



2019 – 2020 YEAR HIGHLIGHTS

TACKLING COVID-19,
ADDRESSING BUSINESS PRIORITIES
FOR GLOBAL GOVERNANCE



BUSINESSatOECD

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PHIL O'REILLY

CHAIR, *BUSINESS AT OECD* (BIAC)

The world faces an unprecedented health and economic crisis that is already deeply affecting communities everywhere. Leveraging the expertise and leadership of the OECD is critical to us all as an international organization that delivers tangible results. Our work with the OECD to bring real life business experience, insights, and ideas to the table will help ensure that we can quickly move forward to a brighter future.



RUSSEL MILLS

SECRETARY GENERAL, *BUSINESS AT OECD* (BIAC)

Reactions to the Covid-19 pandemic have included extreme examples of silo thinking that ignored available and crucial evidence. The dire consequences on our economies and societies will become clear as “lessons are learned” and outcomes are compared with those that did apply evidence based policy making. We are now harnessing international coordination to increase



business engagement in the long recovery process that lies ahead of us. Our members and our broader business community have unique opportunities to engage with us, as we leverage the foundational strengths of the OECD to deliver tangible results. The societal benefits from effectively regulated open markets, the power of targeted PPPs (Public Private Partnerships) and the ability of business to accelerate innovations during a crisis will ensure that even our critics understand the value business brings to society. It was the follow up to the Marshall plan and the gravity of the post-war crisis that created the OECD. By working together to build a toolbox of best practices, we can ensure our next crisis-mode OECD collaboration enables businesses of all sizes to thrive and demonstrate to their citizens that a business led recovery is in everyone's interest.



Why addressing business priorities matters in the context of the Covid-19

ANGEL GURRIA

SECRETARY GENERAL, OECD



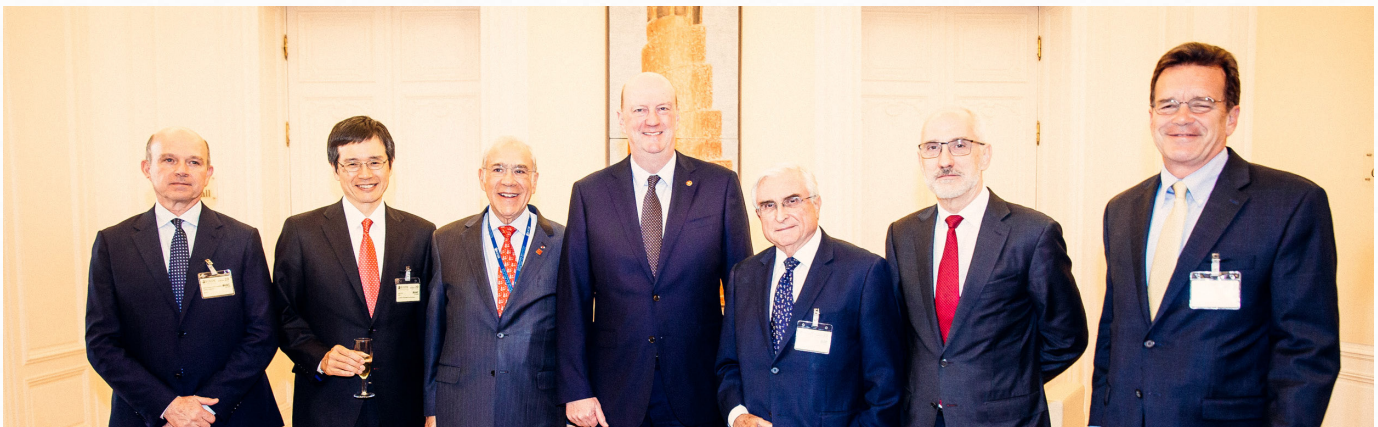
Business at OECD (BIAC) is both my microscope and telescope to the business world, and to understanding its needs and perspectives in today's context. Our ongoing work sees the relationship with business as fundamental allies in our efforts to support our Members to deliver the most effective policy responses, particularly as we collectively address these unprecedented times.



HIGH-LEVEL POLICY DIALOGUE

2019 MEETING OF OECD MINISTERS

- A strong delegation of global business leaders participated in the 2019 OECD Ministerial Council Meeting, stressing the need for integrated policies that will enable business to fully deliver on the potential of the digital transformation for economies and societies. This pivotal exchange platform allowed our global members and corporate leaders to convey what business needs from international collaboration to promote both economic growth and inclusion. Our high-level dialogue featured multiple interactions with Economy, Trade, Foreign Affairs, and Finance Ministers from 36 OECD countries and key non-member economies. Senior leaders including Peter Robinson, CEO and President of the US Council for International Business (USCIB), and Alexandre Ricard, CEO of Pernod Ricard, formally addressed Ministers during the meeting.
- The OECD Ministerial outcomes and adopted instruments reflected critical policy recommendations from our 2019 *Business at OECD* Statement to Ministers, notably the need to appropriately involve stakeholders as future policy recommendations are developed, provide guidance that will enable data governance based on trust, and ensure continued support for OECD evidence and facts on tax, competition, and trade, including on tracking market distorting support measures and barriers.



Cesar Montemayor, Member of the Business at OECD Executive Board (InverCap AFORE) Seiji Inagaki, Member of the Business at OECD Executive Board (Dai-ichi Life), Angel Gurria, OECD Secretary General, Phil O'Reilly, Business at OECD Chair, José Ignacio Mariscal, former Business at OECD Board member, Russel Mills, Business at OECD Secretary General, and Peter Robinson, President and CEO, USCIB at our General Assembly reception



OECD Secretary General Angel Gurria addressing participants at our General Assembly reception

ANNUAL MEETING WITH OECD AMBASSADORS AND SECRETARY GENERAL

- In January 2020, *Business at OECD* (BIAC) leadership met with the OECD Secretary General, his leadership team, and Ambassadors for an exchange on policy priorities and solutions for the “Role of Business in Lifelong Opportunities – People First Policies to Bridge Divides”.
- Over 35 business leaders attended including *Business at OECD* Executive Board members, and senior leadership from our national member organizations and policy committees. Marcella Panucci, Director General, Confindustria, Peter Robinson, CEO, United States Council for International Business (USCIB), and Karim Antonio Lesina, Senior Vice President, AT&T, gave keynote presentations.
- Through concrete examples of business and government collaboration, we conveyed key messages on the critical importance of international cooperation and multilateral institutions. We also reviewed possibilities to equip people with the skills needed to seize economic and social opportunity enabled by digital transformations and open markets.



Marcella Panucci, Director General of Confindustria, delivering a keynote during the Annual meeting with the OECD Ambassadors and Secretary General



Marta Blanco, President of CEOE International addressing participants at the Annual meeting with the OECD Ambassadors and Secretary General

OUR GENERAL ASSEMBLY IN PARIS

- Executive leaders from our global network of business federations met in Paris in May 2019 to set the strategic directions for our contributions to the OECD. We also discussed the positioning of business in achieving the best outcomes from digitalization. At the event, participants further discussed the overall business climate through our annual Economic Survey.



Members of our Board addressing the General Assembly in May 2019

GLOBAL STRATEGY GROUP

- In November 2019, the OECD hosted the seventh meeting of its Global Strategy Group, which brings together Ministers, G7/G20 Sherpas and senior government officials to discuss global megatrends and how the OECD can support countries in dealing with future challenges and opportunities.
- The meeting focused on ageing societies, and was held under the leadership of State Secretary Marie-Gabrielle Ineichen-Fleisch from Switzerland. *Business at OECD's* Russel Mills, Ali Karami Ruiz, and Dai-Ichi Life's Masumi Ishizuki addressed participants in breakout sessions exploring the macroeconomic implications of ageing, pensions, health, and long-term care challenges, and older workers in the future of work, among other topics.



Third right to left, Russel Mills, *Business at OECD* Secretary General with OECD leadership at the Global Strategy Group

OUR ENGAGEMENT WITH THE G20 AND BUSINESS 20

- Leaders of the world's 20 major economies meet annually to address global economic challenges. The B20 informs global policymaking in the G20 through concrete policy proposals and expertise. As G20 mandates the OECD to fulfill several roles, we provide continuous support to the B20 and the OECD across rotating presidencies.
- In 2019 and 2020, we helped shape the agenda of the Japanese and Saudi B20 Presidencies.
- We participated in the B20 Tokyo Summit, where our Chair Phil O'Reilly highlighted the OECD's role in the current global economy and our Secretary General Russel Mills moderated a panel on the role of business to achieve the SDGs. The Summit was held under the leading theme 'Society 5.0 for SDGs' and brought together business leaders from around the world. On this occasion we convened for the 5th time the current G20 and Business-20 presidencies to share business recommendations to G20 leaders ahead of the Osaka Summit. The event featured the participation of the Foreign Minister of Japan Taro Kono, the president and CEO of ANA Holdings Shinya Katanozaka, and OECD leadership. Business speakers from our French and German national members MEDEF and BDI, our Argentinian observer UIA, and from Accenture further debated views with five G20 Sherpas and senior government officials. In the context of this meeting, *Business at OECD* Chair Phil O'Reilly affirmed the importance of ensuring continuity and frank exchanges across presidencies to achieve tangible outcomes in G20 declarations and implementation actions.
- We are working closely with the Saudi B20 Presidency, actively participating in its taskforces, and will convene our 6th joint annual *Business at OECD*—B20—OECD plenary in the summer of 2020.



Russel Mills, Secretary General, *Business at OECD*, Ali Karami-Ruiz, Senior Director, Strategic Engagement and Communications, *Business at OECD*, Taro Kono, Foreign Minister of Japan, Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20, Angel Gurria, OECD Secretary General, Shinya Katanozaka, President and CEO of ANA Holdings, and Phil O'Reilly, *Business at OECD* Chair at the joint session in May 2019



Charles Johnston, Vice Chair, Business at OECD Executive Board (Citigroup, Inc.), Alejandra Kindelán Oteyza, Vice Chair, Business at OECD Executive Board (Banco Santander), and Gerhard Braun, Vice Chair, Business at OECD Executive Board (HERGER Group) at the Annual Consultation with the OECD in January 2020



Hideaki Ozu, Policy Expert, Business at OECD, Makoto Yokozawa, Co-Chair, Business at OECD Committee on Digital Economy Policy (Nomura Research Institute)



Dominique Mockly, Vice Chair, Business at OECD Executive Board (Teréga), Kim Yoon, Vice Chair, Business at OECD Executive Board (Samyang Holdings) and Seiji Inagaki, Vice Chair, Business at OECD Executive Board (Dai-ichi Life Holdings, Inc.) at Business at OECD General Assembly in May 2019



Ole Johansson, Vice Chair, Business at OECD Executive Board (Konecranes) who chaired our third breakout group at the Annual Consultation with the OECD in January 2020



Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20, speaking at the OECD-B20, Business at OECD Joint Session in May 2019



Sara Amini, Head, International Value & Access Policy and Advocacy (IFPMA), Josh Black Associate Vice-President (PhRMA), Caroline Roan, President, Pfizer Foundation, Thomas Cueni, Chair, Business at OECD Health Committee (IFPMA) and Patrick Holmes, Global Policy (Pfizer) at the 4th Annual Business at OECD Forum on Health in October 2019

CLEMENS KERRES

CHARGÉ D'AFFAIRES, A.I., GERMAN MISSION TO THE OECD

■ In the current crises we are reminded of the crucial role of open trade and global value chains as drivers for the recovery. Companies and consumers in countries of all sizes and stages of development have benefitted from the international division of labour and specialisation in the form of growth, innovation, cheaper products, prosperity and employment. Improving the evidence on supply chains and critical regional or sectoral dependencies is an area where we strongly value the input of *Business at OECD* who can make an important contribution to better understand what solutions are workable to improve supply chain resilience. Together with the analytical expertise of the OECD they can provide the policy advice that governments now need more than ever. ■



Ken Ash, OECD Director of the Trade and Agriculture Directorate and Dominik Kümmerle, Policy Manager, Business at OECD, at the Annual Consultation with the OECD in January 2020



Suzanne Czech, former Director General, ERRT, Laurent Scheer, Health Committee Vice Chair, Business at OECD (Pernod Ricard), Ali Karami-Ruiz, Senior Director, Strategic Engagement and Communications, Business at OECD, and Hanni Rosenbaum, Deputy Secretary General & COO, Business at OECD at our 4th Annual Forum on Health reception in October 2019



Russel Mills, Secretary General, Business at OECD, Nicole Primmer, Senior Policy Director, Business at OECD, and Frederik Lange, Policy Manager, Business at OECD at the Ministerial Council Meeting in May 2019



Our team of advisors and assistants at the Annual Consultation with the OECD in January 2020



Marta Blanco, Vice Chair, Business at OECD Trade Committee (CEOE), Winand Quaadvlieg, Chair, Business at OECD Investment Committee (VNO-NCW), Hanni Rosenbaum, Deputy Secretary General & COO, Business at OECD, the Annual Consultation with the OECD in January 2020



GIANCARLO KESSLER

SWISS AMBASSADOR AND PERMANENT REPRESENTATIVE TO THE OECD

“In Switzerland we have a continuous commitment to a strong social partnership. Business as well as trade unions are key. In my interaction with *Business at OECD* I found the same level of professionalism, engagement and commitment towards durable solutions and compromise as in Switzerland.”



Russel Mills, Secretary General, Business at OECD, Michael Corrigan, CEO at Trtl, Frederik Lange, Policy Manager, Business at OECD at the OECD Digital for SMEs Global Initiative in December 2019



Nicole Primmer, Senior Policy Director, Business at OECD, at the G20 Labor Ministerial, in Matsuyama (Japan)

MADELEINE CHEYNETTE

CANADIAN AMBASSADOR AND PERMANENT REPRESENTATIVE TO THE OECD

Representing practitioners, employers, traders, and drivers of the economy, *Business at OECD* added legitimacy and accuracy to our policy discussions throughout the year. As vice-chair of the MCM in 2019, Canada particularly appreciated *Business at OECD's* help in delivering the MCM's theme of harnessing the digital transition for sustainable development.



Dominik Kümmerle, Policy Manager, Business at OECD, Marta Blanco, Vice Chair, Business at OECD Trade Committee (CECE), Hanni Rosenbaum, Deputy Secretary General & COO, Business at OECD, Patrik Kovács, Vice Chair, Business at OECD SMEs and Entrepreneurship Committee (VOSZ), Nicole Denjoy, Vice Chair, Business at OECD Health Committee (COCIR) at the Annual Consultation with the OECD in January 2020



ANDREW HAVILAND

CHARGÉ D'AFFAIRES, A.I., U.S. MISSION TO THE OECD

“The United States greatly values input from business as we prioritize a partnership with the private sector in pursuing OECD’s primary goal of achieving the highest possible sustainable economic growth and employment. We cannot stress enough, therefore, the important role *Business at OECD* plays in representing the voice and interests of the businesses that make up our respective economies.”



Peter Robinson, President-CEO, USCIB, and Karim Antonio Lesina, Senior Vice President, AT&T at the Annual Consultation with the OECD in January 2020



Business at OECD team in our offices in January 2020



Ambassadors and National Representatives to the OECD at the Annual Consultation with the OECD in January 2020



Jaap Buis, Global Public Affairs Manager, Randstad, Peter Robinson, President and CEO, USCIB, Ronnie Goldberg, Senior Counsel, USCIB, Thomas Cueni, Chair, Business at OECD Health Committee (IFPMA), and Pat Ivory, Vice Chair, Business at OECD Trade Committee (Ibec) at the Annual Consultation with the OECD in January 2020



CHRISTOPHER SHARROCK

UK PERMANENT REPRESENTATIVE TO THE OECD

As Dean of the Ambassadors I have been involved in the full spectrum of business meetings and the feedback I get from my colleagues is that they greatly value the more interactive high level meetings with business including the breakout sessions introduced at the 2018 LCM and expanded to multiple sessions during 2019. During my time here at the OECD as the UK Ambassador, I have seen British business engaging increasingly with the OECD and with *Business at OECD* (BIAC). Over the coming year, I fully expect this to continue, and to grow further, as UK business responds to the challenges and opportunities of the global economy, and as the UK Government takes on the G7 presidency and hosts COP 26.



Yoon Kim, Member of the Business at OECD Executive Board (Samyang Holdings), Hanni Rosenbaum, Deputy Secretary General & COO, Business at OECD, at our General Assembly Reception in May 2019



Patrik Kovács, Vice Chair, Business at OECD SMEs and Entrepreneurship Committee (VOSZ), Frederik Lange, Policy Manager, Business at OECD, at the Annual Consultation with the OECD in January 2020

Words from our business representatives

ALEXANDRA KINDELÁN

SENIOR VP, COMMUNICATIONS, MARKETING, AND RESEARCH DIVISION (BANCO SANTANDER)

MEMBER OF THE *BUSINESS AT OECD* EXECUTIVE BOARD

Business at OECD has real impact in OECD policymaking: it delivers unparalleled collaboration with an organization that has economic cooperation and development at the heart of its mandate. In these times, we need a strong business voice that can reaffirm the importance of strong multilateral policy actions.



CESAR MONTEMAYOR

FOUNDER AND HONORARY PRESIDENT (INVERCAP AFORE)

MEMBER OF THE *BUSINESS AT OECD* EXECUTIVE BOARD

Business at OECD offers business leaders unparalleled access to ministers from OECD and key partner countries to discuss avenues for partnership and collaboration. This dialogue does not stay in Paris; it later results in local policies, where national business organizations are fully in the lead.

SEIJI INAGAKI

CEO (DAI-ICHI LIFE)

MEMBER OF THE *BUSINESS AT OECD* EXECUTIVE BOARD

A global crisis requires global solutions. Doing business across borders, we have strong expectations for the OECD to bolster international cooperation to take evidence-based and whole-of-government approaches that address imminent crises as well as achieve sustainable growth in the longer term.





PETER ROBINSON

PRESIDENT AND CEO, UNITED STATES COUNCIL FOR INTERNATIONAL BUSINESS

“Better, stronger, and more resilient cooperation and commerce can only happen through international cooperation. US business relies on *Business at OECD*’s work with the OECD to get the right policy responses and guidance so we can actively contribute to recovery efforts as we prepare a post Covid-19 world.”



CARLA SEQUEIRA

DIRECTOR GENERAL, CONFEDERATION OF PORTUGUESE BUSINESS

“Major challenges like Covid-19 know no borders and have created significant disruptions. Our collaboration with *Business at OECD* is extremely helpful to identify best practices and support our work in our daily dialogue with our Government. It therefore helps improving national responses while at the same designing global answers to common threats.”



DANNY MCCOY

CEO, IBEC

“We campaign for real changes to the policies that matter most to business. *Business at OECD* is our benchmark for best practice on public health, corporate governance and international taxation, as *OECD* is re-writing the rules of the game and our engagement is crucial to deliver impactful results in Ireland.”



JACKIE KING

COO, CANADIAN CHAMBER OF COMMERCE

“*Business at OECD* offers tangible opportunities for Canadian businesses to ensure their voices are heard at decision making tables internationally. With many policies today being coordinated and inspired in Paris at the OECD, we must have a seat at the table.”



CHRISTINE LEPAGE

INTERNATIONAL AND ECONOMICS DIRECTOR, MOUVEMENT DES ENTREPRISES DE FRANCE

“*Business at OECD*’s action is essential to engage with the 37 OECD country representatives in order to share businesses’ experience and expertise on trade, economic and tax matters that impact our economies.”

RESPONSIBLE BUSINESS CONDUCT AND CORPORATE GOVERNANCE

RESPONSIBLE BUSINESS CONDUCT AND ANTI-CORRUPTION

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ Global support for responsible conduct is all the more important given the unprecedented challenges the world is facing in the context of Covid-19. *Business at OECD* underlines the importance of effective and balanced implementation of the OECD Guidelines for Multinational Enterprises, the most comprehensive government-backed responsible business conduct instrument, which can play an important role in promoting a global level playing field.

■ Corruption impedes economic and social development, prevents equal opportunities, and erodes trust in business and governments. The OECD has established itself as a key organization in the fight against corruption through its legally binding Anti-Bribery Convention. The Organization also fosters international dialogue and provides valuable guidance on promoting integrity in trade, development, tax, export credits and state-owned enterprises (SOEs).

■ In addressing anti-corruption, there is a clear need for a strong role of the OECD, which can, in turn, also push for much-needed international cooperation. Such collaboration with governments and stakeholders will also be necessary to ensure preparedness in case of any future crises.

CORINNE LAGACHE

GROUP COMPLIANCE OFFICER (SAFRAN)
VICE CHAIR, BUSINESS AT OECD ANTI-CORRUPTION COMMITTEE



OUR OUTCOMES AND IMPACT

■ During spring 2020, we developed our Proactive Responsible Business Conduct Agenda highlighting the linkages between Responsible Business Conduct, Anti-Corruption and Human Rights, investment treaties, public procurement, the management of SOEs, and the interaction between RBC and digital technologies. We also developed a paper on responsible business conduct in the context of the Covid-19 crisis.

■ In January 2020, we were appointed as network partner to the B20 Saudi Arabia Task Force on Integrity and Compliance. Our contributions this year focus on new technologies in managing corruption and fraud, enhancing integrity and transparency in public procurement, and leveraging high standards of ethics in private and public sectors.

■ In October 2019, we produced a joint International Organization of Employers (IOE), *Business at OECD* and BUSINESSEUROPE response to the United Nations Revised Draft for a Binding Treaty on Business and Human Rights. Our joint statement highlighted the need for consistency with agreed principles and alignment with the UN Guiding Principles on Business and Human Rights.

■ In October 2019, we participated in the inaugural OECD Trust in Business forum, addressing critical factors for strengthening business integrity, including transparency, strong leadership, conducive business cultures, and audit quality.

■ Throughout 2019, we contributed to the development of a due diligence guidance for general corporate lending and securities underwriting, working in close cooperation with our members from the financial sector. The final OECD guidance was published in October 2019.

■ This year, we actively contributed to the OECD review of its 2009 Anti-Bribery Recommendation, on a regular basis. Our input requests for the updated instrument to reflect changes in the policy environment, and calls on the OECD to include important issues, including addressing the demand side of bribery, fostering the use of technologies, and recognizing compliance efforts as well as voluntary self-disclosure.

SINCE 2000 THE NCPS
HAVE HANDLED OVER
500
SPECIFIC INSTANCES

42%
OF SOE OFFICIALS AND
BOARD MEMBERS
REPORTED OBSERVING CORRUPT
ACTS OR OTHER IRREGULAR
PRACTICES IN THEIR COMPANY
OVER THE LAST THREE YEARS.

OUTLOOK

■ We will further explore how RBC intersects with other key areas including anti-corruption, state-owned enterprises, and public procurement. We will also continue to support an effective and balanced implementation of the OECD MNE Guidelines and outreach activities to non-member countries.

■ As the National Contact Point (NCP) system celebrates 20 years, we will further underline the need to ensure trust and levelling the playing field between NCPs.

■ We will deepen our efforts to establish a global level playing field, reinforce public-private cooperation, and address both the supply and demand side of bribery through further feedback to the update of the 2009 OECD Anti-Bribery Recommendation. We are also, jointly with the International Organization of Employers, developing a practical guidance for business on how to link the Human Rights and Anti-Corruption agendas.





RESPONSIBLE BUSINESS CONDUCT AND CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ Corporate governance helps business across all industries to ensure long-term sustainability by increasing transparency and mitigating the risks of misconduct. The G20/OECD Principles of Corporate Governance provide an indispensable and globally recognized benchmark for assessing and improving corporate governance. As state owned enterprises (SOEs) become more active in the global economy, the OECD Guidelines on Corporate Governance of State-Owned Enterprises advise countries how to manage more effectively their responsibilities as company owners.

OUR OUTCOMES AND IMPACT



Business at OECD Corporate Governance Committee Meeting in October 2019, led by our Corporate Governance Committee Chair Dan Konigsburg (Deloitte Touche Tohmatsu Ltd.)

■ In March 2020, our Deputy Secretary General Hanni Rosenbaum and Committee Vice Chair Pascal Durand-Barthez provided business input to OECD discussions on transparency standards for SOE and further work on anti-corruption in SOEs.

■ In October 2019, we participated in the OECD SOE anti-corruption day, discussing the implementation of the OECD Guidelines on Anti-Corruption and Integrity in State-Owned Enterprises. We have strongly supported the development of the latter, which are a unique instrument offering states support in fighting corruption and promoting integrity in SOEs.

■ In January 2020, we contributed our recommendations for future work on audit quality to the OECD Corporate Governance Committee, encouraging fact-based dialogue and the exchange of best practice to ensure trust in business.

■ In April 2019, we participated in a roundtable on the Financial Stability Board (FSB) status report on the implementation of the recommendations provided by its Task Force on Climate-Related Financial Disclosures and a report on climate-related financial disclosures and corporate board practices. We underlined the importance of consistent approaches and the practical challenges that arise from a proliferation of different standards.

TODAY, SOES ACCOUNT FOR

22 %

OF THE WORLD'S LARGEST COMPANIES

AND ARE OFTEN CONCENTRATED IN STRATEGIC SECTORS (ENERGY, TRANSPORT, TELECOMMUNICATION, FINANCE, ETC.)

OUTLOOK

■ Based on our paper on Corporate Governance in the context of Covid-19, members will contribute to discussions on how corporate governance can help ensure sustainability of business in the post Covid-19 era. We will also continue to work on transparency, integrity and good governance of SCEs.

ECONOMIC POLICY, COMPETITION AND REGULATION

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ The OECD, with its widely known Economic Outlook and Going for Growth reports, is an authoritative source of advice for governments and business on international economic matters. The OECD also leads on competition policy and actively encourages governments to tackle anti-competitive practices through in-depth country reviews and fosters market-oriented reform throughout the world.

■ The OECD further develops cutting-edge guidance on regulatory reform efforts through administrative simplification, impact assessment, and alternatives to regulation. The OECD Regulatory Policy Outlook regularly maps country efforts to improve regulatory quality. Last but not least, the OECD provides governments with the analytical basis to develop economic policies that are both effective and economically efficient for SMEs. Businesses have a significant opportunity to shape this work and share their expertise with OECD leadership and governments.

OUR OUTCOMES AND IMPACT

■ In December 2019, our Competition Committee contributed to OECD discussions on competition and released expert papers on independent sector regulators, access to the case file and protection of confidential information, hub and spoke arrangements, barriers to exit, competition provisions in trade agreements, merger control in dynamic markets, and other items of crucial relevance for business.

■ In November and March 2019, the Chair of our Economic Policy Committee Klaus Deutsch and our Policy Manager Frederik Lange provided structured input to an OECD body reviewing macroeconomic and structural policy analysis, including on online platforms and productivity, labor supply of older people, green policies and growth, and workforce composition, productivity and pay. The OECD incorporated our comments into its deliverables.

■ In November 2019, the OECD and *Business at OECD* co-hosted the first Roundtable that launched the Digital for SMEs Global Initiative, gathering Ministers from New Zealand, Korea and Ireland, as well as close to 100 participants, including 23 governments, 13 large companies, 28 SMEs, 5 incubators, 4 financial institutions and additional participants from academia and business sector associations. Our ambition is to create a dedicated space for entrepreneurs and small businesses to exchange with governments, large firms and experts about the key drivers of the SME digital transition and the role of policy.

■ In October 2019, our new Anti-Illicit Trade Expert Group issued a "Roadmap" to help shape the direction of the OECD Taskforce on Countering Illicit Trade for the next biennium.

OUTLOOK

■ Responding to Covid-19, our Economic Policy Committee will feed both short and long-term policy recommendations to the OECD, and our Competition Committee will issue written contributions to its respective OECD counterpart body.

■ Our Expert Group on Anti-Illicit Trade will implement its 2020-21 Roadmap, and our Governance and Regulatory Policy Committee will disseminate best practices and advice on international regulatory cooperation, while our SME Committee will collaborate with the OECD to take forward the Digital for SMEs Global Initiative with dedicated meetings and policy contributions.



KLAUS DEUTSCH

CHIEF ECONOMIST AND HEAD OF THE DEPARTMENT "RESEARCH, INDUSTRIAL AND ECONOMIC POLICY"

(FEDERATION OF GERMAN INDUSTRIES - BDI)

CHAIR, BUSINESS AT OECD ECONOMIC POLICY COMMITTEE

■ As a result of the Covid-19 crisis, extraordinary expansionary monetary, fiscal and economic policies will be required from now well into 2022 in most countries to counteract the risks stemming from the immediate fallout from containment measures. Most importantly, the global economic crisis can only be tackled with joint efforts, with the extensive Business at OECD network working with the OECD to build a platform of critical importance for the sharing of best practices and the promotion of coherent policy responses.

OVER

\$780

BILLION

A YEAR

IS THE COST OF REGULATORY DIVERGENCE FOR THE FINANCIAL SERVICES SECTOR COMING FROM NEW RESEARCH WE CONDUCTED WITH THE INTERNATIONAL FEDERATION OF ACCOUNTANTS (IFAC)

■ In October and May 2019, we issued substantive business comments on the OECD Economic Outlook. We underlined the importance of a coordinated policy approach across fiscal, economic and monetary policies and that of international cooperation for realizing sustainable economic growth.

■ In June 2019, our Competition Committee contributed to OECD discussions on competition and released expert papers on the standard of review by courts in competition cases, analyzing competition issues in labor relations, fintech and disruptive innovation in financial markets, licensing of intellectual property rights and competition law, and vertical integrations in technology, media, and telecommunications sectors.

■ In May 2019 during our General Assembly, we presented our Business Climate Survey and discussed key findings with OECD Director of the Economics Department Alvaro Pereira. Our survey zoomed in on the business climate, drivers of underlying economic growth, and policy priorities for reform and fed into OECD economic policy work.



Economic Policy Committee chaired by Klaus Deutsch (BDI) at Business at OECD offices in November 2019

DEVELOPMENT AND EMERGING ECONOMIES

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ The adoption of the 2030 Agenda for Sustainable Development has added a new impetus to OECD work in the field of development. The OECD supports governments within and beyond its membership in efforts to achieve the sustainable development goals by streamlining financing, fostering policy effectiveness, and building partnerships. The private sector plays a key role in this process, informing policy makers, championing best practices and mobilizing much needed investments.

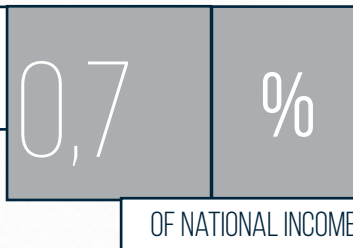
The OECD strengthens cooperation with China through a program of enhanced engagement, which offers an opportunity to discuss major policy issues and challenges, and to learn from the experiences of OECD countries facing similar challenges in relevant areas.

OUR OUTCOMES AND IMPACT

■ In January 2020, we organized our Development Committee meeting, back-to-back with the OECD Private Finance for Sustainable Development Conference. Our subsequent internal discussions allowed members to exchange views and perspectives on development and engage with OECD experts in the field, pointing out how private financing can achieve development goals.

■ Throughout the year, we contributed business views, including in the OECD Emerging Markets Network discussions and organized bilateral meetings with OECD Development Assistance Committee Chair Susanna Moorehead.

OFFICIAL DEVELOPMENT ASSISTANCE (ODA) IS STILL RUNNING AT LESS THAN HALF THE UN TARGET OF



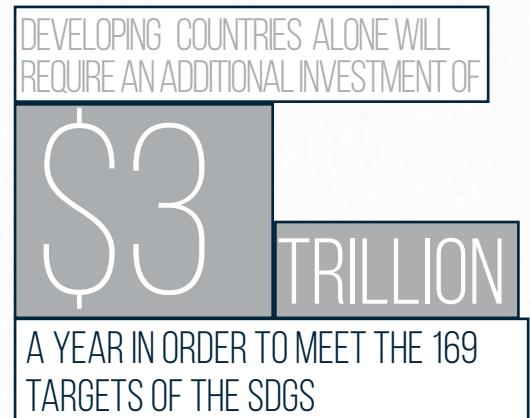
■ In October 2019, we participated in the OECD's 2nd Roundtable on Investment and Sustainable Development, which launched the FDI Qualities project and explored policy solutions to maximize the role of investment as a catalyst for achieving the 2030 Agenda. In preparation of the event, we published – jointly with our Investment Committee – a paper underlining the role of private investment for development with priorities for business engagement in developing countries.

■ In June 2019, our China Expert Group Chair Jörg Wuttke led a business discussion in Paris to discuss the country's economic growth performance and latest developments. Our expert group also convened a seminar with the OECD Informal Reflection Group on China, bringing together OECD Ambassadors and OECD Global Relations Director Andreas Schaal with our membership.



OECD Private Finance for Sustainable Development Conference in January 2020

■ In March 2019, our Secretary General Russel Mills spoke at the OECD Council on the 2030 Agenda for Sustainable Development and the OECD Regional Development Ministerial in Athens, where he underlined the potential of digital technologies for the development of local and regional economies and communities.



OUTLOOK

■ On development, we will focus on our strategy for engagement with the OECD's different workstreams to streamline development topics into related policy areas. We will further monitor the impacts of the Covid-19 pandemic in developing countries and engage with the MENA-OECD Business Advisory Board.

■ Our China Expert Group will provide expert guidance to China-OECD cooperation to improve the investment climate and overall business environment. Focus areas will be the economic implications of the Covid-19 health emergency, the Chinese social credit system for business, the environment for digital and ICT, trade and investment topics, and infrastructure development including the Belt and Road Initiative.

EMPLOYMENT, SKILLS, AND EDUCATION

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ Global trade and supply chains, digitalization, and demographics change the way firms do business, organize production and provide services. Dynamism and complexity are becoming structural and businesses need to anticipate change more often. This affects the way firms demand, organize and deploy work. Education and skills are top priorities to prepare for the future of work, and to address related employment transitions. Through our work, business can input and leverage recommendations on both areas, and inform policy guidance through conveying best practices to OECD and governments.

OUR OUTCOMES AND IMPACT

■ In April 2020, our Committee met through videoconference to gather input from employers to elaborate a strategic response to the Covid-19 crisis, collecting best practices from national employer organizations and associated companies.

■ In April 2020, our Committee Chair Renate Hornung-Draus conveyed business comments to the OECD lead authors of the Employment Outlook. Our global membership provided structured input to this flagship OECD publication, which provides recommendations to governments regulating employment policy.

■ In February 2020, Senior Director Ali Karami Ruiz participated in a panel at the Global Deal conference. He stressed the many ways in which social dialogue and industrial relations take place today beyond the practice of collective bargaining, and outlined the main messages of our statement vis-à-vis the Global Deal initiative.

■ In January 2020 and October 2019, our Employment Committee met in Paris to identify member priorities for the year, including the implementation of its strategy, and held a bilateral exchange with OECD Director for Employment, Labor, and Social Affairs Stefano Scarpetta.

■ In January 2020, our Employment Committee Chair led a business delegation and spoke at the 1st OECD Ministerial meeting on Migration and Integration, stressing the need for policies to improve paths for regular migration in line with labor market needs.

■ In November 2019, our Employment Committee Chair participated in the launch of an OECD report on collective bargaining in Berlin, and outlined the many ways in which social partners practice social dialogue beyond collective bargaining.

■ In October 2019, our Education Chair Charles Fadel led a joint International Symposium with OECD hosted by Microsoft on Employability and the Learner Profile including business, governments, and education experts from around the world to address education systems and improving alignment with student and employer needs.

40 %

OF JOBS CREATED BETWEEN 2005 AND 2016 WERE IN DIGITALLY INTENSIVE SECTORS

6 OUT OF 10

IN OECD COUNTRIES WORKERS LACK BASIC ICT SKILLS OR HAVE NO COMPUTER EXPERIENCE



RENATE HORNUNG-DRAUS

MANAGING DIRECTOR (BDA)

CHAIR, BUSINESS AT OECD EMPLOYMENT, LABOR, AND SOCIAL AFFAIRS COMMITTEE

■ By collecting and transmitting to the OECD the initiatives and assessments from employers on policies to mitigate the economic and social effects of Covid-19, BIAC can provide added value by facilitating the exchange of experiences among its national member organizations.



Employment, Labor, and Social Affairs Committee Meeting at the Business at OECD offices in January 2020

OUTLOOK

■ Responding to Covid-19, we will collect and transmit to the OECD the employers' initiatives, assessments, and requests regarding policies to mitigate the economic and social effects.

■ Members can provide input into the forthcoming strategy paper that will outline business recommendations to the OECD and governments as they formulate education with the Future of Work and Covid-19 policy responses.





ENVIRONMENT AND ENERGY

CONTEXT AND WHY IT MATTERS FOR BUSINESS

- OECD work on the environment helps member governments design and implement evidence-based policies that address environmental challenges and promote green growth. The Organization also makes important contributions to international discussions including the UN Framework Convention on Climate Change negotiations, the G7 and the G20. In the context of Covid-19, the OECD advises governments on how to best align economic stimulus measures with ambitions on climate change, biodiversity and wider environmental policy.
- The OECD also develops high-quality tools and test guidelines on chemicals management to avoid duplicative data requirements for chemicals testing.



Environment Committee meeting in Business at OECD offices in December 2019



Our Environment and Energy Chair Hans-Jörn Weddige (thyssenkrupp AG) speaking at the GGSD in November 2019

OUR OUTCOMES AND IMPACT

- In February 2020, our Environment and Energy Vice Chair Luca Matrone and members contributed to the OECD Working Party on Climate, Investment and Development, including with joint messages on Sustainable Finance Taxonomies.
- In February 2020, our Environment and Energy Committee Chair Hans-Jörn Weddige led a delegation of over 20 business representatives to the OECD Workshop on Circular Economy and Trade, convening trade negotiators, environmental policy makers and stakeholders, and presented our joint *Business at OECD* Messages on Trade and Circular Economy.
- In February 2020, our Chemicals Committee met in Paris to coordinate its input to the OECD Environment, Health and Safety Program. Our Chemicals Committee Chair Jay West led a 16-person business delegation and delivered input to OECD government representatives.
- In December and September 2019, our Chemicals Committee Chair Jay West participated in the negotiations on incorporating recent changes to the Basel Convention on plastics waste into the OECD Council Decision on the Control of Transboundary Movements of Wastes.
- In November 2019, our Environment and Energy Committee contributed to the OECD Green Growth and Sustainable Development Forum. Our Committee Chair Hans-Jörn Weddige presented perspectives on greening extractive sectors, and our Vice Chair William Garcia and members spoke on driving innovation for greening heavy industries and trade and the circular economy.



JAY WEST

SENIOR DIRECTOR, CHEMICAL PRODUCTS AND TECHNOLOGY (AMERICAN CHEMISTRY COUNCIL)
CHAIR, BUSINESS AT OECD CHEMICALS COMMITTEE

■ The OECD chemicals programme generates cost savings of about 310 million euros annually for business and governments. *Business at OECD* ensures that our companies have a strong and coordinated voice in discussions to harmonize approaches to testing and assessment.

- In November 2019, our Environment and Energy Committee met in Paris to exchange views on trade and the circular economy, tax and the environment, and green finance and investment with OECD Deputy Secretary General Masamichi Kono and Environment Director Rodolfo Lacy.
- In September 2019, our Environment and Energy Vice Chair William Garcia and Business at OECD Secretary General, Russel Mills contributed to the high-level meeting of the OECD Environment Policy Committee, including a session with the Brazilian Environment Minister Ricardo Salles.

OUTLOOK

- Our Chemicals Committee will contribute to OECD instruments for chemical testing to avoid duplication and produce cost savings for the industry.
- Our Environment and Energy Committee will provide business expertise on climate change, finance and infrastructure for sustainable development, resource productivity and circular economy, trade and the environment.

HEALTH AND WELL-BEING

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ OECD work on health has become a reference for governments and health stakeholders. Whether it is on providing policy guidance on access to innovation and related regulations or policy recommendations to address risk factors for Non Communicable Diseases, the OECD's reports are widely-quoted and influential in national policymaking. Our members have an opportunity to shape dialogue and ensure that recommendations look at health policies and interventions not as cost containment measures but as potential levers for economic growth and social prosperity. The Covid-19 context gives the OECD a unique vantage point to produce analysis bridging the worlds of health, finance, and economic policy.

ACHIEVING HEALTHIER LIFESTYLES
COULD PREVENT

80 %

OF ALL CASES OF
CARDIOVASCULAR DISEASES
AND TYPE II DIABETES

OUR OUTCOMES AND IMPACT

■ In April 2020, our Health Committee Chair Thomas Cueni led a special videoconference to collect global input on the coronavirus crisis and avenues for future OECD work. Our members identified the need for pandemic preparedness, the role of rapid testing to better drive policymaking decisions during national epidemics, and ways for OECD and government stakeholders to encourage research and development.

■ In March 2020, our Committee Vice Chair Laurent Scheer led a bilateral exchange between our membership and the OECD lead authors to present industry initiatives and recommendations to tackle alcohol-related harm. This input informs the upcoming OECD follow up publication on alcohol policy, and follows our participation in the October 2019 Expert Group meeting on Public Health.

■ In February 2020, a business delegation addressed the OECD's joint network of senior budget finance and health officials. We provided business views on this year's conversation on high-cost medicines, and we will monitor this group's projects in the wake of the Covid-19 crisis.

■ In December 2019, we addressed senior officials of the OECD Health Committee, communicating our views to implement the OECD Council Recommendation on Health Data Governance, and providing feedback on OECD recommendations on sustainable health financing.



Ali Karami-Ruiz, Business at OECD Senior Director, Strategic Engagement and Communications introducing the 2019 Annual Forum on Health



Andrew Haviland, Chargé d'Affaires from the U.S. Mission to the OECD, Caroline Roan, President of Pfizer Foundation and Peter Haas, Principal Deputy Assistant Secretary in the Bureau of Economic Affairs of the U.S. State

■ In October 2019, we organized our flagship annual Health Forum, focusing on business contributions to achieve the health-related SDGs. Through this event, we outlined policy proposals the OECD can take forward to leverage policies and improve health outcomes for patients and consumers. The event featured the participation of the OECD Secretary General, who called for deepening partnerships to meet the 2030 deadline.

■ In October 2019, together with the US Mission to the OECD we hosted a roundtable for Ambassadors with Pfizer Foundation President Caroline Roan. The discussion highlighted initiatives to increase access to healthcare and linkages to valuing investments in health for productive societies.

■ In April 2019, we participated in the second OECD Expert Group on pharmaceuticals and medical devices. Our insights provided feedback as governments discussed challenges in affordability and access to oncology medicines, genomics in health and testing, and managed entry agreements, among others.

OUTLOOK

■ We will proactively convey a business strategy on health as governments address the medium- and long-term responses to Covid-19 with associated outreach events.

■ We will respond to the OECD's ongoing public health agenda covering alcohol policy, obesity and its work on pharmaceuticals and medical devices focusing on transparency.



INNOVATION AND DIGITAL ECONOMY

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ Digital technology has become a critical infrastructure for our economies and societies through its potential to empower people, increase productivity, and spread knowledge.

The OECD is the go-to organization for its evidence base and convening power for digital economy policy. Through *Business at OECD*, members engage in OECD digital policymaking issues including Artificial Intelligence, privacy and on-line security, content and connectivity, data governance, and blockchain. We work with governments to shape policies that foster sustainable investment, innovation and diffusion of digital technology applications and benefits. Beyond digital, the OECD also reviews science, technology and innovation activities that are facing disruptive drivers of change, including on biotechnology, nanotechnology and converging technologies.

OUR OUTCOMES AND IMPACT

■ Throughout the year, under the leadership of our Committee Co-Chairs Julie Brill and Makoto Yokozawa, we informed OECD on developments related to emerging digital technologies and business models to shape the evidence base for digital economy policy formulation within the OECD Going Digital Project.

■ In April 2020, our Committee gathered input to highlight the critical role of digital technologies in supporting emergency response and economic continuity in the Covid-19 crisis.

■ In February 2020, a business delegation participated in the launch of the OECD Artificial Intelligence Observatory, emphasizing the potential of AI-related technologies for good, and the central role of the OECD AI Principles to shape evidence based AI policies.

■ In February 2020, our Senior Director Nicole Primmer together with members participated in an OECD expert group to provide effective digital security solutions in partnership with governments.

■ In January 2020, our Digital Economy Policy Vice Chair Christoph Steck addressed issues of liability and accountability in an AI-driven world at the OECD Global Conference on Governance and Innovation.

■ In November 2019, we delivered “Guiding Principles for the Review of the OECD Privacy Guidelines”, underscoring the role of accountability, proportionality, enforcement, global interoperability and the importance of a multi-stakeholder approach.

OUTLOOK

■ We will focus on coordination and development of projects to strengthen further the OECD evidence base for digital policy within the OECD Going Digital Policy Framework and in light of Covid-19.

■ We will continue active engagement to implement, develop and revise key OECD digital policy instruments including for Artificial intelligence, Privacy, Digital Security, Broadband, Protection of Children Online, Data Governance and Blockchain, including to ensure their relevance beyond OECD.



Russel Mills, Business at OECD Secretary General, and Pierre Habbard, TUAC Secretary General at the OECD AI Policy Observatory, launched in February 2020

■ In September 2019, we hosted a joint roundtable with the US Mission to the OECD for Ambassadors featuring Erich Andersen, Corporate Vice President and Chief IP Counsel at Microsoft. The discussion focused on increasing transparency in data sharing to foster trust and innovation concerning AI in key fields such as health, agriculture, environment and education.

■ On a regular basis, our business experts advised OECD regarding relevant business practice in addressing transparency reporting on terrorist and violent extremist content.

■ Our Digital Economy Policy Vice Chair Barry O'Brien regularly led our engagement in the OECD Expert Group on Artificial Intelligence, which drafted the OECD AI Principles adopted at the OECD Ministerial Council Meeting in May 2019. These principles are endorsed by G7 and G20, and serve as the reference point for government and private sector AI strategies.

■ In April 2019, our Innovation Committee Chair Rick Johnson presented two policy papers including our business priorities to the OECD High-Level Roundtable on Science, Technology and Innovation Policies for Society. The meeting convened Vice-Ministers and senior innovation representatives from more than 40 countries.

TRAFFIC THROUGH IP NETWORKS HAS EXPERIENCED

40 %

WHILE MOBILE USE HAS INCREASED BY 50 %

50 %

IN VOICE, AND 25% IN DATA (TELEFONICA)

\$15.7 TRILLION

POTENTIAL CONTRIBUTION TO THE GLOBAL ECONOMY BY 2030 FROM AI (PWC AI STUDY)

TAXATION

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ Corporate Taxation is more than ever on the world political agenda: stakeholders are demanding more “fairness” in taxation, while companies increasingly seek tax certainty in the various levels of additional compliance that they are required to implement. The OECD with its global focus remains at the center, leading discussions, shaping both the strategic agenda and technical solutions and for the OECD/G20 project addressing the “Tax Challenges of the Digitalization of the Economy”. Core work with the OECD on transfer pricing, tax treaty issues, VAT, and tax administration questions continue with a view towards a level playing field that promotes cross-border trade and investment, tax dispute prevention and resolution.

OUR OUTCOMES AND IMPACT

■ In May 2020, various members of our committee provided business perspective in the virtual public consultation for the review of Country-by-Country Reporting (Action 13 of the OECD project against Base Erosion and Profit Shifting). Our consultation response was submitted in March 2020, conveying global input from our members.

■ In February 2020, as the Covid-19 crisis began to show its impact on business globally, we submitted recommendations for immediate tax policy actions to the OECD, which were largely included in the publications of the OECD itself and the Forum on Tax Administration. The implementation of those recommendations will help companies preserve liquidities and alleviate possible taxation consequences from the organizational impact of the crisis.

■ Throughout the year, we were actively engaged in the discussion regarding “Tax Challenges of the Digitalization of the Economy” (follow up project of Action 1 of the OECD project against Base Erosion and Profit Shifting).

□ In April 2020, we established Digital Contact Groups with key companies nominated by our members, which continue to engage with the OECD to provide business input while the project advances.

□ In March, November and December 2019, we submitted our position papers for the public consultations on the two pillars of the project, and took an active role during the days of the consultation. Various follow-up meetings have ensured the positions of our members are well reflected in the process.



Oliver Nussbaum, BASF, Georg Geberth, Business at OECD Tax Committee Vice Chair (Siemens), Martin Kreienbaum, Director General of International Taxation at Germany's Federal Ministry of Finance, Chair of the OECD Committee on Fiscal Affairs (CFA), Monika Wünnemann, Head of Department Tax and Financial Policy, BDI, Pascal Saint Amans, Director, OECD Center for Tax Policy and Administration, Russel Mills, Secretary General, Business at OECD, and Nicole Primmer, Senior Policy Director, Business at OECD at the Berlin Tax Conference in January 2020



William Morris, Business at OECD Taxation Committee Chair (PricewaterhouseCoopers LLP) at the Berlin Tax Conference in January 2020

■ In November 2019 and April 2019, we jointly organized two roundtables with OECD Ambassadors hosted by the Australian and American Ambassadors to the OECD respectively. Our Tax Committee Chair Will Morris and tax directors from leading member companies addressed taxation of the digital economy and informed about business positions for this project.

■ We regularly provided our members with up-to-date information on the OECD tax policy developments. Examples included the Tax Conference in Berlin in January 2020, co-organized with our German member BDI; the Tax Conference in Tokyo in October 2019, co-organized with our Japanese member Keidanren; the business roundtable in Dublin in September 2019 with our Irish member Ibec; and our annual tax conference in Washington, DC in June 2019, co-organized with the United States Council for International Business (USCIB) and the OECD.

OUTLOOK

■ We will focus on the impact of the Covid-19 crisis on companies and on the current OECD tax policy program, underscoring the most important needs of our membership to the OECD.

■ We will also urge the OECD to review their tax policy action priorities under the impact of the crisis, in order to focus on the necessary economic recovery.

■ We will stay closely engaged in the development of the Digital Taxation project of the OECD in order to support a globally harmonized solution which provides tax certainty to our members.



TRADE AND INVESTMENT

CONTEXT AND WHY IT MATTERS FOR BUSINESS

■ An open investment and trade regime is fundamental for economic growth and development worldwide. The impacts of Covid-19 and the economic impact of supply chain disruptions and shocks to consumer demand have affected trade and investment prospects globally. The OECD acts as a knowledge partner to national governments and makes substantive contributions to the G20, G7 and APEC. Its tools raise awareness of existing barriers and provide analysis on controversial and cutting-edge trade and investment topics. Since 1963, the OECD also has a tradition of rule-making in the area of officially supported export credits.

■ Meanwhile, trade tensions, populism and protectionism build on misperceptions about the value of global investment flows. Business needs forceful action by the OECD, underpinning the value of open markets and advising governments on how to support companies.

■ The OECD is also a global leader of statistics, forecasts, and evidence-based policy recommendations for food and agriculture. Policymakers and businesses closely follow its annual flagship publications, including the OECD-FAO Agricultural Outlook.



MARTA BLANCO

PRESIDENT (CEOE INTERNATIONAL)
VICE CHAIR, BUSINESS AT OECD TRADE COMMITTEE

Global trade offers solutions, enables businesses to participate in global supply chains, and contributes to prosperity. We are looking forward to stressing this point in the upcoming OECD Ministerial Council Meeting under the chairmanship of the Spanish government as we address the economic and social recovery following the ongoing health crisis.

OUR OUTCOMES AND IMPACT

■ In May, we submitted a paper on the key role of investment in the recovery from the Covid-19 crisis as well as in fostering resilience going forward. The paper underlines the importance of open international trade and investment in light of calls to rethink global value chains, stresses the importance of ensuring that restrictions introduced in response to the pandemic remain transparent and temporary and calls on the OECD to promote the implementation of its standards, whilst reinforcing the provision of data and fact-based analysis to inform policy discussions.

■ In April 2020, our Trade Committee convened virtually to exchange on members' trade priorities following the global Covid-19 pandemic. Participating in the OECD Trade Committee, our Committee Chair Clifford Sosnow emphasized business priorities for the upcoming OECD trade-related work and presented our latest trade statement.

■ In March 2020, we brought the business voice to emerging discussions about business responsibilities in investment treaties, through the public consultation for the Investment Treaty conference. Our paper underlined the need to maintain the treaties' key aim of fostering and protecting investment while leveraging Responsible Business Conduct.

■ In March 2020, we conveyed key business messages to the OECD Working Party of the Trade Committee on prospective work on trade and Artificial Intelligence, and on the development of an Inventory of Digital Trade Issues.

■ In January 2020, we launched our Proactive Investment Agenda for 2020, calling for the effective implementation of OECD instruments. This paper provides input to key investment policy issues, including investment screening and competitive neutrality, and presents key business recommendations for future cross-cutting policy work.

AT END-APRIL 2020, THERE WERE

69

COUNTRIES

WITH AT LEAST ONE EXPORT RESTRICTION
ON A 'COVID-19 GOOD'

TRADE AND INVESTMENT



Winand Quaadvlieg (Confederation of Netherlands Industry and Employers VNO-NCW), Business at OECD Investment Committee Chair, and Soichiro Sakuma (Nippon Steel & Sumitomo Metal Corporation), Business at OECD Investment Committee Vice-Chair, with the Business at OECD Delegation at the OECD Investment Consultation in March 2019

■ In November 2019, we launched a joint business position on the OECD Arrangement on Officially Supported Export Credits, laying out a vision for modernizing the Arrangement and proposing a parallel two-tier reform package that contains both much-needed immediate interventions and a broader revision of the overall Arrangement to level the global playing field on the financing of exports.

■ In October 2019, our Trade Committee met in Paris to discuss the future directions of OECD work on trade policy with Deputy Secretary General Jeffrey Schlagenhauf and Trade Director Ken Ash. Jointly led by Trade Committee Vice Chairs Pat Ivory and Rob Mulligan, our delegation of 30 business representatives participated in the OECD “Global Forum on Measuring and addressing trade-distorting government support” and the OECD Trade Committee, as we released our publication “Getting Trade Back on Track”.

■ In October 2019, we led the business delegation in the second Roundtable on Investment and Sustainable Development where the first phase of the FDI Qualities project was launched. *Business at OECD* contributed to the event with a number of speakers as well as a background paper emphasizing the key role of private investment for achieving the goals of the 2030 Agenda and outlining priorities for the FDI Qualities project going forward.

■ In October 2019 we contributed to a workshop on Investment Facilitation and Retention, including with a paper on the role of investment promotion agencies (IPAs). The paper assesses the obstacles business is facing in relation to foreign direct investment (FDI) and underlines how IPAs can most effectively assist companies in establishing their operations in a respective host country.

THE DOWNWARD PRESSURE ON FDI CAUSED BY COVID-19 IS EXPECTED TO BE
-30% TO -40%
IN 2020-2021

OUTLOOK

■ Our Trade Committee will focus on the trade policy response to Covid-19, reform of the WTO, government support measures, digital trade, services trade, and trade and sustainability.

■ On investment, future efforts will focus on developing analysis and policy recommendations to address the impacts of Covid-19 for the international investment climate, ongoing debates in the field of investment treaties and the role of investment for development in the context of the FDI Qualities project.

■ Our Food and Agriculture Committee will participate in leading activities of the OECD Committee for Agriculture.

■ On export credits, we will update and communicate our business vision for a modernization of the OECD Arrangement to better address unfair global competition in the financing of exports.



POLICY GROUP STRUCTURE



CORPORATE GOVERNANCE AND RESPONSIBLE BUSINESS CONDUCT

- Anti-Corruption Committee
- Corporate Governance Committee
- Committee on Investment and Responsible Business Conduct



DEVELOPMENT AND EMERGING ECONOMIES

- China Expert Group
- Development Committee



ECONOMIC POLICY AND REGULATION

- Competition Committee
- Economic Policy Committee
- Finance Committee
 - Private Pension Expert Group
- Governance and Regulatory Policy Committee
- Small & Medium Sized Enterprises Committee



EMPLOYMENT, SKILLS AND EDUCATION

- Education Committee
- Employment, Labor and Social Affairs Committee



ENVIRONMENT AND ENERGY

- Chemicals Committee
 - Biotechnology Expert Group
 - Nanotechnology Expert Group
- Environment & Energy Committee
 - Water Expert Group



HEALTH AND WELL-BEING

- Health Committee



INNOVATION AND DIGITAL ECONOMY

- Consumer Policy Committee
- Digital Economy Policy Committee
- Innovation and Technology Committee



TAXATION

- Taxation & Fiscal Policy Committee




TRADE AND INVESTMENT

- Food and Agriculture Committee
- Committee on Investment and Responsible Business Conduct
- Trade Committee
 - Export Credits Expert Group
 - Raw Materials Expert Group
 - Anti-Illicit Trade Expert Group

OUR EXECUTIVE BOARD

■ PHIL O'REILLY	Chair (<i>Business at OECD</i>)
■ RUSSEL MILLS	Ex-officio Member of the Board (<i>Business at OECD</i>)
■ GERHARD BRAUN	Vice-Chair (HERGER Group)
■ SEIJI INAGAKI	Vice-Chair (Dai-ichi Life Holdings Inc.)
■ OLE JOHANSSON	Vice-Chair (Konecranes)
■ CHARLES R. JOHNSTON	Vice-Chair (Citigroup Inc.)
■ YOON KIM	Vice-Chair (Samyang Holdings Corporation)
■ ALEJANDRA KINDELÁN	Vice-Chair (Banco Santander)
■ DOMINIQUE MOCKLY	Vice-Chair (Teréga)
■ CESAR A. MONTEMAYOR	Vice-Chair (InverCap AFORE)
■ KLAUS MOOSMAYER	Vice-Chair (Novartis International AG)
■ FERENC ROLEK	Vice-Chair (Confederation of Hungarian Employers and Industrialists)

OUR TEAM

	RUSSEL MILLS	Secretary General
	HANNI ROSENBAUM	Deputy Secretary General & COO
	ALI KARAMI-RUIZ	Senior Director, Strategic Engagement and Communications
	NICOLE PRIMMER	Senior Policy Director
	DOMINIK KÜMMERLE	Policy Manager
	FREDERIK LANGE	Policy Manager
	HIDEAKI OZU	Policy Expert
	CHRISTOPH WISSMANN	Policy Expert
	HIROKI TAMURA	Policy Expert
	GAUTIER BERLEMONT	Advisor
	INA SANDLER	Policy Advisor
	ROKAS MORKUNAS	Policy Advisor
	JASMINE PUOTI	Executive Assistant to the Secretary General
	WILFRIED JABOT	Assistant to Policy Directors
	JOSEFINE KARLSSON	Assistant to Policy Directors
	GUY OSSIPOV	Assistant to Policy Directors

OUR CONSTITUENTS

COUNTRY	MEMBER ORGANIZATION
Australia	Australian Chamber of Commerce and Industry – ACCI
Austria	Industriellenvereinigung – IV
Belgium	Fédération des Entreprises de Belgique – FEB
Canada	Canadian Chamber of Commerce
Colombia	Asociación Nacional de Empresarios de Colombia – ANDI
Chile	Confederación de la Producción y del Comercio – CPC
Czech Republic	Svaz průmyslu a dopravy České Republiky – SP
Denmark	Dansk Arbejdsgiverforening – DA
Denmark	Dansk Industri – DI
Estonia	Tööandjate Keskliit – EE
Finland	Elinkeinelämän Keskusliitto – EK
France	Mouvement des Entreprises de France – MEDEF
Germany	Bundesvereinigung der Deutschen Arbeitgeberverbände –BDA
Germany	Bundesvereinigung der Deutschen Industrie – BDI
Greece	Hellenic Federation of Enterprises – SEV
Hungary	Munkaadók és Gyáriparosok Országos Szövetsége – MGYOSZ
Hungary	Vállalkozók és Munkáltatók Országos Szövetségének – VOSZ
Iceland	Samtök Atvinnulífsins – SI
Ireland	Ibec
Israel	Manufacturers' Association of Israel – MAI
Italy	Associazione fra le Società italiane per azioni – ASSONIME
Italy	Confederazione generale dell'industria italiana – CONFINDUSTRIA
Italy	Federazione Banche Assicurazioni e Finanza – FeBAF
Japan	Keidanren
Korea	Federation of Korean Industries – FKI
Latvia	Latvijas Darba Devēju Konfederācija – LDDK
Lithuania	Lietuvos pramoninių konfederacija – LPK
Luxembourg	Fédération des Industriels Luxembourgeois – FEDIL
Mexico	Confederación Patronal de la República Mexicana – COPARMEX
Netherlands	Vereniging VNO – NCW
New Zealand	BusinessNZ
Norway	Næringslivets Hovedorganisasjon – NHO
Poland	Pracodawcy Rzeczypospolitej Polskiej – Pracodawcy RP
Portugal	Confederação Empresarial de Portugal – CIP
Slovak Republic	Republiková únia Zamestnávateľov – RUZ

Slovenia	Združenju delodajalcev Slovenije – ZDS
Spain	Confederación Española de Organizaciones Empresariales – CECE
Sweden	Svenskt Näringsliv
Switzerland	economiesuisse
Switzerland	Union patronale suisse
Turkey	Türkiye İşveren Sendikaları Konfederasyonu – TISK
Turkey	Türkiye Odalar Ve Borsalar Birliği – TOBB
Turkey	Türk Sanayicileri ve İş İnsanları Derneği – TUSIAD
United Kingdom	Confederation of British Industry – CBI
USA	United States of America Council for International Business – USCIB

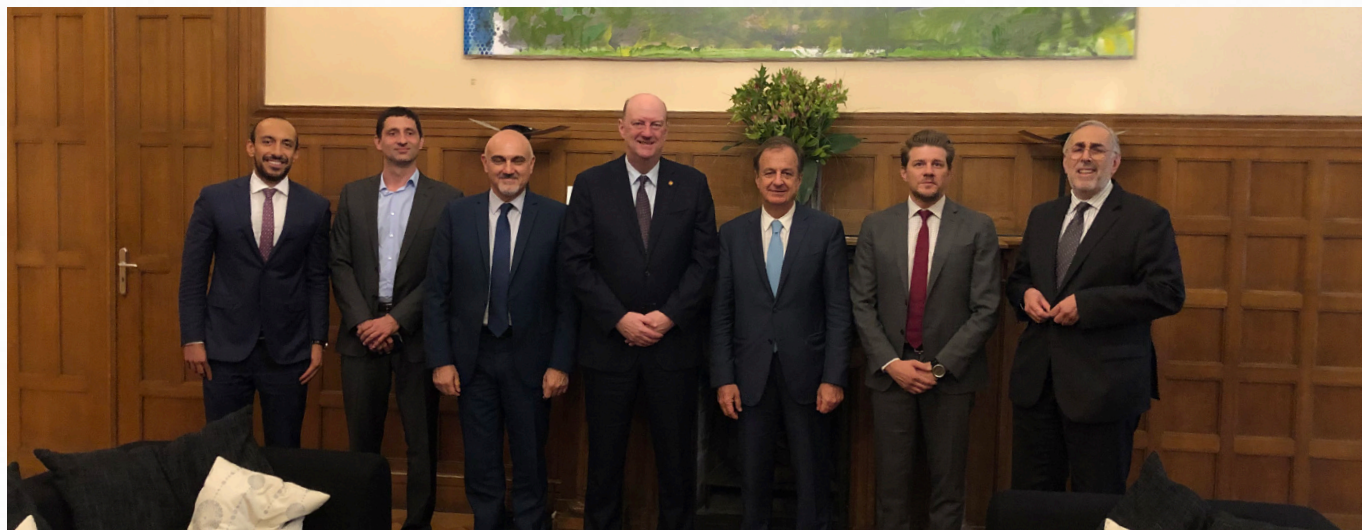
COUNTRY	OBSERVERS
Argentina	Cámara Argentina de Comercio y Servicios – CAC
Argentina	Union Industrial Argentina – UIA
Brazil	Confederação Nacional da Indústria – CNI
Bulgaria	Organization of Bulgarian Industrial Association – AOBIE
Costa Rica	Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado – UCCAP
Croatia	Hrvatska udruga poslodavaca – HUP
India	Confederation of Indian Industry – CII
India	Federation of Indian Chambers of Commerce and Industry – FICCI
Peru	Confederación Nacional de Instituciones Empresariales Privadas – CONFIEP
Russia	Russian Union of Industrialists and Entrepreneurs – RSPB
Singapore	Singapore Business Federation
South Africa	Business Unity South Africa – BUSA

ASSOCIATE EXPERT GROUPS

AquaFed
Association of Chartered Certified Accountants – ACCA
Bureau of International Recycling
Computer & Communications Industry Association – CCIA
Confederation of European Waste-to-Energy Plants – CEWEP
Cosmetics Europe
CropLife International
Digitaleurope
European Industrial Research Management Association – EIRMA
Eurométaux
EuropaBio
European Aluminium
European Association of Mining Industries, Metal Ores and Industrial Minerals
European Banking Federation – EBF
European Chemical Industry Council – CEFIC
European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry – COCIR
European Federation of Pharmaceutical Industries’ Associations – EFPIA
European Irrigation Association – EIA
European Recycling Industries Confederation – EuRIC
European Retail Round Table – ERRT
European Telecommunications Network Operators Association – ETNO
FoodDrinkEurope
GSI
GSMA Association
Investment Company Institute Global ICI – Global
Insurance Europe
Inter-American Association of Telecom Enterprises – ASIET
International Aluminium Institute – IAI
International Chamber of Shipping – ICS
International Council on Mining and Metals – ICMM
International Federation of Accountants – IFAC
International Federation of Industrial Energy Consumers
International Federation of Pharmaceutical Manufacturers & Associations – IFPMA
International Federation of the Phonographic Industry – IFPI
International Fertilizer Industry Association – IFA
International Fragrance Association – IFRA
International Health, Racquet & Sportsclub Association – IHRSA
International Seed Federation
MedTech Europe
Plastics Europe
The Brewers of Europe
The European Cement Association – CEMBUREAU
Transnational Alliance to Combat Illicit Trade – TRACIT
Union of European Beverages Associations – UNESDA
World Employment Confederation – WEC
World Federation of Advertisers – WFA
World Pharmacy Council
World Savings and Retail Banking Institute – WSBI
World Steel Association

ENGAGEMENT WITH MEMBERS

MEETINGS WITH *BUSINESS AT OECD* MEMBERS IN PARIS AND ABROAD



Phil O'Reilly, Business at OECD Chair, and Ali Karami-Ruiz, Business at OECD, Senior Director, Strategic Engagement and Communications, during a visit to Athens with leadership of our Greek member SEV

- We conduct regular visits to our national business organizations and host business delegations in Paris to exchange top business priorities with our members and observers, and identify how they correspond with OECD work. Over the past year, we have conducted a series of visits to our national member organizations, including to Mexico, the United States, the United Kingdom, Poland, Greece and Spain. Through these meetings, we identified ways to increase participation in our policy work.
- Given travel constraints following the Covid-19 pandemic, our efforts will focus for the remainder of the year on convening virtual roundtables through videoconferencing capabilities to identify policy priorities from our national member organizations as they address pandemic-related efforts and economic recovery initiatives. Through these connections, we will also encourage additional corporate and member organization participation in our policy groups, our strategic initiatives, and OECD-wide projects.



Visit of our Secretary General, Russel Mills, and Dominik Kümmerle, Business at OECD Policy Manager to the Confederation of Employers and Industries of Spain (CEOE)

OUR FRIENDS OF *BUSINESS AT OECD* PROGRAM

■ *Business at OECD* benefits from the support of a number of companies through financial contributions and secondments to promote our mission and offer high-level support to making the business voice heard at the OECD.

■ We are very pleased to have as Friends the following companies for the 2019-2020 period:

- ABinBev
- Accenture
- Dai-ichi Life
- Diageo
- Facebook
- Randstad
- Sanofi
- Sampo Holdings
- UnitedHealth Group
- Pernod Ricard
- Procter & Gamble
- PwC

OLGA MIRONENKO STAMPFER

VICE PRESIDENT, INTERNATIONAL RELATIONS, UNITEDHEALTH GROUP

“The Friends of *Business at OECD* program brings benefits to companies that seek to better understand how the OECD impacts market operations across borders. My company has leveraged opportunities to better utilize policy guidance, and coordinate business advocacy efforts through *Business at OECD*'s global network of national business organizations.”



LAURENT SCHEER

VP, GLOBAL PUBLIC AFFAIRS (PERNOD RICARD)

VICE CHAIR, *BUSINESS AT OECD* HEALTH COMMITTEE

“We are very pleased with our engagement in the Friends of *Business at OECD* program. It helps ensure our consensus committee work across important policy fields can be elevated within the OECD and raise awareness of business perspectives with key stakeholders.”



YEAR HIGHLIGHTS 2019-2020





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Established in 1962, *Business at OECD* stands for policies that enable businesses of all sizes to contribute to growth, economic development, and societal prosperity. Through *Business at OECD*, national businesses and employers' federations representing over 7 million companies provide and receive expertise via our participation with the OECD and governments promoting competitive economies and better business.