





















# Virtually connected, results driven

MAY 2020–MAY 2021  
ANNUAL REPORT

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# WORDS FROM *BUSINESS AT OECD* AND OECD LEADERSHIP

## Phil O'Reilly Chair of *Business at OECD*

Over the years, our presence and impact within the OECD has tangibly increased and is more important than ever during these unprecedented times. With Ángel Gurría at the helm of the OECD, we have forged a successful partnership providing advice connecting business and industry with policymakers across the OECD at all levels and ensured continuity throughout the rotating B20 and G20 presidencies.

Our input across different policy areas has ensured that the deliverables from the Organization allow us to create jobs, unleash innovation, and promote open markets. The future brings many challenges, and I am sure the OECD will provide tangible solutions to them through strong and regular dialogue with the global business network we both bring to the table and represent.

On behalf of our members, let me express our sincere thanks to Ángel Gurría for his outstanding leadership, which has been marked by many important milestones, and the constructive relationship he has forged with *Business at OECD* throughout his tenure.



## Ángel Gurría Secretary General of the OECD



Change has defined the last decade, and will also shape the years ahead. As governments navigate these times, I have always encouraged close collaboration, input, and thought leadership from the business community represented through *Business at OECD*. Better policies for better lives can only become a reality if business is involved all the way in international cooperation efforts. As the primary source of employment in the world, business is crucial to the successful implementation of policies. I call on governments to rely on and further strengthen the agile coalition *Business at OECD* brings to our mission. Let me thank Phil O'Reilly for all the engagement *Business at OECD* has provided under his leadership to deliver a clear business voice as we have collectively addressed unique challenges.

## Hanni Rosenbaum Executive Director of *Business at OECD*

Despite the unprecedented challenges, our business network has shown resilience in the last year: making connections in a virtual world, depicting the realities our members are living on the ground to ensure that they are reflected in the OECD response to Covid-19. We are all eager to meet again in person, yet we are thankful to our global membership, which has harnessed every digital opportunity to ensure business is heard loud and clear in all aspects of OECD policymaking. In this rapidly changing environment, our future exchanges will focus on yielding tangible outcomes as we inform OECD initiatives that will impact our ability to operate on the ground and contribute to a sustainable recovery.





# SPECIAL THANKS TO OUTGOING CHAIR PHIL O'REILLY

We would like to thank our outgoing Chair Phil O'Reilly for his dedicated leadership during his 2013-2021 tenure as *Business at OECD* Chair. This period has seen a consolidation of our relationship with the OECD and multiple innovations, including establishing a successful model of collaboration with the B20 and the G20 starting with the Australian presidency. We have benefitted from his leadership engagement during our Annual Ministerial Council Meetings, our Annual Consultation with OECD Ambassadors and leadership, and through his relentless defense of open markets highlighting the contributions that entrepreneurship makes to prosperity. Leading our Executive Board, he steered a clear path for our *Business at OECD* agenda, from the follow up to the financial crisis to our response to Covid-19. The selection of photos below highlights his activities as Chair together with our business, OECD, and government stakeholders.

OECD Secretary General Ángel Gurría (l) with Phil O'Reilly (r) at the OECD headquarters in Paris



Phil O'Reilly with the *Business at OECD* Executive Board and former Secretary General Bernhard Welschke (front row, 2<sup>nd</sup> left to right)



Left to right: Ali Karami Ruiz (*Business at OECD* Senior Director), Taro Kono (Japanese Foreign Minister), Gabriela Ramos (former OECD Sherpa), Ángel Gurría (OECD Secretary General), Shinya Katanozaka (ANA Holdings CEO), and Phil O'Reilly



Left to right: Gerhard Braun (*Business at OECD* Board Member) Nicole Primmer (*Business at OECD* Senior Director), Ferenc Rolek (*Business at OECD* Board Member), Charles R. Johnston (*Business at OECD* Board Member), Ole Johansson (*Business at OECD* Board Member), Hanni Rosenbaum (Executive Director), and Phil O'Reilly at the 2019 General Assembly.



# VIRTUALLY CONNECTED, RESULTS DRIVEN... HIGH-LEVEL POLICY DIALOGUE

## 2020 OECD MINISTERIAL COUNCIL MEETING

A strong delegation of global business leaders participated in the 2020 OECD Ministerial Council Meeting, strengthening international coordination to overcome Covid-19. This pivotal exchange platform allowed our global members and their corporate leaders to convey what business needs from the OECD as we continue to fight the pandemic. We developed three overarching high-level messages reflecting the business dialogues we held with CEOs and leadership from our national business organizations throughout the year.

We called on the OECD to show through its analysis that protecting people's health and livelihoods while minimizing economic disruption is possible, to defend open markets vigorously, and to favor policy integration and horizontal dialogue across government agencies.

Our dialogue featured interactions with Economy, Trade, Foreign Affairs, and Finance Ministers from 37 OECD countries and key non-member economies. Our Chair Phil O'Reilly formally addressed Ministers during the meeting.

Harnessing virtual connectivity, we also participated in three Ministerial Council roundtables that paved the road for this annual meeting: in June where the OECD Economic Outlook was presented, in July where the OECD Employment

Outlook was presented, and in September to discuss with Environment Ministers the challenges and opportunities ahead. We proactively conveyed business recommendations in all four events:

- 📌 2020 Economic Policy Survey: Views from the frontline – May 2020
- 📌 Bringing jobs back after Covid-19: Business recommendations to the OECD – July 2020
- 📌 Our environment preliminary recommendations – September 2020
- 📌 OECD Ministerial Council Meeting – Strengthening international coordination to overcome Covid-19: Business Recommendations for the Recovery – October 2020



## OUR ANNUAL CONSULTATION WITH OECD AMBASSADORS AND SECRETARY GENERAL

In February 2021, our *Business at OECD* leadership met with the OECD Secretary General, his leadership team, and OECD Ambassadors for an exchange on policy integration and foresight: "Building on 60 years of economic leadership to overcome Covid-19 and prepare for the future".

Over 25 business leaders attended including *Business at OECD* Executive Board members, and leadership from our national member organizations.

Through concrete examples of business and government collaboration, we conveyed key messages on what the OECD can tangibly do this year as we are all contributing

to recovery strategies from the pandemic. We also focused on the longer-term role the OECD should play, particularly on the eve of its 60<sup>th</sup> anniversary celebrations, to achieve success for the coming decade.

On the "now", our messages called on governments to develop a job-rich, pro-growth, pro-prosperity agenda, which is mutually inclusive, to address disruptions that hinder open markets in continuation from our messages to Ministers in October 2020 and to address opportunities for increased participation of citizens into the economy as a critical way to improve prosperity for all.

## OUR GENERAL ASSEMBLY

Executive leaders from our global network of business federations met virtually in May 2020 to set the strategic directions for our contributions to the OECD. At the event, participants further discussed the overall business climate through our Annual Economic Survey.

## OUR ENGAGEMENT WITH THE G20 AND BUSINESS 20 (B20)

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 fulfil several roles, we provide continuous support to the B20 and the OECD across rotating presidencies. In 2020 and 2021, we helped shape the agenda of the Saudi and Italian B20 Presidencies.

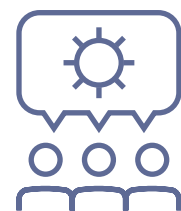
As part of our leadership efforts with the Saudi Presidency, we convened for the 6<sup>th</sup> time our traditional *Business at OECD* led special session bringing together the OECD, B20, and the G20 to discuss business recommendations to G20 leaders ahead of the Riyadh Summit. Ali Karami Ruiz moderated the event which featured the participation of Phil O'Reilly and senior OECD officials. We are working closely with the Italian B20 presidency, actively participating in its taskforces, and will convene our 7<sup>th</sup> joint annual *Business at OECD—B20—OECD* plenary in July 2021.





## VIRTUALLY CONNECTED, RESULTS DRIVEN... KEY NUMBERS

1000



We facilitated participation in OECD meetings of over 1000 business representatives over the last 12 months

17



Covid-19 positions to inform the OECD and national policymaking

18



Since September 2020, we produced 18 *Business at OECD Updates*, our bi-weekly newsletter to inform our constituents about our main activities

50



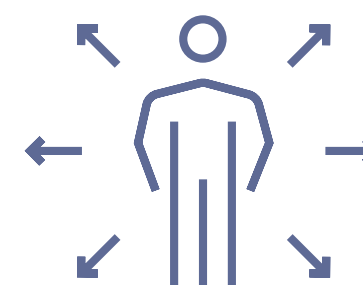
Associate Expert Groups

13



Observers

72



Virtual visits with national member leadership and lead coordinators

45



National Member Organizations

181



The number of formal comments we submitted to the OECD on various reports and proactive policy positions we conveyed to the OECD and governance.





# ENGAGEMENT WITH MEMBERS

This year, despite multiple lockdowns and quarantines across the world, we found new ways to connect with our members and to deliver value to their respective missions.

We are proud to report that we held “virtual visits” with all of our national members at leadership/lead coordinator levels at least once in the past 12 months. Together with them, we identified their top Covid-19 concerns, their top policy priorities, topics and outlined ways to strengthen collaboration in OECD policymaking..

This exchange resulted in tangible deliverables, including targeted virtual roundtables on cutting-edge policy fields. We were pleased that we were able to organize these meetings with several member organizations, including our American, Canadian, Colombian, Japanese, Latvian Luxembourgish, Mexican, New Zealandan and Swiss members. These connections have resulted in additional corporate and member organization participation in our policy groups, our strategic initiatives, and OECD-wide projects.

Going forward, we will continue to conduct virtual visits to our national business organizations to exchange top business priorities with our members and observers, and identify how they correspond with OECD work, in particular as we prepare the OECD leadership transition.

We also leveraged our business network this year with two innovative projects:

## Annual planning meeting

We brought together lead coordinators from our national members to plan our *Business at OECD* activities for 2021. We reached over 95% of national member participation in this important exercise, which we reinstated after 15 years.

As an international business organization that puts members first, our strength comes from the active and regular member engagement and contributions to our activities.

This occasion allowed members to compare notes on their strategic national and international agenda items, and we developed a clear roadmap for 2021, which we are currently implementing to address member needs.

As part of this meeting we identified our “[10 policy priorities for 2021](#)”, which help members identify the most active areas of business engagement in OECD policymaking.



## What business needs from the OECD in challenging times

As OECD Member countries considered the candidates for the next OECD Secretary General, we developed a paper outlining what global business needs from future OECD leadership, both as a pillar for effective recovery following Covid-19 and developing a long-term plan for global economic governance.

We submitted this [paper](#), following input from our global members, to signal why business sees this leadership change as a prime opportunity for business to underline again the need to defend the value of multilateralism and global cooperation – showing they have concrete benefits for society.

We also engaged with all of the shortlisted candidates informally and presented our business priorities to them over the course of January and February 2021.





# POLICY GROUP STRUCTURE

## Economic Policy, Competition and Finance

Competition Committee  
Economic Policy Committee  
Finance Committee  
Private Pensions Expert Group  
Governance and Regulatory Policy Committee  
Anti-Illicit Trade Expert Group  
Small and Medium Sized Enterprises Committee

## Trade and Investment

Food and Agriculture Committee  
Trade Committee  
Export Credits Expert Group  
Raw Materials Expert Group  
International Investment and Responsible Business Conduct Committee

## Innovation and Digital Economy

Consumer Policy Committee  
Digital Economy Policy Committee  
Blockchain Expert Group  
Innovation and Technology Committee

## Environment and Energy

Chemicals Committee  
Biotechnology Expert Group  
Nanotechnology Expert Group  
Environment and Energy Committee

## Employment, Skills, and Education

Education Committee  
Employment, Labor and Social Affairs Committee

## Health and Well-Being

Health Committee

## Taxation

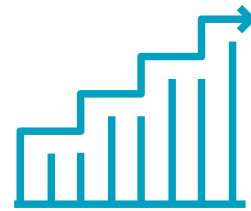
Taxation and Fiscal Policy Committee

## Development and Emerging Economies

China Expert Group  
Development Committee

## Anti-Corruption, Corporate Governance and Responsible Business Conduct

Anti-Corruption Committee  
Corporate Governance Committee



# ECONOMIC POLICY, COMPETITION, AND FINANCE

## CONTEXT AND WHY IT MATTERS FOR BUSINESS



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

☛ The OECD contributes analysis on financial markets through its whole-economy expertise and its focus on economic growth and stability. As it is neither a financial regulator nor an international lender, the Organization brings an independent, objective, and cutting-edge perspective on financial issues that impact business.

## OUR OUTCOMES AND IMPACT



☛ In December 2020, our Competition Committee contributed to OECD discussions on competition and released expert papers on digital advertising markets, sustainability and competition, the role of competition policy in promoting economic recovery, abuse of dominance in digital markets, economic analysis in merger investigations, and using market studies to tackle emerging competition issues.

☛ In November 2020, our Economic Policy and Finance Committees issued a joint policy note assessing how we can ensure sufficient financing is available for a sustainable economic recovery. Our perspectives also conveyed the pivotal role that the private sector must play as a key enabler of financing the recovery.

☛ In [December](#) and [June](#) 2020, we issued substantive business comments on the OECD Interim Economic Outlook reports. Results of our [annual Economic Survey](#) were featured in the OECD's main Economic Outlook.

☛ In October and March 2020, the Chair of our Economic Policy Committee Klaus Deutsch and our Policy Manager and Principal Economist Frederik Lange provided structured input to an OECD body reviewing macroeconomic and structural policy analysis, including on modernizing Going for Growth, insolvency and debt overhang, online platforms, and productivity and wage inequality. The OECD incorporated our comments into its deliverables.

☛ Throughout the year, we convened high-level meetings on finance and economics, and provided our business delegates with tangible opportunities to exchange views with the OECD Chief Economist Laurence Boone and OECD Directors, among others.

☛ In addition, we provided input to various OECD work streams on SMEs and entrepreneurship in order to support the development of tailored response policies to the Covid-19 crisis for this segment of firms. Notably, we developed a position on immediate crisis response measures published on our website, which stressed the important need for SME-specific support measures especially around liquidity support and easing regulatory burden when it comes to accessing public support programs.

☛ Finally, we further stepped up our work on countering illicit trade through participating at the OECD's plenary meeting in February 2020 and a series of joint webinars on illicit trade at times of Covid-19.

## WORK PROGRAM FOR THE COMING MONTHS

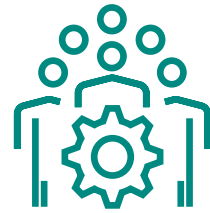


☛ Responding to Covid-19, we will feed both short and long-term policy recommendations to the OECD, including through our annual Economic Policy Survey.

☛ On competition, we will develop expert written contributions to the OECD Competition Committee, which reviews topical issues of direct relevance to business.

☛ On finance, we will be discussing timely topics related to finance and digitalization, trade finance, green finance and investment—including ESG investment—and broader recovery efforts. This also incorporates ensuring adequate levels of financing for economic recovery, and addressing issues related to non-performing loans.





# EMPLOYMENT, EDUCATION AND SKILLS



## CONTEXT AND WHY IT MATTERS FOR BUSINESS

- Jobs are central for a post-Covid-19 world. The OECD's role to provide evidence-based analyses and recommendations on what works well to foster job-rich employment and social policies will be essential. At the same time, our Employment Committee sees an opportunity to address long-standing flaws in labor markets that have hampered productivity and growth.
- Working with the OECD and governments is a decisive step to articulate an ambitious vision for more active, dynamic, and resilient labor markets that will increase the participation of citizens in the economy, which in turn will lead to prosperity. Education and skills are top priorities to prepare for the future of work, and to address related employment transitions.

## OUR OUTCOMES AND IMPACT



In April 2021, we held an Ambassador Briefing to release our [Business Priorities for the Future of Work](#). Over 150 participants from business, government, and the OECD exchanged feedback on our recommendations across the three pillars we have outlined in the paper on labor markets, skills, and diversity and inclusion.

In April 2021, our Employment Committee Chair Renate Hornung-Draus led a business delegation in a consultation we held with the OECD on its forthcoming 2021 Employment Outlook.

In April and February 2021, we convened business roundtables with OECD experts to provide feedback on the Organization's ongoing safe international mobility initiative. Business stakeholders from across a number of industrial sectors pointed to the importance of coordinated action to foster safer travel and implications for employment, tourism, trade, and health policy.



In October 2020, our Board Member Gerhard Braun and our Executive Director Hanni Rosenbaum addressed Education and Employment Ministers at the OECD Skills Summit, pointing to the policy measures and initiatives needed to support equipping individuals with skills, based on the real-world requirements of employers.

In July 2020, our Board Member Cesar Montemayor and Employment Committee Chair Renate Hornung-Draus addressed Employment Ministers at the OECD Ministerial Council roundtable on employment. They commented on the eight tangible recommendations in ["Bringing jobs back after Covid-19: Business recommendations to the OECD"](#) where we also point to ways in which OECD analysis and guidance can help in the evaluation and implementation of policies that will enable employers to create more sustainable jobs.

## WORK PROGRAM FOR THE COMING MONTHS

We will implement our "Business for Youth" campaign, shedding light on youth (un)employment issues stemming from the Covid-19 pandemic, and identifying initiatives and policy messages from our membership. We will publish best practices on a dedicated webpage and convene a high-level roundtable pointing to the role the OECD could play in this field.



We will provide case studies to the OECD as we inform its work on Artificial Intelligence in Work, Innovation, Productivity, and Skills. This workstream aims to better understand the impacts of AI in the workplace and interactions with policy frameworks and institutions.





# TRADE AND INVESTMENT

📌 An open investment and trade regime is fundamental to recover from the crisis and ensure greater resilience going forward.



## CONTEXT AND WHY IT MATTERS FOR BUSINESS

📌 The OECD acts as a knowledge partner to national governments and makes substantive contributions to the G20, G7, and Asia-Pacific Economic Cooperation. The Organization also provides analysis on cutting-edge trade and investment trends, monitors developments in the policy environment, and hosts a number of unique instruments that impact business, including the OECD Declaration on International Investment and Multinational Enterprises, the OECD Policy Framework for Investment, and the OECD Guidelines on National Security.

📌 Since 1963, the OECD has also a tradition of rule-making in the area of officially supported export credits.

## OUR OUTCOMES AND IMPACT



📌 In April 2021, we presented business recommendations on [‘Fostering Investment to overcome the recession’](#) to the OECD Investment Committee. This publication lays out a multi-step action plan to leverage private investment with a view to reviving growth and fostering resilience.

📌 In April 2021, our Trade Committee exchanged virtually with OECD Trade Committee Chair and US Assistant Trade Representative Dawn Shackleford and OECD Trade Director Marion Jansen on trade priorities in the post-Covid-19 scenario.

📌 In March 2021, we hosted a webinar on Trade and Climate Leadership in an Interconnected World – An Introductory Conversation with the OECD. Featuring OECD Deputy Secretary General Masamichi Kono, Trade Director Marion Jansen, and Environment Director Rodolfo Lacy. Over 150 business representatives exchanged perspectives on the potential role of border carbon adjustments, among others.

📌 In March 2021, our Executive Director Hanni Rosenbaum spoke at the OECD conference on Securing the Supply of Essential Goods. Our Vice Chair Ichiro Hara conveyed business perspectives on digital trade to the OECD Working Party of the Trade Committee.

📌 In November 2020, we released our [Business at OECD Key Messages on Building resilience for global supply chains](#) including joint private sector recommendations for OECD and senior trade officials. In addition, our Trade Committee conveyed these recommendations to the OECD Trade Committee, including a Special Session on Building Resilience in Global Supply Chains.

📌 In October 2020, we organized a joint webinar on Building resilience in global supply chains: Ensuring that trade and investment can contribute to a robust, inclusive and sustainable recovery with leadership and experts from the OECD Trade Directorate. Over 60 participants were able to exchange with new OECD Trade Director Marion Jansen.

📌 In September 2020, we published a paper on [“Leveraging investment for more resilient health care systems”](#), underlining how private engagement and foreign direct investment can support the delivery of health care. We presented this paper in the OECD Roundtable on Investment and Sustainable Development.

📌 In June 2020, we submitted a series of [34 case studies](#) from our global business network. These examples from a wide array of sectors presented targeted and on-the-ground business experiences that informed OECD’s efforts to showcase the disruptive supply chain effects the first Covid-19 wave caused in early 2020.

## WORK PROGRAM FOR THE COMING MONTHS



📌 On investment, our future efforts will stress the critical role of private investment for crisis recovery and contribute to ongoing OECD policy debates on investment treaties and the OECD FDI Qualities project.

📌 On trade, we will focus on trade implications in the context of Covid-19 recovery, digital trade, trade and sustainability, levelling the playing field, and services trade restrictiveness including mobility, among others. We will also aim to update our *Business at OECD* Trade Priorities, feeding business recommendations to OECD discussions on future work.





# HEALTH AND WELL-BEING

## CONTEXT AND WHY IT MATTERS FOR BUSINESS

- Health takes a central stage in international policy debates following Covid-19. Our engagement in this field calls for a paradigm shift, asking the OECD to focus on looking at health as an investment and identifying ways in which public private partnerships can deliver healthier populations and more productive economies.
- The current OECD agenda on health innovation focuses on access and prices of new technologies, and its public health workstream discusses policies to reduce risk factors for non-communicable diseases. The broad nature of OECD work on health involves a wide variety of sectors, including the pharmaceuticals, medical devices, agri-food, and sports industries, and private healthcare providers.



## OUR OUTCOMES AND IMPACT

- In March 2021, our Health Committee met to review our participation in OECD expert groups on health, including on the fiscal sustainability of healthcare systems, quality and outcomes, public health, and pharmaceuticals and medical devices. We also addressed forthcoming priorities with the OECD and governments.
- In January 2021, we organized a roundtable on digital health, featuring Jan Kimpen, Chief Medical Officer from Royal Philips, Olivier Charmeil, Executive Board Member from Sanofi, and senior figures from the National Health System in the United Kingdom and the European Commission, alongside OECD Deputy Secretary General Ulrik Knudsen. We identified ways for the OECD to deliver tangible progress, and released [a call to action on digital health](#) capturing the policy insights from this conversation.
- In December 2020, we organized a business briefing where our global business network exchanged with the Head of the OECD Health Division Francesca Colombo on the OECD agenda on health.



- In October 2020, we organized an expert seminar in partnership with the OECD addressing how stakeholders are tackling alcohol abuse. Speakers from academia, civil society, international organizations, and public courts outlined what works well in tackling this issue, and key takeaways for future policy guidance and recommendations.
- In July 2020, we organized an Ambassador Briefing to publish [five business recommendations on health](#) with over 30 country delegations in attendance. Our Committee Leadership Thomas Cueni, Laurent Scheer, and Nicole Denjoy outlined how the OECD can help governments improve their health preparedness and security, digital health, support for innovation, and private public partnerships.



## WORK PROGRAM FOR THE COMING MONTHS

- Implementing our advocacy work following our five recommendations, we will organize deep dive sessions with OECD Ambassadors, including a forthcoming roundtable on anti-microbial resistance.
- We will organize our 5<sup>th</sup> Forum on Health, bringing our stakeholders together addressing the science behind innovation.





# INNOVATION AND THE DIGITAL ECONOMY



## OUR OUTCOMES AND IMPACT



### CONTEXT AND WHY IT MATTERS FOR BUSINESS

☛ The OECD global standards shape digital policies to maximize the benefits of data driven innovation for all. These standards and related evidence are critically important for business to enhance trust, support cross border data flow, and advance breakthrough applications and uptake of digital technologies across sectors.



☛ Business needs consistent and coherent digital policy frameworks. Data driven innovation and emerging digital technologies—including Artificial Intelligence and Blockchain—deliver unprecedented opportunities for our economies and societies—unleashing productivity, creativity, and innovation. The accelerated digital transformation experienced with the Covid-19 pandemic demonstrates that privacy, digital security, and robust secure digital infrastructure are paramount.

☛ In April 2021, the OECD launched its new Broadband Recommendation, reflecting our business priorities advancing new technologies for enhanced connectivity.

☛ In March 2021, the OECD launched Guidelines for Children in the Digital Environment. Our engagement underscored the importance of the shared role of all relevant actors for the protection of children online.

☛ In February 2021, the OECD released the final draft of the OECD Recommendations for Facilitating International Technology Co-operation with and among businesses. This work updates the original OECD Recommendations from 1995, for which our Innovation and Technology Chair, Rick Johnson provided continuous input.

☛ In February 2021, the OECD released guidance addressing the digital security of products and vulnerability treatment. Our business delegates participated in the OECD Expert Process shaping this work.

☛ In November 2020, we released a [statement](#) addressing Terrorist, Violent and Extremist Content online, outlining business priorities for successful implementation of the OECD project on this issue.

☛ In October 2020, our Innovation and Technology Vice-Chair Katsumi Emura led our business delegation to the OECD discussions at the Global Science Forum on activities related to Covid-19 and lessons learned, among others.

☛ In September 2020, we released our statement on [Trusted Government Access to Personal Data Held by the Private Sector](#). Our paper emphasizes potential harmful impacts on business, and points to the need for clear parameters and rules around government access to personal data.

☛ In July 2020, we delivered three Digital Policy Briefs highlighting the relevance of [digital technologies](#), [digital security](#), and [connectivity for economic and social continuity](#) in the Covid-19 Pandemic.

☛ In September 2020, we hosted a proactive roundtable on Regulatory Sandboxes for Privacy in partnership with the OECD. We published an [analytical report](#) highlighting outcomes from this event, which was prominently referenced in the 2021 OECD Privacy Guidelines Review Report.

☛ Throughout the year, as part of the practical implementation of the OECD Artificial Intelligence Principles, our members participated in OECD Expert Groups addressing classification of AI systems, trustworthy AI, and international AI Policies, and provided case studies reflected in subsequent OECD reports.



## WORK PROGRAM FOR THE COMING MONTHS

☛ We will develop recommendations for secure, coherent, and globally interoperable policy frameworks for more responsible data sharing and collaboration.

☛ We will engage in the OECD Going Digital 3 Project on Data Governance for Growth and Well Being.

☛ We will formulate recommendations to support innovative, resilient, sustainable, and secure communications systems and networks.

☛ On Artificial Intelligence, we will contribute perspectives to the development and deployment of trustworthy AI based on the OECD AI Principles.

☛ We will point to ways in which investment in digital infrastructure and capacity can enable businesses of all sizes to innovate, transform, and access opportunities offered by digital technologies.



# TAXATION

☛ A pro-growth tax policy will be critical to achieving a sustainable recovery from the Covid-19 crisis. In this context, corporate taxation remains central on the world political agenda. The OECD with its global tax standards remains at the center, leading discussions on a multilateral agreement on digital taxation by mid-2021, shaping both the strategic agenda and tax policy solutions with implementation impacting business.



## CONTEXT AND WHY IT MATTERS FOR BUSINESS



☛ Core work with the OECD on tax and growth, transfer pricing, tax treaties, Value-Added Tax, and tax administration accelerates with a view towards achieving greater tax certainty and trust between taxpayers and administrations. Our input calls for a level playing field that promotes cross-border trade and investment, and facilitates tax dispute prevention and resolution.

## OUR OUTCOMES AND IMPACT



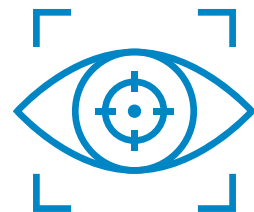
- ☛ In January 2021, our Chair Phil O'Reilly delivered remarks to the 11<sup>th</sup> meeting of the OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting. He pointed to coherent, coordinated tax policy as requisite for a business-led sustainable and inclusive Covid-19 recovery.
- ☛ Throughout the year, our Tax Committee leadership and members engaged with the OECD/G20 Inclusive Framework and provided technical advisement as countries aim to reach a consensus on the OECD/G20 Tax and Digital Project by July 2021.
- ☛ In January 2021, we submitted [formal comments](#) to the OECD BEPS Action 14 public consultation. We recommended improvements to tax dispute prevention and resolution mechanisms, aiming to promote greater tax certainty and to reduce double taxation.
- ☛ Alan McLean from our Taxation Committee leadership addressed a series of OECD Roundtables on Tax Morale in Asia, Europe, Latin America and Africa, for which our [Statement of Best Practices for Engagement with Tax Authorities in Developing Countries](#) served as a benchmarking document.
- ☛ In October 2020, we held a joint conference with our Japanese member Keidanren and the OECD addressing current issues on the OECD Tax Agenda.
- ☛ In October 2020, our Taxation Committee Chair Will Morris pointed to the value of mechanisms to enhance cooperation, efficiency, and trust between tax payers and tax authorities at the OECD/Forum on Tax Administration Tax Certainty Day.
- ☛ In September 2020, we submitted [formal comments](#) to the OECD Platform for Collaboration on Tax on its draft Toolkit on Tax Treaty Negotiations. Our perspectives emphasized the need for effective tax dispute resolution and value of tax treaties for investment.
- ☛ Throughout the year, our Value Added Tax experts advised governments on value added and global service tax reforms and addressed related issues on emerging digital business models.
- ☛ We also engaged with governments on the OECD/G20 Common Reporting Standard and its application to emerging technologies and across sectors.

## WORK PROGRAM FOR THE COMING MONTHS

- ☛ Our business input will support effective implementation of OECD international tax standards to ensure fair and growth-oriented taxation for companies of all sizes, in particular as countries aim for an OECD/G20 Inclusive Framework on the Taxation of the Digitalizing Economy.
- ☛ We will engage further with the Forum on Tax Administration to advance tax certainty and trust between tax payers and administrations.

☛ Our proactive agenda will address environmental taxes including ESG issue. Our business representatives will also engage with OECD and developing countries to advance capacity building and tax morale.





# ANTI-CORRUPTION, CORPORATE GOVERNANCE, AND RESPONSIBLE BUSINESS CONDUCT

## CONTEXT AND WHY IT MATTERS FOR BUSINESS

🔹 The Covid-19 crisis has further reinforced the focus on responsible business conduct and corporate governance. With its Guidelines for Multinational Enterprises, the G20/OECD Principles of Corporate Governance, and its Anti-Bribery Convention, the OECD hosts comprehensive and high-visibility government-backed instruments in these fields that impact businesses at both national and international levels. Our business input advocates for effective and balanced implementation of the Guidelines to ensure a global level playing field.

🔹 The Organization also promotes international dialogue and provides guidance on promoting integrity and good governance of state-owned enterprises and across different policy areas.



## OUR OUTCOMES AND IMPACT

🔹 In April 2021, we contributed to discussions on the role of corporate governance and capital markets based on lessons learned from Covid-19 and underlined the need for active business involvement in a future update of the G20/OECD Principles of Corporate Governance.

🔹 In March 2021, our business speakers participated in the annual OECD Global Anti-Corruption and Integrity Forum, which brought together over 4000 participants from business, governments and academia. Our business thought leaders, including Board Member Klaus Moosmayer, called for greater collaboration between business and governments to fight corruption and foster integrity.

🔹 In March 2021 under the leadership of Winand Quædvlieg, we contributed the business perspective to a comprehensive stocktaking of the Guidelines for Multinational Enterprises and the development of a new OECD Recommendation on fostering policy coherence on Responsible Business Conduct.

🔹 In December 2020, we discussed with OECD and stakeholders the achievements of and pathways for the National Contact Points underpinning the Guidelines. This event commemorated the 20<sup>th</sup> anniversary of the existence of National Contact Points, where we emphasized the need to level the playing field among them and the importance of fostering trust in the system.

🔹 In November 2020, we presented recommendations to improve [business resilience through corporate governance](#). The paper describes how businesses' corporate governance policies can contribute to the development of a stronger and more sustainable economy in the face of future disruptions.

🔹 In November 2020, we submitted our contribution to the UN General Assembly special session dedicated to the fight against corruption, calling for a comprehensive approach to the fight against corruption and the need for a global level playing field.

🔹 In October 2020, we joined the International Organization of Employers and BusinessEurope, expressing business concerns on the second revised draft of the United Nations treaty on business and human rights.

🔹 In September 2020, we launched our [practical guide on connecting the anti-corruption and human rights agendas](#), jointly developed with the International Organization of Employers. The OECD and our global network prominently featured this guide through targeted discussions and outreach events.

🔹 In May 2020, we commented on [corporate governance and market oversight initiatives](#) that had been impacted by the pandemic.

## WORK PROGRAM FOR THE COMING MONTHS



🔹 In addition to contributing to the stocktaking process of the Guidelines for Multinational Enterprises, we will provide business input to the development of a new OECD Recommendation on fostering policy coherence on Responsible Business Conduct.

🔹 We will support an effective and balanced implementation of the Guidelines, including efforts to strengthen the National Contact Points system and outreach activities to non-member countries.

🔹 We will reinforce our messaging around the importance of public-private cooperation and addressing both the supply and demand sides of bribery, providing feedback at OECD meetings, particularly in the forthcoming update of the 2009 OECD Anti-Bribery Recommendation.

🔹 We will contribute to OECD discussions on the future role of corporate governance and capital markets to draw lessons from the Covid-19 crisis.





# ENVIRONMENT AND ENERGY



## CONTEXT AND WHY IT MATTERS FOR BUSINESS

With a firm commitment to the horizontal integration of sustainable development considerations, the OECD contributes to national, regional, and global policy discussions on climate change and the environment more broadly. Focusing on economic analysis, it identifies policies that are both economically efficient and environmentally effective. Further, the OECD also enhances chemical and bio-safety and generates cost savings for business through its Environment, Health and Safety (EHS) Programme.

With calls for a ‘Green Recovery’ from Covid-19, and increased efforts by member countries to address environmental concerns and climate change, the OECD monitors and analyzes evolving trends, provides fact-based policy recommendations, and fosters synergies for informed policy-making.

We invite you to review in our Trade and Investment section how our cross-Committee work addressing the links between trade and climate policies provides value to members and to the OECD as solutions partner.



## OUR OUTCOMES AND IMPACT

- In March 2021, our Chemicals Committee Chair Jay West led a business delegation to an OECD Workshop towards General Considerations for Sustainable Design of Plastics from a Chemicals Perspective.
- In February 2021, our Environment and Energy Committee leadership provided business perspectives on the new OECD-wide horizontal project “Building Climate and Economic Resilience in the Low-carbon Transition”. Our delegation also discussed a French government-led proposal for an OECD hosted “International Programme for Action on Climate”.
- In November 2020, our Chemicals Committee coordinated business input to the OECD Global Forum of Environment and Chemicals Management and the session of the OECD Chemicals Committee.
- In September 2020, our Environment and Energy Committee Chair Hans-Jörn Weddige spoke to Ministers and high-level delegates in the OECD Ministerial Council Roundtable addressing Economic Recovery: Strong, Resilient, Green and Inclusive. We also released our statement on [Making a Green Recovery Work for Jobs, Income and Growth](#), emphasizing general principles for policymaking and issuing business recommendations.
- In August 2020, our Nanotechnology Expert Group led by its Chair Karin Wiench met virtually and also contributed to OECD discussions on advanced materials and other manufactured nanomaterials topics.
- In June 2020, we held a Roundtable on Environment and Energy Policies in the Covid-19 Recovery to exchange on recent energy and environment policy developments during the pandemic response and towards a Green Recovery from Covid-19.
- Throughout the year, our business experts advised OECD regarding relevant business practice in addressing biotechnology-related projects, including industrial biotechnology, human health-related biotechnology, the harmonization of regulatory oversight for the products of modern biotechnology, and international harmonization in the safety assessments of novel foods and feeds.

## WORK PROGRAM FOR THE COMING MONTHS



On environment, we will implement our Proactive and Integrative Agenda for International Business, Climate Change and Sustainability through a series of consultations, complementing our formal engagement in OECD bodies. Topics will include environmental taxation, environment and responsible business conduct, green finance and taxonomies, green definitions, and standard-setting.

On chemicals, we will provide strategic guidance to leading OECD Chemicals-related bodies, including the newly established OECD Working Party on Risk Management.

On food and agriculture, we will engage with senior OECD leadership on strengthening agriculture and food systems resilience and develop a policy priorities paper to inform OECD discussions.





# DEVELOPMENT AND EMERGING ECONOMIES



## CONTEXT AND WHY IT MATTERS FOR BUSINESS

☛ The OECD supports governments in achieving the 2030 Sustainable Development Goals Agenda by streamlining financing and fostering policy effectiveness. Business can play a key role in this process, mobilizing much needed investments, championing best practices, and advising policymakers. Declining funds and increasing financial needs following the Covid-19 crisis make business engagement all the more relevant.

☛ Since 2007, the OECD has engaged with China as a 'key partner'. In this context, the OECD and China exchange policy dialogue based on mutual benefits across several policy fields, taking into account OECD members' relations with China as a cooperation partner, economic competitor, and systemic rival. Strategic discussions by the OECD and member governments currently seek to enhance the degree of commitment towards common priority areas, warranting our business input.



## OUR OUTCOMES AND IMPACT



☛ In April 2021 and November 2020, our China Expert Group met under the leadership of its new Chair Davide Cucino to exchange on members' China-related priorities, and explore ongoing and future China cooperation with the OECD. We also convened a seminar with the OECD Informal Reflection Group on China, bringing together OECD Ambassadors and senior OECD leadership to exchange on China politics, supply chain resilience, digitalization and Artificial Intelligence, and state-owned enterprises.

☛ In March 2021, our Development Committee Vice-Chair Marie Gad spoke at the special Meeting of the Members of the OECD Council on the 2030 Agenda for Sustainable Development, underlining business commitment to the Sustainable Development Goals.

☛ In September 2020, our Development Committee Chair David Croft addressed participants of the 2020 Roundtable on Investment and Sustainable Development, underlining the role private sector efforts and investment play to drive sustainable development and calling for stronger alignment between the investment and development communities.

☛ In November 2020, we launched '[A roadmap to broadening development efforts](#)', a publication that promotes a horizontal approach to the topic, stressing tangible ways in which the private sector can contribute to development efforts. The roadmap also points to challenges for business engagement and offers recommendations to enable conducive policy environments.



## WORK PROGRAM FOR THE COMING MONTHS

☛ On development, we will strengthen our cooperation with the OECD across various Directorates and reinforce our efforts to streamline development topics across relevant policy areas. We will deepen engagement on selected policy issues identified in our roadmap.

☛ On China, we will proactively encourage concerted action of like-minded OECD member countries and the Organization to more effectively animate China's policy reform path towards OECD market economy standards and principles, and address systemic decoupling trends in selected focus areas.

☛ We will hold thematic consultations for our business representatives with the OECD Informal Reflection Group on China on state-owned enterprises and government support, investment policies, innovation and digitalization policies, and the climate neutrality agenda.





# OUR EXECUTIVE BOARD

May 2020–May 2021

Phil O’ Reilly

Chair (*Business at OECD*)

Gerhard Braun

Board Member (HEGER Group)

Seiji Inagaki

Board Member (Dai-ichi Life Holdings, Inc.)

Ole Johansson

Board Member

Charles R. Johnston

Board Member (Citigroup Inc.)

Yoon Kim

Board Member (Samyang Holdings)

Alejandra Kindelán

Board Member (Banco Santander)

Dominique Mockly

Board Member (Teréga)

Cesar A. Montemayor

Board Member (InverCap AFORE)

Klaus Moosmayer

Board Member (Novartis International AG)

Ferenc Rolek

Board Member  
(Confederation of Hungarian Employers and Industrialists)





## OUR TEAM

Hanni Rosenbaum

Executive Director

Ali Karami-Ruiz

Senior Director, Strategic Engagement and Communications

Nicole Primmer

Senior Policy Director

Dominik Kümmerle

Policy Manager

Frederik Lange

Policy Manager and Principal Economist

Hideaki Ozu

Policy Expert and B20 Coordinator

Hiroki Tamura

Policy Expert

Ina Sandler

Policy Advisor

Rokas Morkunas

Policy Advisor

Jasmine Puoti

Senior Executive Assistant to the Executive Director, Human Resources and Accounting and Policy Administration

Wilfried Jabot

IT Coordination and Office Management, Policy Directors Support

Josefine Karlsson

High-level Events and Meeting Coordination, Policy Directors Support

Max Jablonowski

Communications and Outreach Support

Vilma Gertane

Policy Intern





# OUR CONSTITUENTS

## Our National Member Organizations

COUNTRY	MEMBER ORGANIZATION
Australia	Australian Chamber of Commerce and Industry – ACCI
Austria	Industriellenvereinigung – IV
Belgium	Fédération des Entreprises de Belgique – VBO 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	Eesti Tööandjate Keskliit – EE
Finland	Elinkeinoelämän Keskusliitto – EK
France	Mouvement des Entreprises de France – MEDEF
Germany	Bundesvereinigung der Deutschen Arbeitgeberverbände – BDA
Germany	Bundesverband der Deutschen Industrie e. V. – BDI
Greece	Hellenic Federation of Enterprises – SEV
Hungary	Munkaadók és Gyáriparosok Országos Szövetsége – MGYOSZ
Hungary	Vállalkozók és Munkáltatók Országos Szövetsége – VOSZ

COUNTRY	MEMBER ORGANIZATION
Iceland	Samtök atvinnulífsins – SA
Ireland	Irish Business and Employers’ Confederation – 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 pramoninkų 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	Združenje delodajalcev Slovenije – ZDS
Spain	Confederación Española de Organizaciones Empresariales – CEOE
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
United States of America	United States Council for International Business – USCIB





# OUR CONSTITUENTS

## Our Observers

COUNTRY	OBSERVER
Argentina	Cámara Argentina de Comercio y Servicios – CAC
Argentina	Unión 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 – UCCA EP
Croatia	Hrvatska udruga poslodavaca – HUP
Egypt	Federation of Egyptian Industries – FEI
India	Confederation of Indian Industry – CII
India	Federation of Indian Chambers of Commerce and Industry – FICCI
Romania	Confederatia Patronala Concordia
Russia	Russian Union of Industrialists and Entrepreneurs – RSPP
Singapore	Singapore Business Federation – SBF
South Africa	Business Unity South Africa – BUSA

## Our Associate Expert Groups

We benefit from the sectoral expertise of our supranational business organizations that actively engage in our policy groups. The input from their leadership and staff is fundamental to drive our policy contributions in cutting-edge and technical issues in OECD policymaking.

### ASSOCIATE EXPERT GROUPS

Association of Chartered Certified Accountants – ACCA	GS1
Association of the European Rail Industry – unife	GSM Association – GSMA
AquaFed	ICI Global
Telecomunicaiones de América Latina – ASIET	Insurance Europe
Bureau of International Recycling – BIR	International Aluminium Institute – IAI
Computer & Communications Industry Association – CCIA Europe	International Chamber of Shipping – ICS
Confederation of European Waste-to-Energy Plants – CEWEP	International Council on Mining and Metals – ICMM
Cosmetics Europe	International Federation of Accountants – IFAC
CropLife International	International Federation of Pharmaceutical Manufacturers & Associations – IFPMA
DigitalEurope	International Federation of the Phonographic Industry – IFPI
European Insulation Manufacturers Association – eurima	International Fertilizer Industry Association – IFA
European Banking Federation – EBF	International Fragrance Association – IFRA
The European Carbon and Graphite Association – ECGA	International Health, Racquet & Sportsclub Association – IHRSA
European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry – COCIR	International Seed Federation – ISF
Eurometaux	International Textile Manufacturers Association – ITMF
European Aluminium	MedTech Europe
European Association of Mining Industries, Metal Ores and Industrial Minerals – EUROMINES	PlasticsEurope
European Chemical Industry Council – CEFIC	spiritsEUROPE
European Federation of Pharmaceutical Industries’ Associations – EFPIA	The Brewers of Europe
European Industrial Research Management Association – EIRMA	Transnational Alliance to Combat Illicit Trade – TRACIT
European Recycling Industries’ Confederation – EuRIC	Union of European Beverages Associations – UNESDA
European Telecommunications Network Operators Association – ETNO	World Employment Confederation – WEC
European Union of Private Hospitals – UEHP	World Federation of Advertisers
FoodDrinkEurope	World Federation of Advertisers – WFA
	World Pharmacy Council
	World Savings and Retail Banking Institute – WSBI
	World Steel Association






# 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 2020-2021 period:

- AB InBev
- Accenture
- Bayer AG
- Dai-ichi Life
- Diageo
- Facebook
- Johnson & Johnson

- Pernod Ricard
- Pfizer
- PricewaterhouseCoopers
- Randstad
- Sanofi
- Sompo Holdings
- UnitedHealth Group



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