



**BUSINESS**at**OECD**

Business and Industry Advisory  
Committee to the OECD

# **Critical Minerals, Critical Partnerships**

Five Business Priorities for OECD and Government Action

Priorities Paper  
**April 2026**

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# Executive Summary

Critical minerals are essential to industrial competitiveness, energy systems, and long-term economic security. Demand is rising rapidly, yet supply chains remain concentrated, capital intensive, and increasingly exposed to various risks – including from geopolitics, market distortions, and policy fragmentation.

From a business perspective, these trends are making diversification and investment more difficult at precisely the moment when greater scale, speed, and resilience are required. Meeting this challenge requires critical partnerships: partnerships between industry and governments; partnerships along value chains; and partnerships across regions.

In OECD countries and beyond, effective mobilisation of the private sector depends on open and predictable markets, viable long-term finance and investment conditions, and workable responsible business frameworks – not least in support of standards-based market outcomes that reward higher levels of product and process performance.

To this end, **Business at OECD (BIAC) calls for a pragmatic and focused OECD Critical Minerals Action Plan** to bring coherence to OECD work, align messaging across policy domains, and support policy design. The Action Plan should be guided by five mutually-reinforcing priorities:

- **Ensure Market Access and Diversification Options**, by strengthening transparency around trade measures, reducing avoidable friction at borders, addressing non-market practices, and supporting predictable, rules-based trade that enables realistic diversification across global value chains;
- **Enable Investment and Project Development**, by promoting clear, efficient and time-bound permitting, strong and enforceable investment protections, competitive and predictable fiscal regimes, and conditions that improve bankability for long-lead, capital-intensive projects across mining, processing, and recycling;

- **Streamline Responsible Business Frameworks**, by reducing fragmentation and duplication, maintaining risk-based and proportionate due-diligence expectations, and supporting effective approaches for OECD businesses to advance human rights on-the-ground;
- **Strengthen International Financing and Cooperation**, by improving coordination across public and private financing tools, supporting binding and creditworthy long-term offtake arrangements, and addressing market failures – including through risk-sharing and price-stabilisation approaches where appropriate;
- **Scale Recycling and the Circular Economy**, by enabling predictable cross-border flows of secondary materials, improving practical implementation of the legally binding *OECD Decision on the Control of Transboundary Movements of Wastes Destined for Recovery*, and supporting technologies that allow high-quality recovery at scale.

In this context, additional OECD attention is also urgently needed on two specific focus issues to help move from policy intent to delivery:

- **Standards-Based Market Outcomes:** ensuring that responsible production is rewarded depends on aligning targeted, risk-based policy approaches with the practical operation and incentives of commodity markets;
- **Unblocking OECD Recycling Flows:** progress on circularity requires effective and predictable implementation of existing OECD frameworks, not further regulatory complexity.

The OECD is uniquely positioned to convene governments and business, anchor dialogue in evidence, and help coordinate action across policy domains. By advancing a pragmatic and inclusive **OECD Critical Minerals Action Plan**, the OECD should help ensure supply chains are open, competitive, and resilient.

# Introduction

**Minerals and metals are fundamental to most aspects of modern life.** As they underpin many sectors – including energy systems, digital infrastructure, transportation, healthcare, and manufacturing – they shape the industrial competitiveness of today, the technological leadership of tomorrow, and the economic transitions in between. With global demographic growth, rising incomes, and rapid urbanisation, the trajectory is clear: In the coming decades, demand for minerals and metals will continue to rise sharply – in OECD countries and beyond.

**As demand increases, supply however remains unevenly concentrated.** As recent International Energy Agency (IEA) reports have highlighted, while patterns differ across materials, a significant share of global mine production today takes place outside market-based OECD economies. Even greater concentration is prevalent – by geography as well as ownership – in processing and refining<sup>i</sup>. At the same time, no country has all the materials needed for all purposes, and OECD economies remain central to global value chains – be it as producers, investors, technology leaders, and hosts of manufacturing and recycling industries.

**Against this backdrop, increasingly assertive government restrictions raise strong concerns.** Recent OECD analysis shows that export restrictions on selected raw materials have increased five-fold since 2009, with a marked acceleration since 2023 – reflecting growing use of such measures for a range of economic, resilience and security objectives. Seven non-OECD economies accounted for 94% of new restrictive measures, with impacts depending on the share of supply affected. Meanwhile, waste and scrap materials have become the most frequently restricted category, often reflecting environmental considerations or efforts to shape circular economy outcomes<sup>ii</sup>.

**Building more resilient supply chains is a strategic imperative for business.** For this, companies across the value chain need enabling conditions – not prescriptive mandates. Recognising that existing systems were built for efficiency underpinned by international trade, and that resilience has an economic cost,

governments should work closely with business to move beyond diagnosing problems and support realistic diversification options. This must also take into account market failures, increasing geopolitical bargaining, and an unlevel playing field, including due to non-market practices or weak institutions.

**Effective government action is increasingly pressing.** Many governments have developed “critical minerals” frameworks to help identify materials that are economically strategic and potentially vulnerable to disruption. Defining criticality nevertheless remains complex and requires a holistic understanding of supply chains. In fact, while diversification is often the stated objective, recent IEA analysis shows that many critical minerals supply chains have become more concentrated in recent years<sup>i</sup>.

**Going forward, diversification will require closer, pragmatic, long-term partnerships.** Partnerships between industry and governments will be key to enabling finance, investment and bringing projects and new innovations forward. Partnerships across value chains – from mining to processing, refining, manufacturing, recycling, and innovation – will be essential to deliver scale and resilience. Partnerships between like-minded producing and consuming countries will be needed to diversify, and are an essential cornerstone of long-term supply security.

**The OECD can play a critical role in helping navigate an increasingly fragmented critical minerals landscape.** This means identifying common risks, clarifying – not multiplying – policy signals, and working hand-in-hand with business towards pragmatic policy advice. To deliver this, *Business at OECD* (BIAC) calls for an *OECD Critical Minerals Action Plan*, which should serve as a practical, focused coordination tool to bring coherence to OECD work and messaging across trade, investment, sustainability, and the circular economy, building on existing OECD-IEA cooperation.

**In the following, this paper highlights five business priorities which should guide the development of the *OECD’s Critical Minerals Action Plan*.**

# Business Priorities for OECD Action

## Ensure Market Access and Diversification Options

### *What Business Needs*

Considering the geographic concentration of resources and multi-stage value chains, companies across the world rely on cross-border flows of raw materials, intermediate products, and secondary materials. An open, predictable, rules-based and trusted trading environment is indispensable for this. While many resource-rich economies seek to capture greater value-add through various measures, this is best achieved through predictable, investment-enabling frameworks that are harmonised with multilateral regulatory frameworks – not unilateral trade restrictions. Trade restrictions are often introduced for a range of objectives but can have unintended spillover effects and negative externalities. Further, efficient and predictable customs procedures should ensure the flow of critical materials across borders without unnecessary delays or administrative burdens.

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***More than five times as many export restrictions on industrial raw materials were in place in 2023 as in 2009. This means tighter supply, higher costs and less predictability.***

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### *What Role for the OECD*

The OECD should support more coherent and predictable trade frameworks by encouraging transparency, promoting harmonised standards, fostering alignment across jurisdictions and facilitating border procedures. By providing a platform bringing together producing and off-taking countries – including non-OECD partner economies – it can help bridge perspectives and promote market access and trade that supports both value creation and resilient supply chains. At the same time, the OECD must effectively

promote a level playing and address non-market practices – including state-directed investment outside commercial logic, strategic overproduction to depress prices, opaque deal structures that create debt dependency, and exploitation of weak institutions.

### *Recommendations for the OECD*

- **Enhance transparency and analysis of trade restrictions**, including by monitoring export-restrictive measures; conducting root-cause analysis (including spillovers from non-critical-minerals disputes); increasing analysis of critical materials value chains; and assessing impacts on prices, supply availability, resilience, and other outcomes to ensure a level playing field;
- **Strengthen public-private dialogue on critical minerals resilience strategies**, bringing together governments and industry to identify vulnerabilities in selected critical value chains, share risk-management practices, and co-develop trade-enabling approaches that support secure raw-material supply, downstream manufacturing, and circularity;
- **Promote efficient and predictable trade facilitation through best practices on customs and border procedures**, including transparency, streamlined documentation, risk-based controls, and digitalisation;
- **Strengthen international coordination and partnerships by facilitating dialogue among OECD Members and like-minded Partner economies** (including key producing countries), promoting partnerships between resource-rich and resource-intensive countries;
- **Explore greater OECD coordination on export restrictions vis-à-vis non-OECD countries** to enhance collective leverage and counterbalance third-country restrictions.

# Enable Investment and Project Development

## What Business Needs

While uncertainty around future trajectories and technologies persists, current project pipelines and exploration projects are likely insufficient to meet projected demand for several key materials. As mining and processing projects are capital-intensive, face long lead times and often carry high risks, business needs stable, coherent and enabling conditions - including predictable policy and regulatory frameworks, streamlined and transparent permitting, strong and enforceable investment protections, and swift and final dispute resolution. At the same time, companies do not invest in mining, processing, or recycling capacity without a market to serve; yet persistent undercutting pricing practices can render otherwise viable and responsible projects uneconomic in the absence of credible demand signals. Attention is also needed on the taxation of the critical minerals value chain: While many countries offer significant tax incentives to encourage investment, ongoing changes in the global taxation landscape may have a material impact.

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***Mining projects can take more than 10-15 years from discovery to production. Stable, coherent, and enabling conditions are needed.***

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## What Role for the OECD

The OECD can play a key role in identifying and promoting best practices for investment frameworks and project development, including exploration. By leveraging its expertise in investment policy, responsible business conduct, and regulatory governance, the OECD can support more efficient, transparent, and predictable permitting systems. It can also facilitate dialogue among OECD and partner economies to improve investment conditions and reduce barriers to project development across jurisdictions.

## Recommendations for OECD Work

- **Promote predictable, efficient, and transparent permitting frameworks** by identifying and disseminating best practices in licensing and approvals, including single-agency permitting ownership, expedited and time-bound processes, limits on post-permit litigation and forum shopping, swift final dispute resolution, and on the strategic use of suitable public lands;
- **Strengthen investment frameworks and protections across the critical minerals value chain** by addressing regulatory barriers and policy risks, cross-border investment constraints, and financing gaps; and by providing strong, enforceable investment protections such as investor-state dispute settlement provisions that guard against expropriation, discriminatory measures, and contract instability;
- **Support supply development through innovation and technology deployment**, including the use of advanced technologies (such as AI) in exploration, resource assessment, processing, and recycling to reduce geological risk, lower costs, improve bankability, and accelerate time to production;
- **Assess and promote predictable, competitive fiscal and taxation regimes** by analysing the implications of evolving international tax frameworks – including the global minimum tax – on capital-intensive, long-lead-time mining and processing projects, and by identifying approaches that preserve investment incentives while maintaining fiscal sustainability;
- **Facilitate international coordination to scale non-distortive critical minerals supply chains** by supporting the development of a coherent and commonly understood critical minerals list, and fast-tracking them through a “whole-of-OECD” collaborative framework;
- **Help advance an international framework for seabed mining** that upholds high environmental standards, robust science-based environmental impact assessments and effective multilateral cooperation.

# Streamline Responsible Business Frameworks

## What Business Needs

Responsible business conduct (RBC) frameworks provide a foundation for sustainable sourcing, and play a critical role in advancing respect for human rights across minerals and metals value chains. However, promoting responsible practices requires alignment – not proliferation – of frameworks: Overlapping standards and reporting requirements create fragmentation, raise costs, and limit comparability. This can lead to a race-to-the-bottom that can be exploited by non-OECD members. Ongoing efforts should be supported to streamline the responsible standards landscape, and ensure interoperability where divergences occur. Due diligence expectations should remain risk-based, predictable, focused and proportionate, and avoid unclear compliance requirements, unnecessary burdens and unintended disengagement. Weak institutions, elite capture, and opaque deal-making are root causes of investment failure, continue to raise risk perceptions and constrain responsible private investment in many producing and frontier economies.

## What Role for the OECD

The OECD plays a central role through its *Guidelines for Multinational Enterprises on Responsible Business Conduct* and its *Due Diligence Guidance for Responsible Mineral Supply Chains*, which provide a global baseline. Building on this, the OECD can support interoperability, traceability, and transparency, enabling trusted and comparable standards-based markets in selected areas. While the private sector has a major role to play in advancing responsible practices, companies cannot replace effective government action and international dialogue. The OECD is well placed to facilitate this cooperation among OECD members and partner economies, helping to promote level playing fields and more market-based outcomes.

## Recommendations for OECD Work

- **Address fragmentation in RBC and due-diligence frameworks** by promoting transparency, interoperability, and coherence, building on OECD standards;
- **Ensure due-diligence expectations remain risk-based, proportionate, and implementable**, avoiding unnecessary compliance burdens, unreasonable liability exposure, and unintended disengagement from higher-risk contexts;
- **Support consolidation and interoperability of responsible mining and sourcing standards**, encouraging their use in standards-based market designs while avoiding endorsement of a single standard;
- **Recognise recycling and circular value chains as integral to responsible minerals and metals supply**, supporting confidence, transparency, and integrity in markets for recycled materials and secondary inputs;
- **Advance the development of standards-based markets that reward higher levels of responsible performance**, including through demand-side measures and by addressing regulatory arbitrage;
- **Assess the impact of fragmented standards and weak institutional frameworks** – including limited transparency, elite capture, and poor enforcement of labour and environmental protections – on pricing, investment decisions, and supply-chain resilience;
- **Support government-led action on human rights, and forced and child labour** including through engagement on the *OECD Guidelines* and *Due Diligence Guidance*;
- **Support consolidation and interoperability of critical minerals traceability frameworks**, including through engagement on the development of UN Transparency Protocol extensions;
- **Assess the role of qualified assurance and conformity assessment providers** to reducing costs and enabling investments through independent verification services.

## *Focus Issue for the OECD:* **From Responsible Conduct to Standards-Based Market Outcomes**

**Responsible business conduct (RBC), due-diligence frameworks and standards set important expectations for how critical minerals should be produced and traded. For companies, these frameworks can help manage risk, improve transparency, and support long-term investment. However, standards alone do not automatically change how markets work in practice.**

In many critical minerals markets, prices are shaped primarily by short-term cost, scale, and liquidity. This means that materials produced under high standards often compete directly with lower-cost supply influenced by subsidies, overcapacity, non-market practices, or irresponsible and unsustainable production.

This is not a failure of business – it reflects how commodity markets function and the realities of operating in an increasingly fragmented and geopolitically complex environment, as well as a lack of recognition of products underpinned with high standards by consumers.

Standards-based market approaches seek to close this gap by helping markets recognise and reward responsible supply, but they must do so in a proportionate way, necessitating careful design to avoid unintended consequences. Equally important is clarity on how such requirements are demonstrated in practice. Where specific frameworks or standards are used to support market differentiation, companies need predictable, workable approaches to verification that build on existing due-diligence systems, recognised assurance practices, and risk-based assessments.

Open-ended or ambiguous proof requirements risk increasing uncertainty, discouraging participation, and shifting burdens along the value chain. Standards must be paired with risk-based certification and verification services that provide businesses, investors, and governments with the needed confidence in credible data to

make large-scale business decisions and ensure compliance.

Traceability and more coherent use of existing certification and assurance systems are practical enablers of such targeted approaches. For business, effective traceability helps reduce uncertainty, avoid duplication, and support confident sourcing, investment, and offtake decisions along the value chain. Greater alignment among existing schemes can improve comparability and trust, while preserving commercial confidentiality and avoiding unnecessary new requirements.

A key complementary element is the demand side. Responsible projects are more likely to move forward when companies have confidence in stable, long-term demand and predictable offtake conditions. Different materials and value-chain segments face distinct challenges – from low-volume or highly concentrated minerals to capital-intensive bulk commodities – and addressing these challenges requires flexible, pragmatic approaches that reflect real commercial conditions rather than one-size-fits-all solutions.

**The OECD can play a constructive role by helping governments and business identify where selective, risk-based market differentiation can add value, and by clarifying how responsible business conduct, trade and customs implementation, investment frameworks, and demand-side considerations interact in practice. Through analysis, dialogue, and guidance, the OECD can help advance standards-based market outcomes.**

## Strengthen International Financing and Cooperation

### What Business Needs

Businesses need reliable access to long-term, affordable financing and bankable commercial frameworks to invest across critical mineral value chains. Volatile and opaque pricing – especially in highly concentrated, low-volume markets – can undermine investment decisions. High upfront costs, long lead times, and elevated risk perceptions – particularly in new regions and midstream segments – limit access to long-term, affordable finance. Projects are more viable where regulatory expectations are clear, aligned with international standards, and supported by existing industry systems. Public-private partnerships, binding and creditworthy long-term offtake agreements, and risk-sharing instruments are essential to improve bankability. Additional tools – including security-of-supply premiums and long-term pricing signals, such as price floors or “true cost” pricing models for low-volume materials – can help price disruption risks and unlock diversified, resilient supply.

### What Role for the OECD

The OECD can help align financing and partnership approaches across members and partner economies. By bringing together governments, financial institutions, and industry, it can support more coordinated use of tools that enable projects to move forward. The modernisation of the *OECD Arrangement on Officially Supported Export Credits* provides an important opportunity to scale long-term financing, including greater flexibility in repayment terms for critical minerals-related projects. The OECD can help ensure these instruments are effectively used and integrated into broader efforts to diversify supply chains.

### Recommendations for OECD Work

- **Support greater international alignment on financing frameworks for critical minerals** by providing analysis, convening stakeholders, and promoting coherence in the use of financial and risk-mitigation instruments across jurisdictions and along the value chain;
- **Encourage the expanded and more coordinated use of guarantees and risk-sharing instruments** through policy dialogue and peer exchange, to improve project bankability and support diversification across regions and value-chain segments;
- **Promote best practices for the use of binding, creditworthy long-term offtake agreements** as a core condition for financing capital-intensive projects, helping align incentives, stabilise revenues, and reduce investment risks;
- **Advance analytical and policy work on price-stabilisation mechanisms**, including floor-pricing or “true cost” pricing models, to address market failures in low-volume or thinly traded minerals and support long-term project viability;
- **Consider the integration of strong governance, transparency, and anti-corruption safeguards into publicly supported financing arrangements**, including through OECD integrity, responsible business conduct, and anti-bribery instruments;
- **Raise awareness of the role of Export Credit Agencies (ECAs)** highlighting how their guarantees, insurance, and blended finance instruments can mobilise and crowd in private capital for critical minerals projects;
- **Support the effective implementation and continued modernisation of the OECD Arrangement on Officially Supported Export Credits**, including its enhanced flexibility for long-term financing of critical minerals-related investments.

# Scale Recycling and the Circular Economy

## What Business Needs

Recycling and circularity strengthen minerals and metals supply but depend on well-functioning global markets for secondary materials. Many recycling value chains require cross-border trade to achieve sufficient scale and efficiency, yet waste and scrap are among the most restricted categories in international trade. These restrictions can limit access to valuable secondary inputs and undermine circular economy objectives. Businesses need open, predictable, and proportionate trade and conformity assessment frameworks that support the collection, processing, and cross-border movement of secondary materials, particularly where materials are destined for high-quality recovery across the entire product lifecycle. Scaling recycling – including for complex end-of-life products such as electronics – also depends on access to advanced identification, sorting, and separation technologies to recover high-value critical minerals.

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**Global materials use is projected to nearly double to 167 billion tonnes by 2060<sup>iii</sup> – making the scaling of circularity imperative.**

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## What Role for the OECD

The OECD can play a key role in promoting coherent policy approaches to circularity in minerals and metals value chains. In particular, the OECD framework on the transboundary movement of waste destined for recovery provides an important basis for enabling safe and efficient cross-border recycling flows in the framework of the *Basel Convention*. Building on this work, the OECD can improve transparency on trade measures affecting waste and scrap, assess their impact on recycling markets, and

facilitate dialogue among OECD and partner economies to align circular economy objectives with open and well-functioning markets. The OECD can also serve as a platform to highlight and disseminate innovative technologies and partnerships that improve material identification and recovery from end-of-life products.

## Recommendations for OECD Work

- **Strengthen implementation and awareness of the OECD framework on transboundary movements of waste destined for recovery**, supporting safe, transparent, and efficient cross-border recycling flows;
- **Improve transparency and analysis of trade measures affecting waste and scrap**, including their impacts on recycling efficiency, secondary material supply, and market scale;
- **Assess the implications of restrictions on cross-border flows of recyclable materials**, including proposals to retain secondary feedstock domestically or regionally, taking into account effects on recycling efficiency, investment incentives, and deployment of advanced recovery technologies;
- **Facilitate dialogue among OECD members and partner economies** to better align circular economy objectives with open, predictable trade and investment frameworks for secondary materials;
- **Support exchange of practices related to responsible and credible circular value chains**, including approaches that strengthen confidence in the traceability and integrity of recycled materials;
- **Support exchange of practices and analytical work on technologies** that enable the identification, separation, and recovery of critical minerals from end-of-life products, including e-waste, as a complement to well-functioning global secondary materials markets;
- **Develop guidance on member best practices for conformity assessment** to reduce non-tariff barriers to trade while delivering on consumer safety outcomes.

## Focus Issue for the OECD: **Action Needed to Unblock OECD Recycling Flows**

**Recycling and circularity depend on efficient, predictable cross-border movements of secondary materials. Yet, businesses in the OECD continue to face mounting obstacles in the practical implementation of the legally binding OECD Decision on the Control of Transboundary Movements of Wastes Destined for Recovery.**

Although the Decision was created precisely to harmonise procedures and support safe trade in wastes for recovery, its application still varies widely across OECD Member countries. This inconsistency now threatens circular economy objectives at a moment when recycling must expand rapidly to meet rising materials demand and reduce the environmental impacts associated with primary extraction.

A major issue for business is the inconsistent interpretation of waste classifications. Identical scrap streams may be treated as “Green” in one jurisdiction and “Amber” in another, triggering entirely different control procedures, unpredictable delays, and higher administrative costs. These divergences directly restrict access to the secondary materials needed for competitive and scalable recycling markets. They also undermine decarbonisation efforts, given that secondary metals typically carry far lower environmental impacts than their primary counterparts. Every unnecessary barrier slows the shift toward circularity.

Harmonised interpretations of classifications, fully digital and predictable notification systems, and of quality standards for secondary metals and metal-bearing products destined for recovery are essential to keep high-value, low-risk secondary streams moving efficiently within the OECD.

Notification procedures add further friction. Timelines differ dramatically across countries, documentation requirements vary, and many authorities still lack digitalised systems. As a result, businesses face uncertain approval times, missed shipment slots, and stockpiling of recoverable materials – all of which weaken

recycling economics. Limited transparency around national measures can compound these problems, creating an opaque regulatory environment that distorts markets and depresses investment in circular value chains.

*Business at OECD (BIAC)* therefore calls on OECD Member governments to act now to restore the functionality of the system. Companies need consistent, risk proportionate implementation of the OECD Decision – aligned interpretations of control procedures, fully digital and predictable notification systems, and clear rules on when recovered materials cease to be waste. These steps are essential to keep low-risk, high-value waste streams moving efficiently for recovery within the OECD.

Greater uptake and compatibility of quality international standards would further cut unnecessary administrative burdens and allow high-quality secondary materials – especially metals and battery-related materials – to move across borders without delay. Without these improvements, OECD countries will struggle to meet core circularity, climate, and economic-security objectives.

The OECD can support these efforts, but only if governments empower it to do so. What is required now is coordinated, practical action to ensure the OECD Decision functions as intended and secures the predictable recycling flows essential for a circular, resource-efficient economy.

**As the OECD Decision itself states, governments must act now and “INSTRUCT the Environment Policy Committee in co-operation with other relevant OECD bodies, in particular the Trade Committee, to ensure that the provisions of this Control System remain compatible with the needs of Member countries to recover wastes in an environmentally sound and economically efficient manner.”**

# Conclusion

The OECD is well placed to help governments and business navigate an increasingly fragmented and uncertain critical minerals landscape. *Business at OECD* (BIAC) therefore calls for the development of an *OECD Critical Minerals Action Plan* to serve as a practical, focused coordination tool – bringing greater coherence to OECD work and messaging across trade, investment, responsible business conduct, financing, and the circular economy.

The Action Plan should be guided by the **five business priorities outlined in this paper**, focused on enabling diversified, resilient, and market-based critical minerals supply chains:

- **Ensuring market access and meaningful diversification options** through more predictable, transparent, and coordinated trade frameworks;
- **Enabling investment and project development** by improving permitting, investment protection, bankability, and long-term demand signals;
- **Streamlining responsible business frameworks** to reduce fragmentation, support human rights, and advance standards-based market outcomes;
- **Strengthening international financing and cooperation** to mobilise capital, de-risk projects, and support long-term offtake and supply security;
- **Scaling recycling and the circular economy by enabling efficient cross-border flows** of secondary materials and access to advanced recovery technologies.

Two particular *Focus Issues* highlighted for the OECD in this paper require particular attention and underscore the need to move from policy intent to practical outcomes:

- **Advancing standards-based market approaches** can help ensure that responsible production is recognised and

rewarded – but only if such approaches are targeted, risk-based, and aligned with commercial realities.

- **Unblocking recycling flows within the OECD** is essential to scale circular supply, reduce environmental impacts, and reinforce resilience – requiring consistent, predictable implementation of existing OECD frameworks rather than new layers of regulation or complexities.

Many of these priorities are mutually reinforcing. Progress on trade facilitation, responsible business conduct, financing, and recycling will be most effective if pursued through a horizontal, whole-of-OECD approach. Cross-cutting enablers – including efficient governance, strong anti-corruption frameworks, predictable taxation regimes, and robust skills and workforce ecosystems – are critical to support long-term investment and project delivery.

As part of the Action Plan, the OECD could add value through comparative analytical work mapping national and regional approaches – spanning legislation, standards, trade instruments, investment frameworks, and financing tools – to identify what works, where gaps remain, and where greater alignment could strengthen supply-chain resilience and competitiveness.

Delivering on these priorities will require close cooperation among OECD members, alongside deeper engagement with likeminded non-OECD partner economies, particularly resource-rich countries. Where incentives diverge or strategic considerations dominate, dialogue must be supported by robust evidence, transparent market analysis, and credible assessments of supply-chain risks, costs, and trade-offs.

Critical minerals demand critical partnerships. The OECD can turn cooperation into action through a pragmatic, inclusive Critical Minerals Action Plan that keeps markets open, resilient, and fit for growing demand.

# Business at OECD (BIAC) National Members

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

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