



HEIDRICK & STRUGGLES

GLOBAL TALENT
INDEX 2011

Latin America

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Latin America Fact Sheet

Latin America's diverse nations will show significant improvement in attracting and retaining talent from now to 2015, with the region predicted to improve its marks on the talent index in nearly all categories. Overall, the region ranks number five out of eight worldwide, with Chile and Argentina leading the pack and Brazil and Mexico showing significant gains.

The region will show improvement in education and proclivity to attracting talent, as a result of greater opportunities for workers, and the overall environment for talent.



Among the highlights:

▼ PROCLIVITY TO ATTRACT TALENT

Nearly every country in the Latin American region is projected to significantly increase its ability to attract talent, driven by growing economies that offer more opportunity for workers. Brazil moves up nearly 10 points in this category from now to 2015, driven by significant gains in the agricultural, mining, manufacturing and service sectors. Mexico sees the greatest jump in this category – nearly 15 points – due to its gains in the manufacturing and service sectors. By 2015, three nations in Latin America move to the top half of the index: Brazil, Mexico and Chile.

▼ OPENNESS

Chile is the only Latin American nation to rank in the top 10 in openness, also making it the only Latin American country represented in the top 10 of any category. This is predicated to change in 2015, however, as Chile falls to number 11.

EDUCATION

Nearly all Latin American countries are poised to advance in education, at both the compulsory and university levels, because of increased expenditures for compulsory education. Argentina is projected to move into the top half of the index for compulsory education, gaining 2.5 points, and Brazil and

Chile also improve their scores by four points. At the university level, Argentina again breaks into the top half in 2015, moving up 3.7 points, while Venezuela tumbles out of the top half because of a decrease of nearly six points for that category.

DEMOGRAPHICS

Latin American nations rank in the top half of the index for demographics, and the region is expected to stay there in 2015. However, Latin America is the only region predicted to decrease in this category by 2015, falling from third place

to fifth among regions by 2015. Mexico, for instance, will see a nearly five-point decrease in demographics, and Brazil will experience a nearly two-point decrease.

SPOTLIGHT ON ARGENTINA

TODAY: Argentina is the only Latin American country in the top half of the index, coming in at number 28 overall because of solid showings in quality of the labor force, education and openness.

THE FUTURE: While Argentina gains 1.6 points on the index for 2015, its rank moves down, to number 32. However, Argentina makes significant gains in important categories, including university and compulsory education, pointing to continued opportunities for talent.

SPOTLIGHT ON BRAZIL

TODAY: Currently, Brazil leads Latin America for attracting talent, and its score for compulsory education ranks only behind Argentina for the region.

THE FUTURE: Employment growth and income growth will increase Brazil's attractiveness for top talent in coming years, and Brazil is set to jump four places on the index by 2015.

Data Highlights:

- ▶ By 2015, Argentina moves up five places in university education and four places for compulsory education – moving to the top half of the index for both categories.
- ▶ Argentina comes in at number 26 for quality of the workforce today, and its score rises slightly in this category in 2015.

Data Highlights:

- ▶ Brazil is projected to leap nearly 10 points for proclivity to attracting talent by 2015, allowing it to tie Finland for number 21 in that category worldwide.
- ▶ Brazil is set to move up four points for compulsory education and 3.6 points for university education by 2015.

SPOTLIGHT ON CHILE

TODAY: Chile ranks number 31 overall, behind only Argentina. Chile's position as one of the top Latin American nations comes from its open policies for foreign workers and strong talent environment, based on protection of intellectual property and pay based on meritocracy.

THE FUTURE: Chile is predicted to leap five places in the Global Talent Index by 2015, driven by significant gains in the talent environment, education and propensity to attracting talent. In fact, in each individual category, Chile is expected to either increase in score or remain the same. However, in spite of these increases, other nations will experience more rapid increases, keeping Chile below number 25 overall.

Data Highlights:

- ▶ Chile's ability to attract talent is expected to increase nearly nine points in coming years.
- ▶ Chile makes gains in compulsory and university education, setting the stage for further gains in attracting and retaining talent.

SPOTLIGHT ON COLOMBIA

TODAY: Colombia comes in at number 40 on the Global Talent Index, making it the fifth highest-ranked nation in Latin America. While the country receives solid marks in demographics, ranking number 17 in the category, it faces challenges in education, talent environment and ability to attract talent.

THE FUTURE: Colombia is not expected to see significant changes in rank, remaining stable in the majority of categories on the Global Talent Index in 2015. However, it will see a significant jump in the ability to attract talent, because of projected employment growth, and improvement in both compulsory and university education.

Data Highlights:

- ▶ Colombia will likely experience a significant increase in its ability to attract talent, jumping more than seven points in 2015, because of predicted increase in exports and trade.
- ▶ Compulsory education is expected to advance more than three points in 2015, while university education will also advance slightly.

SPOTLIGHT ON MEXICO

TODAY: Mexico comes in at number 38 on the Global Talent Index, making it the third-highest ranked nation in Latin America, behind Argentina and Chile. While the country receives solid marks in demographics and openness, ranking in the top 20 in each category, its lower status in education and proclivity to attracting talent keeps the nation on the bottom half of the list.

THE FUTURE: By 2015, Mexico is expected to jump three places to number 35 on the index, largely due to a major jump in employment growth.

Data Highlights:

- ▶ Mexico is expected to move up 19 places for proclivity to attracting talent in 2015, to number 24.
- ▶ Mexico is predicted to improve its score for university education in 2015, moving to number 47 on the index.

For in-depth analysis of each country and the results of the survey, please visit www.GlobalTalentIndex.com