



BUSINESS_{at}OECD

Business and Industry Advisory
Committee to the OECD

Health Committee 2025 Activity Update

Activity update
December 2025

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Health Committee Context

Established in 1962, *Business at OECD* (BIAC) is the officially recognised institutional business voice at the OECD. It brings together national business and employer federations, as well as sectoral associations, from across OECD member and partner economies to provide private sector perspectives to OECD policy discussions. Through structured engagement, *Business at OECD* contributes evidence-based input and practical insights to support the development of effective, forward-looking public policies.

On Health, the OECD's work provides governments with policy advice to address urgent health challenges and improve long-term resilience of health care systems. Its work on health is also influential at international level, including at WHO. The OECD fosters high-performing health systems by measuring health outcomes and use of resources as well as by analyzing policies that improve access, efficiency and quality of health care.

Our Health Committee represents various industries including biopharmaceuticals, medical devices, information systems, food and beverages, sports, and private hospitals. It actively contributes to the OECD's health agenda by providing expertise and participating in expert groups. The committee holds bi-annual meetings, organizes regular conference calls, and hosts an annual Health Forum. These efforts aim to present industry priorities, engage with stakeholders, and identify policy solutions in the field of health

This activity report provides selected year highlights of the *Business at OECD* Health Committee in 2025 and includes a list of Committee releases and sessions. In line with the OECD's priorities and the efforts of many

others in our Committees, our activities in 2025 focused on advancing discussions on health innovation, prevention, and considerations of health as an imperative economic through our *Stronger Together* campaign and engagement with OECD Ministers, and other stakeholders.

Letter from the Chair

Dear Colleagues,

In 2025, we remained committed to advancing health resilience by strengthening public-private partnerships and prioritizing business-led innovation. Amid global challenges and transitions, fostering dialogue was essential.

Our 2025 events, from Costa Rica to South Africa, underscored the need to sustain momentum for lasting improvements in health systems. Key discussions identified workforce shortages, environmental pressures, and supply chain constraints as immediate challenges. Participants advocated for broader health system performance metrics, including climate adaptation and mitigation, and emphasized that resilient healthcare systems are fundamental to economic stability.

Priority areas included predictive health, health competitiveness, sustainable health financing, and value-based care—all requiring enhanced government collaboration and investment. Value-based care, in particular, was recognized as a catalyst for economic productivity, aligning health outcomes with financial sustainability.

Our engagement with the OECD deepened, focusing on prevention, digital innovation, AI, and recognizing healthcare investment as vital for long-term economic security.

Through the Stronger Together campaign, we unified private-sector perspectives into a global narrative, demonstrating the value of public-private partnerships. This approach calls for coordinated action across employment, fiscal, economic, innovation, and health ministries to incentivize prevention and innovation in the health sector.

The 7th Health Forum, themed “Healthcare’s Competitive Future: From Reactive Systems to Economic Catalysts,” convened OECD health leaders, professionals, and industry representatives. For the first time, the Forum addressed topics such as health systems in a changing climate and workforce development.

Looking ahead, the Committee will continue to collaborate with the OECD, particularly under the Stronger Together campaign, and prepare for future Health Forums. We remain committed to advancing health resilience and driving impactful change for a more secure and sustainable future.



Olga Mironenko-Stampfer

*Business at OECD Health
Committee Chair*

Overview of 2025 Activities

February

In February, our Committee delegation participated in the **OECD Joint Network of Senior Budget and Health Officials**, to discuss the OECD's ongoing work on aligning health financing with resilience and sustainability goals.

March

In March, in the context of the Ministerial Council Meeting (MCM) Consultation, we organized a **Business at OECD Latin American Roundtable on Health** in San José, Costa Rica, as part of our *Stronger Together* Campaign. The event featured high-level participation, including Mary Munive, Costa Rica's Minister of Health, Manuel Tovar Rivera, Minister for Foreign Trade, and Chair of 2025 OECD MCM, alongside Francesca Colombo, Head of the OECD Health Division. Discussions focused on aligning healthcare and finance, highlighting the importance of government collaboration and sustainable investment in building resilient healthcare systems, particularly drawing from Latin American challenges and experiences in health systems.



(Panelists of the Business at OECD Latin American Roundtable on Health in San José, Costa Rica, March 2025)

May

In May, we contributed to the **Working Party on Health Care Quality and Outcomes (HCQO)**, where we exchanged on best practices in public health, including gender and healthcare quality, improving cancer care quality, and innovations in healthcare quality, among others.

A *Business at OECD* delegation attended the **OECD Working Party for the OECD Patient-Reported Indicator Surveys (WP-PaRIS)**, where, amongst other issues, we exchanged on the importance of data in the health sector as well as the delivery of healthcare.

On May 15, we hosted our first **B7 Side Event, on Health Security for Economic Security**, alongside the B7 Summit in partnership with the Canadian Chamber of Commerce. As part of our *Stronger Together* health campaign, this event brought together government, OECD and private sector leaders, marking another milestone in our campaign, strengthening our efforts to place health at the center of the global agenda and deepen engagement with the OECD on advancing health resilience, by prioritizing prevention, embracing digital innovation and AI, and recognizing healthcare investment as a strategic pillar of long-term economic stability.



(Our Health Committee Chair Olga Mironenko-Stampfer at the B7 Side-event, March 2025)

Also in May, our members participated to the **OECD Expert Group on the Economics of Public Health (EGEPH)**, where we discussed mental health, spending on prevention, and non-communicable diseases and wellbeing, among other topics.

Following the EGEPH meeting, we have contributed to the **OECD Expert Group on Pharmaceuticals and Medical Devices**, to exchange on improving the security of medical supply chains. We also discussed competition in the pharmaceutical industry.



(From the left to the right: Rokas Morkunas, Gordon McCauley, Laura Gutierrez, Kathy Megyery, Michael Oberreiter, Bettina Hamelin, Whitney Baird, Olga Mironenko Stampfer, Ritu Banerjee, Charles Johnston, Hanni Rosenbaum at the B7 Side Event, on Health Security for Economic Security, Ottawa, Canada, May 2025)

And to conclude this fruitful month, we took part in the **OECD Critical Supply Chain Forum**, which was preceded by a Conference on Medical Supply Chains, where we discussed health supply chains monitoring mechanism, health data sharing, and researching concrete solutions for the future of healthcare.

June

In June, a large *Business at OECD* delegation attended the meeting of the **OECD Health Committee**, where we exchanged with the OECD and member states on health workforce, digital/AI health, economics of mental health, economic imperative for

healthy ageing, and decarbonizing health systems, among other issues.

Back-to-back with the former, we held our **Business at OECD Health Committee Spring session meeting**, where we had the pleasure to exchange with Francesca Colombo, Head of OECD Health Division, on the ongoing and future OECD work on health. This session was also the opportunity for our members to set our strategic direction for the second half of 2025, highlight recent OECD work, and discuss our priorities.



(Business at OECD Health Committee meeting, June 2025)

During the OECD Health Committee, we launched our **2024 Business at OECD Health Forum Synthesis Report: Health as an Economic Imperative**, which informs the OECD of key topics discussed, illustrated with private sector case-studies and additional recommendations for the consideration of the OECD for their future work on health.

August

In August, our members contributed written comments and provided input to several upcoming **OECD papers**, including Health at a Glance 2025, Healthcare Decarbonization, and the OECD-WHO Briefing Report for the G7, among others.

October

In October, *Business at OECD* delegation attended the **OECD Working Parties on Health Statistics, Patient Reported Indicator Surveys** and **Health Care Quality and Outcomes**, where amongst other issues, we

exchanged on the importance of data in the health sector as well as mental health.

We also contributed to the **Working Party on Health Care Quality and Outcomes (HCQO)**, where we exchanged on best practices in public health.

November

In November, *Business at OECD* organized a B20 full day official side-event, titled **OECD Impact, B20 Drive: The Business at OECD Nexus**, where we hosted a dedicated health panel under the theme “Stronger Together: Health Systems for a Changing World.”

This future-oriented discussion explored how the private sector partners with governments to strengthen health systems, improve access, and prepare for future health crises, ensuring health remains a priority on global agendas.



(Panel 4 at our side event to the B20 Summit on "Stronger Together: Health Systems for a Changing World" including USCIB's Whitney Baird, our Health Committee Chair Olga Mironenko Stampfer, Sanofi's Adrien Delamare-Deboutteville, and our Executive Director Hanni Rosenbaum, November 2025)

December

In December, we brought together over 150 representatives from governments, international organizations, and other stakeholders for the **7th Business at OECD Health Forum** under the theme Healthcare's Competitive Future: From Reactive Systems to

Economic Catalysts. The forum explored how health can drive prosperity and resilience, featuring keynotes, expert panels, and discussions that highlighted our *Stronger Together* campaign and promoted cross-sector collaboration on next-generation health systems.

Following the forum, a large *Business at OECD* delegation joined the OECD Health Committee meeting, where the OECD presented proposed new areas of work for the PWB 2027-30 and discussions covered AI in health, the health workforce, and productivity in the health sector.



(OECD Ambassadors, our Health Committee Chair Olga Mironenko-Stampfer, Executive Director Hanni Rosenbaum, and Policy Director Rokas Morkunas, Health Forum 2025)

We also held our **Business at OECD Health Committee** meeting, where our members also had the opportunity to exchange key priorities for 2026 and our *Stronger Together* campaign.



(Business at OECD Health Committee meeting, December 2025)

Our Key Releases

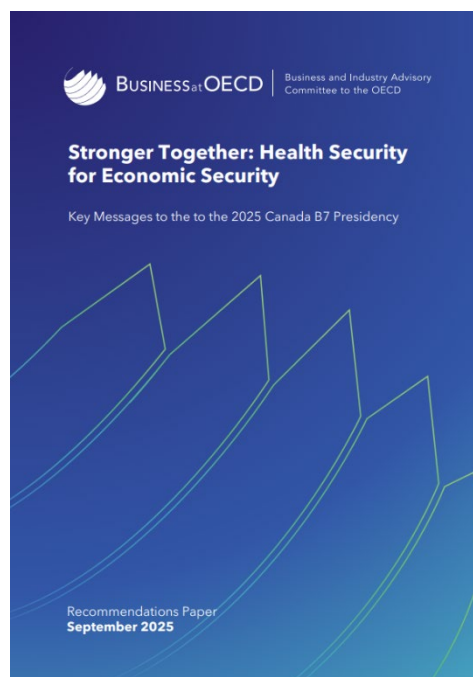
Health Forum Synthesis Report

Drawing from insights gleaned at the 6th edition of our Health Forum, the *Health Synthesis Report* offers actionable recommendations for the OECD, incorporating insights from high-level panels and private sector consultations. It highlights the role of sustainable development and public-private collaboration, providing a roadmap for resilient health systems.



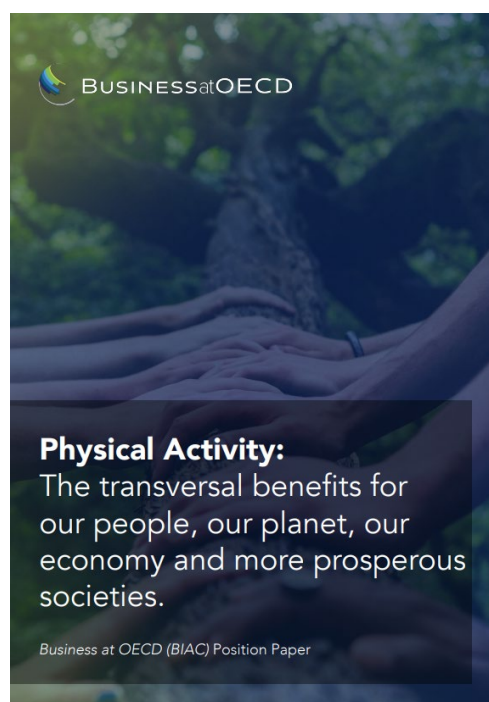
B7 Key Messages Paper

Our *B7 Summit Side Event Synthesis Report* highlights health as both a societal duty and strategic economic priority, fostering public-private collaboration to strengthen resilient health systems as a foundation for economic security and growth.



Position Paper on Physical Activity

Our paper titled the *Transversal benefits for our people, our planet, our economy and more prosperous societies*, emphasizes the importance of physical activity in health, especially for health prevention.



Calendar of 2025

In 2025, our Health Committee engaged consistently across the OECD's health policy calendar. *Business at OECD* participated in the bi-annual meetings of the OECD Health Committee and its related working parties, while also mobilising business expertise through our campaign events. These engagements marked key moments for advancing business input throughout the year and strengthening dialogue with policymakers.



17-18 February 2025	OECD Joint Network of Senior Budget and Health Officials
10 March 2025	<i>Business at OECD</i> Latin American Roundtable on Health (Back-to-back with OECD MCM Consultation) – San Jose, Costa Rica
6-7 May 2025	OECD Working Party on Health Care Quality and Outcomes (HCQO)
12 May 2025	OECD Working Party for the OECD Patient-Reported Indicator Surveys (WP-PaRIS)
13-14 May 2025	OECD Expert Groups on Economics of Public Health (EGEPH)
15 May 2025	<i>Business at OECD</i> side event to the B7 Canada Summit on Health Security for Economic Security
15 May 2025	OECD Medical Supply Chain Conference
15-16 May 2025	OECD Expert Groups on Pharmaceuticals and Medical Devices
26 June 2025	<i>Business at OECD</i> Health Committee
26-27 June 2025	OECD Health Committee
14-15 October 2025	OECD Working Party on Health Statistics
4-5 November 2025	OECD Working Party on Health Care Quality and Outcomes Meeting (HCQO)
14 November 2025	OECD Working Party for the OECD Patient-Reported Indicator Surveys (WP-PaRIS)
18 November 2025	<i>Business at OECD</i> Side-Event to the B20 South Africa Summit
3 December 2025	<i>Business at OECD</i> Health Forum
4 December 2025	<i>Business at OECD</i> Health Committee
4-5 December 2025	OECD Health Committee

Committee Leadership

Chair

Olga Mironenko-Stampfer

UnitedHealth Group (United States)

Vice Chair

David Elvira Martinez

Sanofi (France)

Vice Chair

Emma Mason Zwiebler

World Federation of the Sporting Goods Industry (Switzerland)

Vice Chair

Michele Mestrinaro

Novartis (Switzerland)

Vice Chair

Patrick Jeurissen

Royal Philips (Netherlands)

Vice Chair

Susanne Wagenmann

BDA (Germany)

Vice Chair

Rodolfo Garbanzo Garvey

Hospital Clínica Bíblica (Costa Rica)

Vice Chair

Grzegorz Rychwalski

Medicines for Poland (Poland)



(Selected highlights from our Business at OECD Health Forum)

Business at OECD (BIAC) National Members

Australia	Australian Chamber of Commerce and Industry (ACCI)
Austria	Federation of Austrian Industries (IV)
Belgium	Federation of Belgian Enterprises (VBO FEB)
Canada	Canadian Chamber of Commerce
Chile	Confederation of Production and Commerce of Chile (CPC)
Colombia	National Business Association of Colombia (ANDI)
Costa Rica	Union of Chambers and Associations of the Private Business Sector (UCCAEP)
Costa Rica	Chamber of Industries of Costa Rica (CICR)
Czech Republic	Confederation of Industry of the Czech Republic (SP)
Denmark	Danish Employers' Confederation (DA)
Denmark	Confederation of Danish Industry (DI)
Estonia	Estonian Employers' Confederation
Finland	Confederation of Finnish Industries (EK)
France	Movement of the Enterprises of France (MEDEF)
Germany	Confederation of German Employers' Associations (BDA)
Germany	Federation of German Industries (BDI)
Greece	Hellenic Federation of Enterprises (SEV)
Hungary	Confederation of Hungarian Employers and Industrialists (MGYOSZ)
Hungary	National Association of Entrepreneurs and Employers (VOSZ)
Iceland	Confederation of Icelandic Enterprise (SA)
Ireland	Ibec (Irish Business and Employers Confederation)
Israel	Manufacturers' Association of Israel (MAI)
Italy	The Association of Italian Joint Stock Companies (Assonime)
Italy	General Confederation of Italian Industry (Confindustria)
Italy	Italian Banking Insurance and Finance Federation (FeBAF)
Japan	Keidanren (Japan Business Federation)
South Korea	Federation of Korean Industries (FKI)
Latvia	Employers' Confederation of Latvia (LDDK)
Lithuania	Lithuanian Confederation of Industrialists (LPK)
Luxembourg	FEDIL - The Voice of Luxembourg's Industry
Mexico	Employers Confederation of the Mexican Republic (COPARMEX)
Netherlands	Confederation of Netherlands Industry and Employers (VNO-NCW)
New Zealand	BusinessNZ
Norway	Confederation of Norwegian Enterprise (NHO)
Portugal	Confederation of Portuguese Business (CIP)
Poland	Polish Confederation Lewiatan
Slovakia	National Union of Employers (NUE)
Slovenia	Association of Employers of Slovenia (ZDS)
Spain	Confederation of Employers and Industries of Spain (CEOE)
Sweden	Confederation of Swedish Enterprise
Switzerland	economiesuisse - Swiss Business Federation
Switzerland	Swiss Employers Confederation
Türkiye	Turkish Confederation of Employer Associations (TISK)
Türkiye	Union of Chambers and Commodity Exchanges of Türkiye (TOBB)
Türkiye	Turkish Industry and Business Association (TÜSIAD)
United Kingdom	Confederation of British Industry (CBI)
United States	United States Council for International Business (USCIB)



BUSINESSat**OECD**

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Committee to the OECD

Established in 1962, *Business at OECD* (BIAC) is the officially recognised institutional business voice at the OECD. We stand for policies that enable businesses of all sizes to contribute to economic growth, sustainable development, and societal prosperity. Through *Business at OECD*, national business and employers' federations representing over 10 million companies provide perspectives to cutting-edge OECD policy debates that shape market-based economies and impact global governance. Our expertise is enriched by the contributions of a wide range of international sector organisations.

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