



**Healthy People,
Healthy Business:**
How business can
contribute to realizing
global health

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Foreword

Over the last decade, unprecedented global shocks have resulted in deeper awareness of the fragility of our planet and of humanity. A healthy climate, nature, equity, health and wellbeing are deeply interrelated and co-dependent. As such, our responses must also be interrelated. Business has a critical role to play in changing our trajectory through swift and sustained action.

This report, developed over the last two years with 23 WBCSD member companies, makes the interconnected opportunities evident and shows how businesses worldwide – ours and yours – can pragmatically build health and wellbeing into our everyday operations across functions and geographies. This broad outlook spans from embedding a culture of health and wellbeing in our workplace to the consumers we serve and from building resilient and accessible healthcare systems to accelerating action on climate, nature and equity.

It shows you why health and wellbeing are critical ingredients for sustainability, business success and a livable future, the opportunities for business to drive positive health impacts, and how business can protect, promote and nurture health.

It acts as a clarion call, urging you to put health and wellbeing at the heart of your strategic business agenda to help inform decisions and nurture and care for your employees, the community in which you operate, and for the world in which we all inhabit.

Doing so can build business resilience, long-term value and a sustainable and prosperous future for all.

We aim to inspire you to put a greater focus on and heightened ambition into your company's journey and help you shape the agenda for your company's transformation. The ultimate goal is to realize a shared vision of a world in which more than 9 billion people are able to live well, within planetary boundaries, by 2050.



Michel Vounatsos
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About this report

In March 2021, WBCSD launched [Vision 2050: Time to Transform](#), a new framework for business outlining how it can lead the transformations needed to realize a shared vision of a world in which more than 9 billion people live well, within planetary boundaries, by 2050.

Vision 2050 lays out a transformation pathway for [health & wellbeing](#) that calls on the business community to maximize its full potential to realize the highest attainable standards of health and wellbeing for everyone.

At the same time, the COVID-19 pandemic has provided a sharp reminder of the critical importance of health and wellbeing as the bedrock for prosperous societies and economies around the world. It has also prompted reflection on what can be done to promote and protect health more robustly and equitably move forward, putting humanity on course to realize many of the ambitions laid out in Sustainable Development Goal 3 on good health and wellbeing.

At this critical juncture, WBCSD has brought together a cross-sector coalition of 23 of its leading member companies to explore how businesses can play a pivotal role in developing and driving the uptake of solutions to global health challenges, supporting long-term prevention and, importantly, applying a critical lens to planetary resources in doing so.

Over one year, this coalition, under the umbrella of the Healthy People, Healthy Business project, explored how businesses can:

- Embed a culture of health and wellbeing in the workplace: Promoting corporate initiatives and behaviors that can help foster the health and wellbeing of employees throughout organizations and value chains.
- Support and enable healthy consumer lifestyles: Identifying critical barriers to healthy lifestyles and exploring business solutions to overcome them.
- Build resilient and accessible health systems: Clearly articulating how businesses from various sectors can contribute to the realization of more resilient and universally accessible healthcare on the road to 2030.
- Accelerate action on climate, nature and equity: Understanding the relationship between human health and natural systems (planetary health) in order to integrate health into business actions on climate and nature to protect ecosystems and promote equity.

As we conclude this work, this report is the culmination of our efforts. It outlines key findings and identifies key areas for private sector intervention to support global health and wellbeing over the coming decades.

PART 1 – the WHY

Underlines why health and wellbeing are critical ingredients in the sustainable development agenda and play an essential role in supporting a robust economy and long-term business prosperity and resilience.

PART 2 – the WHAT

Outlines the roles of business in advancing global health and presents opportunities for impact.

PART 3 – the HOW

Provides practical guidance for business on how to drive change and deliver positive health co-benefits for people and planet.

Executive summary

The world is facing a triple crisis: the climate emergency, unprecedented loss of nature and mounting inequality. Often seen as separate issues, these challenges are, in fact, interconnected through health and wellbeing and they are reaching critical tipping points. For example, climate change and nature loss lead to rising air pollution, heat waves and droughts that impact the health and wellbeing of millions worldwide and disproportionately harm society's most vulnerable.

In addition, the COVID-19 pandemic has reminded the world that health and wellbeing are the foundation of the happiness and prosperity of individuals, families and communities. As such, they are fundamental to good business and a thriving economy. Good health and wellbeing enable people to live better and longer, sustain the labor force, increase productivity, boost economic growth and build resilience. Businesses from all sectors can play a significant role in taking actions that positively influence the health and wellbeing of people and the planet. Failing to do so represents existential threats, as has become evident during recent turbulent times.

Employing this broader perspective is a strategic tenet for any organization, regardless of function or geography. To achieve a vision of 9+ billion people living well and within planetary boundaries by 2050, it is imperative that businesses incorporate health and wellbeing into bold and transformative sustainability agendas.

More and more businesses are prioritizing health and wellbeing and integrating them into their sustainability and business strategies. This report seeks to support businesses on this journey by outlining:

- Why health and wellbeing are critical ingredients for sustainability, business success and a livable future;
- What the impact opportunities are for business to drive positive health impacts;
- How business can project, promote and nurture health, as evidenced by 13 business case studies included in this report.

Health and wellbeing are critical ingredients for sustainability, business success and a livable future

The United Nations Sustainable Development Goals (SDGs) give health and wellbeing a central role on the global sustainable development agenda through SDG 3. However, the relationship between the SDGs and health and wellbeing neither begins nor ends with SDG 3.

Almost all SDGs are either closely related to health or will contribute to health indirectly if they are achieved or, conversely, will suffer adverse impacts if the central tenant of health and wellbeing is not achieved. This makes health and wellbeing critical for global sustainability and a livable future.

Putting health and wellbeing at the heart of their strategy can help businesses manage risks, address stakeholder expectations, reap operational benefits and build happier, healthier, more prosperous societies. Integrating health and wellbeing into business decision-making enables companies to connect the environmental and social domains of sustainability and build long-term business resilience in the face of an ever-growing burden of disease, climate change, nature loss and inequality.

Businesses increasingly see efforts to support health and wellbeing as business-critical to stay ahead of an evolving regulatory environment, maintain access to capital, acquire and retain talent, improve their business performance, culture and resilience, and enhance reputation and brand value.

Four impact opportunities for business to drive positive health impacts

Businesses influence critical drivers of health and wellbeing through the work people do, what they consume and how they live. This presents four interconnected impact opportunities where businesses from a range of sectors are well-positioned to maximize their contribution to achieving the highest attainable standards of health and wellbeing for everyone:

1. Embedding a culture of health and wellbeing in the workplace: Businesses must ensure that the time their employees spend at work does not harm their health but nurtures it.
2. Supporting and enabling healthy consumer lifestyles: Improved lifestyle habits and healthier choices would allow people to live better and longer and reduce pressure on global health systems.
3. Strengthening health systems and their resilience: Businesses have a key role to play in identifying health system resilience gaps and developing strategies to close them.
4. Accelerating climate, nature and equity action: Applying a health lens to sustainability challenges can help businesses understand the relationship between planetary and human health and identify and prioritize actions that benefit both.

How business can protect, promote and nurture health

To drive positive health outcomes, businesses can apply a series of strategic solutions:

Embed a culture of health and wellbeing in the workplace through occupational health and safety, and the physical-, mental-, social- and financial- wellbeing of employees.

Support and enable healthy consumer lifestyles by influencing habitats, nutrition, mobility, socialization and product use and recreation.

Strengthen health systems and their resilience, including access, quality, coverage and safety in terms of service delivery, medical products, vaccines and technologies, the health workforce, financing, health information systems, and leadership and governance.

Accelerate climate, nature and equity action, recognizing that the health of people and planet are intrinsically linked and that designing health co-benefits into sustainability action plans and proactively embedding strategies to prioritize them are crucial to mitigating risk and adapting to the irreversible impacts of climate change and nature loss.

Figure 1: Impact opportunities



The outcomes businesses are in the position to influence and deliver

In support of these impact opportunities, the report includes 13 examples from the following companies, illustrating what business action can look like:

3M, Abbott, Arcadis, Biogen, Enel, Eni, GSK, Ikea, Nestlé, Novartis, OCP Group, Solvay and Trane Technologies.

Part 1

Why health and wellbeing are critical ingredients for sustainability, business success and a livable future



Why health and wellbeing are critical ingredients for sustainability, business success and a livable future

Business has a key role in transforming health and wellbeing. Placing health and wellbeing at the heart of an organization's commercial strategy can help manage risks, address stakeholder expectations, reap operational benefits and build happier, healthier, and more prosperous societies.

Why health and wellbeing matter

Good health is defined by more than just the absence of disease; it is a state of complete physical, mental and social wellbeing that medical care and social and environmental factors influence.¹

Good health and wellbeing are central to the happiness and prosperity of individuals, families and communities around the world and are the foundations upon which people build successful lives, communities and economies.

Figure 2: Why health and wellbeing matter to business



Why health and wellbeing matter to sustainable development

Unanimously adopted by United Nations Member States in September 2015, the 17 Sustainable Development Goals (SDGs) – and the 169 targets that underpin them – provide a shared blueprint for peace and prosperity for people and the planet, offering a uniquely comprehensive, universal and transformative agenda for action.

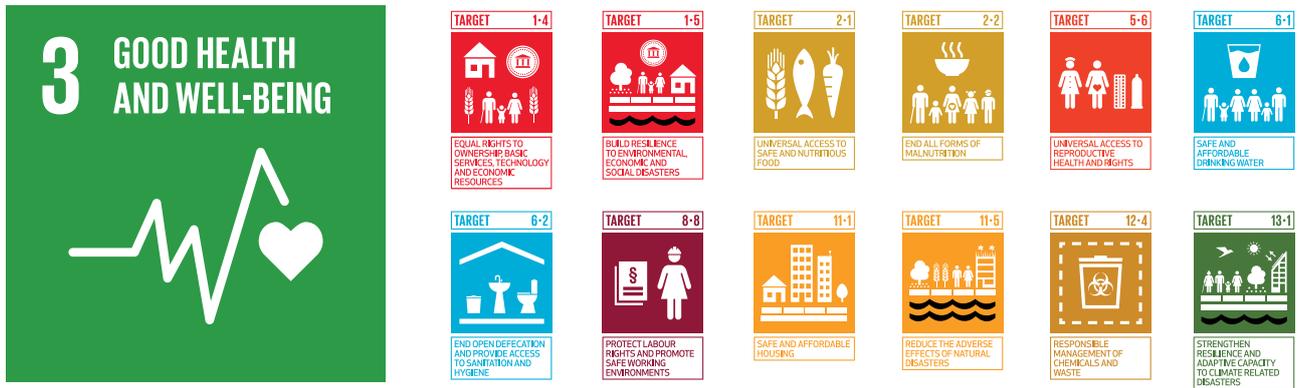
The concept of health and wellbeing is central in this framework under SDG 3, which seeks to “ensure healthy lives and promote wellbeing for all at all ages.” This SDG has 13 targets covering a broad spectrum of critical health issues, from maternal mortality and tropical diseases to mental health, substance abuse and road traffic deaths. Figure 3 presents a selection of SDG 3 targets.

However, the relationship between the SDGs and health and wellbeing does not begin and end with SDG 3. Almost all SDGs are either closely related to health or will contribute to health indirectly if they are achieved or, conversely, will suffer adverse impacts if the central tenant of health and wellbeing is not achieved. Figure 4 highlights SDG targets with clear and direct links to health and wellbeing, underlining how health and wellbeing sit at the heart of the SDGs.

Figure 3: SDG 3 Targets for good health and wellbeing



Figure 4: SDG targets relating closely to health & wellbeing



Why health and wellbeing matter to the economy

Health and wellbeing are also critically important to the global economy. Estimates suggest that improvements in people’s health have led to about one-third of economic growth in advanced economies over the past century. Progress in hygiene, nutrition, antibiotics and vaccines have enabled people to live better and longer, helping to expand the labor force, increase productivity and boost growth.

A lack of progress in these areas can represent existential threats. The COVID-19 pandemic has ruthlessly highlighted the critical interconnections between global health and the economy. It triggered the largest quarterly contraction of global GDP ever recorded in the second quarter of 2020.²

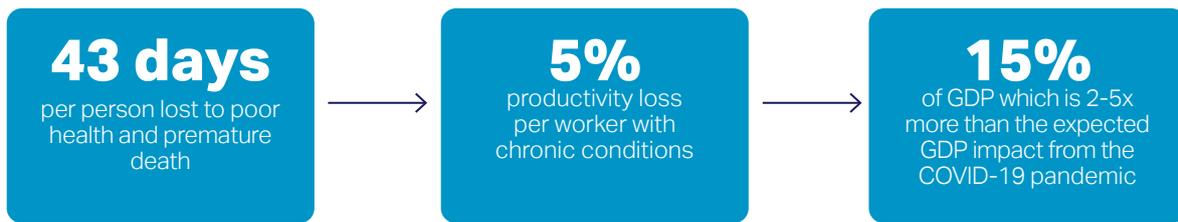
But critical health challenges confront billions of people and the global economy loses billions to challenges beyond COVID-19 each year.³ Premature death from a range of conditions limits growth by shrinking the labor force, while poor health and morbidity limit the productive potential of workers across all geographies and industries. An average person of working age loses the equivalent of 43 days a year to poor health. In 2017, poor health cost a total of 580 million person-years among those aged 15 to 64.⁴ A 2020 report published by the McKinsey Global Institute estimates that ill health cost the global economy more than USD\$12 trillion in 2017 – 15% of global GDP.⁵

By comparison, global GDP shrunk between 4% and 5% because of the pandemic in 2020. The most powerful impacts of poor health on productivity vary between developed and developing countries in both their nature and ease of addressability.

In developing countries, infectious diseases, nutrition and child and maternal health create the largest health impacts, with infectious diseases affecting the active labor force in particular. Productivity losses resulting from adult underweight and obesity alone are estimated to cost businesses up to USD \$65 billion a year in the 19 countries modeled for a study by Chatham House.⁶ For example, tuberculosis requires several months for recovery and studies have shown that patients lose three to four months of work time when diagnosed.⁷

This can affect output substantially and force households into debt and poverty.⁸ In developed countries, whose populations are generally aging, chronic conditions such as back pain, headaches and depression limit both workforce participation and worker productivity on the job. More than one-third of adults aged 18 to 65 suffer from at least one chronic condition affecting their productivity in the workplace and more than one-third of workers are caregivers of family members with chronic conditions.⁹

Figure 5: The relationship between health and the global economy in numbers



Source: McKinsey Global Institute¹⁰

Why health and wellbeing matter to business

The business case for supporting health and wellbeing is undeniable. On the one hand, this is an area where failing to take action presents considerable legal, reputational and operational risks. On the other, by tackling their impacts on health and wellbeing, companies can better manage risks, address stakeholder expectations, reap a host of operational benefits and contribute to building happier, healthier and more prosperous societies. In addition, it is increasingly becoming evident that in integrating health into business decision-making, companies have the opportunity to connect the environmental and social domains of sustainability and build long-term business resilience in the face of an ever-growing burden of disease that looks set to threaten societies and economies now and in the future.

The main drivers of why businesses should see efforts to support health and wellbeing as business-critical are:

Staying ahead of an evolving regulatory environment

Evolving government regulations and policies are – and will remain – a key driver for business action, setting the baseline standards for protecting citizen health and wellbeing. Historically, legislation in many countries has sought to protect employees from physical hazards at work, resulting in an increased business focus on health and safety in the workplace.

However, the rising public cost of treating a range of chronic diseases, combined with burgeoning public awareness of several conditions, particularly those associated with mental health, have led many policymakers to start exploring measures to place greater pressure on companies to adopt a broader, more proactive role across health and wellbeing and one that includes and, importantly, goes beyond the workplace and employee.

Increasingly, the setting of higher standards, the tightening of regulations and the introduction of tax incentives reflect this. For example, the European Union’s Platform on Sustainable Finance recently proposed a structure for a social taxonomy within the EU legislative environment.¹¹ And the International Labour Organization (ILO) made the landmark decision for all ILO Member States to commit to respecting and promoting the fundamental right to a safe and healthy working environment.¹²

Thus, companies that take a pre-emptive approach to engage with the health and wellbeing agenda are ultimately in a better position to lead in this evolving legislative landscape.

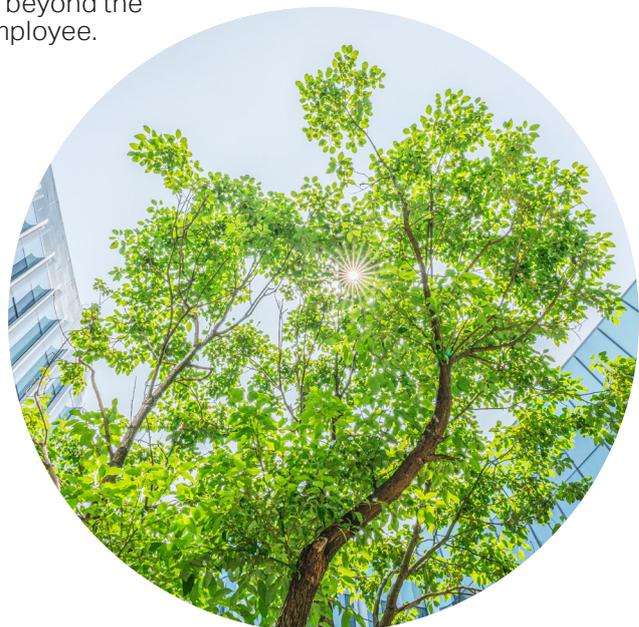
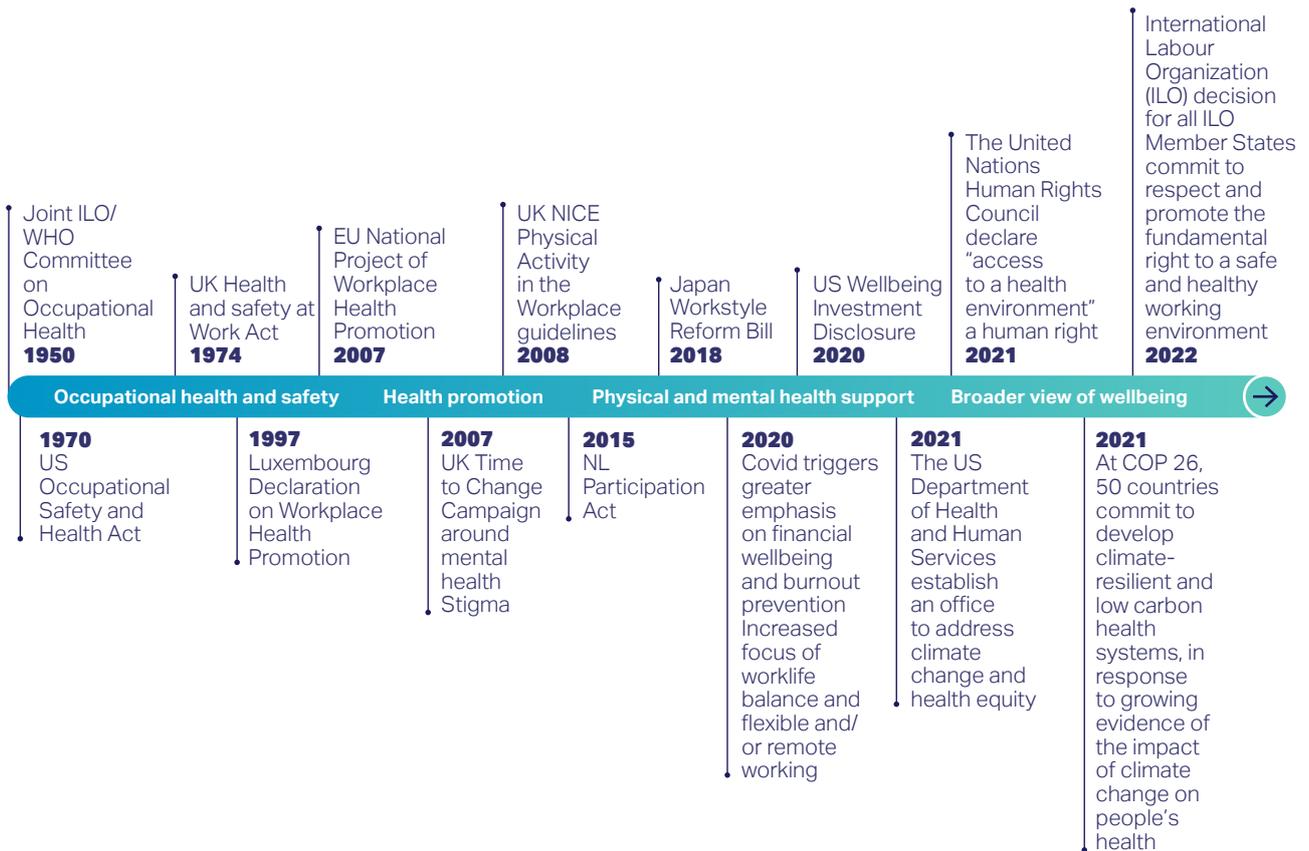


Figure 6: Evolving policy, campaigns and research for health and wellbeing



Heightened investor scrutiny and access to capital

Environmental, social and governance (ESG) performance has become a critical consideration for businesses, investors and shareholders in all sectors, in particular, a focus on social issues due to the pandemic shining a light on social vulnerabilities and risks. As such, there is a growing focus on health and wellbeing as a key material element that investors seek reassurance on and are incorporating into their ESG analyses.

Some developments show how investors are increasingly striking a balance between the different dimensions of ESG and viewing these as interconnected.¹³ At the same time, health and wellbeing are increasingly part of disclosure frameworks. This is timely given the "S" within ESG is quickly gaining momentum as the new frontier within disclosure, investment and taxonomy.

The European Commission Platform on Sustainable Finance's February 2022 Final Report on Social Taxonomy¹⁴ clearly illustrates this, as does an EY podcast discussing why businesses are measuring social factors as part of their ESG performance.¹⁵ Businesses might view coordinated pressure from ShareAction, an investor charity, as a clarion call to engage more deeply in health and wellbeing. Citing the health of populations as a critical factor in defining economic resilience and prosperity, ShareAction has targeted company owners and capital providers as investors with significant influence in pushing for a more responsible approach to the health implications of company activities.¹⁶

There is a clear direction of travel toward a market system that rewards companies with robust frameworks in place to foster social and human capital and where strong corporate performance on promoting and protecting health and wellbeing is a contributing factor in better managing risks and in lowering the cost of equity and debt.

Talent acquisition and retention

The COVID-19 pandemic has dramatically accelerated an already emerging trend of employee awareness of health and wellbeing and how they are pivotal within the workplace. At a time when many organizations are facing unprecedented labor shortages, record levels of resignations,¹⁷ widening skills gaps, changing employee expectations and an increasingly competitive battle for talent, progressive health and wellbeing strategies are a critical ingredient in enhancing the employee value proposition and attracting new and retaining leading talent.

Meanwhile, failing to take action in this space can significantly undermine employee trust and loyalty. Furthermore, studies show that businesses that fail to act on their environmental footprint affect the mental health of their employees, especially younger generations.¹⁸ Businesses, therefore must take action on the broader health and wellbeing agenda, including on environmental issues, if they want to attract talent, boost employee wellbeing and, ultimately, increase productivity and build business resilience.

Reputation and brand value

A healthy workforce also has the potential to generate substantial reputational benefits for a company. Customer-facing employees who are suffering from physical and mental health conditions are unlikely to be the best ambassadors for the company's brand. In contrast, healthy, happy teams will have a greater capacity to deliver enhanced levels of customer satisfaction. Furthermore, corporate health and wellbeing strategies add depth to a company's brand identity, underpinning its reputation and demonstrating that the

company is putting words into action regarding how it treats employees. A clear and public commitment to employee health and wellbeing underlines that the business cares about its people, the community in which it operates, and society more broadly. This provides an important opportunity for brand differentiation and supports consumers who seek to align with brands that share their values.

Improved business performance, culture and resilience

There is a strong correlation between business performance and a healthy and engaged workforce, with poor health among employees leading directly to increased costs and reduced productivity.

Workplace injuries have a major impact on an employer's bottom line. This is in addition to indirect costs such as the training of employees to replace those injured, accident investigation and the implementation of corrective measures, and repairs to damaged equipment.

More broadly, chronic diseases and mental health issues also represent a significant cost for businesses, leading directly to lower employee engagement and productivity levels and ultimately reducing the quality and quantity of human capital available. To address this many organizations have preventive health procedures as part of their health and wellbeing strategies, such as resilience programs, enabling employees to recover from or stay well in the face of adversity, including during periods of health or economic turbulence. In a work setting, this translates into an employee having the capacity to thrive, rather than just survive, in high-stress environments. A 2020 report from Deloitte focusing on the UK estimates the return on investment (ROI) of workplace mental health interventions by employers, finding that for every £1 invested, employers received £5 back.¹⁹

Businesses can also view resilience at an organizational level, including the individuals within the company and the processes and culture those individuals work in. Organizational resilience addresses how well the organization can overcome or adapt to the challenges it may face.²⁰



A snapshot of the state of global health

The business case for supporting A review of progress on the SDG 3 targets shows uneven advances, with the most work remaining in developing countries in sub-Saharan Africa and Southern Asia. At the current rate, it will not be possible to meet most of the SDGs by 2030.

The COVID-19 pandemic and ongoing conflicts have only made achieving these targets more challenging. Indeed, the 2022 SDG progress report shows that years, or even decades, of development progress have been halted or reversed.²¹ Outlining the effects of the pandemic, the report highlights that as of end of 2021, more than 5.4 million people worldwide had died directly due to COVID-19, with estimates suggesting excess deaths of nearly 15 million.

Global health systems were and are overwhelmed and many essential health services are disrupted, posing major health threats and undermining years of progress fighting other deadly diseases. Furthermore, an additional 75 million to 95 million people will live in extreme poverty in 2022 compared to pre-pandemic levels.

Escalation in conflicts globally has further compounded this situation, with approximately 2 billion people living in conflict-affected countries by the end of 2020. Refugees were at the highest absolute number on record in 2021 and forced displacement has continued to occur and even grow. These numbers will only increase with the war in Ukraine creating one of the largest refugee crises in modern times. Russia and Ukraine are significant producers and exporters of key food items, fertilizer, minerals and energy, representing more than half of the world's supply of sunflower oil and about 30% of the world's wheat.

The conflict has triggered economic shockwaves due to unprecedented increases in commodity, fuel and fertilizer costs and, together with the refugee crisis, is inciting a global food crisis compounding any potential progress on the SDGs. A 2022 report from the Food and Agriculture Organization of the United Nations (UN FAO) states that 112 million more people were unable to afford a healthy diet in 2020 than in 2019, reflecting consumer food price inflation.²² WBCSD has been participating and contributing to the work of the UN Global Crisis Response Group and recently issued a briefing for business to outline opportunities to respond to and mitigate the effects of the food crisis.

If the picture weren't already bleak enough, the progress report also reveals that immunization coverage dropped for the first time in ten years and deaths from tuberculosis and malaria increased.

The effects of the pandemic on the years of progress, especially on reproductive, maternal and child health, are disturbing. In 2020, 35% of countries reported interruptions in reproductive, maternal, newborn, child and adolescent health services, along with nutrition services. This magnitude of disruptions could stall or even reverse the progress made in recent years. Disruptions in health services due to the pandemic may have contributed to 228,000 additional child deaths and around 11,000 additional maternal deaths in 2020 in South Asia alone.²³

Threats and challenges to global health

With strict restrictions linked to the COVID-19 pandemic seemingly coming to an end, the world continues to face a litany of challenges in achieving the SDGs and reaping the human and economic benefits of better health and wellbeing while preparing for future health emergencies. Various megatrends and factors threaten global health and significantly challenge health systems and their capacity and capability to prepare for or respond to potential future shocks.

 <p>TARGET 3-1 REDUCE MATERNAL MORTALITY</p>	<p>SDG 3.1 – Reduce maternal mortality The maternal mortality ratio fell by 38% between 2000 and 2017. Though substantial, the annual rate of decline over this period would need to nearly triple through 2030 to achieve the global target of 70 maternal deaths per 100,000 live births by 2030.²⁴</p>
 <p>TARGET 3-2 END ALL PREVENTABLE DEATHS UNDER FIVE YEARS OF AGE</p>	<p>SDG 3.2 – End all preventable deaths under five years of age Reducing child mortality has seen significant advances over the past two decades. By 2018, 121 countries had already met the SDG target for under-5 mortality but progress will need to accelerate in other nations, the majority of which are in sub-Saharan Africa.²⁵</p>
 <p>TARGET 3-4 REDUCE MORTALITY FROM NON-COMMUNICABLE DISEASES AND PROMOTE MENTAL HEALTH</p>	<p>SDG 3.4 – Reduce mortality from non-communicable diseases and promote mental health Globally, non-communicable diseases (NCDs) caused 74% of all deaths in 2019.²⁶ The probability of dying between 30 and 70 years of age from non-communicable diseases such as cardiovascular conditions, cancer, diabetes or chronic respiratory disease has decreased in recent years (from 23% in 2000 to 19% in 2010 and 18% in 2016) but this rate of decline is insufficient to meet this SGD target. In 2020, there was a 25% increase in the prevalence of anxiety and depression worldwide.</p>
 <p>TARGET 3-8 ACHIEVE UNIVERSAL HEALTH COVERAGE</p>	<p>SDG 3.8 – Achieve universal health coverage All regions and all income groups have recorded improvements in coverage: the Universal Health Coverage Service Coverage Index increased from an average of 45 (out of 100) in 2000 to 67 in 2019. Yet, the World Health Organization (WHO) states that 50% of people worldwide do not receive the healthcare services they need. At the same time, health expenses are increasing and pushing 100 million people further into poverty each year.²⁷</p> <p>The pandemic is likely to have halted the continuous progress made in service coverage expansion over the past 20 years as health systems face challenges in ensuring the continuity of essential health services.</p> <p>Infant immunization coverage dropped to 83% in 2020 from 86% in 2019. The COVID-19 pandemic and associated disruptions have resulted in 22.7 million children missing out on vaccinations, 3.7 million more than in 2019 and the highest number since 2005.²⁸</p>
 <p>TARGET 3-9 REDUCE ILLNESSES AND DEATH FROM HAZARDOUS CHEMICALS AND POLLUTION</p>	<p>SDG 3.9 – Reduce illnesses and death from hazardous chemicals and pollution Environmental health ties directly to human health. Air pollution alone contributes to 12% of annual deaths globally and is among the leading risk factors for disease burden.²⁹ Estimates show that inadequate water, sanitation and hygiene are responsible for 870,000 deaths annually.³⁰</p>



Table 1: Significant factors threatening global health today and in the future

<p>Demographic challenges</p>	<p>In many countries, health and social systems are facing enormous challenges due to aging populations.³¹ As people live longer, the number of people experiencing age-related conditions grows, increasing the burden on health systems to provide appropriate care. Likewise, migration places enormous stress on healthcare systems. Refugees were at the highest absolute number on record in 2021 and forced displacement has continued to occur and even grow. These numbers will only increase with the war in Ukraine, creating one of the largest refugee crises of modern times.³²</p>
<p>Vaccine hesitancy³³</p>	<p>Vaccinations are one of the most cost-effective ways of avoiding communicable diseases. This is clearly illustrated where vaccination altered the course of the COVID-19 pandemic, with a reported 19.8 million deaths averted. This did, however, come with inadequate access to vaccines in some low-income countries, highlighting the need for global vaccine equity and coverage.³⁴ Despite the effectiveness of vaccines, people are increasingly reluctant or refusing to get vaccinated against various diseases. Growing vaccine hesitancy has the potential to reverse significant health gains as it allows diseases under control to spread again. Therefore, it is important to disseminate credible and trustworthy information throughout communities to counteract vaccine hesitancy.</p>
<p>Health inequality and access to healthcare</p>	<p>The social determinants of health (SDH), such as the conditions in which people are born, grow, live, work and age, and their access to power, resources and decision-making, determine people’s health status and access to care. These non-medical factors account for 30–55% of health outcomes and are central to mounting health inequality.³⁵ Access to primary care is of paramount importance to overcoming health inequities and reducing the burden on and building resilient health systems.³⁶ Access to affordable healthcare is essential to preventing disease, promoting health and counteracting financial distress while improving people’s wellbeing and quality of life.</p>
<p>Governance</p>	<p>Governance of health systems is fundamental to building resilience as policies and regulations create national operating environments. Effecting change in health systems can require long lead times as change management processes are slow and stand in the way of preparing for shocks and responding effectively in times of crisis. Governments are also overextended in terms of their own capacities and capabilities to provide basic services, coordinating appropriate responses and understanding and managing supply chain dynamics.</p>
<p>Capacity and adequate financial, human and physical resources</p>	<p>The ability of a health system to perform at optimal levels and provide quality care relies heavily on adequate financial, human and physical resources. Health systems need sufficient capacities across these three components and the flexibility to reallocate, redistribute and reinject additional resources to meet changing demands, especially in times of crisis when sudden surges in demand require a swift response.</p>
<p>Antimicrobial resistance</p>	<p>Antimicrobial resistance (AMR) occurs when bacteria, viruses, fungi and parasites evolve over time to develop resistance to antibiotics, making infections more difficult or nearly impossible to treat. AMR is of global concern because the inability to treat common infections also allows infectious diseases to spread faster. This puts more people at risk, is likely to lengthen hospital stays, and can significantly impact standard medical procedures such as surgery, chemotherapy, cesarean sections and organ transplants.³⁷</p>
<p>Mental health and stigma</p>	<p>Nearly 1 billion people of all ages worldwide live with mental health disorders. In developing countries, 75% of cases remain untreated, which worsens the situation.³⁸ There was a substantial increase in the prevalence and burden of major depressive disorders and anxiety disorders due to the COVID-19 pandemic, impacting an additional 53 million people.³⁹ There is increasing recognition that businesses can proactively help to enhance awareness of mental health issues, foster open cultures and remove lingering stigma around the subject – thereby supporting employees, family and friends to talk about mental wellbeing and seek help when needed.⁴⁰</p>
<p>Breakdown of natural systems: Climate change and nature loss</p>	<p>Factors such as safe air quality and drinking water, nutritious food and protection from infectious diseases and extreme weather events are foundational conditions for people to live healthy lives.⁴¹ Yet unequivocal scientific evidence shows that human activities drive fundamental changes to the biosphere and disrupt many of the planet’s natural systems, perpetuating the climate and wider planetary crises. Due to these disruptions, health systems face an ever-growing burden of disease and health risks. These include exponential escalation in incidences of malnutrition, heat stress, infectious and chronic disease, displacement and conflict, and negative mental health impacts.⁴²</p>
<p>Future pandemics</p>	<p>For years before the outbreak of COVID-19, scientists had warned about a pandemic causing a worldwide public health crisis. SARS (severe acute respiratory syndrome) and MERS (Middle East respiratory syndrome) were earlier examples of coronavirus outbreaks that spilled over from animals to humans. The scientific community and WHO continue to warn that other infectious diseases are on the horizon and to call for concerted efforts to better prepare for the next pandemic.⁴³</p>
<p>Economic instability</p>	<p>Economic stability can have a direct or indirect impact on global health. Triggered by conflict or factors such as a pandemic or extreme weather, these are often interconnected. In 2021, around 193 million people in 53 countries or territories experienced acute food insecurity at crisis or worse levels. This represents an increase of nearly 40 million people compared with the already record numbers of 2020. Conflict alone in 24 countries/territories accounted for the pushing of 139 million people into acute food insecurity.⁴⁵</p>

Human health implications of the breakdown of natural systems

The planet is in crisis because human activities are driving fundamental changes to the biosphere and disrupting many natural systems. Interconnected factors such as the unfolding climate emergency, widespread pollution, unprecedented levels of biodiversity loss, and pervasive changes in land use and land cover are altering the foundational conditions needed to live healthy lives.

As a result, the global burden of disease (i.e. impacts of a health problem in terms of morbidity, mortality, financial and socio-economic costs) is rising and the health of people is severely compromised.

Experts anticipate the global burden of disease, in particular non-communicable diseases (NCDs), infectious diseases, malnutrition and mental health, to significantly increase over the coming years. Given that NCDs were responsible for 74% of all deaths globally in 2019,⁴⁶ this is worrisome indeed.

Figure 7 visualizes the chain of reactions leading to an ever-growing burden of disease. It shows how human activity drives significant environmental shifts, including climate change, nature loss and pollution, and how these environmental changes compromise the foundational conditions for human health – including safe air and water quality, nutritious food, protection from infectious diseases, and extreme weather events.

Businesses rely and depend on thriving natural systems and healthy people. While good health drives economic growth, the lack thereof represents existential threats, as evidenced throughout the COVID-19 pandemic.

While there has been a tendency to overlook this relationship between the human-caused damage to natural systems and the effects on the foundational conditions for human health, understanding these links presents a significant opportunity to accelerate action to tackle climate change, nature loss and mounting inequality.

There are both direct and indirect risks to human health from the destruction of the planet's natural systems.⁴⁷ Direct impacts may be immediate, such as mortality through heatwaves, droughts and natural disasters, or they may emerge over time, such as cardiovascular and respiratory diseases exacerbated by climate change and pollution. Indirect impacts can also be devastating, for example, the reduced nutritional value of crops due to changes in temperatures leading to malnutrition, or migration or displacement leaving people in dangerous environments as they move away from homes impacted by environmental shifts.

Crop and plant diversity underpins the ability to nourish people and the planet; dietary diversity is the cornerstone to addressing food security, malnutrition, agricultural resilience and biodiversity, yet humans are far from diverse in choices, ingredients and repertoires. Of the 30,000 edible species, humans only eat about 150 and just 4 crops account for 60% of calories globally.^{48,49}

Figure 7: Planetary Health Framework – Visual representation of the relationship between human activity, environmental degradation and the impacts on human health

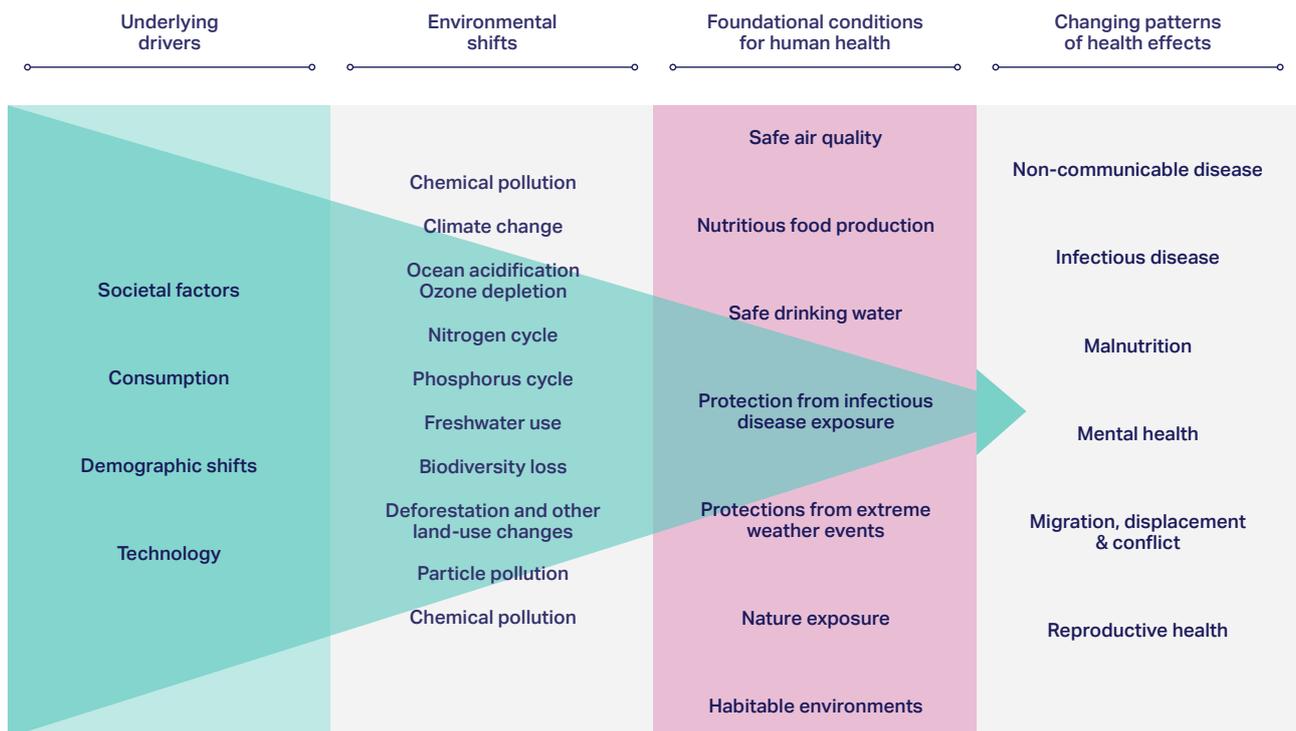


Table 2: Significant factors threatening global health today and in the future

 <p>Non-communicable diseases (NCDs)</p>	<p>Non-communicable diseases (NCDs) are chronic illnesses that account for 74% of deaths globally. The main NCDs are cardiovascular disease (e.g., heart diseases, heart attacks and strokes), cancers, chronic respiratory diseases (such as chronic obstructive pulmonary disease (COPD) and asthma), as well as diabetes. There is growing evidence of how recent planetary changes are impacting these diseases. For example, warmer temperatures associated with climate change are increasing the formation of ground-level ozone, a main constituent of smog and contributor to many cardiorespiratory diseases. Air pollution also has a significant impact on health and is accelerating NCD mortality rates, contributing to an estimated 8.9 million deaths every year.⁵⁰ Malnutrition (more below) is another main driver of chronic disease. How humans grow, move and sell food is one of the biggest factors of environmental and human health.</p>
 <p>Pathogens</p>	<p>Pathogens such as bacteria, viruses, fungi and parasites cause infectious diseases. Ebola, the H1N1 virus (swine flu) and, most recently, COVID-19 have laid bare the consequences of the trend in diseases spreading more rapidly than ever before, raising questions of not if but when and what the next pandemic is likely to be.⁵¹</p> <p>Many infectious diseases are highly sensitive to environmental conditions, such as land-use and land-cover changes resulting from deforestation. At the same time, COVID-19 has clearly shown the ability for an infectious disease to shut down global economic activity and have a damaging impact on everyday business activities. Studies also show that infectious diseases such as malaria have a harmful impact national GDP – by as much as 5% to 6%.⁵²</p>
 <p>Malnutrition</p>	<p>Malnutrition is a global health crisis. Nearly 2 billion adults are overweight or obese and 462 million are underweight.⁵³ In 2020, between 720 and 811 million people in the world were suffering from hunger – as many as 161 million more than in 2019 – resulting in over 30%, or 2.4 billion people, being food insecure.⁵⁴ Estimates from 2020 show that 149 million children under the age of five were below the expected height for their age (stunted), contributing to around 45% of deaths for this age group.⁵⁵</p> <p>The planetary crisis threatens to exacerbate existing threats to food security and livelihoods through various impacts worldwide, including increasing frequency and intensity of extreme weather events, diminishing agricultural yields, reduced production in vulnerable regions, rising sanitation risks, increasing water scarcity; decreasing nutritional value of crops.</p> <p>As the number of people at risk for nutrition-related disease grows due to climate change, it may increase the risk and severity of infectious diseases, diarrhea and mental health issues. This poses long-term risks to businesses – and not just in developing countries. Estimates suggest the total economic cost of malnutrition ranges from 2% to 3% of GDP to as much as 16% in the most affected areas.⁵⁶</p>
 <p>Access to safe water, sanitation and hygiene</p>	<p>Access to safe water, sanitation and hygiene is the most basic human need for health and wellbeing. Billions of people will lack access to these basic services in 2030 unless progress quadruples. Water demand is rising due to rapid population growth, urbanization and increasing water needs from the agriculture, industry and energy sectors. Decades of misuse, poor management, over-extraction of groundwater and contamination of freshwater supplies have exacerbated water stress. In addition, countries are facing growing challenges linked to degraded water-related ecosystems, water scarcity caused by climate change, underinvestment in water and sanitation, and insufficient cooperation on transboundary waters.⁵⁷</p>
 <p>The importance of Mental health</p>	<p>The importance of mental health in business and society has become increasingly clear in recent years. The environment has the potential to both positively and negatively impact a person's mental health. Living in a healthy environment with access to nature and other green spaces is a proven way to support mental wellbeing and reduce rates of anxiety and mood disorders.⁵⁸</p> <p>On the contrary, there is a link between air pollution, for example, and mental illnesses such as depression, dementia and anxiety. The impact of this on businesses is significant. The lost productivity resulting from trauma, depression and anxiety costs the global economy USD \$1 trillion each year.⁵⁹</p>
 <p>Migration and displacement</p>	<p>Migration and displacement are also at the root of health issues. Since 2010, the number of people that climate change-related disasters have displaced has risen to 21.5 million on average per year.⁶⁰ The health consequence is that migrants and refugees are vulnerable to health issues associated with traveling long distances and settling in potentially unsafe environments. While the business implications are difficult to attribute directly, migration and displacement affect various dimensions of society, including public services and governance structures, and can destabilize society and the economy as a whole. Conflict and war can add to the burden of migration and displacement (as evidenced by the war in Ukraine), causing further economic uncertainty and exacerbating the health risks for affected people.</p>

Health and wellbeing are key components of happy, fulfilling lives and critical to driving the global economy. Broad advances in hygiene, nutrition, medical discovery and medicine distribution that have recently extended and improved human lives have also created conditions enabling enormous economic growth.

In confronting the immense threats coming in the near future, it is necessary to appreciate the opportunity that individuals, businesses, governments and societies share to protect and improve health and wellbeing globally.

The next section explores how businesses can take concrete action in several major areas. By growing their impacts on the health and wellbeing of employees, consumers, society at large and the planet, businesses can improve their own outlook while driving happier, healthier and prosperous societies.



Part 2

What the opportunities are for business to drive positive health impacts



What the opportunities are for business to drive positive health impacts

Businesses influence critical drivers of health and wellbeing through the work people do, what they consume and how they live. Businesses from all sectors, therefore, have a significant opportunity and responsibility to promote health and wellbeing through their operations, activities, products and services, and to cultivate a mindset geared toward disease prevention.

We've identified four main impact opportunities for businesses to maximize their contribution to achieving the highest attainable standards of health and wellbeing for everyone:

1. Embedding a culture of health and wellbeing in the workplace: WHO recognizes the workplace as a priority setting for health promotion in the 21st century. Estimates show that the average person will spend a third of their lifetime (around 90,000 hours) at work.⁶¹ Against this background and the ILO's landmark decision to add health to its Fundamental

Principles and Rights at Work,⁶² businesses have a responsibility to ensure that the time their employees spend at work does not harm their health but nurtures it.

2. Supporting and enabling healthy consumer lifestyles:

Some of the biggest opportunities for health gains come from making lifestyle changes. By encouraging improved lifestyle habits and providing healthier choices across lifestyle dimensions such as nutrition, mobility and product use, people can live better and longer, while reducing pressures on global health systems.

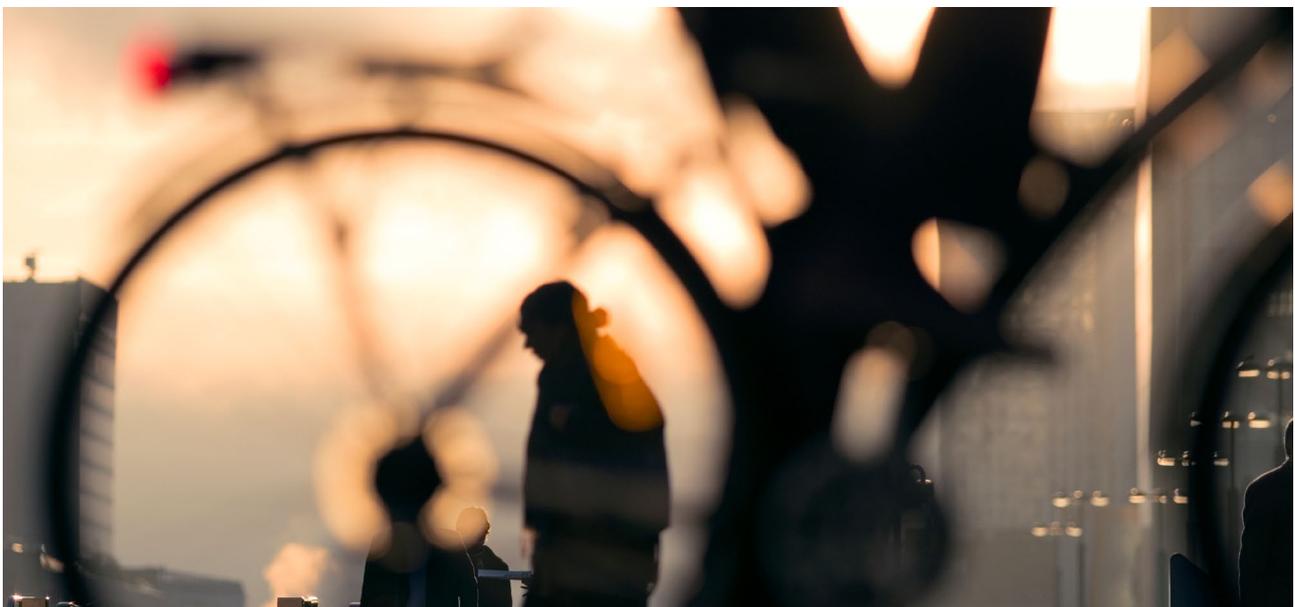
3. Strengthening health systems and their resilience:

Health systems underpin the operations of many economic sectors. In turn, health systems depend on a variety of critical infrastructure sectors to deliver adequate care as evidenced throughout the pandemic.

With know-how, innovative capabilities and stakeholder networks, businesses from a range of sectors have a key role to play in identifying health system resilience gaps and developing strategies to close them.

4. Accelerating climate, nature and equity action:

The emerging field of planetary health shows that health cuts across the triple crises of climate change, nature loss and mounting inequality. Applying a health lens can help business understand this relationship and identify and prioritize actions that generate co-benefits for people and the planet.



Impact opportunity #1 – Embedding a culture of health and wellbeing in the workplace

Work is the engine at the center of economies. It lies at the heart of our Vision 2050 where 9+ billion people live well, within the limits of the planet. And it is essential to achieving the Sustainable Development Goals.

If not managed well, work can directly contribute to poor physical and mental health. Estimates show that almost 2 million people around the world die due to work-related accidents or diseases every year.⁶³

At the same time, business can leverage work and the work environment to drive significant positive health impacts. By fostering safe workplaces and cultures that protect and nurture the wellbeing of employees, businesses around the world and across all sectors have the potential to make a significant contribution to promoting the highest possible standards of health for all.

Ultimately this also acts in support of the long-term success of each individual business as a healthy and engaged workforce is critical to business performance.

This is leading more and more businesses to embark upon efforts to prioritize health and wellbeing and to embed it into their operations and culture. As seen in part one, there are a number of drivers that help businesses recognize that employee health and wellbeing is business-critical and make a clear case for promoting health and wellbeing at the workplace.

The role of business in protecting and promoting employee health and wellbeing.

WHO recognizes the workplace as a priority setting for health promotion in the 21st century, as estimates indicate that the average person will spend a third of their lifetime at work.⁶⁴ Businesses from all sectors, therefore, have a significant opportunity and responsibility to ensure that the time their employees spend at work does no harm to their health and, at the same time, nurtures it.

The report [Healthy People, Healthy Business: Embedding a culture of health and wellbeing in the workplace](#), identified five dimensions (Figure 8) of human health and wellbeing that business is well-positioned to foster through interactions with its workforce. These different dimensions of health and wellbeing do not live in isolation but rather interact to exacerbate or mitigate the overall impact on an individual.

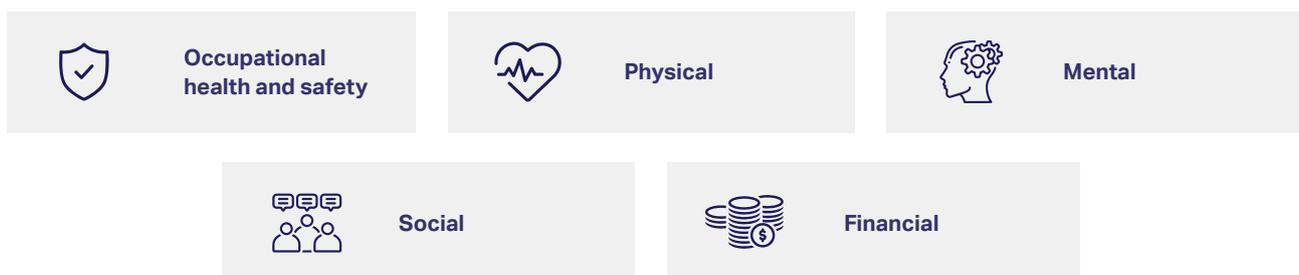
How business can accelerate the transition to a workplace culture that fosters the highest attainable standards of wellbeing on a range of health and wellbeing dimensions.

To fulfil their potential to realize positive health and wellbeing impacts across these varied dimensions, it is important for companies to embark upon a clearly defined process to embed a culture of health and wellbeing more centrally into their organizational make-up.

While every organization’s journey may be different, the objective to move toward holistic employee health and wellbeing embedded in business strategy should be consistent. Top-level leadership commitment, a culture of wellbeing, customized and impactful programs, and a sustainable future-oriented approach should be the ultimate goal.

The advent of the COVID-19 pandemic, although tragic, has presented businesses worldwide with an important inflection point to explore more deeply how they are interacting both negatively and positively with the health of the individuals that are the engine for their success. Businesses that fail to grasp this opportunity run the risk of being left behind as wellbeing continues to establish itself as a critical determinant of talent attraction and retention, as well as an important and material pillar of ESG analysis and business performance.

Figure 8: Five dimensions of human health and wellbeing that business is well-positioned to foster





Creating a global network of mental health first aiders to support co-workers, family and friends

Arcadis is the world's leading company delivering sustainable design, engineering, and consultancy solutions for natural and built assets. With more than 33,000 people, in over 70 countries, dedicated to improving quality of life.

The global wellbeing vision of Arcadis is to build a healthy and resilient workforce by empowering employees to live life at optimum health. Recognizing that workplace impacts on mental health are far and wide, with the COVID-19 pandemic worsening the situation, the company is working to strengthen wellbeing and resilience and is committed to destigmatizing mental health, and expanding benefits and support initiatives.

With the support of Mental Health First Aid, Arcadis has offered training courses to empower and equip individuals with the knowledge, skills and confidence needed to support a friend, family member or co-worker experiencing a mental health problem or crisis. Piloted in the UK, this network of mental health first aiders continues to expand across the company's global operations.



Leveraging a strategic maturity model to identify local action areas

Novartis is reimagining medicine to improve and extend people's lives. A leading global medicines company, they focus on five core attractive therapeutic areas and key technology platforms to alleviate some of society's greatest disease burdens. Ranking among the world's top companies investing in R&D, their products reach 280 million people globally.

In the wake of the COVID19 pandemic, Novartis developed and introduced the Wellbeing Maturity Matrix to help all country branches across its global network advance on their wellbeing journey. The matrix outlines key ingredients of employee wellbeing across a five-level maturity scale, ranging from 'starting', 'developing', 'programmatic' to 'strategic' and 'transformational', where wellbeing is seen as being fully embedded across all business policies and consistently prioritized.

The ingredients include wellbeing offerings (across physical, mental and social dimensions), integration into the employee and business life cycle, measurement and impact, local advocacy (leadership), culture transformation alignment, governance and infrastructure, as well as people engagement and communications.

The predominant purpose of the Maturity Matrix has been to support progress and assist country-level wellbeing strategy evolution while also allowing for local customization and contextualization. In partnership with the global wellbeing team, country branches use it as an instrument to evaluate where they are on their journey and identify actions and strategic priorities.



Embedding health and wellbeing through a multi-disciplinary approach

Solvay is a science company whose technologies bring benefits to many aspects of daily life. In a world facing an ever-growing population and quest for resources, they aim to be the driving force triggering the next breakthroughs to enable humanity to advance while protecting the planet we all share. As a global leader in Materials, Chemicals and Solutions, Solvay brings advancements in planes, cars, batteries, smart and medical devices, water and air treatment, to solve critical industrial, social and environmental challenges.

To implement its strategy and standards for a Better Life at Work worldwide, Solvay has set up multidisciplinary committees at the group's corporate and site levels that ensure the development, cascading implementation and local contextualization of health and wellbeing action plans for all employees.

At the corporate level, the Chief People Officer sponsors the cross-functional committee, which includes representatives from the employee body, human resources, medical staff, health and safety, and sustainable development. Site-level committees are already operational on many sites, and Solvay continues to roll them out globally, bringing together managers from the site and operational units, human resources, health and safety, medical staff, sustainable development officers and employee representatives.

This multidisciplinary approach ensures the sustainability of the wellbeing strategy within the company, drives high participation, and has the full backing of top management.



Healthy Bodies, Healthy Workplace, Healthy Minds: a multidimensional health and wellbeing approach

OCP is the world's leading supplier of phosphorous products. Their ambitious plan, driven by innovation, is to feed the world to meet the global food security issue. They know that by making better use of our natural resources, they can support more crops, more farmers, more communities and more natural environments. And at the heart of their strategy is always people. They want to ensure the world is fed, but they want to do this by offering opportunity to people – by encouraging empowerment and nurturing this through skills creation and education. Understanding this interconnectivity and balance is how they believe we can ensure shared value creation and sustainable growth for everyone.

OCP Group is committed to fully incorporating employee health and wellbeing into all aspects of the organization's decision-making processes. Roll-out and implementation fall under the responsibility of the ESG/Ethics Committee, with direct oversight of the Board of Directors.

To implement a holistic health and wellbeing approach, OCP Group has introduced the Healthy Bodies, Healthy Workplace, Healthy Minds framework to address occupational, physical, mental and social health dimensions. Healthy Bodies seeks to provide best-in-class medical care to all employees and retirees, including preventive awareness campaigns, regular health checks, vaccinations and promoting healthy collective lifestyle such as sport sessions, yoga classes provided to associates and families by specialized coaches.

Healthy Workplace focuses on offering a safe workspace by mitigating risk exposure, providing support in ergonomics and offering new ways of working such as hybrid work. Healthy Minds complements these dimensions with efforts to prevent psychological risks and fostering a friendly atmosphere and good quality of life at work.



Building a global holistic health strategy for employees

Nestlé is the world's leading food and beverage company, with over 270,000 employees, more than 2,000 brands and a presence in 186 countries. As the Good food, Good life company, Nestlé believes in the power of food to help people and pets live happier, healthier lives. The company is doing this while pursuing ambitious sustainability goals. Goals that advance the health of our planet, build positive communities and support a regenerative food system.

In March 2021, Nestlé launched the Nestlé Roadmap for Employee Health with the objective of outlining its strategic priorities. It summarizes the Employee Health Vision - Inspiring and empowering our people to choose a healthier future for themselves, their families and our business, the core principles of Employee Health, and its four pillars – Foundations, Governance & Capabilities, Health Promotion, and Communication & Networking. Nestlé considers a holistic approach to health, which includes physical and mental health dimensions addressing both work related and non-work-related aspects of health.

An overall communication strategy and framework for Employee Health was designed, strengthening communication efforts to support and inspire employees to choose a healthy lifestyle. It aims at building a recognizable and consistent identity that's easily adaptable to the needs of every country. One overall umbrella name was introduced - Healthy Life, to connect all programs and initiatives on Employee Health at Nestlé.

The main focus areas in 2021-2022 were mental health and physical activity, defined as a response to the most prominent health risks identified by Nestlé's employees globally and intensified by the COVID-19 pandemic. Global communication campaigns on both topics were conducted, reaching over 200'000 total employee views. In addition to communication, these programs include awareness and educational elements, and key interventions to support and inspire our people to live healthier lives. Examples include the My Health Numbers program, featuring 3 steps to help our people assess their health, know their personal risks, and get support on what they can do to reduce them (available to 230'871 employees as of the end of June 2022). A further example includes "HealthyLives", a non-mandatory training with over 475'000 video views completed by 32'063 employees focused on Physical Activity, Sleep, Mental Health and Nutrition.

WORKFORCE NUTRITION ALLIANCE

WORKFORCE NUTRITION ALLIANCE: Supporting healthy diet for employees

The Workforce Nutrition Alliance was launched in October 2019 by the Consumer Goods Forum (CGF) and the Global Alliance for Improved Nutrition (GAIN) to help employers ensure their employees have access to and knowledge about healthy nutrition, breastfeeding support and nutrition-focused health checks.

The Workforce Nutrition Alliance's aim is to support employers to adopt and expand workforce nutrition programs to positively reach over three million employees in organizations and supply chains by 2025 and over ten million by 2030.

The alliance has developed a publicly available and user-friendly framework of six steps, as well as supporting tools and resources, to help employers deliver impactful nutrition programs to employees throughout their operations.

Impact opportunity #2 – Supporting and enabling healthy consumer lifestyles

As outlined in WBCSD’s [Vision 2050](#), individuals (as citizens, consumers and workers) play a unique role in realizing a healthier and happier society. Success depends on the choices available to people, the options they choose and the way they use them. Businesses are key in enabling individuals to be agents of positive change. Empowering people to make better choices will help accelerate transformation while opening new possibilities for more resilient business models.⁶⁵

Evidence continues to emerge that personal health considerations are increasingly driving consumer choices and becoming a key lifestyle determinant.

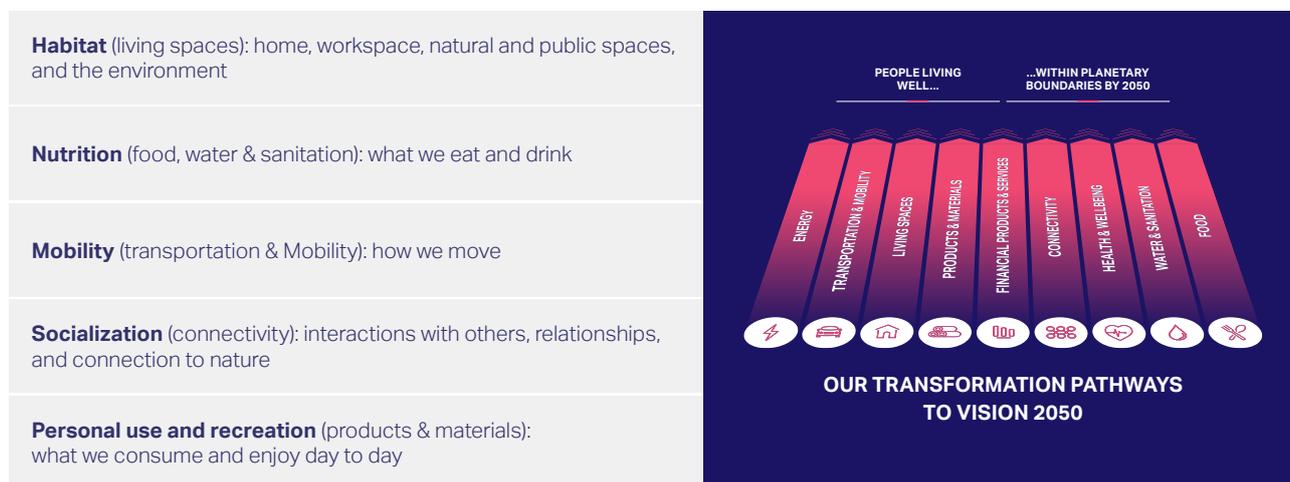
The COVID-19 pandemic has accelerated this trend and it will likely persist as the world emerges from it. In 2021, EY’s Future Consumer Index found that, among consumers in both developed and developing countries, 57% want to make healthier product purchases in the future and 43% expect health to be the most important purchase criterion for them in three years. These trends vary somewhat by country but appear just as strong or stronger in developing markets: respondents in Brazil, China and India were more likely to put health first.⁶⁶ More recent data from the EY Future Consumer Index denotes the ever-changing consumer landscape, with 66% of consumers believing businesses must ensure their suppliers meet high standards and 44% saying locally sourced products have become more important.

At the same time, the pandemic has reinforced and accelerated broader technology-enabled lifestyle changes for many global consumers, changing the ways people communicate, entertain themselves and work. In addition to health awareness, changing mobility patterns, purchasing behavior and interpersonal behavior, and growing digital adoption are among the five most significant post-pandemic trends in consumer behavior change.⁶⁷

Discussing opportunities to improve lifestyles can be difficult, given the breadth of the concept. The term “lifestyle” can apply to various aspects of day-to-day life. Based on the transformation pathways of Vision 2050, we’ve identified five lifestyle dimensions where business action can have significant influence: habitat, nutrition, mobility, socialization, and product use and recreation.

Figure 9: Lifestyle dimensions linked to Vision 2050

Lifestyle dimension



Source: WBCSD Vision 2050

The role of business in supporting and enabling healthy consumer lifestyles

Barriers and challenges

Before exploring how businesses can support healthier consumer lifestyles, it is important to recognize critical barriers and challenges that businesses need to overcome.

- Information and market forces** – As consumers increasingly prioritize health for people and planet, they are encountering pervasive problems with information – not having the necessary knowledge and awareness of products and their qualities and facing information overload, misinformation and disinformation that lead to a lack of trust in business. They are also grappling with market problems in terms of the availability, accessibility and affordability of the choices that businesses are providing, as well as a lack of convenience in accessing and using products and the time to learn about something new.
- Policy** – Often driving a level playing field, transparency and standards across categories, policy can be a catalyst for change. Businesses must evolve with and within the relevant policy environment to enable and support changes that enable healthier consumer lifestyles.

For example, businesses must be truthful and provide information or claims about products clearly and accurately and ensure they remain within the legal frameworks in all markets in which they operate.

- Impact** – Measuring health outcomes is complex because there are a multitude of variables to consider, such as an individual’s genetics and behaviors, the environment, and the combination and quantity of which a consumer uses a product or service. This means that health outcomes are usually not the result of a single product or service specifically. Because it is difficult to establish causation directly, businesses instead often use proxies or indirect measures to establish plausible contributions.

Strategies to support healthy consumer lifestyles

Given the trend of consumers increasingly prioritizing health for people and planet and the acknowledgement that business can indeed be a driving force of responsible consumption to support people in living healthier and happier lives,⁶⁸ we’ve identified three strategies for companies to support healthier consumer lifestyles:

Steer consumers to and provide incentives for healthier choices through evidence-based marketing and education, ensuring information about products and services are readily available, easy to understand and not misleading.

Supply healthier choices through product and service portfolio realignment by understanding the health impacts of products and services, embedding health considerations into product and service development, and minimizing consumer effort by making healthy choices desirable, available, accessible, affordable and convenient.

Engage and participate in developing policy and standards to create support and incentives for healthy lifestyles by advocating for fair policy standards, establishing credibility as a good-faith actor by inviting discourse and third-party assessment, and making goals and progress public, connecting motivations and evidence to actions and claims.

Further examples of how WBCSD and members are addressing healthy consumer lifestyles and responsible consumption can be found in our work to support [Nature Action](#), [Food and Agriculture](#) and [Products and Materials](#).

Figure 10: Strategies to support healthy consumer lifestyles

Dimensions of lifestyle	Steer	Supply	Engage
Habitat	Lifestyle dimension Steer consumers to healthier choices through evidence-based marketing and education	Portfolio (products & services) Supply healthier choices through realignment of product and service portfolios	Policy & standards Engage and participate in the development of policy and standards to create support and incentives for healthy lifestyles
Nutrition			
Mobility			
Socialization			
Personal use and recreation			
ENABLERS: INNOVATION, PARTNERSHIPS AND IMPACT MEASUREMENT			



Supporting healthier lifestyles of employees through innovative telemedicine

Enel, which celebrates its 60th anniversary this year, is a multinational power company and a leading integrated player in the global power and renewables markets. At global level, it is the largest renewable private player, the foremost network operator by number of end users and the biggest retail operator by customer base. The Group is the worldwide demand response leader and the largest European utility by ordinary EBITDA¹. Enel is present in 30 countries worldwide, producing energy with around 92 GW of total capacity.

Through a newly launched telemedicine service called Smart Axistance e-Well, Enel Group aims to revolutionize the classic corporate medical support and check-up to drive wellbeing and healthier lifestyles among employees. The service provided through an app brings together technological innovation from Enel X and the clinical expertise of the Policlinico Gemelli Foundation.

Smart Axistance e-Well is designed to provide comprehensive support from health professionals in relation to nutrition, fitness and other health dimensions, tailoring individual wellbeing plans for individual users by analyzing and addressing their main risk factors and offering regular teleconsultations.

With the large-scale adoption of Smart Axistance e-Well, Enel Group aims to significantly reduce in-hospital stays and free up healthcare facilities, all while encouraging and supporting healthier lifestyles among the corporate population. The company is currently rolling out the service in the Italian regions of Lazio and Lombardy, with the goal to ultimately extend cover to all of Italy.

¹Enel's leadership in the different categories is defined by comparison with competitors' FY 2021 data. Publicly owned operators are not included.



The IKEA Food Nutrition Profiling System: Ensuring the development of healthier food products to enable healthier lives for consumers

IKEA was founded by Ingvar Kamprad in 1943 and came to life as a mail order catalogue business in the forested town of Älmhult, Sweden. Today, it's a global home furnishing brand that brings affordability, functionality, design and comfort to people all over the world.

Their vision is to create a better everyday life for the many people. They believe they can make a big difference for people with big dreams and thin wallets, and they want to do it within the boundaries of our planet.

This ambition includes inspiring and enabling healthy and sustainable living - making sustainable home solutions and their food offer affordable and accessible to millions of people around the world. Today, well over 200,000 co-workers develop, produce, supply, market and sell IKEA products across the world in 474 stores in 64 markets."

Impact opportunity #3 – Strengthening health systems and their resilience

Health systems are complex: they blend a multitude of professional and disciplinary features and functions across public and private performance environments.⁶⁹ While the organizational and operational make-up of health systems varies greatly, WHO outlines six interdependent components or building blocks of health systems (see Figure 11). Efforts to enhance health system performance and resilience must focus on strengthening these building blocks.

Evidence continues to emerge that personal health considerations are increasingly driving consumer choices and becoming a key lifestyle determinant. The COVID-19 pandemic has accelerated this trend and it will likely persist as the world emerges from it.

- **Leadership and governance** and **information systems** are foundational components that form the overall policy, regulatory and technological environments upon which the other building blocks are built and operate.
- Adequate and appropriate health system **financing** is imperative for a well-resourced and trained **health workforce** to deliver high-quality care.
- **Medical products, vaccines, technologies** and **service delivery** represent direct outputs of the health system.⁷¹

The far-reaching consequences of the COVID-19 pandemic have propelled the topic of health system resilience to the forefront of the global debate across economic, societal and governmental domains. While the focus has mostly been on enhancing preparedness for and responsiveness to severe health emergencies, experiences from COVID-19 have progressively shifted the debate to how to

minimize exposure to crisis in the first place by realizing structural reform and building capacity.^{72,73}

To reduce risk, institutionalize important adaptations and build out long-term strategies, a resilient health system needs to:

1. Be able to foresee potential threats and areas of operational sensitivity;
2. Increase its absorptive capacity – its ability to continue providing the same level of healthcare services and protection to people in times of crises without substantial changes in resources;
3. Boost its adaptive capacity – the ability to modify strategies and operations to provide effective care in new or changing circumstances;
4. Enhance its transformational capacity – the ability of actors to change health system operations and structure in response to a changing environment.

Figure 11: WHO Health System Building Block Framework⁷⁰

HEALTH SYSTEM BUILDING BLOCKS



Access
Coverage

Quality
Safety

OVERALL GOALS / OUTCOMES



- Leadership and governance and information systems are foundational components that form the overall policy, regulatory and technological environments upon which the other building blocks are built and operate.
- Adequate and appropriate health system financing is imperative for a well-resourced and trained health workforce to deliver high-quality care.
- Medical products, vaccines, technologies and service delivery represent direct outputs of the health system.

The role of business in creating more resilient health systems

The COVID-19 pandemic has provided a stark reminder that robust, well-resourced and resilient health systems are vital for a wide range of economic sectors to adequately operate and function. In turn, the pandemic's devastating consequences have served as an inflection point for many sectors to understand their interconnectedness with the healthcare value chain and to recognize the contributions they can make to building health system resilience.

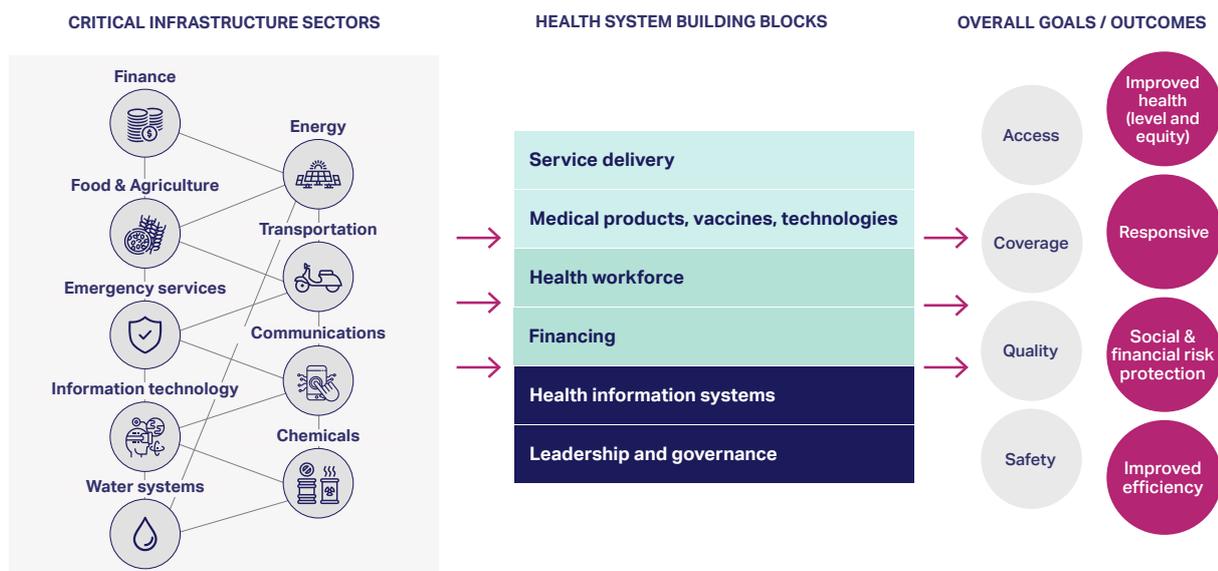
We've explored this relationship in more detail in this white paper:- [Healthy People, Healthy Business – Strategies for business to strengthen health systems resilience.](#)

Health systems depend directly or indirectly on a variety of economic sectors, including communications, chemicals, emergency services, energy, food and agriculture, finance, information technology and transportation systems,⁷⁴ as illustrated in Figure 12.

For example, the energy, food and water sectors provide essential inputs and supplies to both patients and the workforce.

Information and communication technologies play key roles in connecting health systems and care providers, storing patient medical data and delivering healthcare services. Chemicals are a key input for the development of medical products and equipment. Health systems depend on many other critical national infrastructure sectors and collaboration across sectors is crucial to strengthening and capitalizing on advanced technologies including digitalization. With their know-how, innovative capabilities and stakeholder networks, businesses in these value chains have a determinative role to play in identifying health system resilience gaps and developing strategies to close them.

Figure 12: Interconnections of critical infrastructure sector with health system building blocks



Source: Adapted from WHO's Health System Framework⁷⁵ and US Cybersecurity and Infrastructure Security Agency⁷⁶



3M and Get to Yes: Enhancing access to dental care

3M (NYSE: MMM) believes science helps create a brighter world for everyone. By unlocking the power of people, ideas and science to reimagine what's possible, our global team uniquely addresses the opportunities and challenges of our customers, communities, and planet. 3M Health Care brings this mission to life by enabling better, smarter, safer healthcare for all.

Eager to help improve health equity, 3M partnered with a dental coalition called Get to Yes that had taken on decade-long efforts to improve dental access for underserved Minnesotans in the US.

3M guided the coalition to develop a public value advocacy playbook, including a white paper describing the social impact of the proposal. Influencers and decision-makers in state government were eager to hear their proposal. The Get to Yes coalition leveraged this playbook by engaging in dialogue with legislators, local communities and the executive branch. As a result of this collaboration, legislators increased state funding for dental access by USD \$61 million, which the federal government will match with another USD \$61 million.

The initiative aims to provide dental care to an additional 15% of Minnesota's Medicaid population. New delivery models will help gain the trust of patients so they can receive much-needed dental care. Increased trust will help decrease health disparities, reduce disease burden and drive down overall healthcare costs.



Healthcare access for all in Rwanda

Abbott is a global healthcare leader that helps people live more fully at all stages of life, with leading businesses and products in diagnostics, medical devices, nutritionals and branded generic medicines, and 113,000 colleagues serving people in more than 160 countries. Abbott's 2030 Sustainability Plan is focused on innovating for access and equity in health, with the goal of improving the lives of 3 billion people – more than 1 in 3 people on the planet – every year by 2030.

Some 83% of the population in Rwanda lives in a rural setting. Distance, a lack of infrastructure and costly transportation options limit access to quality healthcare. Abbott formed a public-private partnership with the Rwandan Ministry of Health and the Society for Family Health Rwanda (SFHR) to redesign and reimagine community clinics called "health posts" to deliver primary healthcare.

Working on the ground in Rwanda, the team enabled strong support and participation by engaging the local community in key decisions from the beginning of the project. Abbott also supported strategic planning, project management, data collection and analysis, and business communications, resulting in the transfer of knowledge and expertise to the local NGO partner, which has strengthened its operational capabilities.

Through their joint efforts, Abbott, the ministry and SFHR have served more than 308,000 patients, addressing tens of thousands of malaria cases, respiratory infections and intestinal parasites through an operational model validated by financially self-sustained healthcare practitioners. These service enhancements and expansions have resulted in higher service levels throughout the health system as second-generation health posts have been successful in diverting simple treatment cases from overcrowded health centers, helping to make the system more resilient day-to-day and improving its adaptability in the face of future shocks.



Collaborating with cross-industry experts to set higher standards for healthier homes

Trane Technologies (NYSE: TT) is a global climate innovator. Through its strategic brands Trane and Thermo King, and portfolio of environmental products and services, they bring efficient and sustainable climate solutions to buildings, homes and transportation. Every day at Trane Technologies boldly challenge what's possible for a sustainable world. Climate change, urbanization, indoor environmental quality and other megatrends are intensifying, and so is customer demand for sustainable solutions. Trane Technologies has over 36,000 employees.

Trane Technologies established the Center for Healthy and Efficient Spaces with the goal of bringing together internal and external experts to advance indoor environmental quality policy, strategies and solutions through cross-industry collaboration. For example, the center works closely with Allergy Standards Ltd on education and thought leadership initiatives that focus on raising awareness among homeowners, designers and builders about the importance of improving indoor environmental quality to combat major respiratory diseases – and in turn drive better health and wellness outcomes for people and the planet, as well as the economy – by reducing the burden on the healthcare system and reduced absenteeism.

In 2021, Trane Technologies collaborated with Allergy Standards Ltd, Construction Instruction and the Energy & Environmental Building Alliance to launch the Healthier Homes Awareness for Building Professionals program. The suite of courses helps construction professionals become better informed about the benefits of optimizing indoor air quality and the selection of certified asthma- and allergy-friendly products that can be incorporated into home environments.



Upgrading electricity supply to enhance quality healthcare in rural health facilities in Angola

Eni is an integrated energy company with more than 30,000 employees in 69 countries around the world. In 2020, the company launched a new strategy, further accelerated in the following years, that will enable it to reach the target of zero net emissions by 2050 and to provide a variety of fully decarbonized products, combining environmental and financial sustainability, focusing on the technological leadership that has been built up over years of research and innovation.

The lack of access to power compromises the provision of both routine and emergency healthcare, consequently affecting the availability and quality of care. In support of Angola's National Development Plan 2018-2022, which seeks to enhance access to health services for 80% of the population by 2022, Eni has been collaborating with the Ministries of Health and Energy & Water to help install solar systems in a number of public health centers in the rural areas of Luanda province.

The initiative has already equipped health facilities with solar systems that enable them to provide 24-hour health services. Nearly 30,000 people in Kilunda, Kididi and Cabo Ledo have already benefited from these infrastructure improvements that are permitting enhanced quality care. In 2022, four more health centers – in Buraco, Demba Chio, Quiminha and Vitrona – will receive solar installations, improving health services for an additional 13,000 people.

Moreover, the intervention also improves working conditions for the personnel of the health facilities, while building capacity and creating new jobs for the maintenance of the new solar energy systems and supporting equipment.

Impact opportunity #4 – Accelerating climate, nature and equity action

It is critically important to continue to advance the emerging scientific field of planetary health, working to understand and quantify the human health impacts of global environmental disruptions while also taking collective global action to allow the natural systems that human health depends on to thrive.

The devastating impact that the breakdown of natural systems is having on human health is clear. Individuals, societies, governments and – critically – businesses must act urgently. Businesses can leverage human health as an additional argument to accelerate and prioritize action that generates co-benefits for people, planet and the business itself. While the necessity is clear, there are two questions left to answer. What barriers have prevented the application of a health lens up to now? And where to start?

In terms of barriers, the often-apparent fragmentation of sustainability agendas, standards and environmental policies, as well as the resulting organizational silos, stand in the way of incorporating health impacts more holistically. While ESG reporting has become mainstream and the understanding of the key metrics to use to determine business performance on the “S” in ESG is evolving, more awareness and dialogue are necessary to outline how health is a pivotal and, some argue, a more convincing driver of change.⁷⁷

The role of business in using health as an accelerator for ambitious business action on climate, nature and equity

Businesses with ambitious sustainability strategies and well-established ESG reporting will find that they are not starting from scratch and that their existing environmental and social initiatives are already driving positive health outcomes. Mitigation and adaptation programs geared toward enhancing a company’s environmental performance often generate unrecognized health co-benefits. For example, a program that develops degraded land into urban green spaces may not specifically aim to improve physical and mental health. Yet, by sequestering carbon and improving air quality, new green spaces will benefit lung health and support good mental health.⁷⁸ Another example is those decarbonization and energy transition strategies that reduce greenhouse gas emissions and enhance access to energy while reducing air pollution.⁷⁹

The white paper [Healthy People, Healthy Planet: Understanding the relationship between human health and natural systems](#) goes into further detail.

Health co-benefits can also deliver business co-benefits, as shown in Figure 13. Businesses that recognize the importance of protecting the health of their employees and their wider business networks may observe a boost in employee wellbeing and satisfaction. This can stem from direct impacts like better working conditions and from the psychological impact of knowing they work for a company that

is committed to contributing to achieving a sustainable future. One study has shown that this has the potential to increase worker productivity by up to 13% and reduce a company’s staff turnover rate by as much as 50%.⁸⁰

Inequality is not a fact of nature but a product of systems which can change. Certain business practices have played a role in entrenching inequality. Business, therefore, has a responsibility and an opportunity to help address it. Against this backdrop, WBCSD is coordinating the [Business Commission to Tackle Inequality \(BCTI\)](#) – a cross-sectoral, multistakeholder coalition of organizations and their leaders with the mission of mobilizing the private sector to tackle inequality and generate shared prosperity for all.⁸¹

What people produce, market, consume and waste is directly linked to the health of people and the planet. Therefore, identifying and designing health co-benefits into sustainability action plans and proactively embedding strategies to prioritize them are crucial to mitigating risk and adapting to the irreversible impacts of climate change and nature loss. Making health an integral part of business decision-making is therefore key to future-proofing the business.



Building an advanced climate-health model to reduce environmental impacts with public health in mind

Biogen is a pioneer in neuroscience, Biogen discovers, develops, and delivers worldwide innovative therapies for people living with serious neurological diseases as well as related therapeutic adjacencies. In 2020, Biogen launched a bold 20-year, \$250 million initiative to address the deeply interrelated issues of climate, health, and equity. Healthy Climate, Healthy Lives™ aims to eliminate fossil fuels across the company's operations, build collaborations with renowned institutions to advance the science to improve human health outcomes, and support underserved communities.

Biogen is working on using existing data in innovative ways to spur insights and action. One example is the company's collaboration with the MIT Joint Program on the Science and Policy of Global Change and the Technology and Policy Program to develop a state-of-the-art integrated model showing how various climate actions impact public health.

This new resource is designed to give policymakers and other stakeholders a game-changing tool to make data-driven decisions on which climate actions can deliver the greatest public health benefits, particularly for vulnerable communities. By incorporating the economic benefits of positive health, the model can enable policymakers, companies and other stakeholders to set new targets to deliver both climate and health benefits with a single initiative.

Available to the community and open-source, the most recent model to be developed from the project is the Tool for Air Pollution Scenarios (TAPS). Interested organizations can engage by contacting the MIT Joint Program. Next, this collaboration seeks to identify the most promising opportunities to mitigate net environmental impacts on different communities worldwide to improve health outcomes. This will involve engagement with private and public sector stakeholders to better understand what information, metrics or tools will most empower them to reduce their environmental impact, with public health in mind.



Driving collective action across climate, nature and health

GSK is a global biopharma company with a purpose to unite science, technology and talent to get ahead of disease together.

Climate change and nature loss are already changing infectious disease patterns and putting pressure on health systems. These same systems are also part of the problem, contributing nearly 5% of global carbon emissions.

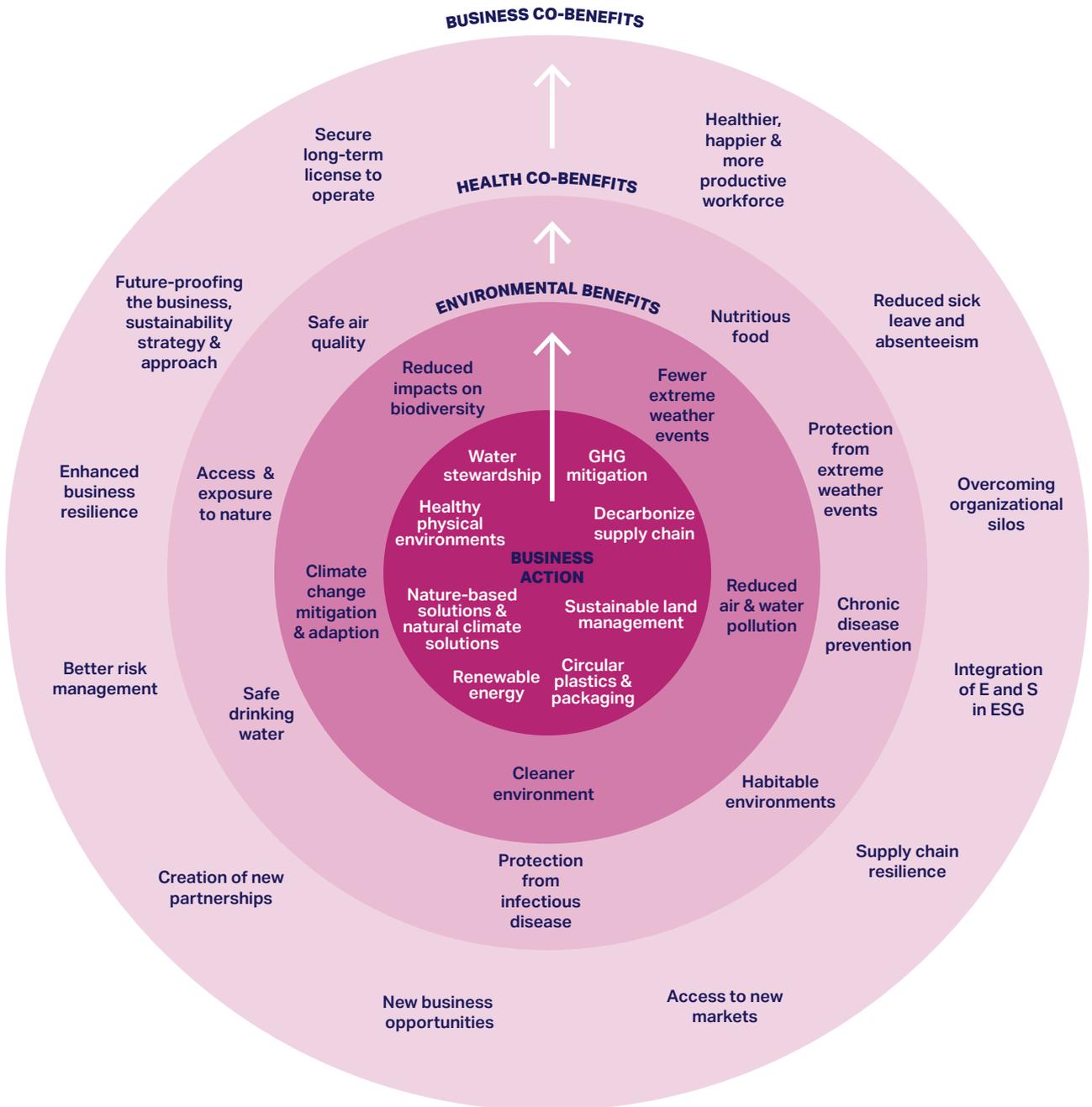
GSK is working on getting ahead of disease by taking action on climate and nature. In 2020, GSK set ambitious goals: to have a net-zero impact on climate change and a net-positive impact on nature by 2030 across the entire value chain. This includes a range of targets for carbon emissions, water, waste and materials, and biodiversity. And GSK is on track to achieve them. At the same time, GSK is contributing to adaptation and resilience by developing and manufacturing new medicines and vaccines for the diseases most affected by climate change and is playing its part in strengthening health systems. In addition, the company is playing an active role in bringing together experts to find solutions to global challenges.

For example, at GSK's 2022 Palio meeting,¹ scientists, policymakers, industry and academia explored the latest evidence and insights on the connection between health, climate and the planet – recognizing that the climate and nature emergency is also a health emergency and that action is needed to get ahead of disease together.

¹Consult the description and code for the Tool for Air Pollution Scenarios (TAPS v1.0) to enable global, long-term, and flexible study of climate and air quality policies on the European Geosciences Union website at <https://gmd.copernicus.org/preprints/gmd-2022-103/>.

²Read about the GSK Palio meeting at <https://www.gsk.com/en-gb/media/press-releases/gsk-gathers-global-experts-to-discuss-role-of-vaccines-in-protecting-people-and-the-planet/>.

Figure 13: Understanding the health co-benefits of climate and nature action to enrich and accelerate the corporate sustainability journey



Part 3

How business can protect, promote and nurture health



How business can protect, promote and nurture health

To accelerate action and drive impact on the challenges and opportunities outlined throughout this report, this chapter presents how businesses from a range of sectors can help maximize their contribution to protecting, promoting and nurturing the health of people and the planet.

The impact framework outlined in Figure 14 provides a comprehensive overview of possible action areas and strategic solutions that companies can apply to realize the highest possible standards of health and wellbeing for everyone.

We have grouped solutions into a three-step action framework that spans all four impact opportunities:

Step 1: Assess and plan: Assess the maturity of health and wellbeing efforts in your company to identify where your business is today and where you want it to be in the future.

Step 2: Integrate and implement: Select and implement strategic health and wellbeing levers to drive change while guiding organization-wide capability and accountability.

Step 3: Collaborate and advocate: Lead, advocate and communicate on health

and wellbeing with employees, consumers, customers, peers and other stakeholders to drive efforts collaboratively across the value chain.

A series of tables that build out the action areas and solutions for each of the impact opportunities presented in part 2 complements Figure 14.

Throughout the report, a series of short summaries of illustrative business examples provide insight into concrete action already underway to deliver on the ambitions at the heart of the Vision 2050 health and wellbeing pathway.

Figure 14: Impact framework for business to protect, promote and nurture health

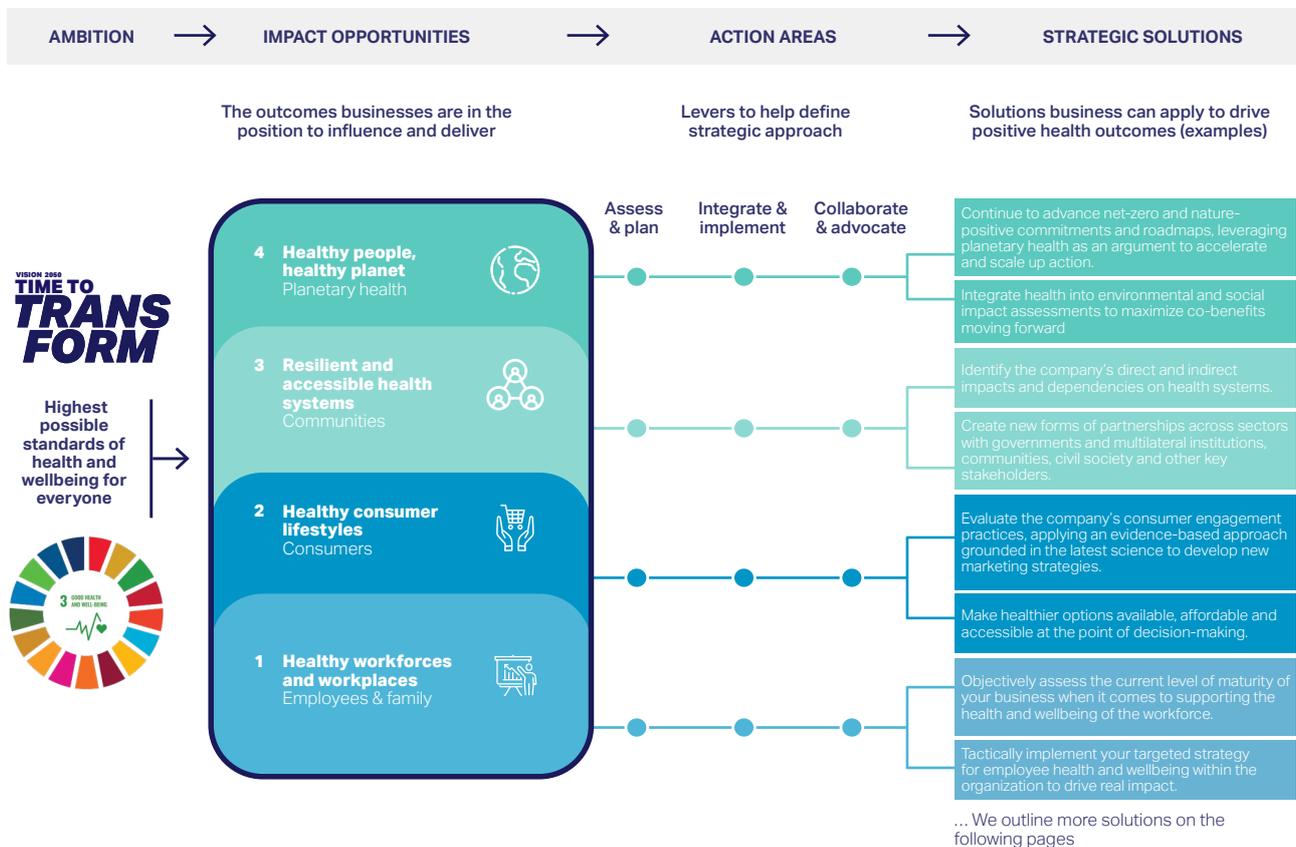


Table 2: Action areas and solutions to embed a culture of health and wellbeing in the workplace

<p>STEP 1: ASSESS AND PLAN</p>	<p>Objectively assess the current level of maturity of your business when it comes to supporting the health and wellbeing of the workforce.</p>	<ul style="list-style-type: none"> • Understand where your organization is today before considering where it needs to be in the future. • Ensure efforts undertaken have systematic, long-term planning so they don't fall at the first hurdle and result in organizational confusion and employee distrust.
	<p>Ensure that health and wellbeing strategies do not sit separately from a broader corporate and commercial strategy, as the two are intrinsically linked, co-dependent and critical to long-term business success.</p>	<ul style="list-style-type: none"> • Offer a cohesive and integrated whole-person strategy rather than more fragmented and reactionary health and wellbeing solutions. • Ensure health and wellbeing are part of wider business strategies and that they receive the investment or prioritization they require to drive organizational change and deliver maximum benefits in terms of health outcomes and returns on investment.⁸³
	<p>Understand the business context and local culture to create effective strategies because diversity within and between businesses means every journey toward employee health and wellbeing is unique.</p>	<ul style="list-style-type: none"> • Recognize that your company's specific levers and pathways, the pace of progress and the end-state will depend on the maturity of the business and its unique circumstances.
	<p>Collect relevant local data and engage in meaningful dialogue with employees in specific regions. When customizing their approach, businesses can also look to promote health and wellbeing throughout their supply chain.</p>	<ul style="list-style-type: none"> • Ensure that employee health and wellbeing are not removed from their context • Recognize that success depends on how well the business tailors strategies and interventions to provide the right solution to the right person at the right time.
<p>STEP 2: INTEGRATE AND IMPLEMENT</p>	<p>Tactically implement your targeted strategy for employee health and wellbeing within the organization to drive real impact.</p>	<ul style="list-style-type: none"> • Determine if the organization's structure and governance are set up for effective deployment to ensure successful implementation.
	<p>Ensure clear communication channels between teams and consider establishing dedicated health and wellbeing leadership and local champions to ensure the closely interlinked aspects of health feed into one another. Foster employer–employee trust while continuously being mindful of the boundaries of employee privacy.</p>	<ul style="list-style-type: none"> • Ensure accountability at every level of the organization and for all individuals as they will all play a role in successfully implementing programs and embedding health and wellbeing across all core business activities.
	<p>Continue to evaluate the organization's strategy and actions, looking at what works and evolving plans as employee needs change.</p>	<ul style="list-style-type: none"> • Complement quantitative assessments, which can deliver a certain degree of insight, with detailed qualitative explorations of impact based on employee engagement and surveys.
	<p>Iteratively consider what data is currently available and what additional information would help to paint a clearer picture of success while maintaining the utmost consideration for employee data privacy.</p>	<ul style="list-style-type: none"> • Ensure that the key performance indicators are adapted to your organization.
<p>STEP 3: COLLABORATE AND ADVOCATE</p>	<p>Make goals and initiatives public and drive continued conversation about employee health priorities.</p>	<ul style="list-style-type: none"> • Invite outside feedback on company objectives.
	<p>Collaborate with peer companies to develop collective commitments.</p>	<ul style="list-style-type: none"> • Help to push other companies to develop cohesive and integrated whole-person strategies.

Table 3: Action areas and solutions to promote healthy consumer lifestyles

STEP 1: ASSESS AND PLAN	Evaluate the company's consumer engagement practices, applying an evidence-based approach grounded in the latest science to develop new marketing strategies.	<ul style="list-style-type: none"> Use robust scientific evidence to inform and guide marketing and consumer education. Leverage information and guidance generated without bias or conflicting interests that apply to the situation. Focus on meaningful, substantiated factors of healthy lifestyles and make credible claims about the significance and impact of potential benefits.
	Better understand health impacts of products and services.	<ul style="list-style-type: none"> Understand the evidence base and consumer demand for healthy products and services and identify how to shift product and service portfolios to align with how people want to live. Critically examine the health impacts of products and services and pursue shifts through reformulation and innovation. Use methodologies such as portfolio sustainability assessments (PSA) to proactively steer overall product portfolios toward improved sustainability outcomes.⁸⁴ Establish processes to repeat portfolio assessments routinely in the future, ensuring continued critical review of health impacts as products, consumers and environments change.
STEP 2: INTEGRATE AND IMPLEMENT	Make information about products and services readily available and easy to understand.	<ul style="list-style-type: none"> Make it visible and transparent. Ensure that claims are truthful and not misleading and placed prominently enough for consumers to recognize and read them. Make it concrete. Use scientific evidence, and verify and differentiate claims through third-party assessments or certifications. Make it plain (while providing the necessary information). Use lucid, non-technical language that is easy to understand; make visuals unambiguous; provide context for quantitative data. Complement prominent, concise claims with explanatory statements and links to further information.
	Minimize consumer effort by making healthy choices available, accessible, affordable and convenient.	<ul style="list-style-type: none"> Adopt a behavior-centered approach making responsible use of levers of behavioral change grounded in social science, for example: emotional appeals, social influences, choice architecture and material incentives (more detail in Rare's Levers of Behavior Change.⁸⁵)
	Embed health considerations into product and service development.	<ul style="list-style-type: none"> Pursue shifts through reformulation and innovation.
STEP 3: COLLABORATE AND ADVOCATE	Make healthier options available, affordable and accessible at the point of decision-making.	<ul style="list-style-type: none"> Create products and services that make healthy living possible and desirable.
	Make goals and progress public, connecting motivations and evidence to actions and claims.	<ul style="list-style-type: none"> Work with multilateral organizations and policymakers to advocate for policies that incentivize sustained and good-faith efforts to improve consumer lifestyles. Establish credibility by inviting an independent review of goals, supporting evidence and activities. Set aspirational goals with realistic milestones.
	Advocate for fair policy standards; establish credibility as a good-faith actor by inviting discourse and third-party assessment.	<ul style="list-style-type: none"> Provide the consumer community with information on motivations for initiatives, relevant data and key activities that will lead to success. Report clearly and truthfully on progress and roadblocks. Share positive examples from local or regional community health activities.

Table 4: Action areas and solutions to build health system resilience

<p>STEP 1: ASSESS AND PLAN</p>	<p>Identify the company's direct and indirect impacts and dependencies on health systems.</p>	<ul style="list-style-type: none"> • Conduct resilience tests, mock exercises and operational sensitivity analyses to document health system capacities and gaps and evaluate the level of preparedness and efficacy of processes at operational, corporate and sector-level. • Conduct detailed analysis to assess environmental co-dependencies such as quality of health system, economic situation or funding, equity and accessibility to healthcare. • Investigate the relationship with key determinant factors of health system resilience, such as quality and access to the health system, and economic factors.
	<p>Determine opportunities to sound the alarm and respond.</p>	<ul style="list-style-type: none"> • Proactively assess the supply and availability of essential products and equipment. Monitor, detect and signal demand fluctuations within supply chains for early response activation. • Understand national policies, regulations and protocols for private sector engagement to identify how private sector action can support national preparedness and response efforts.
<p>STEP 2: INTEGRATE AND IMPLEMENT</p>	<p>Pursue opportunities to close resilience gaps.</p>	<ul style="list-style-type: none"> • Support the enhancement and expansion of surveillance, detection and early warning systems.
	<p>Deliver innovations in health-focused and health-adjacent products and services.</p>	<ul style="list-style-type: none"> • Drive product and service innovation through, for example, digital transformation in logistics and transportation.
	<p>Guide crisis preparations and response management.</p>	<ul style="list-style-type: none"> • Maintain sufficient stockpiles to provide materials for 10-12 weeks from the onset of a crisis. • Provide and expand access to distribution networks to deliver essential supplies. • Establish regular critical assessment of crisis preparations and response plans, continuing to evaluate possible shortcomings and areas to adapt.
<p>STEP 3: COLLABORATE AND ADVOCATE</p>	<p>Reduce pressure on health systems .</p>	<ul style="list-style-type: none"> • Support cross-sectoral infrastructure developments at local, regional and national levels. • Foster alternative and flexible healthcare delivery models so people can access health systems more efficiently, affordably and conveniently (e.g., telehealth or pop-up clinics on corporate campuses). • Provide access to vaccinations. • Promote health and wellbeing for employees and consumers.
	<p>Create new forms of partnerships across sectors, with governments and multilateral institutions, communities, civil society and other key stakeholders.</p>	<ul style="list-style-type: none"> • Build, strengthen and expand cooperation channels with governments, multilateral institutions, communities and civil society to close resilience gaps. • Engage in public-private partnerships, advisory groups and other forms of public-private initiatives (including blended finance) to advance wider infrastructure and policy transformation.
	<p>Spread knowledge and skills.</p>	<ul style="list-style-type: none"> • Ease knowledge transfer and support capacity building through education, training and upskilling. • Support fact-based vaccine education.

Table 5: Action areas and solutions to accelerate climate, nature and equity action

STEP 1: ASSESS AND PLAN	Continue to advance net-zero and nature-positive commitments and roadmaps, leveraging planetary health as an argument to accelerate and scale up action.	<ul style="list-style-type: none"> • Consider co-benefits for human health as a differentiator to enrich, accelerate and scale up net-zero and nature-positive action plans, thereby also addressing health inequity. • Look to use planetary health science to mobilize and accelerate action and investment in net-zero and nature-positive plans, now and routinely in the future.
	Understand and recognize the health co-benefits of sustainability programs (and any unintended consequences).	<ul style="list-style-type: none"> • Review and assess your existing sustainability strategy and ESG programs through the lens of health to understand the extent to which your organization is already driving positive (or unintended negative) health outcomes within direct operations and the wider value chain. • Identify trade-offs or potential negative consequences associated with current initiatives. • Consider next steps to keep sustainability efforts current and urgent. • Seek opportunities for health to help connect the environmental and social components of sustainability and ESG reporting.
STEP 2: INTEGRATE AND IMPLEMENT	Integrate health into environmental and social impact assessments to maximize co-benefits moving forward.	<ul style="list-style-type: none"> • Design health into your sustainability initiatives and strategies from the outset using an enhanced understanding of co-benefits as a base.
	Work with stakeholders across and outside the organization to develop creative, impactful programs that drive these objectives.	<ul style="list-style-type: none"> • Consult with experts and the people and communities impacted to ensure to drive the intended value. • Explore ways to incorporate planetary health into wider business strategy, product and process innovation.
STEP 3: COLLABORATE AND ADVOCATE	Educate and raise awareness about planetary health internally and throughout the wider value chain by building capacity, enabling knowledge transfer and offering training.	<ul style="list-style-type: none"> • Look for ways to improve the awareness and fluency that your employees, suppliers, customers and industry peers have of the concept of planetary health. • Use health to enrich the story you tell about your commitment to sustainability.
	Look for opportunities for dialogue and collaboration with key stakeholders to ensure consistency of messaging and approach.	<ul style="list-style-type: none"> • Ask what key stakeholders should be doing, thinking and saying. • Seek partnerships (networks) that will help to build capacity, drive value and achieve your objectives.
	Play a proactive role in advocating for ambitious policies and governmental action that ensure health is a key component of climate and nature policy.	<ul style="list-style-type: none"> • Simultaneously leverage improvements to reputation and stakeholder relations to hire and retain talent and expand into new markets.

Conclusion

The awareness of the fragility of our planet and of humanity has never been greater. We know we are in a triple crisis: the climate emergency, loss of nature and mounting inequality. It is health and wellbeing that connects these three challenges at their core: Climate change and nature loss lead to rising air pollution, heat waves and droughts that impact the health and wellbeing of millions worldwide and disproportionately harm society's most vulnerable.

Moreover, the COVID-19 pandemic has reminded the world that health and wellbeing are the foundation of the happiness and prosperity of individuals, families, and communities. As such health and wellbeing are critical ingredients for sustainability, business success and a livable and resilient future.

Given the deep interconnection of these challenges, our responses must be interrelated. [Vision 2050: Time to Transform](#) presents how business can lead the transformations needed to realize a shared vision of a world in which more than 9+ billion people live well, within planetary boundaries, by 2050.

Its transformation pathway for [Health & Wellbeing](#) calls on the business community to maximize its full potential to pave the way to realize the highest attainable standards of health and wellbeing for everyone. Business has a critical role to play in changing our trajectory through swift and sustained action. Failing to do so represents existential threats, as has become evident during recent turbulent times.

Together with 23 of our leading member companies we explored how businesses across a wide range of sectors can play a pivotal role in developing and driving the uptake of solutions to global health challenges and how business can protect, promote, and nurture health. A collection of 13 case studies illustrates how businesses are prioritizing health and wellbeing and integrating them into their sustainability and business strategies.

The report acts as a clarion call and makes the case for more and more businesses to put health and wellbeing at the heart of the business agenda to help inform decisions and nurture health and wellbeing of employees, communities, the environment and humanity at large. This in turn has lasting benefits for organizations, notably building business resilience, long-term value and a sustainable and prosperous future for all, the report presents four impact opportunities:

Embedding a culture of health and wellbeing in the workplace

Business can play a powerful role in contributing to the vision of a world with the highest attainable standards of health and wellbeing for everyone by embedding them into its culture. This represents an important opportunity to contribute to realizing a healthier, happier society and significantly improve the long-term business license to operate, innovate and grow. Businesses that fail to grasp this opportunity run the risk of being left behind as wellbeing continues to establish itself as a critical determinant of talent attraction and retention, as well as a material pillar of ESG analysis

and performance assessment. The journey to embed a culture of health and wellbeing is continual. It relies upon ongoing efforts to explore and understand health impacts, driven by the thorough assimilation of emerging insights and recommendations from the global medical community and frequent and open employee engagement.

Supporting and enabling healthy consumer lifestyles

Personal health considerations are increasingly driving consumer choices and becoming a key lifestyle determinant worldwide, leading to changes in consumer behavior. As consumers, individuals can play a unique role in realizing a healthier and happier society, but businesses are fundamental in enabling individuals to be agents of positive change. Empowering people to make better choices will help accelerate transformation while opening new possibilities for more resilient business models. Given the trend of consumers increasingly prioritizing health, businesses have a significant opportunity to support people in living healthier and happier lives through five lifestyle dimensions where business action can have significant influence: habitat, nutrition, mobility, socialization and product use and recreation.

Strengthening health systems and their resilience

Businesses from various sectors play essential roles in building health system resilience. It represents an important opportunity to contribute to the realization of a healthier and stronger society and provides a significant window of opportunity to enhance business resilience. Doing so goes far beyond preparing for and bouncing back from individual shocks and disasters. It involves mitigating the exposure to threats as much as possible and strengthening the ability of health systems to overcome structural challenges to withstand any catastrophic event. Businesses that recognize their interconnectedness and dependence on health systems can unlock transformational change. Applying strategies to strengthen health systems will be an important determinant of long-term business resilience. Success relies upon continuous, concerted and effective efforts to bridge private and public domains.

Accelerating climate, nature and equity action

Climate change and nature loss are compounding the significant health risks disproportionately affecting the most vulnerable in society. With the planetary crisis reaching an inflection point and the global burden of disease and inequality increasing rapidly as a result, it is time for business to view the planetary crisis and health crisis as one and the same. It is vital to safeguard and regenerate the foundational conditions of health for people and the planet to thrive. For business, understanding and recognizing the health implications of the planetary crisis can help accelerate action, bust organizational silos, enrich business strategy, enhance performance, strengthen reputation and provide access to capital, while building a mindset that encourages resilience and unlocks innovation and transformation. By advocating for the inclusion of health as a key component of effective climate and environmental

policies, businesses can connect the social and environmental domains of ESG and thereby accelerate their net-zero and nature-positive programs. In turn, this will enable businesses to generate health co-benefits, reduce health inequalities, and develop business strategies that are future-proof.

WBCSD aims to support its members from across a broad range of sectors, in promoting corporate initiatives and behaviors that foster the health and wellbeing of employees throughout organizations and value chains, and mainstreaming understanding of the connections between planetary and human health. As part of this WBCSD looks forward to further strengthen stakeholder dialogue and engagement in this field.

For more information about this work, please visit the project page [Healthy People, Healthy Business](#)



Appendix:

Healthy consumer lifestyles resource guide

Organization/author	Resource/initiative	How does it help business?	Primary lifestyle dimension	Primary transformation enabler	Supply	Steer	Engage
ADEME (French Environmental Agency)	Teleworking, Im/mobility and lifestyles [FR: Télétravail, (Im) mobilité et modes de vie]	Analyzes the impacts of remote, hybrid, and office-based working models, concluding that a fully remote model amplifies some negative impacts compared to a hybrid model. Although the research focuses on greenhouse gas emissions, it may help businesses to consider the lifestyle impacts of different working models. More broadly, it serves as a reminder that extreme behavior shifts can have negative consequences that are difficult to predict.	Habitat, mobility	Measurement	●	●	
American Marketing Association	How to SHIFT Consumer Behaviors to be More Sustainable: A Literature Review and Guiding Framework	Presents a review of marketing and behavioral science research on driving consumers to more sustainable behaviors. Constructs a step-by-step guide to shifting behaviors, which business could leverage to generate health-oriented changes.	Product use, recreation	Innovation		●	
Bain & Company (with the Consumer Goods Forum)	Helping Consumers make Healthier Choices	Provides practical, evidence-based guidance on steering consumers toward healthier choices. For example, shows that altering shopping environments through promotions, product positioning or reformulation (incl. portion changes) is more effective than pure consumer education. Concludes with four actionable steps to scale initiatives to drive changes in consumer behaviors.	Nutrition	Innovation, collaboration		●	
Capgemini Research Institute	Consumer products and retail: How sustainability is fundamentally changing consumer preference	Provides instructive guidance from past company pivots to accommodate changing consumer preferences. The research is specific to sustainability but offers lessons that can apply to other consumer priorities, including lifestyles. For instance, 80% of company executives surveyed saw increased customer loyalty following sustainability-focused initiatives and 70% of consumers will tell friends and family to avoid brands they do not perceive as socially or environmentally conscious.	Cross-cutting	Measurement, innovation	●	●	
Circular Economy Program (WBCSD)	Chemical Industry Methodology for Portfolio Sustainability Assessments (PSA)	Explores the use of Portfolio Sustainability Assessments (PSAs) to guide portfolios toward improved sustainability outcomes. Walks through the specific steps of implementing the methodology and discusses the tangible business benefits that companies have observed by using it. Though this resource focuses on chemical companies pursuing sustainability, the processes of integrating new priorities and processes is instructive.	Cross-cutting	Innovation, measurement	●		

Commuting Behavior Change project (WBCSD)	How business is supporting sustainable commuter transport	Outlines steps taken by WBCSD's Mobility team and other companies to make employee mobility/commuting more sustainable. Highlights the importance of providing consumers with information and flexibility to ease behavior changes.	Mobility	Innovation		●	
Consumer Goods Forum	The Consumer Goods Forum's Board-Approved Resolutions and Commitments	Establishes a platform through which businesses, public health authorities and NGOs can convene. It aims to drive experimentation and innovation toward healthier business models, enable cross-industry data sharing on what works, and inspire healthier behaviors in communities.	Nutrition	Collaboration		●	●
Consumer Goods Forum	Collaboration for Healthier Lives (CHL)	Issues guiding principles on promoting access and availability of non-food products and services to do good, including by promoting healthy lifestyles. Provides guidance on, e.g., clear product labeling, community partnerships and public education campaigns.	Cross-cutting	Collaboration	●	●	
Edelman	2020 Edelman Trust Barometer Global Report	Summarizes beliefs about companies' abilities and responsibilities to improve community conditions. Serves as a reminder that trust matters to consumers, employees, regulators and investors – many feel CEOs should lead change and most buyers would choose, avoid or boycott a brand based on its perceived values. Businesses must remember that their actions speak loudly.	Cross-cutting	Collaboration		●	●
European Institute of Innovation and Technology (EIT) Health	Development of a Healthy Lifestyle Assessment Toolkit for the General Public	Gives businesses a clear, accessible toolkit to assess healthy lifestyles across 8 dimensions. Its outputs focus on the main modifiable factors affecting lifestyle health. The toolkit is designed to be easy to use (can be completed in 10 minutes) and easy to interpret (provides a color-coded results summary with recommendations for improvement in each dimension).	Cross-cutting	Measurement		●	●
EY	The CEO Imperative: Accelerate to get ahead of the changing consumer	Analyzes recent changes in consumer preferences, including greater prioritization of health. Provides an agenda for businesses to proactively serve current and future demand shifts, including by orienting to lifestyles.	Cross-cutting	Innovation	●	●	
Food Reform for Sustainability and Health (FReSH) (WBCSD)	Food Labeling: Principles to support the uptake of healthy and sustainable diets	Helps to understand how labels can be most effective in supporting consumer behavior change toward healthier diets. Focuses on food labeling but takes a principle-based approach that can apply to other areas as well.	Nutrition	Innovation		●	
Food Reform for Sustainability and Health (FReSH) (WBCSD)	FReSH - Food Reform for Sustainability and Health	Guides pulling value chains forward in their nutritional and health performance by 1) figuring out specific interventions for food service and retail companies and 2) tackling broader societal issues through alliances and direct consumer engagement.	Nutrition	Collaboration	●	●	●
Global Alliance for Improved Nutrition	Global Alliance for Improved Nutrition (GAIN)	Drives market-based nutrition solutions through national, regional and global alliances to support public and private organizations. Prioritizes impact, finding ways to work with markets to improve food access.	Nutrition	Collaboration	●		●

International WELL Building Institute	WELL Building Standard	Provides a standardized system for measuring and monitoring features of built environments that impact human health and wellbeing. By publishing standards and offering certification, it raises awareness of the impacts of physical spaces on wellbeing and drives uptake of good building practices.	Habitat	Measurement	●	●	●
Korean Academy of Physical Therapy Rehabilitation Science	The validity and reliability of the Healthy Lifestyle Screening Tool	Provides guidance on a simple, powerful, evidence-based framework to assess lifestyle health in young people across several dimensions. Review of this tool could provide a starting point in establishing proxy measurement frameworks for lifestyle health.	Cross-cutting	Measurement		●	●
McKinsey	Feeling good: The future of the \$1.5 trillion wellness market	Discusses rising consumer prioritization of wellness and available business strategies to respond to specific trends, including COVID-driven lifestyle changes. For example, businesses in the fitness space must consider that personal fitness is increasingly a stay-at-home activity. Other businesses should note consumers' desires to be physically comfortable, well-rested and less distracted. Recommends businesses keep an eye on M&A opportunities that could extend their brands into new lifestyle dimensions.	Socialization, product use, recreation	Innovation	●	●	●
McKinsey Global Institute	The consumer demand recovery and lasting effects of COVID-19	Examines pandemic-driven lifestyle changes, including which are most likely to persist into the future, and makes the case that company and government actions are highly influential in determining the persistence of new behaviors. Explains how businesses should review changing dynamics to understand how best to cultivate healthy lifestyle practices and cater to positive behavior changes already happening.	Cross-cutting	Innovation	●	●	
McKinsey Global Institute	Prioritizing health: a prescription for prosperity	Presents a clear, thorough case that thinking creatively about how to drive health improvements should remain at the top of business agendas. Discusses the enormous financial upside in driving global health improvement over the next half-century. Plenty of high-return on investment opportunities may come from identifying, measuring and driving lifestyle improvements that will keep consumers active and healthy for longer.	Cross-cutting	Innovation	●		
Metabolic	Consumer behaviour as a leverage point in the food system	Considers the potential for consumer decision-making to drive large-scale change in the food system. Assesses the consumer decision-making process and available strategies to steer consumer choices in healthier directions sustainably and at scale.	Nutrition	Innovation		●	
Michie, S. et al. (Psychology, University College London)	The behaviour change wheel: A new method for characterising and designing behaviour change interventions	Explains the Behaviour Change Wheel, a framework that provides step-by-step guidance to shift consumer behaviors by 1) understanding the behavior; 2) identifying intervention options; and 3) identifying content and implementation options.	Cross-cutting	Innovation		●	
Project ROI	Driving Corporate Involvement in Community Health and Well-being	Discusses the strategic importance to businesses of considering community health and wellbeing in planning. Makes the argument that there is a strong business case to approach health-oriented consumer desires entrepreneurially by accommodating them in business strategy.	Cross-cutting	Innovation	●	●	

Rare's Center for Behavior & the Environment	Behavioral Change Framework	Provides a methodic framework and a library of evidence-based resources for behavior change broken down into levers for emotional appeals, social influences, choice architecture, information, material incentives, and rules and regulations.	Cross-cutting	Innovation		●	●
Ride Amigos	Commuter gamification and incentives	Discusses the consumer engagement approach of "gamification" to influence behavior. Provides interactive, customizable features that businesses can use to engage consumers in promoting healthy and sustainable commuting patterns.	Mobility	Innovation		●	
UN Environment Programme	Consuming Differently. Consuming Sustainably: Behavioural Insights for Policymaking	Provides insight on shifting consumer actions in a sustainable direction using behavioral science. Gives practical examples of applications across several consumption areas, including water, mobility and food.	Cross-cutting	Innovation		●	
UN Environment Programme	Shout it Out: Communicating Products' Social Impacts	Identifies principles and means to communicate the social impact of individual products to consumers. Explains good practices for product-level social impact communication that can inspire and be replicated.	Cross-cutting	Measurement			
UN Environment Programme	Guidelines for Providing Product Sustainability Information	Issues guidance on making effective claims to support informed consumer choice. Though this report focuses on sustainability information specifically, its principles can apply more broadly (see the FReSH food labeling report above, which leaned on this work).	Cross-cutting	Innovation		●	

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ACKNOWLEDGEMENTS

We would like to thank the following organizations and people for their valuable contributions to the development of this report.

Contributors

Member companies of WBCSD's Healthy People, Healthy Business working group developed this report collaboratively. We would like to extend our thanks to the following organizations for their guidance and support:

3M, Abbott, Arcadis, Baker McKenzie, Biogen, Clariant, Deloitte, ENEL, Eni, ERM, GSK, Guidehouse, Inter IKEA Group, Mitsubishi Corporation, Nestlé, Novartis, OCP Group, Philip Morris International, Reckitt, Solvay, Sampo Holdings, Trane Technologies, Unilever

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ABOUT WBCSD

WBCSD is the premier global, CEO-led community of over 200 of the world's leading sustainable businesses working collectively to accelerate the system transformations needed for a net zero, nature positive, and more equitable future.

We do this by engaging executives and sustainability leaders from business and elsewhere to share practical insights on the obstacles and opportunities we currently face in tackling the integrated climate, nature and inequality sustainability challenge; by co-developing "how-to" CEO-guides from these insights; by providing science-based target guidance including standards and protocols; and by developing tools and platforms to help leading businesses in sustainability drive integrated actions to tackle climate, nature and inequality challenges across sectors and geographical regions.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. Since 1995, WBCSD has been uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability, united by our vision of a world in which 9+ billion people are living well, within planetary boundaries, by mid-century.

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