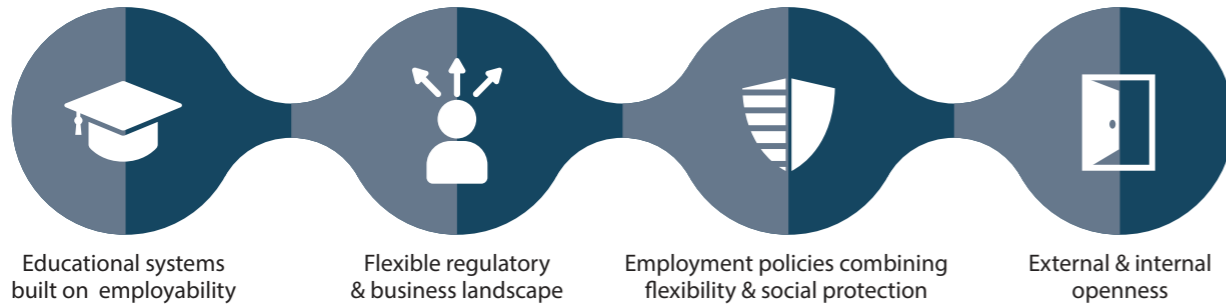


Global Talent Competitiveness Index 2018

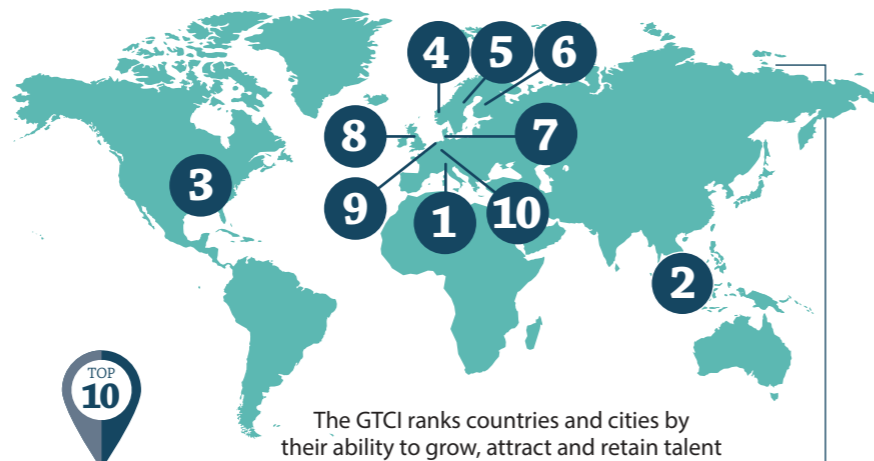
How talent diversity can drive global competitiveness

GTCI Talent Champion commonalities



Top 10 countries for talent competitiveness

1	Switzerland	49	Argentina
2	Singapore	50	Jordan
3	USA	51	Kazakhstan
4	Norway	52	Hungary
5	Sweden	53	Russian Federation
6	Finland	54	Philippines
7	Denmark	55	Trinidad and Tobago
8	UK	56	Oman
9	Netherlands	57	Azerbaijan
10	Luxembourg	58	Montenegro
		59	Macedonia, FYR
		60	Lebanon
		61	Ukraine
		62	Botswana
		63	South Africa
		64	Romania
11	Australia	65	Kuwait
12	New Zealand	66	Armenia
13	Ireland	67	Colombia
14	Iceland	68	Turkey
15	Canada	69	Serbia
16	Belgium	70	Thailand
17	United Arab Emirates	71	Mexico
18	Austria	72	Georgia
19	Germany	73	Brazil
20	Japan	74	Peru
21	France	75	Mongolia
22	Estonia	76	Rwanda
23	Qatar	77	Indonesia
24	Israel	78	Albania
25	Czech Republic	79	Dominican Republic
26	Malta	80	Namibia
27	Malaysia	81	India
28	Slovenia	82	Sri Lanka
29	Portugal	83	Tunisia
30	Korea, Rep.	84	Guatemala
31	Spain	85	Ecuador
32	Lithuania	86	Moldova
33	Chile	87	Viet Nam
34	Latvia	88	Kenya
35	Costa Rica	89	Bosnia and Herzegovina
36	Italy	90	Ghana
37	Cyprus	91	Bhutan
38	Bahrain	92	Honduras
39	Poland	93	Kyrgyzstan
40	Slovakia	94	Iran
41	Saudi Arabia	95	Lao PDR
42	Greece	96	Gambia
43	China	97	Senegal
44	Uruguay	98	Morocco
45	Panama	99	Paraguay
46	Mauritius	100	El Salvador
47	Bulgaria		
48	Croatia		



Top 10 cities

1	Zurich	28	Athens (Greece)	61	Sao Paulo (Brazil)
2	Stockholm	29	Berlin (Germany)	62	Istanbul (Turkey)
3	Oslo	30	Barcelona (Spain)	63	Sofia (Bulgaria)
4	Copenhagen	31	Eindhoven (Netherlands)	64	Belgrade (Serbia)
5	Helsinki	32	Bilbao (Spain)	65	Dubai (U.A.E.)
6	Washington, DC	33	Singapore (Singapore)	66	Hangzhou (China)
7	Dublin	34	Rotterdam (Netherlands)	67	Kuala Lumpur (Malaysia)
8	San Francisco	35	Buenos Aires (Argentina)	68	Bucharest (Romania)
9	Paris	36	Cardiff (United Kingdom)	69	Santiago (Chile)
10	Brussels	37	Kiel (Germany)	70	Shanghai (China)
		38	Birmingham (U.K.)	71	Tunis (Tunisia)
		39	Warsaw (Poland)	72	Montevideo (Uruguay)
		40	Hanover (Germany)	73	Shenzhen (China)
		41	Budapest (Hungary)	74	Rio de Janeiro (Brazil)
		42	Zaragoza (Spain)	75	Bogota (Colombia)
		43	Tallinn (Estonia)	76	Lima (Peru)
		44	Vilnius (Lithuania)	77	Guangzhou (China)
		45	Nantes (France)	78	Bangkok (Thailand)
		46	Auckland (New Zealand)	79	Johannesburg (S. Africa)
		47	Bologna (Italy)	80	Quito (Ecuador)
		48	Bratislava (Slovakia)	81	Valletta (Malta)
		49	Ljubljana (Slovenia)	82	Brasilia (Brazil)
		50	Rome (Italy)	83	Tianjin (China)
		51	Brno (Czech Rep.)	84	Cairo (Egypt)
		52	Turin (Italy)	85	Hanoi (Viet Nam)
		53	Milan (Italy)	86	Casablanca (Morocco)
		54	Abu Dhabi (U.A.E.)	87	Nairobi (Kenya)
		55	Beijing (China)	88	Kuwait City (Kuwait)
		56	Riga (Latvia)	89	Mumbai (India)
		57	Doha (Qatar)	90	Delhi (India)
		58	Zagreb (Croatia)		
		59	Krakow (Poland)		
		60	Mexico City (Mexico)		
11	Amsterdam (Netherlands)				
12	Tokyo (Japan)				
13	Los Angeles (United States)				
14	London (United Kingdom)				
15	Vienna (Austria)				
16	Luxembourg (Luxembourg)				
17	Boston (United States)				
18	Seoul (Korea, Rep.)				
19	Lisbon (Portugal)				
20	Sydney (Australia)				
21	Chicago (United States)				
22	Madrid (Spain)				
23	Gothenburg (Sweden)				
24	Ottawa (Canada)				
25	Prague (Czech Rep.)				
26	New York (United States)				
27	The Hague (Netherlands)				

In today's world economy,



Volatile



Uncertain



Complex



Ambiguous

Disruption is the new normal

Being competitive requires agility, problem solving and innovation skills. Organisations need new talent strategies to embrace diversity and stay competitive

Diversity trumps talent in conditions of ambiguity

Firms that are gender and ethnically diverse have

Higher sales **revenues**

More **customers**

Greater relative **profits**



The cost of diversity should not be underestimated

It might disrupt social cohesion and increase management complexity. To contribute to competitiveness, diversity needs to be managed and taught

...And there is no absolute diversity champion



Switzerland

Strength: external openness and social mobility
Weakness: number of female graduates and women in leadership positions



U.S.A.

Strength: brain gain
Weakness: tolerance to minorities



Finland

Strength: internal openness
Weakness: external openness and talent attraction

Recommendations

Committing to a culture of inclusion is a must to make diversity work



For employers

- ✓ Foster agile organisation to harness diversity
- ✓ Broaden hiring so as to increase performance and innovation
- ✓ Build an inclusive culture by developing collaborative skills



For policy-makers

- ✓ Support educational systems that develop social and collaborative skills
- ✓ Foster openness and intercultural exchange
- ✓ 4 key ingredients for diversity 'on the ground':
 - 1) Understanding different cultures
 - 2) Ensuring high quality of life
 - 3) Adapting local education systems
 - 4) Building knowledge on multicultural societies and organisations