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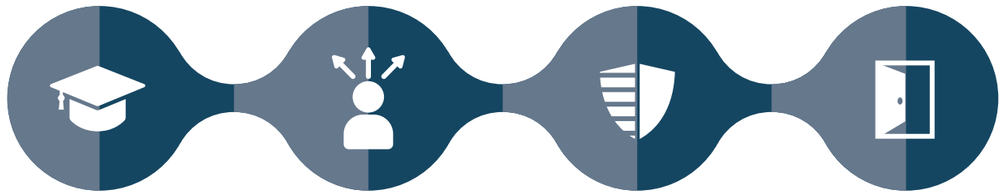
TATA COMMUNICATIONS

Global Talent Competitiveness Index 2018

How talent diversity can drive global competitiveness

GTCI Talent Champion commonalities



Educational systems built on employability

Flexible regulatory & business landscape

Employment policies combining flexibility & social protection

External & internal openness

Top 10 countries for talent competitiveness

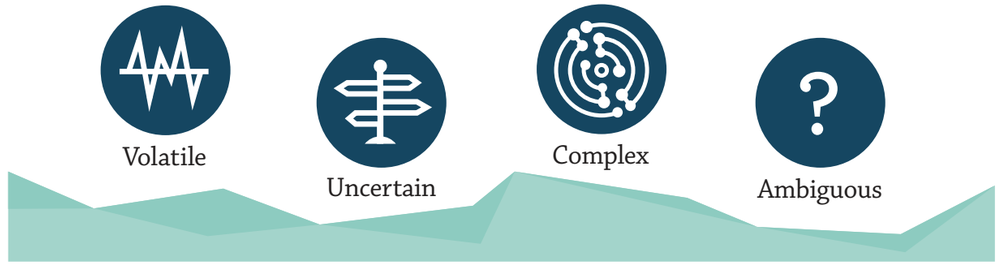
1	**Switzerland**	49	Argentina
2	**Singapore**	50	Jordan
3	**USA**	51	Kazakhstan
4	**Norway**	52	Hungary
5	**Sweden**	53	Russian Federation
6	**Finland**	54	Philippines
7	**Denmark**	55	Trinidad and Tobago
8	**UK**	56	Oman
9	**Netherlands**	57	Azerbaijan
10	**Luxembourg**	58	Montenegro
11	Australia	59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

The GTCI ranks countries and cities by their ability to grow, attract and retain talent

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)
11	Amsterdam (Netherlands)	38	Birmingham (U.K)	71	Tunis (Tunisia)
12	Tokyo (Japan)	39	Warsaw (Poland)	72	Montevideo (Uruguay)
13	Los Angeles (United States)	40	Hanover (Germany)	73	Shenzhen (China)
14	London (United Kingdom)	41	Budapest (Hungary)	74	Rio de Janeiro (Brazil)
15	Vienna (Austria)	42	Zaragoza (Spain)	75	Bogota (Colombia)
16	Luxembourg (Luxembourg)	43	Tallinn (Estonia)	76	Lima (Peru)
17	Boston (United States)	44	Vilnius (Lithuania)	77	Guangzhou (China)
18	Seoul (Korea, Rep.)	45	Nantes (France)	78	Bangkok (Thailand)
19	Lisbon (Portugal)	46	Auckland (New Zealand)	79	Johannesburg (S. Africa)
20	Sydney (Australia)	47	Bologna (Italy)	80	Quito (Ecuador)
21	Chicago (United States)	48	Bratislava (Slovakia)	81	Valletta (Malta)
22	Madrid (Spain)	49	Ljubljana (Slovenia)	82	Brasilia (Brazil)
23	Gothenburg (Sweden)	50	Rome (Italy)	83	Tianjin (China)
24	Ottawa (Canada)	51	Brno (Czech Rep.)	84	Cairo (Egypt)
25	Prague (Czech Rep.)	52	Turin (Italy)	85	Hanoi (Viet Nam)
26	New York (United States)	53	Milan (Italy)	86	Casablanca (Morocco)
27	The Hague (Netherlands)	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)		

In today's world economy,



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

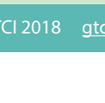
Firms that are gender and ethnically diverse have

- 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

For more information check our GTCI 2018 gtcistudy.com