



NATIONAL COMPETITIVENESS COMMISSION



NATIONAL COMPETITIVENESS BASELINE SURVEY REPORT — 2025 —



Innovativeness



Inclusiveness



Sustainability



Resilience



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LIST OF ACRONYMS

Acronym	Full Meaning
CAPI	Computer Assisted Personal Interviewing
CRM	Customer Relationship Management
DNA	Deoxyribonucleic Acid
EOS	Executive Opinion Survey
ESG	Environmental, Social and Governance
NCC	National Competitiveness Commission
NCBS	National Competitiveness Baseline Survey
NCS	National Competitiveness Survey
NDS1	National Development Strategy 1
NDS2	National Development Strategy 2
NSSA	National Social Security Authority
PAPI	Paper Assisted Personal Interviewing
PPS	Probability Proportional to Size
R&D	Research and Development
SAS	Statistical Analysis System
SDGs	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences
WEF	World Economic Forum
WEF-FGR	World Economic Forum – Future of Growth Report
ZIMRA	Zimbabwe Revenue Authority
ZIMSTAT	Zimbabwe National Statistics Agency

PREFACE

The Government of Zimbabwe recognizes competitiveness as a critical enabler of sustainable economic growth, industrialization, and inclusive development. In line with Vision 2030, which aspires to transform Zimbabwe into an empowered and prosperous upper-middle-income society by 2030, enhancing business competitiveness is central to unlocking productivity, attracting investment, and creating decent employment for all citizens.

The National Development Strategy 2 (NDS2: 2026–2030) emphasizes building a competitive, diversified, and resilient economy, anchored on innovation, industrialization, and an improved business environment. This builds on the gains realized under its predecessor, NDS1 (2021–2025), during which the reference period of this survey falls. Strengthening competitiveness is therefore key to accelerating Zimbabwe’s progress toward sustained, broad-based economic transformation.

Since 2022, the National Competitiveness Commission (NCC) has served as Zimbabwe's national focal point for the World Economic Forum (WEF) Executive Opinion Survey. While this provided important business perceptions for global comparisons, the indicators often lagged behind ongoing domestic reform efforts.

Government has made substantial progress in the current ease-of-doing-business reform programme, despite the historical weaknesses captured by the discontinued global Doing Business indicators. Key reforms include removal of redundant licences, consolidation of regulatory functions, harmonization and capping of similar fees, and reduction of compliance costs. By June 2026, Cabinet had completed reviews covering twelve (12) sectors, with approximately 61 percent of approved reforms implemented. These initiatives underscore the need for reliable, locally generated statistics to assess the effectiveness and impact of reforms undertaken.

It is within this context that the Zimbabwe National Statistics Agency (ZIMSTAT), in collaboration with the National Competitiveness Commission (NCC), conducted the 2025 National Competitiveness Baseline Survey (NCBS). The survey was designed to generate baseline statistics on the four dimensions of competitiveness: Innovativeness, Inclusiveness, Sustainability, and Resilience.

The 2025 NCBS therefore represents a shift toward establishing a national competitiveness indicators database that can provide consistent, evidence-based measurement of Zimbabwe's competitiveness over time. By generating indicators directly from establishments operating in the country, the survey provides locally grounded evidence of Zimbabwe's competitiveness position. It also creates a basis for tracking changes in the business operating environment, identifying structural constraints, and assessing progress in the implementation of competitiveness-enhancing reforms.

ZIMSTAT and NCC express profound gratitude to the Government of Zimbabwe for its unwavering support in making the 2025 National Competitiveness Baseline Survey a success. Sincere appreciation is also extended to the establishments that participated in the survey for their valuable time and cooperation in providing the information that underpins this report.

It is our fervent hope that the findings of this survey will inform evidence-based policies and interventions, and empower stakeholders and investors. We also trust the results will guide the collective efforts of Government, the private sector, and development partners in enhancing the competitiveness of Zimbabwean enterprises on the journey toward Vision 2030.



Tafadzwa Bandama
Director-General
Zimbabwe National Statistics Agency



Brighton Shayanewako
Acting Executive Director
National Competitiveness Commission

EXECUTIVE SUMMARY

The 2025 National Competitiveness Baseline Survey (NCBS) establishes Zimbabwe's first domesticated competitiveness baseline indicators, anchored on the World Economic Forum-Future of Growth Framework and its four pillars: Innovativeness, Inclusiveness, Sustainability and Resilience. Based on executive perceptions, Zimbabwe's overall competitiveness score for 2025 stood at **58.5** out of **100**.

Pillar performance: Inclusiveness pillar recorded the highest competitiveness score (**61.5** out of **100**), driven mainly by workplace equal-opportunity practices in hiring and promotion. Innovativeness scored **59.1**, anchored by education-to-industry skills alignment, though weighed down by low competitive intensity in several service sectors and restrictive foreign direct investment rules. Resilience scored **57.4**, driven by talent and human-capital foundation though negatively affected by institutional weaknesses particularly judicial impartiality related to business, corruption costs on businesses and incidents of crime and violence. Sustainability scored **56.0** mainly influenced by accounting for own-production impact on environment and nature though constrained by high costs imposed on businesses due to climate change.

Provincial and sectoral patterns: Manicaland province recorded the highest overall score (**62.5**), leading on every pillar except in the resilience pillar where Midlands province scored the highest (**60.8**). By sector, competitiveness was rated highest in Accommodation and food services (**62.4**) and lowest in Public administration and defence; compulsory social security (**52.2**).

Priority areas for policy attention emerging from the survey findings, where targeted intervention could have the greatest impact on Zimbabwe's competitiveness trajectory, include:

- (i) improving the investment and competitive market environment, including regulatory openness to foreign direct investment;
- (ii) expanding access to finance, particularly equity and productive finance for start-ups and businesses;
- (iii) accelerating investment in transport, green and climate-resilient productive infrastructure;

- (iv) strengthening skills development and labour-market responsiveness, while consolidating gains in workplace inclusiveness; and
- (v) strengthening institutional quality, judicial impartiality related to business and measures to reduce corruption.

1 INTRODUCTION

1.1 Background

Competitiveness is an important determinant of a country's capacity to achieve sustained economic growth, improve productivity, attract investment, expand productive capacity and enhance the welfare of its population. In an increasingly interconnected and rapidly changing global economy, the concept of competitiveness has evolved beyond the traditional focus on production costs, efficiency and output. It now encompasses the quality, inclusiveness, sustainability and resilience of economic growth, as well as the capacity of economies to innovate, adapt and respond to emerging opportunities and shocks.

This broader understanding reflects the evolution in the World Economic Forum's (WEF) approach to competitiveness, from a predominant focus on the institutions, policies and factors that drive productivity towards a wider assessment of economic transformation and sustainable prosperity. Increasing emphasis is placed on achieving productivity and growth alongside inclusion, sustainability and resilience. This shift recognises that competitiveness should ultimately translate into broad-based improvements in living standards and an economy's capacity to withstand and recover from economic, environmental and other adversities

The evolving concept of competitiveness is also consistent with the United Nations 2030 Agenda for Sustainable Development. Enhancing productivity, decent employment, and economic growth supports SDG 8. Industrialization, infrastructure, and innovation advance SDG 9. Inclusive participation contributes to SDGs 5 and 10. Sustainable production and climate resilience support SDGs 12 and 13. Strong and effective institutions, which underpin a competitive economy, are closely linked to SDG 16. Competitiveness and sustainable development are therefore increasingly complementary rather than separate policy objectives.

For Zimbabwe, enhancing national competitiveness requires building an economy that is productive, innovative, inclusive, sustainable and resilient. Government has prioritised improvements in productivity, investment, innovation, industrialisation and the business environment as key components of the country's development blueprint, National Development Strategy 2 (NDS2). Progress in these areas is essential for strengthening domestic production, promoting value addition, attracting investment, expanding exports, creating employment and improving Zimbabwe's position in regional and global markets.

In pursuit of its mandate to facilitate a competitive business environment in Zimbabwe, the National Competitiveness Commission (NCC) has undertaken various initiatives to identify and address competitiveness constraints. Effective implementation of this mandate requires reliable and regularly updated statistics to inform policy formulation, prioritise reforms and monitor competitiveness outcomes.

A key milestone was the designation of NCC as Zimbabwe's focal point for the WEF Executive Opinion Survey (EOS) in 2022. Building on this, the NCC facilitated Zimbabwe's participation in international competitiveness benchmarking and provided valuable information on business perceptions of the economic and operating environment. However, the Commission recognized that internationally comparable indicators alone do not sufficiently capture Zimbabwe's specific structural, institutional and sectoral circumstances or provide the detailed evidence required to monitor national competitiveness priorities.

The 2025 National Competitiveness Baseline Survey (NCBS) was therefore conceived to complement international assessments by developing domesticated competitiveness indicators that reflect Zimbabwe's economic circumstances and development priorities. It is important to note that the survey is a business perception-based assessment drawing on the views and experiences of the business executives. In line with the global context, the survey provides an assessment of competitiveness under four pillars of Innovativeness, Inclusiveness, Sustainability, and Resilience.

The NCBS establishes national baseline statistics grounded in business perceptions against which changes in competitiveness can be monitored over time, while identifying the major constraining

factors. The results provide a basis for prioritising short-, medium- and long-term interventions, assessing the effectiveness of policy and institutional reforms, and strengthening evidence-based decision-making.

1.2 Competitiveness Framework

The survey adopted the broad conceptual framework of the World Economic Forum's Future of Growth Report (WEF-FGR), which conceptualizes economic growth in response to a global environment, characterized by multiple and increasingly complex shocks. Rather than focusing solely on the quantity of economic growth, the framework emphasizes the quality and sustainability of growth and considers the extent to which growth is innovative, inclusive, sustainable and resilient.

Accordingly, the survey was structured around the following four broad dimensions of competitiveness:

- i. **Innovativeness** – Extent to which an economy's trajectory can absorb and evolve in response to new technological, social, institutional and organizational developments to improve the longer-term quality of growth;
- ii. **Inclusiveness** – Extent to which an economy's trajectory includes all stakeholders in the benefits and opportunities it creates;
- iii. **Sustainability** – Extent to which an economy's trajectory can keep its ecological footprint within finite environmental boundaries and;
- iv. **Resilience** – Extent to which an economy's trajectory can withstand and bounce back from shocks.

💡 Innovativeness <i>Extent to which an establishment's environment supports the adoption of new technologies, processes and ways of working that raise long-term productivity.</i> Talent ecosystem Entrepreneurial risk-taking culture Education system meets establishment's needs Primary education meets industry needs Secondary education meets industry needs Vocational education meets industry needs Tertiary education meets industry needs Education system builds global citizenship & civic skills Education system builds innovation & creativity skills Education system builds collaboration & self-management skills Education system builds digital & technology skills Education system builds maths & science skills Education system builds arts & culture skills Resources ecosystem Government support for long-term R&D investment Technology ecosystem Level of competition: Healthcare Level of competition: Hotels, restaurants & leisure Level of competition: Education Level of competition: Energy & utilities Level of competition: Financial services Level of competition: Professional (legal counsel) Level of competition: Technology support & design Level of competition: Real estate Level of competition: Retail & supplies Level of competition: Telecommunication Level of competition: Transportation & shipping Customer purchasing decisions based on product performance Concentration vs. spread of corporate activity in industry Prevalence of business clusters in the value chain Disruption of established firms by innovative new entrants Inter-company R & D collaboration Establishment-Tertiary institutions R & D collaboration Industry R & D collaboration Establishment offers flexible working arrangements Institutional ecosystem Openness of regulations to foreign direct investment Openness of regulations to domestic investment Government ensures a stable policy environment Ease of complying with government regulation Effectiveness of personal data protection regulation Establishment's awareness of government's long-term vision Ease of complying with tax policies Labour laws allow flexible hiring and dismissal Government conducts timely updates of legal frameworks	👥 Inclusiveness <i>Extent to which the benefits and opportunities created by economic activity are shared broadly across the workforce and society.</i> Talent ecosystem Culture of open collaboration Employee willingness to change jobs Employee-employer relations Customer purchasing decisions based on decent work/wages commitment Customer purchasing decisions based on diversity, equity & inclusion commitment Appointment of senior management based on merit Equal opportunities given to women Equal opportunities given to different ethnic/racial backgrounds Equal opportunities given to persons with disabilities Equal opportunities given to persons living with albinism Equal opportunities into leadership positions: women Equal caregiving time-off between male and female workers Salaries/wages reflecting productivity Wage gap between low-paid and high-paid workers Equal opportunities into leadership positions: different ethnic/racial backgrounds Equal opportunities into leadership positions: persons with disabilities Equal opportunities into leadership positions: persons living with albinism Supervising supply-chain impact on health, mental health & well-being Supervising supply-chain decent work standards and wages Supervising supply-chain diversity, equity and inclusion Accounting for own production's decent work standards and wages Accounting for own production's diversity, equity and inclusion Resources ecosystem Efficiency of public transport services Reliability of water supply Reliability of electricity supply Overcrowding in town/city centre of operation Dispersion of foreign visitors across the country Efficiency of train services Efficiency of air transport services Accessibility of seaport services Financial ecosystem Ease of obtaining equity funding for start-ups Access to finance for business operations Public debt reducing private investment by limiting credit access for businesses Government borrowing raising interest rates for private sector Institutional ecosystem Protection of intellectual property rights Government's equitable treatment of all businesses Tax policy addressing inequality in society Senior management's delegation of authority Government support for market demand, for chosen strategic market Protection of property rights	🌱 Sustainability <i>Extent to which economic activity operates within environmental limits and invests in a sustainable production transition.</i> Talent ecosystem Purchasing decision based on price and product impact on the environment and nature Customer purchasing decisions based on health impact Resources ecosystem Cost imposed on business by climate change Investment in green/sustainable production infrastructure Supervising supply-chain impact on environment and nature Accounting for own production's impact on environment and nature Adequacy of environment and nature protection Adequacy of cultural heritage protection Institutional ecosystem Cost imposed on business by social/political unrest Public ESG (Environmental, Social & Governance) reporting Tax policy addressing environmental degradation Government support for production, for chosen strategic market	🛡️ Resilience <i>Extent to which an establishment and the institutions around it can withstand shocks, adapt to change and recover from disruption.</i> Talent ecosystem Supervision of production methods' impact on provision of re-skilling and upskilling Own responsibility for production methods' impact on health, mental health and wellbeing Own responsibility for production methods' provision of reskilling and upskilling Investment in employee training and development Government promotion of investment in mid-career training Human capital expenditure perception How restrictive are regulations for hiring foreign labour Availability of skill in local labour market Fill vacancies by hiring foreign labour Resources ecosystem Evolution of supply chains over the next five years Quality of road infrastructure Growth and revival strategy developed Financial ecosystem Financial system resilience Financial auditing and reporting standards Technology ecosystem Adaptability to negative changes Institutional ecosystem Corruption costs on businesses Incidence of crime and violence Enforcement of law and order Effect of fiscal measures on competition Government adaptation Efficiency of judiciary system Judicial impartiality Political interference Professionalism of public officials Judicial system independence from government Judicial system independence from individuals Judicial system independence from companies Illegal diversion of public funds Professionalism of companies towards public officials Professionalism of companies towards politicians Extra payments/bribes on imports and exports Extra payments/bribes on public utilities Extra payments/bribes on tax payments Extra payments/bribes on awarding of public contracts and licences Extra payments/bribes on favourable judicial decisions Level of non-tariff barriers restricting foreign competition
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Figure 1.1: National Competitiveness Framework

1.3 Objectives of the Survey

The overarching objective of the 2025 National Competitiveness Baseline Survey was to assess the status of competitiveness in Zimbabwe and establish a baseline against which future improvements can be measured.

Specifically, the survey sought to:

- i. Develop national baseline statistics for Zimbabwe's domesticated competitiveness indicators;
- ii. Establish the current status of the selected competitiveness indicators;
- iii. Establish priority competitiveness indicators requiring short, medium and long-term interventions; and
- iv. Provide an evidence base for policy formulation, programme development and monitoring of competitiveness-enhancing reforms.

2 METHODOLOGY

2.1 Introduction

This chapter presents the survey design, publicity, training, data collection, data processing, response rate, competitiveness score computation as well as survey limitations

2.2 Survey Design

2.2.1 Scope and coverage

The survey was designed to be nationally representative, covering all ten provinces and establishments of all sizes: large, medium and small. All economic sectors were covered except:

- a) Education;
- b) Human Health and Social Work Activities;
- c) Activities of households as employers; and
- d) Activities of Extraterritorial Organizations and Bodies.

The sample covered establishments registered by any of the following:

- i. Registrar of companies
- ii. Registrar of co-operatives
- iii. ZIMRA
- iv. NSSA
- v. Local authority and
- vi. Other regulatory authorities.

2.3 Sample Design

2.3.1 Target Population

The target population consisted of all establishments included in the NCBS survey frame.

2.3.2 Sampling Frame

The sampling frame was constructed using the list of establishments from the 2023 Economic Census. For the Agriculture, Forestry and Fisheries sector, the establishments were obtained from the sector's frame.

2.3.3 Sample Size and allocation

A statistically representative sample of **1,641** establishments was calculated based on the total eligible establishments, confidence level of 95 percent and a 5 percent margin of error.

The sample was allocated proportionally to the ten (10) provinces to ensure each province was adequately represented. Within each province, establishments were selected using random systematic sampling method, giving each establishment an equal chance of selection.

2.4 Publicity

Survey publicity included use of local leadership, print media, radio and social media platforms. A breakfast meeting was held prior to data collection to sensitize stakeholders on the survey objectives.

2.5 Training

Two training workshops were conducted to acquaint survey personnel with survey objectives, concepts and definitions, questionnaire content and fieldwork procedures. The first entailed the training of trainers while the second was the training of enumerators. The training sessions also provided an opportunity to familiarize participants with and test the developed data collection system.

2.6 Data collection

Data collection for the survey was undertaken during the period 14th May to 15th June 2026. A combination of Computer Assisted Personal Interviewing (CAPI) for face-to-face interviews and Paper Assisted Personal Interviewing (PAPI) for self-administered questionnaires, was employed to collect data from sampled establishments.

2.7 Data processing

Data processing entailed verification, validation and checks for completeness and consistency. Microsoft Excel and Statistical Package for Social Sciences (SPSS) were used in cleaning while Statistical Analysis System (SAS) was used for data analysis.

2.8 Reference Period

The reference period for the survey was the 2025 calendar year, that is, 1st January 2025 to 31st December 2025.

2.9 Legal Authority and Confidentiality

The 2025 National Competitiveness Baseline Survey was conducted in accordance with the provisions of the Census and Statistics Act [Chapter 10:29]. To uphold confidentiality, the results were presented in an aggregated form.

2.10 Competitiveness Score Computation

The National Competitiveness Baseline Survey (NCBS) converted individual survey responses into comparable, aggregated scores through five stages. (Figure 2.1)

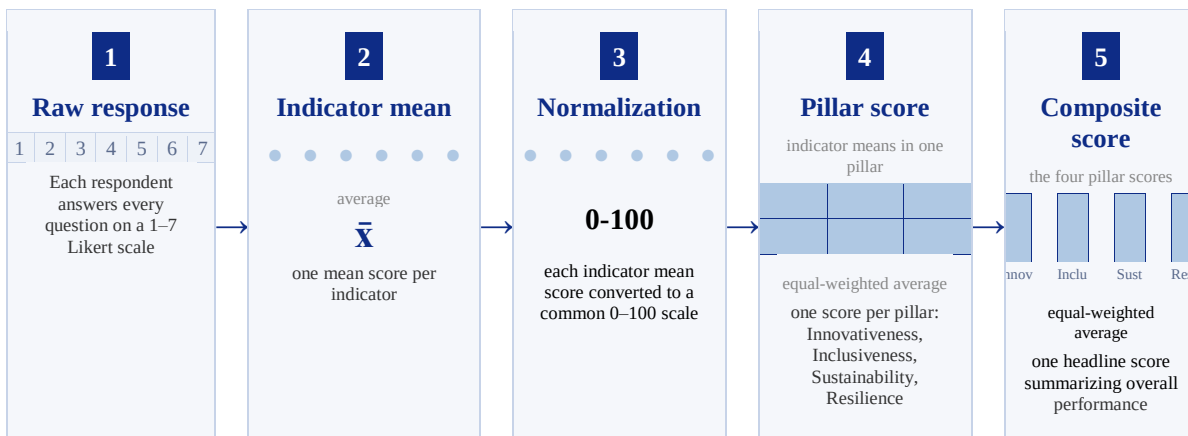


Figure 2.1: Score computation process flow

i. Raw response

Perception questions in the NCBS were responded to on a 7-point Likert scale, where 1 and 7 anchored opposite ends of the attribute being measured (e.g. "extremely poor" to "extremely good").

Each response to a given question constituted one raw data point for each indicator. negatively-worded indicators, response anchors were presented such that higher scores denoted the favourable outcomes to avoid rescaling.

ii. Computation of Indicator Means

For each indicator, the arithmetic means of the raw responses were computed by dividing the sum of valid scores by the number of answered Likert items excluding the not applicable (N/A). The means represented the average perception for that indicator.

The average score for the section was computed by dividing the sum of valid scores by the number of answered Likert items.

iii. Normalization

In order to ensure comparability across indicators and to allow aggregation into pillar and overall index scores, all raw Likert scores were normalized to a common scale of 0 to 100. This approach rescales the data while preserving the relative differences between responses.

The formula applied was:

$$\text{Normalized Score} = (\bar{x} - \text{min})/(\text{max}-\text{min})) * 100$$

Where:

- $\bar{x}$ = indicator mean rating
- min = minimum score = 1
- max = Maximum score = 7

The use of a 0-100 scale facilitates interpretation, where 0 represents the worst possible perception and 100 represents the best possible perception of business competitiveness

iv. Pillar Score Construction

Normalized scores for all indicators within a pillar were averaged to compute the pillar score.

v. Composite Score Calculation

The four pillar scores were combined by equal weighting into a single composite score. The composite score gave the overall competitiveness rating for the country. The same procedure was applied uniformly across all indicators such that scores are comparable across provinces and economic sectors.

2.11 Interpretation of results

Based on a 0-100 scale, higher scores denote better performance, while lower scores indicate areas requiring improvement and potential intervention.

2.12 Response Rate

Of the **1,641** establishments that were selected for the survey, **1,107** were successfully interviewed, translating to a response rate of **67.5** percent. (**Table 2.1**)

<i>Table 2.1: Response Rate by Province</i>			
Province	Selected	Interviewed	Response rate
Bulawayo	193	152	78.8
Manicaland	134	123	91.8
Mashonaland Central	50	48	96.0
Mashonaland East	100	71	71.0
Mashonaland West	131	101	77.1
Matabeleland North	59	32	54.2
Matabeleland South	49	32	65.3
Midlands	106	88	83.0
Masvingo	125	108	86.4
Harare	694	352	50.7
National	1,641	1,107	67.5

3. SURVEY RESULTS

3.1 Introduction

This chapter presents the results of the 2025 National Competitiveness Baseline Survey (NCBS) based on business perceptions of the operating environment. Within each establishment, responses were provided by senior management. As such, the findings in this chapter reflect how businesses experience competitiveness constraints and opportunities.

To provide a comprehensive and granular picture of Zimbabwe's competitiveness, the results are disaggregated along three complementary dimensions namely; pillar, province and main economic activity.

Presentation by pillar is guided by the World Economic Forum Future of Growth Framework, structured around the four pillars of Innovativeness, Inclusiveness, Sustainability and Resilience. The four pillars are underpinned by five drivers namely Talent, Resources, Financial, Technology and Institutional ecosystems.

Disaggregation by province highlights geographic variations in competitiveness while revealing areas requiring targeted interventions. The results are further disaggregated by economic activity to illustrate how competitiveness varies across industries.

3.2 Establishments Background

Of the **1,107** establishments that responded, **77.6** percent were Private Limited Companies.

(Figure 3.1)

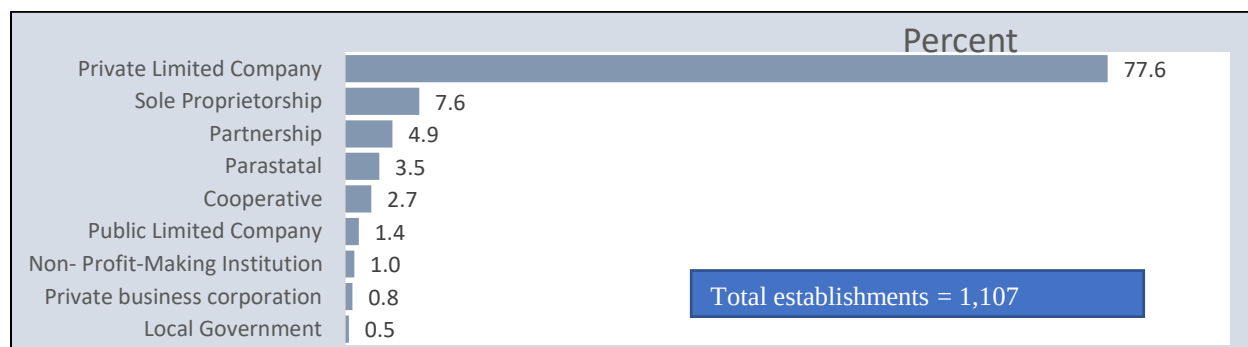


Figure 3.1: Proportion of Establishments by Type of Ownership

In terms of economic activity, the Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles sector comprised **36.1** percent of the establishments, followed by Manufacturing with **13.7** percent. **(Table 3.1)**

<i>Table 3.1: Distribution of Establishments by Economic Activity, 2025</i>		
Economic Activity	Number	Percent
Agriculture, forestry and fishing	141	12.7
Mining and quarrying	41	3.7
Manufacturing	152	13.7
Utilities ¹	15	1.4
Construction	15	1.4
Wholesale and retail trade; repair of motor vehicles and motorcycles	400	36.1
Transportation and storage	67	6.1
Accommodation and food service activities	44	4.0
Information and communication	16	1.4
Financial and insurance activities	107	9.7
Real estate activities	15	1.4
Professional, scientific and technical activities	29	2.6
Administrative and support service activities	29	2.6
Public administration and defence; compulsory social security ²	5	0.5
Arts, entertainment and recreation	11	1.0
Other service activities	20	1.8
Total	1,107	100.0

A total of **319,397** persons were employed in the **1,107** establishments that responded. Of these, **59.0** percent were males. The proportions varied within sectors, with Mining and Quarrying recording the highest proportion of male employees at **93.0** percent, while Professional, Scientific and Technical Activities recorded the highest proportion of female employees at **51.0** percent. **(Table 3.2)**

¹ Utilities comprise the Electricity, gas, steam and air conditioning supply sector and the Water supply; sewerage, waste management and remediation activities sector

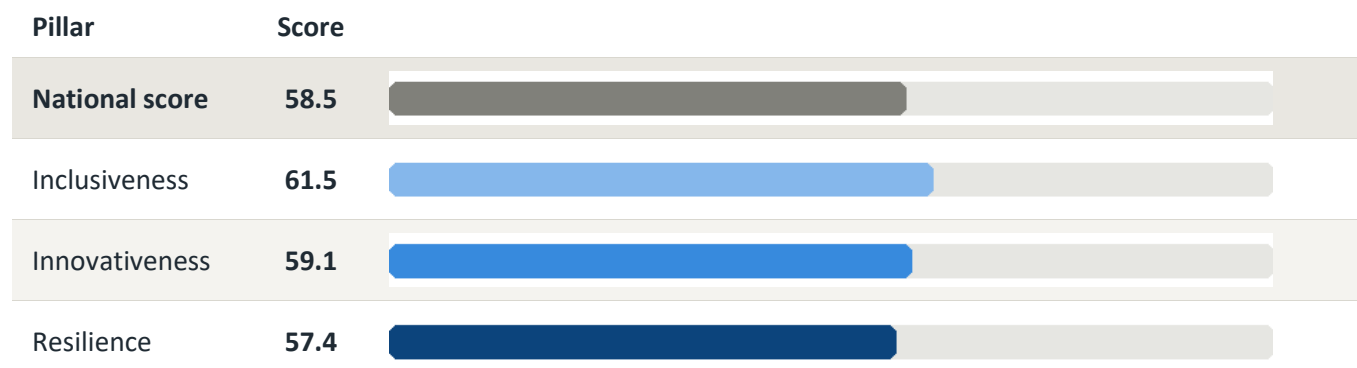
² While central and local government establishments were excluded from the survey, certain establishments operating as parastatals whose main economic activity is classified under Public Administration and Defence; Compulsory Social Security were included in the sample.

Table 3.2: Distribution of Employees by Economic Activity and Sex, 2025

Economic Activity	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, forestry and fishing	20,585	66.5	10,384	33.5	30,969	100.0
Mining and quarrying	10,220	93.0	772	7.0	10,992	100.0
Manufacturing	14,440	81.3	3,323	18.7	17,763	100.0
Utilities	7,727	79.4	3,323	18.7	17,763	100.0
Construction	540	89.3	65	10.7	605	100.0
Wholesale and retail trade; repair of motor vehicles and motorcycles	8,066	71.4	3,228	28.6	11,294	100.0
Transportation and storage	102,393	50.4	100,589	49.6	202,982	100.0
Accommodation and food service activities	1,754	60.2	1,159	39.8	2,913	100.0
Information and communication	184	62.4	111	37.6	295	100.0
Financial and insurance activities	2,667	56.9	2,018	43.1	4,685	100.0
Real estate activities	213	67.4	103	32.6	316	100.0
Professional, scientific and technical activities	289	49.0	301	51.0	590	100.0
Administrative and support service activities	14,327	75.3	4,690	24.7	19,017	100.0
Public administration and defence; compulsory social security	4,088	68.7	1,863	31.3	5,951	100.0
Arts, entertainment and recreation	641	69.7	279	30.3	920	100.0
Other service activities	214	58.2	154	41.8	368	100.0
Total	188,348	59.0	131,049	41.0	319,397	100.0

3.3 National Competitiveness Score

Based on business perceptions, the National Competitiveness Score for 2025 was **58.5** out of 100. At the pillar level, scores ranged from **56.0** for Sustainability to **61.5** for Inclusiveness, with Resilience at **57.4** and Innovativeness at **59.1**. (Figure 3.2)



Sustainability

56.0



Figure 3.2: National Competitiveness Scores (0-100) by Pillar, 2025

3.4 Provincial Competitiveness Score

Provincial competitiveness scores were all above 50 percent, ranging from **55.9** in Mashonaland East to **62.5** in Manicaland (Figure 3.3)

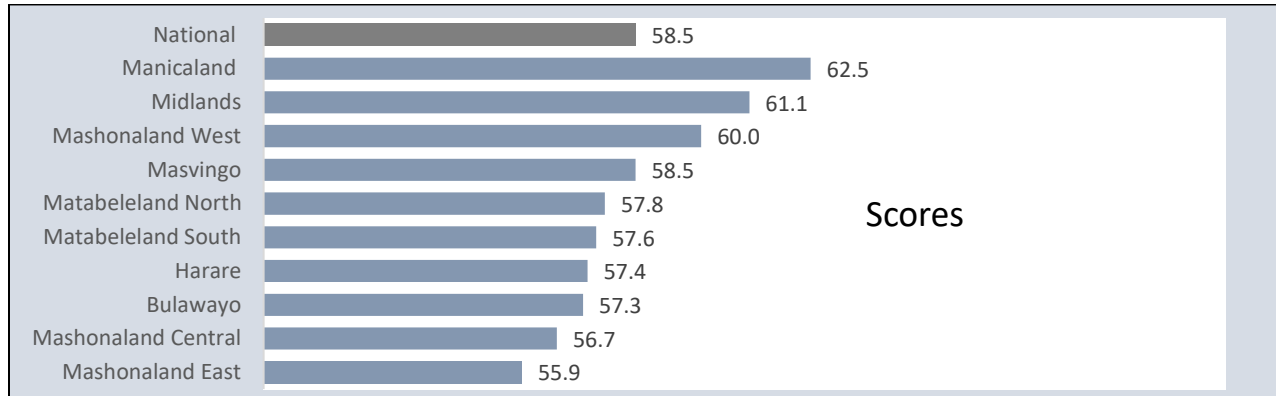


Figure 3.3: Competitiveness Scores (0-100) by Province

3.5 Competitiveness Score by Economic Activity

Competitiveness scores by economic activity ranged from **52.2** in Public Administration and Defence; Compulsory Social Security to **62.5** in Arts, entertainment and recreation (Table 3.3)

Table 3.3: National Competitiveness Score (0-100) by Economic Activity, 2025

Economic Activity	Score (0-100)
Accommodation and food service activities	62.4
Administrative and support service activities	58.9
Agriculture, forestry and fishing	58.5
Arts, entertainment and recreation	62.5
Construction	53.3
Financial and insurance activities	61.4
Information and communication	61.1
Manufacturing	57.1
Mining and quarrying	60.4
Other service activities	55.5
Professional, scientific and technical activities	58.1
Public administration and defence; compulsory social security	52.2
Real estate activities	59.7
Transportation and storage	58.3
Utilities	60.7
Wholesale and retail trade; repair of motor vehicles and motorcycles	57.5

National	58.5
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3.6 Performance of the Innovativeness Pillar

The national competitiveness score for innovativeness in 2025 was **59.1** out of **100**, with Midlands (**62.1**), Manicaland (**62.3**), Mashonaland West (**61.8**) scoring above the national score.

(Figure 3.4)

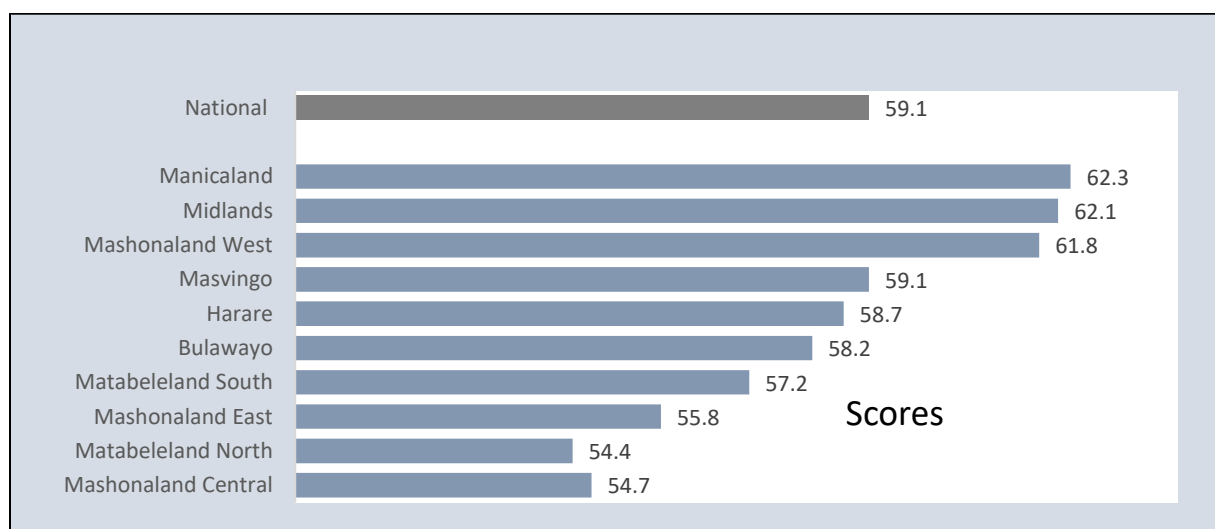


Figure 3.4: Innovativeness Scores (0-100) by Province

Innovativeness scores by economic activity ranged from **52.3** in Public administration and defence to **62.7** in Accommodation and food service activities (Table 3.4)

Table 3.4: Innovativeness Scores (0-100) by Economic Activity	
Economic Activity	Scores (0-100)
Accommodation and food service activities	62.7
Administrative and support service activities	59.4
Agriculture, forestry and fishing	55.9
Arts, entertainment and recreation	62.2
Construction	54.6
Financial and insurance activities	63.1
Information and communication	62.4
Manufacturing	58.2
Mining and quarrying	58.2
Other service activities	55.8
Professional, scientific and technical activities	60.8
Public administration and defence; compulsory social security	52.3
Real estate activities	60.7
Transportation and storage	58.4
Utilities	62.5
Wholesale and retail trade; repair of motor vehicles and motorcycles	59.1

Scores for Innovativeness Pillar Indicators

Figure 3.5 summarizes the scores for the indicators under the Innovativeness Pillar. The talent ecosystem recorded relatively strong performance, with ten of the eleven indicators scoring above **60.0**. Tertiary education meeting industry needs recorded the highest score at **79.5**, followed by the current education system meeting establishments' needs (**73.7**), vocational education (**72.8**), and maths and science skills (**72.1**). Primary education meeting industry needs was the weakest-performing indicator at **54.2**, indicating comparatively lower performance at the primary education level.

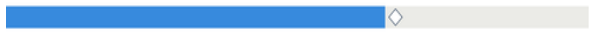
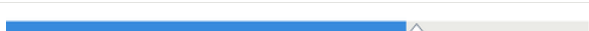
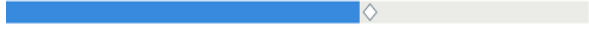
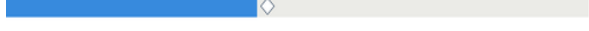
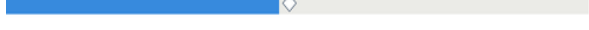
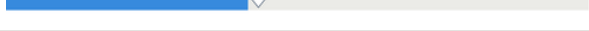
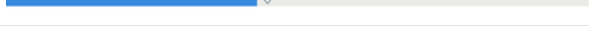
The resources ecosystem, represented by Government support for long-term research and development (R&D) investment, recorded a score of **62.6**, based on an average rating of **4.8** out of **7.0**. This reflects a moderately positive assessment of Government support for long-term R&D investment among surveyed establishments.

The technology ecosystem showed mixed performance. Customer purchasing decisions based on product performance recorded the highest score at **69.2**, followed by competition in retail and supplies at **66.4**. However, seven of the eleven sector-specific competition indicators scored below **50.0**, with the lowest scores recorded for real estate (**42.7**) and energy and utilities (**42.8**). Competition was comparatively stronger in education (**59.3**), transportation and shipping (**52.0**), and telecommunication (**51.1**), while the prevalence of business clusters scored **60.8**.

The institutional ecosystem also recorded mixed performance. Establishments' awareness of Government's long-term vision was the strongest-performing indicator at **74.4**, followed by effectiveness of personal data protection regulation at **69.6** and timely updating of legal frameworks at **60.6**. Most of the remaining indicators scored between **56.6** and **59.4**, while openness of regulations to foreign direct investment recorded the lowest score at **46.2**.

Innovativeness 0-100 (best)

59.1 

Indicator	Mean rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.7	62.1	
Education system meets establishment's needs	5.4	73.7	
Primary education meets industry needs	4.3	54.2	
Secondary education meets industry needs	5.1	67.8	
Vocational education meets industry needs	5.4	72.8	
Tertiary education meets industry needs	5.8	79.5	
Education system builds global citizenship & civic skills	5.0	66.7	
Education system builds innovation & creativity skills	5.0	67.1	
Education system builds collaboration & self-management skills	5.1	69.0	
Education system builds digital & technology skills	5.3	70.8	
Education system builds maths & science skills	5.3	72.1	
Education system builds arts & culture skills	5.2	69.3	
Resource ecosystem			
Government support for long-term R&D investment	4.8	62.6	
Technology ecosystem			
Level of competition: Healthcare	3.7	44.4	
Level of competition: Hotels, restaurants & leisure	3.9	48.3	
Level of competition: Education	4.6	59.3	
Level of competition: Energy & utilities	3.6	42.8	
Level of competition: Financial services	4.0	49.6	
Level of competition: Professional (legal counsel)	3.7	44.4	

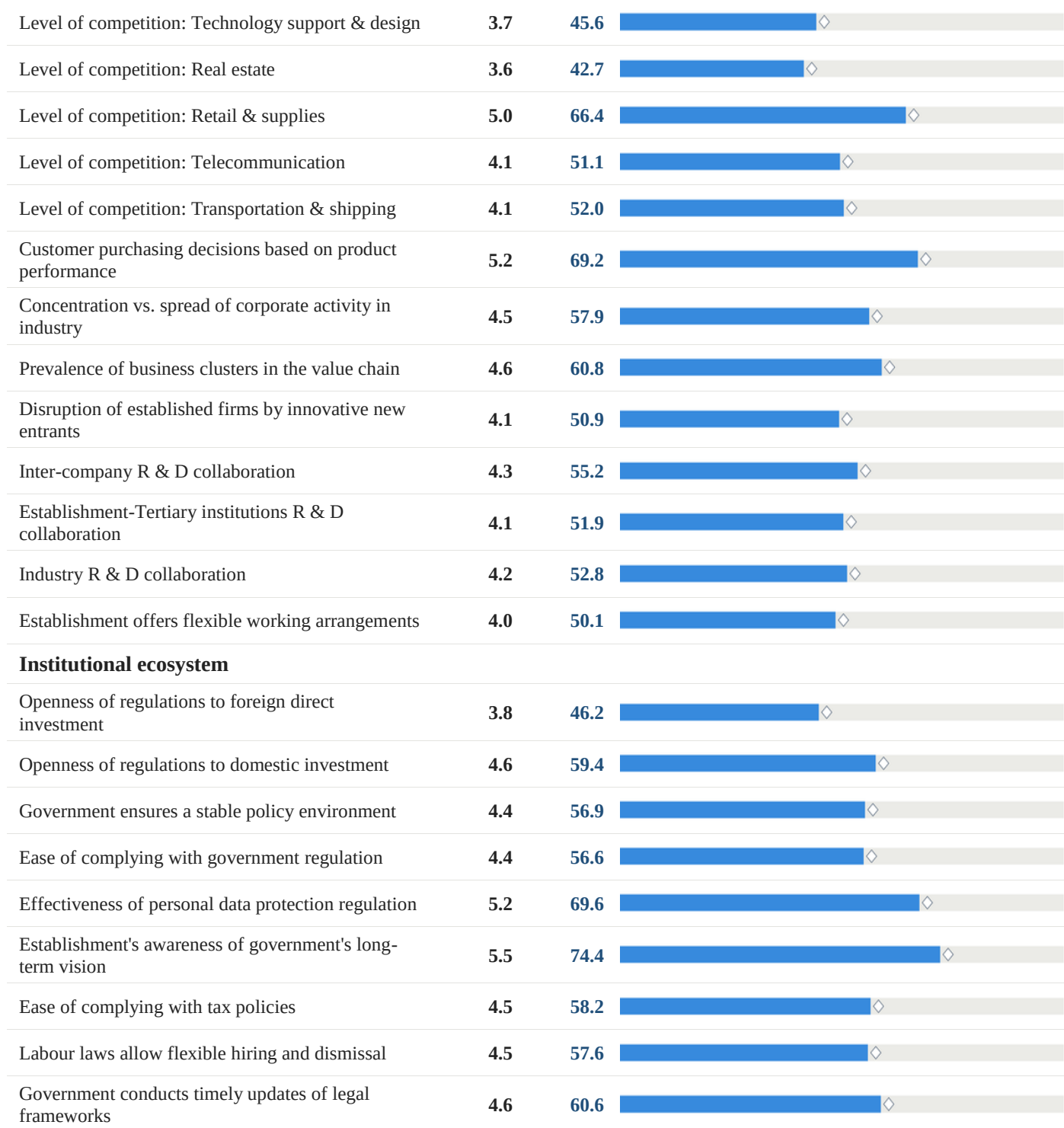


Figure 3.5: Innovativeness Pillar Indicator Scores (0-100)

Use of Digital Technologies: Innovativeness Pillar

The most widely used digital technologies were electronic payments, online banking and access to finance, as indicated by **85.5%** of establishments, and communicating with buyers or suppliers, e.g. by email (**85.2%** of establishments). (**Figure 3.6**)

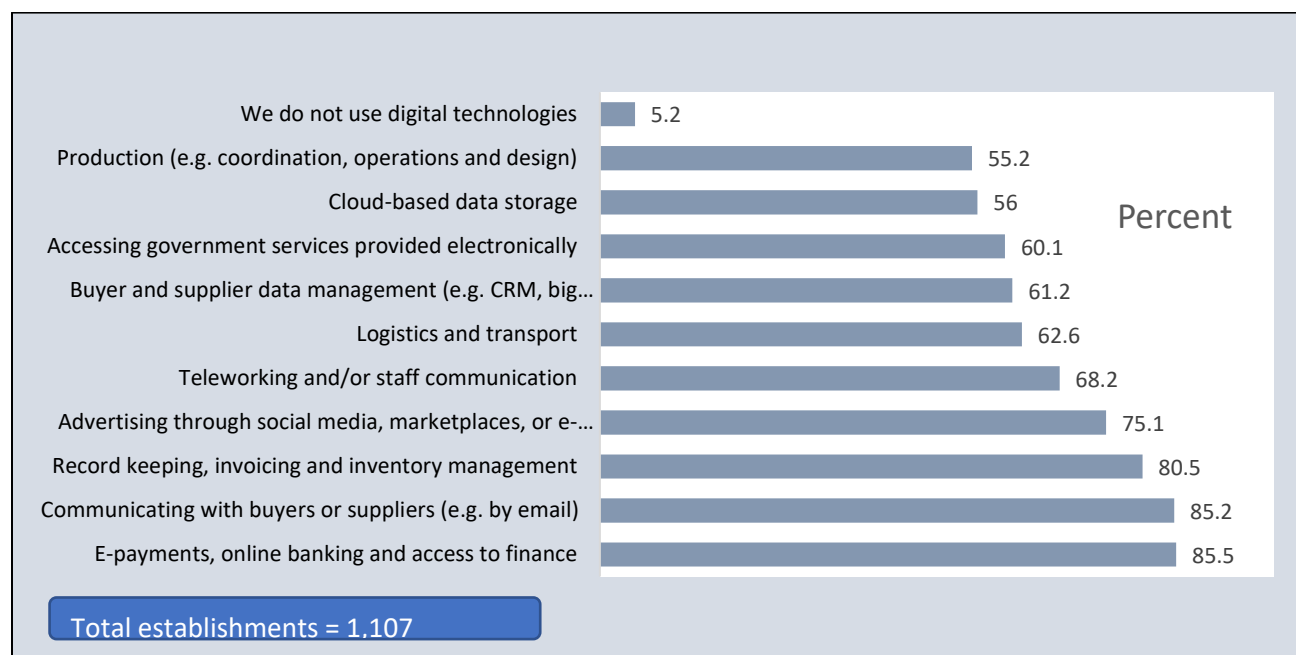


Figure 3.6: Use of Digital Technology by Establishments: Innovativeness Pillar

Markets of Strategic Importance: Innovativeness Pillar

Medical services (**51.9%**), Solar energy backup power solutions (**37.6%**) and Education technology and reskilling services (**36.5%**), were the most cited markets of strategic importance in the next ten years. (**Table 3.5**)

<i>Table 3.5: Markets of Strategic Importance in the Next 10 Years: Innovativeness Pillar</i>	
Market of strategic importance	Percent
Medical services	51.9
Solar energy backup power solutions	37.6
Education technology and reskilling services	36.5
Artificial intelligence	32.0
Data	30.8
Digital financial services	30.7

Agro-processing and value addition	27.0
Construction	25.7
Skills capital	24.7
Borehole drilling and water solutions	23.2
Smart agriculture	22.4
Mineral beneficiation	16.3
Electric vehicles	15.1
Plastics recycling	12.6
Reforestation services	10.8
Water and climate resilience	10.2
Care	9.6
Satellite services	6.5
Water rights and quality credits	5.8
Greenhouse gas allowances	4.7
Unemployment services	3.6
Genes & DNA sequences	2.6
Hydrogen	1.3
Total Establishments = 1,107	

Technological Risks: Innovativeness Pillar

The most cited technological risks that would pose a threat to industry in the next two years were failure of cybersecurity measures (27.0%) and adverse outcomes of technological advances (24.4%). (Figure 3.7)

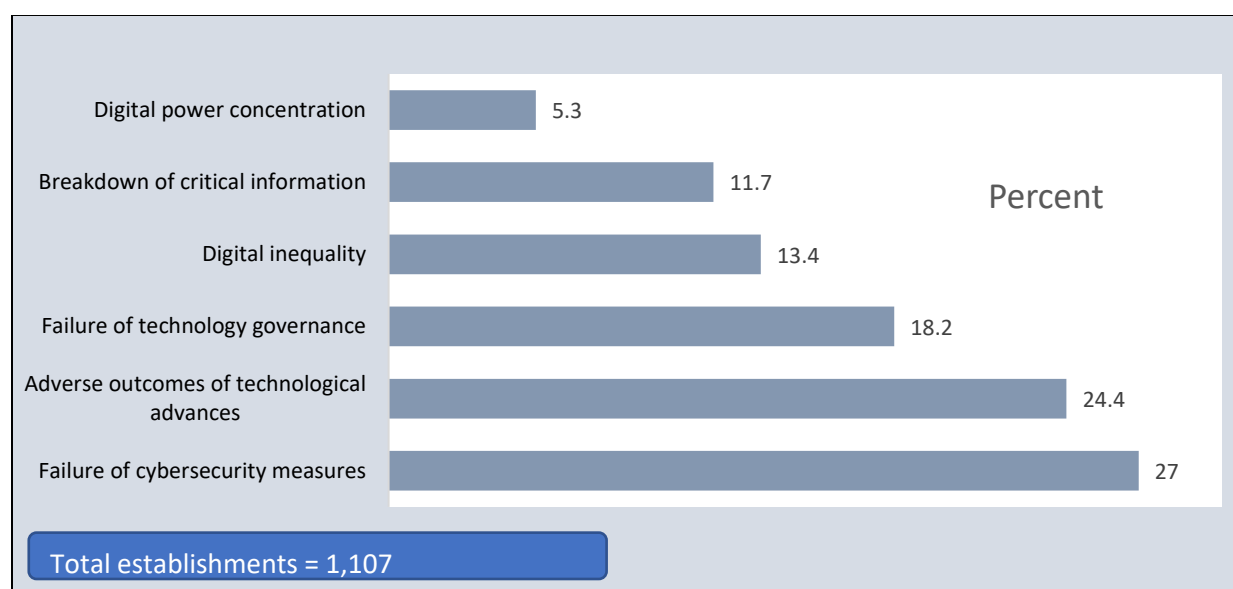


Figure 3.7: Technological Risks: Innovativeness Pillar

3.7 Performance of the Inclusiveness Pillar

The 2025 national competitiveness score for the inclusiveness pillar was **61.5** out **100**. Five provinces scored above the national average in this pillar namely Manicaland (**65.7**), Mashonaland West, (**63.1**) and Midlands (**62.7**) with Mashonaland Central and Matebeleland North (**62,0**). (Figure 3.8)

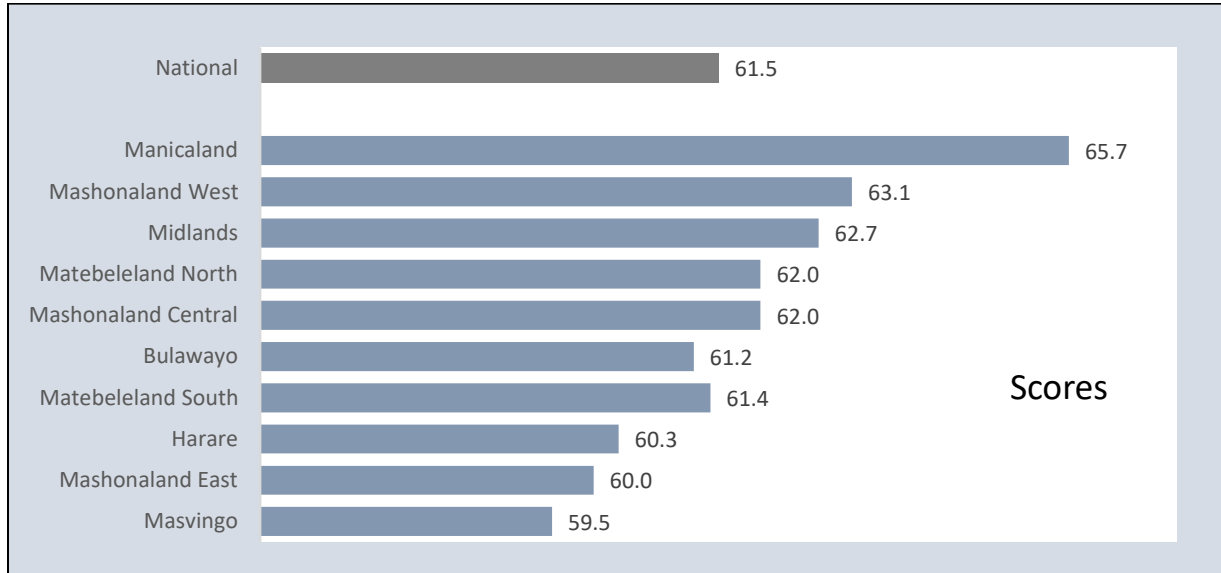


Figure 3.8: Inclusiveness Pillar Scores (0-100) by Province

Inclusiveness scores by economic activity ranged from **51.8** in Public administration and defence to **65.3** in Information and communication. (Table 3.6)

Table 3.6: Inclusiveness Scores (0-100) by Economic Activity	
Economic Activity	Scores (0-100)
Accommodation and food service activities	64.5
Administrative and support service activities	60.6
Agriculture, forestry and fishing	60.5
Arts, entertainment and recreation	64.6
Construction	53.1
Financial and insurance activities	64.3
Information and communication	65.3
Manufacturing	59.7
Mining and quarrying	62.0
Other service activities	60.9
Professional, scientific and technical activities	60.4
Public administration and defence; compulsory social security	51.8
Real estate activities	62.5
Transportation and storage	62.0
Utilities	63.3

Wholesale and retail trade; repair of motor vehicles and motorcycles	59.8
National	61.5

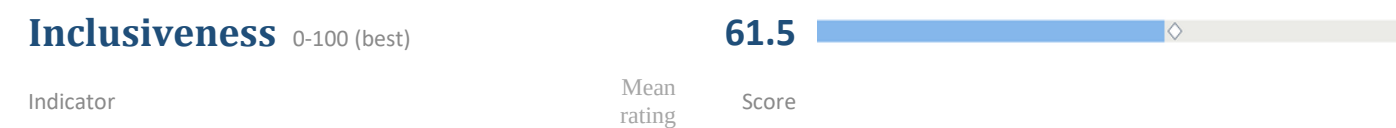
Scores for Inclusiveness Pillar Indicators

Figure 3.6 presents the scores for the indicators under the Inclusiveness Pillar. The talent ecosystem recorded generally positive but varied performance. The highest score was recorded for equal opportunities for women into leadership positions (**80.7**), followed by appointment of senior management based on merit (**79.9**), equal leadership opportunities for different ethnic/racial backgrounds (**78.7**), and equal opportunities for women (**78.3**). However, comparatively lower scores were recorded for equal caregiving time-off between male and female workers (**71.9**), customer purchasing decisions based on diversity, equity and inclusion commitments (**47.6**), customer purchasing decisions based on decent work and wages (**69.2**), and the wage gap between low- and high-paid workers (**71.5**).

The resources ecosystem recorded mixed performance, with five of the eight indicators scoring above **50.0**. Efficiency of public transport services recorded the highest score at **60.9**, followed by overcrowding in town/city centres of operation (**51.0**), reliability of water supply (**36.3**).

The financial ecosystem recorded relatively low scores, with three of the four indicators below **50.0**. Access to finance for business operations recorded the highest score at **52.2**, while public debt reducing private investment by limiting credit access scored **41.8** and Government borrowing raising interest rates for the private sector scored **39.2**.

The institutional ecosystem recorded scores ranging from **51.5** to **78.5**. Tax policy addressing inequality in society was the highest-performing indicator at **78.5**, followed by senior management's delegation of authority (**64.0**) and protection of property rights (**63.7**). Government support for market demand in chosen strategic markets scored **59.5**, while Government's equitable treatment of all businesses scored **51.5**. (**Figure 3.9**)



Talent ecosystem

Culture of open collaboration	5.5	74.3	
Employee willingness to change jobs	4.1	52.4	
Employee-employer relations	5.6	77.1	
Customer purchasing decisions based on decent work/wages commitment	5.2	69.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	47.6	
Appointment of senior management based on merit	5.8	79.9	
Equal opportunities given to women	5.7	78.3	
Equal opportunities given to different ethnic/racial backgrounds	5.7	77.5	
Equal opportunities given to persons with disabilities	5.3	70.9	
Equal opportunities given to persons living with albinism	5.0	66.1	
Equal opportunities into leadership positions: women	5.8	80.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.5	58.3	
Equal opportunities into leadership positions: persons with disabilities	4.8	63.2	
Equal opportunities into leadership positions: persons living with albinism	3.8	46.8	
Supervising supply-chain impact on health, mental health & well-being	5.7	78.7	
Supervising supply-chain decent work standards and wages	5.2	70.3	
Supervising supply-chain diversity, equity and inclusion	5.3	72.3	
Accounting for own production's decent work standards and wages	4.9	65.7	
Accounting for own production's diversity, equity and inclusion	5.1	68.2	
Salaries/wages reflecting productivity	5.1	69.1	
Wage gap between low-paid and high-paid workers	5.3	71.5	
Equal caregiving time-off between male and female workers	5.3	71.9	

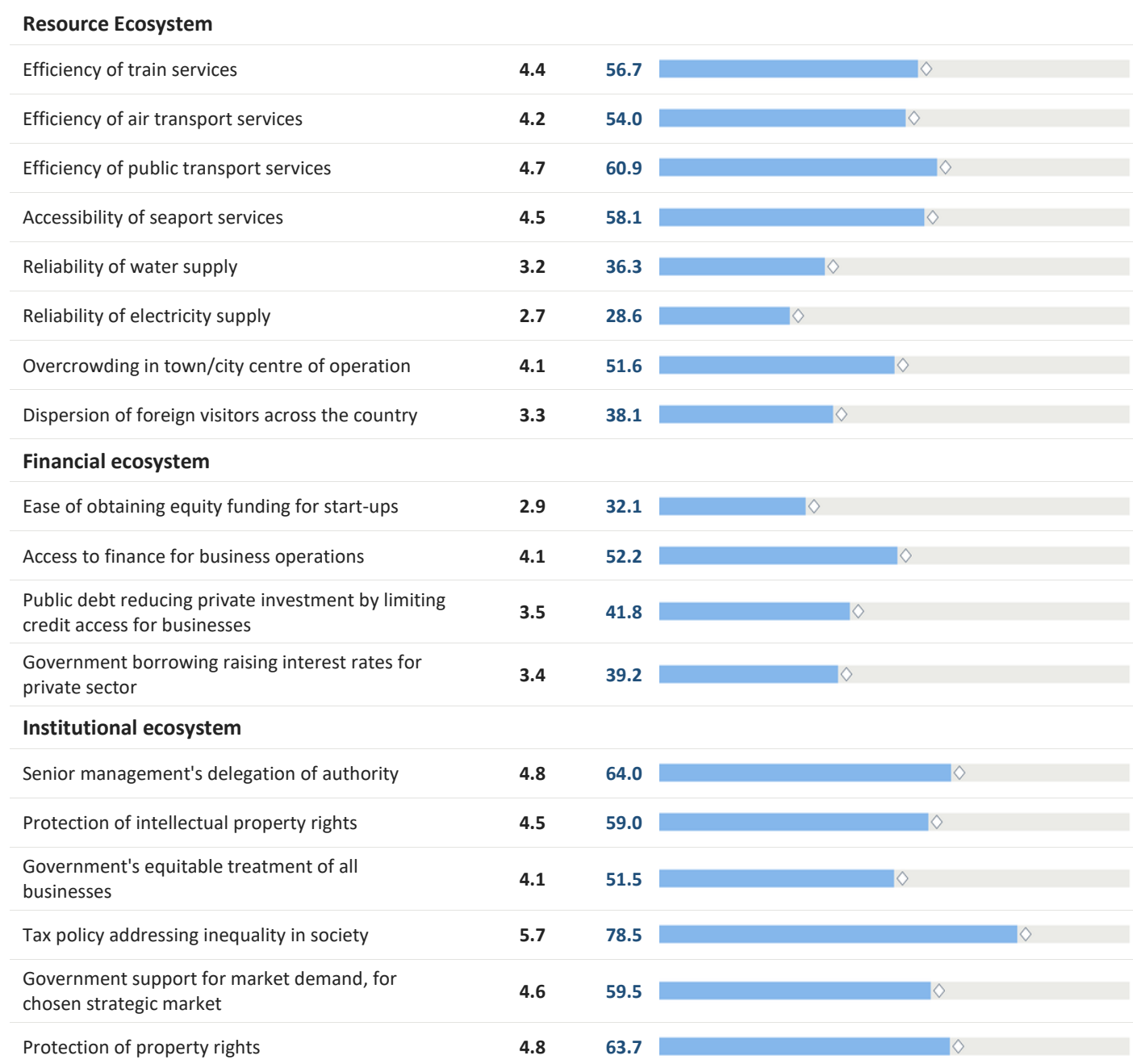


Figure 3.9: Inclusiveness Indicator Scores (0-100)

Societal Risks: Inclusiveness Pillar

Employment and livelihood crisis, was the most cited societal risk that would pose a threat to industry in the next 2 years with a score of 34.7 percent. (Figure 3.10)

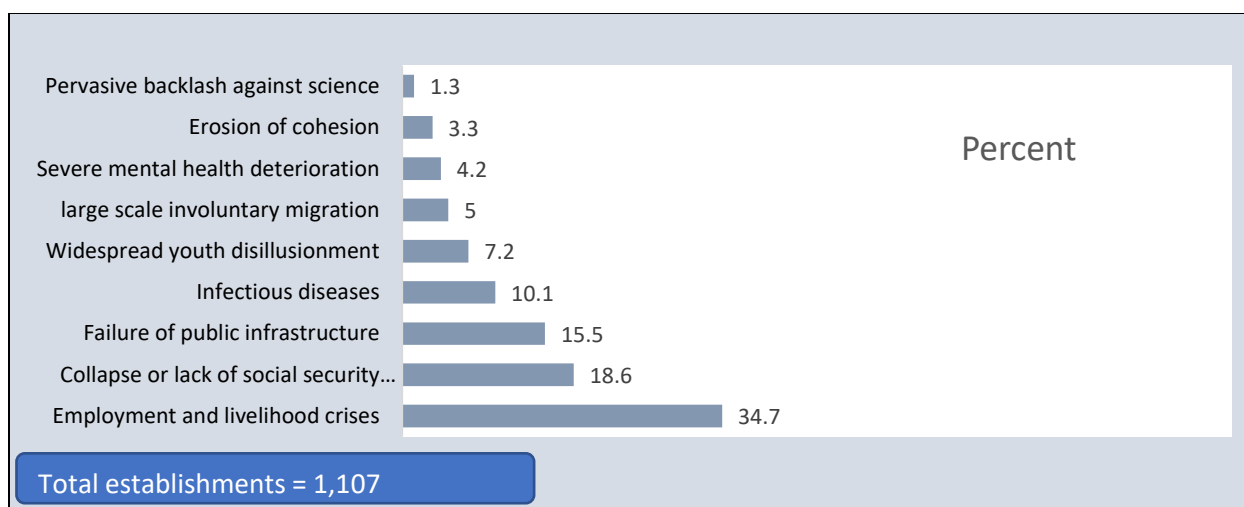


Figure 3.10 Societal Risks: Inclusiveness Pillar

3.8 Performance of the Sustainability Pillar

The national competitiveness score for sustainability in 2025 was **56** out of 100. Provinces that scored above the national score for the pillar were Manicaland (**61.4**), Midlands (**58.6**), Matabeleland North (**58.3**), Mashonaland West (**57.3**) and Masvingo (**56.1**). (Figure 3.11)

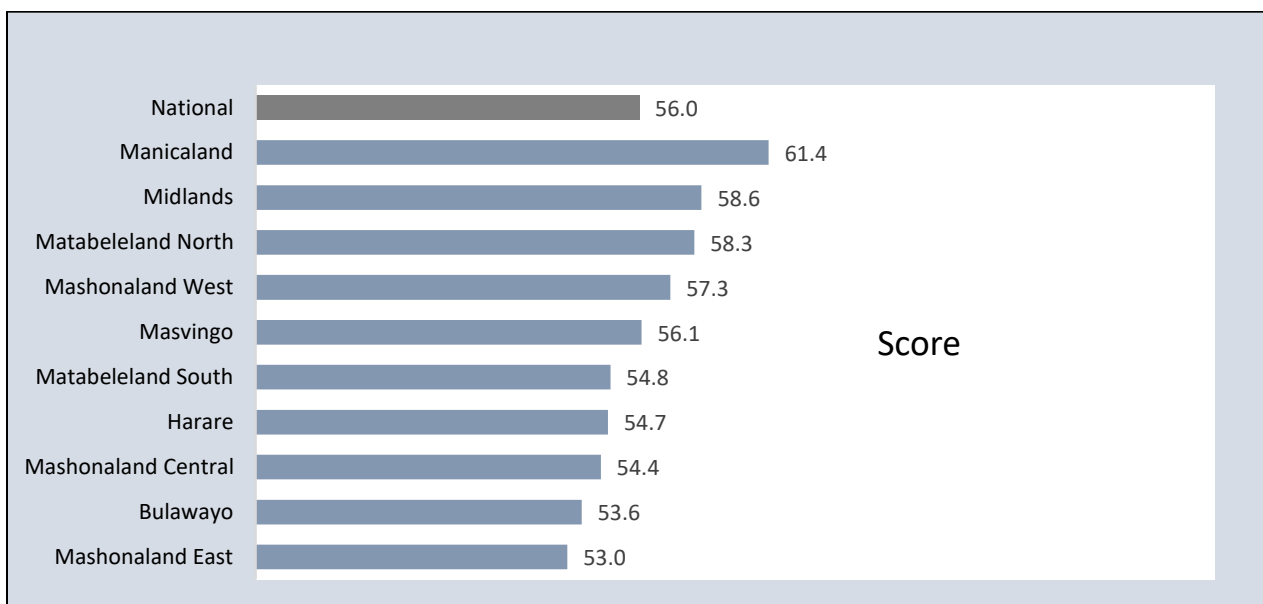


Figure 3.11: Sustainability Pillar Scores (0-100) by Province

Across all economic activities, competitiveness for the sustainability pillar was rated from **51.3** in Other Service Activities to **61.6** in Accommodation and food service Activities. (Table 3.7)

Table 3.7: Sustainability Scores (0-100) by Economic Activity

Economic Activity	Scores (0-100)
Accommodation and food service activities	61.6
Administrative and support service activities	56.1
Agriculture, forestry and fishing	58.4
Arts, entertainment and recreation	60.9
Construction	53.8
Financial and insurance activities	56.4
Information and communication	55.6
Manufacturing	54.4
Mining and quarrying	60.4
Other service activities	51.3
Professional, scientific and technical activities	52.8
Public administration and defence; compulsory social security	52.2
Real estate activities	55.0
Transportation and storage	56.5
Utilities	56.0
Wholesale and retail trade; repair of motor vehicles and motorcycles	54.9
National	56.0

Scores for Sustainability Pillar Indicators

Figure 3.12 presents the scores for the indicators under the Sustainability Pillar. The talent ecosystem comprised two indicators and recorded relatively moderate to low performance. Customer purchasing decisions based on health impact recorded the higher score of **55.2**, while purchasing decisions based on price and product impact on the environment and nature scored **47.3**.

The resources ecosystem recorded mixed performance, with four of the six indicators scoring above **60.0**. Cost imposed on business by climate change recorded the highest score at **69.8**, followed by accounting for own production's impact on the environment and nature (**65.0**). Supervision of supply-chain impact on the environment and nature recorded **61.6**, and adequacy of environment and nature protection recorded a score of **48.8**.

The institutional ecosystem recorded mixed performance, with scores ranging from **46.2** to **62.1**. Tax policy addressing environmental degradation recorded the highest at **62.1** and public ESG (Environmental, Social and Governance) recorded **50.6**.

Sustainability 0-100 (best)

56.0 

Indicator

Mean
Rating

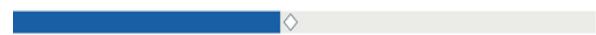
Score

Talent ecosystem

Purchasing decision based on price and product impact on the environment and nature

3.8

47.3



Customer purchasing decisions based on health impact

4.3

55.2



Resources ecosystem

Cost imposed on business by climate change

3.5

41.3



Investment in green/sustainable production infrastructure

3.9

48.8



Supervising supply-chain impact on environment and nature

4.8

63.8



Accounting for own production's impact on environment and nature

5.2

69.8



Adequacy of environment and nature protection

4.7

61.6



Adequacy of cultural heritage protection

4.9

65.0

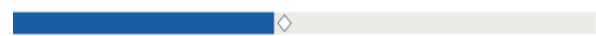


Institutional ecosystem

Cost imposed on business by social/political unrest

3.8

46.2



Public ESG (Environmental, Social & Governance) reporting

4.6

59.7



Tax policy addressing environmental degradation

4.0

50.6



Government support for production, for chosen strategic market

4.7

62.1



Figure 3.12: Sustainability Indicator Scores (0-100)

Environmental risk: Sustainability Pillar

Human-made environmental damage (**27.1%**) was the most cited environmental risk that would impact industry in the next two years, followed by extreme weather events (**16.2%**). (**Figure 3.13**)

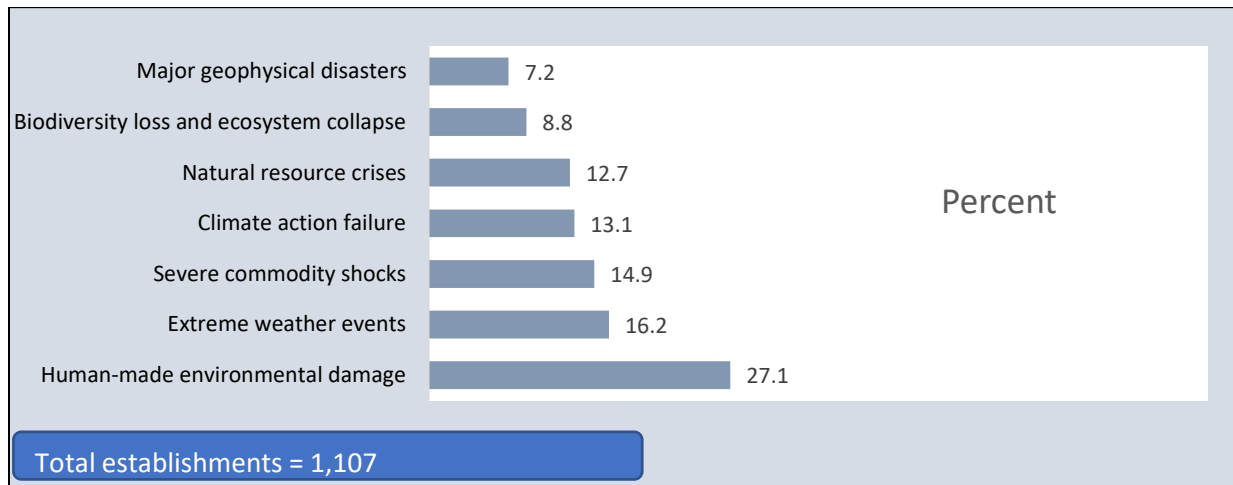


Figure 3.13: Environmental Risks: Sustainability Pillar

3.9 Performance in the Resilience Pillar

The 2025 national competitiveness score for resilience was **57.4** out of **100**, with Midlands scoring **60.8** and Manicaland **60.7**. The score for the other provinces ranged from **54.9** in Mashonaland East to **59.5** in Masvingo. (**Figure 3.14**)

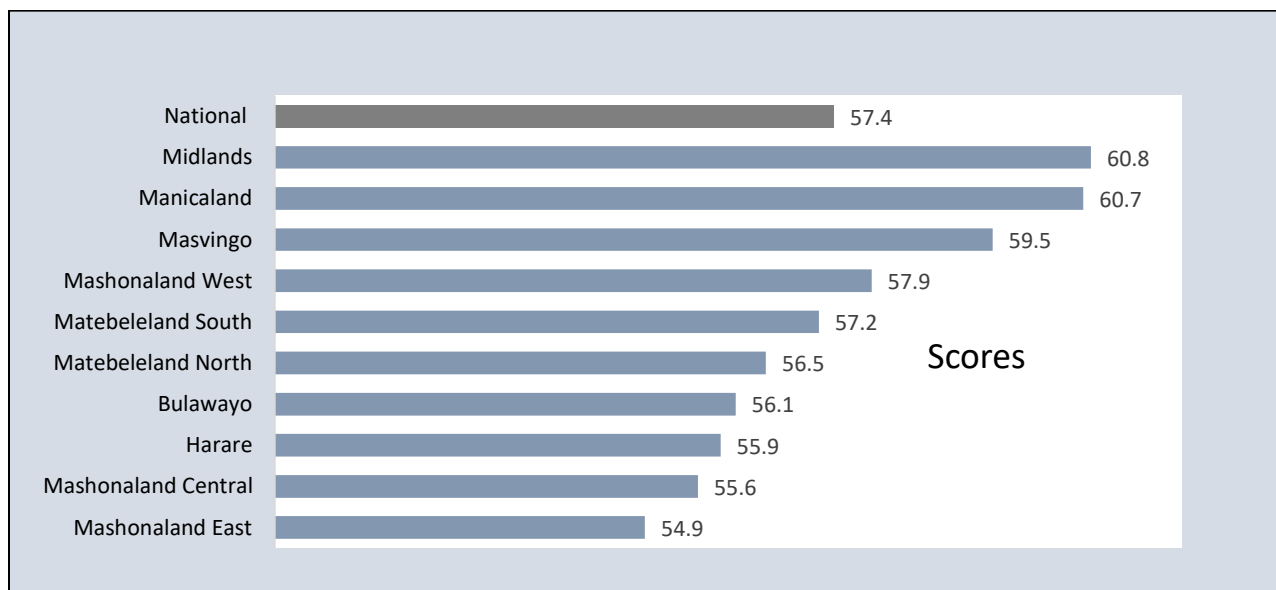


Figure 3.14: Resilience Scores (0-100) by Province

Resilience was rated above **50.0** out of 100 in all sectors except the construction sector with a score of **49.3**. (**Table 3.8**)

<i>Table 3.8: Resilience Scores (0-100) by Economic Activity</i>	
Economic Activity	Score (0-100)
Administrative and support service activities	58.4
Agriculture, forestry and fishing	57.8
Arts, entertainment and recreation	60.3
Construction	49.3
Accommodation and food service activities	59.5
Financial and insurance activities	60.6
Information and communication	60.2
Manufacturing	55.4
Mining and quarrying	60.5
Other service activities	53.1
Professional, scientific and technical activities	57.1
Public administration and defence; compulsory social security	50.6
Real estate activities	58.0
Transportation and storage	55.6
Utilities	60.7
Wholesale and retail trade; repair of motor vehicles and motorcycles	56.0
National	57.4

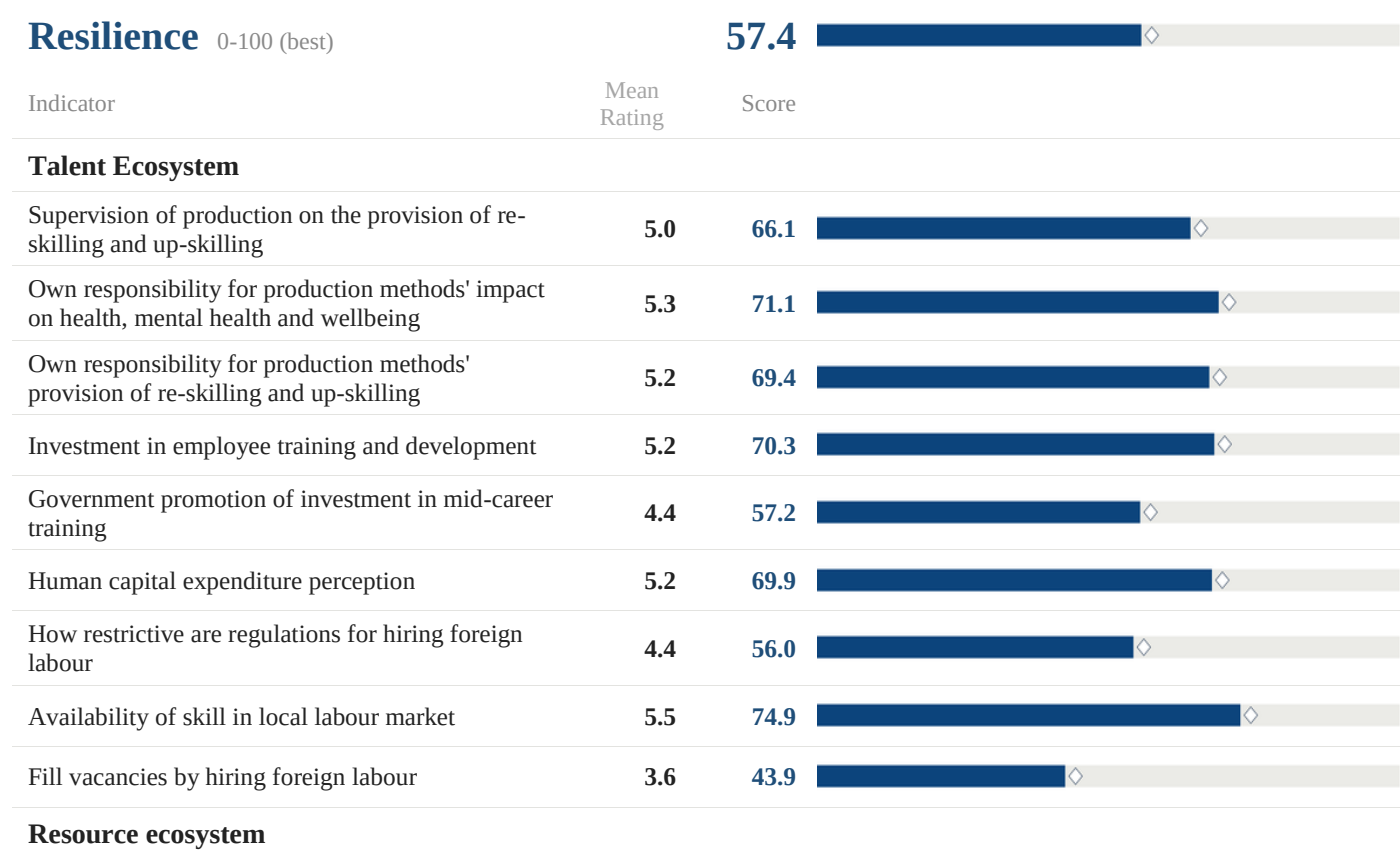
Scores for Resilience Pillar Indicators

Figure 3.15 presents the scores for the indicators under the Resilience Pillar. The talent ecosystem recorded generally positive performance, with three indicators scoring above **70.0**. Availability of skills in the local labour market recorded the highest score at **74.9**, followed by own responsibility for production methods' impact on health, mental health and wellbeing (**71.1**) and investment in employee training and development (**70.3**). Human capital expenditure perception (**69.9**), provision of reskilling and upskilling (**69.4**), and supervision of production on the provision of re-skilling and up-skilling (**66.1**) also recorded relatively high scores. Filling vacancies by hiring foreign labour recorded the lowest score at **43.9**.

The resources ecosystem recorded mixed performance across its three indicators. A growth and revival strategy recorded the highest score at **67.7**, followed by the expected evolution of supply chains over the next five years at **57.6**. Quality of road infrastructure recorded the lowest score at **39.7**, indicating comparatively weak performance within the resources ecosystem.

The financial ecosystem comprised two indicators with notably different performance levels. Financial auditing and reporting standards recorded a relatively high score of **74.8**, while financial system resilience scored **52.9**. The results therefore show stronger performance in financial auditing and reporting standards compared with the overall resilience of the financial system.

The institutional ecosystem recorded varied performance, with fourteen of the twenty-one indicators scoring above **50.0**. The highest scores were recorded for extra payments/bribes relating to public utilities and tax payments, both at **65.6**, while enforcement of law and order scored **62.7** and professionalism of companies towards public officials scored **62.6**. The lowest scores were recorded for judicial impartiality related to business (**36.0**) and corruption costs on businesses (**37.8**), followed by incidence of crime and violence (**40.2**), effect of fiscal measures on competition (**44.0**), political interference (**47.3**), illegal diversion of public funds (**47.5**), and judicial independence from Government (**48.4**). For the bribery and corruption indicators, the scores should be interpreted with reference to the survey's stated convention that lower scores represent higher levels of corruption (**Figure 3.15**)



Evolution of supply chains over the next five years	4.5	57.6	
Quality of road infrastructure	3.4	39.7	
Growth and revival strategy developed	5.1	67.7	
Financial ecosystem			
Financial system resilience	4.2	52.9	
Financial auditing and reporting standards	5.5	74.8	
Technology ecosystem			
Adaptability to negative changes	5.2	70.7	
Institutional Ecosystem			
Corruption costs on businesses [1]	3.3	37.8	
Incidence of crime and violence	3.4	40.2	
Enforcement of law and order	4.8	62.7	
Effect of fiscal measures on competition	3.6	44.0	
Government adaptation	4.4	56.9	
Efficiency of judiciary system	4.6	59.6	
Judicial impartiality	3.2	36.0	
Political interference	3.8	47.3	
Professionalism of public officials	4.2	53.7	
Judicial system independence from government	3.9	48.4	
Judicial system independence from individuals	4.2	52.6	
Judicial system independence from companies	4.3	55.0	
Illegal diversion of public funds	3.8	47.5	
Professionalism of companies towards public officials	4.8	62.6	
Professionalism of companies towards politicians	4.5	57.7	
Extra payments/bribes on imports and exports	4.5	57.9	
Extra payments/bribes on public utilities	4.9	65.6	
Extra payments/bribes on tax payments	4.9	65.6	
Extra payments/bribes on awarding of public contracts and licences	4.5	58.6	

Extra payments/bribes on favourable judicial decisions	4.7	60.9	
Level of non-tariff barriers restricting foreign competition	4.1	51.5	

Figure 3.15: Resilience Indicator Scores

Geopolitical and Economic Risks: Resilience Pillar

Geo-politicization of strategic resources (**38.9%**) and failure to stabilize price trajectories (**30.4%**) were the most cited risks that would pose threat to industry in the next two years. (**Figure 3.16**)

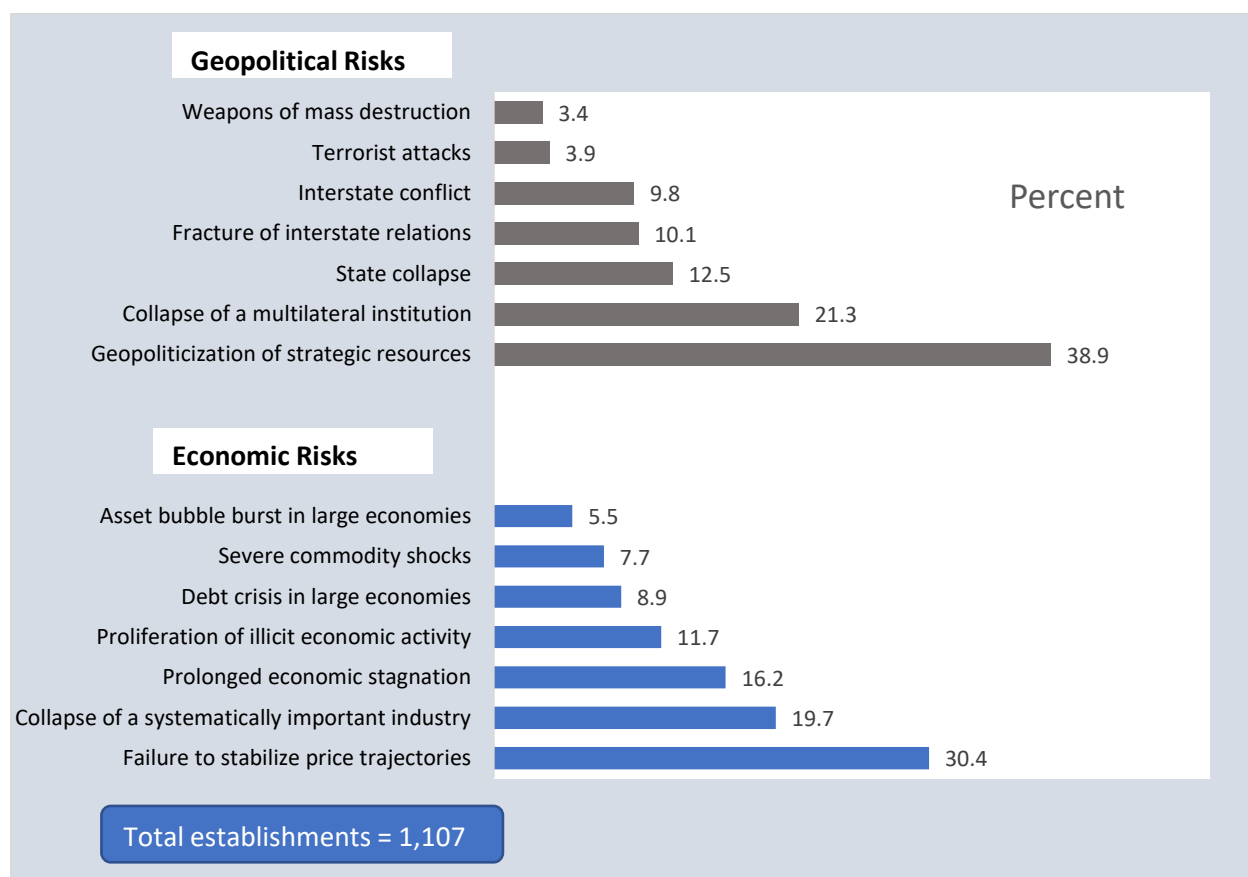


Figure 3.16: Geopolitical and Economic Risks: Resilience Pillar

Appendices 1 to 10 present the competitiveness scores by province, while Appendices 11 to 26 summarize the scores by economic sector. Indicator descriptions are provided in Appendix 27, and the survey questionnaire is provided in Appendix 28.

4 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The 2025 National Competitiveness Baseline Survey measured competitiveness based on business executives' perceptions. The overall national competitiveness score was **58.5** out of 100, indicating moderate competitiveness. Inclusiveness recorded the highest pillar score at **61.5**, followed by Innovativeness (**59.1**), Resilience (**57.4**) and Sustainability (**56.0**). The findings demonstrate important strengths in human capital, workplace inclusion, financial reporting standards and selected environmental practices, while revealing significant constraints in institutional quality, access to finance, transport infrastructure, market competition, investment regulation and climate resilience.

The survey also highlights provincial and sectoral disparities, indicating that competitiveness constraints are not uniform across the economy. Provincial scores ranged from **55.9** in Mashonaland East to **62.5** in Manicaland, while overall economic-activity scores ranged from **52.2** in Public Administration and Defence; Compulsory Social Security to **62.5** in Arts, entertainment and recreation. The baseline therefore provides an evidence base for prioritising reforms and monitoring improvements in Zimbabwe's competitiveness over time.

4.2 Recommendations

- a) ***Improve the business and investment environment:*** Simplify regulations, strengthen policy predictability and improve regulatory openness to Foreign Direct Investment;
- b) ***Deepen market competition:*** Remove unnecessary barriers to entry and promote greater competition and participation of innovative new firms;
- c) ***Expand productive finance:*** Improve access to credit, equity and long-term financing, particularly for start-ups, Micro, Small and Medium Enterprises (MSMEs) and productive enterprises;
- d) ***Upgrade transport and logistics infrastructure:*** Prioritise rehabilitation and modernisation of road, rail and other trade-enabling infrastructure;
- e) ***Accelerate green and climate-resilient investment:*** Support green production infrastructure and strengthen business resilience to climate-related risks;

- f) ***Strengthen industry-responsive skills development:*** Consolidate tertiary, vocational and digital skills while improving foundational and mid-career training;
- g) ***Deepen workplace inclusiveness:*** Strengthen wage-productivity alignment, equitable workplace practices and participation in economic opportunities;
- h) ***Strengthen institutional quality and governance:*** Improve judicial impartiality related to business, regulatory accountability, enforcement of law and measures to reduce corruption costs to businesses.
- i) ***Target provincial and sector-specific constraints:*** Develop differentiated interventions for provinces and economic activities performing below national benchmarks; and
- j) ***Continuous competitiveness monitoring:*** Conduct the National Competitiveness Survey (NCS) annually to track reform implementation and competitiveness outcomes.

Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.4	56.3	
Education system meets establishment's needs	5.0	67.3	
Primary education meets industry needs	4.2	52.9	
Secondary education meets industry needs	4.9	64.5	
Vocational education meets industry needs	5.1	68.5	
Tertiary education meets industry needs	5.6	76.3	
Education system builds global citizenship & civic skills	4.9	64.5	
Education system builds innovation & creativity skills	4.9	65.0	
Education system builds collaboration & self-management skills	5.2	69.7	
Education system builds digital & technology skills	5.2	69.3	
Education system builds maths & science skills	5.2	69.6	
Education system builds arts & culture skills	5.2	69.4	
Resource ecosystem			
Government support for long-term R&D investment	4.6	59.7	
Technology ecosystem			
Level of competition: Healthcare	3.8	47.5	
Level of competition: Hotels, restaurants & leisure	4.3	54.8	
Level of competition: Education	4.5	58.1	
Level of competition: Energy & utilities	3.6	43.0	
Level of competition: Financial services	3.9	48.2	
Level of competition: Professional (legal counsel)	3.8	46.5	
Level of competition: Technology support & design	4.1	51.2	
Level of competition: Real estate	4.0	49.7	
Level of competition: Retail & supplies	4.9	65.8	
Level of competition: Telecommunication	4.4	56.8	
Level of competition: Transportation & shipping	4.3	54.8	
Customer purchasing decisions based on product performance	5.2	70.1	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.3	71.9	
Employee willingness to change jobs	3.7	45.6	
Employee-employer relations	4.1	52.0	
Customer purchasing decisions based on decent work/wages commitment	5.5	75.5	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	48.2	
Appointment of senior management based on merit	6.0	83.2	
Equal opportunities given to women	5.6	76.8	
Equal opportunities given to different ethnic/racial backgrounds	5.6	77.4	
Equal opportunities given to persons with disabilities	5.1	69.1	
Equal opportunities given to persons living with albinism	4.9	65.0	
Equal opportunities into leadership positions: women	5.7	78.5	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.7	62.0	
Equal opportunities into leadership positions: persons with disabilities	4.8	63.5	
Equal opportunities into leadership positions: persons living with albinism	3.8	46.7	
Supervising supply-chain impact on health, mental health & well-being	5.8	79.4	
Supervising supply-chain decent work standards and wages	5.2	69.2	
Supervising supply-chain diversity, equity and inclusion	5.2	70.3	
Accounting for own production's decent work standards and wages	4.9	65.1	
Accounting for own production's diversity, equity and inclusion	5.3	71.4	
Salaries/wages reflecting productivity	5.3	70.8	
Wage gap between low-paid and high-paid workers	5.3	72.3	
Equal caregiving time-off between male and female workers	5.3	71.9	
Resource Ecosystem			
Efficiency of train services	4.6	60.4	
Efficiency of air transport services	4.7	62.1	
Efficiency of public transport services	5.0	66.1	
Accessibility of seaport services	4.5	57.9	

Concentration vs. spread of corporate activity in industry	4.3	55.6	
Prevalence of business clusters in the value chain	4.7	62.3	
Disruption of established firms by innovative new entrants	4.1	51.1	
Inter-company R & D collaboration	4.1	51.6	
Establishment-Tertiary institutions R & D collaboration	3.9	48.9	
Industry R & D collaboration	3.9	48.0	
Establishment offers flexible working arrangements	3.8	46.6	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.6	42.8	
Openness of regulations to domestic investment	4.3	54.7	
Government ensures a stable policy environment	4.3	54.5	
Ease of complying with government regulation	4.2	53.9	
Effectiveness of personal data protection regulation	5.2	70.2	
Establishment's awareness of government's long-term vision	5.1	68.3	
Ease of complying with tax policies	4.6	60.2	
Labour laws allow flexible hiring and dismissal	4.6	59.3	
Government conducts timely updates of legal frameworks	4.5	57.6	

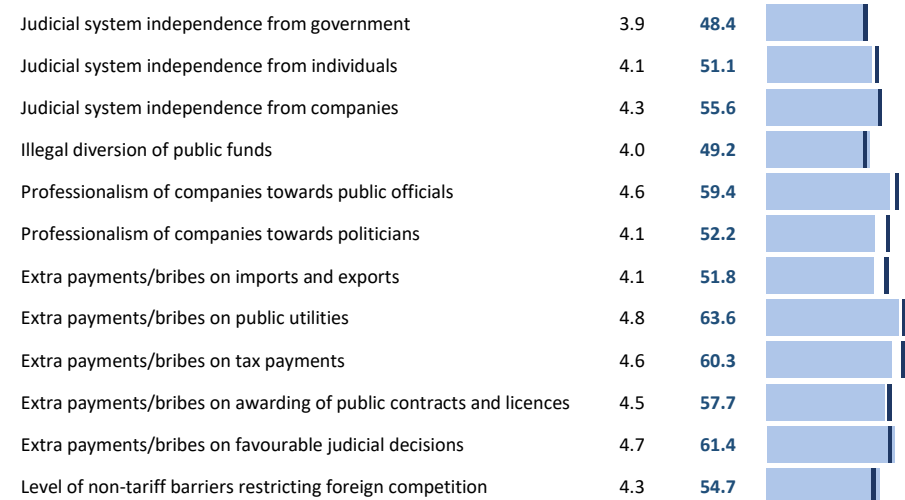
Reliability of water supply	2.8	29.8	
Reliability of electricity supply	2.5	24.6	
Overcrowding in town/city centre of operation	4.9	64.8	
Dispersion of foreign visitors across the country	2.8	29.9	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.5	25.5	
Access to finance for business operations	3.9	48.8	
Public debt reducing private investment by limiting credit access for businesses	3.3	38.4	
Government borrowing raising interest rates for private sector	3.1	35.4	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	4.6	60.7	
Protection of intellectual property rights	4.4	56.9	
Government's equitable treatment of all businesses	4.1	52.2	
Tax policy addressing inequality in society	5.8	80.0	
Government support for market demand, for chosen strategic market	4.4	57.1	
Protection of property rights	4.7	62.1	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.9	49.1	
Customer purchasing decisions based on health impact	4.3	54.9	
Resources ecosystem			
Adequacy of environment and nature protection	4.5	57.8	
Adequacy of cultural heritage protection	4.9	64.6	
Investment in green/sustainable production infrastructure	3.5	41.4	
Cost imposed on business by climate change	3.8	45.8	
Supervising supply-chain impact on environment and nature	4.6	60.4	
Accounting for own production's impact on environment and nature	4.9	65.5	
Institutional ecosystem			
Government support for production (strategic markets)	4.6	59.6	
Cost imposed on business by social/political unrest	3.3	38.3	
Public ESG (Environmental, Social & Governance) reporting	4.5	58.9	
Tax policy addressing environmental degradation	3.8	46.8	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of reskilling and up-skilling	5.1	69.0	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.2	69.4	
Own responsibility for production methods' provision of reskilling and upskilling	5.3	72.3	
Investment in employee training and development	5.4	72.9	
Government promotion of investment in mid-career training	4.3	55.3	
Human capital expenditure perception	4.9	65.2	
How restrictive are regulations for hiring foreign labour	4.5	58.1	
Availability of skill in local labour market	5.3	71.2	
Fill vacancies by hiring foreign labour	3.9	47.8	
Resource ecosystem			
Evolution of supply chains over the next five years	4.3	55.2	
Quality of road infrastructure	3.2	37.2	
Growth and revival strategy developed	5.1	68.2	
Financial ecosystem			
Financial system resilience	3.9	47.9	
Financial auditing and reporting standards	5.5	74.7	
Technology ecosystem			
Adaptability to negative changes	5.1	68.3	
Institutional Ecosystem			
Corruption costs on businesses	3.1	34.2	
Incidence of crime and violence	3.3	37.9	
Enforcement of law and order	4.6	59.6	
Effect of fiscal measures on competition	3.8	46.9	
Government adaptation	4.2	53.9	
Efficiency of judiciary system	4.4	57.2	
Judicial impartiality	3.1	35.1	
Political interference	3.8	46.5	
Professionalism of public officials	4.1	51.3	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.8	63.2	
Education system meets establishment's needs	5.3	70.9	
Primary education meets industry needs	4.1	52.4	
Secondary education meets industry needs	4.9	64.4	
Vocational education meets industry needs	5.3	71.4	
Tertiary education meets industry needs	5.7	78.9	
Education system builds global citizenship & civic skills	4.9	64.8	
Education system builds innovation & creativity skills	4.9	64.5	
Education system builds collaboration & self-management skills	5.0	67.3	
Education system builds digital & technology skills	5.1	68.7	
Education system builds maths & science skills	5.2	70.5	
Education system builds arts & culture skills	5.0	66.2	
Resource ecosystem			
Government support for long-term R&D investment	4.6	59.7	
Technology ecosystem			
Level of competition: Healthcare	3.8	46.1	
Level of competition: Hotels, restaurants & leisure	4.0	49.4	
Level of competition: Education	4.4	57.5	
Level of competition: Energy & utilities	3.8	46.2	
Level of competition: Financial services	4.2	52.8	
Level of competition: Professional (legal counsel)	4.0	49.9	
Level of competition: Technology support & design	4.1	51.5	
Level of competition: Real estate	4.0	49.5	
Level of competition: Retail & supplies	5.0	65.9	
Level of competition: Telecommunication	4.3	54.2	
Level of competition: Transportation & shipping	4.1	51.8	
Customer purchasing decisions based on product performance	5.3	70.8	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.5	74.7	
Employee willingness to change jobs	3.9	49.1	
Employee-employer relations	4.1	52.1	
Customer purchasing decisions based on decent work/wages commitment	5.7	77.8	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	48.8	
Appointment of senior management based on merit	5.7	78.9	
Equal opportunities given to women	5.7	78.9	
Equal opportunities given to different ethnic/racial backgrounds	5.6	76.8	
Equal opportunities given to persons with disabilities	5.3	71.5	
Equal opportunities given to persons living with albinism	5.1	68.1	
Equal opportunities into leadership positions: women	5.8	80.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.6	60.7	
Equal opportunities into leadership positions: persons with disabilities	4.7	61.7	
Equal opportunities into leadership positions: persons living with albinism	3.7	44.7	
Supervising supply-chain impact on health, mental health & well-being	5.7	78.1	
Supervising supply-chain decent work standards and wages	5.3	71.8	
Supervising supply-chain diversity, equity and inclusion	5.4	72.8	
Accounting for own production's decent work standards and wages	5.0	66.1	
Accounting for own production's diversity, equity and inclusion	5.2	69.8	
Salaries/wages reflecting productivity	5.3	70.8	
Wage gap between low-paid and high-paid workers	5.3	72.4	
Equal caregiving time-off between male and female workers	5.3	72.2	
Resource Ecosystem			
Efficiency of train services	4.2	54.0	
Efficiency of air transport services	3.6	44.1	
Efficiency of public transport services	4.3	54.9	
Accessibility of seaport services	3.8	47.3	

Concentration vs. spread of corporate activity in industry	4.7	61.1	
Prevalence of business clusters in the value chain	4.7	62.3	
Disruption of established firms by innovative new entrants	4.3	54.5	
Inter-company R & D collaboration	4.0	50.4	
Establishment-Tertiary institutions R & D collaboration	4.0	49.3	
Industry R & D collaboration	4.1	50.9	
Establishment offers flexible working arrangements	4.1	51.5	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.7	45.0	
Openness of regulations to domestic investment	4.4	55.9	
Government ensures a stable policy environment	4.2	53.2	
Ease of complying with government regulation	4.2	53.2	
Effectiveness of personal data protection regulation	5.1	67.7	
Establishment's awareness of government's long-term vision	5.4	72.7	
Ease of complying with tax policies	4.3	55.6	
Labour laws allow flexible hiring and dismissal	4.5	57.6	
Government conducts timely updates of legal frameworks	4.5	58.0	

Reliability of water supply	3.3	38.2	
Reliability of electricity supply	2.8	30.1	
Overcrowding in town/city centre of operation	4.2	53.4	
Dispersion of foreign visitors across the country	3.3	38.5	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.8	29.6	
Access to finance for business operations	4.0	50.1	
Public debt reducing private investment by limiting credit access for businesses	3.3	38.0	
Government borrowing raising interest rates for private sector	3.2	36.8	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	4.8	62.5	
Protection of intellectual property rights	4.3	54.3	
Government's equitable treatment of all businesses	4.0	49.6	
Tax policy addressing inequality in society	5.7	77.6	
Government support for market demand, for chosen strategic market	4.4	57.5	
Protection of property rights	4.6	59.7	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.9	48.3	
Customer purchasing decisions based on health impact	4.2	53.9	
Resources ecosystem			
Adequacy of environment and nature protection	4.5	59.1	
Adequacy of cultural heritage protection	4.6	60.7	
Investment in green/sustainable production infrastructure	3.8	46.2	
Cost imposed on business by climate change	3.8	46.7	
Supervising supply-chain impact on environment and nature	4.8	63.5	
Accounting for own production's impact on environment and nature	5.2	69.2	
Institutional ecosystem			
Government support for production (strategic markets)	4.6	59.4	
Cost imposed on business by social/political unrest	3.5	41.2	
Public ESG (Environmental, Social & Governance) reporting	4.5	59.0	
Tax policy addressing environmental degradation	3.9	48.8	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of reskilling and up-skilling	4.9	65.3	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.2	69.5	
Own responsibility for production methods' provision of reskilling and upskilling	5.1	68.9	
Investment in employee training and development	5.3	71.3	
Government promotion of investment in mid-career training	4.3	55.8	
Human capital expenditure perception	5.3	71.0	
How restrictive are regulations for hiring foreign labour	4.6	60.0	
Availability of skill in local labour market	5.3	72.3	
Fill vacancies by hiring foreign labour	3.7	45.8	
Resource ecosystem			
Evolution of supply chains over the next five years	4.4	57.0	
Quality of road infrastructure	3.5	42.0	
Growth and revival strategy developed	5.0	67.3	
Financial ecosystem			
Financial system resilience	4.1	51.0	
Financial auditing and reporting standards	5.4	74.1	
Technology ecosystem			
Adaptability to negative changes	5.3	71.1	
Institutional Ecosystem			
Corruption costs on businesses	3.2	35.9	
Incidence of crime and violence	3.5	42.1	
Enforcement of law and order	4.3	54.4	
Effect of fiscal measures on competition	3.5	42.2	
Government adaptation	4.2	53.8	
Efficiency of judiciary system	4.6	59.2	
Judicial impartiality	3.2	36.3	
Political interference	3.4	39.3	
Professionalism of public officials	3.8	47.2	

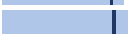
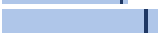
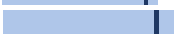


Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.9	64.5	
Education system meets establishment's needs	5.8	80.6	
Primary education meets industry needs	4.5	58.3	
Secondary education meets industry needs	5.3	71.4	
Vocational education meets industry needs	5.7	79.0	
Tertiary education meets industry needs	6.1	85.6	
Education system builds global citizenship & civic skills	5.4	73.2	
Education system builds innovation & creativity skills	5.2	70.5	
Education system builds collaboration & self-management skills	5.2	70.1	
Education system builds digital & technology skills	5.4	73.6	
Education system builds maths & science skills	5.6	76.2	
Education system builds arts & culture skills	5.4	72.9	
Resource ecosystem			
Government support for long-term R&D investment	5.2	70.3	
Technology ecosystem			
Level of competition: Healthcare	3.7	44.3	
Level of competition: Hotels, restaurants & leisure	4.1	51.9	
Level of competition: Education	4.8	63.1	
Level of competition: Energy & utilities	4.0	50.3	
Level of competition: Financial services	3.9	48.1	
Level of competition: Professional (legal counsel)	3.5	41.7	
Level of competition: Technology support & design	3.6	43.1	
Level of competition: Real estate	3.3	38.8	
Level of competition: Retail & supplies	4.8	64.1	
Level of competition: Telecommunication	4.1	51.4	
Level of competition: Transportation & shipping	4.1	52.2	
Customer purchasing decisions based on product performance	5.2	70.7	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.7	78.0	
Employee willingness to change jobs	4.2	53.3	
Employee-employer relations	4.2	52.7	
Customer purchasing decisions based on decent work/wages commitment	5.6	76.4	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.3	54.9	
Appointment of senior management based on merit	6.0	82.5	
Equal opportunities given to women	5.7	78.7	
Equal opportunities given to different ethnic/racial backgrounds	5.7	79.0	
Equal opportunities given to persons with disabilities	5.3	72.0	
Equal opportunities given to persons living with albinism	5.1	69.0	
Equal opportunities into leadership positions: women	6.0	83.3	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.5	58.1	
Equal opportunities into leadership positions: persons with disabilities	5.2	70.1	
Equal opportunities into leadership positions: persons living with albinism	3.9	48.4	
Supervising supply-chain impact on health, mental health & well-being	5.9	81.3	
Supervising supply-chain decent work standards and wages	5.4	73.8	
Supervising supply-chain diversity, equity and inclusion	5.6	76.0	
Accounting for own production's decent work standards and wages	5.5	74.9	
Accounting for own production's diversity, equity and inclusion	5.4	72.8	
Salaries/wages reflecting productivity	5.4	74.1	
Wage gap between low-paid and high-paid workers	5.4	72.6	
Equal caregiving time-off between male and female workers	5.4	73.7	
Resource Ecosystem			
Efficiency of train services	4.6	59.3	
Efficiency of air transport services	5.3	72.2	
Efficiency of public transport services	5.1	67.8	
Accessibility of seaport services	4.8	63.7	

Concentration vs. spread of corporate activity in industry	4.6	59.6	
Prevalence of business clusters in the value chain	5.0	67.1	
Disruption of established firms by innovative new entrants	4.0	50.5	
Inter-company R & D collaboration	4.9	64.9	
Establishment-Tertiary institutions R & D collaboration	4.5	58.4	
Industry R & D collaboration	4.7	61.5	
Establishment offers flexible working arrangements	3.8	46.7	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	4.0	49.2	
Openness of regulations to domestic investment	4.5	57.9	
Government ensures a stable policy environment	4.7	61.9	
Ease of complying with government regulation	4.6	60.3	
Effectiveness of personal data protection regulation	5.5	74.8	
Establishment's awareness of government's long-term vision	6.0	82.8	
Ease of complying with tax policies	4.9	64.9	
Labour laws allow flexible hiring and dismissal	4.7	61.4	
Government conducts timely updates of legal frameworks	4.9	65.1	

Reliability of water supply	3.8	46.7	
Reliability of electricity supply	2.9	31.1	
Overcrowding in town/city centre of operation	4.2	53.6	
Dispersion of foreign visitors across the country	4.2	52.7	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.1	34.7	
Access to finance for business operations	4.7	61.4	
Public debt reducing private investment by limiting credit access for businesses	3.7	44.9	
Government borrowing raising interest rates for private sector	3.4	39.4	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	5.0	66.7	
Protection of intellectual property rights	5.0	66.3	
Government's equitable treatment of all businesses	4.2	54.1	
Tax policy addressing inequality in society	5.9	81.7	
Government support for market demand, for chosen strategic market	4.8	63.3	
Protection of property rights	5.3	72.5	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	4.0	49.9	
Customer purchasing decisions based on health impact	4.7	61.7	
Resources ecosystem			
Adequacy of environment and nature protection	5.1	68.6	
Adequacy of cultural heritage protection	5.1	69.0	
Investment in green/sustainable production infrastructure	4.9	64.2	
Cost imposed on business by climate change	3.0	33.7	
Supervising supply-chain impact on environment and nature	5.5	74.7	
Accounting for own production's impact on environment and nature	5.6	77.0	
Institutional ecosystem			
Government support for production (strategic markets)	5.1	68.3	
Cost imposed on business by social/political unrest	4.0	49.6	
Public ESG (Environmental, Social & Governance) reporting	5.1	69.1	
Tax policy addressing environmental degradation	4.1	50.9	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	5.5	75.2	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.5	75.6	
Own responsibility for production methods' provision of reskilling and upskilling	5.5	74.7	
Investment in employee training and development	5.3	71.7	
Government promotion of investment in mid-career training	4.8	63.6	
Human capital expenditure perception	5.3	71.1	
How restrictive are regulations for hiring foreign labour	4.0	50.7	
Availability of skill in local labour market	5.6	77.4	
Fill vacancies by hiring foreign labour	3.4	39.3	
Resource ecosystem			
Evolution of supply chains over the next five years	4.9	64.2	
Quality of road infrastructure	3.7	45.8	
Growth and revival strategy developed	5.3	72.0	
Financial ecosystem			
Financial system resilience	4.3	54.9	
Financial auditing and reporting standards	5.9	81.3	
Technology ecosystem			
Adaptability to negative changes	5.6	76.2	
Institutional Ecosystem			
Corruption costs on businesses	3.4	40.8	
Incidence of crime and violence	3.2	37.1	
Enforcement of law and order	5.1	69.0	
Effect of fiscal measures on competition	3.8	47.2	
Government adaptation	4.8	62.6	
Efficiency of judiciary system	4.8	63.3	
Judicial impartiality	3.5	40.9	
Political interference	4.1	51.9	
Professionalism of public officials	4.5	57.6	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.0	50.0	
Education system meets establishment's needs	5.2	69.8	
Primary education meets industry needs	3.5	41.3	
Secondary education meets industry needs	4.8	62.5	
Vocational education meets industry needs	4.7	62.2	
Tertiary education meets industry needs	5.1	68.4	
Education system builds global citizenship & civic skills	5.0	66.7	
Education system builds innovation & creativity skills	5.2	70.1	
Education system builds collaboration & self-management skills	5.1	68.8	
Education system builds digital & technology skills	5.2	69.4	
Education system builds maths & science skills	5.2	69.4	
Education system builds arts & culture skills	5.1	68.1	
Resource ecosystem			
Government support for long-term R&D investment	4.9	64.4	
Technology ecosystem			
Level of competition: Healthcare	3.4	40.6	
Level of competition: Hotels, restaurants & leisure	3.3	37.8	
Level of competition: Education	4.3	55.2	
Level of competition: Energy & utilities	3.1	34.7	
Level of competition: Financial services	3.4	39.9	
Level of competition: Professional (legal counsel)	2.7	28.1	
Level of competition: Technology support & design	3.1	34.7	
Level of competition: Real estate	2.5	25.7	
Level of competition: Retail & supplies	4.5	58.7	
Level of competition: Telecommunication	3.5	41.0	
Level of competition: Transportation & shipping	3.4	40.6	
Customer purchasing decisions based on product performance	4.9	65.6	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.3	72.2	
Employee willingness to change jobs	3.9	49.0	
Employee-employer relations	4.1	51.4	
Customer purchasing decisions based on decent work/wages commitment	5.5	75.7	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.2	53.1	
Appointment of senior management based on merit	5.8	79.5	
Equal opportunities given to women	5.3	70.8	
Equal opportunities given to different ethnic/racial backgrounds	5.3	71.9	
Equal opportunities given to persons with disabilities	5.0	67.4	
Equal opportunities given to persons living with albinism	5.1	67.7	
Equal opportunities into leadership positions: women	5.6	76.4	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	3.9	48.6	
Equal opportunities into leadership positions: persons with disabilities	4.6	60.1	
Equal opportunities into leadership positions: persons living with albinism	4.1	52.1	
Supervising supply-chain impact on health, mental health & well-being	5.4	72.9	
Supervising supply-chain decent work standards and wages	5.0	66.0	
Supervising supply-chain diversity, equity and inclusion	5.3	71.9	
Accounting for own production's decent work standards and wages	4.6	60.4	
Accounting for own production's diversity, equity and inclusion	4.9	65.3	
Salaries/wages reflecting productivity	5.2	69.4	
Wage gap between low-paid and high-paid workers	5.0	67.0	
Equal caregiving time-off between male and female workers	5.0	66.0	
Resource Ecosystem			
Efficiency of train services	4.7	61.8	
Efficiency of air transport services	4.5	58.3	
Efficiency of public transport services	5.1	68.1	
Accessibility of seaport services	5.5	74.7	

Concentration vs. spread of corporate activity in industry	4.1	51.0	
Prevalence of business clusters in the value chain	3.8	46.2	
Disruption of established firms by innovative new entrants	3.6	42.7	
Inter-company R & D collaboration	4.8	63.9	
Establishment-Tertiary institutions R & D collaboration	4.5	58.3	
Industry R & D collaboration	4.5	58.7	
Establishment offers flexible working arrangements	4.1	51.4	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.8	46.9	
Openness of regulations to domestic investment	4.9	64.9	
Government ensures a stable policy environment	4.3	55.6	
Ease of complying with government regulation	4.5	58.3	
Effectiveness of personal data protection regulation	5.0	66.3	
Establishment's awareness of government's long-term vision	5.2	70.1	
Ease of complying with tax policies	4.7	61.5	
Labour laws allow flexible hiring and dismissal	4.2	53.5	
Government conducts timely updates of legal frameworks	4.6	59.9	

Reliability of water supply	3.6	44.1	
Reliability of electricity supply	1.0	0.0	
Overcrowding in town/city centre of operation	2.5	25.0	
Dispersion of foreign visitors across the country	4.8	62.5	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.4	39.9	
Access to finance for business operations	4.2	53.5	
Public debt reducing private investment by limiting credit access for businesses	4.0	50.3	
Government borrowing raising interest rates for private sector	3.5	41.7	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	4.7	61.1	
Protection of intellectual property rights	4.3	54.5	
Government's equitable treatment of all businesses	4.3	55.6	
Tax policy addressing inequality in society	5.7	78.8	
Government support for market demand, for chosen strategic market	4.7	61.8	
Protection of property rights	4.5	59.0	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.9	47.6	
Customer purchasing decisions based on health impact	4.3	54.5	
Resources ecosystem			
Adequacy of environment and nature protection	4.1	51.4	
Adequacy of cultural heritage protection	4.6	60.4	
Investment in green/sustainable production infrastructure	3.9	49.0	
Cost imposed on business by climate change	3.3	38.5	
Supervising supply-chain impact on environment and nature	4.6	60.4	
Accounting for own production's impact on environment and nature	4.7	61.5	
Institutional ecosystem			
Government support for production (strategic markets)	4.8	63.1	
Cost imposed on business by social/political unrest	4.2	53.5	
Public ESG (Environmental, Social & Governance) reporting	4.7	61.1	
Tax policy addressing environmental degradation	4.1	51.4	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	4.6	60.1	
Own responsibility for production methods' impact on health, mental health and wellbeing	4.9	64.9	
Own responsibility for production methods' provision of reskilling and upskilling	4.6	60.4	
Investment in employee training and development	4.9	64.6	
Government promotion of investment in mid-career training	4.3	54.9	
Human capital expenditure perception	5.0	67.4	
How restrictive are regulations for hiring foreign labour	3.9	47.9	
Availability of skill in local labour market	5.5	75.3	
Fill vacancies by hiring foreign labour	3.2	37.0	
Resource ecosystem			
Evolution of supply chains over the next five years	4.7	61.8	
Quality of road infrastructure	3.4	39.9	
Growth and revival strategy developed	5.0	66.0	
Financial ecosystem			
Financial system resilience	4.2	53.8	
Financial auditing and reporting standards	5.6	77.4	
Technology ecosystem			
Adaptability to negative changes	5.2	69.8	
Institutional Ecosystem			
Corruption costs on businesses	3.6	44.1	
Incidence of crime and violence	3.5	41.7	
Enforcement of law and order	5.3	71.2	
Effect of fiscal measures on competition	3.3	38.2	
Government adaptation	4.4	56.6	
Efficiency of judiciary system	4.1	52.4	
Judicial impartiality	2.9	30.9	
Political interference	4.1	51.7	
Professionalism of public officials	4.2	53.8	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.7	62.2	
Education system meets establishment's needs	5.2	70.4	
Primary education meets industry needs	4.7	61.0	
Secondary education meets industry needs	5.1	67.6	
Vocational education meets industry needs	5.0	67.4	
Tertiary education meets industry needs	5.2	70.4	
Education system builds global citizenship & civic skills	4.7	62.0	
Education system builds innovation & creativity skills	4.7	61.5	
Education system builds collaboration & self-management skills	4.6	59.4	
Education system builds digital & technology skills	5.0	66.0	
Education system builds maths & science skills	4.8	62.7	
Education system builds arts & culture skills	5.0	66.2	
Resource ecosystem			
Government support for long-term R&D investment	4.4	56.7	
Technology ecosystem			
Level of competition: Healthcare	3.4	40.6	
Level of competition: Hotels, restaurants & leisure	3.2	37.1	
Level of competition: Education	4.3	55.4	
Level of competition: Energy & utilities	2.9	32.4	
Level of competition: Financial services	3.6	43.7	
Level of competition: Professional (legal counsel)	3.3	39.0	
Level of competition: Technology support & design	3.2	37.1	
Level of competition: Real estate	3.0	33.3	
Level of competition: Retail & supplies	5.0	66.7	
Level of competition: Telecommunication	3.8	46.7	
Level of competition: Transportation & shipping	4.0	50.7	
Customer purchasing decisions based on product performance	4.8	63.1	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.1	68.1	
Employee willingness to change jobs	4.1	50.9	
Employee-employer relations	4.5	59.2	
Customer purchasing decisions based on decent work/wages commitment	5.4	72.5	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.2	53.1	
Appointment of senior management based on merit	5.5	74.4	
Equal opportunities given to women	5.5	74.2	
Equal opportunities given to different ethnic/racial backgrounds	5.2	70.0	
Equal opportunities given to persons with disabilities	5.1	67.8	
Equal opportunities given to persons living with albinism	4.6	59.9	
Equal opportunities into leadership positions: women	5.7	77.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.5	57.7	
Equal opportunities into leadership positions: persons with disabilities	4.9	64.3	
Equal opportunities into leadership positions: persons living with albinism	4.0	50.2	
Supervising supply-chain impact on health, mental health & well-being	5.1	69.0	
Supervising supply-chain decent work standards and wages	5.0	66.0	
Supervising supply-chain diversity, equity and inclusion	5.2	69.5	
Accounting for own production's decent work standards and wages	5.1	67.6	
Accounting for own production's diversity, equity and inclusion	5.0	67.4	
Salaries/wages reflecting productivity	5.1	68.8	
Wage gap between low-paid and high-paid workers	5.3	72.1	
Equal caregiving time-off between male and female workers	5.2	70.2	
Resource Ecosystem			
Efficiency of train services	4.3	54.5	
Efficiency of air transport services	4.0	49.8	
Efficiency of public transport services	4.4	55.9	
Accessibility of seaport services	4.7	61.7	

Concentration vs. spread of corporate activity in industry	4.3	54.2	
Prevalence of business clusters in the value chain	4.5	58.7	
Disruption of established firms by innovative new entrants	3.9	48.4	
Inter-company R & D collaboration	4.5	59.2	
Establishment-Tertiary institutions R & D collaboration	4.7	61.0	
Industry R & D collaboration	4.5	57.7	
Establishment offers flexible working arrangements	4.0	50.5	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.9	48.4	
Openness of regulations to domestic investment	4.5	57.7	
Government ensures a stable policy environment	4.0	50.2	
Ease of complying with government regulation	4.5	58.9	
Effectiveness of personal data protection regulation	5.1	69.0	
Establishment's awareness of government's long-term vision	5.2	69.5	
Ease of complying with tax policies	4.2	53.3	
Labour laws allow flexible hiring and dismissal	4.3	54.9	
Government conducts timely updates of legal frameworks	4.4	56.4	

Reliability of water supply	3.6	43.7	
Reliability of electricity supply	2.1	18.3	
Overcrowding in town/city centre of operation	3.6	43.7	
Dispersion of foreign visitors across the country	3.5	41.7	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.3	39.0	
Access to finance for business operations	4.0	49.5	
Public debt reducing private investment by limiting credit access for businesses	3.5	41.5	
Government borrowing raising interest rates for private sector	3.5	41.3	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	4.8	63.6	
Protection of intellectual property rights	4.0	49.5	
Government's equitable treatment of all businesses	3.8	47.2	
Tax policy addressing inequality in society	5.5	75.4	
Government support for market demand, for chosen strategic market	4.3	55.1	
Protection of property rights	4.9	65.7	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.7	45.1	
Customer purchasing decisions based on health impact	4.1	51.2	
Resources ecosystem			
Adequacy of environment and nature protection	4.5	58.5	
Adequacy of cultural heritage protection	4.5	57.5	
Investment in green/sustainable production infrastructure	4.5	57.7	
Cost imposed on business by climate change	2.7	27.9	
Supervising supply-chain impact on environment and nature	4.9	64.3	
Accounting for own production's impact on environment and nature	5.3	70.9	
Institutional ecosystem			
Government support for production (strategic markets)	4.3	55.7	
Cost imposed on business by social/political unrest	3.1	35.0	
Public ESG (Environmental, Social & Governance) reporting	4.8	63.4	
Tax policy addressing environmental degradation	3.9	49.1	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	4.9	65.7	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.4	72.5	
Own responsibility for production methods' provision of reskilling and upskilling	5.2	69.2	
Investment in employee training and development	4.9	65.3	
Government promotion of investment in mid-career training	4.3	54.9	
Human capital expenditure perception	5.1	69.0	
How restrictive are regulations for hiring foreign labour	4.2	53.3	
Availability of skill in local labour market	5.1	68.8	
Fill vacancies by hiring foreign labour	3.8	46.6	
Resource ecosystem			
Evolution of supply chains over the next five years	4.3	54.2	
Quality of road infrastructure	3.2	35.9	
Growth and revival strategy developed	4.8	62.7	
Financial ecosystem			
Financial system resilience	4.5	57.7	
Financial auditing and reporting standards	5.2	69.5	
Technology ecosystem			
Adaptability to negative changes	5.0	66.7	
Institutional Ecosystem			
Corruption costs on businesses	2.5	25.1	
Incidence of crime and violence	2.9	31.9	
Enforcement of law and order	5.6	77.0	
Effect of fiscal measures on competition	3.4	40.4	
Government adaptation	4.2	53.1	
Efficiency of judiciary system	4.2	52.8	
Judicial impartiality	3.1	34.5	
Political interference	4.2	53.1	
Professionalism of public officials	4.7	62.2	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	5.1	68.5	
Education system meets establishment's needs	5.7	78.5	
Primary education meets industry needs	4.1	52.0	
Secondary education meets industry needs	5.6	75.9	
Vocational education meets industry needs	5.8	79.2	
Tertiary education meets industry needs	6.0	82.8	
Education system builds global citizenship & civic skills	5.1	68.5	
Education system builds innovation & creativity skills	5.1	68.8	
Education system builds collaboration & self-management skills	5.2	70.0	
Education system builds digital & technology skills	5.3	72.3	
Education system builds maths & science skills	5.5	75.7	
Education system builds arts & culture skills	5.5	74.4	
Resource ecosystem			
Government support for long-term R&D investment	4.9	65.5	
Technology ecosystem			
Level of competition: Healthcare	4.0	50.0	
Level of competition: Hotels, restaurants & leisure	4.3	54.5	
Level of competition: Education	5.0	65.8	
Level of competition: Energy & utilities	3.6	43.2	
Level of competition: Financial services	4.2	53.1	
Level of competition: Professional (legal counsel)	3.6	43.4	
Level of competition: Technology support & design	3.6	43.2	
Level of competition: Real estate	3.7	44.9	
Level of competition: Retail & supplies	5.1	69.1	
Level of competition: Telecommunication	3.9	48.2	
Level of competition: Transportation & shipping	4.1	52.1	
Customer purchasing decisions based on product performance	5.3	71.3	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.6	77.4	
Employee willingness to change jobs	4.1	52.5	
Employee-employer relations	4.3	55.8	
Customer purchasing decisions based on decent work/wages commitment	5.6	77.1	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	47.5	
Appointment of senior management based on merit	5.8	79.7	
Equal opportunities given to women	5.7	79.0	
Equal opportunities given to different ethnic/racial backgrounds	5.9	81.0	
Equal opportunities given to persons with disabilities	5.4	72.8	
Equal opportunities given to persons living with albinism	5.0	66.7	
Equal opportunities into leadership positions: women	6.1	85.8	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.1	51.8	
Equal opportunities into leadership positions: persons with disabilities	4.8	62.9	
Equal opportunities into leadership positions: persons living with albinism	3.8	46.2	
Supervising supply-chain impact on health, mental health & well-being	6.0	83.7	
Supervising supply-chain decent work standards and wages	5.3	72.3	
Supervising supply-chain diversity, equity and inclusion	5.4	73.9	
Accounting for own production's decent work standards and wages	5.1	68.5	
Accounting for own production's diversity, equity and inclusion	5.5	75.1	
Salaries/wages reflecting productivity	5.4	72.9	
Wage gap between low-paid and high-paid workers	5.5	75.4	
Equal caregiving time-off between male and female workers	5.6	77.4	
Resource Ecosystem			
Efficiency of train services	4.3	54.8	
Efficiency of air transport services	3.6	43.7	
Efficiency of public transport services	4.7	61.4	
Accessibility of seaport services	4.4	57.4	

Concentration vs. spread of corporate activity in industry	4.7	61.2	
Prevalence of business clusters in the value chain	4.8	62.5	
Disruption of established firms by innovative new entrants	4.3	55.6	
Inter-company R & D collaboration	4.7	61.2	
Establishment-Tertiary institutions R & D collaboration	4.3	54.6	
Industry R & D collaboration	4.4	55.9	
Establishment offers flexible working arrangements	4.0	49.3	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.7	44.6	
Openness of regulations to domestic investment	5.0	65.8	
Government ensures a stable policy environment	4.8	62.5	
Ease of complying with government regulation	4.7	61.6	
Effectiveness of personal data protection regulation	5.3	71.9	
Establishment's awareness of government's long-term vision	5.6	77.2	
Ease of complying with tax policies	4.5	57.6	
Labour laws allow flexible hiring and dismissal	4.4	57.4	
Government conducts timely updates of legal frameworks	4.8	63.5	

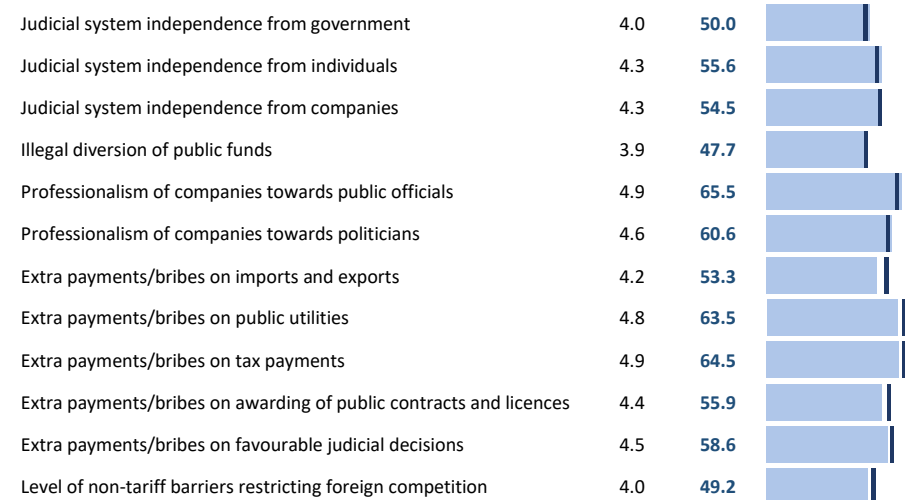
Reliability of water supply	3.1	35.8	
Reliability of electricity supply	2.6	26.7	
Overcrowding in town/city centre of operation	3.5	42.2	
Dispersion of foreign visitors across the country	2.1	17.8	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.9	31.4	
Access to finance for business operations	4.1	52.3	
Public debt reducing private investment by limiting credit access for businesses	3.7	44.2	
Government borrowing raising interest rates for private sector	3.6	42.6	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	5.1	68.6	
Protection of intellectual property rights	4.9	64.5	
Government's equitable treatment of all businesses	4.2	53.1	
Tax policy addressing inequality in society	5.7	78.1	
Government support for market demand, for chosen strategic market	4.6	60.0	
Protection of property rights	5.1	67.7	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.7	45.5	
Customer purchasing decisions based on health impact	4.4	56.6	
Resources ecosystem			
Adequacy of environment and nature protection	4.7	62.2	
Adequacy of cultural heritage protection	5.2	70.0	
Investment in green/sustainable production infrastructure	3.6	43.7	
Cost imposed on business by climate change	3.2	36.0	
Supervising supply-chain impact on environment and nature	5.0	67.0	
Accounting for own production's impact on environment and nature	5.6	75.9	
Institutional ecosystem			
Government support for production (strategic markets)	4.8	63.6	
Cost imposed on business by social/political unrest	4.1	51.0	
Public ESG (Environmental, Social & Governance) reporting	4.7	62.4	
Tax policy addressing environmental degradation	4.2	54.1	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	5.2	69.3	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.6	75.9	
Own responsibility for production methods' provision of reskilling and upskilling	5.4	73.4	
Investment in employee training and development	5.4	74.1	
Government promotion of investment in mid-career training	4.5	58.9	
Human capital expenditure perception	5.4	73.4	
How restrictive are regulations for hiring foreign labour	4.0	50.0	
Availability of skill in local labour market	5.7	78.4	
Fill vacancies by hiring foreign labour	3.2	36.2	
Resource ecosystem			
Evolution of supply chains over the next five years	4.5	58.4	
Quality of road infrastructure	3.0	33.3	
Growth and revival strategy developed	5.1	67.7	
Financial ecosystem			
Financial system resilience	4.2	53.6	
Financial auditing and reporting standards	5.7	78.1	
Technology ecosystem			
Adaptability to negative changes	5.2	70.3	
Institutional Ecosystem			
Corruption costs on businesses	3.0	32.8	
Incidence of crime and violence	3.2	36.0	
Enforcement of law and order	5.0	67.3	
Effect of fiscal measures on competition	3.5	42.2	
Government adaptation	4.5	58.4	
Efficiency of judiciary system	4.7	61.9	
Judicial impartiality	3.1	34.3	
Political interference	4.4	56.8	
Professionalism of public officials	4.7	61.6	

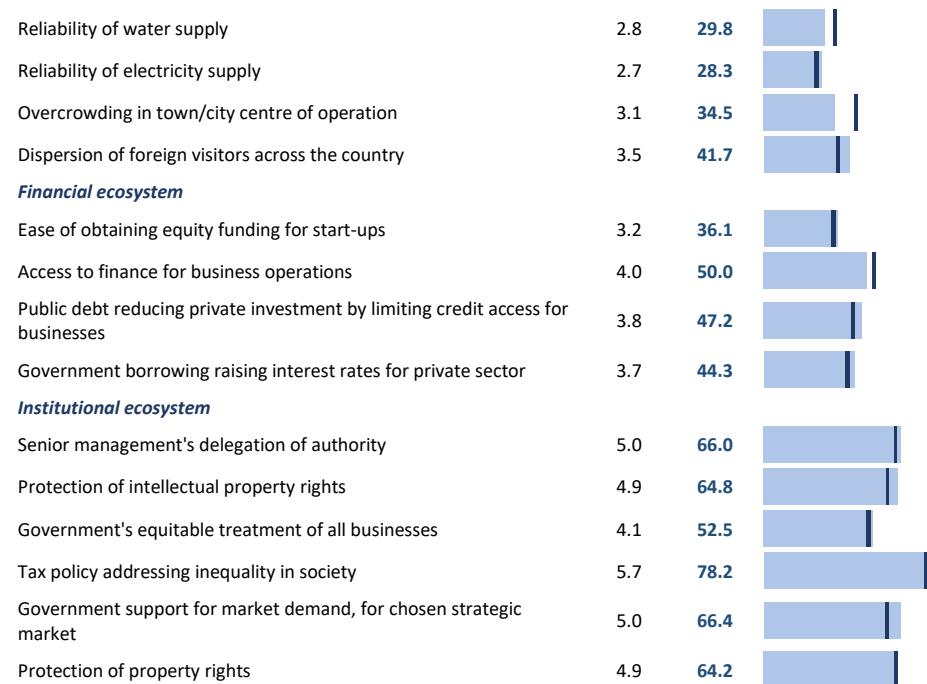


Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.9	65.3	
Education system meets establishment's needs	5.9	81.3	
Primary education meets industry needs	4.6	59.6	
Secondary education meets industry needs	5.6	76.4	
Vocational education meets industry needs	5.7	77.6	
Tertiary education meets industry needs	6.0	83.8	
Education system builds global citizenship & civic skills	5.3	71.3	
Education system builds innovation & creativity skills	5.5	74.2	
Education system builds collaboration & self-management skills	5.6	77.3	
Education system builds digital & technology skills	5.7	78.5	
Education system builds maths & science skills	5.9	81.0	
Education system builds arts & culture skills	5.5	74.4	
Resource ecosystem			
Government support for long-term R&D investment	5.0	66.9	
Technology ecosystem			
Level of competition: Healthcare	3.3	38.1	
Level of competition: Hotels, restaurants & leisure	3.3	38.9	
Level of competition: Education	4.9	65.6	
Level of competition: Energy & utilities	2.8	30.2	
Level of competition: Financial services	3.9	48.5	
Level of competition: Professional (legal counsel)	3.2	37.3	
Level of competition: Technology support & design	3.2	36.6	
Level of competition: Real estate	2.6	27.2	
Level of competition: Retail & supplies	5.3	71.1	
Level of competition: Telecommunication	3.7	44.4	
Level of competition: Transportation & shipping	4.5	58.5	
Customer purchasing decisions based on product performance	5.0	67.4	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.7	78.1	
Employee willingness to change jobs	2.6	26.9	
Employee-employer relations	3.8	46.9	
Customer purchasing decisions based on decent work/wages commitment	5.9	81.9	
Customer purchasing decisions based on diversity, equity & inclusion commitment	2.7	29.0	
Appointment of senior management based on merit	5.7	78.4	
Equal opportunities given to women	5.9	81.6	
Equal opportunities given to different ethnic/racial backgrounds	5.8	80.2	
Equal opportunities given to persons with disabilities	5.3	71.3	
Equal opportunities given to persons living with albinism	5.0	65.9	
Equal opportunities into leadership positions: women	5.9	81.9	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.0	50.2	
Equal opportunities into leadership positions: persons with disabilities	4.5	57.7	
Equal opportunities into leadership positions: persons living with albinism	4.0	49.2	
Supervising supply-chain impact on health, mental health & well-being	5.8	80.4	
Supervising supply-chain decent work standards and wages	5.1	67.9	
Supervising supply-chain diversity, equity and inclusion	5.2	69.4	
Accounting for own production's decent work standards and wages	4.2	53.5	
Accounting for own production's diversity, equity and inclusion	3.8	46.0	
Salaries/wages reflecting productivity	4.0	49.8	
Wage gap between low-paid and high-paid workers	5.0	66.5	
Equal caregiving time-off between male and female workers	5.1	68.4	
Resource Ecosystem			
Efficiency of train services	4.4	56.0	
Efficiency of air transport services	4.4	56.5	
Efficiency of public transport services	4.5	58.3	
Accessibility of seaport services	5.2	70.7	



Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.2	37.2	
Customer purchasing decisions based on health impact	4.3	55.6	
Resources ecosystem			
Adequacy of environment and nature protection	5.1	67.9	
Adequacy of cultural heritage protection	5.3	71.1	
Investment in green/sustainable production infrastructure	3.8	47.1	
Cost imposed on business by climate change	3.4	39.7	
Supervising supply-chain impact on environment and nature	4.3	54.2	
Accounting for own production's impact on environment and nature	5.3	71.8	
Institutional ecosystem			
Government support for production (strategic markets)	5.2	69.3	
Cost imposed on business by social/political unrest	4.7	61.6	
Public ESG (Environmental, Social & Governance) reporting	3.7	44.3	
Tax policy addressing environmental degradation	4.2	53.4	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	4.0	50.3	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.3	71.9	
Own responsibility for production methods' provision of reskilling and upskilling	4.7	62.2	
Investment in employee training and development	4.8	63.1	
Government promotion of investment in mid-career training	4.3	55.2	
Human capital expenditure perception	5.3	71.3	
How restrictive are regulations for hiring foreign labour	4.4	56.3	
Availability of skill in local labour market	6.0	84.1	
Fill vacancies by hiring foreign labour	3.8	46.1	
Resource ecosystem			
Evolution of supply chains over the next five years	4.4	55.9	
Quality of road infrastructure	3.3	37.8	
Growth and revival strategy developed	5.3	71.5	
Financial ecosystem			
Financial system resilience	4.5	58.0	
Financial auditing and reporting standards	5.3	71.8	
Technology ecosystem			
Adaptability to negative changes	5.2	70.2	
Institutional Ecosystem			
Corruption costs on businesses	3.9	47.8	
Incidence of crime and violence	3.5	42.4	
Enforcement of law and order	5.4	73.5	
Effect of fiscal measures on competition	3.8	46.9	
Government adaptation	4.8	62.8	
Efficiency of judiciary system	4.7	61.1	
Judicial impartiality	2.9	31.8	
Political interference	4.1	51.7	
Professionalism of public officials	4.6	60.3	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.7	61.5	
Education system meets establishment's needs	5.3	70.8	
Primary education meets industry needs	4.5	57.8	
Secondary education meets industry needs	4.9	65.6	
Vocational education meets industry needs	4.8	62.5	
Tertiary education meets industry needs	5.4	72.9	
Education system builds global citizenship & civic skills	4.8	64.1	
Education system builds innovation & creativity skills	5.0	66.7	
Education system builds collaboration & self-management skills	4.7	62.0	
Education system builds digital & technology skills	5.1	68.8	
Education system builds maths & science skills	4.8	64.1	
Education system builds arts & culture skills	4.7	60.9	
Resource ecosystem			
Government support for long-term R&D investment	4.7	61.9	
Technology ecosystem			
Level of competition: Healthcare	2.7	28.1	
Level of competition: Hotels, restaurants & leisure	3.5	41.1	
Level of competition: Education	3.2	36.5	
Level of competition: Energy & utilities	3.3	37.5	
Level of competition: Financial services	3.8	45.8	
Level of competition: Professional (legal counsel)	3.2	35.9	
Level of competition: Technology support & design	3.0	32.8	
Level of competition: Real estate	2.8	29.7	
Level of competition: Retail & supplies	4.4	56.8	
Level of competition: Telecommunication	3.5	41.1	
Level of competition: Transportation & shipping	3.6	42.7	
Customer purchasing decisions based on product performance	5.1	68.8	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.2	69.8	
Employee willingness to change jobs	3.8	45.8	
Employee-employer relations	3.6	43.2	
Customer purchasing decisions based on decent work/wages commitment	5.7	77.6	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	46.9	
Appointment of senior management based on merit	5.5	75.5	
Equal opportunities given to women	5.6	76.0	
Equal opportunities given to different ethnic/racial backgrounds	5.7	78.1	
Equal opportunities given to persons with disabilities	5.1	68.8	
Equal opportunities given to persons living with albinism	4.5	58.9	
Equal opportunities into leadership positions: women	5.8	80.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.7	62.0	
Equal opportunities into leadership positions: persons with disabilities	5.1	67.7	
Equal opportunities into leadership positions: persons living with albinism	3.5	41.7	
Supervising supply-chain impact on health, mental health & well-being	5.9	82.3	
Supervising supply-chain decent work standards and wages	5.1	68.8	
Supervising supply-chain diversity, equity and inclusion	5.3	72.4	
Accounting for own production's decent work standards and wages	5.0	67.2	
Accounting for own production's diversity, equity and inclusion	5.6	77.1	
Salaries/wages reflecting productivity	5.6	77.1	
Wage gap between low-paid and high-paid workers	5.5	75.0	
Equal caregiving time-off between male and female workers	5.7	77.6	
Resource Ecosystem			
Efficiency of train services	4.0	49.5	
Efficiency of air transport services	4.7	60.9	
Efficiency of public transport services	4.8	63.0	
Accessibility of seaport services	5.3	71.4	

Concentration vs. spread of corporate activity in industry	4.2	53.1	
Prevalence of business clusters in the value chain	4.3	54.2	
Disruption of established firms by innovative new entrants	3.6	42.7	
Inter-company R & D collaboration	4.3	54.2	
Establishment-Tertiary institutions R & D collaboration	3.9	48.4	
Industry R & D collaboration	4.1	51.6	
Establishment offers flexible working arrangements	4.7	60.9	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	4.3	55.2	
Openness of regulations to domestic investment	4.8	62.5	
Government ensures a stable policy environment	4.5	58.9	
Ease of complying with government regulation	4.2	52.6	
Effectiveness of personal data protection regulation	4.9	65.1	
Establishment's awareness of government's long-term vision	5.4	74.0	
Ease of complying with tax policies	4.0	50.5	
Labour laws allow flexible hiring and dismissal	4.2	53.6	
Government conducts timely updates of legal frameworks	4.4	57.2	

Reliability of water supply	2.6	26.0	
Reliability of electricity supply	3.1	34.8	
Overcrowding in town/city centre of operation	4.9	64.6	
Dispersion of foreign visitors across the country	3.0	33.3	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.9	32.3	
Access to finance for business operations	4.2	53.1	
Public debt reducing private investment by limiting credit access for businesses	3.9	47.9	
Government borrowing raising interest rates for private sector	3.9	47.9	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	4.6	59.9	
Protection of intellectual property rights	4.5	58.9	
Government's equitable treatment of all businesses	3.8	45.8	
Tax policy addressing inequality in society	5.6	77.1	
Government support for market demand, for chosen strategic market	4.5	59.1	
Protection of property rights	4.7	61.5	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	3.9	48.4	
Customer purchasing decisions based on health impact	4.1	52.1	
Resources ecosystem			
Adequacy of environment and nature protection	4.7	62.0	
Adequacy of cultural heritage protection	5.3	72.4	
Investment in green/sustainable production infrastructure	4.0	50.0	
Cost imposed on business by climate change	3.9	47.9	
Supervising supply-chain impact on environment and nature	5.3	71.4	
Accounting for own production's impact on environment and nature	5.5	74.5	
Institutional ecosystem			
Government support for production (strategic markets)	4.6	60.4	
Cost imposed on business by social/political unrest	4.2	53.1	
Public ESG (Environmental, Social & Governance) reporting	4.6	59.4	
Tax policy addressing environmental degradation	3.9	47.9	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	5.4	72.9	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.2	69.8	
Own responsibility for production methods' provision of reskilling and upskilling	5.3	70.8	
Investment in employee training and development	5.4	73.4	
Government promotion of investment in mid-career training	4.4	57.3	
Human capital expenditure perception	5.3	71.4	
How restrictive are regulations for hiring foreign labour	4.5	58.0	
Availability of skill in local labour market	5.5	75.0	
Fill vacancies by hiring foreign labour	4.4	56.7	
Resource ecosystem			
Evolution of supply chains over the next five years	4.7	61.5	
Quality of road infrastructure	3.0	33.3	
Growth and revival strategy developed	4.8	64.1	
Financial ecosystem			
Financial system resilience	4.0	50.5	
Financial auditing and reporting standards	5.6	76.0	
Technology ecosystem			
Adaptability to negative changes	5.1	68.8	
Institutional Ecosystem			
Corruption costs on businesses	3.3	37.5	
Incidence of crime and violence	3.8	47.4	
Enforcement of law and order	4.2	52.6	
Effect of fiscal measures on competition	3.2	37.0	
Government adaptation	4.2	53.6	
Efficiency of judiciary system	4.8	62.5	
Judicial impartiality	3.2	36.5	
Political interference	3.7	44.8	
Professionalism of public officials	3.8	46.9	



Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.5	58.9	
Education system meets establishment's needs	5.4	72.9	
Primary education meets industry needs	4.3	55.2	
Secondary education meets industry needs	5.1	67.7	
Vocational education meets industry needs	5.4	74.0	
Tertiary education meets industry needs	5.6	76.0	
Education system builds global citizenship & civic skills	5.0	67.2	
Education system builds innovation & creativity skills	5.2	69.3	
Education system builds collaboration & self-management skills	5.3	71.9	
Education system builds digital & technology skills	5.5	75.0	
Education system builds maths & science skills	5.4	74.0	
Education system builds arts & culture skills	5.6	76.0	
Resource ecosystem			
Government support for long-term R&D investment	4.5	58.2	
Technology ecosystem			
Level of competition: Healthcare	3.1	35.4	
Level of competition: Hotels, restaurants & leisure	3.7	45.3	
Level of competition: Education	3.7	44.8	
Level of competition: Energy & utilities	3.3	37.5	
Level of competition: Financial services	3.4	39.6	
Level of competition: Professional (legal counsel)	3.3	38.0	
Level of competition: Technology support & design	3.1	34.9	
Level of competition: Real estate	3.5	42.2	
Level of competition: Retail & supplies	5.2	69.3	
Level of competition: Telecommunication	3.7	44.3	
Level of competition: Transportation & shipping	4.0	50.0	
Customer purchasing decisions based on product performance	5.4	72.9	

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.4	74.0	
Employee willingness to change jobs	3.7	44.8	
Employee-employer relations	4.8	63.0	
Customer purchasing decisions based on decent work/wages commitment	5.8	79.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	46.4	
Appointment of senior management based on merit	5.9	81.3	
Equal opportunities given to women	6.0	83.3	
Equal opportunities given to different ethnic/racial backgrounds	5.9	81.8	
Equal opportunities given to persons with disabilities	5.8	80.7	
Equal opportunities given to persons living with albinism	5.1	67.7	
Equal opportunities into leadership positions: women	5.7	78.1	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.5	58.9	
Equal opportunities into leadership positions: persons with disabilities	5.1	68.8	
Equal opportunities into leadership positions: persons living with albinism	3.2	36.5	
Supervising supply-chain impact on health, mental health & well-being	5.6	77.1	
Supervising supply-chain decent work standards and wages	5.5	74.5	
Supervising supply-chain diversity, equity and inclusion	5.9	81.3	
Accounting for own production's decent work standards and wages	4.9	65.1	
Accounting for own production's diversity, equity and inclusion	5.2	69.3	
Salaries/wages reflecting productivity	4.9	65.1	
Wage gap between low-paid and high-paid workers	5.1	68.8	
Equal caregiving time-off between male and female workers	5.3	70.8	
Resource Ecosystem			
Efficiency of train services	4.8	63.5	
Efficiency of air transport services	4.4	56.3	
Efficiency of public transport services	4.9	65.1	
Accessibility of seaport services	5.1	67.7	



Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Customer purchasing decisions based on environmental impact	4.0	50.0	
Customer purchasing decisions based on health impact	4.2	52.6	
Resources ecosystem			
Adequacy of environment and nature protection	4.6	59.9	
Adequacy of cultural heritage protection	4.9	65.1	
Investment in green/sustainable production infrastructure	3.7	45.3	
Cost imposed on business by climate change	3.3	37.5	
Supervising supply-chain impact on environment and nature	5.0	67.2	
Accounting for own production's impact on environment and nature	5.0	66.7	
Institutional ecosystem			
Government support for production (strategic markets)	4.5	59.0	
Cost imposed on business by social/political unrest	4.2	53.6	
Public ESG (Environmental, Social & Governance) reporting	4.2	53.6	
Tax policy addressing environmental degradation	3.8	47.4	

Resilience

Indicator	Mean Rating	Score	
Talent Ecosystem			
Supervision of production on the provision of re-skilling and up-skilling	5.0	67.2	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.2	69.3	
Own responsibility for production methods' provision of reskilling and upskilling	5.0	66.1	
Investment in employee training and development	5.2	69.3	
Government promotion of investment in mid-career training	4.2	53.6	
Human capital expenditure perception	4.7	60.9	
How restrictive are regulations for hiring foreign labour	4.7	61.3	
Availability of skill in local labour market	5.6	77.1	
Fill vacancies by hiring foreign labour	3.3	38.5	
Resource ecosystem			
Evolution of supply chains over the next five years	4.1	51.0	
Quality of road infrastructure	3.5	42.2	
Growth and revival strategy developed	4.9	65.6	
Financial ecosystem			
Financial system resilience	4.3	55.2	
Financial auditing and reporting standards	5.3	71.4	
Technology ecosystem			
Adaptability to negative changes	5.6	76.6	
Institutional Ecosystem			
Corruption costs on businesses	3.3	38.5	
Incidence of crime and violence	3.8	46.9	
Enforcement of law and order	4.5	58.3	
Effect of fiscal measures on competition	3.7	44.3	
Government adaptation	4.6	60.4	
Efficiency of judiciary system	4.3	54.7	
Judicial impartiality	3.0	32.8	
Political interference	3.8	45.8	
Professionalism of public officials	4.3	54.2	



Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.7	61.9	
Education system meets establishment's needs	5.6	76.9	
Primary education meets industry needs	4.3	54.5	
Secondary education meets industry needs	5.0	65.9	
Vocational education meets industry needs	5.6	76.9	
Tertiary education meets industry needs	6.2	86.9	
Education system builds global citizenship & civic skills	5.0	66.7	
Education system builds innovation & creativity skills	5.1	67.8	
Education system builds collaboration & self-management skills	5.2	70.5	
Education system builds digital & technology skills	5.3	71.2	
Education system builds maths & science skills	5.4	73.3	
Education system builds arts & culture skills	5.1	68.6	
<i>Resource ecosystem</i>			
Government support for long-term R&D investment	4.9	64.7	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.9	48.3	
Level of competition: Hotels, restaurants & leisure	4.0	50.6	
Level of competition: Education	5.0	66.7	
Level of competition: Energy & utilities	4.0	49.8	
Level of competition: Financial services	4.2	54.0	
Level of competition: Professional (legal counsel)	4.1	51.3	
Level of competition: Technology support & design	4.1	51.5	
Level of competition: Real estate	3.9	47.5	
Level of competition: Retail & supplies	5.3	70.8	
Level of competition: Telecommunication	4.3	55.1	
Level of competition: Transportation & shipping	4.1	51.1	
Customer purchasing decisions based on product performance	4.9	64.8	

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.3	71.4	
Employee willingness to change jobs	3.6	43.9	
Employee-employer relations	4.1	51.7	
Customer purchasing decisions based on decent work/wages commitment	5.5	75.4	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	47.3	
Appointment of senior management based on merit	5.9	82.4	
Equal opportunities given to women	5.7	79.0	
Equal opportunities given to different ethnic/racial backgrounds	5.7	79.0	
Equal opportunities given to persons with disabilities	5.1	68.6	
Equal opportunities given to persons living with albinism	4.7	62.1	
Equal opportunities into leadership positions: women	5.8	79.5	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.8	63.6	
Equal opportunities into leadership positions: persons with disabilities	4.8	63.8	
Equal opportunities into leadership positions: persons living with albinism	4.1	51.3	
Supervising supply-chain impact on health, mental health & well-being	5.7	78.4	
Supervising supply-chain decent work standards and wages	5.0	66.9	
Supervising supply-chain diversity, equity and inclusion	5.1	68.9	
Accounting for own production's decent work standards and wages	4.9	65.0	
Accounting for own production's diversity, equity and inclusion	5.1	68.6	
Salaries/wages reflecting productivity	5.2	69.9	
Wage gap between low-paid and high-paid workers	5.1	68.2	
Equal caregiving time-off between male and female workers	5.2	69.5	
<i>Resource Ecosystem</i>			
Efficiency of train services	4.5	59.1	
Efficiency of air transport services	4.6	60.2	
Efficiency of public transport services	5.0	66.9	
Accessibility of seaport services	4.6	59.3	

Concentration vs. spread of corporate activity in industry	4.4	57.4	
Prevalence of business clusters in the value chain	4.8	62.5	
Disruption of established firms by innovative new entrants	3.9	49.1	
Inter-company R & D collaboration	4.7	61.4	
Establishment-Tertiary institutions R & D collaboration	4.7	62.1	
Industry R & D collaboration	4.5	58.5	
Establishment offers flexible working arrangements	4.2	52.8	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.9	47.9	
Openness of regulations to domestic investment	4.7	62.3	
Government ensures a stable policy environment	4.8	63.1	
Ease of complying with government regulation	4.9	65.2	
Effectiveness of personal data protection regulation	5.3	71.4	
Establishment's awareness of government's long-term vision	5.9	82.2	
Ease of complying with tax policies	4.8	63.4	
Labour laws allow flexible hiring and dismissal	4.2	54.0	
Government conducts timely updates of legal frameworks	4.9	64.2	

Reliability of water supply	3.0	33.9	
Reliability of electricity supply	3.0	33.3	
Overcrowding in town/city centre of operation	3.8	47.0	
Dispersion of foreign visitors across the country	2.6	26.3	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.1	35.4	
Access to finance for business operations	4.3	55.3	
Public debt reducing private investment by limiting credit access for businesses	3.8	45.8	
Government borrowing raising interest rates for private sector	3.4	40.7	
<i>Institutional ecosystem</i>			
Senior management's delegation of authority	5.1	68.8	
Protection of intellectual property rights	5.1	68.0	
Government's equitable treatment of all businesses	4.4	56.4	
Tax policy addressing inequality in society	5.7	78.6	
Government support for market demand, for chosen strategic market	4.7	62.1	
Protection of property rights	5.2	70.1	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Customer purchasing decisions based on environmental impact	4.1	51.1	
Customer purchasing decisions based on health impact	4.3	55.1	
<i>Resources ecosystem</i>			
Adequacy of environment and nature protection	5.1	68.9	
Adequacy of cultural heritage protection	5.1	69.1	
Investment in green/sustainable production infrastructure	4.1	51.7	
Cost imposed on business by climate change	3.5	41.5	
Supervising supply-chain impact on environment and nature	4.7	61.0	
Accounting for own production's impact on environment and nature	4.8	64.0	
<i>Institutional ecosystem</i>			

Resilience

Indicator	Mean Rating	Score	
<i>Talent Ecosystem</i>			
Supervision of production on the provision of re-skilling and up-skilling	5.1	68.2	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.2	70.6	
Own responsibility for production methods' provision of reskilling and upskilling	5.1	68.8	
Investment in employee training and development	5.2	70.3	
Government promotion of investment in mid-career training	4.7	61.7	
Human capital expenditure perception	5.2	70.5	
How restrictive are regulations for hiring foreign labour	4.3	55.3	
Availability of skill in local labour market	5.6	76.9	

Government support for production (strategic markets)	4.9	64.7	
Cost imposed on business by social/political unrest	4.1	51.1	
Public ESG (Environmental, Social & Governance) reporting	4.9	65.5	
Tax policy addressing environmental degradation	4.6	59.8	

Fill vacancies by hiring foreign labour	3.5	41.9	
Resource ecosystem			
Evolution of supply chains over the next five years	4.4	57.2	
Quality of road infrastructure	3.4	40.2	
Growth and revival strategy developed	4.9	64.6	
Financial ecosystem			
Financial system resilience	4.3	55.3	
Financial auditing and reporting standards	5.4	72.9	
Technology ecosystem			
Adaptability to negative changes	5.1	69.1	
Institutional Ecosystem			
Corruption costs on businesses	3.9	47.9	
Incidence of crime and violence	3.6	44.1	
Enforcement of law and order	4.8	62.7	
Effect of fiscal measures on competition	3.9	48.3	
Government adaptation	4.7	61.0	
Efficiency of judiciary system	4.9	65.5	
Judicial impartiality	3.5	42.2	
Political interference	4.2	53.0	
Professionalism of public officials	4.4	57.2	
Judicial system independence from government	4.4	57.4	
Judicial system independence from individuals	4.5	58.7	
Judicial system independence from companies	4.8	63.6	
Illegal diversion of public funds	4.4	57.4	
Professionalism of companies towards public officials	5.0	67.4	
Professionalism of companies towards politicians	4.8	63.8	
Extra payments/bribes on imports and exports	4.9	64.6	
Extra payments/bribes on public utilities	5.1	68.4	
Extra payments/bribes on tax payments	5.4	72.9	
Extra payments/bribes on awarding of public contracts and licences	5.0	66.7	
Extra payments/bribes on favourable judicial decisions	5.1	69.1	
Level of non-tariff barriers restricting foreign competition	4.0	50.6	

Appendix 11: Administrative and Support Service Activities

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.7	60.9	
Education system meets establishment's needs	5.1	68.4	
Primary education meets industry needs	4.1	51.7	
Secondary education meets industry needs	5.0	66.7	
Vocational education meets industry needs	4.8	63.2	
Tertiary education meets industry needs	5.5	75.3	
Education system builds global citizenship & civic skills	4.9	64.9	
Education system builds innovation & creativity skills	4.9	64.4	
Education system builds collaboration & self-management skills	5.0	66.1	
Education system builds digital & technology skills	4.9	64.9	
Education system builds maths & science skills	5.1	67.8	
Education system builds arts & culture skills	5.2	70.1	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.9	65.0	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.8	46.0	
Level of competition: Hotels, restaurants & leisure	4.2	52.9	
Level of competition: Education	4.5	58.0	
Level of competition: Energy & utilities	3.5	42.0	
Level of competition: Financial services	4.3	55.7	
Level of competition: Professional (legal counsel)	4.2	53.4	
Level of competition: Technology support & design	4.1	51.7	
Level of competition: Real estate	3.6	43.7	
Level of competition: Retail & supplies	4.8	62.6	
Level of competition: Telecommunication	4.2	54.0	
Level of competition: Transportation & shipping	4.1	51.7	
Customer purchasing decisions based on product performance	5.1	69.0	
Concentration vs. spread of corporate activity in industry	5.0	66.7	
Prevalence of business clusters in the value chain	4.9	65.5	
Disruption of established firms by innovative new entrants	4.4	56.9	
Establishment offers flexible working arrangements	4.0	50.0	
Inter-company R & D collaboration	4.5	58.0	
Establishment-Tertiary institutions R & D collaboration	4.0	49.4	
Industry R & D collaboration	4.2	54.0	

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.3	72.4	
Employee willingness to change jobs	4.0	50.0	
Employee-employer relations	6.1	84.5	
Customer purchasing decisions based on decent work/wages commitment	4.6	59.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.3	55.2	
Appointment of senior management based on merit	6.0	83.3	
Equal opportunities given to women	5.7	78.7	
Equal opportunities given to different ethnic/racial backgrounds	5.7	77.6	
Equal opportunities given to persons with disabilities	4.9	64.4	
Equal opportunities given to persons living with albinism	4.1	52.3	
Equal opportunities into leadership positions: women	5.4	74.1	
Equal caregiving time-off between male and female workers	4.4	56.3	
Salaries/wages reflecting productivity	5.1	69.0	
Wage gap between low-paid and high-paid workers	3.6	43.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.1	69.0	
Equal opportunities into leadership positions: persons with disabilities	4.3	55.7	
Equal opportunities into leadership positions: persons living with albinism	4.5	58.6	
Supervising supply-chain impact on health, mental health & well-being	4.7	62.1	
Supervising supply-chain decent work standards and wages	5.0	66.7	
Supervising supply-chain diversity, equity and inclusion	5.1	67.8	
Accounting for own production's decent work standards and wages	5.2	70.7	
Accounting for own production's diversity, equity and inclusion	5.1	67.8	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.3	55.7	
Reliability of water supply	4.5	58.0	
Reliability of electricity supply	5.1	69.0	
Overcrowding in town/city centre of operation	4.3	55.7	
Dispersion of foreign visitors across the country	3.2	37.4	
Efficiency of train services	3.3	38.9	
Efficiency of air transport services	3.8	46.7	
Accessibility of seaport services	3.8	45.8	
<i>Financial ecosystem</i>			

Institutional ecosystem

Openness of regulations to foreign direct investment	4.0	49.4	
Openness of regulations to domestic investment	3.9	47.7	
Government ensures a stable policy environment	4.5	58.6	
Ease of complying with government regulation	4.7	61.5	
Effectiveness of personal data protection regulation	5.2	70.1	
Establishment's awareness of government's long-term vision	5.4	73.6	
Ease of complying with tax policies	4.9	65.5	
Labour laws allow flexible hiring and dismissal	4.3	54.6	
Government conducts timely updates of legal frameworks	4.8	63.8	

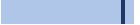
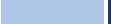
Ease of obtaining equity funding for start-ups	3.3	37.9	
Access to finance for business operations	4.4	56.9	
Public debt reducing private investment by limiting credit access for businesses	3.5	41.4	
Government borrowing raising interest rates for private sector	3.3	37.9	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.7	62.1	
Government's equitable treatment of all businesses	4.6	59.8	
Tax policy addressing inequality in society	4.4	56.3	
Senior management's delegation of authority	6.1	85.6	
Government support for market demand, for chosen strategic market	4.8	62.7	
Protection of property rights	5.1	69.0	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	4.5	58.0	
Customer purchasing decisions based on health impact	4.3	55.2	
Resources ecosystem			
Cost imposed on business by climate change	4.1	51.1	
Investment in green/sustainable production infrastructure	4.3	55.2	
Supervising supply-chain impact on environment and nature	4.2	54.0	
Accounting for own production's impact on environment and nature	4.5	58.6	
Adequacy of environment and nature protection	4.7	62.1	
Adequacy of cultural heritage protection	4.9	65.5	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.2	36.2	
Public ESG (Environmental, Social & Governance) reporting	4.6	59.2	
Tax policy addressing environmental degradation	4.3	55.7	
Government support for production, for chosen strategic market	4.7	62.2	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.0	66.1	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.1	68.4	
Own responsibility for production methods' provision of re-skilling and upskilling	5.2	69.5	
Investment in employee training and development	5.7	77.6	
Government promotion of investment in mid-career training	4.6	59.2	
Human capital expenditure perception	5.6	75.9	
How restrictive are regulations for hiring foreign labour	4.6	59.3	
Availability of skill in local labour market	6.1	85.1	
Fill vacancies by hiring foreign labour	3.4	39.3	
Resources ecosystem			
Evolution of supply chains over the next five years	4.4	57.5	
Quality of road infrastructure	3.4	40.2	
Growth and revival strategy developed	5.1	67.8	
Financial ecosystem			
Financial system resilience	4.4	57.5	
Financial auditing and reporting standards	5.7	78.2	
Technology ecosystem			
Adaptability to negative changes	5.6	75.9	
Institutional ecosystem			
Corruption costs on businesses	2.5	25.3	
Incidence of crime and violence	2.6	25.9	
Enforcement of law and order	5.6	76.4	
Effect of fiscal measures on competition	3.9	47.7	
Government adaptation	4.5	58.0	
Efficiency of judiciary system	4.5	58.0	
Judicial impartiality	3.2	36.8	
Political interference	4.0	50.6	
Professionalism of public officials	4.4	56.9	
Judicial system independence from government	4.3	55.7	
Judicial system independence from individuals	4.1	52.3	
Judicial system independence from companies	4.2	52.9	
Illegal diversion of public funds	4.2	53.4	
Professionalism of companies towards public officials	4.7	61.5	
Professionalism of companies towards politicians	4.5	58.6	
Extra payments/bribes on imports and exports	4.4	56.9	
Extra payments/bribes on public utilities	5.1	69.0	

Extra payments/bribes on tax payments	4.9	64.4	
Extra payments/bribes on awarding of public contracts and licences	4.7	60.9	
Extra payments/bribes on favourable judicial decisions	4.8	63.8	
Level of non-tariff barriers restricting foreign competition	4.0	49.4	

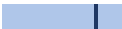
Appendix 12: Accommodation and Food Service Activities

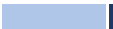
Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.4	56.4	
Education system meets establishment's needs	5.6	77.3	
Primary education meets industry needs	4.8	62.9	
Secondary education meets industry needs	5.5	75.4	
Vocational education meets industry needs	5.7	77.7	
Tertiary education meets industry needs	6.0	83.7	
Education system builds global citizenship & civic skills	5.3	72.3	
Education system builds innovation & creativity skills	5.3	71.2	
Education system builds collaboration & self-management skills	5.3	71.6	
Education system builds digital & technology skills	5.6	76.1	
Education system builds maths & science skills	5.6	76.9	
Education system builds arts & culture skills=	5.5	75.4	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.7	62.3	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.9	48.5	
Level of competition: Hotels, restaurants & leisure	4.9	65.5	
Level of competition: Education	5.0	65.9	
Level of competition: Energy & utilities	4.0	49.2	
Level of competition: Financial services	4.2	53.0	
Level of competition: Professional (legal counsel)	3.9	48.1	
Level of competition: Technology support & design	4.3	54.9	
Level of competition: Real estate	3.8	46.6	
Level of competition: Retail & supplies	5.1	67.8	
Level of competition: Telecommunication	4.2	53.8	
Level of competition: Transportation & shipping	4.1	51.5	
Customer purchasing decisions based on product performance	5.4	72.7	
Concentration vs. spread of corporate activity in industry	4.5	59.1	
Prevalence of business clusters in the value chain	4.5	57.6	
Disruption of established firms by innovative new entrants	4.1	50.9	
Establishment offers flexible working arrangements	4.2	52.7	
Inter-company R & D collaboration	3.8	47.3	
Establishment-Tertiary institutions R & D collaboration	4.5	57.6	
Industry R & D collaboration	4.3	55.3	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.0	67.4	
Employee willingness to change jobs	4.7	61.4	
Employee-employer relations	5.8	80.7	
Customer purchasing decisions based on decent work/wages commitment	3.9	48.5	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	46.6	
Appointment of senior management based on merit	6.1	84.8	
Equal opportunities given to women	6.2	86.0	
Equal opportunities given to different ethnic/racial backgrounds	5.9	81.1	
Equal opportunities given to persons with disabilities	5.8	80.7	
Equal opportunities given to persons living with albinism	5.2	69.7	
Equal opportunities into leadership positions: women	6.5	92.4	
Equal caregiving time-off between male and female workers	4.6	60.2	
Salaries/wages reflecting productivity	4.7	61.7	
Wage gap between low-paid and high-paid workers	3.5	41.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.0	83.0	
Equal opportunities into leadership positions: persons with disabilities	5.4	73.1	
Equal opportunities into leadership positions: persons living with albinism	5.6	76.5	
Supervising supply-chain impact on health, mental health & well-being	5.3	70.8	
Supervising supply-chain decent work standards and wages	5.5	75.4	
Supervising supply-chain diversity, equity and inclusion	5.6	77.3	
Accounting for own production's decent work standards and wages	5.8	79.2	
Accounting for own production's diversity, equity and inclusion	5.9	81.4	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.8	62.9	
Reliability of water supply	4.9	64.4	
Reliability of electricity supply	5.1	68.6	
Overcrowding in town/city centre of operation	4.5	58.7	
Dispersion of foreign visitors across the country	2.8	30.3	
Efficiency of train services	2.7	28.7	
Efficiency of air transport services	4.2	53.9	
Accessibility of seaport services	3.5	41.7	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.8	29.9	

Openness of regulations to foreign direct investment	4.5	57.6	
Openness of regulations to domestic investment	4.6	59.8	
Government ensures a stable policy environment	4.8	64.0	
Ease of complying with government regulation	4.5	59.1	
Effectiveness of personal data protection regulation	5.5	75.8	
Establishment's awareness of government's long-term vision	5.5	74.2	
Ease of complying with tax policies	4.5	58.7	
Labour laws allow flexible hiring and dismissal	4.8	63.3	
Government conducts timely updates of legal frameworks	4.6	60.1	

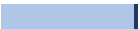
Access to finance for business operations	4.1	51.1	
Public debt reducing private investment by limiting credit access for businesses	3.9	47.7	
Government borrowing raising interest rates for private sector	3.6	43.9	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.7	61.4	
Government's equitable treatment of all businesses	5.0	66.7	
Tax policy addressing inequality in society	4.3	54.5	
Senior management's delegation of authority	6.0	83.3	
Government support for market demand, for chosen strategic market	4.6	59.7	
Protection of property rights	5.2	69.3	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	4.4	56.4	
Customer purchasing decisions based on health impact	4.7	62.1	
Resources ecosystem			
Cost imposed on business by climate change	3.8	47.0	
Investment in green/sustainable production infrastructure	4.3	54.5	
Supervising supply-chain impact on environment and nature	5.3	72.3	
Accounting for own production's impact on environment and nature	5.7	78.4	
Adequacy of environment and nature protection	5.2	69.7	
Adequacy of cultural heritage protection	5.4	72.7	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.5	41.3	
Public ESG (Environmental, Social & Governance) reporting	4.9	64.8	
Tax policy addressing environmental degradation	4.5	57.6	
Government support for production, for chosen strategic market	4.7	62.0	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.4	73.5	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.8	79.9	
Own responsibility for production methods' provision of re-skilling and upskilling	5.7	78.4	
Investment in employee training and development	6.0	82.6	
Government promotion of investment in mid-career training	4.9	65.5	
Human capital expenditure perception	5.3	71.2	
How restrictive are regulations for hiring foreign labour	4.5	57.7	
Availability of skill in local labour market	5.4	72.7	
Fill vacancies by hiring foreign labour	3.3	39.0	
Resources ecosystem			
Evolution of supply chains over the next five years	3.8	47.0	
Quality of road infrastructure	3.3	38.6	
Growth and revival strategy developed	5.6	76.5	
Financial ecosystem			
Financial system resilience	4.3	55.7	
Financial auditing and reporting standards	5.4	73.5	
Technology ecosystem			
Adaptability to negative changes	5.0	67.0	
Institutional ecosystem			
Corruption costs on businesses	3.6	42.8	
Incidence of crime and violence	3.6	43.9	
Enforcement of law and order	5.0	66.7	
Effect of fiscal measures on competition	3.8	47.0	
Government adaptation	4.8	62.9	
Efficiency of judiciary system	4.8	64.0	
Judicial impartiality	3.5	40.9	
Political interference	4.0	50.8	
Professionalism of public officials	4.4	57.2	
Judicial system independence from government	4.1	51.5	
Judicial system independence from individuals	4.0	49.6	
Judicial system independence from companies	4.2	53.4	
Illegal diversion of public funds	4.3	54.9	
Professionalism of companies towards public officials	4.9	65.5	
Professionalism of companies towards politicians	4.6	60.6	
Extra payments/bribes on imports and exports	4.4	56.1	
Extra payments/bribes on public utilities	4.9	65.5	

Extra payments/bribes on tax payments	4.9	65.5	
Extra payments/bribes on awarding of public contracts and licences	5.1	67.8	
Extra payments/bribes on favourable judicial decisions	4.9	65.5	
Level of non-tariff barriers restricting foreign competition	4.0	50.8	

Appendix 13: Agriculture, Forestry and Fishing

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	5.0	66.3	
Education system meets establishment's needs	5.5	74.3	
Primary education meets industry needs	5.0	65.8	
Secondary education meets industry needs	5.2	70.1	
Vocational education meets industry needs	5.4	72.9	
Tertiary education meets industry needs	5.5	75.7	
Education system builds global citizenship & civic skills	5.0	67.1	
Education system builds innovation & creativity skills	5.0	67.5	
Education system builds collaboration & self-management skills	5.1	68.4	
Education system builds digital & technology skills	5.3	71.5	
Education system builds maths & science skills	5.4	73.4	
Education system builds arts & culture skills	5.3	71.3	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.8	63.9	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	2.9	31.4	
Level of competition: Hotels, restaurants & leisure	2.8	30.7	
Level of competition: Education	3.9	48.9	
Level of competition: Energy & utilities	2.8	30.3	
Level of competition: Financial services	3.1	35.8	
Level of competition: Professional (legal counsel)	2.7	28.7	
Level of competition: Technology support & design	2.9	31.3	
Level of competition: Real estate	2.6	27.1	
Level of competition: Retail & supplies	4.5	57.6	
Level of competition: Telecommunication	3.3	38.9	
Level of competition: Transportation & shipping	3.8	46.2	
Customer purchasing decisions based on product performance	5.2	69.9	
Concentration vs. spread of corporate activity in industry	4.0	49.4	
Prevalence of business clusters in the value chain	4.4	56.6	
Disruption of established firms by innovative new entrants	3.2	36.9	
Inter-company R & D collaboration	4.5	58.9	
Establishment-Tertiary institutions R & D collaboration	4.0	50.5	
Industry R & D collaboration	4.1	51.9	
Establishment offers flexible working arrangements	3.9	48.0	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.8	79.4	
Employee willingness to change jobs	3.9	48.0	
Employee-employer relations	5.8	80.1	
Customer purchasing decisions based on decent work/wages commitment	3.7	45.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.6	43.4	
Appointment of senior management based on merit	5.8	80.6	
Equal opportunities given to women	5.9	81.9	
Equal opportunities given to different ethnic/racial backgrounds	5.7	78.6	
Equal opportunities given to persons with disabilities	5.2	70.8	
Equal opportunities given to persons living with albinism	5.1	68.6	
Equal opportunities into leadership positions: women	5.9	81.9	
Equal caregiving time-off between male and female workers	4.2	53.5	
Salaries/wages reflecting productivity	4.6	60.2	
Wage gap between low-paid and high-paid workers	4.0	50.5	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.7	78.8	
Equal opportunities into leadership positions: persons with disabilities	5.1	68.1	
Equal opportunities into leadership positions: persons living with albinism	5.3	71.4	
Supervising supply-chain impact on health, mental health & well-being	4.9	64.7	
Supervising supply-chain decent work standards and wages	4.8	62.5	
Supervising supply-chain diversity, equity and inclusion	5.0	65.8	
Accounting for own production's decent work standards and wages	5.2	69.7	
Accounting for own production's diversity, equity and inclusion	5.4	72.7	
<i>Resources ecosystem</i>			
Efficiency of public transport services	3.9	48.5	
Reliability of water supply	4.7	62.3	
Reliability of electricity supply	3.9	47.8	
Overcrowding in town/city centre of operation	5.2	70.4	
Dispersion of foreign visitors across the country	2.9	32.2	
Efficiency of train services	1.8	12.5	
Efficiency of air transport services	3.5	41.7	
Accessibility of seaport services	3.8	46.3	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.1	34.5	

Openness of regulations to foreign direct investment	4.1	51.9	
Openness of regulations to domestic investment	5.0	66.4	
Government ensures a stable policy environment	4.4	57.3	
Ease of complying with government regulation	4.4	57.0	
Effectiveness of personal data protection regulation	5.0	66.4	
Establishment's awareness of government's long-term vision	5.7	77.9	
Ease of complying with tax policies	4.4	57.0	
Labour laws allow flexible hiring and dismissal	4.5	57.7	
Government conducts timely updates of legal frameworks	4.9	64.4	

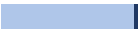
Access to finance for business operations	4.1	50.9	
Public debt reducing private investment by limiting credit access for businesses	4.0	49.2	
Government borrowing raising interest rates for private sector	3.5	41.7	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.8	63.4	
Government's equitable treatment of all businesses	4.6	60.5	
Tax policy addressing inequality in society	4.0	50.7	
Senior management's delegation of authority	5.9	81.7	
Government support for market demand, for chosen strategic market	4.7	61.3	
Protection of property rights	4.9	64.5	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.7	45.6	
Customer purchasing decisions based on health impact	4.5	57.8	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	2.9	32.0	
Investment in green/sustainable production infrastructure	4.4	56.0	
Supervising supply-chain impact on environment and nature	5.0	67.0	
Accounting for own production's impact on environment and nature	5.6	76.6	
Adequacy of environment and nature protection	4.8	62.6	
Adequacy of cultural heritage protection	5.1	68.8	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	4.5	58.3	
Public ESG (Environmental, Social & Governance) reporting	4.7	61.9	
Tax policy addressing environmental degradation	4.0	49.4	
Government support for production, for chosen strategic market	4.9	65.1	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.7	61.5	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.4	73.9	
Own responsibility for production methods' provision of re-skilling and upskilling	5.1	68.0	
Investment in employee training and development	5.0	67.3	
Government promotion of investment in mid-career training	4.3	54.5	
Human capital expenditure perception	5.3	72.2	
How restrictive are regulations for hiring foreign labour	4.0	49.7	
Availability of skill in local labour market	5.6	76.5	
Fill vacancies by hiring foreign labour	3.9	48.2	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.6	59.9	
Quality of road infrastructure	3.1	35.2	
Growth and revival strategy developed	5.0	66.4	
<i>Financial ecosystem</i>			
Financial system resilience	4.0	50.1	
Financial auditing and reporting standards	5.3	71.4	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.2	70.4	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	3.9	48.1	
Incidence of crime and violence	3.7	45.2	
Enforcement of law and order	5.2	69.4	
Effect of fiscal measures on competition	3.8	46.8	
Government adaptation	4.6	59.3	
Efficiency of judiciary system	4.5	58.9	
Judicial impartiality	3.1	34.9	
Political interference	4.2	54.0	
Professionalism of public officials	4.6	59.8	
Judicial system independence from government	4.0	50.1	
Judicial system independence from individuals	4.2	53.9	
Judicial system independence from companies	4.4	57.1	
Illegal diversion of public funds	4.0	49.2	
Professionalism of companies towards public officials	4.9	64.9	
Professionalism of companies towards politicians	4.7	61.6	
Extra payments/bribes on imports and exports	4.3	55.6	
Extra payments/bribes on public utilities	4.9	64.4	

Extra payments/bribes on tax payments	4.9	65.0	
Extra payments/bribes on awarding of public contracts and licences	4.1	52.4	
Extra payments/bribes on favourable judicial decisions	4.4	56.0	
Level of non-tariff barriers restricting foreign competition	4.5	58.7	

Appendix 14: Arts, Entertainment and Recreation

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	5.0	66.7	
Education system meets establishment's needs	5.4	72.7	
Primary education meets industry needs	4.6	60.6	
Secondary education meets industry needs	5.5	74.2	
Vocational education meets industry needs	5.3	71.2	
Tertiary education meets industry needs	6.0	83.3	
Education system builds global citizenship & civic skills	5.1	68.2	
Education system builds innovation & creativity skills	5.4	72.7	
Education system builds collaboration & self-management skills	5.7	78.8	
Education system builds digital & technology skills	5.7	78.8	
Education system builds maths & science skills	5.8	80.3	
Education system builds arts & culture skills	6.1	84.8	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	5.2	69.5	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.5	40.9	
Level of competition: Hotels, restaurants & leisure	4.9	65.2	
Level of competition: Education	5.0	66.7	
Level of competition: Energy & utilities	2.8	30.3	
Level of competition: Financial services	3.5	40.9	
Level of competition: Professional (legal counsel)	2.7	28.8	
Level of competition: Technology support & design	3.4	39.4	
Level of competition: Real estate	2.8	30.3	
Level of competition: Retail & supplies	4.8	63.6	
Level of competition: Telecommunication	4.0	50.0	
Level of competition: Transportation & shipping	3.7	45.5	
Customer purchasing decisions based on product performance	4.1	51.5	
Concentration vs. spread of corporate activity in industry	4.3	54.5	
Prevalence of business clusters in the value chain	5.3	71.2	
Disruption of established firms by innovative new entrants	3.8	47.0	
Inter-company R & D collaboration	5.2	69.7	
Establishment-Tertiary institutions R & D collaboration	5.1	68.2	
Industry R & D collaboration	5.3	71.2	
Establishment offers flexible working arrangements	4.1	51.5	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	6.2	86.4	
Employee willingness to change jobs	4.2	53.0	
Employee-employer relations	5.4	72.7	
Customer purchasing decisions based on decent work/wages commitment	4.1	51.5	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	47.0	
Appointment of senior management based on merit	6.2	86.4	
Equal opportunities given to women	5.9	81.8	
Equal opportunities given to different ethnic/racial backgrounds	6.3	87.9	
Equal opportunities given to persons with disabilities	5.8	80.3	
Equal opportunities given to persons living with albinism	5.4	72.7	
Equal opportunities into leadership positions: women	6.2	86.4	
Equal caregiving time-off between male and female workers	3.4	39.4	
Salaries/wages reflecting productivity	5.1	68.2	
Wage gap between low-paid and high-paid workers	4.3	54.5	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.2	86.4	
Equal opportunities into leadership positions: persons with disabilities	5.9	81.8	
Equal opportunities into leadership positions: persons living with albinism	5.9	81.8	
Supervising supply-chain impact on health, mental health & well-being	5.5	75.8	
Supervising supply-chain decent work standards and wages	5.7	78.8	
Supervising supply-chain diversity, equity and inclusion	5.8	80.3	
Accounting for own production's decent work standards and wages	5.8	80.3	
Accounting for own production's diversity, equity and inclusion	5.9	81.8	
<i>Resources ecosystem</i>			
Efficiency of public transport services	3.7	45.5	
Reliability of water supply	3.5	40.9	
Reliability of electricity supply	3.7	45.5	
Overcrowding in town/city centre of operation	4.6	60.6	
Dispersion of foreign visitors across the country	3.9	48.5	
Efficiency of train services	3.7	44.4	
Efficiency of air transport services	4.8	62.5	
Accessibility of seaport services	3.5	41.7	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.5	24.2	

Openness of regulations to foreign direct investment	3.5	42.4	
Openness of regulations to domestic investment	4.7	62.1	
Government ensures a stable policy environment	5.3	71.2	
Ease of complying with government regulation	5.8	80.3	
Effectiveness of personal data protection regulation	6.4	89.4	
Establishment's awareness of government's long-term vision	5.6	77.3	
Ease of complying with tax policies	4.8	63.6	
Labour laws allow flexible hiring and dismissal	5.0	66.7	
Government conducts timely updates of legal frameworks	4.9	64.2	

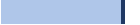
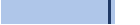
Access to finance for business operations	5.1	68.2	
Public debt reducing private investment by limiting credit access for businesses	2.8	30.3	
Government borrowing raising interest rates for private sector	3.5	42.4	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.7	62.1	
Government's equitable treatment of all businesses	5.3	71.2	
Tax policy addressing inequality in society	5.0	66.7	
Senior management's delegation of authority	5.9	81.8	
Government support for market demand, for chosen strategic market	4.6	59.9	
Protection of property rights	5.4	72.7	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	3.6	43.9	
Customer purchasing decisions based on health impact	3.9	48.5	
Resources ecosystem			
Cost imposed on business by climate change	2.5	25.8	
Investment in green/sustainable production infrastructure	4.1	51.5	
Supervising supply-chain impact on environment and nature	6.0	83.3	
Accounting for own production's impact on environment and nature	5.9	81.8	
Adequacy of environment and nature protection	4.9	65.2	
Adequacy of cultural heritage protection	5.1	68.2	
Institutional ecosystem			
Cost imposed on business by social/political unrest	4.1	51.5	
Public ESG (Environmental, Social & Governance) reporting	5.8	80.3	
Tax policy addressing environmental degradation	4.6	60.6	
Government support for production, for chosen strategic market	5.2	70.0	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.5	75.8	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.3	71.2	
Own responsibility for production methods' provision of re-skilling and upskilling	5.6	77.3	
Investment in employee training and development	5.1	68.2	
Government promotion of investment in mid-career training	4.5	59.1	
Human capital expenditure perception	4.8	63.6	
How restrictive are regulations for hiring foreign labour	4.2	53.7	
Availability of skill in local labour market	5.5	74.2	
Fill vacancies by hiring foreign labour	3.6	43.3	
Resources ecosystem			
Evolution of supply chains over the next five years	4.9	65.2	
Quality of road infrastructure	3.2	36.4	
Growth and revival strategy developed	5.5	75.8	
Financial ecosystem			
Financial system resilience	3.2	36.4	
Financial auditing and reporting standards	5.7	78.8	
Technology ecosystem			
Adaptability to negative changes	5.5	75.8	
Institutional ecosystem			
Corruption costs on businesses	3.3	37.9	
Incidence of crime and violence	3.1	34.8	
Enforcement of law and order	5.3	71.2	
Effect of fiscal measures on competition	3.4	39.4	
Government adaptation	4.8	63.6	
Efficiency of judiciary system	5.1	68.2	
Judicial impartiality	3.6	43.9	
Political interference	5.1	68.2	
Professionalism of public officials	5.5	74.2	
Judicial system independence from government	4.3	54.5	
Judicial system independence from individuals	4.3	54.5	
Judicial system independence from companies	4.3	54.5	
Illegal diversion of public funds	4.2	53.0	
Professionalism of companies towards public officials	5.7	78.8	
Professionalism of companies towards politicians	5.3	71.2	
Extra payments/bribes on imports and exports	4.5	57.6	
Extra payments/bribes on public utilities	4.7	62.1	

Extra payments/bribes on tax payments	5.1	68.2	
Extra payments/bribes on awarding of public contracts and licences	4.8	63.6	
Extra payments/bribes on favourable judicial decisions	4.5	57.6	
Level of non-tariff barriers restricting foreign competition	4.3	54.5	

Appendix 15: Construction

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.5	58.9	
Education system meets establishment's needs	5.1	68.9	
Primary education meets industry needs	3.8	46.7	
Secondary education meets industry needs	4.5	57.8	
Vocational education meets industry needs	4.7	62.2	
Tertiary education meets industry needs	5.2	70.0	
Education system builds global citizenship & civic skills	4.7	61.1	
Education system builds innovation & creativity skills	4.1	52.2	
Education system builds collaboration & self-management skills	4.3	54.4	
Education system builds digital & technology skills	4.4	56.7	
Education system builds maths & science skills	4.5	57.8	
Education system builds arts & culture skills	4.8	63.3	
Government support for long-term R&D investment	4.8	62.5	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	4.1	52.2	
Level of competition: Hotels, restaurants & leisure	3.9	48.9	
Level of competition: Education	4.7	62.2	
Level of competition: Energy & utilities	2.9	31.1	
Level of competition: Financial services	3.3	37.8	
Level of competition: Professional (legal counsel)	3.6	43.3	
Level of competition: Technology support & design	4.1	51.1	
Level of competition: Real estate	4.3	55.6	
Level of competition: Retail & supplies	4.9	65.6	
Level of competition: Telecommunication	4.7	62.2	
Level of competition: Transportation & shipping	4.3	55.6	
Customer purchasing decisions based on product performance	5.1	68.9	
Concentration vs. spread of corporate activity in industry	4.2	53.3	
Prevalence of business clusters in the value chain	5.3	72.2	
Disruption of established firms by innovative new entrants	3.9	48.9	
Inter-company R & D collaboration	3.5	42.2	
Establishment-Tertiary institutions R & D collaboration	3.4	40.0	
Industry R & D collaboration	3.7	45.6	
Establishment offers flexible working arrangements	3.5	42.2	
<i>Institutional ecosystem</i>			
Openness of regulations to foreign direct investment	3.0	33.3	
Openness of regulations to domestic investment	4.0	50.0	

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	4.8	63.3	
Employee willingness to change jobs	3.9	47.8	
Employee-employer relations	4.9	65.6	
Customer purchasing decisions based on decent work/wages commitment	3.9	47.8	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	46.7	
Appointment of senior management based on merit	5.5	74.4	
Equal opportunities given to women	4.9	65.6	
Equal opportunities given to different ethnic/racial backgrounds	5.7	78.9	
Equal opportunities given to persons with disabilities	4.9	64.4	
Equal opportunities given to persons living with albinism	4.5	57.8	
Equal opportunities into leadership positions: women	5.2	70.0	
Equal caregiving time-off between male and female workers	4.1	51.1	
Salaries/wages reflecting productivity	5.1	68.9	
Wage gap between low-paid and high-paid workers	3.3	37.8	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.7	77.8	
Equal opportunities into leadership positions: persons with disabilities	4.5	58.9	
Equal opportunities into leadership positions: persons living with albinism	4.9	64.4	
Supervising supply-chain impact on health, mental health & well-being	4.9	64.4	
Supervising supply-chain decent work standards and wages	4.3	55.6	
Supervising supply-chain diversity, equity and inclusion	4.7	61.1	
Accounting for own production's decent work standards and wages	5.3	71.1	
Accounting for own production's diversity, equity and inclusion	4.8	63.3	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.1	52.2	
Reliability of water supply	3.7	45.6	
Reliability of electricity supply	4.3	54.4	
Overcrowding in town/city centre of operation	3.1	35.6	
Dispersion of foreign visitors across the country	3.5	42.2	
Efficiency of train services	2.0	16.7	
Efficiency of air transport services	3.2	36.7	
Accessibility of seaport services	1.0	0.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.1	18.9	

Government ensures a stable policy environment	4.1	51.1	
Ease of complying with government regulation	4.1	52.2	
Effectiveness of personal data protection regulation	5.2	70.0	
Establishment's awareness of government's long-term vision	5.0	66.7	
Ease of complying with tax policies	4.1	52.2	
Labour laws allow flexible hiring and dismissal	4.1	51.1	
Government conducts timely updates of legal frameworks	4.7	60.9	

Access to finance for business operations	3.7	44.4	
Public debt reducing private investment by limiting credit access for businesses	2.4	23.3	
Government borrowing raising interest rates for private sector	2.1	18.9	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.1	52.2	
Government's equitable treatment of all businesses	4.8	63.3	
Tax policy addressing inequality in society	4.5	57.8	
Senior management's delegation of authority	5.5	74.4	
Government support for market demand, for chosen strategic market	4.4	56.1	
Protection of property rights	4.3	54.4	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	3.1	35.6	
Customer purchasing decisions based on health impact	4.3	54.4	
Resources ecosystem			
Cost imposed on business by climate change	3.5	42.2	
Investment in green/sustainable production infrastructure	4.0	50.0	
Supervising supply-chain impact on environment and nature	4.8	63.3	
Accounting for own production's impact on environment and nature	5.8	80.0	
Adequacy of environment and nature protection	4.0	50.0	
Adequacy of cultural heritage protection	4.5	58.9	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.9	47.8	
Public ESG (Environmental, Social & Governance) reporting	4.3	54.4	
Tax policy addressing environmental degradation	4.0	50.0	
Government support for production, for chosen strategic market	4.5	58.6	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.5	58.9	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.7	77.8	
Own responsibility for production methods' provision of re-skilling and upskilling	5.3	72.2	
Investment in employee training and development	4.6	60.0	
Government promotion of investment in mid-career training	3.9	48.9	
Human capital expenditure perception	5.3	71.1	
How restrictive are regulations for hiring foreign labour	4.3	54.8	
Availability of skill in local labour market	5.0	66.7	
Fill vacancies by hiring foreign labour	3.0	33.3	
Resources ecosystem			
Evolution of supply chains over the next five years	4.6	60.0	
Quality of road infrastructure	3.3	38.9	
Growth and revival strategy developed	4.5	58.9	
Financial ecosystem			
Financial system resilience	3.3	38.9	
Financial auditing and reporting standards	4.8	63.3	
Technology ecosystem			
Adaptability to negative changes	4.8	63.3	
Institutional ecosystem			
Corruption costs on businesses	2.6	26.7	
Incidence of crime and violence	3.1	34.4	
Enforcement of law and order	3.5	42.2	
Effect of fiscal measures on competition	3.5	41.1	
Government adaptation	3.4	40.0	
Efficiency of judiciary system	4.7	61.1	
Judicial impartiality	2.1	17.8	
Political interference	2.8	30.0	
Professionalism of public officials	3.1	35.6	
Judicial system independence from government	3.3	38.9	
Judicial system independence from individuals	4.1	51.1	
Judicial system independence from companies	4.1	51.1	
Illegal diversion of public funds	3.2	36.7	
Professionalism of companies towards public officials	4.7	61.1	
Professionalism of companies towards politicians	3.9	47.8	
Extra payments/bribes on imports and exports	4.2	53.3	
Extra payments/bribes on public utilities	4.7	61.1	

Extra payments/bribes on tax payments	5.1	68.9	
Extra payments/bribes on awarding of public contracts and licences	3.9	47.8	
Extra payments/bribes on favourable judicial decisions	3.5	41.1	
Level of non-tariff barriers restricting foreign competition	3.7	44.4	

Appendix 16: Financial and Insurance Activities

Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.9	65.7	
Education system meets establishment's needs	5.8	79.6	
Primary education meets industry needs	3.9	48.8	
Secondary education meets industry needs	5.0	67.1	
Vocational education meets industry needs	5.2	70.6	
Tertiary education meets industry needs	6.1	84.4	
Education system builds global citizenship & civic skills	5.0	66.7	
Education system builds innovation & creativity skills	5.0	66.8	
Education system builds collaboration & self-management skills	5.2	69.5	
Education system builds digital & technology skills	5.3	71.7	
Education system builds maths & science skills	5.3	72.4	
Education system builds arts & culture skills	5.2	70.2	
Resources ecosystem			
Government support for long-term R&D investment	4.9	64.3	
Technology ecosystem			
Level of competition: Healthcare	4.3	54.4	
Level of competition: Hotels, restaurants & leisure	4.4	56.7	
Level of competition: Education	5.0	66.2	
Level of competition: Energy & utilities	3.9	47.7	
Level of competition: Financial services	5.0	65.9	
Level of competition: Professional (legal counsel)	4.3	54.4	
Level of competition: Technology support & design	4.1	51.1	
Level of competition: Real estate	4.3	54.2	
Level of competition: Retail & supplies	5.3	71.2	
Level of competition: Telecommunication	4.2	53.4	
Level of competition: Transportation & shipping	4.4	56.9	
Customer purchasing decisions based on product performance	5.1	69.0	
Concentration vs. spread of corporate activity in industry	4.8	63.9	
Prevalence of business clusters in the value chain	4.8	62.8	
Disruption of established firms by innovative new entrants	4.5	59.0	
Inter-company R & D collaboration	4.8	62.8	
Establishment-Tertiary institutions R & D collaboration	4.7	62.1	
Industry R & D collaboration	4.8	63.4	
Establishment offers flexible working arrangements	4.3	54.4	
Institutional ecosystem			

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.8	79.3	
Employee willingness to change jobs	4.4	56.5	
Employee-employer relations	5.6	76.5	
Customer purchasing decisions based on decent work/wages commitment	4.0	49.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	48.1	
Appointment of senior management based on merit	6.3	88.8	
Equal opportunities given to women	6.0	84.1	
Equal opportunities given to different ethnic/racial backgrounds	5.9	82.1	
Equal opportunities given to persons with disabilities	5.5	74.8	
Equal opportunities given to persons living with albinism	5.4	73.7	
Equal opportunities into leadership positions: women	6.1	84.6	
Equal caregiving time-off between male and female workers	4.7	61.7	
Salaries/wages reflecting productivity	4.9	64.6	
Wage gap between low-paid and high-paid workers	3.8	46.1	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.9	81.9	
Equal opportunities into leadership positions: persons with disabilities	5.7	78.0	
Equal opportunities into leadership positions: persons living with albinism	5.7	77.6	
Supervising supply-chain impact on health, mental health & well-being	5.4	73.7	
Supervising supply-chain decent work standards and wages	5.5	75.1	
Supervising supply-chain diversity, equity and inclusion	5.5	75.7	
Accounting for own production's decent work standards and wages	5.6	76.0	
Accounting for own production's diversity, equity and inclusion	5.6	76.3	
Resources ecosystem			
Efficiency of public transport services	4.6	60.0	
Reliability of water supply	4.7	60.9	
Reliability of electricity supply	5.1	67.6	
Overcrowding in town/city centre of operation	4.3	55.5	
Dispersion of foreign visitors across the country	3.1	35.5	
Efficiency of train services	2.8	29.6	
Efficiency of air transport services	4.0	50.4	
Accessibility of seaport services	3.1	35.0	
Financial ecosystem			
Ease of obtaining equity funding for start-ups	3.3	38.8	

Openness of regulations to foreign direct investment	3.8	47.0	
Openness of regulations to domestic investment	4.5	58.7	
Government ensures a stable policy environment	4.5	58.4	
Ease of complying with government regulation	4.5	58.6	
Effectiveness of personal data protection regulation	5.6	75.9	
Establishment's awareness of government's long-term vision	5.7	78.7	
Ease of complying with tax policies	4.6	59.2	
Labour laws allow flexible hiring and dismissal	4.6	60.6	
Government conducts timely updates of legal frameworks	4.7	61.5	

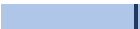
Access to finance for business operations	5.1	68.8	
Public debt reducing private investment by limiting credit access for businesses	3.5	42.2	
Government borrowing raising interest rates for private sector	3.4	39.6	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.1	67.8	
Government's equitable treatment of all businesses	4.6	59.2	
Tax policy addressing inequality in society	4.0	49.8	
Senior management's delegation of authority	5.7	79.0	
Government support for market demand, for chosen strategic market	4.7	61.5	
Protection of property rights	4.9	64.8	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.5	41.4	
Customer purchasing decisions based on health impact	4.1	51.9	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	3.8	46.1	
Investment in green/sustainable production infrastructure	4.3	55.6	
Supervising supply-chain impact on environment and nature	5.0	66.8	
Accounting for own production's impact on environment and nature	5.3	70.9	
Adequacy of environment and nature protection	4.7	62.3	
Adequacy of cultural heritage protection	4.9	65.3	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	3.3	37.9	
Public ESG (Environmental, Social & Governance) reporting	5.0	66.8	
Tax policy addressing environmental degradation	3.9	48.6	
Government support for production, for chosen strategic market	4.8	63.8	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.5	75.1	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.5	74.8	
Own responsibility for production methods' provision of re-skilling and upskilling	5.5	75.7	
Investment in employee training and development	5.7	78.0	
Government promotion of investment in mid-career training	4.8	63.6	
Human capital expenditure perception	5.5	75.5	
How restrictive are regulations for hiring foreign labour	4.5	57.9	
Availability of skill in local labour market	5.8	80.2	
Fill vacancies by hiring foreign labour	3.7	44.6	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.7	62.5	
Quality of road infrastructure	3.8	46.7	
Growth and revival strategy developed	5.3	72.4	
<i>Financial ecosystem</i>			
Financial system resilience	5.2	69.8	
Financial auditing and reporting standards	6.3	88.5	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.5	75.7	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	3.3	37.9	
Incidence of crime and violence	3.3	38.3	
Enforcement of law and order	5.0	66.4	
Effect of fiscal measures on competition	3.9	48.6	
Government adaptation	4.4	57.5	
Efficiency of judiciary system	4.7	60.9	
Judicial impartiality	3.2	36.9	
Political interference	3.9	47.8	
Professionalism of public officials	4.1	52.2	
Judicial system independence from government	4.0	49.2	
Judicial system independence from individuals	4.3	54.5	
Judicial system independence from companies	4.5	58.6	
Illegal diversion of public funds	3.9	49.1	
Professionalism of companies towards public officials	5.0	67.1	
Professionalism of companies towards politicians	4.5	58.4	
Extra payments/bribes on imports and exports	4.6	60.3	
Extra payments/bribes on public utilities	5.0	67.3	

Extra payments/bribes on tax payments	5.1	68.4	
Extra payments/bribes on awarding of public contracts and licences	4.6	60.7	
Extra payments/bribes on favourable judicial decisions	4.7	61.7	
Level of non-tariff barriers restricting foreign competition	4.2	53.1	

Appendix 17: Information and Communication

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	5.1	68.8	
Education system meets establishment's needs	5.6	77.1	
Primary education meets industry needs	4.9	65.6	
Secondary education meets industry needs	5.3	70.8	
Vocational education meets industry needs	5.9	81.3	
Tertiary education meets industry needs	6.3	88.5	
Education system builds global citizenship & civic skills	5.6	76.0	
Education system builds innovation & creativity skills	5.3	71.9	
Education system builds collaboration & self-management skills	5.2	69.8	
Education system builds digital & technology skills	5.7	78.1	
Education system builds maths & science skills	5.9	82.3	
Education system builds arts & culture skills	5.8	79.2	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.6	60.8	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.4	40.6	
Level of competition: Hotels, restaurants & leisure	3.4	40.6	
Level of competition: Education	3.8	46.9	
Level of competition: Energy & utilities	3.7	44.8	
Level of competition: Financial services	4.0	50.0	
Level of competition: Professional (legal counsel)	3.6	43.8	
Level of competition: Technology support & design	4.3	54.2	
Level of competition: Real estate	3.1	35.4	
Level of competition: Retail & supplies	4.8	62.5	
Level of competition: Telecommunication	5.0	66.7	
Level of competition: Transportation & shipping	3.9	47.9	
Customer purchasing decisions based on product performance	5.8	80.2	
Concentration vs. spread of corporate activity in industry	4.4	57.3	
Prevalence of business clusters in the value chain	4.8	62.5	
Disruption of established firms by innovative new entrants	4.9	64.6	
Inter-company R & D collaboration	4.8	62.5	
Establishment-Tertiary institutions R & D collaboration	4.8	63.5	
Industry R & D collaboration	4.3	55.2	
Establishment offers flexible working arrangements	4.6	60.4	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.5	75.0	
Employee willingness to change jobs	4.8	62.5	
Employee-employer relations	5.1	68.8	
Customer purchasing decisions based on decent work/wages commitment	3.6	42.7	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	47.9	
Appointment of senior management based on merit	6.3	87.5	
Equal opportunities given to women	6.4	89.6	
Equal opportunities given to different ethnic/racial backgrounds	6.4	90.6	
Equal opportunities given to persons with disabilities	6.4	89.6	
Equal opportunities given to persons living with albinism	6.1	84.4	
Equal opportunities into leadership positions: women	6.4	90.6	
Equal caregiving time-off between male and female workers	5.1	68.8	
Salaries/wages reflecting productivity	5.4	74.0	
Wage gap between low-paid and high-paid workers	3.4	40.6	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.5	91.7	
Equal opportunities into leadership positions: persons with disabilities	6.5	91.7	
Equal opportunities into leadership positions: persons living with albinism	6.6	93.8	
Supervising supply-chain impact on health, mental health & well-being	5.2	69.8	
Supervising supply-chain decent work standards and wages	4.8	63.5	
Supervising supply-chain diversity, equity and inclusion	5.3	71.9	
Accounting for own production's decent work standards and wages	5.1	68.8	
Accounting for own production's diversity, equity and inclusion	5.4	72.9	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.4	57.3	
Reliability of water supply	4.1	52.1	
Reliability of electricity supply	5.1	67.7	
Overcrowding in town/city centre of operation	4.3	54.2	
Dispersion of foreign visitors across the country	3.1	34.4	
Efficiency of train services	2.3	20.8	
Efficiency of air transport services	2.7	27.8	
Accessibility of seaport services	4.8	63.3	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.1	35.4	

Openness of regulations to foreign direct investment	3.1	34.4	
Openness of regulations to domestic investment	3.7	44.8	
Government ensures a stable policy environment	4.1	52.1	
Ease of complying with government regulation	4.4	57.3	
Effectiveness of personal data protection regulation	6.0	83.3	
Establishment's awareness of government's long-term vision	6.2	86.5	
Ease of complying with tax policies	4.9	64.6	
Labour laws allow flexible hiring and dismissal	4.9	65.6	
Government conducts timely updates of legal frameworks	4.5	58.5	

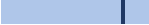
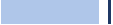
Access to finance for business operations	3.7	44.8	
Public debt reducing private investment by limiting credit access for businesses	3.3	38.5	
Government borrowing raising interest rates for private sector	3.1	34.4	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.4	74.0	
Government's equitable treatment of all businesses	4.6	60.4	
Tax policy addressing inequality in society	4.7	61.5	
Senior management's delegation of authority	5.9	81.3	
Government support for market demand, for chosen strategic market	4.3	55.7	
Protection of property rights	5.4	74.0	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	3.8	46.9	
Customer purchasing decisions based on health impact	3.8	46.9	
Resources ecosystem			
Cost imposed on business by climate change	4.6	60.4	
Investment in green/sustainable production infrastructure	4.0	50.0	
Supervising supply-chain impact on environment and nature	4.5	58.3	
Accounting for own production's impact on environment and nature	5.4	72.9	
Adequacy of environment and nature protection	4.8	63.5	
Adequacy of cultural heritage protection	4.6	59.4	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.0	33.3	
Public ESG (Environmental, Social & Governance) reporting	4.7	61.5	
Tax policy addressing environmental degradation	3.9	49.0	
Government support for production, for chosen strategic market	4.9	64.8	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.3	71.9	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.0	66.7	
Own responsibility for production methods' provision of re-skilling and upskilling	5.3	71.9	
Investment in employee training and development	5.3	71.9	
Government promotion of investment in mid-career training	4.5	58.3	
Human capital expenditure perception	5.3	70.8	
How restrictive are regulations for hiring foreign labour	4.9	65.4	
Availability of skill in local labour market	6.3	88.5	
Fill vacancies by hiring foreign labour	4.4	56.3	
Resources ecosystem			
Evolution of supply chains over the next five years	5.2	69.8	
Quality of road infrastructure	3.8	46.9	
Growth and revival strategy developed	4.4	57.3	
Financial ecosystem			
Financial system resilience	4.1	52.1	
Financial auditing and reporting standards	5.8	79.2	
Technology ecosystem			
Adaptability to negative changes	5.8	79.2	
Institutional ecosystem			
Corruption costs on businesses	3.7	44.8	
Incidence of crime and violence	2.9	31.3	
Enforcement of law and order	5.1	68.8	
Effect of fiscal measures on competition	2.7	28.1	
Government adaptation	4.4	57.3	
Efficiency of judiciary system	4.8	63.5	
Judicial impartiality	3.6	43.8	
Political interference	4.0	50.0	
Professionalism of public officials	4.2	53.1	
Judicial system independence from government	3.3	37.5	
Judicial system independence from individuals	3.6	42.7	
Judicial system independence from companies	4.5	58.3	
Illegal diversion of public funds	4.1	52.1	
Professionalism of companies towards public officials	4.8	62.5	
Professionalism of companies towards politicians	4.7	61.5	
Extra payments/bribes on imports and exports	5.3	71.9	
Extra payments/bribes on public utilities	5.6	76.0	

Extra payments/bribes on tax payments	5.8	79.2	
Extra payments/bribes on awarding of public contracts and licences	5.3	70.8	
Extra payments/bribes on favourable judicial decisions	5.3	71.9	
Level of non-tariff barriers restricting foreign competition	3.8	46.9	

Appendix 18: Manufacturing

Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.7	61.2	
Education system meets establishment's needs	5.3	71.4	
Primary education meets industry needs	4.4	56.0	
Secondary education meets industry needs	4.9	65.5	
Vocational education meets industry needs	5.5	75.1	
Tertiary education meets industry needs	5.7	79.1	
Education system builds global citizenship & civic skills	4.9	64.5	
Education system builds innovation & creativity skills	4.9	65.5	
Education system builds collaboration & self-management skills	5.1	68.1	
Education system builds digital & technology skills	5.1	69.1	
Education system builds maths & science skills	5.3	71.2	
Education system builds arts & culture skills	5.0	67.3	
Resources ecosystem			
Government support for long-term R&D investment	4.6	60.6	
Technology ecosystem			
Level of competition: Healthcare	3.6	43.8	
Level of competition: Hotels, restaurants & leisure	3.8	47.4	
Level of competition: Education	4.4	57.2	
Level of competition: Energy & utilities	3.3	38.7	
Level of competition: Financial services	4.1	51.2	
Level of competition: Professional (legal counsel)	3.8	46.7	
Level of competition: Technology support & design	3.8	47.5	
Level of competition: Real estate	3.7	44.5	
Level of competition: Retail & supplies	4.8	63.3	
Level of competition: Telecommunication	4.2	52.9	
Level of competition: Transportation & shipping	4.1	51.8	
Customer purchasing decisions based on product performance	5.3	72.4	
Concentration vs. spread of corporate activity in industry	4.2	53.5	
Prevalence of business clusters in the value chain	4.7	61.0	
Disruption of established firms by innovative new entrants	4.1	52.1	
Inter-company R & D collaboration	4.4	55.9	
Establishment-Tertiary institutions R & D collaboration	4.2	52.5	
Industry R & D collaboration	4.1	51.9	
Establishment offers flexible working arrangements	3.8	46.6	
Institutional ecosystem			

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.5	74.7	
Employee willingness to change jobs	4.4	55.9	
Employee-employer relations	5.6	77.0	
Customer purchasing decisions based on decent work/wages commitment	3.5	42.4	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.7	45.3	
Appointment of senior management based on merit	5.7	78.7	
Equal opportunities given to women	5.3	71.6	
Equal opportunities given to different ethnic/racial backgrounds	5.6	76.9	
Equal opportunities given to persons with disabilities	5.1	68.6	
Equal opportunities given to persons living with albinism	4.8	63.8	
Equal opportunities into leadership positions: women	5.5	75.5	
Equal caregiving time-off between male and female workers	4.3	54.7	
Salaries/wages reflecting productivity	4.9	64.7	
Wage gap between low-paid and high-paid workers	4.0	50.0	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.6	77.0	
Equal opportunities into leadership positions: persons with disabilities	5.1	68.9	
Equal opportunities into leadership positions: persons living with albinism	5.3	71.2	
Supervising supply-chain impact on health, mental health & well-being	5.0	65.9	
Supervising supply-chain decent work standards and wages	5.1	68.2	
Supervising supply-chain diversity, equity and inclusion	5.2	69.2	
Accounting for own production's decent work standards and wages	5.3	71.6	
Accounting for own production's diversity, equity and inclusion	5.4	72.7	
Resources ecosystem			
Efficiency of public transport services	4.4	55.9	
Reliability of water supply	3.9	48.6	
Reliability of electricity supply	4.3	55.4	
Overcrowding in town/city centre of operation	4.3	54.6	
Dispersion of foreign visitors across the country	3.1	35.7	
Efficiency of train services	2.7	28.4	
Efficiency of air transport services	4.0	50.7	
Accessibility of seaport services	3.7	44.4	
Financial ecosystem			
Ease of obtaining equity funding for start-ups	2.8	30.2	

Openness of regulations to foreign direct investment	3.7	45.4	
Openness of regulations to domestic investment	4.5	58.6	
Government ensures a stable policy environment	4.4	56.9	
Ease of complying with government regulation	4.3	54.2	
Effectiveness of personal data protection regulation	5.0	67.3	
Establishment's awareness of government's long-term vision	5.3	71.7	
Ease of complying with tax policies	4.3	55.4	
Labour laws allow flexible hiring and dismissal	4.3	55.3	
Government conducts timely updates of legal frameworks	4.4	57.3	

Access to finance for business operations	4.0	50.8	
Public debt reducing private investment by limiting credit access for businesses	3.5	40.9	
Government borrowing raising interest rates for private sector	3.1	35.4	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.7	62.4	
Government's equitable treatment of all businesses	4.3	55.6	
Tax policy addressing inequality in society	3.9	48.2	
Senior management's delegation of authority	5.7	78.2	
Government support for market demand, for chosen strategic market	4.4	56.1	
Protection of property rights	4.6	60.6	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.9	48.9	
Customer purchasing decisions based on health impact	4.3	54.2	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	3.5	41.7	
Investment in green/sustainable production infrastructure	3.7	45.1	
Supervising supply-chain impact on environment and nature	5.0	66.0	
Accounting for own production's impact on environment and nature	5.3	71.1	
Adequacy of environment and nature protection	4.5	57.7	
Adequacy of cultural heritage protection	4.5	58.4	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	3.6	43.6	
Public ESG (Environmental, Social & Governance) reporting	4.4	57.2	
Tax policy addressing environmental degradation	3.9	48.0	
Government support for production, for chosen strategic market	4.6	60.4	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.9	65.4	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.3	71.5	
Own responsibility for production methods' provision of re-skilling and upskilling	5.2	70.7	
Investment in employee training and development	5.0	66.2	
Government promotion of investment in mid-career training	4.3	54.7	
Human capital expenditure perception	5.1	68.2	
How restrictive are regulations for hiring foreign labour	4.3	54.5	
Availability of skill in local labour market	5.3	71.5	
Fill vacancies by hiring foreign labour	3.6	44.0	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.6	59.2	
Quality of road infrastructure	3.1	34.3	
Growth and revival strategy developed	5.0	66.0	
<i>Financial ecosystem</i>			
Financial system resilience	4.2	53.7	
Financial auditing and reporting standards	5.4	73.1	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.1	68.9	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	3.2	36.5	
Incidence of crime and violence	3.6	42.5	
Enforcement of law and order	4.1	52.4	
Effect of fiscal measures on competition	3.5	41.0	
Government adaptation	4.0	50.5	
Efficiency of judiciary system	4.4	56.5	
Judicial impartiality	3.0	32.8	
Political interference	3.7	44.7	
Professionalism of public officials	4.0	50.3	
Judicial system independence from government	3.9	47.8	
Judicial system independence from individuals	4.0	50.3	
Judicial system independence from companies	4.3	54.5	
Illegal diversion of public funds	3.8	47.4	
Professionalism of companies towards public officials	4.6	59.2	
Professionalism of companies towards politicians	4.3	55.5	
Extra payments/bribes on imports and exports	4.7	61.1	
Extra payments/bribes on public utilities	5.0	65.9	

Extra payments/bribes on tax payments	5.0	66.0	A horizontal bar chart with a blue bar representing 66.0% of the total length.
Extra payments/bribes on awarding of public contracts and licences	4.5	58.2	A horizontal bar chart with a blue bar representing 58.2% of the total length.
Extra payments/bribes on favourable judicial decisions	4.7	62.0	A horizontal bar chart with a blue bar representing 62.0% of the total length.
Level of non-tariff barriers restricting foreign competition	4.1	51.9	A horizontal bar chart with a blue bar representing 51.9% of the total length.

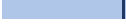
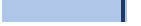
Appendix 19: Mining and Quarrying

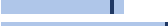
Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.4	56.5	
Education system meets establishment's needs	5.7	78.0	
Primary education meets industry needs	3.8	47.2	
Secondary education meets industry needs	4.8	63.8	
Vocational education meets industry needs	5.5	75.2	
Tertiary education meets industry needs	5.8	80.1	
Education system builds global citizenship & civic skills	5.1	69.1	
Education system builds innovation & creativity skills	5.0	67.5	
Education system builds collaboration & self-management skills	5.1	67.9	
Education system builds digital & technology skills	5.0	66.7	
Education system builds maths & science skills	5.4	72.8	
Education system builds arts & culture skills	5.2	69.9	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	5.1	67.8	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.3	39.0	
Level of competition: Hotels, restaurants & leisure	3.1	34.6	
Level of competition: Education	4.3	54.9	
Level of competition: Energy & utilities	3.6	42.7	
Level of competition: Financial services	3.5	42.3	
Level of competition: Professional (legal counsel)	3.2	37.0	
Level of competition: Technology support & design	3.6	43.1	
Level of competition: Real estate	3.6	43.1	
Level of competition: Retail & supplies	4.7	61.4	
Level of competition: Telecommunication	3.9	48.8	
Level of competition: Transportation & shipping	3.6	43.9	
Customer purchasing decisions based on product performance	4.7	62.2	
Concentration vs. spread of corporate activity in industry	4.2	53.3	
Prevalence of business clusters in the value chain	4.5	57.7	
Disruption of established firms by innovative new entrants	4.1	52.4	
Inter-company R & D collaboration	4.4	56.9	
Establishment-Tertiary institutions R & D collaboration	3.7	45.1	
Industry R & D collaboration	4.1	51.6	
Establishment offers flexible working arrangements	4.2	52.8	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.5	74.4	
Employee willingness to change jobs	3.9	47.6	
Employee-employer relations	5.6	76.4	
Customer purchasing decisions based on decent work/wages commitment	3.8	46.7	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	47.2	
Appointment of senior management based on merit	6.1	85.4	
Equal opportunities given to women	5.0	65.9	
Equal opportunities given to different ethnic/racial backgrounds	5.5	75.6	
Equal opportunities given to persons with disabilities	5.1	68.7	
Equal opportunities given to persons living with albinism	4.2	54.1	
Equal opportunities into leadership positions: women	5.6	76.8	
Equal caregiving time-off between male and female workers	4.5	57.7	
Salaries/wages reflecting productivity	5.0	67.1	
Wage gap between low-paid and high-paid workers	3.8	46.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.6	76.4	
Equal opportunities into leadership positions: persons with disabilities	4.8	62.6	
Equal opportunities into leadership positions: persons living with albinism	4.9	64.6	
Supervising supply-chain impact on health, mental health & well-being	5.4	72.8	
Supervising supply-chain decent work standards and wages	5.3	72.0	
Supervising supply-chain diversity, equity and inclusion	5.3	71.5	
Accounting for own production's decent work standards and wages	5.4	74.0	
Accounting for own production's diversity, equity and inclusion	5.6	76.0	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.3	55.3	
Reliability of water supply	4.1	52.4	
Reliability of electricity supply	4.3	55.3	
Overcrowding in town/city centre of operation	4.7	61.4	
Dispersion of foreign visitors across the country	3.4	39.8	
Efficiency of train services	3.7	44.9	
Efficiency of air transport services	4.7	61.9	
Accessibility of seaport services	3.6	44.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.2	36.6	

Openness of regulations to foreign direct investment	4.2	53.3	
Openness of regulations to domestic investment	4.7	61.0	
Government ensures a stable policy environment	4.9	64.6	
Ease of complying with government regulation	4.8	63.4	
Effectiveness of personal data protection regulation	5.1	68.3	
Establishment's awareness of government's long-term vision	5.8	79.3	
Ease of complying with tax policies	4.8	62.6	
Labour laws allow flexible hiring and dismissal	4.6	59.8	
Government conducts timely updates of legal frameworks	5.0	66.8	

Access to finance for business operations	4.1	51.2	
Public debt reducing private investment by limiting credit access for businesses	3.8	47.2	
Government borrowing raising interest rates for private sector	3.7	45.1	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.3	72.0	
Government's equitable treatment of all businesses	4.9	65.4	
Tax policy addressing inequality in society	4.5	58.9	
Senior management's delegation of authority	5.8	80.5	
Government support for market demand, for chosen strategic market	4.9	65.3	
Protection of property rights	4.9	65.4	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.7	45.5	
Customer purchasing decisions based on health impact	4.0	50.4	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	3.5	41.1	
Investment in green/sustainable production infrastructure	3.9	48.8	
Supervising supply-chain impact on environment and nature	5.4	73.6	
Accounting for own production's impact on environment and nature	5.8	80.1	
Adequacy of environment and nature protection	4.8	63.4	
Adequacy of cultural heritage protection	5.1	67.9	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	4.2	53.7	
Public ESG (Environmental, Social & Governance) reporting	5.2	70.3	
Tax policy addressing environmental degradation	4.8	63.4	
Government support for production, for chosen strategic market	5.0	66.6	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.2	69.5	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.5	74.8	
Own responsibility for production methods' provision of reskilling and upskilling	5.3	71.1	
Investment in employee training and development	5.0	67.5	
Government promotion of investment in mid-career training	4.6	59.3	
Human capital expenditure perception	5.3	71.5	
How restrictive are regulations for hiring foreign labour	4.3	55.0	
Availability of skill in local labour market	5.5	75.2	
Fill vacancies by hiring foreign labour	3.6	43.9	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.9	65.4	
Quality of road infrastructure	3.4	39.4	
Growth and revival strategy developed	4.8	63.0	
<i>Financial ecosystem</i>			
Financial system resilience	3.9	48.8	
Financial auditing and reporting standards	5.6	77.2	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.2	69.5	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	3.7	45.1	
Incidence of crime and violence	3.6	43.1	
Enforcement of law and order	5.2	70.3	
Effect of fiscal measures on competition	4.2	52.8	
Government adaptation	4.9	64.2	
Efficiency of judiciary system	4.6	59.3	
Judicial impartiality	3.6	43.9	
Political interference	3.9	48.8	
Professionalism of public officials	4.5	58.1	
Judicial system independence from government	4.4	56.9	
Judicial system independence from individuals	4.4	57.3	
Judicial system independence from companies	4.4	56.1	
Illegal diversion of public funds	4.1	51.6	
Professionalism of companies towards public officials	5.0	66.3	
Professionalism of companies towards politicians	4.7	61.0	
Extra payments/bribes on imports and exports	5.0	67.5	
Extra payments/bribes on public utilities	5.3	71.5	
Extra payments/bribes on tax payments	5.1	69.1	

Extra payments/bribes on awarding of public contracts and licences	5.1	68.7	
Extra payments/bribes on favourable judicial decisions	4.9	65.4	
Level of non-tariff barriers restricting foreign competition	4.5	58.9	

Appendix 20: Other Service Activities

Innovativeness

Indicator	Mean Rating	Score	
Talent ecosystem			
Entrepreneurial risk-taking culture	4.7	60.8	
Education system meets establishment's needs	5.5	75.8	
Primary education meets industry needs	4.3	55.0	
Secondary education meets industry needs	4.4	56.7	
Vocational education meets industry needs	4.7	60.8	
Tertiary education meets industry needs	5.4	73.3	
Education system builds global citizenship & civic skills	5.0	65.8	
Education system builds innovation & creativity skills	4.9	65.0	
Education system builds collaboration & self-management skills	4.7	61.7	
Education system builds digital & technology skills	4.8	63.3	
Education system builds maths & science skills	5.0	65.8	
Education system builds arts & culture skills	5.1	68.3	
Resources ecosystem			
Government support for long-term R&D investment	4.5	58.6	
Technology ecosystem			
Level of competition: Healthcare	3.4	40.0	
Level of competition: Hotels, restaurants & leisure	3.5	40.8	
Level of competition: Education	4.5	57.5	
Level of competition: Energy & utilities	4.2	53.3	
Level of competition: Financial services	3.4	40.0	
Level of competition: Professional (legal counsel)	3.0	34.2	
Level of competition: Technology support & design	3.3	38.3	
Level of competition: Real estate	3.4	40.0	
Level of competition: Retail & supplies	4.2	52.5	
Level of competition: Telecommunication	3.6	44.2	
Level of competition: Transportation & shipping	4.0	50.8	
Customer purchasing decisions based on product performance	4.0	50.8	
Concentration vs. spread of corporate activity in industry	4.7	61.7	
Prevalence of business clusters in the value chain	4.5	58.3	
Disruption of established firms by innovative new entrants	3.9	48.3	
Inter-company R & D collaboration	4.8	62.5	
Establishment-Tertiary institutions R & D collaboration	4.5	57.5	
Industry R & D collaboration	4.6	60.0	
Establishment offers flexible working arrangements	4.5	59.2	
Institutional ecosystem			

Inclusiveness

Indicator	Mean Rating	Score	
Talent ecosystem			
Culture of open collaboration	5.3	70.8	
Employee willingness to change jobs	3.6	44.2	
Employee-employer relations	5.7	78.3	
Customer purchasing decisions based on decent work/wages commitment	3.6	44.2	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	45.8	
Appointment of senior management based on merit	5.0	67.5	
Equal opportunities given to women	6.0	83.3	
Equal opportunities given to different ethnic/racial backgrounds	6.3	87.5	
Equal opportunities given to persons with disabilities	6.3	87.5	
Equal opportunities given to persons living with albinism	6.2	86.7	
Equal opportunities into leadership positions: women	6.2	86.7	
Equal caregiving time-off between male and female workers	5.1	68.3	
Salaries/wages reflecting productivity	4.5	59.2	
Wage gap between low-paid and high-paid workers	4.0	50.0	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.3	88.3	
Equal opportunities into leadership positions: persons with disabilities	6.0	84.2	
Equal opportunities into leadership positions: persons living with albinism	6.0	82.5	
Supervising supply-chain impact on health, mental health & well-being	4.5	59.2	
Supervising supply-chain decent work standards and wages	4.8	62.5	
Supervising supply-chain diversity, equity and inclusion	5.0	65.8	
Accounting for own production's decent work standards and wages	5.1	68.3	
Accounting for own production's diversity, equity and inclusion	5.3	72.5	
Resources ecosystem			
Efficiency of public transport services	4.0	49.2	
Reliability of water supply	3.8	45.8	
Reliability of electricity supply	4.5	57.5	
Overcrowding in town/city centre of operation	3.9	48.3	
Dispersion of foreign visitors across the country	2.7	28.3	
Efficiency of train services	3.0	33.3	
Efficiency of air transport services	5.5	75.0	
Accessibility of seaport services	3.3	37.5	
Financial ecosystem			
Ease of obtaining equity funding for start-ups	2.4	23.3	

Openness of regulations to foreign direct investment	4.0	49.2	
Openness of regulations to domestic investment	4.7	61.7	
Government ensures a stable policy environment	3.7	45.0	
Ease of complying with government regulation	3.9	48.3	
Effectiveness of personal data protection regulation	5.1	68.3	
Establishment's awareness of government's long-term vision	4.6	60.0	
Ease of complying with tax policies	4.4	56.7	
Labour laws allow flexible hiring and dismissal	4.5	58.3	

Access to finance for business operations	3.7	45.0	
Public debt reducing private investment by limiting credit access for businesses	3.6	44.2	
Government borrowing raising interest rates for private sector	3.1	35.0	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.6	60.0	
Government's equitable treatment of all businesses	4.5	57.5	
Tax policy addressing inequality in society	4.2	52.5	
Senior management's delegation of authority	5.7	78.3	
Government support for market demand, for chosen strategic market	4.5	58.1	
Protection of property rights	4.5	57.5	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.9	47.5	
Customer purchasing decisions based on health impact	3.8	45.8	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	3.3	37.5	
Investment in green/sustainable production infrastructure	2.9	31.7	
Supervising supply-chain impact on environment and nature	4.2	53.3	
Accounting for own production's impact on environment and nature	4.3	55.8	
Adequacy of environment and nature protection	4.4	56.7	
Adequacy of cultural heritage protection	4.8	64.2	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	3.7	45.0	
Public ESG (Environmental, Social & Governance) reporting	5.0	67.5	
Tax policy addressing environmental degradation	4.0	50.8	
Government support for production, for chosen strategic market	4.6	59.3	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.8	63.3	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.1	68.3	
Own responsibility for production methods' provision of re-skilling and upskilling	5.3	71.7	
Investment in employee training and development	5.1	68.3	
Government promotion of investment in mid-career training	4.8	63.3	
Human capital expenditure perception	4.8	62.5	
How restrictive are regulations for hiring foreign labour	4.9	65.5	
Availability of skill in local labour market	5.0	65.8	
Fill vacancies by hiring foreign labour	3.9	48.2	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.1	51.7	
Quality of road infrastructure	2.8	30.0	
Growth and revival strategy developed	4.9	65.0	
<i>Financial ecosystem</i>			
Financial system resilience	4.0	50.0	
Financial auditing and reporting standards	5.3	70.8	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.1	68.3	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	3.0	34.2	
Incidence of crime and violence	3.0	33.3	
Enforcement of law and order	4.8	62.5	
Effect of fiscal measures on competition	3.5	40.8	
Government adaptation	4.2	52.5	
Efficiency of judiciary system	4.9	65.0	
Judicial impartiality	3.5	40.8	
Political interference	3.6	44.2	
Professionalism of public officials	3.8	45.8	
Judicial system independence from government	3.5	40.8	
Judicial system independence from individuals	3.7	45.0	
Judicial system independence from companies	3.9	47.5	
Illegal diversion of public funds	3.5	41.7	
Professionalism of companies towards public officials	4.7	60.8	
Professionalism of companies towards politicians	4.0	49.2	
Extra payments/bribes on imports and exports	3.6	43.3	
Extra payments/bribes on public utilities	4.4	56.7	

Extra payments/bribes on tax payments	4.1	51.7	A horizontal bar chart with a blue bar representing 51.7% of the total width, followed by a vertical line at the end.
Extra payments/bribes on awarding of public contracts and licences	4.1	51.7	A horizontal bar chart with a blue bar representing 51.7% of the total width, followed by a vertical line at the end.
Extra payments/bribes on favourable judicial decisions	4.3	54.2	A horizontal bar chart with a blue bar representing 54.2% of the total width, followed by a vertical line at the end.
Level of non-tariff barriers restricting foreign competition	4.3	54.2	A horizontal bar chart with a blue bar representing 54.2% of the total width, followed by a vertical line at the end.

Appendix 21: Professional, Scientific and Technical Activities

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.9	64.4	
Education system meets establishment's needs	5.3	72.4	
Primary education meets industry needs	3.9	48.3	
Secondary education meets industry needs	4.6	60.3	
Vocational education meets industry needs	5.1	68.4	
Tertiary education meets industry needs	5.9	81.0	
Education system builds global citizenship & civic skills	5.0	66.7	
Education system builds innovation & creativity skills	5.3	71.8	
Education system builds collaboration & self-management skills	5.3	71.3	
Education system builds digital & technology skills	5.5	75.3	
Education system builds maths & science skills	5.3	72.4	
Education system builds arts & culture skills	4.8	63.2	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.6	59.6	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	4.0	49.4	
Level of competition: Hotels, restaurants & leisure	4.5	58.6	
Level of competition: Education	4.9	64.4	
Level of competition: Energy & utilities	3.8	46.0	
Level of competition: Financial services	4.0	50.6	
Level of competition: Professional (legal counsel)	4.9	64.4	
Level of competition: Technology support & design	4.6	59.2	
Level of competition: Real estate	4.3	55.2	
Level of competition: Retail & supplies	4.8	63.2	
Level of competition: Telecommunication	4.4	56.3	
Level of competition: Transportation & shipping	3.9	47.7	
Customer purchasing decisions based on product performance	4.8	63.8	
Concentration vs. spread of corporate activity in industry	4.9	65.5	
Prevalence of business clusters in the value chain	4.1	52.3	
Disruption of established firms by innovative new entrants	3.8	46.6	
Inter-company R & D collaboration	4.7	61.5	
Establishment-Tertiary institutions R & D collaboration	4.8	63.8	
Industry R & D collaboration	4.8	62.6	
Establishment offers flexible working arrangements	4.3	54.6	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.7	77.6	
Employee willingness to change jobs	4.3	54.6	
Employee-employer relations	5.7	77.6	
Customer purchasing decisions based on decent work/wages commitment	3.6	43.1	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.8	46.0	
Appointment of senior management based on merit	6.1	85.6	
Equal opportunities given to women	5.9	81.6	
Equal opportunities given to different ethnic/racial backgrounds	5.6	77.0	
Equal opportunities given to persons with disabilities	5.7	78.7	
Equal opportunities given to persons living with albinism	5.2	70.1	
Equal opportunities into leadership positions: women	6.3	87.9	
Equal caregiving time-off between male and female workers	4.5	58.0	
Salaries/wages reflecting productivity	4.5	58.0	
Wage gap between low-paid and high-paid workers	3.2	36.8	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.8	79.9	
Equal opportunities into leadership positions: persons with disabilities	5.5	74.7	
Equal opportunities into leadership positions: persons living with albinism	6.0	83.9	
Supervising supply-chain impact on health, mental health & well-being	4.8	63.2	
Supervising supply-chain decent work standards and wages	5.6	77.0	
Supervising supply-chain diversity, equity and inclusion	5.6	76.4	
Accounting for own production's decent work standards and wages	5.2	70.1	
Accounting for own production's diversity, equity and inclusion	5.4	73.6	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.6	59.8	
Reliability of water supply	4.1	52.3	
Reliability of electricity supply	4.9	65.5	
Overcrowding in town/city centre of operation	4.3	55.7	
Dispersion of foreign visitors across the country	2.9	31.0	
Efficiency of train services	2.0	16.7	
Efficiency of air transport services	4.9	65.3	
Accessibility of seaport services	2.1	19.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.7	27.6	

Openness of regulations to foreign direct investment	4.0	50.6	
Openness of regulations to domestic investment	4.4	56.9	
Government ensures a stable policy environment	4.0	50.6	
Ease of complying with government regulation	4.2	52.9	
Effectiveness of personal data protection regulation	5.2	70.1	
Establishment's awareness of government's long-term vision	5.4	74.1	
Ease of complying with tax policies	4.8	62.6	
Labour laws allow flexible hiring and dismissal	4.3	55.2	
Government conducts timely updates of legal frameworks	4.5	58.5	

Access to finance for business operations	3.4	40.8	
Public debt reducing private investment by limiting credit access for businesses	2.9	31.6	
Government borrowing raising interest rates for private sector	2.8	30.5	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.1	68.4	
Government's equitable treatment of all businesses	4.3	55.7	
Tax policy addressing inequality in society	4.0	50.6	
Senior management's delegation of authority	5.7	77.6	
Government support for market demand, for chosen strategic market	4.5	57.6	
Protection of property rights	4.6	59.8	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	3.7	44.8	
Customer purchasing decisions based on health impact	4.2	53.4	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	3.2	36.8	
Investment in green/sustainable production infrastructure	3.9	48.9	
Supervising supply-chain impact on environment and nature	4.9	65.5	
Accounting for own production's impact on environment and nature	4.8	63.8	
Adequacy of environment and nature protection	4.5	58.6	
Adequacy of cultural heritage protection	4.8	62.6	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	3.1	35.6	
Public ESG (Environmental, Social & Governance) reporting	4.3	55.2	
Tax policy addressing environmental degradation	3.9	48.3	
Government support for production, for chosen strategic market	4.6	59.5	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.1	67.8	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.1	68.4	
Own responsibility for production methods' provision of re-skilling and upskilling	5.0	67.2	
Investment in employee training and development	5.4	73.6	
Government promotion of investment in mid-career training	4.3	55.2	
Human capital expenditure perception	5.7	77.6	
How restrictive are regulations for hiring foreign labour	4.5	58.3	
Availability of skill in local labour market	5.3	71.8	
Fill vacancies by hiring foreign labour	3.8	47.1	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.4	56.9	
Quality of road infrastructure	3.7	45.4	
Growth and revival strategy developed	5.3	71.3	
<i>Financial ecosystem</i>			
Financial system resilience	4.1	52.3	
Financial auditing and reporting standards	5.8	79.3	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.5	74.7	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	2.7	28.7	
Incidence of crime and violence	3.7	44.3	
Enforcement of law and order	4.2	53.4	
Effect of fiscal measures on competition	4.3	55.2	
Government adaptation	4.3	54.6	
Efficiency of judiciary system	4.8	62.6	
Judicial impartiality	2.9	31.6	
Political interference	3.4	39.7	
Professionalism of public officials	3.3	39.1	
Judicial system independence from government	3.9	48.3	
Judicial system independence from individuals	4.9	64.4	
Judicial system independence from companies	4.8	63.8	
Illegal diversion of public funds	3.8	46.0	
Professionalism of companies towards public officials	4.8	63.2	
Professionalism of companies towards politicians	4.3	55.2	
Extra payments/bribes on imports and exports	4.3	54.6	
Extra payments/bribes on public utilities	4.8	63.2	

Extra payments/bribes on tax payments	4.4	56.9	
Extra payments/bribes on awarding of public contracts and licences	4.1	51.7	
Extra payments/bribes on favourable judicial decisions	4.2	54.0	
Level of non-tariff barriers restricting foreign competition	5.1	67.8	

Appendix 22: Public Administration and Defence; Compulsory Social Security

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.2	53.3	
Education system meets establishment's needs	4.8	63.3	
Primary education meets industry needs	4.2	53.3	
Secondary education meets industry needs	4.8	63.3	
Vocational education meets industry needs	4.8	63.3	
Tertiary education meets industry needs	5.4	73.3	
Education system builds global citizenship & civic skills	4.4	56.7	
Education system builds innovation & creativity skills	4.2	53.3	
Education system builds collaboration & self-management skills	4.2	53.3	
Education system builds digital & technology skills	4.8	63.3	
Education system builds maths & science skills	5.0	66.7	
Education system builds arts & culture skills	4.6	60.0	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.4	56.0	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	2.8	30.0	
Level of competition: Hotels, restaurants & leisure	3.6	43.3	
Level of competition: Education	3.4	40.0	
Level of competition: Energy & utilities	3.0	33.3	
Level of competition: Financial services	3.2	36.7	
Level of competition: Professional (legal counsel)	3.6	43.3	
Level of competition: Technology support & design	3.4	40.0	
Level of competition: Real estate	3.2	36.7	
Level of competition: Retail & supplies	4.4	56.7	
Level of competition: Telecommunication	3.8	46.7	
Level of competition: Transportation & shipping	4.0	50.0	
Customer purchasing decisions based on product performance	4.6	60.0	
Concentration vs. spread of corporate activity in industry	3.2	36.7	
Prevalence of business clusters in the value chain	3.8	46.7	
Disruption of established firms by innovative new entrants	4.0	50.0	
Inter-company R & D collaboration	4.6	60.0	
Establishment-Tertiary institutions R & D collaboration	4.4	56.7	
Industry R & D collaboration	4.6	60.0	
Establishment offers flexible working arrangements	3.2	36.7	

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	4.6	60.0	
Employee willingness to change jobs	3.8	46.7	
Employee-employer relations	4.0	50.0	
Customer purchasing decisions based on decent work/wages commitment	3.0	33.3	
Customer purchasing decisions based on diversity, equity & inclusion commitment	2.8	30.0	
Appointment of senior management based on merit	4.2	53.3	
Equal opportunities given to women	5.0	66.7	
Equal opportunities given to different ethnic/racial backgrounds	4.6	60.0	
Equal opportunities given to persons with disabilities	3.8	46.7	
Equal opportunities given to persons living with albinism	4.2	53.3	
Equal opportunities into leadership positions: women	5.2	70.0	
Equal caregiving time-off between male and female workers	3.4	40.0	
Salaries/wages reflecting productivity	4.2	53.3	
Wage gap between low-paid and high-paid workers	3.6	43.3	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	4.6	60.0	
Equal opportunities into leadership positions: persons with disabilities	4.4	56.7	
Equal opportunities into leadership positions: persons living with albinism	4.0	50.0	
Supervising supply-chain impact on health, mental health & well-being	4.8	63.3	
Supervising supply-chain decent work standards and wages	4.8	63.3	
Supervising supply-chain diversity, equity and inclusion	4.4	56.7	
Accounting for own production's decent work standards and wages	4.8	63.3	
Accounting for own production's diversity, equity and inclusion	4.0	50.0	
<i>Resources ecosystem</i>			
Efficiency of public transport services	5.0	66.7	
Reliability of water supply	4.2	53.3	
Reliability of electricity supply	4.4	56.7	
Overcrowding in town/city centre of operation	4.4	56.7	
Dispersion of foreign visitors across the country	4.2	53.3	
Efficiency of train services	1.7	11.1	
Efficiency of air transport services	5.5	75.0	
Accessibility of seaport services	1.0	0.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.2	36.7	

Institutional ecosystem

Openness of regulations to foreign direct investment	3.2	36.7	
Openness of regulations to domestic investment	3.4	40.0	
Government ensures a stable policy environment	4.6	60.0	
Ease of complying with government regulation	4.6	60.0	
Effectiveness of personal data protection regulation	4.6	60.0	
Establishment's awareness of government's long-term vision	6.0	83.3	
Ease of complying with tax policies	4.2	53.3	
Labour laws allow flexible hiring and dismissal	4.4	56.7	
Government conducts timely updates of legal frameworks	4.2	52.7	

Access to finance for business operations	3.8	46.7	
Public debt reducing private investment by limiting credit access for businesses	4.0	50.0	
Government borrowing raising interest rates for private sector	3.2	36.7	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.0	50.0	
Government's equitable treatment of all businesses	4.4	56.7	
Tax policy addressing inequality in society	3.8	46.7	
Senior management's delegation of authority	5.2	70.0	
Government support for market demand, for chosen strategic market	4.1	51.3	
Protection of property rights	4.4	56.7	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	2.8	30.0	
Customer purchasing decisions based on health impact	4.2	53.3	
Resources ecosystem			
Cost imposed on business by climate change	3.2	36.7	
Investment in green/sustainable production infrastructure	4.2	53.3	
Supervising supply-chain impact on environment and nature	4.6	60.0	
Accounting for own production's impact on environment and nature	4.6	60.0	
Adequacy of environment and nature protection	4.6	60.0	
Adequacy of cultural heritage protection	5.0	66.7	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.2	36.7	
Public ESG (Environmental, Social & Governance) reporting	4.8	63.3	
Tax policy addressing environmental degradation	4.2	53.3	
Government support for production, for chosen strategic market	4.2	53.3	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.6	60.0	
Own responsibility for production methods' impact on health, mental health and wellbeing	4.6	60.0	
Own responsibility for production methods' provision of re-skilling and upskilling	4.4	56.7	
Investment in employee training and development	5.8	80.0	
Government promotion of investment in mid-career training	4.4	56.7	
Human capital expenditure perception	3.8	46.7	
How restrictive are regulations for hiring foreign labour	2.0	16.7	
Availability of skill in local labour market	6.0	83.3	
Fill vacancies by hiring foreign labour	3.5	41.7	
Resources ecosystem			
Evolution of supply chains over the next five years	4.8	63.3	
Quality of road infrastructure	3.6	43.3	
Growth and revival strategy developed	4.6	60.0	
Financial ecosystem			
Financial system resilience	4.2	53.3	
Financial auditing and reporting standards	5.6	76.7	
Technology ecosystem			
Adaptability to negative changes	5.0	66.7	
Institutional ecosystem			
Corruption costs on businesses	2.8	30.0	
Incidence of crime and violence	2.8	30.0	
Enforcement of law and order	6.2	86.7	
Effect of fiscal measures on competition	4.2	53.3	
Government adaptation	4.2	53.3	
Efficiency of judiciary system	3.8	46.7	
Judicial impartiality	3.0	33.3	
Political interference	3.4	40.0	
Professionalism of public officials	3.8	46.7	
Judicial system independence from government	3.6	43.3	
Judicial system independence from individuals	3.8	46.7	
Judicial system independence from companies	4.0	50.0	
Illegal diversion of public funds	4.4	56.7	
Professionalism of companies towards public officials	3.8	46.7	
Professionalism of companies towards politicians	3.8	46.7	
Extra payments/bribes on imports and exports	3.6	43.3	
Extra payments/bribes on public utilities	3.6	43.3	

Extra payments/bribes on tax payments	3.8	46.7	A horizontal blue bar representing the value 46.7.	
Extra payments/bribes on awarding of public contracts and licences	3.4	40.0	A horizontal blue bar representing the value 40.0.	
Extra payments/bribes on favourable judicial decisions	3.4	40.0	A horizontal blue bar representing the value 40.0.	
Level of non-tariff barriers restricting foreign competition	3.4	40.0	A horizontal blue bar representing the value 40.0.	

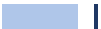
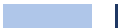
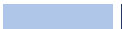
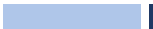
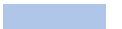
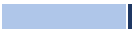
Appendix 23: Real Estate Activities

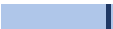
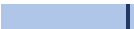
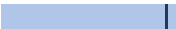
Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	5.1	68.9	
Education system meets establishment's needs	5.1	68.9	
Primary education meets industry needs	3.4	40.0	
Secondary education meets industry needs	4.0	50.0	
Vocational education meets industry needs	4.7	61.1	
Tertiary education meets industry needs	5.6	76.7	
Education system builds global citizenship & civic skills	4.7	62.2	
Education system builds innovation & creativity skills	4.7	62.2	
Education system builds collaboration & self-management skills	4.7	62.2	
Education system builds digital & technology skills	4.7	62.2	
Education system builds maths & science skills	5.1	67.8	
Education system builds arts & culture skills	5.1	68.9	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.7	61.8	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	4.4	56.7	
Level of competition: Hotels, restaurants & leisure	4.9	65.6	
Level of competition: Education	4.7	62.2	
Level of competition: Energy & utilities	4.2	53.3	
Level of competition: Financial services	4.7	61.1	
Level of competition: Professional (legal counsel)	4.6	60.0	
Level of competition: Technology support & design	4.3	54.4	
Level of competition: Real estate	4.9	65.6	
Level of competition: Retail & supplies	5.4	73.3	
Level of competition: Telecommunication	5.1	67.8	
Level of competition: Transportation & shipping	4.3	54.4	
Customer purchasing decisions based on product performance	5.6	76.7	
Concentration vs. spread of corporate activity in industry	4.5	57.8	
Prevalence of business clusters in the value chain	4.9	65.6	
Disruption of established firms by innovative new entrants	4.5	58.9	
Inter-company R & D collaboration	5.1	67.8	
Establishment-Tertiary institutions R & D collaboration	4.5	58.9	
Industry R & D collaboration	4.9	65.6	
Establishment offers flexible working arrangements	4.6	60.0	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	6.0	83.3	
Employee willingness to change jobs	3.8	46.7	
Employee-employer relations	5.9	82.2	
Customer purchasing decisions based on decent work/wages commitment	4.6	60.0	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.1	52.2	
Appointment of senior management based on merit	6.5	91.1	
Equal opportunities given to women	6.1	85.6	
Equal opportunities given to different ethnic/racial backgrounds	5.9	81.1	
Equal opportunities given to persons with disabilities	5.3	72.2	
Equal opportunities given to persons living with albinism	5.5	75.6	
Equal opportunities into leadership positions: women	5.9	81.1	
Equal caregiving time-off between male and female workers	5.3	71.1	
Salaries/wages reflecting productivity	4.9	65.6	
Wage gap between low-paid and high-paid workers	3.2	36.7	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.1	84.4	
Equal opportunities into leadership positions: persons with disabilities	5.5	75.6	
Equal opportunities into leadership positions: persons living with albinism	5.3	71.1	
Supervising supply-chain impact on health, mental health & well-being	4.7	62.2	
Supervising supply-chain decent work standards and wages	5.9	82.2	
Supervising supply-chain diversity, equity and inclusion	6.0	83.3	
Accounting for own production's decent work standards and wages	6.1	85.6	
Accounting for own production's diversity, equity and inclusion	6.1	85.6	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.5	58.9	
Reliability of water supply	4.3	54.4	
Reliability of electricity supply	4.4	56.7	
Overcrowding in town/city centre of operation	4.1	51.1	
Dispersion of foreign visitors across the country	2.3	22.2	
Efficiency of train services	2.2	19.4	
Efficiency of air transport services	2.9	31.0	
Accessibility of seaport services	2.5	25.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.9	32.2	

Openness of regulations to foreign direct investment	3.2	36.7	
Openness of regulations to domestic investment	3.6	43.3	
Government ensures a stable policy environment	4.4	56.7	
Ease of complying with government regulation	4.2	53.3	
Effectiveness of personal data protection regulation	5.0	66.7	
Establishment's awareness of government's long-term vision	5.5	74.4	
Ease of complying with tax policies	4.0	50.0	
Labour laws allow flexible hiring and dismissal	4.1	51.1	
Government conducts timely updates of legal frameworks	4.6	59.6	

Access to finance for business operations	4.2	53.3	
Public debt reducing private investment by limiting credit access for businesses	3.2	36.7	
Government borrowing raising interest rates for private sector	3.3	37.8	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.1	68.9	
Government's equitable treatment of all businesses	4.9	64.4	
Tax policy addressing inequality in society	3.6	43.3	
Senior management's delegation of authority	6.1	85.6	
Government support for market demand, for chosen strategic market	4.6	60.3	
Protection of property rights	5.1	67.8	

Sustainability

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Purchasing decision based on price and product impact on the environment and nature	4.5	58.9	
Customer purchasing decisions based on health impact	4.0	50.0	
<i>Resources ecosystem</i>			
Cost imposed on business by climate change	2.9	32.2	
Investment in green/sustainable production infrastructure	4.3	55.6	
Supervising supply-chain impact on environment and nature	4.9	64.4	
Accounting for own production's impact on environment and nature	4.5	58.9	
Adequacy of environment and nature protection	4.8	63.3	
Adequacy of cultural heritage protection	5.8	80.0	
<i>Institutional ecosystem</i>			
Cost imposed on business by social/political unrest	2.7	28.9	
Public ESG (Environmental, Social & Governance) reporting	4.9	64.4	
Tax policy addressing environmental degradation	3.5	41.1	
Government support for production, for chosen strategic market	4.7	61.8	

Resilience

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.8	63.3	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.3	72.2	
Own responsibility for production methods' provision of re-skilling and upskilling	5.3	71.1	
Investment in employee training and development	5.1	68.9	
Government promotion of investment in mid-career training	4.5	58.9	
Human capital expenditure perception	5.8	80.0	
How restrictive are regulations for hiring foreign labour	4.8	64.1	
Availability of skill in local labour market	5.5	74.4	
Fill vacancies by hiring foreign labour	3.2	36.9	
<i>Resources ecosystem</i>			
Evolution of supply chains over the next five years	4.1	51.1	
Quality of road infrastructure	3.8	46.7	
Growth and revival strategy developed	5.3	72.2	
<i>Financial ecosystem</i>			
Financial system resilience	4.3	54.4	
Financial auditing and reporting standards	5.5	74.4	
<i>Technology ecosystem</i>			
Adaptability to negative changes	5.3	71.1	
<i>Institutional ecosystem</i>			
Corruption costs on businesses	2.3	22.2	
Incidence of crime and violence	3.1	35.6	
Enforcement of law and order	4.4	56.7	
Effect of fiscal measures on competition	3.7	44.4	
Government adaptation	5.1	68.9	
Efficiency of judiciary system	5.1	68.9	
Judicial impartiality	3.4	40.0	
Political interference	4.0	50.0	
Professionalism of public officials	4.1	52.2	
Judicial system independence from government	4.2	53.3	
Judicial system independence from individuals	4.3	54.4	
Judicial system independence from companies	4.4	56.7	
Illegal diversion of public funds	4.1	52.2	
Professionalism of companies towards public officials	4.3	55.6	
Professionalism of companies towards politicians	4.1	52.2	
Extra payments/bribes on imports and exports	4.8	63.3	
Extra payments/bribes on public utilities	5.2	70.0	

Extra payments/bribes on tax payments	5.1	68.9	A horizontal bar chart with a blue bar representing 68.9% of the total length.
Extra payments/bribes on awarding of public contracts and licences	4.7	61.1	A horizontal bar chart with a blue bar representing 61.1% of the total length.
Extra payments/bribes on favourable judicial decisions	4.7	61.1	A horizontal bar chart with a blue bar representing 61.1% of the total length.
Level of non-tariff barriers restricting foreign competition	4.1	52.2	A horizontal bar chart with a blue bar representing 52.2% of the total length.

Appendix 24: Transportation and Storage

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.5	58.5	
Education system meets establishment's needs	5.4	72.6	
Primary education meets industry needs	3.8	47.0	
Secondary education meets industry needs	4.6	60.7	
Vocational education meets industry needs	5.3	72.4	
Tertiary education meets industry needs	5.9	81.3	
Education system builds global citizenship & civic skills	4.8	63.2	
Education system builds innovation & creativity skills	4.8	63.7	
Education system builds collaboration & self-management skills	5.2	70.1	
Education system builds digital & technology skills	5.4	73.4	
Education system builds maths & science skills	5.3	70.9	
Education system builds arts & culture skills	4.9	64.2	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.9	65.3	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.7	45.0	
Level of competition: Hotels, restaurants & leisure	4.1	51.5	
Level of competition: Education	4.7	60.9	
Level of competition: Energy & utilities	3.7	45.5	
Level of competition: Financial services	3.8	46.8	
Level of competition: Professional (legal counsel)	3.7	44.3	
Level of competition: Technology support & design	3.7	44.8	
Level of competition: Real estate	3.7	45.0	
Level of competition: Retail & supplies	4.6	60.4	
Level of competition: Telecommunication	4.4	57.0	
Level of competition: Transportation & shipping	5.0	66.7	
Customer purchasing decisions based on product performance	5.1	68.4	
Concentration vs. spread of corporate activity in industry	4.4	56.7	
Prevalence of business clusters in the value chain	4.2	52.7	
Disruption of established firms by innovative new entrants	4.6	59.7	
Inter-company R & D collaboration	4.1	52.0	
Establishment-Tertiary institutions R & D collaboration	3.7	44.8	
Industry R & D collaboration	4.0	49.3	
Establishment offers flexible working arrangements	4.3	54.5	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.5	74.9	
Employee willingness to change jobs	3.9	49.0	
Employee-employer relations	5.3	72.4	
Customer purchasing decisions based on decent work/wages commitment	4.0	50.5	
Customer purchasing decisions based on diversity, equity & inclusion commitment	4.2	53.2	
Appointment of senior management based on merit	6.0	83.3	
Equal opportunities given to women	5.9	81.3	
Equal opportunities given to different ethnic/racial backgrounds	5.7	78.6	
Equal opportunities given to persons with disabilities	5.4	73.6	
Equal opportunities given to persons living with albinism	5.3	70.9	
Equal opportunities into leadership positions: women	6.1	85.6	
Equal caregiving time-off between male and female workers	4.3	54.2	
Salaries/wages reflecting productivity	4.7	62.4	
Wage gap between low-paid and high-paid workers	3.6	42.5	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	6.0	83.3	
Equal opportunities into leadership positions: persons with disabilities	5.6	76.1	
Equal opportunities into leadership positions: persons living with albinism	5.6	76.9	
Supervising supply-chain impact on health, mental health & well-being	5.1	67.7	
Supervising supply-chain decent work standards and wages	5.3	71.9	
Supervising supply-chain diversity, equity and inclusion	5.2	69.4	
Accounting for own production's decent work standards and wages	5.5	75.4	
Accounting for own production's diversity, equity and inclusion	5.5	74.6	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.3	54.2	
Reliability of water supply	4.1	52.2	
Reliability of electricity supply	4.7	61.7	
Overcrowding in town/city centre of operation	4.4	56.5	
Dispersion of foreign visitors across the country	3.7	45.3	
Efficiency of train services	3.2	37.3	
Efficiency of air transport services	4.6	60.5	
Accessibility of seaport services	3.1	34.4	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.6	25.9	

Openness of regulations to foreign direct investment	3.4	40.5	
Openness of regulations to domestic investment	4.3	54.2	
Government ensures a stable policy environment	4.2	54.0	
Ease of complying with government regulation	4.3	55.7	
Effectiveness of personal data protection regulation	5.1	68.4	
Establishment's awareness of government's long-term vision	5.4	72.6	
Ease of complying with tax policies	4.4	56.0	
Labour laws allow flexible hiring and dismissal	4.6	60.2	
Government conducts timely updates of legal frameworks	4.7	61.7	

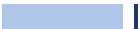
Access to finance for business operations	4.1	52.5	
Public debt reducing private investment by limiting credit access for businesses	3.3	38.1	
Government borrowing raising interest rates for private sector	3.2	36.6	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.9	64.2	
Government's equitable treatment of all businesses	4.4	57.5	
Tax policy addressing inequality in society	3.9	47.8	
Senior management's delegation of authority	5.9	82.1	
Government support for market demand, for chosen strategic market	4.7	62.2	
Protection of property rights	4.9	64.4	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	4.2	53.5	
Customer purchasing decisions based on health impact	4.3	55.5	
Resources ecosystem			
Cost imposed on business by climate change	3.9	47.8	
Investment in green/sustainable production infrastructure	3.7	45.8	
Supervising supply-chain impact on environment and nature	4.9	64.7	
Accounting for own production's impact on environment and nature	5.2	70.6	
Adequacy of environment and nature protection	4.7	60.9	
Adequacy of cultural heritage protection	5.0	66.4	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.4	39.3	
Public ESG (Environmental, Social & Governance) reporting	4.7	62.4	
Tax policy addressing environmental degradation	3.9	48.0	
Government support for production, for chosen strategic market	4.8	63.0	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.3	71.6	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.4	73.1	
Own responsibility for production methods' provision of re-skilling and upskilling	5.3	72.1	
Investment in employee training and development	5.6	75.9	
Government promotion of investment in mid-career training	4.2	53.5	
Human capital expenditure perception	5.0	67.4	
How restrictive are regulations for hiring foreign labour	4.5	57.9	
Availability of skill in local labour market	5.5	75.1	
Fill vacancies by hiring foreign labour	3.9	47.6	
Resources ecosystem			
Evolution of supply chains over the next five years	4.7	61.9	
Quality of road infrastructure	3.1	35.1	
Growth and revival strategy developed	5.1	69.2	
Financial ecosystem			
Financial system resilience	4.0	50.7	
Financial auditing and reporting standards	6.0	82.6	
Technology ecosystem			
Adaptability to negative changes	5.5	74.4	
Institutional ecosystem			
Corruption costs on businesses	3.1	35.1	
Incidence of crime and violence	3.0	34.1	
Enforcement of law and order	4.6	59.7	
Effect of fiscal measures on competition	3.1	35.8	
Government adaptation	4.7	61.9	
Efficiency of judiciary system	4.5	58.2	
Judicial impartiality	3.4	40.3	
Political interference	3.4	40.3	
Professionalism of public officials	4.0	50.0	
Judicial system independence from government	3.6	43.0	
Judicial system independence from individuals	3.8	46.0	
Judicial system independence from companies	4.0	49.8	
Illegal diversion of public funds	3.6	43.5	
Professionalism of companies towards public officials	4.8	63.9	
Professionalism of companies towards politicians	4.3	54.2	
Extra payments/bribes on imports and exports	4.2	52.7	
Extra payments/bribes on public utilities	4.9	65.7	

Extra payments/bribes on tax payments	4.5	58.7	
Extra payments/bribes on awarding of public contracts and licences	4.1	51.2	
Extra payments/bribes on favourable judicial decisions	4.4	57.2	
Level of non-tariff barriers restricting foreign competition	3.9	47.5	

Appendix 25: Utilities

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.5	58.3	
Education system meets establishment's needs	5.5	75.7	
Primary education meets industry needs	4.5	58.3	
Secondary education meets industry needs	5.5	74.3	
Vocational education meets industry needs	5.8	79.2	
Tertiary education meets industry needs	5.8	79.9	
Education system builds global citizenship & civic skills	5.1	68.8	
Education system builds innovation & creativity skills	5.2	70.1	
Education system builds collaboration & self-management skills	5.3	70.8	
Education system builds digital & technology skills	5.5	74.3	
Education system builds maths & science skills	5.3	70.8	
Education system builds arts & culture skills	5.0	66.7	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	5.5	75.5	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.8	47.2	
Level of competition: Hotels, restaurants & leisure	4.3	54.9	
Level of competition: Education	4.7	61.1	
Level of competition: Energy & utilities	3.6	43.1	
Level of competition: Financial services	4.9	65.3	
Level of competition: Professional (legal counsel)	4.0	49.3	
Level of competition: Technology support & design	4.3	55.6	
Level of competition: Real estate	4.3	54.9	
Level of competition: Retail & supplies	4.9	64.6	
Level of competition: Telecommunication	4.6	59.7	
Level of competition: Transportation & shipping	4.9	64.6	
Customer purchasing decisions based on product performance	5.2	70.1	
Concentration vs. spread of corporate activity in industry	3.7	44.4	
Prevalence of business clusters in the value chain	4.3	54.2	
Disruption of established firms by innovative new entrants	4.4	56.9	
Inter-company R & D collaboration	4.6	59.7	
Establishment-Tertiary institutions R & D collaboration	5.1	68.1	
Industry R & D collaboration	5.0	67.4	
Establishment offers flexible working arrangements	3.8	46.5	
<i>Institutional ecosystem</i>			

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.7	77.8	
Employee willingness to change jobs	4.1	52.1	
Employee-employer relations	5.6	76.4	
Customer purchasing decisions based on decent work/wages commitment	3.7	45.1	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.7	45.1	
Appointment of senior management based on merit	5.7	77.8	
Equal opportunities given to women	5.7	77.8	
Equal opportunities given to different ethnic/racial backgrounds	5.6	77.1	
Equal opportunities given to persons with disabilities	5.5	75.0	
Equal opportunities given to persons living with albinism	5.3	71.5	
Equal opportunities into leadership positions: women	5.7	77.8	
Equal caregiving time-off between male and female workers	4.1	51.4	
Salaries/wages reflecting productivity	5.3	71.5	
Wage gap between low-paid and high-paid workers	3.5	41.0	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.6	76.4	
Equal opportunities into leadership positions: persons with disabilities	5.5	75.0	
Equal opportunities into leadership positions: persons living with albinism	5.6	76.4	
Supervising supply-chain impact on health, mental health & well-being	5.6	76.4	
Supervising supply-chain decent work standards and wages	5.5	75.0	
Supervising supply-chain diversity, equity and inclusion	5.8	79.9	
Accounting for own production's decent work standards and wages	5.6	77.1	
Accounting for own production's diversity, equity and inclusion	5.5	74.3	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.3	55.6	
Reliability of water supply	3.9	47.9	
Reliability of electricity supply	4.7	61.8	
Overcrowding in town/city centre of operation	4.2	53.5	
Dispersion of foreign visitors across the country	3.1	34.7	
Efficiency of train services	2.5	25.0	
Efficiency of air transport services	5.3	72.2	
Accessibility of seaport services	4.3	54.2	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	3.3	38.9	

Openness of regulations to foreign direct investment	3.8	47.2	
Openness of regulations to domestic investment	4.1	51.4	
Government ensures a stable policy environment	4.4	56.3	
Ease of complying with government regulation	4.5	59.0	
Effectiveness of personal data protection regulation	5.4	73.6	
Establishment's awareness of government's long-term vision	6.0	84.0	
Ease of complying with tax policies	4.3	55.6	
Labour laws allow flexible hiring and dismissal	4.4	56.3	
Government conducts timely updates of legal frameworks	5.2	69.6	

Access to finance for business operations	4.6	60.4	
Public debt reducing private investment by limiting credit access for businesses	3.3	38.2	
Government borrowing raising interest rates for private sector	3.2	36.1	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	5.0	66.0	
Government's equitable treatment of all businesses	4.7	61.8	
Tax policy addressing inequality in society	4.3	55.6	
Senior management's delegation of authority	5.6	77.1	
Government support for market demand, for chosen strategic market	5.4	73.0	
Protection of property rights	5.0	67.4	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	3.9	47.9	
Customer purchasing decisions based on health impact	4.4	56.3	
Resources ecosystem			
Cost imposed on business by climate change	1.8	12.5	
Investment in green/sustainable production infrastructure	4.4	56.3	
Supervising supply-chain impact on environment and nature	5.3	71.5	
Accounting for own production's impact on environment and nature	5.7	77.8	
Adequacy of environment and nature protection	4.5	58.3	
Adequacy of cultural heritage protection	4.5	57.6	
Institutional ecosystem			
Cost imposed on business by social/political unrest	3.1	34.7	
Public ESG (Environmental, Social & Governance) reporting	5.1	68.1	
Tax policy addressing environmental degradation	4.3	54.2	
Government support for production, for chosen strategic market	5.6	76.2	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	5.7	77.8	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.7	78.5	
Own responsibility for production methods' provision of re-skilling and upskilling	5.8	79.2	
Investment in employee training and development	5.9	81.3	
Government promotion of investment in mid-career training	4.8	63.2	
Human capital expenditure perception	5.5	75.7	
How restrictive are regulations for hiring foreign labour	5.0	66.2	
Availability of skill in local labour market	5.8	80.6	
Fill vacancies by hiring foreign labour	4.5	58.7	
Resources ecosystem			
Evolution of supply chains over the next five years	4.3	54.9	
Quality of road infrastructure	3.3	38.9	
Growth and revival strategy developed	5.2	70.1	
Financial ecosystem			
Financial system resilience	4.3	54.9	
Financial auditing and reporting standards	5.6	77.1	
Technology ecosystem			
Adaptability to negative changes	5.6	76.4	
Institutional ecosystem			
Corruption costs on businesses	2.1	18.1	
Incidence of crime and violence	2.9	31.3	
Enforcement of law and order	4.8	63.9	
Effect of fiscal measures on competition	4.0	49.3	
Government adaptation	4.6	59.7	
Efficiency of judiciary system	4.3	54.2	
Judicial impartiality	3.6	43.8	
Political interference	4.3	55.6	
Professionalism of public officials	4.5	59.0	
Judicial system independence from government	4.1	52.1	
Judicial system independence from individuals	4.2	53.5	
Judicial system independence from companies	4.3	54.9	
Illegal diversion of public funds	4.0	50.7	
Professionalism of companies towards public officials	5.1	68.8	
Professionalism of companies towards politicians	5.0	66.7	
Extra payments/bribes on imports and exports	4.8	62.5	
Extra payments/bribes on public utilities	5.3	71.5	

Extra payments/bribes on tax payments	5.5	74.3	
Extra payments/bribes on awarding of public contracts and licences	4.7	61.8	
Extra payments/bribes on favourable judicial decisions	4.8	62.5	
Level of non-tariff barriers restricting foreign competition	4.4	56.3	

Appendix 26: Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles

Innovativeness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Entrepreneurial risk-taking culture	4.7	61.8	
Education system meets establishment's needs	5.4	72.8	
Primary education meets industry needs	4.2	52.6	
Secondary education meets industry needs	5.2	70.5	
Vocational education meets industry needs	5.4	73.5	
Tertiary education meets industry needs	5.8	79.4	
Education system builds global citizenship & civic skills	5.0	67.5	
Education system builds innovation & creativity skills	5.1	68.3	
Education system builds collaboration & self-management skills	5.2	70.0	
Education system builds digital & technology skills	5.3	71.3	
Education system builds maths & science skills	5.3	72.3	
Education system builds arts & culture skills	5.2	69.4	
<i>Resources ecosystem</i>			
Government support for long-term R&D investment	4.7	61.3	
<i>Technology ecosystem</i>			
Level of competition: Healthcare	3.7	45.6	
Level of competition: Hotels, restaurants & leisure	4.0	49.6	
Level of competition: Education	4.7	61.2	
Level of competition: Energy & utilities	3.8	45.9	
Level of competition: Financial services	4.0	50.1	
Level of competition: Professional (legal counsel)	3.7	44.6	
Level of competition: Technology support & design	3.7	45.7	
Level of competition: Real estate	3.5	41.6	
Level of competition: Retail & supplies	5.3	72.2	
Level of competition: Telecommunication	4.1	50.9	
Level of competition: Transportation & shipping	4.1	51.1	
Customer purchasing decisions based on product performance	5.2	69.3	
Concentration vs. spread of corporate activity in industry	4.7	61.1	
Prevalence of business clusters in the value chain	4.8	63.7	
Disruption of established firms by innovative new entrants	4.0	50.5	
Inter-company R & D collaboration	4.0	50.8	
Establishment-Tertiary institutions R & D collaboration	3.9	48.3	
Industry R & D collaboration	3.9	48.7	
Establishment offers flexible working arrangements	3.9	48.8	

Inclusiveness

Indicator	Mean Rating	Score	
<i>Talent ecosystem</i>			
Culture of open collaboration	5.3	71.5	
Employee willingness to change jobs	4.1	52.0	
Employee-employer relations	5.6	77.1	
Customer purchasing decisions based on decent work/wages commitment	3.8	46.3	
Customer purchasing decisions based on diversity, equity & inclusion commitment	3.9	48.6	
Appointment of senior management based on merit	5.5	75.6	
Equal opportunities given to women	5.6	77.2	
Equal opportunities given to different ethnic/racial backgrounds	5.5	74.6	
Equal opportunities given to persons with disabilities	5.1	67.6	
Equal opportunities given to persons living with albinism	4.8	62.7	
Equal opportunities into leadership positions: women	5.8	79.2	
Equal caregiving time-off between male and female workers	4.7	60.8	
Salaries/wages reflecting productivity	4.8	62.5	
Wage gap between low-paid and high-paid workers	3.9	47.8	
Equal opportunities into leadership positions: different ethnic/racial backgrounds	5.6	76.8	
Equal opportunities into leadership positions: persons with disabilities	5.1	68.1	
Equal opportunities into leadership positions: persons living with albinism	5.2	70.0	
Supervising supply-chain impact on health, mental health & well-being	4.7	62.3	
Supervising supply-chain decent work standards and wages	5.0	66.0	
Supervising supply-chain diversity, equity and inclusion	5.0	66.0	
Accounting for own production's decent work standards and wages	5.1	68.5	
Accounting for own production's diversity, equity and inclusion	5.1	68.0	
<i>Resources ecosystem</i>			
Efficiency of public transport services	4.6	59.3	
Reliability of water supply	4.1	51.8	
Reliability of electricity supply	4.9	65.3	
Overcrowding in town/city centre of operation	4.5	57.8	
Dispersion of foreign visitors across the country	3.3	37.5	
Efficiency of train services	2.8	29.2	
Efficiency of air transport services	3.9	49.1	
Accessibility of seaport services	3.0	34.0	
<i>Financial ecosystem</i>			
Ease of obtaining equity funding for start-ups	2.9	31.7	

Institutional ecosystem

Openness of regulations to foreign direct investment	3.6	44.0	
Openness of regulations to domestic investment	4.7	60.9	
Government ensures a stable policy environment	4.4	56.2	
Ease of complying with government regulation	4.4	55.9	
Effectiveness of personal data protection regulation	5.1	68.4	
Establishment's awareness of government's long-term vision	5.4	72.9	
Ease of complying with tax policies	4.5	58.9	
Labour laws allow flexible hiring and dismissal	4.4	56.8	
Government conducts timely updates of legal frameworks	4.6	59.5	

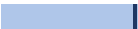
Access to finance for business operations	4.0	49.5	
Public debt reducing private investment by limiting credit access for businesses	3.5	41.0	
Government borrowing raising interest rates for private sector	3.5	41.3	
<i>Institutional ecosystem</i>			
Protection of intellectual property rights	4.8	63.1	
Government's equitable treatment of all businesses	4.5	58.0	
Tax policy addressing inequality in society	4.1	51.9	
Senior management's delegation of authority	5.5	75.5	
Government support for market demand, for chosen strategic market	4.5	58.6	
Protection of property rights	4.8	63.2	

Sustainability

Indicator	Mean Rating	Score	
Talent ecosystem			
Purchasing decision based on price and product impact on the environment and nature	3.8	46.6	
Customer purchasing decisions based on health impact	4.4	56.5	
Resources ecosystem			
Cost imposed on business by climate change	3.5	42.3	
Investment in green/sustainable production infrastructure	3.7	45.3	
Supervising supply-chain impact on environment and nature	4.6	59.3	
Accounting for own production's impact on environment and nature	5.0	66.0	
Adequacy of environment and nature protection	4.8	62.5	
Adequacy of cultural heritage protection	4.9	64.6	
Institutional ecosystem			
Cost imposed on business by social/political unrest	4.0	49.5	
Public ESG (Environmental, Social & Governance) reporting	4.3	54.9	
Tax policy addressing environmental degradation	4.1	51.0	
Government support for production, for chosen strategic market	4.6	60.6	

Resilience

Indicator	Mean Rating	Score	
Talent ecosystem			
Supervision of production methods' impact on provision of re-skilling and upskilling	4.8	63.0	
Own responsibility for production methods' impact on health, mental health and wellbeing	5.0	67.5	
Own responsibility for production methods' provision of re-skilling and upskilling	4.9	65.3	
Investment in employee training and development	5.1	67.9	
Government promotion of investment in mid-career training	4.4	56.4	
Human capital expenditure perception	5.0	67.3	
How restrictive are regulations for hiring foreign labour	4.4	56.3	
Availability of skill in local labour market	5.4	73.8	
Fill vacancies by hiring foreign labour	3.5	41.5	
Resources ecosystem			
Evolution of supply chains over the next five years	4.3	54.3	
Quality of road infrastructure	3.5	41.9	
Growth and revival strategy developed	5.0	67.0	
Financial ecosystem			
Financial system resilience	4.0	50.4	
Financial auditing and reporting standards	5.3	71.3	
Technology ecosystem			
Adaptability to negative changes	5.2	69.2	
Institutional ecosystem			
Corruption costs on businesses	3.2	37.2	
Incidence of crime and violence	3.5	41.1	
Enforcement of law and order	4.7	62.3	
Effect of fiscal measures on competition	3.6	43.0	
Government adaptation	4.4	56.4	
Efficiency of judiciary system	4.6	59.8	
Judicial impartiality	3.1	35.5	
Political interference	3.8	46.6	
Professionalism of public officials	4.3	54.5	
Judicial system independence from government	3.9	47.9	
Judicial system independence from individuals	4.2	53.5	
Judicial system independence from companies	4.3	54.3	
Illegal diversion of public funds	3.7	45.5	
Professionalism of companies towards public officials	4.7	60.9	
Professionalism of companies towards politicians	4.4	57.1	
Extra payments/bribes on imports and exports	4.4	57.3	
Extra payments/bribes on public utilities	4.9	65.0	

Extra payments/bribes on tax payments	5.0	66.2	
Extra payments/bribes on awarding of public contracts and licences	4.6	59.9	
Extra payments/bribes on favourable judicial decisions	4.8	62.7	
Level of non-tariff barriers restricting foreign competition	3.8	47.4	

Appendix 27: Indicator description by pillar and driver

Id	Indicator	Driver	Concept	Rationale	Survey Question
INNOVATIVENESS					
A1.1	Entrepreneurial risk-taking culture	Technology ecosystem	Proxy for private sector's entrepreneurial culture and operational context	Entrepreneurship and risk-taking culture contribute to an economy's prosperity by stimulating innovation in companies' activities.	<i>To what extent is there a culture of taking risks to pursue entrepreneurial projects in your establishment?</i>
A1.2	Education system meeting establishment needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	An education system that meets employer needs contributes to efficient execution of complex, skilled tasks.	<i>How well does the education system meet the needs/expectations of your establishment?</i>
A1.3	Primary education meeting industry needs	Talent ecosystem	Measure of the amount of human capital embedded in the current workforce	Adequately educated workers at the primary level are an essential input to an economy's productive system.	<i>How well does the primary education system meet the needs of your industry?</i>
A1.4	Secondary education meeting industry needs	Talent ecosystem	Measure of the amount of human capital embedded in the current workforce	Adequately educated workers at the secondary level are an essential input to an economy's productive system.	<i>How well does the secondary education system meet the needs of your industry?</i>
A1.5	Vocational education meeting industry needs	Talent ecosystem	Measure of the amount of human capital embedded in the current workforce	Adequately skilled workers from vocational training are an essential input to an economy's productive system.	<i>How well does the vocational education system meet the needs of your industry?</i>
A1.6	Tertiary education meeting industry needs	Talent ecosystem	Measure of the amount of human capital embedded in the current workforce	Adequately educated workers at the tertiary level are an essential input to complex task execution and innovation.	<i>How well does the tertiary education system meet the needs of your industry?</i>
A1.7	Education meeting global citizenship/civic skills needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	Global citizenship and civic responsibility skills contribute to a workforce able to operate in a complex global economy.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on global citizenship and civic responsibility?</i>
A1.8	Education meeting innovation/creativity skills needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	Innovation and creativity skills contribute to efficient execution of complex tasks and innovation.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on innovation and creativity?</i>
A1.9	Education meeting collaboration/self-management skills needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	Collaboration and self-management skills are complementary to technical skills in supporting complex task execution.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on collaboration and self-management skills?</i>
A1.10	Education meeting digital/technology skills needs	Talent ecosystem	Proxy measure for ongoing availability of relevant digital talent	Digital and technology skills reduce the capacity gap that would otherwise limit the digital economy and technology ecosystem.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on digital and technology skills?</i>
A1.11	Education meeting maths/sciences skills needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	Maths and sciences skills are a foundational input to technical and innovative economic activities.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on maths and sciences skills?</i>

A1.12	Education meeting arts & culture skills needs	Talent ecosystem	Proxy measure of the quality of human capital available in the economy	Arts and culture skills complement technical skills in supporting a diversified and creative economy.	<i>In your opinion, how well does the current education system meet the skills needs of a competitive economy based on arts & culture?</i>
A2.1	Government support for long-term R&D investment	Resource ecosystem	Proxy measure government perceived support for long term R&D investment in markets of strategic importance in the next 10 years	Strategic industries require massive, high-risk, upfront R&D investments with multi-decade payoff horizons. Systemic government support—via direct funding, tax credits, or market guarantees—becomes the primary structural driver of a nation's competitive advantage	<i>In relation to the market of strategic importance identified, to what extent does the government support long term investment in R&D</i>
A4.1	Level of competition: Healthcare	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of healthcare services in your area?</i>
A4.2	Level of competition: Hotels, restaurants & leisure	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of hotels, restaurants and leisure services in your area?</i>
A4.3	Level of competition: Education	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of education services in your area?</i>
A4.4	Level of competition: Energy & utilities	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of energy and utilities services in your area?</i>
A4.5	Level of competition: Financial services	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of financial services in your area?</i>
A4.6	Level of competition: Professional (legal counsel)	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of professional (legal counsel) services in your area?</i>
A4.7	Level of competition: Technology support & design	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of technology support and design services in your area?</i>
A4.8	Level of competition: Real estate	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of real estate services in your area?</i>
A4.9	Level of competition: Retail & supplies	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of retail and supplies services in your area?</i>
A4.10	Level of competition: Telecommunication	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of telecommunication services in your area?</i>

A4.11	Level of competition: Transportation & shipping	Technology ecosystem	Proxy for private sector's entrepreneurial and competitive context	Competitive intensity in service provision stimulates innovation in firms' activities, organization, and strategies.	<i>What is the level of competition in the provision of transportation and shipping services in your area?</i>
A4.12	Customer purchasing decisions based on product performance	Technology ecosystem	Proxy for dual-axis baseline of consumer utility, commonly known as the Price-to-Performance Ratio.	Consumers rarely buy products based on a single isolated variable; instead, they make purchasing decisions by evaluating financial sacrifice against functional capability. Businesses can determine whether a market operates as a commoditized environment or a value-driven	<i>Do customers make purchasing decisions primarily on price and also on the basis of product performance</i>
A4.13	Concentration vs. spread of corporate activity in industry	Technology ecosystem	Proxy for private sector's entrepreneurial and operational context	Corporate activity spread among many firms rather than a few groups tends to stimulate competitive innovation.	<i>How does your establishment characterize corporate activity in your industry?</i>
A4.14	Prevalence of business clusters	Technology ecosystem	Proxy measure of agglomeration economies	Innovation tends to develop where complete networks of related firms, suppliers, and institutions are geographically close.	<i>How widespread are business clusters (geographic concentrations of firms, suppliers, producers of related entityproducts and services and specialised institutions) in your value chain?</i>
A4.15	Disruption of established firms by innovative new entrants	Technology ecosystem	Proxy measure of entrepreneurial dynamism	New companies disrupting established firms is a direct signal of an economy's innovative business culture.	<i>To what extent do new companies with innovative ideas disrupt established firms in your industry?</i>
A4.16	Inter-company R&D collaboration	Technology ecosystem	Measure of continuous investment in knowledge and technology	R&D collaboration between establishments expands the knowledge and technology base available to an economy.	<i>To what extent does the establishment collaborate with other establishments on research and development (R&D)?</i>
A4.17	Establishments-tertiary institutions R&D collaboration	Technology ecosystem	Measure of continuous investment in knowledge and technology	Collaboration with higher-learning institutions on R&D expands an economy's knowledge production capacity.	<i>To what extent does the establishment collaborate with institutions of higher learning such as universities and colleges on research and development (R&D)?</i>
A4.18	Industry R&D collaboration	Technology ecosystem	Measure of continuous investment in knowledge and technology	Mutually beneficial R&D collaboration across an industry contributes to knowledge expansion that benefits all economic activities.	<i>To what extent do establishments in your industry participate in mutually beneficial collaboration on R&D?</i>
A4.19	Establishment offers flexible working arrangements	Technology ecosystem	Proxy measure of the organization's structural agility, operational resilience, and talent retention framework.	The core rationale is that modern workplace dynamics have shifted from hours logged at a physical desk to an output-driven performance model.	<i>To what extent does your establishment offer working arrangement such as remote and flexi-time work?</i>
A5.1	Openness of regulations to foreign direct investment	Institutional ecosystem	Proxy measure of public-sector capacity to regulate investment efficiently	Regulatory quality around FDI facilitates the investment flows that support innovative economic development.	<i>How restrictive are rules and regulations on foreign direct investment?</i>
A5.2	Openness of regulations to domestic investment	Institutional ecosystem	Proxy measure of public-sector capacity to regulate investment efficiently	Regulatory quality around domestic investment facilitates private-sector development and innovation.	<i>How restrictive are rules and regulations on domestic investment?</i>

A5.3	Government ensures a stable policy environment	Institutional ecosystem	Proxy measure of stability of policymaking	Policy stability and long-term planning reduce uncertainty and expand the time horizon for investment decisions.	To what extent does the government ensure a stable policy environment for doing business?
A5.4	Ease of regulatory compliance	Institutional ecosystem	Proxy measure for public-sector capacity to regulate with minimal burden on business	Regulatory quality that minimises compliance burden facilitates investment and private-sector development.	<i>How easy is it for establishments to comply with government regulation and administrative requirements (e.g., permits, reporting, and legislation)?</i>
A5.5	Effectiveness of personal data protection regulation	Institutional ecosystem	Proxy measure of regulatory quality applied to the digital economy	Effective data protection regulation supports trust in digital technologies, a precondition for their productive adoption.	How effective are the regulations which protect personal data held by the establishment?
A5.6	Establishment's awareness of government's long-term vision	Institutional ecosystem	Proxy measure of stability and communication of policymaking	Establishment awareness of long-term government vision reflects the policy stability that expands firms' investment time horizons.	To what extent does your establishment know about the government's long-term vision?
A5.7	Ease of complying with tax policies	Institutional ecosystem	Proxy measure of regulatory quality applied to tax administration	Tax policies that are easy to comply with reduce the burden of regulation on private-sector development.	To what extent are tax policies easy to comply with?
A5.8	Labour laws allow flexible hiring and dismissal)	Institutional ecosystem	Proxy measure of labour-market adaptability	Flexible hiring and dismissal rules allow the labour market to adapt and reallocate workers in response to shocks.	To what extent do existing labour laws allow for the flexible hiring and dismissal of workers?
A5.9	Government conducts timely updates of legal frameworks	Institutional ecosystem	Proxy measure of the agility and velocity of the government regulatory system relative to the speed of technological innovation.	Strategic markets evolve exponentially, while traditional legal frameworks evolve linearly. If a government fails to update its laws in a timely manner, it creates: regulatory lag either leaves the public exposed to unmitigated systemic risks or creates massive legal uncertainty that suffocates private investment.	<i>In relation to strategic markets identified to what extent does the government conduct timely updates of legal framework</i>
INCLUSIVENESS					
B1.1	Culture of open collaboration	Technology ecosystem	Proxy for private sector's entrepreneurial culture	An internal culture of open collaboration contributes to a firm's capacity to innovate.	To what extent does your establishment nurture an internal culture of open collaboration?
B1.2	Employee willingness to change jobs	Talent ecosystem	Proxy measure of labour-market fluidity	A labour force willing to move between employers contributes to an economy's ability to reallocate talent in response to shocks.	In your opinion, to what extent are your employees willing to move to other companies to pursue new professional opportunities?
B1.3	Employee–employer relations	Talent ecosystem	Proxy measure for equal access to a fair workplace relationship	Good employer–employee relations reflect an absence of discriminatory or exploitative labour practices.	How do you rate employee–employer relations in your industry?
B1.4	Customer purchasing decisions based on decent work/wages commitment	Talent ecosystem	Proxy measure of demand-side pressure for inclusive labour practices	Consumers rewarding decent work standards create market incentives for inclusive human capital practices.	Do customers make purchasing decisions primarily on price and also on the basis of company commitment to decent work standards and wages?
B1.5	Customer purchasing decisions based on diversity,	Talent ecosystem	Proxy measure of demand-side pressure for inclusive firm practices	Consumers rewarding DEI commitments create market incentives for inclusive workforce practices.	<i>Do customers make purchasing decisions primarily on price and also on the basis of company commitment to diversity, equity and inclusion?</i>

	equity & inclusion commitment				
B1.6	Appointment of senior management based on merit	Talent ecosystem	Proxy measure of equal access to leadership positions	Merit-based appointment reduces discrimination in access to leadership, a precondition for inclusive human capital.	What criteria is used to appoint senior management positions in your industry?
B1.7	Equal opportunities given to women	Talent ecosystem	Proxy measure for equal access to employment opportunities across social groups	Absence of discrimination in employment because of gender is a precondition for inclusive human capital.	<i>To what extent does your establishment give equal opportunities to the following people? — Women</i>
B1.8	Equal opportunities given to different ethnic/racial backgrounds	Talent ecosystem	Proxy measure for equal access to employment opportunities across social groups	Absence of discrimination in employment because of ethnicity or race is a precondition for inclusive human capital.	<i>To what extent does your establishment give equal opportunities to the following people? — Those typically from a different ethnic or racial background</i>
B1.9	Equal opportunities given to persons with disabilities	Talent ecosystem	Proxy measure for equal access to employment opportunities across social groups	Absence of discrimination in employment because of disability is a precondition for inclusive human capital.	<i>To what extent does your establishment give equal opportunities to the following people? — Those living with disabilities</i>
B1.10	Equal opportunities given to persons living with albinism	Talent ecosystem	Proxy measure for equal access to employment opportunities across social groups	Absence of discrimination in employment because of albinism is a precondition for inclusive human capital.	<i>To what extent does your establishment give equal opportunities to the following people? — Those living with albinism</i>
B1.11	Equal opportunities into leadership positions: women	Talent ecosystem	Proxy measure for equal access to leadership positions across social groups	Discrimination in access to leadership positions because of gender harms inclusion in the knowledge and technology ecosystem.	To what extent does your establishment give equal opportunities for promotions into leadership positions to — Women?
B1.12	Equal caregiving time-off between male and female workers	Talent ecosystem	Measure of gender gaps in employment conditions	Equal access to care-related time off across genders ensures men and women are equally treated in the labour market.	In your establishment, to what extent do male and female workers take equal time off to care for children and the elderly?
B1.13	Salaries/wages reflecting productivity	Talent ecosystem	Proxy measure of equitable reward for labour	Wages that reflect productivity are an essential component of inclusive human capital, rewarding workers with decent standards of living.	To what extent does average salaries/wages reflect productivity?
B1.14	Wage gap between low-paid and high-paid workers	Talent ecosystem	Proxy measure of wage distribution in the labour market	Equitable wage distribution is an essential component of inclusive human capital.	To what extent do salaries/wages differ between low-paid workers and high-paid workers?
B1.5	Equal opportunities into leadership positions: different ethnic/racial backgrounds	Talent ecosystem	Proxy measure for equal access to leadership positions across social groups	Discrimination in access to leadership positions because of ethnicity or race harms inclusion in the knowledge and technology ecosystem.	To what extent does your establishment give equal opportunities for promotions into leadership positions to — those typically from a different ethnic or racial background?
B1.16	Equal opportunities into leadership positions: persons with disabilities	Talent ecosystem	Proxy measure for equal access to leadership positions across social groups	Discrimination in access to leadership positions because of disability harms inclusion in the knowledge and technology ecosystem.	To what extent does your establishment give equal opportunities for promotions into leadership positions to — those living with disabilities?
B1.17	Equal opportunities into leadership positions: persons living with albinism	Talent ecosystem	Proxy measure for equal access to leadership positions across social groups	Discrimination in access to leadership positions because of albinism harms inclusion in the knowledge and technology ecosystem.	To what extent does your establishment give equal opportunities for promotions into leadership positions to — those living with albinism?

B1.18	Supervising supply-chain impact on health, mental health & well-being	Talent ecosystem	Proxy measure of equal access to health protection through the value chain	Monitoring health and well-being impacts across the supply chain extends inclusive human-capital protection beyond direct employees.	<i>To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas? — Health, mental health and well-being</i>
B1.19	Supervising supply-chain decent work standards and wages	Talent ecosystem	Proxy measure of how seriously an organization integrates decent work standards into its supply chain oversight	Evaluates how deeply the establishment integrates ethical labor practices into supply chain monitoring — not just compliance at the surface level	<i>To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas? — decent work standardsg</i>
B1.20	Supervising supply-chain diversity, equity and inclusion	Talent ecosystem	Proxy measure to whether an organization embeds diversity, equity, and well-being into its supply chain oversight.	Evaluates how deeply the establishment integrates social justice and well-being principles into supply chain monitoring — beyond compliance, toward genuine inclusion and care.	<i>To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas? — diversity, equity and well being</i>
B1.21	Accounting for own production's decent work standards and wages	Talent ecosystem	Proxy measure whether an organization takes direct responsibility for how its local production practices affect workers' rights and livelihoods.	Evaluates whether the establishment integrates fair labor and wage practices into its own local production activities, showing that ethical responsibility is not outsourced but lived internally.	<i>To what extent does your establishment account for the impact of its own local production activities decent work standards and wages?</i>
B1.22	Accounting for own production's diversity, equity and inclusion	Talent ecosystem	Proxy measure on whether an organization takes direct responsibility for embedding diversity, equity, and inclusion principles into its own local operations, not just in its supply chain.	Evaluates whether an organization takes direct responsibility for embedding diversity, equity, and inclusion principles into its own local operations, not just in its supply chain.	<i>To what extent does your establishment account for the impact of its own local production activities on diversity, equity and inclusion?</i>
B2.1	Efficiency of public transport services	Resources ecosystem	Proxy measure of widespread access to mobility services	Access to efficient public transport contributes to inclusive access to jobs and services across social groups.	How efficient are public transport services?
B2.2	Reliability of water supply	Resources ecosystem	Proxy measure of equal access to water services	Reliable water supply is a basic component of inclusive access to essential services for all businesses and households.	How reliable is the water supply?
B2.3	Reliability of electricity supply	Resources ecosystem	Proxy measure of energy infrastructure resilience	Reliable electricity supply reduces an economy's exposure to production shocks from energy shortages.	How reliable is the electricity supply?
B2.4	Overcrowding in town/city centre of operation	Resources ecosystem	Proxy measure of widespread access to urban space and housing	Overcrowding reflects unequal access to urban land, transport, and housing, an element of inclusive resource access.	How would you characterize your town or city centre where you operate from?
B2.5	Efficiency of train services	Resources ecosystem	Proxy measure of the efficiency of freight/passenger rail capacity	Efficient, diversified transport modes reduce dependence on any single logistics channel, improving resilience to shocks.	How efficient (in terms of frequency, punctuality, speed, price) are train services (if applicable)?
B2.6	Efficiency of air transport services	Resources ecosystem	Proxy measure of the efficiency of air transport capacity	Efficient air transport supports trade continuity and rapid response capacity in an economy.	How efficient are air transport services (if applicable)?

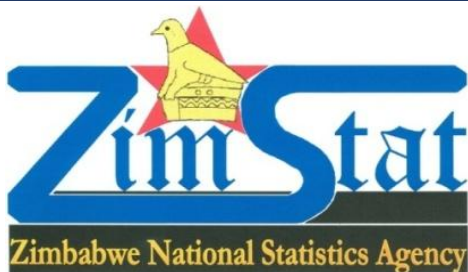
B2.7	Accessibility of seaport services	Resources ecosystem	Proxy measure of exposure to trade-logistics disruption	Accessible port services reduce an economy's exposure to external supply and export shocks.	How accessible are seaport services (if applicable)?
B2.8	Dispersion of foreign visitors across the country	Resources ecosystem	Proxy measure of the inclusive geographic distribution of economic activity	Dispersal of tourism and business travel reflects whether economic benefits reach beyond a few concentrated locations.	To what extent are foreign visitors (tourists and business travellers) dispersed throughout the country?
B3.1	Ease of obtaining equity funding for start-ups	Financial ecosystem	Measure of venture and SME finance availability	Access to equity funding for innovative start-ups is a core component of a financial ecosystem that supports innovation.	How easy is it for start-up entrepreneurs with innovative projects to obtain equity funding?
B3.2	Access to finance for business operations	Financial ecosystem	Measure of equal access to financial services	Access to finance for business operations is an essential feature of an inclusive financial system.	To what extent can the enterprise access finance for business operations through the financial sector?
B3.3	Public debt reducing private investment by limiting credit access for businesses	Financial ecosystem	Proxy measure of public-finance soundness	Public debt dynamics that crowd out private credit access reflect fiscal vulnerabilities that threaten financial resilience.	To what extent is public debt reducing private investment by limiting access to credit for businesses?
B3.4	Government borrowing raising interest rates for private sector	Financial ecosystem	Proxy measure of macro-financial stability	Government borrowing that raises interest rates signals fiscal pressures that undermine financial-sector resilience.	To what extent is government borrowing increasing interest rates, making it harder for private sector to access affordable loans?
B5.1	Protection of intellectual property rights	Institutional ecosystem	Proxy measure of regulatory quality enabling knowledge generation	IP protection incentivises the research and innovation activities that generate patents, trademarks, and new technologies.	To what extent are intellectual property rights protected by the existing legal framework?
B5.2	Government's equitable treatment of all businesses	Institutional ecosystem	Proxy measure of inclusion of all social/business groups in governed spaces	Equitable government treatment of all businesses is a dimension of inclusive institutions.	To what extent does the government serve the interest of all businesses equitably?
B5.3	Tax policy addressing inequality in society	Institutional ecosystem	Proxy measure of inclusion considerations in public budgets	Tax policy that addresses inequality reflects an inclusive fiscal system responsive to the needs of all social groups.	To what extent are tax policies addressing inequality in your society?
B5.4	Senior management's delegation of authority	Institutional ecosystem	Proxy for private sector's organizational and operational context	Delegated authority reflects an entrepreneurial organizational culture that supports innovation.	To what extent does senior management delegate authority in your establishment?
B5.5	Government support for market demand, for chosen strategic market (11.3iii)	Institutional ecosystem	Proxy measure on how governments actively shape and stimulate demand in emerging or strategic markets.	Evaluates whether governments use their purchasing power and fiscal incentives to kickstart demand in strategic markets, thereby reducing risk for innovators and ensuring national competitiveness over the next decade.	In relation to markets of strategic importance in the next 10 years to what extent does the government support market demand by being the first buyer through fiscal incentives?
B5.6	Protection of property rights	Institutional ecosystem	Proxy measure of an economy's public-sector capacity to secure assets	Protection of property rights guarantees security for citizens and firms, a core dimension of the rule of law.	To what extent are property rights, including financial assets, protected in your industry?
SUSTAINABILITY					

C1.1	Purchasing decision based on price and product impact on the environment and nature	Talent ecosystem	Proxy measure of buyer sophistication on environment and nature	Consumption patterns that reward low environmental impact contribute to making the human capital base more sustainable through demand-side pressure.	Do customers make purchasing decisions primarily on price and also on the basis of product impact on the environment and nature?
C1.2	Customer purchasing decisions based on health impact	Talent ecosystem	Proxy measure of consumer sophistication on health outcomes	Consumption patterns that reward health-positive products shape firms' incentives toward more sustainable production.	Do customers make purchasing decisions primarily on price and also on the basis of product impact on health?
C2.1	Cost imposed on business by climate change	Resources ecosystem	Proxy measure of the economic footprint of climate-related risk	Climate change costs to business reflect the environmental exposure embedded in an economy's resource base.	To what extent do the following impose costs on businesses? — Climate change
C2.2	Investment in green/sustainable production infrastructure	Resources ecosystem	Proxy measure of financial resources allocated to environmentally sustainable capital	Investment in green infrastructure contributes to shifting the physical capital base toward environmental sustainability.	To what extent does the establishment invest in green and sustainable production systems and infrastructure?
C2.3	Supervising supply-chain impact on environment and nature	Resources ecosystem	Proxy measure of environmental footprint management	Monitoring environmental impacts across the supply chain contributes to making the physical capital base environmentally sustainable.	To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas? — Environment and nature
C2.4	Accounting for own production's impact on environment and nature	Resources ecosystem			
C2.5	Adequacy of environment and nature protection	Resources ecosystem	Proxy measure of the regenerative capacity of natural capital	Adequate protection of the environment and nature indicates that natural capital is not being eroded.	To what extent is the environment and nature adequately protected?
C2.6	Adequacy of cultural heritage protection	Resources ecosystem	Proxy measure of institutional commitment to non-economic capital preservation	Protection of cultural heritage reflects a government's commitment to preserving capital beyond narrowly economic measures.	To what extent is cultural heritage adequately protected?
C5.1	Cost imposed on business by social/political unrest	Institutional ecosystem	Proxy measure of political and social stability	Unrest imposing business costs reflects the fragility of the institutional and political ecosystem.	To what extent do the following impose costs on businesses? — Wide-scale social and political unrest
C5.2	Public ESG (Environmental, Social & Governance) reporting	Institutional ecosystem	Proxy measure of institutional commitment to environmental disclosure	Public ESG reporting reflects a firm-level analogue of institutional capacity to regulate and disclose environmental performance.	To what extent do you and other establishments in your industry publicly report Environmental, Social and Governance (ESG) impact?
C5.3	Tax policy addressing environmental degradation	Institutional ecosystem	Proxy measure of political will to pursue a green fiscal agenda	Tax policy addressing environmental degradation reflects government commitment to environmental sustainability.	To what extent are tax policies addressing environmental degradation?
C5.4	Government support for production, for chosen strategic market	Institutional ecosystem	Proxy measure on how governments collaborate with businesses to ensure that strategic industries grow sustainably and competitively	Evaluates whether governments actively collaborate with the private sector to support production in strategic markets, ensuring risk-sharing, innovation, and competitiveness over the next 10 years.	In relation to the markets of strategic importance in the next 10 years to what extent does the government work with the private sector to support production?
RESILIENCE					

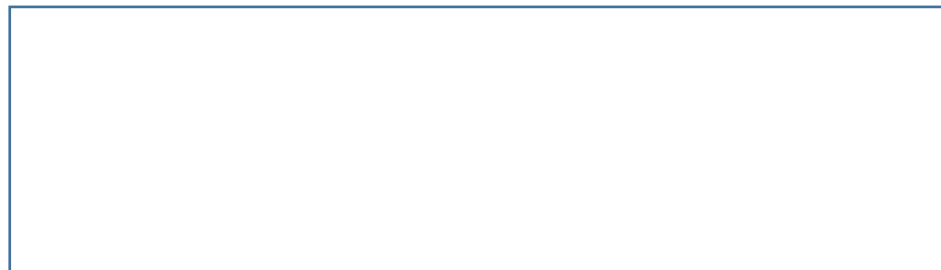
D1.1	Supervision of production methods' impact on provision of reskilling/upskilling	Talent ecosystem	Proxy measure of the extent of reskilling programmes in the value chain	Reskilling provision across the supply chain makes the broader workforce resilient to industry shocks.	To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas? — Provision of reskilling and upskilling
D1.2	Own responsibility for production methods' impact on health, mental health and wellbeing	Talent ecosystem	Proxy measure whether an organization takes direct responsibility for how its local production practices affect the holistic health of its workforce and surrounding communities.	Evaluate whether an establishment integrates health, mental health, and well-being safeguards into its own local production activities, demonstrating that responsibility for human welfare is embedded at the core of operations.	To what extent does the establishment account for the impact of its own local production activities on health, mental health and wellbeing?
D1.3	Own responsibility for production methods' provision of reskilling and upskilling	Talent ecosystem	Proxy measure on whether an organization takes direct responsibility for ensuring that its local production activities contribute to the continuous development of its workforce.	Evaluate whether an establishment integrates reskilling and upskilling initiatives into its local production activities, showing that it values workforce development as a strategic and ethical responsibility.	To what extent does the establishment account for the impact of its own local production activities on provision of reskilling and upskilling?
D1.4	Investment in employee training and development	Talent ecosystem	Proxy measure of the extent of reskilling programmes in an economy	Investment in training allows the workforce to be resilient to industry shocks and re-deployed across tasks and sectors.	To what extent does the establishment invest in employee training and development?
D1.5	Government promotion of investment in mid-career training	Talent ecosystem	Proxy measure for lifelong learning	Continuous updating of workers' competences contributes resilient supply of skilled personnel to technological disruptions.	To what extent does government promote investment in mid-career reskilling and upskilling opportunities?
D1.6	Human capital expenditure perception	Talent ecosystem	Proxy measure of the quality of human capital investment mindset in the economy	Treating human capital expenditure as investment rather than cost contributes to skills-intensive economic activity.	How does your establishment perceive human capital expenditure?
D1.7	How restrictive are regulations for hiring foreign labour	Talent ecosystem	Proxy measure for possibility to use foreign labour to limit talent availability shortages	Foreign labour can make up for missing domestic talent, contributing to resilience against skills shortages.	How restrictive are regulations for hiring foreign labour?
D1.8	Availability of skill in local labour market	Talent ecosystem	Proxy measure of the quality and availability of human capital in the economy	Ease of finding domestic talent contributes to efficient execution of complex tasks and innovation.	How easy/difficult is it for your establishment to find persons with required skills to fill vacancies in the local labour market?
D1.9	Fill vacancies by hiring foreign labour	Talent ecosystem	Proxy measure for possibility to use foreign labour to limit talent availability shortages	Ease of hiring foreign labour makes up for missing domestic talent, contributing to resilience against skills shortages.	How easy/difficult is it for your establishment to find persons with required skills to fill vacancies by hiring foreign labour?
D2.1	Evolution of supply chains over the next five years	Resources ecosystem	Proxy measure of anticipated supply-chain concentration or diversification	Expectations of supply-chain localization/globalization signal an economy's future exposure to external shocks.	How do you expect supply chains to evolve over the next five years?
D2.2	Quality of road infrastructure	Resources ecosystem	Proxy measure of the quality of physical transport capital	Sound road infrastructure limits an economy's exposure to logistics disruption and supports continuity of economic activity under shocks.	What is the quality (extensiveness and condition) of road infrastructure in your operating environment?

D2.3	Growth and revival strategy developed	Resources ecosystem	Firm-level proxy for the capacity to navigate challenging economic situations	An effective growth and revival strategy reflects a firm's capacity to act decisively and recover from shocks.	In the current economic context, to what extent has your establishment developed an effective growth and revival strategy?
D3.1	Financial system resilience	Financial ecosystem	Proxy measure of the capacity of the financial sector to withstand shocks	Sound, well-capitalized financial institutions contribute to an economy's financial resilience.	What is your assessment of the soundness of financial institutions? (adequate liquidity, wide expansion and sound loan and investment policies)
D3.2	Financial auditing and reporting standards	Financial ecosystem	Proxy measure of financial-sector governance quality	Rigorous auditing and reporting standards reduce systemic risk and contribute to a resilient financial ecosystem.	How stringent is your enterprise in the enforcement of financial auditing and reporting standards?
D4.1	Adaptability to negative changes	Technological ecosystem	Firm-level proxy for the capacity to adapt to shocks	A firm's capacity to adapt to adverse changes contributes to an economy's overall resilience to shocks.	To what extent does the establishment adapt to negative changes in the business environment?
D5.1	Corruption costs on businesses	Institutional ecosystem	Proxy measure of the economic drag of weak institutional integrity	Corruption imposing costs on business signals institutional fragility that undermines resilience to shocks.	To what extent do the following impose costs on businesses? — Corruption
D5.2	Incidence of crime and violence	Institutional ecosystem	Proxy measure of exposure to instability and violence	Widespread crime and violence is a direct dimension of weak institutional resilience.	To what extent do the following impose costs on businesses? — Incidence of crime and violence
D5.3	Enforcement of law and order	Institutional ecosystem	Proxy measure of the public sector's role in guaranteeing order	The extent of reliance on police capacity reflects an economy's institutional capacity to establish security and enforce the rule of law.	To what extent does your business rely on police services to enforce law and order?
D5.4	Fiscal measures distorting competition	Institutional ecosystem	Proxy measure of public-sector capacity to regulate markets with minimal distortion	Fiscal measures that distort competition undermine the regulatory quality needed for efficient private-sector development.	To what extent do fiscal measures (subsidies, tax breaks, etc.) distort competition in your industry?
D5.5	Government adaptation	Institutional ecosystem	Proxy measure of the capacity of government to navigate challenging situations	The capacity of government to act decisively in response to change allows an economy to recover from shocks.	In your opinion, to what extent does the government respond effectively to change (e.g., technological changes, societal and demographic trends, security and economic challenges)?
D5.6	Efficiency of judiciary system	Institutional ecosystem	Proxy measure of public-sector capacity to enforce contracts	Efficient legal and judicial systems contribute to the rule of law that underpins institutional resilience.	How efficient are the legal and judicial systems in settling company disputes?
D5.7	Judicial impartiality	Institutional ecosystem	Proxy measure of checks on government power	The ability of businesses to challenge government action through the courts is a dimension of respect for the rule of law.	How easy is it for private businesses to challenge government actions through the legal system?
D5.8	Political interference	Institutional ecosystem	Proxy measure for the prevalence of corruption in public life	High ethical standards among politicians discourage rent-seeking behaviour that erodes institutional resilience.	How do you rate the ethical standards of politicians in their interaction with the business community?
D5.9	Professionalism of public officials	Institutional ecosystem	Proxy measure for the prevalence of corruption in the public sector	High ethical standards among public officials discourage rent-seeking behaviour that erodes institutional resilience.	How do you rate the ethical standards of public officials in their interaction with the business community?

D5.10	Judicial system independence from government	Institutional ecosystem	Proxy measure of separation of powers	An independent judiciary that is not subject to government influence is a core dimension of the rule of law.	In your opinion, how independent is the judicial system from the influence of government?
D5.11	Judicial system independence from individuals	Institutional ecosystem	Proxy measure of judicial integrity	An independent judiciary that is not subject to influence from individuals is a core dimension of the rule of law.	In your opinion, how independent is the judicial system from the influence of individuals?
D5.12	Judicial system independence from companies	Institutional ecosystem	Proxy measure of judicial integrity	An independent judiciary that is not subject to influence from companies is a core dimension of the rule of law.	In your opinion, how independent is the judicial system from the influence of companies?
D5.13	Illegal diversion of public funds	Institutional ecosystem	Proxy measure for the prevalence of corruption in the public sector	Absence of illegal diversion of public funds contributes to prosperity by discouraging rent-seeking and inappropriate spending.	In your opinion, how common is illegal diversion of public funds?
D5.14	Professionalism of companies towards public officials	Institutional ecosystem	Proxy measure for the prevalence of corruption in public-private interactions	Ethical corporate conduct toward public officials contributes to an economy's institutional resilience.	How do you rate the corporate ethics of companies in their interactions with public officials?
D5.15	Professionalism of companies towards politicians	Institutional ecosystem	Proxy measure for the prevalence of corruption in public-private interactions	Ethical corporate conduct toward politicians contributes to an economy's institutional resilience.	How do you rate the corporate ethics of companies in their interactions with politicians?
D5.17	Extra payments/bribes on imports/exports	Institutional ecosystem	Proxy measure for the prevalence of corruption in trade facilitation	Absence of bribery in trade transactions reflects institutional integrity that supports economic resilience.	How common is it for companies to make undocumented extra payments or bribes in connection with imports and exports?
D5.18	Extra payments/bribes on public utilities	Institutional ecosystem	Proxy measure for the prevalence of corruption in service delivery	Absence of bribery in accessing utilities reflects institutional integrity that supports economic resilience.	How common is it for companies to make undocumented extra payments or bribes in connection with public utilities (e.g., telephone, electricity)?
D5.19	Extra payments/bribes on tax payments	Institutional ecosystem	Proxy measure for the prevalence of corruption in tax administration	Absence of bribery in tax payments reflects institutional integrity that supports economic resilience.	How common is it for companies to make undocumented extra payments or bribes in connection with tax payments?
D5.20	Extra payments/bribes on public contracts/licences	Institutional ecosystem	Proxy measure for the prevalence of corruption in public procurement	Absence of bribery in awarding contracts and licences reflects institutional integrity that supports economic resilience.	How common is it for companies to make undocumented extra payments or bribes in connection with awarding of public contracts and licences?
D5.21	Extra payments/bribes on favourable judicial decisions	Institutional ecosystem	Proxy measure for the prevalence of corruption in the judiciary	Absence of bribery in obtaining judicial decisions reflects institutional integrity that supports the rule of law.	How common is it for companies to make undocumented extra payments or bribes in connection with obtaining favourable judicial decisions?
D5.22	Level of non-tariff barriers restricting foreign competition	Institutional ecosystem	Proxy measure of exposure to trade friction	Non-tariff barriers that limit import competitiveness reflect an economy's exposure to trade-related supply disruption.	To what extent do non-tariff barriers (e.g., health and product standards, technical and labelling requirements) limit the ability of imported goods to compete in your sector?



All communications should be addressed to
"THE DIRECTOR- GENERAL"
P.O. Box CY342,
Causeway,
Harare
Zimbabwe
Telephone No. +263 4 706681-8 / +263 4
703971-7



2025 NATIONAL COMPETITIVENESS BASELINE SURVEY

Dear Sir/Madam

The Zimbabwe National Statistics Agency (ZIMSTAT), in collaboration with the National Competitiveness Commission (NCC), is conducting the National Competitiveness Baseline Survey (NCBS). The reference period for the survey is 1st January 2025 to 31st December 2025.

Data collected through the survey will provide invaluable insights into key determinants of competitiveness, such as innovativeness, inclusiveness, sustainability, and resilience. In addition, the indicators derived from the survey will help ascertain the level of competitiveness of enterprises in Zimbabwe, thereby informing policy and program decisions.

This survey is conducted under the Census and Statistics Act [Chapter 10:29]. All information provided is strictly confidential and will be used for statistical purposes only. Individual data will not be disclosed in a way that identifies any respondent.

ZIMSTAT appreciates your co-operation in promptly completing and returning the questionnaire. If you have any queries regarding the survey, kindly contact your nearest ZIMSTAT Provincial Office. Contact details are provided at the back of the questionnaire. Alternatively, you may contact Ms.S. Sanjobo, sanjobos@zimstat.co.zw, +263 783 016 477 or Mrs C. Kumalo, kumaloc@zimstat.co.zw, +263 772430315

Please do not post the completed form but email or hand it over to ZIMSTAT personnel.

Your cooperation in this regard is highly appreciated.

Sincerely,

DIRECTOR-GENERAL

Board of Directors: Mr J. Mafarikwa (Chairman); Dr S. Showa (Vice Chairman); Mr N. Mnkandla; Dr N. Mupunga; Mr E. Manjoro; Mr E. Chuzu; Ms F. Jambwa; Mrs T. Chitsamatanga; Miss M. Bakali; Mrs T. Bandama (Director-General)

Prov.	Dist.			Ind. Code				Est. No.				Year			
<i>For office use only</i>															

GPS COORDINATES.....

SECTION 1: ESTABLISHMENT BACKGROUND (PLEASE Write in print form)

1.1 What is the Legal or Registered Name of the establishment?
.....

1.2 What is the trading name of the establishment?
.....

1.3 What is the physical address from which the establishment operates?
.....

1.4 Business Telephone Numbers

1.5 Business E-mail address

1.6 Details of the person completing the questionnaire. (N.B. the person should be in management)

Name	
Designation	
Telephone number	
Email Address	

1.7 What is the establishment's type of ownership? (Please circle the appropriate code)

1. Sole Proprietorship ☐

6. Private Limited Company ☐

2. Partnership ☐

7. Cooperative ☐

3. Public Limited Company ☐

8. Central Government

4. Local Government ☐ ☐

9. Parastatal ☐

5. Non- Profit-Making Institution ☐

10. Private Business Corporation ☐

1.8 The majority shareholders for the enterprise are:

Local ☐

Foreign owned ☐

Equal ☐

1.9 Is the establishment a subsidiary or branch of an enterprise?1 Yes ☐ 2 No ☐

1.10 If yes in Qn1.9 what is the name of the parent enterprise?

1.11 What was the establishment's number of full time and non-full- time employees as at 31 December 2025?

Male	Female	Total
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1.12 What was the establishment's main kind of economic activity? (Describe clearly e.g. meat canning, clothing manufacturing, coal mining, vehicle assembly)

.....

1.13 Main economic activity ISIC code

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SECTION 2: INFRASTRUCTURE

The section evaluates the quality and reliability of essential infrastructure supporting businesses. This includes quality and reliability of critical physical infrastructure, including transport, water and, telecommunications.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

2.1 What is the quality (extensiveness and condition) of road infrastructure in your operating environment?

Extremely poor	1	2	3	4	5	6	7	extremely good
	☐	☐	☐		☐		☐	☐

2.2 How efficient (in terms of frequency, punctuality, speed, price) are the following transport services?

Extremely inefficient	1	2	3	4	5	6	7	N/A	Extremely efficient
a. Train services (if applicable)	☐	☐	☐	☐	☐	☐	☐	☐	
b. Air transport services (if applicable)	☐	☐	☐	☐	☐	☐	☐	☐	
c. Public transport services	☐	☐	☐	☐	☐	☐	☐	☐	

2.2d. How accessible are seaport services?

Extremely inaccessible	1	2	3	4	5	6	7	N/A	very accessible
Access to Seaport services (if applicable)	☐	☐	☐	☐	☐	☐	☐	☐	

2.3 How reliable is the?

Extremely poor	1	2	3	4	5	6	7	extremely reliable
a. water supply	☐	☐	☐	☐	☐	☐	☐	
b. electricity supply	☐	☐	☐	☐	☐	☐	☐	

2.4 To what extent does the establishment invest in green and sustainable production systems and infrastructure?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

2.5 How would you characterize your town or city centre where you operate from?

Overcrowded	1	2	3	4	5	6	7	Not overcrowded
	☐	☐	☐	☐	☐	☐	☐	

2.6 Do you use digital technologies for any of the following purposes?

Multiple response

- a. ☐ Advertising through social media, marketplaces, or e-commerce platforms
Using Facebook, Instagram, or online shops to promote products or services
- b. ☐ Communicating with buyers or suppliers (e.g. by email)
Sending invoices, orders, and enquiries electronically instead of by post or phone
- c. ☐ Buyer and supplier data management (e.g. CRM, big data analysis)
Using software to manage customer records, purchase history, or sales data
- d. ☐ Production (e.g. coordination, operations and design)
Using computers or software to plan, schedule, or design products
- e. ☐ Cloud-based data storage
Saving business data on remote internet-based servers rather than physical hard drives
- e. ☐ e-payments, online banking and access to finance
Making or receiving payments electronically — EcoCash, bank transfers, PayNow
- f. ☐ Record keeping, invoicing and inventory management
- g. ☐ Logistics and transport
- h. ☐ Accessing government services provided electronically
- i. ☐ Teleworking and/or staff communication
- j. ☐ We do not use digital technologies

SECTION 3: SAFETY AND SECURITY

It provides the foundation for competitiveness by protecting people, assets, and institutions, enabling businesses to operate confidently and sustainably.

Perception (Likert scale)

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below
Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

3.1 To what extent do the following impose costs on businesses?

To a great extent	1	2	3	4	5	6	7	Not at all
a. Climate change	☐	☐	☐	☐	☐	☐	☐	
b. Corruption	☐	☐	☐	☐	☐	☐	☐	
c. Incidence of crime and violence	☐	☐	☐	☐	☐	☐	☐	
d. Wide-scale social and political unrest	☐	☐	☐	☐	☐	☐	☐	

3.2 To what extent does your business rely on police services to enforce law and order?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

SECTION 4: FINANCIAL SYSTEMS

These are structures and institutions that manage the flow of money, investments, and credit within an economy. They provide the backbone for economic activity by enabling savings, lending, payments, and investment. Strong financial systems are essential for competitiveness because they ensure businesses and individuals have access to capital and secure transactions.

Perception (Likert scale)

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

4.1 What is your assessment of the soundness of financial institutions? (*adequate liquidity, wide expansion and sound loan and investment policies*)

Extremely low	1	2	3	4	5	6	7	Extremely high
	☐	☐	☐	☐	☐	☐	☐	

4.2 How easy is it for start-up entrepreneurs with innovative projects to obtain equity funding?

Extremely difficult	1	2	3	4	5	6	7	Extremely easy
	☐	☐	☐	☐	☐	☐	☐	

4.3 How stringent is your enterprise in the enforcement of financial auditing and reporting standards?

Extremely weak	1	2	3	4	5	6	7	Extremely strong
	☐	☐	☐	☐	☐	☐	☐	

4.4 To what extent can the enterprise access finance for business operations through the financial sector?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

- 4.5 To what extent is public debt reducing private investment by limiting access to credit for businesses?

To a great extent	1	2	3	4	5	6	7	Not at all
	☐	☐	☐	☐	☐	☐	☐	

- 4.6 To what extent is government borrowing increasing interest rates, making it harder for private sector to access affordable loans?

To a great extent	1	2	3	4	5	6	7	Not at all
	☐	☐	☐	☐	☐	☐	☐	

SECTION 5: TRADE AND INVESTMENT

The section measures involve the exchange of goods and services across borders (trade) and the flow of capital into businesses and projects (investment). Together, they strengthen industries, create jobs, and connect economies to global markets.

Perception (Likert scale)

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

- 5.1 To what extent do non-tariff barriers (e.g., health and product standards, technical and labelling requirements) limit the ability of imported goods to compete in your sector?

To a great extent	1	2	3	4	5	6	7	Not at all
	☐	☐	☐	☐	☐	☐	☐	

- 5.2 How restrictive are rules and regulations on?

Extremely restrictive	1	2	3	4	5	6	7	Not restrictive at all
a. foreign direct investment	☐	☐	☐	☐	☐	☐	☐	
b. domestic investment	☐	☐	☐	☐	☐	☐	☐	

- 5.3 How do you expect supply chains to evolve over the next five years?

Significantly more localized than today	1	2	3	4	5	6	7	Significantly more globalized than today
	☐	☐	☐	☐	☐	☐	☐	

- 5.4 To what extent are foreign visitors (tourists and business travellers) dispersed throughout the country?

Visitors are heavily concentrated in a few destinations	1	2	3	4	5	6	7	Visitors are equally distributed throughout the country
	☐	☐	☐	☐	☐	☐	☐	

SECTION 6: COMPETITION

This section refers to the rivalry between companies, industries, or countries to attract customers, resources, and market share. It is a key driver of efficiency, innovation, and lower prices, but it also requires fair rules and strong institutions to prevent monopolies or unfair practices.

Perception (Likert scale)

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

6.1 What is the level of competition in the provision of services in your area?

Extremely low	1	2	3	4	5	6	7	Extremely high
a. Healthcare	☐	☐	☐	☐	☐	☐	☐	
b. Hotels, restaurants and leisure	☐	☐	☐	☐	☐	☐	☐	
c. Education	☐	☐	☐	☐	☐	☐	☐	
d. Energy and utilities	☐	☐	☐	☐	☐	☐	☐	
e. Financial	☐	☐	☐	☐	☐	☐	☐	
f. Professional (legal counsel)	☐	☐	☐	☐	☐	☐	☐	
g. Technology support and design	☐	☐	☐	☐	☐	☐	☐	
h. Real estate	☐	☐	☐	☐	☐	☐	☐	
i. Retail and supplies	☐	☐	☐	☐	☐	☐	☐	
j. Telecommunication	☐	☐	☐	☐	☐	☐	☐	
k. Transportation and shipping	☐	☐	☐	☐	☐	☐	☐	

6.2 Do customers make purchasing decisions primarily on price and also on the basis of ...?

Do not take the attribute into account	1	2	3	4	5	6	7	Take the attribute into account
a. Product performance	☐	☐	☐	☐	☐	☐	☐	
b Product impact on the environment and nature	☐	☐	☐	☐	☐	☐	☐	
c. Product impact on health	☐	☐	☐	☐	☐	☐	☐	
d. Company commitment to decent work standards and wages	☐	☐	☐	☐	☐	☐	☐	
e. Company commitment to diversity, equity and inclusion	☐	☐	☐	☐	☐	☐	☐	

6.3 How does your establishment characterize corporate activity in your industry?

Dominated by a few business groups	1	2	3	4	5	6	7	Spread among many firms
	☐	☐	☐	☐	☐	☐	☐	

- 6.4 How widespread are business clusters (*geographic concentrations of firms, suppliers, producers of related products and services and specialised institutions*) in your value chain?

Non-existent	1	2	3	4	5	6	7	Widespread in many fields
	☐	☐	☐	☐	☐	☐	☐	

- 6.5 To what extent do fiscal measures (subsidies, tax breaks, etc.) distort competition in your industry?

Distort competition to great extent	1	2	3	4	5	6	7	Do no distort competition at all
	☐	☐	☐	☐	☐	☐	☐	

- 6.6 To what extent do new companies with innovative ideas disrupt established firms in your industry?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

SECTION 7: BUSINESS OPERATIONS, GOVERNANCE AND INNOVATION

The section assesses:

- Business operations: The day-to-day activities that ensure goods and services are produced efficiently, including supply chains, production processes, and customer service.
- Governance: The systems of rules, policies, and accountability that guide how businesses are managed, ensuring transparency, ethical practices, and compliance with laws.
- Innovation: The ability to create new products, services, or processes that improve competitiveness, productivity, and market relevance.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below
Likert scale (tick one):

1=completely agree with answer on the left hand side

2= *largely agree* with answer on the left hand side

3= *somewhat agree with the answer* on the left hand side

4=indifferent / neutral

5= *somewhat agree with the answer* on the right-hand side

6= largely agree with the answer on the right-hand side

7= completely agree with the answer extremely good on the right-hand side

- 7.1 What criteria is used to appoint senior management positions in your industry?

Not based on merit	1	2	3	4	5	6	7	Based on merit
	☐	☐	☐	☐	☐	☐	☐	

- 7.2 To what extent does senior management delegate authority in your establishment?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

- 7.3 To what extent does your establishment nurture an internal culture of open collaboration?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

7.4 To what extent does the establishment adapt to negative changes in the business environment?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.5 To what extent is there a culture of taking risks to pursue entrepreneurial projects in your establishment?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.6 In your opinion, to what extent are your employees willing to move to other companies to pursue new professional opportunities?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.7 To what extent does the establishment collaborate with other establishments on research and development (R&D)?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.8 To what extent does the establishment collaborate with institutions of higher learning such as universities and colleges on research and development (R&D)?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.9 To what extent do establishments in your industry participate in mutually beneficial collaboration on R&D?

Not at all	1	2	3	4	5	6	7	To a great extent
☐	☐	☐	☐	☐	☐	☐	☐	

7.10 To what extent does your establishment give equal opportunities to the following people?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Women	☐	☐	☐	☐	☐	☐	☐	
b. Those typically from a different ethnic or racial background	☐	☐	☐	☐	☐	☐	☐	
c. Those living with disabilities	☐	☐	☐	☐	☐	☐	☐	
d. Those living with albinism	☐	☐	☐	☐	☐	☐	☐	

7.11 To what extent does your establishment give equal opportunities for promotions into leadership positions to?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Women	☐	☐	☐	☐	☐	☐	☐	
b. Those typically from a different ethnic or racial background	☐	☐	☐	☐	☐	☐	☐	
c. Those living with disabilities	☐	☐	☐	☐	☐	☐	☐	
d. Those living with albinism	☐	☐	☐	☐	☐	☐	☐	

- 7.12 To what extent do you and other establishments in your industry publicly report Environmental, Social and Governance ESG impact?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

- 7.13 To what extent does your establishment supervise/monitor production impacts across the supply chain in the following areas?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Environment and nature	☐	☐	☐	☐	☐	☐	☐	
b Health, mental health and well-being	☐	☐	☐	☐	☐	☐	☐	
c. Provision of reskilling and upskilling	☐	☐	☐	☐	☐	☐	☐	
d. Decent work standards and wages	☐	☐	☐	☐	☐	☐	☐	
e. Diversity, equity and inclusion	☐	☐	☐	☐	☐	☐	☐	

- 7.14 To what extent does the establishment account for the impact of its own local production activities on?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Environment and nature	☐	☐	☐	☐	☐	☐	☐	
b Health, mental health and well-being	☐	☐	☐	☐	☐	☐	☐	
c. Provision of reskilling and upskilling	☐	☐	☐	☐	☐	☐	☐	
d. Decent work standards and wages	☐	☐	☐	☐	☐	☐	☐	
e. Diversity, equity and inclusion	☐	☐	☐	☐	☐	☐	☐	

SECTION 8: INSTITUTIONS

This refers to the role of government bodies, regulatory agencies, and supporting organizations in shaping an environment where businesses can thrive and compete effectively. Strong institutions provide stability, enforce rules, and create trust, which are essential for economic growth and global competitiveness.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below
Likert scale (tick one):

1=completely agree with answer on the left-hand side

2= largely agree with answer on the left-hand side

3= somewhat agree with the answer on the left-hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right-hand side

6= largely agree with the answer on the right-hand side

7= completely agree with the answer extremely good on the right-hand side

- 8.1 In your opinion, to what extent does the government respond effectively to change (e.g., technological changes, societal and demographic trends, security and economic challenges)?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.2 How efficient are the legal and judicial systems in settling company disputes?

Extremely inefficient	1	2	3	4	5	6	7	Extremely efficient
	☐	☐	☐	☐	☐	☐	☐	

8.3 How easy is it for private businesses to challenge government actions through the legal system?

Extremely difficult	1	2	3	4	5	6	7	Extremely easy
	☐	☐	☐	☐	☐	☐	☐	

8.4 To what extent does the government ensure a stable policy environment for doing business?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.5 How do you rate the ethical standards of politicians in their interaction with business community?

Extremely low	1	2	3	4	5	6	7	Extremely high
	☐	☐	☐	☐	☐	☐	☐	

8.6 How do you rate the ethical standards of public officials in their interaction with business community?

Extremely low	1	2	3	4	5	6	7	Extremely high
	☐	☐	☐	☐	☐	☐	☐	

8.7 How easy is it for establishments to comply with government regulation and administrative requirements (e.g., permits, reporting, and legislation)?

Extremely complex	1	2	3	4	5	6	7	Extremely easy
	☐	☐	☐	☐	☐	☐	☐	

8.8 To what extent are property rights, including financial assets, protected in your industry?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.9 In your opinion, how independent is the judicial system from the influence of

Not independent at all	1	2	3	4	5	6	7	Entirely independent
a. government	☐	☐	☐	☐	☐	☐	☐	
b. individuals	☐	☐	☐	☐	☐	☐	☐	
c. companies?	☐	☐	☐	☐	☐	☐	☐	

8.10 In your opinion, how common is illegal diversion of public funds?

Very commonly occurs	1	2	3	4	5	6	7	Never occurs
	☐	☐	☐	☐	☐	☐	☐	

8.11 How do you rate the corporate ethics of companies in their interactions with public officials?

Extremely poor	1	2	3	4	5	6	7	Excellent
	☐	☐	☐	☐	☐	☐	☐	

8.12 How do you rate the corporate ethics of companies in their interactions with politicians?

Extremely poor	1	2	3	4	5	6	7	Excellent
	☐	☐	☐	☐	☐	☐	☐	

8.13 How effective are the regulations which protect personal data held by the establishment?

Not effective	1	2	3	4	5	6	7	Very effective
	☐	☐	☐	☐	☐	☐	☐	

8.14 To what extent are intellectual property rights protected by the existing legal framework?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.15 How common is it for companies to make undocumented extra payments or bribes in connection.....?

Very commonly occurs	1	2	3	4	5	6	7	Never occurs
a. Imports and exports	☐	☐	☐	☐	☐	☐	☐	
b Public utilities (e.g., telephone, electricity)	☐	☐	☐	☐	☐	☐	☐	
c. Tax payments	☐	☐	☐	☐	☐	☐	☐	
d. Awarding of public contracts and licences	☐	☐	☐	☐	☐	☐	☐	
e. Obtaining favourable judicial decision	☐	☐	☐	☐	☐	☐	☐	

8.16 To what extent does your establishment know about the government's long-term vision?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.17 To what extent does the government serve the interest of all businesses equitably?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

8.18 To what extent are tax policies:

Not at all	1	2	3	4	5	6	7	To a great extent
a. Easy to comply with	☐	☐	☐	☐	☐	☐	☐	
b Addressing inequality in your society	☐	☐	☐	☐	☐	☐	☐	
c. Addressing environmental degradation	☐	☐	☐	☐	☐	☐	☐	

SECTION 9: BUILDING HUMAN CAPITAL

This section is about developing the skills, knowledge, health, and abilities of people so they can contribute productively to the economy and society. It focuses on investing in education, training, and healthcare to strengthen the workforce and improve overall well-being.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below
Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

9.1 How well does the education system meet the needs/expectations of your establishment?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

9.2 How well does education system meet the needs of your industry?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Primary	☐	☐	☐	☐	☐	☐	☐	
b Secondary	☐	☐	☐	☐	☐	☐	☐	
c. Vocational	☐	☐	☐	☐	☐	☐	☐	
d. Tertiary	☐	☐	☐	☐	☐	☐	☐	

9.3 In your opinion, how well does the current education system meet the skills needs of a competitive economy based on?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Global citizenship and civic responsibility (<i>being aware of global issues (like climate change, inequality, human rights) and acting responsibly in society. It emphasizes ethical behaviour, respect for diversity, and contributing positively to communities.</i>)	☐	☐	☐	☐	☐	☐	☐	
b innovation and creativity	☐	☐	☐	☐	☐	☐	☐	
c. collaboration and self-management skills	☐	☐	☐	☐	☐	☐	☐	
d. digital and technology skills	☐	☐	☐	☐	☐	☐	☐	
e. Maths and sciences skills	☐	☐	☐	☐	☐	☐	☐	
f. arts & culture	☐	☐	☐	☐	☐	☐	☐	

9.4 To what extent does the establishment invest in employee training and development?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

9.5 To what extent does government promote investment in mid-career reskilling and upskilling opportunities?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

9.6 How does your establishment perceive human capital expenditure?

As a cost to minimise	1	2	3	4	5	6	7 As a key investment
	☐	☐	☐	☐	☐	☐	☐

SECTION 10: EMPLOYMENT

This section captures perceptions on employment. Issues covered include foreign labour hire, remuneration, labour laws and labour relations.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

Likert scale (tick one):

1=completely agree with answer on the left hand side

2= *largely agree* with answer on the left hand side

3= *somewhat agree with the answer* on the left hand side

4=indifferent / neutral

5= *somewhat agree with the answer* on the right hand side

6= *largely agree* with the answer on the right hand side

7= *completely agree with the answer* extremely good on the right hand side

10.1 Have you ever hired foreign labour? ☐ Yes ☐ No

10.2 How restrictive are regulations for hiring foreign labour?

Highly restrictive	1	2	3	4	5	6	7	N/A	Not restrictive at all
	☐	☐	☐	☐	☐	☐	☐	☐	

10.3 How easy/difficult it is for your establishment find persons with required skills.....to fill vacancies?

Very difficult	1	2	3	4	5	6	7	N/A	Very easy
a. in the local labour market	☐	☐	☐	☐	☐	☐	☐		
b. by hiring foreign labour	☐	☐	☐	☐	☐	☐	☐	☐	

10.4 To what extent does average salaries/wages reflect productivity?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

10.5 To what extent do salaries/wages differ between low-paid workers and high-paid workers?

To a great extent	1	2	3	4	5	6	7	Not at all
	☐	☐	☐	☐	☐	☐	☐	

10.6 To what do existing labour laws allow for the flexible hiring and dismissal of workers?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

10.7 To what extent does your establishment offer flexible working arrangements such as remote and flexi- time work?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

10.8 In your establishment, to what extent do male and female workers take equal time off to care for children and the elderly?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

10.9 How do you rate employee-employer relations in your industry?

Bad	1	2	3	4	5	6	7	Good
	☐	☐	☐	☐	☐	☐	☐	

SECTION 11: MANAGING THE ECONOMIC RECOVERY AND RISKS

It involves rebuilding the economy in a way that strengthens industries, manages risks, and positions the country to compete effectively in global markets.

Based on your perceptions, rate the following statements on a scale of 1 – 7 using the Likert scale below

Likert scale (tick one):

1=completely agree with answer on the left hand side

2= largely agree with answer on the left hand side

3= somewhat agree with the answer on the left hand side

4=indifferent / neutral

5= somewhat agree with the answer on the right hand side

6= largely agree with the answer on the right hand side

7= completely agree with the answer extremely good on the right hand side

11.1 In the current economic context, to what extent has your establishment developed an effective growth and revival strategy?

Not at all	1	2	3	4	5	6	7	To a great extent
	☐	☐	☐	☐	☐	☐	☐	

11.2 Which of the following markets are of strategic importance for the establishment in the next 10 years (choose maximum 5?)

a. Medical services	☐	m. Reforestation services	☐
b. Care	☐	n. Skills capital	☐
c. Plastics recycling	☐	o. Artificial intelligence	☐
d. Data	☐	p. Mineral beneficiation	☐
e. Digital financial services	☐	q. Satellite services	☐
f. Education technology and reskilling service	☐	r. Greenhouse gas allowances	☐
g. Electric vehicles	☐	s. Unemployment services	☐
h. Hydrogen	☐	t. Water rights and quality credits	☐
i. Genes & DNA sequences	☐	u. Smart agriculture	☐
j. Agro-processing and value addition	☐	v. Solar energy backup power solutions	☐
k. Borehole drilling and water solutions	☐	w. Water and climate resilience	☐
l. Construction	☐	x. Other specify	☐
			
			
			

11.3 In relation to themarket you have identified, to what extent does the government?

11.3a (name strategic market chosen in 11.2).....

Not at all	1	2	3	4	5	6	7	To a great extent
i. Support long-term investment in R&D	☐	☐	☐	☐	☐	☐	☐	
ii. Work with the private sector to support production	☐	☐	☐	☐	☐	☐	☐	
iii. Support market demand (e.g. by being “first buyer” through fiscal incentives, etc)	☐	☐	☐	☐	☐	☐	☐	
iv. Conducts timely updates of legal frameworks	☐	☐	☐	☐	☐	☐	☐	

11.3b (name strategic market chosen in 11.2).....

Not at all	1	2	3	4	5	6	7	To a great extent
i. Support long-term investment in R&D	☐	☐	☐	☐	☐	☐	☐	
ii. Work with the private sector to support production	☐	☐	☐	☐	☐	☐	☐	
iii. Support market demand (e.g. by being “first buyer” through fiscal incentives, etc)	☐	☐	☐	☐	☐	☐	☐	
iv. Conducting timely updates of legal frameworks	☐	☐	☐	☐	☐	☐	☐	

11.3c (name strategic market chosen in 11.2).....

Not at all	1	2	3	4	5	6	7	To a great extent
i. Support long-term investment in R&D	☐	☐	☐	☐	☐	☐	☐	
ii. Work with the private sector to support production	☐	☐	☐	☐	☐	☐	☐	
iii. Support market demand (e.g. by being “first buyer” through fiscal incentives, etc)	☐	☐	☐	☐	☐	☐	☐	
iv. Conducting timely updates of legal frameworks	☐	☐	☐	☐	☐	☐	☐	

11.3d (name strategic market chosen in 11.2).....

Not at all	1	2	3	4	5	6	7	To a great extent
i. Support long-term investment in R&D	☐	☐	☐	☐	☐	☐	☐	
ii. Work with the private sector to support production	☐	☐	☐	☐	☐	☐	☐	
iii. Support market demand (e.g. by being “first buyer” through fiscal incentives, etc)	☐	☐	☐	☐	☐	☐	☐	
iv. Conducting timely updates of legal frameworks	☐	☐	☐	☐	☐	☐	☐	

11.3e (name strategic market chosen in 11.2).....

Not at all	1	2	3	4	5	6	7	To a great extent
i. Support long-term investment in R&D	☐	☐	☐	☐	☐	☐	☐	
ii. Work with the private sector to support production	☐	☐	☐	☐	☐	☐	☐	
iii. Support market demand (e.g. by being “first buyer” through fiscal incentives, etc)	☐	☐	☐	☐	☐	☐	☐	
iv. Conducting timely updates of legal frameworks	☐	☐	☐	☐	☐	☐	☐	

11.4 To what extent isadequately protected?

Not at all	1	2	3	4	5	6	7	To a great extent
a. Environment and nature	☐	☐	☐	☐	☐	☐	☐	
b. Cultural heritage	☐	☐	☐	☐	☐	☐	☐	

11.5a What **economic** risk (refers to the possibility that changes in overall economic conditions—such as inflation, recessions, currency fluctuations, or government instability—can negatively affect businesses, investments, and entire economy) will pose a critical threat to your industry in the next two years? Choose 1?

i. Asset bubble burst in large economies	☐
ii. Collapse of a systematically important industry	☐
iii. Debt crisis in large economies	☐
iv. Failure to stabilize price trajectories	☐
v. Proliferation of illicit economic activity	☐
vi. Prolonged economic stagnation	☐
vii. Severe commodity shocks	☐

11.5b What **environmental** risk (likelihood that exposure to harmful environmental factors—such as pollution, chemicals, pathogens, or climate-related events—will negatively affect human health, ecosystems, or economic activity) will pose a critical threat to your industry in the next two years? Choose 1

i. Biodiversity loss and ecosystem collapse	☐
ii. Climate action failure	☐
iii. Extreme weather events	☐
iv. Human-made environmental damage	☐
v. Major geophysical disasters	☐
vi. Natural resource crises	☐
vii. Severe commodity shocks	☐

11.5c What **geopolitical** risk (refers to the potential negative impact that political instability, international conflicts, sanctions, or diplomatic tensions can have on economies, businesses, and investments) will pose a critical threat to your industry in the next two years? Choose 1

i. Collapse of a multilateral institution	☐
ii. Fracture of interstate relations	☐
iii. Geopoliticization of strategic resources	☐
iv. Interstate conflict	☐
v. State collapse	☐
vi. Terrorist attacks	☐
vii. Weapons of mass destruction	☐

11.5d What **societal** risk (*refers to the potential harm that social structures, cultural tensions, or community-level issues can cause to stability, safety, and economic well-being*) will pose a critical threat to your industry in the next two years? Choose 1

- | | |
|--|--------------------------|
| i. Collapse or lack of social security systems | ☐ |
| ii. Employment and livelihood crises | ☐ |
| iii. Erosion of cohesion | ☐ |
| iv. Failure of public infrastructure | ☐ |
| v. Infectious diseases | ☐ |
| vi. large scale involuntary migration | ☐ |
| vii. Pervasive backlash against science | ☐ |
| viii. Severe mental health deterioration | ☐ |
| ix. Widespread youth disillusionment | ☐ |

11.5e What **technological** risk (*refers to the potential for harm, disruption, or loss caused by failures, misuse, or rapid changes in technology*) will pose a critical threat to your industry in the next two years? Choose 1

- | | |
|---|--------------------------|
| i. Adverse outcomes of technological advances | ☐ |
| ii. Breakdown of critical information | ☐ |
| iii. Digital inequality | ☐ |
| iv. Digital power concentration | ☐ |
| v. Failure of cybersecurity measures | ☐ |
| vi. Failure of technology governance | ☐ |

MANICALAND ZIMSTAT, Box 606, Mutare Phone No: (02020) 62526 Physical Address Government Offices, 1 st Floor Robert Mugabe St. MUTARE Provincial Manager Langton Chikeya Cell: 0773 393 517 E-mail: chikeyal@zimstat.co.zw	MASHONALAND CENTRAL ZIMSTAT, Box 322, Bindura Phone No: 0271-6749 or 7551 Physical Address Mutungagore Government Offices, Ground Floor Thurlow Avenue, BINDURA Provincial Manager Manasa Viriri Cell: 0772 947 673 Email viririm@zimstat.co.zw	MASHONALAND EAST ZIMSTAT, Box 680 Marondera Phone No: 0652-323032 Physical Address Government Offices, 1 st Floor 2 nd Street MARONDERA, Provincial Manager Munyaradzi Bote Cell: 0772115137 E-mail: botem@zimstat.co.zw	MASHONALAND WEST ZIMSTAT, Box 652, Chinhoyi, Phone No: (06721) 22432 Physical Address Room 22, Ground Floor Seven Heroes Building, CHINHOYI, Provincial Manager Rodgers Sango Cell: 0772 874148 Email: sangor@zimstat.co.zw	MATABELELAND NORTH ZIMSTAT, Box 267, Hwange Phone No: (02818) 23038 or 23143 Physical Address C/O DA's Offices Coronation Drive, HWANGE Provincial Manager Nathan Chikanya Cell: 0714 637 007 / 0778 304 779 E-mail: chikanyan@zimstat.co.zw nathanchikanya@gmail.com
MATABELELAND SOUTH ZIMSTAT, Box 230, Gwanda Phone No: (02842) 22565/7 Physical Address 1 st Floor, New Government Complex 4 th Avenue and Queen Street, GWANDA, Acting Provincial Manager Petros Magigwana Cell: 0775 913 122 E-mail: magigwanap@zimstat.co.zw	MIDLANDS PROVINCE ZIMSTAT, Box 269, Gweru Phone No: 054-224215/223384 Physical Address DA,s Offices, 42 Lobengula Avenue, GWERU Provincial Manager Michael Hove Cell: 0773 548956 E-mail: hovem@zimstat.co.zw	MASVINGO PROVINCE ZIMSTAT, Box 870, Masvingo Phone No: 039-262827 or 266304 Physical Address Public Construction Building Room 111/112 Chrome Rd, MASVINGO. Acting Provincial Manager Tafadzwa Aaron Muneri Cell: 0772885832/0712718355 E-mail: munerit@zimstat.co.zw aaronmuneri@gmail.com	HARARE PROVINCE ZIMSTAT, Box CY342, Harare Phone No: 0242-702856 Physical Address Makombe Complex Cnr Harare St/ Herbert Chitepo Ave, HARARE Acting Provincial Manager Roselyn Masvosva Cell: 0772 676 067 E-mail: masvosvar@zimstat.co.zw HARARE HEAD OFFICE ZIMSTAT, Box CY342, Harare Phone No: 04-706681-8 Physical Address 20 th Floor Kaguvi Bldg. Cnr. 4 th St. / Central Ave. Harare Charity Kumalo Cell: 0772 430 315 Email: kumaloc@zimstat.co.zw	BULAWAYO Zimstat, Box 2111, Bulawayo Phone No: 09-71245 Physical Address 2 nd Floor, Magnet House Cnr Main St/ 10 th Avenue, BULAWAYO Acting Provincial Manager Remember Ncube Cell: 0774 089 008 E-mail: ncuber@zimstat.co.zw