

## 7.01 Cooperation in labor-employer relations

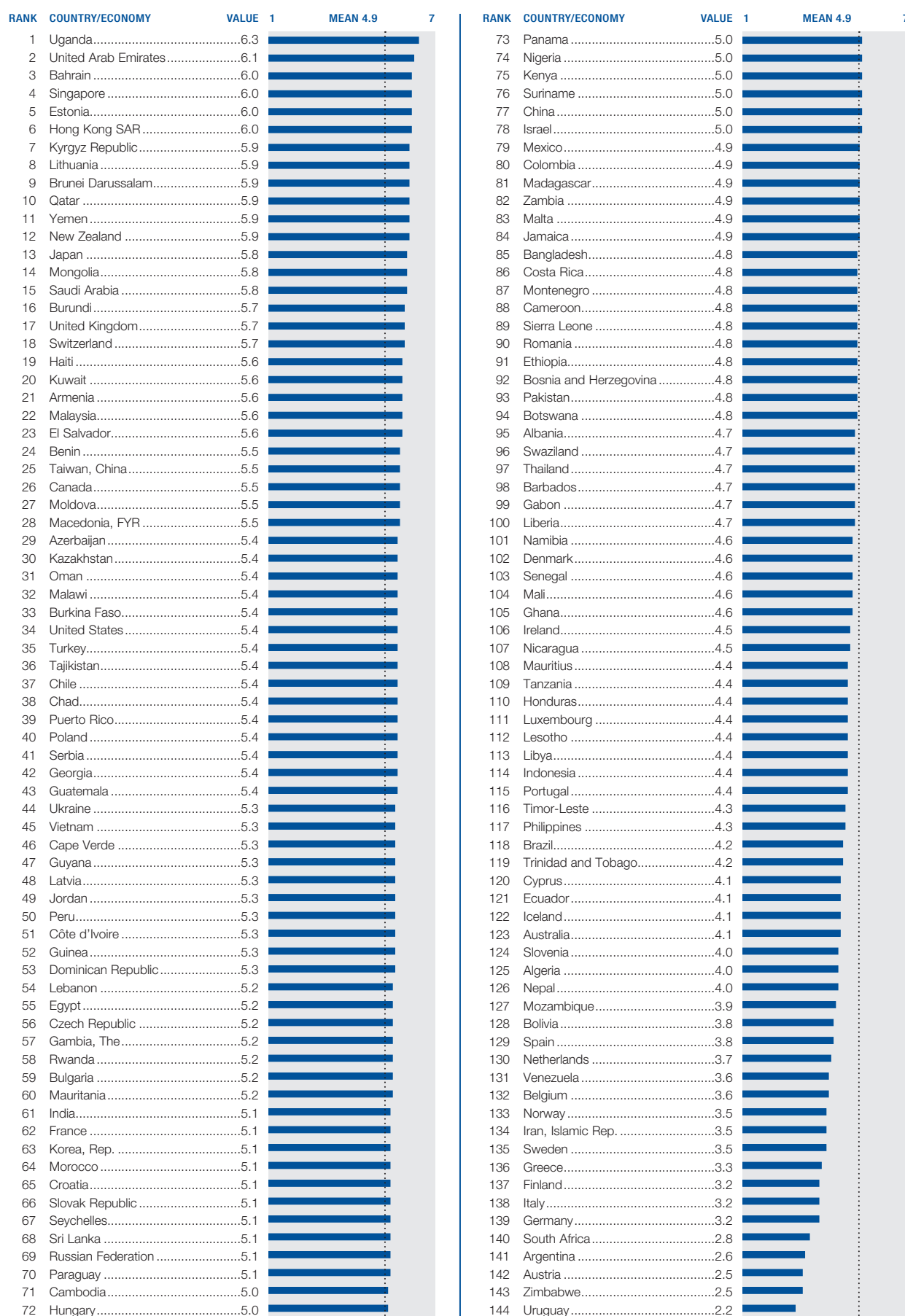
How would you characterize labor-employer relations in your country? [1 = generally confrontational; 7 = generally cooperative] | 2011–12 weighted average

RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 4.3	7	RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 4.3	7
1	Switzerland .....	6.1				73	Paraguay .....	4.3			
2	Singapore .....	6.0				74	Guinea .....	4.2			
3	Denmark .....	6.0				75	Cambodia .....	4.2			
4	Netherlands .....	5.7				76	Ghana .....	4.2			
5	Norway .....	5.7				77	Kenya .....	4.2			
6	Austria .....	5.7				78	Mali .....	4.2			
7	Japan .....	5.6				79	Moldova .....	4.2			
8	Sweden .....	5.6				80	Nicaragua .....	4.2			
9	Hong Kong SAR .....	5.4				81	Lebanon .....	4.2			
10	Iceland .....	5.4				82	Gabon .....	4.2			
11	New Zealand .....	5.4				83	Madagascar .....	4.2			
12	United Arab Emirates .....	5.3				84	Bangladesh .....	4.2			
13	Costa Rica .....	5.3				85	Liberia .....	4.2			
14	Ireland .....	5.3				86	Uganda .....	4.2			
15	Malaysia .....	5.2				87	Yemen .....	4.2			
16	Finland .....	5.2				88	Zambia .....	4.1			
17	Taiwan, China .....	5.2				89	Bosnia and Herzegovina .....	4.1			
18	Barbados .....	5.2				90	Pakistan .....	4.1			
19	Oman .....	5.2				91	Malawi .....	4.1			
20	Germany .....	5.2				92	Suriname .....	4.1			
21	Brunei Darussalam .....	5.1				93	Poland .....	4.1			
22	Qatar .....	5.1				94	Cameroon .....	4.1			
23	Luxembourg .....	5.1				95	Burkina Faso .....	4.1			
24	Gambia, The .....	5.1				96	Portugal .....	4.1			
25	Canada .....	5.0				97	Libya .....	4.1			
26	Bahrain .....	5.0				98	Timor-Leste .....	4.1			
27	United Kingdom .....	5.0				99	Hungary .....	4.0			
28	Israel .....	5.0				100	Tanzania .....	4.0			
29	Guatemala .....	4.9				101	Swaziland .....	4.0			
30	Albania .....	4.8				102	Bulgaria .....	4.0			
31	Estonia .....	4.8				103	Ethiopia .....	4.0			
32	Côte d'Ivoire .....	4.8				104	Turkey .....	4.0			
33	Malta .....	4.8				105	Mongolia .....	4.0			
34	Armenia .....	4.8				106	Benin .....	3.9			
35	Saudi Arabia .....	4.8				107	Slovak Republic .....	3.9			
36	Seychelles .....	4.8				108	Ecuador .....	3.9			
37	Azerbaijan .....	4.7				109	Montenegro .....	3.9			
38	Philippines .....	4.7				110	Cape Verde .....	3.9			
39	Chile .....	4.7				111	Ukraine .....	3.9			
40	Rwanda .....	4.7				112	Macedonia, FYR .....	3.9			
41	Thailand .....	4.7				113	Botswana .....	3.9			
42	United States .....	4.7				114	Slovenia .....	3.9			
43	Dominican Republic .....	4.7				115	Nigeria .....	3.9			
44	Mauritius .....	4.6				116	Namibia .....	3.8			
45	Cyprus .....	4.6				117	Spain .....	3.8			
46	Puerto Rico .....	4.6				118	Jamaica .....	3.8			
47	Mexico .....	4.6				119	Iran, Islamic Rep. ....	3.8			
48	El Salvador .....	4.5				120	Morocco .....	3.8			
49	Kazakhstan .....	4.5				121	Lesotho .....	3.8			
50	India .....	4.5				122	Zimbabwe .....	3.8			
51	Guyana .....	4.5				123	Bolivia .....	3.8			
52	Kuwait .....	4.5				124	Haiti .....	3.7			
53	Vietnam .....	4.5				125	Russian Federation .....	3.7			
54	Sri Lanka .....	4.5				126	Mozambique .....	3.6			
55	Belgium .....	4.4				127	Italy .....	3.6			
56	Jordan .....	4.4				128	Egypt .....	3.6			
57	China .....	4.4				129	Korea, Rep. ....	3.6			
58	Panama .....	4.4				130	Greece .....	3.5			
59	Sierra Leone .....	4.4				131	Burundi .....	3.5			
60	Latvia .....	4.4				132	Chad .....	3.4			
61	Indonesia .....	4.4				133	Croatia .....	3.4			
62	Honduras .....	4.4				134	Trinidad and Tobago .....	3.3			
63	Georgia .....	4.3				135	Argentina .....	3.3			
64	Tajikistan .....	4.3				136	Uruguay .....	3.3			
65	Colombia .....	4.3				137	France .....	3.3			
66	Peru .....	4.3				138	Mauritania .....	3.3			
67	Australia .....	4.3				139	Serbia .....	3.3			
68	Kyrgyz Republic .....	4.3				140	Nepal .....	3.2			
69	Czech Republic .....	4.3				141	Romania .....	3.2			
70	Lithuania .....	4.3				142	Venezuela .....	3.2			
71	Senegal .....	4.3				143	Algeria .....	2.9			
72	Brazil .....	4.3				144	South Africa .....	2.9			

SOURCE: World Economic Forum, Executive Opinion Survey

## 7.02 Flexibility of wage determination

How are wages generally set in your country? [1 = by a centralized bargaining process; 7 = up to each individual company] | 2011–12 weighted average



SOURCE: World Economic Forum, Executive Opinion Survey

## 7.03 Hiring and firing practices

How would you characterize the hiring and firing of workers in your country? [1 = impeded by regulations; 7 = flexibly determined by employers] | 2011–12 weighted average

RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.9	7	RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.9	7
1	Hong Kong SAR.....	5.8				73	Oman .....	3.9			
2	Singapore .....	5.7				74	Morocco .....	3.9			
3	Switzerland .....	5.6				75	Ireland.....	3.9			
4	Azerbaijan .....	5.4				76	Senegal .....	3.9			
5	Denmark.....	5.3				77	Mali.....	3.9			
6	Iceland.....	5.2				78	Mauritius .....	3.9			
7	Uganda.....	5.2				79	El Salvador.....	3.9			
8	United States .....	5.0				80	Finland.....	3.9			
9	Georgia.....	5.0				81	Ethiopia.....	3.8			
10	Armenia .....	5.0				82	Seychelles.....	3.8			
11	Kenya .....	5.0				83	Cyprus.....	3.8			
12	United Arab Emirates.....	5.0				84	Trinidad and Tobago.....	3.8			
13	Guyana .....	4.9				85	Jordan .....	3.8			
14	Canada.....	4.9				86	Taiwan, China.....	3.7			
15	Qatar .....	4.9				87	Burundi.....	3.7			
16	Ukraine .....	4.9				88	Colombia .....	3.7			
17	Nigeria .....	4.9				89	Iran, Islamic Rep.....	3.7			
18	Cameroon.....	4.9				90	Russian Federation .....	3.7			
19	Kyrgyz Republic.....	4.8				91	Moldova.....	3.7			
20	Bangladesh.....	4.7				92	Malta .....	3.6			
21	Pakistan.....	4.7				93	Kuwait .....	3.6			
22	Saudi Arabia.....	4.7				94	Bolivia.....	3.6			
23	Chad.....	4.7				95	Chile .....	3.6			
24	Kazakhstan .....	4.7				96	Lesotho .....	3.6			
25	Sierra Leone .....	4.7				97	Romania .....	3.6			
26	Albania.....	4.7				98	Serbia.....	3.6			
27	Guinea.....	4.6				99	Cape Verde .....	3.6			
28	Côte d'Ivoire.....	4.6				100	Austria .....	3.5			
29	Mauritania.....	4.6				101	Slovak Republic .....	3.5			
30	Ghana.....	4.5				102	Mozambique.....	3.5			
31	Zambia.....	4.5				103	Poland .....	3.5			
32	Burkina Faso.....	4.5				104	Puerto Rico.....	3.5			
33	United Kingdom.....	4.5				105	Nepal .....	3.5			
34	Malaysia.....	4.5				106	Panama .....	3.4			
35	Mongolia.....	4.5				107	Peru.....	3.4			
36	Estonia.....	4.5				108	Philippines .....	3.4			
37	Brunei Darussalam.....	4.5				109	Korea, Rep. ....	3.4			
38	Bosnia and Herzegovina .....	4.4				110	Czech Republic .....	3.4			
39	Cambodia.....	4.4				111	Greece.....	3.3			
40	Gambia, The.....	4.4				112	Algeria .....	3.3			
41	Thailand.....	4.3				113	Mexico.....	3.3			
42	China .....	4.3				114	Brazil.....	3.3			
43	Macedonia, FYR.....	4.3				115	Paraguay .....	3.3			
44	Turkey.....	4.3				116	Egypt .....	3.3			
45	Madagascar.....	4.3				117	Swaziland .....	3.3			
46	Costa Rica.....	4.2				118	Lithuania.....	3.3			
47	Barbados.....	4.2				119	Gabon .....	3.2			
48	Jamaica.....	4.2				120	Australia.....	3.2			
49	Bulgaria.....	4.2				121	Honduras.....	3.2			
50	Hungary.....	4.2				122	Luxembourg .....	3.2			
51	Tajikistan.....	4.2				123	Botswana .....	3.1			
52	Indonesia.....	4.2				124	Croatia.....	3.1			
53	Haiti .....	4.2				125	Ecuador.....	3.1			
54	Guatemala .....	4.2				126	Netherlands .....	3.1			
55	Latvia.....	4.2				127	Germany.....	3.1			
56	Lebanon .....	4.1				128	Sri Lanka .....	3.1			
57	Vietnam .....	4.1				129	Spain .....	3.0			
58	Malawi .....	4.1				130	Namibia .....	3.0			
59	Rwanda .....	4.1				131	Portugal.....	2.9			
60	Montenegro .....	4.1				132	Belgium .....	2.9			
61	Nicaragua .....	4.1				133	Sweden .....	2.9			
62	Israel.....	4.0				134	Japan .....	2.8			
63	Timor-Leste .....	4.0				135	Norway .....	2.8			
64	Benin .....	4.0				136	Italy.....	2.8			
65	Bahrain .....	4.0				137	Suriname .....	2.8			
66	Liberia.....	4.0				138	Uruguay.....	2.7			
67	Libya.....	4.0				139	Argentina .....	2.7			
68	Dominican Republic.....	4.0				140	Zimbabwe.....	2.6			
69	New Zealand .....	4.0				141	France .....	2.5			
70	Tanzania.....	4.0				142	Slovenia.....	2.3			
71	India.....	4.0				143	South Africa .....	2.2			
72	Yemen.....	4.0				144	Venezuela .....	2.1			

SOURCE: World Economic Forum, Executive Opinion Survey

## 7.04 Redundancy costs

Redundancy costs in weeks of salary | 2011

RANK	COUNTRY/ECONOMY	VALUE	RANK	COUNTRY/ECONOMY	VALUE
1	Denmark.....	0	73	India.....	16
1	New Zealand.....	0	73	Kenya.....	16
1	Puerto Rico.....	0	75	Burundi.....	16
1	United States.....	0	76	Nigeria.....	16
5	Austria.....	2	77	Chile.....	16
6	Brunei Darussalam.....	3	78	Colombia.....	17
6	Singapore.....	3	78	Guyana.....	17
8	Bahrain.....	4	78	Malawi.....	17
8	Japan.....	4	81	Algeria.....	17
8	Oman.....	4	81	Kyrgyz Republic.....	17
8	Timor-Leste.....	4	81	Russian Federation.....	17
8	United Arab Emirates.....	4	84	Spain.....	17
13	Georgia.....	4	85	Costa Rica.....	19
13	Jordan.....	4	86	Panama.....	19
15	Cyprus.....	6	87	Cambodia.....	19
16	Hong Kong SAR.....	6	88	Saudi Arabia.....	19
17	Belgium.....	6	89	Greece.....	20
18	Ireland.....	7	90	Trinidad and Tobago.....	21
19	Italy.....	7	91	Ethiopia.....	21
20	Bulgaria.....	8	92	Morocco.....	21
21	Serbia.....	8	93	Uruguay.....	21
22	Guinea.....	8	94	Albania.....	21
23	United Kingdom.....	8	95	Germany.....	22
24	Romania.....	8	96	Azerbaijan.....	22
25	Kazakhstan.....	9	96	Czech Republic.....	22
25	Lebanon.....	9	96	Luxembourg.....	22
25	Mongolia.....	9	99	Botswana.....	22
25	Netherlands.....	9	100	Mexico.....	22
25	Norway.....	9	101	Taiwan, China.....	23
25	Uganda.....	9	102	Moldova.....	23
31	Suriname.....	9	103	El Salvador.....	23
32	Bosnia and Herzegovina.....	9	104	Iran, Islamic Rep.....	23
33	South Africa.....	9	104	Slovak Republic.....	23
33	Tanzania.....	9	104	Vietnam.....	23
35	Latvia.....	10	107	Qatar.....	23
35	Namibia.....	10	108	Malaysia.....	24
37	Canada.....	10	109	Lithuania.....	25
38	Finland.....	10	110	Liberia.....	26
38	Haiti.....	10	111	Gambia, The.....	26
38	Iceland.....	10	112	Paraguay.....	26
38	Poland.....	10	113	Dominican Republic.....	26
38	Switzerland.....	10	114	Guatemala.....	27
43	Burkina Faso.....	10	115	Nepal.....	27
43	Mauritania.....	10	115	Pakistan.....	27
45	Mauritius.....	11	117	China.....	27
46	Armenia.....	11	117	Korea, Rep.....	27
47	Slovenia.....	11	117	Yemen.....	27
48	Peru.....	11	120	Israel.....	27
49	Benin.....	12	120	Philippines.....	27
50	Australia.....	12	122	Kuwait.....	28
51	France.....	12	123	Montenegro.....	28
52	Madagascar.....	12	124	Cape Verde.....	30
53	Estonia.....	13	125	Turkey.....	30
54	Rwanda.....	13	126	Argentina.....	30
55	Chad.....	13	126	Honduras.....	30
55	Macedonia, FYR.....	13	128	Bangladesh.....	31
55	Ukraine.....	13	129	Portugal.....	34
58	Côte d'Ivoire.....	13	130	Thailand.....	36
59	Brazil.....	13	131	Ecuador.....	36
60	Hungary.....	13	132	Egypt.....	37
61	Seychelles.....	13	133	Mozambique.....	41
62	Mali.....	14	134	Sierra Leone.....	43
63	Senegal.....	14	135	Ghana.....	50
64	Jamaica.....	14	136	Zambia.....	51
65	Cameroon.....	14	137	Indonesia.....	58
66	Sweden.....	14	138	Sri Lanka.....	59
67	Swaziland.....	15	139	Zimbabwe.....	82
68	Gabon.....	15	140	Bolivia.....	not possible
69	Nicaragua.....	15	140	Venezuela.....	not possible
70	Lesotho.....	15	n/a	Barbados.....	n/a
71	Croatia.....	15	n/a	Libya.....	n/a
72	Tajikistan.....	16	n/a	Malta.....	n/a

SOURCE: World Bank/International Finance Corporation, *Doing Business 2012: Doing Business in a More Transparent World*; authors' calculations

## 7.05 Pay and productivity

To what extent is pay in your country related to productivity? [1 = not related to worker productivity; 7 = strongly related to worker productivity] | 2011–12 weighted average

RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.9	7	RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.9	7
1	Hong Kong SAR.....	5.4				73	Pakistan.....	3.9			
2	Singapore.....	5.4				74	Cyprus.....	3.8			
3	Malaysia.....	5.3				75	Macedonia, FYR.....	3.8			
4	Switzerland.....	5.3				76	Seychelles.....	3.8			
5	Taiwan, China.....	5.2				77	Norway.....	3.8			
6	Qatar.....	5.0				78	Montenegro.....	3.8			
7	United Arab Emirates.....	5.0				79	Kuwait.....	3.8			
8	Estonia.....	4.9				80	Australia.....	3.8			
9	Korea, Rep.....	4.9				81	Brazil.....	3.8			
10	Kazakhstan.....	4.8				82	Madagascar.....	3.8			
11	Brunei Darussalam.....	4.8				83	Mexico.....	3.7			
12	United States.....	4.8				84	Yemen.....	3.7			
13	United Kingdom.....	4.8				85	Senegal.....	3.7			
14	Slovak Republic.....	4.8				86	Barbados.....	3.7			
15	Saudi Arabia.....	4.7				87	Romania.....	3.7			
16	China.....	4.7				88	Peru.....	3.6			
17	Kyrgyz Republic.....	4.7				89	Jamaica.....	3.6			
18	Vietnam.....	4.7				90	Belgium.....	3.6			
19	Tajikistan.....	4.6				91	Ethiopia.....	3.6			
20	Azerbaijan.....	4.6				92	Malawi.....	3.6			
21	Japan.....	4.6				93	Bolivia.....	3.6			
22	New Zealand.....	4.6				94	Haiti.....	3.6			
23	Lithuania.....	4.6				95	Cameroon.....	3.6			
24	Canada.....	4.5				96	Timor-Leste.....	3.6			
25	Ukraine.....	4.5				97	Ghana.....	3.6			
26	Latvia.....	4.5				98	Bosnia and Herzegovina.....	3.6			
27	Thailand.....	4.5				99	Zambia.....	3.6			
28	Czech Republic.....	4.5				100	Nigeria.....	3.6			
29	Cambodia.....	4.4				101	Croatia.....	3.6			
30	Bahrain.....	4.4				102	Colombia.....	3.6			
31	Armenia.....	4.4				103	Tanzania.....	3.6			
32	Ireland.....	4.4				104	Slovenia.....	3.5			
33	Albania.....	4.4				105	Bangladesh.....	3.5			
34	Indonesia.....	4.4				106	Serbia.....	3.5			
35	Mongolia.....	4.3				107	Namibia.....	3.5			
36	Gambia, The.....	4.3				108	Côte d'Ivoire.....	3.4			
37	Bulgaria.....	4.3				109	Honduras.....	3.4			
38	Sri Lanka.....	4.3				110	Paraguay.....	3.4			
39	Poland.....	4.3				111	Nicaragua.....	3.4			
40	Moldova.....	4.3				112	Egypt.....	3.4			
41	Germany.....	4.3				113	Uganda.....	3.4			
42	Chile.....	4.3				114	Ecuador.....	3.3			
43	India.....	4.3				115	Mali.....	3.3			
44	Israel.....	4.3				116	Swaziland.....	3.3			
45	Puerto Rico.....	4.3				117	Dominican Republic.....	3.3			
46	Finland.....	4.2				118	Libya.....	3.3			
47	Rwanda.....	4.2				119	El Salvador.....	3.3			
48	Liberia.....	4.2				120	Portugal.....	3.3			
49	Turkey.....	4.2				121	Sierra Leone.....	3.3			
50	Morocco.....	4.2				122	Panama.....	3.2			
51	Malta.....	4.2				123	Suriname.....	3.2			
52	Oman.....	4.2				124	Iran, Islamic Rep.....	3.2			
53	Denmark.....	4.1				125	Benin.....	3.1			
54	Luxembourg.....	4.1				126	Trinidad and Tobago.....	3.1			
55	Georgia.....	4.1				127	Burkina Faso.....	3.0			
56	Lebanon.....	4.1				128	Italy.....	3.0			
57	Philippines.....	4.1				129	Guinea.....	3.0			
58	Iceland.....	4.1				130	Chad.....	3.0			
59	Kenya.....	4.0				131	Cape Verde.....	3.0			
60	Guatemala.....	4.0				132	Greece.....	3.0			
61	Jordan.....	4.0				133	Spain.....	3.0			
62	Austria.....	4.0				134	South Africa.....	2.9			
63	Gabon.....	4.0				135	Mozambique.....	2.9			
64	Costa Rica.....	4.0				136	Nepal.....	2.9			
65	Russian Federation.....	4.0				137	Lesotho.....	2.8			
66	France.....	3.9				138	Argentina.....	2.8			
67	Netherlands.....	3.9				139	Zimbabwe.....	2.8			
68	Botswana.....	3.9				140	Venezuela.....	2.7			
69	Guyana.....	3.9				141	Burundi.....	2.5			
70	Hungary.....	3.9				142	Mauritania.....	2.5			
71	Mauritius.....	3.9				143	Uruguay.....	2.5			
72	Sweden.....	3.9				144	Algeria.....	2.4			

SOURCE: World Economic Forum, Executive Opinion Survey

## 7.06 Reliance on professional management

In your country, who holds senior management positions? [1 = usually relatives or friends without regard to merit; 7 = mostly professional managers chosen for merit and qualifications] | 2011–12 weighted average

RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 4.3	7	RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 4.3	7
1	New Zealand	6.3				73	Albania	4.2			
2	Finland	6.3				74	Poland	4.2			
3	Netherlands	6.1				75	Venezuela	4.2			
4	Norway	6.1				76	Namibia	4.2			
5	Sweden	6.1				77	Tanzania	4.1			
6	Switzerland	6.0				78	Seychelles	4.1			
7	Canada	6.0				79	Portugal	4.1			
8	Denmark	6.0				80	Côte d'Ivoire	4.1			
9	United Kingdom	6.0				81	Guatemala	4.1			
10	Australia	5.9				82	Colombia	4.1			
11	Singapore	5.9				83	Sierra Leone	4.1			
12	Ireland	5.9				84	Bosnia and Herzegovina	4.1			
13	South Africa	5.6				85	Montenegro	4.0			
14	Puerto Rico	5.6				86	Slovenia	4.0			
15	Germany	5.6				87	Kazakhstan	4.0			
16	Qatar	5.5				88	Malta	4.0			
17	Japan	5.5				89	Jordan	3.9			
18	Austria	5.5				90	Hungary	3.9			
19	United States	5.4				91	Armenia	3.9			
20	Belgium	5.4				92	Georgia	3.9			
21	Luxembourg	5.4				93	Lebanon	3.9			
22	Iceland	5.3				94	Uganda	3.9			
23	Malaysia	5.3				95	Senegal	3.9			
24	Zimbabwe	5.3				96	Lesotho	3.9			
25	Taiwan, China	5.2				97	Uruguay	3.8			
26	Estonia	5.2				98	Morocco	3.8			
27	United Arab Emirates	5.2				99	Moldova	3.8			
28	Israel	5.2				100	Kuwait	3.8			
29	Barbados	5.2				101	Pakistan	3.8			
30	Botswana	5.2				102	Azerbaijan	3.8			
31	Oman	5.1				103	Greece	3.8			
32	Hong Kong SAR	5.0				104	Honduras	3.8			
33	Bahrain	5.0				105	Ecuador	3.7			
34	France	5.0				106	Bulgaria	3.7			
35	Sri Lanka	5.0				107	Vietnam	3.7			
36	Saudi Arabia	5.0				108	Madagascar	3.7			
37	Gambia, The	4.9				109	Cape Verde	3.7			
38	Philippines	4.9				110	Russian Federation	3.6			
39	Brazil	4.9				111	Croatia	3.6			
40	Korea, Rep.	4.9				112	Mongolia	3.6			
41	Chile	4.9				113	Italy	3.6			
42	Rwanda	4.7				114	Bolivia	3.6			
43	Spain	4.7				115	Panama	3.6			
44	Costa Rica	4.6				116	El Salvador	3.5			
45	Brunei Darussalam	4.6				117	Ethiopia	3.5			
46	India	4.6				118	Bangladesh	3.5			
47	Peru	4.6				119	Paraguay	3.5			
48	China	4.5				120	Nepal	3.5			
49	Czech Republic	4.5				121	Cyprus	3.5			
50	Ghana	4.5				122	Iran, Islamic Rep.	3.5			
51	Gabon	4.5				123	Libya	3.5			
52	Indonesia	4.5				124	Romania	3.5			
53	Argentina	4.4				125	Burkina Faso	3.5			
54	Mauritius	4.4				126	Nicaragua	3.5			
55	Lithuania	4.4				127	Benin	3.5			
56	Guyana	4.4				128	Kyrgyz Republic	3.5			
57	Zambia	4.4				129	Dominican Republic	3.4			
58	Nigeria	4.4				130	Tajikistan	3.4			
59	Cambodia	4.4				131	Ukraine	3.4			
60	Latvia	4.3				132	Mozambique	3.4			
61	Jamaica	4.3				133	Macedonia, FYR	3.4			
62	Turkey	4.3				134	Egypt	3.3			
63	Kenya	4.3				135	Serbia	3.3			
64	Cameroon	4.3				136	Mali	3.3			
65	Liberia	4.3				137	Haiti	3.2			
66	Trinidad and Tobago	4.3				138	Timor-Leste	3.0			
67	Mexico	4.3				139	Guinea	3.0			
68	Malawi	4.2				140	Mauritania	2.7			
69	Suriname	4.2				141	Burundi	2.5			
70	Slovak Republic	4.2				142	Yemen	2.5			
71	Thailand	4.2				143	Chad	2.4			
72	Swaziland	4.2				144	Algeria	2.3			

SOURCE: World Economic Forum, Executive Opinion Survey

## 7.07 Brain drain

Does your country retain and attract talented people? [1 = no, the best and brightest normally leave to pursue opportunities in other countries; 7 = yes, there are many opportunities for talented people within the country] | 2011–12 weighted average

RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.5	7	RANK	COUNTRY/ECONOMY	VALUE	1	MEAN 3.5	7
1	Switzerland	6.3				73	Benin	3.4			
2	Singapore	5.7				74	Senegal	3.4			
3	Qatar	5.7				75	Turkey	3.4			
4	United Kingdom	5.6				76	Mozambique	3.4			
5	United States	5.6				77	Bolivia	3.4			
6	United Arab Emirates	5.5				78	Estonia	3.4			
7	Canada	5.5				79	Côte d'Ivoire	3.4			
8	Hong Kong SAR	5.4				80	Namibia	3.3			
9	Norway	5.4				81	Uruguay	3.3			
10	Netherlands	5.3				82	Spain	3.3			
11	Sweden	5.2				83	Slovenia	3.3			
12	Finland	5.1				84	Czech Republic	3.3			
13	Saudi Arabia	5.0				85	Seychelles	3.3			
14	Chile	5.0				86	Malawi	3.3			
15	Luxembourg	4.9				87	Timor-Leste	3.3			
16	Oman	4.8				88	Armenia	3.2			
17	Korea, Rep.	4.8				89	Colombia	3.2			
18	Bahrain	4.8				90	Portugal	3.2			
19	Rwanda	4.8				91	Ecuador	3.2			
20	Belgium	4.7				92	Cameroon	3.2			
21	Costa Rica	4.7				93	Cape Verde	3.2			
22	Malaysia	4.7				94	Tanzania	3.1			
23	Germany	4.7				95	Latvia	3.1			
24	Barbados	4.7				96	Albania	3.1			
25	Ireland	4.6				97	Uganda	3.1			
26	Iceland	4.6				98	Vietnam	3.1			
27	Brazil	4.6				99	Nicaragua	3.0			
28	Taiwan, China	4.5				100	Honduras	3.0			
29	Panama	4.5				101	Guinea	3.0			
30	India	4.5				102	Mali	3.0			
31	Australia	4.4				103	Zimbabwe	3.0			
32	Austria	4.4				104	Georgia	3.0			
33	Gambia, The	4.3				105	Jamaica	3.0			
34	Denmark	4.3				106	Paraguay	3.0			
35	Cambodia	4.1				107	Guyana	3.0			
36	Thailand	4.1				108	Poland	2.9			
37	Malta	4.1				109	Iran, Islamic Rep.	2.9			
38	Israel	4.1				110	Mongolia	2.8			
39	China	4.1				111	Russian Federation	2.8			
40	Brunei Darussalam	4.1				112	Chad	2.8			
41	Japan	4.1				113	Bangladesh	2.8			
42	Indonesia	4.0				114	Burkina Faso	2.8			
43	Peru	3.9				115	Italy	2.8			
44	Botswana	3.8				116	Madagascar	2.7			
45	Kuwait	3.8				117	Lithuania	2.7			
46	Sri Lanka	3.8				118	Ethiopia	2.7			
47	South Africa	3.8				119	Mauritania	2.5			
48	Nigeria	3.8				120	Lebanon	2.5			
49	Liberia	3.8				121	Nepal	2.5			
50	France	3.7				122	Slovak Republic	2.5			
51	Guatemala	3.7				123	Greece	2.4			
52	Jordan	3.7				124	El Salvador	2.4			
53	Ghana	3.6				125	Libya	2.4			
54	Mexico	3.6				126	Croatia	2.4			
55	Morocco	3.6				127	Swaziland	2.4			
56	Trinidad and Tobago	3.6				128	Bulgaria	2.4			
57	Cyprus	3.6				129	Hungary	2.3			
58	New Zealand	3.6				130	Sierra Leone	2.3			
59	Dominican Republic	3.6				131	Ukraine	2.3			
60	Montenegro	3.6				132	Egypt	2.2			
61	Tajikistan	3.5				133	Yemen	2.2			
62	Pakistan	3.5				134	Lesotho	2.1			
63	Puerto Rico	3.5				135	Macedonia, FYR	2.1			
64	Suriname	3.5				136	Romania	2.1			
65	Gabon	3.5				137	Moldova	2.1			
66	Mauritius	3.4				138	Venezuela	2.0			
67	Kenya	3.4				139	Kyrgyz Republic	2.0			
68	Argentina	3.4				140	Bosnia and Herzegovina	1.9			
69	Zambia	3.4				141	Serbia	1.9			
70	Azerbaijan	3.4				142	Burundi	1.7			
71	Philippines	3.4				143	Haiti	1.6			
72	Kazakhstan	3.4				144	Algeria	1.5			

SOURCE: World Economic Forum, Executive Opinion Survey

## 7.08 Female participation in labor force

Ratio of women to men in the labor force\* | 2010

RANK	COUNTRY/ECONOMY	VALUE	RANK	COUNTRY/ECONOMY	VALUE
1	Malawi .....	1.06	73	Romania .....	0.78
2	Mozambique.....	1.05	74	Uruguay.....	0.78
3	Burundi.....	1.03	75	Czech Republic .....	0.78
4	Rwanda.....	1.02	76	Tajikistan.....	0.78
5	Tanzania.....	0.99	77	Montenegro.....	0.77
6	Sierra Leone.....	0.97	77	Serbia.....	0.77
7	Uganda.....	0.96	79	Georgia.....	0.77
8	Madagascar.....	0.95	80	Nigeria.....	0.76
9	Lithuania.....	0.95	81	Singapore.....	0.76
10	Ghana.....	0.95	82	Hong Kong SAR.....	0.76
11	Finland.....	0.95	83	Brazil.....	0.76
12	Iceland.....	0.94	84	Taiwan, China.....	0.75
13	Nepal.....	0.94	85	South Africa.....	0.75
14	Norway.....	0.94	86	Senegal.....	0.75
15	Cambodia.....	0.93	87	Japan.....	0.74
16	Latvia.....	0.93	88	Armenia.....	0.74
17	Sweden.....	0.93	89	Greece.....	0.73
18	Zimbabwe.....	0.93	90	Brunei Darussalam.....	0.73
19	Vietnam.....	0.92	91	Trinidad and Tobago.....	0.73
20	Estonia.....	0.92	92	Albania.....	0.72
21	Azerbaijan.....	0.92	93	Kyrgyz Republic.....	0.72
22	Denmark.....	0.92	94	Korea, Rep. ....	0.72
23	Liberia.....	0.92	95	Colombia.....	0.72
24	Kazakhstan.....	0.91	96	Timor-Leste <sup>1</sup> .....	0.71
25	Canada.....	0.91	97	Italy.....	0.69
26	Moldova.....	0.91	98	Bangladesh.....	0.69
27	Botswana.....	0.90	99	Puerto Rico.....	0.68
28	Barbados.....	0.90	100	Paraguay.....	0.68
29	Slovenia.....	0.89	101	Argentina.....	0.67
30	Portugal.....	0.89	102	Ecuador.....	0.67
31	Israel.....	0.89	103	Dominican Republic.....	0.66
32	Ethiopia.....	0.89	104	Chile.....	0.66
33	France.....	0.88	105	Venezuela.....	0.66
34	China.....	0.88	106	Macedonia, FYR.....	0.65
35	Gambia, The.....	0.88	107	Côte d'Ivoire.....	0.64
36	Burkina Faso.....	0.88	108	Cape Verde.....	0.64
37	Bulgaria.....	0.88	109	Philippines.....	0.63
38	Russian Federation.....	0.87	110	Bosnia and Herzegovina.....	0.63
39	Benin.....	0.87	111	Swaziland.....	0.63
40	Haiti.....	0.87	112	El Salvador.....	0.62
41	Netherlands.....	0.87	113	Indonesia.....	0.62
42	Switzerland.....	0.86	114	Panama.....	0.62
43	Seychelles.....	0.86	115	Suriname.....	0.60
44	United States.....	0.86	116	Mauritius.....	0.60
45	Gabon.....	0.86	117	Costa Rica.....	0.60
46	New Zealand.....	0.86	118	Nicaragua.....	0.59
47	Kenya.....	0.86	119	Malaysia.....	0.59
48	Austria.....	0.86	120	Guatemala.....	0.56
49	Germany.....	0.86	121	Mexico.....	0.56
50	Ukraine.....	0.86	122	Qatar.....	0.55
51	Zambia.....	0.85	123	Malta.....	0.55
52	United Kingdom.....	0.85	124	Mali.....	0.53
53	Cameroon.....	0.85	125	Kuwait.....	0.53
54	Cyprus.....	0.85	126	Guyana.....	0.53
55	Mongolia.....	0.85	127	Honduras.....	0.52
56	Namibia.....	0.84	128	United Arab Emirates.....	0.48
57	Australia.....	0.84	129	Sri Lanka.....	0.47
58	Croatia.....	0.84	130	Bahrain.....	0.46
59	Belgium.....	0.84	131	Turkey.....	0.40
60	Guinea.....	0.84	132	Libya.....	0.40
61	Hungary.....	0.83	133	India.....	0.36
62	Thailand.....	0.82	134	Mauritania.....	0.36
63	Spain.....	0.82	135	Oman.....	0.36
64	Jamaica.....	0.82	136	Yemen.....	0.35
65	Poland.....	0.81	137	Morocco.....	0.34
66	Chad.....	0.81	138	Lebanon.....	0.33
67	Peru.....	0.81	139	Egypt.....	0.32
68	Slovak Republic.....	0.81	140	Pakistan.....	0.27
69	Lesotho.....	0.81	141	Saudi Arabia.....	0.24
70	Ireland.....	0.80	142	Jordan.....	0.24
71	Bolivia.....	0.80	143	Iran, Islamic Rep. ....	0.23
72	Luxembourg.....	0.79	144	Algeria.....	0.21

SOURCE: International Labour Organization, *Key Indicators of the Labor Markets Net* (accessed June 5, 2012); national sources

<sup>1</sup> 2009