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

Partnering for Better Policies

How the Collaboration with the OECD Powers Latin America and the Caribbean's Progress

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Introduction

Over the past decades, the Organisation for Economic Co-operation and Development (OECD) has played a fundamental role in shaping effective public policies and promoting international standards, including in governance, economic development, and transparency. In a global environment marked by geopolitical tensions, political polarisation, and institutional weakening, the OECD has established itself as an indispensable actor in defending a technical, evidence-based approach to public policymaking. Its ability to generate comparable data, set global standards, and formulate robust recommendations makes the OECD a leading standard setter, whose guidelines not only influence international debates but also have a significant impact on domestic reforms and discussions within its member and partner countries.

OECD's influence is also relevant in Latin America and the Caribbean (LAC), a region characterised by deep structural inequalities and persistent challenges related to institutional capacity, productivity, and social inclusion. Currently, Latin America and the Caribbean face high rates of informal employment (on average, 56% of total employment, according to the ILO), significant infrastructure deficits, fragmented regulatory frameworks, and worrying levels of corruption. In this context, the OECD's added value lies in its ability to provide comparative diagnostics, clear standards, and concrete recommendations to guide necessary reforms.

From the Latin America Contact Group at *Business at OECD* (BIAC), we recognise the importance of the OECD continuing to deepen its engagement with Latin America and the Caribbean. Key areas where the OECD already plays an active role—and which should remain a priority on the agenda of governments in the region—include attracting investment, generating formal employment, improving education, fostering digitalisation, developing infrastructure, and strengthening regulatory frameworks that support economic growth.

The aim of this document is to highlight the strategic contribution of the OECD to the development of Latin America and the Caribbean, with a particular focus on its relevance for the business sector. The document is structured around three main pillars: first, it examines the evolution and strengthening of the institutional relationship between the OECD and the countries of the region. Second, it outlines the tangible benefits of this relationship in areas such as governance, the rule of law, investment and economic growth, competition, and public-private cooperation; and third, it identifies the opportunities for change presented by OECD accession processes.

With this, *Business at OECD* (BIAC) seeks to contribute to the discussion on the need to promote effective, inclusive, and evidence-based public policies as a fundamental condition for achieving sustainable development in Latin America and the Caribbean.

2. Relationship between the OECD and Latin America and the Caribbean

The relationship between the OECD and Latin America and the Caribbean has gradually evolved over the past decades. Starting in the 1990s, the OECD began to strengthen its ties with Latin American countries through strategic agreements, with the first milestone being Mexico's accession in 1994, followed by the opening of the OECD Latin America Centre in 1996.[1] Since then, the relationship has been strengthened through regional public policy networks, international forums, and the progressive incorporation of Latin American countries into the OECD Development Centre, which now includes 14 members from the region.

It is also worth noting that at the 2016 OECD Ministerial Council Meeting, this cooperation with the region was institutionalised through the creation of the OECD Latin America and the Caribbean Regional Programme (LACRP), with the aim of "responding to the growing demand for closer collaboration with the region and supporting the advancement of its reform agenda around three key priorities: boosting productivity, enhancing social inclusion, strengthening institutions and governance, and, since 2021, ensuring environmental sustainability."[2]

The creation of this programme, which will mark its tenth anniversary in 2026, above all offers a space for evidence-based dialogue and aims to bring the region's countries closer to OECD standards and recommendations.[3] Since its inception, the LACRP has been co-chaired successively by Chile and Peru (2016–2019), Mexico and Brazil (2019–2022), and currently by Colombia and Paraguay (2022–2025), reflecting a shared leadership committed to the strategic objectives of the programme.[4]

3. Member and Partner Countries

Since Mexico's accession in 1994, a total of four Latin American countries –Chile, Colombia, Costa Rica, and Mexico– have become full members of the OECD, marking important milestones in the region's integration into the global economic governance system. The accession processes are rigorous and overseen by the OECD's various committees, which require candidate countries to undertake structural reforms through a framework known as the "Accession Roadmap," covering diverse areas such as competition, fiscal transparency, regulatory quality, and education. In all cases, membership has represented a qualitative leap in international credibility, as well as access to comparative data and best practices aimed at building more effective and transparent public institutions.

In parallel, the OECD has expanded its cooperation with non-member countries through specific programs and inclusion in thematic reports and statistics. Brazil, Argentina, and Peru have been particularly active partners, and in 2022, the OECD decided to open the accession discussions with all three countries. These three accession processes carry enormous geopolitical relevance, not only reflecting the strategic importance of the region, but also the

[1] *OECD LAC Regional Program Brochure* (2022)
[2] *OECD LAC Regional Program Brochure* (2022)
[3] *OECD Latin America and the Caribbean Regional Programme*. OECD. https://www.oecd.org/en/about/programmes/oecd-latin-america-and-the-caribbean-regional-programme.html#Publications
[4] *OECD LAC Regional Program Brochure* (2022)

transformative potential these processes entail. In this context, the OECD must ensure that countries in the process of accession rigorously meet its standards, bearing in mind that each Latin American country has its own specific characteristics.

The launch of these three independent accession processes also presents a unique opportunity to promote deep structural reforms that, in turn, strengthen the investment and business environment in order to promote quality jobs, reduce informality, improve physical and digital infrastructure, and foster entrepreneurship that enhances the social fabric and reduces inequality. As noted in the OECD *Accession Roadmaps*, these processes include an in-depth review of a country's principles, policies and practices such as:

- Economic and structural reform
- Open trade and investment
- Inclusive growth and opportunities
- Public governance, integrity, and anti-corruption
- Environment, biodiversity, and climate policy
- Innovation and digital economy
- Quality infrastructure

Beyond the countries undergoing accession, the OECD Latin America and the Caribbean Regional Programme highlights that the region's commitment to the OECD is also reflected in the active participation of other developing economies such as the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Panama, Paraguay, and Uruguay, many of which are members of the OECD Development Centre and are part of the Steering Group of the Regional Programme. [5]

4. Benefits of the OECD for the Region

As previously mentioned, one of the OECD's greatest strengths is undoubtedly its ability to provide data and statistics on the quality of public policies in the region.

Transparency and Governance

One of the most relevant publications is *Government at a Glance: Latin America and the Caribbean*, which responds to "the growing demand for qualitative and quantitative evidence on public governance."[6] The 2024 edition of this report states that public trust in government across 16 countries in Latin America and the Caribbean has dropped significantly since the 2008 economic crisis, with trust levels declining from 43% to 36.3%. Moreover, the report also highlights that, according to the Gallup World Poll (2023), 75.5% of citizens in the region perceive corruption as being widespread in their government—compared to an average of 53.6% across OECD countries.[7] These indicators underscore the governance challenges that OECD recommendations seek to address in LAC.

Rule of Law

In key areas such as the rule of law, access to justice, and the separation of powers, the OECD also provides valuable data and recommendations that can contribute to better public policies. The aforementioned report *Government at a Glance: Latin America and the Caribbean* also includes highly relevant statistics on public distrust in governments, noting that trust in the judicial

[5] *OECD Latin America and the Caribbean Regional Programme*. OECD.

https://www.oecd.org/en/about/programmes/oecd-latin-america-and-the-caribbean-regional-programme.html#Publications

[6] OECD, *Government at a Glance: Latin America and the Caribbean 2024* https://www.oecd.org/en/publications/government-at-a-glance-latin-america-and-the-caribbean-2024_4abdba16-en.html page 12

[7] Ibid, page 42

system in Latin America and the Caribbean is significantly lower than in OECD countries—weakening the link between citizens and institutions.[8]

In this context, the OECD also states that the region's potential per capita economic growth is much lower than that of advanced economies, partly due to institutional weaknesses and a fragile legal framework.[9] In this regard, the *OECD Anti-Bribery Convention* requires member countries to implement strict measures to prevent bribery and corruption, ensuring that these measures are proportionate and effectively enforced. For the private sector, this Convention is a key tool for raising governance and transparency standards, positively impacting foreign investment.

For example, after joining the *OECD Anti-Bribery Convention* in 2013, Colombia introduced major anti-corruption reforms in line with OECD standards. In 2016 the Colombian Congress enacted legislation incorporating OECD recommendations on corporate responsibility, effective prosecution of legal entities, leniency programs, and mandatory corporate compliance measures.[10] In this context a report from the Colombian government published in 2022, as part of the country's post-accession evaluation states that these efforts culminated in the enactment of Law 2195 of 2022, which brought Colombia's anti-corruption framework closer to OECD standards by establishing corporate liability for corruption, mandating a centralised register of beneficial owners, and increasing penalties for transnational bribery. As a result, Colombia fully implemented 17 of the OECD Convention's recommendations.[11]

Regulatory Policy and International Standards

Across Latin America, countries are increasingly adopting OECD best practices in regulatory policy to ensure more efficient, high-quality regulations. The OECD's 2012 *Recommendation on Regulatory Policy and Governance* has spurred reforms such as the introduction of regulatory impact assessment (RIA) requirements and formal stakeholder consultation processes in many countries. According to OECD analysis, LAC countries have indeed taken steps to improve their regulatory governance frameworks, but important gaps remain in the implementation of key tools like public consultation, RIA, and ex post evaluation of regulations. Strengthening the institutional oversight of the regulatory process is deemed critical to ensure these tools are applied consistently and effectively across government. [12]

In this context, the Colombian government report on its post-accession evaluation, noted that the OECD had found Colombia's public consultation mechanisms were well not well coordinated and articulated. In response to the OECD's recommendations, the government reported that it had made significant progress toward making regulatory consultation mandatory for all national administration institutions. Specifically, according to the report, consultation is now required for three types of regulations: those issued by the Regulatory Commissions,

[8] Ibid, pág.12
[9] Ibid pág 12
[10] Pardo Cuéllar M. C., and Castell, L. *The Anti-Bribery and Anti-Corruption Review.* (2021) Chapter 6. https://www.bakermckenzie.com/-/media/files/insight/publications/2022/03/antibribery-and-anticorruption-review-colombia.pdf?sc_lang=en&hash=DDD53A691EE9977FD583ED72AAE2AA27#:~:text=preventing%20former%20public%20officers%20from,Yet
[11] Departamento Nacional de Planeación. *Ingreso y posicionamiento de Colombia ante la OCDE: Informe de gestión 2018–2022.* (2022). Gobierno de Colombia, p. 95 https://colaboracion.dnp.gov.co/CDT/Prensa/Ingreso-y-posicionamiento-Colombia-OCDE-2018-2022.pdf
[12] Querbach, T. and C. Arndt (2017), *Regulatory policy in Latin America: An analysis of the state of play*, OECD Regulatory Policy Working Papers, No. 7, OECD Publishing, Paris, https://doi.org/10.1787/2cb29d8c-en.

Decrees signed by the President, and Technical Regulations.[13]

Investment and Economic Growth

The *Latin American Economic Outlook* 2024 report by the OECD notes that strengthening the business environment and promoting competition are key strategies to boost investment and increase productivity without relying on high fiscal spending. In particular, it highlights the importance of reforming product market regulations—an area where the region lags significantly, according to the OECD's Product Market Regulation (PMR) indicator. [14]

In this sense, the report emphasises that reducing regulatory barriers in strategic sectors such as energy, transportation, telecommunications, and services could pave the way for greater investment diversification and facilitate innovation. Likewise, strengthening the governance of state-owned enterprises is presented as a relevant factor for improving the business climate.[15] The report also recommends prioritising further reforms that reduce administrative burdens and entry costs for businesses, given that procedures related to permits and licenses remain complex and costly in much of Latin America and the Caribbean.[16]

Notably, the adoption of OECD-aligned investment policies has yielded concrete benefits in some countries. For instance, the OECD publication *Government at a Glance: Latin America and the Caribbean 2024* found that Colombia's investment framework became less restrictive than the LAC average, and legal reforms improved the country's attractiveness for investors. Colombia's gross capital formation rose to about 26.6% of GDP in 2011, roughly double its level a decade earlier – as the government removed unnecessary barriers and fostered a more open business environment.[17] This significant increase in investment, achieved alongside OECD-recommended policy changes, demonstrates how aligning with OECD standards can enhance investor confidence and spur economic growth through a more stable and transparent climate for business.

Ensuring Competition

In terms of competition, the OECD also emphasises the need to strengthen competitive neutrality, particularly in innovative sectors. To achieve this, it recommends ensuring the functional and operational independence of economic regulatory bodies and avoiding any preferential treatment of public or private companies.[18]

The *Latin American Economic Outlook* also notes that, although mechanisms for stakeholder participation in regulatory development have been expanded, there are still challenges in their effective implementation. It calls for improvements in the quality and transparency of these processes and for ensuring that responses to stakeholder comments are published and genuinely taken into account.[19]

A clear example of the impact of OECD-backed competition reforms can be seen in Mexico's telecommunications sector. The OECD's recommendations were instrumental in shaping Mexico's 2013 telecommunications

[13] CDepartamento Nacional de Planeación. *Ingreso y posicionamiento de Colombia ante la OCDE: Informe de gestión 2018–2022*. (2022). Gobierno de Colombia, p. 41 https://colaboracion.dnp.gov.co/CDT/Prensa/Ingreso-y-posicionamiento-Colombia-OCDE-2018-2022.pdf

[14] *Perspectivas Económicas de la OCDE: Foco sobre América Latina*. December, 2024. OECD. p. 9 https://www.oecd.org/es/topics/sub-issues/economic-surveys/perspectivas-economicas-de-america-latina.html#perspectivas

[15] Ibid, p. 9

[16] Ibid p. 9

[17] Procolombia. *Colombia the most recent country invited to join the OECD* (2013). https://investincolombia.com.co/en/resources/colombia-the-most-recent-country-invited-to-join-the-oecd#:~:text=In%202012%2C%20during%20a%20study,rest%20of%20the%20OECD%20members

[18] OECD (2024), *Panorama de las Administraciones Públicas: América Latina y el Caribe 2024*, OECD Publishing, Paris, p. 84

[19] Ibid, p. 88

reform, with the government implementing 28 of the 31 policy measures advised by an OECD review in 2012. These reforms empowered an independent telecom regulator (IFT), removed foreign investment restrictions, and opened markets long dominated by incumbents. The results were impressive: consumer prices for telecom services dropped sharply and mobile usage surged. Between 2012 and 2016, Mexico saw an increase of roughly 50 million mobile broadband subscriptions (nearly a 390% growth in that period) as competition intensified. Mexicans today enjoy some of the lowest-cost mobile services in the OECD thanks to these changes.[20] This case illustrates how pro-competition policies encouraged by the OECD can deliver tangible benefits in terms of innovation, lower prices, and improved consumer welfare in Latin America.

Public-Private Cooperation and Quality Infrastructure

The OECD also recommends strengthening the long-term planning of public infrastructure, with particular emphasis on aligning these plans with climate and sustainability strategies. The *Government at a Glance* report highlights that only a few countries in the region—such as Brazil, Chile, Costa Rica, and Peru—have integrated environmental approaches into their national infrastructure plans.[21] It also stresses the importance of improving investment mechanisms and public-private partnerships in infrastructure projects, and of encouraging SME participation through inclusive public procurement policies.

As a concrete example of OECD involvement in quality infrastructure, the *Blue Dot Network* initiative led by the OECD in collaboration with G7 partners and others—recently awarded its first-ever certification to a Latin American project. In May 2025, El Dorado International Airport in Bogotá, Colombia became the world's first airport to receive the Blue Dot certification, a prestigious "seal of excellence" for infrastructure that meets high standards of sustainability, transparency, and social impact. This milestone resulted from a rigorous evaluation under the Blue Dot Network's pilot program, which is supported by governments, the private sector, and multilateral organizations. Blue Dot certification is designed to enhance the confidence of public and private investors by signalling that a project adheres to internationally recognized criteria (spanning environmental, social, governance and economic efficiency dimensions).[22] The El Dorado case exemplifies how OECD-supported initiatives are adding value in Latin America by promoting best practices in infrastructure development and helping projects attract long-term investment through credibility and global recognition.

Education and Human Development

Finally, in the area of education, the OECD continues to highlight that while education spending in Latin America and the Caribbean has increased, this has not consistently translated into improved learning outcomes. The 2022 cycle of the Programme for International Student Assessment (PISA), with participation from a record 14 countries in the region, reveals that roughly 75% of 15-year-old students in LAC do not reach basic proficiency in mathematics, while more than 50% fall below minimum levels in reading and science. Virtually all participating countries rank below every OECD country in those domains, with the single exception of Chile in reading, signalling a severe learning crisis that equates to almost five years of

[20] OECD. *Mexico telecom reform: Into the "last mile"* (2017). Medium https://medium.com/@OECD/mexico-telecom-reform-into-the-last-mile-eed4bfcd49e5
[21] Ibid, p. 118
[22] El Dorado. *The OECD Recognizes El Dorado with the Blue Dot Certification for Its Sustainable Infrastructure and Social Engagement with Local Communities.* (2025) https://eldorado.aero/en/comunicados/the-oecd-recognizes-el-dorado-with-the-blue-dot-certification-for-its-sustainable-infrastructure-and-social-engagement-with-local-communities

schooling behind the OECD average in math.[23]

The results indicate that, even amid the pandemic, several LAC countries demonstrated resilience. The PISA 2022 results indicate that the Dominican Republic, Paraguay, and Guatemala improved their mathematics scores, while Argentina, Brazil, Chile, Colombia, and Panama remained stable when comparing their results with 2018.[24] [25] Chile remains the top regional performer across reading, math, and science, although its scores are still well below the OECD average. Showcasing the academic performance of students in the region is a very important tool of the OECD to drive and promote educational policies across Latin America and the Caribbean.

5. Recommendations from the Accession Processes

The aforementioned accession processes are, without a doubt, one of the OECD's main tools for promoting policy transformations that bring candidate countries closer to OECD standards. In this regard, in June 2022 and May 2024, the OECD Council approved the Accession Roadmaps for Brazil, Peru, and Argentina.[26] [27] [28]

The three accession documents state that accession to the OECD is based on a thorough technical review by the relevant substantive committees. Each committee issues a formal opinion based on:

- The country's willingness and ability to implement the OECD's substantive legal instruments.
- A benchmarking assessment of its policies and practices compared to OECD best practices. [29] [30] [31]

In addition, all countries must submit an Initial Memorandum, which serves as the basis for the committees' evaluations. As the OECD indicates, the legislative and public policy reforms recommended by the committees are binding and must be completed before a favorable opinion is issued by the committee. In all cases, the committees may also establish post-accession monitoring mechanisms. As previously mentioned, it is essential that countries undergoing the accession process fully comply with the organisation's requirements, taking into account the specificities of each Latin American and Caribbean country.

[23] World Bank. *Learning crisis in Latin America and the Caribbean: The PISA 2022 results. World Bank Blogs*. (2023, December 5). https://blogs.worldbank.org/en/latinamerica/learning-crisis-latin-america-caribbean-pisa-results
[24] UNESCO. *UNESCO calls for action in the education sector following low results for Latin America and the Caribbean in PISA 2022*. (2023, December 6). https://www.unesco.org/en/articles/unesco-calls-action-education-sector-following-low-results-latin-america-and-caribbean-pisa-2022
[25] International Ed News. *Scores plummet around the world: Scanning the headlines on the release of the 2022 PISA results.* (2023, December 13). InternationalEdNews. https://internationalednews.com/2023/12/13/scores-plummet-around-the-world-scanning-the-headlines-on-the-release-of-the-2022-pisa-results/
[26] *Peru*, OECD. https://www.oecd.org/en/countries/peru.html
[27] *Argentina*, OECD. https://www.oecd.org/en/countries/argentina.html
[28] *Brazil*, OECD. https://www.oecd.org/en/countries/brazil.html
[29] *Accession Roadmap Brazil*, p. 9
[30] *Accession Roadmap Argentina*, p. 5
[31] *Accession Roadmap Peru*, p.4

Key Thematic Areas Evaluated by the Committees

- **Structural reform:** how to shape the candidate country's structural reform agenda in an ambitious manner as a basis for strong, sustainable, green and inclusive growth;
- **Open trade and investment:** how to reinforce the candidate country's open trade and investment regime, in light of the value of open, trading, competitive, sustainable and transparent market economies; how to strengthen rules-based international trade. This includes the importance of strengthening the rules-based multilateral trading system with the WTO at its centre, opposition to economic coercion, the levelling of the international playing field through increased competition, better integration of SMEs into global value chains and the dismantlement of unnecessary barriers to international trade, which benefits consumers and promotes economic growth and innovation;
- **Inclusive growth:** how to put in place efficient and effective social and equality of opportunity policies, in order to contribute to an inclusive growth that delivers for all citizens;
- **Governance:** how to strengthen public governance, integrity and anti-corruption efforts;
- **Environment, biodiversity and climate:** how to ensure effective protection of the environment and biodiversity, and action on climate change in order to achieve the objectives of the Paris Agreement on climate change. This includes the need for whole-of-economy policy measures aligned with the goals of the Paris Agreement and in particular the goal of achieving global net-zero greenhouse gas emissions by 2050 through deep emissions reductions enabled by public and private investments. This also includes the importance for each country to adopt and fully implement public policies in line with its climate goals, including reversing and halting biodiversity loss and deforestation as agreed during COP26 in Glasgow, and taking effective actions to translate this on the ground;
- **Digitalisation:** how to advance an inclusive digital economy including through working together at the international level;
- **Infrastructure:** how to invest in quality infrastructure in a transparent, accountable and inclusive way.

In July 2025, *Business at OECD* (BIAC) published its *Argentina Accession Process: Business Priorities for OECD Review*, outlining key business recommendations to support Argentina's accession to the OECD. [32] It identifies priority areas where Argentina should undertake reforms to align with OECD standards, including economic openness, tax system modernisation, trade and investment, public governance, inclusive growth, innovation, intellectual property, environmental policy, and infrastructure.

For example, the review urges Argentina to eliminate excessively high import tariffs and reconsider existing investment restrictions in order to create a more predictable and competitive business environment. Another recent contribution from *Business at OECD* (BIAC) to the accession processes is the publication of a report on the investment climate in Peru, which was presented at OECD Investment Committee meetings. The document presents cases and examples of the challenges faced by companies investing in Peru and outlines a series of recommendations to improve the country's investment environment. In addition, *Business at OECD* (BIAC) had previously submitted a broader set of priorities for Peru's accession

[32] *Business at OECD* (BIAC). *Argentina Accession Process: Business Priorities for OECD Review*. (2025). pp. 4–5

process, which are reflected in a separate overview document detailing regulatory, fiscal, and sectoral reforms considered essential by the business community. Among others, the following measures are recommended to ensure tangible progress in Peru's OECD accession process:

- Eliminate restrictions on capital flows by international investors.
- Improve regulatory transparency and stability to build investor confidence, including avoiding *ad hoc* regulatory measures targeting international investors.
- Promote a stable institutional framework and avoid frequent government turnover.
- Strengthen anti-corruption measures (without using them arbitrarily or abusively) and improve enforcement mechanisms.
- Implement robust environmental and social impact assessments for investment projects.
- Promote formal employment and ensure compliance with international labour standards.
- Invest in infrastructure development and improve institutional capacity to support sustainable growth.[33]
- Comply promptly with obligations arising from arbitral awards that have been decided in favour of international investors.

Conclusion

The growing relationship between Latin America and the Caribbean (LAC) and the OECD represents a unique opportunity to drive structural reforms and enhance the quality of public policies in the region. Throughout this document, we have analysed how the OECD provides concrete added value on several fronts: it offers robust comparative evidence, sets clear international standards, and facilitates technical and political dialogue platforms that enable countries to advance their national development agendas.

Moreover, the accession processes have proven to be an effective tool for accelerating deep transformations. Countries such as Mexico, Chile, Colombia, and Costa Rica have already made significant progress through this mechanism, and the ongoing cases of Brazil, Argentina, and Peru open new opportunities to extend that positive impact. These processes contribute to:

- Enhancing countries' international credibility.
- Promoting a more stable and predictable legal framework.
- Facilitating the attraction of foreign investment.
- Encouraging more efficient and transparent governance.

The role of the business sector in this context is essential. At *Business at OECD* (BIAC), we stress the importance of implementing OECD recommendations in close collaboration with the private sector—particularly in areas such as infrastructure, competition, innovation, and employment formalisation. This public-private cooperation is key to generating sustainable and tangible results in the short and medium term.

Ultimately, strengthening the relationship between Latin America and the Caribbean and the OECD is not only desirable but necessary for the region to overcome its structural challenges, close social gaps, and move toward a more inclusive, competitive, and resilient development model.

[33] Business at OECD (BIAC), *Compilation of Accession Issues – Peru. Internal working document.* (2023).

COPARMEX

About COPARMEX:

The **Employers' Confederation of the Mexican Republic (COPARMEX)**, founded in 1929, is a non-partisan business organisation with voluntary membership, representing more than 36,000 companies across the country. Throughout its history, it has actively promoted the strengthening of the rule of law, regulatory improvement, economic formalisation, and competitiveness. These principles are closely aligned with the frameworks promoted by the **Organisation for Economic Co-operation and Development (OECD)**, of which Mexico has been a member since 1994.

Since then, COPARMEX has served as a channel between the Mexican private sector and international standards on economic governance, integrity, sustainability, and innovation. Its participation in multilateral forums and its leadership in the **Latin American Contact Group of *Business at OECD* (BIAC)** have allowed it to directly influence public policy discussions with an international focus.

Strategic priorities:

For COPARMEX, the OECD is a source of comparative evidence that has supported key national reforms. Among its strategic priorities aligned with the OECD, the following stand out:

- **Integrity and anti-corruption:** COPARMEX actively promoted the approval of the **General Law of Administrative Responsibilities**, known as the *3de3 Law*, which requires public officials to submit asset, conflict of interest, and tax declarations. This unprecedented citizen initiative gathered over 600,000 supporting signatures and was inspired by international standards such as the *OECD Anti-Bribery Convention*.
- **Regulatory improvement:** It has promoted the creation and strengthening of state and municipal regulatory improvement bodies, based on OECD recommendations to facilitate entrepreneurship, reduce discretion, and combat informality.
- **Education and future skills:** In line with the **OECD Skills Outlook**, COPARMEX has advocated for a comprehensive reform of technical and vocational education, as well as the implementation of dual training models in partnership with businesses and educational institutions.

Concrete examples:

- **3de3 Law and the National Anti-Corruption System (SNA):** COPARMEX not only promoted the *3de3 Law* but has also been a central player in designing the SNA. It currently participates in citizen oversight committees and performance evaluation mechanisms of anti-corruption bodies at both federal and local levels.
- **Dissemination of the OECD Guidelines for Multinational Enterprises (MNE Guidelines):** COPARMEX has organised workshops and conferences to promote these guidelines among its members. Notably, it participated in a regional virtual event (2023), co-organised with CAC of Argentina, ANDI of Colombia, and ALAFARPE of Peru, with support from BIAC and the United Nations, where the Guidelines were presented in Spanish to companies across the region.
- **National Contact Point (NCP) in Mexico:** COPARMEX is part of the NCP's advisory council and has coordinated actions with the Ministry of Economy and the OECD to promote the adoption of **Responsible**

Business Conduct (RBC) principles among Mexican companies.

- **Municipal and State Regulatory Improvement Index:** Inspired by OECD regulatory evaluation principles, COPARMEX created its own tools to measure the performance of local governments in procedures, transparency, and simplification, serving as input for public policy design.

- **ESG agenda and sustainability:** COPARMEX has participated in consultations and meetings with the OECD on environmental sustainability, climate change, and the circular economy. Through its **Sustainable Development** and **Purpose-Driven Companies** commissions, it encourages Mexican companies to adopt ESG frameworks, including the OECD's business due diligence standard.

- **Advancing the Latin American Agenda:** COPARMEX promoted the creation of the **Latin American and Caribbean Contact Group of *Business at OECD* (BIAC)**, where it has played an active role in strengthening Latin American business representation before the OECD. This group aims to promote OECD good practices in the region, expand member and observer participation, support regional countries' OECD accession processes, and contribute substantively to the OECD's Annual Latin America and Caribbean Summit. For COPARMEX, it is crucial to advance with technical proposals, coordinate regional events, and develop common positions on issues such as integrity, sustainability, digitalisation, and inclusive development. This has reinforced Mexico's leadership as a member country and has served as a bridge between regional business and the international standards promoted by the OECD.

Impact:

COPARMEX has played a key role in public-private dialogue in Mexico, supporting its proposals with OECD technical inputs:

- **Simplification and formalization:** Through legislative proposals, technical analyses, and public policy models, COPARMEX has achieved progress in streamlining procedures, digitising services, and implementing inspection mechanisms free of corruption, particularly for micro, small, and medium-sized enterprises.

- **Education and employability:** COPARMEX collaborates with multilateral organizations and educational authorities to bridge gaps between professional training and market needs, aligning these strategies with the OECD's "skills for the future" approach.

- **Legislative and territorial influence:** With a presence throughout the country, COPARMEX has brought the OECD agenda to local congresses, municipalities, and state governments, working to close internal regulatory gaps and achieve a homogeneous, competitive business environment.

COPARMEX has established itself as a strategic actor in aligning Mexico with the highest international standards promoted by the OECD. Its track record in promoting landmark reforms, such as the *3de3 Law* and the advancement of the National Anti-Corruption System, its participation in ***Business at OECD* (BIAC)** and the **Latin American and Caribbean Contact Group**, as well as its ability to articulate and disseminate good practices throughout the national territory, demonstrate its commitment to a structural transformation of the country.

By promoting evidence-based public policies, strengthening regulatory frameworks aligned with global standards, and staunchly advocating for integrity, transparency, and competitiveness, COPARMEX has assumed a leadership role that goes beyond guild interests to position itself as a long-term institutional change agent.

Looking ahead, the Confederation will continue leveraging its territorial reach, technical legitimacy, and international network to influence Mexico's economic and social development agenda. In an increasingly interdependent global environment, COPARMEX is determined to keep building bridges between the national business community, local governments, and multilateral platforms, helping make Mexico not only a more attractive country for investment, but also a fairer, more competitive, and more sustainable nation for future generations.

Argentinian Chamber of Commerce and Services (CAC)

About CAC:

The Argentine Chamber of Commerce and Services (CAC), founded in 1924, has historically promoted principles related to regulatory improvement, institutional practices, and market economy. These approaches converge with the standards and recommendations advanced by the OECD in areas such as corporate governance, transparency, and economic development. CAC's institutional trajectory reflects an orientation toward regulatory frameworks that facilitate private sector development, aligned with various guidelines promoted by international organisations such as the OECD.

Strategic priorities:

For CAC, the OECD is a key organization in promoting integrity standards in both business and the public sector.

- The OECD has become a guiding beacon for the Argentine Republic in matters of transparency and anti-corruption, driving far-reaching legal reforms. For instance, in 2017 Argentina passed a law on corporate criminal liability for acts of corruption, strongly encouraged by OECD international standards.

- CAC, for its part, has leveraged OECD forums and tools to strengthen integrity in the private sector. Representatives of the Chamber have participated in at least three OECD international forums focused on transparency, anti-corruption, and corporate integrity. In these settings, CAC not only exchanged good practices but also worked intensively on public-private partnerships alongside the Anti-Corruption Office (Argentina's enforcement authority, under the Ministry of Justice) to foster a more ethical and transparent business culture.

This joint work exemplifies a virtuous circle: OECD global standards provide guidance, participation through *Business at OECD* (BIAC) offers CAC a channel to engage with an international organisation, and all of this translates into constructive public-private dialogue with the Argentine state on crucial integrity issues.

Specific examples:

CAC has internalised many OECD frameworks and guidelines through training programs, outreach activities, and joint work with other institutions. Aware of the importance of business modernisation, the Chamber devotes considerable effort to training its members on topics such as regulatory improvement, competitiveness, and digital innovation.

- A concrete example was the dissemination of the **OECD Guidelines for Multinational Enterprises (MNE Guidelines)**, a global reference for responsible business conduct. CAC convened COPARMEX, ALAFARPE, and ANDI to jointly present the Guidelines in Spanish to their respective business communities. This activity, held during the **UN Regional Forum on Business and Human Rights** in Chile, had the institutional support of BIAC, the United Nations, and the Chamber of Commerce and Services of Uruguay. This event marked CAC's first experience coordinating an international effort to promote an OECD standard, after which the Chamber actively joined the **Latin American Contact Group of *Business at OECD* (BIAC)** to continue collaborating with its regional peers.

- CAC also participates in national mechanisms related to these standards: it is a member of the advisory council of Argentina's **National Contact Point (NCP)** for the OECD Guidelines, from which it coordinates actions with government authorities (including Argentina's Foreign Ministry) and other organisations to promote the adoption of these good practices domestically.

- OECD influence has also guided CAC contributions on sustainability. For example, the Chamber provided recommendations at the OECD **Ministerial Meeting on Environmental Sustainability**, emphasising the need to close digital gaps and invest in skills infrastructure (especially in the health sector) to foster sustainable productivity.

These initiatives illustrate how CAC leverages OECD frameworks to both improve its members' business practices and influence public policies, combining local outreach with international cooperation.

Impact:

The Argentine Chamber of Commerce and Services (CAC) has played a crucial role in **public-private dialogue in Argentina**, seeking to improve the **business climate** in line with OECD principles. In a context where policymakers often look for data sources to guide structural reforms, OECD reports become one of the few **sources of comparative evidence and standards** that support private sector proposals on economic governance.

- CAC advocates for administrative simplification and improvement of regulatory frameworks to facilitate the creation and growth of businesses (particularly **small and medium-sized enterprises (SMEs)**), following OECD-backed recommendations.

- Areas such as the **digitalisation** of procedures, skills development for the digital economy, and reduction of non-tariff trade barriers form part of the agenda the Chamber actively promotes, drawing on international best practices. The entity recognises that having OECD standards in these areas provides valuable technical support for its efforts to improve the business environment.

- Accordingly, topics such as **regulatory transparency**, the incorporation of governance principles, and investment promotion are discussed in CAC commissions and forums using OECD frameworks as a reference point.

OECD Accession Process:

Argentina is currently undergoing a formal OECD accession process, and CAC has been committed to this goal from the very beginning. Indeed, the Chamber has supported the Argentine state on its path toward full membership in the Organisation, actively participating even in the early stages of the process under different government administrations.

- The Argentine Chamber of Commerce and Services has acted as a close observer of Argentina's accession process, closely following the roadmap laid out for the country and engaging in every available opportunity to provide technical input. In the words of its representatives, Argentina's entry into the OECD is seen as a horizon that will consolidate many of the reforms the Chamber has historically advocated for, from macroeconomic stability to institutional transparency.

- CAC also emphasises that the benefits of adopting OECD standards must **extend beyond the federal government**. While progress achieved at the national level in aligning with best practices is welcomed, it is noted that significant gaps remain at the subnational level. In many Argentine provinces, excessive regulations and bureaucratic hurdles continue to hinder private activity. For CAC, this is the next great challenge: to leverage its broad federal network of business chambers to bring OECD good practices to the provinces, promoting smart deregulation and regulatory improvement across all jurisdictions in the country.

Thanks to CAC's institutional reach (which integrates commerce, services, and industry chambers throughout the territory), the organisation is uniquely positioned to disseminate OECD standards at the subnational level. The Chamber itself acknowledges that advancing this federal agenda will be a key task in the coming years. Achieving this would not only consolidate the positive impact of Argentina's eventual OECD membership but also help reduce internal regulatory disparities, fostering a more homogeneous, competitive, and transparent environment across all regions of the country.

Telefónica

About Telefónica Group:

Telefónica, S.A. is a Spanish multinational telecommunications company founded in 1924 and headquartered in Madrid. It is one of the largest companies in the sector worldwide, ranking as the fourth largest in Europe by market capitalisation and number of customers. As of the end of the first quarter of 2025[34], Telefónica has a total of 354 million global accesses and over 100,000 direct employees, offering its products and services primarily under the brands Movistar (Spain and Latin America), O2 (UK and Germany), and Vivo (Brazil), pursuing its mission: *"Making our world more human by connecting people's lives."*

The Telefónica Group has been operating in Latin America for more than 35 years, beginning its international expansion in Chile in 1989. Today, 7 of the 10 countries in which it operates are in Latin America: Brazil, Chile, Colombia, Ecuador, Mexico, Uruguay, and Venezuela.

OECD: A Key Policy Advisor for the Region:

The Latin American region needs to attract more and better investment to advance its economic and social development. This requires creating an investment-friendly climate, a long-term development vision, with state—not just government—policies, as well as stable and predictable public policies.

In this context, predictability and stability are especially important regarding the fiscal regime, given its direct impact on investment returns. It is also crucial to guarantee and promote basic conditions for fostering an environment conducive to investment, where legal certainty and institutional strength are cornerstones. Better public policies are fundamental to attracting investment in a context where Latin America competes with other regions to attract foreign capital.

The accession of countries in the region to the OECD can be a great opportunity to develop and strengthen this favourable investment

[34] It includes mobile lines, fixed broadband accesses, pay television, and other services, and represents the company's total customer base.

climate. The OECD helps countries enormously by identifying and transferring best practices that guide public policies and action plans to create an attractive business environment for investment:

- It is a key advisor in developing high-quality regulatory and public policy frameworks.
- It promotes evidence-based decision-making.
- It provides general and specific recommendations on the quality of public policies that engage both the public and private sectors.
- It issues recommendations during the accession process and for member countries, helping them identify aspects of their institutional frameworks and public policies to improve and align with international "best practices."

In Latin America, where there is still much progress to be made in legal certainty, institutional strengthening, and regulatory stability to attract investments, the OECD's recommendations and support in their implementation are even more necessary.

Concrete Cases and Impact in the Region:

OECD recommendations to strengthen institutions are key to the region's development, particularly those aimed at reinforcing judicial governance and independence, which are essential for maintaining the legitimacy and integrity of institutions. In this regard, the OECD recognizes that the good functioning of judicial systems is vital for economic performance, as guarantors of property rights and contract enforcement, as well as the high costs of protracted litigation. An example of this work is the OECD justice review of Peru,[35] which offers concrete recommendations to advance judicial system reform, making it more effective, efficient, transparent, accessible, and people-centred.

The fiscal framework is also fundamental to attracting investment. Having a predictable fiscal framework, free of excessive bureaucratic and fiscal burdens and aligned with international standards, is key. OECD-inspired tax reforms have had a significant impact in Latin America, driving changes toward fairer, more efficient tax systems aligned with international standards. These reforms have sought to improve collection, reduce inequality, and combat tax evasion and avoidance, while strengthening transparency and international cooperation.

Furthermore, thanks to its technical expertise, the OECD has been a key advisor on public policies in specialised areas, such as telecommunications. The OECD has conducted diagnostic studies and issued recommendations for the telecommunications market, including landmark reports such as the OECD Review of Telecommunications Policy and Regulation in Mexico (2012),[36] which laid the foundation for regulatory reform in the sector. This included key elements to eliminate barriers to foreign investment, facilitate infrastructure deployment, and strengthen the powers and autonomy of the sectoral regulator.

In this OECD report published in 2017[37], the impact of the reforms was documented, showing how they enabled market development, increasing mobile broadband subscriptions from 24 million in 2012 to over 74 million in 2016, reducing mobile service prices by between 61% and 75%, and boosting foreign investment in the sector. The telecommunications and broadcasting reform in Mexico was a success story, delivering tangible benefits to consumers and

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[35] https://www.oecd.org/es/publications/2024/07/oecd-justice-review-of-peru_de9fb54d.html

[36] https://www.oecd.org/content/dam/oecd/es/publications/reports/2012/01/oecd-review-of-telecommunication-policy-and-regulation-in-mexico_g1g17f98/9789264166790-es.pdf

[37] https://www.oecd.org/es/publications/estudio-de-la-ocde-sobre-telecomunicaciones-y-radiodifusion-en-mexico-2017_9789264280656-es.html

businesses alike, and the OECD emphasized the importance of maintaining reform momentum and continuing to adapt regulation to new sector challenges.

Specific Recommendations for the Private Sector and Their Impact:

Regarding best practices and recommendations for the private sector, the Telefónica Group has integrated the principles and recommendations of the **OECD Guidelines for Multinational Enterprises** into its business strategy, especially in areas such as sustainability, human rights, due diligence, and transparency. Accordingly, the company has implemented its Global Human Rights Policy and Global Sustainability Policy in the Supply Chain, among others.

This has contributed to Telefónica being recognized as one of the 10 most sustainable companies in the world[38], and appearing on the CDP 'A List' for the eleventh consecutive year.[39]

ENEL

About ENEL:

Enel is a multinational company in the energy sector with a presence in Latin America and the Caribbean, where it operates in markets with diverse regulatory frameworks and institutional structures. In this context, the company maintains ties with international organisations such as the OECD, whose standards and guidelines provide reference frameworks for corporate governance, transparency practices, risk management, and sustainable development. The adoption of these international standards is part of Enel's operational strategy in the markets where it operates, contributing both to its business objectives and to strengthening the institutional environment in the region.

Strategic priorities:

Engagement with the OECD has brought significant value to Enel in various areas by providing international reference frameworks, integrity standards, and comparative data that reinforce its corporate objectives. A key example is the **OECD Guidelines for Multinational Enterprises**, a set of Responsible Business Conduct (RBC) guidelines to which Argentina adhered in the late 1990s. This standard established, among other mechanisms, a **National Contact Point (NCP)**, represented in Argentina by the Ministry of Foreign Affairs and which is responsible for promoting responsible practices and mediating the resolution of potential conflicts.

Specific examples:

Below are two specific cases where Enel adopted OECD tools, describing what was done, how it was implemented, and who participated in each initiative:

- **Implementation of the OECD Guidelines for Multinational Enterprises:**

[38] In June 2024, Telefónica was recognized as one of the 10 most sustainable companies in the world in the first ranking compiled by Time magazine and Statista, ranking 9th globally and being the top telecom company in the world and the top Spanish company on the list, with a score of 81.02 out of 100.

[39] Telefónica has been included on the CDP (Carbon Disclosure Project) 'A List' for the eleventh consecutive year, recognizing it as a global leader in climate change management and environmental transparency. This recognition highlights the 81% reduction in its operational emissions and the company's commitment to decarbonization and sustainability throughout its entire value chain.

Enel has incorporated into its operations the responsible conduct principles set forth in the OECD Guidelines. Following Argentina's adherence to this instrument, the company aligned with its standards on issues such as human rights, the environment, and labour practices.

- **Participation in the Blue Dot Network and international integrity forums:** Enel has been a prominent player in the **Blue Dot Network**, an international initiative supported by the OECD that aims to certify high-quality infrastructure projects, with an emphasis on transparency and integrity. Specifically, the company is part of Working Group No. 3 of the Blue Dot Network, focused on "Transparency and Integrity," where it shares its experience to promote ethical practices in infrastructure investments. Senior Enel executives—including Country Managers of its regional subsidiaries—have actively contributed in this area, leading working groups and promoting joint actions with representatives of governments, other multinational companies, and the OECD itself. Enel also participates in Trust in Business (OECD platform to foster trust between the public and private sectors) and maintains a constant presence in *Business at OECD* (BIAC) through the Argentine Chamber of Commerce and Services (CAC).

Impact:

Enel's adoption of OECD recommendations has led to concrete and measurable benefits, both for the company and its operating environment. Key outcomes and impacts include:

- **Improvements in the regulatory and anti-corruption framework:** Enel has participated in and witnessed regulatory improvements in the countries where it operates thanks to the promotion of OECD standards. A notable example is the enactment in Argentina of **Law No. 27,401 on Corporate Criminal Liability (2018)**, which establishes corporate criminal liability for corruption-related offenses. Enel actively supported this initiative, which aligned with the *OECD Anti-Bribery Convention* and other international instruments ratified by the country.

- **Anti-bribery certification and promotion of corporate integrity:** As part of its commitment to OECD recommendations on integrity, Enel achieved a milestone when one of its group companies became the first in Latin America to certify the **ISO 37001:2016 Anti-Bribery Management Systems** standard. This pioneering achievement in the region involved the rigorous implementation of an anti-corruption management system aligned with global best practices. Following this initial experience, Enel gradually extended the integrity model to all its group subsidiaries, strengthening internal controls and ethical culture across each business unit. The ISO certification required close collaboration with stakeholders—including external auditors, state oversight bodies, and business partners—creating a multiplier effect throughout its value chain.

- **Impact on the value chain (suppliers and partners):** Following the OECD MNE guidelines on responsible conduct, Enel has undertaken efforts to transfer its high ethical standards to local suppliers and partners, thereby strengthening integrity throughout its supply chain. The company conducts thorough due diligence (KYC) on third parties, conflict-of-interest analyses, and includes strict anti-corruption clauses in its contracts. Preventing all forms of corruption-related offenses is a core axis of the company's compliance model, which is why it conducts annual training and awareness-raising actions as part of its organizational culture. In this context, Enel organizes several initiatives each year to train its suppliers, including the **"Ethics Week"**, a series of annual activities that raise awareness of Enel's integrity culture and the main rules and tools that support it. It has also sponsored initiatives aimed at helping small suppliers (SMEs) not only receive training but also develop and implement their own integrity programs—for example, the **"Passport to Integrity"** program, developed by the Argentine German Chamber of Industry and Commerce (AHK) and the UN Global Compact.

- Such initiatives—replicated in several countries in the region—have enhanced the compliance capabilities of dozens of business partners, creating a virtuous circle: suppliers improve their standards (in line with OECD criteria) and Enel reduces operational risks, ensuring greater transparency in joint business activities. Additionally, following ISO 37001 certification, Enel extended its anti-corruption policies and training to all employees and strategic partners, consolidating a united front against bribery throughout its value chain.

- **International perception and ESG indicators:** Enel's efforts to adopt OECD-recommended practices have positively impacted its international image and appeal to investors. Today, the investment community—both locally and globally—places particular emphasis on companies that incorporate **Environmental, Social, and Governance (ESG)** criteria at the core of their business. By embracing standards of transparency and sustainability, Enel has succeeded in meeting these criteria.

Recommendations:

- **Alignment of corporate strategies with prestigious international frameworks:** Other companies in the region are encouraged to adopt relevant OECD guidelines for their sector early on (e.g., anti-corruption, corporate governance, environmental practices, etc.) and translate these standards into concrete internal policies (codes of conduct, compliance systems, sustainability reports following recognised methodologies, among others). Enel integrated sustainability into its industrial plan with measurable objectives and oversight by senior management, ensuring continuity and continuous improvement. Other companies should consider similar governance schemes, where compliance with OECD standards and the **Sustainable Development Goals (SDGs)** becomes intrinsic to corporate decision-making.

- **Leveraging OECD tools to accelerate structural reforms:** Governments in the region could use OECD country reports, comparative analyses, and standards as a roadmap to identify gaps and adopt best practices in competitiveness, regulation, and governance. Enel demonstrated how OECD evaluations and recommendations served as a basis to modernise Argentina's legal framework on public ethics and transparency.

- **Strengthening engagement with the OECD:**

It is recommended that Latin American countries deepen their relationship with the OECD, either through voluntary adoption of its instruments (such as the Guidelines for Multinational Enterprises, the Anti-Bribery Convention, corporate governance principles, among others) or by advancing formal accession processes. Even if full membership takes time, the benefits of attempting to implement OECD-inspired reforms are evident, as they foster both internal and external trust.

To achieve lasting impact, organisations should avoid postponing the adoption of OECD standards until faced with a reputational crisis. Instead, it is crucial to genuinely embed these guidelines into organisational culture and public policies, beyond superficial compliance. Enel's experience indicates that consistency and continuous improvement—through extending a culture of integrity at all levels and maintaining audit and training systems—are essential elements for sustaining good practices and contributing to the goal of raising standards of competitiveness, transparency, and sustainability in Latin America.

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