3 GOOD HEALTH AND WELL-BEING
How business leadership can advance Goal 3 on Good Health and Well-Being

The world’s major health priorities include reproductive, maternal and child health; communicable, non-communicable and environmental diseases; universal health coverage; and access for all to safe, effective, quality, and affordable medicines and vaccines. Chronic non-communicable diseases such as cardiovascular disease, cancer, diabetes and respiratory disease are now the leading causes of death and illness worldwide. They are projected to cost more than $30 trillion over the next two decades and push millions of people below the poverty line. Mental health disorders, malaria, HIV, TB, smoking, and road traffic deaths and injuries constrain global wellbeing, especially in developing countries, where 400 million people lack access to essential health services.

Leadership on Goal 3 can consist of building on core responsible business practices to understand, monitor, mitigate, and remediate negative impacts on health. Leading companies can leverage their expertise, resources, and knowledge, and their vital role in product, process, and business model innovation for the benefit of global health. Further, business, with the strength of its convening power, can take an active role in multi-stakeholder initiatives that encourage healthy behaviours and improve access to healthcare.

Leadership on Goal 3 can yield significant returns for businesses. Annual healthcare costs are currently $7 trillion and rising as the global population grows, a large share of the global population that was previously in relative poverty increases its income so that it can access quality healthcare, and diseases and unhealthy lifestyles are on the rise. Business can responsibly access and create new markets for their products associated with these trends, as well as change the way they do business at present, to advance Goal 3.

Goal 3 is deeply interconnected with other Goals. Improved health can, in turn, reduce poverty, increase educational attainment, create opportunities for finding decent work, and free up resources for boosting economic productivity and environmental protection. As such, health and wellbeing are at the heart of a virtuous cycle that contributes to delivery of the Global Goals. This also implies that a failure to deliver on Goal 3 hampers all other Goals, and vice versa. In the medium term, and without rapid progress on efficiency, the risk that improved health may lead to greater consumption and energy use in ways that will make all the other Goals harder to attain should be carefully managed.

Businesses have a large impact on global health and wellbeing. A business’s own operations and supply chain can have direct negative impacts on health including through local pollution, disposal of hazardous waste, and health and safety standards on the work floor. The use of chemicals in the workplace can negatively impact workers’ health and make work particularly hazardous for children. According to the ILO, more than 2.3 million people die every year as a result of occupational accidents or work-related diseases in addition to 317 million on-the-job accidents. Annual worker related deaths in agricultural supply chains alone are reported at 170,000. Six per cent of all cancers are caused by occupational exposure to carcinogens. Business products and services can also impact on health: negatively as, for example, in the case of unhealthy foods, addictive substances, and defective products; and positively, for example through the development and provision of affordable medication and medical devices. Regardless of its industry or sector, business should recognize health in all its forms as a human right as defined by the World Health Organization, and it should act accordingly. Business should also recognize the right to safe and healthy working conditions as set out in the International Covenant on Economic & Social Rights, taking steps to understand, monitor, and minimise negative health impacts throughout their end-to-end operations. As universal health coverage is often a public policy priority, businesses should ensure that their activities allow government to achieve its goals, including through responsible tax practices. Businesses that are directly involved in provision of health care and medication must ensure that their practices do not undermine access to healthcare and medicines for poor and vulnerable populations through inappropriate pricing, lobbying, intellectual property protection, or similar practices.
Business Actions in Support of Goal 3

**Targets of Goal 3**

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

3.2 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

**Business Actions**

1. Ensure the best possible health outcomes for employees and surrounding communities across own and supply chain operations

2. Research, develop, and deploy products, services, and business models for improved health outcomes

3. Lead on multi-stakeholder initiatives that encourage healthy behaviors and improve access to healthcare
### Intentional
- Is your company committed to supporting the achievement of Goal 3? Have you developed a holistic strategy that reflects this commitment, covering end-to-end operations and the wider community?
- Are you committed to learn from your actions and do you have processes in place to improve them accordingly?
- Is your strategy supported by the highest levels of management, including the Board of Directors?

### Ambitious
- Do your actions achieve long-term outcomes that greatly exceed those resulting from current industry practice?
- Are your actions aligned with what is needed to achieve Goal 3?

### Consistent
- Is support for Goal 3 embedded across all organizational functions?
- Are staff and board incentives aligned with achieving Goal 3?

### Collaborative
- Do you proactively look for opportunities to partner with Governments, UN agencies, suppliers, civil society organizations, industry peers and other stakeholders to inform how to advance Goal 3?

### Accountable
- Do you publicly express your commitment to advance Goal 3?
- Do you identify, monitor, and report on impacts, including potentially adverse impacts?
- Do you mitigate risks associated with your action?
- Do you remediate negative impacts associated with this action?
- Do you engage stakeholders in a meaningful way?

### Key Considerations for Goal 3
- Top-level commitment to advancement of global health and well being, and a strategy for doing this that is observed throughout the company, is essential for long-term success in addressing Goal 3.
- Ambitious action on Goal 3 inspires others to take action, including in the value chain and the wider community. Given the multifaceted, complex nature of health challenges, leveraging a broad set of actions by different actors is critical for achievement of Goal 3.
- All organizational functions should be aligned on advancing Goal 3, particularly if big changes to own operations and supply chain practices are required. This should include company-wide recognition that good health is multifaceted, including nutrition, mental health, and WASH.
- The complex nature of health and well-being challenges required that companies broker partnerships and collaborations with relevant stakeholders wherever they can, so as to fully understand their impacts as well and target own action accordingly.
- Accountability of private actors is of particular concern in the case of health due to the need to manage risks of negative impacts. Action on Goal 3 requires wide ranging and meaningful engagement with external stakeholders to fully understand potential impacts and manage these risks.
How taking action on Goal 3 is interconnected with other Goals

The Global Goals are inherently interconnected. Action taken toward one Goal can support or hinder the achievement of others. Identifying and addressing these interconnections will help business to build holistic and systemic solutions that amplify progress and minimize negative impacts. To help build a greater understanding, we have illustrated some of the ways in which the Goals connect. These are not exhaustive, and we encourage business to consider how they apply in their own operations.

Maximise likelihood of positive impact on:

Action to improve health outcomes can contribute to all of the Global Goals and in particular reducing poverty (Goal 1) and hunger (Goal 2); improving working conditions (Goal 8); and protecting the environment (Goals 14 and 15). Goal 3 will be furthered by ending hunger (Goal 2); improving access to clean water and sanitation (Goal 6); attaining gender equality (Goal 5), as women often bear primary responsibility for health in families; promoting decent work and economic growth (Goal 8); and expanding quality education (Goal 4) because people who are empowered, paid a living wage, nourished, educated, and live in safe environments are healthier.

Minimise risk of negative impact on:

Progress on Goal 3 will require reducing consumption of sugars, smoking tobacco, and alcohol, and therefore lead to economic adjustments in agriculture and food processing that could offset some economic growth (Goal 8) in the short run. Expanding access to healthcare services entails increased consumption of disposable products (to assure hygiene and safety) which could hinder progress on responsible consumption and production (Goal 12). There are also clear risks of negative impacts on Goal 3 associated with advancing other Goals: progress on economic growth (Goal 8) and zero hunger (Goal 2) can compromise health if they don’t consider the effect of toxic inputs or externalities – such as how use of antibiotics in animal feed leads to the emergence of anti-microbial drug resistance.
BUSINESS ACTION 1
Ensure the best possible health outcomes for employees and surrounding communities across own and supply chain operations

Business has an impact on the health of its own employees and within supply chain operations, as well as in surrounding communities, including through pollution, waste disposal, and occupational health and safety. Business has a responsibility to respect health as a human right, abiding by the pertinent laws, social and environmental standards, and monitoring health outcomes. As higher levels of unionization correspond to fewer workplace injuries and fatalities, companies should ensure freedom of association for their workers. Leading companies set new standards for improving health outcomes that can inspire others to take action, and leverage their influence to improve practices across multiple tiers of their supply chains. This can include implementing far-reaching occupational health and safety standards and requiring similar standards of strategic suppliers, working with them to understand the health challenges faced by local communities in which they operate and addressing those. It can also be action to avoid any health impacts of disposal and treatment of potentially hazardous waste across end-to-end operations. Companies can lead in providing comprehensive health care coverage across its own operations, and working with suppliers to build capacity to do the same.

Example practice

- A garment manufacturer partners with peers and other stakeholders to create an independent, legally binding agreement with trade unions, the Accord on Fire and Building Safety in Bangladesh, designed to work towards a safe and healthy Bangladeshi Ready-Made Garment Industry. Its purpose is to enable a working environment in which no worker needs to fear fire, building collapses, or other accidents that could be prevented with reasonable health and safety measures
- A clothing manufacturer establishes a requirement that its key suppliers integrate worker well-being programs into their manufacturing operations; this improves workers’ mental and physical health and also creates a more productive and balanced work environment
- A consultancy provides free mental health services to its employees to identify and take early corrective action against mental health issues
- An outdoor equipment and clothing manufacturer audits its production process, taking responsibility for the entire lifecycle of products to limit polluting activities that can negatively impact human health

Consider the leadership qualities and interconnectedness of your action, including...

Ambition: ambitious action on health outcomes goes significantly beyond the company’s basic responsibility around its own operations, and often involves engagement of suppliers, governments, and communities.

Accountability: monitoring and reporting on health outcomes associated with the company’s actions, both internally and externally, is crucial to allow all stakeholders to gauge progress and act accordingly. Companies should act to mitigate impacts and remediate negative impacts.

Interconnectedness: action to improve health outcomes can contribute to the entire 2030 Agenda and in particular reducing poverty (Goal 1) and hunger (Goal 2), improving working conditions (Goal 8), and protecting the environment (Goals 14 and 15).
3 GOOD HEALTH AND WELL-BEING

BUSINESS ACTION 2
Research, develop, and deploy products, services, and business models for improved health outcomes

Businesses have a large impact on health and well-being through the ways in which their products and services are used and consumed. Business should ensure that these comply with all relevant standards and that there are processes in place to ensure safety and appropriate use of products and delivery of services. For example, healthcare companies can work towards the appropriate prescription of antibiotics, and eliminate unnecessary care which uses up resources and can lead to unnecessary health complications. All companies should have systems to understand, monitor, and reduce health risks related to their products and services. Leading companies research, develop, and deploy products, services, and business models that improve health outcomes by minimizing negative health impacts and accelerating positive health impacts, with a particular focus on disadvantaged groups and underserved populations around the world. They can leverage their capabilities to innovate and bring new medication and health services delivery models to underserved regions. They can create and market food and drink that improves health outcomes. These actions have great potential for being carried out in public-private partnerships, as Governments play the central role in improving health of its citizens.

Example practice

- A health and nutrition company invests in a factory in Rwanda to produce fortified foods supporting maternal and childhood nutrition, resulting in better health outcomes for mothers and children, and addressing the issue of child stunting
- A firm develops state-of-the-art prosthetic limbs that are sold at affordable price points to enable uptake in low-income communities
- An IT company establishes an app that connects people who are blind or visually impaired with sighted helpers from around the world via live video connection in order to better navigate and avoid potential accidents
- A pharmaceutical company introduces a mixed business model, which accepts longer-term returns for certain areas of the business. The Developing Countries and Market Access Unit combines social and financial objectives, with country managers incentivised on the basis of the volume of medicines distributed, rather than purely by profit delivered
- Through a public-private partnership, an international telecommunications company working with UNICEF and the local government, develops an open-source, freely available mobile app which helps citizens identify the nearest public healthcare facilities and, establish correspondence with doctors and paramedics, especially in case of emergencies

Consider the leadership qualities and interconnectedness of your action, including...

Collaboration: improving health outcomes through innovative solutions is best carried out in public-private partnerships, as governments, international organizations, and local non-governmental organizations have a significant interest, and have often already established initiatives, in areas of need. In absence of collaboration and complementarity of company action, it may impede existing initiatives.

Accountability: many different products and services can have significant risks of negative impacts on human rights, including the risks inherent in rolling out new healthcare solutions. These should be carefully managed, including safeguards and redress mechanisms.

Interconnectedness: action to improve health outcomes can contribute to the entire 2030 Agenda and in particular reducing poverty (Goal 1) and hunger (Goal 2), improving working conditions (goal 8), and protecting the environment (Goals 14 and 15)
BUSINESS ACTION 3
Lead on multi-stakeholder initiatives that encourage healthy behaviours and improve access to healthcare

Companies have critical resources, expertise, and technology that they can leverage through their convening power in multi-stakeholder partnerships for improved health outcomes. Leadership in these partnerships can bring the health improvement mandate and reach of Governments together with companies’ capabilities to deliver. Leading companies can support initiatives to address unhealthy behaviours, such as substance abuse and excess consumption of unhealthy foods. Company leadership in partnerships with other stakeholders is particularly important where it concerns serving regions and disadvantaged groups that lack adequate resources, including access to nutritional foods and medicines. Global health interventions to address their needs require significant manufacturing capacity and distribution capabilities, which Governments and international organizations do not have.

Example practice

• A restaurant chain collaborates with qualified nutritionists to develop a series of affordable meals, recipes and guidebooks on healthy and balanced eating; it encourages consumers to adopt a healthy lifestyle in which the food they eat has high nutritional value and is not based on arbitrary ‘food exclusions’

• A pharmaceuticals company has donated more than 1 billion treatments for the control and eventual elimination of river blindness to regions in need, partnering with the WHO, World Bank, ministries of health, and various NGOs to maximize reach and impact

• A pharmaceutical company partners with peers, companies from other sectors, and a national health care federation to develop new products and service delivery models to improve maternal and new-born health in a developing country

Consider the leadership qualities and interconnectedness of your action, including...

Accountability: accountability has traditionally been a key concern when private sector actors act on health. Leading companies acknowledge their responsibility to respect and support human rights. They hold themselves fully accountable for their actions, understand, monitor, and report on impacts, and meaningfully engage stakeholders – including local communities. They ensure that appropriate safeguards are in place and manage risks of negative impacts, as well as remediating negative impacts when they arise

Interconnectedness: action to improve health outcomes can contribute to the entire 2030 Agenda and in particular reducing poverty (Goal 1) and hunger (Goal 2), improving working conditions (goal 8), and protecting the environment (Goals 14 and 15)
References

SDG Compass

UN Global Compact Industry Matrix

Global Opportunity Explorer

Navigating the Goals: a business guide to engaging with the UN Global Goals

SDG Reporting - An Analysis of the Goals and Targets

Sustainable Development Knowledge Platform, Goal 3

B4ROL Framework Business Examples

The Evolving Role of the Private Sector in Global Health