

THIRD BILLION INDEX RANKINGS

Exhibit 4

Third Billion Index Rankings of 128 Countries

| Country | Third Billion Index Score | Third Billion Index Rank | Country | Third Billion Index Score | Third Billion Index Rank |
|----------------------|---------------------------|--------------------------|-----------------------------|---------------------------|--------------------------|
| Australia | 70.6 | 1 | Uzbekistan | 49.1 | 69 |
| Norway | 70.6 | 2 | Bosnia and Herzegovina | 49.0 | 70 |
| Sweden | 69.5 | 3 | Honduras | 48.8 | 71 |
| Finland | 69.3 | 4 | Paraguay | 48.6 | 72 |
| New Zealand | 67.7 | 5 | Dominican Republic | 48.5 | 73 |
| Netherlands | 67.2 | 6 | Peru | 48.2 | 74 |
| Canada | 67.2 | 7 | Vietnam | 47.9 | 75 |
| Germany | 67.1 | 8 | Tajikistan | 47.7 | 76 |
| Belgium | 66.8 | 9 | El Salvador | 47.4 | 77 |
| France | 65.3 | 10 | Bolivia | 47.3 | 78 |
| Denmark | 65.2 | 11 | Ghana | 47.2 | 79 |
| Lithuania | 65.2 | 12 | Cambodia | 47.0 | 80 |
| United Kingdom | 64.9 | 13 | Tonga | 46.7 | 81 |
| Iceland | 64.2 | 14 | Malaysia | 46.0 | 82 |
| Spain | 63.8 | 15 | Nicaragua | 46.0 | 83 |
| Hungary | 63.1 | 16 | Vanuatu | 46.0 | 84 |
| Switzerland | 62.8 | 17 | Tanzania | 45.3 | 85 |
| Ireland | 62.6 | 18 | Kenya | 44.9 | 86 |
| Latvia | 61.6 | 19 | Fiji | 44.8 | 87 |
| Portugal | 61.5 | 20 | Turkmenistan | 44.7 | 88 |
| Austria | 61.5 | 21 | Uganda | 44.6 | 89 |
| Estonia | 61.0 | 22 | Indonesia | 43.7 | 90 |
| Luxembourg | 60.5 | 23 | Azerbaijan | 43.7 | 91 |
| Poland | 60.5 | 24 | Madagascar | 43.6 | 92 |
| Slovenia | 59.1 | 25 | Tunisia | 42.9 | 93 |
| Israel | 59.1 | 26 | Laos | 42.4 | 94 |
| Bulgaria | 58.7 | 27 | Samoa | 42.4 | 95 |
| Moldova | 58.1 | 28 | Sri Lanka | 41.8 | 96 |
| Slovak Republic | 58.1 | 29 | Kuwait | 41.7 | 97 |
| United States | 58.0 | 30 | Malawi | 41.6 | 98 |
| Greece | 57.8 | 31 | Lebanon | 41.3 | 99 |
| Hong Kong, China | 57.4 | 32 | Benin | 40.8 | 100 |
| Italy | 57.1 | 33 | Bahrain | 40.3 | 101 |
| Czech Republic | 56.0 | 34 | Algeria | 39.7 | 102 |
| Argentina | 56.0 | 35 | Solomon Islands | 39.6 | 103 |
| South Africa | 55.8 | 36 | Timor Leste | 39.1 | 104 |
| Singapore | 55.6 | 37 | Turkey | 38.9 | 105 |
| Uruguay | 55.6 | 38 | Cameroon | 38.8 | 106 |
| Ukraine | 54.7 | 39 | Papua New Guinea | 38.8 | 107 |
| Panama | 54.4 | 40 | Egypt | 38.6 | 108 |
| Russian Federation | 54.2 | 41 | United Arab Emirates | 38.4 | 109 |
| Mexico | 54.2 | 42 | Jordan | 38.2 | 110 |
| Japan | 54.1 | 43 | Zambia | 38.0 | 111 |
| Romania | 53.9 | 44 | Burkina Faso | 37.9 | 112 |
| Mongolia | 53.9 | 45 | Bangladesh | 37.5 | 113 |
| Brazil | 53.7 | 46 | Ethiopia | 37.4 | 114 |
| Croatia | 53.7 | 47 | India | 37.3 | 115 |
| Thailand | 53.3 | 48 | Morocco | 36.8 | 116 |
| Kazakhstan | 53.1 | 49 | Togo | 36.6 | 117 |
| Korea, Rep. | 52.4 | 50 | Oman | 36.2 | 118 |
| Macedonia, FYR | 52.3 | 51 | Senegal | 36.0 | 119 |
| Serbia | 51.8 | 52 | Nigeria | 35.9 | 120 |
| Belarus | 51.8 | 53 | Iran | 35.8 | 121 |
| Philippines | 51.7 | 54 | Côte d'Ivoire | 35.3 | 122 |
| Albania | 51.6 | 55 | Saudi Arabia | 34.2 | 123 |
| Namibia | 51.3 | 56 | Syria | 34.0 | 124 |
| Mauritius | 50.9 | 57 | Chad | 33.8 | 125 |
| China | 50.9 | 58 | Sudan | 30.3 | 126 |
| Armenia | 50.8 | 59 | Pakistan | 29.4 | 127 |
| Costa Rica | 50.3 | 60 | Yemen | 26.1 | 128 |
| Chile | 50.3 | 61 | | | |
| Georgia | 50.1 | 62 | | | |
| Colombia | 50.0 | 63 | | | |
| Botswana | 49.8 | 64 | | | |
| Ecuador | 49.7 | 65 | | | |
| Montenegro | 49.6 | 66 | | | |
| Venezuela | 49.6 | 67 | | | |
| Kyrgyz Republic | 49.3 | 68 | | | |

In-depth profiles (in BOLD)

Source: Booz & Company

THIRD BILLION INDEX RANKINGS

Exhibit 5
Country Performance by Inputs

| Country | Preparation | Preparation Rank | Access-to-Work Policy | Access-to-Work Policy Rank | Entrepreneurial Support | Entrepreneurial Support Rank | Inputs | Inputs Rank |
|------------------------|-------------|------------------|-----------------------|----------------------------|-------------------------|------------------------------|-------------|-------------|
| Albania | 52.3 | 72 | 55.4 | 39 | 50.7 | 63 | 53.1 | 48 |
| Algeria | 44.2 | 101 | 52.7 | 55 | 43.0 | 93 | 45.8 | 87 |
| Argentina | 58.3 | 12 | 53.4 | 51 | 50.0 | 68 | 54.6 | 43 |
| Armenia | 54.1 | 51 | 55.1 | 41 | 42.8 | 95 | 50.7 | 60 |
| Australia | 60.7 | 3 | 69.1 | 6 | 62.9 | 6 | 65.7 | 4 |
| Austria | 54.7 | 45 | 65.7 | 9 | 61.4 | 15 | 61.6 | 12 |
| Azerbaijan | 50.9 | 79 | 42.7 | 95 | 41.7 | 102 | 44.8 | 91 |
| Bahrain | 53.5 | 57 | 35.7 | 118 | 52.8 | 52 | 47.7 | 78 |
| Bangladesh | 39.4 | 110 | 44.8 | 81 | 41.8 | 100 | 40.7 | 106 |
| Belarus | 56.1 | 32 | 45.7 | 77 | 49.8 | 70 | 51.0 | 58 |
| Belgium | 56.2 | 31 | 71.1 | 3 | 66.3 | 1 | 65.9 | 2 |
| Benin | 25.6 | 126 | 51.8 | 58 | 38.9 | 111 | 36.2 | 117 |
| Bolivia | 49.9 | 86 | 45.7 | 78 | 44.4 | 87 | 46.4 | 85 |
| Bosnia and Herzegovina | 53.5 | 58 | 40.2 | 109 | 54.2 | 44 | 49.8 | 64 |
| Botswana | 52.3 | 74 | 36.9 | 116 | 46.0 | 84 | 45.1 | 89 |
| Brazil | 53.4 | 59 | 58.5 | 29 | 54.7 | 42 | 56.1 | 38 |
| Bulgaria | 54.3 | 49 | 66.2 | 8 | 60.8 | 20 | 61.3 | 15 |
| Burkina Faso | 27.2 | 124 | 48.7 | 69 | 37.8 | 115 | 35.5 | 119 |
| Cambodia | 40.2 | 108 | 54.0 | 47 | 41.2 | 103 | 43.9 | 95 |
| Cameroon | 40.6 | 106 | 42.1 | 97 | 38.1 | 114 | 38.9 | 113 |
| Canada | 57.2 | 19 | 59.8 | 26 | 60.6 | 21 | 60.3 | 22 |
| Chad | 20.4 | 128 | 44.0 | 89 | 28.0 | 128 | 27.3 | 128 |
| Chile | 54.4 | 47 | 62.1 | 19 | 52.9 | 50 | 57.0 | 34 |
| China | 48.9 | 91 | 47.5 | 74 | 49.4 | 71 | 48.5 | 74 |
| Colombia | 52.6 | 69 | 44.2 | 88 | 53.5 | 47 | 50.5 | 61 |
| Costa Rica | 53.0 | 63 | 47.8 | 73 | 52.1 | 54 | 51.3 | 57 |
| Côte d'Ivoire | 28.8 | 123 | 41.0 | 103 | 35.2 | 119 | 32.5 | 123 |
| Croatia | 54.7 | 46 | 52.8 | 54 | 58.4 | 29 | 56.1 | 37 |
| Czech Republic | 58.1 | 15 | 59.8 | 25 | 62.8 | 7 | 61.5 | 13 |
| Denmark | 59.2 | 5 | 72.0 | 1 | 51.3 | 57 | 61.7 | 11 |
| Dominican Republic | 54.3 | 50 | 45.1 | 80 | 48.5 | 73 | 49.5 | 67 |
| Ecuador | 50.8 | 81 | 44.6 | 83 | 48.5 | 72 | 48.0 | 77 |
| Egypt | 42.1 | 103 | 42.8 | 94 | 46.5 | 80 | 43.0 | 100 |
| El Salvador | 49.0 | 90 | 45.4 | 79 | 51.1 | 60 | 48.5 | 75 |
| Estonia | 59.0 | 8 | 57.4 | 33 | 57.2 | 35 | 59.0 | 31 |
| Ethiopia | 24.6 | 127 | 41.8 | 98 | 33.1 | 125 | 30.3 | 126 |
| Fiji | 52.9 | 65 | 49.2 | 67 | 44.6 | 86 | 48.9 | 73 |
| Finland | 57.6 | 17 | 72.0 | 1 | 58.7 | 28 | 63.8 | 6 |
| France | 56.9 | 23 | 57.7 | 32 | 64.8 | 4 | 61.1 | 17 |
| Georgia | 54.0 | 52 | 54.9 | 43 | 43.3 | 92 | 50.7 | 59 |
| Germany | 57.0 | 21 | 61.8 | 21 | 65.0 | 3 | 62.6 | 10 |
| Ghana | 41.5 | 104 | 48.9 | 68 | 42.8 | 96 | 43.4 | 97 |
| Greece | 55.5 | 36 | 59.6 | 27 | 60.1 | 24 | 59.3 | 27 |
| Honduras | 52.5 | 70 | 43.5 | 92 | 51.4 | 56 | 49.4 | 68 |
| Hong Kong, China | 53.7 | 55 | 57.8 | 31 | 57.3 | 34 | 56.9 | 35 |
| Hungary | 56.3 | 29 | 61.0 | 22 | 62.3 | 9 | 61.0 | 18 |
| Iceland | 61.3 | 2 | 65.3 | 10 | 61.4 | 16 | 64.2 | 5 |
| India | 36.0 | 115 | 43.7 | 91 | 44.2 | 89 | 39.9 | 110 |
| Indonesia | 48.4 | 92 | 46.0 | 75 | 47.1 | 77 | 46.9 | 84 |
| Iran | 45.7 | 94 | 37.5 | 114 | 43.7 | 90 | 41.6 | 103 |
| Ireland | 58.3 | 13 | 55.5 | 38 | 60.1 | 23 | 59.1 | 28 |
| Israel | 56.5 | 26 | 60.7 | 23 | 58.3 | 30 | 59.4 | 25 |
| Italy | 57.1 | 20 | 56.5 | 36 | 62.7 | 8 | 60.0 | 24 |
| Japan | 55.0 | 40 | 57.1 | 34 | 62.0 | 12 | 59.0 | 29 |
| Jordan | 51.4 | 78 | 32.2 | 127 | 50.7 | 64 | 44.9 | 90 |
| Kazakhstan | 54.8 | 43 | 44.3 | 87 | 49.8 | 69 | 50.0 | 63 |
| Kenya | 45.2 | 97 | 54.8 | 44 | 42.9 | 94 | 46.9 | 83 |
| Korea, Rep. | 54.9 | 41 | 50.7 | 62 | 56.9 | 36 | 54.9 | 40 |
| Kuwait | 52.6 | 67 | 40.6 | 106 | 53.0 | 49 | 49.1 | 71 |
| Kyrgyz Republic | 53.2 | 60 | 34.3 | 121 | 41.9 | 99 | 43.0 | 99 |
| Laos | 38.8 | 112 | 44.5 | 84 | 39.3 | 110 | 39.4 | 112 |
| Latvia | 59.0 | 7 | 53.2 | 53 | 60.9 | 19 | 59.0 | 30 |
| Lebanon | 52.4 | 71 | 38.6 | 111 | 50.0 | 67 | 47.2 | 82 |
| Lithuania | 58.4 | 11 | 64.7 | 12 | 61.2 | 18 | 62.7 | 9 |
| Luxembourg | 53.7 | 54 | 63.8 | 14 | 56.8 | 37 | 58.8 | 32 |
| Macedonia, FYR | 51.8 | 77 | 56.7 | 35 | 54.9 | 41 | 54.8 | 41 |
| Madagascar | 44.1 | 102 | 40.6 | 105 | 33.4 | 123 | 38.1 | 114 |
| Malawi | 39.9 | 109 | 44.5 | 86 | 38.6 | 112 | 39.6 | 111 |
| Malaysia | 52.6 | 68 | 40.4 | 107 | 59.4 | 26 | 51.5 | 55 |

Exhibit 5
Country Performance by Inputs (Continued)

| <u>Country</u> | <u>Preparation</u> | <u>Preparation Rank</u> | <u>Access-to-Work Policy</u> | <u>Access-to-Work Policy Rank</u> | <u>Entrepreneurial Support</u> | <u>Entrepreneurial Support Rank</u> | <u>Inputs</u> | <u>Inputs Rank</u> |
|-----------------------------|--------------------|-------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------------|---------------|--------------------|
| Mauritius | 50.7 | 82 | 54.7 | 45 | 57.8 | 33 | 54.8 | 42 |
| Mexico | 52.0 | 75 | 58.3 | 30 | 51.1 | 61 | 54.0 | 44 |
| Moldova | 53.2 | 61 | 55.0 | 42 | 46.9 | 79 | 51.8 | 52 |
| Mongolia | 55.7 | 34 | 48.1 | 72 | 46.4 | 82 | 50.3 | 62 |
| Montenegro | 55.5 | 37 | 41.1 | 102 | 55.7 | 38 | 51.5 | 56 |
| Morocco | 36.1 | 114 | 37.4 | 115 | 53.1 | 48 | 41.2 | 104 |
| Namibia | 52.8 | 66 | 49.8 | 65 | 46.4 | 81 | 49.7 | 65 |
| Netherlands | 57.4 | 18 | 68.1 | 7 | 61.7 | 14 | 63.6 | 7 |
| New Zealand | 61.7 | 1 | 63.9 | 13 | 60.1 | 22 | 63.4 | 8 |
| Nicaragua | 49.5 | 88 | 51.1 | 60 | 42.6 | 97 | 47.4 | 80 |
| Nigeria | 34.3 | 117 | 33.1 | 125 | 41.7 | 101 | 34.6 | 121 |
| Norway | 60.2 | 4 | 70.8 | 4 | 62.1 | 11 | 65.8 | 3 |
| Oman | 45.0 | 99 | 38.8 | 110 | 51.3 | 58 | 44.7 | 92 |
| Pakistan | 31.7 | 122 | 41.8 | 99 | 40.2 | 106 | 35.9 | 118 |
| Panama | 55.1 | 39 | 49.6 | 66 | 52.8 | 51 | 53.1 | 47 |
| Papua New Guinea | 31.8 | 120 | 33.8 | 122 | 32.6 | 126 | 30.3 | 124 |
| Paraguay | 52.3 | 73 | 50.0 | 64 | 45.9 | 85 | 49.4 | 69 |
| Peru | 49.5 | 87 | 52.2 | 56 | 46.0 | 83 | 49.0 | 72 |
| Philippines | 53.6 | 56 | 53.7 | 50 | 40.5 | 105 | 49.2 | 70 |
| Poland | 56.7 | 25 | 62.7 | 15 | 58.2 | 31 | 60.2 | 23 |
| Portugal | 54.8 | 44 | 62.3 | 17 | 62.2 | 10 | 60.7 | 20 |
| Romania | 55.9 | 33 | 59.2 | 28 | 50.9 | 62 | 55.9 | 39 |
| Russian Federation | 54.4 | 48 | 41.1 | 101 | 52.1 | 53 | 49.6 | 66 |
| Samoa | 53.0 | 62 | 33.3 | 124 | 40.0 | 108 | 41.9 | 102 |
| Saudi Arabia | 50.5 | 83 | 33.4 | 123 | 46.9 | 78 | 43.5 | 96 |
| Senegal | 31.7 | 121 | 40.9 | 104 | 42.3 | 98 | 36.4 | 116 |
| Serbia | 55.5 | 35 | 42.3 | 96 | 55.0 | 40 | 51.6 | 54 |
| Singapore | 53.9 | 53 | 43.3 | 93 | 62.0 | 13 | 53.9 | 45 |
| Slovak Republic | 57.6 | 16 | 62.3 | 18 | 59.5 | 25 | 60.9 | 19 |
| Slovenia | 59.1 | 6 | 61.9 | 20 | 59.0 | 27 | 61.2 | 16 |
| Solomon Islands | 41.1 | 105 | 33.0 | 126 | 33.8 | 122 | 34.5 | 122 |
| South Africa | 50.9 | 80 | 53.7 | 49 | 55.2 | 39 | 53.6 | 46 |
| Spain | 57.0 | 22 | 64.9 | 11 | 53.9 | 45 | 59.4 | 26 |
| Sri Lanka | 49.4 | 89 | 40.3 | 108 | 43.4 | 91 | 44.0 | 94 |
| Sudan | 33.9 | 119 | 25.0 | 128 | 30.2 | 127 | 27.4 | 127 |
| Sweden | 58.2 | 14 | 69.6 | 5 | 65.9 | 2 | 66.0 | 1 |
| Switzerland | 54.8 | 42 | 60.4 | 24 | 57.8 | 32 | 58.5 | 33 |
| Syria | 44.6 | 100 | 35.1 | 120 | 44.3 | 88 | 40.6 | 107 |
| Tajikistan | 47.4 | 93 | 52.0 | 57 | 40.7 | 104 | 46.1 | 86 |
| Tanzania | 39.3 | 111 | 56.5 | 37 | 38.4 | 113 | 43.3 | 98 |
| Thailand | 51.9 | 76 | 51.3 | 59 | 54.6 | 43 | 53.0 | 49 |
| Timor Leste | 35.9 | 116 | 53.3 | 52 | 37.3 | 116 | 40.4 | 109 |
| Togo | 34.2 | 118 | 43.8 | 90 | 34.2 | 121 | 35.3 | 120 |
| Tonga | 56.4 | 28 | 35.5 | 119 | 40.0 | 107 | 44.0 | 93 |
| Tunisia | 50.1 | 85 | 53.8 | 48 | 51.1 | 59 | 51.7 | 53 |
| Turkey | 45.3 | 96 | 48.3 | 71 | 50.6 | 65 | 47.7 | 79 |
| Turkmenistan | 50.1 | 84 | 37.8 | 113 | 35.5 | 118 | 40.4 | 108 |
| Uganda | 40.6 | 107 | 50.1 | 63 | 35.9 | 117 | 40.8 | 105 |
| Ukraine | 56.2 | 30 | 48.7 | 70 | 50.0 | 66 | 52.2 | 50 |
| United Arab Emirates | 55.4 | 38 | 36.2 | 117 | 51.6 | 55 | 48.2 | 76 |
| United Kingdom | 56.9 | 24 | 62.5 | 16 | 61.3 | 17 | 61.3 | 14 |
| United States | 58.8 | 9 | 55.2 | 40 | 63.6 | 5 | 60.5 | 21 |
| Uruguay | 58.4 | 10 | 54.2 | 46 | 53.8 | 46 | 56.4 | 36 |
| Uzbekistan | 53.0 | 64 | 41.4 | 100 | 47.2 | 76 | 47.3 | 81 |
| Vanuatu | 45.7 | 95 | 44.7 | 82 | 39.9 | 109 | 42.6 | 101 |
| Venezuela | 56.5 | 27 | 51.0 | 61 | 47.7 | 75 | 52.1 | 51 |
| Vietnam | 45.2 | 98 | 44.5 | 85 | 48.0 | 74 | 45.4 | 88 |
| Yemen | 26.1 | 125 | 37.8 | 112 | 35.1 | 120 | 30.3 | 125 |
| Zambia | 37.0 | 113 | 46.0 | 76 | 33.2 | 124 | 36.8 | 115 |

In-depth profiles (in BOLD)

Source: Booz & Company

THIRD BILLION INDEX RANKINGS

Exhibit 6

Country Performance by Outputs

| Country | Advancement | | Inclusion | | Pay | Pay Rank* | Outputs | Outputs Rank |
|------------------------|-------------|------------|-------------|------------|-------------|-----------|-------------|--------------|
| | Advancement | Rank | Inclusion | Rank | | | | |
| Albania | 51.4 | 74 | 50.6 | 74 | 47.8 | 42 | 49.8 | 66 |
| Algeria | 34.2 | 121 | 33.1 | 114 | 47.8 | 42 | 35.7 | 116 |
| Argentina | 53.4 | 55 | 50.9 | 71 | 59.4 | 19 | 56.1 | 33 |
| Armenia | 50.0 | 83 | 54.4 | 49 | 47.8 | 42 | 50.8 | 57 |
| Australia | 62.0 | 8 | 59.3 | 21 | 76.9 | 1 | 71.2 | 1 |
| Austria | 53.0 | 65 | 51.7 | 67 | 65.2 | 16 | 59.0 | 24 |
| Azerbaijan | 43.2 | 99 | 50.7 | 73 | 42.0 | 65 | 43.9 | 94 |
| Bahrain | 35.4 | 117 | 36.7 | 112 | 42.0 | 65 | 35.0 | 119 |
| Bangladesh | 33.2 | 122 | 43.3 | 97 | 42.0 | 65 | 36.9 | 113 |
| Belarus | 55.7 | 40 | 58.8 | 24 | 42.0 | 65 | 52.2 | 50 |
| Belgium | 53.4 | 56 | 57.4 | 37 | 71.0 | 9 | 64.3 | 15 |
| Benin | 34.9 | 118 | 46.9 | 89 | 59.4 | 19 | 47.3 | 84 |
| Bolivia | 48.8 | 86 | 50.6 | 75 | 47.8 | 42 | 48.8 | 75 |
| Bosnia and Herzegovina | 52.6 | 69 | 52.7 | 61 | 42.0 | 65 | 48.4 | 76 |
| Botswana | 63.4 | 6 | 57.6 | 34 | 42.0 | 65 | 54.6 | 39 |
| Brazil | 57.3 | 29 | 53.7 | 55 | 42.0 | 65 | 50.6 | 58 |
| Bulgaria | 60.1 | 18 | 59.5 | 18 | 42.0 | 65 | 54.2 | 40 |
| Burkina Faso | 34.3 | 120 | 49.7 | 79 | 47.8 | 42 | 42.8 | 98 |
| Cambodia | 53.6 | 52 | 57.0 | 39 | 42.0 | 65 | 50.6 | 59 |
| Cameroon | 44.0 | 96 | 43.0 | 99 | 42.0 | 65 | 40.9 | 105 |
| Canada | 58.7 | 24 | 60.7 | 13 | 76.9 | 1 | 70.5 | 4 |
| Chad | 38.9 | 106 | 47.7 | 85 | 47.8 | 42 | 43.7 | 96 |
| Chile | 50.2 | 81 | 43.4 | 96 | 42.0 | 65 | 43.5 | 97 |
| China | 51.2 | 77 | 58.5 | 26 | 47.8 | 42 | 53.0 | 46 |
| Colombia | 57.1 | 32 | 51.5 | 68 | 42.0 | 65 | 49.6 | 67 |
| Costa Rica | 50.2 | 82 | 44.1 | 94 | 53.6 | 27 | 49.3 | 72 |
| Côte d'Ivoire | 49.2 | 84 | 38.6 | 109 | 42.0 | 65 | 41.1 | 104 |
| Croatia | 52.9 | 68 | 57.6 | 33 | 42.0 | 65 | 50.6 | 60 |
| Czech Republic | 53.2 | 61 | 54.2 | 50 | 42.0 | 65 | 49.3 | 73 |
| Denmark | 50.6 | 79 | 62.9 | 7 | 71.0 | 9 | 65.6 | 10 |
| Dominican Republic | 53.2 | 59 | 50.8 | 72 | 42.0 | 65 | 47.8 | 82 |
| Ecuador | 54.4 | 46 | 45.6 | 93 | 53.6 | 27 | 51.5 | 53 |
| Egypt | 35.4 | 116 | 27.8 | 122 | 53.6 | 27 | 36.7 | 114 |
| El Salvador | 52.3 | 70 | 43.2 | 98 | 47.8 | 42 | 47.0 | 87 |
| Estonia | 61.0 | 15 | 61.4 | 10 | 53.6 | 27 | 60.8 | 21 |
| Ethiopia | 43.8 | 97 | 57.7 | 30 | 42.0 | 65 | 47.1 | 85 |
| Fiji | 51.1 | 78 | 38.6 | 108 | 42.0 | 65 | 41.8 | 100 |
| Finland | 55.5 | 43 | 64.5 | 2 | 76.9 | 1 | 70.9 | 3 |
| France | 57.4 | 28 | 58.6 | 25 | 71.0 | 9 | 66.4 | 9 |
| Georgia | 58.4 | 25 | 49.9 | 78 | 42.0 | 65 | 49.4 | 70 |
| Germany | 56.2 | 36 | 57.4 | 38 | 76.9 | 1 | 68.1 | 7 |
| Ghana | 58.0 | 27 | 55.5 | 45 | 42.0 | 65 | 51.7 | 51 |
| Greece | 51.2 | 76 | 49.4 | 81 | 59.4 | 19 | 54.6 | 38 |
| Honduras | 61.6 | 11 | 38.1 | 110 | 47.8 | 42 | 48.4 | 77 |
| Hong Kong, China | 48.4 | 87 | 62.5 | 8 | 53.6 | 27 | 56.4 | 30 |
| Hungary | 60.0 | 19 | 60.0 | 16 | 59.4 | 19 | 62.5 | 18 |
| Iceland | 57.2 | 31 | 59.5 | 20 | 59.4 | 19 | 61.2 | 20 |
| India | 31.9 | 125 | 32.5 | 115 | 53.6 | 27 | 37.3 | 110 |
| Indonesia | 46.7 | 90 | 42.7 | 102 | 42.0 | 65 | 41.9 | 99 |
| Iran | 35.8 | 115 | 31.6 | 117 | 42.0 | 65 | 33.0 | 121 |
| Ireland | 53.0 | 63 | 55.7 | 43 | 71.0 | 9 | 63.4 | 16 |
| Israel | 52.9 | 66 | 59.6 | 17 | 53.6 | 27 | 56.9 | 27 |
| Italy | 53.2 | 60 | 49.4 | 80 | 53.6 | 27 | 52.7 | 48 |
| Japan | 43.0 | 100 | 48.3 | 83 | 53.6 | 27 | 48.3 | 78 |
| Jordan | 36.5 | 112 | 27.1 | 123 | 47.8 | 42 | 34.0 | 120 |
| Kazakhstan | 62.9 | 7 | 60.2 | 15 | 42.0 | 65 | 55.6 | 35 |
| Kenya | 42.0 | 102 | 51.7 | 66 | 42.0 | 65 | 43.9 | 95 |
| Korea, Rep. | 43.4 | 98 | 50.4 | 77 | 53.6 | 27 | 49.3 | 71 |
| Kuwait | 37.6 | 109 | 37.3 | 111 | 42.0 | 65 | 36.1 | 115 |
| Kyrgyz Republic | 59.3 | 22 | 51.2 | 70 | 53.6 | 27 | 55.8 | 34 |
| Laos | 47.2 | 89 | 54.2 | 51 | 42.0 | 65 | 46.9 | 88 |
| Latvia | 63.9 | 5 | 61.3 | 11 | 53.6 | 27 | 61.9 | 19 |
| Lebanon | 39.3 | 105 | 31.9 | 116 | 47.8 | 42 | 37.2 | 112 |
| Lithuania | 62.0 | 9 | 63.0 | 6 | 59.4 | 19 | 64.5 | 13 |
| Luxembourg | 53.8 | 50 | 53.3 | 56 | 65.2 | 16 | 60.0 | 22 |
| Macedonia, FYR | 53.5 | 54 | 47.4 | 87 | 47.8 | 42 | 49.2 | 74 |
| Madagascar | 51.4 | 75 | 58.8 | 23 | 42.0 | 65 | 50.5 | 61 |
| Malawi | 38.3 | 107 | 52.2 | 63 | 47.8 | 42 | 45.4 | 92 |
| Malaysia | 45.3 | 94 | 42.8 | 100 | 42.0 | 65 | 41.4 | 102 |

Exhibit 6
Country Performance by Outputs (Continued)

| <u>Country</u> | <u>Advancement</u> | <u>Advancement Rank</u> | <u>Inclusion</u> | <u>Inclusion Rank</u> | <u>Pay</u> | <u>Pay Rank*</u> | <u>Outputs</u> | <u>Outputs Rank</u> |
|-----------------------------|--------------------|-------------------------|------------------|-----------------------|-------------|------------------|----------------|---------------------|
| Mauritius | 46.1 | 92 | 41.9 | 105 | 53.6 | 27 | 46.8 | 90 |
| Mexico | 49.0 | 85 | 42.2 | 103 | 65.2 | 16 | 53.5 | 45 |
| Moldova | 69.2 | 1 | 64.8 | 1 | 47.8 | 42 | 62.7 | 17 |
| Mongolia | 61.2 | 13 | 64.2 | 3 | 42.0 | 65 | 56.6 | 29 |
| Montenegro | 52.9 | 67 | 51.3 | 69 | 42.0 | 65 | 47.9 | 81 |
| Morocco | 37.5 | 110 | 28.7 | 121 | 47.8 | 42 | 35.1 | 118 |
| Namibia | 61.1 | 14 | 55.1 | 48 | 42.0 | 65 | 52.7 | 49 |
| Netherlands | 51.9 | 72 | 59.3 | 22 | 76.9 | 1 | 67.3 | 8 |
| New Zealand | 60.5 | 17 | 60.2 | 14 | 71.0 | 9 | 68.3 | 6 |
| Nicaragua | 56.8 | 33 | 42.0 | 104 | 42.0 | 65 | 45.5 | 91 |
| Nigeria | 40.4 | 104 | 44.1 | 95 | 42.0 | 65 | 40.0 | 107 |
| Norway | 56.4 | 35 | 64.2 | 4 | 76.9 | 1 | 71.1 | 2 |
| Oman | 34.9 | 119 | 27.1 | 124 | 42.0 | 65 | 30.7 | 125 |
| Pakistan | 28.9 | 127 | 24.0 | 127 | 42.0 | 65 | 27.1 | 127 |
| Panama | 59.5 | 20 | 48.7 | 82 | 53.6 | 27 | 54.8 | 37 |
| Papua New Guinea | 44.0 | 95 | 63.1 | 5 | 42.0 | 65 | 49.5 | 69 |
| Paraguay | 54.3 | 47 | 50.5 | 76 | 42.0 | 65 | 48.1 | 80 |
| Peru | 50.3 | 80 | 53.1 | 57 | 42.0 | 65 | 47.7 | 83 |
| Philippines | 65.0 | 4 | 48.0 | 84 | 47.8 | 42 | 53.9 | 41 |
| Poland | 61.7 | 10 | 55.6 | 44 | 53.6 | 27 | 58.6 | 25 |
| Portugal | 56.1 | 37 | 57.5 | 35 | 59.4 | 19 | 60.0 | 23 |
| Romania | 55.1 | 44 | 56.9 | 40 | 42.0 | 65 | 51.1 | 54 |
| Russian Federation | 68.3 | 2 | 60.8 | 12 | 42.0 | 65 | 57.9 | 26 |
| Samoa | 54.3 | 48 | 41.9 | 106 | 42.0 | 65 | 44.5 | 93 |
| Saudi Arabia | 31.8 | 126 | 24.0 | 128 | 42.0 | 65 | 28.2 | 126 |
| Senegal | 33.2 | 123 | 47.0 | 88 | 42.0 | 65 | 38.5 | 109 |
| Serbia | 59.5 | 21 | 54.0 | 53 | 42.0 | 65 | 51.6 | 52 |
| Singapore | 52.2 | 71 | 52.1 | 65 | 59.4 | 19 | 56.2 | 32 |
| Slovak Republic | 55.9 | 38 | 55.4 | 47 | 47.8 | 42 | 53.6 | 44 |
| Slovenia | 57.3 | 30 | 58.0 | 27 | 47.8 | 42 | 55.2 | 36 |
| Solomon Islands | 54.2 | 49 | 47.6 | 86 | 42.0 | 65 | 46.8 | 89 |
| South Africa | 66.9 | 3 | 53.0 | 58 | 47.8 | 42 | 56.8 | 28 |
| Spain | 54.9 | 45 | 52.2 | 64 | 76.9 | 1 | 65.4 | 11 |
| Sri Lanka | 45.3 | 93 | 42.7 | 101 | 42.0 | 65 | 41.3 | 103 |
| Sudan | 42.0 | 103 | 36.0 | 113 | 42.0 | 65 | 37.2 | 111 |
| Sweden | 53.0 | 64 | 62.1 | 9 | 76.9 | 1 | 68.9 | 5 |
| Switzerland | 53.3 | 58 | 57.9 | 28 | 71.0 | 9 | 64.5 | 14 |
| Syria | 37.2 | 111 | 25.3 | 126 | 42.0 | 65 | 30.8 | 124 |
| Tajikistan | 53.4 | 57 | 55.5 | 46 | 42.0 | 65 | 49.9 | 65 |
| Tanzania | 48.0 | 88 | 56.4 | 42 | 42.0 | 65 | 48.2 | 79 |
| Thailand | 53.1 | 62 | 56.5 | 41 | 47.8 | 42 | 52.9 | 47 |
| Timor Leste | 37.9 | 108 | 46.3 | 91 | 42.0 | 65 | 40.0 | 108 |
| Togo | 46.1 | 91 | 40.5 | 107 | 42.0 | 65 | 40.7 | 106 |
| Tonga | 56.7 | 34 | 52.8 | 59 | 42.0 | 65 | 50.0 | 64 |
| Tunisia | 36.1 | 114 | 31.0 | 118 | 47.8 | 42 | 35.5 | 117 |
| Turkey | 36.1 | 113 | 29.9 | 120 | 42.0 | 65 | 32.3 | 122 |
| Turkmenistan | 55.5 | 42 | 54.1 | 52 | 42.0 | 65 | 50.1 | 63 |
| Uganda | 55.6 | 41 | 52.6 | 62 | 42.0 | 65 | 49.5 | 68 |
| Ukraine | 60.6 | 16 | 57.5 | 36 | 47.8 | 42 | 56.2 | 31 |
| United Arab Emirates | 32.2 | 124 | 30.4 | 119 | 42.0 | 65 | 31.1 | 123 |
| United Kingdom | 53.7 | 51 | 59.5 | 19 | 71.0 | 9 | 65.4 | 12 |
| United States | 61.2 | 12 | 57.6 | 32 | 42.0 | 65 | 53.8 | 42 |
| Uruguay | 58.9 | 23 | 52.8 | 60 | 47.8 | 42 | 53.6 | 43 |
| Uzbekistan | 58.2 | 26 | 53.8 | 54 | 42.0 | 65 | 51.0 | 55 |
| Vanuatu | 51.8 | 73 | 57.7 | 31 | 42.0 | 65 | 50.2 | 62 |
| Venezuela | 55.7 | 39 | 46.8 | 90 | 42.0 | 65 | 47.1 | 86 |
| Vietnam | 53.6 | 53 | 57.8 | 29 | 42.0 | 65 | 50.9 | 56 |
| Yemen | 27.1 | 128 | 25.4 | 125 | 42.0 | 65 | 26.9 | 128 |
| Zambia | 42.9 | 101 | 45.6 | 92 | 42.0 | 65 | 41.6 | 101 |

In-depth profiles (in BOLD)

* Eight countries received the highest ranking in this category: Australia, Canada, Finland, Germany, the Netherlands, Norway, Spain, and Sweden.
Source: Booz & Company