IMD World Digital and AI Ranking 2026



Setting the AI foundations of future digital competitiveness

IMD / World Competitiveness Center

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IMD World Digital and AI Ranking 2026

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Preface

The IMD World Competitiveness Center has long used in-depth data and analysis to understand economies' ability to generate sustainable value and improve citizens' quality of life. In 2017, recognizing the growing importance of digital technologies, we created a digital competitiveness ranking. Almost a decade later, artificial intelligence has become fundamental to how economies compete, companies operate and governments interact with citizens. Digital competitiveness can therefore no longer be understood primarily in terms of technological capacity and adoption. It increasingly depends on economies' ability to translate technological capabilities into productive applications while creating the institutional and social conditions necessary for their sustained use.

This transformation is reflected in the 2026 IMD World Digital and AI Ranking. We have rebuilt the ranking to capture these broader dimensions of competitiveness. The new framework assesses 70 economies across five factors that capture both the foundations for AI and the conditions needed to deploy it effectively: *Governance*, *Technology* and *Infrastructure*, *Efficiency*, *Workforce Development* and *Values*.

This year's ranking reveals three main developments. Firstly, few economies combine strength across all the dimensions required for AI competitiveness. The United States, China and Korea lead in *Technology* and *Infrastructure* and *Efficiency*, yet none ranks among the top 20 for *Governance*. By contrast, several European economies lead in governance but lack the same scale of technological capacity. Singapore stands out for consistent strength across all five factors, illustrating a more balanced model of AI competitiveness.

Secondly, technological strength does not automatically translate into productive AI deployment; it also depends on the ability of organizations to access the necessary data and skills, operate securely and adapt within a clear regulatory environment. The critical challenge is therefore not simply developing AI capabilities, but diffusing their productive use across businesses, institutions and the wider economy.

Thirdly, productive deployment must also be built on trust. In several of the fastest-adopting economies, AI adoption is moving ahead of public confidence. Without that confidence, adoption may prove more difficult to sustain. Good governance and responsible AI are therefore not separate from competitiveness, but part of the foundations for deploying AI successfully.

Taken together, these findings point to a broader understanding of AI competitiveness. Leadership will depend not on strength in any single dimension, but on economies' ability to combine capabilities across the AI ecosystem, translate technological strengths into productive use and build the trust needed to sustain adoption. We hope this ranking helps policymakers and business leaders understand where economies stand in this transition and what will be required to turn technological progress into lasting competitiveness.

Our thanks go to our Partner Institutes for their continued commitment to the Center, particularly their support in disseminating our Executive Opinion Survey and contributing to our statistical data collection, helping us ensure accuracy and local relevance.



Arturo Bris
Director
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Table of contents

Preface 2

The IMD World Competitiveness Center 4

Partner Institutes 5

User guide 9

Analysis 14

- States, companies and the new geography of AI power 15
- Scaling AI under constraint: Infrastructure, capability, and trust 23
- Key findings 36
- Pathways and drivers behind the Top 10 performers in the 2026 WDAIR 39
- Conceptual note: AI competitiveness and the structure of the IMD World Digital and AI Ranking 42
- Full list of indicators, by sub-factor 48

Rankings in a Nutshell 51

- The 2026 IMD World Digital and AI Ranking 52
- Methodology 53
- What is the IMD World Digital and AI Ranking? 54
- Selected Breakdowns 55
- Factor Rankings: five-year overview 63

Digital and AI Competitiveness Economy Profiles 65

Appendices 206

- Notes and Sources by Criteria 207

Profiles

Argentina 66
Australia 67
Austria 70
Bahrain 72
Belgium 74
Botswana 76
Brazil 78
Bulgaria 80
Canada 82
Chile 84
China 86
Colombia 88
Croatia 90
Cyprus 92
Czech Republic 94
Denmark 96
Estonia 98
Finland 100
France 102
Germany 104
Ghana 105
Greece 108
Hong Kong SAR 110
Hungary 112
Iceland 114
India 116
Indonesia 118
Ireland 120
Italy 122
Japan 124
Jordan 126
Kazakhstan 128
Kenya 130
Korea Republic 132
Kuwait 134
Latvia 136
Lithuania 138
Luxembourg 140
Malaysia 142
Mexico 144
Mongolia 146
Namibia 148
Netherlands 150
New Zealand 152
Nigeria 154
Norway 156
Oman 158
Peru 160
Philippines 162
Poland 164
Portugal 166
Puerto Rico 168
Qatar 170
Romania 172
Saudi Arabia 174
Singapore 176
Slovak Republic 178
Slovenia 180
South Africa 182
Spain 184
Sweden 186
Switzerland 188
Taiwan (Chinese Taipei) 190
Thailand 192
Türkiye 194
UAE 196
United Kingdom 198
USA 200
Venezuela 202
Vietnam 204

The IMD World Competitiveness Center

For 38 years, the IMD World Competitiveness Center has pioneered research on how economies and companies compete to lay the foundations for sustainable value creation. The competitiveness of nations is probably one of the most significant developments in modern management and IMD is committed to leading the field. The World Competitiveness Center conducts its mission in cooperation with a network of 76 Partner Institutes in 62 economies to provide the government, business and academic communities with the following services:

- IMD World Competitiveness Yearbook
- IMD World Digital and AI Ranking
- IMD World Talent Ranking
- Hinrich-IMD Sustainable Trade Index
- IMD Smart City Index
- Competitiveness Special Reports
- Competitiveness Prognostic Reports
- Workshops/Mega Dives on competitiveness



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We would like to express our deep appreciation for the contribution of our Partner Institutes, enabling an extensive coverage of competitiveness in their home countries. The following Institutes and people supplied data from national sources and helped distribute the survey questionnaires:

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User guide

User Guide for the IMD World Digital and AI Ranking

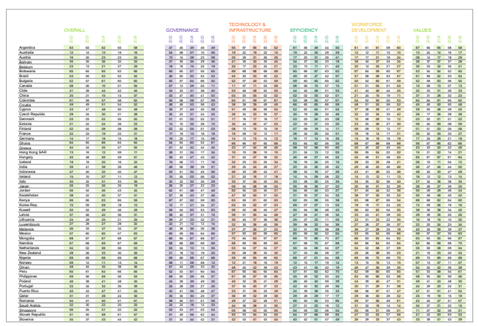
Overall and Selected Breakdowns

The IMD World Digital and AI Ranking



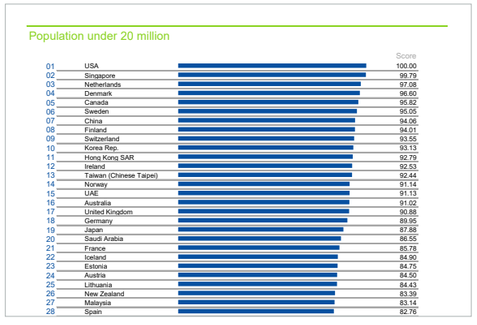
The IMD World Digital and AI Ranking presents the 2026 overall rankings for the 70 economies covered by the ranking. The rankings are calculated on the basis of the 88 ranked criteria: 51 hard and 37 survey data. The economies are ranked from the most to the least digital and AI competitive. The final column shows the improvement or decline from the previous year. The index value or “score” is also indicated for each economy.

Overall Ranking and Digital and AI Competitiveness Factors



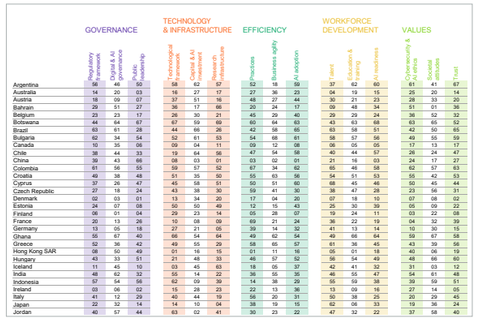
This section presents the overall rankings and the five-year trends for each of the five Digital and AI Competitiveness Factors. Thus, the reader is able to analyze the digital evolution of an economy over the past few years relative to the others on a global basis.

Selected breakdowns of the IMD World Digital and AI Ranking



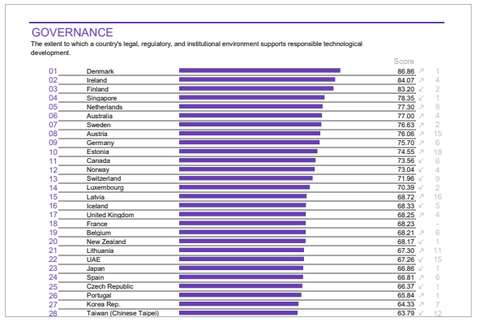
In addition to global digital and AI rankings, other rankings are provided to show comparisons based on different perspectives. These digital and AI rankings include countries split by population size (populations above and below 20 million), by GDP per capita to reflect different peer groups (above and below $20,000) and three regional rankings drawn from different geographical areas (Europe-Middle East-Africa, Asia-Pacific and the Americas).

Digital and AI Sub-factor Rankings



A summary of the rankings for all nine sub-factors is presented for the 70 economies for 2026. It is possible, at a glance, to determine in what areas of digital and AI competitiveness an economy excels or has particular weaknesses and to make comparisons between economies. These rankings provide a more detailed examination of specific aspects of the digital transformation and can be used to, for example, evaluate the technological framework of a country or support international investment decisions.

Digital and AI Competitiveness Factor Rankings



The global rankings for each of the Digital and AI Competitiveness Factors are then shown as individual ranking tables. Again, the economies are ranked from the most to the least digital and AI competitive and the previous year’s rankings (2025) are shown in brackets. Similar to the Overall Digital and AI Ranking, the values or “scores” are indicated for each Factor. However, there is only one economy that has a score of 100 and one economy with a score of 0 across all four Factors.

We view the rankings as a tool for managers or policymakers to use when they analyze the above questions. However, each company must take into consideration the logic of its own economic sector, economic forecasts, and its own traditions; while governments should consider the national identity and value system of their economy.

Digital and AI Competitiveness Profiles

Each three-page profile analyses the performance of one of the 70 economies that are included in the IMD World Digital and AI Ranking. The economies are presented in alphabetical order. The term economy signifies an economic entity and does not imply any political independence.

It is possible, in one glimpse, to evaluate the digital evolution of each economy over time and its relative strengths and weaknesses. However, each economy's particular situation is influenced by its development level, political restraints and social value system.

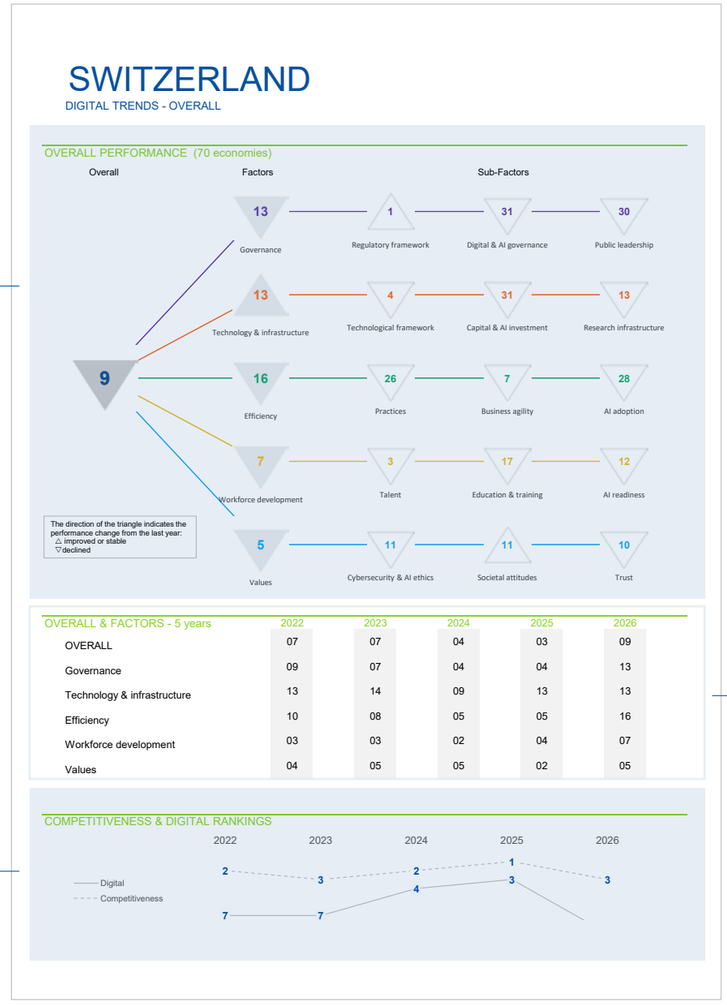
Page 1: Digital and AI Competitiveness – Overall and factors trends

This page shows the overall, factor and sub-factor ranking performances of the economy in 2026, their five-year trends and a comparison between competitiveness and digital and AI competitiveness rankings. The following indicators are presented:

1. Overall Performance
Overall, factors and sub-factors digital and AI ranking performances of the economy in 2026. The direction of the triangles indicates whether there has been an improvement or a decline with respect to the previous year.

2. Overall & Factors – Five years
The evolution of the overall and factors digital and AI rankings in the past five years.

3. Competitiveness and Digital and AI Rankings
Comparison of the economies' performances in the World Competitiveness Ranking and World Digital and AI Ranking in the last five years.



1

2

3

Digital and AI Competitiveness Profile — Page 1

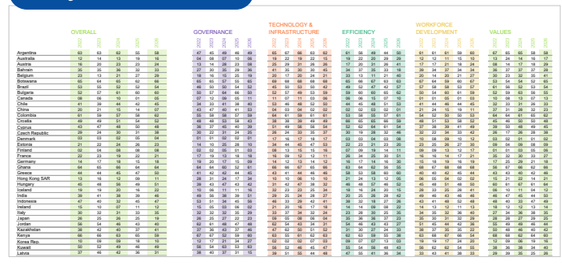
1 Overall Performance

Sub-factors Ranking

	GOVERNANCE			TECHNOLOGY & INFRASTRUCTURE			EFFICIENCY			WORKFORCE DEVELOPMENT			VALUES		
	Regulatory framework	Digital & AI governance	Public leadership	Technological framework	Capital & AI investment	Research infrastructure	Practices	Business agility	AI adoption	Talent	Education & training	AI readiness	Cybersecurity & AI ethics	Societal attitudes	Trust
Argentina	56	46	50	58	62	57	52	18	59	37	62	60	61	41	67
Australia	14	20	03	16	27	17	27	36	23	04	19	15	25	20	14
Austria	18	09	07	37	51	16	48	27	44	30	21	23	28	33	20
Bahrain	29	51	27	36	17	66	20	24	17	09	48	34	51	01	36
Belgium	23	23	17	26	30	21	45	29	40	29	29	24	36	52	32
Botswana	44	64	67	67	59	69	60	64	63	43	63	68	63	65	52
Brazil	63	61	28	44	66	26	42	58	65	63	58	51	42	50	65
Bulgaria	62	34	54	52	61	53	54	68	61	58	57	56	49	55	59
Canada	10	35	06	09	04	11	09	12	08	06	05	05	17	13	17
Chile	38	44	33	19	64	56	47	54	58	40	44	57	26	24	47
China	39	43	66	08	03	01	03	02	01	21	16	03	24	17	27
Colombia	61	56	55	59	57	52	67	34	62	65	46	58	62	57	63
Croatia	49	38	48	51	35	50	55	63	56	54	51	53	55	42	53
Cyprus	37	26	47	45	58	51	50	51	60	68	45	46	50	45	44
Czech Republic	27	18	24	43	38	30	59	41	30	38	47	28	23	56	31
Denmark	02	03	01	13	34	20	17	04	20	07	18	10	07	08	02
Estonia	24	07	08	50	50	49	12	15	43	25	30	39	05	09	22

2 Overall & Factors

5-years Evolution



Digital and AI Competitiveness Profiles

Page 2 & 3: Factors breakdown & Strengths and Weaknesses

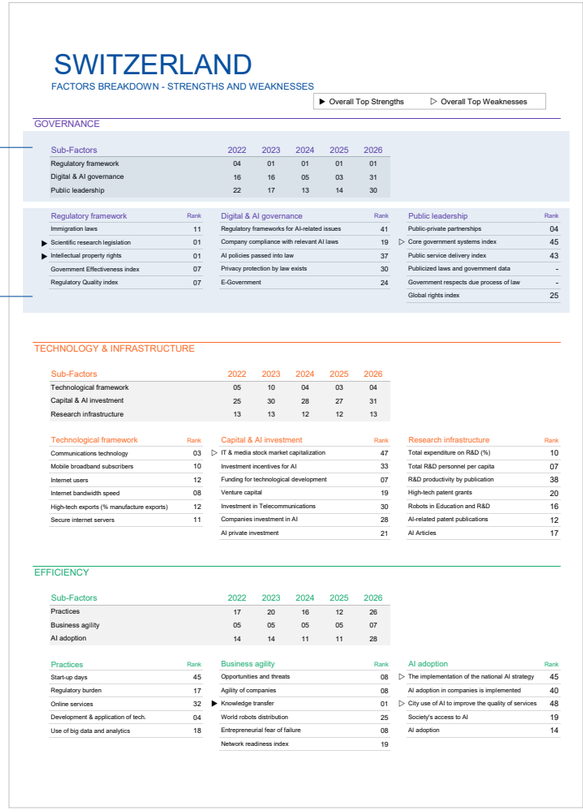
This page shows the economy's performance over time for each of the nine sub-factors composing the three Digital and AI Competitiveness Factors (Knowledge, Technology and Future Readiness) and their 88 criteria rankings for 2026.

1. Factors Breakdown
Shows the five-years evolution of the sub-factors rankings composing the three factors of Knowledge, Technology and Future Readiness.

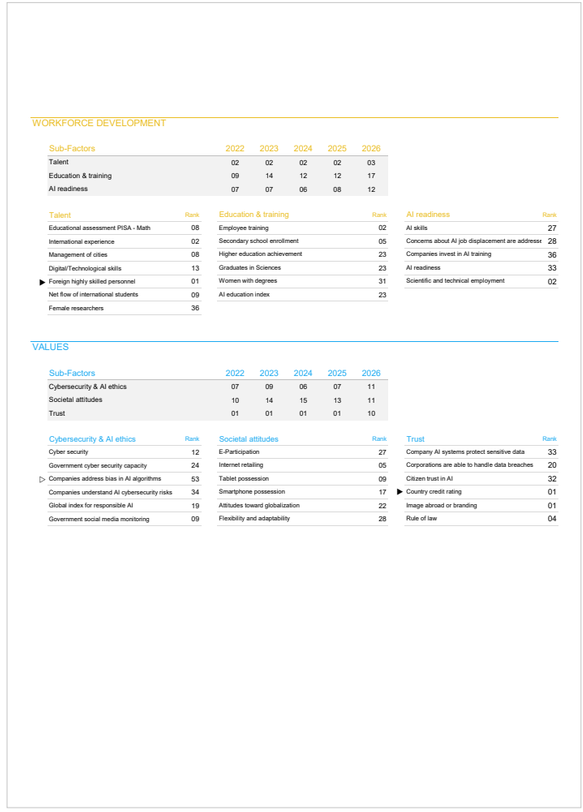
2. Strengths and Weaknesses
This section highlights the economy's strongest and weakest criteria included in the World Digital and AI Ranking. The triangles identify the five top criteria in which the economy ranks best (strengths ▶) and the five criteria in which its performance is the worst (weaknesses ▷) compared to the other economies included in the WCY sample. The selection of indicators is determined by the standard deviation values (STD) of the economy for that specific criteria. In other words, the criteria selected represent the highest STD values and the lowest STD values among the 61 indicators composing the World Digital and AI Ranking and can thus be considered the digital and AI competitive advantages and disadvantages of the economy.

The full criteria names can be found in the Appendix and the statistical tables are available for subscribers of the IMD World Competitiveness Online ↗

It is important to note that what constitutes a strength or weakness is relative to each economy's circumstances or development. Also, the ranking position of a economy may not necessarily improve or decline as a consequence of its own evolution since it is always relative to the performance of the other economies. Therefore, an improvement may not be reflected by a higher ranking position if other economies have performed better for the criterion in question. The same can be said for any declines in performance – the economy's ranking position relative to the others may or may not fall, depending on how the other economies have performed.



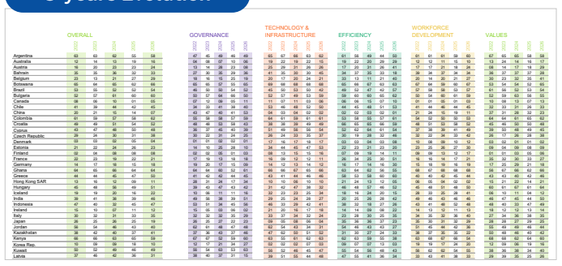
Digital and AI Competitiveness Profile — Page 2



Digital and AI Competitiveness Profile — Page 3

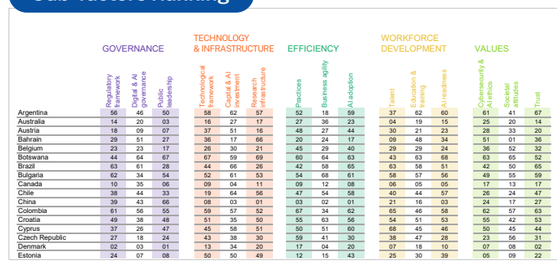
1 Factors Breakdown

5-years Evolution



2 Strengths and Weaknesses

Sub-factors Ranking



Appendices

Appendix 1: Composition of sub-regions and regions

Western Europe	Austria	Italy	Europe, Middle East & Africa
	Belgium	Luxemburg	
	Cyprus	Netherlands	
	Denmark	Norway	
	Finland	Portugal	
	France	Spain	
	Germany	Sweden	
	Greece	Switzerland	
	Iceland	United Kingdom	
	Ireland		
Eastern Europe	Bulgaria	Lithuania	
	Czech Republic	Poland	
	Estonia	Romania	
	Croatia	Slovenia	
	Hungary	Slovak Republic	
	Latvia		
Western Asia & Africa	Bahrain	Nigeria	
	Botswana	Oman	
	Ghana	Qatar	
	Jordan	Saudi Arabia	
	Kenya	South Africa	
	Kuwait	Türkiye	
	Namibia	UAE	

Ex-CIS & Central Asia	Kazakhstan		Asia & Pacific
	Mongolia		
Eastern Asia	China	Korea Republic	
	Hong Kong SAR	Taiwan (Chinese Taipei)	
	Japan		
Southern Asia & The Pacific	Australia	Philippines	
	India	Singapore	
	Indonesia	Thailand	
	Malaysia	Vietnam	
	New Zealand		
North America	Canada	Puerto Rico	The Americas
	Mexico	USA	
South America	Argentina	Colombia	
	Brazil	Peru	
	Chile	Venezuela	

Analysis

States, companies and the new geography of AI power

Reading the IMD World Digital and AI Ranking 2026

Arturo Bris
Director
IMD World Competitiveness Center

The ranking and our approach

For almost a decade, the IMD World Competitiveness Center has measured how economies adopt and explore digital technologies. In 2026 we have rebuilt that work around a single question: how ready are countries and companies to use artificial intelligence productively, govern it responsibly and earn the trust of the people it affects? The new IMD World Digital and AI Ranking, which succeeds the World Digital Competitiveness Ranking, answers that question at two levels. At country level, it assesses 70 economies using 88 criteria, of which 51 are hard statistics and 37 come from the IMD Executive Opinion Survey of senior business leaders. The criteria are grouped into five factors: Governance, Technology and Infrastructure, Efficiency, Workforce Development and Values. Each factor has three sub-factors, and AI now runs through all of them, from Digital and AI governance and Capital and AI investment to AI adoption, AI readiness, Cybersecurity and AI ethics, and Trust. At company level, the ranking now structurally and conceptually aligns with the IMD AI Maturity Index, which assesses 330 of the world's largest companies from the Forbes Global 2000 on the AI capabilities they disclose, their AI-related investment and their AI patents, in a section prepared by my colleagues. The two levels are meant to be read together. National conditions shape what companies can do with AI, and the choices of the largest companies increasingly shape the options open to governments. Our objective is to give leaders in both spheres a common, evidence-based view of where they stand, what holds them back and how the balance of AI capability is shifting. A companion essay discusses the country results in detail. This essay is more conceptual: it reads the 2026 results in the light of trade fragmentation, digital dominance, conflict and the changing relationship between technology and political power, and it draws implications for countries and companies.

The argument in brief

This essay makes one argument. Artificial intelligence is concentrating economic and political power, and in doing so it is separating two capacities that used to travel together: the capacity to build technology and the capacity to govern it. A few countries and a few companies now build most of the world's AI, while many of the countries with the strongest institutions build comparatively little. How that gap evolves, and who manages to close it, will shape competitiveness for the rest of the decade.

The essay develops the argument in four parts. The first part describes the forces behind the gap: a world of conflict and improvised deals in which technology connects every major signal, trade that fragments along technological lines, and states that increasingly use AI as an instrument of control. The second part proposes a framework to make sense of these forces. The AI-tocracy curve reverses Ian Bremmer's J-curve and suggests that, in the age of AI, stability favours control over openness, while a compass of government, capital and labour asks whom each country's AI actually serves. The third part tests these ideas against the 2026 evidence. The economies that build AI and the economies that regulate it well are increasingly different, the United States and China follow two distinct roads to AI dominance, and the AI Maturity Index shows the same concentration among the world's largest companies. The fourth part draws the implications. It argues that regulation is a long-term asset and a source of advantage for Europe, describes the new pillars of competitiveness, and proposes five rules for open societies and their companies, and ends with a short conclusion.



Part I

The forces reshaping competitiveness

Strong signals, weak signals

The strong signals of 2026 are hard to miss. The war in Ukraine has entered another year. Gaza remains a humanitarian and diplomatic wound, confrontation with Iran keeps energy markets on edge, and Venezuela is back in the headlines. The competition between the United States and China over semiconductors has become a permanent feature of economic policy, and the summers keep breaking temperature records. A decade ago, any one of these would have been enough to unsettle investors.

Markets, however, have kept rising. Corporate sentiment is buoyant, and the prospect of a SpaceX listing fed the optimism of the first half of the year. Geopolitics and the real economy seem to have stopped talking to each other. Consumers feel the conflicts in their confidence and in their energy bills; stock indices barely register them.

The weak signals are quieter, and more revealing. The institutions that governed the post-war order are giving way to improvised deals. Pledges are announced at summits and never paid; reports this year that the Gaza reconstruction fund of the new "Board of Peace" remained empty despite billions pledged were a small example of a larger pattern. Trade policy is made by announcement. Strategic acquisitions are blocked on national-security grounds, as when Beijing moved to stop Meta's reported $2 billion purchase of the AI start-up Manus. Economic nationalism, once a fringe position, is now the default setting in Washington, Beijing and increasingly Brussels.

Taken together, these signals describe a shift in how international affairs are conducted. Protocol, treaties and rules-based arbitration have given way to something more personal and more transactional. Informal dealing lets governments move fast, and it also signals that the old codes no longer bind.

What connects the strong and weak signals is technology. War, the chip race, energy dependence, the decline of democratic confidence, the new social order and the end of global governance all run through the same channel: who owns, controls and deploys digital and AI capabilities. The first part of this essay follows that channel through trade and through politics.

Fragmentation along technological lines

The first place where technology is reshaping power is trade. Trade fragmentation is usually described in terms of tariffs, and 2025 and 2026 have given economists plenty of those to study. But the deeper fracture runs along technology. Export controls on advanced chips and chip-making equipment, restrictions on critical minerals, screening of inbound and outbound investment, and data localisation rules are redrawing the map of the world economy far more durably than a tariff schedule that can change by social-media post.

Two consequences follow. The first is that firms increasingly choose technology stacks as well as markets. A company operating in the Gulf, South-East Asia or Latin America must decide whose cloud, whose models, whose chips and whose standards it will build on, knowing that the choice may be hard to reverse and may carry political meaning. Fragmentation ends up embedded in the technical architecture of every firm.

The second is that capital follows technology to an extraordinary degree. By mid-2026, AI and technology stocks accounted for around 45% of the market capitalisation of the S&P 500 and about 32% of the MSCI All Country World Index.[1] There is little oxygen left for the rest of the economy. The ranking's data on AI private investment show the same concentration at country level. The standardised value for the United States is roughly 23 times that of the second country, China, which is itself far ahead of all others. No other indicator in the ranking comes close to that degree of concentration.

Physical capacity tells the same story. Data-centre power capacity, the least glamorous and most binding constraint on AI, is concentrated in a handful of countries, with the United States far ahead. When compute requires gigawatts, energy policy becomes technology policy, and energy dependence becomes a strategic vulnerability. Europe learned that lesson with gas in 2022. It is now learning it again with electricity and data centres.

In this world, technological dominance maps onto geopolitical dominance. The countries that host the compute, finance the models and train the researchers set the terms on which everyone else participates. The question for the rest is whether they can remain rule-makers without being builders. This is the first appearance of the divide between building and governing that runs through this essay.

Conflict, control and the rise of the AI-tocracy

If trade decides who builds AI, politics and conflict decide what it is used for. Artificial intelligence is also changing the relationship between states and citizens. The tools that recommend products and translate documents can also recognise faces, predict dissent and score behaviour. The surveillance of the Uyghur population in Xinjiang is the most documented case, and the technology behind it is exported. Research published in the Quarterly Journal of Economics under the title "AI-tocracy"[2] found that in China, episodes of local unrest led to greater government procurement of AI for public security, that this procurement was followed by reduced unrest, and that the firms supplying it went on to develop more commercial AI products. Political control and commercial AI innovation, in other words, fed each other.

Democracies are not immune to the same temptations, and they face a second problem of their own. Their information space is open to manipulation at almost no cost. Deepfakes do not need tanks. Data from V-Dem show that for roughly a decade the number of countries moving towards autocracy has exceeded the number moving towards democracy.[3] The challenge increasingly comes from within, with young voters in several Western democracies turning to parties that question liberal institutions. The opposite of democracy today is less often a dictatorship imposed from outside than a gradual hollowing-out that uses democratic means.

1 Approximate shares based on Refinitiv data as of June 2026.

2 Beraja, M., Kao, A., Yang, D. Y. and Yuchtman, N. (2023). AI-tocracy. Quarterly Journal of Economics, 138(3), 1349-1402.

3 V-Dem Institute, Democracy Report (various years). University of Gothenburg.

Conflict has added a further layer. The debate that erupted in Germany and elsewhere in Europe in 2025 over whether American-made F-35 fighters could be remotely restricted by Washington, the so-called “kill switch”, showed that dependence on another country’s digital systems is now a sovereignty issue even among allies. In the United States, the White House’s approach to AI has been reported as favouring speed over new rules. In China, AI development is openly tied to state priorities. Governments everywhere are moving closer to the technology, and the technology is moving closer to government. That shift calls for a new way of thinking about the link between technology, openness and stability, which is the subject of the second part of this essay.

Part II

A framework for the age of AI

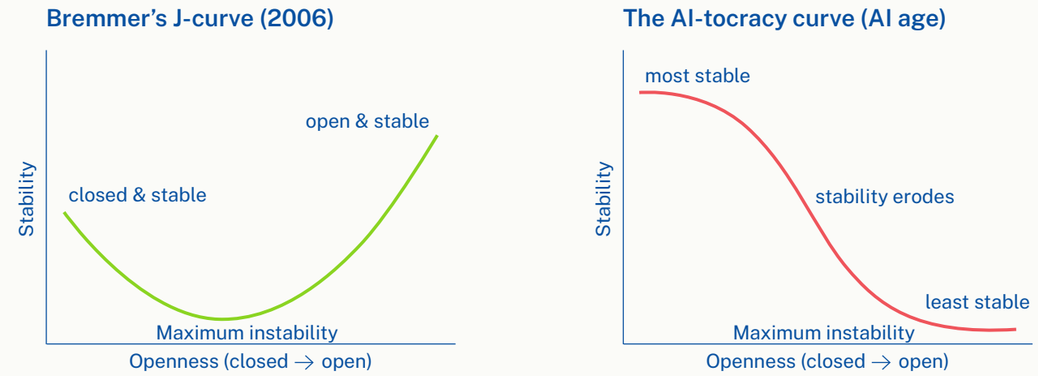
From the J-curve to the AI-tocracy curve

Twenty years ago, Ian Bremmer offered a way to understand why nations rise and fall.[4] His J-curve plotted a country’s stability against its openness. Closed states could be stable because they controlled everything; open states were stable because their institutions absorbed shocks. In between lay a valley of maximum instability that every opening country had to cross. The long right arm of the J expressed the liberal promise of the post-Cold War era: once achieved, openness produced more stability than closure ever could.

That promise rested on an assumption about information. Closed regimes were stable but blind. They could not see what their citizens thought, could not process what they saw, and eventually lost touch with their societies. Open societies won over time because they produced better information and corrected their mistakes.

AI removes that assumption. A state that can collect and process data about its population at scale no longer needs openness to know what is happening. The information advantage that used to belong to open societies can now be bought. I call the result the AI-tocracy curve, and it reverses Bremmer. In the age of AI, stability increasingly favours the AI-tocracy, a system that uses AI first as an instrument of control and coordination. The DAImocracy, the open society that tries to put AI at the service of citizens, faces rising instability: its elections are contestable at low cost, its public debate is polarised by algorithms, and its institutions deliberate while its adversaries compute. The curve slopes down from AI-tocracy to DAImocracy, the opposite of what the post-Cold War consensus expected.

Figure 1. From Bremmer’s J-curve to the AI-tocracy curve

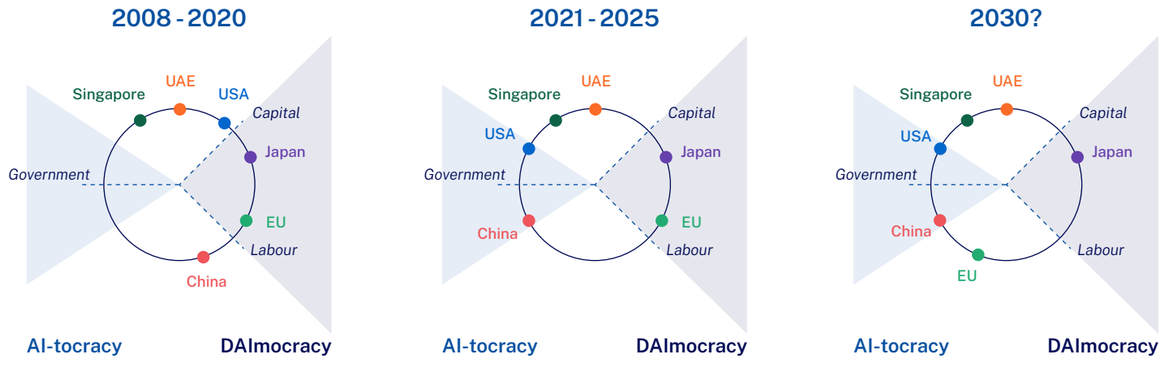


Conceptual illustration by the author. Left panel after Bremmer (2006).

Whom does AI serve?

The curve describes the stakes, but it does not tell us where each country stands. A more useful way to locate countries on this curve is to ask whom AI primarily serves. I find it helpful to think of a compass with three directions. AI can be deployed mainly in the service of government, as an instrument of administration, security and control. It can be deployed mainly in the service of capital, as a source of productivity, profits and market value. Or it can be deployed mainly in the service of labour, broadly understood as workers and citizens, raising incomes, protecting rights and widening opportunity. The AI-tocracy sits towards the government pole. The DAImocracy sits between capital and labour, where markets and citizens both have a claim on the technology.

Figure 2. Whom does AI serve? An interpretive compass of national AI models



The author’s reading of the positions of selected economies. Illustrative and not derived from ranking scores.

4 Bremmer, I. (2006). The J Curve: A New Way to Understand Why Nations Rise and Fall. New York: Simon & Schuster.

Between 2008 and 2020, the positions were fairly clear. The United States sat close to the capital pole, with a technology sector driven by private investment and relatively light regulation. Japan also leaned towards capital. The European Union leaned towards labour, with its emphasis on rights, privacy and social protection. China, perhaps surprisingly, sat nearer to labour than to government in that period, because its digital expansion was above all an engine of industrialisation and mass employment. Singapore and the UAE occupied the space between government and capital: strong states that used technology to attract investment.

Since 2021, the picture has moved. China has swung decisively towards the government pole as AI became a pillar of state control and national security. The United States, after a phase in which its AI economy was captured almost entirely by capital, has also moved towards government, as industrial policy, export controls and national-security considerations have come to shape AI development. Japan has stayed close to capital. The EU has so far stayed on the labour side.

The open question is where Europe will be in 2030. Under pressure from both superpowers, from its own security needs and from the temptation to put AI at the service of security and control, Europe could drift from labour towards government without ever passing through capital, the pole where it is weakest. That would give the world three large blocs in which AI serves the state first. It would also leave the DAImocracy side of the compass almost empty. Frameworks of this kind are interpretations, and they need to be tested. The third part of this essay turns to the 2026 data to see whether the evidence supports them.

Part III

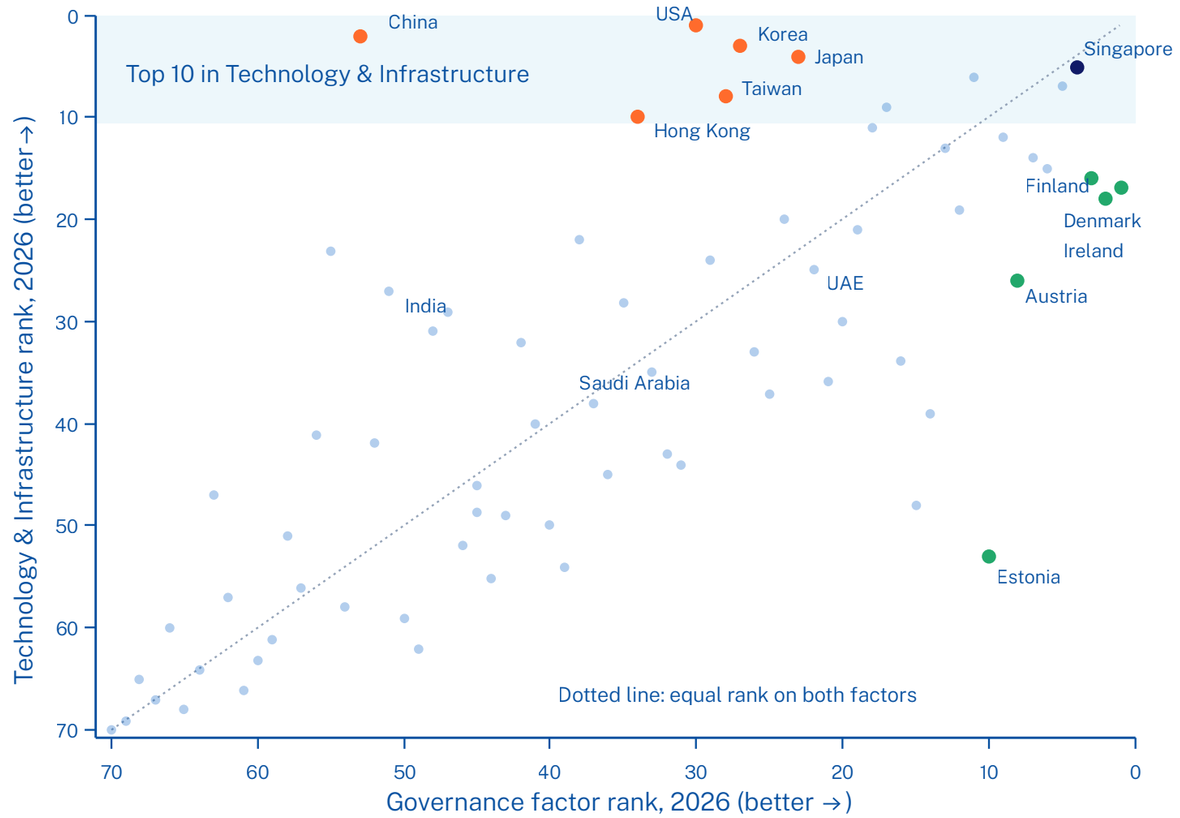
What the evidence shows

What the 2026 data let us see

If the argument so far is right, the data should show technological capability and good governance drifting apart. The ranking cannot measure regime type, and I do not read it as a scorecard of democracy. What it can measure is whether technological capability and good governance travel together. Four observations stand out.

The first is that the countries that build AI and the countries with good regulation are different countries. The United States, China and Korea hold the top three places in Technology and Infrastructure and lead in Efficiency, yet none reaches the top 20 in Governance: the United States is 30th, Korea 27th and China 53rd. Denmark, Ireland and Finland hold the top three places in Governance but sit between 16th and 18th in Technology and Infrastructure. Across the 70 economies, Governance and Efficiency show the weakest correlation of any pair of factors (0.65).

Figure 3. Building AI and regulating it well: Governance rank against Technology & Infrastructure rank, 2026

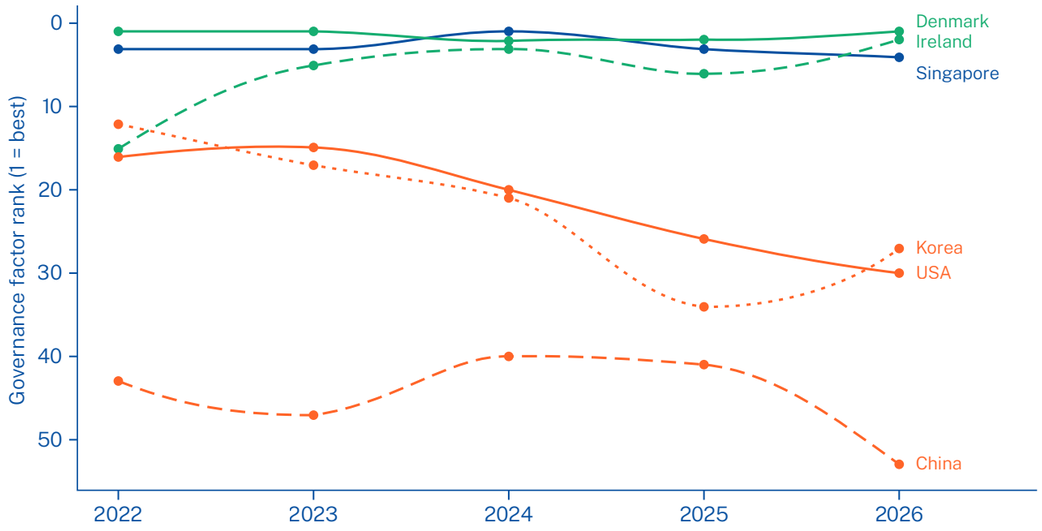


Economies in orange rank in the top 10 in Technology & Infrastructure but outside the top 20 in Governance.
Source: IMD World Competitiveness Center, World Digital and AI Ranking 2026.

The second observation is that the gap is widening. In 2022, the rank correlation between Governance and Technology and Infrastructure was 0.83.[5] In 2026 it is 0.73, the lowest in the five-year series. The average Governance rank of the ten strongest technology economies has slipped from 17.4 to 23.2, and the number of technology leaders ranked outside the top 20 in Governance has risen from four to six. The United States has held first place in Technology and Infrastructure throughout, while its Governance rank has fallen from 16th to 30th. China's Governance rank fell from 41st to 53rd in the same year its overall position rose from 14th to 7th. This is the AI-tocracy curve showing up in the data: capability is concentrating in places where governance is weakening or was never strong.

5 Rank correlations in this essay are Spearman coefficients computed by the author on the factor and sub-factor ranks of the 2022-2026 series, except the correlations between factors of 0.65 and 0.91, which are reported in the ranking's key findings.

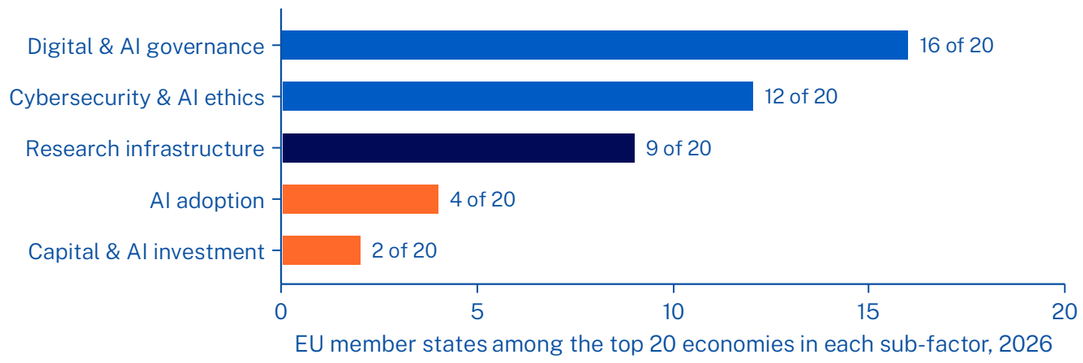
Figure 4. Governance rank of selected economies, 2022-2026



Rank among 70 economies; 1 is best. Source: IMD World Competitiveness Center, World Digital and AI Ranking, 2022-2026 series.

The third observation concerns Europe. Of the 20 economies that lead the Digital and AI governance sub-factor, 16 are members of the European Union. Only two EU members make the top 20 in Capital and AI investment, and four in AI adoption. The rank correlation between Digital and AI governance and Capital and AI investment across all 70 economies is only 0.24. Efficiency is the relatively weakest factor for many European economies, rich and emerging alike, which suggests something structural about how the continent turns good rules into slow execution.

Figure 5. Europe governs, others build



Number of EU member states among the top 20 economies in each sub-factor, 2026.
Source: IMD World Competitiveness Center, World Digital and AI Ranking 2026.

The fourth observation is about trust. The gap between AI adoption and citizen trust in AI is widest among the fastest adopters: the United States, Canada, the United Kingdom, France and Germany. China is the exception, ranking at the top on both measures, which should give open societies pause, because it suggests that an AI-tocracy can generate confidence as well as compliance. Singapore offers the counter-example. It is the only economy in the top five on every factor, and it leads the world in both Trust and Workforce Development. It shows that the trade-off between building and governing can be managed by policy, even if its political model is not one every country would choose. The two economies that illustrate the divide most clearly are the two largest builders of AI.

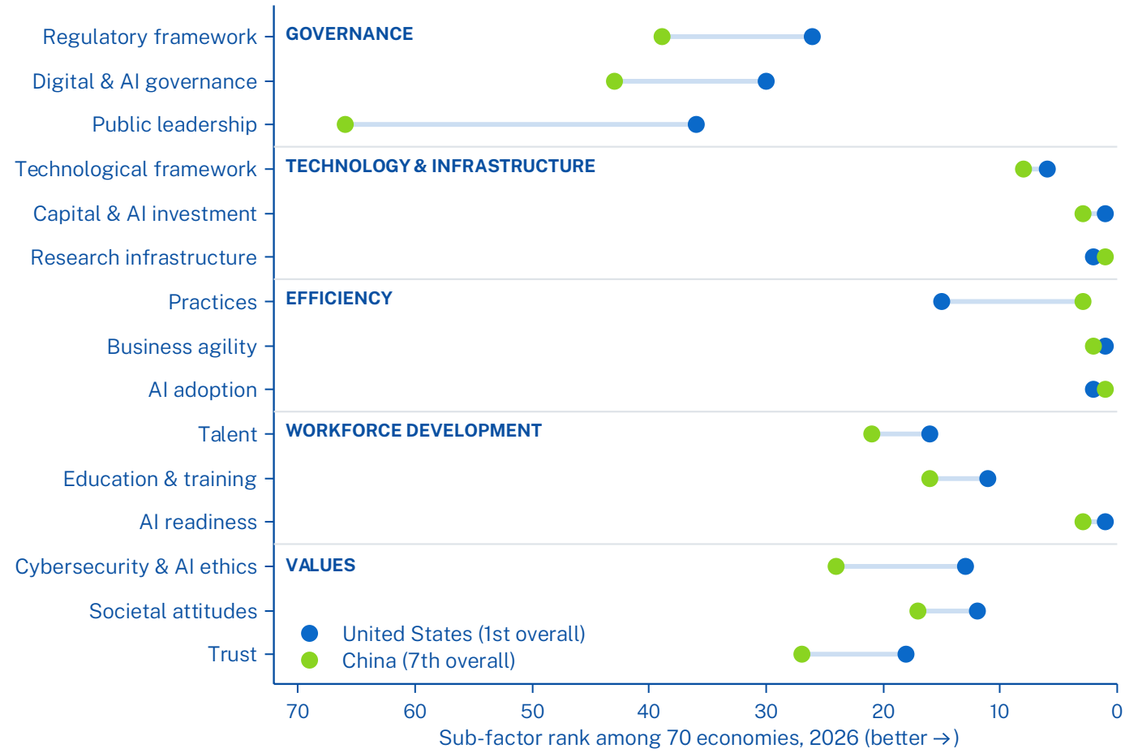
Two roads to AI dominance: the United States and China

The United States and China are the only two economies that can plausibly claim to be building AI at the frontier and at scale. They are doing it in different ways, and the 2026 data show the differences clearly.

The American road runs through capital. The United States ranks first in Capital and AI investment, Business agility and AI readiness, and second in Research infrastructure and AI adoption. Its private AI investment is roughly 23 times that of China, which is itself far ahead of everyone else. Frontier models are built by private companies financed by venture capital and public markets, drawing on universities that still attract talent from around the world. The weaknesses sit on the institutional side. The United States ranks 30th in Governance, down from 16th in 2022, with Public leadership at 36th and Regulatory framework at 26th. It ranks 26th in the Global Index on Responsible AI, and its adoption of AI runs well ahead of its citizens' trust in it. For most of the last decade capital decided and the state followed. Since 2021, with export controls, industrial subsidies and security reviews, the state has been taking a larger role.

The Chinese road runs through the state and through deployment at scale. China ranks first in Efficiency, first in AI adoption and first in Research infrastructure, where the sheer volume of its patents and publications counts. It is third in Capital and AI investment, Practices and AI readiness, and second in Technology and Infrastructure as a whole. AI is pushed into factories, cities, logistics and public administration with a speed that few market economies can match, and China leads the ranking's indicators on citizen trust in AI and on whether concerns about AI-driven job displacement are being addressed. Its weaknesses are the mirror image of its strengths. China ranks 53rd in Governance, with Public leadership at 66th, Digital and AI governance at 43rd and Regulatory framework at 39th. It is 23rd in Values, with Cybersecurity and AI ethics at 24th and Trust at 27th, 21st in Talent and 36th in the Global Index on Responsible AI.

Figure 6. Two roads to AI dominance: sub-factor ranks of the United States and China, 2026



Rank among 70 economies. Source: IMD World Competitiveness Center, World Digital and AI Ranking 2026.

Why, then, is China seventh and not first or second? The answer lies almost entirely in how the ranking defines readiness. On the three factors that measure capacity (Technology and Infrastructure, Efficiency and Workforce Development), China's average score is 84.6,[6] second only to the United States at 87.1 and well ahead of Singapore at 78.9. If digital and AI competitiveness were only a matter of building and deploying, China would be a clear number two and closing the gap. The distance opens in Governance, where China scores 45.2 against 61.8 for the United States and 78.4 for Singapore, and in Values, where it ranks 23rd against 11th and 1st. Singapore holds second place overall because it has no weak factor. China falls to seventh because it has one very weak factor and a second, Values, that is only middling.

There are two ways to read this result, and I think leaders should keep both in mind. The first is that the ranking deliberately rewards institutions, the rule of law, openness to talent and public trust, because those are the conditions under which businesses can invest in AI with confidence and citizens can accept it. On that view, China's governance deficit is a real competitive cost. Censored models hit a ceiling in the most valuable applications, foreign companies and researchers hesitate to commit, and Chinese AI exports face growing resistance in markets that care about data protection and security. The second reading is less comfortable. If the AI-tocracy curve is right, and control rather than openness is becoming the source of stability, then the qualities the ranking rewards may matter less to national power than we assume. China's rise from 20th in 2022 to 7th in 2026, achieved while its Governance rank fell from 43rd to 53rd, is at least consistent with that possibility.

The two roads are also converging. The United States is moving towards the government pole of the compass, and its governance scores are falling. China has spent the last five years closing the capacity gap. The overall score separating the first and seventh economies in 2026 is less than six points. The corporate data add a nuance, discussed below: China's AI capability is concentrated in a few platform champions, while American strength runs across many companies and sectors at the top of the index. Which of the two models proves more durable, and whether a third, European or Asian path can survive between them, is one of the questions that will define competitiveness for the rest of the decade. The same divide appears, even more sharply, among the world's largest companies.

Companies and the geography of AI power

So far I have written about states. The company level of this year's ranking, the IMD AI Maturity Index, now in its second edition,[7] lets us test the same ideas on the world's largest firms. It evaluates 330 companies drawn from the Forbes Global 2000, using the AI capabilities they disclose in annual reports, conference calls and press releases, their AI-related investment activity and their AI-related patent filings. The sample was expanded from 300 companies in 2025 so that every major economy has at least three firms, which makes comparisons between countries possible. Four findings speak directly to the argument of this essay.

The first is that corporate AI power is even more concentrated than national AI power. NVIDIA holds first place again, and United States companies occupy 12 of the top 20 positions, across semiconductors, cloud, software and digital platforms. Japan, Germany, China, Korea and Ireland each contribute only one or two firms to that group. Leadership is also stable: 16 of the 2025 top 20 are still there in 2026, with SoftBank, JPMorgan Chase, Siemens and Apple as the new arrivals. The picture matches the country data on private AI investment, where the United States is roughly 23 times ahead of the next economy. At both levels, AI capability is gathering in a few places and a few hands, and the largest technology companies have become geopolitical actors in their own right. They own most of the world's compute, train the frontier models and set de facto standards long before regulators write formal ones. Export controls, security reviews of acquisitions and the blocking of deals such as Manus are attempts by states to bring these companies back inside national strategy, while the companies depend on states for energy, permits, market access and protection from foreign rivals.

The second finding is that AI power is physical. Semiconductors, capital goods and technology hardware lead the index, ahead of pure software. Applied Materials expects more than 30% growth from AI-driven equipment demand; Siemens posted its highest-ever quarterly industrial profit as AI spread into machinery,

6 Simple average of the three factor scores, computed by the author from the published 2026 factor scores.

7 IMD AI Maturity Index 2026, key findings (version of 15 September 2026). The index evaluates 330 companies drawn from the Forbes Global 2000.

electrification and industrial software; Samsung is bringing its AI platform to an estimated 800 million devices. This is why energy, chips and data centres have become objects of geopolitical competition. The companies that lead in AI are the ones that control the hardware on which everybody else depends, and dependence on them is what turns trade fragmentation into a strategic risk.

The third finding concerns China. Tencent (5th) and Alibaba (10th) sit in the global top tier, both backed by their own foundation-model programmes, and Alibaba's Qwen has become one of the most widely adopted open-weight model families in the world. Yet the broader Chinese corporate cohort fell in the ranking this year. Most of it, including banks, insurers and state-owned industrials, has no comparable AI research programme of its own. This is the corporate face of the Chinese road described above: national capacity concentrated in a few platform champions aligned with state priorities, with a long tail of firms that deploy AI without building it.

The fourth finding is that capital markets reward AI maturity, even at the expense of profits. Over three years, the strongest statistical link in the index is between a company's AI rank and the growth of its market value. The top 50 firms delivered average valuation growth of nearly 30%, more than twice the rate of lower-ranked companies. Revenue growth follows only for the very top: the top 20 grew revenues by 12.2% a year against 6% to 9% elsewhere. Margins tell the opposite story. The top 20 report a lower three-year average profit rate (24.8%) than the bottom tier (28.5%), a weak but statistically significant inverse relationship that probably reflects the cost of sustained investment in compute, research and infrastructure. The leaders are trading margins for position, and investors are backing the trade. This is the corporate version of "no oxygen left": capital is flowing to the firms that build AI, just as it flows to the countries that build it.

These findings suggest several implications for business leaders. Fragmentation has become a management problem. A multinational that sells in both the American and the Chinese spheres may soon need two technology stacks, two data architectures and two compliance regimes, with the cost and loss of scale that implies. Companies headquartered in mid-sized economies face a sharper version of the choice, because they rarely control the platforms they depend on. The compass also applies to firms. A company's AI can serve mainly capital, cutting costs and lifting margins; mainly labour, broadly understood as employees and customers, raising productivity and widening what people can do; or increasingly government, as a contractor for defence, security and public administration. The "AI-tocracy" research on China found that firms supplying AI to the state went on to develop more commercial products, a reminder that state contracts can shape corporate capabilities in lasting ways, in democracies as well as autocracies. Boards should know where their own AI strategy sits.

Corporate and national readiness can also diverge. A company can be far more AI-mature than the country in which it is headquartered, drawing on global talent, cloud and capital, as Ireland's place among the handful of countries represented in the corporate top 20 suggests. The reverse is also true, and Europe is the clearest case: a region that leads the world in AI governance places only a handful of companies, Siemens among them, in the corporate top tier. Finally, the talent war is fought mainly by companies. Countries set the conditions through education and immigration, but it is firms that hire, train and retain, and the scarcity of technical talent is the barrier executives cite most often. Reading the country and company levels of the ranking together helps answer a question that matters to both: how far can a company go on AI when its home country's governance, talent or infrastructure lags behind, and how much does a country gain when its companies lead?

Part IV

Implications for countries and companies

Is regulation the problem?

The evidence of the third part raises an obvious question, and the implications begin with it. A reader could take the evidence so far as a case against regulation. The economies that dominate AI capacity rank poorly on Governance, and the gap has widened, while the economies with the best rules build comparatively little. I draw the opposite conclusion. I am convinced that AI must be regulated, and that in the long run the countries that fail to regulate it will pay for that failure.

The data do not show that governance harms competitiveness. Across all 70 economies, the rank correlation between Governance and the overall ranking is 0.86, and 12 of the 20 highest-ranked economies are also in the top 20 for Governance. The correlation between Governance and Technology and Infrastructure is still clearly positive (0.73). What has weakened is the link at the very top, where a handful of economies with enormous scale have pulled ahead in capacity while their institutions have deteriorated. That is a warning about those economies, and it tells us nothing about whether their capacity would be lower with better rules. The Governance factor itself measures the quality of institutions: regulatory quality, government effectiveness, the rule of law, due process, privacy protection and the adequacy of AI rules. Very few people would argue that a country becomes more competitive by weakening those.

There are three reasons to think the absence of regulation will prove costly. The first is trust. AI will create most of its value in health, finance, education, public services and critical infrastructure, where errors are expensive and liability is real. Those markets open only to systems that users, patients, customers and courts can trust. In the ranking, Digital and AI governance is positively linked to AI readiness (0.64) and to Trust (0.62), and the economies adopting AI fastest are those where adoption most outruns citizen trust. That gap is a liability that will eventually be called in, through litigation, backlash or a crisis that forces rushed and heavier rules. Financial markets offer the historical parallel: the light-touch years before 2008 looked like a competitive advantage until the bill arrived.

The second reason is that rules create markets. Aviation, pharmaceuticals and financial services became large global industries because regulation made them safe enough for mass use. Standards reduce uncertainty for investors and buyers, allow products to cross borders and reward the firms that invest in quality. The same will be true of AI once the early phase of experimentation gives way to deployment in regulated sectors.

The third reason is geopolitical. When the European Union adopted the General Data Protection Regulation, companies around the world adjusted their practices to meet it, a phenomenon Anu Bradford has called the Brussels effect.[8] The EU AI Act, phased in from 2025, may play a similar role. In a fragmented world, the jurisdiction whose rules others adopt holds a form of power that does not depend on owning the largest data centres.

8 Bradford, A. (2020). The Brussels Effect: How the European Union Rules the World. New York: Oxford University Press.

This is where Europe holds an advantage. Sixteen of the 20 economies that lead the Digital and AI governance sub-factor are EU members; Nordic and continental European countries lead in Cybersecurity and AI ethics; and Norway, Italy, Ireland, France, the Netherlands and Germany top the Global Index on Responsible AI, where the United States ranks 26th and China 36th. Europe has built the institutional foundations that AI will need as it moves into the most valuable and most sensitive parts of the economy. The weakness is on the other side of the ledger, in capital, compute and execution. The right conclusion for Europe is to keep its rules, make them clearer and simpler to apply, and build the capacity that turns governance into influence. Regulation is Europe's long-term asset. Capacity is the condition for using it. The next question is what else countries and companies must get right, and the answer lies in how the foundations of competitiveness have shifted.

The new pillars of competitiveness

For most of the industrial era, competitiveness rested on five pillars: infrastructure, education, industrial policy, globalisation and collaboration between the public and private sectors. They carried countries from the first industrial revolution to the fourth, and they still matter. The evidence of 2026 suggests that a different set now weighs more. Capital, talent and technology have become the decisive factors, and they are increasingly organised around national interest and a larger role for the state. National individualism has replaced globalisation as the organising principle, and public-sector dominance has replaced public-private collaboration as the model for strategic sectors.

Talent deserves particular attention because it is the constraint that money has not solved. In the IMD Executive Opinion Survey, lack of technical talent is the most cited barrier to scaling AI, named by 50.4% of the 5,797 executives who answered the question,[9] and among the top two barriers in 50 of the 70 economies. Countries that attract skilled people from abroad, such as the UAE, Singapore and Switzerland, lead the talent measures. Countries with excellent schools but closed labour markets pay a price: Japan and Korea both rank in the top ten for PISA mathematics, yet near the bottom for the international experience of senior managers and for the share of women among researchers.

The same shift is producing a new social order. As AI raises the return to strategic talent, the labour market divides into a small group whose skills set the pace of the technology, a large group whose routine cognitive work is easiest to automate, and a group the new economy does not seem to need. Inequality becomes the norm, and in rich countries the political conversation is already moving from the quantity of prosperity to its quality: who shares in growth, how crowded cities become, what kind of work remains meaningful. This is where the Values factor of the ranking matters most. Values and Workforce Development are the two most tightly linked factors, correlating at 0.91. Societies that invest in skills produce citizens who are more comfortable with AI. Societies that do not will find their trust eroding faster than their digital indicators improve.

Five rules for DAImocracies

Put together, the forces, the framework and the evidence point to what open societies must do to close the gap between building and governing.

9 IMD Executive Opinion Survey 2026, question on the factors that most hinder organisations' ability to adopt and scale AI.

Is there hope for citizen-centric political systems? I believe there is, provided that open societies stop playing the game on the AI-tocrats' terms. I would summarise the conditions in five rules.

Trust is the product. A model that cannot answer questions about politically sensitive history cannot be trusted to run a hospital or a bank. Censored AI hits a ceiling precisely in the high-value, high-liability applications where the largest gains lie. Economies with high trust and strong AI ethics hold an asset that authoritarian systems find hard to copy, but only if they can also deploy.

Rules are a weapon. Europe writes the rulebook others copy, and good regulation will prove to be one of the foundations of long-term AI competitiveness. That influence has to be backed by capacity, because you cannot govern for long what you do not build, host or finance.

Build or be ruled. Without compute, models and talent, a country has no seat at the table where standards are actually set. Mid-sized democracies need to stop renting the future: pooled investment in compute and energy, capital markets deep enough to finance AI companies at scale, and immigration systems that compete for researchers.

Defend the vote without becoming the censor. Elections must be hardened against manipulation, official content authenticated and platforms held to account. This has to be done without adopting the surveillance and content control that open societies claim to reject. It is the hardest of the five rules, and no ranking can say how to meet it.

Alone, we lose. No democracy outside the United States can match American or Chinese scale on its own. Mid-sized democracies in Europe, Asia and the Americas will either pool their compute, data, talent and standards, or they will hand the global standard to whoever offers the cheapest capable models. The end of global governance makes such cooperation harder to arrange and more necessary than ever.

The same rules apply, with small changes, to companies. Trust is a product for firms as much as for countries. Companies that help write standards gain influence only if they also build. Firms that rent every layer of their AI stack from others are exposed when trade or security tensions rise. And mid-sized companies, like mid-sized countries, may need alliances, consortia and shared infrastructure to compete with the largest platforms.

Conclusion

The signals of 2026, the fragmentation of trade and the use of AI for control all point in the same direction: the capacity to build AI is concentrating in a few countries and a few companies, and it is drifting away from the capacity to govern it well. The AI-tocracy curve explains why this matters, since control has become a source of stability in a way it was not before. The 2026 data confirm the divide at country level and at company level, and the contrast between the United States and China shows two very different ways of living with it. The lesson is to combine good governance with the capacity to build. That is the task facing Europe, other mid-sized democracies and the companies based in them. The AI-tocracy curve does not say that open societies are doomed. It says that the automatic advantage they once enjoyed is gone and has to be earned again. In a world that increasingly runs on improvised deals, the temptation is to trade rules for speed. The countries and companies that come out ahead will be those that learn to move quickly while keeping the rules that make them worth trusting.

Scaling AI under constraint: Infrastructure, capability, and trust

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Introduction

Artificial intelligence is often discussed as though the central question was whether organizations are willing to adopt a new technology. That approach is overly narrow. The more consequential question is whether firms operate in environments that allow AI to be implemented, trusted, governed, secured, and scaled. Access to AI tools has become easier, particularly through cloud platforms and generative AI applications, but access is not the same as productive use. For instance, a firm may experiment with AI and still be far from becoming AI-capable. It may subscribe to a model, test a chatbot, automate a narrow workflow, or use AI for internal analysis. It can, however, remain unable to embed the technology into production systems, customer relationships, supply chains, regulated decisions, or strategic innovation. The distance between experimentation and scale is where the real competitiveness question lies.

This essay starts from the premise that AI is not simply another layer of digitalization. It is becoming a systemic component of national and organizational competitiveness. Like earlier general-purpose technologies, AI has broad applicability, improves over time, and creates value through complementarities with other investments and organizational changes.[1] Its economic effects depend not only on the technology itself, but on the surrounding conditions that allow it to reshape decisions, processes, and business models. Productivity gains, for example, do not emerge automatically from the availability of AI. They depend on data quality, computing resources, skills, managerial adaptation, regulatory clarity, cybersecurity, and the readiness of customers and partners to participate in AI-enabled systems. This is why the adoption of AI should be understood less as a discrete technology decision and more as a test of market readiness. This essay captures such a tension. AI is spreading rapidly, but it is not scaling evenly. In many organizations, the technology is available before the foundations are in place. For instance, infrastructure may be insufficient, cloud access uneven, data fragmented, compute costly, talent scarce, liability unclear, cybersecurity risks poorly managed, and customers or business partners unprepared to adopt AI-enabled solutions. These are not separate inconveniences. They are interconnected constraints, and the boundaries between them tend to dissolve in practice. A data problem, for example, can quietly turn into a governance problem when firms are unsure whether information can legally be reused. Cybersecurity concerns work the same way. They become a market-readiness problem the moment customers stop trusting AI-enabled services. Talent shortages, in turn, often surface as a regulatory problem, since firms without the right expertise struggle to interpret or implement compliance requirements. And a compute-cost problem can just as easily become an innovation problem, once the expense of moving beyond pilots proves prohibitive.

The argument developed in this essay follows from this framing and from the survey evidence analyzed in Section 2. It indicates that AI should be analyzed as part of a wider competitiveness system. The first section establishes AI as a systemic component of competitiveness rather than a stand-alone digital tool, and the second presents the survey results and interprets the dominant bottlenecks. From there, the third section examines infrastructure, data, and compute as foundational constraints. It highlights why AI cannot scale without reliable digital systems and usable information environments. Capability and regulation follow in the fourth section, where the survey evidence is particularly strong. Firms need technical talent, but they also need governance capacity, liability clarity, and institutional confidence. The fifth section then turns to cybersecurity and market readiness. The section argues that trust is not a soft variable but a condition of scale, before the conclusion draws out the implications for national digital competitiveness.

The central claim is that AI competitiveness will be determined by absorptive capacity. The economies and organizations best positioned to benefit from AI will not necessarily be those that experiment first or announce the most ambitious strategies. Rather, they will be those that reduce the friction between technological possibility and operational use. That means building infrastructure and data systems, but also developing talent, clarifying rules, strengthening cybersecurity, lowering the cost



1 Bresnahan, T. F., & Trajtenberg, M. (1995). General purpose technologies “engines of growth”? Journal of Econometrics, 65(1), 83–108.

of experimentation, and preparing customers and partners to participate in AI-enabled value creation. AI may begin as a tool, but it scales only when the system around it is ready.

1. AI as a systemic component of competitiveness

AI has moved out of the category of an optional digital tool. It has become part of the operating environment through which productivity, innovation, and business model transformation are organized. A firm may purchase an AI application, subscribe to a cloud service, or experiment with a model internally, but the value it extracts depends on conditions that are well beyond the model itself. Such conditions include reliable connectivity, affordable computing capacity, usable data, technical talent, regulatory clarity, cybersecurity, and the readiness of customers and partners to participate in AI-enabled processes. That is why AI is better understood as a systemic component of competitiveness than as a distinct firm-level capability. The distinction matters. If AI is treated mainly as software, then the barriers to adoption appear to be implementation problems inside individual organizations. If AI is treated as a systemic technology, then those same barriers become indicators of national digital readiness. Weak infrastructure, fragmented data environments, high computing costs, unclear liability rules, and limited skills are not merely obstacles to AI adoption. They are signs of whether an economy can turn technological possibilities into scalable economic performance.

The economic logic is close to that of earlier general-purpose technologies, which are defined by broad applicability, continuous improvement, and strong complementarities with other forms of innovation.[2] AI fits this pattern because it does not transform one sector in isolation. It can alter logistics, finance, health care, education, manufacturing, public administration, cybersecurity, design, and scientific research, and its value lies partly in the technology itself but also in what it makes possible elsewhere. That is, new services, faster decisions, more adaptive production systems, and new forms of coordination across value chains. This is also why AI competitiveness cannot be reduced to the number of models an economy can produce. Model development matters, but it is only one layer of the system. AI becomes economically consequential when prediction, classification, generation, and optimization are embedded into decisions. Seen this way, recent AI advances are best framed as improvements in prediction technology, but prediction on its own does not create value. It becomes valuable when it changes the cost, speed, and quality of decisions.[3]

The productivity effects of AI will therefore depend less on isolated experimentation and more on complementary investment. The full impact of AI, like earlier general-purpose technologies, is likely to appear only after organizations make complementary changes in skills, processes, management practices, and intangible capital.[4] This pattern sheds light on the gap between visible technological progress and uneven measured productivity gains. More specifically, AI can be present everywhere and still not be productive everywhere. The technology diffuses faster than the organizational and institutional capacity needed to absorb it. This is a central point for our analysis. AI adoption is not a binary condition. Economies do not simply "have" or "not have" AI. They vary in the depth of the environment that allows AI to be deployed, trusted, maintained, and scaled. Some firms may be able to run pilots. Fewer companies, however, can integrate AI into core production systems and even fewer can do so across suppliers, customers, regulators, and cross-border markets. The difference between experimentation and scale is where competitiveness is increasingly decided. It is at this point that the national dimension becomes fundamental for our understanding of the relationship between AI and competitiveness. Competitiveness has long depended on systems of innovation rather than on firms alone. For instance, institutions and mechanisms that support technological innovation across economies are crucial for national innovation systems.[5] AI deepens this logic because the technology is unusually dependent on shared foundations. Data must be generated, cleaned, governed, protected, and made interoperable. Computing resources, in turn, must be accessible at a cost that does not confine adoption to a small number of large firms. Connectivity must be reliable enough for cloud-based and real-time applications, and skills must exist not only among AI researchers but also among managers, engineers, lawyers, cybersecurity specialists, and other experts who understand where AI can be productively applied.

In this context, infrastructure and data are not background variables. They are part of the productive capacity of the economy because connectivity, compute, context, and competency (i.e., the effectiveness of energy and digital infrastructure, and the availability of chips, cloud capacity, relevant data, and skills) are the foundations of AI readiness. Low and middle income countries face steep challenges in adapting or deploying AI effectively and at scale on this basis, even as more affordable "Small AI" applications create new opportunities for adoption.[6] Similarly, from a development and industrial policy perspective, infrastructure, data, and skills are key drivers for countries seeking to use AI for productivity and innovation. There is, however, the risk that AI infrastructure and expertise remain concentrated in a small number of economies and firms. Such concentration matters for competitiveness because it can turn AI into a source of cumulative advantage as economies with the strongest foundations attract investment, talent, data-intensive activity, and digital platforms, while weaker ones remain dependent on imported tools that may not fit local needs.[7] The speed of AI diffusion makes this point more urgent. Generative AI, for instance, reached roughly 53% population-level adoption within three years, faster than the personal computer or the internet, while adoption still varies strongly by country and correlates with GDP per capita.[8] Rapid adoption should not be mistaken for equal readiness. This is so because a technology can spread through consumer interfaces while remaining difficult to embed into production, public services, industrial systems, and regulated sectors. The labor-market dimension reinforces the same

2 Bresnahan & Trajtenberg, "General purpose technologies…"
3 Agrawal, A., Gans, J., & Goldfarb, A. (2019). Prediction, judgment, and complexity: A theory of decision-making and artificial intelligence. In A. Agrawal, J. Gans, & A. Goldfarb (Eds.), The economics of artificial intelligence: An agenda (pp. 89–110). University of Chicago Press.
4 Brynjolfsson, E., Rock, D., & Syverson, C. (2019). Artificial intelligence and the modern productivity paradox: A clash of expectations and statistics. In A. Agrawal, J. Gans, & A. Goldfarb (Eds.), The economics of artificial intelligence: An agenda (pp. 23–57). University of Chicago Press.
5 Nelson, R. R. (Ed.). (1993). National innovation systems: a comparative analysis. Oxford University press.
6 World Bank. (2025). Digital progress and trends report 2025: Strengthening AI foundations. World Bank.
7 UNCTAD. (2025). Technology and innovation report 2025: Inclusive artificial intelligence for development. United Nations Trade and Development.
8 Stanford Institute for Human-Centered Artificial Intelligence. (2026). The 2026 AI Index report. Stanford University.

point. About 40% of global employment is exposed to AI, with exposure higher in advanced economies and lower in emerging market and low-income economies. Nevertheless, many emerging and developing economies lack the infrastructure and skilled workforces needed to take advantage of AI's benefits, which increases the risk that AI widens rather than narrows gaps between countries.[9] Exposure, therefore, is not the same as capability. Some economies may face disruption before they possess the institutional and technical capacity to capture the gains.

This is where AI becomes a structural determinant of competitiveness. It affects productivity by changing how work is organized and how decisions are made, and it affects innovation by accelerating search, design, simulation, and experimentation. In business models, it shows up as personalization, automation, predictive maintenance, dynamic pricing, fraud detection, and new forms of service delivery, and it affects market structure too. Firms and economies with superior access to data, computing resources, talent, and trusted deployment environments may compound their advantages over time. Those without such foundations may adopt AI superficially but struggle to move beyond narrow use cases. The systemic nature of AI also changes the meaning of digital maturity. In earlier phases of digital transformation, connectivity, websites, e-commerce, and basic digital services could serve as reasonable indicators of readiness. AI raises that threshold: it requires not only digital access but high-quality data, not only cloud availability but affordable and reliable compute, not only digital skills but AI-specific technical and managerial capabilities, and not only regulation but rules that can handle liability, data governance, privacy, explainability, and cross-border use. Such foundations are not peripheral to AI because they are the conditions under which AI-enabled activities can expand.[10]

The key implication is that AI bottlenecks should be read diagnostically. Insufficient national digital infrastructure is not just a technology gap. It limits the speed, reliability, and cost structure of deployment. Limited access to high-quality data works the same way, constraining training, adaptation, evaluation, and integration rather than simply being a data-management issue. High computing costs, too, go beyond budget since they shape who can participate in AI-intensive markets in the first place. Talent shortages slow the conversion of tools into organizational routines, unclear rules raise the cost of experimentation and make firms hesitant to deploy AI in high-stakes settings, and cybersecurity concerns reduce trust just as low readiness among customers and partners prevents AI from diffusing through value chains. AI, then, is not simply another dimension of digital competitiveness. It reorganizes the hierarchy of what digital competitiveness means. Economies that can combine infrastructure, data, skills, governance, cybersecurity, and market readiness will be better positioned to move from experimentation to scaled deployment. Economies that cannot may still use AI tools, but they will do so under constraint, with narrower applications, weaker productivity effects, and greater dependence on external providers. In short, the issue is not whether AI will matter as it already does. The question is whether national environments are prepared to absorb it. This is the query at the center of the survey analysis that follows.

2. Identifying the dominant bottlenecks, survey results

The analysis that follows is based on the IMD Executive Opinion Survey 2026's responses (5,797 total) to the question on which factors most hinder their organization's ability to adopt and scale AI technologies. Across the 70 economies included in the sample, respondents could select multiple options and provide open-text comments on specific constraints. Reported percentages represent the share of respondents within each country who identified a given factor, excluding non-responses. As a result, percentages across categories are not mutually exclusive and may add to more than 100%. Importantly, as survey participants can report multiple responses, the results are not a forced ranking in which one barrier excludes another. Instead, they show the prevalence of each constraint within the respondent base. A high percentage for one factor therefore does not mean that other factors are absent. Rather, it means that this particular barrier is widely felt alongside others. More specifically, the survey should be read as a map of overlapping constraints rather than as a simple hierarchy of isolated problems. That distinction is central to the essay's argument, because AI scaling depends on the interaction between infrastructure, data, compute, skills, governance, cybersecurity, and market readiness, not on the presence or absence of any single input.

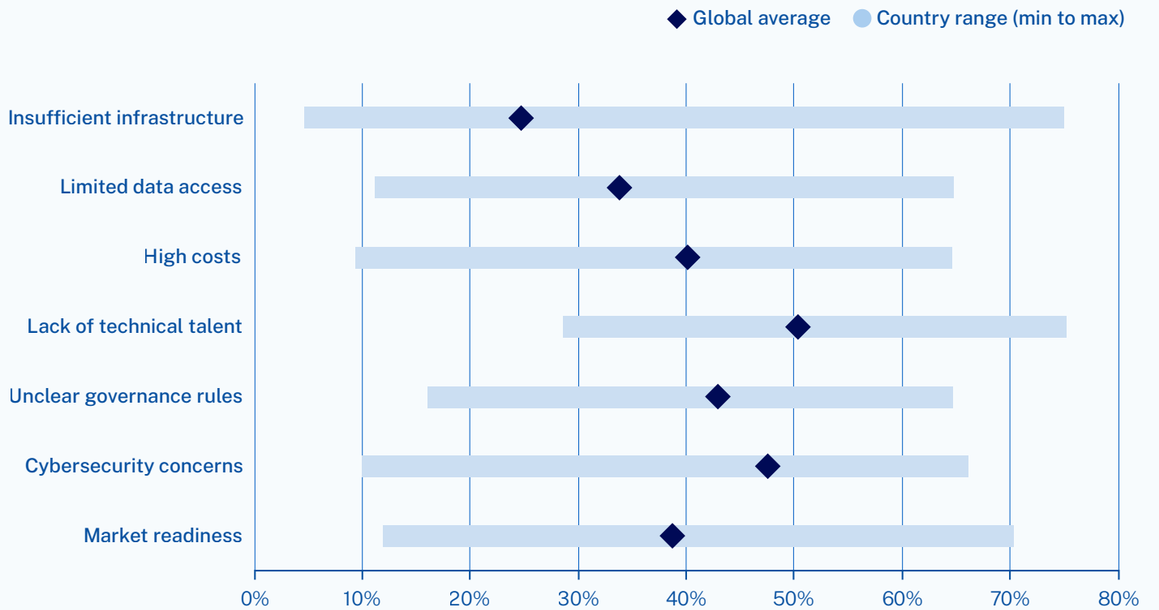
At the total-sample level, the most frequently selected barrier is the lack of technical talent to implement and maintain AI systems, identified by 50.4% of respondents. This is followed closely by concerns about cybersecurity or data breaches, at 47.6%, and unclear rules on AI use, liability, or data governance, at 42.9%. The next tier consists of high costs of AI tools and computing resources, at 40.2%, and low readiness among customers or business partners to adopt AI-enabled solutions, at 38.7%. Limited access to high-quality data for training or deployment is selected by 33.8% of respondents, while insufficient national digital infrastructure, including cloud and connectivity, is selected by 24.7%. The ordering is revealing. The most frequently cited obstacles are not confined to the availability of AI technologies themselves. They relate to the capacity to implement AI, secure it, govern it, finance it, and diffuse it through business relationships. In this sense, the survey confirms that the main problem is not simply adoption. It is scale. Organizations may be able to access AI tools, but they are less certain that they have the people, rules, safeguards, cost structures, and surrounding conditions required to make those tools durable and productive.

9 Cazzaniga, M., Jaumotte, F., Li, L., Melina, G., Panton, A. J., Pizzinelli, C., Rockall, E. J., & Tavares, M. M. (2024). Gen-AI: Artificial intelligence and the future of work (Staff Discussion Notes No. 2024/001). International Monetary Fund.

10 OECD. (2024). OECD digital economy outlook 2024, volume 2: Strengthening connectivity, innovation and trust. OECD Publishing.

Box 1. Dispersion of each barrier across countries

Figure 1. Dispersion of each barrier across countries



Averages compress an interesting distributional story. Infrastructure has by far the widest range of any barrier. It spans roughly 70 percentage points from its lowest to highest values across the sample. This means it behaves less like a universal constraint and more like a localized one, severe in a specific subset of economies and largely resolved in others. Data access and market readiness show similarly wide spreads. It follows that these barriers are context-dependent rather than globally uniform problems. Cybersecurity concerns and governance ambiguity, by contrast, have comparatively narrow ranges with meaningfully higher floors. Even the countries where these are least cited still report them at non-trivial levels. Such barriers are thus close to universal frictions that persist regardless of a country's broader digital maturity.

Talent shows an interesting hybrid pattern. It has both the highest global average (50.4%) and a floor that remains substantial. It is simultaneously the most-cited barrier on average and one that virtually no economy in the sample has fully escaped. This combination of a high average and a narrow low end is arguably the strongest evidence in the results that talent is the most structurally embedded constraint on AI scaling, present at meaningful levels even in the most digitally mature economies. The core distinction between structural, geography-specific barriers (infrastructure, data, market readiness) and pervasive, capability and trust barriers (talent, cybersecurity, governance) highlights a distinction between wide-dispersion and narrow-dispersion factors, and this figure is the clearest visual evidence for that split. For decisionmakers, the distinction points to two different remedies rather than one. Wide-dispersion barriers call for geographically targeted investment, while narrow-dispersion ones call for broad-based capacity building that most economies need regardless of income level.

The strongest result is the talent constraint. Its position at the top of the total sample is not incidental. It thus captures the fact that AI is not a self-executing technology. Models and tools require people who can select appropriate use cases, prepare and govern data, integrate systems, monitor performance, manage security, interpret outputs, and maintain deployment over time. The country-level results reinforce this point. In the 70-country sample, lack of technical talent appears as one of the top two barriers in 50 countries, and in 38 countries at least half of respondents selected it. The highest levels are reported in Brazil (75.2%), Slovenia (70.2%), Namibia (68.3%), Botswana (64.1%), the Philippines (63.8%), Iceland (63.1%), Taiwan (Chinese Taipei, 62.1%), and Cyprus (61.8%). These are not countries with identical levels of income, infrastructure, regulatory maturity, or market structure. The width of the result suggests that technical capability is a generalized bottleneck, although its meaning varies by context. In some economies it may reflect a shortage of advanced AI engineers. In others, it may reflect the absence of data engineers, cloud architects, cybersecurity professionals, AI-literate managers, or domain specialists capable of translating AI into business processes. The constraint is therefore not only a labor-market shortage. It is also an absorptive-capacity problem.

Cybersecurity follows almost as closely. In the full sample, concerns about cybersecurity or data breaches are selected by 47.6% of respondents. Such concerns are thus the second most frequently selected barrier among respondents. They appear among the top two constraints in 44 countries, and in 33 countries at least half of respondents selected cybersecurity as a barrier. The highest values include Malaysia (66.1%), Switzerland (63.8%), Taiwan (63.6%), Australia (62.3%), Luxembourg (61.9%), Austria (58.8%), and the Philippines (58.0%). This result is crucial because cybersecurity is often treated as a technical risk that follows adoption, rather than as a condition that shapes adoption itself. The survey suggests otherwise. Organizations appear to view security and data protection as part of the decision about whether AI can be scaled in the first place. That is consistent with the nature of AI deployment. AI systems often require large volumes of data, integration with internal workflows, connections to third-party vendors, and, in many cases, direct interaction with customers or partners. The more deeply AI is embedded, the greater the potential exposure. Importantly, a weak security environment does not merely increase operational risk. It reduces trust in AI-enabled processes.

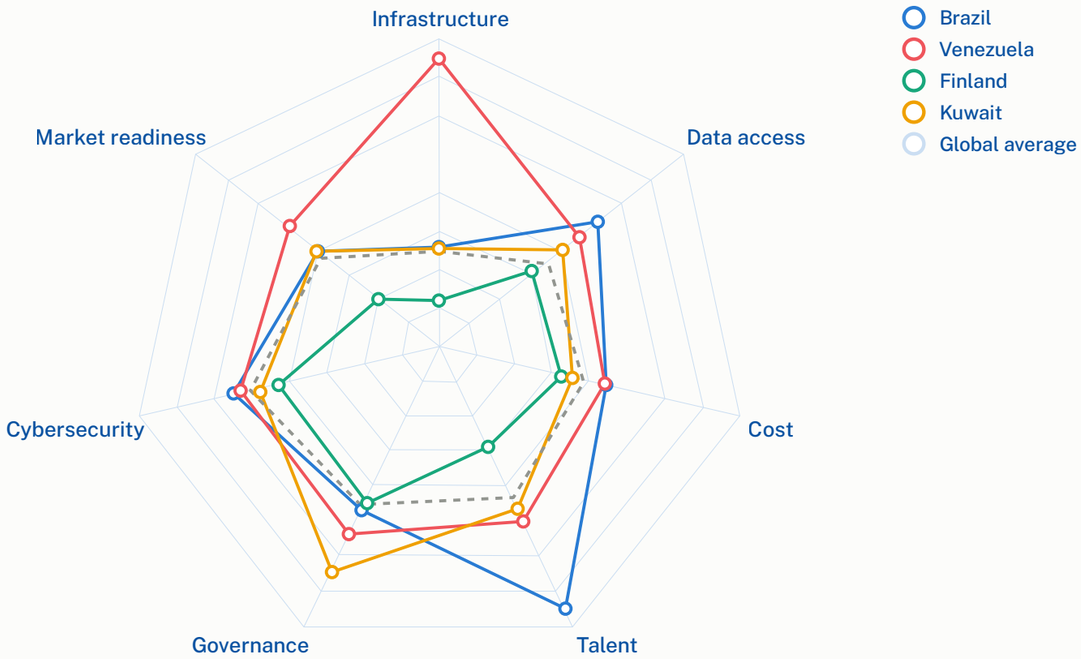
Regulatory and governance uncertainty forms the next layer of the constraint environment. Unclear rules on AI use, liability, or data governance are selected by 42.9% of respondents. This places the barrier just behind talent and cybersecurity in the overall results. The figure is significant because it shows that firms are not only asking whether AI can be deployed technically, but whether it can be deployed legitimately. In 20 countries, at least half of respondents identify unclear rules as a barrier. It follows that legal and governance ambiguity is already shaping the boundary between experimentation and scale. The concern is especially pronounced in Kuwait (64.5%) and Malaysia (60.6%). A second cluster sits in the mid-50s, including Puerto Rico (55.8%), Indonesia (55.0%), Mexico and Botswana (54.7% each), India (53.8%), and Spain (53.5%). These figures matter because they show that AI governance is not a policy question that is outside business adoption. It is already part of the adoption decision itself as firms are weighing not only whether AI can work,

but whether its use can be justified, audited, explained, and defended if something goes wrong. Organizations may hesitate to deploy AI in higher-value or higher-risk use cases if they are uncertain about accountability, data rights, liability, explainability, audit requirements, or the conditions under which automated or AI-assisted decisions are acceptable. Regulatory ambiguity can therefore push firms toward low-risk experimentation and away from more transformative uses. In short, AI may be adopted but contained.

The economics of scale appear in two related ways. High costs of AI tools and computing resources are selected by 40.2% of respondents, while low readiness among customers or business partners is selected by 38.7%. The two barriers are not the same, but they point to a similar problem. Specifically, AI may be accessible enough to test but it is still difficult to sustain as a business capability. For instance, cost extends well beyond the subscription price of an AI tool. It includes compute, cloud use, storage, integration, vendor support, model monitoring, compliance, cybersecurity, and the organizational time required to redesign processes around AI. Market readiness adds a second friction. Even when a firm can afford the technology, the value of AI may remain limited if customers, suppliers, or partners are not ready to trust it, use it, or adjust their own systems around it. The country-level results show that the cost barrier is not restricted to one type of economy. Kenya reports 64.6%, Vietnam 64.2%, the Philippines 60.9%, India 59.0%, Nigeria 57.8%, Singapore 57.7%, Malaysia 56.9%, and the USA 53.7%. In less mature markets, cost may underline a limited access to affordable infrastructure and AI services. In more advanced digital markets, it may capture the rising expense of moving from pilots to sustained implementation. Either way, the cost barrier marks the transition from experimentation to scale. Market readiness is equally significant because it moves the analysis beyond the individual firm. AI-enabled solutions often require customers, suppliers, distributors, regulators, and business partners to accept new workflows, share data, trust automated outputs, or adapt their own systems. A firm can be internally prepared and still fail to scale AI if the surrounding environment is not ready. The country-level results show that this is not a marginal concern. Low readiness among customers or business partners reaches 70.4% in Greece, 62.1% in Mexico, 61.8% in Cyprus, 61.3% in the Slovak Republic, 57.8% in Botswana, 53.3% in Peru, 53.2% in Malaysia, and 51.9% in Qatar. These figures support one of the essay's central claims, that AI competitiveness is relational. It depends not only on what firms can do internally, but on whether markets, value chains, and institutional environments are prepared to participate in AI-enabled activity.

Box 2. Country-level constraint signatures

Figure 2. Country-level constraint signatures



Plotting individual country profiles against the global average shows that a single aggregate constraint score can conceal very different underlying stories. Brazil's profile is dominated almost entirely by a talent shortfall. It sits far above the global average on that single dimension while remaining close to average elsewhere, a classic capability gap in an otherwise digitally active economy. Venezuela shows the opposite pattern with infrastructure as its overwhelmingly dominant constraint, while its other six factors sit closer to or below the global average. This is a foundational, not a capability, signature, more consistent with a developing digital base than an organizational skills gap. Kuwait's profile shows governance as the standout constraint layered on top of otherwise moderate-to-high scores across cost, talent, and customer readiness. This points to a country where multiple frictions compound rather than one factor dominating. Finland's profile is below the global average on nearly every dimension, with regulatory clarity as its only relatively elevated, though still modest, concern. This describes a comparatively well-equipped economy whose remaining friction is more about rules than capability or infrastructure.

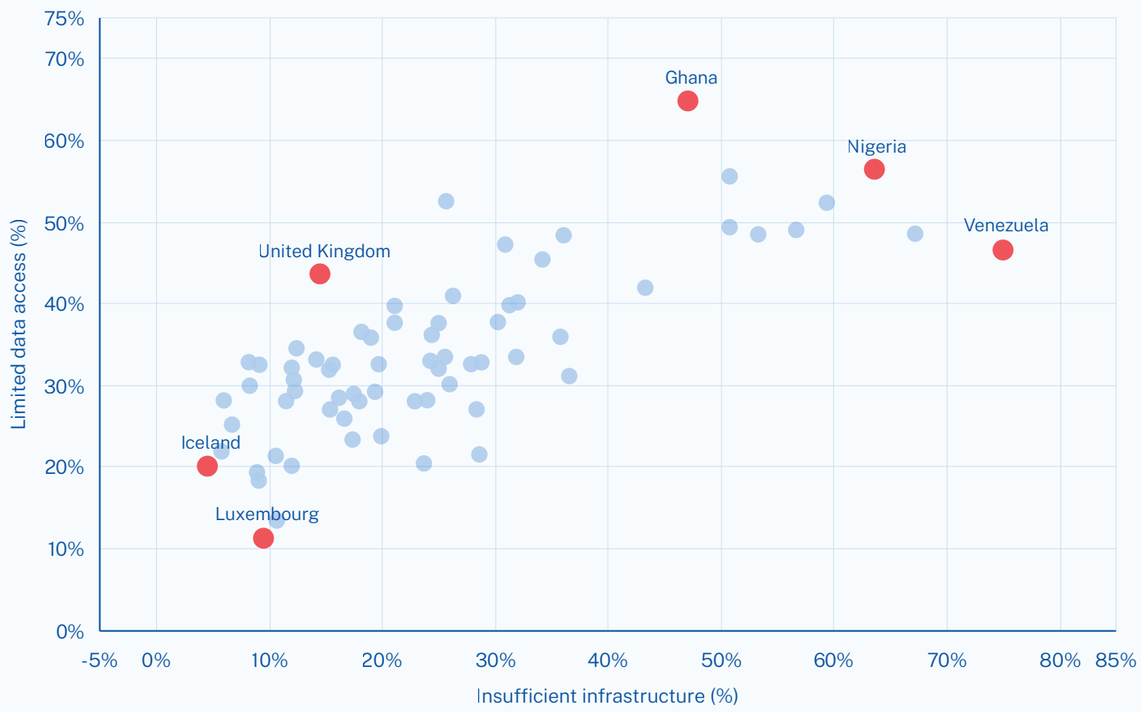
AI readiness is thus not a single spectrum from unready to ready. It is a multidimensional space, and countries with similar overall constraint intensity can sit in completely different regions of that space. This argues against one-size-fits-all prescriptions. A country with a governance-dominant signature needs regulatory clarity and liability frameworks, one with an infrastructure-dominant signature needs capital investment in connectivity and cloud capacity, and a talent-dominant signature calls for workforce development and technical training pipelines.

The aggregate results for infrastructure and data require more careful interpretation. On the surface, they appear less dominant. Insufficient national digital infrastructure is selected by 24.7% of the total sample. This barrier is the lowest ranked overall. Limited access to high-quality data is selected by 33.8%. It is thus placed below talent, cybersecurity, governance, cost, and market readiness. But this should not be read as evidence that infrastructure and data are secondary. It suggests instead that they operate as threshold constraints. Where the foundations are already strong enough, organizations may experience other barriers more acutely. In such context, talent, governance, cybersecurity, cost, and market readiness may be greater constraints to AI adoption and scaling. Where the foundations are weak, however, infrastructure and data can dominate the adoption landscape. The country-level results make this visible. Insufficient national digital infrastructure is selected by 75.0% of respondents in Venezuela, 67.2% in Botswana, 63.6% in Nigeria, 59.4% in the Philippines, 56.7% in Peru, 53.3% in Indonesia, 50.8% in Namibia, and 50.8% in Kenya. Similarly, limited access to high-quality data reaches 64.7% in Ghana, 56.3% in Nigeria, 55.4% in Kenya, 52.4% in Brazil, and 52.2% in the Philippines. These are not minor deviations from the aggregate. Such results show that the main obstacle to AI adoption is not the same everywhere. In some economies, firms are most constrained by basic foundations such as infrastructure and data. In others, the harder problem is talent, governance, cost, cybersecurity, or market readiness.

This distinction between broad constraints and threshold constraints is fundamental for understanding AI adoption and scaling. Talent and cybersecurity appear to be broad constraints because they recur across many countries and are consistently among the highest-ranked barriers. Furthermore, governance, cost, and market readiness form a second tier because they are not always the leading constraint, but they frequently define whether AI remains experimental or becomes embedded in organizational practice. Infrastructure and data are more uneven, but where they are weak, they define the feasible frontier of AI adoption. In other words, the lower total-sample percentage for infrastructure does not weaken the infrastructure impact. It refines it. Infrastructure is not the most visible bottleneck everywhere, but in countries where connectivity, cloud access, and digital reliability are insufficient, other forms of readiness may not be enough to compensate.

Box 3. Relationship between infrastructure and data-access constraints

Figure 3. Relationship between infrastructure and data-access constraints



Plotting infrastructure concerns against data-access concerns for all 70 countries produces a wide, unstructured spread of points rather than a tight diagonal relationship. This is itself the key finding. The two barriers do not move together in any systematic way. Some countries face high concern on both dimensions simultaneously, others face a pronounced infrastructure gap while reporting only moderate data-access concerns, others show the reverse (data access flagged as a serious issue despite a relatively adequate infrastructure base), and a meaningful cluster of countries report low concern on both fronts. The practical implication is that infrastructure investment and data-access investment are separable problems requiring distinct interventions, not a single digital foundation fix.

A country can solve its connectivity and cloud-access problem while still lacking quality, well-governed, accessible datasets for AI training and deployment. Data quality, standardization, interoperability, and access rights are governance and market-design problems as much as they are infrastructure problems. Conversely, a country can face real infrastructure gaps while still reporting manageable data-access constraints, likely because the data challenges organizations report are less about the physical existence of data and more about its usability, structure, or the institutional rules governing access to it. Bundling infrastructure and data readiness as a single issue risks under-serving whichever of the two is the more binding constraint in a particular context.

The survey also suggests that AI maturity changes the form of constraint rather than eliminating it. In less mature digital environments, organizations may still be constrained by connectivity, cloud access, data availability, and the affordability of computing resources. In more mature environments, the binding constraints may shift toward specialized skills, cybersecurity, compliance, liability, and the readiness of customers and partners. This creates different policy and managerial priorities. Some countries need to strengthen the foundations that make AI deployment possible. Others need to focus on the institutional and organizational conditions that make AI deployment trustworthy and scalable. Many need both at once. The survey therefore does not point to a single cause behind slow AI adoption. It reveals a layered constraint environment, where the barriers to scale emerge from the interaction between infrastructure, data, cost, talent, governance, cybersecurity, and market readiness. Additionally, the analytical implication is that AI adoption should not be measured only by whether organizations use AI tools. The more important question is whether they can sustain, govern, secure, and scale those tools across real economic activity. The survey points to a gap between access and readiness. Organizations may be close to AI in a technological sense, because tools are increasingly available, but still far from AI in a productive sense, because the conditions for reliable implementation remain incomplete. The barriers identified by respondents are precisely the conditions that separate experimentation from transformation: people, security, rules, costs, data, infrastructure, and market participation.

The purpose of this section, then, has not been to exhaust the survey evidence but to establish a pattern. AI scaling is constrained by a layered system in which foundations, capabilities, rules, risks, and market relationships interact, rather than operating as isolated problems to be solved one at a time. The sections that follow trace each layer in turn.

Box 4. What the numbers do not capture

The seven closed-ended options in the survey were designed to be comparable across 70 countries, but they inevitably compress a messier reality. Open-text responses offered by roughly 100 organizations across some 55 countries surface additional constraint themes that recur often enough to matter. Two of the largest clusters point inward rather than outward. These are ambiguity about use cases ("Difficulty to define relevant use cases," Netherlands, "Use case unclarities," Sweden) and gaps in leadership readiness rather than technical staffing ("Mgmt and board readiness," Switzerland, "Lack of understanding of Senior management on what AI can and should offer," Netherlands). Both suggest that even where the technical talent line item is checked, the deeper problem is often that management still does not know what to ask that talent to build.

A second set of themes is more structural. Workforce resistance grounded in fear of job loss appears across six countries spanning three continents, less a skills gap than a trust gap. A distinctly European cluster raises AI sovereignty and dependence on US providers, a geopolitical dimension respondents added on their own rather than in response to any specific prompt. In addition, several respondents flagged that infrastructure and cost mean something different for smaller firms. SMEs cite scarce time and small domestic markets as binding constraints in ways a national infrastructure statistic will not show. Considered alongside the closed-ended survey results, these open responses show how leadership attitudes, workforce trust, and firm size influence the way the seven core barriers are experienced inside organizations.

Thematic frequency
(from open-text responses)

Two themes tied for the most mentions at eight each-First, it is use-case ambiguity (raised across seven countries: Netherlands, Sweden twice, Switzerland, Mexico, Jordan, Germany, Luxembourg) and second, leadership and management readiness (with mentions from Switzerland, the Netherlands, Kuwait, and Hong Kong). Workforce resistance or fear of job loss followed with six mentions spread across six different countries on three continents (Cyprus, Indonesia, Thailand, Chile, New Zealand, Slovak Republic), notable for its geographic spread rather than its raw count. AI sovereignty and dependence on U.S. providers and SME-specific resource scarcity each drew five mentions across five countries, the former concentrated entirely in Europe (Australia, Austria, Belgium, Denmark, Finland). Pace-of-change risk had four mentions across three countries, while government-as-market-actor/bureaucracy and concrete infrastructure specifics (electricity, connectivity) each drew three mentions across three countries. Note: this count reflects manual thematic coding of a small, self-selected set of open-text comments. Not all respondents left one, and coding judgment calls, such as what counts as leadership readiness versus workforce resistance, are inherently somewhat subjective. This should be read as illustrative, not as a statistically validated finding.

3. Infrastructure and data: the foundational constraints

Infrastructure is often treated as the passive layer of digital transformation that deals with cables, cloud services, data centers, servers, broadband networks, and electricity. In the AI economy, it is not passive. It defines what firms can attempt, how quickly they can deploy, how much experimentation costs, and whether a successful pilot can become a production system. AI does not scale in the abstract. It scales through networks, compute, storage, energy, data pipelines, and institutional arrangements that allow information to move safely and usefully across organizations. Infrastructure and data should thus be considered the first binding constraints in AI adoption. Talent, regulation, cybersecurity, and market readiness all matter, but they cannot compensate for the absence of reliable connectivity, affordable computing resources, or usable data. A company can hire specialists and define an AI strategy, and remain stuck if cloud capacity is expensive, latency (i.e., the time the system takes to react after a user action) is too high for operational use cases, or internal data are fragmented across incompatible systems. The result is a familiar pattern that leads to experimentation without scale.

As stated earlier, AI readiness is not a single technological capability. It requires specific foundations. The first, connectivity, refers to energy and digital infrastructure. The second is compute, which includes chips, data centers, and cloud computing. The next foundation is context, which refers to data. And the fourth one is competency or the availability of relevant skills. The first three are especially relevant here because they show that AI deployment depends on an infrastructural stack, not only on access to models or software applications.[11] In such a context, connectivity is the entry point. Without stable, affordable, high-quality connectivity, firms cannot reliably use cloud-based AI services, exchange data across sites, monitor systems in real time, or integrate AI

11 World Bank, "Digital progress and trends report 2025…"

into customer-facing and supplier-facing processes. Global connectivity has improved, but the remaining gaps are still large. By some estimates, almost three-quarters of the world's population were online in 2025, while 2.2 billion people remained offline, most of them in low and middle income countries. In addition, mobile broadband coverage is nearly universal, but quality and affordability gaps persist, and 5G coverage remains concentrated in high-income countries.[12]

This distinction between access and quality is essential. AI readiness is not only about whether a firm can connect to the internet. It is about whether that connection has the speed, reliability, latency, and resilience required for data-intensive operations. In this sense, digital transformation is not possible without connectivity. Such transformation, however, requires higher-quality broadband services, not merely basic access. Across OECD countries, the share of gigabit fixed broadband subscriptions more than tripled between 2019 and 2023, to about 14% of fixed broadband subscriptions by December 2023. This is evidence of a broader rise in bandwidth-intensive activity and the growing importance of high-performance networks for digital transformation.[13] The survey results support this argument, but not in the form of a simple infrastructure-first ranking. In the full sample, insufficient national digital infrastructure is selected by 24.7% of respondents, the lowest share among the seven barriers. Read superficially, this could suggest that infrastructure is no longer central to AI adoption. A better interpretation is that infrastructure often operates as a threshold layer. Where basic connectivity, cloud access, and digital reliability are already present, firms may experience other constraints more directly. The pattern suggests that many organizations are no longer blocked only at the point of access. Instead, they are blocked at the point of operationalization. AI tools may be reachable, but sustained use still depends on whether the infrastructure is fast, reliable, secure, affordable, and integrated enough to support data-intensive workflows. Infrastructure remains foundational even when it is not the most frequently named barrier. It becomes visible not only when it is absent, but when its quality is insufficient for scale.

Latency is particularly important because many valuable AI use cases are time sensitive. Predictive maintenance, fraud detection, automated quality control, logistics optimization, industrial robotics, remote health applications, and customer-facing personalization all depend on the speed with which data can be captured, processed, and returned as a decision. A model that responds too late may be technically accurate but operationally useless.[14] This is the reason why AI infrastructure is also spatial. Large firms in metropolitan areas may have access to fiber, hyperscale cloud services, specialized vendors, and technical support, while smaller firms, rural firms, or firms in weaker digital environments may face slower connections, fewer providers, higher costs, and weaker integration with public digital systems. The AI divide is therefore not only international. It can also be regional, sectoral, and firm-level.

Compute deepens the infrastructure constraint. AI workloads depend on data centers, cloud services, specialized chips, storage, networking equipment, cooling systems, and reliable electricity.[15] This does not mean that every country must build frontier-scale AI infrastructure. For many use cases, that would be unnecessary and economically unrealistic. It does mean that access to affordable compute is becoming part of competitive capacity. Firms need some combination of cloud access, domestic or regional data-center capacity, affordable AI tools, and energy reliability. Where compute is scarce or expensive, organizations may limit experimentation, avoid large-scale deployment, or become heavily dependent on external providers. That dependency can be efficient, but it can also expose firms to pricing changes, vendor lock-in, data-transfer constraints, and service availability risks.

At this point, the survey result on cost highlights an important dimension. High costs of AI tools and computing resources are selected by 40.2% of respondents. Costs thus rank above both insufficient national digital infrastructure and limited access to high-quality data. The pattern suggests that many organizations are not blocked only by the existence of infrastructure, but by the cost of using it repeatedly and securely. AI may be technically available, but remains difficult to scale if compute, cloud consumption, integration, monitoring, vendor support, and cybersecurity make sustained deployment too expensive. In this sense, cost becomes one of the mechanisms through which infrastructure defines scale.

Data is the other foundation, and in some respects the more difficult one. Unlike connectivity or compute, data cannot simply be expanded by building more infrastructure or purchasing additional capacity. It is embedded in organizational routines, legal rules, technical systems, and trust relationships. The practical issue is therefore not always the absence of data, but the absence of data that can be accessed, trusted, combined, and used for a specific AI purpose. The survey places limited access to high-quality data for training or deployment at 33.8% of the full sample. This is below talent, cybersecurity, governance, cost, and market readiness, but the lower ranking should be interpreted carefully. Data constraints are often embedded in other barriers. A firm may experience a data problem as a talent problem if it lacks people who can clean, label, integrate, and maintain datasets. The same gap can surface as a governance problem, when there is uncertainty over whether data can be reused or shared, or as a cybersecurity problem, when sensitive information cannot be safely exposed to external systems, vendors, or cloud-based tools. In this sense, data is not only a separate bottleneck. It is a condition that runs through several others. AI can be technically available, and even affordable, but it cannot be trusted or embedded at scale if the underlying information is fragmented, incomplete, non-interoperable, or legally uncertain.

The broader issue is that data value depends on reuse, interoperability, and trust. Data collected for one purpose can generate value in other applications, but only if firms and institutions have the incentives, systems, and safeguards to make reuse possible. Misaligned incentives, incompatible systems, and lack of trust prevent data from becoming a productive input for AI. To put it differently, open-data initiatives, interoperability standards, data-sharing mechanisms, and protections against misuse are not peripheral to AI readiness. They determine whether data can move from being an accumulated organizational asset to becoming a usable foundation for

12 International Telecommunication Union. (2025). Measuring digital development: Facts and Figures 2025. ITU.
13 OECD, "OECD digital economy outlook 2024…"
14 OECD, "OECD digital economy outlook 2024…"
15 International Energy Agency. (2025). Energy and AI. IEA.

deployment.[16] Many firms therefore do not lack ambition. They lack the data conditions required to move from a demonstration to a system. A retailer, for example, may have transaction data but not the linked, permissioned customer data needed to act on it. In such a case, the problem is not that an AI model cannot be built. It is that the data environment cannot sustain the model.[17] Interoperability is especially important because AI rarely creates value as a stand-alone application. It becomes valuable when embedded in existing systems, including enterprise resource planning, customer relationship management, logistics platforms, payment systems, public registries, health records, industrial control systems, and cybersecurity tools. If these systems cannot exchange information, AI remains peripheral. It may generate recommendations, but those recommendations cannot be acted upon automatically or consistently. It may identify risks, but the result does not flow into compliance, procurement, or operational decision-making. The firm gains an AI tool, but not an AI-enabled process.

This is one of the reasons why digital infrastructure and data governance should be analyzed together. Infrastructure allows data to move, while governance determines whether it may move, how it should move, who may use it, and how risk is allocated when something goes wrong. Weak infrastructure slows data flows, and weak governance makes firms reluctant to share or reuse data. When both are weak, AI remains confined to narrow, low-risk use cases. Data environments therefore matter at the national level. AI adoption depends not only on a firm's internal databases, but also on public data, sectoral data, supplier data, customer data, and platform data. Governments influence this environment through digital identity systems, data policies, public-sector data infrastructure, procurement standards, privacy rules, cybersecurity requirements, and sector-specific regulation. In economies where these arrangements are coherent, firms can experiment with clearer boundaries. Where they are fragmented, companies face higher transaction costs and greater legal uncertainty.

Economies that aim to use AI effectively need to strengthen infrastructure, data, and skills simultaneously. Access to AI infrastructure and expertise remains concentrated in a few economies, which risks widening technological divides if countries cannot build the foundations needed for adoption and local innovation. Such concentration should not be understood only as a question of model ownership. It is also a question of infrastructure ownership, data access, and the ability to adapt AI to local economic conditions. Imported AI tools may be useful, but they do not automatically solve local data problems or reflect local languages, business practices, regulatory categories, or consumer behavior. Local data environments matter because countries need the capacity to adapt, evaluate, and govern AI in context.[18]

The infrastructure-data relationship is also visible in cost. When data are fragmented, firms spend more on cleaning, integration, engineering, testing, and monitoring. When compute is expensive, those inefficiencies become more costly. A firm with clean, interoperable, well-governed data can experiment faster and deploy more cheaply; a firm with poor data foundations pays first to repair the information environment and then to run the AI system. Infrastructure, data, and compute cost should thus be understood together. They determine whether AI can move from experimentation to diffusion. Pilots can often be run with small datasets, external consultants, or off-the-shelf tools. Scaling is harder because it requires stable data pipelines, recurrent model monitoring, integration with business processes, cybersecurity controls, governance procedures, and infrastructure capable of repeated use. The foundational constraints are therefore not merely technical. Infrastructure determines the feasible frontier of deployment, data defines the quality of intelligence that can be produced, and compute establishes whether experimentation can become recurrent use. In short, these factors determine whether AI remains an experimental layer added to existing systems or becomes a productive layer inside the economy itself.

4. Capability and regulatory bottlenecks

If infrastructure and data determine whether AI can be technically deployed, capability and regulation determine whether it can be absorbed. This is a different kind of constraint. It is less visible than fiber networks, cloud access, or computing costs, but it is often just as decisive. A firm may have access to models, data, and digital infrastructure and still be unable to scale AI because it lacks the people, organizational routines, and governance systems required to turn technical possibility into operational practice. The capability problem is frequently described as a shortage of technical talent. That description is accurate, but incomplete. AI adoption requires data scientists, machine-learning engineers, software developers, cloud architects, cybersecurity specialists, and data engineers. Nevertheless, it also requires people who can translate business problems into technical requirements, assess the reliability of model outputs, redesign workflows, manage organizational change, and judge when automation should not be used. The scarce resource is therefore not only AI talent in the narrow sense.[19] It is AI-capable judgment across the firm. The survey results make this capability bottleneck difficult to miss. Lack of technical talent to implement and maintain AI systems is the most frequently selected barrier in the full sample, identified by 50.4% of respondents. This result is telling because it points to a constraint that sits between technology and organizational practice. The issue is not only whether firms can hire AI researchers or machine-learning engineers. It is whether they have enough people who can turn AI tools into working systems. For example, cybersecurity teams who can protect sensitive information and managers who can redesign workflows. In these circumstances, the talent barrier is not simply a labor-market shortage. It is a measure of absorptive capacity. In other words, AI may be available in the market, but organizations still need the internal capability to implement it, maintain it, question it, and integrate it into decisions that matter.

The bottleneck is especially severe because AI capability is cumulative. Firms that already have cloud expertise, data-governance systems, cybersecurity teams, and digital product experience can learn faster. They are better positioned to experiment, evaluate, and redeploy. Conversely, companies with weaker digital foundations face a double burden because they have to build basic digital maturity and AI-specific capability at the same time. AI adoption can thus widen pre-existing divides rather than simply diffuse evenly across the economy. For instance, business adoption of AI accelerated between 2023 and 2024, but some economies, sectors, and firms moved faster than

16 World Bank. (2021). World development report 2021: Data for better lives. World Bank.

17 International Organization for Standardization. (2024). Artificial intelligence — Data quality for analytics and machine learning (ML) — Part 1: Overview, terminology, and examples (ISO/IEC Standard No. 5259-1:2024).

18 UNCTAD, "Technology and innovation report 2025: Inclusive artificial intelligence..."

19 See OECD, "OECD digital economy outlook 2024..." for the increasing demand of AI skills across sectors and rising wages for related job openings.

others. Leading firms and knowledge-intensive services pulled ahead of the rest.[20]

The survey evidence also suggests that capability should be understood more broadly than the availability of specialists. A high percentage of respondents identifying technical talent as a barrier does not necessarily mean that every country lacks frontier AI researchers. In many cases, the missing capability is more applied and organizational. Such capabilities include people who can maintain AI systems, integrate them with enterprise software, govern data pipelines, evaluate model outputs, explain risks to senior management, and adjust workflows around AI-enabled decisions. That is the practical layer where many organizations struggle. Adoption can begin with an external tool or vendor, but scale requires internal capability. Without the latter, firms remain dependent on consultants, platforms, or isolated technical teams that may not be able to change the organization as a whole. The same logic applies across countries. Advanced economies may be more exposed to AI because their labor markets contain larger shares of cognitive-intensive employment, but they also tend to have stronger institutional and skill foundations for capturing benefits. In contrast, emerging markets and developing economies may face less immediate occupational exposure in some sectors, and often confront deeper constraints in digital infrastructure and digital skills. Under such conditions, advanced economies and more developed emerging markets should focus on regulatory frameworks and labor reallocation, while emerging markets and developing economies should prioritize digital infrastructure and digital skills.[21]

This is the point where regulation becomes fundamental. Regulation is often treated as a constraint on innovation, but the more important question is whether the rules are clear enough to support responsible deployment. For example, ambiguous rules can slow adoption because they raise the perceived cost of experimentation. Firms may avoid high-value use cases in finance, health, employment, insurance, education, or public services if they are uncertain about liability, data governance, audit requirements, or human oversight. In that sense, weak regulation and excessive regulatory complexity can produce similar outcomes including hesitation, fragmented implementation, and a preference for low-risk, low-impact applications. The survey also shows that governance uncertainty is part of the scaling problem. Unclear rules on AI use, liability, or data governance are selected by 42.9% of respondents. This places the barrier just behind talent and cybersecurity in the full sample. That position is significant. It suggests that firms are not simply asking whether AI can be made to work. Companies are asking whether its use can be explained, justified, audited, and defended. This should not be read as resistance to regulation. Rather, it can be better understood as a demand for operational clarity. Organizations need to know what responsible AI requires in practice. They need clarity about who is accountable for model outputs, what data can be used, how risks should be documented, when human oversight is necessary, and what happens when an AI-assisted decision causes harm. Without such clarity, firms may still experiment with AI, but they are more likely to avoid the higher-value applications where the legal and reputational stakes are greatest. To put it differently, regulatory understanding is a fundamental part of a firm's adoption capacity. Enterprises thus need clearly stated accountability frameworks for the safe use of AI and, at the same time, policymakers should examine regulatory ambiguities and communicate requirements more effectively.[22] To make sure, the issue is not simply whether a country has an AI law. It is whether firms can interpret the law in relation to concrete adoption decisions. A bank deciding whether to use AI in credit scoring does not need only a general statement about responsible AI. It needs clarity on data use, bias testing, documentation, auditability, customer disclosure, model validation, and the consequences of error.

The European Union's AI Act exemplifies the move from general AI principles toward enforceable governance frameworks. Its phased implementation matters less as a timeline than as a signal that AI governance is becoming institutionalized. The framework assigns responsibility to supervisory bodies, brings general-purpose AI systems under specific obligations, and treats high-risk applications as requiring stronger oversight. For firms, this changes the adoption environment. AI deployment is no longer only a question of technical feasibility or business value. It is increasingly a question of risk classification, documentation, accountability, and the ability to demonstrate compliance over time.[23] Such a framework, importantly, provides firms with a route to trust and legal certainty. It can also increase compliance complexity, especially for smaller firms or firms operating across multiple jurisdictions. The same organization may need to satisfy privacy rules, sectoral regulation, cybersecurity obligations, consumer-protection law, intellectual-property rules, product-safety requirements, and AI-specific requirements. The challenge is not regulation in the abstract. It is regulatory interoperability or the extent to which rules are coherent enough for firms to understand, implement, and scale across markets.

In this context, voluntary standards and risk-management frameworks are becoming part of AI capability because they translate broad principles into practical organizational routines. The NIST AI Risk Management Framework, ISO/IEC 42001, and the OECD AI Principles all push in the same direction. Specifically, AI systems need to be documented, monitored, secure, explainable where necessary, and governed through clear responsibilities. Their value is not only technical or legal. These frameworks create a shared vocabulary among managers, engineers, auditors, regulators, and vendors. This makes governance a condition of scale rather than an abstract commitment.[24]

Capability and regulation are not separate constraints, as each influences how the other is experienced. For example, a country with sophisticated rules but limited organizational capability may create formal compliance without meaningful governance. Firms may produce documentation but still lack the ability to test, monitor, or challenge systems. Conversely, a country with strong technical talent but weak regulatory clarity may generate experimentation but not trust. The most competitive environment thus needs both the ability to build and deploy AI, and the institutional confidence to know when deployment is legitimate. The survey points to the same relationship at the aggregate level. Lack of technical talent is the leading barrier

20 Kergroach, S., & Héritier, J. (2025). Emerging divides in the transition to artificial intelligence (OECD Regional Development Papers No. 147). OECD Publishing.
21 Cazzaniga, et al., "Gen-AI: Artificial intelligence and the future of work…"

22 OECD/BCG/INSEAD. (2025). The adoption of artificial intelligence in firms: New evidence for policymaking. OECD Publishing.

23 European Commission. (2026). AI Act. European Commission. Available from https://digital-strategy.ec.europa.eu/en/policies/regulatory-framework-ai
24 National Institute of Standards and Technology. (2024). The NIST cybersecurity framework (CSF) 2.0. U.S. Department of Commerce; International Organization for Standardization. (2023). ISO/IEC 42001:2023: Information technology — Artificial intelligence — Management system. ISO; and OECD. (2024a). AI principles. Organisation for Economic Co-operation and Development.

with 50.4% of respondents, while unclear rules on AI use, liability, or data governance are at 42.9%. Such results suggest that implementation capacity and governance clarity are not separate problems. Firms cannot easily comply with rules they do not understand, but they also need the right expertise to translate those rules into operational practice. A shortage of technical personnel can make governance feel abstract or burdensome. Similarly, regulatory ambiguity can make investment in specialized capability feel uncertain. The result is not only slower adoption, but weaker institutionalization of AI within enterprises. Specifically, systems may be tested without becoming part of core workflows, while accountability remains difficult to exercise because the organization lacks the people, processes, and judgment needed to make it real. AI capability is therefore not only a labor-market issue. It is part of the institutional capacity that allows economies to move from AI experimentation to trusted deployment.

5. Cybersecurity and market readiness

Cybersecurity and market readiness are sometimes treated as secondary constraints because they appear after the more obvious questions of infrastructure, data, cost, and skills. In practice, they can become binding at the point of scale. A pilot can tolerate weak integration, limited exposure, and a small user base. A scaled AI system cannot. Once AI enters production, it touches sensitive data, customer relationships, supplier systems, employee workflows, and sometimes critical services. At that point, trust becomes infrastructure. Cybersecurity is thus central because AI expands the potential “attack surface” of the organization. More specifically, it increases the number of systems that process data, the volume of information moving through digital channels, the dependence on external vendors, and the number of automated decisions that may be manipulated or disrupted. It also introduces AI-specific risks such as data leakage through generative tools, model extraction, poisoning of training data, deepfake-enabled fraud, and the misuse of autonomous or semi-autonomous agents.

Results suggest that cybersecurity is not a peripheral concern in AI adoption. Concerns about cybersecurity or data breaches are selected by 47.6% of respondents. They are then the second most frequently identified barrier after lack of technical talent. That position is telling. Cybersecurity is not considered a downstream technical issue that firms address after adoption. It is part of the adoption decision itself. The more deeply AI is integrated into organizational systems, the more it depends on data flows, external vendors, cloud environments, automated outputs, and user trust. In that setting, security concerns become more significant, not less. They determine whether firms are willing to expose sensitive information to AI systems, whether customers and partners trust AI-enabled services, and whether organizations feel confident moving from controlled pilots to operational deployment.

AI-related vulnerabilities have become one of the fastest-growing areas of cybersecurity concern. In recent studies, 87% of respondents identified them as the fastest-growing cyber risk during 2025, with particular concern around data leaks linked to generative AI and the growing sophistication of adversarial capabilities. Such an issue is therefore no longer only that attackers may use AI more effectively. It is also that firms may unintentionally expose sensitive information through generative or agentic systems, especially when employees, vendors, or automated workflows interact with tools that are not fully governed or secured.[25] This has direct implications for AI adoption. Firms may hesitate to use AI if employees submit sensitive data into external tools without clear controls, while customers may resist AI-enabled services simply because they fear data misuse. Partners can refuse integration when they doubt the security of the system, and regulators may restrict deployment in sensitive sectors if governance and cybersecurity are weak. Cybersecurity is therefore not only a defensive function. It defines the social and commercial acceptability of AI. The survey’s cybersecurity result does not simply indicate fear of cyberattacks. Rather, it indicates concern over whether AI can be deployed without exposing sensitive information, weakening compliance, or damaging customer trust.

The broader cyber-risk environment is also becoming more adaptive and systemic. Recent evidence based on 4,875 incidents from July 2024 to June 2025 shows that threat actors are reusing tools and techniques, developing new attack models,



25 World Economic Forum. (2026). Global cybersecurity outlook 2026. World Economic Forum.

exploiting vulnerabilities, and collaborating in ways that target the resilience of the digital infrastructure. For AI adoption, this matters because organizations are not deploying AI into a stable security environment. They are doing it so into one where digital systems are already under continuous pressure, and where greater dependence on data, automation, vendors, and networked infrastructure can amplify exposure if security and governance do not mature at the same pace.[26] The relevance for AI is not only that attackers may use AI. It is that AI adoption increases dependence on digital systems that need to remain available, accurate, and trusted. A fraud detection model, for instance, is only useful if individuals cannot manipulate its results, and a customer service agent is only acceptable if it does not leak private information. The same logic extends to public administration, where an AI system is only legitimate if citizens believe that data are protected and decisions can be challenged. In this context, cybersecurity frameworks matter because they make risk management part of AI readiness rather than a separate compliance component. As AI adoption spreads beyond large technology firms, organizations of different sizes and levels of maturity need a common structure for identifying cyber risks, assigning responsibility, protecting systems, responding to incidents, and improving resilience over time. This is especially important for AI because deployment often depends on sensitive data, cloud services, third-party vendors, and automated workflows. A framework-based approach helps firms treat cybersecurity not as an after-the-fact safeguard, but as a condition for scaling AI responsibly.[27]

The link between cybersecurity and AI governance is especially strong in value chains. AI-enabled services often require data exchange across firms including suppliers, logistics providers, payment processors, cloud vendors, analytics providers, cybersecurity vendors, customers, and regulators. Each connection creates dependency. A firm's AI system may be technically sound, but its deployment can still be constrained by weak security among partners or by incompatible data-protection expectations. In that sense, cybersecurity risk is distributed across the value chain.

Under such circumstances, market readiness is not simply customer enthusiasm. It depends on whether customers, suppliers, workers, regulators, and business partners have enough trust, capability, and incentive to participate in AI-enabled processes. In markets where AI affects rights, data, money, safety, or access to services, adoption depends on more than perceived usefulness. Systems need to be robust, secure, transparent where necessary, accountable, and able to operate across interoperable systems. These conditions are often framed as principles of trustworthy AI, but for firms they are also practical requirements for scale. Without such conditions, customers may resist, partners may hesitate to share data, and regulators may be less willing to accept AI-enabled decisions.[28] Survey results make this relational constraint visible. Low readiness among customers or business partners to adopt AI-enabled solutions is selected by 38.7% of respondents. This places it close to the cost barrier (40.2%) and above limited access to high-quality data (33.8%). Such a position is revealing. Market readiness is not the most universal barrier in the survey, but it is substantial enough to show that AI scale cannot be explained only by what happens inside the firm. A company may have the tools, the data, the technical team, and a viable use case, but the value of AI may still be limited if customers distrust automated services, or suppliers cannot exchange data. The barrier thus captures more than reluctance to adopt a new technology. It reflects the wider willingness and capacity of markets to reorganize around AI-enabled processes. In short, low readiness among customers and business partners can slow adoption even when the company is prepared.

At this juncture, AI differs from many earlier forms of digitalization. A firm could digitize some internal processes with limited external coordination. In contrast, AI often requires richer data flows and more extensive trust relationships. It depends on the willingness of other actors to share data, accept recommendations, rely on automated outputs, and modify their own routines. The adoption problem thus becomes relational. In addition, uncertainty over return on investment is likely to slow diffusion. Firms may recognize that AI is strategically important without knowing where it will create measurable value in their own operations. Managers often struggle to connect AI capabilities to concrete workplace problems, and they may underestimate the organizational changes required once AI moves beyond isolated tools into workflows, roles, data systems, and decision processes. This makes hesitation understandable. Thus, the constraint is not always skepticism about AI itself. Instead, it is uncertainty about whether the benefits will justify the cost, disruption, and cultural adjustment required to implement it at scale.[29]

That point is central to market readiness. Even when AI tools are available, firms and customers may not know where the value lies. They may see risk more clearly than benefit. They may worry about cost, reliability, security, job displacement, customer acceptance, or legal exposure. This, however, does not necessarily mean resistance is irrational. In many sectors, hesitation reflects the absence of shared standards, trusted demonstrations, vendor transparency, and evidence of return on investment. AI diffusion thus depends on demonstration effects. Firms are more likely to adopt when they see credible examples from peers, when regulators provide clear boundaries, and when customers experience AI-enabled services as useful rather than intrusive. Trust accumulates through repeated performance. It is not created by technical capability alone. This also explains why AI adoption is likely to be uneven across sectors. Knowledge-intensive services may adopt faster because they already rely on digital workflows, data, and analytical labor. Similarly, large firms may move faster because they have capital, compliance teams, specialized skills, and stronger bargaining power with vendors. Conversely, smaller firms may wait until tools are cheaper, risks are clearer, and customers are more comfortable. As a result, AI adoption gaps are emerging across economies, sectors, and firms. Legal and data-protection concerns, skills shortages, cost, and technology lock-ins can further slow adoption where it is already lagging.[30]

For national competitiveness, the important issue is not whether some leading firms can adopt AI. It is almost certain that they can. The issue is whether adoption diffuses through the wider economy. If AI remains concentrated among large firms, advanced regions, and knowledge-intensive sectors, productivity gains may be narrower than expected. If smaller firms, traditional

26 European Union Agency for Cybersecurity. (2025). ENISA threat landscape 2025. ENISA.
27 National Institute of Standards and Technology, "The NIST cybersecurity framework (CSF) 2.0…"

28 OECD, "AI principles."

29 OECD/BCG/INSEAD, "The adoption of artificial intelligence…"
30 Kergroach & Héritier, "Emerging divides in the transition…"

sectors, and regional suppliers cannot participate, AI may strengthen existing market leaders without raising the economy-wide performance.

Overall, the survey results suggest that cybersecurity and market readiness should be understood as interconnected dimensions of trust. Cybersecurity concerns are selected by 47.6% of respondents, while low readiness among customers or business partners is selected by 38.7%. The relationship is not causal from the results alone, but the pattern is consistent with the wider mechanism. Weak cybersecurity reduces confidence in AI-enabled systems. Moreover, lower confidence makes customers and partners more reluctant to share data, rely on automated outputs, or adapt their own processes. That reluctance then reduces the value of AI-enabled services, which weakens the incentive to adopt them at scale. Conversely, stronger cybersecurity governance can support trust, make data sharing more acceptable, and increase the willingness of market actors to participate in AI-enabled processes. In this sense, cybersecurity is not only a risk-control function, and market readiness is not only an adoption preference. Both determine whether AI can diffuse beyond the boundaries of a single firm or a reduced group of enterprises. On the one hand, cybersecurity does not only refer to fear of breaches. It refers to whether firms have built the kind of security foundation that can hold up as AI moves from a contained pilot into systems that touch customers, vendors, and critical operations. On the other hand, customer and partner readiness captures the social and commercial conditions that allow AI-enabled services to move across value chains rather than remain isolated inside one firm.

In short, cybersecurity and market readiness may appear secondary but become binding in the long-term. To put it differently, infrastructure, data, talent, and regulation create the conditions for AI deployment, but they do not by themselves make AI usable across markets. For that, firms need trust. Customers need to believe that their data will be protected, partners need to be willing to share information or adapt workflows, and regulators need to have confidence that AI-enabled systems can be supervised. Cybersecurity and market readiness thus sit at the point where technical capability becomes social and commercial acceptance. Without that acceptance, AI may operate inside firms, but it will struggle to diffuse to the wider economy. Trust is not a soft variable. Rather, it is part of the infrastructure of scale.

6. Implications for national digital competitiveness

The survey results indicate that AI readiness cannot be understood as a narrow measure of technological access. It is not enough to ask whether firms can use AI tools, whether cloud services are available, or whether national strategies mention artificial intelligence. The more important question is whether the surrounding system allows AI to be deployed repeatedly, securely, legally, affordably, and productively. This is the difference between adoption and absorption. Adoption can occur through pilots, subscriptions, vendor solutions, and isolated experimentation. Absorption requires more than access. It depends on whether the surrounding environment can turn AI from an available technology into a reliable, governed, and economically useful part of ordinary business activity.

The pattern that emerges from the survey results suggests that the main obstacles to AI scale are tiered rather than isolated. Some barriers are foundational, such as infrastructure, data, and compute. Others concern the organizational and institutional capacity to make AI usable, including technical talent, governance clarity, cybersecurity, and customer or partner readiness. Importantly, the form of the bottleneck can change with the maturity of the wider environment. Specifically, where digital foundations are weak, infrastructure and data can still define the adoption frontier. Where those foundations are stronger, the pressure often shifts toward implementation capability, trust, regulation, cost, and diffusion across value chains. The implication is not that one constraint matters more everywhere. It is that achieving AI competitiveness depends on how these constraints interact.

For national competitiveness, the issue is not any single factor but the alignment of the whole AI environment. These conditions matter because none of them works in isolation. AI becomes economically meaningful when the technical, organizational, institutional, and market foundations reinforce one another. Where that alignment is missing, AI may still generate experimentation, but it is less likely to produce broad-based productivity gains or durable competitive advantage. In terms of digital competitiveness, traditional indicators of digital maturity remain relevant, but they are no longer sufficient. That is, AI raises the threshold for what counts as digital competitiveness. Broadband access, mobile coverage, cloud availability, digital public services, and ICT skills remain important, but they are no longer enough unless firms can also access compute at manageable cost, reuse data under clear rules, and operate within trusted AI environments. The issue is no longer simply whether an economy is digital, but whether it is institutionally and technically prepared to support secure, interoperable, and scalable AI use across firms of different sizes.

Currently, the risk is shallow diffusion. AI may become widespread as an interface while remaining narrow as a source of productivity. Advanced economies, leading firms, and knowledge-intensive sectors are more likely to have the capital, talent, data systems, and compliance capacity needed to move quickly. Conversely, emerging market and smaller firms a may adopt visible AI tools but remain unable to integrate them into production, logistics, customer relationships, or regulated services. The overall challenge is thus not simply to increase the number of AI users. It is to broaden the number of firms, sectors, and regions that can use AI in ways that positively affect performance.

The wider implication is that AI competitiveness will increasingly depend on absorptive capacity. The economies best positioned to benefit from AI will not necessarily be those with the most ambitious national AI rhetoric or the largest number of isolated AI initiatives. Rather, they will be those that reduce the friction between technological possibility and operational use. That means making AI cheaper to experiment with, safer to deploy, clearer to govern, easier to integrate, and more trusted by customers, partners, regulators, and workers. AI is now a systemic component of competitiveness, but it scales only when the system around it is ready. Fragmented systems may still generate experimentation, but they are less likely to produce sustained productivity, innovation, and resilience. The economies that manage to turn this wider readiness system into productive capacity will be the ones that convert access into lasting advantage.

Key findings

IMD World Digital and AI Ranking 2026

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Overall highlights

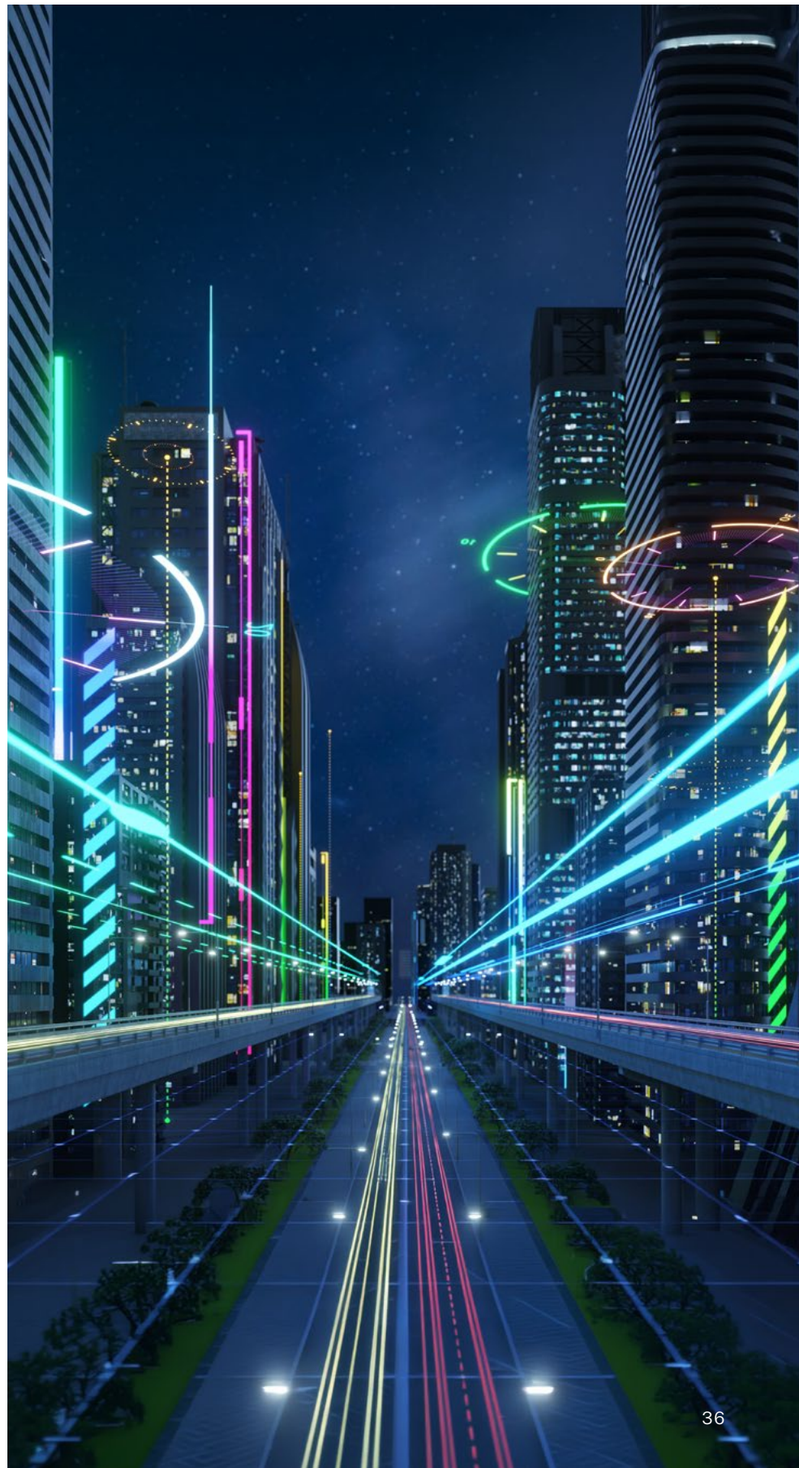
1 Technology strength and AI-relevant governance strength do not move together. USA, China, and Korea top both Technology and Infrastructure and Efficiency, but none of them reaches the top 20 on Governance, specifically, China ranks 53rd, USA 30th, Korea 27th. China shows the greatest difference, its Governance score is 45.5 points below its strongest factor, Technology, even as it leads Efficiency outright. USA presents the second-largest such gap, 38.2 points, driven by a Technology score of 100.0 against a comparatively modest Governance score of 61.8. Denmark, Ireland, and Finland show the reversed pattern. All three dominate Governance, but their Technology rankings settle into the mid-teens and their Efficiency rankings are anywhere from 8th to 22nd. The latter are solid but unremarkable positions rather than anything close to their governance/institutional standing. Two different paths to national strength appear to be operating simultaneously. The first one built on large-scale technology production and operational execution with comparatively underdeveloped AI-relevant governance. The second path is built on strong governance and public trust without the scale of technology output to match. Singapore is the exception to both patterns, the only economy in the entire ranking placing inside the global top 5 on every single factor, 4th on Governance, 5th on Technology, 4th on Efficiency, 1st on Workforce Development and on Values, a level of across-the-board strength that neither the US-China-Korea group nor the Nordic governance leaders come close to matching.

2 Governance and Efficiency show the weakest correlation of any factor pair across all 70 economies, 0.65. This suggests that a country's technological and economic strength says comparatively little about its AI-relevant regulatory and institutional quality.

3 All five of the top overall performers, USA, Singapore, Netherlands, Denmark, and Canada, rank inside the global top 10 on the AI readiness sub-factor specifically, USA 1st, Netherlands 2nd, Canada 5th, Singapore 9th, Denmark 10th. No other sub-factor is this uniformly strong across all five, which suggests AI readiness is currently the clearest shared trait separating the very top economies from everyone else, more so than any single traditional digital indicator.

4 Digital and AI governance behaves as the most independent of the three governance sub-factors, with a correlation of only 0.72 with both Regulatory framework and Public leadership, while those two correlate with each other at 0.79. The separation appears clearly in which economies lead each one. The Digital and AI governance leaders, Finland, Netherlands, Denmark, Sweden, and Germany, are entirely Nordic and continental European. Some of these same countries, Denmark, Finland, and Netherlands among them, also lead (top 10) the Regulatory framework sub-factor, but strong general regulatory standing does not guarantee the reverse. Switzerland, Singapore, Luxembourg, and Hong Kong all rank among the Regulatory framework leaders, but none of them comes close to the top of the AI-specific governance sub-factor. A strong general regulatory environment, in other words, does not automatically carry over into advanced AI-specific governance frameworks, even where the two do move together for some countries.

5 Efficiency and Technology are the most common weak points across the full sample, not just among leaders. Looking at all 70 economies, Efficiency is each country's own relatively weakest factor for 24 of them, and Technology and Infrastructure for 21, which accounts for nearly two thirds of the sample. The Efficiency-weak group is overwhelmingly European, Netherlands, Sweden, Switzerland, Ireland, UK, Germany, France, Austria, Belgium, alongside Poland, Czech Republic, Portugal, Greece, Croatia, Slovak Republic, Bulgaria, and Romania. This spans both the continent's wealthiest economies and its emerging ones, which points toward something structural about European regulatory and business environments specifically, rather than a



development-level aspect. It highlights a pattern among several European economies that convert strong governance into comparatively slower operational execution. The Technology-weak group splits into two distinct groups. Denmark, Finland, and Norway appear in the first group despite being overall strong performers, their weakness is only relative to their own exceptional strength elsewhere in Governance and Values. It is, in other words, not a real technology deficit. In the second group are Gulf states. In the UAE, Saudi Arabia, Qatar, Bahrain, and Oman, their relative weak performance in Technology is driven by the Research infrastructure, patent output, R&D spending, scientific publication activity, which rank well below their own Capital and AI investment scores. This suggests Gulf economies have built favorable financial conditions for technology and AI far ahead of building the underlying scientific research base that would normally accompany them.

6 The Values and Workforce Development factors are rarely anyone's weak point, only 5 countries in each. They are the two factors most tightly bound together, correlating at 0.91, the highest pairing in the matrix. Such a relation suggests that a more digitally skilled, better educated workforce is also a population that reports greater comfort with and trust in AI. Countries that invest in digital literacy appear to produce citizens less apprehensive about the technology itself.

7 Iceland shows the sharpest split of any country in the Technology and Infrastructure factor. It ranks 8th in R&D personnel per capita and 14th on R&D spending as a share of GDP, a genuinely strong investment in research. On the output side, however, it falls to 63rd on research productivity by publication, 53rd on AI-related patent publications, and 66th on AI articles. Chile and Puerto Rico show a more limited version of the same trend. Such pattern suggests that pouring resources into research does not guarantee a proportional return in patents and publications. Relatively small research systems can invest seriously and still struggle to produce the scale of output that larger economies generate almost as a byproduct of size.

8 Japan and Korea both show a wide internal division within Talent. Each ranks in the top 10 in the PISA Math component specifically, among the strongest basic education outcomes anywhere in the sample. But nearly everything else under Talent is comparatively weak for both. International experience of senior managers ranks 69th for Japan and 58th for Korea, foreign highly skilled personnel 56th and 44th, and female researcher representation 60th and 59th. Two of the strongest foundational education systems, in other words, stand alongside comparatively closed international talent markets and limited representation of women in research.

9 AI private investment is the single most concentrated indicator in the entire dataset. The USA's standardized value on this indicator is roughly 23 times that of the second placed country, China, which is itself far ahead of everyone else. No other indicator in the ranking, AI-related or otherwise, comes close to this degree of concentration in one country.

10 The gap between AI adoption and citizen trust in AI is largest in exactly the countries adopting AI the fastest. USA, Canada, United Kingdom, France, and Germany all show their AI adoption scores far ahead of citizen trust scores. The exception is China which rank top on both indicators. There are several lower-adoption economies show the opposite pattern, that is, trust running ahead of adoption. This is one of the more socially significant findings because it highlights the fastest AI adopters as the economies where public trust is the weakest in the sample.

11 Norway, Italy, Ireland, France, Netherlands, and Germany top the Global Index for Responsible AI. These top standings barely overlap with the leaders on AI adoption or AI private investment. The USA and China top AI adoption and account for the overwhelming majority of AI private investment worldwide, but they rank 26th and 36th (respectively) in responsible AI governance. It thus seems that the economies building and deploying AI at the largest scale and the countries setting the pace on responsible AI governance are, for now, different countries.

12 Concern about AI-driven job displacement being adequately addressed is led by an unusual mix of countries. China, Jordan, Qatar, Singapore, and Poland top the relevant indicator. This group of countries mixes one major economy and several middle-income ones rather than wealthy Western leaders of which Norway rank highest at 10th. Several highly advanced digital economies fall well short of it instead. Japan ranks 19th overall but drops to 41st in this indicator, while Switzerland and France show a more limited version of the same pattern, respectively, 9th and 21st in the overall ranking compared to 28th and 30th on this measure. The gap suggests that reassuring workers and the public about AI's impact on jobs is not a byproduct of reaching technologically advanced. It appears to require a dedicated policy and communication effort, one that a country like Japan perhaps has not matched to its broader technological maturity.

13 Talent scarcity is the most universal AI bottleneck, not just the most frequently cited one. Lack of technical talent tops the list of barriers at 50.4% of the full sample, but the more telling evidence is in its distribution rather than its average. It ranks among the top two barriers in 50 of the 70 countries and is, or exceeds, 50% of respondents in 38 of them, encompassing economies as different as Brazil (75.2%), Slovenia (70.2%), Iceland (63.1%), and Taiwan (62.1%). Talent combines the highest average with the smallest gap between its lowest and highest country values of any barrier, so even the countries (i.e., the most digitally advanced economies) where it is least cited still report it at a substantial level. That combination suggests that talent is a structurally embedded constraint on AI scaling, not a symptom of underdevelopment that wealthier countries have already solved.

14 The barriers to AI scaling split into two fundamentally different types. Pervasive constraints and threshold constraints. Talent, data access, and governance ambiguity vary comparatively little from country to country, and even the economies reporting the lowest concern on these three barriers still report them at a meaningful level. These barriers are close to "universal" hindrances regardless of a country's broader digital maturity. Infrastructure, costs, cybersecurity, and market readiness behave the opposite way. Infrastructure alone spans roughly 70 percentage points from lowest to highest country values, which means that it is severe in a specific subset of economies (e.g., Venezuela at 75.0%, Botswana at 67.2%, Nigeria at 63.6%) and largely resolved elsewhere (e.g., Iceland at 4.6%, UAE at 6.7%

and Singapore at 9.0%). The practical implication is that wide-dispersion barriers call for geographically targeted infrastructure investment, while narrow-dispersion barriers call for broad-based capacity building that nearly every economy needs regardless of income level.

15 AI readiness is multidimensional, not a single spectrum from unready to ready, and the underlying barriers do not move together. Economies with similar overall constraint intensity can be constrained in entirely different ways. Brazil's profile is dominated almost solely by a talent shortfall, Venezuela's by infrastructure, Kuwait's by governance ambiguity in addition to several other moderate-to-high concerns, and Finland falls below average on nearly all barriers except a limited regulatory-clarity concern. Results also show that a country can resolve its connectivity and cloud problem while still lacking usable, well-governed data, or the reverse. The findings thus suggest against one-size-fits-all AI policy prescriptions in favor of diagnosing each country's specific constraint signature before designing a response.

Pathways and drivers behind the Top 10 performers in the 2026 WDAIR

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A common assumption around AI is that a single race to achieve dominance in the field occurs, and that a single way to win it exists. That is, economies which invest most, build fastest, and regulate least will pull ahead, and the rest of the world will follow. The results of the 2026 World Digital and AI Ranking (WDAIR) suggest a more complicated picture. In fact, the ten leading economies differ widely in how they approach AI and digital adoption. Whilst some rely on private capital and light regulations to boost investment, others depend on state intervention and subsidies to target key industries. A third group of economies focuses on strong institutions and transparency to ensure public trust, before targeting wider-scale adoption. Yet all three groupings, whose pathways to achieving AI development and digital growth are spurred by different drivers, have all reached the top of the ranking.

Understanding how economies with such different strategies can achieve comparable results says something important about what digital competitiveness requires and the different ways it can be achieved. This essay focuses on the strengths and weaknesses of the top 10 economies in the WDAIR, as illustrated by each economy's score and rank within the factors and sub-factors of the ranking. It does not, however, provide an evaluation of policy choices made by such economies or an assessment of their effectiveness on digital outcomes for society.

That said, WDAIR data in 2026 does point to a shared foundation between top performing economies in the digital space. Each of the top five economies overall also rank within the global top 10 on the AI readiness sub-factor: the USA in 1st, the Netherlands 2nd, Canada 5th, Singapore 9th and Denmark 10th, with China (3rd) and Sweden (4th) also ranking highly. No other sub-factor is this consistently strong among the leading group. Beyond this common base, however, the paths diverge, and most clearly in the relationship between technological strength and AI-relevant governance. Across all 70 economies analysed, Governance and Efficiency show the weakest correlation of any pair of factors (0.65). An economy's capacity to build and deploy AI, in other words, tells us relatively little about the quality of the institutions governing it.

How a country chooses to govern AI shapes not only how quickly the technology spreads, but also how far citizens trust it and who benefits from it. The top 10 broadly follow three paths, corresponding to the approaches of the United States, China and Europe. Namely, market-led innovation, state-directed development and rules-based trust. Each path reflects different national priorities, and each brings its own strengths and vulnerabilities. Singapore and Korea, meanwhile, show how elements of these approaches can be selectively combined and adapted to national circumstances. Examining these paths illustrates that there is no single formula for AI competitiveness, but rather a set of trade-offs that each economy resolves according to its geopolitical positioning.

The American path: capital and innovation at scale through light regulation

The **United States** ranks first overall (1st) in the 2026 WDAIR, predominantly thanks to the strength of its technological ecosystem including investment, innovation, and research, as well as its commercial capacity. This is reflected in strong factor-level performances, with the US ranking first in Technology & Infrastructure (1st) and second in Efficiency (2nd). At the sub-factor level, it also performs very strongly in both Capital & AI investment (1st) and Business agility (1st). Further strengths include Research infrastructure and AI adoption, which both rank 2nd globally.

The scale of the US financial advantage is unmatched anywhere in the dataset. AI private investment is the most concentrated indicator in the ranking, with the US' standardized value being roughly 23 times that of China, which ranks second and is itself well ahead of all other economies. These results reflect an approach that has favoured innovation and growth over binding federal regulation. The US has relied largely on voluntary frameworks, industry self-regulation, enforcement by sector agencies within their existing mandates, and a growing body of state and local legislation.



This approach has a visible counterpart in the Governance factor, where the US ranks just 30th. Sub-factor performances are also relatively weak, with Regulatory framework achieving the highest position of the three (26th), followed by Digital & AI governance (30th) and Public leadership (36th). Its Governance score of only 61.8 is nearly 40 points below its Technology score of 100.0, representing the second largest such gap in the ranking. The US also ranks 26th on the Global Index for Responsible AI indicator, suggesting a legal environment with fewer restrictions. These results suggest that the scale of the US' innovation capacity has been supported by a regulatory environment that has placed relatively few constraints on the development and deployment of AI.

The consequences of this rapidly expanding sector extend to public attitudes. The US ranks just 18th in the Trust sub-factor, and it is among the economies where AI adoption (2nd) scores run furthest ahead of citizen trust in AI. A similar pattern appears in the United Kingdom, which could suggest that where deployment advances faster than governance and accountability mechanisms, public acceptance may struggle to keep pace with technological adoption.

Canada (5th overall) demonstrates how this model can be adapted within a different institutional setting. Like the US, it combines strong AI investment and adoption with relatively weak performance in AI-specific governance. This is visible at the sub-factor level, where Canada ranks 4th in Capital & AI investment and 8th in AI adoption, while ranking just 35th in Digital & AI governance. The similarity is particularly striking given the countries' otherwise different overall governance structure. Canada ranks 11th in the Governance factor, compared to 30th for the US, supported by a much stronger position in Public leadership (6th versus 36th). In addition, Canada differs from the US in the skills surrounding this innovation base. It ranks 3rd in Workforce Development, with strong performances in the Education & training (5th) and Talent (6th) subfactors translating into high levels of AI readiness (5th). Coupled with the country's strong public-sector leadership, these attributes point to a greater capacity to translate technological advances into wider adoption.

The comparison with Canada therefore suggests that the US path is not necessarily tied to a single institutional model. Canada shares its emphasis on investment, innovation and adoption, but combines it with stronger workforce and public-sector capabilities rather than efficiency alone. The two economies illustrate different ways of resolving the same trade-off between the speed of technological development and ensuring its adoption. Whereas the US promotes efficiency in the practices surrounding AI coupled with high business agility, Canada favours emphasis on talent and skill adequacy within the workforce.

The Chinese path: state direction and economic dynamism

China's profile (7th overall) is the clearest example of technological strength developing through strong political will and efficient practices and agility. Despite performing poorly in digital governance indicators as measured in the ranking, which favour an interpretation of transparent regulation that protects consumers and citizens, China ranks 1st in Efficiency and 2nd in Technology & Infrastructure. This pattern is the reverse of the US (2nd in the former and 1st in the latter), showcasing that both economies are global leaders in AI infrastructure and investment as well implementation and adoption. At the subfactor level, China leads outright in Research infrastructure and AI adoption (both achieving 1st) and ranks 2nd in Business agility and 3rd in both Capital & AI investment and Practices.

These results are consistent with a strategy in which the state treats AI as a strategic technology for economic and geopolitical objectives. Resources are directed towards research, industrial applications and the semiconductor supply chain. China's 3rd place in AI readiness indicates that this effort extends to preparing the workforce for AI.

At the same time, China ranks 53rd in Governance, the largest gap between technological and governance strength in the top 10. Its Governance score is 45.5 points below its Technology score. It ranks 39th in Regulatory framework, 43rd in Digital & AI governance and 66th in Public leadership. China does regulate AI actively: generative AI services require licensing and security assessments, and content must align with state priorities. It has also developed the administrative capacity to issue and revise AI rules quickly as new uses emerge. These rules are primarily instruments of state control, however, rather than the transparent, rights-based institutional frameworks that the Governance factor of the WDAIR captures. China's 36th place on the Global Index for Responsible AI, and its 24th place in Cybersecurity & AI ethics, reflect and capture a similar dynamic.

The Chinese model nonetheless produces some results that other digital leaders do not. For instance, China ranks at the top on both the AI adoption subfactor and the citizen trust in AI indicator. It is the main exception to the finding that the fastest adopters of AI technologies are also the economies in which public trust lags furthest behind. Its broader Trust sub-factor, however, ranks just 27th due to a notably poor performance in the rule of law (66th). China also leads the indicator measuring whether concerns about AI-driven job displacement are adequately addressed, ahead of Jordan, Qatar, Singapore and Poland. Wealthier Western economies score lower on this measure, with Norway achieving the highest ranked of them in 10th position globally. State-led economic management, in other words, appears to be matched by a degree of public reassurance about AI's economic effects that market-led economies have not achieved to the same extent.

The European path: governance, trust and responsible AI

The European economies in the top 10 follow the reverse pattern. **The Netherlands** (3rd overall), **Denmark** (4th), **Sweden** (6th) and **Finland** (8th) all rank within the global top 10 in the Governance factor, with **Switzerland** (9th overall) sitting just outside of it in 13th. Together, they form the leading group on the Digital & AI governance subfactor, with Finland 1st, the Netherlands 2nd, Denmark 3rd and Sweden 4th. Denmark also ranks 1st in Public leadership and 2nd in Regulatory framework.

This profile reflects a European approach centred on consumer protection, fairness and safety. It is based on the principle that AI systems should be classified by risk, assessed before deployment, and made transparent and accountable to those they affect. The European Union's AI Act, now being phased in, is the most developed expression of this model and is likely to influence standards well beyond the European continent.

The data suggest that this approach builds public confidence. All five European economies in the top 10 rank within the top six in Values: Denmark 2nd, Sweden 3rd, the Netherlands 4th,

Switzerland 5th and Finland 6th. The USA ranks 11th in Values, Korea 16th and China 23rd. The Trust sub-factor shows a similar pattern, with Denmark 2nd, the Netherlands 3rd, Sweden 6th and Finland 8th. Sweden and Finland rank 1st and 3rd in Cybersecurity & AI ethics, and the Netherlands is among the leaders of the Global Index for Responsible AI.

These results support the argument made by businesses that clear rules on responsibility and liability can themselves encourage AI adoption. Organizations are more likely to scale AI confidently when the regulatory environment is predictable. Values and Workforce Development are also the two most closely correlated factors in the ranking (0.91), which suggests that populations with stronger digital skills tend to be more comfortable with AI. In this reading, investment in education and promoting uses and applications of technology that instil trust reinforce each other.

The European path also has its limits, however, and these concern scale and execution. Denmark ranks just 34th in Capital & AI investment, Switzerland 31st, Sweden 24th and Finland 23rd. The Netherlands, at 5th, is the main exception. Similarly, AI adoption is moderate, with Finland 7th, the Netherlands 12th, Sweden 19th, Denmark 20th and Switzerland 28th. The Efficiency factor ranks consistently below the Governance factor: Denmark is 1st in Governance but 8th in Efficiency, Finland 3rd and 11th, and Sweden 7th and 13th. This is consistent with a pattern across the full sample, where Efficiency is the relatively weakest factor for many European economies, both advanced and emerging. It suggests a structural feature of European regulatory and business environments, in which strong governance translates into comparatively slower operational execution. Critics of the EU's regulatory approach point to the compliance costs and administrative burden it places on firms, and the data suggest this concern deserves attention.

Switzerland's position within this group differs. It ranks 1st in Regulatory framework but just 31st in Digital & AI governance, as does Singapore to a lesser degree (4th and 24th). This shows that a strong general regulatory environment does not automatically lead to advanced AI-specific governance. Switzerland's competitiveness rests instead on talent (3rd) and its technological framework (4th).

Singapore, the integrated model

Singapore (2nd overall) is the only economy in the ranking to place within the global top five on every factor. It ranks 4th in Governance, 5th in Technology & Infrastructure, 4th in Efficiency, and 1st in both Workforce Development and Values. Its profile combines elements of all three paths and is perhaps the most robust.

For instance, it shares the commercial focus of the American model, ranking 3rd in AI adoption and 2nd in Technological framework, demonstrating characteristics of an innovation-driven hub. It also shares the European emphasis on public confidence, ranking 1st in Trust and 4th in Societal attitudes. This facilitates Singapore's ability to implement AI within the private and public sectors, as its uses are trusted by both citizens and government. Here, the state plays an active role in championing and promoting AI, similarly to the Chinese model, and this is reflected in Singapore's 5th rank in Public leadership. Singapore is also among the top five economies on the indicator measuring whether AI-related job concerns are adequately addressed, again showing a level of public trust that favours quick and extensive technological absorption and implementation. Its openness to international talent (2nd in Talent) sets it apart from several other Asian economies. Its infrastructure constraints on AI are minimal, with only 9.0% of executives citing infrastructure as a barrier to scaling AI. Its relatively modest positions in Digital & AI governance (24th) and Capital & AI investment (20th) are offset by its balanced profile in all other subfactors.

Korea, the research-driven industrial model

Korea (10th overall) follows a profile closer to the American and Chinese paths, ranking 3rd in both the Technology & Infrastructure and Efficiency factors. It shares similar strengths at the subfactor level, achieving 3rd in both Research infrastructure and Business agility, and 6th in AI adoption. However, its Governance ranking (27th), in similar fashion to the US and China, places it outside the global top 20. This hints at a model in which digital competitiveness is promoted through the agility of its private sector as well as the resulting strong investment in R&D.

Korea's distinctive weakness lies in its talent. Despite ranking 7th in Education & training, with PISA mathematics results among the strongest in the world, Korea ranks just 51st in the Talent sub-factor, 58th in the international experience of senior managers, 44th for foreign highly skilled personnel, and 59th for female representation in research. Korea's case illustrates that a strong foundational education system can coexist with a comparatively closed market for international talent. However, that gap may become more costly in the future as competition for AI skills intensifies. This is particularly true if Korean academic institutions were to lose their competitive edge in technology and the local talent pool no longer satisfy industry's needs.

Different paths, common constraints

The results of the top 10 show that strong AI and digital competitiveness can be achieved through quite different approaches. These include market-driven scale in the United States, state-led targeted measures to develop production in key sectors in China, and institutional trust in the European leaders. Each model reflects its society's values and national priorities, and each involves distinct trade-offs.

The American path achieves unmatched investment and adoption, but at the cost of a widening gap between deployment and public trust. The Chinese path delivers rapid execution under state control, but scores poorly on governance and has limited openness. The European path builds confidence and responsible practices, but it has yet to convert these into commensurate investment and operational speed.

The paths also share important constraints. Lack of technical talent is the most frequently cited barrier to scaling AI, reported by 50.4% of executives across the full sample. It ranks among the top two barriers in 50 of the 70 economies, and the most digitally advanced economies continue to report it at substantial levels. The divergence between these regulatory models also creates a more complex environment for firms operating across several jurisdictions. Nevertheless, all three models increasingly require organizations to document, explain and account for how their AI systems work. Transparency may therefore become a common requirement for competitiveness, regardless of the path an economy follows.

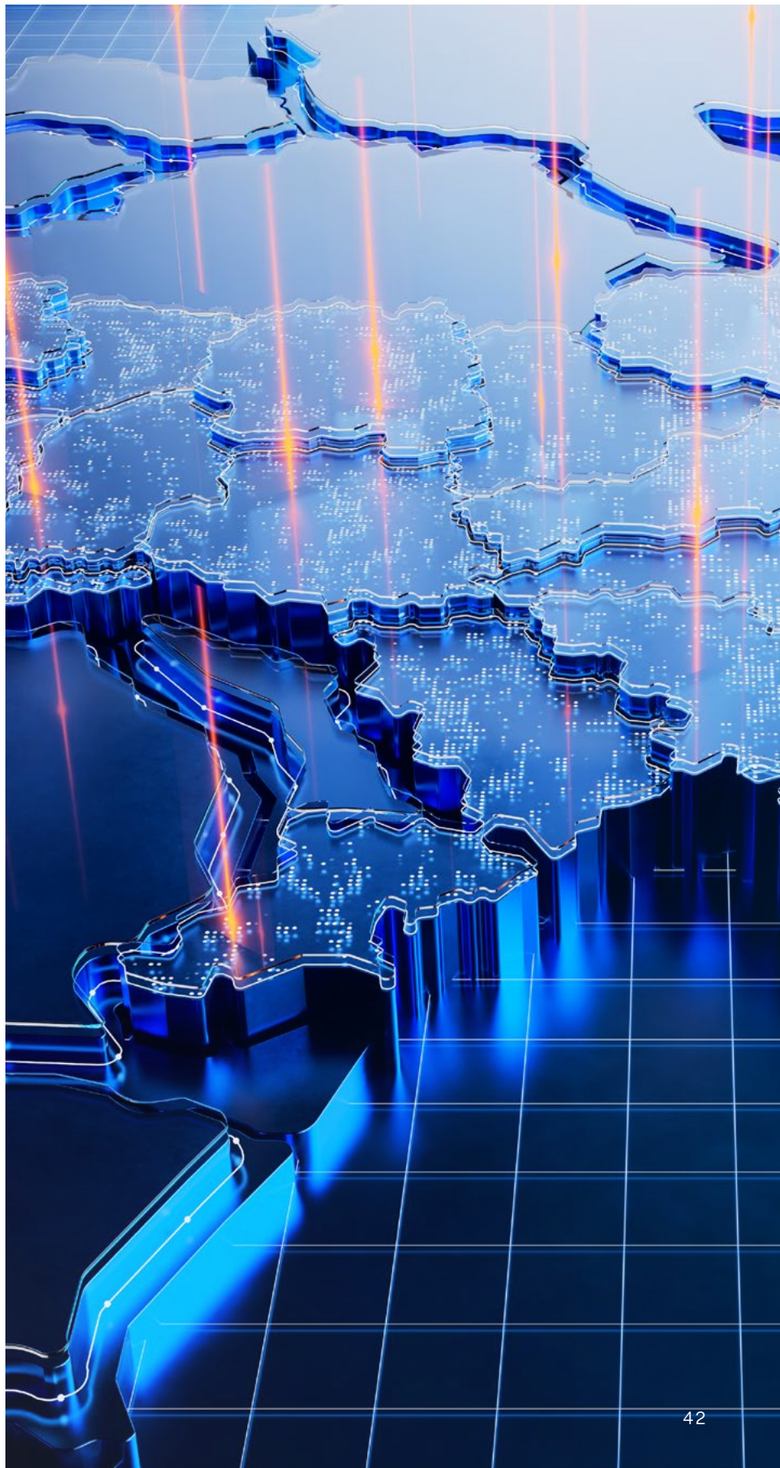
Conceptual note: AI competitiveness and the structure of the IMD World Digital and AI Ranking

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Digital and AI competitiveness, as the concept underlying this ranking, refers to the capacity of an economy to develop and/or adopt, deploy and govern digital technologies and artificial intelligence in a manner that produces sustained economic and societal value. It is not a synonym for raw technical capability, and it is not reducible to the number of AI systems a country has built, the volume of computing power at its disposal, or the extent of its broadband coverage taken on its own. A country can possess considerable technical talent and strong connectivity and still rank poorly on digital and AI competitiveness if its regulatory environment discourages investment, if its workforce lacks the skills to absorb new technologies, or if public trust in digital and AI applications is low enough to slow adoption. The concept therefore treats digital and AI competitiveness as a systemic property that emerges from the interaction of institutions, infrastructure, human capital, and social values, rather than as a property of any single input or as two separate properties that happen to be measured side by side.

The IMD World Digital and AI Ranking (WDAIR) succeeds the earlier IMD World Digital Competitiveness Ranking (WDCR). Instead of treating it as a parallel publication, WDAIR is a separate publication best understood as a restructuring of that earlier WDCR rather than an entirely new instrument. The great majority of the indicators that composed the WDCR remain present in the new structure, redistributed across the five factors described below and joined by a substantial set of AI-specific indicators that did not previously exist in the digital ranking. The ranking covers 70 economies in its current edition, a number that has grown from prior editions as additional economies have been incorporated into the underlying survey and data collection process.

WDAIR follows the tradition established by IMD World Competitiveness Center, which has for several decades measured national competitiveness through a combination of internationally sourced statistics and executive perception data. The methodology thus combines two types of data. Statistics are drawn from recognized international sources such as the World Bank, OECD Main Science and Technology Indicators, Global Entrepreneurship Monitor, the World Intellectual Property Organization, UNESCO and its Institute for Statistics, the International Federation of Robotics, Varieties of Democracy (V-Dem), and Elsevier's Scopus database, among others. Survey data comes from the IMD Executive Opinion Survey, an annual instrument administered to business executives across the covered economies. The survey is used specifically for indicators that capture perceptions, adequacy judgments, or qualitative conditions that cannot be reduced to single administrative statistics. Each indicator is standardized before aggregation so that measures expressed in different units and scales can be combined without one dominating the others through absolute numerical magnitude. When these standardized indicators are aggregated, statistics and survey data are not weighted equally. Statistics carry two thirds of the weight and survey data the remaining third. Indicators are averaged into sub-factors, and each sub-factor receives an equal share of its factor's total weight regardless of how many indicators it contains, so a sub-factor built from five indicators counts exactly as much toward its factor as one built from seven. Sub-factors are then grouped into factors in the same manner, and the overall score is built by aggregating factors, with each given equal weight.

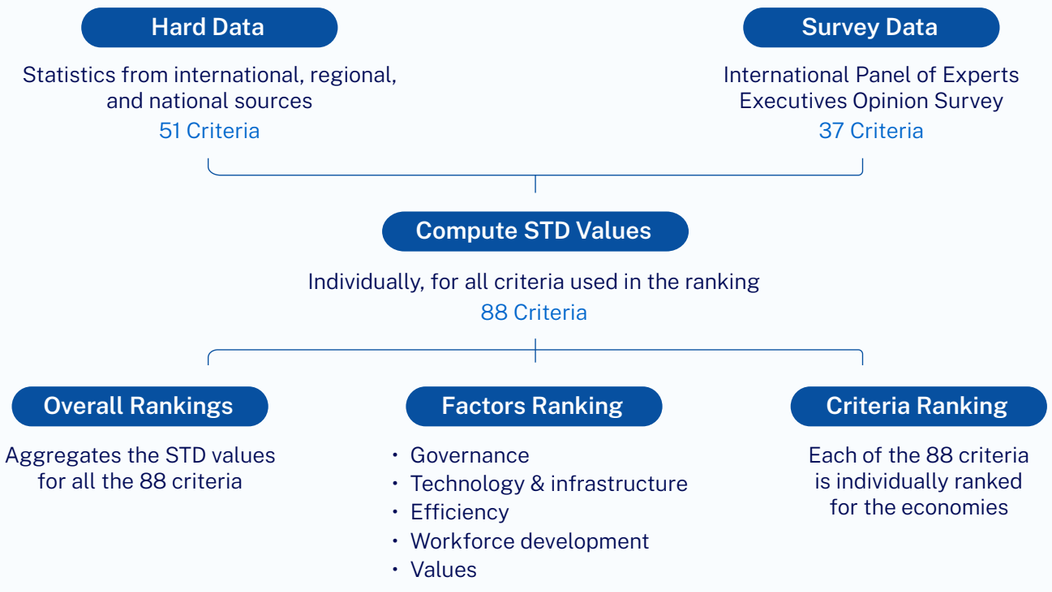


Box 1. Methodology at a Glance

Digital and AI Competitiveness Factors and Sub-factors

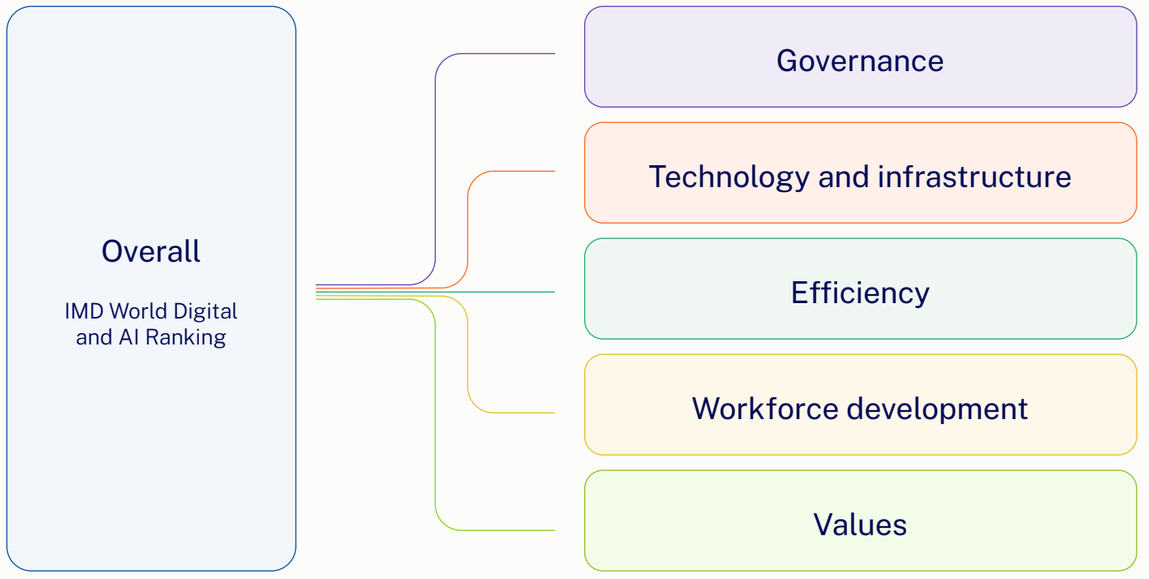
Governance	The extent to which a country's legal, regulatory, and institutional environment supports responsible technological development.	• Regulatory framework • Digital & AI governance • Public leadership
Technology & infrastructure	The underlying physical, financial, and knowledge infrastructure without which digital and AI systems cannot be built, deployed, or scaled.	• Technological framework • Capital & AI investment • Research infrastructure
Efficiency	Whether the conditions established by governance and infrastructure turn into functioning practice.	• Practices • Business agility • AI adoption
Workforce development	The human capital base needed to sustain a digital and AI-driven economy over time.	• Talent • Education & training • AI readiness
Values	The ethical and security aspects specific to AI, together with citizen and corporate trust in AI systems themselves.	• Cybersecurity & AI ethics • Societal attitudes • Trust

Computing the Rankings



The ranking is organized around five factors (**Figure 1**). Governance covers the regulatory and institutional environment. Technology and infrastructure assess the physical, financial, and knowledge base that supports the deployment of digital and AI systems. Efficiency analyzes how well existing conditions translate into actual organizational and public sector practice. Workforce development covers the human capital required to sustain a digital and AI economy over time. Values explores the ethical, security, and trust dimensions that determine whether digital and AI adoption is socially sustainable. Each factor is further divided into three sub-factors, leading to fifteen sub-factors in total, which are composed by eighty-eight individual indicators. The latter are not evenly distributed across sub-factors.

Figure 1. Structure of the IMD World Digital and AI Ranking

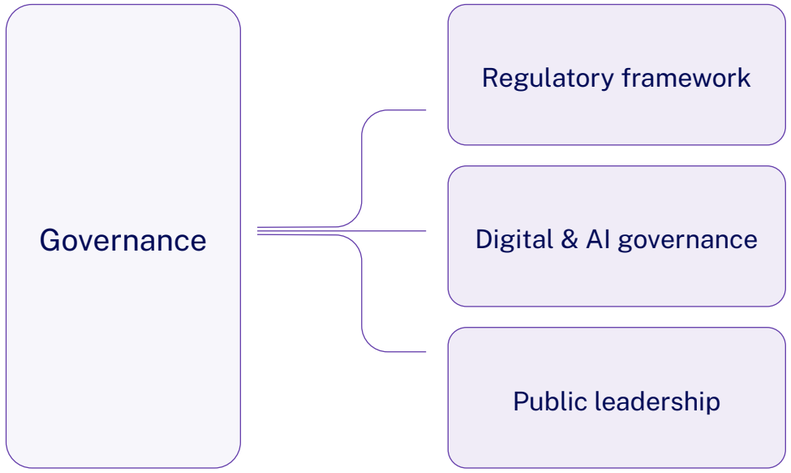


Governance

Governance measures the extent to which a country's legal, regulatory, and institutional environment supports responsible technological development rather than obstructing or destabilizing it, and it measures this on two aspects. One aspect is regulatory, covering both the general legal conditions that affect any technology-intensive economy and the newer, AI-specific rules that most jurisdictions are still in the process of writing. The other aspect is the conduct of the state itself, since a government's credibility as a steward of digital and AI transformation depends partly on how transparently and lawfully it manages its own institutions and systems, not only on the rules it sets for others. The factor rests on the

premise that digital and AI adoption does not occur in a vacuum. Even highly capable firms and researchers will underperform in jurisdictions where rules are unclear, poorly enforced, or absent altogether, just as public trust in a government's digital initiatives will suffer where the government's own conduct falls short of the standards it imposes on the private sector.

Figure 2. Governance factor and sub-factors



The regulatory framework sub-factor captures the general legal and administrative conditions that affect any technology-intensive business, not only digital and AI specifically. It includes survey items on whether immigration laws prevent companies from employing foreign labor and whether laws relating to scientific research encourage rather than discourage innovation, alongside a measure of how adequately intellectual property rights are enforced. It also incorporates the Government Effectiveness and Regulatory Quality indices from the World Bank's Worldwide Governance Indicators project, which are widely used, cross-nationally comparable measures of the quality of public service delivery and the ability of governments to formulate and implement sound policy.

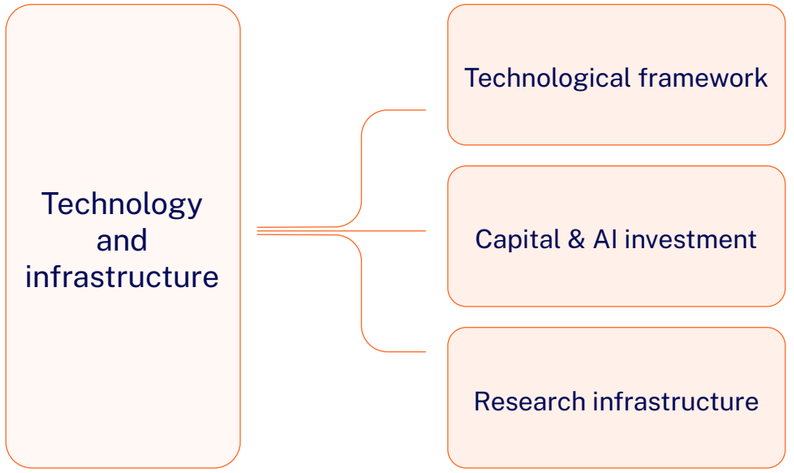
Digital and AI governance narrows the focus specifically to digital and artificial intelligence regulation. It asks whether regulatory frameworks for AI-related issues are adequate and whether companies comply with the AI laws that already exist in their jurisdiction. It supplements these survey indicators with an exact count of AI-related policies that have been passed into law, a measure of whether privacy protection legislation exists, and an indicator of the maturity of e-government service provision. These indicators distinguish between the existence of AI-specific rules, the perceived adequacy of those rules, and the degree to which they are actually followed in practice, which are three related but distinct aspects of AI governance that a single indicator could not capture on its own.

Public leadership addresses the state's own conduct as a digital and AI actor rather than its role as a regulator of private conduct. It includes a measure of the extent of public-private partnerships supporting technological development, together with the Core Government Systems and Public Service Delivery components of the World Bank's GovTech Maturity Index, which assesses how far a government has modernized its own internal digital systems and its citizen-facing services. The sub-factor also draws on measures of publicized laws and government data availability and an assessment of whether the government's conduct respects due process of law both published by the World Justice Project, and the Global Rights Index published by the International Trade Union Confederation. The latter assesses the extent to which fundamental civil and labor rights are respected in a given country. Such a combination reflects the view that a government's credibility as a steward of digital and AI depends partly on how transparently and lawfully it already conducts its own affairs.

Technology and infrastructure

This factor measures the underlying physical, financial, and knowledge infrastructure without which digital and AI systems cannot be built, deployed, or scaled. It treats AI capability as resting on a broader digital and research base rather than existing independently of it, and within the financial and knowledge dimensions. In particular, Technology and infrastructure captures general-purpose capacity alongside capacity that is specifically directed at AI. The factor is confined to these input conditions, whether a country puts its connectivity, capital, and research base to productive use in practice is a separate aspect addressed under the Efficiency factor (discussed below).

Figure 3. Technology and infrastructure factor and sub-factors



The technological framework sub-factor covers conventional digital infrastructure indicators, including a survey measure of whether communications technology meets business requirements, statistics on mobile broadband subscriptions and the number of internet users, average internet bandwidth speed, the share of high-technology products in manufactured exports, and the number of secure internet servers per capita. These are largely drawn from telecommunications and trade statistics compiled by bodies such as Fitch Solutions, Broadband Speed League, Ookla, the World Bank, and national trade authorities, and they establish whether the basic connectivity structure needed for AI deployment is in place.

Capital and AI investment measures the financial resources available to fund technological and AI-specific development. It includes the share of stock market capitalization accounted for by

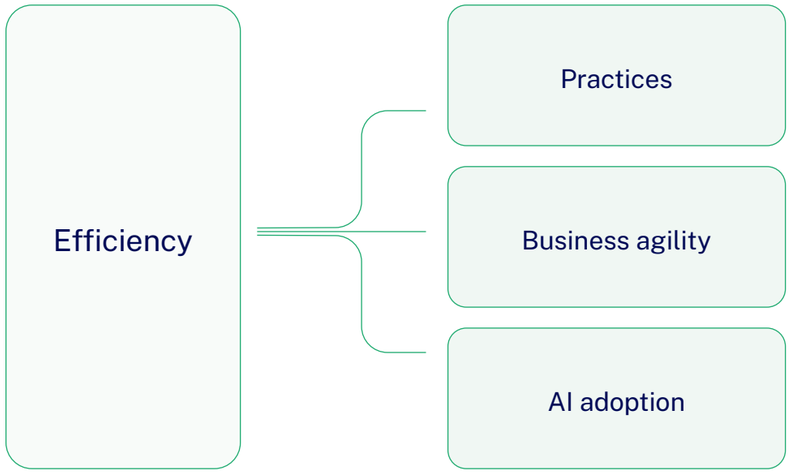
information technology and media companies, a precise count of AI-specific investment incentives such as grants and tax credits, and survey measures of whether funding for technological development and venture capital are readily available. It also evaluates total investment in telecommunications infrastructure, perceptions of whether domestic companies are investing in AI ahead of foreign competitors, and a statistic on the actual volume of private AI investment. The sub-factor therefore spans both the general capital markets that finance technology in general and the specific flows of capital directed at AI.

Research infrastructure captures the scientific and knowledge base that generates new digital and AI capabilities rather than simply consuming existing technology. It includes total expenditure on research and development as a share of GDP, the number of R&D personnel per capita, and a measure of research productivity defined as scientific output relative to R&D spending. It incorporates high-technology patent grants, sourced from the World Intellectual Property Organization, alongside a specific measure of AI-related patent publications and a count of academic articles referencing artificial intelligence, drawn from Elsevier's Scopus, a bibliometric database. It also includes a measure of the number of robots deployed in education and research settings, which is assessed internationally by World Robotics and the International Federation of Robotics and serves as a proxy for how far automation has penetrated the research process itself.

Efficiency

Efficiency measures whether the conditions established by governance and infrastructure turn into functioning practice. A country can score well on regulation and infrastructure while still lagging in efficiency if firms, government agencies, and citizens are slow to put those conditions to productive use. Most of this impact appears at the level of the firm, through business practices and organizational agility, while what happens at the level of public administration and society is captured specifically through AI adoption, the one sub-factor that measures widespread adoption across government, business, and society in general.

Figure 4. Efficiency factor and sub-factors



Practices covers the operational ease of doing business and applying new technology within a given jurisdiction. It includes the number of days required to start a business, a measure of overall regulatory burden, and an assessment of the maturity of government online services. It also includes survey measures of whether the development and application of technology are actively supported and whether companies make effective use of big data and analytics in their decision-making. These indicators assess the administrative and organizational friction that either speeds or slows the practical adoption of new tools and technologies in general.

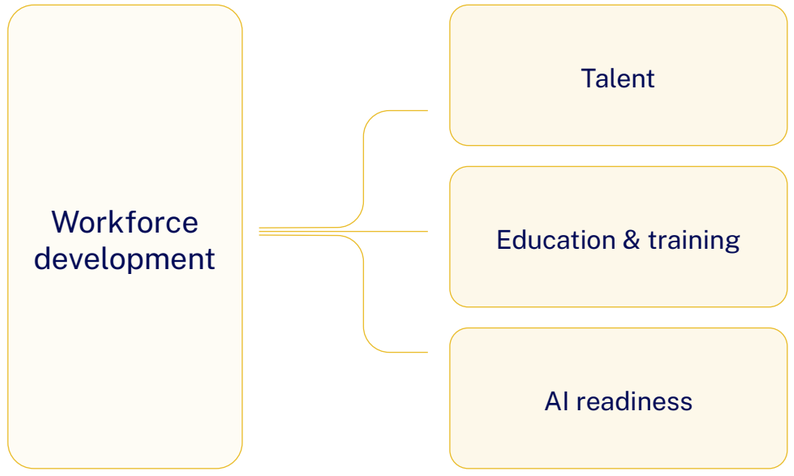
Business agility focuses more specifically on the private sector's capacity to respond and adapt. It draws on survey measures of whether companies respond quickly to opportunities and threats, whether firms overall can be considered agile, and whether knowledge transfer between companies and universities is well developed. It supplements these with statistics on each country's share of the global robot stock, a measure of entrepreneurial fear of failure as an indicator of risk appetite, and the Network Readiness Index, a composite measure produced by the Portulans Institute that assesses a country's preparedness to leverage information and communication technologies for growth and well-being.

AI adoption addresses the extent to which artificial intelligence has moved from potential to actual use across government, business, and society. It relies on survey measures of whether a national AI strategy has been meaningfully implemented, whether AI adoption within companies has actually occurred rather than remaining aspirational, whether cities are using AI to improve service quality, and whether society at large has access to AI tools and applications. These survey items are complemented by Oxford Insights' AI adoption measure, which captures the implementation and deployment of AI systems in the day-to-day activities of the public and private sectors.

Workforce development

Workforce development measures the human capital base needed to sustain a digital and AI-driven economy over time. This includes talent developed domestically as well as a country's capacity to attract and retain skilled overseas individuals. Technology and capital can be acquired relatively quickly, but the skills and educational infrastructure needed to use them productively take much longer to build. Human capital measures capture most of the aspects assessed in this factor with AI-specific skills and readiness evaluated in their own sub-factor.

Figure 5. Workforce development factor and sub-factors



Talent covers the general pool of skilled individuals available to an economy. It includes performance on the OECD's PISA mathematics assessment as a proxy for foundational numerical skill, survey measures of the international experience of senior managers and the effectiveness of city management, as well as indicators on the availability of digital and technological skills and the ease of attracting foreign highly skilled personnel. It also includes statistics on the net flow of international students, which indicates whether a country is a net importer or exporter of future talent, and the share of researchers who are female, sourced from data compiled by UNESCO Institute for Statistics and OECD, which reflects the diversity of the research workforce.

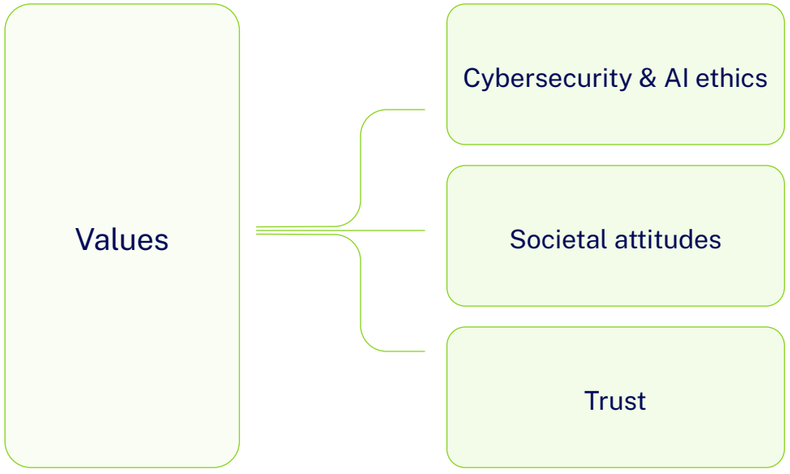
Education and training measures the formal systems that produce and continuously update the skills of the workforce. It includes a survey measure of whether employee training is treated as a business priority, statistics on secondary school enrollment and higher education attainment, the share of graduates in science-related fields, and the share of women who hold a degree. It also includes an AI education index (based on the QS University Rankings of artificial intelligence university programs) intended to capture the extent to which higher education systems have incorporated AI-specific curricula and research capacity. It thus distinguishes general educational attainment from the more narrowly targeted preparation needed for AI-related work.

AI readiness narrows the focus to the workforce's specific preparedness for artificial intelligence rather than technology or education in general. It includes survey measures of whether available AI skills meet business requirements, whether concerns about AI-driven job displacement are being adequately addressed, and whether companies are investing in AI training for their employees. These indicators are complemented by an AI readiness measure published by Oxford Insights which assesses the existence and presence of the structural, regulatory, and technical capacity of a government to oversee and deploy AI. The sub-factor also includes statistics on the share of the workforce employed in scientific and technical occupations.

Values

The Values factor measures three related but distinct dimensions. It measures the ethical and security aspects specific to AI, together with citizen and corporate trust in AI systems themselves. It also measures broader conditions that are not AI-specific but are likely to determines how any AI-related matters are received. The latter includes the general cybersecurity capacity, national institutional credibility, and the population's overall openness to digital technology and change. A country can be technically and economically well positioned to deploy AI and still face a slower or more contested adoption path if citizens do not trust the institutions responsible for that deployment, or if the broader digital and reputational dimension this factor also assesses is not in place.

Figure 6. Values factor and sub-factors



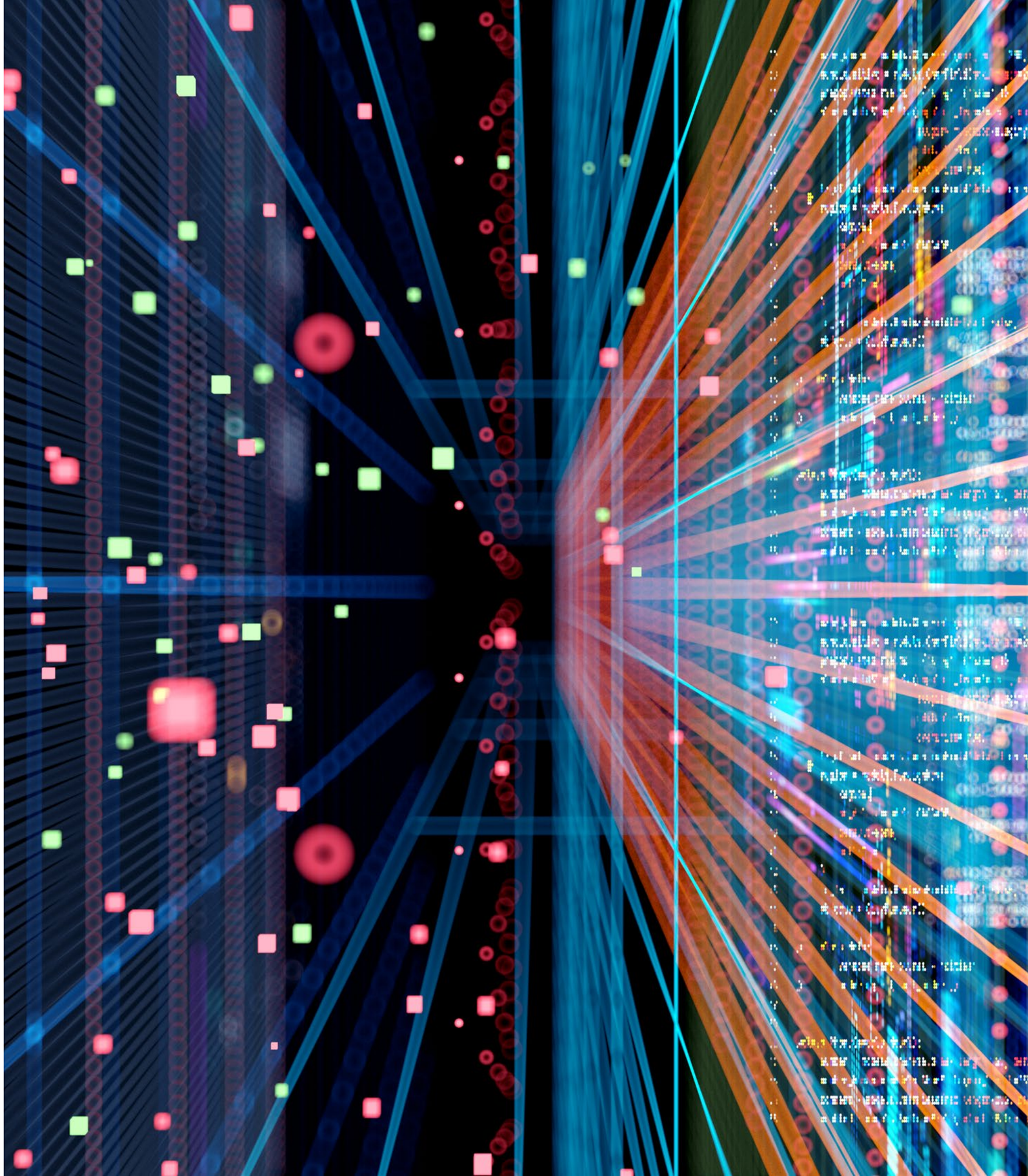
Cybersecurity and AI ethics addresses both the general security environment and the specific ethical conduct of AI developers and deployers. It includes a survey measure of general cybersecurity adequacy and statistics on government cybersecurity capacity, as well as measures on whether companies actively address bias in their AI algorithms and whether they understand the cybersecurity risks specific to AI systems. It also incorporates the Global Index on Responsible AI, published by the Global Center on AI Governance, which assesses national-level governance conditions and government actions in relation to accountability mechanisms for AI across a substantial number of countries. In addition, the sub-factor captures the balance between security oversight and civil liberties in the digital sphere through a measure of the extent of government monitoring of social media. The Societal attitudes sub-factor assesses the degree to which a population has embraced digital tools and holds attitudes conducive to continued technological adoption. It includes statistics on e-participation in government processes, the scale of internet retail activity, and rates of tablet and smartphone ownership, alongside survey measures of general attitudes toward globalization and the flexibility and adaptability of the population when confronted with new challenges. These indicators describe the receptiveness of a society to change and adapt rather than any specific AI application. They thus capture the contextual adequacy for the adoption of emerging technologies.

Trust addresses confidence in the institutions and systems responsible for AI, from the corporate to the national level. It includes survey measures of whether company AI systems are perceived to adequately protect sensitive data and whether corporations are seen as capable of handling data breaches when they occur, as well as a direct measure of citizen trust in AI itself. This sub-factor also includes a country-reputational measure, national image or branding. It supplements these indicators with a country credit rating, constructed as a composite of assessments from Fitch, Moody's, and Standard & Poor's, and the Rule of Law Index published by the World Bank as part of its World Governance Indicators. The inclusion of national branding, credit ratings, and rule of law alongside AI-specific trust measures reflects the view that trust in AI is not entirely separable from broader institutional and reputational trust in a country as a whole.

Methodological caveats

The distinction between statistics and survey data running through every factor is not incidental. Statistics offer objectivity and consistency across countries but often lag behind current conditions and cannot easily capture qualitative judgments about adequacy, perceived risk, or institutional trust. Survey data, gathered through IMD Executive Opinion Survey, is more current and captures perceptions that no administrative dataset records, but it is subject to the biases and limited sample sizes inherent in any opinion-based instrument. The ranking's reliance on both types of data within almost every sub-factor is intended to offset the specific weaknesses of each source with the comparative strengths of the other, but it is also a practical necessity given how AI-specific data currently stands. Comprehensive statistics on AI, covering consistently across all 70 economies included in the sample, remain limited compared to what exists for more established digital indicators. Survey data fill gaps that administrative sources cannot currently cover at this level of country coverage. As AI-specific data collection matures across international sources, the balance between statistics and survey data within these sub-factors may shift in later editions.

Another methodological point worth noting concerns comparability across time. We provide the five-year evolution of the three aggregated levels of analysis, sub-factors, factors, and the overall ranking, to contextualize this year's results. However, several sub-factors include established indicators, such as PISA scores or R&D expenditure, that have been compiled for decades, and newly introduced AI-specific indicators that have only recently become available through sources like the IMD Executive Opinion Survey, national AI policy evaluations, or the Global Index on Responsible AI. Because these two types of indicators are combined within the same aggregated figures, any sub-factor, factor, or overall score includes AI-specific indicators and thus carries a shorter and less established time series than one built entirely from long-standing indicators. Analysts using the ranking to assess year-on-year progress should therefore treat five-year comparisons of these aggregated figures with somewhat greater caution than comparisons of the more established general indicators alone, at least until several editions of consistent AI-specific data collection have been compiled.



Full list of indicators, by sub-factor

[S] Survey data
[B] Background data

Governance

Regulatory framework

1.1.1 [S]	Immigration laws	Immigration laws do not prevent your company from employing foreign labor
1.1.2 [S]	Scientific research legislation	Laws relating to scientific research do encourage innovation
1.1.3 [S]	Intellectual property rights	Intellectual property rights are adequately enforced
1.1.4	Government Effectiveness index	Perceptions of the credibility of government, from formulation of policy to implementation of public services
1.1.5	Regulatory Quality index	Perceptions of the government's ability to implement policies that promote private sector development

Digital & AI governance

1.2.1 [S]	Regulatory frameworks for AI-related issues	Regulatory frameworks to handle AI-related issues are adequate
1.2.2 [S]	Company compliance with relevant AI laws	Company compliance with relevant AI laws is adequate
1.2.3	AI policies passed into law	Cumulative count of AI related bills passed into law
1.2.4	Privacy protection by law exists	Does a legal framework to protect Internet users' privacy exist?
1.2.5	E-Government	Provision of online government services to promote access and inclusion of citizens

Public leadership

1.3.1 [S]	Public-private partnerships	Public and private sector ventures are supporting technological development
1.3.2	Core government systems index	Measures government use of technology
1.3.3	Public service delivery index	Measure the existence of national online service portals
1.3.4	Publicized laws and government data	Measures whether basic laws and information on legal rights are accessible
1.3.5	Government respects due process of law	Measures whether authorities respect due process in administrative proceedings
1.3.6	Global rights index	Documents violations of labour rights by governments; by ITUC. Rating from 1 (best) to 5+

Technology & infrastructure

Technological framework

2.1.1 [S]	Communications technology	Communications technology (voice and data) meets business requirements
2.1.2	Mobile broadband subscribers	5G market, % of mobile market
2.1.3	Internet users	Number of internet users per 1000 people
2.1.4	Internet bandwidth speed	Average speed
2.1.5	High-tech exports (% manufacture exports)	Percentage of manufactured exports
2.1.6	Secure internet servers	Number of publicly-trusted TLS/SSL certificates, Netcraft Secure Server Survey

[S] Survey data
[B] Background data

Capital & AI investment

2.2.1	IT & media stock market capitalization	% of total stock market capitalization
2.2.2 [S]	Investment incentives for AI	Investment incentives (e.g., grants, tax credits) for AI are adequate
2.2.3 [S]	Funding for technological development	Funding for technological development is readily available
2.2.4 [S]	Venture capital	Venture capital is easily available for business
2.2.5	Investment in Telecommunications	Percentage of GDP
2.2.6 [S]	Companies investment in AI	Companies investment in AI are ahead of foreign-based competitors
2.2.7	AI private investment	US$

Research infrastructure

2.3.1	Total expenditure on R&D (%)	Percentage of GDP
2.3.2	Total R&D personnel per capita	Full-time work equivalent (FTE) per 1000 people
2.3.3	R&D productivity by publication	No. of scientific articles over R&D expenditure (as % GDP)
2.3.4	High-tech patent grants	% of all patents granted by applicant's origin (three-year average)
2.3.5	Robots in Education and R&D	Number of robots
2.3.6	AI-related patent publications	Number of patent publications
2.3.7	AI Articles	Number of articles in Scopus using the keyword artificial intelligence, by author's institution

Efficiency

Practices

3.1.1	Start-up days	World Bank Enterprise Survey: Average days to obtain an operating license
3.1.2	Regulatory burden	World Bank Enterprise Survey: Average senior management time spent dealing with the requirements of government regulation (%)
3.1.3	Online services	
3.1.4 [S]	Development & application of tech	Development and application of technology are supported by the legal environment
3.1.5 [S]	Use of big data and analytics	Companies are very good at using big data and analytics to support decision-making

Business agility

3.2.1 [S]	Opportunities and threats	Companies are very good at responding quickly to opportunities and threats
3.2.2 [S]	Agility of companies	Companies are agile
3.2.3 [S]	Knowledge transfer	Knowledge transfer is highly developed between companies and universities
3.2.4	World robots distribution	Percentage share of world robots
3.2.5	Entrepreneurial fear of failure	% indicating that fear of failure would prevent them from setting up a business
3.2.6	Network readiness index	Index

AI adoption

3.3.1 [S]	The implementation of the national AI strategy	The implementation of the national AI strategy is strong
3.3.2 [S]	AI adoption in companies is implemented	AI adoption in companies is implemented well
3.3.3 [S]	City use of AI to improve the quality of services	My city is using AI to improve the quality of services
3.3.4 [S]	Society's access to AI	Society's access to AI is evenly distributed across groups
3.3.6	AI adoption	Score

Workforce development

Talent

4.1.1	Educational assessment PISA - Math	PISA survey of 15-year olds
4.1.2 [S]	International experience	International experience of senior managers is generally significant
4.1.3 [S]	Management of cities	Management of cities supports business development
4.1.4 [S]	Digital/Technological skills	Digital/Technological skills are readily available
4.1.5 [S]	Foreign highly skilled personnel	Foreign highly skilled personnel are attracted to your country's business environment
4.1.6	Net flow of international students	Tertiary-level international students inbound minus students outbound (per 1000 people)
4.1.7	Female researchers	% of total (headcount FT&PT)

Education & training

4.2.1 [S]	Employee training	Employee training is a high priority in companies
4.2.2	Secondary school enrollment	Percentage of relevant age group receiving full-time education
4.2.3	Higher education achievement	Percentage of population that has attained at least tertiary education for persons 25-34
4.2.4	Graduates in Sciences	STEM graduates, % of all graduates
4.2.5	Women with degrees	Share of women who have a degree in the population 25-65
4.2.6	AI education index	Country score calculated from QS university ranking

Full list of indicators, by sub-factor

[S] Survey data
[B] Background data

AI readiness

4.3.1 [S]	AI skills	AI skills meet business requirements
4.3.2 [S]	Concerns about AI job displacement are addressed	National concerns about job displacement due to AI are being addressed
4.3.3 [S]	Companies invest in AI training	Companies are investing in AI training for employees
4.3.4	AI readiness	Score
4.3.5	Scientific and technical employment	% of total employment

Values

Cybersecurity & AI ethics

5.1.1 [S]	Cyber security	Cyber security is being adequately addressed by corporations
5.1.2	Government cyber security capacity	The government's capability to mitigate harm from cyber security threats
5.1.3 [S]	Companies address bias in AI algorithms	Companies address potential bias in AI algorithms
5.1.4 [S]	Companies understand AI cybersecurity risks	Companies understand AI-specific cybersecurity risks
5.1.5	Global index for responsible AI	Assesses how countries govern and use AI in the public interest
5.1.6	Government social media monitoring	Surveillance of political content in social media. High score, less monitoring

Societal attitudes

5.2.1	E-Participation	Use of online services that facilitate public's interaction with government
5.2.2	Internet retailing	US$ Per '000 People
5.2.3	Tablet possession	% households
5.2.4	Smartphone possession	% households
5.2.5 [S]	Attitudes toward globalization	Attitudes toward globalization are generally positive in your society
5.2.6 [S]	Flexibility and adaptability	Flexibility and adaptability of people are high when faced with new challenges

Trust

5.3.1 [S]	Company AI systems protect sensitive data	Companies ensure AI systems protect sensitive data
5.3.2 [S]	Corporations are able to handle data breaches	Corporations have procedures in place for handling data breaches
5.3.3 [S]	Citizen trust in AI	Citizen trust in AI supports business application of the technology
5.3.4	Country credit rating	Index (0-60) of three country credit ratings: Fitch, Moody's and S&P
5.3.5 [S]	Image abroad or branding	The image abroad of your country encourages business development
5.3.6	Rule of law	Rule of Law Index



Rankings in a Nutshell

The 2026 IMD World Digital and AI Ranking

The IMD World Digital and AI Ranking presents the 2026 overall ranking for the 70 economies covered by the Center. The economies are ranked from the most to the least competitive. The Scores shown to the right are actually indices (0 to 100) generated for the unique purpose of constructing charts and graphics. The final column shows the improvement or decline from the previous year.

2026 COMPETITIVENESS RANKING

		Score	
01	USA	100.00	↗ 3
02	Singapore	99.79	-
03	Netherlands	97.08	↗ 3
04	Denmark	96.60	↗ 1
05	Canada	95.82	↙ 4
06	Sweden	95.05	↗ 1
07	China	94.06	↗ 7
08	Finland	94.01	-
09	Switzerland	93.55	↙ 6
10	Korea Rep.	93.13	↗ 8
11	Hong Kong SAR	92.79	↙ 2
12	Ireland	92.53	↙ 1
13	Taiwan (Chinese Taipei)	92.44	↙ 1
14	Norway	91.14	↙ 1
15	UAE	91.13	↙ 5
16	Australia	91.02	↗ 3
17	United Kingdom	90.88	-
18	Germany	89.95	↙ 3
19	Japan	87.88	↗ 6
20	Saudi Arabia	86.55	-
21	France	85.78	↗ 1
22	Iceland	84.90	↙ 6
23	Estonia	84.75	↗ 3
24	Austria	84.50	↙ 1
25	Lithuania	84.43	↙ 4
26	New Zealand	83.39	↗ 4
27	Malaysia	83.14	↗ 7
28	Spain	82.76	↗ 1
29	Belgium	82.34	↙ 2
30	Qatar	82.31	↙ 6
31	Latvia	80.64	↗ 5
32	Luxembourg	80.63	↙ 4
33	Bahrain	80.60	↙ 1
34	Poland	80.41	↗ 14
35	Italy	80.08	↙ 2
36	Oman	79.89	↗ 2
37	Vietnam	78.09	↗ 16
38	Czech Republic	78.09	↙ 7
39	Portugal	77.78	↙ 4
40	Jordan	76.77	↗ 3
41	Kazakhstan	75.87	↙ 4
42	Slovenia	75.83	↗ 2
43	Thailand	75.47	↙ 3
44	Puerto Rico	73.01	↙ 3
45	Chile	72.70	↙ 3
46	India	72.00	↙ 7
47	Indonesia	71.63	↙ 2
48	Cyprus	70.18	↗ 2
49	Kuwait	69.36	↙ 3
50	Greece	69.27	↙ 3
51	Hungary	68.71	↙ 2
52	Croatia	68.24	↗ 2
53	Philippines	66.51	↗ 3
54	Brazil	66.23	↙ 2
55	South Africa	65.81	↗ 4
56	Türkiye	65.35	↗ 7
57	Slovak Republic	65.15	↗ 4
58	Argentina	64.95	↙ 3
59	Kenya	64.86	↗ 6
60	Bulgaria	63.93	-
61	Romania	63.44	↙ 10
62	Colombia	62.01	↙ 4
63	Mexico	57.77	↙ 6
64	Ghana	57.62	-
65	Peru	56.30	↗ 1
66	Botswana	54.15	↙ 4
67	Mongolia	52.62	↗ 1
68	Nigeria	49.15	↗ 1
69	Namibia	45.79	↙ 2
70	Venezuela	39.13	-

The IMD World Digital and AI Ranking Methodology

The IMD World Digital and AI Ranking (WDAIR) analyzes and ranks the extent to which countries adopt and explore digital technologies leading to transformation in government practices, business models and society in general.

As in the case of the IMD World Competitiveness Ranking, we assume that digital transformation takes place primarily at enterprise level (whether private or state-owned) but it also occurs at the government and society levels.

Based on our research, the methodology of the WDAIR ranking defines digital and AI competitiveness into five main factors:

- Governance
- Technology & infrastructure
- Efficiency
- Workforce development
- Values

In turn, each of these factors is divided into 5 sub-factors which highlight every facet of the areas analyzed. Altogether, the WDAIR features 15 such sub-factors. These 15 sub-factors comprise 88 criteria, although each sub-factor does not necessarily have the same number of criteria (for example, it takes more criteria to assess Training and Education than to evaluate IT integration).

Each sub-factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results, that is approximately 11.1% (100 ÷ 9 ~ 11.1).

Criteria can be hard data, which analyze digital and AI competitiveness as it can be measured (e.g. Internet bandwidth speed) or soft data, which analyze competitiveness as it can be perceived (e.g. Agility of companies). Hard criteria represent a weight of 2/3 in the overall ranking whereas the survey data represent a weight of 1/3.

The 88 criteria include 25 new indicators which are only used in the assessment of the WDAIR ranking. The rest of the indicators are shared with the IMD World Competitiveness Ranking.

In addition, two criteria are for background information only, which means that they are not used in calculating the overall competitiveness ranking (i.e., Population and GDP).

Finally, aggregating the results of the 15 sub-factors makes the total consolidation, which leads to the overall ranking of the WDAIR.

What is the IMD World Digital and AI Ranking?

Digital and AI Competitiveness Factors and Sub-factors

Governance	The extent to which a country's legal, regulatory, and institutional environment supports responsible technological development.	• Regulatory framework • Digital & AI governance • Public leadership
Technology & infrastructure	The underlying physical, financial, and knowledge infrastructure without which digital and AI systems cannot be built, deployed, or scaled.	• Technological framework • Capital & AI investment • Research infrastructure
Efficiency	Whether the conditions established by governance and infrastructure turn into functioning practice.	• Practices • Business agility • AI adoption
Workforce development	The human capital base needed to sustain a digital and AI-driven economy over time.	• Talent • Education & training • AI readiness
Values	The ethical and security aspects specific to AI, together with citizen and corporate trust in AI systems themselves.	• Cybersecurity & AI ethics • Societal attitudes • Trust

Table 1: Sample size (2022-2026)

Years	2022	2023	2024	2025	2026
Economies	63	64	67	69	70

Computing the Rankings

Hard Data

Statistics from international, regional, and national sources

51 Criteria

Survey Data

International Panel of Experts Executives Opinion Survey

37 Criteria

Compute STD Values

Individually, for all criteria used in the ranking

88 Criteria

Overall Rankings

Aggregates the STD values for all the 88 criteria

Factors Ranking

- Governance
- Technology & infrastructure
- Efficiency
- Workforce development
- Values

Criteria Ranking

Each of the 88 criteria is individually ranked for the economies

The 2026 IMD World Digital and AI Ranking

Selected breakdown

Europe - Middle East - Africa

		Score
01	Netherlands	97.08
02	Denmark	96.60
03	Sweden	95.05
04	Finland	94.01
05	Switzerland	93.55
06	Ireland	92.53
07	Norway	91.14
08	UAE	91.13
09	United Kingdom	90.88
10	Germany	89.95
11	Saudi Arabia	86.55
12	France	85.78
13	Iceland	84.90
14	Estonia	84.75
15	Austria	84.50
16	Lithuania	84.43
17	Spain	82.76
18	Belgium	82.34
19	Qatar	82.31
20	Latvia	80.64
21	Luxembourg	80.63
22	Bahrain	80.60
23	Poland	80.41
24	Italy	80.08
25	Oman	79.89
26	Czech Republic	78.09
27	Portugal	77.78
28	Jordan	76.77
29	Kazakhstan	75.87
30	Slovenia	75.83
31	Cyprus	70.18
32	Kuwait	69.36
33	Greece	69.27
34	Hungary	68.71
35	Croatia	68.24
36	South Africa	65.81
37	Türkiye	65.35
38	Slovak Republic	65.15
39	Kenya	64.86
40	Bulgaria	63.93
41	Romania	63.44
42	Ghana	57.62
43	Botswana	54.15
44	Nigeria	49.15
45	Namibia	45.79

Asia - Pacific

		Score
01	Singapore	99.79
02	China	94.06
03	Korea Rep.	93.13
04	Hong Kong SAR	92.79
05	Taiwan (Chinese Taipei)	92.44
06	Australia	91.02
07	Japan	87.88
08	New Zealand	83.39
09	Malaysia	83.14
10	Vietnam	78.09
11	Thailand	75.47
12	India	72.00
13	Indonesia	71.63
14	Philippines	66.51
15	Mongolia	52.62

The Americas

		Score
01	USA	100.00
02	Canada	95.82
03	Puerto Rico	73.01
04	Chile	72.70
05	Brazil	66.23
06	Argentina	64.95
07	Colombia	62.01
08	Mexico	57.77
09	Peru	56.30
10	Venezuela	39.13

Selected breakdown

GDP per capita greater than $20,000

		Score
01	USA	100.00
02	Singapore	99.79
03	Netherlands	97.08
04	Denmark	96.60
05	Canada	95.82
06	Sweden	95.05
07	Finland	94.01
08	Switzerland	93.55
09	Korea Rep.	93.13
10	Hong Kong SAR	92.79
11	Ireland	92.53
12	Taiwan (Chinese Taipei)	92.44
13	Norway	91.14
14	UAE	91.13
15	Australia	91.02
16	United Kingdom	90.88
17	Germany	89.95
18	Japan	87.88
19	Saudi Arabia	86.55
20	France	85.78
21	Iceland	84.90
22	Estonia	84.75
23	Austria	84.50
24	Lithuania	84.43
25	New Zealand	83.39
26	Spain	82.76
27	Belgium	82.34
28	Qatar	82.31
29	Latvia	80.64
30	Luxembourg	80.63
31	Bahrain	80.60
32	Poland	80.41
33	Italy	80.08
34	Czech Republic	78.09
35	Portugal	77.78
36	Slovenia	75.83
37	Puerto Rico	73.01
38	Cyprus	70.18
39	Kuwait	69.36
40	Greece	69.27
41	Hungary	68.71
42	Croatia	68.24
43	Slovak Republic	65.15
44	Bulgaria	63.93
45	Romania	63.44

GDP per capita less than $20,000

		Score
01	China	94.06
02	Malaysia	83.14
03	Oman	79.89
04	Vietnam	78.09
05	Jordan	76.77
06	Kazakhstan	75.87
07	Thailand	75.47
08	Chile	72.70
09	India	72.00
10	Indonesia	71.63
11	Philippines	66.51
12	Brazil	66.23
13	South Africa	65.81
14	Türkiye	65.35
15	Argentina	64.95
16	Kenya	64.86
17	Colombia	62.01
18	Mexico	57.77
19	Ghana	57.62
20	Peru	56.30
21	Botswana	54.15
22	Mongolia	52.62
23	Nigeria	49.15
24	Namibia	45.79
25	Venezuela	39.13

Selected breakdown

Population over 20 million

01	USA	100.00
02	Canada	95.82
03	China	94.06
04	Korea Rep.	93.13
05	Taiwan (Chinese Taipei)	92.44
06	Australia	91.02
07	United Kingdom	90.88
08	Germany	89.95
09	Japan	87.88
10	Saudi Arabia	86.55
11	France	85.78
12	Malaysia	83.14
13	Spain	82.76
14	Poland	80.41
15	Italy	80.08
16	Vietnam	78.09
17	Kazakhstan	75.87
18	Thailand	75.47
19	India	72.00
20	Indonesia	71.63
21	Philippines	66.51
22	Brazil	66.23
23	South Africa	65.81
24	Türkiye	65.35
25	Argentina	64.95
26	Kenya	64.86
27	Colombia	62.01
28	Mexico	57.77
29	Ghana	57.62
30	Peru	56.30
31	Nigeria	49.15
32	Venezuela	39.13

Population under 20 million

		Score
01	Singapore	99.79
02	Netherlands	97.08
03	Denmark	96.60
04	Sweden	95.05
05	Finland	94.01
06	Switzerland	93.55
07	Hong Kong SAR	92.79
08	Ireland	92.53
09	Norway	91.14
10	UAE	91.13
11	Iceland	84.90
12	Estonia	84.75
13	Austria	84.50
14	Lithuania	84.43
15	New Zealand	83.39
16	Belgium	82.34
17	Qatar	82.31
18	Latvia	80.64
19	Luxembourg	80.63
20	Bahrain	80.60
21	Oman	79.89
22	Czech Republic	78.09
23	Portugal	77.78
24	Jordan	76.77
25	Slovenia	75.83
26	Puerto Rico	73.01
27	Chile	72.70
28	Cyprus	70.18
29	Kuwait	69.36
30	Greece	69.27
31	Hungary	68.71
32	Croatia	68.24
33	Slovak Republic	65.15
34	Bulgaria	63.93
35	Romania	63.44
36	Botswana	54.15
37	Mongolia	52.62
38	Namibia	45.79

Selected breakdown

GOVERNANCE

The extent to which a country's legal, regulatory, and institutional environment supports responsible technological development.

		Score		
01	Denmark	86.86	↗	1
02	Ireland	84.07	↗	4
03	Finland	83.20	↙	2
04	Singapore	78.35	↙	1
05	Netherlands	77.30	↗	8
06	Australia	77.00	↗	4
07	Sweden	76.63	↗	2
08	Austria	76.06	↗	15
09	Germany	75.70	↗	6
10	Estonia	74.55	↗	18
11	Canada	73.56	↙	6
12	Norway	73.04	↙	4
13	Switzerland	71.96	↙	9
14	Luxembourg	70.39	↙	2
15	Latvia	68.72	↗	16
16	Iceland	68.33	↙	5
17	United Kingdom	68.25	↗	4
18	France	68.23		-
19	Belgium	68.21	↗	6
20	New Zealand	68.17	↙	1
21	Lithuania	67.30	↗	11
22	UAE	67.26	↙	15
23	Japan	66.86	↙	1
24	Spain	66.81	↗	6
25	Czech Republic	66.37	↙	1
26	Portugal	65.84	↗	1
27	Korea Rep.	64.33	↗	7
28	Taiwan (Chinese Taipei)	63.79	↙	12
29	Italy	62.41	↗	6
30	USA	61.76	↙	4
31	Slovenia	61.13	↗	11
32	Oman	60.58	↗	1
33	Saudi Arabia	60.36	↙	19
34	Hong Kong SAR	60.01	↙	17
35	Poland	59.07	↗	14
36	Bahrain	58.76	↙	7
37	Qatar	58.00	↙	17
38	Malaysia	56.92	↙	2
39	Cyprus	55.97	↗	1
40	Chile	55.29	↙	2
41	Vietnam	53.44	↗	20
42	Hungary	52.74	↗	1
43	Croatia	50.97	↗	15
44	Slovak Republic	50.88	↗	18
45	Greece	50.84	↙	1
46	Kazakhstan	50.19	↙	9
47	Puerto Rico	49.71	↗	1
48	Jordan	48.60	↙	1
49	Argentina	47.30	↙	3
50	Bulgaria	47.22	↗	16
51	India	46.80	↙	12
52	Brazil	45.24	↗	2
53	China	45.21	↙	12
54	South Africa	43.91	↗	9
55	Thailand	43.78	↙	5
56	Indonesia	43.31	↙	11
57	Philippines	42.93	↙	1
58	Romania	42.69	↙	7
59	Colombia	42.62	↙	2
60	Kenya	42.53	↙	1
61	Ghana	41.60	↙	9
62	Türkiye	40.42	↗	3
63	Kuwait	39.73	↙	10
64	Peru	37.33	↙	4
65	Botswana	36.62	↙	10
66	Mexico	33.44	↙	2
67	Mongolia	27.48	↗	1
68	Nigeria	21.20	↙	1
69	Namibia	19.21		-
70	Venezuela	0.00		-

Selected breakdown

TECHNOLOGY & INFRASTRUCTURE

The underlying physical, financial, and knowledge infrastructure without which digital and AI systems cannot be built, deployed, or scaled.

		Score		
01	USA	100.00	-	
02	China	90.75	-	
03	Korea Rep.	82.50	↗	4
04	Japan	78.86	↗	2
05	Singapore	78.31	-	
06	Canada	78.01	↙	3
07	Netherlands	77.71	↙	3
08	Taiwan (Chinese Taipei)	77.26	-	
09	United Kingdom	76.54	↗	2
10	Hong Kong SAR	76.30	-	
11	France	76.08	↗	1
12	Germany	73.52	↗	2
13	Switzerland	73.19	-	
14	Sweden	71.52	↙	5
15	Australia	68.48	↗	7
16	Finland	67.17	↙	1
17	Denmark	66.38	↗	1
18	Ireland	66.15	↙	1
19	Norway	65.13	↙	3
20	Spain	64.44	↙	1
21	Belgium	63.78	↗	3
22	Malaysia	63.46	↗	5
23	Thailand	62.37	↙	3
24	Italy	59.63	↗	8
25	UAE	59.50	↙	4
26	Austria	58.98	-	
27	India	58.96	↗	1
28	Poland	58.93	↗	13
29	Puerto Rico	57.85	↙	6
30	New Zealand	56.61	↗	3
31	Jordan	56.18	↗	3
32	Hungary	55.98	↗	6
33	Portugal	55.89	↗	4
34	Iceland	55.86	↙	9
35	Saudi Arabia	55.26	↙	4
36	Lithuania	54.59	-	
37	Czech Republic	53.33	↙	2
38	Qatar	53.10	↙	9
39	Luxembourg	52.43	↗	1
40	Vietnam	51.12	↗	17
41	Indonesia	50.56	↗	1
42	Brazil	50.22	↗	8
43	Oman	50.19	↙	4
44	Slovenia	49.97	↙	1
45	Bahrain	49.51	↙	15
46	Greece	49.43	-	
47	Kuwait	49.41	↙	2
48	Latvia	48.96	↙	4
49	Croatia	48.57	-	
50	Chile	47.68	↗	2
51	Romania	47.43	↙	3
52	Kazakhstan	46.42	↙	1
53	Estonia	46.18	↙	6
54	Cyprus	44.89	↗	2
55	Slovak Republic	44.64	↙	1
56	Philippines	43.71	↙	1
57	Türkiye	43.41	↗	3
58	South Africa	43.14	-	
59	Bulgaria	41.75	↙	6
60	Mexico	41.74	↙	1
61	Colombia	40.66	-	
62	Argentina	38.54	↗	1
63	Kenya	36.87	↙	1
64	Peru	34.48	-	
65	Nigeria	32.27	↗	1
66	Ghana	29.60	↙	1
67	Mongolia	26.82	-	
68	Botswana	22.06	-	
69	Namibia	21.47	-	
70	Venezuela	18.82	-	

Selected breakdown

EFFICIENCY

Whether the conditions established by governance and infrastructure turn into functioning practice.

		Score		
01	China	89.64	↗	1
02	USA	84.99	↙	1
03	Korea Rep.	78.54	↗	10
04	Singapore	77.50	↗	2
05	Hong Kong SAR	74.67	↗	7
06	Taiwan (Chinese Taipei)	74.32	↗	3
07	Netherlands	73.58	↙	3
08	Denmark	73.32	↙	5
09	UAE	73.04	↗	1
10	Canada	72.08	↙	3
11	Finland	71.20	↗	3
12	Saudi Arabia	70.57	↗	6
13	Sweden	69.35	↗	2
14	Norway	68.66	↗	5
15	Iceland	68.43	↗	5
16	Switzerland	68.01	↙	11
17	Qatar	67.69		-
18	Bahrain	66.36	↗	15
19	Oman	64.86	↗	21
20	Estonia	64.71	↗	3
21	Vietnam	64.67	↗	24
22	Ireland	63.98	↙	14
23	Japan	63.38	↗	14
24	United Kingdom	63.24	↙	2
25	Lithuania	63.21	↙	14
26	Indonesia	63.17	↗	1
27	Jordan	63.14	↗	16
28	Malaysia	62.95	↗	10
29	Australia	61.90		-
30	Germany	60.31	↙	14
31	Thailand	59.16	↗	10
32	Puerto Rico	58.46	↗	3
33	Kazakhstan	57.43	↙	9
34	Latvia	56.99	↗	2
35	Italy	56.70	↙	10
36	Luxembourg	56.62	↙	2
37	New Zealand	56.54	↗	2
38	Kenya	56.45	↗	17
39	Poland	56.01	↗	20
40	Belgium	55.74	↙	19
41	Austria	54.49	↙	15
42	India	53.11	↙	14
43	Kuwait	52.94	↗	5
44	Philippines	52.92	↗	6
45	Spain	52.46	↙	14
46	Czech Republic	51.99	↙	14
47	Türkiye	51.07	↗	11
48	South Africa	50.65	↗	6
49	Slovenia	50.58	↙	2
50	Argentina	50.33	↙	6
51	France	50.21	↙	21
52	Hungary	46.92	↙	6
53	Chile	45.61	↙	2
54	Cyprus	45.14	↗	7
55	Ghana	44.12	↗	1
56	Portugal	42.96	↙	7
57	Brazil	42.18	↙	15
58	Nigeria	42.06	↗	6
59	Croatia	41.28	↗	7
60	Greece	39.63		-
61	Colombia	38.85	↙	4
62	Bulgaria	37.69	↗	3
63	Botswana	37.64		-
64	Mexico	36.99	↙	12
65	Slovak Republic	36.34	↗	3
66	Romania	36.07	↙	13
67	Mongolia	31.82	↗	3
68	Namibia	29.80	↙	1
69	Venezuela	29.49		-
70	Peru	28.82	↙	8

Selected breakdown

WORKFORCE DEVELOPMENT

The human capital base needed to sustain a digital and AI-driven economy over time.

		Score		
01	Singapore	80.91	↗	5
02	Hong Kong SAR	80.36		-
03	Canada	78.74	↙	2
04	UAE	77.83	↗	1
05	USA	76.32	↗	4
06	Sweden	75.11	↙	3
07	Switzerland	74.81	↙	3
08	United Kingdom	74.60		-
09	Netherlands	74.58	↙	2
10	Australia	73.69	↗	5
11	China	73.37	↗	8
12	Denmark	72.69	↙	2
13	Ireland	72.11	↙	2
14	Saudi Arabia	71.58		-
15	Norway	69.30	↙	2
16	Taiwan (Chinese Taipei)	69.14	↗	4
17	Finland	68.75	↙	5
18	Malaysia	68.19	↗	7
19	Germany	66.65	↙	3
20	Korea Rep.	66.05	↗	4
21	France	65.29	↙	4
22	Kazakhstan	65.28	↗	13
23	New Zealand	64.63	↗	7
24	Austria	64.54	↙	6
25	Lithuania	64.02	↙	3
26	Spain	62.87	↙	3
27	Belgium	62.07	↙	6
28	Vietnam	61.44	↗	15
29	Japan	61.05	↗	3
30	Estonia	60.48	↙	3
31	Poland	59.81	↗	16
32	Qatar	59.58	↙	3
33	Latvia	59.39	↗	5
34	Bahrain	59.36		-
35	Oman	58.43	↗	4
36	Jordan	58.12	↗	6
37	Luxembourg	57.52	↙	11
38	Portugal	56.79	↙	7
39	Thailand	56.44	↗	1
40	Italy	56.08	↙	4
41	Iceland	55.01	↙	13
42	Czech Republic	54.90	↙	9
43	Slovenia	54.13	↙	6
44	Greece	50.32	↗	1
45	Chile	48.60	↙	1
46	India	48.41		-
47	Puerto Rico	47.27	↗	4
48	Indonesia	47.25	↗	4
49	Cyprus	47.15	↙	8
50	Hungary	46.81	↙	2
51	Türkiye	45.78	↗	4
52	Croatia	45.76	↗	6
53	Colombia	43.98	↙	3
54	Kenya	42.87	↗	12
55	Kuwait	42.53	↙	1
56	Slovak Republic	42.44	↗	1
57	Brazil	42.25	↙	4
58	Philippines	42.21	↗	4
59	Bulgaria	42.16	↗	2
60	Argentina	41.21	↙	1
61	Romania	40.72	↙	12
62	Mongolia	40.38	↗	2
63	South Africa	39.06	↗	4
64	Namibia	36.82	↙	1
65	Peru	36.65		-
66	Mexico	35.40	↙	10
67	Botswana	34.25	↙	7
68	Ghana	34.17		-
69	Venezuela	22.60	↗	1
70	Nigeria	21.35	↙	1

Selected breakdown

VALUES

The ethical and security aspects specific to AI, together with citizen and corporate trust in AI systems themselves.

		Score		
01	Singapore	78.26	↗	5
02	Denmark	78.12	↙	1
03	Sweden	77.02		-
04	Netherlands	76.59	↗	5
05	Switzerland	74.17	↙	3
06	Finland	74.08	↙	1
07	Norway	73.93	↗	4
08	UAE	72.40	↗	4
09	Estonia	72.20	↙	1
10	Taiwan (Chinese Taipei)	72.05	↗	7
11	USA	71.30	↗	16
12	Iceland	71.23	↙	8
13	Canada	71.06	↙	6
14	Ireland	70.71	↙	1
15	Saudi Arabia	69.38	↗	7
16	Korea Rep.	68.60	↗	3
17	Australia	68.39	↙	1
18	Germany	67.95	↗	3
19	Qatar	67.56	↙	4
20	Lithuania	67.41	↙	10
21	Hong Kong SAR	67.00	↙	7
22	United Kingdom	66.15	↗	9
23	China	65.71	↗	9
24	New Zealand	65.38	↙	4
25	Japan	63.63	↗	4
26	Latvia	63.50	↙	1
27	France	63.46	↗	6
28	Bahrain	63.41	↗	9
29	Austria	62.78	↙	11
30	Poland	62.61	↗	18
31	Portugal	61.80	↙	7
32	Spain	61.60	↙	2
33	Chile	60.67	↙	7
34	Luxembourg	60.56	↙	11
35	Italy	59.96	↗	3
36	Oman	59.78		-
37	Malaysia	58.57	↗	2
38	Czech Republic	58.23	↙	10
39	Slovenia	57.70	↗	4
40	Kuwait	56.57	↙	6
41	Belgium	56.29	↙	6
42	Kazakhstan	54.40	↙	2
43	Vietnam	54.16	↗	14
44	Jordan	52.19	↗	2
45	Cyprus	52.12	↗	4
46	Greece	50.50	↙	4
47	Thailand	49.97	↙	2
48	Croatia	48.97	↗	2
49	Indonesia	48.24	↙	2
50	India	47.11	↙	6
51	South Africa	46.66	↗	9
52	Puerto Rico	46.14	↙	11
53	Slovak Republic	45.84	↗	10
54	Brazil	45.64	↙	1
55	Bulgaria	45.18	↗	1
56	Philippines	45.16	↗	3
57	Romania	44.65	↙	6
58	Argentina	41.75		-
59	Türkiye	40.46	↗	8
60	Kenya	39.94	↗	4
61	Peru	38.58	↙	7
62	Colombia	38.33	↗	3
63	Mexico	35.66	↙	8
64	Hungary	35.49	↙	3
65	Botswana	34.55	↙	13
66	Ghana	32.98	↙	4
67	Mongolia	30.97	↙	1
68	Nigeria	23.25	↗	1
69	Venezuela	19.14	↗	1
70	Namibia	16.01	↙	2

Factor Rankings: five-year overview

	OVERALL					GOVERNANCE					TECHNOLOGY & INFRASTRUCTURE					EFFICIENCY					WORKFORCE DEVELOPMENT					VALUES				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
Argentina	63	63	62	55	58	47	45	49	46	49	65	67	66	63	62	61	56	49	44	50	61	61	61	59	60	67	65	65	58	58
Australia	12	14	13	19	16	04	08	07	10	06	19	22	19	22	15	19	22	20	29	29	12	12	11	15	10	13	24	14	16	17
Austria	16	20	23	23	24	13	14	28	23	08	25	29	31	26	26	17	20	31	26	41	17	17	21	18	24	08	14	17	18	29
Bahrain	35	35	36	32	33	27	30	35	29	36	41	35	30	30	45	34	37	35	33	18	39	34	37	34	34	36	37	37	37	28
Belgium	23	13	21	27	29	18	16	15	25	19	20	17	20	24	21	33	13	11	21	40	20	14	20	21	27	30	23	32	35	41
Botswana	65	64	65	62	66	65	65	57	55	65	69	68	68	68	68	65	66	67	63	63	67	64	59	60	67	53	54	54	52	65
Brazil	53	55	52	52	54	46	50	50	54	52	45	50	53	50	42	49	52	47	42	57	57	58	58	53	57	61	56	52	53	54
Bulgaria	52	57	61	60	60	50	57	64	66	50	52	57	49	53	59	59	60	60	65	62	50	54	60	61	59	52	59	63	56	55
Canada	08	06	10	01	05	07	12	09	05	11	11	07	11	03	06	06	06	15	07	10	01	01	05	01	03	10	08	13	07	13
Chile	41	39	44	42	45	34	33	41	38	40	53	46	48	52	50	44	45	48	51	53	41	44	46	44	45	32	33	31	26	33
China	20	21	15	14	07	43	47	40	41	53	04	03	04	02	02	02	02	03	02	01	21	24	15	19	11	37	31	28	32	23
Colombia	61	59	57	58	62	55	58	58	57	59	64	61	59	61	61	53	58	55	57	61	54	52	50	50	53	64	64	61	65	62
Croatia	49	49	51	54	52	48	48	53	58	43	38	38	39	49	49	66	65	65	66	59	48	51	53	58	52	45	46	50	50	48
Cyprus	43	47	48	50	48	36	37	45	40	39	51	49	56	56	54	52	62	64	61	54	37	38	39	41	49	39	50	48	49	45
Czech Republic	29	24	30	31	38	30	22	31	24	25	26	24	33	35	37	30	19	28	32	46	32	22	34	33	42	26	17	26	28	38
Denmark	03	03	02	05	04	01	01	02	02	01	17	16	17	18	17	03	03	04	03	08	10	08	09	10	12	03	02	01	01	02
Estonia	21	22	24	26	23	14	10	25	28	10	34	44	45	47	53	22	23	21	23	20	23	25	26	27	30	09	04	09	08	09
Finland	02	04	08	08	08	02	02	05	01	03	08	13	15	15	16	07	09	19	14	11	09	09	13	12	17	01	01	03	05	06
France	22	23	19	22	21	17	19	13	18	18	16	09	12	12	11	26	34	25	30	51	16	16	14	17	21	35	32	30	33	27
Germany	14	17	18	15	18	19	20	17	15	09	14	12	13	14	12	16	17	14	16	30	15	18	19	16	19	17	25	29	21	18
Ghana	64	65	66	64	64	64	64	60	52	61	66	66	67	65	66	63	64	62	56	55	68	67	68	68	68	56	67	66	62	66
Greece	44	44	45	47	50	41	42	42	44	45	43	41	44	46	46	58	53	58	60	60	40	40	42	45	44	43	43	40	42	46
Hong Kong SAR	13	16	12	09	11	28	31	24	17	34	10	10	06	10	10	21	24	13	12	05	06	05	04	02	02	15	21	22	14	21
Hungary	45	48	56	49	51	39	43	47	43	42	31	42	47	38	32	46	48	57	46	52	45	48	51	48	50	60	61	67	61	64
Iceland	19	19	20	16	22	10	06	11	11	16	32	23	23	25	34	18	16	24	20	15	28	33	25	28	41	06	10	11	04	12
India	39	41	38	39	46	49	56	38	39	51	29	25	24	28	27	20	25	26	28	42	49	46	43	46	46	46	47	45	44	50
Indonesia	47	40	32	45	47	53	51	34	45	56	46	33	29	42	41	38	32	18	27	26	43	41	48	52	48	48	40	33	47	49
Ireland	15	10	07	11	12	15	05	03	06	02	21	20	16	17	18	14	14	09	08	22	14	13	12	11	13	18	12	12	13	14
Italy	30	32	31	33	35	32	32	32	35	29	33	37	34	32	24	23	28	30	25	35	34	35	32	36	40	27	34	36	38	35
Japan	26	25	26	25	19	26	25	27	22	23	09	05	08	06	04	35	36	36	37	23	35	30	31	32	29	28	28	27	29	25
Jordan	56	54	46	43	40	62	61	48	47	48	62	54	43	34	31	54	46	43	43	27	51	45	44	42	36	55	49	49	46	44
Kazakhstan	38	42	40	37	41	37	36	43	37	46	47	62	50	51	52	31	30	27	24	33	38	37	35	35	22	50	48	46	40	42
Kenya	66	66	63	65	59	67	67	52	59	60	63	55	61	62	63	62	63	59	55	38	63	68	67	66	54	68	68	62	64	60
Korea Rep.	10	09	09	18	10	12	17	21	34	27	02	02	02	07	03	09	07	07	13	03	19	19	17	24	20	12	09	06	19	16
Kuwait	50	52	49	46	49	56	54	63	53	63	56	52	46	45	47	55	54	56	48	43	56	62	62	54	55	38	36	38	34	40
Latvia	37	46	42	36	31	38	40	37	31	15	39	51	55	44	48	47	55	41	36	34	33	43	41	38	33	29	39	35	25	26
Lithuania	24	29	25	21	25	29	27	23	32	21	30	40	37	36	36	25	27	23	11	25	22	21	23	22	25	16	18	15	10	20
Luxembourg	27	28	27	28	32	22	21	12	12	14	22	30	36	40	39	39	38	32	34	36	27	28	27	26	37	22	20	24	23	34
Malaysia	36	33	37	34	27	40	38	36	36	38	27	27	26	27	22	32	31	39	38	28	36	27	28	25	18	40	35	39	39	37
Mexico	57	60	60	57	63	60	59	65	64	66	57	63	62	59	60	60	59	52	52	64	53	55	54	56	66	59	57	57	55	63
Mongolia	68	67	67	68	67	66	66	67	68	67	70	64	63	67	67	69	70	69	70	67	66	63	63	64	62	63	63	55	66	67
Namibia	67	68	69	67	69	68	68	69	69	69	68	69	69	69	69	67	68	70	67	68	60	66	64	63	64	62	66	68	68	70
Netherlands	04	02	06	06	03	05	04	10	13	05	03	04	07	04	07	05	04	06	04	07	04	02	08	07	09	05	06	08	09	04
New Zealand	28	26	33	30	26	21	18	14	19	20	35	28	38	33	30	37	33	45	39	37	25	26	38	30	23	21	16	23	20	24
Nigeria	69	69	68	69	68	69	69	68	67	68	59	58	65	66	65	68	67	61	64	58	69	69	70	69	70	69	70	69	69	68
Norway	09	12	11	13	14	08	11	08	08	12	12	21	18	16	19	12	15	17	19	14	13	15	16	13	15	07	13	07	11	07
Oman	48	45	35	38	36	57	44	26	33	32	48	45	42	39	43	43	41	34	40	19	46	47	36	39	35	54	52	42	36	36
Peru	60	61	64	66	65	52	53	61	60	64	67	65	64	64	64	57	61	63	62	70	62	59	65	65	65	51	53	58	54	61
Philippines	59	56	59	56	53	59	60	59	56	57	61	56	57	55	56	45	49	53	50	44	64	60	66	62	58	58	55	60	59	56
Poland	46	38	41	48	34	44	39	39	49	35	40	32	35	41	28	48	40	40	59	39	44	39	40	47	31	49	41	43	48	30
Portugal	33	34	34	35	39	25	28	29	27	26	37	34	40	37	33	42	43	50	49	56	30	31	29	31	38	24	29	20	24	31
Puerto Rico	40	43	47	41	44	42	41	55	48	47	23	31	25	23	29	24	39	38	35	32	58	56	57	51	47	47	51	51	41	52
Qatar	31	31	28	24	30	35	35	30	20	37	36	39	32	29	38	29	26	29	17	17	29	36	30	29	32	25	19	19	15	19
Romania	54	51	50	51	61	58	55	51	51	58	49	47	52	48	51	56	50	54	53	66	59	57	56	49	61	42	45	47	51	57
Saudi Arabia	32	30	22	20	20	24	24	18	14	33	44	36	28	31	35	27	21	22	18	12	31	32	18	14	14	34	27	21	22	15
Singapore	06	05	01	02	02	03	03	01	03	04	05	08	03	05	05	04	05	02	06	04	05	06	01	06	01	11	07	02	06	01
Slovak Republic	51	50	58	61	57	51	49	56	62	44	50	53	54	54	55	64	57	66	68	65	47	53	52	57	56	41	42	53	63	53
Slovenia	34	37	43	44	42	31	34	44	42	31	42	43	41	43	44	40	42	51	47	49	26	29	33	37	43	33	38	41	43	39
South Africa	62	62	55	59	55	61	63	62	63	54	55	48	51	58	58	50	47	46	54	48	65	65	55	67	63	57	58	56	60	51
Spain	25	27	29	29	28	23	23	33	30	24	18	18	22	19	20	28	29	33	31	45	24	23	24	23	26	31	30	34	30	32
Sweden	05	08	05	07	06	06	09	06	09	07	07	11	10	09	14	08	11	08	15	13	02	04	03	03	06	02	03	04	03	03
Switzerland	07	07	04	03	09	09	07	04	04	13	13	14	09	13	13	10	08	05	05	16	03	03	02	04	07	04	05	05	02	05
Taiwan (Chinese Taipei)	17	15	14	12	13	33	29	22	16	28	06	06	05	08	08	13	10	10	09	06	18	20	22	20	16	20	22	16	17	10
Thailand	42	36	39	40	43	45	46	46	50	55	24	19	21	20	23	36	35	37	41	31	52	42	45	40	39	44	44	44	45	47
Türkiye	55	53	53	63	56	54	52	54	65	62	58	60	58	60	57	41	44	42	58	47	55	50	49	55	51	66	60	64	67	59
UAE	18	18	17	10	15	20	26	16	07	22	28	26	27	21	25	15	18	12	10	09	11	10	10	05	04	14	11	10	12	08
United Kingdom	11	11	16	17	17	11	13	19	21	17	15	15	14	11	09	11	12	16	22	24	07	11	07	08	08	23	26	25	31	22
USA	01	01	03	04	01	16	15	20	26	30	01	01	01	01	01	01	01	01	01	02	08	07	06	09	05	19	15	18	27	11
Venezuela	70	70	70	70	70	70	70	70	70	70	60	70	70	70	70	70	69	68	69	69	70	70	69	70	69	70	69	70	70	69
Vietnam	58	58	54	53	37	63	62	66	61	41	54	59	60	57	40	51	51	44	45	21	42	49	47	43	28	65	62	59	57	43

Sub-factor Rankings

	GOVERNANCE			TECHNOLOGY & INFRASTRUCTURE			EFFICIENCY			WORKFORCE DEVELOPMENT			VALUES		
	Regulatory framework	Digital & AI governance	Public leadership	Technological framework	Capital & AI investment	Research infrastructure	Practices	Business agility	AI adoption	Talent	Education & training	AI readiness	Cybersecurity & AI ethics	Societal attitudes	Trust
Argentina	56	46	50	58	62	57	52	18	59	37	62	60	61	41	67
Australia	14	20	03	16	27	17	27	36	23	04	19	15	25	20	14
Austria	18	09	07	37	51	16	48	27	44	30	21	23	28	33	20
Bahrain	29	51	27	36	17	66	20	24	17	09	48	34	51	01	36
Belgium	23	23	17	26	30	21	45	29	40	29	29	24	36	52	32
Botswana	44	64	67	67	59	69	60	64	63	43	63	68	63	65	52
Brazil	63	61	28	44	66	26	42	58	65	63	58	51	42	50	65
Bulgaria	62	34	54	52	61	53	54	68	61	58	57	56	49	55	59
Canada	10	35	06	09	04	11	09	12	08	06	05	05	17	13	17
Chile	38	44	33	19	64	56	47	54	58	40	44	57	26	24	47
China	39	43	66	08	03	01	03	02	01	21	16	03	24	17	27
Colombia	61	56	55	59	57	52	67	34	62	65	46	58	62	57	63
Croatia	49	38	48	51	35	50	55	63	56	54	51	53	55	42	53
Cyprus	37	26	47	45	58	51	50	51	60	68	45	46	50	45	44
Czech Republic	27	18	24	43	38	30	59	41	30	38	47	28	23	56	31
Denmark	02	03	01	13	34	20	17	04	20	07	18	10	07	08	02
Estonia	24	07	08	50	50	49	12	15	43	25	30	39	05	09	22
Finland	06	01	04	29	23	14	05	28	07	19	24	11	03	22	08
France	20	13	26	10	08	09	69	21	24	36	22	19	04	32	39
Germany	13	05	18	27	21	05	39	14	32	41	13	14	10	30	15
Ghana	55	67	40	66	54	64	49	62	54	49	66	64	59	67	58
Greece	52	36	42	49	55	29	58	65	57	61	36	45	43	39	56
Hong Kong SAR	08	50	49	01	16	15	01	11	16	05	01	18	40	06	19
Hungary	43	33	51	21	48	33	46	57	52	56	54	49	48	66	60
Iceland	11	45	10	03	45	63	18	05	37	42	41	32	31	03	12
India	48	62	32	55	14	22	36	55	35	46	55	47	54	61	48
Indonesia	57	54	56	62	09	39	14	38	29	55	59	38	39	59	51
Ireland	03	06	02	15	28	23	22	13	36	13	09	16	27	14	05
Italy	41	12	29	40	44	19	56	20	31	50	38	25	20	29	45
Japan	22	32	14	14	10	04	38	19	15	62	06	33	19	36	24
Jordan	40	57	44	63	02	41	30	23	22	47	32	22	37	58	40
Kazakhstan	46	47	39	48	41	59	23	53	33	32	03	50	53	31	42
Kenya	54	58	57	69	29	47	31	42	39	28	69	48	52	64	49
Korea Rep.	33	28	19	11	22	03	13	03	06	51	07	20	15	19	21
Kuwait	45	60	65	42	46	45	25	59	46	15	68	55	45	47	25
Latvia	32	11	16	38	32	62	35	30	42	12	40	37	09	37	30
Lithuania	31	08	25	39	37	31	11	32	38	14	27	30	08	23	29
Luxembourg	05	21	31	32	40	46	51	17	41	53	28	31	34	48	16
Malaysia	28	37	45	12	26	28	32	33	14	18	10	27	32	35	33
Mexico	67	68	52	57	68	34	65	43	68	66	56	66	69	40	69
Mongolia	69	65	64	64	67	67	61	70	66	64	35	67	68	63	61
Namibia	66	69	68	68	56	70	64	67	69	57	53	69	70	70	64
Netherlands	07	02	21	07	05	12	06	09	12	08	23	02	12	07	03
New Zealand	16	39	12	28	33	35	40	40	27	20	31	17	35	15	23
Nigeria	68	66	69	70	49	48	53	66	53	67	70	63	60	69	68
Norway	17	19	09	20	25	24	10	31	10	33	20	06	02	16	11
Oman	34	42	23	46	06	65	28	16	21	26	37	36	47	26	28
Peru	65	63	53	61	69	58	68	60	67	70	50	65	66	54	66
Philippines	53	52	62	54	39	61	34	47	45	45	61	54	64	46	50
Poland	42	10	41	31	36	27	44	44	25	39	39	13	06	34	38
Portugal	30	22	22	33	53	25	63	61	51	24	43	42	22	28	35
Puerto Rico	51	49	38	23	13	54	19	50	34	27	65	44	46	62	43
Qatar	15	53	46	35	19	60	07	39	09	11	42	35	30	25	04
Romania	59	40	63	30	65	42	62	69	55	52	60	61	41	60	57
Saudi Arabia	25	59	11	53	11	36	02	46	05	22	15	08	38	05	13
Singapore	04	24	05	02	20	08	08	08	03	02	04	09	14	04	01
Slovak Republic	58	29	43	47	63	43	66	56	64	59	52	62	57	51	55
Slovenia	36	14	34	41	52	38	43	49	48	48	34	40	29	38	37
South Africa	60	41	61	60	42	55	37	52	50	44	64	59	56	53	54
Spain	35	16	13	18	43	18	57	22	47	31	25	26	18	27	41
Sweden	09	04	20	17	24	10	21	10	19	17	08	04	01	10	06
Switzerland	01	31	30	04	31	13	26	07	28	03	17	12	11	11	10
Taiwan (Chinese Taipei)	19	27	35	05	15	07	16	06	11	34	02	29	16	18	09
Thailand	50	55	59	24	12	32	24	48	26	35	33	43	58	44	46
Türkiye	64	48	60	56	60	37	41	45	49	60	49	52	65	43	62
UAE	12	17	37	25	18	40	04	37	04	01	12	21	33	02	07
United Kingdom	21	25	15	22	07	06	33	26	18	10	14	07	21	21	26
USA	26	30	36	06	01	02	15	01	02	16	11	01	13	12	18
Venezuela	70	70	70	65	70	68	70	35	70	69	67	70	67	68	70
Vietnam	47	15	58	34	47	44	29	25	13	23	26	41	44	49	34

Digital and AI Competitiveness Economy Profiles

The statistical tables are available for subscribers of IMD World Competitiveness Online.

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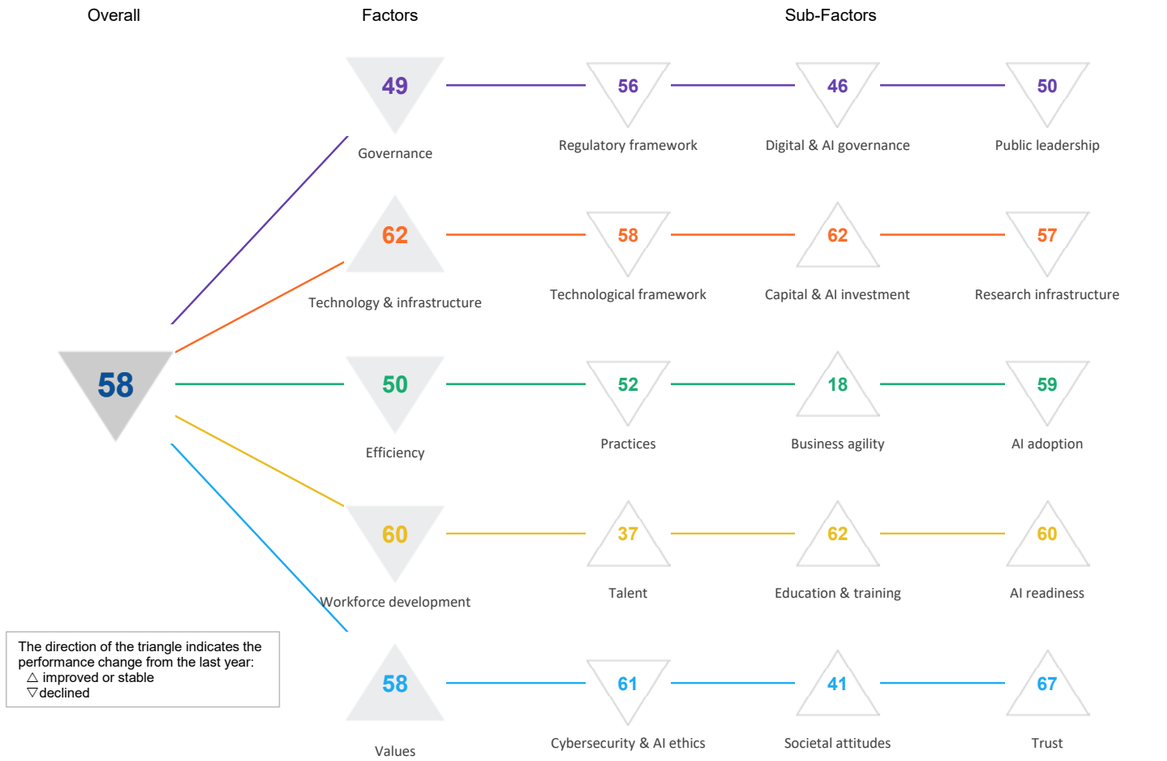
Argentina

Economy profile

ARGENTINA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

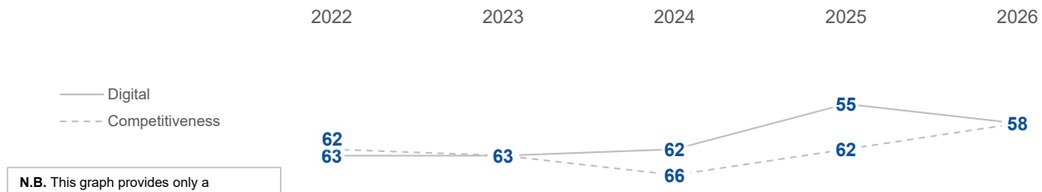


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	63	63	62	55	58
Governance	47	45	49	46	49
Technology & infrastructure	65	67	66	63	62
Efficiency	61	56	49	44	50
Workforce development	61	61	61	59	60
Values	67	65	65	58	58

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

ARGENTINA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	64	58	54	54	56
Digital & AI governance	28	28	52	37	46
Public leadership	50	45	45	43	50

Regulatory framework	Rank
▶ Immigration laws	07
Scientific research legislation	63
Intellectual property rights	57
Government Effectiveness index	52
▷ Regulatory Quality index	65

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	62
Company compliance with relevant AI laws	49
AI policies passed into law	37
▶ Privacy protection by law exists	08
E-Government	37

Public leadership	Rank
Public-private partnerships	42
Core government systems index	40
Public service delivery index	33
Publicized laws and government data	28
Government respects due process of law	47
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	60	62	60	57	58
Capital & AI investment	70	69	69	69	62
Research infrastructure	49	55	52	55	57

Technological framework	Rank
▷ Communications technology	67
Mobile broadband subscribers	55
Internet users	41
Internet bandwidth speed	52
High-tech exports (% manufacture exports)	60
Secure internet servers	38

Capital & AI investment	Rank
IT & media stock market capitalization	44
Investment incentives for AI	62
Funding for technological development	65
▷ Venture capital	68
Investment in Telecommunications	28
Companies investment in AI	56
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	50
Total R&D personnel per capita	43
R&D productivity by publication	31
High-tech patent grants	57
Robots in Education and R&D	41
AI-related patent publications	44
AI Articles	50

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	57	60	59	48	52
Business agility	40	38	37	38	18
AI adoption	60	60	48	50	59

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	44
Development & application of tech.	54
Use of big data and analytics	39

Business agility	Rank
Opportunities and threats	26
Agility of companies	59
Knowledge transfer	54
World robots distribution	36
▶ Entrepreneurial fear of failure	01
Network readiness index	38

AI adoption	Rank
The implementation of the national AI strategy	60
AI adoption in companies is implemented	52
City use of AI to improve the quality of services	35
Society's access to AI	63
AI adoption	60

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	66	61	61	48	37
Education & training	60	62	62	64	62
AI readiness	53	53	56	61	60

Talent	Rank
Educational assessment PISA - Math	55
International experience	35
Management of cities	51
Digital/Technological skills	54
Foreign highly skilled personnel	52
Net flow of international students	23
▶ Female researchers	03

Education & training	Rank
▷ Employee training	69
Secondary school enrollment	21
Higher education achievement	60
Graduates in Sciences	60
Women with degrees	51
AI education index	45

AI readiness	Rank
AI skills	53
Concerns about AI job displacement are addresse	60
Companies invest in AI training	56
AI readiness	55
Scientific and technical employment	54

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	60	52	53	54	61
Societal attitudes	56	43	51	42	41
Trust	69	69	69	68	67

Cybersecurity & AI ethics	Rank
Cyber security	55
Government cyber security capacity	39
Companies address bias in AI algorithms	62
Companies understand AI cybersecurity risks	55
Global index for responsible AI	49
Government social media monitoring	46

Societal attitudes	Rank
E-Participation	53
Internet retailing	39
Tablet possession	34
Smartphone possession	35
Attitudes toward globalization	58
▶ Flexibility and adaptability	22

Trust	Rank
Company AI systems protect sensitive data	63
Corporations are able to handle data breaches	59
Citizen trust in AI	47
▷ Country credit rating	67
Image abroad or branding	60
Rule of law	58

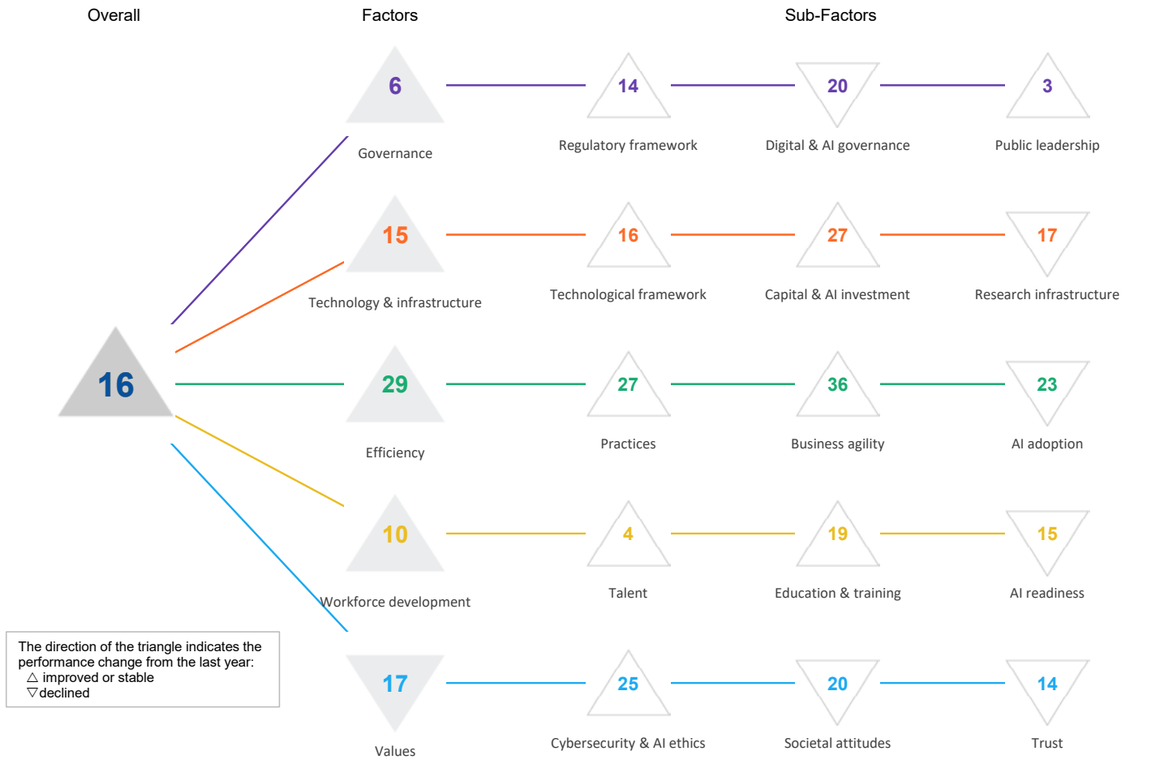
Australia

Economy profile

AUSTRALIA

DIGITAL TRENDS - OVERALL

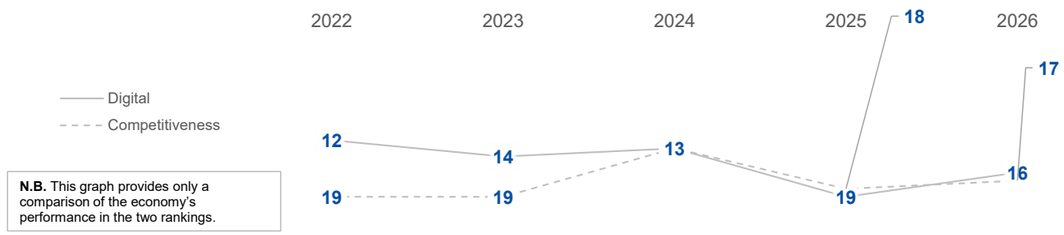
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	12	14	13	19	16
Governance	04	08	07	10	06
Technology & infrastructure	19	22	19	22	15
Efficiency	19	22	20	29	29
Workforce development	12	12	11	15	10
Values	13	24	14	16	17

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

AUSTRALIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	15	19	15	15	14
Digital & AI governance	05	05	04	09	20
Public leadership	06	09	06	10	03

Regulatory framework	Rank
Immigration laws	29
Scientific research legislation	31
Intellectual property rights	20
Government Effectiveness index	09
Regulatory Quality index	09

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	22
Company compliance with relevant AI laws	15
AI policies passed into law	32
Privacy protection by law exists	13
E-Government	08

Public leadership	Rank
Public-private partnerships	33
▶ Core government systems index	04
Public service delivery index	05
Publicized laws and government data	04
Government respects due process of law	10
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	19	19	19	21	16
Capital & AI investment	39	41	31	42	27
Research infrastructure	16	17	17	16	17

Technological framework	Rank
Communications technology	46
▶ Mobile broadband subscribers	04
Internet users	15
Internet bandwidth speed	40
High-tech exports (% manufacture exports)	17
Secure internet servers	17

Capital & AI investment	Rank
IT & media stock market capitalization	36
Investment incentives for AI	22
▷ Funding for technological development	46
Venture capital	14
Investment in Telecommunications	33
Companies investment in AI	21
AI private investment	08

Research infrastructure	Rank
Total expenditure on R&D (%)	24
Total R&D personnel per capita	-
R&D productivity by publication	15
High-tech patent grants	29
Robots in Education and R&D	20
AI-related patent publications	15
AI Articles	10

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	21	23	19	30	27
Business agility	33	39	35	46	36
AI adoption	11	11	18	18	23

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	13
Development & application of tech.	38
▷ Use of big data and analytics	46

Business agility	Rank
Opportunities and threats	46
▷ Agility of companies	50
Knowledge transfer	29
World robots distribution	35
Entrepreneurial fear of failure	32
Network readiness index	13

AI adoption	Rank
The implementation of the national AI strategy	29
AI adoption in companies is implemented	23
City use of AI to improve the quality of services	29
Society's access to AI	32
AI adoption	11

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	07	11	10	18	04
Education & training	21	22	22	27	19
AI readiness	09	11	09	07	15

Talent	Rank
Educational assessment PISA - Math	16
International experience	34
Management of cities	25
▷ Digital/Technological skills	49
Foreign highly skilled personnel	08
▶ Net flow of international students	02
Female researchers	-

Education & training	Rank
Employee training	40
Secondary school enrollment	39
Higher education achievement	15
▷ Graduates in Sciences	52
Women with degrees	12
▶ AI education index	04

AI readiness	Rank
AI skills	28
Concerns about AI job displacement are addresse	29
Companies invest in AI training	30
AI readiness	09
Scientific and technical employment	12

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	21	49	34	31	25
Societal attitudes	16	16	14	18	20
Trust	12	14	13	13	14

Cybersecurity & AI ethics	Rank
Cyber security	22
Government cyber security capacity	43
Companies address bias in AI algorithms	33
Companies understand AI cybersecurity risks	28
Global index for responsible AI	22
Government social media monitoring	18

Societal attitudes	Rank
E-Participation	19
Internet retailing	06
Tablet possession	25
Smartphone possession	38
Attitudes toward globalization	25
Flexibility and adaptability	39

Trust	Rank
Company AI systems protect sensitive data	17
Corporations are able to handle data breaches	21
Citizen trust in AI	35
▶ Country credit rating	01
Image abroad or branding	24
Rule of law	15

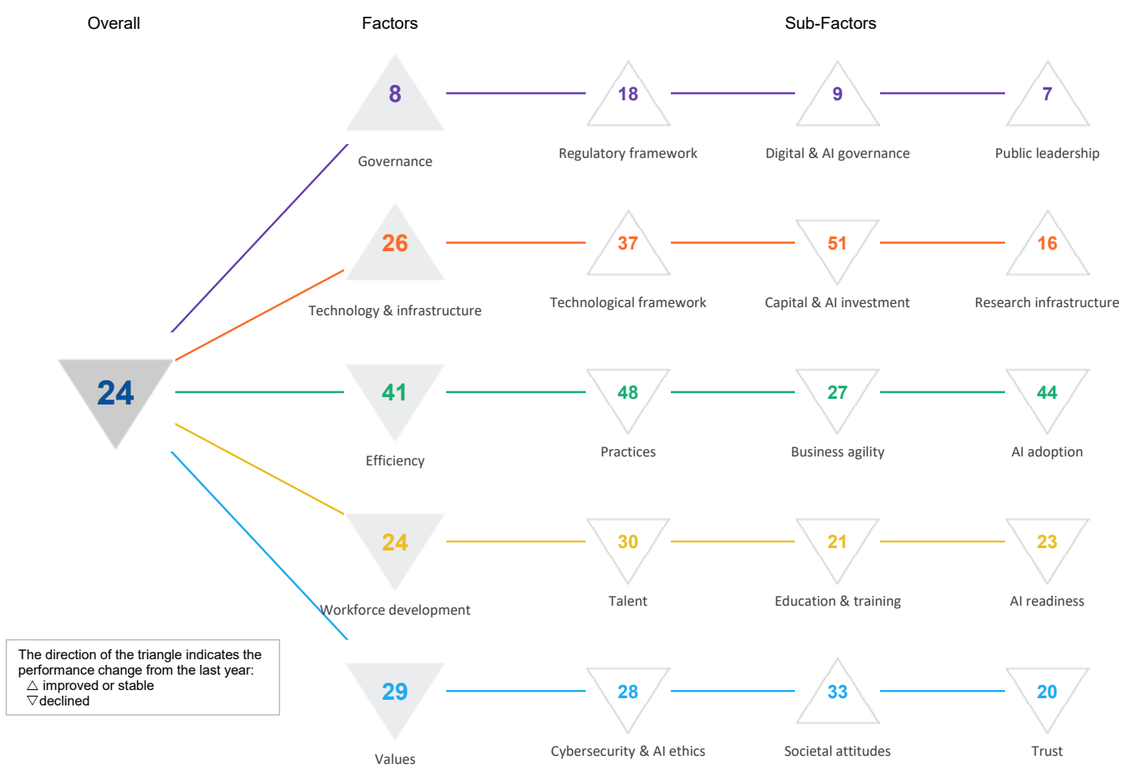
Austria

Economy profile

AUSTRIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

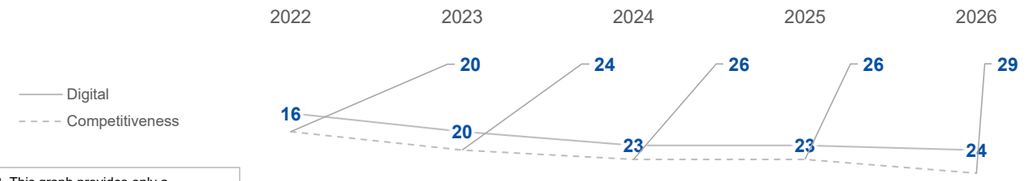


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	16	20	23	23	24
Governance	13	14	28	23	08
Technology & infrastructure	25	29	31	26	26
Efficiency	17	20	31	26	41
Workforce development	17	17	21	18	24
Values	08	14	17	18	29

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

AUSTRIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	18	23	20	22	18
Digital & AI governance	15	15	54	55	09
Public leadership	11	08	08	07	07

Regulatory framework	Rank
Immigration laws	59
Scientific research legislation	18
▶ Intellectual property rights	03
Government Effectiveness index	17
Regulatory Quality index	18

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	13
Company compliance with relevant AI laws	08
AI policies passed into law	08
Privacy protection by law exists	44
E-Government	22

Public leadership	Rank
Public-private partnerships	45
Core government systems index	08
Public service delivery index	11
Publicized laws and government data	24
Government respects due process of law	13
▶ Global rights index	01

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	25	26	29	25	30
Education & training	19	15	20	20	21
AI readiness	21	17	21	15	23

Talent	Rank
Educational assessment PISA - Math	16
International experience	37
Management of cities	20
Digital/Technological skills	38
Foreign highly skilled personnel	42
Net flow of international students	07
Female researchers	48

Education & training	Rank
▶ Employee training	01
Secondary school enrollment	26
Higher education achievement	34
Graduates in Sciences	10
Women with degrees	35
AI education index	32

AI readiness	Rank
AI skills	60
Concerns about AI job displacement are addresse	17
Companies invest in AI training	33
AI readiness	26
Scientific and technical employment	14

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	38	40	34	37	37
Capital & AI investment	47	49	52	40	51
Research infrastructure	15	15	16	17	16

Technological framework	Rank
Communications technology	27
Mobile broadband subscribers	40
Internet users	24
Internet bandwidth speed	50
High-tech exports (% manufacture exports)	27
Secure internet servers	31

Capital & AI investment	Rank
IT & media stock market capitalization	45
Investment incentives for AI	55
Funding for technological development	24
Venture capital	55
▷ Investment in Telecommunications	62
Companies investment in AI	54
AI private investment	11

Research infrastructure	Rank
▶ Total expenditure on R&D (%)	07
Total R&D personnel per capita	09
R&D productivity by publication	51
High-tech patent grants	18
Robots in Education and R&D	13
AI-related patent publications	17
AI Articles	29

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	03	08	11	09	28
Societal attitudes	29	34	41	39	33
Trust	08	12	12	14	20

Cybersecurity & AI ethics	Rank
▶ Cyber security	04
Government cyber security capacity	59
Companies address bias in AI algorithms	61
Companies understand AI cybersecurity risks	13
Global index for responsible AI	20
Government social media monitoring	17

Societal attitudes	Rank
E-Participation	32
Internet retailing	14
Tablet possession	23
Smartphone possession	28
▷ Attitudes toward globalization	61
▷ Flexibility and adaptability	61

Trust	Rank
Company AI systems protect sensitive data	21
Corporations are able to handle data breaches	22
▷ Citizen trust in AI	69
Country credit rating	13
Image abroad or branding	16
Rule of law	08

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	27	35	46	37	48
Business agility	18	17	23	22	27
AI adoption	18	18	12	14	44

Practices	Rank
Start-up days	41
Regulatory burden	32
Online services	33
Development & application of tech.	45
Use of big data and analytics	49

Business agility	Rank
Opportunities and threats	40
Agility of companies	35
Knowledge transfer	22
World robots distribution	21
Entrepreneurial fear of failure	22
Network readiness index	23

AI adoption	Rank
The implementation of the national AI strategy	59
AI adoption in companies is implemented	26
▷ City use of AI to improve the quality of services	61
Society's access to AI	53
AI adoption	18

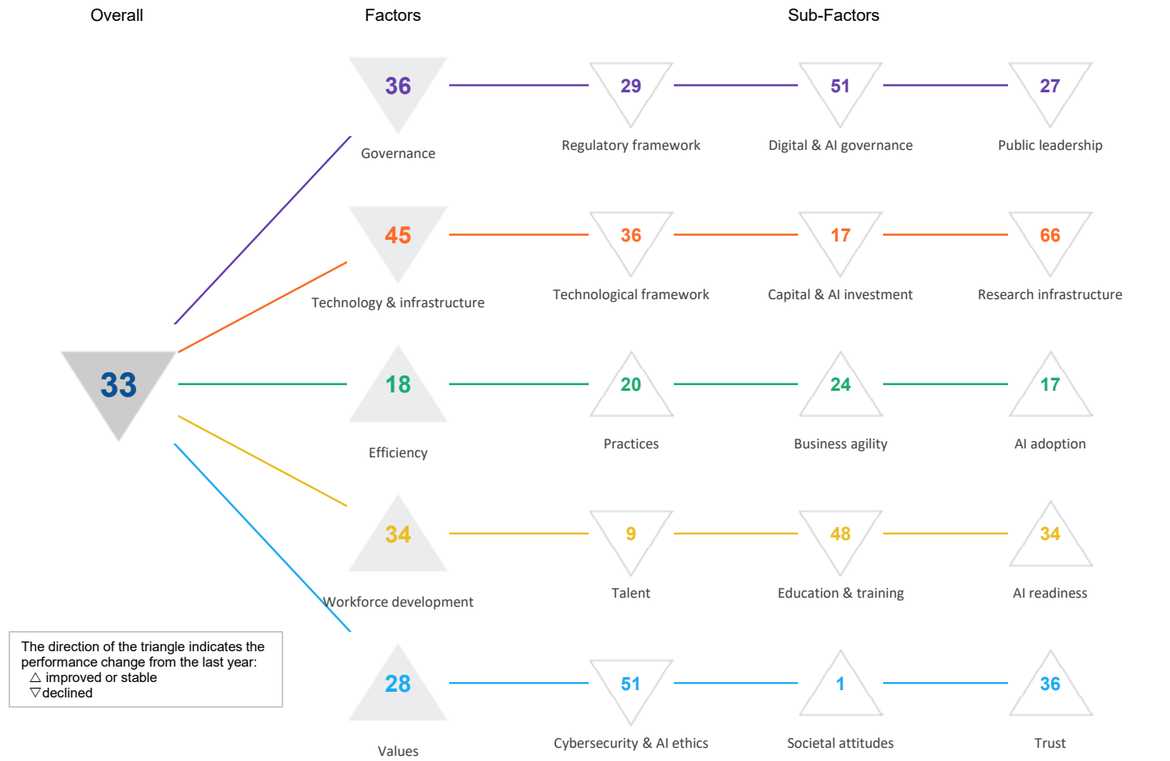
Bahrain

Economy profile

BAHRAIN

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

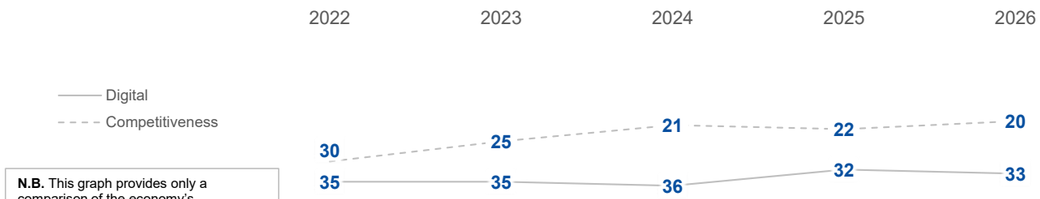


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	35	35	36	32	33
Governance	27	30	35	29	36
Technology & infrastructure	41	35	30	30	45
Efficiency	34	37	35	33	18
Workforce development	39	34	37	34	34
Values	36	37	37	37	28

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

BAHRAIN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	30	27	28	24	29
Digital & AI governance	33	33	56	49	51
Public leadership	12	30	27	25	27

Regulatory framework	Rank
Immigration laws	04
Scientific research legislation	28
Intellectual property rights	30
Government Effectiveness index	42
Regulatory Quality index	30

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	14
Company compliance with relevant AI laws	24
AI policies passed into law	37
▷ Privacy protection by law exists	65
E-Government	18

Public leadership	Rank
▶ Public-private partnerships	01
Core government systems index	23
Public service delivery index	18
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	46

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	14	06	06	08	09
Education & training	38	38	39	46	48
AI readiness	52	55	57	45	34

Talent	Rank
Educational assessment PISA - Math	-
International experience	14
Management of cities	04
Digital/Technological skills	08
Foreign highly skilled personnel	11
Net flow of international students	36
Female researchers	19

Education & training	Rank
Employee training	16
Secondary school enrollment	37
Higher education achievement	59
Graduates in Sciences	54
Women with degrees	08
▷ AI education index	61

AI readiness	Rank
AI skills	20
Concerns about AI job displacement are addresse	21
Companies invest in AI training	35
AI readiness	51
Scientific and technical employment	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	26	35	28	30	36
Capital & AI investment	40	13	16	07	17
Research infrastructure	61	62	54	62	66

Technological framework	Rank
Communications technology	12
Mobile broadband subscribers	06
▶ Internet users	01
Internet bandwidth speed	42
▷ High-tech exports (% manufacture exports)	68
Secure internet servers	60

Capital & AI investment	Rank
IT & media stock market capitalization	21
Investment incentives for AI	27
Funding for technological development	14
Venture capital	31
Investment in Telecommunications	13
Companies investment in AI	31
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	61
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	61

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	44	48	45	48	51
Societal attitudes	12	12	11	09	01
Trust	49	48	48	47	36

Cybersecurity & AI ethics	Rank
▶ Cyber security	02
Government cyber security capacity	46
Companies address bias in AI algorithms	16
Companies understand AI cybersecurity risks	12
Global index for responsible AI	53
▷ Government social media monitoring	61

Societal attitudes	Rank
E-Participation	17
▶ Internet retailing	01
Tablet possession	04
Smartphone possession	26
Attitudes toward globalization	15
▶ Flexibility and adaptability	03

Trust	Rank
Company AI systems protect sensitive data	21
Corporations are able to handle data breaches	07
Citizen trust in AI	06
▷ Country credit rating	64
Image abroad or branding	11
Rule of law	50

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	29	31	28	23	20
Business agility	32	33	30	24	24
AI adoption	31	31	54	53	17

Practices	Rank
Start-up days	25
Regulatory burden	36
Online services	22
Development & application of tech.	06
Use of big data and analytics	16

Business agility	Rank
Opportunities and threats	23
Agility of companies	18
Knowledge transfer	16
World robots distribution	-
Entrepreneurial fear of failure	21
Network readiness index	37

AI adoption	Rank
The implementation of the national AI strategy	10
AI adoption in companies is implemented	12
City use of AI to improve the quality of services	10
Society's access to AI	12
AI adoption	31

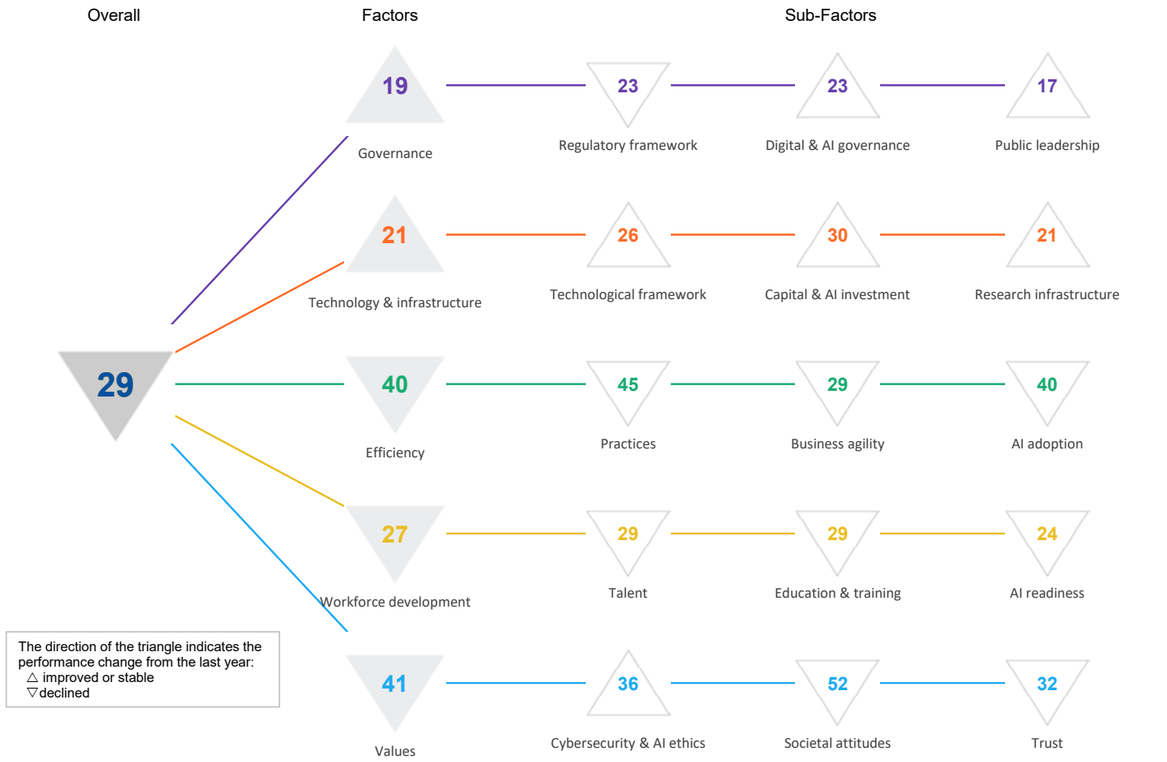
Belgium

Economy profile

BELGIUM

DIGITAL TRENDS - OVERALL

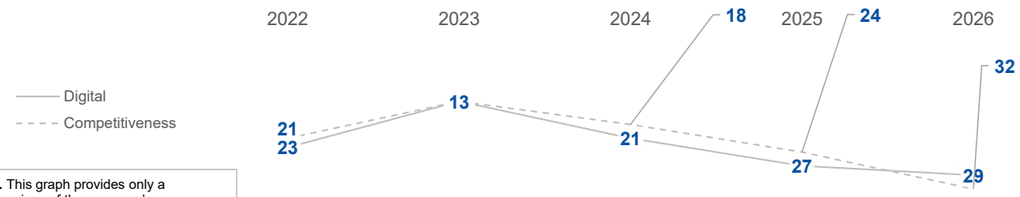
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	23	13	21	27	29
Governance	18	16	15	25	19
Technology & infrastructure	20	17	20	24	21
Efficiency	33	13	11	21	40
Workforce development	20	14	20	21	27
Values	30	23	32	35	41

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

BELGIUM

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	13	06	16	20	23
Digital & AI governance	35	35	25	48	23
Public leadership	09	10	14	20	17

Regulatory framework	Rank
Immigration laws	25
Scientific research legislation	23
Intellectual property rights	31
Government Effectiveness index	25
Regulatory Quality index	23

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	38
Company compliance with relevant AI laws	39
▶ AI policies passed into law	08
▶ Privacy protection by law exists	08
E-Government	48

Public leadership	Rank
Public-private partnerships	39
Core government systems index	28
Public service delivery index	16
Publicized laws and government data	22
Government respects due process of law	14
Global rights index	25

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	22	10	19	23	29
Education & training	27	24	24	25	29
AI readiness	24	16	23	20	24

Talent	Rank
▶ Educational assessment PISA - Math	12
International experience	23
Management of cities	43
Digital/Technological skills	25
Foreign highly skilled personnel	30
Net flow of international students	17
Female researchers	39

Education & training	Rank
Employee training	26
Secondary school enrollment	34
Higher education achievement	25
Graduates in Sciences	50
Women with degrees	25
AI education index	24

AI readiness	Rank
AI skills	42
Concerns about AI job displacement are addresse	37
Companies invest in AI training	28
AI readiness	30
Scientific and technical employment	16

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	31	26	26	26	26
Capital & AI investment	26	10	21	35	30
Research infrastructure	17	20	21	21	21

Technological framework	Rank
Communications technology	19
Mobile broadband subscribers	30
Internet users	16
Internet bandwidth speed	38
High-tech exports (% manufacture exports)	24
Secure internet servers	30

Capital & AI investment	Rank
▷ IT & media stock market capitalization	52
Investment incentives for AI	29
Funding for technological development	31
Venture capital	23
Investment in Telecommunications	14
Companies investment in AI	33
AI private investment	13

Research infrastructure	Rank
▶ Total expenditure on R&D (%)	06
Total R&D personnel per capita	15
R&D productivity by publication	47
High-tech patent grants	32
Robots in Education and R&D	19
AI-related patent publications	21
AI Articles	28

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	36	26	38	36	36
Societal attitudes	35	30	36	43	52
Trust	25	17	24	26	32

Cybersecurity & AI ethics	Rank
Cyber security	42
▷ Government cyber security capacity	51
Companies address bias in AI algorithms	32
Companies understand AI cybersecurity risks	40
Global index for responsible AI	16
Government social media monitoring	34

Societal attitudes	Rank
▷ E-Participation	61
▶ Internet retailing	10
Tablet possession	37
Smartphone possession	49
Attitudes toward globalization	49
Flexibility and adaptability	47

Trust	Rank
Company AI systems protect sensitive data	36
Corporations are able to handle data breaches	30
▷ Citizen trust in AI	52
Country credit rating	23
Image abroad or branding	58
Rule of law	20

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	34	09	24	35	45
Business agility	24	07	13	14	29
AI adoption	29	29	17	17	40

Practices	Rank
Start-up days	-
Regulatory burden	34
▷ Online services	56
Development & application of tech.	27
Use of big data and analytics	31

Business agility	Rank
Opportunities and threats	38
Agility of companies	40
Knowledge transfer	35
World robots distribution	26
Entrepreneurial fear of failure	-
Network readiness index	14

AI adoption	Rank
The implementation of the national AI strategy	36
AI adoption in companies is implemented	43
City use of AI to improve the quality of services	41
Society's access to AI	35
AI adoption	29

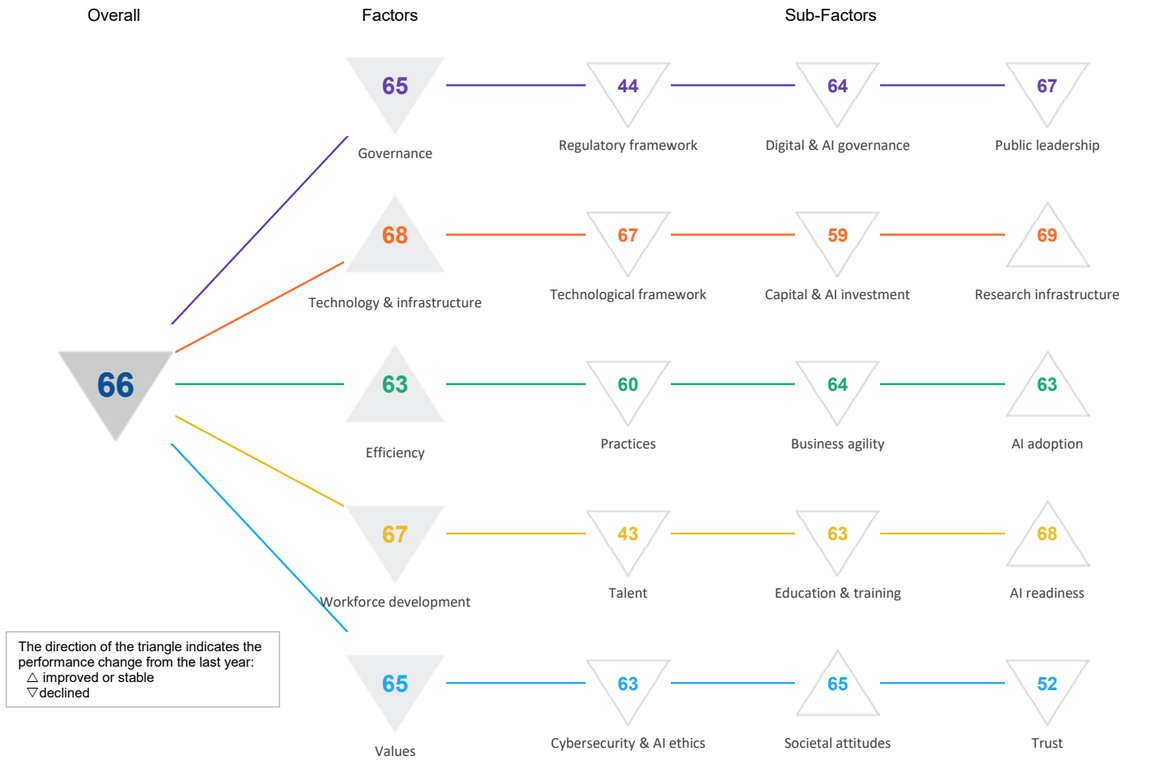
Botswana

Economy profile

BOTSWANA

DIGITAL TRENDS - OVERALL

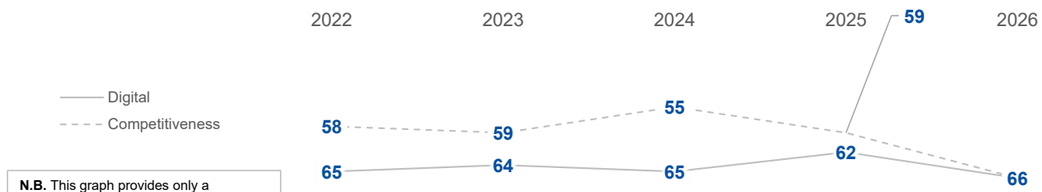
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	65	64	65	62	66
Governance	65	65	57	55	65
Technology & infrastructure	69	68	68	68	68
Efficiency	65	66	67	63	63
Workforce development	67	64	59	60	67
Values	53	54	54	52	65

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

BOTSWANA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	45	41	36	33	44
Digital & AI governance	63	62	60	58	64
Public leadership	66	66	67	66	67

Regulatory framework	Rank
▶ Immigration laws	20
Scientific research legislation	52
Intellectual property rights	55
Government Effectiveness index	46
Regulatory Quality index	45

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	65
Company compliance with relevant AI laws	67
AI policies passed into law	37
▶ Privacy protection by law exists	33
E-Government	64

Public leadership	Rank
Public-private partnerships	47
Core government systems index	64
Public service delivery index	66
Publicized laws and government data	61
Government respects due process of law	31
▶ Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	69	68	68	65	67
Capital & AI investment	56	45	43	51	59
Research infrastructure	68	70	70	70	69

Technological framework	Rank
Communications technology	57
Mobile broadband subscribers	58
▷ Internet users	68
Internet bandwidth speed	66
High-tech exports (% manufacture exports)	67
Secure internet servers	70

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	65
Funding for technological development	47
Venture capital	60
Investment in Telecommunications	57
Companies investment in AI	63
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	56
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	67

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	66	64	56	53	60
Business agility	45	63	63	54	64
AI adoption	66	66	68	68	63

Practices	Rank
Start-up days	10
Regulatory burden	31
Online services	66
▶ Development & application of tech.	34
Use of big data and analytics	48

Business agility	Rank
Opportunities and threats	67
Agility of companies	60
Knowledge transfer	51
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	60

AI adoption	Rank
The implementation of the national AI strategy	61
AI adoption in companies is implemented	67
City use of AI to improve the quality of services	59
Society's access to AI	61
AI adoption	66

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	49	37	35	36	43
Education & training	66	66	61	60	63
AI readiness	65	64	66	69	68

Talent	Rank
Educational assessment PISA - Math	-
International experience	42
Management of cities	48
Digital/Technological skills	46
Foreign highly skilled personnel	39
Net flow of international students	47
Female researchers	-

Education & training	Rank
Employee training	66
Secondary school enrollment	59
Higher education achievement	-
Graduates in Sciences	55
Women with degrees	-
AI education index	61

AI readiness	Rank
AI skills	66
▷ Concerns about AI job displacement are addresse	68
▷ Companies invest in AI training	70
AI readiness	67
Scientific and technical employment	55

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	29	47	46	47	63
Societal attitudes	66	65	67	67	65
Trust	36	36	33	32	52

Cybersecurity & AI ethics	Rank
Cyber security	66
Government cyber security capacity	60
Companies address bias in AI algorithms	67
▷ Companies understand AI cybersecurity risks	68
Global index for responsible AI	57
▶ Government social media monitoring	08

Societal attitudes	Rank
E-Participation	65
Internet retailing	-
Tablet possession	-
Smartphone possession	-
Attitudes toward globalization	62
Flexibility and adaptability	54

Trust	Rank
Company AI systems protect sensitive data	66
▷ Corporations are able to handle data breaches	68
Citizen trust in AI	58
Country credit rating	45
Image abroad or branding	31
Rule of law	44

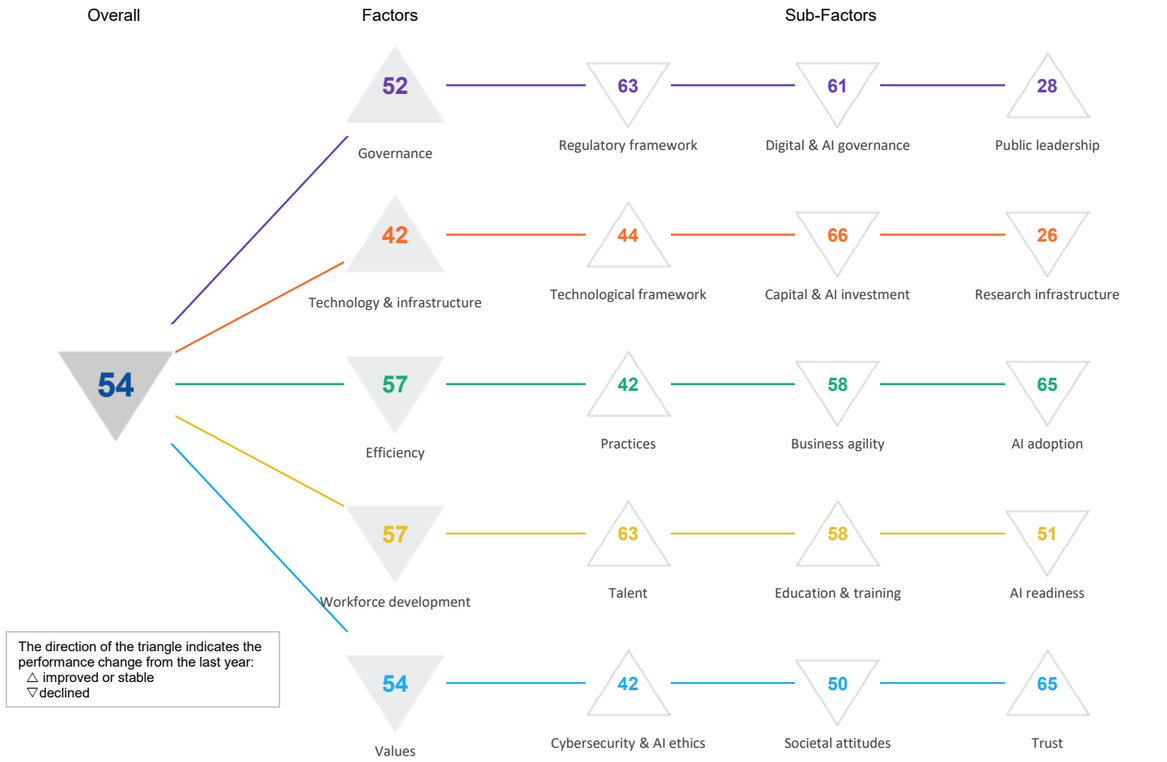
Brazil

Economy profile

BRAZIL

DIGITAL TRENDS - OVERALL

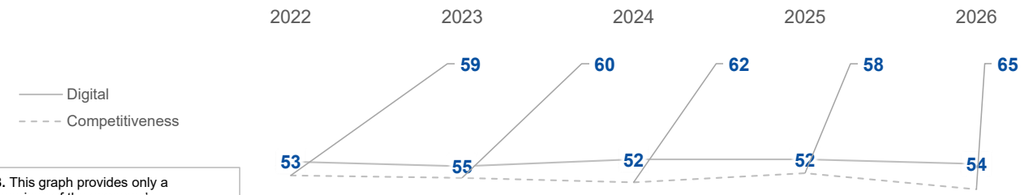
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	53	55	52	52	54
Governance	46	50	50	54	52
Technology & infrastructure	45	50	53	50	42
Efficiency	49	52	47	42	57
Workforce development	57	58	58	53	57
Values	61	56	52	53	54

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

BRAZIL

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	63	61	63	61	63
Digital & AI governance	47	47	46	56	61
Public leadership	30	40	37	37	28

Regulatory framework	Rank
Immigration laws	15
Scientific research legislation	64
Intellectual property rights	60
Government Effectiveness index	64
▷ Regulatory Quality index	67

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	64
Company compliance with relevant AI laws	64
AI policies passed into law	37
Privacy protection by law exists	46
E-Government	42

Public leadership	Rank
Public-private partnerships	59
▶ Core government systems index	03
▶ Public service delivery index	06
Publicized laws and government data	23
Government respects due process of law	48
Global rights index	39

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	53	52	54	50	44
Capital & AI investment	65	68	67	64	66
Research infrastructure	21	22	23	25	26

Technological framework	Rank
Communications technology	55
Mobile broadband subscribers	51
Internet users	54
Internet bandwidth speed	25
High-tech exports (% manufacture exports)	44
Secure internet servers	14

Capital & AI investment	Rank
IT & media stock market capitalization	41
Investment incentives for AI	63
Funding for technological development	62
▷ Investment in Telecommunications	66
Venture capital	66
Companies investment in AI	64
AI private investment	19

Research infrastructure	Rank
Total expenditure on R&D (%)	34
Total R&D personnel per capita	-
▶ R&D productivity by publication	08
High-tech patent grants	49
Robots in Education and R&D	17
AI-related patent publications	32
AI Articles	15

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	58	65	64	54	42
Business agility	50	55	59	53	58
AI adoption	34	34	20	20	65

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	20
Development & application of tech.	58
Use of big data and analytics	57

Business agility	Rank
Opportunities and threats	59
Agility of companies	64
Knowledge transfer	65
World robots distribution	20
Entrepreneurial fear of failure	43
Network readiness index	33

AI adoption	Rank
The implementation of the national AI strategy	64
▷ AI adoption in companies is implemented	69
City use of AI to improve the quality of services	60
▷ Society's access to AI	67
AI adoption	34

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	70	70	70	68	63
Education & training	55	58	59	58	58
AI readiness	38	38	37	39	51

Talent	Rank
Educational assessment PISA - Math	54
International experience	63
Management of cities	63
Digital/Technological skills	60
Foreign highly skilled personnel	65
Net flow of international students	49
▶ Female researchers	07

Education & training	Rank
Employee training	61
Secondary school enrollment	49
Higher education achievement	56
Graduates in Sciences	59
Women with degrees	54
AI education index	22

AI readiness	Rank
▷ AI skills	67
Concerns about AI job displacement are addresse	57
Companies invest in AI training	64
AI readiness	21
Scientific and technical employment	36

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	63	53	44	49	42
Societal attitudes	44	48	37	37	50
Trust	66	66	66	66	65

Cybersecurity & AI ethics	Rank
Cyber security	64
Government cyber security capacity	26
Companies address bias in AI algorithms	64
Companies understand AI cybersecurity risks	58
▶ Global index for responsible AI	11
Government social media monitoring	38

Societal attitudes	Rank
E-Participation	19
Internet retailing	46
Tablet possession	57
Smartphone possession	23
Attitudes toward globalization	57
Flexibility and adaptability	42

Trust	Rank
Company AI systems protect sensitive data	65
Corporations are able to handle data breaches	61
Citizen trust in AI	56
Country credit rating	58
Image abroad or branding	67
Rule of law	61

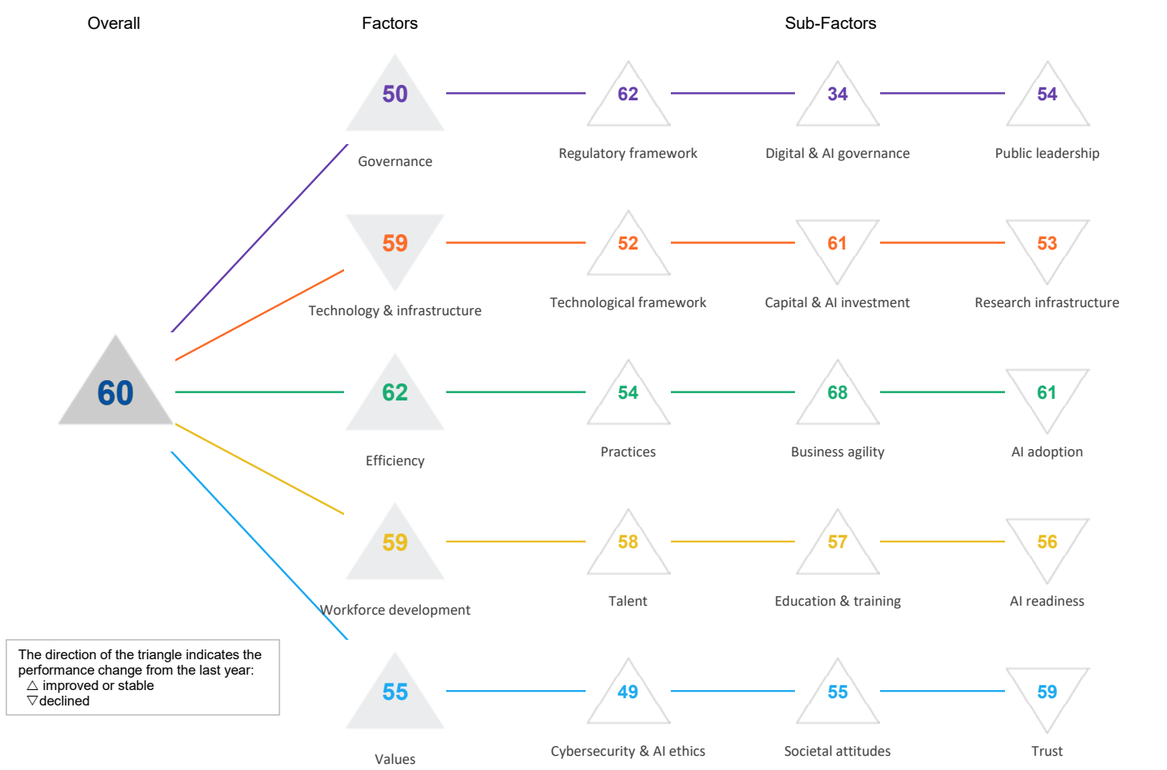
Bulgaria

Economy profile

BULGARIA

DIGITAL TRENDS - OVERALL

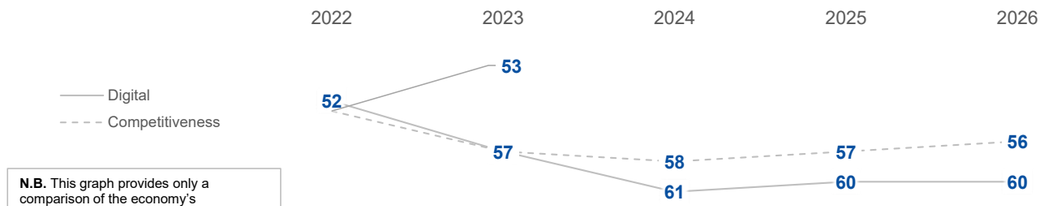
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	52	57	61	60	60
Governance	50	57	64	66	50
Technology & infrastructure	52	57	49	53	59
Efficiency	59	60	60	65	62
Workforce development	50	54	60	61	59
Values	52	59	63	56	55

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

BULGARIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	65	67	66	64	62
Digital & AI governance	38	38	57	61	34
Public leadership	54	56	53	58	54

Regulatory framework	Rank
Immigration laws	63
Scientific research legislation	61
Intellectual property rights	62
Government Effectiveness index	58
Regulatory Quality index	48

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	58
Company compliance with relevant AI laws	61
▶ AI policies passed into law	08
▶ Privacy protection by law exists	04
E-Government	47

Public leadership	Rank
Public-private partnerships	61
Core government systems index	60
Public service delivery index	28
Publicized laws and government data	37
Government respects due process of law	52
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	46	53	55	52	52
Capital & AI investment	59	55	38	44	61
Research infrastructure	47	53	49	51	53

Technological framework	Rank
Communications technology	42
Mobile broadband subscribers	39
Internet users	58
Internet bandwidth speed	56
High-tech exports (% manufacture exports)	40
Secure internet servers	33

Capital & AI investment	Rank
IT & media stock market capitalization	53
Investment incentives for AI	57
Funding for technological development	55
Venture capital	47
Investment in Telecommunications	35
Companies investment in AI	59
AI private investment	46

Research infrastructure	Rank
Total expenditure on R&D (%)	43
Total R&D personnel per capita	37
R&D productivity by publication	40
High-tech patent grants	22
Robots in Education and R&D	43
AI-related patent publications	49
AI Articles	58

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	55	56	42	60	54
Business agility	64	65	67	69	68
AI adoption	49	49	56	57	61

Practices	Rank
Start-up days	17
Regulatory burden	26
Online services	47
Development & application of tech.	60
▷ Use of big data and analytics	69

Business agility	Rank
▷ Opportunities and threats	68
▷ Agility of companies	70
Knowledge transfer	65
World robots distribution	42
Entrepreneurial fear of failure	-
Network readiness index	53

AI adoption	Rank
The implementation of the national AI strategy	58
AI adoption in companies is implemented	65
City use of AI to improve the quality of services	62
Society's access to AI	50
AI adoption	49

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	58	60	65	60	58
Education & training	57	59	63	62	57
AI readiness	37	40	51	51	56

Talent	Rank
Educational assessment PISA - Math	45
International experience	65
Management of cities	60
Digital/Technological skills	43
Foreign highly skilled personnel	64
Net flow of international students	42
▶ Female researchers	14

Education & training	Rank
▷ Employee training	70
Secondary school enrollment	56
Higher education achievement	42
Graduates in Sciences	47
Women with degrees	34
AI education index	60

AI readiness	Rank
AI skills	58
Concerns about AI job displacement are addresse	51
Companies invest in AI training	65
AI readiness	49
Scientific and technical employment	41

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	50	65	62	60	49
Societal attitudes	47	56	61	56	55
Trust	53	56	60	55	59

Cybersecurity & AI ethics	Rank
Cyber security	63
Government cyber security capacity	62
Companies address bias in AI algorithms	42
Companies understand AI cybersecurity risks	59
▶ Global index for responsible AI	15
Government social media monitoring	19

Societal attitudes	Rank
E-Participation	47
Internet retailing	48
Tablet possession	35
▶ Smartphone possession	10
Attitudes toward globalization	60
Flexibility and adaptability	67

Trust	Rank
Company AI systems protect sensitive data	56
▷ Corporations are able to handle data breaches	69
Citizen trust in AI	65
Country credit rating	43
Image abroad or branding	59
Rule of law	53

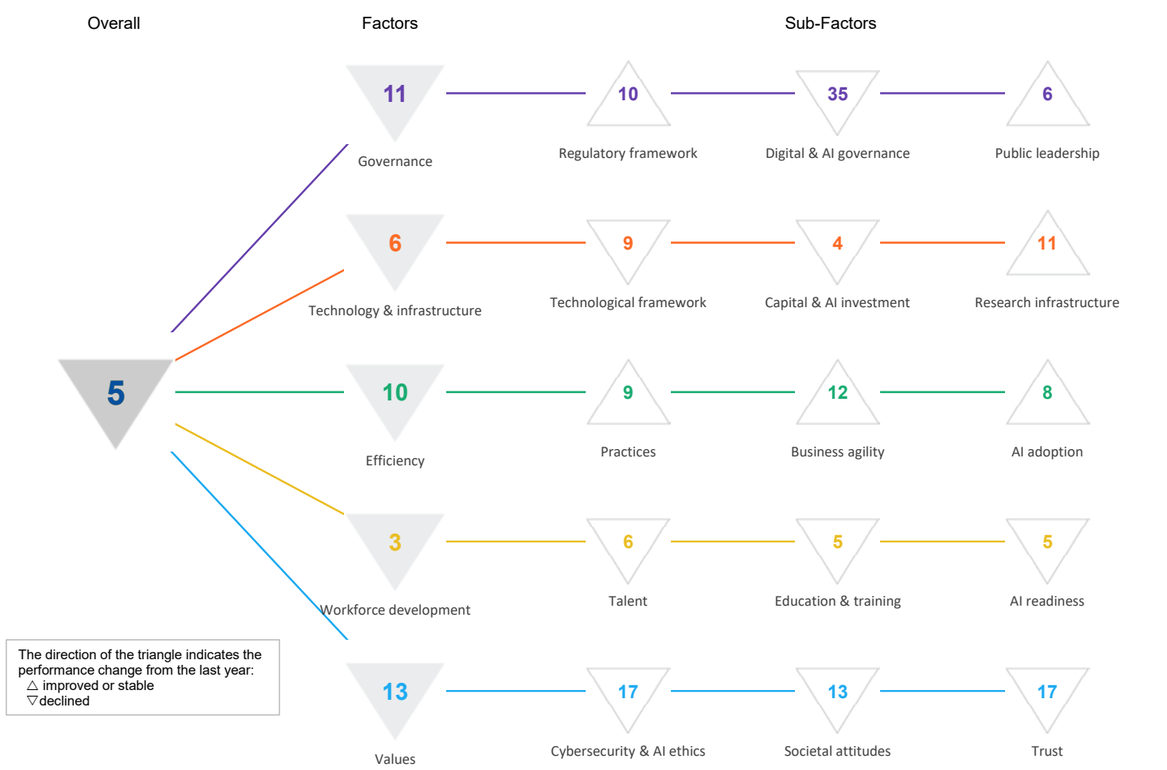
Canada

Economy profile

CANADA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

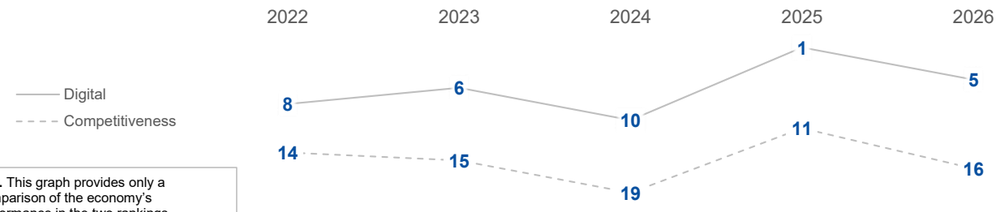


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	08	06	10	01	05
Governance	07	12	09	05	11
Technology & infrastructure	11	07	11	03	06
Efficiency	06	06	15	07	10
Workforce development	01	01	05	01	03
Values	10	08	13	07	13

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CANADA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	09	11	12	10	10
Digital & AI governance	26	26	14	05	35
Public leadership	02	05	07	06	06

Regulatory framework	Rank
Immigration laws	08
Scientific research legislation	15
Intellectual property rights	32
Government Effectiveness index	11
Regulatory Quality index	16

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	16
Company compliance with relevant AI laws	23
▷ AI policies passed into law	37
Privacy protection by law exists	27
E-Government	40

Public leadership	Rank
Public-private partnerships	12
Core government systems index	10
Public service delivery index	14
Publicized laws and government data	08
Government respects due process of law	07
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	15	13	10	08	09
Capital & AI investment	11	08	15	02	04
Research infrastructure	11	11	11	11	11

Technological framework	Rank
Communications technology	25
Mobile broadband subscribers	05
Internet users	27
Internet bandwidth speed	11
▷ High-tech exports (% manufacture exports)	36
Secure internet servers	10

Capital & AI investment	Rank
IT & media stock market capitalization	17
Investment incentives for AI	13
▶ Funding for technological development	04
Venture capital	12
Investment in Telecommunications	15
Companies investment in AI	12
AI private investment	05

Research infrastructure	Rank
Total expenditure on R&D (%)	21
Total R&D personnel per capita	20
R&D productivity by publication	14
High-tech patent grants	14
Robots in Education and R&D	09
AI-related patent publications	09
AI Articles	11

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	07	16	21	09	09
Business agility	19	19	25	13	12
AI adoption	03	03	13	15	08

Practices	Rank
Start-up days	13
Regulatory burden	24
Online services	30
Development & application of tech.	07
▶ Use of big data and analytics	04

Business agility	Rank
Opportunities and threats	28
Agility of companies	29
Knowledge transfer	14
World robots distribution	13
▷ Entrepreneurial fear of failure	35
Network readiness index	05

AI adoption	Rank
The implementation of the national AI strategy	23
AI adoption in companies is implemented	17
City use of AI to improve the quality of services	21
Society's access to AI	17
▶ AI adoption	03

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	09	07	14	05	06
Education & training	01	02	06	04	05
AI readiness	03	02	03	04	05

Talent	Rank
Educational assessment PISA - Math	09
▷ International experience	36
Management of cities	26
Digital/Technological skills	11
Foreign highly skilled personnel	23
Net flow of international students	05
Female researchers	-

Education & training	Rank
Employee training	23
Secondary school enrollment	27
Higher education achievement	06
Graduates in Sciences	25
▶ Women with degrees	02
AI education index	07

AI readiness	Rank
AI skills	19
Concerns about AI job displacement are addresse	25
Companies invest in AI training	19
AI readiness	11
▶ Scientific and technical employment	03

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	10	05	10	05	17
Societal attitudes	21	17	23	12	13
Trust	13	13	17	11	17

Cybersecurity & AI ethics	Rank
Cyber security	19
Government cyber security capacity	27
Companies address bias in AI algorithms	10
Companies understand AI cybersecurity risks	24
Global index for responsible AI	24
Government social media monitoring	31

Societal attitudes	Rank
E-Participation	14
Internet retailing	13
Tablet possession	21
Smartphone possession	26
Attitudes toward globalization	27
Flexibility and adaptability	18

Trust	Rank
Company AI systems protect sensitive data	15
Corporations are able to handle data breaches	33
Citizen trust in AI	29
Country credit rating	10
Image abroad or branding	32
Rule of law	16

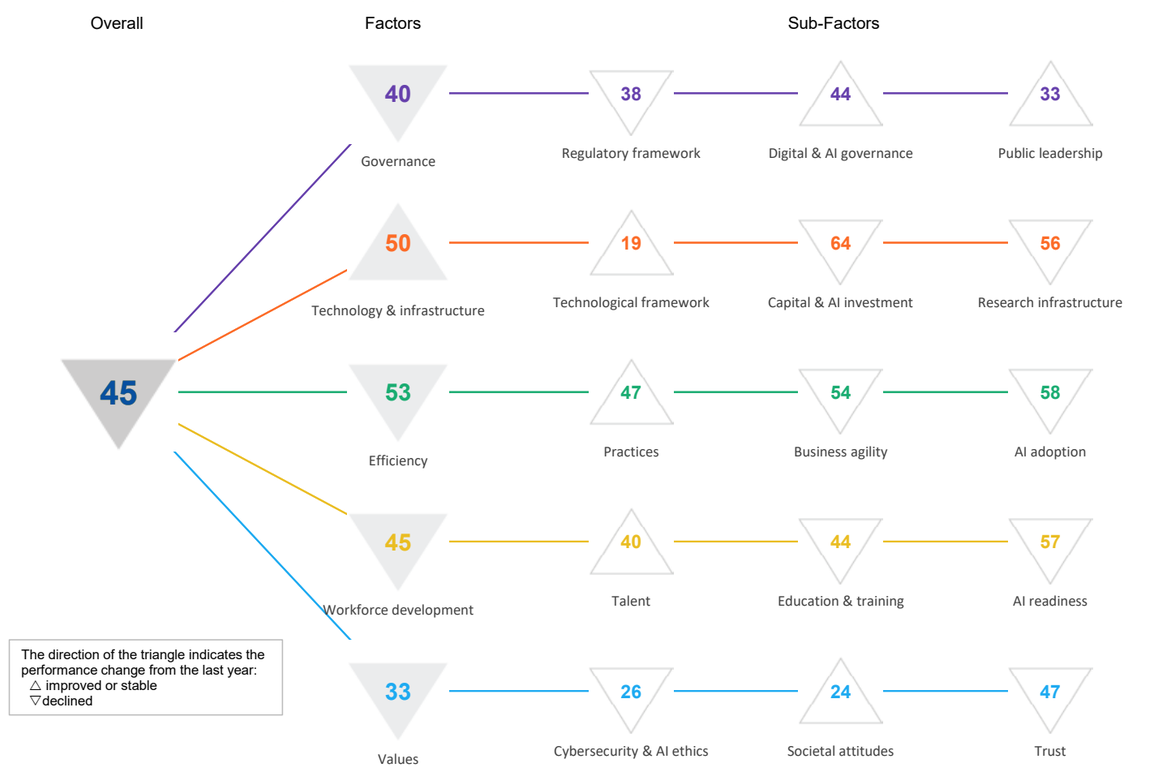
Chile

Economy profile

CHILE

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

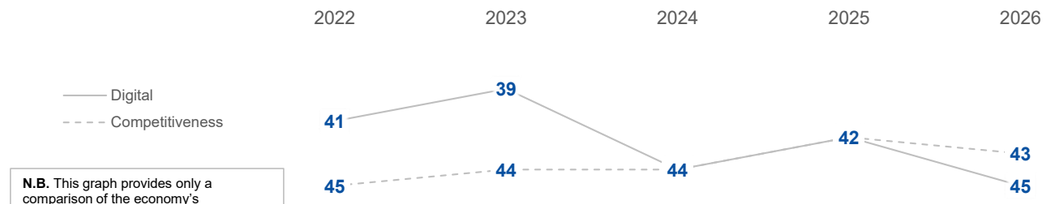


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	41	39	44	42	45
Governance	34	33	41	38	40
Technology & infrastructure	53	46	48	52	50
Efficiency	44	45	48	51	53
Workforce development	41	44	46	44	45
Values	32	33	31	26	33

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CHILE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	34	32	37	34	38
Digital & AI governance	30	30	49	51	44
Public leadership	33	36	36	36	33

Regulatory framework	Rank
Immigration laws	30
Scientific research legislation	59
Intellectual property rights	45
Government Effectiveness index	31
Regulatory Quality index	32

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	57
Company compliance with relevant AI laws	52
AI policies passed into law	37
Privacy protection by law exists	41
E-Government	27

Public leadership	Rank
Public-private partnerships	24
Core government systems index	41
Public service delivery index	29
Publicized laws and government data	32
Government respects due process of law	39
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	35	22	25	28	19
Capital & AI investment	62	57	59	63	64
Research infrastructure	52	54	50	50	56

Technological framework	Rank
Communications technology	21
Mobile broadband subscribers	25
Internet users	20
▶ Internet bandwidth speed	05
High-tech exports (% manufacture exports)	52
Secure internet servers	39

Capital & AI investment	Rank
IT & media stock market capitalization	56
▷ Investment incentives for AI	64
Funding for technological development	54
Venture capital	38
Investment in Telecommunications	39
Companies investment in AI	53
AI private investment	45

Research infrastructure	Rank
Total expenditure on R&D (%)	54
Total R&D personnel per capita	51
R&D productivity by publication	24
High-tech patent grants	58
Robots in Education and R&D	37
AI-related patent publications	53
AI Articles	44

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	46	40	51	52	47
Business agility	47	51	43	45	54
AI adoption	40	40	46	46	58

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	29
Development & application of tech.	46
Use of big data and analytics	59

Business agility	Rank
Opportunities and threats	35
Agility of companies	32
Knowledge transfer	50
World robots distribution	46
Entrepreneurial fear of failure	30
Network readiness index	58

AI adoption	Rank
The implementation of the national AI strategy	63
AI adoption in companies is implemented	58
City use of AI to improve the quality of services	57
▷ Society's access to AI	65
AI adoption	40

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	39	40	44	42	40
Education & training	46	50	43	43	44
AI readiness	40	39	42	44	57

Talent	Rank
Educational assessment PISA - Math	47
International experience	21
Management of cities	28
Digital/Technological skills	31
▶ Foreign highly skilled personnel	12
Net flow of international students	43
Female researchers	43

Education & training	Rank
▷ Employee training	64
Secondary school enrollment	24
Higher education achievement	37
Graduates in Sciences	35
Women with degrees	42
AI education index	25

AI readiness	Rank
AI skills	59
▷ Concerns about AI job displacement are addresse	64
▷ Companies invest in AI training	63
AI readiness	45
Scientific and technical employment	39

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	33	35	28	21	26
Societal attitudes	30	35	28	25	24
Trust	30	29	31	31	47

Cybersecurity & AI ethics	Rank
Cyber security	38
Government cyber security capacity	21
Companies address bias in AI algorithms	63
Companies understand AI cybersecurity risks	50
▶ Global index for responsible AI	14
Government social media monitoring	16

Societal attitudes	Rank
E-Participation	24
Internet retailing	41
Tablet possession	24
▶ Smartphone possession	14
▶ Attitudes toward globalization	07
Flexibility and adaptability	55

Trust	Rank
Company AI systems protect sensitive data	59
Corporations are able to handle data breaches	54
Citizen trust in AI	44
Country credit rating	35
Image abroad or branding	20
Rule of law	31

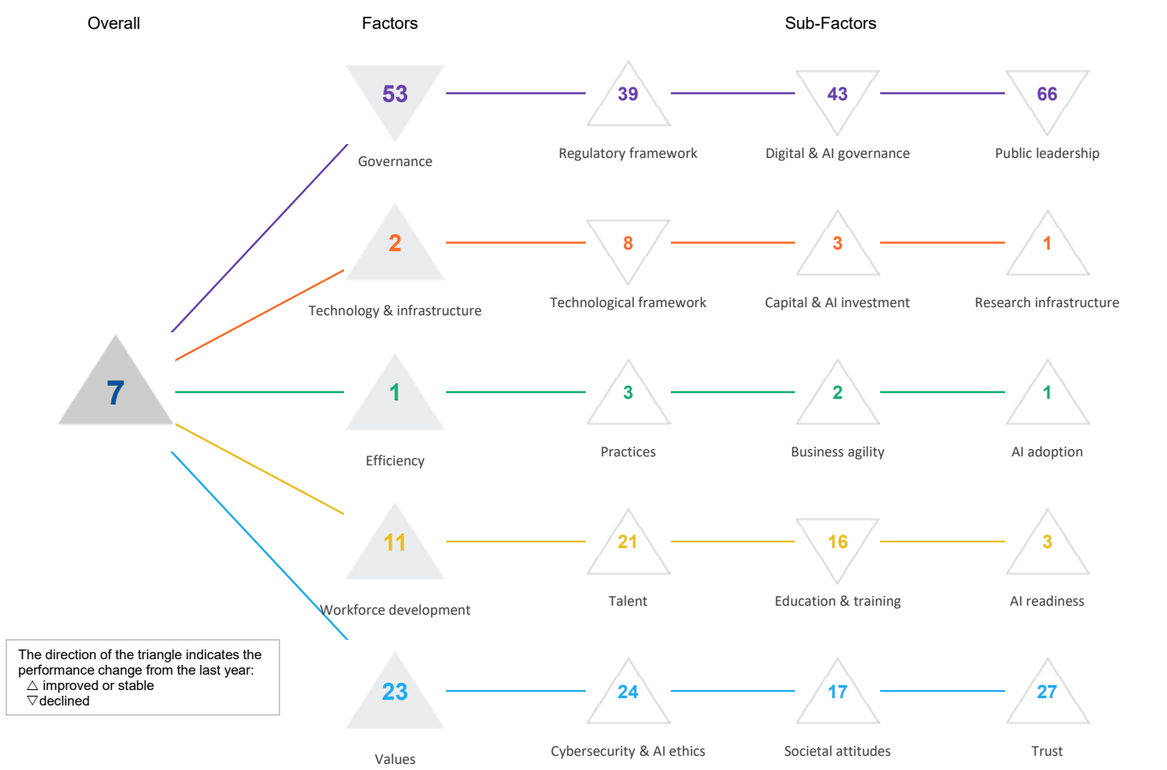
China

Economy profile

CHINA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

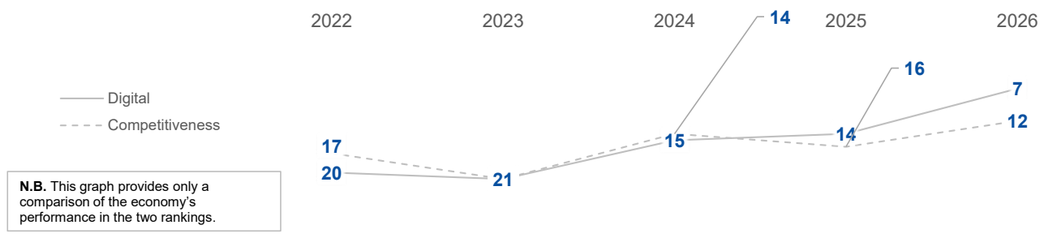


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	20	21	15	14	07
Governance	43	47	40	41	53
Technology & infrastructure	04	03	04	02	02
Efficiency	02	02	03	02	01
Workforce development	21	24	15	19	11
Values	37	31	28	32	23

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CHINA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	35	38	35	42	39
Digital & AI governance	39	39	16	14	43
Public leadership	61	62	62	64	66

Regulatory framework	Rank
Immigration laws	45
Scientific research legislation	09
Intellectual property rights	33
Government Effectiveness index	34
▷ Regulatory Quality index	60

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	25
Company compliance with relevant AI laws	10
AI policies passed into law	31
▷ Privacy protection by law exists	58
E-Government	31

Public leadership	Rank
Public-private partnerships	11
▷ Core government systems index	67
Public service delivery index	57
Publicized laws and government data	47
Government respects due process of law	53
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	12	06	09	06	08
Capital & AI investment	23	25	23	08	03
Research infrastructure	02	02	02	01	01

Technological framework	Rank
Communications technology	13
Mobile broadband subscribers	02
Internet users	35
Internet bandwidth speed	32
High-tech exports (% manufacture exports)	15
Secure internet servers	07

Capital & AI investment	Rank
IT & media stock market capitalization	11
Investment incentives for AI	01
Funding for technological development	18
Venture capital	16
Investment in Telecommunications	42
Companies investment in AI	02
AI private investment	02

Research infrastructure	Rank
Total expenditure on R&D (%)	13
Total R&D personnel per capita	32
▶ R&D productivity by publication	01
High-tech patent grants	06
▶ Robots in Education and R&D	01
▶ AI-related patent publications	01
AI Articles	01

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	08	11	07	07	03
Business agility	06	09	06	04	02
AI adoption	02	02	03	03	01

Practices	Rank
Start-up days	08
Regulatory burden	04
Online services	10
Development & application of tech.	22
Use of big data and analytics	11

Business agility	Rank
Opportunities and threats	09
Agility of companies	21
Knowledge transfer	20
▶ World robots distribution	01
Entrepreneurial fear of failure	20
Network readiness index	21

AI adoption	Rank
The implementation of the national AI strategy	01
AI adoption in companies is implemented	01
City use of AI to improve the quality of services	02
Society's access to AI	02
AI adoption	02

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	23	19	18	24	21
Education & training	17	16	10	14	16
AI readiness	34	37	22	24	03

Talent	Rank
▶ Educational assessment PISA - Math	01
International experience	41
Management of cities	07
Digital/Technological skills	17
Foreign highly skilled personnel	34
Net flow of international students	53
▷ Female researchers	57

Education & training	Rank
Employee training	18
Secondary school enrollment	-
Higher education achievement	09
Graduates in Sciences	-
Women with degrees	57
AI education index	03

AI readiness	Rank
AI skills	01
Concerns about AI job displacement are addresse	01
Companies invest in AI training	01
AI readiness	06
Scientific and technical employment	43

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	53	29	25	34	24
Societal attitudes	20	15	17	17	17
Trust	39	39	40	41	27

Cybersecurity & AI ethics	Rank
Cyber security	07
Government cyber security capacity	02
Companies address bias in AI algorithms	06
Companies understand AI cybersecurity risks	04
Global index for responsible AI	36
▷ Government social media monitoring	68

Societal attitudes	Rank
E-Participation	11
Internet retailing	20
Tablet possession	38
Smartphone possession	50
Attitudes toward globalization	14
Flexibility and adaptability	16

Trust	Rank
Company AI systems protect sensitive data	10
Corporations are able to handle data breaches	19
Citizen trust in AI	01
Country credit rating	31
Image abroad or branding	30
Rule of law	66

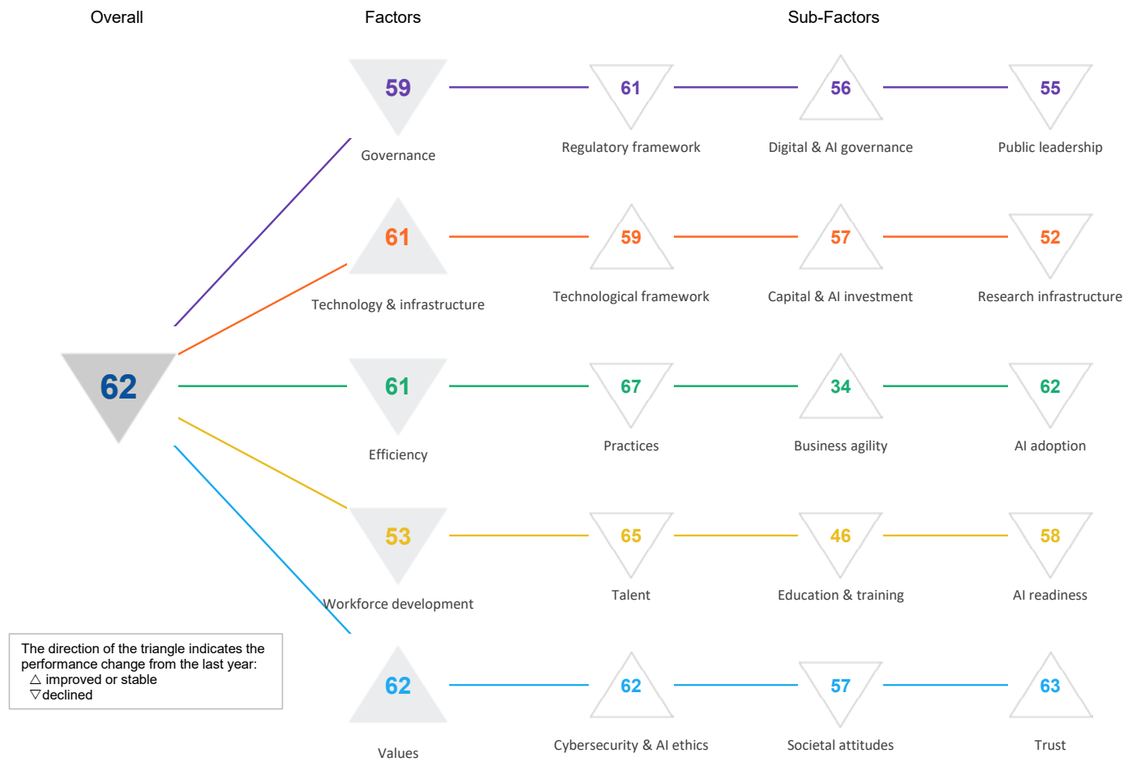
Colombia

Economy profile

COLOMBIA

DIGITAL TRENDS - OVERALL

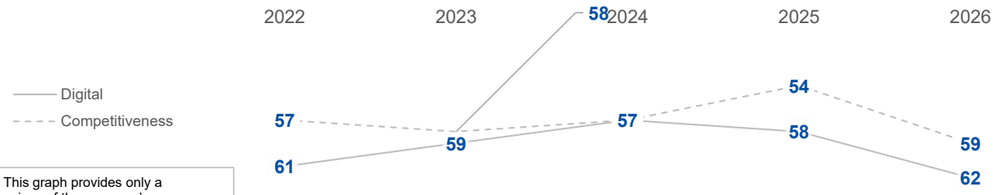
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	61	59	57	58	62
Governance	55	58	58	57	59
Technology & infrastructure	64	61	59	61	61
Efficiency	53	58	55	57	61
Workforce development	54	52	50	50	53
Values	64	64	61	65	62

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

COLOMBIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	57	59	58	57	61
Digital & AI governance	52	52	59	60	56
Public leadership	48	55	50	51	55

Regulatory framework	Rank
Immigration laws	48
Scientific research legislation	60
Intellectual property rights	50
Government Effectiveness index	61
Regulatory Quality index	57

Digital & AI governance	Rank
▷ Regulatory frameworks for AI-related issues	63
Company compliance with relevant AI laws	59
AI policies passed into law	37
▶ Privacy protection by law exists	05
E-Government	56

Public leadership	Rank
▶ Public-private partnerships	21
Core government systems index	30
Public service delivery index	60
Publicized laws and government data	29
Government respects due process of law	44
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	61	63	61	62	59
Capital & AI investment	68	56	54	59	57
Research infrastructure	45	44	47	48	52

Technological framework	Rank
Communications technology	56
Mobile broadband subscribers	54
Internet users	60
Internet bandwidth speed	33
High-tech exports (% manufacture exports)	48
Secure internet servers	50

Capital & AI investment	Rank
IT & media stock market capitalization	59
Investment incentives for AI	61
Funding for technological development	56
Venture capital	50
▶ Investment in Telecommunications	05
Companies investment in AI	60
AI private investment	44

Research infrastructure	Rank
Total expenditure on R&D (%)	58
Total R&D personnel per capita	50
▶ R&D productivity by publication	16
High-tech patent grants	54
Robots in Education and R&D	46
AI-related patent publications	36
AI Articles	38

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	45	53	62	65	67
Business agility	51	60	42	40	34
AI adoption	57	57	49	49	62

Practices	Rank
Start-up days	40
Regulatory burden	54
Online services	54
Development & application of tech.	52
Use of big data and analytics	35

Business agility	Rank
Opportunities and threats	39
Agility of companies	31
Knowledge transfer	34
World robots distribution	48
▶ Entrepreneurial fear of failure	04
Network readiness index	40

AI adoption	Rank
▷ The implementation of the national AI strategy	62
AI adoption in companies is implemented	60
City use of AI to improve the quality of services	50
▷ Society's access to AI	64
AI adoption	57

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	63	62	57	58	65
Education & training	45	44	36	36	46
AI readiness	51	47	47	54	58

Talent	Rank
Educational assessment PISA - Math	53
International experience	60
Management of cities	41
Digital/Technological skills	51
Foreign highly skilled personnel	60
Net flow of international students	56
Female researchers	32

Education & training	Rank
Employee training	32
Secondary school enrollment	50
Higher education achievement	48
Graduates in Sciences	33
Women with degrees	46
AI education index	33

AI readiness	Rank
AI skills	54
Concerns about AI job displacement are addresse	58
Companies invest in AI training	55
AI readiness	48
Scientific and technical employment	46

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	68	63	64	70	62
Societal attitudes	59	60	53	47	57
Trust	61	60	63	63	63

Cybersecurity & AI ethics	Rank
Cyber security	52
▷ Government cyber security capacity	69
Companies address bias in AI algorithms	52
Companies understand AI cybersecurity risks	53
Global index for responsible AI	25
Government social media monitoring	50

Societal attitudes	Rank
E-Participation	40
Internet retailing	55
▷ Tablet possession	63
Smartphone possession	25
Attitudes toward globalization	32
Flexibility and adaptability	49

Trust	Rank
Company AI systems protect sensitive data	58
Corporations are able to handle data breaches	57
Citizen trust in AI	62
Country credit rating	56
Image abroad or branding	65
Rule of law	64

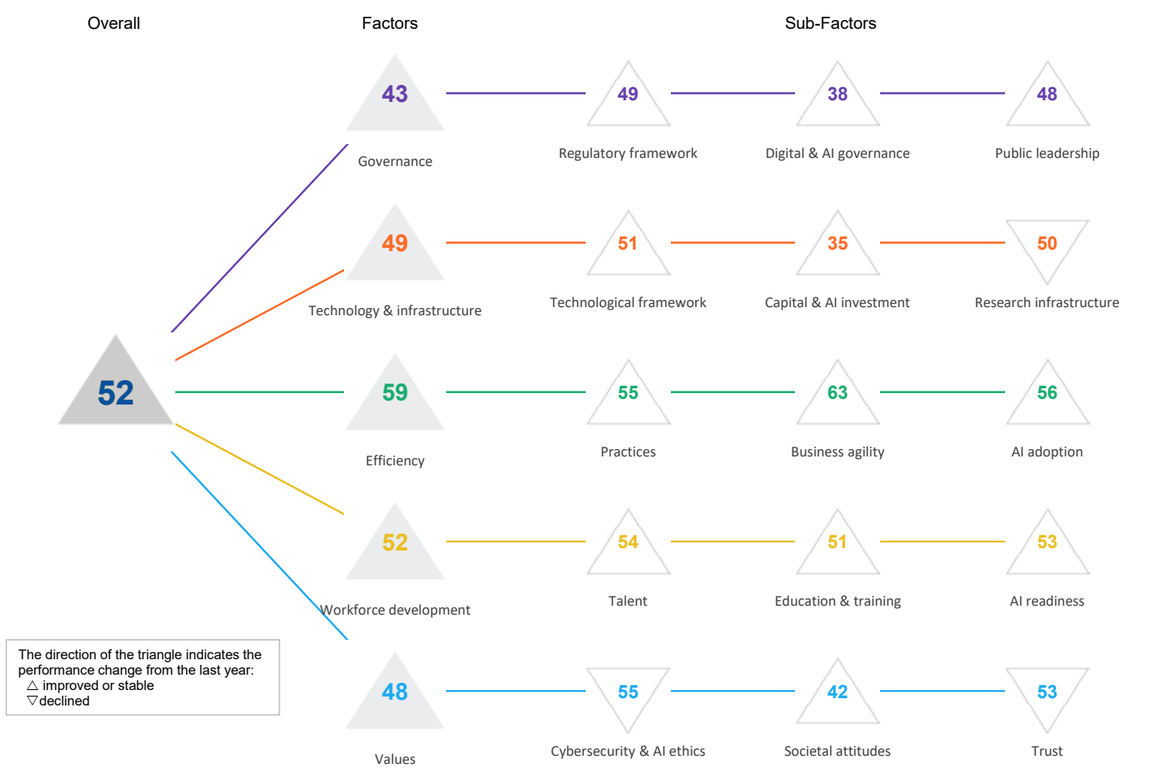
Croatia

Economy profile

CROATIA

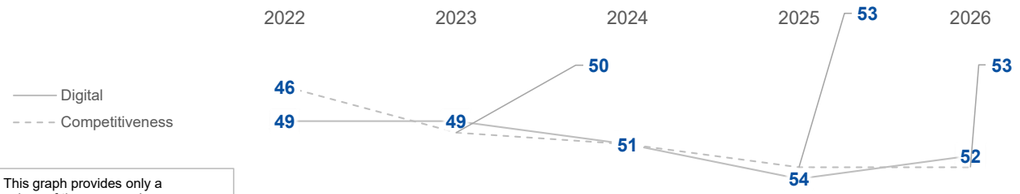
DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years	2022	2023	2024	2025	2026
OVERALL	49	49	51	54	52
Governance	48	48	53	58	43
Technology & infrastructure	38	38	39	49	49
Efficiency	66	65	65	66	59
Workforce development	48	51	53	58	52
Values	45	46	50	50	48

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CROATIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	48	46	48	55	49
Digital & AI governance	44	44	55	63	38
Public leadership	60	57	58	56	48

Regulatory framework	Rank
Immigration laws	39
Scientific research legislation	56
Intellectual property rights	56
Government Effectiveness index	39
Regulatory Quality index	49

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	48
Company compliance with relevant AI laws	63
▶ AI policies passed into law	08
Privacy protection by law exists	51
E-Government	28

Public leadership	Rank
Public-private partnerships	60
Core government systems index	48
Public service delivery index	55
Publicized laws and government data	40
Government respects due process of law	43
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	45	45	46	53	51
Capital & AI investment	35	27	33	38	35
Research infrastructure	40	39	40	47	50

Technological framework	Rank
Communications technology	41
Mobile broadband subscribers	29
Internet users	56
Internet bandwidth speed	51
High-tech exports (% manufacture exports)	43
Secure internet servers	47

Capital & AI investment	Rank
IT & media stock market capitalization	20
Investment incentives for AI	46
Funding for technological development	52
Venture capital	49
▶ Investment in Telecommunications	10
Companies investment in AI	48
AI private investment	28

Research infrastructure	Rank
Total expenditure on R&D (%)	32
Total R&D personnel per capita	36
R&D productivity by publication	52
High-tech patent grants	21
Robots in Education and R&D	39
AI-related patent publications	53
AI Articles	52

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	63	66	60	59	55
Business agility	65	56	64	68	63
AI adoption	64	64	64	64	56

Practices	Rank
Start-up days	36
Regulatory burden	37
Online services	27
▷ Development & application of tech.	66
Use of big data and analytics	65

Business agility	Rank
Opportunities and threats	62
Agility of companies	63
Knowledge transfer	64
World robots distribution	45
Entrepreneurial fear of failure	28
Network readiness index	47

AI adoption	Rank
The implementation of the national AI strategy	38
AI adoption in companies is implemented	57
City use of AI to improve the quality of services	55
Society's access to AI	54
AI adoption	64

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	53	51	58	63	54
Education & training	50	52	54	52	51
AI readiness	44	49	53	53	53

Talent	Rank
Educational assessment PISA - Math	36
▷ International experience	67
Management of cities	54
Digital/Technological skills	50
Foreign highly skilled personnel	63
Net flow of international students	54
▶ Female researchers	11

Education & training	Rank
Employee training	62
Secondary school enrollment	57
Higher education achievement	44
Graduates in Sciences	15
Women with degrees	39
AI education index	59

AI readiness	Rank
AI skills	50
Concerns about AI job displacement are addresse	48
Companies invest in AI training	59
AI readiness	59
Scientific and technical employment	29

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	38	45	48	51	55
Societal attitudes	51	51	56	60	42
Trust	51	45	44	45	53

Cybersecurity & AI ethics	Rank
Cyber security	56
Government cyber security capacity	48
Companies address bias in AI algorithms	54
▷ Companies understand AI cybersecurity risks	65
Global index for responsible AI	31
Government social media monitoring	23

Societal attitudes	Rank
▶ E-Participation	14
Internet retailing	52
Tablet possession	28
Smartphone possession	18
▷ Attitudes toward globalization	66
▷ Flexibility and adaptability	65

Trust	Rank
Company AI systems protect sensitive data	60
Corporations are able to handle data breaches	60
Citizen trust in AI	50
Country credit rating	37
Image abroad or branding	53
Rule of law	40

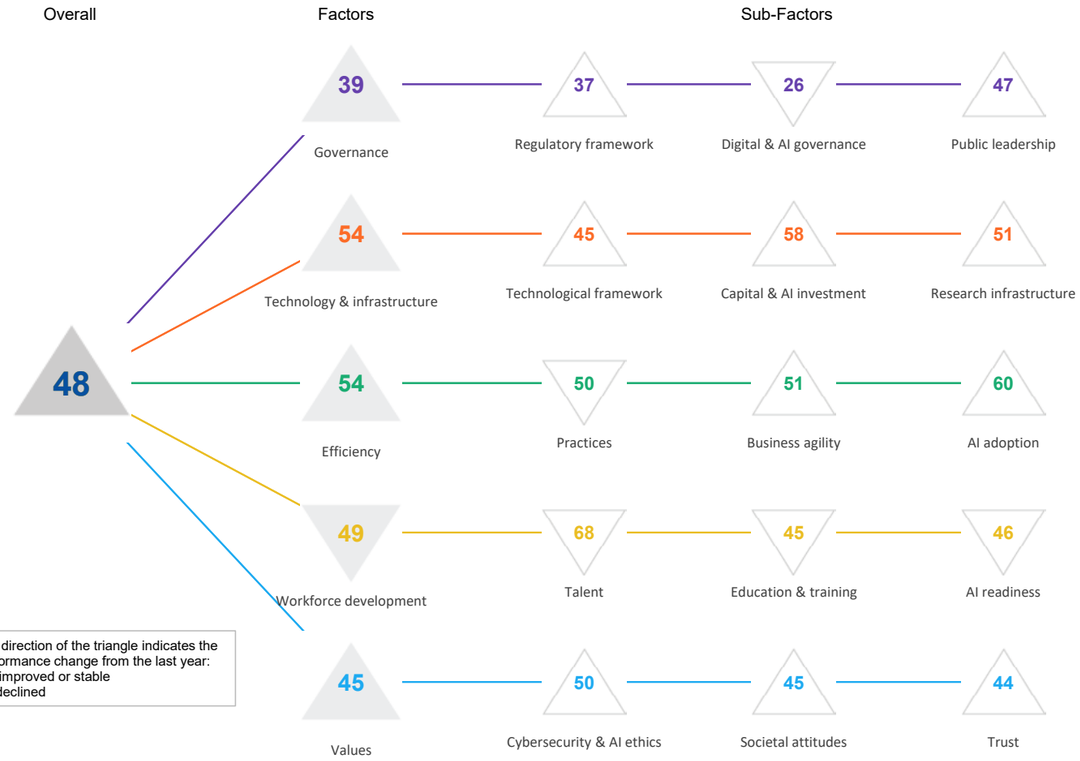
Cyprus

Economy profile

CYPRUS

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

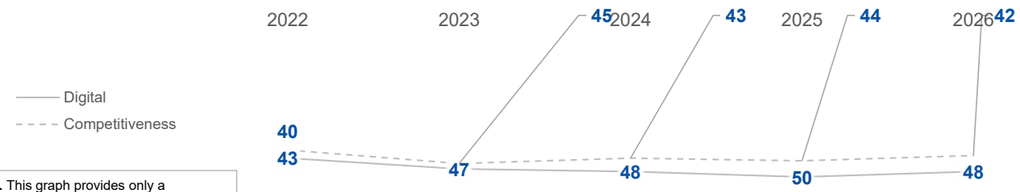


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	43	47	48	50	48
Governance	36	37	45	40	39
Technology & infrastructure	51	49	56	56	54
Efficiency	52	62	64	61	54
Workforce development	37	38	39	41	49
Values	39	50	48	49	45

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CYPRUS

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	41	43	53	45	37
Digital & AI governance	18	18	29	22	26
Public leadership	47	54	52	57	47

Regulatory framework	Rank
Immigration laws	62
Scientific research legislation	39
Intellectual property rights	28
Government Effectiveness index	35
Regulatory Quality index	34

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	59
Company compliance with relevant AI laws	56
▶ AI policies passed into law	08
Privacy protection by law exists	23
E-Government	34

Public leadership	Rank
Public-private partnerships	52
Core government systems index	56
Public service delivery index	48
Publicized laws and government data	34
Government respects due process of law	26
Global rights index	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	43	42	44	46	45
Capital & AI investment	60	58	58	61	58
Research infrastructure	48	48	53	53	51

Technological framework	Rank
Communications technology	48
Mobile broadband subscribers	44
Internet users	42
Internet bandwidth speed	44
High-tech exports (% manufacture exports)	29
Secure internet servers	35

Capital & AI investment	Rank
IT & media stock market capitalization	49
Investment incentives for AI	59
Funding for technological development	53
▷ Venture capital	64
Investment in Telecommunications	25
Companies investment in AI	58
AI private investment	50

Research infrastructure	Rank
Total expenditure on R&D (%)	47
Total R&D personnel per capita	41
R&D productivity by publication	55
▶ High-tech patent grants	19
Robots in Education and R&D	-
AI-related patent publications	31
AI Articles	50

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	38	49	65	46	50
Business agility	55	67	60	63	51
AI adoption	54	54	60	62	60

Practices	Rank
Start-up days	35
Regulatory burden	34
Online services	36
Development & application of tech.	53
Use of big data and analytics	61

Business agility	Rank
Opportunities and threats	44
Agility of companies	41
Knowledge transfer	45
World robots distribution	-
Entrepreneurial fear of failure	41
Network readiness index	44

AI adoption	Rank
The implementation of the national AI strategy	57
AI adoption in companies is implemented	61
▷ City use of AI to improve the quality of services	67
Society's access to AI	48
AI adoption	54

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	52	58	62	62	68
Education & training	41	47	46	42	45
AI readiness	19	22	18	21	46

Talent	Rank
Educational assessment PISA - Math	44
International experience	32
Management of cities	56
Digital/Technological skills	55
Foreign highly skilled personnel	29
▷ Net flow of international students	63
Female researchers	30

Education & training	Rank
Employee training	37
Secondary school enrollment	33
▶ Higher education achievement	11
Graduates in Sciences	61
▶ Women with degrees	15
AI education index	54

AI readiness	Rank
▷ AI skills	63
▷ Concerns about AI job displacement are addresse	63
Companies invest in AI training	61
AI readiness	42
▶ Scientific and technical employment	06

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	31	54	50	52	50
Societal attitudes	43	50	48	52	45
Trust	46	51	49	46	44

Cybersecurity & AI ethics	Rank
Cyber security	43
Government cyber security capacity	45
Companies address bias in AI algorithms	50
Companies understand AI cybersecurity risks	61
Global index for responsible AI	-
Government social media monitoring	27

Societal attitudes	Rank
E-Participation	43
Internet retailing	-
Tablet possession	-
Smartphone possession	-
Attitudes toward globalization	39
Flexibility and adaptability	45

Trust	Rank
Company AI systems protect sensitive data	54
Corporations are able to handle data breaches	50
Citizen trust in AI	38
Country credit rating	40
Image abroad or branding	36
Rule of law	32

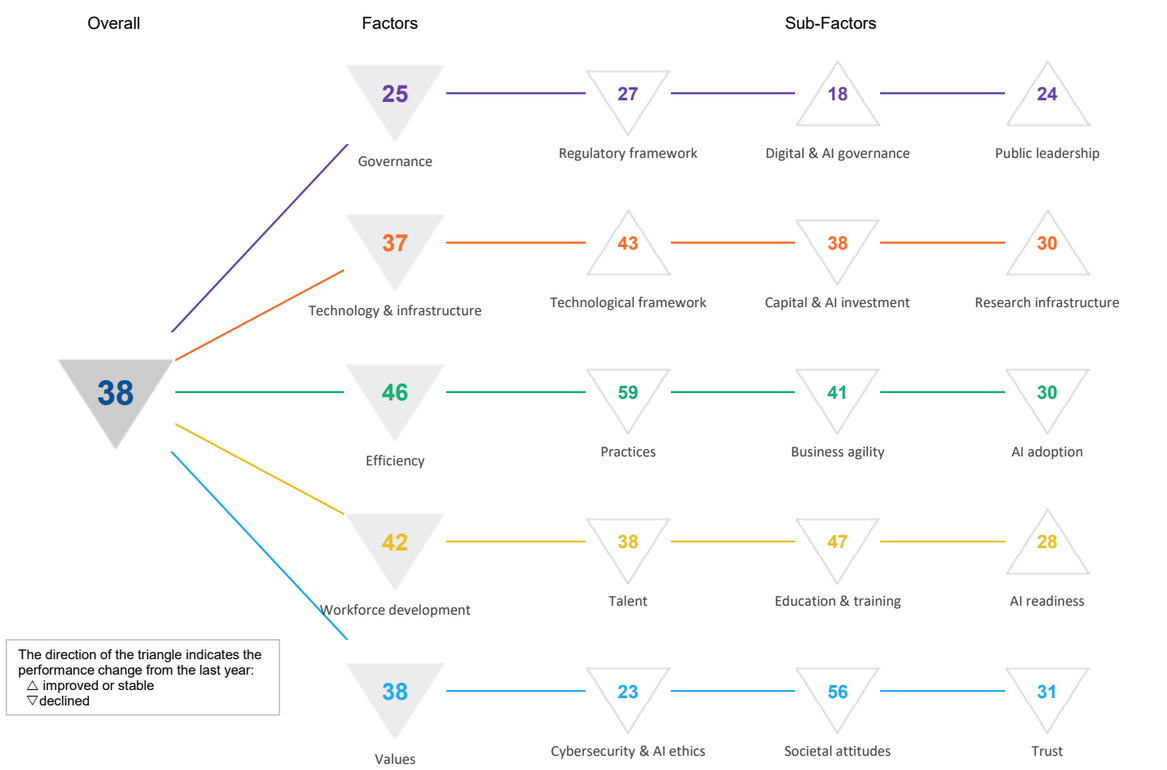
Czech Republic

Economy profile

CZECH REPUBLIC

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

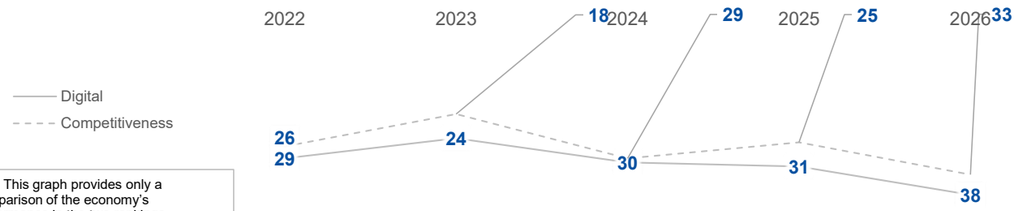


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	29	24	30	31	38
Governance	30	22	31	24	25
Technology & infrastructure	26	24	33	35	37
Efficiency	30	19	28	32	46
Workforce development	32	22	34	33	42
Values	26	17	26	28	38

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

CZECH REPUBLIC

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	24	14	22	23	27
Digital & AI governance	34	34	37	40	18
Public leadership	39	21	28	24	24

Regulatory framework	Rank
Immigration laws	27
Scientific research legislation	36
Intellectual property rights	38
Government Effectiveness index	27
Regulatory Quality index	24

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	24
Company compliance with relevant AI laws	41
▶ AI policies passed into law	08
Privacy protection by law exists	16
E-Government	46

Public leadership	Rank
▷ Public-private partnerships	63
▶ Core government systems index	15
Public service delivery index	35
Publicized laws and government data	25
Government respects due process of law	27
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	36	34	45	45	43
Capital & AI investment	28	19	30	28	38
Research infrastructure	27	28	28	30	30

Technological framework	Rank
Communications technology	50
Mobile broadband subscribers	38
Internet users	48
Internet bandwidth speed	54
High-tech exports (% manufacture exports)	23
Secure internet servers	22

Capital & AI investment	Rank
IT & media stock market capitalization	24
Investment incentives for AI	38
Funding for technological development	29
Venture capital	52
Investment in Telecommunications	34
Companies investment in AI	29
AI private investment	49

Research infrastructure	Rank
Total expenditure on R&D (%)	20
Total R&D personnel per capita	23
R&D productivity by publication	37
▷ High-tech patent grants	67
▶ Robots in Education and R&D	15
AI-related patent publications	44
AI Articles	42

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	39	33	49	45	59
Business agility	22	12	27	39	41
AI adoption	26	26	08	12	30

Practices	Rank
Start-up days	51
Regulatory burden	20
▷ Online services	60
Development & application of tech.	44
Use of big data and analytics	25

Business agility	Rank
Opportunities and threats	51
Agility of companies	49
Knowledge transfer	47
World robots distribution	17
Entrepreneurial fear of failure	-
Network readiness index	28

AI adoption	Rank
The implementation of the national AI strategy	33
AI adoption in companies is implemented	28
City use of AI to improve the quality of services	32
Society's access to AI	36
AI adoption	26

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	32	18	36	29	38
Education & training	34	32	33	34	47
AI readiness	28	28	32	33	28

Talent	Rank
Educational assessment PISA - Math	16
International experience	50
Management of cities	38
Digital/Technological skills	27
Foreign highly skilled personnel	57
▶ Net flow of international students	10
Female researchers	56

Education & training	Rank
Employee training	52
Secondary school enrollment	14
Higher education achievement	49
Graduates in Sciences	27
Women with degrees	47
AI education index	40

AI readiness	Rank
AI skills	24
Concerns about AI job displacement are addresse	27
Companies invest in AI training	21
AI readiness	35
Scientific and technical employment	32

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	19	14	24	15	23
Societal attitudes	32	23	34	41	56
Trust	23	23	23	25	31

Cybersecurity & AI ethics	Rank
Cyber security	31
Government cyber security capacity	20
Companies address bias in AI algorithms	34
Companies understand AI cybersecurity risks	26
Global index for responsible AI	-
Government social media monitoring	32

Societal attitudes	Rank
▷ E-Participation	57
Internet retailing	26
Tablet possession	42
Smartphone possession	19
Attitudes toward globalization	52
▷ Flexibility and adaptability	62

Trust	Rank
Company AI systems protect sensitive data	38
Corporations are able to handle data breaches	48
Citizen trust in AI	43
Country credit rating	22
Image abroad or branding	42
Rule of law	22

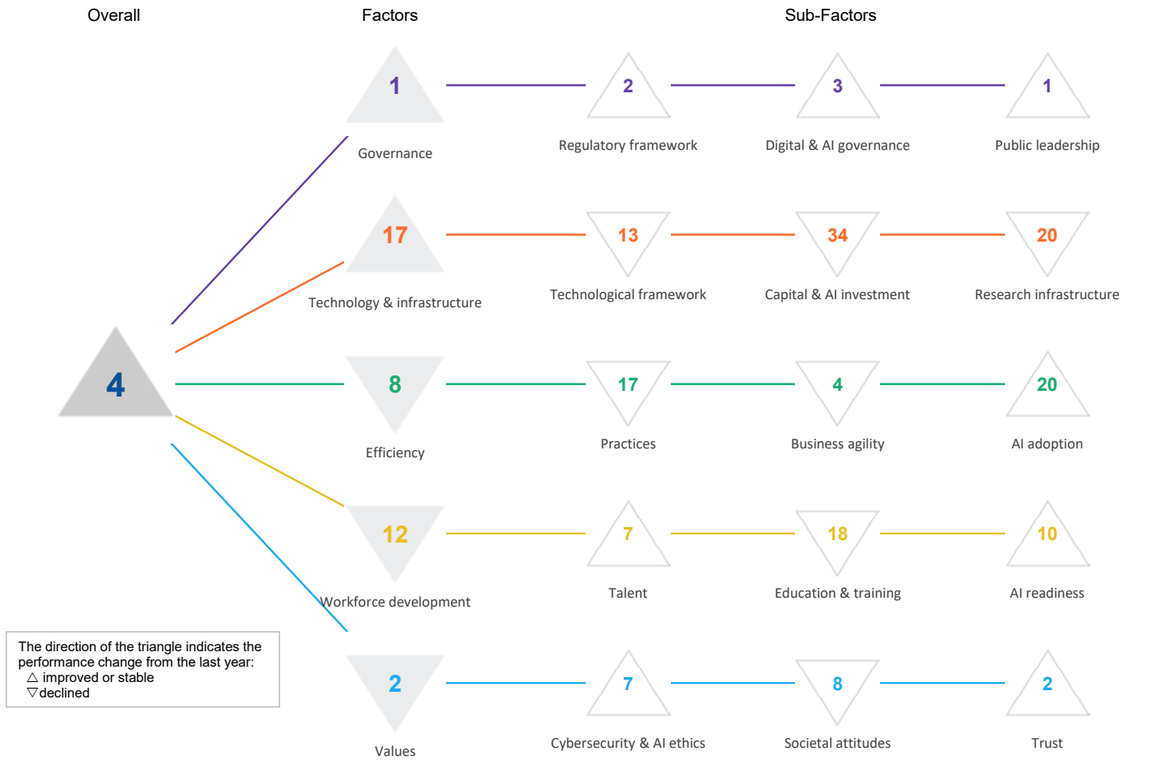
Denmark

Economy profile

DENMARK

DIGITAL TRENDS - OVERALL

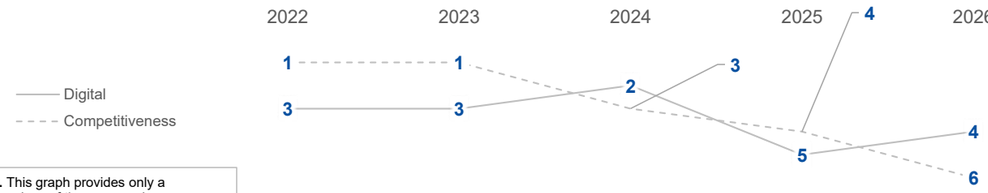
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	03	03	02	05	04
Governance	01	01	02	02	01
Technology & infrastructure	17	16	17	18	17
Efficiency	03	03	04	03	08
Workforce development	10	08	09	10	12
Values	03	02	01	01	02

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

DENMARK

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	06	10	05	05	02
Digital & AI governance	01	01	03	07	03
Public leadership	01	01	01	01	01

Regulatory framework	Rank
Immigration laws	26
Scientific research legislation	04
Intellectual property rights	02
Government Effectiveness index	04
Regulatory Quality index	03

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	21
Company compliance with relevant AI laws	06
AI policies passed into law	08
Privacy protection by law exists	20
▶ E-Government	01

Public leadership	Rank
Public-private partnerships	09
Core government systems index	14
Public service delivery index	08
Publicized laws and government data	09
Government respects due process of law	02
▶ Global rights index	01

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	10	09	14	12	13
Capital & AI investment	18	29	22	33	34
Research infrastructure	20	21	18	19	20

Technological framework	Rank
Communications technology	11
▷ Mobile broadband subscribers	45
Internet users	04
Internet bandwidth speed	07
High-tech exports (% manufacture exports)	32
Secure internet servers	13

Capital & AI investment	Rank
▷ IT & media stock market capitalization	57
Investment incentives for AI	20
Funding for technological development	12
Venture capital	09
Investment in Telecommunications	21
Companies investment in AI	19
AI private investment	27

Research infrastructure	Rank
Total expenditure on R&D (%)	11
Total R&D personnel per capita	03
▷ R&D productivity by publication	49
▷ High-tech patent grants	35
Robots in Education and R&D	18
AI-related patent publications	18
AI Articles	30

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	02	01	02	01	17
Business agility	01	02	02	02	04
AI adoption	17	17	27	27	20

Practices	Rank
Start-up days	48
Regulatory burden	27
Online services	02
Development & application of tech.	09
Use of big data and analytics	02

Business agility	Rank
Opportunities and threats	04
▶ Agility of companies	01
Knowledge transfer	02
World robots distribution	29
Entrepreneurial fear of failure	-
Network readiness index	09

AI adoption	Rank
The implementation of the national AI strategy	35
AI adoption in companies is implemented	30
City use of AI to improve the quality of services	19
Society's access to AI	13
AI adoption	17

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	06	05	04	07	07
Education & training	11	12	11	16	18
AI readiness	13	12	14	17	10

Talent	Rank
Educational assessment PISA - Math	12
International experience	11
Management of cities	06
Digital/Technological skills	07
Foreign highly skilled personnel	10
Net flow of international students	12
Female researchers	33

Education & training	Rank
Employee training	03
Secondary school enrollment	25
Higher education achievement	26
Graduates in Sciences	22
Women with degrees	21
AI education index	29

AI readiness	Rank
AI skills	18
Concerns about AI job displacement are addresse	23
Companies invest in AI training	08
AI readiness	13
Scientific and technical employment	17

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	05	04	04	08	07
Societal attitudes	03	03	04	05	08
Trust	02	02	02	02	02

Cybersecurity & AI ethics	Rank
Cyber security	09
Government cyber security capacity	23
Companies address bias in AI algorithms	20
▷ Companies understand AI cybersecurity risks	42
Global index for responsible AI	-
Government social media monitoring	10

Societal attitudes	Rank
▶ E-Participation	01
Internet retailing	09
Tablet possession	36
Smartphone possession	47
Attitudes toward globalization	02
Flexibility and adaptability	04

Trust	Rank
Company AI systems protect sensitive data	13
Corporations are able to handle data breaches	04
Citizen trust in AI	20
▶ Country credit rating	01
Image abroad or branding	06
Rule of law	02

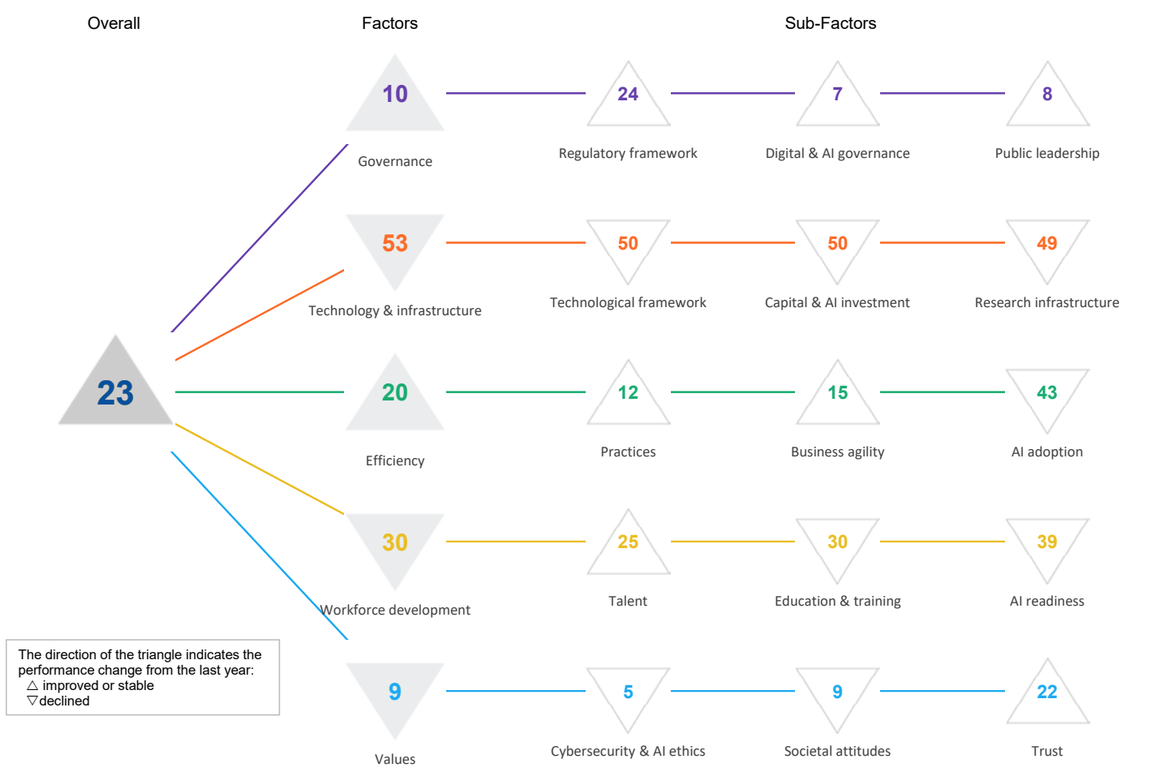
Estonia

Economy profile

ESTONIA

DIGITAL TRENDS - OVERALL

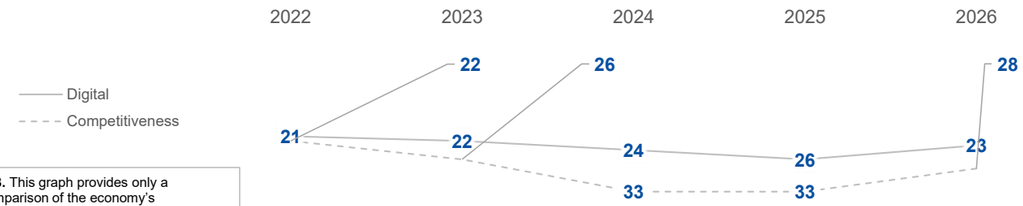
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	21	22	24	26	23
Governance	14	10	25	28	10
Technology & infrastructure	34	44	45	47	53
Efficiency	22	23	21	23	20
Workforce development	23	25	26	27	30
Values	09	04	09	08	09

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

ESTONIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	29	22	30	32	24
Digital & AI governance	03	03	30	31	07
Public leadership	08	07	10	12	08

Regulatory framework	Rank
Immigration laws	47
Scientific research legislation	38
Intellectual property rights	21
Government Effectiveness index	21
Regulatory Quality index	15

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	42
Company compliance with relevant AI laws	42
AI policies passed into law	08
▶ Privacy protection by law exists	03
▶ E-Government	02

Public leadership	Rank
Public-private partnerships	55
Core government systems index	06
▶ Public service delivery index	02
Publicized laws and government data	05
Government respects due process of law	21
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	33	37	42	44	50
Capital & AI investment	33	44	50	45	50
Research infrastructure	44	45	43	43	49

Technological framework	Rank
Communications technology	39
▷ Mobile broadband subscribers	56
Internet users	34
Internet bandwidth speed	47
High-tech exports (% manufacture exports)	28
Secure internet servers	43

Capital & AI investment	Rank
▷ IT & media stock market capitalization	55
Investment incentives for AI	47
Funding for technological development	34
Venture capital	26
Investment in Telecommunications	32
Companies investment in AI	46
AI private investment	40

Research infrastructure	Rank
Total expenditure on R&D (%)	19
Total R&D personnel per capita	26
▷ R&D productivity by publication	61
High-tech patent grants	12
Robots in Education and R&D	48
AI-related patent publications	49
AI Articles	60

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	13	13	22	20	12
Business agility	15	13	18	20	15
AI adoption	36	36	25	25	43

Practices	Rank
Start-up days	12
Regulatory burden	13
▶ Online services	03
Development & application of tech.	25
Use of big data and analytics	47

Business agility	Rank
Opportunities and threats	25
Agility of companies	24
Knowledge transfer	36
World robots distribution	47
Entrepreneurial fear of failure	23
Network readiness index	04

AI adoption	Rank
The implementation of the national AI strategy	42
AI adoption in companies is implemented	42
City use of AI to improve the quality of services	45
Society's access to AI	28
AI adoption	36

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	28	27	39	35	25
Education & training	24	26	26	26	30
AI readiness	26	29	28	28	39

Talent	Rank
Educational assessment PISA - Math	07
International experience	48
Management of cities	31
Digital/Technological skills	29
Foreign highly skilled personnel	27
Net flow of international students	33
Female researchers	22

Education & training	Rank
Employee training	14
Secondary school enrollment	44
Higher education achievement	35
Graduates in Sciences	19
Women with degrees	19
AI education index	49

AI readiness	Rank
▷ AI skills	56
Concerns about AI job displacement are addresse	46
Companies invest in AI training	50
AI readiness	18
Scientific and technical employment	28

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	09	01	05	01	05
Societal attitudes	13	10	18	08	09
Trust	16	19	21	23	22

Cybersecurity & AI ethics	Rank
Cyber security	14
▶ Government cyber security capacity	01
▷ Companies address bias in AI algorithms	57
Companies understand AI cybersecurity risks	48
Global index for responsible AI	10
Government social media monitoring	20

Societal attitudes	Rank
E-Participation	06
Internet retailing	19
Tablet possession	07
Smartphone possession	07
Attitudes toward globalization	33
Flexibility and adaptability	35

Trust	Rank
Company AI systems protect sensitive data	47
Corporations are able to handle data breaches	40
Citizen trust in AI	15
Country credit rating	28
Image abroad or branding	22
Rule of law	14

Finland

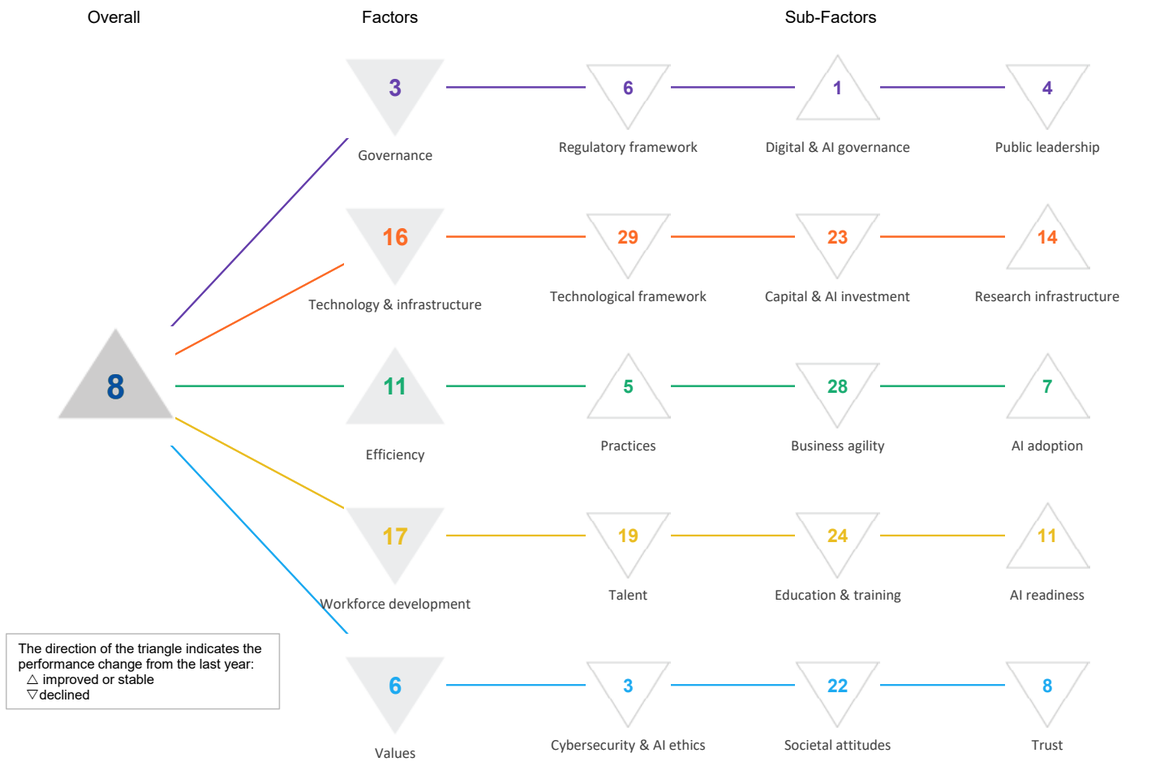
Economy profile

100

FINLAND

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

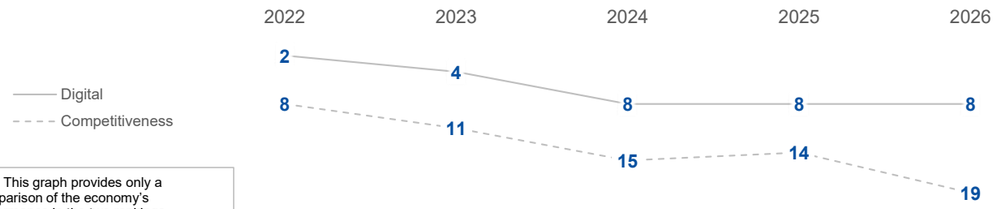


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	02	04	08	08	08
Governance	02	02	05	01	03
Technology & infrastructure	08	13	15	15	16
Efficiency	07	09	19	14	11
Workforce development	09	09	13	12	17
Values	01	01	03	05	06

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

FINLAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	02	04	07	03	06
Digital & AI governance	04	04	11	02	01
Public leadership	04	02	03	02	04

Regulatory framework	Rank
Immigration laws	34
Scientific research legislation	03
Intellectual property rights	09
Government Effectiveness index	08
▶ Regulatory Quality index	02

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	09
▶ Company compliance with relevant AI laws	01
AI policies passed into law	08
Privacy protection by law exists	31
E-Government	09

Public leadership	Rank
Public-private partnerships	10
Core government systems index	34
Public service delivery index	09
Publicized laws and government data	03
▶ Government respects due process of law	03
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	16	18	23	24	29
Capital & AI investment	04	11	13	22	23
Research infrastructure	14	14	14	14	14

Technological framework	Rank
▶ Communications technology	02
Mobile broadband subscribers	41
Internet users	29
Internet bandwidth speed	35
▷ High-tech exports (% manufacture exports)	46
Secure internet servers	20

Capital & AI investment	Rank
IT & media stock market capitalization	12
Investment incentives for AI	09
Funding for technological development	10
Venture capital	32
Investment in Telecommunications	38
Companies investment in AI	10
AI private investment	35

Research infrastructure	Rank
Total expenditure on R&D (%)	08
Total R&D personnel per capita	05
▷ R&D productivity by publication	54
High-tech patent grants	09
Robots in Education and R&D	32
AI-related patent publications	14
AI Articles	35

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	06	06	09	10	05
Business agility	13	20	24	21	28
AI adoption	10	10	26	26	07

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	18
Development & application of tech.	10
Use of big data and analytics	05

Business agility	Rank
▷ Opportunities and threats	53
▷ Agility of companies	52
Knowledge transfer	08
World robots distribution	34
Entrepreneurial fear of failure	19
Network readiness index	15

AI adoption	Rank
The implementation of the national AI strategy	13
AI adoption in companies is implemented	06
City use of AI to improve the quality of services	15
Society's access to AI	11
AI adoption	10

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	11	14	17	12	19
Education & training	13	13	18	13	24
AI readiness	06	06	08	11	11

Talent	Rank
Educational assessment PISA - Math	20
International experience	26
Management of cities	11
Digital/Technological skills	05
Foreign highly skilled personnel	46
Net flow of international students	13
Female researchers	41

Education & training	Rank
Employee training	20
Secondary school enrollment	28
Higher education achievement	45
Graduates in Sciences	12
Women with degrees	22
AI education index	27

AI readiness	Rank
AI skills	16
Concerns about AI job displacement are addresse	19
Companies invest in AI training	05
AI readiness	24
Scientific and technical employment	13

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	01	02	01	02	03
Societal attitudes	01	08	10	14	22
Trust	03	04	04	07	08

Cybersecurity & AI ethics	Rank
Cyber security	11
Government cyber security capacity	38
Companies address bias in AI algorithms	03
Companies understand AI cybersecurity risks	08
Global index for responsible AI	-
▶ Government social media monitoring	03

Societal attitudes	Rank
E-Participation	18
Internet retailing	17
Tablet possession	31
Smartphone possession	28
Attitudes toward globalization	17
▷ Flexibility and adaptability	50

Trust	Rank
Company AI systems protect sensitive data	06
Corporations are able to handle data breaches	17
Citizen trust in AI	21
Country credit rating	13
Image abroad or branding	27
Rule of law	01

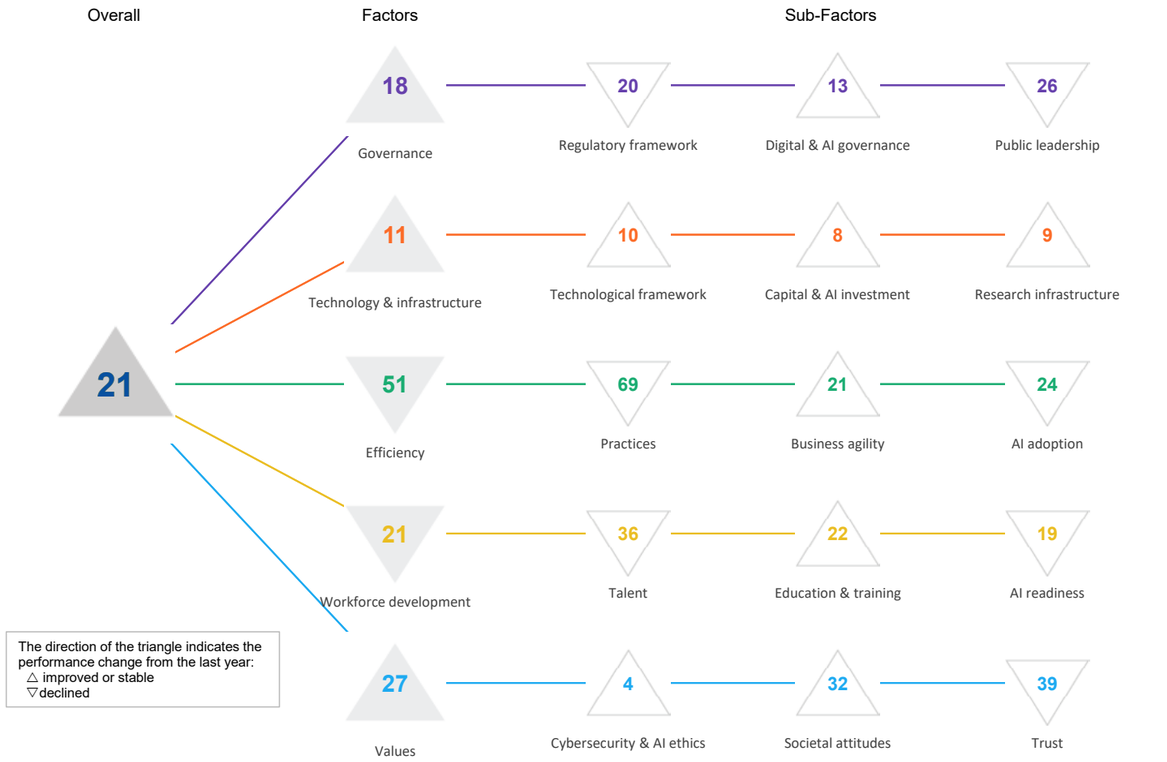
France

Economy profile

FRANCE

DIGITAL TRENDS - OVERALL

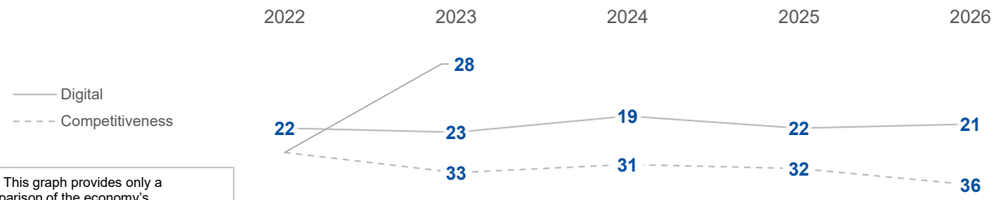
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	22	23	19	22	21
Governance	17	19	13	18	18
Technology & infrastructure	16	09	12	12	11
Efficiency	26	34	25	30	51
Workforce development	16	16	14	17	21
Values	35	32	30	33	27

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

FRANCE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	14	18	17	18	20
Digital & AI governance	19	19	15	18	13
Public leadership	24	24	17	22	26

Regulatory framework	Rank
Immigration laws	17
Scientific research legislation	27
Intellectual property rights	23
Government Effectiveness index	24
Regulatory Quality index	25

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	35
Company compliance with relevant AI laws	33
AI policies passed into law	08
Privacy protection by law exists	16
E-Government	30

Public leadership	Rank
Public-private partnerships	31
▷ Core government systems index	53
Public service delivery index	40
Publicized laws and government data	10
Government respects due process of law	20
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	17	14	21	15	10
Capital & AI investment	27	18	20	15	08
Research infrastructure	08	08	10	10	09

Technological framework	Rank
Communications technology	33
Mobile broadband subscribers	21
Internet users	45
▶ Internet bandwidth speed	03
High-tech exports (% manufacture exports)	20
Secure internet servers	05

Capital & AI investment	Rank
IT & media stock market capitalization	31
Investment incentives for AI	15
Funding for technological development	26
Venture capital	30
Investment in Telecommunications	11
Companies investment in AI	27
▶ AI private investment	04

Research infrastructure	Rank
Total expenditure on R&D (%)	16
Total R&D personnel per capita	24
R&D productivity by publication	18
High-tech patent grants	17
Robots in Education and R&D	05
AI-related patent publications	06
AI Articles	12

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	54	57	57	63	69
Business agility	31	37	22	26	21
AI adoption	05	05	04	05	24

Practices	Rank
Start-up days	52
Regulatory burden	53
Online services	31
Development & application of tech.	36
Use of big data and analytics	32

Business agility	Rank
Opportunities and threats	49
Agility of companies	44
Knowledge transfer	26
World robots distribution	08
Entrepreneurial fear of failure	13
Network readiness index	16

AI adoption	Rank
The implementation of the national AI strategy	22
AI adoption in companies is implemented	38
City use of AI to improve the quality of services	37
Society's access to AI	47
▶ AI adoption	05

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	31	28	26	32	36
Education & training	18	23	16	24	22
AI readiness	11	10	07	06	19

Talent	Rank
Educational assessment PISA - Math	27
International experience	29
Management of cities	24
Digital/Technological skills	30
Foreign highly skilled personnel	22
Net flow of international students	25
▷ Female researchers	52

Education & training	Rank
Employee training	44
Secondary school enrollment	06
Higher education achievement	22
Graduates in Sciences	26
Women with degrees	27
AI education index	13

AI readiness	Rank
AI skills	36
Concerns about AI job displacement are addresse	30
Companies invest in AI training	48
▶ AI readiness	03
Scientific and technical employment	11

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	26	11	12	12	04
Societal attitudes	54	53	42	48	32
Trust	28	28	30	34	39

Cybersecurity & AI ethics	Rank
Cyber security	28
Government cyber security capacity	11
Companies address bias in AI algorithms	28
Companies understand AI cybersecurity risks	27
▶ Global index for responsible AI	04
Government social media monitoring	24

Societal attitudes	Rank
E-Participation	28
Internet retailing	24
Tablet possession	20
Smartphone possession	12
▷ Attitudes toward globalization	65
▷ Flexibility and adaptability	58

Trust	Rank
Company AI systems protect sensitive data	37
Corporations are able to handle data breaches	42
▷ Citizen trust in AI	60
Country credit rating	25
Image abroad or branding	54
Rule of law	27

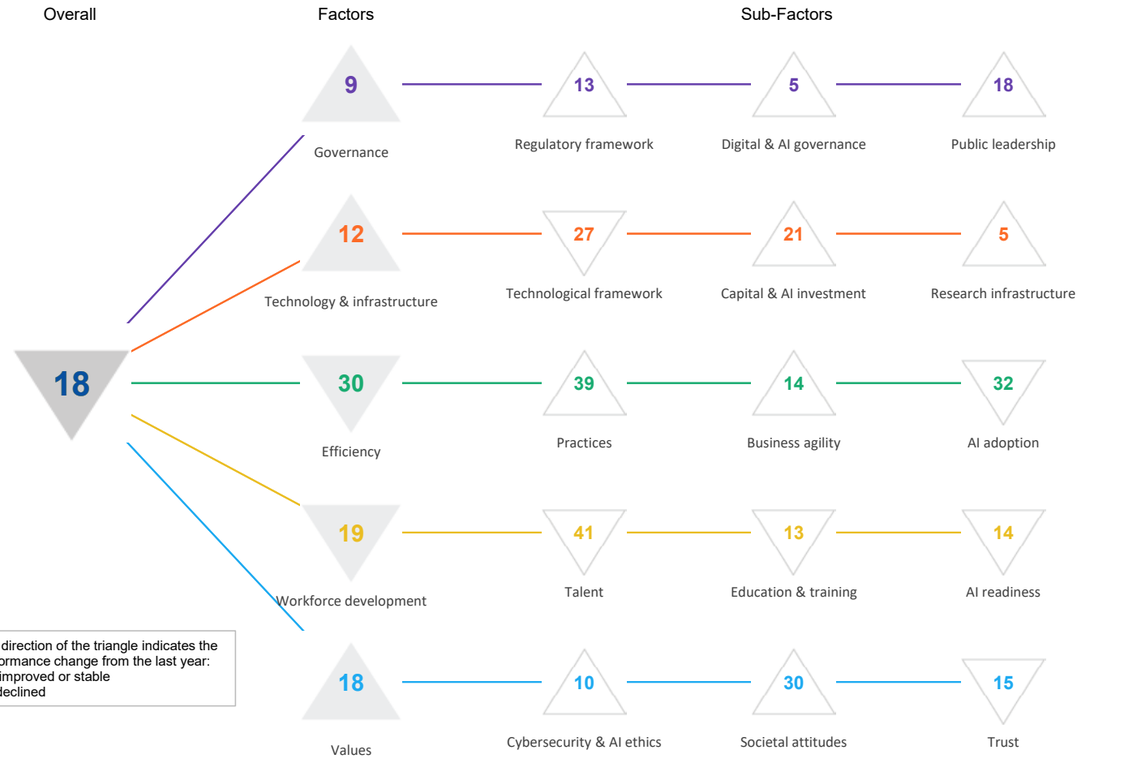
Germany

Economy profile

GERMANY

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

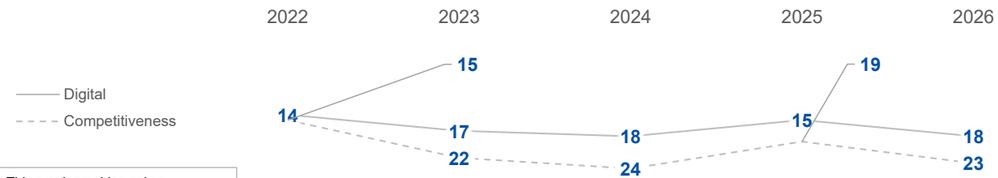


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	14	17	18	15	18
Governance	19	20	17	15	09
Technology & infrastructure	14	12	13	14	12
Efficiency	16	17	14	16	30
Workforce development	15	18	19	16	19
Values	17	25	29	21	18

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

GERMANY

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	10	17	19	16	13
Digital & AI governance	24	24	19	20	05
Public leadership	31	18	22	21	18

Regulatory framework	Rank
Immigration laws	24
Scientific research legislation	24
Intellectual property rights	05
Government Effectiveness index	16
Regulatory Quality index	14

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	18
Company compliance with relevant AI laws	05
▶ AI policies passed into law	02
Privacy protection by law exists	31
E-Government	12

Public leadership	Rank
Public-private partnerships	44
Core government systems index	55
Public service delivery index	44
Publicized laws and government data	19
Government respects due process of law	09
▶ Global rights index	01

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	26	33	42	39	41
Education & training	08	10	13	11	13
AI readiness	15	19	10	09	14

Talent	Rank
Educational assessment PISA - Math	25
International experience	27
Management of cities	36
Digital/Technological skills	58
Foreign highly skilled personnel	41
Net flow of international students	16
Female researchers	55

Education & training	Rank
Employee training	07
Secondary school enrollment	13
Higher education achievement	46
Graduates in Sciences	04
Women with degrees	45
AI education index	09

AI readiness	Rank
AI skills	41
Concerns about AI job displacement are addresse	12
Companies invest in AI training	24
AI readiness	05
Scientific and technical employment	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	27	23	22	22	27
Capital & AI investment	22	28	34	25	21
Research infrastructure	05	05	05	05	05

Technological framework	Rank
Communications technology	53
Mobile broadband subscribers	28
Internet users	31
Internet bandwidth speed	49
High-tech exports (% manufacture exports)	30
Secure internet servers	02

Capital & AI investment	Rank
IT & media stock market capitalization	07
Investment incentives for AI	40
Funding for technological development	39
Venture capital	48
Investment in Telecommunications	23
Companies investment in AI	42
AI private investment	07

Research infrastructure	Rank
Total expenditure on R&D (%)	09
Total R&D personnel per capita	10
R&D productivity by publication	13
High-tech patent grants	15
▶ Robots in Education and R&D	03
AI-related patent publications	05
AI Articles	05

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	18	31	31	18	10
Societal attitudes	33	44	46	35	30
Trust	05	06	16	10	15

Cybersecurity & AI ethics	Rank
Cyber security	24
Government cyber security capacity	12
Companies address bias in AI algorithms	40
Companies understand AI cybersecurity risks	17
Global index for responsible AI	06
Government social media monitoring	42

Societal attitudes	Rank
▶ E-Participation	03
Internet retailing	15
Tablet possession	28
Smartphone possession	53
Attitudes toward globalization	48
▷ Flexibility and adaptability	68

Trust	Rank
Company AI systems protect sensitive data	11
Corporations are able to handle data breaches	10
▷ Citizen trust in AI	67
▶ Country credit rating	01
Image abroad or branding	26
Rule of law	11

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	49	50	44	56	39
Business agility	08	14	17	17	14
AI adoption	06	06	02	02	32

Practices	Rank
Start-up days	34
Regulatory burden	41
Online services	11
Development & application of tech.	51
Use of big data and analytics	53

Business agility	Rank
▷ Opportunities and threats	64
▷ Agility of companies	65
Knowledge transfer	23
World robots distribution	05
Entrepreneurial fear of failure	24
Network readiness index	06

AI adoption	Rank
The implementation of the national AI strategy	51
AI adoption in companies is implemented	31
▷ City use of AI to improve the quality of services	63
Society's access to AI	38
AI adoption	06

Ghana

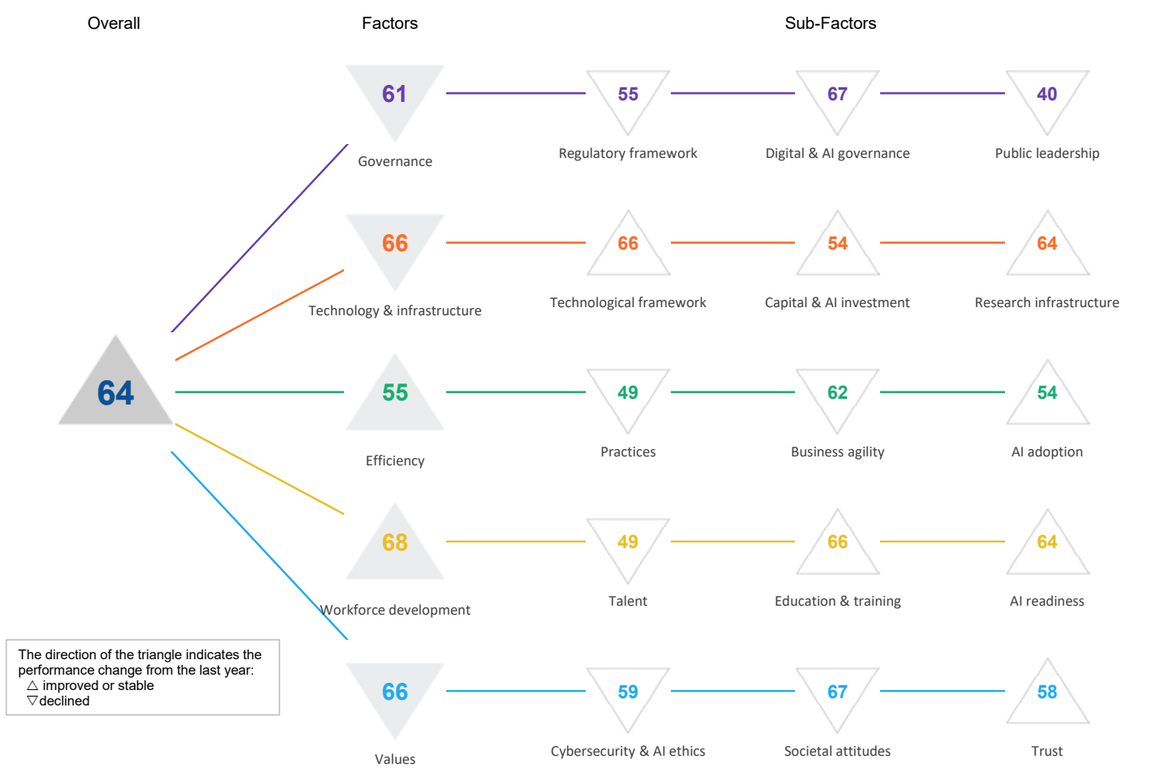
Economy profile

106

GHANA

DIGITAL TRENDS - OVERALL

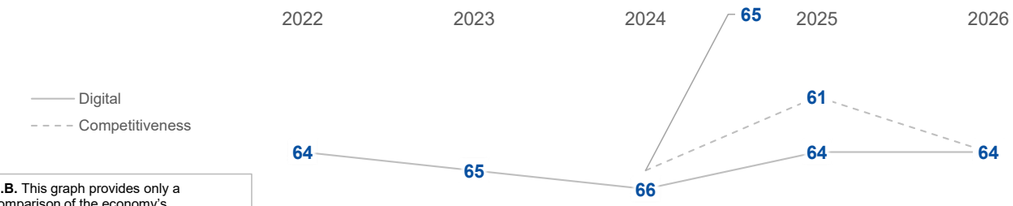
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	64	65	66	64	64
Governance	64	64	60	52	61
Technology & infrastructure	66	66	67	65	66
Efficiency	63	64	62	56	55
Workforce development	68	67	68	68	68
Values	56	67	66	62	66

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

GHANA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	61	62	57	51	55
Digital & AI governance	61	60	66	65	67
Public leadership	51	41	44	38	40

Regulatory framework	Rank
▶ Immigration laws	09
Scientific research legislation	55
Intellectual property rights	64
Government Effectiveness index	57
Regulatory Quality index	61

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	53
Company compliance with relevant AI laws	62
AI policies passed into law	37
Privacy protection by law exists	55
E-Government	62

Public leadership	Rank
Public-private partnerships	49
Core government systems index	43
▶ Public service delivery index	19
Publicized laws and government data	60
Government respects due process of law	30
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	68	66	65	67	66
Capital & AI investment	46	48	60	57	54
Research infrastructure	66	65	66	64	64

Technological framework	Rank
Communications technology	62
▷ Mobile broadband subscribers	67
Internet users	64
▷ Internet bandwidth speed	65
High-tech exports (% manufacture exports)	64
Secure internet servers	65

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	53
Funding for technological development	50
Venture capital	62
Investment in Telecommunications	36
Companies investment in AI	52
AI private investment	39

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	-
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	57

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	65	63	48	38	49
Business agility	63	64	68	51	62
AI adoption	59	59	65	65	54

Practices	Rank
Start-up days	21
Regulatory burden	24
Online services	63
Development & application of tech.	35
Use of big data and analytics	36

Business agility	Rank
Opportunities and threats	56
Agility of companies	54
Knowledge transfer	60
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	54

AI adoption	Rank
The implementation of the national AI strategy	50
AI adoption in companies is implemented	50
City use of AI to improve the quality of services	46
Society's access to AI	60
AI adoption	59

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	43	48	51	45	49
Education & training	69	65	68	67	66
AI readiness	66	68	69	64	64

Talent	Rank
Educational assessment PISA - Math	-
▶ International experience	22
Management of cities	64
Digital/Technological skills	52
▶ Foreign highly skilled personnel	28
Net flow of international students	52
Female researchers	-

Education & training	Rank
Employee training	57
Secondary school enrollment	54
▷ Higher education achievement	65
Graduates in Sciences	53
▷ Women with degrees	65
AI education index	61

AI readiness	Rank
AI skills	55
Concerns about AI job displacement are addresse	59
Companies invest in AI training	52
AI readiness	62
Scientific and technical employment	61

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	20	57	59	55	59
Societal attitudes	64	68	65	64	67
Trust	62	62	64	59	58

Cybersecurity & AI ethics	Rank
Cyber security	53
Government cyber security capacity	58
Companies address bias in AI algorithms	49
Companies understand AI cybersecurity risks	62
Global index for responsible AI	46
Government social media monitoring	35

Societal attitudes	Rank
E-Participation	59
Internet retailing	63
Tablet possession	64
Smartphone possession	59
Attitudes toward globalization	63
Flexibility and adaptability	57

Trust	Rank
Company AI systems protect sensitive data	53
Corporations are able to handle data breaches	56
Citizen trust in AI	41
▷ Country credit rating	68
Image abroad or branding	33
Rule of law	51

Greece

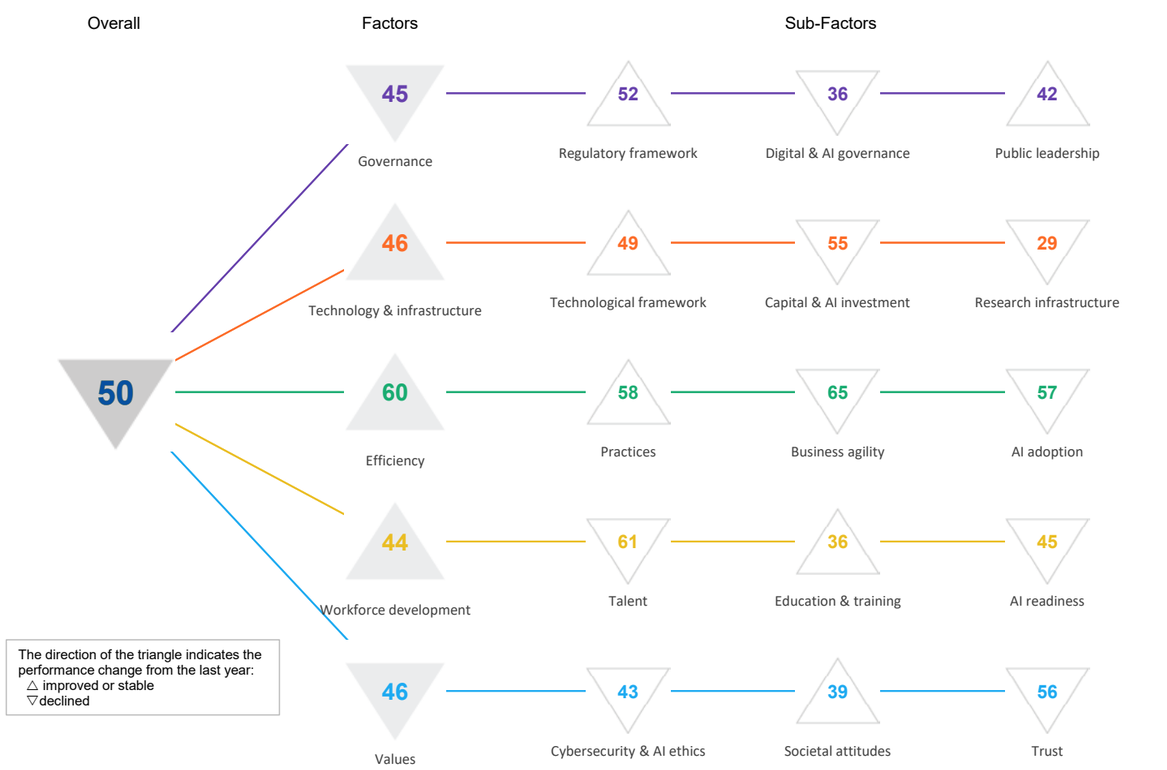
Economy profile

108

GREECE

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

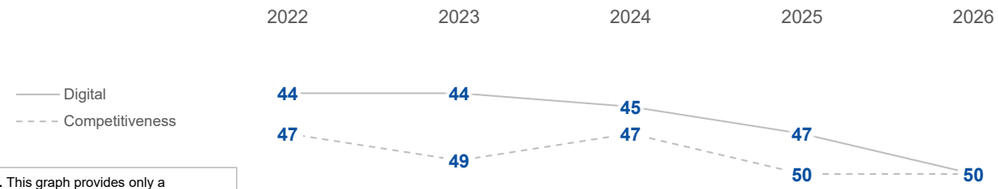


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	44	44	45	47	50
Governance	41	42	42	44	45
Technology & infrastructure	43	41	44	46	46
Efficiency	58	53	58	60	60
Workforce development	40	40	42	45	44
Values	43	43	40	42	46

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

GREECE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	39	42	47	53	52
Digital & AI governance	36	36	32	28	36
Public leadership	42	42	46	47	42

Regulatory framework	Rank
Immigration laws	52
Scientific research legislation	58
Intellectual property rights	51
Government Effectiveness index	51
Regulatory Quality index	42

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	61
Company compliance with relevant AI laws	60
▶ AI policies passed into law	08
Privacy protection by law exists	43
E-Government	32

Public leadership	Rank
Public-private partnerships	51
Core government systems index	33
Public service delivery index	24
Publicized laws and government data	38
Government respects due process of law	46
Global rights index	39

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	57	55	55	56	61
Education & training	39	36	41	40	36
AI readiness	30	30	31	34	45

Talent	Rank
Educational assessment PISA - Math	40
International experience	52
Management of cities	57
Digital/Technological skills	48
Foreign highly skilled personnel	61
Net flow of international students	55
Female researchers	27

Education & training	Rank
Employee training	58
Secondary school enrollment	23
Higher education achievement	32
▶ Graduates in Sciences	20
Women with degrees	36
AI education index	35

AI readiness	Rank
AI skills	61
Concerns about AI job displacement are addresse	55
Companies invest in AI training	58
AI readiness	39
▶ Scientific and technical employment	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	50	48	53	51	49
Capital & AI investment	45	35	36	49	55
Research infrastructure	34	35	35	28	29

Technological framework	Rank
Communications technology	52
▶ Mobile broadband subscribers	20
Internet users	51
Internet bandwidth speed	55
High-tech exports (% manufacture exports)	37
Secure internet servers	44

Capital & AI investment	Rank
IT & media stock market capitalization	26
Investment incentives for AI	58
Funding for technological development	40
Venture capital	41
Investment in Telecommunications	59
Companies investment in AI	61
AI private investment	38

Research infrastructure	Rank
Total expenditure on R&D (%)	26
Total R&D personnel per capita	27
R&D productivity by publication	35
High-tech patent grants	43
Robots in Education and R&D	38
AI-related patent publications	29
AI Articles	26

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	41	38	36	39	43
Societal attitudes	38	39	39	44	39
Trust	48	47	43	48	56

Cybersecurity & AI ethics	Rank
Cyber security	60
Government cyber security capacity	31
Companies address bias in AI algorithms	57
▷ Companies understand AI cybersecurity risks	66
▶ Global index for responsible AI	13
Government social media monitoring	25

Societal attitudes	Rank
E-Participation	47
Internet retailing	32
Tablet possession	26
Smartphone possession	58
Attitudes toward globalization	43
Flexibility and adaptability	33

Trust	Rank
Company AI systems protect sensitive data	61
▷ Corporations are able to handle data breaches	63
Citizen trust in AI	48
Country credit rating	51
Image abroad or branding	44
Rule of law	45

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	61	52	53	58	58
Business agility	62	61	54	61	65
AI adoption	46	46	50	51	57

Practices	Rank
Start-up days	49
Regulatory burden	19
Online services	38
Development & application of tech.	47
Use of big data and analytics	62

Business agility	Rank
Opportunities and threats	52
Agility of companies	53
▷ Knowledge transfer	62
World robots distribution	41
Entrepreneurial fear of failure	47
Network readiness index	49

AI adoption	Rank
The implementation of the national AI strategy	54
▷ AI adoption in companies is implemented	62
▷ City use of AI to improve the quality of services	64
Society's access to AI	52
AI adoption	46

Hong Kong SAR

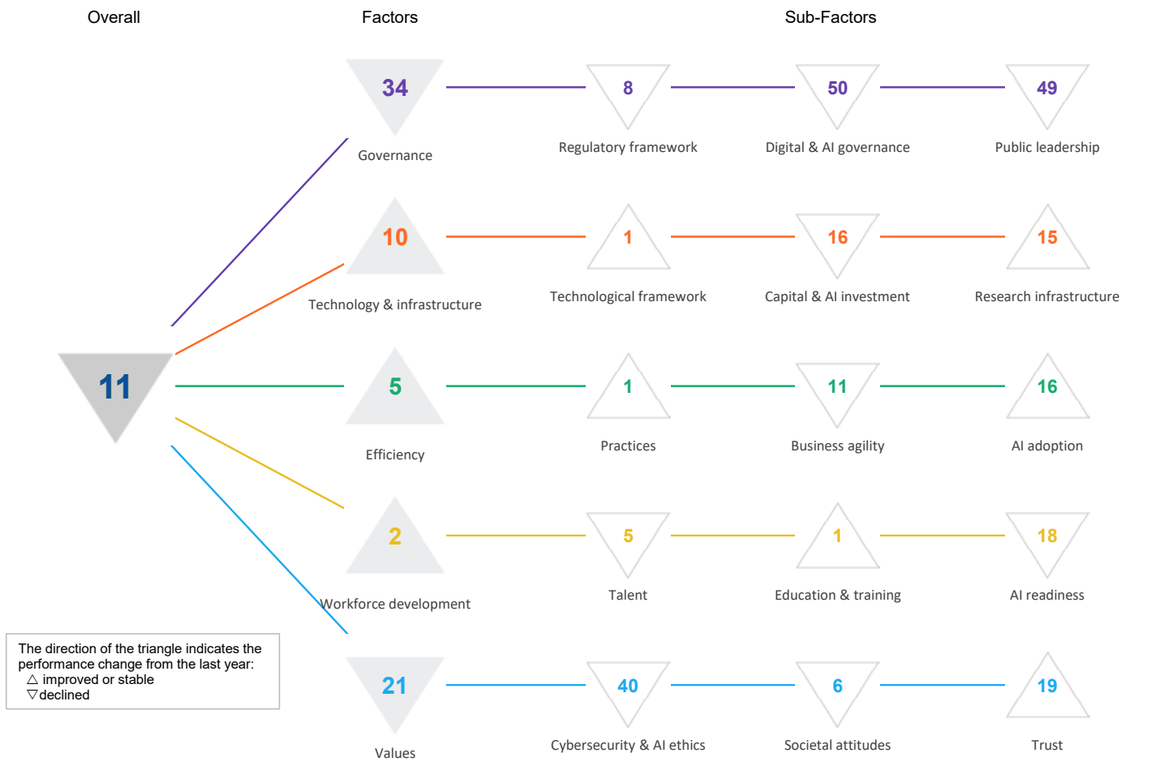
Economy profile

110

HONG KONG SAR

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

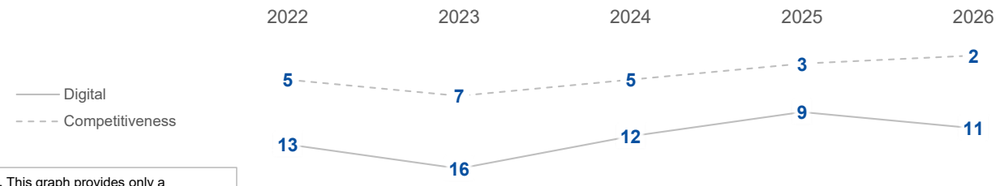


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	13	16	12	09	11
Governance	28	31	24	17	34
Technology & infrastructure	10	10	06	10	10
Efficiency	21	24	13	12	05
Workforce development	06	05	04	02	02
Values	15	21	22	14	21

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

HONG KONG SAR

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	12	12	06	04	08
Digital & AI governance	-	-	45	23	50
Public leadership	41	47	43	41	49

Regulatory framework	Rank
Immigration laws	10
Scientific research legislation	11
Intellectual property rights	07
Government Effectiveness index	14
Regulatory Quality index	08

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	23
Company compliance with relevant AI laws	25
AI policies passed into law	37
▷ Privacy protection by law exists	50
E-Government	-

Public leadership	Rank
Public-private partnerships	06
▷ Core government systems index	65
▷ Public service delivery index	56
Publicized laws and government data	20
Government respects due process of law	12
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	03	05	02	02	01
Capital & AI investment	08	15	11	14	16
Research infrastructure	23	16	15	15	15

Technological framework	Rank
Communications technology	06
Mobile broadband subscribers	33
Internet users	18
Internet bandwidth speed	09
▶ High-tech exports (% manufacture exports)	02
Secure internet servers	18

Capital & AI investment	Rank
IT & media stock market capitalization	04
Investment incentives for AI	25
Funding for technological development	09
Venture capital	15
▷ Investment in Telecommunications	53
Companies investment in AI	16
AI private investment	23

Research infrastructure	Rank
Total expenditure on R&D (%)	35
Total R&D personnel per capita	28
R&D productivity by publication	28
▶ High-tech patent grants	02
Robots in Education and R&D	28
AI-related patent publications	22
AI Articles	20

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	19	19	05	02	01
Business agility	17	18	12	09	11
AI adoption	-	-	47	48	16

Practices	Rank
Start-up days	03
Regulatory burden	01
Online services	-
Development & application of tech.	08
Use of big data and analytics	07

Business agility	Rank
Opportunities and threats	03
▶ Agility of companies	03
Knowledge transfer	07
World robots distribution	37
Entrepreneurial fear of failure	-
Network readiness index	31

AI adoption	Rank
The implementation of the national AI strategy	09
AI adoption in companies is implemented	20
City use of AI to improve the quality of services	06
Society's access to AI	29
AI adoption	-

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	13	09	07	04	05
Education & training	02	01	01	01	01
AI readiness	08	08	12	13	18

Talent	Rank
Educational assessment PISA - Math	04
International experience	07
Management of cities	05
Digital/Technological skills	14
Foreign highly skilled personnel	14
Net flow of international students	18
Female researchers	-

Education & training	Rank
Employee training	27
Secondary school enrollment	17
Higher education achievement	04
▶ Graduates in Sciences	01
Women with degrees	-
AI education index	14

AI readiness	Rank
AI skills	22
Concerns about AI job displacement are addresse	20
Companies invest in AI training	26
AI readiness	-
Scientific and technical employment	09

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	28	42	43	38	40
Societal attitudes	08	02	03	01	06
Trust	22	25	26	20	19

Cybersecurity & AI ethics	Rank
Cyber security	10
Government cyber security capacity	36
Companies address bias in AI algorithms	18
Companies understand AI cybersecurity risks	23
Global index for responsible AI	37
▷ Government social media monitoring	54

Societal attitudes	Rank
E-Participation	-
Internet retailing	12
Tablet possession	15
▶ Smartphone possession	02
Attitudes toward globalization	05
Flexibility and adaptability	09

Trust	Rank
Company AI systems protect sensitive data	25
Corporations are able to handle data breaches	18
Citizen trust in AI	17
Country credit rating	20
Image abroad or branding	18
Rule of law	30

Hungary

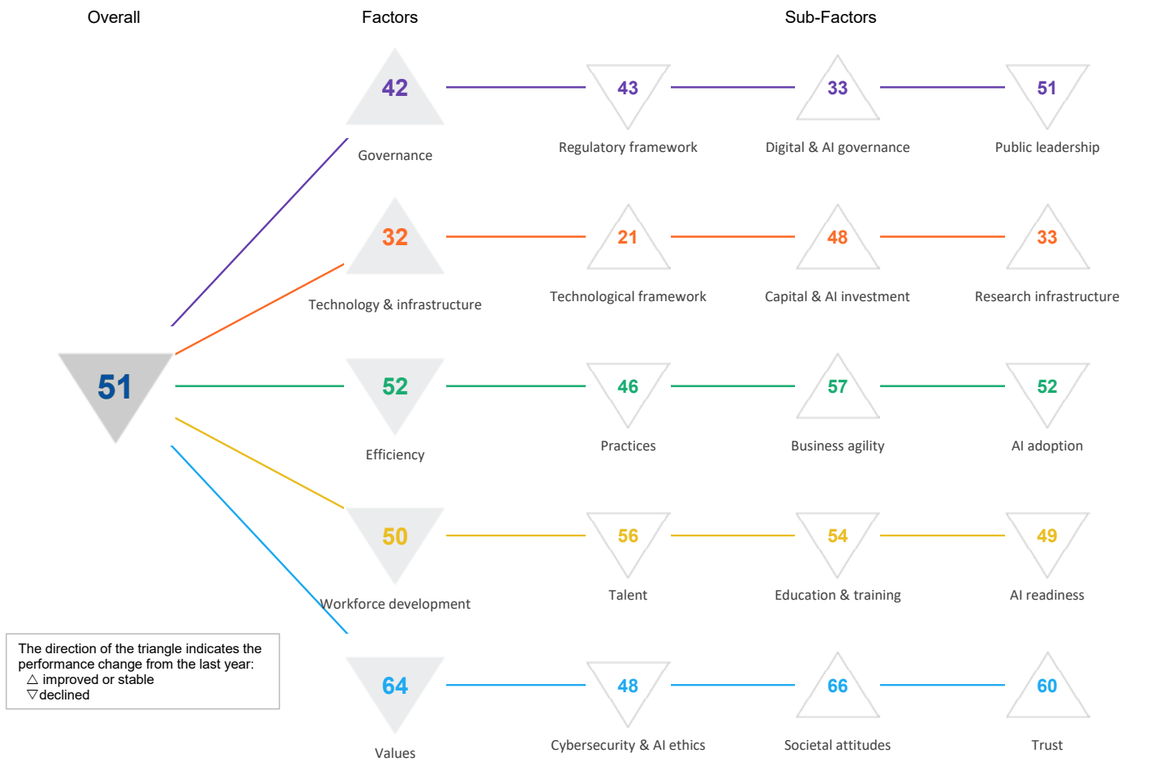
Economy profile

112

HUNGARY

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

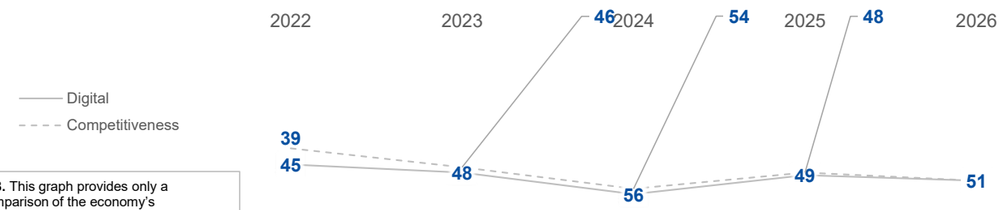


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	45	48	56	49	51
Governance	39	43	47	43	42
Technology & infrastructure	31	42	47	38	32
Efficiency	46	48	57	46	52
Workforce development	45	48	51	48	50
Values	60	61	67	61	64

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

HUNGARY

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	26	35	44	40	43
Digital & AI governance	44	44	48	45	33
Public leadership	45	50	55	48	51

Regulatory framework	Rank
Immigration laws	31
Scientific research legislation	49
Intellectual property rights	39
Government Effectiveness index	44
Regulatory Quality index	47

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	56
Company compliance with relevant AI laws	57
▶ AI policies passed into law	04
Privacy protection by law exists	35
E-Government	51

Public leadership	Rank
Public-private partnerships	54
▶ Core government systems index	11
Public service delivery index	32
Publicized laws and government data	41
Government respects due process of law	61
Global rights index	39

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	24	32	37	25	21
Capital & AI investment	48	50	57	48	48
Research infrastructure	30	30	33	38	33

Technological framework	Rank
Communications technology	30
Mobile broadband subscribers	24
Internet users	28
▶ Internet bandwidth speed	19
High-tech exports (% manufacture exports)	21
Secure internet servers	28

Capital & AI investment	Rank
▶ IT & media stock market capitalization	13
Investment incentives for AI	48
Funding for technological development	42
Venture capital	54
Investment in Telecommunications	37
Companies investment in AI	62
AI private investment	54

Research infrastructure	Rank
Total expenditure on R&D (%)	33
Total R&D personnel per capita	29
R&D productivity by publication	41
High-tech patent grants	37
Robots in Education and R&D	34
AI-related patent publications	34
AI Articles	39

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	47	54	55	39	46
Business agility	53	52	66	57	57
AI adoption	41	41	37	39	52

Practices	Rank
Start-up days	37
Regulatory burden	08
Online services	57
Development & application of tech.	40
Use of big data and analytics	63

Business agility	Rank
▷ Opportunities and threats	70
▷ Agility of companies	68
Knowledge transfer	58
World robots distribution	24
▶ Entrepreneurial fear of failure	06
Network readiness index	42

AI adoption	Rank
The implementation of the national AI strategy	41
AI adoption in companies is implemented	63
City use of AI to improve the quality of services	47
Society's access to AI	46
AI adoption	41

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	54	57	66	52	56
Education & training	59	57	53	49	54
AI readiness	35	34	38	38	49

Talent	Rank
Educational assessment PISA - Math	28
International experience	55
Management of cities	55
Digital/Technological skills	53
Foreign highly skilled personnel	59
Net flow of international students	19
Female researchers	54

Education & training	Rank
Employee training	54
Secondary school enrollment	48
Higher education achievement	53
Graduates in Sciences	40
Women with degrees	37
AI education index	41

AI readiness	Rank
AI skills	57
Concerns about AI job displacement are addresse	49
Companies invest in AI training	57
AI readiness	32
Scientific and technical employment	31

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	48	44	49	29	48
Societal attitudes	65	66	69	68	66
Trust	52	58	65	62	60

Cybersecurity & AI ethics	Rank
Cyber security	50
Government cyber security capacity	29
Companies address bias in AI algorithms	60
Companies understand AI cybersecurity risks	64
Global index for responsible AI	27
Government social media monitoring	39

Societal attitudes	Rank
E-Participation	58
Internet retailing	37
Tablet possession	48
Smartphone possession	63
▷ Attitudes toward globalization	70
▷ Flexibility and adaptability	70

Trust	Rank
Company AI systems protect sensitive data	62
Corporations are able to handle data breaches	49
▷ Citizen trust in AI	66
Country credit rating	55
Image abroad or branding	68
Rule of law	48

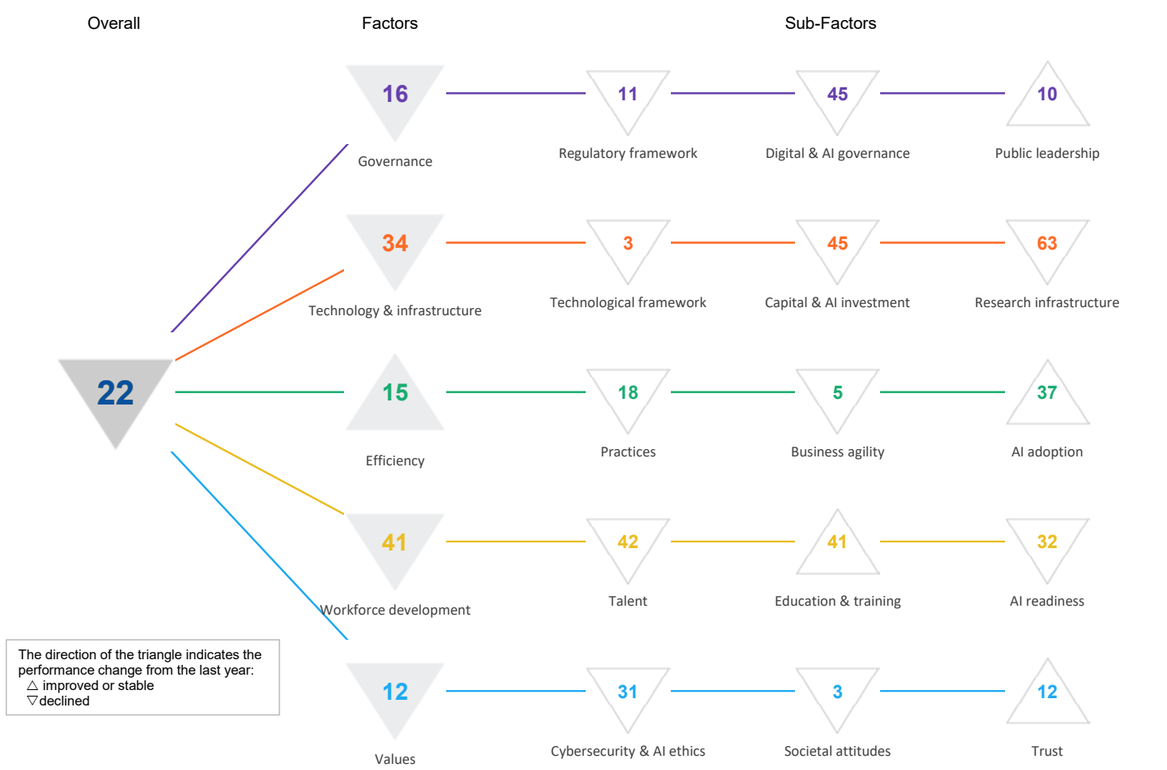
Iceland

Economy profile

ICELAND

DIGITAL TRENDS - OVERALL

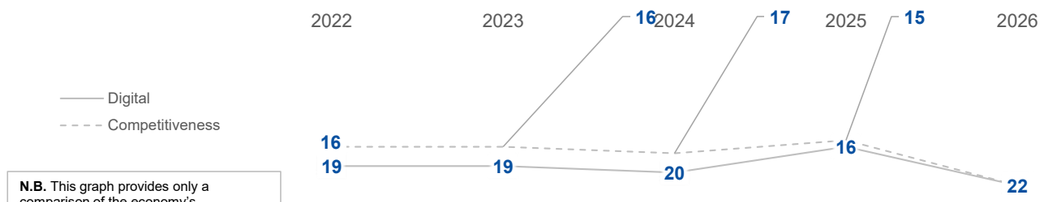
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	19	19	20	16	22
Governance	10	06	11	11	16
Technology & infrastructure	32	23	23	25	34
Efficiency	18	16	24	20	15
Workforce development	28	33	25	28	41
Values	06	10	11	04	12

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

ICELAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	11	07	10	08	11
Digital & AI governance	12	12	17	25	45
Public leadership	18	12	15	11	10

Regulatory framework	Rank
Immigration laws	03
Scientific research legislation	25
Intellectual property rights	14
Government Effectiveness index	13
Regulatory Quality index	19

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	39
Company compliance with relevant AI laws	21
AI policies passed into law	37
▷ Privacy protection by law exists	63
E-Government	05

Public leadership	Rank
Public-private partnerships	58
Core government systems index	16
Public service delivery index	23
Publicized laws and government data	-
Government respects due process of law	-
▶ Global rights index	01

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	20	29	28	33	42
Education & training	35	37	40	41	41
AI readiness	32	31	13	19	32

Talent	Rank
Educational assessment PISA - Math	37
International experience	49
Management of cities	45
Digital/Technological skills	03
Foreign highly skilled personnel	43
Net flow of international students	58
Female researchers	45

Education & training	Rank
Employee training	25
Secondary school enrollment	35
Higher education achievement	33
▷ Graduates in Sciences	58
Women with degrees	10
▷ AI education index	61

AI readiness	Rank
AI skills	32
Concerns about AI job displacement are addresse	34
Companies invest in AI training	34
AI readiness	41
Scientific and technical employment	23

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	13	02	03	01	03
Capital & AI investment	13	21	27	26	45
Research infrastructure	65	56	59	61	63

Technological framework	Rank
Communications technology	05
Mobile broadband subscribers	12
Internet users	08
▶ Internet bandwidth speed	02
High-tech exports (% manufacture exports)	07
Secure internet servers	54

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	44
Funding for technological development	15
Venture capital	44
Investment in Telecommunications	55
Companies investment in AI	35
AI private investment	41

Research infrastructure	Rank
Total expenditure on R&D (%)	14
Total R&D personnel per capita	08
▷ R&D productivity by publication	63
High-tech patent grants	48
Robots in Education and R&D	55
AI-related patent publications	53
AI Articles	66

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	04	20	23	04	31
Societal attitudes	02	05	05	02	03
Trust	18	16	18	17	12

Cybersecurity & AI ethics	Rank
Cyber security	17
▷ Government cyber security capacity	66
Companies address bias in AI algorithms	30
Companies understand AI cybersecurity risks	35
Global index for responsible AI	-
Government social media monitoring	02

Societal attitudes	Rank
E-Participation	06
Internet retailing	28
Tablet possession	-
▶ Smartphone possession	01
Attitudes toward globalization	13
▶ Flexibility and adaptability	01

Trust	Rank
Company AI systems protect sensitive data	35
Corporations are able to handle data breaches	13
Citizen trust in AI	07
Country credit rating	27
Image abroad or branding	13
Rule of law	10

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	18	14	17	17	18
Business agility	04	03	08	01	05
AI adoption	45	45	61	60	37

Practices	Rank
Start-up days	43
Regulatory burden	08
Online services	19
Development & application of tech.	12
Use of big data and analytics	09

Business agility	Rank
Opportunities and threats	06
Agility of companies	04
Knowledge transfer	17
World robots distribution	52
Entrepreneurial fear of failure	-
Network readiness index	02

AI adoption	Rank
The implementation of the national AI strategy	52
AI adoption in companies is implemented	29
City use of AI to improve the quality of services	51
▶ Society's access to AI	01
AI adoption	45

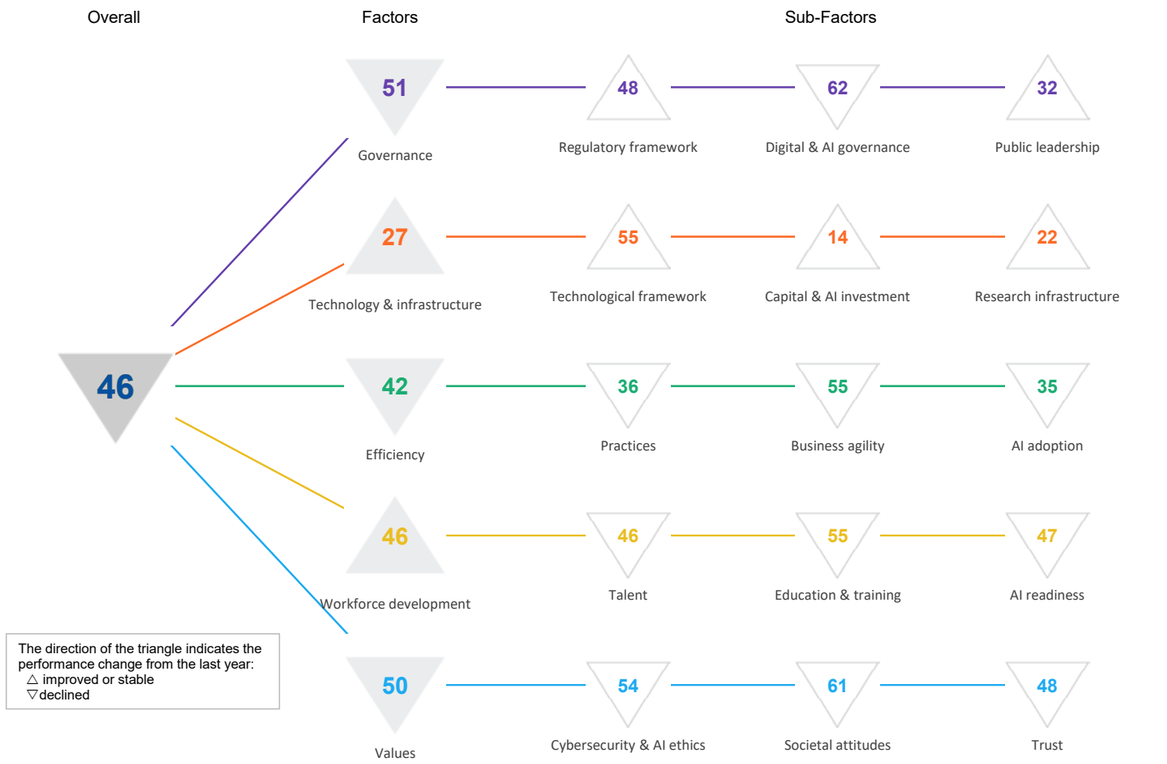
India

Economy profile

INDIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

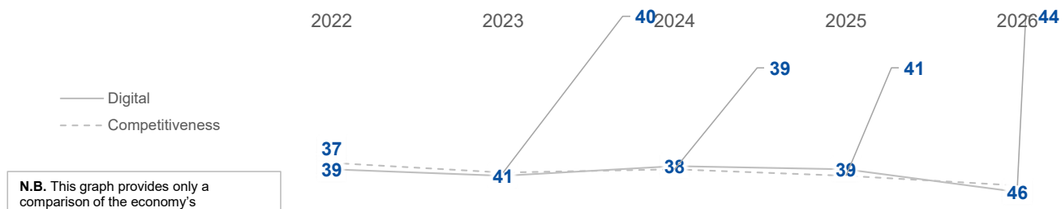


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	39	41	38	39	46
Governance	49	56	38	39	51
Technology & infrastructure	29	25	24	28	27
Efficiency	20	25	26	28	42
Workforce development	49	46	43	46	46
Values	46	47	45	44	50

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

INDIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	42	47	46	49	48
Digital & AI governance	59	59	38	43	62
Public leadership	16	28	29	33	32

Regulatory framework	Rank
Immigration laws	41
Scientific research legislation	37
Intellectual property rights	44
Government Effectiveness index	47
▷ Regulatory Quality index	62

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	46
Company compliance with relevant AI laws	48
AI policies passed into law	37
Privacy protection by law exists	56
▷ E-Government	61

Public leadership	Rank
Public-private partnerships	28
▶ Core government systems index	05
▶ Public service delivery index	10
Publicized laws and government data	39
Government respects due process of law	38
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	54	57	58	55	55
Capital & AI investment	14	06	06	17	14
Research infrastructure	22	23	24	23	22

Technological framework	Rank
Communications technology	32
Mobile broadband subscribers	52
▷ Internet users	66
Internet bandwidth speed	60
High-tech exports (% manufacture exports)	26
Secure internet servers	09

Capital & AI investment	Rank
IT & media stock market capitalization	14
Investment incentives for AI	39
Funding for technological development	27
Venture capital	27
Investment in Telecommunications	16
Companies investment in AI	44
▶ AI private investment	06

Research infrastructure	Rank
Total expenditure on R&D (%)	46
Total R&D personnel per capita	56
▶ R&D productivity by publication	02
High-tech patent grants	46
Robots in Education and R&D	21
AI-related patent publications	13
AI Articles	04

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	20	25	31	28	36
Business agility	26	30	29	37	55
AI adoption	24	24	22	21	35

Practices	Rank
Start-up days	33
Regulatory burden	48
Online services	37
Development & application of tech.	21
Use of big data and analytics	22

Business agility	Rank
Opportunities and threats	27
Agility of companies	47
Knowledge transfer	46
World robots distribution	10
Entrepreneurial fear of failure	52
Network readiness index	21

AI adoption	Rank
The implementation of the national AI strategy	27
AI adoption in companies is implemented	46
City use of AI to improve the quality of services	39
Society's access to AI	44
AI adoption	24

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	35	32	34	44	46
Education & training	40	40	50	50	55
AI readiness	58	57	41	42	47

Talent	Rank
Educational assessment PISA - Math	-
International experience	57
Management of cities	49
Digital/Technological skills	22
Foreign highly skilled personnel	55
Net flow of international students	51
Female researchers	-

Education & training	Rank
Employee training	53
Secondary school enrollment	63
Higher education achievement	57
Graduates in Sciences	18
▷ Women with degrees	62
▶ AI education index	05

AI readiness	Rank
AI skills	26
Concerns about AI job displacement are addresse	39
Companies invest in AI training	42
AI readiness	20
▷ Scientific and technical employment	64

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	43	43	42	43	54
Societal attitudes	52	58	57	54	61
Trust	44	43	37	42	48

Cybersecurity & AI ethics	Rank
Cyber security	33
Government cyber security capacity	33
Companies address bias in AI algorithms	45
Companies understand AI cybersecurity risks	47
Global index for responsible AI	38
Government social media monitoring	52

Societal attitudes	Rank
E-Participation	49
Internet retailing	60
Tablet possession	59
Smartphone possession	60
Attitudes toward globalization	23
Flexibility and adaptability	20

Trust	Rank
Company AI systems protect sensitive data	45
Corporations are able to handle data breaches	51
Citizen trust in AI	26
Country credit rating	42
Image abroad or branding	21
Rule of law	54

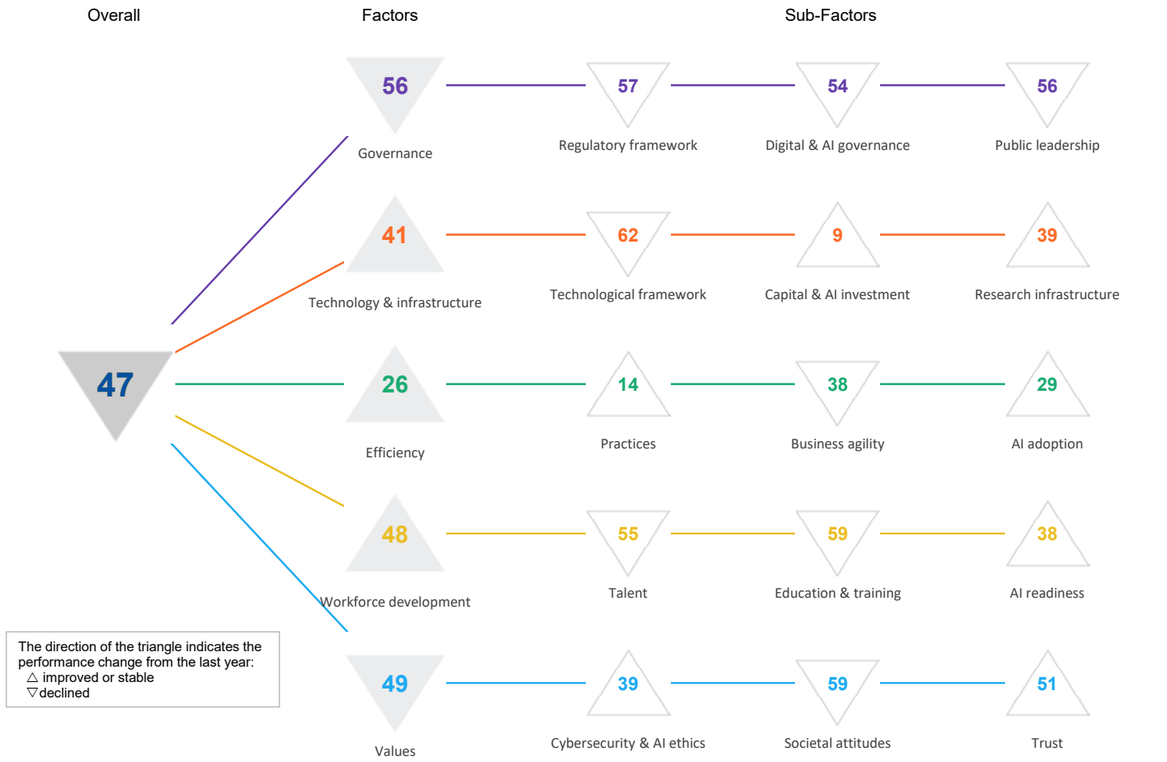
Indonesia

Economy profile

INDONESIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

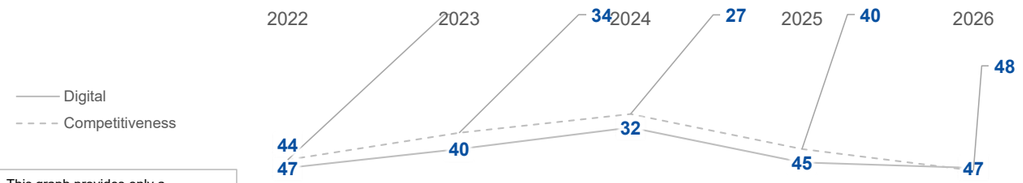


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	47	40	32	45	47
Governance	53	51	34	45	56
Technology & infrastructure	46	33	29	42	41
Efficiency	38	32	18	27	26
Workforce development	43	41	48	52	48
Values	48	40	33	47	49

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

INDONESIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	46	40	40	48	57
Digital & AI governance	57	57	18	41	54
Public leadership	44	48	40	49	56

Regulatory framework	Rank
Immigration laws	46
Scientific research legislation	50
Intellectual property rights	58
Government Effectiveness index	53
Regulatory Quality index	52

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	37
Company compliance with relevant AI laws	40
AI policies passed into law	37
Privacy protection by law exists	53
E-Government	53

Public leadership	Rank
Public-private partnerships	38
Core government systems index	32
Public service delivery index	31
Publicized laws and government data	51
Government respects due process of law	42
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	59	60	59	60	62
Capital & AI investment	21	01	01	12	09
Research infrastructure	51	50	55	46	39

Technological framework	Rank
Communications technology	49
Mobile broadband subscribers	59
▷ Internet users	63
▷ Internet bandwidth speed	67
High-tech exports (% manufacture exports)	50
Secure internet servers	23

Capital & AI investment	Rank
IT & media stock market capitalization	19
Investment incentives for AI	24
Funding for technological development	35
Venture capital	33
▶ Investment in Telecommunications	02
Companies investment in AI	14
AI private investment	36

Research infrastructure	Rank
Total expenditure on R&D (%)	60
Total R&D personnel per capita	-
▶ R&D productivity by publication	03
▷ High-tech patent grants	66
Robots in Education and R&D	39
AI-related patent publications	53
AI Articles	25

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	36	27	06	18	14
Business agility	28	22	16	30	38
AI adoption	43	43	39	38	29

Practices	Rank
Start-up days	05
Regulatory burden	05
Online services	43
Development & application of tech.	29
Use of big data and analytics	25

Business agility	Rank
Opportunities and threats	50
Agility of companies	42
Knowledge transfer	24
World robots distribution	28
▶ Entrepreneurial fear of failure	07
Network readiness index	51

AI adoption	Rank
The implementation of the national AI strategy	17
AI adoption in companies is implemented	39
City use of AI to improve the quality of services	23
Society's access to AI	24
AI adoption	43

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	41	31	16	46	55
Education & training	58	55	56	55	59
AI readiness	42	36	59	58	38

Talent	Rank
Educational assessment PISA - Math	56
International experience	51
Management of cities	50
Digital/Technological skills	42
Foreign highly skilled personnel	32
Net flow of international students	-
Female researchers	21

Education & training	Rank
Employee training	43
Secondary school enrollment	10
Higher education achievement	61
Graduates in Sciences	-
Women with degrees	61
AI education index	38

AI readiness	Rank
▶ AI skills	10
Concerns about AI job displacement are addresse	11
Companies invest in AI training	13
AI readiness	38
▷ Scientific and technical employment	65

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	56	37	16	44	39
Societal attitudes	42	40	33	45	59
Trust	42	40	34	52	51

Cybersecurity & AI ethics	Rank
Cyber security	54
Government cyber security capacity	14
▶ Companies address bias in AI algorithms	09
Companies understand AI cybersecurity risks	33
Global index for responsible AI	43
Government social media monitoring	53

Societal attitudes	Rank
E-Participation	30
Internet retailing	51
Tablet possession	58
Smartphone possession	55
Attitudes toward globalization	50
Flexibility and adaptability	52

Trust	Rank
Company AI systems protect sensitive data	19
Corporations are able to handle data breaches	43
▷ Citizen trust in AI	63
Country credit rating	50
Image abroad or branding	51
Rule of law	56

Ireland

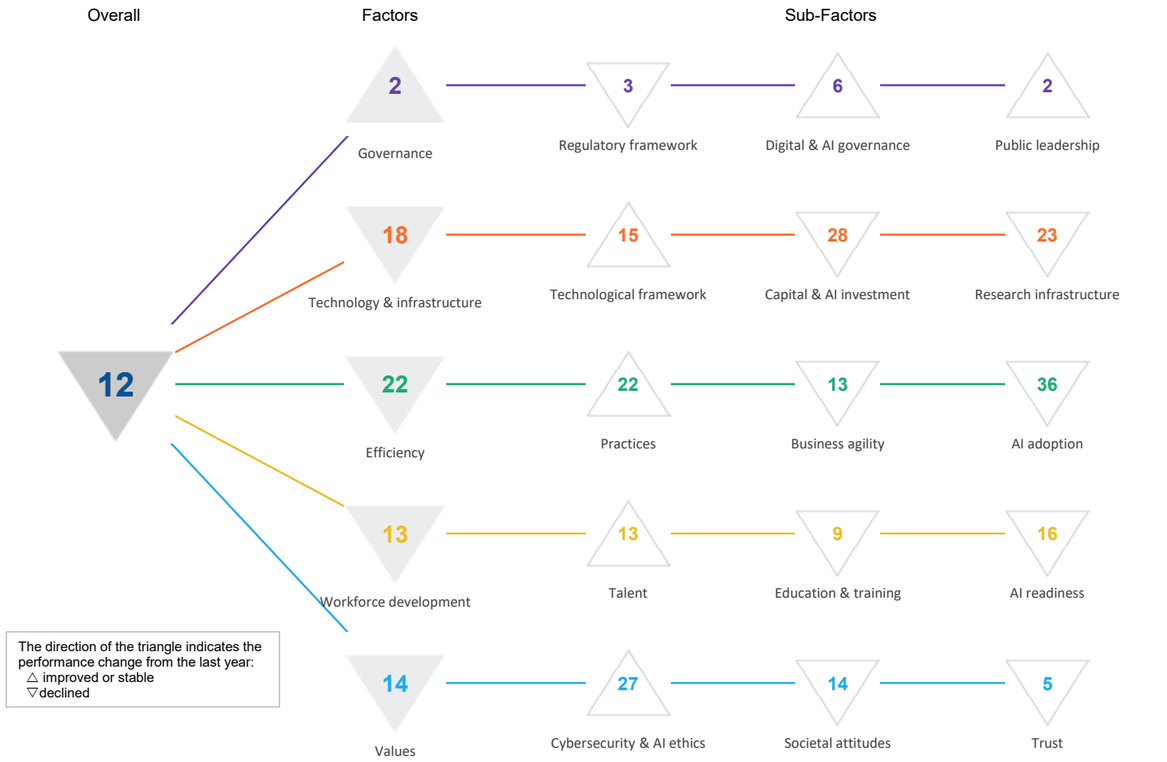
Economy profile

120

IRELAND

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

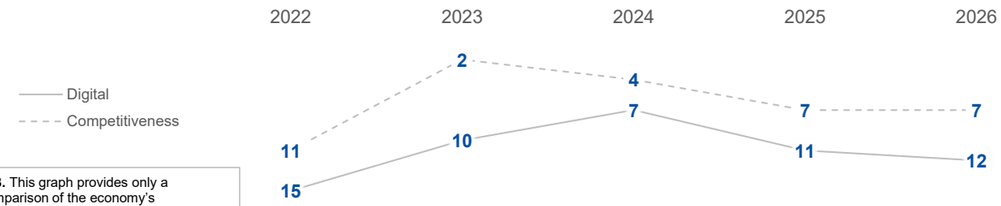


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	15	10	07	11	12
Governance	15	05	03	06	02
Technology & infrastructure	21	20	16	17	18
Efficiency	14	14	09	08	22
Workforce development	14	13	12	11	13
Values	18	12	12	13	14

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

IRELAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	16	03	03	02	03
Digital & AI governance	25	25	12	17	06
Public leadership	07	03	04	03	02

Regulatory framework	Rank
▶ Immigration laws	02
Scientific research legislation	10
Intellectual property rights	11
Government Effectiveness index	15
Regulatory Quality index	06

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	20
Company compliance with relevant AI laws	09
AI policies passed into law	08
Privacy protection by law exists	24
E-Government	20

Public leadership	Rank
Public-private partnerships	36
Core government systems index	18
Public service delivery index	26
▶ Publicized laws and government data	01
▶ Government respects due process of law	01
▶ Global rights index	01

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	18	15	12	16	13
Education & training	16	08	08	07	09
AI readiness	14	13	15	12	16

Talent	Rank
Educational assessment PISA - Math	11
International experience	08
Management of cities	44
Digital/Technological skills	26
Foreign highly skilled personnel	05
Net flow of international students	26
Female researchers	26

Education & training	Rank
Employee training	08
Secondary school enrollment	03
Higher education achievement	08
Graduates in Sciences	21
Women with degrees	06
AI education index	28

AI readiness	Rank
AI skills	30
Concerns about AI job displacement are addresse	40
Companies invest in AI training	12
AI readiness	17
Scientific and technical employment	07

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	34	21	16	19	15
Capital & AI investment	16	23	14	24	28
Research infrastructure	24	24	22	22	23

Technological framework	Rank
Communications technology	35
▷ Mobile broadband subscribers	46
Internet users	13
Internet bandwidth speed	28
High-tech exports (% manufacture exports)	08
Secure internet servers	24

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	15
Funding for technological development	16
Venture capital	11
▷ Investment in Telecommunications	56
Companies investment in AI	15
AI private investment	26

Research infrastructure	Rank
Total expenditure on R&D (%)	31
Total R&D personnel per capita	18
R&D productivity by publication	45
High-tech patent grants	07
Robots in Education and R&D	27
AI-related patent publications	19
AI Articles	37

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	32	39	41	41	27
Societal attitudes	17	09	12	11	14
Trust	14	05	05	04	05

Cybersecurity & AI ethics	Rank
Cyber security	41
▷ Government cyber security capacity	61
Companies address bias in AI algorithms	39
Companies understand AI cybersecurity risks	21
Global index for responsible AI	03
Government social media monitoring	26

Societal attitudes	Rank
E-Participation	14
Internet retailing	07
Tablet possession	39
▷ Smartphone possession	57
Attitudes toward globalization	04
Flexibility and adaptability	02

Trust	Rank
Company AI systems protect sensitive data	18
▶ Corporations are able to handle data breaches	01
Citizen trust in AI	40
Country credit rating	16
Image abroad or branding	02
Rule of law	12

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	22	21	18	22	22
Business agility	11	10	11	12	13
AI adoption	22	22	05	04	36

Practices	Rank
Start-up days	32
Regulatory burden	30
Online services	26
Development & application of tech.	17
Use of big data and analytics	20

Business agility	Rank
Opportunities and threats	02
Agility of companies	05
Knowledge transfer	10
World robots distribution	39
Entrepreneurial fear of failure	40
Network readiness index	24

AI adoption	Rank
The implementation of the national AI strategy	30
AI adoption in companies is implemented	37
▷ City use of AI to improve the quality of services	58
Society's access to AI	42
AI adoption	22

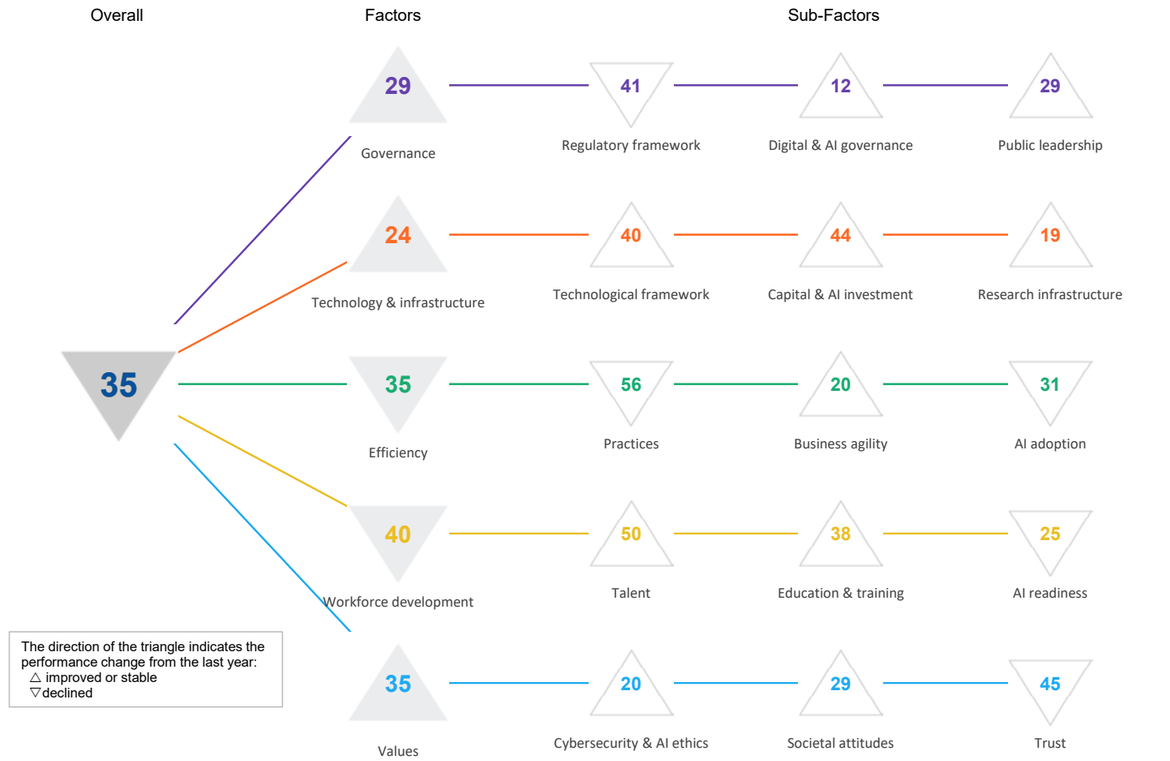
Italy

Economy profile

ITALY

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

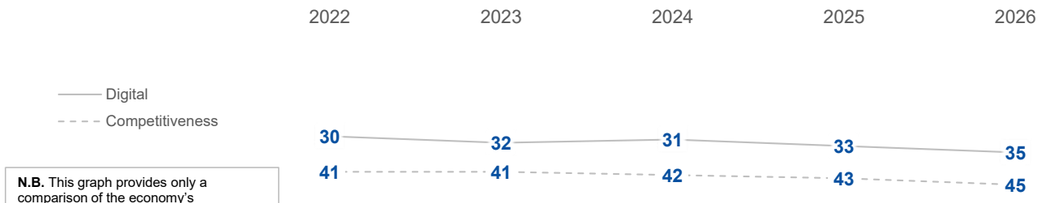


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	30	32	31	33	35
Governance	32	32	32	35	29
Technology & infrastructure	33	37	34	32	24
Efficiency	23	28	30	25	35
Workforce development	34	35	32	36	40
Values	27	34	36	38	35

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

ITALY

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	28	30	31	39	41
Digital & AI governance	32	32	28	21	12
Public leadership	38	27	26	31	29

Regulatory framework	Rank
Immigration laws	53
Scientific research legislation	47
Intellectual property rights	35
Government Effectiveness index	36
Regulatory Quality index	40

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	34
Company compliance with relevant AI laws	34
▶ AI policies passed into law	01
▶ Privacy protection by law exists	06
E-Government	43

Public leadership	Rank
▷ Public-private partnerships	57
Core government systems index	21
Public service delivery index	34
Publicized laws and government data	35
Government respects due process of law	33
Global rights index	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	50	53	50	51	50
Education & training	36	43	45	45	38
AI readiness	20	18	11	10	25

Talent	Rank
Educational assessment PISA - Math	31
International experience	46
Management of cities	45
▷ Digital/Technological skills	56
▷ Foreign highly skilled personnel	54
Net flow of international students	40
Female researchers	34

Education & training	Rank
Employee training	49
Secondary school enrollment	40
Higher education achievement	52
Graduates in Sciences	32
Women with degrees	52
AI education index	08

AI readiness	Rank
AI skills	34
Concerns about AI job displacement are addresse	43
Companies invest in AI training	45
AI readiness	19
Scientific and technical employment	15

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	47	43	41	40	40
Capital & AI investment	51	52	51	50	44
Research infrastructure	18	18	20	20	19

Technological framework	Rank
Communications technology	45
Mobile broadband subscribers	26
Internet users	43
Internet bandwidth speed	48
High-tech exports (% manufacture exports)	42
Secure internet servers	08

Capital & AI investment	Rank
IT & media stock market capitalization	43
Investment incentives for AI	29
Funding for technological development	48
Venture capital	42
Investment in Telecommunications	41
Companies investment in AI	40
AI private investment	17

Research infrastructure	Rank
Total expenditure on R&D (%)	30
Total R&D personnel per capita	31
▶ R&D productivity by publication	07
High-tech patent grants	47
Robots in Education and R&D	10
AI-related patent publications	16
AI Articles	06

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	15	30	33	37	20
Societal attitudes	28	28	22	31	29
Trust	38	34	46	43	45

Cybersecurity & AI ethics	Rank
Cyber security	46
Government cyber security capacity	40
Companies address bias in AI algorithms	38
Companies understand AI cybersecurity risks	39
▶ Global index for responsible AI	02
Government social media monitoring	22

Societal attitudes	Rank
E-Participation	49
Internet retailing	31
Tablet possession	40
Smartphone possession	22
Attitudes toward globalization	40
Flexibility and adaptability	11

Trust	Rank
Company AI systems protect sensitive data	26
Corporations are able to handle data breaches	27
▷ Citizen trust in AI	61
Country credit rating	46
Image abroad or branding	46
Rule of law	33

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	44	47	54	44	56
Business agility	20	25	28	25	20
AI adoption	15	15	06	06	31

Practices	Rank
Start-up days	25
Regulatory burden	46
Online services	50
Development & application of tech.	50
▷ Use of big data and analytics	54

Business agility	Rank
Opportunities and threats	22
Agility of companies	33
Knowledge transfer	40
▶ World robots distribution	06
Entrepreneurial fear of failure	39
Network readiness index	20

AI adoption	Rank
The implementation of the national AI strategy	40
AI adoption in companies is implemented	41
City use of AI to improve the quality of services	34
Society's access to AI	41
AI adoption	15

Japan

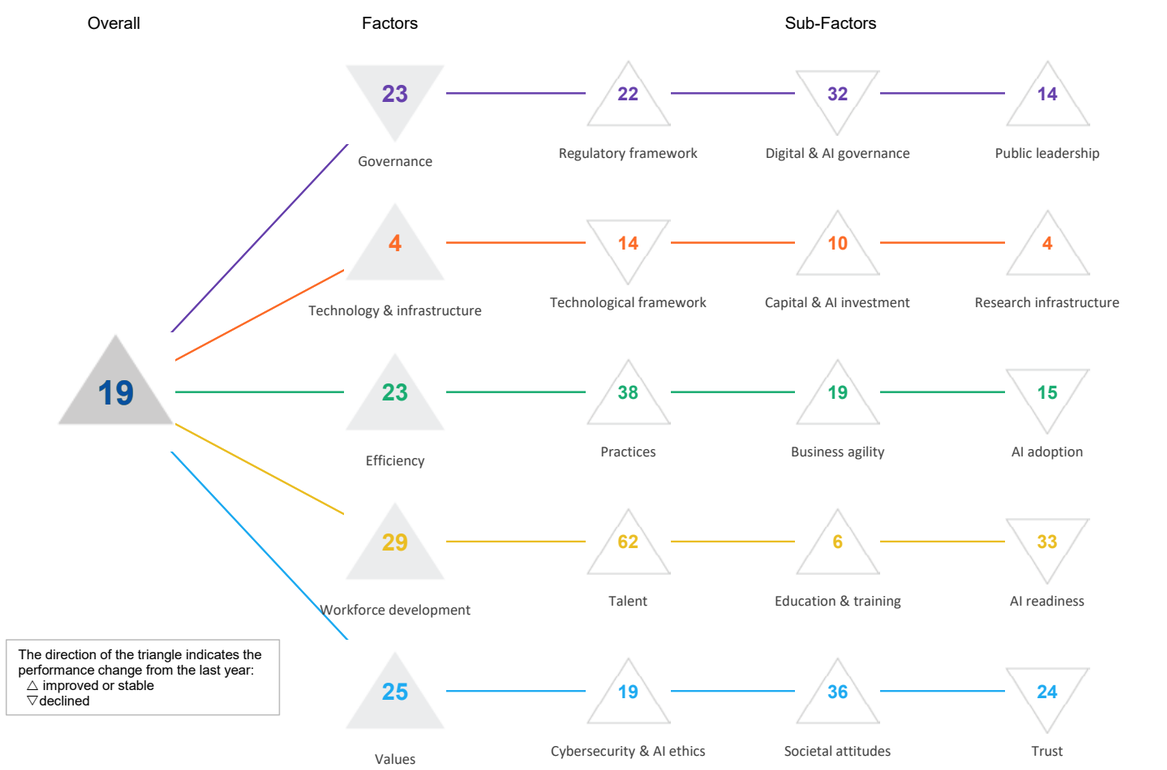
Economy profile

124

JAPAN

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

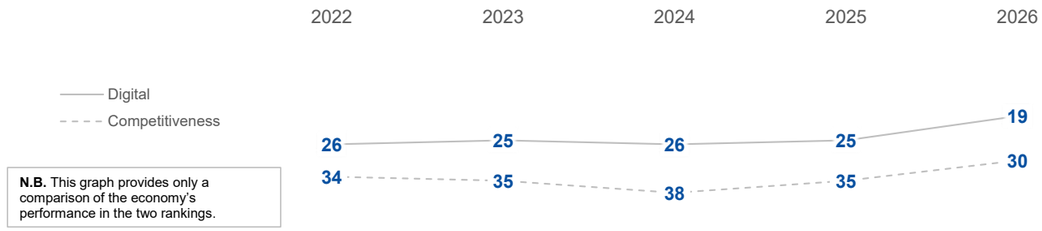


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	26	25	26	25	19
Governance	26	25	27	22	23
Technology & infrastructure	09	05	08	06	04
Efficiency	35	36	36	37	23
Workforce development	35	30	31	32	29
Values	28	28	27	29	25

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

JAPAN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	36	36	33	29	22
Digital & AI governance	14	14	20	16	32
Public leadership	19	16	16	16	14

Regulatory framework	Rank
Immigration laws	44
Scientific research legislation	45
Intellectual property rights	47
▶ Government Effectiveness index	02
Regulatory Quality index	20

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	43
Company compliance with relevant AI laws	50
AI policies passed into law	32
Privacy protection by law exists	14
E-Government	13

Public leadership	Rank
Public-private partnerships	34
Core government systems index	39
Public service delivery index	22
Publicized laws and government data	18
Government respects due process of law	15
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	11	08	12	13	14
Capital & AI investment	36	22	17	18	10
Research infrastructure	04	04	04	04	04

Technological framework	Rank
Communications technology	28
Mobile broadband subscribers	07
Internet users	52
Internet bandwidth speed	16
High-tech exports (% manufacture exports)	33
Secure internet servers	04

Capital & AI investment	Rank
IT & media stock market capitalization	10
Investment incentives for AI	42
Funding for technological development	37
Venture capital	36
▶ Investment in Telecommunications	03
Companies investment in AI	39
AI private investment	14

Research infrastructure	Rank
Total expenditure on R&D (%)	04
Total R&D personnel per capita	25
R&D productivity by publication	17
High-tech patent grants	08
Robots in Education and R&D	06
▶ AI-related patent publications	04
AI Articles	13

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	52	51	52	49	38
Business agility	52	46	51	50	19
AI adoption	07	07	09	10	15

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	08
Development & application of tech.	43
▷ Use of big data and analytics	67

Business agility	Rank
▷ Opportunities and threats	65
▷ Agility of companies	66
Knowledge transfer	43
▶ World robots distribution	02
Entrepreneurial fear of failure	42
Network readiness index	07

AI adoption	Rank
The implementation of the national AI strategy	34
AI adoption in companies is implemented	22
City use of AI to improve the quality of services	20
Society's access to AI	22
AI adoption	07

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	68	65	67	64	62
Education & training	15	07	09	08	06
AI readiness	25	25	27	29	33

Talent	Rank
Educational assessment PISA - Math	05
▷ International experience	69
Management of cities	22
▷ Digital/Technological skills	65
Foreign highly skilled personnel	56
Net flow of international students	32
Female researchers	60

Education & training	Rank
Employee training	34
Secondary school enrollment	02
Higher education achievement	07
Graduates in Sciences	-
Women with degrees	11
AI education index	11

AI readiness	Rank
AI skills	44
Concerns about AI job displacement are addresse	41
Companies invest in AI training	38
AI readiness	14
Scientific and technical employment	38

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	25	17	19	26	19
Societal attitudes	45	45	40	40	36
Trust	24	24	22	21	24

Cybersecurity & AI ethics	Rank
Cyber security	57
Government cyber security capacity	25
Companies address bias in AI algorithms	25
Companies understand AI cybersecurity risks	35
Global index for responsible AI	23
Government social media monitoring	06

Societal attitudes	Rank
▶ E-Participation	01
Internet retailing	21
Tablet possession	44
Smartphone possession	48
Attitudes toward globalization	46
Flexibility and adaptability	64

Trust	Rank
Company AI systems protect sensitive data	32
Corporations are able to handle data breaches	37
Citizen trust in AI	22
Country credit rating	30
Image abroad or branding	37
Rule of law	13

Jordan

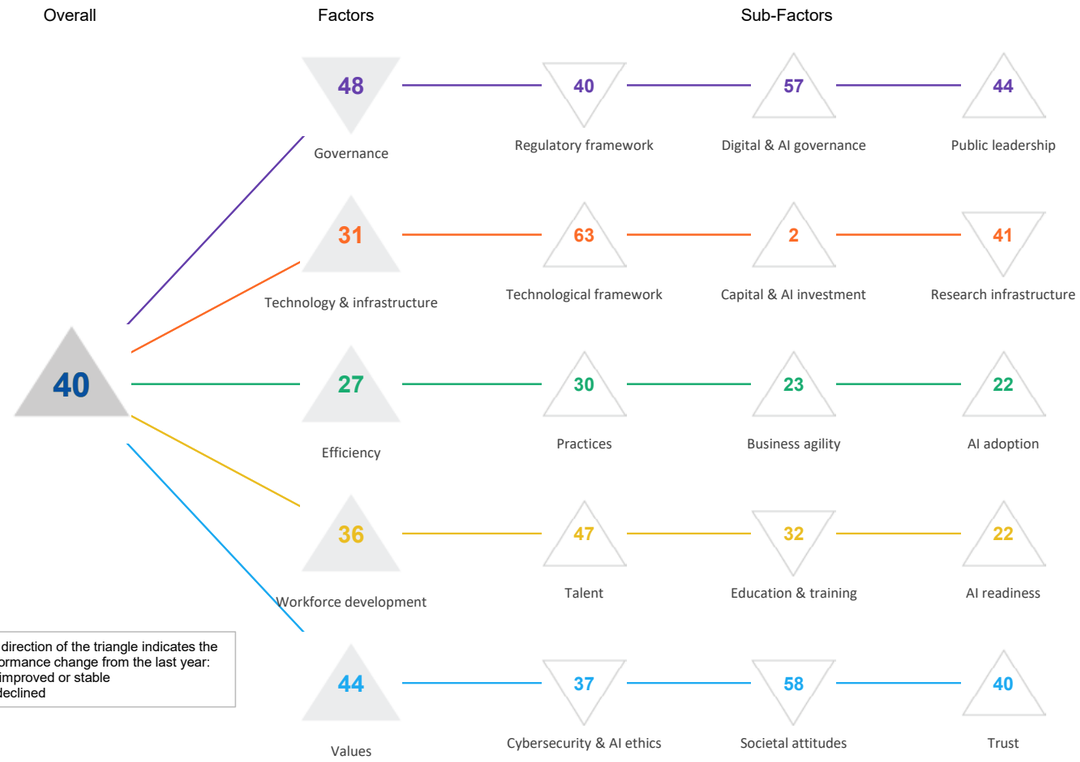
Economy profile

126

JORDAN

DIGITAL TRENDS - OVERALL

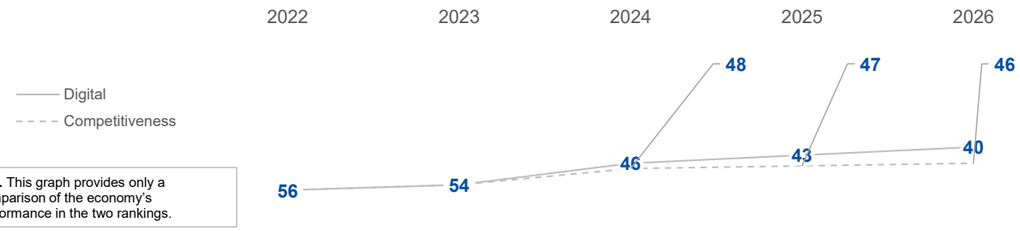
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	56	54	46	43	40
Governance	62	61	48	47	48
Technology & infrastructure	62	54	43	34	31
Efficiency	54	46	43	43	27
Workforce development	51	45	44	42	36
Values	55	49	49	46	44

COMPETITIVENESS & DIGITAL RANKINGS



JORDAN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	47	45	34	30	40
Digital & AI governance	65	64	64	66	57
Public leadership	40	44	39	44	44

Regulatory framework	Rank
Immigration laws	13
Scientific research legislation	29
Intellectual property rights	27
Government Effectiveness index	50
Regulatory Quality index	50

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	03
Company compliance with relevant AI laws	13
AI policies passed into law	37
▷ Privacy protection by law exists	64
▷ E-Government	60

Public leadership	Rank
Public-private partnerships	20
Core government systems index	20
Public service delivery index	20
Publicized laws and government data	56
Government respects due process of law	40
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	62	61	63	63	63
Capital & AI investment	49	38	08	03	02
Research infrastructure	58	61	44	39	41

Technological framework	Rank
Communications technology	54
▷ Mobile broadband subscribers	64
Internet users	19
Internet bandwidth speed	36
▷ High-tech exports (% manufacture exports)	65
Secure internet servers	63

Capital & AI investment	Rank
IT & media stock market capitalization	50
Investment incentives for AI	03
Funding for technological development	21
Venture capital	08
▶ Investment in Telecommunications	01
▶ Companies investment in AI	03
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	55
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	27

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	51	42	27	32	30
Business agility	48	42	34	29	23
AI adoption	56	56	66	66	22

Practices	Rank
Start-up days	01
Regulatory burden	40
Online services	52
Development & application of tech.	39
Use of big data and analytics	21

Business agility	Rank
Opportunities and threats	20
Agility of companies	13
Knowledge transfer	12
World robots distribution	-
Entrepreneurial fear of failure	27
Network readiness index	45

AI adoption	Rank
The implementation of the national AI strategy	08
AI adoption in companies is implemented	03
City use of AI to improve the quality of services	12
Society's access to AI	05
AI adoption	56

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	55	45	48	49	47
Education & training	31	31	29	31	32
AI readiness	56	54	44	40	22

Talent	Rank
Educational assessment PISA - Math	58
International experience	16
Management of cities	35
Digital/Technological skills	35
Foreign highly skilled personnel	16
Net flow of international students	37
Female researchers	-

Education & training	Rank
Employee training	29
Secondary school enrollment	41
Higher education achievement	-
Graduates in Sciences	39
Women with degrees	48
AI education index	19

AI readiness	Rank
▶ AI skills	02
▶ Concerns about AI job displacement are addresse	02
Companies invest in AI training	03
AI readiness	54
Scientific and technical employment	40

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	46	34	35	24	37
Societal attitudes	63	62	55	50	58
Trust	55	53	54	53	40

Cybersecurity & AI ethics	Rank
Cyber security	25
Government cyber security capacity	35
▶ Companies address bias in AI algorithms	02
Companies understand AI cybersecurity risks	11
Global index for responsible AI	40
Government social media monitoring	51

Societal attitudes	Rank
E-Participation	55
Internet retailing	59
▷ Tablet possession	60
Smartphone possession	21
Attitudes toward globalization	21
Flexibility and adaptability	37

Trust	Rank
Company AI systems protect sensitive data	08
Corporations are able to handle data breaches	28
Citizen trust in AI	12
Country credit rating	60
Image abroad or branding	28
Rule of law	49

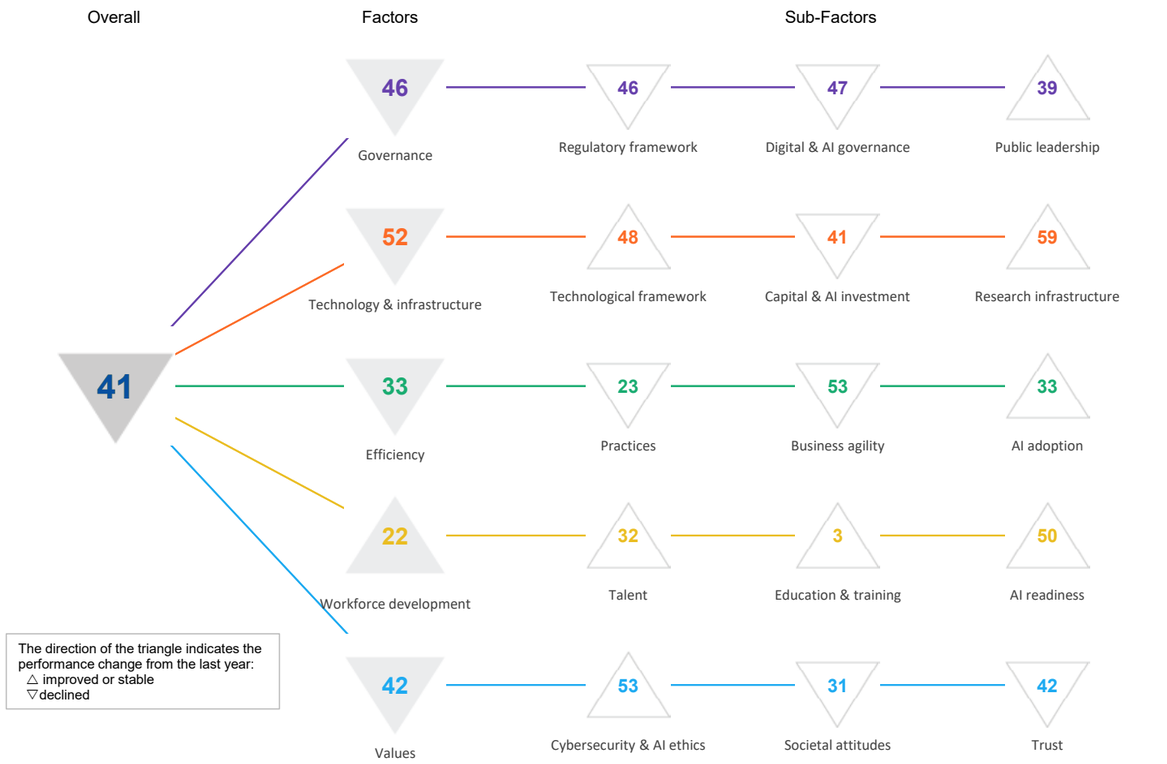
Kazakhstan

Economy profile

KAZAKHSTAN

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

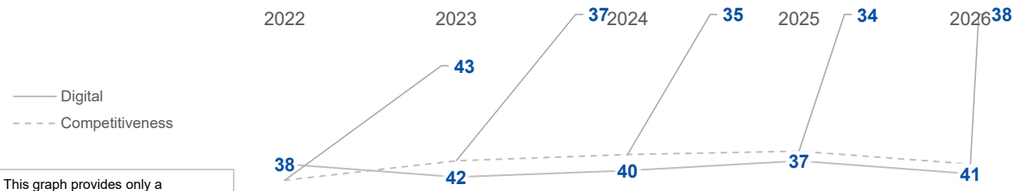


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	38	42	40	37	41
Governance	37	36	43	37	46
Technology & infrastructure	47	62	50	51	52
Efficiency	31	30	27	24	33
Workforce development	38	37	35	35	22
Values	50	48	46	40	42

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

KAZAKHSTAN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	43	44	45	36	46
Digital & AI governance	27	27	40	30	47
Public leadership	36	39	42	40	39

Regulatory framework	Rank
Immigration laws	28
Scientific research legislation	35
Intellectual property rights	40
Government Effectiveness index	54
Regulatory Quality index	56

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	17
Company compliance with relevant AI laws	28
AI policies passed into law	37
▷ Privacy protection by law exists	62
E-Government	23

Public leadership	Rank
Public-private partnerships	25
▶ Core government systems index	09
▶ Public service delivery index	04
Publicized laws and government data	42
Government respects due process of law	60
Global rights index	46

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	37	38	40	37	32
Education & training	04	04	04	03	03
AI readiness	55	59	58	60	50

Talent	Rank
Educational assessment PISA - Math	42
International experience	28
Management of cities	32
Digital/Technological skills	44
Foreign highly skilled personnel	26
Net flow of international students	60
▶ Female researchers	02

Education & training	Rank
Employee training	12
Secondary school enrollment	20
▶ Higher education achievement	01
Graduates in Sciences	24
▶ Women with degrees	01
AI education index	46

AI readiness	Rank
AI skills	37
Concerns about AI job displacement are addresse	26
Companies invest in AI training	46
AI readiness	53
Scientific and technical employment	48

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	44	49	52	48	48
Capital & AI investment	42	60	32	37	41
Research infrastructure	62	63	64	60	59

Technological framework	Rank
Communications technology	40
Mobile broadband subscribers	60
Internet users	32
▷ Internet bandwidth speed	61
High-tech exports (% manufacture exports)	10
Secure internet servers	46

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	26
Funding for technological development	23
Venture capital	46
Investment in Telecommunications	48
Companies investment in AI	36
AI private investment	57

Research infrastructure	Rank
▷ Total expenditure on R&D (%)	61
Total R&D personnel per capita	49
R&D productivity by publication	19
▷ High-tech patent grants	64
Robots in Education and R&D	-
AI-related patent publications	49
AI Articles	48

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	57	50	54	53	53
Societal attitudes	31	37	32	26	31
Trust	50	49	50	39	42

Cybersecurity & AI ethics	Rank
Cyber security	49
Government cyber security capacity	32
Companies address bias in AI algorithms	17
Companies understand AI cybersecurity risks	20
Global index for responsible AI	52
Government social media monitoring	55

Societal attitudes	Rank
E-Participation	23
Internet retailing	44
Tablet possession	47
Smartphone possession	20
Attitudes toward globalization	29
Flexibility and adaptability	34

Trust	Rank
Company AI systems protect sensitive data	29
Corporations are able to handle data breaches	34
Citizen trust in AI	18
Country credit rating	48
Image abroad or branding	23
Rule of law	60

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	15	12	15	19	23
Business agility	23	23	15	11	53
AI adoption	48	48	52	52	33

Practices	Rank
Start-up days	19
Regulatory burden	44
Online services	09
Development & application of tech.	23
Use of big data and analytics	12

Business agility	Rank
Opportunities and threats	21
Agility of companies	26
Knowledge transfer	30
World robots distribution	-
Entrepreneurial fear of failure	45
▷ Network readiness index	65

AI adoption	Rank
The implementation of the national AI strategy	14
AI adoption in companies is implemented	44
City use of AI to improve the quality of services	18
Society's access to AI	31
AI adoption	48

Kenya

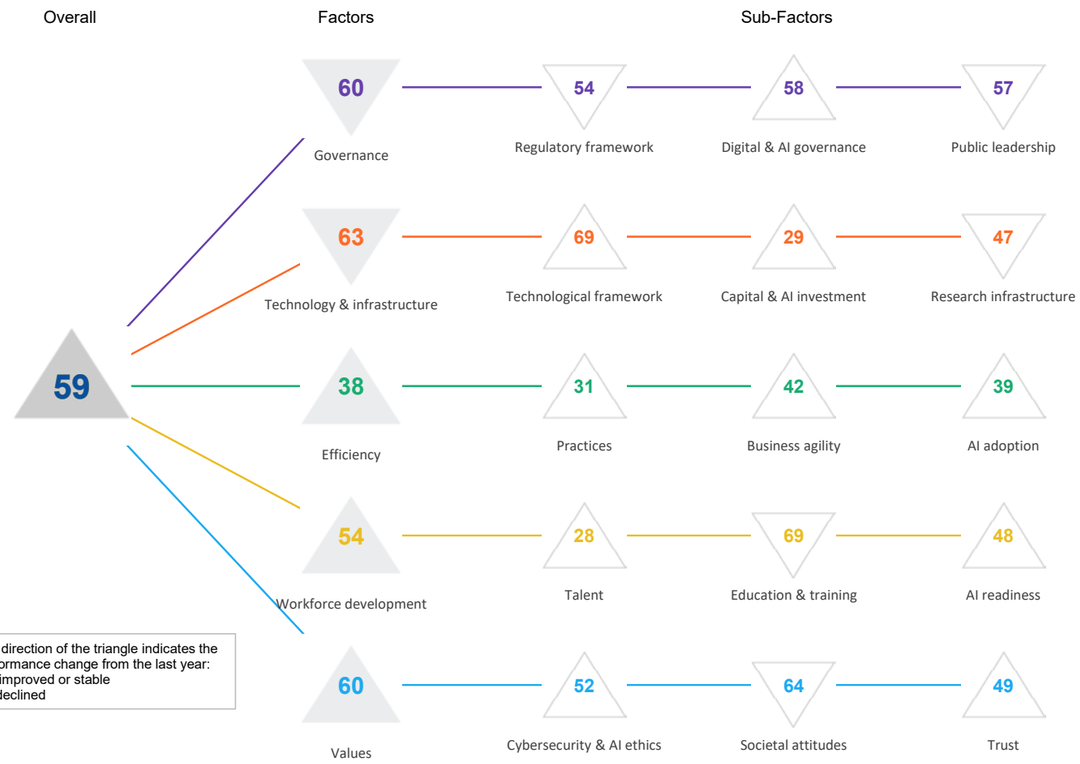
Economy profile

130

KENYA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

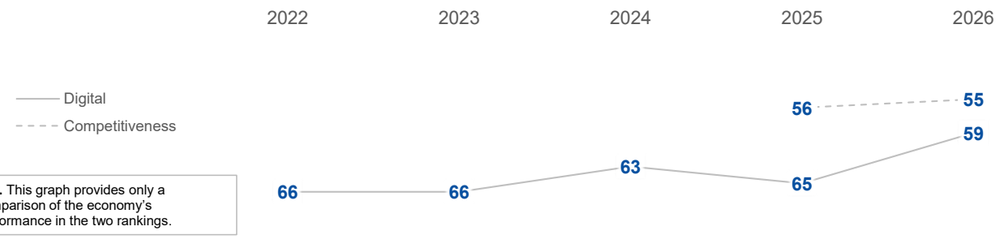


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	66	66	63	65	59
Governance	67	67	52	59	60
Technology & infrastructure	63	55	61	62	63
Efficiency	62	63	59	55	38
Workforce development	63	68	67	66	54
Values	68	68	62	64	60

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

KENYA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	67	66	38	47	54
Digital & AI governance	64	63	63	68	58
Public leadership	59	59	56	55	57

Regulatory framework	Rank
Immigration laws	35
Scientific research legislation	12
Intellectual property rights	43
▷ Government Effectiveness index	67
▷ Regulatory Quality index	68

Digital & AI governance	Rank
▶ Regulatory frameworks for AI-related issues	11
Company compliance with relevant AI laws	35
AI policies passed into law	37
Privacy protection by law exists	45
E-Government	63

Public leadership	Rank
Public-private partnerships	14
Core government systems index	31
Public service delivery index	46
Publicized laws and government data	57
Government respects due process of law	54
Global rights index	39

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	66	70	69	69	69
Capital & AI investment	43	07	47	43	29
Research infrastructure	54	46	45	45	47

Technological framework	Rank
Communications technology	44
Mobile broadband subscribers	65
▷ Internet users	70
▷ Internet bandwidth speed	69
High-tech exports (% manufacture exports)	61
Secure internet servers	57

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	34
Funding for technological development	51
Venture capital	39
▶ Investment in Telecommunications	06
Companies investment in AI	23
AI private investment	52

Research infrastructure	Rank
Total expenditure on R&D (%)	63
Total R&D personnel per capita	-
▶ R&D productivity by publication	04
High-tech patent grants	59
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	62

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	53	55	50	47	31
Business agility	68	66	61	48	42
AI adoption	55	55	57	56	39

Practices	Rank
Start-up days	09
Regulatory burden	21
Online services	46
Development & application of tech.	33
Use of big data and analytics	51

Business agility	Rank
Opportunities and threats	32
Agility of companies	25
Knowledge transfer	21
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	59

AI adoption	Rank
The implementation of the national AI strategy	15
AI adoption in companies is implemented	24
City use of AI to improve the quality of services	17
Society's access to AI	37
AI adoption	55

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	42	47	33	41	28
Education & training	62	69	67	68	69
AI readiness	62	65	67	65	48

Talent	Rank
Educational assessment PISA - Math	-
International experience	25
Management of cities	45
Digital/Technological skills	18
Foreign highly skilled personnel	20
Net flow of international students	48
Female researchers	20

Education & training	Rank
Employee training	28
Secondary school enrollment	68
Higher education achievement	41
Graduates in Sciences	46
Women with degrees	64
AI education index	61

AI readiness	Rank
▶ AI skills	03
Concerns about AI job displacement are addresse	32
Companies invest in AI training	22
AI readiness	57
Scientific and technical employment	58

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	55	58	58	59	52
Societal attitudes	69	69	64	62	64
Trust	64	64	57	61	49

Cybersecurity & AI ethics	Rank
Cyber security	36
Government cyber security capacity	50
Companies address bias in AI algorithms	37
▶ Companies understand AI cybersecurity risks	09
Global index for responsible AI	41
Government social media monitoring	49

Societal attitudes	Rank
E-Participation	60
Internet retailing	62
Tablet possession	62
Smartphone possession	62
Attitudes toward globalization	16
Flexibility and adaptability	25

Trust	Rank
Company AI systems protect sensitive data	28
Corporations are able to handle data breaches	16
Citizen trust in AI	14
▷ Country credit rating	65
Image abroad or branding	29
Rule of law	62

Korea

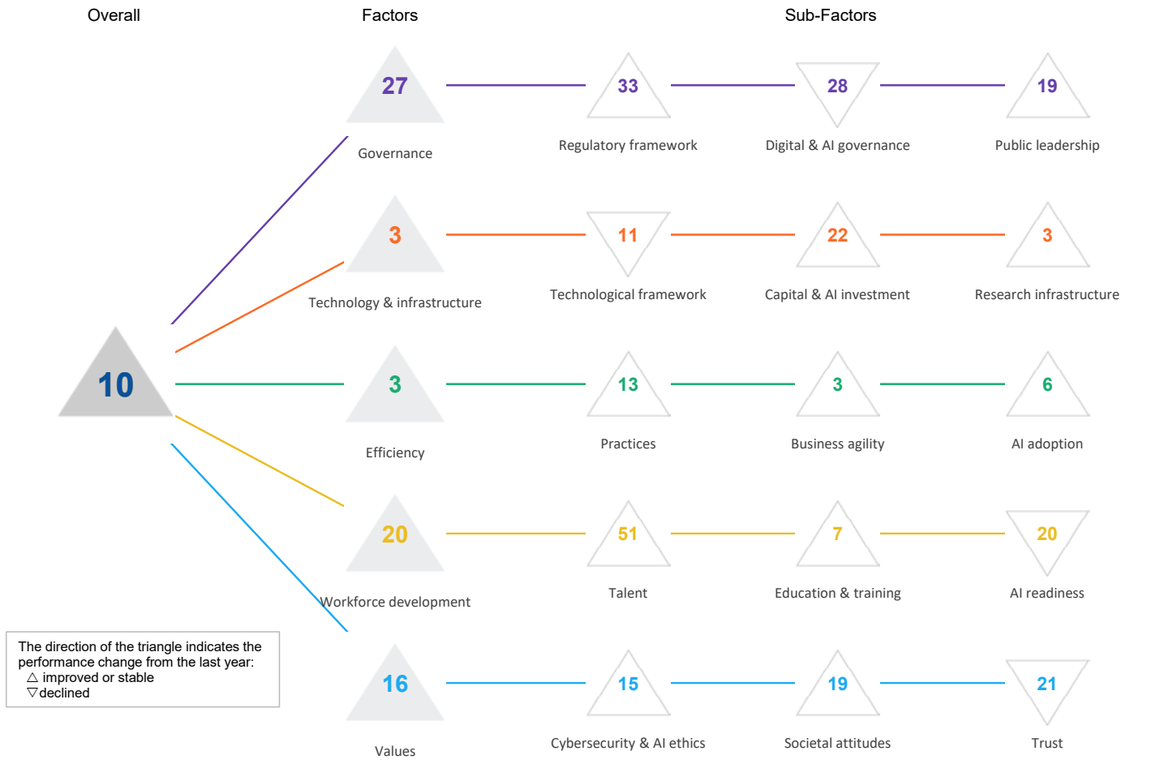
Economy profile

132

KOREA REP.

DIGITAL TRENDS - OVERALL

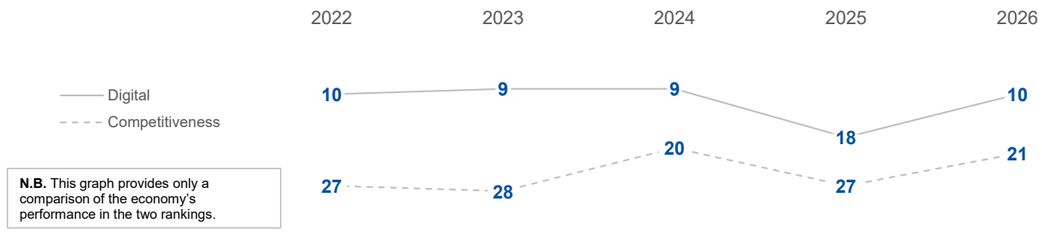
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	10	09	09	18	10
Governance	12	17	21	34	27
Technology & infrastructure	02	02	02	07	03
Efficiency	09	07	07	13	03
Workforce development	19	19	17	24	20
Values	12	09	06	19	16

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

KOREA REP.

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	25	29	32	44	33
Digital & AI governance	02	02	09	12	28
Public leadership	13	20	20	32	19

Regulatory framework	Rank
Immigration laws	36
Scientific research legislation	46
Intellectual property rights	54
Government Effectiveness index	19
Regulatory Quality index	28

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	47
Company compliance with relevant AI laws	47
AI policies passed into law	30
Privacy protection by law exists	15
E-Government	04

Public leadership	Rank
Public-private partnerships	35
▶ Core government systems index	01
▶ Public service delivery index	01
Publicized laws and government data	21
Government respects due process of law	22
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	01	01	05	10	11
Capital & AI investment	15	24	26	30	22
Research infrastructure	03	03	03	03	03

Technological framework	Rank
Communications technology	24
Mobile broadband subscribers	23
Internet users	11
Internet bandwidth speed	13
High-tech exports (% manufacture exports)	11
Secure internet servers	25

Capital & AI investment	Rank
IT & media stock market capitalization	03
Investment incentives for AI	36
Funding for technological development	49
Venture capital	35
Investment in Telecommunications	50
Companies investment in AI	18
AI private investment	12

Research infrastructure	Rank
▶ Total expenditure on R&D (%)	01
Total R&D personnel per capita	04
R&D productivity by publication	30
High-tech patent grants	04
Robots in Education and R&D	04
AI-related patent publications	03
AI Articles	08

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	30	32	23	25	13
Business agility	03	04	03	16	03
AI adoption	08	08	14	16	06

Practices	Rank
Start-up days	-
Regulatory burden	02
▶ Online services	01
▷ Development & application of tech.	55
Use of big data and analytics	37

Business agility	Rank
Opportunities and threats	29
Agility of companies	20
Knowledge transfer	49
World robots distribution	04
▶ Entrepreneurial fear of failure	02
Network readiness index	08

AI adoption	Rank
The implementation of the national AI strategy	18
AI adoption in companies is implemented	12
City use of AI to improve the quality of services	11
Society's access to AI	30
AI adoption	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	47	44	32	55	51
Education & training	06	05	05	10	07
AI readiness	22	20	16	14	20

Talent	Rank
Educational assessment PISA - Math	06
▷ International experience	58
Management of cities	23
▷ Digital/Technological skills	59
Foreign highly skilled personnel	44
Net flow of international students	35
▷ Female researchers	59

Education & training	Rank
Employee training	39
Secondary school enrollment	47
Higher education achievement	05
Graduates in Sciences	09
Women with degrees	18
AI education index	12

AI readiness	Rank
AI skills	21
Concerns about AI job displacement are addresse	38
Companies invest in AI training	18
AI readiness	08
Scientific and technical employment	27

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	14	07	07	17	15
Societal attitudes	19	13	08	22	19
Trust	15	15	11	19	21

Cybersecurity & AI ethics	Rank
Cyber security	48
Government cyber security capacity	07
Companies address bias in AI algorithms	26
Companies understand AI cybersecurity risks	25
Global index for responsible AI	32
Government social media monitoring	11

Societal attitudes	Rank
E-Participation	03
Internet retailing	03
Tablet possession	46
Smartphone possession	16
Attitudes toward globalization	37
Flexibility and adaptability	26

Trust	Rank
Company AI systems protect sensitive data	41
▷ Corporations are able to handle data breaches	58
Citizen trust in AI	10
Country credit rating	18
Image abroad or branding	07
Rule of law	23

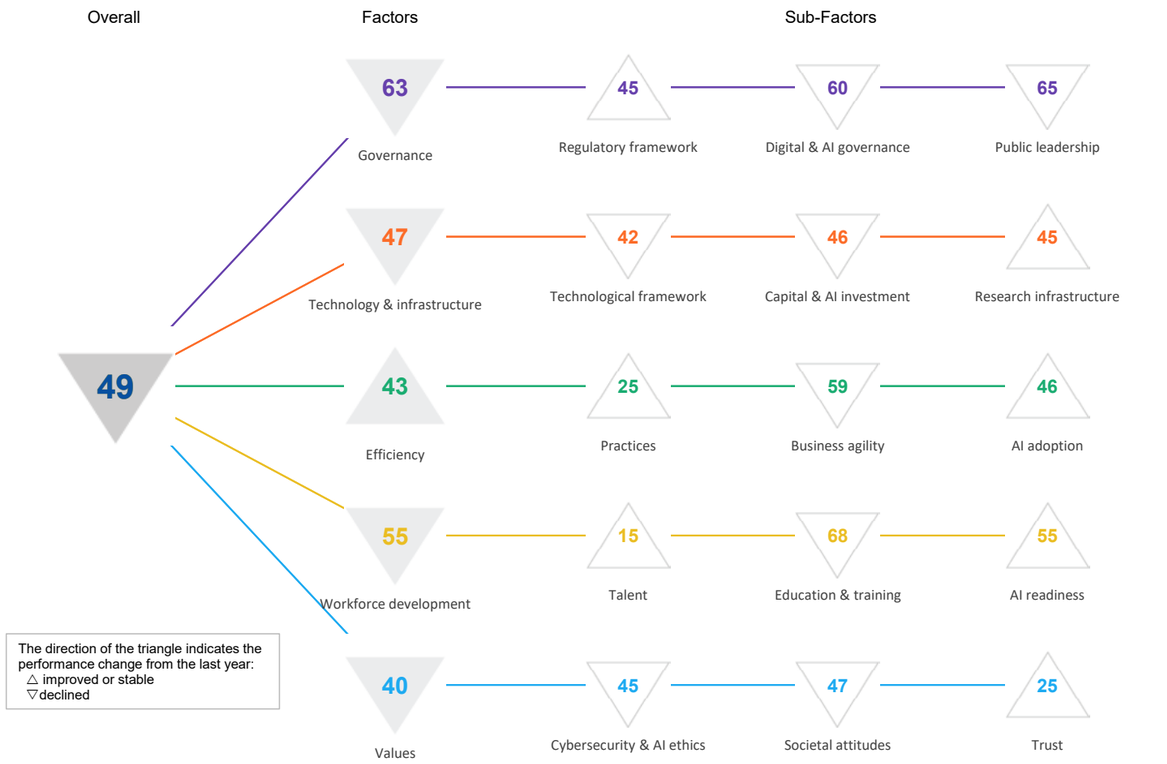
Kuwait

Economy profile

KUWAIT

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

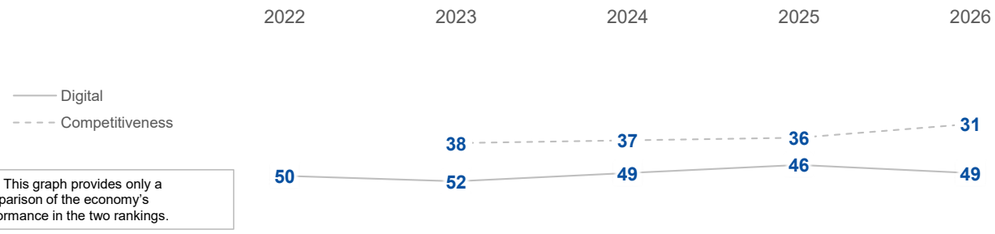


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	50	52	49	46	49
Governance	56	54	63	53	63
Technology & infrastructure	56	52	46	45	47
Efficiency	55	54	56	48	43
Workforce development	56	62	62	54	55
Values	38	36	38	34	40

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

KUWAIT

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	58	54	55	46	45
Digital & AI governance	40	40	61	50	60
Public leadership	62	63	66	63	65

Regulatory framework	Rank
Immigration laws	40
Scientific research legislation	41
Intellectual property rights	49
Government Effectiveness index	48
Regulatory Quality index	44

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	45
Company compliance with relevant AI laws	32
AI policies passed into law	37
Privacy protection by law exists	60
E-Government	55

Public leadership	Rank
Public-private partnerships	43
Core government systems index	57
Public service delivery index	62
Publicized laws and government data	55
Government respects due process of law	45
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	52	46	43	39	42
Capital & AI investment	44	53	42	36	46
Research infrastructure	64	51	56	49	45

Technological framework	Rank
Communications technology	34
▶ Mobile broadband subscribers	08
▶ Internet users	05
Internet bandwidth speed	27
High-tech exports (% manufacture exports)	54
Secure internet servers	64

Capital & AI investment	Rank
IT & media stock market capitalization	29
Investment incentives for AI	43
Funding for technological development	20
Venture capital	40
▷ Investment in Telecommunications	69
Companies investment in AI	47
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	62
Total R&D personnel per capita	14
R&D productivity by publication	21
High-tech patent grants	44
Robots in Education and R&D	52
AI-related patent publications	-
AI Articles	53

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	24	34	35	27	25
Business agility	67	62	52	52	59
AI adoption	63	63	63	63	46

Practices	Rank
Start-up days	11
Regulatory burden	05
Online services	62
Development & application of tech.	24
Use of big data and analytics	19

Business agility	Rank
Opportunities and threats	45
Agility of companies	39
Knowledge transfer	39
World robots distribution	56
Entrepreneurial fear of failure	33
▷ Network readiness index	67

AI adoption	Rank
The implementation of the national AI strategy	37
AI adoption in companies is implemented	18
City use of AI to improve the quality of services	33
Society's access to AI	27
AI adoption	63

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	04	35	25	21	15
Education & training	68	68	69	66	68
AI readiness	60	63	62	55	55

Talent	Rank
Educational assessment PISA - Math	-
International experience	20
Management of cities	37
Digital/Technological skills	24
Foreign highly skilled personnel	52
Net flow of international students	-
▶ Female researchers	09

Education & training	Rank
Employee training	35
Secondary school enrollment	67
▷ Higher education achievement	64
Graduates in Sciences	-
Women with degrees	58
AI education index	53

AI readiness	Rank
AI skills	33
Concerns about AI job displacement are addresse	36
Companies invest in AI training	40
▷ AI readiness	64
Scientific and technical employment	-

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	58	25	30	19	45
Societal attitudes	24	36	31	34	47
Trust	32	41	42	38	25

Cybersecurity & AI ethics	Rank
Cyber security	21
Government cyber security capacity	09
Companies address bias in AI algorithms	31
▶ Companies understand AI cybersecurity risks	07
Global index for responsible AI	56
Government social media monitoring	59

Societal attitudes	Rank
▷ E-Participation	64
Internet retailing	45
Tablet possession	16
Smartphone possession	32
Attitudes toward globalization	35
Flexibility and adaptability	19

Trust	Rank
Company AI systems protect sensitive data	24
▶ Corporations are able to handle data breaches	08
Citizen trust in AI	11
Country credit rating	24
Image abroad or branding	39
Rule of law	46

Latvia

Economy profile

136

LATVIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

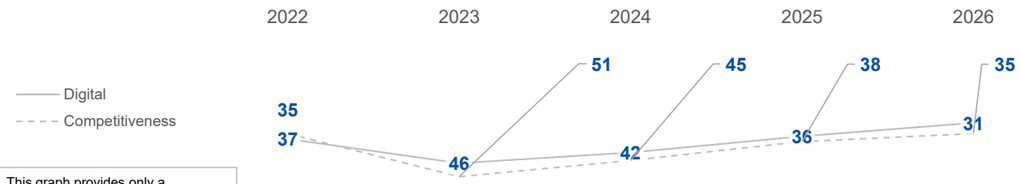


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	37	46	42	36	31
Governance	38	40	37	31	15
Technology & infrastructure	39	51	55	44	48
Efficiency	47	55	41	36	34
Workforce development	33	43	41	38	33
Values	29	39	35	25	26

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

LATVIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	40	52	50	31	32
Digital & AI governance	43	43	35	32	11
Public leadership	20	19	24	18	16

Regulatory framework	Rank
Immigration laws	50
Scientific research legislation	30
Intellectual property rights	13
Government Effectiveness index	38
Regulatory Quality index	27

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	31
Company compliance with relevant AI laws	27
▶ AI policies passed into law	08
Privacy protection by law exists	11
E-Government	26

Public leadership	Rank
Public-private partnerships	37
Core government systems index	26
Public service delivery index	21
Publicized laws and government data	13
Government respects due process of law	32
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	28	33	36	31	38
Capital & AI investment	34	54	55	31	32
Research infrastructure	56	64	62	65	62

Technological framework	Rank
▶ Communications technology	10
Mobile broadband subscribers	31
Internet users	33
Internet bandwidth speed	41
High-tech exports (% manufacture exports)	34
Secure internet servers	51

Capital & AI investment	Rank
IT & media stock market capitalization	37
Investment incentives for AI	29
Funding for technological development	22
Venture capital	18
Investment in Telecommunications	44
Companies investment in AI	41
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	42
Total R&D personnel per capita	38
▷ R&D productivity by publication	57
High-tech patent grants	38
Robots in Education and R&D	50
AI-related patent publications	39
AI Articles	63

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	41	61	33	24	35
Business agility	38	47	36	32	30
AI adoption	53	53	53	43	42

Practices	Rank
Start-up days	31
Regulatory burden	50
Online services	39
Development & application of tech.	15
Use of big data and analytics	13

Business agility	Rank
Opportunities and threats	10
Agility of companies	15
Knowledge transfer	32
▷ World robots distribution	51
Entrepreneurial fear of failure	34
Network readiness index	29

AI adoption	Rank
The implementation of the national AI strategy	39
AI adoption in companies is implemented	36
City use of AI to improve the quality of services	30
Society's access to AI	21
▷ AI adoption	53

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	21	42	30	14	12
Education & training	33	42	34	38	40
AI readiness	39	42	46	48	37

Talent	Rank
Educational assessment PISA - Math	21
International experience	30
Management of cities	15
Digital/Technological skills	16
Foreign highly skilled personnel	50
Net flow of international students	20
Female researchers	13

Education & training	Rank
Employee training	21
Secondary school enrollment	45
Higher education achievement	31
Graduates in Sciences	49
Women with degrees	24
▷ AI education index	58

AI readiness	Rank
AI skills	29
Concerns about AI job displacement are addresse	33
Companies invest in AI training	32
AI readiness	40
Scientific and technical employment	37

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	11	10	13	10	09
Societal attitudes	41	59	43	32	37
Trust	33	38	35	29	30

Cybersecurity & AI ethics	Rank
▶ Cyber security	08
Government cyber security capacity	13
Companies address bias in AI algorithms	29
Companies understand AI cybersecurity risks	43
▶ Global index for responsible AI	09
Government social media monitoring	36

Societal attitudes	Rank
E-Participation	32
Internet retailing	35
▷ Tablet possession	54
Smartphone possession	14
Attitudes toward globalization	26
Flexibility and adaptability	29

Trust	Rank
Company AI systems protect sensitive data	41
Corporations are able to handle data breaches	31
Citizen trust in AI	16
Country credit rating	37
Image abroad or branding	47
Rule of law	24

Lithuania

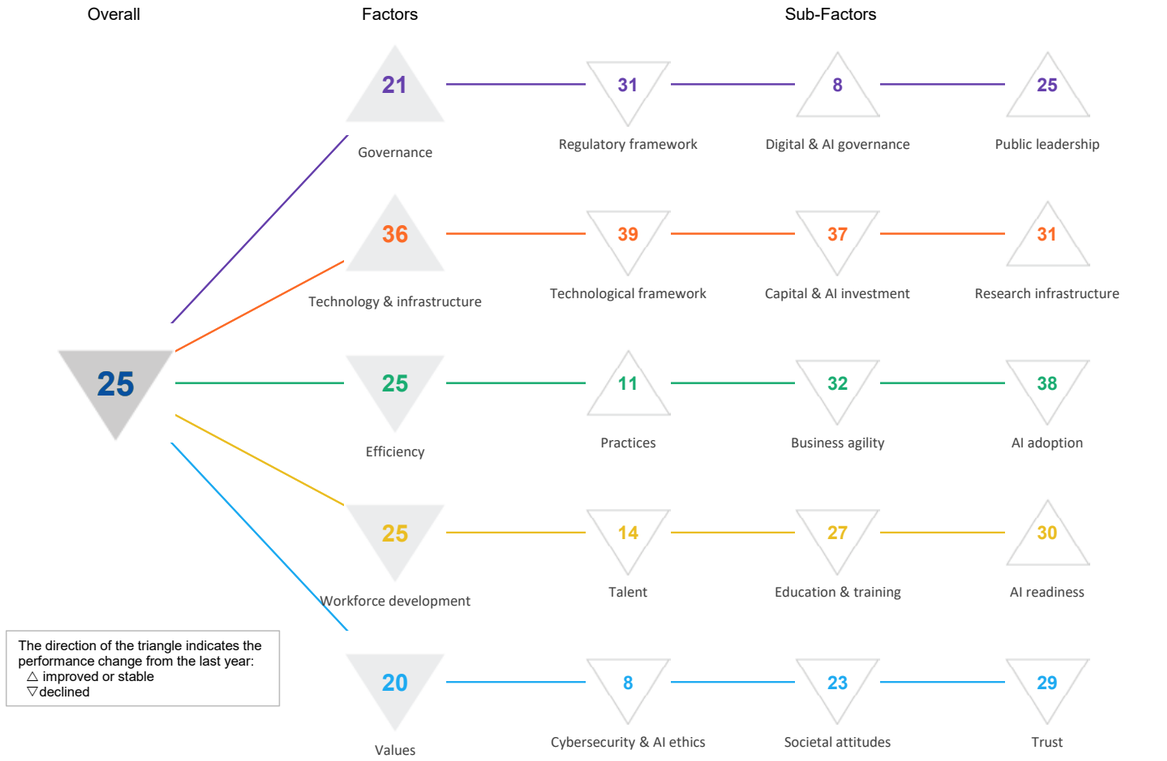
Economy profile

138

LITHUANIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

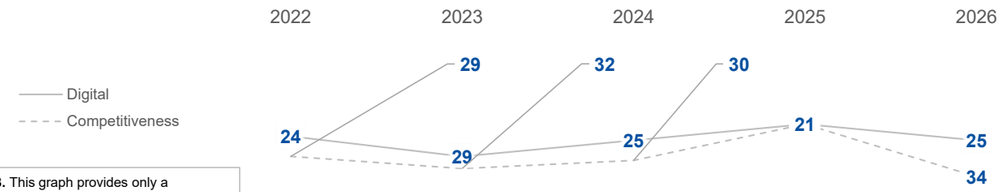


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	24	29	25	21	25
Governance	29	27	23	32	21
Technology & infrastructure	30	40	37	36	36
Efficiency	25	27	23	11	25
Workforce development	22	21	23	22	25
Values	16	18	15	10	20

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

LITHUANIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	32	33	29	27	31
Digital & AI governance	20	20	24	36	08
Public leadership	29	22	25	30	25

Regulatory framework	Rank
▷ Immigration laws	61
Scientific research legislation	42
Intellectual property rights	24
Government Effectiveness index	23
Regulatory Quality index	22

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	28
Company compliance with relevant AI laws	30
AI policies passed into law	08
Privacy protection by law exists	20
E-Government	21

Public leadership	Rank
Public-private partnerships	53
Core government systems index	49
Public service delivery index	38
Publicized laws and government data	11
Government respects due process of law	24
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	22	31	32	36	39
Capital & AI investment	19	39	35	34	37
Research infrastructure	46	47	41	34	31

Technological framework	Rank
▶ Communications technology	01
▷ Mobile broadband subscribers	57
Internet users	44
Internet bandwidth speed	26
High-tech exports (% manufacture exports)	35
Secure internet servers	36

Capital & AI investment	Rank
IT & media stock market capitalization	08
Investment incentives for AI	41
Funding for technological development	36
Venture capital	25
▷ Investment in Telecommunications	68
Companies investment in AI	37
AI private investment	24

Research infrastructure	Rank
Total expenditure on R&D (%)	38
Total R&D personnel per capita	34
▷ R&D productivity by publication	56
▶ High-tech patent grants	03
Robots in Education and R&D	43
AI-related patent publications	37
AI Articles	55

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	26	28	26	11	11
Business agility	16	15	14	08	32
AI adoption	38	38	30	29	38

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	24
Development & application of tech.	18
▶ Use of big data and analytics	06

Business agility	Rank
▶ Opportunities and threats	05
Agility of companies	09
▷ Knowledge transfer	55
World robots distribution	43
Entrepreneurial fear of failure	36
Network readiness index	25

AI adoption	Rank
The implementation of the national AI strategy	44
AI adoption in companies is implemented	32
City use of AI to improve the quality of services	24
Society's access to AI	39
AI adoption	38

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	19	17	15	11	14
Education & training	23	25	28	23	27
AI readiness	31	33	35	35	30

Talent	Rank
Educational assessment PISA - Math	25
International experience	18
Management of cities	39
▶ Digital/Technological skills	02
Foreign highly skilled personnel	33
Net flow of international students	31
Female researchers	12

Education & training	Rank
Employee training	31
Secondary school enrollment	07
Higher education achievement	13
Graduates in Sciences	31
Women with degrees	16
AI education index	47

AI readiness	Rank
AI skills	48
Concerns about AI job displacement are addresse	44
Companies invest in AI training	27
AI readiness	28
Scientific and technical employment	24

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	08	06	03	03	08
Societal attitudes	26	25	25	20	23
Trust	27	27	28	22	29

Cybersecurity & AI ethics	Rank
Cyber security	20
Government cyber security capacity	08
Companies address bias in AI algorithms	46
Companies understand AI cybersecurity risks	15
Global index for responsible AI	21
Government social media monitoring	14

Societal attitudes	Rank
E-Participation	24
Internet retailing	18
Tablet possession	30
Smartphone possession	08
Attitudes toward globalization	44
Flexibility and adaptability	32

Trust	Rank
Company AI systems protect sensitive data	43
Corporations are able to handle data breaches	29
Citizen trust in AI	24
Country credit rating	33
Image abroad or branding	45
Rule of law	18

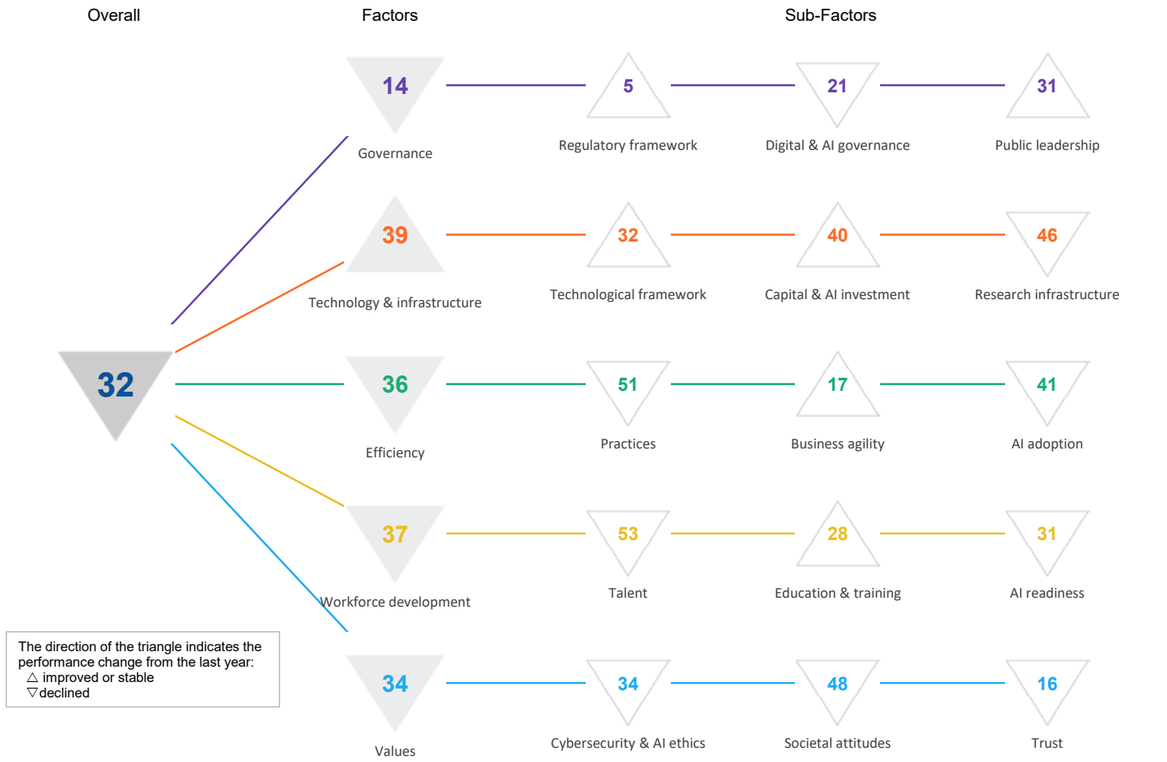
Luxembourg

Economy profile

LUXEMBOURG

DIGITAL TRENDS - OVERALL

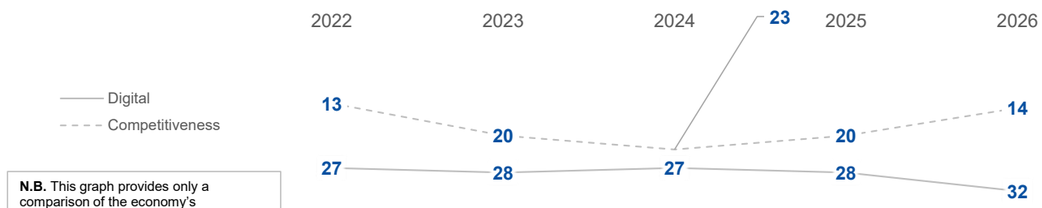
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	27	28	27	28	32
Governance	22	21	12	12	14
Technology & infrastructure	22	30	36	40	39
Efficiency	39	38	32	34	36
Workforce development	27	28	27	26	37
Values	22	20	24	23	34

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

LUXEMBOURG

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	08	05	09	09	05
Digital & AI governance	29	29	06	08	21
Public leadership	32	29	32	35	31

Regulatory framework	Rank
▶ Immigration laws	05
Scientific research legislation	19
Intellectual property rights	19
▶ Government Effectiveness index	03
▶ Regulatory Quality index	05

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	36
Company compliance with relevant AI laws	44
AI policies passed into law	08
Privacy protection by law exists	40
E-Government	38

Public leadership	Rank
Public-private partnerships	27
Core government systems index	54
▷ Public service delivery index	61
Publicized laws and government data	12
Government respects due process of law	08
Global rights index	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	23	27	24	34	32
Capital & AI investment	17	36	41	41	40
Research infrastructure	35	37	39	42	46

Technological framework	Rank
Communications technology	23
Mobile broadband subscribers	15
▶ Internet users	07
Internet bandwidth speed	29
▷ High-tech exports (% manufacture exports)	58
Secure internet servers	53

Capital & AI investment	Rank
IT & media stock market capitalization	15
Investment incentives for AI	23
Funding for technological development	32
Venture capital	45
▷ Investment in Telecommunications	60
Companies investment in AI	38
AI private investment	30

Research infrastructure	Rank
Total expenditure on R&D (%)	39
Total R&D personnel per capita	16
▷ R&D productivity by publication	60
High-tech patent grants	30
Robots in Education and R&D	-
AI-related patent publications	28
AI Articles	59

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	40	38	45	50	51
Business agility	30	21	31	27	17
AI adoption	35	35	15	19	41

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	53
Development & application of tech.	37
Use of big data and analytics	42

Business agility	Rank
Opportunities and threats	34
Agility of companies	34
Knowledge transfer	33
World robots distribution	-
Entrepreneurial fear of failure	12
Network readiness index	17

AI adoption	Rank
The implementation of the national AI strategy	20
AI adoption in companies is implemented	47
City use of AI to improve the quality of services	42
Society's access to AI	49
AI adoption	35

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	36	36	41	34	53
Education & training	32	30	32	28	28
AI readiness	17	26	24	25	31

Talent	Rank
Educational assessment PISA - Math	21
International experience	09
Management of cities	09
Digital/Technological skills	36
Foreign highly skilled personnel	09
▷ Net flow of international students	64
Female researchers	47

Education & training	Rank
Employee training	22
Secondary school enrollment	36
Higher education achievement	12
Graduates in Sciences	28
Women with degrees	14
AI education index	55

AI readiness	Rank
AI skills	49
Concerns about AI job displacement are addresse	45
Companies invest in AI training	43
AI readiness	27
Scientific and technical employment	21

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	12	13	20	28	34
Societal attitudes	53	42	47	33	48
Trust	11	10	10	09	16

Cybersecurity & AI ethics	Rank
Cyber security	30
Government cyber security capacity	44
Companies address bias in AI algorithms	47
Companies understand AI cybersecurity risks	44
Global index for responsible AI	-
Government social media monitoring	13

Societal attitudes	Rank
E-Participation	53
Internet retailing	-
Tablet possession	-
Smartphone possession	-
Attitudes toward globalization	24
Flexibility and adaptability	40

Trust	Rank
Company AI systems protect sensitive data	46
Corporations are able to handle data breaches	35
Citizen trust in AI	36
▶ Country credit rating	01
Image abroad or branding	08
Rule of law	05

Malaysia

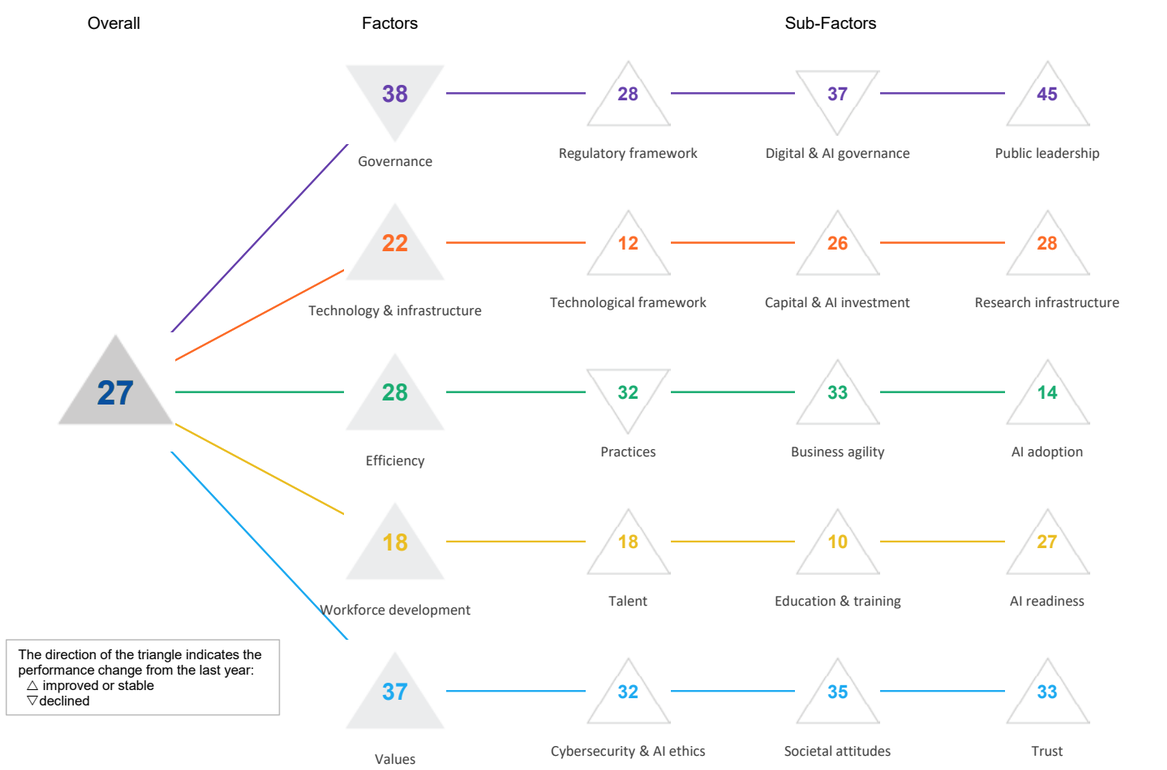
Economy profile

142

MALAYSIA

DIGITAL TRENDS - OVERALL

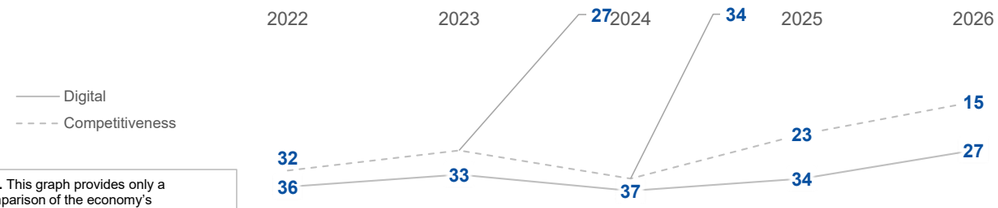
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	36	33	37	34	27
Governance	40	38	36	36	38
Technology & infrastructure	27	27	26	27	22
Efficiency	32	31	39	38	28
Workforce development	36	27	28	25	18
Values	40	35	39	39	37

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

MALAYSIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	38	31	41	37	28
Digital & AI governance	41	41	22	15	37
Public leadership	37	43	47	45	45

Regulatory framework	Rank
Immigration laws	16
Scientific research legislation	21
Intellectual property rights	26
Government Effectiveness index	33
Regulatory Quality index	38

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	15
Company compliance with relevant AI laws	29
AI policies passed into law	37
Privacy protection by law exists	37
▷ E-Government	49

Public leadership	Rank
Public-private partnerships	15
Core government systems index	24
Public service delivery index	25
▷ Publicized laws and government data	58
Government respects due process of law	35
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	25	29	20	18	12
Capital & AI investment	29	33	37	29	26
Research infrastructure	31	31	29	29	28

Technological framework	Rank
▷ Communications technology	51
Mobile broadband subscribers	09
Internet users	10
Internet bandwidth speed	37
▶ High-tech exports (% manufacture exports)	06
Secure internet servers	37

Capital & AI investment	Rank
IT & media stock market capitalization	23
Investment incentives for AI	08
Funding for technological development	28
▶ Venture capital	05
Investment in Telecommunications	45
Companies investment in AI	22
AI private investment	34

Research infrastructure	Rank
Total expenditure on R&D (%)	41
Total R&D personnel per capita	46
R&D productivity by publication	23
High-tech patent grants	31
Robots in Education and R&D	33
AI-related patent publications	32
AI Articles	16

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	28	29	34	29	32
Business agility	41	44	46	44	33
AI adoption	23	23	35	35	14

Practices	Rank
Start-up days	16
Regulatory burden	11
▷ Online services	55
Development & application of tech.	32
Use of big data and analytics	43

Business agility	Rank
Opportunities and threats	13
Agility of companies	22
Knowledge transfer	27
World robots distribution	23
Entrepreneurial fear of failure	-
Network readiness index	46

AI adoption	Rank
The implementation of the national AI strategy	12
AI adoption in companies is implemented	15
City use of AI to improve the quality of services	16
Society's access to AI	15
AI adoption	23

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	30	23	31	20	18
Education & training	26	19	25	18	10
AI readiness	47	41	36	36	27

Talent	Rank
Educational assessment PISA - Math	48
▶ International experience	05
Management of cities	27
Digital/Technological skills	40
Foreign highly skilled personnel	17
Net flow of international students	28
▶ Female researchers	05

Education & training	Rank
Employee training	09
Secondary school enrollment	53
Higher education achievement	39
▶ Graduates in Sciences	02
Women with degrees	42
AI education index	10

AI readiness	Rank
AI skills	09
Concerns about AI job displacement are addresse	09
Companies invest in AI training	14
AI readiness	36
▷ Scientific and technical employment	53

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	42	32	39	35	32
Societal attitudes	36	31	38	38	35
Trust	40	37	41	44	33

Cybersecurity & AI ethics	Rank
Cyber security	27
Government cyber security capacity	18
Companies address bias in AI algorithms	19
Companies understand AI cybersecurity risks	18
Global index for responsible AI	44
Government social media monitoring	48

Societal attitudes	Rank
E-Participation	43
Internet retailing	49
Tablet possession	41
Smartphone possession	09
Attitudes toward globalization	30
Flexibility and adaptability	27

Trust	Rank
Company AI systems protect sensitive data	23
Corporations are able to handle data breaches	31
Citizen trust in AI	42
Country credit rating	41
Image abroad or branding	15
Rule of law	42

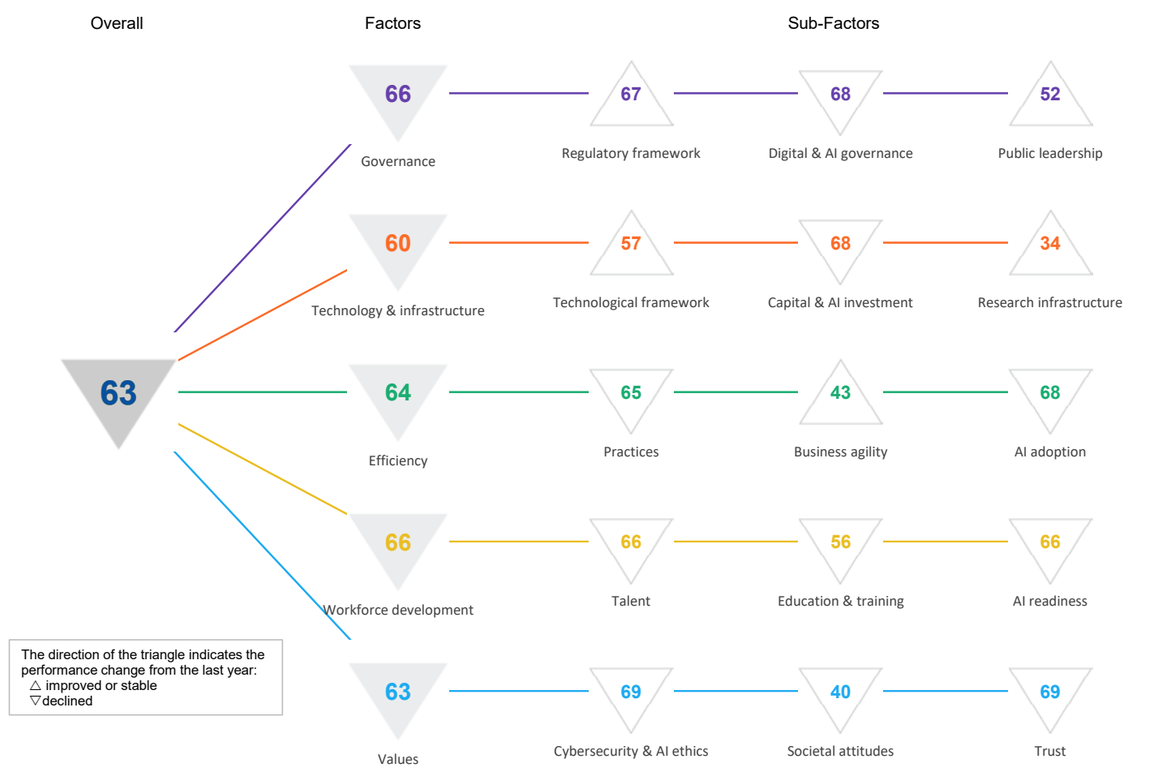
Mexico

Economy profile

MEXICO

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

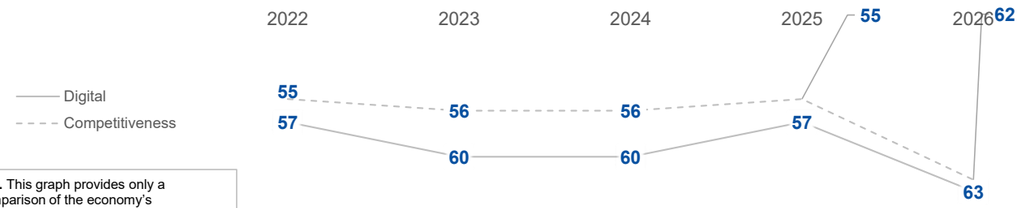


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	57	60	60	57	63
Governance	60	59	65	64	66
Technology & infrastructure	57	63	62	59	60
Efficiency	60	59	52	52	64
Workforce development	53	55	54	56	66
Values	59	57	57	55	63

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

MEXICO

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	66	65	69	67	67
Digital & AI governance	50	50	47	54	68
Public leadership	53	52	57	52	52

Regulatory framework	Rank
Immigration laws	54
▷ Scientific research legislation	68
Intellectual property rights	63
Government Effectiveness index	63
Regulatory Quality index	63

Digital & AI governance	Rank
▷ Regulatory frameworks for AI-related issues	68
▷ Company compliance with relevant AI laws	69
AI policies passed into law	37
Privacy protection by law exists	54
E-Government	54

Public leadership	Rank
Public-private partnerships	65
Core government systems index	36
Public service delivery index	37
Publicized laws and government data	31
Government respects due process of law	59
▶ Global rights index	25

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	61	56	63	61	66
Education & training	51	56	58	54	56
AI readiness	45	48	49	47	66

Talent	Rank
Educational assessment PISA - Math	49
International experience	38
Management of cities	66
Digital/Technological skills	62
Foreign highly skilled personnel	37
Net flow of international students	41
Female researchers	42

Education & training	Rank
Employee training	63
Secondary school enrollment	58
Higher education achievement	54
Graduates in Sciences	30
Women with degrees	56
AI education index	26

AI readiness	Rank
▷ AI skills	69
Concerns about AI job displacement are addresse	66
Companies invest in AI training	68
AI readiness	63
Scientific and technical employment	34

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	55	59	62	58	57
Capital & AI investment	64	67	68	65	68
Research infrastructure	33	34	30	35	34

Technological framework	Rank
Communications technology	64
Mobile broadband subscribers	37
Internet users	57
Internet bandwidth speed	58
High-tech exports (% manufacture exports)	25
Secure internet servers	49

Capital & AI investment	Rank
▶ IT & media stock market capitalization	18
Investment incentives for AI	67
Funding for technological development	67
Venture capital	63
Investment in Telecommunications	64
Companies investment in AI	66
AI private investment	29

Research infrastructure	Rank
Total expenditure on R&D (%)	57
Total R&D personnel per capita	54
▶ R&D productivity by publication	06
High-tech patent grants	60
▶ Robots in Education and R&D	11
AI-related patent publications	30
AI Articles	36

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	61	62	67	61	69
Societal attitudes	39	46	35	36	40
Trust	63	61	61	65	69

Cybersecurity & AI ethics	Rank
Cyber security	65
Government cyber security capacity	53
Companies address bias in AI algorithms	68
Companies understand AI cybersecurity risks	67
Global index for responsible AI	55
Government social media monitoring	43

Societal attitudes	Rank
E-Participation	40
Internet retailing	42
Tablet possession	45
Smartphone possession	31
Attitudes toward globalization	28
Flexibility and adaptability	44

Trust	Rank
▷ Company AI systems protect sensitive data	68
Corporations are able to handle data breaches	64
Citizen trust in AI	68
Country credit rating	51
Image abroad or branding	64
Rule of law	69

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	62	62	61	62	65
Business agility	43	48	48	49	43
AI adoption	58	58	36	36	68

Practices	Rank
Start-up days	23
Regulatory burden	52
Online services	49
Development & application of tech.	65
Use of big data and analytics	56

Business agility	Rank
Opportunities and threats	47
Agility of companies	55
Knowledge transfer	63
▶ World robots distribution	09
Entrepreneurial fear of failure	26
Network readiness index	30

AI adoption	Rank
The implementation of the national AI strategy	68
AI adoption in companies is implemented	66
City use of AI to improve the quality of services	68
Society's access to AI	66
AI adoption	58

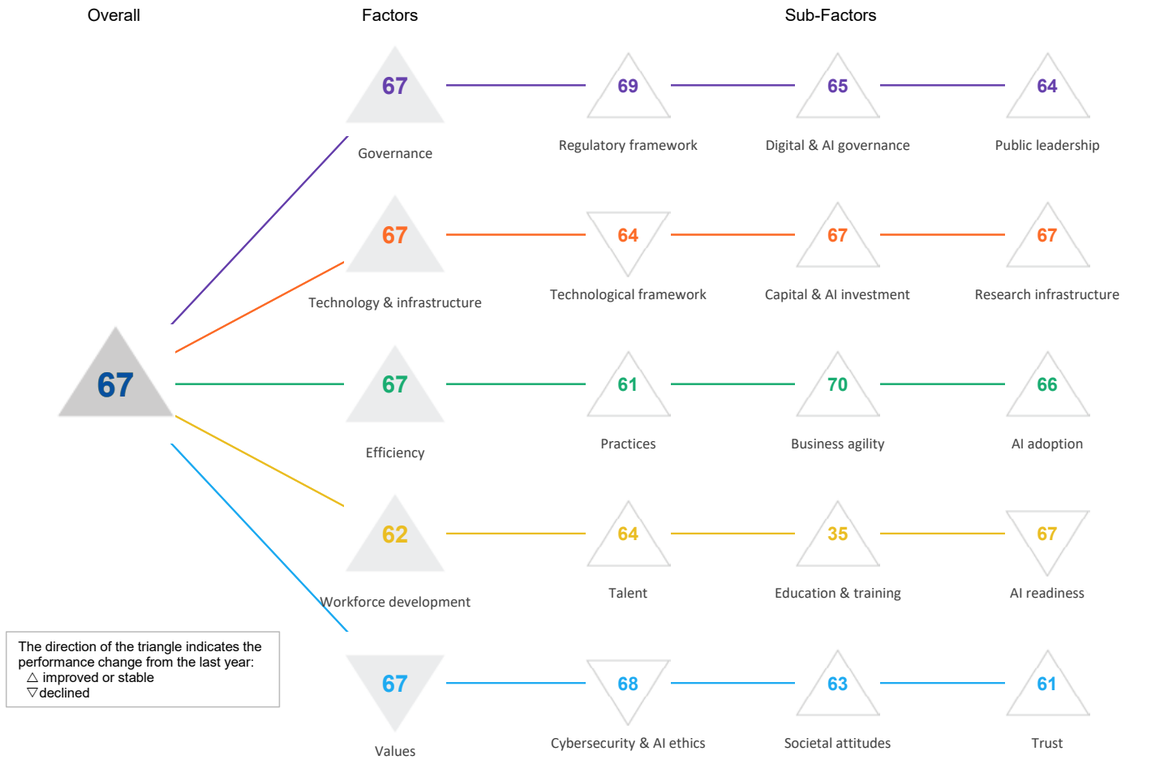
Mongolia

Economy profile

MONGOLIA

DIGITAL TRENDS - OVERALL

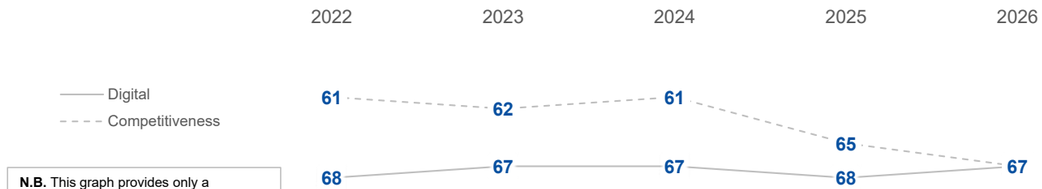
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	68	67	67	68	67
Governance	66	66	67	68	67
Technology & infrastructure	70	64	63	67	67
Efficiency	69	70	69	70	67
Workforce development	66	63	63	64	62
Values	63	63	55	66	67

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

MONGOLIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	68	68	68	69	69
Digital & AI governance	58	58	68	67	65
Public leadership	64	67	65	67	64

Regulatory framework	Rank
Immigration laws	68
▷ Scientific research legislation	70
▷ Intellectual property rights	70
Government Effectiveness index	68
Regulatory Quality index	59

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	67
Company compliance with relevant AI laws	65
AI policies passed into law	37
Privacy protection by law exists	59
E-Government	39

Public leadership	Rank
▷ Public-private partnerships	70
Core government systems index	42
Public service delivery index	52
Publicized laws and government data	49
Government respects due process of law	55
Global rights index	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	64	54	56	61	64
Capital & AI investment	69	59	53	67	67
Research infrastructure	69	68	67	68	67

Technological framework	Rank
Communications technology	65
Mobile broadband subscribers	68
Internet users	53
Internet bandwidth speed	62
▶ High-tech exports (% manufacture exports)	22
Secure internet servers	61

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	68
Funding for technological development	68
Venture capital	69
▶ Investment in Telecommunications	18
Companies investment in AI	68
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	44
R&D productivity by publication	-
High-tech patent grants	63
Robots in Education and R&D	-
AI-related patent publications	53
AI Articles	69

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	67	69	67	69	61
Business agility	70	70	70	70	70
AI adoption	67	67	70	70	66

Practices	Rank
Start-up days	47
Regulatory burden	27
Online services	35
Development & application of tech.	69
Use of big data and analytics	66

Business agility	Rank
Opportunities and threats	66
Agility of companies	69
▷ Knowledge transfer	70
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	63

AI adoption	Rank
The implementation of the national AI strategy	65
AI adoption in companies is implemented	55
City use of AI to improve the quality of services	53
Society's access to AI	62
AI adoption	67

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	65	63	64	66	64
Education & training	54	34	47	44	35
AI readiness	67	67	68	66	67

Talent	Rank
Educational assessment PISA - Math	43
International experience	68
Management of cities	69
Digital/Technological skills	65
Foreign highly skilled personnel	67
Net flow of international students	62
▶ Female researchers	01

Education & training	Rank
Employee training	29
Secondary school enrollment	51
Higher education achievement	27
Graduates in Sciences	43
▶ Women with degrees	04
AI education index	61

AI readiness	Rank
AI skills	64
Concerns about AI job displacement are addresse	65
Companies invest in AI training	53
AI readiness	65
Scientific and technical employment	56

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	59	61	61	66	68
Societal attitudes	58	52	52	65	63
Trust	65	65	59	64	61

Cybersecurity & AI ethics	Rank
▷ Cyber security	70
Government cyber security capacity	57
Companies address bias in AI algorithms	65
Companies understand AI cybersecurity risks	63
Global index for responsible AI	58
Government social media monitoring	40

Societal attitudes	Rank
E-Participation	32
Internet retailing	61
Tablet possession	-
Smartphone possession	64
Attitudes toward globalization	53
▶ Flexibility and adaptability	23

Trust	Rank
Company AI systems protect sensitive data	64
Corporations are able to handle data breaches	65
Citizen trust in AI	38
Country credit rating	63
Image abroad or branding	62
Rule of law	55

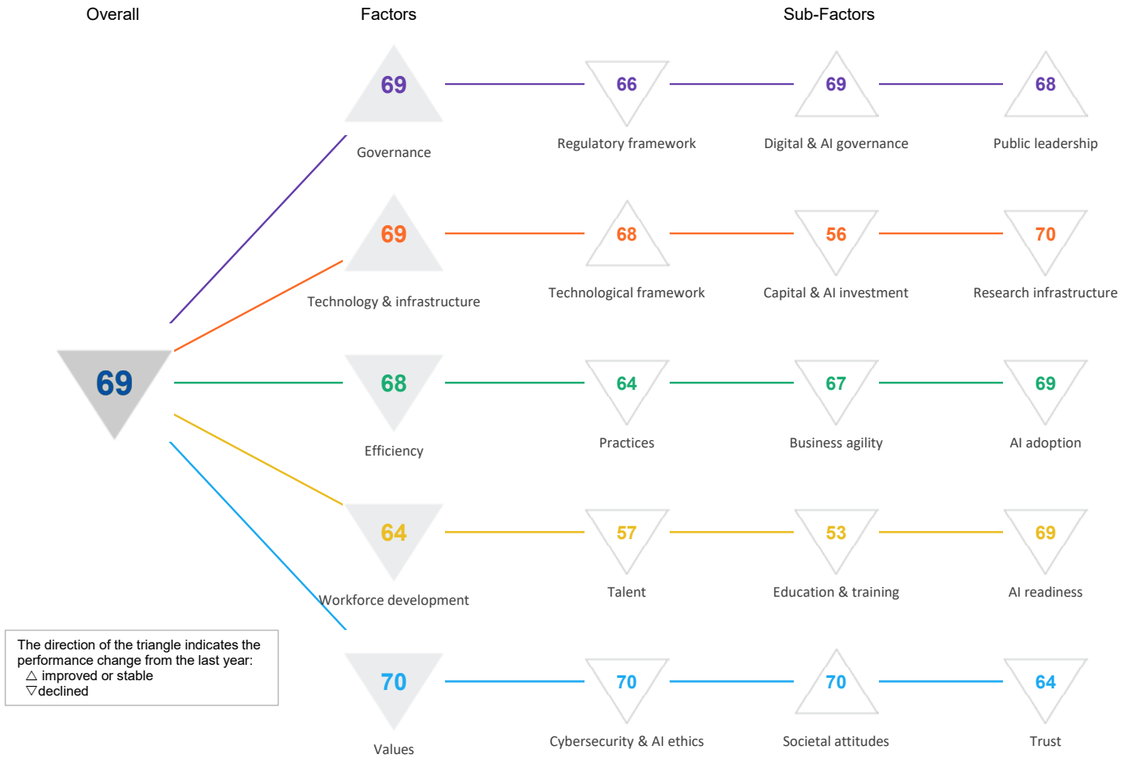
Namibia

Economy profile

NAMIBIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

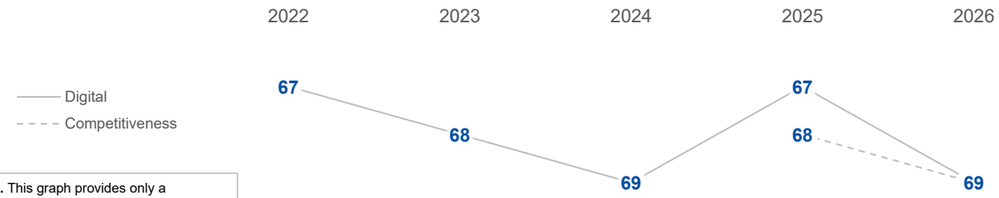


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	67	68	69	67	69
Governance	68	68	69	69	69
Technology & infrastructure	68	69	69	69	69
Efficiency	67	68	70	67	68
Workforce development	60	66	64	63	64
Values	62	66	68	68	70

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

NAMIBIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	55	63	65	63	66
Digital & AI governance	62	61	69	69	69
Public leadership	67	68	68	68	68

Regulatory framework	Rank
▷ Immigration laws	70
Scientific research legislation	66
Intellectual property rights	65
Government Effectiveness index	56
Regulatory Quality index	51

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	69
Company compliance with relevant AI laws	70
AI policies passed into law	37
Privacy protection by law exists	67
E-Government	65

Public leadership	Rank
Public-private partnerships	69
Core government systems index	69
Public service delivery index	67
Publicized laws and government data	59
Government respects due process of law	29
▶ Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	70	69	66	68	68
Capital & AI investment	41	66	61	55	56
Research infrastructure	67	67	69	69	70

Technological framework	Rank
Communications technology	60
Mobile broadband subscribers	-
Internet users	67
▷ Internet bandwidth speed	70
High-tech exports (% manufacture exports)	69
Secure internet servers	68

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	69
Funding for technological development	60
Venture capital	67
▶ Investment in Telecommunications	12
Companies investment in AI	70
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	44
Total R&D personnel per capita	57
R&D productivity by publication	62
High-tech patent grants	42
Robots in Education and R&D	-
AI-related patent publications	-
AI Articles	70

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	68	67	69	61	64
Business agility	54	68	69	65	67
AI adoption	65	65	67	67	69

Practices	Rank
Start-up days	28
Regulatory burden	33
Online services	65
Development & application of tech.	62
Use of big data and analytics	50

Business agility	Rank
Opportunities and threats	69
Agility of companies	67
Knowledge transfer	69
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	50

AI adoption	Rank
The implementation of the national AI strategy	69
▷ AI adoption in companies is implemented	70
City use of AI to improve the quality of services	69
Society's access to AI	70
AI adoption	65

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	48	66	60	54	57
Education & training	48	54	55	51	53
AI readiness	69	69	65	68	69

Talent	Rank
Educational assessment PISA - Math	-
International experience	66
Management of cities	67
Digital/Technological skills	68
Foreign highly skilled personnel	58
Net flow of international students	50
▶ Female researchers	10

Education & training	Rank
Employee training	56
Secondary school enrollment	31
Higher education achievement	-
Graduates in Sciences	62
▶ Women with degrees	03
AI education index	61

AI readiness	Rank
AI skills	70
Concerns about AI job displacement are addresse	69
Companies invest in AI training	69
AI readiness	66
Scientific and technical employment	47

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	39	64	66	64	70
Societal attitudes	68	67	70	70	70
Trust	57	52	52	51	64

Cybersecurity & AI ethics	Rank
Cyber security	69
Government cyber security capacity	65
▷ Companies address bias in AI algorithms	70
▷ Companies understand AI cybersecurity risks	70
Global index for responsible AI	-
Government social media monitoring	44

Societal attitudes	Rank
E-Participation	65
Internet retailing	-
Tablet possession	-
Smartphone possession	67
Attitudes toward globalization	67
Flexibility and adaptability	69

Trust	Rank
Company AI systems protect sensitive data	70
Corporations are able to handle data breaches	66
Citizen trust in AI	70
Country credit rating	62
Image abroad or branding	41
Rule of law	43

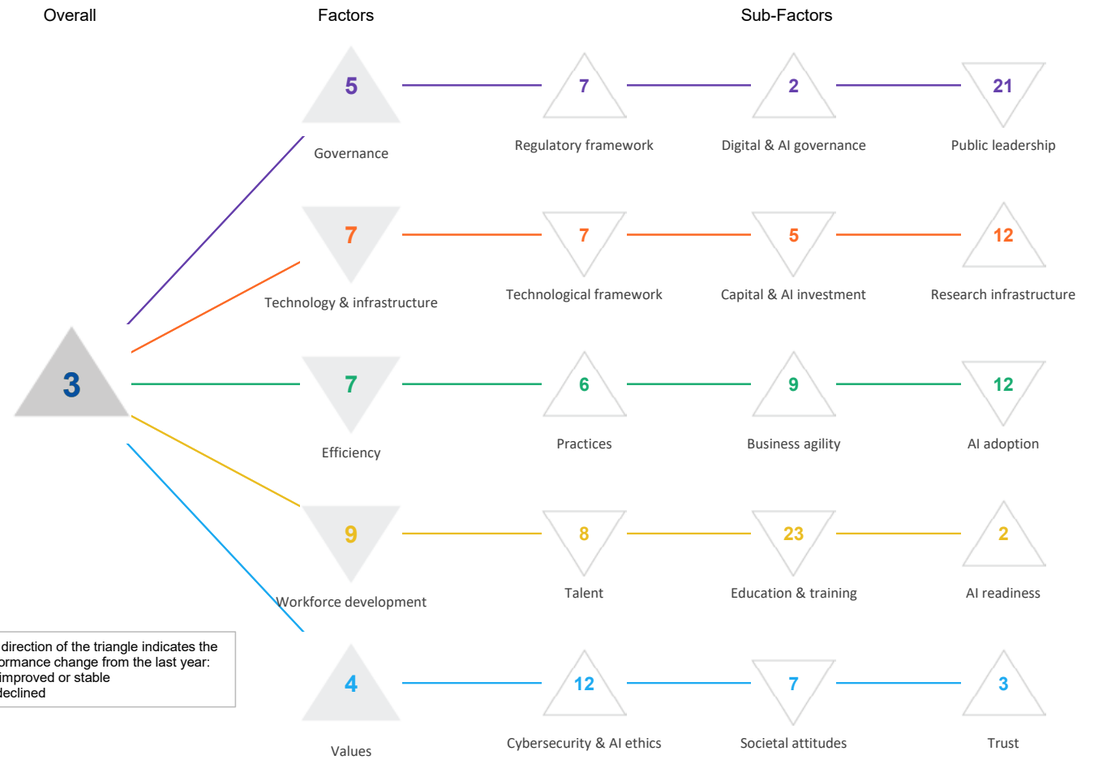
Netherlands

Economy profile

NETHERLANDS

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

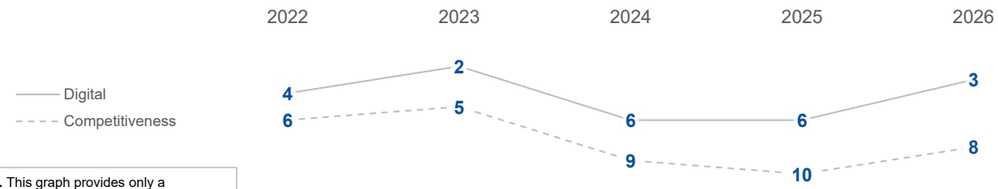


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	04	02	06	06	03
Governance	05	04	10	13	05
Technology & infrastructure	03	04	07	04	07
Efficiency	05	04	06	04	07
Workforce development	04	02	08	07	09
Values	05	06	08	09	04

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

NETHERLANDS

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	01	02	08	07	07
Digital & AI governance	10	10	13	24	02
Public leadership	17	14	19	19	21

Regulatory framework	Rank
Immigration laws	21
Scientific research legislation	06
Intellectual property rights	04
Government Effectiveness index	12
Regulatory Quality index	10

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	10
▶ Company compliance with relevant AI laws	02
AI policies passed into law	08
Privacy protection by law exists	12
E-Government	10

Public leadership	Rank
Public-private partnerships	13
Core government systems index	22
▷ Public service delivery index	63
Publicized laws and government data	15
Government respects due process of law	17
Global rights index	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	05	03	05	06	08
Education & training	20	17	23	22	23
AI readiness	04	04	05	05	02

Talent	Rank
Educational assessment PISA - Math	10
International experience	04
Management of cities	14
Digital/Technological skills	12
Foreign highly skilled personnel	06
Net flow of international students	06
▷ Female researchers	53

Education & training	Rank
Employee training	06
Secondary school enrollment	16
Higher education achievement	17
▷ Graduates in Sciences	45
Women with degrees	26
AI education index	18

AI readiness	Rank
AI skills	17
Concerns about AI job displacement are addresse	15
Companies invest in AI training	10
AI readiness	04
▶ Scientific and technical employment	04

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	09	11	08	05	07
Capital & AI investment	02	02	03	04	05
Research infrastructure	12	12	13	13	12

Technological framework	Rank
Communications technology	04
Mobile broadband subscribers	14
Internet users	14
Internet bandwidth speed	14
High-tech exports (% manufacture exports)	19
Secure internet servers	06

Capital & AI investment	Rank
▶ IT & media stock market capitalization	02
Investment incentives for AI	17
Funding for technological development	13
Venture capital	17
Investment in Telecommunications	26
Companies investment in AI	13
AI private investment	15

Research infrastructure	Rank
Total expenditure on R&D (%)	15
Total R&D personnel per capita	06
R&D productivity by publication	32
High-tech patent grants	11
Robots in Education and R&D	22
AI-related patent publications	11
AI Articles	14

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	13	18	15	25	12
Societal attitudes	04	04	06	04	07
Trust	04	03	07	06	03

Cybersecurity & AI ethics	Rank
Cyber security	23
▷ Government cyber security capacity	34
Companies address bias in AI algorithms	05
Companies understand AI cybersecurity risks	31
Global index for responsible AI	05
Government social media monitoring	33

Societal attitudes	Rank
E-Participation	11
Internet retailing	11
Tablet possession	10
Smartphone possession	33
Attitudes toward globalization	12
Flexibility and adaptability	21

Trust	Rank
Company AI systems protect sensitive data	09
Corporations are able to handle data breaches	05
Citizen trust in AI	19
▶ Country credit rating	01
Image abroad or branding	12
Rule of law	07

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	05	05	12	08	06
Business agility	09	06	09	10	09
AI adoption	12	12	07	07	12

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	14
Development & application of tech.	13
Use of big data and analytics	17

Business agility	Rank
Opportunities and threats	24
Agility of companies	12
▶ Knowledge transfer	03
▷ World robots distribution	19
Entrepreneurial fear of failure	10
Network readiness index	11

AI adoption	Rank
The implementation of the national AI strategy	25
AI adoption in companies is implemented	16
City use of AI to improve the quality of services	22
Society's access to AI	08
AI adoption	12

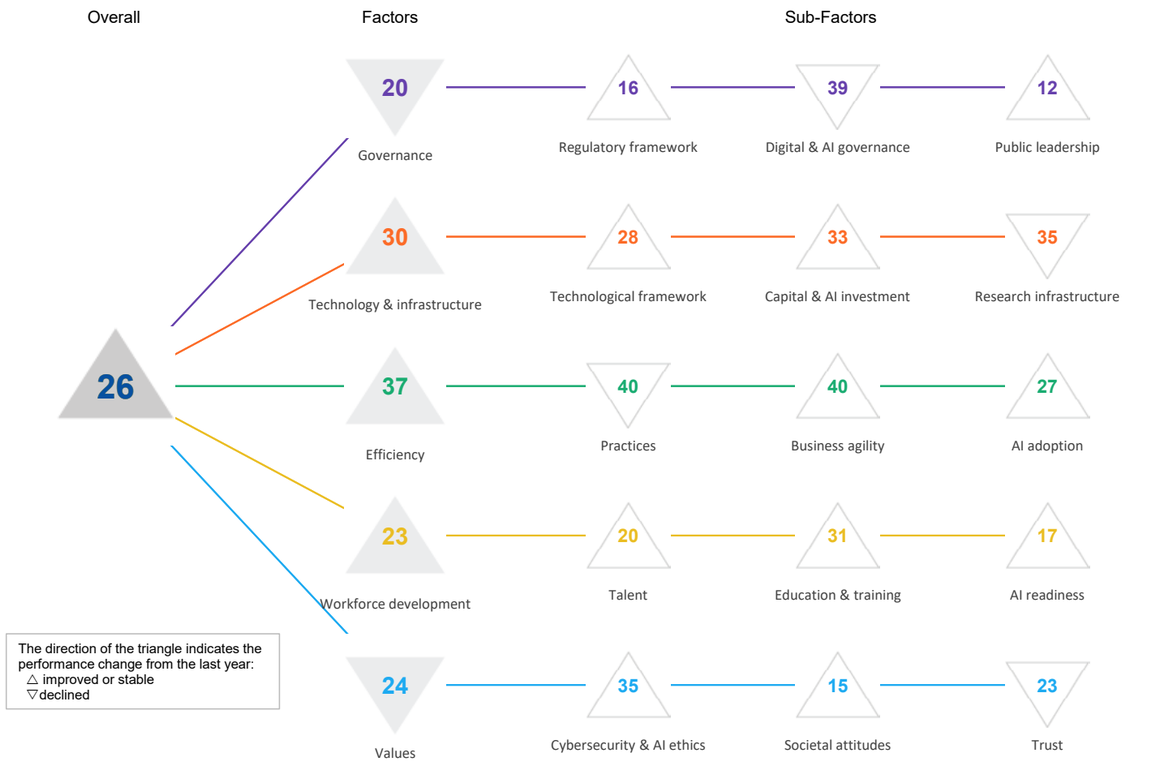
New Zealand

Economy profile

NEW ZEALAND

DIGITAL TRENDS - OVERALL

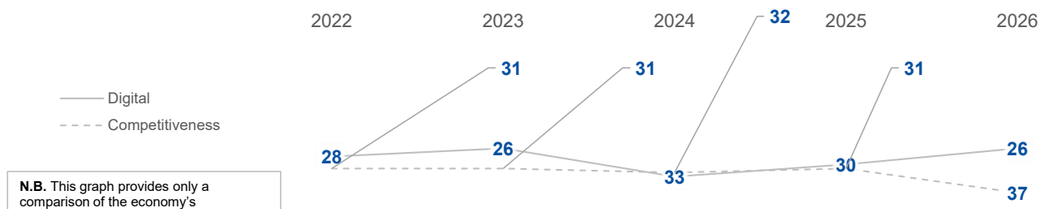
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	28	26	33	30	26
Governance	21	18	14	19	20
Technology & infrastructure	35	28	38	33	30
Efficiency	37	33	45	39	37
Workforce development	25	26	38	30	23
Values	21	16	23	20	24

COMPETITIVENESS & DIGITAL RANKINGS



NEW ZEALAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	27	25	14	17	16
Digital & AI governance	08	08	23	33	39
Public leadership	27	23	30	15	12

Regulatory framework	Rank
Immigration laws	42
Scientific research legislation	31
Intellectual property rights	28
▶ Government Effectiveness index	05
▶ Regulatory Quality index	04

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	31
Company compliance with relevant AI laws	22
AI policies passed into law	37
▷ Privacy protection by law exists	48
E-Government	16

Public leadership	Rank
Public-private partnerships	32
▷ Core government systems index	51
Public service delivery index	42
▶ Publicized laws and government data	07
▶ Government respects due process of law	05
Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	32	24	31	33	28
Capital & AI investment	50	40	48	39	33
Research infrastructure	32	32	32	31	35

Technological framework	Rank
Communications technology	38
Mobile broadband subscribers	13
Internet users	30
Internet bandwidth speed	23
High-tech exports (% manufacture exports)	41
Secure internet servers	48

Capital & AI investment	Rank
IT & media stock market capitalization	33
Investment incentives for AI	14
Funding for technological development	44
Venture capital	20
Investment in Telecommunications	22
Companies investment in AI	30
AI private investment	43

Research infrastructure	Rank
Total expenditure on R&D (%)	25
Total R&D personnel per capita	22
R&D productivity by publication	46
High-tech patent grants	40
▷ Robots in Education and R&D	46
AI-related patent publications	24
AI Articles	47

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	31	22	39	34	40
Business agility	42	36	53	41	40
AI adoption	30	30	32	32	27

Practices	Rank
Start-up days	42
Regulatory burden	45
Online services	07
Development & application of tech.	28
Use of big data and analytics	40

Business agility	Rank
Opportunities and threats	33
▷ Agility of companies	48
Knowledge transfer	38
World robots distribution	44
Entrepreneurial fear of failure	-
Network readiness index	27

AI adoption	Rank
The implementation of the national AI strategy	24
AI adoption in companies is implemented	33
City use of AI to improve the quality of services	31
Society's access to AI	17
AI adoption	30

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	38	41	53	40	20
Education & training	30	33	48	37	31
AI readiness	16	15	26	26	17

Talent	Rank
Educational assessment PISA - Math	24
International experience	40
Management of cities	30
Digital/Technological skills	28
Foreign highly skilled personnel	35
Net flow of international students	08
Female researchers	-

Education & training	Rank
Employee training	45
Secondary school enrollment	43
Higher education achievement	30
Graduates in Sciences	29
Women with degrees	30
AI education index	31

AI readiness	Rank
AI skills	15
Concerns about AI job displacement are addresse	13
Companies invest in AI training	23
AI readiness	37
Scientific and technical employment	10

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	49	46	56	40	35
Societal attitudes	11	11	09	15	15
Trust	10	07	08	12	23

Cybersecurity & AI ethics	Rank
Cyber security	35
Government cyber security capacity	42
Companies address bias in AI algorithms	27
Companies understand AI cybersecurity risks	22
Global index for responsible AI	34
Government social media monitoring	29

Societal attitudes	Rank
E-Participation	11
Internet retailing	22
▶ Tablet possession	07
Smartphone possession	39
Attitudes toward globalization	45
Flexibility and adaptability	29

Trust	Rank
Company AI systems protect sensitive data	34
Corporations are able to handle data breaches	44
▷ Citizen trust in AI	59
Country credit rating	11
Image abroad or branding	34
Rule of law	09

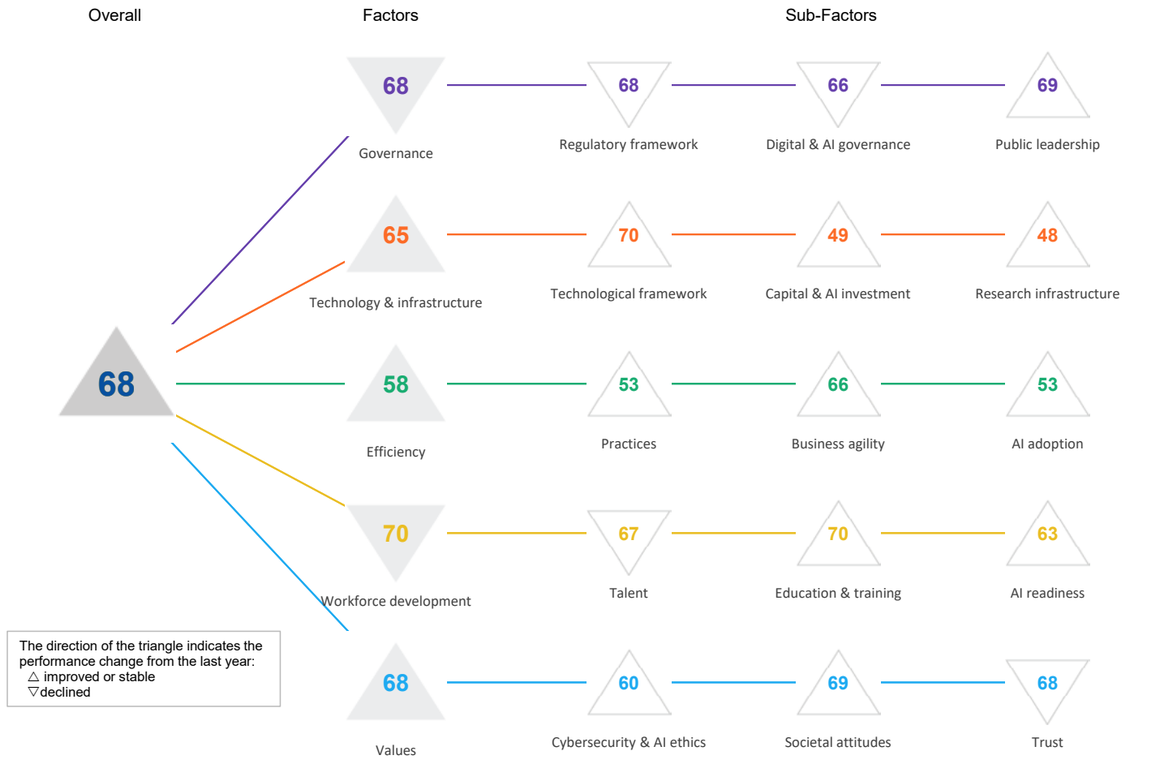
Nigeria

Economy profile

NIGERIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

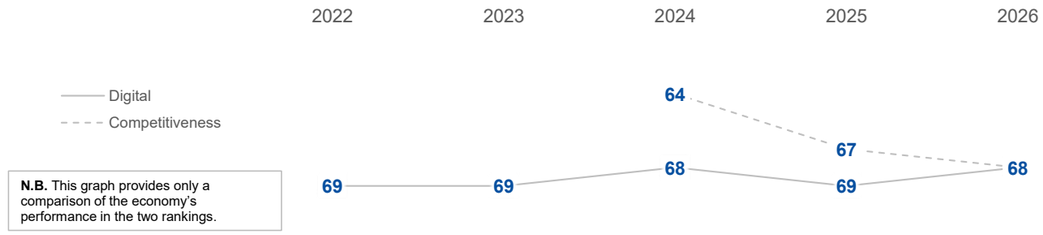


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	69	69	68	69	68
Governance	69	69	68	67	68
Technology & infrastructure	59	58	65	66	65
Efficiency	68	67	61	64	58
Workforce development	69	69	70	69	70
Values	69	70	69	69	68

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

NIGERIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	69	69	67	66	68
Digital & AI governance	67	66	65	59	66
Public leadership	68	69	69	69	69

Regulatory framework	Rank
Immigration laws	57
Scientific research legislation	54
Intellectual property rights	67
▷ Government Effectiveness index	69
▷ Regulatory Quality index	69

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	55
Company compliance with relevant AI laws	58
AI policies passed into law	37
▶ Privacy protection by law exists	08
E-Government	67

Public leadership	Rank
Public-private partnerships	56
Core government systems index	66
▷ Public service delivery index	68
Publicized laws and government data	62
Government respects due process of law	56
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	65	65	70	70	70
Capital & AI investment	12	12	45	56	49
Research infrastructure	55	57	61	58	48

Technological framework	Rank
Communications technology	68
Mobile broadband subscribers	63
▷ Internet users	69
▷ Internet bandwidth speed	68
High-tech exports (% manufacture exports)	63
Secure internet servers	56

Capital & AI investment	Rank
▶ IT & media stock market capitalization	16
Investment incentives for AI	54
Funding for technological development	64
Venture capital	61
▶ Investment in Telecommunications	24
Companies investment in AI	49
AI private investment	51

Research infrastructure	Rank
Total expenditure on R&D (%)	51
Total R&D personnel per capita	-
▶ R&D productivity by publication	29
High-tech patent grants	-
Robots in Education and R&D	-
AI-related patent publications	53
AI Articles	41

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	69	68	63	66	53
Business agility	69	69	62	66	66
AI adoption	50	50	51	55	53

Practices	Rank
Start-up days	24
Regulatory burden	07
Online services	64
Development & application of tech.	59
Use of big data and analytics	38

Business agility	Rank
Opportunities and threats	57
Agility of companies	62
Knowledge transfer	59
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	64

AI adoption	Rank
The implementation of the national AI strategy	47
AI adoption in companies is implemented	59
City use of AI to improve the quality of services	40
Society's access to AI	55
AI adoption	50

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	64	64	59	59	67
Education & training	65	70	70	70	70
AI readiness	68	66	64	67	63

Talent	Rank
Educational assessment PISA - Math	-
International experience	62
Management of cities	59
Digital/Technological skills	64
Foreign highly skilled personnel	51
Net flow of international students	-
Female researchers	51

Education & training	Rank
Employee training	55
Secondary school enrollment	69
Higher education achievement	63
Graduates in Sciences	-
Women with degrees	63
AI education index	61

AI readiness	Rank
AI skills	40
Concerns about AI job displacement are addresse	54
Companies invest in AI training	51
AI readiness	60
Scientific and technical employment	66

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	62	70	69	65	60
Societal attitudes	70	70	68	69	69
Trust	68	67	67	67	68

Cybersecurity & AI ethics	Rank
Cyber security	62
Government cyber security capacity	52
Companies address bias in AI algorithms	48
Companies understand AI cybersecurity risks	54
Global index for responsible AI	33
Government social media monitoring	47

Societal attitudes	Rank
E-Participation	63
Internet retailing	64
Tablet possession	61
Smartphone possession	65
Attitudes toward globalization	64
Flexibility and adaptability	59

Trust	Rank
Company AI systems protect sensitive data	48
Corporations are able to handle data breaches	62
Citizen trust in AI	51
Country credit rating	66
Image abroad or branding	63
Rule of law	68

Norway

Economy profile

156

NORWAY

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

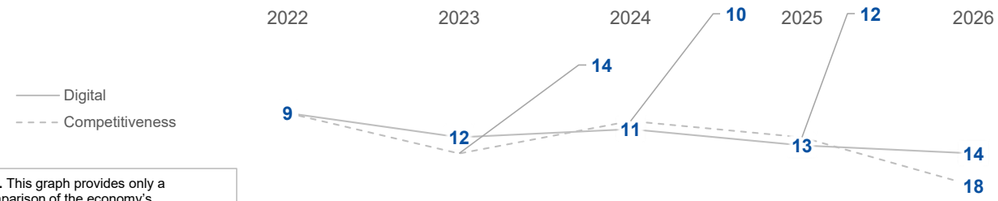


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	09	12	11	13	14
Governance	08	11	08	08	12
Technology & infrastructure	12	21	18	16	19
Efficiency	12	15	17	19	14
Workforce development	13	15	16	13	15
Values	07	13	07	11	07

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

NORWAY

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	07	13	11	13	17
Digital & AI governance	13	13	08	10	19
Public leadership	14	11	09	08	09

Regulatory framework	Rank
Immigration laws	22
Scientific research legislation	26
Intellectual property rights	41
Government Effectiveness index	06
Regulatory Quality index	12

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	07
Company compliance with relevant AI laws	14
AI policies passed into law	37
Privacy protection by law exists	19
E-Government	15

Public leadership	Rank
Public-private partnerships	23
▷ Core government systems index	44
▷ Public service delivery index	53
Publicized laws and government data	06
▶ Government respects due process of law	04
▶ Global rights index	01

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	06	12	11	14	20
Capital & AI investment	07	37	25	23	25
Research infrastructure	25	25	25	24	24

Technological framework	Rank
Communications technology	18
Mobile broadband subscribers	18
Internet users	06
Internet bandwidth speed	31
High-tech exports (% manufacture exports)	16
Secure internet servers	42

Capital & AI investment	Rank
IT & media stock market capitalization	27
▶ Investment incentives for AI	04
Funding for technological development	08
Venture capital	24
▷ Investment in Telecommunications	43
Companies investment in AI	08
AI private investment	25

Research infrastructure	Rank
Total expenditure on R&D (%)	22
Total R&D personnel per capita	13
R&D productivity by publication	36
High-tech patent grants	24
Robots in Education and R&D	24
AI-related patent publications	23
AI Articles	33

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	12	15	13	16	10
Business agility	14	28	20	23	31
AI adoption	16	16	23	23	10

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	17
Development & application of tech.	11
Use of big data and analytics	24

Business agility	Rank
Opportunities and threats	42
Agility of companies	38
Knowledge transfer	18
World robots distribution	38
Entrepreneurial fear of failure	11
Network readiness index	26

AI adoption	Rank
The implementation of the national AI strategy	21
AI adoption in companies is implemented	09
City use of AI to improve the quality of services	25
Society's access to AI	06
AI adoption	16

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	16	21	20	15	33
Education & training	22	18	15	17	20
AI readiness	12	14	17	16	06

Talent	Rank
Educational assessment PISA - Math	33
International experience	33
Management of cities	33
Digital/Technological skills	06
Foreign highly skilled personnel	35
▷ Net flow of international students	45
Female researchers	29

Education & training	Rank
Employee training	19
Secondary school enrollment	22
Higher education achievement	14
Graduates in Sciences	36
Women with degrees	13
AI education index	30

AI readiness	Rank
AI skills	05
Concerns about AI job displacement are addresse	10
Companies invest in AI training	06
AI readiness	10
Scientific and technical employment	18

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	06	22	08	11	02
Societal attitudes	09	18	19	24	16
Trust	07	11	09	08	11

Cybersecurity & AI ethics	Rank
Cyber security	26
Government cyber security capacity	41
Companies address bias in AI algorithms	04
Companies understand AI cybersecurity risks	19
▶ Global index for responsible AI	01
Government social media monitoring	07

Societal attitudes	Rank
E-Participation	19
Internet retailing	08
Tablet possession	05
Smartphone possession	44
▷ Attitudes toward globalization	47
Flexibility and adaptability	38

Trust	Rank
Company AI systems protect sensitive data	16
Corporations are able to handle data breaches	26
Citizen trust in AI	28
▶ Country credit rating	01
Image abroad or branding	40
Rule of law	03

Oman

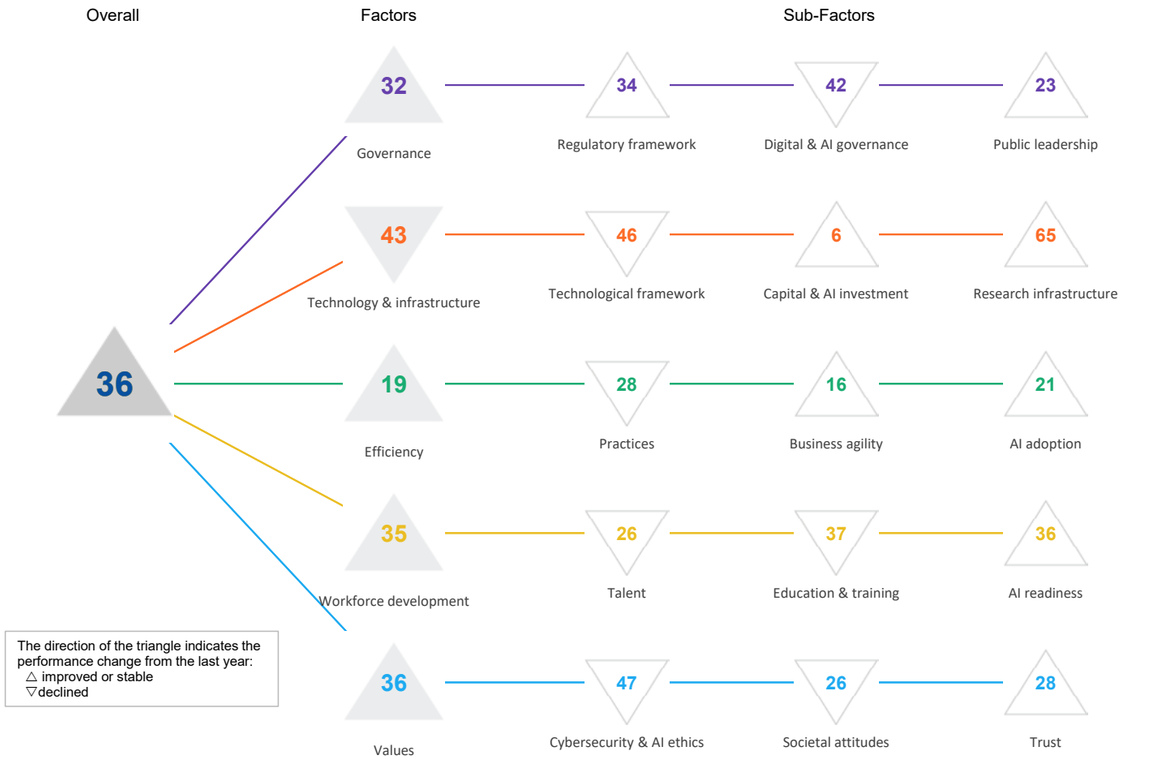
Economy profile

158

OMAN

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

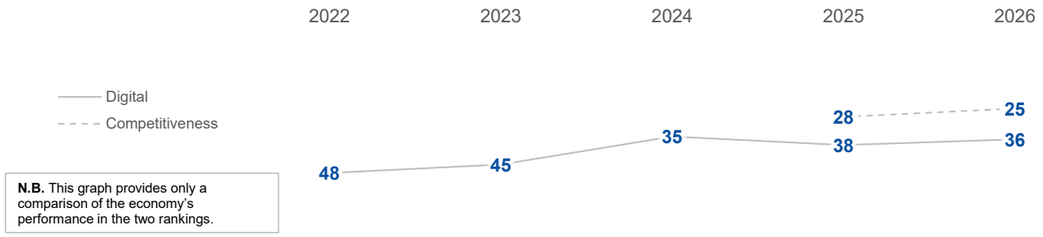


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	48	45	35	38	36
Governance	57	44	26	33	32
Technology & infrastructure	48	45	42	39	43
Efficiency	43	41	34	40	19
Workforce development	46	47	36	39	35
Values	54	52	42	36	36

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

OMAN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	49	53	25	35	34
Digital & AI governance	60	-	31	27	42
Public leadership	25	38	21	27	23

Regulatory framework	Rank
Immigration laws	38
Scientific research legislation	05
Intellectual property rights	17
Government Effectiveness index	43
Regulatory Quality index	36

Digital & AI governance	Rank
▶ Regulatory frameworks for AI-related issues	02
Company compliance with relevant AI laws	04
AI policies passed into law	37
▷ Privacy protection by law exists	57
E-Government	36

Public leadership	Rank
Public-private partnerships	07
Core government systems index	13
Public service delivery index	49
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	48	51	49	43	46
Capital & AI investment	32	05	07	11	06
Research infrastructure	63	66	65	66	65

Technological framework	Rank
Communications technology	29
▶ Mobile broadband subscribers	01
Internet users	23
Internet bandwidth speed	57
▷ High-tech exports (% manufacture exports)	59
Secure internet servers	66

Capital & AI investment	Rank
IT & media stock market capitalization	32
Investment incentives for AI	05
Funding for technological development	25
Venture capital	07
Investment in Telecommunications	07
Companies investment in AI	09
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	55
Total R&D personnel per capita	55
R&D productivity by publication	50
High-tech patent grants	51
Robots in Education and R&D	55
AI-related patent publications	53
AI Articles	46

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	23	24	20	26	28
Business agility	61	26	21	34	16
AI adoption	47	47	58	59	21

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	40
Development & application of tech.	16
Use of big data and analytics	29

Business agility	Rank
Opportunities and threats	16
Agility of companies	19
Knowledge transfer	09
World robots distribution	-
Entrepreneurial fear of failure	03
▷ Network readiness index	62

AI adoption	Rank
The implementation of the national AI strategy	05
AI adoption in companies is implemented	11
City use of AI to improve the quality of services	08
Society's access to AI	10
AI adoption	47

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	59	59	22	22	26
Education & training	47	35	31	33	37
AI readiness	43	43	48	46	36

Talent	Rank
Educational assessment PISA - Math	-
International experience	13
Management of cities	12
Digital/Technological skills	19
Foreign highly skilled personnel	15
▷ Net flow of international students	61
Female researchers	23

Education & training	Rank
Employee training	17
Secondary school enrollment	60
Higher education achievement	20
Graduates in Sciences	11
Women with degrees	49
AI education index	50

AI readiness	Rank
AI skills	04
Concerns about AI job displacement are addresse	07
Companies invest in AI training	17
AI readiness	56
Scientific and technical employment	52

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	67	67	51	45	47
Societal attitudes	34	24	26	23	26
Trust	45	57	38	37	28

Cybersecurity & AI ethics	Rank
Cyber security	13
Government cyber security capacity	54
▶ Companies address bias in AI algorithms	01
Companies understand AI cybersecurity risks	03
Global index for responsible AI	48
▷ Government social media monitoring	63

Societal attitudes	Rank
E-Participation	49
Internet retailing	56
Tablet possession	13
▶ Smartphone possession	02
Attitudes toward globalization	19
Flexibility and adaptability	15

Trust	Rank
▶ Company AI systems protect sensitive data	01
Corporations are able to handle data breaches	12
Citizen trust in AI	13
Country credit rating	53
Image abroad or branding	19
Rule of law	39

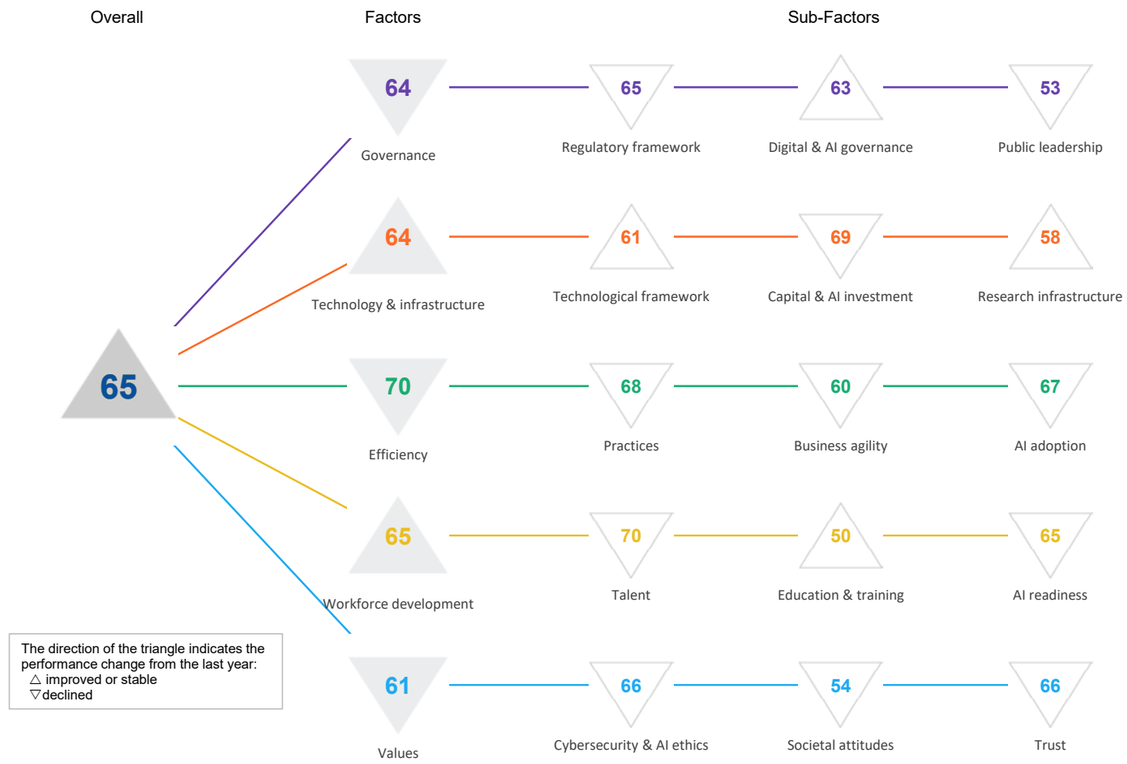
Peru

Economy profile

PERU

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

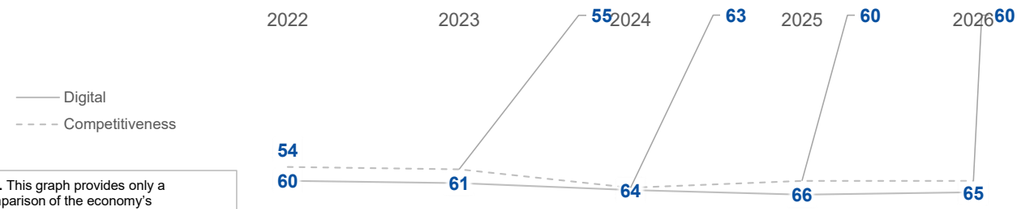


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	60	61	64	66	65
Governance	52	53	61	60	64
Technology & infrastructure	67	65	64	64	64
Efficiency	57	61	63	62	70
Workforce development	62	59	65	65	65
Values	51	53	58	54	61

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

PERU

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	52	51	60	58	65
Digital & AI governance	53	53	62	64	63
Public leadership	46	51	51	50	53

Regulatory framework	Rank
▶ Immigration laws	23
Scientific research legislation	67
Intellectual property rights	68
Government Effectiveness index	62
Regulatory Quality index	54

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	66
Company compliance with relevant AI laws	66
AI policies passed into law	32
Privacy protection by law exists	49
E-Government	50

Public leadership	Rank
Public-private partnerships	62
▶ Core government systems index	17
▶ Public service delivery index	15
Publicized laws and government data	54
Government respects due process of law	51
Global rights index	39

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	63	64	64	64	61
Capital & AI investment	66	64	63	66	69
Research infrastructure	60	60	58	63	58

Technological framework	Rank
Communications technology	63
Mobile broadband subscribers	61
Internet users	59
▶ Internet bandwidth speed	21
High-tech exports (% manufacture exports)	56
Secure internet servers	55

Capital & AI investment	Rank
IT & media stock market capitalization	58
Investment incentives for AI	66
Funding for technological development	63
Venture capital	56
Investment in Telecommunications	29
Companies investment in AI	67
AI private investment	54

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	65
Robots in Education and R&D	43
AI-related patent publications	39
AI Articles	43

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	56	58	68	67	68
Business agility	39	49	49	47	60
AI adoption	61	61	59	58	67

Practices	Rank
Start-up days	53
Regulatory burden	47
Online services	34
Development & application of tech.	57
Use of big data and analytics	60

Business agility	Rank
Opportunities and threats	54
Agility of companies	61
Knowledge transfer	61
World robots distribution	53
Entrepreneurial fear of failure	-
Network readiness index	36

AI adoption	Rank
The implementation of the national AI strategy	67
▷ AI adoption in companies is implemented	68
City use of AI to improve the quality of services	66
▷ Society's access to AI	68
AI adoption	61

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	67	68	69	69	70
Education & training	42	49	52	59	50
AI readiness	64	58	60	62	65

Talent	Rank
Educational assessment PISA - Math	51
International experience	53
Management of cities	68
Digital/Technological skills	63
Foreign highly skilled personnel	48
Net flow of international students	-
Female researchers	46

Education & training	Rank
Employee training	67
Secondary school enrollment	09
Higher education achievement	29
Graduates in Sciences	-
Women with degrees	40
AI education index	52

AI readiness	Rank
AI skills	68
Concerns about AI job displacement are addresse	67
Companies invest in AI training	67
AI readiness	52
Scientific and technical employment	51

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	45	60	65	63	66
Societal attitudes	49	47	45	49	54
Trust	54	55	55	54	66

Cybersecurity & AI ethics	Rank
Cyber security	67
▷ Government cyber security capacity	68
Companies address bias in AI algorithms	66
▷ Companies understand AI cybersecurity risks	69
Global index for responsible AI	30
▶ Government social media monitoring	12

Societal attitudes	Rank
E-Participation	37
Internet retailing	54
Tablet possession	48
Smartphone possession	40
Attitudes toward globalization	41
Flexibility and adaptability	41

Trust	Rank
Company AI systems protect sensitive data	67
▷ Corporations are able to handle data breaches	70
Citizen trust in AI	57
Country credit rating	49
Image abroad or branding	52
Rule of law	63

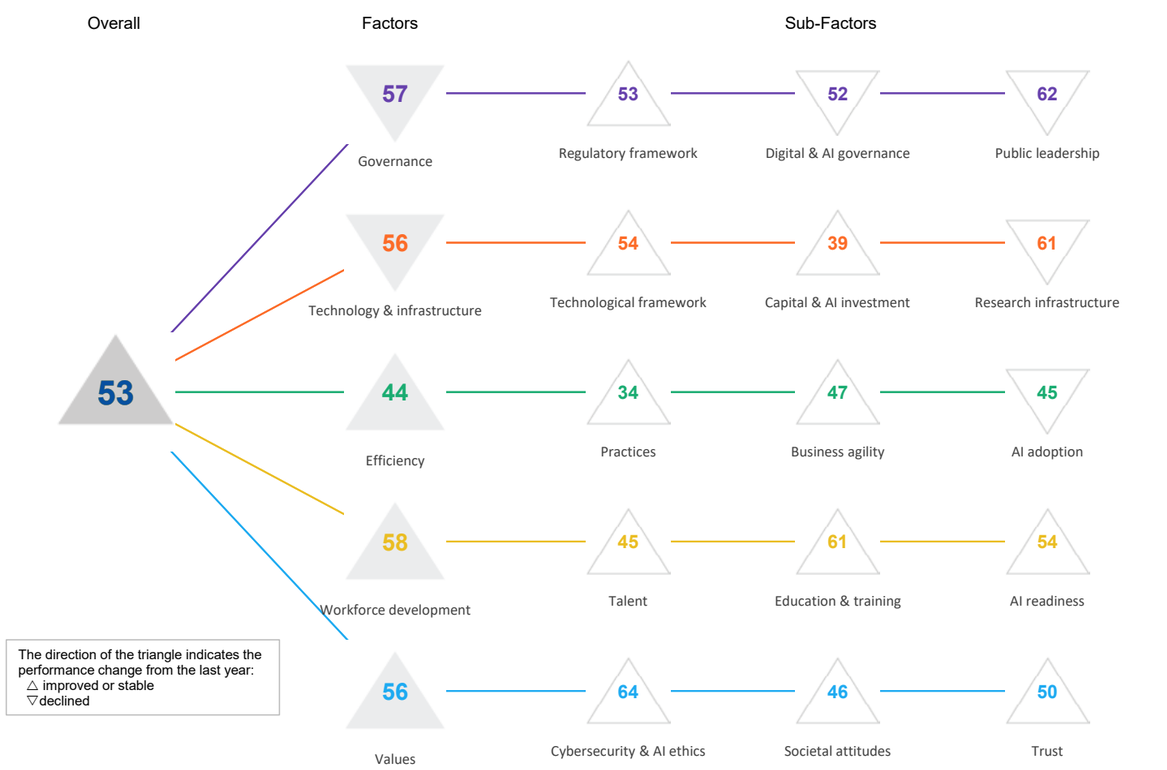
Philippines

Economy profile

PHILIPPINES

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

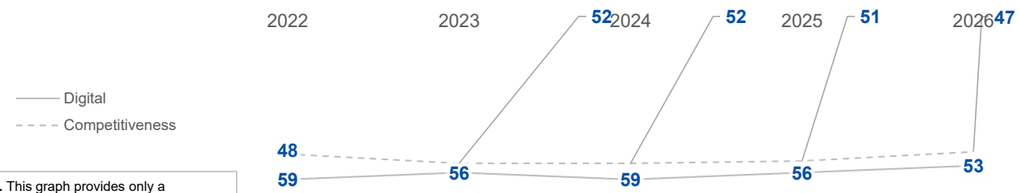


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	59	56	59	56	53
Governance	59	60	59	56	57
Technology & infrastructure	61	56	57	55	56
Efficiency	45	49	53	50	44
Workforce development	64	60	66	62	58
Values	58	55	60	59	56

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

PHILIPPINES

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	53	57	62	59	53
Digital & AI governance	54	54	41	44	52
Public leadership	56	61	61	60	62

Regulatory framework	Rank
Immigration laws	32
Scientific research legislation	51
Intellectual property rights	52
Government Effectiveness index	55
Regulatory Quality index	55

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	49
Company compliance with relevant AI laws	45
AI policies passed into law	37
Privacy protection by law exists	34
E-Government	59

Public leadership	Rank
▶ Public-private partnerships	22
Core government systems index	52
Public service delivery index	54
Publicized laws and government data	50
Government respects due process of law	50
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	58	55	51	54	54
Capital & AI investment	57	47	49	46	39
Research infrastructure	59	58	63	59	61

Technological framework	Rank
▷ Communications technology	66
Mobile broadband subscribers	43
▷ Internet users	65
Internet bandwidth speed	53
▶ High-tech exports (% manufacture exports)	04
Secure internet servers	59

Capital & AI investment	Rank
IT & media stock market capitalization	39
Investment incentives for AI	45
Funding for technological development	58
Venture capital	37
▶ Investment in Telecommunications	08
Companies investment in AI	43
AI private investment	47

Research infrastructure	Rank
Total expenditure on R&D (%)	59
Total R&D personnel per capita	52
R&D productivity by publication	33
High-tech patent grants	45
Robots in Education and R&D	49
AI-related patent publications	39
AI Articles	49

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	48	48	47	42	34
Business agility	44	58	57	55	47
AI adoption	44	44	43	44	45

Practices	Rank
Start-up days	14
Regulatory burden	27
Online services	41
Development & application of tech.	49
Use of big data and analytics	41

Business agility	Rank
Opportunities and threats	31
Agility of companies	22
Knowledge transfer	44
World robots distribution	40
Entrepreneurial fear of failure	-
Network readiness index	55

AI adoption	Rank
The implementation of the national AI strategy	48
AI adoption in companies is implemented	45
City use of AI to improve the quality of services	38
Society's access to AI	40
AI adoption	44

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	44	52	56	50	45
Education & training	61	60	64	61	61
AI readiness	63	60	63	63	54

Talent	Rank
Educational assessment PISA - Math	59
International experience	24
Management of cities	52
Digital/Technological skills	47
Foreign highly skilled personnel	47
Net flow of international students	46
▶ Female researchers	04

Education & training	Rank
Employee training	36
Secondary school enrollment	62
Higher education achievement	55
Graduates in Sciences	37
▷ Women with degrees	60
AI education index	51

AI readiness	Rank
AI skills	45
Concerns about AI job displacement are addresse	52
Companies invest in AI training	41
AI readiness	44
▷ Scientific and technical employment	60

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	64	68	68	69	64
Societal attitudes	50	41	50	46	46
Trust	58	54	56	56	50

Cybersecurity & AI ethics	Rank
Cyber security	44
▷ Government cyber security capacity	63
Companies address bias in AI algorithms	43
Companies understand AI cybersecurity risks	41
Global index for responsible AI	51
Government social media monitoring	57

Societal attitudes	Rank
E-Participation	42
Internet retailing	53
Tablet possession	50
Smartphone possession	52
Attitudes toward globalization	31
▶ Flexibility and adaptability	12

Trust	Rank
Company AI systems protect sensitive data	39
Corporations are able to handle data breaches	36
Citizen trust in AI	27
Country credit rating	47
Image abroad or branding	56
Rule of law	65

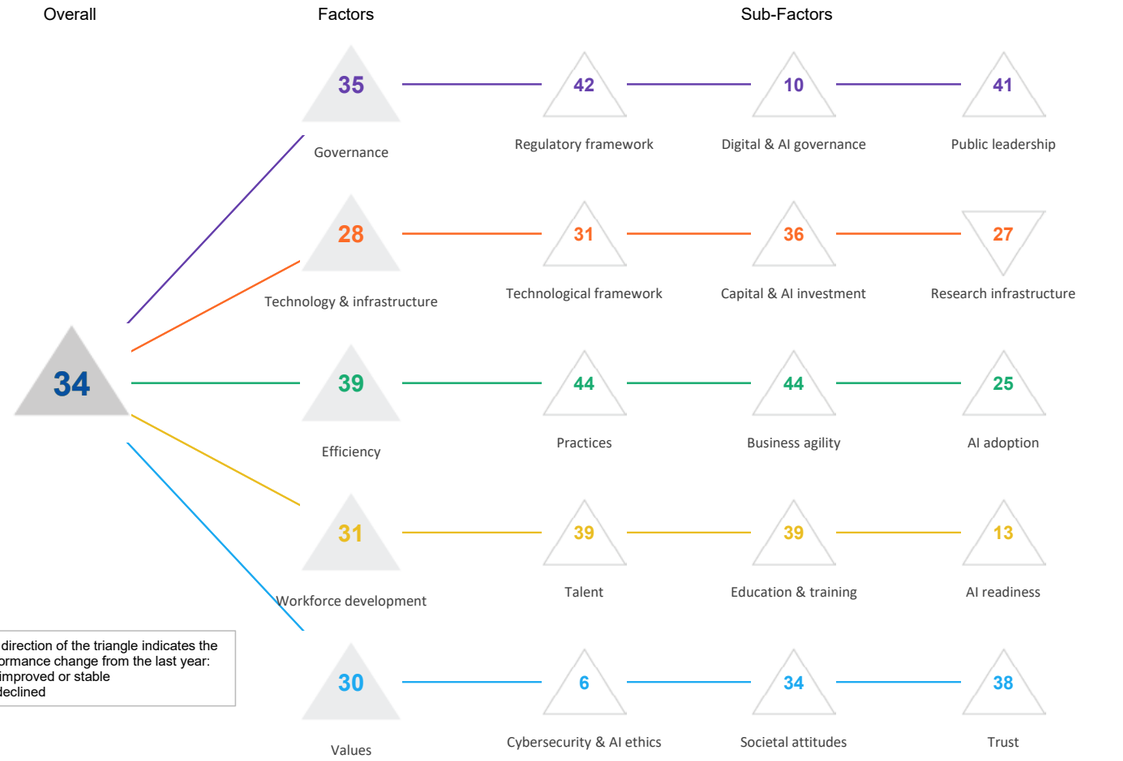
Poland

Economy profile

POLAND

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

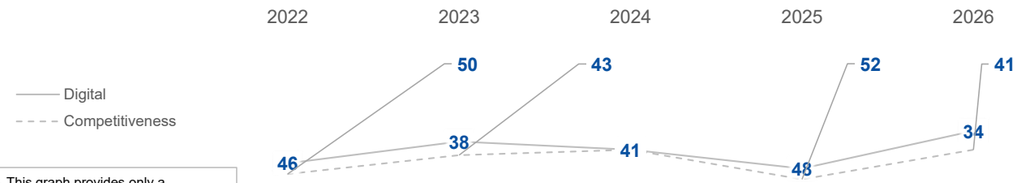


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	46	38	41	48	34
Governance	44	39	39	49	35
Technology & infrastructure	40	32	35	41	28
Efficiency	48	40	40	59	39
Workforce development	44	39	40	47	31
Values	49	41	43	48	30

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

POLAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	56	49	42	56	42
Digital & AI governance	23	23	26	29	10
Public leadership	57	49	49	46	41

Regulatory framework	Rank
Immigration laws	51
Scientific research legislation	44
Intellectual property rights	48
Government Effectiveness index	40
Regulatory Quality index	37

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	12
Company compliance with relevant AI laws	31
▶ AI policies passed into law	04
Privacy protection by law exists	25
E-Government	33

Public leadership	Rank
Public-private partnerships	50
Core government systems index	35
Public service delivery index	51
Publicized laws and government data	33
Government respects due process of law	37
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	41	39	35	42	31
Capital & AI investment	58	43	44	54	36
Research infrastructure	26	26	26	26	27

Technological framework	Rank
▷ Communications technology	59
Mobile broadband subscribers	17
Internet users	46
Internet bandwidth speed	24
High-tech exports (% manufacture exports)	38
Secure internet servers	12

Capital & AI investment	Rank
IT & media stock market capitalization	38
▶ Investment incentives for AI	06
▷ Funding for technological development	57
Venture capital	29
Investment in Telecommunications	47
▶ Companies investment in AI	06
AI private investment	37

Research infrastructure	Rank
Total expenditure on R&D (%)	29
Total R&D personnel per capita	33
R&D productivity by publication	26
High-tech patent grants	39
Robots in Education and R&D	14
AI-related patent publications	26
AI Articles	19

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	59	36	38	64	44
Business agility	46	29	40	60	44
AI adoption	32	32	34	34	25

Practices	Rank
Start-up days	02
Regulatory burden	37
Online services	42
▷ Development & application of tech.	63
▷ Use of big data and analytics	64

Business agility	Rank
Opportunities and threats	48
Agility of companies	27
Knowledge transfer	28
World robots distribution	18
Entrepreneurial fear of failure	44
Network readiness index	39

AI adoption	Rank
The implementation of the national AI strategy	19
AI adoption in companies is implemented	25
City use of AI to improve the quality of services	26
Society's access to AI	16
AI adoption	32

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	60	39	45	53	39
Education & training	53	41	37	48	39
AI readiness	36	35	39	37	13

Talent	Rank
Educational assessment PISA - Math	12
International experience	39
Management of cities	40
▷ Digital/Technological skills	61
Foreign highly skilled personnel	31
Net flow of international students	29
Female researchers	37

Education & training	Rank
Employee training	46
Secondary school enrollment	08
Higher education achievement	28
Graduates in Sciences	51
Women with degrees	28
AI education index	36

AI readiness	Rank
AI skills	13
▶ Concerns about AI job displacement are addresse	05
Companies invest in AI training	15
AI readiness	23
Scientific and technical employment	30

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	52	40	32	42	06
Societal attitudes	40	38	49	53	34
Trust	47	46	45	49	38

Cybersecurity & AI ethics	Rank
Cyber security	37
▶ Government cyber security capacity	04
Companies address bias in AI algorithms	12
Companies understand AI cybersecurity risks	29
Global index for responsible AI	17
Government social media monitoring	30

Societal attitudes	Rank
E-Participation	37
Internet retailing	25
Tablet possession	12
Smartphone possession	54
Attitudes toward globalization	54
Flexibility and adaptability	56

Trust	Rank
Company AI systems protect sensitive data	27
Corporations are able to handle data breaches	45
Citizen trust in AI	34
Country credit rating	39
Image abroad or branding	48
Rule of law	35

Portugal

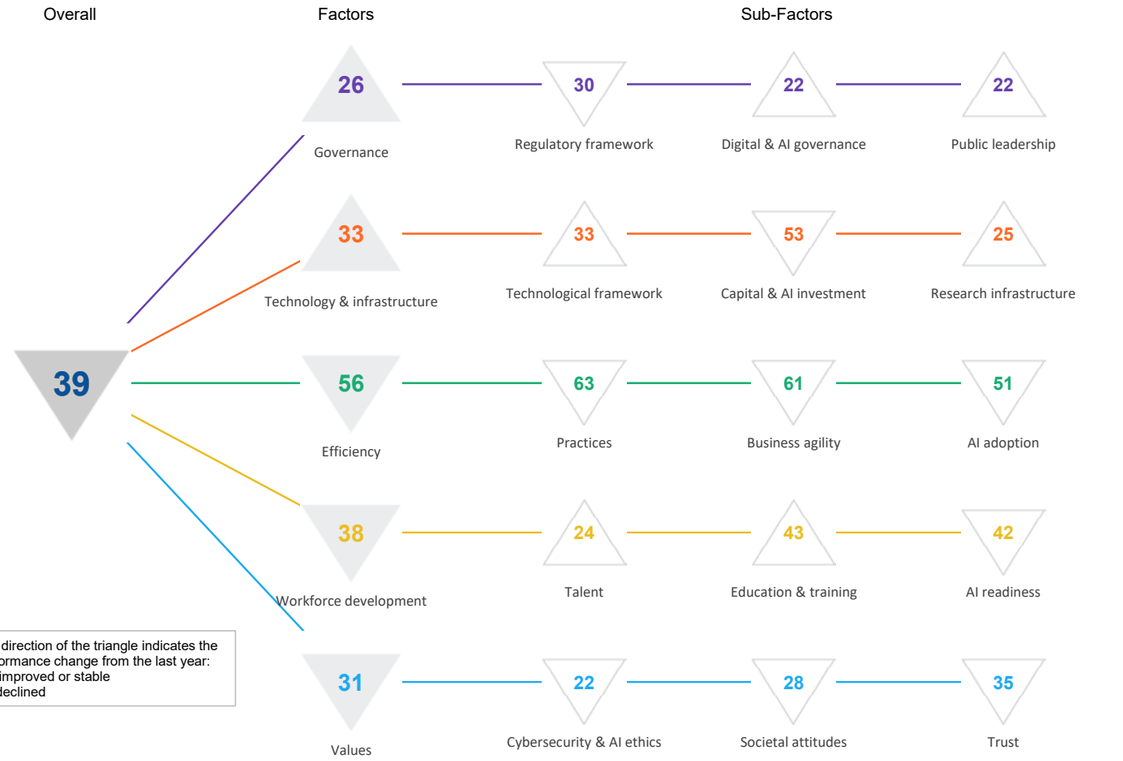
Economy profile

166

PORTUGAL

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

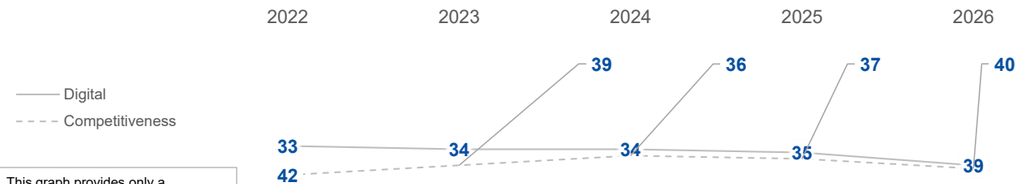


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	33	34	34	35	39
Governance	25	28	29	27	26
Technology & infrastructure	37	34	40	37	33
Efficiency	42	43	50	49	56
Workforce development	30	31	29	31	38
Values	24	29	20	24	31

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

PORTUGAL

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	21	26	23	25	30
Digital & AI governance	31	31	33	42	22
Public leadership	28	26	23	23	22

Regulatory framework	Rank
Immigration laws	14
Scientific research legislation	34
Intellectual property rights	25
Government Effectiveness index	32
Regulatory Quality index	33

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	50
Company compliance with relevant AI laws	37
▶ AI policies passed into law	08
▶ Privacy protection by law exists	02
E-Government	41

Public leadership	Rank
Public-private partnerships	41
Core government systems index	12
Public service delivery index	13
Publicized laws and government data	43
Government respects due process of law	36
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	37	28	30	35	33
Capital & AI investment	54	51	56	52	53
Research infrastructure	28	27	27	27	25

Technological framework	Rank
▶ Communications technology	08
Mobile broadband subscribers	42
Internet users	47
Internet bandwidth speed	20
High-tech exports (% manufacture exports)	53
Secure internet servers	34

Capital & AI investment	Rank
IT & media stock market capitalization	40
Investment incentives for AI	52
Funding for technological development	41
Venture capital	43
Investment in Telecommunications	54
Companies investment in AI	55
AI private investment	31

Research infrastructure	Rank
Total expenditure on R&D (%)	23
Total R&D personnel per capita	21
R&D productivity by publication	34
High-tech patent grants	23
Robots in Education and R&D	22
AI-related patent publications	26
AI Articles	24

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	43	41	58	51	63
Business agility	60	54	56	56	61
AI adoption	27	27	29	30	51

Practices	Rank
Start-up days	46
Regulatory burden	49
Online services	45
Development & application of tech.	31
Use of big data and analytics	55

Business agility	Rank
▷ Opportunities and threats	60
▷ Agility of companies	58
Knowledge transfer	48
World robots distribution	30
Entrepreneurial fear of failure	45
Network readiness index	41

AI adoption	Rank
The implementation of the national AI strategy	49
AI adoption in companies is implemented	54
City use of AI to improve the quality of services	54
▷ Society's access to AI	57
AI adoption	27

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	27	30	24	26	24
Education & training	43	39	42	47	43
AI readiness	29	27	29	30	42

Talent	Rank
Educational assessment PISA - Math	30
International experience	54
Management of cities	19
Digital/Technological skills	21
Foreign highly skilled personnel	38
Net flow of international students	14
Female researchers	24

Education & training	Rank
▷ Employee training	65
Secondary school enrollment	04
Higher education achievement	40
Graduates in Sciences	17
Women with degrees	38
AI education index	39

AI readiness	Rank
AI skills	47
Concerns about AI job displacement are addresse	50
Companies invest in AI training	54
AI readiness	29
Scientific and technical employment	26

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	24	21	14	13	22
Societal attitudes	22	27	20	21	28
Trust	29	32	29	30	35

Cybersecurity & AI ethics	Rank
Cyber security	47
Government cyber security capacity	22
Companies address bias in AI algorithms	56
▷ Companies understand AI cybersecurity risks	56
Global index for responsible AI	18
▶ Government social media monitoring	04

Societal attitudes	Rank
E-Participation	52
Internet retailing	33
Tablet possession	27
Smartphone possession	34
Attitudes toward globalization	18
Flexibility and adaptability	17

Trust	Rank
Company AI systems protect sensitive data	50
Corporations are able to handle data breaches	46
Citizen trust in AI	31
Country credit rating	33
Image abroad or branding	38
Rule of law	25

Puerto Rico

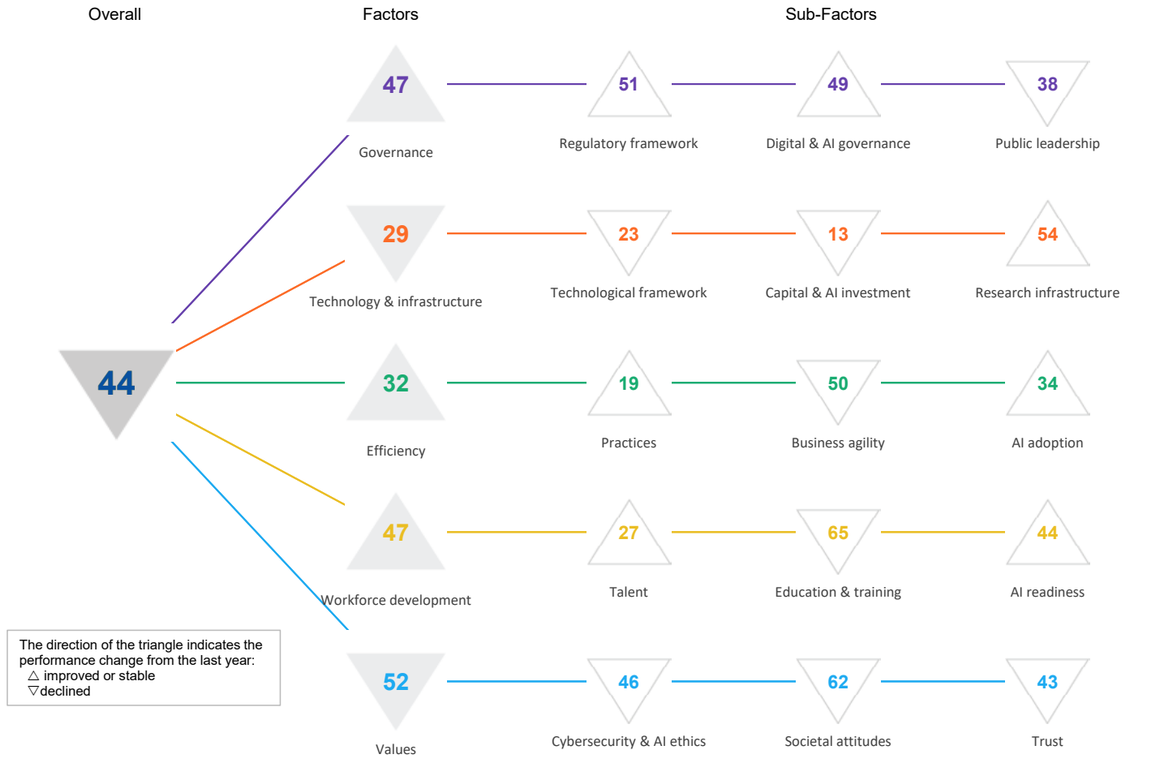
Economy profile

168

PUERTO RICO

DIGITAL TRENDS - OVERALL

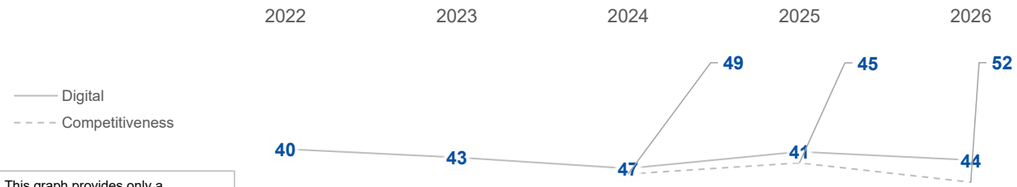
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	40	43	47	41	44
Governance	42	41	55	48	47
Technology & infrastructure	23	31	25	23	29
Efficiency	24	39	38	35	32
Workforce development	58	56	57	51	47
Values	47	51	51	41	52

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

PUERTO RICO

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	51	48	51	52	51
Digital & AI governance	-	-	67	62	49
Public leadership	-	34	38	28	38

Regulatory framework	Rank
▷ Immigration laws	69
Scientific research legislation	33
Intellectual property rights	36
▷ Government Effectiveness index	66
Regulatory Quality index	39

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	26
Company compliance with relevant AI laws	38
AI policies passed into law	37
Privacy protection by law exists	-
E-Government	-

Public leadership	Rank
Public-private partnerships	39
Core government systems index	-
Public service delivery index	-
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	07	25	13	17	23
Capital & AI investment	37	17	19	06	13
Research infrastructure	42	59	60	56	54

Technological framework	Rank
Communications technology	43
Mobile broadband subscribers	11
Internet users	50
Internet bandwidth speed	43
▶ High-tech exports (% manufacture exports)	01
Secure internet servers	67

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	21
Funding for technological development	33
Venture capital	51
▶ Investment in Telecommunications	04
Companies investment in AI	26
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	56
▶ Total R&D personnel per capita	01
R&D productivity by publication	58
High-tech patent grants	-
Robots in Education and R&D	55
AI-related patent publications	-
AI Articles	68

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	10	26	29	21	19
Business agility	27	40	44	36	50
AI adoption	-	-	40	40	34

Practices	Rank
Start-up days	06
Regulatory burden	17
Online services	-
Development & application of tech.	26
Use of big data and analytics	23

Business agility	Rank
Opportunities and threats	63
Agility of companies	36
Knowledge transfer	52
World robots distribution	54
Entrepreneurial fear of failure	30
Network readiness index	-

AI adoption	Rank
The implementation of the national AI strategy	31
AI adoption in companies is implemented	34
City use of AI to improve the quality of services	35
Society's access to AI	25
AI adoption	-

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	45	49	43	30	27
Education & training	67	63	66	63	65
AI readiness	46	44	55	56	44

Talent	Rank
Educational assessment PISA - Math	-
International experience	45
▷ Management of cities	65
Digital/Technological skills	32
Foreign highly skilled personnel	45
Net flow of international students	-
▶ Female researchers	07

Education & training	Rank
Employee training	50
Secondary school enrollment	64
Higher education achievement	47
Graduates in Sciences	48
▷ Women with degrees	66
AI education index	61

AI readiness	Rank
AI skills	25
Concerns about AI job displacement are addresse	35
Companies invest in AI training	39
AI readiness	-
Scientific and technical employment	42

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	-	51	52	30	46
Societal attitudes	61	61	62	59	62
Trust	37	42	47	36	43

Cybersecurity & AI ethics	Rank
Cyber security	59
Government cyber security capacity	-
Companies address bias in AI algorithms	41
Companies understand AI cybersecurity risks	46
Global index for responsible AI	-
Government social media monitoring	-

Societal attitudes	Rank
E-Participation	-
▷ Internet retailing	65
▶ Tablet possession	03
Smartphone possession	61
Attitudes toward globalization	55
Flexibility and adaptability	51

Trust	Rank
Company AI systems protect sensitive data	40
Corporations are able to handle data breaches	41
Citizen trust in AI	33
Country credit rating	-
Image abroad or branding	57
Rule of law	37

Qatar

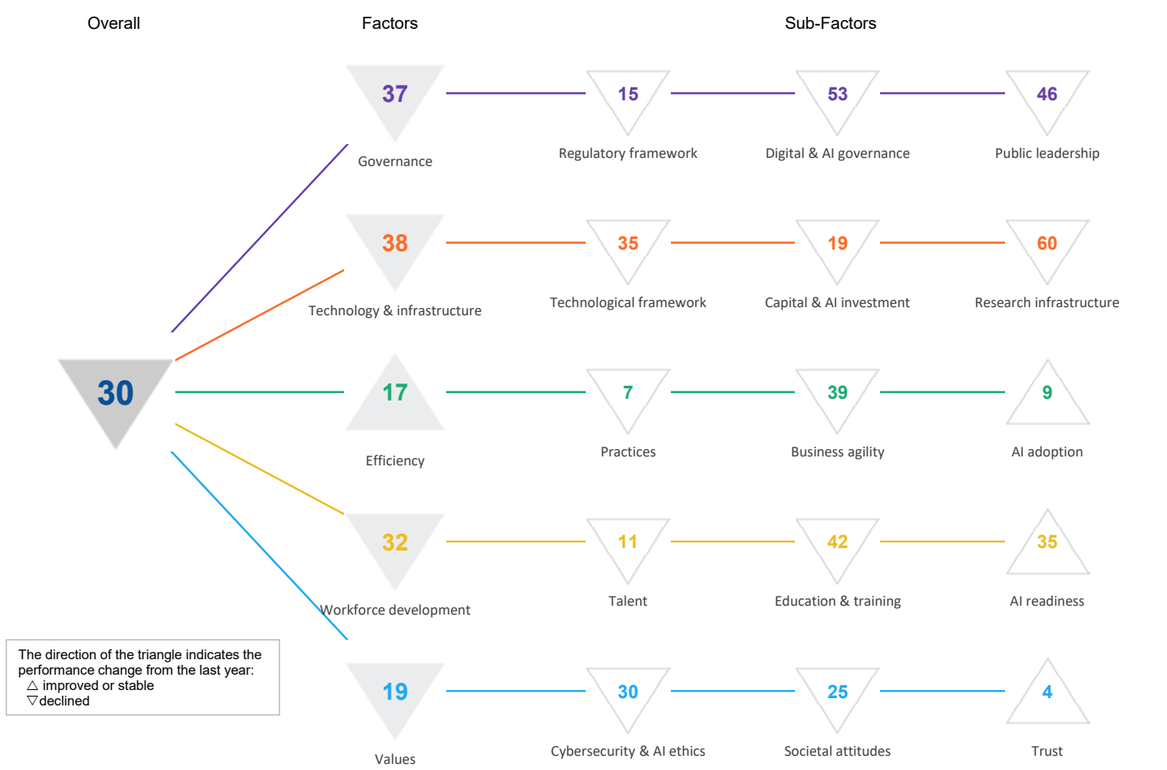
Economy profile

170

QATAR

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

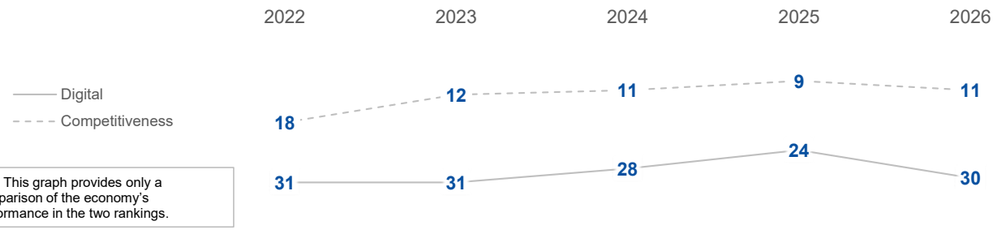


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	31	31	28	24	30
Governance	35	35	30	20	37
Technology & infrastructure	36	39	32	29	38
Efficiency	29	26	29	17	17
Workforce development	29	36	30	29	32
Values	25	19	19	15	19

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

QATAR

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	20	15	13	11	15
Digital & AI governance	51	51	44	38	53
Public leadership	35	35	35	34	46

Regulatory framework	Rank
Immigration laws	06
▶ Scientific research legislation	02
Intellectual property rights	08
Government Effectiveness index	28
Regulatory Quality index	29

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	04
Company compliance with relevant AI laws	11
AI policies passed into law	37
▷ Privacy protection by law exists	66
E-Government	45

Public leadership	Rank
Public-private partnerships	03
Core government systems index	37
Public service delivery index	36
Publicized laws and government data	53
Government respects due process of law	25
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	30	36	29	29	35
Capital & AI investment	20	31	24	16	19
Research infrastructure	57	52	51	52	60

Technological framework	Rank
Communications technology	07
▶ Mobile broadband subscribers	03
Internet users	09
Internet bandwidth speed	30
High-tech exports (% manufacture exports)	62
Secure internet servers	69

Capital & AI investment	Rank
IT & media stock market capitalization	28
Investment incentives for AI	07
▶ Funding for technological development	01
Venture capital	13
▷ Investment in Telecommunications	65
Companies investment in AI	07
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	45
Total R&D personnel per capita	48
R&D productivity by publication	53
High-tech patent grants	27
Robots in Education and R&D	52
AI-related patent publications	44
AI Articles	45

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	14	08	10	03	07
Business agility	29	24	32	18	39
AI adoption	42	42	45	47	09

Practices	Rank
Start-up days	27
Regulatory burden	14
Online services	48
▶ Development & application of tech.	02
▶ Use of big data and analytics	01

Business agility	Rank
Opportunities and threats	15
Agility of companies	16
Knowledge transfer	11
World robots distribution	55
Entrepreneurial fear of failure	15
▷ Network readiness index	66

AI adoption	Rank
The implementation of the national AI strategy	06
AI adoption in companies is implemented	08
City use of AI to improve the quality of services	05
Society's access to AI	07
AI adoption	42

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	10	12	08	09	11
Education & training	37	53	44	35	42
AI readiness	41	46	43	43	35

Talent	Rank
Educational assessment PISA - Math	46
International experience	03
Management of cities	03
Digital/Technological skills	04
Foreign highly skilled personnel	07
Net flow of international students	11
Female researchers	49

Education & training	Rank
Employee training	14
Secondary school enrollment	55
Higher education achievement	51
Graduates in Sciences	38
Women with degrees	20
AI education index	48

AI readiness	Rank
AI skills	08
Concerns about AI job displacement are addresse	03
Companies invest in AI training	31
AI readiness	47
Scientific and technical employment	57

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	40	24	26	20	30
Societal attitudes	23	22	24	19	25
Trust	20	22	15	16	04

Cybersecurity & AI ethics	Rank
Cyber security	03
Government cyber security capacity	16
Companies address bias in AI algorithms	11
Companies understand AI cybersecurity risks	06
Global index for responsible AI	42
▷ Government social media monitoring	67

Societal attitudes	Rank
▷ E-Participation	62
Internet retailing	57
Tablet possession	06
Smartphone possession	06
Attitudes toward globalization	06
Flexibility and adaptability	06

Trust	Rank
Company AI systems protect sensitive data	05
Corporations are able to handle data breaches	06
Citizen trust in AI	04
Country credit rating	16
Image abroad or branding	05
Rule of law	34

Romania

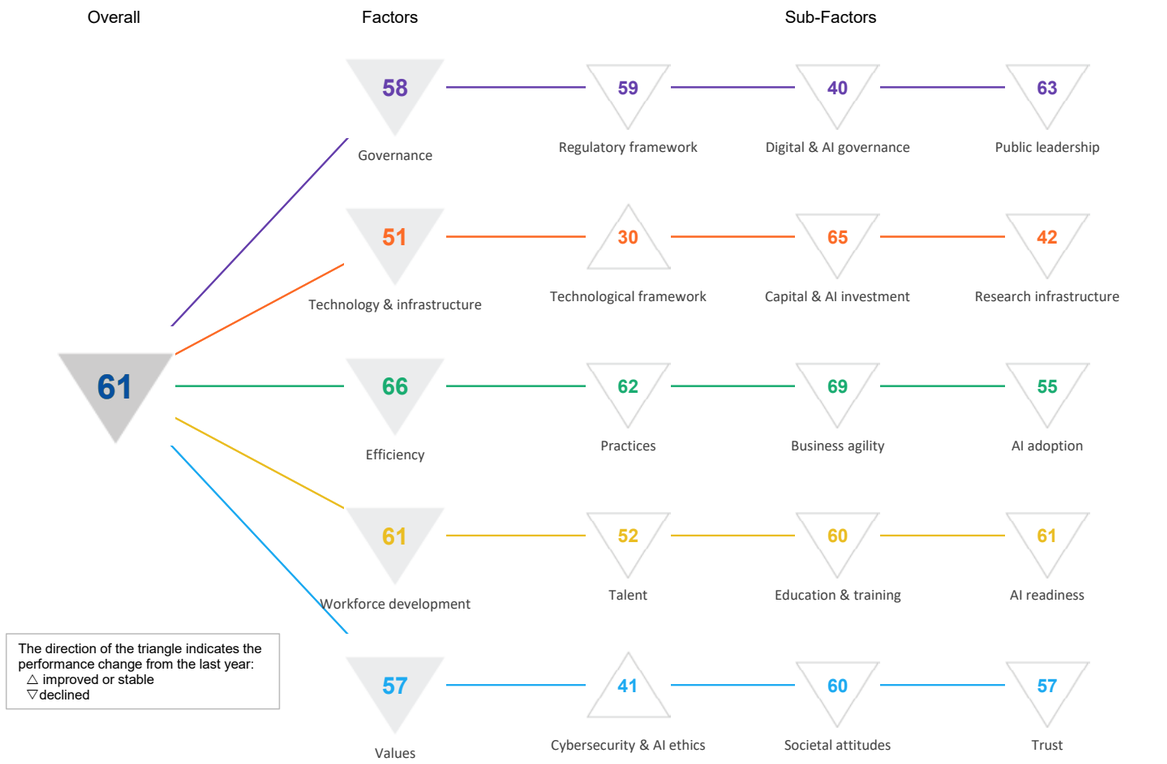
Economy profile

172

ROMANIA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

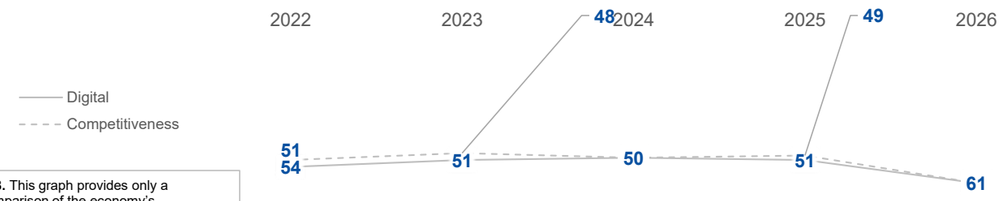


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	54	51	50	51	61
Governance	58	55	51	51	58
Technology & infrastructure	49	47	52	48	51
Efficiency	56	50	54	53	66
Workforce development	59	57	56	49	61
Values	42	45	47	51	57

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

ROMANIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	50	50	52	50	59
Digital & AI governance	48	48	39	34	40
Public leadership	65	64	64	62	63

Regulatory framework	Rank
Immigration laws	58
Scientific research legislation	62
▷ Intellectual property rights	66
Government Effectiveness index	45
Regulatory Quality index	46

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	60
Company compliance with relevant AI laws	55
▶ AI policies passed into law	08
Privacy protection by law exists	38
E-Government	58

Public leadership	Rank
▷ Public-private partnerships	67
▷ Core government systems index	63
▷ Public service delivery index	64
Publicized laws and government data	36
Government respects due process of law	49
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	29	30	33	32	30
Capital & AI investment	67	65	65	60	65
Research infrastructure	41	40	42	41	42

Technological framework	Rank
Communications technology	26
Mobile broadband subscribers	53
Internet users	37
▶ Internet bandwidth speed	15
High-tech exports (% manufacture exports)	39
Secure internet servers	29

Capital & AI investment	Rank
IT & media stock market capitalization	54
Investment incentives for AI	56
Funding for technological development	38
Venture capital	57
Investment in Telecommunications	63
Companies investment in AI	57
AI private investment	32

Research infrastructure	Rank
Total expenditure on R&D (%)	52
Total R&D personnel per capita	45
R&D productivity by publication	25
High-tech patent grants	36
Robots in Education and R&D	36
AI-related patent publications	39
AI Articles	32

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	50	45	41	41	62
Business agility	66	50	65	59	69
AI adoption	51	51	41	42	55

Practices	Rank
Start-up days	39
Regulatory burden	51
Online services	61
Development & application of tech.	42
▶ Use of big data and analytics	14

Business agility	Rank
Opportunities and threats	61
Agility of companies	56
Knowledge transfer	57
World robots distribution	32
Entrepreneurial fear of failure	51
Network readiness index	56

AI adoption	Rank
The implementation of the national AI strategy	56
AI adoption in companies is implemented	53
City use of AI to improve the quality of services	56
Society's access to AI	58
AI adoption	51

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	51	46	46	43	52
Education & training	64	61	65	57	60
AI readiness	54	56	54	50	61

Talent	Rank
Educational assessment PISA - Math	41
International experience	61
Management of cities	61
Digital/Technological skills	20
Foreign highly skilled personnel	62
Net flow of international students	38
▶ Female researchers	17

Education & training	Rank
Employee training	59
Secondary school enrollment	65
Higher education achievement	58
▶ Graduates in Sciences	13
Women with degrees	55
AI education index	44

AI readiness	Rank
AI skills	50
Concerns about AI job displacement are addresse	62
Companies invest in AI training	62
AI readiness	46
Scientific and technical employment	49

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	22	33	40	46	41
Societal attitudes	46	55	59	55	60
Trust	56	50	51	50	57

Cybersecurity & AI ethics	Rank
Cyber security	39
Government cyber security capacity	55
Companies address bias in AI algorithms	21
Companies understand AI cybersecurity risks	37
Global index for responsible AI	28
Government social media monitoring	41

Societal attitudes	Rank
E-Participation	46
Internet retailing	43
Tablet possession	55
Smartphone possession	42
▷ Attitudes toward globalization	69
Flexibility and adaptability	60

Trust	Rank
Company AI systems protect sensitive data	55
Corporations are able to handle data breaches	55
Citizen trust in AI	54
Country credit rating	54
Image abroad or branding	66
Rule of law	41

Saudi Arabia

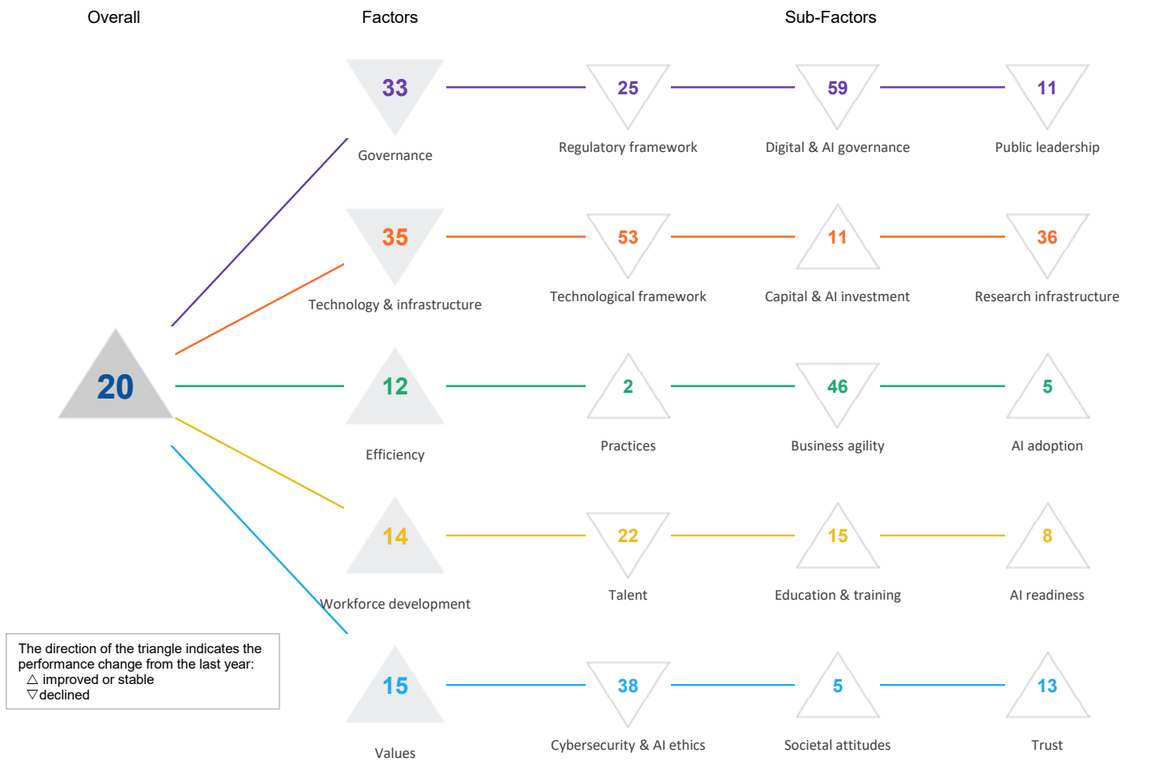
Economy profile

174

SAUDI ARABIA

DIGITAL TRENDS - OVERALL

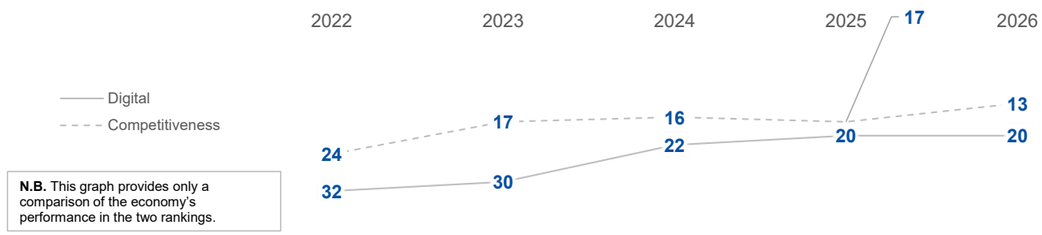
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	32	30	22	20	20
Governance	24	24	18	14	33
Technology & infrastructure	44	36	28	31	35
Efficiency	27	21	22	18	12
Workforce development	31	32	18	14	14
Values	34	27	21	22	15

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SAUDI ARABIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	37	28	27	19	25
Digital & AI governance	37	37	36	39	59
Public leadership	03	06	05	04	11

Regulatory framework	Rank
Immigration laws	12
Scientific research legislation	08
Intellectual property rights	15
Government Effectiveness index	37
Regulatory Quality index	35

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	05
Company compliance with relevant AI laws	12
AI policies passed into law	37
▷ Privacy protection by law exists	69
E-Government	06

Public leadership	Rank
Public-private partnerships	02
▶ Core government systems index	02
Public service delivery index	03
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	46

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	17	16	13	13	22
Education & training	25	27	21	21	15
AI readiness	50	51	25	18	08

Talent	Rank
▷ Educational assessment PISA - Math	52
International experience	06
Management of cities	10
Digital/Technological skills	10
Foreign highly skilled personnel	04
Net flow of international students	30
Female researchers	31

Education & training	Rank
Employee training	13
Secondary school enrollment	15
Higher education achievement	16
Graduates in Sciences	08
Women with degrees	32
AI education index	21

AI readiness	Rank
AI skills	07
Concerns about AI job displacement are addresse	06
Companies invest in AI training	16
AI readiness	15
Scientific and technical employment	-

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	51	50	47	47	53
Capital & AI investment	30	16	10	21	11
Research infrastructure	50	38	38	33	36

Technological framework	Rank
Communications technology	17
Mobile broadband subscribers	50
▶ Internet users	01
Internet bandwidth speed	46
▷ High-tech exports (% manufacture exports)	66
Secure internet servers	58

Capital & AI investment	Rank
IT & media stock market capitalization	42
Investment incentives for AI	12
Funding for technological development	02
Venture capital	06
Investment in Telecommunications	31
Companies investment in AI	05
AI private investment	09

Research infrastructure	Rank
Total expenditure on R&D (%)	48
Total R&D personnel per capita	47
R&D productivity by publication	09
High-tech patent grants	33
▷ Robots in Education and R&D	52
AI-related patent publications	34
AI Articles	09

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	47	28	22	27	38
Societal attitudes	18	19	13	10	05
Trust	34	31	27	24	13

Cybersecurity & AI ethics	Rank
▶ Cyber security	01
Government cyber security capacity	17
Companies address bias in AI algorithms	07
▶ Companies understand AI cybersecurity risks	02
Global index for responsible AI	50
▷ Government social media monitoring	69

Societal attitudes	Rank
E-Participation	06
Internet retailing	47
Tablet possession	11
Smartphone possession	05
Attitudes toward globalization	11
Flexibility and adaptability	08

Trust	Rank
Company AI systems protect sensitive data	02
Corporations are able to handle data breaches	03
Citizen trust in AI	05
Country credit rating	25
Image abroad or branding	09
Rule of law	47

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	25	10	08	04	02
Business agility	35	31	38	33	46
AI adoption	25	25	24	24	05

Practices	Rank
Start-up days	07
Regulatory burden	12
Online services	04
▶ Development & application of tech.	01
Use of big data and analytics	15

Business agility	Rank
Opportunities and threats	11
Agility of companies	11
Knowledge transfer	19
World robots distribution	49
Entrepreneurial fear of failure	49
Network readiness index	52

AI adoption	Rank
The implementation of the national AI strategy	04
AI adoption in companies is implemented	04
City use of AI to improve the quality of services	07
Society's access to AI	04
AI adoption	25

Singapore

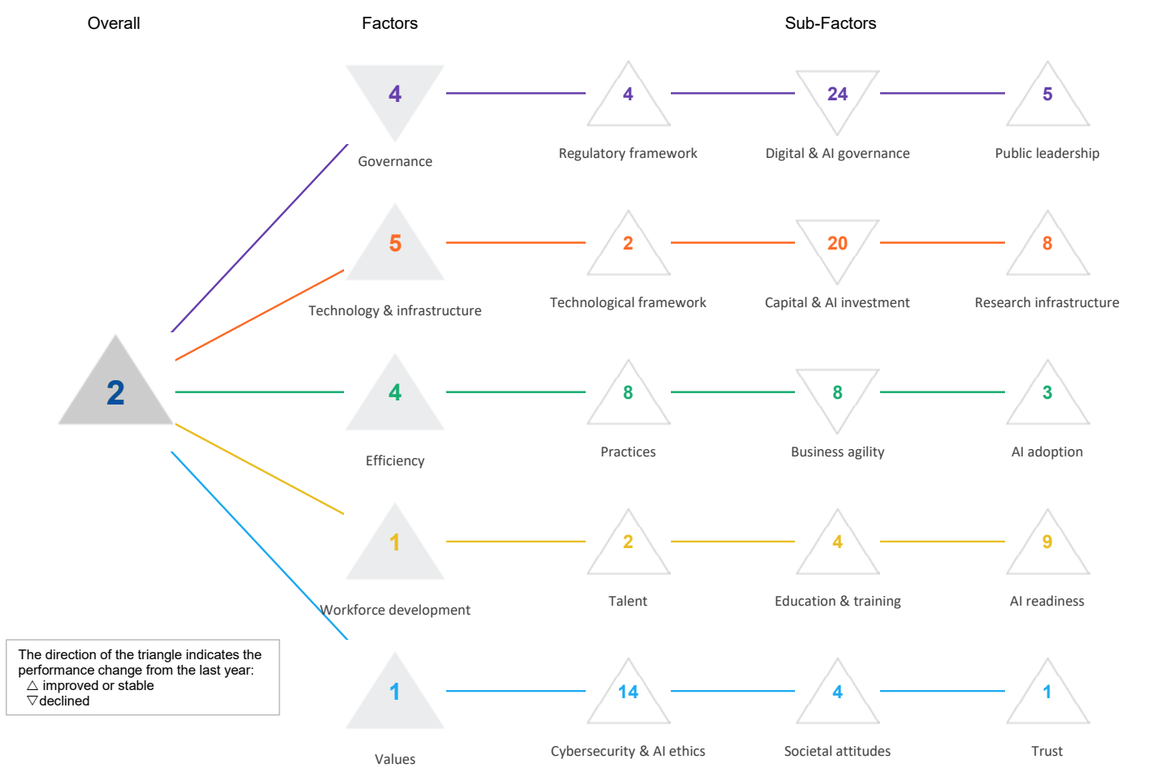
Economy profile

176

SINGAPORE

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

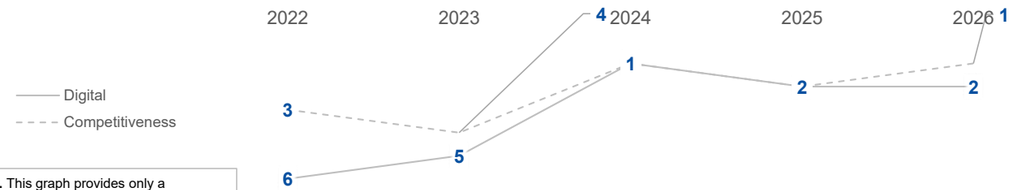


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	06	05	01	02	02
Governance	03	03	01	03	04
Technology & infrastructure	05	08	03	05	05
Efficiency	04	05	02	06	04
Workforce development	05	06	01	06	01
Values	11	07	02	06	01

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SINGAPORE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	05	09	02	06	04
Digital & AI governance	11	11	02	04	24
Public leadership	05	04	02	05	05

Regulatory framework	Rank
▷ Immigration laws	49
Scientific research legislation	07
Intellectual property rights	06
▶ Government Effectiveness index	01
▶ Regulatory Quality index	01

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	01
Company compliance with relevant AI laws	07
AI policies passed into law	32
▷ Privacy protection by law exists	52
E-Government	03

Public leadership	Rank
Public-private partnerships	05
Core government systems index	29
Public service delivery index	07
Publicized laws and government data	14
Government respects due process of law	06
Global rights index	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	03	04	01	03	02
Education & training	05	06	02	05	04
AI readiness	10	09	20	23	09

Talent	Rank
Educational assessment PISA - Math	02
International experience	10
Management of cities	01
Digital/Technological skills	15
Foreign highly skilled personnel	03
Net flow of international students	04
▷ Female researchers	50

Education & training	Rank
Employee training	11
Secondary school enrollment	11
Higher education achievement	02
Graduates in Sciences	05
Women with degrees	41
AI education index	20

AI readiness	Rank
AI skills	14
Concerns about AI job displacement are addresse	04
Companies invest in AI training	09
AI readiness	07
Scientific and technical employment	33

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	02	03	01	04	02
Capital & AI investment	09	26	04	19	20
Research infrastructure	10	09	08	08	08

Technological framework	Rank
Communications technology	14
Mobile broadband subscribers	36
Internet users	26
▶ Internet bandwidth speed	01
High-tech exports (% manufacture exports)	05
Secure internet servers	16

Capital & AI investment	Rank
IT & media stock market capitalization	22
Investment incentives for AI	10
Funding for technological development	03
Venture capital	03
▷ Investment in Telecommunications	70
Companies investment in AI	11
AI private investment	18

Research infrastructure	Rank
Total expenditure on R&D (%)	18
Total R&D personnel per capita	12
R&D productivity by publication	43
▶ High-tech patent grants	01
Robots in Education and R&D	29
AI-related patent publications	08
AI Articles	22

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	35	12	09	14	14
Societal attitudes	07	06	01	06	04
Trust	09	09	03	03	01

Cybersecurity & AI ethics	Rank
Cyber security	06
Government cyber security capacity	03
Companies address bias in AI algorithms	08
Companies understand AI cybersecurity risks	05
Global index for responsible AI	35
▷ Government social media monitoring	58

Societal attitudes	Rank
E-Participation	06
Internet retailing	30
Tablet possession	14
Smartphone possession	04
Attitudes toward globalization	08
Flexibility and adaptability	14

Trust	Rank
Company AI systems protect sensitive data	03
Corporations are able to handle data breaches	02
Citizen trust in AI	08
▶ Country credit rating	01
Image abroad or branding	04
Rule of law	17

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	03	04	03	14	08
Business agility	07	11	01	06	08
AI adoption	09	09	16	13	03

Practices	Rank
Start-up days	20
Regulatory burden	23
Online services	05
Development & application of tech.	05
Use of big data and analytics	30

Business agility	Rank
Opportunities and threats	18
Agility of companies	17
Knowledge transfer	06
World robots distribution	12
Entrepreneurial fear of failure	-
Network readiness index	12

AI adoption	Rank
The implementation of the national AI strategy	03
AI adoption in companies is implemented	02
City use of AI to improve the quality of services	03
Society's access to AI	14
AI adoption	09

Slovak Republic

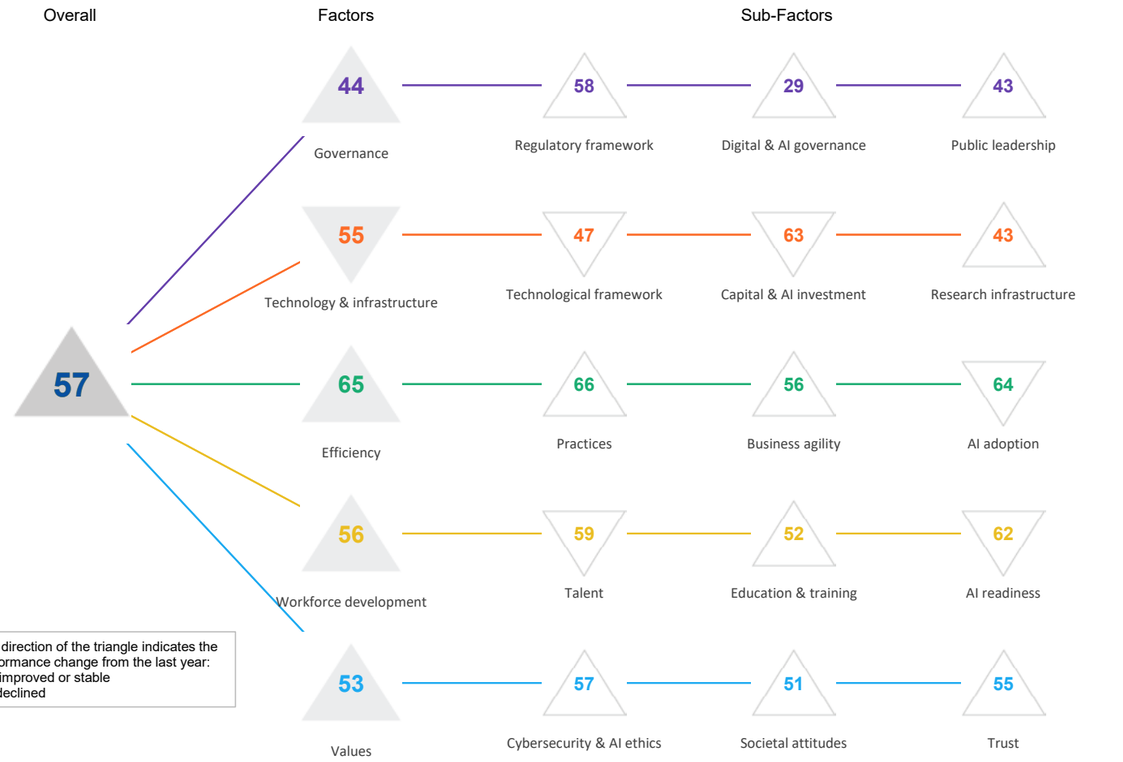
Economy profile

178

SLOVAK REPUBLIC

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

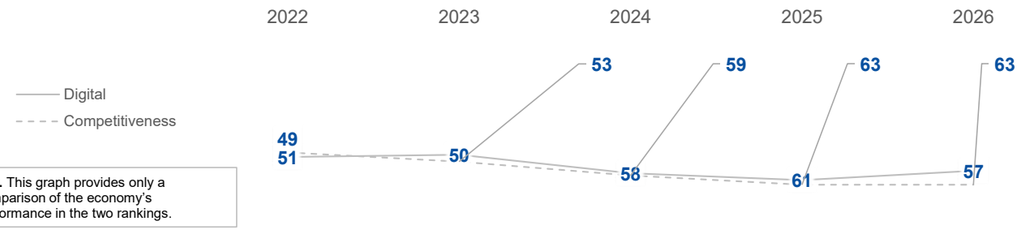


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	51	50	58	61	57
Governance	51	49	56	62	44
Technology & infrastructure	50	53	54	54	55
Efficiency	64	57	66	68	65
Workforce development	47	53	52	57	56
Values	41	42	53	63	53

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SLOVAK REPUBLIC

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	62	56	61	62	58
Digital & AI governance	42	42	53	57	29
Public leadership	52	46	48	53	43

Regulatory framework	Rank
Immigration laws	66
Scientific research legislation	65
Intellectual property rights	59
Government Effectiveness index	41
Regulatory Quality index	43

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	51
Company compliance with relevant AI laws	54
▶ AI policies passed into law	08
▶ Privacy protection by law exists	01
E-Government	52

Public leadership	Rank
Public-private partnerships	64
Core government systems index	47
Public service delivery index	59
Publicized laws and government data	30
Government respects due process of law	34
▶ Global rights index	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	46	50	49	57	59
Education & training	52	51	51	56	52
AI readiness	48	50	52	52	62

Talent	Rank
Educational assessment PISA - Math	35
International experience	56
Management of cities	53
Digital/Technological skills	37
▷ Foreign highly skilled personnel	69
Net flow of international students	59
Female researchers	28

Education & training	Rank
Employee training	47
Secondary school enrollment	30
Higher education achievement	43
Graduates in Sciences	44
Women with degrees	42
AI education index	57

AI readiness	Rank
AI skills	62
Concerns about AI job displacement are addresse	61
Companies invest in AI training	44
AI readiness	61
Scientific and technical employment	50

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	42	44	40	41	47
Capital & AI investment	63	63	62	62	63
Research infrastructure	39	42	46	44	43

Technological framework	Rank
Communications technology	31
Mobile broadband subscribers	47
Internet users	40
Internet bandwidth speed	45
High-tech exports (% manufacture exports)	45
Secure internet servers	40

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	60
Funding for technological development	61
Venture capital	58
Investment in Telecommunications	46
Companies investment in AI	65
AI private investment	48

Research infrastructure	Rank
Total expenditure on R&D (%)	40
Total R&D personnel per capita	35
R&D productivity by publication	48
High-tech patent grants	26
Robots in Education and R&D	30
AI-related patent publications	44
AI Articles	56

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	23	27	47	62	57
Societal attitudes	57	54	63	63	51
Trust	43	44	53	57	55

Cybersecurity & AI ethics	Rank
Cyber security	58
▷ Government cyber security capacity	67
Companies address bias in AI algorithms	59
Companies understand AI cybersecurity risks	51
Global index for responsible AI	29
Government social media monitoring	21

Societal attitudes	Rank
E-Participation	43
Internet retailing	38
▶ Tablet possession	21
Smartphone possession	37
▷ Attitudes toward globalization	68
Flexibility and adaptability	66

Trust	Rank
Company AI systems protect sensitive data	52
Corporations are able to handle data breaches	53
Citizen trust in AI	64
Country credit rating	36
Image abroad or branding	69
Rule of law	36

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	64	46	66	68	66
Business agility	56	57	58	62	56
AI adoption	62	62	62	61	64

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	58
▷ Development & application of tech.	68
Use of big data and analytics	58

Business agility	Rank
Opportunities and threats	58
Agility of companies	46
▷ Knowledge transfer	68
World robots distribution	27
▶ Entrepreneurial fear of failure	16
Network readiness index	43

AI adoption	Rank
The implementation of the national AI strategy	66
AI adoption in companies is implemented	51
City use of AI to improve the quality of services	65
Society's access to AI	59
AI adoption	62

Slovenia

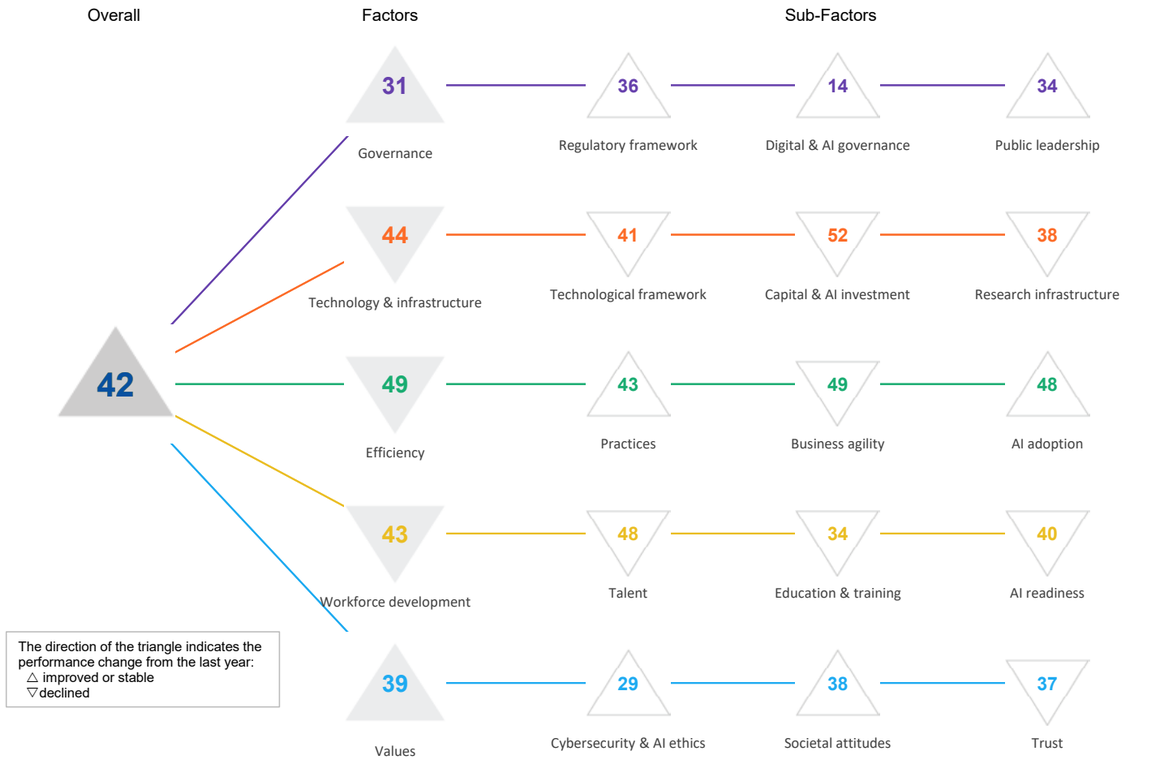
Economy profile

180

SLOVENIA

DIGITAL TRENDS - OVERALL

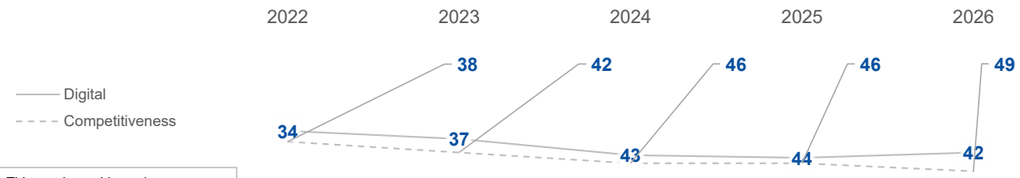
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	34	37	43	44	42
Governance	31	34	44	42	31
Technology & infrastructure	42	43	41	43	44
Efficiency	40	42	51	47	49
Workforce development	26	29	33	37	43
Values	33	38	41	43	39

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SLOVENIA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	33	39	39	38	36
Digital & AI governance	22	22	51	52	14
Public leadership	34	37	41	42	34

Regulatory framework	Rank
Immigration laws	55
Scientific research legislation	48
Intellectual property rights	46
Government Effectiveness index	30
Regulatory Quality index	31

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	44
Company compliance with relevant AI laws	43
▶ AI policies passed into law	04
Privacy protection by law exists	20
E-Government	29

Public leadership	Rank
▷ Public-private partnerships	66
Core government systems index	27
Public service delivery index	27
Publicized laws and government data	27
Government respects due process of law	28
Global rights index	-

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	40	43	47	47	48
Education & training	28	29	30	32	34
AI readiness	18	23	33	31	40

Talent	Rank
Educational assessment PISA - Math	19
International experience	59
Management of cities	42
Digital/Technological skills	34
▷ Foreign highly skilled personnel	68
Net flow of international students	22
Female researchers	38

Education & training	Rank
Employee training	38
Secondary school enrollment	32
Higher education achievement	38
▶ Graduates in Sciences	16
Women with degrees	33
AI education index	56

AI readiness	Rank
AI skills	52
Concerns about AI job displacement are addresse	53
Companies invest in AI training	47
AI readiness	34
Scientific and technical employment	19

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	40	41	39	38	41
Capital & AI investment	52	46	46	47	52
Research infrastructure	36	41	34	37	38

Technological framework	Rank
Communications technology	37
Mobile broadband subscribers	19
Internet users	39
Internet bandwidth speed	39
High-tech exports (% manufacture exports)	51
Secure internet servers	45

Capital & AI investment	Rank
IT & media stock market capitalization	48
Investment incentives for AI	51
Funding for technological development	45
Venture capital	59
Investment in Telecommunications	17
Companies investment in AI	50
AI private investment	56

Research infrastructure	Rank
Total expenditure on R&D (%)	17
Total R&D personnel per capita	17
R&D productivity by publication	59
High-tech patent grants	28
Robots in Education and R&D	35
AI-related patent publications	49
AI Articles	54

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	16	41	37	50	29
Societal attitudes	48	49	54	51	38
Trust	31	30	32	33	37

Cybersecurity & AI ethics	Rank
Cyber security	45
▷ Government cyber security capacity	64
Companies address bias in AI algorithms	44
Companies understand AI cybersecurity risks	32
▶ Global index for responsible AI	08
▶ Government social media monitoring	05

Societal attitudes	Rank
E-Participation	32
Internet retailing	36
▶ Tablet possession	17
Smartphone possession	30
Attitudes toward globalization	59
▷ Flexibility and adaptability	63

Trust	Rank
Company AI systems protect sensitive data	51
Corporations are able to handle data breaches	23
Citizen trust in AI	46
Country credit rating	28
Image abroad or branding	55
Rule of law	26

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	35	39	43	43	43
Business agility	34	41	47	43	49
AI adoption	39	39	55	54	48

Practices	Rank
Start-up days	30
Regulatory burden	39
Online services	28
▷ Development & application of tech.	61
Use of big data and analytics	45

Business agility	Rank
Opportunities and threats	43
Agility of companies	51
Knowledge transfer	56
World robots distribution	31
Entrepreneurial fear of failure	29
Network readiness index	34

AI adoption	Rank
The implementation of the national AI strategy	55
AI adoption in companies is implemented	48
City use of AI to improve the quality of services	52
Society's access to AI	20
AI adoption	39

South Africa

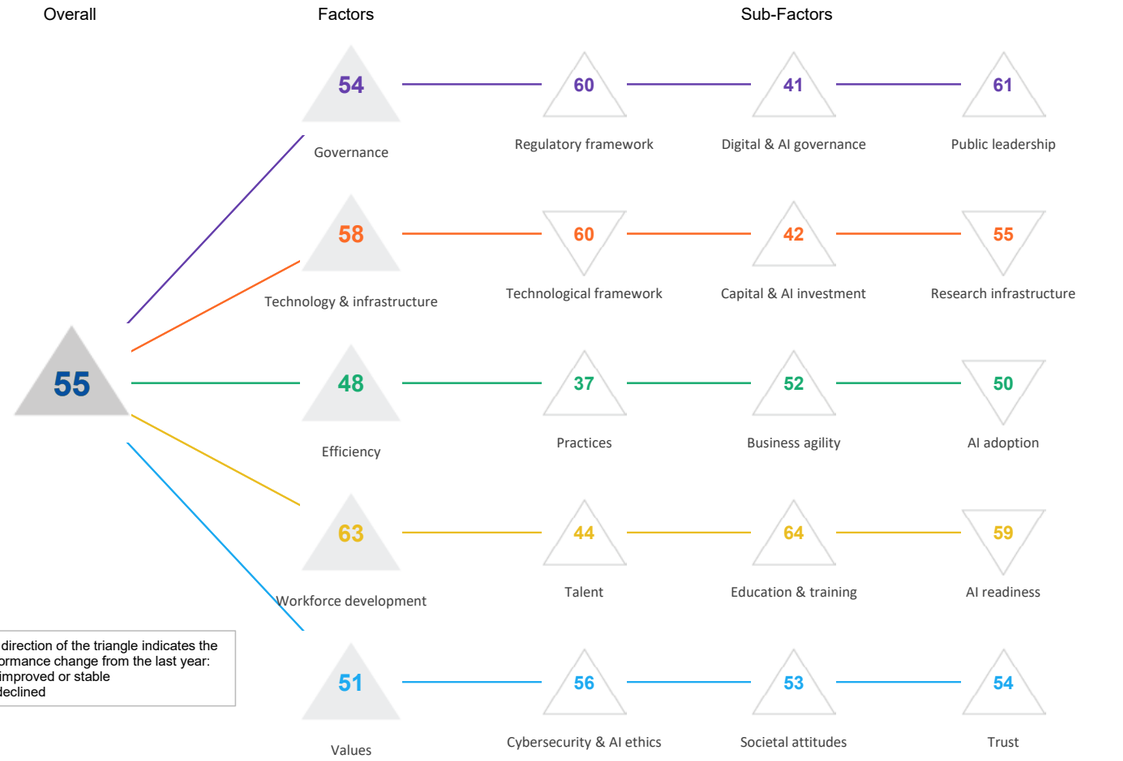
Economy profile

182

SOUTH AFRICA

DIGITAL TRENDS - OVERALL

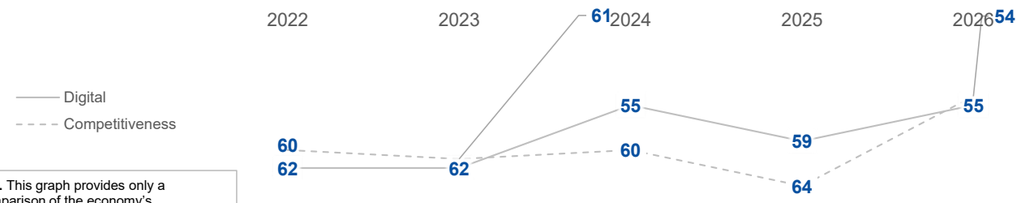
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	62	62	55	59	55
Governance	61	63	62	63	54
Technology & infrastructure	55	48	51	58	58
Efficiency	50	47	46	54	48
Workforce development	65	65	55	67	63
Values	57	58	56	60	51

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SOUTH AFRICA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	54	60	59	60	60
Digital & AI governance	55	55	50	47	41
Public leadership	63	65	63	65	61

Regulatory framework	Rank
▷ Immigration laws	64
Scientific research legislation	43
Intellectual property rights	41
▷ Government Effectiveness index	65
Regulatory Quality index	58

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	33
Company compliance with relevant AI laws	51
AI policies passed into law	37
▶ Privacy protection by law exists	07
E-Government	35

Public leadership	Rank
Public-private partnerships	46
Core government systems index	59
▷ Public service delivery index	65
Publicized laws and government data	44
Government respects due process of law	41
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	56	56	57	59	60
Capital & AI investment	53	42	40	53	42
Research infrastructure	43	43	48	54	55

Technological framework	Rank
Communications technology	61
Mobile broadband subscribers	48
Internet users	61
▷ Internet bandwidth speed	64
High-tech exports (% manufacture exports)	55
Secure internet servers	19

Capital & AI investment	Rank
▶ IT & media stock market capitalization	09
Investment incentives for AI	32
Funding for technological development	59
Venture capital	53
Investment in Telecommunications	40
Companies investment in AI	34
AI private investment	42

Research infrastructure	Rank
Total expenditure on R&D (%)	49
Total R&D personnel per capita	53
▶ R&D productivity by publication	22
High-tech patent grants	50
Robots in Education and R&D	50
AI-related patent publications	53
AI Articles	31

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	33	37	36	40	37
Business agility	58	53	50	58	52
AI adoption	52	52	44	45	50

Practices	Rank
Start-up days	-
Regulatory burden	-
▶ Online services	23
Development & application of tech.	56
Use of big data and analytics	34

Business agility	Rank
Opportunities and threats	30
Agility of companies	28
Knowledge transfer	42
World robots distribution	33
Entrepreneurial fear of failure	50
Network readiness index	32

AI adoption	Rank
The implementation of the national AI strategy	43
AI adoption in companies is implemented	35
City use of AI to improve the quality of services	44
Society's access to AI	51
AI adoption	52

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	62	67	54	67	44
Education & training	63	64	60	65	64
AI readiness	57	62	45	57	59

Talent	Rank
Educational assessment PISA - Math	-
International experience	47
Management of cities	62
▷ Digital/Technological skills	67
Foreign highly skilled personnel	40
Net flow of international students	39
▶ Female researchers	16

Education & training	Rank
Employee training	48
Secondary school enrollment	61
Higher education achievement	62
Graduates in Sciences	57
Women with degrees	59
AI education index	43

AI readiness	Rank
AI skills	31
Concerns about AI job displacement are addresse	47
Companies invest in AI training	49
AI readiness	58
Scientific and technical employment	63

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	54	56	55	56	56
Societal attitudes	60	57	58	61	53
Trust	60	63	62	60	54

Cybersecurity & AI ethics	Rank
Cyber security	51
Government cyber security capacity	47
Companies address bias in AI algorithms	36
Companies understand AI cybersecurity risks	49
Global index for responsible AI	54
Government social media monitoring	37

Societal attitudes	Rank
E-Participation	24
Internet retailing	58
Tablet possession	50
Smartphone possession	36
Attitudes toward globalization	36
Flexibility and adaptability	43

Trust	Rank
Company AI systems protect sensitive data	44
Corporations are able to handle data breaches	47
Citizen trust in AI	37
Country credit rating	59
Image abroad or branding	50
Rule of law	52

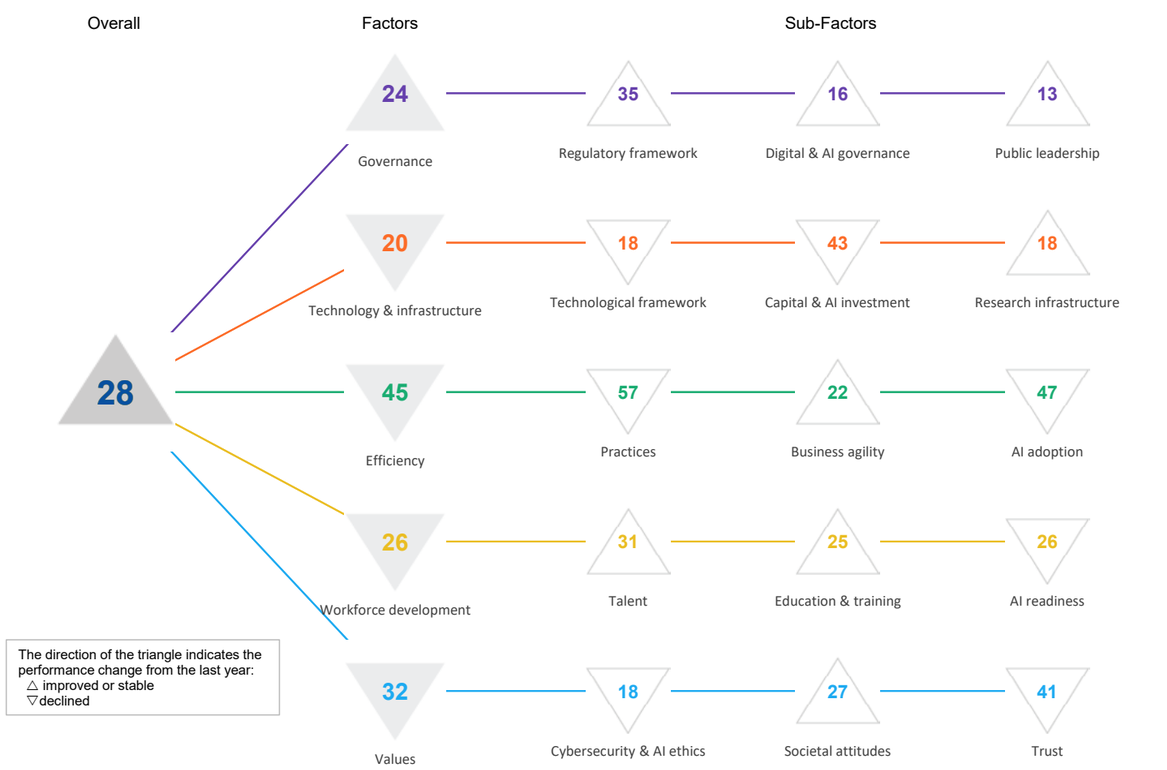
Spain

Economy profile

SPAIN

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

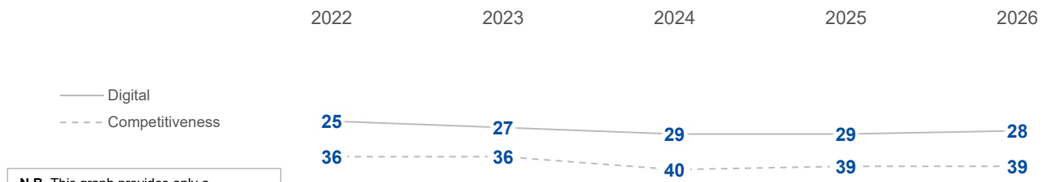


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	25	27	29	29	28
Governance	23	23	33	30	24
Technology & infrastructure	18	18	22	19	20
Efficiency	28	29	33	31	45
Workforce development	24	23	24	23	26
Values	31	30	34	30	32

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SPAIN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	31	34	43	41	35
Digital & AI governance	17	17	34	26	16
Public leadership	15	13	11	13	13

Regulatory framework	Rank
Immigration laws	19
Scientific research legislation	53
Intellectual property rights	34
Government Effectiveness index	29
Regulatory Quality index	41

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	53
Company compliance with relevant AI laws	46
▶ AI policies passed into law	04
Privacy protection by law exists	28
E-Government	17

Public leadership	Rank
Public-private partnerships	26
▶ Core government systems index	07
Public service delivery index	45
Publicized laws and government data	26
Government respects due process of law	19
▶ Global rights index	08

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	18	15	17	16	18
Capital & AI investment	38	34	39	32	43
Research infrastructure	19	19	19	18	18

Technological framework	Rank
Communications technology	22
Mobile broadband subscribers	27
Internet users	17
Internet bandwidth speed	10
High-tech exports (% manufacture exports)	47
Secure internet servers	15

Capital & AI investment	Rank
IT & media stock market capitalization	30
Investment incentives for AI	49
Funding for technological development	43
Venture capital	28
Investment in Telecommunications	27
Companies investment in AI	51
AI private investment	22

Research infrastructure	Rank
Total expenditure on R&D (%)	27
Total R&D personnel per capita	30
R&D productivity by publication	10
High-tech patent grants	41
▶ Robots in Education and R&D	07
AI-related patent publications	20
AI Articles	07

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	37	43	40	55	57
Business agility	36	34	33	31	22
AI adoption	13	13	19	08	47

Practices	Rank
Start-up days	50
Regulatory burden	43
Online services	21
Development & application of tech.	48
Use of big data and analytics	52

Business agility	Rank
Opportunities and threats	36
Agility of companies	30
Knowledge transfer	41
World robots distribution	11
Entrepreneurial fear of failure	17
Network readiness index	18

AI adoption	Rank
▷ The implementation of the national AI strategy	53
▷ AI adoption in companies is implemented	56
City use of AI to improve the quality of services	49
▷ Society's access to AI	56
AI adoption	13

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	29	25	37	31	31
Education & training	29	28	27	29	25
AI readiness	23	24	19	22	26

Talent	Rank
Educational assessment PISA - Math	28
International experience	43
Management of cities	17
Digital/Technological skills	39
Foreign highly skilled personnel	25
Net flow of international students	34
Female researchers	25

Education & training	Rank
Employee training	42
Secondary school enrollment	38
Higher education achievement	21
Graduates in Sciences	42
Women with degrees	29
▶ AI education index	06

AI readiness	Rank
AI skills	46
▷ Concerns about AI job displacement are addresse	56
Companies invest in AI training	37
AI readiness	12
Scientific and technical employment	22

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	27	16	21	16	18
Societal attitudes	27	29	30	30	27
Trust	35	33	36	35	41

Cybersecurity & AI ethics	Rank
Cyber security	40
Government cyber security capacity	10
▷ Companies address bias in AI algorithms	55
Companies understand AI cybersecurity risks	45
Global index for responsible AI	12
Government social media monitoring	15

Societal attitudes	Rank
E-Participation	28
Internet retailing	27
Tablet possession	32
Smartphone possession	23
Attitudes toward globalization	34
Flexibility and adaptability	46

Trust	Rank
Company AI systems protect sensitive data	49
Corporations are able to handle data breaches	39
Citizen trust in AI	53
Country credit rating	32
Image abroad or branding	49
Rule of law	29

Sweden

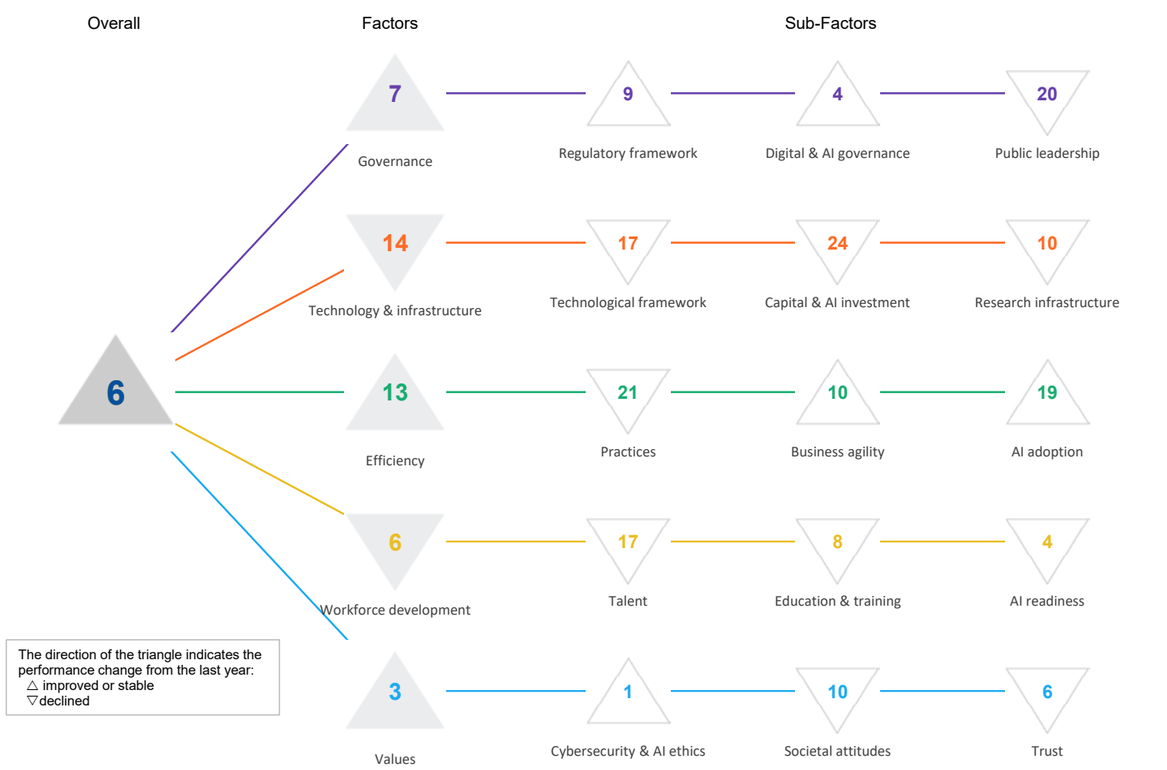
Economy profile

186

SWEDEN

DIGITAL TRENDS - OVERALL

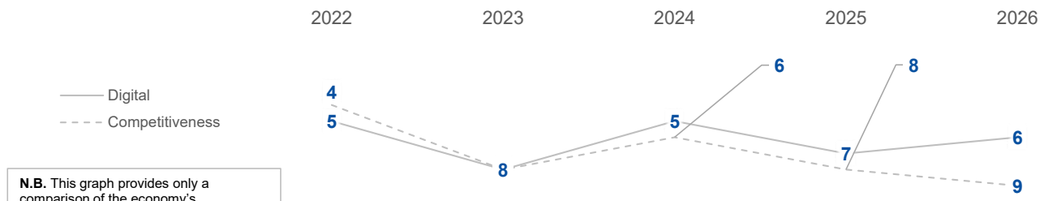
OVERALL PERFORMANCE (70 economies)



OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	05	08	05	07	06
Governance	06	09	06	09	07
Technology & infrastructure	07	11	10	09	14
Efficiency	08	11	08	15	13
Workforce development	02	04	03	03	06
Values	02	03	04	03	03

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SWEDEN

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	03	08	04	14	09
Digital & AI governance	06	06	01	06	04
Public leadership	23	25	12	09	20

Regulatory framework	Rank
Immigration laws	33
Scientific research legislation	13
Intellectual property rights	10
Government Effectiveness index	10
Regulatory Quality index	11

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	08
Company compliance with relevant AI laws	02
AI policies passed into law	08
Privacy protection by law exists	18
E-Government	14

Public leadership	Rank
Public-private partnerships	16
▷ Core government systems index	61
▷ Public service delivery index	47
Publicized laws and government data	16
Government respects due process of law	16
▶ Global rights index	01

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	14	17	15	11	17
Capital & AI investment	05	14	12	05	24
Research infrastructure	07	10	09	09	10

Technological framework	Rank
Communications technology	15
Mobile broadband subscribers	16
Internet users	21
Internet bandwidth speed	22
High-tech exports (% manufacture exports)	31
▷ Investment in Telecommunications	52
Secure internet servers	26

Capital & AI investment	Rank
IT & media stock market capitalization	25
Investment incentives for AI	28
Funding for technological development	19
Venture capital	02
Companies investment in AI	20
AI private investment	16

Research infrastructure	Rank
Total expenditure on R&D (%)	03
Total R&D personnel per capita	11
▷ R&D productivity by publication	44
High-tech patent grants	10
Robots in Education and R&D	26
AI-related patent publications	10
AI Articles	21

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	04	03	01	15	21
Business agility	10	16	10	19	10
AI adoption	21	21	28	28	19

Practices	Rank
Start-up days	44
Regulatory burden	10
Online services	25
Development & application of tech.	14
Use of big data and analytics	08

Business agility	Rank
Opportunities and threats	14
Agility of companies	10
Knowledge transfer	05
World robots distribution	22
Entrepreneurial fear of failure	25
Network readiness index	10

AI adoption	Rank
The implementation of the national AI strategy	26
AI adoption in companies is implemented	07
City use of AI to improve the quality of services	27
Society's access to AI	23
AI adoption	21

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	08	13	09	10	17
Education & training	07	09	07	06	08
AI readiness	01	01	04	03	04

Talent	Rank
Educational assessment PISA - Math	23
International experience	12
Management of cities	18
Digital/Technological skills	09
Foreign highly skilled personnel	19
Net flow of international students	27
▷ Female researchers	40

Education & training	Rank
Employee training	10
Secondary school enrollment	12
Higher education achievement	18
Graduates in Sciences	14
Women with degrees	09
AI education index	17

AI readiness	Rank
AI skills	23
Concerns about AI job displacement are addresse	22
Companies invest in AI training	20
AI readiness	16
▶ Scientific and technical employment	01

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	02	03	02	06	01
Societal attitudes	06	07	07	07	10
Trust	06	08	06	05	06

Cybersecurity & AI ethics	Rank
Cyber security	16
Government cyber security capacity	19
Companies address bias in AI algorithms	14
Companies understand AI cybersecurity risks	38
Global index for responsible AI	-
▶ Government social media monitoring	01

Societal attitudes	Rank
E-Participation	30
Internet retailing	16
▶ Tablet possession	02
Smartphone possession	41
Attitudes toward globalization	09
Flexibility and adaptability	24

Trust	Rank
Company AI systems protect sensitive data	14
Corporations are able to handle data breaches	14
Citizen trust in AI	25
▶ Country credit rating	01
Image abroad or branding	17
Rule of law	06

Switzerland

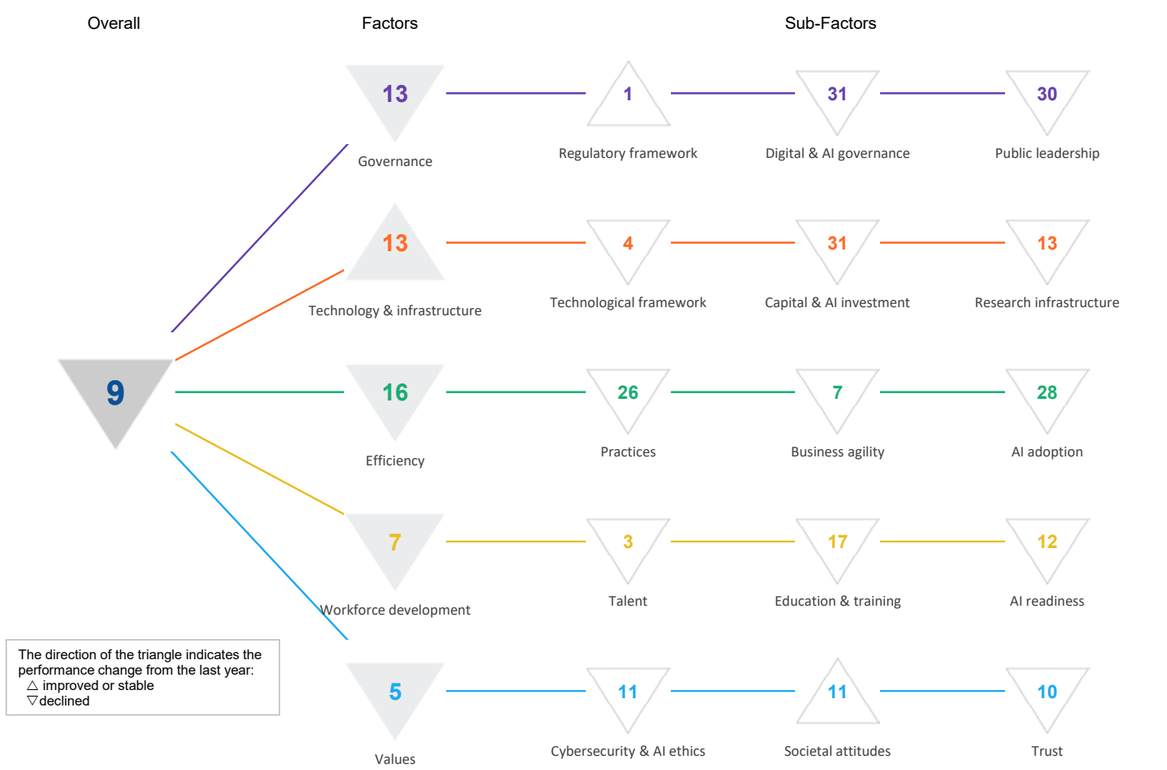
Economy profile

188

SWITZERLAND

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

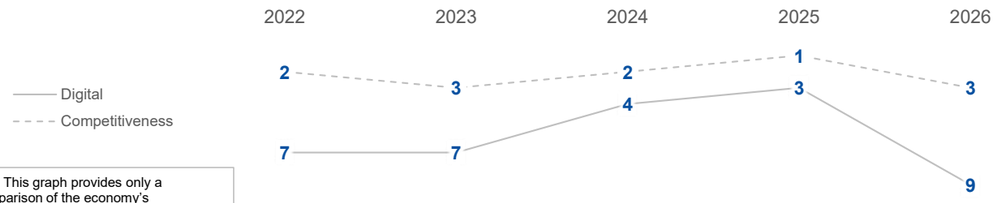


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	07	07	04	03	09
Governance	09	07	04	04	13
Technology & infrastructure	13	14	09	13	13
Efficiency	10	08	05	05	16
Workforce development	03	03	02	04	07
Values	04	05	05	02	05

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

SWITZERLAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	04	01	01	01	01
Digital & AI governance	16	16	05	03	31
Public leadership	22	17	13	14	30

Regulatory framework	Rank
Immigration laws	11
▶ Scientific research legislation	01
▶ Intellectual property rights	01
Government Effectiveness index	07
Regulatory Quality index	07

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	41
Company compliance with relevant AI laws	19
AI policies passed into law	37
Privacy protection by law exists	30
E-Government	24

Public leadership	Rank
Public-private partnerships	04
▷ Core government systems index	45
Public service delivery index	43
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	05	10	04	03	04
Capital & AI investment	25	30	28	27	31
Research infrastructure	13	13	12	12	13

Technological framework	Rank
Communications technology	03
Mobile broadband subscribers	10
Internet users	12
Internet bandwidth speed	08
High-tech exports (% manufacture exports)	12
Secure internet servers	11

Capital & AI investment	Rank
▷ IT & media stock market capitalization	47
Investment incentives for AI	33
Funding for technological development	07
Venture capital	19
Investment in Telecommunications	30
Companies investment in AI	28
AI private investment	21

Research infrastructure	Rank
Total expenditure on R&D (%)	10
Total R&D personnel per capita	07
R&D productivity by publication	38
High-tech patent grants	20
Robots in Education and R&D	16
AI-related patent publications	12
AI Articles	17

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	17	20	16	12	26
Business agility	05	05	05	05	07
AI adoption	14	14	11	11	28

Practices	Rank
Start-up days	45
Regulatory burden	17
Online services	32
Development & application of tech.	04
Use of big data and analytics	18

Business agility	Rank
Opportunities and threats	08
Agility of companies	08
▶ Knowledge transfer	01
World robots distribution	25
Entrepreneurial fear of failure	08
Network readiness index	19

AI adoption	Rank
▷ The implementation of the national AI strategy	45
AI adoption in companies is implemented	40
▷ City use of AI to improve the quality of services	48
Society's access to AI	19
AI adoption	14

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	02	02	02	02	03
Education & training	09	14	12	12	17
AI readiness	07	07	06	08	12

Talent	Rank
Educational assessment PISA - Math	08
International experience	02
Management of cities	08
Digital/Technological skills	13
▶ Foreign highly skilled personnel	01
Net flow of international students	09
Female researchers	36

Education & training	Rank
Employee training	02
Secondary school enrollment	05
Higher education achievement	23
Graduates in Sciences	23
Women with degrees	31
AI education index	23

AI readiness	Rank
AI skills	27
Concerns about AI job displacement are addresse	28
Companies invest in AI training	36
AI readiness	33
Scientific and technical employment	02

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	07	09	06	07	11
Societal attitudes	10	14	15	13	11
Trust	01	01	01	01	10

Cybersecurity & AI ethics	Rank
Cyber security	12
Government cyber security capacity	24
▷ Companies address bias in AI algorithms	53
Companies understand AI cybersecurity risks	34
Global index for responsible AI	19
Government social media monitoring	09

Societal attitudes	Rank
E-Participation	27
Internet retailing	05
Tablet possession	09
Smartphone possession	17
Attitudes toward globalization	22
Flexibility and adaptability	28

Trust	Rank
Company AI systems protect sensitive data	33
Corporations are able to handle data breaches	20
Citizen trust in AI	32
▶ Country credit rating	01
Image abroad or branding	01
Rule of law	04

Taiwan

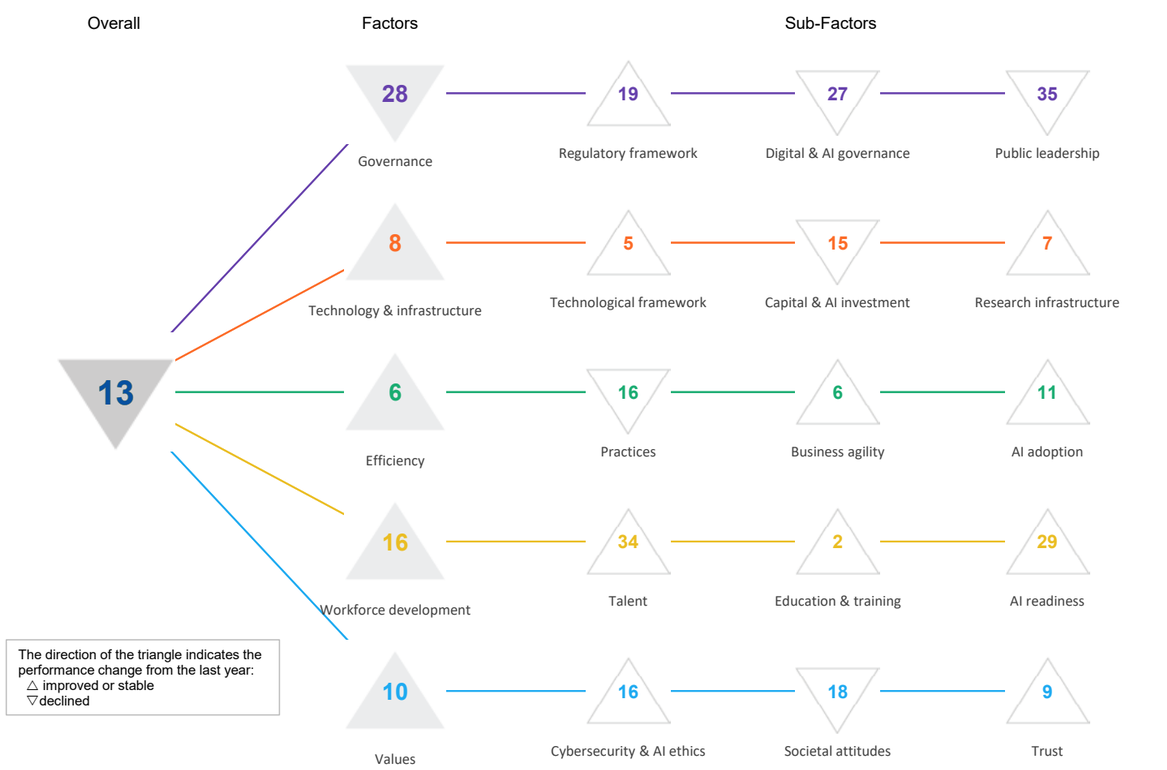
Economy profile

190

TAIWAN (CHINESE TAIPEI)

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

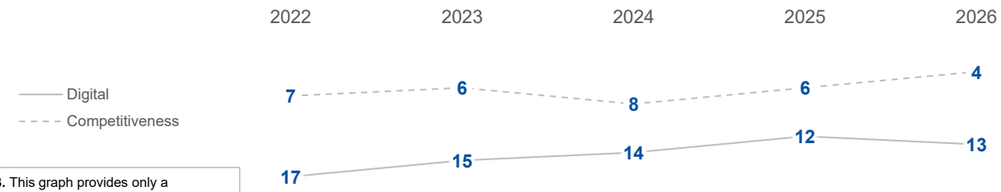


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	17	15	14	12	13
Governance	33	29	22	16	28
Technology & infrastructure	06	06	05	08	08
Efficiency	13	10	10	09	06
Workforce development	18	20	22	20	16
Values	20	22	16	17	10

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

TAIWAN (CHINESE TAIPEI)

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	22	21	21	21	19
Digital & AI governance	-	-	27	11	27
Public leadership	43	31	31	29	35

Regulatory framework	Rank
Immigration laws	43
Scientific research legislation	14
Intellectual property rights	18
Government Effectiveness index	18
Regulatory Quality index	21

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	29
Company compliance with relevant AI laws	17
AI policies passed into law	29
Privacy protection by law exists	26
E-Government	-

Public leadership	Rank
Public-private partnerships	19
▷ Core government systems index	62
Public service delivery index	39
Publicized laws and government data	-
Government respects due process of law	-
Global rights index	08

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	33	34	38	38	34
Education & training	03	03	03	02	02
AI readiness	33	32	34	32	29

Talent	Rank
Educational assessment PISA - Math	03
International experience	44
Management of cities	13
Digital/Technological skills	45
▷ Foreign highly skilled personnel	49
Net flow of international students	15
▷ Female researchers	58

Education & training	Rank
Employee training	04
Secondary school enrollment	52
Higher education achievement	03
Graduates in Sciences	06
Women with degrees	07
AI education index	15

AI readiness	Rank
AI skills	35
Concerns about AI job displacement are addresse	14
Companies invest in AI training	02
AI readiness	25
Scientific and technical employment	45

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	08	07	07	07	05
Capital & AI investment	06	09	05	13	15
Research infrastructure	09	07	07	07	07

Technological framework	Rank
Communications technology	20
Mobile broadband subscribers	22
Internet users	36
Internet bandwidth speed	12
High-tech exports (% manufacture exports)	03
Secure internet servers	32

Capital & AI investment	Rank
▶ IT & media stock market capitalization	01
Investment incentives for AI	36
Funding for technological development	11
Venture capital	10
▷ Investment in Telecommunications	49
Companies investment in AI	25
AI private investment	33

Research infrastructure	Rank
▶ Total expenditure on R&D (%)	02
Total R&D personnel per capita	02
R&D productivity by publication	39
High-tech patent grants	13
Robots in Education and R&D	25
AI-related patent publications	-
AI Articles	18

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	37	36	29	33	16
Societal attitudes	14	20	16	16	18
Trust	17	18	14	15	09

Cybersecurity & AI ethics	Rank
Cyber security	15
Government cyber security capacity	06
Companies address bias in AI algorithms	13
▶ Companies understand AI cybersecurity risks	01
Global index for responsible AI	-
▷ Government social media monitoring	56

Societal attitudes	Rank
E-Participation	-
Internet retailing	29
Tablet possession	33
Smartphone possession	43
▶ Attitudes toward globalization	01
Flexibility and adaptability	10

Trust	Rank
Company AI systems protect sensitive data	07
Corporations are able to handle data breaches	09
Citizen trust in AI	03
Country credit rating	15
Image abroad or branding	10
Rule of law	19

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	11	07	11	05	16
Business agility	12	08	07	07	06
AI adoption	19	19	31	31	11

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	-
Development & application of tech.	19
Use of big data and analytics	03

Business agility	Rank
▶ Opportunities and threats	01
Agility of companies	02
Knowledge transfer	15
World robots distribution	07
Entrepreneurial fear of failure	14
Network readiness index	-

AI adoption	Rank
The implementation of the national AI strategy	11
AI adoption in companies is implemented	10
City use of AI to improve the quality of services	04
Society's access to AI	26
AI adoption	19

Thailand

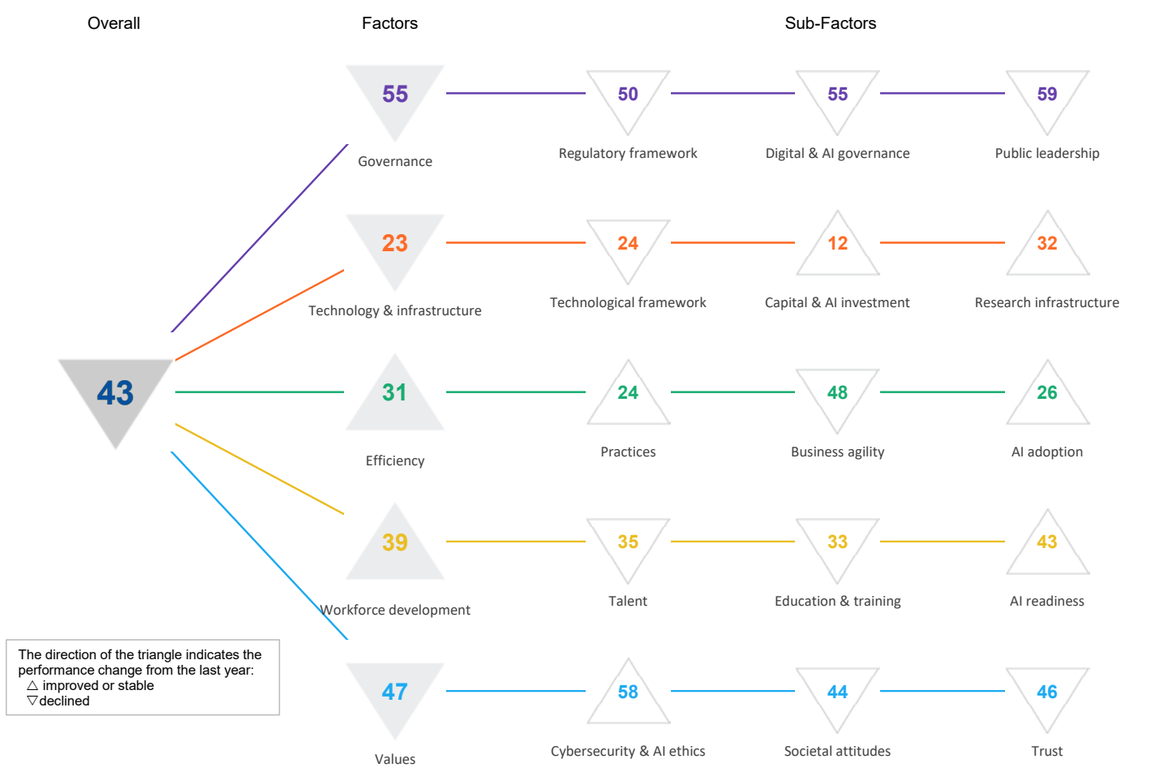
Economy profile

192

THAILAND

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

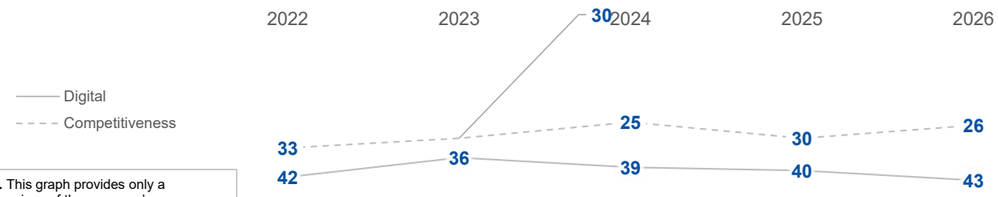


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	42	36	39	40	43
Governance	45	46	46	50	55
Technology & infrastructure	24	19	21	20	23
Efficiency	36	35	37	41	31
Workforce development	52	42	45	40	39
Values	44	44	44	45	47

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

THAILAND

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	44	37	49	43	50
Digital & AI governance	49	49	42	53	55
Public leadership	49	53	54	54	59

Regulatory framework	Rank
Immigration laws	37
Scientific research legislation	40
Intellectual property rights	53
Government Effectiveness index	49
Regulatory Quality index	53

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	30
Company compliance with relevant AI laws	36
AI policies passed into law	37
▷ Privacy protection by law exists	61
E-Government	44

Public leadership	Rank
Public-private partnerships	30
Core government systems index	38
Public service delivery index	30
Publicized laws and government data	48
▷ Government respects due process of law	58
Global rights index	46

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	34	24	27	27	35
Education & training	49	45	35	30	33
AI readiness	59	52	50	49	43

Talent	Rank
Educational assessment PISA - Math	50
International experience	15
Management of cities	29
Digital/Technological skills	41
Foreign highly skilled personnel	21
Net flow of international students	44
Female researchers	15

Education & training	Rank
Employee training	24
Secondary school enrollment	46
Higher education achievement	50
▶ Graduates in Sciences	07
Women with degrees	50
AI education index	42

AI readiness	Rank
AI skills	38
Concerns about AI job displacement are addresse	24
▶ Companies invest in AI training	11
AI readiness	31
▷ Scientific and technical employment	59

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	20	16	18	20	24
Capital & AI investment	31	04	09	20	12
Research infrastructure	29	29	31	32	32

Technological framework	Rank
Communications technology	16
Mobile broadband subscribers	35
Internet users	38
Internet bandwidth speed	17
High-tech exports (% manufacture exports)	14
Secure internet servers	41

Capital & AI investment	Rank
▶ IT & media stock market capitalization	06
Investment incentives for AI	35
Funding for technological development	30
Venture capital	22
▶ Investment in Telecommunications	09
Companies investment in AI	32
AI private investment	53

Research infrastructure	Rank
Total expenditure on R&D (%)	37
Total R&D personnel per capita	42
R&D productivity by publication	27
High-tech patent grants	34
▶ Robots in Education and R&D	12
AI-related patent publications	44
AI Articles	34

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	51	55	57	58	58
Societal attitudes	37	32	29	28	44
Trust	41	35	39	40	46

Cybersecurity & AI ethics	Rank
Cyber security	34
Government cyber security capacity	56
Companies address bias in AI algorithms	24
Companies understand AI cybersecurity risks	30
Global index for responsible AI	47
▷ Government social media monitoring	60

Societal attitudes	Rank
E-Participation	37
Internet retailing	34
Tablet possession	56
Smartphone possession	46
Attitudes toward globalization	20
Flexibility and adaptability	36

Trust	Rank
Company AI systems protect sensitive data	20
Corporations are able to handle data breaches	38
Citizen trust in AI	30
Country credit rating	44
Image abroad or branding	25
Rule of law	57

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	32	30	30	36	24
Business agility	49	43	41	42	48
AI adoption	28	28	38	37	26

Practices	Rank
Start-up days	18
Regulatory burden	03
Online services	51
Development & application of tech.	41
Use of big data and analytics	33

Business agility	Rank
Opportunities and threats	37
Agility of companies	37
Knowledge transfer	37
World robots distribution	14
Entrepreneurial fear of failure	37
▷ Network readiness index	61

AI adoption	Rank
The implementation of the national AI strategy	28
AI adoption in companies is implemented	21
City use of AI to improve the quality of services	13
Society's access to AI	43
AI adoption	28

Türkiye

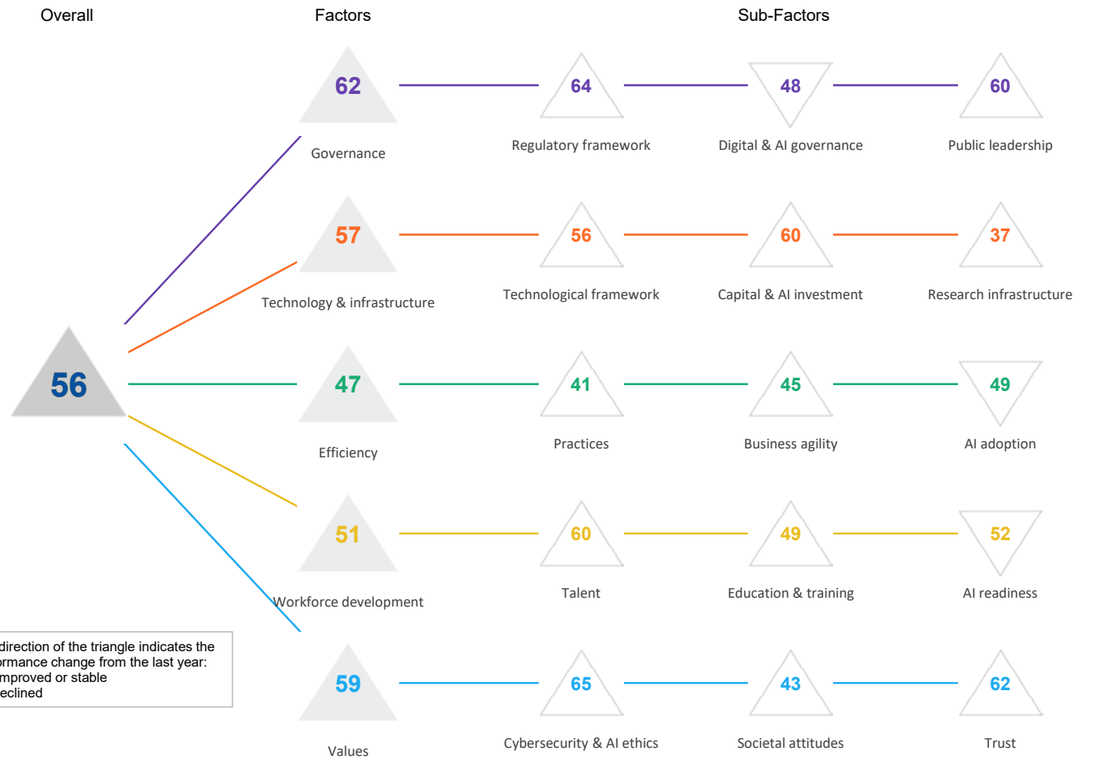
Economy profile

194

TÜRKIYE

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

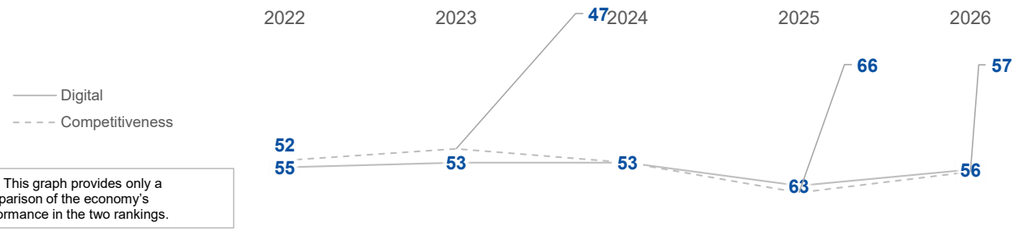


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	55	53	53	63	56
Governance	54	52	54	65	62
Technology & infrastructure	58	60	58	60	57
Efficiency	41	44	42	58	47
Workforce development	55	50	49	55	51
Values	66	60	64	67	59

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

TÜRKIYE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	59	55	56	68	64
Digital & AI governance	46	46	43	35	48
Public leadership	55	60	60	61	60

Regulatory framework	Rank
Immigration laws	60
Scientific research legislation	57
Intellectual property rights	61
Government Effectiveness index	59
Regulatory Quality index	64

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	52
Company compliance with relevant AI laws	53
AI policies passed into law	37
Privacy protection by law exists	42
E-Government	25

Public leadership	Rank
Public-private partnerships	47
Core government systems index	19
Public service delivery index	41
Publicized laws and government data	46
Government respects due process of law	62
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	57	58	50	56	56
Capital & AI investment	61	62	66	68	60
Research infrastructure	38	36	36	40	37

Technological framework	Rank
Communications technology	58
Mobile broadband subscribers	-
Internet users	49
Internet bandwidth speed	63
High-tech exports (% manufacture exports)	57
Secure internet servers	21

Capital & AI investment	Rank
IT & media stock market capitalization	46
Investment incentives for AI	50
▷ Funding for technological development	66
Venture capital	65
Investment in Telecommunications	58
Companies investment in AI	45
AI private investment	20

Research infrastructure	Rank
Total expenditure on R&D (%)	28
Total R&D personnel per capita	40
▶ R&D productivity by publication	11
High-tech patent grants	53
Robots in Education and R&D	31
AI-related patent publications	25
AI Articles	64

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	42	44	37	57	41
Business agility	37	35	45	67	45
AI adoption	37	37	33	33	49

Practices	Rank
Start-up days	29
Regulatory burden	21
▶ Online services	12
Development & application of tech.	64
▷ Use of big data and analytics	68

Business agility	Rank
Opportunities and threats	55
Agility of companies	57
Knowledge transfer	53
▶ World robots distribution	15
▶ Entrepreneurial fear of failure	09
Network readiness index	48

AI adoption	Rank
The implementation of the national AI strategy	46
AI adoption in companies is implemented	49
City use of AI to improve the quality of services	43
Society's access to AI	45
AI adoption	37

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	56	54	52	65	60
Education & training	56	48	49	53	49
AI readiness	49	45	40	41	52

Talent	Rank
Educational assessment PISA - Math	38
International experience	64
Management of cities	58
Digital/Technological skills	57
▷ Foreign highly skilled personnel	66
Net flow of international students	21
Female researchers	35

Education & training	Rank
▷ Employee training	68
Secondary school enrollment	18
Higher education achievement	36
Graduates in Sciences	56
Women with degrees	53
AI education index	16

AI readiness	Rank
AI skills	43
Concerns about AI job displacement are addresse	42
Companies invest in AI training	60
AI readiness	43
Scientific and technical employment	44

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	66	66	63	68	65
Societal attitudes	55	33	44	57	43
Trust	67	68	68	69	62

Cybersecurity & AI ethics	Rank
Cyber security	61
Government cyber security capacity	37
Companies address bias in AI algorithms	51
Companies understand AI cybersecurity risks	57
Global index for responsible AI	-
▷ Government social media monitoring	66

Societal attitudes	Rank
E-Participation	19
Internet retailing	40
Tablet possession	52
▶ Smartphone possession	11
Attitudes toward globalization	51
Flexibility and adaptability	48

Trust	Rank
Company AI systems protect sensitive data	57
Corporations are able to handle data breaches	52
Citizen trust in AI	45
Country credit rating	60
Image abroad or branding	61
Rule of law	67

UAE

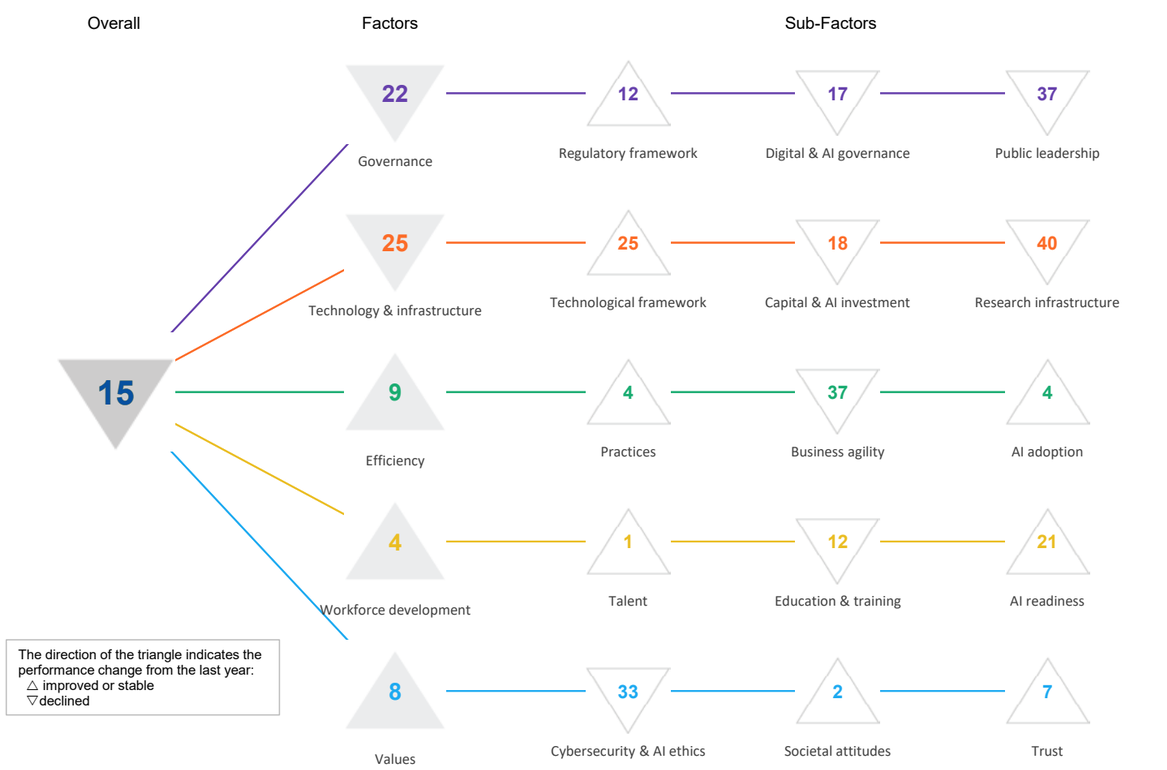
Economy profile

196

UAE

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

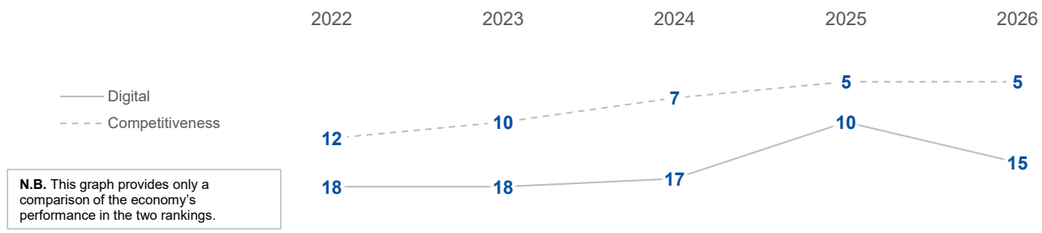


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	18	18	17	10	15
Governance	20	26	16	07	22
Technology & infrastructure	28	26	27	21	25
Efficiency	15	18	12	10	09
Workforce development	11	10	10	05	04
Values	14	11	10	12	08

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

UAE

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	17	20	18	12	12
Digital & AI governance	21	21	07	01	17
Public leadership	21	33	34	26	37

Regulatory framework	Rank
▶ Immigration laws	01
Scientific research legislation	20
Intellectual property rights	16
Government Effectiveness index	22
Regulatory Quality index	26

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	06
Company compliance with relevant AI laws	18
AI policies passed into law	37
Privacy protection by law exists	38
E-Government	11

Public leadership	Rank
Public-private partnerships	08
Core government systems index	25
Public service delivery index	12
▷ Publicized laws and government data	52
Government respects due process of law	23
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	39	38	38	27	25
Capital & AI investment	10	20	18	10	18
Research infrastructure	37	33	37	36	40

Technological framework	Rank
Communications technology	09
Mobile broadband subscribers	49
Internet users	01
Internet bandwidth speed	04
▷ High-tech exports (% manufacture exports)	49
Secure internet servers	52

Capital & AI investment	Rank
IT & media stock market capitalization	35
Investment incentives for AI	11
Funding for technological development	05
Venture capital	21
▷ Investment in Telecommunications	51
Companies investment in AI	04
AI private investment	10

Research infrastructure	Rank
Total expenditure on R&D (%)	36
Total R&D personnel per capita	39
R&D productivity by publication	42
High-tech patent grants	25
Robots in Education and R&D	41
AI-related patent publications	37
AI Articles	23

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	09	17	14	06	04
Business agility	25	32	19	15	37
AI adoption	20	20	21	22	04

Practices	Rank
Start-up days	04
Regulatory burden	-
Online services	15
Development & application of tech.	03
Use of big data and analytics	27

Business agility	Rank
Opportunities and threats	17
Agility of companies	14
Knowledge transfer	31
▷ World robots distribution	50
Entrepreneurial fear of failure	38
Network readiness index	35

AI adoption	Rank
The implementation of the national AI strategy	02
AI adoption in companies is implemented	19
▶ City use of AI to improve the quality of services	01
Society's access to AI	03
AI adoption	20

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	01	01	03	01	01
Education & training	14	21	19	09	12
AI readiness	27	21	30	27	21

Talent	Rank
Educational assessment PISA - Math	39
▶ International experience	01
Management of cities	02
Digital/Technological skills	01
Foreign highly skilled personnel	02
▶ Net flow of international students	01
Female researchers	44

Education & training	Rank
Employee training	41
Secondary school enrollment	01
Higher education achievement	19
Graduates in Sciences	03
Women with degrees	05
AI education index	34

AI readiness	Rank
AI skills	12
Concerns about AI job displacement are addresse	08
Companies invest in AI training	28
AI readiness	22
Scientific and technical employment	35

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	34	23	18	22	33
Societal attitudes	05	01	02	03	02
Trust	21	21	20	18	07

Cybersecurity & AI ethics	Rank
Cyber security	05
Government cyber security capacity	15
Companies address bias in AI algorithms	22
Companies understand AI cybersecurity risks	10
Global index for responsible AI	44
▷ Government social media monitoring	64

Societal attitudes	Rank
E-Participation	32
Internet retailing	23
▶ Tablet possession	01
Smartphone possession	12
Attitudes toward globalization	03
Flexibility and adaptability	07

Trust	Rank
Company AI systems protect sensitive data	04
Corporations are able to handle data breaches	15
Citizen trust in AI	02
Country credit rating	18
Image abroad or branding	03
Rule of law	38

United Kingdom

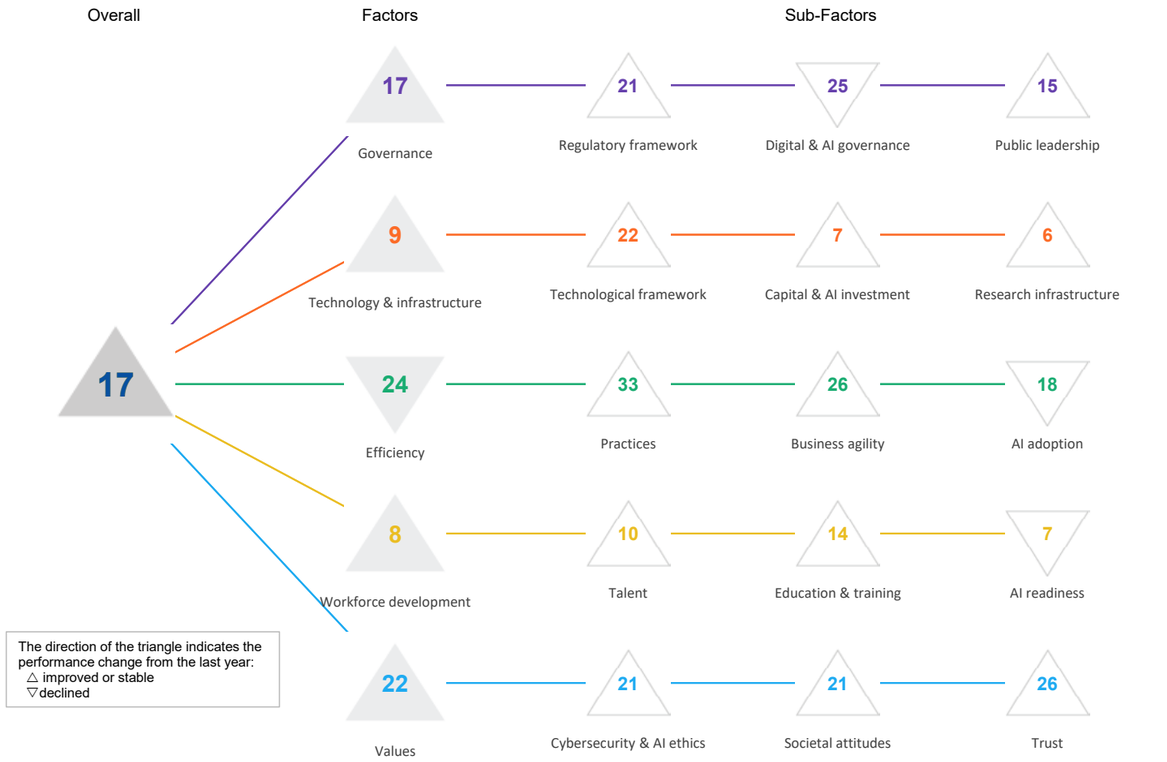
Economy profile

198

UNITED KINGDOM

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

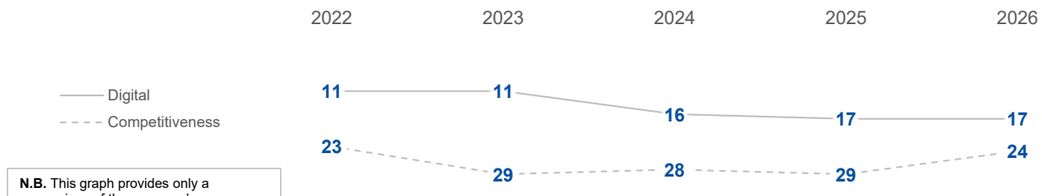


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	11	11	16	17	17
Governance	11	13	19	21	17
Technology & infrastructure	15	15	14	11	09
Efficiency	11	12	16	22	24
Workforce development	07	11	07	08	08
Values	23	26	25	31	22

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

UNITED KINGDOM

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	23	24	26	26	21
Digital & AI governance	07	07	21	19	25
Public leadership	10	15	18	17	15

Regulatory framework	Rank
▷ Immigration laws	56
Scientific research legislation	16
Intellectual property rights	22
Government Effectiveness index	26
Regulatory Quality index	13

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	40
Company compliance with relevant AI laws	26
AI policies passed into law	32
Privacy protection by law exists	36
E-Government	07

Public leadership	Rank
Public-private partnerships	29
▷ Core government systems index	58
Public service delivery index	17
▶ Publicized laws and government data	02
Government respects due process of law	11
Global rights index	25

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	21	20	27	23	22
Capital & AI investment	24	32	29	09	07
Research infrastructure	06	06	06	06	06

Technological framework	Rank
Communications technology	47
Mobile broadband subscribers	32
Internet users	22
Internet bandwidth speed	34
High-tech exports (% manufacture exports)	13
Secure internet servers	03

Capital & AI investment	Rank
IT & media stock market capitalization	34
Investment incentives for AI	18
Funding for technological development	17
Venture capital	04
Investment in Telecommunications	20
Companies investment in AI	17
AI private investment	03

Research infrastructure	Rank
Total expenditure on R&D (%)	12
Total R&D personnel per capita	-
R&D productivity by publication	12
High-tech patent grants	16
Robots in Education and R&D	08
AI-related patent publications	07
AI Articles	03

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	16	18	25	33	33
Business agility	21	27	26	28	26
AI adoption	04	04	10	09	18

Practices	Rank
Start-up days	38
Regulatory burden	42
Online services	06
Development & application of tech.	30
Use of big data and analytics	28

Business agility	Rank
Opportunities and threats	41
Agility of companies	45
Knowledge transfer	13
World robots distribution	16
Entrepreneurial fear of failure	48
▶ Network readiness index	03

AI adoption	Rank
The implementation of the national AI strategy	32
AI adoption in companies is implemented	27
City use of AI to improve the quality of services	28
Society's access to AI	34
AI adoption	04

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	15	20	21	17	10
Education & training	12	20	17	19	14
AI readiness	02	03	01	01	07

Talent	Rank
Educational assessment PISA - Math	12
International experience	30
Management of cities	34
Digital/Technological skills	33
Foreign highly skilled personnel	24
▶ Net flow of international students	03
Female researchers	-

Education & training	Rank
▷ Employee training	51
Secondary school enrollment	29
Higher education achievement	10
Graduates in Sciences	34
Women with degrees	17
▶ AI education index	02

AI readiness	Rank
AI skills	39
Concerns about AI job displacement are addresse	31
Companies invest in AI training	25
▶ AI readiness	02
Scientific and technical employment	05

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	17	19	17	32	21
Societal attitudes	25	26	27	29	21
Trust	26	26	25	28	26

Cybersecurity & AI ethics	Rank
Cyber security	32
Government cyber security capacity	30
Companies address bias in AI algorithms	35
▷ Companies understand AI cybersecurity risks	52
Global index for responsible AI	07
Government social media monitoring	28

Societal attitudes	Rank
E-Participation	03
Internet retailing	04
Tablet possession	18
Smartphone possession	51
Attitudes toward globalization	42
▷ Flexibility and adaptability	53

Trust	Rank
Company AI systems protect sensitive data	30
Corporations are able to handle data breaches	24
Citizen trust in AI	49
Country credit rating	21
Image abroad or branding	43
Rule of law	21

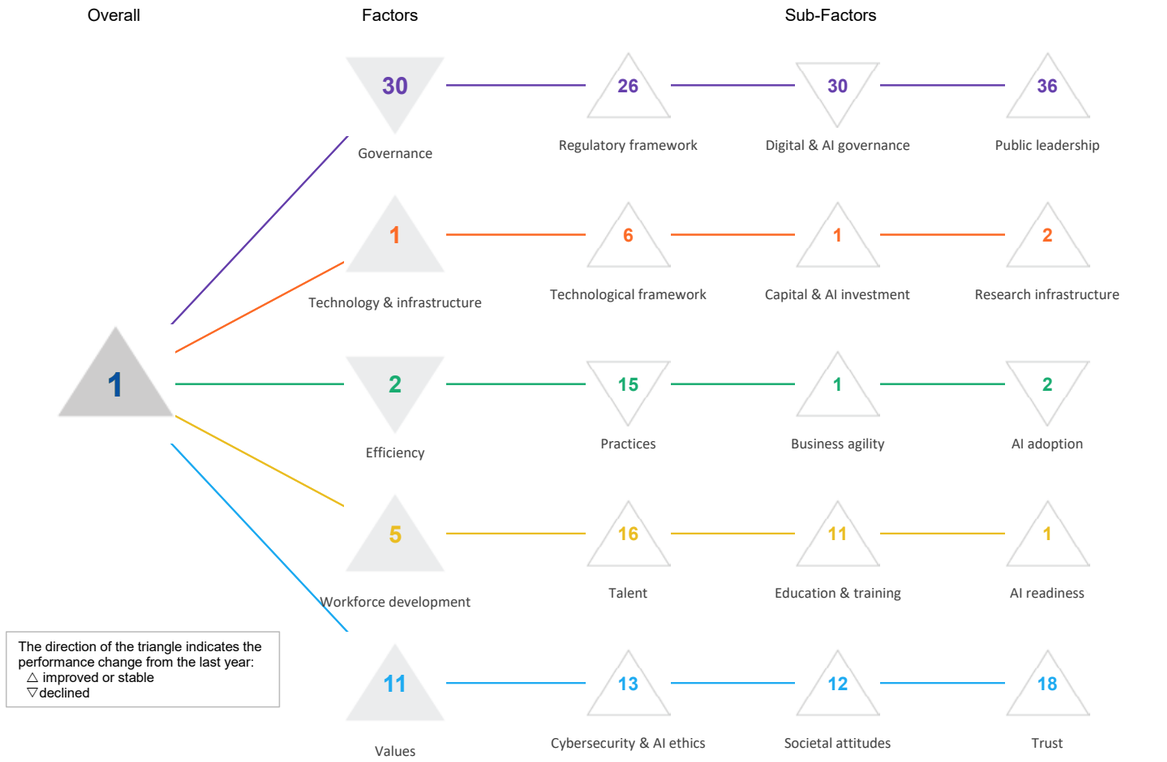
USA

Economy profile

USA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

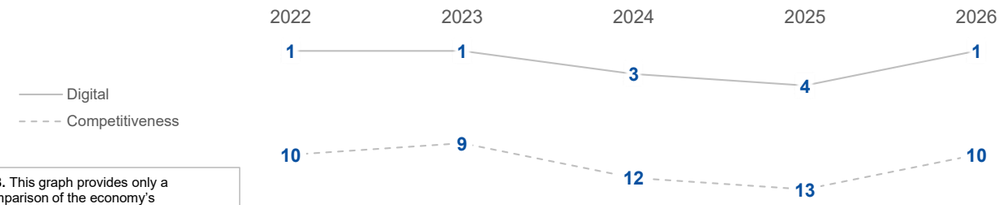


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	01	01	03	04	01
Governance	16	15	20	26	30
Technology & infrastructure	01	01	01	01	01
Efficiency	01	01	01	01	02
Workforce development	08	07	06	09	05
Values	19	15	18	27	11

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

USA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	19	16	24	28	26
Digital & AI governance	09	09	10	13	30
Public leadership	26	32	33	39	36

Regulatory framework	Rank
▷ Immigration laws	67
Scientific research legislation	17
Intellectual property rights	12
Government Effectiveness index	20
Regulatory Quality index	17

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	27
Company compliance with relevant AI laws	16
AI policies passed into law	28
▷ Privacy protection by law exists	47
E-Government	19

Public leadership	Rank
Public-private partnerships	17
▷ Core government systems index	50
▷ Public service delivery index	58
Publicized laws and government data	17
Government respects due process of law	18
Global rights index	39

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	12	08	11	19	16
Education & training	10	11	14	15	11
AI readiness	05	05	02	02	01

Talent	Rank
Educational assessment PISA - Math	34
International experience	19
Management of cities	15
Digital/Technological skills	23
Foreign highly skilled personnel	13
Net flow of international students	24
Female researchers	-

Education & training	Rank
Employee training	33
Secondary school enrollment	19
Higher education achievement	24
Graduates in Sciences	41
Women with degrees	23
▶ AI education index	01

AI readiness	Rank
AI skills	06
Concerns about AI job displacement are addresse	18
Companies invest in AI training	04
▶ AI readiness	01
Scientific and technical employment	20

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	04	04	06	09	06
Capital & AI investment	03	03	02	01	01
Research infrastructure	01	01	01	02	02

Technological framework	Rank
Communications technology	36
Mobile broadband subscribers	34
Internet users	25
Internet bandwidth speed	06
High-tech exports (% manufacture exports)	18
Secure internet servers	01

Capital & AI investment	Rank
IT & media stock market capitalization	05
Investment incentives for AI	02
Funding for technological development	06
Venture capital	01
Investment in Telecommunications	19
Companies investment in AI	01
▶ AI private investment	01

Research infrastructure	Rank
Total expenditure on R&D (%)	05
Total R&D personnel per capita	19
R&D productivity by publication	05
High-tech patent grants	05
Robots in Education and R&D	02
AI-related patent publications	02
AI Articles	02

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	30	15	27	23	13
Societal attitudes	15	21	21	27	12
Trust	19	20	19	27	18

Cybersecurity & AI ethics	Rank
Cyber security	18
Government cyber security capacity	05
Companies address bias in AI algorithms	23
Companies understand AI cybersecurity risks	14
Global index for responsible AI	26
▷ Government social media monitoring	45

Societal attitudes	Rank
E-Participation	10
Internet retailing	02
Tablet possession	19
Smartphone possession	44
Attitudes toward globalization	38
Flexibility and adaptability	31

Trust	Rank
Company AI systems protect sensitive data	31
Corporations are able to handle data breaches	11
Citizen trust in AI	23
Country credit rating	12
Image abroad or branding	35
Rule of law	28

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	01	02	04	13	15
Business agility	02	01	04	03	01
AI adoption	01	01	01	01	02

Practices	Rank
Start-up days	22
Regulatory burden	16
Online services	16
Development & application of tech.	20
Use of big data and analytics	10

Business agility	Rank
Opportunities and threats	07
Agility of companies	07
Knowledge transfer	04
World robots distribution	03
Entrepreneurial fear of failure	17
▶ Network readiness index	01

AI adoption	Rank
The implementation of the national AI strategy	16
AI adoption in companies is implemented	14
City use of AI to improve the quality of services	14
Society's access to AI	09
▶ AI adoption	01

Venezuela

Economy profile

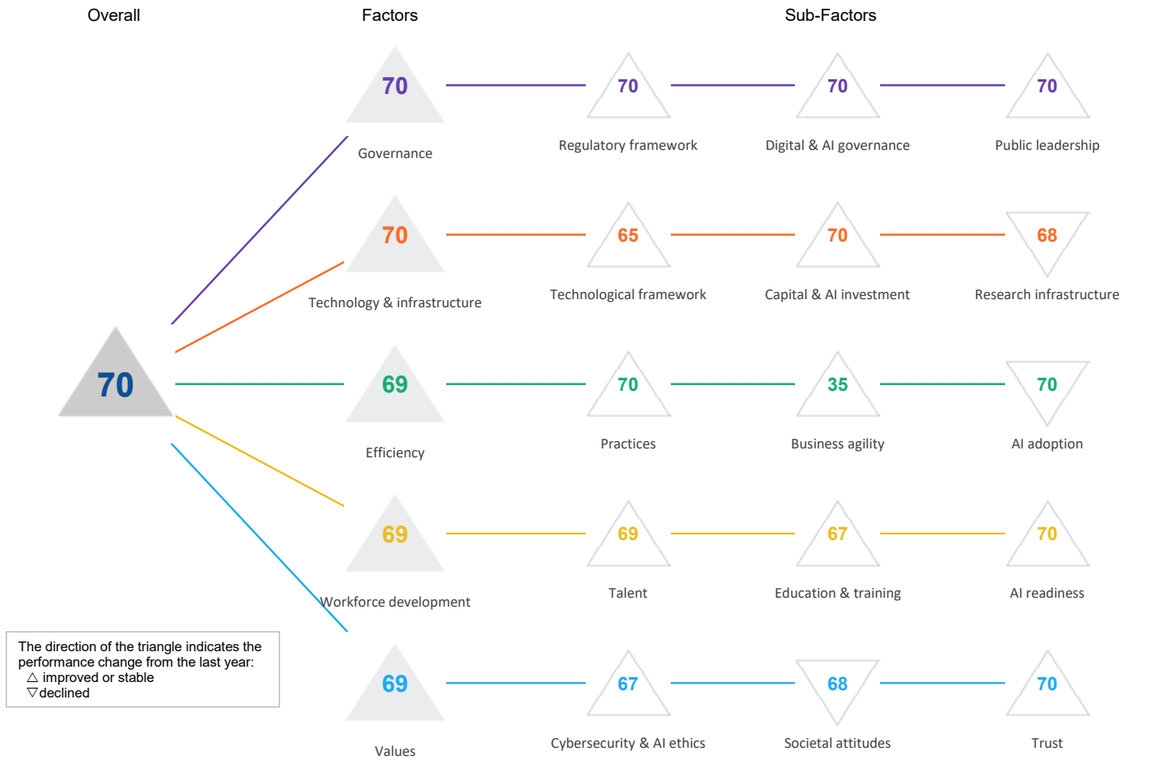
202

IMD World Digital and AI Ranking 2026

VENEZUELA

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

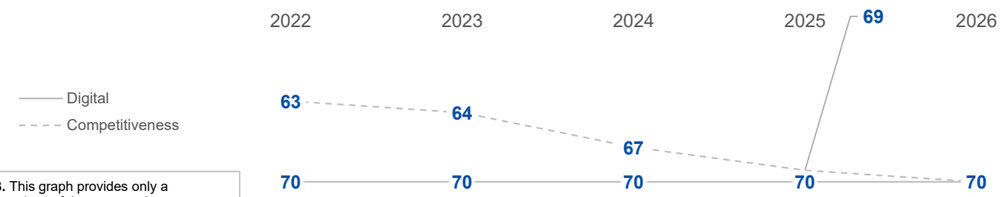


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	70	70	70	70	70
Governance	70	70	70	70	70
Technology & infrastructure	60	70	70	70	70
Efficiency	70	69	68	69	69
Workforce development	70	70	69	70	69
Values	70	69	70	70	69

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

VENEZUELA

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	70	70	70	70	70
Digital & AI governance	66	65	70	70	70
Public leadership	69	70	70	70	70

Regulatory framework	Rank
Immigration laws	65
Scientific research legislation	69
Intellectual property rights	69
▷ Government Effectiveness index	70
▷ Regulatory Quality index	70

Digital & AI governance	Rank
▷ Regulatory frameworks for AI-related issues	70
Company compliance with relevant AI laws	68
AI policies passed into law	37
Privacy protection by law exists	68
E-Government	66

Public leadership	Rank
Public-private partnerships	68
Core government systems index	68
Public service delivery index	69
Publicized laws and government data	63
Government respects due process of law	63
Global rights index	46

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	67	67	67	66	65
Capital & AI investment	01	70	70	70	70
Research infrastructure	70	69	68	67	68

Technological framework	Rank
Communications technology	69
Mobile broadband subscribers	66
Internet users	62
Internet bandwidth speed	59
High-tech exports (% manufacture exports)	-
Secure internet servers	62

Capital & AI investment	Rank
IT & media stock market capitalization	-
Investment incentives for AI	70
Funding for technological development	69
▷ Venture capital	70
Investment in Telecommunications	67
Companies investment in AI	69
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	-
Total R&D personnel per capita	-
R&D productivity by publication	-
High-tech patent grants	62
Robots in Education and R&D	55
AI-related patent publications	53
AI Articles	65

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	70	70	70	70	70
Business agility	57	45	39	35	35
AI adoption	68	68	69	69	70

Practices	Rank
Start-up days	-
Regulatory burden	-
Online services	67
Development & application of tech.	67
Use of big data and analytics	44

Business agility	Rank
▶ Opportunities and threats	12
Agility of companies	43
Knowledge transfer	67
World robots distribution	57
▶ Entrepreneurial fear of failure	05
Network readiness index	-

AI adoption	Rank
The implementation of the national AI strategy	70
AI adoption in companies is implemented	64
City use of AI to improve the quality of services	70
Society's access to AI	69
AI adoption	68

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	69	69	68	70	69
Education & training	70	67	57	69	67
AI readiness	70	70	70	70	70

Talent	Rank
Educational assessment PISA - Math	57
International experience	70
▷ Management of cities	70
Digital/Technological skills	69
Foreign highly skilled personnel	70
Net flow of international students	-
▶ Female researchers	06

Education & training	Rank
Employee training	60
Secondary school enrollment	66
Higher education achievement	-
Graduates in Sciences	-
Women with degrees	-
AI education index	61

AI readiness	Rank
AI skills	65
Concerns about AI job displacement are addresse	70
Companies invest in AI training	66
AI readiness	68
Scientific and technical employment	-

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	69	69	70	67	67
Societal attitudes	67	64	66	66	68
Trust	70	70	70	70	70

Cybersecurity & AI ethics	Rank
Cyber security	68
Government cyber security capacity	49
Companies address bias in AI algorithms	69
Companies understand AI cybersecurity risks	60
Global index for responsible AI	-
Government social media monitoring	62

Societal attitudes	Rank
E-Participation	67
Internet retailing	-
Tablet possession	43
Smartphone possession	66
Attitudes toward globalization	56
▶ Flexibility and adaptability	13

Trust	Rank
Company AI systems protect sensitive data	69
Corporations are able to handle data breaches	67
Citizen trust in AI	55
Country credit rating	69
Image abroad or branding	70
Rule of law	70

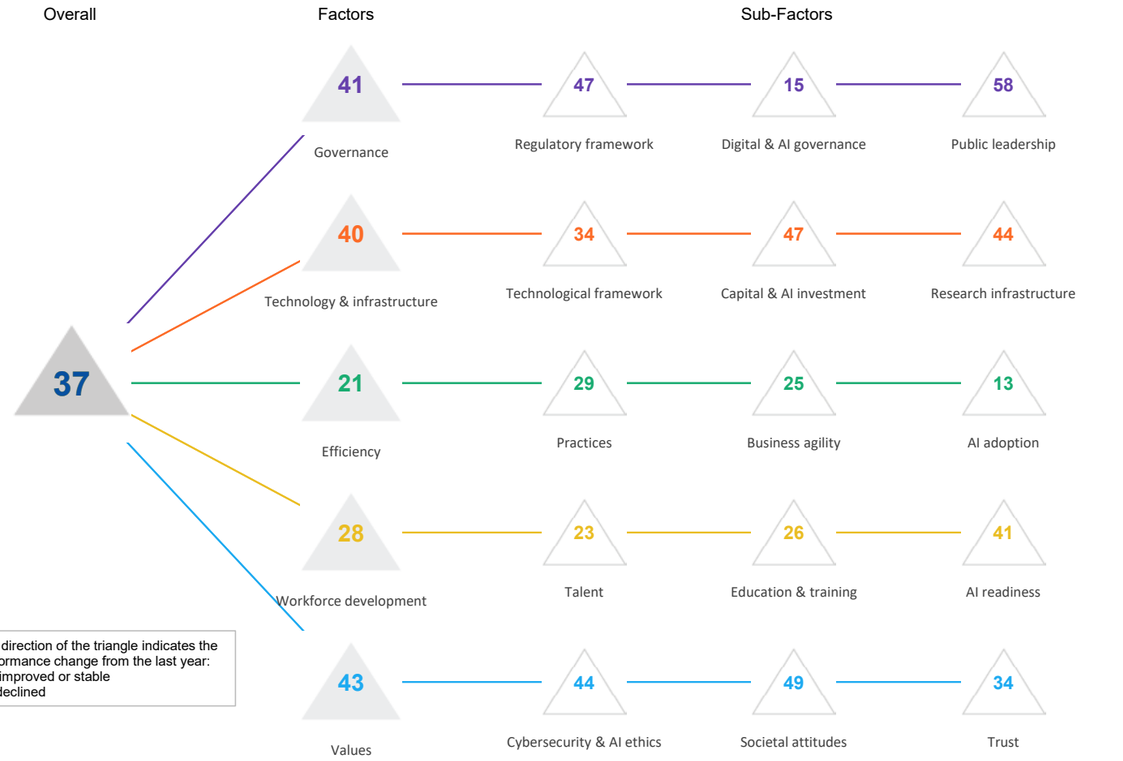
Vietnam

Economy profile

VIETNAM

DIGITAL TRENDS - OVERALL

OVERALL PERFORMANCE (70 economies)

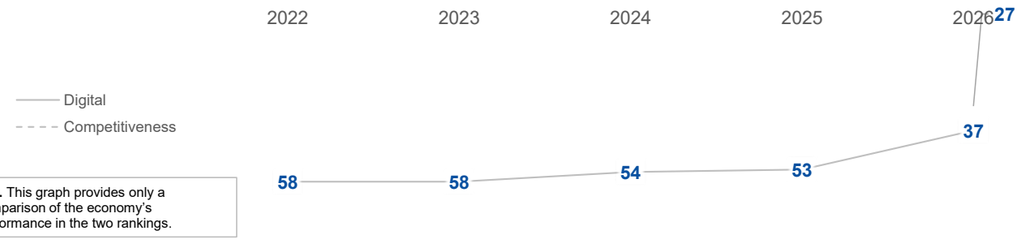


The direction of the triangle indicates the performance change from the last year:
△ improved or stable
▽declined

OVERALL & FACTORS - 5 years

	2022	2023	2024	2025	2026
OVERALL	58	58	54	53	37
Governance	63	62	66	61	41
Technology & infrastructure	54	59	60	57	40
Efficiency	51	51	44	45	21
Workforce development	42	49	47	43	28
Values	65	62	59	57	43

COMPETITIVENESS & DIGITAL RANKINGS



N.B. This graph provides only a comparison of the economy's performance in the two rankings.

VIETNAM

FACTORS BREAKDOWN - STRENGTHS AND WEAKNESSES

▶ Overall Top Strengths ▷ Overall Top Weaknesses

GOVERNANCE

Sub-Factors	2022	2023	2024	2025	2026
Regulatory framework	60	64	64	65	47
Digital & AI governance	56	56	58	46	15
Public leadership	58	58	59	59	58

Regulatory framework	Rank
Immigration laws	18
Scientific research legislation	22
Intellectual property rights	37
Government Effectiveness index	60
▷ Regulatory Quality index	66

Digital & AI governance	Rank
Regulatory frameworks for AI-related issues	19
Company compliance with relevant AI laws	20
▶ AI policies passed into law	02
Privacy protection by law exists	29
E-Government	57

Public leadership	Rank
Public-private partnerships	18
Core government systems index	46
Public service delivery index	50
Publicized laws and government data	45
Government respects due process of law	57
Global rights index	39

TECHNOLOGY & INFRASTRUCTURE

Sub-Factors	2022	2023	2024	2025	2026
Technological framework	49	47	48	49	34
Capital & AI investment	55	61	64	58	47
Research infrastructure	53	49	57	57	44

Technological framework	Rank
Communications technology	-
▷ Mobile broadband subscribers	62
Internet users	55
Internet bandwidth speed	18
High-tech exports (% manufacture exports)	09
Secure internet servers	27

Capital & AI investment	Rank
IT & media stock market capitalization	51
Investment incentives for AI	19
Funding for technological development	-
Venture capital	34
▷ Investment in Telecommunications	61
Companies investment in AI	24
AI private investment	-

Research infrastructure	Rank
Total expenditure on R&D (%)	53
Total R&D personnel per capita	-
R&D productivity by publication	20
High-tech patent grants	52
Robots in Education and R&D	-
AI-related patent publications	39
AI Articles	40

EFFICIENCY

Sub-Factors	2022	2023	2024	2025	2026
Practices	60	59	32	31	29
Business agility	59	59	55	64	25
AI adoption	33	33	42	41	13

Practices	Rank
Start-up days	15
Regulatory burden	15
Online services	59
Development & application of tech.	-
Use of big data and analytics	-

Business agility	Rank
Opportunities and threats	19
▶ Agility of companies	06
Knowledge transfer	25
World robots distribution	-
Entrepreneurial fear of failure	-
Network readiness index	57

AI adoption	Rank
The implementation of the national AI strategy	07
▶ AI adoption in companies is implemented	05
City use of AI to improve the quality of services	09
Society's access to AI	33
AI adoption	33

WORKFORCE DEVELOPMENT

Sub-Factors	2022	2023	2024	2025	2026
Talent	24	22	23	28	23
Education & training	44	46	38	39	26
AI readiness	61	61	61	59	41

Talent	Rank
Educational assessment PISA - Math	32
International experience	17
Management of cities	21
Digital/Technological skills	-
Foreign highly skilled personnel	18
Net flow of international students	57
Female researchers	18

Education & training	Rank
▶ Employee training	05
Secondary school enrollment	42
Higher education achievement	-
Graduates in Sciences	-
Women with degrees	-
AI education index	37

AI readiness	Rank
AI skills	11
Concerns about AI job displacement are addresse	16
Companies invest in AI training	07
AI readiness	50
▷ Scientific and technical employment	62

VALUES

Sub-Factors	2022	2023	2024	2025	2026
Cybersecurity & AI ethics	65	59	60	57	44
Societal attitudes	62	63	60	58	49
Trust	59	59	58	58	34

Cybersecurity & AI ethics	Rank
Cyber security	29
Government cyber security capacity	28
Companies address bias in AI algorithms	15
Companies understand AI cybersecurity risks	16
Global index for responsible AI	39
▷ Government social media monitoring	65

Societal attitudes	Rank
E-Participation	56
Internet retailing	50
Tablet possession	53
Smartphone possession	56
Attitudes toward globalization	10
▶ Flexibility and adaptability	05

Trust	Rank
Company AI systems protect sensitive data	12
Corporations are able to handle data breaches	25
Citizen trust in AI	09
Country credit rating	57
Image abroad or branding	14
Rule of law	59

Appendices

Notes and Sources by Criteria

The source of the survey criteria is:
IMD World Competitiveness Center's Executive Opinion Survey 2026 which was conducted from March-May 2026, with a total number of 6,900 responses used in the construction of the ranking.

Standard notes used in the data tables

When statistical data is not available or is too out-dated to be relevant for a particular economy, the name appears at the bottom of the statistical table and a dash is shown. When the data is older than the reference year, the year of the data is shown next to the criterion value.

Exchange rate	As most data are expressed in U.S. dollars, you will find the exchange rates used at the beginning of the Statistical Tables. The sources for the Exchange Rates are International Financial Statistics Online (IMF) and national sources.
Per capita	For all information presented "per capita" the sources for the population are Passport GMID (Euromonitor) and national sources.
% of GDP	For all information presented as a "percentage of GDP" the sources for GDP are the OECD Main Economic Indicators and national sources.

Governance

Regulatory framework

1.1.4 Government Effectiveness index
WGI

Government Effectiveness captures perceptions of the quality of public services, the civil service, policy formulation and implementation, and the credibility of a government's decisions. The score is a linear transformation of the governance estimate using hypothetical worst-case and base-case countries. It is an absolute score ranging from 0-100. Larger values correspond to better governance.

1.1.5 Regulatory Quality index
WGI

Regulatory Quality (RQ) captures perceptions of the government's ability to design and implement policies and regulations that promote private sector development. The score is a linear transformation of the governance estimate using hypothetical worst-case and base-case countries.
It is an absolute score ranging from 0-100. Larger values correspond to better governance.

Digital & AI governance

1.2.3 AI policies passed into law
Digital Policy Alert

Cumulative count of AI related bills passed into law. Digital Policy Alert currently monitors the G20 economies, the European Union and its 27 Member States, Switzerland, Malaysia, New Zealand, the Philippines, Singapore, Thailand, and Vietnam, as well as Algeria, Egypt, Ethiopia, Ghana, Kenya, Morocco, Nigeria, and Rwanda.

1.2.4 Privacy protection by law exists
digital society project

Question: Does a legal framework to protect Internet users' privacy and their data exist?
Responses: 0: No. 1: Yes

1.2.5 E-Government
UN E-Government Knowledge Database

The E-Government Development Index presents the state of E-Government Development of the United Nations Member States. Along with an assessment of the website development patterns in a country, the E-Government Development index incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country is using information technologies to promote access and inclusion of its people. The EGDI is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity and human capacity.

Public leadership

1.3.2 Core government systems index
World Bank

Core Government Systems Index (CGSI)is based on 15 key indicators measuring the key aspects of a whole-of-government approach, including government cloud, interoperability platforms, enterprise architecture, open source solutions and disruptive technologies, as well as the core government systems visible in most of the countries as captured in the latest version of WBG GovTech dataset.

1.3.3 Public service delivery index
World Bank

The PSDI is based on six composite indicators that measure the existence of national online service portals and the maturity of services – informational or transactional – as well as the online services of the revenue administrations.

1.3.4 Publicized laws and government data
World Justice Project

Measures whether basic laws and information on legal rights are publicly available, presented in plain language, and made accessible in all languages. It also measures the quality and accessibility of information published by the government in print or online, and whether administrative regulations, drafts of legislation, and high court decisions are made accessible to the public in a timely manner.

1.3.5 Government respects due process of law
World Justice Project

Measures whether the due process of law is respected in administrative proceedings conducted by national and local authorities in issue areas such as the environment, taxes, and labor.

1.3.6 Global rights index
ITUC

The ITUC documents violations of internationally recognised collective labour rights by governments and employers. The methodology is grounded in standards of fundamental rights at work, in particular the right to freedom of association, the right to collective bargaining and the right to strike. Questionnaires are sent to 340 national unions in 169 countries to report violations of workers' rights by indicating relevant details. There are five ratings, with 1 being the best rating and 5+ the worst. The level of economic development, size or location of the country is not taken into account given that fundamental rights are universal and workers in all parts of the world must have access to them.

Technology & infrastructure

Technological framework

2.1.2 Mobile broadband subscribers
Fitch Solutions - used to be Business Monitor International

Total active mobile 5G subscriptions, excluding broadband connections on dedicated data SIM cards or USB dongles. Data given as a percentage of the total mobile market.

2.1.3 Internet users
World Development Indicators (World Bank)
National sources

Average of available sources

2.1.4 Internet bandwidth speed
Broadband Speed League
Ookla
SpeedTest Pro

Average connection speed in Mbps: data transfer rates for Internet access by end-users. Values presented are an average compiled from three different sources: Broadband Speed League (Jun. 2024); Ookla (Jan. 2025); and SpeedTest Pro (Feb. 2023).

2.1.5 High-tech exports (% manufacture exports)
World Development Indicators (World Bank)
National sources

High-technology exports are products with high R&D intensity, such as in aerospace, computers, pharmaceuticals, scientific instruments, and electrical machinery.

2.1.6 Secure internet servers

Netcraft (http://www.netcraft.com/)

publicly-trusted TLS/SSL certificates, Netcraft Secure Server Survey. Count per country

Capital & AI investment

2.2.1 IT & media stock market capitalization

Refinitiv - used to be Thomson Reuters - Thomson One banker

Datastream Telecom, Media and IT (TMT) Market Value in national currency.
Calculated as a percentage of Datastream Total Market Value in national currency.
Figures for close-of-business on the 29th March each year.

2.2.5 Investment in Telecommunications

Passport, Source: © Euromonitor International
National sources

Investment refers to as the annual capital expenditure; this is the gross annual investment in telecom (including fixed, mobile and other services) for acquiring property and network. The term investment means the expenditure associated with acquiring the ownership of property (including intellectual and non-tangible property such as computer software) and plant. This includes expenditure on initial installations and on additions to existing installations where the usage is expected to be over an extended period of time. Note that this applies to telecom services that are available to the public, and exclude investment in telecom software or equipment for private use.

Research infrastructure

2.3.1 Total expenditure on R&D (%)

OECD Main Science and Technology Indicators
UNESCO
National sources

National estimates, projections or provisional data for the most recent year. Chile, Denmark, France, Japan, Korea, Netherlands, Portugal, Slovenia, Spain and Sweden: break in series. Hungary (up to 2003), Israel: defense excluded(all or mostly). Indonesia: Estimate based on target GERD by the Ministry of Science and Technology. Sweden: underestimated or based on underestimated data. USA: excludes most or all capital expenditure.

2.3.3 R&D productivity by publication

NSF Science & Engineering Indicators
Courtesy: National Science Foundation
National sources

The indicator is calculated as a ratio between the number of scientific articles by author's origin and the total expenditure in R&D as % GDP, which clearly include the input costs to produce research (e.g. researchers' salaries, equipement etc.). The result gives therefore the number of scientific articles published every year for a one percent (of GDP) expenditure in R&D activities. This measure can be consider as a proxy to assess the efficiency (or productivity) in producing high-level scientific research at country level.

2.3.4 High-tech patent grants

WIPO Statistics Database
TIPO for Taiwan (Chinese Taipei)

High-Tech patent grants as a percentage of total patent grants (Direct and PCT national phase entries) by applicant's origin. Three year average to reduce volatility. Counts are based on the grant date. Country of origin refers to the country of residency of the first-named applicant in the application. Taiwan (Chinese Taipei): data compiled by TIPO using data supplied by international patent offices (USPTO, JPO, EPO, KIPO, SIPO).

2.3.5 Robots in Education and R&D

World Robotics
International Federation of Robotics (IFR)

Industrial robot as defined by ISO 8373:2012: an automatically controlled, reprogrammable, multipurpose manipulator programmable in three or more axes, which can be either fixed in place or mobile for use in industrial automation applications.

The primary source is data on robot installations by country, industry and application that nearly all industrial robot suppliers worldwide report to the IFR Statistical Department directly. Several national robot associations collect data on their national robot markets and provide their results as secondary data to the IFR. This data is used to validate and complete the IFR primary data.

IFR Statistical Departments estimates the operational stock assuming an average service life of 12 years with an immediate withdrawal from service afterwards.

2.3.6 AI-related patent publications

WIPO Statistics Database

AI-related patent publications. (Direct and PCT national phase entries) by applicant's origin. Three year average to reduce volatility. Country of origin refers to the country of residency of the first-named applicant in the application.

2.3.7 AI Articles

Scopus

Annual count of the number of articles in Scopus using the keyword artificial intelligence, by author's institution, count per country.

Efficiency

Practices

3.1.1 Start-up days
World Bank Enterprise Surveys

Average days to obtain an operating license. The average wait, in days, to obtain an operating license. Response to the question, Approximately how many days did it take to obtain this operating license from the day of the application to the day it was granted?

3.1.2 Regulatory burden
World Bank Enterprise Surveys

Average senior management time spent dealing with the requirements of government regulation (%). Average percentage of senior management's time that is spent in a typical week dealing with requirements imposed by government regulations (eg. Taxes, customs, labor regulations, licensing and registration), including dealings with officials, completing forms, et cetera.
Response to the question, In a typical week over the last year, what percentage of total senior management's time was spent on dealing with requirements imposed by government regulations? [By senior management I mean managers, directors, and officers above direct supervisors of production or sales workers. Some examples of government regulations are taxes, customs, labor regulations, licensing and registration, including dealings with officials and completing forms]

3.1.3 Online services
UNEGDI

The Online Service Index (OSI) is a component of the E-Government Development Index.
The OSI is a composite indicator that assesses how well governments use technology to deliver public services at the national level. It is based on a survey of national websites and e-government policies, with scores normalized to a range of 0 to 1. In the 2024 edition, the OSI is now calculated based on five weighted subindices: services provision (45%), technology (5%), institutional framework (10%), content provision (5%), and e-participation (35%), with the overall score calculated from the normalized values of each subindex.

Business agility

3.2.4 World robots distribution
World Robotics
International Federation of Robotics (IFR)

Industrial robot as defined by ISO 8373:2012: an automatically controlled, reprogrammable, multipurpose manipulator programmable in three or more axes, which can be either fixed in place or mobile for use in industrial automation applications.

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IFR Statistical Departments estimates the operational stock assuming an average service life of 12 years with an immediate withdrawal from service afterwards.

3.2.5 Entrepreneurial fear of failure
Global Entrepreneurship Monitor

Percentage of 18-64 population perceiving good opportunities to start a business who indicate that fear of failure would prevent them from setting up a business,

3.2.6 Network readiness index
Portulans Institute

Within the People pillar of the Portulans Institute's Network Readiness Index (NRI), the Businesses sub-pillar measures how private sector firms adopt and use Information and Communications Technology (ICT), engage in digital commerce, and invest in advanced research and development (R&D) to stay competitive in the network economy. It is evaluated using four specific, core quantitative and market-driven indicators: Firms with Website, Venture Capital Deals Invested in AI, Annual Investment in Telecommunication Services, Public Cloud Computing Market Scale

AI adoption

3.3.5 AI adoption
Oxford Insights

The Oxford Insights Government AI Readiness Index evaluates how countries harness artificial intelligence in public services and national economies. Its ""Development & Diffusion"" dimension captures business adoption and tech sector maturity using several key indicators: 1. Private Sector Innovation and Market Size (Number of AI Startups, Venture Capital (VC) Funding, Business Expenditure on R&D) 2. Digital Infrastructure & Commercial Ecosystem (ICT Export Capabilities, Company Spending on Advanced Tech) 3. Human Capital & Skills Flow (Availability of Specialized Tech Talent, Corporate Training Initiatives)

Workforce development

Talent

4.1.1 Educational assessment PISA - Math

PISA (OECD)
http://www.oecd.org/pisa/

The OECD's Programme for International Student Assessment (PISA) is a regular survey of 15-year olds which assesses aspects of their preparedness for adult life. PISA selects a sample of students that represents the full population of 15-year-old students in each participating country or education system, in both public and private schools. Mathematical literacy: an individual's capacity to identify and understand the role that mathematics plays in the world, to make well-founded judgments and to use and engage with mathematics in ways that meet the needs of that individual's life as a constructive, concerned and reflective citizen. Scientific literacy: an individual's scientific knowledge and use of that knowledge to identify questions, to acquire new knowledge, to explain scientific phenomena, and to draw evidence based conclusions about science-related issues, understanding of the characteristic features of science as a form of human knowledge and enquiry, awareness of how science and technology shape our material, intellectual, and cultural environments, and willingness to engage in science-related issues, and with the ideas of science, as a reflective citizen. Hong Kong SAR, Netherlands, Portugal and United States: Data did not meet the PISA technical standards but were accepted as largely comparable. China: limited regions (B-S-J-Z); the municipalities of Beijing and Shanghai and the provinces of Jiangsu and Zhejiang participated.

4.1.6 Net flow of international students

UNESCO
National sources

Net flow of internationally mobile students (inbound from abroad studying in a given country minus outbound from a given country), both sexes, in tertiary education. Data can refer to the school or financial year prior or after the reference year.

4.1.7 Female researchers

UNESCO
OECD Main Science and Technology Indicators, OECD Science, Technology and R&D Statistics (database)

Female researchers (headcount) who are mainly or partially employed in R&D. This includes staff employed both full-time and part-time. Expressed as a percentage of the total workforce (male + female)

Education & training

4.2.2 Secondary school enrollment

UNESCO
National sources

Net enrollment ratio, all programs, is the number of children of official school age (as defined by the education system) enrolled in secondary school, expressed as a percentage of the number of children of official school age for those levels in the population. Enrollment data are based on annual enrollment surveys, typically conducted at the beginning of the school year. They do not reflect actual attendance or dropout rates during the school year. Problems affecting cross-country comparisons of enrollment data stem from inadvertent or deliberate misreporting of age, and from errors in estimates of school-age populations. Average of lower and upper secondary. Romania: upper secondary.

4.2.3 Higher education achievement

OECD Education at a Glance
National sources

Percentage of the population aged 25-34 that has attained tertiary-type B and tertiary-type A and advance research programs. Tertiary-type A education covers more theoretical programs that give access to advanced research programs and to professions with high general skills requirements. Tertiary-type B education covers more practical or occupationally specific programs that provide participants with a qualification of immediate relevance to the labor market. Hong Kong SAR: Figures starting from 2012 exclude post-secondary diploma or certificate and exclude foreign domestic helpers. Kazakhstan: The data were reviewed taking into account the inclusion of graduates in technical and vocational education organizations (MCKO-5). New-Zealand and Slovenia: break in series. Peru: Tertiary education type A refers to University tertiary level and terciary education type B refers to Non-university tertiary level; for 25 years and more. Singapore: proportion of resident non-students aged 25-34 years with polytechnic, professional qualification or other diploma, or university qualification. Japan: Data for tertiary education include upper secondary or post-secondary non-tertiary programmes (less than 5% of adults are in this group).

4.2.4 Graduates in Sciences

OECD Education at a Glance
UNESCO

Share of graduates in Natural Sciences; Mathematics and Statistics; Information and Communication technologies; Engineering, manufacturing and construction. In tertiary education (ISCED2011 levels 5 to 8), both sexes (%). Japan: Data on information and communication technologies are included in other fields. Jordan: 2020 data used in 2019. Philippines: includes Medical and Allied Disciplines Graduates.

4.2.5 Women with degrees

OECD Education at a Glance
National sources

Educational attainment in tertiary education of 25-64 year-old females expressed as a percentage of the female population 25-64. In most countries data refer to ISCED 2011 (codes 5/6/7/8). Japan: includes data from another category. Kazakhstan: Share of women with tertiary level degree (age 25-44).

4.2.6 AI education index
QS World University Rankings

IMD WCC developed index calculated from the QS university Rankings of artificial intelligence programmes, measuring the quantity and quality of the universities in each economy. 66% weighting for data science & artificial intelligence programmes and 33% weighting for computer science & information systems. Where 50% is the number of universities in ranking for each country, 50% weighting is the total score.

AI readiness

4.3.4 AI readiness
Oxford Insights

The Government AI Readiness Index by Oxford Insights evaluates a country's capacity to use AI to benefit the public, improve public services, and manage AI risks across society. The index's core pillars are: Policy Capacity (Evaluates national AI strategies and vision), Governance (Measures data protection laws, ethics, and oversight), AI Infrastructure (Assesses digital tools, data availability, and connectivity), Public Sector Adoption (Tracks how governments use AI in administration) Development and Diffusion (Looks at the local tech sector and research), Resilience (Measures workforce skills and economic adaptability)

4.3.5 Scientific and technical employment
Eurostat
OECD "Labour Force Statistics: Employment by activities and status"
OECD Employment and Labour Market Statistics
ILOSTAT
National sources

Scientific and technical employment as a % of total employment. Defined as formal employment within the 'scientific and technical' sector. For more information, refer to NACE2 category M (or equivalent). Philippines: 2020 data are preliminary figures for October 2020.

Values

Cybersecurity & AI ethics

5.1.2 Government cyber security capacity
Varieties of Democracy (V-Dem)

Digital Society Project
Does the government have sufficiently technologically skilled staff and resources to mitigate harm from cyber-security threats?
0: No. The government does not have the capacity to counter even unsophisticated cyber security threats.
1: Not really. The government has the resources to combat only unsophisticated cyber attacks.
2: Somewhat. The government has the resources to combat moderately sophisticated cyber attacks.
3: Mostly. The government has the resources to combat most sophisticated cyber attacks.
4: Yes. The government has the resources to combat sophisticated cyber attacks, even those launched by highly skilled actors.

5.1.5 Global index for responsible AI
GIRAI

Built by a global network of 130+ researchers, the Global Index on Responsible AI (GIRAI) provides evidence-based insights into how countries are shaping AI governance, protecting human rights and advancing responsible innovation. It includes XX indicators across five dimensions: Inclusion and Diversity, Ethics and Sustainability, Labour and Skills, Trust and Safety, AI Use in Public Service.

5.1.6 Government social media monitoring
Varieties of Democracy (V-Dem)

Digital Society Project
How comprehensive is the surveillance of political content in social media by the government or its agents?
Ordinal, converted to interval by the measurement model.
0: -3.59 to -2.49 : Extremely comprehensive. The government surveils virtually all content on social media.
1: -2.49 to -1.02 : Mostly comprehensive. The government surveils most content on social media, with comprehensive monitoring of most key political issues.
2: -1.02 to 0.04 : Somewhat comprehensive. The government does not universally surveil social media but can be expected to surveil key political issues about half the time.
3: 0.04 to 1.55 : Limited. The government only surveils political content on social media on a limited basis.
4: 1.55 to 2.99 : Not at all, or almost not at all. The government does not surveil political content on social media, with the exceptions mentioned in the clarifications section.

Societal attitudes

5.2.1 E-Participation
UN E-Government Knowledge Database

The e-participation index (EPI) measures the use of online services to facilitate provision of information by governments to citizens (“e-information sharing”), interaction with stakeholders (“e-consultation”), and engagement in decision-making processes (“e-decision making”).

5.2.2 Internet retailing
Passport, Source: © Euromonitor International
National sources

Retail Value excluding sales tax. Iceland Based on data from Centre for Retail Studies Iceland. Total turnover in online retail with Icelandic cards.

5.2.3 Tablet possession
Passport, Source: © Euromonitor International

Percentage of households having at least one item. Portable, usually battery-powered, and very thin personal computer contained with a touchscreen panel.

5.2.4 Smartphone possession
Passport, Source: © Euromonitor International
National sources

Percentage of households having at least one item. A smartphone is a cellular telephone with an integrated computer and other features not originally associated with telephones, such as an operating system, Web browsing, music and movie player, camera and camcorder, GPS navigation, voice dictation for messaging, the ability to run software applications, etc.

Trust

5.3.4 Country credit rating
Fitch, Moody’s and S&P

IMD WCC created index of the three country credit ratings Fitch, Moody’s and S&P. Each rating, including the outlook, is converted to a numerical score from 20-0 and totalled for each country.

5.3.6 Rule of law
World Governance Indicators (World Bank)

The World Bank rule of law Index uses multiple sources to capture perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.

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