

IMD World Talent Ranking 2025

Executive mobility
in a volatile world



Preface

September 2025

IMD World Talent Ranking 2025

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We are living in turbulent times, which are ricocheting across talent pools. The US, the country that once welcomed the world’s talent, is increasingly defined by suspicion of outsiders, class polarization, and an erosion of shared civic identity. Burdened by rising internal divisions, political dysfunction, and social unrest, it remains an unparalleled force in technology and entrepreneurship.

While digital nomad visas and talent attraction programs signal a shift toward openness in Asia, rising protectionist policies due to intensified geopolitical competition and because of concerns over China’s industrial overcapacity, create hurdles for firms looking to hire foreign professionals.

Europe, despite its innovation, talent, and infrastructure, lags in venture funding, startup scaling, and financial market integration. And without swift, cohesive reform, risks continued talent and capital flight, undermining its global competitiveness in tech, innovation, and economic growth.

However, Europe is well-positioned to lure in global talent, given that Brexit eliminated the UK’s automatic access to EU talent pools. But first it must overcome its bureaucratic barriers and create more streamlined pathways for international researchers, entrepreneurs, and skilled workers.

Countries and companies today are having to ensure their talent pipelines are equipped to handle new threats, such as cybersecurity. And, as digital transformation reshapes

industries and biotechnology advances at unprecedented rates, looking beyond their domestic borders to secure innovation capabilities that can propel them forward in highly competitive global markets.

Education and workforce development are essential to countries’ competitiveness strategies; this is nothing new. Foreign professionals bring diversity to the workplace, stimulating new perspectives and innovation. Retaining international talent involves governments working together with educational institutions and employers, for instance, to lengthen the stay rate of international employees.

Our talent ranking, now in its eleventh year, collates data from 69 economies. The source of the survey criteria is the IMD World Competitiveness Center Executive Opinion Survey, conducted by 6,162 executives in spring 2025.

In the context of executives’ new order of priorities when considering relocation - the trend dominating this year’s analysis - it is fitting to mention the inclusion of a new data point in our ranking: passport freedom. It ranks countries based on their individual country and visa characteristics, and again by how many passports they accept visa-free.

Passport freedom is vital for enabling the free movement of highly skilled individuals, driving economic growth, innovation, and investment by directing talent to where it is most valued.



Arturo Bris
Director
IMD World Competitiveness Center

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The IMD World Competitiveness Center

For more than thirty-five 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 73 Partner Institutes in 60 countries to provide the government, business and academic communities with the following services:

Competitiveness Special Reports	IMD World Digital Competitiveness 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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Essay

Executive mobility in a volatile world: a new set of priorities for relocating

Executive mobility is a critical aspect of the global economy. It influences innovation, knowledge transfer, and competitive advantage for both firms and destination countries. In recent years, the landscape of executive relocation has been markedly altered by a convergence of worldwide disruptions. These include geopolitical conflicts, economic turbulence, and the resurgence of inflation.

Earlier research into executive relocation focused on the country-level drivers of international mobility for managers and executives. It tested the influence of four broad categories of destination attractiveness on the movement of talent: economic conditions, institutional factors, cultural affinity, and quality of life. The findings challenged conventional wisdom in striking ways. Contrary to traditional assumptions, pure economic or financial incentives were found to have no significant effect on the mobility of executives. In other words, differences in GDP per capita and related financial pull factors did not statistically motivate executive relocations. This stood in stark contrast to the drivers for other types of migrants; for example, higher income or wage differentials still mattered for lower-skilled or general highly skilled migration, but not at the executive level.

What, then, drives executives to move abroad? In that research, quality of life was identified as the most decisive factor influencing where executives choose to live and work. A one-point increase in a country's quality of life was associated with roughly a 45% increase in the stock of foreign executives in that country. In turn, such an effect underscored how strongly executives valued lifestyle and well-being considerations. In addition, cultural and linguistic affinity emerged as significant. That is, executives were more likely to move to countries where they could comfortably integrate, for instance, where they shared a commonly spoken language or historical ties with the destination country. By contrast, institutional efficiency (e.g., such as the effectiveness of bureaucratic procedures) did not appear to influence executive mobility in the data, even though it did matter for other skilled professionals. Executives, it seems, were willing to navigate administrative hurdles if other aspects of life

in the destination country were attractive. That is, they prioritized personal and family lifestyle over marginal business-friendliness when deciding on relocation.

It followed that countries successful in attracting executives tended to be those offering superior living standards, cultural openness, and societal stability, rather than those merely offering higher salaries or lower taxes. Indeed, many leading destinations for executive talent, such as Switzerland and Singapore, achieve their appeal by combining strong institutions, cultural openness, and living standards rather than relying solely on financial incentives. This backdrop is important because it sets a baseline understanding (up to the late 2010s) that monetary incentives alone were insufficient to lure executives. However, has such prioritization changed under the global disruptions of the past few years? The following sections present new survey evidence to assess how executive priorities in terms of relocation are evolving.¹

In our 2025 IMD Executive Survey, we asked senior managers and executives from 69 countries about the drivers they would currently consider as most important if they were contemplating relocation. The drivers are from among five broad categories: financial incentives (e.g., remuneration and tax), political stability (e.g., safety and governance), business environment (e.g., regulation and predictability), infrastructure (e.g., quality of infrastructure and services), and cultural alignment (e.g., language and cultural fit). The survey asked respondents to indicate which drivers or factors would significantly influence their choice to move to another country for work, and multiple selections were possible. The results offer timely insights into an evolving multidimensional image of executive priorities. The latter notably brings financial considerations to the top of the list. In the sub-sections below, the main trends are presented by driver category, with global aggregate responses and notable country-level variations highlighted for each.

¹ This introductory section relies heavily on Bris, Arturo, Shlomo Ben-Hur, José Caballero, & Marco Pistis (2023). "The macro-contextual drivers of the international mobility of managers and executives." *Journal of Global Mobility*, 11(3). DOI: 10.1108/JGM-07-2022-0035.



Financial incentives

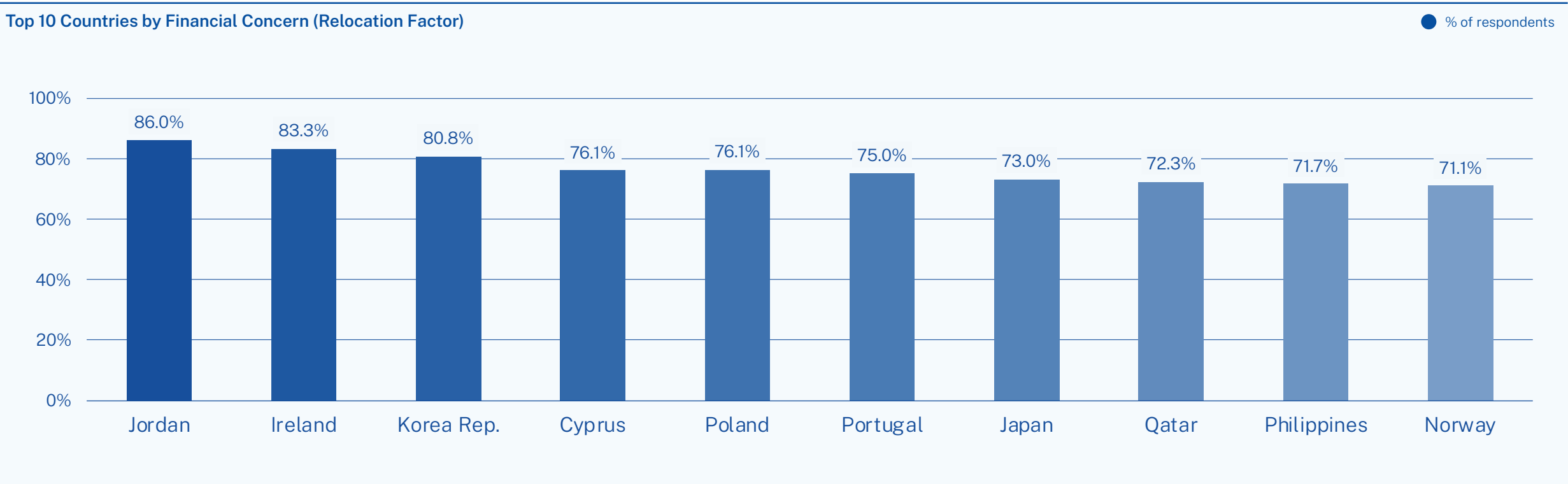
Financial considerations emerged as the most frequently cited driver of potential relocation, mentioned by 62.5% of all surveyed executives worldwide. This makes financial incentives the top factor globally. This result indicates a high overall salience of remuneration, cost-of-living, and tax implications. It is important to note that there is significant cross-country variation behind this global average. Executives in certain countries reported especially heightened inclination to financial drivers. For example, Jordan (86% of respondents) had the highest share of executives emphasizing financial factors, followed closely by Ireland (83.33%), Republic of Korea (80.77%), and Cyprus (76.09%). The diversity of these high-ranking countries hints at different underlying reasons converging on financial concerns.

In Jordan’s case, regional economic volatility and currency instability may heighten executives’ focus on earnings and tax conditions abroad (e.g., seeking a more secure or lucrative financial environment). Ireland and Republic of Korea, both dynamic economies with evolving labor markets, have perhaps seen executives become more attuned to tax competitiveness or the need to offset rising living costs. Ireland’s housing costs, for instance, are among the highest in Europe. In these contexts, generous pay packages or tax advantages overseas are viewed as particularly attractive amid global inflationary pressures, which erode real incomes at home.

By contrast, a number of advanced economies recorded relatively lower emphasis on financial incentives. The Netherlands and Canada (each 47.92% of respondents), along with Romania

(48.57%) and Taiwan (Chinese Taipei, 50%), were at the lower end of this driver category. In such cases, one interpretation is that stable domestic financial conditions (e.g., well-established social safety nets, moderate inequality, and reliable pension systems) may make executives feel less compelled to chase higher pay abroad. A Dutch or Canadian executive, for example, might already benefit from a comfortable after-tax income and public services, which reduces the appeal of overseas financial gains. It is telling that even the United Arab Emirates (UAE, 51.58%), despite its reputation for tax-free executive salaries, ranked lower-mid on financial motive. The latter results could indicate that many UAE-based executives already enjoy favorable financial conditions, or that other factors are beginning to offset pure financial appeal, for instance, concerns about longer-term political/regulatory

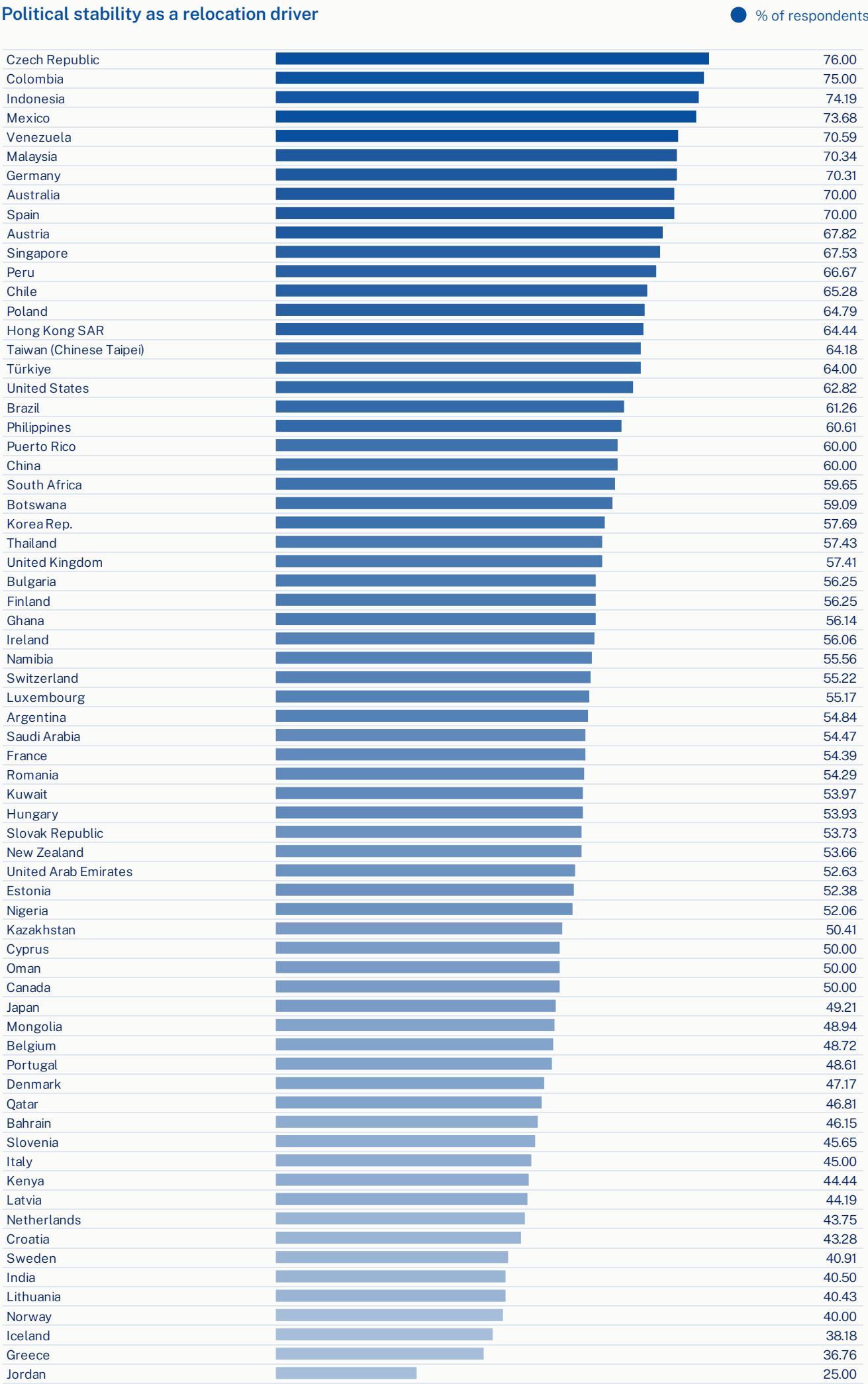
stability or cultural fit. Overall, while financial drivers are paramount in the aggregate, their relative importance varies notably by context. In other words, financial incentives are generally highest in countries experiencing economic uncertainty or rapid change, and lower in environments seen as financially secure or predictable.



Political stability

Political stability, or the option to relocate to a stable political and legal environment, was the second most cited driver in our sample, selected by about 55.71% of executives. This indicates that more than half of executives place a premium on governance predictability and safety when considering relocating. The countries scoring highest on this driver highlight its perceived importance in certain regions. Czech Republic (76%), Germany (70.31%), Australia (70%), Spain (70%), and Austria (67.82%) were among such countries. These are countries with reputations for solid democratic institutions, rule of law, and low levels of internal turmoil. Executives from these countries evidently value those conditions and would look for similarly stable environments if they were to relocate. For instance, Australian and German executives’ strong concern for political stability may reflect an expectation of transparent institutions and social order, such that any destination must meet a high governance standard to be attractive. Other countries with a high percentage of executives selecting political stability include Colombia (75%), Mexico (73.68%), and Venezuela (70.59%). These countries have experienced domestic political volatility recently, and executives are possibly deeply aware of the risks involved in such an environment and thus highly value stability abroad.

Interestingly, the data also show that executives from traditionally stable jurisdictions do not always rank political stability at the top. Among the lowest proportions citing this factor were respondents in Iceland (38.18%), Norway (40%), and Sweden (40.91%). A plausible explanation is that executives may take a certain status quo for granted. In other words, such a relatively low emphasis on political stability suggests that when coming from a place with robust governance, one may prioritize other factors. This is so because most potential destinations would “seem” adequately stable, but factors like market dynamism or quality of life could dominate instead. A similar pattern occurs in environments where political conditions are tightly controlled. In Jordan (25%) and Bahrain (46.15%), for instance, political stability is managed by authoritarian means and thus is not openly questioned. Executives there may assume that the political environment anywhere they would consider will be at least as “stable” as what they know. They thus prioritize other factors like business opportunities or lifestyle. In any case, political stability remains a core concern for a majority of executives worldwide because it ensures safety in relocation decisions.



Business environment

Globally, 50.23% of executives cited the business environment (i.e., a predictable, transparent regulatory and economic climate for doing business) as a key relocation driver. This puts it nearly on par with political stability in overall importance. The survey’s country breakdown suggests that this driver particularly stands out in certain emerging or reform-oriented economies, including the Slovak Republic (71.64%), Slovenia (70.65%), and Bulgaria (64.06%). It is also prominent in geopolitically sensitive economies such as Taiwan (66.42%), Estonia (63.49%), and Republic of Korea (62.82%). In the case of the Slovak Republic and Slovenia, as post-socialist EU member states, both countries have undergone significant institutional transformation over the past 30 years. While they now operate within EU regulatory frameworks, executives may still perceive bureaucratic inconsistencies, fluctuating investment climates, or uneven enforcement of business rules at the national level. These remaining perceptions can push executives to prefer relocation to more institutionally mature economies, where regulatory systems are deeply entrenched, highly digitized, and predictably enforced. In Bulgaria, executives may opt for a stable business environment due to persistent concerns around corruption, weak enforcement, and the perception of institutional fragility. Despite EU membership, the business climate remains affected by inconsistent regulations, judicial inefficiencies, and administrative burdens. A relocation opportunity that promises a rule-bound, investor-friendly environment is especially attractive for Bulgarian executives seeking predictability and scalability.²

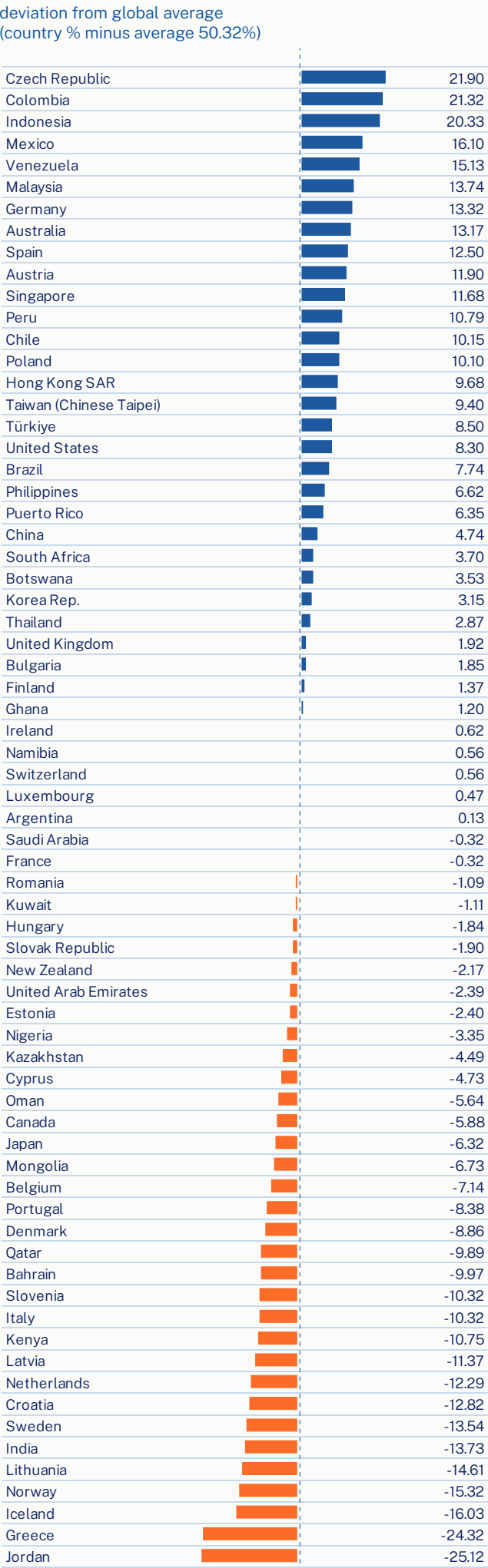
² See European Commission (2023). Rule of Law Report: Country Chapters. Available from https://commission.europa.eu/publications/2023-rule-law-report-communication-and-country-chapters_en

In terms of geopolitically sensitive economies, Taiwan’s advanced manufacturing and technology environment thrives despite its geopolitical vulnerability, particularly the risk of cross-strait tensions with mainland China. For executives, especially in export-driven sectors or those reliant on global contracts, concerns about geopolitical spillovers into business regulations or trade disruptions increase the appeal of relocation to jurisdictions where regulatory continuity is isolated from geopolitical risks. In the case of Estonia, a digital governance pioneer, its small market size and regional exposure (bordering Russia) can generate concern among executives about economic scalability and strategic risks. Moreover, reliance on digitalization brings vulnerability to cyber threats, regulatory adaptation, and international harmonization. This is particularly so for those working in cross-border industries like fintech or e-governance. Executives in the Republic of Korea face frequent regulatory changes, high compliance burdens, and administrative complexity in certain sectors (e.g., SMEs and startups). In addition, geopolitical volatility with North Korea can introduce long-term strategic uncertainty for international business operations. As a result, executives may look for jurisdictions offering lower regulatory burden, legal transparency, and geopolitical neutrality.

In contrast, executives in Kazakhstan (25.20%), Jordan (26%), and China (34.29%) are among the least likely to select the business environment as a driver. Such a de-prioritization of the business environment may not be because it is unimportant, but because executives may expect better conditions by default upon relocating. With this in mind, executives in China may not prioritize a stable business environment when contemplating relocating because regulatory unpredictability is already

an accepted feature of the domestic system. Frequent policy shifts, state intervention, and opaque enforcement are normalized, and executives have developed strategies to navigate them. As a result, business environment stability is not a key differentiator. Instead, Chinese executives often focus on financial incentives or international exposure. Furthermore, in Jordan, the institutional environment is marked by administrative inefficiencies and reform-in-progress structures. Executives are accustomed to inconsistent regulations and low legal predictability, making them less likely to cite the business environment as a relocation driver. Rather than seeking improved bureaucracy, Jordanian executives often prioritize financial improvements or personal security. Additionally, executives in Kazakhstan operate within a system where regulatory processes are heavily influenced by centralized political authority. Legal and administrative norms are often subordinate to elite discretion, and as such, executives do not expect rule-based governance at home. When considering relocation, they focus on tangible gains like income potential or access to stable societies. Executives in these economies may simply conclude that foreign markets will provide superior business conditions regardless.

Business environment as a relocation driver



Infrastructure

Infrastructure, encompassing transportation, utilities, digital connectivity, and general quality of public services, was cited by 50.32% of executives worldwide as an influential relocation driver. Intriguingly, this puts it virtually equal to the business environment in overall importance, highlighting that hard infrastructure and quality-of-life facilities remain top-of-mind for many decision makers. The survey shows particularly strong concern for infrastructure among executives in countries known either for infrastructure excellence or deficiencies.

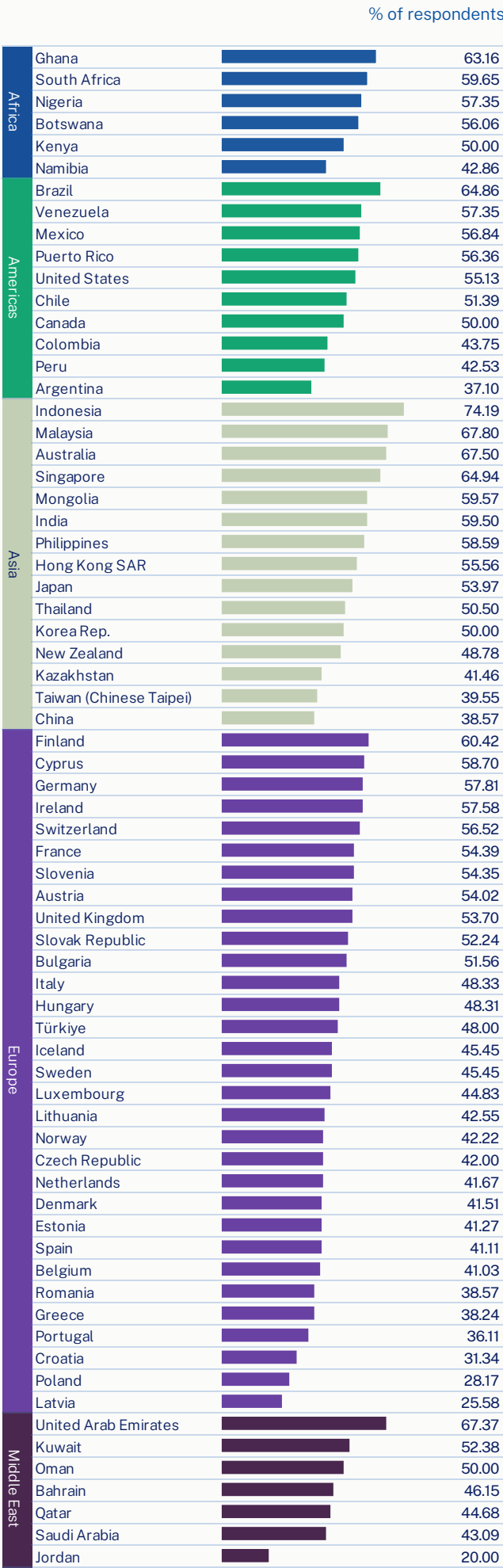
Executives in Indonesia (74.19%), Malaysia (67.80%), Australia (67.50%), and the UAE (67.37%) cite infrastructure as a principal driver for reasons that reflect distinct domestic contexts but converge around the strategic importance of accessibility, efficiency, and service reliability in both professional and personal aspects. In Indonesia and Malaysia, infrastructure development has progressed rapidly in recent years, particularly in urban transit, telecommunications, and energy networks. Executives in these countries have thus become increasingly conscious of the transformative impact of infrastructural improvements on operational stability and quality of life. The increased prioritization of infrastructure in these economies suggests that executives view it not merely as a background enabler but as a decisive factor in sustaining productivity, minimizing logistical issues, and supporting internationally mobile lifestyles. Relocating to a country with weaker or uneven infrastructure would imply a regression in daily convenience, travel mobility, and digital continuity. In Australia, the emphasis on infrastructure reflects a different logic. Infrastructure is not a developmental aspiration but a standard to be preserved.

Executives accustomed to reliable public utilities, integrated transport systems, and digital accessibility expect a comparable or superior setup abroad. Their concern with infrastructure reflects not dissatisfaction at home, but a benchmark-driven mindset in which relocation must not entail a loss of service quality, particularly in areas that impact commuting, healthcare access, or cross-border connectivity. In the UAE, the high prioritization of infrastructure is shaped by both visibility and functionality. While the country is globally recognized for its iconic infrastructure projects, executives are likely to distinguish between symbolic mega-projects and everyday infrastructure performance (e.g., road congestion, service delivery, or digital reach beyond core urban zones). For these executives, the infrastructure dimension of relocation decisions is about seamless integration into an urban environment that supports business continuity, efficient mobility, and family needs.

In contrast, the lowest-scoring countries on infrastructure include Latvia (25.58%), Poland (28.17%), and Croatia (31.34%). Such a trend becomes especially significant when interpreted within the context of rising geopolitical risks and shifting executive priorities in Eastern and Central Europe. These countries, positioned along NATO’s eastern flank and proximate to the ongoing war in Ukraine, are operating under an increased sense of strategic vulnerability. In such a climate, one might expect infrastructure to gain salience as a contributor to both resilience and daily continuity. However, the data suggest otherwise. This is not because executives fail to recognize the importance of infrastructure per se. Indeed, they are fully aware of their role in sustaining quality of life through critical systems such as healthcare, education, transportation, and utilities, but because they increasingly assume a functional

baseline domestically, they reorient their relocation criteria toward strategic and economic considerations. Years of EU-backed investment in transport corridors, digital connectivity, and urban development have led many executives to regard core infrastructure services as adequate, even if not exemplary. What changes under conditions of geopolitical strain is not their valuation of infrastructure in the abstract, but rather the relative weight assigned to it. When confronted with the possibility of escalating regional conflict or economic instability, executives are more likely to prioritize financial incentives, institutional safety, and market stability as relocation drivers. In this sense, infrastructure becomes a supportive but non-decisive variable. In other words, the low emphasis on infrastructure among executives in Croatia, Poland, and Latvia does not imply its irrelevance. Rather, it reflects a decision strategy in which, on the one hand, an effective infrastructure is assumed to come with the relocation. On the other hand, financial security and geopolitical stability must be actively sought and optimized.

Infrastructure as a relocation factor by region and country



Cultural alignment

Among the five factors, cultural alignment (e.g., shared language or culture) ranked lowest in the global tally, cited by only 36.47% of executives as a key relocation driver. This suggests that, compared to financial, institutional stability, or infrastructural considerations, relatively fewer executives see familiarity with language or culture as a make-or-break issue. In part, this reflects the cosmopolitan nature of many executives’ careers. They often operate in English-speaking business environments or have experience working in multicultural settings, making them more confident in adapting to new cultures.

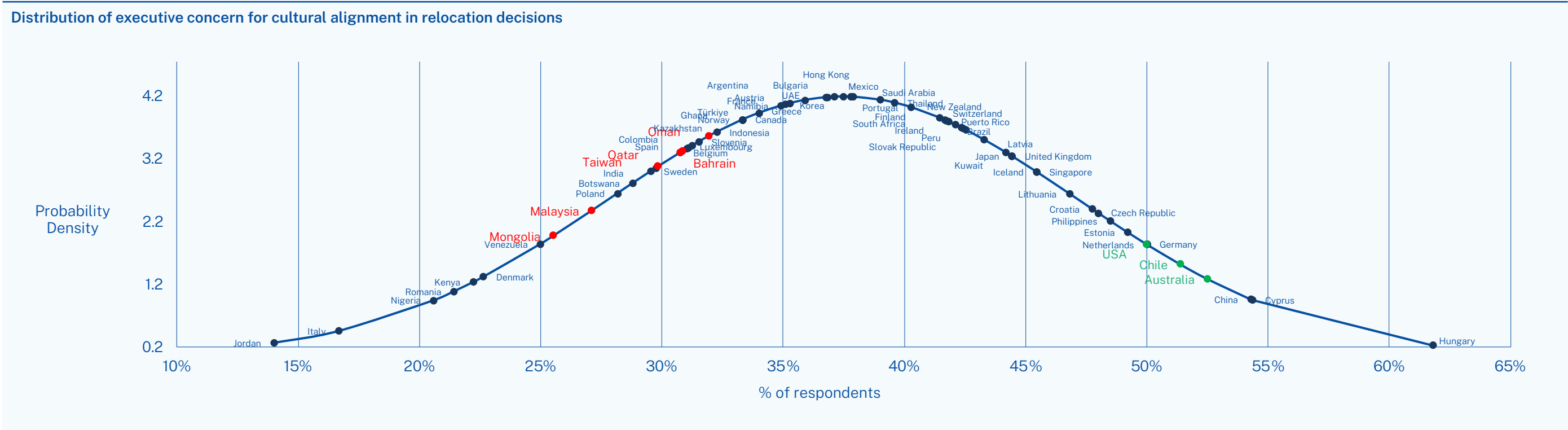
The aggregate figure, however, implies some interesting national patterns. A handful of countries showed a markedly higher emphasis on cultural/linguistic commonality. China (54.29%), Australia (52.50%), Chile (51.39%), and the United States (50%) are among the

countries that top the list on this driver. In these cases, the importance of culture may be tied to specific relocation corridors and historical ties. Australian and US executives, for example, frequently consider moves within the English-speaking countries (UK, New Zealand, USA, Australia). It is thus reasonable that they would value a shared language and cultural similarities that facilitate smoother integration. The high result for Chile could reflect similar logic. Chilean executives might be more inclined to relocate within Latin America or to Spain, where the Spanish language and Latin culture could ease the transition. Executives in China are likely to prioritize cultural alignment from a pragmatic understanding of the barriers that linguistic and cultural distance can pose to effective integration, both professionally and personally. While many Chinese executives operate in globalized industries, relocating to a culturally unfamiliar environment can generate significant adaptation costs and diminish the perceived benefits of the move.

The latter concern becomes more pronounced when family relocation is involved or when executives anticipate direct client engagement or leadership responsibilities in the host country. In such cases, shared language or cultural proximity is needed for operational efficiency, social cohesion, and reputational credibility in working within a new institutional setting. For such executives, cultural alignment serves as a risk-mitigation filter to ensure that the relocation delivers both professional continuity and personal stability.

By contrast, the countries least concerned with cultural alignment include Italy (16.67%), Nigeria (20.59%), Denmark (22.64%), and Venezuela (25%). Such a pattern highlights both structural cosmopolitanism and strategic prioritization of more immediate relocation benefits. In Italy and Denmark, two mature European economies with long-standing exposure to cross-border business networks, executives are often embedded in multilingual,

international professional cultures where adaptation to foreign norms is not only expected but routine. Cultural difference, in these cases, is treated as a manageable variable, not a relocation constraint. In Nigeria and Venezuela, the dynamic is shaped differently. For executives in these structurally volatile or politically constrained environments, relocation is typically pursued as a strategic exit from domestic instability, with financial security, institutional trust, and personal safety taking precedence over cultural familiarity. Cultural adjustment is either assumed to be secondary or accepted as an inevitable trade-off in exchange for macro-level improvements in living standards or professional opportunities. Across all four contexts, the low emphasis on cultural alignment highlights a functional reframing of relocation logic. Executives prioritize economic gain and legal certainty, while treating cultural integration as either peripheral or manageable.



Global volatility and the resurgence of financial priorities

From the results presented in the previous section, it becomes apparent that executive mobility decisions are multidimensional. Financial gain, personal and family security, ease of doing business, quality of life infrastructure, and cultural comfort all play roles, with their relative weight shifting according to an executive’s home environment and the global climate. In such a scenario, why have financial incentives become the top priority for executives when considering relocation, in apparent contradiction to earlier research results? A key explanation lies in the extraordinary global volatility and uncertainty that have characterized the past few years. Since 2020, the world has been struck by a succession of crises, a devastating pandemic, supply chain breakdowns, a war in Europe and the Middle East, surging inflation, and rapid shifts in monetary policy, among others. These disruptions have created a “new normal” of turbulence, with uncertainty at exceptionally high levels.³ In such an environment, the priorities of internationally mobile professionals can change in important ways, tilting back toward fundamentals like financial security. Several aspects of the current global context contribute to this shift.

3 Ahir, Hites, Nicholas Bloom, & Davide Furceri (2023). “Global Economic Uncertainty Remains Elevated, Weighing on Growth.” IMF Blog, Chart of the Week. Available from <https://www.imf.org/en/Blogs/Articles/2023/01/26/global-economic-uncertainty-r-mains-elevated-weighing-on-growth>

Cost-of-living and inflation shocks

After decades of relative price stability, inflation spiked to multi-decade highs in many countries (particularly in 2021–2022), which led to a worldwide cost-of-living crisis. By late 2022, global inflation reached around 8.8% (the highest level since the early 1980s), driven by factors like pandemic-era supply/demand mismatches and commodity shocks from the Ukraine war.⁴ Although central banks have since tightened policy to rein in price growth, inflation remains “uncomfortably high” in many regions, keeping cost-of-living worries at the forefront for workers and executives alike.⁵ When the real value of salaries is being rapidly eroded by inflation, it is thus natural that executives will pay greater attention to remuneration when considering relocation. For instance, an executive from a country where inflation has outpaced wage growth may look abroad not just for a new experience, but for a substantial pay increase or tax advantage to preserve their purchasing power. There has been, more specifically, a shift in mindset leading employees, not just executives, around the world to “reset their expectations on pay” in light of inflation, and many now seek salary adjustments to cope with higher prices.⁶ In short, financial incentives have become more salient as a form of protection against economic uncertainty. An attractive relocation package with a significant salary increase, housing allowance, or tax break can offset the risk of moving during volatile times by providing a cushion against future shocks. In stable times,

4 International Monetary Fund (2022). World Economic Outlook: Countering the Cost-of-Living Crisis. Washington, DC. October.
5 ADP Research Institute (2024). People at Work 2024: A Global Workforce View.
6 ADP Research Institute, 2024.

an executive might downplay salary differences if other lifestyle factors were favorable; in unstable times, financial matters become a hedging factor against instability.

Economic and geopolitical uncertainty

Beyond inflation, uncertainty in the global economic and political outlook also plays a role. Executives making a relocation choice consider not only current conditions but also the predictability of their future environment. The past few years have seen extreme shifts in economic growth prospects (e.g., a sharp pandemic contraction followed by uneven recoveries), rapid interest rate hikes, and volatile financial markets. Geopolitical tensions (e.g., great-power trade wars and regional conflicts) add further unpredictability. In the last decade or so, a series of disruptive events has occurred. The latter includes Brexit, the escalation of trade tensions between the United States and China, the COVID-19 pandemic, and the war in Ukraine. Such events have sustained levels of uncertainty that are historically and persistently high.⁷ Under such conditions, executives are more likely to prioritize the concrete and quantifiable elements of a job offer, such as salary, bonuses, and tax treatment. By contrast, intangible factors like long-term stability or future economic growth have become more difficult to assess and are thus less likely to serve as reliable drivers of relocation decisions. For example, if an executive is unsure about which country will handle the next crisis better, they might reason that they should secure the

7 Ahir, H., Bloom, N., & Furceri, D. (2022). The world uncertainty index (Working paper No. w29763). National bureau of economic research.

best financial package possible so long as they can remain flexible and secure regardless of how conditions evolve. Moreover, exchange rate volatility has been significant (with the US dollar strengthening in 2022 and other currencies fluctuating), which affects incomes and savings.⁸ Executives from countries with weakening currencies or potential debt problems might be more eager to relocate to a country with a strong currency and favorable tax conditions to safeguard their wealth.⁹ All these factors contribute to making financial considerations a form of risk mitigation strategy for globally mobile talent in an era of unpredictability.

Global competition for talent

Another aspect is the increasing competition among destination countries and companies to attract top talent in these uncertain times, which has led to a more explicit use of financial incentives.¹⁰ Recognizing the value of executives for economic growth, many governments have rolled out or expanded special expatriate tax reliefs and other monetary incentives. As of 2024, at least 24 OECD countries offer targeted tax concessions to high-skilled foreign professionals or returning nationals, ranging from flat tax rates to multi-year income exemptions. These include, for instance, Portugal’s “non-habitual resident” scheme,

8 Eklou, K. M. (2023). Dollar exchange rate volatility and productivity growth in emerging markets: Evidence from firm level data (Working paper WP/23/111). International Monetary Fund.
9 IMF, Monetary and Capital Markets Department. (2023). Global Financial Stability Report April 2023: Safeguarding Financial Stability Amid High Inflation and Geopolitical Risks. International Monetary Fund.
10 See TRC Global Mobility (2023). “5 Trends Influencing Employee Relocation Policy in 2024.” Available from <https://trcglobalmobility.com/blog/5-trends-influencing-employee-relocation-policy-in-2024/>

which caps tax for foreign earners, Italy’s recent tax breaks for foreign highly skilled individuals relocating to the country or returning nationals, and similar programs in the Netherlands, Denmark, and others.¹¹ The proliferation of such regimes is likely to present executives contemplating a move with explicit financial incentives as part of a relocation package. The latter can include tax-equalization, signing bonuses, or special allowances. The presence of such incentives naturally increases the weight of financial factors in the decision process. From the executive’s perspective, global volatility has prompted destination countries to compete on financial terms, and thus what was once a marginal gain (e.g., a slight tax difference) can now be a substantial boost (e.g., a 50% tax reduction for 5–10 years).¹² It is important to note, however, that the effectiveness of such incentives is not yet well understood. The OECD, for instance, finds that the net impact of tax breaks on attracting highly skilled talent remains unclear in many cases.

11 OECD (June 2024). Migration Policy Debates No. 35: “Why do OECD countries offer tax relief programmes to attract foreign migrants and returning nationals?” OECD.

12 See for example, Dal Ponte, A. and Duboille, N. (2021). France: Special expatriate tax regime – a breath of fiscal oxygen under control. International Tax Review. Available from <https://www.internationaltaxreview.com/article/2a68rfy5bw2ycq1ybghl9/france-special-expatriate-tax-regime-a-breath-of-fiscal-oxygen-under-control>

The psychological effect of the “permacrisis” on priorities

Sociologists have noted that periods of prolonged uncertainty or “permacrisis” can shift human priorities towards basic securities.¹³ The COVID-19 pandemic, for example, blurred the lines between personal life and work concerns, bringing health and finances to the forefront. For executives, the recent shocks may have led them to make career moves that shore up their financial safety net. For instance, an executive who saw their bonus severely decline or stock options sink during a market downturn may now negotiate harder for guaranteed compensation (e.g., a higher base salary or a guaranteed post-tax income level abroad). High inflation, as discussed previously, effectively taxes away wealth and can create a sense of loss aversion. The latter prompts individuals to seek higher nominal incomes to compensate.

We may also be witnessing generational shifts. Younger executives, who have lived through

13 See Zatti, A. (2024). Permacrisis: a psycho-socio-linguistic analysis. Discover Psychology, 4(1), 44. <https://doi.org/10.1007/s44202-024-00156-z>

two global recessions before the age of 40, may be more financially cautious and inclined to seize monetary advantages. In other words, in uncertain times, executives expect more financial reward to justify the disruptions implied in relocating.¹⁴ In short, global volatility has reawakened a pragmatic, financially minded stance among executives, in contrast to the more luxury-driven or self-fulfillment motivations that may dominate under more stable circumstances. This does not mean, however, that quality of life and other factors are unimportant now. Rather, a solid financial foundation has become a prerequisite to fully enjoying those other aspects.

Concluding remarks

The results of the 2025 Executive Mobility Survey indicate a marked shift in the priorities of internationally mobile executives. While earlier research emphasized quality of life and cultural fit as primary relocation drivers, particularly among executives already operating across borders, the current survey places financial incentives at the forefront. In a climate of economic uncertainty, currency volatility, and geopolitical tension, executives may increasingly be weighing up tangible, calculable benefits such as salary, taxation,

14 See for instance, ADP Research Institute, 2024.

and cost-of-living adjustments. Other factors such as political stability, business environment predictability, and infrastructure retain importance. Their weight, however, depends heavily on regional context and expectations. Cultural alignment, though the least prioritized overall, still functions as a decisive variable in specific linguistic or cultural conditions.

Such a rebalancing of relocation logic has important implications for both countries and companies seeking to attract and retain executive talent. Policymakers need to recognize that in an era of sustained uncertainty, financial competitiveness is not merely a corporate issue but a component of human capital strategy. Well-calibrated tax policies, cost-of-living advantages, and institutional credibility can together shape a compelling country destination profile. At the same time, firms must revisit their global mobility offers to ensure that financial elements are well structured and responsive to inflationary pressures and currency exposure. While quality of life and long-term growth potential remain essential to talent retention, they now operate alongside, rather than in place of, financial incentives as key determinants of executive mobility. In this new environment, those who align strategic messaging with the evolving logic of globally mobile professionals will be best positioned to compete for highly skilled talent in the years ahead.

World Talent Ranking 2025: Results and analysis

Talent competitiveness has become a key determinant of long-term economic performance, especially in a world where access to skills, education quality, and talent mobility increasingly shape innovation and productivity. The IMD World Talent Ranking 2025 assesses 69 economies across three dimensions – Investment and Development, Appeal, and Readiness – and evaluates their capacity to develop, attract, and retain the human capital required to sustain growth. This report offers a deep dive into the key global trends of 2025, highlighting both the economies that continue to lead and those making rapid progress. The subsequent analysis also explores factor-level strengths and weaknesses for various economies in our sample and highlights how the effectiveness of education spending, the appeal of different countries to global talent, and the evolving role of international student mobility have become critical drivers of future talent competitiveness.

Overview of the Top 10 economies

The 2025 results confirm Switzerland’s continued leadership in talent competitiveness, maintaining its first position for the 10th consecutive year. Luxembourg regains its second place from Singapore, which drops to seventh after reaching its strongest performance in 2024. Iceland consolidates its position among the global leaders, rising from sixth to third, while Hong Kong SAR climbs a further five positions to fourth, its best performance in the observed period and only its third time in the top 10 over the last decade. The Netherlands and Sweden remain in the top 10, with the former stabilizing at fifth and the latter falling slightly to sixth. The United Arab Emirates entered the top 10 for the first time in 2025, reaching ninth place after a steady rise since 2020. Denmark drops to eighth, and Austria closes the top 10, maintaining its position from the previous year.

The data reveals several notable trends for this year’s top performers in the period between 2016 and 2025. Switzerland stands out with uninterrupted leadership at the top of the ranking. Its consistent performance underscores a robust institutional and policy environment that supports long-term talent development and retention. Luxembourg, on the other hand, has demonstrated a steady and impressive upward trajectory. From 11th in 2016, it improved continuously to reach the third position in 2020 before claiming second spot in 2023 and again in 2025, reflecting sustained efforts in education and workforce attractiveness.

Iceland’s journey is particularly interesting. Ranked 18th in 2016 and 2017, the country entered the top 10 in 2019 and peaked at third in both 2022 and 2023. After a brief decline in 2024 to sixth, it recovers to third in 2025, signaling a stable upward shift and robust efforts to remain a global leader in talent competitiveness. Over the same period, Hong Kong SAR has shown a very different trajectory from Iceland, exhibiting significant volatility over the last decade. After reaching ninth in 2016, it fell to 18th in 2018 but gradually returned to form, climbing back into the top 10 in 2024 and achieving fourth place in 2025, its highest rank in the World Talent Ranking.

Sweden and Denmark, longstanding performers, show fluctuations. Sweden peaked at second in 2021 and 2022 before declining to 10th in 2023 and rebounding to fourth in 2024, now standing at sixth. Similarly, Denmark held the second position for four consecutive years (2016–2019) but has experienced a gradual decline since then, reaching eighth position in 2025. Despite these fluctuations, both economies have remained in the global top 10 for talent competitiveness over the last decade, showcasing a strong commitment to education and general talent development and retention as a key component of their economies’ competitive edge.

Singapore, another economy that has performed strongly in talent competitiveness in recent years, with a culminating point in 2024 reaching second place globally, has dropped to seventh in 2025. Though the observed decline may indicate a potential

Top 10 economies

Country	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Switzerland	1	1	1	1	1	1	1	1	1	1
Luxembourg	11	10	9	5	3	3	7	2	3	2
Iceland	18	18	16	7	4	7	3	3	6	3
Hong Kong SAR	9	12	18	15	14	11	14	16	9	4
Netherlands	8	6	5	9	10	9	9	5	8	5
Sweden	4	9	8	3	5	2	2	10	4	6
Singapore	15	13	13	10	9	12	12	8	2	7
Denmark	2	2	2	2	2	5	5	7	5	8
UAE	26	25	26	30	24	23	21	22	17	9
Austria	5	4	4	4	6	6	8	9	10	10

shift in momentum for Singapore’s talent, the country’s long-term trajectory remains upward compared to its 15th position in 2016.

The Netherlands has maintained a consistent presence in the top 10, with a brief dip in 2019 and 2020. Though it does not reach the very top, its stable performance at mid-top-tier positions (mostly between fifth and ninth) reflects its long-term strength in education and labor market dynamics. Austria, by contrast, shows a slow but steady decline. From fourth place in the late 2010s, it slides to 10th by 2024 and remains there in 2025. Though still among the top 10, the trend suggests a need to address emerging challenges in its talent ecosystem to avoid further declines.

Perhaps the most notable change is the rise of the United Arab Emirates. The UAE moved from the lower tiers (ranging from 26th to 30th between 2016 and 2019) to 17th in 2024 and entered the top 10 for the first time in 2025 at ninth position. This upward trend signals rapid improvements in talent-related policies, infrastructure, and international attractiveness.

Overall, the data from 2016 to 2025 reflects both continuity and change in countries’ approach to maintaining, developing, and attracting local and foreign talent. Some economies, like Switzerland, Denmark, and the Netherlands, have maintained long-standing leadership, while others, such as Iceland, Hong Kong SAR, and the UAE, demonstrate that targeted reforms and investment can result in significant gains in talent competitiveness over time.

Performance of the Top 10: A deep dive

Switzerland maintains its leading position in talent competitiveness. Its consistent strength at the factor level remains central to its overall performance, ranking first in Investment and Development, first in Appeal, and fourth in Readiness. At the indicator level, Switzerland continues to lead in areas that underscore its appeal for talent, such as a good quality of life (first), a high statutory minimum wage (first, \$4,784), and health infrastructure (second). According to executives, the country also ranks at the top for employee training, reduced impact of brain drain, and attractiveness to foreign highly skilled personnel. Apprenticeship implementation (first), worker motivation (second), and the international experience of its senior managers (second) further reinforce Switzerland’s strengths. These results reflect Switzerland’s robust healthcare system, attractive quality of life, and its strong capacity to develop and retain skilled talent. However, the country continues to lag in several structural indicators, such as female labor force participation (23rd, 47.14%), pupil-teacher ratio in both primary (39th, 14.81) and secondary education (32nd, 11.9), as well as a relatively weak labor force growth (38th, 0.88%). Additionally, the share of graduates in sciences remains relatively low (26th, 25.19%), posing a potential long-term challenge to Switzerland’s talent pipeline in important industries.

Luxembourg regains second place in the overall talent ranking, reaffirming its strong position. The country continues to excel in Investment and Development (second) and Appeal (fourth), though it remains relatively weak in Readiness, dropping slightly to 25th. At the indicator level, Luxembourg’s strengths

include total public expenditure on education per student (first, \$32,201), its pupil-teacher ratio in primary education (second, 8.04), and language skills availability (sixth). It also offers a high statutory minimum wage (third, \$2,782.80) and remains attractive to foreign highly skilled personnel (fourth). The country also performs well in student mobility (sixth), health infrastructure effectiveness (15th), and low exposure to particle pollution (13th). However, notable weaknesses persist. Female labor force participation remains low (54th, 42.31%), and Luxembourg faces challenges in the availability of skilled labor (57th) and competent senior managers (40th). Other areas for future improvement include the prioritization of employee training (30th), university education effectiveness (34th), and management education (31st). Worker motivation improves fairly (from 34th to 24th), while labor force growth shows limited momentum (32nd, 1.25%). Despite obvious strengths in Appeal to foreign and domestic talent, Luxembourg still lags in key Readiness indicators. These results highlight the need for strategic improvements in workforce participation and managerial competencies to support sustained talent competitiveness.

Iceland’s climb to regain third position (up from sixth) in the overall ranking is primarily the result of its improved performance in the Readiness factor, gaining six ranks in 2025 to achieve 14th spot. However, it remains in great positions in Investment and Development (improving one rank to third) and in the Appeal factor (fifth, up from seventh). Iceland performs robustly in statutory minimum wage (second, \$3,087.79), low exposure to particle pollution (second), high quality of life (third), and total public expenditure on education per student (fourth). The country also displays strong performance in the reduced impact of

brain drain (sixth), worker motivation (fifth), and the prioritization of talent attraction and retention (10th). Despite generally high scores in survey-based questions, executives from Iceland are particularly critical of the country’s implementation of apprenticeships (42nd) and the low availability of international experience of its senior managers (48th). To a lesser extent, they also see potential improvements in the effective implementation of apprenticeships (33rd). Among other low performance indicators are the remuneration of management (51st, \$87,701), collected personal income tax (65th, 13.69%), and the low number of graduates in sciences (57th, 16.87%).

In fourth position this year, **Hong Kong SAR** enjoys its best performance in the World Talent Ranking, up five positions from ninth last year. Its robust performance is driven by improvements across all talent competitiveness factors: from fourth to third in Readiness, from 13th to 12th in Investment and Development, and most importantly, a significant improvement from 28th to 20th in Appeal. At the indicator level, Hong Kong’s strengths remain similar to 2024 and include graduates in sciences (first, 42.39%), female labor force participation (fifth, 50.79%), availability of finance skills (third), and the effectiveness of management education (fifth). PISA assessment results (sixth) further underscore these strengths. Hong Kong is also becoming more attractive to foreign highly skilled talent (13th, up from 26th), and executives report greater availability of skilled labor (16th, up from 26th). Weaknesses include high exposure to particle pollution (37th), negative labor force growth (62nd, -0.39), and low public expenditure on education (49th, 3.9%). Hong Kong reaches its lowest ranking position in the cost-of-living index (66th). Further improvement could also be undertaken in the quality of primary and secondary

Results and analysis

education, as measured by the pupil-teacher ratio (both ranked 19th, scoring 12.1 and 10.7, respectively).

Following a three-rank decline to eighth last year, the **Netherlands** reclaims fifth position in 2025 thanks to a very stable and slightly increasing trend across factors. It remains eighth in the Appeal factor but improves one rank in both Investment and Development (15th) and Readiness (second). Among the indicators, the country ranks robustly in the availability of language skills (first), in the effectiveness of its university education in meeting the needs of a competitive economy (third), and the prioritization of talent attraction and retention by firms (third). Competent senior managers are perceived as highly available (second), and their international experience is recognized (fourth). The Netherlands also boasts a strong justice system that is deemed to be administered fairly (fourth), benefits from high worker motivation (fourth), and has high public expenditure on education per student (seventh, \$15,723). It also ranks strongly in the effectiveness of health infrastructure (10th) and student mobility inbound (ninth). The country, however, ranks 43rd in the quality of primary education (pupil-teacher ratio of 15.9) and 54th in secondary education (pupil-teacher ratio of 16.05). Further improvements in education can be achieved in the number of graduates in sciences (45th, 20.11%). The Netherlands' relative weaknesses also include its high cost-of-living index (56th), high personal income taxes (50th, 9.19%), and its low labor force growth (37th, 0.95%).

Sweden declines slightly to sixth place (from fourth), resulting mainly from a sharp drop in its Readiness factor from seventh to 13th. It improves slightly from eighth to seventh in Investment and Development and declines marginally in Appeal from sixth to eighth.

At the indicator level, Sweden continues to rank well in the levels of exposure to particle pollution (third), total public expenditure on education (third, 7.2% of GDP), the low impact of brain drain in its economy (seventh), and the prioritization of employee training in companies (fourth). Quality of life remains strong (13th), although the cost of living increases slightly (33rd) and personal income taxes continue to be high (59th, 11.05%). Student mobility inbound lies at just 3.28 foreign tertiary-level students per 1,000 inhabitants (31st), and labor force growth stands at just 0.14% (57th). The perception of Swedish executives declines slightly with regard to the overall level of worker motivation in the economy (12th, down from fourth), the availability of competent senior managers (17th, down from fifth), and the availability of highly skilled personnel (17th, down from eighth. Among other potential improvements, the better implementation of apprenticeships (39th) and the reduction of the pupil-teacher ratio in secondary education (39th, 12.46) could be of interest to improve talent competitiveness in the future.

Singapore, on the backdrop of two successive years of improvement in the overall talent ranking, drops five positions to seventh. This decline is due to weaker performance across all three talent factors, though the most notable fall is seen in Investment and Development (from 22nd to 30th). Singapore remains strong in the Readiness factor (declining slightly from first to second) and continues to be a strong performer in Appeal (ninth). Singapore's strengths at the indicator level include good health infrastructure (fifth), high availability of foreign skilled personnel (third), and attractive remuneration of management (fourth, \$298,777 annually). The country also benefits from a fairly administered justice system (fifth) and relies on great education outcomes, including

the satisfaction of executives with the level of primary and secondary education (third), the number of graduates in the sciences (fourth, 35.95%), as well as student mobility inbound (third) and PISA assessment scores (second). Singapore's lowest ranking indicators remain the cost-of-living index (65th) and the total public expenditure on education (63rd). Despite relatively low ranks, Singapore improves slightly in its pupil-teacher ratio in secondary education (from 36th to 31st) and its female labor force participation (from 20th to 16th). Such improvements are encouraging and could result in better outcomes for talent competitiveness in the future.

Denmark declines slightly to the eighth position overall in 2025. At the factor level, it remains a leader in Investment and Development (fourth up from sixth) and Readiness (remaining in fifth). However, the country's performance in the Appeal factor (46th) continues to be affected by a high cost of living (61st), high personal income taxes (67th, 24.79%), and the absence of a statutory minimum wage. At the indicator level, the country's strengths include the prioritization of employee training by the private sector (second), the level of worker motivation (first), and the fair implementation of justice (second). Other strengths include Denmark's quality of life (fourth), the availability of skilled labor (fifth), and the confidence of executives in the quality of education, highlighted by strong performances in the university and management education indicators (fourth and second, respectively). However, Denmark continues to rank relatively low in the percentage of graduates in sciences, despite a five-rank improvement to 25th (25.41%). Other improvement areas include the quality of secondary education (29th in pupil-teacher ratio for secondary education) as well as female participation in the labor force, which lies at

47.26% and placed Denmark below its regional peers in 19th.

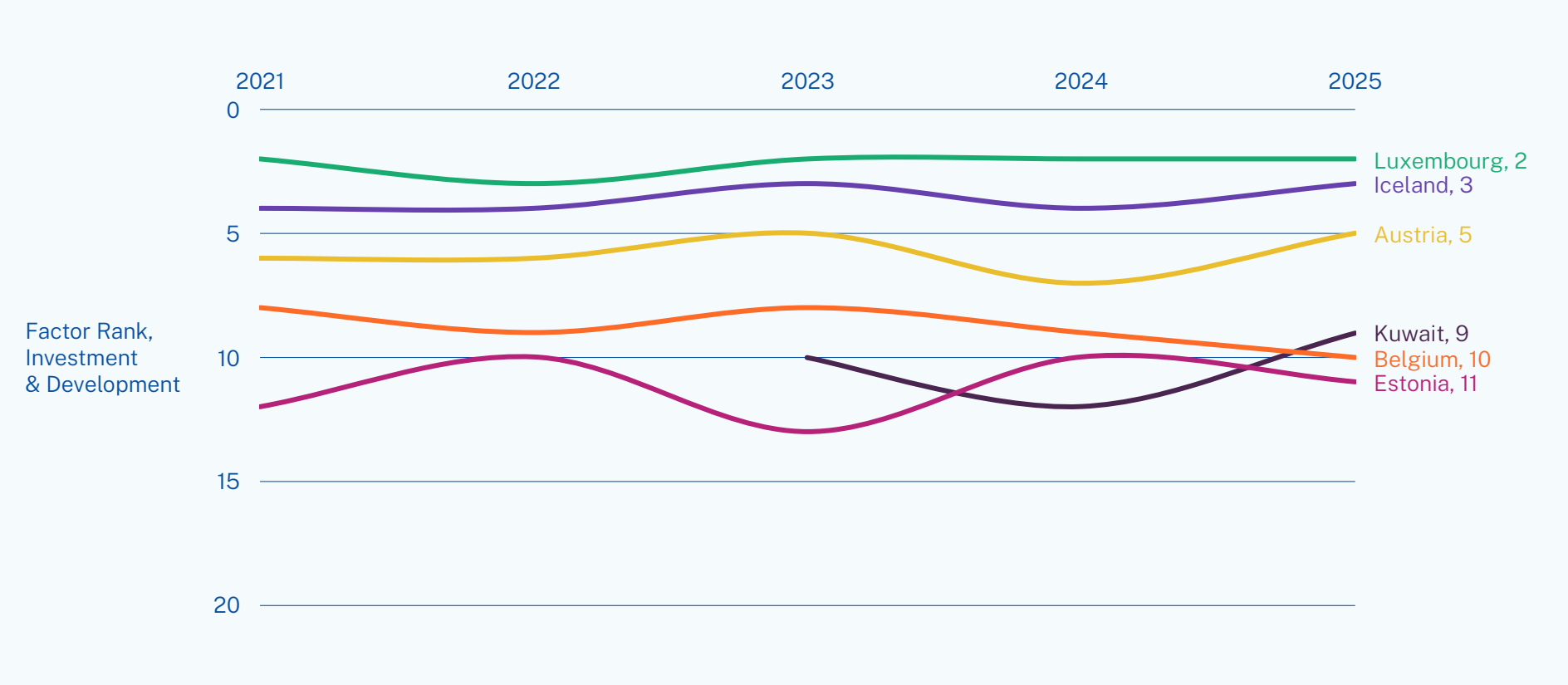
The **United Arab Emirates** advances to ninth place in the overall talent ranking, achieving its highest position to date. Its performance is driven by a remarkable outcome in the Readiness factor, where it ranks first globally, reflecting the country's outstanding progress in aligning education and talent with market needs. It performs strongly in Appeal, keeping its 12th position from the previous year, but continues to perform relatively poorly in the Investment and Development factor (improving from 49th to 43rd). At the indicator level, the UAE ranks top globally in collected income tax (0%), its labor force growth (9.35%), and the number of foreign student mobility inbound (22.2 per 1,000 inhabitants). Executives also believe that the country excels in the availability of competent senior managers as well as their significant international experience (both ranked first). Quality of life is high (eighth), health infrastructure is deemed of quality (third), and the quality of secondary education, measured as the pupil-teacher ratio, is amongst the best in the world (third, 8.60). This stands in stark contrast to primary education, where the ratio nearly doubles to 16 pupils per teacher, ranking just 46th. A similar imbalance is perceived in gender disparity, with female labor force participation standing at just 23.61% (65th). Other areas of improvement to further develop talent competitiveness include tackling the high cost of living (60th) and improving on the exposure of the population to high particle pollution (61st), as well as improving the educational outcome of domestic primary education, as reflected by the relatively poor PISA score of 427 achieved by students (41st).

Austria maintains its 10th position in the overall talent ranking, showcasing a very stable performance. At the factor level, while it drops slightly to 19th (from 17th) in Readiness, Austria improves to fifth (from seventh) in Investment and Development and remains 11th in Appeal. Among Austria’s strengths are the quality of life it offers (fourth), the effective implementation of its apprenticeship programs (fourth), the quality of its university education (fifth), and its appeal to foreign talent with 9.56 tertiary-level students per 1,000 inhabitants (sixth). With 31.05% of graduates in sciences (ninth), Austria continues to demonstrate the quality of its educational system and outcomes. However, performance is weaker when analyzing the availability of competent senior managers (51st) in the economy, as well as their level of international experience (29th). Labor force growth stands at just 0.2% (56th), potentially indicating a sluggish job market that could act as a deterrent for future talent to settle in Austria for work. Personal income tax is high (9.44%, 53rd) and so is the cost of living (58th); however, the remuneration of management partly offsets these constraints (sixth, \$275,520).

Factor-level Analysis of the 2025 Talent Ranking

In this section, we introduce a sample of countries that, over the last five years, have performed robustly in the various talent competitiveness factors. That is, we select a sample of top performers in each of the Investment and Development, Appeal, and Readiness factors during the period between 2021 and 2025. Within each factor, we then explore a key indicator to compare and analyze the performance of these economies against others in our sample, which have demonstrated different trajectories.

Figure 1 - Evolution of performance in the Investment and Development factor
Selected economies, 2021-2025

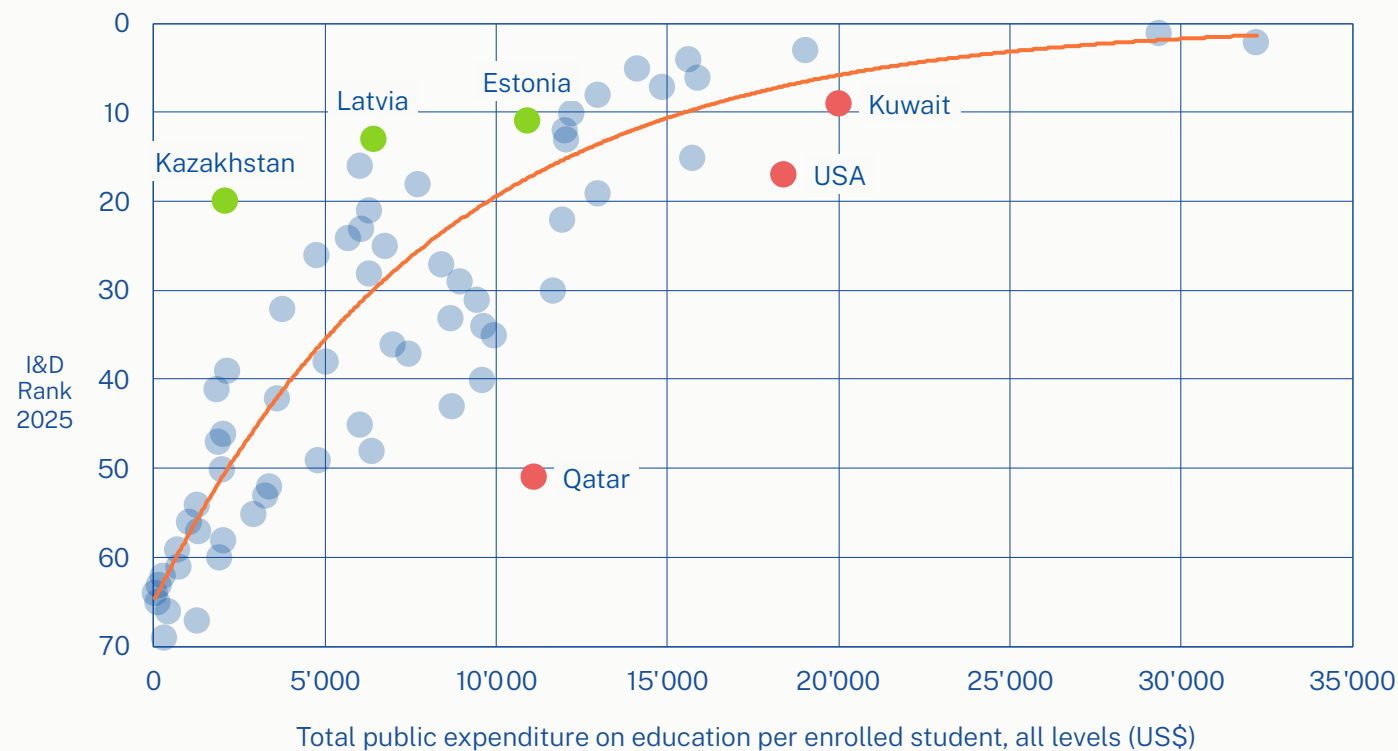


Investment and Development

Omitting Switzerland, which has achieved first position in the Investment and Development factor consistently over the past five years, Figure 1 shows six other economies that have also demonstrated great consistency in providing high levels of investment in education and training to develop local talents. While Austria, Belgium, Iceland, and Luxembourg have ranked within the top seven throughout the period of analysis, Belgium (between eight and 10), Estonia (between eight and 13), and Kuwait (between nine and 12) are great examples of economies that, despite being ranked outside of the World Talent Ranking’s global top 10, have put strong emphasis on upskilling their labor force through education, apprenticeships, training programs and improving healthcare infrastructure.

The Investment and Development factor aims to measure how well an economy fosters domestic talent through education, skills-building, and continuous learning, such as on-the-job training, employee programs, and apprenticeships. Figure 2 looks specifically at total expenditure on education per enrolled student and compares it to the rank of each economy in this talent factor. The trend line represents the average rank one could expect given each level of public spending per student. It is logically positive, that is, the higher the level of spending per student, on average, the higher an economy will rank in the Investment and Development factor. How far an economy deviates from this line can therefore give us an indication of its efficiency or lack thereof in transforming public education spending into broader positive education outcomes.

Figure 2 - Public expenditure on education, and Investment and Development Rank



A closer look at Figure 2 reveals strong performances by Kazakhstan, Latvia, and Estonia within the Investment and Development factor. Despite varying levels of public expenditure per student, ranging from Kazakhstan’s relatively low budget of \$2,100 to Estonia’s commendable average of \$10,900 per student, all three economies rank significantly higher than the trend line would predict. This suggests that these countries are particularly effective in transforming their education budgets into concrete educational outcomes through well-structured systems, strong foundational education, and efficient use of public resources. In contrast, Qatar, the United States, and Kuwait invest heavily in education on a per-student basis but underperform relative to their spending. These discrepancies may point

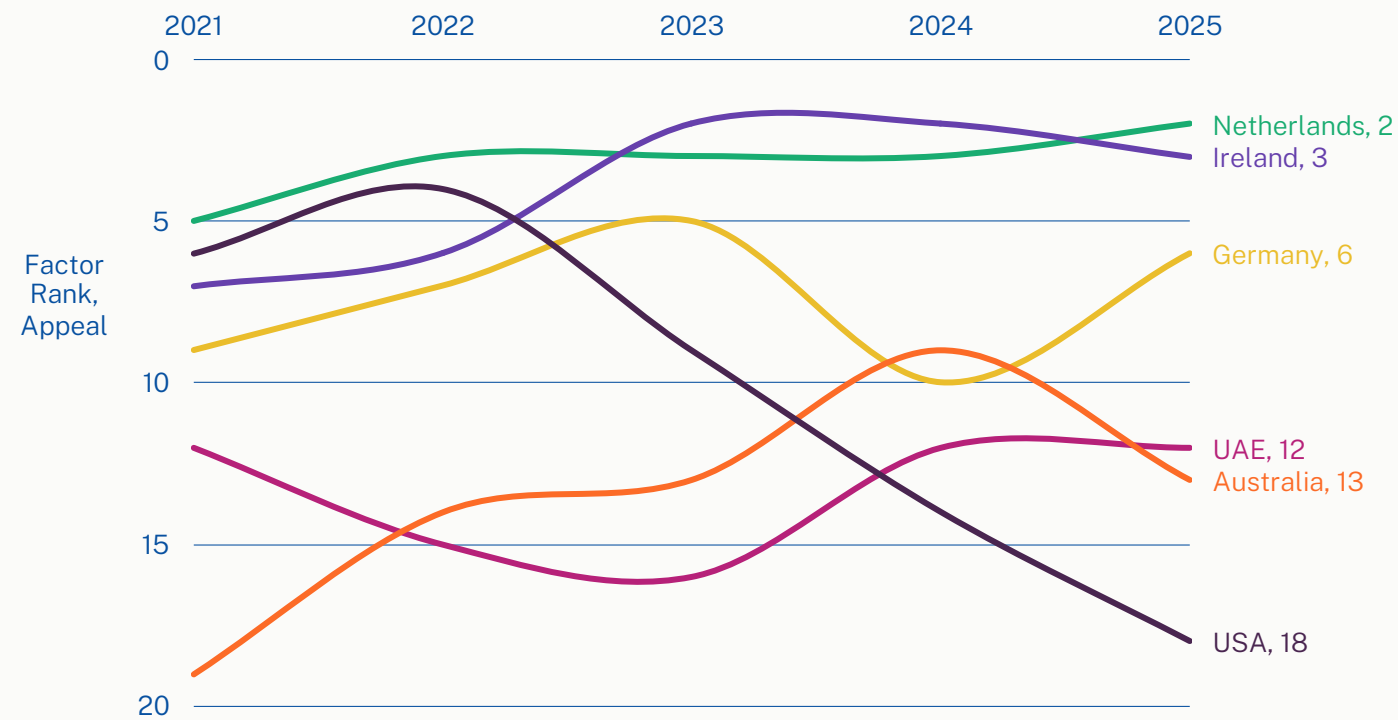
to structural inefficiencies, such as mismatches between spending priorities and labor market needs, disparities in educational quality across regions, or challenges in translating investment into broad-based learning and skills development within the private sector. Such findings highlight that while public investment is essential, it must be paired with effective policy and institutional frameworks to yield meaningful talent outcomes.

Appeal

The Appeal factor measures how attractive countries are to both domestic and international talent. It captures aspects, such as quality of life, worker motivation, cost of living, talent retention, and the ability to draw highly skilled professionals from abroad. Switzerland has topped the Appeal factor throughout the period ranging from 2021 to 2025 due to exceptional performances within most of these criteria. Figure 3 illustrates six other economies that are in the top 20 globally for this factor, but whose trajectories in the last five years have been very diverse. The Netherlands and Ireland, for instance, have proven to be very attractive destinations for talent and are now well established in the global top 5 in Appeal since 2023.

Australia, on the other hand, improved significantly from 19th in 2021 to ninth in 2024 before dropping slightly to 13th this year, with strong selling points being the high minimum wage and enviable quality of life the country offers its students and workforce. Similarly, the UAE has stabilized close to the top 10 in Appeal due to a very advantageous tax environment that attracts individuals looking to maximize their income, the high quality of life on offer, and the presence of highly skilled individuals in the workforce. Whereas Germany rebounded from a tough 2024 with strong performances in remuneration, quality of life, and a fair justice system, the United States has not managed to curb the downward trajectory it has experienced in Appeal since 2022, falling for a third consecutive year to 18th in 2025.

Figure 3 - Evolution of performance in the Appeal factor
Selected economies, 2021-2025



Results and analysis

Figure 4 provides further insight into one of the key dynamics of the Appeal factor, that is, the relationship between quality of life and cost of living. It plots economies based on their quality-of-life scores (from survey responses) against their cost-of-living index ranking, allowing us to examine whether a trade-off exists between these two variables. Quite logically, the general trend is positive, where economies with higher costs of living often also report a higher quality of life. The underlying mechanism behind this trend is quite simple: more productive economies, which offer greater wages, often collect greater tax revenues, which are then reinvested in quality infrastructure. However, several outliers (both positive and negative) defy this pattern.

Among the positive outliers, Malaysia, Cyprus, and Namibia stand out. These economies offer relatively low costs of living while still achieving above-average quality of life scores, suggesting their ability to deliver strong lifestyle benefits affordably. Factors such as climate, social cohesion, expatriate-friendly policies (especially in Malaysia and Cyprus), and low-price levels may explain this performance, though such measures are not monitored within the WTR. Qatar also performs strongly, combining strong infrastructure and public services with tax-free income and high levels of perceived safety and stability, key attributes that boost the perceived quality of life of citizens. In Qatar, the high quality of life that is achieved at a lower pecuniary cost could provide a credible explanation for its better performance in Appeal compared to regional peers, such as Saudi Arabia, Kuwait, or Jordan.

In several countries, however, quality of life remains low despite (or in some instances due to) high living costs. Türkiye, Argentina, and Mexico represent such outliers, where the cost of living has escalated due to reasons that negatively impact citizens. Such cases include macroeconomic instability, inflationary pressures, governance concerns, or public service shortcomings, which can all play a role in negatively affecting the perceptions of overall well-being. Though a high quality of life is often regarded as the result of a combination of strong policy decisions and strategic investments in public infrastructure, and therefore the outcome of undeniable costs, the uneven spread of perceived quality with regard to cost demonstrates that policy, institutions, and social context all play a part in shaping the lived experiences, and hence the talent appeal, of an economy.

Readiness

The Readiness factor measures how well an economy’s talent pool is prepared to meet the needs of businesses and the labor market. It includes indicators such as the availability of skilled labor, the quality of education, the international experience of senior managers, and how well education outcomes align with business demands to remain competitive. Over the past five years, few economies have consistently excelled in this talent factor, highlighting the constant challenge of ensuring that labor market needs are met through relevant competencies, and that education systems are both high in quality and future-oriented. Figure 5 highlights six such economies, four of which have been in the top 10 without interruption between 2021 and 2025 (Finland, Hong Kong, Singapore, and the UAE), and two which have shown robust and resilient performances despite movements in and out of the global top 10 (Canada and Taiwan).

Figure 4 - Quality of life against Cost-of-Living: a tradeoff ?

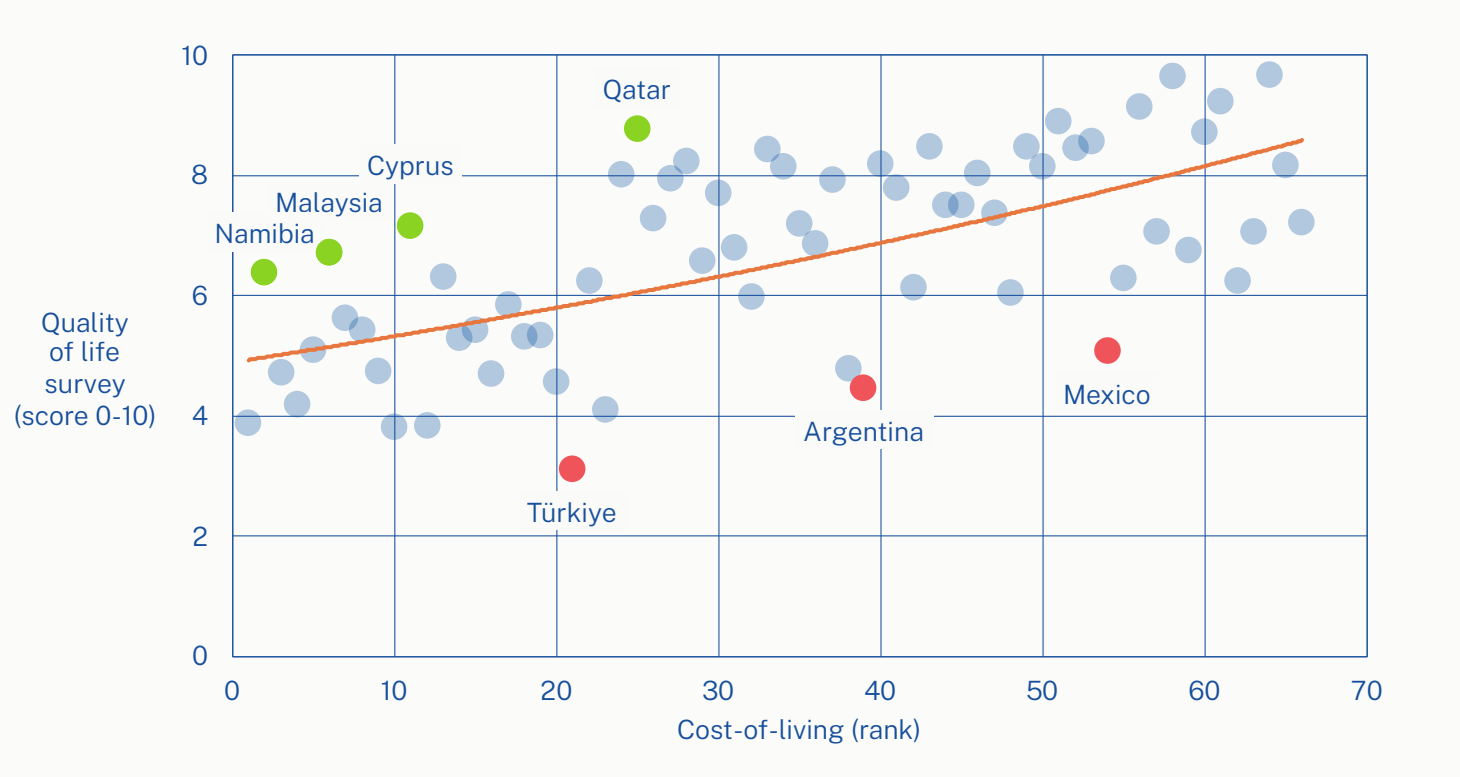
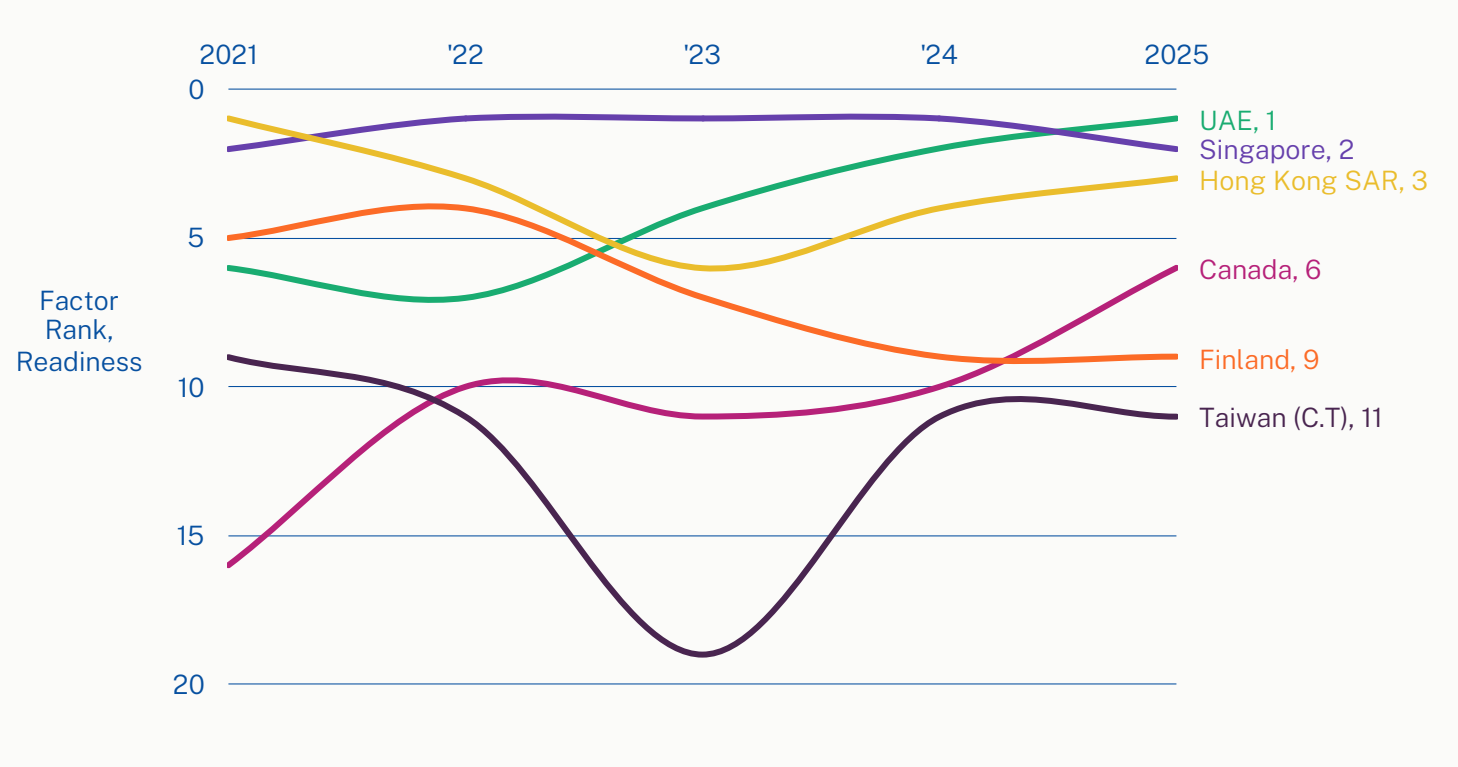


Figure 5 - Evolution of performance in the Readiness factor
Selected economies, 2021-2025



Results and analysis

Singapore, the UAE, and Hong Kong have demonstrated particularly robust performances in the Readiness factor. Particularly, Singapore, which ranks in the top 10 for eight of the twelve indicators in this factor, has shown great ability to produce talents with highly demanded competencies. Executives strongly regard the level of skills developed in primary and secondary education, with a further 36% of university graduates specializing in the sciences. In the case of the UAE and Hong Kong, both economies enjoy large numbers of inbound students from abroad and distinguish themselves through outstanding academic achievement (Hong Kong) and a highly competitive private sector (UAE).

Finland’s performance has been robust in Readiness, placing itself in the top 10 for the fifth consecutive year. Despite a slight drop from fourth to ninth between 2022 and 2024, it continues to benefit from a highly skilled labor force that boasts strong financial and language capabilities. Taiwan enjoys similar attributes and has demonstrated great resilience to bounce back and reclaim the 11th spot following an important decline in 2023. Canada, on the other hand, has experienced a strong upward trajectory, moving from 16th in

2021 to sixth in 2025 due to a very balanced approach to talent readiness. Across ten of the twelve indicators in this factor, Canada places itself in the top 20. This consistency between a strong and competitive labor market with high financial skills and international experience is complemented by a competent academic environment that meets the needs of the business environment.

International student mobility is a strong indicator of a country’s appeal to foreign talent and represents an important aspect of an economy’s future talent pipeline. High flows of foreign students inbound not only reflect strongly on an economy’s attractiveness but also allow investments in domestic education and infrastructure to yield better educational and economic outcomes through greater access to a larger talent pool.

Over the last several years, international student mobility has undergone a notable transformation, with some economies emerging as increasingly attractive destinations, while others face a decline. The data in Table 1 reveals contrasting trajectories, particularly between international and regional education hubs like the United States and Saudi Arabia, and rising

destinations, such as Canada, Germany, South Korea, and Qatar.

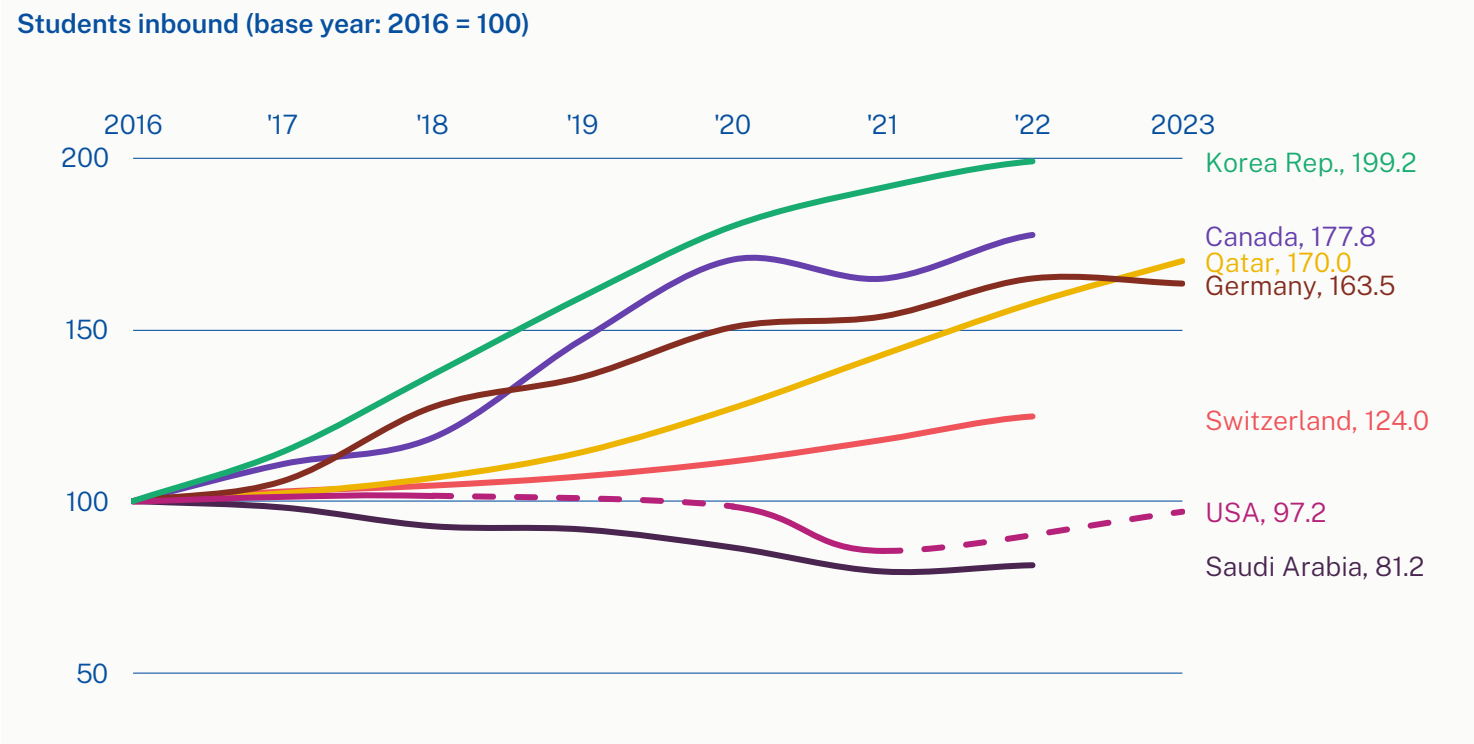
The United States, long considered the global leader in higher education, has experienced a gradual yet notable drop in inbound university students since 2018. From a near plateau between 2016 and 2018 (index of 100 to 101.6), the figure dipped to 85.8 in 2021 before recovering modestly to 97.2 in 2023. Factors such as stricter visa and immigration policies (particularly under the new presidency) and the increasing global competition from more welcoming or affordable destinations could play a role in explaining this stagnation and slow decline in foreign student numbers. Similarly, Saudi Arabia has experienced a constant decline in student mobility inbound between 2016 and 2021, with a slight rebound in 2022 that remains far below base year levels. Such a scenario may be explained by the potential adverse effects of geopolitical tensions and their impact on student perception, as well as the limited diversification in academic offerings and language barriers. Domestic policy shifts

that reduce reliance on international education branding may also be a driver of such trends.

Conversely, Canada, South Korea, Germany, and Qatar have experienced the opposite dynamic in their international student population numbers. The former nearly doubled inbound mobility by 2020 (170.6), reflecting a strong reputation for quality education, multiculturalism, and pro-immigration policies that link study to long-term residence opportunities. Similarly, South Korea has experienced consistent growth throughout the period of analysis, which could be attributed to increased internationalization efforts by Korean universities, the appeal of Korea’s cultural soft power (K-pop, tech, innovation), as well as relatively affordable tuition fees. Germany and Qatar also show robust growth, likely due to high-quality public education (Germany) and significant investment in higher education infrastructure and English-language programs (Qatar), both contributing to increased attractiveness.

Table 1

Country	2016	2017	2018	2019	2020	2021	2022	2023
Korea Rep.	100	114.4	136.9	159.7	180.3	191.5	199.2	
Canada	100	110.8	118.5	147.3	170.6	165.0	177.8	
Qatar	100	102.3	106.7	114.3	127.1	142.7	157.7	170.0
Germany	100	105.8	127.5	136.2	150.8	153.9	165.0	163.5
Switzerland	100	102.8	104.6	107.3	111.7	118.0	124.9	
USA	100	101.4	101.6		98.6	85.8		97.2
Saudi Arabia	100	98.1	92.6	91.7	86.4	79.4	81.2	



These shifting patterns are not just academic; they have long-term implications for talent competitiveness and retention. Countries that successfully attract international students often create a pipeline for future skilled labor, particularly when supported by post-study work opportunities and clear residency pathways. Canada and Germany, for example, are not just educating students but integrating them into their labor force and creating long-term competitive advantages for their firms with regard to the quality of available skills in their domestic market.

Conversely, the declines in the USA and Saudi Arabia may signal missed opportunities to retain global talent, especially in high-demand fields. If these trends persist, they could weaken these countries' ability to compete for the next generation of innovators, researchers, and entrepreneurs. However, larger economies may have the capacity to attract talent post-education through other means, such as high wages or tax incentives. Despite this, in a global talent landscape increasingly shaped by mobility and openness, the ability to sustain and grow inbound education flows will continue to be a defining factor in long-term talent competitiveness.

Key takeaways

The data and analysis presented in this report highlight several defining trends shaping global talent competitiveness in 2025. Most notably, talent competitiveness remains a highly dynamic and evolving field where sustained leadership demands continuous policy innovation, responsiveness to shifting workforce needs, and the ability to balance long-term investment with short-term adaptability. Switzerland's decade-long dominance illustrates that institutional strength, robust education systems, and consistent policy frameworks can create enduring competitive advantages. However, even the most stable leaders face mounting pressures to address structural weaknesses, such as gender participation gaps and underrepresentation in STEM fields that may challenge future performance.

Equally noteworthy are the trajectories of rapid improvers. The UAE's ascent from the mid-20s to ninth place within five years showcases how targeted investments in readiness and appeal, particularly in aligning education outcomes with market needs and offering globally competitive working environments, can yield transformative results. Similarly, Iceland's resilient return to third place and Hong Kong SAR's climb to its highest-ever fourth position demonstrate that consistent and focused reforms can reposition economies in the global talent landscape despite prior volatility.

Three key patterns distinguish top-performing economies from those losing ground. First, the most competitive countries achieve a recognizable balance across all three pillars of Investment and Development, Appeal, and Readiness, avoiding overreliance on a single strength. Second, efficiency matters as much as investment: economies like Kazakhstan, Latvia, and Estonia demonstrate that strategic use of limited education budgets can outperform more generously funded but less effective systems. Third, international student mobility is the foundation of future talent strategies. Countries like Canada and Germany are not only attracting foreign students but also successfully integrating them into their labor markets, building long-term pipelines of skilled talent.

Looking forward, economies will need to address three overarching challenges to sustain or improve their competitiveness: bridging gender gaps in labor force participation, aligning educational outcomes with rapidly evolving workforce demands, and offering a compelling value proposition that combines quality of life with affordability. Those that can innovate in these areas while preserving strong policy foundations will be best positioned to lead the next era of global talent competitiveness. Conversely, economies that remain static or fail to adapt risk falling behind in a world where talent is increasingly mobile, discerning, and in demand.



Rankings in a Nutshell

The 2025 IMD World Talent Ranking

The IMD World Talent Ranking 2025 shows the overall ranking for 67 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.

2025 COMPETITIVENESS RANKING

		Score	
01	Switzerland	100.00	-
02	Luxembourg	83.08	↗ 1
03	Iceland	82.19	↗ 3
04	Hong Kong SAR	80.10	↗ 5
05	Netherlands	80.09	↗ 3
06	Sweden	79.46	↘ 2
07	Singapore	78.00	↘ 5
08	Denmark	77.94	↘ 3
09	UAE	77.86	↗ 8
10	Austria	77.82	-
11	Canada	77.81	↗ 8
12	Finland	77.30	↗ 1
13	Germany	76.28	↗ 2
14	Ireland	75.71	↘ 3
15	Norway	74.84	↘ 8
16	Belgium	74.08	↘ 4
17	Taiwan (Chinese Taipei)	71.98	↗ 1
18	Estonia	71.00	↗ 2
19	Australia	70.80	↘ 5
20	Lithuania	70.65	↗ 3
21	Latvia	66.57	↗ 14
22	USA	66.06	↘ 1
23	Portugal	65.74	↗ 2
24	Czech Republic	65.45	↗ 6
25	Malaysia	65.18	↗ 8
26	France	64.42	↘ 2
27	Oman	62.81	-
28	Kuwait	62.61	↗ 3
29	Qatar	61.93	↗ 13
30	United Kingdom	61.76	↘ 3

		Score	
31	Saudi Arabia	60.72	↗ 1
32	Slovenia	60.60	↘ 4
33	New Zealand	60.52	↗ 6
34	Kazakhstan	60.52	↗ 3
35	Cyprus	60.46	↘ 6
36	Spain	60.42	↘ 2
37	Korea Rep.	58.15	↘ 11
38	China	58.01	-
39	Puerto Rico	57.89	↗ 6
40	Japan	57.67	↗ 3
41	Italy	56.64	-
42	Bahrain	56.49	↘ 2
43	Thailand	54.98	↗ 4
44	Greece	53.87	-
45	Hungary	53.77	↗ 5
46	Jordan	53.16	↗ 3
47	Croatia	53.08	↗ 4
48	Botswana	51.65	↘ 26
49	Chile	51.51	↘ 1
50	Poland	50.50	↘ 14
51	Romania	48.99	↗ 1
52	Namibia	46.71	-
53	Indonesia	45.87	↘ 7
54	Argentina	44.76	↗ 2
55	Kenya	43.25	-
56	Nigeria	42.97	↗ 4
57	Colombia	42.82	↘ 3
58	Slovak Republic	42.72	↘ 5
59	Peru	42.28	-
60	Bulgaria	39.50	↗ 1
61	Ghana	38.18	↗ 3
62	South Africa	36.09	↘ 7
63	India	36.07	↘ 5
64	Philippines	34.72	↘ 1
65	Türkiye	34.21	↘ 8
66	Mexico	33.14	↘ 4
67	Brazil	31.08	↘ 1
68	Venezuela	29.03	↘ 3
69	Mongolia	28.45	↘ 2

The IMD World Talent Ranking Methodology

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.

Based on our research, the methodology of the World Talent Ranking defines Talent Competitiveness into three main factors:



Investment and
development



Appeal



Readiness

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).

Each factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results that is 1/3 ($3 \times 33.3 \sim 100$).

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).

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.

I. The structure of the IMD World Talent Ranking

The ranking is structured according to three factors:

- Investment and development
- Appeal
- 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.

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 Barhain are available from 2022 onward and Ghana, Nigeria and Puerto Rico are available only from 2024. Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

What is the IMD World Talent Ranking?

World Talent Ranking Factors

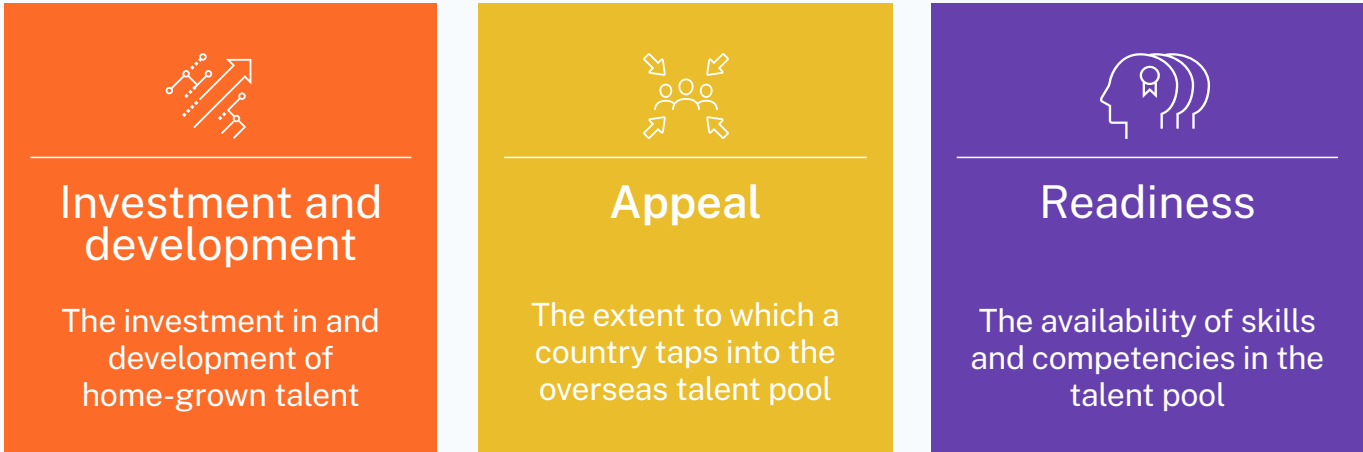
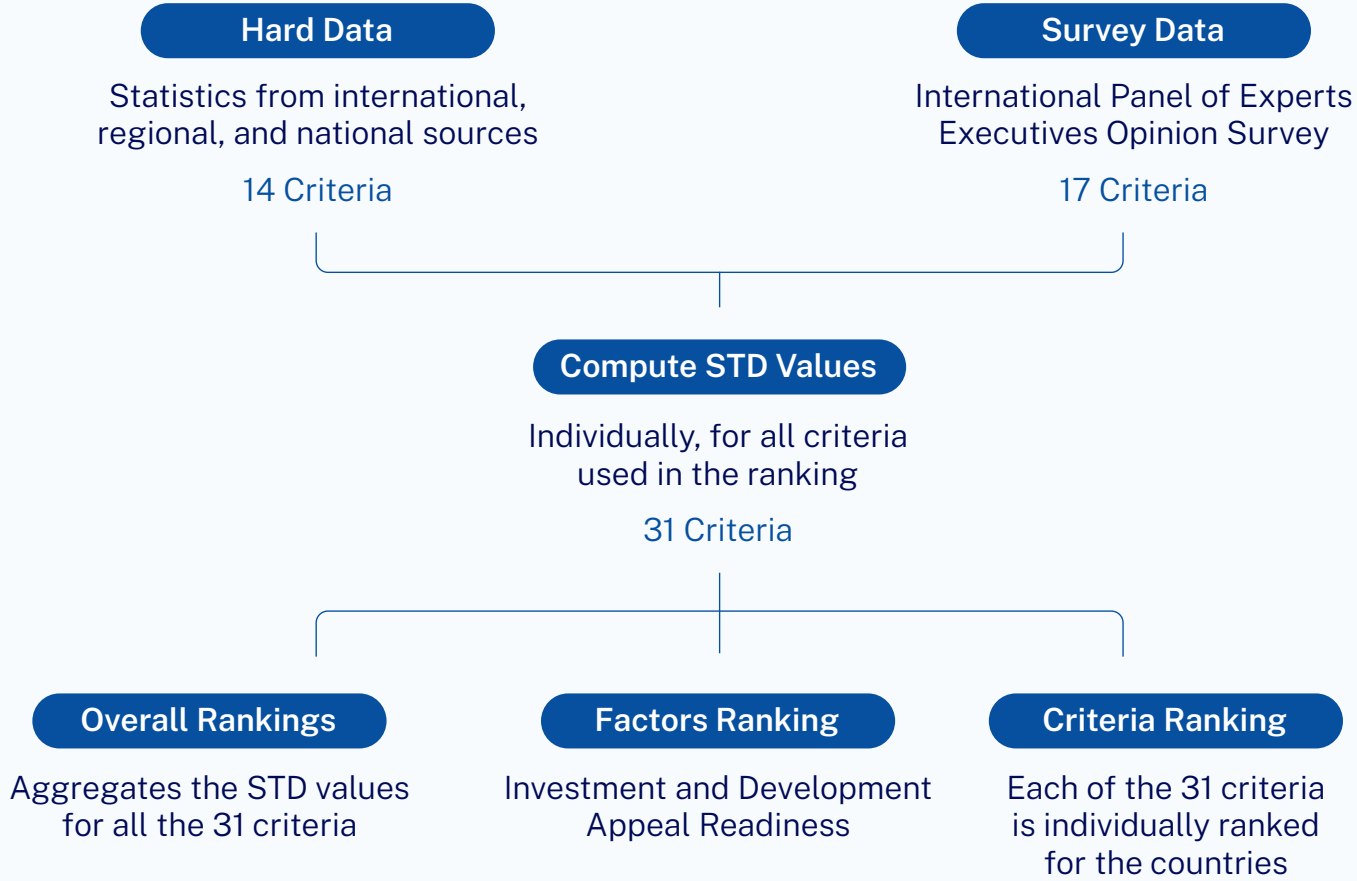


Table 1: Sample size (2021-2025)

Years	2021	2022	2023	2024	2025
Countries	63	63	64	67	69

Computing the Rankings



What is the IMD World Talent Ranking?

Table 2: Criteria definisions 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 talent	Attracting and retaining talent 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 meter

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

The 2025 IMD World Talent Ranking

Selected breakdown

Europe - Middle East - Africa

		Score
01	Switzerland	100.00
02	Luxembourg	83.08
03	Iceland	82.19
04	Netherlands	80.09
05	Sweden	79.46
06	Denmark	77.94
07	UAE	77.86
08	Austria	77.82
09	Finland	77.30
10	Germany	76.28
11	Ireland	75.71
12	Norway	74.84
13	Belgium	74.08
14	Estonia	71.00
15	Lithuania	70.65
16	Latvia	66.57
17	Portugal	65.74
18	Czech Republic	65.45
19	France	64.42
20	Oman	62.81
21	Kuwait	62.61
22	Qatar	61.93
23	United Kingdom	61.76
24	Saudi Arabia	60.72
25	Slovenia	60.60
26	Kazakhstan	60.52
27	Cyprus	60.46
28	Spain	60.42
29	Italy	56.64
30	Bahrain	56.49
31	Greece	53.87
32	Hungary	53.77
33	Jordan	53.16
34	Croatia	53.08
35	Botswana	51.65
36	Poland	50.50
37	Romania	48.99
38	Namibia	46.71
39	Kenya	43.25
40	Nigeria	42.97
41	Slovak Republic	42.72
42	Bulgaria	39.50
43	Ghana	38.18
44	South Africa	36.09
45	Türkiye	34.21

Asia - Pacific

		Score
01	Hong Kong SAR	80.10
02	Singapore	78.00
03	Taiwan (Chinese Taipei)	71.98
04	Australia	70.80
05	Malaysia	65.18
06	New Zealand	60.52
07	Korea Rep.	58.15
08	China	58.01
09	Japan	57.67
10	Thailand	54.98
11	Indonesia	45.87
12	India	36.07
13	Philippines	34.72
14	Mongolia	28.45

The Americas

		Score
01	Canada	77.81
02	USA	66.06
03	Puerto Rico	57.89
04	Chile	51.51
05	Argentina	44.76
06	Colombia	42.82
07	Peru	42.28
08	Mexico	33.14
09	Brazil	31.08
10	Venezuela	29.03

Selected breakdown

GDP per capita greater than \$20,000

		Score
01	Switzerland	100.00
02	Luxembourg	83.08
03	Iceland	82.19
04	Hong Kong SAR	80.10
05	Netherlands	80.09
06	Sweden	79.46
07	Singapore	78.00
08	Denmark	77.94
09	UAE	77.86
10	Austria	77.82
11	Canada	77.81
12	Finland	77.30
13	Germany	76.28
14	Ireland	75.71
15	Norway	74.84
16	Belgium	74.08
17	Taiwan (Chinese Taipei)	71.98
18	Estonia	71.00
19	Australia	70.80
20	Lithuania	70.65
21	Latvia	66.57
22	USA	66.06
23	Portugal	65.74
24	Czech Republic	65.45
25	France	64.42
26	Oman	62.81
27	Kuwait	62.61
28	Qatar	61.93
29	United Kingdom	61.76
30	Saudi Arabia	60.72
31	Slovenia	60.60
32	New Zealand	60.52
33	Cyprus	60.46
34	Spain	60.42
35	Korea Rep.	58.15
36	Puerto Rico	57.89
37	Japan	57.67
38	Italy	56.64
39	Bahrain	56.49
40	Greece	53.87
41	Hungary	53.77
42	Croatia	53.08
43	Poland	50.50
44	Romania	48.99
45	Slovak Republic	42.72

GDP per capita less than \$20,000

		Score
01	Malaysia	65.18
02	Kazakhstan	60.52
03	China	58.01
04	Thailand	54.98
05	Jordan	53.16
06	Botswana	51.65
07	Chile	51.51
08	Namibia	46.71
09	Indonesia	45.87
10	Argentina	44.76
11	Kenya	43.25
12	Nigeria	42.97
13	Colombia	42.82
14	Peru	42.28
15	Bulgaria	39.50
16	Ghana	38.18
17	South Africa	36.09
18	India	36.07
19	Philippines	34.72
20	Türkiye	34.21
21	Mexico	33.14
22	Brazil	31.08
23	Venezuela	29.03
24	Mongolia	28.45

Selected breakdown

Population over 20 million

		Score
01	Canada	77.81
02	Germany	76.28
03	Taiwan (Chinese Taipei)	71.98
04	Australia	70.80
05	USA	66.06
06	Malaysia	65.18
07	France	64.42
08	United Kingdom	61.76
09	Saudi Arabia	60.72
10	Kazakhstan	60.52
11	Spain	60.42
12	Korea Rep.	58.15
13	China	58.01
14	Japan	57.67
15	Italy	56.64
16	Thailand	54.98
17	Chile	51.51
18	Poland	50.50
19	Indonesia	45.87
20	Argentina	44.76
21	Kenya	43.25
22	Nigeria	42.97
23	Colombia	42.82
24	Peru	42.28
25	Ghana	38.18
26	South Africa	36.09
27	India	36.07
28	Philippines	34.72
29	Türkiye	34.21
30	Mexico	33.14
31	Brazil	31.08
32	Venezuela	29.03

Population under 20 million

		Score
01	Switzerland	100.00
02	Luxembourg	83.08
03	Iceland	82.19
04	Hong Kong SAR	80.10
05	Netherlands	80.09
06	Sweden	79.46
07	Singapore	78.00
08	Denmark	77.94
09	UAE	77.86
10	Austria	77.82
11	Finland	77.30
12	Ireland	75.71
13	Norway	74.84
14	Belgium	74.08
15	Estonia	71.00
16	Lithuania	70.65
17	Latvia	66.57
18	Portugal	65.74
19	Czech Republic	65.45
20	Oman	62.81
21	Kuwait	62.61
22	Qatar	61.93
23	Slovenia	60.60
24	New Zealand	60.52
25	Cyprus	60.46
26	Puerto Rico	57.89
27	Bahrain	56.49
28	Greece	53.87
29	Hungary	53.77
30	Jordan	53.16
31	Croatia	53.08
32	Botswana	51.65
33	Romania	48.99
34	Namibia	46.71
35	Slovak Republic	42.72
36	Bulgaria	39.50
37	Mongolia	28.45

Selected breakdown

INVESTMENT & DEVELOPMENT

The investment in and development of home-grown talent

				Score				
01	Switzerland			100.00	-	31	Korea Rep.	56.44 ↙ 5
02	Luxembourg			96.06	-	32	Greece	56.05 ↗ 5
03	Iceland			86.77 ↗ 1		33	Slovenia	55.91 ↙ 2
04	Denmark			83.25 ↗ 2		34	New Zealand	55.14 ↗ 6
05	Austria			83.10 ↗ 2		35	Ireland	54.82 -
06	Norway			82.23 ↙ 3		36	Japan	52.67 -
07	Sweden			82.22 ↗ 1		37	Puerto Rico	51.68 ↗ 5
08	Finland			78.68 ↗ 3		38	Poland	51.55 ↙ 4
09	Kuwait			77.73 ↗ 3		39	Malaysia	49.80 ↗ 4
10	Belgium			77.25 ↙ 1		40	United Kingdom	48.31 ↙ 1
11	Estonia			75.99 ↙ 1		41	Thailand	47.76 ↗ 5
12	Hong Kong SAR			73.11 ↗ 1		42	Bulgaria	47.59 ↗ 5
13	Latvia			71.73 ↗ 5		43	UAE	47.49 ↗ 6
14	Germany			71.35 -		44	Botswana	45.16 ↙ 16
15	Netherlands			68.80 ↗ 1		45	Saudi Arabia	44.97 ↙ 1
16	Lithuania			66.75 ↗ 4		46	Argentina	43.87 ↙ 1
17	USA			66.06 ↗ 2		47	China	43.63 ↙ 6
18	Cyprus			64.90 ↙ 1		48	Slovak Republic	43.06 -
19	Canada			64.11 ↗ 4		49	Oman	42.65 -
20	Kazakhstan			63.77 ↗ 5		50	Namibia	40.88 -
21	Taiwan (Chinese Taipei)			62.61 ↗ 6		51	Qatar	39.00 -
22	Australia			60.99 ↙ 7		52	Romania	38.30 ↗ 4
23	Hungary			60.32 ↗ 15		53	Chile	33.66 ↙ 3
24	Portugal			60.12 ↗ 5		54	Peru	33.34 ↙ 1
25	Spain			59.68 ↙ 4		55	Bahrain	30.46 ↙ 1
26	Croatia			58.03 ↗ 4		56	Colombia	29.57 ↗ 3
27	Italy			57.95 ↗ 6		57	Türkiye	24.81 ↙ 2
28	Czech Republic			57.83 ↗ 4		58	Brazil	24.44 -
29	France			57.46 ↙ 5		59	Jordan	24.32 ↗ 1
30	Singapore			57.29 ↙ 8		60	South Africa	21.35 ↙ 3
						61	Mongolia	17.94 -
						62	Indonesia	15.14 ↙ 10
						63	Ghana	14.06 -
						64	Nigeria	11.67 ↗ 1
						65	Venezuela	10.70 ↙ 3
						66	Philippines	7.98 ↙ 2
						67	Mexico	6.34 -
						68	Kenya	0.56 -
						69	India	0.00 ↙ 3

Selected breakdown

APPEAL

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

			Score								
01	Switzerland		93.07	-	31	Spain		52.48	↗	2	
02	Netherlands		74.22	↗	1	32	Botswana		51.98	↗	4
03	Ireland		74.14	↙	1	33	Thailand		51.69	↙	6
04	Luxembourg		69.63	-	34	Czech Republic		51.64	↙	5	
05	Iceland		67.72	↗	2	35	Indonesia		51.37	↙	18
06	Germany		67.21	↗	4	36	Qatar		51.34	↗	8
07	Canada		66.87	↗	9	37	Cyprus		51.00	↙	3
08	Sweden		64.07	↙	2	38	Puerto Rico		50.13	↙	8
09	Singapore		62.73	↙	4	39	Kenya		48.95	-	-
10	Belgium		62.52	↙	2	40	Latvia		48.89	↗	12
11	Austria		62.37	-	41	Jordan		48.80	↗	1	
12	UAE		62.16	-	42	Portugal		48.18	↗	3	
13	Australia		62.09	↙	4	43	Romania		47.87	↗	7
14	Japan		60.92	↗	5	44	Slovenia		47.84	↙	5
15	Norway		59.40	↙	2	45	Kazakhstan		47.83	↗	1
16	Taiwan (Chinese Taipei)		58.96	↙	1	46	Denmark		47.50	↙	8
17	Lithuania		58.26	↗	14	47	Colombia		46.68	↙	10
18	USA		57.11	↙	4	48	Korea Rep.		46.58	↙	13
19	Finland		57.01	↗	3	49	Greece		45.26	-	-
20	Hong Kong SAR		56.57	↗	8	50	China		44.48	↙	2
21	Malaysia		56.51	↗	11	51	Nigeria		44.19	↗	9
22	Chile		56.34	↗	2	52	Peru		42.35	↙	1
23	Saudi Arabia		56.29	↙	5	53	Poland		42.13	↙	10
24	Namibia		55.51	-	54	Mexico		42.04	↙	13	
25	France		55.06	↙	5	55	Italy		42.03	↙	8
26	United Kingdom		54.81	↙	1	56	Philippines		41.91	↙	2
27	Estonia		54.16	↙	6	57	Ghana		39.67	↗	7
28	New Zealand		53.56	↙	2	58	Croatia		38.49	↙	3
29	Bahrain		53.44	↙	6	59	Hungary		37.89	↙	2
30	Oman		53.08	-	60	Brazil		37.72	↙	2	
					61	India		37.15	↙	8	
					62	Kuwait		36.14	-	-	
					63	South Africa		33.74	↙	2	
					64	Slovak Republic		32.64	↙	5	
					65	Türkiye		29.68	↙	9	
					66	Argentina		29.35	-	-	
					67	Bulgaria		29.16	↙	4	
					68	Venezuela		25.36	↙	3	
					69	Mongolia		20.05	↙	2	

Selected breakdown

READINESS

The availability of skills and competencies in the talent pool

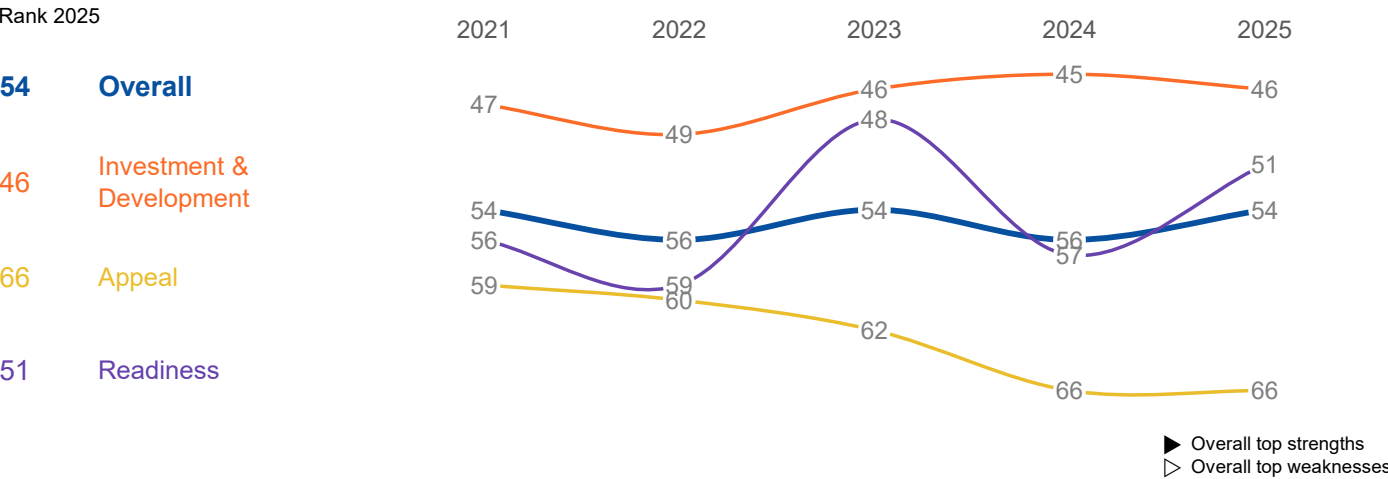
				Score				
01	UAE		98.89	↗ 1	31	France		55.72 ↗ 3
02	Singapore		88.95 ↘ 1		32	Kenya		55.21 -
03	Hong Kong SAR		85.60 ↗ 1		33	Latvia		54.05 ↗ 9
04	Switzerland		81.90 ↘ 1		34	Slovenia		53.03 ↗ 2
05	Denmark		78.04 -		35	USA		49.98 ↘ 3
06	Canada		77.42 ↗ 4		36	Kuwait		48.94 ↘ 5
07	Ireland		73.15 ↘ 1		37	Nigeria		48.02 -
08	Netherlands		72.24 -		38	New Zealand		47.82 ↗ 3
09	Finland		71.18 -		39	Puerto Rico		46.83 ↗ 12
10	Qatar		70.43 ↗ 4		40	Korea Rep.		46.39 ↘ 10
11	Taiwan (Chinese Taipei)		69.35 -		41	Indonesia		46.08 ↘ 2
12	Oman		67.67 -		42	India		46.02 ↘ 7
13	Sweden		67.07 ↘ 6		43	Kazakhstan		44.93 ↗ 1
14	Iceland		67.05 ↗ 6		44	Italy		44.92 ↘ 4
15	Germany		65.27 ↗ 3		45	Spain		44.08 ↗ 2
16	Australia		64.30 ↘ 4		46	Cyprus		40.46 ↘ 1
17	Malaysia		64.19 ↗ 10		47	Thailand		40.45 ↗ 2
18	Portugal		63.88 ↗ 3		48	Chile		39.50 -
19	Austria		62.98 ↘ 2		49	Hungary		38.06 ↗ 10
20	Lithuania		61.91 ↗ 8		50	Croatia		37.67 ↗ 14
21	Czech Republic		61.84 ↗ 17		51	Argentina		36.02 ↗ 6
22	Jordan		61.35 ↗ 7		52	Ghana		35.80 ↗ 3
23	China		60.88 ↗ 2		53	Romania		35.77 -
24	Bahrain		60.54 ↘ 11		54	Greece		35.28 ↘ 8
25	Luxembourg		58.52 ↘ 2		55	Japan		34.39 ↘ 1
26	Norway		57.87 ↘ 11		56	Poland		32.80 ↘ 17
27	Estonia		57.83 ↘ 5		57	Botswana		32.78 ↘ 38
28	Belgium		57.44 ↘ 12		58	Philippines		29.24 ↘ 6
29	United Kingdom		57.14 ↘ 3		59	South Africa		28.15 ↘ 9
30	Saudi Arabia		55.86 ↗ 3		60	Slovak Republic		27.44 ↗ 2
					61	Colombia		27.17 -
					62	Peru		26.12 ↗ 1
					63	Mexico		26.01 ↘ 7
					64	Venezuela		26.00 ↘ 4
					65	Türkiye		23.10 ↘ 7
					66	Mongolia		22.34 ↘ 1
					67	Namibia		18.72 -
					68	Bulgaria		16.73 ↘ 2
					69	Brazil		6.05 ↘ 2

Factor Rankings: five-year overview

	OVERALL						INVESTMENT & DEVELOPMENT						APPEAL						READINESS				
	2021	2022	2023	2024	2025		2021	2022	2023	2024	2025		2021	2022	2023	2024	2025		2021	2022	2023	2024	2025
Argentina	54	56	54	56	54		47	49	46	45	46		59	60	62	66	66		56	59	48	57	51
Australia	20	18	18	14	19		22	21	18	15	22		19	14	13	09	13		24	17	17	12	16
Austria	06	08	09	10	10		06	06	05	07	05		08	10	12	11	11		14	15	18	17	19
Bahrain	-	35	27	40	42		-	48	50	54	55		-	16	24	23	29		-	33	10	13	24
Belgium	13	13	04	12	16		08	09	08	09	10		17	18	06	08	10		15	16	08	16	28
Botswana	44	43	40	22	48		38	35	33	28	44		48	36	36	36	32		51	56	50	19	57
Brazil	60	57	63	66	67		54	55	56	58	58		46	44	54	58	60		64	63	64	67	69
Bulgaria	58	59	58	61	60		45	46	42	47	42		61	61	60	63	67		62	61	62	66	68
Canada	15	11	13	19	11		24	20	19	23	19		13	12	07	16	07		16	10	11	10	06
Chile	48	47	50	48	49		46	50	54	50	53		23	28	35	24	22		58	47	49	48	48
China	36	40	41	38	38		43	42	45	41	47		51	52	52	48	50		22	21	25	25	23
Colombia	55	61	57	54	57		58	58	57	59	56		42	47	39	37	47		57	62	59	61	61
Croatia	49	42	46	51	47		34	25	29	30	26		58	54	57	55	58		54	46	55	64	50
Cyprus	24	22	29	29	35		15	17	24	17	18		28	29	40	34	37		30	23	34	45	46
Czech Republic	37	29	21	30	24		41	34	26	32	28		45	30	15	29	34		38	28	21	38	21
Denmark	05	05	07	05	08		03	02	04	06	04		18	17	34	38	46		08	08	05	05	05
Estonia	19	17	17	20	18		12	10	13	10	11		20	19	19	21	27		29	31	20	22	27
Finland	08	06	06	13	12		10	11	11	11	08		11	11	11	22	19		05	04	07	09	09
France	25	23	24	24	26		21	24	30	24	29		21	21	17	20	25		31	32	32	34	31
Germany	10	10	12	15	13		11	12	12	14	14		09	07	05	10	06		10	12	16	18	15
Ghana	-	-	-	64	61		-	-	-	63	63		-	-	-	64	57		-	-	-	55	52
Greece	33	37	37	44	44		29	29	34	37	32		33	42	46	49	49		37	40	36	46	54
Hong Kong SAR	11	14	16	09	04		14	13	15	13	12		26	32	32	28	20		01	03	06	04	03
Hungary	42	44	48	50	45		32	36	37	38	23		53	53	56	57	59		46	51	60	59	49
Iceland	07	03	03	06	03		04	04	03	04	03		10	08	08	07	05		17	13	14	20	14
India	56	52	56	58	63		64	61	63	66	69		57	56	53	53	61		27	18	29	35	42
Indonesia	50	51	47	46	53		53	53	52	52	62		37	37	31	17	35		50	52	46	43	41
Ireland	17	15	14	11	14		39	38	39	35	35		07	06	02	02	03		11	05	09	06	07
Italy	35	36	42	41	41		31	28	32	33	27		38	38	45	47	55		39	43	45	40	44
Japan	39	41	43	43	40		36	37	36	36	36		27	27	23	19	14		48	54	58	54	55
Jordan	40	49	52	49	46		56	57	58	60	59		34	48	50	42	41		18	22	23	29	22
Kazakhstan	41	39	38	37	34		42	30	28	25	20		39	41	42	46	45		43	44	44	44	43
Kenya	-	-	-	-	55		-	-	-	-	68		-	-	-	-	39		-	-	-	-	32
Korea Rep.	34	38	34	26	37		28	31	22	26	31		41	49	43	35	48		36	38	35	30	40
Kuwait	-	-	28	31	28		-	-	10	12	09		-	-	59	62	62		-	-	38	31	36
Latvia	30	27	39	35	21		16	14	21	18	13		49	46	58	52	40		33	36	40	42	33
Lithuania	29	26	23	23	20		18	18	17	20	16		32	31	27	31	17		32	37	31	28	20
Luxembourg	03	07	02	03	02		02	03	02	02	02		02	05	04	04	04		23	25	24	23	25
Malaysia	28	33	33	33	25		33	39	40	43	39		29	35	30	32	21		21	20	26	27	17
Mexico	59	58	59	62	66		63	63	64	67	67		44	45	33	41	54		52	45	52	56	63
Mongolia	61	62	64	67	69		59	60	61	61	61		55	62	64	67	69		60	60	63	65	66
Namibia	-	-	-	-	52		-	-	-	-	50		-	-	-	-	24		-	-	-	-	67
Netherlands	09	09	05	08	05		17	16	16	16	15		05	03	03	03	02		07	09	02	08	08
New Zealand	18	31	31	39	33		27	33	38	40	34		14	23	18	26	28		20	39	39	41	38
Nigeria	-	-	-	60	56		-	-	-	65	64		-	-	-	60	51		-	-	-	37	37
Norway	04	04	11	07	15		05	05	06	03	06		04	09	20	13	15		12	14	15	15	26
Oman	-	-	-	-	27		-	-	-	-	49		-	-	-	-	30		-	-	-	-	12
Peru	62	46	55	59	59		61	52	55	53	54		50	51	51	51	52		61	34	57	63	62
Philippines	57	54	60	63	64		62	62	62	64	66		43	43	55	54	56		47	35	51	52	58
Poland	45	50	44	36	50		35	41	35	34	38		54	55	47	43	53		45	53	47	39	56
Portugal	26	24	25	25	23		25	22	27	29	24		30	40	37	45	42		25	19	27	21	18
Puerto Rico	-	-	-	45	39		-	-	-	42	37		-	-	-	30	38		-	-	-	51	39
Qatar	31	34	30	42	29		44	44	49	51	51		25	22	28	44	36		19	30	12	14	10
Romania	51	55	53	52	51		55	54	53	56	52		47	58	48	50	43		49	55	53	53	53
Saudi Arabia	38	30	36	32	31		37	32	41	44	45		35	20	22	18	23		42	41	37	33	30
Singapore	12	12	08	02	07		23	27	31	22	30		15	13	14	05	09		02	01	01	01	02
Slovak Republic	52	48	51	53	58		48	43	44	48	48		52	50	49	59	64		53	48	54	62	60
Slovenia	27	25	26	28	32		19	19	20	31	33		36	39	38	39	44		26	29	33	36	34
South Africa	63	60	61	55	62		60	56	59	57	60		62	59	61	61	63		59	57	56	50	59
Spain	32	32	32	34	36		30	26	25	21	25		24	26	26	33	31		41	42	42	47	45
Sweden	02	02	10	04	06		07	07	09	08	07		03	02	10	06	08		04	06	13	07	13
Switzerland	01	01	01	01	01		01	01	01	01	01		01	01	01	01	01		03	02	03	03	04
Taiwan (Chinese Taipei)	16	19	20	18	17		20	23	23	27	21		22	25	21	15	16		09	11	19	11	11
Thailand	43	45	45	47	43		51	47	47	46	41		31	34	29	27	33		40	49	41	49	47
Türkiye	53	53	49	57	65		52	51	51	55	57		56	57	44	56	65		55	50	43	58	65
UAE	23	21	22	17	09		50	45	48	49	43		12	15	16	12	12		06	07	04	02	01
United Kingdom	21	28	35	27	30		40	40	43	39	40		16	24	25	25	26		13	24	30	26	29
USA	14	16	15	21	22		13	15	14	19	17		06	04	09	14	18		28	26	22	32	35
Venezuela	64	63	62	65	68		57	59	60	62	65		64	63	63	65	68		63	58	61	60	64

Talent Country Profiles

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	4.8 %	33
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,028 US\$	50
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.93 ratio	32
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.50 ratio	26
Apprenticeships	are sufficiently implemented	5.03 survey [0-10]	44
▷ Employee training	is a high priority in companies	4.71 survey [0-10]	66
Female labor force	Percentage of total labor force	42.50 %	51
Health infrastructure	meets the needs of society	4.24 survey [0-10]	51

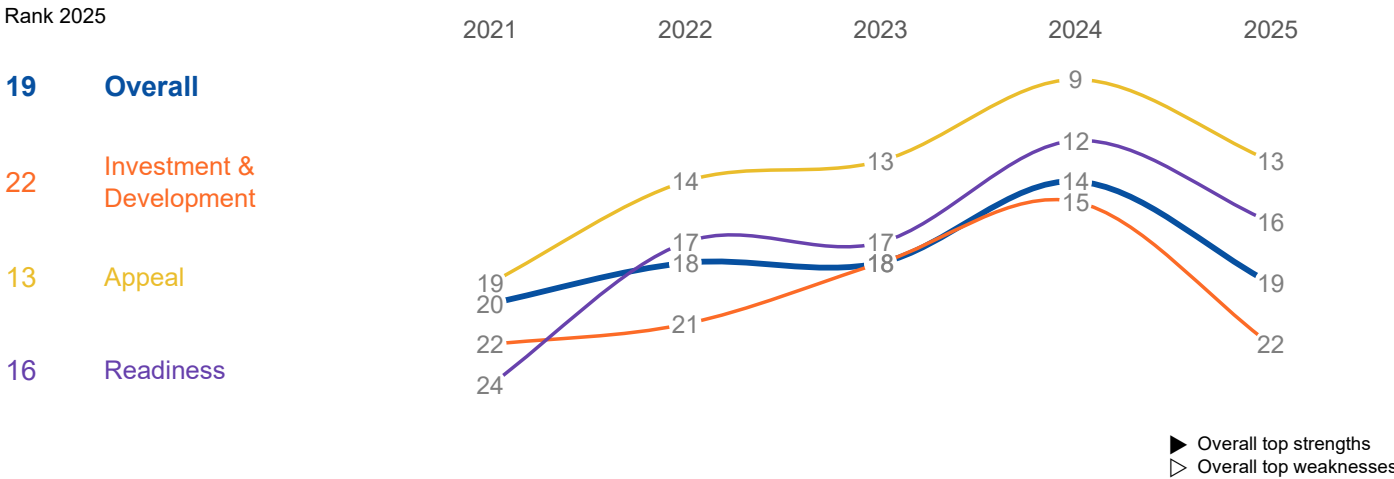
APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	71.55 index	39
▷ Attracting and retaining talent	is a priority in companies	5.21 survey [0-10]	64
Worker motivation	in companies is high	4.42 survey [0-10]	61
Brain drain	does not hinder competitiveness in your economy	4.15 survey [0-10]	47
▷ Quality of life	is high	4.45 survey [0-10]	61
Foreign highly skilled personnel	are attracted to your country's business environment	5.15 survey [0-10]	42
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	5.71 %	38
▷ Justice	is fairly administered	2.64 survey [0-10]	64
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	15.23 micrograms	39
Statutory minimum wage	Statutory gross monthly minimum wage US\$	296.90 US\$	43

READINESS

		Value	2025 Rank
► Labor force growth	Percentage change	3.60 %	9
Skilled labor	is readily available	5.12 survey [0-10]	43
Finance skills	are readily available	5.30 survey [0-10]	56
International experience	of senior managers is generally significant	5.26 survey [0-10]	41
Competent senior managers	are readily available	4.39 survey [0-10]	55
▷ Primary and secondary education	meets the needs of a competitive economy	3.79 survey [0-10]	61
Graduates in Sciences	STEM graduates, % of all graduates	14.81 %	60
University education	meets the needs of a competitive economy	6.09 survey [0-10]	39
► Management education	meets the needs of the business community	6.52 survey [0-10]	32
Language skills	are meeting the needs of enterprises	5.97 survey [0-10]	43
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.98 number	35
Educational assessment - PISA	PISA survey of 15-year olds	395 Average	52

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.1 %	21
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	11,938 US\$	16
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.40 ratio	36
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.85 ratio	30
▷ Apprenticeships	are sufficiently implemented	4.33 survey [0-10]	58
▷ Employee training	is a high priority in companies	5.00 survey [0-10]	60
Female labor force	Percentage of total labor force	47.62 %	15
Health infrastructure	meets the needs of society	7.08 survey [0-10]	19

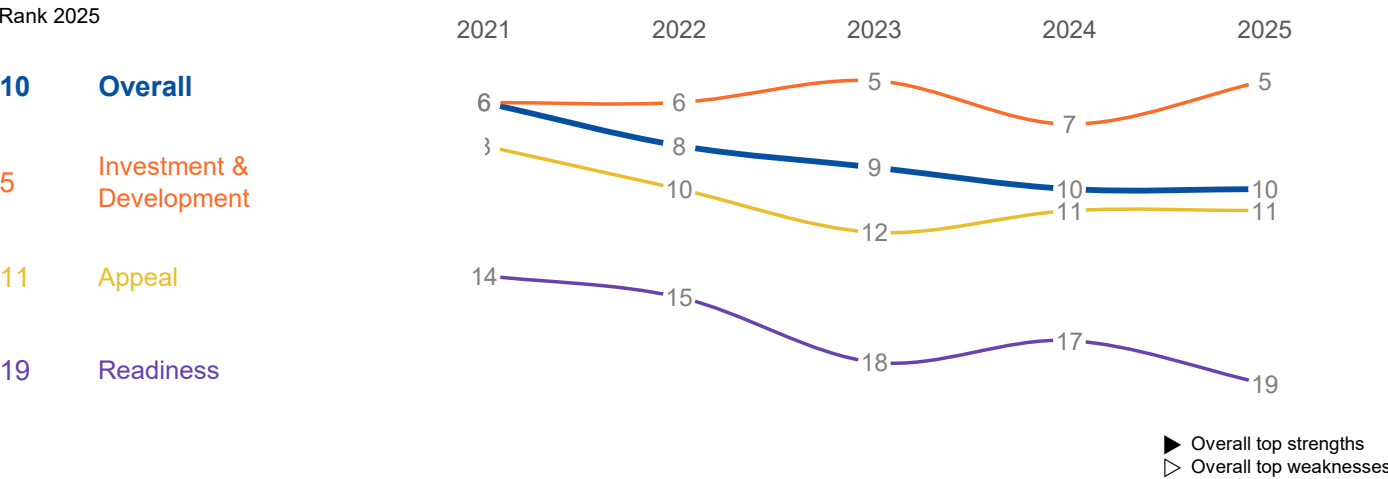
APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	73.99 index	43
Attracting and retaining talent	is a priority in companies	6.92 survey [0-10]	28
Worker motivation	in companies is high	5.25 survey [0-10]	45
Brain drain	does not hinder competitiveness in your economy	5.83 survey [0-10]	20
► Quality of life	is high	8.50 survey [0-10]	10
Foreign highly skilled personnel	are attracted to your country's business environment	6.83 survey [0-10]	15
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	156,674 US\$	33
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.70 %	58
► Justice	is fairly administered	8.25 survey [0-10]	10
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	8.25 micrograms	11
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,655.11 US\$	4

READINESS

		Value	2025 Rank
Labor force growth	Percentage change	2.92 %	14
Skilled labor	is readily available	5.17 survey [0-10]	42
Finance skills	are readily available	6.83 survey [0-10]	18
▷ International experience	of senior managers is generally significant	4.54 survey [0-10]	59
Competent senior managers	are readily available	6.17 survey [0-10]	27
Primary and secondary education	meets the needs of a competitive economy	7.08 survey [0-10]	21
▷ Graduates in Sciences	STEM graduates, % of all graduates	19.15 %	50
University education	meets the needs of a competitive economy	6.92 survey [0-10]	28
Management education	meets the needs of the business community	6.58 survey [0-10]	30
Language skills	are meeting the needs of enterprises	6.71 survey [0-10]	34
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	17.52 number	2
Educational assessment - PISA	PISA survey of 15-year olds	497 Average	11

OVERALL PERFORMANCE (69 economies)

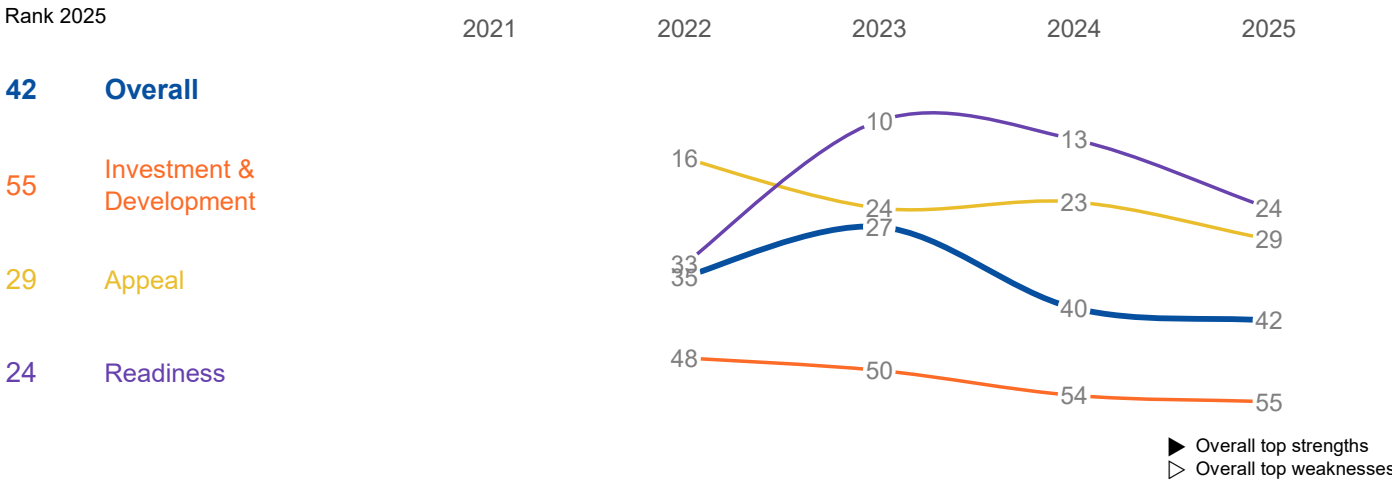


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	30
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	14,121 US\$	10
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.69 ratio	25
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.15 ratio	9
► Apprenticeships	are sufficiently implemented	7.98 survey [0-10]	2
► Employee training	is a high priority in companies	7.61 survey [0-10]	3
Female labor force	Percentage of total labor force	47.24 %	20
Health infrastructure	meets the needs of society	7.54 survey [0-10]	13

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	80.99 index	58
► Attracting and retaining talent	is a priority in companies	8.11 survey [0-10]	4
Worker motivation	in companies is high	6.72 survey [0-10]	17
Brain drain	does not hinder competitiveness in your economy	5.50 survey [0-10]	26
► Quality of life	is high	9.67 survey [0-10]	2
Foreign highly skilled personnel	are attracted to your country's business environment	5.33 survey [0-10]	39
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	9.44 %	53
Justice	is fairly administered	7.61 survey [0-10]	16
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	11.03 micrograms	22
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.20 %	56
▷ Skilled labor	is readily available	4.24 survey [0-10]	58
Finance skills	are readily available	5.85 survey [0-10]	38
International experience	of senior managers is generally significant	5.89 survey [0-10]	29
▷ Competent senior managers	are readily available	4.76 survey [0-10]	51
Primary and secondary education	meets the needs of a competitive economy	7.35 survey [0-10]	16
Graduates in Sciences	STEM graduates, % of all graduates	31.05 %	9
► University education	meets the needs of a competitive economy	8.17 survey [0-10]	5
Management education	meets the needs of the business community	7.67 survey [0-10]	9
Language skills	are meeting the needs of enterprises	7.37 survey [0-10]	24
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	9.56 number	6
Educational assessment - PISA	PISA survey of 15-year olds	486 Average	21

OVERALL PERFORMANCE (69 economies)

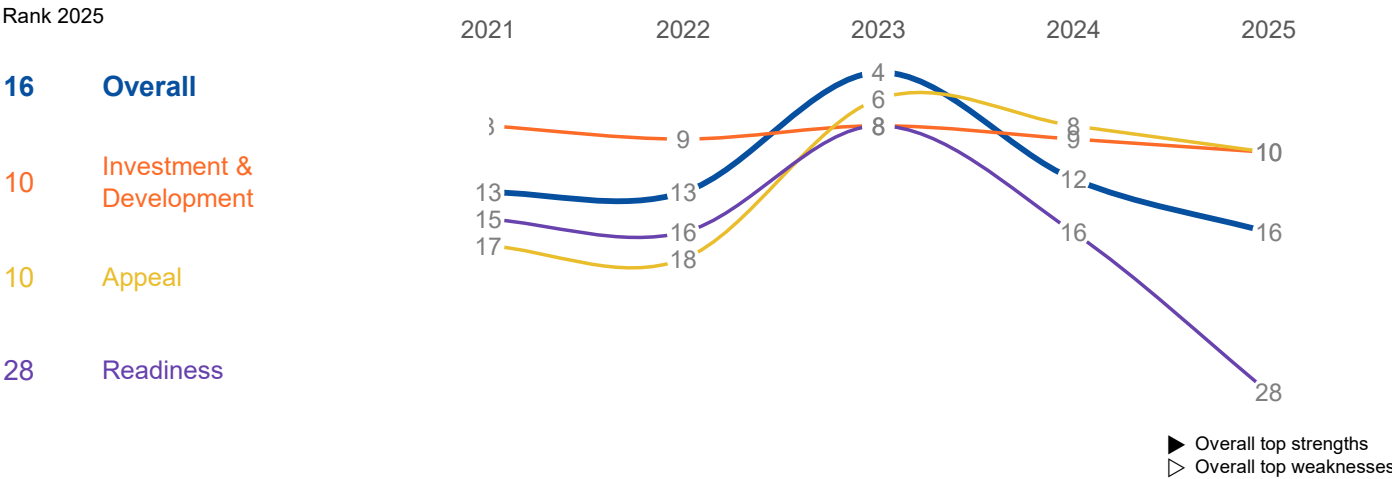


INVESTMENT & DEVELOPMENT		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	2.1 %	62
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,905 US\$	47
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.20 ratio	28
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.15 ratio	34
Apprenticeships	are sufficiently implemented	5.97 survey [0-10]	19
Employee training	is a high priority in companies	6.52 survey [0-10]	27
▷ Female labor force	Percentage of total labor force	24.17 %	64
Health infrastructure	meets the needs of society	7.32 survey [0-10]	17

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	66.53 index	30
Attracting and retaining talent	is a priority in companies	6.87 survey [0-10]	30
Worker motivation	in companies is high	5.94 survey [0-10]	29
► Brain drain	does not hinder competitiveness in your economy	7.19 survey [0-10]	5
Quality of life	is high	7.71 survey [0-10]	24
Foreign highly skilled personnel	are attracted to your country's business environment	7.48 survey [0-10]	8
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	0.00 %	1
Justice	is fairly administered	7.84 survey [0-10]	14
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	55.17 micrograms	65
Statutory minimum wage	Statutory gross monthly minimum wage US\$	797.87 US\$	32

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.64 %	44
► Skilled labor	is readily available	7.45 survey [0-10]	4
► Finance skills	are readily available	7.71 survey [0-10]	5
International experience	of senior managers is generally significant	7.00 survey [0-10]	9
► Competent senior managers	are readily available	7.13 survey [0-10]	6
Primary and secondary education	meets the needs of a competitive economy	7.77 survey [0-10]	11
▷ Graduates in Sciences	STEM graduates, % of all graduates	17.99 %	54
University education	meets the needs of a competitive economy	7.52 survey [0-10]	19
Management education	meets the needs of the business community	7.42 survey [0-10]	14
Language skills	are meeting the needs of enterprises	8.39 survey [0-10]	9
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.47 number	29
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

OVERALL PERFORMANCE (69 economies)

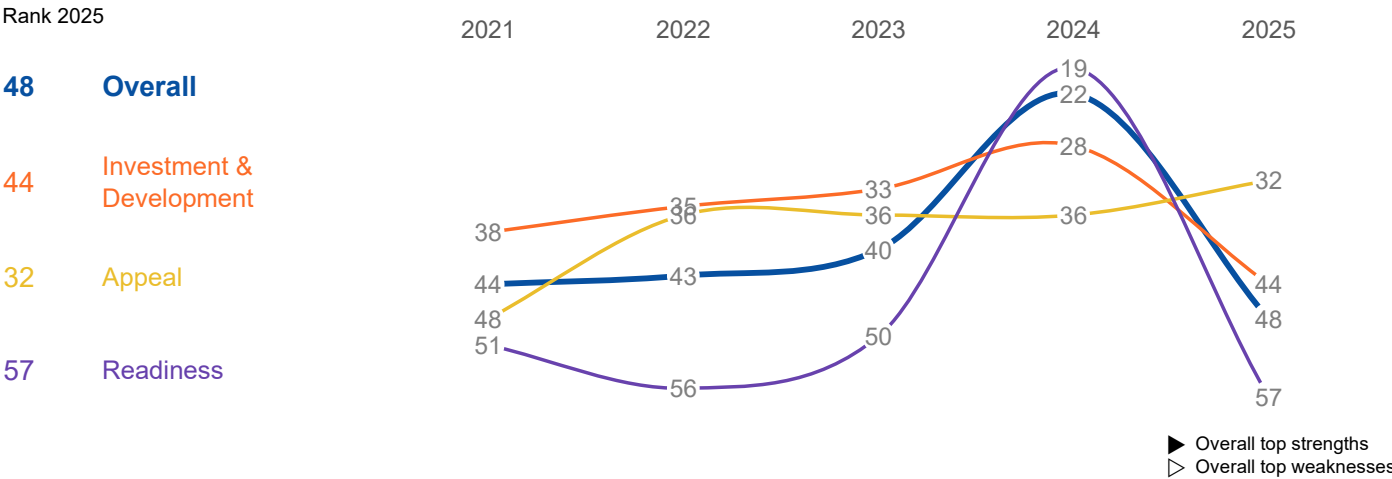


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	6.6 %	5
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	12,202 US\$	13
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.80 ratio	13
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.86 ratio	5
▷ Apprenticeships	are sufficiently implemented	4.58 survey [0-10]	52
Employee training	is a high priority in companies	6.98 survey [0-10]	15
▷ Female labor force	Percentage of total labor force	41.23 %	56
► Health infrastructure	meets the needs of society	8.04 survey [0-10]	6

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	77.22 index	53
Attracting and retaining talent	is a priority in companies	7.63 survey [0-10]	14
Worker motivation	in companies is high	5.92 survey [0-10]	30
Brain drain	does not hinder competitiveness in your economy	6.46 survey [0-10]	13
► Quality of life	is high	8.58 survey [0-10]	9
Foreign highly skilled personnel	are attracted to your country's business environment	6.04 survey [0-10]	23
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	12.10 %	62
Justice	is fairly administered	6.25 survey [0-10]	30
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	11.25 micrograms	23
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,240.53 US\$	9

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.83 %	41
Skilled labor	is readily available	5.32 survey [0-10]	41
Finance skills	are readily available	6.21 survey [0-10]	32
International experience	of senior managers is generally significant	6.25 survey [0-10]	19
Competent senior managers	are readily available	6.29 survey [0-10]	24
Primary and secondary education	meets the needs of a competitive economy	6.54 survey [0-10]	28
▷ Graduates in Sciences	STEM graduates, % of all graduates	18.81 %	51
University education	meets the needs of a competitive economy	7.79 survey [0-10]	13
Management education	meets the needs of the business community	7.38 survey [0-10]	16
Language skills	are meeting the needs of enterprises	8.04 survey [0-10]	13
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.79 number	23
Educational assessment - PISA	PISA survey of 15-year olds	486 Average	20

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 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	25.52 ratio	61
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.48 ratio	25
▷ Apprenticeships	are sufficiently implemented	4.17 survey [0-10]	61
Employee training	is a high priority in companies	5.45 survey [0-10]	50
► Female labor force	Percentage of total labor force	50.96 %	4
Health infrastructure	meets the needs of society	4.91 survey [0-10]	44

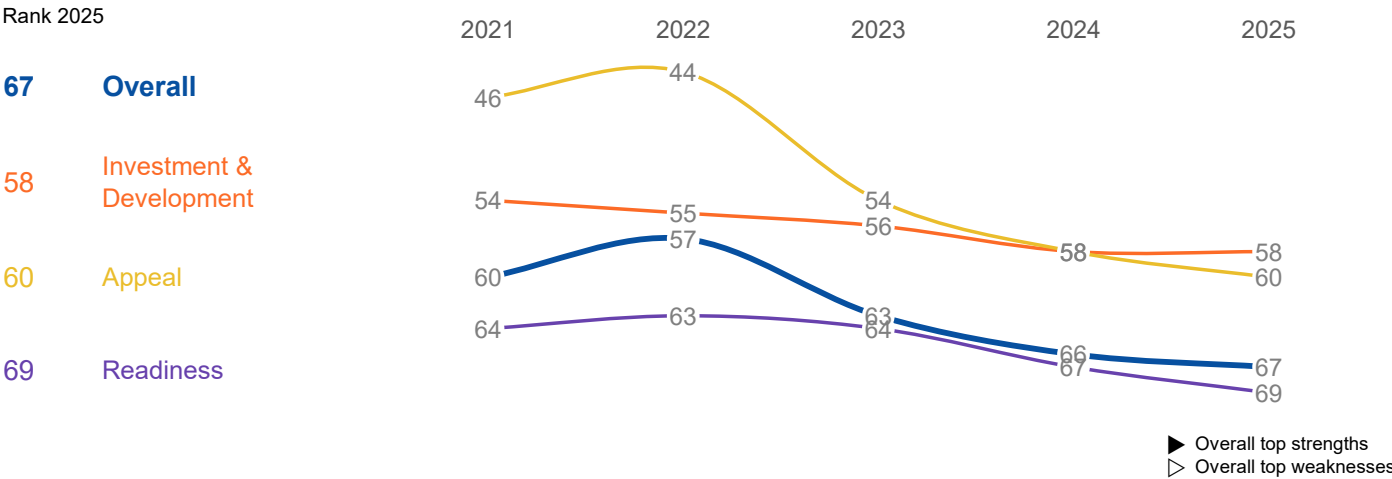
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	42.81 index	3
▷ Attracting and retaining talent	is a priority in companies	5.36 survey [0-10]	62
▷ Worker motivation	in companies is high	3.57 survey [0-10]	68
► Brain drain	does not hinder competitiveness in your economy	6.55 survey [0-10]	12
Quality of life	is high	4.74 survey [0-10]	58
► Foreign highly skilled personnel	are attracted to your country's business environment	7.10 survey [0-10]	11
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	5.89 %	39
Justice	is fairly administered	6.38 survey [0-10]	29
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	19.36 micrograms	47
Statutory minimum wage	Statutory gross monthly minimum wage US\$	138.83 US\$	54

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	-2.12 %	66
► Skilled labor	is readily available	6.32 survey [0-10]	17
Finance skills	are readily available	5.68 survey [0-10]	44
International experience	of senior managers is generally significant	5.65 survey [0-10]	31
Competent senior managers	are readily available	6.32 survey [0-10]	23
Primary and secondary education	meets the needs of a competitive economy	5.00 survey [0-10]	50
Graduates in Sciences	STEM graduates, % of all graduates	18.14 %	53
University education	meets the needs of a competitive economy	6.21 survey [0-10]	36
Management education	meets the needs of the business community	6.06 survey [0-10]	44
Language skills	are meeting the needs of enterprises	6.59 survey [0-10]	35
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.81 number	51
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

Brazil

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.0 %	26
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,022 US\$	51
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	22.58 ratio	57
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	21.69 ratio	61
Apprenticeships	are sufficiently implemented	4.50 survey [0-10]	54
Employee training	is a high priority in companies	5.35 survey [0-10]	51
Female labor force	Percentage of total labor force	43.75 %	47
Health infrastructure	meets the needs of society	3.63 survey [0-10]	59

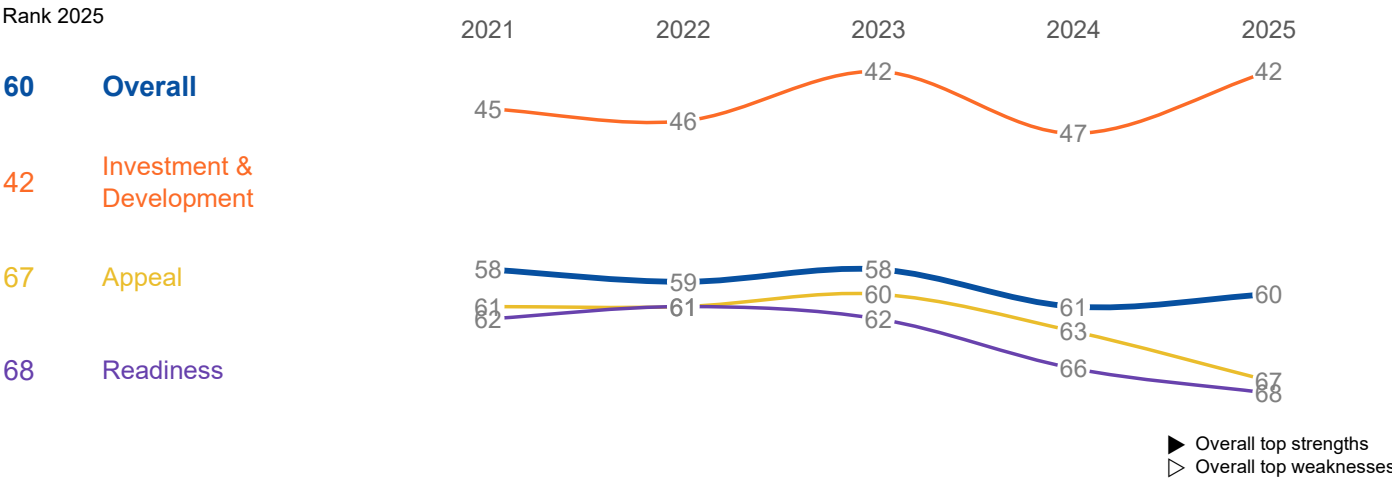
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	64.50 index	23
Attracting and retaining talent	is a priority in companies	6.37 survey [0-10]	44
Worker motivation	in companies is high	4.92 survey [0-10]	54
Brain drain	does not hinder competitiveness in your economy	3.68 survey [0-10]	53
Quality of life	is high	4.12 survey [0-10]	63
Foreign highly skilled personnel	are attracted to your country's business environment	2.87 survey [0-10]	63
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	93,850 US\$	49
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.07 %	24
Justice	is fairly administered	2.80 survey [0-10]	62
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	12.14 micrograms	24
Statutory minimum wage	Statutory gross monthly minimum wage US\$	262.02 US\$	47

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	1.58 %	28
▷ Skilled labor	is readily available	3.42 survey [0-10]	68
Finance skills	are readily available	4.05 survey [0-10]	65
International experience	of senior managers is generally significant	4.36 survey [0-10]	64
Competent senior managers	are readily available	3.57 survey [0-10]	66
▷ Primary and secondary education	meets the needs of a competitive economy	2.53 survey [0-10]	68
Graduates in Sciences	STEM graduates, % of all graduates	16.27 %	59
▷ University education	meets the needs of a competitive economy	3.58 survey [0-10]	67
▷ Management education	meets the needs of the business community	3.84 survey [0-10]	67
▷ Language skills	are meeting the needs of enterprises	3.00 survey [0-10]	69
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.12 number	61
Educational assessment - PISA	PISA survey of 15-year olds	397 Average	51

Bulgaria

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.1 %	46
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,606 US\$	44
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.17 ratio	6
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.40 ratio	24
▷ Apprenticeships	are sufficiently implemented	2.74 survey [0-10]	69
▷ Employee training	is a high priority in companies	4.06 survey [0-10]	69
► Female labor force	Percentage of total labor force	53.02 %	2
Health infrastructure	meets the needs of society	3.60 survey [0-10]	60

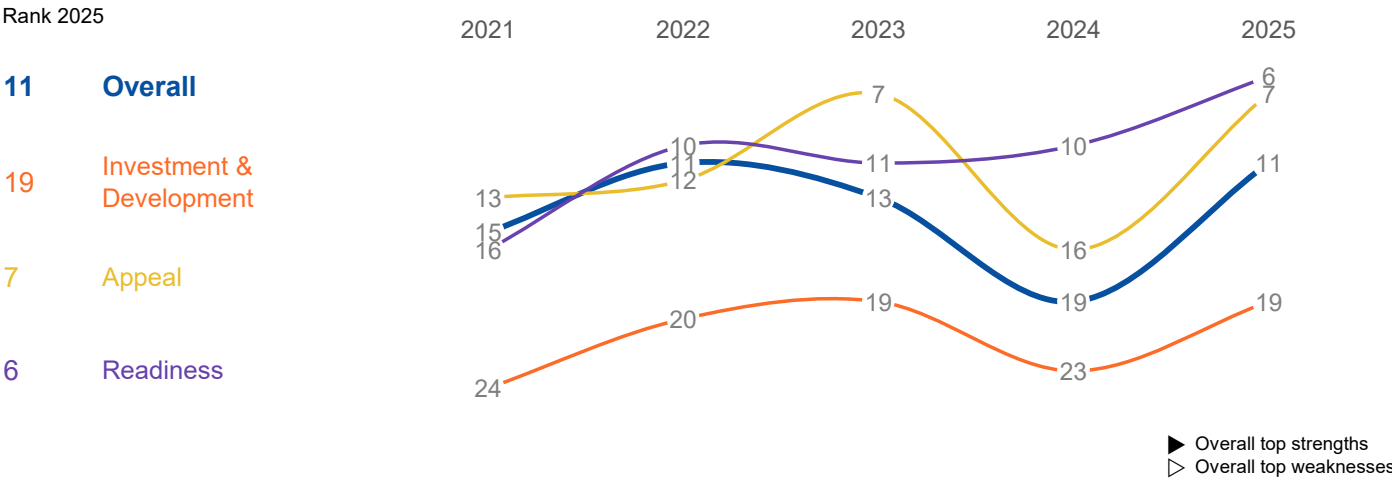
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	58.78 index	12
Attracting and retaining talent	is a priority in companies	4.90 survey [0-10]	68
Worker motivation	in companies is high	3.63 survey [0-10]	67
Brain drain	does not hinder competitiveness in your economy	2.32 survey [0-10]	66
Quality of life	is high	3.86 survey [0-10]	65
Foreign highly skilled personnel	are attracted to your country's business environment	2.86 survey [0-10]	64
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	3.34 %	27
Justice	is fairly administered	2.91 survey [0-10]	60
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	17.49 micrograms	44
Statutory minimum wage	Statutory gross monthly minimum wage US\$	516.09 US\$	37

READINESS		Value	2025 Rank
Labor force growth	Percentage change	-0.59 %	63
▷ Skilled labor	is readily available	3.20 survey [0-10]	69
▷ Finance skills	are readily available	3.74 survey [0-10]	69
International experience	of senior managers is generally significant	4.29 survey [0-10]	65
Competent senior managers	are readily available	4.06 survey [0-10]	60
Primary and secondary education	meets the needs of a competitive economy	3.54 survey [0-10]	63
Graduates in Sciences	STEM graduates, % of all graduates	20.37 %	43
University education	meets the needs of a competitive economy	3.83 survey [0-10]	66
▷ Management education	meets the needs of the business community	3.74 survey [0-10]	68
Language skills	are meeting the needs of enterprises	5.71 survey [0-10]	47
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.99 number	34
Educational assessment - PISA	PISA survey of 15-year olds	414 Average	43

Canada

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	40
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	12,962 US\$	12
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.07 ratio	45
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.33 ratio	37
Apprenticeships	are sufficiently implemented	6.00 survey [0-10]	16
Employee training	is a high priority in companies	6.72 survey [0-10]	24
Female labor force	Percentage of total labor force	47.07 %	26
Health infrastructure	meets the needs of society	6.37 survey [0-10]	32

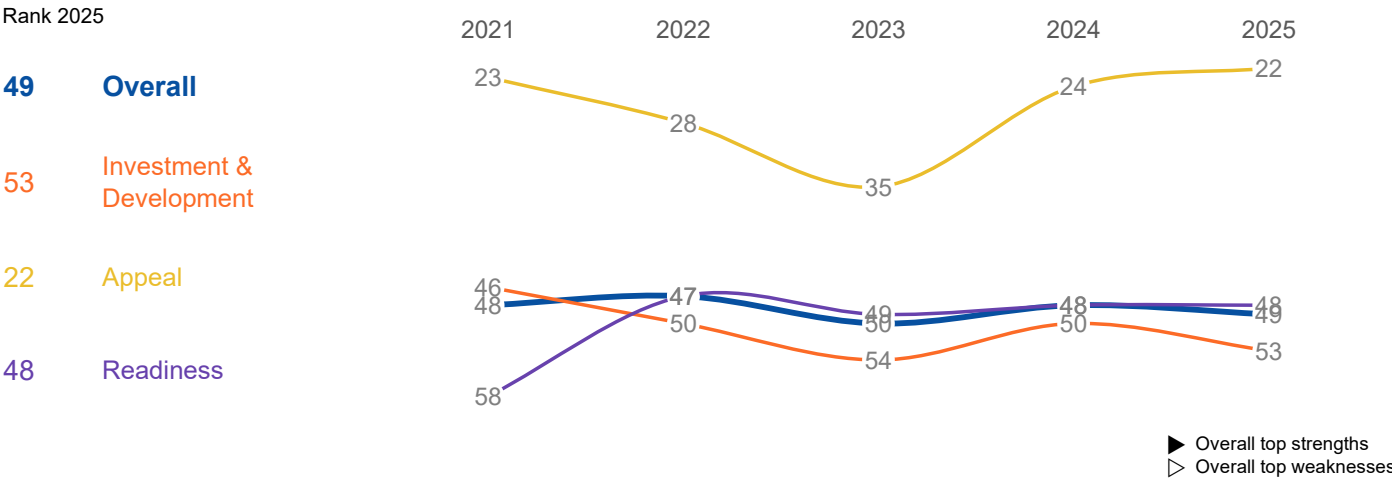
APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	67.50 index	34
Attracting and retaining talent	is a priority in companies	7.48 survey [0-10]	16
Worker motivation	in companies is high	6.96 survey [0-10]	11
Brain drain	does not hinder competitiveness in your economy	6.36 survey [0-10]	15
Quality of life	is high	8.16 survey [0-10]	17
Foreign highly skilled personnel	are attracted to your country's business environment	7.48 survey [0-10]	9
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	12.57 %	63
Justice	is fairly administered	7.36 survey [0-10]	19
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	6.56 micrograms	7
Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,106.09 US\$	11

READINESS		Value	2025 Rank
Labor force growth	Percentage change	2.99 %	11
► Skilled labor	is readily available	6.96 survey [0-10]	7
Finance skills	are readily available	7.20 survey [0-10]	15
International experience	of senior managers is generally significant	6.52 survey [0-10]	15
Competent senior managers	are readily available	6.64 survey [0-10]	16
► Primary and secondary education	meets the needs of a competitive economy	8.04 survey [0-10]	7
Graduates in Sciences	STEM graduates, % of all graduates	25.94 %	23
University education	meets the needs of a competitive economy	7.72 survey [0-10]	15
Management education	meets the needs of the business community	7.40 survey [0-10]	15
Language skills	are meeting the needs of enterprises	7.52 survey [0-10]	23
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	8.67 number	7
► Educational assessment - PISA	PISA survey of 15-year olds	506 Average	8

Chile

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	29
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,281 US\$	46
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.92 ratio	51
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	19.15 ratio	56
Apprenticeships	are sufficiently implemented	5.01 survey [0-10]	45
▷ Employee training	is a high priority in companies	5.07 survey [0-10]	59
Female labor force	Percentage of total labor force	43.31 %	48
Health infrastructure	meets the needs of society	4.32 survey [0-10]	50

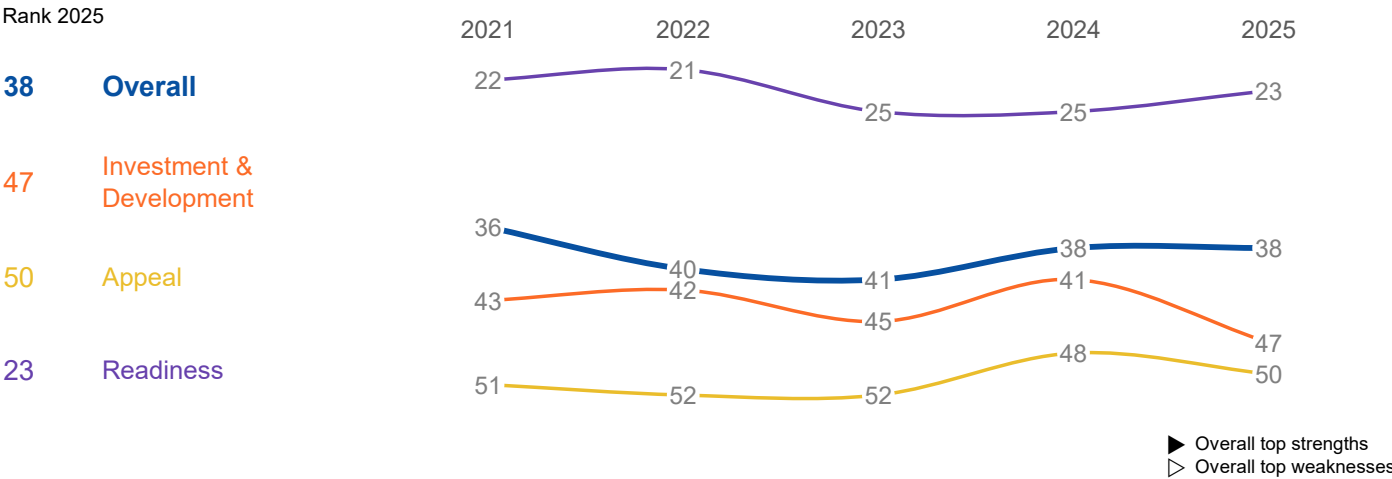
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	59.31 index	13
Attracting and retaining talent	is a priority in companies	6.61 survey [0-10]	33
Worker motivation	in companies is high	5.76 survey [0-10]	38
► Brain drain	does not hinder competitiveness in your economy	5.84 survey [0-10]	19
Quality of life	is high	6.32 survey [0-10]	40
► Foreign highly skilled personnel	are attracted to your country's business environment	6.86 survey [0-10]	14
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	180,102 US\$	24
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.92 %	13
Justice	is fairly administered	4.80 survey [0-10]	46
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	24.19 micrograms	53
Statutory minimum wage	Statutory gross monthly minimum wage US\$	529.90 US\$	36

READINESS		Value	2025 Rank
Labor force growth	Percentage change	2.19 %	22
Skilled labor	is readily available	5.01 survey [0-10]	44
Finance skills	are readily available	6.00 survey [0-10]	35
► International experience	of senior managers is generally significant	6.21 survey [0-10]	21
Competent senior managers	are readily available	6.35 survey [0-10]	22
▷ Primary and secondary education	meets the needs of a competitive economy	3.76 survey [0-10]	62
Graduates in Sciences	STEM graduates, % of all graduates	21.38 %	41
University education	meets the needs of a competitive economy	6.08 survey [0-10]	40
Management education	meets the needs of the business community	6.88 survey [0-10]	24
▷ Language skills	are meeting the needs of enterprises	3.31 survey [0-10]	68
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.00 number	50
Educational assessment - PISA	PISA survey of 15-year olds	435 Average	39

China

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	3.2 %	57
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,881 US\$	54
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.37 ratio	47
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.02 ratio	47
Apprenticeships	are sufficiently implemented	5.44 survey [0-10]	32
Employee training	is a high priority in companies	6.79 survey [0-10]	21
Female labor force	Percentage of total labor force	45.08 %	43
Health infrastructure	meets the needs of society	6.96 survey [0-10]	24

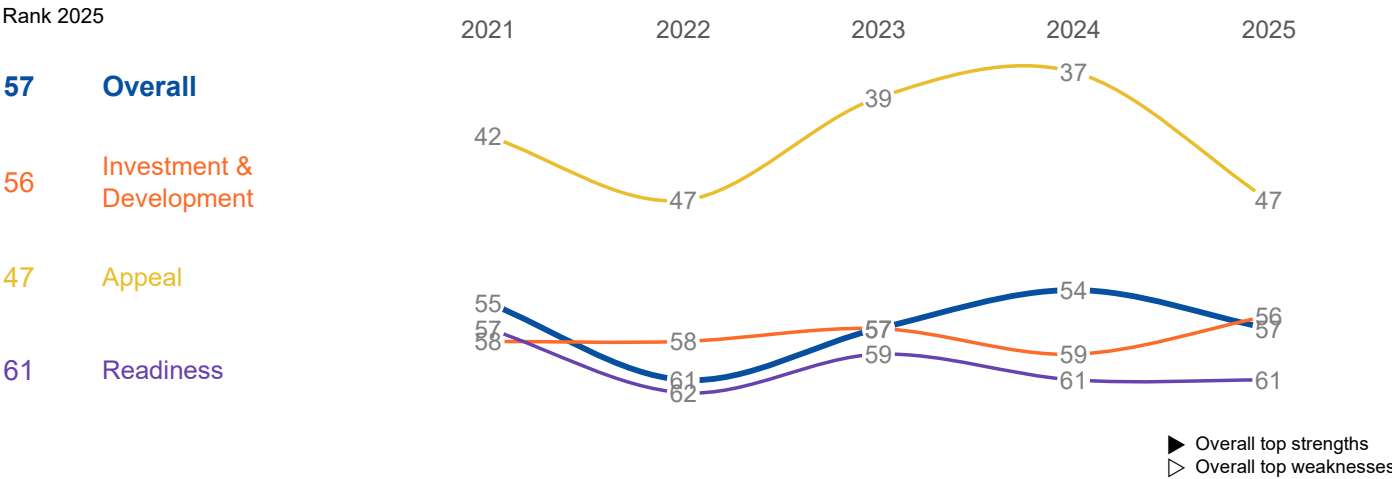
APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	81.40 index	59
Attracting and retaining talent	is a priority in companies	6.59 survey [0-10]	34
Worker motivation	in companies is high	6.76 survey [0-10]	15
Brain drain	does not hinder competitiveness in your economy	5.21 survey [0-10]	30
Quality of life	is high	6.76 survey [0-10]	36
Foreign highly skilled personnel	are attracted to your country's business environment	4.79 survey [0-10]	52
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	152,385 US\$	34
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.14 %	9
Justice	is fairly administered	6.45 survey [0-10]	28
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	34.84 micrograms	60
Statutory minimum wage	Statutory gross monthly minimum wage US\$	268.15 US\$	46

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.70 %	42
▶ Skilled labor	is readily available	7.49 survey [0-10]	2
▶ Finance skills	are readily available	7.44 survey [0-10]	12
International experience	of senior managers is generally significant	4.96 survey [0-10]	52
Competent senior managers	are readily available	6.03 survey [0-10]	29
▶ Primary and secondary education	meets the needs of a competitive economy	7.92 survey [0-10]	9
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	7.61 survey [0-10]	16
Management education	meets the needs of the business community	7.07 survey [0-10]	20
Language skills	are meeting the needs of enterprises	6.17 survey [0-10]	42
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.14 number	59
▶ Educational assessment - PISA	PISA survey of 15-year olds	579 Average	1

Colombia

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)

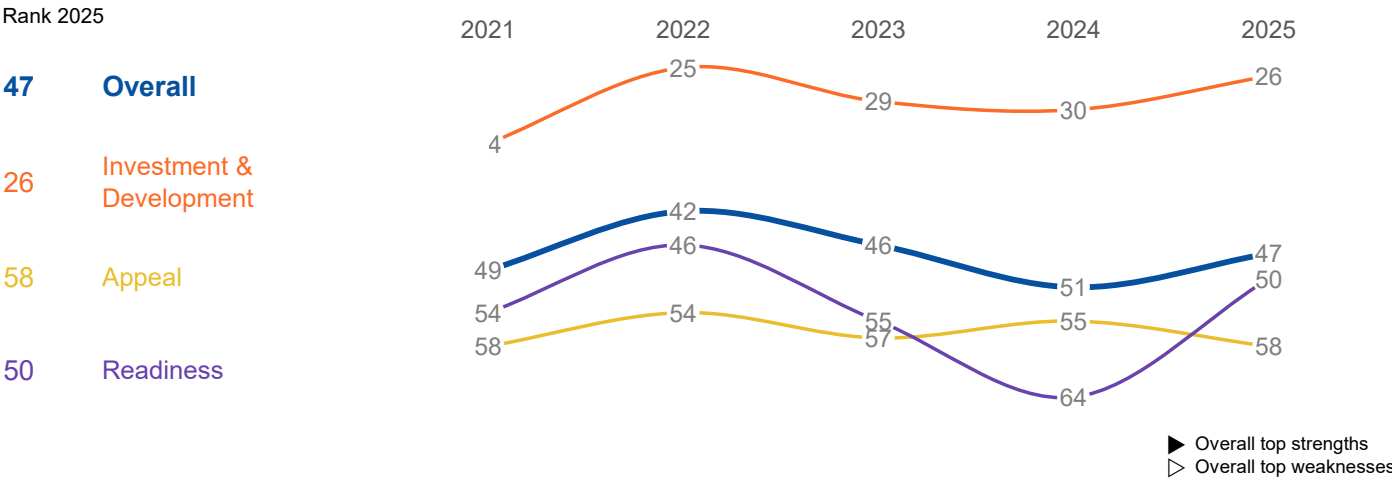


INVESTMENT & DEVELOPMENT		Value	2025 Rank
▶ Total public expenditure on education	Percentage of GDP	5.2 %	16
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,056 US\$	59
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	22.90 ratio	58
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	24.63 ratio	64
▶ Apprenticeships	are sufficiently implemented	6.38 survey [0-10]	10
Employee training	is a high priority in companies	6.78 survey [0-10]	22
Female labor force	Percentage of total labor force	43.12 %	49
Health infrastructure	meets the needs of society	4.13 survey [0-10]	52

APPEAL		Value	2025 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city	57.11 index	9
Attracting and retaining talent	is a priority in companies	6.23 survey [0-10]	48
Worker motivation	in companies is high	5.80 survey [0-10]	34
Brain drain	does not hinder competitiveness in your economy	3.82 survey [0-10]	51
Quality of life	is high	4.76 survey [0-10]	57
Foreign highly skilled personnel	are attracted to your country's business environment	4.25 survey [0-10]	56
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	128,823 US\$	38
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.63 %	11
▷ Justice	is fairly administered	2.76 survey [0-10]	63
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.23 micrograms	32
Statutory minimum wage	Statutory gross monthly minimum wage US\$	319.06 US\$	42

READINESS		Value	2025 Rank
▶ Labor force growth	Percentage change	2.30 %	20
Skilled labor	is readily available	4.78 survey [0-10]	48
Finance skills	are readily available	5.57 survey [0-10]	49
International experience	of senior managers is generally significant	5.01 survey [0-10]	49
Competent senior managers	are readily available	4.35 survey [0-10]	56
Primary and secondary education	meets the needs of a competitive economy	4.61 survey [0-10]	55
Graduates in Sciences	STEM graduates, % of all graduates	23.91 %	30
University education	meets the needs of a competitive economy	5.22 survey [0-10]	55
Management education	meets the needs of the business community	5.41 survey [0-10]	54
▷ Language skills	are meeting the needs of enterprises	3.70 survey [0-10]	64
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.11 number	62
Educational assessment - PISA	PISA survey of 15-year olds	401 Average	50

OVERALL PERFORMANCE (69 economies)

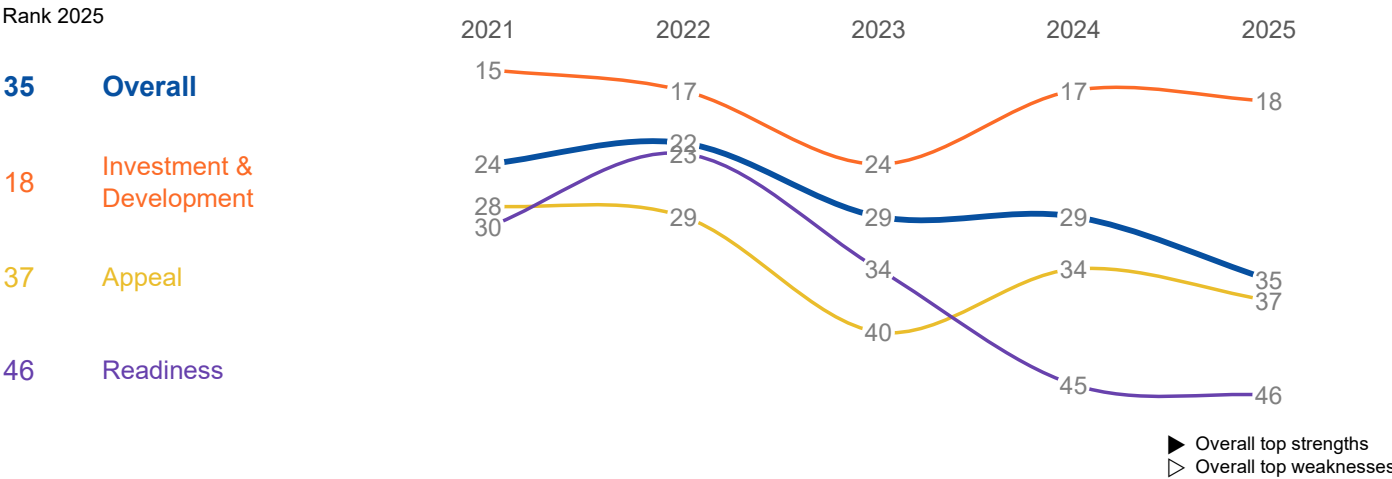


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.3 %	15
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,767 US\$	42
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.87 ratio	14
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.00 ratio	1
Apprenticeships	are sufficiently implemented	4.46 survey [0-10]	57
Employee training	is a high priority in companies	4.78 survey [0-10]	64
Female labor force	Percentage of total labor force	47.19 %	21
Health infrastructure	meets the needs of society	4.36 survey [0-10]	49

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	62.94 index	17
Attracting and retaining talent	is a priority in companies	5.86 survey [0-10]	56
▷ Worker motivation	in companies is high	4.17 survey [0-10]	65
Brain drain	does not hinder competitiveness in your economy	2.72 survey [0-10]	65
Quality of life	is high	5.86 survey [0-10]	47
▷ Foreign highly skilled personnel	are attracted to your country's business environment	2.81 survey [0-10]	66
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	98,263 US\$	46
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.64 %	30
Justice	is fairly administered	3.36 survey [0-10]	57
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	16.04 micrograms	42
Statutory minimum wage	Statutory gross monthly minimum wage US\$	909.20 US\$	24

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	2.77 %	15
Skilled labor	is readily available	4.11 survey [0-10]	61
▷ Finance skills	are readily available	3.81 survey [0-10]	68
▷ International experience	of senior managers is generally significant	3.97 survey [0-10]	66
▷ Competent senior managers	are readily available	3.58 survey [0-10]	65
Primary and secondary education	meets the needs of a competitive economy	4.80 survey [0-10]	53
► Graduates in Sciences	STEM graduates, % of all graduates	28.73 %	15
University education	meets the needs of a competitive economy	4.92 survey [0-10]	60
Management education	meets the needs of the business community	4.67 survey [0-10]	63
Language skills	are meeting the needs of enterprises	6.94 survey [0-10]	31
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.48 number	48
Educational assessment - PISA	PISA survey of 15-year olds	474 Average	34

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.2 %	18
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,719 US\$	28
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.80 ratio	12
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.10 ratio	7
Apprenticeships	are sufficiently implemented	4.62 survey [0-10]	50
Employee training	is a high priority in companies	5.48 survey [0-10]	49
► Female labor force	Percentage of total labor force	48.30 %	13
Health infrastructure	meets the needs of society	5.88 survey [0-10]	36

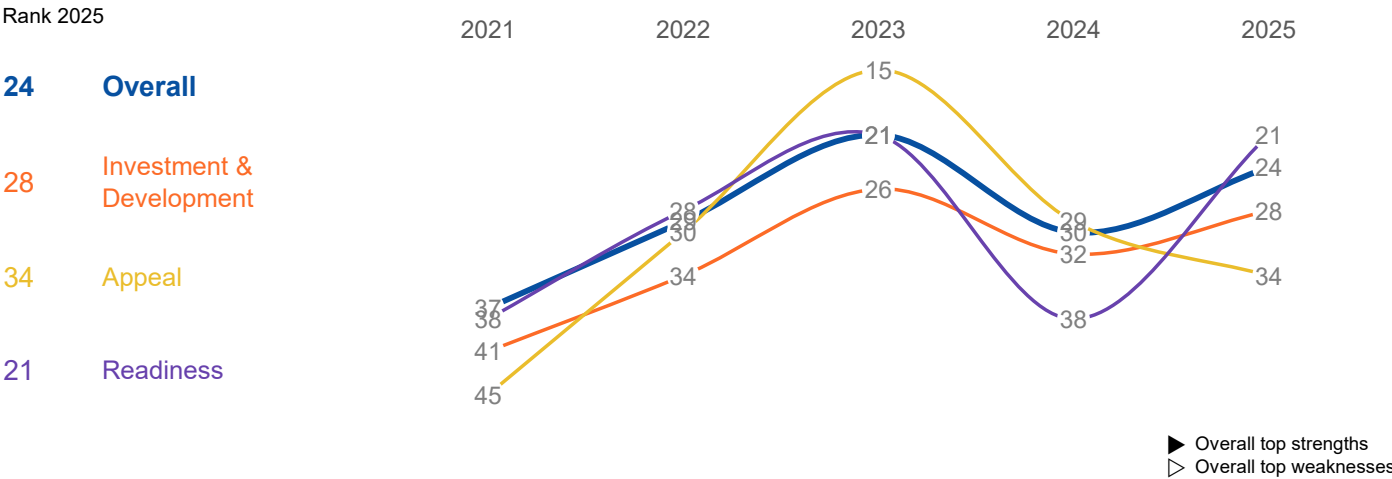
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	58.73 index	11
▷ Attracting and retaining talent	is a priority in companies	5.81 survey [0-10]	58
Worker motivation	in companies is high	5.07 survey [0-10]	49
Brain drain	does not hinder competitiveness in your economy	5.00 survey [0-10]	34
Quality of life	is high	7.15 survey [0-10]	31
Foreign highly skilled personnel	are attracted to your country's business environment	5.78 survey [0-10]	31
▷ 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	3.75 %	31
Justice	is fairly administered	4.49 survey [0-10]	48
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	13.69 micrograms	27
Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,082.38 US\$	18

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.45 %	51
▷ Skilled labor	is readily available	4.59 survey [0-10]	52
Finance skills	are readily available	5.78 survey [0-10]	41
International experience	of senior managers is generally significant	5.33 survey [0-10]	39
Competent senior managers	are readily available	5.33 survey [0-10]	42
Primary and secondary education	meets the needs of a competitive economy	6.24 survey [0-10]	31
▷ Graduates in Sciences	STEM graduates, % of all graduates	10.20 %	62
University education	meets the needs of a competitive economy	7.18 survey [0-10]	22
Management education	meets the needs of the business community	6.20 survey [0-10]	40
Language skills	are meeting the needs of enterprises	7.81 survey [0-10]	19
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	11.43 number	4
Educational assessment - PISA	PISA survey of 15-year olds	403 Average	48

Czech Republic

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	37
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,284 US\$	35
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.99 ratio	48
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.32 ratio	23
Apprenticeships	are sufficiently implemented	5.80 survey [0-10]	24
► Employee training	is a high priority in companies	6.84 survey [0-10]	20
Female labor force	Percentage of total labor force	45.40 %	39
Health infrastructure	meets the needs of society	7.00 survey [0-10]	22

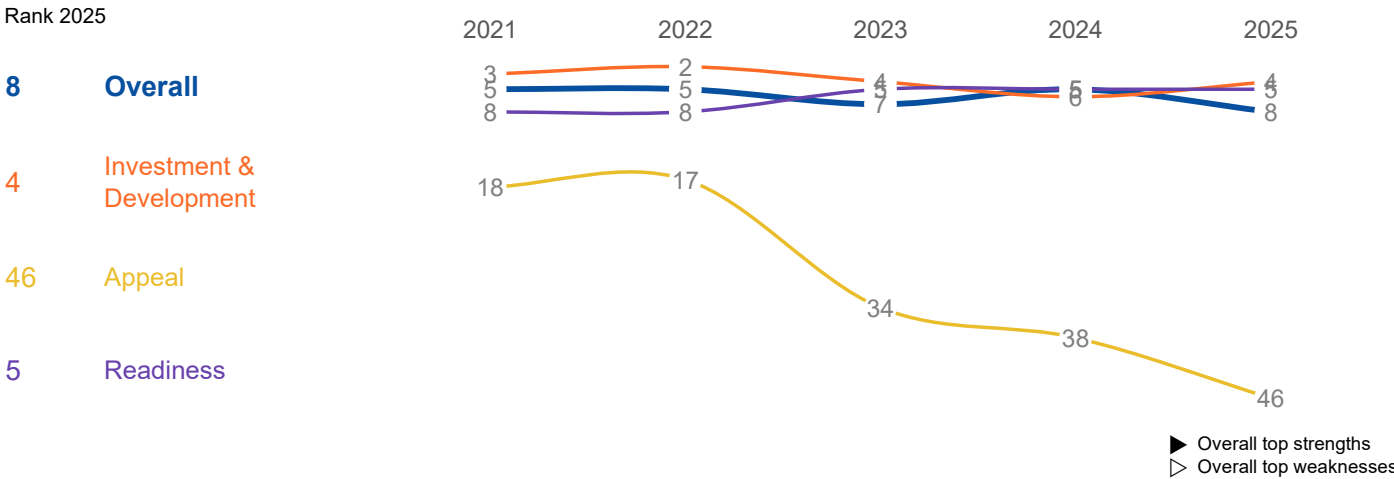
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	74.10 index	45
► Attracting and retaining talent	is a priority in companies	6.16 survey [0-10]	50
Worker motivation	in companies is high	5.84 survey [0-10]	32
► Brain drain	does not hinder competitiveness in your economy	6.16 survey [0-10]	17
Quality of life	is high	7.52 survey [0-10]	25
Foreign highly skilled personnel	are attracted to your country's business environment	5.36 survey [0-10]	38
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	106,454 US\$	43
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.28 %	26
Justice	is fairly administered	6.56 survey [0-10]	25
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.29 micrograms	33
Statutory minimum wage	Statutory gross monthly minimum wage US\$	814.06 US\$	29

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	2.62 %	17
Skilled labor	is readily available	6.04 survey [0-10]	22
Finance skills	are readily available	6.56 survey [0-10]	23
► International experience	of senior managers is generally significant	6.84 survey [0-10]	11
► Competent senior managers	are readily available	5.04 survey [0-10]	45
Primary and secondary education	meets the needs of a competitive economy	6.60 survey [0-10]	27
Graduates in Sciences	STEM graduates, % of all graduates	24.90 %	27
University education	meets the needs of a competitive economy	7.00 survey [0-10]	25
Management education	meets the needs of the business community	6.12 survey [0-10]	43
Language skills	are meeting the needs of enterprises	6.40 survey [0-10]	38
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.93 number	21
► Educational assessment - PISA	PISA survey of 15-year olds	491 Average	16

Denmark

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.5 %	11
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	15,602 US\$	8
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.98 ratio	17
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.81 ratio	29
Apprenticeships	are sufficiently implemented	7.00 survey [0-10]	4
► Employee training	is a high priority in companies	7.65 survey [0-10]	2
Female labor force	Percentage of total labor force	47.26 %	19
Health infrastructure	meets the needs of society	7.92 survey [0-10]	7

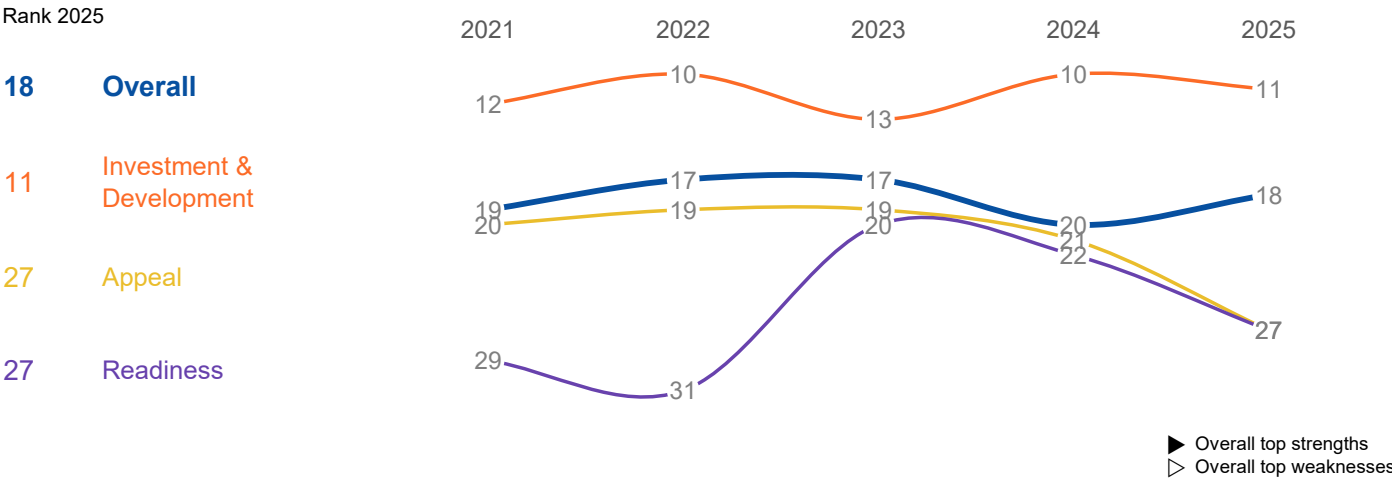
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	88.40 index	61
Attracting and retaining talent	is a priority in companies	8.04 survey [0-10]	7
► Worker motivation	in companies is high	8.00 survey [0-10]	1
► Brain drain	does not hinder competitiveness in your economy	7.42 survey [0-10]	3
Quality of life	is high	9.25 survey [0-10]	4
Foreign highly skilled personnel	are attracted to your country's business environment	6.96 survey [0-10]	12
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	24.79 %	67
► Justice	is fairly administered	8.81 survey [0-10]	2
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.05 micrograms	14
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
Labor force growth	Percentage change	3.19 %	10
Skilled labor	is readily available	7.45 survey [0-10]	5
Finance skills	are readily available	7.50 survey [0-10]	10
International experience	of senior managers is generally significant	6.92 survey [0-10]	10
Competent senior managers	are readily available	7.35 survey [0-10]	4
Primary and secondary education	meets the needs of a competitive economy	8.16 survey [0-10]	6
Graduates in Sciences	STEM graduates, % of all graduates	25.41 %	25
University education	meets the needs of a competitive economy	8.24 survey [0-10]	4
► Management education	meets the needs of the business community	8.20 survey [0-10]	2
Language skills	are meeting the needs of enterprises	8.39 survey [0-10]	8
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.99 number	20
Educational assessment - PISA	PISA survey of 15-year olds	491 Average	17

Estonia

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	6.3 %	8
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	10,909 US\$	19
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.07 ratio	18
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.14 ratio	43
Apprenticeships	are sufficiently implemented	5.54 survey [0-10]	27
Employee training	is a high priority in companies	7.00 survey [0-10]	14
► Female labor force	Percentage of total labor force	50.22 %	6
Health infrastructure	meets the needs of society	6.58 survey [0-10]	28

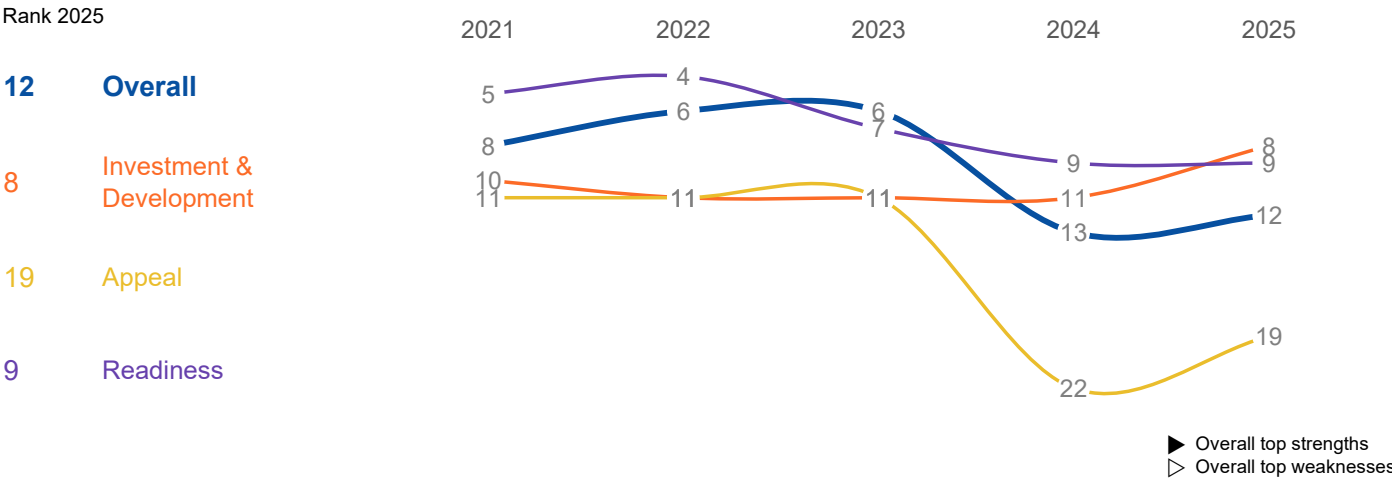
APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	68.04 index	36
Attracting and retaining talent	is a priority in companies	7.24 survey [0-10]	20
Worker motivation	in companies is high	6.24 survey [0-10]	24
Brain drain	does not hinder competitiveness in your economy	4.85 survey [0-10]	37
Quality of life	is high	6.88 survey [0-10]	34
Foreign highly skilled personnel	are attracted to your country's business environment	5.42 survey [0-10]	36
▷ 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	6.26 %	42
Justice	is fairly administered	7.12 survey [0-10]	21
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	6.30 micrograms	5
Statutory minimum wage	Statutory gross monthly minimum wage US\$	887.55 US\$	26

READINESS		Value	2025 Rank
Labor force growth	Percentage change	1.85 %	24
▷ Skilled labor	is readily available	3.85 survey [0-10]	65
▷ Finance skills	are readily available	5.39 survey [0-10]	54
▷ International experience	of senior managers is generally significant	4.85 survey [0-10]	54
▷ Competent senior managers	are readily available	4.61 survey [0-10]	53
► Primary and secondary education	meets the needs of a competitive economy	7.85 survey [0-10]	10
Graduates in Sciences	STEM graduates, % of all graduates	27.53 %	20
University education	meets the needs of a competitive economy	7.12 survey [0-10]	23
Management education	meets the needs of the business community	7.03 survey [0-10]	22
Language skills	are meeting the needs of enterprises	7.88 survey [0-10]	17
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.55 number	28
► Educational assessment - PISA	PISA survey of 15-year olds	516 Average	7

Finland

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 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	12,986 US\$	11
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.83 ratio	26
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.87 ratio	41
Apprenticeships	are sufficiently implemented	5.58 survey [0-10]	26
► Employee training	is a high priority in companies	7.50 survey [0-10]	5
Female labor force	Percentage of total labor force	48.26 %	14
Health infrastructure	meets the needs of society	7.71 survey [0-10]	11

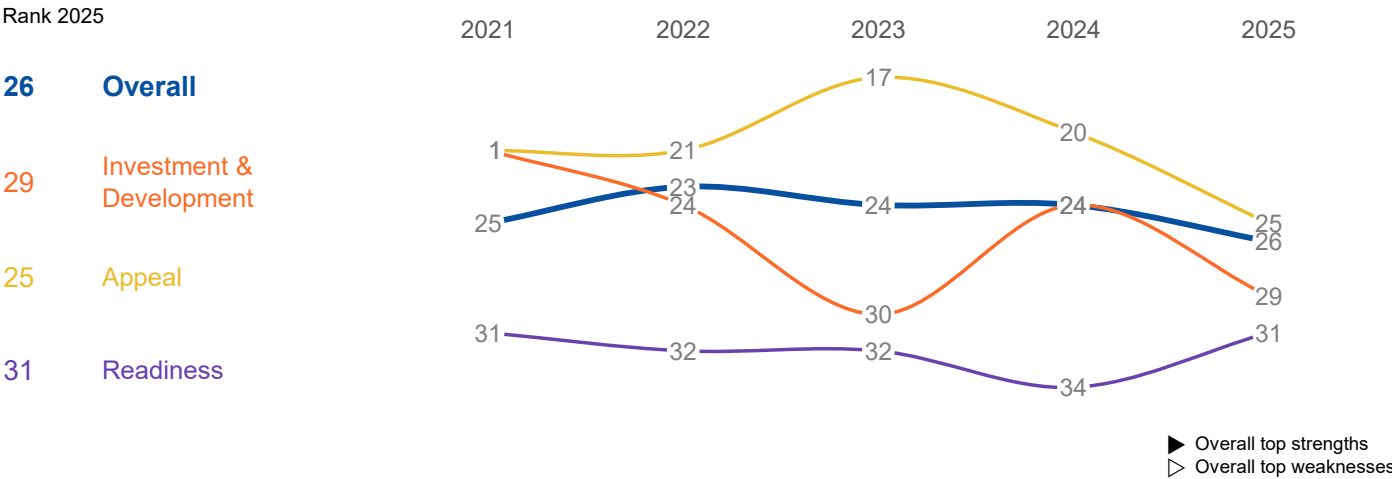
APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	76.71 index	51
Attracting and retaining talent	is a priority in companies	7.71 survey [0-10]	11
Worker motivation	in companies is high	7.00 survey [0-10]	9
Brain drain	does not hinder competitiveness in your economy	5.83 survey [0-10]	20
Quality of life	is high	8.92 survey [0-10]	6
▷ Foreign highly skilled personnel	are attracted to your country's business environment	5.04 survey [0-10]	47
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	177,937 US\$	26
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	12.75 %	64
► Justice	is fairly administered	9.08 survey [0-10]	1
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	4.96 micrograms	1
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.32 %	53
Skilled labor	is readily available	6.92 survey [0-10]	8
Finance skills	are readily available	7.46 survey [0-10]	11
International experience	of senior managers is generally significant	6.08 survey [0-10]	25
Competent senior managers	are readily available	6.46 survey [0-10]	18
► Primary and secondary education	meets the needs of a competitive economy	8.25 survey [0-10]	4
Graduates in Sciences	STEM graduates, % of all graduates	29.40 %	14
University education	meets the needs of a competitive economy	8.17 survey [0-10]	6
Management education	meets the needs of the business community	7.67 survey [0-10]	10
► Language skills	are meeting the needs of enterprises	8.50 survey [0-10]	5
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.45 number	15
Educational assessment - PISA	PISA survey of 15-year olds	495 Average	12

France

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	24
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,958 US\$	24
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.21 ratio	53
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.10 ratio	42
Apprenticeships	are sufficiently implemented	5.48 survey [0-10]	31
Employee training	is a high priority in companies	6.00 survey [0-10]	41
► Female labor force	Percentage of total labor force	48.76 %	10
Health infrastructure	meets the needs of society	6.37 survey [0-10]	33

APPEAL

		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	80.04 index	57
▷ Attracting and retaining talent	is a priority in companies	6.10 survey [0-10]	52
Worker motivation	in companies is high	5.15 survey [0-10]	47
Brain drain	does not hinder competitiveness in your economy	4.93 survey [0-10]	36
Quality of life	is high	7.08 survey [0-10]	33
Foreign highly skilled personnel	are attracted to your country's business environment	6.16 survey [0-10]	21
► 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	9.42 %	52
Justice	is fairly administered	5.90 survey [0-10]	38
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.61 micrograms	17
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,912.57 US\$	12

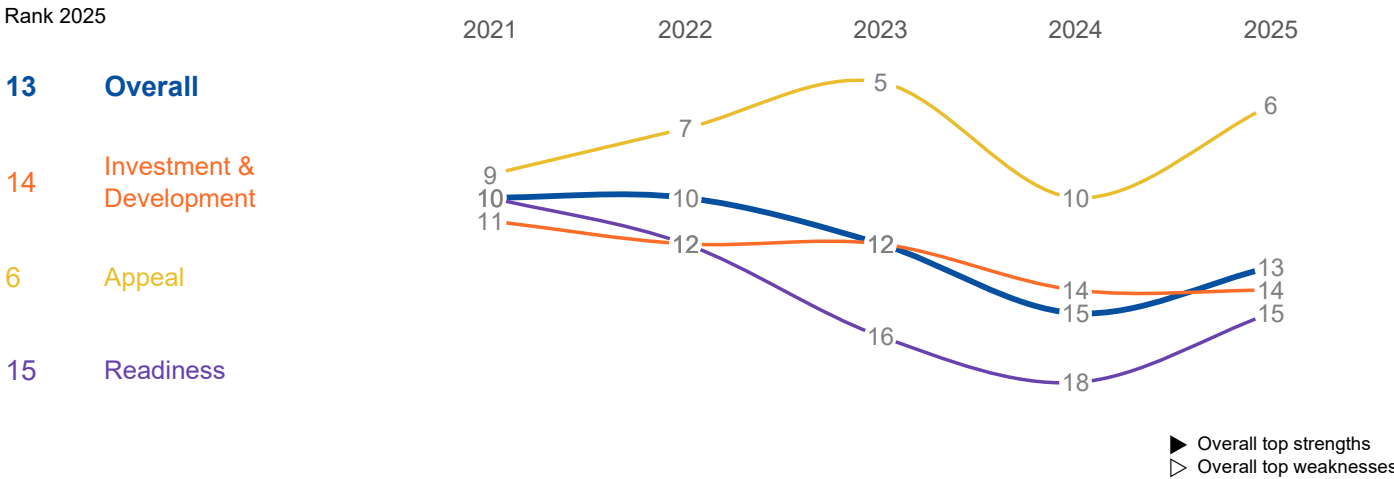
READINESS

		Value	2025 Rank
Labor force growth	Percentage change	1.37 %	30
Skilled labor	is readily available	5.93 survey [0-10]	28
Finance skills	are readily available	5.80 survey [0-10]	40
International experience	of senior managers is generally significant	5.57 survey [0-10]	37
Competent senior managers	are readily available	5.70 survey [0-10]	39
Primary and secondary education	meets the needs of a competitive economy	6.10 survey [0-10]	34
► Graduates in Sciences	STEM graduates, % of all graduates	30.53 %	10
University education	meets the needs of a competitive economy	6.23 survey [0-10]	35
Management education	meets the needs of the business community	6.66 survey [0-10]	26
▷ Language skills	are meeting the needs of enterprises	4.89 survey [0-10]	58
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.87 number	27
Educational assessment - PISA	PISA survey of 15-year olds	478 Average	26

Germany

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	39
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	12,054 US\$	14
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.87 ratio	40
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.42 ratio	38
► Apprenticeships	are sufficiently implemented	7.97 survey [0-10]	3
► Employee training	is a high priority in companies	7.25 survey [0-10]	8
Female labor force	Percentage of total labor force	46.77 %	32
Health infrastructure	meets the needs of society	7.04 survey [0-10]	21

APPEAL

		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	77.21 index	52
Attracting and retaining talent	is a priority in companies	7.68 survey [0-10]	12
Worker motivation	in companies is high	6.06 survey [0-10]	28
Brain drain	does not hinder competitiveness in your economy	5.33 survey [0-10]	29
Quality of life	is high	8.47 survey [0-10]	12
Foreign highly skilled personnel	are attracted to your country's business environment	5.25 survey [0-10]	40
► 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	9.91 %	56
► Justice	is fairly administered	8.26 survey [0-10]	9
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	10.40 micrograms	20
Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,223.21 US\$	10

READINESS

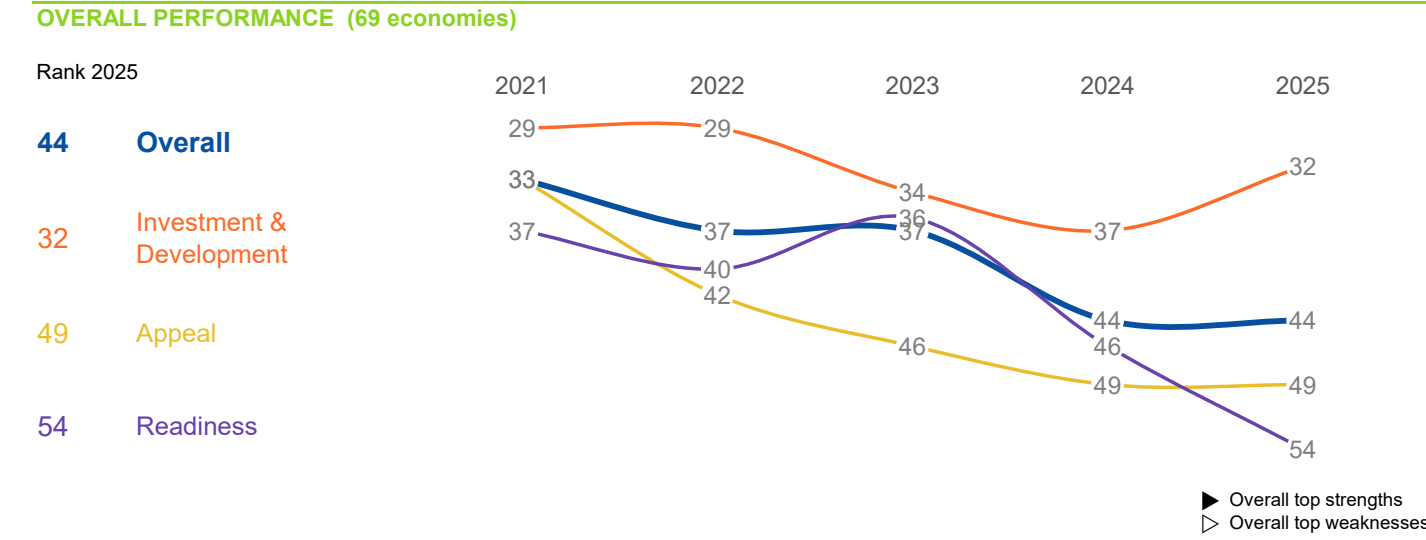
		Value	2025 Rank
▷ Labor force growth	Percentage change	0.84 %	40
▷ Skilled labor	is readily available	4.49 survey [0-10]	56
Finance skills	are readily available	6.41 survey [0-10]	28
International experience	of senior managers is generally significant	6.12 survey [0-10]	24
▷ Competent senior managers	are readily available	5.48 survey [0-10]	41
Primary and secondary education	meets the needs of a competitive economy	7.19 survey [0-10]	19
► Graduates in Sciences	STEM graduates, % of all graduates	35.93 %	5
University education	meets the needs of a competitive economy	7.94 survey [0-10]	10
Management education	meets the needs of the business community	7.07 survey [0-10]	19
Language skills	are meeting the needs of enterprises	7.07 survey [0-10]	29
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.01 number	19
Educational assessment - PISA	PISA survey of 15-year olds	482 Average	24



INVESTMENT & DEVELOPMENT		Value	2025 Rank
➤ Total public expenditure on education	Percentage of GDP	2.0 %	64
➤ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	151 US\$	65
➤ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	41.77 ratio	67
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	20.66 ratio	57
Apprenticeships	are sufficiently implemented	5.35 survey [0-10]	34
Employee training	is a high priority in companies	5.32 survey [0-10]	52
▶ Female labor force	Percentage of total labor force	54.37 %	1
Health infrastructure	meets the needs of society	5.33 survey [0-10]	41

APPEAL		Value	2025 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city	55.45 index	8
Attracting and retaining talent	is a priority in companies	5.86 survey [0-10]	57
Worker motivation	in companies is high	4.89 survey [0-10]	56
▶ Brain drain	does not hinder competitiveness in your economy	5.18 survey [0-10]	31
Quality of life	is high	5.45 survey [0-10]	49
Foreign highly skilled personnel	are attracted to your country's business environment	5.75 survey [0-10]	32
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	2.07 %	15
Justice	is fairly administered	5.75 survey [0-10]	39
➤ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	54.66 micrograms	64
Statutory minimum wage	Statutory gross monthly minimum wage US\$	33.20 US\$	58

READINESS		Value	2025 Rank
Labor force growth	Percentage change	- %	-
▶ Skilled labor	is readily available	6.43 survey [0-10]	15
Finance skills	are readily available	5.68 survey [0-10]	45
International experience	of senior managers is generally significant	5.61 survey [0-10]	35
Competent senior managers	are readily available	5.82 survey [0-10]	37
Primary and secondary education	meets the needs of a competitive economy	5.53 survey [0-10]	44
Graduates in Sciences	STEM graduates, % of all graduates	16.58 %	58
University education	meets the needs of a competitive economy	6.07 survey [0-10]	41
Management education	meets the needs of the business community	6.18 survey [0-10]	41
Language skills	are meeting the needs of enterprises	6.29 survey [0-10]	39
➤ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.14 number	60
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.0 %	47
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,771 US\$	43
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	7.95 ratio	1
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.75 ratio	4
➤ Apprenticeships	are sufficiently implemented	4.48 survey [0-10]	55
Employee training	is a high priority in companies	5.19 survey [0-10]	54
Female labor force	Percentage of total labor force	44.60 %	45
Health infrastructure	meets the needs of society	4.03 survey [0-10]	54

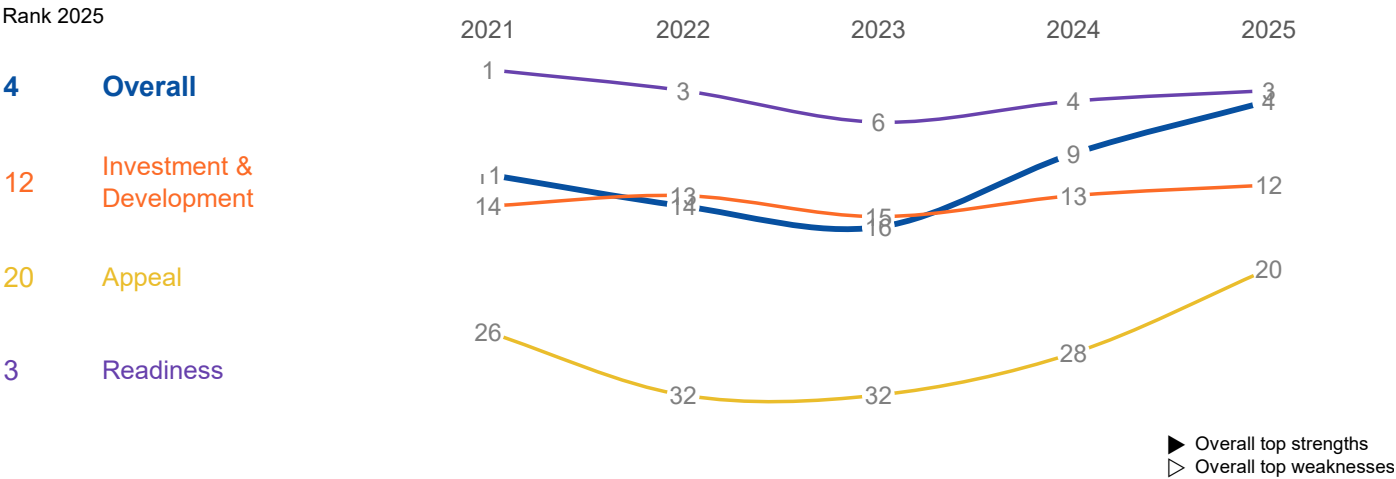
APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	67.24 index	32
Attracting and retaining talent	is a priority in companies	6.58 survey [0-10]	36
Worker motivation	in companies is high	5.19 survey [0-10]	46
➤ Brain drain	does not hinder competitiveness in your economy	3.00 survey [0-10]	64
Quality of life	is high	6.00 survey [0-10]	46
➤ Foreign highly skilled personnel	are attracted to your country's business environment	3.86 survey [0-10]	58
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	178,793 US\$	25
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.04 %	41
➤ Justice	is fairly administered	3.53 survey [0-10]	56
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.52 micrograms	36
▶ Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,047.74 US\$	21

READINESS		Value	2025 Rank
➤ Labor force growth	Percentage change	-2.08 %	65
Skilled labor	is readily available	4.61 survey [0-10]	51
Finance skills	are readily available	5.67 survey [0-10]	46
International experience	of senior managers is generally significant	4.89 survey [0-10]	53
Competent senior managers	are readily available	4.78 survey [0-10]	50
Primary and secondary education	meets the needs of a competitive economy	5.44 survey [0-10]	46
▶ Graduates in Sciences	STEM graduates, % of all graduates	26.19 %	22
University education	meets the needs of a competitive economy	5.64 survey [0-10]	50
Management education	meets the needs of the business community	5.64 survey [0-10]	52
▶ Language skills	are meeting the needs of enterprises	7.67 survey [0-10]	21
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.52 number	39
Educational assessment - PISA	PISA survey of 15-year olds	436 Average	38

Hong Kong SAR

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	3.9 %	49
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	12,006 US\$	15
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.10 ratio	19
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.70 ratio	19
Apprenticeships	are sufficiently implemented	6.02 survey [0-10]	15
Employee training	is a high priority in companies	6.89 survey [0-10]	18
► Female labor force	Percentage of total labor force	50.79 %	5
Health infrastructure	meets the needs of society	7.91 survey [0-10]	8

APPEAL

		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	113.63 index	66
Attracting and retaining talent	is a priority in companies	7.65 survey [0-10]	13
Worker motivation	in companies is high	7.12 survey [0-10]	8
Brain drain	does not hinder competitiveness in your economy	5.53 survey [0-10]	25
Quality of life	is high	7.23 survey [0-10]	29
Foreign highly skilled personnel	are attracted to your country's business environment	6.81 survey [0-10]	16
► 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	2.92 %	23
Justice	is fairly administered	8.30 survey [0-10]	7
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	15.00 micrograms	37
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	887.77 US\$	25

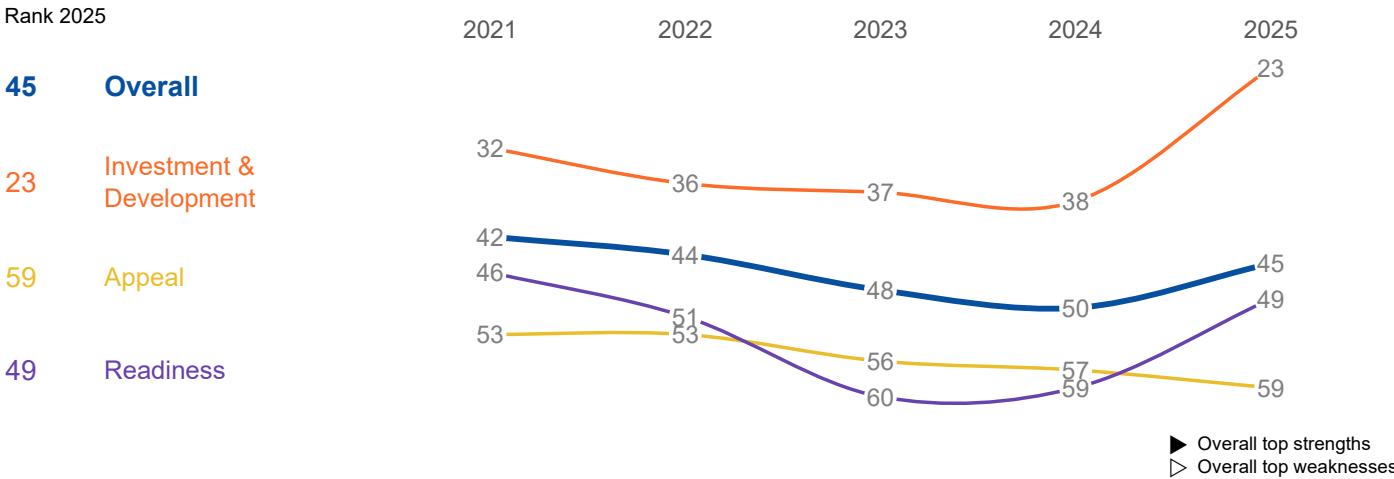
READINESS

		Value	2025 Rank
▷ Labor force growth	Percentage change	-0.39 %	62
Skilled labor	is readily available	6.81 survey [0-10]	11
► Finance skills	are readily available	7.95 survey [0-10]	3
International experience	of senior managers is generally significant	7.42 survey [0-10]	6
Competent senior managers	are readily available	7.05 survey [0-10]	7
Primary and secondary education	meets the needs of a competitive economy	7.72 survey [0-10]	12
► Graduates in Sciences	STEM graduates, % of all graduates	42.39 %	1
University education	meets the needs of a competitive economy	8.05 survey [0-10]	9
► Management education	meets the needs of the business community	7.77 survey [0-10]	5
Language skills	are meeting the needs of enterprises	7.77 survey [0-10]	20
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	8.45 number	8
Educational assessment - PISA	PISA survey of 15-year olds	520 Average	6

Hungary

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.2 %	19
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,076 US\$	36
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.52 ratio	9
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.02 ratio	21
Apprenticeships	are sufficiently implemented	4.84 survey [0-10]	46
Employee training	is a high priority in companies	5.94 survey [0-10]	42
Female labor force	Percentage of total labor force	46.99 %	29
▷ Health infrastructure	meets the needs of society	3.57 survey [0-10]	61

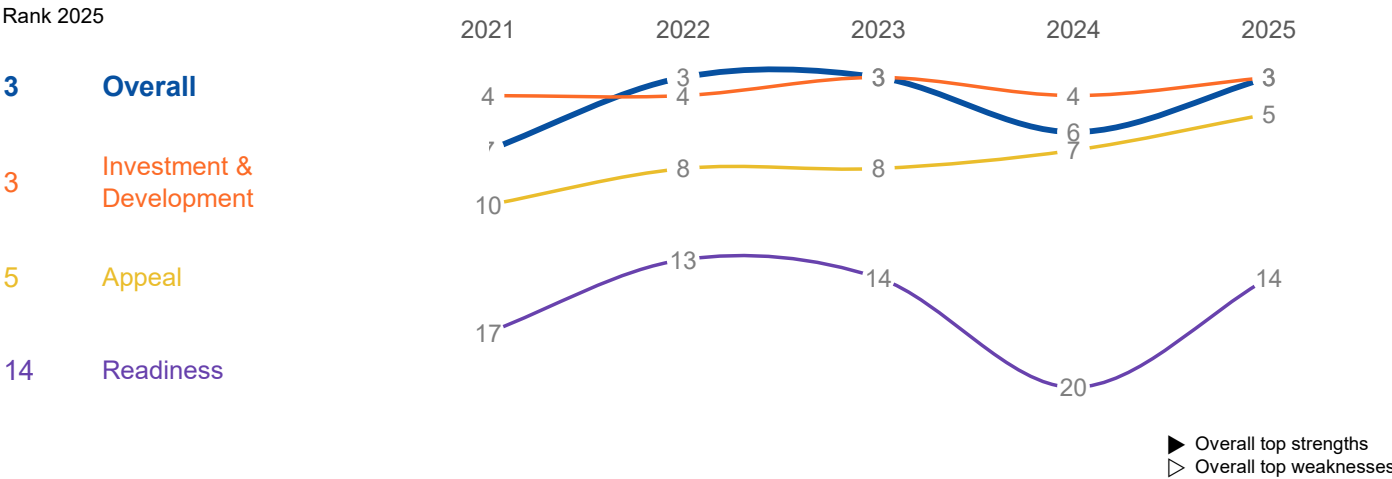
APPEAL

		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	62.29 index	16
Attracting and retaining talent	is a priority in companies	6.06 survey [0-10]	53
Worker motivation	in companies is high	4.52 survey [0-10]	59
▷ Brain drain	does not hinder competitiveness in your economy	2.24 survey [0-10]	67
Quality of life	is high	4.72 survey [0-10]	59
Foreign highly skilled personnel	are attracted to your country's business environment	3.69 survey [0-10]	60
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	5.29 %	36
Justice	is fairly administered	5.27 survey [0-10]	43
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.22 micrograms	31
Statutory minimum wage	Statutory gross monthly minimum wage US\$	729.58 US\$	34

READINESS

		Value	2025 Rank
Labor force growth	Percentage change	0.47 %	49
▷ Skilled labor	is readily available	4.08 survey [0-10]	62
Finance skills	are readily available	5.43 survey [0-10]	53
International experience	of senior managers is generally significant	5.24 survey [0-10]	42
▷ Competent senior managers	are readily available	3.34 survey [0-10]	67
Primary and secondary education	meets the needs of a competitive economy	4.61 survey [0-10]	54
Graduates in Sciences	STEM graduates, % of all graduates	24.13 %	28
University education	meets the needs of a competitive economy	5.80 survey [0-10]	47
Management education	meets the needs of the business community	5.73 survey [0-10]	50
▷ Language skills	are meeting the needs of enterprises	4.16 survey [0-10]	62
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.35 number	24
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	28

OVERALL PERFORMANCE (69 economies)

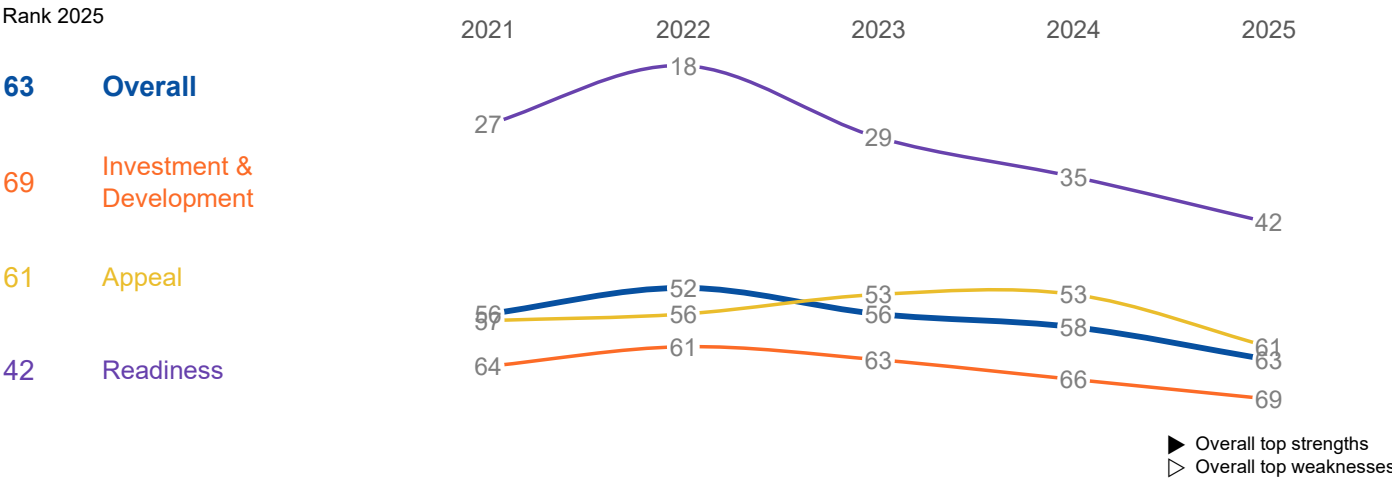


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	6.7 %	4
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	19,020 US\$	4
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	9.92 ratio	4
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.03 ratio	12
▷ Apprenticeships	are sufficiently implemented	5.11 survey [0-10]	42
Employee training	is a high priority in companies	6.23 survey [0-10]	33
Female labor force	Percentage of total labor force	46.19 %	35
Health infrastructure	meets the needs of society	6.95 survey [0-10]	25

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	- index	-
Attracting and retaining talent	is a priority in companies	7.80 survey [0-10]	10
Worker motivation	in companies is high	7.38 survey [0-10]	5
Brain drain	does not hinder competitiveness in your economy	7.15 survey [0-10]	6
► Quality of life	is high	9.54 survey [0-10]	3
Foreign highly skilled personnel	are attracted to your country's business environment	5.90 survey [0-10]	26
▷ 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	13.69 %	65
Justice	is fairly administered	8.30 survey [0-10]	8
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	5.64 micrograms	2
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	3,087.79 US\$	2

READINESS		Value	2025 Rank
Labor force growth	Percentage change	4.21 %	6
Skilled labor	is readily available	6.85 survey [0-10]	10
Finance skills	are readily available	7.90 survey [0-10]	4
▷ International experience	of senior managers is generally significant	5.05 survey [0-10]	48
Competent senior managers	are readily available	6.79 survey [0-10]	11
Primary and secondary education	meets the needs of a competitive economy	7.28 survey [0-10]	18
▷ Graduates in Sciences	STEM graduates, % of all graduates	16.87 %	57
University education	meets the needs of a competitive economy	8.13 survey [0-10]	8
Management education	meets the needs of the business community	7.87 survey [0-10]	4
► Language skills	are meeting the needs of enterprises	8.95 survey [0-10]	2
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.76 number	14
Educational assessment - PISA	PISA survey of 15-year olds	447 Average	37

OVERALL PERFORMANCE (69 economies)

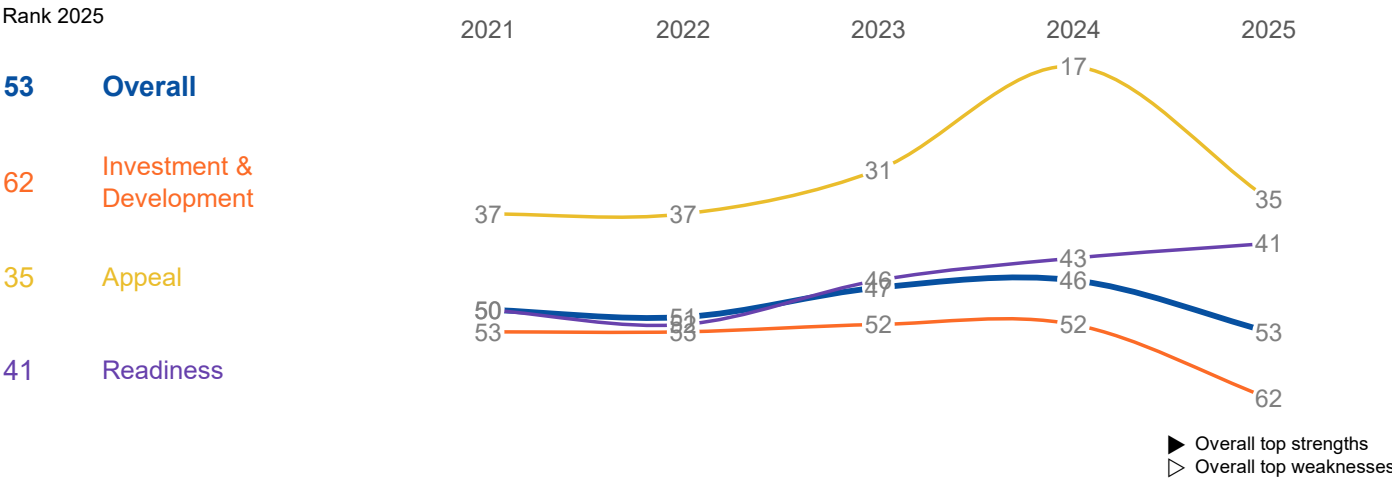


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	2.8 %	59
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	299 US\$	63
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	29.92 ratio	63
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	22.89 ratio	63
Apprenticeships	are sufficiently implemented	5.32 survey [0-10]	37
Employee training	is a high priority in companies	5.75 survey [0-10]	44
▷ Female labor force	Percentage of total labor force	26.09 %	63
Health infrastructure	meets the needs of society	5.57 survey [0-10]	40

APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	63.11 index	18
Attracting and retaining talent	is a priority in companies	6.41 survey [0-10]	42
Worker motivation	in companies is high	5.80 survey [0-10]	35
► Brain drain	does not hinder competitiveness in your economy	5.46 survey [0-10]	27
Quality of life	is high	5.33 survey [0-10]	52
Foreign highly skilled personnel	are attracted to your country's business environment	5.06 survey [0-10]	46
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	103,745 US\$	44
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.47 %	28
Justice	is fairly administered	5.95 survey [0-10]	37
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	48.30 micrograms	63
Statutory minimum wage	Statutory gross monthly minimum wage US\$	55.31 US\$	56

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	1.82 %	26
► Skilled labor	is readily available	6.02 survey [0-10]	24
Finance skills	are readily available	6.21 survey [0-10]	33
International experience	of senior managers is generally significant	5.12 survey [0-10]	43
Competent senior managers	are readily available	5.87 survey [0-10]	33
Primary and secondary education	meets the needs of a competitive economy	6.22 survey [0-10]	32
► Graduates in Sciences	STEM graduates, % of all graduates	27.09 %	21
University education	meets the needs of a competitive economy	6.06 survey [0-10]	42
Management education	meets the needs of the business community	6.65 survey [0-10]	27
Language skills	are meeting the needs of enterprises	6.79 survey [0-10]	33
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.03 number	63
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

OVERALL PERFORMANCE (69 economies)

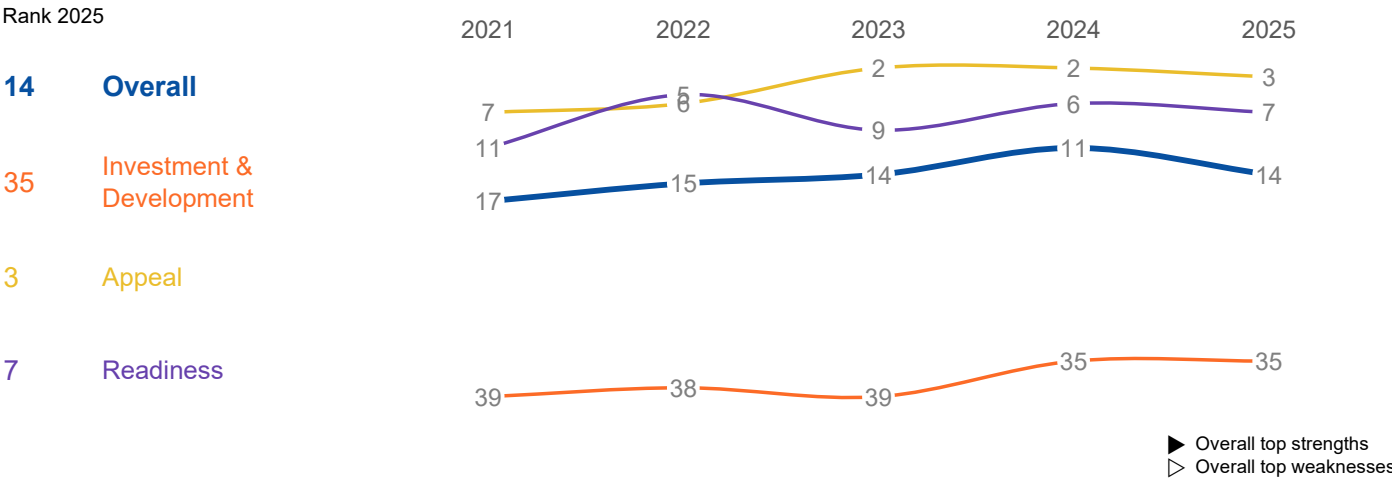


INVESTMENT & DEVELOPMENT		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	1.3 %	66
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	262 US\$	64
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	21.03 ratio	56
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	21.25 ratio	60
Apprenticeships	are sufficiently implemented	5.90 survey [0-10]	23
Employee training	is a high priority in companies	6.47 survey [0-10]	29
▷ Female labor force	Percentage of total labor force	39.71 %	58
Health infrastructure	meets the needs of society	5.60 survey [0-10]	38

APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	60.02 index	14
Attracting and retaining talent	is a priority in companies	6.63 survey [0-10]	32
► Worker motivation	in companies is high	6.67 survey [0-10]	18
Brain drain	does not hinder competitiveness in your economy	5.36 survey [0-10]	28
Quality of life	is high	5.30 survey [0-10]	53
Foreign highly skilled personnel	are attracted to your country's business environment	5.90 survey [0-10]	27
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	0.96 %	7
Justice	is fairly administered	4.33 survey [0-10]	52
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	18.07 micrograms	46
Statutory minimum wage	Statutory gross monthly minimum wage US\$	319.60 US\$	41

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	2.98 %	12
Skilled labor	is readily available	5.97 survey [0-10]	26
Finance skills	are readily available	6.50 survey [0-10]	25
International experience	of senior managers is generally significant	5.97 survey [0-10]	27
► Competent senior managers	are readily available	6.43 survey [0-10]	19
Primary and secondary education	meets the needs of a competitive economy	6.07 survey [0-10]	35
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	6.10 survey [0-10]	38
Management education	meets the needs of the business community	5.93 survey [0-10]	49
Language skills	are meeting the needs of enterprises	5.42 survey [0-10]	51
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	369 Average	55

OVERALL PERFORMANCE (69 economies)

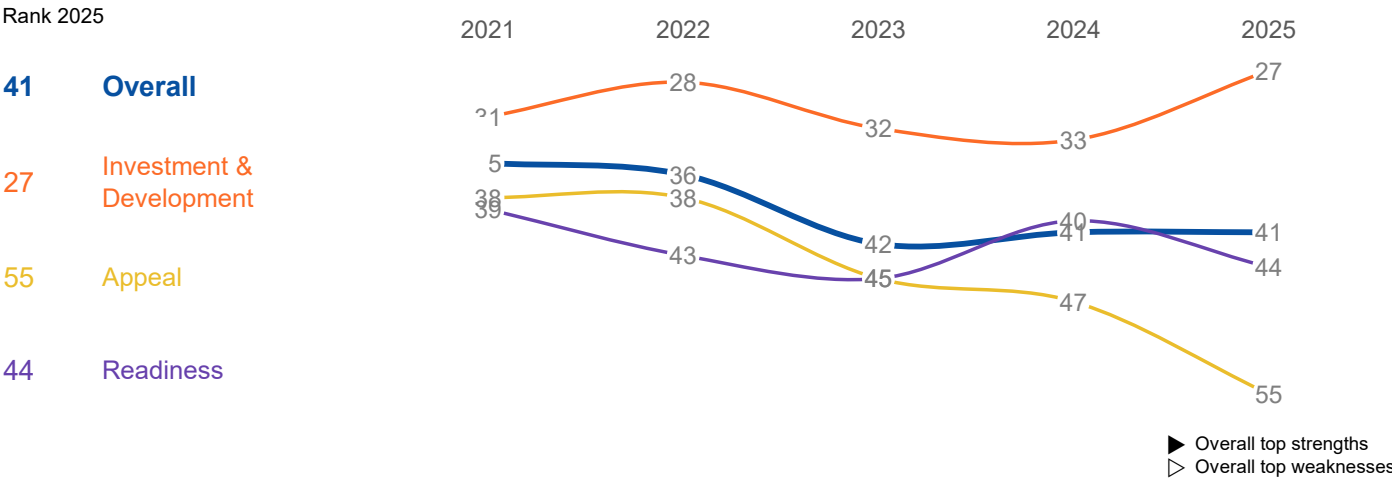


INVESTMENT & DEVELOPMENT		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	2.8 %	60
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,940 US\$	20
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.45 ratio	29
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.25 ratio	35
Apprenticeships	are sufficiently implemented	5.37 survey [0-10]	33
Employee training	is a high priority in companies	7.24 survey [0-10]	9
Female labor force	Percentage of total labor force	47.07 %	27
▷ Health infrastructure	meets the needs of society	4.68 survey [0-10]	47

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	76.51 index	50
► Attracting and retaining talent	is a priority in companies	8.51 survey [0-10]	1
► Worker motivation	in companies is high	7.14 survey [0-10]	7
Brain drain	does not hinder competitiveness in your economy	6.67 survey [0-10]	9
Quality of life	is high	8.16 survey [0-10]	18
Foreign highly skilled personnel	are attracted to your country's business environment	7.40 survey [0-10]	10
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	6.81 %	44
Justice	is fairly administered	7.87 survey [0-10]	12
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	8.13 micrograms	10
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,322.79 US\$	7

READINESS		Value	2025 Rank
Labor force growth	Percentage change	2.44 %	18
Skilled labor	is readily available	6.22 survey [0-10]	20
► Finance skills	are readily available	7.62 survey [0-10]	7
International experience	of senior managers is generally significant	6.83 survey [0-10]	12
► Competent senior managers	are readily available	7.14 survey [0-10]	5
Primary and secondary education	meets the needs of a competitive economy	7.68 survey [0-10]	13
Graduates in Sciences	STEM graduates, % of all graduates	25.84 %	24
University education	meets the needs of a competitive economy	7.87 survey [0-10]	11
Management education	meets the needs of the business community	7.75 survey [0-10]	7
▷ Language skills	are meeting the needs of enterprises	6.29 survey [0-10]	40
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.18 number	17
Educational assessment - PISA	PISA survey of 15-year olds	504 Average	9

OVERALL PERFORMANCE (69 economies)

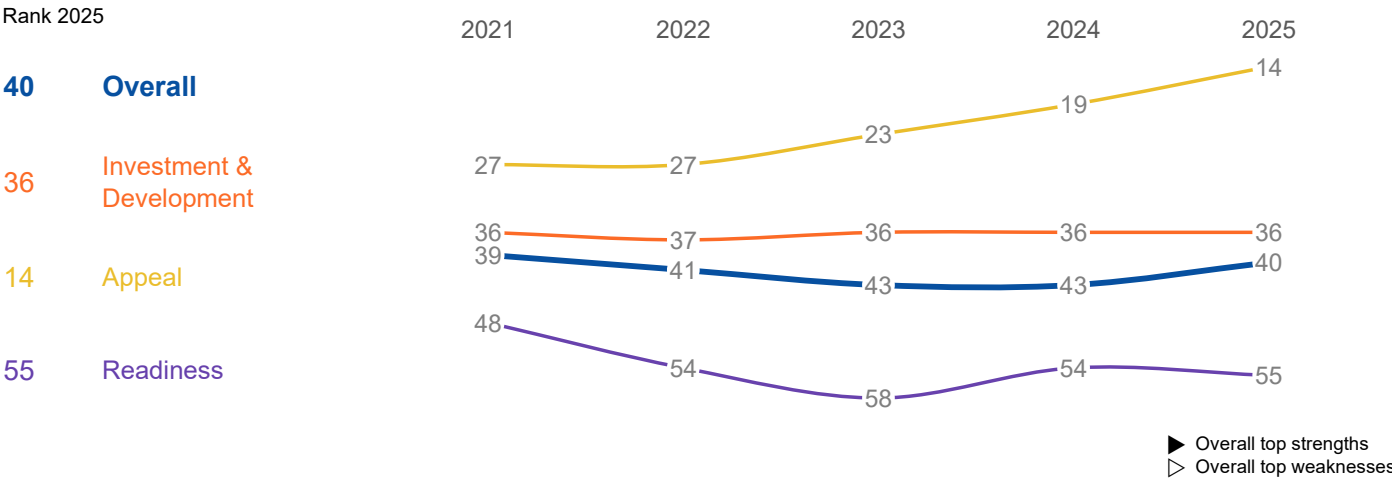


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.9 %	48
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,412 US\$	27
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.76 ratio	10
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.25 ratio	15
Apprenticeships	are sufficiently implemented	5.48 survey [0-10]	29
Employee training	is a high priority in companies	5.16 survey [0-10]	56
Female labor force	Percentage of total labor force	42.87 %	50
Health infrastructure	meets the needs of society	6.35 survey [0-10]	34

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	74.03 index	44
▷ Attracting and retaining talent	is a priority in companies	5.23 survey [0-10]	63
Worker motivation	in companies is high	5.03 survey [0-10]	51
Brain drain	does not hinder competitiveness in your economy	3.71 survey [0-10]	52
Quality of life	is high	7.52 survey [0-10]	26
▷ Foreign highly skilled personnel	are attracted to your country's business environment	4.16 survey [0-10]	57
► 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	11.27 %	60
Justice	is fairly administered	4.39 survey [0-10]	51
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.42 micrograms	35
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.27 %	54
Skilled labor	is readily available	5.68 survey [0-10]	35
▷ Finance skills	are readily available	5.26 survey [0-10]	57
▷ International experience	of senior managers is generally significant	4.68 survey [0-10]	57
Competent senior managers	are readily available	5.87 survey [0-10]	34
► Primary and secondary education	meets the needs of a competitive economy	6.74 survey [0-10]	23
Graduates in Sciences	STEM graduates, % of all graduates	23.38 %	33
► University education	meets the needs of a competitive economy	7.03 survey [0-10]	24
Management education	meets the needs of the business community	6.39 survey [0-10]	34
Language skills	are meeting the needs of enterprises	5.32 survey [0-10]	54
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.80 number	46
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	31

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.2 %	56
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,980 US\$	30
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.27 ratio	41
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.95 ratio	33
► Apprenticeships	are sufficiently implemented	6.16 survey [0-10]	14
Employee training	is a high priority in companies	6.09 survey [0-10]	38
Female labor force	Percentage of total labor force	45.38 %	40
Health infrastructure	meets the needs of society	6.97 survey [0-10]	23

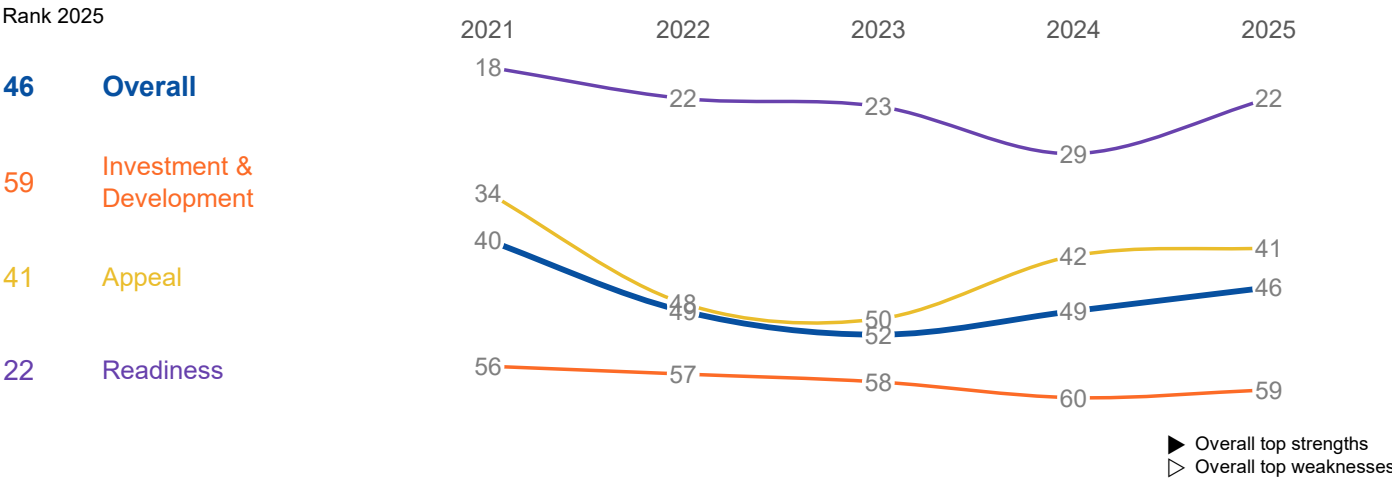
APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	75.15 index	47
► Attracting and retaining talent	is a priority in companies	8.44 survey [0-10]	2
Worker motivation	in companies is high	6.06 survey [0-10]	27
Brain drain	does not hinder competitiveness in your economy	4.25 survey [0-10]	46
Quality of life	is high	7.38 survey [0-10]	27
▷ Foreign highly skilled personnel	are attracted to your country's business environment	3.84 survey [0-10]	59
► 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	6.00 %	40
Justice	is fairly administered	7.44 survey [0-10]	18
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	12.95 micrograms	26
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,207.18 US\$	17

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.46 %	50
Skilled labor	is readily available	4.94 survey [0-10]	46
Finance skills	are readily available	5.63 survey [0-10]	48
▷ International experience	of senior managers is generally significant	2.91 survey [0-10]	69
▷ Competent senior managers	are readily available	3.91 survey [0-10]	62
Primary and secondary education	meets the needs of a competitive economy	6.06 survey [0-10]	36
Graduates in Sciences	STEM graduates, % of all graduates	21.77 %	38
University education	meets the needs of a competitive economy	5.13 survey [0-10]	57
▷ Management education	meets the needs of the business community	4.84 survey [0-10]	62
▷ Language skills	are meeting the needs of enterprises	3.41 survey [0-10]	67
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.60 number	47
► Educational assessment - PISA	PISA survey of 15-year olds	533 Average	4

Jordan

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.6 %	52
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	692 US\$	61
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.25 ratio	54
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.13 ratio	52
► Apprenticeships	are sufficiently implemented	6.50 survey [0-10]	8
Employee training	is a high priority in companies	6.45 survey [0-10]	31
▷ Female labor force	Percentage of total labor force	21.90 %	66
Health infrastructure	meets the needs of society	6.41 survey [0-10]	31

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	66.74 index	31
Attracting and retaining talent	is a priority in companies	6.53 survey [0-10]	37
Worker motivation	in companies is high	6.35 survey [0-10]	22
► Brain drain	does not hinder competitiveness in your economy	6.39 survey [0-10]	14
Quality of life	is high	6.82 survey [0-10]	35
Foreign highly skilled personnel	are attracted to your country's business environment	6.18 survey [0-10]	20
▷ 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	1.00 %	8
Justice	is fairly administered	6.14 survey [0-10]	33
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	28.54 micrograms	57
Statutory minimum wage	Statutory gross monthly minimum wage US\$	366.20 US\$	38

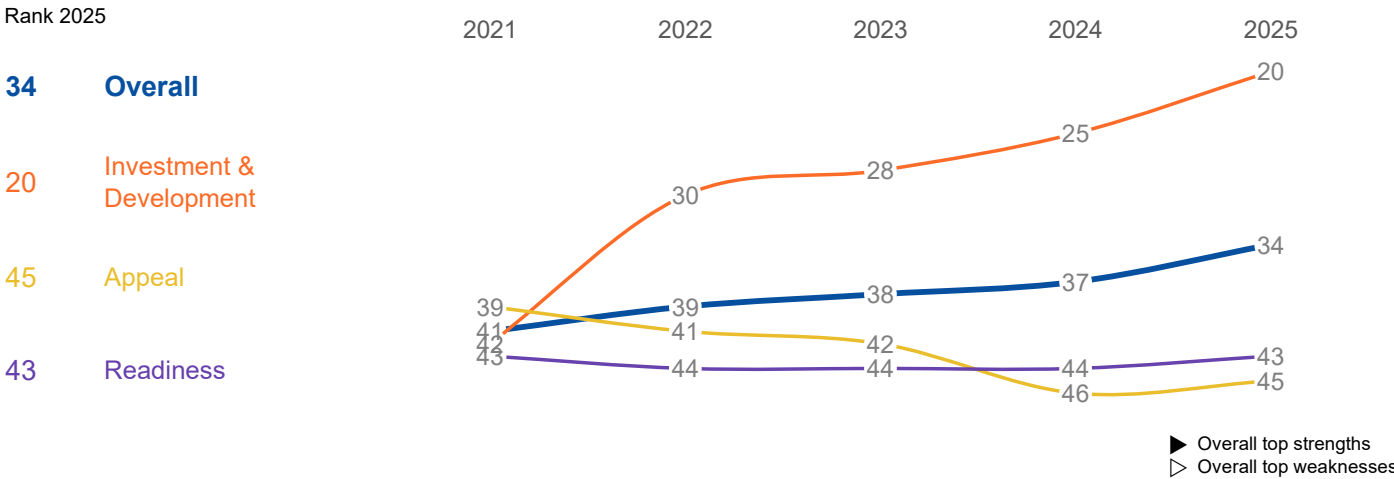
READINESS

		Value	2025 Rank
► Labor force growth	Percentage change	5.36 %	3
Skilled labor	is readily available	6.29 survey [0-10]	18
Finance skills	are readily available	6.77 survey [0-10]	20
International experience	of senior managers is generally significant	6.22 survey [0-10]	20
Competent senior managers	are readily available	6.69 survey [0-10]	14
Primary and secondary education	meets the needs of a competitive economy	6.65 survey [0-10]	26
► Graduates in Sciences	STEM graduates, % of all graduates	30.11 %	12
University education	meets the needs of a competitive economy	6.67 survey [0-10]	29
Management education	meets the needs of the business community	6.61 survey [0-10]	29
Language skills	are meeting the needs of enterprises	6.80 survey [0-10]	32
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.38 number	30
▷ Educational assessment - PISA	PISA survey of 15-year olds	359 Average	56

Kazakhstan

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.7 %	34
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,091 US\$	49
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.74 ratio	38
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.34 ratio	2
Apprenticeships	are sufficiently implemented	5.93 survey [0-10]	21
► Employee training	is a high priority in companies	7.13 survey [0-10]	11
► Female labor force	Percentage of total labor force	51.50 %	3
Health infrastructure	meets the needs of society	5.32 survey [0-10]	42

APPEAL

		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	51.60 index	7
Attracting and retaining talent	is a priority in companies	6.92 survey [0-10]	27
Worker motivation	in companies is high	5.81 survey [0-10]	33
Brain drain	does not hinder competitiveness in your economy	3.90 survey [0-10]	49
Quality of life	is high	5.65 survey [0-10]	48
Foreign highly skilled personnel	are attracted to your country's business environment	5.72 survey [0-10]	33
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	16,000 US\$	61
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.67 %	12
Justice	is fairly administered	6.56 survey [0-10]	26
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	20.51 micrograms	50
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	181.25 US\$	52

READINESS

		Value	2025 Rank
Labor force growth	Percentage change	1.36 %	31
Skilled labor	is readily available	6.00 survey [0-10]	25
Finance skills	are readily available	6.66 survey [0-10]	22
International experience	of senior managers is generally significant	5.60 survey [0-10]	36
Competent senior managers	are readily available	6.68 survey [0-10]	15
Primary and secondary education	meets the needs of a competitive economy	5.93 survey [0-10]	41
Graduates in Sciences	STEM graduates, % of all graduates	24.06 %	29
▷ University education	meets the needs of a competitive economy	5.48 survey [0-10]	53
Management education	meets the needs of the business community	5.95 survey [0-10]	48
Language skills	are meeting the needs of enterprises	5.57 survey [0-10]	49
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.17 number	42
Educational assessment - PISA	PISA survey of 15-year olds	411 Average	44

OVERALL PERFORMANCE (69 economies)

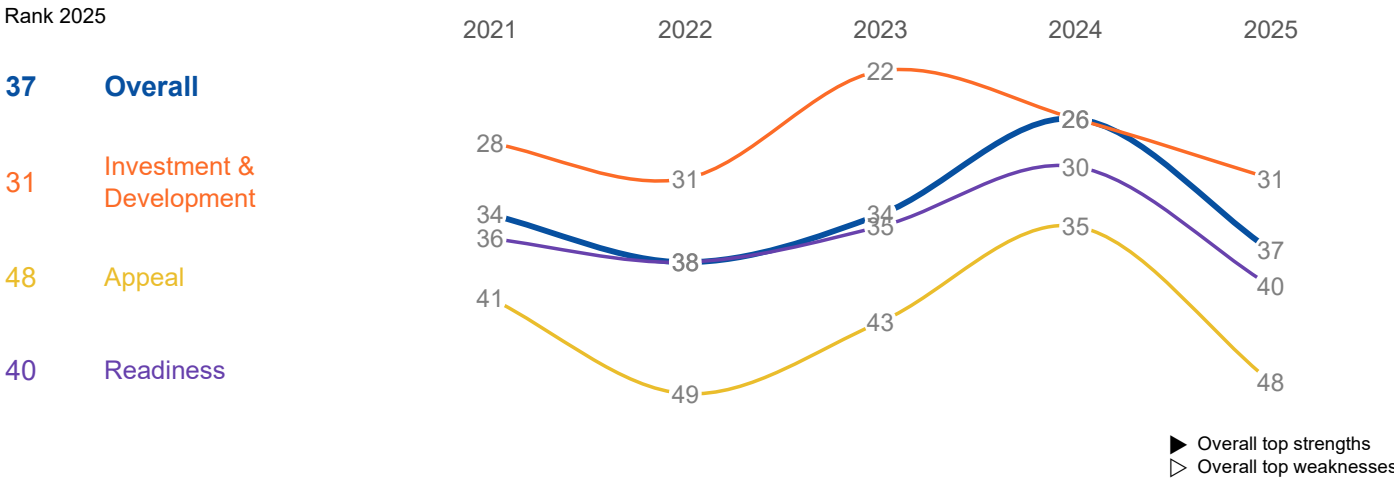


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.8 %	50
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	- US\$	-
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	46.80 ratio	68
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	30.90 ratio	68
Apprenticeships	are sufficiently implemented	4.75 survey [0-10]	48
Employee training	is a high priority in companies	5.75 survey [0-10]	43
Female labor force	Percentage of total labor force	46.29 %	34
Health infrastructure	meets the needs of society	4.00 survey [0-10]	55

APPEAL		Value	2025 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city	48.80 index	5
Attracting and retaining talent	is a priority in companies	6.48 survey [0-10]	39
Worker motivation	in companies is high	5.28 survey [0-10]	44
▷ Brain drain	does not hinder competitiveness in your economy	3.08 survey [0-10]	63
Quality of life	is high	5.12 survey [0-10]	54
Foreign highly skilled personnel	are attracted to your country's business environment	5.52 survey [0-10]	35
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	3.80 %	33
Justice	is fairly administered	4.40 survey [0-10]	50
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	24.48 micrograms	54
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	118.92 US\$	55

READINESS		Value	2025 Rank
▶ Labor force growth	Percentage change	4.40 %	5
▶ Skilled labor	is readily available	7.76 survey [0-10]	1
▶ Finance skills	are readily available	6.80 survey [0-10]	19
International experience	of senior managers is generally significant	5.76 survey [0-10]	30
▶ Competent senior managers	are readily available	6.72 survey [0-10]	12
Primary and secondary education	meets the needs of a competitive economy	6.00 survey [0-10]	38
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	6.16 survey [0-10]	37
Management education	meets the needs of the business community	6.00 survey [0-10]	46
Language skills	are meeting the needs of enterprises	7.58 survey [0-10]	22
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.14 number	58
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

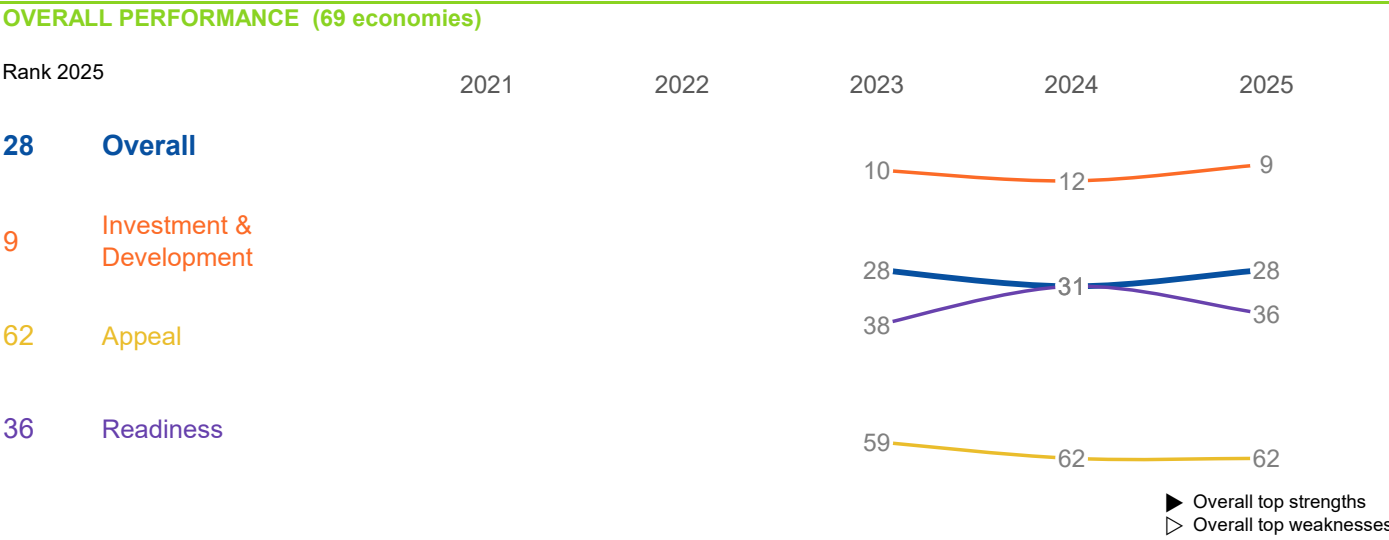
OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.6 %	36
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,442 US\$	23
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.82 ratio	42
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.77 ratio	28
Apprenticeships	are sufficiently implemented	5.32 survey [0-10]	36
Employee training	is a high priority in companies	6.03 survey [0-10]	40
Female labor force	Percentage of total labor force	44.30 %	46
Health infrastructure	meets the needs of society	6.42 survey [0-10]	30

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	78.57 index	55
Attracting and retaining talent	is a priority in companies	6.88 survey [0-10]	29
Worker motivation	in companies is high	5.38 survey [0-10]	42
Brain drain	does not hinder competitiveness in your economy	3.90 survey [0-10]	48
Quality of life	is high	6.31 survey [0-10]	41
▷ Foreign highly skilled personnel	are attracted to your country's business environment	3.69 survey [0-10]	61
▶ 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	5.33 %	37
Justice	is fairly administered	3.66 survey [0-10]	55
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	25.85 micrograms	55
▶ Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,511.50 US\$	13

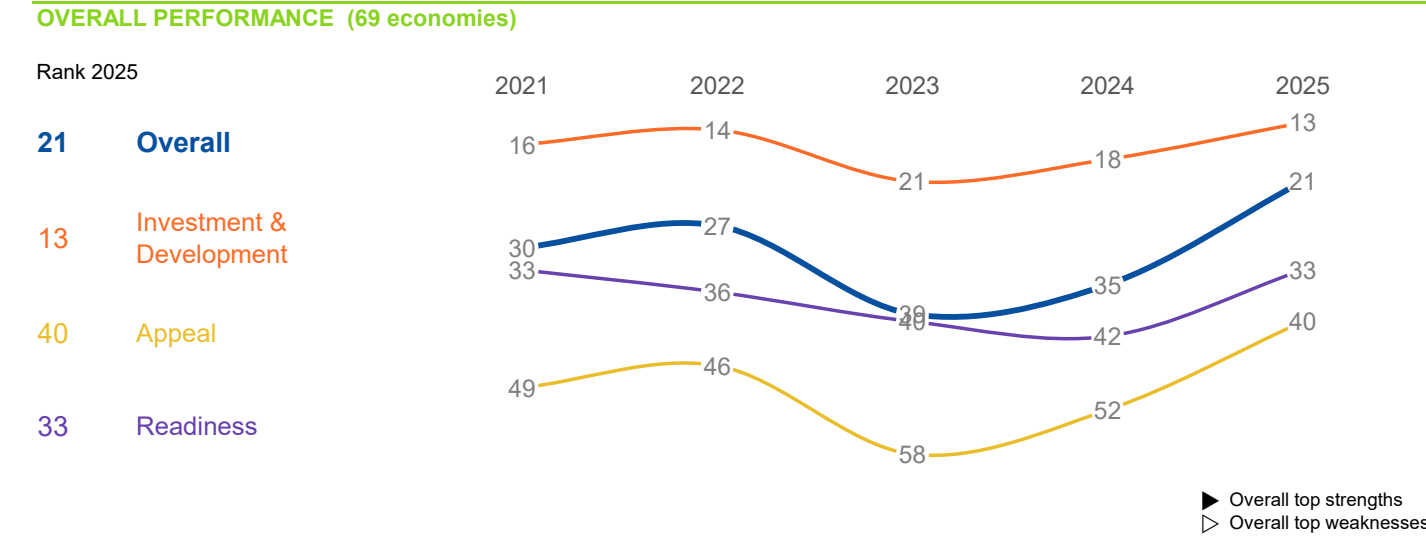
READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.67 %	43
Skilled labor	is readily available	4.75 survey [0-10]	49
Finance skills	are readily available	5.66 survey [0-10]	47
▷ International experience	of senior managers is generally significant	4.58 survey [0-10]	58
▷ Competent senior managers	are readily available	4.34 survey [0-10]	57
Primary and secondary education	meets the needs of a competitive economy	5.12 survey [0-10]	49
▶ Graduates in Sciences	STEM graduates, % of all graduates	30.42 %	11
▷ University education	meets the needs of a competitive economy	5.12 survey [0-10]	58
▷ Management education	meets the needs of the business community	5.12 survey [0-10]	57
Language skills	are meeting the needs of enterprises	5.92 survey [0-10]	45
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.39 number	40
▶ Educational assessment - PISA	PISA survey of 15-year olds	524 Average	5



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	6.5 %	6
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	20,011 US\$	3
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	8.70 ratio	3
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.10 ratio	7
► Apprenticeships	are sufficiently implemented	6.00 survey [0-10]	16
Employee training	is a high priority in companies	6.48 survey [0-10]	28
▷ Female labor force	Percentage of total labor force	29.48 %	62
Health infrastructure	meets the needs of society	6.61 survey [0-10]	27

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	64.76 index	26
Attracting and retaining talent	is a priority in companies	6.45 survey [0-10]	41
Worker motivation	in companies is high	5.91 survey [0-10]	31
Brain drain	does not hinder competitiveness in your economy	5.10 survey [0-10]	32
Quality of life	is high	7.30 survey [0-10]	28
Foreign highly skilled personnel	are attracted to your country's business environment	5.61 survey [0-10]	34
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	- %	-
Justice	is fairly administered	7.34 survey [0-10]	20
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	55.17 micrograms	65
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	244.55 US\$	50

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.44 %	52
Skilled labor	is readily available	5.55 survey [0-10]	39
Finance skills	are readily available	6.42 survey [0-10]	27
International experience	of senior managers is generally significant	5.64 survey [0-10]	33
Competent senior managers	are readily available	5.94 survey [0-10]	31
▷ Primary and secondary education	meets the needs of a competitive economy	5.85 survey [0-10]	42
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	6.55 survey [0-10]	31
Management education	meets the needs of the business community	6.45 survey [0-10]	33
Language skills	are meeting the needs of enterprises	7.33 survey [0-10]	26
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

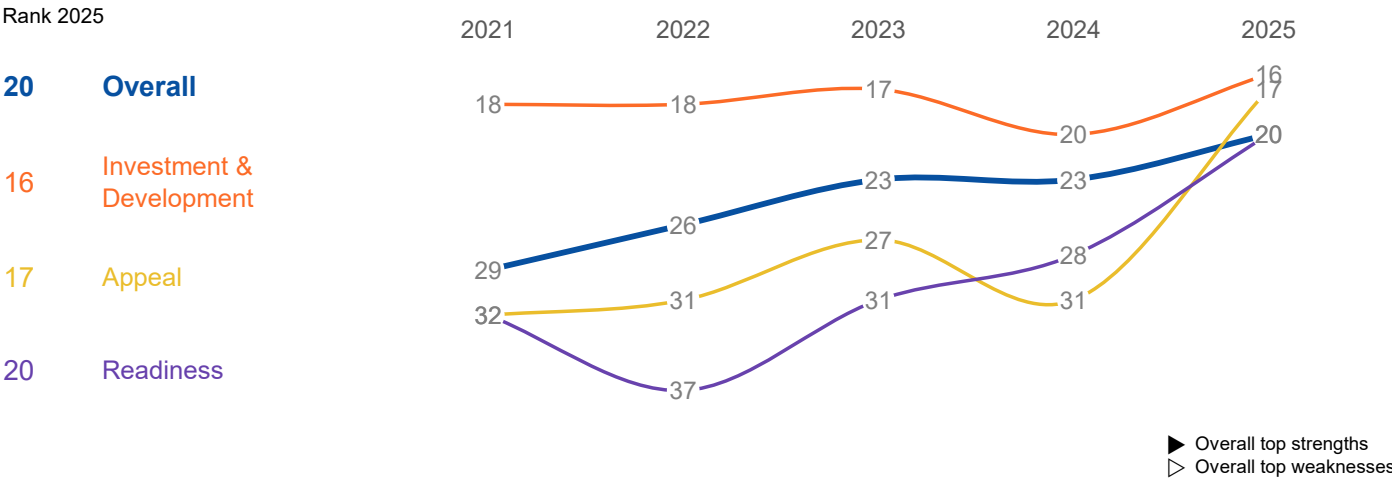


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	6.1 %	9
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,411 US\$	32
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.50 ratio	23
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.93 ratio	20
► Apprenticeships	are sufficiently implemented	6.00 survey [0-10]	16
Employee training	is a high priority in companies	6.60 survey [0-10]	25
► Female labor force	Percentage of total labor force	50.04 %	7
Health infrastructure	meets the needs of society	5.81 survey [0-10]	37

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	73.46 index	42
Attracting and retaining talent	is a priority in companies	7.41 survey [0-10]	18
Worker motivation	in companies is high	6.32 survey [0-10]	23
Brain drain	does not hinder competitiveness in your economy	5.07 survey [0-10]	33
▷ Quality of life	is high	6.14 survey [0-10]	44
▷ Foreign highly skilled personnel	are attracted to your country's business environment	5.14 survey [0-10]	44
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	99,037 US\$	45
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.43 %	43
Justice	is fairly administered	6.50 survey [0-10]	27
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	12.38 micrograms	25
Statutory minimum wage	Statutory gross monthly minimum wage US\$	757.67 US\$	33

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	-0.34 %	61
Skilled labor	is readily available	5.86 survey [0-10]	33
Finance skills	are readily available	6.36 survey [0-10]	29
International experience	of senior managers is generally significant	6.05 survey [0-10]	26
Competent senior managers	are readily available	5.82 survey [0-10]	37
Primary and secondary education	meets the needs of a competitive economy	6.73 survey [0-10]	24
▷ Graduates in Sciences	STEM graduates, % of all graduates	19.67 %	48
University education	meets the needs of a competitive economy	7.00 survey [0-10]	25
Management education	meets the needs of the business community	6.91 survey [0-10]	23
► Language skills	are meeting the needs of enterprises	7.82 survey [0-10]	18
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.35 number	16
Educational assessment - PISA	PISA survey of 15-year olds	484 Average	23

OVERALL PERFORMANCE (69 economies)

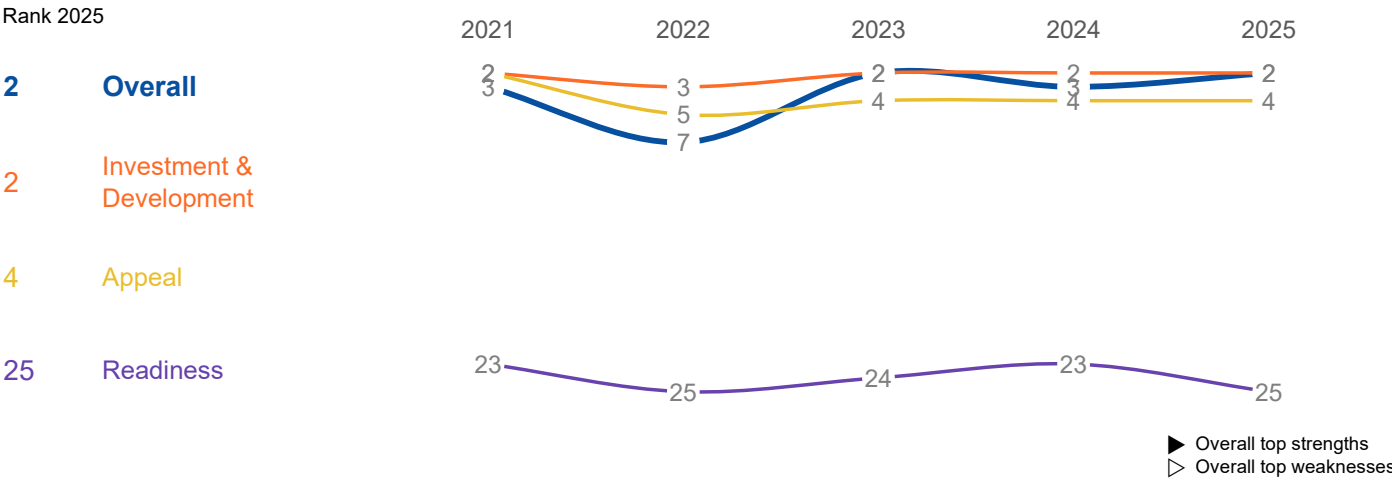


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.1 %	20
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,034 US\$	37
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.52 ratio	37
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.22 ratio	14
► Apprenticeships	are sufficiently implemented	6.16 survey [0-10]	13
► Employee training	is a high priority in companies	7.02 survey [0-10]	12
► Female labor force	Percentage of total labor force	48.85 %	9
Health infrastructure	meets the needs of society	6.04 survey [0-10]	35

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	66.47 index	28
► Attracting and retaining talent	is a priority in companies	8.04 survey [0-10]	6
Worker motivation	in companies is high	6.90 survey [0-10]	14
Brain drain	does not hinder competitiveness in your economy	4.94 survey [0-10]	35
Quality of life	is high	8.24 survey [0-10]	14
Foreign highly skilled personnel	are attracted to your country's business environment	5.84 survey [0-10]	29
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	112,304 US\$	42
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	7.74 %	46
Justice	is fairly administered	6.94 survey [0-10]	23
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.34 micrograms	16
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,000.12 US\$	23

READINESS		Value	2025 Rank
Labor force growth	Percentage change	1.85 %	23
Skilled labor	is readily available	6.04 survey [0-10]	23
Finance skills	are readily available	6.55 survey [0-10]	24
International experience	of senior managers is generally significant	6.20 survey [0-10]	22
Competent senior managers	are readily available	6.47 survey [0-10]	17
Primary and secondary education	meets the needs of a competitive economy	6.67 survey [0-10]	25
▷ Graduates in Sciences	STEM graduates, % of all graduates	23.80 %	31
University education	meets the needs of a competitive economy	7.22 survey [0-10]	20
Management education	meets the needs of the business community	7.25 survey [0-10]	18
► Language skills	are meeting the needs of enterprises	8.55 survey [0-10]	4
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.22 number	33
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	30

OVERALL PERFORMANCE (69 economies)

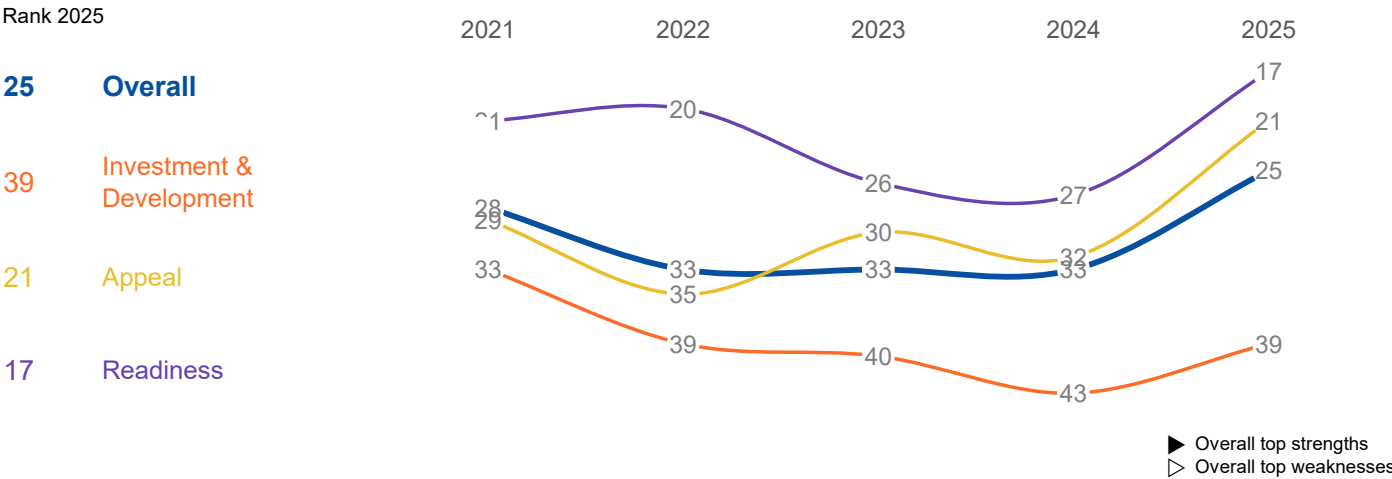


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	23
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	32,201 US\$	1
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	8.04 ratio	2
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.24 ratio	11
Apprenticeships	are sufficiently implemented	5.51 survey [0-10]	28
Employee training	is a high priority in companies	6.46 survey [0-10]	30
▷ Female labor force	Percentage of total labor force	42.31 %	54
Health infrastructure	meets the needs of society	7.38 survey [0-10]	15

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	75.44 index	49
Attracting and retaining talent	is a priority in companies	7.42 survey [0-10]	17
Worker motivation	in companies is high	5.79 survey [0-10]	36
Brain drain	does not hinder competitiveness in your economy	6.21 survey [0-10]	16
Quality of life	is high	8.48 survey [0-10]	11
► Foreign highly skilled personnel	are attracted to your country's business environment	8.03 survey [0-10]	4
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	11.33 %	61
Justice	is fairly administered	6.91 survey [0-10]	24
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	8.67 micrograms	13
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,782.80 US\$	3

READINESS		Value	2025 Rank
Labor force growth	Percentage change	1.25 %	32
▷ Skilled labor	is readily available	4.41 survey [0-10]	57
Finance skills	are readily available	6.25 survey [0-10]	31
International experience	of senior managers is generally significant	7.39 survey [0-10]	7
▷ Competent senior managers	are readily available	5.58 survey [0-10]	40
Primary and secondary education	meets the needs of a competitive economy	6.86 survey [0-10]	22
Graduates in Sciences	STEM graduates, % of all graduates	22.88 %	35
University education	meets the needs of a competitive economy	6.48 survey [0-10]	34
Management education	meets the needs of the business community	6.55 survey [0-10]	31
► Language skills	are meeting the needs of enterprises	8.48 survey [0-10]	6
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.05 number	13
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	31

OVERALL PERFORMANCE (69 economies)

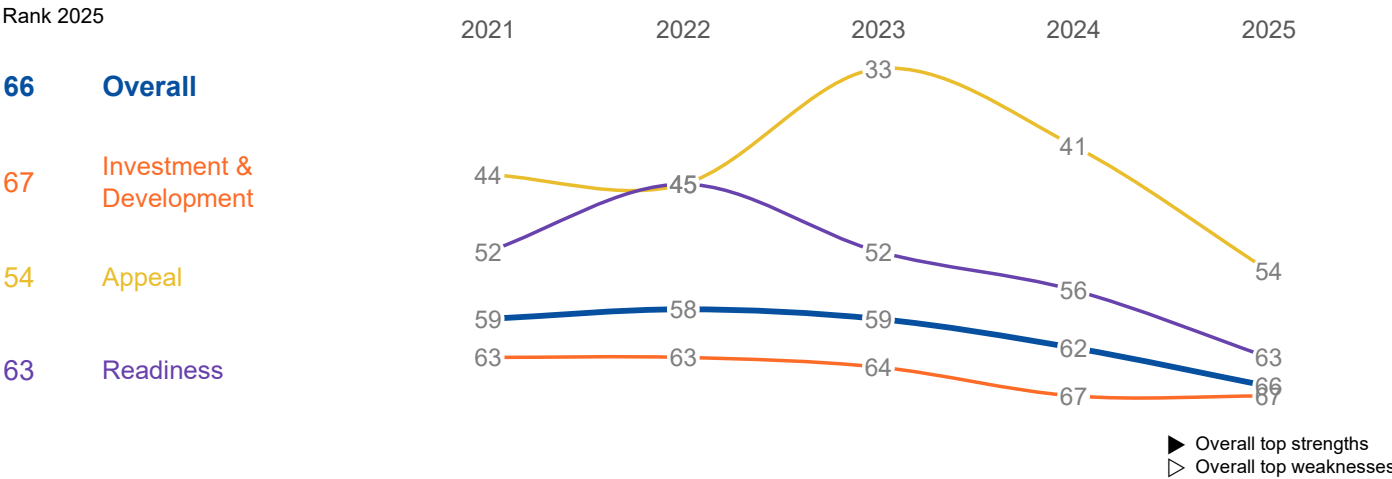


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.2 %	43
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,153 US\$	48
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.30 ratio	22
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.30 ratio	22
Apprenticeships	are sufficiently implemented	5.71 survey [0-10]	25
Employee training	is a high priority in companies	6.26 survey [0-10]	32
▷ Female labor force	Percentage of total labor force	37.75 %	60
Health infrastructure	meets the needs of society	6.69 survey [0-10]	26

APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	49.25 index	6
▷ Attracting and retaining talent	is a priority in companies	6.34 survey [0-10]	46
Worker motivation	in companies is high	6.15 survey [0-10]	25
Brain drain	does not hinder competitiveness in your economy	4.37 survey [0-10]	43
Quality of life	is high	6.72 survey [0-10]	37
Foreign highly skilled personnel	are attracted to your country's business environment	6.01 survey [0-10]	24
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	117,688 US\$	41
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.07 %	16
Justice	is fairly administered	6.16 survey [0-10]	32
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	16.29 micrograms	43
Statutory minimum wage	Statutory gross monthly minimum wage US\$	327.77 US\$	40

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	3.79 %	7
Skilled labor	is readily available	5.90 survey [0-10]	30
Finance skills	are readily available	6.36 survey [0-10]	30
► International experience	of senior managers is generally significant	6.40 survey [0-10]	17
Competent senior managers	are readily available	6.20 survey [0-10]	26
Primary and secondary education	meets the needs of a competitive economy	6.06 survey [0-10]	37
► Graduates in Sciences	STEM graduates, % of all graduates	41.10 %	2
University education	meets the needs of a competitive economy	6.04 survey [0-10]	43
▷ Management education	meets the needs of the business community	6.05 survey [0-10]	45
Language skills	are meeting the needs of enterprises	6.45 survey [0-10]	36
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.26 number	32
▷ Educational assessment - PISA	PISA survey of 15-year olds	404 Average	47

OVERALL PERFORMANCE (69 economies)

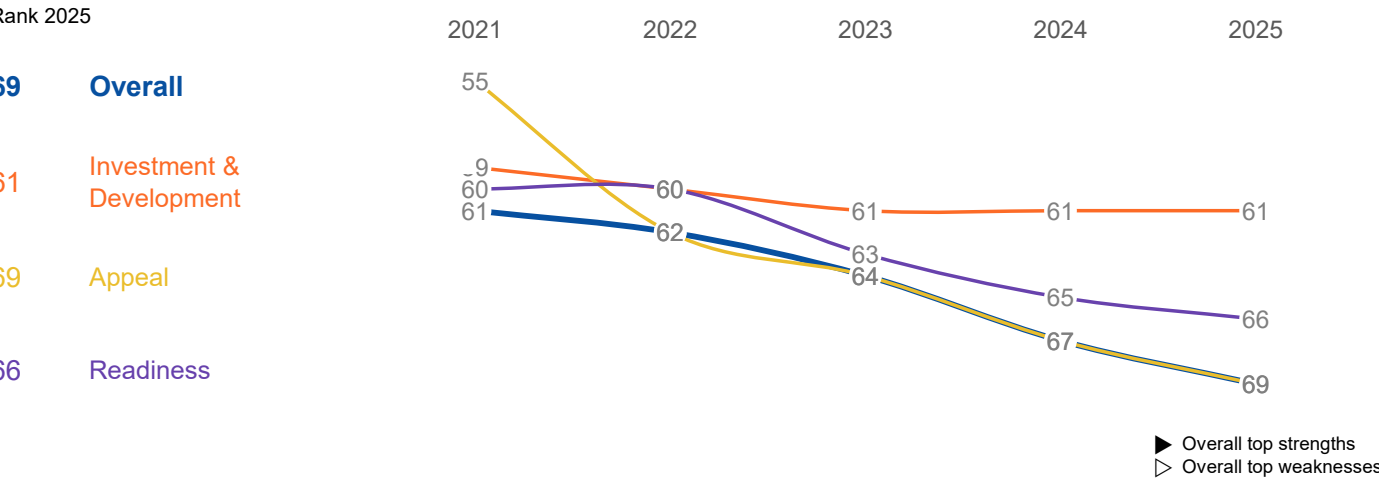


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.0 %	58
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,286 US\$	57
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	23.77 ratio	59
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	25.40 ratio	65
Apprenticeships	are sufficiently implemented	5.18 survey [0-10]	40
Employee training	is a high priority in companies	5.18 survey [0-10]	55
Female labor force	Percentage of total labor force	40.23 %	57
▷ Health infrastructure	meets the needs of society	2.12 survey [0-10]	68

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	77.84 index	54
▷ Attracting and retaining talent	is a priority in companies	5.73 survey [0-10]	60
Worker motivation	in companies is high	5.34 survey [0-10]	43
Brain drain	does not hinder competitiveness in your economy	4.31 survey [0-10]	44
Quality of life	is high	5.07 survey [0-10]	55
Foreign highly skilled personnel	are attracted to your country's business environment	5.36 survey [0-10]	37
► 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	3.57 %	29
▷ Justice	is fairly administered	2.58 survey [0-10]	65
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	15.05 micrograms	38
Statutory minimum wage	Statutory gross monthly minimum wage US\$	353.31 US\$	39

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.02 %	59
Skilled labor	is readily available	5.40 survey [0-10]	40
Finance skills	are readily available	5.20 survey [0-10]	58
► International experience	of senior managers is generally significant	5.90 survey [0-10]	28
Competent senior managers	are readily available	4.41 survey [0-10]	54
Primary and secondary education	meets the needs of a competitive economy	3.88 survey [0-10]	59
Graduates in Sciences	STEM graduates, % of all graduates	23.75 %	32
University education	meets the needs of a competitive economy	5.38 survey [0-10]	54
Management education	meets the needs of the business community	5.46 survey [0-10]	53
▷ Language skills	are meeting the needs of enterprises	4.33 survey [0-10]	61
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.40 number	56
Educational assessment - PISA	PISA survey of 15-year olds	407 Average	45

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	4.5 %	38
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	745 US\$	60
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	32.47 ratio	65
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	20.70 ratio	58
Apprenticeships	are sufficiently implemented	4.26 survey [0-10]	60
► Employee training	is a high priority in companies	6.17 survey [0-10]	35
► Female labor force	Percentage of total labor force	45.23 %	41
Health infrastructure	meets the needs of society	2.50 survey [0-10]	66

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	- index	-
Attracting and retaining talent	is a priority in companies	6.17 survey [0-10]	49
Worker motivation	in companies is high	4.34 survey [0-10]	63
Brain drain	does not hinder competitiveness in your economy	3.38 survey [0-10]	57
▷ Quality of life	is high	2.38 survey [0-10]	68
Foreign highly skilled personnel	are attracted to your country's business environment	2.88 survey [0-10]	62
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	5,295 US\$	62
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.70 %	21
Justice	is fairly administered	2.88 survey [0-10]	61
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	32.62 micrograms	59
Statutory minimum wage	Statutory gross monthly minimum wage US\$	194.69 US\$	51

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	4.49 %	4
▷ Skilled labor	is readily available	3.49 survey [0-10]	67
▷ Finance skills	are readily available	3.96 survey [0-10]	67
▷ International experience	of senior managers is generally significant	3.79 survey [0-10]	67
▷ Competent senior managers	are readily available	3.04 survey [0-10]	68
Primary and secondary education	meets the needs of a competitive economy	4.04 survey [0-10]	58
Graduates in Sciences	STEM graduates, % of all graduates	17.84 %	55
University education	meets the needs of a competitive economy	4.13 survey [0-10]	63
Management education	meets the needs of the business community	4.25 survey [0-10]	66
Language skills	are meeting the needs of enterprises	4.71 survey [0-10]	60
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.03 number	49
Educational assessment - PISA	PISA survey of 15-year olds	405 Average	46

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	9.1 %	1
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,001 US\$	52
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	27.80 ratio	62
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	22.10 ratio	62
Apprenticeships	are sufficiently implemented	3.75 survey [0-10]	63
Employee training	is a high priority in companies	5.25 survey [0-10]	53
► Female labor force	Percentage of total labor force	46.99 %	30
▷ Health infrastructure	meets the needs of society	3.11 survey [0-10]	64

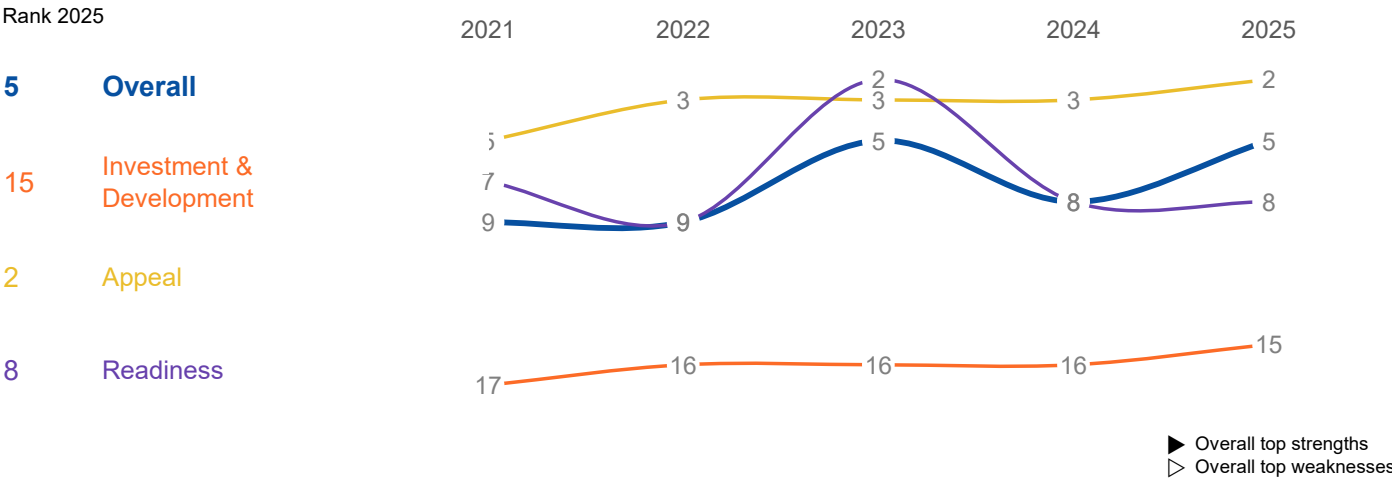
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	41.06 index	2
Attracting and retaining talent	is a priority in companies	6.03 survey [0-10]	54
Worker motivation	in companies is high	4.77 survey [0-10]	57
Brain drain	does not hinder competitiveness in your economy	4.77 survey [0-10]	38
Quality of life	is high	6.37 survey [0-10]	39
Foreign highly skilled personnel	are attracted to your country's business environment	4.86 survey [0-10]	51
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	8.11 %	47
► Justice	is fairly administered	6.03 survey [0-10]	36
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	20.03 micrograms	48
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
Labor force growth	Percentage change	- %	-
▷ Skilled labor	is readily available	3.63 survey [0-10]	66
▷ Finance skills	are readily available	4.22 survey [0-10]	64
International experience	of senior managers is generally significant	4.40 survey [0-10]	62
Competent senior managers	are readily available	3.91 survey [0-10]	62
Primary and secondary education	meets the needs of a competitive economy	3.85 survey [0-10]	60
Graduates in Sciences	STEM graduates, % of all graduates	10.29 %	61
▷ University education	meets the needs of a competitive economy	3.91 survey [0-10]	65
▷ Management education	meets the needs of the business community	4.34 survey [0-10]	65
Language skills	are meeting the needs of enterprises	5.69 survey [0-10]	48
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.75 number	52
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

Netherlands

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 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	15,723 US\$	7
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.90 ratio	43
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	16.05 ratio	54
Apprenticeships	are sufficiently implemented	6.52 survey [0-10]	7
Employee training	is a high priority in companies	6.96 survey [0-10]	16
Female labor force	Percentage of total labor force	47.19 %	22
Health infrastructure	meets the needs of society	7.74 survey [0-10]	10

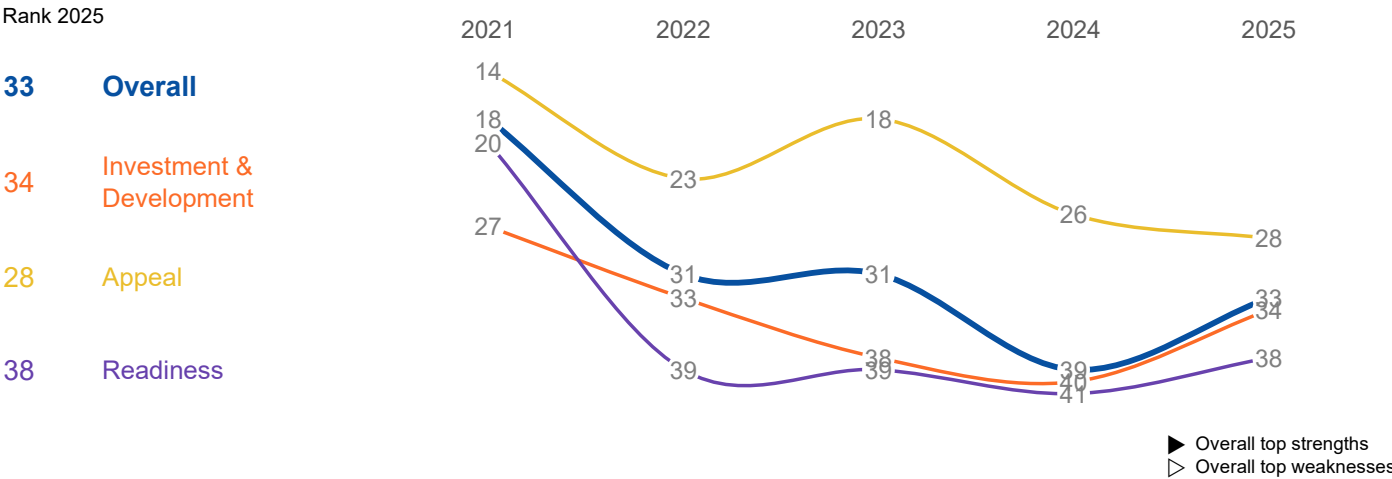
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	80.01 index	56
► Attracting and retaining talent	is a priority in companies	8.26 survey [0-10]	3
Worker motivation	in companies is high	7.41 survey [0-10]	4
Brain drain	does not hinder competitiveness in your economy	7.21 survey [0-10]	4
Quality of life	is high	9.15 survey [0-10]	5
Foreign highly skilled personnel	are attracted to your country's business environment	7.70 survey [0-10]	7
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	9.19 %	50
Justice	is fairly administered	8.56 survey [0-10]	4
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	10.88 micrograms	21
Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,309.80 US\$	8

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.95 %	37
Skilled labor	is readily available	6.67 survey [0-10]	12
Finance skills	are readily available	7.41 survey [0-10]	14
► International experience	of senior managers is generally significant	7.74 survey [0-10]	4
► Competent senior managers	are readily available	7.44 survey [0-10]	2
Primary and secondary education	meets the needs of a competitive economy	8.00 survey [0-10]	8
► Graduates in Sciences	STEM graduates, % of all graduates	20.11 %	45
► University education	meets the needs of a competitive economy	8.26 survey [0-10]	3
Management education	meets the needs of the business community	7.70 survey [0-10]	8
► Language skills	are meeting the needs of enterprises	8.98 survey [0-10]	1
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	7.76 number	9
Educational assessment - PISA	PISA survey of 15-year olds	480 Average	25

New Zealand

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.5 %	12
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,631 US\$	21
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.99 ratio	44
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.28 ratio	48
Apprenticeships	are sufficiently implemented	5.12 survey [0-10]	41
Employee training	is a high priority in companies	5.51 survey [0-10]	47
Female labor force	Percentage of total labor force	47.56 %	18
► Health infrastructure	meets the needs of society	4.59 survey [0-10]	48

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	66.49 index	29
Attracting and retaining talent	is a priority in companies	6.59 survey [0-10]	35
Worker motivation	in companies is high	5.76 survey [0-10]	39
Brain drain	does not hinder competitiveness in your economy	4.44 survey [0-10]	42
Quality of life	is high	6.59 survey [0-10]	38
Foreign highly skilled personnel	are attracted to your country's business environment	5.80 survey [0-10]	30
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	160,434 US\$	30
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	14.30 %	66
Justice	is fairly administered	6.10 survey [0-10]	34
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	6.49 micrograms	6
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,426.65 US\$	6

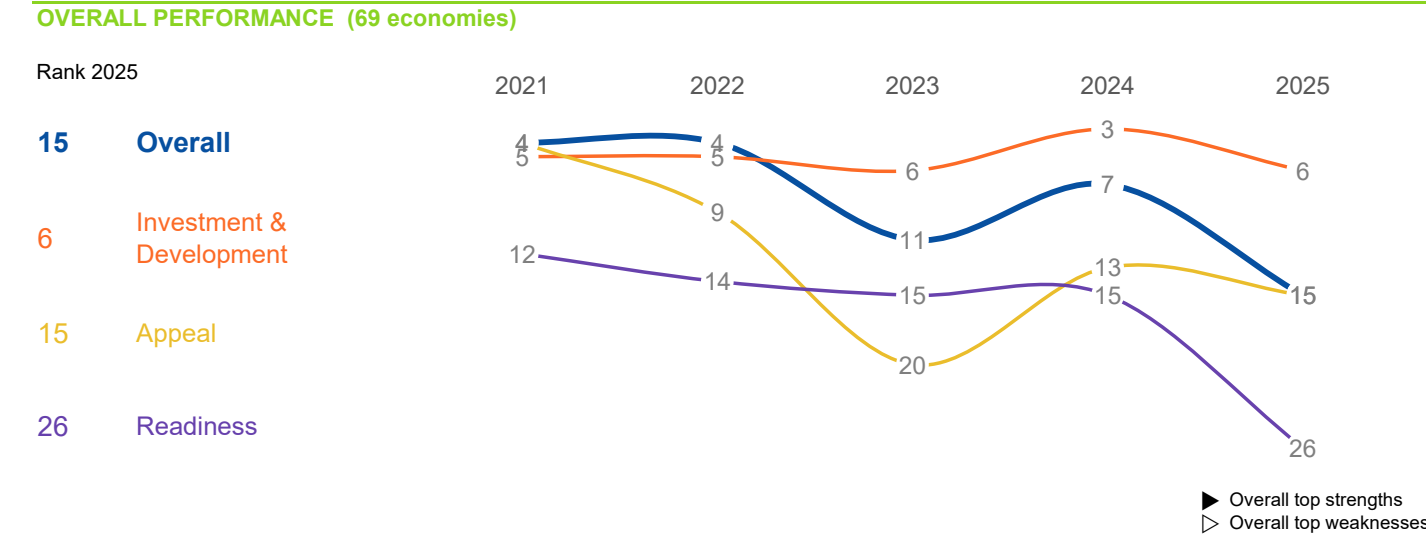
READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.85 %	39
Skilled labor	is readily available	4.98 survey [0-10]	45
Finance skills	are readily available	5.76 survey [0-10]	42
► International experience	of senior managers is generally significant	4.54 survey [0-10]	60
► Competent senior managers	are readily available	4.83 survey [0-10]	49
Primary and secondary education	meets the needs of a competitive economy	5.46 survey [0-10]	45
Graduates in Sciences	STEM graduates, % of all graduates	23.01 %	34
University education	meets the needs of a competitive economy	6.00 survey [0-10]	44
► Management education	meets the needs of the business community	5.66 survey [0-10]	51
Language skills	are meeting the needs of enterprises	5.80 survey [0-10]	46
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.94 number	11
► Educational assessment - PISA	PISA survey of 15-year olds	495 Average	13



INVESTMENT & DEVELOPMENT		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	0.5 %	68
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	41 US\$	67
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	33.30 ratio	66
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.30 ratio	53
Apprenticeships	are sufficiently implemented	4.72 survey [0-10]	49
Employee training	is a high priority in companies	5.12 survey [0-10]	57
► Female labor force	Percentage of total labor force	48.44 %	12
Health infrastructure	meets the needs of society	3.56 survey [0-10]	62

APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	38.37 index	1
Attracting and retaining talent	is a priority in companies	5.80 survey [0-10]	59
Worker motivation	in companies is high	4.38 survey [0-10]	62
Brain drain	does not hinder competitiveness in your economy	4.57 survey [0-10]	40
▷ Quality of life	is high	3.89 survey [0-10]	64
Foreign highly skilled personnel	are attracted to your country's business environment	5.07 survey [0-10]	45
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	0.58 %	6
Justice	is fairly administered	4.25 survey [0-10]	53
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	56.60 micrograms	67
Statutory minimum wage	Statutory gross monthly minimum wage US\$	43.95 US\$	57

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	2.97 %	13
► Skilled labor	is readily available	5.66 survey [0-10]	36
Finance skills	are readily available	4.85 survey [0-10]	61
International experience	of senior managers is generally significant	5.08 survey [0-10]	47
Competent senior managers	are readily available	5.33 survey [0-10]	42
Primary and secondary education	meets the needs of a competitive economy	4.43 survey [0-10]	56
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	4.84 survey [0-10]	61
Management education	meets the needs of the business community	5.17 survey [0-10]	56
Language skills	are meeting the needs of enterprises	5.40 survey [0-10]	53
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.6 %	35
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	15,894 US\$	6
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	9.93 ratio	5
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.24 ratio	10
Apprenticeships	are sufficiently implemented	6.32 survey [0-10]	11
Employee training	is a high priority in companies	7.27 survey [0-10]	7
Female labor force	Percentage of total labor force	47.06 %	28
Health infrastructure	meets the needs of society	7.14 survey [0-10]	18

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	74.91 index	46
Attracting and retaining talent	is a priority in companies	7.82 survey [0-10]	9
Worker motivation	in companies is high	6.73 survey [0-10]	16
► Brain drain	does not hinder competitiveness in your economy	7.45 survey [0-10]	2
Quality of life	is high	8.05 survey [0-10]	19
Foreign highly skilled personnel	are attracted to your country's business environment	6.09 survey [0-10]	22
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	136,174 US\$	37
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	9.70 %	54
Justice	is fairly administered	7.95 survey [0-10]	11
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	6.02 micrograms	4
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.99 %	36
Skilled labor	is readily available	6.23 survey [0-10]	19
► Finance skills	are readily available	7.68 survey [0-10]	6
International experience	of senior managers is generally significant	6.27 survey [0-10]	18
Competent senior managers	are readily available	6.14 survey [0-10]	28
Primary and secondary education	meets the needs of a competitive economy	7.09 survey [0-10]	20
▷ Graduates in Sciences	STEM graduates, % of all graduates	21.57 %	39
University education	meets the needs of a competitive economy	7.18 survey [0-10]	21
Management education	meets the needs of the business community	7.05 survey [0-10]	21
Language skills	are meeting the needs of enterprises	8.00 survey [0-10]	14
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.56 number	38
Educational assessment - PISA	PISA survey of 15-year olds	474 Average	33

Oman

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	28
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,792 US\$	41
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.76 ratio	11
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.30 ratio	36
Apprenticeships	are sufficiently implemented	5.94 survey [0-10]	20
Employee training	is a high priority in companies	6.92 survey [0-10]	17
▷ Female labor force	Percentage of total labor force	17.80 %	68
► Health infrastructure	meets the needs of society	7.43 survey [0-10]	14

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	64.60 index	24
Attracting and retaining talent	is a priority in companies	7.00 survey [0-10]	25
Worker motivation	in companies is high	6.36 survey [0-10]	21
Brain drain	does not hinder competitiveness in your economy	5.86 survey [0-10]	18
Quality of life	is high	8.03 survey [0-10]	20
Foreign highly skilled personnel	are attracted to your country's business environment	6.42 survey [0-10]	18
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	74,772 US\$	55
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	7.50 survey [0-10]	17
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	39.52 micrograms	62
Statutory minimum wage	Statutory gross monthly minimum wage US\$	845.25 US\$	28

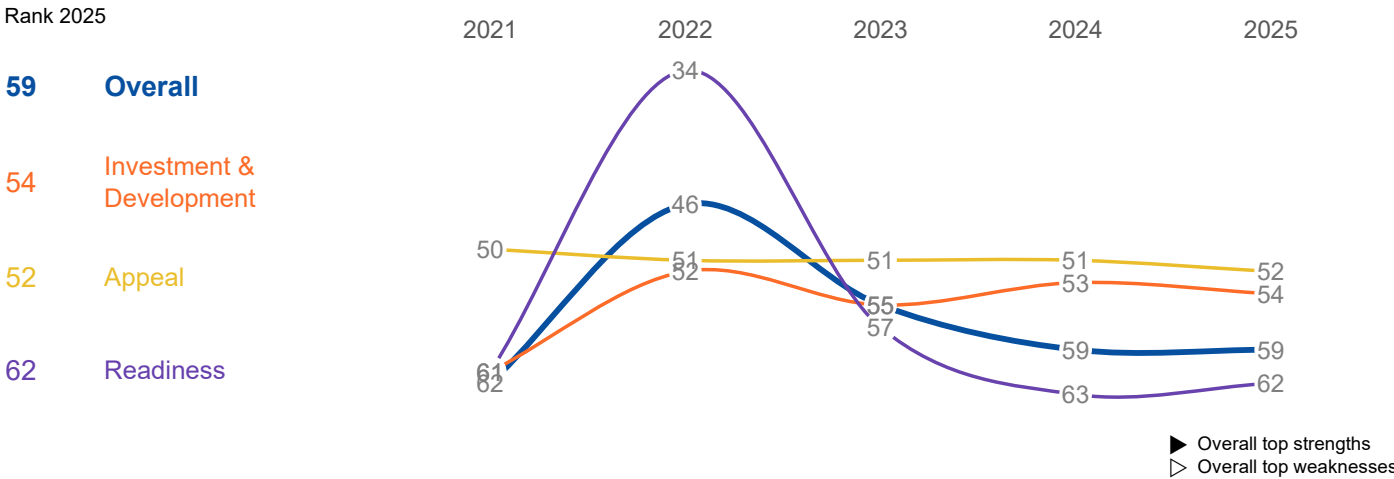
READINESS

		Value	2025 Rank
► Labor force growth	Percentage change	6.73 %	2
Skilled labor	is readily available	5.92 survey [0-10]	29
Finance skills	are readily available	6.08 survey [0-10]	34
International experience	of senior managers is generally significant	6.42 survey [0-10]	16
Competent senior managers	are readily available	6.00 survey [0-10]	30
Primary and secondary education	meets the needs of a competitive economy	6.46 survey [0-10]	29
► Graduates in Sciences	STEM graduates, % of all graduates	33.31 %	6
University education	meets the needs of a competitive economy	6.60 survey [0-10]	30
Management education	meets the needs of the business community	6.31 survey [0-10]	36
Language skills	are meeting the needs of enterprises	7.26 survey [0-10]	27
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.61 number	53
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

Peru

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.1 %	45
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,284 US\$	58
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.02 ratio	52
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.91 ratio	46
Apprenticeships	are sufficiently implemented	4.60 survey [0-10]	51
▷ Employee training	is a high priority in companies	4.64 survey [0-10]	67
► Female labor force	Percentage of total labor force	44.86 %	44
▷ Health infrastructure	meets the needs of society	2.28 survey [0-10]	67

APPEAL

		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	58.16 index	10
▷ Attracting and retaining talent	is a priority in companies	5.08 survey [0-10]	66
Worker motivation	in companies is high	4.77 survey [0-10]	58
Brain drain	does not hinder competitiveness in your economy	3.68 survey [0-10]	54
Quality of life	is high	3.82 survey [0-10]	66
Foreign highly skilled personnel	are attracted to your country's business environment	4.97 survey [0-10]	48
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	163,911 US\$	28
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.32 %	10
▷ Justice	is fairly administered	1.95 survey [0-10]	67
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	27.18 micrograms	56
Statutory minimum wage	Statutory gross monthly minimum wage US\$	294.68 US\$	44

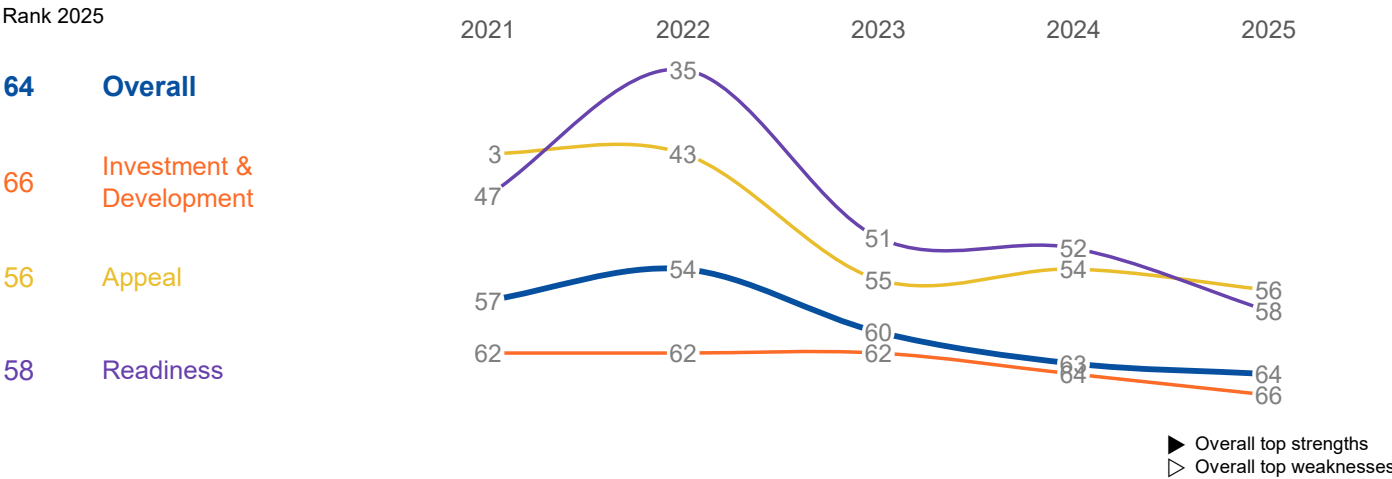
READINESS

		Value	2025 Rank
Labor force growth	Percentage change	1.03 %	34
Skilled labor	is readily available	4.23 survey [0-10]	59
Finance skills	are readily available	4.70 survey [0-10]	62
International experience	of senior managers is generally significant	4.97 survey [0-10]	51
Competent senior managers	are readily available	4.30 survey [0-10]	58
▷ Primary and secondary education	meets the needs of a competitive economy	2.95 survey [0-10]	66
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	4.09 survey [0-10]	64
Management education	meets the needs of the business community	4.90 survey [0-10]	61
Language skills	are meeting the needs of enterprises	3.75 survey [0-10]	63
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	402 Average	49

Philippines

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.3 %	55
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	443 US\$	62
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	24.30 ratio	60
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	26.33 ratio	66
▷ Apprenticeships	are sufficiently implemented	4.30 survey [0-10]	59
Employee training	is a high priority in companies	5.62 survey [0-10]	46
Female labor force	Percentage of total labor force	41.71 %	55
Health infrastructure	meets the needs of society	3.82 survey [0-10]	57

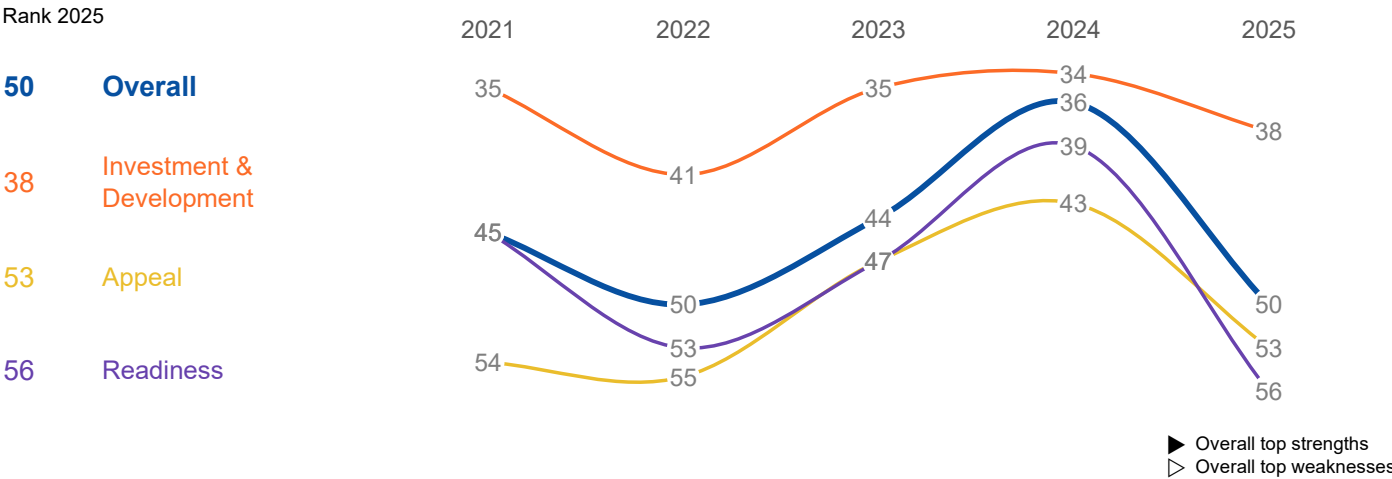
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	63.65 index	20
Attracting and retaining talent	is a priority in companies	6.32 survey [0-10]	47
Worker motivation	in companies is high	5.44 survey [0-10]	41
Brain drain	does not hinder competitiveness in your economy	3.33 survey [0-10]	58
▷ Quality of life	is high	4.57 survey [0-10]	60
Foreign highly skilled personnel	are attracted to your country's business environment	4.55 survey [0-10]	54
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	159,418 US\$	31
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.88 %	22
Justice	is fairly administered	3.35 survey [0-10]	58
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	20.15 micrograms	49
Statutory minimum wage	Statutory gross monthly minimum wage US\$	144.91 US\$	53

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.55 %	46
► Skilled labor	is readily available	6.48 survey [0-10]	13
Finance skills	are readily available	5.70 survey [0-10]	43
International experience	of senior managers is generally significant	4.97 survey [0-10]	50
► Competent senior managers	are readily available	5.88 survey [0-10]	32
Primary and secondary education	meets the needs of a competitive economy	4.38 survey [0-10]	57
Graduates in Sciences	STEM graduates, % of all graduates	22.56 %	36
University education	meets the needs of a competitive economy	5.72 survey [0-10]	49
Management education	meets the needs of the business community	6.14 survey [0-10]	42
► Language skills	are meeting the needs of enterprises	7.23 survey [0-10]	28
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.15 number	57
Educational assessment - PISA	PISA survey of 15-year olds	353 Average	57

Poland

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	27
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,012 US\$	40
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.88 ratio	15
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.55 ratio	18
▷ Apprenticeships	are sufficiently implemented	4.11 survey [0-10]	62
▷ Employee training	is a high priority in companies	4.76 survey [0-10]	65
Female labor force	Percentage of total labor force	46.12 %	37
Health infrastructure	meets the needs of society	3.94 survey [0-10]	56

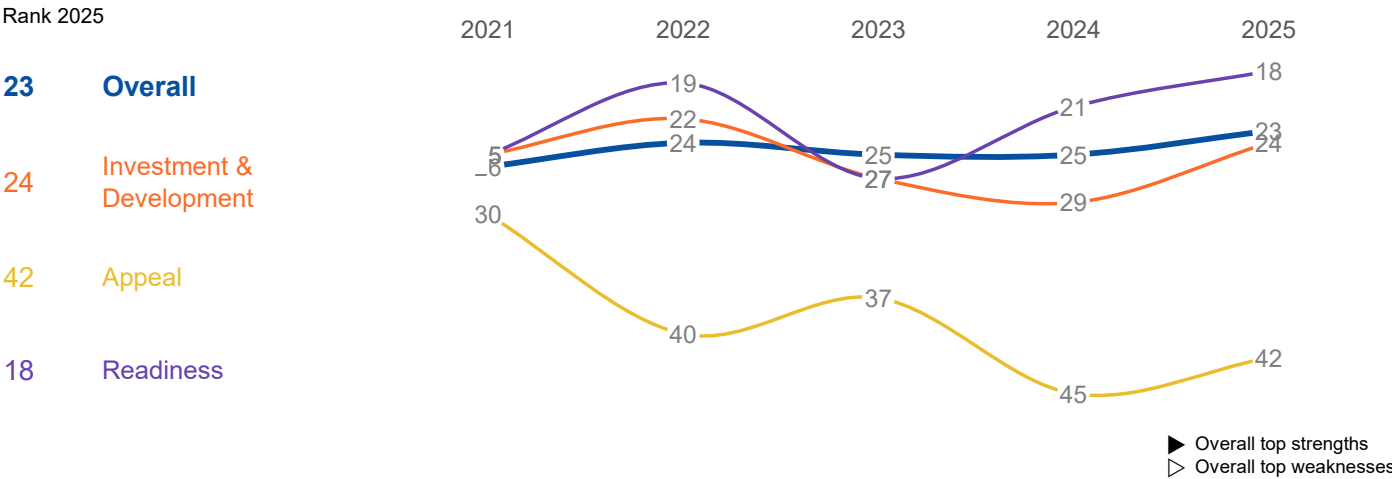
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	63.21 index	19
▷ Attracting and retaining talent	is a priority in companies	4.82 survey [0-10]	69
Worker motivation	in companies is high	4.90 survey [0-10]	55
Brain drain	does not hinder competitiveness in your economy	3.27 survey [0-10]	59
Quality of life	is high	5.35 survey [0-10]	51
Foreign highly skilled personnel	are attracted to your country's business environment	4.25 survey [0-10]	55
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	145,948 US\$	35
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	4.32 %	34
Justice	is fairly administered	4.17 survey [0-10]	54
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	18.02 micrograms	45
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,080.19 US\$	19

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.26 %	55
Skilled labor	is readily available	4.54 survey [0-10]	54
▷ Finance skills	are readily available	4.48 survey [0-10]	63
▷ International experience	of senior managers is generally significant	4.51 survey [0-10]	61
Competent senior managers	are readily available	4.25 survey [0-10]	59
Primary and secondary education	meets the needs of a competitive economy	5.00 survey [0-10]	50
Graduates in Sciences	STEM graduates, % of all graduates	19.43 %	49
University education	meets the needs of a competitive economy	5.17 survey [0-10]	56
Management education	meets the needs of the business community	5.18 survey [0-10]	55
Language skills	are meeting the needs of enterprises	5.41 survey [0-10]	52
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.38 number	41
► Educational assessment - PISA	PISA survey of 15-year olds	492 Average	15

Portugal

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.3 %	41
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,668 US\$	39
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.98 ratio	16
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.05 ratio	6
Apprenticeships	are sufficiently implemented	5.11 survey [0-10]	43
► Employee training	is a high priority in companies	4.99 survey [0-10]	61
► Female labor force	Percentage of total labor force	48.98 %	8
Health infrastructure	meets the needs of society	6.45 survey [0-10]	29

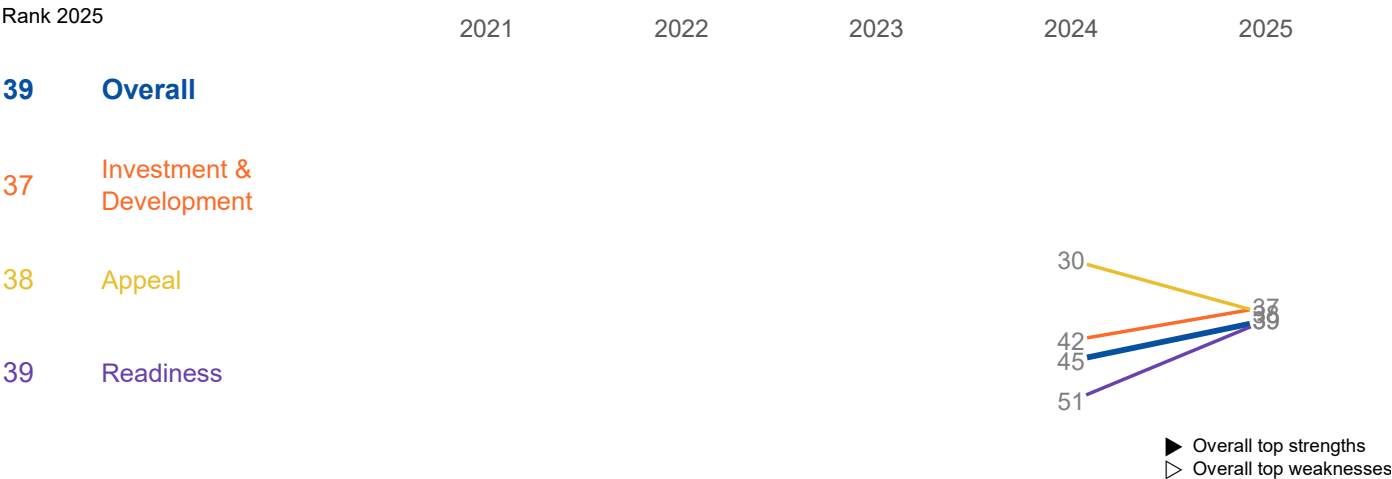
APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	67.53 index	35
Attracting and retaining talent	is a priority in companies	6.93 survey [0-10]	26
► Worker motivation	in companies is high	4.96 survey [0-10]	53
► Brain drain	does not hinder competitiveness in your economy	3.20 survey [0-10]	61
Quality of life	is high	7.20 survey [0-10]	30
Foreign highly skilled personnel	are attracted to your country's business environment	5.23 survey [0-10]	41
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	157,932 US\$	32
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.91 %	45
► Justice	is fairly administered	3.15 survey [0-10]	59
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	8.30 micrograms	12
Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,035.84 US\$	22

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	3.61 %	8
Skilled labor	is readily available	5.60 survey [0-10]	38
Finance skills	are readily available	5.44 survey [0-10]	52
International experience	of senior managers is generally significant	5.09 survey [0-10]	45
► Competent senior managers	are readily available	4.69 survey [0-10]	52
Primary and secondary education	meets the needs of a competitive economy	6.37 survey [0-10]	30
Graduates in Sciences	STEM graduates, % of all graduates	27.90 %	19
University education	meets the needs of a competitive economy	7.57 survey [0-10]	17
► Management education	meets the needs of the business community	7.57 survey [0-10]	11
► Language skills	are meeting the needs of enterprises	8.40 survey [0-10]	7
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.86 number	22
Educational assessment - PISA	PISA survey of 15-year olds	478 Average	27

Puerto Rico

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)

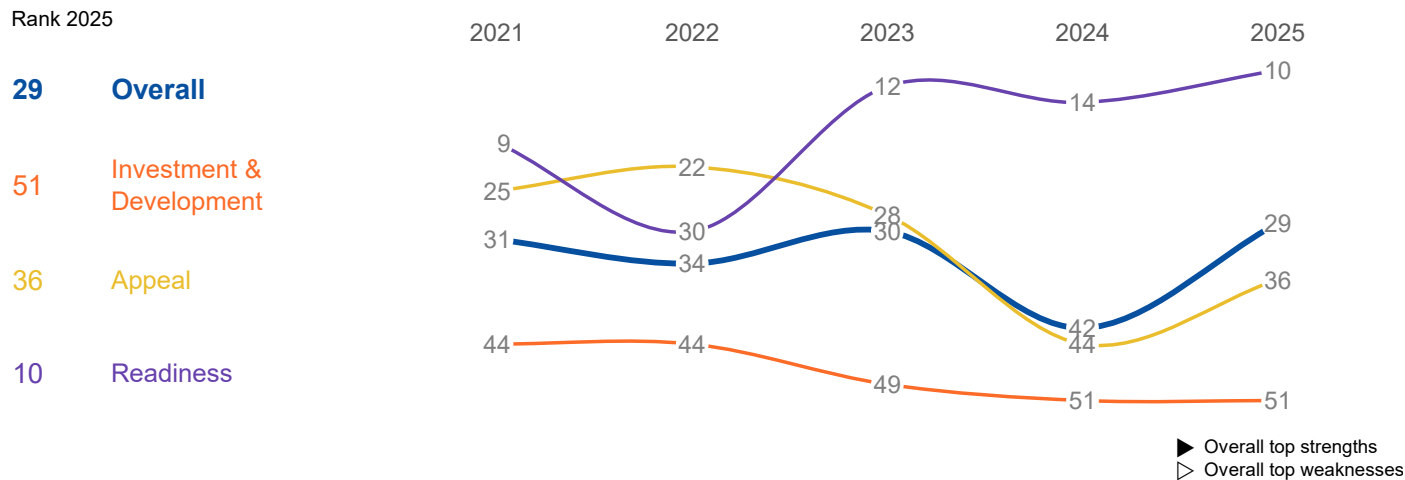


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	2.7 %	61
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,447 US\$	29
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.40 ratio	8
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.40 ratio	16
Apprenticeships	are sufficiently implemented	5.35 survey [0-10]	34
Employee training	is a high priority in companies	6.18 survey [0-10]	34
► Female labor force	Percentage of total labor force	42.34 %	53
► Health infrastructure	meets the needs of society	4.11 survey [0-10]	53

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	75.42 index	48
Attracting and retaining talent	is a priority in companies	6.80 survey [0-10]	31
Worker motivation	in companies is high	6.15 survey [0-10]	26
► Brain drain	does not hinder competitiveness in your economy	3.24 survey [0-10]	60
Quality of life	is high	6.07 survey [0-10]	45
► Foreign highly skilled personnel	are attracted to your country's business environment	4.69 survey [0-10]	53
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	94,095 US\$	48
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.44 %	17
Justice	is fairly administered	5.45 survey [0-10]	41
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	7.25 micrograms	8
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
Labor force growth	Percentage change	1.58 %	29
Skilled labor	is readily available	5.63 survey [0-10]	37
Finance skills	are readily available	5.96 survey [0-10]	36
► International experience	of senior managers is generally significant	6.18 survey [0-10]	23
Competent senior managers	are readily available	5.85 survey [0-10]	35
Primary and secondary education	meets the needs of a competitive economy	4.98 survey [0-10]	52
Graduates in Sciences	STEM graduates, % of all graduates	19.79 %	47
University education	meets the needs of a competitive economy	6.55 survey [0-10]	31
Management education	meets the needs of the business community	6.00 survey [0-10]	46
Language skills	are meeting the needs of enterprises	6.25 survey [0-10]	41
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	1.9 %	65
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	11,100 US\$	18
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.67 ratio	24
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.64 ratio	40
Apprenticeships	are sufficiently implemented	6.80 survey [0-10]	5
Employee training	is a high priority in companies	7.23 survey [0-10]	10
▷ Female labor force	Percentage of total labor force	17.06 %	69
► Health infrastructure	meets the needs of society	8.74 survey [0-10]	1

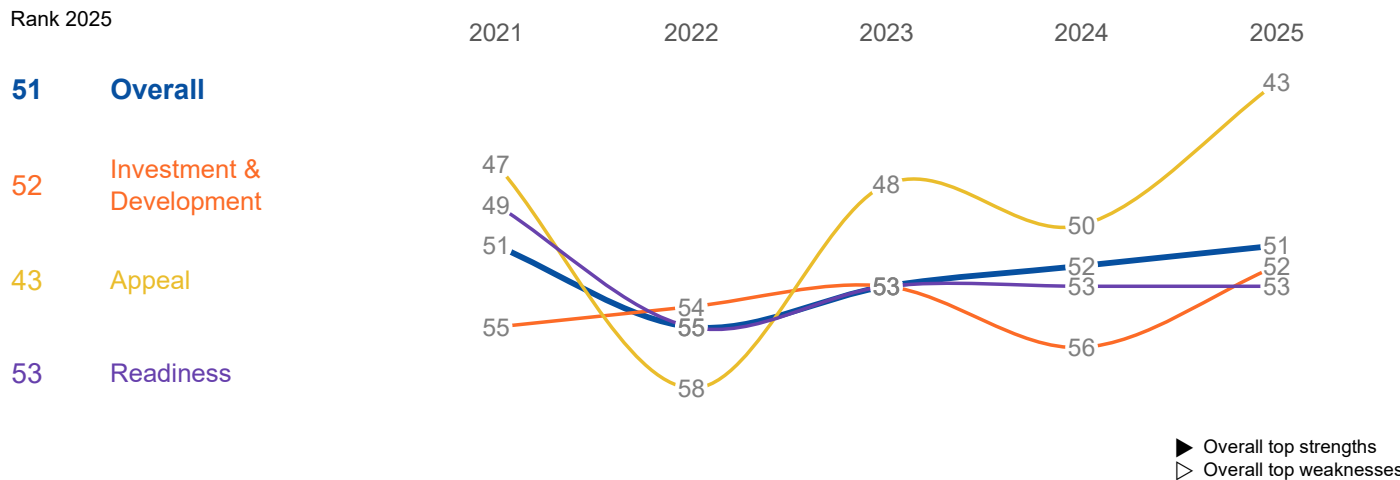
APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	64.64 index	25
Attracting and retaining talent	is a priority in companies	7.49 survey [0-10]	15
Worker motivation	in companies is high	7.24 survey [0-10]	6
Brain drain	does not hinder competitiveness in your economy	6.67 survey [0-10]	9
Quality of life	is high	8.77 survey [0-10]	7
Foreign highly skilled personnel	are attracted to your country's business environment	8.00 survey [0-10]	5
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	161,676 US\$	29
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	8.46 survey [0-10]	6
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	76.70 micrograms	69
▷ Statutory minimum wage	Statutory gross monthly minimum wage US\$	274.73 US\$	45

READINESS

		Value	2025 Rank
Labor force growth	Percentage change	2.75 %	16
Skilled labor	is readily available	6.90 survey [0-10]	9
Finance skills	are readily available	7.43 survey [0-10]	13
► International experience	of senior managers is generally significant	7.77 survey [0-10]	3
Competent senior managers	are readily available	7.36 survey [0-10]	3
► Primary and secondary education	meets the needs of a competitive economy	8.40 survey [0-10]	2
▷ Graduates in Sciences	STEM graduates, % of all graduates	20.12 %	44
► University education	meets the needs of a competitive economy	8.42 survey [0-10]	2
Management education	meets the needs of the business community	7.95 survey [0-10]	3
Language skills	are meeting the needs of enterprises	8.09 survey [0-10]	12
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.13 number	12
Educational assessment - PISA	PISA survey of 15-year olds	422 Average	42

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	3.3 %	54
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,379 US\$	45
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.90 ratio	50
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.10 ratio	13
▷ Apprenticeships	are sufficiently implemented	3.71 survey [0-10]	64
Employee training	is a high priority in companies	6.14 survey [0-10]	36
Female labor force	Percentage of total labor force	42.46 %	52
Health infrastructure	meets the needs of society	4.84 survey [0-10]	45

APPEAL

		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	60.32 index	15
▷ Attracting and retaining talent	is a priority in companies	5.91 survey [0-10]	55
Worker motivation	in companies is high	5.14 survey [0-10]	48
Brain drain	does not hinder competitiveness in your economy	4.63 survey [0-10]	39
Quality of life	is high	5.43 survey [0-10]	50
Foreign highly skilled personnel	are attracted to your country's business environment	4.90 survey [0-10]	50
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	90,522 US\$	50
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.52 %	18
Justice	is fairly administered	4.91 survey [0-10]	45
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.21 micrograms	30
Statutory minimum wage	Statutory gross monthly minimum wage US\$	804.63 US\$	31

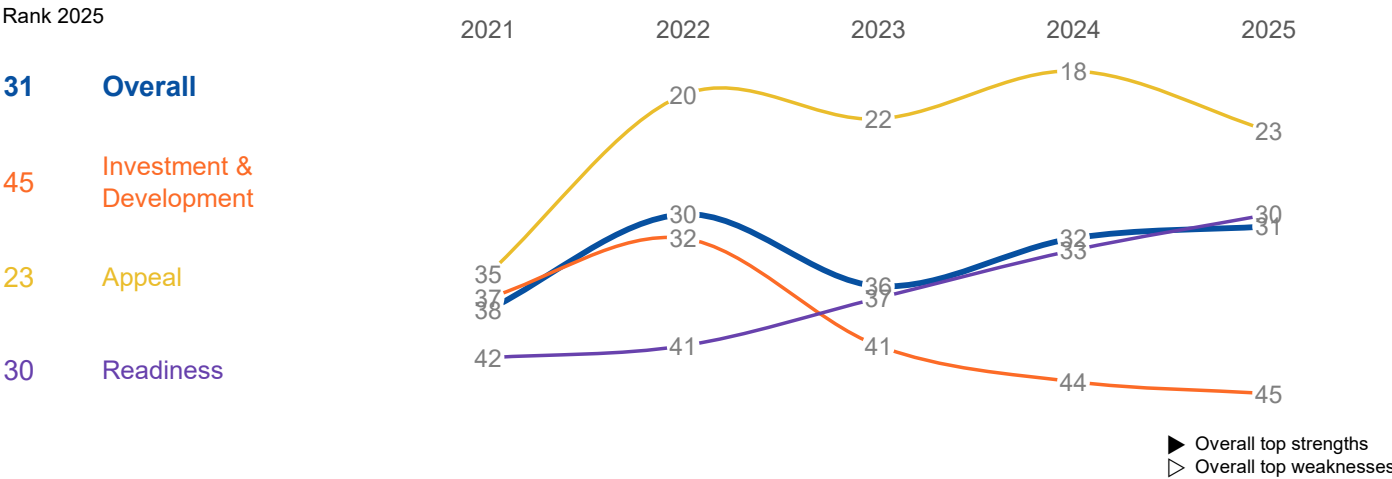
READINESS

		Value	2025 Rank
▷ Labor force growth	Percentage change	-1.43 %	64
Skilled labor	is readily available	4.85 survey [0-10]	47
▷ Finance skills	are readily available	5.34 survey [0-10]	55
International experience	of senior managers is generally significant	5.28 survey [0-10]	40
Competent senior managers	are readily available	5.16 survey [0-10]	44
Primary and secondary education	meets the needs of a competitive economy	5.16 survey [0-10]	48
► Graduates in Sciences	STEM graduates, % of all graduates	28.36 %	17
University education	meets the needs of a competitive economy	5.91 survey [0-10]	45
▷ Management education	meets the needs of the business community	5.04 survey [0-10]	58
Language skills	are meeting the needs of enterprises	7.03 survey [0-10]	30
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.90 number	45
Educational assessment - PISA	PISA survey of 15-year olds	428 Average	40

Saudi Arabia

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.2 %	17
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,030 US\$	38
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.10 ratio	35
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.35 ratio	49
► Apprenticeships	are sufficiently implemented	6.43 survey [0-10]	9
Employee training	is a high priority in companies	7.01 survey [0-10]	13
► Female labor force	Percentage of total labor force	21.52 %	67
► Health infrastructure	meets the needs of society	7.89 survey [0-10]	9

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	69.40 index	37
Attracting and retaining talent	is a priority in companies	7.32 survey [0-10]	19
Worker motivation	in companies is high	6.99 survey [0-10]	10
Brain drain	does not hinder competitiveness in your economy	6.65 survey [0-10]	11
Quality of life	is high	7.93 survey [0-10]	22
► Foreign highly skilled personnel	are attracted to your country's business environment	7.89 survey [0-10]	6
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	144,621 US\$	36
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	7.71 survey [0-10]	15
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	56.78 micrograms	68
Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,066.67 US\$	20

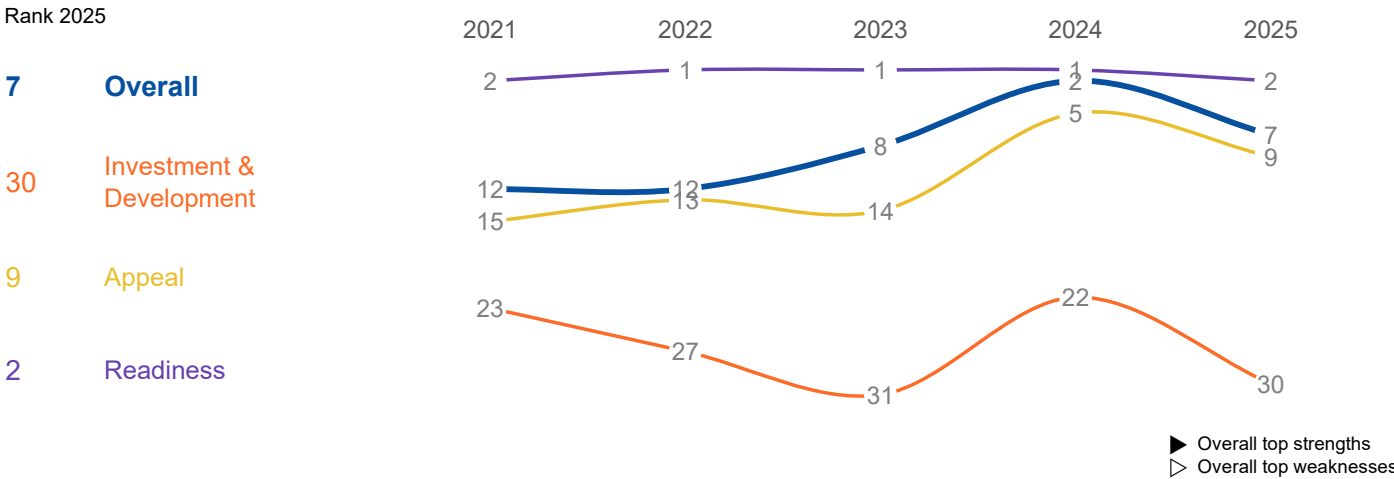
READINESS

		Value	2025 Rank
► Labor force growth	Percentage change	0.47 %	48
Skilled labor	is readily available	6.07 survey [0-10]	21
Finance skills	are readily available	7.10 survey [0-10]	16
► International experience	of senior managers is generally significant	7.60 survey [0-10]	5
Competent senior managers	are readily available	6.88 survey [0-10]	10
Primary and secondary education	meets the needs of a competitive economy	7.29 survey [0-10]	17
Graduates in Sciences	STEM graduates, % of all graduates	28.07 %	18
University education	meets the needs of a competitive economy	7.55 survey [0-10]	18
Management education	meets the needs of the business community	7.32 survey [0-10]	17
Language skills	are meeting the needs of enterprises	7.35 survey [0-10]	25
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.02 number	44
► Educational assessment - PISA	PISA survey of 15-year olds	387 Average	54

Singapore

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	2.1 %	63
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	11,679 US\$	17
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.02 ratio	34
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.86 ratio	31
Apprenticeships	are sufficiently implemented	5.48 survey [0-10]	30
Employee training	is a high priority in companies	6.84 survey [0-10]	19
Female labor force	Percentage of total labor force	47.60 %	16
Health infrastructure	meets the needs of society	8.06 survey [0-10]	5

APPEAL

		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	109.83 index	65
Attracting and retaining talent	is a priority in companies	7.88 survey [0-10]	8
Worker motivation	in companies is high	6.43 survey [0-10]	19
Brain drain	does not hinder competitiveness in your economy	5.83 survey [0-10]	22
Quality of life	is high	8.18 survey [0-10]	16
► Foreign highly skilled personnel	are attracted to your country's business environment	8.49 survey [0-10]	3
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	2.58 %	19
Justice	is fairly administered	8.49 survey [0-10]	5
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.01 micrograms	28
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

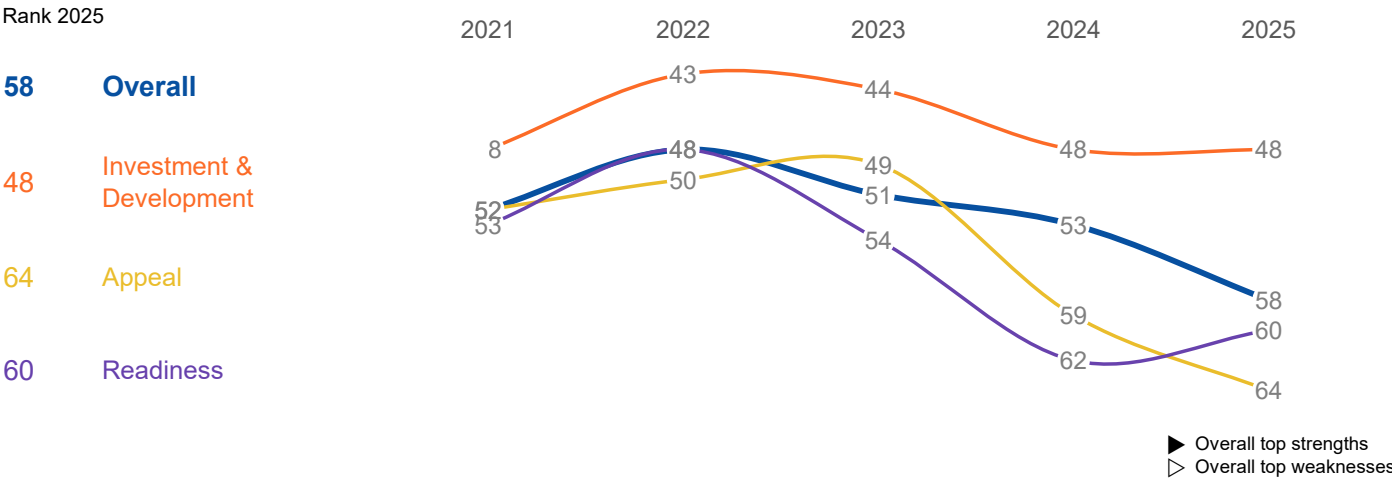
READINESS

		Value	2025 Rank
Labor force growth	Percentage change	1.79 %	27
Skilled labor	is readily available	6.46 survey [0-10]	14
Finance skills	are readily available	7.62 survey [0-10]	8
International experience	of senior managers is generally significant	6.71 survey [0-10]	13
Competent senior managers	are readily available	6.90 survey [0-10]	9
► Primary and secondary education	meets the needs of a competitive economy	8.36 survey [0-10]	3
► Graduates in Sciences	STEM graduates, % of all graduates	35.95 %	4
University education	meets the needs of a competitive economy	8.15 survey [0-10]	7
Management education	meets the needs of the business community	7.76 survey [0-10]	6
Language skills	are meeting the needs of enterprises	8.24 survey [0-10]	11
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	11.76 number	3
► Educational assessment - PISA	PISA survey of 15-year olds	560 Average	2

Slovak Republic

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.0 %	25
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,368 US\$	33
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.60 ratio	30
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.48 ratio	50
▷ Apprenticeships	are sufficiently implemented	3.19 survey [0-10]	67
Employee training	is a high priority in companies	4.79 survey [0-10]	63
► Female labor force	Percentage of total labor force	46.97 %	31
Health infrastructure	meets the needs of society	2.97 survey [0-10]	65

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	70.45 index	38
▷ Attracting and retaining talent	is a priority in companies	4.94 survey [0-10]	67
Worker motivation	in companies is high	4.18 survey [0-10]	64
▷ Brain drain	does not hinder competitiveness in your economy	1.40 survey [0-10]	69
Quality of life	is high	4.80 survey [0-10]	56
▷ Foreign highly skilled personnel	are attracted to your country's business environment	1.85 survey [0-10]	68
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	175,796 US\$	27
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.76 %	32
Justice	is fairly administered	2.12 survey [0-10]	66
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	15.46 micrograms	40
Statutory minimum wage	Statutory gross monthly minimum wage US\$	811.79 US\$	30

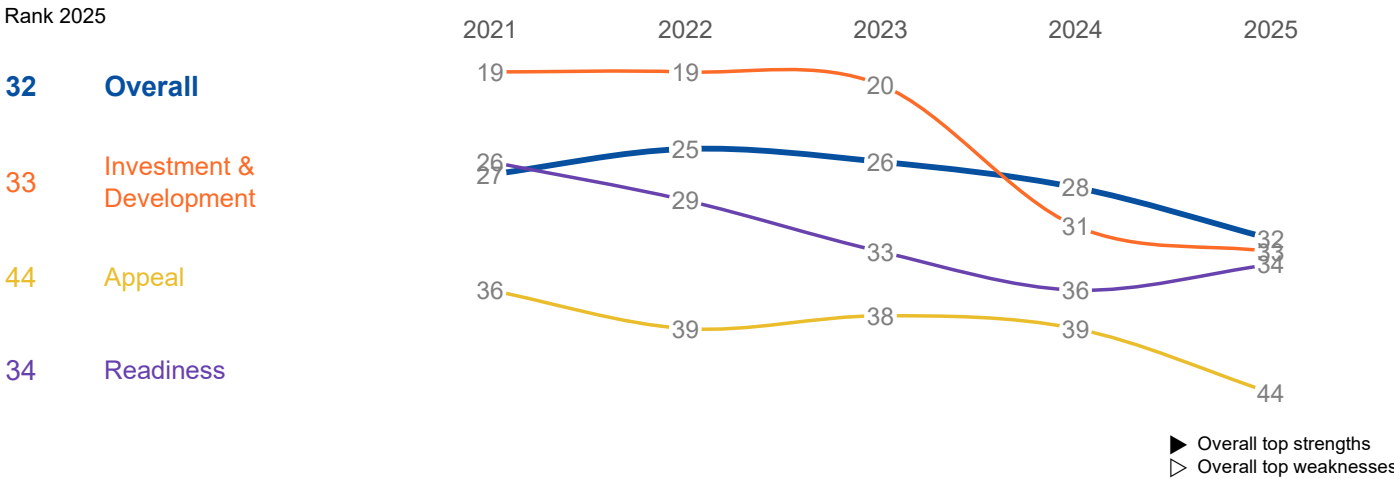
READINESS

		Value	2025 Rank
Labor force growth	Percentage change	-0.12 %	60
Skilled labor	is readily available	3.94 survey [0-10]	64
Finance skills	are readily available	5.07 survey [0-10]	59
International experience	of senior managers is generally significant	4.79 survey [0-10]	55
Competent senior managers	are readily available	4.03 survey [0-10]	61
Primary and secondary education	meets the needs of a competitive economy	3.46 survey [0-10]	65
Graduates in Sciences	STEM graduates, % of all graduates	21.41 %	40
▷ University education	meets the needs of a competitive economy	3.49 survey [0-10]	68
Management education	meets the needs of the business community	4.62 survey [0-10]	64
Language skills	are meeting the needs of enterprises	5.04 survey [0-10]	57
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.92 number	26
Educational assessment - PISA	PISA survey of 15-year olds	458 Average	36

Slovenia

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.4 %	13
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,685 US\$	26
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.30 ratio	7
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.78 ratio	45
▷ Apprenticeships	are sufficiently implemented	2.99 survey [0-10]	68
Employee training	is a high priority in companies	6.14 survey [0-10]	37
Female labor force	Percentage of total labor force	45.52 %	38
▷ Health infrastructure	meets the needs of society	3.67 survey [0-10]	58

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	65.10 index	27
Attracting and retaining talent	is a priority in companies	6.52 survey [0-10]	38
Worker motivation	in companies is high	4.97 survey [0-10]	52
▷ Brain drain	does not hinder competitiveness in your economy	3.48 survey [0-10]	55
Quality of life	is high	7.96 survey [0-10]	21
▷ Foreign highly skilled personnel	are attracted to your country's business environment	2.82 survey [0-10]	65
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	127,847 US\$	40
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.08 %	35
Justice	is fairly administered	4.66 survey [0-10]	47
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.36 micrograms	34
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,357.31 US\$	15

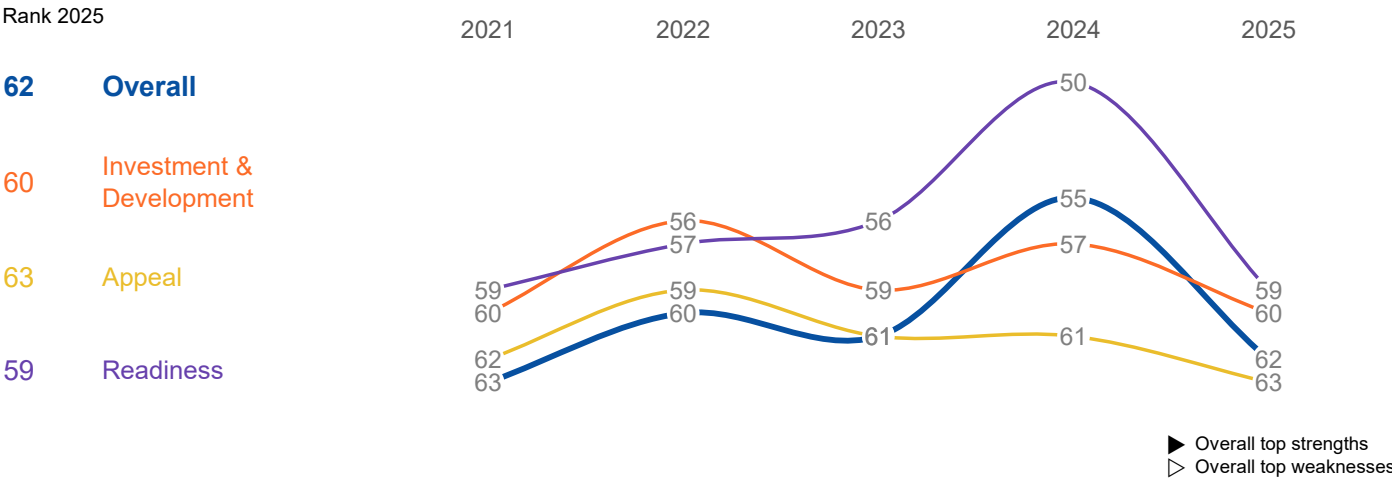
READINESS

		Value	2025 Rank
Labor force growth	Percentage change	1.00 %	35
▷ Skilled labor	is readily available	4.56 survey [0-10]	53
Finance skills	are readily available	5.84 survey [0-10]	39
International experience	of senior managers is generally significant	5.09 survey [0-10]	46
Competent senior managers	are readily available	4.85 survey [0-10]	48
Primary and secondary education	meets the needs of a competitive economy	5.96 survey [0-10]	39
► Graduates in Sciences	STEM graduates, % of all graduates	29.90 %	13
University education	meets the needs of a competitive economy	5.77 survey [0-10]	48
Management education	meets the needs of the business community	6.25 survey [0-10]	38
► Language skills	are meeting the needs of enterprises	7.90 survey [0-10]	16
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.01 number	25
Educational assessment - PISA	PISA survey of 15-year olds	485 Average	22

South Africa

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 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	1,929 US\$	53
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	30.30 ratio	64
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.15 ratio	67
▷ Apprenticeships	are sufficiently implemented	3.41 survey [0-10]	66
Employee training	is a high priority in companies	5.11 survey [0-10]	58
► Female labor force	Percentage of total labor force	46.18 %	36
▷ Health infrastructure	meets the needs of society	3.34 survey [0-10]	63

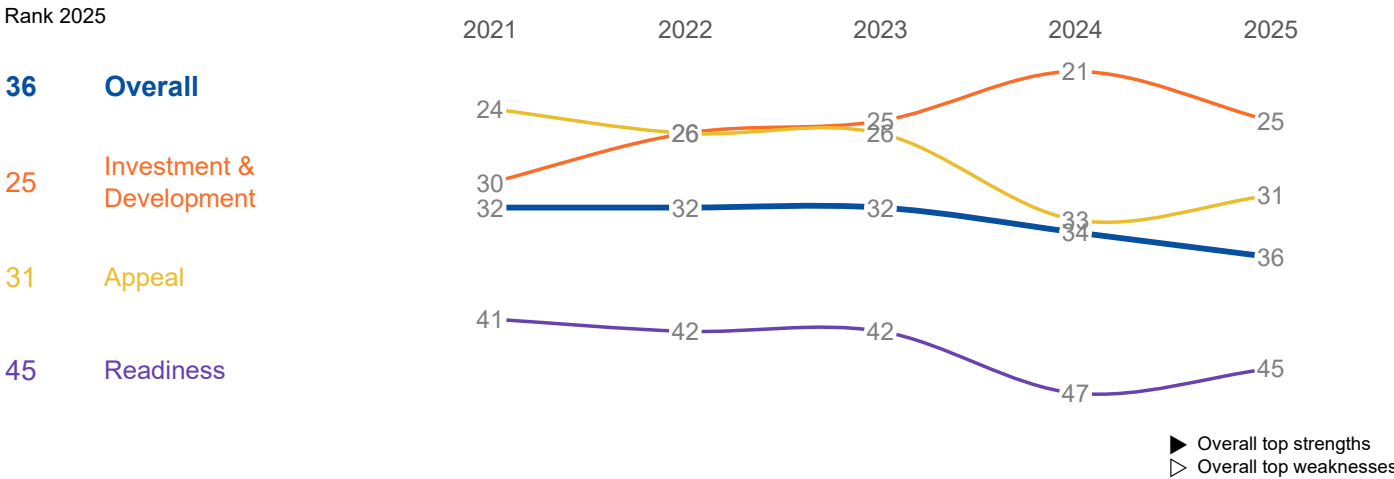
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	46.47 index	4
Attracting and retaining talent	is a priority in companies	5.70 survey [0-10]	61
Worker motivation	in companies is high	4.46 survey [0-10]	60
Brain drain	does not hinder competitiveness in your economy	3.48 survey [0-10]	56
Quality of life	is high	4.20 survey [0-10]	62
Foreign highly skilled personnel	are attracted to your country's business environment	4.92 survey [0-10]	49
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	9.24 %	51
Justice	is fairly administered	4.43 survey [0-10]	49
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	23.34 micrograms	52
Statutory minimum wage	Statutory gross monthly minimum wage US\$	260.62 US\$	48

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	1.83 %	25
Skilled labor	is readily available	4.52 survey [0-10]	55
Finance skills	are readily available	5.48 survey [0-10]	50
International experience	of senior managers is generally significant	4.75 survey [0-10]	56
Competent senior managers	are readily available	4.85 survey [0-10]	47
▷ Primary and secondary education	meets the needs of a competitive economy	3.54 survey [0-10]	64
Graduates in Sciences	STEM graduates, % of all graduates	17.70 %	56
University education	meets the needs of a competitive economy	5.05 survey [0-10]	59
Management education	meets the needs of the business community	5.00 survey [0-10]	59
Language skills	are meeting the needs of enterprises	5.51 survey [0-10]	50
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.51 number	54
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

Spain

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)

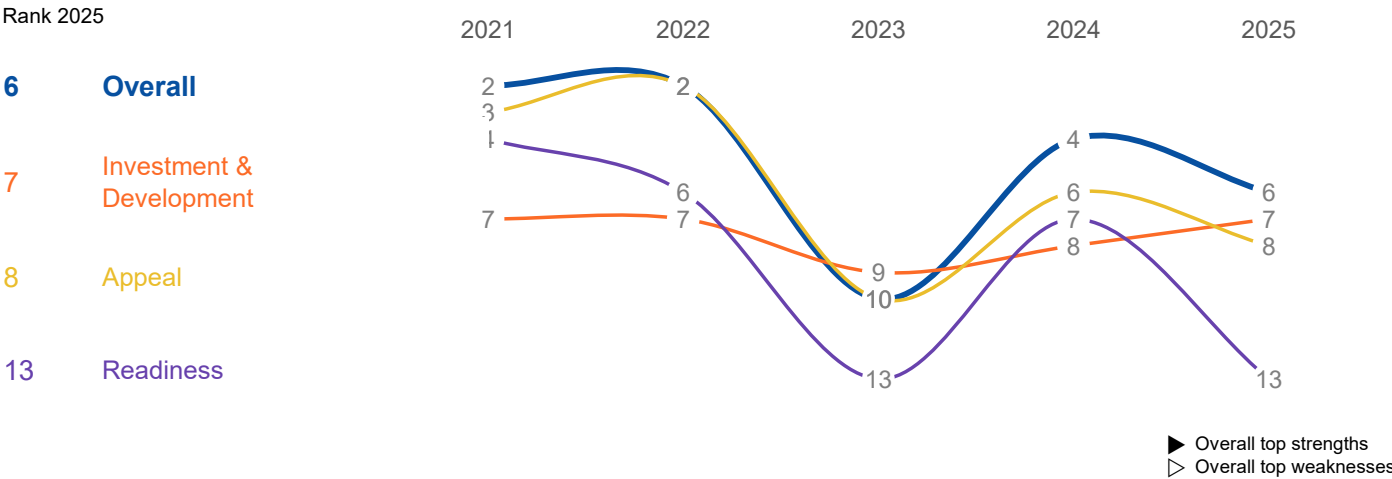


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.2 %	44
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,761 US\$	31
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.24 ratio	21
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.53 ratio	17
Apprenticeships	are sufficiently implemented	4.81 survey [0-10]	47
Employee training	is a high priority in companies	5.69 survey [0-10]	45
Female labor force	Percentage of total labor force	47.13 %	24
► Health infrastructure	meets the needs of society	7.38 survey [0-10]	15

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	71.61 index	40
Attracting and retaining talent	is a priority in companies	6.38 survey [0-10]	43
Worker motivation	in companies is high	5.06 survey [0-10]	50
▷ Brain drain	does not hinder competitiveness in your economy	3.87 survey [0-10]	50
► Quality of life	is high	8.21 survey [0-10]	15
Foreign highly skilled personnel	are attracted to your country's business environment	5.90 survey [0-10]	28
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	8.88 %	49
Justice	is fairly administered	5.28 survey [0-10]	42
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.77 micrograms	18
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,431.99 US\$	14

READINESS		Value	2025 Rank
Labor force growth	Percentage change	2.20 %	21
▷ Skilled labor	is readily available	4.65 survey [0-10]	50
▷ Finance skills	are readily available	5.47 survey [0-10]	51
International experience	of senior managers is generally significant	5.65 survey [0-10]	32
Competent senior managers	are readily available	5.02 survey [0-10]	46
Primary and secondary education	meets the needs of a competitive economy	5.58 survey [0-10]	43
Graduates in Sciences	STEM graduates, % of all graduates	21.34 %	42
▷ University education	meets the needs of a competitive economy	5.60 survey [0-10]	52
Management education	meets the needs of the business community	6.73 survey [0-10]	25
▷ Language skills	are meeting the needs of enterprises	4.75 survey [0-10]	59
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.12 number	43
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	28

OVERALL PERFORMANCE (69 economies)

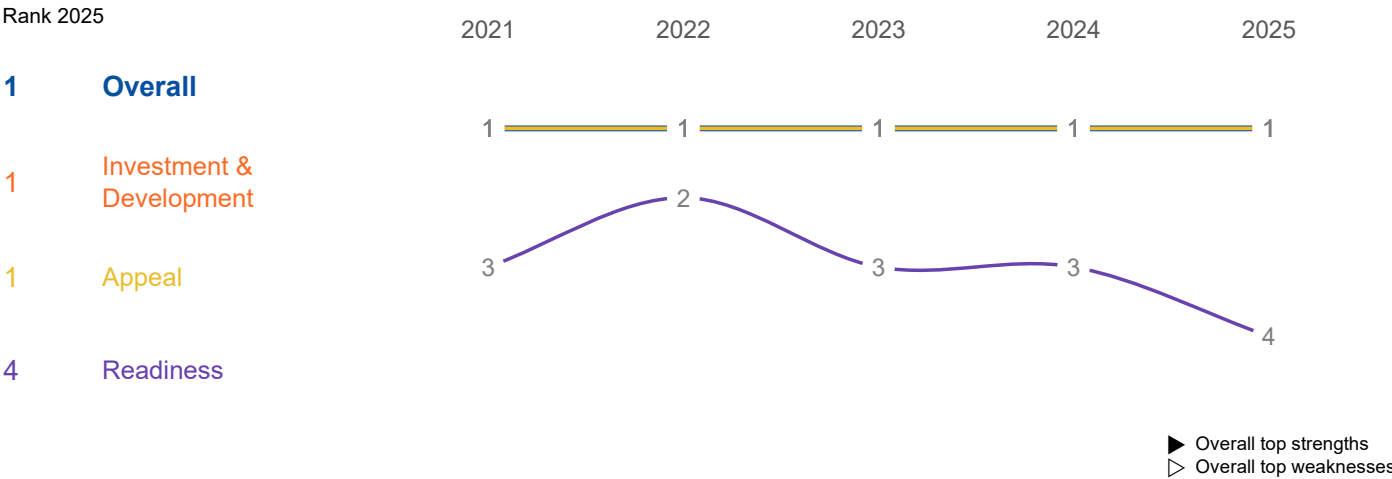


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	7.2 %	3
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	14,863 US\$	9
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.89 ratio	27
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.46 ratio	39
▷ Apprenticeships	are sufficiently implemented	5.20 survey [0-10]	39
► Employee training	is a high priority in companies	7.51 survey [0-10]	4
Female labor force	Percentage of total labor force	47.60 %	17
Health infrastructure	meets the needs of society	7.07 survey [0-10]	20

APPEAL		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	67.46 index	33
Attracting and retaining talent	is a priority in companies	7.20 survey [0-10]	21
Worker motivation	in companies is high	6.91 survey [0-10]	12
► Brain drain	does not hinder competitiveness in your economy	7.07 survey [0-10]	7
Quality of life	is high	8.44 survey [0-10]	13
Foreign highly skilled personnel	are attracted to your country's business environment	6.53 survey [0-10]	17
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	11.05 %	59
Justice	is fairly administered	7.87 survey [0-10]	13
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	5.70 micrograms	3
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.14 %	57
Skilled labor	is readily available	6.40 survey [0-10]	16
Finance skills	are readily available	7.55 survey [0-10]	9
► International experience	of senior managers is generally significant	7.20 survey [0-10]	8
Competent senior managers	are readily available	6.71 survey [0-10]	13
Primary and secondary education	meets the needs of a competitive economy	7.42 survey [0-10]	15
Graduates in Sciences	STEM graduates, % of all graduates	28.66 %	16
University education	meets the needs of a competitive economy	7.82 survey [0-10]	12
Management education	meets the needs of the business community	7.51 survey [0-10]	12
Language skills	are meeting the needs of enterprises	8.31 survey [0-10]	10
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.28 number	31
Educational assessment - PISA	PISA survey of 15-year olds	488 Average	19

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	5.6 %	10
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	29,335 US\$	2
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.81 ratio	39
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.90 ratio	32
► Apprenticeships	are sufficiently implemented	9.03 survey [0-10]	1
Employee training	is a high priority in companies	7.76 survey [0-10]	1
Female labor force	Percentage of total labor force	47.14 %	23
Health infrastructure	meets the needs of society	8.72 survey [0-10]	2

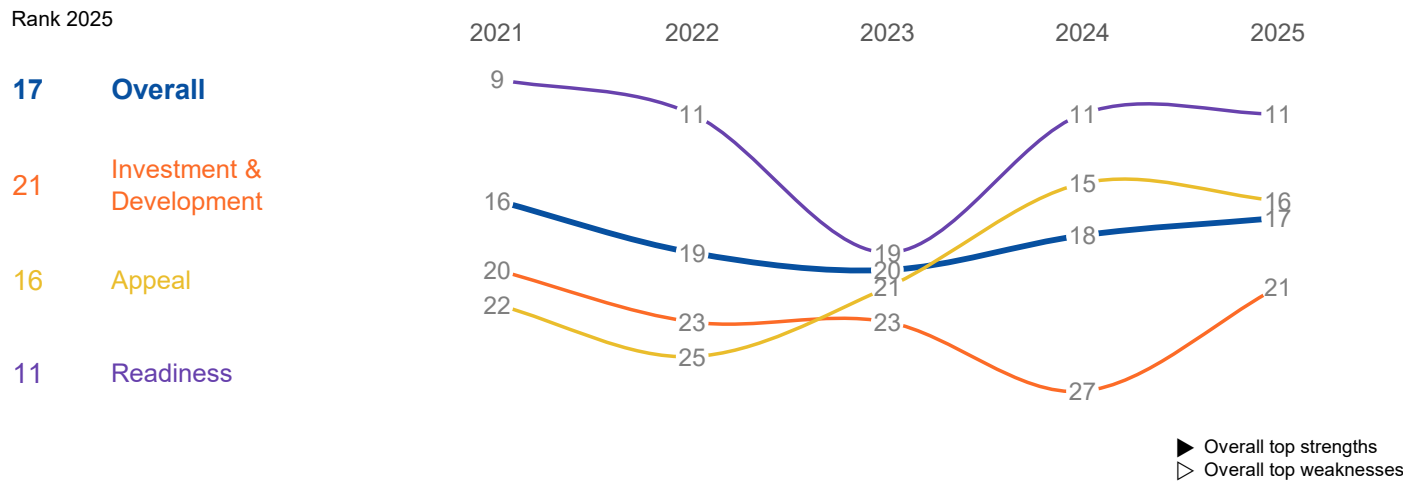
APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	109.75 index	64
Attracting and retaining talent	is a priority in companies	8.04 survey [0-10]	5
Worker motivation	in companies is high	7.82 survey [0-10]	2
► Brain drain	does not hinder competitiveness in your economy	8.19 survey [0-10]	1
Quality of life	is high	9.68 survey [0-10]	1
► Foreign highly skilled personnel	are attracted to your country's business environment	9.22 survey [0-10]	1
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	456,478 US\$	1
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	8.31 %	48
Justice	is fairly administered	8.59 survey [0-10]	3
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.16 micrograms	15
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	4,784.22 US\$	1

READINESS		Value	2025 Rank
▷ Labor force growth	Percentage change	0.88 %	38
Skilled labor	is readily available	7.11 survey [0-10]	6
Finance skills	are readily available	8.19 survey [0-10]	1
International experience	of senior managers is generally significant	7.96 survey [0-10]	2
Competent senior managers	are readily available	6.98 survey [0-10]	8
Primary and secondary education	meets the needs of a competitive economy	8.87 survey [0-10]	1
Graduates in Sciences	STEM graduates, % of all graduates	25.19 %	26
University education	meets the needs of a competitive economy	9.11 survey [0-10]	1
Management education	meets the needs of the business community	8.81 survey [0-10]	1
Language skills	are meeting the needs of enterprises	8.83 survey [0-10]	3
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	7.51 number	10
Educational assessment - PISA	PISA survey of 15-year olds	498 Average	10

Taiwan (Chinese Taipei)

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
▷ Total public expenditure on education	Percentage of GDP	3.4 %	53
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,313 US\$	34
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.20 ratio	20
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.50 ratio	26
Apprenticeships	are sufficiently implemented	6.31 survey [0-10]	12
► Employee training	is a high priority in companies	7.39 survey [0-10]	6
Female labor force	Percentage of total labor force	45.15 %	42
► Health infrastructure	meets the needs of society	8.14 survey [0-10]	4

APPEAL

		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	72.15 index	41
Attracting and retaining talent	is a priority in companies	7.18 survey [0-10]	22
► Worker motivation	in companies is high	7.50 survey [0-10]	3
▷ Brain drain	does not hinder competitiveness in your economy	4.30 survey [0-10]	45
Quality of life	is high	7.80 survey [0-10]	23
▷ Foreign highly skilled personnel	are attracted to your country's business environment	5.15 survey [0-10]	42
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	3.20 %	25
Justice	is fairly administered	6.18 survey [0-10]	31
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	14.10 micrograms	29
Statutory minimum wage	Statutory gross monthly minimum wage US\$	853.28 US\$	27

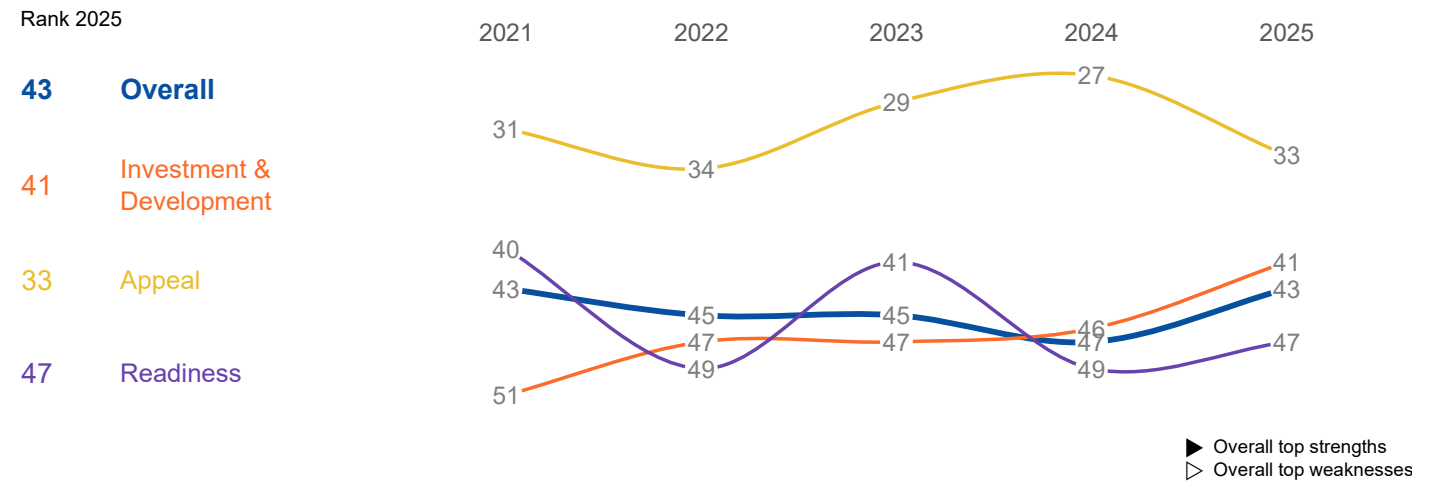
READINESS

		Value	2025 Rank
▷ Labor force growth	Percentage change	0.49 %	47
Skilled labor	is readily available	5.94 survey [0-10]	27
Finance skills	are readily available	6.85 survey [0-10]	17
International experience	of senior managers is generally significant	5.38 survey [0-10]	38
Competent senior managers	are readily available	5.83 survey [0-10]	36
Primary and secondary education	meets the needs of a competitive economy	7.48 survey [0-10]	14
► Graduates in Sciences	STEM graduates, % of all graduates	33.00 %	7
University education	meets the needs of a competitive economy	7.77 survey [0-10]	14
Management education	meets the needs of the business community	7.48 survey [0-10]	13
Language skills	are meeting the needs of enterprises	6.42 survey [0-10]	37
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.12 number	18
► Educational assessment - PISA	PISA survey of 15-year olds	533 Average	3

Thailand

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.8 %	32
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,837 US\$	55
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.96 ratio	33
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	21.08 ratio	59
Apprenticeships	are sufficiently implemented	5.93 survey [0-10]	22
Employee training	is a high priority in companies	6.75 survey [0-10]	23
Female labor force	Percentage of total labor force	46.42 %	33
► Health infrastructure	meets the needs of society	7.59 survey [0-10]	12

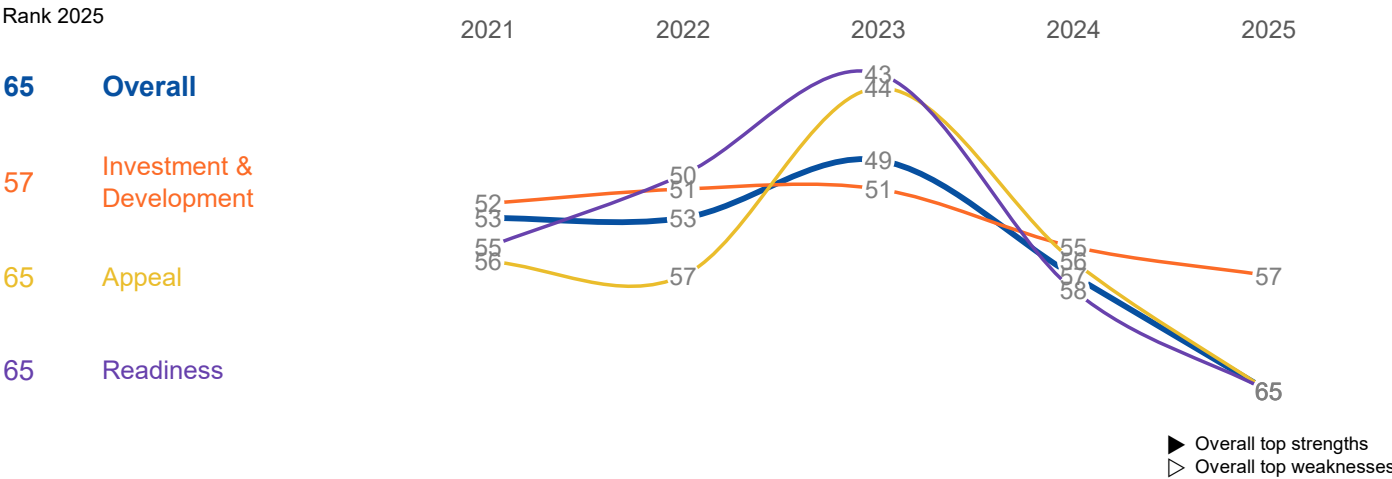
APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	63.93 index	22
Attracting and retaining talent	is a priority in companies	7.08 survey [0-10]	23
► Worker motivation	in companies is high	6.37 survey [0-10]	20
Brain drain	does not hinder competitiveness in your economy	4.49 survey [0-10]	41
Quality of life	is high	6.26 survey [0-10]	43
Foreign highly skilled personnel	are attracted to your country's business environment	5.98 survey [0-10]	25
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	1.97 %	14
Justice	is fairly administered	5.12 survey [0-10]	44
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	30.83 micrograms	58
Statutory minimum wage	Statutory gross monthly minimum wage US\$	253.96 US\$	49

READINESS

		Value	2025 Rank
▷ Labor force growth	Percentage change	0.09 %	58
Skilled labor	is readily available	5.83 survey [0-10]	34
Finance skills	are readily available	5.89 survey [0-10]	37
► International experience	of senior managers is generally significant	6.65 survey [0-10]	14
Competent senior managers	are readily available	6.41 survey [0-10]	21
Primary and secondary education	meets the needs of a competitive economy	5.29 survey [0-10]	47
► Graduates in Sciences	STEM graduates, % of all graduates	31.74 %	8
University education	meets the needs of a competitive economy	5.61 survey [0-10]	51
Management education	meets the needs of the business community	6.28 survey [0-10]	37
Language skills	are meeting the needs of enterprises	5.14 survey [0-10]	55
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.45 number	55
Educational assessment - PISA	PISA survey of 15-year olds	394 Average	53

OVERALL PERFORMANCE (69 economies)

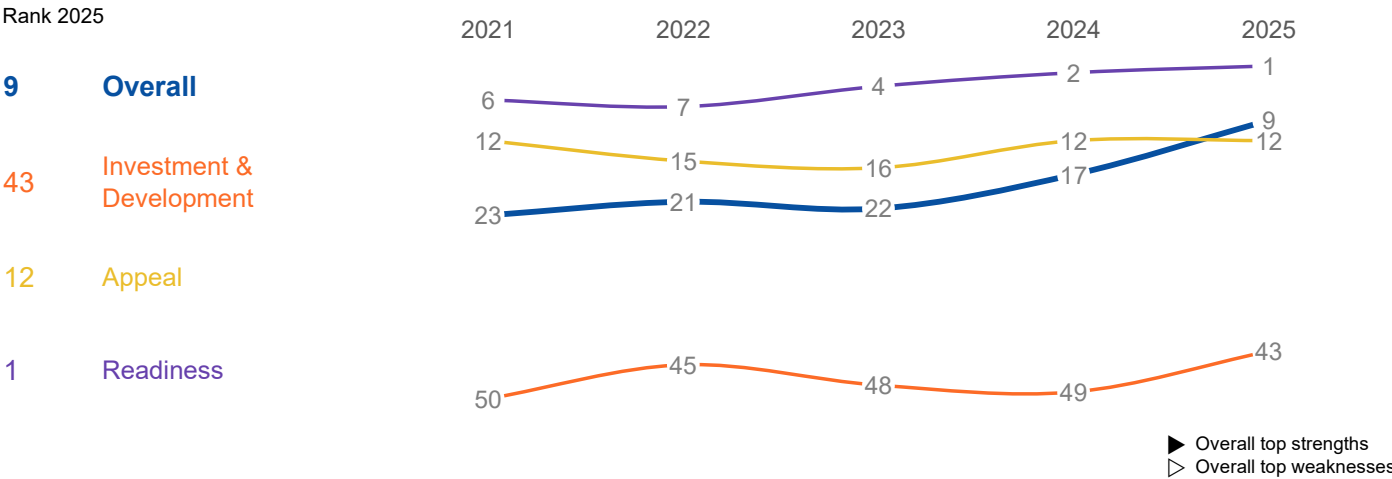


INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.3 %	42
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,294 US\$	56
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.50 ratio	49
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.18 ratio	44
Apprenticeships	are sufficiently implemented	3.43 survey [0-10]	65
► Employee training	is a high priority in companies	4.37 survey [0-10]	68
Female labor force	Percentage of total labor force	34.30 %	61
Health infrastructure	meets the needs of society	4.82 survey [0-10]	46

APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	63.92 index	21
Attracting and retaining talent	is a priority in companies	5.18 survey [0-10]	65
► Worker motivation	in companies is high	2.94 survey [0-10]	69
Brain drain	does not hinder competitiveness in your economy	3.18 survey [0-10]	62
Quality of life	is high	3.10 survey [0-10]	67
Foreign highly skilled personnel	are attracted to your country's business environment	2.69 survey [0-10]	67
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	128,492 US\$	39
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.61 %	20
► Justice	is fairly administered	1.71 survey [0-10]	68
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	22.55 micrograms	51
Statutory minimum wage	Statutory gross monthly minimum wage US\$	609.74 US\$	35

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	2.40 %	19
Skilled labor	is readily available	4.12 survey [0-10]	60
Finance skills	are readily available	3.96 survey [0-10]	66
International experience	of senior managers is generally significant	4.37 survey [0-10]	63
Competent senior managers	are readily available	3.88 survey [0-10]	64
Primary and secondary education	meets the needs of a competitive economy	2.63 survey [0-10]	67
Graduates in Sciences	STEM graduates, % of all graduates	18.50 %	52
► University education	meets the needs of a competitive economy	3.04 survey [0-10]	69
► Management education	meets the needs of the business community	3.66 survey [0-10]	69
Language skills	are meeting the needs of enterprises	3.67 survey [0-10]	65
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.86 number	36
► Educational assessment - PISA	PISA survey of 15-year olds	462 Average	35

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	3.8 %	51
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,699 US\$	25
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.08 ratio	46
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.60 ratio	3
Apprenticeships	are sufficiently implemented	6.73 survey [0-10]	6
Employee training	is a high priority in companies	6.55 survey [0-10]	26
► Female labor force	Percentage of total labor force	23.61 %	65
Health infrastructure	meets the needs of society	8.36 survey [0-10]	3

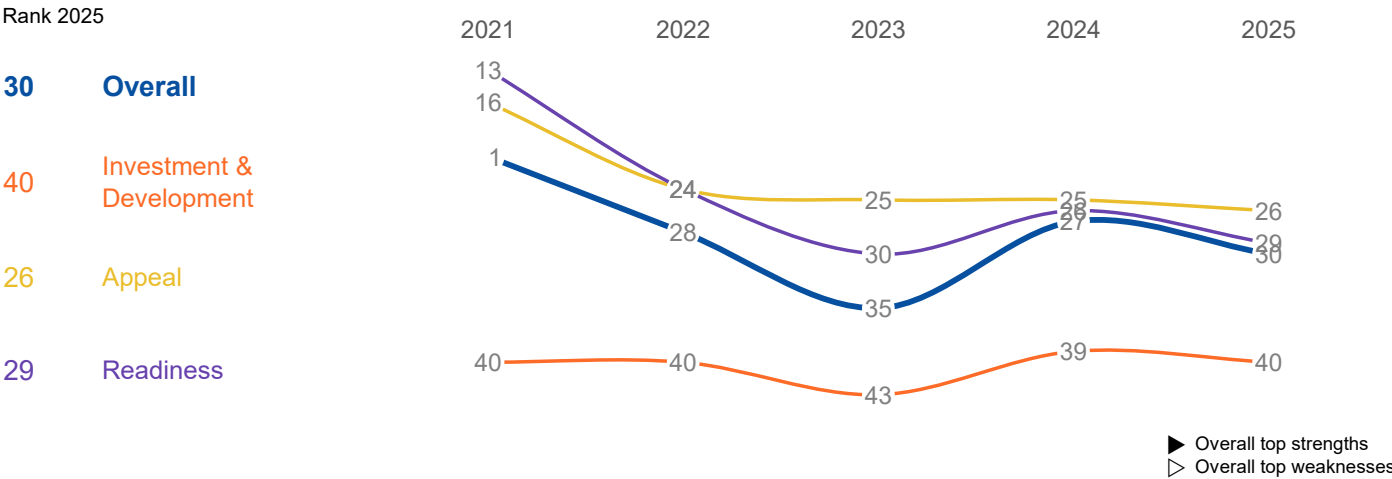
APPEAL		Value	2025 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city	85.77 index	60
Attracting and retaining talent	is a priority in companies	6.36 survey [0-10]	45
Worker motivation	in companies is high	6.91 survey [0-10]	12
Brain drain	does not hinder competitiveness in your economy	6.91 survey [0-10]	8
Quality of life	is high	8.73 survey [0-10]	8
Foreign highly skilled personnel	are attracted to your country's business environment	8.91 survey [0-10]	2
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	7.09 survey [0-10]	22
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	36.13 micrograms	61
Statutory minimum wage	Statutory gross monthly minimum wage US\$	- US\$	-

READINESS		Value	2025 Rank
► Labor force growth	Percentage change	9.35 %	1
Skilled labor	is readily available	7.45 survey [0-10]	3
Finance skills	are readily available	8.18 survey [0-10]	2
► International experience	of senior managers is generally significant	8.18 survey [0-10]	1
► Competent senior managers	are readily available	7.64 survey [0-10]	1
Primary and secondary education	meets the needs of a competitive economy	8.18 survey [0-10]	5
Graduates in Sciences	STEM graduates, % of all graduates	36.21 %	3
University education	meets the needs of a competitive economy	6.55 survey [0-10]	31
Management education	meets the needs of the business community	6.36 survey [0-10]	35
Language skills	are meeting the needs of enterprises	8.00 survey [0-10]	14
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	22.20 number	1
Educational assessment - PISA	PISA survey of 15-year olds	427 Average	41

United Kingdom

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	31
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,614 US\$	22
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.42 ratio	55
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	16.57 ratio	55
Apprenticeships	are sufficiently implemented	5.28 survey [0-10]	38
Employee training	is a high priority in companies	5.51 survey [0-10]	48
► Female labor force	Percentage of total labor force	48.45 %	11
Health infrastructure	meets the needs of society	5.04 survey [0-10]	43

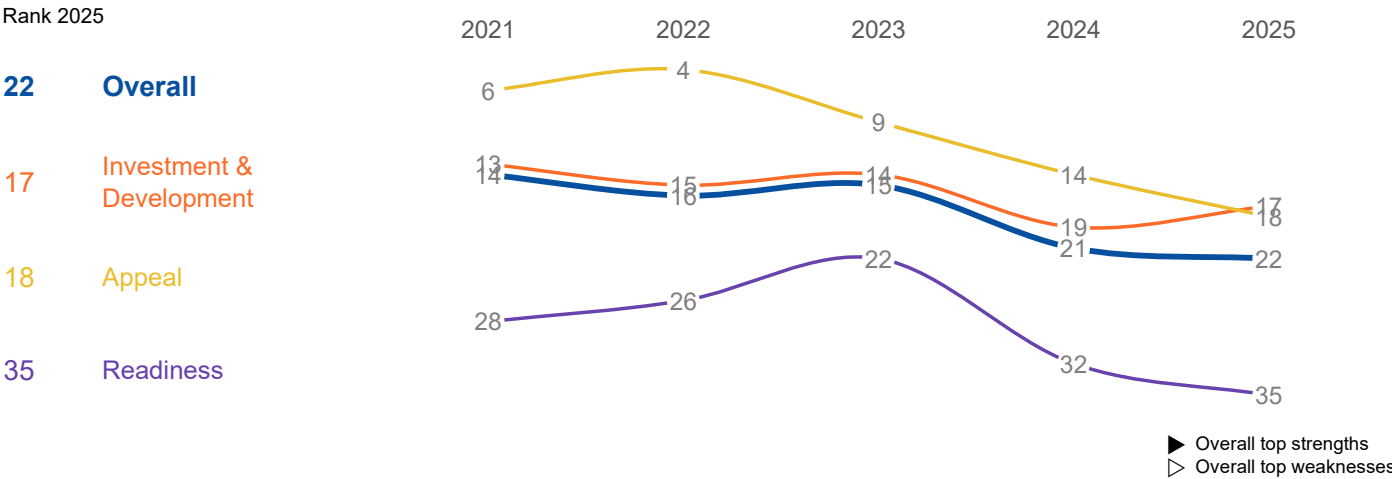
APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	90.62 index	62
Attracting and retaining talent	is a priority in companies	6.45 survey [0-10]	40
Worker motivation	in companies is high	5.77 survey [0-10]	37
Brain drain	does not hinder competitiveness in your economy	5.58 survey [0-10]	24
Quality of life	is high	6.26 survey [0-10]	42
Foreign highly skilled personnel	are attracted to your country's business environment	6.26 survey [0-10]	19
► 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	10.52 %	57
Justice	is fairly administered	6.04 survey [0-10]	35
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	9.84 micrograms	19
► Statutory minimum wage	Statutory gross monthly minimum wage US\$	2,532.42 US\$	5

READINESS		Value	2025 Rank
Labor force growth	Percentage change	1.05 %	33
Skilled labor	is readily available	5.89 survey [0-10]	31
Finance skills	are readily available	6.73 survey [0-10]	21
International experience	of senior managers is generally significant	5.62 survey [0-10]	34
Competent senior managers	are readily available	6.26 survey [0-10]	25
Primary and secondary education	meets the needs of a competitive economy	6.19 survey [0-10]	33
Graduates in Sciences	STEM graduates, % of all graduates	22.26 %	37
University education	meets the needs of a competitive economy	5.81 survey [0-10]	46
Management education	meets the needs of the business community	6.23 survey [0-10]	39
▷ Language skills	are meeting the needs of enterprises	5.13 survey [0-10]	56
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	9.98 number	5
► Educational assessment - PISA	PISA survey of 15-year olds	494 Average	14

USA

World Talent Ranking 2025

OVERALL PERFORMANCE (69 economies)

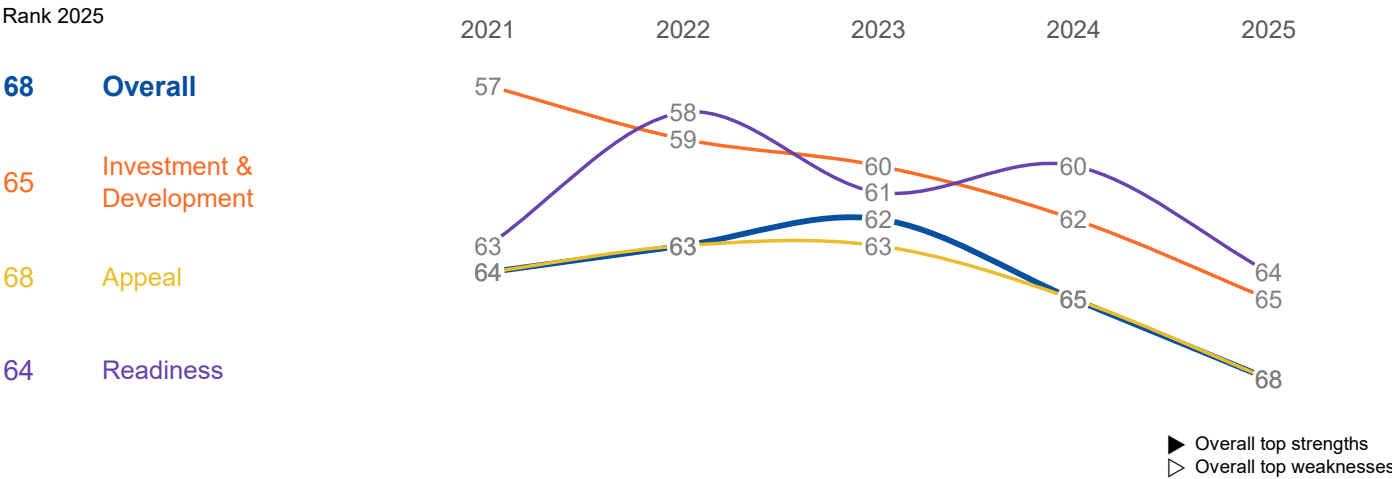


INVESTMENT & DEVELOPMENT		Value	2025 Rank
► Total public expenditure on education	Percentage of GDP	5.4 %	14
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	18,406 US\$	5
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.73 ratio	31
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.90 ratio	51
▷ Apprenticeships	are sufficiently implemented	4.47 survey [0-10]	56
Employee training	is a high priority in companies	6.08 survey [0-10]	39
Female labor force	Percentage of total labor force	47.07 %	25
Health infrastructure	meets the needs of society	5.58 survey [0-10]	39

APPEAL		Value	2025 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city	100.00 index	63
Attracting and retaining talent	is a priority in companies	7.04 survey [0-10]	24
Worker motivation	in companies is high	5.53 survey [0-10]	40
Brain drain	does not hinder competitiveness in your economy	5.67 survey [0-10]	23
Quality of life	is high	7.08 survey [0-10]	32
► Foreign highly skilled personnel	are attracted to your country's business environment	6.93 survey [0-10]	13
► 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	9.90 %	55
Justice	is fairly administered	5.67 survey [0-10]	40
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	7.84 micrograms	9
Statutory minimum wage	Statutory gross monthly minimum wage US\$	1,257.00 US\$	16

READINESS		Value	2025 Rank
Labor force growth	Percentage change	0.59 %	45
Skilled labor	is readily available	5.86 survey [0-10]	32
Finance skills	are readily available	6.44 survey [0-10]	26
International experience	of senior managers is generally significant	5.10 survey [0-10]	44
Competent senior managers	are readily available	6.42 survey [0-10]	20
Primary and secondary education	meets the needs of a competitive economy	5.94 survey [0-10]	40
▷ Graduates in Sciences	STEM graduates, % of all graduates	20.07 %	46
University education	meets the needs of a competitive economy	6.94 survey [0-10]	27
Management education	meets the needs of the business community	6.64 survey [0-10]	28
Language skills	are meeting the needs of enterprises	5.94 survey [0-10]	44
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.84 number	37
Educational assessment - PISA	PISA survey of 15-year olds	489 Average	18

OVERALL PERFORMANCE (69 economies)



INVESTMENT & DEVELOPMENT

		Value	2025 Rank
Total public expenditure on education	Percentage of GDP	1.0 %	67
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	112 US\$	66
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	4.57 survey [0-10]	53
Employee training	is a high priority in companies	4.86 survey [0-10]	62
Female labor force	Percentage of total labor force	39.31 %	59
Health infrastructure	meets the needs of society	1.25 survey [0-10]	69

APPEAL

		Value	2025 Rank
Cost-of-living index	Index of a basket of goods & services in the main city	- index	-
Attracting and retaining talent	is a priority in companies	6.11 survey [0-10]	51
Worker motivation	in companies is high	3.94 survey [0-10]	66
Brain drain	does not hinder competitiveness in your economy	1.88 survey [0-10]	68
Quality of life	is high	1.88 survey [0-10]	69
Foreign highly skilled personnel	are attracted to your country's business environment	1.17 survey [0-10]	69
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	23,610 US\$	60
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	- %	-
Justice	is fairly administered	1.10 survey [0-10]	69
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic meter	15.53 micrograms	41
Statutory minimum wage	Statutory gross monthly minimum wage US\$	3.16 US\$	59

READINESS

		Value	2025 Rank
Labor force growth	Percentage change	-2.31 %	67
Skilled labor	is readily available	4.00 survey [0-10]	63
Finance skills	are readily available	5.06 survey [0-10]	60
International experience	of senior managers is generally significant	3.34 survey [0-10]	68
Competent senior managers	are readily available	2.91 survey [0-10]	69
Primary and secondary education	meets the needs of a competitive economy	2.41 survey [0-10]	69
Graduates in Sciences	STEM graduates, % of all graduates	- %	-
University education	meets the needs of a competitive economy	4.49 survey [0-10]	62
Management education	meets the needs of the business community	4.96 survey [0-10]	60
Language skills	are meeting the needs of enterprises	3.45 survey [0-10]	66
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

Appendices

Notes and Sources by Criteria

The source of the survey criteria is always the IMD World Competitiveness Center’s Executive Opinion Survey 2025, which was conducted from March-May 2025, with a total number of 6,612 responses used in the construction of the ranking.

Standard notes used in the data tables

When statistical data is not available or is too outdated to be relevant for a particular economy, the name appears at the bottom of the statistical table and a dash is shown. When the data is older than the reference year, the year of the data is shown next to the criterion value.

Exchange rate	As most data are expressed in U.S. dollars, you will find the exchange rates used at the beginning of the Statistical Tables. The sources for the Exchange Rates are IMF International Financial Statistics and national sources.	
Per capita	For all information presented “per capita” the sources for the population are IMF World Economic Outlook and national sources.	
% of GDP	For all information presented as a “percentage of GDP” the sources for GDP are the OECD Main Economic Indicators and national sources.	
Economic sectors	Agriculture	including agriculture, hunting, forestry and fishing.
	Industry	including manufacturing, mining, electricity, construction, gas and water.
	Services	including trade, restaurants and hotels, transport storage, communications, financial and business services, social and personal services.
[B]	The criteria is a background criteria. They are not taken into consideration when constructing the rankings and provided for information only.	

Investment & Development

0.01 [B]	Exchange rate IMF International Financial Statistics IMF World Ecopnomic Outlook April 2025 Period average.
0.02 [B]	Population - market size IMF World Economic Outlook April 2025 National sources Mid-year estimates. Brazil, Bulgaria, Saudi Arabia: break in series in 2023. 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 Annual GDP and components National sources Provisional data or estimates for most recent year. Malaysia: Data for 2023 is sum of 4 quarters. Taiwan (Chinese Taipei): Data 2021 and 2022 are revised according to the annual revisions released by DGBAS in November 2023, 2023 is the latest preliminary estimate in February 2024.
1.01	Total public expenditure on education IMF Government Finance Statistics Eurostat UNESCO 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: Total disbursements to the Department of Education and State Colleges and Universities.

1.02	Total public exp. on education per student IMF International Financial Statistics Online Eurostat UNESCO 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) OECD Education Statistics UNESCO National sources For public and private institutions, based on full-time equivalent. Primary education (ISCED level 1): level of which the main function is to provide the basic elements of education at such establishments as elementary schools, primary schools. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. 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.
1.04	Pupil-teacher ratio (secondary education) OECD Education Statistics UNESCO National sources For public and private institutions, based on full-time equivalent. Secondary education (ISCED levels 2 and 3): level providing general and/or specialized instruction at middle schools, secondary schools, high schools, teacher training schools and schools of a vocational or technical nature. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. 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. Australia, Canada, Ireland: upper secondary only. Estonia, Italy, Japan, Portugal, Switzerland and United Kingdom: Include data from another category. Iceland: lower secondary only.

1.07	Female labor force OECD Annual labour force survey, summary tables National sources Estimates for the most recent year. Austria: break in series in 2008. Denmark: break in series in 2009. Hong Kong SAR: data have been revised based on the revised population figures since 2016. Malaysia: break in series in 2010. Philippines: 2021 data are preliminary figures. Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Slovenia: Estimate based on quarterly data for 2021. Spain: break in series in 2005.
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Appeal

2.01	Cost-of-living index MERCER Cost of Living Survey 2024 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 surveys 400+ 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.
2.07 [B]	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. roduct 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. Secratary/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. Iceland: These are averages for all workers in the appropriate group, not adjusted for experience, age and status.

2.08	Remuneration of management HCM International Ltd 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).
2.09	Collected personal income tax OECD “Revenue Statistics: Comparative tables”, OECD Tax Statistics (database) IMF Government Finance Statistics National sources Personal income taxes paid to general government. Singapore: financial year.
2.11	Exposure to particle pollution OECD “Green growth indicators”, OECD Environment Statistics (database) National sources 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.
2.12	Statutory minimum wage ILOSTAT Added in 2023. Australia -weekly figure multiplied by 4.33 weeks. Botswana -hourly figure multiplied by 48 hours and 4.33 weeks. Canada, Japan, New Zealand, Switzerland, United Kingdom -hourly figured multiplied by 40 hours and 4.33 weeks. India, Philippines, South Africa, Thailand -daily figure multiplied by 6 days and 4.33 weeks. Argentina, Bulgaria, Colombia, Croatia, Czech Republic, Estonia, France, Germany, Hungary, Ireland, Israel, Kazakhstan, Korea Republic, Latvia, Lithuania, Luxembourg, Mongolia, Netherlands, Peru, Poland, Portugal, Qatar, Romania, Slovak Republic, Slovenia, Spain, Turkey, USA, Venezuela -singular national minimum wage. Belgium, Greece -private sector only, singular national minimum wage. Australia, Brazil, India, Jordan, United Kingdom -national floor. Botswana, Iceland, Kuwait (private & oil) -sectoral. Canada, China, Indonesia, Japan, Philippines (lowest provincial rate in non-agriculture), Switzerland (capital) -regional. Cyrus (unskilled workers), South Africa -occupational.

Readiness	
3.01	Labor force growth OECD Annual labour force survey, summary tables ILOSTAT National sources Estimates for the most recent year. Austria: break in series in 2008. Brazil: break in series in 2014. Denmark: break in series in 2009. Hong Kong SAR: data have been revised based on the revised population figures since 2016. 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: 2023 data are preliminary figures . Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Slovenia: Estimate based on quarterly data for 2021. Spain: break in series in 2005.
3.07	Graduates in Sciences OECD Education at a Glance UNESCO 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.
3.11	Student mobility inbound UNESCO National sources 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.
3.12	Educational assessment - PISA PISA (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. China: Refers to the four PISA-participating provinces/municipalities of the People’s Republic of China: Beijing, Shanghai, Jiangsu and Zhejiang.

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