

#GTCI

2018 Global Talent Competitiveness Index: Talent Diversity and competitiveness will fuel the Future of Work

Switzerland ranks 1st

- **Developed, high-income countries are still the Global talent champions**
- **Zurich ranks 1st, followed by Stockholm and Oslo**
- **Diversity holds untapped potential for competitiveness**

Davos, 22 January 2018: The 2018 Global Talent Competitiveness Index (GTCI) report found that Switzerland still leads the way in terms of talent competitiveness, followed by Singapore and the United States. In general, European countries continue to dominate the GTCI rankings, with 15 in the top 25. This year's edition also revealed that the top ten countries have several key characteristics in common and share one major feature: they all have a well-developed educational system providing the social and collaboration skills needed for employability in today's labour market.

On further examination, there are several other characteristics in common between the top-ranking countries:

- **A flexible regulatory and business landscape**
- **Employment policies which combine flexibility and social protection**
- **External and internal openness**

Switzerland was ranked first in the Index for the fifth time. The three main reasons for this are:

1. Switzerland has a high standard of living

Switzerland offers interesting jobs, high salaries and good career opportunities, and therefore provides a high standard of living. This enables the country to keep specialist staff within Switzerland (ranked 1st in the Retain category).

2. Good education and vocational training: dual system among Switzerland's greatest strengths

The dual education and vocational training system is one of Switzerland's greatest strengths. The high level of formal education and good opportunities for further training and development mean Switzerland ranks very highly compared to other countries worldwide. The country ranks third in terms of both professional and technical skills and development opportunities. Nicole Burth, CEO of The Adecco Group Switzerland, explains: "*Switzerland's dual system enables the country to train the specialist staff the economy needs both now and in the future. This is more important than ever in today's fast-moving world.*"

3. Good legal and economic framework

Switzerland has an efficient legal system and a healthy market environment. This strong framework enabled the country to reach second place in the study's Enable category.

Switzerland's strengths and weaknesses

Switzerland ranks extremely well when it comes to international cooperation (ranked 5th in External Openness). It offers individuals the opportunity to complete their education and build a career irrespective of their economic status (ranked 2nd for Social Mobility).

However, Switzerland does not fare so well when it comes to openness within its borders, i.e. the social integration of minorities (ranked 13th for Internal Openness). The country also underperforms compared to other nations in the area of gender equality, placing 86th among countries with female employees holding university degrees and 21st for women in leadership positions.

In addition to the talent competitiveness ranking, this year's report investigated the theme of **'Diversity for competitiveness'**. **Three types of diversity were distinguished: cognitive, identity and preference (or value)**. The theme of diversity (collaboration between people with different personalities, knowledge sets, experiences and perspectives) was chosen because it plays a critical role in linking talent policies to innovation strategies. Paying attention to demographic diversity nurtures a sustainable and innovative future and helps organizations to retain and develop talent. Nevertheless, the report highlights that there is a cost to diversity: people are often ill equipped to collaborate with others who are different from themselves.

The report, published today by [INSEAD](#), the Business School for the World, in partnership with the [Adecco Group](#) and [Tata Communications](#), is a comprehensive annual benchmarking measuring how countries and cities grow, attract and retain talent, providing a unique resource for decision makers to understand the global talent competitiveness picture and develop strategies for boosting their competitiveness.

Top 20 rankings in detail and results for specific variables

The 2018 edition of GTCI includes 68 variables (65 in 2017), covering 119 countries and 90 cities (respectively 118 and 46 in 2017). This year again, GTCI scores are led by developed, high-income countries.

- **Switzerland maintains its number 1 position**, followed by Singapore and the United States.
- **European countries continue to dominate** the GTCI rankings, with 15 of them in the top 25.
- Among the **non-European countries** ranking high this year, are Australia (11th), New Zealand (12th), Canada (15th), the United Arab Emirates (17th), and Japan (20th) for example.
- Latin America often leads in producing female graduates (Argentina ranks 5th on that variable).
- Efforts in education (compared to GDP per capita) are high in Africa (Botswana is 1st, Lesotho 2nd, Senegal 5th) showing that the challenges have been correctly identified in that area, though the effectiveness of those investments can still be improved.

2018 Top GTCI 25 Rankings

The index assesses the policies and practices that enable a country to attract, develop and retain both 'Technical/Vocational skills' and the 'Global Knowledge skills' associated with innovation, entrepreneurship and leadership - the talent that contributes to productivity and prosperity.

Overall ranking	Country	score
1	Switzerland	79.90
2	Singapore	78.42

Overall ranking	Country	score
9	Netherlands	72.56
10	Luxembourg	71.64

Overall ranking	Country	score
18	Austria	68.63
19	Germany	67.77

3	United States of America	75.34	11	Australia	71.61	20	Japan	62.63
4	Norway	74.56	12	New Zealand	71.52	21	France	62.61
5	Sweden	74.32	13	Ireland	71.38	22	Estonia	61.93
6	Finland	73.95	14	Iceland	70.48	23	Qatar	61.90
7	Denmark	73.79	15	Canada	69.63	24	Israel	61.79
8	United Kingdom	73.11	16	Belgium	69.56	25	Czech Republic	60.02
			17	United Arab Emirates	68.88			

Zurich: this year's leader in the Global Cities Talent Competitiveness

Zurich ranks first (2nd last year) in the international GTCI cities ranking due to its openness, strong legal and economic frameworks and international relationships. Zurich mayor Corine Mauch adds: *“As a prime business location in Europe and worldwide, the City of Zurich considers diversity clearly as a strength. Diversity is essential to prosperity for any city: diversity of cultures, experiences, socioeconomic backgrounds, age and genders. We won't get anywhere by trying to solve our challenges with polarization and populism. By devising policies to include and empower all newcomers and residents, the City of Zurich is prepared to tackle the challenges of the future. The right answer is not isolation but openness.”*

8 out of the top 10 ranking cities are located in Europe, and 2 in the United States of America. High-ranking cities show similarities. As in the case of countries, over time, higher GDP levels naturally lead to higher technology penetration, creating ecosystems with better quality education, business, healthcare and infrastructure. This virtuous cycle leads to stronger talent competitiveness. In addition, higher-ranked universities attract a superior calibre of teaching and research staff, providing more skilled talent to the labour market. The energy and innovativeness of local leadership (including mayors and 'talent agencies') can also play a significant role. The impact of dense and efficient information networks is particularly important when it comes to attracting and retaining talent, as shown by the performance of 'smart cities' such as Singapore, Dubai, Abu Dhabi, or Doha.

Rank	City	Score
1	Zurich (Switzerland)	71.0
2	Stockholm (Sweden)	68.2
3	Oslo (Norway)	68.1
4	Copenhagen (Denmark)	67.1
5	Helsinki (Finland)	66.8
6	Washington DC (United States)	66.5
7	Dublin (Ireland)	66.1
8	San Francisco (United States)	63.4
9	Paris (France)	63.2
10	Brussels (Belgium)	62.7

The challenge of diversity

The in-depth supplementary analysis of the 2018 report reveals how organisations, cities and nations are approaching diversity. It reveals that diversity is not an end in itself, but must always be accompanied by a culture of inclusion in order to flourish and have real impact. Targets and statistics cannot replace cultural acceptance and openness.

GTCI findings, however, show that there is no absolute model for diversity and inclusion. Switzerland, for example, does not score as well as its top GTCI position would imply on leadership opportunities for women. The Nordics score remarkably well on most variables related to collaboration, internal openness, social mobility and gender equality, but they struggle in external openness, and hence in attracting talent.

“Diversity is a crucial leverage for innovation”. Peter Zemsky, Deputy Dean and Dean of Innovation of INSEAD, stresses that *“Frameworks for organisational leadership emphasise the behavioural importance of networking externally rather than internally. Today, fuelled by the explosion of information in the knowledge economy, exploiting local innovation opportunities is becoming more important for the competitive advantage of corporations than exploiting R&D at corporate headquarters”.*

Nicole Burth, CEO of The Adecco Group Switzerland emphasises that *“An integrated culture begins as early as at home and at school, where prejudices must be tackled and social skills such as group work learned.”* Alain Dehaze, Adecco Group Chief Executive Officer, explains: *“Social and collaborative skills are key to unleash the power of work and will make the future work for everyone.”*

Vinod Kumar, Chief Executive Officer and Managing Director, Tata Communications, asserts the view that: *“As digital transformation becomes a priority for more and more organisations, highly automated technologies fuelled by AI are entering the workplace. As humans and machines start to work side-by-side, businesses must start viewing talent and diversity generated competitiveness as extending beyond humankind to include machine. In accepting the primacy of digital infrastructure, neither talent nor diversity will be considered as exclusive to people alone.”*

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