

SUSTAINABLE GROWTH.

*INTEGRATED GROWTH.*



the global

# Sustainable Competitiveness Index

2015

About this Report

The Sustainable Competitiveness Report, 3<sup>rd</sup> edition

September 2015

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### **Acknowledgements**

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### **About SolAbility**

SolAbility is an independent sustainability think-tank and advisory, with presence in Korea and Switzerland.

SolAbility is the maker of 3 DJSI Super-Sector Leaders - designed and implemented the sustainable management for GS Engineering & Construction (Industry leader 2012), Korea Telecom (Industry Leader 2011-2013, 2015), and Lotte Shopping (Industry Leader 2011-2015).



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Global  
Sustainable  
Competitiveness  
Index

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## Foreword

Just as VW was about to climb the throne of car-making – selling more cars than other carmakers – the scandal came out. Even if – as is not unlikely – it will turn out that other carmakers are using similar tricks, the scandal will always be remembered as the VW scandal. In order not to affect short-term sales numbers, or in order to save short-term R&D cost, VW manipulated test results of their cars on a grand scale. The result: a fine in the range of a double-digit billion sum, and a shattered company image.

But what would have been the alternative?

Well, maybe invest a bit more in developing engines that fulfil requirements. What that would have cost? Some higher upfront R&D costs, and possible slightly lower sales-number. The benefit? Higher sales with a better product, no fine, no image damage, no scandal.

In the ideal case, VW would have paid a bit closer attention to external developments: the regulation was years in the making, allowing more than enough time to prepare. VW didn't pay attention or considered R&D investment too high. Whatever the reason – they fucked up. Bad management. Classical wealth destruction.

What do we learn? Saving on short-term goals targets is often more expensive than investing for the long term.

The Sustainable Competitiveness Index is based on a competitiveness model that tries to evaluate exactly this – the ability to sustain wealth creation by incorporating all relevant pillars of sustained growth and wealth creation: natural capital availability, resource efficiency, social cohesion, innovation and business capabilities, and government-led development direction. The Sustainable Competitiveness Index also integrates data trends over time to allow for a better expression of future development potential.

The results aim at serving as an alternative to the GDP, for academic, policy or investment decisions, based on current and future development prospects and risks of nations.

We hope you find this information useful.

Mi Hyang Lee & Andy Gebhardt

SolAbility Sustainable Intelligence

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summary



# 1 Executive Summary

## 1.1 Measuring development, wealth, and prosperity

What makes a country successful? What is it that allows some countries to provide more wealth for their residents than other?

Conventional country comparisons are based on economic and or financial indicators. Most commonly used is the GDP, and other indicators of calculated monetary value of economic and government activities. However, purely economic and financial indicators, at best, reflect current economic success without taking into account what makes this economic success possible, and do not take into account developments that shape future potential or decline.

Economic and financial indicators, standing on their own, are insufficient measurements for risk and investment analysis – or credit ratings.

In addition, economic activities can have certain adverse side-effects on the environment and societies: pollution and depletion of natural resources, health impacts, inequality and impacts on the socio-cultural fabric of a country. Neglect of these factors can diminish the very basis of current economic output and success measured in the GDP.

The Sustainable Competitiveness Index is based on a model that integrates economic and financial indicators with the pillars that make the business success possible in the first place. It is based purely on comparable and measurable performance data collected by recognised international agencies, therefore excluding all subjectivity.

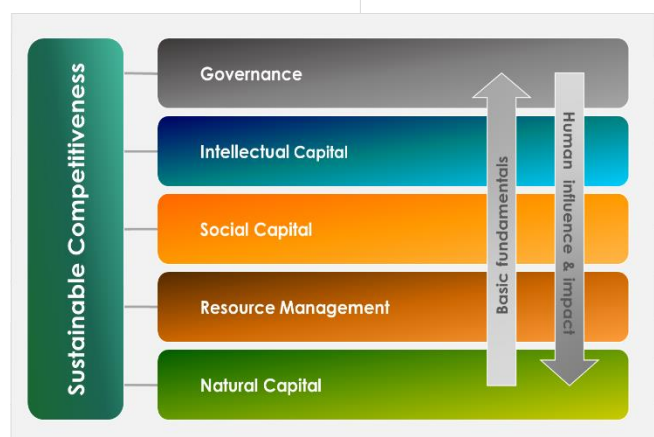
### The Sustainable Competitiveness Model

The Sustainable Competitiveness model has been developed based on an integrated view of what characterises the current and the future state (i.e. competitiveness) of a nation-economy. It is based on a competitiveness model that incorporates all relevant pillars of sustained growth and wealth creation of a nation – natural capital availability, resource efficiency, social cohesion, government-led development direction, and innovation and business capabilities. The Sustainable Competitiveness Index also integrates data trends over time to allow for a better expression of future development potential.

***Sustainable competitiveness is the ability to generate and sustain inclusive wealth without diminishing future capability of sustaining or increasing current wealth levels.***

That means that current wealth levels are not in danger of being reduced or diminished through over-exploitation of resources (i.e. natural and human resources), the lack of innovative edge required to compete in the globalised markets (i.e. education), or the discrimination, marginalisation or exploitation of segments of a society.

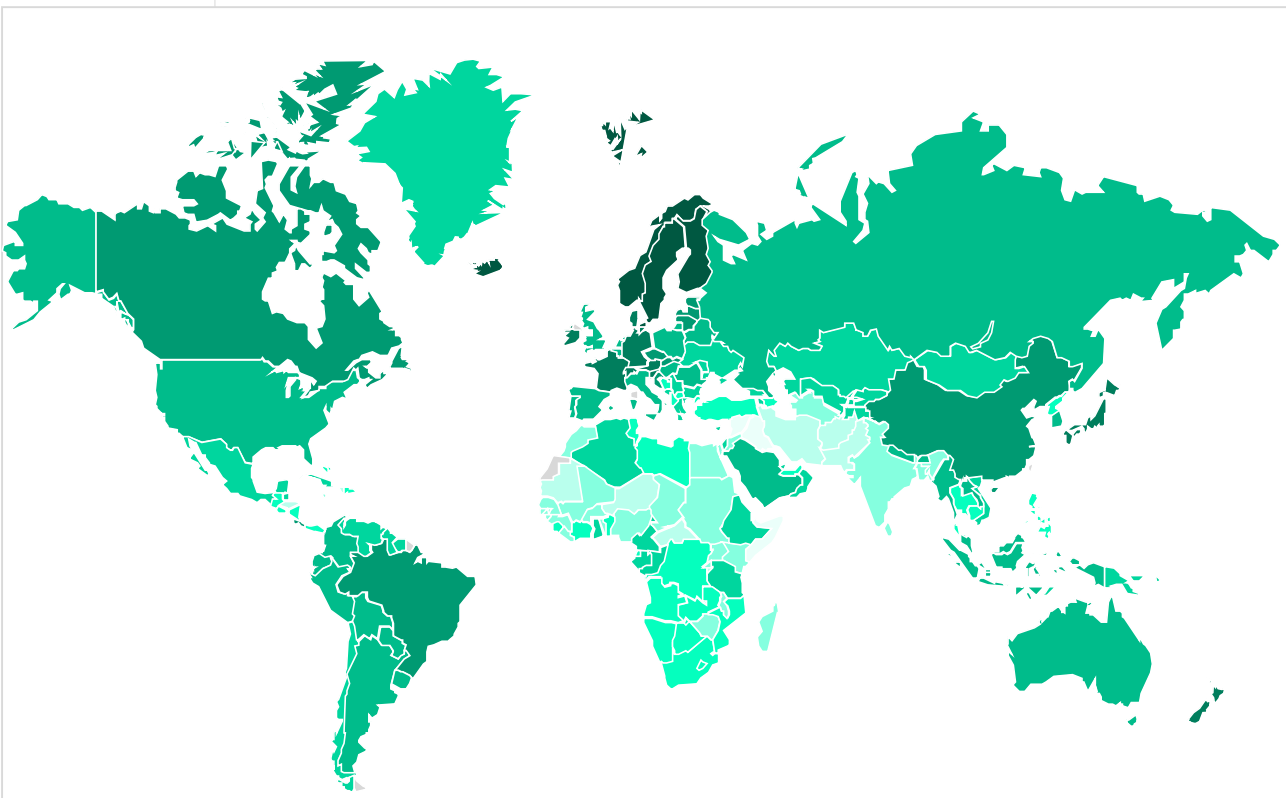
*Sustainable competitiveness is the ability to generate and sustain inclusive wealth without diminishing future capability of achieving and sustaining current wealth levels.*



## 1.2 Index 2015: Key Takeaways

The Sustainable Competitiveness Ranking 2015 reveals some surprising, and other not-so-surprising results:

- Iceland is leading the Sustainable Competitiveness Index for a second year - the country that refused to bail out its banks in the aftermath of the financial crisis 2007/2008.
- The Sustainable Competitiveness Index is topped by Scandinavian nations for the 4<sup>th</sup> consecutive year. The leaders are followed by other North-Western European Nations.
- The only non-European countries in the top 20 are Japan (11), New Zealand (12) and Canada (16)
- The World's largest economy, the US, is ranked 41, the UK is ranked 48. Russia is above both on 33.
- Of the booming emerging economies, Brazil is ranked 24, China 25, South Korea 40, and India 131.
- The Natural Capital sub-rankings are topped by countries with a rich biodiversity, favourable climate and sufficient water resources. Distinctions are also visible between the more industrialised countries, indicating that some countries will face lower obstacles with the coming raw material and energy scarcity
- Asian nations (Singapore, South Korea, Japan, and China) lead the Sustainable Innovation Competitiveness ranking. However, achieving sustained prosperity in these countries might be compromised by Natural Capital constraints and current high resource intensity/low resource efficiency
- The Social Cohesion ranking is headed by Northern European (Scandinavian) countries, indicating that Social Cohesion is the result of economic growth combined with some sort of social consensus



The Sustainable Competitiveness World Map. Dark areas indicate high competitiveness, light areas low competitiveness



## The Pillars of Sustainable Competitiveness

The main pillars of the Sustainable Competitiveness Model are:

- **Natural Capital:** the given natural environment within the frontiers of a country, including availability of resources, and the level of the depletion of those resources.
- **Social Capital:** health, equality, security, freedom and life satisfaction within a country
- **Resource Management:** the efficiency of using available resources (human, technology, natural and financial resources), both domestic and imported) as a measurement of operational competitiveness in a resource-constraint World.
- **Sustainable Innovation:** the capability of a country to generate wealth and jobs through innovation and value-added industries in the globalised markets
- **Governance Capability:** the ability of governing bodies and authorities to provide a framework for sustained and sustainable wealth generation

## Calculating Sustainable Competitiveness Scores

The Sustainable Competitiveness Index is based on 106 quantitative indicators, grouped in 5 pillars. All 106 indicators are based on pure performance data derived from recognised global agencies (World Bank, UN agencies). The Index does not contain qualitative indicators, therefore excluding all subjectivity.

The quantitative data indicators have been linearly computed to scores in order to compare countries in different indicators. Linear scoring means that the best performing country in a single indicator achieves the highest score – scores are not calculated against a theoretical best practice. A high ranking therefore does not necessarily mean a country really is sustainable – it only means it is more sustainable competitive than others.

To reflect recent developments, a trend analysis of performance data of the named indicators over the latest 5 years has been computed to a second score, allowing for a result that reflects both current state and future outlook of the sustainable competitiveness of a country.

The Sustainable Competitiveness score is based on scoring current performance data as well as the trends (increase/decrease) over the past 5 years. The combination of current and trend comparison reflects a momentary picture as well as indicating the future potential of a country.

### 1.3 Higher sustainability equals higher wealth

The leading nations in the Sustainable Competitiveness ranking are mostly high-income countries, suggesting a certain correlation between Sustainable

Competitiveness score and GDP per capita or income levels (high income = high sustainability). The same is true when visualizing average deviations of GDP per capita and the sustainable competitiveness score.

While a certain similarity between GDP rankings and sustainability levels seems to be visible, the correlation is superficial and refuted by too many exceptions to the rule. This indicates that the correlation is not from GDP to sustainable competitiveness, but rather from sustainable competitiveness to income levels. In other words: higher sustainable competitiveness can be associated with higher income levels.

However, the correlation or the influence of the sustainable competitiveness on GDP or income level is not immediate; it is time-deferred. Like every endeavour or project, an upfront investment is required to achieve desired results at a later stage. The seeds have to be planted, the plants need to be cared for before the harvest can be collected. In addition, the presence of large natural resources allows for exploitation of the natural capital (e.g. the oil-rich countries of the Middle East). However, such wealth is highly unsustainable and the wealth generated will diminish with depletion of resources in the absence of an adequate alternative sustainable economy and the underlying fundament requirements to achieve sustainable wealth that does not depend on the exploitation of non-renewable resources.

#### Regional spread

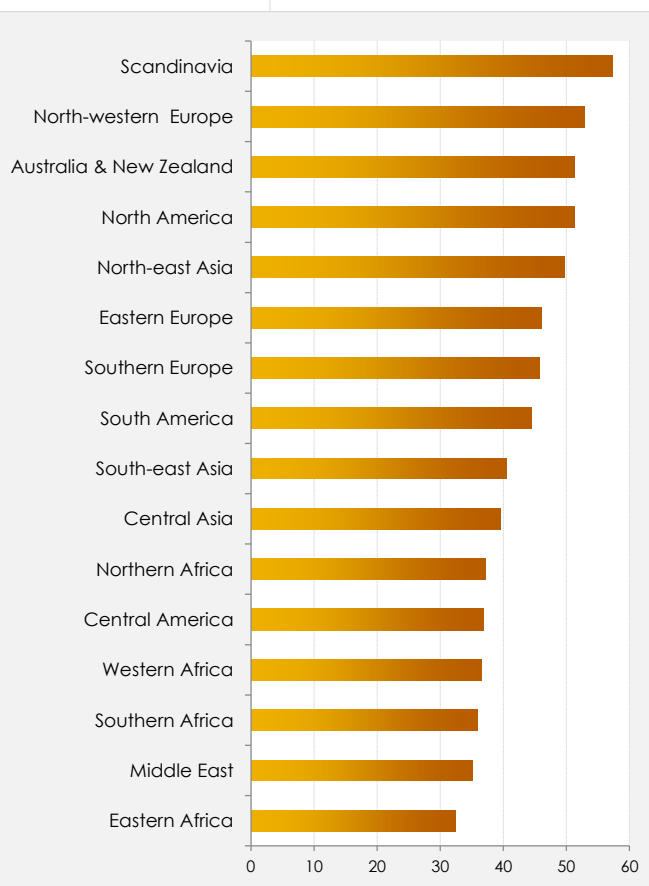
Scandinavia as a region achieves the highest Sustainable Competitiveness score, followed by other regions in the Northern hemisphere. Central Asia is the only region that doesn't fit into the North-South divide. From a European perspective, it is interesting to note that Eastern Europe achieves a higher score than Southern Europe (which has nominally higher income levels). All African Regions are in the bottom half. The high-income countries of the Middle East have sustained their economic success with the exploitation of their mineral resources. The low Sustainable Competitiveness of the region raises concerns on whether those

countries will be able to maintain or sustain their development level once there fossil fuel wealth diminishes.



GDP/capita and sustainable competitiveness

sustainable competitiveness on GDP or income level is not immediate; it is time-deferred. Like every endeavour or project, an upfront investment is required to achieve desired results at a later stage. The seeds have to be planted, the plants



Regional spread of sustainable competitiveness scores

## Sustainable Competitiveness – The 2015 Global Index

Due to changes in methodology, the results of the 2014 Index cannot be directly compared to 2013 results. 2013 ranking comparison therefore have been omitted for the purpose of this report. Interested stakeholder can download the 2012, 2013 and Indexes [here](#).

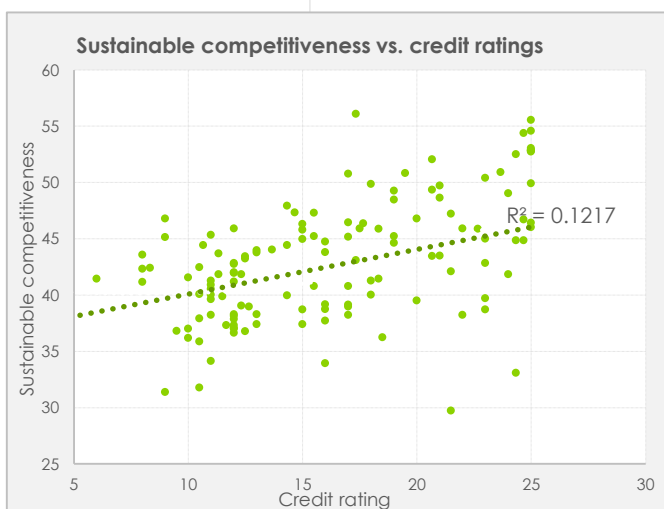
| Country        | Rank | Score | Country           | Rank | Score | Country                      | Rank | Score | Country                        | Rank | Score |
|----------------|------|-------|-------------------|------|-------|------------------------------|------|-------|--------------------------------|------|-------|
| Iceland        | 1    | 56.1  | Argentina         | 46   | 45.1  | Vietnam                      | 91   | 41.2  | Rwanda                         | 136  | 37.3  |
| Sweden         | 2    | 55.5  | Hungary           | 47   | 45.0  | Cuba                         | 92   | 41.2  | Togo                           | 137  | 37.1  |
| Norway         | 3    | 54.6  | United Kingdom    | 48   | 44.9  | Timor-Leste                  | 93   | 41.1  | Jordan                         | 138  | 37.1  |
| Finland        | 4    | 54.4  | Romania           | 49   | 44.8  | Nicaragua                    | 94   | 40.9  | Sri Lanka                      | 139  | 37.0  |
| Switzerland    | 5    | 53.0  | Nepal             | 50   | 44.7  | Brunei                       | 95   | 40.9  | Jamaica                        | 140  | 36.8  |
| Liechtenstein  | 6    | 52.9  | Malaysia          | 51   | 44.6  | Panama                       | 96   | 40.8  | Nigeria                        | 141  | 36.8  |
| Luxembourg     | 7    | 52.8  | Laos              | 52   | 44.6  | Turkey                       | 97   | 40.8  | Zimbabwe                       | 142  | 36.7  |
| Germany        | 8    | 52.8  | Ecuador           | 53   | 44.4  | Democratic Republic of Congo | 98   | 40.6  | Senegal                        | 143  | 36.6  |
| Denmark        | 9    | 52.7  | Paraguay          | 54   | 44.4  | Cambodia                     | 99   | 40.5  | Guinea                         | 144  | 36.3  |
| Austria        | 10   | 52.5  | Bolivia           | 55   | 44.0  | Mozambique                   | 100  | 40.5  | Trinidad and Tobago            | 145  | 36.2  |
| Japan          | 11   | 52.1  | Georgia           | 56   | 44.0  | Sierra Leone                 | 101  | 40.2  | Comoros                        | 146  | 36.2  |
| New Zealand    | 12   | 50.9  | Bulgaria          | 57   | 43.8  | Bosnia and Herzegovina       | 102  | 40.1  | Swaziland                      | 147  | 36.1  |
| Ireland        | 13   | 50.8  | Suriname          | 58   | 43.8  | Libya                        | 103  | 40.0  | Malawi                         | 148  | 36.1  |
| Slovenia       | 14   | 50.8  | Mongolia          | 59   | 43.7  | Thailand                     | 104  | 40.0  | Burkina Faso                   | 149  | 36.0  |
| France         | 15   | 50.4  | Venezuela         | 60   | 43.6  | Zambia                       | 105  | 40.0  | Barbados                       | 150  | 35.9  |
| Canada         | 16   | 49.9  | Oman              | 61   | 43.5  | Guatemala                    | 106  | 40.0  | Guinea-Bissau                  | 151  | 35.9  |
| Estonia        | 17   | 49.7  | Israel            | 62   | 43.5  | Albania                      | 107  | 39.9  | Mali                           | 152  | 35.6  |
| Slovakia       | 18   | 49.3  | Montenegro        | 63   | 43.4  | Kuwait                       | 108  | 39.7  | Gambia                         | 153  | 35.5  |
| Lithuania      | 19   | 49.3  | Armenia           | 64   | 43.2  | Cote d'Ivoire                | 109  | 39.6  | Madagascar                     | 154  | 35.5  |
| Czech Republic | 20   | 48.6  | Kazakhstan        | 65   | 43.1  | Lebanon                      | 110  | 39.6  | Chad                           | 155  | 35.4  |
| Latvia         | 21   | 48.5  | Uzbekistan        | 66   | 43.0  | Botswana                     | 111  | 39.5  | Sudan                          | 156  | 35.4  |
| Croatia        | 22   | 47.9  | Qatar             | 67   | 42.9  | Namibia                      | 112  | 39.2  | Vanuatu                        | 157  | 34.9  |
| Costa Rica     | 23   | 47.3  | Kyrgyzstan        | 68   | 42.9  | Bahamas                      | 113  | 39.1  | West Bank and Gaza             | 158  | 34.7  |
| Brazil         | 24   | 47.3  | Serbia            | 69   | 42.8  | El Salvador                  | 114  | 39.1  | Central African Republic       | 159  | 34.7  |
| China          | 25   | 47.2  | Ghana             | 70   | 42.5  | Philippines                  | 115  | 39.0  | Iran                           | 160  | 34.6  |
| Poland         | 26   | 46.8  | Greece            | 71   | 42.4  | Angola                       | 116  | 39.0  | Solomon Islands                | 161  | 34.5  |
| Belarus        | 27   | 46.8  | Belize            | 72   | 42.3  | Benin                        | 117  | 38.9  | Niger                          | 162  | 34.5  |
| Netherlands    | 28   | 46.7  | Guyana            | 73   | 42.3  | Azerbaijan                   | 118  | 38.7  | Afghanistan                    | 163  | 34.5  |
| Bhutan         | 29   | 46.6  | Algeria           | 74   | 42.2  | Macedonia                    | 119  | 38.7  | Honduras                       | 164  | 34.1  |
| Uruguay        | 30   | 46.5  | Chile             | 75   | 42.1  | United Arab Emirates         | 120  | 38.7  | Bahrain                        | 165  | 33.9  |
| Australia      | 31   | 46.4  | Cyprus            | 76   | 42.0  | Fiji                         | 121  | 38.3  | Djibouti                       | 166  | 33.9  |
| Spain          | 32   | 46.4  | Dominica          | 77   | 42.0  | Tunisia                      | 122  | 38.3  | Burundi                        | 167  | 33.7  |
| Russia         | 33   | 46.3  | Tajikistan        | 78   | 42.0  | Equatorial Guinea            | 123  | 38.3  | Mauritania                     | 168  | 33.2  |
| Singapore      | 34   | 46.0  | Papua New Guinea  | 79   | 42.0  | South Africa                 | 124  | 38.2  | Hong Kong                      | 169  | 33.1  |
| Italy          | 35   | 45.9  | Gabon             | 80   | 41.8  | Lesotho                      | 125  | 38.2  | Eritrea                        | 170  | 33.0  |
| Saudi Arabia   | 36   | 45.9  | Ethiopia          | 81   | 41.8  | Dominican Republic           | 126  | 38.2  | Haiti                          | 171  | 32.5  |
| Belgium        | 37   | 45.9  | Tanzania          | 82   | 41.7  | Egypt                        | 127  | 37.9  | Pakistan                       | 172  | 31.8  |
| Peru           | 38   | 45.9  | Seychelles        | 83   | 41.7  | Turkmenistan                 | 128  | 37.9  | Grenada                        | 173  | 31.5  |
| Portugal       | 39   | 45.8  | Moldova           | 84   | 41.6  | Kenya                        | 129  | 37.9  | Iraq                           | 174  | 31.4  |
| South Korea    | 40   | 45.7  | Mexico            | 85   | 41.4  | Liberia                      | 130  | 37.7  | St. Lucia                      | 175  | 31.2  |
| USA            | 41   | 45.5  | Ukraine           | 86   | 41.4  | India                        | 131  | 37.7  | St. Vincent and the Grenadines | 176  | 30.8  |
| Burma          | 42   | 45.3  | Mauritius         | 87   | 41.3  | Samoa                        | 132  | 37.4  | Sao Tome and Principe          | 177  | 30.5  |
| Indonesia      | 43   | 45.2  | Cameroon          | 88   | 41.3  | Morocco                      | 133  | 37.4  | Antigua and Barbuda            | 178  | 30.0  |
| Malta          | 44   | 45.2  | Republic of Congo | 89   | 41.2  | Bangladesh                   | 134  | 37.4  | Syria                          | 179  | 29.7  |
| Colombia       | 45   | 45.2  | Maldives          | 90   | 41.2  | Uganda                       | 135  | 37.3  | Yemen                          | 180  | 27.8  |

## 1.4 Do credit ratings fully reflect country risks?

Sovereign risk ratings –commonly referred to as credit rating - determines the level of interest a country has to pay for loans and credits. It is therefore a very important parameter for every economy – it defines the level of capital cost for new investments, whatever the nature of those investment may be. The credit rating also affects the risks an investor is willing to take in overseas investments. Sovereign risk ratings are calculated by a number of rating agencies, most notable (and defining) by the “three sisters”: Moody's S&P, and Fitch. The publications and ratings of these three companies therefore have a significant impact on the cost of capital of a specific country. In addition, it seems that credit ratings are not impartial - and therefore not subjective - as the immediate downgrade of Greece after the election victory of a new left government has shown.

Sovereign risks are calculated based on a mix of economic, political and financial risks – i.e. all current risks that, like GDP calculations, do not take into account the framework that enables and defines the current situation. They do not look at or consider the wider environment – the ability and motivation of the workforce, the health and well-being, the physical environment (natural and man-made) that have caused the current situation. Credit ratings describe symptoms, they do not look at the root causes. It is therefore questionable whether credit ratings truly reflect investor risks of investing in a specific country.

### So what if sovereign bonds were rated against sustainability?



Sustainable competitiveness scores plotted against sovereign credit ratings (average of Moody's, S&P, Fitch) show no correlation, indicating insufficient coverage of sustainability risks in current risk calculation methodologies

In order to test the current applied credit ratings, the scores of the Sustainable Competitiveness Index have been converted to ratings equivalent to credit ratings - a sustainable credit rating. The generated grades are compared to the average credit rating of Moody's, S&P, and Fitch:

While there seems to be a slight initial correlation (higher sustainability equals positive credit rating) on first sights, there are too many exceptions to the rules to be considered correlating. For too many economies, in particular of developed countries, high credit rating is not reflected in high sustainable competitiveness score.

In the asset management world, it now has become near-standard to integrate some form of “ESG” into investment risk/opportunity evaluation. However, it seems the credit rating agencies are lagging behind the financial industry in this particular aspect: current credit ratings do not cover all investor risks. It is high time that credit rating agencies take into account “intangibles” in their credit risk calculation. Current practices and methodologies applied in sovereign credit rating calculation – and therefore do not fully reflect investor risks. It is high time that generally applied credit ratings do include the underlying factors that define the future development and capability of a country to generate and sustain wealth. It is high time that credit ratings include sustainability in their risk calculations.

## Sustainability-adjusted credit ratings

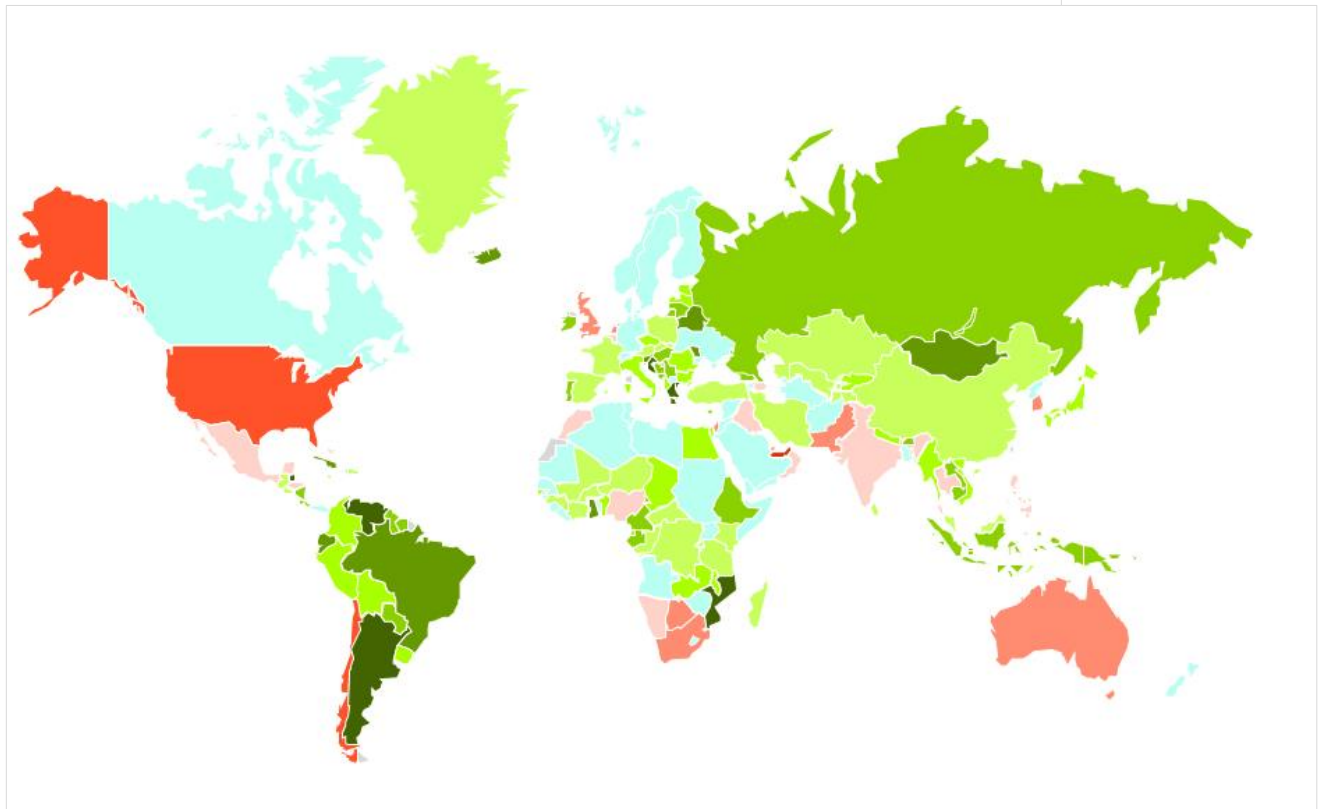
Some countries would see significant credit ratings upgrades, other downgrades when comparing the current credit rating with a fictional credit rating based on sustainable competitiveness. Based on this comparison, we have calculated a fictional sustainability-adjusted credit rating. The US, the UK and Australia would be significantly downgraded, while countries that have low credit ratings mostly due to political reasons (Greece, Argentina), would receive more favourable ratings (see table for comparison of selected countries).

However, what is most interesting is the World map of upgrades and downgrades of individual countries based on a fictional sustainability-adjusted credit rating (see World map below): the USA, UK and Australia all would be downgraded several levels, while in South America, Eastern Europe and Central Africa most nations receive a credit rating upgrade.

| Country        | Credit rating<br>(average of<br>Moody's, S&P,<br>Fitch) | GSCI rating | Rating<br>difference | Sustainability-<br>adjusted<br>rating | Rating<br>difference |
|----------------|---------------------------------------------------------|-------------|----------------------|---------------------------------------|----------------------|
| Argentina      | CCC+                                                    | A           | 11                   | BB+                                   | 6                    |
| Australia      | AAA                                                     | A+          | -4                   | AA                                    | -2                   |
| Austria        | AA+                                                     | AAA         | 1                    | AAA                                   | 1                    |
| Bolivia        | BB                                                      | A-          | 5                    | BBB-                                  | 2                    |
| Brazil         | BBB-                                                    | AA-         | 7                    | A-                                    | 4                    |
| Cambodia       | B                                                       | BBB-        | 5                    | BB                                    | 3                    |
| Canada         | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| Chile          | AA-                                                     | BBB         | -5                   | A-                                    | -3                   |
| China          | AA-                                                     | AA-         | 1                    | AA-                                   | 1                    |
| Denmark        | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| Germany        | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| Greece         | CCC                                                     | BBB         | 9                    | BB-                                   | 5                    |
| Iceland        | BBB                                                     | AAA         | 8                    | A+                                    | 4                    |
| India          | BBB-                                                    | BB-         | -3                   | BB+                                   | -1                   |
| Indonesia      | BBB-                                                    | A           | 5                    | BBB+                                  | 3                    |
| Italy          | BBB+                                                    | A+          | 4                    | A-                                    | 2                    |
| Japan          | A+                                                      | AAA         | 4                    | AA                                    | 2                    |
| Kuwait         | AA                                                      | BB+         | -8                   | A-                                    | -4                   |
| Mexico         | BBB+                                                    | BBB-        | -2                   | BBB                                   | -1                   |
| Netherlands    | AAA                                                     | AA-         | -3                   | AA                                    | -2                   |
| Norway         | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| Pakistan       | B                                                       | CCC-        | -4                   | CCC+                                  | -2                   |
| Portugal       | BB+                                                     | A+          | 6                    | BBB+                                  | 3                    |
| Russia         | BB+                                                     | A+          | 6                    | BBB+                                  | 3                    |
| Saudi Arabia   | AA-                                                     | A+          | -1                   | AA-                                   | 0                    |
| Sweden         | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| Switzerland    | AAA                                                     | AAA         | 0                    | AAA                                   | 0                    |
| United Kingdom | AA+                                                     | A           | -4                   | AA-                                   | -2                   |
| United States  | AAA                                                     | A           | -5                   | AA-                                   | -3                   |

Current, sustainability and sustainability-adjusted ratings of selected countries

## Sustainability-adjusted credit ratings vs. current credit ratings:



Sustainability-adjusted credit ratings: green indicates upgrade, blue neutral, and red downgraded credit ratings compare to current credit rating





sustainable competitiveness –

the model



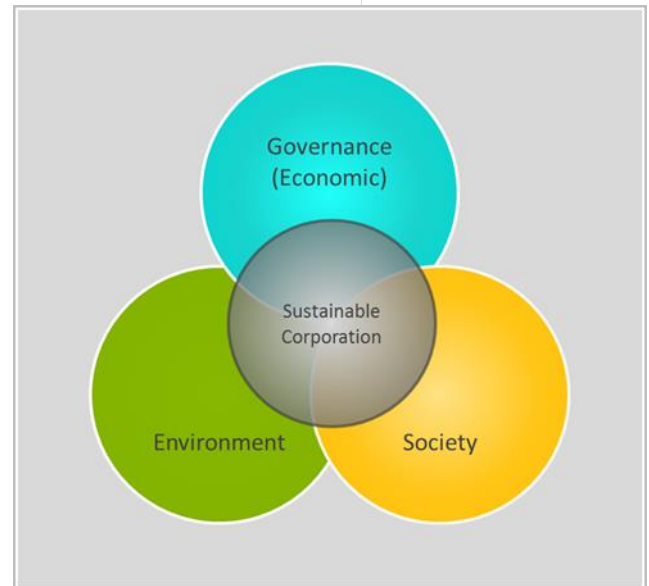
## 2 Sustainable Competitiveness

### 2.1 The Sustainable Competitiveness Model

The three-dimensional sustainability model of reconciling the economy, the environment and the society is often used and applied in the corporate world to evaluate and manage sustainability issues and performance.

However, corporations are entities that operate in very different boundaries and with different goals than states and nation-economies. The elements of the model therefore have to be adapted to the characteristics of nations and their fundament of sustained prosperity.

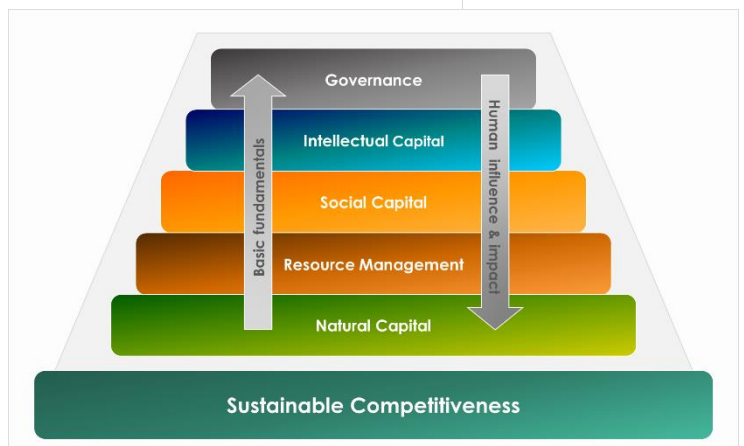
While corporate or economic entities (depending on the nature of their business) are working with natural capital, they do not depend on the location of the capital (natural, human, financial) they utilize, and therefore can move their operations to where the external conditions are most favourable, both in terms of physical location (offices/factories) and markets, as well as in terms of business fields. Transport and international trade have made countries and people less dependent on their immediate environment through international trade of resources, including water. However, countries and population cannot simply move should fundamental resources (water, agricultural output) become scarce or the country inhabitable due to climate change. At the end of the day people rely on, and life off, the natural capital of their environment for better or worse.



Model of sustainable development often applied in ESG research

### The Sustainable Competitiveness Pyramid

Sustainable competitiveness - they ability to generate and sustain inclusive wealth and dignifying standard of life for all citizens in a globalised world of competing economies, consists of 5 key elements that interact and influence each other: natural capital (the given natural environment and climate, minus human induced degradation and pollution), social capital, intellectual capital (the ability to compete in a globalised market through sustained innovation), resource management (the ability to extract the highest possible value from existing resources (natural, human, financial), and governance (the framework given, normally by government policies & investments, in which a national economy operates).



The Sustainable Competitiveness Pyramid

It is now widely accepted that economic activities have adverse impacts or side-effects on the non-financial assets of a country. The negative impacts of economic activities - including negative impacts on the social fabric and cohabitation within a society - can undermine or even reverse future growth and wealth creation. Due to the omission of key non-financial indicators and performance that are fundamental to sustain economic activities, conventionally used measurements to measure wealth of nations such as the GDP have limited informative value for the future development of a country.

Sustainable competitiveness means the ability of a country to meet the needs and basic requirements of current generations while sustaining or growing the national and individual wealth into the future without depleting natural and social capital.

The Sustainable Competitiveness Index is built and calculated based on the sustainable competitiveness model that covers 106 data indicators grouped in 5 pillars:



Social Cohesion is the fundamental stability required to maintain interruption-free economic activities: the health of populations, equality, security and freedom within a country

- Natural Capital is the based to sustain a society and economic activities: the given natural environment within the frontiers of a country, including availability of resources, and the level of the depletion of those resources.
- Resource Intensity is a measurement of efficiency, and thus an element of competitiveness: the efficiency of using available resources (domestic or imported) as a measurement of operational competitiveness in a resource-constraint World.
- Social Cohesion is the fundamental stability required to maintain interruption-free economic activities: the health of populations, equality, security and freedom within a country
- Sustainable Innovation is key to sustain economic development in the globalised market: the capability of a country to generate wealth and jobs through innovation and value-added industries in the globalised markets
- The Governance framework is the environment businesses and a national economy are operating in. It is key to future development, not only for software, but also hardware.

## Methodology Development

The competitiveness of a nation is influenced by a wide range of factors, i.e. is a complex matter. We are striving to develop a model that can reflect all aspects that define the level of competitiveness. The methodology for the Sustainable Competitiveness is therefore constantly reviewed and has evolved over time. For the 2014 Index, the methodology has been overhauled significantly with a redesign of the Sustainable Competitiveness model and additional indicators added (71 in 2013, 104 in 2014). The changes to the Sustainable Competitiveness Model and indicators have been undertaken based on past experiences, new research, data availability, and back-track analysis.

Due to the changes in the methodology, rankings of the current rankings prior to 2014 are not fully compatible with current rankings. While vast majority of countries remain in the same bracket of ranking despite the changes methodology, direct comparison of rankings have a limited informative value. From an index point of view, it might be preferable to base rankings on the same methodology and data. However, we believe that delivering the most accurate result possible is more important than direct of year-on-year rankings comparison. The main changes that have been implemented as a result of the methodology review include changes to the model of competitiveness on which the calculation is based, and further adaptation to availability of congruent data series.

### Changes to the sustainable competitiveness model

The sustainable competitiveness model has been adapted based on review of the elements that characterise and influence sustainable competitiveness of nation-economy, and how those elements influence and impact each other. The model used for the 2012/2013 Index consisted of 4 key elements – Natural Capital, Resource Intensity, Sustainable Innovation, and Social Cohesion. Since 2014, the Sustainable Competitiveness model is based on a pyramid with 5 levels. The basic conditions form the basis of the pyramid, on which the next level is built. Vice-versa, the higher levels of the pyramid are influencing the performance of the levels below.

- The base level of the Pyramid is the **Natural Capital** (the given physical environment and resources) – the resources that feed the population, provide energy, and materials
- The second level is **Resource Management** – the ability to use available resources at the highest possible efficiency - natural resources, human resources, intellectual resources, financial resources.
- The third level is the **Social Capital** of a country, the cohesion between generations, genders, income groups and other society groups. Social cohesion is required for the prosperous development of human capital, i.e. Social Capital is the provision of a framework that facilitates the third level of the pyramid
- The fourth level is the **Intellectual Capital**, the fundament for the ability to compete and generate wealth in a globalised competitive market through design and manufacturing of value-adding products and service. It is the basis for management capabilities
- The fifth and highest level is **Governance** – the direction and framework provided by government interventions, expenditure, and investments. Government policies (or the absence of such policies) have strong influence and or impact on all lower levels of the Sustainable Competitiveness Pyramid.

## 2.2 Competitiveness Indicators

The sustainable competitiveness model is based on a pyramid, where each level is required to support the next higher level. In the top-down direction, the different levels of the pyramid have influence the state of the lower levels.

| Natural capital                          |
|------------------------------------------|
| Fossil energy prevalence (% of total)    |
| Ecological consumption footprint         |
| Renewable freshwater availability/capita |
| Electricity from hydropower (%)          |
| Forest area (% of total)                 |
| Arable land (ha/capita)                  |
| Potential arable land (ha/capita)        |
| Land degradation (% of total)            |
| Land at risk of desertification          |
| Extreme weather incidents                |
| Mineral reserves (per GNI and capita)    |
| Population density                       |
| Cereal yield (kg per hectare)            |
| Natural resource depletion               |
| Endangered species                       |
| Energy self-sufficiency                  |
| Land area below 5 m (% of total)         |
| Population living below 5m (% of total)  |
| Average rainfall (mm)                    |
| SO2 emissions per capita                 |
| Biodiversity Benefit Index (GEF)         |
| Fertilizer consumption/ha                |
| Tourist attractiveness                   |
| Ocean Health Index                       |
| Population exposed to climate risks      |
| Primary education completion             |

### Natural Capital

The natural capital is the base of the pyramid, and is defined by the characteristics of the given physical environment of a country. The natural capital consists of a mixture of size, population, geography, climate, biodiversity and availability of natural resources (renewable and non-renewable), as well as the level of depletion/degradation of the available resources. The combination of these factors and the level of depletion of the non-renewable resources due to human activity and climate change represents the potential for sustaining a prosperous livelihood for the population and the economy of a nation into the future.

Indicators used encompass water, forest and biodiversity indicators, agricultural indicators, land degradation and desertification, minerals and energy resources, pollution indicators and depletion indicators.

### Resource Management

The more efficient a nation is using resources (natural, human, financial), the more wealth the country is able to generate.

In addition, higher efficiency means smaller negative impacts of potential supply scarcity of resources (food, energy, water, minerals). Higher efficiency is also equal to lower cost per production unit throughout all sectors, private and public. Efficient use of resources and energy is an indicator for a nation's ability

to maintain or improve living standard levels both under a future business-as-usual. Indicators used cover water usage and intensity, energy usage, intensity and energy sources, climate change emissions and intensity as well as certain raw material usage. However, global data availability for raw materials consumption other than steel is limited and therefore could not be included.

Indicators used cover water usage and intensity, energy usage, intensity and energy sources, climate change emissions and intensity as well as certain raw material usage. However, global data availability for raw materials consumption other than steel is limited and therefore could not be included.

| Resource Management                                 |
|-----------------------------------------------------|
| NOx emissions per GDP                               |
| NOx emissions per capita                            |
| Energy per GDP                                      |
| Energy per capita                                   |
| CO2 emissions / GDP                                 |
| CO2 emissions /capita                               |
| Freshwater withdrawal rate                          |
| Electricity consumption per capita                  |
| Electricity from coal (%)                           |
| Electricity from oil (%)                            |
| Renewable electricity excluding hydro (%)           |
| Water productivity                                  |
| Steel usage efficiency per capita (T/CAPITA)        |
| Air pollution - death due to respiratory infections |
| Urban air pollution                                 |
| Hazardous waste per GDP                             |
| Obesity rate                                        |
| GNI per capita                                      |
| Electricity consumption / GDP                       |

## Social Capital

The economy requires stability to run free of interruptions. Nations and societies therefore need a minimum level of social cohesion, coherence, and solidarity between different regions, between authorities and the people, between different interest groups, between income levels, between generations, and between individuals. A lack of social cohesion in any of the above aspects leads to social gaps that eventually lead to increased crime, violence and insecurity that can seriously undermine the stability the economy requires as a basis to thrive in the long run.

Indicators used cover health performance indicators, birth statistics, income differences, equal opportunities (gender, economic), freedom of press, human rights considerations, the level of crime against both possession and humans, and perceived levels of well-being and happiness.

## Intellectual Capital

The backbone of sustained economic success is the ability to continuously improve and innovate on all levels and throughout all institutions (not limited to the private sector). Sustaining competitiveness also requires a long-term view beyond momentary political interests or opinions, and long-term investments in crucial areas (education, infrastructure). Economies that are being deprived from investments sooner or later face decline, as some nations of the formerly "leading" West are currently learning the hard way. Indicators used for the innovation capability sub-index cover education levels, R&D performance indicators, infrastructure investment levels, employment indexes, and the balance of the agricultural-industrial-service sectors.

## Governance

With the given physical environment and conditions in place, the sustained competitiveness of a country is determined by what the society and the economy is able to extract from available resources. This, in turn, is characterized by the framework provided by authorities. The framework of a country provides the basis for businesses and the social consensus. Governance indicator consist of both physical indicators (infrastructure) as well as non-physical attributes (business legislation, level of corruption, government investments, exposure to business and volatility risks, exposure to financial risks, etc.)

## Data sources

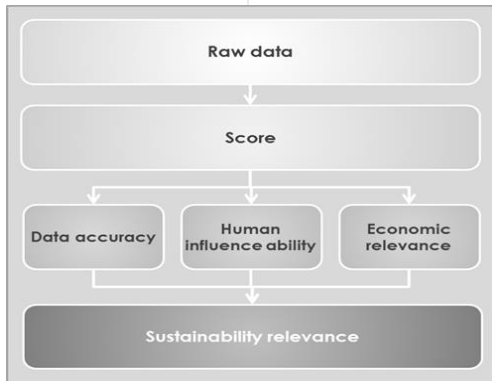
Over 90% of the sustainable competitiveness indicators are purely quantitative performance indicators. Data sources were chosen according to reliability and availability of global data. The largest percentage of indicators was derived from the World Bank's indicator database, followed by data sets and indicators provided by various UN agencies.

| Social Capital                              |
|---------------------------------------------|
| Doctors per 1000 people                     |
| Hospital bed availability                   |
| Nurses per 1000 people                      |
| Child mortality rate                        |
| Birth per woman                             |
| Teen moms                                   |
| Overweight                                  |
| Life satisfaction index                     |
| Press Freedom Index                         |
| Peace Index                                 |
| People reported to the police (%)           |
| Theft                                       |
| Homicide rate                               |
| Prison population rate (per 100'000 people) |
| Aging society                               |
| Suicide rate                                |
| Public health spending (% of total health)  |
| Women in parliament (% of MPs)              |
| Human rights index                          |

| Intellectual Capital                            |
|-------------------------------------------------|
| Primary education completion                    |
| Primary student repetitions                     |
| Secondary education enrolment                   |
| Tertiary education enrolment                    |
| Mean school years                               |
| R&D FTEs per million people                     |
| R&D spending                                    |
| High tech exports                               |
| Patent applications per 1 million people        |
| Patent applications (per GDP)                   |
| New business registrations per 1 million people |
| Trademark applications                          |
| Manufacturing value added                       |
| Education spending (% of government budget)     |
| Pupil-teacher ratio                             |
| Pupil gender ratio                              |

| Governance                                                   |
|--------------------------------------------------------------|
| Mobile communication availability                            |
| Transmission losses                                          |
| Internet availability                                        |
| TI CPI Index                                                 |
| Bribery payments - % of businesses                           |
| Employment in the service sector                             |
| Employment in the manufacturing sector                       |
| Unemployment                                                 |
| Investments                                                  |
| Austerity Index                                              |
| GINI coefficient (income distribution inequality)            |
| Income quintile ratio                                        |
| Quality of public services                                   |
| Poverty development                                          |
| Military spending (% of total government spending)           |
| Rail network per area & population                           |
| Government debt                                              |
| Access to electricity                                        |
| Bank capital-asset ratio                                     |
| Market fluctuation exposure: stock trading volume (% of GDP) |
| Market fluctuation exposure: company value (% of GDP)        |
| Imports (% of GDP)                                           |
| Population (total)                                           |
| GNI (total)                                                  |
| Ease of doing business                                       |

## 2.3 Index calculation

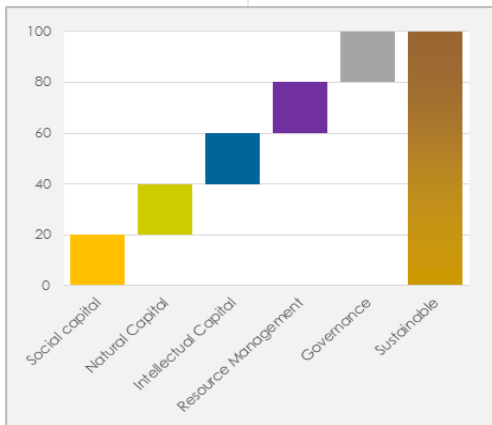


### Calculating scores from raw data

The raw data consist of numerical values. While values can be ranked against each other, they cannot be compared or added to other values (two apples plus three oranges are not equal to five pineapples). It is therefore necessary to extract a scalable and comparable score from the raw data as a first step.

When comparing raw data of variables of different countries, an "absolute best" cannot be defined. Scores therefore cannot be calculated against a real or calculated best score. For the purpose of this index, the raw data was analysed and ranked for each indicator individually. Through calculation of the average deviation, the best performing 5% receive the highest score (100), and the lowest 5% receive the lowest possible score (0). Scores between the highest and the lowest 5% are linearly assigned relative to the best 5% and the worst 5%.

Calculating scores from raw data



In a second step, the relative importance (weight) of the indicator is assessed against other indicators to calculate scores for the 5 sub-indexes. The Sustainable Competitiveness Index is calculated based on the sub-indexes, each weighted equally.

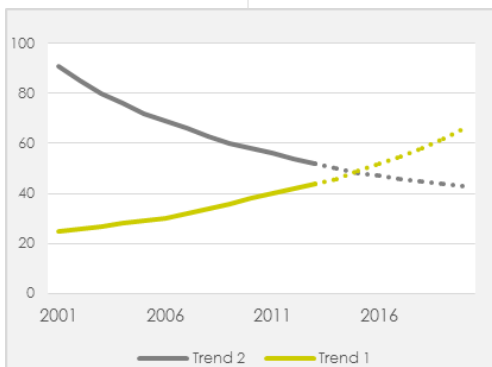
### Data in perspective

Raw data has to be analysed in perspective: 5000 ha of forest might be a large area for a country like Andorra, but it is a small area in China. Depending on the indicator, the denominator might be the land area, the size of the population, or intensity measurements, e.g. GDP. For certain indicators, (e.g. energy efficiency, but also innovation indicators), the performance is

Each level of the Sustainable Competitiveness Pyramid is equally important and therefore equally weighted

evaluated against two denominators (normally population size and GDP) in order to gain a more altruistic picture of the national sustainability performance that incorporates economic and human efficiency.

### Trend analysis: Integrating recent developments



Current data limits the perspective to a momentary picture in time. However, the momentary status is not sufficient to gain a true picture of the sustainable competitiveness, which is, by definition, forward-looking. Of equal importance are therefore the trend developments. Analysing trends and developments allows for understanding of where a country is coming from – and, more importantly - indicates the direction of future developments. Increasing agricultural efficiency, for example, indicates a country's capability to feed an increasing population in the future, or the opposite if the trends are decreasing. Where sufficient data series are available, the trend was calculated for

In order to reflect a dynamic performance picture, performance trends are analysed, scored and integrated in the Sustainable Competitiveness Index

the latest 5 years available and scored to evaluate the current level as well as the future outlook and sustainability potential of a country based on recent developments.



## Methodology Details

### Data Sources

Only data from reliable sources was included in the index. Most data points and data series were extracted from the World Bank's statistical database as well as from the combined UN database that contains statistical data across several UN agencies.

### Data reliability & accuracy

The accuracy of the index relies on the accuracy of the underlying data. Given the many individual and agencies involved in data collected around the World, it cannot be excluded that some of the data is not completely accurate. Data sources chosen for this Index (World Bank, UN agencies) are considered reasonably reliable. Raw data from the various databases was used as a basis for calculation as-is, i.e. without verifying the actual data.

### Limitations of quantitative analysis

In order to exclude subjectivity, only quantitative data has been taken into account. However, quantitative indicators sometimes are not able to differentiate or express real and actual levels of quality. High spending on health care for example does not necessarily guarantee high quality health care system available for the average citizen. Equally, the percentage of school enrolment (on all levels, from primary levels to college and universities) is not necessarily an expression of the quality of the education. However, for some indicators, quality is equally important to quantity from a sustainability viewpoint. For such indicators, quantitative indicators have limited informative value and serve as a proxy.

While explanatory power of quantitative indicators is limited, conducting a qualitative evaluation of the 73 indicators used on the global level would go far beyond the limitations of this index. For indicators with a potentially low correlation between quantity and quality, the weighting has been adjusted accordingly. In order to integrate some qualitative aspects, results of global surveys have been included, e.g. for the quality of public services, or perceived life satisfaction.

### Time frame of data used

The Sustainable Competitiveness Index 2015 is based on the latest available data. For most data series, the latest data available (March 2013) is 2013 or 2014 data. Where 2014 data was available, 2014 data has been used. Where 2014 or 2013 data was not available, 2012 data was used, and in a few cases 2011 data has been used.

### Availability of data

For some indicators data is not available for all countries (in particular for the less or least developed economies). If non-available data points would be converted to a 0 (zero) score, the rankings would be distorted. In order to present a balanced overall picture, the missing data points from those countries have been replaced with calculated values, extrapolated based on regional averages, income and development levels, as well as geographical features and climatic averages.

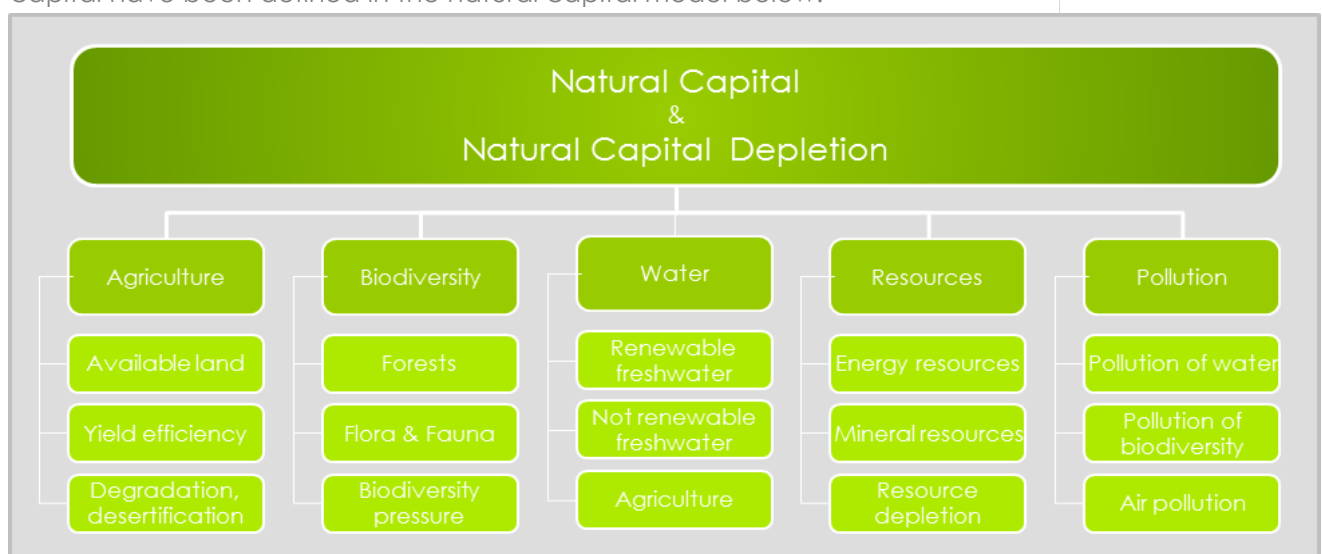


natural capital

### 3 Natural Capital

The Natural Capital of a country is defined by the natural physical environment. The Natural Capital model incorporates the essence of resources available that allow a country to be completely self-sustaining: land, water, climate, biodiversity, food production and capacity, and energy and mineral resources. In addition, the level of depletion or degradation of those resources that could endanger future self-sufficiency are taken into account to reflect the full picture of the available natural capital.

The number of data points related to natural capital available from a variety of sources is nearly endless. The main challenge is to select the most relevant and meaningful indicators amongst the wealth of available data. In order to define meaningful and relevant, the core issues affecting the sustainable use of natural capital have been defined in the natural capital model below:



#### Natural capital indicators

Based on the definition of the key natural capital areas, data series are chosen as indicators that reflect the sustainable competitiveness of a country based on its natural resources (natural capital).

The indicators have been analysed for the latest data point available as well as their development over time, reflecting the current status and the future outlook of Natural Capital availability (environmental sustainability) in relation to the size and population of a country. In addition, indicators that measure the depletion or degradation of the natural resources have been taken into account. The combination of these indicators reflect the current status as well as the ability to sustain the population and the national economy.

As some of the above key areas are difficult to express in numerical values, some quantitative scores compiled by UN agencies have been used for certain indicators, such as biodiversity potential, resource depletion, and the ecological footprint.

For the full list of indicators used, please refer to the [methodology](#) section.

Key elements of competitiveness drivers in the Natural Capital Sub-Index

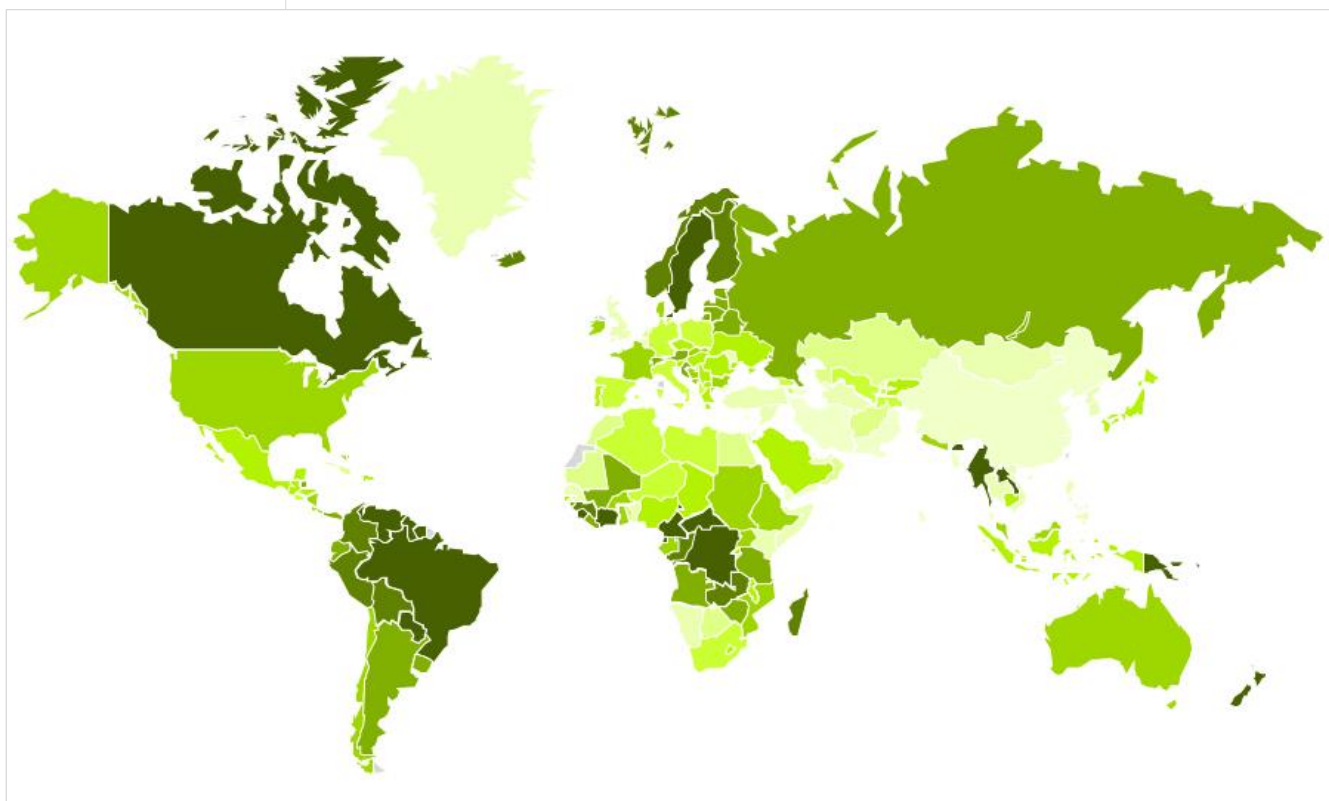
## Natural Capital - the neglected fundament

Natural capital is the very basis on which a country is built: its physical environment and conditions. The ability to sustain the existing natural capital is composed of two main factors: the characteristics of the given geography and climate, combined with the extent of human activities that have or will affect the ability of natural capital to sustain the population and the economy.

A nation's natural capital is a given value – it is as it is – i.e. there are limitations to human ability to improve or change the available natural capital. While it takes little to impair or exploit the natural capital, rebuilding or improving natural capital factors is difficult, and requires significant time and resources.

### Natural Capital Ranking Observations

High-ranking countries are characterised by the availability of abundant water combined with tropical climate, rich biodiversity and availability of other natural resources. The highest scoring countries are mostly located in tropical areas, underscoring the overarching importance of the availability of sufficient water. While these countries currently may lack social, intellectual and governance capital, their Natural Capital would allow them to develop sustainable competitiveness over time. A certain correlation with the level of human activities and population density can also be observed: large countries with a comparably small population density and rich biodiversity are on top of the Natural Capital ranking (North America, Scandinavia, Brazil).



The Natural Capital World Map. Dark areas indicate high, light areas low levels of natural capital

The top ten of the natural capital ranking sees some surprising and less well known countries like Congo, Bhutan, Cameroon, Suriname, Guyana, and Laos, whereas the OECD's representation in the top twenty is limited to Sweden, Canada New Zealand and Iceland. The rankings of India (175) and China (171)



are affected by a combination of arid climate, high population density and depletion levels, raising concerns over those countries' ability to self-sustain their large populations in the absence of well-planned counter-measurements.

## Global Natural Capital Rankings

Scores and rankings of the level of Natural Capital by country:

| Country                      | Rank | Score | Country                | Rank | Score | Country             | Rank | Score | Country                        | Rank | Score |
|------------------------------|------|-------|------------------------|------|-------|---------------------|------|-------|--------------------------------|------|-------|
| Democratic Republic of Congo | 1    | 71.6  | Croatia                | 46   | 53.5  | Ukraine             | 91   | 46.2  | St. Vincent and the Grenadines | 136  | 38.9  |
| Suriname                     | 2    | 70.0  | Ecuador                | 47   | 53.4  | Malawi              | 92   | 46.2  | Turkey                         | 137  | 38.6  |
| Bhutan                       | 3    | 69.5  | Zimbabwe               | 48   | 53.3  | Guatemala           | 93   | 46.2  | Benin                          | 138  | 38.3  |
| Guyana                       | 4    | 68.0  | Liechtenstein          | 49   | 53.1  | Dominican Republic  | 94   | 46.0  | Moldova                        | 139  | 38.3  |
| Paraguay                     | 5    | 65.7  | USA                    | 50   | 52.9  | Nigeria             | 95   | 45.9  | Turkmenistan                   | 140  | 37.9  |
| Central African Republic     | 6    | 65.2  | Gabon                  | 51   | 52.6  | Macedonia           | 96   | 45.7  | Namibia                        | 141  | 37.8  |
| Canada                       | 7    | 65.0  | Mozambique             | 52   | 52.4  | Rwanda              | 97   | 45.7  | Kuwait                         | 142  | 37.3  |
| Sweden                       | 8    | 64.8  | Sudan                  | 53   | 52.4  | Saudi Arabia        | 98   | 45.6  | Grenada                        | 143  | 37.2  |
| Laos                         | 9    | 64.6  | France                 | 54   | 52.2  | Brunei              | 99   | 45.4  | United Kingdom                 | 144  | 36.8  |
| Cameroon                     | 10   | 64.6  | Bulgaria               | 55   | 51.8  | Honduras            | 100  | 45.0  | Senegal                        | 145  | 36.8  |
| Cote d'Ivoire                | 11   | 64.2  | Chile                  | 56   | 51.2  | Libya               | 101  | 44.8  | Mongolia                       | 146  | 36.7  |
| Burma                        | 12   | 64.2  | Ireland                | 57   | 51.0  | Seychelles          | 102  | 44.8  | Philippines                    | 147  | 36.7  |
| Papua New Guinea             | 13   | 64.0  | Bahamas                | 58   | 50.8  | Luxembourg          | 103  | 44.7  | Djibouti                       | 148  | 36.2  |
| New Zealand                  | 14   | 62.8  | Costa Rica             | 59   | 50.7  | Italy               | 104  | 44.7  | Kenya                          | 149  | 35.8  |
| Equatorial Guinea            | 15   | 62.0  | Nicaragua              | 60   | 50.6  | Tajikistan          | 105  | 44.7  | United Arab Emirates           | 150  | 35.8  |
| Venezuela                    | 16   | 61.2  | Slovakia               | 61   | 50.5  | South Africa        | 106  | 44.7  | Belgium                        | 151  | 35.7  |
| Brazil                       | 17   | 61.1  | Uganda                 | 62   | 50.5  | Niger               | 107  | 44.2  | Malta                          | 152  | 35.6  |
| Sierra Leone                 | 18   | 61.0  | Denmark                | 63   | 50.4  | Uzbekistan          | 108  | 44.0  | Syria                          | 153  | 35.5  |
| Iceland                      | 19   | 60.8  | Bosnia and Herzegovina | 64   | 50.3  | Togo                | 109  | 43.8  | Vanuatu                        | 154  | 35.5  |
| Bolivia                      | 20   | 60.7  | Malaysia               | 65   | 50.1  | Georgia             | 110  | 43.7  | Eritrea                        | 155  | 35.3  |
| Norway                       | 21   | 60.6  | Ghana                  | 66   | 50.1  | Samoa               | 111  | 43.6  | Thailand                       | 156  | 35.2  |
| Zambia                       | 22   | 60.5  | Mauritius              | 67   | 49.8  | Algeria             | 112  | 43.4  | Qatar                          | 157  | 34.8  |
| Finland                      | 23   | 59.9  | Montenegro             | 68   | 49.8  | Armenia             | 113  | 43.3  | South Korea                    | 158  | 34.5  |
| Republic of Congo            | 24   | 59.8  | Ethiopia               | 69   | 49.7  | Trinidad and Tobago | 114  | 43.3  | Antigua and Barbuda            | 159  | 34.3  |
| Peru                         | 25   | 58.9  | Fiji                   | 70   | 49.4  | Poland              | 115  | 43.0  | Sao Tome and Principe          | 160  | 33.8  |
| Madagascar                   | 26   | 58.8  | Nepal                  | 71   | 49.4  | Germany             | 116  | 42.7  | Sri Lanka                      | 161  | 33.7  |
| Guinea                       | 27   | 58.8  | Burkina Faso           | 72   | 49.4  | Albania             | 117  | 42.5  | Lebanon                        | 162  | 32.4  |
| Colombia                     | 28   | 57.5  | Australia              | 73   | 49.1  | Barbados            | 118  | 42.1  | Yemen                          | 163  | 32.0  |
| Tanzania                     | 29   | 56.7  | Slovenia               | 74   | 48.5  | Timor-Leste         | 119  | 41.9  | Bangladesh                     | 164  | 31.2  |
| Estonia                      | 30   | 56.5  | Hungary                | 75   | 48.5  | Spain               | 120  | 41.5  | Israel                         | 165  | 31.2  |
| Russia                       | 31   | 56.5  | Chad                   | 76   | 48.1  | Maldives            | 121  | 41.4  | Singapore                      | 166  | 30.8  |
| Latvia                       | 32   | 56.3  | Greece                 | 77   | 48.0  | St. Lucia           | 122  | 41.1  | Pakistan                       | 167  | 30.6  |
| Belize                       | 33   | 56.0  | Cambodia               | 78   | 47.9  | El Salvador         | 123  | 41.0  | Iran                           | 168  | 30.1  |
| Angola                       | 34   | 56.0  | Serbia                 | 79   | 47.8  | Netherlands         | 124  | 40.5  | Azerbaijan                     | 169  | 30.0  |
| Austria                      | 35   | 55.7  | Portugal               | 80   | 47.7  | Botswana            | 125  | 40.5  | Cyprus                         | 170  | 29.6  |
| Uruguay                      | 36   | 55.6  | Kyrgyzstan             | 81   | 47.7  | Afghanistan         | 126  | 40.4  | China                          | 171  | 29.4  |
| Argentina                    | 37   | 55.5  | Gambia                 | 82   | 47.7  | Comoros             | 127  | 40.4  | Haiti                          | 172  | 29.4  |
| Lithuania                    | 38   | 54.9  | Lesotho                | 83   | 47.6  | Egypt               | 128  | 40.4  | Tunisia                        | 173  | 28.9  |
| Liberia                      | 39   | 54.7  | Swaziland              | 84   | 47.6  | Mauritania          | 129  | 40.2  | Iraq                           | 174  | 28.8  |
| Belarus                      | 40   | 54.5  | Dominica               | 85   | 47.5  | Burundi             | 130  | 40.0  | India                          | 175  | 28.8  |
| Mali                         | 41   | 54.5  | Indonesia              | 86   | 47.1  | Morocco             | 131  | 39.9  | Jamaica                        | 176  | 28.6  |
| Solomon Islands              | 42   | 54.4  | Czech Republic         | 87   | 47.1  | Kazakhstan          | 132  | 39.8  | Jordan                         | 177  | 24.5  |
| Guinea-Bissau                | 43   | 54.3  | Mexico                 | 88   | 47.0  | Cuba                | 133  | 39.3  | Hong Kong                      | 178  | 23.0  |
| Panama                       | 44   | 54.0  | Japan                  | 89   | 46.6  | Oman                | 134  | 39.2  | Bahrain                        | 179  | 20.0  |
| Switzerland                  | 45   | 53.5  | Romania                | 90   | 46.6  | Vietnam             | 135  | 38.9  | West Bank and Gaza             | 180  | 19.2  |



resource intensity



## 4 Resource Management

The second level of the sustainable competitiveness pyramid is the ability to manage available resource (natural capital, human capital, financial capital) efficiently – regardless of whether the capital is scarce or abundant. Whether a country does or does not possess resources within its boundaries (natural and other resources), efficiency in using resources – whether domestic or imported – is a cost factor, affecting the competitiveness and thus wealth of nations. Over-exploitation of existing natural resources also affects the natural capital of the country, i.e. the ability of a country to support its population and economy with the required resources into the future.

In addition, non-renewable resources that are used today might be scarce and expensive tomorrow, affecting competitiveness, wealth and the quality of life in the future. A number of factors are pointing to rising cost for resources in the future, in particular natural resources: scarcity and depletion of energy, water, and mineral resources, increasing consumption (particular in non-OECD countries), financial speculation on raw materials, and possibly geo-political influences. The key objective of the resource management category is therefore to evaluate a country's ability to deal with rising cost and sustain economic growth in the face of rising prices in the global commodity markets.



Vital natural resources include water, energy, and raw materials. Most of the resources used today are non-renewable, or only partly renewable: fossil-based energy, and minerals. Water aquifers and other natural products (e.g. wood) are renewable, as long as their capacity is not overused and the replacement patterns are not drastically altered, e.g. through depletion, biodiversity loss, pollution, or climate change.

Resource efficiency indicators are evaluated both in terms of intensity (per capita) and efficiency (relative GDP). The availability of accurate global data is not as wide as in other criteria, particularly in terms of usage of raw materials. Other than steel & minerals usage, reliable raw material usage statistics are not available on a global level. The focus is therefore on energy, energy sources, water, steel usage, as well as GHG emission intensity and productivity. For the full list of indicators, refer to the [methodology](#) section.

Key elements of competitiveness drivers in the Resource Management Sub-Index

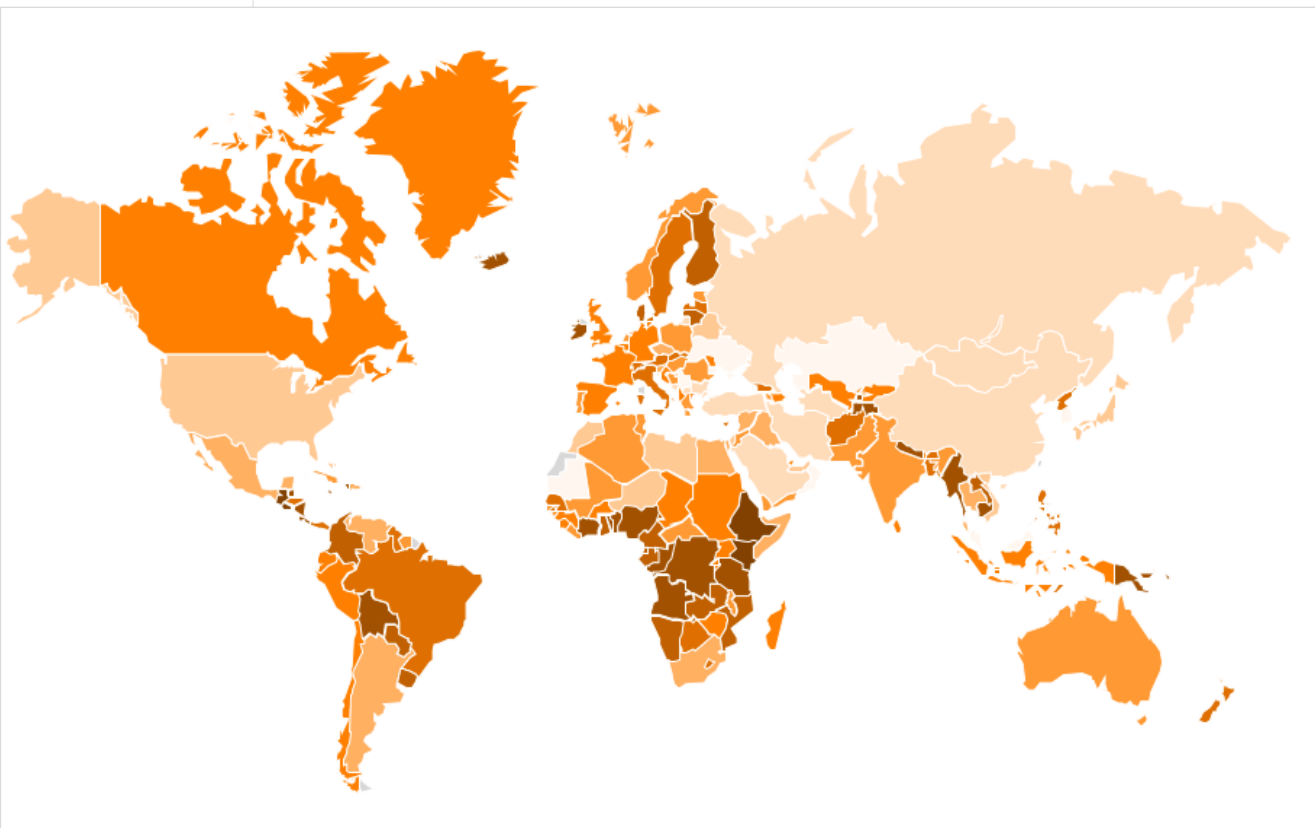
## Resource Management World Map

The resource intensity ranking is topped by less developed countries, with no OECD nation or developed economy in the top 10. Ireland and Iceland, the highest ranking of the developed economies, are placed 17 & 18, followed by Finland (31), Luxembourg (36) and Denmark (38). The World's economic powerhouses score comparable low – UK is ranked 69 thanks to the near-complete de-industrialisation, Germany is ranked 94, Japan 157, and the USA at 159. Brazil is positioned the highest among the large emerging economies (Rank 58), while India (124), China (160) and Russia (163) have a distinctive potential for improving their sustainable competitiveness through improving resource intensity and resource management.

The Resource Management Sub-Index is composed of indicators scored relative to population (e.g. GHG per capita) as well as relative to economic output (e.g. energy consumption per GDP). Indicators measured against population (per capita) clearly favour countries with low resource and raw material consumption (i.e. less developed countries), while indicators scored relative to GDP measure economic efficiency.

The resource intensity map shows that the resource intensity of less developed countries seems to be lower than that of higher developed countries - despite the weighting (as calculated by relevance) for scores measured against economic output (GDP) being significantly higher than for absolute intensity scores (measured against capita).

The main implications of higher or lower resource management capabilities are related to stability and sustained economic growth: should global prices for raw materials and energy rise significantly in the future (as trends and the majority of available research suggests), the countries in the lower ranks will face substantial higher costs and challenges to maintain their growth compared to countries with higher efficiency and intensity scores.

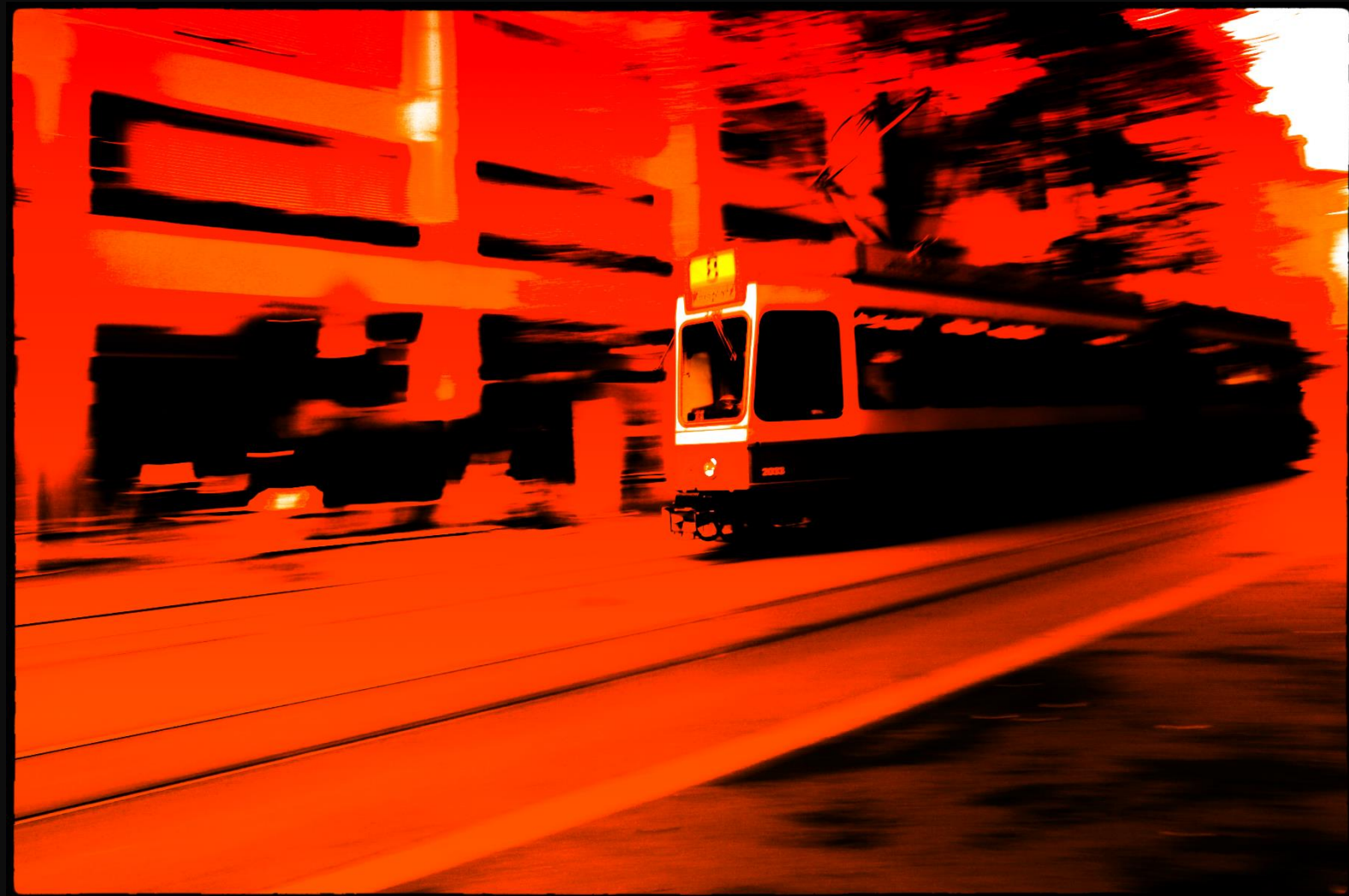


The Resource Intensity World Map. Dark areas indicate low, light areas indicate high resource Intensity.

## Resource Management Rankings

Scores and rankings of the level of Resource Management Sub-Index by country:

| Country                      | Rank | Score | Country        | Rank | Score | Country                  | Rank | Score | Country                        | Rank | Score |
|------------------------------|------|-------|----------------|------|-------|--------------------------|------|-------|--------------------------------|------|-------|
| Guatemala                    | 1    | 55.9  | Honduras       | 46   | 40.3  | Fiji                     | 91   | 36.4  | Maldives                       | 136  | 32.4  |
| Kenya                        | 2    | 51.5  | Bangladesh     | 47   | 40.2  | Canada                   | 92   | 36.4  | Slovenia                       | 137  | 32.3  |
| El Salvador                  | 3    | 51.3  | Sweden         | 48   | 40.0  | Qatar                    | 93   | 36.3  | St. Lucia                      | 138  | 32.2  |
| Ethiopia                     | 4    | 50.5  | Philippines    | 49   | 39.8  | Germany                  | 94   | 36.3  | Thailand                       | 139  | 32.0  |
| Belize                       | 5    | 49.6  | Liechtenstein  | 50   | 39.7  | Sudan                    | 95   | 36.0  | Iraq                           | 140  | 31.9  |
| Costa Rica                   | 6    | 49.6  | New Zealand    | 51   | 39.7  | Central African Republic | 96   | 36.0  | Syria                          | 141  | 31.8  |
| Cambodia                     | 7    | 49.3  | Slovakia       | 52   | 39.1  | Norway                   | 97   | 35.9  | South Africa                   | 142  | 31.8  |
| Haiti                        | 8    | 48.7  | Guyana         | 53   | 39.1  | Greece                   | 98   | 35.8  | Czech Republic                 | 143  | 31.5  |
| Nicaragua                    | 9    | 48.1  | Georgia        | 54   | 39.0  | Guinea-Bissau            | 99   | 35.8  | Argentina                      | 144  | 31.4  |
| Bolivia                      | 10   | 47.3  | Panama         | 55   | 38.8  | Seychelles               | 100  | 35.8  | Mexico                         | 145  | 31.1  |
| Republic of Congo            | 11   | 47.2  | Austria        | 56   | 38.7  | Suriname                 | 101  | 35.7  | Israel                         | 146  | 30.8  |
| Nepal                        | 12   | 47.1  | Botswana       | 57   | 38.7  | Gambia                   | 102  | 35.6  | United Arab Emirates           | 147  | 30.6  |
| Nigeria                      | 13   | 47.1  | Brazil         | 58   | 38.6  | Sao Tome and Principe    | 103  | 35.6  | Bahamas                        | 148  | 30.4  |
| Togo                         | 14   | 47.0  | Timor-Leste    | 59   | 38.6  | Malawi                   | 104  | 35.3  | Niger                          | 149  | 30.4  |
| Jamaica                      | 15   | 46.3  | Afghanistan    | 60   | 38.5  | Singapore                | 105  | 35.3  | Grenada                        | 150  | 30.4  |
| Tajikistan                   | 16   | 46.2  | Lesotho        | 61   | 38.5  | Solomon Islands          | 106  | 35.2  | Libya                          | 151  | 30.3  |
| Ireland                      | 17   | 46.1  | Italy          | 62   | 38.5  | Romania                  | 107  | 35.1  | Belarus                        | 152  | 30.2  |
| Iceland                      | 18   | 46.0  | Latvia         | 63   | 38.3  | Pakistan                 | 108  | 35.1  | Vietnam                        | 153  | 30.2  |
| Papua New Guinea             | 19   | 45.8  | Senegal        | 64   | 38.1  | Australia                | 109  | 35.0  | Lebanon                        | 154  | 30.1  |
| Tanzania                     | 20   | 45.7  | Cyprus         | 65   | 38.0  | Liberia                  | 110  | 35.0  | Barbados                       | 155  | 30.0  |
| Benin                        | 21   | 45.5  | Belgium        | 66   | 38.0  | Mauritius                | 111  | 35.0  | Hong Kong                      | 156  | 29.9  |
| Angola                       | 22   | 45.3  | Croatia        | 67   | 37.9  | Trinidad and Tobago      | 112  | 34.9  | Japan                          | 157  | 29.7  |
| Democratic Republic of Congo | 23   | 45.3  | Albania        | 68   | 37.6  | Portugal                 | 113  | 34.9  | Morocco                        | 158  | 29.5  |
| Burma                        | 24   | 45.0  | United Kingdom | 69   | 37.6  | Samoa                    | 114  | 34.9  | USA                            | 159  | 29.3  |
| Cote d'Ivoire                | 25   | 45.0  | Ecuador        | 70   | 37.6  | Djibouti                 | 115  | 34.8  | China                          | 160  | 28.9  |
| Equatorial Guinea            | 26   | 44.7  | Indonesia      | 71   | 37.6  | Hungary                  | 116  | 34.5  | Turkmenistan                   | 161  | 28.7  |
| Laos                         | 27   | 44.3  | Burundi        | 72   | 37.5  | Cuba                     | 117  | 34.4  | St. Vincent and the Grenadines | 162  | 28.5  |
| Mozambique                   | 28   | 44.3  | Chile          | 73   | 37.4  | Yemen                    | 118  | 34.3  | Russia                         | 163  | 28.4  |
| Zambia                       | 29   | 44.2  | Burkina Faso   | 74   | 37.4  | Algeria                  | 119  | 34.3  | Bahrain                        | 164  | 27.8  |
| Eritrea                      | 30   | 44.2  | Kyrgistan      | 75   | 37.4  | Swaziland                | 120  | 34.2  | Turkey                         | 165  | 27.7  |
| Finland                      | 31   | 44.2  | Zimbabwe       | 76   | 37.4  | West Bank and Gaza       | 121  | 34.1  | Macedonia                      | 166  | 27.4  |
| Namibia                      | 32   | 43.6  | Spain          | 77   | 37.3  | Mali                     | 122  | 34.0  | Mongolia                       | 167  | 27.2  |
| Gabon                        | 33   | 43.1  | Azerbaijan     | 78   | 37.1  | Tunisia                  | 123  | 33.9  | Antigua and Barbuda            | 168  | 27.1  |
| Uruguay                      | 34   | 43.0  | Sierra Leone   | 79   | 37.0  | India                    | 124  | 33.7  | Saudi Arabia                   | 169  | 26.9  |
| Colombia                     | 35   | 42.6  | Uganda         | 80   | 36.9  | Jordan                   | 125  | 33.6  | Bulgaria                       | 170  | 26.6  |
| Luxembourg                   | 36   | 42.3  | Chad           | 81   | 36.9  | Estonia                  | 126  | 33.6  | Montenegro                     | 171  | 26.5  |
| Denmark                      | 37   | 42.1  | Guinea         | 82   | 36.9  | Netherlands              | 127  | 33.6  | Iran                           | 172  | 26.2  |
| Dominica                     | 38   | 41.8  | France         | 83   | 36.9  | Armenia                  | 128  | 33.6  | Mauritania                     | 173  | 25.7  |
| Comoros                      | 39   | 41.7  | Peru           | 84   | 36.8  | Bosnia and Herzegovina   | 129  | 33.4  | Malaysia                       | 174  | 25.6  |
| Paraguay                     | 40   | 41.7  | Sri Lanka      | 85   | 36.8  | Poland                   | 130  | 33.2  | Ukraine                        | 175  | 25.0  |
| Ghana                        | 41   | 41.5  | Malta          | 86   | 36.7  | Dominican Republic       | 131  | 32.9  | Serbia                         | 176  | 24.0  |
| Lithuania                    | 42   | 41.4  | Moldova        | 87   | 36.7  | Egypt                    | 132  | 32.7  | Oman                           | 177  | 23.2  |
| Cameroon                     | 43   | 41.2  | Madagascar     | 88   | 36.4  | Venezuela                | 133  | 32.5  | Kazakhstan                     | 178  | 22.8  |
| Bhutan                       | 44   | 40.9  | Uzbekistan     | 89   | 36.4  | Brunei                   | 134  | 32.5  | Kuwait                         | 179  | 21.6  |
| Switzerland                  | 45   | 40.7  | Rwanda         | 90   | 36.4  | Vanuatu                  | 135  | 32.4  | South Korea                    | 180  | 20.7  |

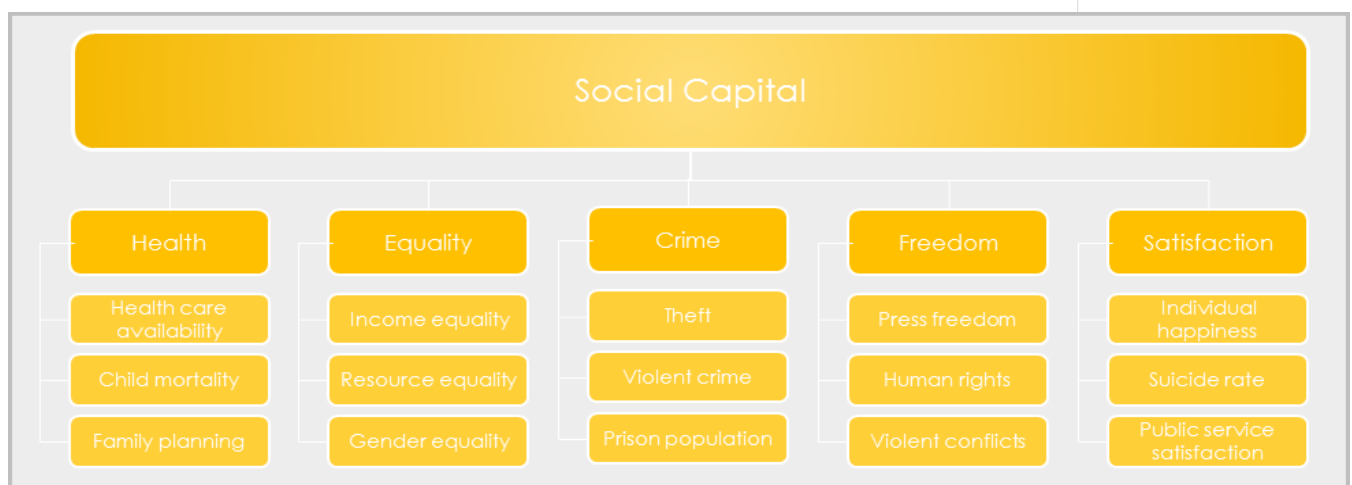


social capital

## 5 Social Capital

The Social Capital of a nation is the sum of social stability and the well-being (perceived or real) of the entire population. Social Capital generates social cohesion and a certain level of consensus, which in turn delivers a stable environment for the economy, and prevents natural resources from being over-exploited. Social Capital is not a tangible value and therefore hard to measure and evaluate in numeric values. In addition to local historical and cultural influences, the social consensus in a society is affected by several factors: health care systems and their universal availability/affordability (measuring physical health); income and asset equality, which are correlated to crime levels; demographic structure (to assess the future generational balance within a society); and freedom of expression, freedom from fear and the absence of violent conflicts that are required for businesses to be able to generate value.

While a direct connection of social cohesion to creating wealth and sustain economic development might be difficult to establish scientifically, a certain degree of equality, adequate health systems, freedom from fear and equal opportunities (without which no American Dream ever would have been possible) are pre-requisites to achieve the same. The absence or deterioration of social cohesion in turn leads to lower productivity (health), rising crime rates, and potentially social unrest, paralysing economic development and growth.



### Social Capital Indicators

The indicators selected to measure social cohesion have been selected from the 5 themes above (health, equality, crime, freedom and age structure). Some of these indicators (e.g. "happiness") are qualitative, i.e. not based on performance data that can be measured. Instead, qualitative indicators from surveys and other sources compiled by recognised organisations were used to measure the qualitative aspects of social cohesion, including single indicators from the Happy Planet Index (New Economics Foundation), the Press Freedom Index (Reporters Without Borders), and the Global Peace Index (Institute for Economics and Peace).

For the full list of used indicators, please refer to the [methodology](#) section.

Key elements of competitiveness drivers in the Social Capital Sub-Index

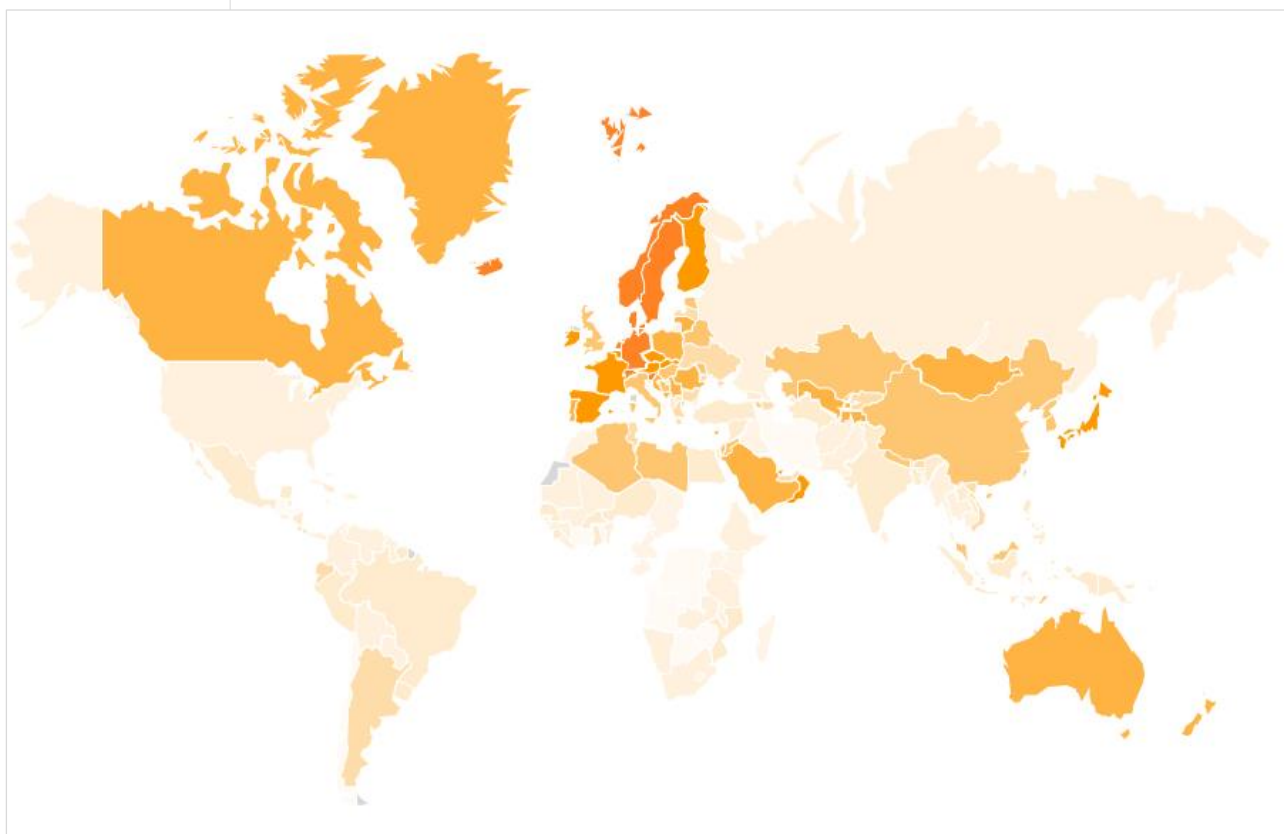


## Social Capital World Map

A certain level of social balance or social consensus is required to maintain a stable environment in which economic activities can take place. The higher the social capital of a country, the better the economy can flourish. The higher the social consensus, the higher the motivation of individuals to contribute to the wider good, i.e. the sustainable development of the nation – and the less likely they are to fall off the track into illegal paths of wealth generation that eventually hurt the legal economy. The indicators used to calculate the Social Capital score of countries is composed of health and health care factors (availability and affordability), the quantitative equality within societies (income, assets, and gender equality), freedom indicators (political freedom, freedom from fear, individual happiness), crime levels, and demographic indicators.

The top-ten in the Social Capital sub-index is dominated by European countries from the North – all 5 Nordic countries, plus Luxembourg, Netherlands, and Germany. Interestingly (and despite gender deficits), Kuwait (14<sup>th</sup>) Qatar (19<sup>th</sup>) make the top 20 thanks to health services available to all, low crime rates, and good public services. Japan (15<sup>th</sup>) is the only other non-European country in the Top-20. The USA, due to comparable high crime rates and low availability of health services, is ranked 113, just below Afghanistan and before the Dominican Republic, while the UK is ranked 55, with both countries sliding down the ladder in recent years. China is ranked 54, India 90, and Brazil 97. The highest ranked South American country is Argentina (60).

Most African nations, particular within and south of the Sahel zone, are at the bottom of this list, due to a combination of low availability of health care services and child mortality, limited freedom of expression and unstable human rights situation.



The Social Capital World Map. Dark areas indicate high, light areas low maturity of Social Capital



## Global Social Capital Rankings

Scores and rankings of the level of Social Capital Sub-Index by country:

| Country                | Rank | Score | Country              | Rank | Score | Country             | Rank | Score | Country                        | Rank | Score |
|------------------------|------|-------|----------------------|------|-------|---------------------|------|-------|--------------------------------|------|-------|
| Denmark                | 1    | 63.3  | South Korea          | 46   | 46.3  | Georgia             | 91   | 39.2  | Cambodia                       | 136  | 34.4  |
| Luxembourg             | 2    | 62.3  | Kazakhstan           | 47   | 46.2  | Sierra Leone        | 92   | 39.1  | Guyana                         | 137  | 34.0  |
| Norway                 | 3    | 61.5  | Israel               | 48   | 46.1  | Seychelles          | 93   | 39.0  | Cameroon                       | 138  | 34.0  |
| Iceland                | 4    | 61.2  | Libya                | 49   | 46.0  | Peru                | 94   | 38.9  | Madagascar                     | 139  | 33.9  |
| Slovenia               | 5    | 60.8  | Algeria              | 50   | 46.0  | Philippines         | 95   | 38.6  | Chad                           | 140  | 33.8  |
| Switzerland            | 6    | 60.6  | Moldova              | 51   | 46.0  | Ghana               | 96   | 38.4  | Morocco                        | 141  | 33.6  |
| Sweden                 | 7    | 59.7  | Belarus              | 52   | 45.9  | Brazil              | 97   | 38.4  | Comoros                        | 142  | 33.5  |
| Germany                | 8    | 59.1  | Hungary              | 53   | 45.6  | Mozambique          | 98   | 38.4  | Uganda                         | 143  | 33.0  |
| Netherlands            | 9    | 58.8  | China                | 54   | 45.6  | Cuba                | 99   | 38.3  | Solomon Islands                | 144  | 32.7  |
| Finland                | 10   | 58.4  | United Kingdom       | 55   | 45.5  | Suriname            | 100  | 38.3  | Iraq                           | 145  | 32.6  |
| Austria                | 11   | 58.3  | Nepal                | 56   | 45.2  | Turkey              | 101  | 38.2  | Lesotho                        | 146  | 32.6  |
| Belgium                | 12   | 58.2  | Timor-Leste          | 57   | 45.2  | Niger               | 102  | 38.1  | Gabon                          | 147  | 32.5  |
| Spain                  | 13   | 58.1  | Malaysia             | 58   | 45.0  | Burkina Faso        | 103  | 38.0  | Kenya                          | 148  | 32.3  |
| Kuwait                 | 14   | 57.5  | Bulgaria             | 59   | 45.0  | Thailand            | 104  | 37.7  | Burundi                        | 149  | 32.3  |
| Japan                  | 15   | 56.8  | Argentina            | 60   | 45.0  | Burma               | 105  | 37.6  | Togo                           | 150  | 32.1  |
| Ireland                | 16   | 56.2  | Malta                | 61   | 44.7  | Paraguay            | 106  | 37.6  | Haiti                          | 151  | 32.1  |
| Slovakia               | 17   | 55.3  | United Arab Emirates | 62   | 44.0  | Malawi              | 107  | 37.6  | Guatemala                      | 152  | 31.9  |
| Czech Republic         | 18   | 54.8  | Latvia               | 63   | 43.8  | Liberia             | 108  | 37.5  | Cote d'Ivoire                  | 153  | 31.9  |
| Qatar                  | 19   | 54.6  | Tunisia              | 64   | 43.7  | Sri Lanka           | 109  | 37.4  | Djibouti                       | 154  | 31.7  |
| France                 | 20   | 53.8  | Kyrgyzstan           | 65   | 43.5  | Bahamas             | 110  | 37.3  | Chile                          | 155  | 31.6  |
| Liechtenstein          | 21   | 53.7  | Ecuador              | 66   | 43.4  | Pakistan            | 111  | 37.3  | Sao Tome and Principe          | 156  | 31.6  |
| Oman                   | 22   | 53.3  | Vietnam              | 67   | 43.4  | Afghanistan         | 112  | 36.9  | Zimbabwe                       | 157  | 31.5  |
| Mongolia               | 23   | 53.0  | Brunei               | 68   | 43.1  | USA                 | 113  | 36.8  | Rwanda                         | 158  | 31.3  |
| Saudi Arabia           | 24   | 52.8  | Bhutan               | 69   | 43.1  | Panama              | 114  | 36.7  | Angola                         | 159  | 31.0  |
| Croatia                | 25   | 52.1  | Azerbaijan           | 70   | 43.0  | Dominican Republic  | 115  | 36.6  | Gambia                         | 160  | 30.9  |
| Poland                 | 26   | 51.3  | Costa Rica           | 71   | 42.8  | Ethiopia            | 116  | 36.6  | Botswana                       | 161  | 30.5  |
| Singapore              | 27   | 50.9  | Ukraine              | 72   | 42.6  | Venezuela           | 117  | 36.5  | Iran                           | 162  | 29.8  |
| Cyprus                 | 28   | 50.9  | Dominica             | 73   | 42.2  | Mauritania          | 118  | 36.5  | Yemen                          | 163  | 29.5  |
| Australia              | 29   | 50.8  | Greece               | 74   | 42.0  | Mauritius           | 119  | 36.3  | Honduras                       | 164  | 28.8  |
| Canada                 | 30   | 50.6  | Macedonia            | 75   | 41.3  | Benin               | 120  | 36.2  | Grenada                        | 165  | 28.5  |
| Maldives               | 31   | 50.2  | Uruguay              | 76   | 41.0  | South Africa        | 121  | 35.9  | Democratic Republic of Congo   | 166  | 28.4  |
| Tajikistan             | 32   | 50.1  | Laos                 | 77   | 40.9  | West Bank and Gaza  | 122  | 35.9  | Eritrea                        | 167  | 28.3  |
| Serbia                 | 33   | 50.1  | Bangladesh           | 78   | 40.8  | Belize              | 123  | 35.8  | Vanuatu                        | 168  | 27.6  |
| Romania                | 34   | 50.0  | Jamaica              | 79   | 40.6  | Namibia             | 124  | 35.8  | Samoa                          | 169  | 27.3  |
| Portugal               | 35   | 50.0  | Turkmenistan         | 80   | 40.6  | Zambia              | 125  | 35.5  | Sudan                          | 170  | 27.2  |
| Uzbekistan             | 36   | 49.7  | Albania              | 81   | 40.4  | Zanzania            | 126  | 35.5  | Antigua and Barbuda            | 171  | 26.8  |
| Lithuania              | 37   | 49.4  | Mexico               | 82   | 40.4  | Bolivia             | 127  | 35.5  | Republic of Congo              | 172  | 26.8  |
| Montenegro             | 38   | 49.2  | Egypt                | 83   | 40.1  | Guinea-Bissau       | 128  | 35.4  | Central African Republic       | 173  | 26.2  |
| New Zealand            | 39   | 49.1  | Senegal              | 84   | 39.9  | El Salvador         | 129  | 35.1  | Nigeria                        | 174  | 26.1  |
| Estonia                | 40   | 48.5  | Syria                | 85   | 39.9  | Guinea              | 130  | 35.1  | Equatorial Guinea              | 175  | 25.9  |
| Italy                  | 41   | 48.3  | Papua New Guinea     | 86   | 39.7  | Bahrain             | 131  | 35.0  | St. Vincent and the Grenadines | 176  | 24.9  |
| Lebanon                | 42   | 48.0  | Nicaragua            | 87   | 39.6  | Colombia            | 132  | 34.7  | Fiji                           | 177  | 24.3  |
| Armenia                | 43   | 47.5  | Barbados             | 88   | 39.6  | Trinidad and Tobago | 133  | 34.6  | Swaziland                      | 178  | 24.3  |
| Jordan                 | 44   | 47.4  | Indonesia            | 89   | 39.4  | Mali                | 134  | 34.6  | Hong Kong                      | 179  | 22.9  |
| Bosnia and Herzegovina | 45   | 46.9  | India                | 90   | 39.3  | Russia              | 135  | 34.4  | St. Lucia                      | 180  | 18.5  |

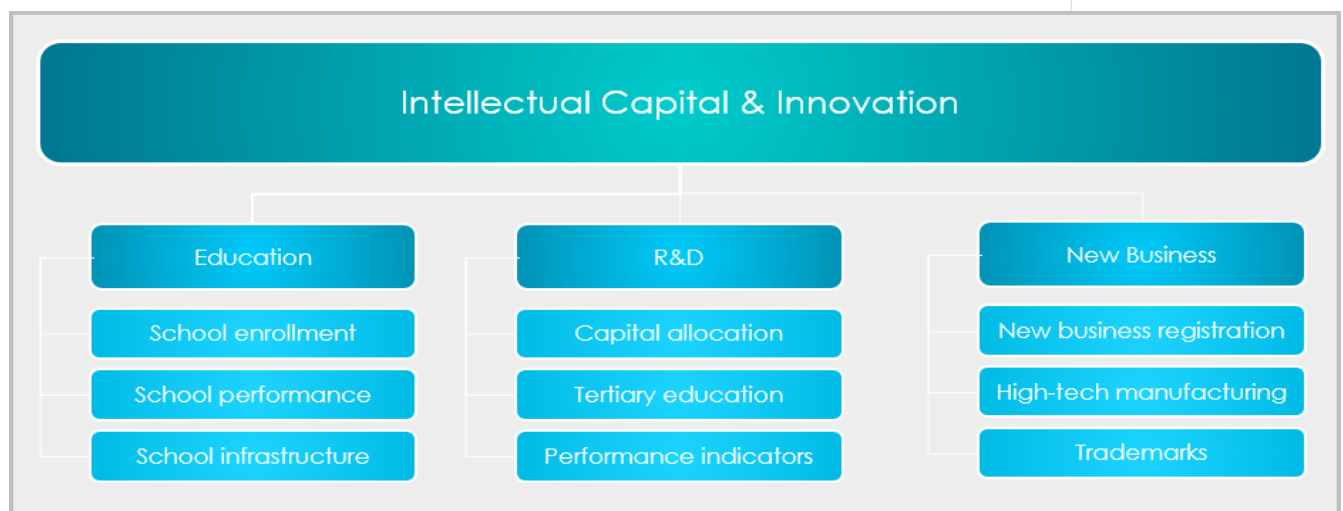


intellectual capital

## 6 Intellectual capital

Intellectual Capital is the fourth level of the Sustainable Competitiveness Pyramid. In order to create and sustain wealth, jobs and income for the population are required. Providing jobs requires producing goods and providing services that people or businesses, domestically or abroad, are willing to buy. This in turn requires products and services to be competitive in the global market in terms of quality and price. To maximise the domestic benefits, the value chain is ideally covered within the boundaries of a national economy - the largest share of adding value is contained in processing raw materials and/or parts to finished products.

Sustainable competitiveness therefore requires high R&D capabilities (based on solid education), and business entrepreneurship. In addition, sustained economic success requires a healthy balance between service and manufacturing sectors. Over-reliance on the service sector sooner or later leads to diminishing growth potential and loss of knowledge.



Key elements of competitiveness drivers in the Intellectual Capital (innovation capabilities) Sub-Index

### Measuring innovation

Quality and availability of education in the past are an indication for today's R&D and innovation capabilities, and today's education performance reflect future innovation capabilities. Strength and depth of R&D activities is the basis for the development of value-added technologies and services. Educational performance indicators are therefore highly important to estimate the ability for sustained innovation and competitiveness.

Additional indicators include performance data on R&D activities and new business development indicators.

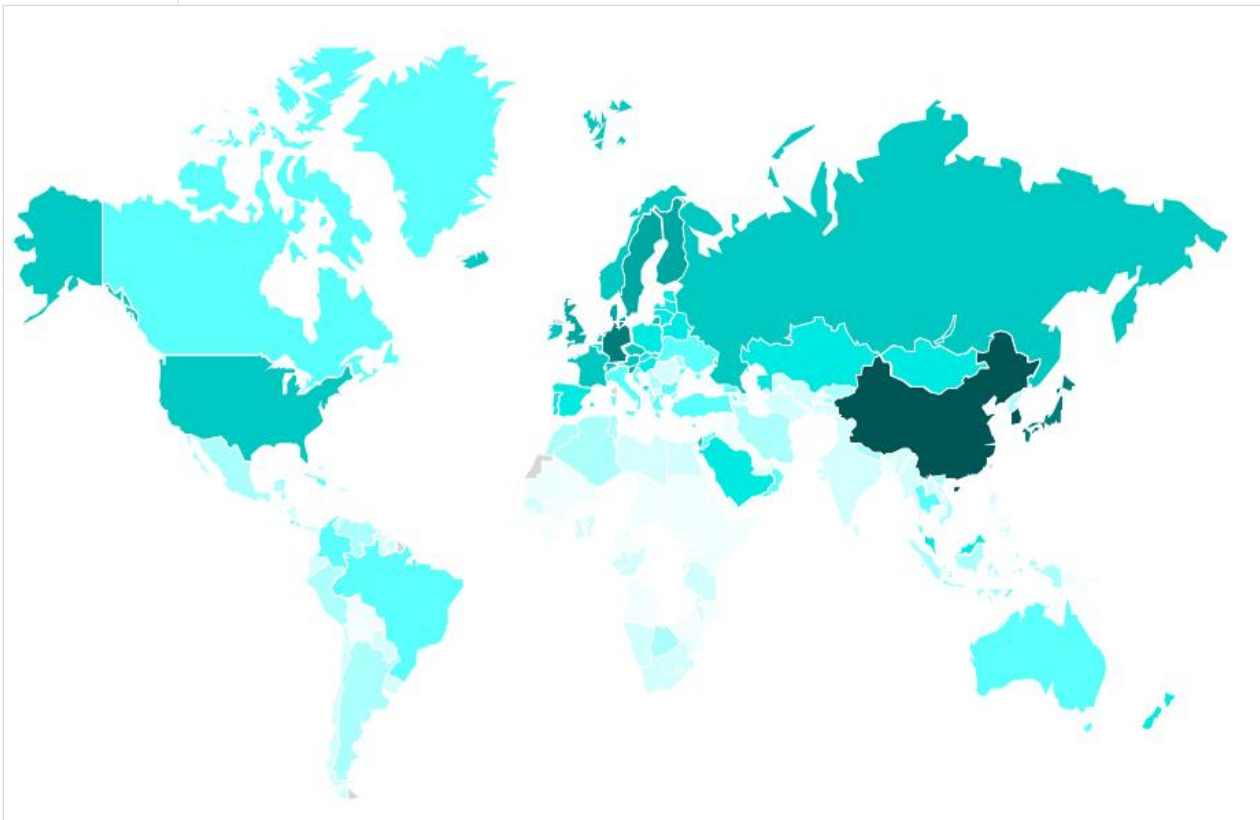
Further indicators relate to the actual business entrepreneurship – new business registration, trademark applications, and the health of the balance between agricultural, industrial and service sectors of an economy.

For the full list of indicators used, please refer to the [methodology](#) section.

## The Intellectual Capital World Map

Intellectual Capital is the basis for innovation capability and sustainable economic competitiveness. The indicators used for assessing these criteria are composed of data points relating to education, innovation capabilities, and entrepreneurship. Countries with a high score in this ranking are more likely than others to develop (or sustain) successful economies through research and knowledge driven industries, i.e. high-value added industries, and therefore achieve higher growth rates. All indicators used to assess the innovation capability and sustainable competitiveness have been scored against size of the population or against GDP in order to gain a full picture of the competitiveness, independent of the size of a country. In addition, developments (trends) of performance indicators have also been taken into account. Key observations of the Intellectual Capital ranking include:

- The innovation and competitiveness ranking is dominated by the North-Eastern Asian nations and OECD countries from the Northern hemisphere.
- The innovation and competitiveness ranking is topped by Asian countries: South Korea, China, Japan, Singapore
- All other Top-20 places are occupied by European economies (Germany, Slovenia, Luxembourg, all Nordic countries) except for Israel (14). Eastern European countries and Former Soviet Republics also fare well.
- Malaysia (26), Costa Rica (46) and Cuba (47) are the highest ranked countries of the Southern hemisphere.
- Russia is ranked 25, Brazil 61, and India 105.



The Intellectual Capital World Map. Dark areas indicate high, light areas low availability of Intellectual Capital

## Global Innovation Rankings

Scores and rankings of Intellectual Capital Sub-Index by country:

| Country        | Rank | Score | Country            | Rank | Score | Country                        | Rank | Score | Country                      | Rank | Score |
|----------------|------|-------|--------------------|------|-------|--------------------------------|------|-------|------------------------------|------|-------|
| South Korea    | 1    | 71.8  | Costa Rica         | 46   | 44.5  | United Arab Emirates           | 91   | 34.8  | Trinidad and Tobago          | 136  | 27.1  |
| China          | 2    | 64.9  | Cuba               | 47   | 44.2  | Ecuador                        | 92   | 34.7  | Djibouti                     | 137  | 27.0  |
| Liechtenstein  | 3    | 62.2  | Ukraine            | 48   | 44.0  | Macedonia                      | 93   | 34.5  | Kenya                        | 138  | 26.8  |
| Germany        | 4    | 61.8  | Turkey             | 49   | 43.8  | Kuwait                         | 94   | 34.3  | Solomon Islands              | 139  | 26.7  |
| Japan          | 5    | 61.6  | Canada             | 50   | 43.5  | Dominica                       | 95   | 34.1  | Togo                         | 140  | 25.8  |
| Slovenia       | 6    | 59.9  | Bulgaria           | 51   | 43.5  | Chile                          | 96   | 34.0  | Cambodia                     | 141  | 25.7  |
| Malta          | 7    | 59.5  | Oman               | 52   | 43.5  | St. Lucia                      | 97   | 33.5  | Mauritania                   | 142  | 25.6  |
| Luxembourg     | 8    | 59.3  | Cyprus             | 53   | 43.2  | Uruguay                        | 98   | 33.3  | El Salvador                  | 143  | 25.0  |
| Singapore      | 9    | 58.1  | Greece             | 54   | 43.0  | Turkmenistan                   | 99   | 33.1  | Gambia                       | 144  | 24.9  |
| Sweden         | 10   | 57.9  | Thailand           | 55   | 42.6  | Qatar                          | 100  | 32.6  | Cameroon                     | 145  | 24.8  |
| Finland        | 11   | 56.9  | West Bank and Gaza | 56   | 42.0  | South Africa                   | 101  | 32.6  | Bosnia and Herzegovina       | 146  | 24.7  |
| United Kingdom | 12   | 56.4  | Samoa              | 57   | 41.9  | St. Vincent and the Grenadines | 102  | 32.4  | Bolivia                      | 147  | 24.7  |
| Denmark        | 13   | 55.2  | Armenia            | 58   | 41.8  | Ghana                          | 103  | 32.3  | Honduras                     | 148  | 24.3  |
| Israel         | 14   | 54.6  | Georgia            | 59   | 41.5  | Mauritius                      | 104  | 32.1  | Ethiopia                     | 149  | 24.2  |
| Czech Republic | 15   | 54.6  | Brunei             | 60   | 41.4  | India                          | 105  | 32.1  | Uganda                       | 150  | 24.1  |
| France         | 16   | 54.5  | Brazil             | 61   | 41.3  | Nicaragua                      | 106  | 32.1  | Iraq                         | 151  | 23.7  |
| Switzerland    | 17   | 54.3  | Australia          | 62   | 41.3  | Benin                          | 107  | 31.7  | Mozambique                   | 152  | 23.7  |
| Netherlands    | 18   | 54.0  | Jordan             | 63   | 41.2  | Swaziland                      | 108  | 31.3  | Bangladesh                   | 153  | 23.5  |
| Norway         | 19   | 53.2  | Maldives           | 64   | 40.9  | Grenada                        | 109  | 31.2  | Haiti                        | 154  | 23.5  |
| Austria        | 20   | 53.2  | Colombia           | 65   | 40.2  | Comoros                        | 110  | 31.2  | Angola                       | 155  | 23.1  |
| Iceland        | 21   | 51.8  | Peru               | 66   | 39.9  | Rwanda                         | 111  | 31.2  | Burundi                      | 156  | 22.8  |
| USA            | 22   | 51.8  | Tunisia            | 67   | 39.5  | Dominican Republic             | 112  | 31.1  | Mali                         | 157  | 22.7  |
| Ireland        | 23   | 50.9  | Iran               | 68   | 39.4  | Burma                          | 113  | 31.0  | Sierra Leone                 | 158  | 22.5  |
| Hong Kong      | 24   | 50.7  | Serbia             | 69   | 39.1  | Republic of Congo              | 114  | 30.8  | Liberia                      | 159  | 22.1  |
| Russia         | 25   | 50.1  | Fiji               | 70   | 39.1  | Namibia                        | 115  | 30.7  | Eritrea                      | 160  | 22.0  |
| Malaysia       | 26   | 49.2  | Botswana           | 71   | 38.3  | Paraguay                       | 116  | 30.5  | Zimbabwe                     | 161  | 21.9  |
| Portugal       | 27   | 48.8  | Kyrgyzstan         | 72   | 38.3  | Gabon                          | 117  | 30.4  | Papua New Guinea             | 162  | 21.4  |
| Poland         | 28   | 48.5  | Bahrain            | 73   | 38.3  | Laos                           | 118  | 30.3  | Guinea-Bissau                | 163  | 21.4  |
| Estonia        | 29   | 48.2  | Vietnam            | 74   | 38.2  | Bhutan                         | 119  | 30.2  | Chad                         | 164  | 21.4  |
| Belgium        | 30   | 48.1  | Moldova            | 75   | 38.2  | Lesotho                        | 120  | 29.9  | Sudan                        | 165  | 21.1  |
| Mongolia       | 31   | 47.8  | Bahamas            | 76   | 38.1  | Sri Lanka                      | 121  | 29.8  | Yemen                        | 166  | 20.0  |
| Saudi Arabia   | 32   | 47.4  | Vanuatu            | 77   | 37.8  | Malawi                         | 122  | 29.7  | Zambia                       | 167  | 19.7  |
| Lithuania      | 33   | 47.1  | Venezuela          | 78   | 37.8  | Tajikistan                     | 123  | 29.5  | Nigeria                      | 168  | 19.3  |
| Slovakia       | 34   | 47.0  | Morocco            | 79   | 37.1  | Azerbaijan                     | 124  | 29.5  | Niger                        | 169  | 19.1  |
| Latvia         | 35   | 46.3  | Indonesia          | 80   | 36.5  | Senegal                        | 125  | 29.3  | Afghanistan                  | 170  | 19.0  |
| Kazakhstan     | 36   | 46.2  | Mexico             | 81   | 36.4  | Libya                          | 126  | 29.3  | Equatorial Guinea            | 171  | 19.0  |
| Belarus        | 37   | 45.9  | Seychelles         | 82   | 36.3  | Suriname                       | 127  | 29.2  | Central African Republic     | 172  | 18.3  |
| Spain          | 38   | 45.7  | Argentina          | 83   | 36.0  | Philippines                    | 128  | 29.2  | Democratic Republic of Congo | 173  | 17.9  |
| Montenegro     | 39   | 45.6  | Belize             | 84   | 35.7  | Antigua and Barbuda            | 129  | 29.2  | Guatemala                    | 174  | 17.8  |
| New Zealand    | 40   | 45.3  | Barbados           | 85   | 35.1  | Guyana                         | 130  | 29.2  | Cote d'Ivoire                | 175  | 17.6  |
| Hungary        | 41   | 45.1  | Albania            | 86   | 35.0  | Jamaica                        | 131  | 29.1  | Madagascar                   | 176  | 17.2  |
| Timor-Leste    | 42   | 45.0  | Algeria            | 87   | 35.0  | Sao Tome and Principe          | 132  | 28.9  | Guinea                       | 177  | 16.9  |
| Lebanon        | 43   | 44.9  | Nepal              | 88   | 35.0  | Panama                         | 133  | 28.4  | Burkina Faso                 | 178  | 16.8  |
| Italy          | 44   | 44.8  | Romania            | 89   | 34.9  | Egypt                          | 134  | 28.0  | Syria                        | 179  | 14.2  |
| Croatia        | 45   | 44.8  | Uzbekistan         | 90   | 34.9  | Tanzania                       | 135  | 27.7  | Pakistan                     | 180  | 9.2   |





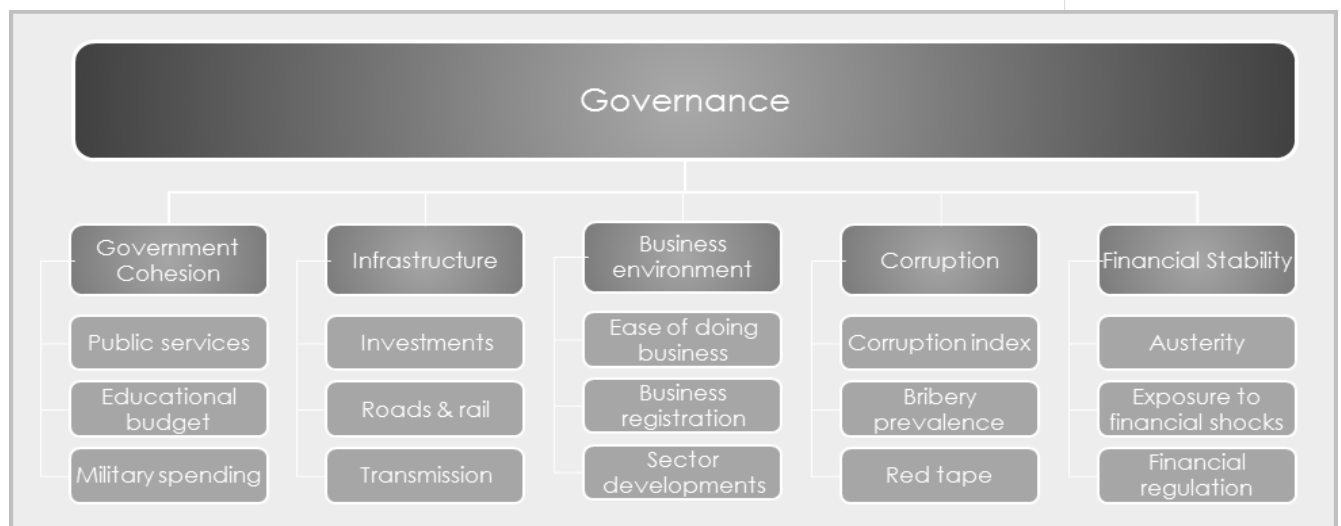
governance

## 7 Governance

### Governing National Development: Shaping Social and Economic Capital

The base of the Sustainable Competitiveness Pyramid – the Natural Capital of a country, is given. Everything else – the society, the economy - is shaped by the legal, regulatory and physical (human built) framework. This framework – the environment in which society exists and businesses operate - is developed, maintained and updated by authorities and institutions, most often government bodies. The Governance Sub-Index therefor encompasses all aspects that shape the framework of society (the Social Capital), and in which the economy (Intellectual Capital, Resource Management) operates. Key aspects of the Governance aspects include:

- Strategic direction of government-led development (the balance between the key elements of government spending: health, education, infrastructure, security).
- The built physical environment (infrastructure) required for smooth operation of the society and businesses, the availability and quality of public services,
- The framework provided to businesses (formal in terms of business regulations, and informal in terms of red tape and corruption negatively affecting businesses),
- Exposure to volatility in terms of government balance sheets, and exposure to volatility shocks as posed by financial market fluctuations.



### Measuring Governance

The result of qualitative governance quality & strategy evaluation depends very much on the evaluator. The Sustainable Competitiveness Index therefore relies on purely quantitative data series to exclude all subjectivity in evaluating and calculating the Governance Sub-Index. In addition, some qualitative indicators (perceived quality of public services and perceived levels of corruption determined through reliable and international surveys) have been incorporated.

For the full list of indicators used, please refer to the [methodology](#) section.

Key elements of competitiveness drivers in the Governance Sub-Index

### The Governance World Map

The Governance Sub-Index of the Sustainable Competitiveness Index is based on quantitative data series – i.e. *not* qualitative evaluation of government systems. In addition, some aspects of government direction implications (such as human rights, freedom of press, etc.) are assigned to the Social Capital Index. The Governance Sub-Index aims at evaluating the suitability of a country's regulatory framework and infrastructure environment to facilitate sustainable competitiveness. The regulatory and infrastructure framework should enable a framework in which the country's natural, social and intellectual capital can flourish to generate new and sustain existing wealth.

Observations on the Governance ranking include:

- The Governance Ranking is topped by China, followed by Japan.
- Interestingly, all BRIC countries score high in this ranking: China (1), Russia (5), Brazil (7), and India (36); South Africa is further down at 99.
- The highest ranked European country is Germany (4), followed by Estonia (6), Norway (7), and Iceland (8).
- The USA is ranked 19, while the UK is somewhat left behind at 88.
- Most African nations are also ranked low
- South America scores above average in this on this Sustainable Competitiveness Sub-Index



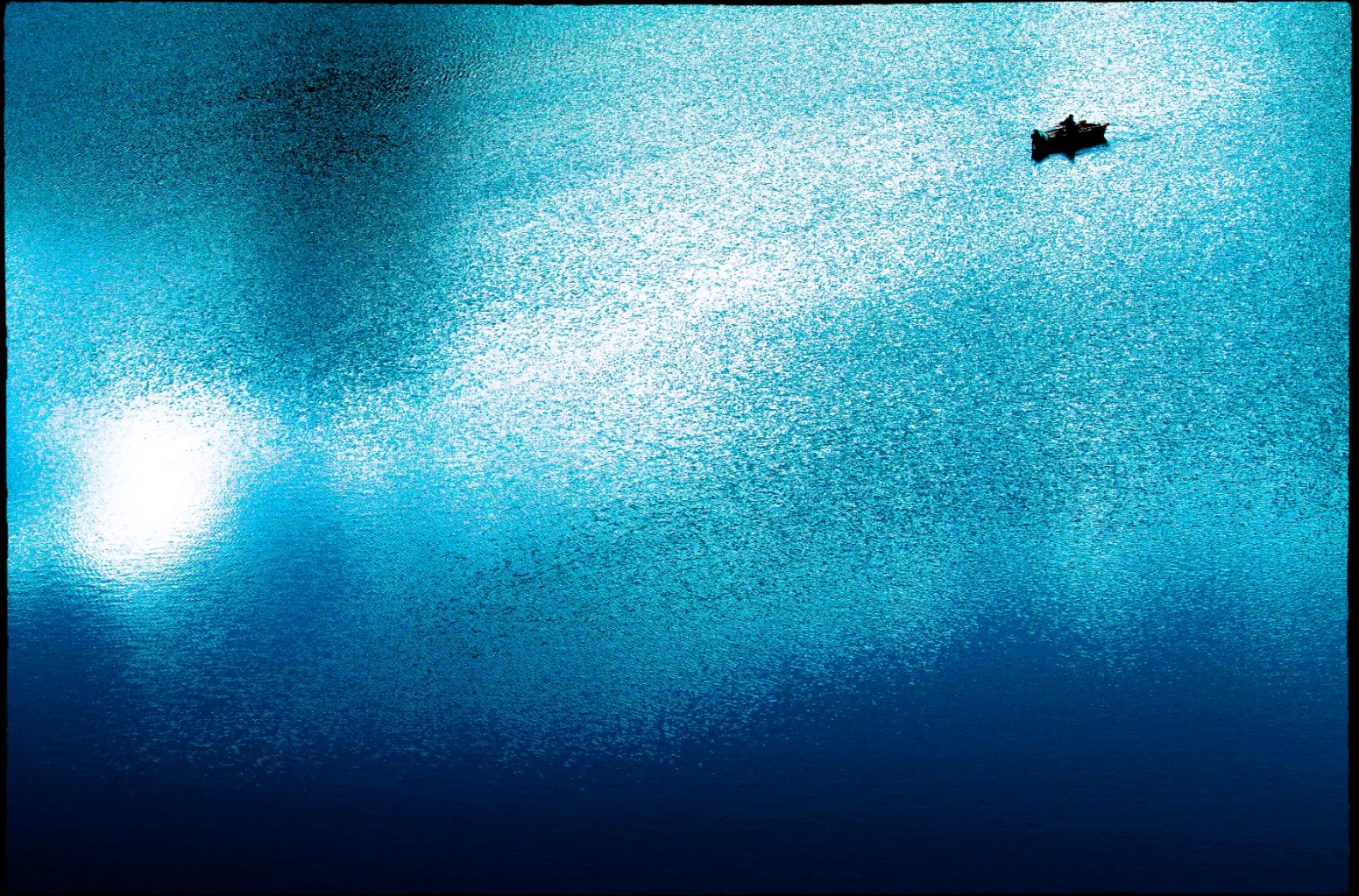
The Governance World Map. Dark areas indicate high, light areas low levels of Governance quality

## Global Governance Rankings

Scores and rankings of Governance Sub-Index by country:

| Country        | Rank | Score | Country              | Rank | Score | Country                | Rank | Score | Country                        | Rank | Score |
|----------------|------|-------|----------------------|------|-------|------------------------|------|-------|--------------------------------|------|-------|
| China          | 1    | 67.3  | Mauritius            | 46   | 53.1  | Portugal               | 91   | 47.6  | Sudan                          | 136  | 40.1  |
| Indonesia      | 2    | 65.6  | Ecuador              | 47   | 53.1  | Sri Lanka              | 92   | 47.5  | Democratic Republic of Congo   | 137  | 40.0  |
| Japan          | 3    | 65.5  | Serbia               | 48   | 52.8  | Kyrgistan              | 93   | 47.2  | Iraq                           | 138  | 39.8  |
| Germany        | 4    | 64.2  | Thailand             | 49   | 52.7  | Morocco                | 94   | 47.0  | Equatorial Guinea              | 139  | 39.7  |
| Russia         | 5    | 62.2  | Finland              | 50   | 52.6  | Pakistan               | 95   | 46.7  | Tajikistan                     | 140  | 39.6  |
| Estonia        | 6    | 61.7  | Denmark              | 51   | 52.6  | Nepal                  | 96   | 46.6  | Samoa                          | 141  | 39.6  |
| Norway         | 7    | 61.6  | Seychelles           | 52   | 52.5  | Netherlands            | 97   | 46.6  | Cote d'Ivoire                  | 142  | 39.5  |
| Iceland        | 8    | 60.6  | Mexico               | 53   | 52.4  | Paraguay               | 98   | 46.5  | Liberia                        | 143  | 39.5  |
| Kazakhstan     | 9    | 60.4  | Slovenia             | 54   | 52.4  | South Africa           | 99   | 46.3  | Angola                         | 144  | 39.5  |
| Uruguay        | 10   | 59.4  | Bolivia              | 55   | 52.2  | Montenegro             | 100  | 46.2  | Jamaica                        | 145  | 39.4  |
| Oman           | 11   | 58.4  | Bulgaria             | 56   | 52.1  | Panama                 | 101  | 46.2  | Zimbabwe                       | 146  | 39.2  |
| Poland         | 12   | 58.0  | Algeria              | 57   | 52.1  | Suriname               | 102  | 45.6  | Bahamas                        | 147  | 39.1  |
| New Zealand    | 13   | 57.8  | Croatia              | 58   | 51.3  | Cambodia               | 103  | 45.5  | Senegal                        | 148  | 39.0  |
| Argentina      | 14   | 57.8  | Bangladesh           | 59   | 51.3  | Nigeria                | 104  | 45.5  | Hong Kong                      | 149  | 38.9  |
| Latvia         | 15   | 57.7  | Hungary              | 60   | 51.2  | Tunisia                | 105  | 45.4  | Papua New Guinea               | 150  | 38.8  |
| Belarus        | 16   | 57.4  | Colombia             | 61   | 50.9  | Bosnia and Herzegovina | 106  | 45.1  | Jordan                         | 151  | 38.6  |
| Romania        | 17   | 57.1  | Philippines          | 62   | 50.7  | Macedonia              | 107  | 44.7  | Burkina Faso                   | 152  | 38.5  |
| Brazil         | 18   | 57.0  | Gabon                | 63   | 50.6  | Dominica               | 108  | 44.6  | Gambia                         | 153  | 38.5  |
| USA            | 19   | 57.0  | Ghana                | 64   | 50.0  | Dominican Republic     | 109  | 44.2  | Mauritania                     | 154  | 38.2  |
| Saudi Arabia   | 20   | 56.9  | Armenia              | 65   | 50.0  | Albania                | 110  | 43.9  | Afghanistan                    | 155  | 37.7  |
| Austria        | 21   | 56.7  | Libya                | 66   | 49.9  | Mozambique             | 111  | 43.7  | Togo                           | 156  | 36.8  |
| Georgia        | 22   | 56.6  | Venezuela            | 67   | 49.9  | Swaziland              | 112  | 43.2  | Chad                           | 157  | 36.7  |
| Chile          | 23   | 56.3  | Ireland              | 68   | 49.8  | Greece                 | 113  | 43.2  | Burundi                        | 158  | 36.0  |
| Switzerland    | 24   | 56.1  | Uzbekistan           | 69   | 49.8  | El Salvador            | 114  | 42.9  | Eritrea                        | 159  | 35.0  |
| Australia      | 25   | 55.9  | Malta                | 70   | 49.6  | Kenya                  | 115  | 42.9  | Timor-Leste                    | 160  | 35.0  |
| Qatar          | 26   | 55.9  | Belgium              | 71   | 49.5  | Tanzania               | 116  | 42.9  | Belize                         | 161  | 34.6  |
| Liechtenstein  | 27   | 55.8  | Cuba                 | 72   | 49.5  | Benin                  | 117  | 42.7  | Nicaragua                      | 162  | 34.2  |
| Turkey         | 28   | 55.6  | Bhutan               | 73   | 49.5  | Lebanon                | 118  | 42.7  | Comoros                        | 163  | 34.2  |
| Luxembourg     | 29   | 55.6  | Botswana             | 74   | 49.5  | Laos                   | 119  | 42.7  | Guinea                         | 164  | 33.9  |
| Sweden         | 30   | 55.4  | Ukraine              | 75   | 49.4  | Lesotho                | 120  | 42.5  | Barbados                       | 165  | 32.7  |
| Czech Republic | 31   | 55.3  | Spain                | 76   | 49.3  | West Bank and Gaza     | 121  | 42.3  | Antigua and Barbuda            | 166  | 32.5  |
| Vietnam        | 32   | 55.3  | Turkmenistan         | 77   | 49.2  | Fiji                   | 122  | 42.3  | Guinea-Bissau                  | 167  | 32.4  |
| South Korea    | 33   | 55.2  | Costa Rica           | 78   | 49.2  | Uganda                 | 123  | 42.1  | Honduras                       | 168  | 32.2  |
| Singapore      | 34   | 55.0  | Burma                | 79   | 48.9  | Brunei                 | 124  | 42.0  | Mali                           | 169  | 32.2  |
| Peru           | 35   | 54.9  | Moldova              | 80   | 48.7  | Rwanda                 | 125  | 42.0  | Malawi                         | 170  | 31.7  |
| India          | 36   | 54.8  | Bahrain              | 81   | 48.7  | Cameroon               | 126  | 41.7  | Madagascar                     | 171  | 31.0  |
| Slovakia       | 37   | 54.7  | Egypt                | 82   | 48.4  | Republic of Congo      | 127  | 41.4  | St. Lucia                      | 172  | 30.9  |
| Israel         | 38   | 54.6  | United Arab Emirates | 83   | 48.3  | Guyana                 | 128  | 41.4  | Grenada                        | 173  | 30.3  |
| France         | 39   | 54.6  | Cyprus               | 84   | 48.3  | Trinidad and Tobago    | 129  | 41.3  | St. Vincent and the Grenadines | 174  | 29.2  |
| Canada         | 40   | 54.2  | Ethiopia             | 85   | 48.3  | Maldives               | 130  | 41.2  | Haiti                          | 175  | 29.1  |
| Azerbaijan     | 41   | 54.1  | Guatemala            | 86   | 48.0  | Sierra Leone           | 131  | 41.2  | Central African Republic       | 176  | 27.7  |
| Mongolia       | 42   | 53.7  | Namibia              | 87   | 48.0  | Vanuatu                | 132  | 41.0  | Syria                          | 177  | 27.3  |
| Lithuania      | 43   | 53.5  | United Kingdom       | 88   | 48.0  | Niger                  | 133  | 40.8  | Solomon Islands                | 178  | 23.9  |
| Italy          | 44   | 53.3  | Kuwait               | 89   | 47.8  | Zambia                 | 134  | 40.2  | Yemen                          | 179  | 23.2  |
| Malaysia       | 45   | 53.2  | Iran                 | 90   | 47.6  | Djibouti               | 135  | 40.1  | Sao Tome and Principe          | 180  | 22.8  |





Spotlight:  
after the crisis



## 8 Spotlight: After the financial crisis

The financial crises 2007/2008 translated into a global economic crises and caught many countries unprepared. Different countries have used different measurements to deal with the fall-out, declining economy, and increasing debt. We have therefore chosen countries that have adopted different answers to those challenges. The research of the Sustainable Competitiveness Index is used to investigate whether sustainable competitiveness research can provide and insight as to why some countries have or are recovering better than others since the crisis.

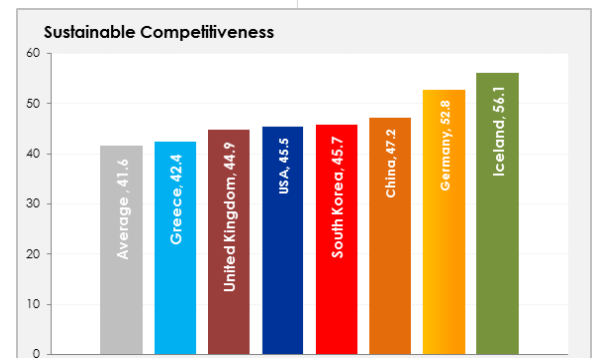
### Benchmarking countries

Three countries (UK, Iceland, and Korea) have been chosen due to their very different approach after the crisis: saving at any cost to reduce deficits (UK), state-led investment program (Korea), and letting the banks into bankruptcy (Iceland), with the US, Germany, Japan, China and Greece serving as references.

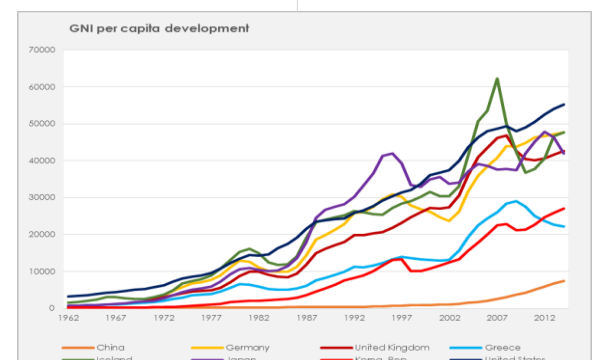
The UK was set on a strict austerity course (i.e. supporting the financial market and cutting tax for the well-off in the hope that this would lead to increasing investments and jobs while cutting all other cost in the hope to reduce budget deficits). Greece was forced on an ultra-austerity course by its European debtor countries - who want to recoup the money they gave Greece to bail out high-risk Greek investments of non-Greek European banks. South Korea and China both put forward significant investment packages in the face of economic crisis; while Iceland's population refused to bail out the banks. The US, Germany and Japan used a set of policies trying to reignite their economies. All of the selected countries score above the average in the Competitiveness Index, but some countries – particular the US and the UK, are ranked considerably lower than in other competitiveness comparisons.

### Economic output development

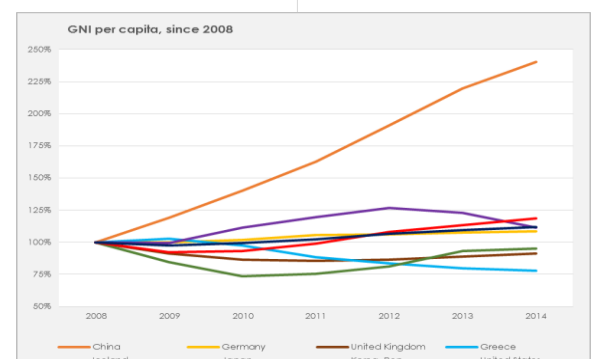
All of these countries have a considerable per-capita economic output and have more or less developed in parallel over the past 50 years. Of particular interest is Iceland's spike after 2002 when the GNI output per capita doubled within a few year following the country's metamorphosis into a single big investment bank and the steep decline when the bubble of trash-paper trading burst in 2007/2008. China is still only waking up to its ancient grandeur, and is likely to continue its growth into the future with improving infrastructure and education. However, in this particular context recent developments since the financial crisis are of more interest than the long-term developments.



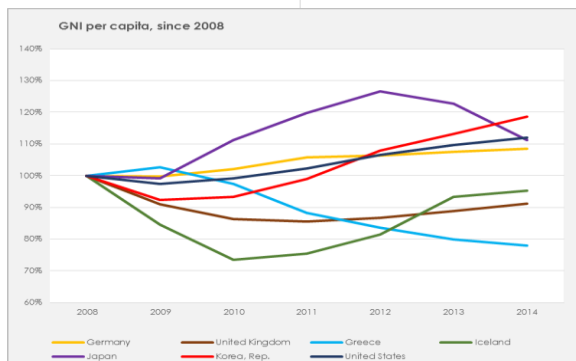
Sustainable Competitiveness scores of the benchmark group



Historic development of GNI per capita of the benchmark group

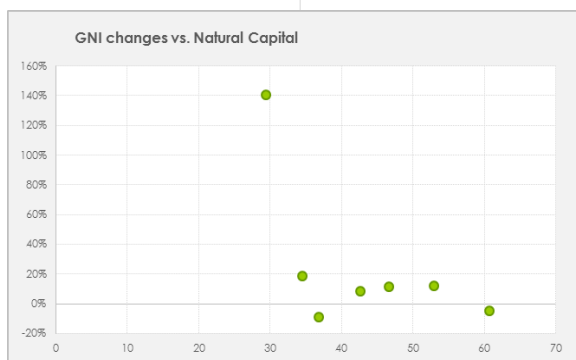


GNI development since the financial crisis (2008) – China more than doubled, the more developed countries only grew modestly or lost



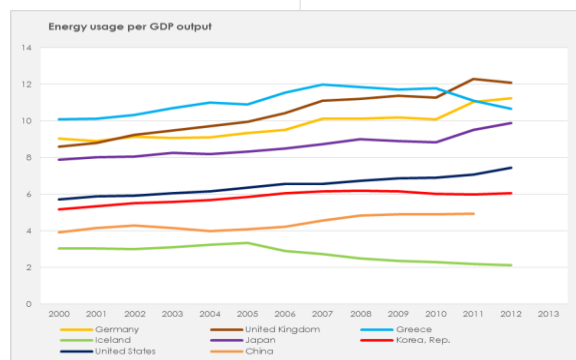
UK & Iceland have not yet recovered to pre-crisis levels, Greece is in free-fall decline, while Korea seems to be on an upward path

China has continued its growth since 2008 uninterrupted, more than doubling the per-capita GNI (albeit starting at a low level compared to the other selected countries). Iceland, Greece and the UK have not yet recovered the pre-crisis levels, with Greece seeming to be on a continuous decline. Germany and the US have registered small growth, whereas Korea seems to be on a growth path after a short slump with GNI at 120% of pre-crisis levels. Japan did not seem to be affected initially, but the combination of the global crisis, the outfall of Fukushima disaster and currency fluctuations seem to have affected Japan's development since 2012. The question is – what are the reasons for these developments? According the 5 levels of the Sustainable Competitiveness Model, these developments have been scrutinised.



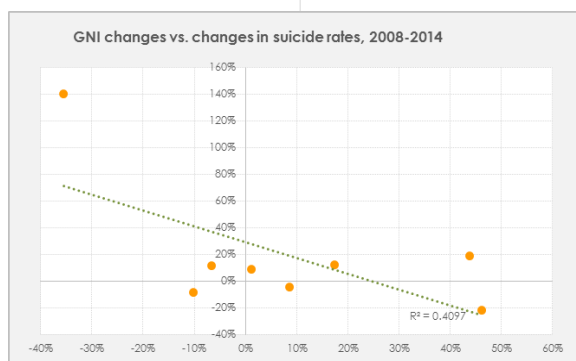
Not surprisingly, there is no visible correlation between Natural Capital availability and short-term economic output changes

no correlation between Natural Capital and short-term changes to overall economic output.



Energy intensity – economic decline results in lower energy consumption (Greece)

reflected in the country's stabilising energy intensity.



Suicide rate is highly sensitive to economic development – lower output equals higher suicide rate and vice-versa

## Natural capital

Natural Capital, the first level of the competitiveness pyramid, does not change in the short-term due to an outer economic crisis such as the financial crisis. Natural Capital is influencing a countries' prosperity on the long-term. However, abundance of Natural Capital does not guarantee development (on the contrary, is the impression, see the resource curse). However, overexploitation or degradation of Natural Capital will affect the ability to maintain development standards. Not surprisingly, there is

## Resource intensity

Resource Intensity, as Natural Capital, does not change short-term. However, outer economic influences can have an impact on certain elements. The a significant decline of economic activities as a result of budget reduction measurements imposed after the crisis in Greece are reflected in decreased energy usage per GDP (however, the Greece economy was previously rather un-efficient in terms of resource usage). In Korea, state-led investment programs were partly directed at efficiency increase,

## Social capital

A negative correlation can be observed in the Social capital score of the Sustainable Competitiveness Index – decreasing economic output is linked to loss of social capital. The correlation is not equally strong or time-delayed for some indicators. Health systems for example are adjusted downwards after a certain time of negative economic development, and vice-versa. However, in other aspects the impact is almost immediately visible, e.g. suicide rates.

## Intellectual capital

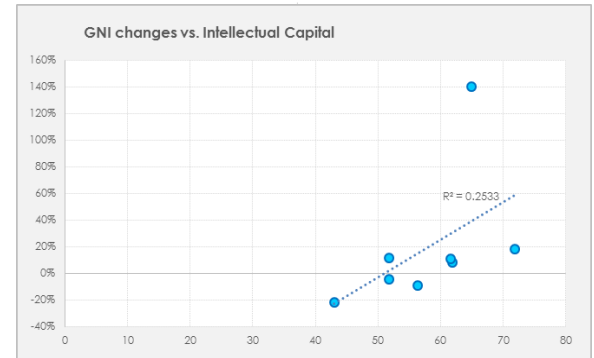
The Intellectual capital performance of the benchmarking countries seems to indicate a fairly strong link to recent economic developments – high intellectual capital score correlates to positive growth developments since the financial crisis in 2008. Digging deeper reveals that certain indicators seems closely related to GNI/GDP growth and output – in particular investments in value-adding sectors. All countries in the benchmarking that have increased their R&D investments since the crisis have been less affected and/or have recovered better since the financial crisis. The Korean economy has steadily increased R&D (already prior to the crisis) and is now the World leading economy in terms of R&D investments, Korea has also recovered better from the crisis and has increased per-capita GNI/GDP by nearly 20% compared to pre-crisis levels. China's investments show a similar pattern (albeit on a lower starting level) and has now overcome the UK in R&D investments. It is also interesting to observe that countries with high pre-crisis R&D investment levels (Japan, Germany, US, Korea) seems to have been less affected by the fall-out of the financial crisis than economies with lower R&D investments – the UK, in particular. The UK's R&D investments have dropped to under 1.6% of GDP – that is below the global average.

The results of high educational and R&D spending are visible in the number of patent applications: since the 1990s, patent applications in Korea have skyrocketed, leaving both Germany and the UK behind. However, while Germany's patent applications are slowly rising, patent applications in the UK have declined since the 1990, and are now pretty much in line with the global average. The number of patent application translates into the size of the high-tech sector: while Korea has a well-developed and globally present high-tech industry, the manufacturing high-tech industry in the UK – the motherland of modern industrialisation – has become marginal.

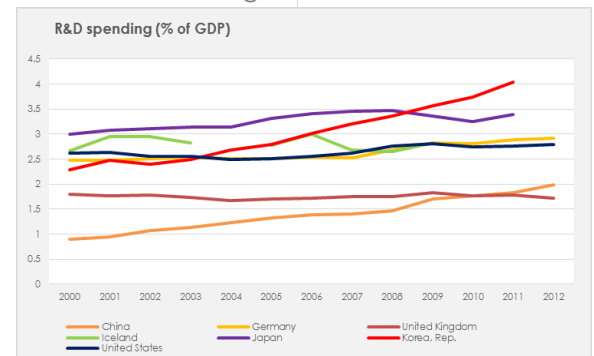
## Governance

Like Intellectual Capital, Governance Competitiveness of the benchmarking countries shows significant statistical correlation to the growth rates achieved since 2008. The countries that have achieved a higher Governance Competitiveness score have been less affected by the crisis and/or have recovered faster than countries with a lower score.

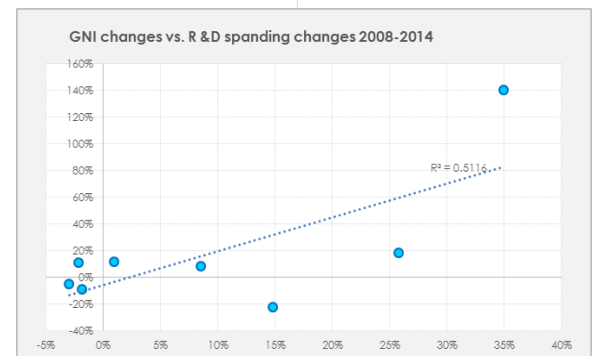
“Governance” is the highest level of the Sustainable Competitiveness Pyramid, encompassing indicators covering governance and economic balance, i.e. the balance between different sectors of the economy, and government support to facilitate value-added balanced economic development.



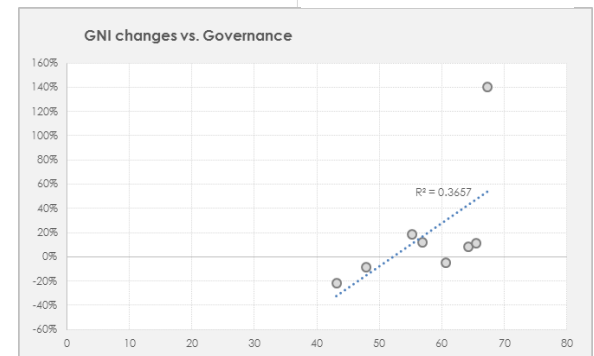
Significant correlation between intellectual capital competitiveness and growth since the financial crisis



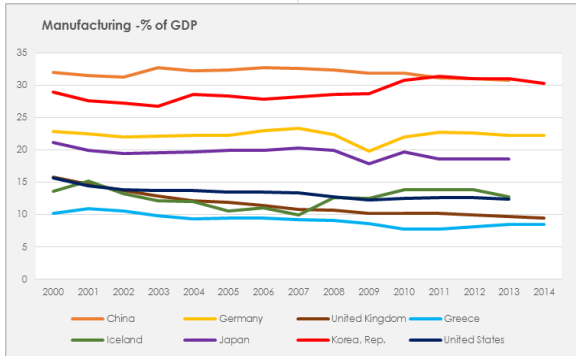
Countries with a high and rising R&D investments have been less affected by the financial crisis



Increasing R&D investments (investment in value-added services & technologies) shows high statistical correlation to growth since the financial crisis



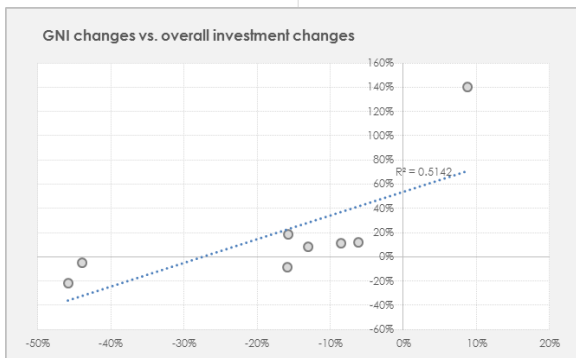
Increasing R&D investments (investment in value-added services & technologies) shows high statistical correlation to growth since the financial crisis



Countries with higher contribution by the manufacturing sector have been less affected by the financial crisis

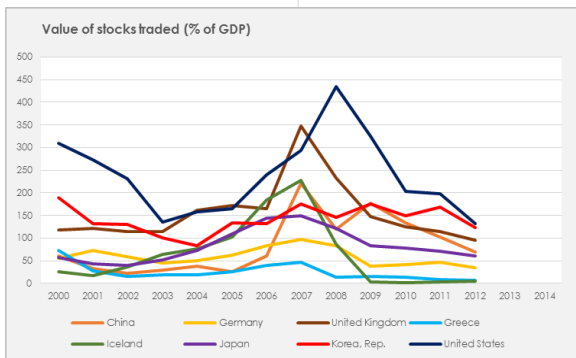
The internal balance of an economy, i.e. the contributions of the agricultural, manufacturing and service sectors, expressed as percentage of the manufacturing sector contribution to the national GDP is an example of an indicator that seems to indicate a clear link to growth rates since the financial crisis. It seems that countries with a more balanced economy (i.e. a higher contribution of the overall national output by the manufacturing sector compared to the service sector) were less affected by the financial crisis, and have recovered from the fall-out of the crisis. The UK in particular – the birthplace of industrialisation – is now a nearly de-industrialised country (most remaining manufacturing is in the food/beverage sector), with manufacturing providing less than 10% to the national GDP. The UK was hard hit by the crisis and has not yet recovered to pre-crisis levels to this day, whereas countries with a strong manufacturing base prior to the crisis (China, Korea) have been less affected and/or have recovered quicker. In fact, the manufacturing ranking mirrors the growth rates achieved since the 2008 crisis. The lack of a high-tech industry is also reflected in the employment figures of the different economic sectors. Less than 20% of the work-force in the UK are now employed in the manufacturing sector – a loss of nearly 50% since 1980.

Governance scores show a correlation in difficult



The level of post-crisis investments seems to be directly related to economic decline and growth since 2008

A similar picture is visible when looking at overall investment levels of all benchmarking countries. Countries that have increased their investment since the crisis have not been affected and/or have recovered quicker than other economies. Countries that have reduced overall investments to reduce real or perceived deficits have been affected heavier, and have recovered significantly slower.



Trading volume reached more than 350% of GDP in the UK before the crisis, returned to healthier levels after, Korea is still above 150%; Germany remains below 50%. Steep and short increase of trading volumes and market capitalisation indicate an imminent burst of a bubble, as is nicely visible here

Stock market developments seem to indicate individual correlations to post-crisis economic development. The UK and Iceland with a strong exposure and focus on the financial industry before the crisis show increased stock trading (up to 350% of GDP) prior to the crisis, and were hit harder than any other country. However, the US, where pre-crisis stock trading reached a volume of more than 400% of GDP was not affected that dramatically. The same is true for China.

The stock market value of traded companies in the UK was 150% of the national GDP just before the financial crisis. During the crisis, the market capitalisation of listed companies dropped to roughly 75% of GDP – i.e. the financial crisis destroyed wealth in the amount of 75% of the annual GDP. The equivalent value in Korea is nearly 100%, while in Germany the market value of listed companies is below 50%. Much of loss of the financial value has been recovered in the meantime, thanks to massive interventions on part of the central banks through quantitative easing and record-low interest levels. However, many critics argue that the recovery on the financial markets is fragile at best, i.e. still represents an incalculable and considerable risks to the real (i.e. producing & manufacturing) economy

## Economic recovery and sustainable competitiveness: recap

- The availability and state of **natural capital** does not affect short-term economic development
- **Resource intensity** is not directly linked to short-term economic development. While resource usage is increasing with initial development, efficiency tends to increase with higher development and investments. However, economic decline (as has occurred in Greece since 2010, leads to lower resource consumption)
- **Social capital** is negatively affected by economic decline, while the correlation of development and increasing social capital is less straightforward. A declining economy leads to fewer financial resources available for social capital aspects (health, community development, integration), and leads to higher criminality as well as individual despair.
- There seems to be a fairly direct connection of **Intellectual capital** availability and positive/negative economic development. All countries that have cut investments (including, but not restricted to, innovation, R&D and education), have seen a slower recovery or even further decline since the financial crisis – and vice versa. While it may look sensible at first glance to cut expenditure to reduce deficits, this strategy obviously does not work, because it also cuts the required base to kick-start growth. It is unsustainable competitive, i.e. not sustainable competitive. It also goes to show what sustainable competitiveness means: analysing the likely outcome of measurements before they are implemented – i.e. calculating not only the cuts, but also the cost of cuts. A majority of policy makers these days seem to be blind to the long-term cost of cuts. Unbelievable as that sounds – they do not look ahead.
- The analysis of individual indicators suggests a fairly straightforward connection between the **Governance framework** provided to the economy: countries who cut investments (infrastructure, general investments), countries with a large (uncontrolled) domestic financial investment markets, and a low industrial base have all declined more and recovered slower than countries with higher investments, smaller domestic financial markets and a better industrial base. It also seems straightforward that a steep increase of financial market size in short term seems to be the indication of an imminent burst of a bubble.

## To have a plan or not to have a plan: country-level observations

The different answers to the financial crises – investments (Korea, China) vs. financial market support with limited or no investments in other parts of the economy (UK) - also characterises the main differences between different approaches to national development strategy that have evolved since the 1980s.

While Western-based countries – in particular the UK, to a lesser extent the US and Germany - seem to have put the main emphasises on market forces and hoping on the financial markets (i.e. forgoing, whether wilfully or not, a clear national economic development strategy), Korea and China have a tradition of setting national development strategies.

In the case of Korea, this is manifested in a co-operation between government and the economy, whereby target industries, technology and service clusters are identified as priorities. The government sets the framework supporting the national development plan through provision of infrastructure, educational



policy setting, and supporting trade regulations, while the industry is developing the technology.

Iceland –the population of Iceland, or more precisely its population who chased out the government and voted for not bailing out the banks– has a simple plan: not to bail out the banks and make private debt a public debt. Despite the steep initial fall, Iceland has recovered way faster than most commentators expected back when the decision was announced – and has recovered faster than the UK, not depending on rising stock markets, i.e. Iceland's recovery is also far more stable.

The main difference between the different answers to the financial crisis therefore is – having a national development strategy and plan (in the case of Korea and China) vs. *not* having a national development plan (UK), i.e. leaving national development in the hands to the private sector, i.e. the markets. Data evidence says that having a plan is a much more promising approach.

### Implications

According to the Sustainable Competitiveness Pyramid, the base levels are required to support the higher levels, while the higher levels have a larger impact on the level below. This notion seems to be supported by the UK case – the lack of a coherent national development strategy and implementation roadmap other than leaving the financial markets a free hand has left the UK behind other European nations (the fact that the UK recently has had marginally higher quarterly growth numbers than other European has to be viewed in the light that the UK has lost significantly more than other countries in North-western Europe, and is still far below when comparing output number before and post-crisis). The de-industrialisation and overreliance on financial markets leaves the country the mercy of the financial market – which in turn supports the building a new bubble. In the absence of an alternative approach – away from the financial markets and back towards a healthier balance between the different sectors of the economy – a true, sustainable recovery (other than short-term recovery of the financial markets thanks to massive central bank intervention and support) is not foreseeable in the near future, and remain at the mercy of financial market performance. The simultaneous and continuing de-industrialisation will make the shock-waves of the next bursting bubble even worse.

Korea, on the other hand, has seen successful development over recent decades based on national development priority plans tailor-made to the current development stage. It looks as if Korea has fairly well managed the transition from a low-skill, low-paid OEM manufacturing market (OEM textile manufacturing was a key element of the economy as short back as the 1970s) to an innovation-based technology exporting economy, competitive in the global markets. However, while Korea scores highest in the Intellectual Capital, the country also is ranked lowest of the 180 countries in Resource Management. Korea needs to balance its resource intensity in order to maintain current wealth generating levels in the long term, i.e. needs to deeper integrate resource management into its development priorities.

Comparing the UK and Korea, with very different approaches to national economic development, seems to suggest that setting and implementing integrated national development plans is significantly more sustainable (and successful) than letting the financial markets leading the way.

## Why are ideologies still dictating policy making?

We are living 26 years after the fall of the Berlin Wall and the dissolution of the communist bloc - famously declared the end of history by Fukuyama in 1992, meaning the end of ideological controversies.

Strangely, decision-making based on the theory of ideologies has not subsided since. On the contrary - controversial political debates nowadays seem to be even more based on ideologies and/or theories, rather than experiences: ideological thinking seems to be even more rigid these days. The debates and discussion on how to deal with the fall-out (let alone the cause) of the financial crises is marred by ideologically driven assumptions - in some circles, questioning the wisdom of the markets or asking the long-term cost of investment & spending cuts is akin to being a deep-red socialist, whereas the other side is also seem to be lacking a coherent recipe to really manage the changing realities with an over-focus on corporate bashing and the super-rich, relying on calls for solidarity to deal with the complexity of today's World. Regardless of what side of the argument the policy is coming from – what is astonishing is the fact that in this modern world, policy decisions are based on ideologies rather than analytics that take into account the wider horizon and past experiences, both successful and unsuccessfully, to find workable efficient solution to whatever the challenge may be.

The sustainable competitiveness research shows

- Unbelievable as it is, not a single lesson of 2007/2008 has been implemented. De-regulated financial markets where capital flows in and out, always to the promise of the highest possible short-term return, are a recipe for instability, ceaselessly absorbing huge resources to manage (let alone repair) the damage of bursting small and bigger bubbles caused by over-expectations and over-investments, constantly and negatively affecting all other markets (i.e. economic activities). A complete decoupling of financial markets and the productive economy is therefore required. Gambling is okay, as long as the bet is not the real economy. The financial markets in their current form are a threat to wealth creation.
- A sound industrial (productive and/or manufacturing) base is required for long-term development and sustainable wealth creation. This in term requires investments – in infrastructure, technology, R&D, innovation, efficiency, education. Of course, throwing money at something per se will not do. Investments have to be conducted and managed wisely, based on proper analysis that foresees all possible implications and side-effects. Sustainable competitiveness analysis.

Sometimes it is market tools that are most efficient, sometimes it's incentives, sometimes regulations. Whatever works best – in most cases a combination of the above – should be applied. What we need is less ideology, and more pragmatism. We don't need theories, we definitely need less ideologies - we need solutions that work. Analysis, scenario planning and experiences from the past, both successful and unsuccessful, should guide policy making, and not economic theories and ideologies.



sustainable competitiveness  
ranking tables

## 9 Rankings at a glance

### The Global Sustainable Competitiveness Index

| Country        | Rank | Score | Country           | Rank | Score | Country                      | Rank | Score | Country                        | Rank | Score |
|----------------|------|-------|-------------------|------|-------|------------------------------|------|-------|--------------------------------|------|-------|
| Iceland        | 1    | 56.1  | Argentina         | 46   | 45.1  | Vietnam                      | 91   | 41.2  | Rwanda                         | 136  | 37.3  |
| Sweden         | 2    | 55.5  | Hungary           | 47   | 45.0  | Cuba                         | 92   | 41.2  | Togo                           | 137  | 37.1  |
| Norway         | 3    | 54.6  | United Kingdom    | 48   | 44.9  | Timor-Leste                  | 93   | 41.1  | Jordan                         | 138  | 37.1  |
| Finland        | 4    | 54.4  | Romania           | 49   | 44.8  | Nicaragua                    | 94   | 40.9  | Sri Lanka                      | 139  | 37.0  |
| Switzerland    | 5    | 53.0  | Nepal             | 50   | 44.7  | Brunei                       | 95   | 40.9  | Jamaica                        | 140  | 36.8  |
| Liechtenstein  | 6    | 52.9  | Malaysia          | 51   | 44.6  | Panama                       | 96   | 40.8  | Nigeria                        | 141  | 36.8  |
| Luxembourg     | 7    | 52.8  | Laos              | 52   | 44.6  | Turkey                       | 97   | 40.8  | Zimbabwe                       | 142  | 36.7  |
| Germany        | 8    | 52.8  | Ecuador           | 53   | 44.4  | Democratic Republic of Congo | 98   | 40.6  | Senegal                        | 143  | 36.6  |
| Denmark        | 9    | 52.7  | Paraguay          | 54   | 44.4  | Cambodia                     | 99   | 40.5  | Guinea                         | 144  | 36.3  |
| Austria        | 10   | 52.5  | Bolivia           | 55   | 44.0  | Mozambique                   | 100  | 40.5  | Trinidad and Tobago            | 145  | 36.2  |
| Japan          | 11   | 52.1  | Georgia           | 56   | 44.0  | Sierra Leone                 | 101  | 40.2  | Comoros                        | 146  | 36.2  |
| New Zealand    | 12   | 50.9  | Bulgaria          | 57   | 43.8  | Bosnia and Herzegovina       | 102  | 40.1  | Swaziland                      | 147  | 36.1  |
| Ireland        | 13   | 50.8  | Suriname          | 58   | 43.8  | Libya                        | 103  | 40.0  | Malawi                         | 148  | 36.1  |
| Slovenia       | 14   | 50.8  | Mongolia          | 59   | 43.7  | Thailand                     | 104  | 40.0  | Burkina Faso                   | 149  | 36.0  |
| France         | 15   | 50.4  | Venezuela         | 60   | 43.6  | Zambia                       | 105  | 40.0  | Barbados                       | 150  | 35.9  |
| Canada         | 16   | 49.9  | Oman              | 61   | 43.5  | Guatemala                    | 106  | 40.0  | Guinea-Bissau                  | 151  | 35.9  |
| Estonia        | 17   | 49.7  | Israel            | 62   | 43.5  | Albania                      | 107  | 39.9  | Mali                           | 152  | 35.6  |
| Slovakia       | 18   | 49.3  | Montenegro        | 63   | 43.4  | Kuwait                       | 108  | 39.7  | Gambia                         | 153  | 35.5  |
| Lithuania      | 19   | 49.3  | Armenia           | 64   | 43.2  | Cote d'Ivoire                | 109  | 39.6  | Madagascar                     | 154  | 35.5  |
| Czech Republic | 20   | 48.6  | Kazakhstan        | 65   | 43.1  | Lebanon                      | 110  | 39.6  | Chad                           | 155  | 35.4  |
| Latvia         | 21   | 48.5  | Uzbekistan        | 66   | 43.0  | Botswana                     | 111  | 39.5  | Sudan                          | 156  | 35.4  |
| Croatia        | 22   | 47.9  | Qatar             | 67   | 42.9  | Namibia                      | 112  | 39.2  | Vanuatu                        | 157  | 34.9  |
| Costa Rica     | 23   | 47.3  | Kyrgyzstan        | 68   | 42.9  | Bahamas                      | 113  | 39.1  | West Bank and Gaza             | 158  | 34.7  |
| Brazil         | 24   | 47.3  | Serbia            | 69   | 42.8  | El Salvador                  | 114  | 39.1  | Central African Republic       | 159  | 34.7  |
| China          | 25   | 47.2  | Ghana             | 70   | 42.5  | Philippines                  | 115  | 39.0  | Iran                           | 160  | 34.6  |
| Poland         | 26   | 46.8  | Greece            | 71   | 42.4  | Angola                       | 116  | 39.0  | Solomon Islands                | 161  | 34.5  |
| Belarus        | 27   | 46.8  | Belize            | 72   | 42.3  | Benin                        | 117  | 38.9  | Niger                          | 162  | 34.5  |
| Netherlands    | 28   | 46.7  | Guyana            | 73   | 42.3  | Azerbaijan                   | 118  | 38.7  | Afghanistan                    | 163  | 34.5  |
| Bhutan         | 29   | 46.6  | Algeria           | 74   | 42.2  | Macedonia                    | 119  | 38.7  | Honduras                       | 164  | 34.1  |
| Uruguay        | 30   | 46.5  | Chile             | 75   | 42.1  | United Arab Emirates         | 120  | 38.7  | Bahrain                        | 165  | 33.9  |
| Australia      | 31   | 46.4  | Cyprus            | 76   | 42.0  | Fiji                         | 121  | 38.3  | Djibouti                       | 166  | 33.9  |
| Spain          | 32   | 46.4  | Dominica          | 77   | 42.0  | Tunisia                      | 122  | 38.3  | Burundi                        | 167  | 33.7  |
| Russia         | 33   | 46.3  | Tajikistan        | 78   | 42.0  | Equatorial Guinea            | 123  | 38.3  | Mauritania                     | 168  | 33.2  |
| Singapore      | 34   | 46.0  | Papua New Guinea  | 79   | 42.0  | South Africa                 | 124  | 38.2  | Hong Kong                      | 169  | 33.1  |
| Italy          | 35   | 45.9  | Gabon             | 80   | 41.8  | Lesotho                      | 125  | 38.2  | Eritrea                        | 170  | 33.0  |
| Saudi Arabia   | 36   | 45.9  | Ethiopia          | 81   | 41.8  | Dominican Republic           | 126  | 38.2  | Haiti                          | 171  | 32.5  |
| Belgium        | 37   | 45.9  | Tanzania          | 82   | 41.7  | Egypt                        | 127  | 37.9  | Pakistan                       | 172  | 31.8  |
| Peru           | 38   | 45.9  | Seychelles        | 83   | 41.7  | Turkmenistan                 | 128  | 37.9  | Grenada                        | 173  | 31.5  |
| Portugal       | 39   | 45.8  | Moldova           | 84   | 41.6  | Kenya                        | 129  | 37.9  | Iraq                           | 174  | 31.4  |
| South Korea    | 40   | 45.7  | Mexico            | 85   | 41.4  | Liberia                      | 130  | 37.7  | St. Lucia                      | 175  | 31.2  |
| USA            | 41   | 45.5  | Ukraine           | 86   | 41.4  | India                        | 131  | 37.7  | St. Vincent and the Grenadines | 176  | 30.8  |
| Burma          | 42   | 45.3  | Mauritius         | 87   | 41.3  | Samoa                        | 132  | 37.4  | Sao Tome and Principe          | 177  | 30.5  |
| Indonesia      | 43   | 45.2  | Cameroon          | 88   | 41.3  | Morocco                      | 133  | 37.4  | Antigua and Barbuda            | 178  | 30.0  |
| Malta          | 44   | 45.2  | Republic of Congo | 89   | 41.2  | Bangladesh                   | 134  | 37.4  | Syria                          | 179  | 29.7  |
| Colombia       | 45   | 45.2  | Maldives          | 90   | 41.2  | Uganda                       | 135  | 37.3  | Yemen                          | 180  | 27.8  |

## Natural Capital Sub-Index

| Country                      | Rank | Score | Country                | Rank | Score | Country             | Rank | Score | Country                        | Rank | Score |
|------------------------------|------|-------|------------------------|------|-------|---------------------|------|-------|--------------------------------|------|-------|
| Democratic Republic of Congo | 1    | 71.6  | Croatia                | 46   | 53.5  | Ukraine             | 91   | 46.2  | St. Vincent and the Grenadines | 136  | 38.9  |
| Suriname                     | 2    | 70.0  | Ecuador                | 47   | 53.4  | Malawi              | 92   | 46.2  | Turkey                         | 137  | 38.6  |
| Bhutan                       | 3    | 69.5  | Zimbabwe               | 48   | 53.3  | Guatemala           | 93   | 46.2  | Benin                          | 138  | 38.3  |
| Guyana                       | 4    | 68.0  | Liechtenstein          | 49   | 53.1  | Dominican Republic  | 94   | 46.0  | Moldova                        | 139  | 38.3  |
| Paraguay                     | 5    | 65.7  | USA                    | 50   | 52.9  | Nigeria             | 95   | 45.9  | Turkmenistan                   | 140  | 37.9  |
| Central African Republic     | 6    | 65.2  | Gabon                  | 51   | 52.6  | Macedonia           | 96   | 45.7  | Namibia                        | 141  | 37.8  |
| Canada                       | 7    | 65.0  | Mozambique             | 52   | 52.4  | Rwanda              | 97   | 45.7  | Kuwait                         | 142  | 37.3  |
| Sweden                       | 8    | 64.8  | Sudan                  | 53   | 52.4  | Saudi Arabia        | 98   | 45.6  | Grenada                        | 143  | 37.2  |
| Laos                         | 9    | 64.6  | France                 | 54   | 52.2  | Brunei              | 99   | 45.4  | United Kingdom                 | 144  | 36.8  |
| Cameroon                     | 10   | 64.6  | Bulgaria               | 55   | 51.8  | Honduras            | 100  | 45.0  | Senegal                        | 145  | 36.8  |
| Cote d'Ivoire                | 11   | 64.2  | Chile                  | 56   | 51.2  | Libya               | 101  | 44.8  | Mongolia                       | 146  | 36.7  |
| Burma                        | 12   | 64.2  | Ireland                | 57   | 51.0  | Seychelles          | 102  | 44.8  | Philippines                    | 147  | 36.7  |
| Papua New Guinea             | 13   | 64.0  | Bahamas                | 58   | 50.8  | Luxembourg          | 103  | 44.7  | Djibouti                       | 148  | 36.2  |
| New Zealand                  | 14   | 62.8  | Costa Rica             | 59   | 50.7  | Italy               | 104  | 44.7  | Kenya                          | 149  | 35.8  |
| Equatorial Guinea            | 15   | 62.0  | Nicaragua              | 60   | 50.6  | Tajikistan          | 105  | 44.7  | United Arab Emirates           | 150  | 35.8  |
| Venezuela                    | 16   | 61.2  | Slovakia               | 61   | 50.5  | South Africa        | 106  | 44.7  | Belgium                        | 151  | 35.7  |
| Brazil                       | 17   | 61.1  | Uganda                 | 62   | 50.5  | Niger               | 107  | 44.2  | Malta                          | 152  | 35.6  |
| Sierra Leone                 | 18   | 61.0  | Denmark                | 63   | 50.4  | Uzbekistan          | 108  | 44.0  | Syria                          | 153  | 35.5  |
| Iceland                      | 19   | 60.8  | Bosnia and Herzegovina | 64   | 50.3  | Togo                | 109  | 43.8  | Vanuatu                        | 154  | 35.5  |
| Bolivia                      | 20   | 60.7  | Malaysia               | 65   | 50.1  | Georgia             | 110  | 43.7  | Eritrea                        | 155  | 35.3  |
| Norway                       | 21   | 60.6  | Ghana                  | 66   | 50.1  | Samoa               | 111  | 43.6  | Thailand                       | 156  | 35.2  |
| Zambia                       | 22   | 60.5  | Mauritius              | 67   | 49.8  | Algeria             | 112  | 43.4  | Qatar                          | 157  | 34.8  |
| Finland                      | 23   | 59.9  | Montenegro             | 68   | 49.8  | Armenia             | 113  | 43.3  | South Korea                    | 158  | 34.5  |
| Republic of Congo            | 24   | 59.8  | Ethiopia               | 69   | 49.7  | Trinidad and Tobago | 114  | 43.3  | Antigua and Barbuda            | 159  | 34.3  |
| Peru                         | 25   | 58.9  | Fiji                   | 70   | 49.4  | Poland              | 115  | 43.0  | Sao Tome and Principe          | 160  | 33.8  |
| Madagascar                   | 26   | 58.8  | Nepal                  | 71   | 49.4  | Germany             | 116  | 42.7  | Sri Lanka                      | 161  | 33.7  |
| Guinea                       | 27   | 58.8  | Burkina Faso           | 72   | 49.4  | Albania             | 117  | 42.5  | Lebanon                        | 162  | 32.4  |
| Colombia                     | 28   | 57.5  | Australia              | 73   | 49.1  | Barbados            | 118  | 42.1  | Yemen                          | 163  | 32.0  |
| Tanzania                     | 29   | 56.7  | Slovenia               | 74   | 48.5  | Timor-Leste         | 119  | 41.9  | Bangladesh                     | 164  | 31.2  |
| Estonia                      | 30   | 56.5  | Hungary                | 75   | 48.5  | Spain               | 120  | 41.5  | Israel                         | 165  | 31.2  |
| Russia                       | 31   | 56.5  | Chad                   | 76   | 48.1  | Maldives            | 121  | 41.4  | Singapore                      | 166  | 30.8  |
| Latvia                       | 32   | 56.3  | Greece                 | 77   | 48.0  | St. Lucia           | 122  | 41.1  | Pakistan                       | 167  | 30.6  |
| Belize                       | 33   | 56.0  | Cambodia               | 78   | 47.9  | El Salvador         | 123  | 41.0  | Iran                           | 168  | 30.1  |
| Angola                       | 34   | 56.0  | Serbia                 | 79   | 47.8  | Netherlands         | 124  | 40.5  | Azerbaijan                     | 169  | 30.0  |
| Austria                      | 35   | 55.7  | Portugal               | 80   | 47.7  | Botswana            | 125  | 40.5  | Cyprus                         | 170  | 29.6  |
| Uruguay                      | 36   | 55.6  | Kyrgyzstan             | 81   | 47.7  | Afghanistan         | 126  | 40.4  | China                          | 171  | 29.4  |
| Argentina                    | 37   | 55.5  | Gambia                 | 82   | 47.7  | Comoros             | 127  | 40.4  | Haiti                          | 172  | 29.4  |
| Lithuania                    | 38   | 54.9  | Lesotho                | 83   | 47.6  | Egypt               | 128  | 40.4  | Tunisia                        | 173  | 28.9  |
| Liberia                      | 39   | 54.7  | Swaziland              | 84   | 47.6  | Mauritania          | 129  | 40.2  | Iraq                           | 174  | 28.8  |
| Belarus                      | 40   | 54.5  | Dominica               | 85   | 47.5  | Burundi             | 130  | 40.0  | India                          | 175  | 28.8  |
| Mali                         | 41   | 54.5  | Indonesia              | 86   | 47.1  | Morocco             | 131  | 39.9  | Jamaica                        | 176  | 28.6  |
| Solomon Islands              | 42   | 54.4  | Czech Republic         | 87   | 47.1  | Kazakhstan          | 132  | 39.8  | Jordan                         | 177  | 24.5  |
| Guinea-Bissau                | 43   | 54.3  | Mexico                 | 88   | 47.0  | Cuba                | 133  | 39.3  | Hong Kong                      | 178  | 23.0  |
| Panama                       | 44   | 54.0  | Japan                  | 89   | 46.6  | Oman                | 134  | 39.2  | Bahrain                        | 179  | 20.0  |
| Switzerland                  | 45   | 53.5  | Romania                | 90   | 46.6  | Vietnam             | 135  | 38.9  | West Bank and Gaza             | 180  | 19.2  |



## Resource Intensity Sub-Index

| Country                      | Rank | Score | Country        | Rank | Score | Country                  | Rank | Score | Country                        | Rank | Score |
|------------------------------|------|-------|----------------|------|-------|--------------------------|------|-------|--------------------------------|------|-------|
| Guatemala                    | 1    | 55.9  | Honduras       | 46   | 40.3  | Fiji                     | 91   | 36.4  | Maldives                       | 136  | 32.4  |
| Kenya                        | 2    | 51.5  | Bangladesh     | 47   | 40.2  | Canada                   | 92   | 36.4  | Slovenia                       | 137  | 32.3  |
| El Salvador                  | 3    | 51.3  | Sweden         | 48   | 40.0  | Qatar                    | 93   | 36.3  | St. Lucia                      | 138  | 32.2  |
| Ethiopia                     | 4    | 50.5  | Philippines    | 49   | 39.8  | Germany                  | 94   | 36.3  | Thailand                       | 139  | 32.0  |
| Belize                       | 5    | 49.6  | Liechtenstein  | 50   | 39.7  | Sudan                    | 95   | 36.0  | Iraq                           | 140  | 31.9  |
| Costa Rica                   | 6    | 49.6  | New Zealand    | 51   | 39.7  | Central African Republic | 96   | 36.0  | Syria                          | 141  | 31.8  |
| Cambodia                     | 7    | 49.3  | Slovakia       | 52   | 39.1  | Norway                   | 97   | 35.9  | South Africa                   | 142  | 31.8  |
| Haiti                        | 8    | 48.7  | Guyana         | 53   | 39.1  | Greece                   | 98   | 35.8  | Czech Republic                 | 143  | 31.5  |
| Nicaragua                    | 9    | 48.1  | Georgia        | 54   | 39.0  | Guinea-Bissau            | 99   | 35.8  | Argentina                      | 144  | 31.4  |
| Bolivia                      | 10   | 47.3  | Panama         | 55   | 38.8  | Seychelles               | 100  | 35.8  | Mexico                         | 145  | 31.1  |
| Republic of Congo            | 11   | 47.2  | Austria        | 56   | 38.7  | Suriname                 | 101  | 35.7  | Israel                         | 146  | 30.8  |
| Nepal                        | 12   | 47.1  | Botswana       | 57   | 38.7  | Gambia                   | 102  | 35.6  | United Arab Emirates           | 147  | 30.6  |
| Nigeria                      | 13   | 47.1  | Brazil         | 58   | 38.6  | Sao Tome and Principe    | 103  | 35.6  | Bahamas                        | 148  | 30.4  |
| Togo                         | 14   | 47.0  | Timor-Leste    | 59   | 38.6  | Malawi                   | 104  | 35.3  | Niger                          | 149  | 30.4  |
| Jamaica                      | 15   | 46.3  | Afghanistan    | 60   | 38.5  | Singapore                | 105  | 35.3  | Grenada                        | 150  | 30.4  |
| Tajikistan                   | 16   | 46.2  | Lesotho        | 61   | 38.5  | Solomon Islands          | 106  | 35.2  | Libya                          | 151  | 30.3  |
| Ireland                      | 17   | 46.1  | Italy          | 62   | 38.5  | Romania                  | 107  | 35.1  | Belarus                        | 152  | 30.2  |
| Iceland                      | 18   | 46.0  | Latvia         | 63   | 38.3  | Pakistan                 | 108  | 35.1  | Vietnam                        | 153  | 30.2  |
| Papua New Guinea             | 19   | 45.8  | Senegal        | 64   | 38.1  | Australia                | 109  | 35.0  | Lebanon                        | 154  | 30.1  |
| Tanzania                     | 20   | 45.7  | Cyprus         | 65   | 38.0  | Liberia                  | 110  | 35.0  | Barbados                       | 155  | 30.0  |
| Benin                        | 21   | 45.5  | Belgium        | 66   | 38.0  | Mauritius                | 111  | 35.0  | Hong Kong                      | 156  | 29.9  |
| Angola                       | 22   | 45.3  | Croatia        | 67   | 37.9  | Trinidad and Tobago      | 112  | 34.9  | Japan                          | 157  | 29.7  |
| Democratic Republic of Congo | 23   | 45.3  | Albania        | 68   | 37.6  | Portugal                 | 113  | 34.9  | Morocco                        | 158  | 29.5  |
| Burma                        | 24   | 45.0  | United Kingdom | 69   | 37.6  | Samoa                    | 114  | 34.9  | USA                            | 159  | 29.3  |
| Cote d'Ivoire                | 25   | 45.0  | Ecuador        | 70   | 37.6  | Djibouti                 | 115  | 34.8  | China                          | 160  | 28.9  |
| Equatorial Guinea            | 26   | 44.7  | Indonesia      | 71   | 37.6  | Hungary                  | 116  | 34.5  | Turkmenistan                   | 161  | 28.7  |
| Laos                         | 27   | 44.3  | Burundi        | 72   | 37.5  | Cuba                     | 117  | 34.4  | St. Vincent and the Grenadines | 162  | 28.5  |
| Mozambique                   | 28   | 44.3  | Chile          | 73   | 37.4  | Yemen                    | 118  | 34.3  | Russia                         | 163  | 28.4  |
| Zambia                       | 29   | 44.2  | Burkina Faso   | 74   | 37.4  | Algeria                  | 119  | 34.3  | Bahrain                        | 164  | 27.8  |
| Eritrea                      | 30   | 44.2  | Kyrgyzstan     | 75   | 37.4  | Swaziland                | 120  | 34.2  | Turkey                         | 165  | 27.7  |
| Finland                      | 31   | 44.2  | Zimbabwe       | 76   | 37.4  | West Bank and Gaza       | 121  | 34.1  | Macedonia                      | 166  | 27.4  |
| Namibia                      | 32   | 43.6  | Spain          | 77   | 37.3  | Mali                     | 122  | 34.0  | Mongolia                       | 167  | 27.2  |
| Gabon                        | 33   | 43.1  | Azerbaijan     | 78   | 37.1  | Tunisia                  | 123  | 33.9  | Antigua and Barbuda            | 168  | 27.1  |
| Uruguay                      | 34   | 43.0  | Sierra Leone   | 79   | 37.0  | India                    | 124  | 33.7  | Saudi Arabia                   | 169  | 26.9  |
| Colombia                     | 35   | 42.6  | Uganda         | 80   | 36.9  | Jordan                   | 125  | 33.6  | Bulgaria                       | 170  | 26.6  |
| Luxembourg                   | 36   | 42.3  | Chad           | 81   | 36.9  | Estonia                  | 126  | 33.6  | Montenegro                     | 171  | 26.5  |
| Denmark                      | 37   | 42.1  | Guinea         | 82   | 36.9  | Netherlands              | 127  | 33.6  | Iran                           | 172  | 26.2  |
| Dominica                     | 38   | 41.8  | France         | 83   | 36.9  | Armenia                  | 128  | 33.6  | Mauritania                     | 173  | 25.7  |
| Comoros                      | 39   | 41.7  | Peru           | 84   | 36.8  | Bosnia and Herzegovina   | 129  | 33.4  | Malaysia                       | 174  | 25.6  |
| Paraguay                     | 40   | 41.7  | Sri Lanka      | 85   | 36.8  | Poland                   | 130  | 33.2  | Ukraine                        | 175  | 25.0  |
| Ghana                        | 41   | 41.5  | Malta          | 86   | 36.7  | Dominican Republic       | 131  | 32.9  | Serbia                         | 176  | 24.0  |
| Lithuania                    | 42   | 41.4  | Moldova        | 87   | 36.7  | Egypt                    | 132  | 32.7  | Oman                           | 177  | 23.2  |
| Cameroon                     | 43   | 41.2  | Madagascar     | 88   | 36.4  | Venezuela                | 133  | 32.5  | Kazakhstan                     | 178  | 22.8  |
| Bhutan                       | 44   | 40.9  | Uzbekistan     | 89   | 36.4  | Brunei                   | 134  | 32.5  | Kuwait                         | 179  | 21.6  |
| Switzerland                  | 45   | 40.7  | Rwanda         | 90   | 36.4  | Vanuatu                  | 135  | 32.4  | South Korea                    | 180  | 20.7  |

## Social Capital Sub-Index

| Country                | Rank | Score | Country              | Rank | Score | Country             | Rank | Score | Country                        | Rank | Score |
|------------------------|------|-------|----------------------|------|-------|---------------------|------|-------|--------------------------------|------|-------|
| Denmark                | 1    | 63.3  | South Korea          | 46   | 46.3  | Georgia             | 91   | 39.2  | Cambodia                       | 136  | 34.4  |
| Luxembourg             | 2    | 62.3  | Kazakhstan           | 47   | 46.2  | Sierra Leone        | 92   | 39.1  | Guyana                         | 137  | 34.0  |
| Norway                 | 3    | 61.5  | Israel               | 48   | 46.1  | Seychelles          | 93   | 39.0  | Cameroon                       | 138  | 34.0  |
| Iceland                | 4    | 61.2  | Libya                | 49   | 46.0  | Peru                | 94   | 38.9  | Madagascar                     | 139  | 33.9  |
| Slovenia               | 5    | 60.8  | Algeria              | 50   | 46.0  | Philippines         | 95   | 38.6  | Chad                           | 140  | 33.8  |
| Switzerland            | 6    | 60.6  | Moldova              | 51   | 46.0  | Ghana               | 96   | 38.4  | Morocco                        | 141  | 33.6  |
| Sweden                 | 7    | 59.7  | Belarus              | 52   | 45.9  | Brazil              | 97   | 38.4  | Comoros                        | 142  | 33.5  |
| Germany                | 8    | 59.1  | Hungary              | 53   | 45.6  | Mozambique          | 98   | 38.4  | Uganda                         | 143  | 33.0  |
| Netherlands            | 9    | 58.8  | China                | 54   | 45.6  | Cuba                | 99   | 38.3  | Solomon Islands                | 144  | 32.7  |
| Finland                | 10   | 58.4  | United Kingdom       | 55   | 45.5  | Suriname            | 100  | 38.3  | Iraq                           | 145  | 32.6  |
| Austria                | 11   | 58.3  | Nepal                | 56   | 45.2  | Turkey              | 101  | 38.2  | Lesotho                        | 146  | 32.6  |
| Belgium                | 12   | 58.2  | Timor-Leste          | 57   | 45.2  | Niger               | 102  | 38.1  | Gabon                          | 147  | 32.5  |
| Spain                  | 13   | 58.1  | Malaysia             | 58   | 45.0  | Burkina Faso        | 103  | 38.0  | Kenya                          | 148  | 32.3  |
| Kuwait                 | 14   | 57.5  | Bulgaria             | 59   | 45.0  | Thailand            | 104  | 37.7  | Burundi                        | 149  | 32.3  |
| Japan                  | 15   | 56.8  | Argentina            | 60   | 45.0  | Burma               | 105  | 37.6  | Togo                           | 150  | 32.1  |
| Ireland                | 16   | 56.2  | Malta                | 61   | 44.7  | Paraguay            | 106  | 37.6  | Haiti                          | 151  | 32.1  |
| Slovakia               | 17   | 55.3  | United Arab Emirates | 62   | 44.0  | Malawi              | 107  | 37.6  | Guatemala                      | 152  | 31.9  |
| Czech Republic         | 18   | 54.8  | Latvia               | 63   | 43.8  | Liberia             | 108  | 37.5  | Cote d'Ivoire                  | 153  | 31.9  |
| Qatar                  | 19   | 54.6  | Tunisia              | 64   | 43.7  | Sri Lanka           | 109  | 37.4  | Djibouti                       | 154  | 31.7  |
| France                 | 20   | 53.8  | Kyrgyzstan           | 65   | 43.5  | Bahamas             | 110  | 37.3  | Chile                          | 155  | 31.6  |
| Liechtenstein          | 21   | 53.7  | Ecuador              | 66   | 43.4  | Pakistan            | 111  | 37.3  | Sao Tome and Principe          | 156  | 31.6  |
| Oman                   | 22   | 53.3  | Vietnam              | 67   | 43.4  | Afghanistan         | 112  | 36.9  | Zimbabwe                       | 157  | 31.5  |
| Mongolia               | 23   | 53.0  | Brunei               | 68   | 43.1  | USA                 | 113  | 36.8  | Rwanda                         | 158  | 31.3  |
| Saudi Arabia           | 24   | 52.8  | Bhutan               | 69   | 43.1  | Panama              | 114  | 36.7  | Angola                         | 159  | 31.0  |
| Croatia                | 25   | 52.1  | Azerbaijan           | 70   | 43.0  | Dominican Republic  | 115  | 36.6  | Gambia                         | 160  | 30.9  |
| Poland                 | 26   | 51.3  | Costa Rica           | 71   | 42.8  | Ethiopia            | 116  | 36.6  | Botswana                       | 161  | 30.5  |
| Singapore              | 27   | 50.9  | Ukraine              | 72   | 42.6  | Venezuela           | 117  | 36.5  | Iran                           | 162  | 29.8  |
| Cyprus                 | 28   | 50.9  | Dominica             | 73   | 42.2  | Mauritania          | 118  | 36.5  | Yemen                          | 163  | 29.5  |
| Australia              | 29   | 50.8  | Greece               | 74   | 42.0  | Mauritius           | 119  | 36.3  | Honduras                       | 164  | 28.8  |
| Canada                 | 30   | 50.6  | Macedonia            | 75   | 41.3  | Benin               | 120  | 36.2  | Grenada                        | 165  | 28.5  |
| Maldives               | 31   | 50.2  | Uruguay              | 76   | 41.0  | South Africa        | 121  | 35.9  | Democratic Republic of Congo   | 166  | 28.4  |
| Tajikistan             | 32   | 50.1  | Laos                 | 77   | 40.9  | West Bank and Gaza  | 122  | 35.9  | Eritrea                        | 167  | 28.3  |
| Serbia                 | 33   | 50.1  | Bangladesh           | 78   | 40.8  | Belize              | 123  | 35.8  | Vanuatu                        | 168  | 27.6  |
| Romania                | 34   | 50.0  | Jamaica              | 79   | 40.6  | Namibia             | 124  | 35.8  | Samoa                          | 169  | 27.3  |
| Portugal               | 35   | 50.0  | Turkmenistan         | 80   | 40.6  | Zambia              | 125  | 35.5  | Sudan                          | 170  | 27.2  |
| Uzbekistan             | 36   | 49.7  | Albania              | 81   | 40.4  | Tanzania            | 126  | 35.5  | Antigua and Barbuda            | 171  | 26.8  |
| Lithuania              | 37   | 49.4  | Mexico               | 82   | 40.4  | Bolivia             | 127  | 35.5  | Republic of Congo              | 172  | 26.8  |
| Montenegro             | 38   | 49.2  | Egypt                | 83   | 40.1  | Guinea-Bissau       | 128  | 35.4  | Central African Republic       | 173  | 26.2  |
| New Zealand            | 39   | 49.1  | Senegal              | 84   | 39.9  | El Salvador         | 129  | 35.1  | Nigeria                        | 174  | 26.1  |
| Estonia                | 40   | 48.5  | Syria                | 85   | 39.9  | Guinea              | 130  | 35.1  | Equatorial Guinea              | 175  | 25.9  |
| Italy                  | 41   | 48.3  | Papua New Guinea     | 86   | 39.7  | Bahrain             | 131  | 35.0  | St. Vincent and the Grenadines | 176  | 24.9  |
| Lebanon                | 42   | 48.0  | Nicaragua            | 87   | 39.6  | Colombia            | 132  | 34.7  | Fiji                           | 177  | 24.3  |
| Armenia                | 43   | 47.5  | Barbados             | 88   | 39.6  | Trinidad and Tobago | 133  | 34.6  | Swaziland                      | 178  | 24.3  |
| Jordan                 | 44   | 47.4  | Indonesia            | 89   | 39.4  | Mali                | 134  | 34.6  | Hong Kong                      | 179  | 22.9  |
| Bosnia and Herzegovina | 45   | 46.9  | India                | 90   | 39.3  | Russia              | 135  | 34.4  | St. Lucia                      | 180  | 18.5  |

## Resource Management Sub-Index

| Country        | Rank | Score | Country            | Rank | Score | Country                        | Rank | Score | Country                      | Rank | Score |
|----------------|------|-------|--------------------|------|-------|--------------------------------|------|-------|------------------------------|------|-------|
| South Korea    | 1    | 71.8  | Costa Rica         | 46   | 44.5  | United Arab Emirates           | 91   | 34.8  | Trinidad and Tobago          | 136  | 27.1  |
| China          | 2    | 64.9  | Cuba               | 47   | 44.2  | Ecuador                        | 92   | 34.7  | Djibouti                     | 137  | 27.0  |
| Liechtenstein  | 3    | 62.2  | Ukraine            | 48   | 44.0  | Macedonia                      | 93   | 34.5  | Kenya                        | 138  | 26.8  |
| Germany        | 4    | 61.8  | Turkey             | 49   | 43.8  | Kuwait                         | 94   | 34.3  | Solomon Islands              | 139  | 26.7  |
| Japan          | 5    | 61.6  | Canada             | 50   | 43.5  | Dominica                       | 95   | 34.1  | Togo                         | 140  | 25.8  |
| Slovenia       | 6    | 59.9  | Bulgaria           | 51   | 43.5  | Chile                          | 96   | 34.0  | Cambodia                     | 141  | 25.7  |
| Malta          | 7    | 59.5  | Oman               | 52   | 43.5  | St. Lucia                      | 97   | 33.5  | Mauritania                   | 142  | 25.6  |
| Luxembourg     | 8    | 59.3  | Cyprus             | 53   | 43.2  | Uruguay                        | 98   | 33.3  | El Salvador                  | 143  | 25.0  |
| Singapore      | 9    | 58.1  | Greece             | 54   | 43.0  | Turkmenistan                   | 99   | 33.1  | Gambia                       | 144  | 24.9  |
| Sweden         | 10   | 57.9  | Thailand           | 55   | 42.6  | Qatar                          | 100  | 32.6  | Cameroon                     | 145  | 24.8  |
| Finland        | 11   | 56.9  | West Bank and Gaza | 56   | 42.0  | South Africa                   | 101  | 32.6  | Bosnia and Herzegovina       | 146  | 24.7  |
| United Kingdom | 12   | 56.4  | Samoa              | 57   | 41.9  | St. Vincent and the Grenadines | 102  | 32.4  | Bolivia                      | 147  | 24.7  |
| Denmark        | 13   | 55.2  | Armenia            | 58   | 41.8  | Ghana                          | 103  | 32.3  | Honduras                     | 148  | 24.3  |
| Israel         | 14   | 54.6  | Georgia            | 59   | 41.5  | Mauritius                      | 104  | 32.1  | Ethiopia                     | 149  | 24.2  |
| Czech Republic | 15   | 54.6  | Brunei             | 60   | 41.4  | India                          | 105  | 32.1  | Uganda                       | 150  | 24.1  |
| France         | 16   | 54.5  | Brazil             | 61   | 41.3  | Nicaragua                      | 106  | 32.1  | Iraq                         | 151  | 23.7  |
| Switzerland    | 17   | 54.3  | Australia          | 62   | 41.3  | Benin                          | 107  | 31.7  | Mozambique                   | 152  | 23.7  |
| Netherlands    | 18   | 54.0  | Jordan             | 63   | 41.2  | Swaziland                      | 108  | 31.3  | Bangladesh                   | 153  | 23.5  |
| Norway         | 19   | 53.2  | Maldives           | 64   | 40.9  | Grenada                        | 109  | 31.2  | Haiti                        | 154  | 23.5  |
| Austria        | 20   | 53.2  | Colombia           | 65   | 40.2  | Comoros                        | 110  | 31.2  | Angola                       | 155  | 23.1  |
| Iceland        | 21   | 51.8  | Peru               | 66   | 39.9  | Rwanda                         | 111  | 31.2  | Burundi                      | 156  | 22.8  |
| USA            | 22   | 51.8  | Tunisia            | 67   | 39.5  | Dominican Republic             | 112  | 31.1  | Mali                         | 157  | 22.7  |
| Ireland        | 23   | 50.9  | Iran               | 68   | 39.4  | Burma                          | 113  | 31.0  | Sierra Leone                 | 158  | 22.5  |
| Hong Kong      | 24   | 50.7  | Serbia             | 69   | 39.1  | Republic of Congo              | 114  | 30.8  | Liberia                      | 159  | 22.1  |
| Russia         | 25   | 50.1  | Fiji               | 70   | 39.1  | Namibia                        | 115  | 30.7  | Eritrea                      | 160  | 22.0  |
| Malaysia       | 26   | 49.2  | Botswana           | 71   | 38.3  | Paraguay                       | 116  | 30.5  | Zimbabwe                     | 161  | 21.9  |
| Portugal       | 27   | 48.8  | Kyrgyzstan         | 72   | 38.3  | Gabon                          | 117  | 30.4  | Papua New Guinea             | 162  | 21.4  |
| Poland         | 28   | 48.5  | Bahrain            | 73   | 38.3  | Laos                           | 118  | 30.3  | Guinea-Bissau                | 163  | 21.4  |
| Estonia        | 29   | 48.2  | Vietnam            | 74   | 38.2  | Bhutan                         | 119  | 30.2  | Chad                         | 164  | 21.4  |
| Belgium        | 30   | 48.1  | Moldova            | 75   | 38.2  | Lesotho                        | 120  | 29.9  | Sudan                        | 165  | 21.1  |
| Mongolia       | 31   | 47.8  | Bahamas            | 76   | 38.1  | Sri Lanka                      | 121  | 29.8  | Yemen                        | 166  | 20.0  |
| Saudi Arabia   | 32   | 47.4  | Vanuatu            | 77   | 37.8  | Malawi                         | 122  | 29.7  | Zambia                       | 167  | 19.7  |
| Lithuania      | 33   | 47.1  | Venezuela          | 78   | 37.8  | Tajikistan                     | 123  | 29.5  | Nigeria                      | 168  | 19.3  |
| Slovakia       | 34   | 47.0  | Morocco            | 79   | 37.1  | Azerbaijan                     | 124  | 29.5  | Niger                        | 169  | 19.1  |
| Latvia         | 35   | 46.3  | Indonesia          | 80   | 36.5  | Senegal                        | 125  | 29.3  | Afghanistan                  | 170  | 19.0  |
| Kazakhstan     | 36   | 46.2  | Mexico             | 81   | 36.4  | Libya                          | 126  | 29.3  | Equatorial Guinea            | 171  | 19.0  |
| Belarus        | 37   | 45.9  | Seychelles         | 82   | 36.3  | Suriname                       | 127  | 29.2  | Central African Republic     | 172  | 18.3  |
| Spain          | 38   | 45.7  | Argentina          | 83   | 36.0  | Philippines                    | 128  | 29.2  | Democratic Republic of Congo | 173  | 17.9  |
| Montenegro     | 39   | 45.6  | Belize             | 84   | 35.7  | Antigua and Barbuda            | 129  | 29.2  | Guatemala                    | 174  | 17.8  |
| New Zealand    | 40   | 45.3  | Barbados           | 85   | 35.1  | Guyana                         | 130  | 29.2  | Cote d'Ivoire                | 175  | 17.6  |
| Hungary        | 41   | 45.1  | Albania            | 86   | 35.0  | Jamaica                        | 131  | 29.1  | Madagascar                   | 176  | 17.2  |
| Timor-Leste    | 42   | 45.0  | Algeria            | 87   | 35.0  | Sao Tome and Principe          | 132  | 28.9  | Guinea                       | 177  | 16.9  |
| Lebanon        | 43   | 44.9  | Nepal              | 88   | 35.0  | Panama                         | 133  | 28.4  | Burkina Faso                 | 178  | 16.8  |
| Italy          | 44   | 44.8  | Romania            | 89   | 34.9  | Egypt                          | 134  | 28.0  | Syria                        | 179  | 14.2  |
| Croatia        | 45   | 44.8  | Uzbekistan         | 90   | 34.9  | Tanzania                       | 135  | 27.7  | Pakistan                     | 180  | 9.2   |

## Governance Sub-Index

| Country        | Rank | Score | Country              | Rank | Score | Country                | Rank | Score | Country                        | Rank | Score |
|----------------|------|-------|----------------------|------|-------|------------------------|------|-------|--------------------------------|------|-------|
| China          | 1    | 67.3  | Mauritius            | 46   | 53.1  | Portugal               | 91   | 47.6  | Sudan                          | 136  | 40.1  |
| Indonesia      | 2    | 65.6  | Ecuador              | 47   | 53.1  | Sri Lanka              | 92   | 47.5  | Democratic Republic of Congo   | 137  | 40.0  |
| Japan          | 3    | 65.5  | Serbia               | 48   | 52.8  | Kyrgistan              | 93   | 47.2  | Iraq                           | 138  | 39.8  |
| Germany        | 4    | 64.2  | Thailand             | 49   | 52.7  | Morocco                | 94   | 47.0  | Equatorial Guinea              | 139  | 39.7  |
| Russia         | 5    | 62.2  | Finland              | 50   | 52.6  | Pakistan               | 95   | 46.7  | Tajikistan                     | 140  | 39.6  |
| Estonia        | 6    | 61.7  | Denmark              | 51   | 52.6  | Nepal                  | 96   | 46.6  | Samoa                          | 141  | 39.6  |
| Norway         | 7    | 61.6  | Seychelles           | 52   | 52.5  | Netherlands            | 97   | 46.6  | Cote d'Ivoire                  | 142  | 39.5  |
| Iceland        | 8    | 60.6  | Mexico               | 53   | 52.4  | Paraguay               | 98   | 46.5  | Liberia                        | 143  | 39.5  |
| Kazakhstan     | 9    | 60.4  | Slovenia             | 54   | 52.4  | South Africa           | 99   | 46.3  | Angola                         | 144  | 39.5  |
| Uruguay        | 10   | 59.4  | Bolivia              | 55   | 52.2  | Montenegro             | 100  | 46.2  | Jamaica                        | 145  | 39.4  |
| Oman           | 11   | 58.4  | Bulgaria             | 56   | 52.1  | Panama                 | 101  | 46.2  | Zimbabwe                       | 146  | 39.2  |
| Poland         | 12   | 58.0  | Algeria              | 57   | 52.1  | Suriname               | 102  | 45.6  | Bahamas                        | 147  | 39.1  |
| New Zealand    | 13   | 57.8  | Croatia              | 58   | 51.3  | Cambodia               | 103  | 45.5  | Senegal                        | 148  | 39.0  |
| Argentina      | 14   | 57.8  | Bangladesh           | 59   | 51.3  | Nigeria                | 104  | 45.5  | Hong Kong                      | 149  | 38.9  |
| Latvia         | 15   | 57.7  | Hungary              | 60   | 51.2  | Tunisia                | 105  | 45.4  | Papua New Guinea               | 150  | 38.8  |
| Belarus        | 16   | 57.4  | Colombia             | 61   | 50.9  | Bosnia and Herzegovina | 106  | 45.1  | Jordan                         | 151  | 38.6  |
| Romania        | 17   | 57.1  | Philippines          | 62   | 50.7  | Macedonia              | 107  | 44.7  | Burkina Faso                   | 152  | 38.5  |
| Brazil         | 18   | 57.0  | Gabon                | 63   | 50.6  | Dominica               | 108  | 44.6  | Gambia                         | 153  | 38.5  |
| USA            | 19   | 57.0  | Ghana                | 64   | 50.0  | Dominican Republic     | 109  | 44.2  | Mauritania                     | 154  | 38.2  |
| Saudi Arabia   | 20   | 56.9  | Armenia              | 65   | 50.0  | Albania                | 110  | 43.9  | Afghanistan                    | 155  | 37.7  |
| Austria        | 21   | 56.7  | Libya                | 66   | 49.9  | Mozambique             | 111  | 43.7  | Togo                           | 156  | 36.8  |
| Georgia        | 22   | 56.6  | Venezuela            | 67   | 49.9  | Swaziland              | 112  | 43.2  | Chad                           | 157  | 36.7  |
| Chile          | 23   | 56.3  | Ireland              | 68   | 49.8  | Greece                 | 113  | 43.2  | Burundi                        | 158  | 36.0  |
| Switzerland    | 24   | 56.1  | Uzbekistan           | 69   | 49.8  | El Salvador            | 114  | 42.9  | Eritrea                        | 159  | 35.0  |
| Australia      | 25   | 55.9  | Malta                | 70   | 49.6  | Kenya                  | 115  | 42.9  | Timor-Leste                    | 160  | 35.0  |
| Qatar          | 26   | 55.9  | Belgium              | 71   | 49.5  | Tanzania               | 116  | 42.9  | Belize                         | 161  | 34.6  |
| Liechtenstein  | 27   | 55.8  | Cuba                 | 72   | 49.5  | Benin                  | 117  | 42.7  | Nicaragua                      | 162  | 34.2  |
| Turkey         | 28   | 55.6  | Bhutan               | 73   | 49.5  | Lebanon                | 118  | 42.7  | Comoros                        | 163  | 34.2  |
| Luxembourg     | 29   | 55.6  | Botswana             | 74   | 49.5  | Laos                   | 119  | 42.7  | Guinea                         | 164  | 33.9  |
| Sweden         | 30   | 55.4  | Ukraine              | 75   | 49.4  | Lesotho                | 120  | 42.5  | Barbados                       | 165  | 32.7  |
| Czech Republic | 31   | 55.3  | Spain                | 76   | 49.3  | West Bank and Gaza     | 121  | 42.3  | Antigua and Barbuda            | 166  | 32.5  |
| Vietnam        | 32   | 55.3  | Turkmenistan         | 77   | 49.2  | Fiji                   | 122  | 42.3  | Guinea-Bissau                  | 167  | 32.4  |
| South Korea    | 33   | 55.2  | Costa Rica           | 78   | 49.2  | Uganda                 | 123  | 42.1  | Honduras                       | 168  | 32.2  |
| Singapore      | 34   | 55.0  | Burma                | 79   | 48.9  | Brunei                 | 124  | 42.0  | Mali                           | 169  | 32.2  |
| Peru           | 35   | 54.9  | Moldova              | 80   | 48.7  | Rwanda                 | 125  | 42.0  | Malawi                         | 170  | 31.7  |
| India          | 36   | 54.8  | Bahrain              | 81   | 48.7  | Cameroon               | 126  | 41.7  | Madagascar                     | 171  | 31.0  |
| Slovakia       | 37   | 54.7  | Egypt                | 82   | 48.4  | Republic of Congo      | 127  | 41.4  | St. Lucia                      | 172  | 30.9  |
| Israel         | 38   | 54.6  | United Arab Emirates | 83   | 48.3  | Guyana                 | 128  | 41.4  | Grenada                        | 173  | 30.3  |
| France         | 39   | 54.6  | Cyprus               | 84   | 48.3  | Trinidad and Tobago    | 129  | 41.3  | St. Vincent and the Grenadines | 174  | 29.2  |
| Canada         | 40   | 54.2  | Ethiopia             | 85   | 48.3  | Maldives               | 130  | 41.2  | Haiti                          | 175  | 29.1  |
| Azerbaijan     | 41   | 54.1  | Guatemala            | 86   | 48.0  | Sierra Leone           | 131  | 41.2  | Central African Republic       | 176  | 27.7  |
| Mongolia       | 42   | 53.7  | Namibia              | 87   | 48.0  | Vanuatu                | 132  | 41.0  | Syria                          | 177  | 27.3  |
| Lithuania      | 43   | 53.5  | United Kingdom       | 88   | 48.0  | Niger                  | 133  | 40.8  | Solomon Islands                | 178  | 23.9  |
| Italy          | 44   | 53.3  | Kuwait               | 89   | 47.8  | Zambia                 | 134  | 40.2  | Yemen                          | 179  | 23.2  |
| Malaysia       | 45   | 53.2  | Iran                 | 90   | 47.6  | Djibouti               | 135  | 40.1  | Sao Tome and Principe          | 180  | 22.8  |

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