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Global Talent Competitiveness Index 2025

Talent and Resilience: Navigating an Era of Disruption

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Rafael Escalona Reynoso
Paul A. L. Evans

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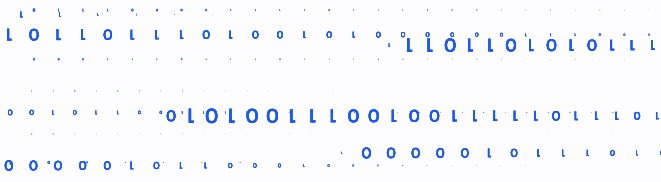

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- Lily Fang

Dean of Research and Innovation, INSEAD

Contents

Preface 6

Foreword 7

Team 8

GTCI 2025 at a Glance 10

Chapter 1
From Resilience to Reinvention: Talent Competitiveness in a Changing World 16

Chapter 2
Strategic Agility in Organisations: Perspectives on Resilience 44

Chapter 3
JRC Statistical Audit of the Global Talent Competitiveness Index 2025 50

Detailed Results 74

Country Profiles 102

Appendices 240

Endnotes 263

Preface

GTCI 2025, A New Phase

With this eleventh edition, the Global Talent Competitiveness Index (GTCI) moves beyond its first decade into a more turbulent and demanding phase of the global talent story. When GTCI was launched, its ambition was to provide a clear, evidence-based lens on how countries attract, grow and retain talent, within an enabling environment. GTCI's focus on both vocational expertise-based skills and generalist adaptive skills has proven to be sound. More than a decade afterwards, that mission remains. Yet, stepping into a new chapter also invites thoughtful renewal in how the index is developed and interpreted.

In that spirit, this edition also inaugurates a new era of partnership. For the first time, the GTCI is co-produced with the Portulans Institute, whose expertise in digital transformation, innovation metrics and global indices complements INSEAD's long-standing leadership in the talent and human capital space. This collaboration deepens the analytical basis of the Index and strengthens its bridge from measurement to policy and practice as GTCI enters its second decade.

As the foreword provided by Lily Fang—INSEAD's Dean of Research and Innovation—underlines, earlier editions anticipated many of today's pressures such as talent ecosystems that require close collaboration (2013); the vital importance of lifelong learning and vocational education (2014); mobility and brain circulation's effect on innovation (2015-16); the disruptive impact of technology and artificial intelligence (AI) (2017 & 2020); the importance of cognitive diversity for innovation (2018); and the role of entrepreneurial talent in reducing increasing talent inequities (2019 & 2022).

But while GTCI's foundations remain solid, the context has shifted: geopolitical tensions, climate risks and rapid advances in AI have made talent not only a driver of competitiveness, but a cornerstone of societal resilience and transformation.

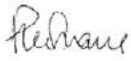
This new edition builds on that foundation by placing resilience and "bouncing forward" as its annual theme for 2025 and the next year, while preserving what has made GTCI a trusted benchmark: strengthened methodological robustness, independent validation, and continuity that allows meaningful measurement of talent competitiveness in an increasingly complex world.

Special thanks are due to Lily Fang, and to the members of the GTCI Advisory Committee—Javier Gimeno, Maria Guadalupe, Winnie Jiang, and Alexandra Roulet—for their invaluable guidance, feedback, and commitment to the project. We also gratefully acknowledge the continued support of the European Commission's Joint Research Centre (JRC), whose annual audit ensures the robustness and methodological integrity of the GTCI.

As co-editors, we hope this edition will serve as both mirror and compass: a mirror that reflects where countries stand in the race for talent, and a compass that helps policymakers, business leaders, educators, and citizens design more resilient, inclusive and future-ready talent strategies. Our gratitude goes to all those—past and present—who have contributed their time, insight and support to make the GTCI a sustained global public good.

Felipe Monteiro
Academic Director of the Global Talent Competitiveness Index;
Senior Affiliate Professor of Strategy, INSEAD

Rafael Escalona Reynoso
Director and Chief Executive Officer
Portulans Institute



Paul Evans
Co-founder of the Global Talent Competitiveness Index
Emeritus Professor of Organisational Behaviour, INSEAD

Foreword

It is my great honour to write this foreword to the 2025 Global Talent Competitiveness Index (GTCI).

With this 11th edition, GTCI has both come of age and started a new chapter. Over the past twelve years, GTCI has shone a light on the global talent competition landscape and established itself as a leading global indicator for human capital. For the last decade we have had the incredible privilege of partnering with the Human Capital Leadership Institute in Singapore. Thanks to this partnership we have been able to gain deep regional insights into Asia, the world's most populous and fastest growing region and we are truly indebted to their support.

This 11th edition sees the welcome addition of a new research partner in the Portulans Institute based in Washington D.C. This powerful collaboration between INSEAD faculty, under the guidance of our new GTCI Advisory Committee, and the team of researchers and data scientists at Portulans has served to reinforce the rigour and relevance of the final report.

The continued relevance of the Index has been further strengthened through the introduction of the theme of resilience and transformation for its focus this year and 2026. While historians can give us more perspective, it certainly feels as if we are living in a period of maximum disruption and anxiety. Geopolitical uncertainty poses massive challenges to the resilience of global commerce and markets, while artificial intelligence presents both amazing opportunities to enhance human potential — but also unfathomable risks. With 2025 drawing to a close, the arrival of the 11th edition of GTCI couldn't be more timely.

Reading some of the older editions of GTCI, I cannot help but conclude that its findings were far-sighted. The 2020 report – note this is pre-ChatGPT – was titled "Global Talent in the Age of Artificial Intelligence" and identifies many of the implications arising from AI — from displaced workers to the need for new soft skills to adapt to this transformation — implications that are again explored in the current edition. Looking even further back, the 2015 GTCI report stated that "*low-skilled workers continue to be replaced by robots, while knowledge workers are displaced by algorithms*." If we simply replaced the word "algorithm" with "AI", you would think that this sentence belongs to the 2025 report!

GTCI's repeated prescience demonstrates the power and importance of research – by rigorously examining data, we can detect long-term trends. It also tells us that the arc of history continues in the direction of technological progress, which creates potential opportunities as well as losses. This process is best summarised as "creative destruction," the central theme of the lifelong research of my colleague Philippe Aghion, who was awarded the 2025 Nobel Prize in Economics. By honouring the idea of creative destruction, the Nobel Committee is perhaps acknowledging that we are living through an intense period of this process: of new ideas replacing old ones, new innovations surpassing old technologies. This cycle of renewal, just like ocean waves reshaping a beach, is what propels economic growth and human progress.

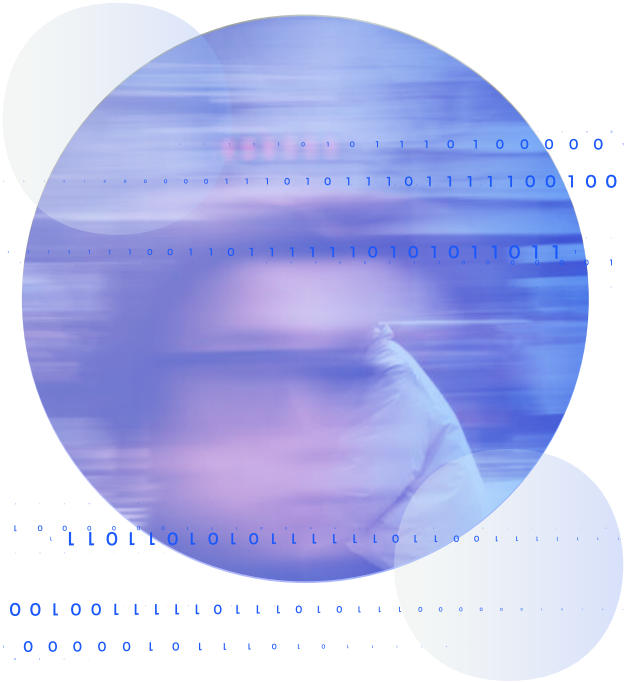
But progress always creates losses as well as gains. This idea is more relevant than ever with the breakneck speed of advance in artificial intelligence, a much more powerful technology than mere "algorithms." We are already witnessing AI reducing white-collar jobs at an alarming rate, shrinking the available job pool for experienced workers and young graduates alike. Research has shown that human wellbeing is more negatively affected by the isolation and lack of meaning from joblessness than by financial and economic harm alone.

To better explore the impact of these gains and losses on human capital, GTCI has introduced a number of new variables on well-being, soft collaborative skills and resilience. It is perhaps not surprising that one of the key findings of the report is the importance of adaptive generalist skills in encouraging innovation amid disruption to successfully navigate this process of transformation.

GTCI reports have always kept pace with the implications of technological innovation on human capital. The 11th edition continues and strengthens this tradition by focusing on its implications for work and talent. In the words of this Report, society needs to find the resilience to bounce *forward* rather than simply bounce back after disruptive shocks. This year's report is much more than a race between nations. It offers leaders thoughtful points of reflection on how to integrate powerful technologies, such as AI, into the grand pursuit of human progress.

Lily Fang
Dean of Research and Innovation
The UBS Chaired Professor in Investment Banking

Team



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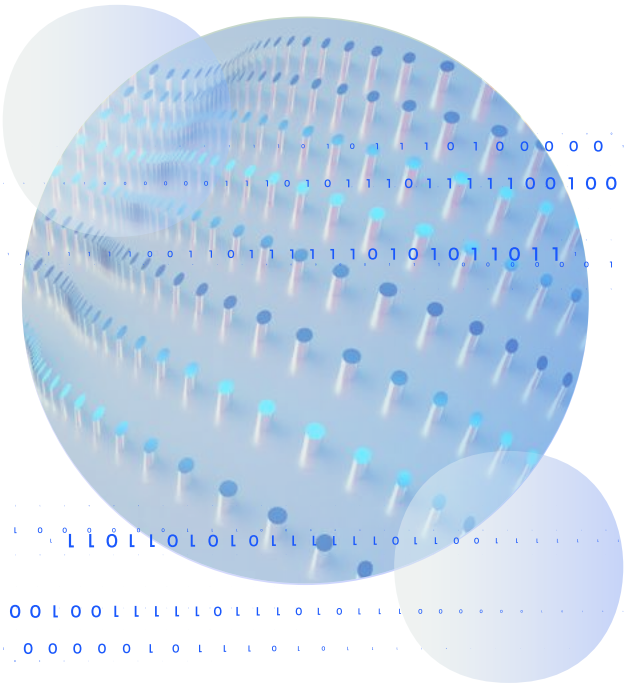
“Since its inception, the Global Talent Competitiveness Index has evolved into a rigorous and comprehensive analytical framework for assessing national capacities to develop, attract, and retain talent. Over the past decade, it has emerged as a global reference point in talent research, contributing substantially to policy formulation and academic discourse on human capital, labour markets, and competitiveness.”

GTCI 2025 at a Glance



"At its core, the GTCI model captures how countries enable, attract, grow, and retain talent—and the skills that emerge as a result."

The GTCI Model and Its History

Since its inception, the Global Talent Competitiveness Index (GTCI) has evolved into a rigorous and comprehensive analytical framework for assessing national capacities to develop, attract, and retain talent. Developed by INSEAD in response to the growing need for a systematic, evidence-based instrument to evaluate how countries leverage human capital for competitiveness and innovation, the GTCI was launched in 2013 in collaboration with the Human Capital Leadership Institute of Singapore and the Adecco Group. Over the past decade, the GTCI has emerged as a global reference point in talent research, contributing substantially to policy formulation and academic discourse and on human capital, labour markets, and competitiveness.

The 2025 edition marks a significant milestone in the GTCI's evolution, with the launch of a new partnership between INSEAD and the Portulans Institute. This collaboration seeks to uphold the intellectual rigour of the index while expanding its analytical depth to capture the emerging dimensions of talent competitiveness in a rapidly transforming global landscape.

The Structure of the GTCI Model

In the context of global competitiveness, talent competitiveness refers to the set of policies and practices that enable a country to develop, attract, and empower human capital that drives productivity and prosperity. The GTCI is structured as an Input–Output model (see Figure 1), combining an assessment of what countries do to produce and acquire talent (Input) with an evaluation of the skills and competencies available as a result (Output).

Although the GTCI's foundational Input–Output model has remained conceptually stable, successive editions have refined its composition, indicator selection, and data sources to reflect evolving global trends and ensure methodological robustness.

At its core, the GTCI consists of a six-pillar Input–Output framework that conceptualises a nation's talent competitiveness as the ability of a country to attract, grow, and retain human capital—within an enabling context—and to translate these efforts into measurable talent outcomes. The four Input pillars—Enable, Attract, Grow, and Retain—capture the institutional, regulatory, and policy determinants of national talent ecosystems. The two Output pillars—Vocational and Technical Skills (VT Skills) and Generalist Adaptive Skills (GA Skills)—reflect the outcomes of these inputs in terms of skill availability and their impact on productivity and innovation.

In the 2025 edition, the former Global Knowledge Skills pillar has been relabelled as Generalist Adaptive Skills (GA Skills) to better represent the broad-based and collaborative skill sets increasingly demanded by contemporary labour markets. This shift underscores the growing importance of adaptability, cognitive flexibility, and interdisciplinary problem-solving—competencies that are central to success in an era defined by digital transformation, automation, and continuous economic change.

Methodological Refinement and Validation

While the GTCI model has preserved its structural integrity over time, it continues to evolve through incremental refinements aimed at enhancing analytical precision and cross-country comparability. The 2025 framework introduces several methodological updates—both in terms of indicator composition and the computation of composite scores. These refinements incorporate new dimensions that reflect the contemporary drivers of talent competitiveness, most notably artificial intelligence (AI) adoption, workforce resilience, and employee wellbeing.

Following these updates, the GTCI 2025 model comprises 77 indicators across 135 countries, collectively representing over 97% of global GDP and 93% of the world's population. Each annual iteration of the index undergoes independent statistical audit and sensitivity testing by the Joint Research Centre (JRC) of the European Commission, which has consistently validated the model's robustness, coherence, and empirical soundness.

The GTCI thus remains a theoretically grounded, empirically tested, and policy-relevant instrument for understanding and benchmarking the global geography of talent.

Snapshot of the GTCI 2025 Ranking

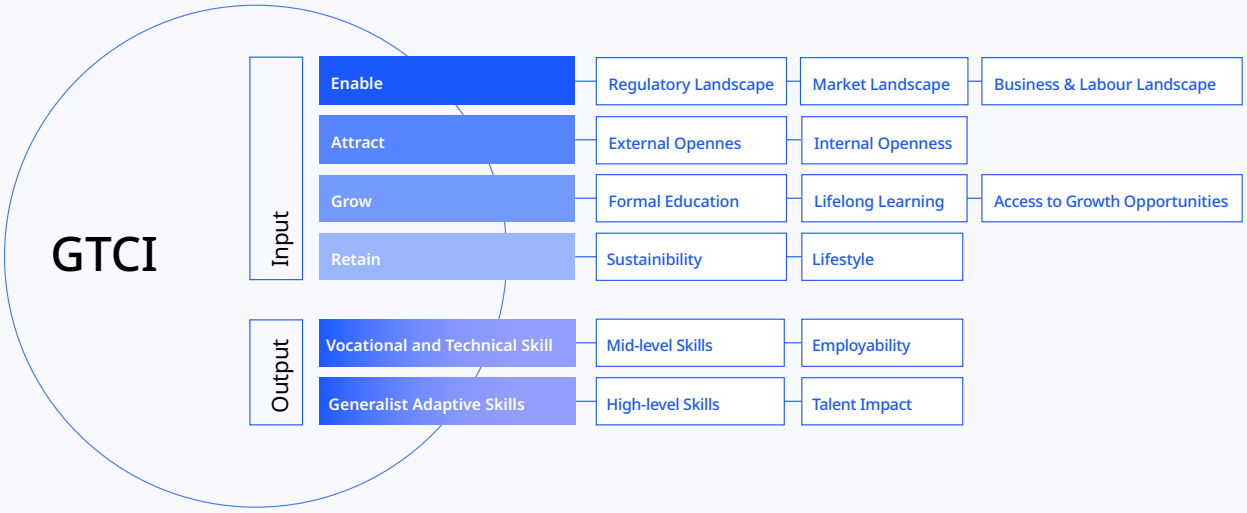
The Top Ten

For the first time since GTCI's launch, Singapore has claimed the top position in the GTCI, with Switzerland following in second place. Denmark has risen to third, while Finland has advanced to fourth. Sweden has made a notable gain to fifth place, and the Netherlands now ranks sixth. Norway has maintained its seventh-place position, while Luxembourg has re-entered the top 10 for the first time since 2021 in eighth. The United States of America takes the ninth place, and Australia rounds out the top 10 in tenth.

Three key trends emerge from the GTCI Ranking. First, high income economies dominate the top rankings, with European countries—particularly the Nordic region—showing strong and balanced performance across multiple dimensions. Denmark, Finland, and Switzerland consistently rank near the top in enabling and retaining talent. Second, several countries achieve success through a specific focus: the Netherlands leads in growing talent, while Luxembourg excels in attracting talent. Third, the top ten economies consistently demonstrate strong performance in both talent enablement and GA Skills.

Regarding regional representation, Singapore and Australia are the only countries from Eastern, Southeastern Asia and Oceania that make the top ten, while the United States of America is the only nation from either of the Americas. Seven of the top ten countries hail from Europe, highlighting their dominance in global talent competitiveness.

Figure 1: The GTCI 2025 Model



Regional Leaders

Across all regions, standout leaders have emerged in talent development, highlighting a strong commitment to cultivating a high-performing and future-ready workforce. The Eastern, Southeastern Asia and Oceania region produced the highest ranked country for talent competitiveness. Singapore leads globally with exceptional performance in enabling and retaining talent, supported by a strong regulatory environment and high standard of living. Australia (10th) and New Zealand (18th) score higher than Singapore in retaining talent, though they fall behind in overall scoring due to Singapore's much higher ranking in GA Skills. Singapore's advantage reflects a labour force with more high-level skills required by knowledge workers in professional, managerial, and leadership roles. China, who had seen a rapid progression in ranking from 47th to 40th from 2022 to 2023, has now fallen to 53rd in the GTCI 2025 ranking.

Europe demonstrates the strongest country representation as a region. Switzerland (2nd), Denmark (3rd), and Finland (4th) closely follow each other in the top ten, suggesting a shared focus on enabling and retaining talent through favourable conditions and access to opportunities. All three countries demonstrate strong performance across all dimensions of talent competitiveness, underscoring the region's overall dominance in this regard.

The Americas are represented with the strong performance of the U.S. and Canada. They represent the region's capacity to cultivate and deploy skilled talent across diverse industrial and service sectors. The United States (9th) performs particularly well in enabling and growing talent, as well as in VT Skills and their employability. Despite this, slight declines in the categories of openness and lifelong learning caused the United States to fall from 3rd to 9th in the GTCI 2025, marking the first time the United States has not been listed in the top five since 2013. Canada (14th) surpasses the U.S. in attracting talent. However, the region trails Europe in Generalist Adaptive Skills.

In North Africa and Western Asia, Israel leads the region, ranking 23rd globally. The country demonstrates particular strength in retaining talent, as well as in both mid-level and high-level skills, reflecting a workforce equipped for professional, managerial, and leadership roles. The UAE closely follows at 25th, showing the region's strongest performance in attracting talent and in developing skills, though its scores for high-level skills lag behind. Cyprus ranks 30th, performing strongly in attraction and retention, highlighting the diverse approaches countries in the region take to build and sustain talent ecosystems.

In Latin America and the Caribbean, Chile 39th leads the region, reflecting a strong foundation in mid-level (VT) skills. Costa Rica (44th) and Uruguay (42nd) show comparable strength in attracting, enabling, and growing talent. Uruguay stands out for its high retention score, highlighting the country's ability to create conditions where talent can remain and thrive. While neither of the two largest economies in the region—Brazil (68th) and Mexico (70th)—broke the top 50, both improved their ranking from 2023, +1 and +4, respectively.

Table 1: Top 10 performers in GTCI 2025

			SUB-INDEX		PILLARS					
Country	GTCI rank	GTCI score	Input Sub-Index	Output Sub-Index	Enable	Attract	Grow	Retain	Vocational and Technical Skills	Generalist Adaptive Skills
Singapore	1	73.29	3	1	4	2	5	31	13	1
Switzerland	2	73.14	2	3	3	6	6	7	3	5
Denmark	3	72.05	1	7	1	10	10	3	7	11
Finland	4	71.06	6	5	2	9	13	4	6	7
Sweden	5	70.76	9	4	5	12	18	2	10	4
Netherlands	6	70.26	4	11	8	15	1	8	19	9
Norway	7	69.84	8	10	6	18	14	1	9	15
Luxembourg	8	69.84	5	12	11	1	23	10	26	10
United States of America	9	69.41	11	6	7	28	2	14	2	13
Australia	10	69.27	7	15	9	8	4	12	24	14

Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

Sub-Saharan Africa presents a dynamic and varied talent landscape. Mauritius stands out at 49th, achieving high marks in attracting and retaining talent, as well as performing well in enabling environments compared to its neighbours. Seychelles closely follows at 50th, demonstrating solid outcomes in retention and mid-level skills. South Africa (79th) performs steadily across the indicators, with relatively stronger results in enabling talent, though it does not lead in any particular area. While the region collectively faces challenge in high-level skills and growth, these leading countries illustrate emerging pockets of talent development and potential.

Central and Southern Asia as a region faces notable challenges, with overall rankings trailing behind Sub-Saharan Africa. Uzbekistan ranks 71st, performing relatively well in retention and mid-level skills but scoring lower in talent growth and high-level skills. Kazakhstan closely follows at 72nd, slightly surpassing Uzbekistan in attracting, growing, and fostering high-level skills. Kyrgyzstan ranks 87th, reflecting the broader regional trend of lower scores in mid- and high-level skills, highlighting opportunities for strengthening talent ecosystems.

Income Group Leaders

The 2025 Global Talent Competitiveness Index reveals a strong correlation between per-capita income levels and talent competitiveness, with high-income economies leading the rankings.

High-income economies Singapore, Switzerland, and Denmark lead globally, ranking first, second, and third respectively. These high-performing economies underscore that strong performance across multiple dimensions, such as education, lifelong learning, and talent retention, is essential for sustaining long-term talent competitiveness and economic resilience.

In the group of upper middle-income economies, Georgia ranks highest at 45th, followed by Malaysia and Mauritius at 46th and 49th respectively. Their rankings reflect a growing commitment to enabling, attracting, and retaining talent by strengthening education systems, supporting workforce adaptability, and fostering innovation-driven ecosystems that offer meaningful career opportunities and professional growth.

Among lower middle-income economies, Uzbekistan, Jordan, and the Philippines rank 71st, 74th, and 75th respectively, highlighting the efforts of these countries to enhance their talent ecosystems by investing in skilling, promoting workforce resilience, and creating environments that support innovation and employability.

In the low-income economies, Rwanda (101st), Malawi (108th), and Gambia (110th) demonstrate steady progress in strengthening their talent foundations within their economic contexts. These rankings highlight efforts to expand access to education and skills development, foster inclusive employment opportunities, and build institutional frameworks that support talent growth and mobility. Together, they underscore how even resource-constrained economies are leveraging human capital development as a pathway to greater competitiveness and sustainable growth.

Dynamic Talent Movers

Low-income economies from Sub-Saharan Africa—notably Malawi, Burundi, and Rwanda—have significantly outperformed in talent competitiveness. The expected value represents the typical relationship between a country's GDP per capita and its capacity for talent transformation, as measured by the GTCI. Finland, Sweden, and Australia also exhibit strong performance relative to their income levels. Among the lower middle-income economies, Tajikistan, Lesotho, and Kyrgyzstan emerge as notable high performers. The high-income group displays the greatest concentration of top performers, underscoring its prominent role in driving global talent competitiveness.

Table 2: Top 3 economies by region

No	Central and Southern Asia	Eastern, Southeastern Asia and Oceania	Europe	Latin America and the Caribbean	Northern Africa and Western Asia	Northern America	Sub-Saharan Africa
1	Uzbekistan (71)	Singapore (1)	Switzerland (2)	Chile (39)	Israel (23)	United States of America (9)	Mauritius (49)
2	Kazakhstan (72)	Australia (10)	Denmark (3)	Uruguay (42)	United Arab Emirates (25)	Canada (14)	Seychelles (50)
3	Kyrgyzstan (87)	New Zealand (18)	Finland (4)	Costa Rica (44)	Cyprus (30)	-	South Africa (79)

Note: Global ranks in parentheses.
Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

The 2025 Theme: Resilience Thinking for a World in Disruption

Resilience is commonly understood as the capacity to anticipate, withstand and recover from adversity. In our age of unrelenting and accelerating disruption, much of the vast and important resilience industry and literature is built on the premise that resilience is simply about bouncing back. In reality, resilient systems often prove brittle when confronted with profound or cumulative shocks. What is needed instead is resilience thinking—the capability not merely to recover but to adapt, reimagine, and transform in the face of change. After being leveled by bombing in 1940, Rotterdam faced a defining choice: rebuild as it was, or reinvent itself for a new future. By choosing reinvention, it became a global leader in flood resilience and sustainable urban design. Its experience illustrates that true resilience is not about returning to normal; it is about constructing a different and better normal. This perspective underpins the GTCI's thematic focus for 2025 and 2026.

The report examines resilience at three interrelated levels. At the individual, household, and community level, survey data reveal a growing sense of vulnerability: 43% of respondents now believe there is nothing they can do to protect themselves from shocks.

For organizations, faced with the Schumpeterian forces of creative destruction, agility depends on the ability to sense, mobilize, and realign resources—as explored in depth in Professor Yves Doz's Chapter 2. At the societal level, resilience rests on the capacity of institutions, communities, and governments to sustain cohesion and adapt under stress. The Nordic countries (along with Switzerland and Singapore) consistently head up global resilience indices, reflecting strong institutional trust, inclusive governance, and comprehensive welfare systems. The United States presents a contrasting model: high individual agency, entrepreneurial dynamism, and a culture of open expression that facilitates rapid information sharing and bottom-up problem solving during crises, but decreasing reliance on societal resilience.

Five: Anticipatory Capacity, Reliable State Infrastructure, Trustworthy and Inclusive Institutions, Civic Engagement with Supportive Leadership, Systemic Lateral Coordination. Together, these elements chart a dynamic path from mere survival toward societal renewal in an age of disruption. Talent management plays an important role in building the transversal and inclusive cooperation that is vital for adaptability by translating all-of-government approaches into reality through interagency mobility, inter-ministerial task forces, and other mechanisms.

This leads us to consider what this means for the Talent arena, since the foundation of resilience lies at the individual level: how can education, training, and organizational practices better prepare people to face adversity, adapt creatively, and turn disruption into opportunity? We review lessons from research on how resilience is cultivated—from building a Growth Mindset to lessons from corporate practice in leadership development, to the clear importance of soft cooperative skills for long-term well-being and adaptation.

Job loss is perhaps the most disruptive experience for individuals—and a fertile ground for resilience building. Taking the Nordics, Denmark's flexicurity system illustrates how help build resilience at scale in a society.

Ultimately, resilience in the talent arena is about more than "bouncing back." It is about bouncing forward—using adversity as a springboard for innovation, adaptability, and renewed purpose.

Table 3: Top 3 countries by income group

No	High Income	Upper Middle Income	Lower Middle Income	Low Income
1	Singapore (1)	Georgia (45)	Uzbekistan (71)	Rwanda (101)
2	Switzerland (2)	Malaysia (46)	Jordan (74)	Malawi (108)
3	Denmark (3)	Mauritius (49)	Philippines (75)	Gambia (110)

Note: Global ranks in parentheses.
Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

Key Messages

1. Resilience in a disruptive world means learning how to bounce forward. In our disruptive and volatile world, resilience means learning how to bounce forward as well as bouncing back from the inevitable shocks and crises. Look to the Nordic nations (as well as Singapore and Switzerland) for what this implies.

2. Societal Resilience is much more than just resources—institutional trust, whole-of-society preparedness, and lateral coordination are vital. High performers succeed because they anticipate shocks, prepare collectively, and mobilize systems that turn disruption into adaptation.

3. Adaptability is a new driver of competitiveness: In an era defined by disruption, resilience and competitiveness hinge on the ability to adapt, reimagine, and transform. Economies that cultivate adaptable, cross-functional, and AI-literate workforces tend to be better positioned to convert disruption into opportunity and sustain long-term competitiveness in a rapidly evolving global landscape.

4. Soft cooperative skills are increasingly enabling economies to upskill their talent and enhance workforce adaptability. High-income economies dominate the global top ten in soft skills, led by European frontrunners such as Denmark, Iceland, Switzerland, alongside Middle Eastern leaders including Qatar, the United Arab Emirates, Israel, and Saudi Arabia. Notably, the Philippines stands out as the only lower middle-income economy in the soft skills top ten.

5. The absence of upper middle-income movers points to a possible "talent plateau." No upper middle-income economy appears among the dynamic movers. This absence may indicate that, as countries move from middle to high-income status, institutional and education reforms often lag behind income growth.

6. Outperformance is concentrated at both ends of the income spectrum. The group of movers shows a dual distribution: high-income European economies on one side, and low-income Sub-Saharan African economies on the other.

7. High-impact talent competitiveness is driven not only by the scale of investment, but also through strategic focus and effective talent systems. Economies such as Israel, Tajikistan, Sri Lanka, Kenya, and Uzbekistan are "doing more with less" by exceeding output expectation for their levels of talent inputs.

8. Regional contrasts highlight diverse pathways to talent competitiveness. Europe and Sub-Saharan Africa each account for seven dynamic movers, only one mover (Jordan, 74th) represents Northern Africa and Western Asia, and none are found in Latin America and the Caribbean. Meanwhile, several economies in Central and Southern Asia and Eastern, Southeastern Asia and Oceania exceed expectations.

9. High-income economies from the Middle East continue to lead globally in attracting talent, underpinned by exceptional levels of External Openness. The United Arab Emirates ranks 3rd worldwide in the Attract pillar while Qatar (7th) and Kuwait (16th) also feature prominently. Five of the top ten in External Openness are from Northern Africa and Western Asia.

10. Singapore claims the top position in the GTCI, marking a defining milestone not only for the country but also for the Eastern, Southeastern Asia and Oceania (ESAO) region in its talent competitiveness journey. Singapore's success reflects the strength of its education system, effective governance, and a forward-looking approach to nurturing an adaptive and innovation-driven workforce.

Chapter 1

From Resilience to Reinvention: Talent Competitiveness in a Changing World

Authors:
Felipe Monteiro, Rafael Escalona Reynoso,
Paul Evans, Shailja Bang and Elizabeth H. Redmond

Resilience Thinking for a World in Disruption[1]*

When fire sweeps through a forest, it doesn't simply destroy — it resets. New species take root, nutrients return to the soil, and a different ecosystem emerges. Nature doesn't bounce back; it transforms. That's resilience thinking in action.

The past decade has been defined by an almost unrelenting series of disruptions—global health emergencies, geopolitical instability, financial volatility, accelerating climate change, technological upheaval, and increasing social fragmentation. Some of these disruptions are known to us already and are therefore easier to predict and plan for, like wars and disasters associated with global warming. Other disruptions are much harder to predict, like those associated with emerging technologies such as artificial intelligence, quantum computing, as well as the future development of social networks. Resilience thinking is an approach that views systems as dynamic and interconnected, focused on anticipating, absorbing, and adapting to shocks. It is vital in both cases, enabling us to adjust quickly to new landscapes as they materialize.

In its broadest sense, resilience is the capacity to handle and recover from adversity and difficulties. For risk management experts, that generally means how well individuals or groups manage and recover from 'shocks'—instances when risks evolve into disruptive events that threaten safety or the operation of critical systems. In some cases, resilience refers to the ability to bounce back, returning relatively quickly to the pre-shock state. The European Union's definition reflects the latter view of resilience as "the ability of an individual, a household, a community, a country, or a region to withstand, to adapt, and to quickly recover from stressors and shocks."[2]

In other cases, resilience refers not just to the ability to recover from specific shocks as they occur, but also to adapt to changes in the risk landscape to make shocks less likely or less harmful in the future. The Rockefeller Foundation's definition, for example, emphasizes this adaptive aspect of resilience: "The capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks, and even transform,

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when conditions require it."[3] Literature reviews conclude that resilience can consist of absorptive, adaptive or transformative capacities and that the need for each capacity varies with the intensity and costs of the shocks involved. Truly resilient systems embody all three to deal with a wide range of potential shocks.[4,5]

To use Taleb's imagery: the resilient resists shocks but may break, while the "antifragile" absorbs shocks and grows from them.[6] After being levelled by bombing in 1940, Rotterdam faced a choice: rebuild as it was, or redesign for the new future. The city chose reinvention—today it leads the world in flood resilience and sustainable urban design. And when in 2011 the coastal village of Tōhoku was wiped off the map by the tsunami, its survivors didn't try to recreate what was lost—they designed a safer, smarter, more sustainable community. Resilience wasn't about returning; it was about reimagining

The Different Layers of Resilience in a Society

In preparation for next year's report, the GTCI will be exploring resilience thinking at three levels—individual/household (recognizing that some individuals grow through hardship while others collapse, and the ability to protect one's family from disaster), organizational (firms must adapt to the innovation forces of Schumpeterian creative destruction), and societal (people expect their countries to warn and protect them from shocks). Together, these levels illustrate how resilience is a dynamic, collective capacity—emerging when individuals, organizations, and institutions sustain agency, adaptability, and trust under uncertainty.

Individual, Household, and Community Resilience

Resilience at the personal level rests on agency and self-efficacy, the belief that one can act meaningfully to protect oneself and one's family. The Lloyd's Register World Risk Poll Resilience Index (WRP) shows that this belief is weakening globally, with the share of people saying they can do nothing to protect themselves from shocks rising from 36% to 43% since 2021. The countries the WRP identified as showing the largest gains in household resilience tend to be marked by high-probability threat futures, particularly regional geopolitical instability stemming from ongoing conflicts and coercion: Algeria, Uzbekistan, Kyrgyzstan, Georgia, Sweden, Norway, and Taiwan. For instance, the war in Ukraine has changed the security landscape in Northern Europe to such an extent that both Sweden and Finland joined NATO in 2023-24, abandoning decades of neutrality. Across these varied cases, what matters is not uniform exposure but a shared expectation of disruption—an anticipation that sharpens preparedness even before a crisis hits. This pattern suggests that anticipation, not only exposure, builds adaptive behaviour—a "threat-of-threat" dynamic.

Beyond the household, community resilience bridges the space between individual preparedness and organizational response. The WRP notes that countries such as Myanmar, Lebanon, the Russian Federation, Mali, and Burkina Faso each face active or persistent crises, yet rank among the highest in community resilience. This pattern indicates that while individual resilience grows in anticipation of danger, community resilience emerges through collective action once threats materialize. When neighbours, networks, and local institutions mobilize around shared risk, anticipation transforms into coordinated response, linking the personal "threat-of-threat" mindset to tangible communal capacity.

Organizational Resilience

At the organizational level, resilience emerges from the capacity to sense, mobilize, and realign resources in the face of threats that may undermine their sense of order. This perspective draws on Yves Doz's strategic agility lens that is discussed in Chapter 2. Resilient organizations cultivate strategic sensitivity to catch weak signals early, achieve cooperative alignment so teams share a common picture and can act without turf friction, and practice adaptive resource mobilization—the ability to reconfigure people, budgets, and assets at speed. In effect: see early, agree fast, and move together.[7]

A clear illustration of how structure shapes outcomes is the Battle of Midway. This pivotal naval battle occurred in June 1942, six months after Pearl Harbor. The United States had halted Japan's expansion in the Pacific and began shifting the course of the World War II. U.S. commanders set a clear plan of prioritized intentions and trusted junior officers and crews to act on fast changing information without waiting for orders. That trust enabled rapid improvisation and timely strikes. Read through the agility lens, U.S. strategic sensitivity came from sharp intelligence and alertness to weak signals; cooperative alignment flowed from concise intent and a culture that pushed authority down; and adaptive mobilization appeared in quick retasking and execution under pressure. By contrast, Japanese planning and decision making suffered from groupthink and reluctance to question senior assumptions, narrowing options and slowing adaptation.[8] The resulting lesson for any organization is straightforward: when leaders build shared goals and awareness, welcome scrutiny, and back their people to make timely calls, uncertainty becomes an opening rather than a setback.

"Resilient societies anticipate disruption, sustain trustworthy institutions, and cultivate civic participation grounded in inclusion and trust."

Societal Resilience

At the societal level, resilience depends on how effectively institutions and governments maintain cohesion and adapt under stress. The Nordic countries—Sweden, Norway, Denmark, Finland, and Iceland—consistently top all resilience indices due to their strong institutional trust, inclusive governance, and comprehensive welfare systems [See Box 1]. Along with Singapore and Switzerland, these states illustrate that societal resilience is not merely about resources but about confidence in the fairness and responsiveness of institutions, a trust that transforms uncertainty into coordinated adaptation.

The United States offers a contrast. It ranks high in individual resilience, strong personal agency, innovation, and a robust norm of free speech that enables rapid information sharing and civic collaboration. However, it is one of the few countries in the world where individual resilience appears to be stronger than societal resilience.

The 1979 Three Mile Island accident in the United States illustrates the importance of free speech: public scrutiny, media transparency, and expert–citizen dialogue surfaced institutional gaps quickly after this nuclear disaster, catalysing adaptive reforms. Federal leaders then translated this societal learning into system design by consolidating emergency functions into FEMA, creating a more integrated, whole-of-government posture. In short, protected speech and civic collaboration helped the U.S. bounce forward, turning disruption into institutional evolution that improved future response.

To situate these examples within a broader global context, three major frameworks capture complementary dimensions of societal resilience [9]: The Lloyd's Register World Risk Poll (WRP) is a global survey program that tracks how people perceive risks, their ability to protect themselves, and their confidence in public and private protection systems. The Sustainable Governance Indicators (SGI) 2022 Governance Study evaluates democratic quality and crisis-management capacity across OECD/EU states, underscoring how coordination, consensus-building and strategy development underpin governance led resilience. [10] The Fund for Peace Fragile States Index (FSI) provides the inverse lens by scoring fragility across social, economic, and political indicators; the least fragile—and thus most resilient—states cluster in Northern Europe and the Asian Pacific, while countries facing conflict or polarization rank as more fragile.[11]

Although these indices differ in emphasis (the WRP centres on perception and agency, the SGI on governance and institutional learning, and the FSI on stability vs. fragility), they all converge on a shared conclusion: resilient societies anticipate disruption, sustain trustworthy and capable institutions, and foster civic participation grounded in inclusion and trust. Across diverse methodologies, the same structural enablers recur—agency, adaptability, and alignment between citizens and their institutions.

Across the individual, organizational, and societal levels, resilience emerges not as a static state but as a dynamic capability. Resilience is a feedback system where agency, learning, and trust reinforce one another. The Nordic example shows what it looks like when capacity and cohesion align while the U.S. example reveals how innovation and adaptation can thrive even amid institutional fragmentation. Both demonstrate that resilience is ultimately determined by what societies enable within themselves: foresight, adaptability, and coherence.

The next section turns to five enabling capabilities, including anticipatory capacity, reliable state infrastructure, trustworthy and inclusive institutions, civic engagement with supportive leadership, and systemic lateral coordination. These capabilities enable taking a step towards defining whether resilience remains reactive or becomes transformative.

The Enabling Capabilities of Resilient Societies

We used the WRP to illustrate the multiple, interrelated levels of resilience—from the individual and household to the organizational and societal. To deepen our understanding of societal resilience, we compared the enabling factors identified by the WRP with those from two additional indices and three established frameworks. Together, these sources highlight five key enabling capabilities that underpin societal resilience.

Anticipatory Capacity

The first is anticipatory capacity—or strategic sensitivity, in Doz's terms. It is the ability to detect weak signals, interpret emerging threats, and mobilize timely responses. This operates at both individual and societal levels. In the United States, strong individual but weaker societal resilience is evident, as peer-to-peer preparedness content on YouTube and TikTok has turned generic advice on 72-hour kits, water storage, and canning into trusted, practical knowledge. Official materials such as Ready.gov and Shields Up remain essential but gain real traction only when adapted and relayed through these informal networks, ultimately strengthening households from the bottom up even as broader societal readiness lags.

Reliable State Infrastructure

The second is a reliable state infrastructure, underpinned by what political economists term *state capacity*, or the ability of governments to provide security, maintain essential services, and adapt institutions to changing conditions. The Fragile States Index (FSI) highlights how weaknesses in these areas, whether in governance, economic stability, social cohesion, or public service delivery, correlate strongly with vulnerability to shocks. States with fragile or polarized institutions struggle to sustain the infrastructure needed for health, communication, employment, and education, all of which are critical to societal resilience.

The COVID-19 pandemic vividly exposed the difference that reliable and agile state infrastructure makes. Countries such as the Republic of South Korea and Finland were able to mobilize testing, contact tracing, and digital communication systems rapidly because they had invested in interoperable data platforms and trusted public institutions long before the crisis. By contrast, nations with fragmented health systems and weak interagency coordination—like the United States or Brazil—faced delays, inconsistent messaging, and uneven resource distribution that deepened public mistrust. The pandemic demonstrated that resilience depends not only on resources but on the capacity of the state to act cohesively and flexibly under pressure, translating preparedness into timely, coordinated response.

Trustworthy and Inclusive Institutions

The third enabler is well captured in the WRP index and is present in all these conceptions of resilience—trustworthy and inclusive institutions. Acemoğlu (winner of the Nobel Prize in Economic Sciences in 2024) argues that inclusiveness must develop in tandem with state capacity to ensure sustainable development. If state capacity increases without social inclusion, it is likely that elites will capture the benefits leading to social unrest or resistance, and the risk of following to road to fragile statehood.[12] Resilient states like the Nordics pay a great deal of attention to ensuring that their citizens trust the national and local government, as well as the judicial system and the military, and that there are no important groups in society that feel discrimination or unfair exclusion.

Trust is more difficult to maintain in a society that is highly diverse, which is likely why nations with highly homogenous populations, such as the Nordic countries, have a higher degree of individual support for their public and private institutions. Without shared norms and values, which in part explains why many governments prefer to meet their talent needs by attracting talent from abroad on short-term visas (UAE, China, etc.), only offering citizenship to those who are clearly integrated into the society. In building modern Singapore, the state offered public housing to its Chinese, Malay and Indian ethnic groups under the condition that they would live side-by-side—at least the children would grow up to share common Singaporean values.

Civic Engagement with Supportive Leadership

Societal resilience is often framed in terms of top-down trust in institutions, but equally vital is the strength of civic engagement that arises from the bottom up. When societies face disruption, whether through natural disasters, social unrest, or political shocks, adaptive responses often begin locally, emerging from communities that experiment, coordinate, and improvise long before official systems can mobilize. This form of participatory problem solving is not a substitute for leadership but a complement to it. Resilient societies rely on supportive leaders who recognize, resource, and scale these bottom-up efforts.

Ukraine's experience since the 2022 invasion by the Russian Federation demonstrates this interplay between civic engagement and supportive leadership. Facing existential threat, the country has mobilized not only a whole-of-government effort but a whole-of-society one. Civilian technologists, engineers, and volunteers have generated an extraordinary surge of bottom-up innovation, from drone adaptation and battlefield mapping to logistics coordination and public fundraising. The government, in turn, has acted as an enabling force rather than a gatekeeper, channelling this creativity into national defence and recovery structures. As described in the Modern War Institute's analysis,[13] Ukraine has begun to institutionalize its culture of improvisation, turning spontaneous acts of innovation into enduring capability through coordination between civil society, industry, and the state. This balance between empowered citizens and responsive leadership embodies the essence of societal resilience: a civic fabric confident enough to act, and leadership flexible enough to listen, align, and amplify.

Systemic Lateral Coordination

The last enabler is perhaps the most important in terms of the capacity of a social system to bounce forward and adapt to a crisis: lateral coordination capability. Underlying this is the necessity to take a holistic systemic approach to both planning for disruption and responding to it.

Disruptions rarely respect administrative silos, and research shows that transversal cooperation is vital for recovery and necessary adaption.[14] Bridging and linking ties (across groups and to institutions) matter for achieving equitable, longer-run recovery, and access to formal support. Studies of flood-affected communities like New Orleans after hurricane Katrina illustrate how, in a severe public health crisis, coordinated action is not only required from ministries of health, but also from departments of education, transport, finance, and internal affairs.

Too often, however, governments are structured in ways that discourage such collaboration. Institutional fragmentation, overlapping mandates, and weak mechanisms for information-sharing can severely hinder an effective response. By contrast, societies like the Nordics that have invested in cross-functional institutions, inter-ministerial task forces, or whole-of-government approaches, demonstrating greater agility and coherence under pressure.

Horizontal coordination also extends beyond government. The private sector, non-profit organisations, academic institutions, and community groups all play vital roles in shaping resilient responses. When these actors are brought into coordination frameworks early, rather than as afterthoughts, they can enhance the speed, legitimacy, and innovation of crisis responses.

In Summary: Societal Resilience as the Product of a Dynamic System of Relationships

Taken together, these five enabling capabilities reveal that societal resilience is not a single attribute but a dynamic system of relationships among people, institutions, and structures. Anticipatory capacity allows societies to sense and interpret emerging risks; reliable state infrastructure provides the foundation for continuity and adaptation; trustworthy and inclusive institutions ensure that legitimacy and fairness are maintained; civic engagement and supportive leadership connect top-down coordination with bottom-up innovation; and systemic lateral coordination binds these layers into a coherent whole. The interplay among these capabilities determines whether a society can merely withstand disruption or transform through it. Building resilience, therefore, is less about perfecting any one domain and more about nurturing the whole—trust, adaptability, and collaboration—that enables systems to evolve together in the face of uncertainty.

What does this mean for the Talent arena?

When the theme of disruption was selected by GTCI's Advisory Committee as our focus for 2025 and 2026, its implications for the talent arena were far from obvious. Yet, at the end of our analysis, talent management emerged as one of the key levers for taking action to build our resilience thinking and adaptability. There are three domains where this is apparent—employing mechanisms such as mobility to increase systemic coordination; helping people turn adversity into renewed opportunity, starting with job loss; and developing soft skills that turn adversity into learning.

Mechanisms to Build Coordination in Societies, Starting with Mobility

Carefully managed mobility for those in leadership roles, or for any high potential individuals in government and society, is one lever that would increase inclusiveness, trust, systemic coordination, and other enabling capabilities in societies. Singapore is one of the countries that scores high across all levels of resilience. Its administrative system is built on the job rotation model pioneered by Royal Dutch Shell some fifty years ago. Multinational corporations employ this approach which facilitates a high level of corporate integration while minimizing hierarchy and bureaucracy. This concept developed into the model for global-local organization in multinationals across the world. In Singapore, the prime minister will invariably be a person who has long experience in a senior post at the Ministry of Education since education and talent are a key to the future.

Studies of multinational corporations show that mobility and related mechanisms allows organizations to be better integrated, maintaining a systemic perspective where each party sees their part in the whole, while allowing local responsiveness and avoiding the rigidities of rules and hierarchy.[15] Interfunctional, intersectorial and geographic moves deprive capable people of their experience and expertise, so that with appropriate coaching they are most likely to develop the integrative skills of setting direction and aligning people.[16] Experts will invariably tell other people what to do, rather than leading them with the big picture in mind.

Similar mechanisms are employed by resilient societies to build these enabling capabilities in ways that do not involve positional change. Rather, they all build on cooperative project management, T-shaped skills,[17] and cross-sector relationship to combine the necessary expertise with sufficient breadth of perspective. During the next year, GTCI intends to explore how interministerial task forces, the use of project groups for problem analysis and problem solving, can combine vertical responsibilities with horizontal accountability (as employed by sophisticated multinational organizations) to facilitate the necessary all-of-government and all-of-society orientation that societal resilience requires.

Job Loss as the Ultimate Test of Resilience

Resilient societies need to prepare their populations for future disruptions. Perhaps the most disruptive experience for individuals—and thus a fertile ground for developing adaptive resilience—is job loss. In economies that are shaped by globalization, automation, and creative destruction, career disruption is not only inevitable but is likely to accelerate with the advance of AI. Job loss often entails more than financial hardship: it can erode identity, dignity, and social trust, sometimes leading to destructive coping mechanisms such as addiction or withdrawal.[18]

Responses to job displacement vary widely across societies. In some countries, displaced workers are left to navigate precarious alternatives with minimal support, fuelling their mistrust in institutions. In others, societal adaptation is slowed by excessive job protection, fostering a backward-looking perspective that handicaps socio-economic development. But there are some societies where active labour market policies mitigate the shock and facilitate reintegration. Denmark's "flexicurity" system, developed decades ago and upheld by the EU as a model, illustrates how resilience can be managed at scale.[19] The system combines generous but time-limited welfare benefits with strong obligations for workers to retrain, accept mobility, and even downgrade temporarily. It is worth noting that Denmark is a country with a flexible labour market, with few hire-and-fire restrictions.

By coupling protection with activation, such systems help individuals rebuild lives while maintaining dynamism in the labour market. Helping citizens cope with job loss reveals a broader truth: resilience is not simply an individual trait but also a function of educational and organizational practice, government policy, and cultural attitudes toward adversity and failure.

Developing Soft Skills and Turning Adversity into Learning

This leads to a crucial question: how can education, training, and organizational practices better prepare people to face adversity, adapt creatively, and turn disruption into opportunity? While education plays a fundamental role as a protective factor against vulnerability, as highlighted in the World Risk Poll Resilience Index, what may be lacking in education is the sustained attention to adversity as a developmental catalyst. Resilience depends on self-efficacy—the belief that one can overcome challenges and recover from setbacks and even turn adversity into opportunity and innovation.[20] Helping people to face, manage, and learn from difficulty is thus central to resilience-building. Social protection and inclusion matters, but equally important is equipping individuals with the

psychological and emotional capacity to cope with disruption and to transform adversity into innovation.

Corporations have long recognized resilience as a vital leadership trait. Executive recruiters often ask candidates to describe times when they were "between a rock and a hard place" and, importantly, what they learned about themselves. The purpose is clear: individuals who have never encountered significant obstacles may falter when faced with high-stakes responsibility for others' welfare. In today's volatile environment, companies particularly value managers with proven experience in volatile or emerging markets. Their ability to navigate ambiguity and adversity provides lessons relevant not only to leaders but to a broader workforce confronting societal disruption.

Studies consistently show that moderate, manageable adversity is linked to greater resilience later in life. The relationship follows a U-shaped curve: individuals exposed to some challenges fare better than those with either no adversity or overwhelming adversity.[21] Too little struggle deprives people of opportunities to develop coping mechanisms, while too much can be debilitating. Carol Dweck's concept of the Growth Mindset highlights how beliefs about learning and intelligence shape responses to difficulty. Those who view setbacks as opportunities for learning rather than as signs of failure display greater perseverance and adaptability.[22] Interventions based on this mindset have transformed outcomes in disadvantaged schools,[23] showing how powerful this orientation can be for talent development across contexts.

Traditional education and training tend to focus on cognitive skills and technical knowledge. Yet the evidence points to the importance of social and emotional learning—skills of coping, self-management, and positive relationship-building. Such skills not only foster resilience but also underpin long-term well-being and career adaptability. The Finnish concept of *sisu*, or grit in the face of adversity, illustrates how societies and individuals can transform hardship into growth and capability. *Sisu* emphasizes learning through challenge, taking responsibility even under uncertain outcomes, and cultivating the psychological readiness to act despite risk, reinforcing the principle that adversity itself can be a developmental catalyst.[24]

"Resilience comes from self-efficacy—turning adversity into growth. Moderate challenges, a growth mindset, and strong social-emotional skills build the adaptability modern economies need."

Research in economics confirms the value of these capabilities, and labour economists are turning to explore the implications.[25] Deming demonstrates that soft skills, such as communication, teamwork, emotional intelligence, have become increasingly rewarded in labour markets, thereby driving productivity and facilitating growth.[26] Recent work by Aghion et al. (INSEAD's winner of the 2025 Nobel prize in Economic Sciences) shows that even workers with low levels of formal education experience wage gains from strong social-emotional skills, which expand their occupational mobility.[27, 28]

GTCI intends to explore these profound implications for talent management and development during the coming year. Resilience is not simply an individual trait but also a function of educational and organizational practice, government policy, and notably cultural attitudes toward adversity and failure.

Looking ahead: Bouncing forward...

The implications of resilience research for talent development are profound. To prepare individuals for a world of ongoing disruption, education and training systems must integrate exposure to challenge, foster Growth Mindsets, and invest in social-emotional competencies. Organizations must continue to value experience in adversity—and not only among leaders but across the workforce. And policymakers must design safety nets and active labour market programs that transform job loss into opportunities for reinvention rather than despair.

Ultimately, resilience in the talent arena is about more than "bouncing back." It is about bouncing forward: using adversity as a springboard for innovation, adaptability, and renewed purpose. If societies, organizations, and individuals can embrace this orientation, they will be better equipped not merely to withstand disruption, but to thrive in it.

Box 1.1

Nordic Societal Resilience: Institutions that Make Trust Work

"Nordic resilience is built on strong institutions, high trust, and whole-of-society preparedness. Coordinated governance, adaptable labour systems, informed households, and media-literate education create societies able to respond quickly and cooperatively to crises. Above all, resilience is practiced continuously, forming a social contract grounded in trust and shared responsibility."

The Nordic countries—Denmark, Finland, Sweden, Norway, and Iceland—regularly top global rankings for societal resilience. Their success is not a matter of geography or luck. It rests on a deliberate system of institutions, habits of cooperation, and a high level of trust linking citizens, business, and government. Across the region, resilience is not only a security concept; it is a way of organising society.

Governance built on trust

Nordic governments have long treated trust as a strategic asset. Reliable public services along with transparency and integrity build the confidence that, in a crisis, the state will act competently and fairly. This trust enables governments to ask more of citizens—including compliance. The OECD's recent Trust Survey highlights the Nordics move towards the institutionalization of trust. Transparency International ranks Denmark and Finland first and second for corruption control. That credibility makes rapid, coordinated response politically and socially possible.

Whole-of-society preparedness

All five countries operate formal "all-of-government" and "all-of-society" systems. Finland's Comprehensive Security strategy and Sweden's Total Defence doctrine divide preparedness tasks among ministries, companies, civil organisations, and individuals. National agencies, such as Denmark's new Ministry of Resilience and Preparedness and Finland's National Emergency Supply Agency (NESA), provide on-going coordination, not only in times of crisis. Regular meetings of senior leaders, as well as the Nordic Council's Haga Cooperation on civil protection, reinforce this collective mindset.

Economic and social adaptability

Resilience also depends on how societies handle personal and economic shocks. Denmark's celebrated Flexicurity system—combining flexible labour markets, generous income protection, and active re-training—helps people adapt to job loss or industrial change without lasting harm. Similar approaches to lifelong learning and social partnership run across the region. High levels of collective bargaining coverage and dialogue between unions and employers facilitate rapid and legitimated adjustments. Digital government supports this adaptability, such that all the Nordics rank among the world's leaders in secure e-government and digital identity systems.

Households, infrastructure, and national assets

Resilience extends down to the household. Sweden mails every resident the brochure If Crisis or War Comes. Finland's "72-hour" campaign encourages every home to cope independently for three days. Systems to provide energy under most circumstances are another pillar. Finland's statutory stockpiles of fuels, grains, and medicines are managed in partnership with industry, and are often cited as a global best practice. Finally, Nordic education systems emphasise media literacy and critical thinking, making their populations notably resistant to misinformation and influence operations.

Practicing resilience, not improvising it

Perhaps the strongest feature of the Nordic model is that resilience is continuously practised. From cross-border exercises and cyber drills to local volunteer networks and transparent crisis communication, the work of preparedness is visible and shared. The result is a culture where facing uncertainty together feels natural. In an age of compounding risks, such as climate stress, hybrid threats, and digital disruption, the Nordic experience demonstrates that societal resilience is not a technical capability. It is a social contract renewed in everyday cooperation.

Source: INSEAD, Portulans Institute, 2025.

Linking household financial resilience to talent competitiveness

This year's GTCI expands its analytical scope by integrating new dimensions that capture the broader resilience and sustainability of talent ecosystems. One such inclusion is the indicator on Household Financial Resilience, which serves as a critical measure of how effectively economies can withstand shocks and sustain talent development amid uncertainty. This indicator underscores the intrinsic link between financial stability at the household level and the overall robustness of an economy's talent competitiveness.

An examination of the results reveals clear patterns. Economies with higher GTCI scores tend to exhibit stronger levels of household financial resilience, underscoring the close interdependence between household financial stability and a nation's ability to nurture, retain, and deploy talent effectively. As shown in the figure below, high-income economies continue to demonstrate the strongest levels of household financial resilience, supported by robust financial systems, comprehensive social protection mechanisms, and stable income structures. The Nordic region leads globally in this regard, with Sweden emerging as a global leader.

However, several emerging and developing economies also record noteworthy performances. Malawi, from the low-income group, breaks into the top quartile of nations, exhibiting a level of household financial resilience comparable to that of Finland and the United States. Other notable performers include Mozambique (low-income), Tanzania and Namibia (lower middle-income), as well as Bosnia and Herzegovina and Algeria (upper middle-income), all of which demonstrate relatively strong resilience despite more limited economic resources.

These results highlight that financial resilience—and, by extension, the ability to sustain talent competitiveness—is not exclusively determined by income level. Rather, the data imply that a nation can sustain more talent through targeted social policies, inclusive financial systems, and effective community-based support mechanisms that enhance household stability and economic security.

Figure 1: Household Financial Resilience vs GTCI Scores

Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.
Note: Countries are grouped according to the World Bank Income Classifications (1 July 2025) except Venezuela, RB, that is classified as an upper middle-income country until FY21, has been unclassified since then due to the unavailability of data.

A new era for the Global Talent Competitiveness Index

The GTCI 2025 edition marks an important new phase in the Index's journey. Following a one-year pause in 2024, this edition builds on a period of reflection and renewal—one that has allowed for meaningful improvements to both the structure and methodology of the Index.

The 2025 edition also marks the beginning of a new partnership between INSEAD and the Portulans Institute, a collaboration designed to preserve the Index's intellectual integrity while broadening its analytical reach. Together, these developments signal a refreshed vision for the GTCI—one that strengthens its foundation and enhances its ability to capture the shifting dynamics of global talent competitiveness in a rapidly changing world.

A key update in this year's edition is the renaming of the Global Knowledge Skills pillar to Generalist Adaptive Skills, reflecting the evolving nature of skills most valued in contemporary labor markets. The change recognizes the growing importance of soft cooperative skills, adaptability, and interdisciplinary problem-solving—skills that enable individuals to navigate the complexities of digital transformation, automation, and ongoing economic transition.

While the core structure of the GTCI remains consistent, the 2025 framework introduces several methodological refinements. These include adjustments to indicator composition and the calculation of composite scores, along with the inclusion of new measures that reflect the latest drivers of talent competitiveness—such as AI-related and soft skills, workforce resilience, and employee well-being. Detailed information on all changes can be found in Appendix I: Conceptual Framework.

Although the Index maintains continuity with previous editions, these methodological updates may have influenced certain ranking shifts. For this reason, comparisons with earlier editions should be made cautiously, acknowledging the evolution of the underlying framework and the broader changes shaping the global talent landscape.

The GTCI Ranking 2025

The top positions in the GTCI ranking continue to be dominated by developed, high-income countries, with a strong positive correlation between GDP per capita and GTCI scores. The *Detailed Results* section provides further insights into country performance across sub-pillars and indicators. European economies maintain their dominance in the GTCI rankings, accounting for 18 of the top 25 positions. Notably, Singapore ranks first for the first time since the inception the Index, displacing Switzerland, which moves to second place, followed by Denmark in third. The United States drops to ninth place—its lowest position since 2013. Among the non-European economies, Australia, Canada, New Zealand, Israel, and the United Arab Emirates also feature in the top 25. South Korea exits this group, while Portugal enters for the first time. An assessment of the top 15 countries is presented also in the *Detailed Results* section, along with comparative analyses of performance by income group and region.

"Notably, Singapore ranks first for the first time since the inception the Index, displacing Switzerland, which moves to second place, followed by Denmark in third. The United States drops to ninth place—its lowest position since 2013."

Table 1: Global Talent Competitiveness Index 2025 rankings

Rank	Economy	Score	Income Group	Region
1	Singapore	73.29	High	Eastern, Southeastern Asia and Oceania
2	Switzerland	73.14	High	Europe
3	Denmark	72.05	High	Europe
4	Finland	71.06	High	Europe
5	Sweden	70.76	High	Europe
6	Netherlands	70.26	High	Europe
7	Norway	69.84	High	Europe
8	Luxembourg	69.84	High	Europe
9	United States of America	69.41	High	Northern America
10	Australia	69.27	High	Eastern, Southeastern Asia and Oceania
11	Ireland	68.73	High	Europe
12	United Kingdom	67.52	High	Europe
13	Iceland	66.63	High	Europe
14	Canada	66.40	High	Northern America
15	Belgium	66.05	High	Europe
16	Austria	65.86	High	Europe
17	Germany	65.73	High	Europe
18	New Zealand	64.16	High	Eastern, Southeastern Asia and Oceania
19	France	62.88	High	Europe
20	Czech Republic	62.52	High	Europe
21	Estonia	61.92	High	Europe
22	Malta	60.97	High	Europe
23	Israel	60.16	High	Northern Africa and Western Asia
24	Portugal	59.90	High	Europe
25	United Arab Emirates	59.36	High	Northern Africa and Western Asia
26	Spain	59.32	High	Europe
27	Lithuania	58.76	High	Europe
28	Japan	58.59	High	Eastern, Southeastern Asia and Oceania
29	Slovenia	58.36	High	Europe
30	Cyprus	58.30	High	Northern Africa and Western Asia
31	Korea, Rep.	58.08	High	Eastern, Southeastern Asia and Oceania
32	Italy	57.35	High	Europe
33	Latvia	54.59	High	Europe
34	Slovakia	54.41	High	Europe
35	Qatar	53.87	High	Northern Africa and Western Asia
36	Poland	53.70	High	Europe
37	Hungary	52.80	High	Europe
38	Bahrain	52.71	High	Northern Africa and Western Asia
39	Chile	52.66	High	Latin America and the Caribbean
40	Greece	52.38	High	Europe
41	Croatia	52.23	High	Europe
42	Uruguay	52.06	High	Latin America and the Caribbean
43	Brunei Darussalam	51.48	High	Eastern, Southeastern Asia and Oceania

Rank	Economy	Score	Income Group	Region
44	Costa Rica	51.22	High	Latin America and the Caribbean
45	Georgia	50.97	Upper middle	Northern Africa and Western Asia
46	Malaysia	50.20	Upper middle	Eastern, Southeastern Asia and Oceania
47	Bulgaria	50.09	High	Europe
48	Saudi Arabia	50.06	High	Northern Africa and Western Asia
49	Mauritius	49.70	Upper middle	Sub-Saharan Africa
50	Seychelles	49.64	High	Sub-Saharan Africa
51	Kuwait	48.73	High	Northern Africa and Western Asia
52	Montenegro	48.73	Upper middle	Europe
53	China	48.65	Upper middle	Eastern, Southeastern Asia and Oceania
54	Serbia	48.52	Upper middle	Europe
55	Romania	48.24	High	Europe
56	Oman	47.82	High	Northern Africa and Western Asia
57	Belarus	47.76	Upper middle	Europe
58	Argentina	47.59	Upper middle	Latin America and the Caribbean
59	Armenia	46.95	Upper middle	Northern Africa and Western Asia
60	Azerbaijan	46.51	Upper middle	Northern Africa and Western Asia
61	Ukraine	46.31	Upper middle	Europe
62	Russian Federation	46.09	High	Europe
63	Albania	46.05	Upper middle	Europe
64	North Macedonia	45.36	Upper middle	Europe
65	Mongolia	45.04	Upper middle	Eastern, Southeastern Asia and Oceania
66	Bosnia and Herzegovina	44.60	Upper middle	Europe
67	Moldova, Rep.	44.23	Upper middle	Europe
68	Brazil	44.04	Upper middle	Latin America and the Caribbean
69	Colombia	43.94	Upper middle	Latin America and the Caribbean
70	Mexico	43.67	Upper middle	Latin America and the Caribbean
71	Uzbekistan	43.36	Lower middle	Central and Southern Asia
72	Kazakhstan	43.10	Upper middle	Central and Southern Asia
73	Peru	43.04	Upper middle	Latin America and the Caribbean
74	Jordan	42.65	Lower middle	Northern Africa and Western Asia
75	Philippines	42.39	Lower middle	Eastern, Southeastern Asia and Oceania
76	Viet Nam	42.25	Lower middle	Eastern, Southeastern Asia and Oceania
77	Thailand	41.93	Upper middle	Eastern, Southeastern Asia and Oceania
78	Lebanon	41.42	Lower middle	Northern Africa and Western Asia
79	South Africa	41.19	Upper middle	Sub-Saharan Africa
80	Indonesia	41.18	Upper middle	Eastern, Southeastern Asia and Oceania
81	Panama	41.15	High	Latin America and the Caribbean
82	Türkiye	40.96	Upper middle	Northern Africa and Western Asia
83	Cabo Verde	39.77	Upper middle	Sub-Saharan Africa
84	Paraguay	39.29	Upper middle	Latin America and the Caribbean
85	Botswana	38.89	Upper middle	Sub-Saharan Africa
86	Dominican Republic	38.88	Upper middle	Latin America and the Caribbean
87	Kyrgyzstan	38.81	Lower middle	Central and Southern Asia
88	Tunisia	38.54	Lower middle	Northern Africa and Western Asia
89	Ecuador	38.40	Upper middle	Latin America and the Caribbean

Rank	Economy	Score	Income Group	Region
90	Namibia	38.28	Lower middle	Sub-Saharan Africa
91	Bolivia, Plurinational St.	38.05	Lower middle	Latin America and the Caribbean
92	Sri Lanka	36.89	Lower middle	Central and Southern Asia
93	El Salvador	36.71	Upper middle	Latin America and the Caribbean
94	Egypt	36.62	Lower middle	Northern Africa and Western Asia
95	Tajikistan	36.42	Lower middle	Central and Southern Asia
96	Algeria	35.81	Upper middle	Northern Africa and Western Asia
97	Venezuela, Bolivarian Republic of	34.94	Upper middle	Latin America and the Caribbean
98	Morocco	34.54	Lower middle	Northern Africa and Western Asia
99	Kenya	34.30	Lower middle	Sub-Saharan Africa
100	India	34.03	Lower middle	Central and Southern Asia
101	Rwanda	33.93	Low	Sub-Saharan Africa
102	Iran, Islamic Rep.	33.69	Upper middle	Central and Southern Asia
103	Honduras	33.53	Lower middle	Latin America and the Caribbean
104	Ghana	33.43	Lower middle	Sub-Saharan Africa
105	Guatemala	33.22	Upper middle	Latin America and the Caribbean
106	Lao PDR	33.04	Lower middle	Eastern, Southeastern Asia and Oceania
107	Nepal	32.54	Lower middle	Central and Southern Asia
108	Malawi	32.02	Low	Sub-Saharan Africa
109	Nicaragua	31.50	Lower middle	Latin America and the Caribbean
110	Gambia	31.48	Low	Sub-Saharan Africa
111	Eswatini	31.42	Lower middle	Sub-Saharan Africa
112	Côte d'Ivoire	31.03	Lower middle	Sub-Saharan Africa
113	Senegal	30.73	Lower middle	Sub-Saharan Africa
114	Nigeria	30.51	Lower middle	Sub-Saharan Africa
115	Cambodia	30.31	Lower middle	Eastern, Southeastern Asia and Oceania
116	Bangladesh	30.07	Lower middle	Central and Southern Asia
117	Lesotho	29.83	Lower middle	Sub-Saharan Africa
118	Cameroon	29.82	Lower middle	Sub-Saharan Africa
119	Zimbabwe	29.70	Lower middle	Sub-Saharan Africa
120	Tanzania, United Rep.	29.41	Lower middle	Sub-Saharan Africa
121	Mauritania	27.85	Lower middle	Sub-Saharan Africa
122	Benin	27.74	Lower middle	Sub-Saharan Africa
123	Uganda	27.37	Low	Sub-Saharan Africa
124	Pakistan	26.90	Lower middle	Central and Southern Asia
125	Burundi	25.75	Low	Sub-Saharan Africa
126	Angola	25.35	Lower middle	Sub-Saharan Africa
127	Mali	24.74	Low	Sub-Saharan Africa
128	Mozambique	24.28	Low	Sub-Saharan Africa
129	Myanmar	24.24	Lower middle	Eastern, Southeastern Asia and Oceania
130	Burkina Faso	23.52	Low	Sub-Saharan Africa
131	Madagascar	22.97	Low	Sub-Saharan Africa
132	Yemen	22.28	Low	Northern Africa and Western Asia
133	Congo, Dem. Rep.	21.44	Low	Sub-Saharan Africa
134	Niger	20.05	Low	Sub-Saharan Africa
135	Chad	19.87	Low	Sub-Saharan Africa

Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

Which economies leverage talent investments well toward their talent competitiveness?

A deeper examination of the underlying structure of the GTCI 2025 reveals how the index is able to identify those economies that most effectively convert talent inputs into tangible talent outputs. The Talent Competitiveness Input sub-index captures those policies, resources, and institutional efforts enable a nation that can attract, grow and retain talent. In contrast, the Talent Competitiveness Output sub-index reflects the quality and productivity of talent that was generated because of these efforts. By plotting input–output scores across economies (figure 2), several notable trends emerge that underscore the impact creation in talent system performance. Economies positioned well above the trendline are those over-performing nations that achieve higher talent outputs with comparatively lower inputs, thereby demonstrating superior impact creation within their talent systems.

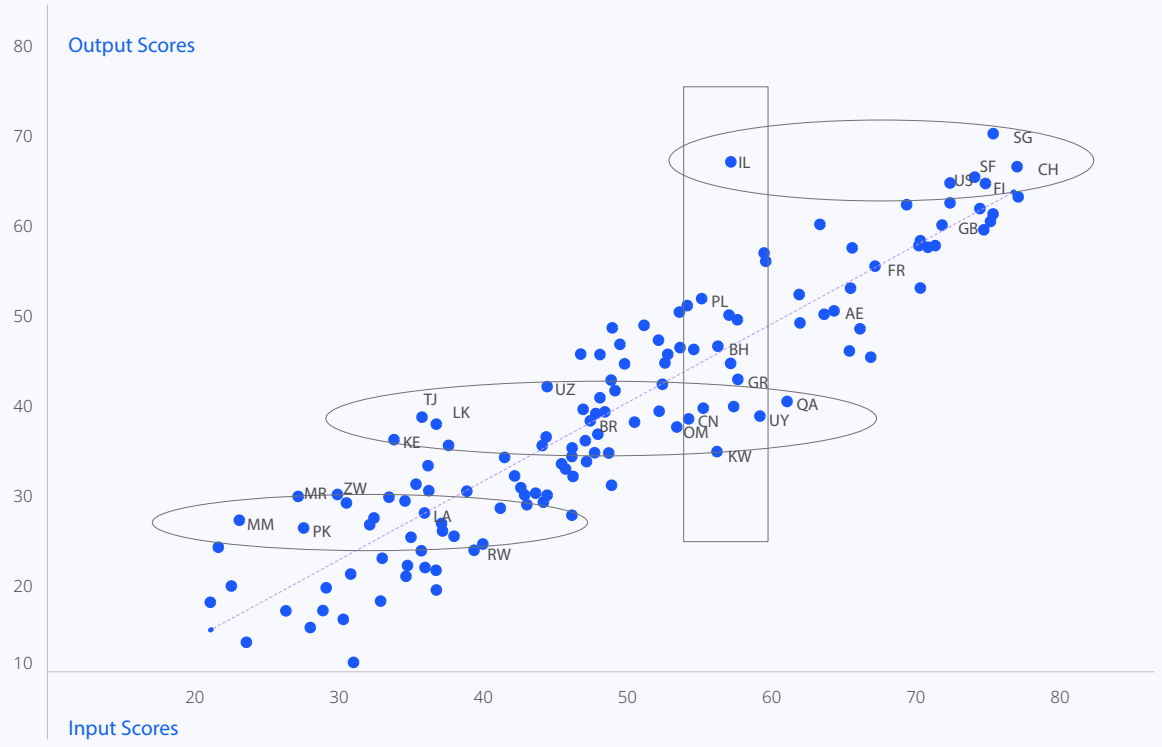
Israel stands out prominently, achieving talent output levels comparable to global leaders such as Switzerland, the United States, Sweden, and Finland despite operating with significantly lower input levels like China, Kuwait, Bahrain, and Poland. This graphic highlights Israel's exceptional ability to convert limited talent investments into high-impact outcomes.

Several lower middle-income economies—including Tajikistan, Sri Lanka, Kenya, and Uzbekistan—also demonstrate strong talent efficiency, achieving more with less through effective utilization of human capital and innovation capacity. Their talent outputs are comparable to those of higher-income economies such as Qatar, Oman, Kuwait, Uruguay, and upper middle income economy like China Similarly, Myanmar, Pakistan, Mauritania, and Zimbabwe outperform expectations, recording robust output performance relative to their input levels.

In contrast, economies such as Brazil, Bahrain, France, and the United Kingdom demonstrate a balanced input–output relationship, suggesting proportionate returns on their talent competitiveness investments. These economies sustain equilibrium between talent investments and resulting performance, indicating mature and stable talent ecosystems.

Overall, the findings reaffirm that high-impact talent performance depends not only on the volume of investments but also on, how effectively resources are deployed to generate measurable outcomes in innovation, productivity, and workforce adaptability.

Figure 2: Talent Input vs Output performance



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.
Note: The horizontal ellipses represent cases where different levels of inputs result in a similar level of output.
The vertical rectangle highlights economies that use similar input levels but produce different output levels.
2. "Input Scores" and "Output Scores should be in the center of the respective axis

Key Figure 2

Economy	ISO2	Income Group	Region
United Arab Emirates	AE	High income	Northern Africa and Western Asia
Bahrain	BH	High income	Northern Africa and Western Asia
Brazil	BR	Upper middle-income	Latin America and the Caribbean
Switzerland	CH	High income	Europe
China	CN	Upper middle-income	Eastern, Southeastern Asia and Oceania
Finland	FI	High income	Europe
France	FR	High income	Europe
United Kingdom	GB	High income	Europe
Greece	GR	High income	Europe
Israel	IL	High income	Northern Africa and Western Asia
Kenya	KE	Lower middle-income	Sub-Saharan Africa
Kuwait	KW	High income	Northern Africa and Western Asia
Lao PDR	LA	Lower middle-income	Eastern, Southeastern Asia and Oceania
Sri Lanka	LK	Lower middle-income	Central and Southern Asia
Myanmar	MM	Lower middle-income	Eastern, Southeastern Asia and Oceania
Mauritania	MR	Lower middle-income	Sub-Saharan Africa
Oman	OM	High income	Northern Africa and Western Asia
Pakistan	PK	Lower middle-income	Central and Southern Asia
Poland	PL	High income	Europe
Qatar	QA	High income	Northern Africa and Western Asia
Rwanda	RW	Low-income	Sub-Saharan Africa
Sweden	SE	High income	Europe
Singapore	SG	High income	Eastern, Southeastern Asia and Oceania
Tajikistan	TJ	Lower middle-income	Central and Southern Asia
United States of America	US	High income	Northern America
Uruguay	UY	High income	Latin America and the Caribbean
Uzbekistan	UZ	Lower middle-income	Central and Southern Asia
Zimbabwe	ZW	Lower middle-income	Sub-Saharan Africa

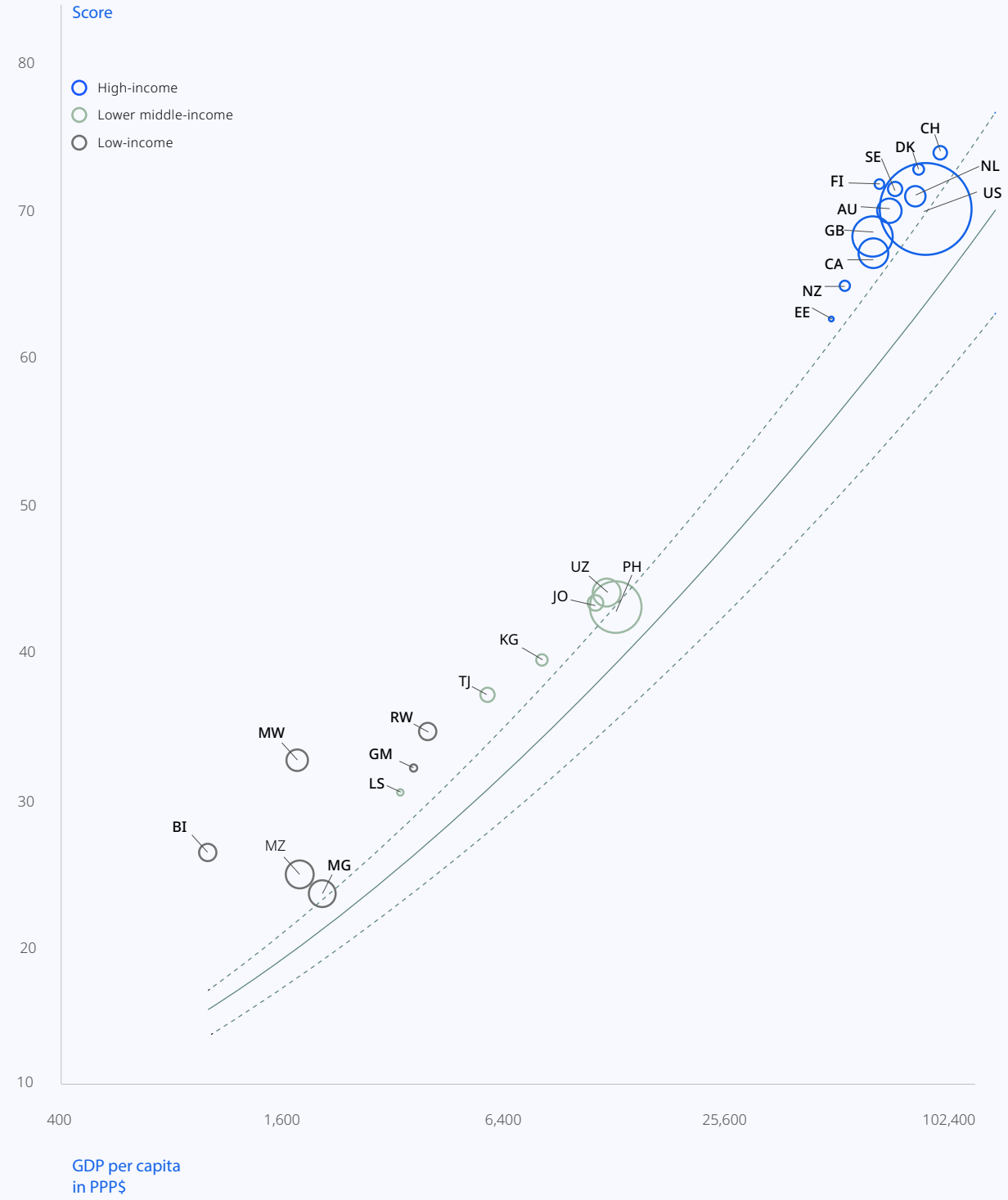
Dynamic Talent Movers

This section identifies economies whose performance on the GTCI is higher than what would be expected based on their level of prosperity. The expected value is derived from defining the typical relationship between income and transformation capacity as measured by GDP per capita and the GTCI score respectively. Economies located well above this trendline are classified as dynamic talent movers—countries that display a capacity to transform their economic resources into talent and competitiveness outcomes more efficiently than peers at comparable income levels. This analysis complements the more granular review conducted at the sub-pillar and sub-index levels in *Key Performance Highlights*, offering a wider systemic view of how countries convert economic potential into talent-driven competitiveness.

Figure 3 illustrates the relationship between prosperity levels and talent competitiveness across all economies, plotting GDP per capita against GTCI scores. The central curve represents the fitted global trajectory, with upper and lower bounds marking 10 percent above and below the expected values. Economies identified as *dynamic talent movers* appear above the upper line, distinguished by income group and labelled using their ISO2 codes.

A review across income groups reveals clear contrasts. High-income economies dominate the list of outperformers—Finland, Sweden, Denmark, the United Kingdom, the Netherlands, Switzerland, Estonia, Australia, New Zealand, Canada, and the United States—confirming that advanced economies sustain their edge not merely through wealth, but through continuous renewal of their talent ecosystems.

Figure 3. Economies Performing Above and Below Expected GTCI Scores Relative to Income Levels



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.
Notes:
1. GDP per capita is in PPP$ (natural logarithms). Both GDP per capita and population data (represented by the size of the bubbles) are for 2025 or the latest year available. The data are drawn from the World Bank's World Development Indicators database. The general trend line is a polynomial of degree two (R2 = 0.7959). The dashed lines illustrate the upper and lower bounds, set at +10% and –10% relative to the trendline.
2. Countries are grouped according to the World Bank Income Classifications (1 July 2025) except Venezuela, RB, that is classified as an upper middle-income country until FY21, has been unclassified since then due to the unavailability of data.
3. Population for Sri Lanka for the year 2022.
4. GDP per capita for Sri Lanka for the year 2021; Lebanon for the year 2023.

Key Figure 3

GTCI Rank	Economy	ISO2	Income Group	Region
2	Switzerland	CH	High income	Europe
3	Denmark	DK	High income	Europe
4	Finland	FI	High income	Europe
5	Sweden	SE	High income	Europe
6	Netherlands	NL	High income	Europe
9	United States of America	US	High income	Northern America
10	Australia	AU	High income	Eastern, Southeastern Asia and Oceania
12	United Kingdom	GB	High income	Europe
14	Canada	CA	High income	Northern America
18	New Zealand	NZ	High income	Eastern, Southeastern Asia and Oceania
21	Estonia	EE	High income	Europe
71	Uzbekistan	UZ	Lower middle-income	Central and Southern Asia
74	Jordan	JO	Lower middle-income	Northern Africa and Western Asia
75	Philippines	PH	Lower middle-income	Eastern, Southeastern Asia and Oceania
87	Kyrgyzstan	KG	Lower middle-income	Central and Southern Asia
95	Tajikistan	TJ	Lower middle-income	Central and Southern Asia
117	Lesotho	LS	Lower middle-income	Sub-Saharan Africa
101	Rwanda	RW	Low-income	Sub-Saharan Africa
108	Malawi	MW	Low-income	Sub-Saharan Africa
110	Gambia	GM	Low-income	Sub-Saharan Africa
125	Burundi	BI	Low-income	Sub-Saharan Africa
128	Mozambique	MZ	Low-income	Sub-Saharan Africa
131	Madagascar	MG	Low-income	Sub-Saharan Africa

Their ability to foster sound regulatory, business, and labour environments—combined with Internal Openness and forward-looking strategies for talent growth and retention—has enabled these economies to develop and sustain strong skill bases, open and inclusive labour markets, and high levels of social cohesion. Even amid ageing populations or technological change, these economies preserve adaptability through lifelong learning, policy agility, and institutional strength: attributes that form the foundations of resilient talent competitiveness.

A smaller group of lower middle-income economies—Tajikistan, Kyrgyzstan, Uzbekistan, Jordan, the Philippines, and Lesotho—also demonstrate a higher-than-expected talent and competitiveness output. These countries have focused on expanding high level skills, promoting sustainability, and engaging in change that affects lifestyle. The strong results of several in lifelong learning, employability, and sustainability indicate that they are building early forms of resilience through adaptability and human-capital diversification, even under resource constraints.

Rwanda, Malawi, Mozambique, Madagascar, Burundi, and The Gambia are the low-income economies that also outperform expectations, underscoring the centrality of human capital in structural transformation. In settings where formal institutions and infrastructure remain limited, progress in basic education, employability, and openness has positioned these countries as emerging examples of resilience from below—where community-based talent development compensates for structural gaps.

Notably, no upper middle-income economy appears among the movers. This absence may signal a talent competitiveness plateau, a phase where economies that have grown in income struggle to evolve their institutions and talent systems at the same pace[29] As the GTCI has highlighted in previous editions, advancing beyond this stage requires stronger linkages between education and the labour market, as well as deeper investment in lifelong learning and inclusion.

From a regional perspective, the movers are concentrated in Europe, where economies such as Finland, Sweden, Denmark, the Netherlands, Switzerland, the United Kingdom, and Estonia combine social trust (lifestyle, sustainability), mobility (external and Internal Openness), and high education quality (formal education)—hallmarks of mature talent ecosystems. Eastern, Southeastern Asia and Oceania include both advanced and emerging performers—Australia, New Zealand, and the Philippines—all leveraging talent impact, growth opportunities, and a workforce that remains competitive through life-long learning. In Northern America, Canada and the United States remain benchmarks for growth through formal education, life-long learning, access to growth, talent attraction, and enabling market, business, and labour landscapes.

Central and Southern Asia's Tajikistan, Kyrgyzstan, and Uzbekistan illustrate convergence driven by expanding high- and mid-level skills, changes in lifestyle, and sustainability. Jordan in Northern Africa and Western Asia stands out for internal and External Openness and a favorable Market Landscape. The Sub-Saharan African movers—Rwanda, Malawi, Mozambique, Madagascar, Burundi, The Gambia, and Lesotho—show that openness and a growing business and labour landscape can offset structural constraints. By contrast, Latin America and the Caribbean remain absent, reflecting persistent challenges in converting educational and social investments into sustained competitiveness and resilience.

Key Performance Highlights

Table 2 highlights the outperformance of economies at the pillar level, revealing that countries across all income groups have exceeded expected performance in one or more foundational dimensions of the GTCI. This demonstrates that strong capabilities in talent competitiveness are not limited to high-income economies but are increasingly evident across diverse development contexts. Economies achieving scores above projections for their income levels in key pillars—Enable, Attract, Grow, Retain, Vocational and Technical Skills (VT Skills), and Generalist Adaptive Skills (GA Skills)—exemplify efficient talent system performance relative to their income group.

Finland stands out as the only economy outperforming its income group across all six dimensions, reaffirming the nation's leadership in holistic talent competitiveness. New Zealand, Jordan, and Rwanda also record exceptional performance, exceeding expectations across all input pillars (Enable, Attract, Grow, and Retain). Particularly noteworthy are Rwanda, within the low-income group from Sub-Saharan Africa, and Jordan, within the lower middle-income economy from Northern Africa and Western Asia—both of which demonstrate strong foundations for talent development despite their income levels.

No economy from the upper middle-income group, however, outperforms across all four input dimensions, indicating structural and institutional constraints in translating economic growth into broad-based talent competitiveness. In contrast, outperformers in the two output pillars—Vocational and Technical Skills and Generalist Adaptive Skills—include the United States and Israel (high-income), Armenia and Serbia (upper middle-income), and a majority from the lower middle-income group such as Uzbekistan, Kyrgyzstan, Tajikistan, Nepal, and Zimbabwe. Malawi is the only low-income economy represented among these outperformers.

Ultimately, the results underscore that talent competitiveness is not solely a function of income level, but of strategic policy orientation, institutional quality, and the effective mobilization of human capital resources. Economies that align education, labour, and innovation systems toward adaptive talent development can achieve high performance even with modest income levels.

Table 2: Pillar-wise Outperformance

			Input				Output	
Region	Economy	Income Group	Enable	Attract	Grow	Retain	VT	GA
Central and Southern Asia	Uzbekistan	Lower middle		•		•	•	•
	Kazakhstan	Upper middle						
	Kyrgyzstan	Lower middle		•		•	•	•
	Sri Lanka	Lower middle					•	
	Tajikistan	Lower middle		•		•	•	•
	India	Lower middle						•
	Iran, Islamic Rep.	Upper middle						
	Nepal	Lower middle				•	•	•
	Bangladesh	Lower middle						
	Pakistan	Lower middle						•
Eastern, Southeastern Asia and Oceania	Singapore	High						•
	Australia	High	•	•	•			•
	New Zealand	High	•	•	•	•		•
	Japan	High	•			•		
	Korea, Rep.	High						•
	Brunei Darussalam	High						
	Malaysia	Upper middle						
	China	Upper middle			•			
	Mongolia	Upper middle						
	Philippines	Lower middle			•	•		•
	Viet Nam	Lower middle			•			
	Thailand	Upper middle						
	Indonesia	Upper middle	•					
	Lao PDR	Lower middle						
	Cambodia	Lower middle						
	Myanmar	Lower middle					•	

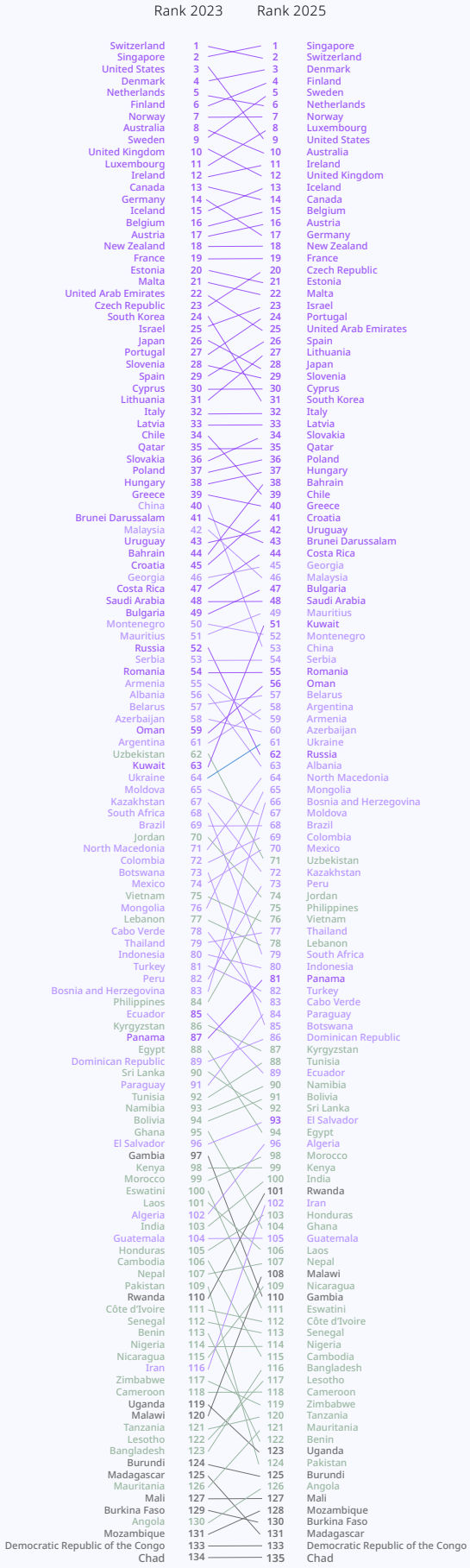
			Input				Output	
Region	Economy	Income Group	Enable	Attract	Grow	Retain	VT	GA
Europe	Switzerland	High	•		•			•
	Denmark	High	•		•	•		•
	Finland	High	•	•	•	•	•	•
	Sweden	High	•			•		•
	Netherlands	High	•		•			•
	Norway	High				•		
	Luxembourg	High		•				
	Ireland	High						
	United Kingdom	High	•	•	•			•
	Iceland	High						•
	Belgium	High			•			
	Austria	High				•	•	
	Germany	High					•	
	France	High			•			
	Czech Republic	High				•	•	
	Estonia	High	•			•		•
	Malta	High		•				
	Portugal	High		•	•	•		
	Spain	High			•			
	Lithuania	High	•					
	Slovenia	High				•		
	Italy	High			•			
	Latvia	High				•		
	Slovakia	High					•	
	Poland	High						
	Hungary	High					•	
	Greece	High				•		
	Croatia	High					•	
	Bulgaria	High						•
	Montenegro	Upper middle		•				
	Serbia	Upper middle					•	•
	Romania	High						
	Belarus	Upper middle				•	•	
	Ukraine	Upper middle		•		•		•
	Russian Federation	High						
	Albania	Upper middle	•	•		•	•	
	North Macedonia	Upper middle						
	Bosnia and Herzegovina	Upper middle				•	•	
	Moldova, Rep.	Upper middle		•			•	

			Input				Output	
Region	Economy	Income Group	Enable	Attract	Grow	Retain	VT	GA
Latin America and the Caribbean	Chile	High		•	•		•	
	Uruguay	High	•	•		•		
	Costa Rica	High		•	•			
	Argentina	Upper middle			•			
	Brazil	Upper middle						
	Colombia	Upper middle			•			
	Mexico	Upper middle			•			
	Peru	Upper middle		•	•			
	Panama	High						
	Paraguay	Upper middle						
	Dominican Republic	Upper middle						
	Ecuador	Upper middle			•			
	Bolivia, Plurinational St.	Lower middle			•			
	El Salvador	Upper middle						
	Venezuela, Bolivarian Republic of	Upper middle				•		•
	Honduras	Lower middle			•			
	Guatemala	Upper middle						
	Nicaragua	Lower middle						
Northern Africa and Western Asia	Israel	High					•	•
	United Arab Emirates	High		•				
	Cyprus	High		•				•
	Qatar	High						
	Bahrain	High						
	Georgia	Upper middle	•	•			•	
	Saudi Arabia	High						
	Kuwait	High		•				
	Oman	High						
	Armenia	Upper middle		•			•	•
	Azerbaijan	Upper middle		•			•	
	Jordan	Lower middle	•	•	•	•		•
	Lebanon	Lower middle	•	•	•			•
	Türkiye	Upper middle						
	Tunisia	Lower middle						•
	Egypt	Lower middle						
	Algeria	Upper middle						
	Morocco	Lower middle	•					•
	Yemen	Low						•
Northern America	United States of America	High	•		•		•	•
	Canada	High	•	•	•			•

			Input				Output	
Region	Economy	Income Group	Enable	Attract	Grow	Retain	VT	GA
Sub-Saharan Africa	Mauritius	Upper middle	•	•		•		
	Seychelles	High				•	•	
	South Africa	Upper middle	•	•				
	Cabo Verde	Upper middle	•	•		•		•
	Botswana	Upper middle	•					
	Namibia	Lower middle	•	•				
	Kenya	Lower middle					•	•
	Rwanda	Low	•	•	•	•		•
	Ghana	Lower middle	•					
	Malawi	Low	•		•	•	•	•
	Gambia	Low	•	•	•		•	
	Eswatini	Lower middle		•				
	Côte d'Ivoire	Lower middle	•					
	Senegal	Lower middle	•	•				•
	Nigeria	Lower middle			•			
	Lesotho	Lower middle		•		•		
	Cameroon	Lower middle						•
	Zimbabwe	Lower middle		•			•	•
	Tanzania, United Rep.	Lower middle	•					•
	Mauritania	Lower middle					•	
	Benin	Lower middle	•	•				
	Uganda	Low	•	•				
	Burundi	Low			•	•	•	
	Angola	Lower middle						
	Mali	Low						
	Mozambique	Low			•	•		
	Burkina Faso	Low						
	Madagascar	Low						
	Congo, Dem. Rep.	Low					•	
	Niger	Low						
	Chad	Low						

Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

Figure 4: GTCI Ranking in 2023 and 2025



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

What happened in the last 2 years?

Figure 4 shows how the relative positions of countries in the GTCI have changed in the two periods, GTCI 2023 and GTCI 2025. The left-hand and right-hand columns rank the countries according to their GTCI scores in the earlier and later period, respectively. Hence, an upward (downward) slope implies an improvement (deterioration) in the ranking over the two periods, which in turn suggests strengthening (weakening) talent competitiveness. As discussed earlier in this chapter, GTCI 2025 marks a milestone year for the index, introducing important methodological refinements to the framework. These include revisions in indicator composition and the weighting of sub-pillars, which have contributed to more pronounced movements across country rankings compared with previous editions.

It is important to note that scores and rankings are not directly comparable between one year and another. Each ranking reflects the relative position of a particular economy within the concurrent conceptual framework. Further, the data coverage and the sample of economies of that specific GTCI edition also reflect changes in the underlying indicators at source and in data availability. (See Appendix II for more details.) While this year's report presents a year-on-year comparison for reference, such comparisons should be interpreted with caution and not used in direct time-series analysis.

Despite these methodological shifts, a discernible structural pattern persists: the incidence of crossing lines intensifies in the middle of the distribution and stabilizes toward both extremes of the ranking. This suggests that mid-ranked countries remain the most dynamic segment in terms of relative competitiveness shifts.

The colour coding in figure 4, which denotes income groups, provides an additional analytical layer. The most significant ranking volatility is observed among upper-middle and lower-middle income economies, while high-income and low-income groups exhibit relatively stable positions. Notably, a larger share of high-income and upper middle-income economies demonstrate upward mobility in rankings, signaling progress in talent ecosystems driven by innovation capacity and institutional strength. Conversely, lower middle- and low-income economies tend to decline, reflecting persistent structural and capability gaps in human capital development.

Further, the slope of these lines, regardless of an increase or decrease in the rankings, reflects the change in rankings. A steeper slope indicates a greater change than a shallow slope. The graphic reveals how the slope of these lines in most cases is much greater among the lower income segments of nations. To the extent that these two years can be compared, this implies the higher income nations exhibit greater stability, with some exceptions, in their ranking over time.

In conclusion, the comparative analysis between GTCI 2023 and GTCI 2025 highlights a marked disruption and reshuffling among middle-income economies, where the combined effects of evolving talent dynamics and methodological refinements have led to significant ranking mobility. Ultimately, the findings suggest that the middle-income segment has become the most dynamic and contested zone of global talent competitiveness—where small strategic shifts can yield substantial changes in ranking and performance.

The skills that really count: Adaptability the new driver of competitiveness.

Resilience Thinking emphasizes the capacity to not merely withstand shocks but to adapt, reimagine, and transform in response to systemic change. It is a capacity increasingly mirrored in the modern talent landscape. As economies confront accelerating technological, geopolitical, and environmental disruptions, it is the breadth and flexibility of skill portfolios that determine an individual's or nation's capacity to "bounce forward."

Transforming the Global Knowledge Skills pillar into **Generalist Adaptive Skills** in the framework of GTCI 2025 operationalizes this idea within the talent framework. While the overall structure of this core dimension remains consistent, several updates have been introduced to better capture the evolving nature of skills in the modern economy. It recognizes that in an age of disruption, *generalists who can adapt, collaborate, and apply knowledge across contexts are the drivers of national competitiveness*. It aims to capture the multidimensional capabilities that enable this transformation: cognitive and socio-emotional flexibility (through *Soft Skills*), technological adaptability (through *Digital Skills* and *AI Talent Concentration*), and innovation-driven outputs (through *ICT Services Exports*, *Mobile App Development*, and *Intellectual Property Receipts*).

Figure 5: Generalist Adaptive Skills vs GTCI Scores

Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.
Notes:
1. GTCI Scores and Generalist Adaptive Skills Scores reflect the 2025 edition of the Global Talent Competitiveness Index. Each dot represents an economy, colour-coded by income group. The trend line represents a linear regression ($y = 1.0319x - 18.958$; $R^2 = 0.8745$).
2. Countries are grouped according to the World Bank Income Classifications (1 July 2025) except Venezuela, RB, that is classified as an upper-middle income country until FY21, has been unclassified since then due to the unavailability of data.

Box 1.2

The Talent and Competitiveness Monitor: A New Analytical Layer for the GTCI

"The Talent and Competitiveness Monitor, launching with the 2026 GTCI, will provide continuous, interactive tracking of talent indicators. As a dynamic complement to the Index, it will offer timely insights, incorporate additional datasets, and reveal trends across economies through an online platform with time-series tools and visualizations."

The Talent and Competitiveness Monitor is a data and analytical repository designed to store, organize, and present talent indicators through an interactive online interface. Planned for launch with the 2026 edition of the GTCI, the Monitor will add a continuous, data-driven dimension to the Index. Conceived as a dynamic complement rather than a parallel exercise, it will extend the GTCI's analytical reach and strengthen its ability to capture the evolving nature of talent systems. The Monitor will provide a more flexible and timely perspective on how economies perform across key aspects of talent competitiveness.

The Monitor will also help interpret performance within the broader context of comparative competitiveness. Because composite indices capture progress in relative rather than absolute terms, movements in scores or ranks between annual editions may reflect not only changes in a country's own performance but also shifts in other economies, or the combined evolution of several indicators within a pillar. By making these relational and temporal dimensions visible, the Monitor will offer a complementary view of how talent competitiveness evolves over time, thereby providing additional tools to assess the relative effects, cyclical patterns, and global trends that shape national performance.

While the Monitor will allow users to track multiple time-series indicators already included in the Index, it will also incorporate complementary datasets that cannot yet be integrated due to coverage, frequency or other comparability limitations. This dual capability preserves the methodological rigor of the GTCI while enriching it with experimental and more frequently updated indicators. Such indicators can capture early signals of change across its dimensions, as well as in emerging areas such as digital skills, workforce resilience, and inclusion.

The Monitor will further reinforce thematic continuity. As each GTCI theme now spans two consecutive editions, the Monitor will retain related indicators beyond the formal cycle. This will ensure that progress in key theatic areas can continue to be observed and documented. In this way, it will serve as a bridge between the Index's annual rankings and the broader landscape of talent-related data that evolve in real time.

The Monitor's planned interface will take the form of an online platform combining interactive time-series tables and visualization tools. It will display actual values rather than normalized scores and enable comparisons across economies. Users will be able to toggle between raw and indexed views, overlay regional or income-group averages, and export data and charts for further analysis.

The Talent and Competitiveness Monitor will thus represent the next step in the evolution of the GTCI—an integrated analytical environment where time-series tracking, comparative interpretation, and interactive visualization converge to provide a fuller and more agile picture of how economies move in the global competition for talent.

The strong statistical relationship between Generalist Adaptive Skills (GA Skills) and overall GTCI performance (R^2 = 0.8745) further substantiates that economies investing in adaptable, digitally fluent, and cross-functional workforces are better positioned to convert disruption into opportunity. Thus, the GTCI's refined model operationalizes the core tenet of Resilience Thinking—that long-term competitiveness depends not on stability, but on the continual renewal of talent and institutions in the face of change.

In essence, GA Skills emerge as one of the strongest determinants of national talent competitiveness, highlighting that countries fostering adaptable, cross-functional, and digitally fluent workforces are far better positioned to thrive in an increasingly dynamic global talent landscape.

Singapore, Israel, and Ireland emerge as the global leaders in GA Skills, demonstrating exceptional strength in cultivating adaptable, digitally fluent, and innovation-ready workforces. Within the upper middle-income group, Malaysia, Serbia, and Ukraine lead their peers, reflecting strong investments in education systems and digital capability development. Among lower middle-income economies, Lebanon, the Philippines, and India stand out for their growing emphasis on transferable and future-oriented skills. Meanwhile, Malawi, Yemen, and Rwanda lead the low-income group, showcasing how targeted efforts in education and community-based training can yield high adaptability even in resource-constrained environments.

Key messages elaborated

1. **Resilience in a disruptive world means learning how to bounce forward.** In our disruptive and volatile world, resilience means learning how to bounce forward as well as bouncing back from the inevitable shocks and crises. Look to the Nordic nations (as well as Singapore and Switzerland) for what this implies—priority to active labour market practices to support citizens in bouncing forward from job loss, emphasis in educational systems on helping individuals to learn from adversity, as well as developing organizational agility.

2. **Societal Resilience is much more than just resources.** Resilience emerges from feedback across different levels—individual/household up to society. Some countries appear to push the responsibility for resilience down to regions, communities, and individuals. At the societal level, high performers succeed because of more than resources—institutional trust, whole-of-society preparedness, and lateral coordination are vital. Five enablers are apparent in frameworks to capture resilience—anticipatory capacity, reliable state infrastructure; trustworthy/inclusive institutions, civic engagement with supportive leadership, and systemic cross-sector coordination—offering levers such as rotational mobility, inter-ministerial task forces, and projectized problem-solving to turn disruption into adaptation.

3. **Adaptability is a new driver of competitiveness:** In an era defined by disruption, resilience and competitiveness hinge on the ability to adapt, reimagine, and transform. The *Generalist Adaptive Skills* dimension operationalizes this idea within the talent framework, emphasizing that broad-based capabilities—spanning soft skills, digital literacy, and innovation-oriented thinking—are now central to national talent outcomes. As AI reshapes the nature of work and skill demand, the capacity to integrate AI tools, think critically about their use, and combine technological fluency with human-centric soft skills becomes indispensable. Economies that cultivate adaptable, cross-functional, and AI-literate workforces tend to be better positioned to convert disruption into opportunity and sustain long-term competitiveness in a rapidly evolving global landscape.

4. **Soft cooperative skills are increasingly enabling economies to upskill their talent and enhance workforce adaptability.** High-income economies dominate the global top ten in soft skills, led by European frontrunners such as Denmark, Iceland, Switzerland, the Netherlands, and Finland, alongside Middle Eastern leaders including Qatar, the United Arab Emirates, Israel, and Saudi Arabia. Their strong performance reflects sustained

investments in education quality, workplace collaboration, and innovation-oriented cultures that nurture adaptability and interpersonal effectiveness. Notably, the Philippines stands out as the only lower middle-income economy in the soft skills top ten, underscoring that human-centric capabilities—such as communication, teamwork, and adaptability—are increasingly vital drivers of talent competitiveness across all income groups.

5. **The absence of upper middle-income movers points to a possible "talent plateau."** No upper middle-income economy appears among the dynamic movers. This absence may indicate that, as countries move from middle to high-income status, institutional and education reforms often lag behind income growth. The resulting gap between economic advancement and talent-system maturity can limit competitiveness gains. While this may not yet represent a confirmed structural pattern, it suggests a transitional phase where stronger coordination between education, labour, and business policy could help sustain upward mobility in talent competitiveness.

6. **Outperformance is concentrated at both ends of the income spectrum.** The group of movers shows a dual distribution: high-income European economies on one side, and low-income Sub-Saharan African economies on the other. At the top, long-standing strengths in institutional quality, education, and labour-market inclusiveness continue to generate resilience. At the bottom, several smaller economies, such a Malawi and the Gambia demonstrate that incremental progress in human capital formation and openness can yield proportionally high returns. These results illustrate that outperformance can emerge from very different development contexts—from the institutional maturity of advanced economies to the adaptive capacity of low-income ones.

7. **High-impact talent competitiveness is driven not only by the scale of investment, but also through strategic focus and effective talent systems.** The GTCI 2025 results reveals that economies achieving the greatest talent competitiveness are not necessarily those investing the most, but those leveraging their investments most effectively. While Brazil, Bahrain, France, and the United Kingdom are examples of mature economies that are more in-line with their expected input-output efficiency, economies such as Israel, Tajikistan, Sri Lanka, Kenya, and Uzbekistan are "doing more with less" by exceeding output expectation for their levels of talent inputs.

8. **Regional contrasts highlight diverse pathways to talent competitiveness.** Europe and Sub-Saharan Africa each account for seven dynamic movers, yet for very different reasons: the former through established talent ecosystems, the latter through emerging human-capital momentum. Only one mover (Jordan, 74th) represents Northern Africa and Western Asia, and none are found in Latin America and the Caribbean—underscoring continued challenges in translating education and social investment into labour-market outcomes. Meanwhile, several economies in Central and Southern Asia and Eastern, Southeastern Asia and Oceania exceed expectations, showing how openness, workforce agility, and targeted skill investments can lift competitiveness even where income remains modest.

9. **High-income economies from the Middle East continue to lead globally in attracting talent, underpinned by exceptional levels of External Openness.** The United Arab Emirates ranks 3rd worldwide in the Attract pillar—behind only Luxembourg and Singapore—while Qatar (7th) and Kuwait (16th) also feature prominently. Notably, five of the top ten economies in External Openness are from the Northern Africa and Western Asia region, underscoring the region's growing influence as a global hub for international talent mobility and opportunity.

10. **Singapore claims the top position in the GTCI, marking a defining milestone not only for the country but also for the Eastern, Southeastern Asia and Oceania (ESAO) region in its talent competitiveness journey.** Singapore's success reflects the strength of its education system, effective governance, and a forward-looking approach to nurturing an adaptive and innovation-driven workforce. Across the broader region, performance remains diverse yet promising. Australia (10th) and New Zealand (18th) outperform expectations relative to their income levels, underscoring their strong institutional and skill ecosystems. The Philippines (75th) also performs above expectations and stands among the top 10 economies in the ESAO region this year. Overall, the ESAO region showcases both maturity and dynamism in its talent landscape—where Singapore sets the global benchmark among high-income economies, and the Philippines emerges as a rising success story among lower middle-income economies, reflecting a widening yet forward-moving spectrum of talent competitiveness.

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Chapter 2

Strategic Agility in Organisations: Perspectives on Resilience

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With increasing external volatility and uncertainty, resilience in the face of unexpected disturbances becomes increasingly important. Yet, managing for resilience does not come naturally to human beings in organizations. Large organizations, as we know them, have been built around stability and order, and efficiency and control. From pharaonic bureaucracies in Egypt (probably the first stable large-scale, hierarchical organizations) to the Rouge River plant outside Detroit (where Ford built the first mass-produced automobile, the "Model T"), these organizations can be impressively efficient, but also fragile and brittle. They are tightly integrated, stable systems where deviations from established procedures are minimized (ideally hunted to extinction), and roles and responsibilities of managers and workers are well defined in thick rule books. With a slightly more flexible and decentralized approach, particularly to brand subsidiaries, General Motors (GM) dethroned Ford in the 1920s. In more recent times, both of these automakers had to turn to Japanese automakers—Ford to Mazda, GM to Toyota—to adopt more flexible approaches to manufacturing and painfully integrate operations to shed their bureaucratic rigidities.

Some years ago, the executive responsible for strategy at Nokia, Mikko Kosonen, quite rightly became increasingly concerned with the future of his company. He and I studied a series of information and communication technology companies that had successfully negotiated major strategic disruptions and had shown great, often surprising, resilience. We found their resilience was rooted in what we called "strategic agility."[30]

In our analysis, strategic agility resulted from the 'thoughtful and purposive interplay' on the part of top management between three vectors of forces.

1. **Strategic sensitivity**: which is the sharpness of perception, the intensity of awareness, and the heightened attention to strategic developments;

2. **Leadership unity and collective commitment**: which is the ability of the top team to make bold, fast decisions—without being bogged down in top-level 'win-lose' politics—that were followed by effective collective action;

3. **Resource fluidity**: which is the internal capacity to rapidly reconfigure organizational capabilities and redeploy resources.

Let's review these important organizational forces, and their contribution to the resilience of these companies, that we saw navigate major disruptions successfully.

Strategic sensitivity:

"We must constantly resist our planning instinct"
Deputy Planning Minister, Singapore

Indeed, there is an inherent tension between our yearning for strategy—for making detailed plans—and the need to be resilient. Planning presupposes certainty, or at least, that a choice or a bet has been made with the expectation of a planned outcome that will

be in line with strategic goals. Sometimes, of course, strategic choices are wrong, or successfully thwarted by competitors. Sometimes, even no choice is a good choice. Perfect compliance to such planning implies resilience is simply not possible! And furthermore, operating in an environment of Schumpeterian creative destruction renewal, perfect compliance may not be desirable from a social welfare standpoint. Population ecologists in business studies make a similar point.

Strategy as a theory can be wrong, or impeded and made obsolete. Airbus's commitment to its super jumbo jet, the A380, suffered from both pitfalls: capacity constraints at major "hub" airports were overcome not by employing bigger planes within the existing "hub and spoke" scheduling networks, but by acquiring smaller airplanes in larger numbers to service more direct connections between secondary cities. This was a solution passengers preferred and Boeing actively promoted to market its much smaller B787 Dreamliner. Only Emirates airlines, with its many long-haul routes, could capture the benefits of large passenger loads. It acquired A380s in large numbers. As a result, A380 production was halted after about only 200 units, whereas the profitable scale of production that Airbus had planned for required over a thousand units.

In an increasingly complex world, strategies must allow for the possibility of surprises and the opportunity to learn from them using a Bayesian commitment logic.[31] Surprises seldom come entirely "out of the blue" as true "unknowable unknowns" only arise as total surprises in a world of deep Knightian uncertainty.[32] In the way that local earthquake tremors often precede volcanic eruptions and may serve as warnings, most surprises are unanticipated by some of us, but not necessarily by all, as some may have anticipated them.

Take a very visible crisis: while building the first skyscrapers in Tel Aviv, the Israelis foresaw the possibility of suicide terrorists ramming airplanes into them. In the ramp-up to the 9-11 disaster, the US intelligence and security services did not pick up telltale signs forewarning that a terrorist event was imminent (i.e., young Saudi men asking for in-flight lessons on big airliners but showing little interest in take-off or landing). Somewhere between a flying school in Texas reporting an "anomaly" to local FBI police officers (the Saudi students wanting these odd flying lessons) and a possible course of preventive action (questioning them on their intent), the information was lost and the flying lessons given. Awareness of a threat to resilience requires not only having a perception of the anomaly, but also a comprehension of the risk it poses. This requires the capacity for pre-conception and imagination. These were present for Israel but absent for the USA.

So, a first implication about fostering resilience is to avoid failing to perceive anomalies or failing to appreciate their full potential risks. A telling example of this is what happened in Pearl Harbor on December 7, 1941. The attacking Japanese bombers came from an unanticipated direction—from the northeast where their carriers were in hiding just over the horizon. When they were first detected by then nascent radar technology, the bombers were mistaken for US bombers expected around that same time. Though the US planes should have been coming from a different direction, the radar operators perceived the anomaly but did not assign any meaning or ask any questions. They failed to ascertain the full risk of their recognized anomaly, a Japanese surprise attack was not part of what they could anticipate.

As they mature, organizations lose alertness and fail to detect anomalies. Routine operations and their incremental improvements become a dominant practice, and the organization can become overly inward-looking[33] and can become a prisoner of this dominant logic.[34,35] This approach provides a uniform way to orient management attention and governs how outside information and internal "anomalies" are to be interpreted. However, it can restrict management's attention span and narrow its angle of vision. Effectively, management tunnel vision displaces strategic scanning and reduces the capacity to accurately interpret anomalies.[36,37]

A first imperative for any organization is to foster resilience by preserving a wide angle of vision when perceiving anomalies, and an ability to zoom in as well as zoom out to gain a more robust perspective. To bring the point home, our friend Gary Hamel asks students to imagine visiting a cathedral with binoculars glued onto their face. They might appreciate the gorgeous, delicate carvings of some sculptures, but would likely miss the spiritual nature of the whole building as a bridge of light between Heaven and Earth. Overflying it in an airplane might now highlight the architectural prowess of its builders, but, again, would miss the true nature of why the edifice exists.

Our "planning instinct" distress is another key barrier to building resilience. As Nietzsche so aptly put it:

"Danger, disquiet, anxiety, attend the unknown, the first instinct is to eliminate these, any explanation is better than none; the first idea that explains the unknown is in fact the known does so much good that one holds it for true."

This leads to premature closure of any anomalous interpretation. Most human beings find it difficult to tolerate sustained uncertainty and ambiguity, and they are all too willing to cling on to the first possible scenario like a life vest at sea in a storm. For a period, dazzled by scenario planning methods developed at Shell and adopted by many other leading firms, practitioners believed that scenarios could be "objective." We have learned they are not. "Objectively chosen" scenarios are,

not so surprisingly, almost always our ex-ante favorites, denying the value of the whole exercise. Like most of our decisions, they are victims of our prior belief and our desire for discovering a way out. Consider how McKinsey & Co., following this tack, advised Swissair's management who was seeking a recovery strategy to escape from the threat of bankruptcy. Ultimately, they found none, despite significant efforts, but Swissair's management continued to look for one until its final demise.

Our very concept of strategy needs to change to one of adaptive "next step" learning by doing, interpreting action outcomes carefully. When finding a path forward to ford a river, a Chinese proverb says crossing the river one step at a time by feeling for the next stone is the best approach. This contrasts with merely hoping for a straight-line path in meeting a plan's objectives.

No theory exists for objective setting (except perhaps for challengers, who may have an obvious target: think of Komatsu's "Maru-C" slogan, translating to "let's encircle Caterpillar"). This implies that planning is likely to lead a firm towards more of the same, making it increasingly rigid and brittle whenever hit by unforeseen events. A concept and a practice of devising strategy via repeated experiments are needed.[38,39,40] Of course, such experiments are easier in multi-business or multi-site companies (e.g., retailers). For these firms, partial experiments can be readily carried out at relatively low cost, to either then be adopted throughout the firm or dropped entirely. But could Airbus have carried out such experiments investigating the value of its A380 strategy? For example, knowing that most airports could only board and deboard passengers on a single level, and considerable time could be needed perhaps Airbus could have checked the boarding and deboarding time when only doors on the lower level of the A380 were used? But would such experimenting efforts prove effective when Boeing was canvassing airport authorities with the support of some key airline customers to dissuade them from making the investments in passenger handling infrastructure and runway reinforcements for heavier aircraft?

Thoughtful corporate venturing may, of course, yield similar results. New ventures are indeed experiments in previously unexploited market niches. They may fail, and many do, but they still bring valuable learning at a low cost. They may also revive strategic awareness and attention, and renew real strategy dialogues, like they did at Nokia.[41]

As part of the stiffening of arteries that goes with maturity, companies lose their ability to reconsider their business models and make them more resilient to disruption. The language is missing, as well as, perhaps, the strategic minds to use it.[42] Strategy sensitivity cannot be turned on at the flip of a switch, as once it is lost, it will need to be painstakingly rebuilt. This is one key reason for being alert to small, early "anomalies," like tremors around a volcano preceding an eruption. Perhaps "grafting" a new model may work with a major acquisition, such as when IBM and PwC consultants are employed to help move from hardware to software and service. Perhaps the import of a senior executive may work, such as when Xerox hired David Kearns, who had successfully led IBM in Japan, and made the insular Xerox aware of both new Japanese competition and of the untapped innovative potential of its alliance with Fuji.

Yet beyond sensitivity reframing, or "lifting" the framing up from the details of operations and onto a wider reframing, usually calls for a strategic dialogue to be conducted between different framing proponents within the firm. A practical strategic language is needed that is not too general and abstract to become meaningless, nor too close to the ground to fail in offering a broader perspective.[43] Such language allows one to consider strategic redeployment, such as was necessary for Danaher to move from industrial components to medical equipment. In this way, an existing, well-mastered business model can be more resilient and more profitably deployed and maintained.

Of course, strategic sensitivity is of no value to an operation if the resilience strategies it suggests cannot be implemented for lack of available resources, or the inability to reassign them. We all know that, once allocated, resources are gone. Come September, what business unit manager will turn to the CFO to say: "Actually, we do not need all the budget we were allocated for this year, please take it back?" Those managers are few and far between.

Resource fluidity

Even a deeply felt commitment at the top to resisting turbulence and disruption does not always translate into action within an organization. Rigidity often results from the monolithic interplay between tightly coupled elements of the corporate system, aggravated by the fact that, with maturity, the complete system is no longer understood. The organization is so complicated, and the interactions within the organization are so complex, no one can understand them anymore. Action brings surprises, and not just from a complex external environment but from the sinews of the organization. Poor change-management action tools have similar often dire unexpected consequences!

The basic suggestion is to avoid complex, tightly integrated and hierarchical systems, for they are rigid and brittle—a localized shock will reverberate through the whole system and paralyze it. Smaller, human-sized, loosely coupled units are preferable to big, integrated hierarchies. Here, "small (and many) is beautiful."

Annelise Saxenian, a Professor at Berkeley, compared the development of the computer industry on the East Coast of the US with that on the West Coast. She observed an alignment between big central units sold by large hierarchical organizations such as IBM to equally large bureaucratic customers in the East. This was in contrast to a challenging alignment around individuals as customers, personal computers, and agile entrepreneurial suppliers in the West pioneered by the rise of Apple.[44]

Resilience requirements are particularly well represented by how DARPA specified ARPANET, the military precursor to the Internet. ARPANET was a network of richly connected nodes with no center. This meant that, should some nodes become inoperable, messages could still travel by discovering alternative routes through the entirety of the remaining network.

Planned reactivity also contributes to resilience, even when sometimes the threat does not come from an expected angle. Morgan Stanley, whose main offices were next to the New York Twin Towers, had developed resilience plans in the event of its offices being cut off from the Internet by unexpected electricity breakdowns or cyberattacks. The events of 9/11 successfully put these plans to effect, although the threat to its resilience was totally unexpected.

In physical goods, as opposed to informational goods, redundancy involves higher stock levels and plans for sudden mobilization. MSF or UNICEF, for instance, have frame contracts with airlines and operators of cargo planes to provide their services as contingency plan against catastrophes like earthquakes or floods. UNICEF storehouses inventories of first-aid supplies for different emergencies in dispersed parts of the world. UNICEF is also prepared to mobilize its own resources and skills on very short notice. For example, when the Saudis entered the civil war in Yemen by bombing the port of Hodeida on the Red Sea—an intervention no one expected—the flow of food, medications and drinking water provided by UNICEF was cut off. Ships could no longer use the only harbor in the Houthi-controlled part of Yemen. UNICEF took two measures very quickly: first, inspired and introduced by MSF, it hired as many of the local dhows it could find. These flat-bottomed boats were particularly practical, as they could be loaded and offloaded on beaches. Second, it set up a regional support office in Jordan, with dozens of UNICEF staff moving there from Copenhagen (their main logistical base in Europe). They also set up an advanced post in Djibouti, where supply planes would land and their loads would be transferred to the dhows. This was a remarkably resilient effort on the part of a normally heavily bureaucratic United Nations. The manager in Copenhagen, knowing that even approving a temporary assignment to Jordan would normally require several weeks in the United Nation's personnel management system, went for "we'll ask for forgiveness, not authorizations." A very daring and ultimately successful strategy.

Swarming to provide support, like UNICEF did in Yemen when resilience is under attack, is part of the culture and values of many resilient corporations. For instance, Danaher, a high-performance diversified company, has strong norms of generalized reciprocity: a business unit head who is facing strong difficulties is expected to call others (peers) for help, not hide problems and try to solve them locally. All others are expected to volunteer for help, sometimes temporarily transferring to the operations of the business unit in trouble. Mutual assistance is one of Danaher's deeply felt, core values.

In most companies there is a tight alignment between the boundaries of a business, its corresponding business model, and the domain of responsibility of a senior executive. This alignment should be broken for agility and resilience. Companies can dissociate their organizational structure (roles and responsibilities) from the underlying business processes and IT systems, and from their strategy and resource allocation decisions. Such changes allow greater structural flexibility to survive disruptions within a given business model. This will not only have an impact on making business models less rigid but can also help in reframing the business and break patterns of individual executive 'ownership.'

Decentralized redundancy in a loosely coupled network may be most effective. As with the Internet, localized disruption does not bring the whole network down. This is not true, for example, with tightly coupled electricity grids suffering from underinvestment and having little or no redundancies when a local incident triggers a wide-area blackout. The networked units will swarm a threat by bringing forces to converge on it, in the same way as the killer T-cells in our blood converge on an aggressor. In organizations, this calls for sincerity, openness, and blamelessness in dealing with problems. Hiding or misrepresenting problems undermines the functioning of the whole system. Norms of generalized reciprocity must prevail when addressing disruptions. Give before you take and trust you will be helped when in need (e.g., in nature, blood sharing among vampires). As for resilience, access may trump ownership. What matters is not to hold resources but be able to access them on short notice for use in a crisis (e.g., UNICEF's agreements with air cargo companies).

Some companies in pursuit of resilience move products to different organizational "homes" rather than move people or funding. For instance, to improve sales, Hewlett-Packard may reassign responsibilities for one product or another between divisions, according to where that product would receive the best care and find the most suitable "go-to-market" route. Such moves can be initiated from the top, but also laterally between executives in product units.[45] This conferred a resilience advantage to Hewlett Packard as EVP Ann Livermore stressed in an interview:

"We have an advantage of having multiple models and can hence migrate products between the different business models as products and businesses mature or markets change. For instance, when we take a high-volume supply chain management (SCM) process and apply it to servers, too, the cost and time savings are huge. Developing new business models and related capabilities takes on average six years, and when we can migrate to new business models in months you can understand the difference." (Author's interview)

Of course, resource fluidity will not be of maximum efficiency—assessed under non-disruptive circumstances. Instead, it is likely to require slack and redundancies, but that may be an affordable inefficiency for the sake of fluidity. A perfect "fit" to a given environment makes an organization vulnerable to any (even minor) changes in that environment. Trading houses that help provide flexibility in supply chains, such as Li & Fung in Hong Kong or Mitsubishi in Japan, that had lost their advantage as industrial firms built their own global networks now go through a strategic renewal, as they find the greater agility and resilience they offer are now a priority for their customers' global operations.

Leadership Unity and Collective Commitment

Resilience in an organization requires coordinated and consistent collective action under an environment of uncertainty. This assumes members of the top leadership team can act in unison, even when isolated from each other with little information (think of an orchestra playing a piece of music with each of its members alone in a soundproofed cubicle). Clarity of deeper values, both shared and personal, psychological safety, as well as transparency of interests and motives among senior managers are key. A board of management member of SAP hit the point in an interview with us:

'We each earned our stripes in the past, we each know we deserve to be part of this group, and so do all the others, there is no question about it'. (Author's interview).

While common purpose and shared values are needed, they should not hide personal psychological idiosyncrasies. Knowing what makes the other members tick and, more importantly, what makes them uncomfortable, is essential. Even more than goals, powerful people often have fears and situations they want to avoid at all costs. However, these are carefully hidden in their own private garden. Yet, cognitive diversity, but not necessarily demographic diversity, brings a rich array of contributions to the management process. Further, cognitive diversity is always emotional, adding to the richness a management team can bring to facing unexpected challenges.

Cultivating a habit of interdependent and collaborative problem-solving actions within routine agendas will be invaluable in a crisis. Such collaboration can efficiently promote the discovery of unplanned but necessary tasks and contributions to resolve the problem at hand. Individual survival instincts might otherwise become dominant, and not with positive consequences.

An excellent example is the well-researched tragedy of a squad of US "smoke jumpers" parachuting into a mountain forest to fight a forest fire.[46] Many were overwhelmed by their individual survival instinct and tried to outrun a forest fire uphill on foot. This is seldom a successful move because of the high speed at which forest fires spread, and they knew it well. They ran, and they died. The commanding officer had tried to dissuade the men from simply running away, but most yielded to panic. He then led the few who heeded his orders now acting in their collective interest as a team to burn and clear a patch of forest just ahead of the fire. They then crouched and waited calmly as the fire moved around and past them. These men all survived unscathed.

How do some people manage to override their own individual survival instincts, and act as a team to find a defensive maneuver which can paradoxically sometimes be the only way to survive in complex and threatening situations? A deeply felt common purpose and shared ethical rules facilitate emerging patterns of such collaboration. As do norms of generalized reciprocity: when in doubt, give without keeping score and trust you will in turn be helped when in need. Formalization of roles, relationships, and responsibilities, as well as specified rewards on upper middle management, runs against such agility. An organization driven by "what's in it for me?" as an action principle cannot be resilient—it may fly apart in a crisis.

But collective commitment, and team resilience, remain anchored in the individual resilience of its members. Each member needs to be resilient[47] and not lose one's mind under threat. But they can only succeed with the leadership needed to coordinate them. Shackleton's unsuccessful South Pole expeditions reveal him practicing inclusive and equalitarian work assignments. For example, he made sure "all hands were on deck" even once his ship, The Endurance, was blocked by ice floes. Helpless individual idleness in a crisis contributes severely to loss of collective commitment. Shackleton's taking care of his men individually, caring for their health, and most importantly showing optimism was key to their successful escape. A leadership parable reports that a lieutenant lost in a snowstorm with his platoon was trying to make it back to base. When they finally appeared after everyone feared them dead, the lieutenant was asked how he succeeded in saving his team. He answered: "I had a map!" The interrogating officer retorted "But this is not a map from this region." The lieutenant concludes:

"It did not matter... I had a map!" The team leader exhibited the required personal strength to show optimism in adversity that may appear to be daunting.

Personal resilience for corporate leaders calls for mindful self-control, mastering one's emotions so as not to yield to the urge to rush into unwise actions. Not everyone comes endowed with equal measures of self-control. We all exercise self-control in some dimensions and in certain situations but have to let go in others. Feeling uncomfortable, anxious, or angry should be taken as a signal to shift into "slow" thinking mode, becoming more thoughtful. This action is even more applicable when the world is in a crisis, requiring swift, immediate action. Our survival instinct, inherited from our reptilian fast brain, is not always right!

Developing collaborative capabilities, in small teams and larger challenges, is key when roles and responsibilities are uncertain. This also becomes an enabler of strategic agility. New alliances, such as new configurations of collaborative efforts, may need to emerge. And, of course, one needs to remain strategic. But it is most fundamental for leaders to develop personal resilience. This enables an ability to make sense of unfamiliar contexts in a timely fashion, and to bounce back and learn from difficult (and often painful) experiences and setbacks rather than be shattered by them.

Of course, in a corporate context resilience also requires reassuring executive succession plans that can be activated promptly, so the future of the firm is not in question when a CEO, or CEO-to-be, is the victim of an accident (e.g. Edouard Michelin's death in a shipwreck in 2006, or Total's CEO, dying in a plane crash in Moscow in 2014). As a stress test, IBM once ran a real-life experiment: all top managers went on a month-long vacation simultaneously. They were glad (almost) no-one noticed! Resilience is also building an organization not so dependent on on-going top team involvement. A possible exception is exhibited by firms that are still under the influence of their founder, perhaps an individual who may play an outside role and sometimes be called back in a crisis, where a long-term core group of managers may be needed to help them grow.

Ultimately, resource fluidity, leadership unity, and collective commitment to the practices outlined above can be considered as converging vectors of forces that can provide an organization with the necessary agility to survive shocks and disruptions and achieve resilience against the unexpected.

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Chapter 3

JRC Statistical Audit of the Global Talent Competitiveness Index 2025

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In the contemporary global economy, characterized by intense competition and rapid change, human skills and talents have emerged as the primary catalysts for progress, propelling individuals and societies forward. The creation of an environment that effectively identifies, cultivates, and retains talent is crucial for informing business investment strategies, which in turn, play a vital role in fostering sustainable economic growth at the national level.

Launched by INSEAD Business School in 2013, the Global Talent Competitiveness Index (GTCI) is now developed in partnership with the Portulans Institute, strengthening the conceptual coherence and methodological depth of the 2025 edition. The index seeks to distil the multifaceted and intricate notions surrounding human capital availability and national capacities for talent development, attraction, and retention into a unified quantitative indicator of talent competitiveness at the national level. This endeavour presents both theoretical and practical difficulties, which are thoroughly examined and addressed in the annual GTCI report.

This chapter concerns the GTCI report for 2025, the eleventh annual edition of the index. It focuses on the practical challenges related to data quality and methodological choices made in the grouping of 77 indicators into 14 sub-pillars, six pillars, two sub-indices, and an overall index for 135 countries.

Overall, the GTCI 2025 has a very high statistical reliability. It has a Cronbach's alpha value of 0.96 and captures the single latent phenomenon underlying the six main dimensions of the GTCI conceptual framework. Country ranks are robust to methodological choices regarding the treatment of missing values, weighting, normalisation, and aggregation rule, with a shift of less than or equal to 3 positions with respect to the simulated median in 85 percent of the countries included in this year's GTCI.

The added value of the GTCI resides in its capacity to consolidate and synthesize various dimensions of talent competitiveness into a cohesive and comprehensive framework, thereby providing a more nuanced and efficient understanding than would be achievable through the isolated examination of individual indicators and pillars. In fact, between 33% and 60% of the countries have different rank positions on the GTCI index compared to each of the six pillars.

The European Commission's Competence Centre on Composite Indicators and Scoreboards (COIN) at the Joint Research Centre (JRC) has been invited to evaluate the statistical properties of the GTCI, since its inaugural release in 2013. This current review marks the eleventh assessment of the GTCI conducted by the JRC, underscoring a long-standing collaboration aimed at ensuring the index's methodological soundness.

Overall, the JRC concludes that the GTCI 2025 framework is robust and reliable, with a statistically coherent and balanced multi-level structure. The analysis has been undertaken to guarantee the transparency and reliability of the GTCI, thereby empowering policymakers to draw precise and informed conclusions regarding human capital and national competitiveness. By doing so, the analysis aims to provide a robust foundation for policymakers to make informed decisions on strategic priorities and policy development, ultimately supporting the formulation of effective and evidence-based policies.

As with previous audits, this assessment of the GTCI 2025 focuses on two main issues: (1) the statistical coherence of the GTCI structure, and (2) the impact of key modelling assumptions on the GTCI scores and ranks. The JRC analysis complements the reported country rankings for the GTCI, and for the Input and Output sub-indices, with confidence intervals to demonstrate the robustness of these ranks to the computation methodology (in particular, missing data estimation, weights, and aggregation formula).

In addition to its primary objectives, the JRC analysis encompasses an evaluation of the GTCI's added value, as well as a comparative assessment with other prominent global indices that measure talent attractiveness, competitiveness, and innovation. The 2025 iteration of the GTCI index is found to be congruent with other internationally recognized indicator frameworks that assess national attractiveness, competitiveness, and innovation. Moreover, it is demonstrated to provide unique and complementary insights into human capital and competitiveness at the national level, enhancing the understanding afforded by other existing indices.

The practical aspects addressed in this chapter relate to the statistical soundness of the GTCI, which should be considered a necessary, although not necessarily sufficient, condition for a sound index. Given that the present statistical analysis of the GTCI will be mostly, but not exclusively, based on correlations, the correspondence of the GTCI to a real-world phenomenon needs to be critically addressed, since "correlations need not necessarily represent the real influence of the individual indicators on the phenomenon being measured."

The validity of the GTCI relies on the combination of both statistical and conceptual soundness. In this respect, the GTCI has been developed following an iterative process that went back and forth between the theoretical understanding of human capital and talent competitiveness on the one hand, and empirical observations on the other.

Statistical Coherence in the GTCI Framework

The JRC undertook an initial assessment of the GTCI 2025 data set in October 2025. No critical issues were identified in the 2025 model during this preliminary phase of the audit.

The underlying concepts and indicator framework that are used to describe global talent competitiveness in the GTCI 2025 have remained largely the same as those in the 2023 edition, although there are some adjustments in this year's version. In particular, the 2025 framework is composed by 77 indicators, compared to 69 in the previous edition. More specifically:

- **Indicator 1.2.5 (ICT infrastructure) has been replaced by a new one (Population covered by at least a 3G mobile network).** Similarly, indicator 6.2.1 Innovation output, has been replaced by ICT services exports. In both cases, the former indicators have been removed in an effort to reduced redundancy and risks of double-counting and enhance transparency in performance diagnostics.

- **Five new indicators have been integrated within the Input sub-index:** 1.2.6 Internet access in schools enhances the 1.2 Market Landscape sub-pillar, 2.1.6 AI skills migration is added in the 2.1 External Openness sub-pillar, two indicators, namely 4.1.6 Protect against future disasters and 4.1.7 Household Financial Resilience widen the 4.1 Sustainability sub-pillar spectrum, and the indicator 4.2.5 Employee Wellbeing expands the 4.2 Lifestyle sub-pillar.

- **Four new indicators are added in the Output sub-index:** Two of them, 6.1.2 Soft skills and 6.1.7 AI talent concentration are included in the 6.1 High-Level Skills sub-pillar, while the 6.2 Talent impact one accumulates two new indicators: 6.2.2 Mobile apps development and 6.2.3 Intellectual property receipts (% of total trade). All novel indicators are intended to enhance analytical clarity and precision of the index, by introducing multidimensionally crucial elements, like AI, resilience etc.

- **Comparing to GTCI 2023, the former indicator 6.1.2 Population with tertiary education has been excluded from the 6.1 Higher-Level Skills sub-pillar**, since its conceptual imprint was not significant and it was partially overlapping with 6.1.1 Workforce with tertiary education.

The GTCI 2025 covers 135 countries, one additional comparing to the 2023 iteration. Nevertheless, the selection criteria based on aggregate (index level) data availability and sub-pillar level data availability thresholds, which must be at least 80% and 60% respectively, forced five countries, namely Ethiopia, Guinea, Jamaica, Trinidad and Tobago, and Zambia, that were participating in 2023 version to be excluded, while six new countries (Myanmar, Niger, Seychelles, Tajikistan, Venezuela and Yemen) fulfilled all requirements and were introduced in GTCI 2025.

Following the iterative process during which the index was fine-tuned, the assessment of the statistical coherence in the final version of the GTCI 2025 followed four steps:

Step 1: Relevance

Indicators were selected for their relevance to a specific pillar on the basis of the literature review, expert opinion, country coverage, and timeliness. To represent a fair picture of country differences, indicators were scaled either at the source or by the GTCI team.

Step 2: Data Checks

The data used are the most recently released. All 66 indicators that exist in both frameworks, have updated data since the 2023 GTCI report was compiled. Overall, data for 65 out of 77 indicators refer mainly to the years 2025, 2024 or 2023, while 9 refer to 2022 and the remaining 3 indicators to the period 2020-2021. In general, the cut-off year was set at 2014, a threshold that was achieved for the vast majority of indicators. Only three indicators (5.1.3 Technicians and associate professionals, 6.1.3 Professionals and 6.1.5 Senior officials and managers) use data from 2013 for specific countries.

As a result, the GTCI 2025 dataset comprises 135 countries and 77 indicators and has 92.3% data coverage. Country data availability is at least 71% at the Input sub-index level and 64% at the Output sub-index level. Comparing to 2023 report, the Input sub-index availability is somewhat lower (owing to the addition of some countries with low coverage in the 2025 edition), while availability in the Output Sub-index is improved. Data availability at the indicator level is good: of the 77 indicators only two have data availability slightly below 60%. These are 2.1.6 AI skills migration and 6.1.7 AI talent concentration, both of which are covered for approximately 35% of countries. The developers decided to add those two new indicators due to their contextual and theoretical significance within the GTCI framework. The new indicators add layers of depth and relevance to the evolving GTCI model, increasing its ability to capture the nuanced dimensions of talent competitiveness in an ever-evolving landscape.

The GTCI development team identified potentially problematic indicators that could bias the overall results as those having absolute skewness greater than two and kurtosis greater than 3.5. These indicators were treated either by winsorisation or, in the case of more than five outliers, by taking the natural logarithm or the Yeo-Johnson transformation. The Yeo-Johnson transformation was adopted in the 2025 edition of the GTCI, in line with the JRC-COIN's recommendations.

Step 3: Statistical Coherence

The JRC's analysis of the statistical coherence of the GTCI 2025, consists of a principal component analysis to study the structure of the data, a multi-level analysis of the correlations of indicators, and a comparison of GTCI rankings with its pillars and with other similar indices. This latter investigation demonstrates the added value of the GTCI both in comparison with its component pillars and to other relevant indices on talent attractiveness, competitiveness, and innovation.

1. Principal Component Analysis and Reliability Item Analysis

Principal component analysis (PCA) was used to assess the extent to which the conceptual framework is compatible with statistical properties of the data. PCA confirms the presence of a single statistical dimension (i.e., one principal component with an eigenvalue significantly greater than 1.0 or explaining between 60% and 70% of the variance) in all six pillars, that capture between 79% (Pillar 2-Attract) and 92% (Pillar 4-Retain) of the total variance in the underlying indicators.

A more detailed analysis of the correlation structure within and across the six GTCI pillars confirms that the sub-pillars are more correlated with their own pillar than with any other. This suggests that the allocation of sub-pillars to pillars in the GTCI is consistent from both a conceptual and a statistical perspective. Furthermore, all correlations within a pillar are positive and well above 0.7, which suggests that 50% or more of the variance in the GTCI pillar scores can be explained by an underlying sub-pillar (see Table 1). The lowest correlation of a sub-pillar to its pillar is 0.82, (between sub-pillar 5.2 Employability and pillar 5. Vocational and Technical Skills). These results show that the GTCI conceptual grouping of sub-pillars into pillars is statistically valid and that the six pillars are statistically well balanced.

Table 1: Statistical coherence in the GTCI 2025: Correlations between sub-pillars and pillars

SUB-PILLAR		PILLARS					
		Enable	Attract	Grow	Retain	Vocational and Technical Skills	Generalist Adaptive Skills
	1.1 Regulatory Land-scape	0.95	0.84	0.81	0.83	0.71	0.81
Input	1.2 Market Landscape	0.91	0.69	0.83	0.82	0.72	0.79
	1.3 Business and Labour Landscape	0.85	0.72	0.71	0.71	0.62	0.78
	2.1 External Openness	0.73	0.93	0.67	0.66	0.60	0.70
	2.2 Internal Openness	0.78	0.85	0.72	0.74	0.62	0.69
	3.1 Formal Education	0.80	0.67	0.93	0.83	0.75	0.84
	3.2 Lifelong Learning	0.74	0.65	0.88	0.67	0.56	0.68
	3.3 Access to Growth Opportunities	0.84	0.79	0.92	0.87	0.79	0.84
	4.1 Sustainability	0.85	0.72	0.84	0.95	0.81	0.82
	4.2 Lifestyle	0.84	0.75	0.84	0.97	0.85	0.82
Output	5.1 Mid-Level Skills	0.73	0.64	0.72	0.86	0.95	0.75
	5.2Employability	0.62	0.57	0.65	0.64	0.82	0.66
	6.1 Higher-Level Skills	0.85	0.75	0.81	0.82	0.77	0.95
	6.2 Talent Impact	0.84	0.74	0.84	0.82	0.75	0.97

Source: European Commission, Joint Research Centre (2025).

Note: The values are the bivariate Pearson correlation coefficients (n = 135). Shaded values represent the coefficients between sub-pillars and the respective pillar based on the GTCI conceptual framework. Values greater than 0.70 within the shaded areas are desirable as they imply that the pillar captures at least 50% (≈ 0.70 × 0.70) of the variation in the underlying sub-pillars and vice-versa.

The six pillars also share a single statistical dimension that captures 85% of the total variance, and their correlation coefficients with the GTCI are quite high and very similar to each other, ranging from 0.87 (Pillar2-Attract) to 0.95 (Pillar 4-Retain). The latter suggests that the six pillars contribute in a balanced way to the variation of the GTCI scores, as envisaged by the development team: all six pillars are assigned equal weights when aggregated to the GTCI. The reliability of the GTCI, as measured by its Cronbach's alpha value, is very high, at 0.96—well above the 0.70 threshold for a reliable aggregate.

An important part of the analysis relates to clarifying the importance of the Input and Output sub-indices with respect to the variation of the GTCI scores. The GTCI is built as the simple arithmetic average of the four Input sub-pillars and the two Output sub-pillars. This implies that the Input sub-index has a weight of 67% while the Output sub-index has a weight of 33%. However, this does not translate to the Input sub-index being twice as important as the Output sub-pillar in determining the variation of the GTCI scores. In fact, both the correlation coefficients between the GTCI scores and the Input or Output sub-index are equal to 0.98 suggesting that the sub-indices are effectively placed on an equal footing as envisaged by the developers.

Overall, the above results demonstrate that the grouping of indicators into sub-pillars, pillars, and an overall index is statistically coherent, and that the GTCI has a balanced structure in which the six pillars are equally important in determining the variation in GTCI scores.

2. Importance of the Indicators in the GTCI Framework

The GTCI and its components are built as the simple arithmetic averages of the underlying indicators. Developers and users of composite indicators often consider that the weights assigned to the indicators coincide with the indicators' importance in the index. However, the correlation structure of the indicators and their variances also impact an indicator's importance, thus weights are often not equivalent to an indicator's importance within an index.

This section assesses the importance of all 77 indicators at the various levels of aggregation in the GTCI structure. The squared Pearson correlation coefficient, otherwise known as the coefficient of determination R^2, is used as a statistical measure of the importance of indicators in an index. The importance of the selected indicators is taken to be equivalent to the contribution of those indicators to the variation of the aggregate scores, whether those are sub-pillars, pillars, sub-indices, or the overall GTCI. The overarching consideration made by the GTCI development team was that all indicators should matter at all levels of aggregation. This is confirmed by an examination of the importance measures of the 77 indicators, which are given in Table 2.

For example, variations across countries in the scores of indicator 1.1.4 Regulatory quality can explain 94% of the variance in the respective sub-pillar score (1.1 Regulatory Landscape), 87% of the variance in the respective pillar (1. Enable), 83% of the variance in the Input sub-index, and 80% of the variance in the overall GTCI scores. Similarly, country variations in indicator 6.1.1. Tertiary educated workforce explains 77% of the variance in the sub-pillar, 6.1 Higher-Level Skills; 76% in its respective pillar, 6. Generalist Adaptive Skills; 74% in the Output sub-index; and 74% in GTCI scores. In addition, variations among countries in the newly added indicator, 4.2.5 Employee Wellbeing, can explain at least 64% of the variation in its respective sub-pillar (4.2 Lifestyle), pillar (4. Retain), the Input sub-index, and GTCI scores.

As shown in Table 2, variations in any indicator can explain between 12% and 96% of the variation in the respective sub-pillar, while variations in all indicators except one can explain more than 10% (between 14% and 86%) of the variations in the respective Output or Input sub-Index. Almost all the 77 indicators in the 2025 GTCI edition are found to have a noteworthy impact on the GTCI: that is, variations in an indicator can explain at least 10% of the variance in the GTCI. There are two exceptions, indicators 4.1.6 Protect against future disasters and 5.2.1 Ease of finding skilled employees: For the former, while influential at the sub-pillar level (4.1 Sustainability), where it explains 14% of the variation of the scores, variations in this indicator can explain only 5% of the variation of the GTCI scores, which is below the 10% threshold. Similarly, explained variations by the latter are 12% and 1% respectively. These results are similar to the 2023 GTCI edition, where all indicators but one could satisfactorily explain variations in the GTCI. The fact that all but a few indicators are found to be influential at all levels of aggregation in the GTCI 2025 is in line with the careful revisions of the GTCI framework that its developers have undertaken in previous years.

Table 2: Importance measures for the indicators at each level of the GTCI 2025 structure

Pillar	Sub-pillar	Variable		Sub- pillar	Pillar	Input/ Output	GTCIs
1. ENABLE	1.1 Regulatory Landscape	1.1.1	Government Effectiveness	94%	87%	81%	79%
		1.1.2	Rule of Law	96%	88%	80%	78%
		1.1.3	Political Stability	74%	58%	57%	53%
		1.1.4	Regulatory quality	94%	87%	83%	80%
		1.1.5	Corruption	91%	84%	75%	73%
	1.2 Market Landscape	1.2.1	Extent of market dominance	47%	46%	40%	39%
		1.2.2	Domestic credit to private sector	51%	42%	37%	35%
		1.2.3	Cluster Development	56%	52%	43%	42%
		1.2.4	R&D Expenditure	48%	50%	44%	48%
		1.2.5	Population covered by at least a 3G mobile network	60%	48%	47%	46%
		1.2.6	Internet access in schools	74%	61%	62%	64%
		1.2.7	Urbanisation	56%	45%	50%	48%

Pillar	Sub-pillar	Variable		Sub- pillar	Pillar	Input/ Output	GTCIs
	1.3 Business Landscape	1.3.1	Labour rights	34%	14%	11%	11%
		1.3.2	Labour-Employer Cooperation	39%	49%	42%	40%
		1.3.3	Professional management	43%	60%	49%	47%
		1.3.4	Relationship of Pay to Productivity	32%	50%	43%	43%
		1.3.5	Enterprise software	33%	14%	13%	14%
		1.3.6	Cloud computing	59%	45%	42%	43%
		1.3.7	Firms with website	59%	59%	64%	62%
2. ATTRACT	2.1 External Openness	2.1.1	FDI regulatory restrictiveness	36%	31%	22%	22%
		2.1.2	Financial globalisation	67%	71%	58%	55%
		2.1.3	Migrant stock	63%	49%	36%	35%
		2.1.4	International students	71%	57%	39%	39%
		2.1.5	Brain gain	39%	39%	24%	22%
		2.1.6	AI skills migration	69%	55%	26%	24%
	2.2 Internal Openness	2.2.1	Tolerance to Minorities	61%	42%	36%	32%
		2.2.2	Tolerance to Immigrants	32%	23%	15%	12%
		2.2.3	Social Mobility	43%	43%	50%	49%
		2.2.4	Economic empowerment of women	49%	29%	31%	30%
		2.2.5	Gender parity in high-skilled jobs	46%	28%	31%	30%
		2.2.6	Business leadership opportunities for Women	25%	27%	26%	27%
3. GROW	3.1 Formal Education	3.1.1	Vocational enrolment	42%	25%	19%	19%
		3.1.2	Tertiary enrolment	63%	59%	58%	59%
		3.1.3	Tertiary education expenditure	45%	42%	51%	51%
		3.1.4	Reading, maths and science	80%	62%	58%	61%
		3.1.5	University ranking	65%	64%	47%	47%
	3.2 Lifelong Learning	3.2.1	Business school ranking	67%	60%	40%	38%
		3.2.2	Prevalence of training in firms	59%	35%	28%	25%
		3.2.3	Employee development	41%	38%	40%	38%
	3.3 Access to Growth Opportunities	3.3.1	Delegation of authority	45%	41%	47%	48%
		3.3.2	Youth inclusion	62%	47%	43%	43%
		3.3.3	Use of virtual social networks	75%	65%	65%	64%
		3.3.4	Use of virtual professional networks	73%	67%	69%	67%
4. RETAIN	4.1 Sustainability	4.1.1	Pension coverage	60%	58%	41%	42%
		4.1.2	Social Protection	69%	65%	66%	67%
		4.1.3	Brain retention	28%	27%	41%	39%
		4.1.4	Environmental performance	61%	66%	68%	68%
		4.1.5	Vulnerable employment	66%	70%	64%	66%
		4.1.6	Protect Against Future Disasters	14%	7%	6%	5%
		4.1.7	Household Financial Resilience	59%	44%	46%	47%

Pillar	Sub-pillar	Variable		Sub- pillar	Pillar	Input/ Output	GTCIs
	4.2 Lifestyle	4.2.1	Personal rights	50%	48%	53%	51%
		4.2.2	Personal safety	70%	63%	54%	57%
		4.2.3	Physician density	79%	75%	62%	65%
		4.2.4	Sanitation	71%	66%	53%	55%
		4.2.5	Employee Wellbeing	73%	71%	65%	64%
5. VOCATIONAL AND TECHNICAL SKILLS	5.1 Mid-level Skills	5.1.1	Workforce with secondary education	55%	47%	28%	21%
		5.1.2	Population with secondary education	77%	67%	47%	37%
		5.1.3	Technicians and associate professionals	77%	72%	76%	72%
		5.1.4	Labour productivity per employee	62%	62%	76%	82%
	5.2 Employability	5.2.1	Ease of finding skilled employees	12%	0%	1%	1%
		5.2.2	Relevance of education system to the economy	51%	31%	39%	41%
		5.2.3	Skills matching	51%	68%	58%	53%
		5.2.4	Highly-educated unemployment	52%	28%	21%	15%
6. GENERALIST ADAPTIVE SKILLS	6.1 Higher-Level Skills	6.1.1	Workforce with tertiary education	77%	76%	74%	74%
		6.1.2	Soft Skills	32%	28%	24%	26%
		6.1.3	Professionals	75%	76%	77%	74%
		6.1.4	Researchers	68%	74%	68%	69%
		6.1.5	Senior officials and managers	51%	46%	40%	36%
		6.1.6	Digital skills	26%	14%	13%	17%
		6.1.7	AI talent concentration	57%	59%	50%	32%
	6.2 Talent impact	6.2.1	ICT services exports	33%	25%	19%	13%
		6.2.2	Mobile apps development	44%	41%	44%	39%
		6.2.3	Intellectual property receipts (% of total trade)	69%	64%	55%	56%
		6.2.4	High-value exports	41%	36%	28%	27%
		6.2.5	Software development	82%	79%	73%	71%
		6.2.6	New business density	38%	37%	30%	34%
		6.2.7	Scientific journal articles	77%	80%	74%	76%

Source: European Commission Joint Research Centre (2025).

Note: The values are the squared Pearson correlation coefficients, expressed as percentages (n = 135 countries). It is reassuring that almost all 77 indicators in this 2025 edition are found to have a noteworthy impact of at least 10% on the GTCI variance and the variances of the respective sub-indices, pillars, and sub-pillars. For the two indicators (4.1.6 Protect against future disasters and 5.2.1 Ease of finding skilled employees) for which the coefficients are less than 10% the respective cell is shaded in white.

3. Added Value of the GTCI

Very high levels of statistical reliability among the main components of an index could also be the result of redundancy of information. In this sense, the high correlation observed between the GTCI and its six pillars could be because each pillar provides roughly the same information, which would make aggregation unnecessary.

However, this is not the case in the GTCI. In fact, the overall GTCI 2025 country ranking differs significantly from any of the rankings within the individual six pillars: at least 28 percent of the 135 countries included in the 2025 edition have a rank position in the overall GTCI that differs from their rank in a particular pillar by 10 positions or more (see Table 3). This goes up to 58 percent of countries when the ranking of the GTCI is compared to that of Pillar 2-Attract (see Table 3). Again, this highlights the added value of aggregating the six pillars to obtain the overall GTCI and its informative summary of the six pillars. This result also shows the value of taking components into account on their own merit. In doing so, country-specific strengths and bottlenecks in human capital and talent competitiveness can be identified and used as an input for evidence-based policymaking.

The GTCI 2025 has also been compared with the latest available edition of three relevant international indices, using the most recent rankings extracted from these projects' websites (see Table 4). These are: the 2025 Global Innovation Index (GII) from the World Intellectual Property Organization (WIPO); the 2025 Global Attractiveness Index from The European House - Ambrosetti; and the 2025 World Competitiveness Index from the International Institute for Management Development (IMD).

The correlation of rankings between the GTCI 2025 and all three indices is equal to or greater than 0.71, which suggests that the GTCI conceptual framework is consistent with the frameworks used to develop the other three indices. Noteworthy, the correlation of rankings between GTCI and GII reaches 0.87. This outcome is both anticipated and welcome, as talent competitiveness is closely tied to a nation's innovative potential, the success of its innovation efforts, and ultimately, its appeal and competitiveness as a destination for investment.

Despite being highly correlated, however, the difference in rank between the GTCI and the three other indices is greater than 10 positions for 45 percent of countries in the Global Innovation Index, 59 percent in the Global Attractiveness Index, and 47 percent in the World Competitiveness Index. This indicates that the GTCI 2025 offers additional insights into nations' human capital and competitiveness compared to other indices.

Table 1: Statistical coherence in the GTCI 2025: Correlations between sub-pillars and pillars

	GTCI INPUT Sub-Index				GTCI OUTPUT Sub-Index	
Rank differences with respect to the GTCI 2025	1. Enable	2. Attract	3. Grow	4. Retain	5. Vocational and Technical Skills	6. Generalist Adaptive Skills
30 or more positions	5%	13%	7%	2%	9%	4%
20 to 29 positions	11%	15%	9%	7%	13%	10%
10 to 19 positions	22%	30%	26%	20%	34%	25%
10 or more positions *	38%	58%	42%	28%	56%	40%
6 to 9 positions	16%	19%	22%	24%	11%	21%
Up to 5 positions	43%	20%	36%	44%	32%	37%
0 positions	3%	4%	2%	4%	2%	2%

Source: European Commission Joint Research Centre (2025).

Note: * This row is the sum of the prior three rows.

Table 4: Difference in rankings between the GTCI 2025 and other international indices

Rank differences with respect to the GTCI 2025	Global Innovation Index 2025 (Cornell, INSEAD, WIPO)	Global Attractiveness Index 2025 (The European House Ambrosetti)	World Competitiveness Index 2025 (IMD)
30 or more positions	8%	8%	2%
20 to 29 positions	10%	21%	12%
10 to 19 positions	28%	31%	33%
10 or more positions (*)	45%	59%	47%
6 to 9 positions	20%	18%	17%
Up to 5 positions	31%	21%	33%
0 positions	4%	2%	3%
Total	**100%**	**100%**	**100%**
Pearson correlation coefficient with the GTCI	0.87	0.69	0.77
Spearman rank correlation coefficient with the GTCI	0.87	0.71	0.78
Common countries with the GTCI	135	135	60

Source: European Commission Joint Research Centre (2025).

Notes: The comparison between the GTCI and the other indices was based on the common set of countries between GTCI and each of the three indices.

*This row is the sum of the prior three rows.

Step 4: Qualitative Review

Ultimately, the development team and external experts reviewed the GTCI results to ensure that they largely align with existing research, evidence, and theoretical frameworks. This validation process encompassed both the overall country rankings and the relative standings within the Input and Output sub-indices.

The statistical coherence analysis conducted above suggests that the conceptual coherence of the GTCI is also supplemented by strong statistical coherence. There are only two indicators that correlate weakly with their aggregates: Indicator 4.1.6 Protect against future disasters and 5.2.1 Ease of finding skilled employees. In both cases the indicators do not correlate well with the remaining indicators within their sub-pillar: The former is satisfactorily (above 0.30) correlated only with two out of the remaining six indicators of sub-pillar 4.1. Sustainability, while it has virtually zero correlation (below 0.10) with three of them. The latter is satisfactorily correlated only with one out of the remaining three indicators within sub-pillar 5.2 Employability, while it has a negative (but weak, -0.16) correlation with one of them. JRC/COIN would like to suggest that the developers keep these two indicators under closer scrutiny for signs of possible future deterioration of their relationship with their "sibling" indicators and their higher aggregates.

In addition, compared to the previous iteration, all indicators in the GTCI 2025 are based on satisfactorily recent data (main year of data is at most five years old). All alarming cases indicated in the 2023 JRC/COIN Statistical Audit (Lagüera González et al., 2023) have been addressed, as the relevant datasets have been updated. There is only one indicator, 2.2.2 Tolerance of immigrants, that is currently based on data from 2020. JRC/COIN invites the developers to investigate potential data updates for this indicator in future iterations of the GTCI, and, if updates are not possible, to consider potential alternatives for this indicator that are based on more recent data.

Despite the very positive results of the statistical coherence analysis, it is essential to acknowledge that the GTCI must continue to evolve and incorporate new insights, better data, more comprehensive surveys and assessments, and new relevant research studies that become available.

Impact of Modelling Assumptions on the GTCI Results

Every country's score in the overall GTCI and the Input and Output sub-indices depends on modelling choices: the six-pillar structure, the selected indicators, the choice to impute or not the missing data, the algorithm used for imputation, the weights, the normalisation and the aggregation method, among other elements. These choices are based on expert opinion, for example in the case of selection of indicators, or on common practice as is the case e.g., with arithmetic aggregation. They are driven by statistical analysis, for example in the treatment of outliers, or simplicity (for example, no imputation of missing data). Robustness analysis undertaken by the JRC/COIN aims at assessing the simultaneous and joint impact of these modelling choices on the rankings. The data are assumed to be error-free, as potential outliers and errors were corrected during the computation phase.

As suggested in the relevant literature on composite indicators, the robustness assessment of the GTCI was based on a combination of a Monte Carlo experiment and a multi-modelling approach that considered four modelling choices: pillar weights, normalisation, missing data, and the aggregation formula. This uncertainty analysis seeks to address potential criticisms that country scores derived from aggregate measures are often presented with a level of precision that masks the underlying uncertainty, by acknowledging and quantifying the degree of uncertainty associated with these scores.

While the term multi-modelling refers to testing alternative assumptions—that is, alternative aggregation methods, normalisation methods and missing data estimation methods—the Monte Carlo simulation explored also the issue of weighting. It comprised 1,000 runs, each corresponding to a different set of weights for the six pillars, randomly sampled from uniform continuous distributions centred in the reference values. The choice of range for the weights' variation was driven by two opposite needs: to ensure a wide enough interval to have meaningful robustness checks, and to respect the rationale of the GTCI, which places equal importance on all six pillars. Given these considerations, the limit values of uncertainty intervals for the pillar weights are: 15% to 35% for the four pillars in the Input sub-index; and 40% to 60% for the two in the Output sub-index (see Table 5). For the calculation of the GTCI, the limit values of uncertainty intervals for all six pillar weights are 6% to 26%. In all simulations, sampled weights are rescaled so that they always sum to 1.

For transparency and replicability, the GTCI development team opted not to estimate the missing data (only 7.7% of data were missing from the data set of 135 countries and all 77 indicators). The 'no imputation' choice, which is common in similar contexts (for example, in the Global Innovation Index and the European Skills Index), might encourage countries to not report low data values. The 'no imputation' choice in an arithmetic average means that it is equivalent to replacing an indicator's missing value for a given country with the respective mean of the other indicators that are being aggregated. Hence the available indicators data in the incomplete pillar may dominate, sometimes biasing the ranks up or down. To test the impact of this assumption, the JRC also estimated missing data, using the k-nearest-neighbours algorithm (using k = 5).

Regarding the aggregation formula, decision-theory practitioners have challenged the use of simple arithmetic averages because of their fully compensatory nature, in which a comparatively high advantage for a few indicators can compensate for a comparative disadvantage for many indicators. Arithmetic aggregation assumes perfect compensability between outstanding performance and weak results, in that a decrease in a (normalised) indicator can be perfectly offset by an increase in another. To assess the impact of this choice, the JRC/COIN included in the analysis a comparison with three alternative aggregation functions which are variants of the generalized mean:

$$M_p(x_1, \ldots, x_n) = \left(\frac{1}{n}\sum_{i=1}^{n} x_i^p\right)^{1/p}$$

in which the exponent p can be used to control for the level of compensability allowed in the aggregation. The arithmetic mean corresponds to a generalized mean with p=1, while if p=0 the generalized mean converges to the geometric mean. The JRC/COIN considered three alternatives with p=0.75, p=0.5 and p=0.25 respectively, each of which implies a limited level compensability compared to the arithmetic mean. In these alternatives, countries showing unbalanced performances are being increasingly penalized as p decreases. These are partially compensatory alternatives that reward countries with similar performance in all pillars and motivates those countries with uneven performance to improve in those pillars in which they perform poorly and not just in any pillar.

Furthermore, GTCI developers applied the min-max normalization method to ensure all values fall into the [0, 100] range. An exception was made for certain index-based and survey-based indicators, for which the original series range of values is retained as the minimum and maximum—for example, [1, 7] for the World Economic Forum Executive Opinion Survey (EOS) questions, and [0, 100] for the Yale Environmental Performance Index (EPI) scores. This is essentially a goalpost normalisation approach where the "physical" minima and maxima of these indicators (e.g., 1 and

Table 5: Uncertainty analysis for the GTCI 2025: Missing data, aggregation, and pillar weights

		Reference	Alternative
I. Uncertainty in the treatment of missing values		No estimation of missing data	k-nearest neighbour imputation (kNN, k= 5)
II. Uncertainty in the aggregation formula at pillar level		Arithmetic average	I. Generalised power mean, p=0.75 II. Generalised power mean, p=0.50 III. Generalised power mean, p=0.25
II. Uncertainty in normalisation		Min-Max method with exception for index and survey-based indi-cators	Universal Min-Max approach
IV. Uncertainty in weights			
GTCI sub-index	Pillar	Reference value for the weight (within the sub-index)	Distribution assigned for robust-ness analysis (within the sub-index)
	Enable	0.25	U[0.20, 0.30]
	Attract	0.25	U[0.20, 0.30]
	Grow	0.25	U[0.20, 0.30]
	Retain	0.25	U[0.20, 0.30]
Output	Vocational and Technical Skills	0.50	U[0.40, 0.60]
	Generalist Adaptive Skills	0.50	U[0.40, 0.60]
		Reference value for the weight (when calculating the overall GTCI)	Distribution assigned for robust-ness analysis (when calculating the overall GTCI)
	All six pillars	0.16	U[0.12, 0.20]

Source: European Commission Joint Research Centre (2025).

7) are used as goalposts. The indicators normalised by this approach were then rescaled to the [0, 100] range. To test the impact of this exception, the JRC considered an alternative normalization scheme in which all indicators are treated with the min-max approach. This means that indicators such as the Yale Environmental Performance Index (EPI) scores are normalised using the sample minimum and maximum values instead of their 'physical" correspondents

Sixteen models were tested based on the combination of no imputation versus five-nearest-neighbours, arithmetic versus the three alternatives of the generalised power means, and the normalisation with and without the exceptional status of specific indicators, combined with 1,000 simulations of random weights, resulting in a total of 1,000 simulations for the GTCI and each of the two sub-indices. See Table 5 for a summary of the uncertainties considered in the GTCI 2025

Uncertainty Analysis Results

The main results of the robustness analysis are shown in Figures 1a-1c, with median rankings and 90% confidence intervals computed across the 1,000 Monte Carlo simulations for the GTCI, the Input sub-index, and the Output sub-index respectively. In each of these figures, countries are ordered from best to worst according to their rank in the corresponding index, while a black dot corresponds to each country's simulated median rank. Error bars represent the 90% interval across all simulations for each country. Table 6 shows the published rankings and the 90% confidence intervals that account for uncertainties in the missing data estimation, the pillar weights, and the aggregation formula. All published country ranks are within the simulated intervals, and these are narrow enough for most countries (less than or equal to 10 positions) to allow meaningful inferences to be drawn.

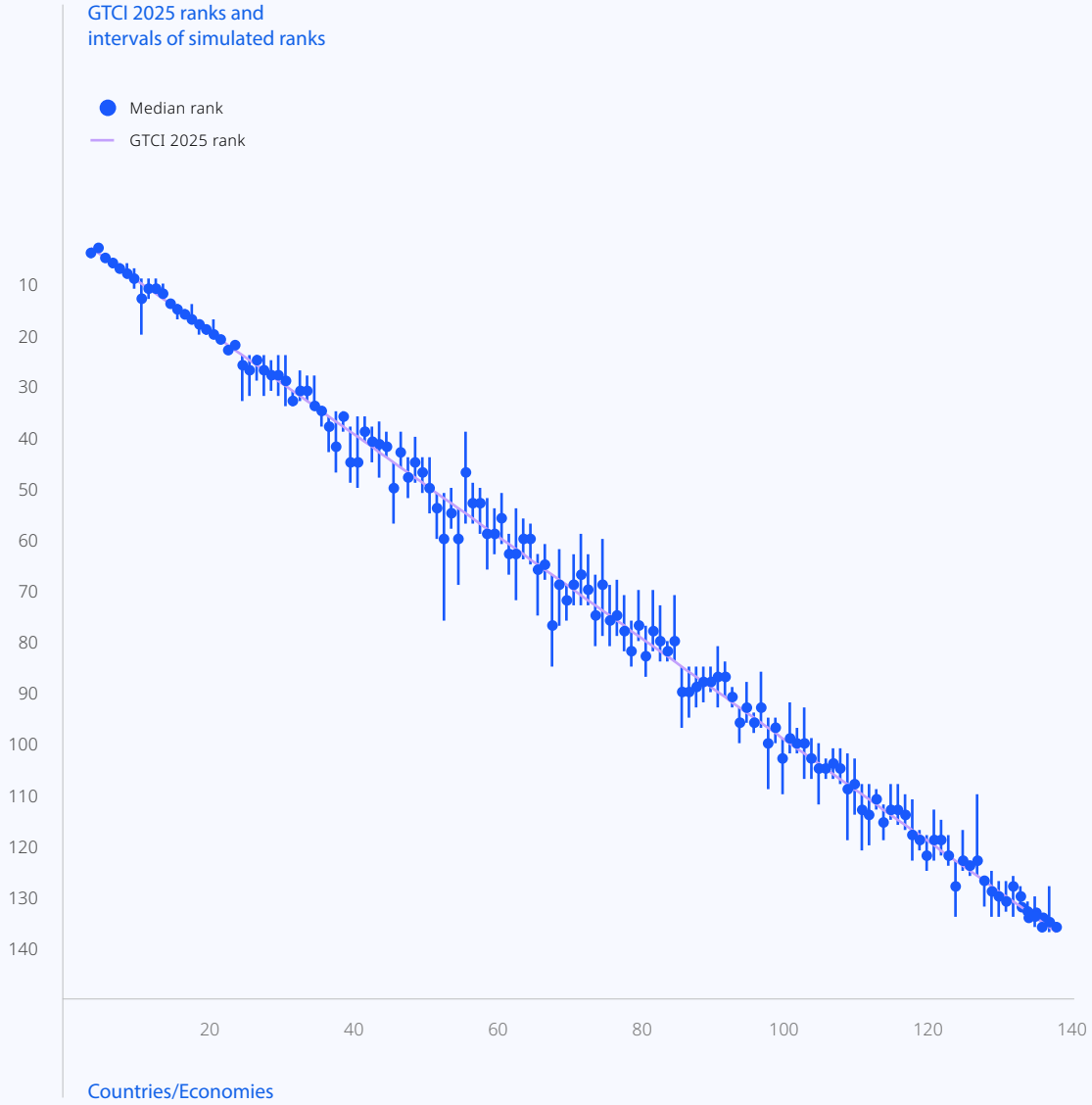
GTCI ranks are shown to be within the limits of most scenarios considered and robust to changes in the imputation method, pillar weights, the aggregation and the normalisation formula. Assuming the median rank across the simulated scenarios is representative of these scenarios, then the GTCI rank is close to the median rank for 85% of the countries—differing by three positions or less. This suggests that the GTCI is a suitable summary measure for assessing nations' human capital availability and national capacities for talent development, attraction, and retention.

Furthermore, the confidence intervals of less than or equal to 10 positions for 71 percent of the countries, suggesting that the GTCI ranks for the majority of countries are robust to changes in the pillar weights, the imputation method, the aggregation and the normalisation formula. Robustness has remained roughly the same compared to the 2023 version of the GTCI, in which confidence intervals less than or equal to 10 positions were observed in the ranking for 71 percent of included countries.

Results for the Input and Output sub-indices are also robust and representative of the most scenarios considered. The rankings on the Input Sub-index are close to the median position (diverging by three positions or less) for 85% of countries, with intervals of less than or equal to 10 positions for 64 percent of the 135 countries considered. Similarly, rankings on the Output Sub-index are relatively close to the median rank for 72 percent of countries, with intervals of less than or equal to 10 positions for 61 percent of countries. This suggests, that, in addition to the GTCI itself, also its Input and Output Subindices are reliable metrics of, respectively, a nations "inputs" and "outputs" to the talent competitiveness race.

Overall, country ranks in the GTCI and its two sub-indices are robust to changes in the pillar weights, the imputation method, the aggregation and the normalisation formula for the majority of countries considered. Table 6 reports the GTCI country ranks, and those of the sub-indices, together with the simulated intervals (90% of the 1,000 scenarios) to better demonstrate the robustness of these ranks to the computation methodology.

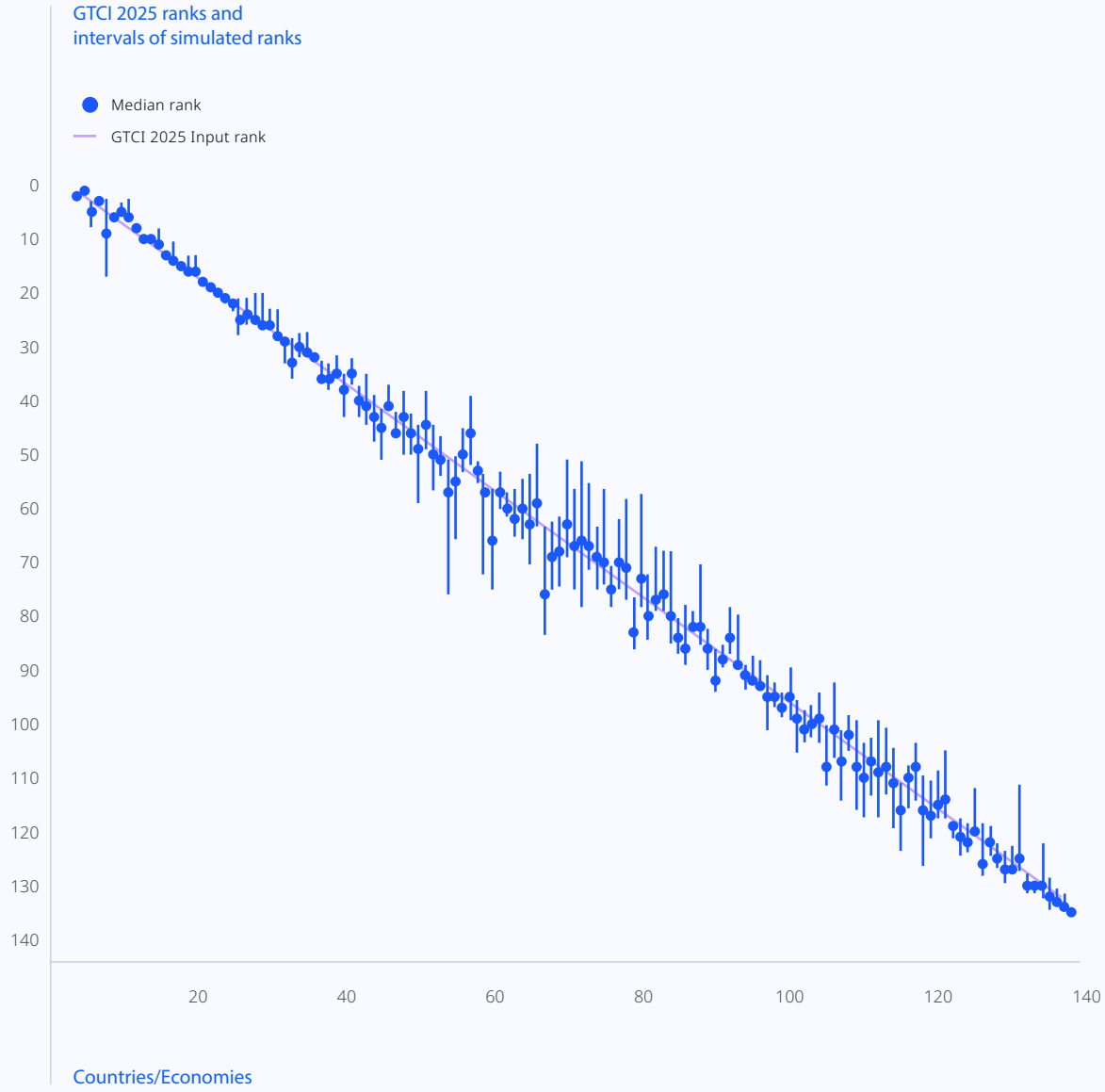
Figure 1a: Robustness analysis—GTCI rank vs. median rank, 90% confidence intervals.



Source: European Commission Joint Research Centre (2025).

Notes: The Spearman's rank correlation coefficient between the median rank and the GTCI 2025 rank is 0.998 (n = 135); between the median rank and the GTCI 2025 Input rank it is 0.998; and between the median rank and the GTCI 2025 Output rank it is 0.994. Median ranks and intervals are calculated over 1,000 simulated scenarios combining random weights, imputation versus no imputation of missing values, generalised power means versus arithmetic average, and universal min-max normalisation versus a composite normalisation scheme with exceptions at the pillar level.

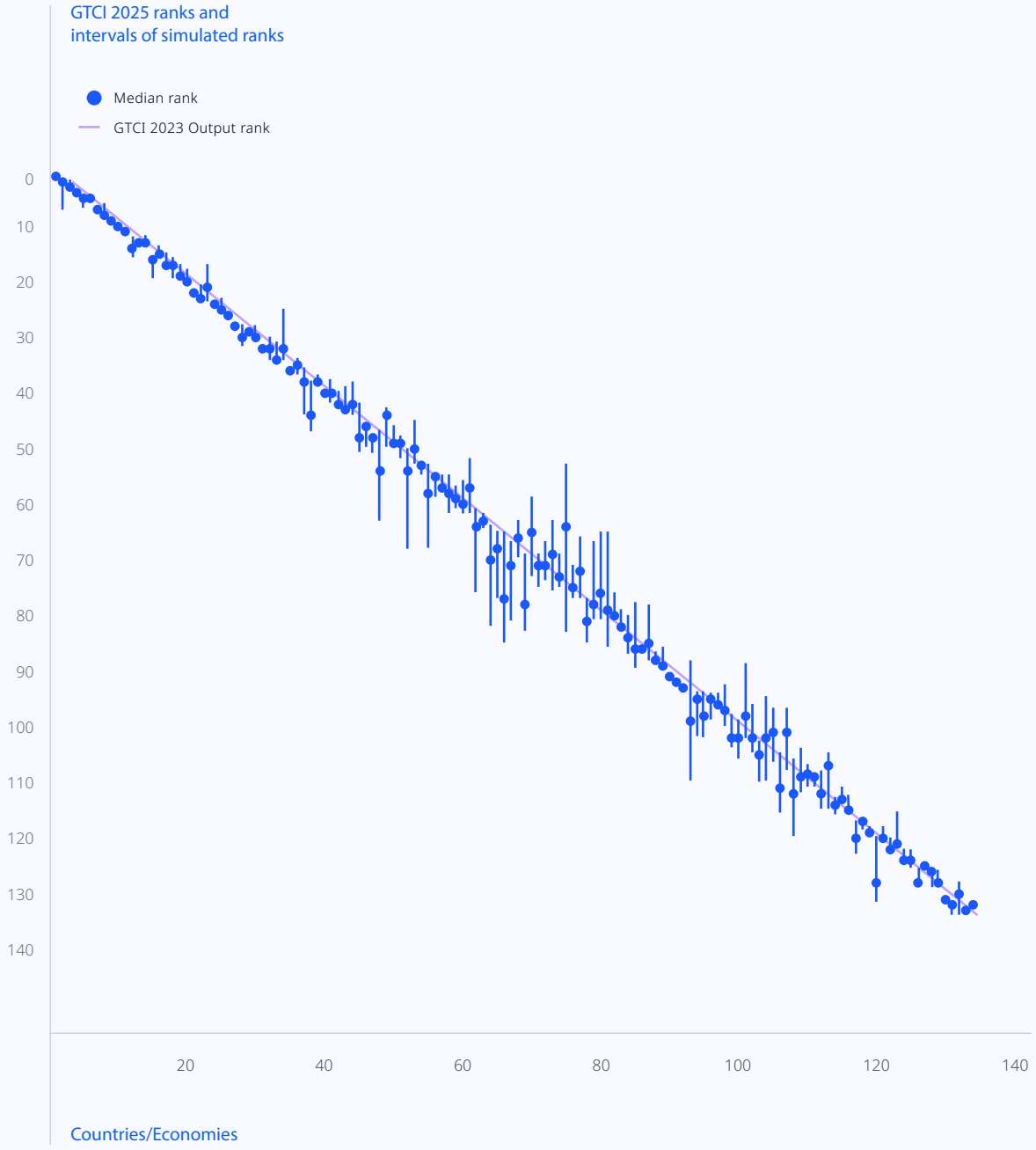
Figure 1b: Robustness analysis—Input sub-index rank vs. median rank, 90% confidence intervals



Source: European Commission Joint Research Centre (2025).

Notes: The Spearman's rank correlation coefficient between the median rank and the GTCI 2025 rank is 0.999 (n = 135); between the median rank and the GTCI 2025 Input rank it is 0.998; and between the median rank and the GTCI 2025 Output rank it is 0.994. Median ranks and intervals are calculated over 1,000 simulated scenarios combining random weights, imputation versus no imputation of missing values, generalised power means versus arithmetic average, and universal min-max normalisation versus a composite normalisation scheme with exceptions at the pillar level.

Figure 1c: Robustness analysis — Output sub-index rank vs. median rank, 90% confidence intervals.



Source: European Commission Joint Research Centre (2025).

Notes: The Spearman's rank correlation coefficient between the median rank and the GTCI 2025 rank is 0.999 (n = 135); between the median rank and the GTCI 2025 Input rank it is 0.998; and between the median rank and the GTCI 2025 Output rank it is 0.994. Median ranks and intervals are calculated over 1,000 simulated scenarios combining random weights, imputation versus no imputation of missing values, generalised power means versus arithmetic average, and universal min-max normalisation versus a composite normalisation scheme with exceptions at the pillar level.

Table 6: Country ranks and 90% confidence intervals for the GTCI 2025 and its Input and Output sub-indices

Economy	GTCI 2025		INPUT SUB-INDEX		OUTPUT SUB-INDEX	
	RANK	INTERVAL	RANK	INTERVAL	RANK	INTERVAL
Singapore	1	[1, 3]	3	[3, 9]	1	[1, 1]
Switzerland	2	[1, 2]	2	[1, 2]	3	[2, 3]
Denmark	3	[2, 3]	1	[1, 2]	7	[6, 9]
Finland	4	[4, 5]	6	[5, 7]	5	[5, 6]
Sweden	5	[4, 6]	9	[7, 9]	4	[4, 5]
Netherlands	6	[4, 7]	4	[3, 5]	11	[11, 12]
Norway	7	[5, 9]	8	[4, 8]	10	[9, 10]
Luxembourg	8	[7, 18]	5	[3, 18]	12	[12, 17]
United States of America	9	[7, 11]	11	[9, 12]	6	[4, 7]
Australia	10	[7, 10]	7	[4, 8]	15	[12, 15]
Ireland	11	[8, 11]	10	[9, 12]	8	[6, 10]
United Kingdom	12	[11, 12]	12	[9, 12]	14	[11, 14]
Iceland	13	[12, 15]	18	[17, 18]	9	[7, 9]
Canada	14	[13, 15]	13	[12, 14]	18	[15, 20]
Belgium	15	[12, 16]	14	[12, 15]	19	[15, 19]
Austria	16	[15, 18]	16	[14, 18]	16	[16, 20]
Germany	17	[16, 18]	17	[15, 17]	17	[17, 22]
New Zealand	18	[15, 18]	15	[14, 17]	25	[18, 25]
France	19	[19, 19]	19	[19, 19]	23	[20, 24]
Czech Republic	20	[20, 21]	22	[22, 25]	20	[18, 24]
Estonia	21	[20, 21]	27	[23, 27]	13	[12, 14]
Malta	22	[22, 31]	23	[22, 29]	24	[25, 29]
Israel	23	[22, 30]	37	[35, 44]	2	[2, 3]
Portugal	24	[22, 27]	21	[20, 23]	37	[30, 37]
United Arab Emirates	25	[22, 30]	25	[21, 27]	29	[25, 35]
Spain	26	[23, 29]	20	[20, 21]	47	[38, 49]
Lithuania	27	[22, 30]	26	[21, 28]	31	[25, 31]
Japan	28	[22, 32]	24	[22, 27]	43	[28, 49]
Slovenia	29	[29, 32]	29	[28, 34]	26	[25, 29]
Cyprus	30	[25, 31]	32	[29, 33]	21	[18, 22]
Korea, Rep.	31	[26, 31]	31	[28, 33]	22	[21, 24]
Italy	32	[26, 32]	28	[24, 29]	34	[30, 37]
Latvia	33	[33, 36]	35	[34, 39]	33	[31, 36]
Slovakia	34	[34, 41]	39	[38, 44]	32	[31, 37]
Qatar	35	[33, 45]	30	[29, 37]	57	[52, 67]
Poland	36	[33, 37]	43	[38, 43]	27	[26, 30]
Hungary	37	[36, 47]	46	[43, 51]	28	[28, 47]
Bahrain	38	[34, 48]	40	[36, 46]	40	[31, 53]
Chile	39	[34, 39]	38	[32, 38]	48	[44, 49]
Greece	40	[36, 43]	34	[33, 38]	51	[44, 57]
Croatia	41	[35, 46]	48	[39, 50]	30	[29, 40]
Uruguay	42	[37, 42]	33	[31, 33]	64	[52, 64]
Brunei Darussalam	43	[43, 55]	44	[43, 48]	42	[43, 71]
Costa Rica	44	[37, 44]	36	[33, 37]	58	[51, 58]
Georgia	45	[42, 50]	47	[45, 60]	41	[39, 43]
Malaysia	46	[38, 47]	54	[40, 53]	38	[32, 41]
Bulgaria	47	[42, 49]	55	[51, 56]	35	[31, 37]
Saudi Arabia	48	[42, 53]	50	[47, 55]	45	[37, 50]
Mauritius	49	[49, 58]	42	[42, 52]	60	[57, 67]

Economy	GTCI 2025		INPUT SUB-INDEX		OUTPUT SUB-INDEX	
Seychelles	50	[49, 74]	51	[51, 77]	49	[47, 63]
Kuwait	51	[48, 56]	41	[39, 49]	78	[67, 82]
Montenegro	52	[52, 67]	52	[51, 67]	53	[53, 74]
China	53	[37, 55]	45	[38, 51]	66	[45, 65]
Serbia	54	[47, 55]	60	[57, 66]	36	[33, 39]
Romania	55	[48, 57]	58	[54, 61]	39	[39, 45]
Oman	56	[50, 64]	49	[45, 58]	70	[59, 71]
Belarus	57	[52, 61]	57	[57, 76]	50	[42, 49]
Argentina	58	[49, 59]	53	[46, 54]	61	[56, 63]
Armenia	59	[57, 65]	65	[63, 76]	46	[44, 54]
Azerbaijan	60	[52, 70]	62	[54, 71]	52	[42, 69]
Ukraine	61	[54, 62]	59	[57, 62]	55	[49, 55]
Russian Federation	62	[55, 63]	74	[63, 76]	44	[43, 45]
Albania	63	[61, 73]	56	[54, 73]	68	[65, 73]
North Macedonia	64	[59, 66]	66	[62, 75]	56	[48, 61]
Mongolia	65	[65, 83]	64	[64, 84]	62	[63, 84]
Bosnia and Herzegovina	66	[60, 75]	68	[57, 76]	63	[58, 73]
Moldova, Rep.	67	[67, 74]	73	[71, 79]	59	[57, 67]
Brazil	68	[61, 71]	70	[56, 72]	67	[61, 71]
Colombia	69	[57, 71]	67	[51, 70]	71	[59, 74]
Mexico	70	[61, 71]	63	[49, 64]	80	[75, 82]
Uzbekistan	71	[65, 79]	81	[68, 86]	54	[53, 74]
Kazakhstan	72	[58, 77]	72	[57, 75]	74	[55, 80]
Peru	73	[67, 79]	69	[52, 79]	79	[79, 86]
Jordan	74	[66, 77]	61	[55, 67]	90	[85, 92]
Philippines	75	[69, 80]	71	[64, 76]	83	[77, 91]
Viet Nam	76	[74, 83]	78	[73, 85]	77	[73, 84]
Thailand	77	[68, 78]	77	[58, 79]	82	[77, 83]
Lebanon	78	[75, 85]	83	[78, 90]	72	[59, 80]
South Africa	79	[68, 80]	75	[59, 78]	88	[78, 91]
Indonesia	80	[71, 82]	80	[68, 80]	84	[75, 86]
Panama	81	[78, 82]	79	[68, 80]	86	[83, 96]
Türkiye	82	[69, 82]	85	[70, 86]	75	[60, 80]
Cabo Verde	83	[83, 95]	76	[77, 87]	106	[96, 110]
Paraguay	84	[83, 93]	82	[81, 88]	97	[95, 105]
Botswana	85	[83, 91]	86	[83, 91]	94	[86, 99]
Dominican Republic	86	[83, 90]	84	[80, 84]	101	[96, 103]
Kyrgyzstan	87	[83, 88]	91	[89, 94]	81	[72, 85]
Tunisia	88	[79, 91]	90	[80, 91]	87	[73, 90]
Ecuador	89	[82, 89]	89	[79, 88]	91	[88, 95]
Namibia	90	[87, 91]	88	[86, 90]	96	[93, 98]
Bolivia, Plurinational St.	91	[91, 98]	87	[87, 95]	103	[97, 105]
Sri Lanka	92	[86, 94]	101	[95, 104]	69	[64, 73]
El Salvador	93	[92, 96]	92	[88, 94]	104	[98, 108]
Egypt	94	[84, 95]	97	[90, 100]	76	[73, 79]
Tajikistan	95	[93, 107]	107	[104, 118]	65	[63, 96]
Algeria	96	[93, 98]	95	[93, 98]	92	[86, 95]
Venezuela, Bolivarian Republic of	97	[97, 108]	104	[102, 115]	85	[84, 95]
Morocco	98	[90, 100]	93	[88, 94]	115	[95, 115]
Kenya	99	[95, 100]	114	[104, 115]	73	[70, 81]

Economy	GTCI 2025		INPUT SUB-INDEX		OUTPUT SUB-INDEX	
India	100	[91, 105]	103	[93, 107]	93	[87, 100]
Rwanda	101	[97, 105]	94	[91, 102]	118	[107, 118]
Iran, Islamic Rep.	102	[98, 110]	109	[100, 118]	89	[86, 97]
Honduras	103	[101, 105]	96	[95, 99]	113	[108, 117]
Ghana	104	[99, 105]	99	[98, 104]	109	[100, 109]
Guatemala	105	[99, 106]	98	[96, 106]	112	[105, 113]
Lao PDR	106	[100, 117]	106	[100, 118]	105	[98, 117]
Nepal	107	[101, 112]	113	[108, 116]	100	[91, 110]
Malawi	108	[106, 119]	115	[110, 127]	99	[90, 111]
Nicaragua	109	[106, 118]	110	[101, 114]	114	[106, 127]
Gambia	110	[107, 111]	108	[103, 114]	117	[105, 118]
Eswatini	111	[110, 117]	102	[101, 112]	122	[117, 123]
Côte d'Ivoire	112	[106, 113]	105	[99, 106]	121	[118, 124]
Senegal	113	[106, 114]	100	[97, 103]	127	[120, 128]
Nigeria	114	[108, 115]	118	[105, 118]	107	[103, 115]
Cambodia	115	[109, 121]	111	[105, 120]	120	[114, 123]
Bangladesh	116	[115, 119]	119	[118, 122]	110	[106, 111]
Lesotho	117	[116, 123]	112	[112, 124]	124	[119, 128]
Cameroon	118	[111, 121]	122	[112, 122]	102	[98, 115]
Zimbabwe	119	[113, 120]	124	[120, 125]	95	[88, 112]
Tanzania, United Rep.	120	[116, 122]	116	[111, 122]	119	[117, 123]
Mauritania	121	[121, 132]	129	[128, 132]	98	[94, 126]
Benin	122	[115, 123]	117	[109, 118]	128	[122, 128]
Uganda	123	[121, 124]	121	[119, 124]	123	[115, 125]
Pakistan	124	[108, 124]	128	[112, 128]	111	[98, 111]
Burundi	125	[124, 130]	125	[123, 127]	126	[124, 132]
Angola	126	[123, 132]	123	[119, 129]	132	[125, 134]
Mali	127	[125, 132]	126	[124, 130]	130	[128, 132]
Mozambique	128	[125, 131]	120	[118, 125]	135	[133, 135]
Myanmar	129	[124, 132]	132	[129, 135]	108	[106, 117]
Burkina Faso	130	[126, 130]	127	[123, 128]	133	[127, 133]
Madagascar	131	[129, 132]	130	[129, 132]	131	[127, 131]
Yemen	132	[128, 134]	134	[132, 135]	116	[103, 123]
Congo, Dem. Rep.	133	[133, 135]	133	[131, 134]	125	[125, 133]
Niger	134	[126, 135]	131	[123, 133]	134	[129, 135]
Chad	135	[133, 135]	135	[134, 135]	129	[125, 134]

Source: European Commission Joint Research Centre (2025).

Sensitivity Analysis Results

To complement the uncertainty analysis, sensitivity analysis was used to identify which of the modelling assumptions have the highest impact on country ranks. Figure 2 plots the GTCI, the Input sub-index and the Output sub-index rankings against the rankings resulting from one-at-a-time changes in the normalisation methodology (combination of min-max and goalposts versus min-max across all indicators, Figure 2a), the imputation methodology (no imputation of missing data versus imputation using k-nearest-neighbours, Figure 2b), the aggregation formula used at the last stage of aggregation (arithmetic versus a generalised power mean with p = 0.25, Figure 2c).

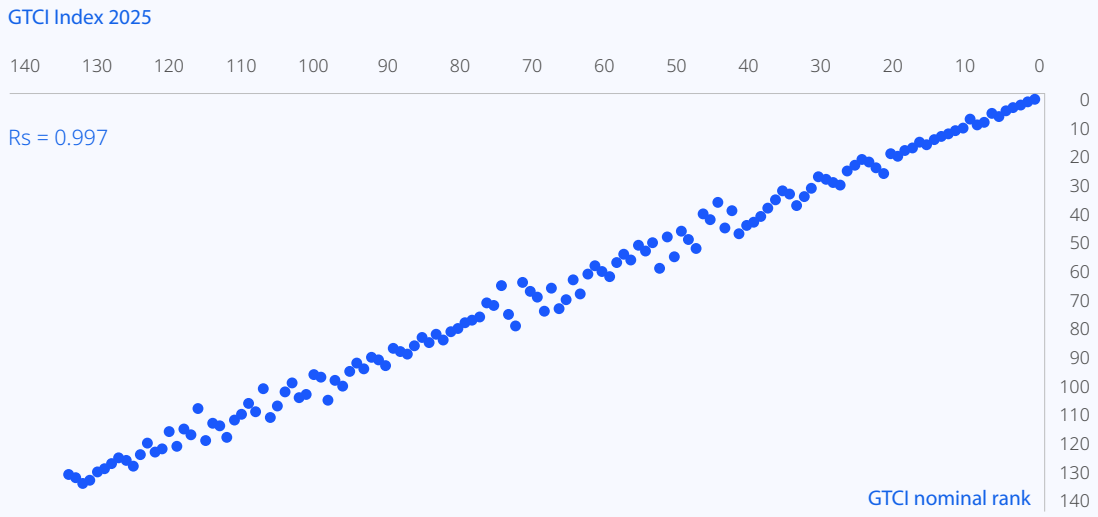
Both the GTCI and its two sub-indices are robust to the changes in methodological assumptions, as illustrated by the relatively high correlations in ranking (the lowest correlation is 0.993) and the comparatively low calculated average change in ranking positions (the largest is 4.76 positions between the ranks of the Output sub-Index with alternative aggregation approaches).

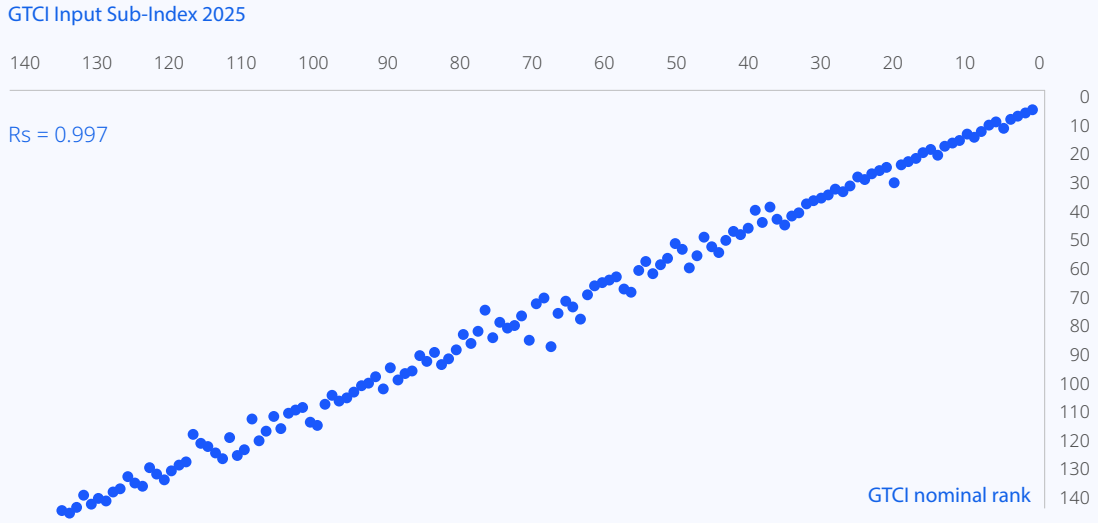
Overall, the most influential methodological assumption is the aggregation approach (implying partial versus full substitutability). Despite rank correlations are the same in the three studied indices (GTCI, Input sub-Index, Output Sub-Index) when we change the aggregation and the imputation approach (see Figures 2b and 2c), the former results in larger changes in ranks on average in the three indices. Among the three studied indices, the one most affected by the changes is the Output sub-index, for which rank correlation coefficients between the nominal and the alternative ranking lower compared to those of the Input sub-Index and the GTCI. Change in country ranks when considering alternative approaches for normalisation, imputation and aggregation is the largest in the Output sub-Index (3.17, 2.90, and 4.76 positions respectively). However, even in the most extreme of these cases (partial instead of full compensation in aggregation) just nine percent of countries (13 out of 135) exhibit shifts in rank greater than 10 positions. However, these assumptions on the weights, aggregation method, and missing data estimation—primarily concern methodological choices and may be less influential overall than choices related to the background assumptions in the conceptual framework.

Overall, the ranges of uncertainty in the final rankings are fairly modest. This suggests that the rankings of the overwhelming majority of the 135 countries in the overall GTCI 2025 and the Input and Output sub-indices are the result of the countries' own performance (as reflected in the underlying data) and not of the considered modelling choices. However, the JRC recommendation is to consider country ranks in the GTCI 2025 and in the Input and Output sub-indices within the 90% confidence intervals in order to take into account to what degree a country's rank depends on the modelling choices.

Figure 2a. : Sensitivity analysis: Impact of alternative normalisation

Rank based on alternative normalisation





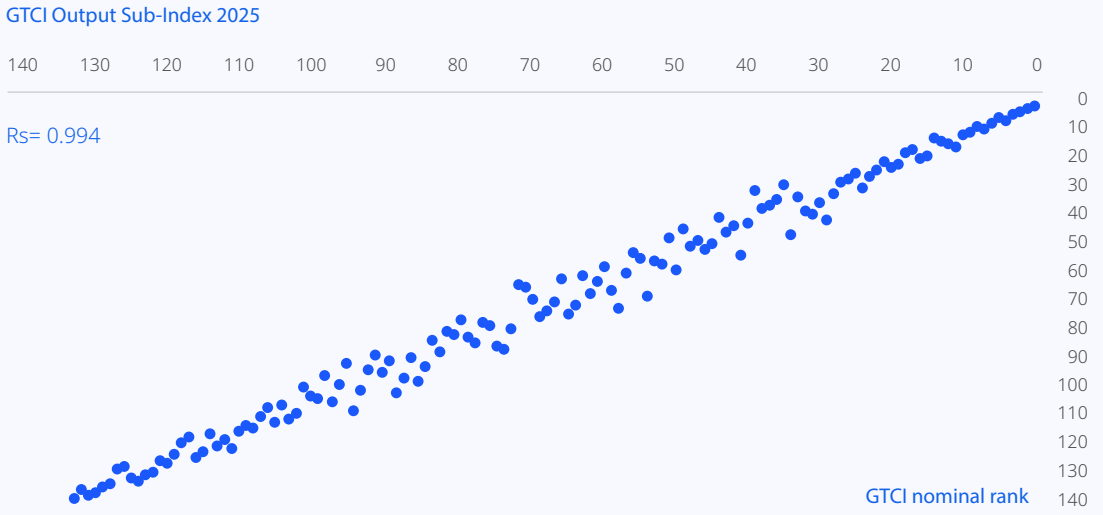
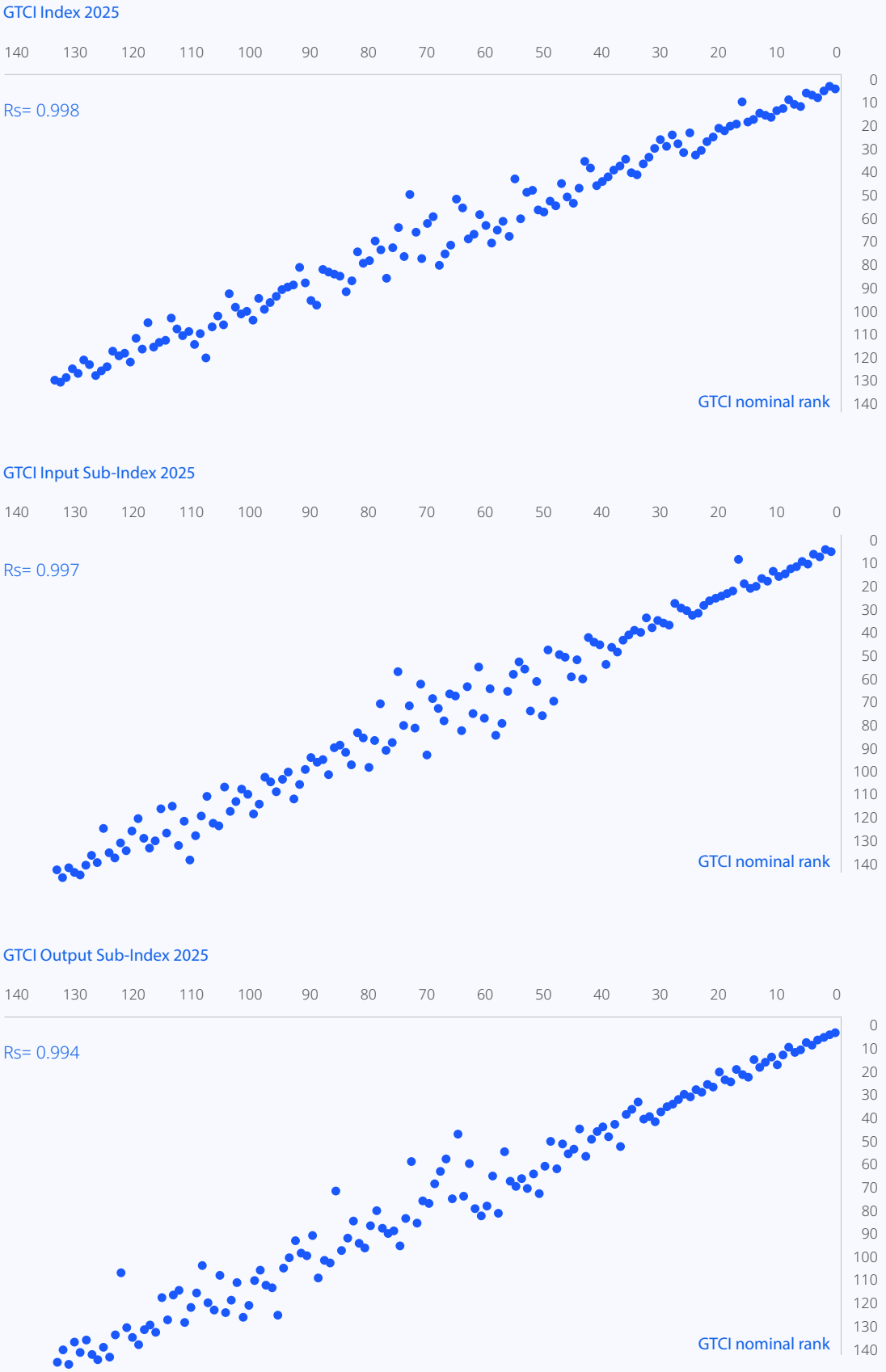


Figure 2b. Sensitivity analysis: Impact of alternative imputation

Rank based on alternative normalisation

Figure 2c.: Sensitivity analysis: Impact of alternative aggregation

Rank based on alternative normalisation



Conclusions

This year's edition of the Global Talent Competitiveness Index (GTCI) marks its eleventh anniversary. Over the past 12 years of annual publications, the GTCI has aimed to shed light on the increasing complexities that countries worldwide encounter in developing, attracting, and retaining talent, while also showcasing exemplary approaches to talent management and inspiring positive change. The JRC statistical audit has investigated the current GTCI framework to assess the statistical properties of the data and the methodology used in constructing the 2025 edition of the index. The JRC analysis suggests that the conceptualised structure is statistically coherent and balanced on multiple levels of the GTCI 2025.

The GTCI is not dominated by any pillar or sub-pillar. All underlying indicators contribute to the variation of the respective Input and Output sub-indices, and to the overall GTCI. Furthermore, the analysis offers statistical justification for the use of equal weights and arithmetic averaging at the various levels of aggregation. It shows that the GTCI is statistically reliable in its current form as the simple average of the six pillars (as measured by a high Cronbach's alpha value of 0.96).

It is reassuring that the majority of the 77 indicators considered in this 2025 edition are found to have a noteworthy impact of at least 10% on the GTCI variance. There are only two exceptions, 4.1.6 Protect against future disasters, that is also very close to this threshold, and can explain 7% of the GTCI variance, and 5.2.1 Ease of finding skilled employees which is fully irrelevant with GTCI. JRC/COIN would like to suggest that the developers keep these two indicators under closer scrutiny for signs of possible future deterioration of their relationship with their "sibling" indicators and their higher aggregates. In general, the fact that nearly all indicators are found to be influential at all levels of aggregation in the GTCI 2025 is the direct result of the careful revision of the GTCI framework undertaken in previous years by the developers.

All recently added indicators are smoothly integrated. However, JRC/COIN invites the developers to reflect on the relatively lower data coverage of two of those indicators, namely, 2.1.6 AI skills migration and 6.1.7 AI talent concentration, and undertake steps to improve data availability in future editions of the GTCI. In addition, JRC/COIN invites the developers to investigate potential data updates for indicator indicator 2.2.2 Tolerance of immigrants in future iterations of the GTCI, and, if updates are not possible, to consider potential alternatives for this indicator that are based on more recent data.

The country ranks in the GTCI and both its sub-indices are relatively robust to methodological assumptions related to the estimation of missing data, weighting, normalisation and aggregation formulas. It is reassuring that, for a large majority of the countries included in the GTCI, the overall rank and those in the Input and Output sub-indices are the result of countries' own performance (as reflected in the underlying data) and not of the modelling choices. Consequently, inferences can be drawn for most countries in the GTCI.

Perfect robustness would not be desirable, as it would imply that the GTCI components are perfectly correlated and hence redundant, which is not the case for the GTCI 2025. In fact, one way in which the GTCI helps to highlight other components of human capital and talent competitiveness is by pinpointing the differences in rankings that emerge from a comparison between the GTCI and each of its six pillars.

In the analysis conducted by the JRC, the GTCI ranking differs from any of the six pillar rankings by 10 positions or more for at least 28 percent and up to 58 percent of all countries. This outcome demonstrates the added value of aggregating the six pillars to the GTCI, which helps to identify overall best practices in talent management across the world. Moreover, it emphasizes the need to evaluate each pillar, sub-pillar, and indicator on its own strengths, allowing for the identification of country-specific advantages and challenges in human capital and talent competitiveness. This, in turn, provides valuable insights that can inform data-driven policy decisions.

The auditing conducted herein has shown the potential of the GTCI 2025 for reliably identifying weaknesses and best practices and ultimately monitoring national performance in human capital development and the relative competitiveness of countries in talent management. Readers and policy analysts should go beyond the overall GTCI scores and ranks and consider the individual indicators and pillars on their own merit.

The GTCI should not be considered the sole benchmark for measuring progress and performance in talent and competitiveness. Rather, it is a dynamic and evolving tool, developed through a collaborative effort by INSEAD, the Descartes Institute, and the Human Capital Leadership Institute, which continually incorporates new data sources and theoretical insights to enhance its framework. By doing so, the GTCI can provide a valuable perspective to inform policy debates and address the complex challenges faced by national talent management systems in a rapidly changing, competition-driven landscape.

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The year 2025 marks a new era for the Global Talent Competitiveness Index. “It begins with a new partnership between INSEAD and the Portulans Institute, bringing together INSEAD’s academic legacy and Portulans’ decade of expertise developing trusted global indices. This combination strengthens the intellectual backbone of the GTCI and expands its reach at a moment when the world needs clearer, more reliable talent insights than ever before.”

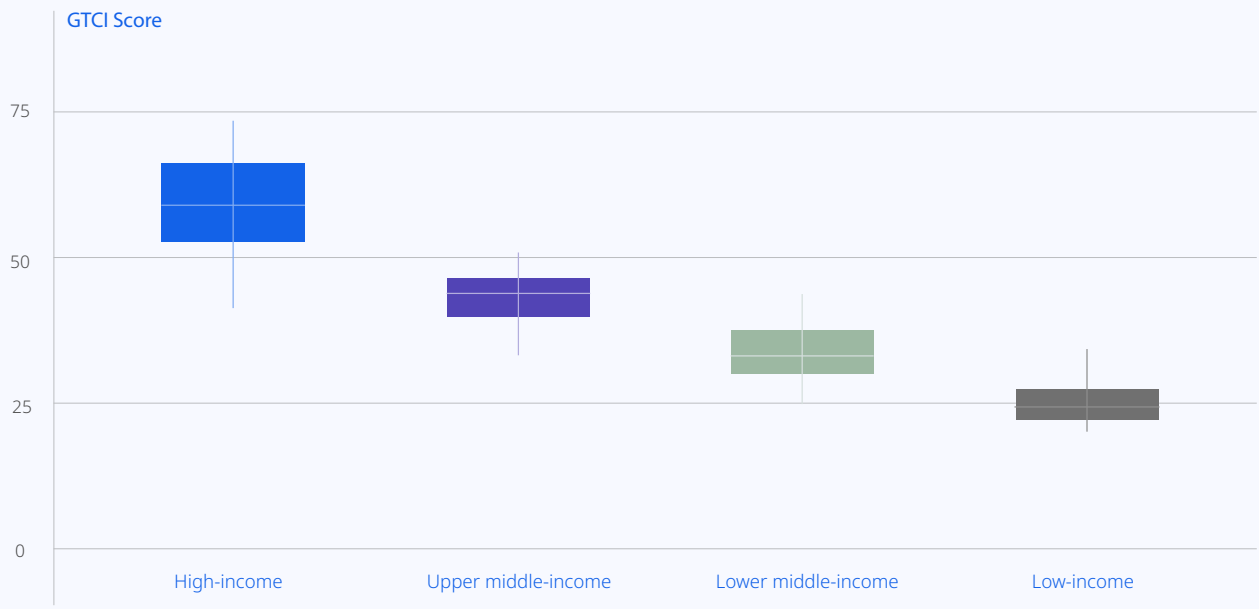
Detailed Results

Overview

The GTCI 2025 edition covers 135 economies spanning all income tiers and world regions, providing comprehensive insights into global talent competitiveness dynamics. The sample comprises 52 high-income economies, 35 upper middle-income, 35 lower middle-income, and 13 low-income countries. Regionally, the distribution includes 39 economies in Europe, 31 in Sub-Saharan Africa, 19 in Northern Africa and Western Asia, 18 in Latin America and the Caribbean, 16 in Eastern, Southeastern Asia and Oceania, 10 in Central and Southern Asia, and 2 in Northern America.

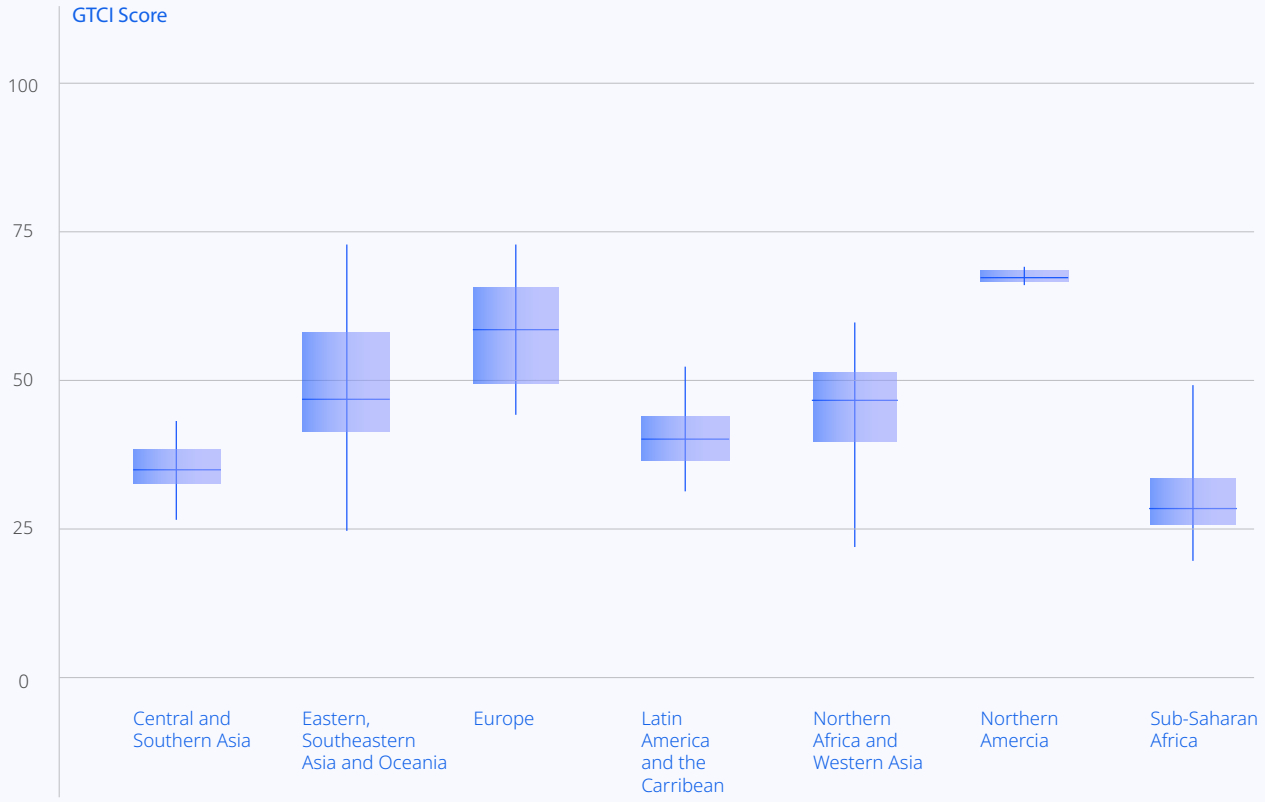
As in previous editions, talent competitiveness demonstrates a strong correlation with national income levels. High-income economies consistently outperform their upper middle-income counterparts across the distribution, with similar hierarchical patterns observed when comparing upper middle

Figure 1.DR.: Country Dispersion of GTCI Score By Income Group



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

Figure 2.DR.: Country Dispersion of GTCI Score By Regions



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

versus lower middle-income groups, and lower middle versus low-income economies. Regional performance patterns largely mirror this income composition: Northern America and Europe—where high-income economies predominate—concentrate at the upper end of the rankings, followed by Eastern, Southeastern Asia and Oceania. Conversely, regions with larger concentrations of lower-income economies, notably Sub-Saharan Africa and Central and Southern Asia, tend toward the lower end of the distribution. Europe's substantial country representation naturally produces wider score dispersion despite its predominantly upper middle and high-income composition. The 2025 GTCI rankings have introduced six new countries: Venezuela, Bolivarian Republic of, Seychelles, Tajikistan, Myanmar, Niger and Yemen. Meanwhile, Zambia, Trinidad and Tobago, Jamaica, Guinea and Ethiopia have been excluded from the list. It's important to acknowledge that year-to-year comparisons of GTCI rankings can be influenced—among other things—by data availability and changes in the GTCI model framework (see note in Appendix II Technical Notes).

Key Movers

The 2025 edition of the GTCI marks a pivotal new phase in the Index's development. Following a one-year pause in 2024, this edition emerges from a period of reflection and renewal—one that has enabled substantive enhancements to both the structure and methodology of the Index. While the GTCI maintains continuity with its earlier editions, the refinements introduced this year may have contributed to certain shifts in country rankings. Comparisons with past results should therefore be approached with caution, mindful of the evolving analytical framework and the broader transformations shaping the global talent landscape.

The 2025 rankings reflect the combined effects of these methodological updates, new data releases, and structural changes in labour markets worldwide. After what effectively amounts to a two-year data gap, the resumption of the Index brings to light pronounced movements among several major economies. The GTCI 2025 thus presents a dynamic

reconfiguration of global talent hierarchies, with marked shifts across both advanced and emerging economies. These movements are driven by evolving policy priorities, institutional reforms, and the rising importance of sustainability, resilience, and adaptability as core dimensions of talent competitiveness.

Another noteworthy development in this edition is the non-participation of several economies in the World Economic Forum (WEF) Executive Opinion Survey 2025. As a result, for these economies, data from the GTCI 2023 database have been retained for the relevant WEF indicators. This adjustment applies exclusively to indicators derived from the WEF Executive Opinion Survey (EOS) whose underlying methodology has remained consistent between editions. Given that these indicators constitute a core component of the Index, the absence of updated data represents an important consideration for interpreting results. Continued non-participation in future surveys may, therefore, affect the inclusion of such economies in subsequent editions of the GTCI.

The following section examines these dynamics in greater depth, highlighting the economies that have experienced notable shifts in their talent competitiveness profiles in the 2025 edition of the GTCI.

Singapore (1st) claims the top position for the first time since the inception of the GTCI, marking a significant milestone in its talent competitiveness trajectory. Its profile is anchored by global leadership in GA Skills, Formal Education, and Regulatory Landscape (all 1st), reaffirming the strength and resilience of its human-capital systems and institutional foundations. This year's advance is driven primarily by notable gains in Retain (31st, up from 38th), supported by improvements in Lifestyle (32nd, up from 49th). Enhanced outcomes in personal rights, physician density, and sustained excellence in personal safety have collectively strengthened Singapore's capacity to retain talent. Additional progress in the Business and Labour Landscape (10th, up from 14th) reflects a more supportive environment for business dynamism and workforce engagement. By contrast, a relative decline in VT Skills (13th, down from 3rd) points to emerging pressures in mid-level skills and employability compared with leading peers. Overall, Singapore continues to stand as a global benchmark for talent competitiveness—characterized by robust education systems, sound governance, and a proactive approach to sustaining an adaptive, innovation-ready workforce.

The United States (9th) drops from the top five in the GTCI for the first time since 2013. The decline is primarily driven by weaker results in GA Skills (13th, down from 5th), Attract (28th, down from 22nd), and Enable (7th, down from 4th). The shift in GA Skills reflects the introduction of new metrics alongside comparatively lower outcomes in High Skills and Talent Impact. While the U.S. continues to rank within the global top quartile for soft skills, AI talent concentration, and mobile app development, it no longer features among the top ten in these core components. It remains a global leader in intellectual property receipts, yet continues to lag in ICT services exports. These patterns also mirror ongoing structural changes in the U.S. labour market, where evolving employment structures and shifting skills demand have influenced several perception based indicators. Within the Attract and Enable pillars, the country's decline is linked to relatively weaker outcomes in financial globalization, gender parity, leadership opportunities for women, and certain elements of the Regulatory Landscape. Despite these setbacks, the United States demonstrates resilience in sustainability related dimensions, supported by the inclusion of new metrics on preparedness and adaptability. It performs particularly well in Protection against future disasters (6th) and Household financial resilience (8th), underscoring the continued institutional and economic robustness of the U.S. talent ecosystem amid shifting global conditions.

Germany (17th) remains among the world's top-twenty economies in the GTCI, though it marks a modest shift from its 14th position in GTCI 2023. Its strongest pillar continues to be VT Skills (5th), supported by an exceptionally strong base of technicians and associate professionals (2nd). Germany also maintains global leadership in economic empowerment of women, pension coverage, and environmental performance. While its ability to retain talent has eased slightly, it continues to perform at a high level globally (9th). A more pronounced decline appears in Enable (16th, down from 10th), driven in large part by weakening results in the Market Landscape (27th, down from 12th). This shift reflects lower scores in extent of market dominance (24th, down from 11th) and cluster development (21st, down from 9th). In Formal Education, Germany shows a mixed pattern, combining areas of resilience with emerging challenges that could shape its future talent competitiveness.

The Republic of Korea (31st) moves out of the GTCI top 25, reflecting a broad-based decline across several pillars. The downward shift is driven primarily by weaker performance in Grow (33rd, down from 28th), particularly in Lifelong Learning (55th, down from 35th), and in Retain (37th, down from 29th) following softer outcomes in Lifestyle (52nd, down from 31st). Further declines appear in VT Skills (35th, down from 27th), linked to lower results in Employability (38th, down from 24th). The slide in GA Skills (19th, down from 8th) and Talent Impact is partly attributable to methodological adjustments, alongside signs of reduced workforce adaptability and talent outcomes. The labour-Market Landscape presents a mixed picture. The Republic of Korea records improvements in social mobility, labour-

employer cooperation, professional management, and brain retention, underscoring persistent institutional strengths. However, weaker outcomes in ease of finding skilled employees, employee development, leadership opportunities for women, and brain gain continue to constrain the country's competitiveness in attracting, developing, and retaining top-tier talent. Despite these setbacks, the Republic of Korea demonstrates resilience and structural strength in several aspects of its talent ecosystem. Its performance in the Market Landscape remains exceptional (2nd), supported by high levels of domestic credit to the private sector and strong R&D expenditure, highlighting its capacity for innovation-driven growth and long-term competitiveness.

Kuwait (51st) rises sharply from 63rd in 2023, marking one of the most notable improvements in the region. This advancement reflects broad-based progress across multiple dimensions of talent competitiveness, including education quality, regulatory effectiveness, and reforms to the business environment. Significant gains are evident in Enable, supported by stronger regulatory quality and improvements in the Market Landscape—notably in domestic credit to the private sector, extent of market dominance, and enhanced business–labour cooperation. Progress in Attract is driven by greater social mobility, rising brain gain, and expanding leadership opportunities for women, signalling a gradual shift toward a more inclusive and open labour market. In Grow, Kuwait records improvements in formal education, university rankings, and lifelong learning, reflecting continued investment in human capital and higher education. The country also strengthens its Talent Impact through the inclusion of ICT services exports, highlighting the growing relevance of digital capabilities within its evolving economic structure. Taken together, these developments underscore Kuwait's increasing focus on building a diversified, knowledge-driven, and resilient talent ecosystem.

China (53rd) has moved beyond the top 40, reflecting both data-related factors and some performance variations across multiple aspects of talent competitiveness. This movement reflects a combination of performance shifts, data reporting gaps and model adjustments, with data availability likely playing the most important role. *China did not participate in the WEF Executive Opinion Survey (2025)[48]; while data from earlier years were retained where possible, the absence of updated information affected the scope of recent assessments and may influence future index coverage.* In terms of performance, China recorded modest declines in VT Skills, particularly in the indicator related to the ease of finding skilled employees. The ability to Attract talent records a lower standing in both internal and External Openness, particularly due to regulatory restrictiveness in FDI and declining financial globalization. In the Enable pillar, declines are concentrated within the Business and Labour Landscape, with drops in cloud computing adoption, labour-employer cooperation, and professional management. Despite these setbacks, China shows meaningful improvement in Sustainability (36th, up from 49th). This progress is partly attributable to the inclusion of resilience oriented metrics and improvements in environmental performance. Notably, China ranks highly in protect against future disasters (10th) while showing relative strength in household financial resilience (38th), reflecting a growing policy emphasis on long-term stability, adaptive capacity, and institutional resilience amid an increasingly complex global environment. *It is important to note, however, that data availability continues to influence the extent to which China's talent competitiveness can be fully represented. Broader and timelier data coverage in future cycles would allow for a more comprehensive and accurate reflection of the country's evolving strengths in talent competitiveness.*

The Russian Federation (62nd), which had consistently performed around the 50th rank in past editions, has seen its position slip this year, reflecting evolving dynamics in its talent competitiveness environment and possibly reflecting the delayed effects of data adjustments following the geopolitical and economic disruptions associated with the invasion of Ukraine. The country records a significant change in the Input Sub-Index (74th, down from 57th), reflecting weaker performance across Enabling, Attracting, and Growing talent competitiveness, as well as in GA Skills. The most notable setback is observed in Lifelong Learning, particularly in business master's education, alongside declines in External Openness and the Market Landscape. On the other hand, the Russian Federation demonstrates progress in retaining talent, supported by improvements in sustainability and quality of life, as well as in VT Skills. These gains highlight the country's continued capacity to nurture and sustain mid-level skills and employability, despite broader structural challenges.

South Africa (79th) records a notable movement in its global standing, down from 68th in GTCI 2023. This downward trend reflects a broad-based moderation across several dimensions of talent competitiveness. Nonetheless, the country shows some progress in Enabling talent competitiveness, particularly through improvements in the Business and Labour Landscape (22nd)—driven by stronger labour–employer cooperation, better professional management, improved alignment of pay with productivity, and increased adoption of enterprise software.

The most significant opportunities for South Africa lie in strengthening Employability (132nd) and Access to Growth Opportunities (100th), both of which remain critical for enhancing overall talent outcomes and addressing persistent structural gaps in the labour market.

Top 15

As discussed above, Singapore has ranked 1st in the GTCI for the first time, rising one place since 2023. It ranks in the top ten across four of the six pillars and has made notable improvements in its ability to retain talent, rising seven positions.

Switzerland (2nd) falls from the top position for the first time in the history of the GTCI yet continues to set the global benchmark, with all six pillars placed within the top ten. Enable and VT Skills (both 3rd) remain its strongest dimensions, followed by GA skills (5th), and Attract and Grow (each 6th), with Retain at 7th. Switzerland also records multiple top five results across the framework, including government effectiveness (2nd), 3G mobile coverage (1st), internet access in schools (1st), AI skills migration (4th), intellectual property receipts (2nd), and GitHub commits (1st), along with consistently high performance in Regulatory Landscape, Market Landscape, Formal Education, and Talent Impact (all 3rd). While gaps remain narrow, opportunity areas appear in a few indicators ranked above 45—most notably urbanisation (51st) and economic empowerment of women (50th)—where incremental progress would further strengthen an otherwise exceptionally balanced talent system.

Denmark (3rd) moves up one position and reinforces its longstanding position as one of the GTCI's top performers. Its profile is broad-based: Enable (1st) remains the strongest pillar, supported by top five outcomes in Regulatory Landscape (2nd) and Business and Labour Landscape (2nd), together with universal 3G coverage and internet access in schools (both 1st). Retain (3rd) is bolstered by exceptional Lifestyle conditions (1st), strong Sustainability (3rd), pension coverage (1st), and high employee wellbeing (2nd). Denmark's Grow (10th) and Attract (10th) pillars reflect strong Access to Growth Opportunities (5th), Internal Openness (5th), and Employability (5th), while VT Skills (7th) and GA Skills (11th) are lifted by top-tier results in researchers (3rd), soft skills (1st), and professionals (7th). Against this very high baseline, comparatively weaker areas appear in a few indicators outside the top 25, including labour–employer cooperation (116th), professional management (103rd), relationship of pay to productivity (95th), and tolerance toward immigrants (122nd), as well as lower results in senior officials and managers (83rd). These isolated gaps contrast with Denmark's otherwise consistently top-tier profile and point to opportunities to further strengthen workplace practices and openness within an already advanced talent system.

Finland (4th) rises two places and remains one of the world's most competitive talent systems. Enable (2nd) is anchored in exceptional governance—featuring rule of law (1st), corruption control (2nd), and universal internet access in schools and 3G coverage (both 1st). Finland also leads in Business and Labour Landscape (1st) and posts top five results in Internal Openness (3rd), Sustainability (4th), and Lifestyle (5th). Its talent development performance is bolstered by strong vocational and tertiary enrolment (both 3rd), employee development (4th), delegation of authority (5th), and high levels of researchers (5th), contributing to solid Talent Impact (6th). Areas that lag Finland's overall profile include high-technology exports (53rd), senior officials and managers (73rd), and highly educated unemployment (67th), suggesting room to broaden leadership pathways and strengthen innovation diffusion within an otherwise high-performing system.

Sweden (5th) posts the largest rise among the top fifteen, climbing four positions and reinforcing its position as a leading talent performer. Strong results across Retain (2nd), GA skills (4th), Enable (5th), and VT Skills (10th) reflect a mature institutional and skills environment, supported by world-class outcomes in researchers (1st), pension coverage (1st), household financial resilience (1st), and universal 3G and school internet access (both 1st). Sweden also excels in Business and Labour Landscape (3rd), Sustainability (2nd), and High-level Skills (4th), underpinned by high levels of professionals (2nd), intellectual property receipts (6th), and GitHub commits (6th). Its comparatively weaker results appear in a small set of indicators outside the country's otherwise high-performing profile—namely Lifelong Learning (36th), Sanitation (37th), International Students (39th), Employee Development (39th), Workforce with secondary education (52nd), Business Masters Education (60th), and highly educated unemployment (45th). These narrower gaps contrast with Sweden's strong upward movement this year and highlight areas where targeted improvements could strengthen talent development at scale.

The Netherlands (6th) slips one rank but remains firmly positioned among the global leaders, driven by exceptional performance in Grow (1st) and consistently strong results in Enable and Retain (both 8th) and GA skills (9th). Its strengths include top five outcomes in Access to Growth Opportunities (3rd), Formal Education (4th), and key learning indicators such as business-masters education (6th), lifelong learning (6th), and employee development (7th). High marks in professionals (3rd), researchers (9th), intellectual-property receipts (3rd), and GitHub commits (4th) further reinforce the country's strong innovation and skills base. By contrast, several indicators fall well below the national average—including ease of finding skilled employees (98th), protect against future disasters (59th), sanitation (52nd), workforce with secondary education (55th), and population covered by at least a 3G mobile network (66th). These areas

point to targeted opportunities to reinforce labour-market responsiveness and infrastructure resilience within an otherwise high-performing system.

Norway (7th) maintains its position and continues to stand out for exceptional retention and living-standards outcomes. Retain (1st) remains its strongest pillar, anchored in top-ranked Sustainability (1st), universal pension coverage (1st), and very high scores in household financial resilience (2nd), personal safety (4th), and Lifestyle (2nd). Strong results in Enable (6th) and VT Skills (9th) are reinforced by world-leading labour rights (1st), universal internet access in schools (1st), and high marks for delegation of authority (2nd) and researchers (6th). Relative gaps appear only when compared with Norway's very high overall profile. The most notable are workforce with secondary education (68th), ICT services exports (58th), international students (55th), and sanitation (45th). External Openness (25th) also ranks lower than Norway's Internal Openness and institutional strengths—not poor in absolute terms, but modest when set against the country's otherwise top-tier performance. These areas represent incremental opportunities rather than structural weaknesses in an economy that already scores among the global leaders across most dimensions.

Luxembourg (8th) advances three positions and reinforces a unique profile shaped by exceptional international attractiveness and strong institutional underpinnings. It leads the Attract pillar (1st) on the strength of world-class performance in External Openness (1st) and Internal Openness (4th), with perfect scores in financial globalisation, international students, AI skills migration, and 3G and school internet access. Solid results in Retain (10th) and GA skills (10th) further reflect a stable, high-quality environment supported by strong environmental performance (2nd), universal pension coverage (1st), and high levels of professionals (1st) and AI talent concentration (3rd). Against this backdrop, a handful of indicators fall well below Luxembourg's overall standing. The sharpest contrasts appear in tertiary enrolment (100th), workforce with secondary education (82nd), ease of finding skilled employees (114th), high-technology exports (69th), use of virtual social networks (97th), and sanitation (53rd). These relatively low results—unusual within an otherwise high-performing system—point to targeted areas where expanding domestic education pipelines and strengthening innovation diffusion could complement Luxembourg's exceptionally strong openness and institutional assets.

As discussed above, the United States now ranks 9th, down from 3rd in 2023. This is the first time that the United States has not placed in the top five since the 2015 GTCI.

Australia (10th) moves down two positions but remains a strong performer with top ten results in Grow (4th), Attract (8th), and Enable (9th). The country shows notable progress in GA skills (14th), rising seven places, supported by top five outcomes in both Lifelong Learning (5th) and High-level Skills (5th). Strong foundations in Formal Education (6th), university ranking (3rd), AI skills migration (9th), and business-masters education (7th) reinforce Australia's ability to attract and develop advanced talent. A small group of indicators sits well below the national profile, including Mid-level Skills (42nd), workforce with secondary education (63rd), population with secondary education (52nd), ICT services exports (75th), FDI regulatory restrictiveness (78th), pension coverage (76th), and personal safety (44th). These comparatively weaker outcomes highlight opportunities to strengthen foundational skills, expand occupational training pathways, and reinforce elements of External Openness and social resilience within an otherwise high-performing talent ecosystem.

Ireland (11th) rises two places and shows a profile driven by strong openness and high-end capabilities. Attract (5th) and GA skills (3rd) stand out, supported by world-class results in Internal Openness (2nd), tolerance of minorities (2nd), economic empowerment of women (1st), gender parity in high-skilled jobs (5th), and AI skills migration (5th). Ireland also performs strongly in Talent Impact (2nd), led by ICT services exports (1st) and high scores in high-technology exports (5th). In the skills system, solid outcomes in employee development (5th) and youth inclusion (3rd) reinforce Ireland's strengths in adaptability and professional progression. Several indicators, however, sit well below Ireland's overall performance. The most pronounced gaps include domestic credit to the private sector (103rd), sanitation (80th), ease of finding skilled employees (81st), enterprise software adoption (78th), and protect against future disasters (60th). Foundational education outcomes such as mid-level skills (45th), workforce with secondary education (66th), and population with secondary education (55th) also lag the country's high-end strengths. These contrasts highlight opportunities to reinforce basic skills, strengthen resilience, and broaden Ireland's domestic talent base alongside its strong international and innovation-oriented performance.

The United Kingdom (12th) falls two places but retains strong performance in high-end capability, with Grow (3rd) and GA skills (6th) among its leading pillars. Its strengths are reinforced by top five outcomes in Lifelong Learning (4th) and Formal Education (5th), together with world-class results in business-masters education (3rd) and university ranking (2nd). The country also performs well in Talent Impact (9th), supported by strong intellectual-property receipts (7th) and new corporate registrations (3rd), highlighting a dynamic innovation environment. In contrast, several indicators sit noticeably below the UK's overall profile. These include tolerance of minorities (75th), protect against future disasters (78th), ease of finding skilled employees (73rd), workforce with secondary education (67th), population with secondary education (54th), youth inclusion (55th), skills matching (51st), labour rights (53rd), and leadership

Table 1: Rankings by Pillar

Economy	GTCI ranking	Enable	Attract	Grow	Retain	VT	GA
Singapore	1	4	2	5	31	13	1
Switzerland	2	3	6	6	7	3	5
Denmark	3	1	10	10	3	7	11
Finland	4	2	9	13	4	6	7
Sweden	5	5	12	18	2	10	4
Netherlands	6	8	15	1	8	19	9
Norway	7	6	18	14	1	9	15
Luxembourg	8	11	1	23	10	26	10
United States of America	9	7	28	2	14	2	13
Australia	10	9	8	4	12	24	14
Ireland	11	21	5	7	20	29	3
United Kingdom	12	15	20	3	23	39	6
Iceland	13	17	21	21	6	12	8
Canada	14	13	14	12	19	30	16
Belgium	15	14	22	9	18	14	20
Austria	16	18	11	20	5	4	24
Germany	17	16	17	17	9	5	23
New Zealand	18	10	23	16	15	58	18
France	19	25	29	8	24	20	22
Czech Republic	20	24	31	22	11	1	26
Estonia	21	22	38	28	13	25	12
Malta	22	34	4	27	29	45	21
Israel	23	23	78	52	32	8	2
Portugal	24	27	19	25	21	51	25
United Arab Emirates	25	30	3	24	51	36	29
Spain	26	26	27	11	22	64	31
Lithuania	27	19	25	36	28	42	28
Japan	28	12	42	26	17	66	27
Slovenia	29	28	37	29	16	15	32
Cyprus	30	50	13	54	36	37	17
Korea, Rep.	31	20	55	33	37	35	19
Italy	32	36	39	19	27	17	43
Latvia	33	38	50	38	30	38	34
Slovakia	34	46	34	51	35	11	44
Qatar	35	29	7	31	56	53	65
Poland	36	41	48	41	45	23	30
Hungary	37	55	66	42	38	16	35
Bahrain	38	33	24	47	72	48	40
Chile	39	42	36	30	47	41	53
Greece	40	58	43	32	25	62	42
Croatia	41	56	53	49	42	22	36
Uruguay	42	32	30	43	33	71	59
Brunei Darussalam	43	43	46	55	39	33	50
Costa Rica	44	37	33	34	49	63	58

Economy	GTCI ranking	Enable	Attract	Grow	Retain	VT	GA
Georgia	45	39	35	79	48	31	48
Malaysia	46	31	81	40	73	46	37
Bulgaria	47	62	52	63	50	43	33
Saudi Arabia	48	51	57	45	58	34	54
Mauritius	49	35	32	66	44	56	73
Seychelles	50	45	90	70	26	21	71
Kuwait	51	47	16	61	57	101	49
Montenegro	52	63	26	80	53	57	47
China	53	49	115	15	52	72	60
Serbia	54	72	51	64	62	40	38
Romania	55	74	67	76	41	27	51
Oman	56	40	41	69	46	70	67
Belarus	57	93	84	58	34	44	46
Argentina	58	83	56	39	43	59	69
Armenia	59	60	44	98	60	50	41
Azerbaijan	60	57	40	81	78	18	91
Ukraine	61	69	49	78	59	76	39
Russian Federation	62	105	114	48	40	32	55
Albania	63	53	47	68	65	60	78
North Macedonia	64	73	63	71	61	55	63
Mongolia	65	67	74	60	64	61	66
Bosnia and Herzegovina	66	86	69	72	55	47	86
Moldova, Rep.	67	75	61	82	68	54	74
Brazil	68	80	82	56	63	65	70
Colombia	69	76	64	46	86	78	64
Mexico	70	85	85	35	67	75	82
Uzbekistan	71	81	83	105	54	28	84
Kazakhstan	72	92	65	65	66	83	62
Peru	73	87	45	44	91	68	99
Jordan	74	48	60	85	69	97	83
Philippines	75	77	88	50	74	105	52
Viet Nam	76	71	76	67	79	77	79
Thailand	77	65	91	57	81	79	80
Lebanon	78	70	54	62	105	93	45
South Africa	79	52	59	84	93	98	75
Indonesia	80	59	101	75	77	74	102
Panama	81	90	75	73	70	80	92
Türkiye	82	84	116	53	82	81	68
Cabo Verde	83	44	71	111	71	111	93
Paraguay	84	91	68	91	75	89	104
Botswana	85	54	70	101	95	104	81
Dominican Republic	86	64	80	90	89	88	108
Kyrgyzstan	87	107	73	100	80	84	72
Tunisia	88	79	105	87	84	109	61

Economy	GTCI ranking	Enable	Attract	Grow	Retain	VT	GA
Ecuador	89	101	92	59	87	82	106
Namibia	90	78	58	92	98	95	97
Bolivia, Plurinational St.	91	103	110	37	94	94	105
Sri Lanka	92	98	122	96	96	52	87
El Salvador	93	82	98	88	92	106	101
Egypt	94	99	124	77	103	69	88
Tajikistan	95	118	89	131	83	49	89
Algeria	96	94	129	93	76	92	96
Venezuela, Bolivarian Republic of	97	122	117	95	90	85	77
Morocco	98	61	106	104	102	127	85
Kenya	99	100	107	106	121	73	76
India	100	95	130	89	101	119	56
Rwanda	101	66	72	115	109	118	113
Iran, Islamic Rep.	102	110	135	83	85	91	90
Honduras	103	115	104	86	100	108	118
Ghana	104	68	94	103	123	103	111
Guatemala	105	111	121	74	104	107	115
Lao PDR	106	102	111	99	106	86	119
Nepal	107	108	125	124	88	100	98
Malawi	108	109	99	118	116	99	94
Nicaragua	109	125	112	94	97	112	112
Gambia	110	104	77	107	118	110	121
Eswatini	111	106	62	112	112	128	110
Côte d'Ivoire	112	88	97	109	113	123	116
Senegal	113	89	86	121	107	131	109
Nigeria	114	121	113	97	119	96	117
Cambodia	115	114	93	102	115	117	123
Bangladesh	116	113	128	110	108	102	114
Lesotho	117	116	100	125	99	115	129
Cameroon	118	117	118	108	124	122	57
Zimbabwe	119	127	79	120	130	90	103
Tanzania, United Rep.	120	97	119	116	114	121	107
Mauritania	121	120	132	127	117	67	126
Benin	122	96	95	119	128	124	131
Uganda	123	112	87	122	132	113	130
Pakistan	124	126	133	117	111	114	100
Burundi	125	130	102	113	129	116	132
Angola	126	123	96	114	126	133	122
Mali	127	119	120	126	122	130	124
Mozambique	128	124	108	123	110	135	133
Myanmar	129	135	123	134	120	87	120
Burkina Faso	130	131	103	129	125	134	125
Madagascar	131	129	109	130	133	126	134
Yemen	132	128	134	135	131	125	95
Congo, Dem. Rep.	133	132	127	128	135	120	128
Niger	134	133	126	132	127	132	135

opportunities for women (52nd). These weaker results underscore the need to strengthen mid-level talent pathways, reinforce social cohesion, and improve labour-market responsiveness to complement the UK's strong advanced-skills and education foundations.

Iceland (13th) rises two positions and continues to excel in openness, social cohesion, and advanced skills. Its strengths are anchored in Internal Openness (1st), labour rights (1st), economic empowerment of women (1st), and use of virtual professional networks (1st), alongside top-tier results in Access to Growth Opportunities (2nd), soft skills (2nd), Lifestyle (3rd), Employability (3rd), tolerance of minorities (2nd), youth inclusion (8th), delegation of authority (8th), and personal safety and urbanization (both 7th). Strong outcomes in Retain (6th) and GA skills (8th) further reinforce Iceland's high-end capabilities. Only a few indicators fall clearly below the national profile, notably extent of market dominance (85th), mobile-apps development (81st), FDI regulatory restrictiveness (73rd), financial globalisation (76th), and pension coverage (68th). These represent Iceland's most evident gaps within an otherwise consistently strong talent system.

Canada (14th) slips one position but maintains a solid overall profile led by Grow (12th) and Enable (13th). It performs strongly in several areas, including Sustainability (7th), Business and Labour Landscape (9th), and Internal Openness (9th). Canada also records top-tier scores in university ranking (5th), business-masters education (8th), workforce with tertiary education (1st), household financial resilience (5th), and competitive results in prevalence of training in firms (15th) and use of virtual professional networks (8th). These strengths reflect an advanced skills ecosystem supported by strong institutional quality and openness. Canada's most evident weaknesses appear in mid-level and foundational talent outcomes. The clearest low-ranking indicators include vocational enrolment (102nd), workforce with secondary education (95th), FDI regulatory restrictiveness (72nd), ICT services exports (57th), leadership opportunities for women (61st), and highly educated unemployment (64th). These areas point to the need to reinforce middle-skill formation, broaden participation, and improve labour-market transitions to complement Canada's strong advanced-skills and innovation-oriented performance.

"Luxembourg, the US, Australia, Ireland, and the UK lead globally in talent competitiveness, excelling in sustainability, adaptive skills, and high-end capabilities, with opportunities remaining in foundational education and certain social resilience areas."

Belgium (15th) gains one position and closes the top fifteen with a balanced performance anchored by Grow (9th). It records strong results in Formal Education (8th), Market Landscape (9th), and Lifelong Learning (11th), supported by high rankings in vocational enrolment (5th), tertiary education expenditure (8th), researchers (7th), and professionals (9th). Belgium also benefits from world-class outcomes in pension coverage (1st), universal internet access in schools and 3G coverage (both 1st), strong firms with websites (5th), and maximum scores in economic empowerment of women (1st). These strengths highlight a robust institutional base and solid education and skills infrastructure. The most evident gaps are limited to a handful of notably low-ranking indicators: protect against future disasters (92nd), mobile-apps development (78th), and workforce with secondary education (53rd). These few weak points contrast with Belgium's otherwise consistent performance and indicate targeted areas where resilience, digital innovation uptake, and mid-skill formation could be strengthened.

Pillar Performance

The overall performance in the Global Talent Competitiveness Index is further broken down by pillar-level results to reveal some key trends. The six-pillar architecture—Enable, Attract, Grow, Retain, VT Skills, and GA Skills—captures both the inputs that shape national talent systems and the outputs that reflect their performance in the labour market and innovation economy. The top performers in each pillar provide a directional benchmark for targeted reform: Denmark, Finland, and Switzerland in Enable; Luxembourg,

Singapore, and the UAE in Attract; the Netherlands, the United States, and the United Kingdom in Grow; Norway, Sweden, and Denmark in Retain; the Czech Republic, the United States and Switzerland in VT Skills; and Singapore, Israel and Ireland in GA Skills.

Enable Pillar

The top performers in enabling talent competitiveness are Denmark, Finland, Switzerland, Singapore, and Sweden, setting the benchmark for governance strength, market dynamism, and business practices that translate into talent-ready ecosystems. Denmark leads the Enable pillar, underpinned by strong Regulatory landscape (2nd), Market landscape (6th), and Business and labour landscape (2nd), signalling broad institutional strength. Finland ranks 2nd in Enable with a global leadership in Business and labour landscape (1st) and relative strength in Regulatory landscape (6th). However, its performance in the Market landscape is relatively lower, at 14th. Switzerland (3rd) demonstrates a balanced performance across governance, market structure, and enterprise practices, with strong results in the Regulatory landscape (3rd), Market landscape (3rd), and Business and labour landscape (4th). Singapore (4th) and Sweden (5th) round out the top performers in enabling talent, with both economies exhibiting a well-balanced performance across the Regulatory, Market, and Business and labour Landscapes.

While high-income economies continue to dominate across all aspect of enabling talent competitiveness, Malaysia, ranking 31st in Enable, leads the upper middle-income group, on the backdrop of strong Market landscape (18th). Jordan leads in the lower middle-income group at 48th position, and Rwanda leads the low-income group at 66th. The analysis of outperformance by income levels (see Figure 3 in Chapter 1) reveals that 14 economies from the Sub-Saharan region perform above the level expected for their income group, showcasing the region's relative strength in this area.

While Denmark, the United States, and Singapore lead their respective regions—Europe, Northern America, and Eastern, Southeastern Asia and Oceania—in this crucial aspect of talent competitiveness, Israel (23rd) tops the Northern Africa and Western Asia region. Uruguay (32nd) leads Latin America and the Caribbean, Mauritius (35th) ranks highest in Sub-Saharan Africa and Uzbekistan (81st) tops Central and Southern Asia.

Attract Pillar

The leaders in Attracting talent are Luxembourg (1st), Singapore (2nd), United Arab Emirates (3rd), Malta (4th), and Ireland (5th). Luxembourg showcases strength in both External openness (1st) and Internal openness (4th). Similarly, Singapore stands 6th globally in External openness and 12th in Internal openness, reflecting its strong commitment to fostering an inclusive and globally connected talent ecosystem. The United Arab Emirates holds the 3rd position overall in attracting talent, driven by its leadership in External openness (2nd), while it ranks 32nd in Internal openness. Malta ranks 4th in Attract, with External openness 5th and Internal openness 23rd, whereas Ireland ranks 5th in Attract, driven by Internal Openness at 2nd and External Openness at 11th.

Montenegro stands out from the upper middle-income group, ranking 26th in Attract, competing with high-income nations like Lithuania (25th) and Spain (27th). Lebanon leads in the lower middle-income group at 54th position, and Rwanda leads the low-income group at 72nd.

High-income economies from the Northern Africa and Western Asia region lead globally in attracting talent, underpinned by exceptional levels of External Openness. The region's strong showing is reinforced by the fact that three of the top five economies in External openness—UAE (2nd), Qatar (3rd), and Kuwait (4th)—are from this region. Further, five of the top ten economies in External Openness are from the Northern Africa and Western Asia region, underscoring the region's growing influence as a global hub for international talent mobility and opportunity.

Grow Pillar

Leading the way in growing talent competitiveness

Table 2: Top 3 Economies by Pillar

No	Enable	Attract	Grow	Retain	Vocational and Technical Skills	Generalist Adaptive Skills
1	Denmark (3)	Luxembourg (8)	Netherlands (6)	Norway (7)	Czech Republic (20)	Singapore (1)
2	Finland (4)	Singapore (1)	United States of America (9)	Sweden (5)	United States of America (9)	Israel (23)
3	Switzerland (2)	United Arab Emirates (25)	United Kingdom (12)	Denmark (3)	Switzerland (2)	Ireland (11)

Source: Global Talent Competitiveness Index Database,INSEAD, Portulans Institute, 2025.

are the Netherlands (1st), United States (2nd), United Kingdom (3rd), Australia (4th), and Singapore (5th). The Netherlands showcases a balanced system with a strong school-to-work pipeline, supported by Formal Education (4th), Lifelong Learning (6th), and Access to Growth Opportunities (3rd). The United States ranks 2nd in Formal Education and 7th in both Lifelong learnings and Access to growth opportunities. The United Kingdom's strength is on the backdrop of a robust Formal education ecosystem (5th), and Lifelong learning (4th) culture, while Access to growth opportunities at 12th. Whereas, Australia's shows balanced strength across all three aspects of growing talent, supported by Formal education at 6th, Lifelong learning at 5th, and Access to growth opportunities at 8th. Singapore leads in Formal education at 1st and showcases strength in Access to growth opportunities (4th), however, ranks 13th in Lifelong learnings.

Notably, Spain leads the world in Lifelong Learning (1st) and demonstrates a balanced performance in Formal Education and Access to Growth Opportunities (both 23rd). Furthermore, the United Arab Emirates ranks 1st globally in Access to Growth Opportunities, underscoring its strong focus on enabling talent development pathways.

China stands out in this pillar, showcasing considerable strength. It ranks 15th in Growing talent, supported by strong performance in Formal Education (9th) and Lifelong Learning (3rd). However, it lags in Access to Growth Opportunities (73rd). Among the lower middle-income group, Bolivia (Plurinational State of) leads at 38th, while The Gambia tops the low-income group economies.

Retain Pillar

The Nordic economies dominate in the Retain pillar. Norway leads overall (1st) through its leadership in Sustainability (1st) and Lifestyle (2nd). Sweden (2nd), Denmark (3rd), Finland (4th), and Austria (5th) also follow closely, with demonstrated strength in both Sustainability and Lifestyle. This highlights the strong social models and high quality of life that underpin talent retention in these economies setting the global benchmark by combining strong social safety nets, macro-resilience, and high levels of personal security with robust health systems and overall wellbeing. This highlights the strong social models and high quality of life that underpin talent retention in these economies, setting the global benchmark by combining solid social safety nets, macroeconomic resilience, and high levels of personal security with robust health systems and overall well-being.

Notably, Europe is the only region represented among the top 10 economies in Retaining talent. Beyond Europe, Australia (12th), New Zealand (15th), and Japan (17th) lead the Eastern, Southeastern Asia, and Oceania region in this pillar. Both Northern American economies also show prowess in this area with United States (14th) and Canada (19th). In Sub-Saharan Africa, Seychelles (25th) stands out with an exceptional performance, driven by a balanced showing in Sustainability (24th) and Lifestyle (26th).

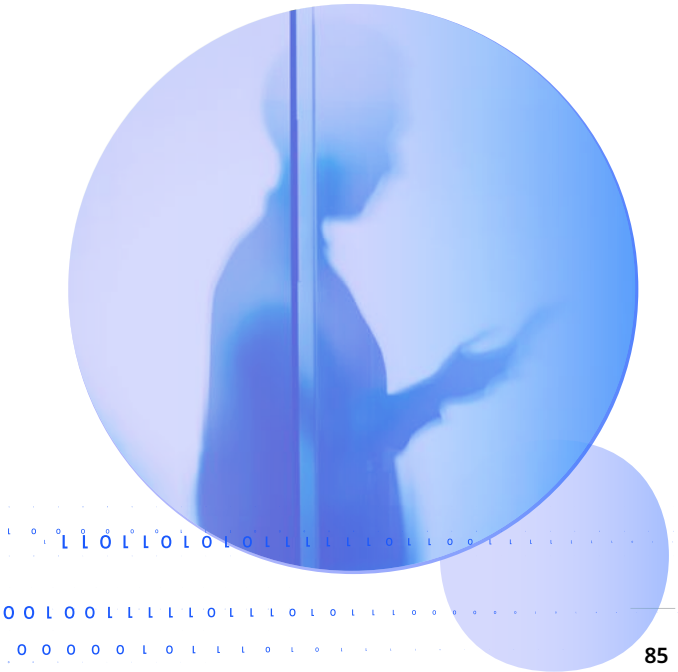
Belarus stands out from the upper middle-income group at 34th in Retain, competing with high-income economies and demonstrating strong sustainability foundations relative to regional peers. Uzbekistan leads the lower middle-income group at 54th position, while Rwanda leads the low-income group at 109th.

Vocational and Technical Skills Pillar

The VT Skills pillar is led by Czech Republic (1st), United States (2nd), Switzerland (3rd), Austria (4th), and Germany (5th), each demonstrating strong mid-level skills and sustained employability that translate into high talent outcomes. The Czech Republic leads globally, driven by exceptional depth in mid-level skills, though there remains scope to strengthen Employability (26th) to maximize workforce outcomes. The United States (2nd) presents a more balanced model, coupling scale in Mid-Level Skills (4th) and an ecosystem that supports high Employability (10th). Switzerland (3rd) globally in Employability (1st), while also demonstrating strength in Mid-Level Skills (8th). Austria and Germany round out the top five, each anchored by systems that continue to underpin Europe's mid-skill competitiveness, while scope lies in employability.

While the Czech Republic and the United States lead Europe and Northern America, respectively, Israel (8th) tops the Northern Africa and Western Asia region, and Singapore (13th) leads Eastern, Southeastern Asia, and Oceania. In Sub-Saharan Africa, Seychelles (21st) emerges as the regional leader. Uzbekistan (28th) leads both Central and Southern Asia as well as the lower middle-income group.

Among emerging economies, Azerbaijan (18th) stands out as a global outperformer—surpassing several high-income economies, including the Netherlands, France,



and Australia—reflecting strong alignment between education systems and market needs. Malawi (99th) tops the low-income group, highlighting how strategic focus on mid-level and technical skills can deliver outsized competitiveness gains even at lower income levels.

Generalist Adaptive Skills Pillar

In an era defined by disruption, resilience and competitiveness hinge on the ability to adapt, reimagine, and transform. The GA Skills dimension operationalizes this idea within the talent framework, emphasizing that broad-based capabilities—spanning soft skills, digital literacy, and innovation-oriented thinking—are now central to national talent outcomes. Singapore leads in this dimension of talent competitiveness, demonstrating exceptional strength in both High-Level Skills (1st) and Talent Impact (1st). Israel ranks 2nd, powered by an exceptional concentration of high-level skills and strong research-to-market linkages across the innovation economy. Ireland places 3rd, followed by Sweden and Switzerland.

While Singapore, Israel, and Ireland lead their respective regions, the United States (13th) leads Northern America. In Central and Southern Asia, India (56th) takes the lead, backed by strong performance in Talent Impact (38th), though there remains scope for improvement in High-Level Skills (85th). In Sub-Saharan Africa, Cameroon (57th) stands out, driven by strength in High-Level Skills (31st), though it lags in Talent Impact (100th). Chile (53rd) leads Latin America and the Caribbean, showcasing a balanced performance in High-Level Skills (53rd) and Talent Impact (59th).

Malaysia leads the upper middle-income group at 37th in GA Skills, demonstrating balanced strength in High-level Skills (37th) and Talent Impact (39th). Lebanon leads the lower middle-income group at 45th position, while Malawi leads the low-income group at 94th.

Income Group Overview

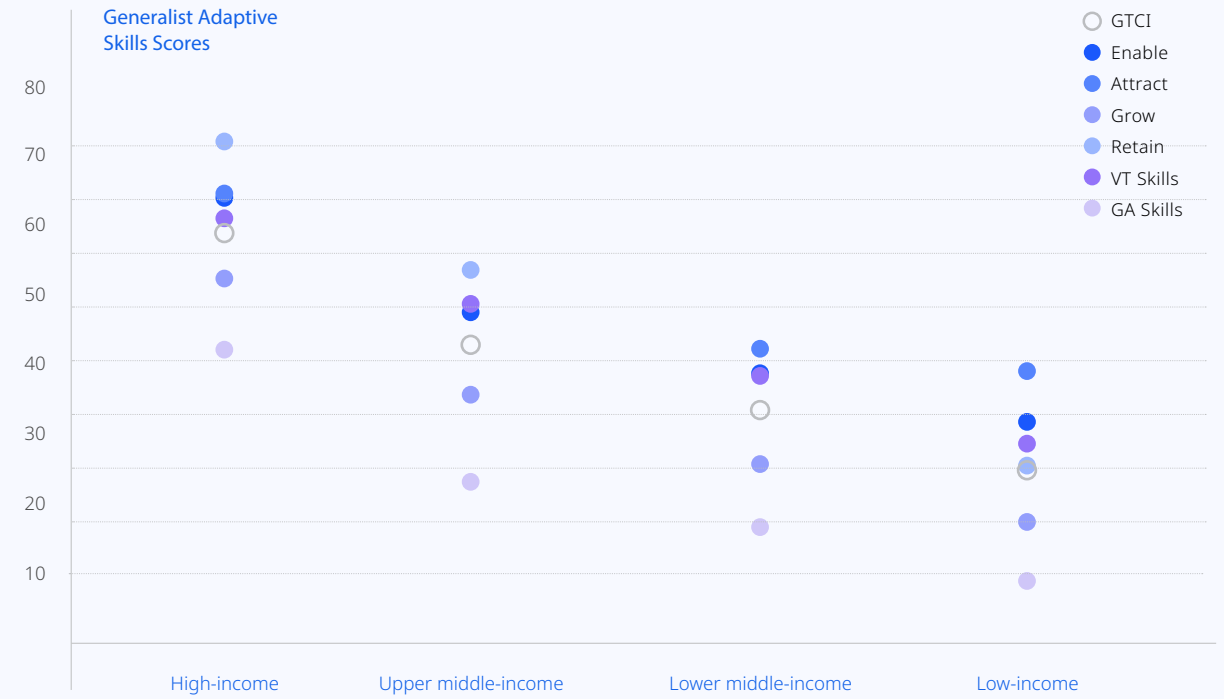
The income-group perspective highlights how structural characteristics shape talent competitiveness in GTCI 2025. The sample covers 135 economies: 52 high-income, 35 upper middle-income, 35 lower middle-income, and 13 low-income. Performance continues to correlate with income level, though the degree and underlying drivers vary across groups. A cursory glance at Figure 3, which depicts the average score of each income group in each pillar, makes this clear. As can be seen, the average scores of the high-income group in the six pillars continue to be considerably higher than the corresponding scores of other income groups. Further, as also seen in the previous edition, the ability to Retain talent is especially strong in both high-income and upper middle-income countries.

High-income economies dominate the upper quartile, led by Singapore (1st), Switzerland (2nd), Denmark (3rd), Finland (4th), and Sweden (5th), reflecting broad strengths across multiple dimensions of talent competitiveness. Among upper middle-income economies, Georgia (45th), Malaysia (46th), Mauritius (49th), Montenegro (52nd), and China (53rd) exhibit diverse profiles across pillars. Lower middle-income economies are generally positioned in the mid to low range, though several show upward convergence with Uzbekistan (71st) leading the income group followed by Jordan (74th), the Philippines (75th), Viet Nam (76th), and Lebanon (78th). Low-income economies are led by Rwanda (101st) and Malawi (108th), followed by Gambia (110th), Uganda (123rd), and Burundi (125th).

The consistent positive performance of **high-income** reflects their mature talent ecosystems that balance institutional strength, innovation capacity, and quality of life. Singapore ranking 1st in the GTCI underscores the region's growing influence in shaping global talent competitiveness through strong education systems, governance, and adaptability. Switzerland, Denmark, Finland, and Sweden maintain their positions as consistent benchmark performers, with broad-based excellence across pillars and sub-pillars. The rest of the top ten—Netherlands, Norway, Luxembourg, the United States, and Australia—each excel in specific domains such as GA Skills, institutional quality, labour-market flexibility and sustainability. Across this income tier, the defining feature remains balance—economies that sustain investment in education and skills as well as robust social models and future-ready governance continue to anchor global talent leadership.

The **upper middle-income economies** form a diverse and fast-evolving segment. The leading performers—Georgia, Malaysia, and Mauritius consistently perform strongly across multiple pillars, demonstrating well-balanced talent ecosystems. China stands out for its exceptional performance in the Grow pillar (15th), reflecting its sustained focus on upskilling and developing innovation-

Figure 3.DR.: Average Scores in individual pillars, income group



Source: Global Talent Competitiveness Index Database, INSEAD, Portulans Institute, 2025.

driven talent, while Azerbaijan demonstrates notable strength in VT Skills (18th), highlighting its growing emphasis on vocational and technical education.

Ranking 45th, Georgia leads the upper middle-income group, replacing China as the group's leader. The country has shown consistent improvement in the GTCI, advancing from 68th in 2020 to 45th in 2025, reflecting steady progress in strengthening its talent competitiveness. Its strongest performance lies in VT Skills (31st), underpinned by a high share of population with secondary education (5th) and strong skills matching in the workforce (7th). Georgia also demonstrates joint global leadership in pension coverage (1st) and physician density (3rd). However, it lags in maintaining a sustainable environment (69th), signalling the need to balance human development with environmental and workforce resilience. Looking ahead, further gains could come from growing (79th) its talent ecosystem—particularly by enhancing formal education (83rd), encouraging lifelong learning (80th), and enhancing access to growth opportunities (62nd) to sustain talent competitiveness over time.

Malaysia closely follows at 46th, maintaining its position as the second highest rank within the upper middle-income group. It outperforms some high-income economies and reaffirms its position as one of the most competitive upper middle-income countries. Its strength lies primarily in its ability to enable (31st) talent, underpinned by an efficient regulatory framework and a dynamic business environment. Malaysia performs particularly well in building a strong Market Landscape (18th), characterized by healthy market competition (extent of market dominance, 23rd), robust domestic credit to the private sector (16th), and vibrant cluster development (15th). The country also demonstrates a solid commitment to innovation, with an improving performance in R&D expenditure (41st), highlighting steady progress toward building a more knowledge-driven economy. It performs very well in GA Skills (37th), driven by exceptional outcomes in digital skills (4th) and high-technology exports (2nd). These results reflect Malaysia's growing capacity to adapt to technological change and leverage innovation for talent competitiveness.

Mauritius ranks 49th, re-entering as the income group leader for the first time since 2018. It demonstrates strengths in Attract (32nd)—supported by a strong Internal Openness (31st)—and boasts a steady ecosystem that enables (35th) talent competitiveness. The economy could grow (66th) through strengthening formal education (102nd) and enabling lifelong learning (51st). However, its ability to retain (44th) talent reflects relatively favourable social conditions. Both VT Skills (56th) and GA Skills (73rd) offer clear development

Table 3: Ten Best Performers by Income Group to break the monotony.

GTCI	Enable	Attract	Grow	Retain	VT Skills	GA Skills
			High-Income Group			
Singapore (1)	Denmark (1)	Luxembourg (1)	Netherlands (1)	Norway (1)	Czech Republic (1)	Singapore (1)
Switzerland (2)	Finland (2)	Singapore (2)	United States of America (2)	Sweden (2)	United States of America (2)	Israel (2)
Denmark (3)	Switzerland (3)	United Arab Emirates (3)	United Kingdom (3)	Denmark (3)	Switzerland (3)	Ireland (3)
Finland (4)	Singapore (4)	Malta (4)	Australia (4)	Finland (4)	Austria (4)	Sweden (4)
Sweden (5)	Sweden (5)	Ireland (5)	Singapore (5)	Austria (5)	Germany (5)	Switzerland (5)
Netherlands (6)	Norway (6)	Switzerland (6)	Switzerland (6)	Iceland (6)	Finland (6)	United Kingdom (6)
Norway (7)	United States of America (7)	Qatar (7)	Ireland (7)	Switzerland (7)	Denmark (7)	Finland (7)
Luxembourg (8)	Netherlands (8)	Australia (8)	France (8)	Netherlands (8)	Israel (8)	Iceland (8)
United States of America (9)	Australia (9)	Finland (9)	Belgium (9)	Germany (9)	Norway (9)	Netherlands (9)
Australia (10)	New Zealand (10)	Denmark (10)	Denmark (10)	Luxembourg (10)	Sweden (10)	Luxembourg (10)
			Upper Middle-Income Group			
Georgia (45)	Malaysia (31)	Montenegro (26)	China (15)	Belarus (34)	Azerbaijan (18)	Malaysia (37)
Malaysia (46)	Mauritius (35)	Mauritius (32)	Mexico (35)	Argentina (43)	Georgia (31)	Serbia (38)
Mauritius (49)	Georgia (39)	Georgia (35)	Argentina (39)	Mauritius (44)	Serbia (40)	Ukraine (39)
Montenegro (52)	Cabo Verde (44)	Azerbaijan (40)	Malaysia (40)	Georgia (48)	Belarus (44)	Armenia (41)
China (53)	China (49)	Armenia (44)	Peru (44)	China (52)	Malaysia (46)	Belarus (46)
Serbia (54)	South Africa (52)	Peru (45)	Colombia (46)	Montenegro (53)	Bosnia and Herzegovina (47)	Montenegro (47)
Belarus (57)	Albania (53)	Albania (47)	Türkiye (53)	Bosnia and Herzegovina (55)	Armenia (50)	Georgia (48)
Argentina (58)	Botswana (54)	Ukraine (49)	Brazil (56)	Ukraine (59)	Moldova, Rep. (54)	China (60)
Armenia (59)	Azerbaijan (57)	Serbia (51)	Thailand (57)	Armenia (60)	North Macedonia (55)	Kazakhstan (62)
Azerbaijan (60)	Indonesia (59)	Argentina (56)	Belarus (58)	North Macedonia (61)	Mauritius (56)	North Macedonia (63)
			Lower Middle-Income Group			
Uzbekistan (71)	Jordan (48)	Lebanon (54)	Bolivia, Plurinational St. (37)	Uzbekistan (54)	Uzbekistan (28)	Lebanon (45)
Jordan (74)	Morocco (61)	Namibia (58)	Philippines (50)	Jordan (69)	Tajikistan (49)	Philippines (52)
Philippines (75)	Ghana (68)	Jordan (60)	Lebanon (62)	Philippines (74)	Sri Lanka (52)	India (56)
Viet Nam (76)	Lebanon (70)	Eswatini (62)	Viet Nam (67)	Viet Nam (79)	Mauritania (67)	Cameroon (57)
Lebanon (78)	Viet Nam (71)	Kyrgyzstan (73)	Egypt (77)	Kyrgyzstan (80)	Egypt (69)	Tunisia (61)

GTCI	Enable	Attract	Grow	Retain	VT Skills	GA Skills
Kyrgyzstan (87)	Philippines (77)	Viet Nam (76)	Jordan (85)	Tajikistan (83)	Kenya (73)	Kyrgyzstan (72)
Tunisia (88)	Namibia (78)	Zimbabwe (79)	Honduras (86)	Tunisia (84)	Viet Nam (77)	Kenya (76)
Namibia (90)	Tunisia (79)	Uzbekistan (83)	Tunisia (87)	Nepal (88)	Kyrgyzstan (84)	Viet Nam (79)
Bolivia, Plurinational St. (91)	Uzbekistan (81)	Senegal (86)	India (89)	Bolivia, Plurinational St. (94)	Lao PDR (86)	Jordan (83)
Sri Lanka (92)	Côte d'Ivoire (88)	Philippines (88)	Namibia (92)	Sri Lanka (96)	Myanmar (87)	Uzbekistan (84)
Low-Income Group						
Rwanda (101)	Rwanda (66)	Rwanda (72)	Gambia (107)	Rwanda (109)	Malawi (99)	Malawi (94)
Malawi (108)	Gambia (104)	Gambia (77)	Burundi (113)	Mozambique (110)	Gambia (110)	Yemen (95)
Gambia (110)	Malawi (109)	Uganda (87)	Rwanda (115)	Malawi (116)	Uganda (113)	Rwanda (113)
Uganda (123)	Uganda (112)	Malawi (99)	Malawi (118)	Gambia (118)	Burundi (116)	Gambia (121)
Burundi (125)	Mali (119)	Burundi (102)	Uganda (122)	Mali (122)	Rwanda (118)	Mali (124)
Mali (127)	Mozambique (124)	Burkina Faso (103)	Mozambique (123)	Burkina Faso (125)	Congo, Dem. Rep. (120)	Burkina Faso (125)
Mozambique (128)	Yemen (128)	Mozambique (108)	Mali (126)	Niger (127)	Yemen (125)	Chad (127)
Burkina Faso (130)	Madagascar (129)	Madagascar (109)	Congo, Dem. Rep. (128)	Burundi (129)	Madagascar (126)	Congo, Dem. Rep. (128)
Madagascar (131)	Burundi (130)	Mali (120)	Burkina Faso (129)	Yemen (131)	Chad (129)	Uganda (130)
Yemen (132)	Burkina Faso (131)	Niger (126)	Madagascar (130)	Uganda (132)	Mali (130)	Burundi (132)

pathways; priority actions include scaling mid-level competencies tied to tourism, financial services, and ICT, while cultivating research, entrepreneurship, and advanced digital skills to lift workforce adaptability.

Lower middle-income economies in GTCI 2025 occupy a broad middle band of the global distribution. The lower middle-income group represents a mix of 35 economies. Talent competitiveness in this group is gradually improving, with several economies demonstrating upward mobility. Uzbekistan (71st), Jordan (74th), and the Philippines (75th) lead the segment, driven by advancements in education, vocational training, and employability. While most countries remain in the middle-to-lower range of the GTCI, their growing emphasis on skills development and institutional reforms indicates steady progress toward greater talent readiness.

Ranking 71st, Uzbekistan continues to lead in the lower middle-income group. It demonstrates strength in developing VT Skills (28th), driven by its global leadership in the workforce with secondary education (1st) and a relevant educational system (35th). The country also performs well in retaining (54th) talent, supported by its universal pension coverage (1st) and a strong showing in personal safety (20th). Uzbekistan demonstrates steady progress in social mobility (13th), relationship of pay to productivity (12th), and extent of market dominance (20th), reflecting a broad-based approach to fostering inclusive and productive talent outcomes. However, there lies scope for improvement in growing (105th) talent, particularly in enhancing lifelong learning and access to growth opportunities.

Jordan (74th) continues to rank among the leading economies in the lower middle-income group. It performs strongly in the Enable pillar (48th), supported by a conducive Business and Labour landscape (36th) and driven by strengths in the relationship of pay to productivity (21st) and firms with websites (26th). Its Market Landscape (44th) is bolstered by rapid urbanisation (12th), steady cluster development (18th), and a competitive extent of market dominance (28th). High digital and urban connectivity further enhance its position, with strong outcomes in mobile network coverage (28th). Jordan also benefits from

high migrant stock (7th) and a notable international student presence (25th). It demonstrates strength in employee development (24th), relevance of education to the economy (29th), and soft skills (11th), complemented by growing capabilities in mobile app development (23rd). Continued focus on improving VT Skills (97th) and GA Skills (83rd) would strengthen Jordan's talent readiness and employability outcomes.

Ranking 75th, The Philippines make a significant improvement from 84th in 2023, emerging as the income group leader—a reflection of its broad-based gains across multiple dimensions of talent competitiveness. The country performs strongest in growing (50th) talent, supported by notable progress in Lifelong Learning (27th), employee development (27th), and the use of virtual social networks (20th). It has also recorded substantial advances in market competitiveness, particularly in terms of market dominance (35th) and sustainability (54th). The Philippines' strong standing in professional management (12th), cluster development (19th), and ease of finding skilled employees (22nd) increased alignment with market demand. Additional gains in brain gain (44th) and formal education (76th) reflect growing international connectivity and educational alignment. Collectively, these developments highlight the Philippines' ongoing efforts to strengthen managerial capability, enhance workforce adaptability, and foster an innovation-driven, digitally connected talent landscape.

The low-income group—comprising 13 economies, predominantly from Sub-Saharan Africa—occupies the bottom end of the GTCI 2025. Despite resource constraints, several countries in this group demonstrate steady advances in building foundational talent capabilities. While Rwanda and The Gambia have consistently led the low-income group of economies, Rwanda takes the top position within the group, replacing The Gambia, for the first time since 2019. It is followed by Malawi (108th), which re-enters the group of leaders, replacing Uganda (123rd). The Gambia (110th) now ranks third within the income group. Economies such as Uganda, Mali, and Mozambique highlight efforts to expand skills development and market participation, though challenges remain in infrastructure and institutional capacity. The group's performance in the GTCI reflects the early stages of talent ecosystem formation—where progress in education and digital inclusion is gradually translating into improved employability and innovation potential.

Rwanda (101st) continues to rank among the top performers in the low-income group, reflecting its steady progress in talent development and competitiveness. The economy's ability to Enable (66th) and Attract (72nd) talent are relatively stronger than its ability to Grow (115th) and Retain (109th). Its Business and Labour landscape (50th) and Regulatory Landscape (53rd) compete with high-income economies Labour–employer cooperation (24th) and professional management (17th) reflect a well-functioning labour market and effective organizational practices. A relatively open environment for investment is indicated by FDI regulatory restrictiveness (29th), high rankings in social mobility (23rd) and leadership opportunities for women (6th) underscore a commitment to inclusive growth and equitable access to advancement opportunities. Meanwhile, the country's strong performance in brain retention (9th) and ease of finding skilled employees (28th) highlights its success in retaining talent and efficiently matching skills with market needs—key enablers of sustainable talent competitiveness.

Malawi (108th) has advanced significantly from 120th in 2023, achieving its best performance yet in the GTCI, driven by improvements across multiple pillars. The country continues to progress across several dimensions of talent competitiveness, with the largest gains observed in GA Skills (94th), driven by stronger outcomes among professionals (39th), improvements in ICT services exports (17th) and intellectual property receipts (55th). Malawi performs particularly well in employability (20th), supported by ease of finding skilled employees (6th). The country also demonstrates key advantages that enhance social and economic resilience. Strong labour rights (15th) fair employment practices, while household financial resilience (9th) underscores widespread financial inclusion and the capacity of households to withstand shocks. Moreover, Malawi's performance in ICT services exports (17th) points to its growing digital competitiveness and ability to capitalize on technology-driven sectors for global integration. Together, these factors highlight Malawi's emerging talent ecosystem—one that is

increasingly adaptable, inclusive, and forward-looking.

The Gambia (110th) demonstrates relative strength in Attracting talent (77th), supported by high levels of tolerance towards minorities (20th) and tolerance of immigrants (12th). The country's strong emphasis on Formal Education (56th) reflects its commitment to building human capital, with vocational enrolment (2nd) standing out as a global benchmark. Institutional enablers further reinforce this progress, with delegation of authority (36th) highlighting a governance culture that encourages decentralization and effective decision-making. The relevance of the education system to the economy (34th) underscores strong alignment between learning outcomes and labour market needs, fostering employability and productivity. Meanwhile, intellectual property receipts (19th) point to growing innovation capacity and the ability to leverage knowledge-based outputs, strengthening the country's integration into global value chains.

Regional Overview

Regional differences in talent competitiveness continue to mirror the global income divide but also reveal deepening structural shifts in how countries attract, grow, and retain talent. Europe and Northern America again dominate the upper tiers of the ranking, driven by high-income economies with advanced education systems, innovation ecosystems, and robust governance. Eastern, Southeastern Asia and Oceania form a diverse middle cluster that combines global innovation leaders such as Singapore, Australia, and New Zealand with rapidly developing economies in East and Southeast Asia. Northern Africa and Western Asia record steady institutional and skills progress but continue to face challenges in labour-market inclusion. Latin America and the Caribbean maintain a mixed profile—featuring relatively strong openness and training systems in a few high-income economies but weaker retention and innovation outcomes elsewhere.

At the lower end of the distribution, Central and Southern Asia and Sub-Saharan Africa remain the regions with the greatest structural constraints, reflecting their high concentration of lower-income economies. Even so, both show encouraging advances in digitalisation, employability, and vocational training, underscoring gradual but tangible improvements in human-capital formation.

Figure 4 illustrates the regional averages across the six GTCI pillars, highlighting the continued leadership of Europe and Northern America and the gradual convergence of several middle-income regions. Table 4 lists the ten best performers in each region, providing a comparative view of regional leaders and emerging talent hubs.

Central and Southern Asia (10 economies):

The region is composed mainly of lower middle-income economies, alongside a few upper middle-income countries. Average performance remains modest, with regional strengths in VT Skills and continued challenges in Grow and Retain. Among the economies

Figure 4: Average Scores in individual pillars, regions

Source: Global Talent Competitiveness Index Database,INSEAD, Portulans Institute, 2025.

reviewed, India, Kazakhstan, and Iran illustrate the region's diversity, from large emerging markets to resource-based and reform-oriented systems seeking stronger human capital and innovation capacity.

Kazakhstan (72nd), shows moderate and balanced performance across pillars, combining institutional stability with limited innovation depth. The Enable pillar (92nd) reflects a mixed environment—a moderate Regulatory Landscape (73rd) supported by government effectiveness (61st) and regulatory quality (70th) but weighed down by low Business and Labour efficiency (111th). In Attract (65th), the country performs relatively well at the regional level in External Openness (41st), with comparatively good results in FDI restrictiveness (35th) and financial globalisation (48th), though Internal Openness (107th) remains weak. Grow (65th) benefits from a moderate university ranking (35th) and strong youth inclusion (25th), but low training intensity (101st) continues to limit progress. Retain (66th) shows some social and lifestyle advantages, including good physician density (26th) and employee wellbeing (40th), yet preparedness for future disasters (116th) and weak household financial resilience (110th) reveal structural vulnerabilities. VT Skills (83rd) and GA Skills (62nd) remain modest overall, though progress appears in high-technology exports (9th) and tertiary attainment (32nd). Deepening education quality, research investment, and institutional reform will be essential to sustain Kazakhstan's innovation and skills development trajectory.

India (100th) continues to combine a growing digital and innovation base with persistent education and institutional challenges. The Enable pillar (95th) shows moderate performance, supported by government effectiveness (46th) and rule of law (58th), but held back by weak political stability (104th) and limited corruption control (75th). Grow (89th) remains constrained by low vocational enrolment (106th) and limited tertiary participation (88th), despite relatively good business-masters education (16th) and university rankings (21st). Attract (130th) and Retain (101st) highlight continuing barriers in openness and social inclusion. GA Skills (56th) perform comparatively well for the region, driven by world-leading ICT services exports (1st) and good results in AI talent concentration (17th) and Talent Impact (38th). In contrast, VT Skills (119th) remain among the lowest globally, reflecting limited mid-level skill formation. Strengthening education quality and employability will be essential to connect India's digital strengths with broader human-capital development.

The Islamic Republic of Iran (102nd) shows modest results overall, with a mixed profile combining limited openness and institutional weaknesses with emerging potential in education and innovation. The Enable pillar (110th) is constrained by a weak Regulatory Landscape (130th) and very low regulatory quality (133rd), despite relatively better outcomes in Market Landscape (79th) supported by R&D expenditure (49th) and moderate access to credit (50th). Attract (135th) is the country's weakest pillar, reflecting low external and Internal Openness, including minimal tolerance toward minorities (134th) and economic empowerment of women (134th). Grow (83rd) performs better, supported by moderate university rankings (43rd), vocational enrolment (53rd), and relatively high tertiary participation (54th). Retain (85th) shows partial strengths in pension coverage (63rd), household financial resilience (44th), and relatively good preparedness for future disasters (32nd). VT Skills (91st) and GA Skills (90th) remain limited, though Iran achieves comparatively good results in researchers (39th) and scientific publications (44th). Strengthening institutional transparency and expanding openness will be key to unlocking the country's education and research potential.

Eastern, Southeastern Asia and Oceania (16 economies)

The region combines high-income innovation leaders with middle-income economies advancing rapidly in education and digital capacity. Performance remains strong overall, led by Singapore, Australia, and New Zealand, while economies such as Japan, Brunei Darussalam, and others continue to demonstrate robust institutional frameworks and skilled labour forces. Among the economies reviewed, Japan, New Zealand, and Brunei Darussalam represent the region's advanced tier, reflecting mature talent ecosystems but ongoing challenges in inclusiveness, workforce adaptability, and talent retention.

New Zealand (18th) combines strong institutions and high social openness with a well-developed education and innovation system. The Enable pillar (10th) is among the world's best, led by a top five Regulatory Landscape (5th) featuring excellent regulatory quality (4th), very high political stability (3rd), and low corruption (4th). Attract (23rd) is supported by exceptional Internal Openness (11th), marked by high tolerance toward immigrants (3rd) and strong economic empowerment of women (15th). Grow (16th) benefits from high Lifelong Learning (16th), extensive training in firms (8th), and broad access to growth opportunities (14th), while VT Skills (58th) remain moderate, reflecting scope to improve education-to-employment linkages and labour productivity. Retain (15th) is another area of strength, underpinned by universal pension coverage (1st), strong disaster preparedness (11th), and leading results in sanitation (1st) and employee wellbeing (12th). GA Skills (18th) are robust, supported by high soft-skills capability (16th) and strong innovation output, including top-fifteen ranks in intellectual-property receipts and GitHub activity.

Japan (26th) remains one of the region's strongest talent performers, with world-class institutions and a

mature innovation ecosystem. The Enable pillar (12th) reflects a top-tier Market Landscape (4th), driven by very high domestic credit availability (2nd), R&D expenditure (5th), and solid government effectiveness (7th). Grow (26th) benefits from exceptional education quality, including top results in reading, maths, and science (3rd), university ranking (9th), and global leadership in youth inclusion (1st). The Retain pillar (17th) is another area of strength, supported by universal pension coverage (1st), high personal safety (9th), and strong disaster preparedness (12th). By contrast, VT Skills (66th) and Employability (118th) show weaker alignment between education and labour demand. GA Skills (27th) remain solid, underpinned by strong tertiary attainment (9th) and intellectual property receipts (1st). Sustaining competitiveness will depend on further labour-market flexibility and stronger skill-matching mechanisms.

Brunei Darussalam (41st) performs well within the region, supported by strong institutions and a stable business environment. The Enable pillar (43rd) benefits from an excellent Regulatory Landscape (15th), marked by very high political stability (2nd) and effective government performance (17th), though weaker results in the Market Landscape (82nd) and business and labour landscape (93rd) limit competitiveness. Attract (46th) is reinforced by External Openness (37th), driven by a large migrant workforce (14th) and high financial globalisation (29th), while Internal Openness remains moderate. The Grow pillar (55th) shows good tertiary education expenditure (6th) and solid access to growth opportunities (44th), supported by relatively high delegation of authority (26th). Retain (39th) stands out for universal pension coverage (1st) and very low vulnerable employment (10th), reflecting a strong social foundation. VT Skills (33rd) are a key strength, supported by high secondary education attainment (28th) and relevant education-to-economy alignment (26th). GA Skills (50th) remain modest overall, though world-leading digital skills (1st) highlight a promising digital transition.

Europe (39 economies)

Europe remains the world's strongest region in talent competitiveness, hosting most of the global top performers and maintaining the highest overall institutional and education standards. The region combines deep innovation capacity, effective governance, and advanced labour markets, though many economies face persistent challenges in adaptability and workforce retention. Among the economies reviewed, Portugal, Lithuania, and Croatia illustrate the region's diversity—from high-performing Western European systems with strong social and equality outcomes to dynamic Central and Eastern European economies advancing steadily in education, digitalisation, and vocational training.

Portugal (24th) performs well within Europe, combining institutional stability with strong social and equality outcomes. The Enable pillar (27th) is supported by a solid Regulatory Landscape (31st) and full 3G mobile coverage (1st), complemented by effective government performance (30th), robust rule of law (25th), and notable achievements in R&D expenditure (23rd) and cloud computing adoption (23rd). The Market Landscape (32nd) and Business and Labour landscape (39th) remain moderate, reflecting modest productivity and innovation depth. Attract (19th) is among Portugal's greatest strengths, driven by very high Internal Openness (6th) and world-leading economic empowerment of women (1st), complemented by high tolerance toward minorities (4th), tolerance toward immigrants (8th), and strong gender parity in high-skilled jobs (11th). Grow (25th) benefits from advanced lifelong learning (18th), strong business-masters education (17th), and high youth inclusion (17th), alongside active use of virtual professional networks (20th), reflecting a well-developed training ecosystem. Retain (21st) is reinforced by high living-standard indicators, including physician density (2nd), universal sanitation (17th), and strong personal safety (19th). VT Skills (51st) are moderate, with balanced education relevance (28th) and skills matching (32nd). GA Skills (25th) are supported by high levels of researchers (13th), professionals (23rd), and scientific and technical journal articles (11th), as well as active GitHub commits (25th) and new corporate registrations (25th). Nonetheless, relatively low high-technology exports (67th) indicate room to strengthen innovation intensity.

Lithuania (27th) performs strongly within Central and Eastern Europe, combining effective governance with robust social and innovation outcomes. The Enable pillar (19th) benefits from a well-developed Regulatory Landscape (21st) featuring high rule of law (21st), regulatory quality (19th), and low corruption (27th). Exceptional results in the Business and Labour landscape (16th)—where Lithuania ranks 1st globally for labour rights, labour-employer cooperation, professional management, and the relationship of pay to productivity—underscore its institutional strength. Attract (25th) is supported by high Internal Openness (16th), world-leading social mobility (1st), and top leadership opportunities for women (1st). Grow (36th) reflects moderate performance in Formal education (43rd) but strong results in tertiary enrolment (28th), together with top performance in employee development (1st) and solid delegation of authority (17th). Retain (28th) remains a core advantage, driven by pension coverage (1st), social protection (11th), and global leadership in brain retention (1st), complemented by high physician density (11th) and strong employee wellbeing (16th). VT Skills (42nd) are moderate, supported by ease of finding skilled employees (8th), skills matching (18th), and labour productivity (33rd). GA Skills (28th) are reinforced by high tertiary attainment

(11th), strong professional representation (5th), and notable results in AI talent concentration (11th) and mobile app development (7th). Low intellectual property receipts (89th) continue to limit innovation diffusion.

Croatia (41st) performs moderately within Europe, combining strong education outcomes with solid social stability. The Enable pillar (56th) reflects a moderate Regulatory Landscape (43rd) supported by government effectiveness (38th) and political stability (34th), alongside good results in R&D expenditure (32nd). However, weaker outcomes in the Market (81st) and Business and Labour landscapes (64th) point to persistent structural constraints. Attract (53rd) shows a balanced profile, with relatively high economic empowerment of women (28th), gender parity in high-skilled jobs (37th), and AI skills migration (31st), though low tolerance toward immigrants (122nd) continues to weigh on openness. Grow (49th) stands out for its strong vocational enrolment (8th) and tertiary enrolment (20th), complemented by youth inclusion (29th) and steady reading, maths, and science results (33rd). Retain (42nd) benefits from environmental performance (25th), high physician density (25th), low vulnerable employment (19th), and strong personal safety (29th), though disaster preparedness (109th) remains limited. VT Skills (22nd) are Croatia's main strength, underpinned by high secondary education attainment—workforce (12th) and population (13th)—and top-tier skills matching (5th). GA Skills (36th) are moderate but supported by a well-educated workforce and solid innovation indicators, including professionals (32nd), researchers (35th), scientific and technical publications (22nd), ICT services exports (30th), and new corporate registrations (33rd). However, low soft skills (105th) highlight an important opportunity to strengthen adaptability and workforce readiness.

Latin America and the Caribbean (18 economies)

The region remains composed primarily of upper middle-income economies, alongside a smaller group of high-income and lower middle-income countries. Average performance remains stable this year, with a regional mean GTCI score of around 41.3. Strengths continue to lie in Attract and Retain, while persistent challenges remain in Grow and GA Skills. Among the economies reviewed, Chile, Costa Rica, Mexico, and Brazil illustrate the region's diversity—from high-income leaders with robust institutional frameworks to larger upper middle-income economies seeking to translate education gains into stronger innovation and productivity outcomes.

Chile (39th) continues to lead Latin America and the Caribbean. Its strongest results are in Grow (30th)—supported by very high tertiary enrolment (5th), solid university quality (24th), and employee development opportunities (36th)—and in Attract (36th), where gender parity in high-skilled jobs (3rd) help Internal Openness (24th) stand out. Within Enable (42nd), the Regulatory Landscape (34th) is a relative strength, underpinned by strong regulatory quality (33rd) and low corruption (27th), while the Market Landscape (54th) is more mixed, combining strong domestic credit to the private sector (20th) with weaker cluster development (74th) and R&D expenditure (69th). Chile also performs well in High-Level Skills (53rd) and Talent Impact (59th), where standout results in digital skills (6th globally) and new corporate registrations (11th) highlight the country's growing capacity for technology adoption and entrepreneurial activity. VT Skills (41st) benefit from broad secondary-education attainment in the population (19th) and effective skills matching (36th), while GA Skills (53rd) signal the need to deepen higher-value, knowledge-intensive outcomes despite notable pockets of strength such as digital skills (6th) and new corporate registrations (11th). Retain (47th) remains a constraint, with strong results in sanitation (1st), brain retention (25th), and personal rights (26th) offset by weaker personal safety (82nd) and household financial resilience (99th).

Costa Rica (44th) remains one of the most balanced performers in Latin America and the Caribbean. Its main strengths are Attract (33rd) and Grow (34th), reflecting a favourable social environment and a strong skills-development base. Within Attract, Internal openness (18th)—supported by tolerance of minorities (16th) and social mobility (15th)—sets the country apart, even as External Openness (59th) leaves room to draw more international talent. The Grow pillar benefits from strong lifelong learning (22nd) boosted by both

Table 4: Ten best performers by region

GTCI	Enable	Attract	Grow	Retain	VT Skills	GA Skills
			Central and Southern Asia			
Uzbekistan (71)	Uzbekistan (81)	Kazakhstan (65)	Kazakhstan (65)	Uzbekistan (54)	Uzbekistan (28)	India (56)
Kazakhstan (72)	Kazakhstan (92)	Kyrgyzstan (73)	Iran, Islamic Rep. (83)	Kazakhstan (66)	Tajikistan (49)	Kazakhstan (62)
Kyrgyzstan (87)	India (95)	Uzbekistan (83)	India (89)	Kyrgyzstan (80)	Sri Lanka (52)	Kyrgyzstan (72)
Sri Lanka (92)	Sri Lanka (98)	Tajikistan (89)	Sri Lanka (96)	Tajikistan (83)	Kazakhstan (83)	Uzbekistan (84)
Tajikistan (95)	Kyrgyzstan (107)	Sri Lanka (122)	Kyrgyzstan (100)	Iran, Islamic Rep. (85)	Kyrgyzstan (84)	Sri Lanka (87)
India (100)	Nepal (108)	Nepal (125)	Uzbekistan (105)	Nepal (88)	Iran, Islamic Rep. (91)	Tajikistan (89)
Iran, Islamic Rep. (102)	Iran, Islamic Rep. (110)	Bangladesh (128)	Bangladesh (110)	Sri Lanka (96)	Nepal (100)	Iran, Islamic Rep. (90)
Nepal (107)	Bangladesh (113)	India (130)	Pakistan (117)	India (101)	Bangladesh (102)	Nepal (98)
Bangladesh (116)	Tajikistan (118)	Pakistan (133)	Nepal (124)	Bangladesh (108)	Pakistan (114)	Pakistan (100)
Pakistan (124)	Pakistan (126)	Iran, Islamic Rep. (135)	Tajikistan (131)	Pakistan (111)	India (119)	Bangladesh (114)
			Eastern, Southeastern Asia and Oceania			
Singapore (1)	Singapore (4)	Singapore (2)	Australia (4)	Australia (12)	Singapore (13)	Singapore (1)
Australia (10)	Australia (9)	Australia (8)	Singapore (5)	New Zealand (15)	Australia (24)	Australia (14)
New Zealand (18)	New Zealand (10)	New Zealand (23)	China (15)	Japan (17)	Brunei Darussalam (33)	New Zealand (18)
Japan (28)	Japan (12)	Japan (42)	New Zealand (16)	Singapore (31)	Korea, Rep. (35)	Korea, Rep. (19)
Korea, Rep. (31)	Korea, Rep. (20)	Brunei Darussalam (46)	Japan (26)	Korea, Rep. (37)	Malaysia (46)	Japan (27)
Brunei Darussalam (43)	Malaysia (31)	Korea, Rep. (55)	Korea, Rep. (33)	Brunei Darussalam (39)	New Zealand (58)	Malaysia (37)
Malaysia (46)	Brunei Darussalam (43)	Mongolia (74)	Malaysia (40)	China (52)	Mongolia (61)	Brunei Darussalam (50)
China (53)	China (49)	Viet Nam (76)	Philippines (50)	Mongolia (64)	Japan (66)	Philippines (52)
Mongolia (65)	Indonesia (59)	Malaysia (81)	Brunei Darussalam (55)	Malaysia (73)	China (72)	China (60)
Philippines (75)	Thailand (65)	Philippines (88)	Thailand (57)	Philippines (74)	Indonesia (74)	Mongolia (66)
			Europe			
Switzerland (2)	Denmark (1)	Luxembourg (1)	Netherlands (1)	Norway (1)	Czech Republic (1)	Ireland (3)
Denmark (3)	Finland (2)	Malta (4)	United Kingdom (3)	Sweden (2)	Switzerland (3)	Sweden (4)
Finland (4)	Switzerland (3)	Ireland (5)	Switzerland (6)	Denmark (3)	Austria (4)	Switzerland (5)
Sweden (5)	Sweden (5)	Switzerland (6)	Ireland (7)	Finland (4)	Germany (5)	United Kingdom (6)

GTCI	Enable	Attract	Grow	Retain	VT Skills	GA Skills
Netherlands (6)	Norway (6)	Finland (9)	France (8)	Austria (5)	Finland (6)	Finland (7)
Norway (7)	Netherlands (8)	Denmark (10)	Belgium (9)	Iceland (6)	Denmark (7)	Iceland (8)
Luxembourg (8)	Luxembourg (11)	Austria (11)	Denmark (10)	Switzerland (7)	Norway (9)	Netherlands (9)
Ireland (11)	Belgium (14)	Sweden (12)	Spain (11)	Netherlands (8)	Sweden (10)	Luxembourg (10)
United Kingdom (12)	United Kingdom (15)	Netherlands (15)	Finland (13)	Germany (9)	Slovakia (11)	Denmark (11)
Iceland (13)	Germany (16)	Germany (17)	Norway (14)	Luxembourg (10)	Iceland (12)	Estonia (12)
			Latin America and the Caribbean			
Chile (39)	Uruguay (32)	Uruguay (30)	Chile (30)	Uruguay (33)	Chile (41)	Chile (53)
Uruguay (42)	Costa Rica (37)	Costa Rica (33)	Costa Rica (34)	Argentina (43)	Argentina (59)	Costa Rica (58)
Costa Rica (44)	Chile (42)	Chile (36)	Mexico (35)	Chile (47)	Costa Rica (63)	Uruguay (59)
Argentina (58)	Dominican Republic (64)	Peru (45)	Bolivia, Plurinational St. (37)	Costa Rica (49)	Brazil (65)	Colombia (64)
Brazil (68)	Colombia (76)	Argentina (56)	Argentina (39)	Brazil (63)	Peru (68)	Argentina (69)
Colombia (69)	Brazil (80)	Colombia (64)	Uruguay (43)	Mexico (67)	Uruguay (71)	Brazil (70)
Mexico (70)	El Salvador (82)	Paraguay (68)	Peru (44)	Panama (70)	Mexico (75)	Venezuela, Bolivarian Republic of (77)
Peru (73)	Argentina (83)	Panama (75)	Colombia (46)	Paraguay (75)	Colombia (78)	Mexico (82)
Panama (81)	Mexico (85)	Dominican Republic (80)	Brazil (56)	Colombia (86)	Panama (80)	Panama (92)
Paraguay (84)	Peru (87)	Brazil (82)	Ecuador (59)	Ecuador (87)	Ecuador (82)	Peru (99)
			Northern Africa and Western Asia			
Israel (23)	Israel (23)	United Arab Emirates (3)	United Arab Emirates (24)	Israel (32)	Israel (8)	Israel (2)
United Arab Emirates (25)	Qatar (29)	Qatar (7)	Qatar (31)	Cyprus (36)	Azerbaijan (18)	Cyprus (17)
Cyprus (30)	United Arab Emirates (30)	Cyprus (13)	Saudi Arabia (45)	Oman (46)	Georgia (31)	United Arab Emirates (29)
Qatar (35)	Bahrain (33)	Kuwait (16)	Bahrain (47)	Georgia (48)	Saudi Arabia (34)	Bahrain (40)
Bahrain (38)	Georgia (39)	Bahrain (24)	Israel (52)	United Arab Emirates (51)	United Arab Emirates (36)	Armenia (41)
Georgia (45)	Oman (40)	Georgia (35)	Türkiye (53)	Qatar (56)	Cyprus (37)	Lebanon (45)
Saudi Arabia (48)	Kuwait (47)	Azerbaijan (40)	Cyprus (54)	Kuwait (57)	Bahrain (48)	Georgia (48)
Kuwait (51)	Jordan (48)	Oman (41)	Kuwait (61)	Saudi Arabia (58)	Armenia (50)	Kuwait (49)

GTCI	Enable	Attract	Grow	Retain	VT Skills	GA Skills
Oman (56)	Cyprus (50)	Armenia (44)	Lebanon (62)	Armenia (60)	Qatar (53)	Saudi Arabia (54)
Armenia (59)	Saudi Arabia (51)	Lebanon (54)	Oman (69)	Jordan (69)	Egypt (69)	Tunisia (61)
Northern America						
United States of America (9)	United States of America (7)	Canada (14)	United States of America (2)	United States of America (14)	United States of America (2)	United States of America (13)
Canada (14)	Canada (13)	United States of America (28)	Canada (12)	Canada (19)	Canada (30)	Canada (16)
Sub-Saharan Africa						
Mauritius (49)	Mauritius (35)	Mauritius (32)	Mauritius (66)	Seychelles (26)	Seychelles (21)	Cameroon (57)
Seychelles (50)	Cabo Verde (44)	Namibia (58)	Seychelles (70)	Mauritius (44)	Mauritius (56)	Seychelles (71)
South Africa (79)	Seychelles (45)	South Africa (59)	South Africa (84)	Cabo Verde (71)	Mauritania (67)	Mauritius (73)
Cabo Verde (83)	South Africa (52)	Eswatini (62)	Namibia (92)	South Africa (93)	Kenya (73)	South Africa (75)
Botswana (85)	Botswana (54)	Botswana (70)	Nigeria (97)	Botswana (95)	Zimbabwe (90)	Kenya (76)
Namibia (90)	Rwanda (66)	Cabo Verde (71)	Botswana (101)	Namibia (98)	Namibia (95)	Botswana (81)
Kenya (99)	Ghana (68)	Rwanda (72)	Ghana (103)	Lesotho (99)	Nigeria (96)	Cabo Verde (93)
Rwanda (101)	Namibia (78)	Gambia (77)	Kenya (106)	Senegal (107)	South Africa (98)	Malawi (94)
Ghana (104)	Côte d'Ivoire (88)	Zimbabwe (79)	Gambia (107)	Rwanda (109)	Malawi (99)	Namibia (97)
Malawi (108)	Senegal (89)	Senegal (86)	Cameroon (108)	Mozambique (110)	Ghana (103)	Zimbabwe (103)

employee development (17th) and business masters education (21st), though formal education (57th) remains constrained by moderate tertiary enrolment (65th). Under Enable (37th), Costa Rica combines political stability (9th) and reliable regulatory quality (46th) with close labour-employer cooperation (13th) and high firm connectivity (15th). Yet limited R&D expenditure (72nd) and weak financing depth to the private sector (60th). Performance in VT Skills (63rd) and GA Skills (58th) is steady, with strong digital skills (12th) and ICT services exports (13th) highlighting the country's growing technological specialization. However, High-Level Skills (69th) and Talent Impact (50th) point to the need for deeper research collaboration and entrepreneurial strengthening. Retain (49th) remains the main challenge: strong brain retention (21st) and very high employee wellbeing (6th) coexist with weak social protection (97th) and low household financial resilience (97th), underscoring the need for greater workforce security.

Brazil (68th) reflects a mixed talent landscape marked by institutional weaknesses and emerging innovation capacity. Its best results appear in Grow (56th) and Retain (63rd). The Grow pillar benefits from a comparatively strong university presence (25th) and fair tertiary enrolment (51st), alongside moderate progress in employee development (51st) and use of professional networks (31st). In Retain, good environmental performance (41st) and high employee wellbeing (33rd) support workforce stability despite low personal safety (101st). Under Enable (80th), weak government effectiveness (98th) and limited corruption control (84th) weigh on the Regulatory Landscape (90th). The Market Landscape (71st) shows some promise through R&D expenditure (36th), domestic credit to the private sector (35th), and high urbanisation (21st), though overall conditions remain constrained. Attract (82nd) continues to be hindered by low External Openness (88th) and minimal international talent flows, yet gender parity in high-skilled jobs (22nd) and tolerance toward immigrants (22nd) stand out as relative strengths. Brazil performs slightly better in VT Skills (65th) than in GA

Skills (70th), reflecting broader secondary-education attainment (33rd) than High-Level Skills (79th). Encouraging results in digital skills (37th), researchers (55th), and mobile-app development (35th) point to gradual diversification in innovation-driven activities. A relatively strong rate of new corporate registrations (37th) further signals growing entrepreneurial momentum within its innovation ecosystem.

Mexico (70th) remains one of the region's largest and most diversified talent systems, with strengths in education and employability but persistent institutional weaknesses. The Enable pillar (85th) is held back by high corruption (110th) and weak regulatory quality (79th), despite relatively strong urbanisation (35th) and growing digital capacity (cloud computing, 37th). Grow (35th) is Mexico's strongest pillar, driven by high lifelong learning (20th), business-masters education (18th), and an effective vocational system (21st). In Retain (67th), top global pension coverage (1st) and high employee wellbeing (10th) contrast with weak social protection (115th). While VT Skills (75th) benefit from low highly educated unemployment (25th), GA Skills (82nd) remain limited, with only modest progress in digital skills (38th) and high-technology exports (32nd).

Northern Africa and Western Asia (19 economies)

The region comprises a diverse group of 19 economies, ranging from high-income innovation hubs to lower middle- and low-income countries still developing their institutional and skills ecosystems. The regional average GTCI score stands at approximately 45.7, supported by strong performance in Attract, Enable, and Retain, but more moderate outcomes in Grow and GA Skills. Among the economies reviewed, the United Arab Emirates, Qatar, and Saudi Arabia illustrate the region's upper tier of competitiveness, each combining robust institutional frameworks and advanced digital infrastructure with ongoing efforts to strengthen inclusion, education outcomes, and innovation capacity.

Israel (23rd) leads the region and remains a global top ten performer in several innovation-driven dimensions. Its strongest results appear in VT Skills (8th) and GA Skills (2nd), underpinned by world-leading AI-talent concentration (1st) and ICT services exports (1st). High mobile-app development (3rd), high-technology exports (8th), and Talent Impact (5th) confirm the strength of its innovation ecosystem. The Enable pillar (23rd) benefits from an advanced Market Landscape (11th), with global leadership in R&D expenditure (1st) and solid labour rights (1st), while government effectiveness (24th) and low corruption (25th) reinforce institutional reliability. In contrast, political stability (124th) remains a notable constraint. Within Retain (32nd), Israel performs strongly on pension coverage (1st) and sanitation (12th), supported by high employee wellbeing (8th). While Attract (78th) is limited by modest External Openness, Israel's innovation-intensive economy continues to generate high-value employment and advanced skills that drive both regional and global competitiveness.

The United Arab Emirates (25th) maintains its regional leadership and continues to set the benchmark in Attract (3rd). Its exceptional External Openness (2nd) is driven by the world's highest migrant stock and international student inflows (both 1st), along with top-three positions in brain gain (2nd) and AI skills migration (3rd). High tolerance toward immigrants (1st) and strong social mobility (19th) further reinforce this openness, though gender parity in leadership (116th) remains a gap. Performance in Enable (30th) remains well above the regional average, supported by a robust Regulatory Landscape (22nd) marked by high government effectiveness (9th), strong regulatory quality (29th), and low corruption (21st). A dynamic Market Landscape (17th) adds to these advantages, underpinned by world-class digital connectivity—universal 3G coverage and internet access in schools (both 1st)—and strong cluster development (10th). In Grow (24th), the UAE combines effective employee development (32nd) with world-leading access to growth opportunities (1st), reflected in top scores for virtual social (1st) and professional networks (2nd). The country also performs strongly in VT Skills (36th), ranking 6th for employability and 7th for education relevance. In GA Skills (29th), it leads the world in digital skills (1st) and ranks 5th in soft skills, underscoring an increasingly diversified and innovation-driven workforce.

Qatar (35th) builds on its strong institutional foundations and stands out as one of the region's most open and competitive talent environments. Its greatest strength lies in Attract (7th globally), driven by exceptional External Openness (3rd) and world-leading migrant stock and international student inflows (both 1st). High brain gain (8th) and strong social mobility (25th) further reinforce its role as a global hub for skilled talent, though economic empowerment of women (133rd) remains a clear gap. The Enable pillar (29th) performs well above the regional average, supported by a robust Regulatory Landscape (27th) marked by high political stability (8th), strong government effectiveness (21st), and solid regulatory quality (30th). A dynamic Market Landscape (13th) amplifies these advantages, anchored by strong domestic credit to the private sector (15th), effective cluster development (17th), and world-class digital infrastructure—full 3G coverage, universal internet access in schools (both 1st), and near-universal urbanisation (3rd). In Grow (31st), Qatar benefits from active Lifelong Learning systems (29th) and high employee development (19th), while access to growth opportunities (19th) and extensive use of virtual social networks (5th) support an agile talent ecosystem. VT Skills (53rd) are strengthened by outstanding labour productivity (7th) and an education

system ranked 9th globally for relevance to the economy, while GA Skills (65th) show promise through excellent soft skills (3rd). Broader data coverage—particularly in areas such as tertiary education expenditure, firm training, and AI skills migration—would allow for a more complete measurement of Qatar's performance and its growing potential in high-value talent development.

Saudi Arabia (48th) continues to consolidate its position as one of the region's stronger talent performers, combining solid institutional capacity with a rapidly evolving skills ecosystem. The Enable pillar (51st) reflects a robust Regulatory Landscape (49th) supported by high government effectiveness (33rd) and low corruption (31st). The Market Landscape (29th) is among the region's most competitive, bolstered by strong cluster development (9th) and full digital connectivity—with universal 3G coverage and internet access in schools (both 1st). However, labour rights (123rd) and personal rights (121st) remain key areas for improvement. In Attract (57th), Saudi Arabia's strength lies in External Openness (43rd), supported by a large migrant stock (9th) and high AI skills migration (8th), while brain gain (15th) reflects its growing global appeal. Internally, advances in social mobility (26th) and women's leadership opportunities (27th) indicate steady inclusion gains, even as tolerance levels remain low. Yet, tolerance of minorities (131st) remains an area of opportunity. The Grow pillar (45th) benefits from a high-performing university system (18th) and broad access to growth opportunities (24th), reinforced by extensive use of virtual social networks (2nd). Saudi Arabia performs strongly in VT Skills (34th), ranking 6th worldwide for the relevance of its education system to the economy and 10th for labour productivity. Results in GA Skills (54th) highlight global leadership in digital skills (1st) and strong soft skills (10th), reflecting a more diversified and digitally prepared workforce. Broader data coverage in employability and tertiary education would further enhance performance measurement and capture the full scope of Saudi Arabia's evolving talent ecosystem.

Northern America (2 economies)

Both Northern American economies—the **United States** and **Canada**—rank among the world's top performers, at 9th and 14th respectively, and their performance is reviewed in depth earlier in this report. The **United States** leads the region with particularly strong results in Grow (2nd globally) and VT Skills (2nd), while **Canada** outperforms its southern neighbour in the Attract pillar (14th). Overall, both economies maintain exceptional institutional quality and innovation capacity, underscoring Northern America's continued global leadership in education, research, and talent development.

Sub-Saharan Africa (31 economies): Sub-Saharan Africa remains the lowest-scoring region globally,

"Saudi Arabia excels in digital readiness and AI skills migration, though labour and minority rights lag. Northern America leads globally in education and talent development. In Sub-Saharan Africa, countries like Seychelles, Cabo Verde, and Kenya show progress in regulation, education, and workforce skills, highlighting opportunities to strengthen institutions and innovation."

with an average GTCI score of about 30.8, reflecting persistent institutional and human-capital challenges. Among the economies reviewed, Mauritius, Seychelles, and Kenya illustrate the region's contrasting profiles—from high-income and service-oriented structures to large, diversified middle-income systems and rapidly digitalising lower middle-income economies. While progress continues in connectivity, employability, and education quality, displayed by various dynamic talent movers, the region overall still faces structural constraints in innovation, labour-market efficiency, and advanced skills formation.

Seychelles (50th) newly enters as one of Sub-Saharan Africa's top performers, distinguished by strong social outcomes and institutional stability. The Enable pillar (45th) benefits from a solid Regulatory Landscape (33rd) supported by high political stability (23rd) and low corruption (17th), although limited R&D expenditure (88th) and restricted access to credit (104th) constrain market development. In Attract (90th), performance is mixed: Internal Openness (50th) reflects moderate tolerance toward minorities (42nd) and steady social mobility (53rd), while External Openness remains low. The Grow pillar (70th) is modest but supported by strong tertiary education expenditure (12th) and active use of virtual professional networks (21st). VT Skills is the top pillar (21st), anchored by a near-universal workforce with secondary education (2nd) and low unemployment among the highly educated (13th). Retain is also strong (26th), with world-leading pension coverage (1st) and sanitation (1st), alongside solid sustainability (24th) and lifestyle (26th). GA Skills (71st) remain comparatively weak, with limited tertiary attainment and research

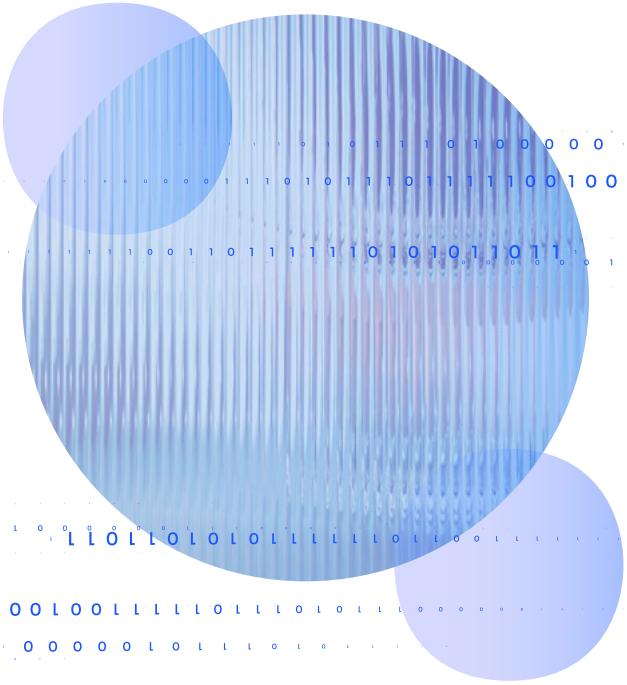
activity despite notable entrepreneurial signals such as mobile-app development (2nd) and GitHub activity (5th). Expanding higher education and R&D capacity would further consolidate Seychelles' position as a small but high-performing knowledge economy in the region.

Cabo Verde (83rd) performs moderately within Sub-Saharan Africa, combining stable governance with persistent education and innovation challenges. The Enable pillar (44th) is its best-performing dimension, supported by a moderate Regulatory Landscape (45th) with relatively high political stability (14th), low corruption (29th), and good labour rights (26th). Broader constraints remain in the Market Landscape (77th), reflecting a narrow productive base and limited access to finance. Attract (71st) gains from Internal Openness (28th), including high tolerance toward minorities (16th) and fair gender parity in high-skilled jobs (34th), though External Openness remains weak. Grow (111th) is the main constraint, hindered by very low formal education (115th) and lifelong learning (119th), despite moderate progress in business-masters education (64th). Retain (71st) reflects moderate social stability, with relatively good personal rights (25th) and sustainability (61st). VT Skills (111th) remain limited, while GA Skills (93rd) are weak overall but include strong results in new corporate registrations (4th) and moderate ones in digital skills (48th), contrasted with very low intellectual-property receipts (112th) and high-technology exports (113th) that underscore continuing innovation constraints.

Kenya (99th) remains one of Sub-Saharan Africa's more dynamic lower middle-income economies, showing progress in employability and digital adoption despite broad structural gaps. The Enable pillar (100th) reflects limited institutional capacity, constrained by weak political stability (116th) and modest regulatory quality (92nd). Still, the country performs well in cloud computing (15th) and shows improving business and labour conditions (78th). In Attract (107th), Internal Openness (76th) benefits from relatively high tolerance toward immigrants (44th) and greater gender parity in high-skilled jobs (49th), though External Openness and financial integration remain low. The Grow pillar (106th) is a key weakness: formal education ranks near the bottom globally (121st), and tertiary enrolment (115th) remains limited despite moderate progress in firm-based training (48th). Retain (121st) continues to lag, marked by low personal safety (123rd), weak social protection (117th), and poor sanitation (123rd). VT Skills (73rd) outperform other pillars, supported by strong ease of finding skilled employees (18th) and moderate—by regional standards—education relevance (45th) and workforce with secondary education (44th). GA Skills (76th) remain modest but show encouraging results in soft skills (42nd) and ICT services exports (19th). Addressing education quality, infrastructure, and workforce protection will be crucial to sustain Kenya's digital and entrepreneurial momentum.

"In an era defined by disruption, the economies that thrive are those that cultivate adaptable, cross-functional, and AI-literate workforces—combining technological fluency with the human-centric skills needed to turn disruption into opportunity."

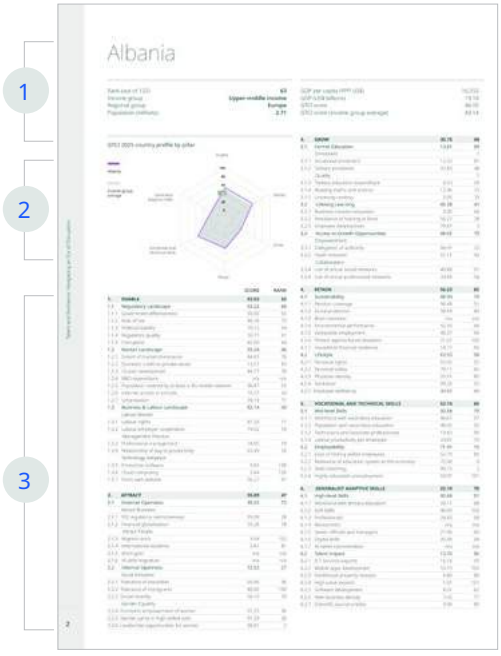
Country Profiles



How to read the Country Profiles

The country profiles provide more granular information on how each of the 135 countries performs in the various dimensions of the Global Talent Competitiveness Index (GTCI).

1 Key indicators
2 Radar chart
3 Scores and ranks



Each country profile consists of three parts:

1. The first section introduces the country's key indicators. It comprises its rank within the GTCI, out of 135 countries; its income group, based on the World Bank's Income Group Classification as of July 2025; and its regional group, based on the United Nations' sub-regional groups. In addition, basic country statistics are presented. These include: population in millions, GDP per capita (PPP US$), and GDP (current US$ in billions) from the World Bank's World Development Indicators. Finally, this section presents each country's GTCI score and income group average GTCI score.

2. The second section presents a radar chart that outlines the respective country's performance along the six pillars of the GTCI, and its position with respect to its income group peers. The dark blue line plots the country's score on each of the six pillars of the GTCI, while the shaded area represents the average scores for its corresponding income group.

3. The third section lays out the country's normalised scores and ranks across all pillars, sub-pillars, and indica tors. The pillars are identified by a bold single digit notation (e.g., 1 ENABLE) and sub-pillars by a two-digit notation (e.g., 1.2 Market Landscape). Under selected sub-pillars, components are provided in grey. There are no values attached to the components, as their role is to contextualise the theoretical framework. The 77 indicators are shown in a three-digit notation (e.g., 1.2.3 Cluster development).

For more information about the method of calculation and indicator definitions, please refer to Appendix II: Technical Notes, and Appendix III: Sources and Definitions, respectively.

Index of Countries

Country	Page	Country	Page	Country	Page
Albania	104	Georgia	149	Nicaragua	194
Algeria	105	Germany	150	Niger	195
Angola	106	Ghana	151	Nigeria	196
Argentina	107	Greece	152	North Macedonia	197
Armenia	108	Guatemala	153	Norway	198
Australia	109	Honduras	154	Oman	199
Austria	110	Hungary	155	Pakistan	200
Azerbaijan	111	Iceland	156	Panama	201
Bahrain	112	India	157	Paraguay	202
Bangladesh	113	Indonesia	158	Peru	203
Belarus	114	Iran, Islamic Rep.	159	Philippines	204
Belgium	115	Ireland	160	Poland	205
Benin	116	Israel	161	Portugal	206
Bolivia, Plurinational St.	117	Italy	162	Qatar	207
Bosnia and Herzegovina	118	Japan	163	Romania	208
Botswana	119	Jordan	164	Russian Federation	209
Brazil	120	Kazakhstan	165	Rwanda	210
Brunei Darussalam	121	Kenya	166	Saudi Arabia	211
Bulgaria	122	Korea, Rep.	167	Senegal	212
Burkina Faso	123	Kuwait	168	Serbia	213
Burundi	124	Kyrgyzstan	169	Seychelles	214
Cabo Verde	125	Lao PDR	170	Singapore	215
Cambodia	126	Latvia	171	Slovakia	216
Cameroon	127	Lebanon	172	Slovenia	217
Canada	128	Lesotho	173	South Africa	218
Chad	129	Lithuania	174	Spain	219
Chile	130	Luxembourg	175	Sri Lanka	220
China	131	Madagascar	176	Sweden	221
Colombia	132	Malawi	177	Switzerland	222
Congo, Dem. Rep.	133	Malaysia	178	Tajikistan	223
Costa Rica	134	Mali	179	Tanzania, United Rep.	224
Côte d'Ivoire	135	Malta	180	Thailand	225
Croatia	136	Mauritania	181	Tunisia	226
Cyprus	137	Mauritius	182	Türkiye	227
Czech Republic	138	Mexico	183	Uganda	228
Denmark	139	Moldova, Rep.	184	Ukraine	229
Dominican Republic	140	Mongolia	185	United Arab Emirates	230
Ecuador	141	Montenegro	186	United Kingdom	231
Egypt	142	Morocco	187	United States of America	232
El Salvador	143	Mozambique	188	Uruguay	233
Estonia	144	Myanmar	189	Uzbekistan	234
Eswatini	145	Namibia	190	Venezuela, Bolivarian Republic of	235
Finland	146	Nepal	191	Viet Nam	236
France	147	Netherlands	192	Yemen	237
Gambia	148	New Zealand	193	Zimbabwe	238

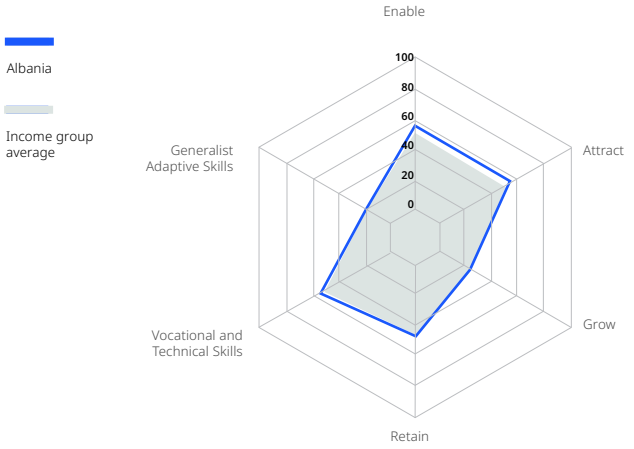
Albania

Key Indicators

Rank (out of 135)	**63**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**2.71**

GDP per capita (PPP US$)	16,355
GDP (US$ billions)	19.18
GTCI score	46.05
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**53.53**	**53**
1.1	**Regulatory Landscape**	**53.22**	**60**
1.1.1	Government effectiveness	55.00	55
1.1.2	Rule of law	48.26	75
1.1.3	Political stability	70.12	54
1.1.4	Regulatory quality	50.71	61
1.1.5	Corruption	42.00	64
1.2	**Market Landscape**	**55.24**	**46**
1.2.1	Extent of market dominance	44.65	76
1.2.2	Domestic credit to private sector	13.57	83
1.2.3	Cluster development	44.77	78
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	96.97	55
1.2.6	Internet access in schools	72.27	54
1.2.7	Urbanisation	59.19	71
1.3	**Business and Labour Landscape**	**52.14**	**43**
	Labour Market		
1.3.1	Labour rights	81.20	71
1.3.2	Labour-employer cooperation	74.52	10
	Management Practice		
1.3.3	Professional management	74.05	19
1.3.4	Relationship of pay to productivity	63.49	16
	Technology Adoption		
1.3.5	Enterprise software	9.82	108
1.3.6	Cloud computing	5.64	120
1.3.7	Firms with website	56.27	61
2.	**ATTRACT**	**55.89**	**47**
2.1	**External Openness**	**39.25**	**73**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	93.08	28
2.1.2	Financial globalisation	55.28	78
	Attract People		
2.1.3	Migrant stock	3.04	102
2.1.4	International students	5.61	81
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**72.52**	**27**
	Social Inclusion		
2.2.1	Tolerance of minorities	65.96	36
2.2.2	Tolerance of immigrants	40.00	100
2.2.3	Social mobility	56.10	70
	Gender Equality		
2.2.4	Economic empowerment of women	91.25	36
2.2.5	Gender parity in high-skilled jobs	91.29	26
2.2.6	Leadership opportunities for women	90.51	2

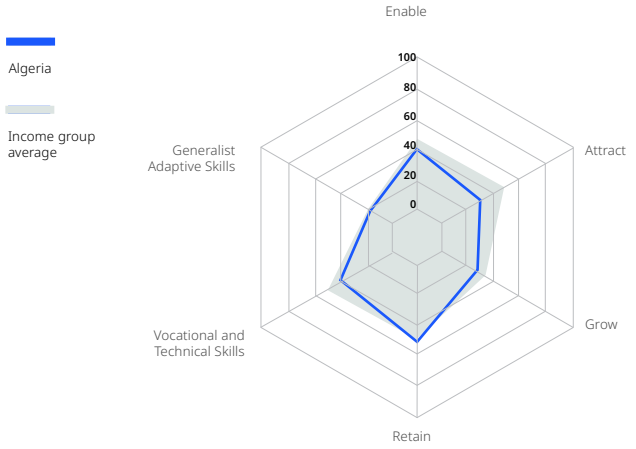
		SCORE	RANK
3.	**GROW**	**35.75**	**68**
3.1	**Formal Education**	**13.81**	**89**
	Enrolment		
3.1.1	Vocational enrolment	12.25	81
3.1.2	Tertiary enrolment	37.83	48
	Quality		
3.1.3	Tertiary education expenditure	6.53	69
3.1.4	Reading, maths and science	12.46	73
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**45.38**	**41**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	56.27	28
3.2.3	Employee development	79.87	3
3.3	**Access to Growth Opportunities**	**48.05**	**75**
	Empowerment		
3.3.1	Delegation of authority	66.41	23
3.3.2	Youth inclusion	51.11	92
	Collaboration		
3.3.3	Use of virtual social networks	49.88	91
3.3.4	Use of virtual professional networks	24.80	54
4.	**RETAIN**	**56.23**	**65**
4.1	**Sustainability**	**48.94**	**74**
4.1.1	Pension coverage	96.48	51
4.1.2	Social protection	58.59	43
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	52.20	44
4.1.5	Vulnerable employment	46.37	96
4.1.6	Protect against future disasters	21.21	100
4.1.7	Household financial resilience	18.77	90
4.2	**Lifestyle**	**63.53**	**58**
4.2.1	Personal rights	65.92	55
4.2.2	Personal safety	78.11	42
4.2.3	Physician density	25.51	80
4.2.4	Sanitation	99.20	25
4.2.5	Employee wellbeing	48.88	84
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**52.74**	**60**
5.1	**Mid-level Skills**	**33.58**	**79**
5.1.1	Workforce with secondary education	46.67	57
5.1.2	Population with secondary education	48.00	50
5.1.3	Technicians and associate professionals	14.83	99
5.1.4	Labour productivity per employee	24.81	70
5.2	**Employability**	**71.91**	**15**
5.2.1	Ease of finding skilled employees	52.79	86
5.2.2	Relevance of education system to the economy	72.06	8
5.2.3	Skills matching	99.73	2
5.2.4	Highly educated unemployment	63.07	101
6.	**GENERALIST ADAPTIVE SKILLS**	**22.19**	**78**
6.1	**High-level Skills**	**30.68**	**57**
6.1.1	Workforce with tertiary education	33.11	68
6.1.2	Soft skills	46.09	103
6.1.3	Professionals	26.83	58
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	21.96	60
6.1.6	Digital skills	25.39	34
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**13.70**	**96**
6.2.1	ICT services exports	16.16	59
6.2.2	Mobile apps development	53.15	100
6.2.3	Intellectual property receipts	6.80	88
6.2.4	High-value exports	1.01	121
6.2.5	Software development	8.31	62
6.2.6	New business density	7.42	71
6.2.7	Scientific journal articles	3.06	89

Algeria

Key Indicators

Rank (out of 135)	**96**
Income group	**Upper middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**46.81**
GDP per capita (PPP US$)	16,900
GDP (US$ billions)	247.79
GTCI score	35.81
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**42.84**	**94**
1.1	**Regulatory Landscape**	**36.28**	**106**
1.1.1	Government effectiveness	34.95	105
1.1.2	Rule of law	35.77	103
1.1.3	Political stability	51.80	100
1.1.4	Regulatory quality	24.87	121
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**51.27**	**60**
1.2.1	Extent of market dominance	67.64	8
1.2.2	Domestic credit to private sector	5.96	112
1.2.3	Cluster development	58.58	35
1.2.4	R&D expenditure	7.46	64
1.2.5	Population covered by at least a 3G mobile network	86.86	82
1.2.6	Internet access in schools	60.98	59
1.2.7	Urbanisation	71.41	48
1.3	**Business and Labour Landscape**	**40.96**	**99**
	Labour Market		
1.3.1	Labour rights	59.50	103
1.3.2	Labour-employer cooperation	55.67	87
	Management Practice		
1.3.3	Professional management	51.82	94
1.3.4	Relationship of pay to productivity	45.81	76
	Technology Adoption		
1.3.5	Enterprise software	14.02	69
1.3.6	Cloud computing	18.94	57
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**31.39**	**129**
2.1	**External Openness**	**14.59**	**134**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	15.84	94
2.1.2	Financial globalisation	11.21	132
	Attract People		
2.1.3	Migrant stock	0.92	122
2.1.4	International students	0.75	112
2.1.5	Brain gain	44.23	85
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**48.19**	**121**
	Social Inclusion		
2.2.1	Tolerance of minorities	28.72	92
2.2.2	Tolerance of immigrants	38.46	102
2.2.3	Social mobility	58.34	59
	Gender Equality		
2.2.4	Economic empowerment of women	57.50	124
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	57.94	103

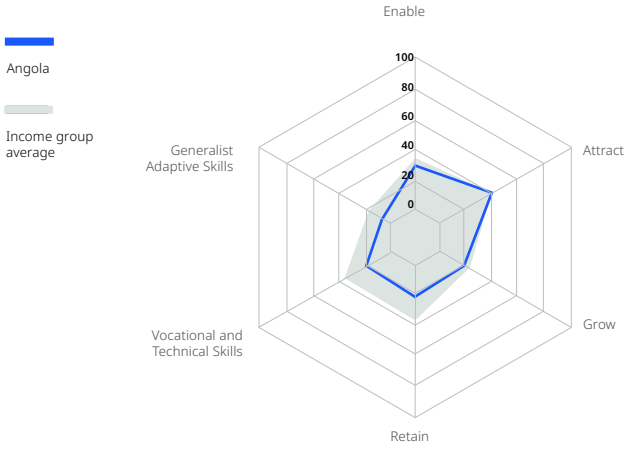
		SCORE	RANK
3.	**GROW**	**28.23**	**93**
3.1	**Formal Education**	**13.15**	**91**
	Enrolment		
3.1.1	Vocational enrolment	10.34	86
3.1.2	Tertiary enrolment	32.22	61
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	10.05	75
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**30.41**	**90**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	60.83	66
3.3	**Access to Growth Opportunities**	**41.14**	**92**
	Empowerment		
3.3.1	Delegation of authority	43.65	119
3.3.2	Youth inclusion	56.50	83
	Collaboration		
3.3.3	Use of virtual social networks	53.06	87
3.3.4	Use of virtual professional networks	11.33	90
4.	**RETAIN**	**52.70**	**76**
4.1	**Sustainability**	**55.89**	**49**
4.1.1	Pension coverage	88.45	62
4.1.2	Social protection	47.93	63
4.1.3	Brain retention	41.52	78
4.1.4	Environmental performance	41.70	89
4.1.5	Vulnerable employment	69.55	70
4.1.6	Protect against future disasters	49.22	62
4.1.7	Household financial resilience	52.90	33
4.2	**Lifestyle**	**49.51**	**90**
4.2.1	Personal rights	40.17	91
4.2.2	Personal safety	56.39	79
4.2.3	Physician density	14.91	88
4.2.4	Sanitation	83.69	89
4.2.5	Employee wellbeing	52.40	80
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**41.64**	**92**
5.1	**Mid-level Skills**	**31.57**	**85**
5.1.1	Workforce with secondary education	45.81	60
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	16.56	97
5.1.4	Labour productivity per employee	32.35	55
5.2	**Employability**	**51.70**	**103**
5.2.1	Ease of finding skilled employees	61.68	45
5.2.2	Relevance of education system to the economy	41.71	84
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**18.06**	**96**
6.1	**High-level Skills**	**26.97**	**68**
6.1.1	Workforce with tertiary education	31.49	71
6.1.2	Soft skills	62.54	34
6.1.3	Professionals	20.27	76
6.1.4	Researchers	7.85	59
6.1.5	Senior officials and managers	14.37	84
6.1.6	Digital skills	25.28	35
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**9.15**	**119**
6.2.1	ICT services exports	1.14	126
6.2.2	Mobile apps development	51.05	103
6.2.3	Intellectual property receipts	0.35	115
6.2.4	High-value exports	1.44	118
6.2.5	Software development	1.49	109
6.2.6	New business density	2.60	98
6.2.7	Scientific journal articles	6.01	74

Angola

Key Indicators

Rank (out of 135)	**126**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**37.89**
GDP per capita (PPP US$)	8,870
GDP (US$ billions)	109.76
GTCI score	25.35
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**30.36**	**123**
1.1	**Regulatory Landscape**	**34.36**	**110**
1.1.1	Government effectiveness	27.58	123
1.1.2	Rule of law	25.55	121
1.1.3	Political stability	57.49	84
1.1.4	Regulatory quality	29.18	111
1.1.5	Corruption	32.00	97
1.2	**Market Landscape**	**21.79**	**127**
1.2.1	Extent of market dominance	24.43	133
1.2.2	Domestic credit to private sector	0.53	127
1.2.3	Cluster development	30.08	131
1.2.4	R&D expenditure	0.42	113
1.2.5	Population covered by at least a 3G mobile network	30.55	121
1.2.6	Internet access in schools	2.70	86
1.2.7	Urbanisation	63.79	61
1.3	**Business and Labour Landscape**	**34.94**	**126**
	Labour Market		
1.3.1	Labour rights	77.30	79
1.3.2	Labour-employer cooperation	42.61	127
	Management Practice		
1.3.3	Professional management	33.13	129
1.3.4	Relationship of pay to productivity	23.39	132
	Technology Adoption		
1.3.5	Enterprise software	27.51	35
1.3.6	Cloud computing	11.44	84
1.3.7	Firms with website	29.21	96
2.	**ATTRACT**	**44.30**	**96**
2.1	**External Openness**	**47.49**	**46**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	81.04	51
2.1.2	Financial globalisation	44.57	92
	Attract People		
2.1.3	Migrant stock	3.28	97
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	61.08	29
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**41.11**	**130**
	Social Inclusion		
2.2.1	Tolerance of minorities	10.64	122
2.2.2	Tolerance of immigrants	46.15	89
2.2.3	Social mobility	35.04	131
	Gender Equality		
2.2.4	Economic empowerment of women	79.38	86
2.2.5	Gender parity in high-skilled jobs	28.58	111
2.2.6	Leadership opportunities for women	46.86	127
3.	**GROW**	**21.58**	**114**
3.1	**Formal Education**	**13.16**	**90**
	Enrolment		
3.1.1	Vocational enrolment	34.99	30
3.1.2	Tertiary enrolment	4.48	118
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**27.00**	**105**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	34.93	64
3.2.3	Employee development	46.08	117
3.3	**Access to Growth Opportunities**	**24.59**	**126**
	Empowerment		
3.3.1	Delegation of authority	36.89	132
3.3.2	Youth inclusion	47.09	99
	Collaboration		
3.3.3	Use of virtual social networks	10.97	122
3.3.4	Use of virtual professional networks	3.40	116
4.	**RETAIN**	**24.82**	**126**
4.1	**Sustainability**	**24.45**	**129**
4.1.1	Pension coverage	14.53	119
4.1.2	Social protection	9.46	130
4.1.3	Brain retention	25.46	108
4.1.4	Environmental performance	40.10	94
4.1.5	Vulnerable employment	32.70	110
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**25.19**	**127**
4.2.1	Personal rights	29.85	104
4.2.2	Personal safety	35.01	113
4.2.3	Physician density	2.89	113
4.2.4	Sanitation	44.85	114
4.2.5	Employee wellbeing	13.35	122
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**20.69**	**133**
5.1	**Mid-level Skills**	**16.60**	**111**
5.1.1	Workforce with secondary education	20.30	105
5.1.2	Population with secondary education	25.26	89
5.1.3	Technicians and associate professionals	9.96	111
5.1.4	Labour productivity per employee	10.86	91
5.2	**Employability**	**24.77**	**135**
5.2.1	Ease of finding skilled employees	38.35	127
5.2.2	Relevance of education system to the economy	20.20	132
5.2.3	Skills matching	29.74	102
5.2.4	Highly educated unemployment	10.81	120
6.	**GENERALIST ADAPTIVE SKILLS**	**10.35**	**122**
6.1	**High-level Skills**	**10.54**	**124**
6.1.1	Workforce with tertiary education	3.54	124
6.1.2	Soft skills	33.62	114
6.1.3	Professionals	8.89	112
6.1.4	Researchers	0.14	109
6.1.5	Senior officials and managers	6.50	108
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.17**	**115**
6.2.1	ICT services exports	0.83	130
6.2.2	Mobile apps development	28.18	122
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	36.65	22
6.2.5	Software development	0.40	127
6.2.6	New business density	5.15	86
6.2.7	Scientific journal articles	0.00	135

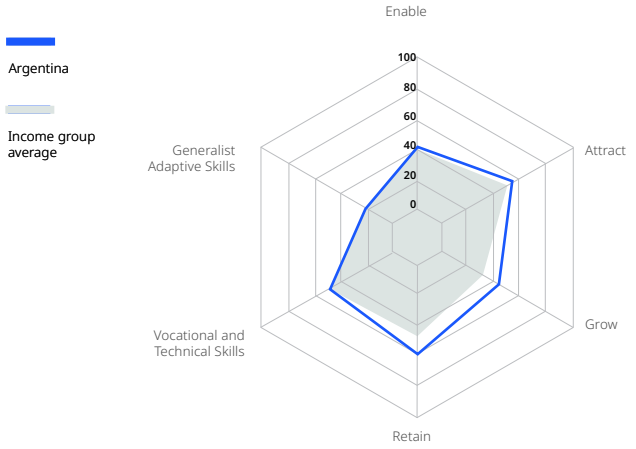
Argentina

Key Indicators

Rank (out of 135)	**58**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**45.70**

GDP per capita (PPP US$)	29,363
GDP (US$ billions)	632.14
GTCI score	47.59
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**44.48**	**83**
1.1	**Regulatory Landscape**	**43.77**	**84**
1.1.1	Government effectiveness	41.32	92
1.1.2	Rule of law	42.26	87
1.1.3	Political stability	62.64	70
1.1.4	Regulatory quality	35.61	93
1.1.5	Corruption	37.00	77
1.2	**Market Landscape**	**48.91**	**73**
1.2.1	Extent of market dominance	44.77	75
1.2.2	Domestic credit to private sector	3.74	118
1.2.3	Cluster development	41.80	96
1.2.4	R&D expenditure	9.39	59
1.2.5	Population covered by at least a 3G mobile network	89.06	80
1.2.6	Internet access in schools	62.38	57
1.2.7	Urbanisation	91.25	10
1.3	**Business and Labour Landscape**	**40.76**	**100**
	Labour Market		
1.3.1	Labour rights	60.20	100
1.3.2	Labour-employer cooperation	52.33	107
	Management Practice		
1.3.3	Professional management	61.21	58
1.3.4	Relationship of pay to productivity	38.36	115
	Technology Adoption		
1.3.5	Enterprise software	6.18	119
1.3.6	Cloud computing	0.00	128
1.3.7	Firms with website	67.07	42
2.	**ATTRACT**	**54.36**	**56**
2.1	**External Openness**	**33.91**	**84**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	74.43	60
2.1.2	Financial globalisation	38.79	99
	Attract People		
2.1.3	Migrant stock	8.06	71
2.1.4	International students	12.47	60
2.1.5	Brain gain	41.85	91
2.1.6	AI skills migration	27.84	38
2.2	**Internal Openness**	**74.81**	**22**
	Social Inclusion		
2.2.1	Tolerance of minorities	69.15	32
2.2.2	Tolerance of immigrants	83.08	20
2.2.3	Social mobility	53.45	90
	Gender Equality		
2.2.4	Economic empowerment of women	79.38	86
2.2.5	Gender parity in high-skilled jobs	100.00	1
2.2.6	Leadership opportunities for women	63.81	72

		SCORE	RANK
3.	**GROW**	**45.23**	**39**
3.1	**Formal Education**	**33.01**	**39**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	63.67	4
	Quality		
3.1.3	Tertiary education expenditure	5.94	71
3.1.4	Reading, maths and science	23.75	63
3.1.5	University ranking	38.67	34
3.2	**Lifelong Learning**	**46.48**	**38**
3.2.1	Business masters education	25.13	39
3.2.2	Prevalence of training in firms	48.22	44
3.2.3	Employee development	66.08	40
3.3	**Access to Growth Opportunities**	**56.21**	**55**
	Empowerment		
3.3.1	Delegation of authority	50.58	97
3.3.2	Youth inclusion	67.80	64
	Collaboration		
3.3.3	Use of virtual social networks	69.79	56
3.3.4	Use of virtual professional networks	36.69	34
4.	**RETAIN**	**64.11**	**43**
4.1	**Sustainability**	**53.00**	**57**
4.1.1	Pension coverage	90.71	59
4.1.2	Social protection	37.27	86
4.1.3	Brain retention	54.79	43
4.1.4	Environmental performance	47.00	65
4.1.5	Vulnerable employment	75.16	58
4.1.6	Protect against future disasters	43.75	76
4.1.7	Household financial resilience	22.36	76
4.2	**Lifestyle**	**75.21**	**36**
4.2.1	Personal rights	73.24	42
4.2.2	Personal safety	53.34	88
4.2.3	Physician density	85.34	4
4.2.4	Sanitation	93.60	68
4.2.5	Employee wellbeing	70.56	39
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**53.43**	**59**
5.1	**Mid-level Skills**	**41.91**	**67**
5.1.1	Workforce with secondary education	56.98	41
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	43.05	50
5.1.4	Labour productivity per employee	25.68	68
5.2	**Employability**	**64.96**	**50**
5.2.1	Ease of finding skilled employees	56.32	65
5.2.2	Relevance of education system to the economy	33.16	105
5.2.3	Skills matching	75.40	34
5.2.4	Highly educated unemployment	94.95	6
6.	**GENERALIST ADAPTIVE SKILLS**	**23.93**	**69**
6.1	**High-level Skills**	**25.69**	**71**
6.1.1	Workforce with tertiary education	35.69	61
6.1.2	Soft skills	58.18	52
6.1.3	Professionals	19.40	78
6.1.4	Researchers	12.22	48
6.1.5	Senior officials and managers	24.42	54
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	4.22	44
6.2	**Talent Impact**	**22.18**	**65**
6.2.1	ICT services exports	21.64	48
6.2.2	Mobile apps development	67.53	56
6.2.3	Intellectual property receipts	33.60	41
6.2.4	High-value exports	8.46	76
6.2.5	Software development	15.96	50
6.2.6	New business density	0.81	114
6.2.7	Scientific journal articles	7.23	68

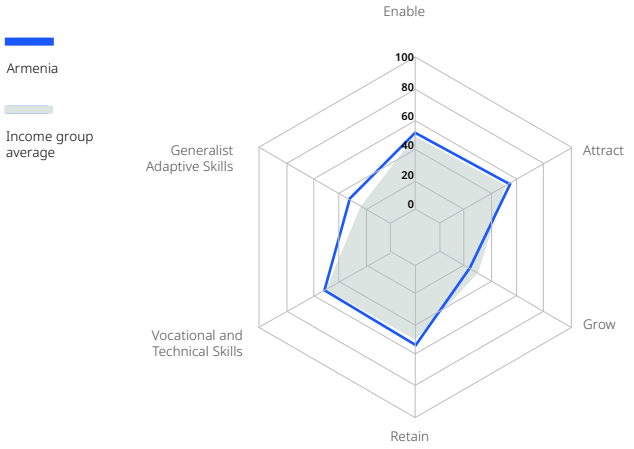
Armenia

Key Indicators

Rank (out of 135)	**59**
Income group	**Upper middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**3.03**

GDP per capita (PPP US$)	21,532
GDP (US$ billions)	19.51
GTCI score	46.95
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**51.18**	**60**
1.1	Regulatory Landscape	47.08	76
1.1.1	Government effectiveness	45.53	78
1.1.2	Rule of law	49.28	68
1.1.3	Political stability	45.74	112
1.1.4	Regulatory quality	47.84	71
1.1.5	Corruption	47.00	52
1.2	Market Landscape	53.85	53
1.2.1	Extent of market dominance	46.79	68
1.2.2	Domestic credit to private sector	29.86	44
1.2.3	Cluster development	40.02	106
1.2.4	R&D expenditure	2.77	91
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	57.48	75
1.3	Business and Labour Landscape	52.61	42
	Labour Market		
1.3.1	Labour rights	92.70	38
1.3.2	Labour-employer cooperation	58.22	69
	Management Practice		
1.3.3	Professional management	54.71	86
1.3.4	Relationship of pay to productivity	46.87	69
	Technology Adoption		
1.3.5	Enterprise software	20.05	46
1.3.6	Cloud computing	29.31	27
1.3.7	Firms with website	66.39	46
2.	**ATTRACT**	**56.30**	**44**
2.1	External Openness	48.19	44
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.03	21
2.1.2	Financial globalisation	60.79	68
	Attract People		
2.1.3	Migrant stock	17.55	49
2.1.4	International students	23.74	41
2.1.5	Brain gain	42.85	86
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	64.41	53
	Social Inclusion		
2.2.1	Tolerance of minorities	40.43	70
2.2.2	Tolerance of immigrants	56.92	70
2.2.3	Social mobility	60.91	51
	Gender Equality		
2.2.4	Economic empowerment of women	90.62	39
2.2.5	Gender parity in high-skilled jobs	69.16	78
2.2.6	Leadership opportunities for women	68.40	44

		SCORE	RANK
3.	**GROW**	**26.93**	**98**
3.1	Formal Education	12.19	94
	Enrolment		
3.1.1	Vocational enrolment	14.05	74
3.1.2	Tertiary enrolment	32.67	59
	Quality		
3.1.3	Tertiary education expenditure	2.03	91
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	24.63	112
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	16.02	94
3.2.3	Employee development	57.87	77
3.3	Access to Growth Opportunities	43.96	85
	Empowerment		
3.3.1	Delegation of authority	47.97	108
3.3.2	Youth inclusion	58.39	81
	Collaboration		
3.3.3	Use of virtual social networks	53.29	84
3.3.4	Use of virtual professional networks	16.19	78
4.	**RETAIN**	**57.42**	**60**
4.1	Sustainability	44.26	88
4.1.1	Pension coverage	81.72	70
4.1.2	Social protection	43.10	72
4.1.3	Brain retention	40.50	81
4.1.4	Environmental performance	44.90	74
4.1.5	Vulnerable employment	33.53	108
4.1.6	Protect against future disasters	44.46	74
4.1.7	Household financial resilience	21.63	80
4.2	Lifestyle	70.58	45
4.2.1	Personal rights	69.53	50
4.2.2	Personal safety	88.70	12
4.2.3	Physician density	50.92	45
4.2.4	Sanitation	93.07	71
4.2.5	Employee wellbeing	50.70	83
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**55.23**	**50**
5.1	Mid-level Skills	47.45	55
5.1.1	Workforce with secondary education	55.89	43
5.1.2	Population with secondary education	66.92	22
5.1.3	Technicians and associate professionals	39.23	55
5.1.4	Labour productivity per employee	27.75	64
5.2	Employability	63.01	61
5.2.1	Ease of finding skilled employees	45.61	112
5.2.2	Relevance of education system to the economy	35.57	97
5.2.3	Skills matching	97.59	3
5.2.4	Highly educated unemployment	73.25	83
6.	**GENERALIST ADAPTIVE SKILLS**	**34.63**	**41**
6.1	High-level Skills	38.05	39
6.1.1	Workforce with tertiary education	70.65	10
6.1.2	Soft skills	47.90	94
6.1.3	Professionals	28.48	54
6.1.4	Researchers	9.95	52
6.1.5	Senior officials and managers	33.25	30
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	31.21	43
6.2.1	ICT services exports	55.58	11
6.2.2	Mobile apps development	70.25	43
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	34.39	24
6.2.5	Software development	24.14	41
6.2.6	New business density	26.12	30
6.2.7	Scientific journal articles	7.95	66

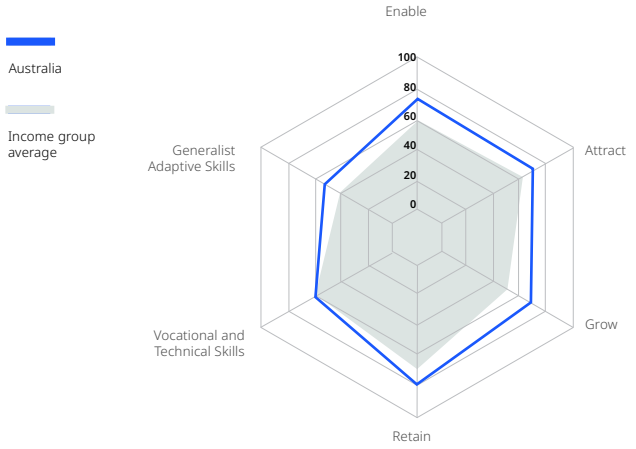
Australia

Key Indicators

Rank (out of 135)	**10**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**27.20**

GDP per capita (PPP US$)	68,046
GDP (US$ billions)	1,796.81
GTCI score	69.27
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**75.46**	**9**
1.1	**Regulatory Landscape**	**85.94**	**8**
1.1.1	Government effectiveness	84.16	12
1.1.2	Rule of law	89.22	15
1.1.3	Political stability	87.79	13
1.1.4	Regulatory quality	91.55	2
1.1.5	Corruption	77.00	10
1.2	**Market Landscape**	**72.72**	**12**
1.2.1	Extent of market dominance	66.94	9
1.2.2	Domestic credit to private sector	64.05	9
1.2.3	Cluster development	69.79	5
1.2.4	R&D expenditure	26.14	24
1.2.5	Population covered by at least a 3G mobile network	97.72	48
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	84.38	24
1.3	**Business and Labour Landscape**	**67.72**	**11**
	Labour Market		
1.3.1	Labour rights	93.10	34
1.3.2	Labour-employer cooperation	70.53	21
	Management Practice		
1.3.3	Professional management	77.71	8
1.3.4	Relationship of pay to productivity	69.33	6
	Technology Adoption		
1.3.5	Enterprise software	40.39	18
1.3.6	Cloud computing	42.76	13
1.3.7	Firms with website	80.25	27
2.	**ATTRACT**	**74.95**	**8**
2.1	**External Openness**	**67.09**	**12**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	53.09	78
2.1.2	Financial globalisation	75.64	36
	Attract People		
2.1.3	Migrant stock	58.02	12
2.1.4	International students	92.00	5
2.1.5	Brain gain	70.82	4
2.1.6	AI skills migration	52.97	9
2.2	**Internal Openness**	**82.81**	**10**
	Social Inclusion		
2.2.1	Tolerance of minorities	72.34	24
2.2.2	Tolerance of immigrants	93.85	6
2.2.3	Social mobility	72.65	18
	Gender Equality		
2.2.4	Economic empowerment of women	96.88	20
2.2.5	Gender parity in high-skilled jobs	90.71	29
2.2.6	Leadership opportunities for women	70.41	33

		SCORE	RANK
3.	**GROW**	**69.55**	**4**
3.1	**Formal Education**	**56.26**	**6**
	Enrolment		
3.1.1	Vocational enrolment	45.97	19
3.1.2	Tertiary enrolment	62.17	6
	Quality		
3.1.3	Tertiary education expenditure	19.20	34
3.1.4	Reading, maths and science	66.20	9
3.1.5	University ranking	87.77	3
3.2	**Lifelong Learning**	**74.13**	**5**
3.2.1	Business masters education	76.77	7
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	71.50	16
3.3	**Access to Growth Opportunities**	**78.26**	**8**
	Empowerment		
3.3.1	Delegation of authority	73.06	9
3.3.2	Youth inclusion	86.84	21
	Collaboration		
3.3.3	Use of virtual social networks	77.25	21
3.3.4	Use of virtual professional networks	75.88	7
4.	**RETAIN**	**77.94**	**12**
4.1	**Sustainability**	**73.05**	**18**
4.1.1	Pension coverage	74.21	76
4.1.2	Social protection	66.64	27
4.1.3	Brain retention	72.62	10
4.1.4	Environmental performance	63.10	23
4.1.5	Vulnerable employment	90.84	22
4.1.6	Protect against future disasters	67.82	19
4.1.7	Household financial resilience	76.13	11
4.2	**Lifestyle**	**82.82**	**14**
4.2.1	Personal rights	91.47	14
4.2.2	Personal safety	77.11	44
4.2.3	Physician density	62.29	22
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	83.25	11
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.71**	**24**
5.1	**Mid-level Skills**	**52.72**	**42**
5.1.1	Workforce with secondary education	44.67	63
5.1.2	Population with secondary education	46.43	52
5.1.3	Technicians and associate professionals	60.82	29
5.1.4	Labour productivity per employee	58.95	19
5.2	**Employability**	**74.71**	**7**
5.2.1	Ease of finding skilled employees	68.97	13
5.2.2	Relevance of education system to the economy	66.63	18
5.2.3	Skills matching	73.82	41
5.2.4	Highly educated unemployment	89.42	26
6.	**GENERALIST ADAPTIVE SKILLS**	**53.99**	**14**
6.1	**High-level Skills**	**56.02**	**5**
6.1.1	Workforce with tertiary education	67.99	14
6.1.2	Soft skills	68.11	21
6.1.3	Professionals	48.51	17
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	63.13	6
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	32.34	21
6.2	**Talent Impact**	**51.97**	**16**
6.2.1	ICT services exports	10.51	75
6.2.2	Mobile apps development	70.49	37
6.2.3	Intellectual property receipts	38.54	35
6.2.4	High-value exports	39.29	17
6.2.5	Software development	47.31	24
6.2.6	New business density	70.96	5
6.2.7	Scientific journal articles	86.69	4

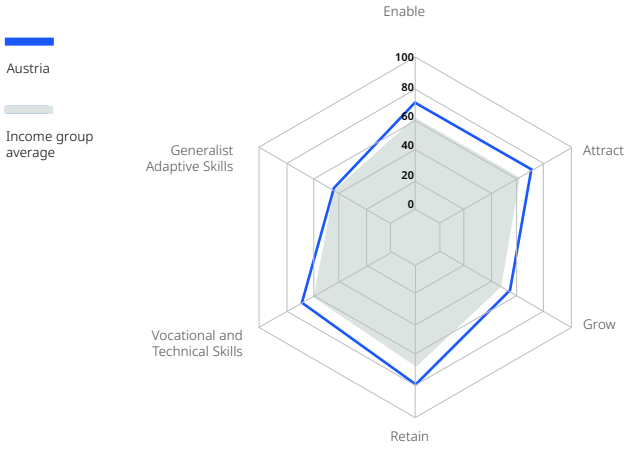
Austria

Key Indicators

Rank (out of 135)	**16**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**9.18**

GDP per capita (PPP US$)	72,819
GDP (US$ billions)	521.27
GTCI score	65.86
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**69.87**	**18**
1.1	**Regulatory Landscape**	**80.29**	**16**
1.1.1	Government effectiveness	78.43	18
1.1.2	Rule of law	94.65	7
1.1.3	Political stability	83.24	27
1.1.4	Regulatory quality	78.15	18
1.1.5	Corruption	67.00	22
1.2	**Market Landscape**	**64.43**	**24**
1.2.1	Extent of market dominance	61.94	25
1.2.2	Domestic credit to private sector	39.88	28
1.2.3	Cluster development	59.06	34
1.2.4	R&D expenditure	51.84	8
1.2.5	Population covered by at least a 3G mobile network	85.65	84
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	52.64	84
1.3	**Business and Labour Landscape**	**64.89**	**18**
	Labour Market		
1.3.1	Labour rights	98.30	15
1.3.2	Labour-employer cooperation	72.68	16
	Management Practice		
1.3.3	Professional management	70.59	28
1.3.4	Relationship of pay to productivity	55.85	38
	Technology Adoption		
1.3.5	Enterprise software	28.18	32
1.3.6	Cloud computing	37.11	19
1.3.7	Firms with website	91.51	13
2.	**ATTRACT**	**72.08**	**11**
2.1	**External Openness**	**66.80**	**13**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	86.60	44
2.1.2	Financial globalisation	85.07	18
	Attract People		
2.1.3	Migrant stock	48.73	15
2.1.4	International students	67.51	8
2.1.5	Brain gain	50.95	61
2.1.6	AI skills migration	61.96	7
2.2	**Internal Openness**	**77.36**	**19**
	Social Inclusion		
2.2.1	Tolerance of minorities	68.09	33
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	71.28	22
	Gender Equality		
2.2.4	Economic empowerment of women	96.88	20
2.2.5	Gender parity in high-skilled jobs	91.05	28
2.2.6	Leadership opportunities for women	70.70	31
3.	**GROW**	**56.06**	**20**
3.1	**Formal Education**	**52.79**	**11**
	Enrolment		
3.1.1	Vocational enrolment	53.55	12
3.1.2	Tertiary enrolment	54.27	13
	Quality		
3.1.3	Tertiary education expenditure	49.08	7
3.1.4	Reading, maths and science	61.62	18
3.1.5	University ranking	45.43	26
3.2	**Lifelong Learning**	**52.82**	**23**
3.2.1	Business masters education	33.71	32
3.2.2	Prevalence of training in firms	51.44	35
3.2.3	Employee development	73.30	9
3.3	**Access to Growth Opportunities**	**62.56**	**33**
	Empowerment		
3.3.1	Delegation of authority	65.09	34
3.3.2	Youth inclusion	75.63	48
	Collaboration		
3.3.3	Use of virtual social networks	79.94	9
3.3.4	Use of virtual professional networks	29.56	47
4.	**RETAIN**	**82.27**	**5**
4.1	**Sustainability**	**75.71**	**10**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	84.66	4
4.1.3	Brain retention	54.16	46
4.1.4	Environmental performance	68.90	8
4.1.5	Vulnerable employment	89.99	27
4.1.6	Protect against future disasters	61.32	33
4.1.7	Household financial resilience	70.95	16
4.2	**Lifestyle**	**88.84**	**4**
4.2.1	Personal rights	90.45	16
4.2.2	Personal safety	88.88	11
4.2.3	Physician density	85.26	5
4.2.4	Sanitation	99.97	8
4.2.5	Employee wellbeing	79.64	17
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**71.29**	**4**
5.1	**Mid-level Skills**	**73.42**	**2**
5.1.1	Workforce with secondary education	60.32	31
5.1.2	Population with secondary education	88.20	4
5.1.3	Technicians and associate professionals	82.77	6
5.1.4	Labour productivity per employee	62.38	13
5.2	**Employability**	**69.16**	**29**
5.2.1	Ease of finding skilled employees	50.08	94
5.2.2	Relevance of education system to the economy	60.54	27
5.2.3	Skills matching	80.09	20
5.2.4	Highly educated unemployment	85.93	41
6.	**GENERALIST ADAPTIVE SKILLS**	**43.58**	**24**
6.1	**High-level Skills**	**45.85**	**23**
6.1.1	Workforce with tertiary education	54.71	28
6.1.2	Soft skills	59.66	48
6.1.3	Professionals	44.72	25
6.1.4	Researchers	67.18	8
6.1.5	Senior officials and managers	28.06	40
6.1.6	Digital skills	33.83	24
6.1.7	AI talent concentration	32.80	20
6.2	**Talent Impact**	**41.32**	**25**
6.2.1	ICT services exports	27.53	34
6.2.2	Mobile apps development	68.55	52
6.2.3	Intellectual property receipts	47.89	26
6.2.4	High-value exports	24.84	37
6.2.5	Software development	58.34	19
6.2.6	New business density	3.93	90
6.2.7	Scientific journal articles	58.18	17

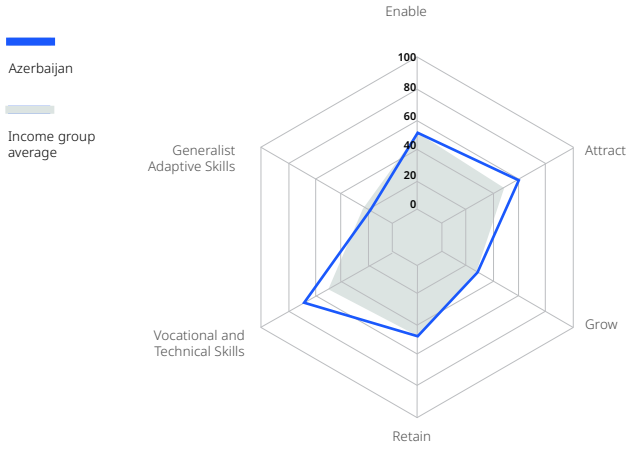
Azerbaijan

Key Indicators

Rank (out of 135)	**60**
Income group	**Upper middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**10.20**

GDP per capita (PPP US$)	23,714
GDP (US$ billions)	74.32
GTCI score	46.51
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**52.01**	**57**
1.1	**Regulatory Landscape**	**40.33**	**95**
1.1.1	Government effectiveness	48.83	71
1.1.2	Rule of law	38.48	99
1.1.3	Political stability	48.12	111
1.1.4	Regulatory quality	44.23	75
1.1.5	Corruption	22.00	121
1.2	**Market Landscape**	**54.82**	**50**
1.2.1	Extent of market dominance	74.52	2
1.2.2	Domestic credit to private sector	9.62	101
1.2.3	Cluster development	71.07	4
1.2.4	R&D expenditure	2.78	90
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	75.27	53
1.2.7	Urbanisation	50.49	90
1.3	**Business and Labour Landscape**	**60.86**	**24**
	Labour Market		
1.3.1	Labour rights	94.60	33
1.3.2	Labour-employer cooperation	75.22	7
	Management Practice		
1.3.3	Professional management	74.59	15
1.3.4	Relationship of pay to productivity	70.92	2
	Technology Adoption		
1.3.5	Enterprise software	28.13	33
1.3.6	Cloud computing	20.87	45
1.3.7	Firms with website	61.72	50
2.	**ATTRACT**	**57.51**	**40**
2.1	**External Openness**	**48.54**	**42**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	86.83	43
2.1.2	Financial globalisation	74.81	39
	Attract People		
2.1.3	Migrant stock	3.90	96
2.1.4	International students	8.56	71
2.1.5	Brain gain	68.58	10
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**66.49**	**45**
	Social Inclusion		
2.2.1	Tolerance of minorities	40.43	70
2.2.2	Tolerance of immigrants	53.85	78
2.2.3	Social mobility	73.24	14
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	79.94	10

		SCORE	RANK
3.	**GROW**	**33.34**	**81**
3.1	**Formal Education**	**13.96**	**87**
	Enrolment		
3.1.1	Vocational enrolment	11.11	84
3.1.2	Tertiary enrolment	23.59	81
	Quality		
3.1.3	Tertiary education expenditure	13.37	45
3.1.4	Reading, maths and science	17.92	67
3.1.5	University ranking	3.83	78
3.2	**Lifelong Learning**	**41.40**	**48**
3.2.1	Business masters education	3.82	63
3.2.2	Prevalence of training in firms	39.92	55
3.2.3	Employee development	80.45	2
3.3	**Access to Growth Opportunities**	**44.65**	**84**
	Empowerment		
3.3.1	Delegation of authority	60.77	46
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	64.13	69
3.3.4	Use of virtual professional networks	9.06	97
4.	**RETAIN**	**51.99**	**78**
4.1	**Sustainability**	**47.71**	**75**
4.1.1	Pension coverage	96.96	49
4.1.2	Social protection	68.01	22
4.1.3	Brain retention	74.62	6
4.1.4	Environmental performance	40.50	92
4.1.5	Vulnerable employment	41.19	104
4.1.6	Protect against future disasters	0.00	125
4.1.7	Household financial resilience	12.70	100
4.2	**Lifestyle**	**56.26**	**76**
4.2.1	Personal rights	20.83	113
4.2.2	Personal safety	78.98	40
4.2.3	Physician density	48.83	49
4.2.4	Sanitation	95.56	62
4.2.5	Employee wellbeing	37.09	97
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**65.19**	**18**
5.1	**Mid-level Skills**	**58.91**	**25**
5.1.1	Workforce with secondary education	81.32	7
5.1.2	Population with secondary education	92.46	3
5.1.3	Technicians and associate professionals	42.30	51
5.1.4	Labour productivity per employee	19.57	77
5.2	**Employability**	**71.46**	**16**
5.2.1	Ease of finding skilled employees	78.37	1
5.2.2	Relevance of education system to the economy	64.55	20
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**19.00**	**91**
6.1	**High-level Skills**	**25.47**	**72**
6.1.1	Workforce with tertiary education	38.88	58
6.1.2	Soft skills	64.38	27
6.1.3	Professionals	25.02	62
6.1.4	Researchers	15.94	46
6.1.5	Senior officials and managers	6.56	107
6.1.6	Digital skills	2.02	85
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**12.54**	**101**
6.2.1	ICT services exports	3.36	104
6.2.2	Mobile apps development	58.61	88
6.2.3	Intellectual property receipts	3.22	99
6.2.4	High-value exports	4.49	96
6.2.5	Software development	4.89	81
6.2.6	New business density	9.02	64
6.2.7	Scientific journal articles	4.15	82

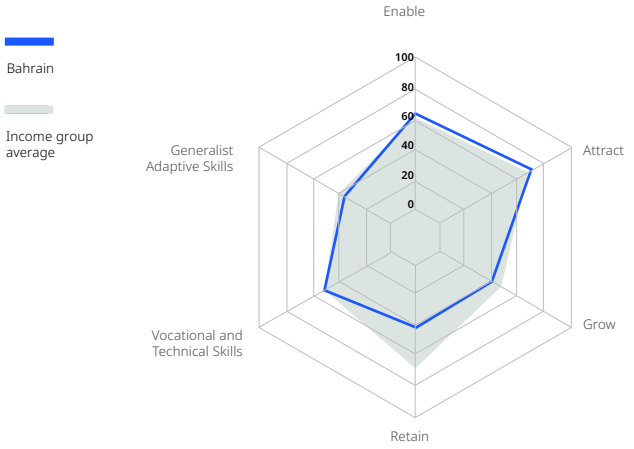
Bahrain

Key Indicators

Rank (out of 135)	**38**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**1.59**

GDP per capita (PPP US$)	64,171
GDP (US$ billions)	46.19
GTCI score	52.71
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**59.46**	**33**
1.1	**Regulatory Landscape**	**61.93**	**48**
1.1.1	Government effectiveness	64.72	40
1.1.2	Rule of law	63.62	41
1.1.3	Political stability	56.71	89
1.1.4	Regulatory quality	71.61	27
1.1.5	Corruption	53.00	43
1.2	**Market Landscape**	**62.37**	**30**
1.2.1	Extent of market dominance	53.73	42
1.2.2	Domestic credit to private sector	32.89	37
1.2.3	Cluster development	60.28	30
1.2.4	R&D expenditure	1.51	104
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	88.21	14
1.3	**Business and Labour Landscape**	**54.08**	**37**
	Labour Market		
1.3.1	Labour rights	60.00	101
1.3.2	Labour-employer cooperation	74.60	9
	Management Practice		
1.3.3	Professional management	72.91	22
1.3.4	Relationship of pay to productivity	63.54	15
	Technology Adoption		
1.3.5	Enterprise software	12.72	90
1.3.6	Cloud computing	13.06	77
1.3.7	Firms with website	81.73	24
2.	**ATTRACT**	**67.44**	**24**
2.1	**External Openness**	**75.12**	**7**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	88.74	13
	Attract People		
2.1.3	Migrant stock	100.00	1
2.1.4	International students	34.24	27
2.1.5	Brain gain	77.49	1
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.77**	**80**
	Social Inclusion		
2.2.1	Tolerance of minorities	2.13	131
2.2.2	Tolerance of immigrants	76.92	27
2.2.3	Social mobility	71.75	21
	Gender Equality		
2.2.4	Economic empowerment of women	68.12	111
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	79.91	11

		SCORE	RANK
3.	**GROW**	**43.37**	**47**
3.1	**Formal Education**	**19.59**	**74**
	Enrolment		
3.1.1	Vocational enrolment	8.22	94
3.1.2	Tertiary enrolment	33.15	57
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	17.40	54
3.2	**Lifelong Learning**	**48.76**	**31**
3.2.1	Business masters education	23.65	43
3.2.2	Prevalence of training in firms	48.70	43
3.2.3	Employee development	73.93	6
3.3	**Access to Growth Opportunities**	**61.76**	**36**
	Empowerment		
3.3.1	Delegation of authority	65.21	31
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	72.04	46
3.3.4	Use of virtual professional networks	48.02	24
4.	**RETAIN**	**54.22**	**72**
4.1	**Sustainability**	**55.20**	**51**
4.1.1	Pension coverage	46.04	89
4.1.2	Social protection	63.11	34
4.1.3	Brain retention	70.95	14
4.1.4	Environmental performance	35.30	116
4.1.5	Vulnerable employment	99.06	2
4.1.6	Protect against future disasters	45.14	73
4.1.7	Household financial resilience	26.78	66
4.2	**Lifestyle**	**53.25**	**85**
4.2.1	Personal rights	17.83	118
4.2.2	Personal safety	75.52	47
4.2.3	Physician density	10.40	100
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	62.49	57
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**57.12**	**48**
5.1	**Mid-level Skills**	**51.45**	**47**
5.1.1	Workforce with secondary education	n/a	n/a
5.1.2	Population with secondary education	37.87	67
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	65.03	9
5.2	**Employability**	**62.80**	**62**
5.2.1	Ease of finding skilled employees	67.81	14
5.2.2	Relevance of education system to the economy	57.79	36
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**34.66**	**40**
6.1	**High-level Skills**	**45.66**	**24**
6.1.1	Workforce with tertiary education	n/a	n/a
6.1.2	Soft skills	69.53	15
6.1.3	Professionals	n/a	n/a
6.1.4	Researchers	3.65	79
6.1.5	Senior officials and managers	n/a	n/a
6.1.6	Digital skills	63.80	5
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**23.66**	**60**
6.2.1	ICT services exports	26.92	37
6.2.2	Mobile apps development	59.50	85
6.2.3	Intellectual property receipts	26.79	46
6.2.4	High-value exports	0.55	126
6.2.5	Software development	8.77	60
6.2.6	New business density	27.16	28
6.2.7	Scientific journal articles	15.91	54

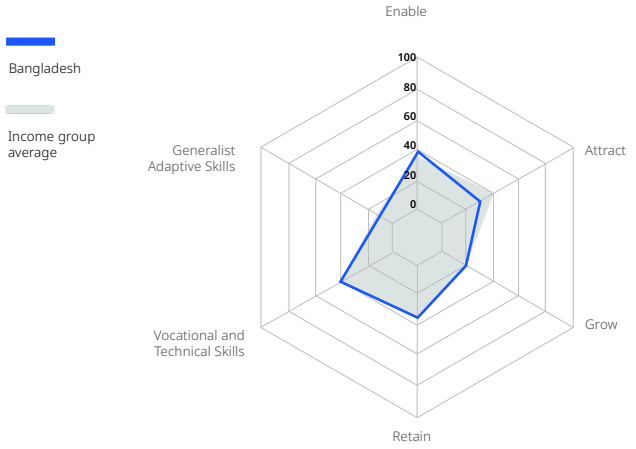
Bangladesh

Key Indicators

Rank (out of 135)	**116**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**173.56**

GDP per capita (PPP US$)	8,494
GDP (US$ billions)	451.10
GTCI score	30.07
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.10**	**113**
1.1	**Regulatory Landscape**	**33.38**	**112**
1.1.1	Government effectiveness	34.36	106
1.1.2	Rule of law	40.04	95
1.1.3	Political stability	43.83	114
1.1.4	Regulatory quality	25.65	118
1.1.5	Corruption	23.00	119
1.2	**Market Landscape**	**50.40**	**66**
1.2.1	Extent of market dominance	36.07	106
1.2.2	Domestic credit to private sector	14.58	80
1.2.3	Cluster development	43.93	86
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	97.87	47
1.2.6	Internet access in schools	79.23	52
1.2.7	Urbanisation	30.73	110
1.3	**Business and Labour Landscape**	**27.53**	**134**
	Labour Market		
1.3.1	Labour rights	0.00	132
1.3.2	Labour-employer cooperation	53.39	99
	Management Practice		
1.3.3	Professional management	52.53	92
1.3.4	Relationship of pay to productivity	49.67	57
	Technology Adoption		
1.3.5	Enterprise software	11.15	103
1.3.6	Cloud computing	8.38	102
1.3.7	Firms with website	17.62	104
2.	**ATTRACT**	**31.64**	**128**
2.1	**External Openness**	**25.29**	**104**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	77.52	54
2.1.2	Financial globalisation	0.00	135
	Attract People		
2.1.3	Migrant stock	3.06	99
2.1.4	International students	0.20	115
2.1.5	Brain gain	45.67	82
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**37.99**	**132**
	Social Inclusion		
2.2.1	Tolerance of minorities	9.57	123
2.2.2	Tolerance of immigrants	56.92	70
2.2.3	Social mobility	51.43	101
	Gender Equality		
2.2.4	Economic empowerment of women	49.38	128
2.2.5	Gender parity in high-skilled jobs	4.35	118
2.2.6	Leadership opportunities for women	56.28	107

		SCORE	RANK
3.	**GROW**	**23.07**	**110**
3.1	**Formal Education**	**10.43**	**100**
	Enrolment		
3.1.1	Vocational enrolment	9.94	87
3.1.2	Tertiary enrolment	13.11	96
	Quality		
3.1.3	Tertiary education expenditure	1.42	95
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	17.27	56
3.2	**Lifelong Learning**	**18.57**	**130**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	3.28	113
3.2.3	Employee development	52.44	102
3.3	**Access to Growth Opportunities**	**40.20**	**94**
	Empowerment		
3.3.1	Delegation of authority	50.84	94
3.3.2	Youth inclusion	72.65	56
	Collaboration		
3.3.3	Use of virtual social networks	32.67	105
3.3.4	Use of virtual professional networks	4.64	111
4.	**RETAIN**	**36.48**	**108**
4.1	**Sustainability**	**39.45**	**100**
4.1.1	Pension coverage	56.50	84
4.1.2	Social protection	25.26	109
4.1.3	Brain retention	44.65	71
4.1.4	Environmental performance	28.10	129
4.1.5	Vulnerable employment	45.73	99
4.1.6	Protect against future disasters	53.57	52
4.1.7	Household financial resilience	22.34	77
4.2	**Lifestyle**	**33.51**	**108**
4.2.1	Personal rights	20.68	114
4.2.2	Personal safety	69.66	61
4.2.3	Physician density	10.87	97
4.2.4	Sanitation	51.75	111
4.2.5	Employee wellbeing	14.58	119
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**38.64**	**102**
5.1	**Mid-level Skills**	**21.33**	**105**
5.1.1	Workforce with secondary education	30.24	92
5.1.2	Population with secondary education	33.28	76
5.1.3	Technicians and associate professionals	11.45	106
5.1.4	Labour productivity per employee	10.34	92
5.2	**Employability**	**55.95**	**89**
5.2.1	Ease of finding skilled employees	54.94	76
5.2.2	Relevance of education system to the economy	36.86	95
5.2.3	Skills matching	53.29	83
5.2.4	Highly educated unemployment	78.70	73
6.	**GENERALIST ADAPTIVE SKILLS**	**13.51**	**114**
6.1	**High-level Skills**	**16.13**	**114**
6.1.1	Workforce with tertiary education	10.67	107
6.1.2	Soft skills	51.42	84
6.1.3	Professionals	9.40	109
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	7.99	105
6.1.6	Digital skills	1.17	88
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.90**	**109**
6.2.1	ICT services exports	7.18	85
6.2.2	Mobile apps development	62.81	72
6.2.3	Intellectual property receipts	0.88	111
6.2.4	High-value exports	0.42	127
6.2.5	Software development	3.35	93
6.2.6	New business density	0.17	123
6.2.7	Scientific journal articles	1.46	98

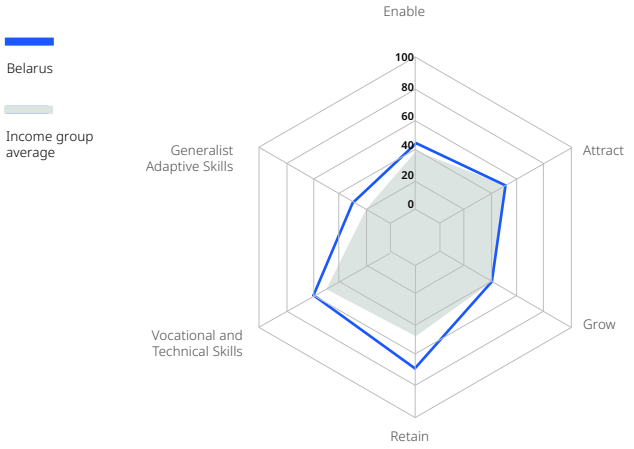
Belarus

Key Indicators

Rank (out of 135)	**57**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**9.13**

GDP per capita (PPP US$)	30,234
GDP (US$ billions)	71.79
GTCI score	47.76
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



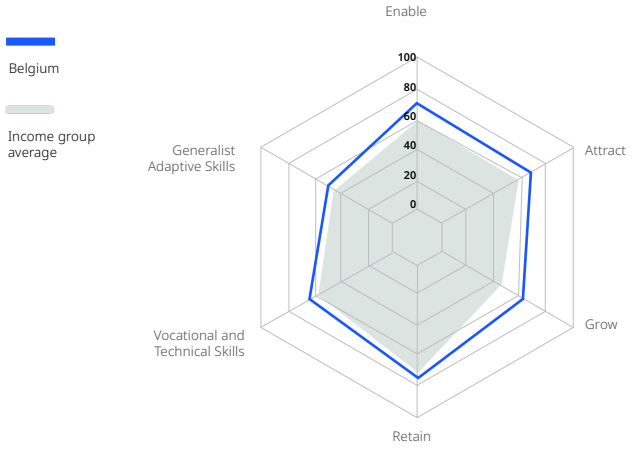
		SCORE	RANK
1.	**ENABLE**	**42.86**	**93**
1.1	**Regulatory Landscape**	**28.99**	**121**
1.1.1	Government effectiveness	27.96	122
1.1.2	Rule of law	21.87	126
1.1.3	Political stability	48.15	110
1.1.4	Regulatory quality	14.00	131
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**54.14**	**51**
1.2.1	Extent of market dominance	41.22	91
1.2.2	Domestic credit to private sector	11.08	96
1.2.3	Cluster development	40.76	102
1.2.4	R&D expenditure	9.04	60
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	99.93	36
1.2.7	Urbanisation	77.75	38
1.3	**Business and Labour Landscape**	**45.43**	**77**
	Labour Market		
1.3.1	Labour rights	0.80	131
1.3.2	Labour-employer cooperation	52.48	105
	Management Practice		
1.3.3	Professional management	50.35	100
1.3.4	Relationship of pay to productivity	54.39	43
	Technology Adoption		
1.3.5	Enterprise software	53.84	13
1.3.6	Cloud computing	34.29	22
1.3.7	Firms with website	71.84	36
2.	**ATTRACT**	**47.82**	**84**
2.1	**External Openness**	**42.89**	**62**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	78.80	53
2.1.2	Financial globalisation	46.95	87
	Attract People		
2.1.3	Migrant stock	22.16	40
2.1.4	International students	23.66	42
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.76**	**111**
	Social Inclusion		
2.2.1	Tolerance of minorities	46.81	60
2.2.2	Tolerance of immigrants	32.31	114
2.2.3	Social mobility	53.90	86
	Gender Equality		
2.2.4	Economic empowerment of women	75.62	98
2.2.5	Gender parity in high-skilled jobs	43.58	101
2.2.6	Leadership opportunities for women	64.34	69
3.	**GROW**	**38.75**	**58**
3.1	**Formal Education**	**29.19**	**49**
	Enrolment		
3.1.1	Vocational enrolment	17.84	62
3.1.2	Tertiary enrolment	42.77	41
	Quality		
3.1.3	Tertiary education expenditure	14.43	42
3.1.4	Reading, maths and science	55.82	34
3.1.5	University ranking	15.07	60
3.2	**Lifelong Learning**	**29.01**	**99**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	36.68	60
3.2.3	Employee development	50.35	107
3.3	**Access to Growth Opportunities**	**58.05**	**46**
	Empowerment		
3.3.1	Delegation of authority	55.96	71
3.3.2	Youth inclusion	95.09	5
	Collaboration		
3.3.3	Use of virtual social networks	70.26	54
3.3.4	Use of virtual professional networks	10.87	92
4.	**RETAIN**	**69.22**	**34**
4.1	**Sustainability**	**74.15**	**16**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	42.73	73
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	58.20	32
4.1.5	Vulnerable employment	95.68	8
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**64.28**	**56**
4.2.1	Personal rights	19.27	117
4.2.2	Personal safety	71.53	56
4.2.3	Physician density	73.22	8
4.2.4	Sanitation	99.47	20
4.2.5	Employee wellbeing	57.89	75
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**58.32**	**44**
5.1	**Mid-level Skills**	**50.49**	**49**
5.1.1	Workforce with secondary education	79.32	8
5.1.2	Population with secondary education	48.76	49
5.1.3	Technicians and associate professionals	45.75	47
5.1.4	Labour productivity per employee	28.11	63
5.2	**Employability**	**66.16**	**45**
5.2.1	Ease of finding skilled employees	61.58	48
5.2.2	Relevance of education system to the economy	47.87	59
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	89.04	28
6.	**GENERALIST ADAPTIVE SKILLS**	**29.61**	**46**
6.1	**High-level Skills**	**33.85**	**49**
6.1.1	Workforce with tertiary education	49.67	37
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	44.86	24
6.1.4	Researchers	14.41	47
6.1.5	Senior officials and managers	54.02	9
6.1.6	Digital skills	6.29	71
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**25.36**	**56**
6.2.1	ICT services exports	38.39	22
6.2.2	Mobile apps development	77.02	14
6.2.3	Intellectual property receipts	20.47	56
6.2.4	High-value exports	9.35	71
6.2.5	Software development	21.12	42
6.2.6	New business density	5.29	84
6.2.7	Scientific journal articles	5.92	75

Belgium

Key Indicators

Rank (out of 135)	**15**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**11.88**
GDP per capita (PPP US$)	73,500
GDP (US$ billions)	664.96
GTCI score	66.05
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**71.44**	**14**
1.1	**Regulatory Landscape**	**74.79**	**24**
1.1.1	Government effectiveness	72.12	29
1.1.2	Rule of law	83.69	20
1.1.3	Political stability	75.43	46
1.1.4	Regulatory quality	73.69	23
1.1.5	Corruption	69.00	20
1.2	**Market Landscape**	**73.40**	**9**
1.2.1	Extent of market dominance	65.57	13
1.2.2	Domestic credit to private sector	31.96	41
1.2.3	Cluster development	66.06	14
1.2.4	R&D expenditure	52.33	6
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	97.91	4
1.3	**Business and Labour Landscape**	**66.13**	**15**
	Labour Market		
1.3.1	Labour rights	94.80	31
1.3.2	Labour-employer cooperation	68.09	28
	Management Practice		
1.3.3	Professional management	70.49	30
1.3.4	Relationship of pay to productivity	63.64	14
	Technology Adoption		
1.3.5	Enterprise software	32.47	27
1.3.6	Cloud computing	39.98	16
1.3.7	Firms with website	93.44	5
2.	**ATTRACT**	**69.16**	**22**
2.1	**External Openness**	**61.78**	**17**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.59	11
2.1.2	Financial globalisation	91.88	9
	Attract People		
2.1.3	Migrant stock	38.19	22
2.1.4	International students	34.33	26
2.1.5	Brain gain	68.33	11
2.1.6	AI skills migration	40.39	20
2.2	**Internal Openness**	**76.54**	**20**
	Social Inclusion		
2.2.1	Tolerance of minorities	65.96	36
2.2.2	Tolerance of immigrants	60.00	60
2.2.3	Social mobility	70.13	28
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	94.93	16
2.2.6	Leadership opportunities for women	68.22	46

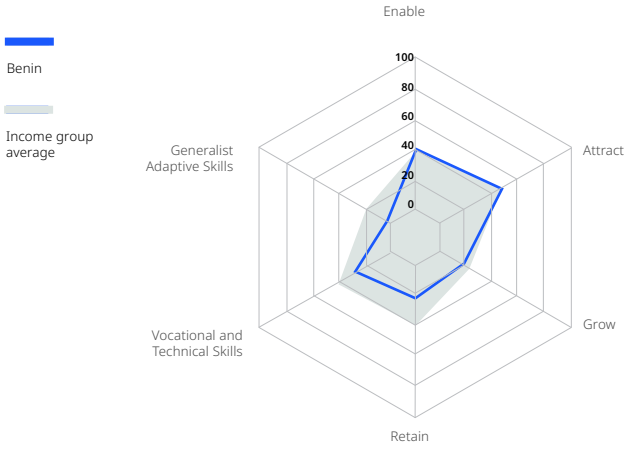
		SCORE	RANK
3.	**GROW**	**65.50**	**9**
3.1	**Formal Education**	**54.25**	**8**
	Enrolment		
3.1.1	Vocational enrolment	62.79	5
3.1.2	Tertiary enrolment	49.32	17
	Quality		
3.1.3	Tertiary education expenditure	42.07	8
3.1.4	Reading, maths and science	61.62	19
3.1.5	University ranking	55.47	17
3.2	**Lifelong Learning**	**69.98**	**11**
3.2.1	Business masters education	65.48	12
3.2.2	Prevalence of training in firms	76.47	10
3.2.3	Employee development	67.99	31
3.3	**Access to Growth Opportunities**	**72.27**	**16**
	Empowerment		
3.3.1	Delegation of authority	65.86	25
3.3.2	Youth inclusion	91.15	11
	Collaboration		
3.3.3	Use of virtual social networks	76.11	24
3.3.4	Use of virtual professional networks	55.95	19
4.	**RETAIN**	**76.47**	**18**
4.1	**Sustainability**	**71.34**	**21**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	67.84	23
4.1.3	Brain retention	67.19	23
4.1.4	Environmental performance	66.80	15
4.1.5	Vulnerable employment	87.39	39
4.1.6	Protect against future disasters	31.54	92
4.1.7	Household financial resilience	78.60	10
4.2	**Lifestyle**	**81.59**	**19**
4.2.1	Personal rights	93.97	10
4.2.2	Personal safety	76.80	45
4.2.3	Physician density	55.95	32
4.2.4	Sanitation	99.42	21
4.2.5	Employee wellbeing	81.84	14
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**66.33**	**14**
5.1	**Mid-level Skills**	**60.59**	**19**
5.1.1	Workforce with secondary education	48.02	53
5.1.2	Population with secondary education	52.30	44
5.1.3	Technicians and associate professionals	68.24	20
5.1.4	Labour productivity per employee	73.79	4
5.2	**Employability**	**72.08**	**13**
5.2.1	Ease of finding skilled employees	63.05	34
5.2.2	Relevance of education system to the economy	64.84	19
5.2.3	Skills matching	74.62	38
5.2.4	Highly educated unemployment	85.80	42
6.	**GENERALIST ADAPTIVE SKILLS**	**47.42**	**20**
6.1	**High-level Skills**	**49.40**	**17**
6.1.1	Workforce with tertiary education	68.90	13
6.1.2	Soft skills	64.27	28
6.1.3	Professionals	54.13	9
6.1.4	Researchers	68.09	7
6.1.5	Senior officials and managers	43.51	18
6.1.6	Digital skills	21.10	43
6.1.7	AI talent concentration	25.84	27
6.2	**Talent Impact**	**45.45**	**21**
6.2.1	ICT services exports	27.40	35
6.2.2	Mobile apps development	61.37	78
6.2.3	Intellectual property receipts	53.44	23
6.2.4	High-value exports	29.13	25
6.2.5	Software development	66.13	14
6.2.6	New business density	26.08	31
6.2.7	Scientific journal articles	54.56	20

Benin

Key Indicators

Rank (out of 135)	**122**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**14.46**
GDP per capita (PPP US$)	4,250
GDP (US$ billions)	19.68
GTCI score	27.74
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**42.26**	**96**
1.1	**Regulatory Landscape**	**45.40**	**80**
1.1.1	Government effectiveness	44.77	81
1.1.2	Rule of law	39.96	96
1.1.3	Political stability	57.37	85
1.1.4	Regulatory quality	39.92	86
1.1.5	Corruption	45.00	58
1.2	**Market Landscape**	**35.91**	**107**
1.2.1	Extent of market dominance	66.63	10
1.2.2	Domestic credit to private sector	5.71	113
1.2.3	Cluster development	36.54	117
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	28.79	122
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	41.85	101
1.3	**Business and Labour Landscape**	**45.48**	**76**
	Labour Market		
1.3.1	Labour rights	92.90	36
1.3.2	Labour-employer cooperation	65.53	42
	Management Practice		
1.3.3	Professional management	61.94	55
1.3.4	Relationship of pay to productivity	45.55	80
	Technology Adoption		
1.3.5	Enterprise software	10.06	107
1.3.6	Cloud computing	9.16	96
1.3.7	Firms with website	33.19	92
2.	**ATTRACT**	**44.57**	**95**
2.1	**External Openness**	**21.25**	**121**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	47.92	85
	Attract People		
2.1.3	Migrant stock	5.39	84
2.1.4	International students	10.44	66
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**67.89**	**38**
	Social Inclusion		
2.2.1	Tolerance of minorities	75.53	18
2.2.2	Tolerance of immigrants	87.69	13
2.2.3	Social mobility	73.91	12
	Gender Equality		
2.2.4	Economic empowerment of women	83.75	69
2.2.5	Gender parity in high-skilled jobs	23.26	112
2.2.6	Leadership opportunities for women	63.17	76

		SCORE	RANK
3.	**GROW**	**20.12**	**119**
3.1	**Formal Education**	**3.70**	**120**
	Enrolment		
3.1.1	Vocational enrolment	7.49	100
3.1.2	Tertiary enrolment	4.59	116
	Quality		
3.1.3	Tertiary education expenditure	2.71	85
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**17.12**	**131**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	20.58	87
3.2.3	Employee development	30.77	132
3.3	**Access to Growth Opportunities**	**39.56**	**99**
	Empowerment		
3.3.1	Delegation of authority	65.59	28
3.3.2	Youth inclusion	72.89	54
	Collaboration		
3.3.3	Use of virtual social networks	14.20	119
3.3.4	Use of virtual professional networks	5.55	109
4.	**RETAIN**	**24.26**	**128**
4.1	**Sustainability**	**20.39**	**135**
4.1.1	Pension coverage	8.27	123
4.1.2	Social protection	3.04	133
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	37.80	106
4.1.5	Vulnerable employment	3.62	133
4.1.6	Protect against future disasters	48.95	63
4.1.7	Household financial resilience	20.67	84
4.2	**Lifestyle**	**28.13**	**118**
4.2.1	Personal rights	65.32	57
4.2.2	Personal safety	39.53	107
4.2.3	Physician density	2.56	116
4.2.4	Sanitation	7.52	131
4.2.5	Employee wellbeing	25.70	111
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**29.19**	**124**
5.1	**Mid-level Skills**	**3.93**	**132**
5.1.1	Workforce with secondary education	6.30	122
5.1.2	Population with secondary education	1.42	121
5.1.3	Technicians and associate professionals	4.06	122
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**54.46**	**93**
5.2.1	Ease of finding skilled employees	62.13	42
5.2.2	Relevance of education system to the economy	63.43	22
5.2.3	Skills matching	15.53	107
5.2.4	Highly educated unemployment	76.76	79
6.	**GENERALIST ADAPTIVE SKILLS**	**6.00**	**131**
6.1	**High-level Skills**	**4.23**	**131**
6.1.1	Workforce with tertiary education	4.43	120
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	5.13	123
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	3.13	119
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**7.77**	**125**
6.2.1	ICT services exports	2.42	113
6.2.2	Mobile apps development	39.99	117
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	6.85	86
6.2.5	Software development	0.95	116
6.2.6	New business density	3.14	95
6.2.7	Scientific journal articles	1.04	105

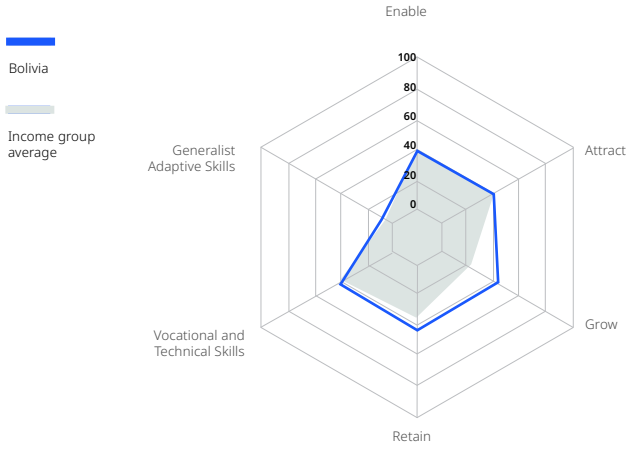
Bolivia

Key Indicators

Rank (out of 135)	**91**
Income group	**Lower middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**12.41**

GDP per capita (PPP US$)	11,028
GDP (US$ billions)	45.46
GTCI score	38.05
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**39.03**	**103**
1.1	**Regulatory Landscape**	**32.80**	**114**
1.1.1	Government effectiveness	35.62	102
1.1.2	Rule of law	22.63	125
1.1.3	Political stability	58.17	81
1.1.4	Regulatory quality	19.59	127
1.1.5	Corruption	28.00	106
1.2	**Market Landscape**	**46.73**	**78**
1.2.1	Extent of market dominance	33.98	114
1.2.2	Domestic credit to private sector	30.21	43
1.2.3	Cluster development	35.54	123
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	67.49	101
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	66.46	55
1.3	**Business and Labour Landscape**	**37.54**	**117**
	Labour Market		
1.3.1	Labour rights	67.00	96
1.3.2	Labour-employer cooperation	42.61	128
	Management Practice		
1.3.3	Professional management	41.67	122
1.3.4	Relationship of pay to productivity	31.34	127
	Technology Adoption		
1.3.5	Enterprise software	17.97	57
1.3.6	Cloud computing	17.75	59
1.3.7	Firms with website	44.45	72
2.	**ATTRACT**	**41.39**	**110**
2.1	**External Openness**	**23.26**	**112**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	30.29	118
	Attract People		
2.1.3	Migrant stock	2.68	106
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	36.81	100
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.51**	**83**
	Social Inclusion		
2.2.1	Tolerance of minorities	35.11	78
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	45.40	117
	Gender Equality		
2.2.4	Economic empowerment of women	88.75	46
2.2.5	Gender parity in high-skilled jobs	79.70	58
2.2.6	Leadership opportunities for women	49.65	124

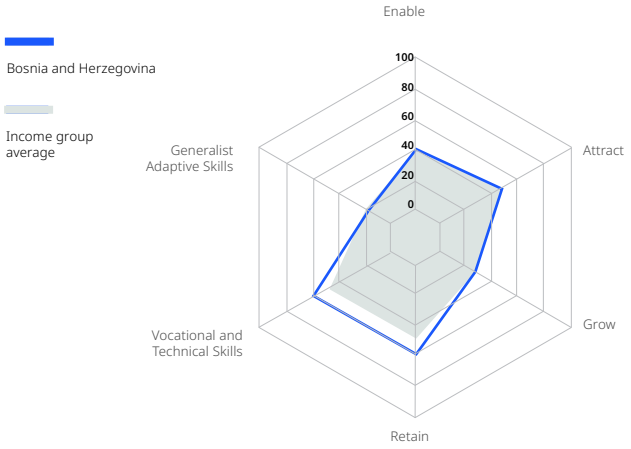
		SCORE	RANK
3.	**GROW**	**46.33**	**37**
3.1	**Formal Education**	**50.00**	**14**
	Enrolment		
3.1.1	Vocational enrolment	100.00	1
3.1.2	Tertiary enrolment	n/a	n/a
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**38.35**	**60**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	61.18	22
3.2.3	Employee development	53.87	97
3.3	**Access to Growth Opportunities**	**50.64**	**69**
	Empowerment		
3.3.1	Delegation of authority	40.52	124
3.3.2	Youth inclusion	84.23	27
	Collaboration		
3.3.3	Use of virtual social networks	59.93	74
3.3.4	Use of virtual professional networks	17.89	72
4.	**RETAIN**	**44.90**	**94**
4.1	**Sustainability**	**42.93**	**90**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	12.60	127
4.1.3	Brain retention	40.38	82
4.1.4	Environmental performance	45.30	72
4.1.5	Vulnerable employment	28.78	112
4.1.6	Protect against future disasters	56.02	46
4.1.7	Household financial resilience	17.42	91
4.2	**Lifestyle**	**46.87**	**96**
4.2.1	Personal rights	59.71	67
4.2.2	Personal safety	38.23	109
4.2.3	Physician density	14.72	89
4.2.4	Sanitation	62.77	108
4.2.5	Employee wellbeing	58.93	70
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**41.06**	**94**
5.1	**Mid-level Skills**	**25.56**	**99**
5.1.1	Workforce with secondary education	33.19	87
5.1.2	Population with secondary education	32.88	79
5.1.3	Technicians and associate professionals	26.54	77
5.1.4	Labour productivity per employee	9.63	95
5.2	**Employability**	**56.56**	**85**
5.2.1	Ease of finding skilled employees	54.62	77
5.2.2	Relevance of education system to the economy	28.26	119
5.2.3	Skills matching	55.90	80
5.2.4	Highly educated unemployment	87.44	33
6.	**GENERALIST ADAPTIVE SKILLS**	**15.58**	**105**
6.1	**High-level Skills**	**21.08**	**97**
6.1.1	Workforce with tertiary education	35.34	64
6.1.2	Soft skills	46.71	100
6.1.3	Professionals	13.95	90
6.1.4	Researchers	0.56	96
6.1.5	Senior officials and managers	8.86	101
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.07**	**117**
6.2.1	ICT services exports	2.81	111
6.2.2	Mobile apps development	44.80	109
6.2.3	Intellectual property receipts	2.94	102
6.2.4	High-value exports	12.71	61
6.2.5	Software development	4.98	80
6.2.6	New business density	1.73	104
6.2.7	Scientific journal articles	0.52	115

Bosnia and Herzegovina

Key Indicators

Rank (out of 135)	**66**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**3.16**
GDP per capita (PPP US$)	20,496
GDP (US$ billions)	27.59
GTCI score	44.60
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.98**	**86**
1.1	**Regulatory Landscape**	**41.17**	**92**
1.1.1	Government effectiveness	28.47	121
1.1.2	Rule of law	43.70	83
1.1.3	Political stability	57.20	86
1.1.4	Regulatory quality	43.48	78
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**37.72**	**101**
1.2.1	Extent of market dominance	32.61	119
1.2.2	Domestic credit to private sector	22.28	61
1.2.3	Cluster development	40.91	100
1.2.4	R&D expenditure	2.95	89
1.2.5	Population covered by at least a 3G mobile network	85.65	84
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	41.90	100
1.3	**Business and Labour Landscape**	**53.04**	**41**
	Labour Market		
1.3.1	Labour rights	91.10	42
1.3.2	Labour-employer cooperation	42.23	129
	Management Practice		
1.3.3	Professional management	46.35	112
1.3.4	Relationship of pay to productivity	37.10	117
	Technology Adoption		
1.3.5	Enterprise software	37.71	22
1.3.6	Cloud computing	29.16	28
1.3.7	Firms with website	87.64	18
2.	**ATTRACT**	**51.45**	**69**
2.1	**External Openness**	**39.71**	**71**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	89.78	39
2.1.2	Financial globalisation	45.87	90
	Attract People		
2.1.3	Migrant stock	1.92	108
2.1.4	International students	26.73	38
2.1.5	Brain gain	34.25	103
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.19**	**64**
	Social Inclusion		
2.2.1	Tolerance of minorities	35.11	78
2.2.2	Tolerance of immigrants	55.38	75
2.2.3	Social mobility	52.49	97
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	92.43	24
2.2.6	Leadership opportunities for women	58.72	98
3.	**GROW**	**35.07**	**72**
3.1	**Formal Education**	**24.68**	**63**
	Enrolment		
3.1.1	Vocational enrolment	58.98	9
3.1.2	Tertiary enrolment	26.10	75
	Quality		
3.1.3	Tertiary education expenditure	11.33	52
3.1.4	Reading, maths and science	26.98	59
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**32.38**	**82**
3.2.1	Business masters education	17.99	53
3.2.2	Prevalence of training in firms	27.51	74
3.2.3	Employee development	51.65	105
3.3	**Access to Growth Opportunities**	**48.14**	**74**
	Empowerment		
3.3.1	Delegation of authority	44.97	114
3.3.2	Youth inclusion	68.64	62
	Collaboration		
3.3.3	Use of virtual social networks	65.03	66
3.3.4	Use of virtual professional networks	13.93	80
4.	**RETAIN**	**60.24**	**55**
4.1	**Sustainability**	**52.77**	**58**
4.1.1	Pension coverage	75.08	75
4.1.2	Social protection	27.34	106
4.1.3	Brain retention	39.25	90
4.1.4	Environmental performance	46.00	70
4.1.5	Vulnerable employment	79.23	53
4.1.6	Protect against future disasters	40.79	80
4.1.7	Household financial resilience	61.70	27
4.2	**Lifestyle**	**67.70**	**51**
4.2.1	Personal rights	56.90	72
4.2.2	Personal safety	83.80	27
4.2.3	Physician density	38.32	67
4.2.4	Sanitation	94.68	65
4.2.5	Employee wellbeing	64.82	54
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**57.15**	**47**
5.1	**Mid-level Skills**	**61.89**	**16**
5.1.1	Workforce with secondary education	86.17	4
5.1.2	Population with secondary education	85.39	7
5.1.3	Technicians and associate professionals	35.58	58
5.1.4	Labour productivity per employee	40.41	45
5.2	**Employability**	**52.41**	**100**
5.2.1	Ease of finding skilled employees	37.92	128
5.2.2	Relevance of education system to the economy	24.69	127
5.2.3	Skills matching	81.34	17
5.2.4	Highly educated unemployment	65.68	95
6.	**GENERALIST ADAPTIVE SKILLS**	**19.71**	**86**
6.1	**High-level Skills**	**21.43**	**92**
6.1.1	Workforce with tertiary education	24.35	84
6.1.2	Soft skills	46.22	102
6.1.3	Professionals	30.10	53
6.1.4	Researchers	6.39	66
6.1.5	Senior officials and managers	13.84	87
6.1.6	Digital skills	7.70	70
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**17.99**	**77**
6.2.1	ICT services exports	23.07	43
6.2.2	Mobile apps development	47.03	108
6.2.3	Intellectual property receipts	21.66	53
6.2.4	High-value exports	7.71	83
6.2.5	Software development	8.69	61
6.2.6	New business density	6.09	77
6.2.7	Scientific journal articles	11.70	57

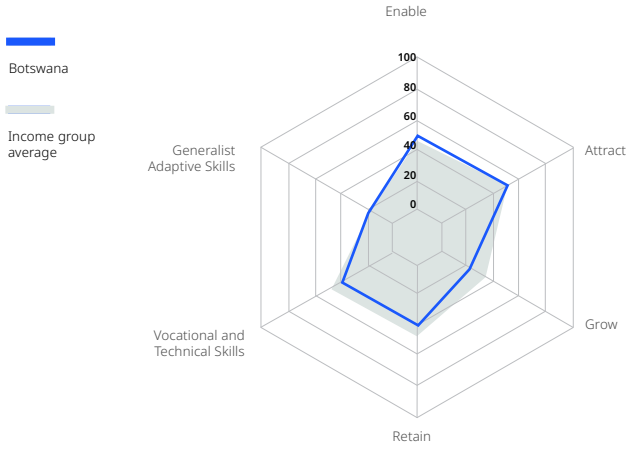
Botswana

Key Indicators

Rank (out of 135)	**85**
Income group	**Upper middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**2.52**

GDP per capita (PPP US$)	16,663
GDP (US$ billions)	19.41
GTCI score	38.89
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**53.28**	**54**
1.1	**Regulatory Landscape**	**65.31**	**37**
1.1.1	Government effectiveness	58.92	47
1.1.2	Rule of law	61.72	49
1.1.3	Political stability	90.71	7
1.1.4	Regulatory quality	58.22	48
1.1.5	Corruption	57.00	35
1.2	**Market Landscape**	**51.87**	**57**
1.2.1	Extent of market dominance	39.54	98
1.2.2	Domestic credit to private sector	13.06	87
1.2.3	Cluster development	42.14	92
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	85.65	84
1.2.6	Internet access in schools	62.10	58
1.2.7	Urbanisation	68.75	52
1.3	**Business and Labour Landscape**	**42.65**	**94**
	Labour Market		
1.3.1	Labour rights	70.90	88
1.3.2	Labour-employer cooperation	56.12	81
	Management Practice		
1.3.3	Professional management	65.82	41
1.3.4	Relationship of pay to productivity	43.82	92
	Technology Adoption		
1.3.5	Enterprise software	12.85	86
1.3.6	Cloud computing	8.55	100
1.3.7	Firms with website	40.47	78
2.	**ATTRACT**	**51.41**	**70**
2.1	**External Openness**	**37.10**	**76**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	64.18	71
2.1.2	Financial globalisation	36.38	104
	Attract People		
2.1.3	Migrant stock	8.70	66
2.1.4	International students	14.35	58
2.1.5	Brain gain	61.89	26
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**65.72**	**49**
	Social Inclusion		
2.2.1	Tolerance of minorities	63.83	38
2.2.2	Tolerance of immigrants	64.62	53
2.2.3	Social mobility	55.74	73
	Gender Equality		
2.2.4	Economic empowerment of women	63.75	116
2.2.5	Gender parity in high-skilled jobs	76.86	65
2.2.6	Leadership opportunities for women	69.54	36

		SCORE	RANK
3.	**GROW**	**26.29**	**101**
3.1	**Formal Education**	**5.45**	**116**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	10.89	101
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**31.91**	**84**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	40.78	53
3.2.3	Employee development	54.97	94
3.3	**Access to Growth Opportunities**	**41.52**	**91**
	Empowerment		
3.3.1	Delegation of authority	78.05	4
3.3.2	Youth inclusion	15.88	122
	Collaboration		
3.3.3	Use of virtual social networks	49.74	92
3.3.4	Use of virtual professional networks	22.42	60
4.	**RETAIN**	**43.14**	**95**
4.1	**Sustainability**	**50.11**	**66**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	47.55	64
4.1.3	Brain retention	50.78	56
4.1.4	Environmental performance	49.20	54
4.1.5	Vulnerable employment	68.10	71
4.1.6	Protect against future disasters	10.80	115
4.1.7	Household financial resilience	24.34	71
4.2	**Lifestyle**	**36.18**	**106**
4.2.1	Personal rights	70.57	48
4.2.2	Personal safety	21.44	125
4.2.3	Physician density	5.98	106
4.2.4	Sanitation	77.39	96
4.2.5	Employee wellbeing	5.50	128
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**38.32**	**104**
5.1	**Mid-level Skills**	**23.86**	**101**
5.1.1	Workforce with secondary education	25.93	100
5.1.2	Population with secondary education	18.80	98
5.1.3	Technicians and associate professionals	29.67	67
5.1.4	Labour productivity per employee	21.03	73
5.2	**Employability**	**52.78**	**97**
5.2.1	Ease of finding skilled employees	61.58	47
5.2.2	Relevance of education system to the economy	68.41	14
5.2.3	Skills matching	58.77	72
5.2.4	Highly educated unemployment	22.35	119
6.	**GENERALIST ADAPTIVE SKILLS**	**20.89**	**81**
6.1	**High-level Skills**	**33.93**	**48**
6.1.1	Workforce with tertiary education	42.86	47
6.1.2	Soft skills	62.47	35
6.1.3	Professionals	16.30	81
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	30.69	36
6.1.6	Digital skills	17.31	56
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**7.86**	**124**
6.2.1	ICT services exports	3.21	108
6.2.2	Mobile apps development	5.41	124
6.2.3	Intellectual property receipts	2.09	107
6.2.4	High-value exports	0.78	124
6.2.5	Software development	2.05	107
6.2.6	New business density	35.69	18
6.2.7	Scientific journal articles	5.78	78

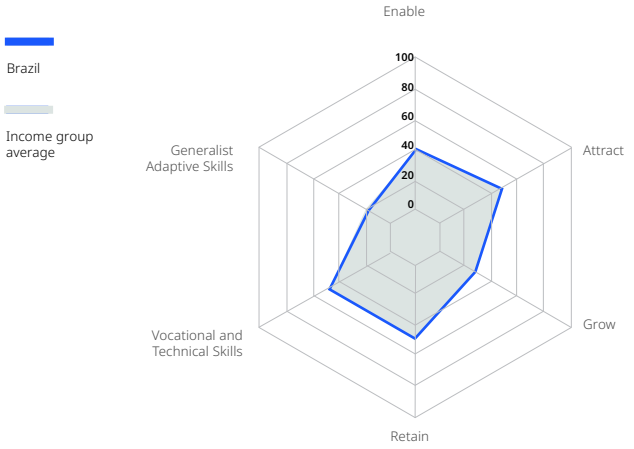
Brazil

Key Indicators

Rank (out of 135)	**68**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**212.00**

GDP per capita (PPP US$)	21,120
GDP (US$ billions)	2,171.34
GTCI score	44.04
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**45.39**	**80**
1.1	**Regulatory Landscape**	**42.43**	**90**
1.1.1	Government effectiveness	37.64	98
1.1.2	Rule of law	44.74	80
1.1.3	Political stability	55.87	91
1.1.4	Regulatory quality	39.90	87
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**49.45**	**71**
1.2.1	Extent of market dominance	46.85	67
1.2.2	Domestic credit to private sector	35.68	35
1.2.3	Cluster development	44.26	83
1.2.4	R&D expenditure	17.98	36
1.2.5	Population covered by at least a 3G mobile network	55.70	110
1.2.6	Internet access in schools	59.81	60
1.2.7	Urbanisation	85.87	21
1.3	**Business and Labour Landscape**	**44.29**	**83**
	Labour Market		
1.3.1	Labour rights	67.50	95
1.3.2	Labour-employer cooperation	45.69	124
	Management Practice		
1.3.3	Professional management	58.29	70
1.3.4	Relationship of pay to productivity	41.83	104
	Technology Adoption		
1.3.5	Enterprise software	25.05	38
1.3.6	Cloud computing	20.43	48
1.3.7	Firms with website	51.22	66
2.	**ATTRACT**	**48.31**	**82**
2.1	**External Openness**	**32.57**	**88**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	85.49	47
2.1.2	Financial globalisation	43.46	94
	Attract People		
2.1.3	Migrant stock	1.13	116
2.1.4	International students	0.83	110
2.1.5	Brain gain	34.83	102
2.1.6	AI skills migration	29.69	34
2.2	**Internal Openness**	**64.04**	**57**
	Social Inclusion		
2.2.1	Tolerance of minorities	23.40	102
2.2.2	Tolerance of immigrants	81.54	22
2.2.3	Social mobility	46.40	115
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	93.11	22
2.2.6	Leadership opportunities for women	54.78	112

		SCORE	RANK
3.	**GROW**	**39.22**	**56**
3.1	**Formal Education**	**24.73**	**62**
	Enrolment		
3.1.1	Vocational enrolment	9.62	88
3.1.2	Tertiary enrolment	35.18	51
	Quality		
3.1.3	Tertiary education expenditure	7.29	65
3.1.4	Reading, maths and science	24.80	62
3.1.5	University ranking	46.77	25
3.2	**Lifelong Learning**	**35.97**	**69**
3.2.1	Business masters education	7.62	62
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	64.33	51
3.3	**Access to Growth Opportunities**	**56.95**	**51**
	Empowerment		
3.3.1	Delegation of authority	60.15	50
3.3.2	Youth inclusion	60.50	79
	Collaboration		
3.3.3	Use of virtual social networks	67.15	64
3.3.4	Use of virtual professional networks	39.98	31
4.	**RETAIN**	**56.40**	**63**
4.1	**Sustainability**	**51.36**	**64**
4.1.1	Pension coverage	88.52	61
4.1.2	Social protection	46.65	67
4.1.3	Brain retention	36.43	97
4.1.4	Environmental performance	53.00	41
4.1.5	Vulnerable employment	70.07	69
4.1.6	Protect against future disasters	39.56	83
4.1.7	Household financial resilience	25.27	68
4.2	**Lifestyle**	**61.45**	**65**
4.2.1	Personal rights	66.71	54
4.2.2	Personal safety	44.24	101
4.2.3	Physician density	34.13	72
4.2.4	Sanitation	89.46	77
4.2.5	Employee wellbeing	72.69	33
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**51.04**	**65**
5.1	**Mid-level Skills**	**43.94**	**60**
5.1.1	Workforce with secondary education	59.56	33
5.1.2	Population with secondary education	56.03	37
5.1.3	Technicians and associate professionals	39.29	54
5.1.4	Labour productivity per employee	20.88	74
5.2	**Employability**	**58.14**	**78**
5.2.1	Ease of finding skilled employees	47.64	105
5.2.2	Relevance of education system to the economy	32.37	109
5.2.3	Skills matching	73.28	44
5.2.4	Highly educated unemployment	79.27	71
6.	**GENERALIST ADAPTIVE SKILLS**	**23.91**	**70**
6.1	**High-level Skills**	**22.72**	**79**
6.1.1	Workforce with tertiary education	34.75	66
6.1.2	Soft skills	48.24	93
6.1.3	Professionals	25.21	60
6.1.4	Researchers	8.63	55
6.1.5	Senior officials and managers	18.90	71
6.1.6	Digital skills	23.29	37
6.1.7	AI talent concentration	0.00	47
6.2	**Talent Impact**	**25.10**	**58**
6.2.1	ICT services exports	11.65	71
6.2.2	Mobile apps development	70.57	35
6.2.3	Intellectual property receipts	31.14	44
6.2.4	High-value exports	17.32	45
6.2.5	Software development	12.54	55
6.2.6	New business density	20.98	37
6.2.7	Scientific journal articles	11.50	59

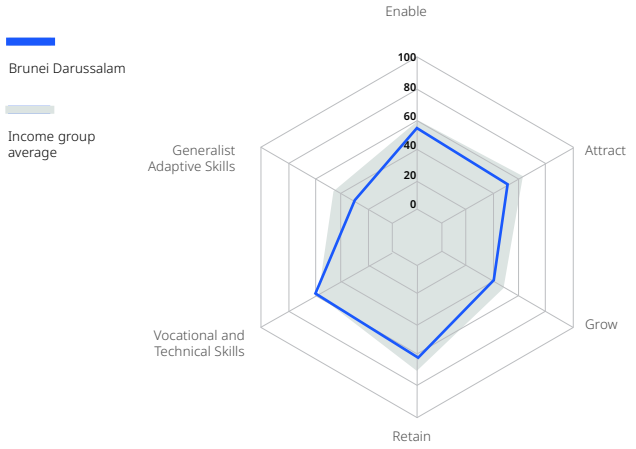
Brunei Darussalam

Key Indicators

Rank (out of 135)	**43**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**0.46**

GDP per capita (PPP US$)	86,871
GDP (US$ billions)	15.46
GTCI score	51.48
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**56.30**	**43**
1.1	**Regulatory Landscape**	**80.43**	**15**
1.1.1	Government effectiveness	80.06	17
1.1.2	Rule of law	73.77	29
1.1.3	Political stability	98.60	2
1.1.4	Regulatory quality	69.28	31
1.1.5	Corruption	n/a	n/a
1.2	**Market Landscape**	**45.38**	**82**
1.2.1	Extent of market dominance	39.42	99
1.2.2	Domestic credit to private sector	15.42	76
1.2.3	Cluster development	44.29	82
1.2.4	R&D expenditure	4.29	80
1.2.5	Population covered by at least a 3G mobile network	93.09	64
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	75.76	40
1.3	**Business and Labour Landscape**	**43.08**	**93**
	Labour Market		
1.3.1	Labour rights	74.20	83
1.3.2	Labour-employer cooperation	60.53	60
	Management Practice		
1.3.3	Professional management	60.63	61
1.3.4	Relationship of pay to productivity	46.51	71
	Technology Adoption		
1.3.5	Enterprise software	11.86	97
1.3.6	Cloud computing	4.79	122
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**56.08**	**46**
2.1	**External Openness**	**53.04**	**37**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	54.68	77
2.1.2	Financial globalisation	78.93	29
	Attract People		
2.1.3	Migrant stock	49.50	14
2.1.4	International students	15.76	53
2.1.5	Brain gain	66.32	16
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.12**	**87**
	Social Inclusion		
2.2.1	Tolerance of minorities	27.66	93
2.2.2	Tolerance of immigrants	n/a	n/a
2.2.3	Social mobility	60.68	52
	Gender Equality		
2.2.4	Economic empowerment of women	53.12	126
2.2.5	Gender parity in high-skilled jobs	82.62	48
2.2.6	Leadership opportunities for women	71.54	28
3.	**GROW**	**39.88**	**55**
3.1	**Formal Education**	**30.27**	**45**
	Enrolment		
3.1.1	Vocational enrolment	20.87	56
3.1.2	Tertiary enrolment	20.56	85
	Quality		
3.1.3	Tertiary education expenditure	50.31	6
3.1.4	Reading, maths and science	42.06	43
3.1.5	University ranking	17.53	53
3.2	**Lifelong Learning**	**31.12**	**87**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	62.24	57
3.3	**Access to Growth Opportunities**	**58.24**	**44**
	Empowerment		
3.3.1	Delegation of authority	65.69	26
3.3.2	Youth inclusion	67.31	66
	Collaboration		
3.3.3	Use of virtual social networks	63.50	70
3.3.4	Use of virtual professional networks	36.47	35
4.	**RETAIN**	**65.49**	**39**
4.1	**Sustainability**	**68.30**	**25**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	50.00	59
4.1.3	Brain retention	48.17	61
4.1.4	Environmental performance	48.30	55
4.1.5	Vulnerable employment	95.02	10
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**62.69**	**60**
4.2.1	Personal rights	n/a	n/a
4.2.2	Personal safety	n/a	n/a
4.2.3	Physician density	27.37	77
4.2.4	Sanitation	98.00	43
4.2.5	Employee wellbeing	n/a	n/a
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.18**	**33**
5.1	**Mid-level Skills**	**61.21**	**17**
5.1.1	Workforce with secondary education	62.63	28
5.1.2	Population with secondary education	63.94	27
5.1.3	Technicians and associate professionals	57.06	36
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**63.14**	**59**
5.2.1	Ease of finding skilled employees	42.88	119
5.2.2	Relevance of education system to the economy	60.78	26
5.2.3	Skills matching	65.70	59
5.2.4	Highly educated unemployment	83.21	48
6.	**GENERALIST ADAPTIVE SKILLS**	**28.98**	**50**
6.1	**High-level Skills**	**46.07**	**22**
6.1.1	Workforce with tertiary education	35.56	62
6.1.2	Soft skills	57.13	60
6.1.3	Professionals	33.81	45
6.1.4	Researchers	4.82	73
6.1.5	Senior officials and managers	45.11	14
6.1.6	Digital skills	100.00	1
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**11.88**	**106**
6.2.1	ICT services exports	2.44	112
6.2.2	Mobile apps development	43.27	112
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	1.53	115
6.2.5	Software development	3.02	96
6.2.6	New business density	0.00	125
6.2.7	Scientific journal articles	32.91	37

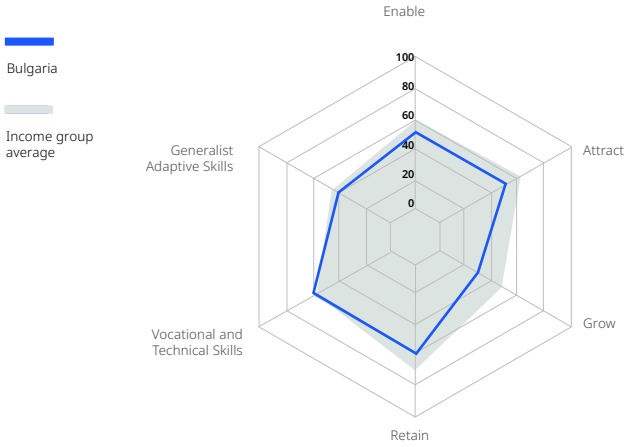
Bulgaria

Key Indicators

Rank (out of 135)	**47**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**6.44**

GDP per capita (PPP US$)	37,081
GDP (US$ billions)	112.23
GTCI score	50.09
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



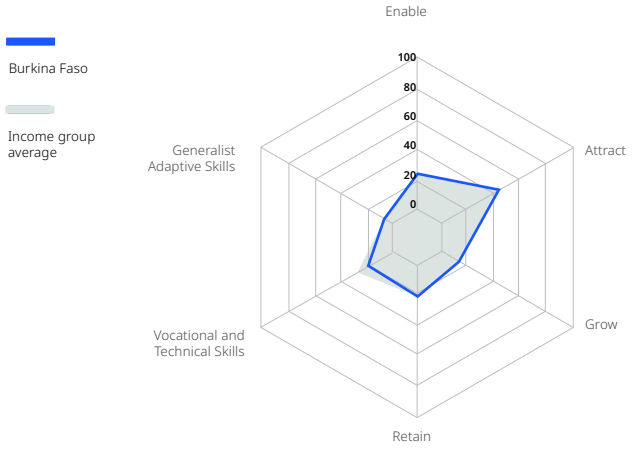
		SCORE	RANK
1.	**ENABLE**	**51.12**	**62**
1.1	**Regulatory Landscape**	**55.15**	**58**
1.1.1	Government effectiveness	50.57	66
1.1.2	Rule of law	52.07	61
1.1.3	Political stability	73.94	49
1.1.4	Regulatory quality	56.15	51
1.1.5	Corruption	43.00	61
1.2	**Market Landscape**	**51.10**	**62**
1.2.1	Extent of market dominance	49.77	53
1.2.2	Domestic credit to private sector	20.76	68
1.2.3	Cluster development	50.78	51
1.2.4	R&D expenditure	12.41	47
1.2.5	Population covered by at least a 3G mobile network	99.92	24
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	72.93	46
1.3	**Business and Labour Landscape**	**47.11**	**69**
	Labour Market		
1.3.1	Labour rights	85.90	57
1.3.2	Labour-employer cooperation	60.73	58
	Management Practice		
1.3.3	Professional management	55.08	80
1.3.4	Relationship of pay to productivity	53.77	47
	Technology Adoption		
1.3.5	Enterprise software	12.92	83
1.3.6	Cloud computing	15.82	65
1.3.7	Firms with website	45.53	69
2.	**ATTRACT**	**54.82**	**52**
2.1	**External Openness**	**46.87**	**48**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	90.57	36
2.1.2	Financial globalisation	60.87	67
	Attract People		
2.1.3	Migrant stock	8.33	70
2.1.4	International students	29.43	35
2.1.5	Brain gain	45.18	84
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**62.77**	**67**
	Social Inclusion		
2.2.1	Tolerance of minorities	60.64	43
2.2.2	Tolerance of immigrants	32.31	114
2.2.3	Social mobility	52.69	96
	Gender Equality		
2.2.4	Economic empowerment of women	90.62	39
2.2.5	Gender parity in high-skilled jobs	78.27	60
2.2.6	Leadership opportunities for women	62.06	83
3.	**GROW**	**36.64**	**63**
3.1	**Formal Education**	**30.43**	**44**
	Enrolment		
3.1.1	Vocational enrolment	53.66	11
3.1.2	Tertiary enrolment	47.05	23
	Quality		
3.1.3	Tertiary education expenditure	13.35	46
3.1.4	Reading, maths and science	31.77	50
3.1.5	University ranking	6.33	75
3.2	**Lifelong Learning**	**23.93**	**114**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	15.31	95
3.2.3	Employee development	56.48	87
3.3	**Access to Growth Opportunities**	**55.56**	**57**
	Empowerment		
3.3.1	Delegation of authority	56.01	70
3.3.2	Youth inclusion	80.43	34
	Collaboration		
3.3.3	Use of virtual social networks	64.49	67
3.3.4	Use of virtual professional networks	21.29	64
4.	**RETAIN**	**61.39**	**50**
4.1	**Sustainability**	**52.38**	**60**
4.1.1	Pension coverage	92.92	57
4.1.2	Social protection	53.45	53
4.1.3	Brain retention	40.33	83
4.1.4	Environmental performance	56.20	36
4.1.5	Vulnerable employment	92.11	16
4.1.6	Protect against future disasters	19.44	103
4.1.7	Household financial resilience	12.25	102
4.2	**Lifestyle**	**70.40**	**46**
4.2.1	Personal rights	73.89	40
4.2.2	Personal safety	74.78	51
4.2.3	Physician density	67.34	17
4.2.4	Sanitation	84.00	88
4.2.5	Employee wellbeing	52.02	81
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**58.79**	**43**
5.1	**Mid-level Skills**	**49.07**	**52**
5.1.1	Workforce with secondary education	67.94	20
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	47.43	46
5.1.4	Labour productivity per employee	31.84	58
5.2	**Employability**	**68.51**	**34**
5.2.1	Ease of finding skilled employees	47.84	102
5.2.2	Relevance of education system to the economy	49.30	55
5.2.3	Skills matching	87.54	9
5.2.4	Highly educated unemployment	89.36	27
6.	**GENERALIST ADAPTIVE SKILLS**	**37.79**	**33**
6.1	**High-level Skills**	**35.28**	**45**
6.1.1	Workforce with tertiary education	51.49	33
6.1.2	Soft skills	54.53	66
6.1.3	Professionals	40.03	34
6.1.4	Researchers	24.33	36
6.1.5	Senior officials and managers	36.59	26
6.1.6	Digital skills	4.73	77
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**40.31**	**26**
6.2.1	ICT services exports	45.20	15
6.2.2	Mobile apps development	68.35	54
6.2.3	Intellectual property receipts	46.74	27
6.2.4	High-value exports	18.80	44
6.2.5	Software development	36.33	31
6.2.6	New business density	39.97	13
6.2.7	Scientific journal articles	26.75	43

Burkina Faso

Key Indicators

Rank (out of 135)	**130**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**23.55**
GDP per capita (PPP US$)	2,733
GDP (US$ billions)	21.18
GTCI score	23.52
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**26.87**	**131**
1.1	**Regulatory Landscape**	**31.81**	**116**
1.1.1	Government effectiveness	31.55	113
1.1.2	Rule of law	34.23	105
1.1.3	Political stability	16.71	131
1.1.4	Regulatory quality	35.54	94
1.1.5	Corruption	41.00	66
1.2	**Market Landscape**	**15.27**	**133**
1.2.1	Extent of market dominance	41.17	92
1.2.2	Domestic credit to private sector	9.94	100
1.2.3	Cluster development	28.66	133
1.2.4	R&D expenditure	3.88	84
1.2.5	Population covered by at least a 3G mobile network	1.56	131
1.2.6	Internet access in schools	0.42	90
1.2.7	Urbanisation	21.22	120
1.3	**Business and Labour Landscape**	**33.53**	**131**
	Labour Market		
1.3.1	Labour rights	89.30	46
1.3.2	Labour-employer cooperation	49.38	113
	Management Practice		
1.3.3	Professional management	35.44	126
1.3.4	Relationship of pay to productivity	28.32	130
	Technology Adoption		
1.3.5	Enterprise software	9.75	110
1.3.6	Cloud computing	6.59	115
1.3.7	Firms with website	15.91	107
2.	**ATTRACT**	**43.01**	**103**
2.1	**External Openness**	**24.56**	**107**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	61.51	64
	Attract People		
2.1.3	Migrant stock	5.87	83
2.1.4	International students	6.29	77
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**61.46**	**71**
	Social Inclusion		
2.2.1	Tolerance of minorities	41.49	68
2.2.2	Tolerance of immigrants	78.46	25
2.2.3	Social mobility	56.01	72
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	69.47	77
2.2.6	Leadership opportunities for women	40.82	132

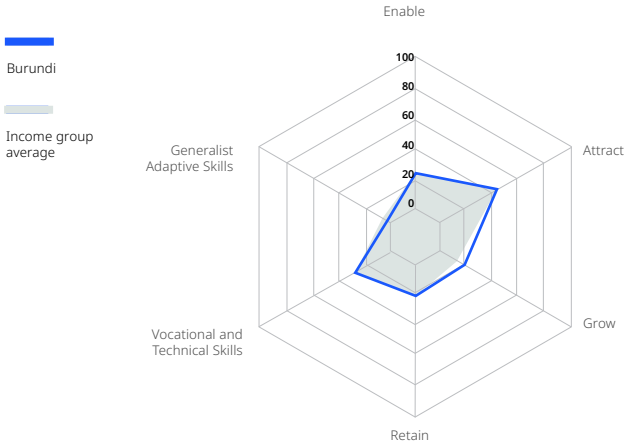
		SCORE	RANK
3.	**GROW**	**15.66**	**129**
3.1	**Formal Education**	**6.34**	**110**
	Enrolment		
3.1.1	Vocational enrolment	7.87	96
3.1.2	Tertiary enrolment	4.51	117
	Quality		
3.1.3	Tertiary education expenditure	12.99	48
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**14.22**	**134**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	10.71	102
3.2.3	Employee development	31.96	131
3.3	**Access to Growth Opportunities**	**26.41**	**125**
	Empowerment		
3.3.1	Delegation of authority	36.93	131
3.3.2	Youth inclusion	54.83	86
	Collaboration		
3.3.3	Use of virtual social networks	12.06	121
3.3.4	Use of virtual professional networks	1.81	123
4.	**RETAIN**	**26.36**	**125**
4.1	**Sustainability**	**25.19**	**128**
4.1.1	Pension coverage	5.81	129
4.1.2	Social protection	35.23	88
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	42.20	87
4.1.5	Vulnerable employment	20.79	120
4.1.6	Protect against future disasters	35.62	89
4.1.7	Household financial resilience	11.52	103
4.2	**Lifestyle**	**27.52**	**120**
4.2.1	Personal rights	53.66	76
4.2.2	Personal safety	43.66	103
4.2.3	Physician density	1.15	128
4.2.4	Sanitation	12.87	129
4.2.5	Employee wellbeing	26.28	110
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**20.31**	**134**
5.1	**Mid-level Skills**	**6.96**	**129**
5.1.1	Workforce with secondary education	2.51	128
5.1.2	Population with secondary education	2.52	120
5.1.3	Technicians and associate professionals	16.83	95
5.1.4	Labour productivity per employee	5.97	106
5.2	**Employability**	**33.67**	**133**
5.2.1	Ease of finding skilled employees	47.68	103
5.2.2	Relevance of education system to the economy	30.04	115
5.2.3	Skills matching	0.00	113
5.2.4	Highly educated unemployment	56.94	105
6.	**GENERALIST ADAPTIVE SKILLS**	**8.94**	**125**
6.1	**High-level Skills**	**9.47**	**126**
6.1.1	Workforce with tertiary education	2.34	127
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	10.26	102
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	15.83	79
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**8.41**	**122**
6.2.1	ICT services exports	6.23	91
6.2.2	Mobile apps development	42.06	114
6.2.3	Intellectual property receipts	2.62	104
6.2.4	High-value exports	5.88	89
6.2.5	Software development	0.15	130
6.2.6	New business density	1.31	110
6.2.7	Scientific journal articles	0.62	111

Burundi

Key Indicators

Rank (out of 135)	**125**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**14.05**
GDP per capita (PPP US$)	971
GDP (US$ billions)	4.74
GTCI score	25.75
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**27.39**	**130**
1.1	**Regulatory Landscape**	**24.75**	**127**
1.1.1	Government effectiveness	23.41	129
1.1.2	Rule of law	21.86	127
1.1.3	Political stability	37.48	119
1.1.4	Regulatory quality	24.00	122
1.1.5	Corruption	17.00	130
1.2	**Market Landscape**	**15.61**	**132**
1.2.1	Extent of market dominance	42.77	84
1.2.2	Domestic credit to private sector	21.41	65
1.2.3	Cluster development	41.00	99
1.2.4	R&D expenditure	3.27	87
1.2.5	Population covered by at least a 3G mobile network	0.80	133
1.2.6	Internet access in schools	0.00	93
1.2.7	Urbanisation	0.00	135
1.3	**Business and Labour Landscape**	**41.81**	**95**
	Labour Market		
1.3.1	Labour rights	69.80	90
1.3.2	Labour-employer cooperation	58.33	67
	Management Practice		
1.3.3	Professional management	43.74	118
1.3.4	Relationship of pay to productivity	34.03	122
	Technology Adoption		
1.3.5	Enterprise software	49.62	16
1.3.6	Cloud computing	19.74	52
1.3.7	Firms with website	17.39	105
2.	**ATTRACT**	**43.05**	**102**
2.1	**External Openness**	**30.23**	**95**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	51.77	79
2.1.2	Financial globalisation	34.79	112
	Attract People		
2.1.3	Migrant stock	5.13	85
2.1.4	International students	29.21	36
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**55.88**	**103**
	Social Inclusion		
2.2.1	Tolerance of minorities	31.91	84
2.2.2	Tolerance of immigrants	53.85	78
2.2.3	Social mobility	54.55	78
	Gender Equality		
2.2.4	Economic empowerment of women	76.25	96
2.2.5	Gender parity in high-skilled jobs	56.53	95
2.2.6	Leadership opportunities for women	62.18	82
3.	**GROW**	**22.12**	**113**
3.1	**Formal Education**	**5.31**	**117**
	Enrolment		
3.1.1	Vocational enrolment	13.91	75
3.1.2	Tertiary enrolment	2.02	123
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**26.93**	**107**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	37.37	59
3.2.3	Employee development	43.43	123
3.3	**Access to Growth Opportunities**	**34.10**	**107**
	Empowerment		
3.3.1	Delegation of authority	50.47	98
3.3.2	Youth inclusion	80.40	35
	Collaboration		
3.3.3	Use of virtual social networks	5.33	132
3.3.4	Use of virtual professional networks	0.23	130
4.	**RETAIN**	**23.84**	**129**
4.1	**Sustainability**	**25.41**	**127**
4.1.1	Pension coverage	12.48	121
4.1.2	Social protection	48.52	61
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	33.50	122
4.1.5	Vulnerable employment	7.13	128
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**22.27**	**128**
4.2.1	Personal rights	15.11	122
4.2.2	Personal safety	44.87	98
4.2.3	Physician density	0.76	131
4.2.4	Sanitation	37.73	119
4.2.5	Employee wellbeing	12.91	123
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**33.06**	**116**
5.1	**Mid-level Skills**	**5.09**	**131**
5.1.1	Workforce with secondary education	6.97	121
5.1.2	Population with secondary education	8.30	109
5.1.3	Technicians and associate professionals	0.00	129
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**61.03**	**71**
5.2.1	Ease of finding skilled employees	61.45	49
5.2.2	Relevance of education system to the economy	46.40	65
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	75.25	81
6.	**GENERALIST ADAPTIVE SKILLS**	**5.04**	**132**
6.1	**High-level Skills**	**1.63**	**135**
6.1.1	Workforce with tertiary education	1.56	128
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	3.89	127
6.1.4	Researchers	0.17	106
6.1.5	Senior officials and managers	0.89	128
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**8.45**	**121**
6.2.1	ICT services exports	4.06	100
6.2.2	Mobile apps development	44.65	111
6.2.3	Intellectual property receipts	0.09	118
6.2.4	High-value exports	1.69	114
6.2.5	Software development	0.17	129
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	0.03	133

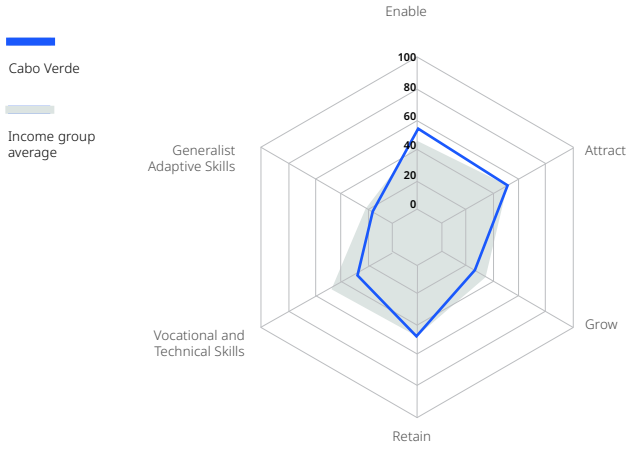
Cabo Verde

Key Indicators

Rank (out of 135)	**83**
Income group	**Upper middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**0.52**

GDP per capita (PPP US$)	7,876
GDP (US$ billions)	2.59
GTCI score	39.77
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**56.20**	**44**
1.1	**Regulatory Landscape**	**62.72**	**45**
1.1.1	Government effectiveness	49.84	68
1.1.2	Rule of law	61.95	48
1.1.3	Political stability	87.46	14
1.1.4	Regulatory quality	52.35	58
1.1.5	Corruption	62.00	29
1.2	**Market Landscape**	**47.30**	**77**
1.2.1	Extent of market dominance	49.35	55
1.2.2	Domestic credit to private sector	24.99	57
1.2.3	Cluster development	45.64	72
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	68.92	100
1.2.6	Internet access in schools	32.14	73
1.2.7	Urbanisation	62.77	67
1.3	**Business and Labour Landscape**	**58.59**	**28**
	Labour Market		
1.3.1	Labour rights	95.30	26
1.3.2	Labour-employer cooperation	57.31	75
	Management Practice		
1.3.3	Professional management	48.81	102
1.3.4	Relationship of pay to productivity	43.80	93
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	47.74	68
2.	**ATTRACT**	**51.05**	**71**
2.1	**External Openness**	**30.25**	**94**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	59.80	70
	Attract People		
2.1.3	Migrant stock	5.88	82
2.1.4	International students	4.88	84
2.1.5	Brain gain	50.42	63
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**71.85**	**28**
	Social Inclusion		
2.2.1	Tolerance of minorities	77.66	16
2.2.2	Tolerance of immigrants	n/a	n/a
2.2.3	Social mobility	50.70	102
	Gender Equality		
2.2.4	Economic empowerment of women	86.25	57
2.2.5	Gender parity in high-skilled jobs	89.59	34
2.2.6	Leadership opportunities for women	55.03	110

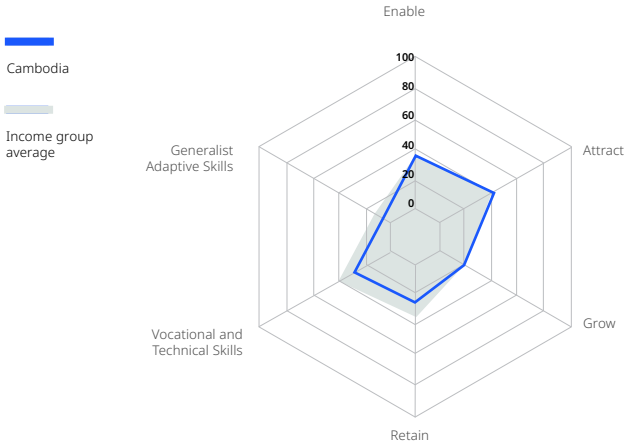
		SCORE	RANK
3.	**GROW**	**22.59**	**111**
3.1	**Formal Education**	**5.50**	**115**
	Enrolment		
3.1.1	Vocational enrolment	4.09	107
3.1.2	Tertiary enrolment	13.16	95
	Quality		
3.1.3	Tertiary education expenditure	4.74	77
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**22.25**	**119**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	13.69	98
3.2.3	Employee development	53.07	99
3.3	**Access to Growth Opportunities**	**40.03**	**96**
	Empowerment		
3.3.1	Delegation of authority	53.83	79
3.3.2	Youth inclusion	39.31	108
	Collaboration		
3.3.3	Use of virtual social networks	48.65	94
3.3.4	Use of virtual professional networks	18.35	70
4.	**RETAIN**	**54.47**	**71**
4.1	**Sustainability**	**52.34**	**61**
4.1.1	Pension coverage	76.49	74
4.1.2	Social protection	41.87	75
4.1.3	Brain retention	43.27	75
4.1.4	Environmental performance	38.00	104
4.1.5	Vulnerable employment	62.06	79
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**56.60**	**75**
4.2.1	Personal rights	85.61	25
4.2.2	Personal safety	49.39	91
4.2.3	Physician density	10.89	96
4.2.4	Sanitation	80.50	94
4.2.5	Employee wellbeing	n/a	n/a
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**35.92**	**111**
5.1	**Mid-level Skills**	**31.78**	**83**
5.1.1	Workforce with secondary education	57.90	40
5.1.2	Population with secondary education	14.23	102
5.1.3	Technicians and associate professionals	23.20	83
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**40.06**	**130**
5.2.1	Ease of finding skilled employees	54.97	75
5.2.2	Relevance of education system to the economy	51.83	50
5.2.3	Skills matching	53.45	82
5.2.4	Highly educated unemployment	0.00	122
6.	**GENERALIST ADAPTIVE SKILLS**	**18.41**	**93**
6.1	**High-level Skills**	**21.36**	**93**
6.1.1	Workforce with tertiary education	19.18	94
6.1.2	Soft skills	53.83	70
6.1.3	Professionals	16.24	82
6.1.4	Researchers	1.16	92
6.1.5	Senior officials and managers	18.55	72
6.1.6	Digital skills	19.22	48
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.46**	**89**
6.2.1	ICT services exports	6.69	87
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.78	112
6.2.4	High-value exports	1.74	113
6.2.5	Software development	6.02	71
6.2.6	New business density	76.07	4
6.2.7	Scientific journal articles	1.49	96

Cambodia

Key Indicators

Rank (out of 135)	**115**
Income group	**Lower middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**17.64**
GDP per capita (PPP US$)	7,064
GDP (US$ billions)	39.84
GTCI score	30.31
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



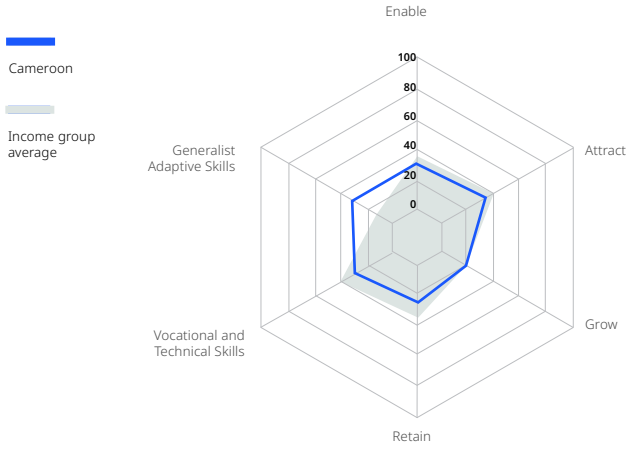
		SCORE	RANK
1.	**ENABLE**	**36.38**	**114**
1.1	**Regulatory Landscape**	**38.79**	**102**
1.1.1	Government effectiveness	42.88	89
1.1.2	Rule of law	32.35	107
1.1.3	Political stability	66.78	61
1.1.4	Regulatory quality	30.95	107
1.1.5	Corruption	21.00	125
1.2	**Market Landscape**	**33.11**	**111**
1.2.1	Extent of market dominance	45.37	73
1.2.2	Domestic credit to private sector	61.40	13
1.2.3	Cluster development	46.36	69
1.2.4	R&D expenditure	1.78	101
1.2.5	Population covered by at least a 3G mobile network	58.29	107
1.2.6	Internet access in schools	5.72	83
1.2.7	Urbanisation	12.82	127
1.3	**Business and Labour Landscape**	**37.25**	**122**
	Labour Market		
1.3.1	Labour rights	31.90	125
1.3.2	Labour-employer cooperation	61.10	56
	Management Practice		
1.3.3	Professional management	56.75	77
1.3.4	Relationship of pay to productivity	53.42	48
	Technology Adoption		
1.3.5	Enterprise software	11.29	102
1.3.6	Cloud computing	6.93	111
1.3.7	Firms with website	39.33	80
2.	**ATTRACT**	**44.65**	**93**
2.1	**External Openness**	**36.68**	**78**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	76.00	56
2.1.2	Financial globalisation	69.09	49
	Attract People		
2.1.3	Migrant stock	0.77	125
2.1.4	International students	0.88	109
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.62**	**112**
	Social Inclusion		
2.2.1	Tolerance of minorities	44.68	65
2.2.2	Tolerance of immigrants	9.23	127
2.2.3	Social mobility	53.35	91
	Gender Equality		
2.2.4	Economic empowerment of women	81.25	78
2.2.5	Gender parity in high-skilled jobs	58.61	93
2.2.6	Leadership opportunities for women	68.60	41
3.	**GROW**	**25.99**	**102**
3.1	**Formal Education**	**3.07**	**123**
	Enrolment		
3.1.1	Vocational enrolment	3.31	113
3.1.2	Tertiary enrolment	8.98	104
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	0.00	83
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**18.91**	**129**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	8.01	106
3.2.3	Employee development	48.73	108
3.3	**Access to Growth Opportunities**	**55.97**	**56**
	Empowerment		
3.3.1	Delegation of authority	55.34	74
3.3.2	Youth inclusion	92.25	10
	Collaboration		
3.3.3	Use of virtual social networks	71.90	48
3.3.4	Use of virtual professional networks	4.42	112
4.	**RETAIN**	**31.76**	**115**
4.1	**Sustainability**	**29.53**	**117**
4.1.1	Pension coverage	7.30	125
4.1.2	Social protection	29.71	96
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	31.20	127
4.1.5	Vulnerable employment	41.61	103
4.1.6	Protect against future disasters	62.41	28
4.1.7	Household financial resilience	4.98	120
4.2	**Lifestyle**	**34.00**	**107**
4.2.1	Personal rights	10.31	125
4.2.2	Personal safety	61.77	72
4.2.3	Physician density	2.89	113
4.2.4	Sanitation	69.66	103
4.2.5	Employee wellbeing	25.35	113
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**32.74**	**117**
5.1	**Mid-level Skills**	**7.06**	**128**
5.1.1	Workforce with secondary education	6.15	123
5.1.2	Population with secondary education	5.24	116
5.1.3	Technicians and associate professionals	10.25	109
5.1.4	Labour productivity per employee	6.58	105
5.2	**Employability**	**58.42**	**76**
5.2.1	Ease of finding skilled employees	44.86	113
5.2.2	Relevance of education system to the economy	45.14	72
5.2.3	Skills matching	43.69	91
5.2.4	Highly educated unemployment	100.00	1
6.	**GENERALIST ADAPTIVE SKILLS**	**10.31**	**123**
6.1	**High-level Skills**	**4.76**	**129**
6.1.1	Workforce with tertiary education	9.21	111
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	6.80	115
6.1.4	Researchers	0.25	102
6.1.5	Senior officials and managers	7.55	106
6.1.6	Digital skills	0.00	89
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.85**	**87**
6.2.1	ICT services exports	6.13	92
6.2.2	Mobile apps development	65.64	63
6.2.3	Intellectual property receipts	12.79	72
6.2.4	High-value exports	20.32	41
6.2.5	Software development	3.47	91
6.2.6	New business density	2.24	100
6.2.7	Scientific journal articles	0.38	117

Cameroon

Key Indicators

Rank (out of 135)	**118**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**29.12**
GDP per capita (PPP US$)	5,137
GDP (US$ billions)	49.28
GTCI score	29.82
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**33.50**	**117**
1.1	**Regulatory Landscape**	**28.10**	**122**
1.1.1	Government effectiveness	29.81	119
1.1.2	Rule of law	27.03	117
1.1.3	Political stability	31.99	122
1.1.4	Regulatory quality	25.67	117
1.1.5	Corruption	26.00	110
1.2	**Market Landscape**	**31.90**	**113**
1.2.1	Extent of market dominance	47.89	59
1.2.2	Domestic credit to private sector	3.13	120
1.2.3	Cluster development	44.68	79
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	11.05	128
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	52.73	81
1.3	**Business and Labour Landscape**	**40.51**	**102**
	Labour Market		
1.3.1	Labour rights	83.30	67
1.3.2	Labour-employer cooperation	49.63	112
	Management Practice		
1.3.3	Professional management	45.28	115
1.3.4	Relationship of pay to productivity	45.25	82
	Technology Adoption		
1.3.5	Enterprise software	12.88	85
1.3.6	Cloud computing	9.73	93
1.3.7	Firms with website	37.51	85
2.	**ATTRACT**	**37.24**	**118**
2.1	**External Openness**	**18.43**	**128**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	17.14	128
	Attract People		
2.1.3	Migrant stock	4.08	94
2.1.4	International students	6.00	79
2.1.5	Brain gain	46.50	74
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**56.04**	**101**
	Social Inclusion		
2.2.1	Tolerance of minorities	17.02	113
2.2.2	Tolerance of immigrants	61.54	57
2.2.3	Social mobility	52.12	99
	Gender Equality		
2.2.4	Economic empowerment of women	60.00	119
2.2.5	Gender parity in high-skilled jobs	86.37	42
2.2.6	Leadership opportunities for women	59.20	97
3.	**GROW**	**23.42**	**108**
3.1	**Formal Education**	**14.08**	**86**
	Enrolment		
3.1.1	Vocational enrolment	34.12	32
3.1.2	Tertiary enrolment	8.13	106
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**26.37**	**108**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	26.74	78
3.2.3	Employee development	52.37	103
3.3	**Access to Growth Opportunities**	**29.82**	**118**
	Empowerment		
3.3.1	Delegation of authority	45.55	111
3.3.2	Youth inclusion	50.95	93
	Collaboration		
3.3.3	Use of virtual social networks	16.30	116
3.3.4	Use of virtual professional networks	6.46	106
4.	**RETAIN**	**27.75**	**124**
4.1	**Sustainability**	**29.50**	**118**
4.1.1	Pension coverage	17.53	112
4.1.2	Social protection	26.41	108
4.1.3	Brain retention	37.89	93
4.1.4	Environmental performance	38.60	103
4.1.5	Vulnerable employment	24.58	117
4.1.6	Protect against future disasters	51.66	56
4.1.7	Household financial resilience	9.82	111
4.2	**Lifestyle**	**26.00**	**124**
4.2.1	Personal rights	33.20	99
4.2.2	Personal safety	23.39	124
4.2.3	Physician density	1.55	124
4.2.4	Sanitation	34.51	121
4.2.5	Employee wellbeing	37.36	95
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**29.71**	**122**
5.1	**Mid-level Skills**	**11.84**	**119**
5.1.1	Workforce with secondary education	3.88	126
5.1.2	Population with secondary education	19.68	96
5.1.3	Technicians and associate professionals	17.09	94
5.1.4	Labour productivity per employee	6.73	104
5.2	**Employability**	**47.58**	**119**
5.2.1	Ease of finding skilled employees	57.24	63
5.2.2	Relevance of education system to the economy	41.18	86
5.2.3	Skills matching	35.59	101
5.2.4	Highly educated unemployment	56.33	107
6.	**GENERALIST ADAPTIVE SKILLS**	**27.31**	**57**
6.1	**High-level Skills**	**41.91**	**31**
6.1.1	Workforce with tertiary education	0.37	131
6.1.2	Soft skills	57.65	54
6.1.3	Professionals	9.62	108
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	100.00	1
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**12.72**	**100**
6.2.1	ICT services exports	11.27	72
6.2.2	Mobile apps development	54.12	98
6.2.3	Intellectual property receipts	4.44	95
6.2.4	High-value exports	3.30	103
6.2.5	Software development	1.24	110
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	1.93	95

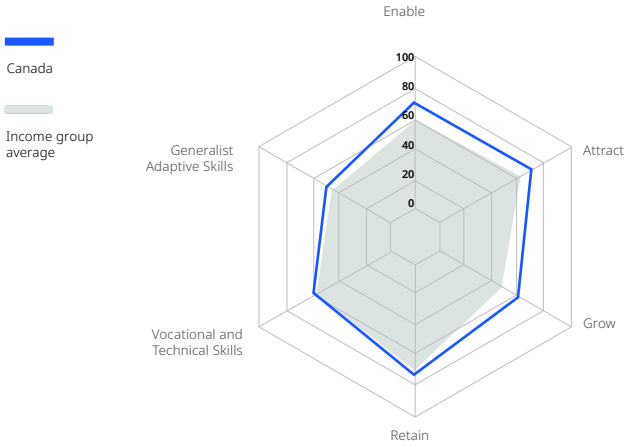
Canada

Key Indicators

Rank (out of 135)	**14**
Income group	**High income**
Regional group	**Northern America**
Population (millions)	**41.29**

GDP per capita (PPP US$)	63,760
GDP (US$ billions)	2,241.25
GTCI score	66.40
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**72.58**	**13**
1.1	**Regulatory Landscape**	**83.15**	**13**
1.1.1	Government effectiveness	82.57	15
1.1.2	Rule of law	88.00	16
1.1.3	Political stability	85.51	19
1.1.4	Regulatory quality	84.68	11
1.1.5	Corruption	75.00	15
1.2	**Market Landscape**	**65.09**	**22**
1.2.1	Extent of market dominance	58.87	30
1.2.2	Domestic credit to private sector	n/a	n/a
1.2.3	Cluster development	61.95	23
1.2.4	R&D expenditure	28.16	22
1.2.5	Population covered by at least a 3G mobile network	97.72	48
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	78.76	34
1.3	**Business and Labour Landscape**	**69.48**	**9**
	Labour Market		
1.3.1	Labour rights	96.40	23
1.3.2	Labour-employer cooperation	66.36	38
	Management Practice		
1.3.3	Professional management	71.31	25
1.3.4	Relationship of pay to productivity	60.90	22
	Technology Adoption		
1.3.5	Enterprise software	59.59	9
1.3.6	Cloud computing	38.95	17
1.3.7	Firms with website	92.87	7
2.	**ATTRACT**	**71.66**	**14**
2.1	**External Openness**	**60.35**	**18**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	63.73	72
2.1.2	Financial globalisation	83.46	22
	Attract People		
2.1.3	Migrant stock	42.30	20
2.1.4	International students	62.83	11
2.1.5	Brain gain	64.74	19
2.1.6	AI skills migration	45.04	15
2.2	**Internal Openness**	**82.98**	**9**
	Social Inclusion		
2.2.1	Tolerance of minorities	81.91	7
2.2.2	Tolerance of immigrants	98.46	2
2.2.3	Social mobility	68.89	30
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	65.62	61

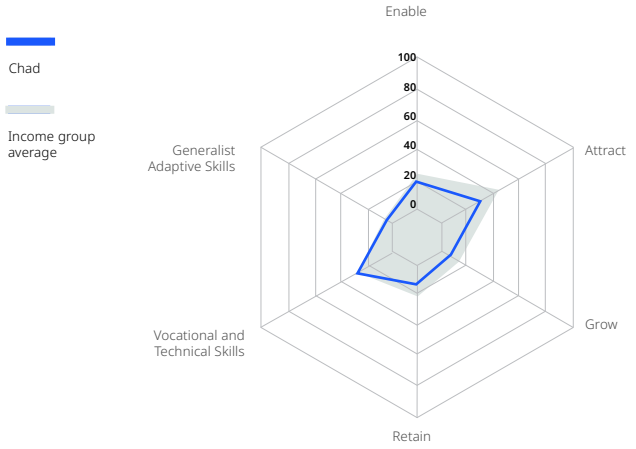
		SCORE	RANK
3.	**GROW**	**63.70**	**12**
3.1	**Formal Education**	**46.11**	**20**
	Enrolment		
3.1.1	Vocational enrolment	6.91	102
3.1.2	Tertiary enrolment	46.47	26
	Quality		
3.1.3	Tertiary education expenditure	24.53	26
3.1.4	Reading, maths and science	69.92	6
3.1.5	University ranking	82.70	5
3.2	**Lifelong Learning**	**70.07**	**10**
3.2.1	Business masters education	75.85	8
3.2.2	Prevalence of training in firms	69.16	15
3.2.3	Employee development	65.19	45
3.3	**Access to Growth Opportunities**	**74.93**	**11**
	Empowerment		
3.3.1	Delegation of authority	70.21	14
3.3.2	Youth inclusion	75.95	47
	Collaboration		
3.3.3	Use of virtual social networks	78.81	11
3.3.4	Use of virtual professional networks	74.75	8
4.	**RETAIN**	**76.37**	**19**
4.1	**Sustainability**	**76.82**	**7**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	63.07	35
4.1.3	Brain retention	67.13	24
4.1.4	Environmental performance	61.10	28
4.1.5	Vulnerable employment	89.63	29
4.1.6	Protect against future disasters	70.42	17
4.1.7	Household financial resilience	86.37	5
4.2	**Lifestyle**	**75.93**	**34**
4.2.1	Personal rights	83.93	29
4.2.2	Personal safety	73.89	53
4.2.3	Physician density	43.96	54
4.2.4	Sanitation	98.38	40
4.2.5	Employee wellbeing	79.49	18
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.39**	**30**
5.1	**Mid-level Skills**	**54.00**	**38**
5.1.1	Workforce with secondary education	28.04	95
5.1.2	Population with secondary education	53.36	43
5.1.3	Technicians and associate professionals	77.43	13
5.1.4	Labour productivity per employee	57.18	24
5.2	**Employability**	**70.77**	**18**
5.2.1	Ease of finding skilled employees	63.36	32
5.2.2	Relevance of education system to the economy	67.83	15
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	81.14	64
6.	**GENERALIST ADAPTIVE SKILLS**	**51.68**	**16**
6.1	**High-level Skills**	**53.42**	**11**
6.1.1	Workforce with tertiary education	100.00	1
6.1.2	Soft skills	65.89	24
6.1.3	Professionals	36.80	41
6.1.4	Researchers	53.50	16
6.1.5	Senior officials and managers	44.66	15
6.1.6	Digital skills	33.18	25
6.1.7	AI talent concentration	39.93	13
6.2	**Talent Impact**	**49.93**	**18**
6.2.1	ICT services exports	16.86	57
6.2.2	Mobile apps development	69.68	45
6.2.3	Intellectual property receipts	62.64	18
6.2.4	High-value exports	26.15	35
6.2.5	Software development	69.60	12
6.2.6	New business density	40.44	12
6.2.7	Scientific journal articles	64.18	15

Chad

Key Indicators

Rank (out of 135)	**135**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**20.30**
GDP per capita (PPP US$)	2,781
GDP (US$ billions)	18.34
GTCI score	19.87
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**22.40**	**134**
1.1	**Regulatory Landscape**	**21.18**	**131**
1.1.1	Government effectiveness	17.34	130
1.1.2	Rule of law	19.36	131
1.1.3	Political stability	28.16	126
1.1.4	Regulatory quality	20.07	126
1.1.5	Corruption	21.00	125
1.2	**Market Landscape**	**15.22**	**134**
1.2.1	Extent of market dominance	32.41	120
1.2.2	Domestic credit to private sector	0.09	129
1.2.3	Cluster development	29.90	132
1.2.4	R&D expenditure	4.65	77
1.2.5	Population covered by at least a 3G mobile network	27.52	125
1.2.6	Internet access in schools	0.74	88
1.2.7	Urbanisation	11.23	129
1.3	**Business and Labour Landscape**	**30.80**	**133**
	Labour Market		
1.3.1	Labour rights	93.00	35
1.3.2	Labour-employer cooperation	33.64	133
	Management Practice		
1.3.3	Professional management	34.14	128
1.3.4	Relationship of pay to productivity	32.59	125
	Technology Adoption		
1.3.5	Enterprise software	6.72	118
1.3.6	Cloud computing	4.39	123
1.3.7	Firms with website	11.14	109
2.	**ATTRACT**	**29.82**	**131**
2.1	**External Openness**	**16.27**	**133**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	7.39	134
	Attract People		
2.1.3	Migrant stock	11.84	58
2.1.4	International students	0.00	117
2.1.5	Brain gain	45.84	81
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**43.37**	**127**
	Social Inclusion		
2.2.1	Tolerance of minorities	17.02	113
2.2.2	Tolerance of immigrants	60.00	60
2.2.3	Social mobility	36.66	128
	Gender Equality		
2.2.4	Economic empowerment of women	66.25	112
2.2.5	Gender parity in high-skilled jobs	0.00	119
2.2.6	Leadership opportunities for women	80.29	9

		SCORE	RANK
3.	**GROW**	**13.99**	**133**
3.1	**Formal Education**	**1.68**	**131**
	Enrolment		
3.1.1	Vocational enrolment	2.08	117
3.1.2	Tertiary enrolment	1.03	128
	Quality		
3.1.3	Tertiary education expenditure	3.60	84
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**24.79**	**111**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	22.66	81
3.2.3	Employee development	51.72	104
3.3	**Access to Growth Opportunities**	**15.49**	**135**
	Empowerment		
3.3.1	Delegation of authority	39.01	128
3.3.2	Youth inclusion	17.19	120
	Collaboration		
3.3.3	Use of virtual social networks	5.76	131
3.3.4	Use of virtual professional networks	0.00	132
4.	**RETAIN**	**18.09**	**134**
4.1	**Sustainability**	**24.00**	**131**
4.1.1	Pension coverage	4.90	132
4.1.2	Social protection	16.68	121
4.1.3	Brain retention	31.28	103
4.1.4	Environmental performance	35.90	113
4.1.5	Vulnerable employment	0.00	134
4.1.6	Protect against future disasters	51.26	58
4.1.7	Household financial resilience	27.96	62
4.2	**Lifestyle**	**12.19**	**134**
4.2.1	Personal rights	6.39	127
4.2.2	Personal safety	27.43	121
4.2.3	Physician density	0.85	129
4.2.4	Sanitation	0.00	135
4.2.5	Employee wellbeing	26.30	109
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**27.11**	**129**
5.1	**Mid-level Skills**	**3.80**	**134**
5.1.1	Workforce with secondary education	6.02	124
5.1.2	Population with secondary education	5.30	115
5.1.3	Technicians and associate professionals	0.24	127
5.1.4	Labour productivity per employee	3.64	111
5.2	**Employability**	**50.43**	**109**
5.2.1	Ease of finding skilled employees	73.84	3
5.2.2	Relevance of education system to the economy	35.17	100
5.2.3	Skills matching	9.30	110
5.2.4	Highly educated unemployment	83.41	47
6.	**GENERALIST ADAPTIVE SKILLS**	**7.81**	**127**
6.1	**High-level Skills**	**14.85**	**120**
6.1.1	Workforce with tertiary education	3.21	126
6.1.2	Soft skills	65.67	25
6.1.3	Professionals	4.01	126
6.1.4	Researchers	0.50	98
6.1.5	Senior officials and managers	0.87	129
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**0.77**	**134**
6.2.1	ICT services exports	3.23	107
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.14	117
6.2.4	High-value exports	n/a	n/a
6.2.5	Software development	0.00	134
6.2.6	New business density	0.46	121
6.2.7	Scientific journal articles	0.01	134

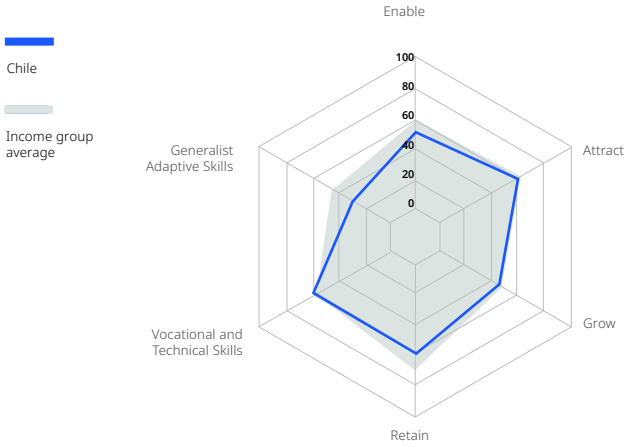
Chile

Key Indicators

Rank (out of 135)	**39**
Income group	**High income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**19.76**

GDP per capita (PPP US$)	32,312
GDP (US$ billions)	330.21
GTCI score	52.66
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**56.52**	**42**
1.1	**Regulatory Landscape**	**66.53**	**34**
1.1.1	Government effectiveness	65.17	37
1.1.2	Rule of law	67.42	37
1.1.3	Political stability	68.99	57
1.1.4	Regulatory quality	68.10	33
1.1.5	Corruption	63.00	27
1.2	**Market Landscape**	**52.99**	**54**
1.2.1	Extent of market dominance	44.46	79
1.2.2	Domestic credit to private sector	50.19	20
1.2.3	Cluster development	45.56	74
1.2.4	R&D expenditure	6.08	69
1.2.5	Population covered by at least a 3G mobile network	85.65	84
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	85.99	20
1.3	**Business and Labour Landscape**	**50.05**	**51**
	Labour Market		
1.3.1	Labour rights	78.40	77
1.3.2	Labour-employer cooperation	63.63	48
	Management Practice		
1.3.3	Professional management	65.11	45
1.3.4	Relationship of pay to productivity	46.47	73
	Technology Adoption		
1.3.5	Enterprise software	26.71	37
1.3.6	Cloud computing	19.96	51
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**60.24**	**36**
2.1	**External Openness**	**46.16**	**54**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	93.66	27
2.1.2	Financial globalisation	74.94	38
	Attract People		
2.1.3	Migrant stock	14.76	55
2.1.4	International students	5.06	82
2.1.5	Brain gain	60.24	32
2.1.6	AI skills migration	28.30	37
2.2	**Internal Openness**	**74.32**	**24**
	Social Inclusion		
2.2.1	Tolerance of minorities	62.77	40
2.2.2	Tolerance of immigrants	67.69	44
2.2.3	Social mobility	68.79	31
	Gender Equality		
2.2.4	Economic empowerment of women	80.00	83
2.2.5	Gender parity in high-skilled jobs	98.03	3
2.2.6	Leadership opportunities for women	68.61	40

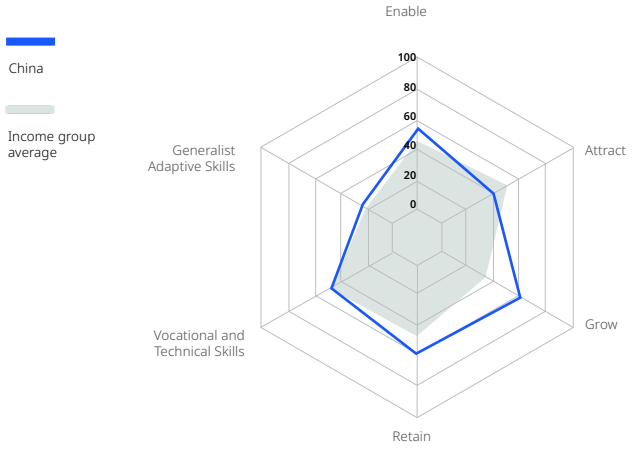
		SCORE	RANK
3.	**GROW**	**48.30**	**30**
3.1	**Formal Education**	**35.30**	**35**
	Enrolment		
3.1.1	Vocational enrolment	16.24	67
3.1.2	Tertiary enrolment	62.23	5
	Quality		
3.1.3	Tertiary education expenditure	10.80	54
3.1.4	Reading, maths and science	40.14	45
3.1.5	University ranking	47.10	24
3.2	**Lifelong Learning**	**45.61**	**40**
3.2.1	Business masters education	23.60	44
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	67.61	36
3.3	**Access to Growth Opportunities**	**64.00**	**27**
	Empowerment		
3.3.1	Delegation of authority	57.78	63
3.3.2	Youth inclusion	74.07	51
	Collaboration		
3.3.3	Use of virtual social networks	74.20	35
3.3.4	Use of virtual professional networks	49.94	23
4.	**RETAIN**	**62.85**	**47**
4.1	**Sustainability**	**53.55**	**56**
4.1.1	Pension coverage	71.35	77
4.1.2	Social protection	50.00	58
4.1.3	Brain retention	66.57	25
4.1.4	Environmental performance	49.60	53
4.1.5	Vulnerable employment	76.21	56
4.1.6	Protect against future disasters	47.72	66
4.1.7	Household financial resilience	13.43	99
4.2	**Lifestyle**	**72.16**	**43**
4.2.1	Personal rights	85.53	26
4.2.2	Personal safety	55.78	82
4.2.3	Physician density	49.70	47
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	69.77	43
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.20**	**41**
5.1	**Mid-level Skills**	**56.06**	**33**
5.1.1	Workforce with secondary education	65.47	23
5.1.2	Population with secondary education	68.40	19
5.1.3	Technicians and associate professionals	58.09	33
5.1.4	Labour productivity per employee	32.28	56
5.2	**Employability**	**64.34**	**56**
5.2.1	Ease of finding skilled employees	69.75	11
5.2.2	Relevance of education system to the economy	41.05	87
5.2.3	Skills matching	75.18	36
5.2.4	Highly educated unemployment	71.36	85
6.	**GENERALIST ADAPTIVE SKILLS**	**27.85**	**53**
6.1	**High-level Skills**	**31.78**	**53**
6.1.1	Workforce with tertiary education	40.16	54
6.1.2	Soft skills	52.85	76
6.1.3	Professionals	32.72	47
6.1.4	Researchers	6.98	62
6.1.5	Senior officials and managers	24.37	55
6.1.6	Digital skills	59.89	6
6.1.7	AI talent concentration	5.48	41
6.2	**Talent Impact**	**23.92**	**59**
6.2.1	ICT services exports	4.20	98
6.2.2	Mobile apps development	63.96	70
6.2.3	Intellectual property receipts	11.30	78
6.2.4	High-value exports	16.71	47
6.2.5	Software development	10.04	57
6.2.6	New business density	44.48	11
6.2.7	Scientific journal articles	16.73	53

China

Key Indicators

Rank (out of 135)	**53**
Income group	**Upper middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**1,408.98**
GDP per capita (PPP US$)	27,093
GDP (US$ billions)	18,748.01
GTCI score	48.65
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.39**	**49**
1.1	**Regulatory Landscape**	**50.09**	**65**
1.1.1	Government effectiveness	64.33	42
1.1.2	Rule of law	51.27	62
1.1.3	Political stability	53.36	97
1.1.4	Regulatory quality	38.52	90
1.1.5	Corruption	43.00	61
1.2	**Market Landscape**	**77.19**	**5**
1.2.1	Extent of market dominance	71.77	3
1.2.2	Domestic credit to private sector	98.03	3
1.2.3	Cluster development	71.91	2
1.2.4	R&D expenditure	40.56	14
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	98.65	41
1.2.7	Urbanisation	59.39	70
1.3	**Business and Labour Landscape**	**38.88**	**110**
	Labour Market		
1.3.1	Labour rights	8.70	129
1.3.2	Labour-employer cooperation	67.23	32
	Management Practice		
1.3.3	Professional management	72.43	23
1.3.4	Relationship of pay to productivity	69.85	3
	Technology Adoption		
1.3.5	Enterprise software	11.33	101
1.3.6	Cloud computing	21.00	44
1.3.7	Firms with website	21.60	101
2.	**ATTRACT**	**39.88**	**115**
2.1	**External Openness**	**18.33**	**129**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	43.96	84
2.1.2	Financial globalisation	28.14	121
	Attract People		
2.1.3	Migrant stock	0.08	134
2.1.4	International students	1.14	107
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**61.42**	**72**
	Social Inclusion		
2.2.1	Tolerance of minorities	34.04	82
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	68.38	33
	Gender Equality		
2.2.4	Economic empowerment of women	78.12	93
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	68.11	49
3.	**GROW**	**60.31**	**15**
3.1	**Formal Education**	**52.99**	**9**
	Enrolment		
3.1.1	Vocational enrolment	27.64	46
3.1.2	Tertiary enrolment	43.84	37
	Quality		
3.1.3	Tertiary education expenditure	8.37	62
3.1.4	Reading, maths and science	100.00	1
3.1.5	University ranking	85.10	4
3.2	**Lifelong Learning**	**79.19**	**3**
3.2.1	Business masters education	68.72	9
3.2.2	Prevalence of training in firms	100.00	1
3.2.3	Employee development	68.85	25
3.3	**Access to Growth Opportunities**	**48.74**	**73**
	Empowerment		
3.3.1	Delegation of authority	65.25	30
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	76.00	25
3.3.4	Use of virtual professional networks	4.98	110
4.	**RETAIN**	**60.72**	**52**
4.1	**Sustainability**	**63.76**	**36**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	67.49	25
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	35.40	115
4.1.5	Vulnerable employment	54.20	92
4.1.6	Protect against future disasters	78.40	10
4.1.7	Household financial resilience	47.09	38
4.2	**Lifestyle**	**57.68**	**70**
4.2.1	Personal rights	15.72	120
4.2.2	Personal safety	79.74	37
4.2.3	Physician density	39.27	63
4.2.4	Sanitation	93.57	69
4.2.5	Employee wellbeing	60.09	66
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**48.70**	**72**
5.1	**Mid-level Skills**	**26.48**	**94**
5.1.1	Workforce with secondary education	n/a	n/a
5.1.2	Population with secondary education	22.04	92
5.1.3	Technicians and associate professionals	32.10	62
5.1.4	Labour productivity per employee	25.29	69
5.2	**Employability**	**70.93**	**17**
5.2.1	Ease of finding skilled employees	71.12	9
5.2.2	Relevance of education system to the economy	70.73	10
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**26.88**	**60**
6.1	**High-level Skills**	**22.21**	**87**
6.1.1	Workforce with tertiary education	n/a	n/a
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	6.59	117
6.1.4	Researchers	20.41	41
6.1.5	Senior officials and managers	27.25	43
6.1.6	Digital skills	34.61	19
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**31.55**	**42**
6.2.1	ICT services exports	19.83	50
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	38.10	36
6.2.4	High-value exports	41.49	15
6.2.5	Software development	n/a	n/a
6.2.6	New business density	35.30	19
6.2.7	Scientific journal articles	23.01	45

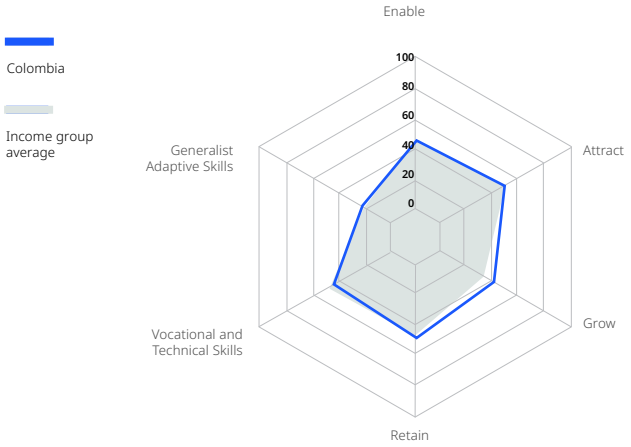
Colombia

Key Indicators

Rank (out of 135)	**69**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**52.89**

GDP per capita (PPP US$)	21,494
GDP (US$ billions)	418.54
GTCI score	43.94
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



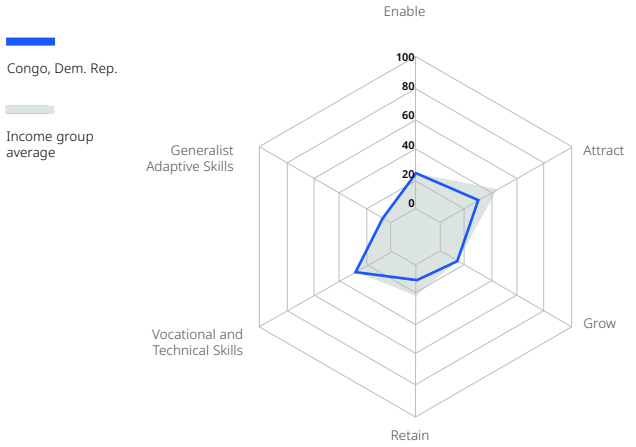
		SCORE	RANK
1.	**ENABLE**	**46.61**	**76**
1.1	**Regulatory Landscape**	**45.10**	**81**
1.1.1	Government effectiveness	47.89	74
1.1.2	Rule of law	41.11	90
1.1.3	Political stability	48.44	109
1.1.4	Regulatory quality	49.07	69
1.1.5	Corruption	39.00	73
1.2	**Market Landscape**	**48.55**	**74**
1.2.1	Extent of market dominance	47.70	61
1.2.2	Domestic credit to private sector	16.56	74
1.2.3	Cluster development	46.80	67
1.2.4	R&D expenditure	2.06	98
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	47.17	64
1.2.7	Urbanisation	79.55	32
1.3	**Business and Labour Landscape**	**46.18**	**74**
	Labour Market		
1.3.1	Labour rights	36.90	121
1.3.2	Labour-employer cooperation	60.74	57
	Management Practice		
1.3.3	Professional management	61.76	56
1.3.4	Relationship of pay to productivity	46.98	68
	Technology Adoption		
1.3.5	Enterprise software	20.91	45
1.3.6	Cloud computing	19.68	54
1.3.7	Firms with website	76.27	33
2.	**ATTRACT**	**52.31**	**64**
2.1	**External Openness**	**41.54**	**66**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	92.63	30
2.1.2	Financial globalisation	63.28	61
	Attract People		
2.1.3	Migrant stock	10.95	62
2.1.4	International students	0.75	111
2.1.5	Brain gain	40.07	95
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.08**	**65**
	Social Inclusion		
2.2.1	Tolerance of minorities	25.53	98
2.2.2	Tolerance of immigrants	60.00	60
2.2.3	Social mobility	54.07	85
	Gender Equality		
2.2.4	Economic empowerment of women	84.38	68
2.2.5	Gender parity in high-skilled jobs	88.17	36
2.2.6	Leadership opportunities for women	66.36	59
3.	**GROW**	**43.72**	**46**
3.1	**Formal Education**	**28.69**	**51**
	Enrolment		
3.1.1	Vocational enrolment	12.77	78
3.1.2	Tertiary enrolment	34.51	53
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	26.24	61
3.1.5	University ranking	41.23	32
3.2	**Lifelong Learning**	**49.52**	**30**
3.2.1	Business masters education	30.15	35
3.2.2	Prevalence of training in firms	50.82	40
3.2.3	Employee development	67.59	37
3.3	**Access to Growth Opportunities**	**52.94**	**65**
	Empowerment		
3.3.1	Delegation of authority	58.03	62
3.3.2	Youth inclusion	51.12	91
	Collaboration		
3.3.3	Use of virtual social networks	68.40	60
3.3.4	Use of virtual professional networks	34.20	37
4.	**RETAIN**	**48.68**	**86**
4.1	**Sustainability**	**40.18**	**98**
4.1.1	Pension coverage	50.96	87
4.1.2	Social protection	32.58	92
4.1.3	Brain retention	56.07	37
4.1.4	Environmental performance	49.70	52
4.1.5	Vulnerable employment	51.38	93
4.1.6	Protect against future disasters	35.78	87
4.1.7	Household financial resilience	4.77	121
4.2	**Lifestyle**	**57.19**	**73**
4.2.1	Personal rights	60.78	64
4.2.2	Personal safety	31.80	117
4.2.3	Physician density	38.48	66
4.2.4	Sanitation	92.97	72
4.2.5	Employee wellbeing	61.92	59
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**46.45**	**78**
5.1	**Mid-level Skills**	**35.35**	**76**
5.1.1	Workforce with secondary education	45.18	62
5.1.2	Population with secondary education	45.29	56
5.1.3	Technicians and associate professionals	29.25	68
5.1.4	Labour productivity per employee	21.66	72
5.2	**Employability**	**57.56**	**81**
5.2.1	Ease of finding skilled employees	65.53	24
5.2.2	Relevance of education system to the economy	41.57	85
5.2.3	Skills matching	57.99	74
5.2.4	Highly educated unemployment	65.14	98
6.	**GENERALIST ADAPTIVE SKILLS**	**25.89**	**64**
6.1	**High-level Skills**	**31.12**	**55**
6.1.1	Workforce with tertiary education	42.78	48
6.1.2	Soft skills	60.84	44
6.1.3	Professionals	21.49	70
6.1.4	Researchers	0.82	94
6.1.5	Senior officials and managers	34.13	28
6.1.6	Digital skills	26.63	32
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**20.67**	**70**
6.2.1	ICT services exports	12.31	70
6.2.2	Mobile apps development	61.70	76
6.2.3	Intellectual property receipts	32.14	42
6.2.4	High-value exports	13.39	59
6.2.5	Software development	9.08	59
6.2.6	New business density	9.31	63
6.2.7	Scientific journal articles	6.73	71

Congo, Dem. Rep.

Key Indicators

Rank (out of 135)	**133**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**109.28**
GDP per capita (PPP US$)	1,714
GDP (US$ billions)	64.40
GTCI score	21.44
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**25.10**	**132**
1.1	**Regulatory Landscape**	**15.03**	**132**
1.1.1	Government effectiveness	12.77	133
1.1.2	Rule of law	11.67	133
1.1.3	Political stability	16.48	132
1.1.4	Regulatory quality	14.25	130
1.1.5	Corruption	20.00	128
1.2	**Market Landscape**	**16.35**	**131**
1.2.1	Extent of market dominance	32.31	121
1.2.2	Domestic credit to private sector	1.91	123
1.2.3	Cluster development	34.13	128
1.2.4	R&D expenditure	6.32	67
1.2.5	Population covered by at least a 3G mobile network	1.04	132
1.2.6	Internet access in schools	0.00	93
1.2.7	Urbanisation	38.77	105
1.3	**Business and Labour Landscape**	**43.92**	**84**
	Labour Market		
1.3.1	Labour rights	68.40	94
1.3.2	Labour-employer cooperation	45.93	123
	Management Practice		
1.3.3	Professional management	32.65	130
1.3.4	Relationship of pay to productivity	28.69	129
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**32.34**	**127**
2.1	**External Openness**	**22.85**	**116**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	41.97	96
	Attract People		
2.1.3	Migrant stock	1.76	110
2.1.4	International students	1.48	101
2.1.5	Brain gain	46.20	76
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**41.84**	**128**
	Social Inclusion		
2.2.1	Tolerance of minorities	3.19	130
2.2.2	Tolerance of immigrants	46.15	89
2.2.3	Social mobility	43.94	122
	Gender Equality		
2.2.4	Economic empowerment of women	78.75	89
2.2.5	Gender parity in high-skilled jobs	36.15	106
2.2.6	Leadership opportunities for women	42.82	130

		SCORE	RANK
3.	**GROW**	**16.34**	**128**
3.1	**Formal Education**	**10.39**	**101**
	Enrolment		
3.1.1	Vocational enrolment	28.94	42
3.1.2	Tertiary enrolment	2.24	121
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**19.72**	**126**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	17.83	91
3.2.3	Employee development	41.33	127
3.3	**Access to Growth Opportunities**	**18.90**	**131**
	Empowerment		
3.3.1	Delegation of authority	40.21	126
3.3.2	Youth inclusion	31.05	113
	Collaboration		
3.3.3	Use of virtual social networks	4.24	133
3.3.4	Use of virtual professional networks	0.11	131
4.	**RETAIN**	**16.33**	**135**
4.1	**Sustainability**	**25.75**	**126**
4.1.1	Pension coverage	0.11	134
4.1.2	Social protection	8.58	131
4.1.3	Brain retention	35.59	99
4.1.4	Environmental performance	39.50	97
4.1.5	Vulnerable employment	8.17	126
4.1.6	Protect against future disasters	59.14	37
4.1.7	Household financial resilience	29.17	57
4.2	**Lifestyle**	**6.90**	**135**
4.2.1	Personal rights	22.27	112
4.2.2	Personal safety	0.00	132
4.2.3	Physician density	2.26	118
4.2.4	Sanitation	3.82	132
4.2.5	Employee wellbeing	6.18	127
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**30.70**	**120**
5.1	**Mid-level Skills**	**9.86**	**121**
5.1.1	Workforce with secondary education	0.54	131
5.1.2	Population with secondary education	25.66	88
5.1.3	Technicians and associate professionals	11.08	107
5.1.4	Labour productivity per employee	2.15	115
5.2	**Employability**	**51.54**	**106**
5.2.1	Ease of finding skilled employees	47.02	106
5.2.2	Relevance of education system to the economy	26.03	123
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	81.57	58
6.	**GENERALIST ADAPTIVE SKILLS**	**7.80**	**128**
6.1	**High-level Skills**	**15.49**	**118**
6.1.1	Workforce with tertiary education	6.59	117
6.1.2	Soft skills	47.81	95
6.1.3	Professionals	9.15	110
6.1.4	Researchers	0.05	111
6.1.5	Senior officials and managers	13.83	88
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**0.12**	**135**
6.2.1	ICT services exports	0.13	134
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	0.25	129
6.2.5	Software development	0.15	131
6.2.6	New business density	0.16	124
6.2.7	Scientific journal articles	0.04	132

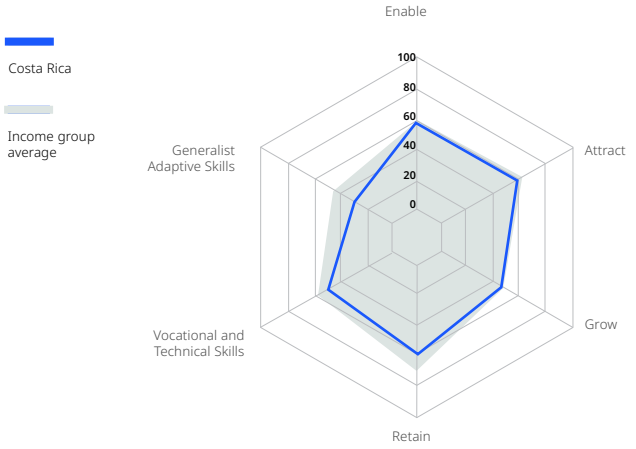
Costa Rica

Key Indicators

Rank (out of 135)	**44**
Income group	**High income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**5.13**

GDP per capita (PPP US$)	29,892
GDP (US$ billions)	95.36
GTCI score	51.22
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**58.02**	**37**
1.1	**Regulatory Landscape**	**64.72**	**38**
1.1.1	Government effectiveness	55.21	54
1.1.2	Rule of law	61.69	51
1.1.3	Political stability	89.41	9
1.1.4	Regulatory quality	59.28	46
1.1.5	Corruption	58.00	34
1.2	**Market Landscape**	**52.82**	**55**
1.2.1	Extent of market dominance	53.43	44
1.2.2	Domestic credit to private sector	23.09	60
1.2.3	Cluster development	54.00	43
1.2.4	R&D expenditure	5.24	72
1.2.5	Population covered by at least a 3G mobile network	67.49	101
1.2.6	Internet access in schools	86.29	50
1.2.7	Urbanisation	80.16	31
1.3	**Business and Labour Landscape**	**56.53**	**31**
	Labour Market		
1.3.1	Labour rights	77.30	79
1.3.2	Labour-employer cooperation	73.25	13
	Management Practice		
1.3.3	Professional management	65.28	43
1.3.4	Relationship of pay to productivity	53.82	46
	Technology Adoption		
1.3.5	Enterprise software	16.91	61
1.3.6	Cloud computing	20.70	46
1.3.7	Firms with website	88.44	15
2.	**ATTRACT**	**61.29**	**33**
2.1	**External Openness**	**44.17**	**59**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	89.93	38
2.1.2	Financial globalisation	63.72	59
	Attract People		
2.1.3	Migrant stock	23.32	38
2.1.4	International students	3.94	89
2.1.5	Brain gain	57.20	42
2.1.6	AI skills migration	26.94	42
2.2	**Internal Openness**	**78.41**	**18**
	Social Inclusion		
2.2.1	Tolerance of minorities	77.66	16
2.2.2	Tolerance of immigrants	78.46	25
2.2.3	Social mobility	73.21	15
	Gender Equality		
2.2.4	Economic empowerment of women	91.88	34
2.2.5	Gender parity in high-skilled jobs	81.12	51
2.2.6	Leadership opportunities for women	68.15	48

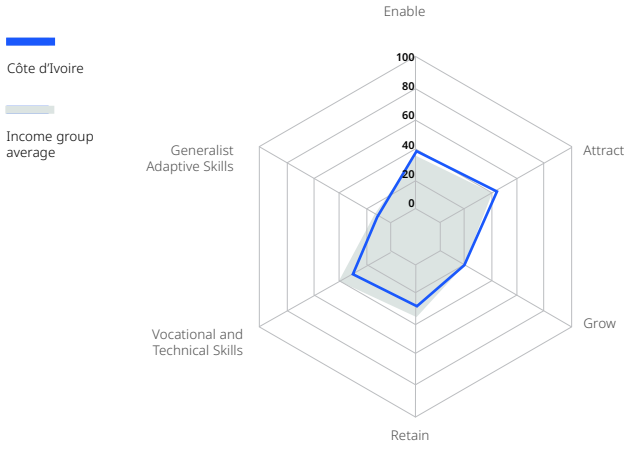
		SCORE	RANK
3.	**GROW**	**47.19**	**34**
3.1	**Formal Education**	**26.58**	**57**
	Enrolment		
3.1.1	Vocational enrolment	40.24	28
3.1.2	Tertiary enrolment	31.91	65
	Quality		
3.1.3	Tertiary education expenditure	25.29	24
3.1.4	Reading, maths and science	27.38	57
3.1.5	University ranking	8.07	72
3.2	**Lifelong Learning**	**55.04**	**22**
3.2.1	Business masters education	50.16	21
3.2.2	Prevalence of training in firms	43.68	50
3.2.3	Employee development	71.28	17
3.3	**Access to Growth Opportunities**	**59.96**	**39**
	Empowerment		
3.3.1	Delegation of authority	60.67	47
3.3.2	Youth inclusion	63.02	72
	Collaboration		
3.3.3	Use of virtual social networks	74.00	36
3.3.4	Use of virtual professional networks	42.13	27
4.	**RETAIN**	**62.35**	**49**
4.1	**Sustainability**	**51.33**	**65**
4.1.1	Pension coverage	56.46	85
4.1.2	Social protection	29.69	97
4.1.3	Brain retention	68.07	21
4.1.4	Environmental performance	55.50	37
4.1.5	Vulnerable employment	73.24	64
4.1.6	Protect against future disasters	61.59	30
4.1.7	Household financial resilience	14.75	97
4.2	**Lifestyle**	**73.37**	**40**
4.2.1	Personal rights	86.68	21
4.2.2	Personal safety	52.37	89
4.2.3	Physician density	40.01	60
4.2.4	Sanitation	97.95	44
4.2.5	Employee wellbeing	89.84	6
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**51.21**	**63**
5.1	**Mid-level Skills**	**37.47**	**72**
5.1.1	Workforce with secondary education	36.05	79
5.1.2	Population with secondary education	33.18	77
5.1.3	Technicians and associate professionals	44.82	48
5.1.4	Labour productivity per employee	35.83	53
5.2	**Employability**	**64.96**	**51**
5.2.1	Ease of finding skilled employees	70.29	10
5.2.2	Relevance of education system to the economy	46.37	66
5.2.3	Skills matching	67.92	53
5.2.4	Highly educated unemployment	75.25	82
6.	**GENERALIST ADAPTIVE SKILLS**	**27.27**	**58**
6.1	**High-level Skills**	**26.94**	**69**
6.1.1	Workforce with tertiary education	31.41	72
6.1.2	Soft skills	60.90	43
6.1.3	Professionals	25.11	61
6.1.4	Researchers	4.40	75
6.1.5	Senior officials and managers	5.87	110
6.1.6	Digital skills	37.75	12
6.1.7	AI talent concentration	23.10	31
6.2	**Talent Impact**	**27.61**	**50**
6.2.1	ICT services exports	49.90	13
6.2.2	Mobile apps development	58.27	89
6.2.3	Intellectual property receipts	5.36	90
6.2.4	High-value exports	37.75	19
6.2.5	Software development	13.10	53
6.2.6	New business density	23.85	35
6.2.7	Scientific journal articles	5.02	80

Côte d'Ivoire

Key Indicators

Rank (out of 135)	**112**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**31.93**
GDP per capita (PPP US$)	6,097
GDP (US$ billions)	79.63
GTCI score	31.03
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.77**	**88**
1.1	**Regulatory Landscape**	**44.46**	**82**
1.1.1	Government effectiveness	41.71	91
1.1.2	Rule of law	41.04	91
1.1.3	Political stability	50.50	103
1.1.4	Regulatory quality	44.07	76
1.1.5	Corruption	45.00	58
1.2	**Market Landscape**	**39.68**	**98**
1.2.1	Extent of market dominance	47.17	63
1.2.2	Domestic credit to private sector	7.65	108
1.2.3	Cluster development	49.21	59
1.2.4	R&D expenditure	1.01	108
1.2.5	Population covered by at least a 3G mobile network	87.68	81
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	45.36	98
1.3	**Business and Labour Landscape**	**47.18**	**68**
	Labour Market		
1.3.1	Labour rights	92.80	37
1.3.2	Labour-employer cooperation	61.57	53
	Management Practice		
1.3.3	Professional management	57.63	73
1.3.4	Relationship of pay to productivity	49.81	56
	Technology Adoption		
1.3.5	Enterprise software	7.53	115
1.3.6	Cloud computing	6.69	114
1.3.7	Firms with website	54.22	63
2.	**ATTRACT**	**44.07**	**97**
2.1	**External Openness**	**31.49**	**93**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	48.14	84
	Attract People		
2.1.3	Migrant stock	17.14	51
2.1.4	International students	4.59	85
2.1.5	Brain gain	56.08	45
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**56.65**	**98**
	Social Inclusion		
2.2.1	Tolerance of minorities	31.91	84
2.2.2	Tolerance of immigrants	76.92	27
2.2.3	Social mobility	53.45	89
	Gender Equality		
2.2.4	Economic empowerment of women	95.00	25
2.2.5	Gender parity in high-skilled jobs	20.03	114
2.2.6	Leadership opportunities for women	62.59	78
3.	**GROW**	**23.15**	**109**
3.1	**Formal Education**	**4.81**	**119**
	Enrolment		
3.1.1	Vocational enrolment	7.53	99
3.1.2	Tertiary enrolment	5.41	110
	Quality		
3.1.3	Tertiary education expenditure	6.29	70
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**29.46**	**95**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	30.79	70
3.2.3	Employee development	57.58	79
3.3	**Access to Growth Opportunities**	**35.18**	**106**
	Empowerment		
3.3.1	Delegation of authority	50.40	99
3.3.2	Youth inclusion	61.67	75
	Collaboration		
3.3.3	Use of virtual social networks	21.28	114
3.3.4	Use of virtual professional networks	7.36	100
4.	**RETAIN**	**32.59**	**113**
4.1	**Sustainability**	**31.74**	**115**
4.1.1	Pension coverage	15.49	117
4.1.2	Social protection	29.63	98
4.1.3	Brain retention	51.41	54
4.1.4	Environmental performance	42.90	82
4.1.5	Vulnerable employment	19.00	122
4.1.6	Protect against future disasters	34.81	90
4.1.7	Household financial resilience	28.92	58
4.2	**Lifestyle**	**33.45**	**109**
4.2.1	Personal rights	58.15	69
4.2.2	Personal safety	37.99	110
4.2.3	Physician density	2.11	120
4.2.4	Sanitation	26.92	122
4.2.5	Employee wellbeing	42.08	92
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**29.26**	**123**
5.1	**Mid-level Skills**	**9.74**	**122**
5.1.1	Workforce with secondary education	8.62	119
5.1.2	Population with secondary education	12.36	106
5.1.3	Technicians and associate professionals	8.99	112
5.1.4	Labour productivity per employee	8.97	97
5.2	**Employability**	**48.78**	**116**
5.2.1	Ease of finding skilled employees	62.35	39
5.2.2	Relevance of education system to the economy	42.94	82
5.2.3	Skills matching	16.65	106
5.2.4	Highly educated unemployment	73.19	84
6.	**GENERALIST ADAPTIVE SKILLS**	**13.34**	**116**
6.1	**High-level Skills**	**18.60**	**107**
6.1.1	Workforce with tertiary education	7.18	115
6.1.2	Soft skills	63.32	32
6.1.3	Professionals	4.11	125
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	0.44	130
6.1.6	Digital skills	17.95	53
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**8.07**	**123**
6.2.1	ICT services exports	3.27	106
6.2.2	Mobile apps development	40.72	116
6.2.3	Intellectual property receipts	0.00	120
6.2.4	High-value exports	6.84	87
6.2.5	Software development	0.41	125
6.2.6	New business density	4.95	87
6.2.7	Scientific journal articles	0.31	121

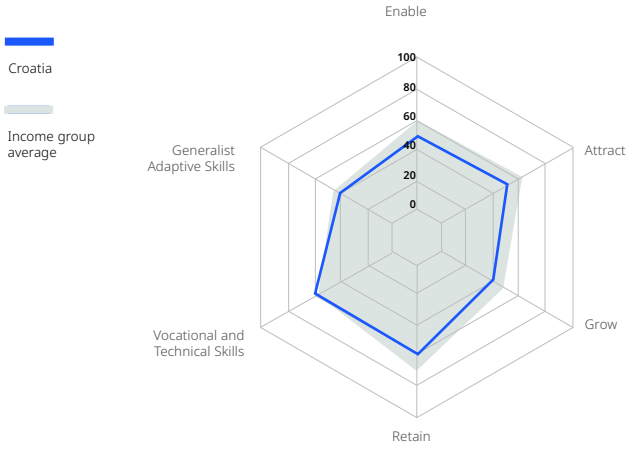
Croatia

Key Indicators

Rank (out of 135)	**41**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**3.87**

GDP per capita (PPP US$)	45,631
GDP (US$ billions)	92.51
GTCI score	52.23
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**52.19**	**56**
1.1	**Regulatory Landscape**	**62.95**	**43**
1.1.1	Government effectiveness	65.06	38
1.1.2	Rule of law	61.00	52
1.1.3	Political stability	80.10	34
1.1.4	Regulatory quality	61.60	43
1.1.5	Corruption	47.00	52
1.2	**Market Landscape**	**45.90**	**81**
1.2.1	Extent of market dominance	37.64	103
1.2.2	Domestic credit to private sector	20.53	69
1.2.3	Cluster development	45.45	76
1.2.4	R&D expenditure	21.80	32
1.2.5	Population covered by at least a 3G mobile network	98.40	46
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	51.61	87
1.3	**Business and Labour Landscape**	**47.72**	**64**
	Labour Market		
1.3.1	Labour rights	88.80	51
1.3.2	Labour-employer cooperation	48.03	116
	Management Practice		
1.3.3	Professional management	48.77	103
1.3.4	Relationship of pay to productivity	43.65	95
	Technology Adoption		
1.3.5	Enterprise software	18.38	55
1.3.6	Cloud computing	19.43	55
1.3.7	Firms with website	66.96	43
2.	**ATTRACT**	**54.80**	**53**
2.1	**External Openness**	**46.34**	**52**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	90.53	37
2.1.2	Financial globalisation	64.73	56
	Attract People		
2.1.3	Migrant stock	25.94	36
2.1.4	International students	12.05	61
2.1.5	Brain gain	53.60	54
2.1.6	AI skills migration	31.22	31
2.2	**Internal Openness**	**63.26**	**62**
	Social Inclusion		
2.2.1	Tolerance of minorities	57.45	48
2.2.2	Tolerance of immigrants	23.08	122
2.2.3	Social mobility	57.86	62
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	87.98	37
2.2.6	Leadership opportunities for women	59.46	96

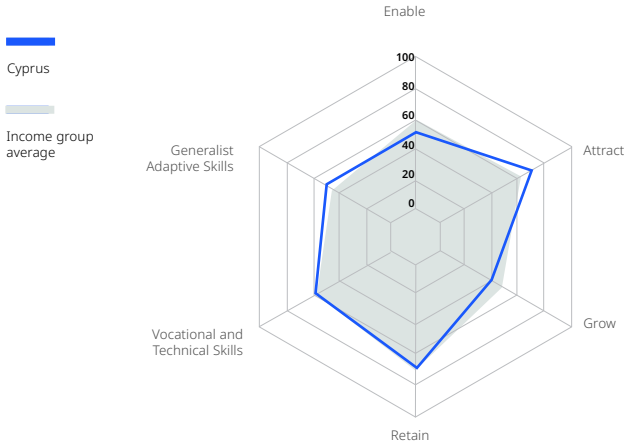
		SCORE	RANK
3.	**GROW**	**42.76**	**49**
3.1	**Formal Education**	**36.33**	**32**
	Enrolment		
3.1.1	Vocational enrolment	59.21	8
3.1.2	Tertiary enrolment	47.61	20
	Quality		
3.1.3	Tertiary education expenditure	12.04	51
3.1.4	Reading, maths and science	56.42	33
3.1.5	University ranking	6.37	74
3.2	**Lifelong Learning**	**34.97**	**74**
3.2.1	Business masters education	24.94	40
3.2.2	Prevalence of training in firms	27.18	75
3.2.3	Employee development	52.79	100
3.3	**Access to Growth Opportunities**	**56.97**	**50**
	Empowerment		
3.3.1	Delegation of authority	48.28	106
3.3.2	Youth inclusion	83.55	29
	Collaboration		
3.3.3	Use of virtual social networks	69.19	58
3.3.4	Use of virtual professional networks	26.84	51
4.	**RETAIN**	**64.32**	**42**
4.1	**Sustainability**	**53.93**	**53**
4.1.1	Pension coverage	93.14	56
4.1.2	Social protection	59.00	40
4.1.3	Brain retention	36.90	96
4.1.4	Environmental performance	62.30	25
4.1.5	Vulnerable employment	91.28	19
4.1.6	Protect against future disasters	15.66	109
4.1.7	Household financial resilience	19.26	87
4.2	**Lifestyle**	**74.70**	**39**
4.2.1	Personal rights	77.57	37
4.2.2	Personal safety	82.91	29
4.2.3	Physician density	58.47	25
4.2.4	Sanitation	95.60	61
4.2.5	Employee wellbeing	58.97	69
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.82**	**22**
5.1	**Mid-level Skills**	**67.42**	**7**
5.1.1	Workforce with secondary education	76.38	12
5.1.2	Population with secondary education	80.33	13
5.1.3	Technicians and associate professionals	66.40	22
5.1.4	Labour productivity per employee	46.59	36
5.2	**Employability**	**60.21**	**73**
5.2.1	Ease of finding skilled employees	38.37	126
5.2.2	Relevance of education system to the economy	31.76	111
5.2.3	Skills matching	89.43	5
5.2.4	Highly educated unemployment	81.28	61
6.	**GENERALIST ADAPTIVE SKILLS**	**35.51**	**36**
6.1	**High-level Skills**	**34.20**	**47**
6.1.1	Workforce with tertiary education	47.09	41
6.1.2	Soft skills	45.73	105
6.1.3	Professionals	40.82	32
6.1.4	Researchers	24.39	35
6.1.5	Senior officials and managers	38.18	23
6.1.6	Digital skills	21.87	40
6.1.7	AI talent concentration	21.33	34
6.2	**Talent Impact**	**36.81**	**32**
6.2.1	ICT services exports	29.44	30
6.2.2	Mobile apps development	67.15	58
6.2.3	Intellectual property receipts	34.11	40
6.2.4	High-value exports	17.20	46
6.2.5	Software development	30.51	34
6.2.6	New business density	25.70	33
6.2.7	Scientific journal articles	53.60	22

Cyprus

Key Indicators

Rank (out of 135)	**30**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**1.36**
GDP per capita (PPP US$)	62,206
GDP (US$ billions)	36.16
GTCI score	58.30
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.30**	**50**
1.1	**Regulatory Landscape**	**65.87**	**36**
1.1.1	Government effectiveness	65.60	36
1.1.2	Rule of law	67.49	36
1.1.3	Political stability	75.57	44
1.1.4	Regulatory quality	64.70	35
1.1.5	Corruption	56.00	38
1.2	**Market Landscape**	**50.48**	**65**
1.2.1	Extent of market dominance	53.37	45
1.2.2	Domestic credit to private sector	26.64	53
1.2.3	Cluster development	51.06	50
1.2.4	R&D expenditure	10.64	53
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	61.20	68
1.3	**Business and Labour Landscape**	**49.53**	**55**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	62.25	51
	Management Practice		
1.3.3	Professional management	47.12	107
1.3.4	Relationship of pay to productivity	51.45	53
	Technology Adoption		
1.3.5	Enterprise software	7.68	113
1.3.6	Cloud computing	6.82	112
1.3.7	Firms with website	71.39	37
2.	**ATTRACT**	**71.73**	**13**
2.1	**External Openness**	**73.53**	**8**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	97.24	5
	Attract People		
2.1.3	Migrant stock	28.35	30
2.1.4	International students	68.51	7
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	100.00	1
2.2	**Internal Openness**	**69.94**	**34**
	Social Inclusion		
2.2.1	Tolerance of minorities	55.32	49
2.2.2	Tolerance of immigrants	50.77	81
2.2.3	Social mobility	57.91	61
	Gender Equality		
2.2.4	Economic empowerment of women	96.88	20
2.2.5	Gender parity in high-skilled jobs	97.82	7
2.2.6	Leadership opportunities for women	60.95	90

		SCORE	RANK
3.	**GROW**	**42.02**	**54**
3.1	**Formal Education**	**24.63**	**64**
	Enrolment		
3.1.1	Vocational enrolment	13.68	77
3.1.2	Tertiary enrolment	58.31	8
	Quality		
3.1.3	Tertiary education expenditure	13.82	43
3.1.4	Reading, maths and science	27.31	58
3.1.5	University ranking	10.03	70
3.2	**Lifelong Learning**	**42.67**	**44**
3.2.1	Business masters education	20.27	49
3.2.2	Prevalence of training in firms	52.08	32
3.2.3	Employee development	55.65	92
3.3	**Access to Growth Opportunities**	**58.75**	**42**
	Empowerment		
3.3.1	Delegation of authority	56.35	67
3.3.2	Youth inclusion	74.35	50
	Collaboration		
3.3.3	Use of virtual social networks	59.68	75
3.3.4	Use of virtual professional networks	44.62	26
4.	**RETAIN**	**68.31**	**36**
4.1	**Sustainability**	**61.47**	**40**
4.1.1	Pension coverage	92.61	58
4.1.2	Social protection	54.30	51
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	53.90	39
4.1.5	Vulnerable employment	90.46	26
4.1.6	Protect against future disasters	31.27	93
4.1.7	Household financial resilience	46.27	40
4.2	**Lifestyle**	**75.15**	**37**
4.2.1	Personal rights	83.91	30
4.2.2	Personal safety	79.50	39
4.2.3	Physician density	52.49	40
4.2.4	Sanitation	99.31	23
4.2.5	Employee wellbeing	60.55	65
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.87**	**37**
5.1	**Mid-level Skills**	**54.31**	**36**
5.1.1	Workforce with secondary education	44.62	64
5.1.2	Population with secondary education	49.27	48
5.1.3	Technicians and associate professionals	69.19	18
5.1.4	Labour productivity per employee	54.15	30
5.2	**Employability**	**67.44**	**40**
5.2.1	Ease of finding skilled employees	64.22	30
5.2.2	Relevance of education system to the economy	51.94	49
5.2.3	Skills matching	72.40	47
5.2.4	Highly educated unemployment	81.20	63
6.	**GENERALIST ADAPTIVE SKILLS**	**51.58**	**17**
6.1	**High-level Skills**	**39.08**	**33**
6.1.1	Workforce with tertiary education	73.00	7
6.1.2	Soft skills	58.44	50
6.1.3	Professionals	44.41	26
6.1.4	Researchers	16.05	45
6.1.5	Senior officials and managers	25.20	51
6.1.6	Digital skills	18.83	49
6.1.7	AI talent concentration	37.59	16
6.2	**Talent Impact**	**64.09**	**4**
6.2.1	ICT services exports	100.00	1
6.2.2	Mobile apps development	100.00	1
6.2.3	Intellectual property receipts	75.74	12
6.2.4	High-value exports	28.91	27
6.2.5	Software development	40.66	27
6.2.6	New business density	52.59	7
6.2.7	Scientific journal articles	50.72	25

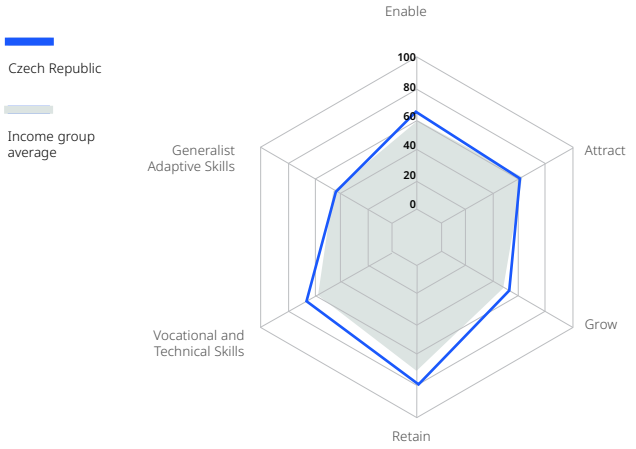
Czech Republic

Key Indicators

Rank (out of 135)	**20**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**10.88**

GDP per capita (PPP US$)	56,744
GDP (US$ billions)	344.93
GTCI score	62.52
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**66.09**	**24**
1.1	**Regulatory Landscape**	**75.12**	**23**
1.1.1	Government effectiveness	73.80	26
1.1.2	Rule of law	79.97	24
1.1.3	Political stability	89.00	10
1.1.4	Regulatory quality	76.84	20
1.1.5	Corruption	56.00	38
1.2	**Market Landscape**	**60.70**	**35**
1.2.1	Extent of market dominance	54.33	41
1.2.2	Domestic credit to private sector	21.17	67
1.2.3	Cluster development	53.19	47
1.2.4	R&D expenditure	28.83	21
1.2.5	Population covered by at least a 3G mobile network	98.48	43
1.2.6	Internet access in schools	98.71	40
1.2.7	Urbanisation	70.22	50
1.3	**Business and Labour Landscape**	**62.46**	**23**
	Labour Market		
1.3.1	Labour rights	98.20	18
1.3.2	Labour-employer cooperation	65.23	44
	Management Practice		
1.3.3	Professional management	70.54	29
1.3.4	Relationship of pay to productivity	51.98	51
	Technology Adoption		
1.3.5	Enterprise software	30.32	31
1.3.6	Cloud computing	25.80	34
1.3.7	Firms with website	95.14	2
2.	**ATTRACT**	**61.96**	**31**
2.1	**External Openness**	**53.83**	**34**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.26	13
2.1.2	Financial globalisation	70.57	47
	Attract People		
2.1.3	Migrant stock	18.15	48
2.1.4	International students	53.43	12
2.1.5	Brain gain	42.18	90
2.1.6	AI skills migration	41.40	18
2.2	**Internal Openness**	**70.09**	**33**
	Social Inclusion		
2.2.1	Tolerance of minorities	60.64	43
2.2.2	Tolerance of immigrants	35.38	107
2.2.3	Social mobility	68.43	32
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	93.91	19
2.2.6	Leadership opportunities for women	68.42	43

		SCORE	RANK
3.	**GROW**	**55.06**	**22**
3.1	**Formal Education**	**43.12**	**24**
	Enrolment		
3.1.1	Vocational enrolment	53.73	10
3.1.2	Tertiary enrolment	41.54	44
	Quality		
3.1.3	Tertiary education expenditure	23.87	29
3.1.4	Reading, maths and science	63.61	14
3.1.5	University ranking	32.83	40
3.2	**Lifelong Learning**	**57.22**	**19**
3.2.1	Business masters education	10.82	61
3.2.2	Prevalence of training in firms	96.12	2
3.2.3	Employee development	64.72	48
3.3	**Access to Growth Opportunities**	**64.84**	**25**
	Empowerment		
3.3.1	Delegation of authority	65.55	29
3.3.2	Youth inclusion	90.49	13
	Collaboration		
3.3.3	Use of virtual social networks	75.02	31
3.3.4	Use of virtual professional networks	28.31	48
4.	**RETAIN**	**78.40**	**11**
4.1	**Sustainability**	**73.93**	**17**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	72.34	12
4.1.3	Brain retention	52.82	50
4.1.4	Environmental performance	65.50	17
4.1.5	Vulnerable employment	84.44	46
4.1.6	Protect against future disasters	62.51	27
4.1.7	Household financial resilience	79.88	7
4.2	**Lifestyle**	**82.87**	**13**
4.2.1	Personal rights	88.25	18
4.2.2	Personal safety	81.65	33
4.2.3	Physician density	66.55	19
4.2.4	Sanitation	99.01	29
4.2.5	Employee wellbeing	78.87	20
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**73.61**	**1**
5.1	**Mid-level Skills**	**77.64**	**1**
5.1.1	Workforce with secondary education	84.54	5
5.1.2	Population with secondary education	100.00	1
5.1.3	Technicians and associate professionals	75.63	15
5.1.4	Labour productivity per employee	50.40	31
5.2	**Employability**	**69.58**	**26**
5.2.1	Ease of finding skilled employees	41.37	123
5.2.2	Relevance of education system to the economy	56.17	42
5.2.3	Skills matching	87.73	8
5.2.4	Highly educated unemployment	93.04	7
6.	**GENERALIST ADAPTIVE SKILLS**	**39.99**	**26**
6.1	**High-level Skills**	**37.03**	**42**
6.1.1	Workforce with tertiary education	38.41	59
6.1.2	Soft skills	56.16	61
6.1.3	Professionals	40.69	33
6.1.4	Researchers	43.24	26
6.1.5	Senior officials and managers	28.21	39
6.1.6	Digital skills	21.16	41
6.1.7	AI talent concentration	31.37	24
6.2	**Talent Impact**	**42.95**	**24**
6.2.1	ICT services exports	23.02	44
6.2.2	Mobile apps development	73.43	24
6.2.3	Intellectual property receipts	40.86	32
6.2.4	High-value exports	34.98	23
6.2.5	Software development	62.73	16
6.2.6	New business density	16.71	44
6.2.7	Scientific journal articles	48.90	29

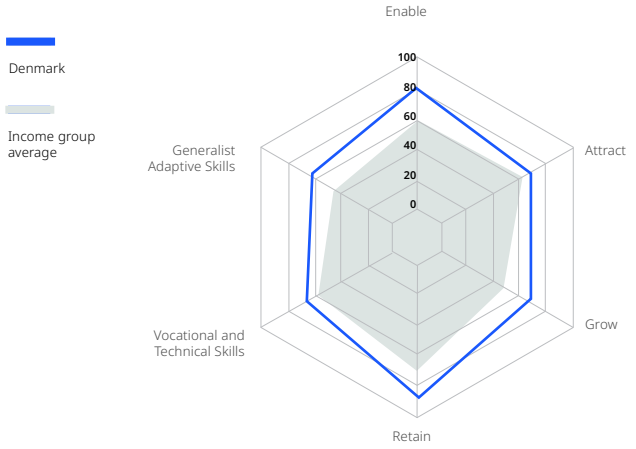
Denmark

Key Indicators

Rank (out of 135)	**3**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**5.98**

GDP per capita (PPP US$)	80,211
GDP (US$ billions)	407.09
GTCI score	72.05
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**82.59**	**1**
1.1	**Regulatory Landscape**	**91.48**	**2**
1.1.1	Government effectiveness	93.43	3
1.1.2	Rule of law	98.59	2
1.1.3	Political stability	86.20	18
1.1.4	Regulatory quality	89.18	5
1.1.5	Corruption	90.00	1
1.2	**Market Landscape**	**76.82**	**6**
1.2.1	Extent of market dominance	70.67	4
1.2.2	Domestic credit to private sector	70.77	7
1.2.3	Cluster development	62.69	22
1.2.4	R&D expenditure	47.01	11
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	86.59	18
1.3	**Business and Labour Landscape**	**79.48**	**2**
	Labour Market		
1.3.1	Labour rights	98.10	21
1.3.2	Labour-employer cooperation	86.47	2
	Management Practice		
1.3.3	Professional management	84.91	2
1.3.4	Relationship of pay to productivity	63.29	17
	Technology Adoption		
1.3.5	Enterprise software	55.67	11
1.3.6	Cloud computing	75.64	4
1.3.7	Firms with website	92.25	11
2.	**ATTRACT**	**72.80**	**10**
2.1	**External Openness**	**59.25**	**20**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.69	16
2.1.2	Financial globalisation	86.64	15
	Attract People		
2.1.3	Migrant stock	27.01	33
2.1.4	International students	33.65	28
2.1.5	Brain gain	63.53	23
2.1.6	AI skills migration	47.95	12
2.2	**Internal Openness**	**86.34**	**5**
	Social Inclusion		
2.2.1	Tolerance of minorities	70.21	29
2.2.2	Tolerance of immigrants	84.62	16
2.2.3	Social mobility	85.18	2
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	95.24	15
2.2.6	Leadership opportunities for women	82.82	7

		SCORE	RANK
3.	**GROW**	**65.24**	**10**
3.1	**Formal Education**	**52.59**	**12**
	Enrolment		
3.1.1	Vocational enrolment	33.22	33
3.1.2	Tertiary enrolment	47.89	19
	Quality		.
3.1.3	Tertiary education expenditure	61.36	3
3.1.4	Reading, maths and science	63.41	15
3.1.5	University ranking	57.07	15
3.2	**Lifelong Learning**	**61.86**	**15**
3.2.1	Business masters education	63.52	14
3.2.2	Prevalence of training in firms	48.74	42
3.2.3	Employee development	73.31	8
3.3	**Access to Growth Opportunities**	**81.26**	**5**
	Empowerment		
3.3.1	Delegation of authority	84.00	1
3.3.2	Youth inclusion	90.19	14
	Collaboration		
3.3.3	Use of virtual social networks	77.92	17
3.3.4	Use of virtual professional networks	72.93	11
4.	**RETAIN**	**86.62**	**3**
4.1	**Sustainability**	**82.24**	**3**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	81.73	6
4.1.3	Brain retention	72.22	12
4.1.4	Environmental performance	67.70	10
4.1.5	Vulnerable employment	93.74	13
4.1.6	Protect against future disasters	73.26	15
4.1.7	Household financial resilience	87.04	4
4.2	**Lifestyle**	**90.99**	**1**
4.2.1	Personal rights	100.00	1
4.2.2	Personal safety	91.51	8
4.2.3	Physician density	68.62	15
4.2.4	Sanitation	99.54	19
4.2.5	Employee wellbeing	95.27	2
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**69.53**	**7**
5.1	**Mid-level Skills**	**63.93**	**11**
5.1.1	Workforce with secondary education	49.59	51
5.1.2	Population with secondary education	57.09	35
5.1.3	Technicians and associate professionals	78.25	12
5.1.4	Labour productivity per employee	70.78	8
5.2	**Employability**	**75.14**	**5**
5.2.1	Ease of finding skilled employees	64.86	27
5.2.2	Relevance of education system to the economy	70.45	11
5.2.3	Skills matching	78.99	24
5.2.4	Highly educated unemployment	86.25	37
6.	**GENERALIST ADAPTIVE SKILLS**	**55.50**	**11**
6.1	**High-level Skills**	**52.36**	**15**
6.1.1	Workforce with tertiary education	58.32	26
6.1.2	Soft skills	75.51	1
6.1.3	Professionals	56.39	7
6.1.4	Researchers	87.18	3
6.1.5	Senior officials and managers	15.11	83
6.1.6	Digital skills	42.37	11
6.1.7	AI talent concentration	31.66	23
6.2	**Talent Impact**	**58.64**	**12**
6.2.1	ICT services exports	25.22	40
6.2.2	Mobile apps development	73.52	22
6.2.3	Intellectual property receipts	81.73	9
6.2.4	High-value exports	26.83	34
6.2.5	Software development	74.31	10
6.2.6	New business density	30.01	23
6.2.7	Scientific journal articles	98.88	2

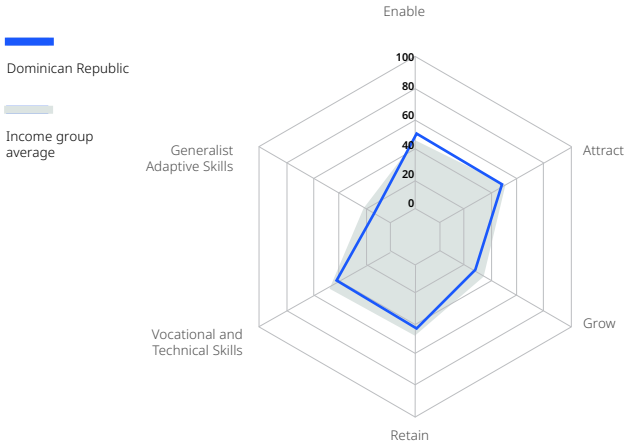
Dominican Republic

Key Indicators

Rank (out of 135)	**86**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**11.43**

GDP per capita (PPP US$)	27,341
GDP (US$ billions)	124.61
GTCI score	38.88
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**50.42**	**64**
1.1	**Regulatory Landscape**	**51.92**	**62**
1.1.1	Government effectiveness	52.33	62
1.1.2	Rule of law	49.12	70
1.1.3	Political stability	71.46	52
1.1.4	Regulatory quality	50.69	62
1.1.5	Corruption	36.00	81
1.2	**Market Landscape**	**54.92**	**49**
1.2.1	Extent of market dominance	41.01	93
1.2.2	Domestic credit to private sector	12.53	89
1.2.3	Cluster development	50.48	52
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	90.45	76
1.2.6	Internet access in schools	52.69	63
1.2.7	Urbanisation	82.33	27
1.3	**Business and Labour Landscape**	**44.41**	**81**
	Labour Market		
1.3.1	Labour rights	82.00	69
1.3.2	Labour-employer cooperation	65.10	45
	Management Practice		
1.3.3	Professional management	54.86	83
1.3.4	Relationship of pay to productivity	44.33	88
	Technology Adoption		
1.3.5	Enterprise software	13.51	76
1.3.6	Cloud computing	15.03	70
1.3.7	Firms with website	36.03	88
2.	**ATTRACT**	**48.62**	**80**
2.1	**External Openness**	**29.76**	**97**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	38.04	100
	Attract People		
2.1.3	Migrant stock	12.24	57
2.1.4	International students	8.51	73
2.1.5	Brain gain	60.24	33
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**67.49**	**40**
	Social Inclusion		
2.2.1	Tolerance of minorities	54.26	50
2.2.2	Tolerance of immigrants	67.69	44
2.2.3	Social mobility	54.73	77
	Gender Equality		
2.2.4	Economic empowerment of women	86.25	57
2.2.5	Gender parity in high-skilled jobs	74.36	70
2.2.6	Leadership opportunities for women	67.66	51
3.	**GROW**	**29.99**	**90**
3.1	**Formal Education**	**14.16**	**85**
	Enrolment		
3.1.1	Vocational enrolment	19.34	59
3.1.2	Tertiary enrolment	32.00	64
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	5.31	82
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**31.11**	**88**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	25.88	79
3.2.3	Employee development	67.46	38
3.3	**Access to Growth Opportunities**	**44.69**	**83**
	Empowerment		
3.3.1	Delegation of authority	50.66	96
3.3.2	Youth inclusion	44.72	103
	Collaboration		
3.3.3	Use of virtual social networks	62.19	71
3.3.4	Use of virtual professional networks	21.18	65
4.	**RETAIN**	**47.19**	**89**
4.1	**Sustainability**	**40.73**	**97**
4.1.1	Pension coverage	6.72	127
4.1.2	Social protection	20.98	114
4.1.3	Brain retention	58.05	34
4.1.4	Environmental performance	47.70	59
4.1.5	Vulnerable employment	57.50	87
4.1.6	Protect against future disasters	74.10	14
4.1.7	Household financial resilience	20.07	86
4.2	**Lifestyle**	**53.65**	**82**
4.2.1	Personal rights	n/a	n/a
4.2.2	Personal safety	34.90	114
4.2.3	Physician density	34.81	71
4.2.4	Sanitation	86.45	83
4.2.5	Employee wellbeing	58.44	72
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.30**	**88**
5.1	**Mid-level Skills**	**28.43**	**91**
5.1.1	Workforce with secondary education	19.80	106
5.1.2	Population with secondary education	37.98	66
5.1.3	Technicians and associate professionals	28.64	71
5.1.4	Labour productivity per employee	27.31	66
5.2	**Employability**	**56.17**	**87**
5.2.1	Ease of finding skilled employees	54.50	78
5.2.2	Relevance of education system to the economy	27.56	121
5.2.3	Skills matching	60.40	68
5.2.4	Highly educated unemployment	82.21	55
6.	**GENERALIST ADAPTIVE SKILLS**	**14.77**	**108**
6.1	**High-level Skills**	**19.40**	**104**
6.1.1	Workforce with tertiary education	20.31	90
6.1.2	Soft skills	51.57	82
6.1.3	Professionals	16.68	80
6.1.4	Researchers	0.15	108
6.1.5	Senior officials and managers	13.41	90
6.1.6	Digital skills	14.30	58
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.14**	**116**
6.2.1	ICT services exports	1.42	120
6.2.2	Mobile apps development	49.50	105
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	9.37	70
6.2.5	Software development	4.42	84
6.2.6	New business density	5.97	78
6.2.7	Scientific journal articles	0.31	122

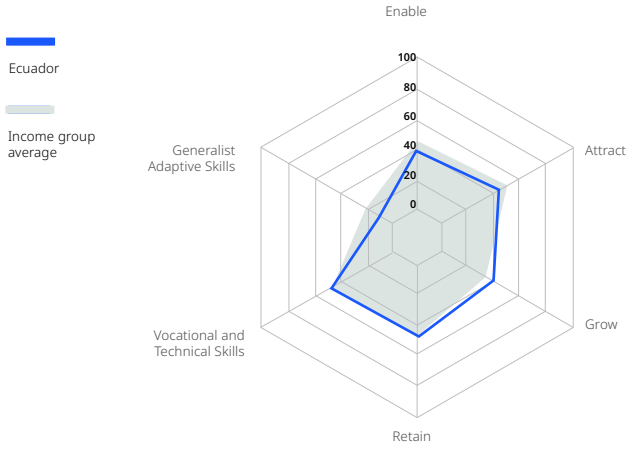
Ecuador

Key Indicators

Rank (out of 135)	**89**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**18.14**

GDP per capita (PPP US$)	15,291
GDP (US$ billions)	121.15
GTCI score	38.40
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**39.35**	**101**
1.1	**Regulatory Landscape**	**37.50**	**104**
1.1.1	Government effectiveness	38.78	97
1.1.2	Rule of law	28.98	113
1.1.3	Political stability	57.57	83
1.1.4	Regulatory quality	30.18	110
1.1.5	Corruption	32.00	97
1.2	**Market Landscape**	**40.26**	**96**
1.2.1	Extent of market dominance	30.24	126
1.2.2	Domestic credit to private sector	25.32	56
1.2.3	Cluster development	39.97	108
1.2.4	R&D expenditure	6.83	65
1.2.5	Population covered by at least a 3G mobile network	77.50	96
1.2.6	Internet access in schools	43.17	68
1.2.7	Urbanisation	58.78	73
1.3	**Business and Labour Landscape**	**40.29**	**105**
	Labour Market		
1.3.1	Labour rights	35.00	122
1.3.2	Labour-employer cooperation	46.60	121
	Management Practice		
1.3.3	Professional management	43.68	119
1.3.4	Relationship of pay to productivity	41.02	108
	Technology Adoption		
1.3.5	Enterprise software	17.96	58
1.3.6	Cloud computing	14.42	71
1.3.7	Firms with website	83.32	21
2.	**ATTRACT**	**44.84**	**92**
2.1	**External Openness**	**24.38**	**109**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	35.83	109
	Attract People		
2.1.3	Migrant stock	7.75	73
2.1.4	International students	2.37	95
2.1.5	Brain gain	51.58	58
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**65.29**	**51**
	Social Inclusion		
2.2.1	Tolerance of minorities	40.43	70
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	46.50	113
	Gender Equality		
2.2.4	Economic empowerment of women	89.38	44
2.2.5	Gender parity in high-skilled jobs	98.38	2
2.2.6	Leadership opportunities for women	58.62	99

		SCORE	RANK
3.	**GROW**	**38.19**	**59**
3.1	**Formal Education**	**17.91**	**78**
	Enrolment		
3.1.1	Vocational enrolment	23.07	54
3.1.2	Tertiary enrolment	34.87	52
	Quality		
3.1.3	Tertiary education expenditure	4.79	76
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	8.90	71
3.2	**Lifelong Learning**	**42.45**	**45**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	67.34	17
3.2.3	Employee development	60.03	70
3.3	**Access to Growth Opportunities**	**54.22**	**61**
	Empowerment		
3.3.1	Delegation of authority	49.63	101
3.3.2	Youth inclusion	61.38	76
	Collaboration		
3.3.3	Use of virtual social networks	73.47	39
3.3.4	Use of virtual professional networks	32.39	38
4.	**RETAIN**	**47.77**	**87**
4.1	**Sustainability**	**40.74**	**96**
4.1.1	Pension coverage	65.79	78
4.1.2	Social protection	28.49	101
4.1.3	Brain retention	44.41	72
4.1.4	Environmental performance	51.30	47
4.1.5	Vulnerable employment	46.17	97
4.1.6	Protect against future disasters	40.65	81
4.1.7	Household financial resilience	8.34	116
4.2	**Lifestyle**	**54.81**	**80**
4.2.1	Personal rights	55.14	73
4.2.2	Personal safety	31.15	118
4.2.3	Physician density	36.16	69
4.2.4	Sanitation	90.53	76
4.2.5	Employee wellbeing	61.06	60
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**44.91**	**82**
5.1	**Mid-level Skills**	**31.74**	**84**
5.1.1	Workforce with secondary education	46.77	56
5.1.2	Population with secondary education	45.09	57
5.1.3	Technicians and associate professionals	19.61	90
5.1.4	Labour productivity per employee	15.48	85
5.2	**Employability**	**58.09**	**79**
5.2.1	Ease of finding skilled employees	55.60	71
5.2.2	Relevance of education system to the economy	35.12	101
5.2.3	Skills matching	59.02	71
5.2.4	Highly educated unemployment	82.61	52
6.	**GENERALIST ADAPTIVE SKILLS**	**15.33**	**106**
6.1	**High-level Skills**	**15.90**	**116**
6.1.1	Workforce with tertiary education	20.86	88
6.1.2	Soft skills	48.85	91
6.1.3	Professionals	14.61	87
6.1.4	Researchers	3.80	77
6.1.5	Senior officials and managers	4.75	113
6.1.6	Digital skills	2.53	84
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**14.76**	**92**
6.2.1	ICT services exports	1.67	118
6.2.2	Mobile apps development	55.24	96
6.2.3	Intellectual property receipts	7.79	86
6.2.4	High-value exports	11.32	65
6.2.5	Software development	5.31	76
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	7.22	69

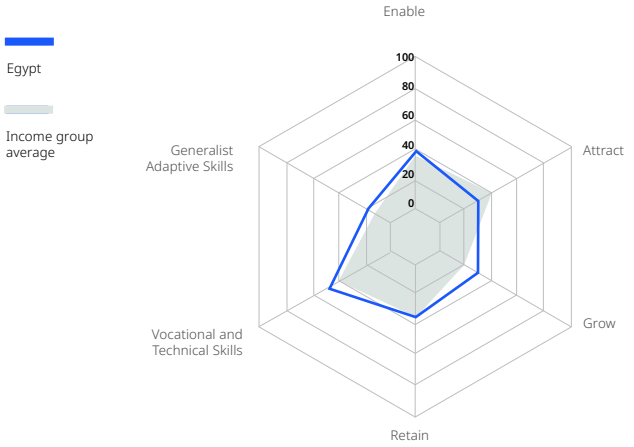
Egypt

Key Indicators

Rank (out of 135)	**94**
Income group	**Lower middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**116.54**

GDP per capita (PPP US$)	20,181
GDP (US$ billions)	383.11
GTCI score	36.62
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**40.56**	**99**
1.1	Regulatory Landscape	39.67	99
1.1.1	Government effectiveness	44.33	82
1.1.2	Rule of law	47.77	77
1.1.3	Political stability	44.84	113
1.1.4	Regulatory quality	31.39	105
1.1.5	Corruption	30.00	103
1.2	Market Landscape	44.25	87
1.2.1	Extent of market dominance	54.59	40
1.2.2	Domestic credit to private sector	10.24	99
1.2.3	Cluster development	66.69	11
1.2.4	R&D expenditure	16.21	40
1.2.5	Population covered by at least a 3G mobile network	98.48	43
1.2.6	Internet access in schools	30.41	75
1.2.7	Urbanisation	33.12	108
1.3	Business and Labour Landscape	37.76	113
	Labour Market		
1.3.1	Labour rights	39.50	118
1.3.2	Labour-employer cooperation	68.23	27
	Management Practice		
1.3.3	Professional management	57.82	72
1.3.4	Relationship of pay to productivity	47.58	64
	Technology Adoption		
1.3.5	Enterprise software	4.98	121
1.3.6	Cloud computing	8.47	101
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**35.05**	**124**
2.1	External Openness	25.15	106
	Attract Business		
2.1.1	FDI regulatory restrictiveness	40.69	86
2.1.2	Financial globalisation	29.10	119
	Attract People		
2.1.3	Migrant stock	1.73	111
2.1.4	International students	4.49	86
2.1.5	Brain gain	49.73	66
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	44.96	125
	Social Inclusion		
2.2.1	Tolerance of minorities	21.28	105
2.2.2	Tolerance of immigrants	43.08	93
2.2.3	Social mobility	50.64	103
	Gender Equality		
2.2.4	Economic empowerment of women	50.62	127
2.2.5	Gender parity in high-skilled jobs	31.77	108
2.2.6	Leadership opportunities for women	72.36	25

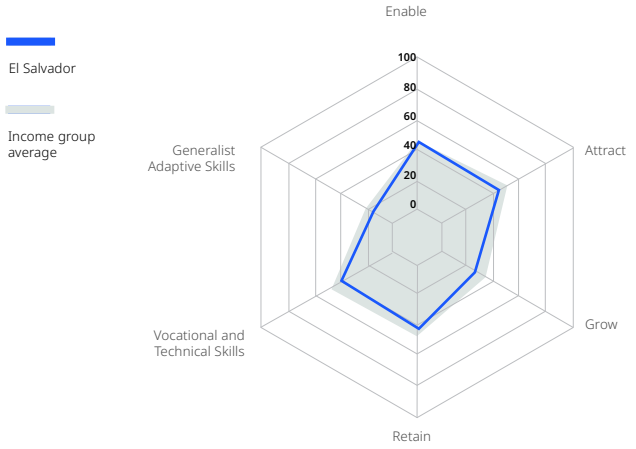
		SCORE	RANK
3.	**GROW**	**34.06**	**77**
3.1	Formal Education	26.87	54
	Enrolment		
3.1.1	Vocational enrolment	30.99	39
3.1.2	Tertiary enrolment	22.11	82
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	27.50	46
3.2	Lifelong Learning	35.07	73
3.2.1	Business masters education	38.13	28
3.2.2	Prevalence of training in firms	5.23	111
3.2.3	Employee development	61.85	60
3.3	Access to Growth Opportunities	40.23	93
	Empowerment		
3.3.1	Delegation of authority	59.76	52
3.3.2	Youth inclusion	47.67	98
	Collaboration		
3.3.3	Use of virtual social networks	41.60	99
3.3.4	Use of virtual professional networks	11.89	88
4.	**RETAIN**	**40.45**	**103**
4.1	Sustainability	37.67	105
4.1.1	Pension coverage	58.09	82
4.1.2	Social protection	39.81	82
4.1.3	Brain retention	40.26	85
4.1.4	Environmental performance	43.70	80
4.1.5	Vulnerable employment	74.20	59
4.1.6	Protect against future disasters	7.61	121
4.1.7	Household financial resilience	0.00	125
4.2	Lifestyle	43.23	101
4.2.1	Personal rights	20.05	115
4.2.2	Personal safety	74.57	52
4.2.3	Physician density	10.56	98
4.2.4	Sanitation	97.16	55
4.2.5	Employee wellbeing	13.83	120
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**49.96**	**69**
5.1	Mid-level Skills	42.65	65
5.1.1	Workforce with secondary education	52.62	46
5.1.2	Population with secondary education	53.97	41
5.1.3	Technicians and associate professionals	27.14	74
5.1.4	Labour productivity per employee	36.88	50
5.2	Employability	57.28	83
5.2.1	Ease of finding skilled employees	55.65	70
5.2.2	Relevance of education system to the economy	45.96	69
5.2.3	Skills matching	56.29	79
5.2.4	Highly educated unemployment	71.19	87
6.	**GENERALIST ADAPTIVE SKILLS**	**19.65**	**88**
6.1	High-level Skills	22.52	81
6.1.1	Workforce with tertiary education	29.63	77
6.1.2	Soft skills	51.80	81
6.1.3	Professionals	23.72	66
6.1.4	Researchers	8.08	58
6.1.5	Senior officials and managers	15.85	78
6.1.6	Digital skills	6.04	72
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	16.78	81
6.2.1	ICT services exports	14.41	64
6.2.2	Mobile apps development	59.54	84
6.2.3	Intellectual property receipts	25.99	48
6.2.4	High-value exports	4.91	93
6.2.5	Software development	3.83	88
6.2.6	New business density	1.11	111
6.2.7	Scientific journal articles	7.68	67

El Salvador

Key Indicators

Rank (out of 135)	**93**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**6.34**
GDP per capita (PPP US$)	12,547
GDP (US$ billions)	34.02
GTCI score	36.71
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**44.95**	**82**
1.1	**Regulatory Landscape**	**45.86**	**79**
1.1.1	Government effectiveness	50.64	65
1.1.2	Rule of law	43.27	84
1.1.3	Political stability	65.77	63
1.1.4	Regulatory quality	39.64	88
1.1.5	Corruption	30.00	103
1.2	**Market Landscape**	**49.61**	**70**
1.2.1	Extent of market dominance	34.75	112
1.2.2	Domestic credit to private sector	28.64	46
1.2.3	Cluster development	36.46	118
1.2.4	R&D expenditure	2.17	97
1.2.5	Population covered by at least a 3G mobile network	79.17	92
1.2.6	Internet access in schools	94.37	45
1.2.7	Urbanisation	71.71	47
1.3	**Business and Labour Landscape**	**39.37**	**109**
	Labour Market		
1.3.1	Labour rights	37.80	120
1.3.2	Labour-employer cooperation	58.07	71
	Management Practice		
1.3.3	Professional management	50.60	99
1.3.4	Relationship of pay to productivity	35.58	119
	Technology Adoption		
1.3.5	Enterprise software	14.85	63
1.3.6	Cloud computing	11.42	85
1.3.7	Firms with website	67.29	41
2.	**ATTRACT**	**43.72**	**98**
2.1	**External Openness**	**25.24**	**105**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	47.03	86
	Attract People		
2.1.3	Migrant stock	1.17	114
2.1.4	International students	1.58	99
2.1.5	Brain gain	51.18	60
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**62.20**	**70**
	Social Inclusion		
2.2.1	Tolerance of minorities	46.81	60
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	41.99	124
	Gender Equality		
2.2.4	Economic empowerment of women	88.75	46
2.2.5	Gender parity in high-skilled jobs	73.70	72
2.2.6	Leadership opportunities for women	55.82	108
3.	**GROW**	**30.27**	**88**
3.1	**Formal Education**	**10.98**	**99**
	Enrolment		
3.1.1	Vocational enrolment	25.49	50
3.1.2	Tertiary enrolment	18.10	90
	Quality		
3.1.3	Tertiary education expenditure	1.75	93
3.1.4	Reading, maths and science	9.54	76
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**34.03**	**76**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	41.18	52
3.2.3	Employee development	60.90	65
3.3	**Access to Growth Opportunities**	**45.81**	**80**
	Empowerment		
3.3.1	Delegation of authority	49.57	102
3.3.2	Youth inclusion	55.12	85
	Collaboration		
3.3.3	Use of virtual social networks	60.57	73
3.3.4	Use of virtual professional networks	18.01	71
4.	**RETAIN**	**45.50**	**92**
4.1	**Sustainability**	**38.55**	**101**
4.1.1	Pension coverage	23.81	100
4.1.2	Social protection	13.43	125
4.1.3	Brain retention	46.82	69
4.1.4	Environmental performance	41.60	90
4.1.5	Vulnerable employment	65.06	73
4.1.6	Protect against future disasters	63.63	26
4.1.7	Household financial resilience	15.51	95
4.2	**Lifestyle**	**52.44**	**87**
4.2.1	Personal rights	23.97	111
4.2.2	Personal safety	55.80	81
4.2.3	Physician density	24.27	82
4.2.4	Sanitation	85.54	84
4.2.5	Employee wellbeing	72.65	34
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**38.20**	**106**
5.1	**Mid-level Skills**	**25.93**	**97**
5.1.1	Workforce with secondary education	18.72	108
5.1.2	Population with secondary education	36.07	71
5.1.3	Technicians and associate professionals	23.00	84
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**50.47**	**108**
5.2.1	Ease of finding skilled employees	52.00	91
5.2.2	Relevance of education system to the economy	26.15	122
5.2.3	Skills matching	37.53	100
5.2.4	Highly educated unemployment	86.18	38
6.	**GENERALIST ADAPTIVE SKILLS**	**17.60**	**101**
6.1	**High-level Skills**	**22.37**	**84**
6.1.1	Workforce with tertiary education	39.50	57
6.1.2	Soft skills	49.20	89
6.1.3	Professionals	12.95	91
6.1.4	Researchers	0.51	97
6.1.5	Senior officials and managers	9.71	97
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**12.82**	**99**
6.2.1	ICT services exports	22.59	46
6.2.2	Mobile apps development	50.27	104
6.2.3	Intellectual property receipts	0.75	114
6.2.4	High-value exports	8.50	75
6.2.5	Software development	5.63	74
6.2.6	New business density	1.76	103
6.2.7	Scientific journal articles	0.27	123

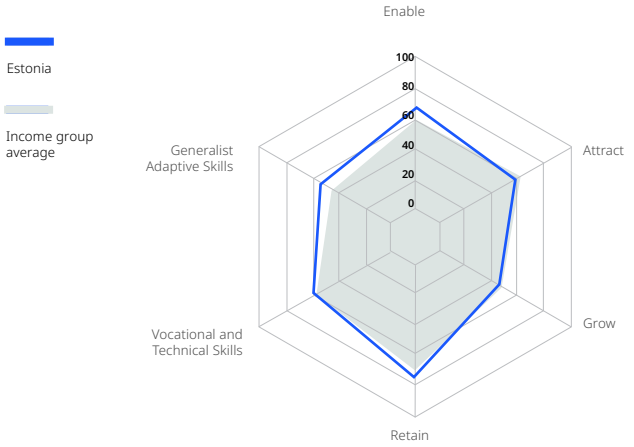
Estonia

Key Indicators

Rank (out of 135)	**21**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**1.37**

GDP per capita (PPP US$)	48,112
GDP (US$ billions)	42.75
GTCI score	61.92
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**66.60**	**22**
1.1	**Regulatory Landscape**	**80.25**	**17**
1.1.1	Government effectiveness	77.05	19
1.1.2	Rule of law	86.87	17
1.1.3	Political stability	81.61	31
1.1.4	Regulatory quality	79.72	16
1.1.5	Corruption	76.00	13
1.2	**Market Landscape**	**60.90**	**34**
1.2.1	Extent of market dominance	52.30	48
1.2.2	Domestic credit to private sector	27.88	47
1.2.3	Cluster development	52.55	49
1.2.4	R&D expenditure	28.91	20
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	64.66	58
1.3	**Business and Labour Landscape**	**58.65**	**27**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	72.86	15
	Management Practice		
1.3.3	Professional management	77.38	9
1.3.4	Relationship of pay to productivity	54.22	44
	Technology Adoption		
1.3.5	Enterprise software	13.56	73
1.3.6	Cloud computing	16.33	63
1.3.7	Firms with website	76.22	34
2.	**ATTRACT**	**59.28**	**38**
2.1	**External Openness**	**53.88**	**33**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.55	17
2.1.2	Financial globalisation	81.77	25
	Attract People		
2.1.3	Migrant stock	28.44	29
2.1.4	International students	37.57	22
2.1.5	Brain gain	45.86	80
2.1.6	AI skills migration	33.06	29
2.2	**Internal Openness**	**64.68**	**52**
	Social Inclusion		
2.2.1	Tolerance of minorities	30.85	87
2.2.2	Tolerance of immigrants	35.38	107
2.2.3	Social mobility	77.98	6
	Gender Equality		
2.2.4	Economic empowerment of women	97.50	15
2.2.5	Gender parity in high-skilled jobs	66.48	82
2.2.6	Leadership opportunities for women	79.85	12

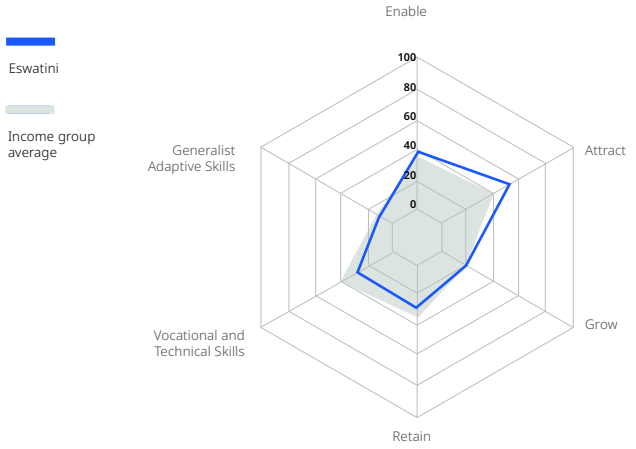
		SCORE	RANK
3.	**GROW**	**48.88**	**28**
3.1	**Formal Education**	**37.90**	**31**
	Enrolment		
3.1.1	Vocational enrolment	32.62	36
3.1.2	Tertiary enrolment	39.59	46
	Quality		
3.1.3	Tertiary education expenditure	26.23	23
3.1.4	Reading, maths and science	73.74	5
3.1.5	University ranking	17.33	55
3.2	**Lifelong Learning**	**44.48**	**43**
3.2.1	Business masters education	17.81	54
3.2.2	Prevalence of training in firms	50.94	37
3.2.3	Employee development	64.69	50
3.3	**Access to Growth Opportunities**	**64.26**	**26**
	Empowerment		
3.3.1	Delegation of authority	67.64	18
3.3.2	Youth inclusion	84.23	26
	Collaboration		
3.3.3	Use of virtual social networks	73.23	42
3.3.4	Use of virtual professional networks	31.94	40
4.	**RETAIN**	**77.87**	**13**
4.1	**Sustainability**	**74.78**	**15**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	70.51	16
4.1.3	Brain retention	53.34	49
4.1.4	Environmental performance	75.70	1
4.1.5	Vulnerable employment	92.55	15
4.1.6	Protect against future disasters	64.16	25
4.1.7	Household financial resilience	67.18	22
4.2	**Lifestyle**	**80.97**	**22**
4.2.1	Personal rights	92.80	13
4.2.2	Personal safety	88.42	14
4.2.3	Physician density	53.68	36
4.2.4	Sanitation	98.93	32
4.2.5	Employee wellbeing	71.00	36
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.58**	**25**
5.1	**Mid-level Skills**	**58.52**	**26**
5.1.1	Workforce with secondary education	59.43	35
5.1.2	Population with secondary education	67.18	21
5.1.3	Technicians and associate professionals	64.80	25
5.1.4	Labour productivity per employee	42.67	42
5.2	**Employability**	**68.64**	**33**
5.2.1	Ease of finding skilled employees	54.33	80
5.2.2	Relevance of education system to the economy	59.79	30
5.2.3	Skills matching	78.83	25
5.2.4	Highly educated unemployment	81.60	57
6.	**GENERALIST ADAPTIVE SKILLS**	**55.34**	**12**
6.1	**High-level Skills**	**48.10**	**19**
6.1.1	Workforce with tertiary education	58.99	21
6.1.2	Soft skills	59.76	47
6.1.3	Professionals	48.98	16
6.1.4	Researchers	45.91	23
6.1.5	Senior officials and managers	40.15	20
6.1.6	Digital skills	29.46	31
6.1.7	AI talent concentration	53.45	4
6.2	**Talent Impact**	**62.58**	**8**
6.2.1	ICT services exports	69.15	6
6.2.2	Mobile apps development	83.46	5
6.2.3	Intellectual property receipts	40.52	33
6.2.4	High-value exports	25.87	36
6.2.5	Software development	69.65	11
6.2.6	New business density	100.00	1
6.2.7	Scientific journal articles	49.42	27

Eswatini

Key Indicators

Rank (out of 135)	**111**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**1.24**
GDP per capita (PPP US$)	12,246
GDP (US$ billions)	4.79
GTCI score	31.42
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**38.33**	**106**
1.1	**Regulatory Landscape**	**36.46**	**105**
1.1.1	Government effectiveness	30.27	116
1.1.2	Rule of law	37.73	101
1.1.3	Political stability	57.10	87
1.1.4	Regulatory quality	30.19	109
1.1.5	Corruption	27.00	107
1.2	**Market Landscape**	**28.84**	**117**
1.2.1	Extent of market dominance	31.89	122
1.2.2	Domestic credit to private sector	7.03	111
1.2.3	Cluster development	41.95	95
1.2.4	R&D expenditure	4.13	82
1.2.5	Population covered by at least a 3G mobile network	93.30	63
1.2.6	Internet access in schools	11.98	82
1.2.7	Urbanisation	11.61	128
1.3	**Business and Labour Landscape**	**49.70**	**53**
	Labour Market		
1.3.1	Labour rights	80.60	73
1.3.2	Labour-employer cooperation	52.45	106
	Management Practice		
1.3.3	Professional management	62.08	54
1.3.4	Relationship of pay to productivity	44.03	91
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	9.32	110
2.	**ATTRACT**	**52.62**	**62**
2.1	**External Openness**	**44.94**	**57**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	61.82	74
2.1.2	Financial globalisation	68.01	51
	Attract People		
2.1.3	Migrant stock	4.98	88
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**60.30**	**75**
	Social Inclusion		
2.2.1	Tolerance of minorities	81.91	7
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	48.12	108
	Gender Equality		
2.2.4	Economic empowerment of women	46.25	130
2.2.5	Gender parity in high-skilled jobs	75.72	67
2.2.6	Leadership opportunities for women	51.36	121

		SCORE	RANK
3.	**GROW**	**22.16**	**112**
3.1	**Formal Education**	**7.71**	**106**
	Enrolment		
3.1.1	Vocational enrolment	0.00	126
3.1.2	Tertiary enrolment	n/a	n/a
	Quality		
3.1.3	Tertiary education expenditure	23.14	30
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**27.53**	**103**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	31.58	66
3.2.3	Employee development	51.02	106
3.3	**Access to Growth Opportunities**	**31.24**	**116**
	Empowerment		
3.3.1	Delegation of authority	57.70	64
3.3.2	Youth inclusion	18.59	119
	Collaboration		
3.3.3	Use of virtual social networks	35.54	102
3.3.4	Use of virtual professional networks	13.14	81
4.	**RETAIN**	**33.36**	**112**
4.1	**Sustainability**	**47.47**	**76**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	33.50	90
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	38.70	102
4.1.5	Vulnerable employment	63.73	75
4.1.6	Protect against future disasters	37.52	86
4.1.7	Household financial resilience	11.36	104
4.2	**Lifestyle**	**19.24**	**130**
4.2.1	Personal rights	9.14	126
4.2.2	Personal safety	6.54	130
4.2.3	Physician density	8.41	102
4.2.4	Sanitation	59.23	109
4.2.5	Employee wellbeing	12.88	124
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**27.84**	**128**
5.1	**Mid-level Skills**	**11.35**	**120**
5.1.1	Workforce with secondary education	1.25	130
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	21.45	87
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**44.34**	**123**
5.2.1	Ease of finding skilled employees	49.52	95
5.2.2	Relevance of education system to the economy	38.72	89
5.2.3	Skills matching	63.86	60
5.2.4	Highly educated unemployment	25.25	118
6.	**GENERALIST ADAPTIVE SKILLS**	**14.21**	**110**
6.1	**High-level Skills**	**17.71**	**109**
6.1.1	Workforce with tertiary education	26.87	79
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	21.68	69
6.1.4	Researchers	1.28	89
6.1.5	Senior officials and managers	21.00	65
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.70**	**112**
6.2.1	ICT services exports	0.83	131
6.2.2	Mobile apps development	53.89	99
6.2.3	Intellectual property receipts	0.75	113
6.2.4	High-value exports	0.39	128
6.2.5	Software development	0.81	117
6.2.6	New business density	17.01	43
6.2.7	Scientific journal articles	1.24	100

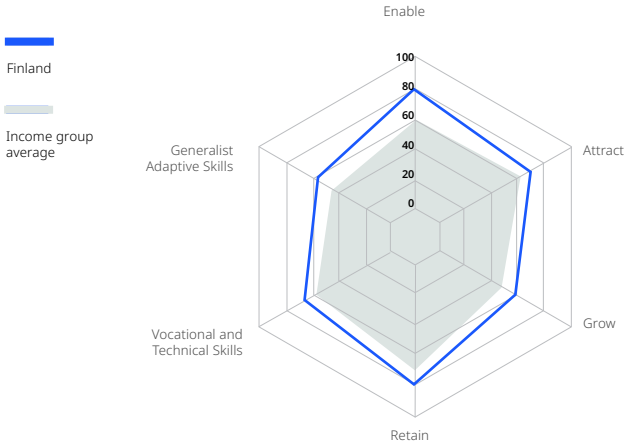
Finland

Key Indicators

Rank (out of 135)	**4**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**5.64**

GDP per capita (PPP US$)	64,249
GDP (US$ billions)	298.83
GTCI score	71.06
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**80.82**	**2**
1.1	**Regulatory Landscape**	**89.15**	**6**
1.1.1	Government effectiveness	87.40	6
1.1.2	Rule of law	100.00	1
1.1.3	Political stability	82.90	28
1.1.4	Regulatory quality	87.46	7
1.1.5	Corruption	88.00	2
1.2	**Market Landscape**	**70.28**	**14**
1.2.1	Extent of market dominance	57.79	33
1.2.2	Domestic credit to private sector	44.03	24
1.2.3	Cluster development	58.18	37
1.2.4	R&D expenditure	48.71	10
1.2.5	Population covered by at least a 3G mobile network	99.92	24
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	83.35	25
1.3	**Business and Labour Landscape**	**83.01**	**1**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	71.70	18
	Management Practice		
1.3.3	Professional management	84.46	3
1.3.4	Relationship of pay to productivity	56.38	35
	Technology Adoption		
1.3.5	Enterprise software	68.56	6
1.3.6	Cloud computing	100.00	1
1.3.7	Firms with website	100.00	1
2.	**ATTRACT**	**73.04**	**9**
2.1	**External Openness**	**57.10**	**24**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	98.46	2
2.1.2	Financial globalisation	89.68	11
	Attract People		
2.1.3	Migrant stock	17.40	50
2.1.4	International students	31.33	31
2.1.5	Brain gain	55.50	47
2.1.6	AI skills migration	50.23	10
2.2	**Internal Openness**	**88.97**	**3**
	Social Inclusion		
2.2.1	Tolerance of minorities	100.00	1
2.2.2	Tolerance of immigrants	76.92	27
2.2.3	Social mobility	83.62	4
	Gender Equality		
2.2.4	Economic empowerment of women	97.50	15
2.2.5	Gender parity in high-skilled jobs	92.65	23
2.2.6	Leadership opportunities for women	83.14	5

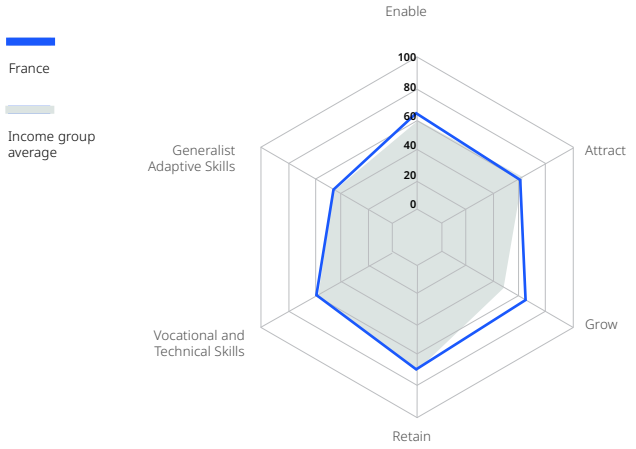
		SCORE	RANK
3.	**GROW**	**60.39**	**13**
3.1	**Formal Education**	**55.21**	**7**
	Enrolment		
3.1.1	Vocational enrolment	67.55	3
3.1.2	Tertiary enrolment	64.30	3
	Quality		
3.1.3	Tertiary education expenditure	29.61	19
3.1.4	Reading, maths and science	65.26	10
3.1.5	University ranking	49.33	23
3.2	**Lifelong Learning**	**55.14**	**21**
3.2.1	Business masters education	28.41	37
3.2.2	Prevalence of training in firms	61.57	21
3.2.3	Employee development	75.44	4
3.3	**Access to Growth Opportunities**	**70.82**	**17**
	Empowerment		
3.3.1	Delegation of authority	77.79	5
3.3.2	Youth inclusion	86.08	22
	Collaboration		
3.3.3	Use of virtual social networks	77.85	18
3.3.4	Use of virtual professional networks	41.56	28
4.	**RETAIN**	**84.13**	**4**
4.1	**Sustainability**	**80.00**	**4**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	86.33	3
4.1.3	Brain retention	54.87	42
4.1.4	Environmental performance	73.80	4
4.1.5	Vulnerable employment	89.26	30
4.1.6	Protect against future disasters	74.11	13
4.1.7	Household financial resilience	81.63	6
4.2	**Lifestyle**	**88.26**	**5**
4.2.1	Personal rights	97.88	2
4.2.2	Personal safety	87.53	15
4.2.3	Physician density	56.52	30
4.2.4	Sanitation	99.37	22
4.2.5	Employee wellbeing	100.00	1
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**70.03**	**6**
5.1	**Mid-level Skills**	**65.46**	**9**
5.1.1	Workforce with secondary education	58.34	36
5.1.2	Population with secondary education	62.07	29
5.1.3	Technicians and associate professionals	84.12	5
5.1.4	Labour productivity per employee	57.30	23
5.2	**Employability**	**74.61**	**8**
5.2.1	Ease of finding skilled employees	62.99	35
5.2.2	Relevance of education system to the economy	78.11	2
5.2.3	Skills matching	76.80	31
5.2.4	Highly educated unemployment	80.54	67
6.	**GENERALIST ADAPTIVE SKILLS**	**57.94**	**7**
6.1	**High-level Skills**	**52.38**	**14**
6.1.1	Workforce with tertiary education	58.56	22
6.1.2	Soft skills	71.70	8
6.1.3	Professionals	51.37	14
6.1.4	Researchers	80.22	5
6.1.5	Senior officials and managers	18.51	73
6.1.6	Digital skills	34.79	18
6.1.7	AI talent concentration	51.51	6
6.2	**Talent Impact**	**63.51**	**6**
6.2.1	ICT services exports	65.87	7
6.2.2	Mobile apps development	79.28	9
6.2.3	Intellectual property receipts	82.08	8
6.2.4	High-value exports	15.13	53
6.2.5	Software development	98.82	3
6.2.6	New business density	25.12	34
6.2.7	Scientific journal articles	78.25	6

France

Key Indicators

Rank (out of 135)	**19**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**68.52**
GDP per capita (PPP US$)	63,698
GDP (US$ billions)	3,162.02
GTCI score	62.88
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**65.01**	**25**
1.1	**Regulatory Landscape**	**73.94**	**26**
1.1.1	Government effectiveness	74.46	25
1.1.2	Rule of law	80.90	23
1.1.3	Political stability	73.98	48
1.1.4	Regulatory quality	73.35	24
1.1.5	Corruption	67.00	22
1.2	**Market Landscape**	**62.08**	**31**
1.2.1	Extent of market dominance	55.96	36
1.2.2	Domestic credit to private sector	52.37	18
1.2.3	Cluster development	58.33	36
1.2.4	R&D expenditure	34.41	16
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	78.84	33
1.3	**Business and Labour Landscape**	**59.00**	**26**
	Labour Market		
1.3.1	Labour rights	95.00	27
1.3.2	Labour-employer cooperation	60.35	62
	Management Practice		
1.3.3	Professional management	69.14	32
1.3.4	Relationship of pay to productivity	57.58	33
	Technology Adoption		
1.3.5	Enterprise software	31.64	29
1.3.6	Cloud computing	32.75	24
1.3.7	Firms with website	66.54	45
2.	**ATTRACT**	**62.56**	**29**
2.1	**External Openness**	**56.58**	**27**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	94.62	24
2.1.2	Financial globalisation	89.11	12
	Attract People		
2.1.3	Migrant stock	26.30	35
2.1.4	International students	30.91	32
2.1.5	Brain gain	62.44	25
2.1.6	AI skills migration	36.10	28
2.2	**Internal Openness**	**68.54**	**37**
	Social Inclusion		
2.2.1	Tolerance of minorities	35.11	78
2.2.2	Tolerance of immigrants	61.54	57
2.2.3	Social mobility	62.09	47
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	94.16	17
2.2.6	Leadership opportunities for women	58.35	100
3.	**GROW**	**65.79**	**8**
3.1	**Formal Education**	**46.58**	**18**
	Enrolment		
3.1.1	Vocational enrolment	28.47	43
3.1.2	Tertiary enrolment	41.91	42
	Quality		
3.1.3	Tertiary education expenditure	26.68	22
3.1.4	Reading, maths and science	58.32	25
3.1.5	University ranking	77.50	7
3.2	**Lifelong Learning**	**82.38**	**2**
3.2.1	Business masters education	99.73	2
3.2.2	Prevalence of training in firms	85.05	5
3.2.3	Employee development	62.36	56
3.3	**Access to Growth Opportunities**	**68.40**	**20**
	Empowerment		
3.3.1	Delegation of authority	63.03	41
3.3.2	Youth inclusion	78.84	41
	Collaboration		
3.3.3	Use of virtual social networks	75.33	29
3.3.4	Use of virtual professional networks	56.40	18
4.	**RETAIN**	**74.44**	**24**
4.1	**Sustainability**	**70.71**	**23**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	81.19	7
4.1.3	Brain retention	54.34	45
4.1.4	Environmental performance	67.00	12
4.1.5	Vulnerable employment	91.14	21
4.1.6	Protect against future disasters	35.76	88
4.1.7	Household financial resilience	65.51	24
4.2	**Lifestyle**	**78.17**	**28**
4.2.1	Personal rights	86.79	19
4.2.2	Personal safety	79.67	38
4.2.3	Physician density	51.06	44
4.2.4	Sanitation	98.45	39
4.2.5	Employee wellbeing	74.87	30
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**64.57**	**20**
5.1	**Mid-level Skills**	**63.32**	**13**
5.1.1	Workforce with secondary education	50.96	50
5.1.2	Population with secondary education	58.60	31
5.1.3	Technicians and associate professionals	82.12	7
5.1.4	Labour productivity per employee	61.59	15
5.2	**Employability**	**65.83**	**48**
5.2.1	Ease of finding skilled employees	57.97	60
5.2.2	Relevance of education system to the economy	52.17	47
5.2.3	Skills matching	74.43	40
5.2.4	Highly educated unemployment	78.77	72
6.	**GENERALIST ADAPTIVE SKILLS**	**44.92**	**22**
6.1	**High-level Skills**	**45.46**	**25**
6.1.1	Workforce with tertiary education	65.08	17
6.1.2	Soft skills	63.16	33
6.1.3	Professionals	48.23	18
6.1.4	Researchers	48.64	21
6.1.5	Senior officials and managers	39.96	21
6.1.6	Digital skills	20.98	44
6.1.7	AI talent concentration	32.17	22
6.2	**Talent Impact**	**44.38**	**22**
6.2.1	ICT services exports	18.75	52
6.2.2	Mobile apps development	73.93	21
6.2.3	Intellectual property receipts	69.81	15
6.2.4	High-value exports	36.97	21
6.2.5	Software development	48.63	22
6.2.6	New business density	27.58	27
6.2.7	Scientific journal articles	35.01	35

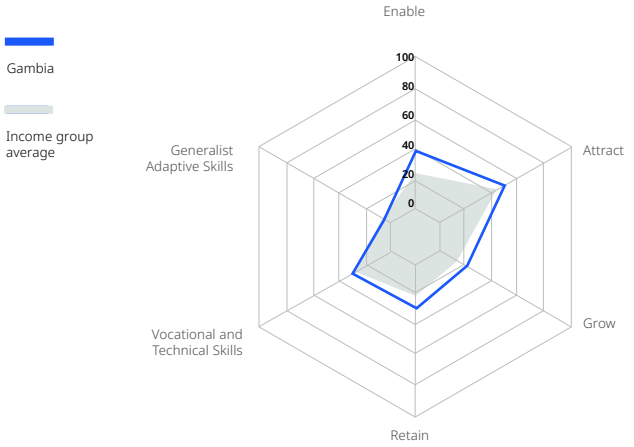
Gambia

Key Indicators

Rank (out of 135)	**110**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**2.76**

GDP per capita (PPP US$)	3,321
GDP (US$ billions)	2.35
GTCI score	31.48
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**38.93**	**104**
1.1	Regulatory Landscape	43.05	86
1.1.1	Government effectiveness	36.68	101
1.1.2	Rule of law	43.15	86
1.1.3	Political stability	65.42	64
1.1.4	Regulatory quality	31.99	103
1.1.5	Corruption	38.00	75
1.2	Market Landscape	30.37	115
1.2.1	Extent of market dominance	30.48	125
1.2.2	Domestic credit to private sector	0.28	128
1.2.3	Cluster development	35.24	125
1.2.4	R&D expenditure	1.01	109
1.2.5	Population covered by at least a 3G mobile network	56.40	109
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	58.84	72
1.3	Business and Labour Landscape	43.37	91
	Labour Market		
1.3.1	Labour rights	83.60	66
1.3.2	Labour-employer cooperation	58.10	70
	Management Practice		
1.3.3	Professional management	54.76	85
1.3.4	Relationship of pay to productivity	40.48	109
	Technology Adoption		
1.3.5	Enterprise software	14.56	65
1.3.6	Cloud computing	8.75	98
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**49.39**	**77**
2.1	External Openness	36.10	79
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	36.34	105
	Attract People		
2.1.3	Migrant stock	16.24	52
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	55.71	46
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	62.68	69
	Social Inclusion		
2.2.1	Tolerance of minorities	73.40	20
2.2.2	Tolerance of immigrants	89.23	12
2.2.3	Social mobility	45.24	118
	Gender Equality		
2.2.4	Economic empowerment of women	69.38	109
2.2.5	Gender parity in high-skilled jobs	44.55	100
2.2.6	Leadership opportunities for women	54.29	114

		SCORE	RANK
3.	**GROW**	**23.45**	**107**
3.1	Formal Education	26.61	56
	Enrolment		
3.1.1	Vocational enrolment	73.25	2
3.1.2	Tertiary enrolment	6.57	109
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	19.83	125
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	21.89	85
3.2.3	Employee development	37.62	130
3.3	Access to Growth Opportunities	23.92	127
	Empowerment		
3.3.1	Delegation of authority	64.17	36
3.3.2	Youth inclusion	10.35	123
	Collaboration		
3.3.3	Use of virtual social networks	13.90	120
3.3.4	Use of virtual professional networks	7.25	101
4.	**RETAIN**	**30.65**	**118**
4.1	Sustainability	28.00	120
4.1.1	Pension coverage	16.29	115
4.1.2	Social protection	46.75	66
4.1.3	Brain retention	43.33	74
4.1.4	Environmental performance	37.60	107
4.1.5	Vulnerable employment	28.74	113
4.1.6	Protect against future disasters	8.70	119
4.1.7	Household financial resilience	14.61	98
4.2	Lifestyle	33.29	111
4.2.1	Personal rights	67.78	52
4.2.2	Personal safety	30.50	119
4.2.3	Physician density	1.20	127
4.2.4	Sanitation	39.83	117
4.2.5	Employee wellbeing	27.15	107
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**35.97**	**110**
5.1	Mid-level Skills	19.92	107
5.1.1	Workforce with secondary education	26.98	97
5.1.2	Population with secondary education	22.19	91
5.1.3	Technicians and associate professionals	10.59	108
5.1.4	Labour productivity per employee	n/a	n/a
5.2	Employability	52.02	101
5.2.1	Ease of finding skilled employees	48.10	100
5.2.2	Relevance of education system to the economy	58.18	34
5.2.3	Skills matching	38.41	98
5.2.4	Highly educated unemployment	63.41	100
6.	**GENERALIST ADAPTIVE SKILLS**	**10.46**	**121**
6.1	High-level Skills	8.60	128
6.1.1	Workforce with tertiary education	11.63	105
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	11.93	93
6.1.4	Researchers	0.45	99
6.1.5	Senior officials and managers	10.40	96
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	12.32	102
6.2.1	ICT services exports	0.75	132
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	55.77	19
6.2.4	High-value exports	3.60	102
6.2.5	Software development	0.45	123
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	1.03	106

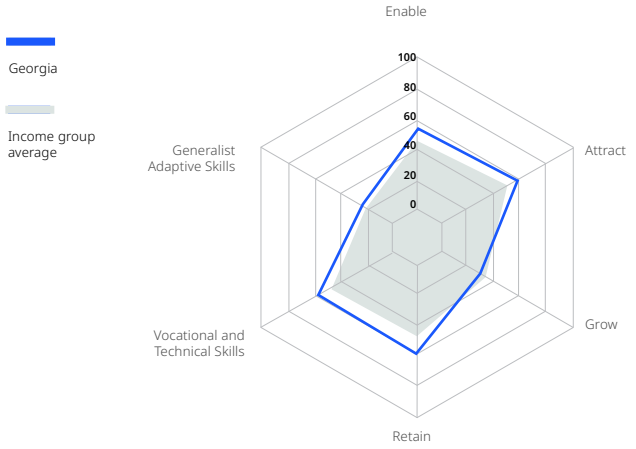
Georgia

Key Indicators

Rank (out of 135)	**45**
Income group	**Upper middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**3.67**

GDP per capita (PPP US$)	28,258
GDP (US$ billions)	33.77
GTCI score	50.97
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**57.44**	**39**
1.1	**Regulatory Landscape**	**60.50**	**50**
1.1.1	Government effectiveness	66.77	34
1.1.2	Rule of law	56.54	59
1.1.3	Political stability	57.63	82
1.1.4	Regulatory quality	68.58	32
1.1.5	Corruption	53.00	43
1.2	**Market Landscape**	**58.17**	**39**
1.2.1	Extent of market dominance	61.01	26
1.2.2	Domestic credit to private sector	32.03	40
1.2.3	Cluster development	56.76	40
1.2.4	R&D expenditure	3.90	83
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	54.22	77
1.3	**Business and Labour Landscape**	**53.64**	**38**
	Labour Market		
1.3.1	Labour rights	98.50	13
1.3.2	Labour-employer cooperation	62.35	50
	Management Practice		
1.3.3	Professional management	65.35	42
1.3.4	Relationship of pay to productivity	59.44	26
	Technology Adoption		
1.3.5	Enterprise software	17.59	59
1.3.6	Cloud computing	11.11	87
1.3.7	Firms with website	61.16	53
2.	**ATTRACT**	**60.74**	**35**
2.1	**External Openness**	**57.70**	**22**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	94.38	25
2.1.2	Financial globalisation	77.81	31
	Attract People		
2.1.3	Migrant stock	3.96	95
2.1.4	International students	51.52	13
2.1.5	Brain gain	60.81	31
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.79**	**59**
	Social Inclusion		
2.2.1	Tolerance of minorities	27.66	93
2.2.2	Tolerance of immigrants	72.31	36
2.2.3	Social mobility	60.50	54
	Gender Equality		
2.2.4	Economic empowerment of women	88.12	50
2.2.5	Gender parity in high-skilled jobs	70.25	75
2.2.6	Leadership opportunities for women	63.90	71

		SCORE	RANK
3.	**GROW**	**33.69**	**79**
3.1	**Formal Education**	**14.73**	**83**
	Enrolment		
3.1.1	Vocational enrolment	7.23	101
3.1.2	Tertiary enrolment	46.08	27
	Quality		
3.1.3	Tertiary education expenditure	1.61	94
3.1.4	Reading, maths and science	18.71	66
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**33.06**	**80**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	36.55	61
3.2.3	Employee development	62.62	54
3.3	**Access to Growth Opportunities**	**53.30**	**62**
	Empowerment		
3.3.1	Delegation of authority	67.02	22
3.3.2	Youth inclusion	46.84	100
	Collaboration		
3.3.3	Use of virtual social networks	78.62	13
3.3.4	Use of virtual professional networks	20.72	67
4.	**RETAIN**	**62.38**	**48**
4.1	**Sustainability**	**49.52**	**69**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	49.37	60
4.1.3	Brain retention	58.44	33
4.1.4	Environmental performance	47.30	62
4.1.5	Vulnerable employment	48.32	94
4.1.6	Protect against future disasters	20.39	101
4.1.7	Household financial resilience	22.79	75
4.2	**Lifestyle**	**75.24**	**35**
4.2.1	Personal rights	72.91	43
4.2.2	Personal safety	83.38	28
4.2.3	Physician density	86.94	3
4.2.4	Sanitation	84.33	87
4.2.5	Employee wellbeing	48.64	86
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.31**	**31**
5.1	**Mid-level Skills**	**57.01**	**29**
5.1.1	Workforce with secondary education	74.73	14
5.1.2	Population with secondary education	86.15	5
5.1.3	Technicians and associate professionals	30.14	66
5.1.4	Labour productivity per employee	37.04	49
5.2	**Employability**	**67.60**	**37**
5.2.1	Ease of finding skilled employees	62.66	37
5.2.2	Relevance of education system to the economy	57.16	40
5.2.3	Skills matching	88.71	7
5.2.4	Highly educated unemployment	61.88	103
6.	**GENERALIST ADAPTIVE SKILLS**	**29.28**	**48**
6.1	**High-level Skills**	**30.47**	**58**
6.1.1	Workforce with tertiary education	48.88	38
6.1.2	Soft skills	61.31	40
6.1.3	Professionals	25.33	59
6.1.4	Researchers	16.94	43
6.1.5	Senior officials and managers	26.89	46
6.1.6	Digital skills	3.50	81
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**28.10**	**49**
6.2.1	ICT services exports	39.90	21
6.2.2	Mobile apps development	65.58	65
6.2.3	Intellectual property receipts	16.77	64
6.2.4	High-value exports	5.79	90
6.2.5	Software development	27.90	37
6.2.6	New business density	34.95	20
6.2.7	Scientific journal articles	5.79	77

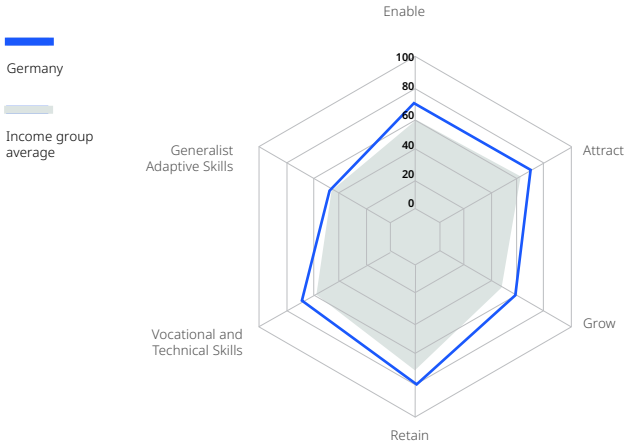
Germany

Key Indicators

Rank (out of 135)	**17**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**83.51**

GDP per capita (PPP US$)	70,878
GDP (US$ billions)	4,658.53
GTCI score	65.73
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**70.21**	**16**
1.1	**Regulatory Landscape**	**80.09**	**18**
1.1.1	Government effectiveness	75.35	22
1.1.2	Rule of law	89.90	13
1.1.3	Political stability	79.84	37
1.1.4	Regulatory quality	80.35	15
1.1.5	Corruption	75.00	15
1.2	**Market Landscape**	**64.17**	**27**
1.2.1	Extent of market dominance	62.51	24
1.2.2	Domestic credit to private sector	36.75	34
1.2.3	Cluster development	63.14	21
1.2.4	R&D expenditure	48.89	9
1.2.5	Population covered by at least a 3G mobile network	99.77	27
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	73.95	43
1.3	**Business and Labour Landscape**	**66.36**	**14**
	Labour Market		
1.3.1	Labour rights	96.20	24
1.3.2	Labour-employer cooperation	66.22	39
	Management Practice		
1.3.3	Professional management	70.74	27
1.3.4	Relationship of pay to productivity	60.09	23
	Technology Adoption		
1.3.5	Enterprise software	38.91	19
1.3.6	Cloud computing	38.51	18
1.3.7	Firms with website	93.84	4
2.	**ATTRACT**	**71.21**	**17**
2.1	**External Openness**	**63.71**	**15**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.90	9
2.1.2	Financial globalisation	84.33	20
	Attract People		
2.1.3	Migrant stock	37.80	23
2.1.4	International students	42.92	20
2.1.5	Brain gain	56.83	43
2.1.6	AI skills migration	62.51	6
2.2	**Internal Openness**	**78.70**	**17**
	Social Inclusion		
2.2.1	Tolerance of minorities	67.02	35
2.2.2	Tolerance of immigrants	75.38	32
2.2.3	Social mobility	68.07	34
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	98.01	4
2.2.6	Leadership opportunities for women	63.72	73

		SCORE	RANK
3.	**GROW**	**58.41**	**17**
3.1	**Formal Education**	**49.45**	**16**
	Enrolment		
3.1.1	Vocational enrolment	28.21	45
3.1.2	Tertiary enrolment	44.89	33
	Quality		
3.1.3	Tertiary education expenditure	41.36	11
3.1.4	Reading, maths and science	59.98	22
3.1.5	University ranking	72.83	10
3.2	**Lifelong Learning**	**62.02**	**14**
3.2.1	Business masters education	65.00	13
3.2.2	Prevalence of training in firms	53.42	31
3.2.3	Employee development	67.63	35
3.3	**Access to Growth Opportunities**	**63.76**	**28**
	Empowerment		
3.3.1	Delegation of authority	65.01	35
3.3.2	Youth inclusion	88.90	16
	Collaboration		
3.3.3	Use of virtual social networks	77.69	19
3.3.4	Use of virtual professional networks	23.44	57
4.	**RETAIN**	**80.34**	**9**
4.1	**Sustainability**	**74.95**	**12**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	71.91	14
4.1.3	Brain retention	55.87	38
4.1.4	Environmental performance	74.50	3
4.1.5	Vulnerable employment	94.96	11
4.1.6	Protect against future disasters	65.40	23
4.1.7	Household financial resilience	62.00	26
4.2	**Lifestyle**	**85.73**	**9**
4.2.1	Personal rights	94.34	8
4.2.2	Personal safety	86.19	21
4.2.3	Physician density	70.61	10
4.2.4	Sanitation	99.12	27
4.2.5	Employee wellbeing	78.39	22
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**70.53**	**5**
5.1	**Mid-level Skills**	**71.70**	**5**
5.1.1	Workforce with secondary education	63.39	26
5.1.2	Population with secondary education	73.62	17
5.1.3	Technicians and associate professionals	91.38	2
5.1.4	Labour productivity per employee	58.40	20
5.2	**Employability**	**69.36**	**27**
5.2.1	Ease of finding skilled employees	55.26	74
5.2.2	Relevance of education system to the economy	57.26	39
5.2.3	Skills matching	72.80	45
5.2.4	Highly educated unemployment	92.10	14
6.	**GENERALIST ADAPTIVE SKILLS**	**43.69**	**23**
6.1	**High-level Skills**	**43.01**	**28**
6.1.1	Workforce with tertiary education	47.45	39
6.1.2	Soft skills	57.27	58
6.1.3	Professionals	45.91	20
6.1.4	Researchers	57.58	11
6.1.5	Senior officials and managers	23.68	56
6.1.6	Digital skills	20.15	46
6.1.7	AI talent concentration	49.00	8
6.2	**Talent Impact**	**44.37**	**23**
6.2.1	ICT services exports	17.75	54
6.2.2	Mobile apps development	69.35	47
6.2.3	Intellectual property receipts	79.96	11
6.2.4	High-value exports	27.86	30
6.2.5	Software development	60.70	18
6.2.6	New business density	5.75	80
6.2.7	Scientific journal articles	49.21	28

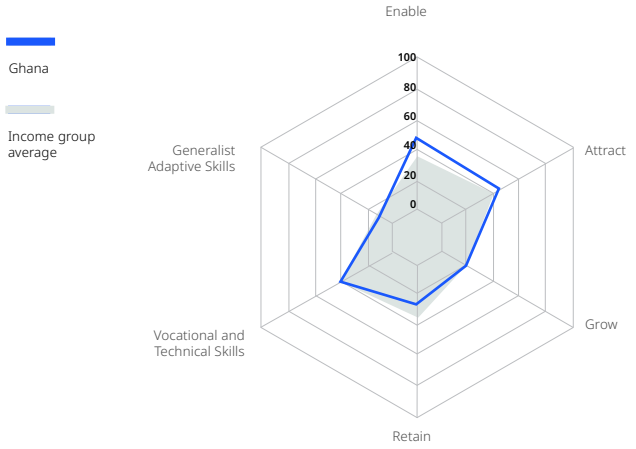
Ghana

Key Indicators

Rank (out of 135)	**104**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**34.43**

GDP per capita (PPP US$)	7,556
GDP (US$ billions)	80.55
GTCI score	33.43
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**48.75**	**68**
1.1	**Regulatory Landscape**	**49.42**	**68**
1.1.1	Government effectiveness	47.52	75
1.1.2	Rule of law	49.82	67
1.1.3	Political stability	65.19	65
1.1.4	Regulatory quality	42.58	81
1.1.5	Corruption	42.00	64
1.2	**Market Landscape**	**48.98**	**72**
1.2.1	Extent of market dominance	47.13	65
1.2.2	Domestic credit to private sector	0.69	126
1.2.3	Cluster development	48.19	63
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	96.23	58
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	52.68	83
1.3	**Business and Labour Landscape**	**47.86**	**62**
	Labour Market		
1.3.1	Labour rights	81.90	70
1.3.2	Labour-employer cooperation	56.43	78
	Management Practice		
1.3.3	Professional management	59.66	66
1.3.4	Relationship of pay to productivity	43.07	100
	Technology Adoption		
1.3.5	Enterprise software	19.15	50
1.3.6	Cloud computing	13.75	73
1.3.7	Firms with website	61.04	54
2.	**ATTRACT**	**44.59**	**94**
2.1	**External Openness**	**22.86**	**115**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	37.57	101
	Attract People		
2.1.3	Migrant stock	2.82	104
2.1.4	International students	2.30	96
2.1.5	Brain gain	48.75	69
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**66.32**	**46**
	Social Inclusion		
2.2.1	Tolerance of minorities	71.28	26
2.2.2	Tolerance of immigrants	72.31	36
2.2.3	Social mobility	49.60	106
	Gender Equality		
2.2.4	Economic empowerment of women	75.00	101
2.2.5	Gender parity in high-skilled jobs	67.36	80
2.2.6	Leadership opportunities for women	62.37	81

		SCORE	RANK
3.	**GROW**	**25.48**	**103**
3.1	**Formal Education**	**5.57**	**114**
	Enrolment		
3.1.1	Vocational enrolment	4.79	105
3.1.2	Tertiary enrolment	11.82	99
	Quality		
3.1.3	Tertiary education expenditure	5.66	72
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**38.24**	**61**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	61.05	23
3.2.3	Employee development	53.67	98
3.3	**Access to Growth Opportunities**	**32.63**	**113**
	Empowerment		
3.3.1	Delegation of authority	58.10	61
3.3.2	Youth inclusion	40.25	106
	Collaboration		
3.3.3	Use of virtual social networks	20.86	115
3.3.4	Use of virtual professional networks	11.33	90
4.	**RETAIN**	**29.38**	**123**
4.1	**Sustainability**	**26.54**	**124**
4.1.1	Pension coverage	14.91	118
4.1.2	Social protection	28.02	104
4.1.3	Brain retention	46.89	68
4.1.4	Environmental performance	36.90	110
4.1.5	Vulnerable employment	24.59	116
4.1.6	Protect against future disasters	9.38	117
4.1.7	Household financial resilience	25.11	69
4.2	**Lifestyle**	**32.21**	**112**
4.2.1	Personal rights	71.94	45
4.2.2	Personal safety	45.26	97
4.2.3	Physician density	1.81	122
4.2.4	Sanitation	16.70	128
4.2.5	Employee wellbeing	25.33	114
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**38.32**	**103**
5.1	**Mid-level Skills**	**13.48**	**116**
5.1.1	Workforce with secondary education	20.73	104
5.1.2	Population with secondary education	19.71	95
5.1.3	Technicians and associate professionals	4.88	119
5.1.4	Labour productivity per employee	8.59	98
5.2	**Employability**	**63.17**	**58**
5.2.1	Ease of finding skilled employees	60.61	52
5.2.2	Relevance of education system to the economy	52.42	46
5.2.3	Skills matching	58.31	73
5.2.4	Highly educated unemployment	81.34	60
6.	**GENERALIST ADAPTIVE SKILLS**	**14.03**	**111**
6.1	**High-level Skills**	**17.56**	**110**
6.1.1	Workforce with tertiary education	9.60	109
6.1.2	Soft skills	57.61	55
6.1.3	Professionals	10.91	100
6.1.4	Researchers	0.80	95
6.1.5	Senior officials and managers	8.91	100
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.49**	**113**
6.2.1	ICT services exports	5.14	96
6.2.2	Mobile apps development	39.20	120
6.2.3	Intellectual property receipts	14.28	69
6.2.4	High-value exports	3.24	104
6.2.5	Software development	2.82	98
6.2.6	New business density	5.44	82
6.2.7	Scientific journal articles	3.31	88

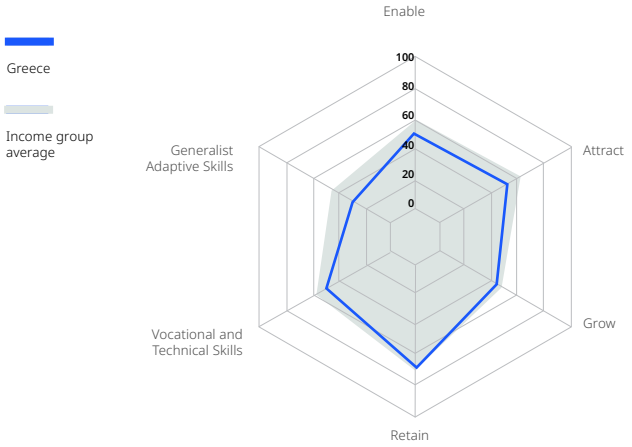
Greece

Key Indicators

Rank (out of 135)	**40**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**10.39**

GDP per capita (PPP US$)	42,923
GDP (US$ billions)	257.07
GTCI score	52.38
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**51.84**	**58**
1.1	**Regulatory Landscape**	**58.15**	**52**
1.1.1	Government effectiveness	52.76	60
1.1.2	Rule of law	57.42	56
1.1.3	Political stability	71.48	51
1.1.4	Regulatory quality	60.10	45
1.1.5	Corruption	49.00	48
1.2	**Market Landscape**	**50.17**	**67**
1.2.1	Extent of market dominance	43.64	82
1.2.2	Domestic credit to private sector	21.20	66
1.2.3	Cluster development	35.87	122
1.2.4	R&D expenditure	23.46	29
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	77.59	39
1.3	**Business and Labour Landscape**	**47.20**	**66**
	Labour Market		
1.3.1	Labour rights	91.50	39
1.3.2	Labour-employer cooperation	58.36	66
	Management Practice		
1.3.3	Professional management	55.01	82
1.3.4	Relationship of pay to productivity	47.40	66
	Technology Adoption		
1.3.5	Enterprise software	7.53	116
1.3.6	Cloud computing	13.09	76
1.3.7	Firms with website	57.51	59
2.	**ATTRACT**	**56.33**	**43**
2.1	**External Openness**	**44.97**	**56**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	95.24	22
2.1.2	Financial globalisation	72.40	42
	Attract People		
2.1.3	Migrant stock	27.00	34
2.1.4	International students	10.38	67
2.1.5	Brain gain	37.49	99
2.1.6	AI skills migration	27.31	41
2.2	**Internal Openness**	**67.69**	**39**
	Social Inclusion		
2.2.1	Tolerance of minorities	60.64	43
2.2.2	Tolerance of immigrants	32.31	114
2.2.3	Social mobility	55.60	75
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	97.72	8
2.2.6	Leadership opportunities for women	59.90	93

		SCORE	RANK
3.	**GROW**	**47.51**	**32**
3.1	**Formal Education**	**41.06**	**29**
	Enrolment		
3.1.1	Vocational enrolment	27.23	48
3.1.2	Tertiary enrolment	100.00	1
	Quality		
3.1.3	Tertiary education expenditure	7.74	63
3.1.4	Reading, maths and science	40.98	44
3.1.5	University ranking	29.33	45
3.2	**Lifelong Learning**	**42.04**	**46**
3.2.1	Business masters education	50.88	19
3.2.2	Prevalence of training in firms	13.03	100
3.2.3	Employee development	62.20	58
3.3	**Access to Growth Opportunities**	**59.42**	**40**
	Empowerment		
3.3.1	Delegation of authority	55.58	73
3.3.2	Youth inclusion	82.20	31
	Collaboration		
3.3.3	Use of virtual social networks	73.31	40
3.3.4	Use of virtual professional networks	26.61	52
4.	**RETAIN**	**74.33**	**25**
4.1	**Sustainability**	**66.82**	**31**
4.1.1	Pension coverage	99.19	46
4.1.2	Social protection	56.05	46
4.1.3	Brain retention	43.93	73
4.1.4	Environmental performance	67.30	11
4.1.5	Vulnerable employment	73.79	61
4.1.6	Protect against future disasters	58.50	39
4.1.7	Household financial resilience	68.97	20
4.2	**Lifestyle**	**81.83**	**18**
4.2.1	Personal rights	78.44	35
4.2.2	Personal safety	74.96	49
4.2.3	Physician density	100.00	1
4.2.4	Sanitation	98.85	34
4.2.5	Employee wellbeing	56.90	77
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**52.10**	**62**
5.1	**Mid-level Skills**	**46.70**	**59**
5.1.1	Workforce with secondary education	59.50	34
5.1.2	Population with secondary education	58.12	32
5.1.3	Technicians and associate professionals	28.04	72
5.1.4	Labour productivity per employee	41.13	44
5.2	**Employability**	**57.51**	**82**
5.2.1	Ease of finding skilled employees	40.41	124
5.2.2	Relevance of education system to the economy	38.51	92
5.2.3	Skills matching	83.10	15
5.2.4	Highly educated unemployment	68.02	91
6.	**GENERALIST ADAPTIVE SKILLS**	**32.19**	**42**
6.1	**High-level Skills**	**37.47**	**41**
6.1.1	Workforce with tertiary education	52.44	31
6.1.2	Soft skills	51.49	83
6.1.3	Professionals	43.70	28
6.1.4	Researchers	50.40	18
6.1.5	Senior officials and managers	15.80	80
6.1.6	Digital skills	14.02	60
6.1.7	AI talent concentration	34.46	19
6.2	**Talent Impact**	**26.90**	**52**
6.2.1	ICT services exports	9.77	79
6.2.2	Mobile apps development	60.35	83
6.2.3	Intellectual property receipts	9.06	83
6.2.4	High-value exports	23.42	38
6.2.5	Software development	24.74	40
6.2.6	New business density	8.63	68
6.2.7	Scientific journal articles	52.37	23

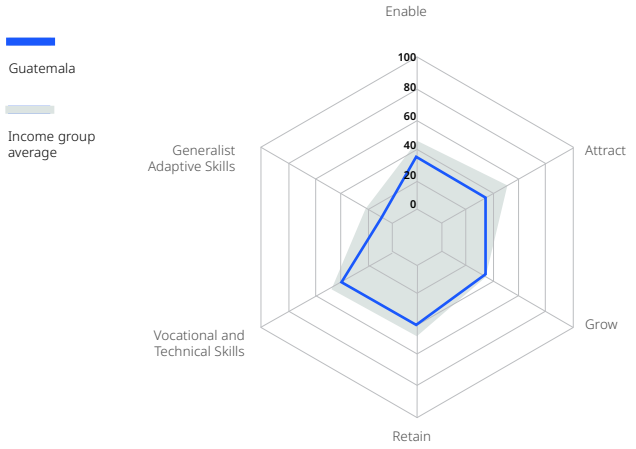
Guatemala

Key Indicators

Rank (out of 135)	**105**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**18.41**

GDP per capita (PPP US$)	14,158
GDP (US$ billions)	104.44
GTCI score	33.22
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.35**	**111**
1.1	**Regulatory Landscape**	**36.20**	**107**
1.1.1	Government effectiveness	30.01	118
1.1.2	Rule of law	26.13	119
1.1.3	Political stability	59.83	77
1.1.4	Regulatory quality	40.05	85
1.1.5	Corruption	25.00	115
1.2	**Market Landscape**	**35.91**	**106**
1.2.1	Extent of market dominance	48.36	57
1.2.2	Domestic credit to private sector	15.09	77
1.2.3	Cluster development	45.47	75
1.2.4	R&D expenditure	0.00	117
1.2.5	Population covered by at least a 3G mobile network	67.49	101
1.2.6	Internet access in schools	29.72	76
1.2.7	Urbanisation	45.24	99
1.3	**Business and Labour Landscape**	**39.93**	**107**
	Labour Market		
1.3.1	Labour rights	31.20	126
1.3.2	Labour-employer cooperation	67.07	34
	Management Practice		
1.3.3	Professional management	59.51	67
1.3.4	Relationship of pay to productivity	45.77	77
	Technology Adoption		
1.3.5	Enterprise software	11.68	98
1.3.6	Cloud computing	10.05	90
1.3.7	Firms with website	54.22	63
2.	**ATTRACT**	**36.36**	**121**
2.1	**External Openness**	**20.69**	**123**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	26.82	122
	Attract People		
2.1.3	Migrant stock	0.82	124
2.1.4	International students	1.47	102
2.1.5	Brain gain	53.67	53
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.03**	**116**
	Social Inclusion		
2.2.1	Tolerance of minorities	4.26	128
2.2.2	Tolerance of immigrants	13.85	125
2.2.3	Social mobility	58.22	60
	Gender Equality		
2.2.4	Economic empowerment of women	73.75	104
2.2.5	Gender parity in high-skilled jobs	97.83	6
2.2.6	Leadership opportunities for women	64.26	70

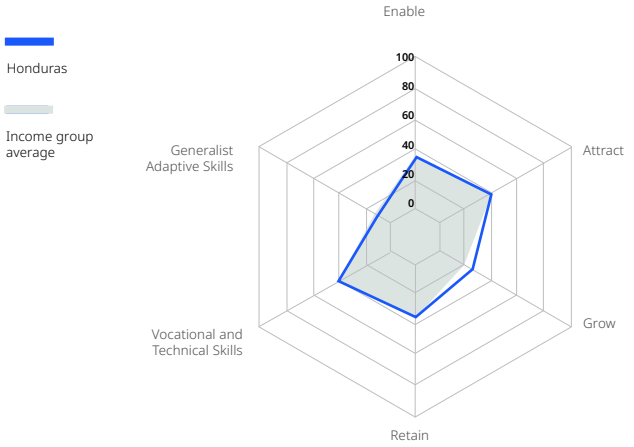
		SCORE	RANK
3.	**GROW**	**34.41**	**74**
3.1	**Formal Education**	**13.93**	**88**
	Enrolment		
3.1.1	Vocational enrolment	41.24	27
3.1.2	Tertiary enrolment	15.00	92
	Quality		
3.1.3	Tertiary education expenditure	2.54	87
3.1.4	Reading, maths and science	10.89	74
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**46.95**	**35**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	68.85	16
3.2.3	Employee development	71.99	15
3.3	**Access to Growth Opportunities**	**42.36**	**90**
	Empowerment		
3.3.1	Delegation of authority	52.94	85
3.3.2	Youth inclusion	49.48	95
	Collaboration		
3.3.3	Use of virtual social networks	54.79	80
3.3.4	Use of virtual professional networks	12.23	86
4.	**RETAIN**	**40.36**	**104**
4.1	**Sustainability**	**35.77**	**108**
4.1.1	Pension coverage	22.56	103
4.1.2	Social protection	20.06	116
4.1.3	Brain retention	60.09	32
4.1.4	Environmental performance	32.50	124
4.1.5	Vulnerable employment	59.38	84
4.1.6	Protect against future disasters	53.70	51
4.1.7	Household financial resilience	2.11	122
4.2	**Lifestyle**	**44.95**	**98**
4.2.1	Personal rights	37.25	95
4.2.2	Personal safety	47.91	93
4.2.3	Physician density	5.29	108
4.2.4	Sanitation	64.53	106
4.2.5	Employee wellbeing	69.79	42
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**37.43**	**107**
5.1	**Mid-level Skills**	**21.24**	**106**
5.1.1	Workforce with secondary education	19.02	107
5.1.2	Population with secondary education	41.34	61
5.1.3	Technicians and associate professionals	10.10	110
5.1.4	Labour productivity per employee	14.51	87
5.2	**Employability**	**53.62**	**96**
5.2.1	Ease of finding skilled employees	61.37	50
5.2.2	Relevance of education system to the economy	25.55	125
5.2.3	Skills matching	40.41	96
5.2.4	Highly educated unemployment	87.15	34
6.	**GENERALIST ADAPTIVE SKILLS**	**13.39**	**115**
6.1	**High-level Skills**	**14.54**	**121**
6.1.1	Workforce with tertiary education	4.28	121
6.1.2	Soft skills	55.91	63
6.1.3	Professionals	8.59	113
6.1.4	Researchers	0.00	112
6.1.5	Senior officials and managers	3.93	116
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**12.25**	**103**
6.2.1	ICT services exports	17.55	55
6.2.2	Mobile apps development	39.94	118
6.2.3	Intellectual property receipts	13.16	71
6.2.4	High-value exports	8.97	72
6.2.5	Software development	2.73	100
6.2.6	New business density	3.17	94
6.2.7	Scientific journal articles	0.20	124

Honduras

Key Indicators

Rank (out of 135)	**103**
Income group	**Lower middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**10.83**
GDP per capita (PPP US$)	7,295
GDP (US$ billions)	34.23
GTCI score	33.53
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**35.76**	**115**
1.1	Regulatory Landscape	33.71	111
1.1.1	Government effectiveness	32.23	111
1.1.2	Rule of law	25.65	120
1.1.3	Political stability	54.65	92
1.1.4	Regulatory quality	34.03	97
1.1.5	Corruption	22.00	121
1.2	Market Landscape	36.15	104
1.2.1	Extent of market dominance	38.07	101
1.2.2	Domestic credit to private sector	36.93	33
1.2.3	Cluster development	41.34	98
1.2.4	R&D expenditure	0.86	110
1.2.5	Population covered by at least a 3G mobile network	57.33	108
1.2.6	Internet access in schools	24.71	79
1.2.7	Urbanisation	53.82	78
1.3	Business and Labour Landscape	37.42	119
	Labour Market		
1.3.1	Labour rights	49.50	113
1.3.2	Labour-employer cooperation	58.26	68
	Management Practice		
1.3.3	Professional management	53.13	90
1.3.4	Relationship of pay to productivity	39.54	112
	Technology Adoption		
1.3.5	Enterprise software	14.00	70
1.3.6	Cloud computing	9.80	92
1.3.7	Firms with website	37.74	83
2.	**ATTRACT**	**42.86**	**104**
2.1	External Openness	25.63	103
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	51.91	82
	Attract People		
2.1.3	Migrant stock	0.56	126
2.1.4	International students	2.79	92
2.1.5	Brain gain	47.24	72
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	60.09	77
	Social Inclusion		
2.2.1	Tolerance of minorities	51.06	55
2.2.2	Tolerance of immigrants	38.46	102
2.2.3	Social mobility	45.59	116
	Gender Equality		
2.2.4	Economic empowerment of women	75.00	101
2.2.5	Gender parity in high-skilled jobs	90.19	32
2.2.6	Leadership opportunities for women	60.25	92

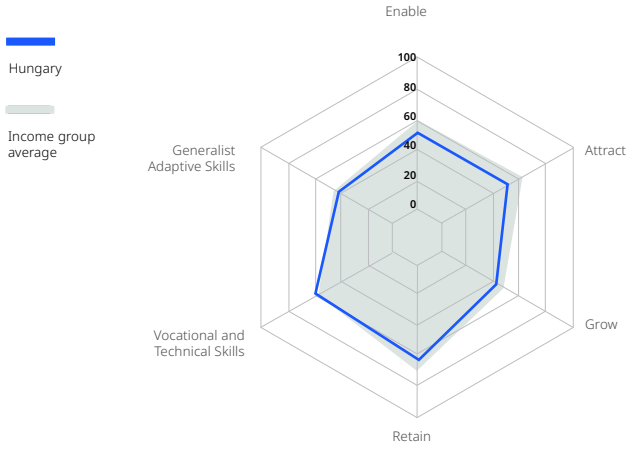
		SCORE	RANK
3.	**GROW**	**31.14**	**86**
3.1	Formal Education	19.09	75
	Enrolment		
3.1.1	Vocational enrolment	60.12	7
3.1.2	Tertiary enrolment	12.05	98
	Quality		
3.1.3	Tertiary education expenditure	4.20	82
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	41.11	49
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	58.15	26
3.2.3	Employee development	65.19	46
3.3	Access to Growth Opportunities	33.23	112
	Empowerment		
3.3.1	Delegation of authority	49.30	105
3.3.2	Youth inclusion	32.57	111
	Collaboration		
3.3.3	Use of virtual social networks	40.72	100
3.3.4	Use of virtual professional networks	10.31	94
4.	**RETAIN**	**41.91**	**100**
4.1	Sustainability	34.45	110
4.1.1	Pension coverage	13.78	120
4.1.2	Social protection	12.38	129
4.1.3	Brain retention	47.00	66
4.1.4	Environmental performance	40.20	93
4.1.5	Vulnerable employment	60.24	81
4.1.6	Protect against future disasters	56.29	44
4.1.7	Household financial resilience	11.26	105
4.2	Lifestyle	49.37	92
4.2.1	Personal rights	53.28	77
4.2.2	Personal safety	46.98	94
4.2.3	Physician density	4.35	110
4.2.4	Sanitation	81.19	92
4.2.5	Employee wellbeing	61.04	61
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**36.96**	**108**
5.1	Mid-level Skills	24.93	100
5.1.1	Workforce with secondary education	28.10	94
5.1.2	Population with secondary education	20.16	94
5.1.3	Technicians and associate professionals	26.54	78
5.1.4	Labour productivity per employee	n/a	n/a
5.2	Employability	48.99	115
5.2.1	Ease of finding skilled employees	52.13	89
5.2.2	Relevance of education system to the economy	23.32	129
5.2.3	Skills matching	44.33	90
5.2.4	Highly educated unemployment	76.18	80
6.	**GENERALIST ADAPTIVE SKILLS**	**12.57**	**118**
6.1	High-level Skills	16.53	112
6.1.1	Workforce with tertiary education	11.50	106
6.1.2	Soft skills	47.41	96
6.1.3	Professionals	9.82	107
6.1.4	Researchers	1.76	85
6.1.5	Senior officials and managers	12.14	92
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	8.61	120
6.2.1	ICT services exports	5.75	94
6.2.2	Mobile apps development	44.74	110
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	5.12	92
6.2.5	Software development	2.18	105
6.2.6	New business density	1.97	102
6.2.7	Scientific journal articles	0.51	116

Hungary

Key Indicators

Rank (out of 135)	**37**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**9.56**
GDP per capita (PPP US$)	46,546
GDP (US$ billions)	223.06
GTCI score	52.80
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**53.22**	**55**
1.1	**Regulatory Landscape**	**59.74**	**51**
1.1.1	Government effectiveness	57.66	52
1.1.2	Rule of law	62.61	46
1.1.3	Political stability	83.33	26
1.1.4	Regulatory quality	54.09	55
1.1.5	Corruption	41.00	66
1.2	**Market Landscape**	**51.89**	**56**
1.2.1	Extent of market dominance	29.86	127
1.2.2	Domestic credit to private sector	12.79	88
1.2.3	Cluster development	36.38	120
1.2.4	R&D expenditure	21.78	33
1.2.5	Population covered by at least a 3G mobile network	94.03	61
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	68.39	53
1.3	**Business and Labour Landscape**	**48.05**	**60**
	Labour Market		
1.3.1	Labour rights	84.00	63
1.3.2	Labour-employer cooperation	55.15	92
	Management Practice		
1.3.3	Professional management	52.87	91
1.3.4	Relationship of pay to productivity	39.56	111
	Technology Adoption		
1.3.5	Enterprise software	23.01	42
1.3.6	Cloud computing	18.19	58
1.3.7	Firms with website	63.54	47
2.	**ATTRACT**	**52.17**	**66**
2.1	**External Openness**	**47.71**	**45**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	94.19	26
2.1.2	Financial globalisation	80.47	27
	Attract People		
2.1.3	Migrant stock	13.51	56
2.1.4	International students	48.69	16
2.1.5	Brain gain	35.30	101
2.1.6	AI skills migration	14.12	45
2.2	**Internal Openness**	**56.64**	**99**
	Social Inclusion		
2.2.1	Tolerance of minorities	68.09	33
2.2.2	Tolerance of immigrants	0.00	130
2.2.3	Social mobility	46.61	112
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	75.67	68
2.2.6	Leadership opportunities for women	55.69	109

		SCORE	RANK
3.	**GROW**	**44.33**	**42**
3.1	**Formal Education**	**35.63**	**34**
	Enrolment		
3.1.1	Vocational enrolment	43.03	24
3.1.2	Tertiary enrolment	32.86	58
	Quality		
3.1.3	Tertiary education expenditure	22.59	31
3.1.4	Reading, maths and science	57.85	28
3.1.5	University ranking	21.80	50
3.2	**Lifelong Learning**	**39.23**	**57**
3.2.1	Business masters education	37.43	29
3.2.2	Prevalence of training in firms	32.10	65
3.2.3	Employee development	48.14	110
3.3	**Access to Growth Opportunities**	**58.14**	**45**
	Empowerment		
3.3.1	Delegation of authority	58.38	59
3.3.2	Youth inclusion	83.66	28
	Collaboration		
3.3.3	Use of virtual social networks	72.73	43
3.3.4	Use of virtual professional networks	17.78	73
4.	**RETAIN**	**66.26**	**38**
4.1	**Sustainability**	**62.22**	**38**
4.1.1	Pension coverage	98.95	47
4.1.2	Social protection	54.40	49
4.1.3	Brain retention	30.03	104
4.1.4	Environmental performance	59.80	31
4.1.5	Vulnerable employment	90.81	25
4.1.6	Protect against future disasters	28.64	94
4.1.7	Household financial resilience	72.87	14
4.2	**Lifestyle**	**70.30**	**47**
4.2.1	Personal rights	61.90	62
4.2.2	Personal safety	80.34	35
4.2.3	Physician density	51.61	43
4.2.4	Sanitation	97.68	46
4.2.5	Employee wellbeing	59.96	67
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**65.28**	**16**
5.1	**Mid-level Skills**	**68.01**	**6**
5.1.1	Workforce with secondary education	72.63	15
5.1.2	Population with secondary education	81.31	12
5.1.3	Technicians and associate professionals	75.31	16
5.1.4	Labour productivity per employee	42.77	41
5.2	**Employability**	**62.56**	**65**
5.2.1	Ease of finding skilled employees	28.92	132
5.2.2	Relevance of education system to the economy	45.14	71
5.2.3	Skills matching	86.16	12
5.2.4	Highly educated unemployment	90.02	23
6.	**GENERALIST ADAPTIVE SKILLS**	**35.51**	**35**
6.1	**High-level Skills**	**35.94**	**43**
6.1.1	Workforce with tertiary education	44.99	45
6.1.2	Soft skills	40.33	112
6.1.3	Professionals	39.90	35
6.1.4	Researchers	44.25	25
6.1.5	Senior officials and managers	23.27	57
6.1.6	Digital skills	19.42	47
6.1.7	AI talent concentration	39.42	14
6.2	**Talent Impact**	**35.08**	**34**
6.2.1	ICT services exports	15.61	61
6.2.2	Mobile apps development	66.97	59
6.2.3	Intellectual property receipts	55.55	20
6.2.4	High-value exports	27.92	29
6.2.5	Software development	28.65	36
6.2.6	New business density	17.75	42
6.2.7	Scientific journal articles	33.14	36

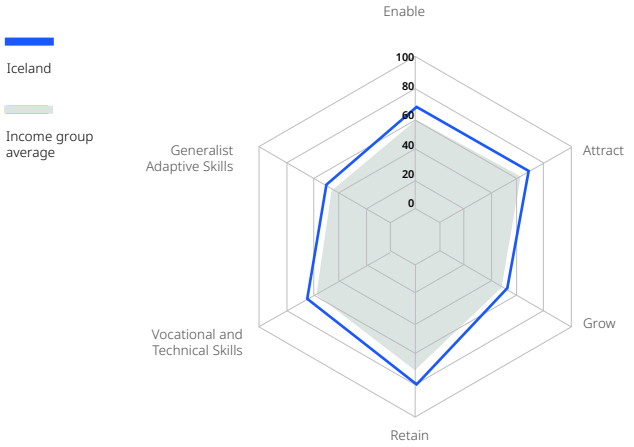
Iceland

Key Indicators

Rank (out of 135)	**13**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**0.40**

GDP per capita (PPP US$)	79,049
GDP (US$ billions)	33.46
GTCI score	66.63
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**69.98**	**17**
1.1	**Regulatory Landscape**	**85.15**	**11**
1.1.1	Government effectiveness	83.40	13
1.1.2	Rule of law	94.03	8
1.1.3	Political stability	94.95	4
1.1.4	Regulatory quality	76.37	21
1.1.5	Corruption	77.00	10
1.2	**Market Landscape**	**61.12**	**33**
1.2.1	Extent of market dominance	42.21	85
1.2.2	Domestic credit to private sector	43.32	26
1.2.3	Cluster development	50.22	53
1.2.4	R&D expenditure	41.73	13
1.2.5	Population covered by at least a 3G mobile network	96.23	58
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	93.04	7
1.3	**Business and Labour Landscape**	**63.65**	**20**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	74.51	11
	Management Practice		
1.3.3	Professional management	70.20	31
1.3.4	Relationship of pay to productivity	56.62	34
	Technology Adoption		
1.3.5	Enterprise software	23.43	41
1.3.6	Cloud computing	28.18	30
1.3.7	Firms with website	92.64	8
2.	**ATTRACT**	**69.21**	**21**
2.1	**External Openness**	**47.45**	**47**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	62.78	73
2.1.2	Financial globalisation	55.35	76
	Attract People		
2.1.3	Migrant stock	47.97	16
2.1.4	International students	32.50	29
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	38.63	24
2.2	**Internal Openness**	**90.98**	**1**
	Social Inclusion		
2.2.1	Tolerance of minorities	97.87	2
2.2.2	Tolerance of immigrants	83.08	20
2.2.3	Social mobility	84.12	3
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	96.27	12
2.2.6	Leadership opportunities for women	84.56	4

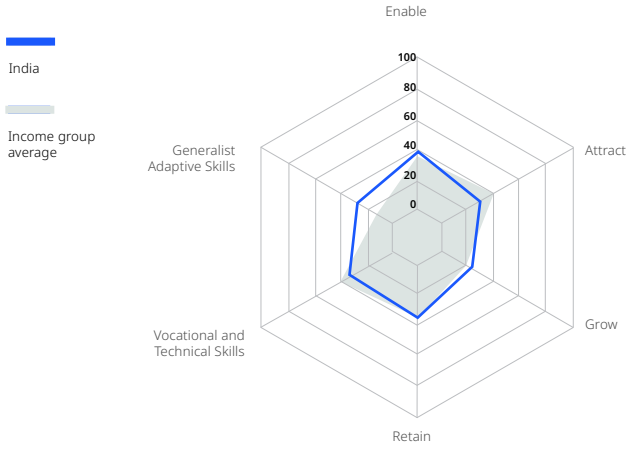
		SCORE	RANK
3.	**GROW**	**55.39**	**21**
3.1	**Formal Education**	**33.18**	**38**
	Enrolment		
3.1.1	Vocational enrolment	30.32	40
3.1.2	Tertiary enrolment	50.18	16
	Quality		
3.1.3	Tertiary education expenditure	32.39	18
3.1.4	Reading, maths and science	45.46	40
3.1.5	University ranking	7.53	73
3.2	**Lifelong Learning**	**46.75**	**37**
3.2.1	Business masters education	20.00	50
3.2.2	Prevalence of training in firms	58.15	25
3.2.3	Employee development	62.09	59
3.3	**Access to Growth Opportunities**	**86.25**	**2**
	Empowerment		
3.3.1	Delegation of authority	73.20	8
3.3.2	Youth inclusion	93.40	8
	Collaboration		
3.3.3	Use of virtual social networks	78.39	16
3.3.4	Use of virtual professional networks	100.00	1
4.	**RETAIN**	**82.03**	**6**
4.1	**Sustainability**	**74.84**	**13**
4.1.1	Pension coverage	82.22	68
4.1.2	Social protection	79.33	8
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	64.30	19
4.1.5	Vulnerable employment	86.34	43
4.1.6	Protect against future disasters	65.70	21
4.1.7	Household financial resilience	71.14	15
4.2	**Lifestyle**	**89.23**	**3**
4.2.1	Personal rights	90.87	15
4.2.2	Personal safety	91.90	7
4.2.3	Physician density	69.61	13
4.2.4	Sanitation	98.60	38
4.2.5	Employee wellbeing	95.14	3
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**66.96**	**12**
5.1	**Mid-level Skills**	**57.49**	**28**
5.1.1	Workforce with secondary education	46.26	59
5.1.2	Population with secondary education	57.49	34
5.1.3	Technicians and associate professionals	64.66	26
5.1.4	Labour productivity per employee	61.53	16
5.2	**Employability**	**76.43**	**3**
5.2.1	Ease of finding skilled employees	73.73	4
5.2.2	Relevance of education system to the economy	63.29	24
5.2.3	Skills matching	77.46	28
5.2.4	Highly educated unemployment	91.24	16
6.	**GENERALIST ADAPTIVE SKILLS**	**56.23**	**8**
6.1	**High-level Skills**	**52.24**	**16**
6.1.1	Workforce with tertiary education	58.47	23
6.1.2	Soft skills	73.09	2
6.1.3	Professionals	53.89	11
6.1.4	Researchers	57.88	10
6.1.5	Senior officials and managers	72.11	4
6.1.6	Digital skills	36.49	14
6.1.7	AI talent concentration	13.75	37
6.2	**Talent Impact**	**60.22**	**10**
6.2.1	ICT services exports	27.62	33
6.2.2	Mobile apps development	60.44	81
6.2.3	Intellectual property receipts	46.55	28
6.2.4	High-value exports	84.35	4
6.2.5	Software development	80.43	8
6.2.6	New business density	49.65	8
6.2.7	Scientific journal articles	72.53	8

India

Key Indicators

Rank (out of 135)	**100**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**1,450.94**
GDP per capita (PPP US$)	10,392
GDP (US$ billions)	3,909.10
GTCI score	34.03
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**42.72**	**95**
1.1	**Regulatory Landscape**	**49.74**	**67**
1.1.1	Government effectiveness	59.89	46
1.1.2	Rule of law	56.81	58
1.1.3	Political stability	50.42	104
1.1.4	Regulatory quality	43.58	77
1.1.5	Corruption	38.00	75
1.2	**Market Landscape**	**40.97**	**95**
1.2.1	Extent of market dominance	46.93	66
1.2.2	Domestic credit to private sector	22.13	62
1.2.3	Cluster development	45.57	73
1.2.4	R&D expenditure	10.10	55
1.2.5	Population covered by at least a 3G mobile network	93.01	65
1.2.6	Internet access in schools	43.46	67
1.2.7	Urbanisation	25.59	119
1.3	**Business and Labour Landscape**	**37.45**	**118**
	Labour Market		
1.3.1	Labour rights	55.50	107
1.3.2	Labour-employer cooperation	43.92	126
	Management Practice		
1.3.3	Professional management	48.47	105
1.3.4	Relationship of pay to productivity	47.65	62
	Technology Adoption		
1.3.5	Enterprise software	12.50	92
1.3.6	Cloud computing	12.86	80
1.3.7	Firms with website	41.26	77
2.	**ATTRACT**	**30.54**	**130**
2.1	**External Openness**	**19.70**	**126**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	47.11	80
2.1.2	Financial globalisation	19.69	127
	Attract People		
2.1.3	Migrant stock	0.49	127
2.1.4	International students	0.36	113
2.1.5	Brain gain	42.32	87
2.1.6	AI skills migration	8.22	46
2.2	**Internal Openness**	**41.39**	**129**
	Social Inclusion		
2.2.1	Tolerance of minorities	17.02	113
2.2.2	Tolerance of immigrants	50.77	81
2.2.3	Social mobility	44.92	119
	Gender Equality		
2.2.4	Economic empowerment of women	74.38	103
2.2.5	Gender parity in high-skilled jobs	16.39	115
2.2.6	Leadership opportunities for women	44.87	128

		SCORE	RANK
3.	**GROW**	**30.27**	**89**
3.1	**Formal Education**	**20.54**	**71**
	Enrolment		
3.1.1	Vocational enrolment	4.39	106
3.1.2	Tertiary enrolment	19.34	88
	Quality		
3.1.3	Tertiary education expenditure	7.29	66
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	51.13	21
3.2	**Lifelong Learning**	**36.56**	**66**
3.2.1	Business masters education	59.76	16
3.2.2	Prevalence of training in firms	5.06	112
3.2.3	Employee development	44.85	119
3.3	**Access to Growth Opportunities**	**33.70**	**111**
	Empowerment		
3.3.1	Delegation of authority	43.87	118
3.3.2	Youth inclusion	48.59	96
	Collaboration		
3.3.3	Use of virtual social networks	32.04	106
3.3.4	Use of virtual professional networks	10.31	94
4.	**RETAIN**	**41.09**	**101**
4.1	**Sustainability**	**37.64**	**106**
4.1.1	Pension coverage	45.39	90
4.1.2	Social protection	41.04	77
4.1.3	Brain retention	47.82	63
4.1.4	Environmental performance	27.60	130
4.1.5	Vulnerable employment	19.14	121
4.1.6	Protect against future disasters	54.47	49
4.1.7	Household financial resilience	28.04	60
4.2	**Lifestyle**	**44.54**	**99**
4.2.1	Personal rights	50.15	82
4.2.2	Personal safety	60.69	74
4.2.3	Physician density	13.58	90
4.2.4	Sanitation	71.87	100
4.2.5	Employee wellbeing	26.41	108
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**31.89**	**119**
5.1	**Mid-level Skills**	**12.10**	**118**
5.1.1	Workforce with secondary education	15.20	111
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	8.89	113
5.1.4	Labour productivity per employee	12.21	90
5.2	**Employability**	**51.69**	**104**
5.2.1	Ease of finding skilled employees	43.82	117
5.2.2	Relevance of education system to the economy	43.84	79
5.2.3	Skills matching	52.19	84
5.2.4	Highly educated unemployment	66.90	94
6.	**GENERALIST ADAPTIVE SKILLS**	**27.66**	**56**
6.1	**High-level Skills**	**22.26**	**85**
6.1.1	Workforce with tertiary education	21.10	87
6.1.2	Soft skills	43.15	108
6.1.3	Professionals	11.13	99
6.1.4	Researchers	2.45	81
6.1.5	Senior officials and managers	19.16	70
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	36.57	17
6.2	**Talent Impact**	**33.07**	**38**
6.2.1	ICT services exports	100.00	1
6.2.2	Mobile apps development	70.45	38
6.2.3	Intellectual property receipts	26.13	47
6.2.4	High-value exports	23.30	39
6.2.5	Software development	5.63	73
6.2.6	New business density	0.74	116
6.2.7	Scientific journal articles	5.22	79

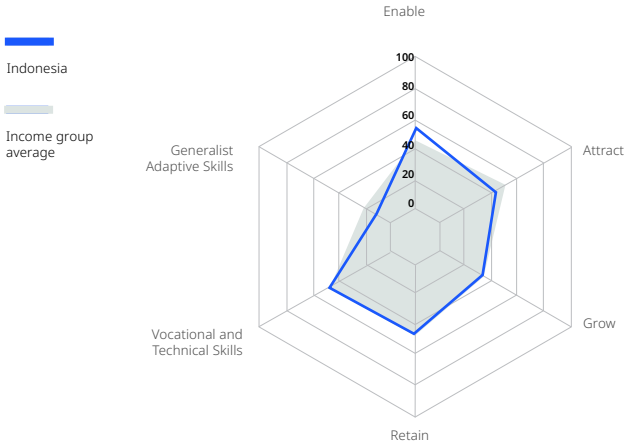
Indonesia

Key Indicators

Rank (out of 135)	**80**
Income group	**Upper middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**283.49**

GDP per capita (PPP US$)	16,558
GDP (US$ billions)	1,396.30
GTCI score	41.18
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**51.48**	**59**
1.1	Regulatory Landscape	51.47	63
1.1.1	Government effectiveness	62.18	45
1.1.2	Rule of law	48.51	73
1.1.3	Political stability	55.97	90
1.1.4	Regulatory quality	53.70	56
1.1.5	Corruption	37.00	77
1.2	Market Landscape	55.11	47
1.2.1	Extent of market dominance	65.13	14
1.2.2	Domestic credit to private sector	14.89	78
1.2.3	Cluster development	69.00	7
1.2.4	R&D expenditure	4.34	79
1.2.5	Population covered by at least a 3G mobile network	93.66	62
1.2.6	Internet access in schools	86.81	49
1.2.7	Urbanisation	51.91	86
1.3	Business and Labour Landscape	47.85	63
	Labour Market		
1.3.1	Labour rights	79.80	76
1.3.2	Labour-employer cooperation	68.71	25
	Management Practice		
1.3.3	Professional management	74.29	16
1.3.4	Relationship of pay to productivity	66.04	8
	Technology Adoption		
1.3.5	Enterprise software	2.21	127
1.3.6	Cloud computing	6.14	118
1.3.7	Firms with website	37.74	83
2.	**ATTRACT**	**43.31**	**101**
2.1	External Openness	26.73	100
	Attract Business		
2.1.1	FDI regulatory restrictiveness	31.78	88
2.1.2	Financial globalisation	30.68	117
	Attract People		
2.1.3	Migrant stock	0.16	131
2.1.4	International students	0.32	114
2.1.5	Brain gain	67.41	12
2.1.6	AI skills migration	30.04	33
2.2	Internal Openness	59.88	78
	Social Inclusion		
2.2.1	Tolerance of minorities	29.79	90
2.2.2	Tolerance of immigrants	30.77	117
2.2.3	Social mobility	72.04	20
	Gender Equality		
2.2.4	Economic empowerment of women	70.62	108
2.2.5	Gender parity in high-skilled jobs	87.53	39
2.2.6	Leadership opportunities for women	68.52	42

		SCORE	RANK
3.	**GROW**	**34.28**	**75**
3.1	Formal Education	22.71	70
	Enrolment		
3.1.1	Vocational enrolment	28.36	44
3.1.2	Tertiary enrolment	25.72	76
	Quality		
3.1.3	Tertiary education expenditure	3.95	83
3.1.4	Reading, maths and science	13.06	72
3.1.5	University ranking	42.47	30
3.2	Lifelong Learning	32.78	81
3.2.1	Business masters education	22.92	45
3.2.2	Prevalence of training in firms	5.97	109
3.2.3	Employee development	69.44	23
3.3	Access to Growth Opportunities	47.34	76
	Empowerment		
3.3.1	Delegation of authority	72.38	11
3.3.2	Youth inclusion	55.49	84
	Collaboration		
3.3.3	Use of virtual social networks	49.03	93
3.3.4	Use of virtual professional networks	12.46	83
4.	**RETAIN**	**52.46**	**77**
4.1	Sustainability	49.89	68
4.1.1	Pension coverage	30.53	96
4.1.2	Social protection	62.79	36
4.1.3	Brain retention	70.48	15
4.1.4	Environmental performance	33.60	121
4.1.5	Vulnerable employment	43.73	101
4.1.6	Protect against future disasters	80.35	8
4.1.7	Household financial resilience	27.76	63
4.2	Lifestyle	55.02	79
4.2.1	Personal rights	49.92	83
4.2.2	Personal safety	76.80	45
4.2.3	Physician density	10.30	101
4.2.4	Sanitation	84.70	86
4.2.5	Employee wellbeing	53.41	79
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**48.19**	**74**
5.1	Mid-level Skills	26.72	92
5.1.1	Workforce with secondary education	40.66	74
5.1.2	Population with secondary education	39.14	65
5.1.3	Technicians and associate professionals	11.48	105
5.1.4	Labour productivity per employee	15.59	84
5.2	Employability	69.67	25
5.2.1	Ease of finding skilled employees	67.77	15
5.2.2	Relevance of education system to the economy	70.35	12
5.2.3	Skills matching	57.50	75
5.2.4	Highly educated unemployment	83.07	49
6.	**GENERALIST ADAPTIVE SKILLS**	**17.37**	**102**
6.1	High-level Skills	18.80	105
6.1.1	Workforce with tertiary education	16.29	96
6.1.2	Soft skills	70.31	13
6.1.3	Professionals	11.83	94
6.1.4	Researchers	3.76	78
6.1.5	Senior officials and managers	11.52	93
6.1.6	Digital skills	12.67	61
6.1.7	AI talent concentration	5.25	42
6.2	Talent Impact	15.94	84
6.2.1	ICT services exports	7.30	84
6.2.2	Mobile apps development	65.91	62
6.2.3	Intellectual property receipts	13.99	70
6.2.4	High-value exports	14.15	57
6.2.5	Software development	4.74	82
6.2.6	New business density	1.37	109
6.2.7	Scientific journal articles	4.10	83

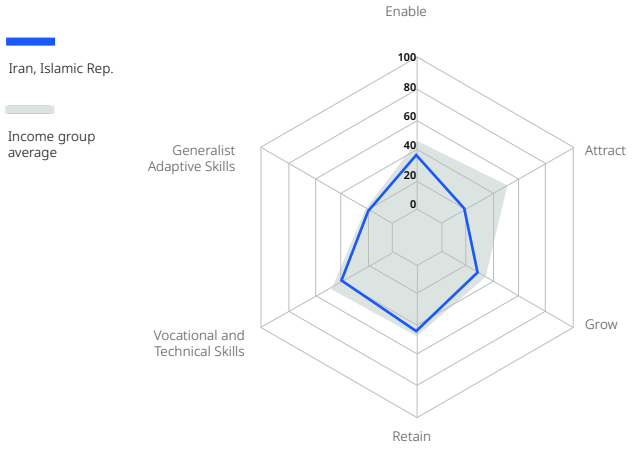
Iran, Islamic Rep.

Key Indicators

Rank (out of 135)	**102**
Income group	**Upper middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**91.57**

GDP per capita (PPP US$)	10,392
GDP (US$ billions)	401.36
GTCI score	33.69
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.67**	**110**
1.1	**Regulatory Landscape**	**21.90**	**130**
1.1.1	Government effectiveness	27.28	124
1.1.2	Rule of law	26.48	118
1.1.3	Political stability	24.92	128
1.1.4	Regulatory quality	7.82	133
1.1.5	Corruption	23.00	119
1.2	**Market Landscape**	**46.71**	**79**
1.2.1	Extent of market dominance	47.26	62
1.2.2	Domestic credit to private sector	27.48	50
1.2.3	Cluster development	42.29	91
1.2.4	R&D expenditure	11.37	49
1.2.5	Population covered by at least a 3G mobile network	78.12	95
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	73.71	45
1.3	**Business and Labour Landscape**	**44.41**	**82**
	Labour Market		
1.3.1	Labour rights	0.00	132
1.3.2	Labour-employer cooperation	47.52	117
	Management Practice		
1.3.3	Professional management	35.04	127
1.3.4	Relationship of pay to productivity	30.72	128
	Technology Adoption		
1.3.5	Enterprise software	100.00	1
1.3.6	Cloud computing	53.17	11
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**22.25**	**135**
2.1	**External Openness**	**12.17**	**135**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	14.65	129
	Attract People		
2.1.3	Migrant stock	7.89	72
2.1.4	International students	2.59	93
2.1.5	Brain gain	23.55	109
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**32.33**	**134**
	Social Inclusion		
2.2.1	Tolerance of minorities	1.06	134
2.2.2	Tolerance of immigrants	41.54	96
2.2.3	Social mobility	39.08	125
	Gender Equality		
2.2.4	Economic empowerment of women	31.25	134
2.2.5	Gender parity in high-skilled jobs	37.14	105
2.2.6	Leadership opportunities for women	43.91	129

		SCORE	RANK
3.	**GROW**	**32.30**	**83**
3.1	**Formal Education**	**23.53**	**67**
	Enrolment		
3.1.1	Vocational enrolment	24.36	53
3.1.2	Tertiary enrolment	34.13	54
	Quality		
3.1.3	Tertiary education expenditure	4.32	80
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	31.30	43
3.2	**Lifelong Learning**	**28.50**	**101**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	57.01	84
3.3	**Access to Growth Opportunities**	**44.87**	**82**
	Empowerment		
3.3.1	Delegation of authority	38.61	129
3.3.2	Youth inclusion	45.02	102
	Collaboration		
3.3.3	Use of virtual social networks	50.97	90
3.3.4	Use of virtual professional networks	n/a	n/a
4.	**RETAIN**	**48.85**	**85**
4.1	**Sustainability**	**51.88**	**62**
4.1.1	Pension coverage	87.04	63
4.1.2	Social protection	40.41	81
4.1.3	Brain retention	35.16	102
4.1.4	Environmental performance	41.80	88
4.1.5	Vulnerable employment	56.49	90
4.1.6	Protect against future disasters	61.34	32
4.1.7	Household financial resilience	40.89	44
4.2	**Lifestyle**	**45.83**	**97**
4.2.1	Personal rights	19.37	116
4.2.2	Personal safety	55.71	83
4.2.3	Physician density	23.30	83
4.2.4	Sanitation	88.90	79
4.2.5	Employee wellbeing	41.89	93
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.00**	**91**
5.1	**Mid-level Skills**	**31.56**	**86**
5.1.1	Workforce with secondary education	31.76	90
5.1.2	Population with secondary education	33.01	78
5.1.3	Technicians and associate professionals	24.26	81
5.1.4	Labour productivity per employee	37.21	48
5.2	**Employability**	**52.44**	**98**
5.2.1	Ease of finding skilled employees	48.42	99
5.2.2	Relevance of education system to the economy	28.26	120
5.2.3	Skills matching	67.77	54
5.2.4	Highly educated unemployment	65.33	96
6.	**GENERALIST ADAPTIVE SKILLS**	**19.05**	**90**
6.1	**High-level Skills**	**24.93**	**74**
6.1.1	Workforce with tertiary education	41.72	51
6.1.2	Soft skills	42.34	111
6.1.3	Professionals	23.61	67
6.1.4	Researchers	21.48	39
6.1.5	Senior officials and managers	16.08	77
6.1.6	Digital skills	4.34	78
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**13.17**	**97**
6.2.1	ICT services exports	1.53	119
6.2.2	Mobile apps development	55.39	94
6.2.3	Intellectual property receipts	4.74	93
6.2.4	High-value exports	1.21	119
6.2.5	Software development	2.21	103
6.2.6	New business density	2.47	99
6.2.7	Scientific journal articles	24.61	44

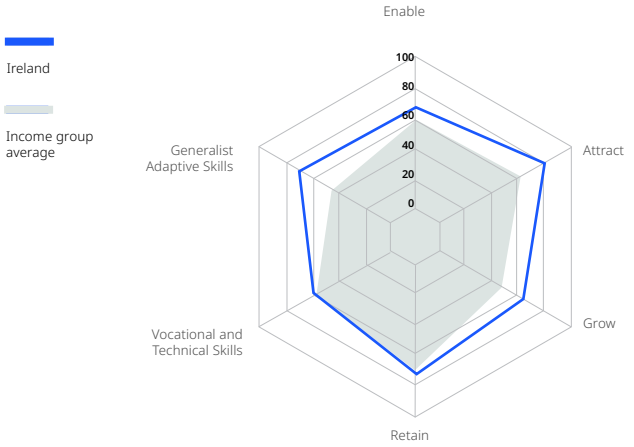
Ireland

Key Indicators

Rank (out of 135)	**11**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**5.38**

GDP per capita (PPP US$)	129,433
GDP (US$ billions)	577.22
GTCI score	68.73
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**68.05**	**21**
1.1	**Regulatory Landscape**	**85.52**	**9**
1.1.1	Government effectiveness	84.19	11
1.1.2	Rule of law	91.90	11
1.1.3	Political stability	87.42	15
1.1.4	Regulatory quality	87.10	8
1.1.5	Corruption	77.00	10
1.2	**Market Landscape**	**51.85**	**58**
1.2.1	Extent of market dominance	60.27	27
1.2.2	Domestic credit to private sector	8.93	103
1.2.3	Cluster development	59.33	33
1.2.4	R&D expenditure	24.88	25
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	58.46	74
1.3	**Business and Labour Landscape**	**66.78**	**13**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	73.77	12
	Management Practice		
1.3.3	Professional management	78.07	6
1.3.4	Relationship of pay to productivity	65.49	10
	Technology Adoption		
1.3.5	Enterprise software	13.42	78
1.3.6	Cloud computing	42.04	14
1.3.7	Firms with website	94.69	3
2.	**ATTRACT**	**78.26**	**5**
2.1	**External Openness**	**67.46**	**11**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	98.24	5
2.1.2	Financial globalisation	98.04	3
	Attract People		
2.1.3	Migrant stock	44.19	18
2.1.4	International students	37.17	23
2.1.5	Brain gain	64.04	21
2.1.6	AI skills migration	63.09	5
2.2	**Internal Openness**	**89.07**	**2**
	Social Inclusion		
2.2.1	Tolerance of minorities	97.87	2
2.2.2	Tolerance of immigrants	93.85	6
2.2.3	Social mobility	72.79	16
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	97.84	5
2.2.6	Leadership opportunities for women	72.04	26

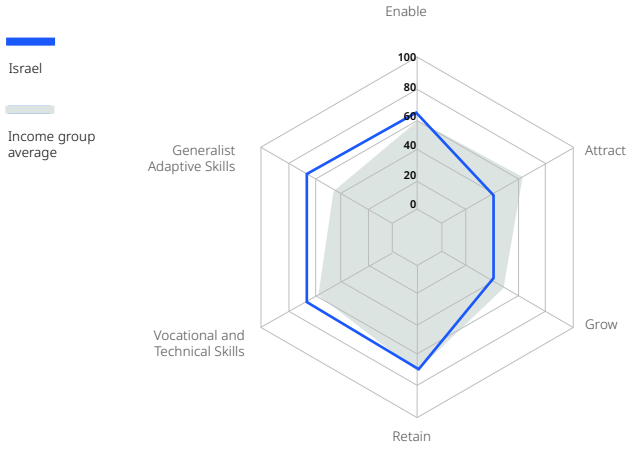
		SCORE	RANK
3.	**GROW**	**66.15**	**7**
3.1	**Formal Education**	**44.69**	**22**
	Enrolment		
3.1.1	Vocational enrolment	20.51	58
3.1.2	Tertiary enrolment	45.07	30
	Quality		
3.1.3	Tertiary education expenditure	36.94	15
3.1.4	Reading, maths and science	68.87	7
3.1.5	University ranking	52.07	20
3.2	**Lifelong Learning**	**72.71**	**8**
3.2.1	Business masters education	65.96	11
3.2.2	Prevalence of training in firms	77.73	9
3.2.3	Employee development	74.46	5
3.3	**Access to Growth Opportunities**	**81.06**	**6**
	Empowerment		
3.3.1	Delegation of authority	73.47	7
3.3.2	Youth inclusion	95.29	3
	Collaboration		
3.3.3	Use of virtual social networks	77.20	22
3.3.4	Use of virtual professional networks	78.26	5
4.	**RETAIN**	**76.20**	**20**
4.1	**Sustainability**	**71.32**	**22**
4.1.1	Pension coverage	95.79	53
4.1.2	Social protection	71.52	15
4.1.3	Brain retention	68.44	18
4.1.4	Environmental performance	65.80	16
4.1.5	Vulnerable employment	89.10	32
4.1.6	Protect against future disasters	50.58	60
4.1.7	Household financial resilience	58.00	29
4.2	**Lifestyle**	**81.08**	**21**
4.2.1	Personal rights	95.22	6
4.2.2	Personal safety	88.51	13
4.2.3	Physician density	52.60	38
4.2.4	Sanitation	87.69	80
4.2.5	Employee wellbeing	81.38	15
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.43**	**29**
5.1	**Mid-level Skills**	**51.55**	**45**
5.1.1	Workforce with secondary education	43.19	66
5.1.2	Population with secondary education	45.41	55
5.1.3	Technicians and associate professionals	57.87	34
5.1.4	Labour productivity per employee	59.74	18
5.2	**Employability**	**73.31**	**12**
5.2.1	Ease of finding skilled employees	54.21	81
5.2.2	Relevance of education system to the economy	76.07	4
5.2.3	Skills matching	75.53	33
5.2.4	Highly educated unemployment	87.45	31
6.	**GENERALIST ADAPTIVE SKILLS**	**61.29**	**3**
6.1	**High-level Skills**	**53.54**	**10**
6.1.1	Workforce with tertiary education	76.17	6
6.1.2	Soft skills	68.26	19
6.1.3	Professionals	54.05	10
6.1.4	Researchers	51.08	17
6.1.5	Senior officials and managers	49.27	11
6.1.6	Digital skills	25.68	33
6.1.7	AI talent concentration	50.26	7
6.2	**Talent Impact**	**69.04**	**2**
6.2.1	ICT services exports	100.00	1
6.2.2	Mobile apps development	72.13	28
6.2.3	Intellectual property receipts	80.24	10
6.2.4	High-value exports	74.66	5
6.2.5	Software development	65.70	15
6.2.6	New business density	26.33	29
6.2.7	Scientific journal articles	64.24	14

Israel

Key Indicators

Rank (out of 135)	**23**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**9.97**
GDP per capita (PPP US$)	53,929
GDP (US$ billions)	540.38
GTCI score	60.16
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**66.35**	**23**
1.1	**Regulatory Landscape**	**62.56**	**46**
1.1.1	Government effectiveness	74.48	24
1.1.2	Rule of law	71.27	33
1.1.3	Political stability	30.44	124
1.1.4	Regulatory quality	72.62	26
1.1.5	Corruption	64.00	25
1.2	**Market Landscape**	**72.88**	**11**
1.2.1	Extent of market dominance	46.23	71
1.2.2	Domestic credit to private sector	32.36	39
1.2.3	Cluster development	55.26	42
1.2.4	R&D expenditure	100.00	1
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	92.01	48
1.2.7	Urbanisation	91.69	9
1.3	**Business and Labour Landscape**	**63.62**	**21**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	67.17	33
	Management Practice		
1.3.3	Professional management	71.17	26
1.3.4	Relationship of pay to productivity	54.81	42
	Technology Adoption		
1.3.5	Enterprise software	38.58	20
1.3.6	Cloud computing	36.66	20
1.3.7	Firms with website	76.96	32
2.	**ATTRACT**	**48.74**	**78**
2.1	**External Openness**	**37.75**	**74**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	73.66	61
2.1.2	Financial globalisation	61.71	63
	Attract People		
2.1.3	Migrant stock	42.53	19
2.1.4	International students	10.83	63
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	0.00	47
2.2	**Internal Openness**	**59.73**	**81**
	Social Inclusion		
2.2.1	Tolerance of minorities	27.66	93
2.2.2	Tolerance of immigrants	27.69	120
2.2.3	Social mobility	66.81	38
	Gender Equality		
2.2.4	Economic empowerment of women	80.62	80
2.2.5	Gender parity in high-skilled jobs	86.30	43
2.2.6	Leadership opportunities for women	69.28	38

		SCORE	RANK
3.	**GROW**	**42.38**	**52**
3.1	**Formal Education**	**33.69**	**36**
	Enrolment		
3.1.1	Vocational enrolment	30.19	41
3.1.2	Tertiary enrolment	33.50	56
	Quality		
3.1.3	Tertiary education expenditure	14.52	41
3.1.4	Reading, maths and science	53.00	36
3.1.5	University ranking	37.23	36
3.2	**Lifelong Learning**	**30.54**	**89**
3.2.1	Business masters education	23.98	42
3.2.2	Prevalence of training in firms	2.63	115
3.2.3	Employee development	65.02	47
3.3	**Access to Growth Opportunities**	**62.90**	**31**
	Empowerment		
3.3.1	Delegation of authority	67.60	19
3.3.2	Youth inclusion	71.19	59
	Collaboration		
3.3.3	Use of virtual social networks	71.26	50
3.3.4	Use of virtual professional networks	41.56	28
4.	**RETAIN**	**70.55**	**32**
4.1	**Sustainability**	**58.96**	**45**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	64.05	30
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	48.00	56
4.1.5	Vulnerable employment	91.27	20
4.1.6	Protect against future disasters	17.40	107
4.1.7	Household financial resilience	33.02	51
4.2	**Lifestyle**	**82.15**	**15**
4.2.1	Personal rights	79.79	34
4.2.2	Personal safety	84.36	25
4.2.3	Physician density	57.72	27
4.2.4	Sanitation	99.92	12
4.2.5	Employee wellbeing	88.96	8
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**68.74**	**8**
5.1	**Mid-level Skills**	**63.17**	**15**
5.1.1	Workforce with secondary education	64.87	24
5.1.2	Population with secondary education	67.46	20
5.1.3	Technicians and associate professionals	64.90	24
5.1.4	Labour productivity per employee	55.44	27
5.2	**Employability**	**74.31**	**9**
5.2.1	Ease of finding skilled employees	71.60	7
5.2.2	Relevance of education system to the economy	55.79	43
5.2.3	Skills matching	79.04	23
5.2.4	Highly educated unemployment	90.81	20
6.	**GENERALIST ADAPTIVE SKILLS**	**64.21**	**2**
6.1	**High-level Skills**	**64.88**	**2**
6.1.1	Workforce with tertiary education	54.83	27
6.1.2	Soft skills	72.47	6
6.1.3	Professionals	60.01	4
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	37.10	25
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	100.00	1
6.2	**Talent Impact**	**63.53**	**5**
6.2.1	ICT services exports	100.00	1
6.2.2	Mobile apps development	84.76	3
6.2.3	Intellectual property receipts	50.85	25
6.2.4	High-value exports	58.27	8
6.2.5	Software development	79.88	9
6.2.6	New business density	12.58	52
6.2.7	Scientific journal articles	58.37	16

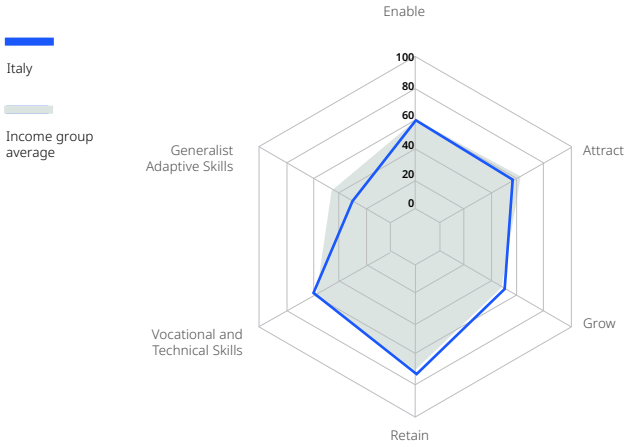
Italy

Key Indicators

Rank (out of 135)	**32**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**58.99**

GDP per capita (PPP US$)	61,165
GDP (US$ billions)	2,372.06
GTCI score	57.35
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**58.51**	**36**
1.1	**Regulatory Landscape**	**63.98**	**40**
1.1.1	Government effectiveness	62.85	44
1.1.2	Rule of law	61.72	50
1.1.3	Political stability	79.75	39
1.1.4	Regulatory quality	61.60	42
1.1.5	Corruption	54.00	42
1.2	**Market Landscape**	**56.68**	**43**
1.2.1	Extent of market dominance	53.33	46
1.2.2	Domestic credit to private sector	27.63	49
1.2.3	Cluster development	57.87	38
1.2.4	R&D expenditure	20.59	34
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	70.00	56
1.2.7	Urbanisation	67.34	54
1.3	**Business and Labour Landscape**	**54.88**	**34**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	53.01	103
	Management Practice		
1.3.3	Professional management	55.20	79
1.3.4	Relationship of pay to productivity	44.39	86
	Technology Adoption		
1.3.5	Enterprise software	18.19	56
1.3.6	Cloud computing	28.42	29
1.3.7	Firms with website	84.91	19
2.	**ATTRACT**	**57.98**	**39**
2.1	**External Openness**	**46.44**	**51**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	82.83	50
2.1.2	Financial globalisation	75.77	35
	Attract People		
2.1.3	Migrant stock	21.01	41
2.1.4	International students	16.24	51
2.1.5	Brain gain	53.23	56
2.1.6	AI skills migration	29.54	36
2.2	**Internal Openness**	**69.52**	**35**
	Social Inclusion		
2.2.1	Tolerance of minorities	63.83	38
2.2.2	Tolerance of immigrants	73.85	34
2.2.3	Social mobility	53.17	93
	Gender Equality		
2.2.4	Economic empowerment of women	97.50	15
2.2.5	Gender parity in high-skilled jobs	77.46	64
2.2.6	Leadership opportunities for women	51.28	122

		SCORE	RANK
3.	**GROW**	**57.29**	**19**
3.1	**Formal Education**	**46.54**	**19**
	Enrolment		
3.1.1	Vocational enrolment	50.14	15
3.1.2	Tertiary enrolment	44.67	34
	Quality		
3.1.3	Tertiary education expenditure	24.72	25
3.1.4	Reading, maths and science	57.67	30
3.1.5	University ranking	55.50	16
3.2	**Lifelong Learning**	**63.65**	**12**
3.2.1	Business masters education	85.18	5
3.2.2	Prevalence of training in firms	51.06	36
3.2.3	Employee development	54.72	95
3.3	**Access to Growth Opportunities**	**61.67**	**37**
	Empowerment		
3.3.1	Delegation of authority	61.54	44
3.3.2	Youth inclusion	76.72	43
	Collaboration		
3.3.3	Use of virtual social networks	70.94	51
3.3.4	Use of virtual professional networks	37.49	33
4.	**RETAIN**	**73.37**	**27**
4.1	**Sustainability**	**67.23**	**30**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	56.04	47
4.1.3	Brain retention	55.50	40
4.1.4	Environmental performance	60.30	29
4.1.5	Vulnerable employment	83.28	47
4.1.6	Protect against future disasters	39.97	82
4.1.7	Household financial resilience	75.51	12
4.2	**Lifestyle**	**79.51**	**24**
4.2.1	Personal rights	84.71	27
4.2.2	Personal safety	78.32	41
4.2.3	Physician density	63.68	21
4.2.4	Sanitation	99.87	15
4.2.5	Employee wellbeing	70.95	37
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**65.20**	**17**
5.1	**Mid-level Skills**	**63.71**	**12**
5.1.1	Workforce with secondary education	59.84	32
5.1.2	Population with secondary education	53.90	42
5.1.3	Technicians and associate professionals	81.29	8
5.1.4	Labour productivity per employee	59.81	17
5.2	**Employability**	**66.69**	**43**
5.2.1	Ease of finding skilled employees	52.97	85
5.2.2	Relevance of education system to the economy	56.77	41
5.2.3	Skills matching	74.48	39
5.2.4	Highly educated unemployment	82.56	53
6.	**GENERALIST ADAPTIVE SKILLS**	**31.73**	**43**
6.1	**High-level Skills**	**29.99**	**61**
6.1.1	Workforce with tertiary education	35.07	65
6.1.2	Soft skills	62.12	38
6.1.3	Professionals	31.19	50
6.1.4	Researchers	27.71	31
6.1.5	Senior officials and managers	21.36	63
6.1.6	Digital skills	22.15	39
6.1.7	AI talent concentration	10.33	38
6.2	**Talent Impact**	**33.48**	**37**
6.2.1	ICT services exports	9.92	78
6.2.2	Mobile apps development	66.90	60
6.2.3	Intellectual property receipts	54.78	21
6.2.4	High-value exports	15.55	50
6.2.5	Software development	19.94	45
6.2.6	New business density	11.71	54
6.2.7	Scientific journal articles	55.54	19

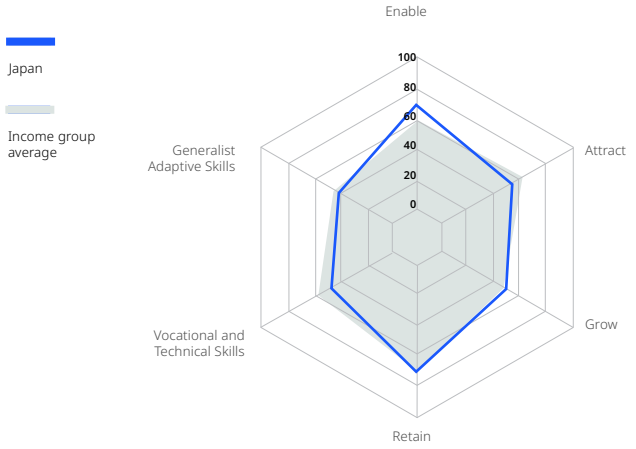
Japan

Key Indicators

Rank (out of 135)	**28**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**123.98**

GDP per capita (PPP US$)	52,713
GDP (US$ billions)	4,026.21
GTCI score	58.59
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**72.94**	**12**
1.1	**Regulatory Landscape**	**82.97**	**14**
1.1.1	Government effectiveness	85.06	7
1.1.2	Rule of law	89.52	14
1.1.3	Political stability	88.61	12
1.1.4	Regulatory quality	80.64	14
1.1.5	Corruption	71.00	18
1.2	**Market Landscape**	**77.69**	**4**
1.2.1	Extent of market dominance	68.82	6
1.2.2	Domestic credit to private sector	99.46	2
1.2.3	Cluster development	53.71	44
1.2.4	R&D expenditure	54.19	5
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	90.73	13
1.3	**Business and Labour Landscape**	**58.16**	**29**
	Labour Market		
1.3.1	Labour rights	88.90	50
1.3.2	Labour-employer cooperation	75.90	6
	Management Practice		
1.3.3	Professional management	71.51	24
1.3.4	Relationship of pay to productivity	45.88	75
	Technology Adoption		
1.3.5	Enterprise software	36.17	25
1.3.6	Cloud computing	30.58	26
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**56.97**	**42**
2.1	**External Openness**	**44.54**	**58**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	88.33	41
2.1.2	Financial globalisation	77.69	32
	Attract People		
2.1.3	Migrant stock	5.13	86
2.1.4	International students	17.33	50
2.1.5	Brain gain	34.23	104
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**69.39**	**36**
	Social Inclusion		
2.2.1	Tolerance of minorities	82.98	6
2.2.2	Tolerance of immigrants	56.92	70
2.2.3	Social mobility	67.98	35
	Gender Equality		
2.2.4	Economic empowerment of women	78.75	89
2.2.5	Gender parity in high-skilled jobs	75.67	69
2.2.6	Leadership opportunities for women	54.06	115

		SCORE	RANK
3.	**GROW**	**54.40**	**26**
3.1	**Formal Education**	**52.27**	**13**
	Enrolment		
3.1.1	Vocational enrolment	16.56	65
3.1.2	Tertiary enrolment	37.77	49
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	80.82	3
3.1.5	University ranking	73.93	9
3.2	**Lifelong Learning**	**50.85**	**26**
3.2.1	Business masters education	42.05	25
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	59.64	71
3.3	**Access to Growth Opportunities**	**60.10**	**38**
	Empowerment		
3.3.1	Delegation of authority	59.18	57
3.3.2	Youth inclusion	100.00	1
	Collaboration		
3.3.3	Use of virtual social networks	78.60	14
3.3.4	Use of virtual professional networks	2.60	119
4.	**RETAIN**	**76.58**	**17**
4.1	**Sustainability**	**75.00**	**11**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	65.88	29
4.1.3	Brain retention	61.99	30
4.1.4	Environmental performance	61.40	27
4.1.5	Vulnerable employment	91.37	18
4.1.6	Protect against future disasters	74.84	12
4.1.7	Household financial resilience	69.55	19
4.2	**Lifestyle**	**78.15**	**29**
4.2.1	Personal rights	94.18	9
4.2.2	Personal safety	91.10	9
4.2.3	Physician density	40.45	59
4.2.4	Sanitation	99.93	10
4.2.5	Employee wellbeing	65.06	53
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**50.74**	**66**
5.1	**Mid-level Skills**	**53.67**	**40**
5.1.1	Workforce with secondary education	61.26	29
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	46.07	37
5.2	**Employability**	**47.81**	**118**
5.2.1	Ease of finding skilled employees	46.45	110
5.2.2	Relevance of education system to the economy	49.17	56
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**39.94**	**27**
6.1	**High-level Skills**	**42.11**	**30**
6.1.1	Workforce with tertiary education	72.21	9
6.1.2	Soft skills	57.30	57
6.1.3	Professionals	38.37	38
6.1.4	Researchers	53.98	14
6.1.5	Senior officials and managers	9.67	98
6.1.6	Digital skills	21.15	42
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**37.76**	**30**
6.2.1	ICT services exports	8.29	82
6.2.2	Mobile apps development	70.84	34
6.2.3	Intellectual property receipts	100.00	1
6.2.4	High-value exports	27.40	33
6.2.5	Software development	25.72	39
6.2.6	New business density	2.10	101
6.2.7	Scientific journal articles	29.97	39

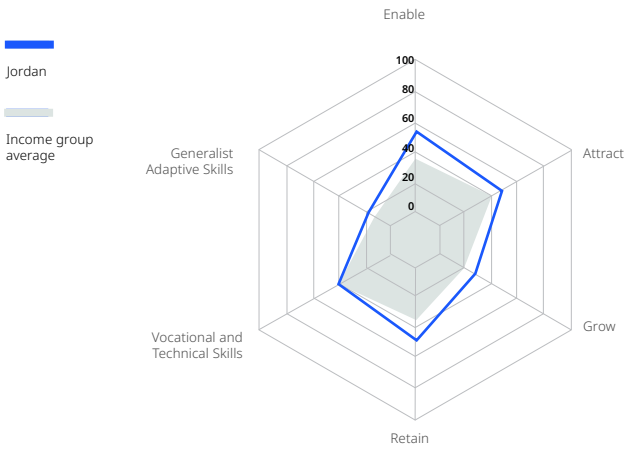
Jordan

Key Indicators

Rank (out of 135)	**74**
Income group	**Lower middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**11.55**

GDP per capita (PPP US$)	10,506
GDP (US$ billions)	51.16
GTCI score	42.65
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.39**	**48**
1.1	**Regulatory Landscape**	**55.61**	**57**
1.1.1	Government effectiveness	57.95	51
1.1.2	Rule of law	58.50	54
1.1.3	Political stability	60.83	73
1.1.4	Regulatory quality	51.77	59
1.1.5	Corruption	49.00	48
1.2	**Market Landscape**	**56.34**	**44**
1.2.1	Extent of market dominance	59.47	28
1.2.2	Domestic credit to private sector	37.95	31
1.2.3	Cluster development	64.47	18
1.2.4	R&D expenditure	10.88	50
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	31.56	74
1.2.7	Urbanisation	90.81	12
1.3	**Business and Labour Landscape**	**54.21**	**36**
	Labour Market		
1.3.1	Labour rights	65.20	97
1.3.2	Labour-employer cooperation	66.57	37
	Management Practice		
1.3.3	Professional management	66.27	40
1.3.4	Relationship of pay to productivity	61.43	21
	Technology Adoption		
1.3.5	Enterprise software	23.61	40
1.3.6	Cloud computing	15.69	67
1.3.7	Firms with website	80.71	26
2.	**ATTRACT**	**53.47**	**60**
2.1	**External Openness**	**54.13**	**31**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	26.66	90
2.1.2	Financial globalisation	61.06	65
	Attract People		
2.1.3	Migrant stock	87.40	7
2.1.4	International students	34.70	25
2.1.5	Brain gain	60.82	30
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.82**	**110**
	Social Inclusion		
2.2.1	Tolerance of minorities	15.96	117
2.2.2	Tolerance of immigrants	56.92	70
2.2.3	Social mobility	63.61	43
	Gender Equality		
2.2.4	Economic empowerment of women	59.38	120
2.2.5	Gender parity in high-skilled jobs	51.12	96
2.2.6	Leadership opportunities for women	69.92	34
3.	**GROW**	**31.49**	**85**
3.1	**Formal Education**	**11.75**	**97**
	Enrolment		
3.1.1	Vocational enrolment	7.83	97
3.1.2	Tertiary enrolment	18.51	89
	Quality		
3.1.3	Tertiary education expenditure	0.57	98
3.1.4	Reading, maths and science	9.05	78
3.1.5	University ranking	22.80	49
3.2	**Lifelong Learning**	**40.08**	**53**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	50.88	39
3.2.3	Employee development	69.38	24
3.3	**Access to Growth Opportunities**	**42.63**	**89**
	Empowerment		
3.3.1	Delegation of authority	60.02	51
3.3.2	Youth inclusion	33.83	110
	Collaboration		
3.3.3	Use of virtual social networks	55.13	78
3.3.4	Use of virtual professional networks	21.52	63
4.	**RETAIN**	**54.75**	**69**
4.1	**Sustainability**	**52.76**	**59**
4.1.1	Pension coverage	57.16	83
4.1.2	Social protection	52.09	56
4.1.3	Brain retention	57.61	35
4.1.4	Environmental performance	47.30	62
4.1.5	Vulnerable employment	90.83	23
4.1.6	Protect against future disasters	56.15	45
4.1.7	Household financial resilience	8.18	117
4.2	**Lifestyle**	**56.74**	**74**
4.2.1	Personal rights	50.74	81
4.2.2	Personal safety	72.26	55
4.2.3	Physician density	39.30	62
4.2.4	Sanitation	96.72	57
4.2.5	Employee wellbeing	24.67	116
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**40.23**	**97**
5.1	**Mid-level Skills**	**26.12**	**96**
5.1.1	Workforce with secondary education	32.84	89
5.1.2	Population with secondary education	29.14	85
5.1.3	Technicians and associate professionals	16.78	96
5.1.4	Labour productivity per employee	25.73	67
5.2	**Employability**	**54.35**	**94**
5.2.1	Ease of finding skilled employees	62.14	41
5.2.2	Relevance of education system to the economy	60.34	29
5.2.3	Skills matching	51.15	85
5.2.4	Highly educated unemployment	43.75	113
6.	**GENERALIST ADAPTIVE SKILLS**	**20.59**	**83**
6.1	**High-level Skills**	**25.32**	**73**
6.1.1	Workforce with tertiary education	31.58	70
6.1.2	Soft skills	71.28	11
6.1.3	Professionals	33.26	46
6.1.4	Researchers	5.49	69
6.1.5	Senior officials and managers	0.96	127
6.1.6	Digital skills	9.36	67
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.86**	**86**
6.2.1	ICT services exports	0.96	128
6.2.2	Mobile apps development	73.44	23
6.2.3	Intellectual property receipts	11.12	79
6.2.4	High-value exports	3.20	105
6.2.5	Software development	3.79	89
6.2.6	New business density	1.65	106
6.2.7	Scientific journal articles	16.84	52

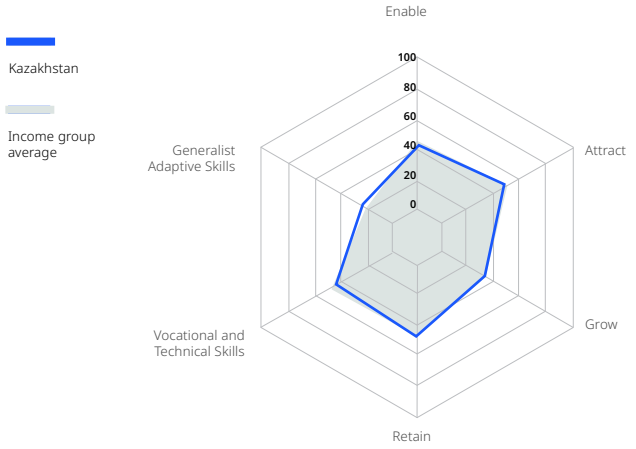
Kazakhstan

Key Indicators

Rank (out of 135)	**72**
Income group	**Upper middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**20.59**

GDP per capita (PPP US$)	39,347
GDP (US$ billions)	261.84
GTCI score	43.10
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



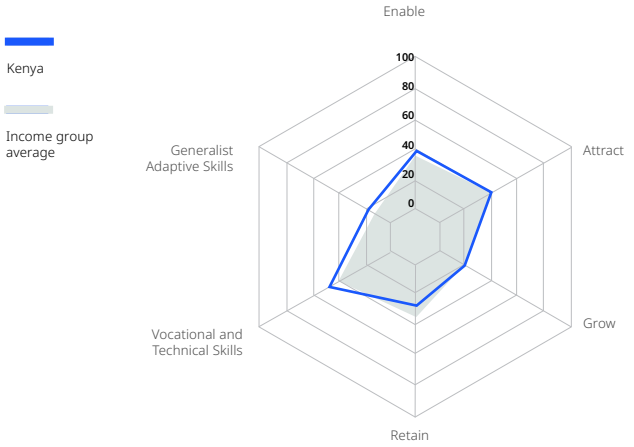
		SCORE	RANK
1.	**ENABLE**	**43.19**	**92**
1.1	**Regulatory Landscape**	**48.30**	**73**
1.1.1	Government effectiveness	52.74	61
1.1.2	Rule of law	41.39	89
1.1.3	Political stability	59.13	78
1.1.4	Regulatory quality	48.26	70
1.1.5	Corruption	40.00	70
1.2	**Market Landscape**	**42.51**	**91**
1.2.1	Extent of market dominance	39.72	97
1.2.2	Domestic credit to private sector	10.24	98
1.2.3	Cluster development	40.80	101
1.2.4	R&D expenditure	2.20	96
1.2.5	Population covered by at least a 3G mobile network	53.66	111
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	50.95	89
1.3	**Business and Labour Landscape**	**38.77**	**111**
	Labour Market		
1.3.1	Labour rights	72.30	87
1.3.2	Labour-employer cooperation	58.38	65
	Management Practice		
1.3.3	Professional management	45.61	114
1.3.4	Relationship of pay to productivity	43.75	94
	Technology Adoption		
1.3.5	Enterprise software	12.78	87
1.3.6	Cloud computing	13.65	74
1.3.7	Firms with website	24.89	99
2.	**ATTRACT**	**52.28**	**65**
2.1	**External Openness**	**50.32**	**41**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	90.64	35
2.1.2	Financial globalisation	69.32	48
	Attract People		
2.1.3	Migrant stock	19.29	47
2.1.4	International students	18.64	47
2.1.5	Brain gain	53.70	52
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**54.24**	**107**
	Social Inclusion		
2.2.1	Tolerance of minorities	24.47	100
2.2.2	Tolerance of immigrants	43.08	93
2.2.3	Social mobility	59.85	55
	Gender Equality		
2.2.4	Economic empowerment of women	75.62	98
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	68.18	47
3.	**GROW**	**36.19**	**65**
3.1	**Formal Education**	**23.99**	**66**
	Enrolment		
3.1.1	Vocational enrolment	14.93	70
3.1.2	Tertiary enrolment	30.95	67
	Quality		
3.1.3	Tertiary education expenditure	5.20	73
3.1.4	Reading, maths and science	30.71	52
3.1.5	University ranking	38.17	35
3.2	**Lifelong Learning**	**29.61**	**94**
3.2.1	Business masters education	20.57	48
3.2.2	Prevalence of training in firms	10.85	101
3.2.3	Employee development	57.40	80
3.3	**Access to Growth Opportunities**	**54.97**	**58**
	Empowerment		
3.3.1	Delegation of authority	50.75	95
3.3.2	Youth inclusion	84.49	25
	Collaboration		
3.3.3	Use of virtual social networks	75.03	30
3.3.4	Use of virtual professional networks	9.63	96
4.	**RETAIN**	**56.16**	**66**
4.1	**Sustainability**	**45.96**	**81**
4.1.1	Pension coverage	95.68	54
4.1.2	Social protection	45.34	69
4.1.3	Brain retention	39.89	87
4.1.4	Environmental performance	47.80	58
4.1.5	Vulnerable employment	73.13	65
4.1.6	Protect against future disasters	9.79	116
4.1.7	Household financial resilience	10.07	110
4.2	**Lifestyle**	**66.36**	**55**
4.2.1	Personal rights	34.82	98
4.2.2	Personal safety	71.07	58
4.2.3	Physician density	58.24	26
4.2.4	Sanitation	97.55	49
4.2.5	Employee wellbeing	70.14	40
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**44.22**	**83**
5.1	**Mid-level Skills**	**43.48**	**62**
5.1.1	Workforce with secondary education	54.01	45
5.1.2	Population with secondary education	33.43	74
5.1.3	Technicians and associate professionals	49.78	45
5.1.4	Labour productivity per employee	36.70	51
5.2	**Employability**	**44.96**	**121**
5.2.1	Ease of finding skilled employees	55.88	68
5.2.2	Relevance of education system to the economy	34.03	103
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**26.55**	**62**
6.1	**High-level Skills**	**30.34**	**60**
6.1.1	Workforce with tertiary education	52.41	32
6.1.2	Soft skills	44.65	106
6.1.3	Professionals	31.30	49
6.1.4	Researchers	6.62	65
6.1.5	Senior officials and managers	29.37	37
6.1.6	Digital skills	17.72	54
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**22.76**	**62**
6.2.1	ICT services exports	6.64	88
6.2.2	Mobile apps development	64.51	68
6.2.3	Intellectual property receipts	8.14	85
6.2.4	High-value exports	53.79	9
6.2.5	Software development	5.49	75
6.2.6	New business density	14.36	45
6.2.7	Scientific journal articles	6.37	72

Kenya

Key Indicators

Rank (out of 135)	**99**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**56.43**
GDP per capita (PPP US$)	6,772
GDP (US$ billions)	108.75
GTCI score	34.30
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



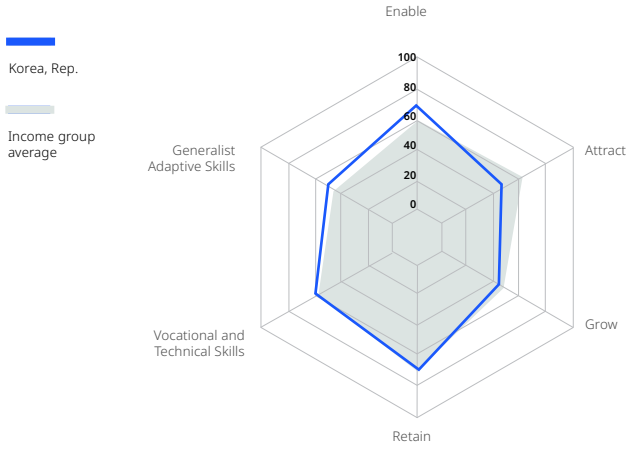
		SCORE	RANK
1.	**ENABLE**	**39.93**	**100**
1.1	**Regulatory Landscape**	**40.02**	**97**
1.1.1	Government effectiveness	42.93	88
1.1.2	Rule of law	44.32	81
1.1.3	Political stability	43.13	116
1.1.4	Regulatory quality	37.73	92
1.1.5	Corruption	32.00	97
1.2	**Market Landscape**	**35.06**	**108**
1.2.1	Extent of market dominance	37.66	102
1.2.2	Domestic credit to private sector	12.38	90
1.2.3	Cluster development	44.42	81
1.2.4	R&D expenditure	12.67	45
1.2.5	Population covered by at least a 3G mobile network	85.65	84
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	17.55	124
1.3	**Business and Labour Landscape**	**44.72**	**78**
	Labour Market		
1.3.1	Labour rights	60.00	101
1.3.2	Labour-employer cooperation	53.90	97
	Management Practice		
1.3.3	Professional management	57.82	71
1.3.4	Relationship of pay to productivity	44.49	84
	Technology Adoption		
1.3.5	Enterprise software	12.90	84
1.3.6	Cloud computing	41.89	15
1.3.7	Firms with website	42.06	76
2.	**ATTRACT**	**41.64**	**107**
2.1	**External Openness**	**23.16**	**113**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	45.55	82
2.1.2	Financial globalisation	12.30	131
	Attract People		
2.1.3	Migrant stock	3.22	98
2.1.4	International students	4.38	87
2.1.5	Brain gain	50.33	64
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**60.13**	**76**
	Social Inclusion		
2.2.1	Tolerance of minorities	18.09	111
2.2.2	Tolerance of immigrants	67.69	44
2.2.3	Social mobility	52.44	98
	Gender Equality		
2.2.4	Economic empowerment of women	83.75	69
2.2.5	Gender parity in high-skilled jobs	82.09	49
2.2.6	Leadership opportunities for women	56.74	105
3.	**GROW**	**23.70**	**106**
3.1	**Formal Education**	**3.38**	**121**
	Enrolment		
3.1.1	Vocational enrolment	3.60	110
3.1.2	Tertiary enrolment	4.75	115
	Quality		
3.1.3	Tertiary education expenditure	5.17	74
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**33.63**	**78**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	44.56	48
3.2.3	Employee development	56.33	88
3.3	**Access to Growth Opportunities**	**34.09**	**109**
	Empowerment		
3.3.1	Delegation of authority	60.37	49
3.3.2	Youth inclusion	39.35	107
	Collaboration		
3.3.3	Use of virtual social networks	24.54	110
3.3.4	Use of virtual professional networks	12.12	87
4.	**RETAIN**	**29.62**	**121**
4.1	**Sustainability**	**32.73**	**112**
4.1.1	Pension coverage	19.03	104
4.1.2	Social protection	19.95	117
4.1.3	Brain retention	48.20	60
4.1.4	Environmental performance	36.90	110
4.1.5	Vulnerable employment	28.54	114
4.1.6	Protect against future disasters	39.02	84
4.1.7	Household financial resilience	37.43	46
4.2	**Lifestyle**	**26.51**	**122**
4.2.1	Personal rights	48.62	85
4.2.2	Personal safety	24.85	123
4.2.3	Physician density	3.28	111
4.2.4	Sanitation	26.71	123
4.2.5	Employee wellbeing	29.07	105
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**48.52**	**73**
5.1	**Mid-level Skills**	**32.58**	**80**
5.1.1	Workforce with secondary education	55.40	44
5.1.2	Population with secondary education	44.39	58
5.1.3	Technicians and associate professionals	22.29	86
5.1.4	Labour productivity per employee	8.25	99
5.2	**Employability**	**64.47**	**55**
5.2.1	Ease of finding skilled employees	67.19	18
5.2.2	Relevance of education system to the economy	52.66	45
5.2.3	Skills matching	59.68	70
5.2.4	Highly educated unemployment	78.34	74
6.	**GENERALIST ADAPTIVE SKILLS**	**22.36**	**76**
6.1	**High-level Skills**	**22.46**	**82**
6.1.1	Workforce with tertiary education	6.77	116
6.1.2	Soft skills	61.11	42
6.1.3	Professionals	8.96	111
6.1.4	Researchers	1.89	84
6.1.5	Senior officials and managers	33.59	29
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**22.26**	**64**
6.2.1	ICT services exports	41.10	19
6.2.2	Mobile apps development	55.58	93
6.2.3	Intellectual property receipts	39.78	34
6.2.4	High-value exports	4.70	94
6.2.5	Software development	6.68	67
6.2.6	New business density	6.66	75
6.2.7	Scientific journal articles	1.29	99

Korea, Rep.

Key Indicators

Rank (out of 135)	**31**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**51.75**
GDP per capita (PPP US$)	62,697
GDP (US$ billions)	1,869.71
GTCI score	58.08
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



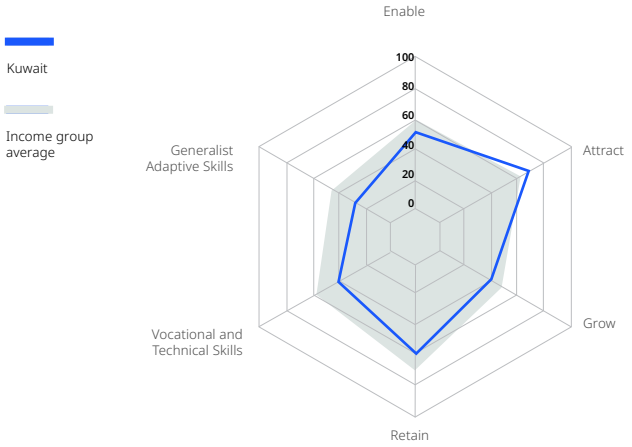
		SCORE	RANK
1.	**ENABLE**	**68.34**	**20**
1.1	**Regulatory Landscape**	**75.94**	**20**
1.1.1	Government effectiveness	80.13	16
1.1.2	Rule of law	82.55	22
1.1.3	Political stability	80.39	33
1.1.4	Regulatory quality	72.64	25
1.1.5	Corruption	64.00	25
1.2	**Market Landscape**	**78.20**	**2**
1.2.1	Extent of market dominance	42.90	83
1.2.2	Domestic credit to private sector	88.52	4
1.2.3	Cluster development	60.41	28
1.2.4	R&D expenditure	78.13	2
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	78.19	37
1.3	**Business and Labour Landscape**	**50.87**	**47**
	Labour Market		
1.3.1	Labour rights	58.20	106
1.3.2	Labour-employer cooperation	51.26	110
	Management Practice		
1.3.3	Professional management	63.92	47
1.3.4	Relationship of pay to productivity	58.74	29
	Technology Adoption		
1.3.5	Enterprise software	32.34	28
1.3.6	Cloud computing	22.51	41
1.3.7	Firms with website	69.14	39
2.	**ATTRACT**	**54.42**	**55**
2.1	**External Openness**	**37.47**	**75**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	74.67	59
2.1.2	Financial globalisation	54.27	80
	Attract People		
2.1.3	Migrant stock	6.57	79
2.1.4	International students	14.76	56
2.1.5	Brain gain	48.75	70
2.1.6	AI skills migration	25.80	43
2.2	**Internal Openness**	**71.38**	**30**
	Social Inclusion		
2.2.1	Tolerance of minorities	73.40	20
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	54.31	81
	Gender Equality		
2.2.4	Economic empowerment of women	88.12	50
2.2.5	Gender parity in high-skilled jobs	93.62	20
2.2.6	Leadership opportunities for women	60.34	91
3.	**GROW**	**47.43**	**33**
3.1	**Formal Education**	**48.48**	**17**
	Enrolment		
3.1.1	Vocational enrolment	11.42	83
3.1.2	Tertiary enrolment	61.06	7
	Quality		
3.1.3	Tertiary education expenditure	15.95	39
3.1.4	Reading, maths and science	77.02	4
3.1.5	University ranking	76.97	8
3.2	**Lifelong Learning**	**39.31**	**55**
3.2.1	Business masters education	40.74	27
3.2.2	Prevalence of training in firms	16.26	92
3.2.3	Employee development	60.95	63
3.3	**Access to Growth Opportunities**	**54.49**	**60**
	Empowerment		
3.3.1	Delegation of authority	60.64	48
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	94.91	3
3.3.4	Use of virtual professional networks	7.93	99
4.	**RETAIN**	**67.64**	**37**
4.1	**Sustainability**	**68.04**	**26**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	66.59	28
4.1.3	Brain retention	68.27	19
4.1.4	Environmental performance	50.60	49
4.1.5	Vulnerable employment	79.89	52
4.1.6	Protect against future disasters	51.96	54
4.1.7	Household financial resilience	58.98	28
4.2	**Lifestyle**	**67.25**	**52**
4.2.1	Personal rights	n/a	n/a
4.2.2	Personal safety	n/a	n/a
4.2.3	Physician density	39.27	63
4.2.4	Sanitation	99.81	16
4.2.5	Employee wellbeing	62.66	56
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**61.36**	**35**
5.1	**Mid-level Skills**	**55.12**	**35**
5.1.1	Workforce with secondary education	39.53	75
5.1.2	Population with secondary education	45.65	53
5.1.3	Technicians and associate professionals	81.05	9
5.1.4	Labour productivity per employee	54.25	29
5.2	**Employability**	**67.60**	**38**
5.2.1	Ease of finding skilled employees	65.31	25
5.2.2	Relevance of education system to the economy	57.54	37
5.2.3	Skills matching	56.38	78
5.2.4	Highly educated unemployment	91.15	17
6.	**GENERALIST ADAPTIVE SKILLS**	**49.27**	**19**
6.1	**High-level Skills**	**52.53**	**13**
6.1.1	Workforce with tertiary education	80.85	4
6.1.2	Soft skills	62.15	37
6.1.3	Professionals	43.75	27
6.1.4	Researchers	91.04	2
6.1.5	Senior officials and managers	8.12	104
6.1.6	Digital skills	34.07	22
6.1.7	AI talent concentration	47.75	10
6.2	**Talent Impact**	**46.01**	**20**
6.2.1	ICT services exports	13.14	67
6.2.2	Mobile apps development	74.74	16
6.2.3	Intellectual property receipts	63.55	17
6.2.4	High-value exports	46.96	11
6.2.5	Software development	57.09	20
6.2.6	New business density	12.71	50
6.2.7	Scientific journal articles	53.87	21

Kuwait

Key Indicators

Rank (out of 135)	**51**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**4.97**
GDP per capita (PPP US$)	50,933
GDP (US$ billions)	163.72
GTCI score	48.73
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.57**	**47**
1.1	**Regulatory Landscape**	**57.19**	**55**
1.1.1	Government effectiveness	49.71	70
1.1.2	Rule of law	60.54	53
1.1.3	Political stability	75.54	45
1.1.4	Regulatory quality	54.15	53
1.1.5	Corruption	46.00	54
1.2	**Market Landscape**	**66.07**	**21**
1.2.1	Extent of market dominance	55.30	38
1.2.2	Domestic credit to private sector	44.17	23
1.2.3	Cluster development	61.56	24
1.2.4	R&D expenditure	1.45	105
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	100.00	1
1.3	**Business and Labour Landscape**	**43.46**	**88**
	Labour Market		
1.3.1	Labour rights	72.90	86
1.3.2	Labour-employer cooperation	61.27	54
	Management Practice		
1.3.3	Professional management	58.63	69
1.3.4	Relationship of pay to productivity	58.21	30
	Technology Adoption		
1.3.5	Enterprise software	6.17	120
1.3.6	Cloud computing	3.55	126
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**71.27**	**16**
2.1	**External Openness**	**83.94**	**4**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	86.17	16
	Attract People		
2.1.3	Migrant stock	100.00	1
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	65.66	17
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**58.60**	**91**
	Social Inclusion		
2.2.1	Tolerance of minorities	53.19	51
2.2.2	Tolerance of immigrants	69.23	42
2.2.3	Social mobility	61.93	48
	Gender Equality		
2.2.4	Economic empowerment of women	38.12	132
2.2.5	Gender parity in high-skilled jobs	61.34	91
2.2.6	Leadership opportunities for women	67.76	50

		SCORE	RANK
3.	**GROW**	**37.74**	**61**
3.1	**Formal Education**	**16.73**	**80**
	Enrolment		
3.1.1	Vocational enrolment	3.75	109
3.1.2	Tertiary enrolment	30.00	71
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	16.43	58
3.2	**Lifelong Learning**	**41.89**	**47**
3.2.1	Business masters education	22.80	46
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	60.98	62
3.3	**Access to Growth Opportunities**	**54.61**	**59**
	Empowerment		
3.3.1	Delegation of authority	53.25	83
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	79.21	10
3.3.4	Use of virtual professional networks	31.37	41
4.	**RETAIN**	**59.50**	**57**
4.1	**Sustainability**	**49.33**	**70**
4.1.1	Pension coverage	24.68	98
4.1.2	Social protection	54.20	52
4.1.3	Brain retention	52.43	52
4.1.4	Environmental performance	44.40	75
4.1.5	Vulnerable employment	98.75	4
4.1.6	Protect against future disasters	60.13	36
4.1.7	Household financial resilience	10.73	108
4.2	**Lifestyle**	**69.66**	**49**
4.2.1	Personal rights	54.54	75
4.2.2	Personal safety	85.62	23
4.2.3	Physician density	32.49	74
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	75.66	27
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**39.26**	**101**
5.1	**Mid-level Skills**	**30.24**	**88**
5.1.1	Workforce with secondary education	12.84	115
5.1.2	Population with secondary education	17.74	100
5.1.3	Technicians and associate professionals	32.99	61
5.1.4	Labour productivity per employee	57.39	22
5.2	**Employability**	**48.29**	**117**
5.2.1	Ease of finding skilled employees	52.52	87
5.2.2	Relevance of education system to the economy	44.05	77
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**29.04**	**49**
6.1	**High-level Skills**	**31.23**	**54**
6.1.1	Workforce with tertiary education	31.71	69
6.1.2	Soft skills	48.88	90
6.1.3	Professionals	20.54	75
6.1.4	Researchers	1.49	88
6.1.5	Senior officials and managers	25.63	50
6.1.6	Digital skills	59.11	8
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**26.86**	**53**
6.2.1	ICT services exports	48.69	14
6.2.2	Mobile apps development	65.11	66
6.2.3	Intellectual property receipts	45.46	29
6.2.4	High-value exports	2.73	108
6.2.5	Software development	2.19	104
6.2.6	New business density	13.32	47
6.2.7	Scientific journal articles	10.48	61

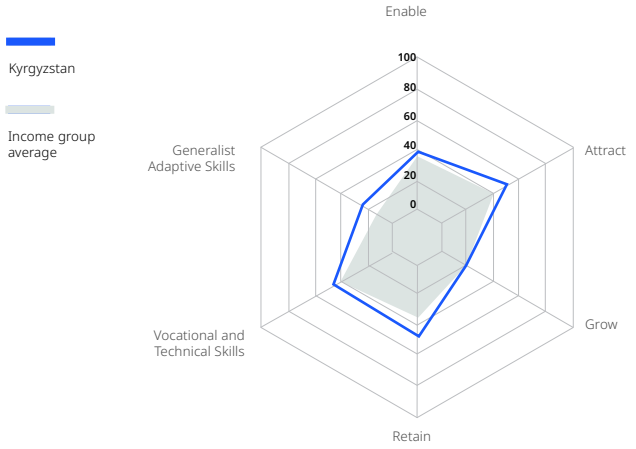
Kyrgyzstan

Key Indicators

Rank (out of 135)	**87**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**7.22**

GDP per capita (PPP US$)	6,752
GDP (US$ billions)	17.49
GTCI score	38.81
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.97**	**107**
1.1	**Regulatory Landscape**	**33.10**	**113**
1.1.1	Government effectiveness	30.15	117
1.1.2	Rule of law	23.73	123
1.1.3	Political stability	54.12	94
1.1.4	Regulatory quality	32.52	101
1.1.5	Corruption	25.00	115
1.2	**Market Landscape**	**37.66**	**102**
1.2.1	Extent of market dominance	44.86	74
1.2.2	Domestic credit to private sector	7.91	105
1.2.3	Cluster development	44.55	80
1.2.4	R&D expenditure	0.84	111
1.2.5	Population covered by at least a 3G mobile network	96.97	55
1.2.6	Internet access in schools	41.37	69
1.2.7	Urbanisation	27.12	117
1.3	**Business and Labour Landscape**	**43.16**	**92**
	Labour Market		
1.3.1	Labour rights	94.90	28
1.3.2	Labour-employer cooperation	47.23	118
	Management Practice		
1.3.3	Professional management	47.87	106
1.3.4	Relationship of pay to productivity	47.87	61
	Technology Adoption		
1.3.5	Enterprise software	13.51	75
1.3.6	Cloud computing	7.58	110
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**50.20**	**73**
2.1	**External Openness**	**41.35**	**68**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	44.37	83
2.1.2	Financial globalisation	33.43	113
	Attract People		
2.1.3	Migrant stock	5.05	87
2.1.4	International students	65.82	10
2.1.5	Brain gain	58.10	38
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.05**	**88**
	Social Inclusion		
2.2.1	Tolerance of minorities	19.15	110
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	53.55	88
	Gender Equality		
2.2.4	Economic empowerment of women	76.88	95
2.2.5	Gender parity in high-skilled jobs	66.01	83
2.2.6	Leadership opportunities for women	72.54	24

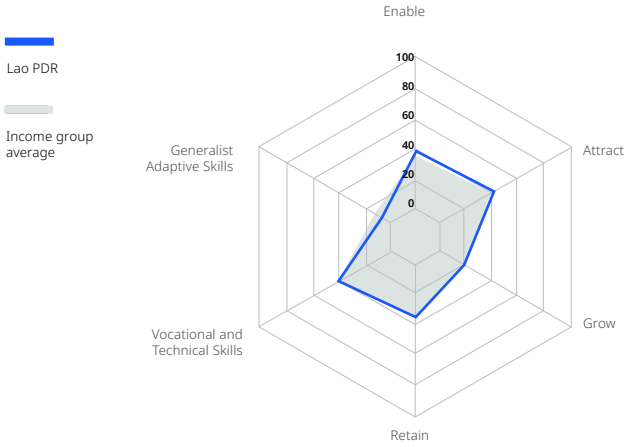
		SCORE	RANK
3.	**GROW**	**26.52**	**100**
3.1	**Formal Education**	**11.76**	**96**
	Enrolment		
3.1.1	Vocational enrolment	13.89	76
3.1.2	Tertiary enrolment	30.78	69
	Quality		
3.1.3	Tertiary education expenditure	2.37	89
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**28.06**	**102**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	26.83	77
3.2.3	Employee development	57.35	81
3.3	**Access to Growth Opportunities**	**39.73**	**98**
	Empowerment		
3.3.1	Delegation of authority	50.05	100
3.3.2	Youth inclusion	60.52	78
	Collaboration		
3.3.3	Use of virtual social networks	44.07	98
3.3.4	Use of virtual professional networks	4.30	113
4.	**RETAIN**	**50.85**	**80**
4.1	**Sustainability**	**44.32**	**87**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	35.30	87
4.1.3	Brain retention	39.90	86
4.1.4	Environmental performance	42.80	83
4.1.5	Vulnerable employment	65.38	72
4.1.6	Protect against future disasters	5.85	122
4.1.7	Household financial resilience	21.01	82
4.2	**Lifestyle**	**57.37**	**72**
4.2.1	Personal rights	36.80	97
4.2.2	Personal safety	69.00	62
4.2.3	Physician density	24.80	81
4.2.4	Sanitation	97.57	48
4.2.5	Employee wellbeing	58.71	71
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**43.73**	**84**
5.1	**Mid-level Skills**	**41.73**	**68**
5.1.1	Workforce with secondary education	89.07	3
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	26.96	75
5.1.4	Labour productivity per employee	9.18	96
5.2	**Employability**	**45.73**	**120**
5.2.1	Ease of finding skilled employees	56.24	66
5.2.2	Relevance of education system to the economy	35.23	99
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**23.61**	**72**
6.1	**High-level Skills**	**30.43**	**59**
6.1.1	Workforce with tertiary education	30.92	74
6.1.2	Soft skills	52.92	75
6.1.3	Professionals	24.85	63
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	13.02	91
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**16.80**	**80**
6.2.1	ICT services exports	3.89	101
6.2.2	Mobile apps development	63.18	71
6.2.3	Intellectual property receipts	9.19	82
6.2.4	High-value exports	28.99	26
6.2.5	Software development	5.86	72
6.2.6	New business density	5.28	85
6.2.7	Scientific journal articles	1.18	103

Lao PDR

Key Indicators

Rank (out of 135)	**106**
Income group	**Lower middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**7.77**
GDP per capita (PPP US$)	8,735
GDP (US$ billions)	15.88
GTCI score	33.04
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**39.17**	**102**
1.1	**Regulatory Landscape**	**42.24**	**91**
1.1.1	Government effectiveness	35.54	104
1.1.2	Rule of law	32.02	109
1.1.3	Political stability	85.32	21
1.1.4	Regulatory quality	25.34	119
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**34.89**	**109**
1.2.1	Extent of market dominance	52.01	49
1.2.2	Domestic credit to private sector	n/a	n/a
1.2.3	Cluster development	60.31	29
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	28.79	122
1.2.6	Internet access in schools	5.36	84
1.2.7	Urbanisation	27.99	115
1.3	**Business and Labour Landscape**	**40.37**	**103**
	Labour Market		
1.3.1	Labour rights	39.80	117
1.3.2	Labour-employer cooperation	66.84	36
	Management Practice		
1.3.3	Professional management	73.65	20
1.3.4	Relationship of pay to productivity	53.22	49
	Technology Adoption		
1.3.5	Enterprise software	9.04	112
1.3.6	Cloud computing	7.75	109
1.3.7	Firms with website	32.28	93
2.	**ATTRACT**	**40.60**	**111**
2.1	**External Openness**	**23.41**	**111**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	0.00	98
2.1.2	Financial globalisation	67.47	52
	Attract People		
2.1.3	Migrant stock	1.12	117
2.1.4	International students	1.95	97
2.1.5	Brain gain	46.48	75
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**57.79**	**94**
	Social Inclusion		
2.2.1	Tolerance of minorities	26.60	97
2.2.2	Tolerance of immigrants	7.69	129
2.2.3	Social mobility	70.16	27
	Gender Equality		
2.2.4	Economic empowerment of women	85.62	60
2.2.5	Gender parity in high-skilled jobs	77.70	63
2.2.6	Leadership opportunities for women	78.98	13
3.	**GROW**	**26.86**	**99**
3.1	**Formal Education**	**3.04**	**124**
	Enrolment		
3.1.1	Vocational enrolment	2.81	115
3.1.2	Tertiary enrolment	7.43	107
	Quality		
3.1.3	Tertiary education expenditure	1.92	92
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**37.41**	**64**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	40.10	54
3.2.3	Employee development	72.12	14
3.3	**Access to Growth Opportunities**	**40.15**	**95**
	Empowerment		
3.3.1	Delegation of authority	52.55	88
3.3.2	Youth inclusion	52.70	87
	Collaboration		
3.3.3	Use of virtual social networks	53.07	86
3.3.4	Use of virtual professional networks	2.27	120
4.	**RETAIN**	**36.87**	**106**
4.1	**Sustainability**	**35.53**	**109**
4.1.1	Pension coverage	6.17	128
4.1.2	Social protection	38.82	84
4.1.3	Brain retention	73.38	8
4.1.4	Environmental performance	26.30	132
4.1.5	Vulnerable employment	14.75	124
4.1.6	Protect against future disasters	45.95	71
4.1.7	Household financial resilience	43.32	42
4.2	**Lifestyle**	**38.21**	**105**
4.2.1	Personal rights	12.68	123
4.2.2	Personal safety	50.93	90
4.2.3	Physician density	4.69	109
4.2.4	Sanitation	76.28	97
4.2.5	Employee wellbeing	46.46	88
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.61**	**86**
5.1	**Mid-level Skills**	**23.69**	**103**
5.1.1	Workforce with secondary education	23.02	102
5.1.2	Population with secondary education	20.20	93
5.1.3	Technicians and associate professionals	27.84	73
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**61.53**	**70**
5.2.1	Ease of finding skilled employees	61.71	44
5.2.2	Relevance of education system to the economy	49.76	54
5.2.3	Skills matching	41.97	93
5.2.4	Highly educated unemployment	92.66	10
6.	**GENERALIST ADAPTIVE SKILLS**	**12.12**	**119**
6.1	**High-level Skills**	**21.77**	**91**
6.1.1	Workforce with tertiary education	12.53	101
6.1.2	Soft skills	67.10	23
6.1.3	Professionals	3.47	128
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	3.97	115
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**2.47**	**132**
6.2.1	ICT services exports	2.00	117
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	11.34	64
6.2.5	Software development	0.49	120
6.2.6	New business density	0.61	119
6.2.7	Scientific journal articles	0.36	118

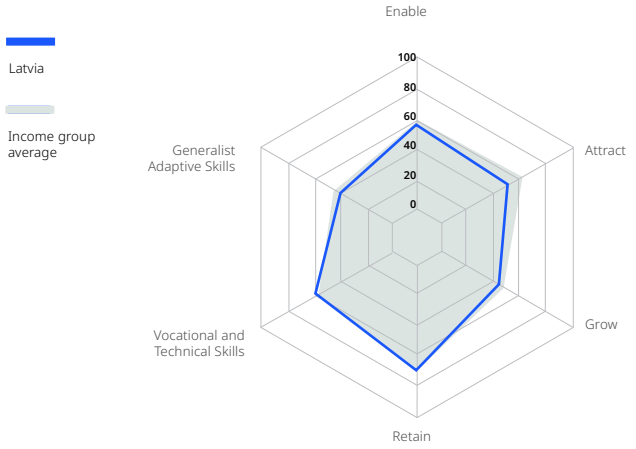
Latvia

Key Indicators

Rank (out of 135)	**33**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**1.86**

GDP per capita (PPP US$)	42,473
GDP (US$ billions)	43.51
GTCI score	54.59
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**57.49**	**38**
1.1	**Regulatory Landscape**	**70.98**	**30**
1.1.1	Government effectiveness	64.71	41
1.1.2	Rule of law	77.49	26
1.1.3	Political stability	79.94	36
1.1.4	Regulatory quality	73.79	22
1.1.5	Corruption	59.00	31
1.2	**Market Landscape**	**50.62**	**64**
1.2.1	Extent of market dominance	33.72	116
1.2.2	Domestic credit to private sector	11.33	94
1.2.3	Cluster development	40.45	104
1.2.4	R&D expenditure	13.00	44
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	63.24	65
1.3	**Business and Labour Landscape**	**50.86**	**48**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	55.32	90
	Management Practice		
1.3.3	Professional management	44.87	117
1.3.4	Relationship of pay to productivity	42.89	101
	Technology Adoption		
1.3.5	Enterprise software	14.15	68
1.3.6	Cloud computing	19.14	56
1.3.7	Firms with website	79.68	29
2.	**ATTRACT**	**54.95**	**50**
2.1	**External Openness**	**54.00**	**32**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.99	7
2.1.2	Financial globalisation	76.47	33
	Attract People		
2.1.3	Migrant stock	22.42	39
2.1.4	International students	45.25	18
2.1.5	Brain gain	41.02	92
2.1.6	AI skills migration	40.88	19
2.2	**Internal Openness**	**55.90**	**102**
	Social Inclusion		
2.2.1	Tolerance of minorities	21.28	105
2.2.2	Tolerance of immigrants	30.77	117
2.2.3	Social mobility	52.97	95
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	63.70	85
2.2.6	Leadership opportunities for women	66.69	56

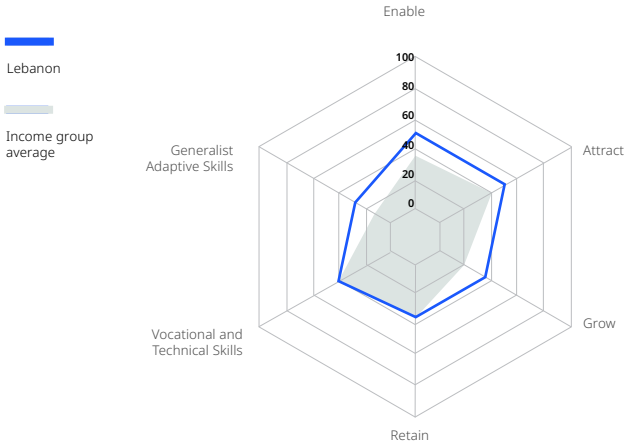
		SCORE	RANK
3.	**GROW**	**45.88**	**38**
3.1	**Formal Education**	**33.39**	**37**
	Enrolment		
3.1.1	Vocational enrolment	31.63	38
3.1.2	Tertiary enrolment	50.64	15
	Quality		
3.1.3	Tertiary education expenditure	9.34	56
3.1.4	Reading, maths and science	60.60	21
3.1.5	University ranking	14.73	62
3.2	**Lifelong Learning**	**40.66**	**52**
3.2.1	Business masters education	16.68	56
3.2.2	Prevalence of training in firms	49.54	41
3.2.3	Employee development	55.76	91
3.3	**Access to Growth Opportunities**	**63.59**	**29**
	Empowerment		
3.3.1	Delegation of authority	52.53	89
3.3.2	Youth inclusion	93.75	6
	Collaboration		
3.3.3	Use of virtual social networks	75.80	27
3.3.4	Use of virtual professional networks	32.28	39
4.	**RETAIN**	**71.54**	**30**
4.1	**Sustainability**	**64.85**	**34**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	61.38	37
4.1.3	Brain retention	40.32	84
4.1.4	Environmental performance	60.20	30
4.1.5	Vulnerable employment	90.82	24
4.1.6	Protect against future disasters	47.87	65
4.1.7	Household financial resilience	53.39	32
4.2	**Lifestyle**	**78.22**	**27**
4.2.1	Personal rights	85.83	22
4.2.2	Personal safety	95.09	2
4.2.3	Physician density	52.51	39
4.2.4	Sanitation	91.31	74
4.2.5	Employee wellbeing	66.38	49
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.79**	**38**
5.1	**Mid-level Skills**	**59.87**	**22**
5.1.1	Workforce with secondary education	63.52	25
5.1.2	Population with secondary education	76.10	14
5.1.3	Technicians and associate professionals	57.75	35
5.1.4	Labour productivity per employee	42.11	43
5.2	**Employability**	**61.71**	**69**
5.2.1	Ease of finding skilled employees	43.52	118
5.2.2	Relevance of education system to the economy	47.14	63
5.2.3	Skills matching	74.68	37
5.2.4	Highly educated unemployment	81.48	59
6.	**GENERALIST ADAPTIVE SKILLS**	**36.91**	**34**
6.1	**High-level Skills**	**38.23**	**38**
6.1.1	Workforce with tertiary education	58.43	25
6.1.2	Soft skills	50.36	86
6.1.3	Professionals	42.41	30
6.1.4	Researchers	20.99	40
6.1.5	Senior officials and managers	56.06	8
6.1.6	Digital skills	14.12	59
6.1.7	AI talent concentration	25.21	28
6.2	**Talent Impact**	**35.59**	**33**
6.2.1	ICT services exports	34.86	25
6.2.2	Mobile apps development	78.65	10
6.2.3	Intellectual property receipts	7.19	87
6.2.4	High-value exports	28.68	28
6.2.5	Software development	39.60	28
6.2.6	New business density	27.66	26
6.2.7	Scientific journal articles	32.53	38

Lebanon

Key Indicators

Rank (out of 135)	**78**
Income group	**Lower middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**5.81**
GDP per capita (PPP US$)	10,711
GDP (US$ billions)	19.78
GTCI score	41.42
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**48.16**	**70**
1.1	**Regulatory Landscape**	**22.71**	**128**
1.1.1	Government effectiveness	15.13	131
1.1.2	Rule of law	23.95	122
1.1.3	Political stability	29.14	125
1.1.4	Regulatory quality	23.34	124
1.1.5	Corruption	22.00	121
1.2	**Market Landscape**	**68.17**	**16**
1.2.1	Extent of market dominance	36.70	104
1.2.2	Domestic credit to private sector	51.87	19
1.2.3	Cluster development	41.95	94
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	97.05	53
1.2.6	Internet access in schools	93.68	46
1.2.7	Urbanisation	87.75	15
1.3	**Business and Labour Landscape**	**53.59**	**40**
	Labour Market		
1.3.1	Labour rights	58.30	104
1.3.2	Labour-employer cooperation	53.59	98
	Management Practice		
1.3.3	Professional management	47.07	108
1.3.4	Relationship of pay to productivity	43.54	96
	Technology Adoption		
1.3.5	Enterprise software	100.00	1
1.3.6	Cloud computing	12.15	81
1.3.7	Firms with website	60.47	55
2.	**ATTRACT**	**54.44**	**54**
2.1	**External Openness**	**59.89**	**19**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	65.57	67
2.1.2	Financial globalisation	83.62	21
	Attract People		
2.1.3	Migrant stock	46.79	17
2.1.4	International students	43.57	19
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**48.99**	**120**
	Social Inclusion		
2.2.1	Tolerance of minorities	17.02	113
2.2.2	Tolerance of immigrants	47.69	86
2.2.3	Social mobility	37.42	127
	Gender Equality		
2.2.4	Economic empowerment of women	58.75	121
2.2.5	Gender parity in high-skilled jobs	80.30	54
2.2.6	Leadership opportunities for women	52.78	116

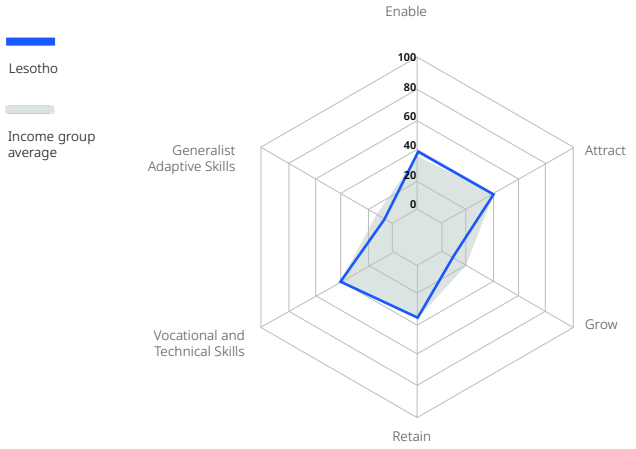
		SCORE	RANK
3.	**GROW**	**37.49**	**62**
3.1	**Formal Education**	**24.94**	**61**
	Enrolment		
3.1.1	Vocational enrolment	24.68	52
3.1.2	Tertiary enrolment	31.53	66
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	16.31	69
3.1.5	University ranking	27.23	47
3.2	**Lifelong Learning**	**38.65**	**58**
3.2.1	Business masters education	50.71	20
3.2.2	Prevalence of training in firms	22.48	83
3.2.3	Employee development	42.78	124
3.3	**Access to Growth Opportunities**	**48.88**	**71**
	Empowerment		
3.3.1	Delegation of authority	46.90	110
3.3.2	Youth inclusion	50.23	94
	Collaboration		
3.3.3	Use of virtual social networks	68.24	62
3.3.4	Use of virtual professional networks	30.12	45
4.	**RETAIN**	**36.94**	**105**
4.1	**Sustainability**	**24.40**	**130**
4.1.1	Pension coverage	9.21	122
4.1.2	Social protection	5.56	132
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	39.90	96
4.1.5	Vulnerable employment	77.04	55
4.1.6	Protect against future disasters	13.87	112
4.1.7	Household financial resilience	0.82	124
4.2	**Lifestyle**	**49.47**	**91**
4.2.1	Personal rights	47.81	86
4.2.2	Personal safety	59.73	77
4.2.3	Physician density	40.75	58
4.2.4	Sanitation	99.08	28
4.2.5	Employee wellbeing	0.00	132
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**41.59**	**93**
5.1	**Mid-level Skills**	**19.75**	**108**
5.1.1	Workforce with secondary education	21.39	103
5.1.2	Population with secondary education	6.39	112
5.1.3	Technicians and associate professionals	20.72	88
5.1.4	Labour productivity per employee	30.51	59
5.2	**Employability**	**63.44**	**57**
5.2.1	Ease of finding skilled employees	73.66	5
5.2.2	Relevance of education system to the economy	63.39	23
5.2.3	Skills matching	61.59	66
5.2.4	Highly educated unemployment	55.11	108
6.	**GENERALIST ADAPTIVE SKILLS**	**29.92**	**45**
6.1	**High-level Skills**	**38.39**	**36**
6.1.1	Workforce with tertiary education	46.84	42
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	30.97	51
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	37.37	24
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**21.45**	**66**
6.2.1	ICT services exports	5.89	93
6.2.2	Mobile apps development	72.70	27
6.2.3	Intellectual property receipts	22.25	52
6.2.4	High-value exports	6.67	88
6.2.5	Software development	8.03	63
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	13.14	55

Lesotho

Key Indicators

Rank (out of 135)	**117**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**2.34**
GDP per capita (PPP US$)	3,032
GDP (US$ billions)	2.21
GTCI score	29.83
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**35.11**	**116**
1.1	**Regulatory Landscape**	**39.57**	**100**
1.1.1	Government effectiveness	28.78	120
1.1.2	Rule of law	40.58	94
1.1.3	Political stability	58.35	80
1.1.4	Regulatory quality	33.13	100
1.1.5	Corruption	37.00	77
1.2	**Market Landscape**	**28.36**	**118**
1.2.1	Extent of market dominance	35.31	110
1.2.2	Domestic credit to private sector	9.19	102
1.2.3	Cluster development	34.40	127
1.2.4	R&D expenditure	0.72	112
1.2.5	Population covered by at least a 3G mobile network	71.97	97
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	18.55	123
1.3	**Business and Labour Landscape**	**37.39**	**120**
	Labour Market		
1.3.1	Labour rights	77.90	78
1.3.2	Labour-employer cooperation	39.96	132
	Management Practice		
1.3.3	Professional management	29.53	132
1.3.4	Relationship of pay to productivity	35.01	121
	Technology Adoption		
1.3.5	Enterprise software	19.42	48
1.3.6	Cloud computing	15.04	69
1.3.7	Firms with website	44.90	71
2.	**ATTRACT**	**43.52**	**100**
2.1	**External Openness**	**23.09**	**114**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	1.88	97
2.1.2	Financial globalisation	72.57	41
	Attract People		
2.1.3	Migrant stock	1.09	119
2.1.4	International students	1.19	105
2.1.5	Brain gain	38.70	97
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.96**	**58**
	Social Inclusion		
2.2.1	Tolerance of minorities	70.21	29
2.2.2	Tolerance of immigrants	55.38	75
2.2.3	Social mobility	32.80	132
	Gender Equality		
2.2.4	Economic empowerment of women	80.62	80
2.2.5	Gender parity in high-skilled jobs	97.65	9
2.2.6	Leadership opportunities for women	47.08	126

		SCORE	RANK
3.	**GROW**	**17.71**	**125**
3.1	**Formal Education**	**2.61**	**127**
	Enrolment		
3.1.1	Vocational enrolment	3.26	114
3.1.2	Tertiary enrolment	5.05	113
	Quality		
3.1.3	Tertiary education expenditure	2.14	90
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**28.88**	**100**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	38.79	56
3.2.3	Employee development	47.84	111
3.3	**Access to Growth Opportunities**	**21.64**	**130**
	Empowerment		
3.3.1	Delegation of authority	34.04	133
3.3.2	Youth inclusion	21.82	118
	Collaboration		
3.3.3	Use of virtual social networks	24.48	112
3.3.4	Use of virtual professional networks	6.23	107
4.	**RETAIN**	**42.01**	**99**
4.1	**Sustainability**	**57.98**	**47**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	47.37	65
4.1.3	Brain retention	42.06	77
4.1.4	Environmental performance	36.90	110
4.1.5	Vulnerable employment	63.55	76
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**26.04**	**123**
4.2.1	Personal rights	64.05	59
4.2.2	Personal safety	3.87	131
4.2.3	Physician density	6.77	104
4.2.4	Sanitation	42.99	115
4.2.5	Employee wellbeing	12.51	125
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**33.70**	**115**
5.1	**Mid-level Skills**	**25.72**	**98**
5.1.1	Workforce with secondary education	37.07	77
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	14.37	100
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**41.67**	**127**
5.2.1	Ease of finding skilled employees	46.83	109
5.2.2	Relevance of education system to the economy	30.98	114
5.2.3	Skills matching	59.69	69
5.2.4	Highly educated unemployment	29.19	116
6.	**GENERALIST ADAPTIVE SKILLS**	**6.91**	**129**
6.1	**High-level Skills**	**12.10**	**123**
6.1.1	Workforce with tertiary education	5.24	119
6.1.2	Soft skills	40.10	113
6.1.3	Professionals	6.77	116
6.1.4	Researchers	0.18	105
6.1.5	Senior officials and managers	8.52	103
6.1.6	Digital skills	11.82	62
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**1.72**	**133**
6.2.1	ICT services exports	0.00	135
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	2.47	106
6.2.4	High-value exports	0.06	130
6.2.5	Software development	1.18	111
6.2.6	New business density	5.87	79
6.2.7	Scientific journal articles	0.71	110

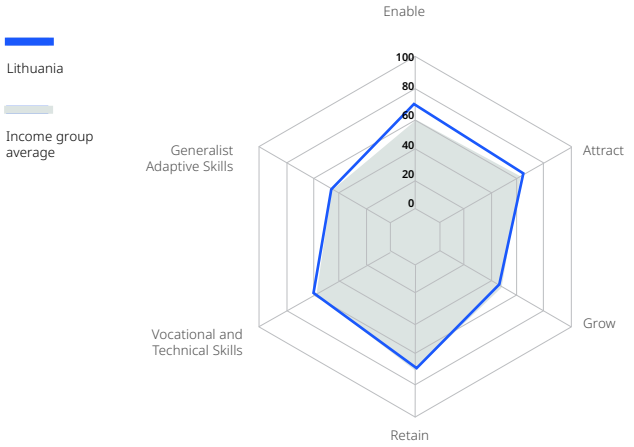
Lithuania

Key Indicators

Rank (out of 135)	**27**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**2.89**

GDP per capita (PPP US$)	54,216
GDP (US$ billions)	84.85
GTCI score	58.76
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**68.70**	**19**
1.1	**Regulatory Landscape**	**75.92**	**21**
1.1.1	Government effectiveness	72.41	27
1.1.2	Rule of law	83.01	21
1.1.3	Political stability	83.58	25
1.1.4	Regulatory quality	77.61	19
1.1.5	Corruption	63.00	27
1.2	**Market Landscape**	**64.32**	**26**
1.2.1	Extent of market dominance	82.39	1
1.2.2	Domestic credit to private sector	14.66	79
1.2.3	Cluster development	78.47	1
1.2.4	R&D expenditure	16.42	37
1.2.5	Population covered by at least a 3G mobile network	99.92	24
1.2.6	Internet access in schools	95.00	44
1.2.7	Urbanisation	63.39	63
1.3	**Business and Labour Landscape**	**65.87**	**16**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	94.63	1
	Management Practice		
1.3.3	Professional management	92.34	1
1.3.4	Relationship of pay to productivity	73.15	1
	Technology Adoption		
1.3.5	Enterprise software	10.20	106
1.3.6	Cloud computing	15.48	68
1.3.7	Firms with website	75.29	35
2.	**ATTRACT**	**65.38**	**25**
2.1	**External Openness**	**51.27**	**40**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.14	18
2.1.2	Financial globalisation	63.91	58
	Attract People		
2.1.3	Migrant stock	11.59	60
2.1.4	International students	29.68	34
2.1.5	Brain gain	67.04	13
2.1.6	AI skills migration	39.28	21
2.2	**Internal Openness**	**79.49**	**16**
	Social Inclusion		
2.2.1	Tolerance of minorities	74.47	19
2.2.2	Tolerance of immigrants	33.85	112
2.2.3	Social mobility	100.57	1
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	69.81	76
2.2.6	Leadership opportunities for women	104.49	1

		SCORE	RANK
3.	**GROW**	**46.60**	**36**
3.1	**Formal Education**	**30.51**	**43**
	Enrolment		
3.1.1	Vocational enrolment	11.58	82
3.1.2	Tertiary enrolment	45.26	28
	Quality		
3.1.3	Tertiary education expenditure	17.81	36
3.1.4	Reading, maths and science	57.83	29
3.1.5	University ranking	20.07	51
3.2	**Lifelong Learning**	**47.46**	**33**
3.2.1	Business masters education	14.90	58
3.2.2	Prevalence of training in firms	31.35	68
3.2.3	Employee development	96.14	1
3.3	**Access to Growth Opportunities**	**61.82**	**35**
	Empowerment		
3.3.1	Delegation of authority	68.27	17
3.3.2	Youth inclusion	74.59	49
	Collaboration		
3.3.3	Use of virtual social networks	73.51	38
3.3.4	Use of virtual professional networks	30.92	43
4.	**RETAIN**	**73.07**	**28**
4.1	**Sustainability**	**64.16**	**35**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	75.72	11
4.1.3	Brain retention	81.99	1
4.1.4	Environmental performance	64.10	21
4.1.5	Vulnerable employment	88.34	35
4.1.6	Protect against future disasters	8.84	118
4.1.7	Household financial resilience	30.12	56
4.2	**Lifestyle**	**81.98**	**16**
4.2.1	Personal rights	85.79	23
4.2.2	Personal safety	79.99	36
4.2.3	Physician density	70.02	11
4.2.4	Sanitation	94.04	67
4.2.5	Employee wellbeing	80.06	16
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**59.17**	**42**
5.1	**Mid-level Skills**	**49.07**	**51**
5.1.1	Workforce with secondary education	58.12	38
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	40.24	53
5.1.4	Labour productivity per employee	48.85	33
5.2	**Employability**	**69.27**	**28**
5.2.1	Ease of finding skilled employees	71.19	8
5.2.2	Relevance of education system to the economy	46.23	67
5.2.3	Skills matching	80.37	18
5.2.4	Highly educated unemployment	79.30	70
6.	**GENERALIST ADAPTIVE SKILLS**	**39.62**	**28**
6.1	**High-level Skills**	**46.87**	**21**
6.1.1	Workforce with tertiary education	69.71	11
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	58.41	5
6.1.4	Researchers	35.24	28
6.1.5	Senior officials and managers	50.01	10
6.1.6	Digital skills	20.58	45
6.1.7	AI talent concentration	47.29	11
6.2	**Talent Impact**	**32.37**	**40**
6.2.1	ICT services exports	28.13	31
6.2.2	Mobile apps development	80.23	7
6.2.3	Intellectual property receipts	6.01	89
6.2.4	High-value exports	22.47	40
6.2.5	Software development	37.60	30
6.2.6	New business density	12.12	53
6.2.7	Scientific journal articles	40.02	31

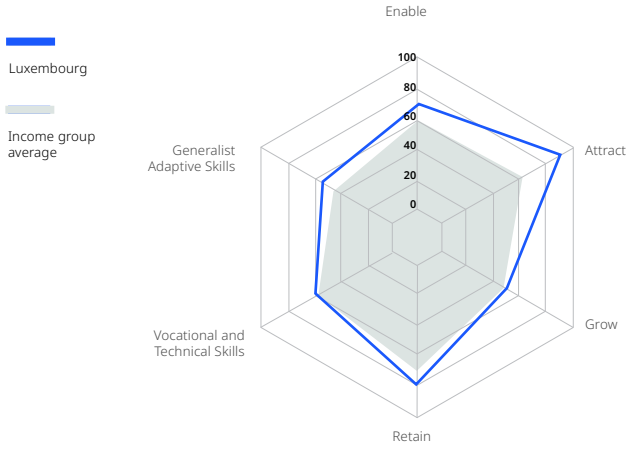
Luxembourg

Key Indicators

Rank (out of 135)	**8**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**0.68**

GDP per capita (PPP US$)	147,019
GDP (US$ billions)	87.60
GTCI score	69.84
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**73.65**	**11**
1.1	**Regulatory Landscape**	**89.87**	**4**
1.1.1	Government effectiveness	91.22	4
1.1.2	Rule of law	94.79	6
1.1.3	Political stability	91.09	6
1.1.4	Regulatory quality	91.24	3
1.1.5	Corruption	81.00	5
1.2	**Market Landscape**	**66.10**	**20**
1.2.1	Extent of market dominance	53.50	43
1.2.2	Domestic credit to private sector	40.62	27
1.2.3	Cluster development	61.47	25
1.2.4	R&D expenditure	16.23	39
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	90.88	11
1.3	**Business and Labour Landscape**	**64.97**	**17**
	Labour Market		
1.3.1	Labour rights	98.30	15
1.3.2	Labour-employer cooperation	76.86	5
	Management Practice		
1.3.3	Professional management	67.83	34
1.3.4	Relationship of pay to productivity	55.79	39
	Technology Adoption		
1.3.5	Enterprise software	37.22	23
1.3.6	Cloud computing	35.45	21
1.3.7	Firms with website	83.34	20
2.	**ATTRACT**	**91.15**	**1**
2.1	**External Openness**	**94.36**	**1**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	98.45	3
2.1.2	Financial globalisation	100.00	1
	Attract People		
2.1.3	Migrant stock	97.85	5
2.1.4	International students	100.00	1
2.1.5	Brain gain	69.85	6
2.1.6	AI skills migration	100.00	1
2.2	**Internal Openness**	**87.94**	**4**
	Social Inclusion		
2.2.1	Tolerance of minorities	87.23	5
2.2.2	Tolerance of immigrants	95.38	3
2.2.3	Social mobility	72.71	17
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	91.80	25
2.2.6	Leadership opportunities for women	80.48	8

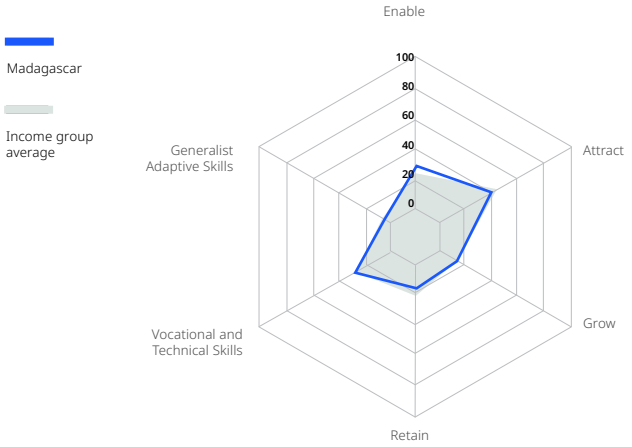
		SCORE	RANK
3.	**GROW**	**55.01**	**23**
3.1	**Formal Education**	**45.60**	**21**
	Enrolment		
3.1.1	Vocational enrolment	48.47	16
3.1.2	Tertiary enrolment	11.18	100
	Quality		
3.1.3	Tertiary education expenditure	100.00	1
3.1.4	Reading, maths and science	57.65	31
3.1.5	University ranking	10.70	67
3.2	**Lifelong Learning**	**51.90**	**24**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	82.74	7
3.2.3	Employee development	72.97	10
3.3	**Access to Growth Opportunities**	**67.54**	**21**
	Empowerment		
3.3.1	Delegation of authority	63.05	40
3.3.2	Youth inclusion	87.68	19
	Collaboration		
3.3.3	Use of virtual social networks	45.46	97
3.3.4	Use of virtual professional networks	73.95	9
4.	**RETAIN**	**79.89**	**10**
4.1	**Sustainability**	**76.02**	**8**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	82.75	5
4.1.3	Brain retention	72.37	11
4.1.4	Environmental performance	75.10	2
4.1.5	Vulnerable employment	92.78	14
4.1.6	Protect against future disasters	60.50	35
4.1.7	Household financial resilience	48.62	37
4.2	**Lifestyle**	**83.77**	**11**
4.2.1	Personal rights	95.54	5
4.2.2	Personal safety	94.50	3
4.2.3	Physician density	45.06	53
4.2.4	Sanitation	97.24	53
4.2.5	Employee wellbeing	86.50	9
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.44**	**26**
5.1	**Mid-level Skills**	**56.53**	**31**
5.1.1	Workforce with secondary education	34.36	82
5.1.2	Population with secondary education	44.05	59
5.1.3	Technicians and associate professionals	60.75	30
5.1.4	Labour productivity per employee	86.96	2
5.2	**Employability**	**70.36**	**22**
5.2.1	Ease of finding skilled employees	44.56	114
5.2.2	Relevance of education system to the economy	61.98	25
5.2.3	Skills matching	88.84	6
5.2.4	Highly educated unemployment	86.04	40
6.	**GENERALIST ADAPTIVE SKILLS**	**55.87**	**10**
6.1	**High-level Skills**	**59.91**	**3**
6.1.1	Workforce with tertiary education	80.95	3
6.1.2	Soft skills	64.23	29
6.1.3	Professionals	100.00	1
6.1.4	Researchers	50.15	19
6.1.5	Senior officials and managers	20.68	67
6.1.6	Digital skills	33.94	23
6.1.7	AI talent concentration	69.42	3
6.2	**Talent Impact**	**51.84**	**17**
6.2.1	ICT services exports	25.38	39
6.2.2	Mobile apps development	70.27	42
6.2.3	Intellectual property receipts	67.00	16
6.2.4	High-value exports	9.40	69
6.2.5	Software development	48.27	23
6.2.6	New business density	77.70	2
6.2.7	Scientific journal articles	64.86	13

Madagascar

Key Indicators

Rank (out of 135)	**131**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**31.96**
GDP per capita (PPP US$)	1,895
GDP (US$ billions)	15.33
GTCI score	22.97
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



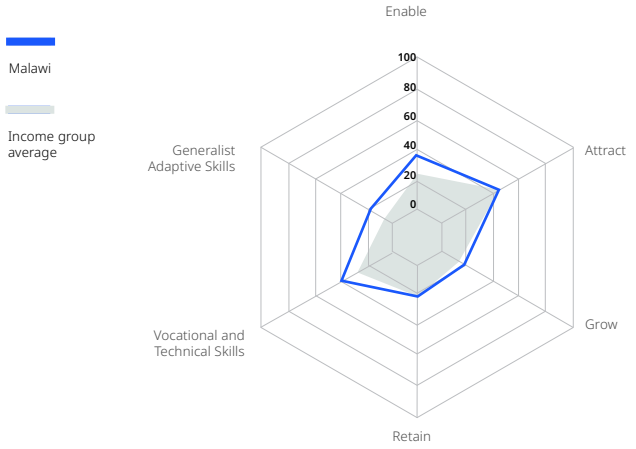
		SCORE	RANK
1.	**ENABLE**	**27.48**	**129**
1.1	**Regulatory Landscape**	**31.84**	**115**
1.1.1	Government effectiveness	27.27	125
1.1.2	Rule of law	28.57	114
1.1.3	Political stability	49.08	107
1.1.4	Regulatory quality	28.30	113
1.1.5	Corruption	26.00	110
1.2	**Market Landscape**	**16.55**	**130**
1.2.1	Extent of market dominance	35.99	108
1.2.2	Domestic credit to private sector	4.48	117
1.2.3	Cluster development	39.05	111
1.2.4	R&D expenditure	0.11	115
1.2.5	Population covered by at least a 3G mobile network	5.32	130
1.2.6	Internet access in schools	0.12	92
1.2.7	Urbanisation	30.73	109
1.3	**Business and Labour Landscape**	**34.05**	**130**
	Labour Market		
1.3.1	Labour rights	73.70	84
1.3.2	Labour-employer cooperation	53.28	101
	Management Practice		
1.3.3	Professional management	40.60	123
1.3.4	Relationship of pay to productivity	33.19	124
	Technology Adoption		
1.3.5	Enterprise software	12.68	91
1.3.6	Cloud computing	7.82	107
1.3.7	Firms with website	17.05	106
2.	**ATTRACT**	**41.49**	**109**
2.1	**External Openness**	**24.05**	**110**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	57.90	75
2.1.2	Financial globalisation	37.04	102
	Attract People		
2.1.3	Migrant stock	0.09	133
2.1.4	International students	1.16	106
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**58.94**	**89**
	Social Inclusion		
2.2.1	Tolerance of minorities	62.77	40
2.2.2	Tolerance of immigrants	35.38	107
2.2.3	Social mobility	49.28	107
	Gender Equality		
2.2.4	Economic empowerment of women	69.38	109
2.2.5	Gender parity in high-skilled jobs	79.90	57
2.2.6	Leadership opportunities for women	56.92	104
3.	**GROW**	**15.32**	**130**
3.1	**Formal Education**	**1.86**	**130**
	Enrolment		
3.1.1	Vocational enrolment	3.49	111
3.1.2	Tertiary enrolment	2.10	122
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**16.92**	**132**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	8.67	105
3.2.3	Employee development	42.09	126
3.3	**Access to Growth Opportunities**	**27.19**	**124**
	Empowerment		
3.3.1	Delegation of authority	49.57	103
3.3.2	Youth inclusion	48.25	97
	Collaboration		
3.3.3	Use of virtual social networks	9.79	124
3.3.4	Use of virtual professional networks	1.13	128
4.	**RETAIN**	**20.52**	**133**
4.1	**Sustainability**	**22.93**	**132**
4.1.1	Pension coverage	18.47	108
4.1.2	Social protection	29.50	99
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	30.10	128
4.1.5	Vulnerable employment	5.81	131
4.1.6	Protect against future disasters	46.77	69
4.1.7	Household financial resilience	6.91	119
4.2	**Lifestyle**	**18.11**	**131**
4.2.1	Personal rights	32.40	101
4.2.2	Personal safety	32.97	116
4.2.3	Physician density	2.29	117
4.2.4	Sanitation	1.61	134
4.2.5	Employee wellbeing	21.31	117
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**28.64**	**126**
5.1	**Mid-level Skills**	**7.50**	**127**
5.1.1	Workforce with secondary education	18.19	109
5.1.2	Population with secondary education	6.58	111
5.1.3	Technicians and associate professionals	3.38	124
5.1.4	Labour productivity per employee	1.84	117
5.2	**Employability**	**49.78**	**111**
5.2.1	Ease of finding skilled employees	46.92	107
5.2.2	Relevance of education system to the economy	29.41	116
5.2.3	Skills matching	41.76	94
5.2.4	Highly educated unemployment	81.03	66
6.	**GENERALIST ADAPTIVE SKILLS**	**4.39**	**134**
6.1	**High-level Skills**	**3.27**	**132**
6.1.1	Workforce with tertiary education	5.67	118
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	4.81	124
6.1.4	Researchers	0.27	101
6.1.5	Senior officials and managers	2.32	122
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**5.50**	**130**
6.2.1	ICT services exports	33.38	29
6.2.2	Mobile apps development	0.00	125
6.2.3	Intellectual property receipts	2.89	103
6.2.4	High-value exports	0.69	125
6.2.5	Software development	0.96	115
6.2.6	New business density	0.47	120
6.2.7	Scientific journal articles	0.14	128

Malawi

Key Indicators

Rank (out of 135)	**108**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**21.66**
GDP per capita (PPP US$)	1,656
GDP (US$ billions)	12.53
GTCI score	32.02
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.75**	**109**
1.1	**Regulatory Landscape**	**40.45**	**94**
1.1.1	Government effectiveness	30.83	115
1.1.2	Rule of law	48.46	74
1.1.3	Political stability	60.04	76
1.1.4	Regulatory quality	28.93	112
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**26.73**	**121**
1.2.1	Extent of market dominance	40.40	95
1.2.2	Domestic credit to private sector	0.00	131
1.2.3	Cluster development	46.88	66
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	42.33	116
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	4.05	132
1.3	**Business and Labour Landscape**	**46.07**	**75**
	Labour Market		
1.3.1	Labour rights	98.30	15
1.3.2	Labour-employer cooperation	55.96	82
	Management Practice		
1.3.3	Professional management	61.43	57
1.3.4	Relationship of pay to productivity	47.21	67
	Technology Adoption		
1.3.5	Enterprise software	11.60	99
1.3.6	Cloud computing	8.66	99
1.3.7	Firms with website	39.33	80
2.	**ATTRACT**	**43.71**	**99**
2.1	**External Openness**	**30.00**	**96**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	36.06	87
2.1.2	Financial globalisation	36.51	103
	Attract People		
2.1.3	Migrant stock	1.51	113
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	45.92	79
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**57.42**	**95**
	Social Inclusion		
2.2.1	Tolerance of minorities	59.57	46
2.2.2	Tolerance of immigrants	26.15	121
2.2.3	Social mobility	54.08	83
	Gender Equality		
2.2.4	Economic empowerment of women	80.00	83
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	67.28	55

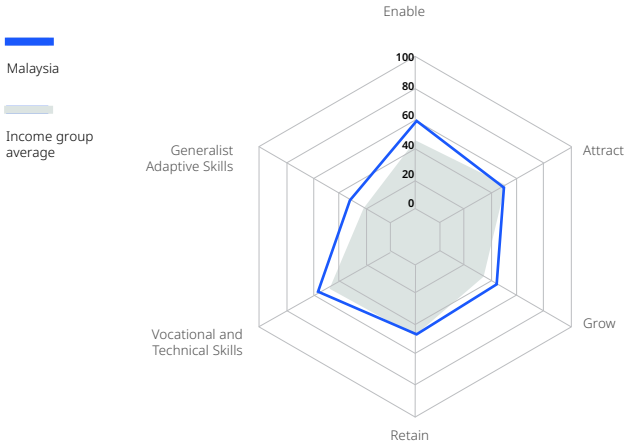
		SCORE	RANK
3.	**GROW**	**20.69**	**118**
3.1	**Formal Education**	**0.00**	**135**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	0.00	130
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**31.71**	**85**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	38.45	57
3.2.3	Employee development	56.68	86
3.3	**Access to Growth Opportunities**	**30.35**	**117**
	Empowerment		
3.3.1	Delegation of authority	53.78	80
3.3.2	Youth inclusion	60.26	80
	Collaboration		
3.3.3	Use of virtual social networks	5.87	130
3.3.4	Use of virtual professional networks	1.47	124
4.	**RETAIN**	**31.69**	**116**
4.1	**Sustainability**	**37.72**	**104**
4.1.1	Pension coverage	8.12	124
4.1.2	Social protection	19.13	118
4.1.3	Brain retention	50.93	55
4.1.4	Environmental performance	35.10	117
4.1.5	Vulnerable employment	32.78	109
4.1.6	Protect against future disasters	38.75	85
4.1.7	Household financial resilience	79.24	9
4.2	**Lifestyle**	**25.65**	**126**
4.2.1	Personal rights	65.85	56
4.2.2	Personal safety	21.15	126
4.2.3	Physician density	0.33	133
4.2.4	Sanitation	39.33	118
4.2.5	Employee wellbeing	1.58	131
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**40.00**	**99**
5.1	**Mid-level Skills**	**9.50**	**123**
5.1.1	Workforce with secondary education	13.46	114
5.1.2	Population with secondary education	14.04	103
5.1.3	Technicians and associate professionals	7.81	114
5.1.4	Labour productivity per employee	2.70	113
5.2	**Employability**	**70.50**	**20**
5.2.1	Ease of finding skilled employees	72.45	6
5.2.2	Relevance of education system to the economy	47.72	61
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	91.34	15
6.	**GENERALIST ADAPTIVE SKILLS**	**18.31**	**94**
6.1	**High-level Skills**	**21.97**	**89**
6.1.1	Workforce with tertiary education	1.11	130
6.1.2	Soft skills	63.97	30
6.1.3	Professionals	37.96	39
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	5.64	111
6.1.6	Digital skills	1.19	87
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**14.65**	**93**
6.2.1	ICT services exports	43.28	17
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	20.73	55
6.2.4	High-value exports	8.25	78
6.2.5	Software development	0.42	124
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	0.59	114

Malaysia

Key Indicators

Rank (out of 135)	**46**
Income group	**Upper middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**35.56**
GDP per capita (PPP US$)	41,157
GDP (US$ billions)	419.62
GTCI score	50.20
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



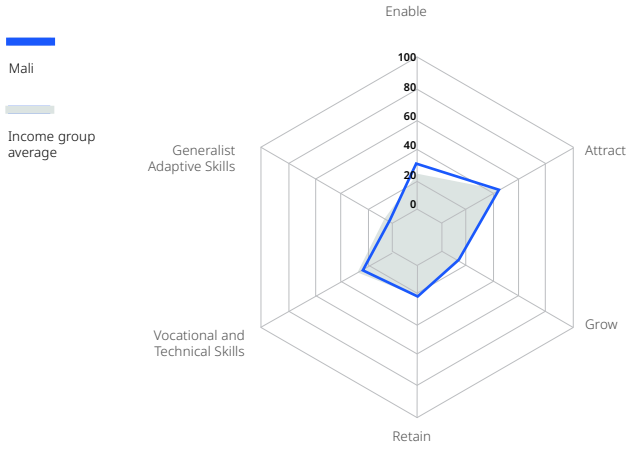
		SCORE	RANK
1.	**ENABLE**	**60.45**	**31**
1.1	**Regulatory Landscape**	**63.30**	**42**
1.1.1	Government effectiveness	68.60	31
1.1.2	Rule of law	66.13	40
1.1.3	Political stability	69.77	56
1.1.4	Regulatory quality	61.99	41
1.1.5	Corruption	50.00	47
1.2	**Market Landscape**	**66.48**	**18**
1.2.1	Extent of market dominance	62.57	23
1.2.2	Domestic credit to private sector	56.93	16
1.2.3	Cluster development	65.71	15
1.2.4	R&D expenditure	14.91	41
1.2.5	Population covered by at least a 3G mobile network	89.75	79
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	75.48	41
1.3	**Business and Labour Landscape**	**51.57**	**46**
	Labour Market		
1.3.1	Labour rights	38.60	119
1.3.2	Labour-employer cooperation	70.08	22
	Management Practice		
1.3.3	Professional management	76.52	10
1.3.4	Relationship of pay to productivity	59.26	27
	Technology Adoption		
1.3.5	Enterprise software	34.98	26
1.3.6	Cloud computing	25.84	33
1.3.7	Firms with website	55.70	62
2.	**ATTRACT**	**48.52**	**81**
2.1	**External Openness**	**41.73**	**65**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	22.18	91
2.1.2	Financial globalisation	70.83	46
	Attract People		
2.1.3	Migrant stock	20.36	43
2.1.4	International students	32.47	30
2.1.5	Brain gain	62.82	24
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**55.31**	**105**
	Social Inclusion		
2.2.1	Tolerance of minorities	52.13	53
2.2.2	Tolerance of immigrants	9.23	127
2.2.3	Social mobility	77.43	7
	Gender Equality		
2.2.4	Economic empowerment of women	60.62	118
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	77.13	18
3.	**GROW**	**44.89**	**40**
3.1	**Formal Education**	**25.66**	**59**
	Enrolment		
3.1.1	Vocational enrolment	9.23	91
3.1.2	Tertiary enrolment	21.08	84
	Quality		
3.1.3	Tertiary education expenditure	11.08	53
3.1.4	Reading, maths and science	27.70	56
3.1.5	University ranking	59.23	14
3.2	**Lifelong Learning**	**46.96**	**34**
3.2.1	Business masters education	24.51	41
3.2.2	Prevalence of training in firms	44.00	49
3.2.3	Employee development	72.37	12
3.3	**Access to Growth Opportunities**	**62.03**	**34**
	Empowerment		
3.3.1	Delegation of authority	65.20	32
3.3.2	Youth inclusion	82.71	30
	Collaboration		
3.3.3	Use of virtual social networks	69.31	57
3.3.4	Use of virtual professional networks	30.92	43
4.	**RETAIN**	**54.22**	**73**
4.1	**Sustainability**	**45.36**	**83**
4.1.1	Pension coverage	17.79	110
4.1.2	Social protection	56.59	45
4.1.3	Brain retention	63.60	28
4.1.4	Environmental performance	41.00	91
4.1.5	Vulnerable employment	73.08	66
4.1.6	Protect against future disasters	49.63	61
4.1.7	Household financial resilience	15.82	93
4.2	**Lifestyle**	**63.08**	**59**
4.2.1	Personal rights	57.57	71
4.2.2	Personal safety	65.88	67
4.2.3	Physician density	35.69	70
4.2.4	Sanitation	95.40	63
4.2.5	Employee wellbeing	60.84	62
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**57.66**	**46**
5.1	**Mid-level Skills**	**52.76**	**41**
5.1.1	Workforce with secondary education	61.06	30
5.1.2	Population with secondary education	66.78	23
5.1.3	Technicians and associate professionals	44.29	49
5.1.4	Labour productivity per employee	38.90	46
5.2	**Employability**	**62.57**	**64**
5.2.1	Ease of finding skilled employees	67.61	16
5.2.2	Relevance of education system to the economy	57.52	38
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**35.48**	**37**
6.1	**High-level Skills**	**38.35**	**37**
6.1.1	Workforce with tertiary education	43.68	46
6.1.2	Soft skills	61.12	41
6.1.3	Professionals	19.53	77
6.1.4	Researchers	6.79	64
6.1.5	Senior officials and managers	26.13	48
6.1.6	Digital skills	72.88	4
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**32.60**	**39**
6.2.1	ICT services exports	11.21	73
6.2.2	Mobile apps development	62.15	75
6.2.3	Intellectual property receipts	17.98	61
6.2.4	High-value exports	92.86	2
6.2.5	Software development	7.38	65
6.2.6	New business density	9.00	65
6.2.7	Scientific journal articles	27.62	42

Mali

Key Indicators

Rank (out of 135)	**127**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**24.48**
GDP per capita (PPP US$)	2,712
GDP (US$ billions)	21.18
GTCI score	24.74
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**31.91**	**119**
1.1	**Regulatory Landscape**	**22.26**	**129**
1.1.1	Government effectiveness	24.75	127
1.1.2	Rule of law	28.50	115
1.1.3	Political stability	0.00	135
1.1.4	Regulatory quality	31.07	106
1.1.5	Corruption	27.00	107
1.2	**Market Landscape**	**23.77**	**123**
1.2.1	Extent of market dominance	51.97	50
1.2.2	Domestic credit to private sector	7.61	110
1.2.3	Cluster development	45.35	77
1.2.4	R&D expenditure	2.66	92
1.2.5	Population covered by at least a 3G mobile network	19.91	126
1.2.6	Internet access in schools	1.45	87
1.2.7	Urbanisation	37.45	106
1.3	**Business and Labour Landscape**	**49.68**	**54**
	Labour Market		
1.3.1	Labour rights	91.20	40
1.3.2	Labour-employer cooperation	62.23	52
	Management Practice		
1.3.3	Professional management	46.80	109
1.3.4	Relationship of pay to productivity	48.18	60
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	0.00	112
2.	**ATTRACT**	**36.69**	**120**
2.1	**External Openness**	**25.84**	**102**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	34.92	111
	Attract People		
2.1.3	Migrant stock	4.12	93
2.1.4	International students	2.90	90
2.1.5	Brain gain	61.41	28
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**47.54**	**123**
	Social Inclusion		
2.2.1	Tolerance of minorities	12.77	120
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	58.50	57
	Gender Equality		
2.2.4	Economic empowerment of women	63.75	116
2.2.5	Gender parity in high-skilled jobs	31.51	109
2.2.6	Leadership opportunities for women	52.55	118

		SCORE	RANK
3.	**GROW**	**17.33**	**126**
3.1	**Formal Education**	**6.14**	**111**
	Enrolment		
3.1.1	Vocational enrolment	15.96	69
3.1.2	Tertiary enrolment	1.15	127
	Quality		
3.1.3	Tertiary education expenditure	7.44	64
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**22.35**	**118**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	10.23	104
3.2.3	Employee development	56.83	85
3.3	**Access to Growth Opportunities**	**23.49**	**128**
	Empowerment		
3.3.1	Delegation of authority	42.75	121
3.3.2	Youth inclusion	42.53	105
	Collaboration		
3.3.3	Use of virtual social networks	6.52	129
3.3.4	Use of virtual professional networks	2.15	122
4.	**RETAIN**	**29.50**	**122**
4.1	**Sustainability**	**27.46**	**122**
4.1.1	Pension coverage	4.78	133
4.1.2	Social protection	32.21	93
4.1.3	Brain retention	48.36	59
4.1.4	Environmental performance	34.50	119
4.1.5	Vulnerable employment	5.33	132
4.1.6	Protect against future disasters	55.88	47
4.1.7	Household financial resilience	11.13	106
4.2	**Lifestyle**	**31.54**	**113**
4.2.1	Personal rights	44.48	89
4.2.2	Personal safety	44.42	100
4.2.3	Physician density	2.57	115
4.2.4	Sanitation	40.80	116
4.2.5	Employee wellbeing	25.44	112
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**23.30**	**130**
5.1	**Mid-level Skills**	**3.80**	**133**
5.1.1	Workforce with secondary education	7.27	120
5.1.2	Population with secondary education	4.17	117
5.1.3	Technicians and associate professionals	0.13	128
5.1.4	Labour productivity per employee	3.63	112
5.2	**Employability**	**42.80**	**126**
5.2.1	Ease of finding skilled employees	61.60	46
5.2.2	Relevance of education system to the economy	31.28	113
5.2.3	Skills matching	10.45	109
5.2.4	Highly educated unemployment	67.89	92
6.	**GENERALIST ADAPTIVE SKILLS**	**9.74**	**124**
6.1	**High-level Skills**	**14.29**	**122**
6.1.1	Workforce with tertiary education	4.12	122
6.1.2	Soft skills	59.77	46
6.1.3	Professionals	5.85	120
6.1.4	Researchers	0.23	103
6.1.5	Senior officials and managers	1.47	125
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**5.20**	**131**
6.2.1	ICT services exports	21.37	49
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	8.51	74
6.2.5	Software development	0.11	132
6.2.6	New business density	1.06	112
6.2.7	Scientific journal articles	0.14	129

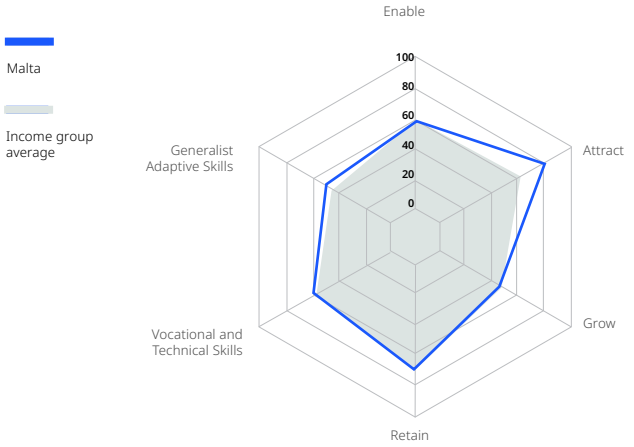
Malta

Key Indicators

Rank (out of 135)	**22**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**0.57**

GDP per capita (PPP US$)	73,259
GDP (US$ billions)	24.32
GTCI score	60.97
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**58.84**	**34**
1.1	Regulatory Landscape	64.49	39
1.1.1	Government effectiveness	58.19	49
1.1.2	Rule of law	69.29	35
1.1.3	Political stability	86.37	17
1.1.4	Regulatory quality	62.60	39
1.1.5	Corruption	46.00	54
1.2	Market Landscape	54.97	48
1.2.1	Extent of market dominance	50.60	52
1.2.2	Domestic credit to private sector	29.21	45
1.2.3	Cluster development	46.34	70
1.2.4	R&D expenditure	9.53	58
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	94.11	6
1.3	Business and Labour Landscape	57.06	30
	Labour Market		
1.3.1	Labour rights	85.20	62
1.3.2	Labour-employer cooperation	64.63	47
	Management Practice		
1.3.3	Professional management	60.83	60
1.3.4	Relationship of pay to productivity	51.00	54
	Technology Adoption		
1.3.5	Enterprise software	26.96	36
1.3.6	Cloud computing	22.73	40
1.3.7	Firms with website	88.10	16
2.	**ATTRACT**	**78.69**	**4**
2.1	External Openness	83.06	5
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	97.71	4
	Attract People		
2.1.3	Migrant stock	70.66	10
2.1.4	International students	100.00	1
2.1.5	Brain gain	63.86	22
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	74.32	23
	Social Inclusion		
2.2.1	Tolerance of minorities	80.85	10
2.2.2	Tolerance of immigrants	75.38	32
2.2.3	Social mobility	65.00	41
	Gender Equality		
2.2.4	Economic empowerment of women	91.25	36
2.2.5	Gender parity in high-skilled jobs	68.20	79
2.2.6	Leadership opportunities for women	65.22	65

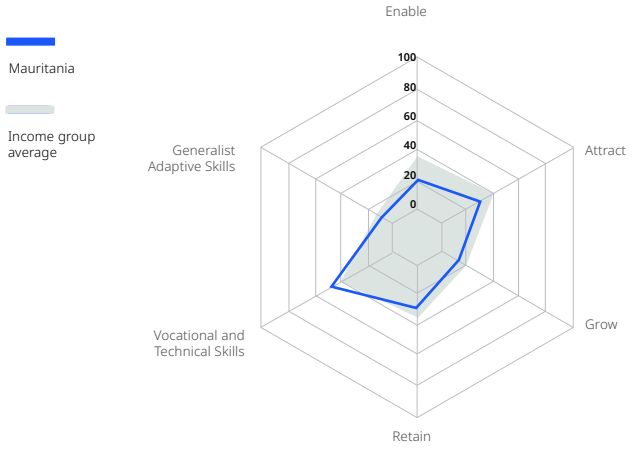
		SCORE	RANK
3.	**GROW**	**51.50**	**27**
3.1	Formal Education	32.25	41
	Enrolment		
3.1.1	Vocational enrolment	26.22	49
3.1.2	Tertiary enrolment	47.46	21
	Quality		
3.1.3	Tertiary education expenditure	37.29	14
3.1.4	Reading, maths and science	50.30	38
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	51.47	25
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	86.31	4
3.2.3	Employee development	68.10	30
3.3	Access to Growth Opportunities	70.79	18
	Empowerment		
3.3.1	Delegation of authority	59.45	54
3.3.2	Youth inclusion	88.42	18
	Collaboration		
3.3.3	Use of virtual social networks	68.46	59
3.3.4	Use of virtual professional networks	66.82	13
4.	**RETAIN**	**72.09**	**29**
4.1	Sustainability	62.99	37
4.1.1	Pension coverage	82.75	65
4.1.2	Social protection	63.75	31
4.1.3	Brain retention	55.83	39
4.1.4	Environmental performance	66.90	13
4.1.5	Vulnerable employment	87.75	38
4.1.6	Protect against future disasters	27.33	96
4.1.7	Household financial resilience	56.58	31
4.2	Lifestyle	81.19	20
4.2.1	Personal rights	82.40	32
4.2.2	Personal safety	87.49	16
4.2.3	Physician density	67.31	18
4.2.4	Sanitation	99.95	9
4.2.5	Employee wellbeing	68.78	46
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**57.85**	**45**
5.1	Mid-level Skills	50.01	50
5.1.1	Workforce with secondary education	46.39	58
5.1.2	Population with secondary education	40.22	62
5.1.3	Technicians and associate professionals	58.78	31
5.1.4	Labour productivity per employee	54.66	28
5.2	Employability	65.69	49
5.2.1	Ease of finding skilled employees	40.35	125
5.2.2	Relevance of education system to the economy	53.29	44
5.2.3	Skills matching	77.98	26
5.2.4	Highly educated unemployment	91.13	18
6.	**GENERALIST ADAPTIVE SKILLS**	**46.87**	**21**
6.1	High-level Skills	44.78	26
6.1.1	Workforce with tertiary education	52.60	30
6.1.2	Soft skills	54.55	65
6.1.3	Professionals	41.65	31
6.1.4	Researchers	22.45	38
6.1.5	Senior officials and managers	61.47	7
6.1.6	Digital skills	35.93	16
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	48.97	19
6.2.1	ICT services exports	9.54	81
6.2.2	Mobile apps development	71.47	31
6.2.3	Intellectual property receipts	91.75	5
6.2.4	High-value exports	67.61	6
6.2.5	Software development	30.01	35
6.2.6	New business density	31.97	22
6.2.7	Scientific journal articles	40.43	30

Mauritania

Key Indicators

Rank (out of 135)	**121**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**5.17**
GDP per capita (PPP US$)	7,875
GDP (US$ billions)	10.65
GTCI score	27.85
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**31.83**	**120**
1.1	**Regulatory Landscape**	**35.39**	**109**
1.1.1	Government effectiveness	32.92	109
1.1.2	Rule of law	36.72	102
1.1.3	Political stability	53.59	95
1.1.4	Regulatory quality	23.74	123
1.1.5	Corruption	30.00	103
1.2	**Market Landscape**	**19.75**	**129**
1.2.1	Extent of market dominance	24.82	132
1.2.2	Domestic credit to private sector	7.68	106
1.2.3	Cluster development	34.67	126
1.2.4	R&D expenditure	0.07	116
1.2.5	Population covered by at least a 3G mobile network	0.19	134
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	51.03	88
1.3	**Business and Labour Landscape**	**40.35**	**104**
	Labour Market		
1.3.1	Labour rights	83.70	65
1.3.2	Labour-employer cooperation	40.07	131
	Management Practice		
1.3.3	Professional management	27.41	133
1.3.4	Relationship of pay to productivity	16.13	133
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	34.44	89
2.	**ATTRACT**	**29.06**	**132**
2.1	**External Openness**	**17.64**	**131**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	40.92	98
	Attract People		
2.1.3	Migrant stock	7.12	77
2.1.4	International students	4.90	83
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**40.47**	**131**
	Social Inclusion		
2.2.1	Tolerance of minorities	22.34	103
2.2.2	Tolerance of immigrants	40.00	100
2.2.3	Social mobility	54.08	84
	Gender Equality		
2.2.4	Economic empowerment of women	48.12	129
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	37.83	133

		SCORE	RANK
3.	**GROW**	**16.37**	**127**
3.1	**Formal Education**	**2.33**	**129**
	Enrolment		
3.1.1	Vocational enrolment	0.37	123
3.1.2	Tertiary enrolment	1.99	124
	Quality		
3.1.3	Tertiary education expenditure	6.96	68
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**29.14**	**98**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	64.80	20
3.2.3	Employee development	22.63	133
3.3	**Access to Growth Opportunities**	**17.64**	**133**
	Empowerment		
3.3.1	Delegation of authority	39.13	127
3.3.2	Youth inclusion	0.00	125
	Collaboration		
3.3.3	Use of virtual social networks	27.92	108
3.3.4	Use of virtual professional networks	3.51	115
4.	**RETAIN**	**31.40**	**117**
4.1	**Sustainability**	**32.42**	**114**
4.1.1	Pension coverage	17.89	109
4.1.2	Social protection	26.52	107
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	34.60	118
4.1.5	Vulnerable employment	41.04	105
4.1.6	Protect against future disasters	43.78	75
4.1.7	Household financial resilience	30.68	55
4.2	**Lifestyle**	**30.39**	**115**
4.2.1	Personal rights	38.06	92
4.2.2	Personal safety	34.10	115
4.2.3	Physician density	3.01	112
4.2.4	Sanitation	46.98	113
4.2.5	Employee wellbeing	29.77	104
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**50.34**	**67**
5.1	**Mid-level Skills**	**51.51**	**46**
5.1.1	Workforce with secondary education	3.02	127
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	100.00	1
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**49.18**	**114**
5.2.1	Ease of finding skilled employees	65.07	26
5.2.2	Relevance of education system to the economy	25.72	124
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	56.73	106
6.	**GENERALIST ADAPTIVE SKILLS**	**8.11**	**126**
6.1	**High-level Skills**	**9.93**	**125**
6.1.1	Workforce with tertiary education	4.06	123
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	0.00	131
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	25.72	49
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**6.29**	**128**
6.2.1	ICT services exports	1.39	122
6.2.2	Mobile apps development	36.62	121
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	3.62	101
6.2.5	Software development	0.50	119
6.2.6	New business density	1.72	105
6.2.7	Scientific journal articles	0.15	127

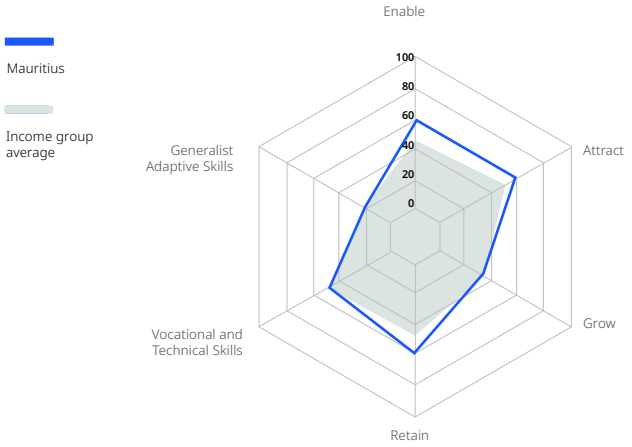
Mauritius

Key Indicators

Rank (out of 135)	**49**
Income group	**Upper middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**1.26**

GDP per capita (PPP US$)	26,586
GDP (US$ billions)	14.10
GTCI score	49.70
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**58.70**	**35**
1.1	**Regulatory Landscape**	**68.69**	**32**
1.1.1	Government effectiveness	65.00	39
1.1.2	Rule of law	71.79	32
1.1.3	Political stability	84.38	22
1.1.4	Regulatory quality	71.30	28
1.1.5	Corruption	51.00	46
1.2	**Market Landscape**	**48.18**	**75**
1.2.1	Extent of market dominance	33.96	115
1.2.2	Domestic credit to private sector	32.49	38
1.2.3	Cluster development	44.23	84
1.2.4	R&D expenditure	3.60	85
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	30.39	111
1.3	**Business and Labour Landscape**	**59.21**	**25**
	Labour Market		
1.3.1	Labour rights	83.80	64
1.3.2	Labour-employer cooperation	61.20	55
	Management Practice		
1.3.3	Professional management	62.32	52
1.3.4	Relationship of pay to productivity	46.56	70
	Technology Adoption		
1.3.5	Enterprise software	68.57	5
1.3.6	Cloud computing	25.29	35
1.3.7	Firms with website	66.73	44
2.	**ATTRACT**	**61.69**	**32**
2.1	**External Openness**	**52.22**	**38**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	75.86	57
2.1.2	Financial globalisation	99.70	2
	Attract People		
2.1.3	Migrant stock	4.25	92
2.1.4	International students	23.82	40
2.1.5	Brain gain	57.44	41
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**71.17**	**31**
	Social Inclusion		
2.2.1	Tolerance of minorities	50.00	56
2.2.2	Tolerance of immigrants	84.62	16
2.2.3	Social mobility	58.41	58
	Gender Equality		
2.2.4	Economic empowerment of women	89.38	44
2.2.5	Gender parity in high-skilled jobs	82.84	47
2.2.6	Leadership opportunities for women	61.77	85

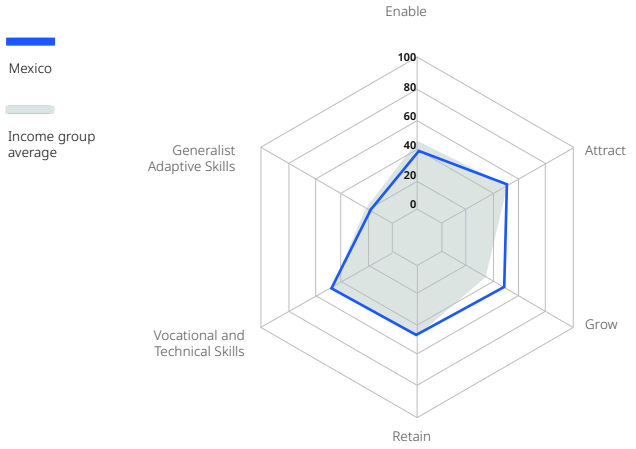
		SCORE	RANK
3.	**GROW**	**36.07**	**66**
3.1	**Formal Education**	**9.58**	**102**
	Enrolment		
3.1.1	Vocational enrolment	8.77	92
3.1.2	Tertiary enrolment	25.31	79
	Quality		
3.1.3	Tertiary education expenditure	4.26	81
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**41.05**	**51**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	57.29	27
3.2.3	Employee development	65.85	42
3.3	**Access to Growth Opportunities**	**57.58**	**47**
	Empowerment		
3.3.1	Delegation of authority	56.28	68
3.3.2	Youth inclusion	65.25	69
	Collaboration		
3.3.3	Use of virtual social networks	67.22	63
3.3.4	Use of virtual professional networks	41.56	28
4.	**RETAIN**	**63.87**	**44**
4.1	**Sustainability**	**61.11**	**42**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	48.43	62
4.1.3	Brain retention	42.95	76
4.1.4	Environmental performance	47.30	62
4.1.5	Vulnerable employment	82.61	49
4.1.6	Protect against future disasters	80.90	7
4.1.7	Household financial resilience	25.58	67
4.2	**Lifestyle**	**66.63**	**53**
4.2.1	Personal rights	70.09	49
4.2.2	Personal safety	68.16	63
4.2.3	Physician density	41.98	57
4.2.4	Sanitation	94.79	64
4.2.5	Employee wellbeing	58.14	74
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**54.34**	**56**
5.1	**Mid-level Skills**	**50.54**	**48**
5.1.1	Workforce with secondary education	57.99	39
5.1.2	Population with secondary education	55.40	39
5.1.3	Technicians and associate professionals	54.84	39
5.1.4	Labour productivity per employee	33.92	54
5.2	**Employability**	**58.15**	**77**
5.2.1	Ease of finding skilled employees	35.87	130
5.2.2	Relevance of education system to the economy	45.79	70
5.2.3	Skills matching	69.03	50
5.2.4	Highly educated unemployment	81.92	56
6.	**GENERALIST ADAPTIVE SKILLS**	**23.55**	**73**
6.1	**High-level Skills**	**27.25**	**66**
6.1.1	Workforce with tertiary education	33.64	67
6.1.2	Soft skills	52.95	73
6.1.3	Professionals	24.43	65
6.1.4	Researchers	8.15	57
6.1.5	Senior officials and managers	32.97	32
6.1.6	Digital skills	11.35	63
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**19.86**	**72**
6.2.1	ICT services exports	18.44	53
6.2.2	Mobile apps development	64.18	69
6.2.3	Intellectual property receipts	1.17	109
6.2.4	High-value exports	1.53	116
6.2.5	Software development	7.45	64
6.2.6	New business density	39.43	14
6.2.7	Scientific journal articles	6.81	70

Mexico

Key Indicators

Rank (out of 135)	**70**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**130.86**
GDP per capita (PPP US$)	24,341
GDP (US$ billions)	1,852.72
GTCI score	43.67
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**44.05**	**85**
1.1	**Regulatory Landscape**	**39.44**	**101**
1.1.1	Government effectiveness	45.22	79
1.1.2	Rule of law	32.66	106
1.1.3	Political stability	50.52	101
1.1.4	Regulatory quality	42.78	79
1.1.5	Corruption	26.00	110
1.2	**Market Landscape**	**42.73**	**90**
1.2.1	Extent of market dominance	41.63	87
1.2.2	Domestic credit to private sector	13.97	82
1.2.3	Cluster development	49.45	57
1.2.4	R&D expenditure	4.14	81
1.2.5	Population covered by at least a 3G mobile network	81.71	90
1.2.6	Internet access in schools	29.61	77
1.2.7	Urbanisation	78.62	35
1.3	**Business and Labour Landscape**	**49.97**	**52**
	Labour Market		
1.3.1	Labour rights	75.40	82
1.3.2	Labour-employer cooperation	58.80	63
	Management Practice		
1.3.3	Professional management	57.31	74
1.3.4	Relationship of pay to productivity	44.31	89
	Technology Adoption		
1.3.5	Enterprise software	12.16	93
1.3.6	Cloud computing	23.96	37
1.3.7	Firms with website	77.87	31
2.	**ATTRACT**	**47.51**	**85**
2.1	**External Openness**	**32.06**	**90**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	64.47	70
2.1.2	Financial globalisation	46.04	89
	Attract People		
2.1.3	Migrant stock	2.38	107
2.1.4	International students	3.98	88
2.1.5	Brain gain	45.93	78
2.1.6	AI skills migration	29.57	35
2.2	**Internal Openness**	**62.95**	**66**
	Social Inclusion		
2.2.1	Tolerance of minorities	38.30	75
2.2.2	Tolerance of immigrants	58.46	64
2.2.3	Social mobility	46.67	111
	Gender Equality		
2.2.4	Economic empowerment of women	88.75	46
2.2.5	Gender parity in high-skilled jobs	90.70	30
2.2.6	Leadership opportunities for women	54.81	111
3.	**GROW**	**46.74**	**35**
3.1	**Formal Education**	**30.13**	**46**
	Enrolment		
3.1.1	Vocational enrolment	44.36	21
3.1.2	Tertiary enrolment	26.65	73
	Quality		
3.1.3	Tertiary education expenditure	8.42	61
3.1.4	Reading, maths and science	28.69	53
3.1.5	University ranking	42.53	29
3.2	**Lifelong Learning**	**56.93**	**20**
3.2.1	Business masters education	57.80	18
3.2.2	Prevalence of training in firms	45.08	46
3.2.3	Employee development	67.89	33
3.3	**Access to Growth Opportunities**	**53.17**	**64**
	Empowerment		
3.3.1	Delegation of authority	52.86	86
3.3.2	Youth inclusion	67.01	68
	Collaboration		
3.3.3	Use of virtual social networks	70.05	55
3.3.4	Use of virtual professional networks	22.76	58
4.	**RETAIN**	**55.86**	**67**
4.1	**Sustainability**	**50.03**	**67**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	20.55	115
4.1.3	Brain retention	55.32	41
4.1.4	Environmental performance	44.20	76
4.1.5	Vulnerable employment	71.07	68
4.1.6	Protect against future disasters	46.50	70
4.1.7	Household financial resilience	12.59	101
4.2	**Lifestyle**	**61.68**	**64**
4.2.1	Personal rights	48.86	84
4.2.2	Personal safety	45.72	96
4.2.3	Physician density	39.65	61
4.2.4	Sanitation	90.81	75
4.2.5	Employee wellbeing	83.36	10
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**47.19**	**75**
5.1	**Mid-level Skills**	**32.17**	**81**
5.1.1	Workforce with secondary education	33.63	83
5.1.2	Population with secondary education	32.34	81
5.1.3	Technicians and associate professionals	35.28	59
5.1.4	Labour productivity per employee	27.44	65
5.2	**Employability**	**62.21**	**67**
5.2.1	Ease of finding skilled employees	58.69	55
5.2.2	Relevance of education system to the economy	32.41	108
5.2.3	Skills matching	68.29	52
5.2.4	Highly educated unemployment	89.47	25
6.	**GENERALIST ADAPTIVE SKILLS**	**20.66**	**82**
6.1	**High-level Skills**	**21.87**	**90**
6.1.1	Workforce with tertiary education	30.25	76
6.1.2	Soft skills	55.51	64
6.1.3	Professionals	21.00	73
6.1.4	Researchers	2.57	80
6.1.5	Senior officials and managers	17.86	74
6.1.6	Digital skills	22.70	38
6.1.7	AI talent concentration	3.19	46
6.2	**Talent Impact**	**19.45**	**73**
6.2.1	ICT services exports	1.21	124
6.2.2	Mobile apps development	61.65	77
6.2.3	Intellectual property receipts	32.09	43
6.2.4	High-value exports	27.42	32
6.2.5	Software development	4.32	85
6.2.6	New business density	3.61	93
6.2.7	Scientific journal articles	5.87	76

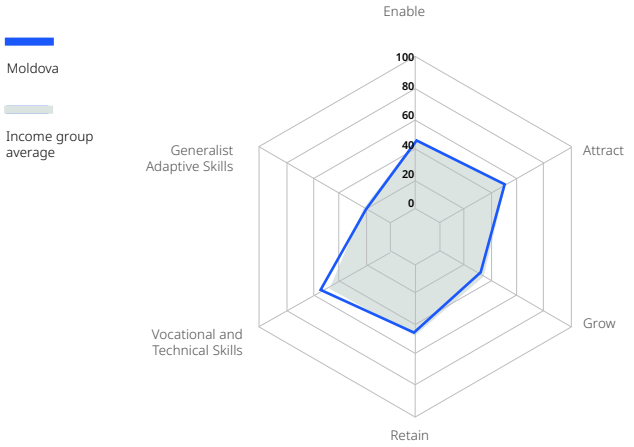
Moldova

Key Indicators

Rank (out of 135)	**67**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**2.39**

GDP per capita (PPP US$)	17,501
GDP (US$ billions)	16.75
GTCI score	44.23
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



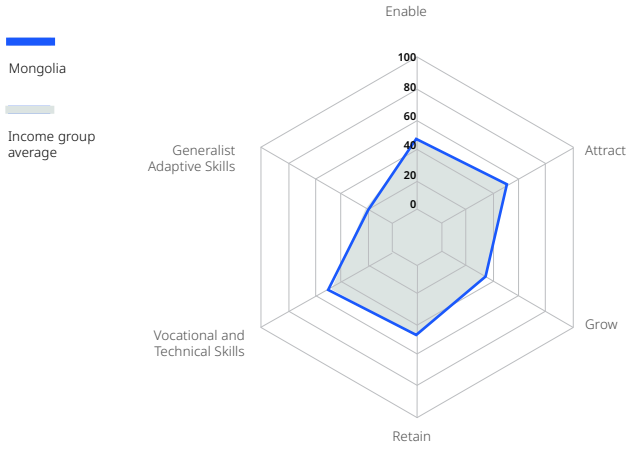
		SCORE	RANK
1.	**ENABLE**	**46.72**	**75**
1.1	**Regulatory Landscape**	**47.18**	**75**
1.1.1	Government effectiveness	45.95	77
1.1.2	Rule of law	48.53	72
1.1.3	Political stability	49.25	106
1.1.4	Regulatory quality	49.18	68
1.1.5	Corruption	43.00	61
1.2	**Market Landscape**	**46.28**	**80**
1.2.1	Extent of market dominance	44.10	80
1.2.2	Domestic credit to private sector	11.17	95
1.2.3	Cluster development	35.48	124
1.2.4	R&D expenditure	3.44	86
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	97.01	43
1.2.7	Urbanisation	33.52	107
1.3	**Business and Labour Landscape**	**46.71**	**70**
	Labour Market		
1.3.1	Labour rights	91.10	42
1.3.2	Labour-employer cooperation	46.41	122
	Management Practice		
1.3.3	Professional management	52.31	93
1.3.4	Relationship of pay to productivity	45.64	78
	Technology Adoption		
1.3.5	Enterprise software	24.19	39
1.3.6	Cloud computing	24.01	36
1.3.7	Firms with website	43.31	75
2.	**ATTRACT**	**52.75**	**61**
2.1	**External Openness**	**46.83**	**49**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.06	14
2.1.2	Financial globalisation	54.91	79
	Attract People		
2.1.3	Migrant stock	11.73	59
2.1.4	International students	23.63	43
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**58.67**	**90**
	Social Inclusion		
2.2.1	Tolerance of minorities	41.49	68
2.2.2	Tolerance of immigrants	41.54	96
2.2.3	Social mobility	54.17	82
	Gender Equality		
2.2.4	Economic empowerment of women	90.62	39
2.2.5	Gender parity in high-skilled jobs	46.43	99
2.2.6	Leadership opportunities for women	77.78	14
3.	**GROW**	**32.32**	**82**
3.1	**Formal Education**	**20.14**	**72**
	Enrolment		
3.1.1	Vocational enrolment	20.72	57
3.1.2	Tertiary enrolment	39.86	45
	Quality		
3.1.3	Tertiary education expenditure	8.42	60
3.1.4	Reading, maths and science	31.69	51
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**29.67**	**92**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	36.45	62
3.2.3	Employee development	52.56	101
3.3	**Access to Growth Opportunities**	**47.15**	**77**
	Empowerment		
3.3.1	Delegation of authority	51.03	93
3.3.2	Youth inclusion	79.60	37
	Collaboration		
3.3.3	Use of virtual social networks	45.61	96
3.3.4	Use of virtual professional networks	12.34	85
4.	**RETAIN**	**55.64**	**68**
4.1	**Sustainability**	**41.70**	**91**
4.1.1	Pension coverage	93.94	55
4.1.2	Social protection	46.15	68
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	46.10	69
4.1.5	Vulnerable employment	34.75	107
4.1.6	Protect against future disasters	19.99	102
4.1.7	Household financial resilience	9.31	112
4.2	**Lifestyle**	**69.59**	**50**
4.2.1	Personal rights	72.56	44
4.2.2	Personal safety	70.46	59
4.2.3	Physician density	64.96	20
4.2.4	Sanitation	82.09	91
4.2.5	Employee wellbeing	57.85	76
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**54.45**	**54**
5.1	**Mid-level Skills**	**39.96**	**71**
5.1.1	Workforce with secondary education	65.82	22
5.1.2	Population with secondary education	58.02	33
5.1.3	Technicians and associate professionals	18.44	91
5.1.4	Labour productivity per employee	17.56	81
5.2	**Employability**	**68.94**	**30**
5.2.1	Ease of finding skilled employees	36.67	129
5.2.2	Relevance of education system to the economy	44.10	75
5.2.3	Skills matching	100.00	1
5.2.4	Highly educated unemployment	94.98	5
6.	**GENERALIST ADAPTIVE SKILLS**	**23.48**	**74**
6.1	**High-level Skills**	**21.13**	**96**
6.1.1	Workforce with tertiary education	29.39	78
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	21.07	72
6.1.4	Researchers	6.85	63
6.1.5	Senior officials and managers	27.21	44
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**25.82**	**55**
6.2.1	ICT services exports	59.14	8
6.2.2	Mobile apps development	75.71	15
6.2.3	Intellectual property receipts	9.01	84
6.2.4	High-value exports	4.03	100
6.2.5	Software development	16.10	49
6.2.6	New business density	12.74	49
6.2.7	Scientific journal articles	4.02	84

Mongolia

Key Indicators

Rank (out of 135)	**65**
Income group	**Upper middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**3.52**
GDP per capita (PPP US$)	18,990
GDP (US$ billions)	23.59
GTCI score	45.04
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**49.19**	**67**
1.1	**Regulatory Landscape**	**48.54**	**71**
1.1.1	Government effectiveness	39.28	95
1.1.2	Rule of law	47.76	78
1.1.3	Political stability	79.98	35
1.1.4	Regulatory quality	42.69	80
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**49.77**	**68**
1.2.1	Extent of market dominance	28.69	130
1.2.2	Domestic credit to private sector	16.06	75
1.2.3	Cluster development	38.67	114
1.2.4	R&D expenditure	1.23	107
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	63.77	62
1.3	**Business and Labour Landscape**	**49.24**	**56**
	Labour Market		
1.3.1	Labour rights	98.50	13
1.3.2	Labour-employer cooperation	52.56	104
	Management Practice		
1.3.3	Professional management	48.71	104
1.3.4	Relationship of pay to productivity	43.42	98
	Technology Adoption		
1.3.5	Enterprise software	53.92	12
1.3.6	Cloud computing	16.65	61
1.3.7	Firms with website	30.92	95
2.	**ATTRACT**	**49.89**	**74**
2.1	**External Openness**	**35.59**	**81**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	67.22	65
2.1.2	Financial globalisation	75.97	34
	Attract People		
2.1.3	Migrant stock	1.10	118
2.1.4	International students	8.55	72
2.1.5	Brain gain	25.12	108
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**64.19**	**54**
	Social Inclusion		
2.2.1	Tolerance of minorities	78.72	13
2.2.2	Tolerance of immigrants	30.77	117
2.2.3	Social mobility	57.47	65
	Gender Equality		
2.2.4	Economic empowerment of women	90.62	39
2.2.5	Gender parity in high-skilled jobs	61.94	90
2.2.6	Leadership opportunities for women	65.62	63

		SCORE	RANK
3.	**GROW**	**37.75**	**60**
3.1	**Formal Education**	**15.97**	**82**
	Enrolment		
3.1.1	Vocational enrolment	12.77	79
3.1.2	Tertiary enrolment	39.08	47
	Quality		
3.1.3	Tertiary education expenditure	0.00	100
3.1.4	Reading, maths and science	28.02	54
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**46.38**	**39**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	82.87	6
3.2.3	Employee development	56.28	89
3.3	**Access to Growth Opportunities**	**50.89**	**68**
	Empowerment		
3.3.1	Delegation of authority	45.32	112
3.3.2	Youth inclusion	71.96	57
	Collaboration		
3.3.3	Use of virtual social networks	73.59	37
3.3.4	Use of virtual professional networks	12.68	82
4.	**RETAIN**	**56.34**	**64**
4.1	**Sustainability**	**51.56**	**63**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	40.85	78
4.1.3	Brain retention	39.38	88
4.1.4	Environmental performance	37.20	108
4.1.5	Vulnerable employment	59.26	85
4.1.6	Protect against future disasters	51.94	55
4.1.7	Household financial resilience	32.30	53
4.2	**Lifestyle**	**61.12**	**67**
4.2.1	Personal rights	67.09	53
4.2.2	Personal safety	54.48	85
4.2.3	Physician density	60.84	23
4.2.4	Sanitation	65.04	105
4.2.5	Employee wellbeing	58.16	73
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**52.65**	**61**
5.1	**Mid-level Skills**	**47.70**	**54**
5.1.1	Workforce with secondary education	58.18	37
5.1.2	Population with secondary education	70.93	18
5.1.3	Technicians and associate professionals	13.99	101
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**57.60**	**80**
5.2.1	Ease of finding skilled employees	29.12	131
5.2.2	Relevance of education system to the economy	32.48	107
5.2.3	Skills matching	86.46	11
5.2.4	Highly educated unemployment	82.36	54
6.	**GENERALIST ADAPTIVE SKILLS**	**24.45**	**66**
6.1	**High-level Skills**	**27.73**	**65**
6.1.1	Workforce with tertiary education	47.41	40
6.1.2	Soft skills	42.91	109
6.1.3	Professionals	34.07	44
6.1.4	Researchers	5.10	72
6.1.5	Senior officials and managers	27.74	41
6.1.6	Digital skills	9.14	69
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**21.18**	**68**
6.2.1	ICT services exports	2.99	110
6.2.2	Mobile apps development	55.32	95
6.2.3	Intellectual property receipts	2.61	105
6.2.4	High-value exports	48.13	10
6.2.5	Software development	6.67	68
6.2.6	New business density	29.78	24
6.2.7	Scientific journal articles	2.72	91

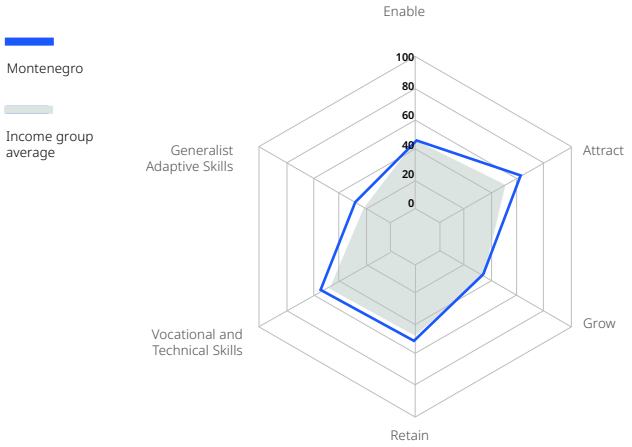
Montenegro

Key Indicators

Rank (out of 135)	**52**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**0.62**

GDP per capita (PPP US$)	30,101
GDP (US$ billions)	7.53
GTCI score	48.73
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**50.75**	**63**
1.1	**Regulatory Landscape**	**54.98**	**59**
1.1.1	Government effectiveness	54.92	56
1.1.2	Rule of law	51.22	63
1.1.3	Political stability	67.38	60
1.1.4	Regulatory quality	55.38	52
1.1.5	Corruption	46.00	54
1.2	**Market Landscape**	**42.99**	**89**
1.2.1	Extent of market dominance	44.60	77
1.2.2	Domestic credit to private sector	20.16	71
1.2.3	Cluster development	37.97	115
1.2.4	R&D expenditure	5.59	71
1.2.5	Population covered by at least a 3G mobile network	86.32	83
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	63.27	64
1.3	**Business and Labour Landscape**	**54.28**	**35**
	Labour Market		
1.3.1	Labour rights	87.70	52
1.3.2	Labour-employer cooperation	45.23	125
	Management Practice		
1.3.3	Professional management	46.74	110
1.3.4	Relationship of pay to productivity	45.34	81
	Technology Adoption		
1.3.5	Enterprise software	61.05	7
1.3.6	Cloud computing	22.88	39
1.3.7	Firms with website	71.05	38
2.	**ATTRACT**	**64.17**	**26**
2.1	**External Openness**	**68.00**	**10**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.12	19
2.1.2	Financial globalisation	80.35	28
	Attract People		
2.1.3	Migrant stock	27.53	32
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**60.35**	**74**
	Social Inclusion		
2.2.1	Tolerance of minorities	4.26	128
2.2.2	Tolerance of immigrants	70.77	39
2.2.3	Social mobility	50.63	104
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	93.44	21
2.2.6	Leadership opportunities for women	58.00	102
3.	**GROW**	**33.53**	**80**
3.1	**Formal Education**	**26.86**	**55**
	Enrolment		
3.1.1	Vocational enrolment	47.65	17
3.1.2	Tertiary enrolment	32.00	62
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	27.79	55
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**23.62**	**116**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	28.75	73
3.2.3	Employee development	42.12	125
3.3	**Access to Growth Opportunities**	**50.11**	**70**
	Empowerment		
3.3.1	Delegation of authority	47.25	109
3.3.2	Youth inclusion	64.63	70
	Collaboration		
3.3.3	Use of virtual social networks	64.20	68
3.3.4	Use of virtual professional networks	24.35	55
4.	**RETAIN**	**60.50**	**53**
4.1	**Sustainability**	**49.19**	**72**
4.1.1	Pension coverage	77.75	72
4.1.2	Social protection	42.20	74
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	47.70	59
4.1.5	Vulnerable employment	82.98	48
4.1.6	Protect against future disasters	13.73	113
4.1.7	Household financial resilience	30.75	54
4.2	**Lifestyle**	**71.81**	**44**
4.2.1	Personal rights	73.39	41
4.2.2	Personal safety	85.23	24
4.2.3	Physician density	43.86	55
4.2.4	Sanitation	97.47	50
4.2.5	Employee wellbeing	59.12	68
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**53.83**	**57**
5.1	**Mid-level Skills**	**46.92**	**57**
5.1.1	Workforce with secondary education	0.00	132
5.1.2	Population with secondary education	83.90	9
5.1.3	Technicians and associate professionals	56.87	37
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**60.74**	**72**
5.2.1	Ease of finding skilled employees	47.90	101
5.2.2	Relevance of education system to the economy	38.54	91
5.2.3	Skills matching	85.45	13
5.2.4	Highly educated unemployment	71.05	88
6.	**GENERALIST ADAPTIVE SKILLS**	**29.58**	**47**
6.1	**High-level Skills**	**28.92**	**63**
6.1.1	Workforce with tertiary education	42.12	50
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	42.61	29
6.1.4	Researchers	7.20	61
6.1.5	Senior officials and managers	20.49	68
6.1.6	Digital skills	32.16	27
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**30.24**	**46**
6.2.1	ICT services exports	34.58	26
6.2.2	Mobile apps development	79.39	8
6.2.3	Intellectual property receipts	4.67	94
6.2.4	High-value exports	12.44	62
6.2.5	Software development	30.62	33
6.2.6	New business density	32.88	21
6.2.7	Scientific journal articles	17.08	50

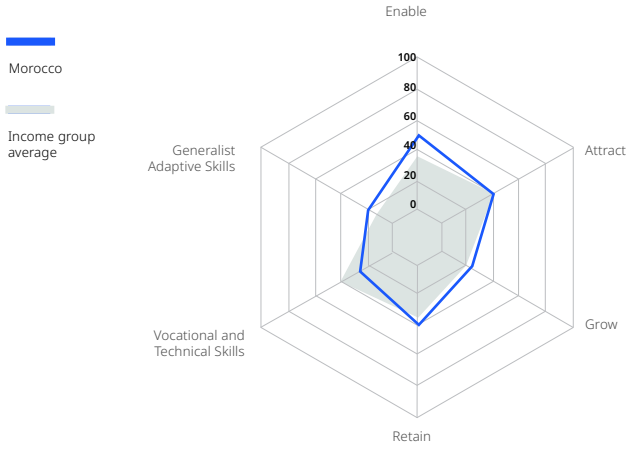
Morocco

Key Indicators

Rank (out of 135)	**98**
Income group	**Lower middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**38.08**

GDP per capita (PPP US$)	10,181
GDP (US$ billions)	144.44
GTCI score	34.54
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**51.16**	**61**
1.1	**Regulatory Landscape**	**47.40**	**74**
1.1.1	Government effectiveness	48.76	72
1.1.2	Rule of law	49.14	69
1.1.3	Political stability	56.85	88
1.1.4	Regulatory quality	45.26	73
1.1.5	Corruption	37.00	77
1.2	**Market Landscape**	**59.79**	**36**
1.2.1	Extent of market dominance	43.68	81
1.2.2	Domestic credit to private sector	38.61	30
1.2.3	Cluster development	48.26	62
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	97.72	48
1.2.6	Internet access in schools	70.97	55
1.2.7	Urbanisation	59.50	69
1.3	**Business and Labour Landscape**	**46.30**	**72**
	Labour Market		
1.3.1	Labour rights	75.60	81
1.3.2	Labour-employer cooperation	55.51	89
	Management Practice		
1.3.3	Professional management	53.74	89
1.3.4	Relationship of pay to productivity	48.72	59
	Technology Adoption		
1.3.5	Enterprise software	11.96	94
1.3.6	Cloud computing	16.05	64
1.3.7	Firms with website	62.52	49
2.	**ATTRACT**	**42.64**	**106**
2.1	**External Openness**	**36.08**	**80**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	91.39	33
2.1.2	Financial globalisation	36.33	106
	Attract People		
2.1.3	Migrant stock	0.41	129
2.1.4	International students	6.08	78
2.1.5	Brain gain	46.17	77
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**49.20**	**119**
	Social Inclusion		
2.2.1	Tolerance of minorities	14.89	118
2.2.2	Tolerance of immigrants	38.46	102
2.2.3	Social mobility	54.46	80
	Gender Equality		
2.2.4	Economic empowerment of women	75.62	98
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	62.58	79

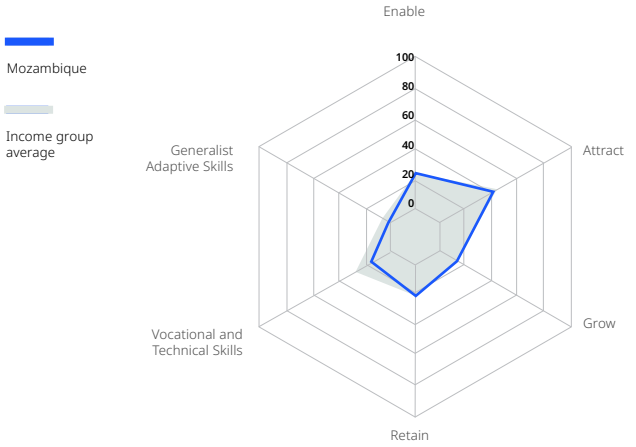
		SCORE	RANK
3.	**GROW**	**25.11**	**104**
3.1	**Formal Education**	**11.56**	**98**
	Enrolment		
3.1.1	Vocational enrolment	11.06	85
3.1.2	Tertiary enrolment	27.30	72
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	7.89	79
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**25.82**	**109**
3.2.1	Business masters education	13.65	59
3.2.2	Prevalence of training in firms	6.48	107
3.2.3	Employee development	57.32	83
3.3	**Access to Growth Opportunities**	**37.94**	**101**
	Empowerment		
3.3.1	Delegation of authority	42.26	122
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	54.56	81
3.3.4	Use of virtual professional networks	16.99	75
4.	**RETAIN**	**40.61**	**102**
4.1	**Sustainability**	**33.03**	**111**
4.1.1	Pension coverage	22.68	102
4.1.2	Social protection	21.71	112
4.1.3	Brain retention	46.99	67
4.1.4	Environmental performance	39.50	97
4.1.5	Vulnerable employment	60.36	80
4.1.6	Protect against future disasters	19.13	105
4.1.7	Household financial resilience	20.81	83
4.2	**Lifestyle**	**48.19**	**93**
4.2.1	Personal rights	51.88	79
4.2.2	Personal safety	60.86	73
4.2.3	Physician density	11.14	95
4.2.4	Sanitation	85.52	85
4.2.5	Employee wellbeing	31.53	102
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**27.93**	**127**
5.1	**Mid-level Skills**	**16.03**	**112**
5.1.1	Workforce with secondary education	17.43	110
5.1.2	Population with secondary education	15.32	101
5.1.3	Technicians and associate professionals	13.06	103
5.1.4	Labour productivity per employee	18.31	80
5.2	**Employability**	**39.82**	**131**
5.2.1	Ease of finding skilled employees	66.13	21
5.2.2	Relevance of education system to the economy	32.20	110
5.2.3	Skills matching	27.06	104
5.2.4	Highly educated unemployment	33.90	114
6.	**GENERALIST ADAPTIVE SKILLS**	**19.79**	**85**
6.1	**High-level Skills**	**22.20**	**88**
6.1.1	Workforce with tertiary education	13.17	98
6.1.2	Soft skills	52.69	78
6.1.3	Professionals	10.16	103
6.1.4	Researchers	10.37	51
6.1.5	Senior officials and managers	9.63	99
6.1.6	Digital skills	37.16	13
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**17.38**	**79**
6.2.1	ICT services exports	25.80	38
6.2.2	Mobile apps development	60.43	82
6.2.3	Intellectual property receipts	3.03	101
6.2.4	High-value exports	8.43	77
6.2.5	Software development	5.26	77
6.2.6	New business density	10.57	57
6.2.7	Scientific journal articles	8.15	65

Mozambique

Key Indicators

Rank (out of 135)	**128**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**34.63**
GDP per capita (PPP US$)	1,665
GDP (US$ billions)	20.95
GTCI score	24.28
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**30.10**	**124**
1.1	**Regulatory Landscape**	**30.36**	**118**
1.1.1	Government effectiveness	33.94	108
1.1.2	Rule of law	27.32	116
1.1.3	Political stability	35.16	121
1.1.4	Regulatory quality	30.40	108
1.1.5	Corruption	25.00	115
1.2	**Market Landscape**	**22.64**	**125**
1.2.1	Extent of market dominance	29.63	128
1.2.2	Domestic credit to private sector	5.12	115
1.2.3	Cluster development	36.36	121
1.2.4	R&D expenditure	4.77	76
1.2.5	Population covered by at least a 3G mobile network	31.49	120
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	28.48	114
1.3	**Business and Labour Landscape**	**37.30**	**121**
	Labour Market		
1.3.1	Labour rights	80.00	74
1.3.2	Labour-employer cooperation	41.85	130
	Management Practice		
1.3.3	Professional management	36.30	125
1.3.4	Relationship of pay to productivity	27.04	131
	Technology Adoption		
1.3.5	Enterprise software	18.52	54
1.3.6	Cloud computing	23.27	38
1.3.7	Firms with website	34.10	90
2.	**ATTRACT**	**41.61**	**108**
2.1	**External Openness**	**31.49**	**92**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	27.04	89
2.1.2	Financial globalisation	78.51	30
	Attract People		
2.1.3	Migrant stock	1.81	109
2.1.4	International students	1.22	104
2.1.5	Brain gain	48.86	67
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**51.73**	**117**
	Social Inclusion		
2.2.1	Tolerance of minorities	24.47	100
2.2.2	Tolerance of immigrants	63.08	55
2.2.3	Social mobility	36.36	129
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	62.51	89
2.2.6	Leadership opportunities for women	41.48	131

		SCORE	RANK
3.	**GROW**	**18.43**	**123**
3.1	**Formal Education**	**6.38**	**109**
	Enrolment		
3.1.1	Vocational enrolment	16.33	66
3.1.2	Tertiary enrolment	2.81	120
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**20.99**	**121**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	22.23	84
3.2.3	Employee development	40.74	128
3.3	**Access to Growth Opportunities**	**27.92**	**121**
	Empowerment		
3.3.1	Delegation of authority	40.51	125
3.3.2	Youth inclusion	60.68	77
	Collaboration		
3.3.3	Use of virtual social networks	8.22	126
3.3.4	Use of virtual professional networks	2.27	120
4.	**RETAIN**	**33.95**	**110**
4.1	**Sustainability**	**38.51**	**102**
4.1.1	Pension coverage	41.78	91
4.1.2	Social protection	33.67	89
4.1.3	Brain retention	28.15	107
4.1.4	Environmental performance	39.00	100
4.1.5	Vulnerable employment	7.99	127
4.1.6	Protect against future disasters	61.32	33
4.1.7	Household financial resilience	57.68	30
4.2	**Lifestyle**	**29.39**	**117**
4.2.1	Personal rights	37.72	93
4.2.2	Personal safety	37.69	112
4.2.3	Physician density	0.85	129
4.2.4	Sanitation	26.67	124
4.2.5	Employee wellbeing	44.02	91
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**17.04**	**135**
5.1	**Mid-level Skills**	**7.54**	**126**
5.1.1	Workforce with secondary education	11.18	118
5.1.2	Population with secondary education	12.32	107
5.1.3	Technicians and associate professionals	4.62	120
5.1.4	Labour productivity per employee	2.04	116
5.2	**Employability**	**26.55**	**134**
5.2.1	Ease of finding skilled employees	44.07	116
5.2.2	Relevance of education system to the economy	23.40	128
5.2.3	Skills matching	9.15	111
5.2.4	Highly educated unemployment	29.57	115
6.	**GENERALIST ADAPTIVE SKILLS**	**4.56**	**133**
6.1	**High-level Skills**	**2.10**	**133**
6.1.1	Workforce with tertiary education	1.56	129
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	5.15	122
6.1.4	Researchers	0.38	100
6.1.5	Senior officials and managers	1.31	126
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**7.02**	**127**
6.2.1	ICT services exports	0.95	129
6.2.2	Mobile apps development	42.52	113
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	4.23	99
6.2.5	Software development	0.28	128
6.2.6	New business density	0.97	113
6.2.7	Scientific journal articles	0.17	126

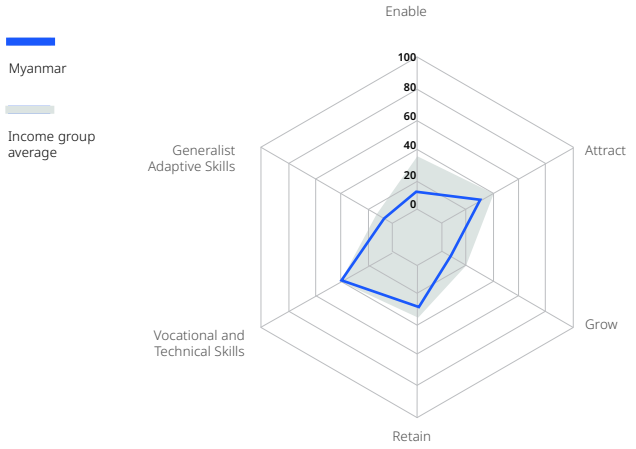
Myanmar

Key Indicators

Rank (out of 135)	**129**
Income group	**Lower middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**54.50**

GDP per capita (PPP US$)	4,896
GDP (US$ billions)	58.26
GTCI score	24.24
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**13.55**	**135**
1.1	**Regulatory Landscape**	**13.70**	**133**
1.1.1	Government effectiveness	11.38	134
1.1.2	Rule of law	12.98	132
1.1.3	Political stability	14.54	133
1.1.4	Regulatory quality	13.60	132
1.1.5	Corruption	16.00	131
1.2	**Market Landscape**	**20.36**	**128**
1.2.1	Extent of market dominance	n/a	n/a
1.2.2	Domestic credit to private sector	10.98	97
1.2.3	Cluster development	n/a	n/a
1.2.4	R&D expenditure	0.29	114
1.2.5	Population covered by at least a 3G mobile network	69.92	98
1.2.6	Internet access in schools	0.23	91
1.2.7	Urbanisation	20.40	122
1.3	**Business and Labour Landscape**	**6.60**	**135**
	Labour Market		
1.3.1	Labour rights	0.00	132
1.3.2	Labour-employer cooperation	n/a	n/a
	Management Practice		
1.3.3	Professional management	n/a	n/a
1.3.4	Relationship of pay to productivity	n/a	n/a
	Technology Adoption		
1.3.5	Enterprise software	11.08	104
1.3.6	Cloud computing	12.02	82
1.3.7	Firms with website	3.30	111
2.	**ATTRACT**	**35.24**	**123**
2.1	**External Openness**	**22.75**	**117**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	65.43	68
2.1.2	Financial globalisation	25.28	123
	Attract People		
2.1.3	Migrant stock	0.13	132
2.1.4	International students	0.17	116
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**47.72**	**122**
	Social Inclusion		
2.2.1	Tolerance of minorities	0.00	135
2.2.2	Tolerance of immigrants	60.00	60
2.2.3	Social mobility	n/a	n/a
	Gender Equality		
2.2.4	Economic empowerment of women	58.75	121
2.2.5	Gender parity in high-skilled jobs	72.14	73
2.2.6	Leadership opportunities for women	n/a	n/a

		SCORE	RANK
3.	**GROW**	**13.29**	**134**
3.1	**Formal Education**	**3.03**	**125**
	Enrolment		
3.1.1	Vocational enrolment	0.27	125
3.1.2	Tertiary enrolment	10.77	102
	Quality		
3.1.3	Tertiary education expenditure	1.09	96
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**1.33**	**135**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	2.65	114
3.2.3	Employee development	n/a	n/a
3.3	**Access to Growth Opportunities**	**35.51**	**105**
	Empowerment		
3.3.1	Delegation of authority	n/a	n/a
3.3.2	Youth inclusion	70.99	60
	Collaboration		
3.3.3	Use of virtual social networks	34.30	103
3.3.4	Use of virtual professional networks	1.25	126
4.	**RETAIN**	**30.26**	**120**
4.1	**Sustainability**	**30.25**	**116**
4.1.1	Pension coverage	0.00	135
4.1.2	Social protection	n/a	n/a
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	27.10	131
4.1.5	Vulnerable employment	30.39	111
4.1.6	Protect against future disasters	61.45	31
4.1.7	Household financial resilience	32.30	52
4.2	**Lifestyle**	**30.26**	**116**
4.2.1	Personal rights	1.53	130
4.2.2	Personal safety	44.03	102
4.2.3	Physician density	10.54	99
4.2.4	Sanitation	70.30	101
4.2.5	Employee wellbeing	24.91	115
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.44**	**87**
5.1	**Mid-level Skills**	**12.92**	**117**
5.1.1	Workforce with secondary education	23.99	101
5.1.2	Population with secondary education	18.79	99
5.1.3	Technicians and associate professionals	3.51	123
5.1.4	Labour productivity per employee	5.39	107
5.2	**Employability**	**71.96**	**14**
5.2.1	Ease of finding skilled employees	n/a	n/a
5.2.2	Relevance of education system to the economy	n/a	n/a
5.2.3	Skills matching	45.91	89
5.2.4	Highly educated unemployment	98.01	3
6.	**GENERALIST ADAPTIVE SKILLS**	**10.65**	**120**
6.1	**High-level Skills**	**9.10**	**127**
6.1.1	Workforce with tertiary education	26.66	80
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	6.38	119
6.1.4	Researchers	0.23	104
6.1.5	Senior officials and managers	3.13	118
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**12.19**	**104**
6.2.1	ICT services exports	6.46	89
6.2.2	Mobile apps development	55.16	97
6.2.3	Intellectual property receipts	17.09	62
6.2.4	High-value exports	4.55	95
6.2.5	Software development	0.40	126
6.2.6	New business density	1.61	107
6.2.7	Scientific journal articles	0.06	130

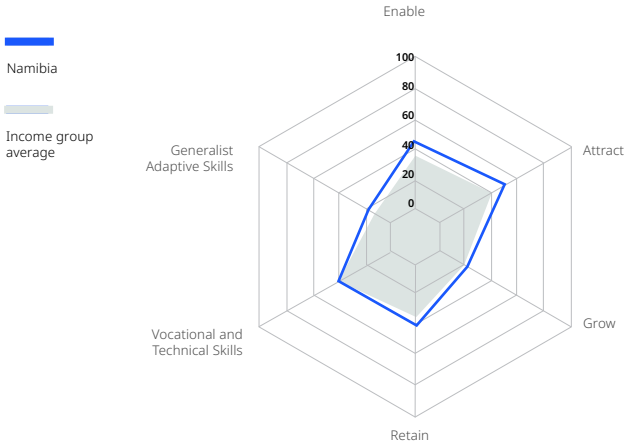
Namibia

Key Indicators

Rank (out of 135)	**90**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**3.03**

GDP per capita (PPP US$)	11,386
GDP (US$ billions)	13.37
GTCI score	38.28
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**46.36**	**78**
1.1	**Regulatory Landscape**	**57.28**	**54**
1.1.1	Government effectiveness	50.21	67
1.1.2	Rule of law	63.06	43
1.1.3	Political stability	78.83	42
1.1.4	Regulatory quality	45.31	72
1.1.5	Corruption	49.00	48
1.2	**Market Landscape**	**33.80**	**110**
1.2.1	Extent of market dominance	34.01	113
1.2.2	Domestic credit to private sector	27.87	48
1.2.3	Cluster development	41.96	93
1.2.4	R&D expenditure	10.11	54
1.2.5	Population covered by at least a 3G mobile network	40.94	117
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	47.90	93
1.3	**Business and Labour Landscape**	**47.99**	**61**
	Labour Market		
1.3.1	Labour rights	91.20	40
1.3.2	Labour-employer cooperation	55.92	84
	Management Practice		
1.3.3	Professional management	60.62	62
1.3.4	Relationship of pay to productivity	44.38	87
	Technology Adoption		
1.3.5	Enterprise software	13.04	81
1.3.6	Cloud computing	9.15	97
1.3.7	Firms with website	61.61	51
2.	**ATTRACT**	**53.66**	**58**
2.1	**External Openness**	**41.47**	**67**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	66.30	66
2.1.2	Financial globalisation	65.31	55
	Attract People		
2.1.3	Migrant stock	7.19	76
2.1.4	International students	10.62	64
2.1.5	Brain gain	57.93	40
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**65.85**	**48**
	Social Inclusion		
2.2.1	Tolerance of minorities	58.51	47
2.2.2	Tolerance of immigrants	50.77	81
2.2.3	Social mobility	53.69	87
	Gender Equality		
2.2.4	Economic empowerment of women	80.00	83
2.2.5	Gender parity in high-skilled jobs	87.33	41
2.2.6	Leadership opportunities for women	64.80	68
3.	**GROW**	**28.82**	**92**
3.1	**Formal Education**	**7.14**	**107**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	14.27	94
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**45.23**	**42**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	74.78	12
3.2.3	Employee development	60.91	64
3.3	**Access to Growth Opportunities**	**34.09**	**108**
	Empowerment		
3.3.1	Delegation of authority	61.54	43
3.3.2	Youth inclusion	29.80	114
	Collaboration		
3.3.3	Use of virtual social networks	22.62	113
3.3.4	Use of virtual professional networks	22.42	60
4.	**RETAIN**	**42.08**	**98**
4.1	**Sustainability**	**53.72**	**55**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	23.97	111
4.1.3	Brain retention	48.78	58
4.1.4	Environmental performance	44.00	78
4.1.5	Vulnerable employment	64.38	74
4.1.6	Protect against future disasters	45.84	72
4.1.7	Household financial resilience	49.06	36
4.2	**Lifestyle**	**30.45**	**114**
4.2.1	Personal rights	62.38	61
4.2.2	Personal safety	19.70	127
4.2.3	Physician density	6.18	105
4.2.4	Sanitation	26.07	125
4.2.5	Employee wellbeing	37.88	94
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**40.80**	**95**
5.1	**Mid-level Skills**	**37.44**	**73**
5.1.1	Workforce with secondary education	71.61	16
5.1.2	Population with secondary education	36.40	70
5.1.3	Technicians and associate professionals	23.32	82
5.1.4	Labour productivity per employee	18.44	79
5.2	**Employability**	**44.16**	**124**
5.2.1	Ease of finding skilled employees	53.69	82
5.2.2	Relevance of education system to the economy	44.07	76
5.2.3	Skills matching	50.68	87
5.2.4	Highly educated unemployment	28.21	117
6.	**GENERALIST ADAPTIVE SKILLS**	**17.97**	**97**
6.1	**High-level Skills**	**21.36**	**94**
6.1.1	Workforce with tertiary education	15.18	97
6.1.2	Soft skills	47.32	97
6.1.3	Professionals	15.01	85
6.1.4	Researchers	2.12	83
6.1.5	Senior officials and managers	27.16	45
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**14.57**	**94**
6.2.1	ICT services exports	2.22	115
6.2.2	Mobile apps development	67.16	57
6.2.3	Intellectual property receipts	24.89	50
6.2.4	High-value exports	0.04	131
6.2.5	Software development	1.91	108
6.2.6	New business density	3.09	96
6.2.7	Scientific journal articles	2.71	92

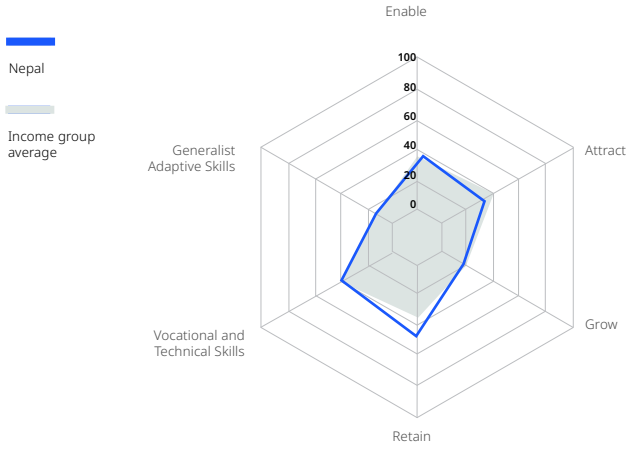
Nepal

Key Indicators

Rank (out of 135)	**107**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**29.65**

GDP per capita (PPP US$)	5,184
GDP (US$ billions)	40.91
GTCI score	32.54
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.91**	**108**
1.1	**Regulatory Landscape**	**39.74**	**98**
1.1.1	Government effectiveness	31.95	112
1.1.2	Rule of law	41.01	92
1.1.3	Political stability	60.26	75
1.1.4	Regulatory quality	31.49	104
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**36.12**	**105**
1.2.1	Extent of market dominance	36.30	105
1.2.2	Domestic credit to private sector	44.25	22
1.2.3	Cluster development	37.83	116
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	44.60	114
1.2.6	Internet access in schools	45.25	66
1.2.7	Urbanisation	8.49	130
1.3	**Business and Labour Landscape**	**37.87**	**112**
	Labour Market		
1.3.1	Labour rights	60.50	99
1.3.2	Labour-employer cooperation	47.06	120
	Management Practice		
1.3.3	Professional management	43.29	120
1.3.4	Relationship of pay to productivity	41.44	106
	Technology Adoption		
1.3.5	Enterprise software	13.52	74
1.3.6	Cloud computing	9.97	91
1.3.7	Firms with website	49.33	67
2.	**ATTRACT**	**34.41**	**125**
2.1	**External Openness**	**16.51**	**132**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	12.97	130
	Attract People		
2.1.3	Migrant stock	2.90	103
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	33.67	106
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.31**	**114**
	Social Inclusion		
2.2.1	Tolerance of minorities	9.57	123
2.2.2	Tolerance of immigrants	84.62	16
2.2.3	Social mobility	44.48	121
	Gender Equality		
2.2.4	Economic empowerment of women	80.62	80
2.2.5	Gender parity in high-skilled jobs	42.50	102
2.2.6	Leadership opportunities for women	52.07	119

		SCORE	RANK
3.	**GROW**	**18.06**	**124**
3.1	**Formal Education**	**3.15**	**122**
	Enrolment		
3.1.1	Vocational enrolment	1.90	118
3.1.2	Tertiary enrolment	9.96	103
	Quality		
3.1.3	Tertiary education expenditure	0.76	97
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**19.32**	**128**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	13.44	99
3.2.3	Employee development	44.51	120
3.3	**Access to Growth Opportunities**	**31.72**	**115**
	Empowerment		
3.3.1	Delegation of authority	51.12	92
3.3.2	Youth inclusion	22.77	117
	Collaboration		
3.3.3	Use of virtual social networks	47.21	95
3.3.4	Use of virtual professional networks	5.78	108
4.	**RETAIN**	**47.48**	**88**
4.1	**Sustainability**	**40.95**	**95**
4.1.1	Pension coverage	76.99	73
4.1.2	Social protection	28.10	103
4.1.3	Brain retention	37.67	94
4.1.4	Environmental performance	33.10	123
4.1.5	Vulnerable employment	12.56	125
4.1.6	Protect against future disasters	89.60	3
4.1.7	Household financial resilience	8.60	114
4.2	**Lifestyle**	**54.02**	**81**
4.2.1	Personal rights	61.22	63
4.2.2	Personal safety	71.20	57
4.2.3	Physician density	13.51	91
4.2.4	Sanitation	77.52	95
4.2.5	Employee wellbeing	46.68	87
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**39.47**	**100**
5.1	**Mid-level Skills**	**29.48**	**89**
5.1.1	Workforce with secondary education	41.35	70
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	17.60	92
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**49.47**	**113**
5.2.1	Ease of finding skilled employees	47.66	104
5.2.2	Relevance of education system to the economy	42.92	83
5.2.3	Skills matching	50.20	88
5.2.4	Highly educated unemployment	57.10	104
6.	**GENERALIST ADAPTIVE SKILLS**	**17.90**	**98**
6.1	**High-level Skills**	**20.12**	**100**
6.1.1	Workforce with tertiary education	11.84	104
6.1.2	Soft skills	47.26	98
6.1.3	Professionals	15.40	84
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	5.97	109
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.68**	**88**
6.2.1	ICT services exports	10.20	76
6.2.2	Mobile apps development	68.70	50
6.2.3	Intellectual property receipts	15.66	66
6.2.4	High-value exports	0.91	122
6.2.5	Software development	6.60	69
6.2.6	New business density	5.67	81
6.2.7	Scientific journal articles	2.03	94

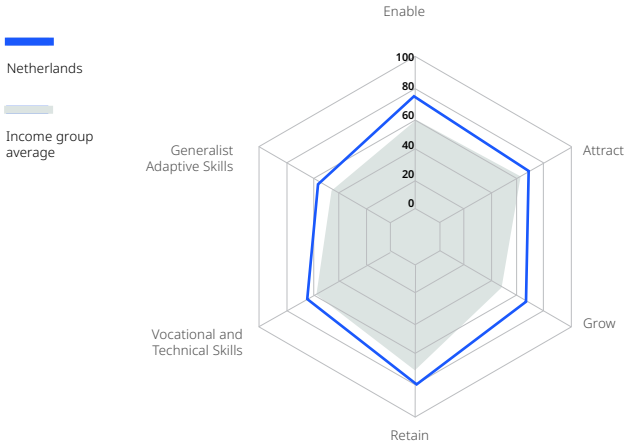
Netherlands

Key Indicators

Rank (out of 135)	**6**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**17.99**

GDP per capita (PPP US$)	81,705
GDP (US$ billions)	1,227.17
GTCI score	70.26
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**75.94**	**8**
1.1	**Regulatory Landscape**	**84.93**	**12**
1.1.1	Government effectiveness	84.93	8
1.1.2	Rule of law	92.12	10
1.1.3	Political stability	81.56	32
1.1.4	Regulatory quality	88.06	6
1.1.5	Corruption	78.00	9
1.2	**Market Landscape**	**69.24**	**15**
1.2.1	Extent of market dominance	62.66	22
1.2.2	Domestic credit to private sector	38.65	29
1.2.3	Cluster development	63.46	20
1.2.4	R&D expenditure	35.04	15
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	92.28	8
1.3	**Business and Labour Landscape**	**73.66**	**6**
	Labour Market		
1.3.1	Labour rights	96.20	24
1.3.2	Labour-employer cooperation	81.12	4
	Management Practice		
1.3.3	Professional management	82.78	5
1.3.4	Relationship of pay to productivity	59.61	24
	Technology Adoption		
1.3.5	Enterprise software	48.41	17
1.3.6	Cloud computing	58.78	9
1.3.7	Firms with website	88.70	14
2.	**ATTRACT**	**71.66**	**15**
2.1	**External Openness**	**62.60**	**16**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.83	10
2.1.2	Financial globalisation	96.50	7
	Attract People		
2.1.3	Migrant stock	30.92	27
2.1.4	International students	46.43	17
2.1.5	Brain gain	59.27	34
2.1.6	AI skills migration	44.63	17
2.2	**Internal Openness**	**80.72**	**13**
	Social Inclusion		
2.2.1	Tolerance of minorities	71.28	26
2.2.2	Tolerance of immigrants	76.92	27
2.2.3	Social mobility	75.39	11
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	87.37	40
2.2.6	Leadership opportunities for women	73.38	22

		SCORE	RANK
3.	**GROW**	**71.44**	**1**
3.1	**Formal Education**	**57.19**	**4**
	Enrolment		
3.1.1	Vocational enrolment	62.27	6
3.1.2	Tertiary enrolment	52.87	14
	Quality		
3.1.3	Tertiary education expenditure	41.84	9
3.1.4	Reading, maths and science	59.04	24
3.1.5	University ranking	69.93	11
3.2	**Lifelong Learning**	**73.77**	**6**
3.2.1	Business masters education	80.71	6
3.2.2	Prevalence of training in firms	66.66	18
3.2.3	Employee development	73.92	7
3.3	**Access to Growth Opportunities**	**83.36**	**3**
	Empowerment		
3.3.1	Delegation of authority	76.17	6
3.3.2	Youth inclusion	98.59	2
	Collaboration		
3.3.3	Use of virtual social networks	80.53	8
3.3.4	Use of virtual professional networks	78.14	6
4.	**RETAIN**	**81.42**	**8**
4.1	**Sustainability**	**77.01**	**6**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	77.17	10
4.1.3	Brain retention	70.18	17
4.1.4	Environmental performance	66.90	13
4.1.5	Vulnerable employment	85.53	45
4.1.6	Protect against future disasters	50.95	59
4.1.7	Household financial resilience	88.36	3
4.2	**Lifestyle**	**85.83**	**8**
4.2.1	Personal rights	93.19	11
4.2.2	Personal safety	87.36	17
4.2.3	Physician density	60.70	24
4.2.4	Sanitation	97.34	52
4.2.5	Employee wellbeing	90.55	5
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**65.01**	**19**
5.1	**Mid-level Skills**	**59.67**	**23**
5.1.1	Workforce with secondary education	47.01	55
5.1.2	Population with secondary education	50.49	46
5.1.3	Technicians and associate professionals	78.38	11
5.1.4	Labour productivity per employee	62.82	12
5.2	**Employability**	**70.34**	**23**
5.2.1	Ease of finding skilled employees	48.64	98
5.2.2	Relevance of education system to the economy	68.61	13
5.2.3	Skills matching	73.42	43
5.2.4	Highly educated unemployment	90.70	21
6.	**GENERALIST ADAPTIVE SKILLS**	**56.11**	**9**
6.1	**High-level Skills**	**52.78**	**12**
6.1.1	Workforce with tertiary education	58.45	24
6.1.2	Soft skills	72.12	7
6.1.3	Professionals	62.67	3
6.1.4	Researchers	63.20	9
6.1.5	Senior officials and managers	32.91	33
6.1.6	Digital skills	32.15	28
6.1.7	AI talent concentration	47.97	9
6.2	**Talent Impact**	**59.43**	**11**
6.2.1	ICT services exports	33.81	27
6.2.2	Mobile apps development	72.13	29
6.2.3	Intellectual property receipts	94.57	3
6.2.4	High-value exports	37.66	20
6.2.5	Software development	93.60	4
6.2.6	New business density	14.12	46
6.2.7	Scientific journal articles	70.15	9

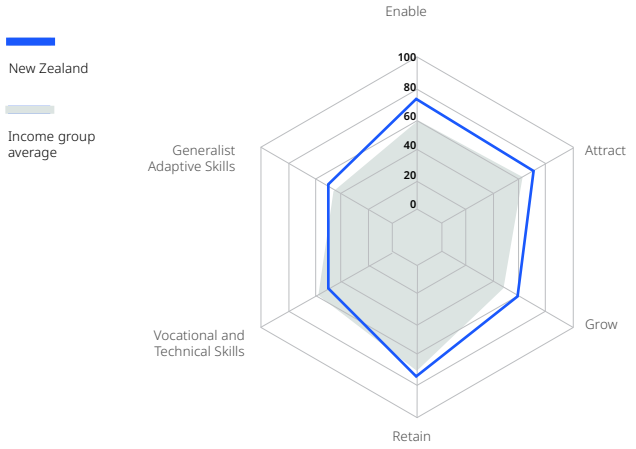
New Zealand

Key Indicators

Rank (out of 135)	**18**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**5.34**

GDP per capita (PPP US$)	53,759
GDP (US$ billions)	257.73
GTCI score	64.16
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**75.31**	**10**
1.1	**Regulatory Landscape**	**89.75**	**5**
1.1.1	Government effectiveness	82.85	14
1.1.2	Rule of law	93.65	9
1.1.3	Political stability	98.42	3
1.1.4	Regulatory quality	90.81	4
1.1.5	Corruption	83.00	4
1.2	**Market Landscape**	**64.51**	**23**
1.2.1	Extent of market dominance	58.39	31
1.2.2	Domestic credit to private sector	70.13	8
1.2.3	Cluster development	60.81	26
1.2.4	R&D expenditure	23.00	30
1.2.5	Population covered by at least a 3G mobile network	89.96	78
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	84.78	23
1.3	**Business and Labour Landscape**	**71.67**	**7**
	Labour Market		
1.3.1	Labour rights	89.00	49
1.3.2	Labour-employer cooperation	67.95	29
	Management Practice		
1.3.3	Professional management	74.74	14
1.3.4	Relationship of pay to productivity	59.12	28
	Technology Adoption		
1.3.5	Enterprise software	52.20	15
1.3.6	Cloud computing	66.02	8
1.3.7	Firms with website	92.64	8
2.	**ATTRACT**	**68.44**	**23**
2.1	**External Openness**	**55.09**	**29**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	65.30	69
2.1.2	Financial globalisation	66.57	53
	Attract People		
2.1.3	Migrant stock	53.79	13
2.1.4	International students	50.37	15
2.1.5	Brain gain	66.86	14
2.1.6	AI skills migration	27.68	40
2.2	**Internal Openness**	**81.79**	**11**
	Social Inclusion		
2.2.1	Tolerance of minorities	81.91	7
2.2.2	Tolerance of immigrants	95.38	3
2.2.3	Social mobility	67.51	36
	Gender Equality		
2.2.4	Economic empowerment of women	97.50	15
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	66.65	57

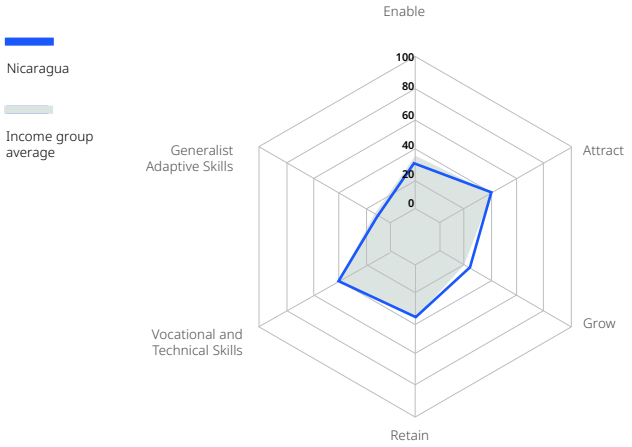
		SCORE	RANK
3.	**GROW**	**59.22**	**16**
3.1	**Formal Education**	**42.33**	**25**
	Enrolment		
3.1.1	Vocational enrolment	25.45	51
3.1.2	Tertiary enrolment	44.93	32
	Quality		
3.1.3	Tertiary education expenditure	23.95	28
3.1.4	Reading, maths and science	65.09	11
3.1.5	University ranking	52.20	19
3.2	**Lifelong Learning**	**61.68**	**16**
3.2.1	Business masters education	34.05	31
3.2.2	Prevalence of training in firms	82.61	8
3.2.3	Employee development	68.38	28
3.3	**Access to Growth Opportunities**	**73.66**	**14**
	Empowerment		
3.3.1	Delegation of authority	70.52	13
3.3.2	Youth inclusion	76.53	44
	Collaboration		
3.3.3	Use of virtual social networks	78.64	12
3.3.4	Use of virtual professional networks	68.97	12
4.	**RETAIN**	**77.34**	**15**
4.1	**Sustainability**	**74.82**	**14**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	70.25	17
4.1.3	Brain retention	60.61	31
4.1.4	Environmental performance	57.30	33
4.1.5	Vulnerable employment	85.57	44
4.1.6	Protect against future disasters	77.09	11
4.1.7	Household financial resilience	72.90	13
4.2	**Lifestyle**	**79.87**	**23**
4.2.1	Personal rights	94.89	7
4.2.2	Personal safety	66.44	66
4.2.3	Physician density	55.27	33
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	82.76	12
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**53.72**	**58**
5.1	**Mid-level Skills**	**51.97**	**44**
5.1.1	Workforce with secondary education	52.01	48
5.1.2	Population with secondary education	55.18	40
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	48.71	34
5.2	**Employability**	**55.46**	**90**
5.2.1	Ease of finding skilled employees	62.87	36
5.2.2	Relevance of education system to the economy	48.06	57
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**50.92**	**18**
6.1	**High-level Skills**	**48.50**	**18**
6.1.1	Workforce with tertiary education	52.82	29
6.1.2	Soft skills	68.89	16
6.1.3	Professionals	n/a	n/a
6.1.4	Researchers	48.97	20
6.1.5	Senior officials and managers	n/a	n/a
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	23.33	30
6.2	**Talent Impact**	**53.34**	**14**
6.2.1	ICT services exports	14.08	65
6.2.2	Mobile apps development	68.83	48
6.2.3	Intellectual property receipts	70.63	14
6.2.4	High-value exports	20.20	42
6.2.5	Software development	67.39	13
6.2.6	New business density	67.11	6
6.2.7	Scientific journal articles	65.16	12

Nicaragua

Key Indicators

Rank (out of 135)	**109**
Income group	**Lower middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**6.92**
GDP per capita (PPP US$)	8,292
GDP (US$ billions)	17.82
GTCI score	31.50
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



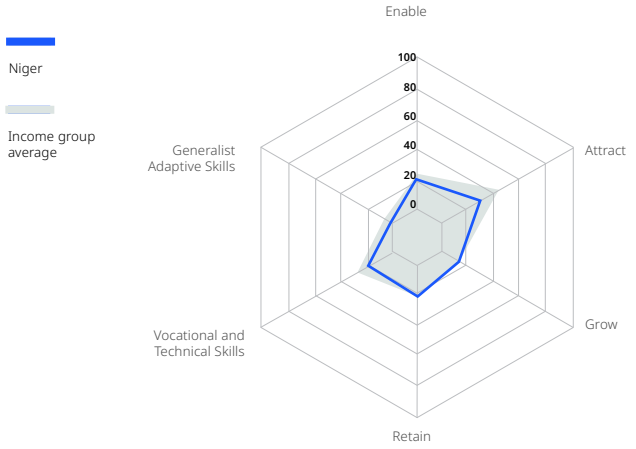
		SCORE	RANK
1.	**ENABLE**	**28.77**	**125**
1.1	Regulatory Landscape	30.06	119
1.1.1	Government effectiveness	25.92	126
1.1.2	Rule of law	21.21	130
1.1.3	Political stability	62.69	69
1.1.4	Regulatory quality	26.49	115
1.1.5	Corruption	14.00	132
1.2	Market Landscape	23.47	124
1.2.1	Extent of market dominance	27.44	131
1.2.2	Domestic credit to private sector	11.38	92
1.2.3	Cluster development	30.78	130
1.2.4	R&D expenditure	1.61	102
1.2.5	Population covered by at least a 3G mobile network	36.58	119
1.2.6	Internet access in schools	3.47	85
1.2.7	Urbanisation	53.04	80
1.3	Business and Labour Landscape	32.77	132
	Labour Market		
1.3.1	Labour rights	44.90	114
1.3.2	Labour-employer cooperation	55.95	83
	Management Practice		
1.3.3	Professional management	36.39	124
1.3.4	Relationship of pay to productivity	35.08	120
	Technology Adoption		
1.3.5	Enterprise software	11.86	96
1.3.6	Cloud computing	11.32	86
1.3.7	Firms with website	33.87	91
2.	**ATTRACT**	**40.51**	**112**
2.1	External Openness	22.63	118
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	61.05	66
	Attract People		
2.1.3	Migrant stock	1.07	120
2.1.4	International students	5.78	80
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	58.39	93
	Social Inclusion		
2.2.1	Tolerance of minorities	43.62	67
2.2.2	Tolerance of immigrants	70.77	39
2.2.3	Social mobility	38.69	126
	Gender Equality		
2.2.4	Economic empowerment of women	86.25	57
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	52.65	117
3.	**GROW**	**27.44**	**94**
3.1	Formal Education	8.43	104
	Enrolment		
3.1.1	Vocational enrolment	12.25	80
3.1.2	Tertiary enrolment	16.87	91
	Quality		
3.1.3	Tertiary education expenditure	4.59	78
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	36.46	68
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	70.96	14
3.2.3	Employee development	38.41	129
3.3	Access to Growth Opportunities	37.45	102
	Empowerment		
3.3.1	Delegation of authority	45.10	113
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	54.79	79
3.3.4	Use of virtual professional networks	12.46	83
4.	**RETAIN**	**42.79**	**97**
4.1	Sustainability	41.64	92
4.1.1	Pension coverage	34.43	95
4.1.2	Social protection	13.21	126
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	47.40	61
4.1.5	Vulnerable employment	58.32	86
4.1.6	Protect against future disasters	80.22	9
4.1.7	Household financial resilience	16.24	92
4.2	Lifestyle	43.94	100
4.2.1	Personal rights	3.50	129
4.2.2	Personal safety	62.77	71
4.2.3	Physician density	15.34	87
4.2.4	Sanitation	69.00	104
4.2.5	Employee wellbeing	69.09	45
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**35.60**	**112**
5.1	Mid-level Skills	26.60	93
5.1.1	Workforce with secondary education	26.95	98
5.1.2	Population with secondary education	23.88	90
5.1.3	Technicians and associate professionals	28.97	70
5.1.4	Labour productivity per employee	n/a	n/a
5.2	Employability	44.60	122
5.2.1	Ease of finding skilled employees	42.14	121
5.2.2	Relevance of education system to the economy	19.10	133
5.2.3	Skills matching	40.15	97
5.2.4	Highly educated unemployment	77.02	77
6.	**GENERALIST ADAPTIVE SKILLS**	**13.87**	**112**
6.1	High-level Skills	20.00	101
6.1.1	Workforce with tertiary education	12.94	99
6.1.2	Soft skills	46.24	101
6.1.3	Professionals	10.14	104
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	10.67	95
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	7.75	126
6.2.1	ICT services exports	22.25	47
6.2.2	Mobile apps development	20.70	123
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	1.20	120
6.2.5	Software development	2.16	106
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	0.18	125

Niger

Key Indicators

Rank (out of 135)	**134**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**27.03**
GDP per capita (PPP US$)	1,785
GDP (US$ billions)	15.46
GTCI score	20.05
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**22.44**	**133**
1.1	**Regulatory Landscape**	**31.61**	**117**
1.1.1	Government effectiveness	35.59	103
1.1.2	Rule of law	35.05	104
1.1.3	Political stability	25.53	127
1.1.4	Regulatory quality	27.90	114
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**1.01**	**135**
1.2.1	Extent of market dominance	n/a	n/a
1.2.2	Domestic credit to private sector	1.18	125
1.2.3	Cluster development	n/a	n/a
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	0.00	135
1.2.6	Internet access in schools	0.43	89
1.2.7	Urbanisation	2.44	134
1.3	**Business and Labour Landscape**	**34.69**	**127**
	Labour Market		
1.3.1	Labour rights	87.00	56
1.3.2	Labour-employer cooperation	n/a	n/a
	Management Practice		
1.3.3	Professional management	n/a	n/a
1.3.4	Relationship of pay to productivity	n/a	n/a
	Technology Adoption		
1.3.5	Enterprise software	21.94	43
1.3.6	Cloud computing	4.02	125
1.3.7	Firms with website	25.80	98
2.	**ATTRACT**	**32.89**	**126**
2.1	**External Openness**	**21.92**	**120**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	44.42	93
	Attract People		
2.1.3	Migrant stock	3.04	101
2.1.4	International students	18.29	48
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**43.86**	**126**
	Social Inclusion		
2.2.1	Tolerance of minorities	21.28	105
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	n/a	n/a
	Gender Equality		
2.2.4	Economic empowerment of women	53.75	125
2.2.5	Gender parity in high-skilled jobs	34.27	107
2.2.6	Leadership opportunities for women	n/a	n/a
3.	**GROW**	**14.69**	**132**
3.1	**Formal Education**	**5.21**	**118**
	Enrolment		
3.1.1	Vocational enrolment	14.55	72
3.1.2	Tertiary enrolment	1.15	126
	Quality		
3.1.3	Tertiary education expenditure	5.15	75
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**15.70**	**133**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	31.40	67
3.2.3	Employee development	n/a	n/a
3.3	**Access to Growth Opportunities**	**23.14**	**129**
	Empowerment		
3.3.1	Delegation of authority	n/a	n/a
3.3.2	Youth inclusion	69.43	61
	Collaboration		
3.3.3	Use of virtual social networks	0.00	135
3.3.4	Use of virtual professional networks	0.00	132
4.	**RETAIN**	**24.40**	**127**
4.1	**Sustainability**	**22.86**	**133**
4.1.1	Pension coverage	4.98	131
4.1.2	Social protection	n/a	n/a
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	40.00	95
4.1.5	Vulnerable employment	6.08	130
4.1.6	Protect against future disasters	53.98	50
4.1.7	Household financial resilience	9.24	113
4.2	**Lifestyle**	**25.95**	**125**
4.2.1	Personal rights	54.73	74
4.2.2	Personal safety	37.71	111
4.2.3	Physician density	0.00	134
4.2.4	Sanitation	3.51	133
4.2.5	Employee wellbeing	33.80	100
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**22.19**	**132**
5.1	**Mid-level Skills**	**1.18**	**135**
5.1.1	Workforce with secondary education	1.84	129
5.1.2	Population with secondary education	0.00	122
5.1.3	Technicians and associate professionals	0.63	126
5.1.4	Labour productivity per employee	2.26	114
5.2	**Employability**	**43.20**	**125**
5.2.1	Ease of finding skilled employees	n/a	n/a
5.2.2	Relevance of education system to the economy	n/a	n/a
5.2.3	Skills matching	2.18	112
5.2.4	Highly educated unemployment	84.22	44
6.	**GENERALIST ADAPTIVE SKILLS**	**3.66**	**135**
6.1	**High-level Skills**	**1.63**	**134**
6.1.1	Workforce with tertiary education	0.00	132
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	2.52	129
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	0.00	131
6.1.6	Digital skills	4.01	79
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**5.69**	**129**
6.2.1	ICT services exports	19.57	51
6.2.2	Mobile apps development	n/a	n/a
6.2.3	Intellectual property receipts	0.19	116
6.2.4	High-value exports	13.96	58
6.2.5	Software development	0.02	133
6.2.6	New business density	0.35	122
6.2.7	Scientific journal articles	0.06	131

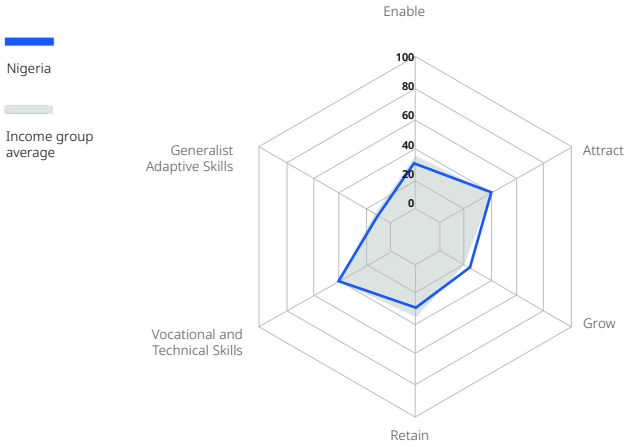
Nigeria

Key Indicators

Rank (out of 135)	**114**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**232.68**

GDP per capita (PPP US$)	6,367
GDP (US$ billions)	187.64
GTCI score	30.51
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**31.46**	**121**
1.1	Regulatory Landscape	27.21	125
1.1.1	Government effectiveness	31.08	114
1.1.2	Rule of law	30.69	111
1.1.3	Political stability	23.13	129
1.1.4	Regulatory quality	25.13	120
1.1.5	Corruption	26.00	110
1.2	Market Landscape	29.59	116
1.2.1	Extent of market dominance	42.12	86
1.2.2	Domestic credit to private sector	2.54	121
1.2.3	Cluster development	39.05	112
1.2.4	R&D expenditure	4.40	78
1.2.5	Population covered by at least a 3G mobile network	42.44	115
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	46.99	94
1.3	Business and Labour Landscape	37.58	116
	Labour Market		
1.3.1	Labour rights	69.20	91
1.3.2	Labour-employer cooperation	55.19	91
	Management Practice		
1.3.3	Professional management	62.21	53
1.3.4	Relationship of pay to productivity	44.04	90
	Technology Adoption		
1.3.5	Enterprise software	12.77	88
1.3.6	Cloud computing	6.03	119
1.3.7	Firms with website	13.64	108
2.	**ATTRACT**	**40.04**	**113**
2.1	External Openness	27.74	99
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	32.17	116
	Attract People		
2.1.3	Migrant stock	1.01	121
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	50.03	65
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	52.34	113
	Social Inclusion		
2.2.1	Tolerance of minorities	11.70	121
2.2.2	Tolerance of immigrants	61.54	57
2.2.3	Social mobility	53.12	94
	Gender Equality		
2.2.4	Economic empowerment of women	66.25	112
2.2.5	Gender parity in high-skilled jobs	58.29	94
2.2.6	Leadership opportunities for women	63.13	77

		SCORE	RANK
3.	**GROW**	**27.25**	**97**
3.1	Formal Education	2.63	126
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	5.27	111
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	39.29	56
3.2.1	Business masters education	18.91	52
3.2.2	Prevalence of training in firms	35.65	63
3.2.3	Employee development	63.31	52
3.3	Access to Growth Opportunities	39.81	97
	Empowerment		
3.3.1	Delegation of authority	59.36	56
3.3.2	Youth inclusion	79.04	40
	Collaboration		
3.3.3	Use of virtual social networks	14.30	117
3.3.4	Use of virtual professional networks	6.57	105
4.	**RETAIN**	**30.63**	**119**
4.1	Sustainability	27.93	121
4.1.1	Pension coverage	18.84	107
4.1.2	Social protection	14.01	124
4.1.3	Brain retention	38.78	91
4.1.4	Environmental performance	37.90	105
4.1.5	Vulnerable employment	26.58	115
4.1.6	Protect against future disasters	22.98	98
4.1.7	Household financial resilience	36.42	47
4.2	Lifestyle	33.34	110
4.2.1	Personal rights	44.42	90
4.2.2	Personal safety	41.88	105
4.2.3	Physician density	5.65	107
4.2.4	Sanitation	37.43	120
4.2.5	Employee wellbeing	37.31	96
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**40.75**	**96**
5.1	Mid-level Skills	30.62	87
5.1.1	Workforce with secondary education	76.41	11
5.1.2	Population with secondary education	32.81	80
5.1.3	Technicians and associate professionals	5.36	118
5.1.4	Labour productivity per employee	7.91	102
5.2	Employability	50.87	107
5.2.1	Ease of finding skilled employees	56.73	64
5.2.2	Relevance of education system to the economy	31.30	112
5.2.3	Skills matching	29.28	103
5.2.4	Highly educated unemployment	86.18	39
6.	**GENERALIST ADAPTIVE SKILLS**	**12.92**	**117**
6.1	High-level Skills	15.01	119
6.1.1	Workforce with tertiary education	12.06	103
6.1.2	Soft skills	52.94	74
6.1.3	Professionals	6.95	114
6.1.4	Researchers	0.17	107
6.1.5	Senior officials and managers	2.94	120
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	10.83	110
6.2.1	ICT services exports	2.23	114
6.2.2	Mobile apps development	59.18	86
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	5.46	91
6.2.5	Software development	2.68	101
6.2.6	New business density	4.77	89
6.2.7	Scientific journal articles	1.48	97

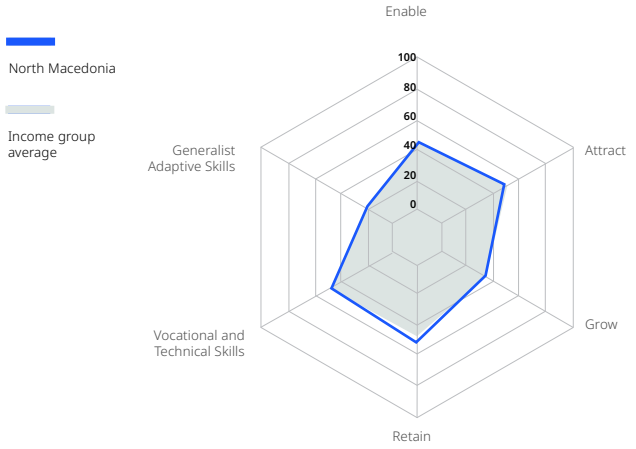
North Macedonia

Key Indicators

Rank (out of 135)	**64**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**1.79**

GDP per capita (PPP US$)	26,176
GDP (US$ billions)	16.68
GTCI score	45.36
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**46.92**	**73**
1.1	**Regulatory Landscape**	**52.60**	**61**
1.1.1	Government effectiveness	48.42	73
1.1.2	Rule of law	48.16	76
1.1.3	Political stability	69.81	55
1.1.4	Regulatory quality	56.60	50
1.1.5	Corruption	40.00	70
1.2	**Market Landscape**	**44.42**	**85**
1.2.1	Extent of market dominance	41.57	88
1.2.2	Domestic credit to private sector	24.58	58
1.2.3	Cluster development	42.53	90
1.2.4	R&D expenditure	6.14	68
1.2.5	Population covered by at least a 3G mobile network	99.01	39
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	52.70	82
1.3	**Business and Labour Landscape**	**43.74**	**86**
	Labour Market		
1.3.1	Labour rights	94.80	31
1.3.2	Labour-employer cooperation	49.20	114
	Management Practice		
1.3.3	Professional management	46.73	111
1.3.4	Relationship of pay to productivity	47.48	65
	Technology Adoption		
1.3.5	Enterprise software	18.78	52
1.3.6	Cloud computing	5.47	121
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**52.57**	**63**
2.1	**External Openness**	**46.59**	**50**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	89.69	40
2.1.2	Financial globalisation	58.29	73
	Attract People		
2.1.3	Migrant stock	15.71	53
2.1.4	International students	28.39	37
2.1.5	Brain gain	40.84	93
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**58.54**	**92**
	Social Inclusion		
2.2.1	Tolerance of minorities	45.74	62
2.2.2	Tolerance of immigrants	35.38	107
2.2.3	Social mobility	44.65	120
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	90.48	31
2.2.6	Leadership opportunities for women	50.01	123

		SCORE	RANK
3.	**GROW**	**35.10**	**71**
3.1	**Formal Education**	**23.29**	**68**
	Enrolment		
3.1.1	Vocational enrolment	46.57	18
3.1.2	Tertiary enrolment	30.77	70
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	15.82	70
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**36.52**	**67**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	53.68	30
3.2.3	Employee development	55.90	90
3.3	**Access to Growth Opportunities**	**45.48**	**81**
	Empowerment		
3.3.1	Delegation of authority	44.60	115
3.3.2	Youth inclusion	62.56	73
	Collaboration		
3.3.3	Use of virtual social networks	54.26	83
3.3.4	Use of virtual professional networks	20.50	68
4.	**RETAIN**	**57.22**	**61**
4.1	**Sustainability**	**44.78**	**86**
4.1.1	Pension coverage	65.49	79
4.1.2	Social protection	32.95	91
4.1.3	Brain retention	39.30	89
4.1.4	Environmental performance	50.30	50
4.1.5	Vulnerable employment	89.08	33
4.1.6	Protect against future disasters	12.64	114
4.1.7	Household financial resilience	23.67	73
4.2	**Lifestyle**	**69.67**	**48**
4.2.1	Personal rights	64.90	58
4.2.2	Personal safety	81.45	34
4.2.3	Physician density	52.30	41
4.2.4	Sanitation	98.82	35
4.2.5	Employee wellbeing	50.90	82
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**54.37**	**55**
5.1	**Mid-level Skills**	**53.67**	**39**
5.1.1	Workforce with secondary education	68.06	19
5.1.2	Population with secondary education	66.38	24
5.1.3	Technicians and associate professionals	51.04	44
5.1.4	Labour productivity per employee	29.19	61
5.2	**Employability**	**55.08**	**92**
5.2.1	Ease of finding skilled employees	44.44	115
5.2.2	Relevance of education system to the economy	33.58	104
5.2.3	Skills matching	77.88	27
5.2.4	Highly educated unemployment	64.40	99
6.	**GENERALIST ADAPTIVE SKILLS**	**25.98**	**63**
6.1	**High-level Skills**	**26.76**	**70**
6.1.1	Workforce with tertiary education	40.11	55
6.1.2	Soft skills	45.91	104
6.1.3	Professionals	39.15	37
6.1.4	Researchers	8.82	54
6.1.5	Senior officials and managers	16.30	76
6.1.6	Digital skills	10.24	65
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**25.21**	**57**
6.2.1	ICT services exports	37.43	23
6.2.2	Mobile apps development	62.58	73
6.2.3	Intellectual property receipts	25.07	49
6.2.4	High-value exports	9.89	68
6.2.5	Software development	12.27	56
6.2.6	New business density	18.74	40
6.2.7	Scientific journal articles	10.48	62

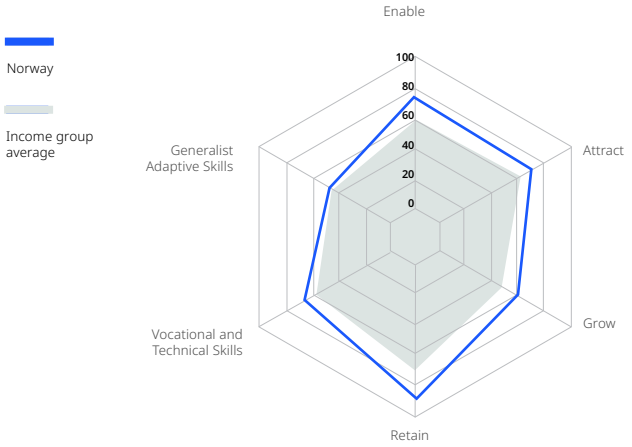
Norway

Key Indicators

Rank (out of 135)	**7**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**5.57**

GDP per capita (PPP US$)	103,586
GDP (US$ billions)	483.73
GTCI score	69.84
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**77.00**	**6**
1.1	**Regulatory Landscape**	**87.46**	**7**
1.1.1	Government effectiveness	88.73	5
1.1.2	Rule of law	96.77	3
1.1.3	Political stability	87.21	16
1.1.4	Regulatory quality	83.60	12
1.1.5	Corruption	81.00	5
1.2	**Market Landscape**	**73.00**	**10**
1.2.1	Extent of market dominance	68.59	7
1.2.2	Domestic credit to private sector	63.60	11
1.2.3	Cluster development	68.91	8
1.2.4	R&D expenditure	29.14	18
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	81.52	29
1.3	**Business and Labour Landscape**	**70.55**	**8**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	73.05	14
	Management Practice		
1.3.3	Professional management	75.05	13
1.3.4	Relationship of pay to productivity	68.70	7
	Technology Adoption		
1.3.5	Enterprise software	38.35	21
1.3.6	Cloud computing	56.28	10
1.3.7	Firms with website	82.43	23
2.	**ATTRACT**	**71.06**	**18**
2.1	**External Openness**	**56.95**	**25**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.77	15
2.1.2	Financial globalisation	85.25	17
	Attract People		
2.1.3	Migrant stock	34.63	25
2.1.4	International students	15.27	55
2.1.5	Brain gain	70.58	5
2.1.6	AI skills migration	39.21	22
2.2	**Internal Openness**	**85.17**	**7**
	Social Inclusion		
2.2.1	Tolerance of minorities	70.21	29
2.2.2	Tolerance of immigrants	95.38	3
2.2.3	Social mobility	75.63	10
	Gender Equality		
2.2.4	Economic empowerment of women	96.88	20
2.2.5	Gender parity in high-skilled jobs	97.60	10
2.2.6	Leadership opportunities for women	75.34	20

		SCORE	RANK
3.	**GROW**	**60.39**	**14**
3.1	**Formal Education**	**52.90**	**10**
	Enrolment		
3.1.1	Vocational enrolment	45.64	20
3.1.2	Tertiary enrolment	56.33	10
	Quality		
3.1.3	Tertiary education expenditure	61.74	2
3.1.4	Reading, maths and science	56.69	32
3.1.5	University ranking	44.10	28
3.2	**Lifelong Learning**	**50.29**	**28**
3.2.1	Business masters education	30.30	34
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	70.28	20
3.3	**Access to Growth Opportunities**	**77.98**	**9**
	Empowerment		
3.3.1	Delegation of authority	79.90	2
3.3.2	Youth inclusion	93.71	7
	Collaboration		
3.3.3	Use of virtual social networks	76.94	23
3.3.4	Use of virtual professional networks	61.38	15
4.	**RETAIN**	**88.38**	**1**
4.1	**Sustainability**	**85.92**	**1**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	86.72	2
4.1.3	Brain retention	73.97	7
4.1.4	Environmental performance	69.90	7
4.1.5	Vulnerable employment	95.64	9
4.1.6	Protect against future disasters	81.71	5
4.1.7	Household financial resilience	93.50	2
4.2	**Lifestyle**	**90.83**	**2**
4.2.1	Personal rights	96.32	3
4.2.2	Personal safety	93.51	4
4.2.3	Physician density	77.00	7
4.2.4	Sanitation	97.76	45
4.2.5	Employee wellbeing	89.58	7
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**68.62**	**9**
5.1	**Mid-level Skills**	**60.17**	**21**
5.1.1	Workforce with secondary education	42.64	68
5.1.2	Population with secondary education	55.40	38
5.1.3	Technicians and associate professionals	69.04	19
5.1.4	Labour productivity per employee	73.58	5
5.2	**Employability**	**77.07**	**2**
5.2.1	Ease of finding skilled employees	69.22	12
5.2.2	Relevance of education system to the economy	66.81	17
5.2.3	Skills matching	79.73	21
5.2.4	Highly educated unemployment	92.53	11
6.	**GENERALIST ADAPTIVE SKILLS**	**53.61**	**15**
6.1	**High-level Skills**	**54.37**	**8**
6.1.1	Workforce with tertiary education	66.89	15
6.1.2	Soft skills	70.14	14
6.1.3	Professionals	57.25	6
6.1.4	Researchers	71.32	6
6.1.5	Senior officials and managers	42.08	19
6.1.6	Digital skills	48.17	10
6.1.7	AI talent concentration	24.76	29
6.2	**Talent Impact**	**52.85**	**15**
6.2.1	ICT services exports	16.46	58
6.2.2	Mobile apps development	70.98	33
6.2.3	Intellectual property receipts	29.73	45
6.2.4	High-value exports	41.01	16
6.2.5	Software development	80.73	7
6.2.6	New business density	37.69	17
6.2.7	Scientific journal articles	93.32	3

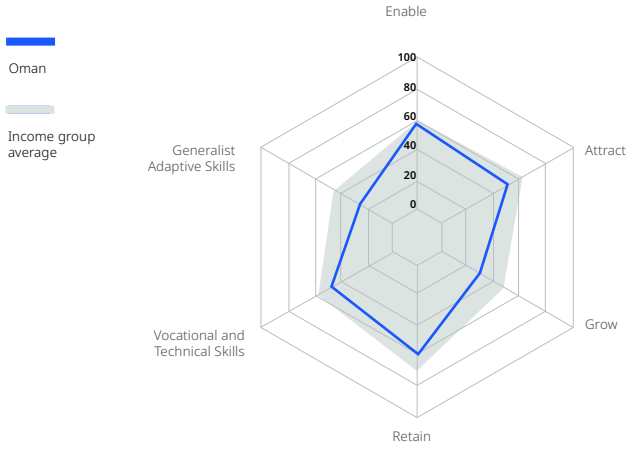
Oman

Key Indicators

Rank (out of 135)	**56**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**5.28**

GDP per capita (PPP US$)	40,906
GDP (US$ billions)	106.94
GTCI score	47.82
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**57.28**	**40**
1.1	**Regulatory Landscape**	**62.85**	**44**
1.1.1	Government effectiveness	55.52	53
1.1.2	Rule of law	67.12	38
1.1.3	Political stability	79.83	38
1.1.4	Regulatory quality	56.77	49
1.1.5	Corruption	55.00	41
1.2	**Market Landscape**	**64.35**	**25**
1.2.1	Extent of market dominance	64.32	16
1.2.2	Domestic credit to private sector	27.28	51
1.2.3	Cluster development	66.14	13
1.2.4	R&D expenditure	5.71	70
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	87.03	16
1.3	**Business and Labour Landscape**	**44.65**	**79**
	Labour Market		
1.3.1	Labour rights	58.30	104
1.3.2	Labour-employer cooperation	70.68	20
	Management Practice		
1.3.3	Professional management	67.56	36
1.3.4	Relationship of pay to productivity	62.56	18
	Technology Adoption		
1.3.5	Enterprise software	4.73	123
1.3.6	Cloud computing	4.06	124
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**56.97**	**41**
2.1	**External Openness**	**56.76**	**26**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	65.57	54
	Attract People		
2.1.3	Migrant stock	82.67	8
2.1.4	International students	9.03	70
2.1.5	Brain gain	69.76	7
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**57.19**	**96**
	Social Inclusion		
2.2.1	Tolerance of minorities	72.34	24
2.2.2	Tolerance of immigrants	n/a	n/a
2.2.3	Social mobility	67.51	37
	Gender Equality		
2.2.4	Economic empowerment of women	46.25	130
2.2.5	Gender parity in high-skilled jobs	23.10	113
2.2.6	Leadership opportunities for women	76.74	19

		SCORE	RANK
3.	**GROW**	**35.63**	**69**
3.1	**Formal Education**	**24.18**	**65**
	Enrolment		
3.1.1	Vocational enrolment	0.30	124
3.1.2	Tertiary enrolment	25.09	80
	Quality		
3.1.3	Tertiary education expenditure	60.78	4
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	10.57	68
3.2	**Lifelong Learning**	**33.84**	**77**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	67.67	34
3.3	**Access to Growth Opportunities**	**48.87**	**72**
	Empowerment		
3.3.1	Delegation of authority	64.00	37
3.3.2	Youth inclusion	45.39	101
	Collaboration		
3.3.3	Use of virtual social networks	59.14	76
3.3.4	Use of virtual professional networks	26.95	50
4.	**RETAIN**	**63.14**	**46**
4.1	**Sustainability**	**66.16**	**32**
4.1.1	Pension coverage	46.12	88
4.1.2	Social protection	70.16	18
4.1.3	Brain retention	65.77	26
4.1.4	Environmental performance	51.30	47
4.1.5	Vulnerable employment	97.46	6
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**60.12**	**68**
4.2.1	Personal rights	37.34	94
4.2.2	Personal safety	66.66	65
4.2.3	Physician density	31.21	75
4.2.4	Sanitation	99.22	24
4.2.5	Employee wellbeing	66.16	50
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**49.69**	**70**
5.1	**Mid-level Skills**	**36.26**	**75**
5.1.1	Workforce with secondary education	35.18	81
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	37.34	47
5.2	**Employability**	**63.11**	**60**
5.2.1	Ease of finding skilled employees	66.65	20
5.2.2	Relevance of education system to the economy	59.58	31
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**24.20**	**67**
6.1	**High-level Skills**	**33.11**	**50**
6.1.1	Workforce with tertiary education	25.65	82
6.1.2	Soft skills	71.00	12
6.1.3	Professionals	n/a	n/a
6.1.4	Researchers	6.25	67
6.1.5	Senior officials and managers	n/a	n/a
6.1.6	Digital skills	29.56	30
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.28**	**91**
6.2.1	ICT services exports	3.28	105
6.2.2	Mobile apps development	69.57	46
6.2.3	Intellectual property receipts	3.78	98
6.2.4	High-value exports	7.77	82
6.2.5	Software development	3.13	95
6.2.6	New business density	7.34	72
6.2.7	Scientific journal articles	12.11	56

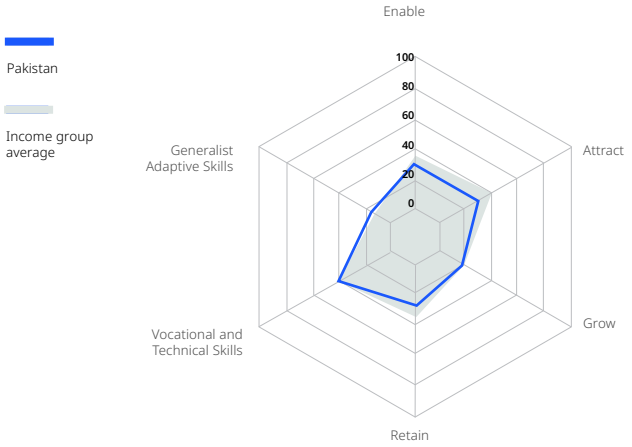
Pakistan

Key Indicators

Rank (out of 135)	**124**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**251.27**

GDP per capita (PPP US$)	6,724
GDP (US$ billions)	373.08
GTCI score	26.90
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**28.63**	**126**
1.1	**Regulatory Landscape**	**28.09**	**123**
1.1.1	Government effectiveness	36.96	100
1.1.2	Rule of law	31.36	110
1.1.3	Political stability	19.18	130
1.1.4	Regulatory quality	25.96	116
1.1.5	Corruption	27.00	107
1.2	**Market Landscape**	**21.79**	**126**
1.2.1	Extent of market dominance	35.13	111
1.2.2	Domestic credit to private sector	1.73	124
1.2.3	Cluster development	44.11	85
1.2.4	R&D expenditure	2.50	93
1.2.5	Population covered by at least a 3G mobile network	19.91	126
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	27.35	116
1.3	**Business and Labour Landscape**	**36.02**	**124**
	Labour Market		
1.3.1	Labour rights	49.90	111
1.3.2	Labour-employer cooperation	47.07	119
	Management Practice		
1.3.3	Professional management	46.33	113
1.3.4	Relationship of pay to productivity	42.74	102
	Technology Adoption		
1.3.5	Enterprise software	12.97	82
1.3.6	Cloud computing	9.35	95
1.3.7	Firms with website	43.76	74
2.	**ATTRACT**	**26.75**	**133**
2.1	**External Openness**	**18.49**	**127**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	10.12	133
	Attract People		
2.1.3	Migrant stock	3.04	100
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	42.31	88
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**35.02**	**133**
	Social Inclusion		
2.2.1	Tolerance of minorities	7.45	126
2.2.2	Tolerance of immigrants	36.92	106
2.2.3	Social mobility	46.50	114
	Gender Equality		
2.2.4	Economic empowerment of women	58.75	121
2.2.5	Gender parity in high-skilled jobs	8.73	117
2.2.6	Leadership opportunities for women	51.76	120

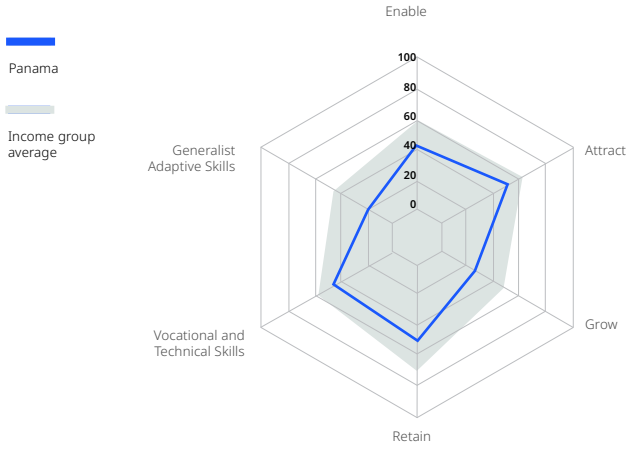
		SCORE	RANK
3.	**GROW**	**21.17**	**117**
3.1	**Formal Education**	**12.10**	**95**
	Enrolment		
3.1.1	Vocational enrolment	3.89	108
3.1.2	Tertiary enrolment	5.19	112
	Quality		
3.1.3	Tertiary education expenditure	9.33	57
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	30.00	44
3.2	**Lifelong Learning**	**24.12**	**113**
3.2.1	Business masters education	22.72	47
3.2.2	Prevalence of training in firms	2.60	116
3.2.3	Employee development	47.03	114
3.3	**Access to Growth Opportunities**	**27.29**	**123**
	Empowerment		
3.3.1	Delegation of authority	54.74	76
3.3.2	Youth inclusion	23.25	115
	Collaboration		
3.3.3	Use of virtual social networks	24.50	111
3.3.4	Use of virtual professional networks	6.68	104
4.	**RETAIN**	**33.48**	**111**
4.1	**Sustainability**	**28.33**	**119**
4.1.1	Pension coverage	16.63	114
4.1.2	Social protection	51.76	57
4.1.3	Brain retention	38.11	92
4.1.4	Environmental performance	25.50	133
4.1.5	Vulnerable employment	38.20	106
4.1.6	Protect against future disasters	26.88	97
4.1.7	Household financial resilience	1.25	123
4.2	**Lifestyle**	**38.62**	**104**
4.2.1	Personal rights	24.35	110
4.2.2	Personal safety	53.67	87
4.2.3	Physician density	16.11	86
4.2.4	Sanitation	64.23	107
4.2.5	Employee wellbeing	34.74	99
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**33.74**	**114**
5.1	**Mid-level Skills**	**15.80**	**113**
5.1.1	Workforce with secondary education	26.71	99
5.1.2	Population with secondary education	10.69	108
5.1.3	Technicians and associate professionals	15.67	98
5.1.4	Labour productivity per employee	10.15	93
5.2	**Employability**	**51.68**	**105**
5.2.1	Ease of finding skilled employees	55.68	69
5.2.2	Relevance of education system to the economy	51.30	51
5.2.3	Skills matching	37.77	99
5.2.4	Highly educated unemployment	61.99	102
6.	**GENERALIST ADAPTIVE SKILLS**	**17.65**	**100**
6.1	**High-level Skills**	**16.40**	**113**
6.1.1	Workforce with tertiary education	12.19	102
6.1.2	Soft skills	53.07	72
6.1.3	Professionals	9.99	105
6.1.4	Researchers	4.51	74
6.1.5	Senior officials and managers	13.54	89
6.1.6	Digital skills	5.10	75
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**18.90**	**76**
6.2.1	ICT services exports	42.94	18
6.2.2	Mobile apps development	74.52	18
6.2.3	Intellectual property receipts	5.24	92
6.2.4	High-value exports	2.92	107
6.2.5	Software development	2.58	102
6.2.6	New business density	0.79	115
6.2.7	Scientific journal articles	3.32	87

Panama

Key Indicators

Rank (out of 135)	**81**
Income group	**High income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**4.52**
GDP per capita (PPP US$)	39,949
GDP (US$ billions)	87.69
GTCI score	41.15
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.33**	**90**
1.1	**Regulatory Landscape**	**48.43**	**72**
1.1.1	Government effectiveness	44.98	80
1.1.2	Rule of law	43.84	82
1.1.3	Political stability	70.84	53
1.1.4	Regulatory quality	49.48	67
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**43.81**	**88**
1.2.1	Extent of market dominance	41.34	89
1.2.2	Domestic credit to private sector	48.49	21
1.2.3	Cluster development	41.54	97
1.2.4	R&D expenditure	2.40	95
1.2.5	Population covered by at least a 3G mobile network	67.49	101
1.2.6	Internet access in schools	40.86	70
1.2.7	Urbanisation	64.51	59
1.3	**Business and Labour Landscape**	**37.75**	**114**
	Labour Market		
1.3.1	Labour rights	53.00	108
1.3.2	Labour-employer cooperation	54.63	95
	Management Practice		
1.3.3	Professional management	54.78	84
1.3.4	Relationship of pay to productivity	42.02	103
	Technology Adoption		
1.3.5	Enterprise software	10.20	105
1.3.6	Cloud computing	11.89	83
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**49.87**	**75**
2.1	**External Openness**	**40.12**	**70**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	75.52	37
	Attract People		
2.1.3	Migrant stock	20.12	44
2.1.4	International students	10.10	68
2.1.5	Brain gain	54.72	50
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.63**	**82**
	Social Inclusion		
2.2.1	Tolerance of minorities	37.23	77
2.2.2	Tolerance of immigrants	43.08	93
2.2.3	Social mobility	56.67	67
	Gender Equality		
2.2.4	Economic empowerment of women	79.38	86
2.2.5	Gender parity in high-skilled jobs	78.08	61
2.2.6	Leadership opportunities for women	63.35	74
3.	**GROW**	**34.48**	**73**
3.1	**Formal Education**	**17.37**	**79**
	Enrolment		
3.1.1	Vocational enrolment	27.31	47
3.1.2	Tertiary enrolment	33.61	55
	Quality		
3.1.3	Tertiary education expenditure	8.85	58
3.1.4	Reading, maths and science	17.10	68
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**29.62**	**93**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	59.23	73
3.3	**Access to Growth Opportunities**	**56.44**	**54**
	Empowerment		
3.3.1	Delegation of authority	52.68	87
3.3.2	Youth inclusion	71.76	58
	Collaboration		
3.3.3	Use of virtual social networks	61.68	72
3.3.4	Use of virtual professional networks	39.64	32
4.	**RETAIN**	**54.63**	**70**
4.1	**Sustainability**	**46.65**	**79**
4.1.1	Pension coverage	61.12	81
4.1.2	Social protection	27.59	105
4.1.3	Brain retention	57.25	36
4.1.4	Environmental performance	52.90	43
4.1.5	Vulnerable employment	59.99	82
4.1.6	Protect against future disasters	48.67	64
4.1.7	Household financial resilience	19.00	88
4.2	**Lifestyle**	**62.60**	**61**
4.2.1	Personal rights	70.97	46
4.2.2	Personal safety	60.62	75
4.2.3	Physician density	26.96	78
4.2.4	Sanitation	83.69	89
4.2.5	Employee wellbeing	70.78	38
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**45.75**	**80**
5.1	**Mid-level Skills**	**41.99**	**66**
5.1.1	Workforce with secondary education	47.45	54
5.1.2	Population with secondary education	49.27	47
5.1.3	Technicians and associate professionals	29.25	69
5.1.4	Labour productivity per employee	n/a	n/a
5.2	**Employability**	**49.51**	**112**
5.2.1	Ease of finding skilled employees	41.59	122
5.2.2	Relevance of education system to the economy	24.84	126
5.2.3	Skills matching	66.40	58
5.2.4	Highly educated unemployment	65.24	97
6.	**GENERALIST ADAPTIVE SKILLS**	**18.82**	**92**
6.1	**High-level Skills**	**22.23**	**86**
6.1.1	Workforce with tertiary education	19.66	92
6.1.2	Soft skills	42.53	110
6.1.3	Professionals	21.85	68
6.1.4	Researchers	2.39	82
6.1.5	Senior officials and managers	24.70	53
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.42**	**90**
6.2.1	ICT services exports	10.71	74
6.2.2	Mobile apps development	68.54	53
6.2.3	Intellectual property receipts	1.67	108
6.2.4	High-value exports	1.50	117
6.2.5	Software development	3.74	90
6.2.6	New business density	18.70	41
6.2.7	Scientific journal articles	3.05	90

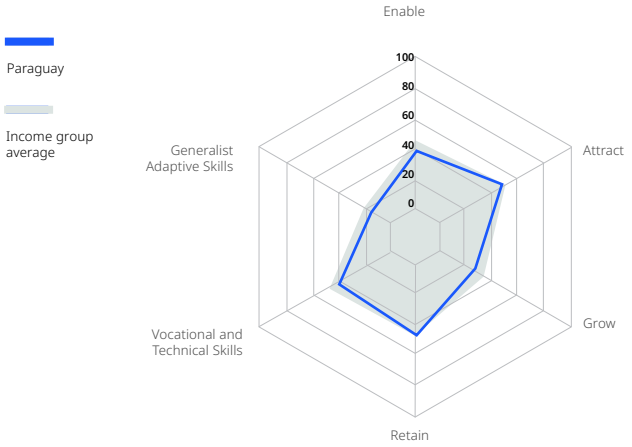
Paraguay

Key Indicators

Rank (out of 135)	**84**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**6.93**

GDP per capita (PPP US$)	17,675
GDP (US$ billions)	43.12
GTCI score	39.29
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.21**	**91**
1.1	**Regulatory Landscape**	**42.84**	**88**
1.1.1	Government effectiveness	39.48	94
1.1.2	Rule of law	38.10	100
1.1.3	Political stability	67.68	59
1.1.4	Regulatory quality	44.92	74
1.1.5	Corruption	24.00	118
1.2	**Market Landscape**	**39.57**	**99**
1.2.1	Extent of market dominance	31.73	124
1.2.2	Domestic credit to private sector	26.01	55
1.2.3	Cluster development	39.22	109
1.2.4	R&D expenditure	1.80	100
1.2.5	Population covered by at least a 3G mobile network	97.05	53
1.2.6	Internet access in schools	24.21	80
1.2.7	Urbanisation	56.96	76
1.3	**Business and Labour Landscape**	**47.23**	**65**
	Labour Market		
1.3.1	Labour rights	69.90	89
1.3.2	Labour-employer cooperation	57.17	77
	Management Practice		
1.3.3	Professional management	44.97	116
1.3.4	Relationship of pay to productivity	38.66	114
	Technology Adoption		
1.3.5	Enterprise software	14.80	64
1.3.6	Cloud computing	13.24	75
1.3.7	Firms with website	91.85	12
2.	**ATTRACT**	**51.84**	**68**
2.1	**External Openness**	**31.91**	**91**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	36.31	107
	Attract People		
2.1.3	Migrant stock	4.85	90
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	54.57	51
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**71.77**	**29**
	Social Inclusion		
2.2.1	Tolerance of minorities	53.19	51
2.2.2	Tolerance of immigrants	87.69	13
2.2.3	Social mobility	47.43	110
	Gender Equality		
2.2.4	Economic empowerment of women	94.38	27
2.2.5	Gender parity in high-skilled jobs	91.24	27
2.2.6	Leadership opportunities for women	56.67	106

		SCORE	RANK
3.	**GROW**	**29.00**	**91**
3.1	**Formal Education**	**8.75**	**103**
	Enrolment		
3.1.1	Vocational enrolment	17.05	64
3.1.2	Tertiary enrolment	n/a	n/a
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	9.20	77
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**34.69**	**75**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	43.36	51
3.2.3	Employee development	60.71	69
3.3	**Access to Growth Opportunities**	**43.55**	**87**
	Empowerment		
3.3.1	Delegation of authority	41.79	123
3.3.2	Youth inclusion	62.28	74
	Collaboration		
3.3.3	Use of virtual social networks	53.28	85
3.3.4	Use of virtual professional networks	16.87	76
4.	**RETAIN**	**53.14**	**75**
4.1	**Sustainability**	**44.88**	**85**
4.1.1	Pension coverage	82.09	69
4.1.2	Social protection	15.42	122
4.1.3	Brain retention	54.73	44
4.1.4	Environmental performance	39.50	97
4.1.5	Vulnerable employment	59.81	83
4.1.6	Protect against future disasters	54.79	48
4.1.7	Household financial resilience	7.84	118
4.2	**Lifestyle**	**61.39**	**66**
4.2.1	Personal rights	51.29	80
4.2.2	Personal safety	46.53	95
4.2.3	Physician density	50.87	46
4.2.4	Sanitation	92.66	73
4.2.5	Employee wellbeing	65.61	52
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.15**	**89**
5.1	**Mid-level Skills**	**31.86**	**82**
5.1.1	Workforce with secondary education	36.60	78
5.1.2	Population with secondary education	37.74	68
5.1.3	Technicians and associate professionals	34.40	60
5.1.4	Labour productivity per employee	18.69	78
5.2	**Employability**	**52.44**	**99**
5.2.1	Ease of finding skilled employees	50.62	93
5.2.2	Relevance of education system to the economy	20.58	131
5.2.3	Skills matching	54.48	81
5.2.4	Highly educated unemployment	84.09	46
6.	**GENERALIST ADAPTIVE SKILLS**	**16.38**	**104**
6.1	**High-level Skills**	**21.21**	**95**
6.1.1	Workforce with tertiary education	19.81	91
6.1.2	Soft skills	43.57	107
6.1.3	Professionals	14.66	86
6.1.4	Researchers	1.24	90
6.1.5	Senior officials and managers	26.79	47
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**11.55**	**107**
6.2.1	ICT services exports	0.61	133
6.2.2	Mobile apps development	56.78	91
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	16.36	49
6.2.5	Software development	3.15	94
6.2.6	New business density	2.87	97
6.2.7	Scientific journal articles	1.07	104

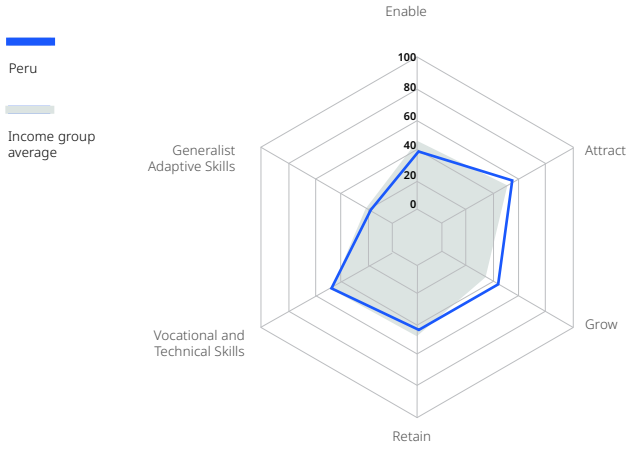
Peru

Key Indicators

Rank (out of 135)	**73**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**34.22**

GDP per capita (PPP US$)	17,063
GDP (US$ billions)	289.07
GTCI score	43.04
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.79**	**87**
1.1	**Regulatory Landscape**	**43.13**	**85**
1.1.1	Government effectiveness	38.83	96
1.1.2	Rule of law	39.17	98
1.1.3	Political stability	53.15	98
1.1.4	Regulatory quality	53.48	57
1.1.5	Corruption	31.00	102
1.2	**Market Landscape**	**42.05**	**92**
1.2.1	Extent of market dominance	40.37	96
1.2.2	Domestic credit to private sector	19.77	72
1.2.3	Cluster development	39.98	107
1.2.4	R&D expenditure	2.47	94
1.2.5	Population covered by at least a 3G mobile network	63.61	106
1.2.6	Internet access in schools	52.70	62
1.2.7	Urbanisation	75.41	42
1.3	**Business and Labour Landscape**	**46.20**	**73**
	Labour Market		
1.3.1	Labour rights	52.30	109
1.3.2	Labour-employer cooperation	56.40	79
	Management Practice		
1.3.3	Professional management	54.67	87
1.3.4	Relationship of pay to productivity	39.74	110
	Technology Adoption		
1.3.5	Enterprise software	18.88	51
1.3.6	Cloud computing	19.69	53
1.3.7	Firms with website	81.73	24
2.	**ATTRACT**	**56.17**	**45**
2.1	**External Openness**	**53.06**	**35**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.91	8
2.1.2	Financial globalisation	55.34	77
	Attract People		
2.1.3	Migrant stock	10.14	63
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	48.83	68
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.29**	**84**
	Social Inclusion		
2.2.1	Tolerance of minorities	18.09	111
2.2.2	Tolerance of immigrants	50.77	81
2.2.3	Social mobility	55.74	74
	Gender Equality		
2.2.4	Economic empowerment of women	95.00	25
2.2.5	Gender parity in high-skilled jobs	76.59	66
2.2.6	Leadership opportunities for women	59.59	95

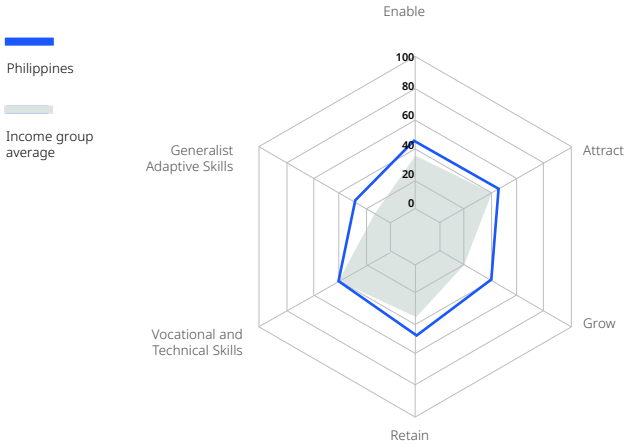
		SCORE	RANK
3.	**GROW**	**44.10**	**44**
3.1	**Formal Education**	**17.94**	**77**
	Enrolment		
3.1.1	Vocational enrolment	3.48	112
3.1.2	Tertiary enrolment	41.80	43
	Quality		
3.1.3	Tertiary education expenditure	2.57	86
3.1.4	Reading, maths and science	26.89	60
3.1.5	University ranking	14.97	61
3.2	**Lifelong Learning**	**61.67**	**17**
3.2.1	Business masters education	46.80	23
3.2.2	Prevalence of training in firms	76.46	11
3.2.3	Employee development	61.75	61
3.3	**Access to Growth Opportunities**	**52.69**	**66**
	Empowerment		
3.3.1	Delegation of authority	52.27	90
3.3.2	Youth inclusion	52.04	89
	Collaboration		
3.3.3	Use of virtual social networks	70.43	53
3.3.4	Use of virtual professional networks	36.01	36
4.	**RETAIN**	**46.25**	**91**
4.1	**Sustainability**	**39.58**	**99**
4.1.1	Pension coverage	36.14	94
4.1.2	Social protection	17.47	120
4.1.3	Brain retention	52.73	51
4.1.4	Environmental performance	46.50	68
4.1.5	Vulnerable employment	46.02	98
4.1.6	Protect against future disasters	67.16	20
4.1.7	Household financial resilience	11.05	107
4.2	**Lifestyle**	**52.93**	**86**
4.2.1	Personal rights	59.27	68
4.2.2	Personal safety	44.50	99
4.2.3	Physician density	25.58	79
4.2.4	Sanitation	74.63	98
4.2.5	Employee wellbeing	60.66	63
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**50.18**	**68**
5.1	**Mid-level Skills**	**43.91**	**61**
5.1.1	Workforce with secondary education	67.74	21
5.1.2	Population with secondary education	62.35	28
5.1.3	Technicians and associate professionals	30.97	64
5.1.4	Labour productivity per employee	14.59	86
5.2	**Employability**	**56.45**	**86**
5.2.1	Ease of finding skilled employees	55.47	72
5.2.2	Relevance of education system to the economy	28.35	118
5.2.3	Skills matching	61.78	63
5.2.4	Highly educated unemployment	80.18	68
6.	**GENERALIST ADAPTIVE SKILLS**	**17.77**	**99**
6.1	**High-level Skills**	**19.63**	**103**
6.1.1	Workforce with tertiary education	19.37	93
6.1.2	Soft skills	49.69	87
6.1.3	Professionals	15.81	83
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	3.24	117
6.1.6	Digital skills	10.04	66
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**15.91**	**85**
6.2.1	ICT services exports	1.40	121
6.2.2	Mobile apps development	59.01	87
6.2.3	Intellectual property receipts	11.68	77
6.2.4	High-value exports	7.78	81
6.2.5	Software development	7.27	66
6.2.6	New business density	19.28	38
6.2.7	Scientific journal articles	4.91	81

Philippines

Key Indicators

Rank (out of 135)	**75**
Income group	**Lower middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**115.84**
GDP per capita (PPP US$)	12,073
GDP (US$ billions)	461.62
GTCI score	42.39
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**46.41**	**77**
1.1	**Regulatory Landscape**	**46.12**	**77**
1.1.1	Government effectiveness	52.90	59
1.1.2	Rule of law	42.09	88
1.1.3	Political stability	52.08	99
1.1.4	Regulatory quality	50.53	63
1.1.5	Corruption	33.00	91
1.2	**Market Landscape**	**44.57**	**84**
1.2.1	Extent of market dominance	56.30	35
1.2.2	Domestic credit to private sector	21.96	64
1.2.3	Cluster development	63.80	19
1.2.4	R&D expenditure	5.00	74
1.2.5	Population covered by at least a 3G mobile network	90.38	77
1.2.6	Internet access in schools	35.09	72
1.2.7	Urbanisation	39.43	104
1.3	**Business and Labour Landscape**	**48.55**	**59**
	Labour Market		
1.3.1	Labour rights	49.90	111
1.3.2	Labour-employer cooperation	65.33	43
	Management Practice		
1.3.3	Professional management	75.12	12
1.3.4	Relationship of pay to productivity	62.47	20
	Technology Adoption		
1.3.5	Enterprise software	9.78	109
1.3.6	Cloud computing	14.38	72
1.3.7	Firms with website	62.86	48
2.	**ATTRACT**	**45.32**	**88**
2.1	**External Openness**	**26.50**	**101**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	8.03	95
2.1.2	Financial globalisation	41.36	97
	Attract People		
2.1.3	Migrant stock	0.00	135
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	56.61	44
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**64.15**	**55**
	Social Inclusion		
2.2.1	Tolerance of minorities	30.85	87
2.2.2	Tolerance of immigrants	63.08	55
2.2.3	Social mobility	63.45	44
	Gender Equality		
2.2.4	Economic empowerment of women	78.75	89
2.2.5	Gender parity in high-skilled jobs	77.79	62
2.2.6	Leadership opportunities for women	70.98	30

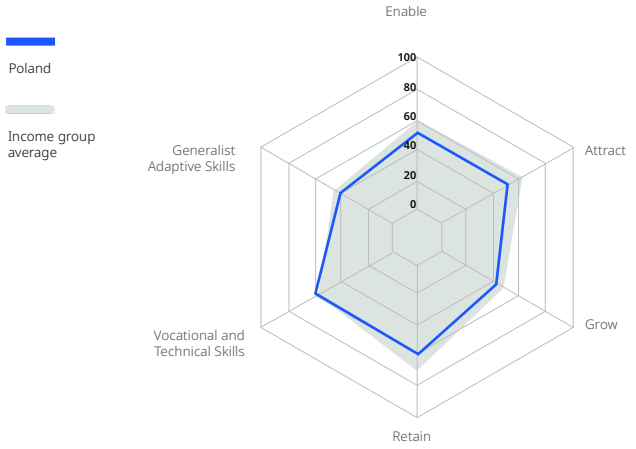
		SCORE	RANK
3.	**GROW**	**42.68**	**50**
3.1	**Formal Education**	**18.24**	**76**
	Enrolment		
3.1.1	Vocational enrolment	15.99	68
3.1.2	Tertiary enrolment	25.33	78
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	6.22	80
3.1.5	University ranking	25.40	48
3.2	**Lifelong Learning**	**50.75**	**27**
3.2.1	Business masters education	32.53	33
3.2.2	Prevalence of training in firms	50.91	38
3.2.3	Employee development	68.81	27
3.3	**Access to Growth Opportunities**	**59.05**	**41**
	Empowerment		
3.3.1	Delegation of authority	63.49	38
3.3.2	Youth inclusion	76.51	45
	Collaboration		
3.3.3	Use of virtual social networks	77.52	20
3.3.4	Use of virtual professional networks	18.69	69
4.	**RETAIN**	**53.74**	**74**
4.1	**Sustainability**	**53.90**	**54**
4.1.1	Pension coverage	65.29	80
4.1.2	Social protection	28.20	102
4.1.3	Brain retention	65.75	27
4.1.4	Environmental performance	32.10	126
4.1.5	Vulnerable employment	62.09	78
4.1.6	Protect against future disasters	100.00	1
4.1.7	Household financial resilience	23.91	72
4.2	**Lifestyle**	**53.57**	**84**
4.2.1	Personal rights	46.25	88
4.2.2	Personal safety	64.83	68
4.2.3	Physician density	11.42	94
4.2.4	Sanitation	81.18	93
4.2.5	Employee wellbeing	64.18	55
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**38.32**	**105**
5.1	**Mid-level Skills**	**14.41**	**114**
5.1.1	Workforce with secondary education	12.49	116
5.1.2	Population with secondary education	13.29	105
5.1.3	Technicians and associate professionals	17.53	93
5.1.4	Labour productivity per employee	14.32	88
5.2	**Employability**	**62.22**	**66**
5.2.1	Ease of finding skilled employees	66.11	22
5.2.2	Relevance of education system to the economy	44.02	78
5.2.3	Skills matching	50.79	86
5.2.4	Highly educated unemployment	87.98	30
6.	**GENERALIST ADAPTIVE SKILLS**	**27.89**	**52**
6.1	**High-level Skills**	**24.09**	**75**
6.1.1	Workforce with tertiary education	36.52	60
6.1.2	Soft skills	71.48	9
6.1.3	Professionals	11.23	98
6.1.4	Researchers	1.59	87
6.1.5	Senior officials and managers	21.77	61
6.1.6	Digital skills	1.96	86
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**31.69**	**41**
6.2.1	ICT services exports	41.07	20
6.2.2	Mobile apps development	67.82	55
6.2.3	Intellectual property receipts	5.31	91
6.2.4	High-value exports	100.00	1
6.2.5	Software development	5.02	79
6.2.6	New business density	1.41	108
6.2.7	Scientific journal articles	1.21	102

Poland

Key Indicators

Rank (out of 135)	**36**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**36.55**
GDP per capita (PPP US$)	51,983
GDP (US$ billions)	908.58
GTCI score	53.70
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**56.73**	**41**
1.1	**Regulatory Landscape**	**63.80**	**41**
1.1.1	Government effectiveness	58.72	48
1.1.2	Rule of law	63.38	42
1.1.3	Political stability	79.18	41
1.1.4	Regulatory quality	64.74	34
1.1.5	Corruption	53.00	43
1.2	**Market Landscape**	**57.71**	**40**
1.2.1	Extent of market dominance	63.51	18
1.2.2	Domestic credit to private sector	13.47	84
1.2.3	Cluster development	49.21	58
1.2.4	R&D expenditure	24.54	26
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	53.24	79
1.3	**Business and Labour Landscape**	**48.67**	**58**
	Labour Market		
1.3.1	Labour rights	90.90	44
1.3.2	Labour-employer cooperation	60.51	61
	Management Practice		
1.3.3	Professional management	59.46	68
1.3.4	Relationship of pay to productivity	50.72	55
	Technology Adoption		
1.3.5	Enterprise software	12.73	89
1.3.6	Cloud computing	12.93	78
1.3.7	Firms with website	53.43	65
2.	**ATTRACT**	**55.24**	**48**
2.1	**External Openness**	**43.92**	**60**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	85.81	46
2.1.2	Financial globalisation	53.80	81
	Attract People		
2.1.3	Migrant stock	8.50	67
2.1.4	International students	22.38	46
2.1.5	Brain gain	47.92	71
2.1.6	AI skills migration	45.11	14
2.2	**Internal Openness**	**66.56**	**44**
	Social Inclusion		
2.2.1	Tolerance of minorities	50.00	56
2.2.2	Tolerance of immigrants	50.77	81
2.2.3	Social mobility	61.36	50
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	80.15	55
2.2.6	Leadership opportunities for women	63.35	75
3.	**GROW**	**44.54**	**41**
3.1	**Formal Education**	**41.68**	**28**
	Enrolment		
3.1.1	Vocational enrolment	44.23	22
3.1.2	Tertiary enrolment	45.24	29
	Quality		
3.1.3	Tertiary education expenditure	22.15	32
3.1.4	Reading, maths and science	64.09	13
3.1.5	University ranking	32.67	41
3.2	**Lifelong Learning**	**35.18**	**72**
3.2.1	Business masters education	19.46	51
3.2.2	Prevalence of training in firms	23.62	80
3.2.3	Employee development	62.46	55
3.3	**Access to Growth Opportunities**	**56.77**	**53**
	Empowerment		
3.3.1	Delegation of authority	52.08	91
3.3.2	Youth inclusion	81.92	32
	Collaboration		
3.3.3	Use of virtual social networks	75.76	28
3.3.4	Use of virtual professional networks	17.33	74
4.	**RETAIN**	**63.40**	**45**
4.1	**Sustainability**	**49.20**	**71**
4.1.1	Pension coverage	82.74	66
4.1.2	Social protection	43.66	71
4.1.3	Brain retention	46.12	70
4.1.4	Environmental performance	64.20	20
4.1.5	Vulnerable employment	82.31	50
4.1.6	Protect against future disasters	3.40	124
4.1.7	Household financial resilience	21.99	78
4.2	**Lifestyle**	**77.60**	**31**
4.2.1	Personal rights	76.68	38
4.2.2	Personal safety	82.28	31
4.2.3	Physician density	53.58	37
4.2.4	Sanitation	98.81	36
4.2.5	Employee wellbeing	76.63	25
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.78**	**23**
5.1	**Mid-level Skills**	**60.34**	**20**
5.1.1	Workforce with secondary education	44.15	65
5.1.2	Population with secondary education	85.77	6
5.1.3	Technicians and associate professionals	61.14	28
5.1.4	Labour productivity per employee	50.29	32
5.2	**Employability**	**67.22**	**41**
5.2.1	Ease of finding skilled employees	53.19	84
5.2.2	Relevance of education system to the economy	36.31	96
5.2.3	Skills matching	86.85	10
5.2.4	Highly educated unemployment	92.51	12
6.	**GENERALIST ADAPTIVE SKILLS**	**38.51**	**30**
6.1	**High-level Skills**	**43.32**	**27**
6.1.1	Workforce with tertiary education	59.35	20
6.1.2	Soft skills	56.04	62
6.1.3	Professionals	46.64	19
6.1.4	Researchers	37.24	27
6.1.5	Senior officials and managers	39.81	22
6.1.6	Digital skills	23.68	36
6.1.7	AI talent concentration	40.44	12
6.2	**Talent Impact**	**33.71**	**36**
6.2.1	ICT services exports	27.10	36
6.2.2	Mobile apps development	71.55	30
6.2.3	Intellectual property receipts	34.93	39
6.2.4	High-value exports	15.41	51
6.2.5	Software development	41.38	26
6.2.6	New business density	8.87	66
6.2.7	Scientific journal articles	36.71	32

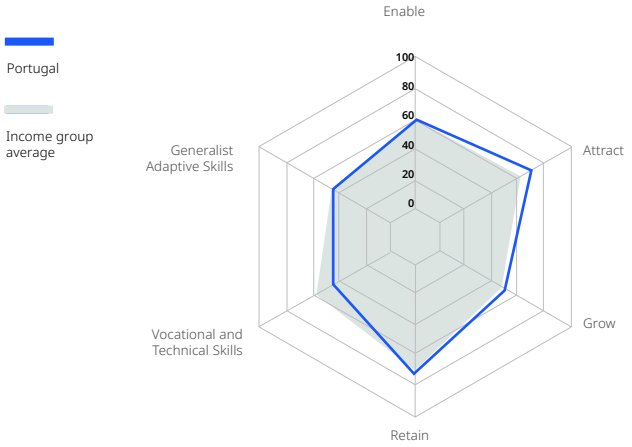
Portugal

Key Indicators

Rank (out of 135)	**24**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**10.70**

GDP per capita (PPP US$)	47,997
GDP (US$ billions)	308.59
GTCI score	59.90
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**62.08**	**27**
1.1	**Regulatory Landscape**	**70.65**	**31**
1.1.1	Government effectiveness	71.04	30
1.1.2	Rule of law	78.16	25
1.1.3	Political stability	82.87	29
1.1.4	Regulatory quality	64.17	36
1.1.5	Corruption	57.00	35
1.2	**Market Landscape**	**61.99**	**32**
1.2.1	Extent of market dominance	55.26	39
1.2.2	Domestic credit to private sector	37.00	32
1.2.3	Cluster development	53.38	45
1.2.4	R&D expenditure	26.54	23
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	98.97	39
1.2.7	Urbanisation	62.78	66
1.3	**Business and Labour Landscape**	**53.59**	**39**
	Labour Market		
1.3.1	Labour rights	94.90	28
1.3.2	Labour-employer cooperation	62.91	49
	Management Practice		
1.3.3	Professional management	62.47	49
1.3.4	Relationship of pay to productivity	47.60	63
	Technology Adoption		
1.3.5	Enterprise software	13.98	71
1.3.6	Cloud computing	34.06	23
1.3.7	Firms with website	59.23	56
2.	**ATTRACT**	**70.84**	**19**
2.1	**External Openness**	**56.43**	**28**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	98.30	4
2.1.2	Financial globalisation	80.55	26
	Attract People		
2.1.3	Migrant stock	20.57	42
2.1.4	International students	40.48	21
2.1.5	Brain gain	61.45	27
2.1.6	AI skills migration	37.21	25
2.2	**Internal Openness**	**85.26**	**6**
	Social Inclusion		
2.2.1	Tolerance of minorities	95.74	4
2.2.2	Tolerance of immigrants	92.31	8
2.2.3	Social mobility	59.46	56
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	96.42	11
2.2.6	Leadership opportunities for women	67.60	54

		SCORE	RANK
3.	**GROW**	**54.57**	**25**
3.1	**Formal Education**	**37.92**	**30**
	Enrolment		
3.1.1	Vocational enrolment	34.33	31
3.1.2	Tertiary enrolment	44.43	36
	Quality		
3.1.3	Tertiary education expenditure	16.19	37
3.1.4	Reading, maths and science	58.02	26
3.1.5	University ranking	36.60	37
3.2	**Lifelong Learning**	**58.45**	**18**
3.2.1	Business masters education	58.35	17
3.2.2	Prevalence of training in firms	47.32	45
3.2.3	Employee development	69.67	22
3.3	**Access to Growth Opportunities**	**67.35**	**22**
	Empowerment		
3.3.1	Delegation of authority	53.68	81
3.3.2	Youth inclusion	88.58	17
	Collaboration		
3.3.3	Use of virtual social networks	71.55	49
3.3.4	Use of virtual professional networks	55.61	20
4.	**RETAIN**	**76.19**	**21**
4.1	**Sustainability**	**67.77**	**28**
4.1.1	Pension coverage	96.64	50
4.1.2	Social protection	63.58	32
4.1.3	Brain retention	48.00	62
4.1.4	Environmental performance	61.90	26
4.1.5	Vulnerable employment	89.11	31
4.1.6	Protect against future disasters	52.82	53
4.1.7	Household financial resilience	62.35	25
4.2	**Lifestyle**	**84.61**	**10**
4.2.1	Personal rights	84.62	28
4.2.2	Personal safety	87.06	19
4.2.3	Physician density	89.67	2
4.2.4	Sanitation	99.61	17
4.2.5	Employee wellbeing	62.12	58
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**55.15**	**51**
5.1	**Mid-level Skills**	**42.70**	**64**
5.1.1	Workforce with secondary education	41.18	71
5.1.2	Population with secondary education	33.32	75
5.1.3	Technicians and associate professionals	52.31	42
5.1.4	Labour productivity per employee	44.00	40
5.2	**Employability**	**67.59**	**39**
5.2.1	Ease of finding skilled employees	52.13	90
5.2.2	Relevance of education system to the economy	60.51	28
5.2.3	Skills matching	76.61	32
5.2.4	Highly educated unemployment	81.12	65
6.	**GENERALIST ADAPTIVE SKILLS**	**40.54**	**25**
6.1	**High-level Skills**	**42.94**	**29**
6.1.1	Workforce with tertiary education	46.80	43
6.1.2	Soft skills	62.22	36
6.1.3	Professionals	45.30	23
6.1.4	Researchers	57.03	13
6.1.5	Senior officials and managers	33.10	31
6.1.6	Digital skills	34.54	20
6.1.7	AI talent concentration	21.56	32
6.2	**Talent Impact**	**38.15**	**28**
6.2.1	ICT services exports	24.76	41
6.2.2	Mobile apps development	70.33	41
6.2.3	Intellectual property receipts	18.35	60
6.2.4	High-value exports	10.39	67
6.2.5	Software development	46.58	25
6.2.6	New business density	28.58	25
6.2.7	Scientific journal articles	68.06	11

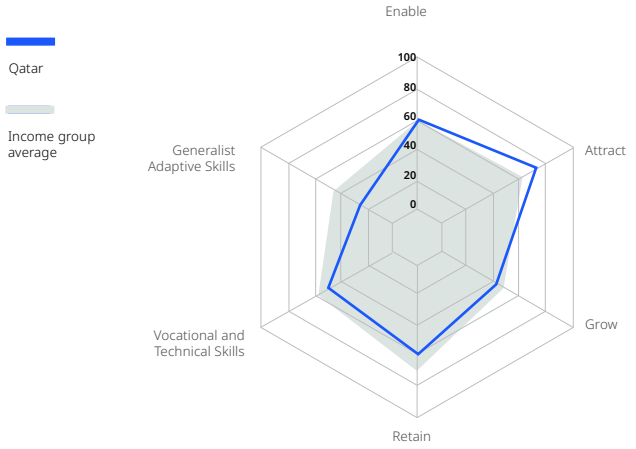
Qatar

Key Indicators

Rank (out of 135)	**35**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**2.86**

GDP per capita (PPP US$)	111,990
GDP (US$ billions)	213.00
GTCI score	53.87
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**60.91**	**29**
1.1	**Regulatory Landscape**	**73.68**	**27**
1.1.1	Government effectiveness	75.61	21
1.1.2	Rule of law	74.89	28
1.1.3	Political stability	89.63	8
1.1.4	Regulatory quality	69.28	30
1.1.5	Corruption	59.00	31
1.2	**Market Landscape**	**71.36**	**13**
1.2.1	Extent of market dominance	66.15	12
1.2.2	Domestic credit to private sector	58.96	15
1.2.3	Cluster development	64.48	17
1.2.4	R&D expenditure	10.65	52
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	99.28	3
1.3	**Business and Labour Landscape**	**37.69**	**115**
	Labour Market		
1.3.1	Labour rights	12.80	128
1.3.2	Labour-employer cooperation	67.92	30
	Management Practice		
1.3.3	Professional management	66.44	39
1.3.4	Relationship of pay to productivity	65.10	13
	Technology Adoption		
1.3.5	Enterprise software	7.08	117
1.3.6	Cloud computing	6.79	113
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**75.40**	**7**
2.1	**External Openness**	**88.05**	**3**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	82.53	23
	Attract People		
2.1.3	Migrant stock	100.00	1
2.1.4	International students	100.00	1
2.1.5	Brain gain	69.68	8
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**62.75**	**68**
	Social Inclusion		
2.2.1	Tolerance of minorities	73.40	20
2.2.2	Tolerance of immigrants	n/a	n/a
2.2.3	Social mobility	70.57	25
	Gender Equality		
2.2.4	Economic empowerment of women	35.62	133
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	71.42	29

		SCORE	RANK
3.	**GROW**	**47.52**	**31**
3.1	**Formal Education**	**22.76**	**69**
	Enrolment		
3.1.1	Vocational enrolment	1.64	119
3.1.2	Tertiary enrolment	19.75	87
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	34.97	49
3.1.5	University ranking	34.67	38
3.2	**Lifelong Learning**	**50.17**	**29**
3.2.1	Business masters education	29.65	36
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	70.70	19
3.3	**Access to Growth Opportunities**	**69.64**	**19**
	Empowerment		
3.3.1	Delegation of authority	65.62	27
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	83.05	5
3.3.4	Use of virtual professional networks	60.25	17
4.	**RETAIN**	**59.82**	**56**
4.1	**Sustainability**	**55.54**	**50**
4.1.1	Pension coverage	7.18	126
4.1.2	Social protection	52.70	54
4.1.3	Brain retention	71.04	13
4.1.4	Environmental performance	46.80	66
4.1.5	Vulnerable employment	100.00	1
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**64.09**	**57**
4.2.1	Personal rights	29.33	106
4.2.2	Personal safety	82.06	32
4.2.3	Physician density	39.07	65
4.2.4	Sanitation	99.93	10
4.2.5	Employee wellbeing	70.05	41
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**54.90**	**53**
5.1	**Mid-level Skills**	**41.08**	**70**
5.1.1	Workforce with secondary education	27.02	96
5.1.2	Population with secondary education	n/a	n/a
5.1.3	Technicians and associate professionals	24.63	80
5.1.4	Labour productivity per employee	71.59	7
5.2	**Employability**	**68.72**	**32**
5.2.1	Ease of finding skilled employees	65.93	23
5.2.2	Relevance of education system to the economy	71.51	9
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**24.66**	**65**
6.1	**High-level Skills**	**29.02**	**62**
6.1.1	Workforce with tertiary education	39.96	56
6.1.2	Soft skills	73.00	3
6.1.3	Professionals	19.37	79
6.1.4	Researchers	9.06	53
6.1.5	Senior officials and managers	14.33	85
6.1.6	Digital skills	18.40	50
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**20.30**	**71**
6.2.1	ICT services exports	9.99	77
6.2.2	Mobile apps development	61.29	79
6.2.3	Intellectual property receipts	0.00	121
6.2.4	High-value exports	4.29	98
6.2.5	Software development	4.52	83
6.2.6	New business density	25.96	32
6.2.7	Scientific journal articles	36.06	33

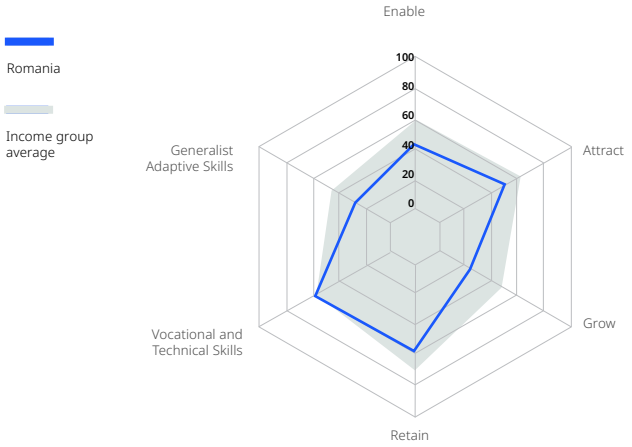
Romania

Key Indicators

Rank (out of 135)	**55**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**19.07**

GDP per capita (PPP US$)	46,906
GDP (US$ billions)	384.15
GTCI score	48.24
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**46.81**	**74**
1.1	**Regulatory Landscape**	**57.04**	**56**
1.1.1	Government effectiveness	47.52	76
1.1.2	Rule of law	62.86	44
1.1.3	Political stability	74.71	47
1.1.4	Regulatory quality	54.10	54
1.1.5	Corruption	46.00	54
1.2	**Market Landscape**	**41.76**	**93**
1.2.1	Extent of market dominance	47.72	60
1.2.2	Domestic credit to private sector	7.68	107
1.2.3	Cluster development	43.03	88
1.2.4	R&D expenditure	8.06	63
1.2.5	Population covered by at least a 3G mobile network	97.27	52
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	46.82	95
1.3	**Business and Labour Landscape**	**41.63**	**98**
	Labour Market		
1.3.1	Labour rights	82.20	68
1.3.2	Labour-employer cooperation	55.84	86
	Management Practice		
1.3.3	Professional management	51.74	95
1.3.4	Relationship of pay to productivity	45.60	79
	Technology Adoption		
1.3.5	Enterprise software	3.22	125
1.3.6	Cloud computing	7.85	105
1.3.7	Firms with website	44.95	70
2.	**ATTRACT**	**52.01**	**67**
2.1	**External Openness**	**42.66**	**63**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	94.93	23
2.1.2	Financial globalisation	46.60	88
	Attract People		
2.1.3	Migrant stock	6.46	80
2.1.4	International students	22.75	44
2.1.5	Brain gain	53.29	55
2.1.6	AI skills migration	31.92	30
2.2	**Internal Openness**	**61.36**	**73**
	Social Inclusion		
2.2.1	Tolerance of minorities	45.74	62
2.2.2	Tolerance of immigrants	35.38	107
2.2.3	Social mobility	56.37	69
	Gender Equality		
2.2.4	Economic empowerment of women	90.62	39
2.2.5	Gender parity in high-skilled jobs	74.15	71
2.2.6	Leadership opportunities for women	65.91	60

		SCORE	RANK
3.	**GROW**	**34.09**	**76**
3.1	**Formal Education**	**28.28**	**52**
	Enrolment		
3.1.1	Vocational enrolment	42.64	25
3.1.2	Tertiary enrolment	32.00	63
	Quality		
3.1.3	Tertiary education expenditure	18.88	35
3.1.4	Reading, maths and science	37.45	46
3.1.5	University ranking	10.43	69
3.2	**Lifelong Learning**	**20.77**	**123**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	18.21	90
3.2.3	Employee development	44.09	121
3.3	**Access to Growth Opportunities**	**53.22**	**63**
	Empowerment		
3.3.1	Delegation of authority	53.21	84
3.3.2	Youth inclusion	67.27	67
	Collaboration		
3.3.3	Use of virtual social networks	68.27	61
3.3.4	Use of virtual professional networks	24.12	56
4.	**RETAIN**	**64.42**	**41**
4.1	**Sustainability**	**56.55**	**48**
4.1.1	Pension coverage	98.88	48
4.1.2	Social protection	54.33	50
4.1.3	Brain retention	47.43	65
4.1.4	Environmental performance	57.30	33
4.1.5	Vulnerable employment	76.05	57
4.1.6	Protect against future disasters	33.85	91
4.1.7	Household financial resilience	28.01	61
4.2	**Lifestyle**	**72.29**	**42**
4.2.1	Personal rights	70.77	47
4.2.2	Personal safety	75.37	48
4.2.3	Physician density	54.56	34
4.2.4	Sanitation	86.52	82
4.2.5	Employee wellbeing	74.21	32
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**63.20**	**27**
5.1	**Mid-level Skills**	**59.28**	**24**
5.1.1	Workforce with secondary education	78.87	9
5.1.2	Population with secondary education	82.75	11
5.1.3	Technicians and associate professionals	31.42	63
5.1.4	Labour productivity per employee	44.06	39
5.2	**Employability**	**67.13**	**42**
5.2.1	Ease of finding skilled employees	49.36	96
5.2.2	Relevance of education system to the economy	37.74	94
5.2.3	Skills matching	94.53	4
5.2.4	Highly educated unemployment	86.86	36
6.	**GENERALIST ADAPTIVE SKILLS**	**28.90**	**51**
6.1	**High-level Skills**	**24.03**	**76**
6.1.1	Workforce with tertiary education	31.02	73
6.1.2	Soft skills	52.62	79
6.1.3	Professionals	35.20	43
6.1.4	Researchers	10.42	50
6.1.5	Senior officials and managers	14.22	86
6.1.6	Digital skills	5.65	73
6.1.7	AI talent concentration	19.11	35
6.2	**Talent Impact**	**33.77**	**35**
6.2.1	ICT services exports	56.05	10
6.2.2	Mobile apps development	68.55	51
6.2.3	Intellectual property receipts	12.51	74
6.2.4	High-value exports	19.76	43
6.2.5	Software development	19.59	46
6.2.6	New business density	37.77	16
6.2.7	Scientific journal articles	22.14	48

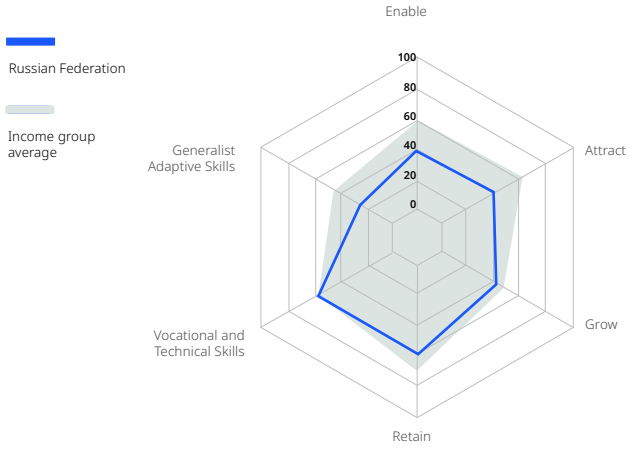
Russian Federation

Key Indicators

Rank (out of 135)	**62**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**143.53**

GDP per capita (PPP US$)	47,269
GDP (US$ billions)	2,161.20
GTCI score	46.09
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**38.46**	**105**
1.1	**Regulatory Landscape**	**27.74**	**124**
1.1.1	Government effectiveness	34.03	107
1.1.2	Rule of law	23.40	124
1.1.3	Political stability	38.40	118
1.1.4	Regulatory quality	20.86	125
1.1.5	Corruption	22.00	121
1.2	**Market Landscape**	**47.42**	**76**
1.2.1	Extent of market dominance	46.07	72
1.2.2	Domestic credit to private sector	24.50	59
1.2.3	Cluster development	49.06	60
1.2.4	R&D expenditure	14.51	42
1.2.5	Population covered by at least a 3G mobile network	79.17	92
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	71.18	49
1.3	**Business and Labour Landscape**	**40.22**	**106**
	Labour Market		
1.3.1	Labour rights	62.90	98
1.3.2	Labour-employer cooperation	55.61	88
	Management Practice		
1.3.3	Professional management	51.06	96
1.3.4	Relationship of pay to productivity	55.90	37
	Technology Adoption		
1.3.5	Enterprise software	7.53	114
1.3.6	Cloud computing	8.30	104
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**40.02**	**114**
2.1	**External Openness**	**20.77**	**122**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	36.19	108
	Attract People		
2.1.3	Migrant stock	9.92	64
2.1.4	International students	16.21	52
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.27**	**85**
	Social Inclusion		
2.2.1	Tolerance of minorities	20.21	108
2.2.2	Tolerance of immigrants	72.31	36
2.2.3	Social mobility	57.72	64
	Gender Equality		
2.2.4	Economic empowerment of women	73.12	105
2.2.5	Gender parity in high-skilled jobs	62.93	87
2.2.6	Leadership opportunities for women	69.30	37

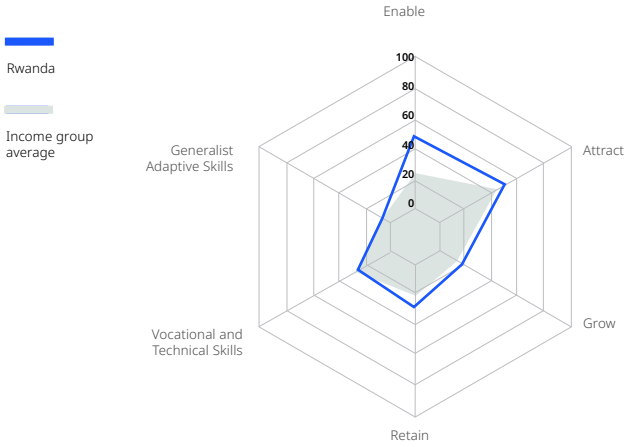
		SCORE	RANK
3.	**GROW**	**43.05**	**48**
3.1	**Formal Education**	**36.19**	**33**
	Enrolment		
3.1.1	Vocational enrolment	8.33	93
3.1.2	Tertiary enrolment	55.51	12
	Quality		
3.1.3	Tertiary education expenditure	13.37	44
3.1.4	Reading, maths and science	59.56	23
3.1.5	University ranking	44.20	27
3.2	**Lifelong Learning**	**19.71**	**127**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	10.43	103
3.2.3	Employee development	48.71	109
3.3	**Access to Growth Opportunities**	**73.25**	**15**
	Empowerment		
3.3.1	Delegation of authority	59.39	55
3.3.2	Youth inclusion	87.09	20
	Collaboration		
3.3.3	Use of virtual social networks	73.27	41
3.3.4	Use of virtual professional networks	n/a	n/a
4.	**RETAIN**	**65.06**	**40**
4.1	**Sustainability**	**67.87**	**27**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	55.85	48
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	46.70	67
4.1.5	Vulnerable employment	94.35	12
4.1.6	Protect against future disasters	69.31	18
4.1.7	Household financial resilience	40.99	43
4.2	**Lifestyle**	**62.25**	**62**
4.2.1	Personal rights	16.05	119
4.2.2	Personal safety	67.18	64
4.2.3	Physician density	79.82	6
4.2.4	Sanitation	87.59	81
4.2.5	Employee wellbeing	60.62	64
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.24**	**32**
5.1	**Mid-level Skills**	**54.05**	**37**
5.1.1	Workforce with secondary education	74.74	13
5.1.2	Population with secondary education	40.10	63
5.1.3	Technicians and associate professionals	65.22	23
5.1.4	Labour productivity per employee	36.15	52
5.2	**Employability**	**70.42**	**21**
5.2.1	Ease of finding skilled employees	59.20	54
5.2.2	Relevance of education system to the economy	44.92	73
5.2.3	Skills matching	84.91	14
5.2.4	Highly educated unemployment	92.66	9
6.	**GENERALIST ADAPTIVE SKILLS**	**27.71**	**55**
6.1	**High-level Skills**	**33.01**	**51**
6.1.1	Workforce with tertiary education	51.03	35
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	55.55	8
6.1.4	Researchers	25.74	33
6.1.5	Senior officials and managers	27.36	42
6.1.6	Digital skills	5.34	74
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**22.41**	**63**
6.2.1	ICT services exports	5.01	97
6.2.2	Mobile apps development	69.81	44
6.2.3	Intellectual property receipts	22.61	51
6.2.4	High-value exports	15.16	52
6.2.5	Software development	12.84	54
6.2.6	New business density	10.36	59
6.2.7	Scientific journal articles	21.11	49

Rwanda

Key Indicators

Rank (out of 135)	**101**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**14.26**
GDP per capita (PPP US$)	3,190
GDP (US$ billions)	14.33
GTCI score	33.93
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**50.05**	**66**
1.1	**Regulatory Landscape**	**58.03**	**53**
1.1.1	Government effectiveness	58.00	50
1.1.2	Rule of law	57.22	57
1.1.3	Political stability	68.31	58
1.1.4	Regulatory quality	49.62	66
1.1.5	Corruption	57.00	35
1.2	**Market Landscape**	**41.73**	**94**
1.2.1	Extent of market dominance	55.56	37
1.2.2	Domestic credit to private sector	7.62	109
1.2.3	Cluster development	57.80	39
1.2.4	R&D expenditure	12.44	46
1.2.5	Population covered by at least a 3G mobile network	98.70	42
1.2.6	Internet access in schools	56.54	61
1.2.7	Urbanisation	3.44	133
1.3	**Business and Labour Landscape**	**50.39**	**50**
	Labour Market		
1.3.1	Labour rights	87.20	55
1.3.2	Labour-employer cooperation	69.07	24
	Management Practice		
1.3.3	Professional management	74.28	17
1.3.4	Relationship of pay to productivity	57.74	32
	Technology Adoption		
1.3.5	Enterprise software	11.94	95
1.3.6	Cloud computing	15.78	66
1.3.7	Firms with website	36.72	86
2.	**ATTRACT**	**50.83**	**72**
2.1	**External Openness**	**41.86**	**64**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	93.07	29
2.1.2	Financial globalisation	28.92	120
	Attract People		
2.1.3	Migrant stock	6.75	78
2.1.4	International students	22.45	45
2.1.5	Brain gain	58.12	37
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**59.81**	**79**
	Social Inclusion		
2.2.1	Tolerance of minorities	7.45	126
2.2.2	Tolerance of immigrants	41.54	96
2.2.3	Social mobility	71.02	23
	Gender Equality		
2.2.4	Economic empowerment of women	91.88	34
2.2.5	Gender parity in high-skilled jobs	64.07	84
2.2.6	Leadership opportunities for women	82.89	6

		SCORE	RANK
3.	**GROW**	**21.56**	**115**
3.1	**Formal Education**	**6.63**	**108**
	Enrolment		
3.1.1	Vocational enrolment	18.38	61
3.1.2	Tertiary enrolment	3.77	119
	Quality		
3.1.3	Tertiary education expenditure	4.36	79
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**30.02**	**91**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	31.25	69
3.2.3	Employee development	58.80	74
3.3	**Access to Growth Opportunities**	**28.03**	**120**
	Empowerment		
3.3.1	Delegation of authority	57.63	65
3.3.2	Youth inclusion	44.51	104
	Collaboration		
3.3.3	Use of virtual social networks	6.71	128
3.3.4	Use of virtual professional networks	3.28	117
4.	**RETAIN**	**34.73**	**109**
4.1	**Sustainability**	**41.58**	**93**
4.1.1	Pension coverage	15.96	116
4.1.2	Social protection	29.38	100
4.1.3	Brain retention	73.23	9
4.1.4	Environmental performance	33.90	120
4.1.5	Vulnerable employment	55.42	91
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	**Lifestyle**	**27.87**	**119**
4.2.1	Personal rights	27.01	107
4.2.2	Personal safety	39.10	108
4.2.3	Physician density	1.47	126
4.2.4	Sanitation	70.02	102
4.2.5	Employee wellbeing	1.76	130
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**32.67**	**118**
5.1	**Mid-level Skills**	**9.24**	**124**
5.1.1	Workforce with secondary education	14.64	112
5.1.2	Population with secondary education	13.52	104
5.1.3	Technicians and associate professionals	4.12	121
5.1.4	Labour productivity per employee	4.68	108
5.2	**Employability**	**56.10**	**88**
5.2.1	Ease of finding skilled employees	64.29	28
5.2.2	Relevance of education system to the economy	47.08	64
5.2.3	Skills matching	63.32	61
5.2.4	Highly educated unemployment	49.73	109
6.	**GENERALIST ADAPTIVE SKILLS**	**13.73**	**113**
6.1	**High-level Skills**	**17.20**	**111**
6.1.1	Workforce with tertiary education	8.36	113
6.1.2	Soft skills	59.53	49
6.1.3	Professionals	11.46	97
6.1.4	Researchers	1.24	91
6.1.5	Senior officials and managers	5.43	112
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.25**	**114**
6.2.1	ICT services exports	5.21	95
6.2.2	Mobile apps development	41.97	115
6.2.3	Intellectual property receipts	3.17	100
6.2.4	High-value exports	7.42	85
6.2.5	Software development	4.30	86
6.2.6	New business density	8.75	67
6.2.7	Scientific journal articles	0.89	108

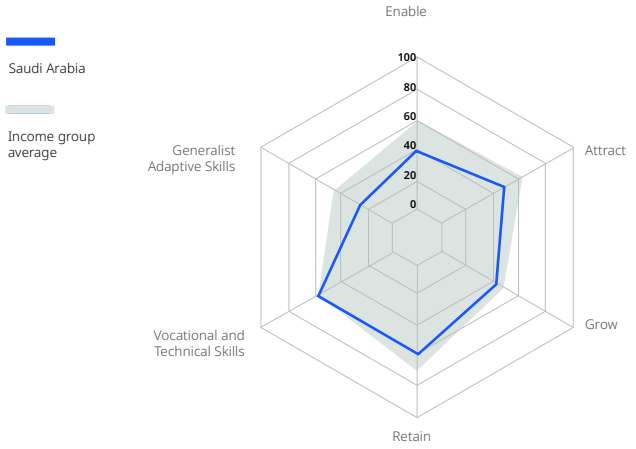
Saudi Arabia

Key Indicators

Rank (out of 135)	**48**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**35.30**

GDP per capita (PPP US$)	59,741
GDP (US$ billions)	1,085.36
GTCI score	50.06
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**54.05**	**51**
1.1	**Regulatory Landscape**	**61.49**	**49**
1.1.1	Government effectiveness	66.88	33
1.1.2	Rule of law	62.31	47
1.1.3	Political stability	60.58	74
1.1.4	Regulatory quality	58.67	47
1.1.5	Corruption	59.00	31
1.2	**Market Landscape**	**63.53**	**29**
1.2.1	Extent of market dominance	64.04	17
1.2.2	Domestic credit to private sector	22.13	63
1.2.3	Cluster development	67.20	9
1.2.4	R&D expenditure	8.82	62
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	82.52	26
1.3	**Business and Labour Landscape**	**37.13**	**123**
	Labour Market		
1.3.1	Labour rights	33.60	123
1.3.2	Labour-employer cooperation	66.16	41
	Management Practice		
1.3.3	Professional management	66.53	38
1.3.4	Relationship of pay to productivity	59.49	25
	Technology Adoption		
1.3.5	Enterprise software	4.40	124
1.3.6	Cloud computing	8.35	103
1.3.7	Firms with website	21.37	102
2.	**ATTRACT**	**53.67**	**57**
2.1	**External Openness**	**48.21**	**43**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	19.98	93
2.1.2	Financial globalisation	56.95	74
	Attract People		
2.1.3	Migrant stock	77.03	9
2.1.4	International students	13.96	59
2.1.5	Brain gain	66.49	15
2.1.6	AI skills migration	54.85	8
2.2	**Internal Openness**	**59.12**	**86**
	Social Inclusion		
2.2.1	Tolerance of minorities	2.13	131
2.2.2	Tolerance of immigrants	80.00	24
2.2.3	Social mobility	70.41	26
	Gender Equality		
2.2.4	Economic empowerment of women	71.25	107
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	71.84	27

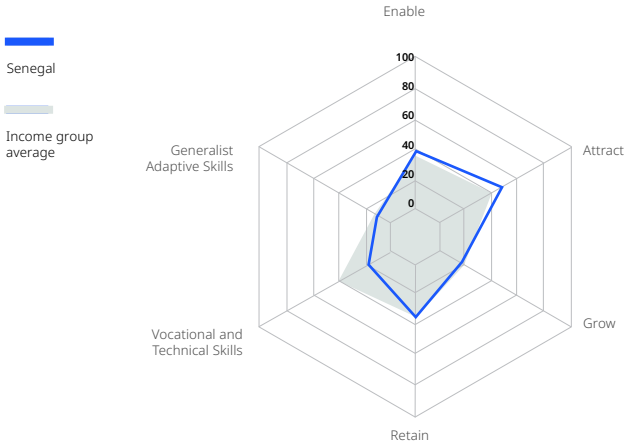
		SCORE	RANK
3.	**GROW**	**43.78**	**45**
3.1	**Formal Education**	**29.41**	**48**
	Enrolment		
3.1.1	Vocational enrolment	1.08	120
3.1.2	Tertiary enrolment	43.33	39
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	20.61	65
3.1.5	University ranking	52.63	18
3.2	**Lifelong Learning**	**35.80**	**70**
3.2.1	Business masters education	41.49	26
3.2.2	Prevalence of training in firms	0.00	117
3.2.3	Employee development	65.93	41
3.3	**Access to Growth Opportunities**	**66.12**	**24**
	Empowerment		
3.3.1	Delegation of authority	65.89	24
3.3.2	Youth inclusion	68.19	63
	Collaboration		
3.3.3	Use of virtual social networks	99.03	2
3.3.4	Use of virtual professional networks	31.37	41
4.	**RETAIN**	**59.00**	**58**
4.1	**Sustainability**	**58.80**	**46**
4.1.1	Pension coverage	23.81	100
4.1.2	Social protection	72.29	13
4.1.3	Brain retention	70.25	16
4.1.4	Environmental performance	42.50	86
4.1.5	Vulnerable employment	98.06	5
4.1.6	Protect against future disasters	58.41	40
4.1.7	Household financial resilience	46.29	39
4.2	**Lifestyle**	**59.19**	**69**
4.2.1	Personal rights	15.58	121
4.2.2	Personal safety	56.21	80
4.2.3	Physician density	54.50	35
4.2.4	Sanitation	94.65	66
4.2.5	Employee wellbeing	75.02	29
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.04**	**34**
5.1	**Mid-level Skills**	**56.25**	**32**
5.1.1	Workforce with secondary education	n/a	n/a
5.1.2	Population with secondary education	47.22	51
5.1.3	Technicians and associate professionals	58.41	32
5.1.4	Labour productivity per employee	63.13	10
5.2	**Employability**	**67.82**	**35**
5.2.1	Ease of finding skilled employees	63.18	33
5.2.2	Relevance of education system to the economy	72.47	6
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	n/a	n/a
6.	**GENERALIST ADAPTIVE SKILLS**	**27.83**	**54**
6.1	**High-level Skills**	**37.80**	**40**
6.1.1	Workforce with tertiary education	n/a	n/a
6.1.2	Soft skills	71.32	10
6.1.3	Professionals	21.10	71
6.1.4	Researchers	10.72	49
6.1.5	Senior officials and managers	15.77	81
6.1.6	Digital skills	100.00	1
6.1.7	AI talent concentration	7.87	39
6.2	**Talent Impact**	**17.85**	**78**
6.2.1	ICT services exports	3.81	102
6.2.2	Mobile apps development	64.94	67
6.2.3	Intellectual property receipts	19.26	59
6.2.4	High-value exports	0.86	123
6.2.5	Software development	3.38	92
6.2.6	New business density	3.69	91
6.2.7	Scientific journal articles	29.02	41

Senegal

Key Indicators

Rank (out of 135)	**113**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**18.50**
GDP per capita (PPP US$)	4,538
GDP (US$ billions)	27.75
GTCI score	30.73
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**43.35**	**89**
1.1	**Regulatory Landscape**	**48.56**	**70**
1.1.1	Government effectiveness	51.06	64
1.1.2	Rule of law	45.60	79
1.1.3	Political stability	62.37	71
1.1.4	Regulatory quality	38.78	89
1.1.5	Corruption	45.00	58
1.2	**Market Landscape**	**38.04**	**100**
1.2.1	Extent of market dominance	41.23	90
1.2.2	Domestic credit to private sector	11.37	93
1.2.3	Cluster development	40.69	103
1.2.4	R&D expenditure	9.02	61
1.2.5	Population covered by at least a 3G mobile network	96.23	58
1.2.6	Internet access in schools	26.61	78
1.2.7	Urbanisation	41.16	103
1.3	**Business and Labour Landscape**	**43.45**	**89**
	Labour Market		
1.3.1	Labour rights	85.60	61
1.3.2	Labour-employer cooperation	57.87	73
	Management Practice		
1.3.3	Professional management	54.37	88
1.3.4	Relationship of pay to productivity	44.64	83
	Technology Adoption		
1.3.5	Enterprise software	14.45	67
1.3.6	Cloud computing	10.83	88
1.3.7	Firms with website	36.38	87
2.	**ATTRACT**	**47.00**	**86**
2.1	**External Openness**	**36.97**	**77**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	63.55	60
	Attract People		
2.1.3	Migrant stock	2.77	105
2.1.4	International students	30.34	33
2.1.5	Brain gain	51.21	59
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**57.04**	**97**
	Social Inclusion		
2.2.1	Tolerance of minorities	50.00	56
2.2.2	Tolerance of immigrants	73.85	34
2.2.3	Social mobility	49.76	105
	Gender Equality		
2.2.4	Economic empowerment of women	72.50	106
2.2.5	Gender parity in high-skilled jobs	41.68	103
2.2.6	Leadership opportunities for women	54.47	113
3.	**GROW**	**19.68**	**121**
3.1	**Formal Education**	**5.82**	**112**
	Enrolment		
3.1.1	Vocational enrolment	6.53	103
3.1.2	Tertiary enrolment	8.15	105
	Quality		
3.1.3	Tertiary education expenditure	8.59	59
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**25.54**	**110**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	22.59	82
3.2.3	Employee development	54.04	96
3.3	**Access to Growth Opportunities**	**27.67**	**122**
	Empowerment		
3.3.1	Delegation of authority	44.22	117
3.3.2	Youth inclusion	31.16	112
	Collaboration		
3.3.3	Use of virtual social networks	24.76	109
3.3.4	Use of virtual professional networks	10.53	93
4.	**RETAIN**	**36.72**	**107**
4.1	**Sustainability**	**32.66**	**113**
4.1.1	Pension coverage	24.62	99
4.1.2	Social protection	21.33	113
4.1.3	Brain retention	47.45	64
4.1.4	Environmental performance	43.80	79
4.1.5	Vulnerable employment	24.14	118
4.1.6	Protect against future disasters	58.73	38
4.1.7	Household financial resilience	8.56	115
4.2	**Lifestyle**	**40.78**	**103**
4.2.1	Personal rights	63.95	60
4.2.2	Personal safety	48.61	92
4.2.3	Physician density	1.51	125
4.2.4	Sanitation	53.13	110
4.2.5	Employee wellbeing	36.68	98
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**23.20**	**131**
5.1	**Mid-level Skills**	**5.81**	**130**
5.1.1	Workforce with secondary education	5.47	125
5.1.2	Population with secondary education	7.32	110
5.1.3	Technicians and associate professionals	2.38	125
5.1.4	Labour productivity per employee	8.08	101
5.2	**Employability**	**40.59**	**129**
5.2.1	Ease of finding skilled employees	59.72	53
5.2.2	Relevance of education system to the economy	40.86	88
5.2.3	Skills matching	12.68	108
5.2.4	Highly educated unemployment	49.08	110
6.	**GENERALIST ADAPTIVE SKILLS**	**14.45**	**109**
6.1	**High-level Skills**	**15.78**	**117**
6.1.1	Workforce with tertiary education	7.54	114
6.1.2	Soft skills	57.80	53
6.1.3	Professionals	6.50	118
6.1.4	Researchers	5.46	70
6.1.5	Senior officials and managers	1.62	123
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**13.13**	**98**
6.2.1	ICT services exports	12.49	68
6.2.2	Mobile apps development	56.98	90
6.2.3	Intellectual property receipts	12.64	73
6.2.4	High-value exports	2.45	110
6.2.5	Software development	1.11	113
6.2.6	New business density	5.34	83
6.2.7	Scientific journal articles	0.88	109

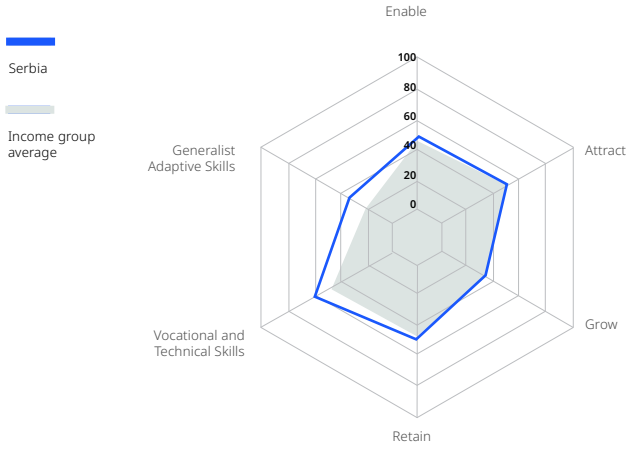
Serbia

Key Indicators

Rank (out of 135)	**54**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**6.59**

GDP per capita (PPP US$)	28,891
GDP (US$ billions)	89.07
GTCI score	48.52
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**47.18**	**72**
1.1	**Regulatory Landscape**	**49.97**	**66**
1.1.1	Government effectiveness	49.71	69
1.1.2	Rule of law	50.43	64
1.1.3	Political stability	64.77	67
1.1.4	Regulatory quality	49.92	65
1.1.5	Corruption	35.00	82
1.2	**Market Landscape**	**44.39**	**86**
1.2.1	Extent of market dominance	46.44	69
1.2.2	Domestic credit to private sector	13.10	86
1.2.3	Cluster development	46.72	68
1.2.4	R&D expenditure	13.79	43
1.2.5	Population covered by at least a 3G mobile network	96.53	57
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	49.75	91
1.3	**Business and Labour Landscape**	**47.18**	**67**
	Labour Market		
1.3.1	Labour rights	85.90	57
1.3.2	Labour-employer cooperation	52.28	108
	Management Practice		
1.3.3	Professional management	50.87	97
1.3.4	Relationship of pay to productivity	45.88	74
	Technology Adoption		
1.3.5	Enterprise software	11.43	100
1.3.6	Cloud computing	26.17	32
1.3.7	Firms with website	57.75	58
2.	**ATTRACT**	**54.83**	**51**
2.1	**External Openness**	**46.02**	**55**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	86.15	45
2.1.2	Financial globalisation	62.28	62
	Attract People		
2.1.3	Migrant stock	20.12	45
2.1.4	International students	15.55	54
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.63**	**61**
	Social Inclusion		
2.2.1	Tolerance of minorities	20.21	108
2.2.2	Tolerance of immigrants	66.15	47
2.2.3	Social mobility	56.43	68
	Gender Equality		
2.2.4	Economic empowerment of women	93.75	28
2.2.5	Gender parity in high-skilled jobs	80.14	56
2.2.6	Leadership opportunities for women	65.12	66

		SCORE	RANK
3.	**GROW**	**36.36**	**64**
3.1	**Formal Education**	**31.06**	**42**
	Enrolment		
3.1.1	Vocational enrolment	53.07	13
3.1.2	Tertiary enrolment	43.00	40
	Quality		
3.1.3	Tertiary education expenditure	10.05	55
3.1.4	Reading, maths and science	43.51	41
3.1.5	University ranking	5.67	76
3.2	**Lifelong Learning**	**20.94**	**122**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	15.16	96
3.2.3	Employee development	47.67	112
3.3	**Access to Growth Opportunities**	**57.09**	**49**
	Empowerment		
3.3.1	Delegation of authority	57.62	66
3.3.2	Youth inclusion	76.90	42
	Collaboration		
3.3.3	Use of virtual social networks	71.98	47
3.3.4	Use of virtual professional networks	21.86	62
4.	**RETAIN**	**56.94**	**62**
4.1	**Sustainability**	**41.15**	**94**
4.1.1	Pension coverage	53.03	86
4.1.2	Social protection	41.30	76
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	49.80	51
4.1.5	Vulnerable employment	73.63	62
4.1.6	Protect against future disasters	5.71	123
4.1.7	Household financial resilience	23.45	74
4.2	**Lifestyle**	**72.72**	**41**
4.2.1	Personal rights	60.76	65
4.2.2	Personal safety	82.77	30
4.2.3	Physician density	47.35	50
4.2.4	Sanitation	97.59	47
4.2.5	Employee wellbeing	75.15	28
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.67**	**40**
5.1	**Mid-level Skills**	**56.74**	**30**
5.1.1	Workforce with secondary education	70.17	17
5.1.2	Population with secondary education	74.35	15
5.1.3	Technicians and associate professionals	52.31	43
5.1.4	Labour productivity per employee	30.15	60
5.2	**Employability**	**64.59**	**54**
5.2.1	Ease of finding skilled employees	58.40	56
5.2.2	Relevance of education system to the economy	46.05	68
5.2.3	Skills matching	76.92	30
5.2.4	Highly educated unemployment	77.01	78
6.	**GENERALIST ADAPTIVE SKILLS**	**35.12**	**38**
6.1	**High-level Skills**	**30.68**	**56**
6.1.1	Workforce with tertiary education	40.42	53
6.1.2	Soft skills	48.69	92
6.1.3	Professionals	32.43	48
6.1.4	Researchers	24.12	37
6.1.5	Senior officials and managers	20.21	69
6.1.6	Digital skills	18.20	52
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**39.55**	**27**
6.2.1	ICT services exports	58.92	9
6.2.2	Mobile apps development	70.37	40
6.2.3	Intellectual property receipts	42.06	31
6.2.4	High-value exports	n/a	n/a
6.2.5	Software development	26.40	38
6.2.6	New business density	10.40	58
6.2.7	Scientific journal articles	29.19	40

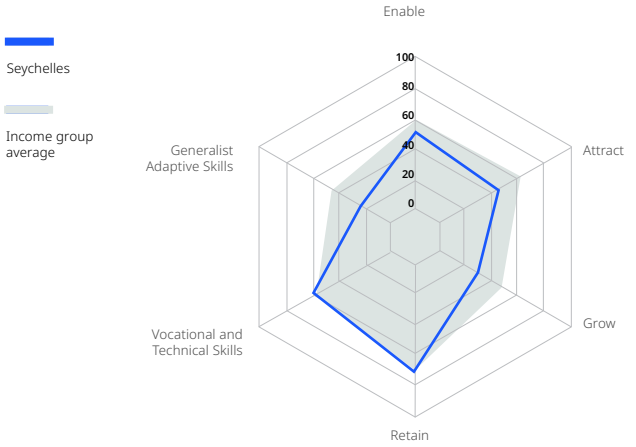
Seychelles

Key Indicators

Rank (out of 135)	**50**
Income group	**High income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**0.12**

GDP per capita (PPP US$)	38,142
GDP (US$ billions)	2.19
GTCI score	49.64
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.65**	**45**
1.1	Regulatory Landscape	66.72	33
1.1.1	Government effectiveness	63.14	43
1.1.2	Rule of law	62.75	45
1.1.3	Political stability	84.09	23
1.1.4	Regulatory quality	51.61	60
1.1.5	Corruption	72.00	17
1.2	Market Landscape	51.27	59
1.2.1	Extent of market dominance	49.31	56
1.2.2	Domestic credit to private sector	8.63	104
1.2.3	Cluster development	53.35	46
1.2.4	R&D expenditure	3.09	88
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	51.96	85
1.3	Business and Labour Landscape	48.95	57
	Labour Market		
1.3.1	Labour rights	89.30	46
1.3.2	Labour-employer cooperation	60.69	59
	Management Practice		
1.3.3	Professional management	60.91	59
1.3.4	Relationship of pay to productivity	53.90	45
	Technology Adoption		
1.3.5	Enterprise software	13.46	77
1.3.6	Cloud computing	7.79	108
1.3.7	Firms with website	56.61	60
2.	**ATTRACT**	**44.91**	**90**
2.1	External Openness	24.44	108
	Attract Business		
2.1.1	FDI regulatory restrictiveness	3.96	96
2.1.2	Financial globalisation	74.47	40
	Attract People		
2.1.3	Migrant stock	19.33	46
2.1.4	International students	0.00	117
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	Internal Openness	65.38	50
	Social Inclusion		
2.2.1	Tolerance of minorities	61.70	42
2.2.2	Tolerance of immigrants	n/a	n/a
2.2.3	Social mobility	60.67	53
	Gender Equality		
2.2.4	Economic empowerment of women	76.25	96
2.2.5	Gender parity in high-skilled jobs	62.64	88
2.2.6	Leadership opportunities for women	65.62	62
3.	**GROW**	**35.44**	**70**
3.1	Formal Education	16.07	81
	Enrolment		
3.1.1	Vocational enrolment	18.57	60
3.1.2	Tertiary enrolment	6.91	108
	Quality		
3.1.3	Tertiary education expenditure	38.81	12
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	Lifelong Learning	33.39	79
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	44.72	47
3.2.3	Employee development	55.45	93
3.3	Access to Growth Opportunities	56.87	52
	Empowerment		
3.3.1	Delegation of authority	63.44	39
3.3.2	Youth inclusion	57.93	82
	Collaboration		
3.3.3	Use of virtual social networks	52.08	88
3.3.4	Use of virtual professional networks	54.02	21
4.	**RETAIN**	**73.84**	**26**
4.1	Sustainability	69.23	24
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	59.79	39
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	47.90	57
4.1.5	Vulnerable employment	n/a	n/a
4.1.6	Protect against future disasters	n/a	n/a
4.1.7	Household financial resilience	n/a	n/a
4.2	Lifestyle	78.45	26
4.2.1	Personal rights	n/a	n/a
4.2.2	Personal safety	n/a	n/a
4.2.3	Physician density	56.89	29
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	n/a	n/a
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**64.20**	**21**
5.1	Mid-level Skills	60.63	18
5.1.1	Workforce with secondary education	89.73	2
5.1.2	Population with secondary education	65.47	26
5.1.3	Technicians and associate professionals	26.69	76
5.1.4	Labour productivity per employee	n/a	n/a
5.2	Employability	67.78	36
5.2.1	Ease of finding skilled employees	51.95	92
5.2.2	Relevance of education system to the economy	59.37	32
5.2.3	Skills matching	67.43	55
5.2.4	Highly educated unemployment	92.35	13
6.	**GENERALIST ADAPTIVE SKILLS**	**23.82**	**71**
6.1	High-level Skills	18.62	106
6.1.1	Workforce with tertiary education	12.55	100
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	11.79	95
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	31.54	34
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	Talent Impact	29.01	48
6.2.1	ICT services exports	3.17	109
6.2.2	Mobile apps development	87.81	2
6.2.3	Intellectual property receipts	11.96	76
6.2.4	High-value exports	0.00	132
6.2.5	Software development	86.14	5
6.2.6	New business density	7.95	69
6.2.7	Scientific journal articles	6.07	73

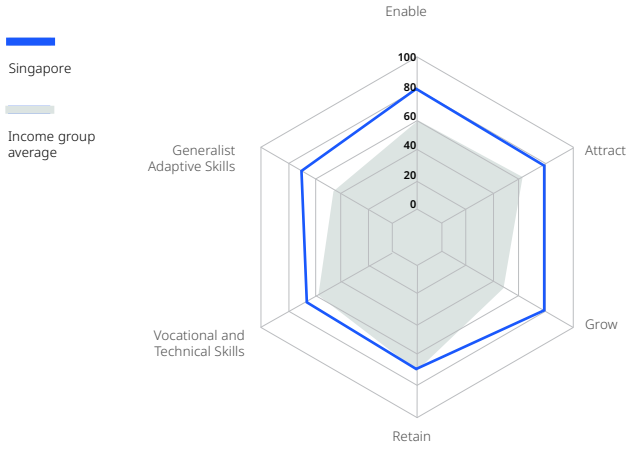
Singapore

Key Indicators

Rank (out of 135)	**1**
Income group	**High income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**6.04**

GDP per capita (PPP US$)	150,689
GDP (US$ billions)	547.39
GTCI score	73.29
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**79.64**	**4**
1.1	**Regulatory Landscape**	**95.76**	**1**
1.1.1	Government effectiveness	100.00	1
1.1.2	Rule of law	94.81	5
1.1.3	Political stability	100.00	1
1.1.4	Regulatory quality	100.00	1
1.1.5	Corruption	84.00	3
1.2	**Market Landscape**	**74.81**	**8**
1.2.1	Extent of market dominance	64.60	15
1.2.2	Domestic credit to private sector	63.79	10
1.2.3	Cluster development	66.22	12
1.2.4	R&D expenditure	29.04	19
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	100.00	1
1.3	**Business and Labour Landscape**	**68.34**	**10**
	Labour Market		
1.3.1	Labour rights	73.00	85
1.3.2	Labour-employer cooperation	83.66	3
	Management Practice		
1.3.3	Professional management	83.50	4
1.3.4	Relationship of pay to productivity	65.92	9
	Technology Adoption		
1.3.5	Enterprise software	21.66	44
1.3.6	Cloud computing	89.24	2
1.3.7	Firms with website	61.38	52
2.	**ATTRACT**	**80.40**	**2**
2.1	**External Openness**	**79.52**	**6**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	84.26	49
2.1.2	Financial globalisation	97.20	6
	Attract People		
2.1.3	Migrant stock	93.18	6
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	73.22	3
2.1.6	AI skills migration	49.74	11
2.2	**Internal Openness**	**81.27**	**12**
	Social Inclusion		
2.2.1	Tolerance of minorities	73.40	20
2.2.2	Tolerance of immigrants	84.62	16
2.2.3	Social mobility	81.05	5
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	81.10	52
2.2.6	Leadership opportunities for women	84.94	3

		SCORE	RANK
3.	**GROW**	**69.42**	**5**
3.1	**Formal Education**	**63.93**	**1**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	58.13	9
	Quality		
3.1.3	Tertiary education expenditure	35.95	16
3.1.4	Reading, maths and science	91.94	2
3.1.5	University ranking	69.70	12
3.2	**Lifelong Learning**	**62.15**	**13**
3.2.1	Business masters education	61.94	15
3.2.2	Prevalence of training in firms	51.88	34
3.2.3	Employee development	72.64	11
3.3	**Access to Growth Opportunities**	**82.19**	**4**
	Empowerment		
3.3.1	Delegation of authority	67.27	20
3.3.2	Youth inclusion	92.99	9
	Collaboration		
3.3.3	Use of virtual social networks	87.96	4
3.3.4	Use of virtual professional networks	80.52	4
4.	**RETAIN**	**71.35**	**31**
4.1	**Sustainability**	**65.35**	**33**
4.1.1	Pension coverage	36.73	93
4.1.2	Social protection	67.73	24
4.1.3	Brain retention	79.95	2
4.1.4	Environmental performance	53.00	41
4.1.5	Vulnerable employment	89.78	28
4.1.6	Protect against future disasters	64.63	24
4.1.7	Household financial resilience	65.64	23
4.2	**Lifestyle**	**77.36**	**32**
4.2.1	Personal rights	69.10	51
4.2.2	Personal safety	100.00	1
4.2.3	Physician density	43.44	56
4.2.4	Sanitation	100.00	1
4.2.5	Employee wellbeing	74.25	31
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**66.96**	**13**
5.1	**Mid-level Skills**	**58.51**	**27**
5.1.1	Workforce with secondary education	11.65	117
5.1.2	Population with secondary education	36.97	69
5.1.3	Technicians and associate professionals	85.41	3
5.1.4	Labour productivity per employee	100.00	1
5.2	**Employability**	**75.41**	**4**
5.2.1	Ease of finding skilled employees	58.33	57
5.2.2	Relevance of education system to the economy	77.26	3
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	90.64	22
6.	**GENERALIST ADAPTIVE SKILLS**	**71.97**	**1**
6.1	**High-level Skills**	**72.87**	**1**
6.1.1	Workforce with tertiary education	89.67	2
6.1.2	Soft skills	68.19	20
6.1.3	Professionals	51.85	13
6.1.4	Researchers	82.79	4
6.1.5	Senior officials and managers	86.42	3
6.1.6	Digital skills	50.66	9
6.1.7	AI talent concentration	80.55	2
6.2	**Talent Impact**	**71.06**	**1**
6.2.1	ICT services exports	24.13	42
6.2.2	Mobile apps development	84.52	4
6.2.3	Intellectual property receipts	72.97	13
6.2.4	High-value exports	87.74	3
6.2.5	Software development	100.00	1
6.2.6	New business density	46.56	9
6.2.7	Scientific journal articles	81.54	5

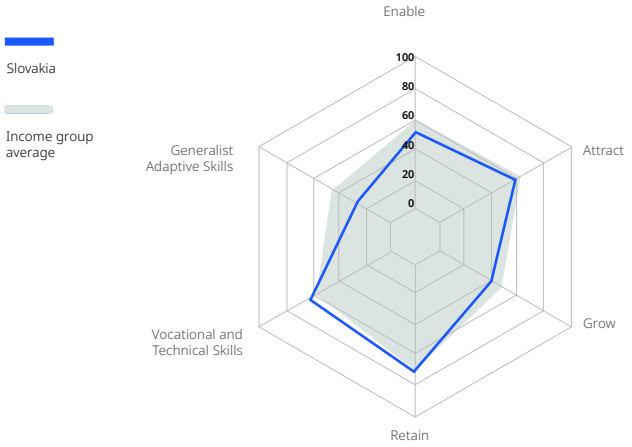
Slovakia

Key Indicators

Rank (out of 135)	**34**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**5.42**

GDP per capita (PPP US$)	45,583
GDP (US$ billions)	140.64
GTCI score	54.41
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**55.58**	**46**
1.1	**Regulatory Landscape**	**62.11**	**47**
1.1.1	Government effectiveness	54.54	57
1.1.2	Rule of law	66.89	39
1.1.3	Political stability	79.51	40
1.1.4	Regulatory quality	60.63	44
1.1.5	Corruption	49.00	48
1.2	**Market Landscape**	**53.85**	**52**
1.2.1	Extent of market dominance	48.13	58
1.2.2	Domestic credit to private sector	26.96	52
1.2.3	Cluster development	46.95	65
1.2.4	R&D expenditure	16.34	38
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	45.98	97
1.3	**Business and Labour Landscape**	**50.78**	**49**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	55.14	93
	Management Practice		
1.3.3	Professional management	49.20	101
1.3.4	Relationship of pay to productivity	46.47	72
	Technology Adoption		
1.3.5	Enterprise software	19.25	49
1.3.6	Cloud computing	16.41	62
1.3.7	Firms with website	69.00	40
2.	**ATTRACT**	**60.81**	**34**
2.1	**External Openness**	**57.54**	**23**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	96.10	20
2.1.2	Financial globalisation	71.44	45
	Attract People		
2.1.3	Migrant stock	11.13	61
2.1.4	International students	51.50	14
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**64.09**	**56**
	Social Inclusion		
2.2.1	Tolerance of minorities	44.68	65
2.2.2	Tolerance of immigrants	38.46	102
2.2.3	Social mobility	63.37	45
	Gender Equality		
2.2.4	Economic empowerment of women	87.50	55
2.2.5	Gender parity in high-skilled jobs	88.99	35
2.2.6	Leadership opportunities for women	61.53	87

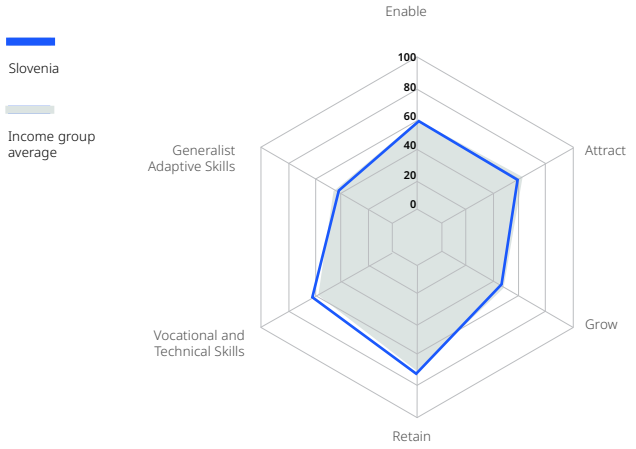
		SCORE	RANK
3.	**GROW**	**42.39**	**51**
3.1	**Formal Education**	**32.67**	**40**
	Enrolment		
3.1.1	Vocational enrolment	43.94	23
3.1.2	Tertiary enrolment	30.93	68
	Quality		
3.1.3	Tertiary education expenditure	27.94	20
3.1.4	Reading, maths and science	49.78	39
3.1.5	University ranking	10.77	66
3.2	**Lifelong Learning**	**37.32**	**65**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	65.30	19
3.2.3	Employee development	46.64	115
3.3	**Access to Growth Opportunities**	**57.18**	**48**
	Empowerment		
3.3.1	Delegation of authority	54.70	77
3.3.2	Youth inclusion	85.28	24
	Collaboration		
3.3.3	Use of virtual social networks	72.33	45
3.3.4	Use of virtual professional networks	16.42	77
4.	**RETAIN**	**68.94**	**35**
4.1	**Sustainability**	**61.76**	**39**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	58.70	42
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	65.10	18
4.1.5	Vulnerable employment	86.39	42
4.1.6	Protect against future disasters	16.97	108
4.1.7	Household financial resilience	43.42	41
4.2	**Lifestyle**	**76.12**	**33**
4.2.1	Personal rights	81.58	33
4.2.2	Personal safety	77.50	43
4.2.3	Physician density	57.67	28
4.2.4	Sanitation	97.17	54
4.2.5	Employee wellbeing	66.69	48
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**67.49**	**11**
5.1	**Mid-level Skills**	**73.04**	**3**
5.1.1	Workforce with secondary education	81.66	6
5.1.2	Population with secondary education	93.19	2
5.1.3	Technicians and associate professionals	71.64	17
5.1.4	Labour productivity per employee	45.67	38
5.2	**Employability**	**61.93**	**68**
5.2.1	Ease of finding skilled employees	46.23	111
5.2.2	Relevance of education system to the economy	34.06	102
5.2.3	Skills matching	81.84	16
5.2.4	Highly educated unemployment	85.61	43
6.	**GENERALIST ADAPTIVE SKILLS**	**31.23**	**44**
6.1	**High-level Skills**	**35.47**	**44**
6.1.1	Workforce with tertiary education	42.51	49
6.1.2	Soft skills	53.59	71
6.1.3	Professionals	37.92	40
6.1.4	Researchers	34.19	30
6.1.5	Senior officials and managers	28.85	38
6.1.6	Digital skills	15.76	57
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**26.99**	**51**
6.2.1	ICT services exports	13.23	66
6.2.2	Mobile apps development	68.75	49
6.2.3	Intellectual property receipts	12.48	75
6.2.4	High-value exports	15.03	54
6.2.5	Software development	20.98	43
6.2.6	New business density	22.54	36
6.2.7	Scientific journal articles	35.89	34

Slovenia

Key Indicators

Rank (out of 135)	**29**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**2.13**
GDP per capita (PPP US$)	55,619
GDP (US$ billions)	72.46
GTCI score	58.36
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**61.48**	**28**
1.1	**Regulatory Landscape**	**71.73**	**29**
1.1.1	Government effectiveness	72.17	28
1.1.2	Rule of law	77.46	27
1.1.3	Political stability	85.42	20
1.1.4	Regulatory quality	63.62	37
1.1.5	Corruption	60.00	30
1.2	**Market Landscape**	**57.34**	**42**
1.2.1	Extent of market dominance	59.15	29
1.2.2	Domestic credit to private sector	14.50	81
1.2.3	Cluster development	46.30	71
1.2.4	R&D expenditure	33.57	17
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	48.65	92
1.3	**Business and Labour Landscape**	**55.36**	**33**
	Labour Market		
1.3.1	Labour rights	98.20	18
1.3.2	Labour-employer cooperation	58.59	64
	Management Practice		
1.3.3	Professional management	59.92	64
1.3.4	Relationship of pay to productivity	43.11	99
	Technology Adoption		
1.3.5	Enterprise software	17.08	60
1.3.6	Cloud computing	17.66	60
1.3.7	Firms with website	92.98	6
2.	**ATTRACT**	**59.57**	**37**
2.1	**External Openness**	**51.72**	**39**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	90.72	34
2.1.2	Financial globalisation	72.30	43
	Attract People		
2.1.3	Migrant stock	28.35	31
2.1.4	International students	35.95	24
2.1.5	Brain gain	46.60	73
2.1.6	AI skills migration	36.42	27
2.2	**Internal Openness**	**67.42**	**41**
	Social Inclusion		
2.2.1	Tolerance of minorities	71.28	26
2.2.2	Tolerance of immigrants	15.38	123
2.2.3	Social mobility	65.64	40
	Gender Equality		
2.2.4	Economic empowerment of women	96.88	20
2.2.5	Gender parity in high-skilled jobs	81.61	50
2.2.6	Leadership opportunities for women	73.75	21

		SCORE	RANK
3.	**GROW**	**48.51**	**29**
3.1	**Formal Education**	**41.78**	**27**
	Enrolment		
3.1.1	Vocational enrolment	63.19	4
3.1.2	Tertiary enrolment	47.19	22
	Quality		
3.1.3	Tertiary education expenditure	26.69	21
3.1.4	Reading, maths and science	60.81	20
3.1.5	University ranking	11.03	65
3.2	**Lifelong Learning**	**41.09**	**50**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	54.46	29
3.2.3	Employee development	68.82	26
3.3	**Access to Growth Opportunities**	**62.65**	**32**
	Empowerment		
3.3.1	Delegation of authority	58.75	58
3.3.2	Youth inclusion	89.91	15
	Collaboration		
3.3.3	Use of virtual social networks	74.32	34
3.3.4	Use of virtual professional networks	27.63	49
4.	**RETAIN**	**77.31**	**16**
4.1	**Sustainability**	**72.70**	**19**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	77.80	9
4.1.3	Brain retention	37.15	95
4.1.4	Environmental performance	62.40	24
4.1.5	Vulnerable employment	88.32	36
4.1.6	Protect against future disasters	72.52	16
4.1.7	Household financial resilience	70.73	18
4.2	**Lifestyle**	**81.92**	**17**
4.2.1	Personal rights	86.73	20
4.2.2	Personal safety	93.38	5
4.2.3	Physician density	52.18	42
4.2.4	Sanitation	98.06	42
4.2.5	Employee wellbeing	79.24	19
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**65.30**	**15**
5.1	**Mid-level Skills**	**64.41**	**10**
5.1.1	Workforce with secondary education	68.70	18
5.1.2	Population with secondary education	73.87	16
5.1.3	Technicians and associate professionals	66.69	21
5.1.4	Labour productivity per employee	48.38	35
5.2	**Employability**	**66.19**	**44**
5.2.1	Ease of finding skilled employees	42.74	120
5.2.2	Relevance of education system to the economy	52.06	48
5.2.3	Skills matching	80.26	19
5.2.4	Highly educated unemployment	89.68	24
6.	**GENERALIST ADAPTIVE SKILLS**	**37.99**	**32**
6.1	**High-level Skills**	**38.77**	**34**
6.1.1	Workforce with tertiary education	51.35	34
6.1.2	Soft skills	54.08	68
6.1.3	Professionals	45.39	22
6.1.4	Researchers	53.93	15
6.1.5	Senior officials and managers	21.13	64
6.1.6	Digital skills	17.71	55
6.1.7	AI talent concentration	27.78	26
6.2	**Talent Impact**	**37.21**	**31**
6.2.1	ICT services exports	14.65	63
6.2.2	Mobile apps development	77.27	13
6.2.3	Intellectual property receipts	35.53	38
6.2.4	High-value exports	12.77	60
6.2.5	Software development	39.11	29
6.2.6	New business density	11.35	55
6.2.7	Scientific journal articles	69.80	10

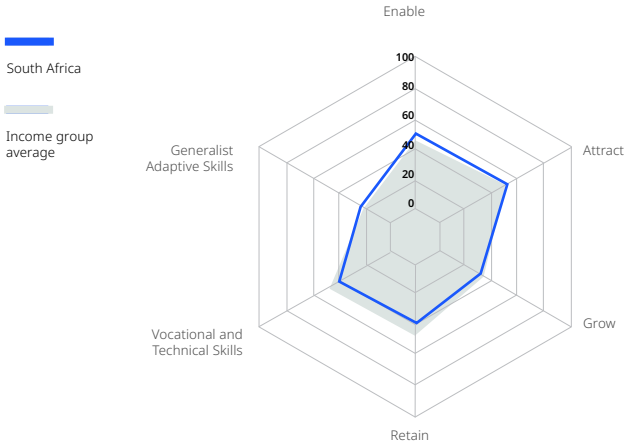
South Africa

Key Indicators

Rank (out of 135)	**79**
Income group	**Upper middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**64.01**

GDP per capita (PPP US$)	15,424
GDP (US$ billions)	380.59
GTCI score	41.19
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



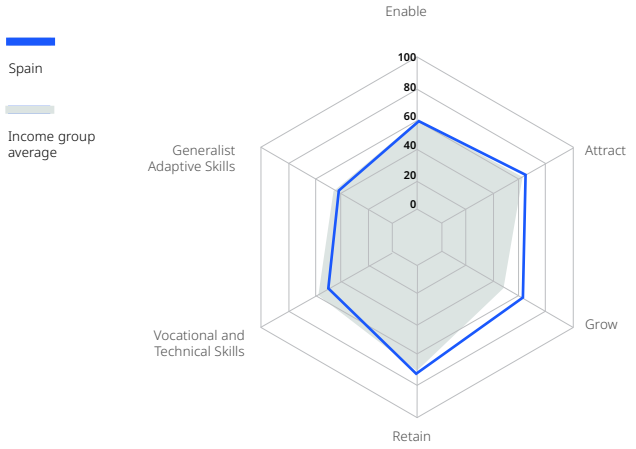
		SCORE	RANK
1.	**ENABLE**	**53.56**	**52**
1.1	**Regulatory Landscape**	**46.11**	**78**
1.1.1	Government effectiveness	43.95	85
1.1.2	Rule of law	54.33	60
1.1.3	Political stability	49.68	105
1.1.4	Regulatory quality	41.58	82
1.1.5	Corruption	41.00	66
1.2	**Market Landscape**	**51.10**	**61**
1.2.1	Extent of market dominance	40.95	94
1.2.2	Domestic credit to private sector	43.43	25
1.2.3	Cluster development	49.96	55
1.2.4	R&D expenditure	9.61	57
1.2.5	Population covered by at least a 3G mobile network	98.86	40
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	63.81	60
1.3	**Business and Labour Landscape**	**63.46**	**22**
	Labour Market		
1.3.1	Labour rights	90.20	45
1.3.2	Labour-employer cooperation	52.15	109
	Management Practice		
1.3.3	Professional management	66.89	37
1.3.4	Relationship of pay to productivity	48.87	58
	Technology Adoption		
1.3.5	Enterprise software	36.95	24
1.3.6	Cloud computing	70.39	7
1.3.7	Firms with website	78.78	30
2.	**ATTRACT**	**53.62**	**59**
2.1	**External Openness**	**40.98**	**69**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	91.78	32
2.1.2	Financial globalisation	59.37	71
	Attract People		
2.1.3	Migrant stock	7.73	75
2.1.4	International students	8.46	74
2.1.5	Brain gain	50.70	62
2.1.6	AI skills migration	27.83	39
2.2	**Internal Openness**	**66.25**	**47**
	Social Inclusion		
2.2.1	Tolerance of minorities	39.36	74
2.2.2	Tolerance of immigrants	70.77	39
2.2.3	Social mobility	51.51	100
	Gender Equality		
2.2.4	Economic empowerment of women	88.12	50
2.2.5	Gender parity in high-skilled jobs	86.11	44
2.2.6	Leadership opportunities for women	61.64	86
3.	**GROW**	**32.03**	**84**
3.1	**Formal Education**	**19.60**	**73**
	Enrolment		
3.1.1	Vocational enrolment	8.18	95
3.1.2	Tertiary enrolment	12.82	97
	Quality		
3.1.3	Tertiary education expenditure	15.60	40
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	41.80	31
3.2	**Lifelong Learning**	**37.45**	**63**
3.2.1	Business masters education	37.03	30
3.2.2	Prevalence of training in firms	5.25	110
3.2.3	Employee development	70.05	21
3.3	**Access to Growth Opportunities**	**39.03**	**100**
	Empowerment		
3.3.1	Delegation of authority	62.91	42
3.3.2	Youth inclusion	23.14	116
	Collaboration		
3.3.3	Use of virtual social networks	39.96	101
3.3.4	Use of virtual professional networks	30.12	45
4.	**RETAIN**	**45.13**	**93**
4.1	**Sustainability**	**47.10**	**78**
4.1.1	Pension coverage	79.69	71
4.1.2	Social protection	32.04	94
4.1.3	Brain retention	40.55	79
4.1.4	Environmental performance	42.70	84
4.1.5	Vulnerable employment	88.00	37
4.1.6	Protect against future disasters	19.44	103
4.1.7	Household financial resilience	27.26	65
4.2	**Lifestyle**	**43.16**	**102**
4.2.1	Personal rights	74.29	39
4.2.2	Personal safety	11.62	129
4.2.3	Physician density	11.88	93
4.2.4	Sanitation	73.49	99
4.2.5	Employee wellbeing	44.53	90
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**40.12**	**98**
5.1	**Mid-level Skills**	**41.60**	**69**
5.1.1	Workforce with secondary education	52.10	47
5.1.2	Population with secondary education	43.87	60
5.1.3	Technicians and associate professionals	41.63	52
5.1.4	Labour productivity per employee	28.82	62
5.2	**Employability**	**38.63**	**132**
5.2.1	Ease of finding skilled employees	48.94	97
5.2.2	Relevance of education system to the economy	35.32	98
5.2.3	Skills matching	62.44	62
5.2.4	Highly educated unemployment	7.84	121
6.	**GENERALIST ADAPTIVE SKILLS**	**22.71**	**75**
6.1	**High-level Skills**	**22.58**	**80**
6.1.1	Workforce with tertiary education	20.80	89
6.1.2	Soft skills	50.62	85
6.1.3	Professionals	11.76	96
6.1.4	Researchers	4.40	76
6.1.5	Senior officials and managers	47.66	12
6.1.6	Digital skills	18.33	51
6.1.7	AI talent concentration	4.51	43
6.2	**Talent Impact**	**22.83**	**61**
6.2.1	ICT services exports	7.91	83
6.2.2	Mobile apps development	62.53	74
6.2.3	Intellectual property receipts	21.19	54
6.2.4	High-value exports	8.86	73
6.2.5	Software development	4.24	87
6.2.6	New business density	45.45	10
6.2.7	Scientific journal articles	9.62	63

Spain

Key Indicators

Rank (out of 135)	**26**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**48.81**
GDP per capita (PPP US$)	54,451
GDP (US$ billions)	1,722.23
GTCI score	59.32
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**62.09**	**26**
1.1	**Regulatory Landscape**	**65.90**	**35**
1.1.1	Government effectiveness	65.92	35
1.1.2	Rule of law	72.22	31
1.1.3	Political stability	72.63	50
1.1.4	Regulatory quality	62.75	38
1.1.5	Corruption	56.00	38
1.2	**Market Landscape**	**64.06**	**28**
1.2.1	Extent of market dominance	58.24	32
1.2.2	Domestic credit to private sector	34.89	36
1.2.3	Cluster development	55.58	41
1.2.4	R&D expenditure	23.47	28
1.2.5	Population covered by at least a 3G mobile network	97.72	48
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	78.55	36
1.3	**Business and Labour Landscape**	**56.29**	**32**
	Labour Market		
1.3.1	Labour rights	96.70	22
1.3.2	Labour-employer cooperation	57.75	74
	Management Practice		
1.3.3	Professional management	64.25	46
1.3.4	Relationship of pay to productivity	41.55	105
	Technology Adoption		
1.3.5	Enterprise software	14.54	66
1.3.6	Cloud computing	31.17	25
1.3.7	Firms with website	88.10	16
2.	**ATTRACT**	**63.74**	**27**
2.1	**External Openness**	**54.52**	**30**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	97.50	12
2.1.2	Financial globalisation	81.82	24
	Attract People		
2.1.3	Migrant stock	35.32	24
2.1.4	International students	14.57	57
2.1.5	Brain gain	52.90	57
2.1.6	AI skills migration	45.02	16
2.2	**Internal Openness**	**72.96**	**26**
	Social Inclusion		
2.2.1	Tolerance of minorities	25.53	98
2.2.2	Tolerance of immigrants	87.69	13
2.2.3	Social mobility	61.41	49
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	93.93	18
2.2.6	Leadership opportunities for women	69.22	39

		SCORE	RANK
3.	**GROW**	**65.14**	**11**
3.1	**Formal Education**	**43.52**	**23**
	Enrolment		
3.1.1	Vocational enrolment	33.10	35
3.1.2	Tertiary enrolment	55.52	11
	Quality		
3.1.3	Tertiary education expenditure	20.79	33
3.1.4	Reading, maths and science	57.90	27
3.1.5	University ranking	50.27	22
3.2	**Lifelong Learning**	**85.49**	**1**
3.2.1	Business masters education	93.34	4
3.2.2	Prevalence of training in firms	92.34	3
3.2.3	Employee development	70.78	18
3.3	**Access to Growth Opportunities**	**66.42**	**23**
	Empowerment		
3.3.1	Delegation of authority	55.02	75
3.3.2	Youth inclusion	80.17	36
	Collaboration		
3.3.3	Use of virtual social networks	82.82	6
3.3.4	Use of virtual professional networks	47.68	25
4.	**RETAIN**	**75.65**	**22**
4.1	**Sustainability**	**67.73**	**29**
4.1.1	Pension coverage	88.82	60
4.1.2	Social protection	68.32	21
4.1.3	Brain retention	49.50	57
4.1.4	Environmental performance	64.00	22
4.1.5	Vulnerable employment	88.61	34
4.1.6	Protect against future disasters	65.67	22
4.1.7	Household financial resilience	49.18	35
4.2	**Lifestyle**	**83.57**	**12**
4.2.1	Personal rights	85.75	24
4.2.2	Personal safety	90.21	10
4.2.3	Physician density	69.88	12
4.2.4	Sanitation	99.91	13
4.2.5	Employee wellbeing	72.08	35
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**51.10**	**64**
5.1	**Mid-level Skills**	**42.79**	**63**
5.1.1	Workforce with secondary education	30.37	91
5.1.2	Population with secondary education	28.75	86
5.1.3	Technicians and associate professionals	56.24	38
5.1.4	Labour productivity per employee	55.79	26
5.2	**Employability**	**59.41**	**75**
5.2.1	Ease of finding skilled employees	52.49	88
5.2.2	Relevance of education system to the economy	38.63	90
5.2.3	Skills matching	75.24	35
5.2.4	Highly educated unemployment	71.29	86
6.	**GENERALIST ADAPTIVE SKILLS**	**38.22**	**31**
6.1	**High-level Skills**	**38.65**	**35**
6.1.1	Workforce with tertiary education	62.80	18
6.1.2	Soft skills	58.36	51
6.1.3	Professionals	39.25	36
6.1.4	Researchers	34.93	29
6.1.5	Senior officials and managers	21.70	62
6.1.6	Digital skills	32.09	29
6.1.7	AI talent concentration	21.45	33
6.2	**Talent Impact**	**37.79**	**29**
6.2.1	ICT services exports	27.70	32
6.2.2	Mobile apps development	70.53	36
6.2.3	Intellectual property receipts	52.03	24
6.2.4	High-value exports	14.90	56
6.2.5	Software development	35.94	32
6.2.6	New business density	12.66	51
6.2.7	Scientific journal articles	50.80	24

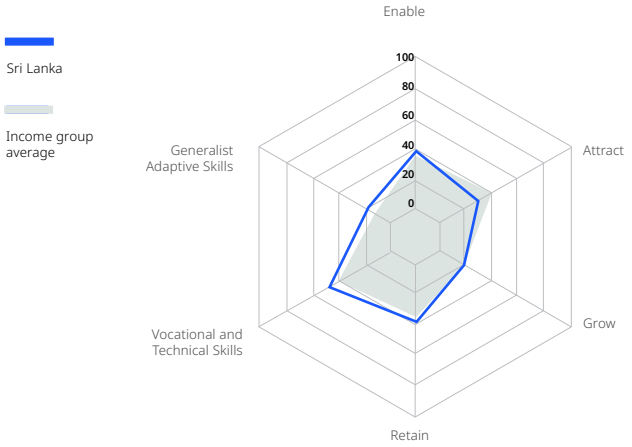
Sri Lanka

Key Indicators

Rank (out of 135)	**92**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**21.92**

GDP per capita (PPP US$)	14,072
GDP (US$ billions)	74.58
GTCI score	36.89
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**40.78**	**98**
1.1	**Regulatory Landscape**	**42.92**	**87**
1.1.1	Government effectiveness	44.05	84
1.1.2	Rule of law	50.04	66
1.1.3	Political stability	53.47	96
1.1.4	Regulatory quality	35.03	95
1.1.5	Corruption	32.00	97
1.2	**Market Landscape**	**32.97**	**112**
1.2.1	Extent of market dominance	38.49	100
1.2.2	Domestic credit to private sector	20.48	70
1.2.3	Cluster development	42.86	89
1.2.4	R&D expenditure	1.57	103
1.2.5	Population covered by at least a 3G mobile network	81.71	90
1.2.6	Internet access in schools	40.67	71
1.2.7	Urbanisation	5.02	131
1.3	**Business and Labour Landscape**	**46.45**	**71**
	Labour Market		
1.3.1	Labour rights	68.70	93
1.3.2	Labour-employer cooperation	54.20	96
	Management Practice		
1.3.3	Professional management	68.71	33
1.3.4	Relationship of pay to productivity	43.48	97
	Technology Adoption		
1.3.5	Enterprise software	30.67	30
1.3.6	Cloud computing	12.91	79
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**35.57**	**122**
2.1	**External Openness**	**18.23**	**130**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	32.35	115
	Attract People		
2.1.3	Migrant stock	0.19	130
2.1.4	International students	1.67	98
2.1.5	Brain gain	38.70	98
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.90**	**109**
	Social Inclusion		
2.2.1	Tolerance of minorities	13.83	119
2.2.2	Tolerance of immigrants	47.69	86
2.2.3	Social mobility	56.92	66
	Gender Equality		
2.2.4	Economic empowerment of women	65.62	114
2.2.5	Gender parity in high-skilled jobs	70.82	74
2.2.6	Leadership opportunities for women	62.53	80

		SCORE	RANK
3.	**GROW**	**27.35**	**96**
3.1	**Formal Education**	**7.97**	**105**
	Enrolment		
3.1.1	Vocational enrolment	6.27	104
3.1.2	Tertiary enrolment	14.46	93
	Quality		
3.1.3	Tertiary education expenditure	7.28	67
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	3.87	77
3.2	**Lifelong Learning**	**31.40**	**86**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	62.80	53
3.3	**Access to Growth Opportunities**	**42.68**	**88**
	Empowerment		
3.3.1	Delegation of authority	61.40	45
3.3.2	Youth inclusion	63.58	71
	Collaboration		
3.3.3	Use of virtual social networks	33.85	104
3.3.4	Use of virtual professional networks	11.89	88
4.	**RETAIN**	**42.98**	**96**
4.1	**Sustainability**	**38.27**	**103**
4.1.1	Pension coverage	30.43	97
4.1.2	Social protection	39.28	83
4.1.3	Brain retention	35.36	101
4.1.4	Environmental performance	38.80	101
4.1.5	Vulnerable employment	56.85	88
4.1.6	Protect against future disasters	51.39	57
4.1.7	Household financial resilience	15.76	94
4.2	**Lifestyle**	**47.68**	**95**
4.2.1	Personal rights	47.74	87
4.2.2	Personal safety	64.25	69
4.2.3	Physician density	17.61	85
4.2.4	Sanitation	93.37	70
4.2.5	Employee wellbeing	15.46	118
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**55.01**	**52**
5.1	**Mid-level Skills**	**47.26**	**56**
5.1.1	Workforce with secondary education	45.70	61
5.1.2	Population with secondary education	84.93	8
5.1.3	Technicians and associate professionals	37.54	56
5.1.4	Labour productivity per employee	20.86	75
5.2	**Employability**	**62.77**	**63**
5.2.1	Ease of finding skilled employees	61.22	51
5.2.2	Relevance of education system to the economy	50.56	53
5.2.3	Skills matching	61.65	64
5.2.4	Highly educated unemployment	77.65	75
6.	**GENERALIST ADAPTIVE SKILLS**	**19.66**	**87**
6.1	**High-level Skills**	**20.14**	**99**
6.1.1	Workforce with tertiary education	8.71	112
6.1.2	Soft skills	53.98	69
6.1.3	Professionals	14.39	88
6.1.4	Researchers	0.86	93
6.1.5	Senior officials and managers	22.75	58
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**19.19**	**74**
6.2.1	ICT services exports	37.21	24
6.2.2	Mobile apps development	56.71	92
6.2.3	Intellectual property receipts	14.75	68
6.2.4	High-value exports	2.16	111
6.2.5	Software development	14.57	51
6.2.6	New business density	4.93	88
6.2.7	Scientific journal articles	4.01	85

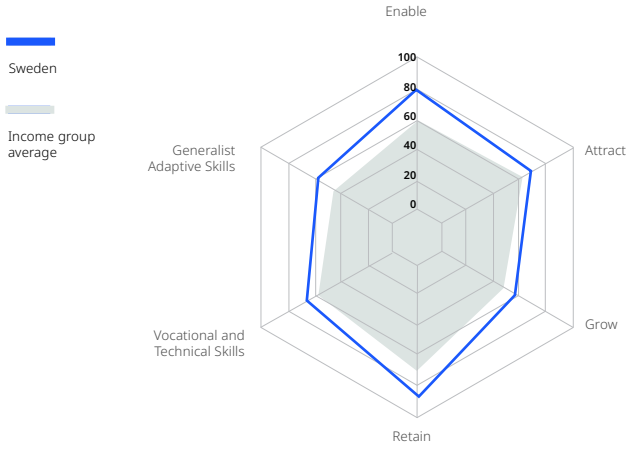
Sweden

Key Indicators

Rank (out of 135)	**5**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**10.57**

GDP per capita (PPP US$)	70,085
GDP (US$ billions)	610.12
GTCI score	70.76
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**79.10**	**5**
1.1	**Regulatory Landscape**	**85.19**	**10**
1.1.1	Government effectiveness	84.41	10
1.1.2	Rule of law	91.19	12
1.1.3	Political stability	83.97	24
1.1.4	Regulatory quality	86.38	10
1.1.5	Corruption	80.00	8
1.2	**Market Landscape**	**76.10**	**7**
1.2.1	Extent of market dominance	63.00	19
1.2.2	Domestic credit to private sector	61.16	14
1.2.3	Cluster development	64.83	16
1.2.4	R&D expenditure	56.73	3
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	87.01	17
1.3	**Business and Labour Landscape**	**75.99**	**3**
	Labour Market		
1.3.1	Labour rights	100.00	1
1.3.2	Labour-employer cooperation	71.74	17
	Management Practice		
1.3.3	Professional management	73.60	21
1.3.4	Relationship of pay to productivity	65.37	11
	Technology Adoption		
1.3.5	Enterprise software	57.51	10
1.3.6	Cloud computing	71.10	6
1.3.7	Firms with website	92.64	8
2.	**ATTRACT**	**71.88**	**12**
2.1	**External Openness**	**59.04**	**21**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	98.20	6
2.1.2	Financial globalisation	88.50	14
	Attract People		
2.1.3	Migrant stock	40.89	21
2.1.4	International students	24.65	39
2.1.5	Brain gain	64.88	18
2.1.6	AI skills migration	37.12	26
2.2	**Internal Openness**	**84.73**	**8**
	Social Inclusion		
2.2.1	Tolerance of minorities	78.72	13
2.2.2	Tolerance of immigrants	92.31	8
2.2.3	Social mobility	71.01	24
	Gender Equality		
2.2.4	Economic empowerment of women	100.00	1
2.2.5	Gender parity in high-skilled jobs	95.73	14
2.2.6	Leadership opportunities for women	70.61	32
3.	**GROW**	**57.69**	**18**
3.1	**Formal Education**	**49.68**	**15**
	Enrolment		
3.1.1	Vocational enrolment	33.19	34
3.1.2	Tertiary enrolment	48.00	18
	Quality		
3.1.3	Tertiary education expenditure	41.60	10
3.1.4	Reading, maths and science	62.08	17
3.1.5	University ranking	63.53	13
3.2	**Lifelong Learning**	**46.91**	**36**
3.2.1	Business masters education	13.49	60
3.2.2	Prevalence of training in firms	60.16	24
3.2.3	Employee development	67.10	39
3.3	**Access to Growth Opportunities**	**76.47**	**10**
	Empowerment		
3.3.1	Delegation of authority	67.04	21
3.3.2	Youth inclusion	95.16	4
	Collaboration		
3.3.3	Use of virtual social networks	81.04	7
3.3.4	Use of virtual professional networks	62.63	14
4.	**RETAIN**	**86.62**	**2**
4.1	**Sustainability**	**85.02**	**2**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	70.04	19
4.1.3	Brain retention	68.11	20
4.1.4	Environmental performance	70.30	6
4.1.5	Vulnerable employment	92.03	17
4.1.6	Protect against future disasters	94.64	2
4.1.7	Household financial resilience	100.00	1
4.2	**Lifestyle**	**88.23**	**6**
4.2.1	Personal rights	95.92	4
4.2.2	Personal safety	87.36	17
4.2.3	Physician density	67.75	16
4.2.4	Sanitation	98.69	37
4.2.5	Employee wellbeing	91.40	4
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**68.43**	**10**
5.1	**Mid-level Skills**	**63.28**	**14**
5.1.1	Workforce with secondary education	49.14	52
5.1.2	Population with secondary education	56.71	36
5.1.3	Technicians and associate professionals	84.29	4
5.1.4	Labour productivity per employee	62.96	11
5.2	**Employability**	**73.58**	**11**
5.2.1	Ease of finding skilled employees	63.44	31
5.2.2	Relevance of education system to the economy	67.61	16
5.2.3	Skills matching	79.08	22
5.2.4	Highly educated unemployment	84.19	45
6.	**GENERALIST ADAPTIVE SKILLS**	**60.83**	**4**
6.1	**High-level Skills**	**58.21**	**4**
6.1.1	Workforce with tertiary education	66.12	16
6.1.2	Soft skills	68.85	17
6.1.3	Professionals	65.63	2
6.1.4	Researchers	100.00	1
6.1.5	Senior officials and managers	34.41	27
6.1.6	Digital skills	34.35	21
6.1.7	AI talent concentration	38.11	15
6.2	**Talent Impact**	**63.45**	**7**
6.2.1	ICT services exports	52.06	12
6.2.2	Mobile apps development	78.37	11
6.2.3	Intellectual property receipts	85.90	6
6.2.4	High-value exports	27.50	31
6.2.5	Software development	85.16	6
6.2.6	New business density	37.99	15
6.2.7	Scientific journal articles	77.15	7

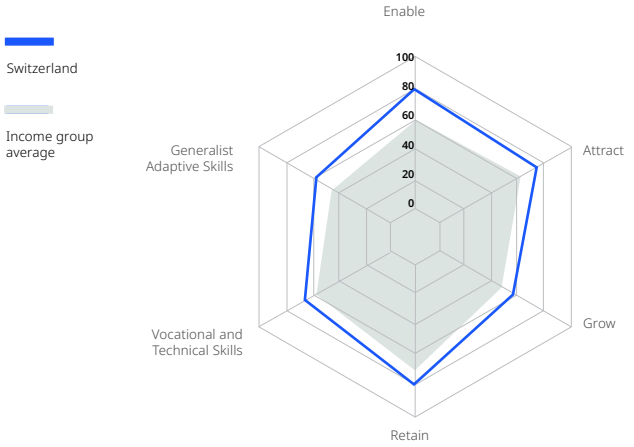
Switzerland

Key Indicators

Rank (out of 135)	**2**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**9.03**

GDP per capita (PPP US$)	94,937
GDP (US$ billions)	936.74
GTCI score	73.14
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**80.79**	**3**
1.1	Regulatory Landscape	90.04	3
1.1.1	Government effectiveness	96.03	2
1.1.2	Rule of law	95.01	4
1.1.3	Political stability	91.51	5
1.1.4	Regulatory quality	86.64	9
1.1.5	Corruption	81.00	5
1.2	Market Landscape	78.11	3
1.2.1	Extent of market dominance	70.58	5
1.2.2	Domestic credit to private sector	85.50	5
1.2.3	Cluster development	69.03	6
1.2.4	R&D expenditure	51.94	7
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	69.74	51
1.3	Business and Labour Landscape	74.21	4
	Labour Market		
1.3.1	Labour rights	98.20	18
1.3.2	Labour-employer cooperation	74.67	8
	Management Practice		
1.3.3	Professional management	75.64	11
1.3.4	Relationship of pay to productivity	69.43	4
	Technology Adoption		
1.3.5	Enterprise software	53.13	14
1.3.6	Cloud computing	74.17	5
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**76.86**	**6**
2.1	External Openness	73.50	9
	Attract Business		
2.1.1	FDI regulatory restrictiveness	72.99	62
2.1.2	Financial globalisation	95.22	8
	Attract People		
2.1.3	Migrant stock	59.41	11
2.1.4	International students	66.72	9
2.1.5	Brain gain	69.08	9
2.1.6	AI skills migration	77.59	4
2.2	Internal Openness	80.21	15
	Social Inclusion		
2.2.1	Tolerance of minorities	80.85	10
2.2.2	Tolerance of immigrants	76.92	27
2.2.3	Social mobility	77.01	8
	Gender Equality		
2.2.4	Economic empowerment of women	88.12	50
2.2.5	Gender parity in high-skilled jobs	85.64	45
2.2.6	Leadership opportunities for women	72.72	23

		SCORE	RANK
3.	**GROW**	**67.75**	**6**
3.1	Formal Education	59.40	3
	Enrolment		
3.1.1	Vocational enrolment	52.98	14
3.1.2	Tertiary enrolment	43.49	38
	Quality		
3.1.3	Tertiary education expenditure	55.52	5
3.1.4	Reading, maths and science	66.44	8
3.1.5	University ranking	78.57	6
3.2	Lifelong Learning	70.17	9
3.2.1	Business masters education	68.00	10
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	72.34	13
3.3	Access to Growth Opportunities	73.67	13
	Empowerment		
3.3.1	Delegation of authority	69.15	15
3.3.2	Youth inclusion	90.78	12
	Collaboration		
3.3.3	Use of virtual social networks	74.40	33
3.3.4	Use of virtual professional networks	60.36	16
4.	**RETAIN**	**81.71**	**7**
4.1	Sustainability	76.01	9
4.1.1	Pension coverage	99.29	45
4.1.2	Social protection	86.94	1
4.1.3	Brain retention	77.78	3
4.1.4	Environmental performance	67.80	9
4.1.5	Vulnerable employment	87.17	40
4.1.6	Protect against future disasters	61.86	29
4.1.7	Household financial resilience	51.21	34
4.2	Lifestyle	87.40	7
4.2.1	Personal rights	93.15	12
4.2.2	Personal safety	92.07	6
4.2.3	Physician density	69.53	14
4.2.4	Sanitation	99.89	14
4.2.5	Employee wellbeing	82.39	13
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**71.78**	**3**
5.1	Mid-level Skills	65.51	8
5.1.1	Workforce with secondary education	51.60	49
5.1.2	Population with secondary education	61.42	30
5.1.3	Technicians and associate professionals	77.17	14
5.1.4	Labour productivity per employee	71.86	6
5.2	Employability	78.05	1
5.2.1	Ease of finding skilled employees	62.29	40
5.2.2	Relevance of education system to the economy	84.27	1
5.2.3	Skills matching	77.42	29
5.2.4	Highly educated unemployment	88.23	29
6.	**GENERALIST ADAPTIVE SKILLS**	**59.96**	**5**
6.1	High-level Skills	54.27	9
6.1.1	Workforce with tertiary education	61.42	19
6.1.2	Soft skills	72.85	4
6.1.3	Professionals	52.00	12
6.1.4	Researchers	57.57	12
6.1.5	Senior officials and managers	47.41	13
6.1.6	Digital skills	35.45	17
6.1.7	AI talent concentration	53.17	5
6.2	Talent Impact	65.65	3
6.2.1	ICT services exports	22.66	45
6.2.2	Mobile apps development	74.66	17
6.2.3	Intellectual property receipts	97.52	2
6.2.4	High-value exports	45.73	12
6.2.5	Software development	100.00	1
6.2.6	New business density	19.03	39
6.2.7	Scientific journal articles	100.00	1

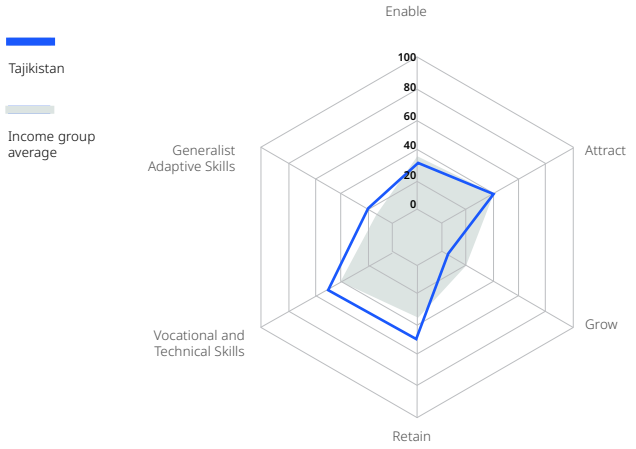
Tajikistan

Key Indicators

Rank (out of 135)	**95**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**10.59**

GDP per capita (PPP US$)	5,148
GDP (US$ billions)	11.85
GTCI score	36.42
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



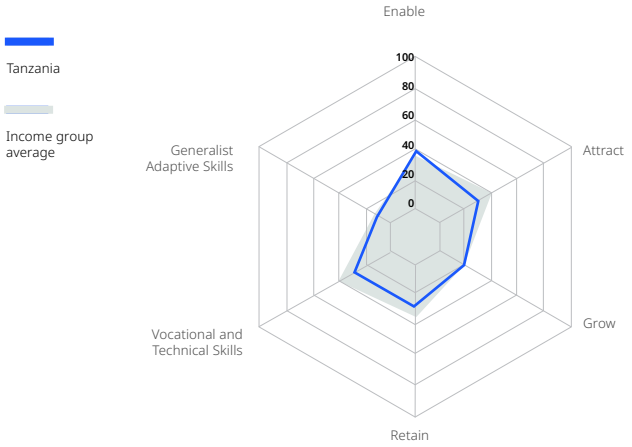
		SCORE	RANK
1.	**ENABLE**	**32.91**	**118**
1.1	**Regulatory Landscape**	**29.37**	**120**
1.1.1	Government effectiveness	32.73	110
1.1.2	Rule of law	21.23	129
1.1.3	Political stability	54.33	93
1.1.4	Regulatory quality	19.56	128
1.1.5	Corruption	19.00	129
1.2	**Market Landscape**	**27.60**	**119**
1.2.1	Extent of market dominance	46.26	70
1.2.2	Domestic credit to private sector	2.15	122
1.2.3	Cluster development	36.39	119
1.2.4	R&D expenditure	1.33	106
1.2.5	Population covered by at least a 3G mobile network	63.72	105
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	15.75	125
1.3	**Business and Labour Landscape**	**41.76**	**96**
	Labour Market		
1.3.1	Labour rights	94.90	28
1.3.2	Labour-employer cooperation	55.91	85
	Management Practice		
1.3.3	Professional management	42.78	121
1.3.4	Relationship of pay to productivity	56.03	36
	Technology Adoption		
1.3.5	Enterprise software	13.73	72
1.3.6	Cloud computing	9.62	94
1.3.7	Firms with website	19.32	103
2.	**ATTRACT**	**45.04**	**89**
2.1	**External Openness**	**33.51**	**85**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	80.94	52
2.1.2	Financial globalisation	45.36	91
	Attract People		
2.1.3	Migrant stock	4.86	89
2.1.4	International students	2.85	91
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**56.58**	**100**
	Social Inclusion		
2.2.1	Tolerance of minorities	31.91	84
2.2.2	Tolerance of immigrants	69.23	42
2.2.3	Social mobility	54.46	79
	Gender Equality		
2.2.4	Economic empowerment of women	78.75	89
2.2.5	Gender parity in high-skilled jobs	38.60	104
2.2.6	Leadership opportunities for women	66.52	58
3.	**GROW**	**14.75**	**131**
3.1	**Formal Education**	**5.69**	**113**
	Enrolment		
3.1.1	Vocational enrolment	2.23	116
3.1.2	Tertiary enrolment	20.09	86
	Quality		
3.1.3	Tertiary education expenditure	0.43	99
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**19.90**	**124**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	16.06	93
3.2.3	Employee development	43.63	122
3.3	**Access to Growth Opportunities**	**18.67**	**132**
	Empowerment		
3.3.1	Delegation of authority	53.26	82
3.3.2	Youth inclusion	6.73	124
	Collaboration		
3.3.3	Use of virtual social networks	14.23	118
3.3.4	Use of virtual professional networks	0.45	129
4.	**RETAIN**	**49.87**	**83**
4.1	**Sustainability**	**47.43**	**77**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	31.12	95
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	32.30	125
4.1.5	Vulnerable employment	74.15	60
4.1.6	Protect against future disasters	22.53	99
4.1.7	Household financial resilience	24.49	70
4.2	**Lifestyle**	**52.30**	**88**
4.2.1	Personal rights	0.00	131
4.2.2	Personal safety	86.17	22
4.2.3	Physician density	30.15	76
4.2.4	Sanitation	96.28	59
4.2.5	Employee wellbeing	48.88	84
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**56.67**	**49**
5.1	**Mid-level Skills**	**48.74**	**53**
5.1.1	Workforce with secondary education	76.82	10
5.1.2	Population with secondary education	83.24	10
5.1.3	Technicians and associate professionals	24.88	79
5.1.4	Labour productivity per employee	10.02	94
5.2	**Employability**	**64.60**	**53**
5.2.1	Ease of finding skilled employees	53.25	83
5.2.2	Relevance of education system to the economy	47.95	58
5.2.3	Skills matching	57.43	76
5.2.4	Highly educated unemployment	99.77	2
6.	**GENERALIST ADAPTIVE SKILLS**	**19.29**	**89**
6.1	**High-level Skills**	**27.76**	**64**
6.1.1	Workforce with tertiary education	35.53	63
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	26.88	57
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	20.88	66
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**10.82**	**111**
6.2.1	ICT services exports	1.23	123
6.2.2	Mobile apps development	70.38	39
6.2.3	Intellectual property receipts	0.01	119
6.2.4	High-value exports	2.48	109
6.2.5	Software development	0.69	118
6.2.6	New business density	0.62	118
6.2.7	Scientific journal articles	0.35	120

Tanzania

Key Indicators

Rank (out of 135)	**120**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**68.56**
GDP per capita (PPP US$)	3,944
GDP (US$ billions)	79.14
GTCI score	29.41
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**41.52**	**97**
1.1	**Regulatory Landscape**	**44.28**	**83**
1.1.1	Government effectiveness	39.63	93
1.1.2	Rule of law	43.17	85
1.1.3	Political stability	64.44	68
1.1.4	Regulatory quality	33.17	99
1.1.5	Corruption	41.00	66
1.2	**Market Landscape**	**36.61**	**103**
1.2.1	Extent of market dominance	49.74	54
1.2.2	Domestic credit to private sector	4.54	116
1.2.3	Cluster development	53.14	48
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	48.54	112
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	27.08	118
1.3	**Business and Labour Landscape**	**43.68**	**87**
	Labour Market		
1.3.1	Labour rights	85.70	59
1.3.2	Labour-employer cooperation	55.11	94
	Management Practice		
1.3.3	Professional management	62.38	50
1.3.4	Relationship of pay to productivity	51.92	52
	Technology Adoption		
1.3.5	Enterprise software	13.21	79
1.3.6	Cloud computing	10.12	89
1.3.7	Firms with website	27.28	97
2.	**ATTRACT**	**36.70**	**119**
2.1	**External Openness**	**20.45**	**124**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	21.79	92
2.1.2	Financial globalisation	22.55	125
	Attract People		
2.1.3	Migrant stock	1.15	115
2.1.4	International students	1.42	103
2.1.5	Brain gain	55.33	48
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.95**	**108**
	Social Inclusion		
2.2.1	Tolerance of minorities	47.87	59
2.2.2	Tolerance of immigrants	41.54	96
2.2.3	Social mobility	56.08	71
	Gender Equality		
2.2.4	Economic empowerment of women	81.25	78
2.2.5	Gender parity in high-skilled jobs	29.98	110
2.2.6	Leadership opportunities for women	60.98	89

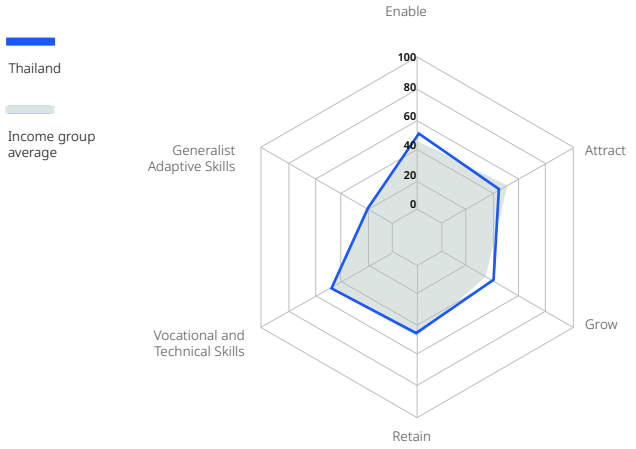
		SCORE	RANK
3.	**GROW**	**21.46**	**116**
3.1	**Formal Education**	**0.53**	**133**
	Enrolment		
3.1.1	Vocational enrolment	0.79	121
3.1.2	Tertiary enrolment	0.80	129
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**26.97**	**106**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	21.29	86
3.2.3	Employee development	59.62	72
3.3	**Access to Growth Opportunities**	**36.88**	**103**
	Empowerment		
3.3.1	Delegation of authority	58.27	60
3.3.2	Youth inclusion	79.16	39
	Collaboration		
3.3.3	Use of virtual social networks	7.38	127
3.3.4	Use of virtual professional networks	2.72	118
4.	**RETAIN**	**32.00**	**114**
4.1	**Sustainability**	**37.03**	**107**
4.1.1	Pension coverage	5.15	130
4.1.2	Social protection	40.49	79
4.1.3	Brain retention	52.16	53
4.1.4	Environmental performance	43.60	81
4.1.5	Vulnerable employment	6.77	129
4.1.6	Protect against future disasters	42.72	77
4.1.7	Household financial resilience	68.34	21
4.2	**Lifestyle**	**26.96**	**121**
4.2.1	Personal rights	57.73	70
4.2.2	Personal safety	43.07	104
4.2.3	Physician density	0.35	132
4.2.4	Sanitation	20.20	127
4.2.5	Employee wellbeing	13.46	121
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**29.92**	**121**
5.1	**Mid-level Skills**	**7.92**	**125**
5.1.1	Workforce with secondary education	14.27	113
5.1.2	Population with secondary education	6.14	113
5.1.3	Technicians and associate professionals	6.73	115
5.1.4	Labour productivity per employee	4.54	109
5.2	**Employability**	**51.93**	**102**
5.2.1	Ease of finding skilled employees	57.57	61
5.2.2	Relevance of education system to the economy	47.71	62
5.2.3	Skills matching	19.81	105
5.2.4	Highly educated unemployment	82.62	51
6.	**GENERALIST ADAPTIVE SKILLS**	**14.88**	**107**
6.1	**High-level Skills**	**15.94**	**115**
6.1.1	Workforce with tertiary education	3.34	125
6.1.2	Soft skills	57.31	56
6.1.3	Professionals	1.57	130
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	1.53	124
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**13.82**	**95**
6.2.1	ICT services exports	2.13	116
6.2.2	Mobile apps development	39.91	119
6.2.3	Intellectual property receipts	45.02	30
6.2.4	High-value exports	7.87	80
6.2.5	Software development	0.49	121
6.2.6	New business density	0.71	117
6.2.7	Scientific journal articles	0.61	113

Thailand

Key Indicators

Rank (out of 135)	**77**
Income group	**Upper middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**71.67**
GDP per capita (PPP US$)	24,037
GDP (US$ billions)	526.41
GTCI score	41.93
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**50.29**	**65**
1.1	**Regulatory Landscape**	**50.96**	**64**
1.1.1	Government effectiveness	53.28	58
1.1.2	Rule of law	58.19	55
1.1.3	Political stability	58.96	79
1.1.4	Regulatory quality	50.39	64
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**59.25**	**37**
1.2.1	Extent of market dominance	35.47	109
1.2.2	Domestic credit to private sector	73.71	6
1.2.3	Cluster development	48.75	61
1.2.4	R&D expenditure	18.19	35
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	99.90	37
1.2.7	Urbanisation	46.16	96
1.3	**Business and Labour Landscape**	**40.66**	**101**
	Labour Market		
1.3.1	Labour rights	33.00	124
1.3.2	Labour-employer cooperation	65.09	46
	Management Practice		
1.3.3	Professional management	60.05	63
1.3.4	Relationship of pay to productivity	55.58	41
	Technology Adoption		
1.3.5	Enterprise software	9.67	111
1.3.6	Cloud computing	21.21	43
1.3.7	Firms with website	40.01	79
2.	**ATTRACT**	**44.85**	**91**
2.1	**External Openness**	**34.56**	**82**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	42.04	85
2.1.2	Financial globalisation	60.46	69
	Attract People		
2.1.3	Migrant stock	8.35	69
2.1.4	International students	6.85	76
2.1.5	Brain gain	55.10	49
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**55.13**	**106**
	Social Inclusion		
2.2.1	Tolerance of minorities	27.66	93
2.2.2	Tolerance of immigrants	15.38	123
2.2.3	Social mobility	53.31	92
	Gender Equality		
2.2.4	Economic empowerment of women	78.12	93
2.2.5	Gender parity in high-skilled jobs	78.72	59
2.2.6	Leadership opportunities for women	77.58	15

		SCORE	RANK
3.	**GROW**	**38.87**	**57**
3.1	**Formal Education**	**26.06**	**58**
	Enrolment		
3.1.1	Vocational enrolment	22.10	55
3.1.2	Tertiary enrolment	26.51	74
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	23.39	64
3.1.5	University ranking	32.23	42
3.2	**Lifelong Learning**	**37.98**	**62**
3.2.1	Business masters education	49.13	22
3.2.2	Prevalence of training in firms	18.70	89
3.2.3	Employee development	46.11	116
3.3	**Access to Growth Opportunities**	**52.58**	**67**
	Empowerment		
3.3.1	Delegation of authority	56.26	69
3.3.2	Youth inclusion	76.35	46
	Collaboration		
3.3.3	Use of virtual social networks	70.80	52
3.3.4	Use of virtual professional networks	6.91	103
4.	**RETAIN**	**50.28**	**81**
4.1	**Sustainability**	**49.18**	**73**
4.1.1	Pension coverage	82.43	67
4.1.2	Social protection	40.44	80
4.1.3	Brain retention	53.88	47
4.1.4	Environmental performance	45.70	71
4.1.5	Vulnerable employment	44.79	100
4.1.6	Protect against future disasters	56.70	43
4.1.7	Household financial resilience	20.35	85
4.2	**Lifestyle**	**51.38**	**89**
4.2.1	Personal rights	29.38	105
4.2.2	Personal safety	54.37	86
4.2.3	Physician density	7.59	103
4.2.4	Sanitation	98.86	33
4.2.5	Employee wellbeing	66.71	47
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**46.11**	**79**
5.1	**Mid-level Skills**	**26.38**	**95**
5.1.1	Workforce with secondary education	33.15	88
5.1.2	Population with secondary education	31.83	82
5.1.3	Technicians and associate professionals	19.77	89
5.1.4	Labour productivity per employee	20.76	76
5.2	**Employability**	**65.84**	**47**
5.2.1	Ease of finding skilled employees	62.51	38
5.2.2	Relevance of education system to the economy	43.40	81
5.2.3	Skills matching	61.62	65
5.2.4	Highly educated unemployment	95.83	4
6.	**GENERALIST ADAPTIVE SKILLS**	**21.16**	**80**
6.1	**High-level Skills**	**21.06**	**98**
6.1.1	Workforce with tertiary education	24.38	83
6.1.2	Soft skills	52.25	80
6.1.3	Professionals	10.86	101
6.1.4	Researchers	17.86	42
6.1.5	Senior officials and managers	17.76	75
6.1.6	Digital skills	3.26	82
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**21.27**	**67**
6.2.1	ICT services exports	1.02	127
6.2.2	Mobile apps development	65.94	61
6.2.3	Intellectual property receipts	16.89	63
6.2.4	High-value exports	44.21	14
6.2.5	Software development	5.18	78
6.2.6	New business density	6.33	76
6.2.7	Scientific journal articles	9.29	64

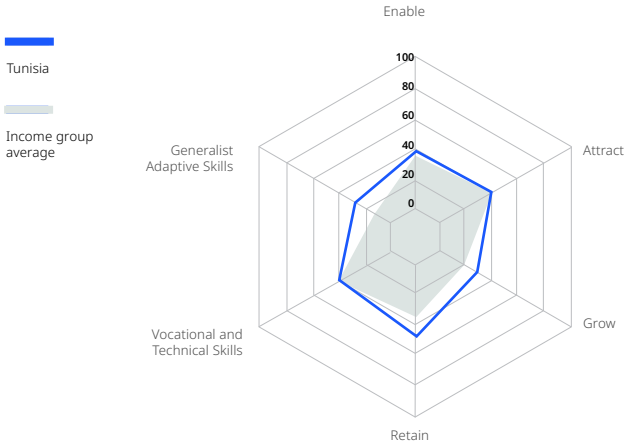
Tunisia

Key Indicators

Rank (out of 135)	**88**
Income group	**Lower middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**12.28**

GDP per capita (PPP US$)	13,893
GDP (US$ billions)	48.54
GTCI score	38.54
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**45.65**	**79**
1.1	**Regulatory Landscape**	**42.77**	**89**
1.1.1	Government effectiveness	43.00	87
1.1.2	Rule of law	48.87	71
1.1.3	Political stability	50.52	102
1.1.4	Regulatory quality	32.46	102
1.1.5	Corruption	39.00	73
1.2	**Market Landscape**	**49.76**	**69**
1.2.1	Extent of market dominance	31.83	123
1.2.2	Domestic credit to private sector	26.41	54
1.2.3	Cluster development	38.87	113
1.2.4	R&D expenditure	11.69	48
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	81.25	51
1.2.7	Urbanisation	65.68	56
1.3	**Business and Labour Landscape**	**44.42**	**80**
	Labour Market		
1.3.1	Labour rights	81.10	72
1.3.2	Labour-employer cooperation	48.60	115
	Management Practice		
1.3.3	Professional management	50.69	98
1.3.4	Relationship of pay to productivity	35.58	118
	Technology Adoption		
1.3.5	Enterprise software	15.09	62
1.3.6	Cloud computing	21.26	42
1.3.7	Firms with website	58.66	57
2.	**ATTRACT**	**42.73**	**105**
2.1	**External Openness**	**33.36**	**86**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	71.20	64
2.1.2	Financial globalisation	58.41	72
	Attract People		
2.1.3	Migrant stock	0.84	123
2.1.4	International students	10.50	65
2.1.5	Brain gain	25.87	107
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**52.10**	**115**
	Social Inclusion		
2.2.1	Tolerance of minorities	29.79	90
2.2.2	Tolerance of immigrants	46.15	89
2.2.3	Social mobility	47.77	109
	Gender Equality		
2.2.4	Economic empowerment of women	64.38	115
2.2.5	Gender parity in high-skilled jobs	63.36	86
2.2.6	Leadership opportunities for women	61.15	88
3.	**GROW**	**30.57**	**87**
3.1	**Formal Education**	**12.56**	**93**
	Enrolment		
3.1.1	Vocational enrolment	14.14	73
3.1.2	Tertiary enrolment	21.60	83
	Quality		
3.1.3	Tertiary education expenditure	13.02	47
3.1.4	Reading, maths and science	14.06	71
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**35.25**	**71**
3.2.1	Business masters education	16.91	55
3.2.2	Prevalence of training in firms	30.32	71
3.2.3	Employee development	58.53	75
3.3	**Access to Growth Opportunities**	**43.90**	**86**
	Empowerment		
3.3.1	Delegation of authority	44.47	116
3.3.2	Youth inclusion	52.36	88
	Collaboration		
3.3.3	Use of virtual social networks	57.94	77
3.3.4	Use of virtual professional networks	20.84	66
4.	**RETAIN**	**49.26**	**84**
4.1	**Sustainability**	**44.90**	**84**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	17.97	119
4.1.3	Brain retention	29.48	105
4.1.4	Environmental performance	45.30	72
4.1.5	Vulnerable employment	79.11	54
4.1.6	Protect against future disasters	14.96	111
4.1.7	Household financial resilience	27.47	64
4.2	**Lifestyle**	**53.63**	**83**
4.2.1	Personal rights	60.56	66
4.2.2	Personal safety	60.21	76
4.2.3	Physician density	20.31	84
4.2.4	Sanitation	97.06	56
4.2.5	Employee wellbeing	29.99	103
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**36.43**	**109**
5.1	**Mid-level Skills**	**23.03**	**104**
5.1.1	Workforce with secondary education	40.98	72
5.1.2	Population with secondary education	5.74	114
5.1.3	Technicians and associate professionals	22.67	85
5.1.4	Labour productivity per employee	22.72	71
5.2	**Employability**	**49.83**	**110**
5.2.1	Ease of finding skilled employees	57.54	62
5.2.2	Relevance of education system to the economy	38.35	93
5.2.3	Skills matching	56.50	77
5.2.4	Highly educated unemployment	46.91	111
6.	**GENERALIST ADAPTIVE SKILLS**	**26.59**	**61**
6.1	**High-level Skills**	**34.22**	**46**
6.1.1	Workforce with tertiary education	30.56	75
6.1.2	Soft skills	52.81	77
6.1.3	Professionals	20.72	74
6.1.4	Researchers	16.33	44
6.1.5	Senior officials and managers	25.17	52
6.1.6	Digital skills	59.74	7
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**18.96**	**75**
6.2.1	ICT services exports	15.95	60
6.2.2	Mobile apps development	52.46	101
6.2.3	Intellectual property receipts	19.30	58
6.2.4	High-value exports	11.98	63
6.2.5	Software development	9.10	58
6.2.6	New business density	6.85	74
6.2.7	Scientific journal articles	17.08	51

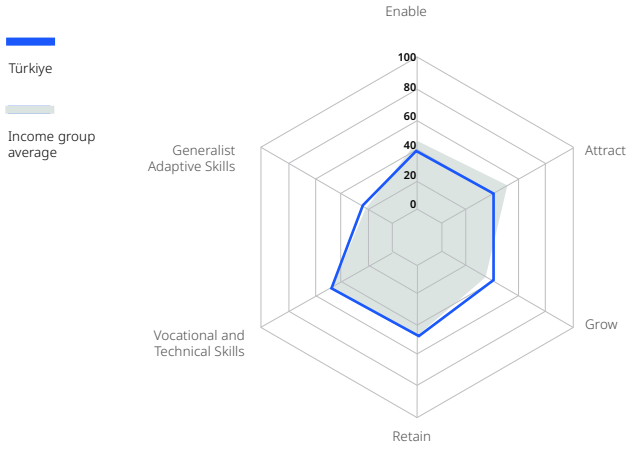
Türkiye

Key Indicators

Rank (out of 135)	**82**
Income group	**Upper middle-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**85.52**

GDP per capita (PPP US$)	40,501
GDP (US$ billions)	1,322.40
GTCI score	40.96
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**44.36**	**84**
1.1	**Regulatory Landscape**	**40.15**	**96**
1.1.1	Government effectiveness	44.14	83
1.1.2	Rule of law	39.81	97
1.1.3	Political stability	41.37	117
1.1.4	Regulatory quality	41.45	83
1.1.5	Corruption	34.00	84
1.2	**Market Landscape**	**58.34**	**38**
1.2.1	Extent of market dominance	44.51	78
1.2.2	Domestic credit to private sector	18.99	73
1.2.3	Cluster development	50.08	54
1.2.4	R&D expenditure	22.34	31
1.2.5	Population covered by at least a 3G mobile network	98.48	43
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	73.94	44
1.3	**Business and Labour Landscape**	**34.60**	**128**
	Labour Market		
1.3.1	Labour rights	50.10	110
1.3.2	Labour-employer cooperation	49.97	111
	Management Practice		
1.3.3	Professional management	56.00	78
1.3.4	Relationship of pay to productivity	38.77	113
	Technology Adoption		
1.3.5	Enterprise software	0.00	128
1.3.6	Cloud computing	3.12	127
1.3.7	Firms with website	44.22	73
2.	**ATTRACT**	**39.76**	**116**
2.1	**External Openness**	**32.85**	**87**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	72.97	63
2.1.2	Financial globalisation	32.79	114
	Attract People		
2.1.3	Migrant stock	15.37	54
2.1.4	International students	9.95	69
2.1.5	Brain gain	42.21	89
2.1.6	AI skills migration	23.81	44
2.2	**Internal Openness**	**46.67**	**124**
	Social Inclusion		
2.2.1	Tolerance of minorities	2.13	131
2.2.2	Tolerance of immigrants	44.62	92
2.2.3	Social mobility	43.06	123
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	49.48	97
2.2.6	Leadership opportunities for women	58.26	101

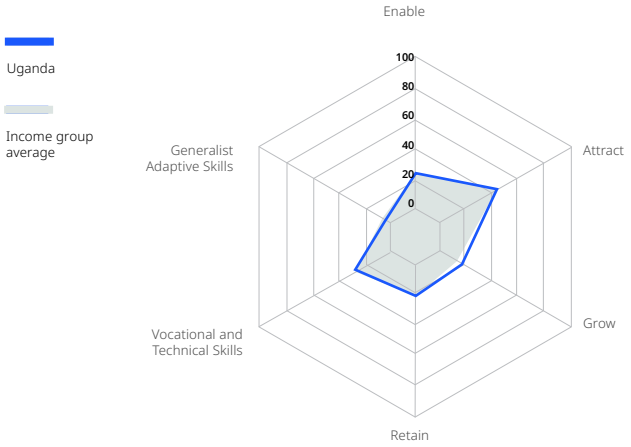
		SCORE	RANK
3.	**GROW**	**42.03**	**53**
3.1	**Formal Education**	**41.90**	**26**
	Enrolment		
3.1.1	Vocational enrolment	32.27	37
3.1.2	Tertiary enrolment	76.16	2
	Quality		
3.1.3	Tertiary education expenditure	16.03	38
3.1.4	Reading, maths and science	51.44	37
3.1.5	University ranking	33.60	39
3.2	**Lifelong Learning**	**38.35**	**59**
3.2.1	Business masters education	43.54	24
3.2.2	Prevalence of training in firms	14.19	97
3.2.3	Employee development	57.32	82
3.3	**Access to Growth Opportunities**	**45.84**	**79**
	Empowerment		
3.3.1	Delegation of authority	42.79	120
3.3.2	Youth inclusion	51.63	90
	Collaboration		
3.3.3	Use of virtual social networks	66.17	65
3.3.4	Use of virtual professional networks	22.76	58
4.	**RETAIN**	**49.95**	**82**
4.1	**Sustainability**	**43.82**	**89**
4.1.1	Pension coverage	85.77	64
4.1.2	Social protection	45.03	70
4.1.3	Brain retention	29.05	106
4.1.4	Environmental performance	37.20	108
4.1.5	Vulnerable employment	73.49	63
4.1.6	Protect against future disasters	7.89	120
4.1.7	Household financial resilience	28.34	59
4.2	**Lifestyle**	**56.07**	**77**
4.2.1	Personal rights	32.84	100
4.2.2	Personal safety	69.81	60
4.2.3	Physician density	32.98	73
4.2.4	Sanitation	99.13	26
4.2.5	Employee wellbeing	45.60	89
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**45.57**	**81**
5.1	**Mid-level Skills**	**36.90**	**74**
5.1.1	Workforce with secondary education	33.20	86
5.1.2	Population with secondary education	27.19	87
5.1.3	Technicians and associate professionals	30.65	65
5.1.4	Labour productivity per employee	56.55	25
5.2	**Employability**	**54.24**	**95**
5.2.1	Ease of finding skilled employees	54.43	79
5.2.2	Relevance of education system to the economy	32.72	106
5.2.3	Skills matching	61.59	67
5.2.4	Highly educated unemployment	68.22	90
6.	**GENERALIST ADAPTIVE SKILLS**	**24.08**	**68**
6.1	**High-level Skills**	**27.12**	**67**
6.1.1	Workforce with tertiary education	41.41	52
6.1.2	Soft skills	49.22	88
6.1.3	Professionals	24.50	64
6.1.4	Researchers	25.91	32
6.1.5	Senior officials and managers	30.75	35
6.1.6	Digital skills	10.28	64
6.1.7	AI talent concentration	7.76	40
6.2	**Talent Impact**	**21.04**	**69**
6.2.1	ICT services exports	6.85	86
6.2.2	Mobile apps development	73.38	25
6.2.3	Intellectual property receipts	20.36	57
6.2.4	High-value exports	7.97	79
6.2.5	Software development	6.29	70
6.2.6	New business density	10.06	61
6.2.7	Scientific journal articles	22.39	47

Uganda

Key Indicators

Rank (out of 135)	**123**
Income group	**Low-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**50.02**
GDP per capita (PPP US$)	3,006
GDP (US$ billions)	51.93
GTCI score	27.37
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**37.31**	**112**
1.1	**Regulatory Landscape**	**37.61**	**103**
1.1.1	Government effectiveness	37.58	99
1.1.2	Rule of law	40.71	93
1.1.3	Political stability	48.96	108
1.1.4	Regulatory quality	34.81	96
1.1.5	Corruption	26.00	110
1.2	**Market Landscape**	**30.58**	**114**
1.2.1	Extent of market dominance	33.35	118
1.2.2	Domestic credit to private sector	3.28	119
1.2.3	Cluster development	43.28	87
1.2.4	R&D expenditure	4.82	75
1.2.5	Population covered by at least a 3G mobile network	84.32	89
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	14.41	126
1.3	**Business and Labour Landscape**	**43.76**	**85**
	Labour Market		
1.3.1	Labour rights	87.40	54
1.3.2	Labour-employer cooperation	56.20	80
	Management Practice		
1.3.3	Professional management	55.02	81
1.3.4	Relationship of pay to productivity	44.41	85
	Technology Adoption		
1.3.5	Enterprise software	13.08	80
1.3.6	Cloud computing	6.43	117
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**45.35**	**87**
2.1	**External Openness**	**39.35**	**72**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	75.01	58
2.1.2	Financial globalisation	35.32	110
	Attract People		
2.1.3	Migrant stock	7.74	74
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**51.35**	**118**
	Social Inclusion		
2.2.1	Tolerance of minorities	22.34	103
2.2.2	Tolerance of immigrants	33.85	112
2.2.3	Social mobility	57.82	63
	Gender Equality		
2.2.4	Economic empowerment of women	83.75	69
2.2.5	Gender parity in high-skilled jobs	48.41	98
2.2.6	Leadership opportunities for women	61.91	84
3.	**GROW**	**19.14**	**122**
3.1	**Formal Education**	**0.64**	**132**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	1.28	125
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**22.80**	**117**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	45.61	118
3.3	**Access to Growth Opportunities**	**33.97**	**110**
	Empowerment		
3.3.1	Delegation of authority	55.64	72
3.3.2	Youth inclusion	74.05	52
	Collaboration		
3.3.3	Use of virtual social networks	2.34	134
3.3.4	Use of virtual professional networks	3.85	114
4.	**RETAIN**	**21.16**	**132**
4.1	**Sustainability**	**26.35**	**125**
4.1.1	Pension coverage	17.58	111
4.1.2	Social protection	38.04	85
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	35.80	114
4.1.5	Vulnerable employment	16.98	123
4.1.6	Protect against future disasters	28.14	95
4.1.7	Household financial resilience	21.59	81
4.2	**Lifestyle**	**15.97**	**133**
4.2.1	Personal rights	26.22	108
4.2.2	Personal safety	14.40	128
4.2.3	Physician density	2.05	121
4.2.4	Sanitation	9.16	130
4.2.5	Employee wellbeing	27.99	106
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**34.40**	**113**
5.1	**Mid-level Skills**	**13.70**	**115**
5.1.1	Workforce with secondary education	41.77	69
5.1.2	Population with secondary education	3.66	118
5.1.3	Technicians and associate professionals	5.72	117
5.1.4	Labour productivity per employee	3.67	110
5.2	**Employability**	**55.09**	**91**
5.2.1	Ease of finding skilled employees	55.93	67
5.2.2	Relevance of education system to the economy	44.38	74
5.2.3	Skills matching	40.73	95
5.2.4	Highly educated unemployment	79.32	69
6.	**GENERALIST ADAPTIVE SKILLS**	**6.84**	**130**
6.1	**High-level Skills**	**4.44**	**130**
6.1.1	Workforce with tertiary education	9.41	110
6.1.2	Soft skills	n/a	n/a
6.1.3	Professionals	5.56	121
6.1.4	Researchers	0.08	110
6.1.5	Senior officials and managers	2.70	121
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**9.24**	**118**
6.2.1	ICT services exports	3.58	103
6.2.2	Mobile apps development	49.46	106
6.2.3	Intellectual property receipts	3.81	97
6.2.4	High-value exports	2.14	112
6.2.5	Software development	1.16	112
6.2.6	New business density	3.62	92
6.2.7	Scientific journal articles	0.91	107

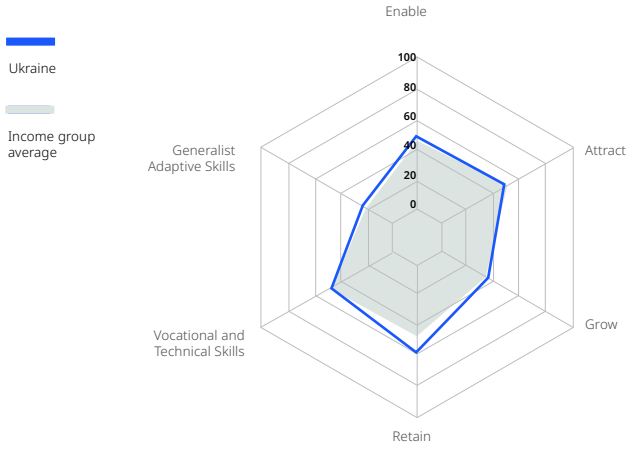
Ukraine

Key Indicators

Rank (out of 135)	**61**
Income group	**Upper middle-income**
Regional group	**Europe**
Population (millions)	**37.86**

GDP per capita (PPP US$)	18,270
GDP (US$ billions)	178.76
GTCI score	46.31
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**48.42**	**69**
1.1	**Regulatory Landscape**	**35.86**	**108**
1.1.1	Government effectiveness	41.76	90
1.1.2	Rule of law	30.67	112
1.1.3	Political stability	31.28	123
1.1.4	Regulatory quality	40.60	84
1.1.5	Corruption	35.00	82
1.2	**Market Landscape**	**45.37**	**83**
1.2.1	Extent of market dominance	47.15	64
1.2.2	Domestic credit to private sector	5.53	114
1.2.3	Cluster development	47.31	64
1.2.4	R&D expenditure	5.06	73
1.2.5	Population covered by at least a 3G mobile network	48.54	112
1.2.6	Internet access in schools	98.99	38
1.2.7	Urbanisation	64.97	57
1.3	**Business and Labour Landscape**	**64.03**	**19**
	Labour Market		
1.3.1	Labour rights	85.70	59
1.3.2	Labour-employer cooperation	69.23	23
	Management Practice		
1.3.3	Professional management	56.82	75
1.3.4	Relationship of pay to productivity	52.31	50
	Technology Adoption		
1.3.5	Enterprise software	100.00	1
1.3.6	Cloud computing	20.11	50
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**55.01**	**49**
2.1	**External Openness**	**46.33**	**53**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	84.61	48
2.1.2	Financial globalisation	69.06	50
	Attract People		
2.1.3	Migrant stock	25.48	37
2.1.4	International students	11.94	62
2.1.5	Brain gain	40.56	94
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.68**	**60**
	Social Inclusion		
2.2.1	Tolerance of minorities	30.85	87
2.2.2	Tolerance of immigrants	55.38	75
2.2.3	Social mobility	66.16	39
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	67.19	81
2.2.6	Leadership opportunities for women	77.51	17

		SCORE	RANK
3.	**GROW**	**33.71**	**78**
3.1	**Formal Education**	**25.08**	**60**
	Enrolment		
3.1.1	Vocational enrolment	9.35	90
3.1.2	Tertiary enrolment	44.65	35
	Quality		
3.1.3	Tertiary education expenditure	12.67	49
3.1.4	Reading, maths and science	42.25	42
3.1.5	University ranking	16.47	57
3.2	**Lifelong Learning**	**29.29**	**97**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	27.09	76
3.2.3	Employee development	60.77	67
3.3	**Access to Growth Opportunities**	**46.76**	**78**
	Empowerment		
3.3.1	Delegation of authority	49.53	104
3.3.2	Youth inclusion	67.44	65
	Collaboration		
3.3.3	Use of virtual social networks	54.54	82
3.3.4	Use of virtual professional networks	15.52	79
4.	**RETAIN**	**58.81**	**59**
4.1	**Sustainability**	**60.01**	**43**
4.1.1	Pension coverage	96.17	52
4.1.2	Social protection	60.44	38
4.1.3	Brain retention	36.00	98
4.1.4	Environmental performance	54.60	38
4.1.5	Vulnerable employment	80.20	51
4.1.6	Protect against future disasters	58.05	41
4.1.7	Household financial resilience	34.59	49
4.2	**Lifestyle**	**57.62**	**71**
4.2.1	Personal rights	53.13	78
4.2.2	Personal safety	58.90	78
4.2.3	Physician density	45.88	51
4.2.4	Sanitation	97.41	51
4.2.5	Employee wellbeing	32.81	101
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**47.17**	**76**
5.1	**Mid-level Skills**	**34.58**	**77**
5.1.1	Workforce with secondary education	33.34	85
5.1.2	Population with secondary education	35.17	72
5.1.3	Technicians and associate professionals	53.50	41
5.1.4	Labour productivity per employee	16.33	82
5.2	**Employability**	**59.75**	**74**
5.2.1	Ease of finding skilled employees	62.10	43
5.2.2	Relevance of education system to the economy	47.83	60
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	69.33	89
6.	**GENERALIST ADAPTIVE SKILLS**	**34.74**	**39**
6.1	**High-level Skills**	**39.17**	**32**
6.1.1	Workforce with tertiary education	77.33	5
6.1.2	Soft skills	68.52	18
6.1.3	Professionals	35.39	42
6.1.4	Researchers	5.59	68
6.1.5	Senior officials and managers	44.18	17
6.1.6	Digital skills	3.98	80
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**30.32**	**45**
6.2.1	ICT services exports	73.66	5
6.2.2	Mobile apps development	74.51	19
6.2.3	Intellectual property receipts	14.95	67
6.2.4	High-value exports	10.40	66
6.2.5	Software development	20.19	44
6.2.6	New business density	6.90	73
6.2.7	Scientific journal articles	11.60	58

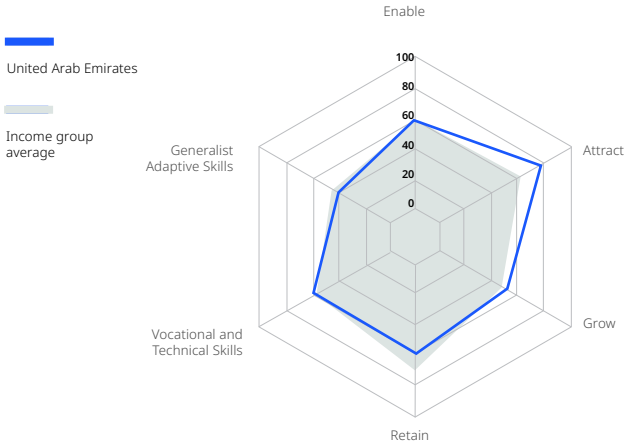
United Arab Emirates

Key Indicators

Rank (out of 135)	**25**
Income group	**High income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**10.88**

GDP per capita (PPP US$)	74,722
GDP (US$ billions)	514.13
GTCI score	59.36
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**60.86**	**30**
1.1	**Regulatory Landscape**	**75.79**	**22**
1.1.1	Government effectiveness	84.47	9
1.1.2	Rule of law	73.65	30
1.1.3	Political stability	82.02	30
1.1.4	Regulatory quality	70.79	29
1.1.5	Corruption	68.00	21
1.2	**Market Landscape**	**67.15**	**17**
1.2.1	Extent of market dominance	62.76	21
1.2.2	Domestic credit to private sector	30.80	42
1.2.3	Cluster development	67.12	10
1.2.4	R&D expenditure	23.49	27
1.2.5	Population covered by at least a 3G mobile network	100.00	1
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	85.87	22
1.3	**Business and Labour Landscape**	**39.64**	**108**
	Labour Market		
1.3.1	Labour rights	0.00	132
1.3.2	Labour-employer cooperation	67.80	31
	Management Practice		
1.3.3	Professional management	67.58	35
1.3.4	Relationship of pay to productivity	62.52	19
	Technology Adoption		
1.3.5	Enterprise software	19.65	47
1.3.6	Cloud computing	20.30	49
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**80.16**	**3**
2.1	**External Openness**	**90.18**	**2**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	84.54	19
	Attract People		
2.1.3	Migrant stock	100.00	1
2.1.4	International students	100.00	1
2.1.5	Brain gain	74.33	2
2.1.6	AI skills migration	92.04	3
2.2	**Internal Openness**	**70.14**	**32**
	Social Inclusion		
2.2.1	Tolerance of minorities	79.79	12
2.2.2	Tolerance of immigrants	100.00	1
2.2.3	Social mobility	72.18	19
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	8.84	116
2.2.6	Leadership opportunities for women	77.52	16

		SCORE	RANK
3.	**GROW**	**54.71**	**24**
3.1	**Formal Education**	**28.96**	**50**
	Enrolment		
3.1.1	Vocational enrolment	7.80	98
3.1.2	Tertiary enrolment	35.76	50
	Quality		
3.1.3	Tertiary education expenditure	24.52	27
3.1.4	Reading, maths and science	36.99	47
3.1.5	University ranking	39.70	33
3.2	**Lifelong Learning**	**47.84**	**32**
3.2.1	Business masters education	27.76	38
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	67.91	32
3.3	**Access to Growth Opportunities**	**87.34**	**1**
	Empowerment		
3.3.1	Delegation of authority	69.01	16
3.3.2	Youth inclusion	85.89	23
	Collaboration		
3.3.3	Use of virtual social networks	100.00	1
3.3.4	Use of virtual professional networks	94.45	2
4.	**RETAIN**	**60.77**	**51**
4.1	**Sustainability**	**54.97**	**52**
4.1.1	Pension coverage	19.00	105
4.1.2	Social protection	58.23	44
4.1.3	Brain retention	76.34	5
4.1.4	Environmental performance	51.60	45
4.1.5	Vulnerable employment	98.89	3
4.1.6	Protect against future disasters	42.01	78
4.1.7	Household financial resilience	38.73	45
4.2	**Lifestyle**	**66.56**	**54**
4.2.1	Personal rights	36.95	96
4.2.2	Personal safety	72.81	54
4.2.3	Physician density	45.55	52
4.2.4	Sanitation	98.96	31
4.2.5	Employee wellbeing	78.52	21
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.93**	**36**
5.1	**Mid-level Skills**	**46.79**	**58**
5.1.1	Workforce with secondary education	40.94	73
5.1.2	Population with secondary education	30.14	84
5.1.3	Technicians and associate professionals	53.76	40
5.1.4	Labour productivity per employee	62.32	14
5.2	**Employability**	**75.08**	**6**
5.2.1	Ease of finding skilled employees	66.84	19
5.2.2	Relevance of education system to the economy	72.12	7
5.2.3	Skills matching	70.22	49
5.2.4	Highly educated unemployment	91.12	19
6.	**GENERALIST ADAPTIVE SKILLS**	**38.76**	**29**
6.1	**High-level Skills**	**48.09**	**20**
6.1.1	Workforce with tertiary education	50.16	36
6.1.2	Soft skills	72.64	5
6.1.3	Professionals	26.92	56
6.1.4	Researchers	25.00	34
6.1.5	Senior officials and managers	44.18	16
6.1.6	Digital skills	100.00	1
6.1.7	AI talent concentration	17.74	36
6.2	**Talent Impact**	**29.42**	**47**
6.2.1	ICT services exports	12.34	69
6.2.2	Mobile apps development	77.28	12
6.2.3	Intellectual property receipts	53.91	22
6.2.4	High-value exports	14.98	55
6.2.5	Software development	14.36	52
6.2.6	New business density	10.11	60
6.2.7	Scientific journal articles	22.97	46

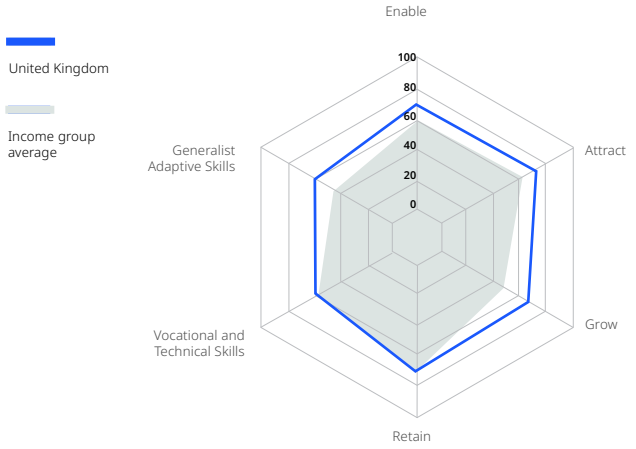
United Kingdom

Key Indicators

Rank (out of 135)	**12**
Income group	**High income**
Regional group	**Europe**
Population (millions)	**69.23**

GDP per capita (PPP US$)	60,435
GDP (US$ billions)	3,644.64
GTCI score	67.52
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**70.80**	**15**
1.1	**Regulatory Landscape**	**78.46**	**19**
1.1.1	Government effectiveness	74.82	23
1.1.2	Rule of law	86.19	18
1.1.3	Political stability	78.11	43
1.1.4	Regulatory quality	82.19	13
1.1.5	Corruption	71.00	18
1.2	**Market Landscape**	**66.46**	**19**
1.2.1	Extent of market dominance	57.49	34
1.2.2	Domestic credit to private sector	55.77	17
1.2.3	Cluster development	60.06	31
1.2.4	R&D expenditure	44.05	12
1.2.5	Population covered by at least a 3G mobile network	99.24	28
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	82.18	28
1.3	**Business and Labour Landscape**	**67.46**	**12**
	Labour Market		
1.3.1	Labour rights	87.50	53
1.3.2	Labour-employer cooperation	66.85	35
	Management Practice		
1.3.3	Professional management	74.21	18
1.3.4	Relationship of pay to productivity	55.75	40
	Technology Adoption		
1.3.5	Enterprise software	60.45	8
1.3.6	Cloud computing	44.39	12
1.3.7	Firms with website	83.08	22
2.	**ATTRACT**	**70.48**	**20**
2.1	**External Openness**	**65.89**	**14**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	100.00	1
2.1.2	Financial globalisation	91.59	10
	Attract People		
2.1.3	Migrant stock	32.67	26
2.1.4	International students	72.99	6
2.1.5	Brain gain	58.97	35
2.1.6	AI skills migration	39.14	23
2.2	**Internal Openness**	**75.07**	**21**
	Social Inclusion		
2.2.1	Tolerance of minorities	38.30	75
2.2.2	Tolerance of immigrants	81.54	22
2.2.3	Social mobility	69.39	29
	Gender Equality		
2.2.4	Economic empowerment of women	97.50	15
2.2.5	Gender parity in high-skilled jobs	96.03	13
2.2.6	Leadership opportunities for women	67.66	52

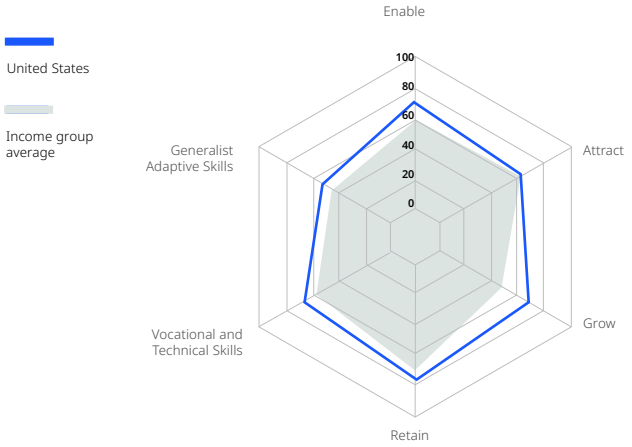
		SCORE	RANK
3.	**GROW**	**69.86**	**3**
3.1	**Formal Education**	**57.03**	**5**
	Enrolment		
3.1.1	Vocational enrolment	41.58	26
3.1.2	Tertiary enrolment	46.97	24
	Quality		
3.1.3	Tertiary education expenditure	34.26	17
3.1.4	Reading, maths and science	64.95	12
3.1.5	University ranking	97.37	2
3.2	**Lifelong Learning**	**78.29**	**4**
3.2.1	Business masters education	97.94	3
3.2.2	Prevalence of training in firms	71.20	13
3.2.3	Employee development	65.74	43
3.3	**Access to Growth Opportunities**	**74.28**	**12**
	Empowerment		
3.3.1	Delegation of authority	72.72	10
3.3.2	Youth inclusion	72.74	55
	Collaboration		
3.3.3	Use of virtual social networks	78.60	15
3.3.4	Use of virtual professional networks	73.05	10
4.	**RETAIN**	**75.24**	**23**
4.1	**Sustainability**	**71.87**	**20**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	63.24	33
4.1.3	Brain retention	67.44	22
4.1.4	Environmental performance	72.60	5
4.1.5	Vulnerable employment	86.94	41
4.1.6	Protect against future disasters	42.01	78
4.1.7	Household financial resilience	70.85	17
4.2	**Lifestyle**	**78.62**	**25**
4.2.1	Personal rights	83.17	31
4.2.2	Personal safety	83.97	26
4.2.3	Physician density	49.15	48
4.2.4	Sanitation	98.98	30
4.2.5	Employee wellbeing	77.84	23
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**60.71**	**39**
5.1	**Mid-level Skills**	**52.58**	**43**
5.1.1	Workforce with secondary education	43.08	67
5.1.2	Population with secondary education	45.48	54
5.1.3	Technicians and associate professionals	64.14	27
5.1.4	Labour productivity per employee	57.64	21
5.2	**Employability**	**68.84**	**31**
5.2.1	Ease of finding skilled employees	55.33	73
5.2.2	Relevance of education system to the economy	63.80	21
5.2.3	Skills matching	68.80	51
5.2.4	Highly educated unemployment	87.45	32
6.	**GENERALIST ADAPTIVE SKILLS**	**58.01**	**6**
6.1	**High-level Skills**	**55.31**	**6**
6.1.1	Workforce with tertiary education	69.16	12
6.1.2	Soft skills	65.44	26
6.1.3	Professionals	49.16	15
6.1.4	Researchers	45.72	24
6.1.5	Senior officials and managers	88.63	2
6.1.6	Digital skills	32.70	26
6.1.7	AI talent concentration	36.34	18
6.2	**Talent Impact**	**60.72**	**9**
6.2.1	ICT services exports	33.41	28
6.2.2	Mobile apps development	72.94	26
6.2.3	Intellectual property receipts	84.79	7
6.2.4	High-value exports	45.13	13
6.2.5	Software development	55.66	21
6.2.6	New business density	76.58	3
6.2.7	Scientific journal articles	56.51	18

United States

Key Indicators

Rank (out of 135)	**9**
Income group	**High income**
Regional group	**Northern America**
Population (millions)	**340.11**
GDP per capita (PPP US$)	85,812
GDP (US$ billions)	29,184.90
GTCI score	69.41
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**76.28**	**7**
1.1	**Regulatory Landscape**	**74.17**	**25**
1.1.1	Government effectiveness	76.04	20
1.1.2	Rule of law	84.48	19
1.1.3	Political stability	66.42	62
1.1.4	Regulatory quality	78.90	17
1.1.5	Corruption	65.00	24
1.2	**Market Landscape**	**80.79**	**1**
1.2.1	Extent of market dominance	66.47	11
1.2.2	Domestic credit to private sector	100.00	1
1.2.3	Cluster development	71.64	3
1.2.4	R&D expenditure	54.28	4
1.2.5	Population covered by at least a 3G mobile network	92.58	66
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	80.57	30
1.3	**Business and Labour Landscape**	**73.88**	**5**
	Labour Market		
1.3.1	Labour rights	69.20	91
1.3.2	Labour-employer cooperation	71.00	19
	Management Practice		
1.3.3	Professional management	78.02	7
1.3.4	Relationship of pay to productivity	69.33	5
	Technology Adoption		
1.3.5	Enterprise software	75.52	4
1.3.6	Cloud computing	80.20	3
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**63.66**	**28**
2.1	**External Openness**	**53.05**	**36**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	87.70	42
2.1.2	Financial globalisation	72.16	44
	Attract People		
2.1.3	Migrant stock	28.90	28
2.1.4	International students	17.94	49
2.1.5	Brain gain	64.72	20
2.1.6	AI skills migration	46.89	13
2.2	**Internal Openness**	**74.28**	**25**
	Social Inclusion		
2.2.1	Tolerance of minorities	34.04	82
2.2.2	Tolerance of immigrants	90.77	11
2.2.3	Social mobility	76.87	9
	Gender Equality		
2.2.4	Economic empowerment of women	91.25	36
2.2.5	Gender parity in high-skilled jobs	87.82	38
2.2.6	Leadership opportunities for women	64.90	67
3.	**GROW**	**71.10**	**2**
3.1	**Formal Education**	**61.18**	**2**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	46.75	25
	Quality		
3.1.3	Tertiary education expenditure	37.45	13
3.1.4	Reading, maths and science	62.90	16
3.1.5	University ranking	97.63	1
3.2	**Lifelong Learning**	**73.39**	**7**
3.2.1	Business masters education	100.00	1
3.2.2	Prevalence of training in firms	52.01	33
3.2.3	Employee development	68.17	29
3.3	**Access to Growth Opportunities**	**78.73**	**7**
	Empowerment		
3.3.1	Delegation of authority	78.70	3
3.3.2	Youth inclusion	79.35	38
	Collaboration		
3.3.3	Use of virtual social networks	72.49	44
3.3.4	Use of virtual professional networks	84.37	3
4.	**RETAIN**	**77.45**	**14**
4.1	**Sustainability**	**79.97**	**5**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	68.57	20
4.1.3	Brain retention	77.15	4
4.1.4	Environmental performance	57.20	35
4.1.5	Vulnerable employment	96.07	7
4.1.6	Protect against future disasters	81.29	6
4.1.7	Household financial resilience	79.52	8
4.2	**Lifestyle**	**74.93**	**38**
4.2.1	Personal rights	77.60	36
4.2.2	Personal safety	63.71	70
4.2.3	Physician density	55.96	31
4.2.4	Sanitation	99.60	18
4.2.5	Employee wellbeing	77.75	24
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**73.00**	**2**
5.1	**Mid-level Skills**	**71.70**	**4**
5.1.1	Workforce with secondary education	56.90	42
5.1.2	Population with secondary education	65.55	25
5.1.3	Technicians and associate professionals	79.98	10
5.1.4	Labour productivity per employee	84.37	3
5.2	**Employability**	**74.31**	**10**
5.2.1	Ease of finding skilled employees	67.21	17
5.2.2	Relevance of education system to the economy	75.84	5
5.2.3	Skills matching	67.03	56
5.2.4	Highly educated unemployment	87.14	35
6.	**GENERALIST ADAPTIVE SKILLS**	**54.98**	**13**
6.1	**High-level Skills**	**54.90**	**7**
6.1.1	Workforce with tertiary education	72.69	8
6.1.2	Soft skills	67.17	22
6.1.3	Professionals	45.66	21
6.1.4	Researchers	48.39	22
6.1.5	Senior officials and managers	64.15	5
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	31.32	25
6.2	**Talent Impact**	**55.06**	**13**
6.2.1	ICT services exports	15.07	62
6.2.2	Mobile apps development	73.98	20
6.2.3	Intellectual property receipts	92.06	4
6.2.4	High-value exports	37.98	18
6.2.5	Software development	61.71	17
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	49.54	26

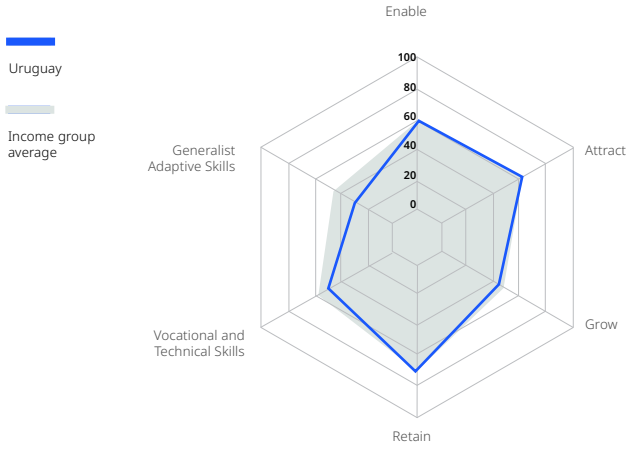
Uruguay

Key Indicators

Rank (out of 135)	**42**
Income group	**High income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**3.39**

GDP per capita (PPP US$)	33,374
GDP (US$ billions)	80.96
GTCI score	52.06
GTCI score (income group average)	59.47

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**60.11**	**32**
1.1	**Regulatory Landscape**	**73.00**	**28**
1.1.1	Government effectiveness	68.05	32
1.1.2	Rule of law	69.66	34
1.1.3	Political stability	88.94	11
1.1.4	Regulatory quality	62.32	40
1.1.5	Corruption	76.00	13
1.2	**Market Landscape**	**55.40**	**45**
1.2.1	Extent of market dominance	51.66	51
1.2.2	Domestic credit to private sector	12.09	91
1.2.3	Cluster development	49.46	56
1.2.4	R&D expenditure	9.79	56
1.2.5	Population covered by at least a 3G mobile network	69.70	99
1.2.6	Internet access in schools	100.00	1
1.2.7	Urbanisation	95.11	5
1.3	**Business and Labour Landscape**	**51.93**	**44**
	Labour Market		
1.3.1	Labour rights	80.00	74
1.3.2	Labour-employer cooperation	53.14	102
	Management Practice		
1.3.3	Professional management	62.91	48
1.3.4	Relationship of pay to productivity	41.33	107
	Technology Adoption		
1.3.5	Enterprise software	18.77	53
1.3.6	Cloud computing	27.45	31
1.3.7	Firms with website	79.91	28
2.	**ATTRACT**	**62.05**	**30**
2.1	**External Openness**	**43.58**	**61**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	91.93	31
2.1.2	Financial globalisation	64.28	57
	Attract People		
2.1.3	Migrant stock	8.91	65
2.1.4	International students	7.65	75
2.1.5	Brain gain	58.36	36
2.1.6	AI skills migration	30.36	32
2.2	**Internal Openness**	**80.52**	**14**
	Social Inclusion		
2.2.1	Tolerance of minorities	78.72	13
2.2.2	Tolerance of immigrants	92.31	8
2.2.3	Social mobility	63.35	46
	Gender Equality		
2.2.4	Economic empowerment of women	88.75	46
2.2.5	Gender parity in high-skilled jobs	90.09	33
2.2.6	Leadership opportunities for women	69.89	35

		SCORE	RANK
3.	**GROW**	**44.22**	**43**
3.1	**Formal Education**	**29.76**	**47**
	Enrolment		
3.1.1	Vocational enrolment	38.73	29
3.1.2	Tertiary enrolment	44.94	31
	Quality		
3.1.3	Tertiary education expenditure	12.59	50
3.1.4	Reading, maths and science	36.17	48
3.1.5	University ranking	16.37	59
3.2	**Lifelong Learning**	**39.37**	**54**
3.2.1	Business masters education	14.98	57
3.2.2	Prevalence of training in firms	37.42	58
3.2.3	Employee development	65.73	44
3.3	**Access to Growth Opportunities**	**63.54**	**30**
	Empowerment		
3.3.1	Delegation of authority	54.16	78
3.3.2	Youth inclusion	73.41	53
	Collaboration		
3.3.3	Use of virtual social networks	75.96	26
3.3.4	Use of virtual professional networks	50.62	22
4.	**RETAIN**	**69.70**	**33**
4.1	**Sustainability**	**61.27**	**41**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	67.01	26
4.1.3	Brain retention	62.90	29
4.1.4	Environmental performance	44.10	77
4.1.5	Vulnerable employment	71.53	67
4.1.6	Protect against future disasters	47.72	66
4.1.7	Household financial resilience	35.62	48
4.2	**Lifestyle**	**78.13**	**30**
4.2.1	Personal rights	89.25	17
4.2.2	Personal safety	55.62	84
4.2.3	Physician density	71.32	9
4.2.4	Sanitation	98.08	41
4.2.5	Employee wellbeing	76.36	26
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**49.16**	**71**
5.1	**Mid-level Skills**	**33.58**	**78**
5.1.1	Workforce with secondary education	35.93	80
5.1.2	Population with secondary education	30.58	83
5.1.3	Technicians and associate professionals	35.90	57
5.1.4	Labour productivity per employee	31.91	57
5.2	**Employability**	**64.74**	**52**
5.2.1	Ease of finding skilled employees	64.25	29
5.2.2	Relevance of education system to the economy	43.82	80
5.2.3	Skills matching	73.70	42
5.2.4	Highly educated unemployment	77.18	76
6.	**GENERALIST ADAPTIVE SKILLS**	**27.14**	**59**
6.1	**High-level Skills**	**23.87**	**77**
6.1.1	Workforce with tertiary education	19.08	95
6.1.2	Soft skills	57.14	59
6.1.3	Professionals	27.34	55
6.1.4	Researchers	8.63	56
6.1.5	Senior officials and managers	15.36	82
6.1.6	Digital skills	36.19	15
6.1.7	AI talent concentration	3.37	45
6.2	**Talent Impact**	**30.42**	**44**
6.2.1	ICT services exports	44.62	16
6.2.2	Mobile apps development	71.12	32
6.2.3	Intellectual property receipts	37.93	37
6.2.4	High-value exports	16.69	48
6.2.5	Software development	18.43	47
6.2.6	New business density	12.87	48
6.2.7	Scientific journal articles	11.25	60

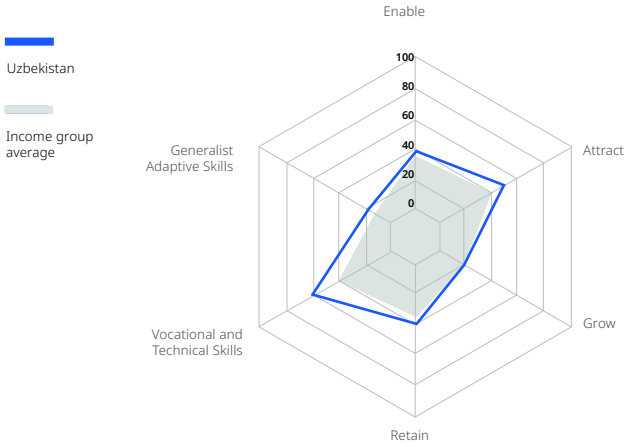
Uzbekistan

Key Indicators

Rank (out of 135)	**71**
Income group	**Lower middle-income**
Regional group	**Central and Southern Asia**
Population (millions)	**36.36**

GDP per capita (PPP US$)	10,994
GDP (US$ billions)	114.96
GTCI score	43.36
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**44.95**	**81**
1.1	**Regulatory Landscape**	**40.56**	**93**
1.1.1	Government effectiveness	43.36	86
1.1.2	Rule of law	32.02	108
1.1.3	Political stability	61.99	72
1.1.4	Regulatory quality	33.44	98
1.1.5	Corruption	32.00	97
1.2	**Market Landscape**	**50.90**	**63**
1.2.1	Extent of market dominance	62.94	20
1.2.2	Domestic credit to private sector	13.20	85
1.2.3	Cluster development	59.93	32
1.2.4	R&D expenditure	1.89	99
1.2.5	Population covered by at least a 3G mobile network	79.17	92
1.2.6	Internet access in schools	97.35	42
1.2.7	Urbanisation	41.80	102
1.3	**Business and Labour Landscape**	**43.39**	**90**
	Labour Market		
1.3.1	Labour rights	42.90	115
1.3.2	Labour-employer cooperation	66.19	40
	Management Practice		
1.3.3	Professional management	56.76	76
1.3.4	Relationship of pay to productivity	65.11	12
	Technology Adoption		
1.3.5	Enterprise software	27.61	34
1.3.6	Cloud computing	20.47	47
1.3.7	Firms with website	24.67	100
2.	**ATTRACT**	**47.95**	**83**
2.1	**External Openness**	**29.05**	**98**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	57.82	76
2.1.2	Financial globalisation	49.95	83
	Attract People		
2.1.3	Migrant stock	5.94	81
2.1.4	International students	2.49	94
2.1.5	Brain gain	n/a	n/a
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**66.85**	**43**
	Social Inclusion		
2.2.1	Tolerance of minorities	45.74	62
2.2.2	Tolerance of immigrants	64.62	53
2.2.3	Social mobility	73.76	13
	Gender Equality		
2.2.4	Economic empowerment of women	82.50	72
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	67.63	53

		SCORE	RANK
3.	**GROW**	**23.95**	**105**
3.1	**Formal Education**	**12.63**	**92**
	Enrolment		
3.1.1	Vocational enrolment	9.38	89
3.1.2	Tertiary enrolment	32.62	60
	Quality		
3.1.3	Tertiary education expenditure	2.54	88
3.1.4	Reading, maths and science	5.79	81
3.1.5	University ranking	12.80	63
3.2	**Lifelong Learning**	**27.07**	**104**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	20.47	88
3.2.3	Employee development	60.74	68
3.3	**Access to Growth Opportunities**	**32.14**	**114**
	Empowerment		
3.3.1	Delegation of authority	65.15	33
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	30.02	107
3.3.4	Use of virtual professional networks	1.25	126
4.	**RETAIN**	**60.49**	**54**
4.1	**Sustainability**	**59.00**	**44**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	58.82	41
4.1.3	Brain retention	n/a	n/a
4.1.4	Environmental performance	42.60	85
4.1.5	Vulnerable employment	62.65	77
4.1.6	Protect against future disasters	56.83	42
4.1.7	Household financial resilience	33.08	50
4.2	**Lifestyle**	**61.99**	**63**
4.2.1	Personal rights	25.47	109
4.2.2	Personal safety	86.60	20
4.2.3	Physician density	36.19	68
4.2.4	Sanitation	95.62	60
4.2.5	Employee wellbeing	66.07	51
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**62.87**	**28**
5.1	**Mid-level Skills**	**55.50**	**34**
5.1.1	Workforce with secondary education	100.00	1
5.1.2	Population with secondary education	50.62	45
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	15.89	83
5.2	**Employability**	**70.23**	**24**
5.2.1	Ease of finding skilled employees	n/a	n/a
5.2.2	Relevance of education system to the economy	57.79	35
5.2.3	Skills matching	n/a	n/a
5.2.4	Highly educated unemployment	82.67	50
6.	**GENERALIST ADAPTIVE SKILLS**	**19.95**	**84**
6.1	**High-level Skills**	**23.81**	**78**
6.1.1	Workforce with tertiary education	26.43	81
6.1.2	Soft skills	54.47	67
6.1.3	Professionals	n/a	n/a
6.1.4	Researchers	5.16	71
6.1.5	Senior officials and managers	n/a	n/a
6.1.6	Digital skills	9.19	68
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**16.08**	**83**
6.2.1	ICT services exports	9.71	80
6.2.2	Mobile apps development	65.63	64
6.2.3	Intellectual property receipts	16.35	65
6.2.4	High-value exports	4.35	97
6.2.5	Software development	2.99	97
6.2.6	New business density	11.33	56
6.2.7	Scientific journal articles	2.22	93

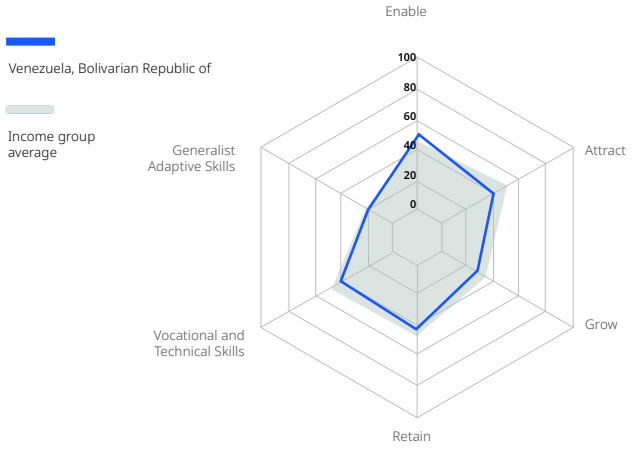
Venezuela, Bolivarian Republic of

Key Indicators

Rank (out of 135)	**97**
Income group	**Upper middle-income**
Regional group	**Latin America and the Caribbean**
Population (millions)	**28.41**

GDP per capita (PPP US$)	7,881
GDP (US$ billions)	102.38
GTCI score	34.94
GTCI score (income group average)	43.14

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**31.34**	**122**
1.1	**Regulatory Landscape**	**12.36**	**134**
1.1.1	Government effectiveness	14.72	132
1.1.2	Rule of law	0.00	135
1.1.3	Political stability	37.08	120
1.1.4	Regulatory quality	0.00	135
1.1.5	Corruption	10.00	134
1.2	**Market Landscape**	**40.02**	**97**
1.2.1	Extent of market dominance	36.06	107
1.2.2	Domestic credit to private sector	n/a	n/a
1.2.3	Cluster development	30.99	129
1.2.4	R&D expenditure	10.80	51
1.2.5	Population covered by at least a 3G mobile network	28.79	122
1.2.6	Internet access in schools	47.02	65
1.2.7	Urbanisation	86.45	19
1.3	**Business and Labour Landscape**	**41.65**	**97**
	Labour Market		
1.3.1	Labour rights	17.70	127
1.3.2	Labour-employer cooperation	57.18	76
	Management Practice		
1.3.3	Professional management	59.66	65
1.3.4	Relationship of pay to productivity	32.06	126
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**38.83**	**117**
2.1	**External Openness**	**21.93**	**119**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	23.71	124
	Attract People		
2.1.3	Migrant stock	8.37	68
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	33.70	105
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**55.73**	**104**
	Social Inclusion		
2.2.1	Tolerance of minorities	35.11	78
2.2.2	Tolerance of immigrants	56.92	70
2.2.3	Social mobility	32.08	133
	Gender Equality		
2.2.4	Economic empowerment of women	85.00	61
2.2.5	Gender parity in high-skilled jobs	59.68	92
2.2.6	Leadership opportunities for women	65.61	64

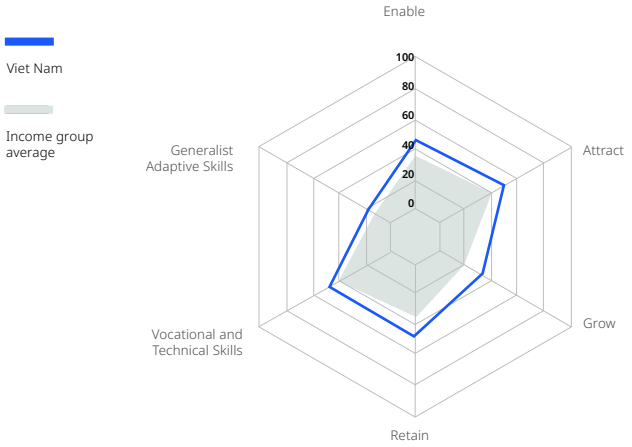
		SCORE	RANK
3.	**GROW**	**27.44**	**95**
3.1	**Formal Education**	**14.40**	**84**
	Enrolment		
3.1.1	Vocational enrolment	17.16	63
3.1.2	Tertiary enrolment	n/a	n/a
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	11.63	64
3.2	**Lifelong Learning**	**32.35**	**83**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	64.70	49
3.3	**Access to Growth Opportunities**	**35.57**	**104**
	Empowerment		
3.3.1	Delegation of authority	48.27	107
3.3.2	Youth inclusion	16.99	121
	Collaboration		
3.3.3	Use of virtual social networks	52.01	89
3.3.4	Use of virtual professional networks	25.03	53
4.	**RETAIN**	**46.86**	**90**
4.1	**Sustainability**	**45.86**	**82**
4.1.1	Pension coverage	100.00	1
4.1.2	Social protection	12.41	128
4.1.3	Brain retention	40.54	80
4.1.4	Environmental performance	53.30	40
4.1.5	Vulnerable employment	56.83	89
4.1.6	Protect against future disasters	47.72	66
4.1.7	Household financial resilience	10.22	109
4.2	**Lifestyle**	**47.86**	**94**
4.2.1	Personal rights	10.46	124
4.2.2	Personal safety	29.56	120
4.2.3	Physician density	n/a	n/a
4.2.4	Sanitation	96.56	58
4.2.5	Employee wellbeing	54.86	78
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.96**	**85**
5.1	**Mid-level Skills**	**28.87**	**90**
5.1.1	Workforce with secondary education	38.62	76
5.1.2	Population with secondary education	39.77	64
5.1.3	Technicians and associate professionals	n/a	n/a
5.1.4	Labour productivity per employee	8.23	100
5.2	**Employability**	**57.04**	**84**
5.2.1	Ease of finding skilled employees	58.30	58
5.2.2	Relevance of education system to the economy	21.68	130
5.2.3	Skills matching	66.95	57
5.2.4	Highly educated unemployment	81.22	62
6.	**GENERALIST ADAPTIVE SKILLS**	**22.23**	**77**
6.1	**High-level Skills**	**32.54**	**52**
6.1.1	Workforce with tertiary education	45.99	44
6.1.2	Soft skills	62.02	39
6.1.3	Professionals	30.77	52
6.1.4	Researchers	1.69	86
6.1.5	Senior officials and managers	22.22	59
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**11.92**	**105**
6.2.1	ICT services exports	1.16	125
6.2.2	Mobile apps development	51.07	102
6.2.3	Intellectual property receipts	3.98	96
6.2.4	High-value exports	n/a	n/a
6.2.5	Software development	2.79	99
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	0.61	112

Viet Nam

Key Indicators

Rank (out of 135)	**76**
Income group	**Lower middle-income**
Regional group	**Eastern, Southeastern Asia and Oceania**
Population (millions)	**100.99**
GDP per capita (PPP US$)	15,040
GDP (US$ billions)	459.47
GTCI score	42.25
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



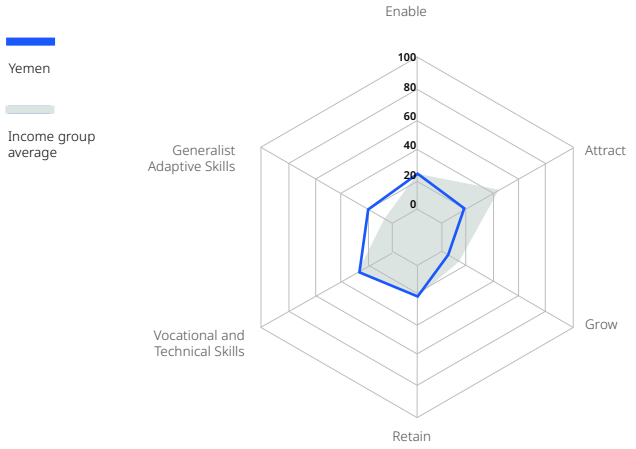
		SCORE	RANK
1.	**ENABLE**	**47.53**	**71**
1.1	**Regulatory Landscape**	**49.04**	**69**
1.1.1	Government effectiveness	52.30	63
1.1.2	Rule of law	50.16	65
1.1.3	Political stability	64.83	66
1.1.4	Regulatory quality	37.92	91
1.1.5	Corruption	40.00	70
1.2	**Market Landscape**	**57.63**	**41**
1.2.1	Extent of market dominance	52.63	47
1.2.2	Domestic credit to private sector	61.56	12
1.2.3	Cluster development	60.59	27
1.2.4	R&D expenditure	6.62	66
1.2.5	Population covered by at least a 3G mobile network	98.86	40
1.2.6	Internet access in schools	93.66	47
1.2.7	Urbanisation	29.51	113
1.3	**Business and Labour Landscape**	**35.93**	**125**
	Labour Market		
1.3.1	Labour rights	8.60	130
1.3.2	Labour-employer cooperation	68.48	26
	Management Practice		
1.3.3	Professional management	65.23	44
1.3.4	Relationship of pay to productivity	58.17	31
	Technology Adoption		
1.3.5	Enterprise software	4.74	122
1.3.6	Cloud computing	7.84	106
1.3.7	Firms with website	38.42	82
2.	**ATTRACT**	**49.68**	**76**
2.1	**External Openness**	**32.44**	**89**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	46.85	81
2.1.2	Financial globalisation	55.97	75
	Attract People		
2.1.3	Migrant stock	0.47	128
2.1.4	International students	0.91	108
2.1.5	Brain gain	58.01	39
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**66.92**	**42**
	Social Inclusion		
2.2.1	Tolerance of minorities	52.13	53
2.2.2	Tolerance of immigrants	53.85	78
2.2.3	Social mobility	64.14	42
	Gender Equality		
2.2.4	Economic empowerment of women	88.12	50
2.2.5	Gender parity in high-skilled jobs	83.42	46
2.2.6	Leadership opportunities for women	59.87	94
3.	**GROW**	**36.04**	**67**
3.1	**Formal Education**	**28.27**	**53**
	Enrolment		
3.1.1	Vocational enrolment	14.70	71
3.1.2	Tertiary enrolment	25.64	77
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	54.00	35
3.1.5	University ranking	18.73	52
3.2	**Lifelong Learning**	**21.35**	**120**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	6.28	108
3.2.3	Employee development	57.76	78
3.3	**Access to Growth Opportunities**	**58.51**	**43**
	Empowerment		
3.3.1	Delegation of authority	70.96	12
3.3.2	Youth inclusion	81.25	33
	Collaboration		
3.3.3	Use of virtual social networks	74.70	32
3.3.4	Use of virtual professional networks	7.13	102
4.	**RETAIN**	**51.01**	**79**
4.1	**Sustainability**	**46.38**	**80**
4.1.1	Pension coverage	40.32	92
4.1.2	Social protection	52.42	55
4.1.3	Brain retention	53.75	48
4.1.4	Environmental performance	24.60	134
4.1.5	Vulnerable employment	43.19	102
4.1.6	Protect against future disasters	88.51	4
4.1.7	Household financial resilience	21.88	79
4.2	**Lifestyle**	**55.64**	**78**
4.2.1	Personal rights	31.82	102
4.2.2	Personal safety	74.83	50
4.2.3	Physician density	13.06	92
4.2.4	Sanitation	88.92	78
4.2.5	Employee wellbeing	69.57	44
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**47.13**	**77**
5.1	**Mid-level Skills**	**23.69**	**102**
5.1.1	Workforce with secondary education	33.43	84
5.1.2	Population with secondary education	35.08	73
5.1.3	Technicians and associate professionals	12.35	104
5.1.4	Labour productivity per employee	13.90	89
5.2	**Employability**	**70.58**	**19**
5.2.1	Ease of finding skilled employees	58.02	59
5.2.2	Relevance of education system to the economy	58.97	33
5.2.3	Skills matching	72.52	46
5.2.4	Highly educated unemployment	92.79	8
6.	**GENERALIST ADAPTIVE SKILLS**	**22.10**	**79**
6.1	**High-level Skills**	**18.16**	**108**
6.1.1	Workforce with tertiary education	21.41	86
6.1.2	Soft skills	60.06	45
6.1.3	Professionals	12.94	92
6.1.4	Researchers	7.33	60
6.1.5	Senior officials and managers	4.45	114
6.1.6	Digital skills	2.75	83
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**26.05**	**54**
6.2.1	ICT services exports	4.19	99
6.2.2	Mobile apps development	82.94	6
6.2.3	Intellectual property receipts	1.12	110
6.2.4	High-value exports	66.70	7
6.2.5	Software development	16.11	48
6.2.6	New business density	7.49	70
6.2.7	Scientific journal articles	3.78	86

Yemen

Key Indicators

Rank (out of 135)	**132**
Income group	**Low-income**
Regional group	**Northern Africa and Western Asia**
Population (millions)	**40.58**
GDP per capita (PPP US$)	1,767
GDP (US$ billions)	23.53
GTCI score	22.28
GTCI score (income group average)	25.36

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**28.26**	**128**
1.1	**Regulatory Landscape**	**5.76**	**135**
1.1.1	Government effectiveness	0.00	135
1.1.2	Rule of law	7.59	134
1.1.3	Political stability	4.00	134
1.1.4	Regulatory quality	4.23	134
1.1.5	Corruption	13.00	133
1.2	**Market Landscape**	**27.18**	**120**
1.2.1	Extent of market dominance	29.04	129
1.2.2	Domestic credit to private sector	n/a	n/a
1.2.3	Cluster development	39.22	110
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	10.61	129
1.2.6	Internet access in schools	n/a	n/a
1.2.7	Urbanisation	29.84	112
1.3	**Business and Labour Landscape**	**51.83**	**45**
	Labour Market		
1.3.1	Labour rights	89.20	48
1.3.2	Labour-employer cooperation	53.36	100
	Management Practice		
1.3.3	Professional management	31.40	131
1.3.4	Relationship of pay to productivity	33.36	123
	Technology Adoption		
1.3.5	Enterprise software	n/a	n/a
1.3.6	Cloud computing	n/a	n/a
1.3.7	Firms with website	n/a	n/a
2.	**ATTRACT**	**23.32**	**134**
2.1	**External Openness**	**20.33**	**125**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	n/a	n/a
2.1.2	Financial globalisation	19.95	126
	Attract People		
2.1.3	Migrant stock	1.71	112
2.1.4	International students	n/a	n/a
2.1.5	Brain gain	39.33	96
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**26.30**	**135**
	Social Inclusion		
2.2.1	Tolerance of minorities	9.57	123
2.2.2	Tolerance of immigrants	12.31	126
2.2.3	Social mobility	35.44	130
	Gender Equality		
2.2.4	Economic empowerment of women	26.88	135
2.2.5	Gender parity in high-skilled jobs	n/a	n/a
2.2.6	Leadership opportunities for women	47.31	125

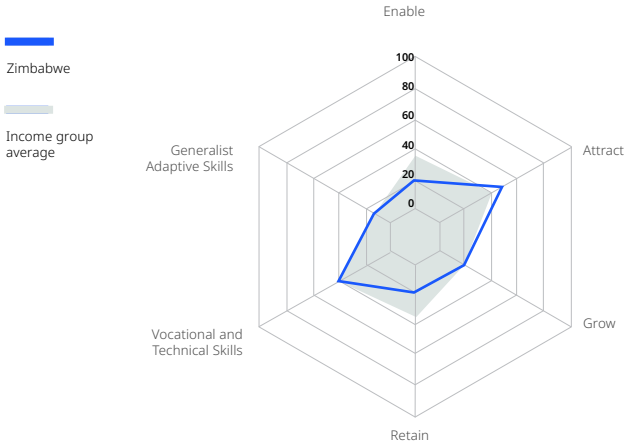
		SCORE	RANK
3.	**GROW**	**13.17**	**135**
3.1	**Formal Education**	**0.19**	**134**
	Enrolment		
3.1.1	Vocational enrolment	0.39	122
3.1.2	Tertiary enrolment	n/a	n/a
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**23.64**	**115**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	n/a	n/a
3.2.3	Employee development	47.28	113
3.3	**Access to Growth Opportunities**	**15.68**	**134**
	Empowerment		
3.3.1	Delegation of authority	37.31	130
3.3.2	Youth inclusion	n/a	n/a
	Collaboration		
3.3.3	Use of virtual social networks	8.37	125
3.3.4	Use of virtual professional networks	1.36	125
4.	**RETAIN**	**21.72**	**131**
4.1	**Sustainability**	**22.51**	**134**
4.1.1	Pension coverage	17.08	113
4.1.2	Social protection	15.37	123
4.1.3	Brain retention	21.45	109
4.1.4	Environmental performance	n/a	n/a
4.1.5	Vulnerable employment	47.91	95
4.1.6	Protect against future disasters	18.08	106
4.1.7	Household financial resilience	15.19	96
4.2	**Lifestyle**	**20.92**	**129**
4.2.1	Personal rights	4.75	128
4.2.2	Personal safety	41.57	106
4.2.3	Physician density	2.16	119
4.2.4	Sanitation	47.92	112
4.2.5	Employee wellbeing	8.20	126
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**29.15**	**125**
5.1	**Mid-level Skills**	**17.14**	**110**
5.1.1	Workforce with secondary education	28.80	93
5.1.2	Population with secondary education	19.09	97
5.1.3	Technicians and associate professionals	13.89	102
5.1.4	Labour productivity per employee	6.77	103
5.2	**Employability**	**41.16**	**128**
5.2.1	Ease of finding skilled employees	46.92	108
5.2.2	Relevance of education system to the economy	28.67	117
5.2.3	Skills matching	43.44	92
5.2.4	Highly educated unemployment	45.61	112
6.	**GENERALIST ADAPTIVE SKILLS**	**18.08**	**95**
6.1	**High-level Skills**	**19.97**	**102**
6.1.1	Workforce with tertiary education	10.15	108
6.1.2	Soft skills	46.82	99
6.1.3	Professionals	14.25	89
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	8.67	102
6.1.6	Digital skills	n/a	n/a
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**16.19**	**82**
6.2.1	ICT services exports	17.30	56
6.2.2	Mobile apps development	60.66	80
6.2.3	Intellectual property receipts	10.88	80
6.2.4	High-value exports	7.49	84
6.2.5	Software development	0.48	122
6.2.6	New business density	n/a	n/a
6.2.7	Scientific journal articles	0.35	119

Zimbabwe

Key Indicators

Rank (out of 135)	**119**
Income group	**Lower middle-income**
Regional group	**Sub-Saharan Africa**
Population (millions)	**16.63**
GDP per capita (PPP US$)	4,661
GDP (US$ billions)	35.14
GTCI score	29.70
GTCI score (income group average)	33.64

GTCI 2025 country profile by pillar



		SCORE	RANK
1.	**ENABLE**	**28.35**	**127**
1.1	**Regulatory Landscape**	**25.07**	**126**
1.1.1	Government effectiveness	24.06	128
1.1.2	Rule of law	21.23	128
1.1.3	Political stability	43.21	115
1.1.4	Regulatory quality	15.87	129
1.1.5	Corruption	21.00	125
1.2	**Market Landscape**	**25.69**	**122**
1.2.1	Extent of market dominance	33.60	117
1.2.2	Domestic credit to private sector	0.02	130
1.2.3	Cluster development	40.13	105
1.2.4	R&D expenditure	n/a	n/a
1.2.5	Population covered by at least a 3G mobile network	37.22	118
1.2.6	Internet access in schools	22.55	81
1.2.7	Urbanisation	20.64	121
1.3	**Business and Labour Landscape**	**34.27**	**129**
	Labour Market		
1.3.1	Labour rights	40.50	116
1.3.2	Labour-employer cooperation	58.01	72
	Management Practice		
1.3.3	Professional management	62.35	51
1.3.4	Relationship of pay to productivity	37.49	116
	Technology Adoption		
1.3.5	Enterprise software	2.79	126
1.3.6	Cloud computing	6.48	116
1.3.7	Firms with website	32.28	93
2.	**ATTRACT**	**48.69**	**79**
2.1	**External Openness**	**34.17**	**83**
	Attract Business		
2.1.1	FDI regulatory restrictiveness	76.43	55
2.1.2	Financial globalisation	42.51	95
	Attract People		
2.1.3	Migrant stock	4.80	91
2.1.4	International students	1.58	100
2.1.5	Brain gain	45.53	83
2.1.6	AI skills migration	n/a	n/a
2.2	**Internal Openness**	**63.20**	**63**
	Social Inclusion		
2.2.1	Tolerance of minorities	40.43	70
2.2.2	Tolerance of immigrants	47.69	86
2.2.3	Social mobility	55.54	76
	Gender Equality		
2.2.4	Economic empowerment of women	86.88	56
2.2.5	Gender parity in high-skilled jobs	80.37	53
2.2.6	Leadership opportunities for women	68.32	45

		SCORE	RANK
3.	**GROW**	**20.05**	**120**
3.1	**Formal Education**	**2.44**	**128**
	Enrolment		
3.1.1	Vocational enrolment	n/a	n/a
3.1.2	Tertiary enrolment	4.87	114
	Quality		
3.1.3	Tertiary education expenditure	n/a	n/a
3.1.4	Reading, maths and science	n/a	n/a
3.1.5	University ranking	0.00	79
3.2	**Lifelong Learning**	**29.39**	**96**
3.2.1	Business masters education	0.00	64
3.2.2	Prevalence of training in firms	29.84	72
3.2.3	Employee development	58.32	76
3.3	**Access to Growth Opportunities**	**28.31**	**119**
	Empowerment		
3.3.1	Delegation of authority	59.68	53
3.3.2	Youth inclusion	34.45	109
	Collaboration		
3.3.3	Use of virtual social networks	10.28	123
3.3.4	Use of virtual professional networks	8.83	98
4.	**RETAIN**	**22.17**	**130**
4.1	**Sustainability**	**26.99**	**123**
4.1.1	Pension coverage	18.86	106
4.1.2	Social protection	24.64	110
4.1.3	Brain retention	35.51	100
4.1.4	Environmental performance	51.60	45
4.1.5	Vulnerable employment	23.72	119
4.1.6	Protect against future disasters	15.64	110
4.1.7	Household financial resilience	18.99	89
4.2	**Lifestyle**	**17.34**	**132**
4.2.1	Personal rights	30.41	103
4.2.2	Personal safety	25.19	122
4.2.3	Physician density	1.56	123
4.2.4	Sanitation	24.99	126
4.2.5	Employee wellbeing	4.57	129
5.	**VOCATIONAL AND TECHNICAL SKILLS**	**42.05**	**90**
5.1	**Mid-level Skills**	**18.16**	**109**
5.1.1	Workforce with secondary education	62.91	27
5.1.2	Population with secondary education	3.44	119
5.1.3	Technicians and associate professionals	6.30	116
5.1.4	Labour productivity per employee	0.00	118
5.2	**Employability**	**65.93**	**46**
5.2.1	Ease of finding skilled employees	74.59	2
5.2.2	Relevance of education system to the economy	50.90	52
5.2.3	Skills matching	70.49	48
5.2.4	Highly educated unemployment	67.72	93
6.	**GENERALIST ADAPTIVE SKILLS**	**16.89**	**103**
6.1	**High-level Skills**	**22.46**	**83**
6.1.1	Workforce with tertiary education	23.28	85
6.1.2	Soft skills	63.42	31
6.1.3	Professionals	9.92	106
6.1.4	Researchers	n/a	n/a
6.1.5	Senior officials and managers	10.90	94
6.1.6	Digital skills	4.78	76
6.1.7	AI talent concentration	n/a	n/a
6.2	**Talent Impact**	**11.33**	**108**
6.2.1	ICT services exports	6.26	90
6.2.2	Mobile apps development	48.72	107
6.2.3	Intellectual property receipts	9.45	81
6.2.4	High-value exports	2.98	106
6.2.5	Software development	1.06	114
6.2.6	New business density	9.59	62
6.2.7	Scientific journal articles	1.22	101

“Economies that cultivate adaptable, cross-functional and AI-literate workforces tend to be better positioned to convert disruption into opportunity and sustain long-term competitiveness.”

Appendices

Appendix I: GTCI Conceptual Framework:

As made clear in previous editions of the GTCI, countries are competing globally for the talent they need, and who will contribute to competitiveness, innovation, and growth. This requires them to grow their own talent pools, attract talent from under represented and under-privileged domestic sources as well as overseas and external sources, and to develop the means to retain these essential workers. In such a context, governments, businesses, and various other stakeholders need quantitative instruments that can inform their decisions—whether as investors, employers, employees, or jobseekers—and can help them design and implement better policies in areas such as education, employment, and immigration, among others. This is the purpose of the GTCI.

Who Is Expected to Use the GTCI and Why?

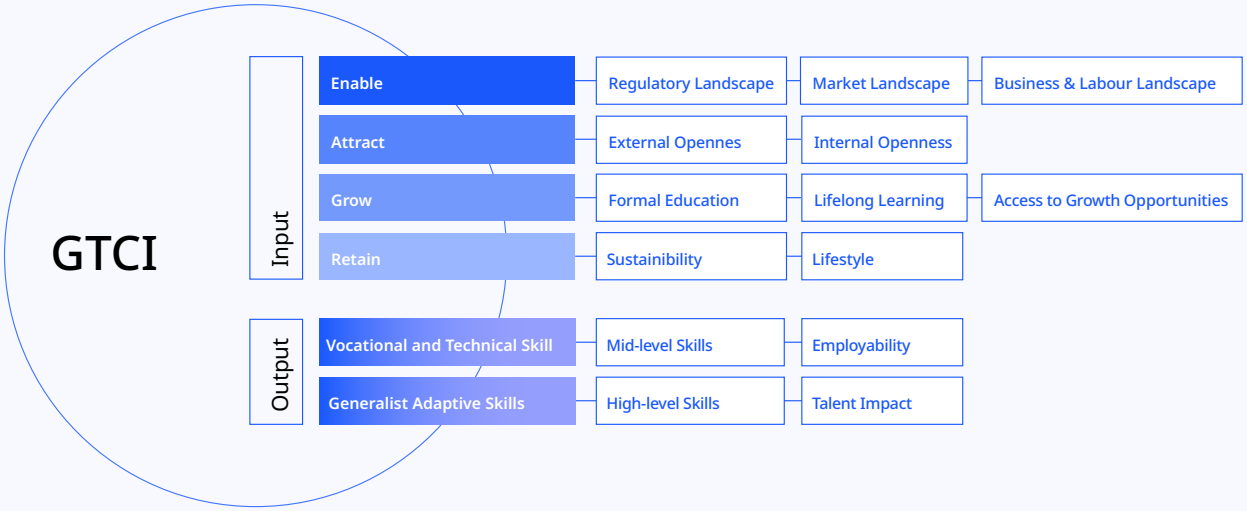
Decision-making in the area of talent development, attraction, and empowerment is remarkably complex and multi-layered, covering many different issues in the fields of economics, education, human resource management and organisational behaviour, entrepreneurship, innovation, and strategy, and requiring multi-disciplinary effort. At the policy level, this complexity is compounded by emotional considerations and the international consequences of choices regarding immigration, social equity, and fiscal incentives, among others. Faced with such intricate issues, decision-makers—both public and private—need quantitative tools that will enable them to benchmark their efforts and results obtained across the different socioeconomic environments into which talent management and talent competitiveness fall. The GTCI has been designed to help address this challenge by providing a composite view of talent competitiveness that is applicable to a large number of countries (135 this year). Although several composite indices concerning skills, talent, and human capital have been developed in recent years, both private and public players in the field see the need for a neutral, global, and respected index that will enable them to: assess the effectiveness of talent-related policies and practices; identify priorities for action in relevant areas; and inform international and local debate in this arena.

The Structure of the GTCI Model in the context of the GTCI, talent competitiveness refers to the set of policies and practices that enable a country to develop, attract, and empower the human capital that contributes to productivity and prosperity. The GTCI is an Input-Output model (see Figure 1) that combines an assessment of what countries do to produce and acquire talent (Input) and the kind of skills that are available to them as a result (Output). Although the underlying structure of the report remains robust and unchanged, feedback on previous editions, additional research, and the availability of new data have allowed the model to be refined.

The **Input** pillars of the GTCI are inspired by the Attract-Grow-Retain framework used by corporations to steer talent management. Multinational corporations frame talent management in these terms, defining talent management as an organisation's efforts to attract, select, develop, and retain talented employees to meet their strategic needs.[49] The GTCI focuses on efforts by countries, which means the model is fed by macroeconomic and country-level indicators.

In the context of national competitiveness, **Attracting** talent is viewed from two perspectives. Firstly, as a draw towards valuable external (i.e., foreign) resources, which includes both productive businesses through foreign direct investment (FDI) and the like as well

Figure 1: The GTCI 2025 Model



as creative people through high-skilled migration. Secondly, as an internal attraction that is focused on removing barriers to entering the talent pool for groups such as those from underprivileged backgrounds, women, and non-native people.

Growing talent has traditionally meant education, but its definition should be broadened to include apprenticeships, training, and continuous education as well as experience and access to growth opportunities. However, although we may acknowledge that most skill development occurs through experience, much remains to be done to conceptualise and measure its role.

Retaining talent is necessary because the more talented the person, the wider the global opportunities he or she has. The two key components of retention are sustainability—both personal and national—and quality of life. In addition, the regulatory, market, business, and labour landscapes within a country also facilitate or impede talent attraction and growth. The GTCI classifies these elements as parts of the **Enable** pillar. Together, Enable, Attract, Grow, and Retain constitute the four Input pillars of the GTCI model.

Regarding **Output**, the GTCI differentiates between two levels of talent, which can be broadly thought of as mid-level and high-level skills. Mid-level skills, also known as **Vocational and Technical Skills** (VT Skills), describe skills that have a technical or professional base acquired through vocational or professional training and experience. The impact of VT Skills is measured by the degree of employability to which they lead. Employability is measured by indicators around skills gaps and labour market mis-matches and by the adequacy of education systems. In the 2025 edition, the former Global Knowledge Skills pillar has been relabelled as **Generalist Adaptive Skills** (GA Skills) to better represent the broad-based and collaborative skill sets increasingly demanded by contemporary labour markets. This shift underscores the growing importance of adaptability, cognitive flexibility, and interdisciplinary problem-solving—competencies that are central to success in an era defined by digital transformation, automation, and continuous economic change. Such High-level skills, describe the creativity and problem-solving skills required by the workers in professional, managerial, or leadership roles. Their economic impact is evaluated by indicators around innovation, entrepreneurship, and the development of high-value industries. Together, VT Skills and GA Skills constitute the two Output pillars of the GTCI model.

The GTCI provides an approach to talent competitiveness issues that is comprehensive, action-oriented, analytical, and practical. As noted above, the GTCI is a composite index, which relies on a simple but robust Input-Output model, composed of six pillars, as illustrated in Figure 1. As such, the GTCI generates three main indices that form the most visible focus for analysis, namely:

1. **The Talent Competitiveness Input sub-index**, which is composed of four pillars that describe the policies, resources, and efforts a particular country can harness to foster talent competitiveness. Pillar 1, Enable, reflects the extent to which the regulatory and business environments—including issues about competition, management practices, and the functioning of labour markets—create a favourable climate for talent to develop and thrive. The other three pillars describe the three levers of talent competitiveness, which focus respectively on what countries are doing to Attract (pillar 2), Grow (pillar 3), and Retain (pillar 4) talent. The

Input sub-index is the simple arithmetic average of the scores registered on these four pillars.

2. **The Talent Competitiveness Output sub-index**, which aims to describe and measure the quality of talent in a country resulting from the above policies, resources, and efforts. It is composed of two pillars describing the current situation of a particular country in terms of Vocational and Technical Skills (pillar 5) and Generalist Adaptive Skills (pillar 6). The Output sub-index is the simple arithmetic average of the scores obtained in these two pillars.

3. **The Global Talent Competitiveness Index (GTCI)**, which is calculated as the simple arithmetic average of the scores of each of the four Input pillars and two Output pillars outlined above.

While the GTCI model has preserved its structural integrity over time, it continues to evolve through incremental refinements aimed at enhancing analytical precision and cross-country comparability. The 2025 framework introduces several methodological updates—both in terms of indicator composition and the computation of composite scores. These refinements incorporate new dimensions that reflect the contemporary drivers of talent competitiveness, most notably artificial intelligence adoption, workforce resilience, and employee wellbeing. The methodological changes to the GTCI Model are listed in Table 1 below. Following these updates, the GTCI 2025 model comprises 77 indicators across 135 countries, collectively representing over 97% of global GDP and 93% of the world's population. Each annual iteration of the index undergoes independent statistical audit and sensitivity testing by the Joint Research Centre (JRC) of the European Commission, which has consistently validated the model's robustness, coherence, and empirical soundness. Further details of the indicator definitions and the method of calculation can be found in the Sources and Definitions and Technical Notes appendices. The GTCI model will continue to be refined, based on further discussions with academics and business and government leaders, as well as feedback from GTCI users.

Table 1: Adjustments to the Global Talent Competitiveness Index 2024

Variable Code	GTCI 2023	Adjustment	New Code	GTCI 2025
1.2.5	ICT infrastructure	Replaced	1.2.5	Population covered by at least a 3G mobile network
		New Addition	1.2.6	Internet access in schools
1.2.6	Urbanisation	Change in Code; C hange in Data Source	1.2.7	Urbanisation
2.1.3	Migrant stock	Methodology Changed at Source	2.1.3	Migrant stock
2.1.5	Brain gain	Methodology Changed at Source	2.1.5	Brain gain
		New Addition	2.1.6	AI skills migration
4.1.3	Brain retention	Methodology Changed at Source	4.1.3	Brain retention
		New Addition	4.1.6	Protect Against Future Disasters
		New Addition	4.1.7	Household Financial Resilience
		New Addition	4.2.5	Employee Wellbeing
6.1.2	Population with tertiary education	Removed		
		New Addition	6.1.2	Soft Skills
		New Addition	6.1.7	AI talent concentration
6.2.1	Innovation output	Replaced	6.2.1	ICT services exports
		New Addition	6.2.2	Mobile apps development
		New Addition	6.2.3	Intellectual property receipts (% of total trade)
6.2.2	High-value exports	Change in Code	6.2.4	High-value exports
6.2.3	Software development	Change in Code; Methodology Changed at Source	6.2.5	Software development
6.2.4	New business density	Change in Code	6.2.6	New business density
6.2.5	Scientific journal articles	Change in Code	6.2.7	Scientific journal articles

Appendix II: Technical Notes

Audit by the Joint Research Centre of the European Commission

The Joint Research Centre (JRC) of the European Commission has conducted extensive research on the development of composite indicators, most notably publishing the Handbook on Constructing Composite Indicators: Methodology and User Guide in collaboration with the Organisation for Economic Co-operation and Development (OECD). For the eleventh consecutive edition of the Global Talent Competitiveness Index (GTCI), the GTCI development team engaged the JRC to conduct an audit[50]. This exercise has provided external validation and further improved the statistical analyses to ensure the consistency and rigour of the GTCI model. An audit was carried out by the JRC in October-November 2025. The results and report of the final audit can be found in Chapter 3.

Composite Indicators

The GTCI framework builds on six pillars: (1) Enable, (2) Attract, (3) Grow, (4) Retain, (5) Vocational and Technical Skills, and (6) Generalist Adaptive Skills. Each pillar consists of two to three sub-pillars. Each sub-pillar is composed of three to seven indicators. Each sub-pillar score is derived from the simple arithmetic average of its individual indicators. The successive arithmetic aggregation continues at the pillar level.

In GTCI 2025, the Global Knowledge Skills pillar was renamed Generalist Adaptive Skills to better reflect the evolving conceptual emphasis of the framework.

Overall, the GTCI includes three indices:

1. The Talent Competitiveness Input sub-index is the simple average of the first four pillars.
2. The Talent Competitiveness Output sub-index is the simple average of the last two pillars.
3. The Global Talent Competitiveness Index is the simple average of the six pillars.

Individual Indicators

The GTCI 2025 model includes 77 indicators, which fall into the following categories[51]:

1. Hard/quantitative data (40 indicators)
2. Index/composite indicator data (15 indicators)
3. Survey/qualitative data (22 indicators)

Hard Data

The 40 indicators based on hard data were drawn from a variety of public sources, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Labour Organization (ILO), the World Bank, the OECD, and The Conference Board. Most indicators were already scaled at their source and therefore did not need to be re-scaled.

Indices

The 15 indicators measured as indices come from sources such as the World Bank (including the World Governance Indicators, and the Women, Business and the Law report series) and Transparency International. They also come from other composite indicators such as the Social Progress Index and the Environmental Performance Index (Yale University and Columbia University). There are two main concerns about using 'indices within an index': (1) doubts over its methodology to derive a single score, and (2) the risk of duplicating indicators. Despite these concerns, the GTCI team determined that the gains outweighed the downsides, as there are certain phenomena that are best captured by a multi-dimensional index. To address these concerns, only indices that transparently indicate their methodology and are widely well received were included in the GTCI. In addition, only indices with a narrow focus were selected, to avoid double-counting.

Survey Data

The 22 indicators based on survey data were mainly extracted from the World Economic Forum's Executive Opinion Survey. Qualitative information tends to provide the most current assessment of certain areas related to talent competitiveness for which hard data either do not exist or have low country coverage.

Country Coverage and Missing Data

The 135 countries covered in the GTCI 2025 were selected based on an aggregate data availability threshold of at least 70% (54 out of 77 indicators) and a sub-pillar level data availability threshold of at least 40%. The most recent data points for each country were considered in the calculation, with 2014 as the cut-off year. However, exceptions were made for indicators 5.1.3 Technicians and associate professionals, 6.1.3 Professionals, and 6.1.5 Senior officials and managers, where data from 2013 was permitted. Meanwhile, each indicator had to pass a country-based availability threshold of 50% (68 out of 135 countries). The only exceptions to this rule were indicators 2.1.6 AI Skills migration and 6.1.7 AI talent concentration, where the data coverage is 34.8% (47 out of 135 countries).

The drive behind including these indicators is due to their contextual and theoretical significance within the GTCI framework. It is pivotal as it aligns perfectly with the inherent objectives and principles of the GTCI framework, adding layers of depth and relevance to the evolving model. This augmentation is not merely numerical but is instrumental in refining the essence and effectiveness of the framework in capturing the nuanced dimensions of talent competitiveness. The incorporation of these indicators substantiates the framework's adaptability and resilience, fortifying its position as a robust tool for nuanced analysis in an ever-evolving landscape.

In order to provide transparency and replicability, there was no imputation effort to fill in missing values in the data set. Missing values were noted with 'n/a' and were not considered in the calculation of sub-pillar scores and, by extension, the index scores.

Treatment of series with outliers

Outliers in an indicator can affect ranking results with bias. It is prudent to detect and remove all outliers before the normalization of scores. An applied rule-of-thumb where an absolute value of skewness greater than 2 or a kurtosis greater than 3.5 indicates the presence of outliers[52].

The treatment of outliers occurs mainly in two ways. First, indicators with no more than five outliers are winsorized, whereby the value affecting the distribution assigns to the next highest/lowest value method. The winsorization process continues until the reported skewness and/or kurtosis fall within the ranges specified above.

Second, indicators with at least six outliers are transformed by natural logarithms according to the following formula:

$$\ln\left[(max \times factor - 1) \times \frac{(value - min)}{(max - min)} + 1\right]$$

Initially, a natural logarithmic transformation with base 1 is applied. If this does not correct the skewness and kurtosis, a base 10 logarithmic transformation

is attempted. If necessary, a base 100 logarithmic transformation is applied as a final step.

Third, if the logarithmic transformation is ineffective for certain indicators, the Yeo-Johnson transformation is applied using the following formula:

$$\psi(y,\lambda) = \begin{cases} \dfrac{(y+1)^{\lambda}-1}{\lambda} & y \geq 0 \text{ and } \lambda \neq 0, \\ \log(y+1) & y \geq 0 \text{ and } \lambda = 0, \\ -\dfrac{(-y+1)^{2-\lambda}-1}{2-\lambda} & y < 0 \text{ and } \lambda \neq 2, \\ -\log(-y+1) & y < 0, \lambda = 2. \end{cases}$$

For the GTCI 2025, outliers were detected in ten indicators. Seven indicators[53] had fewer than six outliers. Two indicators[54] had six outliers or more and were treated through logarithmic transformation. One indicator[55] had six outliers or more and was treated through Yeo-Johnson transformation.

Normalisation

To make the indicators comparable for data aggregation, they must go through a process of normalisation. The GTCI applies the Min-max normalization method to ensure all values fall into the [0, 100] range. An exception is made for certain index-based and survey-based indicators, for which the original series range of values is retained as the minimum and maximum—for example, [1, 7] for the World Economic Forum Executive Opinion Survey (EOS) questions, and [0, 100] for the Yale Environmental Performance Index (EPI) scores.

For indicators where higher values indicate higher outcomes the following normalization formula is applied:

$$100 \times \frac{(value - min)}{(max - min)}$$

For indicators where higher values imply worse outcomes the following reverse normalization formula is applied[56]:

$$100 \times \frac{(max - value)}{(max - min)}$$

Caveats on the year-to-year comparison of rankings

The GTCI compares the performance of national talent competitiveness across economies and presents the changes in economy rankings over time.

It is important to note that scores and rankings are not directly comparable between one year and another. Each ranking reflects the relative position of a particular economy based on the conceptual framework, the data coverage, and the sample of countries/economies of that specific GTCI edition. Each ranking and also reflects changes in the underlying sources of indicators, as well as data availability. Many factors influence the year-on-year rankings of an economy beyond the actual performance of the economy in question, including:

1. adjustments made to the GTCI framework (changes in indicator composition and measurement revisions);
2. data updates, the treatment of outliers, and missing values; and
3. the inclusion or exclusion of economies in the sample.

Additionally, the following characteristics complicate the time-series analysis based on simple GTCI rankings or scores:

1. **Missing values:** The GTCI produces relative index scores, which means that a missing value for one economy affects the index score of other economies. Because the number of missing values decreases every year, this problem reduces over time.

2. **Reference year:** The data underlying the GTCI do not refer to a single year but to several years, depending on the latest available year for any given variable. In addition, the reference years for different variables are not the same for each economy, due to measures to limit the number of missing data points.

3. **Normalization factor:** Most GTCI variables are normalized using GDP, population, or other factor with the intention of enabling cross-economy comparability. However, this implies that year-on-year changes in individual indicators may be driven either by the variable (numerator) or by its normalization factor (denominator).

4. **Consistent data collection:** Measuring the change in year-on-year performance relies on the consistent collection of data over time. Changes in the definition of variables or in the data collection process could create movements in the rankings that are unrelated to performance.

A detailed study was performed on each country based on the GTCI database and the nation's profile over time. This, along with analytical ground work that includes that of actors and decision-makers in the realm of digital transformation, yields the best results in terms of monitoring a country/economy's network readiness as well as for identifying possible improvement channels.

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Appendix III: Sources and Definitions

1. Enable

1.1. Regulatory Landscape

1.1.1 Government effectiveness

Government effectiveness indicator | 2023

The government effectiveness indicator captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Scores are standardised (2.5 = low; 2.5 = high).

Source: World Bank, The Worldwide Governance Indicators, 2024 Update (www.govindicators.org).

1.1.2 Rule of law

Rule of law indicator | 2023

The rule of law indicator reflects perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence. Scores are standardised (2.5 = low; 2.5 = high).

Source: World Bank, The Worldwide Governance Indicators, 2024 Update (www.govindicators.org).

1.1.3 Political stability

Political stability and absence of violence indicator | 2023

The political stability and absence of violence indicator measures perceptions of the likelihood of political instability and/or politically motivated violence, including terrorism. Scores are standardised (2.5 = low; 2.5 = high).

Source: World Bank, The Worldwide Governance Indicators, 2024 Update (www.govindicators.org).

1.1.4 Regulatory quality

Regulatory quality indicator | 2023

The regulatory quality indicator captures perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development. Scores are standardised (2.5 = low; 2.5 = high).

Source: World Bank, The Worldwide Governance Indicators, 2024 Update (www.govindicators.org).

1.1.5 Corruption

Corruption Perceptions Index | 2024

The Corruption Perceptions Index aggregates data from a number of different sources that provide perceptions of business people and country experts of the level of corruption in the public sector.

Source: Transparency International, The Corruption Perceptions Index 2024 (http://www.transparency.org/research/cpi).

1.2. Market Landscape

1.2.1 Extent of market dominance

Average answer to the question: In your country, how do you characterise corporate activity? [1 = dominated by a few business groups; 7 = spread among many firms] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

1.2.2 Domestic credit to private sector

Domestic credit to private sector (% GDP) | 2024

This indicator refers to loans, purchases of nonequity securities, trade credits, and other financial resources that need to be repaid and that are provided to the private

sector by financial corporations. Financial corporations include monetary authorities, deposit money banks, finance and leasing companies, and money lenders, among others.

Source: International Monetary Fund (IMF) International Financial Statistics and data files, and World Bank and Organisation for Economic Co-operation and Development (OECD) GDP estimates. Downloaded from World Bank, World Development Indicators (http://data.worldbank.org/data-catalog/world-development-indicators). Data Year: 2015–2024

1.2.3 Cluster development

Average answer to the question: In your country, how widespread are well-developed and deep clusters (geographic concentrations of firms, suppliers, producers of related products and services, and specialised institutions in a particular field)? [1 = nonexistent; 7 = widespread in many fields] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

1.2.4 R&D expenditure

Gross expenditure on R&D (%) | 2023

Gross expenditure on R&D (GERD) is the total domestic intramural expenditure on R&D during a given period as a percentage of GDP. Intramural R&D expenditure is all expenditure for R&D performed within a statistical unit or sector of the economy during a specific period, regardless of the source of funding

Source: Global Innovation Index Database, WIPO 2025. UNESCO Institute for Statistics (UIS) online database (http://data.uis.unesco.org); Eurostat database (https://ec.europa.eu/eurostat/data/database); OECD, Main Science and Technology Indicators (MSTI) database (https://data-explorer.oecd.org); and Ibero-American and Inter-American Network of Science and Technology Indicators (RICYT) (www.ricyt.org/en). Data Year: 2014–2024

1.2.5 Population covered by at least a 3G mobile network

Percentage of the population covered by at least a 3G mobile network | 2024

The following indicator refers to the percentage of inhabitants within range of at least a 3G mobile-cellular signal, irrespective of whether or not they are subscribers. Values are calculated by dividing the number of inhabitants covered by at least a 3G mobile-cellular signal by the total population and multiplied by 100.

Source: International Telecommunication Union, ITU DataHub, (https://datahub.itu.int/). Data Year: 2022–2024

1.2.6 Internet access in schools

Proportion of primary schools with access to Internet for pedagogical purposes (%) | 2023

The Internet access in schools indicator refers to the share of primary schools with access to the Internet via fixed narrowband, fixed broadband, or mobile networks. Internet for pedagogical purposes refers to web access and communications services through various devices that enhance the teaching and learning of pupils.

Source: UNESCO Institute for Statistics, UIS.Stat (http://data.uis.unesco.org/). Data Year: 2015–2024

1.2.7 Urbanisation

Population of urban areas (%) | 2024

Urban population refers to people living in urban areas as defined by national statistical offices. The data are collected and smoothed by United Nations Population Division.

Source: World Urbanization Prospects, United Nations (UN), (https://population.un.org/wup/); publisher: UN Population Division.

1.3. Business & Labour Landscape

1.3.1 Labour rights

Level of national compliance with labour rights | 2023

This indicator measures the level of national compliance with fundamental labour rights (freedom of association and collective bargaining or FACB). It has a range from 0 to 10, with 0 being the best possible score (indicating higher levels of compliance with FACB rights) and 10 the worst (indicating lower levels of compliance with FACB rights). It is based on six ILO supervisory body textual sources and on national legislation.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/).

1.3.2 Labour-employer cooperation

Average answer to the question: In your country, how do you characterise labour-employer relations? [1 = generally confrontational; 7 = generally cooperative] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

1.3.3 Professional management

Average answer to the question: In your country, who holds senior management positions in companies? [1 = usually relatives or friends without regard to merit; 7 = mostly professional managers chosen for merit and qualifications] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

1.3.4 Relationship of pay to productivity

Average answer to the question: In your country, to what extent does average pay reflect productivity? [1 = not at all; 7 = to a great extent] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

1.3.5 Enterprise software

Enterprise software market (weighted by GDP) | 2024

The Enterprise software market indicator refers to the size of the market for software that is used for essential large-scale business activities in professional business-to-business (B2B) environments, including Enterprise Resource Planning, Customer Relationship Management, Business Intelligence, and Supply Chain Management. The indicator is weighted by national GDP.

Source: Statista, Technology Market Outlook: Enterprise Software (https://www.statista.com/outlook/tmo/software/enterprise-software/worldwide?currency=usd); GDP data come from World Development Indicators (http://data.worldbank.org/data catalog/world-development-indicators). Data Year: 2023–2024

1.3.6 Cloud computing

Cloud computing market (weighted by GDP) | 2024

The Cloud computing indicator refers to the size of the market for the three standard cloud-computing service models: Infra structure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS). The indicator is weighted by national GDP.

Source: Statista, Technology Market Outlook: Public Cloud (https://www.statista.com/outlook/tmo/public-cloud/worldwide); GDP data come from World Development Indicators (http://data.worldbank.org/data-catalog/world development-indicators). Data Year: 2023–2024

1.3.7 Firms with website

Firms with website (% of total) | 2023

Firms with website refers to the share of businesses that have their own website, expressed as a percentage of all rms. The data are based on enterprise surveys conducted by the OECD and the World Bank. The former survey is used for OECD countries and accession countries or key partners, while the latter is used for all other countries.

Source: OECD, ICT Access and Use by Businesses, OECD Telecommunications and Internet Statistics (database) (https://doi.org/10.1787/9d2cb97b-en); World Bank, Enterprise Surveys (www.enterprisesurveys.org). Data Year: 2014–2025

2. Attract

2.1. External Openness

2.1.1 FDI regulatory restrictiveness

FDI regulatory restrictiveness index score | 2023

The Foreign Direct Investment (FDI) Regulatory Restrictive ness Index measure is a composite indicator developed by the OECD that provides a measure of the openness of FDI rules and regulations towards overseas investors. Four types of statutory restrictions are considered in the computation of the index: (1) foreign equity restrictions, (2) screening and prior approval requirements, (3) rules for key personnel, and (4) other restrictions on the operation of foreign enterprises. The index is measured on a scale of 0 (no restrictions) to 1 (completely restricted).

Source: OECD, FDI Regulatory Restrictiveness Index (FDI Index) (https://www.oecd.org/investment/fdiindex.htm).

2.1.2 Financial globalisation

De facto financial globalisation sub-index | 2022

The Financial Globalisation (de facto) sub-index is one of the dimensions of the KOF Globalisation Index. It provides a measure of the degree of a country's integration in global financial flows. It is made up of five variables: (1) foreign direct investment, (2) portfolio

investment, (3) international debt, (4) international reserves, and (5) international income payments. The sub-index is calculated by aggregating the five (normalised) variables, where each variable has been given a specific weight based on principal components analysis (PCA).

Source: Gygli, Savina, Florian Haelg, Niklas Potrafke and Jan-Egbert Sturm (2019): The KOF Globalisation Index – Revisited, Review of International Organizations, 14(3), 543-574 external page https://doi.org/10.1007/s11558-019-09344-2.

2.1.3 Migrant stock

Migrant stock (%) | 2024

Migrant stock refers to the number of the migrant stock population as a percentage of the total population. In producing the 2024 edition of the International Migrant Stock dataset, the Population Division has prioritized revising the estimates for countries with new empirical information from population censuses or registers and relatively large numbers of international migrants, as well as for countries affected by ongoing or emergent refugee flows as documented by UNHCR.

Source: United Nations Population Division, Trends in International Migrant Stock: nternational Migrant Stock 2024 (https://www.un.org/development/desa/pd/content/international-migrant-stock).

2.1.4 International students

Tertiary inbound mobility rate (%) | 2023

The number of students from abroad studying in a given country as a percentage of the total tertiary-level enrolment in that country.

Source: Global Innovation Index Database, WIPO 2025. UNESCO Institute for Statistics (UIS) online database (http://data.uis.unesco.org). Data Year: 2015–2024

2.1.5 Brain gain

Average answer to the question: In your country, to what extent can companies find people with the skills required to fill their vacancies by hiring foreign labour? [1 = not at all; 7 = to a great extent—attracts the best and brightest from around the world] | 2025

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Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org).

2.1.6 AI skills migration

AI skills migration | 2024

LinkedIn migration rates are derived from the self-identified locations of LinkedIn member profiles. For example, when a LinkedIn member updates his or her location from Paris to London, this is counted as a migration. Migration data is available from 2019 onwards. LinkedIn data provide insights to countries on the AI talent gained or lost due to migration trends. AI Talent migration is considered for all members with AI skills/holding AI jobs at time t for country A as the country of interest and country B as the source of inflows and destination for outflows. Thus, net AI Talent migration between country A and country B – for country A – is calculated as follows:

$$\text{Net AI Talent migration}_{a,b,t} = (\text{Net AI Talent flows}_{a,b,t}/\text{Member count}_{a,t})$$

From 2023 onwards, AI skills have been divided into AI engineering and AI literacy skills, as described above. Only the AI engineering skills are considered to compute AI talent migration indicators.

Source: OECD.AI Policy Observatory (https://oecd.ai).

2.2. Internal Openness

2.2.1 Tolerance of minorities

Discrimination and violence against minorities | 2023

Tolerance of minorities is based on the Group Grievance indica tor included in the Fragile States Index published by The Fund for Peace. Group Grievance focuses on divisions and schisms between different groups in society—particularly divisions based on social or political characteristics—and their role in access to ser vices or resources, and inclusion in the political process. Its dimensions include post-conflict response, equality, divisions, and communal violence. It is measured on a scale of 0 (low pressures) to 10 (very high pressures).

Source: The Fund for Peace, Fragile States Index 2024 (https://fragilestatesindex.org/).

2.2.2 Tolerance of immigrants

The percentage of respondents answering Good place to the question: Is the city or area where you live a good place or not a good place to live for immigrants from other countries? | 2020

The Gallup World Poll is an annual survey carried out in more than 140 countries. One of the topics included in the poll concerns social issues, where the question related to the Tolerance of immigrants indicator is one of four questions asked.

Source: The Gallup World Poll (2006-2020). Data kindly provided by Gallup, Inc. Data Year: 2014–2020

2.2.3 Social mobility

Average answer to the question: In your country, to what extent do individuals have the opportunity to improve their economic situation through their personal efforts regardless of the socioeconomic status of their parents? [1 = not at all; 7 = to a great extent] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

2.2.4 Economic empowerment of women

Women, Business, and the Law index score | 2024

The Women, Business and the Law index is a composite indicator that provides a measure of the degree of gender equality with respect to legal rights in economic participation. The index is composed of eight pillars, where each pillar represents a different aspect of a woman's life: (1) mobility, (2) workplace, (3) pay, (4) marriage, (5) parenthood, (6) entrepreneurship, (7) assets, and (8) pension. The index is measured on a scale of 0 (women have no legal economic rights equal to those of men) to 100 (women and men have equal economic opportunities).

Source: World Bank (2024). Women, Business and the Law 2024. Washington, DC: World Bank. (https://wbl.worldbank.org/en/wbl).

2.2.5 Gender parity in high-skilled jobs

Adjusted gender parity in high-skilled jobs | 2024

Gender parity in high-skilled jobs refers to the ratio of managers, professionals, or technicians and associate professionals who are female to those who are male. Possible values range from 0 (total inequality) to 1 (perfect equality). The parity index is adjusted following the methodology of the United Nations Education, Scientific and Cultural Organization (UNESCO). The occupations correspond to skill levels 3 and 4 (high) in the Inter national Standard Classi cation of Occupations 2008 (ISCO-08).

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2016–2025

2.2.6 Leadership opportunities for women

Average answer to the question: In your country, to what extent do companies give equal opportunities to rise to positions of leadership to Women? [1 = Not at all; 7 = To a great extent] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

3. Grow

3.1. Formal Education

3.1.1 Vocational enrolment

Vocational enrolment (%) | 2023

Vocational enrolment refers to the total number of students enrolled in vocational programmes in secondary education, expressed as a percentage of the total number of students enrolled in all programmes (vocational and general) at that level. The secondary level is based on International Standard Classification of Education 2011 (ISCED 2011) levels 2-4.

Source: UNESCO Institute for Statistics, UIS.Stat (http://data.uis.unesco.org/). Data Year: 2015–2025

3.1.2 Tertiary enrolment

Tertiary enrolment (%) | 2023

The ratio of total tertiary enrolment, regardless of age, to the population of the age group that officially corresponds to the tertiary level of education. Tertiary education, whether or not at an advanced research qualification level, normally requires, as a minimum condition of admission, the successful completion of education at the secondary level. The school enrolment ratio can exceed 100 percent due to grade repetition and the inclusion of under-aged and over-aged students, who are early or late entrants.

Source: Global Innovation Index Database, WIPO 2025. UNESCO Institute for Statistics (UIS) online database (http://data.uis.unesco.org). Data Year: 2016–2024

3.1.3 Tertiary education expenditure

Initial government funding per tertiary student (constant PPP$) | 2022

This indicator refers to the amount of resources invested by central, regional, and local governments per student enrolled at the tertiary level. The amount is divided by the constant PPP$ conversion factor. Tertiary education is based on International Standard Classi cation of Education 2011 (ISCED 2011) levels 5-8.

Source: UNESCO Institute for Statistics, UIS.Stat (http://data.uis.unesco.org/) . Data Year: 2014–2024

3.1.4 Reading, maths, and science

PISA average scores in reading, mathematics, and science | 2022

PISA is the OECD's (Organisation for Economic Co-operation and Development) Programme for International Student Assessment. PISA measures 15-year-olds' ability to use their reading, mathematics and science knowledge skills. Results from PISA indicate the quality and equity of learning outcomes attained around the world. The 2022 PISA survey is the eighth round of the triennial assessment. The indicator is built using the average of the reading, mathematics and science scores for each country. PISA scores are set in relation to the variation in results observed across all test participants in a country. There is, theoretically, no minimum or maximum score in PISA; rather, the results are scaled to fit approximately normal distributions, with means around 500 score points and standard deviations around 100 score points. China did not participate in the 2022 PISA Survey. As a result, China's scores correspond to their 2018 PISA results and are only based on the provinces/municipalities of Beijing, Shanghai, Jiangsu and Zhejiang. The 2022 scores for Azerbaijan correspond only to the capital Baku.

Source: Global Innovation Index Database, WIPO 2025. OECD Programme for International Student Assessment (PISA) (www.oecd.org/pisa). Data Year: 2015–2022

3.1.5 University ranking

Average score of the top three universities according to the QS world university ranking* | 2024

Average score of the top three universities per country. If fewer than three universities are listed in the QS ranking of the global top 1,000 universities, the sum of the scores of the listed universities is divided by three, thus implying a score of zero for the non-listed universities. The 2025 ranking corresponds to data published in June 2024. Note: the 2024 QS release included a large methodological enhancement, with the addition of three new metrics: Sustainability, Employment Outcomes and International Research Network

Source: Global Innovation Index Database, WIPO 2025. QS Quacquarelli Symonds Ltd, QS World University Rankings, Top Universities (https://www.topuniversities.com/world-university-rankings/2024).

3.2. Lifelong Learning

3.2.1 Business masters education

QS Global MBA and Business Masters Rankings scores | 2025

Business masters education is a composite indicator computed by the GTCI team based on the scores of six business masters programmes, where the Global MBA is given a weight of 50% because of its status as a business master's programme. The six pillars (weights in parentheses) refer to the following business masters: (1) Global MBA (50%); (2) Business Analytics (11.25%); (3) Finance (11.25%); (4) Management (11.25%); (5) Marketing (11.25%), and (6) Supply Chain Management (5%). The value is derived from the top university per country and per business master's programme. Countries without an institution in a business master's programme are given a value of 0 for the programme in question. Own computation based on Quacquarelli Symonds Ltd (QS).

Source: Own computation based on Quacquarelli Symonds Ltd (QS) (2025). [i]QS Higher Ed Report: Global MBA and Business Masters 2025 (https://www.topmba.com/).

3.2.2 Prevalence of training in firms

Proportion of firms offering formal training (%) | 2024

This indicator refers to the percentage of firms that offered formal training programmes in the most recent complete fiscal year for its permanent, full-time employees. The Enterprise Survey is a firm-level survey of a representative sample of an economy's private sector. The survey covers a broad range of business environment topics including access to nance, corruption, infrastructure, crime, competition, and performance measures. Since 2005-06, under its developed Global Methodology, the World Bank's Enterprise Analysis Unit has collected these data based on over 195,000 interviews with top managers and business owners in 155 economies.

Source: World Bank, Enterprise Surveys (www.enterprisesurveys.org). Data Year: 2014–2024

3.2.3 Employee development

Average answer to the question: In your country, to what extent do companies invest in workforce upskilling and reskilling? [1 = Not at all; 7 = To a great extent] | 2025

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in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

3.3. Access to Growth Opportunities

3.3.1 Delegation of authority

Average answer to the question: In your country, to what extent does senior management delegate authority to subordinates? [1 = not at all; 7 = to a great extent] | 2022

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2021–2022 (http://reports.weforum.org). Data Year: 2020–2022

3.3.2 Youth inclusion

Proportion of youth (aged 15-24 years) not in education, employment or training (%) | 2023

This indicator refers to the share of young people aged 15–24 who are not in education, employment, or training. It is known as the NEET rate and is expressed as a percentage of the population of the same age.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2016–2025

3.3.3 Use of virtual social networks

Social media users (%) | 2025

This indicator refers to the share of young people aged 15–24 who are not in education, employment, or training. It is known as the NEET rate and is expressed as a percentage of the population of the same age.

Source: We Are Social and Hootsuite (2025) Digital 2025 report series (https://wearesocial.com/digital-2025).

3.3.4 Use of virtual professional networks

LinkedIn's potential advertising audience (%) | 2023

Use of virtual professional networks refers to the potential advertising audience that marketers can reach using advertisements on LinkedIn. The potential audience is expressed as a percentage of the population who are 18 years old or above. The data are based on LinkedIn's self-service advertising tools.

Source: We Are Social and Hootsuite (2023) Digital 2023 report series (https://wearesocial.com/digital-2023).

4. Retain

4.1. Sustainability

4.1.1 Pension coverage

Population above statutory pensionable age receiving a pension (%) | 2022

Pension coverage refers to the share of people above statutory retirement age who receive an old-age pension, expressed as a percentage of the population above statutory retirement age. Data are originally sourced from International Labour Organization (ILO) estimates, which are based on country data compiled through the ILO Social Security Inquiry (SSI).

Source: International Labour Organization, Social Security Inquiry (SSI). Sourced from UN Global SDG Indicators Database (https://unstats.un.org/sdgs/indicators/database/). Data Year: 2015–2023

4.1.2 Social protection

Average answer to the question: In your country, to what extent do all members of the population have sufficient access to safety nets and social services in terms of unemployment income, re-training and re-employment support [1 = not at all – service is difficult or expensive to access for all; 7 = to a great extent – service is easy and affordable to access for all] | 2022

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2021–2022 (http://reports.weforum.org). Data Year: 2020–2022

4.1.3 Brain retention

Average answer to the question: To what extent does your country attract/retain talented people? [1 = Not at all; 7 = To a great extent] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org).

4.1.4 Environmental performance

Environmental Performance Index score | 2024

The Environmental Performance Index (EPI) ranks

how well countries perform in two fundamental dimensions of sustainable development: environmental health and ecosystem vitality. Within these two policy objectives, the EPI scores country performance in eleven issue areas comprising a total of 32 indicators. Indicators in the EPI measure how close countries are to meeting internationally established targets or, in the absence of agreed-upon targets, how they compare relative to the best performing countries.

Source: Wolf, M. J., Emerson, J. W., Esty, D. C., de Sherbinin, A., Wendling, Z. A., et al. (2024). 2024 Environmental Performance Index. New Haven, CT: Yale Center for Environmental Law & Policy. (https://epi.yale.edu).

4.1.5 Vulnerable employment

Vulnerable employment (% of total employment) | 2023

This indicator refers to the number of contributing family workers and own-account workers, expressed as a percentage of total employment. Own-account workers are defined as self-employed workers without employees, whereas contributing family workers are unpaid family workers.

Source: World Development Indicators (http://data.worldbank.org/data-catalog/world-development-indicators) based on data obtained from International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2021–2023

4.1.6 Protect Against Future Disasters

Percentage of the respondents who said yes: Could Protect Yourself or Family in a Future Disaster | 2023

Answer to the Survey questions Could protect yourself or family in a future disaster This is a part of the survey conducted by Gallup.Inc for the World Risk Poll. Respondents choose from Yes, No, It depends, Don't know, or Refused.

Source: World Risk Poll Resilience Index (https://www.lrfoundation.org.uk/wrp/world-risk-poll-data/world-risk-poll-resilience-index).

4.1.7 Household Financial Resilience

Percentage of the respondents who can survive for four month or more incase income is lost | 2023

Answer to the Survey questions How long household could cover basic needs if income was lost? This is a part of the survey conducted by Gallup.Inc for the World Risk Poll. Respondents choose from 4 months or more, 3 months, 2 months, Around a month, Don't know, or Refused.

Source: World Risk Poll Resilience Index (https://www.lrfoundation.org.uk/wrp/world-risk-poll-data/world-risk-poll-resilience-index).

4.2. Lifestyle

4.2.1 Personal rights

Personal rights indicator | 2025

Personal Rights are a component in the Opportunity dimen sion of the Social Progress Index. This component is based on six variables: Access to justice (0 = non-existent; 1 = observed), Freedom of religion (0 = no freedom; 4 = full freedom), Political rights (0 = no rights; 40 = full rights), Property rights for women (0 = no rights; 5 = full rights), Freedom of peaceful assembly (0= no freedom; 4 = full freedom), and Freedom of discussion (0 = low; 1 = high).

Source: Social Progress Imperative, The Social Progress Index 2025 (https://www.socialprogress.org/) .

4.2.2 Personal safety

Personal safety indicator | 2025

Personal safety is a component in the Basic Human Needs dimension of the Social Progress Index. This component is based on five variables: Interpersonal violence (Age-standardised Disability-Adjusted Life Years (DALYs)/100,000), Transportation-related fatalities (Age-standardised Disability-Adjusted Life Years (DALYs)/100,000), Political killings and torture (0 = low freedom; 1 = high freedom), Intimate partner violence (% of women aged 15+), and Money stolen (proportion of population).

Source: Social Progress Imperative, The Social Progress Index 2025 (https://www.socialprogress.org/).

4.2.3 Physician density

Medical doctors (per 10,000 people) | 2021

Physician density refers to the number of medical doctors (physicians), including generalist and specialist medical practitioners, per 10,000 people.

Source: World Health Organization, Global Health Observatory (https://www.who.int/data/gho). Data Year: 2014–2022

4.2.4 Sanitation

Population using at least basic sanitation services (%) | 2021

This indicator refers to the percentage of the population using at least basic sanitation services—that is, improved sanitation facilities that are not shared with other households. This indicator encompasses both people using basic sanitation services as well as those using safely managed sanitation services. Improved sanitation facilities include flush/pour-flush to piped sewer systems, septic tanks or pit latrines, pit latrines with slabs (including ventilated pit latrines), and composting toilets.

Source: World Health Organization, Global Health Observatory (https://www.who.int/data/gho). Data Year: 2015–2021

4.2.5 Employee Wellbeing

Happiness score | 2024

Happiness refers to the national average response to the following survey question included in the Gallup World Poll: Please imagine a ladder, with steps numbered from 0 at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you. On which step of the ladder would you say you personally feel you stand at this time? The indicator is also known as the Cantril life ladder, life ladder, or subjective well-being.

Source: The Gallup World Poll, sourced from Helliwell, J. F., Layard, R., Sachs, J. D., De Neve, J.-E., Aknin, L. B., & Wang, S. (Eds.). (2025). World Happiness Report 2025. (https://www.gallup.com/analytics/349487/world-happiness-report.aspx). Data Year: 2017–2024

5. Vocational and Technical Skills

5.1. Mid-level Skills

5.1.1 Workforce with secondary education

Labour force with secondary education (%) | 2024

Workforce with secondary education refers to the percentage of the labour force (above 15 years old) whose highest educational attainment is at the secondary level. Secondary level includes both upper secondary and post-secondary non-tertiary education based on International Standard Classi cation of Education 2011 (ISCED 2011) levels 3-4.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2014–2025

5.1.2 Population with secondary education

Population with secondary education (%) | 2023

Population with secondary education refers to the percentage of the population (above 25 years old) whose highest educational attainment is at the secondary level. This is based on International Standard Classification of Education 2011 (ISCED 2011) levels 3-4.

Source: UNESCO Institute for Statistics, UIS.Stat (http://data.uis.unesco.org/) . Data Year: 2014–2025

5.1.3 Technicians and associate professionals

Technicians and associate professionals (%) | 2024

Technicians and associate professionals refers to the number of technicians and associate professionals as a share of the total workforce. The employment by occupation is based on the International Standard Classification of Occupation (ISCO) Revision 2008 (data based on ISCO Rev. 1988 are used for those countries where ISCO Rev. 2008 is not available). It includes physical and engineering science associate professionals, life science and health associate professionals, teaching associate professionals, and other associate professionals (finance and sales, social work, artistic, entertainment and sports, religious associate professionals, police inspectors and detectives, administrative, customs, and tax and related government associate professionals). For those countries where ILOSTAT data are unavailable, data from the JOIN database have been used instead.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/); World Bank, Global Jobs Indicators Database (JOIN) (https://datacatalog.worldbank.org/dataset/global-jobs-indicators-database). Data Year: 2013–2025

5.1.4 Labour productivity per employee

Labour productivity per person employed (2022 US$ PPP) | 2025

Labour productivity estimates are obtained by dividing the total output (GDP in 2022 US$ PPP) by the total labour input used (labour force) to produce that output. For China and the United States, the adjusted values (which take into account drops in prices of ICT goods) have been used.

Source: The Conference Board, Total Economy Database (www.conference-board.org/data/economydatabase).

5.2. Employability

5.2.1 Ease of finding skilled employees

Average answer to the question: In your country, In your country, to what extent can companies find people with the skills required to fill their vacancies in the local labour market? [1 = Not at all; 7 = To a great extent] | 2025

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2025 (http://reports.weforum.org). Data Year: 2020–2025

5.2.2 Relevance of education system to the economy

Average answer to the question: In your country, how well does the education system meet the needs of a competitive economy? [1 = not well at all; 7 = extremely well] | 2022

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2021–2022 (http://reports.weforum.org). Data Year: 2020–2022

5.2.3 Skills matching

Workers whose education matches their occupation (%) | 2023

Skills matching refers to the percentage of the workforce whose education matches their occupation. The data relate to the so called normative approach to measure 'educational mismatch', whereby a worker's educational match/mismatch is defined based on the correspondence of a worker's education with that person's occupation. The correspondence table used to determine the standard level of education required in each occupation has been derived from the International Standard Classification of Education 2011 (ISCED 2011) and the International Standard Classi cation of Occupations (ISCO). Workers who do not have the identified standard level of education are regarded as mismatched.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2014–2024

5.2.4 Highly educated unemployment

Unemployment rate with intermediate or advanced education (%) | 2023

This indicator refers to the percentage of the labour force with high education who are unemployed. High education refers to intermediate and advanced education; it comprises upper secondary and post-secondary non-tertiary education, short-cycle tertiary education, a bachelor's degree or equivalent education level, a master's degree or equivalent education level, and a doctoral degree or equivalent education level according to the International Standard Classification of Education 2011 (ISCED 2011). For those countries where ILOSTAT data are unavailable, data from the JOIN database have been used instead.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2014–2024

6. Generalist Adaptive Skills

6.1. High-level Skills

6.1.1 Workforce with tertiary education

Labour force with tertiary education (%) | 2024

Population with tertiary education refers to the percentage of the population (above 25 years old) whose highest educational attainment is at the tertiary level. The tertiary level is based on International Standard Classification of Education 2011 (ISCED 2011) levels 5-8.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/). Data Year: 2014–2025

6.1.2 Soft Skills

Average answer to the question: In your country, to what extent is the workforce proficient in the following skills? [1 = Not at all; 7 = To a great extent]: Creativity and problem-solving; Management skills; Self-efficacy; Working with others | 2024

The World Economic Forum's Executive Opinion Survey (EOS) is conducted on an annual basis to gather information from business leaders on topics for which hard data sources are scarce or non-existent. It is part of the effort to supplement The Global Competitiveness Report in assessing issues that drive national competitiveness.

Source: World Economic Forum, Executive Opinion Survey 2024 (http://reports.weforum.org).

6.1.3 Professionals

Professionals (%) | 2024

Professionals refers to the number of professionals as a share of the total workforce. The employment by occupation is based on the International Standard Classification of Occupation (ISCO) Revision 2008 (data based on ISCO Rev. 1988 are used for those countries where ISCO Rev. 2008 is not available). It includes physical, mathematical, and engineering science professionals; life science and health professionals; teaching professionals; and other professionals (business, legal, archivists, librarians, social science, religious professionals, and writers and creative or performing artists). For those countries where ILOSTAT data are unavailable, data from the JOIN database have been used instead.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/); World Bank, Global Jobs Indicators Database (JOIN) (https://datacatalog.worldbank.org/dataset/global-jobs-indicators-database). Data Year: 2013–2025

6.1.4 Researchers

Researchers, full-time equivalent (FTE) (per million population) | 2023

Researchers in R&D are professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques, instrumentation, software or operational methods.

Source: Global Innovation Index Database, WIPO 2025. UNESCO Institute for Statistics (UIS) online database (http://data.uis.unesco.org); Eurostat database (https://ec.europa.eu/eurostat/data/database); OECD, Main Science and Technology Indicators (MSTI) database (https://data-explorer.oecd.org); and Ibero-American and Inter-American Network of Science and Technology Indicators (RICYT) (www.ricyt.org/en). Data Year: 2014–2023

6.1.5 Senior officials and managers

Legislators, senior officials, and managers (%) | 2024

This variable measures the percentage of legislators, senior officials, and managers within total employment. The employment by occupation is based on the International Standard Classification of Occupation (ISCO) Revision 2008 (data based on ISCO Rev. 1988 are used for those countries where ISCO Rev. 2008 is not available). For those countries where ILOSTAT data are unavailable, data from the JOIN database have been used instead.

Source: International Labour Organization, ILOSTAT (https://ilostat.ilo.org/); World Bank, Global Jobs Indicators Database (JOIN) (https://datacatalog.worldbank.org/dataset/global-jobs-indicators-database). Data Year: 2013–2025

6.1.6 Digital skills

Individuals with advanced ICT skills (%) | 2023

This indicator measures the prevalence of advanced digital skills in the population. More specifically, it refers to the share of youth and adults who have written a computer program using a specialised programming language in the last three months, expressed as a percentage of individuals that have undertaken computer-related activities during that period.

Source: International Telecommunication Union, ITU DataHub, (https://datahub.itu.int/). Data Year: 2014–2024

6.1.7 AI talent concentration

AI talent concentration | 2024

A LinkedIn member is considered AI talent if they have explicitly added AI skills to their profile and/or they are occupied in an AI job. The counts of AI talent are used to calculate talent concentration metrics. For example, AI talent concentration at the country level is calculated using the counts of AI talent vis-a-vis the counts of LinkedIn members in that country. As such, AI talent concentration metrics may be influenced by a country's LinkedIn coverage and should be used with caution. For example, as of 2021 1 in every 10 LinkedIn members in India is classified as AI talent, which is a result of LinkedIn's biased coverage in that country. Since it also encompasses LinkedIn members with AI job titles – as opposed to only LinkedIn members with AI skills on their profiles – AI talent is considered to be a more comprehensive measure than AI skills.

Source: OECD.AI Policy Observatory (https://oecd.ai).

6.2. Talent Impact

6.2.1 ICT services exports

Telecommunications, computer and informations services exports (% of total trade) | 2023

Telecommunications, computer and information services imports as a percentage of total trade according to the OECD's Extended Balance of Payments Services Classification EBOPS 2010, coded SI: Telecommunications, computer, and information services. Values are based on the classification of the sixth (2009) edition of the International Monetary Fund's Balance of Payments and International Investment Position Manual and Balance of Payments database.

Total trade is defined as the sum of total imports of code G goods and code SOX commercial services (excluding government goods and services not included elsewhere) plus total exports of code G goods and code SOX commercial services (excluding government goods and services not included elsewhere), divided by 2. According to the sixth edition of the International Monetary Fund's Balance of Payments and International Investment Position Manual, the item Goods covers general merchandise, net exports of goods under merchanting and non-monetary gold. The commercial services category is defined as being equal to services minus government goods and services not included elsewhere. Receipts are between residents and non-residents for the use of proprietary rights (such as patents, trademarks, copyrights, industrial processes and designs, including trade secrets and franchises), and for licenses to reproduce or distribute (or both) intellectual property embodied in produced originals or prototypes (such as copyrights on books and manuscripts, computer software, cinematographic works and sound recordings) and related rights (such as for live performances and television, cable or satellite broadcast).

Source: Global Innovation Index Database, WIPO 2025. World Trade Organization and United Nations Conference on Trade and Development, Trade in Commercial Services database (https://stats.wto.org). . Data Year: 2020–2023

6.2.2 Mobile apps development

Global downloads of mobile apps (per billion PPP$ GDP, two-year average) | 2024

Global downloads of mobile apps, by origin of the headquarters of the developer/firm, scaled by PPP$ GDP (billions). Global downloads are compiled by data.ia, public data sources and the company's proprietary forecast model based on data from Google Play Store and iOS App Store in each country. Since data for China are not available for Google Play Store and only for iOS App Store, data from China are treated as missing and classified as n/a.

Source: Global Innovation Index Database, WIPO 2025. data.ia (a Sensor Tower Company) (www.data.ai/en); and International Monetary Fund, World Economic Outlook Database, October 2024 (www.imf.org/en/Publications/WEO/weo/database/2024/October). Data Year: 2021–2024

6.2.3 Intellectual property receipts (% of total trade)

Charges for use of intellectual property, i.e., receipts (% total trade, three-year average) | 2023

Charges for the use of intellectual property not included elsewhere, i.e. receipts (% of total trade), average of three most recent years or most recent year. Value is calculated according to the Extended Balance of Payments Services Classification EBOPS 2010, that is, code SH: Charges for the use of intellectual property not included elsewhere, as a percentage of total trade. Receipts are between residents and non-residents for the use of proprietary rights (such as patents, trademarks, copyrights, industrial processes and designs, including trade secrets and franchises), and for licenses to reproduce or distribute (or both) intellectual property embodied in produced originals or prototypes (such as copyrights on books and manuscripts, computer software, cinematographic works and sound recordings) and related rights (such as for live performances and television, cable, or satellite broadcast). Values are based on the classification of the sixth (2009) edition of the International Monetary Fund's Balance of Payments and International Investment Position Manual and Balance of Payments database. For the definition of total trade, see indicator 6.2.1.

Source: Global Innovation Index Database, WIPO 2025. Trade in Commercial Services database (https://stats.wto.org); and WTO–OECD Balanced Trade in Services (BaTiS) dataset (www.wto.org/english/res_e/statis_e/gstdh_batis_e.htm). Data Year: 2015–2023

6.2.4 High-value exports

High-technology exports (% of manufactured exports) | 2023

High-value exports here refers to manufactures with high R&D intensity (e.g., computers, pharmaceuticals, scientific instruments, and electrical machinery), expressed as a percentage of exports of all manufactured goods. The definition of high-technology is based on the importance of expenditures on research and development relative to the gross output and value added of different types of industries that produce goods for export.

Source: World Bank, World Development Indicators (http://data.worldbank.org/data-catalog/world-development-indicators). Sourced from United Nations, Comtrade database through the World Integrated Trade Solution (WITS) platform (https://wits.worldbank.org/). Data Year: 2015–2024

6.2.5 Software development

GitHub commits pushes received and sent (per million population, 15–69 years old) | 2024

GitHub is the world's largest host of source code, and a commit is the term used for a change on this platform. One or more commits can be saved (or pushed) to projects (or repositories). Thus, GitHub commit pushes received and sent refers to the sum of the number of batched changes received and sent by publicly-available projects on GitHub within a specific economy. Automated activity resulting in non-productive commits are excluded.

Source: Global Innovation Index Database, WIPO 2025. GitHub (https://github.com); and United Nations, Department of Economic and Social Affairs, Population Division, World Population Prospects 2024 (April 2024 update) (https://population.un.org/wpp).

6.2.6 New business density

New corporate registrations (per 1,000 working-age population) | 2022

New business density is defined as the number of newly registered firms with limited liability per 1,000 working-age people (between 15 and 64 years old) per calendar year. The Entrepreneurship Database contains annual data on entrepreneurial activity in more than 170 economies over the period 2006–2020.

Source: World Bank, Entrepreneurship Database (https://www.worldbank.org/en/programs/entrepreneurship). Data Year: 2016–2022

6.2.7 Scientific journal articles

Number of scientific and technical journal articles (per 10,000 inhabitants) | 2022

Scientific and technical journal articles refers to the number of scientific and engineering articles published in the following fields: physics, biology, chemistry, mathematics, clinical medi cine, biomedical research, engineering and technology, and earth and space sciences. The data are reported per 10,000 inhabitants.

Source: World Bank, World Development Indicators based on National Science Foundation, Science and Engineering Indicators; population data come from World Bank, World Development Indicators (http://data.worldbank.org/data-catalog/world-development-indicators).

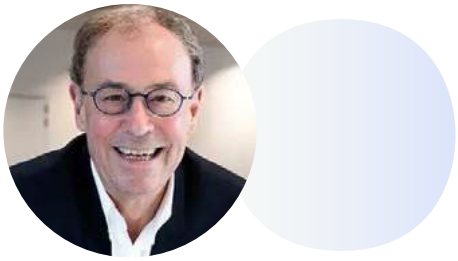
Appendix IV: About the Contributors

INSEAD & Portulans Team

Felipe Monteiro
Academic Director of GTCI and Affiliate Professor of Strategy, INSEAD

Felipe Monteiro is the Academic Director of GTCI, Senior Affiliate Professor of Strategy at INSEAD and a Senior Fellow of the Mack Institute for Innovation Management at the Wharton School. Before INSEAD, he was a standing faculty member at The Wharton School, University of Pennsylvania and a Fellow, and an award-winning teacher, at the London School of Economics and Political Science (LSE). He has also worked as a Senior Researcher at the Harvard Business School's Latin American Research.

His research on global open innovation, the role of boundary spanners and sustainability-oriented innovation was published in top journals (e.g. Academy of Management Journal, Organization Science, Strategic Management Journal, Harvard Business Review, MIT Sloan Management Review). Professor Monteiro received important awards from the Academy of Management, the Academy of International Business and the Strategic Management Society. He wrote several award winning cases and is #12 in The Case Centre's ranking of bestselling case authors.



Paul A.L. Evans
Emeritus Professor of Organisational Behaviour and Emeritus Shell Chair of Human Resources and Organisational Development, INSEAD

Paul Evans is the Shell Chaired Professor of Human Resources and Organisational Development, Emeritus at INSEAD. Co-founder and former academic director of the Global Talent Competitiveness Index (GTCI), his research focuses on leadership and talent development, building on his pioneering research into leadership transitions and executive lifestyles. His work also centres on international human resource management where his most recent book is *The Global Challenge: Managing People across Borders* (2023); he received awards as one of the most influential people in that field, and he has been advisor to more than 200 multinational corporations. He was titular professor at the European Institute for Advanced Studies in Management in Brussels in recognition for his work in building scholarly networks in HR in Europe He has a PhD in Management and Organizational Psychology from MIT, an MBA from INSEAD, and he is a graduate in law from Cambridge University.

Rafael Escalona Reynoso
Director and CEO, Portulans Institute

Rafael Escalona Reynoso serves as the Director and CEO of Portulans Institute. In this role, he leads the production of the Network Readiness Index (NRI) and the Global Talent and Competitiveness Index (GTCI), both of which he serves as co-editor. He also coordinates numerous high-profile projects, including the Portulans Democracy Lab and the AI Power Balance project with NYU in addition to various regional projects focused on technology, innovation, and human capital development.

Earlier in his career, Rafael was a member of the Trade and Foreign Investment Advisory Board under the President of Mexico and served as a Science and Technology Policy Advisor to the Senate of Mexico. In these capacities, he delved deep into the economic implications of international regulations related to fostering innovation and the cultivation of emerging technologies. His comprehensive analyses have significantly influenced the creation and implementation of pivotal science and technology policies in Mexico.

Shailja Bang Shah
Head of Research, Portulans Institute

Shailja Bang Shah is a Head Researcher with experience in leading and managing Composite Index projects. At Portulans Institute, she is responsible for project management, research, policy analysis, and communications support for an upcoming composite index in association with VinUniversity. She is also the Co-Author and Lead Researcher for the Emerging Markets Economic Growth and ESG (EMI D-ESG) Country Ranking, a composite index published and created by the Emerging Markets Institute (EMI) at Cornell SC Johnson College of Business. Previously, she has worked with J.P. Morgan in geopolitical and macro-economic research, where she covered market-moving events like the implications of the COVID-19 pandemic, the consequences of unconventional monetary policy, outlook for the 2020 US elections, and the evolving U.S.-China trade tensions. She is a qualified Chartered Accountant (India) with a Bachelor's in Commerce from the Narsee Monjee College of Commerce and Economics (University of Mumbai). She is partner at Imperium Partners, a research firm which specializes in Thematic Research.

Elizabeth H. Redmond
Project Manager of GTCI and Research Assistant, Portulans Institute

Elizabeth Redmond is a Project Manager and Research Assistant at Portulans Institute. She holds a Master of Science in Regional Science and a Bachelor of Science in Urban and Regional Studies from Cornell University. Her work focuses on hybrid warfare, critical infrastructure security, strategic foresight analysis, and national security policy.

During her academic career, Elizabeth conducted research on semiconductor supply chain security, Arctic security dynamics, and military drone policy as a Fellow with the Tech Policy Institute. She contributed to policy reports for the U.S. government and NATO.

At Portulans Institute she manages day-to-day coordination between Portulans and INSEAD for the Global Talent Competitiveness Index (GTCI). She also supports research on societal resilience by conducting literature reviews and helping to develop models for the GTCI 2025 report.

Rajat Kumar

Rajat Kumar is a digital transformation and innovation management specialist with experience on policy research, digital rights, and sustainable development initiatives across South Asia, Africa and the UK. Rajat specializes in developing and implementing digital transformation strategies, managing innovation programs, and conducting policy research. He is currently a Policy Researcher at the Portulans Institute.

As an independent consultant, he has lead strategic projects catalyzing digital innovation ecosystems across the Global South, collaborating with international organizations, government bodies, and civil society organizations. His work

involves analyzing policy frameworks, assessing digital readiness, and designing intervention strategies for sustainable digital transformation.

Rajat is pursuing advanced studies in Management, building on his previous degrees in Psychology, Sustainable Development Practice and Innovation Management. Prior to his current role, he led digital transformation at the Friedrich Naumann Foundation, where he led the organization's technology portfolio across South Asia and as an innovation ecosystem specialist for the International Telecommunications Union.

Abdellah Bouhamidi

Abdellah Bouhamidi is an expert in program and policy evaluation with extensive experience in strategy and analytics across government and private sectors. As a consultant with Portulans Institute, he specializes in calculating and analyzing composite indicators, including the Network Readiness Index (NRI), Global Innovation Index (GII), and Future Readiness Index (FRI).

He also leads and delivers advanced analytics projects for government initiatives, providing evidence-informed advice to senior leadership on policy issues impacting communities. His work aids in the administration, management, evaluation, and planning of diverse government programs.

Technical Advisory Board

Jaime Lagüera González

Jaime Lagüera González is a research statistician at the European Commission, Joint Research Centre (JRC). Before joining the Competence Centre on Composite Indicators and Scoreboards (COIN), he worked at the European Central Bank (ECB) and in other areas of the JRC, where he collaborated on topics like data quality, data visualisation and text mining analysis.

Jaime holds a Bachelor degree in Economics as well as two Master degrees, one in Econometrics and Operation Research and the other in Big Data and Business Analytics.

His main research interest is the use of non-conventional data related to different topics like economics and composite indicators.

Anastasis Katsinis

Anastasis Katsinis works at the Competence Centre on Composite Indicators and Scoreboards (COIN) at the Joint Research Centre (JRC) of the European Commission.

He supports the Small and Medium Enterprises (SMEs) portfolio as a quantitative policy analyst by developing analytical tools that assist in policy-making. His background in Geographic Information Systems (GIS) enables the spatial interpretation of socioeconomic phenomena.

Prior to joining the JRC, he worked for the Greek Public Administration in several posts (Ministry of Development, National Cadastre Agency, and Local Authorities) as well as in the private sector as a consultant.

He holds two Master degrees, one in Geoinformatics and the other in Spatial Planning and EU Policies, and a Bachelor degree in Engineering. Currently, he is a PhD candidate in the field of Economic and Electoral Geography.

Panagiotis Ravanos

Panagiotis Ravanos is a policy analyst at the Competence Centre on Composite Indicators and Scoreboards (COIN) of the European Commission's Joint Research Centre (JRC). His research is related to performance evaluation, efficiency measurement, Data Envelopment Analysis (DEA), and the methodology and empirical applications of DEA to the development of composite indicators.

He holds a PhD in Economics from the Department of Economics at the University of Macedonia, Thessaloniki, Greece. He has received his BA and MA in Economics from the Department of Economics at the University of Macedonia, Thessaloniki, Greece. Prior to joining COIN, Panagiotis had worked in the Centre for the development of Vocational Education and Training (CEDEFOP), as a teaching and research assistant in the University of Macedonia, and as a research analyst in the private sector.

His other research interests include the effect of decision maker preferences in performance assessment, the analysis of judicial performance, as well as aspects related to employment precariousness and skills shortages.

Michaela Saisana

Michaela Saisana is Head of the Science for Modelling, Monitoring and Evaluation Unit at the European Commission's Joint Research Centre in Italy.

She has been working in the JRC since 1998, where she obtained a prize as "best young scientist of the year" in 2004 and together with her team the "JRC policy impact award" for the Social Scoreboard of the European Pillar of Social Rights in 2018.

Scientist and engineer with specialization on process optimization and spatial statistics, she is actively involved in promoting a sound development and responsible use of performance monitoring tools. These monitoring tools feed into EU policy formulation and legislation in a wide range of fields from social rights and fairness to innovation and competitiveness, from enterprises and firms to state aid, from employment to culture and creativity, from cohesion to sustainable development.

She collaborates, by auditing performance indices, with over 150 international organizations and world-class universities, including the United Nations, Transparency International, Oxfam, the World Economic Forum, INSEAD, the World Intellectual Property Organization, Yale University, Columbia University, and Harvard University.

Advisory Committee

Javier Gimeno
Professor of Strategy, INSEAD

Javier Gimeno is Professor of Strategy at INSEAD where he holds the Aon Dirk Verbeek Chair of International Risk and Strategic Management. He earned a PhD in strategic management from Purdue University and has taught at INSEAD since 2001, serving most recently as Dean of Faculty. His research on strategy and entrepreneurship has been published in top academic journals and earned prestigious awards from academic and practice organizations. An influential leader in his academic discipline, he served as President of the Strategic Management Society—the global association of strategy scholars, practitioners, and consultants—and was recently elected by his peers as Vice-President-Elect of the Academy of Management, the world's largest management professional association.

Maria Guadalupe
Professor of Economics, INSEAD

Maria Guadalupe is a Professor of Economics at INSEAD where she holds the Mark Pathy'89D Chair in Organizational Economics and Productivity and is a Co-Director of the James M. and Cathleen D. Stone Center for the Study of Wealth Inequality. She is currently also Program Director of the CEPR Organizational Economics group, Department Editor in Strategy at Management Science and a member of the Spanish Productivity board and of the French Expert Group on minimum wages. Her research explores different dimensions of organizational choices by firms and their impact on performance.

Alexandra Roulet
Associate Professor of Economics, INSEAD

Alexandra Roulet is an Associate Professor of Economics at INSEAD and the current recipient of the Mathieu Guillemin MBA'97J Fellowship in Business and Society. She is also a CEPR Research Fellow and co-directs the CEPR Research Policy Network on "Growth, Innovation and Social Model in Europe."

Alexandra's research focuses on labour economics and has been published in leading academic journals such as the American Economic Review, the Quarterly Journal of Economics or the Journal of Public Economics. She is the co-winner of the 2017 Upjohn Institute Dissertation Award. In 2024 she was named the best French economist under 40 by Le Cercle des économistes and the newspaper Le Monde.

Alexandra worked as economic advisor to President Macron and Prime Minister Borne from June 2022 to September 2023. She is currently a member of the French Council of Economic Analysis.

She graduated from the Ecole Normale Supérieure in Paris, and earned her PhD in Economics at Harvard University in 2017.

Winnie Jiang
Assistant Professor of Organisational Behaviour, INSEAD

Winnie Jiang is an Assistant Professor of Organisational Behaviour at INSEAD. Her research topics include the dynamics of meaning-making at work, work as a calling, career mobility and transitions, and personal and professional development.

Winnie's research centers on how individuals find and sustain meaning in their work—particularly amid disruption, transition, and technological change. Her current research investigates how artificial intelligence (AI) can be integrated into individuals' work lives in ways that cultivate, rather than erode, meaningfulness—and how organizations can design structures and practices to support this process. Across qualitative and quantitative studies, she explores how humans and intelligent technologies can co-develop systems of work that preserve human agency, dignity, and purpose.

Winnie's broader research spans three interrelated streams: how individuals make meaning of and about their work; how they navigate mobility and achieve self-transformation through their careers; and how meaning can be constructed and sustained in the age of AI and digital transformation.

Endnotes

1 * Acknowledgements: We want to thank Christian Fjäder for going out of his way with helpful discussions as we started this study of resilience. As Professor of Practice at the Hanken School of Economics in Helsinki (also CEO of the GeoStrategic Intelligence Group, advisor on resilience to the Finnish and Australian governments, and former senior executive with Nokia), his guidance was invaluable. We also thank sincerely Jack Radisch, Senior Project Manager with the OECD, and Ekin Ilseven (Assistant Professor of Strategy at the Católica-Lisbon School of Business and Economics) who together with INSEAD colleagues provided us with valuable inputs and perspectives. This section of the report benefited throughout from the insights of Yves Doz, whose separate contribution on Organisational Agility is found in Chapter 2.

2 European Commission (2016).

3 The Rockefeller Foundation. (2013).

4 Rodin (2014) summarizes the Rockefeller Foundations' work in 2013-19 to help cities around the world plan for natural disasters and social shocks, especially the ravages of climate change.

5 Folke et al. (2010); Béné et al. (2014); Rodin (2014).

6 Taleb (2013).

7 WRP data shows that full-time employment correlates with roughly a four-point increase in personal resilience, underscoring the workplace's role as a vector for both preparedness and psychological stability.

8 Holmes (2014).

9 We also reviewed the dimensions underlying other resilience frameworks – the UNDRR-Sendai Framework for Disaster Risk Reduction; the OECD Resilience Framework; and the framework for the Rockefeller Foundations 100 Resilient Cities work.

10 Schiller et al. (2022).

11 Fund for Peace, (2023).

12 Acemoğlu & Robinson (2016); Acemoğlu & Robinson (2019).

13 Lopatin et al. (2025).

14 Aldrich (2012).

15 Prahalad & Doz (1987); Pucik et al. (2023).

16 See Pucik et al. (2023), ibid; and Ibarra (2015).

17 The T-shaped skill metaphor is widely used in sectors at the forefront of innovation to describe the desirable skill set for technicians and managers. The vertical bar on the letter T represents the vital specialist expertise of the person, whereas the horizontal bar is the ability to collaborate across disciplines with experts in other areas and to apply knowledge in areas of expertise other than one's own.

18 Brand (2015).

19 Andersen (2012).

20 Bandura (1997).

21 Seery (2011).

22 Dweck (2006).

23 Claro et al. (2016).

24 The Economist (2025).

25 Guadalupe & Ng (2022).

26 Deming (2017).

27 These findings underscore why the GTCI has introduced indicators of soft skills as part of its assessment of generalist adaptive skills. Countries such as Denmark, Switzerland, Qatar, the Netherlands, and the UAE score highly on these dimensions, highlighting the policy relevance of soft skills investment.

28 Aghion (2022).

29 Lanvin, B., & Monteiro, F. (2019). The Global Talent Competitiveness Index 2019: Entrepreneurial Talent and Global Competitiveness. Fontainebleau: INSEAD, The Adecco Group, and Tata Communications (p.17).

30 Doz and Kosonen (2008).

31 Meyer et al. (2025).

32 Knight (1921).

33 Doz and Wilson (2024).

34 Prahalad and Bettis (1986).

35 Haspeslagh (2026).

36 Collins (2009).

37 Doz and Kosonen (2008).

38 Hamel and Prahalad (1991).

39 Doz et al. (2025).

40 Meyer et al. (2025).

41 Doz and Kosonen (2010).

42 Doz and Wilson (2024).

43 (Brannen and Doz, 2012).

44 Saxenian (1996).

45 Galunic and Eisenhardt (2001).

46 Weick (1993).

47 Doz & Abadir (2018).

48 Several countries did not participate in the 2025 WEF Executive Opinion Survey and thus have partial or earlier-year data retained in the model (this includes Albania, Burundi, Benin, Burkina Faso, Belarus, China, Cyprus, Iceland, Israel, Cambodia, Lebanon, Moldova, Rep., Madagascar, Montenegro, Mauritania, Nicaragua, Russian Federation, Serbia, Slovakia, Eswatini, Seychelles, Tajikistan, Uganda and Uzbekistan). As with China, this may affect their relative positions in the 2025 rankings.

49 See Cappelli & Keller (2014); Stahl et al. (2012).

50 The JRC has audited various index projects, including the Global Innovation Index (WIPO), the Environment Performance Index (Yale and Columbia), and the Corruption Perceptions Index (Transparency International).

51 GTCI 2023 had 69 indicators in total, 34 of which were hard/quantitative data, 17 were index/composite indicators, and 18 were survey/qualitative data.

52 Adopted from Groeneveld & Meeden (1984).

53 1.3.5 Enterprise software (2 data point winsorized, top), 2.1.3 Migrant stock (3, top), 2.1.4 International students (3, top), 2.1.6 AI skills migration (1, top), 6.1.6. Digital Skills (2, top), 6.2.1 ICT services exports, and 6.2.5 Software development (1, top)

54 6.2.2 Mobile apps development (log 1) and 6.2.3 Intellectual property receipts (log 10).

55 1.2.5 Population covered by at least a 3G mobile network (λ 7.74).

56 Reverse normalisation was needed for six indicators: 1.3.1 Labour rights, 2.1.1 FDI regulatory restrictiveness, 2.2.1 Tolerance of minorities, 3.3.2 Youth inclusion, 4.1.5 Vulnerable employment, and 5.2.4 Highly educated unemployment

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