

## Appendix A:

### A.T. Kearney Ranking of Global Services Location, 2009

Rank	Country	Financial attractiveness	People skills and availability	Business environment	Total score
1	India	3.13	2.48	1.30	6.91
2	China	2.59	2.33	1.37	6.29
3	Malaysia	2.76	1.24	1.97	5.98
4	Thailand	3.05	1.30	1.41	5.77
5	Indonesia	3.23	1.47	0.99	5.69
6	Egypt	3.07	1.20	1.37	5.64
7	Philippines	3.19	1.17	1.24	5.60
8	Chile	2.41	1.20	1.89	5.50
9	Jordan	2.99	0.91	1.59	5.49
10	Vietnam	3.21	1.02	1.24	5.47
11	Mexico	2.48	1.50	1.45	5.43
12	Brazil	2.18	1.83	1.37	5.39
13	Bulgaria	2.83	0.89	1.62	5.34
14	United States	0.47	2.71	2.15	5.33
15	Ghana	3.26	0.70	1.36	5.32
16	Sri Lanka	3.13	0.95	1.17	5.25
17	Tunisia	2.86	0.91	1.45	5.22
18	Estonia	2.06	0.93	2.20	5.19
19	Romania	2.63	0.91	1.58	5.12
20	Pakistan	3.12	1.08	0.91	5.11
21	Lithuania	2.31	0.81	1.99	5.11
22	Latvia	2.28	0.88	1.96	5.10
23	Costa Rica	2.67	0.89	1.50	5.07
24	Jamaica	2.77	0.79	1.49	5.06
25	Mauritius	2.32	0.95	1.77	5.04
26	Senegal	3.06	0.88	1.08	5.03
27	Argentina	2.47	1.34	1.21	5.02
28	Canada	0.54	2.10	2.38	5.02
29	United Arab Emirates	2.10	0.84	2.04	4.98
30	Morocco	2.62	0.93	1.42	4.97
31	United Kingdom	0.43	2.13	2.39	4.94
32	Czech Republic	1.74	1.14	2.07	4.94
33	Russia	2.39	1.45	1.08	4.92
34	Germany	0.42	2.10	2.40	4.91
35	Singapore	0.72	1.55	2.62	4.90
36	Uruguay	2.46	1.00	1.43	4.89
37	Hungary	1.95	1.01	1.92	4.88
38	Poland	1.82	1.22	1.73	4.77
39	South Africa	2.28	1.02	1.44	4.74
40	Slovakia	2.05	0.94	1.75	4.73
41	France	0.40	2.03	2.29	4.72
42	Ukraine	2.63	0.97	0.99	4.58
43	Panama	2.48	0.70	1.40	4.58
44	Turkey	2.01	1.23	1.29	4.54
45	Spain	0.57	1.90	2.00	4.47
46	New Zealand	1.12	1.18	2.15	4.45
47	Australia	0.42	1.62	2.22	4.26
48	Ireland	0.27	1.56	2.26	4.09
49	Israel	0.85	1.39	1.78	4.02
50	Portugal	1.00	1.00	1.97	3.98

Note: The weight distribution for the three categories is 40:30:30. Financial attractiveness is rated on a scale of 0 to 4, and the categories for people skills and availability, and business environment are on a scale of 0 to 3.

Source: (Jorek, Norbert; Gott, Johan; Battat, Michelle, 2009)