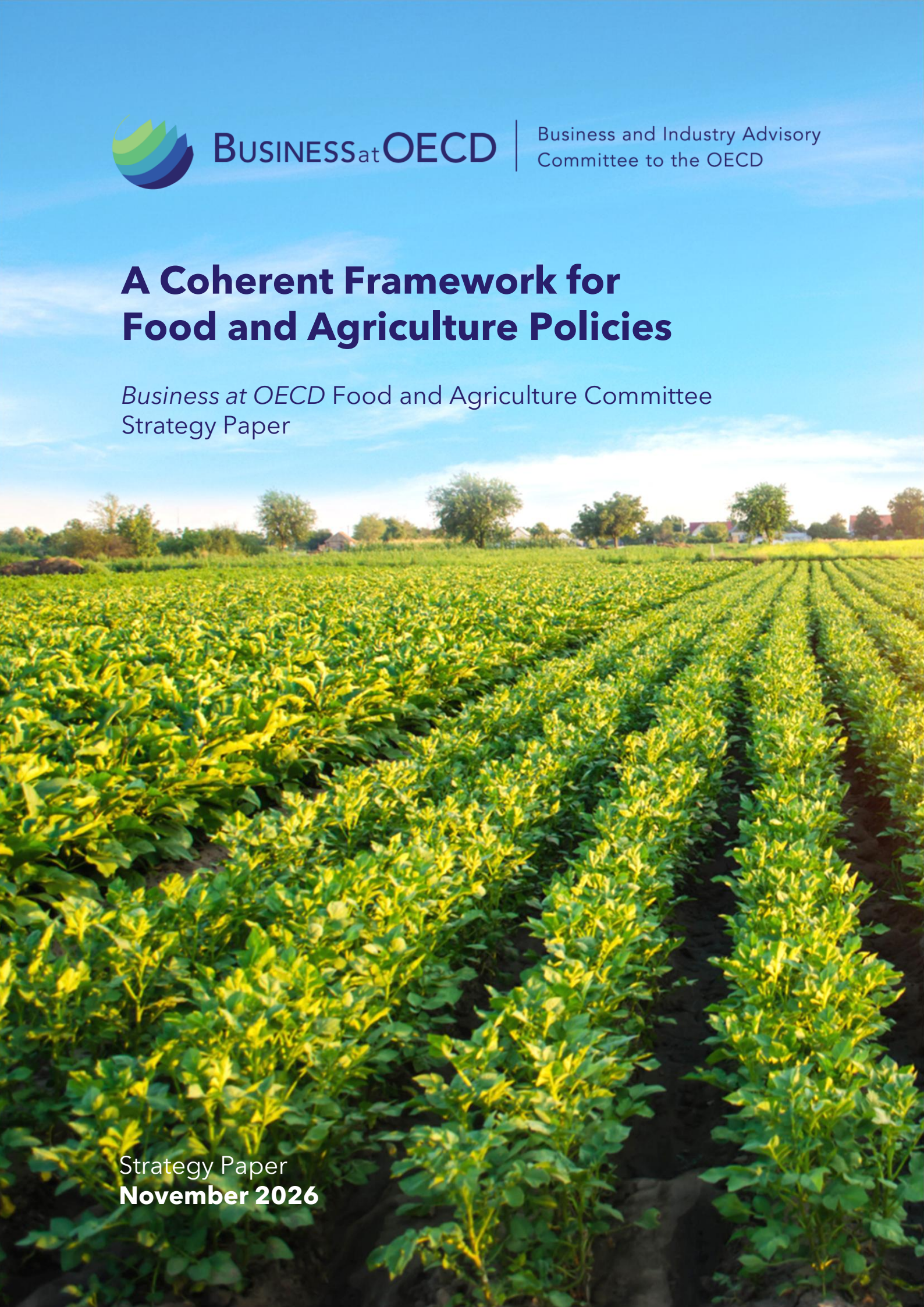
BUSINESS at OECD | Business and Industry Advisory Committee to the OECD

A Coherent Framework for Food and Agriculture Policies

Business at OECD Food and Agriculture Committee Strategy Paper



Strategy Paper
November 2026

Contents

Introduction 3

Priority 1: Fostering Sustainable Productivity Growth and an Enabling Regulatory Environment 4

Priority 2: Promoting Innovation, Digitalisation and Science-Based Governance 7

Priority 3: Strengthening Open, Predictable, and Resilient Agri Food Value Chains 13

Conclusion 16

Business at OECD (BIAC) National Members 18

© 2026 *Business at OECD* (BIAC). All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system.

Introduction

Global food and agriculture systems are under unprecedented pressures. Climate risks, geopolitical tensions, supply chain disruptions, rising input and compliance costs, and regulatory complexity. For farmers and agri-food business, these pressures affect operating margins, investments decisions and reliability of supply.

According to OECD data, the frequency of droughts has doubled, and floods have become six times more prevalent over the past decade compared with 50 years ago, increasing risks to agricultural production and food security.[1] Access to safe, affordable and nutritious food depends on productive farming, functioning markets and viable business. Policies should assess synergies and trade-offs across these objectives rather than assume progress in one automatically delivers the others.

Business at OECD, in collaboration with the OECD Committee for Agriculture, is uniquely positioned to help governments navigate these challenges, by advancing evidence-based policy analysis that strengthens the resilience and long-term competitiveness of food systems worldwide. Its contribution can help governments assess how policy design affects investment, adoption costs, competitiveness and resilience, while supporting legitimate public policy objectives.

As the OECD intensifies its work on food and agriculture ahead of the 2029 Meeting of OECD Agriculture Ministers, *Business at OECD* stands ready to contribute practical expertise and real-world insights to help ensure that policy outcomes are economically feasible, investable, implementable, and grounded in the realities of food and agriculture value chains. The preparations for the Ministerial provide a unique opportunity to strengthen dialogue between policymakers and the private sector.

"Fragmented regulations can be costly and ineffective. Food and agriculture systems need coherent and science-based policy frameworks"

Business is not only affected by food and agriculture policies; it can be a valuable partner providing key insights from across the food system, including in the processing, packaging, storage, logistics and distribution infrastructure that connects agricultural production with consumers.

This paper sets out three priorities for *Business at OECD's* Food and Agriculture Committee, for the 2027-2029 period, with specific actions to be reviewed and updated to reflect evolving policy developments. Its purpose is to identify where the business community can bring distinct value added to policy discussions within the OECD, both prior to and during the 2029 Meeting of OECD Agriculture Ministers. Within each of the three priority areas, the major challenges and opportunities confronting global food and agriculture systems, and the enabling environment needed to support better outcomes, are highlighted.

[1] OECD, Climate change, agriculture and food systems.

Priority 1: Fostering Sustainable Productivity Growth and an Enabling Regulatory Environment

National policy frameworks should explicitly recognize that sustainable productivity growth is the foundation of global food security and the long-term competitiveness of food and agriculture systems, while providing farmers and agri-businesses with a coherent and predictable regulatory environment that avoids unnecessary duplication and disproportionate implementation costs.

What are the challenges?

Food and agriculture businesses operate under multiple policy objectives and regulatory requirements. Individually justified measures can create overlapping reporting, inconsistent definitions and difficult implementation timetables when considered together. Governments should assess these cumulative effects, including their impact on smaller businesses and farmers.

This includes market price support and is not equivalent to government budget expenditure. The OECD identifies scope to redirect support towards innovation, infrastructure and other enabling investments that improve long-term performance while reducing harmful market and environmental effects.

Productivity and sustainability can reinforce each other when innovation reduces resource use and environmental impacts per unit of output. These gains are not automatic: absolute impacts, local conditions and adoption costs also matter. Policy assessment should examine both productivity benefits and environmental outcomes, including the cost to farmers and businesses of delayed access to suitable technologies and the needed enabling environment.

The sector also faces broader challenges: the economic attractiveness of farming itself as well as the investment capacity of businesses across the agri-food value chain. Rising costs, mounting risks, administrative burden as well as regulatory uncertainty are weighing on investment decisions and undermining efforts to both attract and retain the next generation of farmers. They also hinder innovation across the value chain. Strengthening the economic viability of farming and agri-food business should be a policy priority, not a secondary consideration.

What are the opportunities?

There is a clear opportunity to shift the policy debate from managing trade-offs to enabling solutions that deliver both productivity growth and sector competitiveness simultaneously, and in a sustainable way.

First, unlocking sustainable productivity growth: Sustainable productivity growth remains the most effective pathway to strengthen food security and support farm profitability. Policies should encourage innovation and investment that enable farmers and agri-food businesses to do more with fewer resources.

Second, mobilising private-sector investment: The transition to more sustainable food systems will require significant investment. Stable regulatory frameworks with practical implementation pathways can help unlock the capital needed to scale solutions.

And third, scaling circularity across food value chains: Circular business models can help reduce food loss and waste as well as create new economic opportunities.

What enabling environment does the agri-food sector need?

The agri-food sector requires a policy environment that supports investment and long-term resilience, with sufficient flexibility to respond to new pressures. We recommend the OECD consider the following:

- **Recommendation 1: Coherent and predictable regulatory frameworks**. Governments should promote coherent, predictable, science-based and proportionate regulatory frameworks, developed through effective stakeholder consultation, and including consistent and proportionate implementation and enforcement. Reducing unnecessary fragmentation and ensuring better alignment between domestic and international frameworks would help create a more stable environment for investment (including in sustainability and resilience) and facilitate long-term planning.
- **Recommendation 2: Policy approaches that target sustainable productivity growth**. OECD policy discussions should more explicitly recognise sustainable productivity growth as a key driver of global food security, farmer livelihoods, and long-term competitiveness of agriculture and food systems. Rather than treating productivity and sustainability as competing objectives, policy frameworks should seek to integrate them through science-based, outcome-oriented, farmer centric, and regionally adapted policymaking. Sustainability metrics should distinguish legitimate sustainability objectives and measures from those that create disproportionate compliance burden or unnecessary barriers to trade, which are particularly damaging for smallholders and producers in many developing and emerging economies.
- **Recommendation 3: Stronger economic incentives and risk-management tools**. Farmers and agri-food businesses need access to effective economic incentives and risk-management mechanisms that support innovation and adaptation. To reach that goal, countries should explore policies that would encourage the adoption of sustainability practices that help producers manage increasing climate risks. A stronger focus on economic viability is essential to ensure that sustainability transitions are both achievable and attractive in practice, enabling farmers and businesses to invest in and maintain long-term sustainable solutions.

Driving Sustainability Through Outcome-Based Frameworks

The Dutch animal feed industry, in cooperation with government authorities in the Netherlands, has developed the ***Sustainable Feed 2030 programme***.

The initiative uses a set of validated key performance indicators covering climate impact, circularity, biodiversity and sourcing to monitor progress while allowing companies flexibility in how they achieve agreed outcomes.

It provides a practical example of how outcome-based approaches can combine measurable sustainability improvements with business flexibility.

Linking Land Restoration Policy with Catalytic Finance

The Brazil's Caminho Verde Brasil programme illustrates how a national policy framework and public–private financing can work together to support sustainable productivity. Established through the national programme for converting degraded land into sustainable production systems, the framework promotes practices such as no-till farming, permanent soil cover and integrated crop–livestock–forestry systems. Participation is linked to environmental compliance and requirements to reduce emissions or increase carbon uptake, with safeguards to limit expansion into native vegetation.

Eco Invest Brasil provides a complementary financing mechanism. Through its dedicated 2025 auction for degraded-land recovery. Public capital acts as a catalyst for private investment, including international capital, channelled through financial institutions. The auction allocated R$16.5 billion in public catalytic capital towards an expected R$30.2 billion in total investment, intended to support the productive restoration of approximately 1.4 million hectares. These figures represent financing allocations and intended coverage, rather than completed restoration. Together, these instruments illustrate a practical policy approach: conservation requirements define the transition, while blended finance helps address the investment barrier.

Catalytic Public Funding to Scale Resilient Productivity

The Soil and Water Outcomes Fund in the U.S., managed by AgOutcomes, shows how public programs can be designed to improve farm productivity and profitability while attracting private-sector investment.[2]

Farmers receive payments tied to verified environmental outcomes, including greenhouse-gas reductions and improved water quality, while retaining flexibility to choose practices suited to their operations. Since 2020, the program has enrolled more than 1.7 million acres across 21 states, delivered more than US$55 million directly to farmers, and generated approximately 1.4 million metric tonnes of greenhouse-gas reductions and removals.

Farmers participating in the programme have also reported operational benefits including reduced input costs, improved soil health, and maintained or improved productivity.[3] The model demonstrates how well-designed public funding can support sustainable productivity and crowd in private investment.

Managing the Cumulative Impact of Regulation

Members of the Spanish food and beverage industry have highlighted the growing cumulative impact of regulatory requirements across environmental, sustainability, food safety and reporting frameworks. While each individual measure may pursue legitimate policy objectives, the combined effect can increase compliance costs, administrative burdens and implementation complexity, particularly for small and medium-sized enterprises. This can reduce the capacity of businesses to invest in productivity-enhancing innovation, sustainability improvements and long-term competitiveness. The experience underscores the importance of regulatory coherence, proportionality and adequate transition periods when designing new policy measures.

[2] IOWA SOYBEAN Association, SWOF grows through farmer-led efforts, 2024.

[3] Soil and Water Outcomes Fund, "Our impact". Please note that more recent programme results are available based on internal company information not yet publicly reported. According to these figures, since 2020 the programme has enrolled approximately 3 million acres across 21 states, delivered more than US$92 million in direct payments to farmers, and generated approximately 2.5 million metric tonnes of CO_2e reductions and removals. The data further indicates that 95% of participating farmers maintained or improved yields and 98% maintained or improved profitability. As these figures are derived from company-provided information and are not yet publicly available, they are reported for illustrative purposes.

Priority 2: Promoting Innovation, Digitalisation and Science-Based Governance

Innovation is essential to delivering sustainable productivity growth as well as strengthening the resilience of food systems. Realising these benefits requires science-based and internationally aligned policy frameworks that encourage investment and facilitate the deployment of innovative technologies. This would provide businesses with the confidence to innovate and scale solutions across global value chains.

What are the challenges?

Innovation includes modern plant breeding and production methods, crop protection technologies, biologicals, mechanisation, precision agriculture, traceability systems, data standards, and digital tools. Innovation policy in food and agriculture is highly uneven across jurisdictions. Regulatory uncertainty and the lack of international alignment on science-based approaches can delay investment and slow the adoption of technologies that could help address some of the sector's most pressing challenges.

Regulatory approaches are particularly divergent for innovations such as biotechnology, new breeding techniques, digital tools, precision agriculture, and artificial intelligence (AI).

At the same time, agriculture and food innovation is not always sufficiently integrated into broader policy discussions on sustainability, resilience, productivity, trade, taxation, and overall economic development. This gap matters more each year, as science and technology play an increasingly important role both in how food systems perform and in the wider life sciences sector. Better alignment between these policies would help bring solutions to market faster, solutions that strengthen sector competitiveness and deliver better outcomes for consumers.

OECD data show innovation and digitalisation to be essential drivers of agricultural productivity and resilience across the entire agri-food value chain.[4] However, fragmented regulatory approaches and inconsistent science-based governance continue to slow the deployment of technologies that could address both productivity, environmental and food security challenges. We encourage the OECD to systematically examine the contribution of innovation to sustainable productivity growth.

What are the opportunities?

Innovation as a key enabler of sustainable productivity growth across food and agriculture systems.

First, accelerating sustainable productivity growth: Innovation is key to producing more with fewer resources. Biotechnology and new breeding techniques can raise productivity while

[4] OECD, Innovation and digital in agriculture.

reducing the use of inputs. Innovation in processing, manufacturing and logistics can likewise improve resource efficiency and productivity across the value chain.

Second, strengthening resilience through digitalisation: Digital tools can help businesses manage climate and supply chain risks. Better access to data can also improve traceability and decision-making across the value chain.

And third, harnessing life sciences and AI: Advances in nutrition science and AI are opening new avenues for food and agriculture. Policy should support science-based decision-making and provide a predictable environment for innovation and investment.

What enabling environment does the agri-food sector need?

To unlock the full potential of innovation and digitalization, the agri-food sector requires policy frameworks and enabling conditions that encourage investment. Regulatory clarity and certainty are central. It drives faster technology adoption while safeguarding the high safety standards and public trust the sector depends on. The OECD is thus well placed to address the following:

- **Recommendation 1: Science-based, technology-neutral and internationally aligned frameworks**. We encourage the governments to promote regulatory frameworks that are grounded in science and neutral with respect to specific technologies. International alignment and greater regulatory cooperation can help reduce unnecessary barriers to innovation, providing greater predictability for investors and businesses, which encourage the acceleration of technologies' diffusion. OECD analysis plays an important role in fostering common understanding and promoting evidence-based approaches across jurisdictions. To translate alignment into practical outcomes, the OECD should explore concrete cooperation mechanisms, including early notification of regulatory divergence, structured regulator-to-regulator dialogue, reliance on internationally recognised assessments, equivalence where outcomes are comparable, and proportionate transition periods when requirements change.

- **Recommendation 2: Accelerating innovation deployment through stronger cross-policy integration.** Innovation should be integrated more strongly across policy domains and across all stages of the agri-food value chain, including in upstream industries, farming, food processing and food and beverage manufacturing. Beyond supporting research and invention, policy frameworks should facilitate the deployment and adoption of innovative technologies, across the entire value chain, including by addressing practical barriers to investment and deployment. OECD analysis and policy recommendations should highlight the role of innovation in delivering sustainable outcomes and encourage greater coherence between the policy areas, including environment, trade, skills, life science, and overall economic development.

This would help ensure that innovation is translated into real-world improvements in productivity and competitiveness.

Enabling Innovation Through Modern Plant Breeding Techniques

Over the past century, advances in plant breeding globally have played a critical role in increasing agricultural productivity as well as expanding the availability of nutritious food. Today, new breeding techniques, including gene editing, are enabling the development of crop varieties with improved yields, greater resilience to climate-related stresses, and enhanced resistance to pests and diseases. With 828 million people still facing hunger globally, the seed industry's experience highlights the need for science-based and internationally coherent regulatory frameworks that facilitate innovation while maintaining high safety standards. Such approaches can accelerate the deployment of technologies that strengthen sustainability, agricultural competitiveness, among others.[5]

Digital Traceability and Food Safety Compliance

Australian fruit producer Drury Orchards demonstrates how digitalisation can strengthen food safety governance while reducing compliance burdens. To meet increasingly stringent requirements and customer expectations, the company replaced its paper-based product recall process with a digital platform built on standards, enabling more reliable traceability as well as recall management. The new system reduced the time required for recall testing and audits from several hours to approximately 30 minutes, automated notifications to customers and regulators, and improved the speed and accuracy of product withdrawals. This example illustrates how digital tools and interoperable standards can support science-based governance and improve risk management as well as food safety outcomes.

[5] Navigating the Evolution of Plant Breeding Innovation

Building Innovation Ecosystems Through Public-Private Collaboration

The Netherlands is developing a long-term public-private approach to agrifood innovation that connects businesses, research institutes, government, start- and scale-ups and investors. Building on the Food 2040 trajectory, the new Agrifood Innovation Agenda focuses on translating technological strengths into roadmaps and concrete investment propositions in areas including AgTech, resilient crops, food innovation and greenhouse horticulture. The approach illustrates the importance of connecting R&D with deployment, private investment and the regulatory and physical conditions needed for technologies to scale.

The Dutch plant breeding sector provides an example of how innovation can simultaneously support productivity, resilience and environmental objectives. New breeding methods can accelerate the development of varieties that are more resistant to pests, diseases and changing climatic conditions, while reducing dependence on inputs such as crop protection products and water. Predictable, science-based regulatory frameworks determine how quickly these innovations can move from research into practical application.

TELA Maize - Accelerating Access to Climate-Resilient Seeds

Maize is a critical source of food security and income for millions of smallholder farmers across Sub-Saharan Africa, yet increasing drought, rising temperatures, and pest pressures continue to threaten productivity. To address these challenges, the TELA Maize Project brings together public research institutions, seed companies, regulators, international organizations, and development partners to develop and deploy locally adapted, climate-resilient maize varieties.

Building on the Water Efficient Maize for Africa (WEMA) initiative, TELA supports the development of maize hybrids with improved drought tolerance and protection against key pests, while strengthening local breeding programs, seed systems, stewardship practices, and regulatory capacity. The initiative operates across several African countries, through partnerships involving national agricultural research systems, technology providers, and international research organizations.

The project demonstrates that sustainable productivity growth depends not only on technological innovation but also on investment in local scientific expertise, quality assurance systems, and farmer-focused seed delivery networks. A key lesson from the initiative is that innovation delivers benefits only when supported by timely, science based as well as predictable regulatory frameworks. Efficient approval and seed certification processes can accelerate farmer access to new technologies, encourage investment in agricultural research and development, reduce regulatory duplication, and strengthen food security and resilience. TELA illustrates how public-private collaboration, combined with science-based governance, can help ensure that agricultural innovation reaches farmers and contributes to sustainable productivity growth.

Priority 3: Strengthening Open, Predictable, and Resilient Agri Food Value Chains

Resilient agri-food value chains depend on efficient, interconnected and predictable markets. Open, rules-based trade and resilient food systems are mutually reinforcing objectives that should be advanced together through coherent policy frameworks. The multilateral trading system provides an essential framework for maintaining predictable trade flows, while internationally agreed, science-based standards, including those developed by the Codex Alimentarius Commission, help facilitate safe food trade and reduce unnecessary regulatory divergence.

Trade policy analysis should therefore more explicitly examine how open markets, predictable rules and internationally recognised standards contribute to global food security, farmer livelihoods, rural development and the resilience of agriculture and food systems.

What are the challenges?

Agri-food value chains are operating in an increasingly volatile environment. Recent years have demonstrated the sector's exposure to a wide range of disruptions: pandemics, geopolitical tensions, regional conflicts, supply chain shocks, among others. These disruptions highlight the importance of resilience across the entire food chain, from input supplies to production and processing to transportation and distribution.

At the same time, businesses are facing growing fragmentation of standards and regulatory requirements across markets. Divergent sustainability frameworks, reporting obligations and technical requirements can create additional complexity, increase compliance costs and generate unnecessary barriers to trade. Greater reliance on internationally recognised, science-based standards can reduce regulatory fragmentation and enable more predictable trade. Frameworks such as the OECD Seed Schemes and Codex Alimentarius provide harmonised technical reference points for seed certification and food safety and quality, respectively, while WTO SPS and TBT disciplines underpin regulatory coherence and predictable market access.

Greater policy attention should be given to the "critical middle" of food systems: the processing, packaging, storage, logistics and distribution infrastructure that connects farmers with consumers and markets. Strengthening this part of the value chain is essential to translate agricultural production into safe, available and affordable food, particularly during periods of disruption.

Perishable and fresh food products face additional constraints. Food safety requirements, limited shelf life and cold-chain logistics make timely and predictable cross-border movement particularly important. These specific needs should be better reflected in food policy and trade discussions. Trade rules and regulatory requirements can directly

affect market access and the resilience of these supply chains. This includes science-based sanitary and phytosanitary (SPS) measures, alignment of maximum residue levels (MRLs), import tolerances, trade facilitation, and other efforts to reduce unnecessary non-tariff barriers.

What are the opportunities?

Following are four areas where policy can strengthen the resilience of food and agriculture systems.

First, enabling open and rules-based trade to act as a tool for resilience:

Open and predictable trade strengthens food system resilience. Diversified international supply can help countries manage domestic production shocks and support food security. Trade also creates new opportunities for producers and consumers.

Second, diversifying supply chains without sacrificing efficiency: Recent disruptions have shown the limits of relying on self-sufficiency alone. Businesses are diversifying suppliers, routes and logistics while investing in digital tools and risk management. The focus should be on more resilient and efficient supply chains, not simply shorter ones. Relevant indicators could include supplier and route diversification, substitutability of critical inputs, recovery time after disruption, inventory flexibility and the ability to maintain trade flows during crises.

Third, reducing unnecessary regulatory fragmentation: Greater alignment of traceability and technical requirements can reduce compliance costs and support investment.

Fourth, strengthening public-private preparedness: Governments and businesses should work together to identify vulnerabilities and prepare for future shocks. The OECD is a valuable platform to share data and best practices and develop practical tools for managing risks.

What enabling environment does the agri-food sector need?

To strengthen resilience while supporting food security and sustainable productivity growth, the agri-food sector needs a policy environment that promotes predictability and international cooperation. Both governments and international organisations should work together to ensure that food and agriculture systems remain connected and capable of responding to future shocks.

- **Recommendation 1: Strong commitment to open, predictable, transparent, and rules-based international trade.** Transparent and rules-based trade remains a cornerstone of resilient food systems. Policymakers should continue to support international trade frameworks that facilitate market access, with a reduction of unnecessary barriers. OECD work can play an important role in demonstrating how trade contributes to food security and economic growth in the face of shocks and disruptions.

- **Recommendation 2: Interoperability and convergence of standards.**

Regulatory divergence should be avoided where it creates unnecessary barriers to trade and increases compliance costs for businesses. There is a need for greater alignment and interoperability between both standards and regulatory requirements. It would help reduce unnecessary complexity and facilitate the movement of goods across markets.

- Where appropriate, cooperation can include interoperable data, recognition of conformity assessment results and equivalence arrangements. Under SPS, equivalence depends on an objective demonstration that an exporting member's measures achieve the importing member's appropriate level of protection; comparable outcomes alone do not create automatic recognition. OECD could identify where cooperation reduces duplicated testing or documentation while maintaining required protection.

- **Recommendation 3: Improved crisis preparedness and resilience tools**. Measures that preserve diversified international supply chains and facilitate the continued movement of food and agricultural products during crises warrant consideration. This could include strengthening mechanisms that help anticipate and respond to disruptions affecting food and agriculture systems, for example a public-private early-warning mechanism for emerging supply-chain disruptions and regulatory changes with significant cross-border effects.

OECD analysis can also support greater preparedness by helping identify best practices and policy approaches that enhance resilience without restricting trade or market functioning. Given its essential role in ensuring food supply, the food and beverage manufacturing industry should be fully integrated into crisis preparedness and resilience frameworks.

Digital Traceability to Strengthen Agri-Food Value Chains

Australia's citrus sector illustrates how digital traceability can strengthen the resilience, transparency and competitiveness of agri-food value chains. With more than half of Australian citrus production exported, industry stakeholders partnered to implement end-to-end traceability using advanced 2D barcode technology, enabling products to be tracked from farm and packhouse through to international markets while providing trusted information on product origin and authenticity.

The initiative has improved supply chain visibility and helps exporters meet evolving traceability and market access requirements in key export markets. By enabling the secure exchange of traceability data across supply chain actors and across borders, the project demonstrates how digital innovation can support more open and resilient agri-food value chains while protecting the value and reputation of agricultural exports.

Market Transparency to Support Business Planning

The Agricultural Market Information System (AMIS), launched by the G20 in 2011, brings together major trading countries and international organisations, including the OECD. It monitors wheat, maize, rice and soybean markets and supports policy dialogue during periods of uncertainty. Its market assessments provide a shared evidence base on supply, demand and policy developments.

For processors, traders and food manufacturers, this information can inform procurement, inventory and sourcing decisions when market conditions change. The private sector value is better visibility for planning. AMIS illustrates how public market intelligence and policy dialogue can support preparedness; additional business input could help identify information gaps, subject to confidentiality and competition safeguards.

Building SPS Capacity to Enable Market Access

The Standards and Trade Development Facility (STDF) is a global partnership hosted by the WTO that supports developing countries in improving food safety, animal health and plant health capacity for safe trade. Its Prioritizing SPS Investments for Market Access (P-IMA) approach helps public and private stakeholders compare investment needs and build evidence for decisions on scarce resources.

For producers and exporters, stronger testing, inspection and certification capacity can help meet destination-market requirements. For buyers and processors, a broader pool of capable suppliers can support sourcing options and supply reliability. The case illustrates that market access depends on the ability to comply as well as on trade rules.

Conclusion

Business at OECD's central message is a call for a coherent and forward-looking policy framework. Food and agriculture policy must move away from fragmentation and over-complexity and towards science-based decision-making, with practical pathways for sustainable productivity growth. The policy framework should recognise the essential contribution of actors across the value chain - farmers, input suppliers, food & beverage manufacturers, and distributors - to resilient, sustainable, and competitive food systems. Achieving the diversity of government objectives for the sector will require policies that recognise the interconnected nature of food systems and create the conditions for farmers and agri-food businesses to invest, and to innovate, while adapting to new challenges. Policy ambition and practical implementation must go hand in hand.

"The path forward is clear: less fragmentation, more coherence; less complexity, more practicality. This is what farmers and businesses need to deliver sustainable productivity growth and food security for the long term."

The three priorities outlined in this paper seek to contribute to our shared objectives by highlighting where the private sector can add value to OECD policy analysis and dialogue

Business at OECD is committed to being a constructive and committed partner in the work of the OECD Committee for Agriculture. We stand ready to contribute expertise and practical experience, along with real-world examples, to support both the Committee's on-going work and its preparation of the 2029 Agriculture Ministerial. By working together, we can help ensure that future food and agriculture policies are grounded in operational realities and deliver meaningful outcomes for the sector and for society as a whole.

Business at OECD (BIAC) National Members

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

(This page has been intentionally left blank)

BUSINESS at OECD | Business and Industry Advisory 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.

Business at OECD (BIAC)
13/15 Chaussée de la Muette
75016 Paris, France

www.businessatoecd.org
@BusinessatOECD
Business at OECD

Tel: +33 (0)1 42 30 09 60
communications@biac.org

Restricted Use - À usage restreint