

The Global Talent Competitiveness Index 2017 (GTCI) Talent and Technology

TECHNOLOGY & WORK: DISRUPTION & CREATION

THE ADVANCE OF TECHNOLOGY IS
DISRUPTING
THE WORLD OF WORK

200 MILLION PEOPLE
ARE UNEMPLOYED IN THE WORLD AND MANY JOBS ARE AT RISK

BUT TECHNOLOGY WON'T KILL WORK:

IT STIMULATES GROWTH AND CREATES NEW JOBS

THE NEW NATURE OF WORK

HIGH CONNECTEDNESS:
Collaboration and co-creation

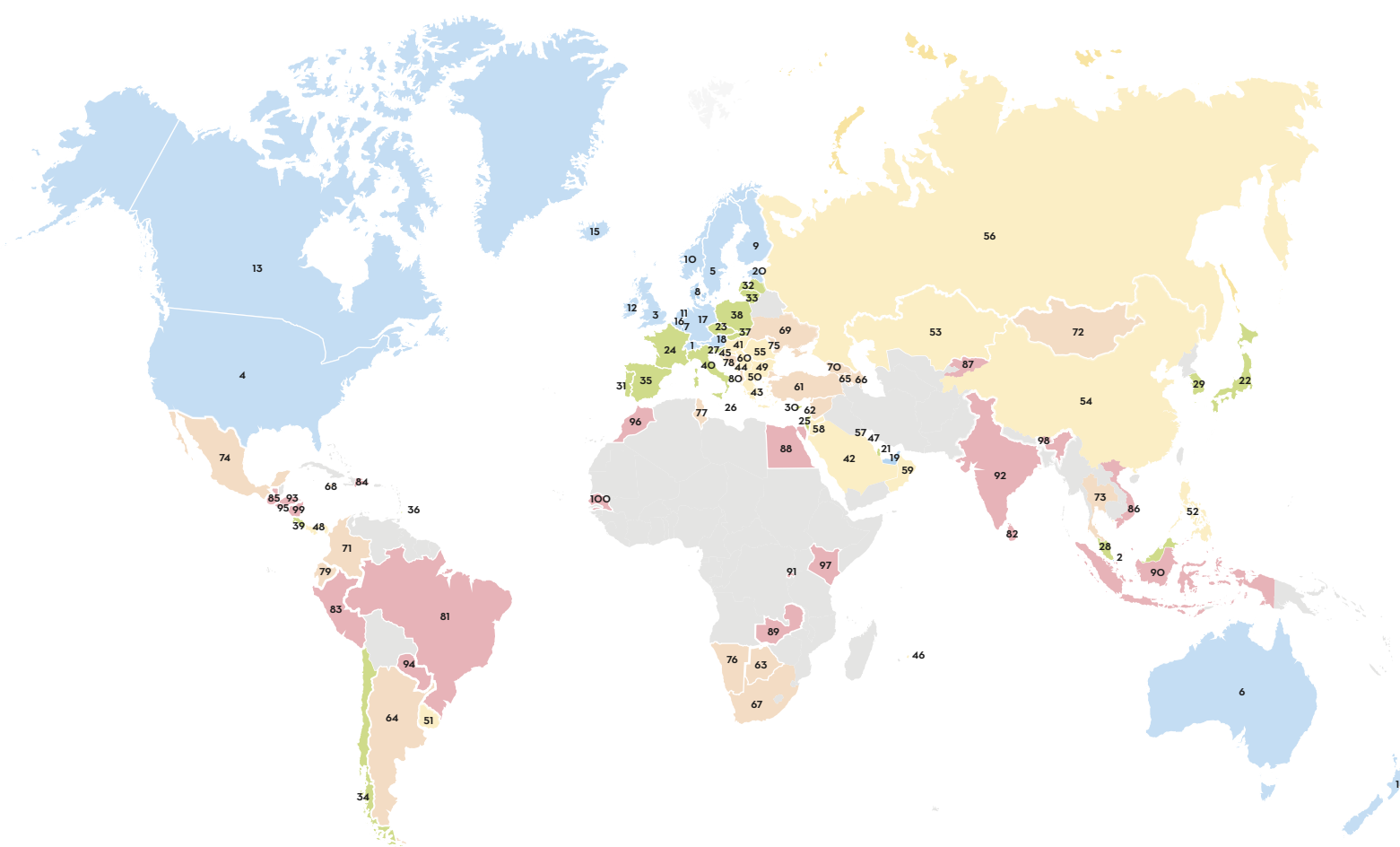
WORK LIFE BLEND

THE JOB FOR LIFE NO LONGER EXISTS:
Multi-career is the norm

BEYOND AUTOMATION
FLEXIBILITY IS KEY
30% of US & EUROPEAN workers are FREE AGENTS
NEW JOBS REQUIRE NEW SKILLS & ATTITUDES

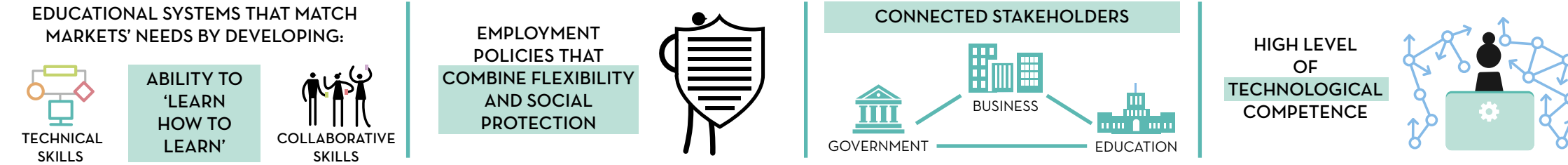
THE GTCI RANKS COUNTRIES BY THEIR ABILITY TO GROW, ATTRACT AND RETAIN TALENT

GTCI 2017 TOP 100



1 SWITZERLAND	2 SINGAPORE	3 UNITED KINGDOM	4 USA	5 SWEDEN	6 AUSTRALIA	7 LUXEMBOURG	8 DENMARK	9 FINLAND	10 NORWAY
11 NETHERLANDS	12 IRELAND	13 CANADA	14 NEW ZEALAND	15 ICELAND	16 BELGIUM	17 GERMANY	18 AUSTRIA	19 U.A.E.	20 ESTONIA
21 QATAR	22 JAPAN	23 CZECH REPUBLIC	24 FRANCE	25 ISRAEL	26 MALTA	27 SLOVENIA	28 MALAYSIA	29 KOREA, RER.	30 CYPRUS
31 PORTUGAL	32 LATVIA	33 LITHUANIA	34 CHILE	35 SPAIN	36 BARBADOS	37 SLOVAKIA	38 POLAND	39 COSTA RICA	40 ITALY
41 HUNGARY	42 SAUDI ARABIA	43 GREECE	44 MONTENEGRO	45 CROATIA	46 MAURITIUS	47 BAHRAIN	48 PANAMA	49 BULGARIA	50 MACEDONIA, FYR
51 URUGUAY	52 PHILIPPINES	53 KAZAKHSTAN	54 CHINA	55 ROMANIA	56 RUSSIA	57 KUWAIT	58 JORDAN	59 OMAN	60 SERBIA
61 TURKEY	62 LEBANON	63 BOTSWANA	64 ARGENTINA	65 ARMENIA	66 AZERBAIJAN	67 SOUTH AFRICA	68 JAMAICA	69 UKRAINE	70 GEORGIA
71 COLOMBIA	72 MONGOLIA	73 THAILAND	74 MEXICO	75 MOLDOVA, REP.	76 NAMIBIA	77 TUNISIA	78 BOSNIA & HERZEGOVINA	79 ECUADOR	80 ALBANIA
81 BRAZIL	82 SRI LANKA	83 PERU	84 DOMINICAN REP.	85 GUATEMALA	86 VIETNAM	87 KYRGYZSTAN	88 EGYPT	89 ZAMBIA	90 INDONESIA
91 RWANDA	92 INDIA	93 HONDURAS	94 PARAGUAY	95 EL SALVADOR	96 MOROCCO	97 KENYA	98 BHUTAN	99 NICARAGUA	100 SENEGAL

TOP GTCI COUNTRIES MAXIMIZE TALENT CAPABILITIES THROUGH:



GCTCI 2017 TOP 10 CITIES

- 1 COPENHAGEN / DENMARK
- 2 ZURICH / SWITZERLAND
- 3 HELSINKI / FINLAND
- 4 SAN FRANCISCO / UNITED STATES
- 5 GOTHENBURG / SWEDEN
- 6 MADRID / SPAIN
- 7 PARIS / FRANCE
- 8 LOS ANGELES / UNITED STATES
- 9 EINDHOVEN / NETHERLANDS
- 10 DUBLIN / IRELAND

THE FIRST GLOBAL CITIES TALENT COMPETITIVENESS INDEX (GCTCI) SHOWS THAT TOP CITIES:

- Combine strong infrastructure & information connectivity
- Invest in knowledge hubs
- Attract international companies

CITIES ARE TALENT MAGNETS

Smaller cities as well as metropolises show innovative ways to attract, grow and retain talent. The best combine high quality of life and international career opportunities.

11 CARDIFF / WALES	12 BERLIN / GERMANY	13 SYDNEY / AUSTRALIA	14 NEW YORK / UNITED STATES	15 VIENNA / AUSTRIA	16 LONDON / UNITED KINGDOM	17 BIRMINGHAM / UNITED KINGDOM	18 BILBAO / SPAIN	19 SINGAPORE / SINGAPORE	20 BARCELONA / SPAIN
21 TALLINN / ESTONIA	22 BRNO / CZECH REPUBLIC	23 HANOVER / GERMANY	24 KRAKOW / POLAND	25 AUCKLAND / NEW ZEALAND	26 BOLOGNA / ITALY	27 NANTES / FRANCE	28 KIEL / GERMANY	29 RIGA / LATVIA	30 ZARAGOZA / SPAIN
31 MILAN / ITALY	32 DOHA / QATAR	33 BUENOS AIRES / ARGENTINA	34 SANTIAGO / CHILE	35 TURIN / ITALY	36 DUBAI / U.A.E.	37 SHANGHAI / CHINA	38 CAIRO / EGYPT	39 MEXICO CITY / MEXICO	40 VALLETTA / MALTA
41 JOHANNESBURG / SOUTH AFRICA	42 SÃO PAULO / BRAZIL	43 KUWAIT CITY / KUWAIT	44 MUMBAI / INDIA	45 CASABLANCA / MOROCCO	46 NAIROBI / KENYA				

RECOMMENDATIONS

COUNTRIES MUST

Reform education: develop technology and people skills through project-based & experiential learning

Develop public-private alliances to facilitate apprenticeships/ internships schemes

Foster labour market flexibility, active employment policies and business-government relations

COMPANIES MUST

Invest in constant upskilling of staff and offer work-based training opportunities to young people

Encourage autonomy and collaboration over authority and hierarchy

Embrace flexibility and mobility

EMPLOYEES MUST

Skill Up for the digital age

Embrace a multi-career and commit to life long learning

Build cross-border networks and a spirit of collaboration