

Investment, Innovation, and Entrepreneurship:
An Agenda for Growth

BIAC ANNUAL REPORT 2015

TABLE OF CONTENTS

BIAC Leadership Note /	3
OECD Leadership Note /	4
A Business Agenda for 2015 and Beyond /	6

BIAC Policy Focus

Economic Policy, Financial Markets, and the Business Climate /	8
Trade and Investment /	10
Responsible Business Conduct and an Open Investment Environment /	12
International Taxation /	14
Jobs and Skills /	16
Innovation and Technology /	18
Sustainability and Green Growth /	20
Development and Emerging Markets /	22

Did You Know? /	24
BIAC Contribution to the G20 and B20 Agenda /	26
BIAC Highlights /	28
2014 Business Visit /	30
BIAC Executive Board /	31
BIAC Member Organizations, Observers and Associate Experts /	32
BIAC Secretariat /	34
BIAC Policy Groups /	35

A word from the BIAC leadership

The most recent developments in global markets demonstrate more powerfully than ever how strongly we need good economic governance at home and abroad.

The world economy still has not broken free from the legacy of the crisis, while governments and central banks struggle to establish a policy framework for more growth and employment. The agreement of G20 leaders in Brisbane in 2014 to lift G20 GDP by 2 percent in 2018 is encouraging. But good intentions are not enough. The fact that effective reforms can strengthen the growth and productivity potential of our economies is a key lesson that countries should take from the OECD work. Of course, each economy is different, but the fundamentals apply to all. In fact, the OECD estimates that further productivity-enhancing structural reforms can raise the long-term level of GDP per capita by up to 10 percent on average across OECD countries.

Investment is at the heart of this debate. The current reluctance to invest private capital may have many reasons, but there is recognition that uncertainty and a critical assessment of economic and geopolitical risk play a major role. This will only change if governments succeed in providing a more consistent and transparent policy framework in their economies, and if an effective investment regime in global markets can be established. Investors in international markets depend on assurances that they will be treated fairly and equitably. As investment treaties and effective dispute settlement mechanisms are

crucial to mitigating risk in international markets, we see a core role for the OECD to provide fact-based analysis to foster open, transparent, and non-discriminatory investment policies.

Barriers to markets need to be addressed as a priority. We are encouraged by the OECD leadership in this debate. The updated OECD Policy Framework for Investment is indispensable guidance for governments to establish conditions that are favourable for investment and sustainable growth. It is a benchmark for all, including major economies that are currently not members of the OECD. At the same time, the BIAC business community also understands that responsible business conduct in international markets is part of all efforts to lift the growth potential of our economies and to reduce risk. BIAC and our members advocate the Guidelines for Multinational Enterprises as an effective tool for companies to navigate risk and be successful in foreign markets.

As we are anticipating important decisions concerning environmental sustainability and the Post-2015 Development Agenda, BIAC firmly believes that the private sector can contribute much to find innovative solutions for the environment and to inspire growth in developing countries. With the support of the BIAC network in OECD countries and beyond, we are prepared to engage in this debate, and in the many consultations ahead of us with governments and the OECD.



A blue ink signature of Phil O'Reilly, consisting of stylized initials and a surname.

Phil O'Reilly
—BIAC Chair



A blue ink signature of Bernhard Welschke, written in a cursive style.

Bernhard Welschke
—BIAC Secretary General



Noé van Hulst

Ambassador of The Netherlands to the OECD

Unlocking investment for sustainable growth and jobs, theme of the 2015 OECD Council Meeting at Ministerial Level (MCM) under the chairmanship of The Netherlands

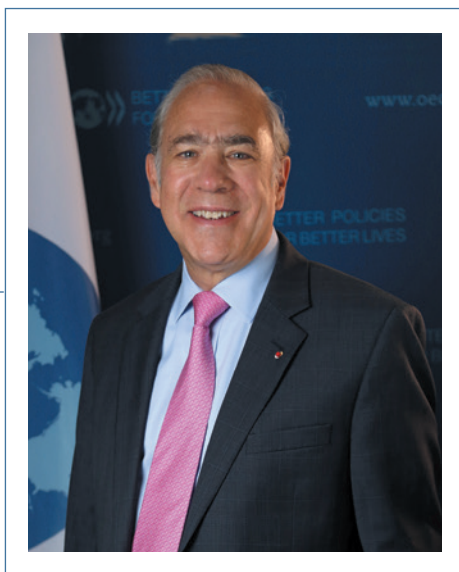
“In 2015 we can detect, for the first time after the crisis, some cautious optimism about the recovery of the OECD economies. This optimism is tempered, however, by the situation that in many countries investment levels are still below the pre-crisis level. Consensus is emerging about the need to invest more in order to enhance sustainable economic growth and the question arises: What do we need to do, more or better, to stimulate investment?”

We need to identify better policies to boost investment, both at the macro and international level and, more specifically, in Knowledge-Based-Capital and in the transition to a low-carbon economy. In order to avoid a situation of persistent low growth, we also need to find ways to accelerate lagging productivity growth in our economies.

It is small wonder then that unlocking investment for sustainable growth and jobs was the central theme of the 2015 OECD Ministerial Meeting, which The Netherlands had the honour to chair, together with co-chairs Czech Republic, France, and Korea.

Our preparations of the MCM have benefited from many constructive discussions with a multitude of stakeholders, not the least from the active participation and valuable contributions of BIAC. We strongly believe in the value of a good social dialogue in preparing and implementing the appropriate policies to achieve ‘better policies for better lives’, as is the OECD’s mission.”

“We need to identify better policies to boost investment, both at the macro and international level.”



Angel Gurría Secretary-General of the OECD

A Message from the OECD
Secretary-General

“The OECD and BIAC have further consolidated their relationship in recent years. Faced with the greatest economic crisis of our generation, we have pooled our knowledge and our expertise to help economies around the globe seek sustainable and inclusive ways forward. The business community is a vital part of this effort, creating job opportunities, driving investment and innovation, and pushing forward the frontiers of new technologies and markets.

BIAC’s expert counsel remains an indispensable part of our OECD ‘family’. Under the forward-looking leadership of BIAC Chairman Phil O’Reilly and Secretary-General Bernhard Welschke, our cooperation continues to grow stronger.

This last year has been flown by in a whirlwind of activity. BIAC underpinned our growing engagement with the G20, in particular supporting us to deliver a major reshape of the international tax system with the first set of BEPS deliverables. BIAC is a key knowledge partner of the B20, making the case for continuity and consistency for the G20 business message.

BIAC has made major contributions to our work on priority areas for business, notably to the update of the Policy Framework for Investment and the OECD Corporate Governance Principles. BIAC is also helping the OECD push for more inclusive and green growth. It has consistently taken further its commitment to the economic empowerment of women in business; and its Workshop on Women’s Entrepreneurship supported our work on gender equality. BIAC has also contributed to our work on aligning policies for the transition to a low-carbon economy, which is of great significance in the lead up to COP21 at the end of this year.

It is because of valuable and experienced partners such as BIAC that the work of our Organisation is driven forward and reaching our common goals becomes a reality, despite the seemingly daunting challenges. We look forward to continuing and strengthening this fruitful relationship.”

“BIAC’s expert counsel remains an indispensable part of our OECD ‘family’”



A BUSINESS AGENDA FOR 2015 AND BEYOND

A close-up photograph of a person's hand holding a silver smartphone. The hand is positioned over an open notebook with a white cover and some faint text on the page. The background is a blurred office setting with windows.

BIAC's top recommendations to the OECD for investment, innovation, and entrepreneurship:

1. Advise governments on the **implementation of economic reforms** to support long-term growth, with careful attention to trade-offs and synergies in and across structural policies and financial regulations. Promote regulatory cooperation across borders and improve the regulatory environment in OECD markets.
2. Address protectionism and build an **enabling environment for domestic and international investment**, among others by implementing the newly updated OECD Policy Framework for Investment (PFI).
3. Foster further outreach and **effective implementation of key OECD instruments**, such as the OECD Anti-Bribery Convention, the OECD Guidelines for Multinational Enterprises, and the OECD Corporate Governance Principles, to work towards a level playing field in global markets.
4. Ensure that the **fundamental tax principles** addressed in the OECD/G20 project on BEPS will continue to support, and not impede, cross-border trade and investment.
5. Promote private sector cooperation with education policymakers and institutions in support of greater lifelong **employability**. Promote apprenticeship and the inclusion of women in our economies, with labor market reforms conducive to employment creation.
6. Advocate the implementation of the revised OECD Innovation Strategy, including at the upcoming **Ministerial meetings** on Science, Technology, and Innovation, and on the Digital Economy; ensure that innovation policies take a whole-of-government approach including **technological innovation in the field of health**.
7. Foster a transparent and predictable policy framework for business to invest in **greening growth** and address key sustainable development challenges, such as climate change, energy access, and water and food security.
8. Share OECD knowledge, good practices, and policy instruments with emerging and developing countries in the context of the **Post-2015 Development** Agenda.



ECONOMIC POLICY, FINANCIAL MARKETS, AND THE BUSINESS CLIMATE

Throughout 2014, it was clear that the world economy had not broken free from the legacy of the 2008-09 financial and economic crises. As a priority in 2015, BIAC urges governments to unlock the potential for long-term growth through productivity-enhancing reforms, improved financing, smart regulation, and effective competition.

LIFTING GROWTH OVER THE LONGER-TERM

Macroeconomic policy levers have played a key role – and must continue to do so – in setting the stage for short- to medium-term growth. But actions are now needed to transform green shoots into strong, sustainable, and inclusive growth over the longer-term. As agreed in the G20 Brisbane Summit in late 2014, emphasis must now be put on implementing structural reforms – particularly those that enhance productivity.

A BIAC Economic Policy Survey released in May 2014 provided the OECD with the perspectives of national business organizations to answer the key question as to which reforms are needed where, and how they can be achieved. The vast majority of respondents called for product market reforms, including the reduction of regulatory burdens.

OECD Going for Growth 2015 makes the case for reforms, arguing that convergence towards best practice could raise the long-term level of GDP per capita by up to 10 percent on average across OECD countries. It demonstrates that many reforms are conducive not only to stronger growth, but also to growth that is sustainable and inclusive.

REGULATORY POLICY LEVERS

50 percent of the BIAC participants

to our 2014 Economic Policy Survey indicated that they have been using the OECD's 2012 Recommendation on Regulatory Policy and Governance to promote regulatory reform with their respective governments. BIAC therefore strongly supports the OECD initiative on Measuring Regulatory Performance, and actively contributed to the OECD country-survey of Regulatory Indicators. The survey aimed to gather information on regulatory policy practices and the implementation of the 2012 Recommendation on Regulatory Policy and Governance in OECD countries on three core groups of Regulatory Indicators: Regulatory Impact Assessment (RIA), stakeholder engagement, and ex-post evaluation. The rate of responses received from OECD countries was very high (34 out of 35 countries) and the data collected now forms part of the draft Regulatory Policy Outlook to be discussed in October 2015 in Helsinki, at the Ministerial meeting on Public Governance for Inclusive Growth.

BIAC is a strong supporter of measures aiming to foster stakeholder consultation as we believe that effective regulatory consultation processes contribute to improve the design of new regulations and help to ensure key stakeholder support their implementation. An important factor for ensuring the successful introduction of new reforms is to carry out regulatory impact

assessments (RIAs). As the BIAC survey shows, there is significant room for improvement in governments' efforts to carry out RIAs.

FINANCING GROWTH

Financing is critical for growth. Businesses of all sizes need to be able to access not only credit, but also depend in many cases on sophisticated financial services and risk hedging solutions. This not only calls for improving financial access and awareness among entrepreneurs, but also necessitates better coordination of financial regulatory approaches.

In a series of five papers released in 2014, BIAC argued that objectives for financial stability, economic growth, and investment should be designed

to work hand-in-hand. BIAC called for analyzing and addressing the unintended consequences and cumulative impacts associated with financial regulatory approaches. This issue has gained attention in the Turkish 2015 G20 Presidency priorities, to which BIAC is contributing via the B20.

COMPETITION FOR GROWTH

Assessing the competitive effects of regulations and establishing the corresponding policy framework across markets is important to stimulate growth. In 2014, BIAC competition experts presented business views to the OECD on a number of topics, and in particular on the revision of the 1995 OECD Recommendation for international

co-operation on competition investigations and proceedings. The revised recommendation was designed to be a cornerstone for the creation of an international cooperation system between competition authorities, and recognizes that transparent and fair processes are essential to achieving effective and efficient cooperation in competition law enforcement. Pointing to extensive provisions on the exchange of confidential business information within the new OECD guidance, BIAC urged governments to recognize the critical role of appropriate safeguards when information is exchanged between competition authorities in the case of merger investigations.

“The long awaited revival of growth, investment, and productivity will not occur unless countries fully implement structural reforms in their product and labor markets. In contributing business expertise to OECD analysis, BIAC identifies key reform priorities and builds the strong case for their adoption.”

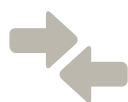
Stephan Mumenthaler
BIAC Economy Policy Committee Chair



“A sound competition policy is the key to a level-playing field for business and an essential lever for investment protection. The BIAC Competition Committee encourages senior regulators and antitrust enforcers to keep these objectives in mind.”

Lynda Martin Alegi
BIAC Competition Committee Chair





TRADE AND INVESTMENT

BIAC works with the OECD to advocate the benefits of open markets, to provide evidence for the high cost of protectionism, and to develop a better understanding of the significance of Global Value Chains for our economies. Barriers to trade and investment behind borders, as well as international regulatory cooperation, are current priorities.

TRADE POLICY

BIAC priorities on trade focus on trade in services, government procurement, forced localization, the movement of business persons, and trade facilitation.

In October 2014, the United States Council for International Business, a founding member of BIAC, hosted a high level conference on current challenges for global trade, together with BIAC, and featuring the OECD work on trade. Ambassador Michael Froman, US Trade Representative, OECD Deputy Secretary General Mari Kiviniemi, and Cliff Sosnow, Chair of the BIAC Trade Committee, were among the speakers. In November 2014, BIAC participated in the Global Forum on Trade in Services organized by the OECD and highlighted the need for trade liberalization in this area. Lastly, BIAC also participated as the leading business voice in the Civil Society Organization consultation of the OECD Task Force on Export Credits in November 2014.

Throughout 2014, BIAC contributed to the work of the Australian B20 task force on trade, also facilitating input from the OECD Secretariat. Recognizing that this engagement is essential to promote the continuity of the B20 process as the presidencies rotate on a yearly basis, we continue to be an active

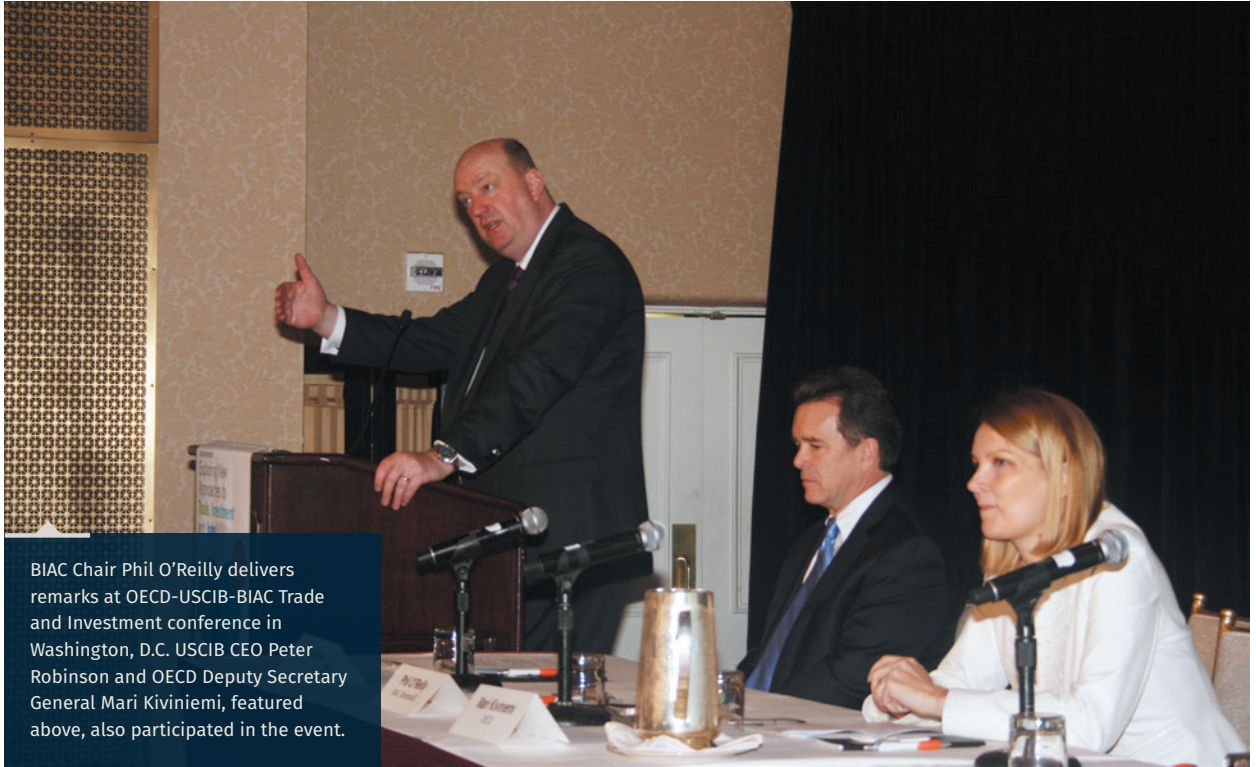
member of the Turkish B20 task force on trade in 2015.

PRO-INVESTMENT POLICY FRAMEWORK

Pro-investment policies and well-established rule-of-law systems are essential for attracting foreign direct investment (FDI). Yet regulations in many economies restrict FDI. Foreign investors require assurances that they will be treated fairly and equitably before investing significant capital in a host country. The significant costs to growth and employment caused by protectionism and barriers to markets need to be addressed as a priority. BIAC has therefore called upon the OECD to address investment protectionism in domestic markets and build an enabling environment for investment, at local levels and across borders.

INVESTOR-STATE DISPUTE SETTLEMENT

BIAC has specifically highlighted the importance of international investment agreements to confirm basic standards of treatment and create safeguards that reduce risks for investors while facilitating the settlement of investment disputes through well-designed neutral and non-political international arbitration proceedings. BIAC



BIAC Chair Phil O'Reilly delivers remarks at OECD-USCIB-BIAC Trade and Investment conference in Washington, D.C. USCIB CEO Peter Robinson and OECD Deputy Secretary General Mari Kiviniemi, featured above, also participated in the event.

published a paper on the issue of Investor-State Dispute Settlement (ISDS), which constitutes an independent, high-quality instrument that is essential to ensure fair and equitable treatment and access to impartial arbitration.

BILATERAL INVESTMENT TREATIES

Bilateral Investment Treaties and ISDS are crucial to mitigating risk in international markets. However, they are increasingly under attack. BIAC therefore sees a core role for the OECD to provide fact-based and objective analysis, foster open, transparent and non-discriminatory investment policies, and to help shape further understanding about the issues that are at

stake. BIAC has underlined these messages in discussions with the OECD Investment Committee and OECD leadership, including at the annual consultation with OECD Ambassadors, the OECD conference on international investment agreements and in the run-up to the 2015 Ministerial Council Meeting in June.

“Trade matters, and the groundbreaking work of the OECD gives us evidence on the importance of open markets for growth, jobs, and development. We work with the OECD to spread the news and to convince governments to stay away from shortsighted protectionism.”

Clifford Sosnow, BIAC Trade Committee Chair





RESPONSIBLE BUSINESS CONDUCT AND AN OPEN INVESTMENT ENVIRONMENT

The private sector as represented by BIAC has long recognized the importance of responsible business conduct as an essential part of an open investment environment. At the same time, it is important to have a clear understanding of the role companies can play and what the responsibility of governments should be. The OECD has developed several key instruments and is in a unique position to add value to the discussions.

POLICY FRAMEWORK FOR INVESTMENT

Private investment is central for growth, job creation, and sustainable development. BIAC therefore welcomes the fact that investment is the over-arching theme for the 2015 OECD Ministerial Council Meeting. A clear, transparent, and predictable policy framework and an effective cross-government approach, aimed at fostering both domestic and foreign investment, are fundamental for investment. This is recognized by the newly-updated OECD Policy Framework for Investment (PFI), which provides a checklist of key policy issues for consideration by governments in creating an enabling investment environment. BIAC has been actively involved in the update of the PFI and supports effective implementation, notably as part of the post-2015 development agenda and complementing existing OECD outreach efforts in other areas. The voice of the OECD in defending an open international investment environment and addressing issues associated with weak governance of host countries is more important than ever.

OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES

Internationally-agreed principles, such as the OECD Declaration on International Investment and Multinational Enterprises (MNEs)

make an important contribution to enhancing trust and reducing risks in markets. While governments have a responsibility to protect internationally recognized fundamental rights and to improve the functioning of markets, business is expected to act responsibly. BIAC supports the effective implementation of the OECD Guidelines for Multinational Enterprises and is actively involved in outreach activities as well as in a series of sector-specific projects under the “pro-active agenda” of the Guidelines. BIAC was represented by a series of speakers and participants at the 2014 OECD Global Forum on Responsible Business Conduct, which brought together close to 700 participants.

CORPORATE GOVERNANCE

BIAC provided active input to discussions on the update of the OECD Corporate Governance Principles as well as the Guidelines on Corporate Governance of State-Owned Enterprises. In BIAC’s view, good governance should enable business to grow and create sustainable value while upholding investor confidence in capital markets. Recognizing that good governance starts at the top, BIAC organized a high-level roundtable on director skills for effective corporate governance, which brought together BIAC, OECD and



Klaus Moosmayer, Chair of BIAC's Anti-Bribery/Corruption Task Force speaks at Annual Consultation with OECD Working Group on Bribery



Dan Konigsburg, Chair of BIAC's Corporate Governance Committee speaks at BIAC Round Table on Corporate Governance and Skills

a range of corporate governance experts from OECD and non-OECD countries. BIAC also contributed actively at the G20-OECD conference on corporate governance, which took place in Istanbul in April.

ANTI-BRIBERY

BIAC is actively involved in work on the implementation of the OECD Anti-Bribery Convention, which remains a landmark in the global fight against corruption and bribery. BIAC submitted detailed

comments on a future "phase 4" review under OECD Convention, underlining among others the importance of enhanced dialogue between public authorities and the private sector and the need to encourage and reward genuine anti-bribery implementation efforts and effective compliance measures. BIAC was represented on the high-level panel on the occasion of the launch of the OECD Foreign Bribery Report in December as well as at the OECD Integrity Forum in March. A wide range of BIAC experts are

contributing overarching guidance and practical business input to the OECD trust and business project, which is intended to bridge the gap between business standards and their implementation. BIAC has also continued its involvement in the B20 task force on anti-corruption and participated in the annual OECD/G20 high-level anti-corruption conference.

"While governments have a key role in offering an enabling environment both for domestic and for foreign investment, above all enforcement of the rule of law, business has to act responsibly. BIAC considers responsible business conduct as promoted by the OECD Guidelines for Multinational Enterprises in the best interest of business."

Winand Quaedvlieg
BIAC Investment Committee Chair





INTERNATIONAL TAXATION

The OECD's Base Erosion and Profit Shifting (BEPS) project is an unprecedented G20-led international tax mission to tackle aggressive tax avoidance. The international tax system stands on the cusp of significant change, and business requires clarity, transparency, and proportionality in rules to minimise possible damage to cross-border trade and investment, which fuel the growth of our global economy.

INTERNATIONAL TAXATION

BIAC continued to deliver targeted business expertise across all areas of the OECD's tax mandate. Our work in 2014 included providing comments and recommendations on the Common Reporting Standard (CRS) for implementing automatic exchange of information (AEOI) and sustained participation in the VAT Technical Advisory Group to assist in development of an OECD International Framework for VAT/GST. In addition, BIAC remained engaged with the OECD Forum of Tax Administrators, with a primary focus on cooperative compliance and good tax governance, and the OECD Tax and Development Taskforce, to assist in furthering the OECD's capacity building efforts. BIAC also continued to expand its outreach efforts, engaging with tax administrations in Brazil, India, China, Mexico and participating in OECD regional consultations in Peru and the Republic of Korea.

through 15 Actions, the mandate is the most ambitious tax project in nearly a century.

BIAC continues to believe that the OECD is the right place for analysis of BEPS to take place, and that changes must be implemented based on the broadest possible international consensus to ensure a level playing field in the global economy – for developed and developing countries alike. BIAC is convinced that the BEPS project can only reach a successful outcome with the full and active input from business. We maintain our engagement with the OECD and member governments across all areas of the BEPS Action Plan, working towards appropriate solutions that will not dampen the potential for private sector growth and job creation through cross-border trade and investment

BASE EROSION AND PROFIT SHIFTING (BEPS)

The OECD's G20 mandated BEPS project continued apace, delivering its first set of seven reports in 2014, and with a dozen new Discussion Drafts released since then. Seeking to address instances of double-non taxation and the misalignment of taxable profits with substance

THE FUTURE OF BEPS:

Although the BEPS project is scheduled for completion in 2015, there are already areas identified where further work will be required. Holding together the country consensus will likely become increasingly challenging, and the risk of unilateral (and damaging) measures will increase. As the pressure grows, so will the probability of broad solutions that will have detrimental implications for cross-border trade and investment. BIAC is committed to working closely with the OECD, member governments and other stakeholder groups to secure the best possible outcomes, with narrowly targeted and proportionate solutions to clearly articulated issues.



“BIAC’s Committee on Taxation and Fiscal Affairs is committed to constructively engaging in the BEPS project, while also seeking to ensure that the eventual outcomes do not unintentionally or unnecessarily put a growth-inhibiting burden on cross-border trade and investment.”

Will Morris
BIAC Taxation and Fiscal Affairs Committee Chair



JOBS AND SKILLS

The global economic recovery remains uneven, and a number of OECD countries continue to suffer from high unemployment, particularly among young people. Employability challenges also persist, with companies in many countries reporting a serious mismatch between labor market needs and available skills. Reforms that increase access to high-quality education, coupled with increased flexibility in labor markets and active labor market policies, are essential for the growth and inclusiveness of our economies and societies.

EDUCATION AND SKILLS

Education and skills development are critical to reaping the full benefits of our economies and societies. This calls for policy reforms in many countries to ensure that education systems are accessible to all and to increase the quality of the education provided.

A recent BIAC survey of national employer organizations revealed priorities for such reforms, which include: curriculum redesign, improving teaching quality, and expanding vocational education and training.

One of the survey's key findings was that closer cooperation between employers, governments, and education institutions is needed to enhance the relevance of education systems to labor market and societal needs. BIAC contributed a chapter on this theme in 2014 for the OECD's inaugural Education Policy Outlook, published in January 2015.

In addition to the essential knowledge and skills acquired through education systems, BIAC is also increasing its focus on the important character qualities sought in the workplace. This corresponds to new OECD research on social and emotional skills. A BIAC survey in spring 2015 of national employer organizations found that education systems should do more to promote character qualities, such as curiosity, mindfulness and ethics.

ENCOURAGING EMPLOYMENT

BIAC takes every opportunity to advocate for comprehensive employment strategies that support job creation, activate people into work, enhance employability and instill business confidence. More structural reform, including greater labor market flexibility, will be required in many countries if companies and individuals are to adapt to global competition and technological changes, and if businesses are to invest in creating more jobs. This is a continuing theme in BIAC engagement with the OECD, including in our meetings with OECD Ambassadors each January and our Ministerial consultations each spring. It is also a key message of the BIAC/IOE/B20 contribution to the G20. In 2014, BIAC participated in the B20 Human Capital Task Force under the Australian Presidency. This work continues in the 2015 B20 Employment Task Force hosted by Turkey.

ENHANCING EMPLOYABILITY

BIAC's contributions to the OECD Committee on Employment Labor and Social Affairs (ELSA) to emphasize that flexibility in labor markets should be balanced with appropriate employment, education and social benefit systems that serve to maximize work opportunities and mobility for all groups. Regulatory frameworks, including

employment protection and tax and benefit systems, must provide incentives – not disincentives – to employment, entrepreneurship and enterprise growth. Our January 2015 Consultation with the OECD Ambassadors featured Enhancing Entrepreneurship as a key theme.

FOCUS ON YOUTH

The Global Apprenticeship Network (GAN), which was founded as a joint IOE/Biac project, is now an independent entity, with the aim of increasing the scope and scale of apprenticeship programs and job training opportunities for youth. The GAN and company training initiatives were featured in Antalya, Turkey at a February 2015 OECD/G20 Workshop on Apprenticeships. Biac continues to support the Network and is represented at the GAN Board. In partnership with IOE and Deloitte, Biac is furthermore conducting a survey on youth and employment that will be incorporated into the Global Youth Employment Report that will cover national initiatives supporting youth employment and practical skills development.



Madonna Jarrett (Deloitte) and former Ambassador Pascale Andreani (France) making the business case for women's economic empowerment at Biac's 2014 Workshop

WOMEN AND BUSINESS

In March 2015, Biac released the latest in its series of reports supporting the 2012 OECD Recommendation on Gender Equality. Published with the support of Deloitte Touche Tohmatsu Limited (Deloitte Global), *Putting ALL Our Ideas to Work: Women and Entrepreneurship* examines barriers facing women entrepreneurs, including their access to finance.



INNOVATION AND TECHNOLOGY

With the recent revision of the OECD Innovation Strategy and two OECD Ministerial Meetings ahead of us – on Science, Technology, and Innovation in October 2015, and on the Digital Economy in 2016 – innovation is a major subject of the OECD work program and a focus area for BIAC. BIAC provides expertise on biotechnology and nanotechnology to the OECD and governments. BIAC participates in key OECD projects on system innovation, health, and the digital economy to ensure innovation policies take a whole-of-government approach.

SCIENCE, INNOVATION, AND TECHNOLOGY

As the OECD recognizes the importance of innovation as a key driver for growth, the Organization revised its 2010 Innovation Strategy in the last year with input from the BIAC Innovation and Technology Committee. Responding to the fast-paced landscape of innovation and technology requires a whole-of-government approach policy design and implementation of this strategy. In concurrence with a United Nations conference on Urban Planning in November 2014 in Graz, OECD and BIAC jointly organized a first Symposium on System Innovation with participants from the private sector, delegates to the

OECD Working Party on Innovation and Technology Policy, and representatives from UN agencies. A well-coordinated horizontal policy approach is required to address the benefits and challenges of system innovation in areas such as strengthening health, e-mobility and transportation infrastructure, and others. BIAC works closely with the OECD to ensure that the important role of the private sector in driving innovation is well understood.

DIGITAL ECONOMY AND CONSUMER TRUST

The potential of the Internet to address key economic and social challenges at global level is



Above, participants and OECD delegates to the OECD-BIAC Symposium on System Innovation in Graz, Austria.



Organizers of the OECD-BIAC Symposium on System Innovation get together.



subject to debate. A multi-stakeholder approach to Internet policymaking is seen by the OECD as the most effective to preserve the open and decentralized nature of the Internet and thus to stimulate economic growth and social well-being.

BIAc is currently engaged in preparations for the 2016 OECD Ministerial Meeting on the Digital Economy in Cancun, Mexico. Two main themes will be addressed by Ministers: how to maintain an open and trustworthy internet for the continued expansion of the digital economy, and how to leverage internet innovation for jobs and skills and for building a more inclusive digital society. The Ministerial meeting should also provide an opportunity to feature the revised OECD Recommendation on Consumer Protection in the context of e-commerce.

HEALTH

BIAc has intensified its multi-industry engagement in the field of health. Notably, BIAc participated in the annual meeting of OECD Experts on the Economics of Prevention, with representatives from OECD Health Ministries discussing future work in the OECD health division. BIAc is currently preparing a series of events emphasizing that the private sector is an important solutions partner in the field of health.

NANOTECH AND BIOTECH

Discussions on applied biotechnology and nanotechnology stimulate strong BIAc member participation into different working parties of biotechnology and nanotechnology at the OECD. We provide expert input into different projects carried under the OECD's Environment Directorate on the applications of these technologies, including the safety of novel foods and feeds, and different sponsorship programs under the working party of manufactured nanomaterials.



SUSTAINABILITY AND GREEN GROWTH

A transparent and predictable policy framework must be in place to allow business to make the long-term and often capital-intensive investments that are required for greening growth and addressing key challenges - such as climate change, energy access, water, and food security. Working closely with the business community, the OECD as a multi-disciplinary organization can play a key role in this area.

GREEN GROWTH AND CLIMATE CHANGE

As the world is getting ready for the 2015 Climate Change conference (COP 21) in Paris, BIAC has stepped up its activities and is working closely with the OECD and its sister organization, the International Energy Agency (IEA), which provide fact-based and objective analysis to inform climate discussions at national and international levels. COP 21 must provide a clear framework for international action, including all large emitting economies to create a global playing field and send a clear signal with a long term agreement that protects competitiveness and accelerates investment as well as the development and deployment of existing and new technologies. Close cooperation with the business community is essential to deliver the scale of investment required. Recognizing that climate change can only be effectively addressed if the interactions among different policies are correctly understood, BIAC contributed to a major cross-cutting initiative by the OECD and affiliated organizations on aligning policies for a transition to a low-carbon economy.

BIAC also continues its active involvement in OECD work on green growth, and presented business messages at the annual Green Growth and Sustainable

Development Forum in November 2014, which focused on the social implications of implementing green growth strategies. As a multidisciplinary organization, the OECD has a unique role in fostering effective policy integration and ensuring consistency across policy objectives and different levels of government, bearing in mind that “green” and “growth” need to be mutually supportive. BIAC also contributes to the OECD work on resource productivity and participated with a strong delegation in the Global Forum on Extended Producer Responsibility in June 2014 in Japan. Looking ahead, BIAC has started preparing for the next OECD Environment Ministerial, which is expected to take place during the first half of 2016. As this meeting will be held in the year following the COP-21 and the UN special summit on sustainable development, ministers are expected to discuss strategic issues on the “environment and the economy in the world after 2015.”

FOOD & AGRICULTURE

Increasing agricultural productivity, investment, and innovation is vital to manage and mitigate challenges to global food security. In view of the 2016 OECD Meeting of Agriculture Ministers, BIAC released a paper arguing for policies that ensure

open and competitive markets for agricultural products, investment and, innovation in the field. The paper sets out five priorities for OECD work in this area. Further papers on agricultural innovation and nutrition are scheduled, also in contribution to the Turkish G20 and B20 Presidency.

Recognizing the importance of responsible investment and well-functioning supply chains, BIAC contributed to an OECD-FAO guide on responsible business conduct in agricultural supply chains, due for release in 2015, which will help companies navigate complex corporate responsibility instruments.

FOOD & AGRICULTURE

Water and sanitation services are essential for growth and development of our economies and societies. BIAC provided industry expertise to an OECD Recommendation on Water Governance forthcoming in 2015, which will form part of a more comprehensive Recommendation on Water due in 2016.

CHEMICALS SAVING COSTS THROUGH HARMONIZATION:

Through BIAC, the chemicals industry is involved in the wide range of OECD Environment, Health and Safety (EHS) activities and contributes its unique perspective and practical experience to the development of policies and programs for testing and assessment. For over 40 years, the OECD has made a major contribution to reducing barriers to trade, optimizing the use of resources, and saving time and money for governments and industry through cooperative working on chemicals, pesticides and biotechnology. The OECD EHS program leads to cost savings of over EUR 150 million per year by seizing opportunities for work sharing and harmonization in the areas of testing and assessment. In addition to the cost-savings it generates, the OECD work leads to health and environmental gains from international cooperation.





DEVELOPMENT AND EMERGING MARKETS

The OECD has a pivotal role to play in sharing good practices, tools, and knowledge to help strengthen sustainable growth in emerging and developing countries. To facilitate the operations of companies in and across competitive markets, BIAC advocates for closer OECD cooperation with non-OECD countries.

SUSTAINABLE DEVELOPMENT GOALS

Sustainable development is at a critical juncture. On the one hand, the United Nations is forging a bold new set of goals and targets, to be launched later this year that will shape the development of economies and societies for decades to come. However, unless urgent action is taken to mobilize the necessary private investment to make sustainable development a reality, global efforts will fall short of expectations.

In order to foster domestic and foreign investment, BIAC advocates for policy reforms to improve the business climate in developing economies, including predictable and non-discriminatory rules for investment, consistent taxation,

and enforcement of the rule of law. BIAC therefore contributed actively to the update of the OECD Policy Framework for Investment in 2014-15, and is promoting it in the UN-led Post-2015 development agenda.

In a paper submitted ahead of the OECD Development Assistance Committee (DAC) High Level Meeting in December 2014, BIAC called for mechanisms to mobilize greater private financing into developing countries, such as risk-mitigating instruments (e.g. guarantees). The DAC agreement to modernize its measures of development finance should incentivize greater volumes of private financing for development.

Recognizing the importance of public-private dialogue for development, BIAC contributed to



OECD Secretary General Gurría and BIAC China Task Force Chair Joerg Wuttke speak about China's economy at joint business event in Beijing in March 2015.

the first high-level meeting of the Global Partnership for Effective Development Cooperation, held in Mexico City in April 2014. The Global Partnership's efforts to measure the quality of public-private dialogue in developing economies could usefully encourage countries to make improvements to their business climates.

EMERGING MARKETS AND REGIONAL COOPERATION

OECD cooperation with major partner countries continues to strengthen both on a bilateral and regional basis, demonstrating the relevance of OECD instruments and advice for these economies.

In the context of OECD enlargement, BIAC developed a comprehensive paper on Colombia's business environment which contributed to the ongoing accession reviews by OECD committees.

The year 2014 also marked the creation of the OECD Southeast Asia Regional Program (SEARP). BIAC, together with its Indonesian observer organization KADIN, contributed to the inaugural SEARP forum in March 2014 in Bali, followed by a second meeting in March 2015 in Jakarta. BIAC Chair Phil O'Reilly emphasized the great potential of regional integration and cooperation with the OECD.

As a priority, BIAC advises and supports the OECD on building closer dialogue with China. A BIAC paper submitted to the OECD in October 2014 sets out priorities for OECD-China cooperation in 2015, in anticipation of China's 13th Five Year Plan and on the 20th anniversary of OECD-China relations. The great potential of this relationship was also subject to a high level business meeting with the OECD Secretary General at a meeting in March 2015 in Beijing. This relationship will gain even more importance as China assumes the G20 Presidency in 2016.



DID YOU KNOW?

THE OECD PROVIDES A WEALTH OF INSTRUMENTS AND POLICY RECOMMENDATIONS THAT HAVE AN IMMEDIATE IMPACT ON THE EFFICIENCY OF MARKETS AND BUSINESS.

OECD governments agreed upon over **250 legal instruments** whereby they commit themselves to implement OECD policy recommendations.

250 

THE OECD IS ONE OF THE **WORLD'S LARGEST PUBLISHERS IN THE FIELDS OF ECONOMIC AND PUBLIC POLICY**, WITH REGULAR OUTLOOK AND MONITORING REPORTS, ANNUAL OVERVIEWS, AND COMPARATIVE STATISTICS.



THE ORGANIZATION IS INSTRUMENTAL IN **SUPPORTING G20 COUNTRIES** TO DEVELOP GROWTH STRATEGIES AS AGREED BY G20 LEADERS IN BRISBANE IN 2014.

2,000+

Over 2,000 bilateral tax treaties worldwide are based on the **OECD's Model Tax Convention**, and the **OECD's Transfer Pricing Guidelines** are the basis for legislation in all OECD member countries. The OECD has been mandated by the G20 to prepare an Action Plan on "**Base Erosion and Profit Shifting**" (BEPS).

 5%

Structural reforms implemented in line with OECD advice since the early 2000s have contributed to raising the level of potential GDP per capita by around 5 percent on average across countries. It is estimated that further reform towards current best practice could raise the long-term level of GDP per capita by up to 10 percent on average across OECD countries.



The joint OECD-WTO work on **Global Value Chains and Trade in Value Added** supports a better understanding of globalized value creation flows.



The OECD has been long at the forefront of the development of international rules relating to **capital movements, international investment, and trade in services**. Member governments have established regularly reviewed “rules of the game” for themselves by means of legal instruments to which all members must adhere.



The OECD is a global leader in the fight against **corruption**. Through its Anti-Bribery Convention and related instruments, the bribing of public foreign officials has become illegal in all adhering countries and bribes can no longer be deducted from taxes. This important step forward in the fight against bribery has led to a more level playing field between OECD businesses.



The **OECD Principles of Corporate Governance** set out a framework for good practice that has become a model around the world by governments and regulatory authorities.



The **OECD's Guidelines for Multinational Enterprises** are the only multilaterally approved non-binding recommendations by governments for responsible business conduct across a wide range of corporate activities.



The **Arrangement on Officially Supported Export Credits** developed under the auspices of the OECD provides the institutional framework for the orderly use of export credits in OECD countries and encourages competition among exporters on the basis of quality and price by avoiding subsidy competition between member states.



The OECD's work on **mutual acceptance of data and testing of chemicals** saves business and member governments over 150 million Euros annually by avoiding duplicative data requirements.



The OECD's **international assessments of skills**, such as the Program for International Student Assessment (PISA), provide valuable information to governments on equipping students with relevant skills for working life and exerts peer pressure to spur reforms.



The OECD Development Assistance Committee (DAC) is the world leader in measuring and encouraging official development assistance (ODA). The OECD also shares expertise and exchanges views with **more than 100 other countries** and economies, providing the OECD with an extensive global scope.

BIAC CONTRIBUTION TO THE G20 AND B20 AGENDA

The OECD acts as a key knowledge partner to the G20 and the G7 in its various international coordination efforts in trade and investment, finance, employment, and tax, among others. Current G20-spear-headed efforts include the conclusion of the BEPS Action Plan on tax avoidance, a reform of the international financial architecture, and the re-design of mechanisms to stem food price volatility. Corresponding with OECD activities at this level, BIAC is a knowledge partner to the B20 and organizes high-profile activities to discuss issues of global economic governance.

2014: G20 AND B20 AUSTRALIAN PRESIDENCY

From the outset, BIAC was active in the work of the Australian B20, led by Richard Goyder, including the B20 Summit in Sydney in July 2014. Among the Summit highlights was a breakfast meeting with OECD Secretary Ángel Gurría, G20 business leaders and trade ministers, hosted by BIAC with the support of Deloitte Australia. Participants were united in the expectation that the OECD has a major role advising the G20 on efficient markets, global competitiveness, and growth.



OECD Secretary General Angel Gurría and BIAC Chair Phil O'Reilly in Sydney



OECD Secretary General Gurría with Kate Carnell, CEO of ACCI, a member of BIAC

2015: G20 AND B20 TURKISH PRESIDENCY

Building on our work with the Australian B20, BIAC met with the Turkish B20 Leadership in September in Ankara to discuss areas of collaboration and the importance of continuity across B20 presidencies. In December 2014, the BIAC Secretary General spoke at the Inaugural Meeting of the Turkish B20 Presidency, alongside Eric Labaye, Mc Kinsey Global Institute Chairman, Hüsni Özyegin, Fiba Holding Chairman, and John Danilovich, ICC Secretary General. BIAC committee leaders are currently represented across all six taskforces of the B20.

Special BIAC—B20— OECD events

Together with the OECD, BIAC hosted a conference of the B20 taskforces in Paris on 2 June 2015 with over 250 business and government participants, including OECD Ministers, in attendance. The Conference featured keynote speeches from OECD Secretary General Angel Gurría, BIAC Chair Phil O'Reilly, B20 Turkey Chair and TOBB President Rifat Hisarciklioğlu, and G20 Turkey Sherpa Ayşe Sinirlioğlu.

Leaders from the six B20 task forces presented their recommendations, followed with feedback from OECD Directors. Participants then engaged in an interactive online voting to prioritize recommendations. A panel on global governance followed OECD G20 Sherpa Gabriela Ramos, BIAC Secretary General Bernhard Welschke, Dutch Ambassador to the OECD Noé Van Hulst, B20 Employment Taskforce Coordinating Chair Ali Koç and ICC Secretary General John Danilovich. The speakers emphasized the need for continuity and the challenges in global governance ahead for the international community, as well as the importance for B20 and G20 dialogue.

The success of small- and medium-sized enterprises (SMEs) in global markets is one of the priority issues for the Turkish G20 and B20. However, SMEs struggle to access the financing they require to participate in and across markets. Conscious of the financing challenge, BIAC and B20 Turkey held a *Business Access to Global Value Chains and Financing SMEs* conference on 4 June in Paris, which brought together representatives from government, finance, and business. The results of this initiative were the subject of a publication, which seeks to pave the way for actions to support SMEs in contribution to the G20 Leaders' Summit in November 2015.



B20 Turkey Chair Rifat Hisarciklioğlu, OECD's Angel Gurría and G20 Turkey Sherpa Ayşe Sinirlioğlu



OECD and B20 leaders exchange views on B20 recommendations.



Phil O'Reilly opens the high-level conference on SME finance

BIAC HIGHLIGHTS

Major BIAC events

Major OECD events

JUNE 2014

- BIAC Women Entrepreneurship Workshop (Paris)
- BIAC-USCIB-OECD conference on International Taxation (Washington, D.C.)

- OECD Global Forum on Extended Producer Responsibility (Tokyo)
- Global Forum on Responsible Business Conduct (Paris)

JULY 2014

- BIAC at B20 Summit (Sydney)

- OECD Global Forum on Development (Paris)
- OECD-IMF Roundtable on Bank Structural Reforms (Paris)

SEPTEMBER 2014

- OECD/IEA Global Forum on Climate Change (Paris)
- ILO-OECD High Level Roundtable on Responsible Supply Chains in the Textile and Garment Sector (Paris)

OCTOBER 2014

- Business Visit to the OECD (Paris)
- BIAC-MEDEF International-OECD Business Forum during OECD Eurasia Week (Paris)
- Second CNI-BIAC conference on International Taxation (Brazilia)

- Global Forum on Trade (Paris)
- OECD Forum on Green Growth and Sustainable Development (Paris)
- OECD High Level Forum on Migration (Paris)
- OECD Eurasia Week (Paris)

- BIAC-USCIB-OECD conference on Trade (Washington, D.C.)
- BIAC panel at Lewiatan's European Forum for New Ideas (Sopot)
- BIAC-OECD workshop on SMEs (Paris)

- OECD Global Forum on a data Driven Economy (Tokyo)

NOVEMBER 2014

- OECD High Level Forum on Migration (Paris)
- Launch of the OECD Foreign Bribery Report (Paris)
- OECD Global Forum on Agriculture (Paris)
- OECD Forum on Financing Democracy and Averting Policy Capture (Paris)
- OECD High Level Risk Forum (Paris)
- OECD DAC High Level Meeting (Paris)

DECEMBER 2014

JANUARY 2015

- CII Partnership Summit (India)
- BIAC's Annual Consultation with OECD Ambassadors (Paris)
- BIAC Executive Board Meeting (Paris)
- BIAC welcomes the Confederation of Industrialists as new Observer from Lithuania

FEBRUARY 2015

- BIAC Corporate Governance Skills Roundtable (Paris)
- High-level Meeting of the OECD Environment Policy Committee (Paris)
- OECD G20 Turkey Workshop on Apprenticeships (Antalya)
- Consultation on the Policy framework for Investment (Brussels)

MARCH 2015

- BIAC-KADIN-ASEAN BAC Business Meeting on Southeast Asia Regional Integration (Jakarta)
- Joint business event featuring OECD Secretary-General, in cooperation with BIAC (Beijing)
- BIAC-USCIB-OECD conference on the digital economy
- BIAC welcomes UCCAEP as new Observer from Costa Rica
- NAEC Group Meeting (Paris)
- OECD Integrity Week (Paris)
- G20/OECD High-Level Anti-Corruption Conference (Istanbul)
- OECD Southeast Asia Regional Forum (Jakarta)
- OECD Conference on International Investment Treaties (Paris)

APRIL 2015

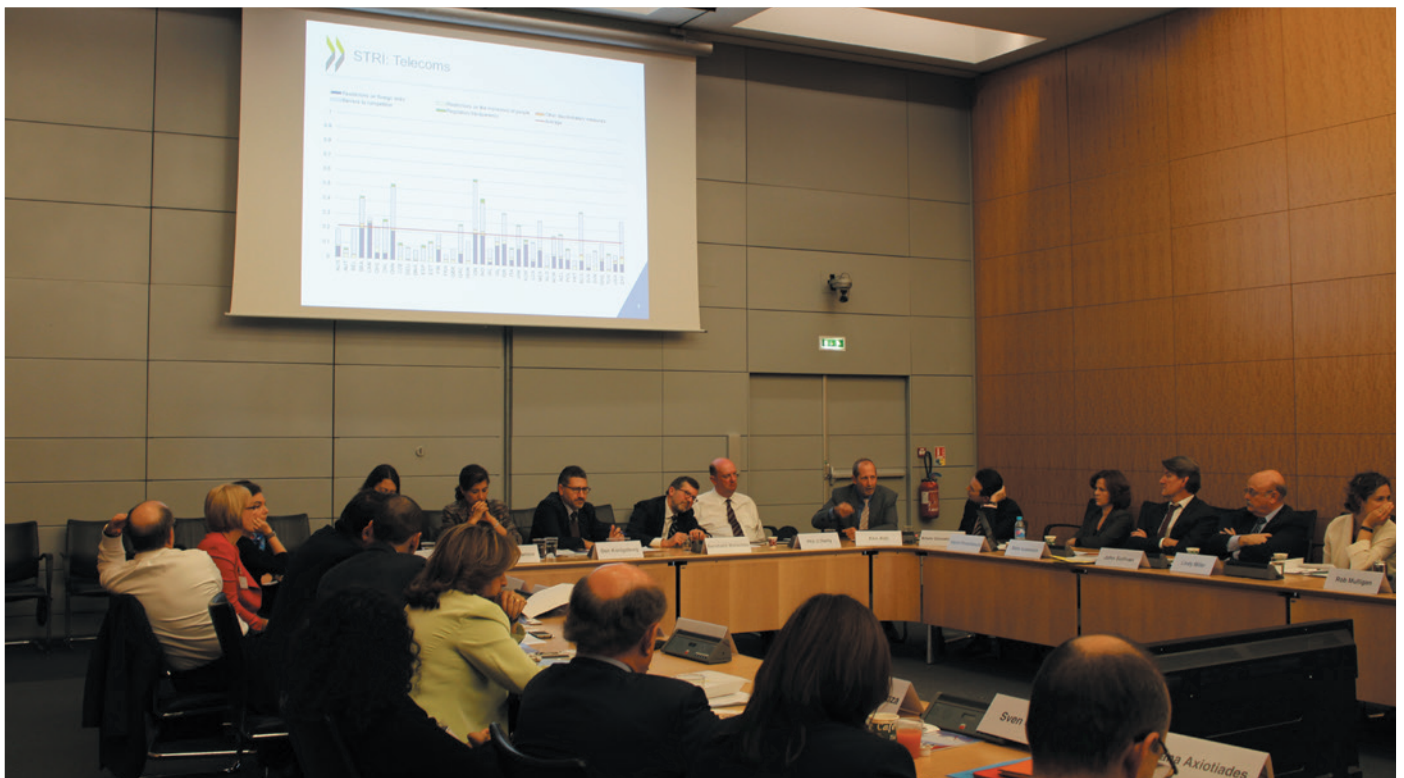
- Global Business Alliance side-event on the Policy Framework for Investment (New York)
- Keidanren-OECD Seminar on Trade and Investment (Tokyo)
- OECD/G20 Conference on Corporate Governance (Paris)

JUNE 2015

- BIAC General Assembly (Paris)
- BIAC-B20 event on Business Access to Global Value Chains and SME Financing (Paris)
- Meeting of the B20 Taskforces with special OECD-B20-BIAC session
- OECD Council meeting at Ministerial Level (Paris)
- OECD Forum (Paris)

2014 BUSINESS VISIT

The 2014 Business Visit to the OECD hosted by BIAC was jointly opened by OECD Secretary General Ángel Gurría and BIAC Chair Phil O'Reilly. Organized in cooperation with BIAC members the U.S. Council for International Business and the Confederation of Swedish Enterprise, but also in partnership with the International Business Council, the Council on Multilateral Business Diplomacy, and Deloitte, the Visit provided an opportunity for the international business community to get briefing from a dozen of OECD Directors and Heads of Divisions on some of the major policy topics the OECD and governments are currently working on.



BIAC EXECUTIVE BOARD



Mr. Phil O'Reilly

CHAIRMAN
Chief Executive Officer
BusinessNZ (New Zealand)



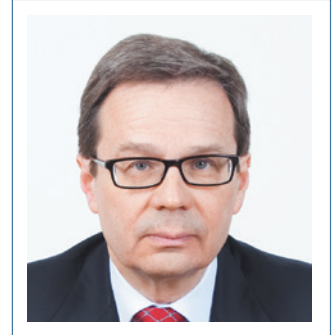
Mr. Bernhard Welschke

BIAC SECRETARY-GENERAL



**Ms. Maria Carmela
Colaiacovo**

EXECUTIVE BOARD VICE CHAIR
Confindustria Alberghi (Italy)



Mr. Ole Johansson

EXECUTIVE BOARD VICE CHAIR
Aker Arctic Technology Inc.
(Finland)



Mr. Charles R. Johnston

EXECUTIVE BOARD VICE CHAIR
Citigroup, Inc. (United States)



Mr. Yoon Kim

EXECUTIVE BOARD VICE CHAIR
Samyang Holdings (Korea)



Mr. Péter Lőrincze

EXECUTIVE BOARD VICE CHAIR
TriGránit Development
Corporation (Hungary)



Mr. José Ignacio Mariscal

EXECUTIVE BOARD VICE CHAIR
Grupo Marhnos (Mexico)



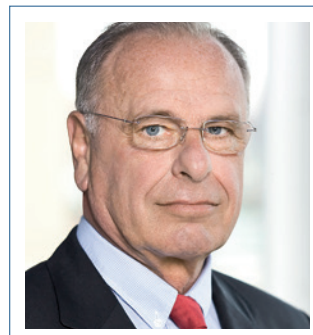
Mr. Christoph Mäder

EXECUTIVE BOARD VICE CHAIR
Syngenta International AG
(Switzerland)



Mr. Dominique Mockly

EXECUTIVE BOARD VICE CHAIR
AREVA (France)



Mr. Randolf Rodenstock

EXECUTIVE BOARD VICE CHAIR
Rodenstock GmbH (Germany)



Mr. Katsutoshi Saito

EXECUTIVE BOARD VICE CHAIR
Dai-ichi Life Insurance Company
Ltd. (Japan)

BIAC MEMBER ORGANIZATIONS

BIAC MEMBER ORGANIZATIONS



AUSTRALIA



AUSTRIA



BELGIUM



CANADA



CHILE



CZECH REPUBLIC



DENMARK



DENMARK



ESTONIA



FINLAND



FRANCE



GERMANY



GERMANY



GREECE



HUNGARY



HUNGARY



IRELAND



ISRAEL



ITALY



ITALY



JAPAN



KOREA



LUXEMBOURG



MEXICO



NETHERLANDS



NEW ZEALAND



NORWAY



POLAND



POLAND



PORTUGAL



SLOVAK REPUBLIC



SLOVENIA



SPAIN



SWEDEN



SWITZERLAND



SWITZERLAND



TURKEY



TURKEY



TURKEY



UNITED KINGDOM



UNITED STATES

BIAC OBSERVER ORGANIZATIONS



BIAC ASSOCIATE EXPERTS



BIAC SECRETARIAT



Bernhard Welschke

SECRETARY GENERAL



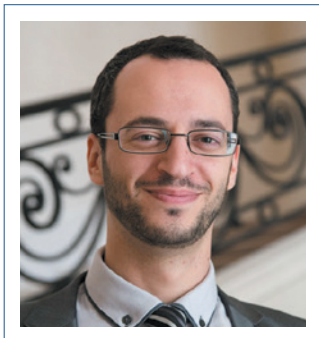
Hanni Rosenbaum

SENIOR POLICY DIRECTOR



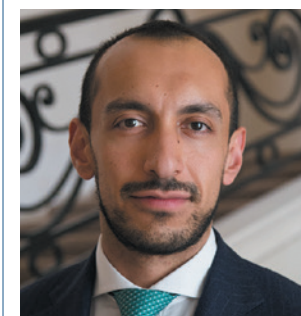
Nicole Primmer

SENIOR POLICY DIRECTOR



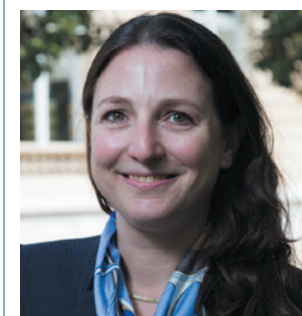
Jonny Greenhill

POLICY DIRECTOR



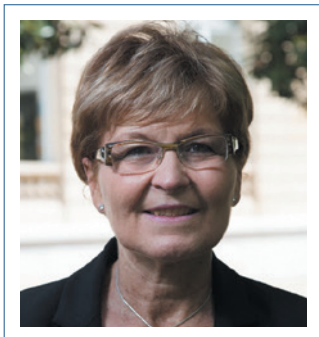
Ali Karami-Ruiz

POLICY DIRECTOR



Maud Garnier

COMMUNICATIONS DIRECTOR



Marie-Thérèse Dos Reis

HEAD OF ADMINISTRATION/
FINANCE AND ASSISTANT TO SG
AND POLICY DIRECTORS



Salette Bellavoine

POLICY DIRECTORS ASSISTANT
AND LOGISTICS COORDINATOR

BIAC POLICY GROUPS

ECONOMIC POLICY AND TAXATION

Competition Committee

Ms. Lynda Martin Alegi, Baker & McKenzie (United Kingdom)

Economic Policy Committee

Dr. Stephan Mumenthaler, Novartis International AG (Switzerland)

Small & Medium Sized Enterprises Task Force

Mr. François Hurel, UAE & CNCC (France)

Finance Task Force

Mr. Kent D. Andrews, Toronto-Dominion Bank Group (Canada)

Taxation & Fiscal Policy Committee

Mr. William Morris, General Electric International Inc. (United Kingdom)

INNOVATION AND TECHNOLOGY

Innovation and Technology Committee

Mr. Richard A. Johnson, Arnold & Porter (United States)

Biotechnology Expert Group

Ms. Lisa W. Zannoni, Syngenta (Switzerland)

Nanotechnology Expert Group

Mr. Terry L. Medley, DuPont (United States)

Digital Economy Policy Committee (CDEP)

Mr. Joseph H. Alhadeff, Oracle (United States)

TRADE AND INVESTMENT

Trade Committee

Mr. Clifford Sosnow, Fasken Martineau DuMoulin LLP (Canada)

Export Credits Task Force

Mr. Steven W. Howlett, General Electric Inc. (United States)

Raw Materials Task Force

Mr. Guy Thiran, Eurométaux (Belgium)

International Investment and Responsible Business Conduct Committee

Mr. Winand L.E. Quaedvlieg, VNO-NCW (Netherlands)

Responsible Business Conduct/MNE Guidelines Contact Group

PUBLIC AND CORPORATE GOVERNANCE

Governance Committee

Mr. Jens Hedström, Confederation of Swedish Enterprise (Sweden)

Corporate Governance Committee

Mr. Dan Konigsburg, Deloitte Touche Tohmatsu Ltd. (United States)

Anti-Bribery & Corruption Task Force

Dr. Klaus Moosmayer, Siemens AG (Germany)

EMPLOYMENT, SKILLS, AND SOCIETY

Education Committee

Mr. Charles Fadel, Center for Curriculum Redesign (United States)

Employment, Labour & Social Affairs Committee

Ms. Ronnie Goldberg, USCIB (United States)

Health Committee

Ms. Nicole Denjoy, COCIR (Belgium)

Consumer Policy Task Force

Private Pensions Task Force

Mr. Michel Benoit, Osler, Hoskin & Harcourt LLP (Canada)

SUSTAINABLE DEVELOPMENT & GREEN GROWTH

Food & Agriculture Committee

Mr. Metin Akman, Trouw Nutrition & TUSIAD (Turkey)

Water Expert Group

Mr. Jack Moss, Aquafed (Belgium)

Chemicals Committee

Dr. Hans-Jürgen Wiegand, Evonik Industries AG (Germany)

Environment and Energy Committee

Mr. Russel Mills, The Dow Chemical Company (United States)
Mr. Holger Gassner (Vice Chair), RWE Innogy GmbH (Germany)

Development Committee

Mr. Thomas de Man, Heineken (Netherlands)

Climate Change Task Force

Resource Productivity & Waste Task Force

EMERGING ECONOMIES

China Task Force

Mr. Joerg Wuttke, BASF China Company Limited (Germany)

Russia Ad Hoc Group

Dr. Erman Ilıcak, Rönesans Holding (Turkey)

Emerging Markets Contact Group



BIAC THE VOICE OF
BUSINESS AT THE OECD

13/15 Chaussée de la Muette
75016 – Paris (France)
Tel: +33 (0) 1 42 30 09 60
Fax: +33 (0) 1 42 88 78 38

biac@biac.org
www.biac.org

Investment, Innovation, and Entrepreneurship:
An Agenda for Growth

BIAC
ANNUAL
REPORT
2015