

20-FIRST's 2022

GLOBAL LONGEVITY MANAGEMENT SCORECARD

JANUARY 2022

Best Countries to Grow Old In

Who is Preparing for Ageing Populations?

The world is ageing, as birthrates fall and people live longer. Countries are morphing from traditional, demographic pyramids to new, more generationally balanced squares. For example, by 2038, the UK's over 50s will make up 42% of the population, up from 34% in 2008. Which countries are preparing for this seismic shift? Here's what the 10 best countries look like - compared to the top 10 by GDP.

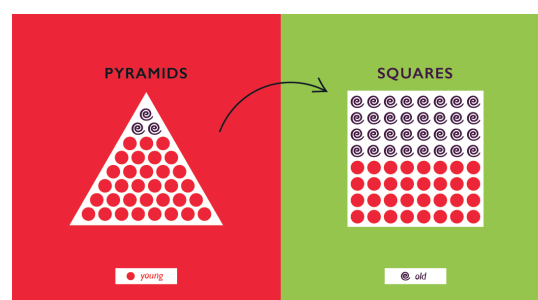
Key Findings

IT'S ABOUT MORE THAN MONEY: Only one top GDP country appears in our Top 10 for Longevity Management: France. Other top 10 GDP countries, such as China and India, score poorly on these metrics and even the USA scores poorly on longevity. Big economies are, perhaps, struggling to cope with the new demographics of age.

AGE-RELATED LABOUR DATA LACKING: Data about participation of the 'third quarter' age cohort (50-75) in work is weak and ambiguous. Where data exists, participation may have positive causes (e.g. cultural norms and pension incentives) or negative (poor pension and social care). More attention to growth in the contribution of older people to the workforce would be valuable.




AGE AND GENDER BALANCE GO TOGETHER? Three of the countries in our Top 10 for Longevity Management are led by women (Finland, Denmark and New Zealand). As women make up fewer than 10% of world leaders, it may be significant that more age-ready countries are also more gender progressive. Gender and generational balance overlap in many ways.

Demographics: From Pyramids to Squares



What Characterises Good Longevity Management?

In determining our Top 10 countries for Longevity Management we've focused on these key areas

-  **Longevity:** The life expectancy of a country's population can generally be taken as a reflection of the quality of living in that country. The higher the rank of a country's life expectancy, the better the experience for the older generations.
-  **Health Care:** Quality health care is critical, each country has been ranked on its ability to support an ageing population and workforce.
-  **Happiness:** A country's position in the happiness index reflects levels of satisfaction in a country, and acts as a general indication of citizens' quality of life.

Survey Methodology

The data for this survey is sourced from three external data sets pertinent to improving life for older people. The datasets used to create a country's ranking are the OECD Life Expectancy at Birth Index (2019), Numbeo's Health Care Index (2021 mid-year), and the United Nations' World Happiness Report (2021). To determine the Top 10 countries for Longevity Management, the total sum of each country's position on each of the three indexes was calculated, with the countries with the lowest cumulative score included in our Top 10. We assessed possible additional metrics e.g. older workforce participation and pension age, but concluded these weakened data validity.






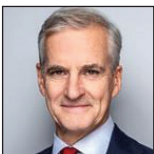
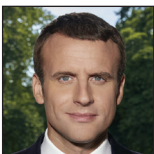


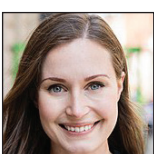



20-first research analyses progress on gender and generational balance in leading companies and countries.


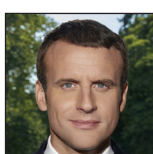
For more, go to <https://20-first.com/thinking>.

10 Best Age-Ready Countries

2022 Global Longevity Management Scorecard

Top 10 Countries by GDP

| |  Longevity index ranking |  Health care index ranking |  Happiness index rank ranking | Combined Score | Population 65+ |
|---|--|--|--|-------------------|-------------------|
| 1.  Switzerland Ignazio Cassis, 60 | 7th | 16th | 3rd | 26 | 19% |
| 2.  Australia Scott Morrison, 53 | 12th | 9th | 11th | 32 | 16% |
| 3=  Norway Jonas Gahr Støre, 61 | 24th | 12th | 6th | 42 | 18% |
| 3=  France Emmanuel Macron, 44 | 18th | 3rd | 21st | 42 | 20% |
| 5=  Netherlands Mark Rutte, 54 | 27th | 11th | 5th | 43 | 20% |
| 5=  Spain Pedro Sanchez, 49 | 10th | 6th | 27th | 43 | 20% |
| 7.  Finland Sanna Marin, 35 | 34th | 10th | 1st | 45 | 22% |
| 8.  Israel Naftali Bennett, 49 | 16th | 18th | 12th | 46 | 12% |
| 9.  Denmark Mette Frederiksen, 44 | 46th | 5th | 2nd | 53 | 20% |
| 10.  New Zealand Jacinda Adern, 41 | 26th | 19th | 9th | 54 | 16% |

| |  Longevity index ranking |  Health care index ranking |  Happiness index rank ranking | Combined Score (& rank) | Population 65+ |
|---|--|--|---|----------------------------|-------------------|
| 1.  United States Joe Biden, 79 | 70th | 30th | 19th | 119 (26th) | 17% |
| 2.  China Xi Jinping, 68 | 94th | 40th | 84th | 218 (49th) | 12% |
| 3.  Japan Fumio Kishida, 64 | 4th | 4th | 56th | 64 (15th) | 29% |
| 4.  Germany Olaf Scholz, 63 | 41st | 17th | 13th | 71 (17th) | 22% |
| 5.  United Kingdom Boris Johnson, 57 | 43rd | 15th | 17th | 75 (19th) | 19% |
| 6.  India Narendra Modi, 71 | 183rd | 42nd | 139th | 364 (83rd) | 7% |
| 7.  France Emmanuel Macron, 44 | 18th | 3rd | 21st | 42 (3rd) | 20% |
| 8.  Italy Mario Draghi, 74 | 11th | 38th | 28th | 77 (20th) | 23% |
| 9.  Canada Justin Trudeau, 50 | 23rd | 25th | 14th | 62 (13th) | 18% |
| 10.  Korea Moon Jae-in, 69 | 14th | 2nd | 62nd | 78 (21st) | 16% |

Who we are

20-first is one of the world's leading global consultancies focused on gender and generational balance as a business and economic opportunity.

We work with many of the best known global companies that seek to move from 20th century mindsets, management styles and marketing approaches into more progressive 21st century forms – and to stay first at the game.

Hence our name. It underlies our purpose, and those of the clients we serve.

2

Start Smart

Launch an initiative with the right people and the right positioning

1

Wake Up
Engage leaders and managers

3

Align Leaders

Get buy-in on why balance is a business opportunity and how to scale it

4

Build Balance Management Skills

Equip managers with skills needed to manage across genders and generations

5

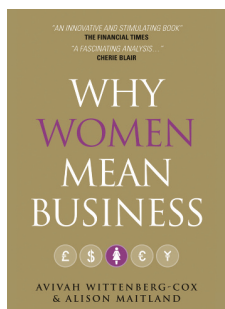
Sustain the Change

Keep up the momentum, track progress and reward success

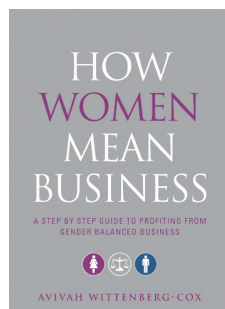
What makes us different

- **The business imperative**
We help companies to unlock 21st century market and talent opportunities
- **Focus on Leaders**
We equip leaders with a strategic understanding and management competencies to work across genders and generations
- **Global perspectives**
We are experienced working with global companies across all regions and cultures of the world

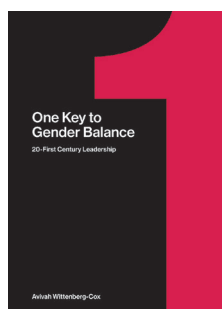
For more information, please contact queries@20-first.com



Business Case



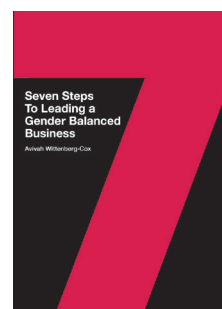
Implementation



Strategy



Engagement



Leadership



Generations