

Silver Economy Forum 2024

## **Defining Leadership in an Aging World**

Five Key Lessons and  
Five Key Opportunities to  
Power the Next Five Years in  
the Decade of Healthy Ageing

January 2025



HIGH-LEVEL FORUM ON  
THE SILVER ECONOMY

a contribution to the  
**Decade  
of healthy  
ageing**



AMERICAN  
COUNCIL ON  
GERMANY





## **Silver Economy Forum 2024**

October 15th & 16th

Berlin, Germany

# Introduction

2024 was a pivotal year in what is shaping up to be the most important decade for the Silver Economy. The demographic shift of “more old than young” is rapidly accelerating globally. Numerous generations are reaching important milestones as the youngest Baby Boomers reach their sixties, Millennials grow into their forties, and Gen Z storms the workplace.

These changes in power and demographics formed the background for this year’s Silver Economy Forum, which convened leaders from businesses, governments, academia, think tanks, NGOs, and civil society to unpack the elements necessary for defining leadership in an aging world.

Extending from Global Coalition on Aging’s 2023 Silver Economy Forum, which focused on Aging for All Ages, this year we assessed what leadership of all ages looks like going forward and what governments and businesses can do to prepare for progress during the second half of the Decade of Healthy Ageing.

In this report, we share the most important takeaways and discuss the challenges facing healthcare, finance, technology, transportation, and consumer businesses, what they can learn from one another, what countries must do to stay competitive in a rapidly aging and rapidly changing society, and how generations can work together to succeed as our workplace demographics shift.



Aging is not a burden, it’s a blessing, it’s a success story. We should enable older people to contribute meaningfully, effectively to the achievement of sustainable development goals. And that brings me to the quotation from President Abraham Lincoln, he captured the essence very very eloquently. “In the end, it is not the years in your life that count. It is the life in your years that will eventually matter.”

**Navid Hanif**, Assistant Secretary-General for Economic Development, Department of Economic and Social Affairs (DESA), United Nations



The significant increase in the average human lifespan represents one of the greatest achievements of human civilization. It was made possible by international cooperation conducted through the United Nations to support crucial economic development across the world to levels never seen before in human history. However, this achievement is often only framed as a demographic challenge or a physical burden. We as a group are committed to advocating that international community recognize that within this demographic shift are opportunities which can and must be seized for a greater good. Growing the Silver Economy is crucial.”

**H.E. Ambassador Abdulaziz Alwasil**, Permanent Representative of the Kingdom of Saudi Arabia to the United Nations

On October 15th and 16th 2024 in Berlin, Germany, a select group of global thought leaders, business executives, policy decision makers, and cross-sector experts convened for the fifth annual Silver Economy Forum, hosted by the Global Coalition on Aging (GCOA) in partnership with the American Council on Germany. Under the theme *Defining Leadership in an Aging World*, with an introduction from former Prime Minister of Finland, **Esko Aho**, opening remarks from **Stefan Oelrich**, President of Pharmaceuticals at Bayer Pharmaceuticals, and keynotes from leaders including H. E. Ambassador **Abdulaziz Alwasil**, Permanent Representative of the Kingdom of Saudi Arabia to the United Nations and **Navid Hanif**, Assistant Secretary-General for Economic Development, Department of Economic and Social Affairs (DESA), United Nations, attendees examined the changing demands and dynamics of leadership in a world increasingly defined by the megatrend of aging and the opportunities associated with the \$17 trillion and growing global Silver Economy.



Longevity is a major achievement of modern science and of healthcare, yet it means we find ourselves living in a world with more old than young. We heard by 2050 over 20% of the global population will be above 60 years old. This comes with several implications, which are all interrelated. Economically, for example, we're faced with a declining working age population, which at the same time needs to fund increasing pension commitments and healthcare costs. Longer lives, unfortunately, do not always equate with healthier lives. A key question, therefore, is not only how to increase lifespan, but also to increase what we call the healthspan, or aging healthier.”

**Stefan Oelrich**, Member of the Board of Management and President of Pharmaceuticals, Bayer Pharmaceuticals

Preparing our society for the demographic shift of more old than young, including 2 billion people over 60 by the year 2050, requires a new way of thinking that focuses on the role of innovation for the global Silver Economy. Tackling the challenges and leveraging the opportunities of the Silver Economy calls for new strategies around caregiving, financial well-being, health system transformation, biomedical innovation, technology, and the future of work. A new kind of global leadership and agility are required to ensure future health and economic sustainability. It is only when leaders turn new ideas into action that we will realize sustainable economic growth and development itself founded on a healthier and more active aging.



The right thing to do, to support the Silver Economy from an economic point of view is always helping people be part of the progress that we're achieving, that social emphasis that our city region of Greater Manchester always has, and recognizing that, as we all live longer, it's about keeping people connected for longer, keeping people together with that social capital that comes from the world of work.”

**Andy Burnham**, Mayor of Greater Manchester



If we're going to move forward, we have to shake off thinking from the 1950s and start thinking about the future. And that's going to require a radical transformation in the way we think about things. It's going to require leadership and new ideas.”

**John Beard**, Irene Diamond Professor of Epidemiology and Health Policy and Management, and Director, International Longevity Center-USA, Columbia University



We are living longer; we are living healthier and wealthier than ever before. Dreams of those people who were born in the late 19th century, all those dreams have come true. That is the starting point. We must now change our concept. We must create a new model of leadership to create sustainability, both in social life and in economic life.”

**Esko Aho**, Former Prime Minister of Finland

# Our Impact

Aging is an opportunity – and the Silver Economy Forum brings together global leaders from across business sectors, government, academia, and more to share the innovative ideas, trends, policy initiatives, and business accomplishments that are defining the future of the Silver Economy.

Building upon SEF 2023's wide and sustained reach, SEF 2024 saw hundreds of invitees participating in-person in Berlin and broadcast live globally to thousands more. The wide engagement and deep resonance of Silver Economy Forum is due to the unique opportunity it presents for leaders across diverse sectors to critically discuss actionable programs and policies that impact global healthy aging and economic growth, with the UN Sustainable Development Goals (SDGs) and Decade of Healthy Ageing as the foundation for the ideas presented. Now, at the midpoint of the Decade of Healthy Ageing, we take a critical look at our progress thus far and where we can continue to focus our shared efforts.

This report highlights five powerful ideas shared by leaders at Silver Economy Forum 2024 and five opportunities with calls to action for global leaders to bring into 2025, the next five years of the Decade, and beyond.

# Key Takeaways & Call to Actions

GCOA is committed to bringing together the public and private sectors to enable healthy aging and financial longevity and prepare our society for the demographic shift that comes as we live longer lives than ever and society has more old than young. We do this by bringing together stakeholders in strategic platforms like Silver Economy Forum, advocating for public policies that help older people contribute to society by working, spend time with their families and friends, and live a fulfilling life.

## **We're working longer and differently.**

Reimagine and reinvent work and retirement to adapt to 21st century aging and power the Silver Economy.

## **Preventive health policies reflect a shift to a proactive versus reactive approach to medical care and health systems resilience.**

Invest in equitable and accessible preventive health measures to enhance quality of life, reduce costs, and support U.N. SDGs as populations age.

## **Innovation is at the heart of healthy longevity.**

Support an innovation ecosystem and ensure equitable access to enhance healthy longevity through increased lifespan and healthspan.

## **Bridging generations builds trust.**

Foster intergenerational trust and build partnerships to enable a cohesive society free of ageism, advancing progress to the U.N. SDGs and Decade of Healthy Ageing.

## **Empowering and advancing the Silver Economy transforms challenges into opportunities.**

Continue to develop and embrace the Silver Economy, leveraging the economic potential of older adults and recognizing their significant role in sustainable economic growth.





# I.

We must rethink traditional models of work and retirement to adapt to longer life expectancies and create a win-win situation for the workforce and the economy – powering economic and fiscal growth and sustainability.

## We're working longer and differently.

Our societies are already profoundly affected by the mega-trend of aging – where we live and work well into our 80s, 90s, and even our 100s, and there are more old than young people in society. This means that the Silver Economy is a pillar of sustainable economies overall. That we must change our thoughts about work and retirement and the impact on our health systems, as well as the needs required by an aging workforce.



People are living and working longer than ever before, and it's critical to thoroughly understand the issues this presents for both employers and employees alike, and from both a global perspective as well as an individual perspective. Our goal is to help develop and implement innovative workplace benefit solutions that will help today's multi-generational and diverse workforce thrive.”

**Lorna Sabbia**, Managing Director, Head of Workplace Benefits, Bank of America



## EXPERT INSIGHTS

Supporting an older workforce will be essential to combat labor shortages, and this will require rethinking many of the structures currently in place. The consequences of failing to support older workers is clear. "GDP per capita, as a result of aging, may decline by around 8% on average across OECD countries and in countries that have a very strong aging process, like Spain, for instance, the decline might even be up to 20%," shared **Isabell Koske, Deputy Director of the Economics Department, Country Studies Branch, OECD.**

However, there is still work to be done to ensure that older adults are a valued part of the Silver workforce. "Many employers know now that they have an interest in retaining their workers. They are facing labor shortages. But that doesn't necessarily mean that companies have sufficient knowledge and resources in terms of concrete practices that can be implemented. And that is something where I think policy makers, but also, for instance, social partners and other stakeholders can really contribute to disseminate information and advice," said **Leonie Westhoff, Economist, Employment Division, OECD**

It is crucial to shift from a mindset of managing aging to embracing the possibilities it offers. Implementing innovative workplace practices, such as flexible work arrangements and accommodating job design, can enable older workers to contribute their skills and experience for longer. **Surya Kolluri, Head, TIAA Institute** said “Let’s create a new word. Let’s call it wealth W, H, E, A, L, T, H. By focusing on wealthspan, we can integrate health and wealth together in a holistic approach.”

**Anne Ackerley, Senior Advisor on Retirement, BlackRock**, spoke to the challenges of preparing for retirement: “One of the things that we need to think about as we think about the individual is, in addition to all the living longer, is that the responsibility for financing the longer years has really moved to the individual,” adding that planning aids provided by the employer would help employees prepare for their retirements. Caregiving supports would also go far in attracting older workers: “In the United States alone, there are over 100 million family caregivers, unpaid and untrained,” said **Richard Lui, News Anchor, MSNBC/NBC News**.



## CALL TO ACTION

Reimagine and reinvent work and retirement to adapt to 21st century aging and power the Silver Economy.

We must rethink traditional models of work and retirement to adapt to longer life expectancies and create a win-win situation for the workforce and the economy – powering economic and fiscal growth and sustainability. Governments, businesses, and other societal stakeholders must collaborate to create age-friendly environments and support the Decade of Healthy Ageing by improving the lives of older people worldwide. This also powerfully affects us all at whatever age, thereby contributing to achieving the goals of the SDGs by 2030.



Many Japanese older people want to work longer if they can, and we want to encourage and support them, so we require private companies to ensure employment opportunities for workers up to the age of 65. The government also introduced a certification system for good companies who have integrated employee health management into their business, and those companies who got the certification saw very good results in their share prices.”

**Kazumi Nishikawa**, Director, Information Technology Industry Division, Ministry of Economy, Trade and Industry of Japan



# II.

We must continue to invest in prevention, supported by global governments, health systems, and less traditional actors like employers alike.

## Preventive health policies reflect a shift to a proactive versus reactive approach to medical care and health system resilience.

A preventive mindset and approach are key to unlocking population health and well-being, feeding into economic value and productivity, while also reducing unnecessary healthcare costs.

Leaders at the Forum discussed the value of prevention in real terms that encompassed not only costs to the healthcare system and to lost economic productivity, but also the less quantifiable benefits that are returned to society, such as through informal caregiving, volunteerism, and participation in societal life.



Prevention and health are something that medicine has nothing to say about. We have a healthcare system that is set up to help people when they're ill, but not really to prevent us from getting ill.”

**Lotte Steuten**, Deputy Chief Executive, Office of Health Economics



### EXPERT INSIGHTS

Preventive healthcare has huge health effects. **Madeleine Breckon, Vice President, Vaccine Product and Pipeline, Global Communications and Government Affairs, GSK**, highlighted the potential impact of prevention stating that “in 2019 in OECD countries, there were over 3 million deaths that would have been preventable through earlier interventions in people under 75 years.” In addition to the mortality effects, this creates a deficit economically and socially.

Vaccines are the bastion of preventive healthcare, transforming childhood mortality in the 20th century, and yet, adult immunization rates remain low. “Looking at vaccines, we’re beyond only childhood vaccination now. We have vaccines that protect adults – for flu, pneumococcal disease, HPV, shingles, and there are quite a number on the horizon,” said **Laetitia Bigger, Director, Vaccines Policy, IFPMA**.

We must shift from a treatment-only mindset to a prevention-based approach, with an emphasis on vaccines for older adults, which have cascading health benefits. **Aylin Tüzel, Global Lead, Covid Vaccine, Pfizer Global Vaccines**, noted, "it's so crucial to bring prevention and vaccination into the agenda to maintain the well-being of the older age population, and bring to attention that vaccinations will help to save lives in the immediate but also the long term, and investing in vaccines will bring a socioeconomic return."

Vaccines are not the only preventive investment that must be made in healthcare. Non-communicable diseases, like cardiovascular disease, diabetes, kidney disease, and osteoporosis, as well as neurological conditions can all be prevented. **Julia Spencer, Associate Vice President, Global Public Policy, and Head, Strategic Planning and External Engagement, MSD** shared that she had seen "much success where there are clinical guidelines for screening with evidence behind them. In some countries, these guidelines and recommendations already cover a number of different chronic diseases that you have as you age. Screening programs that result in earlier diagnosis have made such a huge difference in both quality of life as well as longevity. We can take these as a best practice, innovate on program design and implementation, and apply these learnings to other areas where screening programs do not exist or could be strengthened or expanded."

This sentiment was echoed by **Lotte Steuten, Deputy Chief Executive, Office of Health Economics**, sharing recent OHE research that "if we invest one euro in adult vaccination programs, that is worth 19 euros in terms of value of return on that initial investment." **David Sinclair, Chief Executive, International Longevity Center UK**, agreed, citing their research index findings "that countries that spend more on preventive health are at the top of our index. We find that countries that spend more on immunization are towards the top of our index. And we also find that where you have a population who is healthy, people spend more, they work more, they volunteer more, and they provide more care. There is very significant evidence from our index that prevention and immunization absolutely work."

**Mike Devoy, Chief Medical Officer, Bayer**, agreed that innovations in prevention "need to be part of a societal and global approach and recognizing that we want to make these improvements accessible as much as possible. We have the responsibility to see how we can bring these innovations and effective treatments to as wide a part of the world's population as possible." He also emphasized the importance of understanding risk and screening, in improving healthspans, noting that "much of this comes down to prevention, but also identifying people at risk earlier."



## CALL TO ACTION

Invest in equitable and accessible preventive health measures to enhance quality of life, reduce costs, and support UN SDGs and Decade of Healthy Ageing as populations age

We must continue to invest in prevention, supported by global governments, health systems, and less traditional actors like employers alike. Implementing preventive health measures and developing new approaches that are equitable and accessible to all. A focus on proactive health measures will enhance quality of life as populations age, reducing cost and largely avoidable ill health, and support economic growth, aiding progress toward the UN sustainable development goals (SDGs) in the context of the Decade of Healthy Ageing, as well as fiscal sustainability.



A lot of older people exit the labor force because they are not healthy anymore. So, a stronger focus on preventive care is key.”

**Isabell Koske**, Deputy Director of the Economics Department, Country Studies Branch, OECD





# III.

We must collectively encourage advancements in biomedical technology and services that address aging-related challenges and ensure that these are made accessible and available.



## Innovation is at the heart of healthy longevity.

The increased lifespan that we currently enjoy is due in no small part to continued invention and innovation in the biomedical sector: preventive vaccines, antibiotics, therapeutics, hygiene, and health infrastructure – the list goes on. Diseases that spelled devastation only a short time ago can now be managed, meaning that our aging populations are more diverse than ever, and necessitating continued innovation to support the diversity of health states and serve previously unmet health needs and current as well as future public health threats.



We need to put a stronger focus on several factors, all equally important: health education, disease prevention, but also the advancement of medical innovations, and they have the potential to fundamentally change the way we treat chronic and age-related disease. To be successful, these innovations will need to be recognized as an investment rather than a cost."

**Stefan Oelrich**, Member of the Board of Management and President of Pharmaceuticals, Bayer Pharmaceuticals



## EXPERT INSIGHTS

Thanks to continuous innovation, more people than ever can participate and contribute to the thriving Silver Economy. This is exemplified through breakthrough treatments like chimeric antigen receptor T-cells (CAR T-cells) – which have the power to transform personalized medicine. However, advancements must be paired with access, which was emphasized by **Jonathan Clark, Patient Advocate, Inspire2Live**, who himself was able to participate a clinical trial using novel CAR T-cell therapy for his aggressive lymphoma. "We have to publicly break down barriers and get access, and we will save more lives, and we will give people a future and we'll be part of the Silver Economy."



## Without Access, What is Innovation?

Jonathan's story exemplifies the power of innovation, and the crucial aspect of timely access to innovation. "I'm a patient advocate because I'm a patient. I was diagnosed with a very nasty form of lymphoma when I was 52, 10 years ago, and it relapsed two years later, and normally that is a death sentence. I am thankful for me being alive. If I've been born a year before I was born, or I didn't live in Amsterdam, or close to Amsterdam, then I wouldn't be here. I'd be dead, because the disease I have is deadly and it's still on the books as a terminal disease. But I got lucky. I got very lucky. A clinical trial opened up, and I was the first patient in Europe with my disease to receive CAR T-cell therapy. And I think we can say it was a success. Six years cancer free, and it feels unbelievable to be alive."

Despite the effectiveness of CAR T-cell therapy, systemic barriers still limit access for many patients. Jonathan continued, "People will die unnecessarily. That's the thing that frustrates me enormously, that in the Netherlands, where I was treated as the first patient, for my disease, CAR T therapy is still not approved by the government for reimbursement." Issues include reimbursement challenges and the need for healthcare systems to adapt to new treatment protocols. Jonathan highlighted the need for collaboration among various stakeholders – patients, healthcare providers, and policymakers – to break down barriers and improve access to treatments to enable the urgently needed systemic change that will ensure access to innovative treatments for all eligible patients, even as many continue to face unnecessary barriers that lead to preventable deaths.

Supportive environments for innovation must be maintained to allow us to develop the tools needed to serve these unmet or underserved medical needs, in addition to major public health threats like antimicrobial resistance (AMR). **Dame Sally Davies, UK Special Envoy on AMR**, cautioned against taking innovation for granted and called for increased research effort to combat AMR: "Few people alive today remember life before antibiotics, but we need antibiotics to live long and healthy lives, and to treat animals that provide our food.

But now for the first time, new data shows that antimicrobial resistance poses the biggest threat to older adults, with deaths in adults aged 70 and over increasing, and this has been by more than 75% between 1990 and 2021. With our rapidly aging populations, combined with the greater vulnerability of the elderly to infection, we now know that the threat of AMR will only grow over time."

"To transform the currently broken antimicrobial market into a sustainable and attractive one, it is essential to have investment from both private sectors and also public sectors as well as policy support and implementation," shared **Takuko Sawada, Director and Vice Chairperson of the Board, Shionogi**.

Women's health represents another area of major unmet need requiring innovation to enable healthier longevity. Marion McPherson, Head of Global Marketing, Bayer Pharmaceuticals, described efforts in this area: "As we're considering our innovation and our pipeline moving forward, we are innovating in the area of menopause, and we see that as an area where we can bring additional choices and value to women."



## CALL TO ACTION

Support an innovation ecosystem and ensure equitable access to enhance healthy longevity through increased lifespan and healthspan.

We must collectively encourage advancements in biomedical technology and services that address aging-related challenges and ensure that these are made accessible and available. Further, we must direct focus not only on increased lifespan, but increased healthspan – the length that an individual is not just alive, but healthy and active – to support a healthy, active, and long-lived population.



We all strive for aging as healthy as possible; let's make sure that innovations can reach everyone."

**Dan Tovar**, Head of Medical Affairs Midsize Markets Europe, Kite Pharma



# IV.

The megatrend of aging worldwide means that we must promote relationships and understanding between generations to build a cohesive society, in which all can contribute to a world free of ageism and continue to advance progress toward the UN SDGs

## Bridging generations builds trust

Growing older is the only shared experience that we will have. As lifespan and healthspan increase, so too will the opportunity for generations to interact – in the workplace, in society, and more. It is important to understand how the Silver Economy will change our society and adapting business strategies and public policy to deal with the challenges and opportunities of the coming demographic shift to help achieve the goals of the Decade of Healthy Ageing and the SDGs, which includes fostering trust between generations and addressing ageism.



One of the most endemic discriminatory practices around the world - in all types of organizations - is with regards to age. Great progress has been made around gender, ethnicity, religious belief. But age is one of the big ones where we see too little action being taken by organizations around the world.”

**Alex Miller**, Managing Director and Global Head of Product, Citi Global Insights



## EXPERT INSIGHTS

“This whole issue of ageism is incredibly important in these outdated stereotypes of what it is to be an older person,” said **John Beard, Irene Diamond Professor of Epidemiology and Health Policy and Management, and Director, International Longevity Center-USA, Columbia University**. However, ageism prevails – within the health system, across generations, and internalized.

“We live in a society where bone health ageism is normalized. We accept that you can go into hospital and leave hospital with no bone health assessment. You know, we estimate 50% of those patients should be on treatment by four months in the US, the figure is 8.7% of women by two years. We're letting bone health ageism run rife through our society with awful outcomes,” stated **Kassim Javaid, Professor of Osteoporosis and Adult Rare Bone Diseases, Oxford University**.

Aging should not be synonymous with poor health, agreed **Stéphane Epelbaum, Associate Vice President, International Business Unit, Eli Lilly and Company**, citing “a recent survey by Alzheimer’s Disease International showed that 80% of people believe that Alzheimer’s is just part of normal aging. But what’s even more concerning is that 65% of healthcare provider believe it also, you know, so I think we really have a lot of work to do to educate that Alzheimer’s disease is not, you know, synonymous with dementia with late stage, debilitating, fatal disease, but is actually a medical condition with specific brain lesions that can be diagnosed accurately before dementia using biomarkers.”

Breaking down these stereotypes and promoting inter-generational trust and connection is crucial to advancing healthy aging. “One of the issues about trust when we talk about Silver Economy is that somehow longevity and aging are seen as a zero-sum game, as if we have to take something from the young generation to give it to the older generation. Deep down in my heart, I believe that it’s exactly the contrary, the secret is to put the different generations to work together,” shared **Céline Abecassis-Moedas, Dean for Executive Education, Católica Lisbon School of Business and Economics**.

**Claire Gill, CEO, Bone Health** and Osteoporosis Foundation; Founder, National Menopause Foundation; and Founding Member, WISE Council, described the intersectional ageism and sexism that women’s health issues in particular face: “Can you imagine if your child had a hot flash? We would be all over getting that child relief, and yet for ourselves, somehow, culture has taught us that we should just suffer through.”

“We must challenge prevailing assumptions and stereotypes about old age. We must acknowledge the diversity of older persons reflected in their needs, capacities, preferences, health and economic profiles. This is essential for developing multifaceted public policy, especially in health, social protection, employment, and labor markets,” declared **Navid Hanif, Assistant Secretary-General for Economic Development, Department of Economic and Social Affairs (DESA), United Nations**, in his keynote address.



## CALL TO ACTION

Foster intergenerational trust and build partnerships to enable a cohesive society free of ageism, advancing progress to the UN SDGs.

The megatrend of aging worldwide means that we must promote relationships and understanding between generations to build a cohesive society, in which all can contribute to a world free of ageism and continue to advance progress toward the UN SDGs, as well as the pillars of the Decade of Healthy Ageing. Partnerships and engagement are crucial for advancing healthy aging. No single entity can address the complex challenges of an aging population alone - cross-sectoral and cross-generational collaboration is needed to develop and implement effective solutions.



We recognize today's youth are tomorrow's older persons, and addressing these issues will secure better future for all generations.”

**H. E. Ambassador Abdulaziz Alwasil**, Permanent Representative of the Kingdom of Saudi Arabia to the United Nations



V.

By developing policies and initiatives that recognize the skills, experience, and knowledge of older individuals, we can create a more inclusive workforce, and a more age-friendly world



## Empowering and advancing the Silver Economy transforms challenges into opportunities.

The Silver Economy is enormous, and only growing – and while this means we must adapt many models that currently exist in our society, it also opens a world of opportunity.



“Today, the social security perspective is not enough when we speak about this portion of our population. The right approach is to speak about [older people] as active members of our society.”

**H. E. Fernando López-Fabregat**, Ambassador of Uruguay to Germany



### EXPERT INSIGHTS

Aging is an opportunity but seeing it this way may require a shift in thinking. **Navid Hanif, Assistant Secretary-General for Economic Development, Department of Economic and Social Affairs (DESA), United Nations**, stated “Population aging is often viewed as a threat to economic progress. The older person seen as a financial burden. This outdated narrative must change.”

“A future that was once projected, is here today, a future where population aging is unprecedented. It is pervasive, it is enduring, but that is only part of the story. We also have to think about the future that awaits us,” said **Amal Abou Rafeh, Chief, Programme on Ageing Unit, Department of Economic and Social Affairs (DESA), United Nations**. Catherine Collinson, CEO and President, Transamerica Institute shared, “There are opportunities that are accessible and within reach... it’s just knowledge and awareness and taking the first step.”

Returning to innovation, societies and governments must be innovative in their thinking and approach to the aging population. “Although aging is a challenge that must be overcome, it also presents opportunities for Japan to further develop,” stated **Kaname Araki, Minister, Director, Economic, Social and Development Affairs Division, Embassy of Japan, Germany**.

Japanese government has been taking steps in this direction, with Yuji Kuroiwa, Governor, Kanagawa Prefecture, Japan, sharing the concept of “vibrant inochi”: “INOCHI is a Japanese word usually translated as “life” in English, but it has a broader meaning. Well-being, positive spirit, purpose in life, healthy longevity, full of laughter, good community and environment. And these are all grounded in its essential part—diversity. So, what is our final goal? It is impossible to create the society where no one dies or no one gets sick. However, we can create a society where everyone can shine, and enjoy a 100-year life with full of laughter. That is to say, our ultimate goal is to create the society where everyone has “Vibrant INOCHI”. Lastly, I sincerely hope that our efforts will contribute to healthy aging and silver economy.”

Companies are likewise shifting to meet the needs of the Silver Economy and seeing the benefits of doing so. **Michael Tamblyn, CEO of Rakuten Kobo**, spoke to his company's shift in strategy upon discovering their popularity with older adults, who were not their initial customer profile: "When we started to realize that the customer that we had wasn't the customer that we thought we had. We then had to do this big relearning that crossed all of the different disciplines of the company, not just marketing, but industrial design and software design and customer service, and all of the different things that face or touch a customer had to be reimaged with that customer in mind."

**Mafalda Honório, Head of Longevity Marketing, Fidelidade**, pointed out that "we have to think differently in terms of the offer we are building, in terms of the touch points, in terms of how we can communicate with older adults and to engage with them, because they are completely redefining what it means to age."



## CALL TO ACTION

Continue to develop and embrace the Silver Economy, leveraging the economic potential of older adults and recognizing their significant role in sustainable economic growth.

The Silver Economy presents a significant opportunity to harness the economic potential of older adults. As this demographic continues to grow, their contributions to sustainable economic growth become increasingly vital. By developing policies and initiatives that recognize the skills, experience, and knowledge of older individuals, we can create a more inclusive workforce, and a more age-friendly world. This not only supports economic stability but also enriches communities, fostering innovation and resilience. Within the context of the UN SDGs and the Decade of Healthy Ageing, embracing the Silver Economy means valuing every age and leveraging the wisdom of experience for future growth.



Sustainable economic growth and development can only happen if we have a powerful and robust Silver Economy, because the Silver Economy is a function of this new society in which we live."

**Michael Hodin**, CEO, Global Coalition on Aging

## Summit on the Science of Aging: Innovation, Alzheimer's and Healthy Longevity

The "Summit on the Science of Aging: Innovation, Alzheimer's & Healthy Longevity," was held alongside Silver Economy Forum 2024 by the Global Coalition on Aging at the American Embassy in Berlin on October 15, bringing together a diverse array of global stakeholders to discuss geroscience, innovation, and investment in longevity, with particular emphasis on addressing health issues like Alzheimer's, cardiovascular disease, bone health, and other NCDs as well as antimicrobial resistance (AMR). Participants stressed the importance of understanding the interconnected biological systems driving aging and underscored the need for greater investment in preventive health, early intervention, and data-driven insights from new and emerging technologies. Participants also called for systemic shifts in health policy, arguing for preventive care as a cost-saving measure and urging that aging should be seen not just as a demographic challenge but as an economic opportunity, with healthy aging playing a critical role in stimulating economic growth.



Alzheimer's disease is a massive global challenge. It affects about 1 in 3 persons over 85 years old, and every three seconds someone is newly diagnosed with the disease. If you consider dementia today, it affects 50 million individuals worldwide, but by 2050 it is projected to be 150 million. Economically, it's extremely devastating, costing the global economy an estimated \$3 trillion in 2020, and this could rise to the astronomical figure of \$17 trillion by 2050. On an individual basis, it's also a tragedy, because it really robs people from their memory, their ability to fend for themselves, how they function in their daily life, and to do what matters most to them, whether it is caring for their grandchildren, traveling, cooking – you name it.”

**Stéphane Epelbaum**, Associate Vice President, International Business Unit, Eli Lilly and Company

Summit participants explored the possibilities of geroscience and a greater understanding of the multiple complex systems underpinning aging and related diseases: breaking down the siloes of medicine to encourage greater research across disciplines will facilitate new advances in preventing disease in addition to treating disease when it occurs. However, new breakthroughs require investment and access. Alzheimer’s disease presented a key case study in which recent advances in targeted therapies for amyloid and tau proteins have the potential to fundamentally redefine the treatment landscape, but policy change and health care system support are needed to ensure research breakthroughs reach patients. Bone health provided another example: while effective treatments exist, only a small percentage of patients receive treatments despite proven clinical effectiveness, and ultimately cost-saving nature of earlier intervention. AMR is a rising threat to aging populations, presenting the urgent need for robust market incentives and preventive strategies, including vaccines, to mitigate the risk of resistant infections in older adults, who are more vulnerable due to chronic conditions and more frequent medical visits.

The Summit emphasized the economic potential of healthy aging, with AI and advanced data collection enabling care optimization and reduced healthcare costs by expediting diagnosis and treatment and facilitating personalized prevention strategies. By reframing aging as an opportunity rather than a burden, participants highlighted that a robust, healthy aging population could stimulate economic growth, drive innovations in flexible work policies, and foster a more inclusive society where older adults play an active, productive role, with wide-ranging effects on the economy and global development at large.



# United Nations Interventions – Highlights



“The goal of today's session and the intervention is to connect the work of the private and public sectors toward advancing the sustainable development goals in the context of the Decade of Healthy Ageing. We, from a private sector point of view, and hopefully in partnership with the public sector, look at innovation as the heart of healthy longevity, the bridge between old and young, cross-generational, and the trust that we must all build together to have a robust, sustainable society through the context of the lens of global aging and empower advancing the silver economy itself, which will transform all of our societies in a positive way.”

**Michael Hodin,**  
CEO, Global Coalition on Aging; Managing Partner,  
High Lantern Group

“Advancing the agenda of population aging opportunities requires focused efforts in six action areas. We must confront outdated narratives that frame aging as a threat to economic progress, recognize the diversity of older persons and develop comprehensive public policies across healthcare, social protection, and employment sectors; promote structural changes driven by the private sector to support lifelong learning and workforce adaptability; foster flexible working arrangements and dignified retirement options to ensure longer, more fulfilling careers; advance gender equity by addressing the unique challenges faced by women, particularly in caregiving and access to social protections; and transform the challenges of aging into opportunities for sustainable development through coordinated efforts.”

**Masumi Ono,**  
Chief, Social Inclusion and Participation Branch,  
Department of Economic and Social Affairs (DESA),  
United Nations

“I've been asked a number of times, ‘why is the American Council on Germany focusing on aging?’ And I think the core reason is because the issue of aging societies is one that affects us all. It particularly affects Germany with a very rapidly aging society. But it's also a task, as many know, where government, business and civil society have to come together to address the myriad challenges of aging. And I think that that's what makes it so fascinating, so interesting, but more importantly, so critical for all of us.”

**Steven E. Sokol,**  
President & CEO, American Council on Germany

“On the German side, we have some ideas on how we could deal with the Silver Economy in the future from the Silver Economy Forum in Berlin. First, we need to reimagine, rework, and reinvent work and retirement to adapt to the 21st century aging and to drive the Silver Economy. Second, we need to invest in equitable and accessible preventive health measures to enhance quality of life, reduce costs and support and implement SDGs as populations continue to age. Third, we need to support an innovation ecosystem and ensure equitable access to enhance healthy longevity through increased lifespan and health span. Fourth, we need to foster intergenerational trust and build partnerships to enable a cohesive society free of ageism, advancing progress to the SDGs and fifth, finally, we need to continue to develop and embrace the silver economy, leveraging the economic potential of older adults and recognizing their significant role in sustainable economic growth.”

**Frank Jarasch,**  
Economic and Social Council Ambassador,  
Permanent Mission of Germany to the United  
Nations



“We’re living in an age of stereotypes, where we tend to label and bracket generations, and we need to understand the extraordinary potential that we will have when our societies learn to look at us as fellow human beings, whatever stage of life we are at, whatever form our life takes. To be able to look at each one of us and see us as humans, not as not simply as clients or patients or objects, but as agents, as people who have agency and who have an ability to act and advocate for themselves, and who have an ability to contribute to the possibilities of this world is one of the most critical transformations that we need to undergo as societies. This has both huge repercussions and huge potential for our societies.”

**H.E. Bob Rae,**  
Ambassador & Permanent Representative of  
Canada to the United Nations

“Improving the lifespan is not just a health issue, it is also a societal and economic imperative. That’s why the Decade for Healthy Ageing calls for collaboration across governments, the private sector and academia. All of you are in this room, as well as civil society. It has four action areas to combat ageism, fostering age friendly environments, providing integrated care and ensuring access to long term care. We have enough evidence to act, but we need more partnerships and innovation. We need to shift attitudes. We need to strengthen intergenerational contact. We need to rethink the value and care of models for care. We need to transform our health systems, and we need to create more opportunities to grow and grow older in a healthy way.”

**Werner Obermeyer,**  
Director, World Health Organization Office at UN

“Aging is becoming a reality that Albania shares with many other nations, declining fertility rates, increasing life expectancy and migration trends have created in our country a demographic shift. Addressing population aging requires a global perspective. Albania is actively collaborating with international organizations, including the United Nations, the World Health Organization, and other regional partners to share best practices and harness innovative technologies, digital tools such as data driven policy planning and telehealth platforms are being integrated to modernize public services. Moreover, partnerships with civil society and the private sector are enabling scalable solutions and enhance the quality of life for aging adults. We recognize that addressing population aging is essential to achieving sustainable development. This demographic shift is not just a challenge, but also a call to action, a call to build society where every individual, regardless of its age, can thrive through inclusive policy, international collaboration and an unwavering commitment to SDGs Albania is paving the way for a future that truly leaves no one behind.”

**H.E. Suela Janina,**  
Permanent Representative of Albania to the  
United Nations

“How do we shape the aging society of tomorrow together? This is only something we can do as a journey we do together, a journey of shared leadership. The aging workforce is going to be critical, because that’s going to fill many important labor shortages we already see around the world. To do this, we need an approach that allows all of us to continue to work and contribute as we go through life, and that, I think really is a critical example of how we work together. As a company, Bayer is bringing innovation so we can really bring healthy longevity forward, so we’re very focused on medical research on a lot of the chronic diseases that unavoidably impact on us as we get older, such as cardiovascular diseases, heart failure, chronic kidney disease, and we also see increasing neurodegenerative conditions such as Alzheimer’s and Parkinson’s and their new approaches, such as cell and gene therapy, may offer us treatments which can intervene and help those diseases. To turn these opportunities, into reality requires this coordinated effort of healthcare providers, private industry, policy makers, communities together, and Bayer as a company, will do everything it can to continue this joint journey with all of you and embrace those opportunities and tackling the challenges that come with an aging world.”

**Mike Devoy,**  
Chief Medical Officer, Bayer



“Chile's commitment to advancing the Decade of Healthy Ageing aligns seamlessly with our national priorities and contribution to the Sustainable Development Goals guided by principle of inclusivity, equity and intergenerational solidarity. We have implemented policy that fosters age-friendly environments, promotes lifelong learning, and can ban ageism in all these forms. Chile leverages its Presidency of the group the Friends of Older Persons to amplify these priorities, advocate for a stronger international cooperation and promote the inclusion of all persons in all spheres of policy, focusing on eliminating stereotypes, addressing inequalities and ensuring that aging is recognizing not as a burden, but an opportunity to grow. Chile believes that achieving the goals of the Decade of Healthy Ageing and the SDGs require a multi-stakeholder approach that value the contribution of all persons. Let us continue to work together guided by the belief that society flourishes when every individual, regardless of age, is empowered to reach their full potential.”

**Claudio Garrido Melo,**

Deputy Permanent Representative, Permanent Mission of Chile to the United Nations

“As we expand, we realize engAGE with Heart is not just a local program, but rather a proof of concept, a demonstration of how trust, collaboration, and community engagement can drive meaningful health outcomes. We hope this innovative initiative inspires the prioritization of co-created healthcare, ensuring that solutions are as diverse and as dynamic as the communities they serve. Let's continue to work together across borders and sectors to ensure every individual no matter where they live has the opportunity to live a healthy life.”

**Shivan Patel,**

Associate Director, US Patient Engagement, Novartis

“We all aspire to age healthily and maintain the functional ability to allow us to do the things we value. A key enabler is the prevention of ill health, including through vaccination. Vaccination is amongst the most successful public health measures, and a key component of healthy aging, helping to prevent potentially serious illness and hospitalization and contributing to economic productivity. Recent figures from the OECD show that demographic shifts in Europe are profound, with the proportion of the population aged 65 and above having increased from 16% in 2000 to over 21% in 2023. Despite overall gains in life expectancy, the quality of these additional years remains an important priority. Recently, a report by the Office of Health Economics found that adult vaccine programs can return up to 19 times the initial investment to society when broader societal impacts are taken into account to harness the full value of prevention. We know that appropriate infrastructure is essential, and there is a need to scale up both vaccination infrastructure and the workforce.”

**Emmanuel Chantelot,**

Vice President, Global Markets Policy & Public Affairs, Pfizer

Healthy aging is a critical component for enriching the aging society. To achieve this, it is crucial to develop the systems that address the physical, mental and social issues associated with aging, in order to increase healthy life expectancy, enhance the dignity of the elderly and lead to the social development. In addition, increasing the health expectancy will lead to the creation of the society in which older people can realize the potential and maintain their dignity, for example, by enabling the older people to continue the working voluntarily beyond the retirement age, which will ultimately contribute to the creation of the safe and secure societies. Japan achieved the UHC in 1961 and established a long-term care insurance system in the 2000s. Since then, the Japanese government has frequently revised the system to keep it updated and sustainable financially through the data-driven and evidence-based policies. Japan has been sharing the experience mainly with Asian countries but is also ready to share the experience more globally.”

**Takuma Kato,**

Counselor, Permanent Mission of Japan to the United Nations



“Recruiting and retaining older workers is increasingly important as populations age, not just from a population numbers perspective, but because those older workers bring a wealth of knowledge and experience to the workplace. To effectively engage the older employee, we must provide them with employer-sponsored benefits that support employees both in and out of the workplace. Through continued research and study, as well as engagement with GCOA and other partners, we can help employers understand the importance of an age inclusive workforce and share with them best practices on healthy aging, health literacy, caregiving, retirement planning and financial literacy in a workplace that supports retaining older workers and also combats ageism.”

**Seth Clancy,**

Senior Vice President, Global Health Economics and Reimbursement, Edwards Lifesciences

“As many of you might know, there's over 100 million adults providing care in the United States. It's almost a third of the population here. There's 5 million people under the age of 18 regularly providing vast amounts of care to siblings, to parents to grandparents. These are this invisible army of caregivers. Their work is hugely complex and with our aging population and medical advances only becoming more complex. They do this at great sacrifice to themselves, and many will tell us, this the most important thing that they've ever done in their lives and also the most challenging. We're excited to present a film on caregiving in the spring of next year. We're convinced that through this project, we can not only foster a new and much needed conversation on caregiving, but also at a time of great division, touch on something that we all have in common. I'm sure I'm not the only person here in this room who has a direct caregiving experience. Many of us do, and when we share these stories, we realize that we have this profound common experience and so, as I said, at this time of division, we feel it's also something that can bring so many of us together.”

**Chris Durrance,**

Producer/Director, Writer, Ark Media

“Now more than ever, we need the powerful combination of technological innovation and compassionate human-centered care to create scalable solutions to reach more members of the aging population. We believe that it's not just about adding years to life, but adding life to years. The UN Decade of Healthy Ageing rightly called out long-term care as one of its four core focus areas, recognizing that fundamental changes in care delivery are imperative if we're to ensure our older population, and all of us, can age with dignity and respect. Strengthening these care systems must be a core strategy in advancing the Decade and the Sustainable Development Goals, and achieving fiscal sustainability for member economies. The solution at our company is to address and serve the aging population, combining the best of what innovation in technology and AI can deliver, combined with that human component to give high tech and high touch care.”

**Kim Atkinson,**

Chief Communications Officer, Honor and Home Instead

The Decade of Healthy Ageing has created a framework for how we think about aging in a sustainable way. When we consider the intersection between equity, innovation, and healthy aging, it's necessary to consider the importance of private and public investments, policy reforms, and strategic partnerships, both for the value of patients and for healthcare sustainability. Cell and gene therapies are amongst the most complex and advanced medical treatments under development, and are revolutionizing our approach to treating a wide range of diseases that historically have limited treatment options, one of which is cancer. Kite Pharmaceuticals is focused on CAR T-cell therapy to treat and potentially cure cancer. A patient advocate who shared his experiences with CAR T during Silver Economy Forum in Berlin said that due to his treatment, he's been given a second life, and being a thriving member of the Silver Economy is something he never thought was possible.”

**Jason Sterne.**

Director, Policy Advocacy and Alliance Relations, Gilead





“ILC Canada just released a report this morning from Ipsos poll that showed appalling levels of ageism. Ageism needs a full-frontal attack to stop it, from government, from civil society and from the private sector, who have a significant role to play. We need to take a look at ageism and the impact it has on the rights of older persons. And finally we call for a Convention in the rights of older people. We need all hands-on deck, including the private sector. Older people are about to be a quarter of the population of Canada, and much of the world is aging. This is an incredible market and a force for good, if properly organized and consulted. We need to be mindful that the voices of older people need to be a part of that conversation with government and with the private sector, we can help as members of civil society, we can bring those voices to the table.”

**Margaret Gillis,**  
Founding President, International Longevity  
Centre Canada

“Too often, preventive health initiatives are viewed solely as a cost as opposed to an investment. To reduce the burden of complex health challenges facing our societies, governments must redefine their approach to prevention. This should include a holistic approach that includes appropriate screening and diagnosis programs to identify people who are at risk for developing chronic conditions, as well as robust campaigns to promote life course vaccination. There's an urgent need for countries to establish public health strategies aimed at controlling the biggest contributors to premature mortality and morbidity, including atherosclerotic cardiovascular disease, which is the number one global killer. We know what the modifiable risk factors are, such as cholesterol and high blood pressure, we know how to identify them and how to manage them. What we really need is the political will to develop and implement prevention strategies to address these risk factors. These should include ensuring that diagnostic services and treatments needed to treat and prevent cardiovascular events such as stroke and heart attack are covered by government health plans.”

**Nick Uzl,**  
Director, Global Public Policy, Non-Communicable  
Diseases, Merck & Co

“The global economy is in the midst of a powerful demographic transition. The growth of the global population that is aged 15 to 64, which is considered in the economic literature as the most likely to be active in the labor force, has been on a declining trajectory for years. At the same time, while the economic challenges of global aging are meaningful, demographics are not destiny. There are many avenues to be explored to help mitigate the risks while also harnessing the vast opportunities that aging presents.”

**Robert Sockin,**  
Director, Global Economic Research, Citigroup

“During this conversation, we've heard the term lifespan. We've also heard from our healthcare sector friends the term healthspan. So, on behalf of my financial services colleagues, I'd like to introduce the term wealthspan. We don't want folks living longer running out of money. Raising longevity literacy, taking into account healthcare costs, the costs of retirement planning, and financial aspects of caregiving are all very important. As is assuring everyone has a stable source of lifetime income. My fond hope is, when we enter 2025, the midpoint of the Decade of Healthy Ageing, we make health and wealth two sides of the same coin.”

**Surya Kolluri,**  
Head of TIAA Institute

“Globally, we still lack consistent funding and a predictable market to support the development of innovative antimicrobial products, and address access limitations globally. Pull incentives offer a predictable revenue, and when adequately funded and sustainably in place, can offer significant incentive for innovation. The economic issue is fundamental and if we don't solve it, all other efforts will be for naught in the future. AMR remains a silent pandemic for most, but to protect our most vulnerable and our older populations, we need to act now.”

**Monika Schneider,**  
Director, Global AMR Policy, Global Portfolio  
Management, Shionogi



“Getting old does not define us. Our collective response to aging, our innovative ideas and sustainable solutions define us and the future of aging. I feel very hopeful that we are taking action, proactively. Still, the older person is often seen as a burden to society. We are not a burden to society. We are an asset to the society and the world that we live in. We are vibrant, active, valuable with knowledge, skills, experience that we all contribute to the national economies, to our families, to our societies. Working together with government agencies and the private sector, we can amplify the impact of our advocacy work and change the narrative to continue to raise awareness and embrace the opportunities and the challenges of the global aging. Together, we can make a difference.”

**Ariana Elezaj,**  
Board Member, NGO Committee on Ageing and Human Rights, United Nations

“One of the key focus areas of the Decade of Healthy Ageing is combating ageism. And it is imperative that we fight ageism, just as we do for other social injustices, the -isms that mire our society and perpetuate narrow ways of thinking. By doing so, we can achieve progress toward the Sustainable Development Goals to enable longer, more flexible working lives and ensure our healthcare systems place the health and wellbeing of its citizens of all ages at the center of healthcare delivery. It will be impossible to achieve SDG 3 and health for all ages if we do not shed these ageist stereotypes. So, aging must not automatically be synonymous with disability or poor health, and yet it runs rampant across our healthcare system and society.”

**Melissa Gong Mitchell,**  
Executive Director, Global Coalition on Aging

“This forum calls us to act boldly and inclusively together. We must create age friendly workplaces, foster innovation [in] retirement systems and advance equity across all aspects of the labor market. By working together, we can transform the challenges of population aging into opportunities equity and retirement is just one part of addressing longevity.”

**Cortney Sanders, Senior Advisor,**  
Office of the Commissioner, U.S. Social Security Administration

“Silver Economy Forum provided an excellent opportunity to reflect on the kinds of innovation and policies needed to improve, to empower older persons and to enable us all to age in good health and fully participate in society. I can summarize the most important messages I heard in Berlin in five words: prevention is the best cure. Today's youth are tomorrow's older persons, and investing in preventive health interventions across the full life course will ensure that our longer lives are lived in good health and dignity and healthy habits. This reality is why my country, one of the most youthful in the world today, is prioritizing advancing aging policies and implementing the Madrid International Plan of Action and the goals of the Decades of Healthy Aging, so that we can secure a prosperous future for all.”

**H.E. Abdulaziz Alwasil,**  
Permanent Representative of the Kingdom of Saudi Arabia to the United Nations



“The opportunity in prevention only increases if we look at pipelines across the industry. 80% of vaccines are targeted towards older adults. To turn these vaccines into vaccination, health systems have to operate and innovate at pace. We must ensure equitable access and innovation at the same time to turn this into a reality and unlock the full potential. And I believe that together, we have the power to reimagine health and not just treat sickness, but invest in people, keeping people healthy in the first place. Preventing disease is really the best possible outcome for all of us.”

**Kristina Ostertag,**  
Head of Communications, Government Affairs & Market Access, GSK

“Uruguay, on a national level, has been very active in implementation of public policies for the protection and promotion of the right of the elderly. This has resulted in a solid social security system, but we must continue working, because older adults are growing in our population. Sustaining the economy is important. In 2009, we created an agency for the elderly with an institutional framework. To improve, we must also see the economy not just as the purchasing power of older adults, but also as strong investors or entrepreneurs who needs support in order to remain active players in the societal and international level. Finally, in the last meeting of the open-ended group in May, Uruguay is ready to pave a new road to continue the working in supporting an international binding implementation of the Rights of the Older Person.”

**Gabriela Gonzalez,**  
Deputy Representative, Permanent Mission of Uruguay to the United Nations

“Through our Calling All Voices project, we’ve been able to fill an existing gap and highlight the experiences of patients and caregivers from Latino, Asian, Black and LGBTQ+ communities. These voices are critical in shaping the future of dementia care and ensuring that it is both culturally competent and humble and accessible. We recognize that these perspectives are often overlooked, and they offer valuable insights into the daily realities of living with dementia. Our contribution to the Decade of Healthy Ageing is about collaborating with communities to build awareness around Alzheimer’s disease and other dementias, and to build solutions to support those who need them. As we face the profound impact of aging populations on our societies, it is critical to ensure that we are creating a more inclusive conversation around dementia and mental health more broadly. The Decade of Healthy Ageing, and the SDGs offer a framework for addressing these challenges, and Otsuka is proud to be part of this global effort.”

**Mary Chi Michael,**  
Vice President, Patient Advocacy and Stakeholder Management, Otsuka

“Recruiting and retaining older workers is increasingly important as populations age, not just from a population numbers perspective, but because those older workers bring a wealth of knowledge and experience to the workplace. To effectively engage the older employee, we must provide them with employer-sponsored benefits that support employees both in and out of the workplace. Through continued research and study, as well as engagement with GCOA and other partners, we can help employers understand the importance of an age inclusive workforce and share with them best practices on healthy aging, health literacy, caregiving, retirement planning and financial literacy in a workplace that supports retaining older workers and also combats ageism.”

**Laura A. Grogan O’Mara,**  
Director, Retirement Policy Planning & Strategy, Bank of America



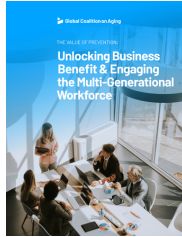
## About the UN Decade of Healthy Ageing

The UN Decade of Healthy Ageing 2021–2030 brings together multidisciplinary sectors and stakeholders to improve the livelihood of the global aging population.<sup>1</sup> While life expectancy is longer than it has ever been, older adults' health deteriorates as they age due to unsupportive environments.<sup>2</sup> The Decade of Healthy Ageing seeks to change attitudes toward aging, create age-friendly environments, support healthcare systems and services that are more integrated and responsive to older adults, and ensure long-term care for the aging population.<sup>3</sup>

Between 2015 and 2050, the expected proportion of the global population over 60 will double, from 12% to 20%, and the pace of global aging is much faster than in previous decades.<sup>4</sup> The four pillars of the Decade of Healthy Ageing provide a framework for policymakers, organizations, academia, and the private sector to reduce health inequities and improve the lives of older adults, their families, and communities.<sup>5,6</sup> As the global population ages, the Decade of Healthy Ageing will act as a roadmap for creating sustainable policies and implementing age-friendly environments that support everyone as they age.

Achieving these goals requires close collaboration between the public and private sectors. Success requires all stakeholders to work together to achieve results and create a society where all ages can flourish. Silver Economy Forum encompasses the four pillars and overall themes of the Decade and provides the unique opportunity to convene experts and leaders from these pillars in one room: allowing for a cross-cutting, intersectional discussion that embodies the whole of the Decade and the UN SDGs. Now midway through the Decade of Healthy Ageing, this kind of forum is more critical than ever – allowing the celebration of progress and successes achieved in the first five years, and the development of insights and key opportunities that will carry through the next five.

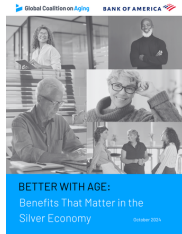
# Key Resources



**The Value of Prevention:**  
Unlocking Business Benefit & Engaging the Multi-Generational Workforce



**Issue Brief: The Role of a Strong Innovation Ecosystem & Equitable Access Measures in Advancing Healthy Ageing**



**BETTER WITH AGE:**  
Benefits That Matter in the Silver Economy



**Roundtable and Report on the Role of G7 Governments to Encourage Antimicrobial Development**



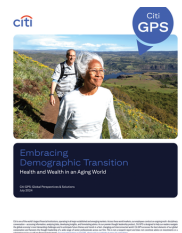
**Workplace Transformations:**  
Employer Business Practices and Benefit Offerings



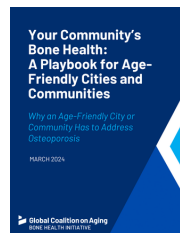
**The Health and Economic Costs of Ageism as a Social Determinant of Health:**  
The Case of Heart Valve Disease



**Policy Brief:**  
Innovation in Oncology Supports Healthy Aging



**Embracing Demographic Transition:**  
Health and Wealth in an Aging World



**Your Community's Bone Health:**  
A Playbook for Age-Friendly Cities and Communities



**The Role of Adult Immunization in Pandemic Preparedness and Universal Health Coverage**



**SILVER ECONOMY FORUM 2023:**  
Aging for All Ages 4 Powerful Ideas Shaping the Future of the Silver Economy

## HIGH-LEVEL FORUM ON THE SILVER ECONOMY

The Global Coalition on Aging aims to reshape how global leaders approach and prepare for the 21st century's profound shift in population aging. GCOA uniquely brings together global corporations across industry sectors with common strategic interests in aging populations, a comprehensive and systemic understanding of aging, and an optimistic view of its impact. Through research, public policy analysis, advocacy, and strategic communications, GCOA is advancing innovative solutions and working to ensure global aging is a path for fiscally sustainable economic growth, social value creation and wealth enhancement.

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For more information, visit  
[www.globalcoalitiononaging.com](http://www.globalcoalitiononaging.com)

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