total labor force                 | 42.50 %             | 49        |
| Health infrastructure                       | meets the needs of society                      | 6.66 Survey [0..10] | 32        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 78.50 index         | 45        |
| ▷ Attracting and retaining talents     | is a priority in companies  | 5.82 Survey [0..10] | 55        |
| Worker motivation                      | in companies is high  | 5.59 Survey [0..10] | 36        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.13 Survey [0..10] | 40        |
| Quality of life                        | is high   | 7.52 Survey [0..10] | 26        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 4.00 Survey [0..10] | 48        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 32,932 US\$         | 23        |
| ▶ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 256,104 US\$        | 10        |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 10.91 %             | 55        |
| Justice                                | is fairly administered  | 3.86 Survey [0..10] | 48        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 15.85 micrograms    | 32        |

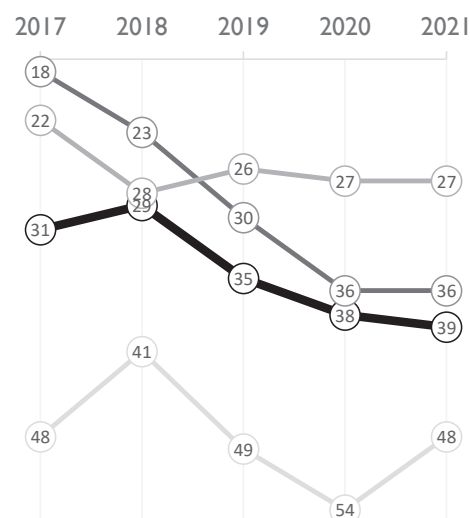
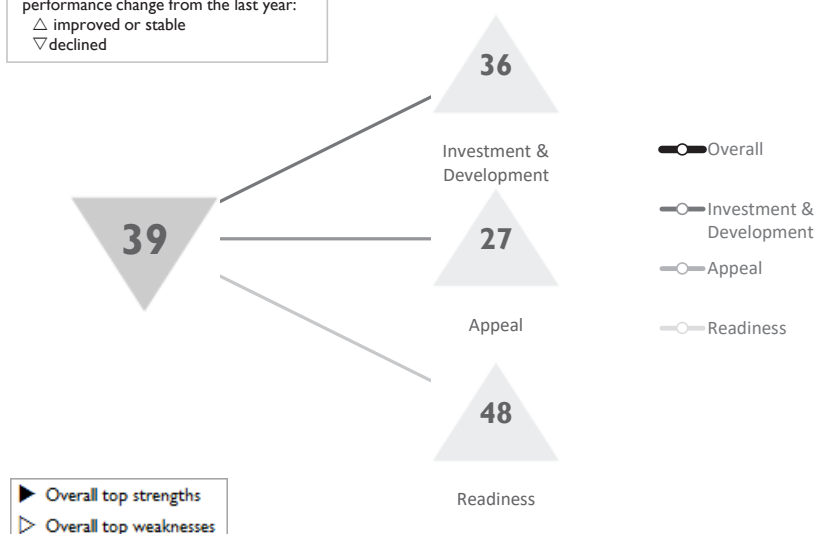
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▷ Labor force growth              | Percentage change   | -2.80 %             | 55        |
| Skilled labor                     | is readily available  | 5.98 Survey [0..10] | 29        |
| Finance skills                    | are readily available                                       | 6.05 Survey [0..10] | 42        |
| ▷ International experience        | of senior managers is generally significant                 | 4.74 Survey [0..10] | 51        |
| Competent senior managers         | are readily available                                       | 6.00 Survey [0..10] | 26        |
| ▶ Primary and secondary education | meets the needs of a competitive economy                    | 6.77 Survey [0..10] | 21        |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 24.48 %             | 34        |
| University education              | meets the needs of a competitive economy                    | 6.93 Survey [0..10] | 26        |
| Management education              | meets the needs of the business community                   | 6.50 Survey [0..10] | 29        |
| Language skills                   | are meeting the needs of enterprises                        | 4.95 Survey [0..10] | 48        |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | 1.76 number         | 42        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 477 Average         | 34        |

# JAPAN

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education    | Percentage of GDP                               | 3.1 %               | 56        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 7,704 US\$          | 24        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 15.90 ratio         | 37        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.15 ratio         | 34        |
| Apprenticeships                            | are sufficiently implemented                    | 5.41 Survey [0..10] | 27        |
| Employee training                          | is a high priority in companies                 | 6.27 Survey [0..10] | 27        |
| Female labor force                         | Percentage of total labor force                 | 44.32 %             | 43        |
| Health infrastructure                      | meets the needs of society                      | 6.69 Survey [0..10] | 31        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 113.20 index        | 60        |
| ▶ Attracting and retaining talents     | is a priority in companies  | 8.55 Survey [0..10] | 1         |
| Worker motivation                      | in companies is high  | 6.04 Survey [0..10] | 28        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.84 Survey [0..10] | 48        |
| Quality of life                        | is high   | 7.43 Survey [0..10] | 28        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 3.82 Survey [0..10] | 49        |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 45,806 US\$         | 14        |
| ▶ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 269,256 US\$        | 7         |
| Collected personal income tax          | On profits, income and capital gains, as a percentage of GDP                                    | 5.97 %              | 37        |
| ▶ Justice                              | is fairly administered  | 7.06 Survey [0..10] | 18        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 13.65 micrograms    | 26        |

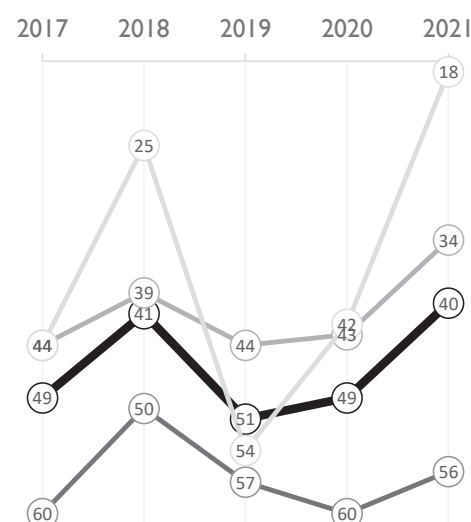
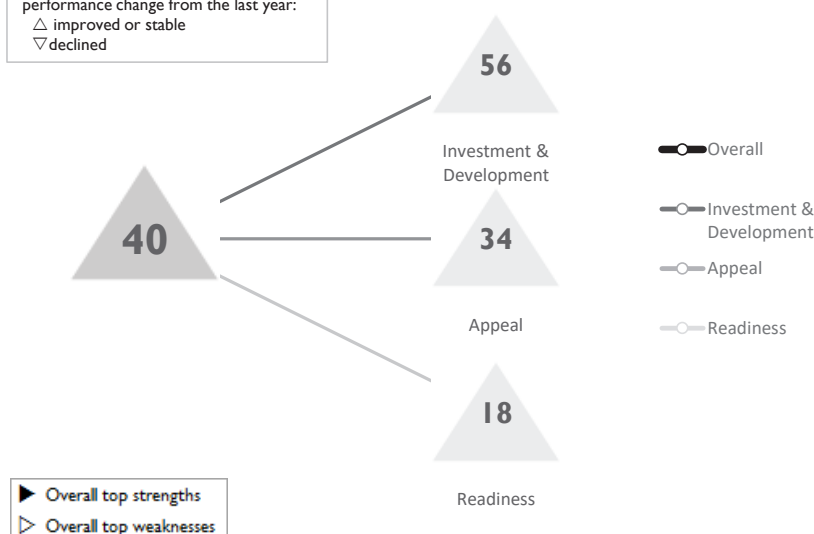
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.27 %             | 31        |
| Skilled labor                   | is readily available  | 4.93 Survey [0..10] | 46        |
| Finance skills                  | are readily available                                       | 5.86 Survey [0..10] | 45        |
| ▷ International experience      | of senior managers is generally significant                 | 2.61 Survey [0..10] | 64        |
| ▷ Competent senior managers     | are readily available                                       | 3.52 Survey [0..10] | 58        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.42 Survey [0..10] | 31        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 21.77 %             | 44        |
| University education            | meets the needs of a competitive economy                    | 4.64 Survey [0..10] | 54        |
| Management education            | meets the needs of the business community                   | 4.82 Survey [0..10] | 55        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 3.19 Survey [0..10] | 62        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.61 number         | 44        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 520 Average         | 5         |

# JORDAN

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education      | Percentage of GDP                               | 3.0 %               | 59        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 548 US\$            | 59        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 16.38 ratio         | 39        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 14.40 ratio         | 48        |
| ▶ Apprenticeships                            | are sufficiently implemented                    | 6.14 Survey [0..10] | 9         |
| ▶ Employee training                          | is a high priority in companies                 | 6.83 Survey [0..10] | 12        |
| ▷ Female labor force                         | Percentage of total labor force                 | 20.71 %             | 61        |
| Health infrastructure                        | meets the needs of society                      | 6.49 Survey [0..10] | 34        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 74.10 index         | 39        |
| Attracting and retaining talents     | is a priority in companies  | 7.14 Survey [0..10] | 29        |
| Worker motivation                    | in companies is high  | 6.16 Survey [0..10] | 25        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.17 Survey [0..10] | 27        |
| Quality of life                      | is high   | 5.60 Survey [0..10] | 43        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.51 Survey [0..10] | 32        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | - US\$              | -         |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 52,902 US\$         | 56        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 0.74 %              | 4         |
| Justice                              | is fairly administered  | 6.56 Survey [0..10] | 23        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 30.13 micrograms    | 57        |

### Readiness

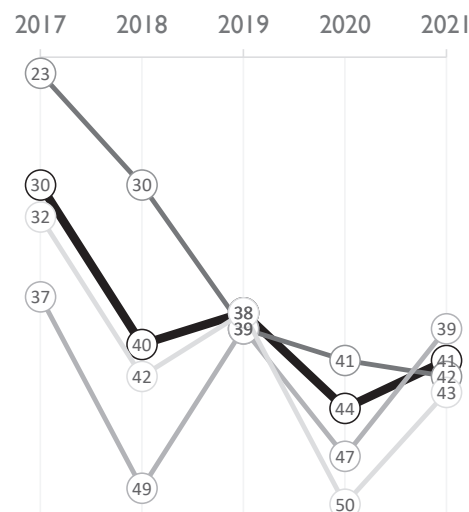
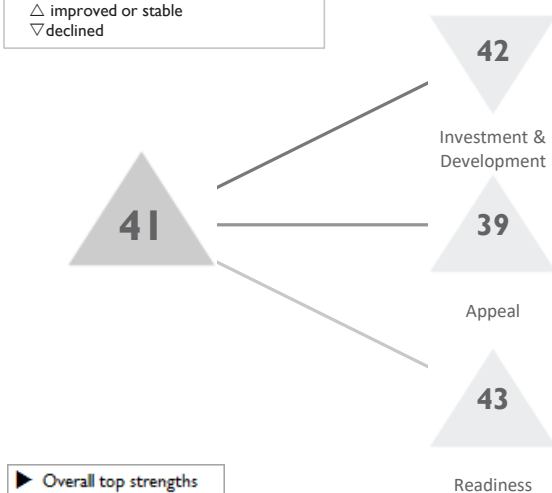
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 2.35 %              | 1         |
| ▶ Skilled labor                 | is readily available  | 7.25 Survey [0..10] | 2         |
| Finance skills                  | are readily available                                       | 7.30 Survey [0..10] | 14        |
| International experience        | of senior managers is generally significant                 | 6.35 Survey [0..10] | 13        |
| Competent senior managers       | are readily available                                       | 6.58 Survey [0..10] | 15        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.51 Survey [0..10] | 28        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 28.42 %             | 13        |
| University education            | meets the needs of a competitive economy                    | 6.73 Survey [0..10] | 28        |
| Management education            | meets the needs of the business community                   | 6.63 Survey [0..10] | 28        |
| Language skills                 | are meeting the needs of enterprises                        | 6.63 Survey [0..10] | 29        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 3.84 number         | 23        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 416 Average         | 49        |



# KAZAKHSTAN

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education      | Percentage of GDP                               | 2.9 %               | 60        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 988 US\$            | 57        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 17.21 ratio         | 44        |
| ▶ Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 7.68 ratio          | 2         |
| Apprenticeships                              | are sufficiently implemented                    | 5.55 Survey [0..10] | 25        |
| Employee training                            | is a high priority in companies                 | 6.40 Survey [0..10] | 22        |
| ▶ Female labor force                         | Percentage of total labor force                 | 48.49 %             | 8         |
| Health infrastructure                        | meets the needs of society                      | 4.78 Survey [0..10] | 44        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 52.10 index         | 3         |
| Attracting and retaining talents       | is a priority in companies  | 6.53 Survey [0..10] | 35        |
| Worker motivation                      | in companies is high  | 5.55 Survey [0..10] | 38        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.31 Survey [0..10] | 37        |
| Quality of life                        | is high   | 5.28 Survey [0..10] | 45        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 5.68 Survey [0..10] | 25        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 6,244 US\$          | 58        |
| ▷ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 16,000 US\$         | 62        |
| ▶ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 1.26 %              | 7         |
| Justice                                | is fairly administered  | 5.76 Survey [0..10] | 29        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 21.05 micrograms    | 47        |

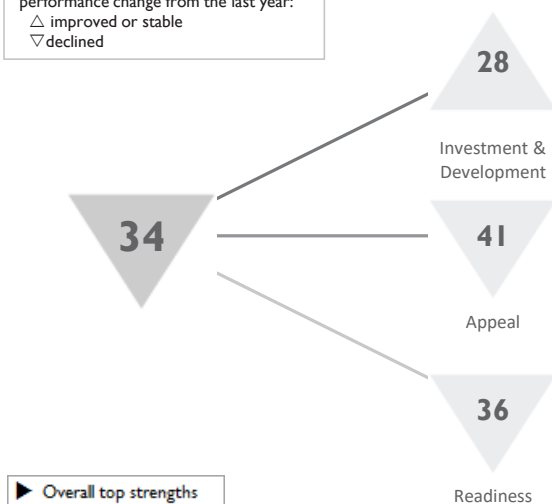
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.44 %             | 36        |
| Skilled labor                   | is readily available  | 5.68 Survey [0..10] | 34        |
| Finance skills                  | are readily available                                       | 6.51 Survey [0..10] | 29        |
| International experience        | of senior managers is generally significant                 | 5.73 Survey [0..10] | 29        |
| ▶ Competent senior managers     | are readily available                                       | 6.40 Survey [0..10] | 18        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.24 Survey [0..10] | 45        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 24.73 %             | 32        |
| University education            | meets the needs of a competitive economy                    | 5.11 Survey [0..10] | 48        |
| Management education            | meets the needs of the business community                   | 5.50 Survey [0..10] | 48        |
| Language skills                 | are meeting the needs of enterprises                        | 4.94 Survey [0..10] | 49        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.23 number         | 49        |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 402 Average         | 53        |

# KOREA REP.

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.5 %               | 35        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 7,722 US\$          | 23        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 16.62 ratio         | 43        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.10 ratio         | 31        |
| ▶ Apprenticeships                          | are sufficiently implemented                    | 6.00 Survey [0..10] | 12        |
| Employee training                          | is a high priority in companies                 | 6.11 Survey [0..10] | 32        |
| Female labor force                         | Percentage of total labor force                 | 42.86 %             | 47        |
| ▶ Health infrastructure                    | meets the needs of society                      | 8.15 Survey [0..10] | 12        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 95.90 index         | 55        |
| ▶ Attracting and retaining talents   | is a priority in companies  | 8.00 Survey [0..10] | 6         |
| Worker motivation                    | in companies is high  | 5.34 Survey [0..10] | 43        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.28 Survey [0..10] | 24        |
| Quality of life                      | is high   | 6.44 Survey [0..10] | 39        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.42 Survey [0..10] | 46        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 24,963 US\$         | 28        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 237,687 US\$        | 15        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 4.78 %              | 30        |
| Justice                              | is fairly administered  | 4.59 Survey [0..10] | 43        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 27.45 micrograms    | 55        |

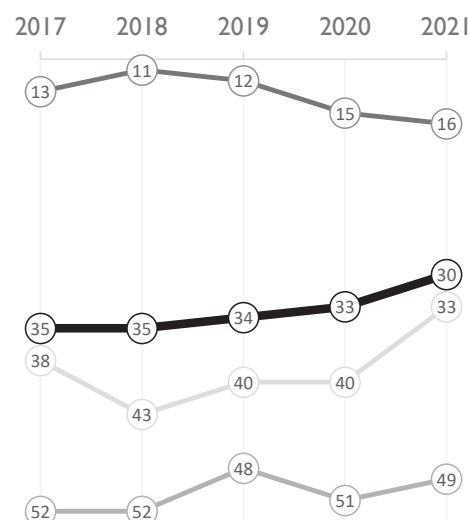
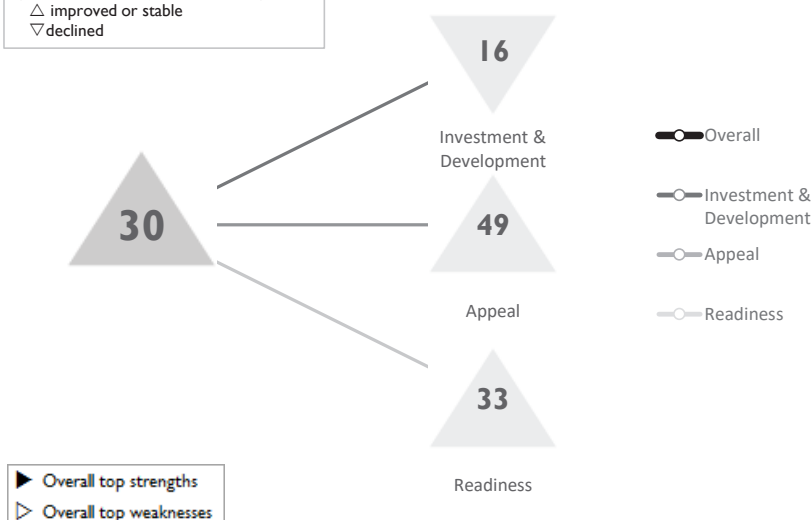
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.62 %             | 39        |
| Skilled labor                   | is readily available  | 4.95 Survey [0..10] | 45        |
| Finance skills                  | are readily available                                       | 5.78 Survey [0..10] | 46        |
| ▷ International experience      | of senior managers is generally significant                 | 4.66 Survey [0..10] | 52        |
| ▷ Competent senior managers     | are readily available                                       | 4.24 Survey [0..10] | 53        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.85 Survey [0..10] | 38        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 29.61 %             | 12        |
| ▷ University education          | meets the needs of a competitive economy                    | 5.23 Survey [0..10] | 47        |
| Management education            | meets the needs of the business community                   | 5.72 Survey [0..10] | 46        |
| Language skills                 | are meeting the needs of enterprises                        | 6.17 Survey [0..10] | 35        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.91 number         | 40        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 520 Average         | 6         |

# LATVIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 5.8 %               | 12        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 4,885 US\$          | 34        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 11.96 ratio         | 11        |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 9.93 ratio          | 12        |
| Apprenticeships                             | are sufficiently implemented                    | 4.98 Survey [0..10] | 35        |
| ▷ Employee training                         | is a high priority in companies                 | 5.24 Survey [0..10] | 49        |
| ▶ Female labor force                        | Percentage of total labor force                 | 49.94 %             | 3         |
| Health infrastructure                       | meets the needs of society                      | 4.93 Survey [0..10] | 42        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 67.60 index         | 23        |
| Attracting and retaining talents       | is a priority in companies  | 6.49 Survey [0..10] | 36        |
| Worker motivation                      | in companies is high  | 5.32 Survey [0..10] | 44        |
| ▷ Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.69 Survey [0..10] | 50        |
| Quality of life                        | is high   | 5.50 Survey [0..10] | 44        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 4.62 Survey [0..10] | 43        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 11,431 US\$         | 51        |
| ▷ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 99,037 US\$         | 46        |
| Collected personal income tax          | On profits, income and capital gains, as a percentage of GDP                                    | 6.50 %              | 40        |
| Justice                                | is fairly administered  | 4.89 Survey [0..10] | 41        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 12.71 micrograms    | 24        |

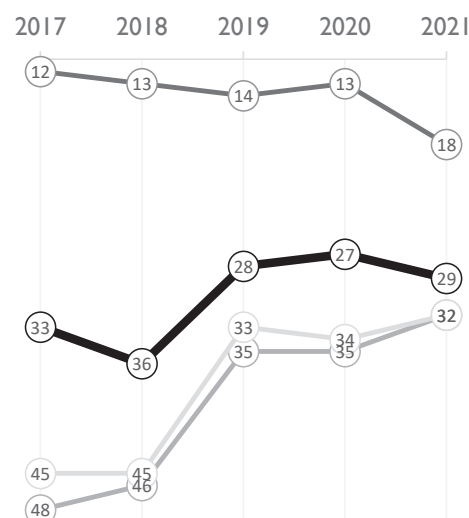
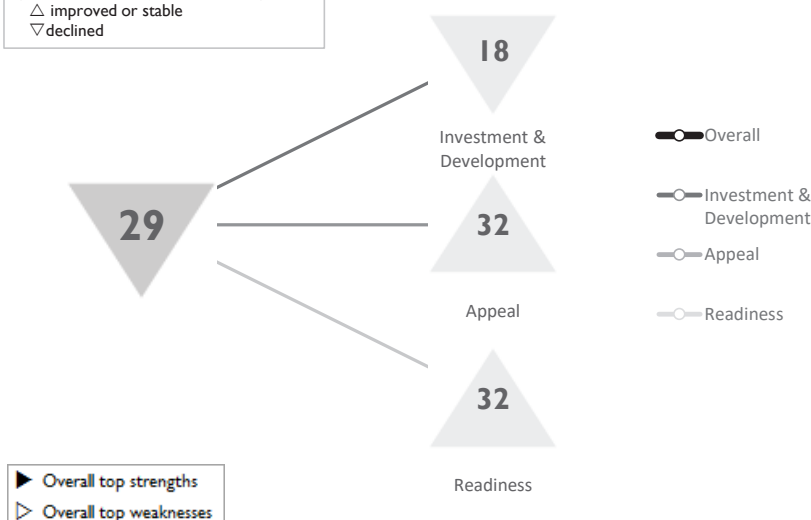
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.04 %              | 25        |
| Skilled labor                   | is readily available  | 5.20 Survey [0..10] | 40        |
| Finance skills                  | are readily available                                       | 6.09 Survey [0..10] | 41        |
| ▶ International experience      | of senior managers is generally significant                 | 6.09 Survey [0..10] | 14        |
| Competent senior managers       | are readily available                                       | 5.60 Survey [0..10] | 34        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.09 Survey [0..10] | 36        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 19.93 %             | 49        |
| University education            | meets the needs of a competitive economy                    | 6.32 Survey [0..10] | 34        |
| Management education            | meets the needs of the business community                   | 6.36 Survey [0..10] | 34        |
| Language skills                 | are meeting the needs of enterprises                        | 7.78 Survey [0..10] | 17        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.36 number         | 18        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 487 Average         | 29        |

# LITHUANIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.6 %               | 33        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 4,394 US\$          | 37        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 14.45 ratio         | 28        |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 9.59 ratio          | 11        |
| ▶ Apprenticeships                           | are sufficiently implemented                    | 6.03 Survey [0..10] | 11        |
| Employee training                           | is a high priority in companies                 | 6.28 Survey [0..10] | 26        |
| ▶ Female labor force                        | Percentage of total labor force                 | 49.51 %             | 4         |
| Health infrastructure                       | meets the needs of society                      | 5.75 Survey [0..10] | 37        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 60.70 index         | 10        |
| Attracting and retaining talents       | is a priority in companies  | 6.91 Survey [0..10] | 33        |
| Worker motivation                      | in companies is high  | 5.77 Survey [0..10] | 30        |
| ▷ Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.90 Survey [0..10] | 46        |
| Quality of life                        | is high   | 6.86 Survey [0..10] | 34        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 5.14 Survey [0..10] | 35        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 11,666 US\$         | 49        |
| ▷ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 112,304 US\$        | 43        |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 7.06 %              | 42        |
| Justice                                | is fairly administered  | 5.67 Survey [0..10] | 31        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 10.47 micrograms    | 17        |

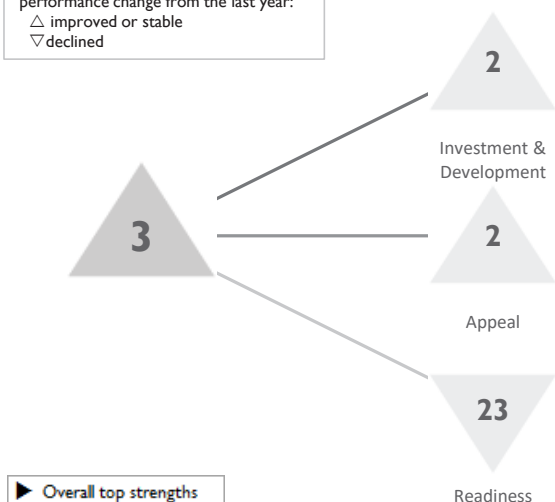
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 0.92 %              | 11        |
| Skilled labor                   | is readily available  | 5.11 Survey [0..10] | 42        |
| ▷ Finance skills                | are readily available                                       | 4.96 Survey [0..10] | 55        |
| International experience        | of senior managers is generally significant                 | 5.90 Survey [0..10] | 22        |
| Competent senior managers       | are readily available                                       | 5.28 Survey [0..10] | 39        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.10 Survey [0..10] | 35        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.27 %             | 23        |
| University education            | meets the needs of a competitive economy                    | 5.85 Survey [0..10] | 39        |
| Management education            | meets the needs of the business community                   | 6.15 Survey [0..10] | 38        |
| Language skills                 | are meeting the needs of enterprises                        | 7.42 Survey [0..10] | 20        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.40 number         | 34        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 480 Average         | 32        |

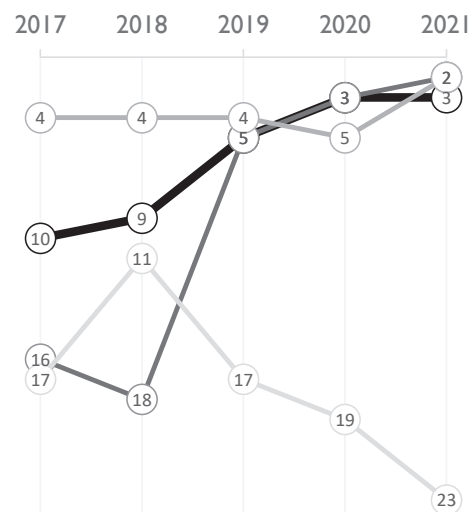
# LUXEMBOURG

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 4.7 %               | 32        |
| ▶ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 29,122 US\$         | 1         |
| ▶ Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 8.97 ratio          | 1         |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 9.24 ratio          | 8         |
| Apprenticeships                              | are sufficiently implemented                    | 5.87 Survey [0..10] | 15        |
| Employee training                            | is a high priority in companies                 | 7.02 Survey [0..10] | 11        |
| ▷ Female labor force                         | Percentage of total labor force                 | 39.50 %             | 52        |
| Health infrastructure                        | meets the needs of society                      | 8.00 Survey [0..10] | 14        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Cost-of-living index                   | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 71.40 index         | 33        |
| Attracting and retaining talents       | is a priority in companies  | 7.87 Survey [0..10] | 9         |
| Worker motivation                      | in companies is high  | 6.94 Survey [0..10] | 13        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.22 Survey [0..10] | 12        |
| Quality of life                        | is high   | 9.18 Survey [0..10] | 9         |
| ▶ Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.90 Survey [0..10] | 5         |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 64,767 US\$         | 3         |
| Remuneration of management             | Total base salary plus bonuses and long-term incentives, US\$                                   | 263,271 US\$        | 8         |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 9.32 %              | 48        |
| Justice                                | is fairly administered  | 7.90 Survey [0..10] | 10        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 10.09 micrograms    | 16        |

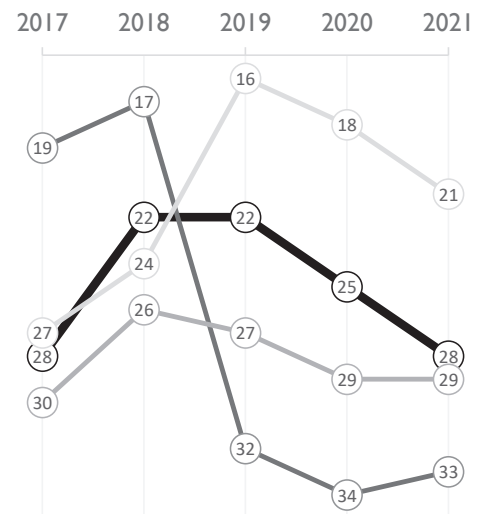
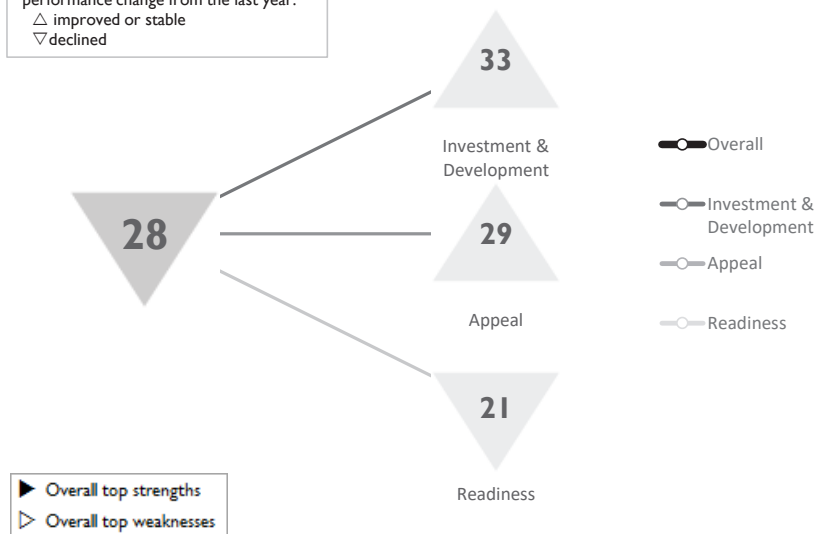
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 2.32 %              | 2         |
| ▷ Skilled labor                 | is readily available  | 4.68 Survey [0..10] | 48        |
| Finance skills                  | are readily available                                       | 6.87 Survey [0..10] | 21        |
| International experience        | of senior managers is generally significant                 | 7.27 Survey [0..10] | 6         |
| ▷ Competent senior managers     | are readily available                                       | 5.35 Survey [0..10] | 37        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.74 Survey [0..10] | 23        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.96 %             | 53        |
| University education            | meets the needs of a competitive economy                    | 6.51 Survey [0..10] | 30        |
| Management education            | meets the needs of the business community                   | 6.79 Survey [0..10] | 24        |
| Language skills                 | are meeting the needs of enterprises                        | 8.32 Survey [0..10] | 10        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 5.63 number         | 12        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 477 Average         | 35        |

# MALAYSIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 4.2 %               | 40        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,963 US\$          | 47        |
| ► Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 12.00 ratio         | 13        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 11.00 ratio         | 20        |
| Apprenticeships                              | are sufficiently implemented                    | 5.60 Survey [0..10] | 21        |
| Employee training                            | is a high priority in companies                 | 6.31 Survey [0..10] | 25        |
| ▷ Female labor force                         | Percentage of total labor force                 | 39.02 %             | 53        |
| Health infrastructure                        | meets the needs of society                      | 7.43 Survey [0..10] | 22        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 63.10 index         | 16        |
| Attracting and retaining talents       | is a priority in companies  | 6.41 Survey [0..10] | 40        |
| Worker motivation                      | in companies is high  | 5.76 Survey [0..10] | 31        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.23 Survey [0..10] | 26        |
| Quality of life                        | is high   | 6.59 Survey [0..10] | 37        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 5.87 Survey [0..10] | 23        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 13,564 US\$         | 41        |
| ▷ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 117,688 US\$        | 42        |
| ► Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 2.56 %              | 17        |
| Justice                                | is fairly administered  | 5.41 Survey [0..10] | 35        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 16.55 micrograms    | 34        |

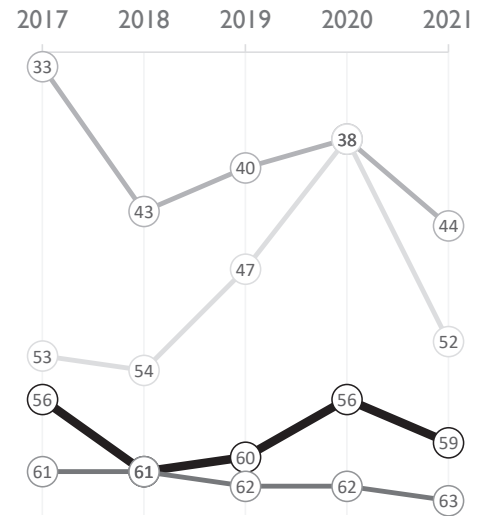
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | 0.55 %              | 16        |
| Skilled labor                   | is readily available  | 6.14 Survey [0..10] | 25        |
| Finance skills                  | are readily available                                       | 6.29 Survey [0..10] | 33        |
| International experience        | of senior managers is generally significant                 | 5.69 Survey [0..10] | 30        |
| Competent senior managers       | are readily available                                       | 5.89 Survey [0..10] | 28        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.11 Survey [0..10] | 34        |
| ► Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 39.17 %             | 2         |
| University education            | meets the needs of a competitive economy                    | 6.33 Survey [0..10] | 33        |
| Management education            | meets the needs of the business community                   | 6.49 Survey [0..10] | 31        |
| Language skills                 | are meeting the needs of enterprises                        | 6.66 Survey [0..10] | 28        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.52 number         | 32        |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 431 Average         | 45        |

# MEXICO

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education      | Percentage of GDP                               | 3.1 %               | 57        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,022 US\$          | 56        |
| ▷ Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 24.42 ratio         | 58        |
| ▷ Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 27.22 ratio         | 62        |
| Apprenticeships                              | are sufficiently implemented                    | 5.12 Survey [0..10] | 30        |
| Employee training                            | is a high priority in companies                 | 5.35 Survey [0..10] | 47        |
| Female labor force                           | Percentage of total labor force                 | 38.76 %             | 54        |
| Health infrastructure                        | meets the needs of society                      | 2.78 Survey [0..10] | 56        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 66.10 index         | 22        |
| Attracting and retaining talents       | is a priority in companies  | 6.21 Survey [0..10] | 45        |
| Worker motivation                      | in companies is high  | 5.57 Survey [0..10] | 37        |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.10 Survey [0..10] | 41        |
| Quality of life                        | is high   | 5.18 Survey [0..10] | 46        |
| Foreign highly-skilled personnel       | are attracted to your country's business environment  | 4.75 Survey [0..10] | 40        |
| ▷ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 7,429 US\$          | 56        |
| ► Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 200,980 US\$        | 21        |
| ► Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 3.42 %              | 23        |
| Justice                                | is fairly administered  | 2.45 Survey [0..10] | 54        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 20.11 micrograms    | 46        |

### Readiness

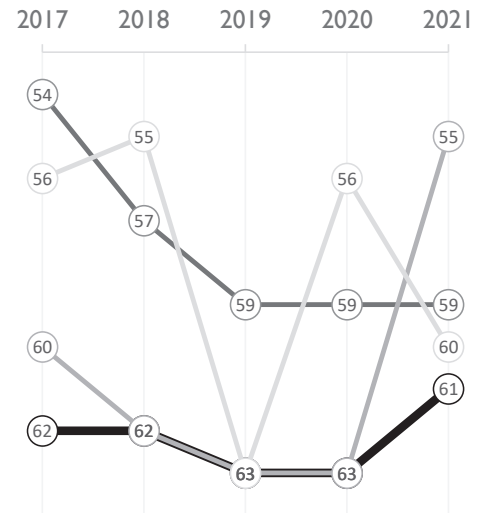
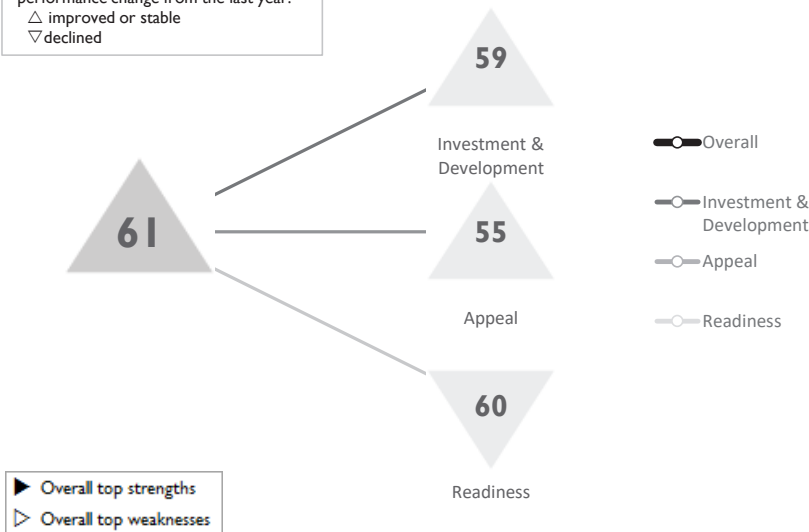
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -3.03 %             | 56        |
| Skilled labor                   | is readily available  | 5.83 Survey [0..10] | 32        |
| Finance skills                  | are readily available                                       | 6.12 Survey [0..10] | 39        |
| ► International experience      | of senior managers is generally significant                 | 6.06 Survey [0..10] | 17        |
| Competent senior managers       | are readily available                                       | 5.29 Survey [0..10] | 38        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.10 Survey [0..10] | 53        |
| ► Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.83 %             | 26        |
| University education            | meets the needs of a competitive economy                    | 5.51 Survey [0..10] | 42        |
| Management education            | meets the needs of the business community                   | 5.81 Survey [0..10] | 45        |
| Language skills                 | are meeting the needs of enterprises                        | 5.04 Survey [0..10] | 45        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.26 number         | 55        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 416 Average         | 48        |



# MONGOLIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.7 %               | 31        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 626 US\$            | 58        |
| ▷ Pupil-teacher ratio (primary education)  | Ratio of students to teaching staff             | 32.30 ratio         | 63        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 20.00 ratio         | 55        |
| Apprenticeships                            | are sufficiently implemented                    | 4.10 Survey [0..10] | 53        |
| ▶ Employee training                        | is a high priority in companies                 | 6.76 Survey [0..10] | 17        |
| ▶ Female labor force                       | Percentage of total labor force                 | 47.27 %             | 15        |
| Health infrastructure                      | meets the needs of society                      | 2.70 Survey [0..10] | 59        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | - index             | -         |
| ▶ Attracting and retaining talents   | is a priority in companies  | 7.26 Survey [0..10] | 24        |
| Worker motivation                    | in companies is high  | 4.00 Survey [0..10] | 61        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.52 Survey [0..10] | 51        |
| ▷ Quality of life                    | is high   | 2.52 Survey [0..10] | 63        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.14 Survey [0..10] | 56        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | - US\$              | -         |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | - US\$              | -         |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.48 %              | 15        |
| Justice                              | is fairly administered  | 2.38 Survey [0..10] | 56        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 42.29 micrograms    | 59        |

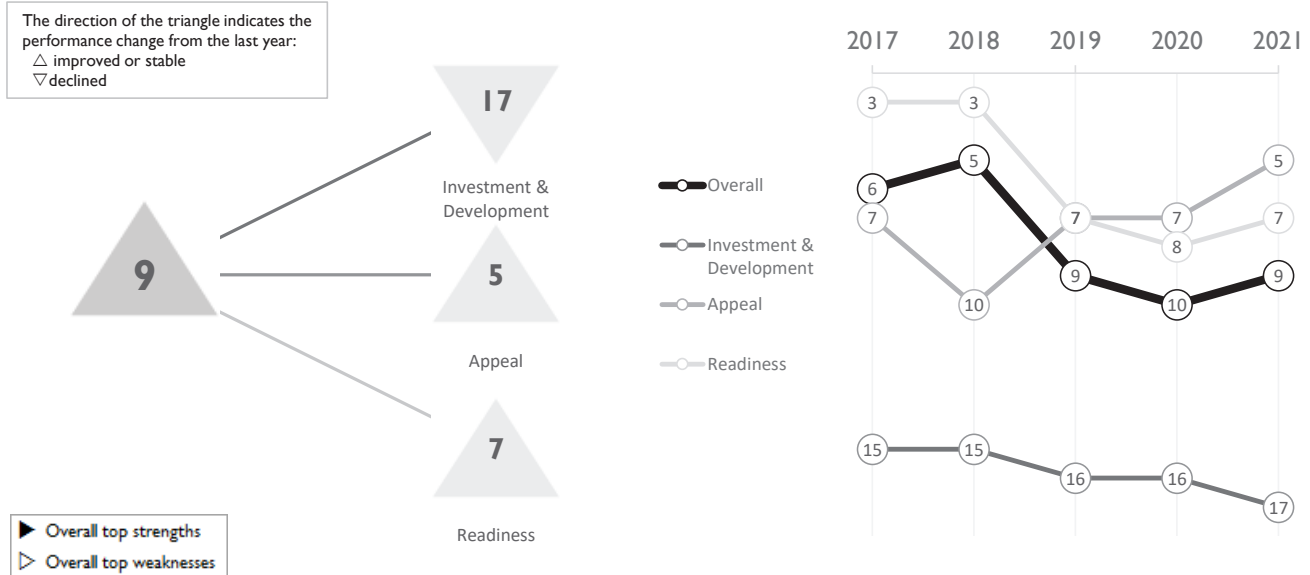
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -4.50 %             | 59        |
| ▷ Skilled labor                 | is readily available  | 2.76 Survey [0..10] | 64        |
| Finance skills                  | are readily available                                       | 4.10 Survey [0..10] | 61        |
| ▷ International experience      | of senior managers is generally significant                 | 3.31 Survey [0..10] | 63        |
| Competent senior managers       | are readily available                                       | 3.10 Survey [0..10] | 63        |
| Primary and secondary education | meets the needs of a competitive economy                    | 3.38 Survey [0..10] | 58        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 23.15 %             | 38        |
| ▷ University education          | meets the needs of a competitive economy                    | 2.52 Survey [0..10] | 64        |
| Management education            | meets the needs of the business community                   | 3.79 Survey [0..10] | 62        |
| Language skills                 | are meeting the needs of enterprises                        | 4.72 Survey [0..10] | 53        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 0.69 number         | 51        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | - Average           | -         |



# NETHERLANDS

## OVERALL PERFORMANCE (64 countries)



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 5.0 %               | 23        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 11,068 US\$         | 12        |
| ▷ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 16.36 ratio         | 38        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 16.85 ratio         | 51        |
| Apprenticeships                             | are sufficiently implemented                    | 6.45 Survey [0..10] | 6         |
| Employee training                           | is a high priority in companies                 | 7.10 Survey [0..10] | 9         |
| Female labor force                          | Percentage of total labor force                 | 46.88 %             | 24        |
| Health infrastructure                       | meets the needs of society                      | 8.25 Survey [0..10] | 11        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 75.70 index         | 41        |
| Attracting and retaining talents     | is a priority in companies  | 7.86 Survey [0..10] | 10        |
| Worker motivation                    | in companies is high  | 7.48 Survey [0..10] | 7         |
| ▶ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.67 Survey [0..10] | 4         |
| Quality of life                      | is high   | 9.40 Survey [0..10] | 6         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 8.02 Survey [0..10] | 4         |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 46,077 US\$         | 13        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 244,812 US\$        | 12        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 8.50 %              | 46        |
| Justice                              | is fairly administered  | 8.62 Survey [0..10] | 4         |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 12.03 micrograms    | 22        |

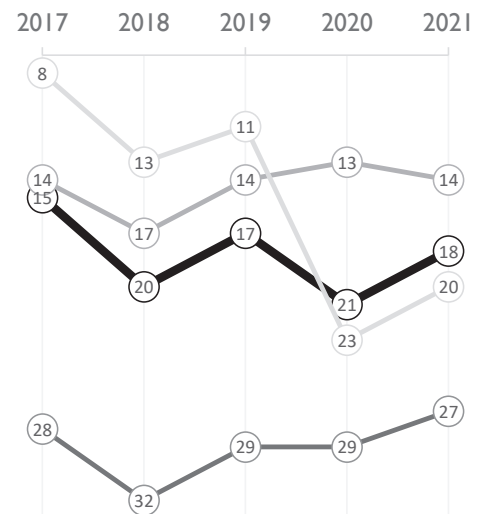
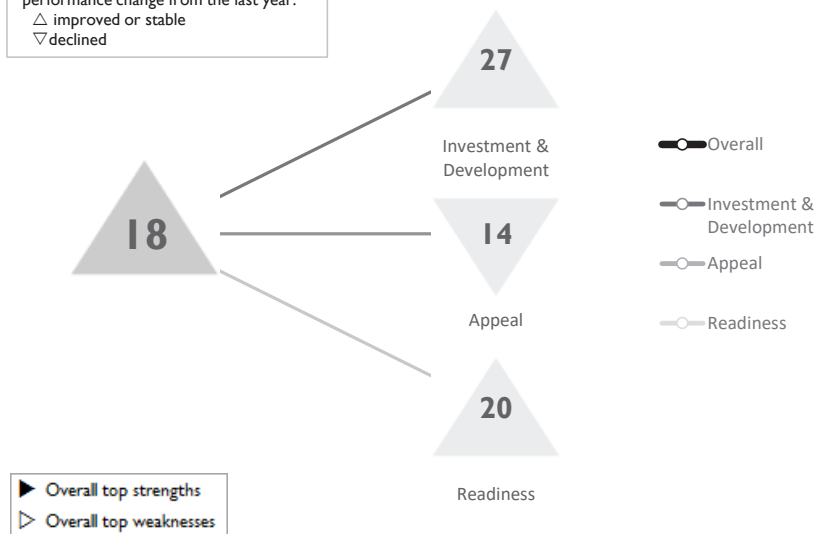
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.44 %              | 18        |
| Skilled labor                   | is readily available  | 6.71 Survey [0..10] | 10        |
| Finance skills                  | are readily available                                       | 7.94 Survey [0..10] | 6         |
| ▶ International experience      | of senior managers is generally significant                 | 7.79 Survey [0..10] | 3         |
| ▶ Competent senior managers     | are readily available                                       | 7.37 Survey [0..10] | 2         |
| Primary and secondary education | meets the needs of a competitive economy                    | 8.37 Survey [0..10] | 5         |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.58 %             | 55        |
| ▶ University education          | meets the needs of a competitive economy                    | 8.79 Survey [0..10] | 2         |
| Management education            | meets the needs of the business community                   | 8.08 Survey [0..10] | 4         |
| ▶ Language skills               | are meeting the needs of enterprises                        | 9.17 Survey [0..10] | 1         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 6.27 number         | 10        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 502 Average         | 16        |

# NEW ZEALAND

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 5.5 %               | 15        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 8,798 US\$          | 21        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 16.38 ratio         | 40        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 14.30 ratio         | 47        |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 4.87 Survey [0..10] | 40        |
| ▷ Employee training                         | is a high priority in companies                 | 5.57 Survey [0..10] | 41        |
| Female labor force                          | Percentage of total labor force                 | 47.04 %             | 19        |
| Health infrastructure                       | meets the needs of society                      | 5.48 Survey [0..10] | 39        |

### Appeal

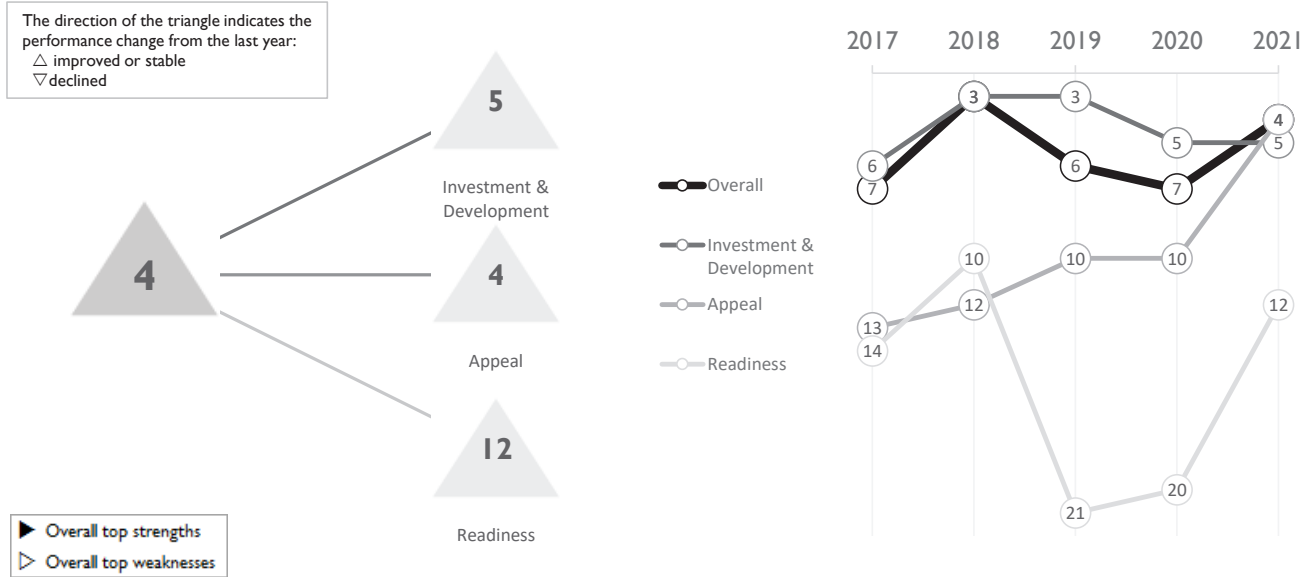
|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 68.90 index         | 28        |
| ▶ Attracting and retaining talents   | is a priority in companies  | 7.94 Survey [0..10] | 8         |
| Worker motivation                    | in companies is high  | 6.39 Survey [0..10] | 20        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.81 Survey [0..10] | 30        |
| Quality of life                      | is high   | 8.66 Survey [0..10] | 13        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.10 Survey [0..10] | 10        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 40,586 US\$         | 15        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 160,434 US\$        | 31        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 12.38 %             | 61        |
| ▶ Justice                            | is fairly administered  | 8.48 Survey [0..10] | 5         |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 6.05 micrograms     | 4         |

### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 1.80 %              | 5         |
| ▷ Skilled labor                 | is readily available  | 3.90 Survey [0..10] | 57        |
| Finance skills                  | are readily available                                       | 6.58 Survey [0..10] | 28        |
| International experience        | of senior managers is generally significant                 | 5.77 Survey [0..10] | 28        |
| Competent senior managers       | are readily available                                       | 5.61 Survey [0..10] | 33        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.48 Survey [0..10] | 30        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 22.99 %             | 39        |
| University education            | meets the needs of a competitive economy                    | 7.00 Survey [0..10] | 24        |
| Management education            | meets the needs of the business community                   | 6.49 Survey [0..10] | 30        |
| Language skills                 | are meeting the needs of enterprises                        | 6.58 Survey [0..10] | 30        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 10.63 number        | 4         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 503 Average         | 14        |

# NORWAY

## OVERALL PERFORMANCE (64 countries)



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 5.6 %               | 14        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 16,464 US\$         | 4         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 10.37 ratio         | 5         |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 10.26 ratio         | 15        |
| Apprenticeships                            | are sufficiently implemented                    | 5.94 Survey [0..10] | 13        |
| Employee training                          | is a high priority in companies                 | 7.09 Survey [0..10] | 10        |
| Female labor force                         | Percentage of total labor force                 | 46.93 %             | 22        |
| Health infrastructure                      | meets the needs of society                      | 8.34 Survey [0..10] | 10        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 72.50 index         | 36        |
| ▶ Attracting and retaining talents   | is a priority in companies  | 8.23 Survey [0..10] | 3         |
| ▶ Worker motivation                  | in companies is high  | 7.66 Survey [0..10] | 2         |
| ▶ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 8.23 Survey [0..10] | 1         |
| Quality of life                      | is high   | 9.54 Survey [0..10] | 3         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.09 Survey [0..10] | 12        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 53,497 US\$         | 6         |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 136,174 US\$        | 38        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 10.38 %             | 52        |
| ▶ Justice                            | is fairly administered  | 8.80 Survey [0..10] | 3         |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 6.67 micrograms     | 6         |

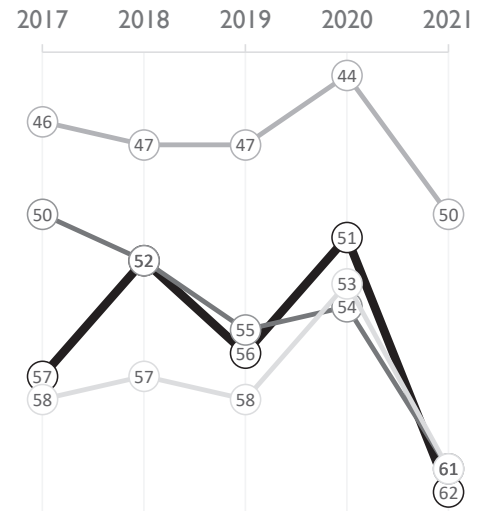
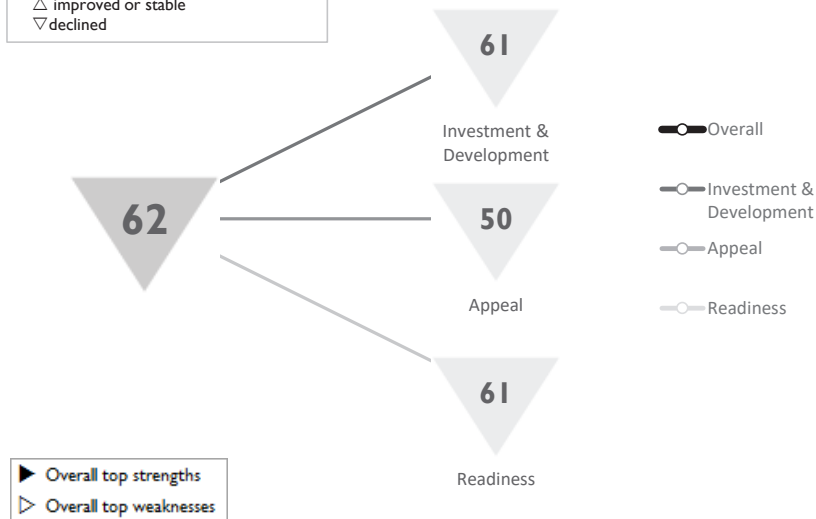
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.27 %              | 20        |
| Skilled labor                   | is readily available  | 7.09 Survey [0..10] | 3         |
| Finance skills                  | are readily available                                       | 8.00 Survey [0..10] | 5         |
| International experience        | of senior managers is generally significant                 | 5.54 Survey [0..10] | 33        |
| Competent senior managers       | are readily available                                       | 7.06 Survey [0..10] | 7         |
| Primary and secondary education | meets the needs of a competitive economy                    | 8.17 Survey [0..10] | 6         |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 20.95 %             | 45        |
| University education            | meets the needs of a competitive economy                    | 8.46 Survey [0..10] | 5         |
| ▶ Management education          | meets the needs of the business community                   | 8.11 Survey [0..10] | 3         |
| Language skills                 | are meeting the needs of enterprises                        | 8.40 Survey [0..10] | 9         |
| ▷ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 2.31 number         | 37        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 497 Average         | 22        |

# PERU

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 3.8 %               | 47        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,055 US\$          | 55        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 24.08 ratio         | 57        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 22.87 ratio         | 56        |
| Apprenticeships                            | are sufficiently implemented                    | 4.95 Survey [0..10] | 36        |
| Employee training                          | is a high priority in companies                 | 4.89 Survey [0..10] | 56        |
| ► Female labor force                       | Percentage of total labor force                 | 44.52 %             | 41        |
| ▷ Health infrastructure                    | meets the needs of society                      | 1.98 Survey [0..10] | 63        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 67.70 index         | 24        |
| ▷ Attracting and retaining talents   | is a priority in companies  | 5.33 Survey [0..10] | 60        |
| Worker motivation                    | in companies is high  | 5.23 Survey [0..10] | 45        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.15 Survey [0..10] | 39        |
| Quality of life                      | is high   | 4.55 Survey [0..10] | 51        |
| ► Foreign highly-skilled personnel   | are attracted to your country's business environment  | 5.67 Survey [0..10] | 26        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 13,359 US\$         | 42        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 163,925 US\$        | 29        |
| ► Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 1.40 %              | 8         |
| Justice                              | is fairly administered  | 2.28 Survey [0..10] | 58        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 31.06 micrograms    | 58        |

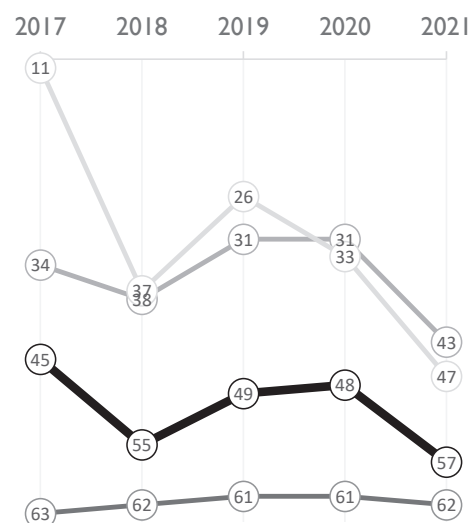
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| ▷ Labor force growth              | Percentage change   | -9.73 %             | 64        |
| Skilled labor                     | is readily available  | 4.33 Survey [0..10] | 51        |
| Finance skills                    | are readily available                                       | 5.24 Survey [0..10] | 52        |
| International experience          | of senior managers is generally significant                 | 5.30 Survey [0..10] | 37        |
| Competent senior managers         | are readily available                                       | 4.38 Survey [0..10] | 52        |
| ▷ Primary and secondary education | meets the needs of a competitive economy                    | 3.35 Survey [0..10] | 60        |
| ► Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 29.64 %             | 11        |
| University education              | meets the needs of a competitive economy                    | 4.58 Survey [0..10] | 56        |
| Management education              | meets the needs of the business community                   | 5.15 Survey [0..10] | 52        |
| Language skills                   | are meeting the needs of enterprises                        | 4.10 Survey [0..10] | 56        |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | - number            | -         |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | 402 Average         | 54        |

# PHILIPPINES

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 3.5 %               | 52        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 475 US\$            | 60        |
| ▷ Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 25.78 ratio         | 60        |
| ▷ Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 25.19 ratio         | 59        |
| Apprenticeships                              | are sufficiently implemented                    | 4.42 Survey [0..10] | 50        |
| Employee training                            | is a high priority in companies                 | 5.79 Survey [0..10] | 35        |
| Female labor force                           | Percentage of total labor force                 | 38.04 %             | 55        |
| Health infrastructure                        | meets the needs of society                      | 3.69 Survey [0..10] | 52        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 72.00 index         | 34        |
| Attracting and retaining talents     | is a priority in companies  | 7.05 Survey [0..10] | 32        |
| Worker motivation                    | in companies is high  | 5.37 Survey [0..10] | 42        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.94 Survey [0..10] | 45        |
| Quality of life                      | is high   | 4.50 Survey [0..10] | 52        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.68 Survey [0..10] | 42        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 12,791 US\$         | 43        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 159,418 US\$        | 32        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.39 %              | 13        |
| Justice                              | is fairly administered  | 3.48 Survey [0..10] | 49        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 18.79 micrograms    | 40        |

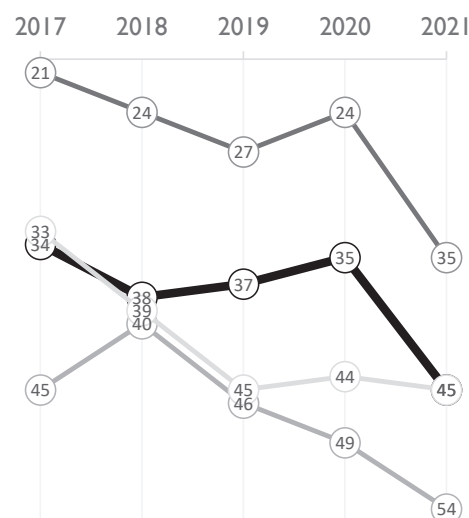
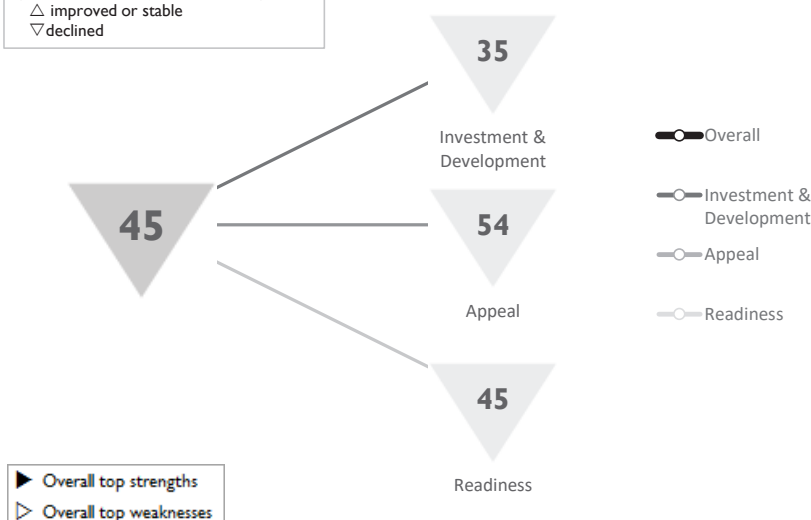
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -2.09 %             | 52        |
| ▶ Skilled labor                 | is readily available  | 6.72 Survey [0..10] | 9         |
| Finance skills                  | are readily available                                       | 6.40 Survey [0..10] | 32        |
| International experience        | of senior managers is generally significant                 | 5.58 Survey [0..10] | 32        |
| ▶ Competent senior managers     | are readily available                                       | 6.44 Survey [0..10] | 17        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.92 Survey [0..10] | 46        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 28.28 %             | 15        |
| University education            | meets the needs of a competitive economy                    | 5.70 Survey [0..10] | 40        |
| Management education            | meets the needs of the business community                   | 6.23 Survey [0..10] | 36        |
| ▶ Language skills               | are meeting the needs of enterprises                        | 7.26 Survey [0..10] | 21        |
| ▷ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 0.12 number         | 57        |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 350 Average         | 59        |

# POLAND

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 5.1 %               | 22        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 3,877 US\$          | 38        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 9.64 ratio          | 3         |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 10.02 ratio         | 13        |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 3.05 Survey [0..10] | 59        |
| ▷ Employee training                         | is a high priority in companies                 | 4.20 Survey [0..10] | 62        |
| Female labor force                          | Percentage of total labor force                 | 44.64 %             | 39        |
| ▷ Health infrastructure                     | meets the needs of society                      | 2.71 Survey [0..10] | 58        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 57.70 index         | 8         |
| ▷ Attracting and retaining talents   | is a priority in companies  | 4.43 Survey [0..10] | 63        |
| Worker motivation                    | in companies is high  | 4.69 Survey [0..10] | 53        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.07 Survey [0..10] | 54        |
| Quality of life                      | is high   | 5.11 Survey [0..10] | 48        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.34 Survey [0..10] | 54        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 18,898 US\$         | 34        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 145,948 US\$        | 36        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.37 %              | 33        |
| ▷ Justice                            | is fairly administered  | 2.35 Survey [0..10] | 57        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 22.77 micrograms    | 50        |

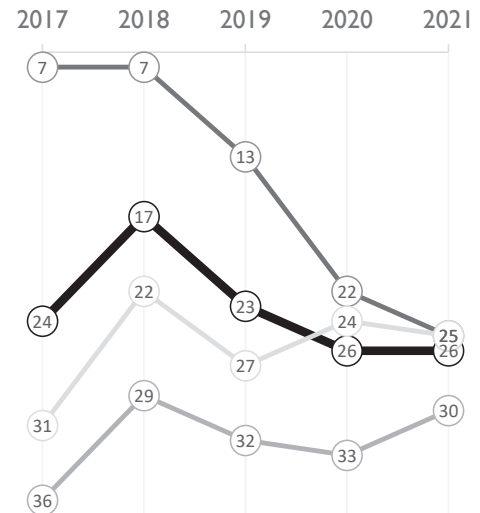
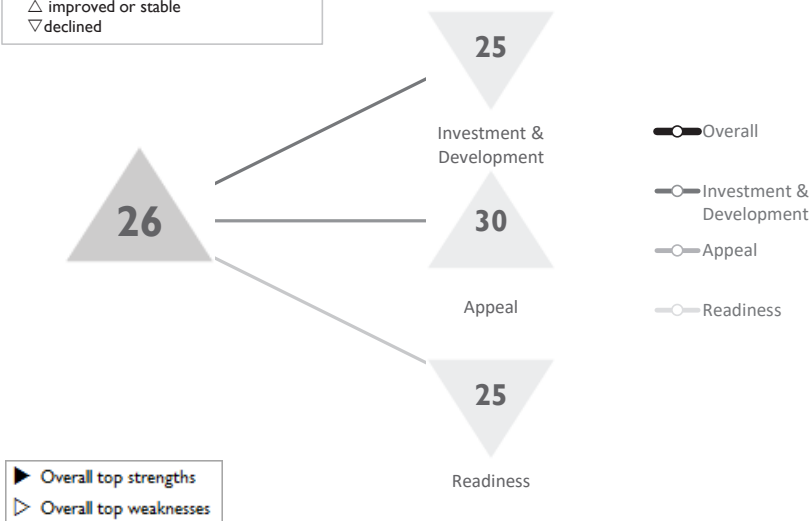
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.24 %             | 30        |
| Skilled labor                   | is readily available  | 4.09 Survey [0..10] | 52        |
| Finance skills                  | are readily available                                       | 4.91 Survey [0..10] | 56        |
| International experience        | of senior managers is generally significant                 | 4.75 Survey [0..10] | 50        |
| Competent senior managers       | are readily available                                       | 4.51 Survey [0..10] | 51        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.37 Survey [0..10] | 48        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 20.81 %             | 46        |
| University education            | meets the needs of a competitive economy                    | 4.73 Survey [0..10] | 53        |
| Management education            | meets the needs of the business community                   | 5.14 Survey [0..10] | 53        |
| Language skills                 | are meeting the needs of enterprises                        | 5.36 Survey [0..10] | 42        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.44 number         | 46        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 513 Average         | 10        |

# PORTUGAL

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.4 %               | 38        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 5,302 US\$          | 32        |
| Pupil-teacher ratio (primary education)     | Ratio of students to teaching staff             | 12.31 ratio         | 17        |
| ► Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 9.15 ratio          | 6         |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 4.61 Survey [0..10] | 47        |
| ▷ Employee training                         | is a high priority in companies                 | 4.56 Survey [0..10] | 60        |
| ► Female labor force                        | Percentage of total labor force                 | 49.45 %             | 5         |
| Health infrastructure                       | meets the needs of society                      | 7.01 Survey [0..10] | 27        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 68.40 index         | 26        |
| Attracting and retaining talents     | is a priority in companies  | 6.43 Survey [0..10] | 39        |
| ▷ Worker motivation                  | in companies is high  | 5.04 Survey [0..10] | 49        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.03 Survey [0..10] | 43        |
| Quality of life                      | is high   | 7.73 Survey [0..10] | 23        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.24 Survey [0..10] | 34        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 21,500 US\$         | 32        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 157,932 US\$        | 33        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 6.35 %              | 38        |
| ▷ Justice                            | is fairly administered  | 2.99 Survey [0..10] | 51        |
| ► Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 8.18 micrograms     | 11        |

### Readiness

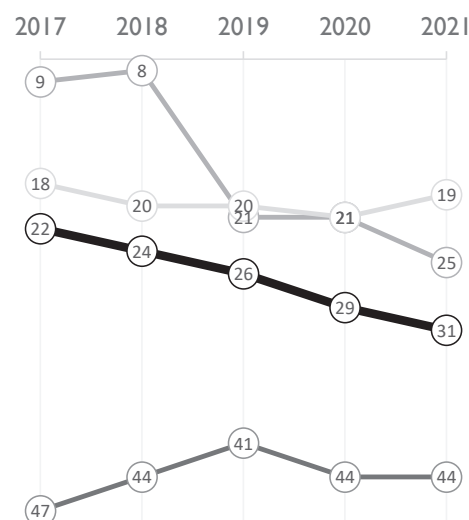
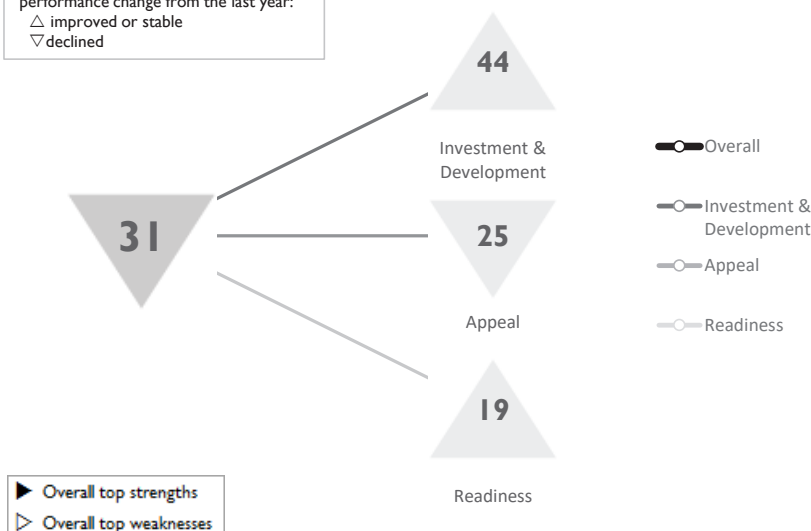
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -1.67 %             | 47        |
| Skilled labor                   | is readily available  | 6.47 Survey [0..10] | 14        |
| Finance skills                  | are readily available                                       | 6.27 Survey [0..10] | 34        |
| International experience        | of senior managers is generally significant                 | 5.00 Survey [0..10] | 43        |
| Competent senior managers       | are readily available                                       | 5.04 Survey [0..10] | 44        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.59 Survey [0..10] | 26        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.99 %             | 16        |
| University education            | meets the needs of a competitive economy                    | 7.65 Survey [0..10] | 17        |
| ► Management education          | meets the needs of the business community                   | 7.49 Survey [0..10] | 14        |
| ► Language skills               | are meeting the needs of enterprises                        | 8.45 Survey [0..10] | 8         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 3.48 number         | 27        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 492 Average         | 26        |



# QATAR

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education      | Percentage of GDP                               | 2.8 %               | 61        |
| ▶ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 13,782 US\$         | 7         |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 12.15 ratio         | 16        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 11.77 ratio         | 26        |
| Apprenticeships                              | are sufficiently implemented                    | 6.21 Survey [0..10] | 8         |
| Employee training                            | is a high priority in companies                 | 6.60 Survey [0..10] | 19        |
| ▶ Female labor force                         | Percentage of total labor force                 | 13.82 %             | 63        |
| Health infrastructure                        | meets the needs of society                      | 8.36 Survey [0..10] | 9         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 68.10 index         | 25        |
| Attracting and retaining talents     | is a priority in companies  | 7.28 Survey [0..10] | 23        |
| Worker motivation                    | in companies is high  | 6.48 Survey [0..10] | 17        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.21 Survey [0..10] | 14        |
| Quality of life                      | is high   | 8.31 Survey [0..10] | 15        |
| ▶ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 7.45 Survey [0..10] | 8         |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 22,573 US\$         | 31        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 161,676 US\$        | 30        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 0.00 %              | 1         |
| Justice                              | is fairly administered  | 7.86 Survey [0..10] | 12        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 77.11 micrograms    | 63        |

### Readiness

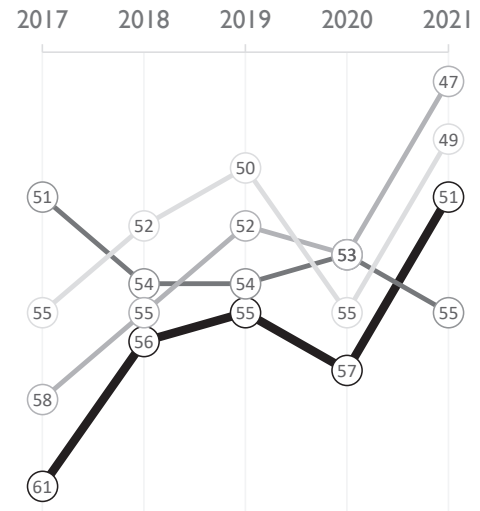
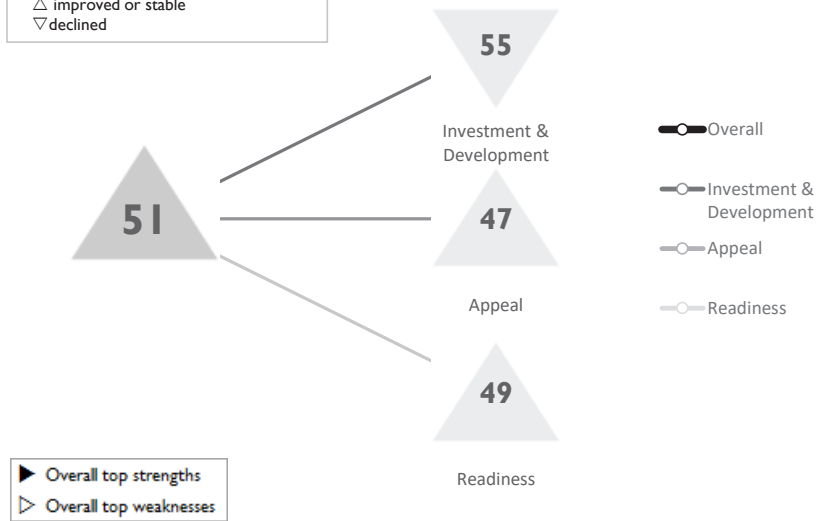
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 1.04 %              | 7         |
| Skilled labor                   | is readily available  | 6.05 Survey [0..10] | 28        |
| Finance skills                  | are readily available                                       | 6.87 Survey [0..10] | 20        |
| ▶ International experience      | of senior managers is generally significant                 | 7.21 Survey [0..10] | 7         |
| Competent senior managers       | are readily available                                       | 6.67 Survey [0..10] | 12        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.76 Survey [0..10] | 11        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 24.23 %             | 35        |
| University education            | meets the needs of a competitive economy                    | 7.95 Survey [0..10] | 11        |
| Management education            | meets the needs of the business community                   | 7.59 Survey [0..10] | 13        |
| Language skills                 | are meeting the needs of enterprises                        | 7.83 Survey [0..10] | 16        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 4.41 number         | 17        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 413 Average         | 50        |



# ROMANIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 3.6 %               | 49        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 2,584 US\$          | 42        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 19.33 ratio         | 52        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.08 ratio         | 30        |
| ▷ Apprenticeships                          | are sufficiently implemented                    | 2.70 Survey [0..10] | 62        |
| ▷ Employee training                        | is a high priority in companies                 | 4.77 Survey [0..10] | 59        |
| Female labor force                         | Percentage of total labor force                 | 42.53 %             | 48        |
| ▷ Health infrastructure                    | meets the needs of society                      | 2.77 Survey [0..10] | 57        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 56.50 index         | 6         |
| Attracting and retaining talents     | is a priority in companies  | 5.70 Survey [0..10] | 56        |
| Worker motivation                    | in companies is high  | 4.37 Survey [0..10] | 56        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 2.98 Survey [0..10] | 56        |
| Quality of life                      | is high   | 4.37 Survey [0..10] | 55        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 4.37 Survey [0..10] | 47        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 11,654 US\$         | 50        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 90,522 US\$         | 49        |
| ► Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 2.19 %              | 12        |
| Justice                              | is fairly administered  | 4.20 Survey [0..10] | 47        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 15.06 micrograms    | 30        |

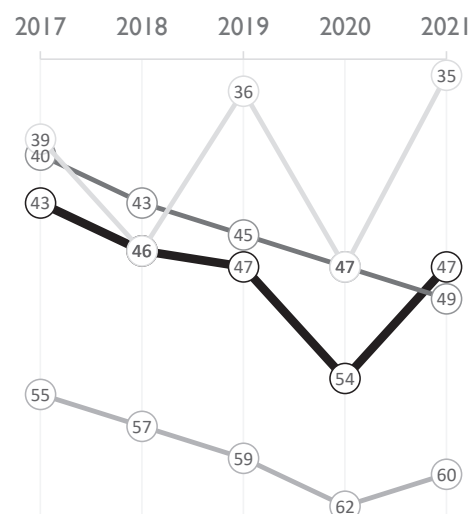
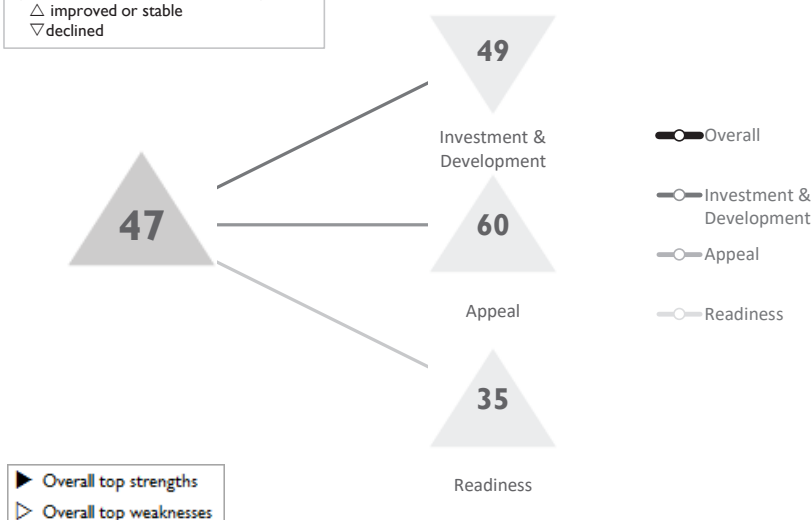
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | -0.07 %             | 27        |
| Skilled labor                   | is readily available  | 4.03 Survey [0..10] | 55        |
| ▷ Finance skills                | are readily available                                       | 4.30 Survey [0..10] | 60        |
| International experience        | of senior managers is generally significant                 | 5.03 Survey [0..10] | 42        |
| Competent senior managers       | are readily available                                       | 3.97 Survey [0..10] | 55        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.10 Survey [0..10] | 52        |
| ► Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 30.01 %             | 10        |
| University education            | meets the needs of a competitive economy                    | 4.63 Survey [0..10] | 55        |
| ▷ Management education          | meets the needs of the business community                   | 4.07 Survey [0..10] | 61        |
| ► Language skills               | are meeting the needs of enterprises                        | 6.90 Survey [0..10] | 26        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.56 number         | 45        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 428 Average         | 46        |

# RUSSIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 3.7 %               | 48        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 2,093 US\$          | 44        |
| ▷ Pupil-teacher ratio (primary education)  | Ratio of students to teaching staff             | 23.54 ratio         | 55        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.15 ratio         | 33        |
| Apprenticeships                            | are sufficiently implemented                    | 4.73 Survey [0..10] | 44        |
| Employee training                          | is a high priority in companies                 | 5.53 Survey [0..10] | 42        |
| ▶ Female labor force                       | Percentage of total labor force                 | 48.52 %             | 7         |
| Health infrastructure                      | meets the needs of society                      | 4.64 Survey [0..10] | 45        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 86.70 index         | 52        |
| Attracting and retaining talents     | is a priority in companies  | 5.96 Survey [0..10] | 53        |
| ▷ Worker motivation                  | in companies is high  | 4.38 Survey [0..10] | 55        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.37 Survey [0..10] | 53        |
| ▷ Quality of life                    | is high   | 3.75 Survey [0..10] | 59        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.53 Survey [0..10] | 53        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 8,987 US\$          | 54        |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 67,544 US\$         | 55        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 3.62 %              | 25        |
| Justice                              | is fairly administered  | 3.44 Survey [0..10] | 50        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 11.78 micrograms    | 20        |

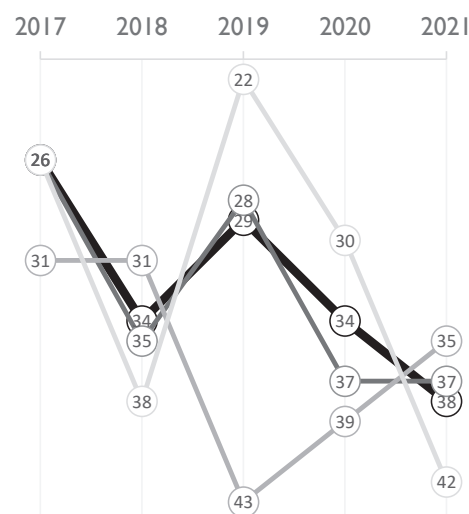
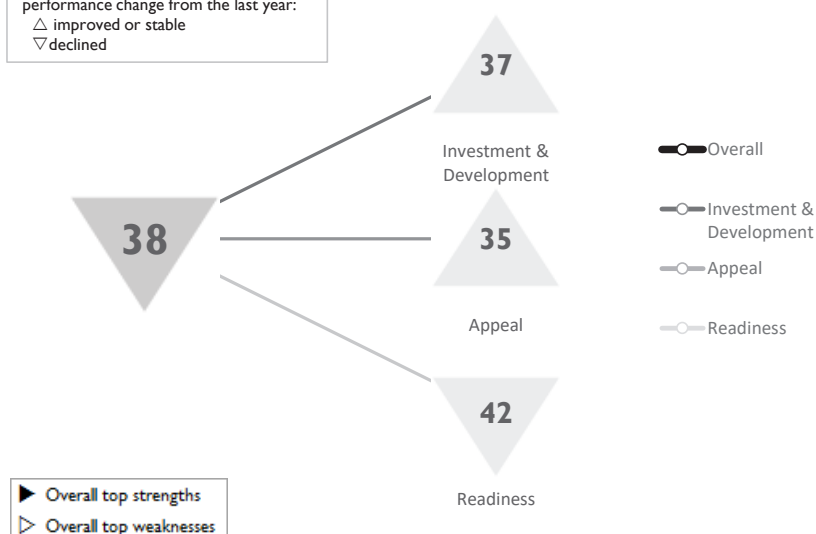
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.63 %             | 40        |
| ▶ Skilled labor                 | is readily available  | 6.36 Survey [0..10] | 18        |
| Finance skills                  | are readily available                                       | 6.64 Survey [0..10] | 26        |
| International experience        | of senior managers is generally significant                 | 4.53 Survey [0..10] | 54        |
| Competent senior managers       | are readily available                                       | 5.84 Survey [0..10] | 29        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.47 Survey [0..10] | 44        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 31.36 %             | 8         |
| University education            | meets the needs of a competitive economy                    | 5.33 Survey [0..10] | 45        |
| Management education            | meets the needs of the business community                   | 5.24 Survey [0..10] | 50        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 4.07 Survey [0..10] | 57        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.93 number         | 39        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 481 Average         | 31        |

# SAUDI ARABIA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education    | Percentage of GDP                               | 6.9 %               | 6         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 6,358 US\$          | 29        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 14.67 ratio         | 29        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 13.57 ratio         | 45        |
| Apprenticeships                            | are sufficiently implemented                    | 5.60 Survey [0..10] | 21        |
| Employee training                          | is a high priority in companies                 | 5.75 Survey [0..10] | 36        |
| ▷ Female labor force                       | Percentage of total labor force                 | 21.52 %             | 60        |
| Health infrastructure                      | meets the needs of society                      | 7.48 Survey [0..10] | 19        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 83.10 index         | 48        |
| Attracting and retaining talents     | is a priority in companies  | 7.15 Survey [0..10] | 28        |
| Worker motivation                    | in companies is high  | 5.70 Survey [0..10] | 32        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.25 Survey [0..10] | 25        |
| Quality of life                      | is high   | 6.81 Survey [0..10] | 35        |
| ▶ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 6.93 Survey [0..10] | 15        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 28,388 US\$         | 25        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 144,621 US\$        | 37        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 0.00 %              | 1         |
| Justice                              | is fairly administered  | 6.88 Survey [0..10] | 22        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 64.06 micrograms    | 62        |

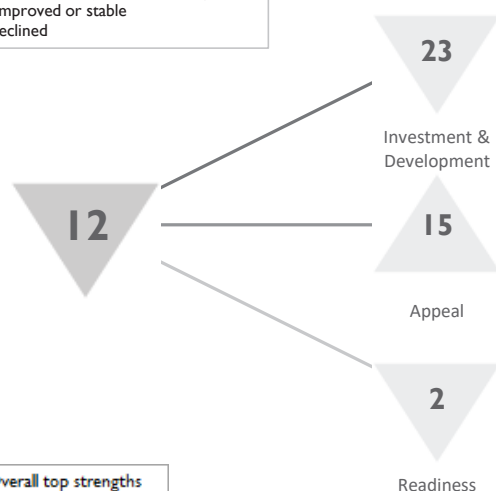
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 0.47 %              | 17        |
| ▷ Skilled labor                 | is readily available  | 4.89 Survey [0..10] | 47        |
| Finance skills                  | are readily available                                       | 5.93 Survey [0..10] | 43        |
| ▶ International experience      | of senior managers is generally significant                 | 6.73 Survey [0..10] | 9         |
| Competent senior managers       | are readily available                                       | 5.75 Survey [0..10] | 30        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.25 Survey [0..10] | 32        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 22.03 %             | 42        |
| University education            | meets the needs of a competitive economy                    | 6.43 Survey [0..10] | 31        |
| Management education            | meets the needs of the business community                   | 5.97 Survey [0..10] | 40        |
| Language skills                 | are meeting the needs of enterprises                        | 6.48 Survey [0..10] | 32        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.15 number         | 38        |
| ▷ Educational assessment - PISA | PISA survey of 15-year olds                                 | 386 Average         | 57        |

# SINGAPORE

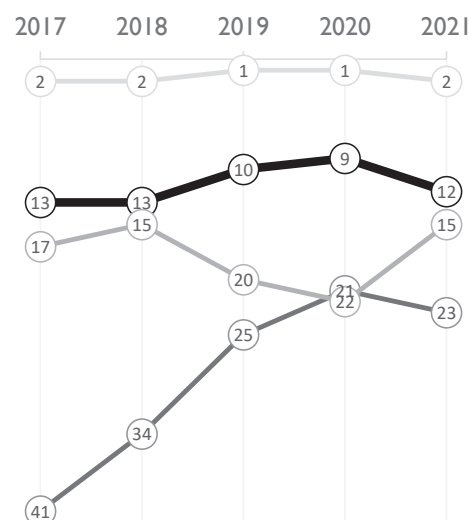
## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- Overall top weaknesses

● Overall  
 ● Investment & Development  
 ● Appeal  
 ● Readiness



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ► Total public expenditure on education    | Percentage of GDP                               | 2.5 %               | 62        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 13,246 US\$         | 9         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 14.20 ratio         | 27        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 11.33 ratio         | 23        |
| Apprenticeships                            | are sufficiently implemented                    | 5.63 Survey [0..10] | 20        |
| Employee training                          | is a high priority in companies                 | 6.35 Survey [0..10] | 23        |
| Female labor force                         | Percentage of total labor force                 | 46.27 %             | 30        |
| Health infrastructure                      | meets the needs of society                      | 8.60 Survey [0..10] | 5         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 101.80 index        | 58        |
| Attracting and retaining talents     | is a priority in companies  | 7.69 Survey [0..10] | 12        |
| Worker motivation                    | in companies is high  | 6.45 Survey [0..10] | 18        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.49 Survey [0..10] | 9         |
| Quality of life                      | is high   | 8.27 Survey [0..10] | 18        |
| ► Foreign highly-skilled personnel   | are attracted to your country's business environment  | 8.08 Survey [0..10] | 3         |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | - US\$              | -         |
| ► Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 298,777 US\$        | 4         |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 2.42 %              | 14        |
| Justice                              | is fairly administered  | 8.16 Survey [0..10] | 8         |
| ► Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 19.00 micrograms    | 42        |

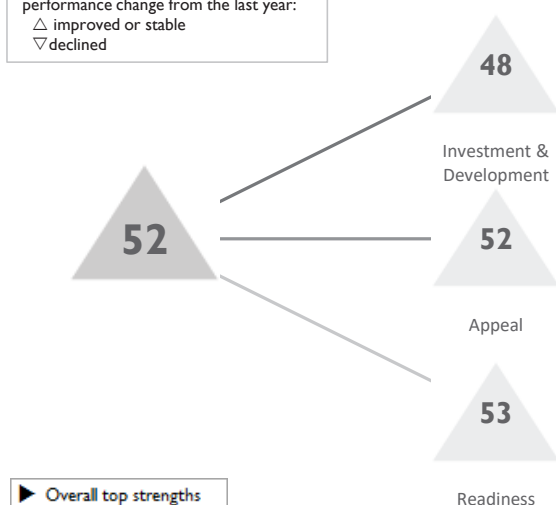
### Readiness

|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| Labor force growth                | Percentage change   | -0.76 %             | 41        |
| Skilled labor                     | is readily available  | 6.33 Survey [0..10] | 20        |
| Finance skills                    | are readily available                                       | 7.48 Survey [0..10] | 11        |
| International experience          | of senior managers is generally significant                 | 6.85 Survey [0..10] | 8         |
| Competent senior managers         | are readily available                                       | 6.64 Survey [0..10] | 13        |
| ► Primary and secondary education | meets the needs of a competitive economy                    | 8.40 Survey [0..10] | 4         |
| ► Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 35.40 %             | 4         |
| University education              | meets the needs of a competitive economy                    | 8.35 Survey [0..10] | 6         |
| Management education              | meets the needs of the business community                   | 7.94 Survey [0..10] | 8         |
| Language skills                   | are meeting the needs of enterprises                        | 8.49 Survey [0..10] | 7         |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | 9.30 number         | 5         |
| ► Educational assessment - PISA   | PISA survey of 15-year olds                                 | 556 Average         | 2         |

# SLOVAK REPUBLIC

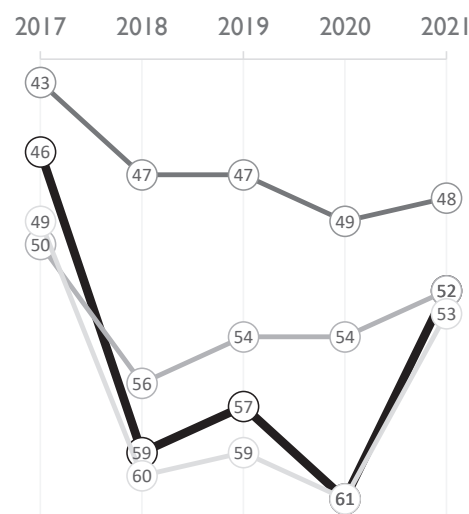
## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- ▷ Overall top weaknesses

● Overall  
 ● Investment & Development  
 ● Appeal  
 ● Readiness



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.2 %               | 41        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 4,445 US\$          | 36        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 17.35 ratio         | 45        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.95 ratio         | 40        |
| ▷ Apprenticeships                          | are sufficiently implemented                    | 2.42 Survey [0..10] | 64        |
| Employee training                          | is a high priority in companies                 | 4.97 Survey [0..10] | 54        |
| ► Female labor force                       | Percentage of total labor force                 | 45.48 %             | 37        |
| ▷ Health infrastructure                    | meets the needs of society                      | 2.55 Survey [0..10] | 61        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ► Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 64.20 index         | 17        |
| Attracting and retaining talents     | is a priority in companies  | 5.33 Survey [0..10] | 59        |
| Worker motivation                    | in companies is high  | 4.36 Survey [0..10] | 57        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 2.67 Survey [0..10] | 57        |
| Quality of life                      | is high   | 4.98 Survey [0..10] | 49        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 2.58 Survey [0..10] | 60        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 14,558 US\$         | 39        |
| ► Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 175,796 US\$        | 28        |
| ► Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 3.81 %              | 28        |
| Justice                              | is fairly administered  | 2.61 Survey [0..10] | 53        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 18.53 micrograms    | 39        |

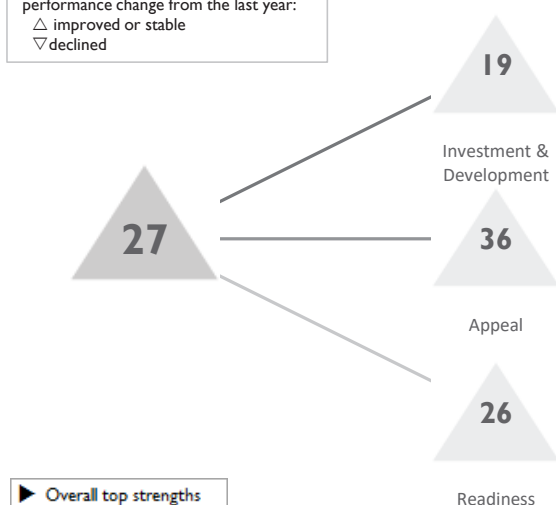
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ► Labor force growth            | Percentage change   | -0.57 %             | 38        |
| Skilled labor                   | is readily available  | 4.00 Survey [0..10] | 56        |
| Finance skills                  | are readily available                                       | 5.42 Survey [0..10] | 49        |
| International experience        | of senior managers is generally significant                 | 4.42 Survey [0..10] | 57        |
| ▷ Competent senior managers     | are readily available                                       | 3.45 Survey [0..10] | 60        |
| Primary and secondary education | meets the needs of a competitive economy                    | 3.69 Survey [0..10] | 57        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 21.82 %             | 43        |
| ▷ University education          | meets the needs of a competitive economy                    | 3.82 Survey [0..10] | 62        |
| Management education            | meets the needs of the business community                   | 4.67 Survey [0..10] | 56        |
| Language skills                 | are meeting the needs of enterprises                        | 4.73 Survey [0..10] | 52        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.34 number         | 36        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 469 Average         | 37        |

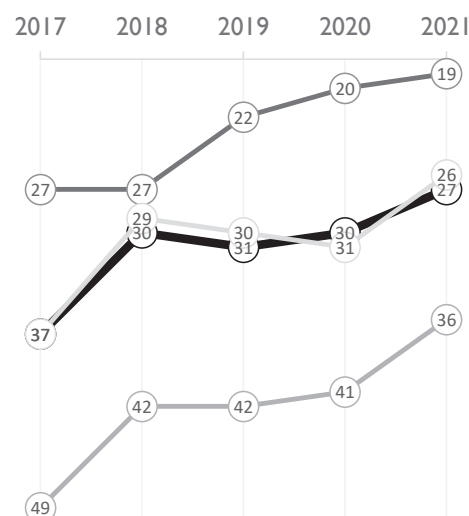
# SLOVENIA

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.9 %               | 24        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 6,401 US\$          | 28        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 10.58 ratio         | 7         |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 9.27 ratio          | 9         |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 3.05 Survey [0..10] | 60        |
| Employee training                           | is a high priority in companies                 | 6.45 Survey [0..10] | 20        |
| Female labor force                          | Percentage of total labor force                 | 46.08 %             | 33        |
| Health infrastructure                       | meets the needs of society                      | 4.89 Survey [0..10] | 43        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 62.40 index         | 14        |
| Attracting and retaining talents     | is a priority in companies  | 6.48 Survey [0..10] | 37        |
| ▷ Worker motivation                  | in companies is high  | 5.21 Survey [0..10] | 46        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.79 Survey [0..10] | 49        |
| Quality of life                      | is high   | 8.05 Survey [0..10] | 22        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 3.07 Survey [0..10] | 57        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 23,443 US\$         | 30        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 127,847 US\$        | 41        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 5.35 %              | 32        |
| Justice                              | is fairly administered  | 4.54 Survey [0..10] | 45        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 17.06 micrograms    | 37        |

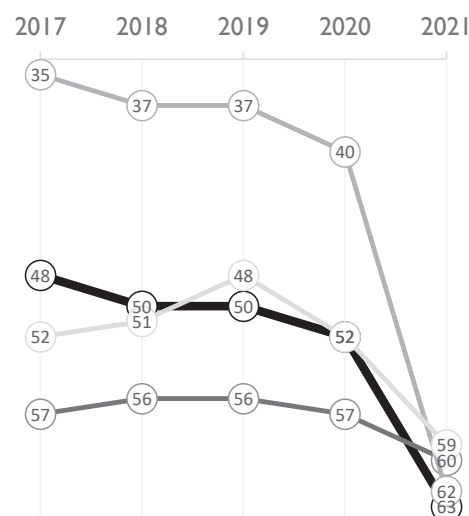
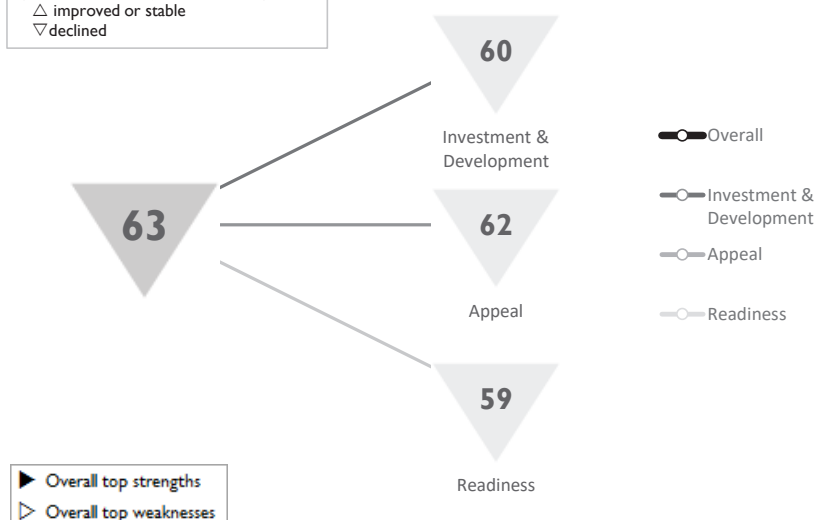
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.17 %              | 23        |
| Skilled labor                   | is readily available  | 5.32 Survey [0..10] | 38        |
| Finance skills                  | are readily available                                       | 5.89 Survey [0..10] | 44        |
| International experience        | of senior managers is generally significant                 | 5.21 Survey [0..10] | 39        |
| ▷ Competent senior managers     | are readily available                                       | 4.94 Survey [0..10] | 46        |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.77 Survey [0..10] | 22        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.97 %             | 17        |
| University education            | meets the needs of a competitive economy                    | 6.09 Survey [0..10] | 36        |
| Management education            | meets the needs of the business community                   | 6.88 Survey [0..10] | 22        |
| ▶ Language skills               | are meeting the needs of enterprises                        | 8.13 Survey [0..10] | 12        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.43 number         | 33        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 504 Average         | 12        |

# SOUTH AFRICA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 7.3 %               | 2         |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 1,709 US\$          | 49        |
| ▷ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 30.33 ratio         | 62        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 27.62 ratio         | 63        |
| ▷ Apprenticeships                           | are sufficiently implemented                    | 2.46 Survey [0..10] | 63        |
| Employee training                           | is a high priority in companies                 | 4.99 Survey [0..10] | 52        |
| ▶ Female labor force                        | Percentage of total labor force                 | 45.09 %             | 38        |
| Health infrastructure                       | meets the needs of society                      | 2.67 Survey [0..10] | 60        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 51.60 index         | 2         |
| Attracting and retaining talents     | is a priority in companies  | 5.54 Survey [0..10] | 58        |
| ▷ Worker motivation                  | in companies is high  | 3.72 Survey [0..10] | 63        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 2.26 Survey [0..10] | 59        |
| Quality of life                      | is high   | 4.44 Survey [0..10] | 53        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.79 Survey [0..10] | 50        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 17,757 US\$         | 35        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 43,111 US\$         | 58        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 10.39 %             | 53        |
| Justice                              | is fairly administered  | 5.03 Survey [0..10] | 38        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 28.33 micrograms    | 56        |

### Readiness

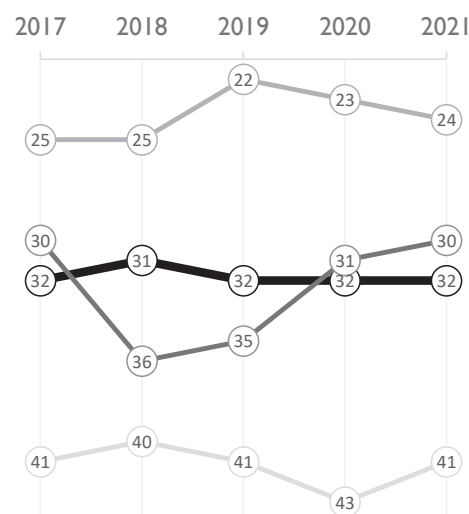
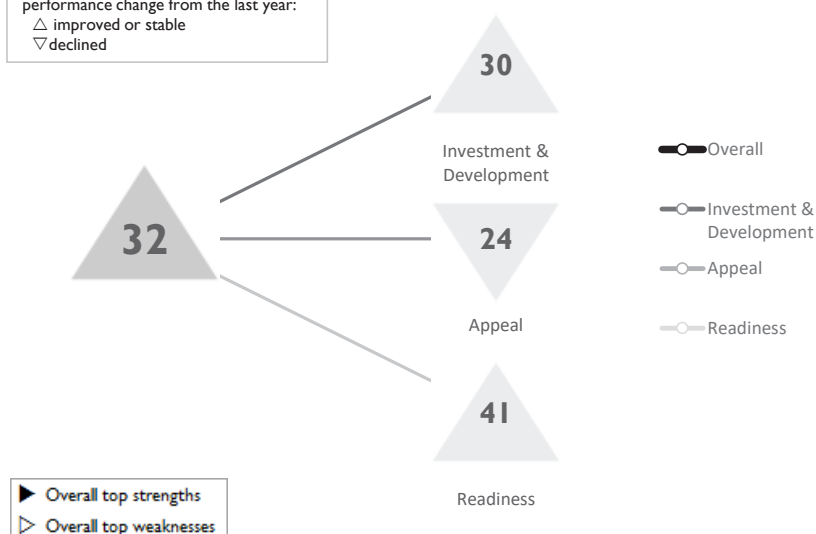
|                                   |   | Value               | 2021 Rank |
|-----------------------------------|---|---------------------|-----------|
| Labor force growth                | Percentage change   | -3.84 %             | 57        |
| Skilled labor                     | is readily available  | 3.67 Survey [0..10] | 60        |
| Finance skills                    | are readily available                                       | 5.31 Survey [0..10] | 51        |
| International experience          | of senior managers is generally significant                 | 4.46 Survey [0..10] | 56        |
| Competent senior managers         | are readily available                                       | 4.82 Survey [0..10] | 47        |
| ▷ Primary and secondary education | meets the needs of a competitive economy                    | 2.90 Survey [0..10] | 61        |
| Graduates in Sciences             | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.33 %             | 58        |
| University education              | meets the needs of a competitive economy                    | 4.51 Survey [0..10] | 57        |
| Management education              | meets the needs of the business community                   | 5.33 Survey [0..10] | 49        |
| Language skills                   | are meeting the needs of enterprises                        | 5.23 Survey [0..10] | 43        |
| Student mobility inbound          | Foreign tertiary-level students per 1000 inhabitants        | 0.69 number         | 50        |
| Educational assessment - PISA     | PISA survey of 15-year olds                                 | - Average           | -         |



# SPAIN

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.0 %               | 42        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 5,663 US\$          | 31        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 13.58 ratio         | 25        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 11.02 ratio         | 21        |
| Apprenticeships                            | are sufficiently implemented                    | 4.89 Survey [0..10] | 38        |
| Employee training                          | is a high priority in companies                 | 5.28 Survey [0..10] | 48        |
| Female labor force                         | Percentage of total labor force                 | 46.73 %             | 27        |
| Health infrastructure                      | meets the needs of society                      | 7.65 Survey [0..10] | 18        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 71.10 index         | 31        |
| Attracting and retaining talents     | is a priority in companies  | 5.93 Survey [0..10] | 54        |
| Worker motivation                    | in companies is high  | 5.14 Survey [0..10] | 47        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.42 Survey [0..10] | 36        |
| Quality of life                      | is high   | 8.37 Survey [0..10] | 14        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 5.77 Survey [0..10] | 24        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 36,803 US\$         | 20        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 203,446 US\$        | 19        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 7.87 %              | 44        |
| Justice                              | is fairly administered  | 4.80 Survey [0..10] | 42        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 9.99 micrograms     | 13        |

### Readiness

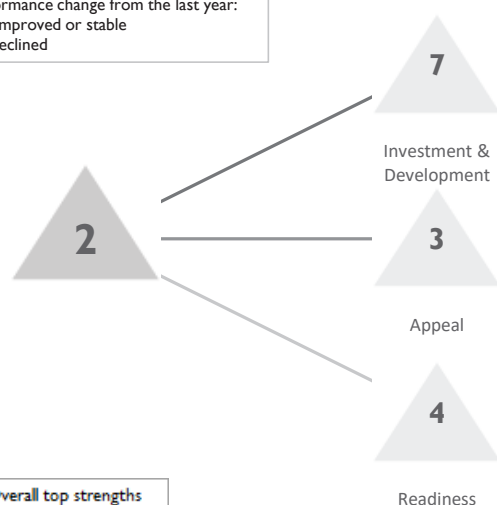
|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -1.28 %             | 46        |
| Skilled labor                   | is readily available  | 5.64 Survey [0..10] | 35        |
| Finance skills                  | are readily available                                       | 6.44 Survey [0..10] | 30        |
| International experience        | of senior managers is generally significant                 | 5.04 Survey [0..10] | 41        |
| Competent senior managers       | are readily available                                       | 5.45 Survey [0..10] | 36        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.84 Survey [0..10] | 39        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 22.27 %             | 41        |
| University education            | meets the needs of a competitive economy                    | 5.43 Survey [0..10] | 44        |
| Management education            | meets the needs of the business community                   | 6.64 Survey [0..10] | 27        |
| Language skills                 | are meeting the needs of enterprises                        | 4.52 Survey [0..10] | 55        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.64 number         | 43        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 492 Average         | 27        |



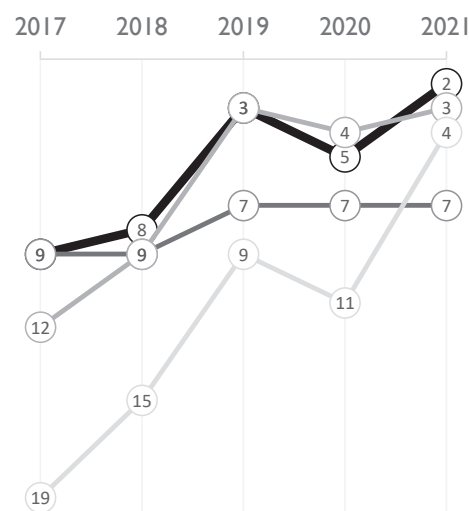
# SWEDEN

## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 6.9 %               | 5         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 13,442 US\$         | 8         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 13.04 ratio         | 21        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 12.11 ratio         | 32        |
| Apprenticeships                            | are sufficiently implemented                    | 5.63 Survey [0..10] | 19        |
| ► Employee training                        | is a high priority in companies                 | 7.67 Survey [0..10] | 3         |
| Female labor force                         | Percentage of total labor force                 | 47.17 %             | 17        |
| Health infrastructure                      | meets the needs of society                      | 7.43 Survey [0..10] | 21        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 64.80 index         | 20        |
| ► Attracting and retaining talents   | is a priority in companies  | 8.10 Survey [0..10] | 4         |
| Worker motivation                    | in companies is high  | 7.53 Survey [0..10] | 6         |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.29 Survey [0..10] | 7         |
| Quality of life                      | is high   | 9.37 Survey [0..10] | 7         |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.40 Survey [0..10] | 19        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 51,960 US\$         | 7         |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 208,113 US\$        | 18        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 12.22 %             | 59        |
| Justice                              | is fairly administered  | 8.43 Survey [0..10] | 6         |
| ► Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 5.72 micrograms     | 2         |

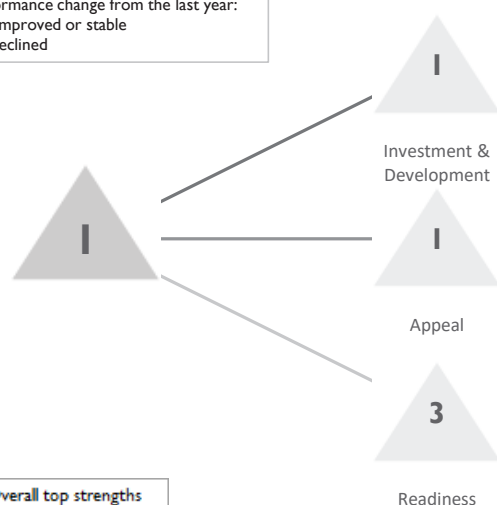
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.26 %              | 21        |
| Skilled labor                   | is readily available  | 6.97 Survey [0..10] | 6         |
| ► Finance skills                | are readily available                                       | 8.07 Survey [0..10] | 3         |
| International experience        | of senior managers is generally significant                 | 7.40 Survey [0..10] | 5         |
| ► Competent senior managers     | are readily available                                       | 7.32 Survey [0..10] | 3         |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.53 Survey [0..10] | 16        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.32 %             | 21        |
| University education            | meets the needs of a competitive economy                    | 8.17 Survey [0..10] | 7         |
| Management education            | meets the needs of the business community                   | 8.03 Survey [0..10] | 5         |
| Language skills                 | are meeting the needs of enterprises                        | 8.60 Survey [0..10] | 6         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.99 number         | 28        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 503 Average         | 15        |

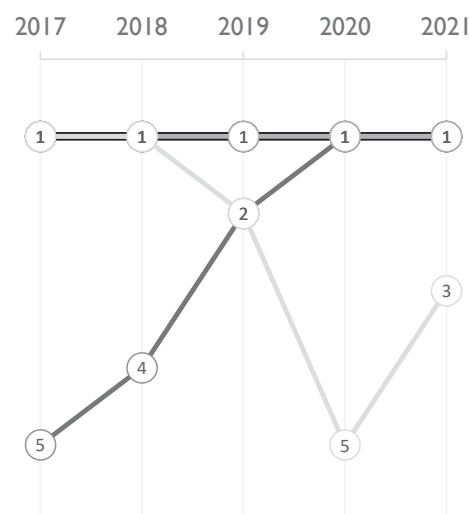
# SWITZERLAND

## OVERALL PERFORMANCE (64 countries)

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



- Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 5.4 %               | 17        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 24,391 US\$         | 2         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 15.10 ratio         | 31        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 11.88 ratio         | 28        |
| ► Apprenticeships                          | are sufficiently implemented                    | 8.93 Survey [0..10] | 1         |
| Employee training                          | is a high priority in companies                 | 7.56 Survey [0..10] | 4         |
| Female labor force                         | Percentage of total labor force                 | 46.76 %             | 25        |
| Health infrastructure                      | meets the needs of society                      | 8.92 Survey [0..10] | 1         |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 104.70 index        | 59        |
| Attracting and retaining talents       | is a priority in companies  | 7.86 Survey [0..10] | 11        |
| Worker motivation                      | in companies is high  | 7.58 Survey [0..10] | 4         |
| Brain drain                            | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.92 Survey [0..10] | 2         |
| Quality of life                        | is high   | 9.67 Survey [0..10] | 2         |
| ► Foreign highly-skilled personnel     | are attracted to your country's business environment  | 9.05 Survey [0..10] | 1         |
| ► Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 81,614 US\$         | 1         |
| ► Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 456,448 US\$        | 1         |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 8.40 %              | 45        |
| Justice                                | is fairly administered  | 8.40 Survey [0..10] | 7         |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 10.04 micrograms    | 15        |

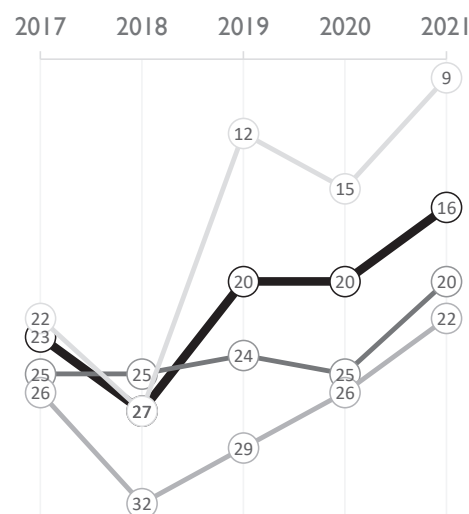
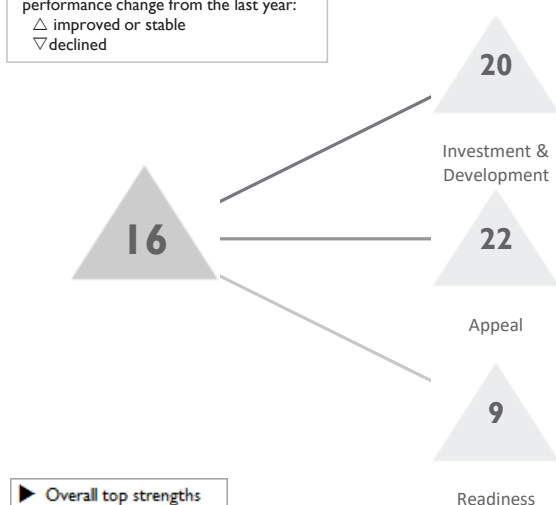
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.24 %              | 22        |
| Skilled labor                   | is readily available  | 6.96 Survey [0..10] | 7         |
| Finance skills                  | are readily available                                       | 8.22 Survey [0..10] | 2         |
| ► International experience      | of senior managers is generally significant                 | 7.98 Survey [0..10] | 1         |
| Competent senior managers       | are readily available                                       | 7.20 Survey [0..10] | 5         |
| Primary and secondary education | meets the needs of a competitive economy                    | 8.99 Survey [0..10] | 2         |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.35 %             | 28        |
| University education            | meets the needs of a competitive economy                    | 9.10 Survey [0..10] | 1         |
| Management education            | meets the needs of the business community                   | 8.71 Survey [0..10] | 1         |
| Language skills                 | are meeting the needs of enterprises                        | 8.75 Survey [0..10] | 4         |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 6.52 number         | 9         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 498 Average         | 21        |

# TAIWAN, CHINA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education      | Percentage of GDP                               | 3.6 %               | 50        |
| ▷ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 5,154 US\$          | 33        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 12.10 ratio         | 15        |
| Pupil-teacher ratio (secondary education)    | Ratio of students to teaching staff             | 12.40 ratio         | 36        |
| ▶ Apprenticeships                            | are sufficiently implemented                    | 6.26 Survey [0..10] | 7         |
| ▶ Employee training                          | is a high priority in companies                 | 7.40 Survey [0..10] | 5         |
| Female labor force                           | Percentage of total labor force                 | 44.52 %             | 42        |
| Health infrastructure                        | meets the needs of society                      | 8.49 Survey [0..10] | 8         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 84.40 index         | 49        |
| Attracting and retaining talents     | is a priority in companies  | 7.16 Survey [0..10] | 27        |
| ▶ Worker motivation                  | in companies is high  | 7.55 Survey [0..10] | 5         |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 4.47 Survey [0..10] | 35        |
| Quality of life                      | is high   | 7.72 Survey [0..10] | 24        |
| ▷ Foreign highly-skilled personnel   | are attracted to your country's business environment  | 4.98 Survey [0..10] | 38        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 26,500 US\$         | 27        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 183,102 US\$        | 23        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 2.65 %              | 19        |
| Justice                              | is fairly administered  | 6.42 Survey [0..10] | 25        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 16.20 micrograms    | 33        |

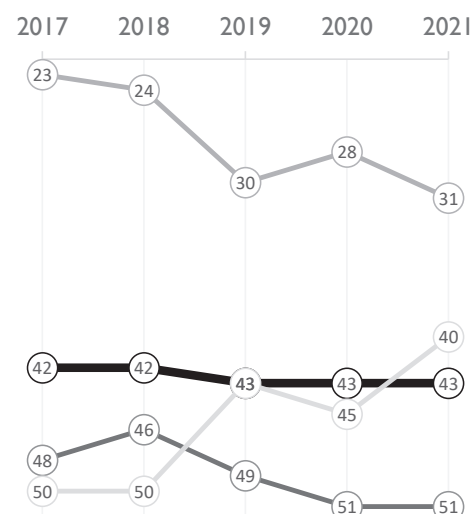
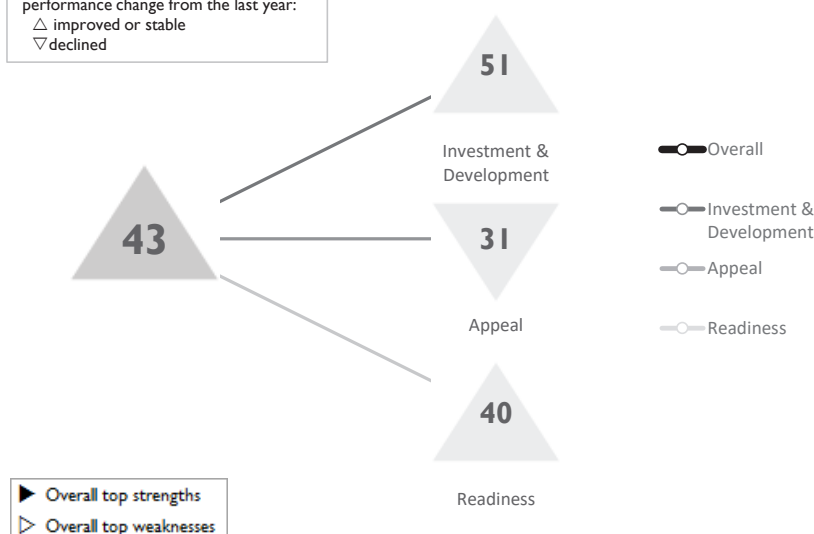
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | 0.15 %              | 24        |
| Skilled labor                   | is readily available  | 6.51 Survey [0..10] | 13        |
| Finance skills                  | are readily available                                       | 7.15 Survey [0..10] | 15        |
| International experience        | of senior managers is generally significant                 | 5.84 Survey [0..10] | 27        |
| Competent senior managers       | are readily available                                       | 6.06 Survey [0..10] | 25        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.44 Survey [0..10] | 18        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 32.27 %             | 5         |
| University education            | meets the needs of a competitive economy                    | 7.33 Survey [0..10] | 20        |
| Management education            | meets the needs of the business community                   | 7.36 Survey [0..10] | 16        |
| Language skills                 | are meeting the needs of enterprises                        | 6.49 Survey [0..10] | 31        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 5.43 number         | 14        |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 516 Average         | 8         |

# THAILAND

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▶ Total public expenditure on education      | Percentage of GDP                               | 3.0 %               | 58        |
| ▶ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,294 US\$          | 52        |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 13.00 ratio         | 20        |
| ▶ Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 26.25 ratio         | 61        |
| Apprenticeships                              | are sufficiently implemented                    | 5.56 Survey [0..10] | 24        |
| Employee training                            | is a high priority in companies                 | 6.45 Survey [0..10] | 20        |
| Female labor force                           | Percentage of total labor force                 | 45.66 %             | 36        |
| ▶ Health infrastructure                      | meets the needs of society                      | 7.86 Survey [0..10] | 16        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 82.60 index         | 47        |
| Attracting and retaining talents     | is a priority in companies  | 7.23 Survey [0..10] | 25        |
| Worker motivation                    | in companies is high  | 6.28 Survey [0..10] | 22        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 5.73 Survey [0..10] | 20        |
| Quality of life                      | is high   | 6.54 Survey [0..10] | 38        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.02 Survey [0..10] | 22        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 12,681 US\$         | 44        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 193,546 US\$        | 22        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 1.77 %              | 10        |
| Justice                              | is fairly administered  | 5.70 Survey [0..10] | 30        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 27.32 micrograms    | 54        |

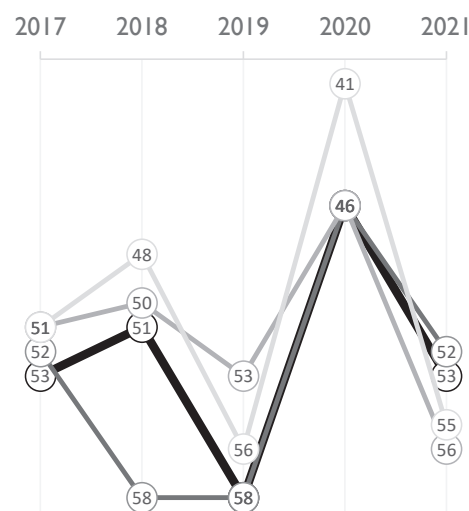
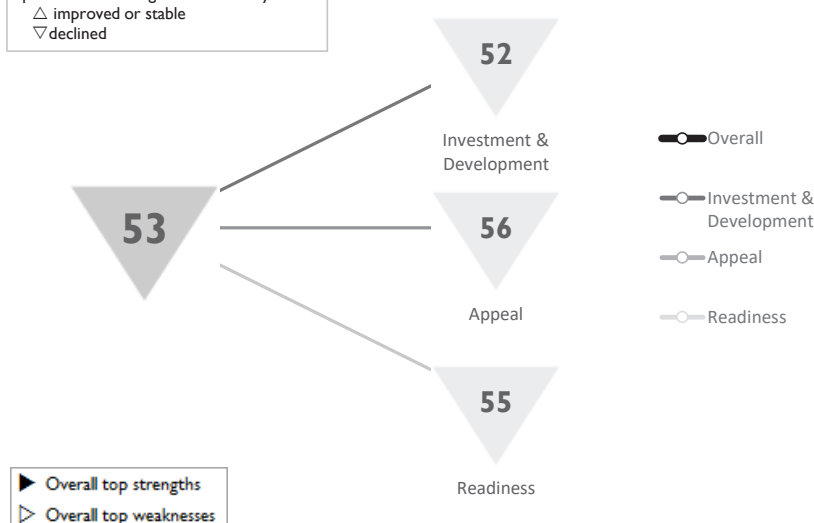
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▶ Labor force growth            | Percentage change   | 0.96 %              | 9         |
| Skilled labor                   | is readily available  | 6.19 Survey [0..10] | 22        |
| Finance skills                  | are readily available                                       | 6.22 Survey [0..10] | 37        |
| International experience        | of senior managers is generally significant                 | 5.87 Survey [0..10] | 25        |
| ▶ Competent senior managers     | are readily available                                       | 6.37 Survey [0..10] | 19        |
| Primary and secondary education | meets the needs of a competitive economy                    | 5.63 Survey [0..10] | 42        |
| ▶ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 27.86 %             | 19        |
| University education            | meets the needs of a competitive economy                    | 5.95 Survey [0..10] | 37        |
| Management education            | meets the needs of the business community                   | 6.21 Survey [0..10] | 37        |
| Language skills                 | are meeting the needs of enterprises                        | 5.02 Survey [0..10] | 46        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 0.38 number         | 54        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 412 Average         | 51        |

# TURKEY

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | 4.4 %               | 36        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 1,306 US\$          | 51        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 17.52 ratio         | 46        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 13.37 ratio         | 44        |
| Apprenticeships                            | are sufficiently implemented                    | 4.43 Survey [0..10] | 48        |
| Employee training                          | is a high priority in companies                 | 5.19 Survey [0..10] | 50        |
| ▷ Female labor force                       | Percentage of total labor force                 | 31.53 %             | 58        |
| ▷ Health infrastructure                    | meets the needs of society                      | 6.94 Survey [0..10] | 28        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 61.00 index         | 11        |
| Attracting and retaining talents     | is a priority in companies  | 6.04 Survey [0..10] | 50        |
| Worker motivation                    | in companies is high  | 4.94 Survey [0..10] | 51        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 3.40 Survey [0..10] | 52        |
| Quality of life                      | is high   | 4.43 Survey [0..10] | 54        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 3.19 Survey [0..10] | 55        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 8,368 US\$          | 55        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 128,492 US\$        | 40        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 3.77 %              | 27        |
| ▷ Justice                            | is fairly administered  | 2.21 Survey [0..10] | 59        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 26.85 micrograms    | 53        |

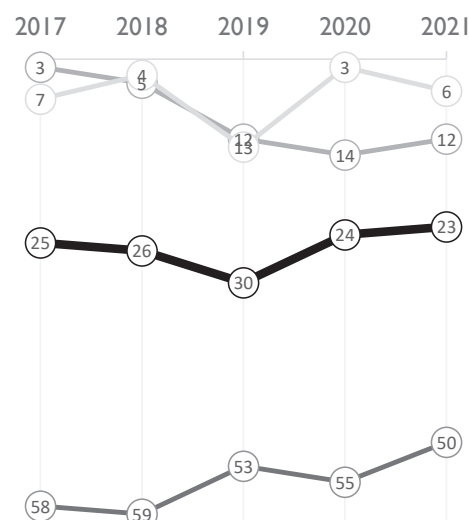
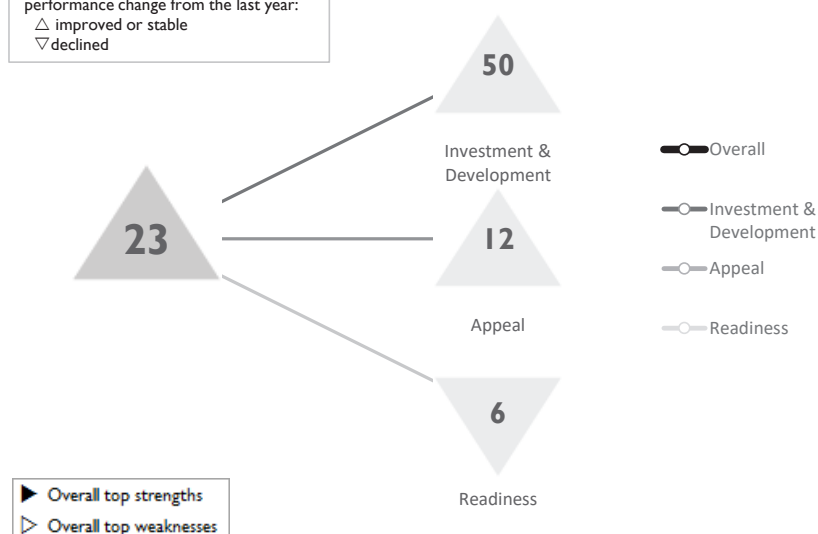
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -5.15 %             | 61        |
| ▷ Skilled labor                 | is readily available  | 6.13 Survey [0..10] | 26        |
| ▷ Finance skills                | are readily available                                       | 6.43 Survey [0..10] | 31        |
| ▷ International experience      | of senior managers is generally significant                 | 4.30 Survey [0..10] | 59        |
| Competent senior managers       | are readily available                                       | 5.66 Survey [0..10] | 32        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.00 Survey [0..10] | 55        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 18.36 %             | 57        |
| University education            | meets the needs of a competitive economy                    | 4.43 Survey [0..10] | 58        |
| Management education            | meets the needs of the business community                   | 4.85 Survey [0..10] | 54        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 4.04 Survey [0..10] | 58        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.86 number         | 41        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 462 Average         | 40        |

# UAE

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Total public expenditure on education    | Percentage of GDP                               | 3.1 %               | 54        |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 7,984 US\$          | 22        |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | 18.60 ratio         | 49        |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 10.46 ratio         | 17        |
| Apprenticeships                            | are sufficiently implemented                    | 6.48 Survey [0..10] | 5         |
| Employee training                          | is a high priority in companies                 | 7.13 Survey [0..10] | 8         |
| ▷ Female labor force                       | Percentage of total labor force                 | 14.62 %             | 62        |
| Health infrastructure                      | meets the needs of society                      | 8.50 Survey [0..10] | 7         |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 85.80 index         | 51        |
| Attracting and retaining talents     | is a priority in companies  | 7.58 Survey [0..10] | 14        |
| Worker motivation                    | in companies is high  | 7.35 Survey [0..10] | 8         |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.79 Survey [0..10] | 3         |
| Quality of life                      | is high   | 8.92 Survey [0..10] | 10        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 8.42 Survey [0..10] | 2         |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 32,449 US\$         | 24        |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 243,522 US\$        | 13        |
| ▶ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 0.00 %              | 1         |
| Justice                              | is fairly administered  | 7.90 Survey [0..10] | 11        |
| ▷ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 43.08 micrograms    | 60        |

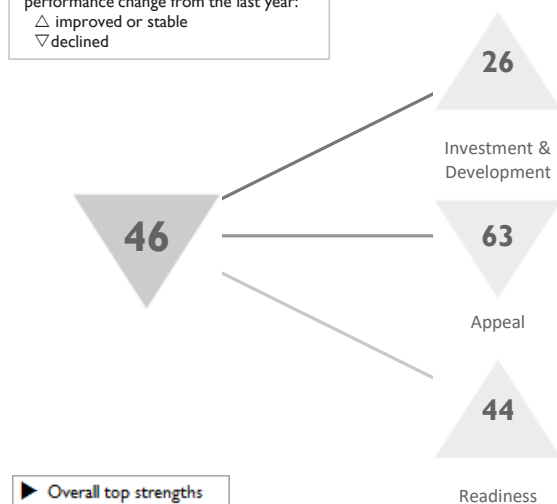
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -3.91 %             | 58        |
| ▶ Skilled labor                 | is readily available  | 7.53 Survey [0..10] | 1         |
| Finance skills                  | are readily available                                       | 7.65 Survey [0..10] | 8         |
| ▶ International experience      | of senior managers is generally significant                 | 7.89 Survey [0..10] | 2         |
| ▶ Competent senior managers     | are readily available                                       | 7.43 Survey [0..10] | 1         |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.92 Survey [0..10] | 9         |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 30.98 %             | 9         |
| University education            | meets the needs of a competitive economy                    | 7.65 Survey [0..10] | 18        |
| Management education            | meets the needs of the business community                   | 7.39 Survey [0..10] | 15        |
| Language skills                 | are meeting the needs of enterprises                        | 8.60 Survey [0..10] | 5         |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 23.71 number        | 1         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 433 Average         | 44        |

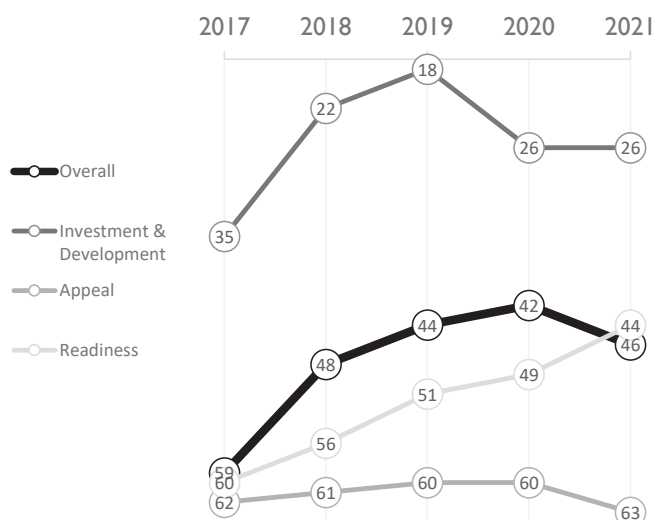
# UKRAINE

## OVERALL PERFORMANCE (64 countries)

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



- ▶ Overall top strengths
- ▷ Overall top weaknesses



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| ▶ Total public expenditure on education     | Percentage of GDP                               | 5.4 %               | 16        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 1,205 US\$          | 53        |
| ▶ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 12.98 ratio         | 19        |
| ▶ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 7.34 ratio          | 1         |
| Apprenticeships                             | are sufficiently implemented                    | 4.98 Survey [0..10] | 34        |
| Employee training                           | is a high priority in companies                 | 5.68 Survey [0..10] | 37        |
| ▶ Female labor force                        | Percentage of total labor force                 | 47.61 %             | 13        |
| ▷ Health infrastructure                     | meets the needs of society                      | 2.22 Survey [0..10] | 62        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▶ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 68.40 index         | 26        |
| Attracting and retaining talents     | is a priority in companies  | 6.35 Survey [0..10] | 42        |
| Worker motivation                    | in companies is high  | 4.95 Survey [0..10] | 50        |
| ▷ Brain drain                        | (well-educated and skilled people) does not hinder competitiveness in your economy              | 1.90 Survey [0..10] | 62        |
| ▷ Quality of life                    | is high   | 3.11 Survey [0..10] | 62        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 2.86 Survey [0..10] | 58        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 3,311 US\$          | 60        |
| ▷ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 30,281 US\$         | 60        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 6.92 %              | 41        |
| ▷ Justice                            | is fairly administered  | 1.97 Survey [0..10] | 61        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 14.70 micrograms    | 29        |

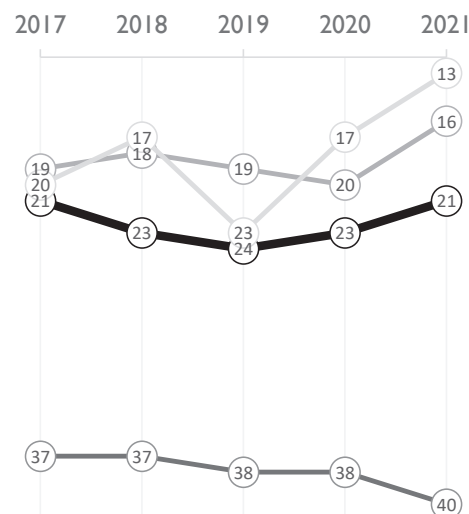
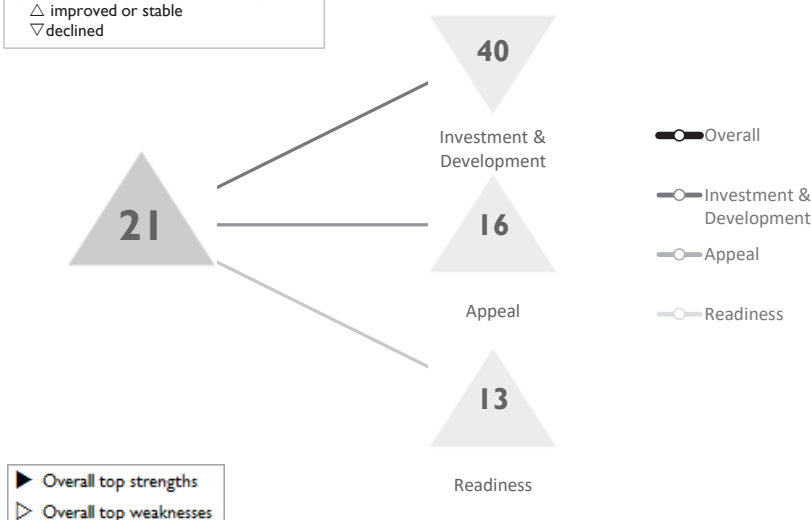
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -2.68 %             | 54        |
| Skilled labor                   | is readily available  | 5.87 Survey [0..10] | 31        |
| Finance skills                  | are readily available                                       | 5.77 Survey [0..10] | 47        |
| International experience        | of senior managers is generally significant                 | 4.76 Survey [0..10] | 49        |
| Competent senior managers       | are readily available                                       | 5.02 Survey [0..10] | 45        |
| Primary and secondary education | meets the needs of a competitive economy                    | 4.92 Survey [0..10] | 47        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 25.05 %             | 31        |
| University education            | meets the needs of a competitive economy                    | 4.87 Survey [0..10] | 51        |
| Management education            | meets the needs of the business community                   | 5.94 Survey [0..10] | 42        |
| Language skills                 | are meeting the needs of enterprises                        | 4.73 Survey [0..10] | 51        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 1.32 number         | 48        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 463 Average         | 39        |

# UNITED KINGDOM

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|   |   | Value               | 2021 Rank |
|---|---|---------------------|-----------|
| Total public expenditure on education       | Percentage of GDP                               | 4.9 %               | 26        |
| Total public exp. on education per student  | Spending per enrolled pupil/student, all levels | 8,932 US\$          | 20        |
| ▷ Pupil-teacher ratio (primary education)   | Ratio of students to teaching staff             | 19.88 ratio         | 53        |
| ▷ Pupil-teacher ratio (secondary education) | Ratio of students to teaching staff             | 17.30 ratio         | 52        |
| Apprenticeships                             | are sufficiently implemented                    | 4.88 Survey [0..10] | 39        |
| Employee training                           | is a high priority in companies                 | 5.67 Survey [0..10] | 38        |
| Female labor force                          | Percentage of total labor force                 | 47.53 %             | 14        |
| Health infrastructure                       | meets the needs of society                      | 6.83 Survey [0..10] | 29        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| ▷ Cost-of-living index               | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 87.50 index         | 53        |
| Attracting and retaining talents     | is a priority in companies  | 7.13 Survey [0..10] | 30        |
| Worker motivation                    | in companies is high  | 6.14 Survey [0..10] | 26        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 6.20 Survey [0..10] | 15        |
| Quality of life                      | is high   | 7.09 Survey [0..10] | 30        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 6.37 Survey [0..10] | 20        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 39,774 US\$         | 17        |
| ▶ Remuneration of management         | Total base salary plus bonuses and long-term incentives, US\$                                   | 242,150 US\$        | 14        |
| ▷ Collected personal income tax      | On profits, income and capital gains, as a percentage of GDP                                    | 9.09 %              | 47        |
| ▶ Justice                            | is fairly administered  | 7.84 Survey [0..10] | 13        |
| ▶ Exposure to particle pollution     | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 10.02 micrograms    | 14        |

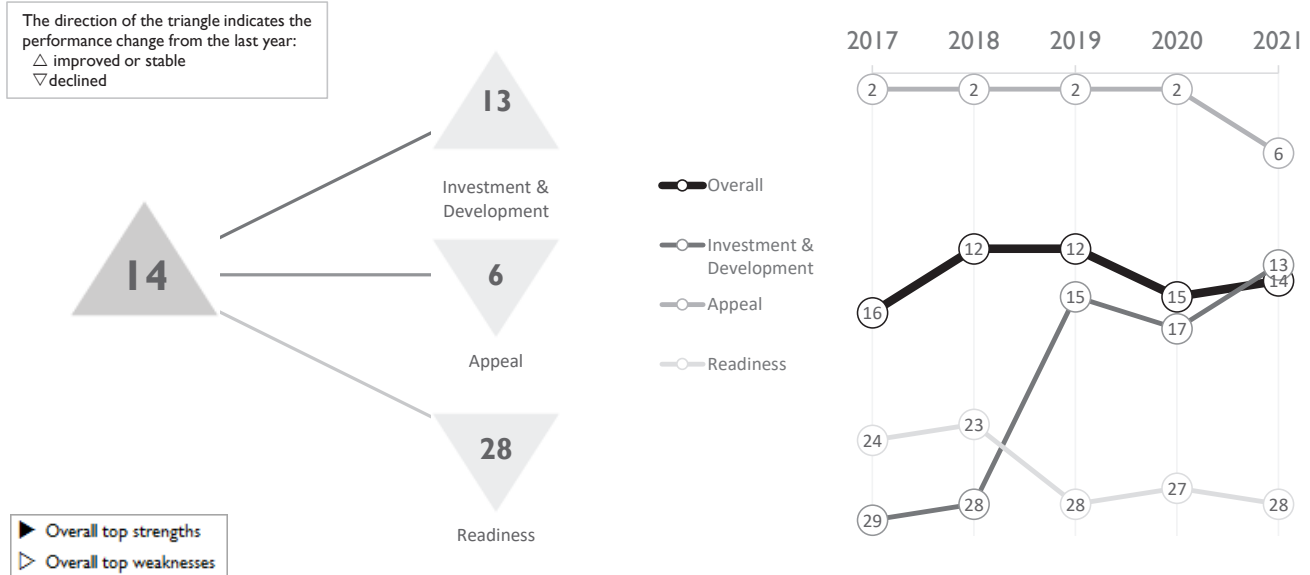
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -0.08 %             | 28        |
| Skilled labor                   | is readily available  | 6.42 Survey [0..10] | 16        |
| Finance skills                  | are readily available                                       | 6.89 Survey [0..10] | 18        |
| International experience        | of senior managers is generally significant                 | 5.88 Survey [0..10] | 23        |
| Competent senior managers       | are readily available                                       | 6.58 Survey [0..10] | 14        |
| Primary and secondary education | meets the needs of a competitive economy                    | 7.03 Survey [0..10] | 20        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | 26.25 %             | 24        |
| University education            | meets the needs of a competitive economy                    | 7.69 Survey [0..10] | 16        |
| Management education            | meets the needs of the business community                   | 7.15 Survey [0..10] | 20        |
| ▷ Language skills               | are meeting the needs of enterprises                        | 5.38 Survey [0..10] | 41        |
| ▶ Student mobility inbound      | Foreign tertiary-level students per 1000 inhabitants        | 7.32 number         | 8         |
| ▶ Educational assessment - PISA | PISA survey of 15-year olds                                 | 503 Average         | 13        |



# USA

## OVERALL PERFORMANCE (64 countries)



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education        | Percentage of GDP                               | 5.9 %               | 10        |
| ▶ Total public exp. on education per student | Spending per enrolled pupil/student, all levels | 15,560 US\$         | 5         |
| Pupil-teacher ratio (primary education)      | Ratio of students to teaching staff             | 15.21 ratio         | 35        |
| ▷ Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | 15.16 ratio         | 49        |
| Apprenticeships                              | are sufficiently implemented                    | 4.74 Survey [0..10] | 43        |
| Employee training                            | is a high priority in companies                 | 6.23 Survey [0..10] | 29        |
| Female labor force                           | Percentage of total labor force                 | 46.99 %             | 20        |
| Health infrastructure                        | meets the needs of society                      | 6.34 Survey [0..10] | 35        |

### Appeal

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| ▷ Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | 100.00 index        | 57        |
| Attracting and retaining talents       | is a priority in companies  | 7.68 Survey [0..10] | 13        |
| Worker motivation                      | in companies is high  | 6.49 Survey [0..10] | 16        |
| ▶ Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 7.21 Survey [0..10] | 8         |
| Quality of life                        | is high   | 7.51 Survey [0..10] | 27        |
| ▶ Foreign highly-skilled personnel     | are attracted to your country's business environment  | 7.87 Survey [0..10] | 6         |
| ▶ Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | 59,616 US\$         | 4         |
| ▶ Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 396,392 US\$        | 2         |
| ▷ Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | 10.14 %             | 51        |
| Justice                                | is fairly administered  | 6.04 Survey [0..10] | 27        |
| Exposure to particle pollution         | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 7.68 micrograms     | 9         |

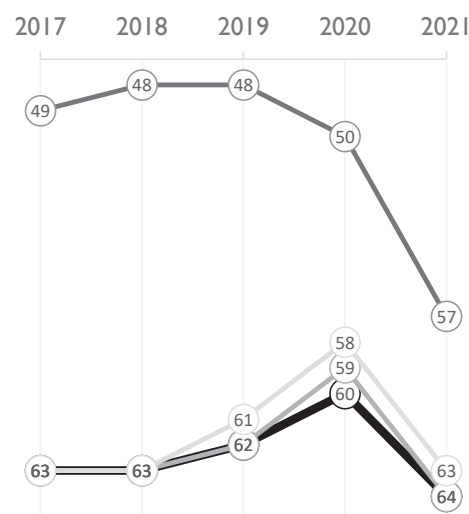
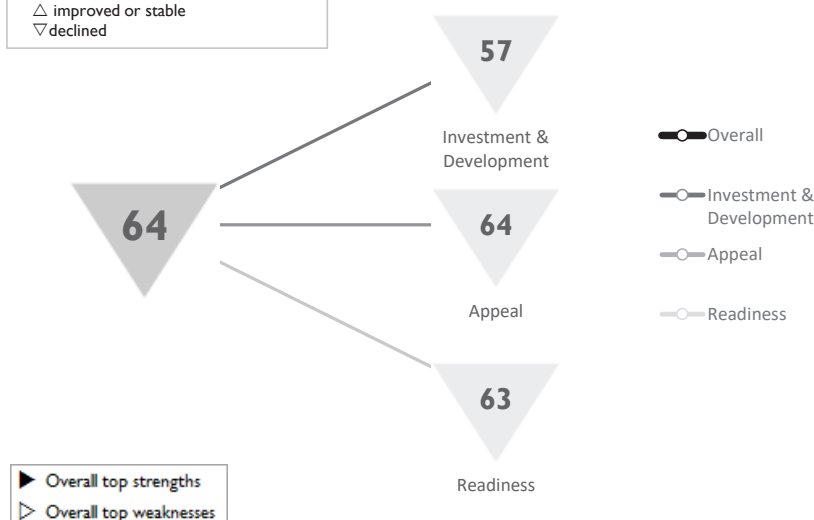
### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| ▷ Labor force growth            | Percentage change   | -1.71 %             | 48        |
| Skilled labor                   | is readily available  | 6.45 Survey [0..10] | 15        |
| Finance skills                  | are readily available                                       | 7.50 Survey [0..10] | 10        |
| International experience        | of senior managers is generally significant                 | 5.87 Survey [0..10] | 26        |
| Competent senior managers       | are readily available                                       | 7.00 Survey [0..10] | 8         |
| Primary and secondary education | meets the needs of a competitive economy                    | 6.51 Survey [0..10] | 29        |
| ▷ Graduates in Sciences         | % of graduates in ICT, Engineering, Math & Natural Sciences | 19.23 %             | 52        |
| University education            | meets the needs of a competitive economy                    | 7.49 Survey [0..10] | 19        |
| Management education            | meets the needs of the business community                   | 7.64 Survey [0..10] | 12        |
| Language skills                 | are meeting the needs of enterprises                        | 6.06 Survey [0..10] | 36        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | 2.97 number         | 29        |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | 495 Average         | 24        |

# VENEZUELA

## OVERALL PERFORMANCE (64 countries)

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



### Investment & Development

|  |   | Value               | 2021 Rank |
|--|---|---------------------|-----------|
| Total public expenditure on education      | Percentage of GDP                               | - %                 | -         |
| Total public exp. on education per student | Spending per enrolled pupil/student, all levels | - US\$              | -         |
| Pupil-teacher ratio (primary education)    | Ratio of students to teaching staff             | - ratio             | -         |
| Pupil-teacher ratio (secondary education)  | Ratio of students to teaching staff             | - ratio             | -         |
| Apprenticeships                            | are sufficiently implemented                    | 4.18 Survey [0..10] | 52        |
| Employee training                          | is a high priority in companies                 | 4.91 Survey [0..10] | 55        |
| Female labor force                         | Percentage of total labor force                 | 37.22 %             | 56        |
| Health infrastructure                      | meets the needs of society                      | 1.01 Survey [0..10] | 64        |

### Appeal

|                                      |   | Value               | 2021 Rank |
|--------------------------------------|---|---------------------|-----------|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) | - index             | -         |
| Attracting and retaining talents     | is a priority in companies  | 6.20 Survey [0..10] | 46        |
| Worker motivation                    | in companies is high  | 3.95 Survey [0..10] | 62        |
| Brain drain                          | (well-educated and skilled people) does not hinder competitiveness in your economy              | 1.93 Survey [0..10] | 61        |
| Quality of life                      | is high   | 1.43 Survey [0..10] | 64        |
| Foreign highly-skilled personnel     | are attracted to your country's business environment  | 0.95 Survey [0..10] | 64        |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 | - US\$              | -         |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   | 23,610 US\$         | 61        |
| Collected personal income tax        | On profits, income and capital gains, as a percentage of GDP                                    | - %                 | -         |
| Justice                              | is fairly administered  | 0.55 Survey [0..10] | 64        |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   | 22.22 micrograms    | 48        |

### Readiness

|                                 |   | Value               | 2021 Rank |
|---------------------------------|---|---------------------|-----------|
| Labor force growth              | Percentage change   | -4.76 %             | 60        |
| Skilled labor                   | is readily available  | 3.48 Survey [0..10] | 61        |
| Finance skills                  | are readily available                                       | 4.08 Survey [0..10] | 62        |
| International experience        | of senior managers is generally significant                 | 4.10 Survey [0..10] | 60        |
| Competent senior managers       | are readily available                                       | 3.40 Survey [0..10] | 61        |
| Primary and secondary education | meets the needs of a competitive economy                    | 2.33 Survey [0..10] | 64        |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences | - %                 | -         |
| University education            | meets the needs of a competitive economy                    | 3.98 Survey [0..10] | 61        |
| Management education            | meets the needs of the business community                   | 4.48 Survey [0..10] | 59        |
| Language skills                 | are meeting the needs of enterprises                        | 3.53 Survey [0..10] | 61        |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants        | - number            | -         |
| Educational assessment - PISA   | PISA survey of 15-year olds                                 | - Average           | -         |

# The IMD World Talent Ranking methodology

## I. The structure of the IMD World Talent Ranking

The ranking is structured according to three factors:

- 1) investment and development
- 2) appeal
- 3) readiness

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

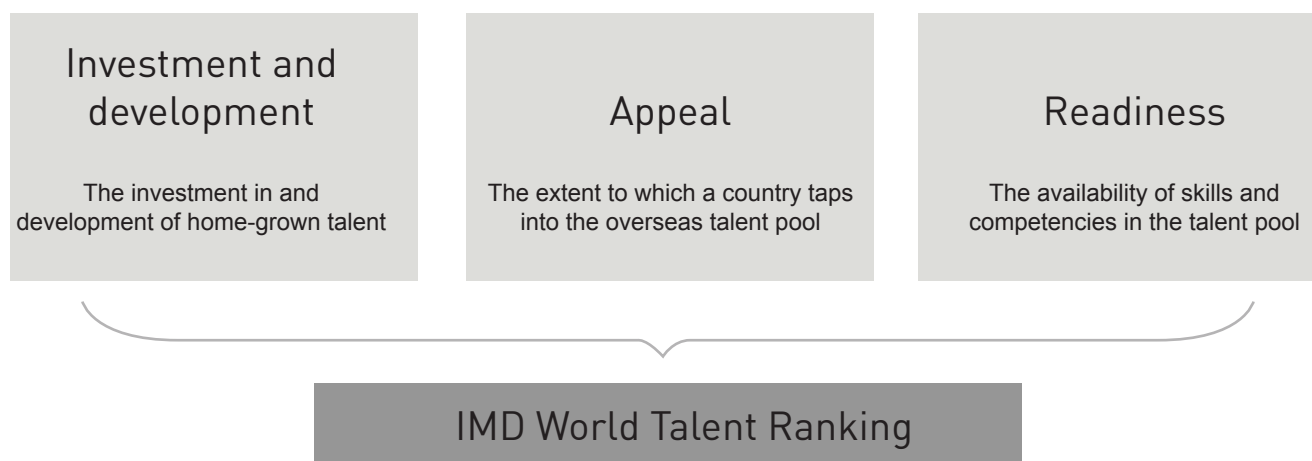
The appeal factor goes beyond the focus on the local labor force to incorporate the ability of a country to tap into the overseas talent pool. It does so by including indicators such as the cost of living and quality of life in a particular economy. Specifically, it examines the ability of a country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

services professions levels and personal income tax rates. This factor also incorporates measures of personal security and the protection of private property rights because they play a key role in increasing the attractiveness of a particular economy.

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

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

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



## II. Constructing the IMD World Talent Ranking

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

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

We employ this methodology to rank the countries' evolution in talent aspects from 2013 onward. However, there are some caveats. For certain years, our sample varies according to the evolution of the IMD World Competitiveness

Yearbook. That is to say, some countries appear in the talent ranking only for the years since they became part of the Yearbook. For example, talent rankings for Mongolia are available from 2015 onward and Cyprus and Saudi Arabia are available only from 2017.

Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

**In Table 2** we present all the definitions of hard and survey criteria. Note that the value range for all survey-based criteria is of 0 to 10.

**Table 1:** Sample size (2017-2021)

| Year:        | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------|------|------|------|------|------|
| # Countries: | 63   | 63   | 63   | 63   | 64   |

**Table 2:** Criteria definitions and survey questions**Investment & Development**

|   |   |
|---|---|
| Total public expenditure on education             | Percentage of GDP                                 |
| Total public expenditure on education per student | Spending per enrolled pupil/student, all levels   |
| Pupil-teacher ratio (primary education)           | Ratio of students to teaching staff               |
| Pupil-teacher ratio (secondary education)         | Ratio of students to teaching staff               |
| Apprenticeships                                   | Apprenticeships are 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  |

**Appeal**

|                                      |   |
|--------------------------------------|---|
| Cost-of-living index                 | Index of a basket of goods & services in the main city, including housing (New York City = 100) |
| Attracting and retaining talents     | 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 your economy  |
| Quality of life                      | Quality of life is high   |
| Foreign highly-skilled personnel     | Foreign highly-skilled personnel are attracted to your country's business environment           |
| Remuneration in services professions | Gross annual income including supplements such as bonuses, US\$                                 |
| Remuneration of management           | Total base salary plus bonuses and long-term incentives, US\$                                   |
| Collected personal income tax rate   | On profits, income and capital gains, as a percentage of GDP                                    |
| Justice                              | Justice is fairly administered  |
| Exposure to particle pollution       | Mean population exposure to PM2.5, Micrograms per cubic metre                                   |

## Readiness

|                                 |  |
|---------------------------------|--|
| Labor force growth              | Percentage change  |
| 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                          |
| Primary and secondary education | Primary and secondary education meets the needs of a competitive economy |
| Graduates in Sciences           | % of graduates in ICT, Engineering, Math & Natural Sciences              |
| 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 are meeting the needs of enterprises                     |
| Student mobility inbound        | Foreign tertiary-level students per 1000 inhabitants                     |
| Educational assessment - PISA   | PISA survey of 15-year olds  |

# Notes and Sources by Criteria

The source of the survey criteria is always :  
*IMD World Competitiveness Center's Executive Opinion Survey 2021.*  
Which was conducted from mid-February to early May 2021, with a total number of 5'776 respondents.

## Background Criteria

### 0.01 [B] Exchange Rate

International Financial Statistics Online February 2021 (IMF)  
National sources

Period average.

### 0.02 [B] Population - Market Size

World Economic Outlook April 2021  
National sources

Mid-year estimates. Croatia: new census in 2011 with a new methodology. India: break in series in 2011. Iceland, Romania as of January 1. Jordan: series have been revised according to the the new Population and Housing Census published in 2016. End of year population for 2019 and 2020. Lithuania: break in series 2011 - census revised population figure downwards by 10% (emigration to EU over past decade). Philippines: Projected population (medium assumption) excluding for 2015, which is based on the 2015 Census. Portugal: methodological change in 2011. Russia: including Crimea as of 2015. UAE: re-estimation of the national population was made by the National Bureau of Statistics in 2010 (consequent increase as of 2008).

### 0.03 [B] GDP per capita

OECD (2021), Main Economic Indicators - complete database  
National sources

Provisional data or estimates for most recent year. Malaysia: Data 2018 & 2019: Preliminary; Data 2020 is sum of 4 quarters.

## Factor 1: Investment & Development

### 1.01 Total public expenditure on education

UNESCO <http://stats.uis.unesco.org>  
Eurostat October 2021  
National sources

Total general (local, regional and central) government expenditure in educational institutions (current and capital). It excludes transfers to private entities such as subsidies to households and students, but includes expenditure funded by transfers from international sources to government. It includes pre-primary, primary, secondary all levels and tertiary public institutions. Chile and Jordan: Budgetary central government. Philippines: Includes expenditure for items other than basic and higher education such as vocational education, culture and sports.

### 1.02 Total public expenditure on education per student

UNESCO <http://stats.uis.unesco.org>  
Eurostat October 2021  
National sources

Total general (local, regional and central) government expenditure in educational institutions (current and capital). It excludes transfers to private entities such as subsidies to households and students, but includes expenditure funded by transfers from international sources to government. It includes pre-primary, primary, secondary all levels and tertiary public institutions. Chile and Jordan: Budgetary central government. Philippines: Includes expenditure for items other than basic and higher education such as vocational education, culture and sports.

### 1.03 Pupil-teacher ratio (primary education)

UNESCO <http://stats.uis.unesco.org>  
OECD Education at a Glance 2021  
National sources

For public and private institutions, based on full-time equivalent. Primary education (ISCED level 1): level of which the main function is to provide the basic elements of education at such establishments as elementary schools, primary schools. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personnel. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel

who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Brazil, Bulgaria, China, Cyprus, Greece, Hong Kong SAR, Jordan, Kazakhstan, Mongolia, Peru, Philippines, Qatar, Romania, Saudi Arabia, Singapore, South Africa, Thailand, UAE and Ukraine: based on headcounts. Canada and Slovenia: Include data from another category.

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#### **1.04 Pupil-teacher ratio (secondary education)**

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

OECD Education at a Glance 2021

National sources

For public and private institutions, based on full-time equivalent. Secondary education (ISCED levels 2 and 3): level providing general and/or specialized instruction at middle schools, secondary schools, high schools, teacher training schools and schools of a vocational or technical nature. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personnel. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Brazil, China, Cyprus, Hong Kong, Jordan, Kazakhstan, Peru, Philippines, Qatar, Romania, Saudi Arabia, Singapore, Thailand, UAE, Ukraine and Venezuela: Based on headcounts. Australia: general programs only. Bulgaria, Canada: upper secondary only. Estonia, Italy, Japan, Portugal, Switzerland and United Kingdom: Include data from another category. Iceland: lower secondary only.

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#### **1.07 Female labor force**

OECD (2021), Main Economic Indicators - complete database

National sources

Estimates for the most recent year. Austria: break in series in 2008. Belgium: until Q3 for 2018. Denmark: break in series in 2009. Malaysia: break in series in 2010. Philippines: 2018 data calculated from the July 2018 Labor Force Survey. Philippines: 2020 data are preliminary figures for October 2020. Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Spain: break in series in 2005.

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## **Factor 2: Appeal**

#### **2.01 Cost-of-living index**

MERCER Cost of Living survey 2020

[www.mercer.com](http://www.mercer.com)

Break in series in 2015: In the main city as of 2015, average of main cities in large countries (made by IMD WCC) or in the capital in smaller ones up to 2014. The Mercer survey covers 214 cities across five continents and measures the comparative cost of over 200 items in each location, including housing, transport, food, clothing, household goods and entertainment. It is the world's most comprehensive cost of living survey and is used to help multinational companies and governments determine compensation allowance for their expatriate employees. New York is used as the base city (=100) for the index and all cities are compared against New York. Currency movements are measured against the US dollar. The cost of housing - often the biggest expense for expats - plays an important part in determining where cities are ranked.

Data is not always comparable over years (money fluctuations in 2010 and 2011).

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#### **2.07 [7] Remuneration in services professions**

UBS Prices and Earnings 2018

National sources

Figures are estimates remuneration paid in major cities. Gross annual income including possible supplementary benefits, such as bonuses, vacation pay, meal or housing allowances, or family assistance. Product Manager: manager in pharmaceutical, chemical or food industry, about five years of experience, tertiary educational degree, middle management, approximate age and status: 35, married. Primary school teacher: teaching for about 10 years in government-operated schools, approximate age and status: 35, married, two children. Secretary/Personal Assistant: secretary of a department manager in an industrial firm, at least five years of experience; knowledge of PCs and one foreign language, approximate age and status: 25, single. Call center agent: trained agent at an inbound call/service center in the telecommunications or technology sector, approximate age and status: 25, single. Nurse: Completed apprenticeship or studies, at least 10 years of experience, approx. age and status: 35, married, two children. Sales Assistant: Sales in ladies' apparel at a large department store, specialized training in sales, several years of experience, approx. age and status: 25, single.

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#### **2.08 [4] Remuneration of management**

HCM International Ltd, April 2021

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. 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).

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### 2.09 Collected personal income tax

OECD (2021), "Revenue Statistics: Comparative tables", OECD Tax Statistics (database)

Government Finance Statistics 2021

National sources

Personal income taxes paid to general government. Russia: break in series in 2005 and 2007. Singapore: financial year.

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### 2.11 Exposure to particle pollution

OECD (2021), "Green growth indicators", OECD Environment Statistics (database)

Particle pollution, also called particulate matter or PM, is a mixture of solids and liquid droplets floating in the air. Some particles are released directly from a specific source, while others form in complicated chemical reactions in the atmosphere. Particles less than 10 micrometers in diameter pose the greatest problems, because they can get deep into lungs and even the bloodstream. Cyprus: includes PM2.5 and PM10.

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## Factor 3: Readiness

### 3.01 Labor force growth

OECD (2021), Main Economic Indicators - complete database

National sources

Estimates for the most recent year. Austria: break in series in 2008. Belgium: until Q3 for 2018. Brazil: break in series in 2014. 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. Philippines: 2020 data are preliminary figures for October 2020. Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Spain: break in series in 2005.

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### 3.07 Graduates in Sciences

UNESCO

National sources

Share of graduates in Natural Sciences; Mathematics and Statistics; Information and Communication technologies; Engineering, manufacturing and construction. In tertiary education (ISCED2011 levels 5 to 8), both sexes (%). Japan: Data on information and communication technologies are included in other fields. Jordan: 2020 data used in 2019. Philippines: includes Medical and Allied Disciplines Graduates.

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### 3.11 Student mobility inbound

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. Thailand : 2020 data have been used in 2019.

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### 3.12 [2] Educational assessment - PISA

PISA 2018 (OECD)

<http://www.oecd.org/pisa/>

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. PISA selects a sample of students that represents the full population of 15-year-old students in each participating country or education system, in both public and private schools. 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. Hong Kong (China), Netherlands, Portugal and United States: Data did not meet the PISA technical standards but were accepted as largely comparable. China: limited regions (B-S-J-Z); the municipalities of Beijing and Shanghai and the provinces of Jiangsu and Zhejiang participated.

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## About the Institute for Management Development (IMD)

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The Institute for Management Development (IMD) is an independent academic institution with Swiss roots and global reach, founded 75 years ago by business leaders for business leaders. Since its creation, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society.

Based in Lausanne (Switzerland) and Singapore, IMD has been ranked in the Top 3 of the annual FT's Executive Education Global Ranking for the last nine consecutive years and in the top five for 17 consecutive years. Our MBA and EMBA programs have repeatedly been singled out among the best in Europe and the world.

We believe that this consistency at the forefront of our industry is grounded in IMD's unique approach to creating "Real Learning. Real Impact". Led by an expert and diverse faculty, we strive to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. *Challenging what is and inspiring what could be.*

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