



BUSINESS_{at}OECD

Business and Industry Advisory
Committee to the OECD

Competitive Through Connections

2025 Annual Report

Annual Report
January 2026



Business at OECD's 2025 Annual Consultation with the OECD's Leadership and Ambassadors in February 2025.

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Leadership Messages

Message from the Chair

For the global business community, the OECD remains an indispensable organisation.

In a world marked by rising geopolitical tensions, expanding government intervention, and economic policies increasingly driven by security considerations, the OECD provides something rare: a forum where empirical evidence, market principles, and cross-border cooperation guide policy recommendations and decisions.

The global environment in 2025 has been challenging for business. Markets face greater friction; regulation is often becoming more complex; competitiveness has become a strategic rather than commercial priority and is under pressure. At the same time, public debt is rising, demographics are shifting, and capital is moving more cautiously as investors attempt to divine the outcomes of geopolitical events. As industrial policy, investment screening, and national security measures are re-shaping global economic flows, there seems to be a clear trajectory: the world economy is fragmenting.

In this context, the OECD must play a stabilising role as governments and the real economy seek to navigate in these waters of shifting currents. The OECD remains one of the few platforms where governments examine the economic consequences of their choices - with data, with analytical rigour, with dialogue. This work helps distinguish between those policies that genuinely strengthen our economies, and those that undermine it. This is exactly why the OECD matters to business.

Business at OECD ensures that the real economy has a strong, credible and consistent voice in these discussions. *Business at OECD's* input helps the OECD assess how new policies and policy shifts affect competition, productivity, innovation, and markets in the real economy. At a time when political imperatives often outweigh economic ones, our role is to bring practical business insight into the heart of policymaking and to bear witness to the consequences – intended and unintended – of those policies and actions.

Looking ahead, the need for this partnership will only grow. *Business at OECD* will continue to champion the long-standing foundations of prosperity; market-based principles; rules-based foundations; and an open, competitive environment for the real economy.

I am grateful for our members' engagement and leadership throughout the past year, perhaps more challenging than at any time since beggar-thy-neighbour policies and myopic nationalism helped drive the world into a horrible war. I look forward to working together in the year ahead to ensure that the OECD remains a strong advocate for private-sector-led growth and prosperity.



Charles (Rick) Johnston

Chair

Business at OECD

Message from the OECD Secretary-General

Since 1962, *Business at OECD* has provided the OECD with valuable insights on the opportunities and challenges facing businesses, working with us to support better policies for better lives. *Business at OECD* strengthens the quality, relevance, and impact of OECD analysis and policy recommendations on a wide range of issues including competitiveness, productivity, trade and investment, innovation, and labour markets.

In today's challenging global environment, as governments navigate heightened uncertainty and geopolitical tensions, the commitment of the international business community to evidence-based policy and constructive dialogue is more important than ever. Businesses of all sizes play a critical role in driving strong, sustainable and inclusive economic growth as a source of investment, innovation, employment and economic resilience. We also need businesses' contributions to address long-term structural reform priorities, including boosting productivity, making the global trading system fairer and work better, responding to population ageing, and optimising the opportunities and challenges of climate change, digitalisation and AI.

Towards this, in 2025, *Business at OECD* made significant contributions across a wide range of OECD initiatives, including on trade and economic resilience, the Simplifying for Success initiative, and the OECD/G20 Base Erosion and Profit Shifting project to address tax challenges arising from the digitalisation of the economy. *Business at OECD* also actively participated in key Ministerial meetings, including the Social Policy Ministerial, the Regional Development Ministerial, the Southeast Asia High-Level Forum, and the OECD–Latin American Ministerial Summit on Governance.

Business at OECD provided valuable input to the Ministerial Council Meeting in June, chaired by Costa Rica, including co-hosting a side event on the impact of AI on productivity and job quality with the Trade Union Advisory Committee. Its active engagement across numerous OECD Committees and Working Parties further reinforced the priorities discussed during *Business at OECD*'s consultation with OECD Ambassadors, particularly on promoting prosperity through economic cooperation.

We look forward to continuing our collaboration in support of our shared policy priorities. Thank you for your ongoing commitment to informing OECD policy discussions, and your contributions towards a more prosperous, innovative, sustainable, and inclusive future.



Mathias Cormann

Secretary-General
OECD

Year Highlights

Message from the Executive Director

Throughout 2025, *Business at OECD* (BIAC) remained committed to its mandate as the official business voice to the OECD. As we concluded a year marked by a fast-changing international environment, we were pleased to further strengthen our global network as well as our partnership with the OECD.

With 47 national member organisations, 16 observer organisations, 66 associate expert groups, and a growing number of Friend companies, *Business at OECD* continues to serve as a uniquely representative and influential platform for the private sector at the OECD.

As a member-driven organisation, our policy groups are at the heart of our work. This year, their contributions advanced *Business at OECD's* overarching priority of competitiveness, supported by focused efforts to foster productive economies and labour markets, reinforce market-based economic principles, promote trade and investment, advance international tax policy coherence, and foster innovation and digitalisation. We are grateful to our Committee Chairs and Vice-Chairs for their leadership, and to our members for their dedicated contributions to ensure that business considerations are reflected in OECD policy discussions.

A defining element of the year was our engagement in several OECD Ministerial meetings. Our participation in the OECD Ministerial Council Meeting chaired by Costa Rica provided a platform to underscore business priorities at the highest political level. We further contributed to the OECD Social Policy Ministerial, the Regional Development Ministerial in Poland, and the Latin America Ministerial in Paraguay. These engagements reaffirmed *Business at OECD's* role as a trusted institutional partner whose expertise is reflected in Ministerial outcomes.

In 2025, our global reach expanded further, with our first B7 side event in Canada, a full-day B20 side event in South Africa, and our active involvement in the high-level OECD Southeast Asia Forum in Thailand. We also continued to actively support the OECD enlargement process, including through comprehensive recommendations for the technical reviews of Thailand, Indonesia, and Argentina.

A major institutional milestone was the launch of our refreshed visual identity, including a modernised logo and new website. This new visual identity reflects our mission of *Business Diplomacy for Competitive Economies*, enhancing clarity and engagement with members, partners and policymakers.

We will continue to work closely with the OECD to ensure that business insights help shape the OECD's work. We thank all our members for their trust and partnership and look forward to advancing our shared mission in the years ahead.



Hanni Rosenbaum

Executive Director

Business at OECD

Annual Engagement with the OECD Council and Leadership

Annual Consultation with OECD Ambassadors and Leadership



Our Chair Rick Johnston presenting our priorities from *Delivering Prosperity Through Economic Cooperation* in February 2025.

In February, business leaders from our global network presented our priorities for *Delivering Prosperity Through Economic Cooperation* to the OECD Secretary-General, leadership and Ambassadors during our *Annual Consultation with the OECD Council and Leadership*.

Led by our Chair, Rick Johnston, our delegation emphasised that the OECD must put economic competitiveness at the centre of its deliberations, and address the uncertainty, volatility and constraints that put at risk the shallow global recovery.

Setting the scene, leadership from our National Member Organisations – the United States, Japan, Germany, and Mexico – each provided a regional perspective of what a thriving private sector requires. Business speakers further discussed with the OECD and governments specific recommendations to raise business competitiveness, shape future industries and foster open, fair, competitive markets in dedicated sessions. The meeting also provided a critical opportunity to underline what business needs to remain connected globally and share priorities for OECD outreach to spread standards for the governance of markets globally.

Our recommendations set the tone for our business advocacy with the OECD and its 38 Member States as the OECD prepared for the annual OECD Ministerial Council Meeting to be chaired by Costa Rica in June.

OECD Ministerial Council Meeting



Our delegation led by our Chair Rick Johnston, where we presented our recommendations to Ministers from our business network in June 2025.

In June, we contributed to the OECD's *2025 Ministerial Council Meeting*. Over 800 government delegates, including close to 50 Ministers of finance, economy, foreign affairs, trade, and other departments, gathered at the OECD in Paris to set strategic priorities and to adopt several key OECD deliverables. The Ministerial meeting was chaired by Costa Rica, with Australia, Canada, and Lithuania serving as Vice Chairs, under the theme *Leading the Way Towards Resilient, Inclusive, and Sustainable Prosperity Through Rules-Based Trade, Investment and Innovation*. Our Chair Rick Johnston led our high-level *Business at OECD* delegation during the discussions with Ministers, joined by several Executive Board Members and leadership from our national members. Building on our *2025 Statement to Ministers*, we called on the OECD and governments to prioritise economic competitiveness and urgently bolster the rules-based system to mitigate uncertainty and restore confidence in the fragile global recovery. In dedicated sessions, we called on Ministers to actively reinforce the level playing field, create a conducive environment for innovative solutions, and implement energy and environment policies that are efficient, effective, and evidence-based, not ideologically driven.

The Chair of the Ministerial Council Meeting released a statement with tangible outcomes across several domains, including the adoption of several new or updated OECD Standards, the OECD's flagship economic outlook, and a report on supply chain resilience review. There was also progress on OECD enlargement to Indonesia, as the Government of Indonesia submitted its Initial Memorandum, kickstarting the comprehensive technical phase of the OECD accession process.

Engagement in Substantive OECD Ministerial Discussions

OECD Social Policy Ministerial Meeting



In February, we contributed to the *OECD Social Policy Ministerial Meeting* chaired by Portugal and Spain, which focused on *New Frontiers to Social Policy: Investing in the Future*. Over 50 delegations, including close to 30 Ministers, gathered at the OECD in Paris to set strategic priorities for the years ahead and future work streams for the *OECD Employment, Labour, and Social Affairs Committee*. Sessions focused on longevity and the demographic transition; digitalisation of social protection through innovation in service delivery; sustainable financing of social protection, and child well-being.

Led by our former Employment, Labour, and Social Affairs Committee Chair and BDA's Renate Hornung-Draus, we released our report *Investing in the Future Together*, as a contribution to the OECD Social Policy Ministerial. The report focused on the following priorities for action: fostering economic growth and job creation as the foundation for sustainable social protection, aligning social protection with new and diverse forms of work, and leveraging technological innovation and data for social protection.

The OECD also organised a high-level policy forum on social policy, engaging with Ministers, international organisations, and business leaders on key issues such as demographic shifts, digitalisation of social protection, equal opportunities, and climate change. Speaking on one of the panels, USCIB's President and CEO Whitney Baird highlighted the benefits of digitalisation in strengthening social protection systems.

OECD Southeast Asia Regional Forum



In May, we participated in the *OECD South-east Asia Regional Forum* in Bangkok in Thailand. The Forum brought together Ministers and senior officials from the ASEAN region, international organisations as well as business leaders. During the event, discussions focused on Thailand and Indonesia's accession, deepening Southeast Asia engagement at the OECD, the importance of public-private partnerships, and the role of the OECD in the Indo-Pacific region.

Led by our Southeast Asia Contact Group Chair Phil O'Reilly, we presented our joint report with the ASEAN Business Advisory Council *Partnership for Prosperity*, highlighting our business priorities for OECD-Southeast Asia economic cooperation. We underlined that governments should advance rules-based trade and investment flows, enhance supply chain resilience and diversification, secure investment in sustainable infrastructure, unlock the potential of innovation, digital and AI, and finally, promote fair competition and a level playing field.

Alongside the ASEAN Business Advisory Council, we held two business roundtables on investment as well as on digitalisation and AI with a range of business representatives from our business network including Mastercard, USCIB, Thai Chamber of Commerce, DANA Indonesia, and Grab.

OECD Regional Development Policy Meeting at Ministerial-Level



Our Delegation, led by our Executive Director Hanni Rosenbaum, including our SMEs and Entrepreneurship Committee Chair Patrik Kovacs, and Lewiatan's Chair of the Councils of Regions Artur Mazurkiewicz.

In May, we provided key business recommendations to the *OECD Regional Development Policy Meeting at Ministerial-Level*, which brought together 15 Ministers and over 30 delegations. The meeting, chaired by Poland, addressed *Strengthening Regional Policy for Resilient Places*, defined long-term strategic priorities and shape future initiatives for the *OECD Regional Policy Committee*. Discussions focused on leveraging regional development policies to enhance competitiveness, improving multi-level governance to support effective investment strategies, and tackling the digital, climate, and demographic transitions.

The delegation was led by our Executive Director Hanni Rosenbaum with participation from our SMEs and Entrepreneurship Committee Chair Patrik Kovacs, Lewiatan's Director-General Małgorzata Mroczkowska-Horne and Lewiatan's Chair of the Councils of Regions Artur Mazurkiewicz. *Business at OECD* released a paper *Strengthening Regional Policy for Resilient Places* underlining business priorities for regional policy action including investing in infrastructure, accelerating digitalisation, streamlining multi-level governance and regulation, developing regional skills and workforce, and supporting local entrepreneurship and SMEs.

Third OECD Ministerial Summit on Governance in Latin America and the Caribbean



Heads of Delegation, including our Executive Board Member and SONAMI's Alberto Salas.

In November, we had a strong business delegation at the Third OECD Ministerial Summit on Governance in Latin America and the Caribbean held in Asunción in Paraguay. Led by our Executive Board Member and SONAMI's Alberto Salas, we delivered a strong call to strengthen investment, competitiveness, and resilience across the region. We presented our vision paper *The Importance of Good Governance for Business in the LAC Region*, which underscores that transparent institutions, rule of law, regulatory predictability, and effective public-private dialogue are essential for translating investment into strong and inclusive growth.

We also organised a dedicated side event with the OECD on *Driving Sustainable Investment in Latin America and the Caribbean*, where our Executive Board Member Alberto Salas presented the key findings of our latest report on the regional investment climate *Breaking Down Barriers: Tackling Investment Hurdles in Latin America*. Several key messages emerged from the discussion with our business network participants from Mastercard, Sanofi, Unión Industrial Paraguaya (UIP), Cámara Argentina de Comercio y Servicios (CAC), and the OECD. Participants emphasised that while the Latin America and Caribbean region has solid fundamentals, such as abundant natural resources and a young, dynamic workforce, persistent obstacles continue to limit investment flows. According to our business survey in the region, political and regulatory instability, corruption and lack of transparency, as well as security concerns remain the top barriers to productive investment. There was also broad agreement on the positive impact of OECD engagement and standards in driving reform as OECD accession processes have already contributed to improved governance and macroeconomic stability in the region.

2025 Facts and Figures

47

National Member Organisations

20+

friend companies

10+ million

companies represented globally

20+

countries visited for business
network engagement

16

Observer Organisations

3500+

Business at OECD delegates in
OECD meetings

66

Associate Expert Groups

30+

policy groups

Selected Highlights



OECD Secretary-General with TUAC's General Secretary Veronica Nilsson and our Executive Director Hanni Rosenbaum.



OECD Secretary-General Mathias Cormann and Costa Rica's Minister for Foreign Trade Manuel Tovar following our pre-OECD Ministerial Council Meeting Consultation with TUAC.



OECD Secretary-General Mathias Cormann with members of our delegation at the 2025 OECD Ministerial Council Meeting.



OECD Secretary-General Mathias Cormann with our Chair Rick Johnston and USCIB's President and CEO Whitney Baird.



OECD Secretary-General Mathias Cormann speaking at the Australian Chamber of Commerce and Industry's General Council Meeting in September 2025.



OECD Secretary-General Mathias Cormann with our Executive Board Member and SONAMI's Alberto Salas at the OECD Third Ministerial Summit on Governance in Latin America and the Caribbean in Asunción in Paraguay.



OECD Secretary-General Mathias Cormann with the President of our National Member Organisation CPC Susana Jiménez and our Executive Board Member and SONAMI's Alberto Salas.



OECD Secretary-General Mathias Cormann with our Executive Director Hanni Rosenbaum and the Chairman of our Observer Organisation KADIN (Indonesian Chamber of Commerce and Industry) Anindya Bakrie.



OECD Secretary-General Mathias Cormann with our Observer Organisation CAC (Cámara Argentina de Comercio y Servicios) and Argentina's Minister for Foreign Affairs Pablo Quirno.



Members of our delegation for the 2025 OECD Ministerial Council Meeting with the Chair and Minister of Foreign Trade of Costa Rica Manuel Tovar.



Our delegation to the B7 Summit in Canada with the Canadian Chamber of Commerce's President and CEO Candace Laing, including our Chair Rick Johnston, our Executive Director Hanni Rosenbaum, and our Director for Policy Member Engagement Rokas Morkūnas.



Our delegation to the B20 Summit in South Africa with the B20 South Africa's Sherpa Cas Coovadia and our Chair Rick Johnston.



Our Executive Board Member and Dai-ichi Life's Seiji Inagaki with Japan's then State Secretary of Foreign Affairs Fuji Hisayuki at the 2025 OECD Ministerial Council Meeting.



Our Executive Director Hanni Rosenbaum with ASEAN's Secretary-General Dr Kao Kim Hourn in the margins of the 2025 OECD Ministerial Council Meeting.



Our Executive Director Hanni Rosenbaum with Ireland's then Minister for Public Procurement, Digitalisation and eGovernment Emer Higgins TD in the margins of the OECD's Global Forum on Public Procurement.



Our Executive Board Member and Dai-ichi Life's Seiji Inagaki delivering opening remarks at the OECD's seminar on Non-Counterfeit Illicit Products.



Our Executive Board Member and Konecranes' Minna Aila speaking at the OECD's high-level Simplifying for Success Symposium.



Our Executive Board Member and Fleetwood Strategy's Philip Aiken AM with the Rt. Hon. Greg Clark, Member of the United Kingdom's Industrial Strategy Advisory Council at the OECD's Global Forum on Productivity.

Policy Activities



Competitiveness and Growth

Competition Committee
Economic Policy Committee
Finance Committee
Governance and Regulatory Policy Committee
Infrastructure Contact Group
SMEs and Entrepreneurship Committee



Emerging Markets

China Expert Group
Development Committee
Latin America and the Caribbean Contact Group
Southeast Asia Contact Group



Food, Health, Well-Being

Food and Agriculture Committee
Health Committee
Tourism Contact Group



Green Growth

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



Innovation and Digital

Consumer Policy Committee
Digital Policy Committee
Innovation and Technology Committee



Open Markets

Anti-Illicit Trade Expert Group
Export Credits Expert Group
Investment Committee
Trade Committee



Responsible Business

Corporate Governance Committee
Integrity and Anti-Corruption Committee
Responsible Business Conduct Committee



Skills and Employment

Education Committee
Employment, Labour and Social Affairs Committee
Private Pensions Expert Group



Tax and Fiscal Affairs

Tax Committee

Competitiveness and Growth

In 2025, *Business at OECD* advanced business priorities to strengthen competitiveness and growth. Through targeted engagement with OECD committees, we shaped policy on structural reforms, regulatory quality, financial resilience, competition enforcement, and SME competitiveness.

Our Economic Policy Committee influenced OECD analysis on structural reforms and long-term growth strategies. We highlighted productivity-enhancing policies and AI's role in growth during global outlook discussions. Our bi-annual *Economic Policy Survey* revealed business concerns over geopolitical risks and trade restrictions, calling for renewed reform momentum. The OECD's December *Economic Outlook* underlined our push for regulatory simplification.

Our Governance and Regulatory Policy Committee brought business concerns on regulatory burden and fragmentation to the forefront. We drove the OECD's *Simplifying for Success* initiative, advocating for regulatory quality and coherence over complexity. We stressed that inconsistent and overlapping rules across jurisdictions undermine competitiveness and investment, calling for greater international alignment. To support this, we launched a report on *Risks of Divergence between Global ESG Reporting Standards*, based on a global business survey.

Our SMEs and Entrepreneurship Committee launched *Empowering SMEs: Securing Competitiveness for our Economies*, setting priorities to simplify regulation, support green and digital transitions, and strengthen investment, skills, and entrepreneurship ecosystems.

Our Finance Committee engaged on sustainable finance, AI in financial services, and digital banking. In partnership with the B20 and IOE, we published a joint paper urging investment and sustainable growth in Africa, informing OECD and G20 recommendations. Our Private Pensions Expert Group advanced proposals to improve retirement out-comes, set to appear in the next *OECD Pensions Outlook*.

Our Competition Committee shaped OECD debates with ten expert contributions on merger control, remedy design, informal markets, food systems, mobile payments, prudential regulation, and AI infrastructure. We worked with national authorities to reinforce business engagement in competition

policy-making and strengthen enforcement and market reforms.

Our Infrastructure Contact Group was established to provide structured private-sector input into OECD discussions on high-quality infrastructure investment. We also participated in the inaugural *OECD Global Forum on Public Procurement*, which convened policymakers, business leaders, civil society, and academics to explore how strategic procurement can foster innovation and drive sustainable, inclusive growth.

Did you know? ↗

Most OECD countries are unaware of whether regulations are actually delivering policy objectives as intended. Systematic requirements to undertake ex-post evaluations of regulations exist in less than one-third of OECD countries. (OECD Regulatory Policy Outlook 2025)



Emerging Markets

In 2025, *Business at OECD* strengthened engagement in key emerging economies to ensure business priorities informed OECD cooperation and accession processes.

Across our committees, we actively contributed to the *OECD Accession Process*, launching three comprehensive business recommendation papers for Argentina, Thailand, and Indonesia. Working closely with observer organisations, national members and the OECD, we facilitated dialogue on reforms to accelerate adoption of OECD standards and strengthen the business environment.

Our Latin America and the Caribbean Contact Group advanced policy dialogue through three major publications presented at the *OECD Latin America and the Caribbean Ministerial Summit on Governance* in Paraguay. These highlighted the importance of good governance for competitiveness, identified key investment barriers such as political instability and corruption, and demonstrated how closer alignment with OECD standards strengthens transparency, regulatory quality, and economic performance.

Our Southeast Asia Contact Group contributed to the *OECD Southeast Regional Forum* in Bangkok, where Ministers and senior officials discussed accession, public-private partnerships, and the OECD's future role in the Indo-Pacific. We also expanded engagement with business communities in the Philippines, Viet Nam, and other prospective participants, reinforcing OECD-ASEAN cooperation and collaboration with the ASEAN Business Advisory Council.

Our China Expert Group maintained targeted engagement highlighting on-the-ground developments in China that impact OECD business. In this regard, we organised a consultation together with the *European Chamber of Commerce in China* and OECD Ambassadors to ensure business perspectives inform OECD discussions on trade, investment, digital policy, and environmental matters.

Our Development Committee emphasised the private sector's role in fostering sustainable growth and responsible business practices. We called for tools to improve investment climates and greater policy coherence across development and business agendas, reinforcing the OECD's mission to promote better policies for better lives.

Did you know? ↗

The OECD promotes its standards to non-member countries to encourage reform. In 2025, there were 8 accession candidates for future OECD enlargement: Argentina, Brazil, Bulgaria, Croatia, Indonesia, Romania, Peru, and Thailand.



Our Latin America and the Caribbean Contact Group Chair and our Executive Board Member speaking at the OECD's Business Meeting on Latin America and the Caribbean in June 2025.



Our China Expert Group Committee Chair and Fincantieri's Davide Cucino held a briefing with the European Chamber of Commerce in China and Maersk's Jens Eskelund with the OECD in February 2025.



Our Executive Board Member and SONAMI's Alberto Salas delivering opening remarks at our side-event to the Third OECD Ministerial Summit on Governance in Latin America and the Caribbean in November 2025.

Food, Health, Well-Being

In 2025, *Business at OECD* advanced priorities to strengthen food systems and elevate health as a core economic driver. Through active engagement with OECD committees, we promoted innovation, resilience, and cross-sector collaboration to address global challenges.

Our Food and Agriculture Committee contributed to OECD work on sustainable agriculture, trade, and innovation. Against the backdrop of climate change and geopolitical tensions, we advanced our *Peace for Food* and *Field of the Future* campaigns, reinforcing business commitments to global food security. In May, we engaged at the *OECD Critical Supply Chain Forum*, leading discussions on food systems resilience. During OECD Agriculture Week in October, we organised a side event to the *Global Forum on Agriculture* titled *From Regulatory Burden to Smart Regulation for Sustainable Agriculture*, highlighting the need to remove barriers and unlock innovation.

Our Health Committee strengthened the economic case for investing in health. In January, we launched our position paper on *The Transversal Benefits of Physical Activity* at an event with the OECD and the WHO, showcasing links between physical activity, sustainability, and productivity. In June, at the margins of the OECD Health Committee meeting, we released our 2024 Health Forum Synthesis Report *Health as an Economic Imperative*, calling for health integration in broader economic policymaking. Under our *Stronger Together* campaign, we held three events in 2025, culminating in December's flagship *Annual Health Forum* in Paris. These efforts opened a new chapter for 2026 and beyond, elevating health's role within governments and the OECD and connecting ministries and industries to drive coordinated action.

Did you know? ↗

"From 2024 to 2045, per capita public health spending across OECD countries is projected to grow at an average annual rate of 2.6 %. Given that public health spending is expected to grow faster than overall economic growth, proactive planning and transformational policies will be critical to managing pressures and ensuring sustainable, high-performing health systems." (Health at a Glance 2025 OECD Indicators)



Members of our Food and Agriculture Committee Leadership, including our Food and Agriculture Committee Chair and Anako Yumurta's Metin Akman spoke at the OECD's Forum on Critical Supply Chains in May 2025.



Our Food and Agriculture Committee Chair and Anako Yumurta's Metin Akman with the OECD's Trade and Agriculture Director Marion Jansen, and Bayer's Alejandra Castro at our side-event to the OECD Global Forum on Agriculture in October 2025.



Our Health Committee Chair and UnitedHealth Group's Olga Mironenko Stampfer presented our paper on physical activity in January 2025.



Our Health Committee Vice-Chair and BDA's Susanne Wagenmann with our Executive Director Hanni Rosenbaum at the OECD-Global Coalition on Ageing workshop on *Building Healthy, Productive Workforces for our 21st Century* in October 2025.

Green Growth

In 2025, *Business at OECD* advanced priorities for environmental sustainability, innovation, and the green transition. Through active engagement with OECD committees, we promoted resilience, skills development, and coordinated climate policies.

Our Environment and Energy Committee provided strategic business input on resource efficiency, circular economy, and climate policy. We engaged in discussions at the *OECD-IEA Climate Change Expert Group Global Forum*, including the new collective quantified goal on climate finance, feeding into preparations for COP Brazil. We contributed extensively to the *Inclusive Forum on Carbon Mitigation Approaches*, promoting cost-effective mitigation measures and proportionate, interoperable carbon-intensity metrics — critical for comparability and transparency in current climate policy debates. On circular economy, we continued to advocate for effective implementation of the *OECD Decision on the Control of Transboundary Movements of Wastes for Recovery Operations* and contributed to OECD flagship reports informing global plastics negotiations. We further released our flagship report *Forging Green Talents: Developing Workers' Skills for the Green Transition*, developed with the IOE, offering strategies and 15 business case studies to equip workers with skills for a low-carbon economy.

Our Chemicals Committee supported the OECD's *Environment, Health, and Safety Programme*, which delivers significant cost savings by avoiding duplicative chemical testing.

Our Nanotechnology Expert Group provided fact-based business input on safety assessments of manufactured nanomaterials and other advanced materials, pursuing efforts to create an innovation-friendly environment in this area.

Did you know?

The OECD Inclusive Framework on Carbon Mitigation Approaches has mapped around 1 600 carbon mitigation policy instruments, helping governments identify those climate policies that are most environmentally effective and economically efficient. (*OECD, 2025, New Climate Policy Database maps mitigation policies across the 60 IFCMA countries*)



USCIB's Agnes Vinblad at the OECD-IEA Climate Change Expert Group in March 2025.



Members of our Chemicals Committee led by our Chemicals Committee Chair and the American Chemistry Council's Jay West at the OECD in November 2025.



Members of our Environment and Energy Committee at the OECD with our Global Director Dominik Kümmerle.

Innovation and Digital

In 2025, *Business at OECD* ensured business priorities shaped OECD work on digital transformation and innovation, delivering concrete outputs on AI, data governance, cybersecurity, and science and technology policy.

Our Digital Policy Committee advanced strategic engagement in a complex geopolitical context. Artificial Intelligence remained a key driver of change, with businesses leading its deployment. We participated in the *French AI Action Summit* in February, focusing on AI in healthcare, and supported OECD efforts to strengthen engagement with the *Global Partnership on AI* (GPAI). We also contributed to policy analysis on emerging issues such as agentic AI, ensuring business perspectives inform future OECD guidance. We reinforced the importance of secure, trusted data flows for competitiveness. Through the OECD's *Data Free Flow with Trust* (DFFT) community, we addressed cross-border financial data flows, secondary use of health data as a public good, and privacy-enhancing technologies. Looking ahead, our work will focus on legal certainty and data integrity in supply chains — critical for resilient global commerce. Cybersecurity interoperability emerged as a top priority. In November, we partnered with Sciences Po and the London School of Economics for an OECD event calling for greater coordination across jurisdictions and reduced complexity to safeguard business processes, lower costs, and mitigate risk.

Our Innovation and Technology Committee published *Unlocking Greater Private Investment in Innovation*, providing actionable recommendations to increase policy coherence and predictability, incentivise long-term investments, and improve SME access to finance — key levers for sustaining innovation under resource constraints.

Our Consumer Policy Committee engaged at the *OECD Global Forum on Consumer Policy*, as AI technologies transform online consumer protection, ensuring business perspectives guide OECD work in this evolving space.

Did you know? ↗

In 2025, 41 countries reported a total of 250 research security policy measures, a sharp rise from 12 countries and around 25 measures in 2018. (OECD, *2025 OECD Science, Technology and Innovation Outlook 2025*)



Our joint side event to the French AI Action Summit with French Healthcare Association, ParisSanté Campus and Sanofi in February 2025.



Our Policy Manager Maylis Berviller at the French AI Action Summit Business Day at Station F in February 2025.



Members of our Digital Policy Committee delegation led by our Co-Chairs, Netcompany's Ulrik Knudsen and NEC Corporation's Miho Naganuma, at the OECD Digital Policy Committee in December 2025.

Open Markets

In 2025, *Business at OECD* advanced priorities to strengthen open markets and global trade resilience, ensuring business perspectives shaped OECD work on trade, investment, and export policy.

Our Trade Committee actively engaged with the OECD under shifting global trade dynamics. We issued a statement on a reciprocal tariffs during the OECD Trade Committee plenary and released *Navigating Under Uncertainties*, urging the OECD to prioritise five strategic themes for its next biennium: leveling the playing field, resilient supply chains, digital trade, economic security, and countering illicit trade. In April, we contributed to the *OECD Global Forum on Trade*, emphasising the need for a level playing field in government support measures. In October, we actively engaged in OECD discussions on the labour impacts of trade, ensuring business perspectives informed policy analysis. We also provided sectoral insights on market openness in OECD accession countries underscoring our commitment to predictable and open trade frameworks.

Our Export Credits Expert Group contributed to the revision of the *OECD Recommendation on Common Approaches for Officially Supported Export Credits* and environmental and social due diligence. At the *OECD Export Credits Forum*, we emphasised the importance of continuous dialogue with industry on the practicability of the modernised *OECD Arrangement* and recalled its fundamental role in ensuring fair competition and a global level playing field amid trade tensions.

Our Anti-Illicit Trade Expert Group collaborated with the OECD to develop a new *Framework for Action on Illicit Goods*, addressing the fast-growing trade in goods legally produced but traded in violation of laws. At the inaugural *OECD Forum on Countering Illicit Trade*, we advanced global discussions on tackling illicit trade, including in online marketplaces, and supported OECD efforts to certify clean and transparent Free Trade Zones.

Our Investment Committee shaped OECD discussions on international investment, highlighting priorities for modernising investment treaty policy and balancing economic security objectives with open, predictable frameworks. Our engagement reinforced the importance of OECD instruments — such as the *Declaration on International Investment* and the *Policy Framework for Investment* — in safeguarding a stable and secure investment climate.

Did you know? ↗

Re-localisation could decrease global trade by more than 18%, and global real GDP by more than 5% — with no consistent improvements in resilience. (*OECD 2025: Supply Chain Resilience Review*)



Our Trade Committee Chair and Ibec's Pat Ivory presenting our trade priorities paper to the OECD Trade Committee in October 2025.



Our Export Credits and SMS Group's Sandra Halver-Simons spoke at the OECD Export Credits Forum in March 2025.



Our former Anti-Illicit Trade Expert Group Chair and ICAIE's David Luna joined a panel at the OECD's Countering Illicit Trade Forum in March 2025.



Our Investment Committee Chair and VNO-NCW's Winand Quaadvlieg joined discussions at the OECD-UNCTAD-UNCITRAL Investment Treaty Conference in March 2025.

Responsible Business

In 2025, *Business at OECD* advanced priorities on responsible business conduct, corporate governance, and integrity, ensuring business perspectives shaped OECD standards and global policy discussions.

Our Responsible Business Conduct Committee consulted closely with the OECD on due diligence and the intersection of responsible business conduct with Artificial Intelligence. We stressed that OECD guidance must remain practical and implementable to avoid unintended consequences. In September, we organised a webinar with BUSINESSAfrica on implementing responsible business conduct standards in Africa, showcasing successful legislation and building the business case for integrating responsible business conduct practices. Looking ahead, we will continue to advocate for policy coherence, balanced implementation, and outreach to non-adhering countries to foster a global level playing field.

Our Corporate Governance Committee fostered forward-looking discussions on the implementation of the *G20/OECD Principles of Corporate Governance* and the updated *OECD Guidelines on Corporate Governance of State-Owned Enterprises*, reaffirming the importance of these standards as key reference points for corporate governance.

Sustainability remained a central theme, with our committee emphasising the importance of proportionate, value-enhancing approaches that support long-term corporate performance rather than prescriptive obligations. We also submitted comments on State-Owned Enterprises governance, focusing on competitive neutrality, board responsibilities, and transparency, identifying areas for future input to OECD work.

Our Integrity and Anti-Corruption Committee continued to champion business-driven integrity efforts. A key milestone was the release of our report *Harnessing AI for Integrity*, a paper outlining how AI can strengthen due diligence, detect misconduct, and improve compliance processes. We complemented this with a call to action urging companies to reinforce integrity and compliance functions amid heightened geopolitical uncertainty, stressing independence, resourcing, and leadership engagement. Our Integrity and Anti-Corruption Committee organised several events to reinforce business messages, including in Rome, Berlin and at the *OECD Global Anti-Corruption and Integrity Forum* in Paris.

Did you know? ↗

OECD countries have intensified their recent efforts to develop such a strategic approach; 20 out of 32 OECD countries (63%) have in place a whole-of-government strategic framework containing strategic primary objectives to strengthen anti-corruption and public integrity. (*OECD Government at a Glance 2025*)



Our Executive Board Member and Fleetwood Strategy's Philip Aiken AM speaking at the OECD's Roundtable on Corporate Sustainability Practices in October 2025.



Our Integrity and Anti-Corruption Committee Chair and Autostrade per l'Italia's Nicola Allocca joined the OECD and World Bank Group's Global Anti-Corruption and Integrity Forum discussions in March 2025.



Our Corporate Governance Committee Chair and EY's Andrew Hobbs spoke at the OECD's Latin America Roundtable on Corporate Governance in October 2025.

Skills and Employment

In 2025, *Business at OECD* ensured business priorities shaped OECD work on workforce transitions, skills development, and retirement systems.

Our Employment, Labour and Social Affairs Committee addressed key labour market challenges, including the rapid ageing of the workforce, which threatens the sustainability of social protection systems and growth. We actively contributed to OECD discussions on AI in the labour market, providing a balanced business perspective on opportunities for new occupations, sectoral challenges, and measures to support workers and employers during transitions. We also highlighted the private sector's commitment to preparing future work-forces to use AI tools and adapt to emerging professions.

Our Education Committee focused on modernising curricula to align with labour market needs, investing in the teaching profession, and leveraging technology to strengthen education systems. We emphasised foundational knowledge and competencies such as creativity, critical thinking, collaboration, and ethics — essential for navigating digital transformation and AI mainstreaming. In May, we released *Boosting Productivity and Business Growth: The Role of AI Skills*, showcasing how businesses harness AI's potential in the workplace. At the *OECD Education Policy Reform Dialogues* in November, we presented *Empowering Lifelong Learners Through Strategic Business Engagement*, underlining the role of business partnerships in lifelong learning and the need to instill this mindset from early education.

Our Private Pensions Expert Group continued to emphasise proportionate, transparent, and understandable pension arrangements. In the context of OECD efforts to align retirement security with financial market and insurance policy considerations, we stressed that clear communication and financial education remain essential for informed decision-making by future retirees.

Did you know? ↗

"While fewer physically demanding jobs exist and experience offers opportunities for older workers, there is a risk of skills decline with age: in 2023, only about one-third of adults aged 60-65 participated in training, compared with over half of those aged 25-44." (*OECD Employment Outlook 2025*)



Tax and Fiscal Affairs

In 2025, *Business at OECD* advanced priorities to enhance tax certainty and support effective tax policy in a digitalising economy, addressing global labour mobility and the green transition to foster cross-border trade, investment, and sustainable growth.

Our Tax Committee engaged with the OECD on a wide range of international tax issues. We continued providing technical advice on the OECD/G20 project on the tax challenges of the digital economy and its two-pillar solution. We delivered detailed feedback on implementing the global minimum tax and developing a permanent safe harbour to simplify reporting requirements, welcomed the G7 statement on advancing the global minimum tax, and supported coordinated processes to improve tax administration through the *Amsterdam Dialogue*.

We led business input at OECD consultations on the BEPS 1.0 stock take, tax simplification and certainty, and global mobile workforce taxation. Our contributions informed changes to the *OECD Model Tax Treaty Commentary* on permanent establishment, addressing remote work scenarios. We organised the second annual Tax Certainty Roundtable and launched an advocacy paper on the *OECD International Compliance Assurance Programme*.

We continued dialogue on tax and development, hosting our first-ever side event in Cape Town alongside the *OECD Forum on Tax Administration Plenary* to advance cooperation with tax administrations. We also contributed to the *OECD Forum on Tax Administration Large Business and International Programme Meeting* and consultations on global minimum tax in Manchester.

Beyond direct tax, we provided input on VAT/GST and the *OECD/G20 Common Reporting Standard*, and supported major conferences with our national member organisations, including USCIB and Keidanren, as well as the annual Munich International Tax Conference in cooperation with BusinessEurope and the International Chamber of Commerce.

Did you know? ↗

In 2023, the tax burden in OECD countries was on average 33.9% of GDP. (*OECD 2024: Tax Revenue (Indicator)*)



Our former Tax Committee Chair Alan McLean with our Tax Committee Co-Chairs, Siemens' Christian Kaeser and Google's Daniel Smith, with the OECD Deputy Secretary-General Fabrizia Lapecorella with our Tax Committee in April 2025.



All participants from our joint roundtable with the OECD on Tax Certainty with members of our Tax Committee and the OECD Deputy Secretary-General Fabrizia Lapecorella in July 2025.



Members of our Technical Advisory Group following the OECD Working Party on Consumption Taxes in October 2025.



Members of our Tax Committee with the OECD's Director of the Centre for Tax Policy and Administration, Manal Corwin in November 2025.



Members of our Tax Committee at the OECD for the crypto-asset reporting framework consultations with our Deputy Executive Director Nicole Primmer in September 2025.



Our Tax Committee Co-Chairs, Siemens' Christian Kaeser and Google's Daniel Smith, with EY's Craig Hillier who moderated their working lunch panel at the USCIB-OECD Tax Conference in June 2025.



Members of our Tax Committee, including our Tax Committee Co-Chair and Siemens' Christian Kaeser at the OECD's Forum on Tax Administration Tax Certainty Day in October 2025.



Members of our Tax Committee, including our Tax Committee Co-Chairs, Siemens' Christian Kaeser and Google's Daniel Smith, at the International Tax Conference in Munich in Germany organised by the International Chamber of Commerce, BusinessEurope and Business at OECD in July 2025.



Our Tax Committee Co-Chairs, Siemens' Christian Kaeser speaking at the OECD Forum on Tax Administration Amsterdam Dialogue on Global Minimum Tax Compliance and Implementation in Manchester in the United Kingdom in November 2025.

Flagship Deliverables

High-Level Statements



Delivering Prosperity Through Economic Cooperation

Business at OECD Statement to the 2025 Annual Consultation with OECD Ambassadors and Leadership

As we held our Annual Consultation with OECD Ambassadors in February, this document outlines *Business at OECD* priority recommendations for 2025. These include raising business competitiveness, shaping future industries, fostering open, fair, competitive markets, and keeping business connected globally.



Leading The Way: Towards Resilient, Inclusive, Sustainable Prosperity Through Rules-Based Trade, Investment and Innovation

Business at OECD Statement to the 2025 Ministerial Council Meeting

As Ministers from OECD countries gathered in June, this paper calls on the OECD to unite its members around a common agenda on key issues including on tax, tariffs, trade, and a sustainable transition.

Selected Policy Publications



Investing in the Future Together

Business at OECD (BIAC) Key Messages to the 2025 OECD Social Policy Ministerial Meeting

This policy paper outlines business priorities for active labour markets and future-ready workforces. It emphasises the role of social dialogue, skills development, and AI adaptation.



Partnership for Prosperity

Business Priorities for OECD-Southeast Asia Economic Cooperation

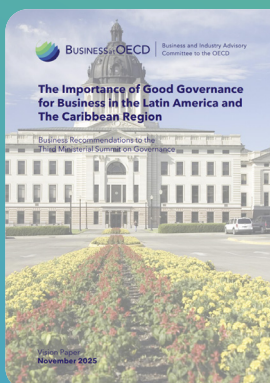
This joint report with the ASEAN Business Advisory Council outlines recommendations to strengthen economic ties between OECD and Southeast Asian countries. It emphasises opportunities for shared growth, digital transformation, and resilient supply chains.



Strengthening Regional Policy for Resilient Places

Business at OECD (BIAC) Key Messages to the 2025 OECD Regional Policy Ministerial Meeting

This document provides our considered assessment of business priorities for the OECD agenda. These include investing in infrastructure, accelerating digitalisation, streamlining multi-level governance and regulation, developing regional skills and workforce, and supporting local entrepreneurship and SMEs.



The Importance of Good Governance for Business in the Latin America and the Caribbean Region

Business at OECD Recommendations to the Third OECD Ministerial Summit on Governance in Latin America and the Caribbean

This document calls for stronger institutional integrity, coherent and predictable regulation as well as more structured public-private dialogue to support transparent and competitive economies. It highlights the importance of digital governance, data integrity and regional cooperation to enable secure data flows, sustainable innovation, and alignment with OECD standards.



Simplifying for Success: How Better Regulation Can Support Simplification

Position Paper for the OECD Symposium on 'Simplifying for Success'

This priorities paper outlines areas for the OECD to foster better, simpler regulatory environments for businesses. We urge governments to foster regulatory simplification and redouble their efforts to improve the quality, implementation, and enforcement of regulations and administrative procedures.



Navigating Uncertainties Together

Five Business Priorities for OECD Leadership on International Trade

This priorities paper calls for a clear, actionable and shared OECD vision for the future of trade policy. This moment presents a critical juncture to reaffirm the role of market-based economies, align on core principles, promote trade agreements with different regions of the world and commit to necessary reforms that strengthen the rules-based trading system.



Forging Green Talents

Developing Workers' Skills for the Green Transition Through Vocational Training

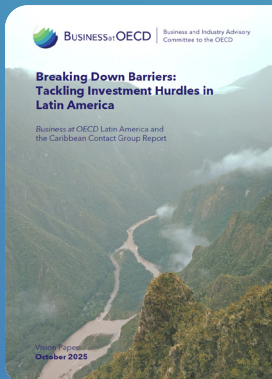
This joint policy paper highlights the need to develop green skills for the low-carbon transition. It emphasises workforce readiness and public-private collaboration.



Empowering SMEs: Securing Competitiveness for our Economies

Business Recommendations to the OECD Committee on SMEs and Entrepreneurship

This priorities paper offers practical insights for OECD policymakers. Its purpose is to highlight the fundamental role of the private sector in shaping the conditions for SMEs' competitiveness, access to finance, innovation, and sustainable growth and to provide recommendations for the future work of the OECD in this regard.



Breaking Down Barriers: Tackling Investment Hurdles in Latin America

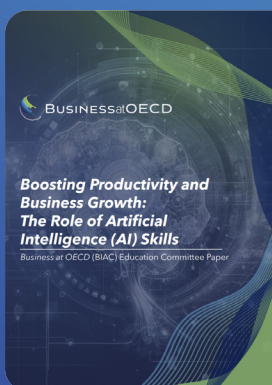
Vision Paper

This report is based on a survey conducted between April and July 2025, directed at business representatives of the *Business at OECD* network with a presence and investments in the region. Its objective is to gather insights, priorities, and recommendations for the OECD that contribute to improving the investment climate in Latin America and the Caribbean.



The Risks of Divergence Between Global ESG Standards

Our paper highlights that ESG reporting today operates within a fragmented environment of overlapping standards and regulations. This fragmentation imposes high and uneven burdens on companies.



Boosting Productivity and Business Growth

The Role of AI Skills

This policy paper explores how AI-related skills can drive productivity and economic growth. It emphasises the need for education systems to adapt to evolving workforce demands.



Harnessing AI for Integrity

Opportunities, Challenges, and the Business Case Against Corruption

This policy paper shows how AI can boost anti-corruption through transparency and automation. Business calls for ethical AI use, inclusive access, and alignment with the OECD's standards.



Health as an Economic Imperative

Health Forum Synthesis Report

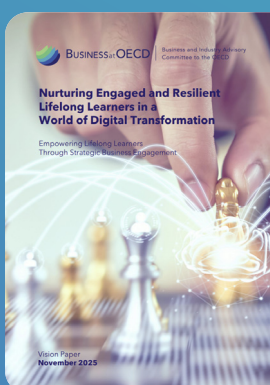
This document calls for stronger institutional integrity, coherent and predictable regulation as well as more structured public-private dialogue to support transparent and competitive economies. It highlights the importance of digital governance, data integrity and regional cooperation to enable secure data flows, sustainable innovation, and alignment with OECD standards.



Unlocking Greater Private Investment in Innovation

Business Recommendations to the OECD Committee on Scientific and Technological Policy

This paper explores the structural and policy-related barriers that hinder long-term investment in innovation and outlines seven key areas where the OECD can play a pivotal role in unlocking this potential.



Nurturing Engaged and Resilient Lifelong Learners in a World of Digital Transformation

Empowering Lifelong Learners Through Strategic Business Engagement

This report outlines perspectives and action being taken by business to advance a culture and mindset of lifelong learning through education systems, in partnership with governments, academic institutions, and key stakeholders

Selected Special Events

Zero Corruption Forum (Rome, Italy)



Italy's Vice Minister for Foreign Affairs Edmondo Cirielli delivered a keynote speech at our Zero Corruption Forum.

In February, we held the third edition of our *Zero Corruption Forum* in Rome. This event was organised jointly by *Business at OECD* and *Autostrade per l'Italia*, with the support of the Italian Ministry of Foreign Affairs and International Cooperation. The event provided an important opportunity for our members to explore the specific challenges for SMEs, the uptake of new digital tools and the need to gather all the relevant actors to act globally in the fight against corruption. Global business leaders joined sector experts and high-level members of the government of Italy.



Our Executive Director Hanni Rosenbaum delivered opening remarks.

Health and Agriculture Regional Roundtables (San José, Costa Rica)



All speakers from our regional roundtable in San José in Costa Rica for our *Peace for Food* campaign, including Costa Rica's Minister for Agriculture and Livestock Victor Carvajal Porras.

In March, *Business at OECD* hosted two regional roundtables in Costa Rica on sustainable agriculture and health resilience. As part of our *Peace for Food* campaign, the agriculture roundtable underscored the need for financial resources to advance sustainable farming. Key speakers included Costa Rica's Minister of Agriculture and Livestock, Víctor Carvajal Porras, and the OECD's Director for Trade and Agriculture, Marion Jansen. Under our *Stronger Together* campaign, we convened a health resilience roundtable featuring Costa Rica's Minister of Foreign Trade Manuel Tovar, Second Vice-President and Minister of Health Mary Munive, and the OECD's Head of Health Francesca Colombo. This dialogue highlighted the importance of public-private collaboration to secure investment in resilient healthcare systems.



Costa Rica's Minister for Foreign Trade Manuel Tovar speaking at our *Stronger Together* campaign health regional roundtable in San José in Costa Rica.

2025 OECD Ministerial Council Meeting - Side Event



Business at OECD and TUAC's panel with Costa Rica's Minister of Science, Innovation, Technology and Telecommunications Paula Bogantes and the OECD's Secretary-General Mathias Cormann.

In June, in the margins of the *OECD Ministerial Council Meeting*, *Business at OECD* contributed with a first-of-a-kind side event on *AI at Work: Impacts for Productivity and Job Quality*, jointly organised with the Trade Union Advisory Committee to the OECD (TUAC). At the event, we highlighted business leadership in shaping responsible and innovation-friendly AI governance; emphasised the need for clear, consistent, interoperable frameworks that enable AI solutions; and underlined the OECD's key role at the centre of international AI policy collaboration. High-level speakers included the OECD's Secretary-General Mathias Cormann, Costa Rica's Minister of Science, Innovation, Technology and Telecommunications Paula Bogantes, as well as our Chair Rick Johnston alongside business speakers from Randstad France and Sanofi.



Randstad France's Benoit Labrousse joined our side event to the 2025 OECD Ministerial Council Meeting.

OECD Ministerial Summit on Governance in Latin America and the Caribbean – Side Event (Asunción, Paraguay)



Participants from our side event, including our Executive Board Member and SONAMI's Alberto Salas, and the OECD's Director for the Council and Executive Committee Secretariat, Silvia Da Rin Pagnetto.

In partnership with the OECD, we organised a dedicated side event on *Driving Sustainable Investment in Latin America and the Caribbean*, to the *2025 OECD Ministerial Summit on Governance*, where our Executive Board Member and SONAMI's Alberto Salas presented the key findings of our latest report on the regional investment climate *Breaking Down Barriers: Tackling Investment Hurdles in Latin America*. Several key messages emerged from the discussion with our business network participants from Mastercard, Sanofi, Unión Industrial Paraguaya (UIP), Cámara Argentina de Comercio y Servicios (CAC), and the OECD. Participants emphasised that while the Latin America and Caribbean region has solid fundamentals, such as abundant natural resources and a young, dynamic workforce, persistent obstacles continue to limit investment flows.



Sanofi's Lilian Lustre also joined our side event with the OECD.

2025 OECD Sustainable Investment Days - Side Event



Speakers from our side event, including our Investment Committee Chair and VNO-NCW's Winand Quaedvlieg.

In November, we held a business-led side event to the 2025 OECD Sustainable Investment Days under the theme *Economic Security and Investment: Taking Stock of the Current State of Play and Challenges for Companies*. The event gathered members of our business network, including VNO-NCW, MEDEF, Sanofi, Intel, Pernod Ricard, Siemens, Enagás, and policymakers to explore how to balance national security policies with the imperative to maintain open, predictable investment frameworks. Looking ahead, we re-affirmed its commitment to advancing balanced, rules-based investment policies and to working with the OECD Investment Committee towards the 50th Anniversary of the OECD Investment Declaration in 2026.



Intel's Kimberly Schmitt joined our side event discussions.

Business at OECD-Sciences Po-London School of Economics Workshop on the Future of Cybersecurity Regulations



Our Digital Policy Committee Co-Chair and Netcompany's Ulrik Knudsen moderating our business roundtable at our workshop on *The Future of Cybersecurity Regulations* with Sciences Po and the London School of Economics in November 2025.

In November, *Business at OECD* joined Sciences Po and the London School of Economics (LSE) in Paris for a workshop on the Future of Cybersecurity Regulations, which brought together regulators from OECD member countries, industry leaders, academic experts, and the OECD, to discuss how to address growing cybersecurity regulatory fragmentation. A panel moderated by our Digital Policy Committee Co-Chair and Netcompany's Ulrik Knudsen featured industry experts from Mastercard, Dassault Systems, Johnson & Johnson, and regulators, shared perspectives on challenges and collaborative solutions, including exploring gaps, commonalities, and opportunities for greater coordination across jurisdictions. Speakers also emphasised the need for interoperability, strategic prioritisation, and multistakeholder communication. The OECD's evidence-based approach and convening power make it a key forum for advancing coherent cybersecurity regulation. Businesses must engage proactively to ensure regulatory alignment and reduce fragmentation risks, and we look forward to working with the OECD to underline the importance of regulatory coherence for cybersecurity policy frameworks.



Speakers and organisers of our workshop with Sciences Po and the London School of Economics.

2025 OECD Simplifying for Success Symposium - Working Lunch



Participants from our Working Lunch, including the Chair of the OECD Regulatory Policy Committee, Graham Russell, and our Governance and Regulatory Policy Chair and ARGE Consulting's Yilmaz Arguden.

In November, we organised a business session ahead of the *OECD Simplifying for Success Symposium*, bringing together a diverse range of representatives from our business network, such as Bayer, Sanofi, Diageo, BAT, AB InBev, Holcim, CECIMO, WindEurope, the Confederation of Swedish Enterprise, Ibec, USCIB, VNO-NCW, BusinessEurope among others. During the lunch, participants discussed the regulatory and administrative requirements which create the most significant burdens for business, as well as key learnings from simplification efforts which have helped reduce those burdens.



The OECD's Regulatory Policy Committee Chair Graham Russell delivered closing remarks at our Working Lunch.

OECD Forum on Tax Administrations - Side Event (Cape Town, South Africa)



Members of our Tax Committee with our Tax Committee Co-Chair and Google's Daniel Smith and SARS' Commissioner Edward Kieswetter.

In November, we held a first-of-a-kind side event to the *OECD Forum on Tax Administration* plenary session in Cape Town in South Africa under the theme *Tackling Tax Gaps and Reducing Burdens*. Our *Business at OECD* side event aimed to foster dialogue between its Tax Committee members and leadership, and South African businesses on these critical issues. Opening remarks were delivered by SARS' Commissioner Edward Kieswetter, who emphasised the importance of stakeholder cooperation in strengthening tax administration. Our Tax Committee Co-Chair and Google's Daniel Smith and the OECD Centre on Tax Administration's Deputy Director Achim Pross, led an exchange with members and local business, including from our Observer Organisation Business Unity South Africa, addressing practical issues related to tax gaps, digitalisation, and tax morale, reflecting the shared commitment to improving global tax systems.



Our Tax Committee Co-Chair and Google's Daniel Smith with SARS' Commissioner Edward Kieswetter.

Business at OECD Health Forum



UnitedHealth Group's Chief Physician Dr. Wyatt Decker delivered a keynote speech.

In December, we convened our *Business at OECD Health Forum* under the theme *Healthcare's Competitive Future: From Reactive Systems to Economic Catalysts*. Gathering close to 200 participants, the event provided a platform for public and private sector exchange to identify priorities, opportunities, and challenges. In this year's event, we re-affirmed our commitment to advancing health as an economic imperative and fostering stronger public-private collaboration to build resilient, high-performing health systems. This dialogue will continue to inform our engagement with the *OECD Health Committee* and global partners as we work towards smarter, sustainable health policies.



OECD Deputy Secretary-General Mary Beth Goodman gave opening remarks at our Health Forum.

International Anti-Corruption Day 2025 Business Integrity and Anti-Corruption Conference



Our Integrity and Anti-Corruption Committee Chair Nicola Allocca provided opening remarks.

On the occasion of International Anti-Corruption Day on 9 December, *Business at OECD* co-organised the 2025 Berlin Business Integrity and Anti-Corruption Conference with the Federation of German Industries (BDI) and the German Institute for Compliance (DICO). This event brought together leading experts, policymakers, and representatives from the private sector and academia to discuss current trends, challenges, and opportunities in promoting integrity and transparency. Transparency International's CEO Maíra Martini kicked off the discussions with a powerful keynote speech underlining the urgency and importance of bringing together business, the public sector, and civil society in the fight against corruption. This was followed by three panel discussions which examined global integrity trends in an era of geopolitical pressure, the role of regulatory simplification in improving integrity outcomes, and the transformative potential of AI and digital tools for preventing, detecting, and responding to corruption. *Business at OECD* looks forward to continuing to elevate the business perspective in the indispensable conversation around integrity and anti-corruption.



Speakers from our International Anti-Corruption Day Conference.

Work With Other Fora

B7 Canada



Our Chair Rick Johnston spoke at the B7 Summit Plenary Session on a panel on Resilient Infrastructure as the Foundation of Economic Security.

As the B7 dialogue provides actionable policy proposals to G7 countries, *Business at OECD* is proud to have been invited to be a Network Partner to the B7 Presidency by our National Member Organisation, the Canadian Chamber of Commerce, who held the Presidency for the B7 in 2025.

In May, a high-level *Business at OECD* delegation led by our Chair Rick Johnston participated in the B7 Summit in Ottawa, Canada, held under the theme *Bolstering Economic Security and Resilience*. As part of the official programme, Rick Johnston joined a panel on *Resilient Infrastructure as the Foundation of Economic Security*, while our Health Committee Chair Olga Mironenko Stampfer contributed to discussions on *Advancing Global Health Security*.



In parallel, we also hosted our first-ever B7 Summit side event on *Health Security for Economic Security* in collaboration with the Canadian Chamber of Commerce. This milestone event, aligned with our *Stronger Together* campaign, convened key industry leaders from Innovative Medicines Canada, Roche, adMare BioInnovations, Sanofi, and others to underline the link between health and economic resilience.

The B7 Summit brought together Ministers of the G7 Presidency, leadership of International Organisations, as well as the Presidents of the G7 Business Federations alongside global CEOs. As a proud strategic partner of B7 Canada 2025, *Business at OECD* remains committed to shaping resilient, forward-looking policies that reflect business priorities on the global stage.



All speakers from our side event to the B7 Summit, including our Chair Rick Johnston.



Stronger Together: Health Security for Economic Security

Key Messages to the 2025 B7 Canada Presidency

The paper highlights health as both a societal duty and strategic economic priority, fostering public-private collaboration to strengthen resilient health systems as a foundation for economic security and growth.

B20 South Africa



Our Chair Rick Johnston joined the B20 Summit Plenary Session, where he joined a panel on *Global South and Global North Conversation: Getting Global Cooperation Right in the Next Era of Global Change*.

Business at OECD strengthened its role as a long-standing B20 Network Partner in 2025. Through our policy advice and active engagement, we helped shape consensus B20 recommendations for OECD countries and beyond. Our network demonstrated strong commitment, with members participating in all B20 South Africa Task Forces and several assuming leadership roles, including Co-Chair positions in key areas such as Trade and Investment, Finance and Infrastructure, and Integrity and Compliance.

Our Chair, Rick Johnston, represented *Business at OECD* at the B20 Summit in Johannesburg, speaking on global cooperation and leading our side event, *OECD Impact, B20 Drive: The Business at OECD Nexus*. Bringing together 150 senior representatives, this event showcased how the OECD-B20 partnership drives predictable, transparent, and inclusive global economic policies. We will continue to ensure business priorities are reflected in international fora.



The OECD's Director for Global Relations and Sherpa to the G7, G20, and APEC, Andreas Schaal delivered opening remarks at our B20 Summit side event.



Implementing Funding Platforms: A Solution to Fragmentation *Joint B20 South Africa-Business at OECD-IOE Report*

The joint paper emphasises the role of country-led funding platforms as economic multipliers to unlock economic growth, boost productivity and ensure better inclusion. This publication provides pragmatic recommendations to maximise the impact of these funding platform in generating re-investable returns and building resilient supply chains.



Business Unity South Africa (BUSA)'s CEO Khulekhane Mathe delivering opening remarks at our side event.



Speakers from Sanofi, Business Unity South Africa, and Biovac for our Working Lunch.



Speakers from YPF, BAT, Deloitte, and PepsiCo for panel 2, including our Integrity and Anti-Corruption Committee Chair Nicola Allocca.



Speakers from Bayer and South African Brewery Association for panel 1, including our SMEs and Entrepreneurship Committee Chair Patrik Kovacs, and our Food and Agriculture Committee Chair Metin Akman.



Speakers from SU20 South Africa, Visa, and Mastercard for panel 3, with our Finance Committee Chair Gianluca Riccio.



Speakers from USCIB and Sanofi for panel 4, with our Health Committee Chair and UnitedHealth Group's Olga Mironenko Stampfer and our Executive Director Hanni Rosenbaum.

BUSINESSAfrica



In 2024, *Business at OECD* signed a Memorandum of Understanding (MoU) with BUSINESSAfrica to strengthen collaboration between our two organisations. This partnership focuses on sharing best practices, issuing joint business statements and contributing to OECD initiatives that support Africa's economic and social transformation. Building on this framework, we co-hosted a webinar in September 2025 to highlight business expectations for implementable and workable responsible business conduct standards, reinforcing the need for practical OECD guidance tailored to African realities. The MoU continues to underscore the importance of regular dialogue and coordinated action, providing a strong foundation for advancing the shared development objectives of African Union and OECD countries.

ASEAN Business Advisory Council



Business at OECD continues to work under a Memorandum of Understanding (MoU) with the ASEAN Business Advisory Council signed in 2023. We continued this partnership by collaborating on a report and two business roundtables for the OECD Southeast Regional Forum to underscore the importance of private sector involvement in the OECD-ASEAN partnership. By emphasising the value of regular, meaningful dialogue and coordinated efforts, the MoU establishes a strong framework for achieving shared economic and sustainable development goals across ASEAN and OECD countries.

Our Business Network in 2025

Member Visits



Canadian Chamber of Commerce,
Canada



USCIB: United States Council for
International Business, United States



UCCAEP: Costa Rican Union of
Chambers and Associations of the Private
Business Sector and CICR: Chamber of
Industries of Costa Rica, France



MEDEF: Movement of the Enterprises
of France, France



EK: Confederation of Finnish Industries, France



CPC: Confederation of Production and Commerce of Chile, France



RÚZ: National Union of Employers of Slovakia, Slovakia



Polish Confederation Lewiatan, Poland

















KADIN: Indonesian Chamber of Commerce and Industry, South Africa



BUSA: Business Unity South Africa, and BDA: Confederation of German Employers' Associations, South Africa

Our National Member Organisations


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

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| Australia Australian Chamber of Commerce and Industry | Austria IV: Federation of Austrian Industries | Belgium VBO FEB: Federation of Belgian Enterprises | Canada Canadian Chamber of Commerce | Chile CPC: Confederation of Production and Commerce of Chile |
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| Colombia ANDI: National Business Association of Colombia | Costa Rica UCCAEP: Costa Rican Union of Chambers and Associations of the Private Business Sector | Costa Rica CICR: Chamber of Industries of Costa Rica | Czech Republic SP: Confederation of Industry of the Czech Republic | Denmark DA: Danish Employers' Confederation |
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| Denmark DI: Confederation of Danish Industry | Estonia Estonian Employers' Confederation | Finland EK: Confederation of Finnish Industries | France MEDEF: Movement of the Enterprises of France | Germany BDA: Confederation of German Employers' Associations |
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| Germany BDI: Federation of German Industries | Greece SEV: Hellenic Federation of Enterprises | Hungary MGYOSZ: Confederation of Hungarian Employers and Industrialists | Hungary VOSZ: Confederation of Hungarian Business | Iceland SA: Confederation of Icelandic Enterprise |
|  |  |  |  |  |
| Ireland Ibec: Irish Business and Employers Confederation | Israel MAI: Manufacturers' Association of Israel | Italy assonime: The Association of Italian Joint Stock Companies | Italy CONFINDUSTRIA: General Confederation of Italian Industry | Italy FeBAF: Italian Banking Insurance and Finance Federation |
|  |  |  |  |  |
| Japan Keidanren: Japan Business Federation | Korea FKI: The Federation of Korean Industries | Latvia LDDK: Employers' Confederation of Latvia | Lithuania LPK: Lithuanian Confederation of Industrialists | Luxembourg FEDIL: The Voice of Luxembourg's Industry |

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|  <p>Mexico COPARMEX: Employers Confederation of the Mexican Republic</p> |  <p>Netherlands VNO-NCW: Confederation of Netherlands Industry and Employers</p> |  <p>New Zealand BusinessNZ</p> |  <p>Norway NHO: Confederation of Norwegian Enterprise</p> |  <p>Poland Polish Confederation Lewiatan</p> |
|  <p>Portugal CIP: Confederation of Portuguese Business</p> |  <p>Slovakia RÚZ: National Union of Employers of Slovakia</p> |  <p>Slovenia ZDS: Association of Employers of Slovenia</p> |  <p>Spain CEOE: Confederation of Employers and Industries of Spain</p> |  <p>Sweden Svenskt Näringsliv: Confederation of Swedish Enterprise</p> |
|  <p>Switzerland economiesuisse: Swiss Business Federation</p> |  <p>Switzerland Swiss Employers Confederation</p> |  <p>Türkiye TİSK: Turkish Confederation of Employer Associations</p> |  <p>Türkiye TOBB: Union of Chambers and Commodity Exchanges of Türkiye</p> |  <p>Türkiye TÜSIAD: Turkish Industry and Business Association</p> |
|  <p>United Kingdom CBI: Confederation of British Industry</p> |  <p>United States USCIB: United States Council for International Business</p> | | | |

Our Observer Organisations

We also appreciate the input of observer national business organisations that actively engage in our policy groups as their national governments looks to process accession to the OECD. Engagement from their leadership, their staff, and their members is fundamental to drive our policy contributions.

| | | | | |
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|  <p>Argentina CAC: Argentine Chamber of Commerce and Services</p> |  <p>Brazil CNI: Brazilian National Confederation of Industry</p> |  <p>Bulgaria Bulgarian Industrial Association</p> |  <p>Croatia HUP: Croatian Employers' Association</p> |  <p>Egypt Federation of Egyptian Industries</p> |
|  <p>India CII: Confederation of Indian Industry</p> |  <p>India FICCI: Federation of Indian Chambers of Commerce and Industry</p> |  <p>Indonesia KADIN: Indonesian Chamber of Commerce and Industry</p> |  <p>Peru CONFIEP: National Confederation of Private Business Institutions of Peru</p> |  <p>Romania CONCORDIA: Employers Confederation of Romania</p> |
|  <p>Singapore SBF: Singapore Business Federation</p> |  <p>South Africa BUSA: Business Unity South Africa</p> |  <p>Thailand JSCCIB: Joint Standing Committee on Commerce, Industry, and Banking</p> |  <p>Ukraine Ukrainian Chamber of Commerce and Industry</p> |  <p>Ukraine Ukrainian League of Industrialists and Entrepreneurs</p> |
|  <p>Ukraine SUP: Union of Ukrainian Entrepreneurs</p> | | | | |

Our Associate Expert Groups

We also benefit from the sectoral expertise of our supranational sectoral business organisations 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.

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|  |  |  |  |  |
| ACCA Association of Chartered Certified Accountants | AESGP Association of the European Self-Care Industry | ALAMI Latin American Association of Private Health Systems | ASIET Inter-American Association of Telecom Enterprises | BIR Bureau of International Recycling |
|  |  |  |  |  |
| ccia Computer & Communications Industry Association | cecimo European Association of the Machine Tool Industries and Related Manufacturing Technologies | Ceemet Council of European Employers of the Metal Engineering & Technology-based Industries | cefic European Chemicals Industry Council | cewep Confederation of European Waste-to- Energy Plants |
|  |  |  |  |  |
| COCIR European Coordination Committee of the Radiological Electromedical and Healthcare IT Industry | Connect Europe | Cosmetics Europe the personal care association | CropLife International | Engineers Europe |
|  |  |  |  |  |
| European Aluminium | EBF European Banking Federation | ECGA European Carbon and Graphite Association | eurima European Insulation Manufacturers Association | EuropaBio |
|  |  |  |  |  |
| European Metals European Association of Metals | Euromines European Association of Mining Industries Metal Ores & Industrial Minerals | efpia European Federation of Pharmaceutical Industries' Associations | EPRA European Public Real Estate Association | FIATA International Federation of Freight Forwarders Associations |
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| FIEC European Construction Industry Federation | FIFARMA Latin American Federation of the Pharmaceutical Industry | FoodDrink Europe | GCCA Global Cement and Concrete Association | Global Self-Care Federation |



























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| Global Travel Tech | GS1 | GSMA | Health and Fitness Association | IADC International Association of Drilling Contractors |
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| ICAIE International Coalition Against Illicit Economies | ICI International Company Institute | insurance europe | ICMM International Council on Mining and Metals | International Chamber of Shipping |
|  |  |  |  |  |
| IFAC International Federation of Accountants | ifa International Fertilizer Association | IFPMA International Federation of Pharmaceutical Manufacturers & Associations | ifpi International Federation of the Phonographic Industry | ifra The International Fragrance Association |
|  |  |  |  |  |
| ISF International Seed Federation | ITMF International Textile Manufacturers Federation | medicines for europe | MedTech Europe | Plasma Protein Therapeutics Association |
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| Plastics Europe | Recycling Europe | SpiritsEUROPE | TFWA Tax Free World Association | TIC Council |
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| Transnational Alliance to Combat Illicit Trade | Uehp European Union of Private Hospitals | Wind Europe | WBA The World Brewing Alliance | World Employment Confederation |
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| World Federation of Sporting Goods Industry | World Pharmacy Council | WSBI ESBG World Savings and Retail Banking Institute & The European Savings and Retail Banking Group | World Spirits Alliance | World Steel Association |

Our Friends Programme

Through our “Friends of *Business at OECD*” corporate engagement programme, we greatly benefit from the active support of a number of multinational corporations that provide voluntary financial contributions, and secondments to help us fulfil our mission as the global business voice in all aspects of the OECD’s policymaking.

Our Friends programme offers a space for companies to obtain high visibility through our organisation in support of our common mission to provide strategic business input to the OECD.

We were very pleased to have as Friends the following companies for the 2025 period:

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|  |  |  |  |  |  |
| AB InBev | Amazon | BAT | Bayer | Daiichi Life Group | Deloitte |
|  |  |  |  |  |  |
| Diageo | ExxonMobil | FMC | HP | Johnson & Johnson | L'Oréal |
|  |  |  |  |  |  |
| Mastercard | Meta | Microsoft | Novartis | Opella | PepsiCo |
|  |  |  |  |  |  |
| Pernod Ricard | PwC | Randstad | Sanofi | SOMPO | Telefónica |
|  |  | | | | |
| UnitedHealth Group | Visa | | | | |

Our Key People

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Chair of *Business at OECD* (BIAC)
(United States)

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Executive Board Member (Chile)

Nathalie Stubler

Executive Board Member (France)

Fernando Treviño Nuñez

Executive Board Member (Mexico)

Karen Westley

Executive Board Member (United Kingdom)

Citigroup

Fleetwood Strategy

Konecranes

CEOE: Confederation of Employers and Industries of Spain

Lonza Group

BDA: Confederation of German Employers' Associations

Beyçelik Holding A.Ş.

HS Hyosung Group

Daiichi Life Group

Marcegaglia

VOSZ: Confederation of Hungarian Business

SONAMI

Safran Group

Rivadeneyra Treviño y De Campo, S.C., Coparmex

Shell

Our Secretariat

| | |
|-------------------------------|---|
| Hanni Rosenbaum | Executive Director |
| Nicole Primmer | Deputy Executive Director |
| Dominik Kümmerle | Global Director, Policy and Strategic Communications |
| Rokas Morkūnas | Director, Policy and Member Engagement |
| Maylis Berviller | Policy Manager |
| Emma Brierley | Policy Manager |
| Nathan Munch | Policy Manager |
| Max Jablonowski | Communications Manager |
| Aimee San Ramon | Tax Policy Consultant |
| Satoshi Iwashita | Policy Expert and B20 Coordinator |
| Hibari Nozaki | Policy Expert and Executive Board Support |
| Maxime Ledieu | Policy Advisor |
| Marie Tirilly | Policy Advisor |
| Jasmine Puoti | Senior Executive Leadership Coordinator |
| Kelsey Ware | Global Events Manager, Policy Support |
| Laura-Jane Pfefferkorn | Protocol and Strategic Events Coordinator, Policy Support |
| Natalia Feinberg | Policy Intern |
| Lucy Kain | Policy Intern |






BUSINESSat**OECD**

Business and Industry Advisory
Committee to the OECD

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

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