



# ANNUAL REPORT

**The Voice of OECD Business**

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Business and Industry Advisory Committee to the OECD  
*Comité Consultatif Economique et Industriel auprès de l'OCDE*

# Celebrating 50 years of **BIAC**

BIAC turns fifty this year, having been officially constituted on 9 March 1962. To mark this occasion, we are pleased to include, in this 2012 edition of our annual report, statements received from the leadership of BIAC's Member, Observer, and Associate Expert Group Organisations that highlight the value their organisations receive from the OECD's work, as well as the value BIAC has brought to influencing that work.

In 2011, on the occasion of the OECD's 50<sup>th</sup> anniversary, BIAC presented OECD Secretary-General Angel Gurría with a special celebratory publication featuring business testimonies to the value of OECD's work to the business community and to its future role in addressing the issues of globalisation and global economic prosperity.



*(L-R) BIAC Secretary-General Tadahiro Asami, BIAC Chairman Charles P. Heeter and OECD Secretary-General Angel Gurría at the presentation of the 50<sup>th</sup> Anniversary BIAC publication.*



*Former BIAC Chairman Bruno Lamborghini (second from right) together with current BIAC Chairman Charles Heeter and other BIAC Executive Board members at the BIAC General Assembly Business Roundtable in Budapest.*



*2011 BIAC General Assembly meeting in Budapest, jointly hosted by BIAC's Hungarian member organisations the Confederation of Hungarian Employers and Industrialists BUSINESSHUNGARY/MGYOSZ, and the National Association of Entrepreneurs and Employers NAAE / VOSZ.*

# MISSION

Founded in 1962, the Business and Industry Advisory Committee to the OECD (BIAC) is officially recognised by the OECD Council as the representative body of the OECD business community.

BIAC promotes the interests of business by engaging, understanding and advising policy makers on a broad range of issues with the overarching objectives of:

- Positively **influencing** the direction of OECD policy initiatives;
- Ensuring business and industry needs are adequately addressed in OECD policy instruments (**policy advocacy**), which influence national legislation;
- Providing members with timely **information** on OECD policies and their implications for business and industry.

BIAC brings a cross sectoral and multidisciplinary view to OECD work most relevant to business, by systematically engaging over 2100 business representatives, from 50 national business organisations from OECD member countries and major non-member economies as well as 32 sectoral supra-national associations, to work together in 37 different policy groups, which are led by over 110 Chairs and Vice Chairs.

As an independent international business association, BIAC advocates consensus industry views to the OECD and its member governments to ensure that the resulting policy instruments and guidance assist private sector growth and prosperity and, thereby, contribute to the global economy.

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## LEADERSHIP MESSAGE



2012 marks the golden anniversary of BIAC. Fifty years ago, in 1962, BIAC was created and officially recognised by the OECD Council as the advisory body to the OECD, representing the OECD business community. Ever since, BIAC has enjoyed a positive working relationship with the OECD, adapting to changing issues and times.

BIAC's half century of close and fruitful co-operation with the OECD has occurred during a period of rapid and dynamic global economic and social transformation. OECD agreements, instruments, standards and best practices covering a broad range of economic, social and environmental issues, have greatly contributed to policy formation in its member and partner governments. Since its inception, the number of OECD members has increased from 20 to 34 countries, and importantly over time, the OECD has established close relations with increasing numbers of emerging economies.

In parallel, BIAC has grown along with the OECD. Our policy groups have increased in number and activity to keep pace with the OECD's agenda, and we have reached out to business groups in the new member countries and emerging markets just as the OECD has reached out to those governments.

The impact of the recent 2008-09 crisis has been tenacious. In the OECD area, economic recovery has been weak under heavy burdens of fiscal debt and entrenched unemployment, particularly among youth. The euro zone crisis continues to create global economic uncertainty. In the meantime, the engine of global growth has been shifting towards major emerging economies.

Private sector-led growth is the key to a strong, sustainable economic recovery. BIAC continues to believe that governments need to remove policy and regulatory impediments to business investment and commit to much-needed structural reforms. Only with these actions will confidence be restored, economic growth shifted to a higher plane, and jobs created.

BIAC welcomes the OECD's initiative to develop new approaches to economic policymaking in order to learn from the recent crisis and to build more resilient and sustainable economic and social environments. BIAC also urges the OECD to consider how it can go further to alert countries about looming risks in order to avert or mitigate future crises. BIAC is committed to work together with the OECD in this undertaking.

As we look ahead to the next fifty years, we wish to assure you that BIAC is fully engaged at the OECD to represent the interests of our members, observers and associate experts group organisations in the building of a better world economy for many years to come. We value your support and partnership in these endeavours.

A handwritten signature in black ink, appearing to read 'Charles P. Heeter, Jr.'.

**Charles P. Heeter, Jr.**, BIAC Chairman

A handwritten signature in black ink, appearing to read 'T. Asami'.

**Tadahiro Asami**, BIAC Secretary General

## 2012 AGENDA

In the current economic environment with deteriorated global growth, weakened trade, and unemployment remaining high in many countries, what is needed is inclusive growth on a global scale.

As public resources are increasingly scarce, BIAC is working closely with OECD leadership and governments on economic, financial, regulatory, governance and social issues across many policy areas in order to restore market confidence as well as to foster robust and sustainable private sector-led global economic growth and job creation.

In reflection of the global environment in which business operates, BIAC aims to advance its co-operation and co-ordination with business communities in non-OECD countries, thereby promoting the engagement of these countries in the OECD.

### KEY ISSUES

- **Fostering sustainable economic growth through open, competitive markets for trade and investment:** BIAC works to promote open, transparent and competitive trade and investment climates that support private sector-led growth.
- **Stimulating employment creation:** BIAC advocates reforms and policies to support sustainable private sector-led job creation as well as social benefit systems and approaches that reduce labour market rigidities and activate all individuals into employment.
- **Strengthening employability of individuals:** BIAC strongly supports and is engaged in the OECD Skills Strategy to promote quality education and training at all levels to address labour market needs and to enhance employability.
- **Promoting effective public governance and combating bribery and corruption:** BIAC works with the OECD to promote regulatory systems with appropriate levels of transparency, accountability, administrative simplification and efficiently managed resources to support open competitive markets and obtain a level playing field for business.
- **Making green growth deliver:** BIAC remains actively involved in work on implementing the OECD Green Growth Strategy, underlining that green growth policies need to ensure that the necessary investments for greening our economies can come forward. Through active participation in the Green Economy Dialogue, BIAC is also making a pro-active contribution to the preparations for the Rio+20 Conference.
- **Promoting innovation to foster growth and address global challenges:** BIAC supports OECD's work on innovation as a crucial prerequisite for long-term economic growth. At the same time, BIAC is actively involved in work on innovation to address major global challenges, including in the areas of environment, health, food security, the digital economy, water and energy.
- **Fostering development through an enabling business environment:** In the context of the OECD Strategy for Development, BIAC is contributing its expertise to OECD activities aimed at helping developing countries build business-friendly operating environments, in order to unlock the full potential of the private sector.

# 2011 ACHIEVEMENTS

## ECONOMY

### Promoting Economic Growth and Efficiency

- The BIAC International Investment and Multinational Enterprises (MNE) Committee contributed significantly to the 2011 update of the OECD Guidelines for Multinational Enterprises. The success of the Guidelines will to a large extent depend on their ability to contribute to a global level playing field for business, and BIAC has continued to urge OECD to undertake determined efforts to encourage emerging markets to adhere to the Guidelines. At the same time, BIAC is committed to constructively assist affiliated companies to follow the recommendations of the updated Guidelines and to develop initiatives for the effective implementation of the Guidelines in co-operation with OECD in 2012.

- BIAC Tax Committee Leadership was invited to attend for the first time the Forum on Tax Administration meeting of Tax Commissioners, held in Buenos Aires. BIAC exchanged views with Commissions from over 40 countries on how to more effectively enhance engagement between tax payers and tax administrations with the aim of fair, efficient and effective tax administration.

- BIAC was a leading commentator for the initial consultations on a key OECD project on the transfer pricing aspects of intangibles, providing comments and questions to OECD related to goodwill; brand ownership and synergies related intangibles. BIAC also provided leading commentary to the related OECD consultation regarding valuations of intangibles for transfer pricing purposes.

- BIAC has actively contributed to the OECD Task Force on Tax and Development on issues related to state building and technical capacity building, transparency and transfer pricing. BIAC emphasises the role of tax for development as a key element of an overall investment framework enabling countries to shift from aid to sustainable revenues through domestic resources mobilisation. As part of this engagement, BIAC initiated a transfer pricing expert group to engage in capacity building projects in support of OECD outreach to developing countries.

- Following a G20 mandate for the OECD to develop common principles on financial consumer protection, the BIAC Finance Task Force actively contributed throughout the OECD's drafting process and participated in a G20 French Presidency-OECD high-level seminar prior to the official endorsement of the principles. BIAC representatives also participated for the first time in the OECD Financial Roundtable, held in October 2011, and contributed a follow-up BIAC discussion paper.

- The BIAC Competition Committee delivered a series of papers to the OECD on a range of key competition topics including on international anti trust enforcement co-operation, cross border merger controls and competitive neutrality, as well as on related topics including regulated conduct defence, creeping acquisitions, and de minimus rules. BIAC also contributed to the Global Forum on Competition on cross border merger control and cartels.

- The BIAC Export Credit Task Force provided further business input to the Draft Council Recommendation on the "Common Approaches" and the Draft Revised Sector Understanding on Export Credits for Climate Change and Water. BIAC continued to underline the need that OECD further engages in and speeds up a tangible outreach process with the main non-OECD exporting countries, primarily Brazil, Russia, India, Indonesia and China.



*At the signing of the updated OECD Guidelines for Multinational Enterprises: (L-R) OECD Secretary-General Angel Gurría, US Secretary of State Hillary Clinton, and BIAC Chairman Charles P. Heeter.*

- The BIAC Economic Policy Committee (EPC) contributed to the 2012 “Going for Growth” publication by surveying the detailed perspectives of BIAC Member and Observer organisations as input to the publication’s country-specific analysis. The BIAC EPC also contributed expert comments to the drafting of thematic chapters featuring in the 2011 OECD Economic Outlook reports.

- The BIAC Trade Committee continued to push the OECD to help minimise protectionist tendencies, and supported OECD’s efforts to benchmark liberalisation in services trade in OECD countries. In November, BIAC participated at the OECD Global Forum on Trade and provided business views on the inter-relationship between trade, jobs and inclusive growth.

- In December, BIAC helped organise an OECD Workshop on Steelmaking Raw Materials bringing together policy makers, raw material producers and steel industry representatives to exchange views on common challenges related to market and policy developments and their impacts on the steel and steelmaking raw material industries. BIAC also provided valuable business input to the OECD Trade Committee’s work on an inventory of export measures imposed on trade in raw materials.

## SOCIETY

### Promoting Employment Opportunities for All, Human Capital and Social Cohesion

- BIAC was a key contributor to the French Presidency G20 Labour Ministerial process, working jointly with the International Organisation of Employers (IOE) and MEDEF to make business contributions to G20 Labour meetings on Employment Policy and Policy Coherence, as well as to the G20 Labour Ministers Meeting.

- BIAC participated at the OECD Social Policy Ministerial in April 2011 addressing “The Role for Social Policy in Building a Fairer Future”. BIAC emphasised to Ministers that social policies must support private sector growth and employment creation, and work to effectively support the benefits of labour market flexibility. BIAC also emphasised the importance of societies to strive for equality of opportunity in addressing income inequality, the importance for continued investment in human capital to support social and economic mobility and ensure that social benefit systems provide the incentive to work.



*Members of the BIAC delegation to the OECD Social Policy Ministerial headed by Ms. Ronnie Goldberg, BIAC ELSA Committee Chair*

- BIAC, together with the AmCham France and the OECD, held a workshop addressing the Business Case for Women’s Economic Empowerment, which provided business perspectives to the OECD projects related to gender equality. Addressing issues including developing female talent, promotion within companies, and women on boards, the workshop was part of a process to develop a BIAC best practices report on women’s economic empowerment for the May 2012 OECD Ministerial.

- The BIAC Task Force on Health Care Policy officially co-sponsored and provided speakers to the OECD’s 50<sup>th</sup> anniversary conference on health reform, which brought together over 100 senior policymakers, business experts and academics to discuss a pro-active way forward to addressing the challenges of ageing populations and multiple morbidities. BIAC also stepped up its contribution to OECD work on ICT in health care, economics of prevention,

innovation in biomedicine and health technology, physical activity and healthy lifestyles, and contributed valuable input to OECD's long-term strategy on health.

- Subsequent to deepening relations between BIAC, TUAC and the OECD Education Policy Committee (EDPC) over recent years, BIAC-TUAC interaction with the EDPC stepped up in 2011 from a small-scale discussion with EDPC leadership to a full consultation with all EDPC representatives. BIAC Education Committee members therefore engaged in this broader consultation format for the first time in November 2011 to discuss skills, evaluation and assessment, and directions for future EDPC work.

## INNOVATION

### Promoting Science, Technology and Innovation Policies to efficiently contribute to Sustainable Economic Growth and Employment Creation

- BIAC supported the OECD Communiqué on Principles for Internet Policy-Making, agreed upon at the OECD High Level Meeting on the Internet Economy: Generating Innovation, and Growth. The Principles aim to preserve the fundamental openness of the Internet while pursuing certain public policy objectives such as the protection of privacy, security, children on line, intellectual property and the reinforcement of trust on the Internet. BIAC continues to promote the principles, and will work with OECD to extend their relevance to non OECD member countries.

- Upon the 30th Anniversary of the OECD Guidelines for the Protection of Privacy and Transborder Flows of Personal Data, BIAC ICCP members played a key role in major OECD meetings looking at developments in the privacy landscape over the past 30 years, and setting the foundation for a review of the OECD Privacy Guidelines in 2012. BIAC advocates that the OECD Privacy Guidelines review should focus on their application in the current information economy environment.

- Recognising that the global science, technology and innovation policy landscape continues to change rapidly, BIAC presented to the OECD its strategic vision for future OECD work, underlining that the long-term policy objective of sustaining innovation must remain at the forefront of attention and receive the necessary high-level political attention. BIAC called upon the OECD to play a major role by helping countries respond to new challenges and ensure that policies reflect the new developments.

- BIAC remained actively involved in OECD's work on innovation in both industrial and health-related biotechnology. With regard to the latter, BIAC put forward a proposal to the OECD to launch a project on Alzheimer's disease to address issues related to innovative governance and biomedicine. The proposal was positively received and resulted in the organisation of an OECD workshop to discuss next steps.

- The BIAC Nanotechnology Committee expanded its contribution to OECD work on emerging policy issues of science, technology and innovation related to the responsible development of nanotechnology, both at the strategic level and with regard to specific applications. One illustration of BIAC's pro-active contribution is the project launched at the initiative of business on the use of manufactured nanomaterials in tires, which among others will be an important case study on the contribution of nanotechnology to green growth.



*Ms. Sylvie Forbin (Vivendi) and Mr. Len Cali (AT&T) speaking on policy making principles for an open Internet.*

## SUSTAINABILITY

### Promoting a Sustainable Environment

- BIAAC made a major contribution to OECD work on green growth, which resulted in a series of reports and policy recommendations, as well as a high-level policy dialogue at the 2011 OECD Council Meeting at Ministerial Level. Following the Ministerial meeting, BIAAC continued its active involvement in work focusing on the implementation of the OECD green growth recommendations to ensure that the overall policy framework encourages innovation, entrepreneurship and investments across sectors as well as public-private and international co-operation.
- Recognising the importance of the Rio+20 Conference to be held in June 2012, BIAAC and USCIB, with the support of a range of sponsors, launched the International Business Green Economy Dialogue. The Dialogue promotes a productive approach to greener growth, recognising both business opportunities and challenges and helps increase dialogue with governments in the run-up to Rio+20. In November, BIAAC hosted the Green Economy Dialogue conference in Paris, which brought together over 100 experts from business, governments, OECD, UNEP as well as key academics to provide input and exchange views on green growth for development and job creation, policy instruments, energy, and resource efficiency.
- Climate change remained high on BIAAC's agenda throughout the year and in the run-up to the Durban climate change conference in December, in which a number of BIAAC members participated. In particular, BIAAC provided active input to the OECD's work on financing climate change, highlighting the necessary conditions to leverage private investment into low-carbon projects. BIAAC also contributed to OECD work on the role of the private sector in adaptation; measurement, reporting and verification; carbon markets; and climate projections for the Environmental Outlook.



*BIAAC Secretary General Tadahiro Asami (center) speaking during the opening session of the International Business Green Economies Dialogue conference in Paris.*

- Following a mandate by G20 Agriculture Ministers inviting the OECD and other international organisations to develop policy options to mitigate and manage the risks of price volatility of food and agricultural commodities, the BIAC Food & Agriculture Committee contributed its perspectives to the OECD throughout the drafting process and also released a detailed BIAC paper ahead of the June 2011 G20 Agriculture Ministers' meeting.

- On the occasion of the OECD-FAO Expert Meeting on "Greening the Economy with Agriculture" which took place in September 2011, BIAC hosted a luncheon discussion sponsored by CropLife International, focusing on the role of science and technology in greening the economy with agriculture.

- The BIAC Energy Committee reinforced its close co-operation with the OECD contributing, among others, to the OECD report on green growth and energy, to several IEA Technology Roadmaps, and to energy-related discussions on the Middle East and Northern Africa (MENA). BIAC also updated its position on the important role of energy efficiency and launched discussions on the implications of energy price volatility. The committee also discussed the implications of the Fukushima incident and implications of nuclear energy phase out in certain countries.

- 2011 marked the 40<sup>th</sup> anniversary of OECD work on chemical safety with BIAC actively contributing to the high-level anniversary event. With the active support of BIAC, harmonisation of chemicals safety has allowed governments and industry to avoid duplicating work, minimise non-tariff barriers to trade and create a level playing field for industry.

- The BIAC Nanotechnology Committee remained actively involved in the OECD sponsorship programme and issued a strategic vision paper outlining its long-term vision on future OECD work on nanotechnology.

- BIAC contributed extensively to OECD work on resource productivity and waste, which increasingly focuses on integrated life-cycle approaches. BIAC experts remained actively involved in work on sustainable materials management and provided comments on new work on nanowaste as well as on greenhouse gas mitigation from materials management.

- The BIAC Ad-Hoc Group on Water provided detailed comments to the drafting of OECD's contributions to the 6<sup>th</sup> World Water Forum. BIAC also contributed to the organisation of the OECD Global Forum on Environment: Making Water Reform Happen, which took place in October 2011.

## GOVERNANCE

### Enhancing Public and Private Sector Governance

- BIAC actively participated in the B20 Working Group on Anti-Bribery and provided input to the G20 anti-corruption action plan by producing concrete business recommendations and commitments. BIAC underlined that the G20 has to pave the way for a global level playing-field by encouraging all countries to adhere to the OECD Anti-Bribery Convention.

- BIAC continued to support OECD's work on competitive neutrality and state-owned enterprises and encouraged OECD to broaden and deepen its research and analysis to encompass also the trade and investment aspects. Specific corporate governance issues, including minority protection, institutional investors and related party transactions, also remained important items on the BIAC Corporate Governance agenda throughout the year.

- The BIAC Governance Committee provided relevant business input to the new OECD Recommendation on Regulatory Policy and Governance, which is a significant improvement on the 2005 Guiding Principles on Regulatory Quality and Performance. BIAC also encouraged OECD to deepen and widen the work on measuring performance of regulatory reform and activities, and to identify better tools and good practice for implementation, compliance and enforcement.

## EMERGING AND DEVELOPING ECONOMIES

### Contributing to the Development of Non-OECD Member Economies

• In March, the Confederation of Indian Industry (CII), with the support of BIAC and the OECD Directorate for Science, Technology and Industry, organised the first Green Manufacturing Summit in New Delhi. Bringing together close to 300 high-level representatives of Indian and international business, the Indian government, and OECD experts, the Summit provided an excellent platform for a constructive discussion on green manufacturing opportunities in India and the policy framework that needs to be in place.



(L-R) BIAC Secretary General Tadahiro Asami and Indonesian Finance Minister, Hon. Agus D.W. Martowardojo.

• BIAC Secretary-General Tadahiro Asami exchanged views on Indonesia's investment climate with Indonesian Finance Minister Agus D.W. Martowardojo during a high-level seminar, which contributed to the Indonesian Chamber of Commerce and Industry (Kadin Indonesia) becoming a BIAC Observer organisation in April 2011.

• BIAC, in co-operation with the European Business Council for Africa and the Mediterranean (EBCAM) and BUSINESSEUROPE, released a business statement to Ministers on the occasion of the NEPAD-OECD Africa Investment Initiative Ministerial Conference and High-

Level Forum, which took place in Dakar on 26-27 April 2011. BIAC members actively participated in the Dakar events as panel speakers.

• In June, BIAC provided business views on anti-corruption measures in the MENA region at an OECD/UNDP/ UNODC conference in Rabat, and encouraged OECD to set up a Business Integrity Network within the MENA Investment Programme.

• In July, the BIAC China Task Force held a consultation with the OECD Informal Reflection Group on China, led by Korean Ambassador Kyon Hook Hur. BIAC members presented their perspectives on the current business climate in China, the implications of the 12<sup>th</sup> Five Year Plan, and possibilities for OECD-China co-operation.

• BIAC Secretary-General Tadahiro Asami participated as a panel speaker in the 4<sup>th</sup> High-Level Forum on Aid Effectiveness in November in Busan, where he emphasised the importance of building an enabling environment for private sector-led economic growth and development. At the same time, an informal BIAC network on development created in the run-up to the Busan event contributed to the drafting of a groundbreaking joint statement on public-private co-operation for development.

• BIAC Tax Committee leadership had a first informal meeting with the Chinese tax authority, to discuss the importance of OECD Tax Standards for successful trade and investment and the work of BIAC on Tax Policy issues. The initial dialogue was well received by the Chinese government, and the Tax Committee plans to have further dialogue in 2012.



BIAC's Information, Computer and Communication Policy Committee Vice Chair Dr. Makoto Yokozawa speaking at the 1<sup>st</sup> Green Manufacturing Summit in New Delhi.

# EXECUTIVE BOARD

## CHAIR



**Mr. Charles P. Heeter, Jr.**  
Managing Director  
Deloitte Touche Tohmatsu Limited  
UNITED STATES

## SECRETARY GENERAL



**Mr. Tadahiro Asami**

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**Mr. Jin Roy Ryu**  
Chairman & CEO  
Poongsan Corporation  
KOREA



**Mr. José Ignacio Mariscal**  
Chairman & CEO  
Grupo Marhnos  
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**Mr. Phil O'Reilly**  
Chief Executive Officer  
BusinessNZ  
NEW ZEALAND



**Mr. Christoph Mäder**  
Member of the Executive Committee  
Syngenta International AG  
SWITZERLAND



**Mr. Tuncay Özilhan**  
Chairman  
Anadolu Group  
TURKEY

# 50<sup>th</sup>

## Anniversary Statements

### Australia

ACCI's membership of BIAC is highly valued by Australian business. BIAC's work on labour market reform, tax reform and open market access has provided the impetus for Australia's business community to enter this era of globalisation with confidence. It has also assisted in our domestic advocacy on economic reform. ACCI congratulates BIAC on its 50<sup>th</sup> anniversary milestone.



**Peter Anderson**  
*Chief Executive*  
Australian Chamber of Commerce and Industry

### Denmark

For 50 years, BIAC has been a vital source of business insights and knowledge to the OECD. These contributions have undoubtedly assisted the OECD in fulfilling its mission to improve the economic and social well-being globally. Looking ahead, I see a continuous need for BIAC in calling for economic reforms, open and competitive markets and sustainable economic growth.



**Karsten Dybvad**  
*Director General and CEO*  
Confederation of Danish Industry

### Belgium

We salute BIAC's continuous efforts for standards of quality and performance in the government policy that support the work of our enterprises in an increasingly complex world by promoting open and competitive markets, level playing fields and sound regulation and governance.



**Pierre Alain Desmedt**  
*President*  
Federation of Enterprises in Belgium

### Greece

OECD provides insights that can hardly be conducted by other organisations on a comparable scale, helping us to understand better the challenges we are facing over time. Our membership to BIAC gives us not simply an access to this expertise but also a chance to participate actively in the formation of OECD's policies for open and competitive markets.



**Harry Kyriazis**  
*Executive Vice Chairman*  
SEV Hellenic Federation  
of Enterprises

### Canada

The Canadian Chamber of Commerce and its members are pleased to have contributed to the BIAC on a wide range of issues affecting business and society over the years. BIAC helps to align the views of the private sector, and ensures that issues such as open trade and deregulation remain on the top of the OECD agenda. After 50 years of successful work, we still need BIAC, and OECD, to ensure the fullest possible benefit from global economic development and growth.



**Perrin Beatty**  
*President and CEO*  
Canadian Chamber of Commerce

### Hungary

The Hungarian business community is one of the newer members of the BIAC-family, therefore we can only be envious of those members who were privileged enough to spend 50 years in a highly respected and influential organisation. BIAC and OECD are an inseparable couple; BIAC representing employers and business organisations, while OECD is among intergovernmental organisations: unbiased, professional, dealing primarily with issues that are measurable, above political aspirations. Let us stay like this in the future as well!

We also face new challenges. In Hungary, business and entrepreneurs expect directions from BIAC and OECD. Recovering from an extremely severe financial and economic crisis, guidance should be set up to show the path to change, to become more successful, and to generate more employment. Today, everyone speaks about “sustainable and green growth” but is there growth at all? We hope that in the coming decades BIAC will support and devote more energy to innovation and green jobs, since they can generate more sustainable employment, thus constituting the backbone of the society.



**István Wimmer**  
*Secretary General*  
Confederation of Hungarian Employers and Industrialists BUSINESSHUNGARY/MGYOSZ



**Ferenc Dávid**  
*Secretary General*  
National Association of Entrepreneurs and Employers NAEE / VOSZ

## Ireland

The Irish Business and Employers Confederation (IBEC) appreciates the value it receives from the influence of the BIAC, which has helped keep the interests of business at the core of the OECD. Now more than ever businesses need to be able to compete and succeed in an increasingly global marketplace.



**Julie O'Neill**  
*President*  
IBEC

## Israel

Being among the newest members, the Manufacturers Association of Israel (MAI) is very privileged to contribute to BIAC and to collaborate with fellow organisations in the unique environment that BIAC and the OECD facilitate so successfully and professionally.

With the OECD having an exceptional status in our country in terms of standardisation and benchmarking, our membership in BIAC provides us a unique model of excellence and professionalism, one we would surely wish to see further incorporated into the already open-minded Israeli practice.

Throughout the demanding process of Israel's accession, our representatives gradually learned the complicated task of influencing OECD policy through the Policy Groups of BIAC. Now as a full BIAC member, we are increasingly involved in the challenging effort of engaging dozens of

experienced representatives in the work of BIAC as well as integrating professional OECD standards and codes in the local business sector.

Israeli innovation and imagination brought the world a series of products and ideas that helped to shape new thinking and overcome old hurdles. We believe that the very work of the OECD helps to outline new concepts and to transform crises into challenges. With the dedicated members and the outstanding secretariat of BIAC this task is not only becoming easier, but also more rewarding.

In this annual period of blossom and rejuvenation the MAI and the Israeli Industry wishes that BIAC and its members will witness the fulfilment of our common hope for success and growth, along with sustainable progress, peace and prosperity.



**Zvi Oren**  
*President*  
Manufacturers Association of Israel

## Italy

Public policies must deploy appropriate regulatory frameworks to support competitive business, to stabilize financial and monetary markets and to ensure job-creation so that OECD Members may achieve adequate levels of economic growth.

BIAC, as the forum of OECD business, is key to stimulate policy-makers to adopt effective and long-sighted strategies. For its role to increase in relevance, it has to focus on measures necessary to recovery from the crisis and to avoid that such event will be repeated in the future.



**Emma Marcegaglia**  
*President*  
Confindustria

## Japan

BIAC Japan of KEIDANREN is pleased to have contributed to the BIAC for almost all of 50 years of excellence.

To ensure its unique role as the voice of business, the BIAC should focus on issues relevant to business.

Japanese business community looks forward to working with the BIAC to tackle cross-boundary issues that governments tend to overlook. This challenge will pave the way for the next 50 years of activities.



**Katsutoshi Saito**  
*Chairman, BIAC Japan*  
KEIDANREN

## Mexico

The Mexican business community salutes BIAC and OECD for their important contributions to the development of good public policy in Mexico and the World. In October 2011, at the COPARMEX General Assembly in Oaxaca, addressing “Strengthening Citizen Engagement for More Effective Democracy”, BIAC, OECD and COPARMEX top leadership joined together for an opening panel discussion on how we work together emphasising the “how to” and critical importance of Mexican business engagement in the BIAC-OECD process for advancing policy reform in Mexico and in the global economy. This form of co-operation is of particular value.

Congratulations to BIAC for 50 years of service, we look forward to our continued partnership during the next 50 years.



**José Ignacio Mariscal**  
*Chief Executive Officer, Grupo Marhnos*  
BIAC Vice Chairman

## New Zealand

The Business and Industry Advisory Committee to the OECD bears great responsibility in representing the business communities of all OECD countries in their pursuit of economic and social well-being for their citizens.

Influencing policy that in turn influences legislation in member countries is a critical undertaking greatly appreciated by countries such as New Zealand.

Congratulations to BIAC on its 50<sup>th</sup> anniversary.



**Philip Broughton**  
*President*  
BusinessNZ

## Poland

The OECD is the highly appreciated organisation in today's world, shaken by the global financial crisis. As the world became more global than 50 years ago it still remains mostly driven by regional organisations.

This is why the role of BIAC is so unique. It is the natural liaison business organisation of the most developed countries in the world, co-operating cross-regionally and cross-continently. It is worth to listen to the voice of BIAC for its influence and advocacy.



**Henryka Bochniarz**  
*President*  
Polish Confederation of  
Private Employers Lewiatan

## Spain

The Confederation of Employers and Industries of Spain (CEOE) would like to underline, once again, that the BIAC General Assembly Annual Meeting constitutes a very important opportunity to highlight the role that BIAC has played in providing private sector contribution to the OECD and to the Global Economy.

In view of this year's OECD Ministerial Council Meeting focus on “Policies for Inclusive Growth and Jobs”, governments, jointly with the private sector, will work to make this real, thereby contributing to overcome the international crisis we are living at present. We emphasise the important role that the OECD must play in the global co-ordination of governments in achieving practical approaches, which will help us to deal with challenges for growth and job creation in the near future.

In this context, BIAC's task of providing industry's voice to the OECD has become increasingly relevant. At the same time, the OECD has deepened the involvement of the business community.

The Spanish Business Community follows very closely the work developed by BIAC and, through the CEOE, will continue to support BIAC's work and initiatives in the different social and economic fields of general interest for the International Business Community. By doing so, we, with the support of BIAC, hope to strengthen the business environment in order for the private sector to contribute to the global economy.



**José María Lacasa**  
*Secretary General*  
CEOE

## Switzerland

BIAC's role as representative and constructive business interlocutor for the OECD policy shaping will be even more important in the coming years. OECD members and business have to stand together to keep markets open. Trade and investment are threatened by rising protectionism but remain the key factor to ensure growth globally.



**Pascal Gentinetta**  
*Chair of the Executive Board*  
economiesuisse

The Swiss Employers' Confederation (UPS) represents the interests of Swiss Employers at a national and on an international level.

Its main fields of activity are social policy, labour market, social partnership, labour laws, education and training, health and safety at work, and international employer's policy.

UPS has participated specifically in the work of the ELSA Committee of BIAC. The work of this committee has been essential in promoting the concept of a flexible labour market with all its components on an international level. Furthermore, the discussions of this committee stressing the importance of the «back to work» principle have been a very useful instrument in our work.



**Valentin Vogt**  
*President*  
Swiss Employers' Confederation

## Turkey

Both established in 1962, BIAC and TISK celebrate their 50<sup>th</sup> Anniversary together this year. In our history of half century, we collaborated productively and effectively and BIAC, as the voice of our business at the OECD, contributed a lot in our interaction with the OECD community. I hope that the global economy will enjoy the increased role of the OECD and BIAC as a pioneer in the coming period.



**Mr. Tuğrul Kudatgobilik**  
*President*  
Turkish Confederation  
of Employer Associations

My firm belief in potentials of collaboration among business society and government policy making institutions, as a former TÜSIAD president, has been reinforced and embodied by an inspiring period at the BIAC Leadership. The 50 years of productive and effective interaction between the OECD and the BIAC, evolving to a broader global governance framework through B20 and G20 channels has particularly furthered my confidence.



**Tuncay Özilhan**  
*Chairman, Anadolu Group*  
BIAC Vice Chairman

## United States

As the organization that promotes American business interests around the world, USCIB views its membership in BIAC as an unparalleled opportunity to engage in the policy development of the OECD, a forum that really makes a difference and whose work has a major impact on the long-term success of our member companies.



**Peter M. Robinson**  
*President and Chief Executive Officer*  
The United States Council  
for International Business

## FEAD

European Federation of Waste Management and Environmental Services (FEAD) experiences its participation at the BIAC meetings and as a BIAC representative in specific OECD meetings as an excellent way to discuss with the industry and governments at the international level the role of the waste management companies regarding raw material scarcity and efficiency and the solutions which can be offered.



**Nadine De Greef**  
*Secretary General*



## POLICY GROUPS

### BIOTECHNOLOGY



*CHAIR*

**Mr. Richard A. Johnson**

Arnold & Porter LLP  
UNITED STATES

*VICE CHAIRS*

**Mr. Dirk Carrez**

Clever Consult  
BELGIUM

**Dr. Janet E. Collins**

DuPont Government Affairs  
UNITED STATES

Biotechnology is expanding in a growing number of economic sectors and can make an important contribution to sustainable economic growth. The BIAC Biotechnology Committee is involved in the wide range of OECD biotechnology-related projects, including industrial biotechnology, fostering human health-related biotechnology, promoting harmonisation of regulatory oversight for the products of modern biotechnology and international harmonisation in the safety assessments of novel foods and feeds.

### BRIBERY AND CORRUPTION



*CHAIR*

**Mr. Jean Monville**

SPIE SA  
FRANCE

With its Anti-Bribery Convention, the OECD has been leading the international fight against corruption. The BIAC Task Force on Bribery and Corruption supports OECD efforts that ensure integrity and create a level playing field for business. BIAC will continue to provide input to the review of the OECD Convention, and will contribute to the G20 Anti-Bribery Action Plan through the B20, as well as informing members about relevant anti-corruption instruments via the BIAC Anti-Bribery Resource Guide available on the BIAC public website.

### CHEMICALS



*CHAIR*

**Dr. Hans-Jürgen Wiegand**

Evonik Degussa GmbH  
GERMANY

*VICE CHAIRS*

**Mr. William Graham**

Monsanto US  
UNITED STATES

**Dr. Fumiaki Shono**

Japan Chemical Industry  
Association (JCIA)  
JAPAN

**Mr. Hugo Waeterschoot**

ICMM-Eurométaux  
BELGIUM

**Mr. Jay West**

American Chemistry Council  
UNITED STATES

The BIAC Chemicals Committee works in partnership with the OECD on the wide range of OECD environment, health and safety activities, which play a major role by developing policies and tools for chemical testing and assessment, fostering information sharing and providing a framework for the sharing of burden. By avoiding duplicative data requirements through the harmonisation of testing and assessment, the OECD chemicals programme leads to cost-savings of over EUR 150 million a year. An increasing number of non-member countries are adhering to the OECD system of Mutual Acceptance of Data, according to which data generated in a Member country in accordance with OECD Test Guidelines and Principles of Good Laboratory Practice shall be accepted in other Member countries for assessment purposes and other uses.

## COMPETITION



*CHAIR*

**Mr. Rufus A. Ogilvie-Smals**

GKN plc  
UNITED KINGDOM

*VICE CHAIRS*

**Mr. Pascal Durand-Barthez**  
Linklaters LLP  
FRANCE

**Mr. Calvin S. Goldman**  
Blake, Cassels &  
Graydon LLP  
CANADA

**Mr. Wolfgang Kopf**  
Deutsche Telekom AG  
GERMANY

**Mr. Paul Lugard**  
Philips International B.V.  
NETHERLANDS

**Ms. Lynda Martin Alegi**  
Baker & McKenzie  
UNITED KINGDOM

**Mr. Paolo Palmigiano**  
Lloyds Banking Group  
UNITED KINGDOM

**Mr. John Taladay**  
Baker Botts LLP  
UNITED STATES

The BIAC Competition Committee informs and encourages senior regulators and antitrust enforcers to act consistently and proportionately in accordance with due process and best practice, with respect to the objectives of effective enforcement of competition laws. Its primary objective is maintenance of business competitiveness and the efficient operation of markets with a minimum necessary level of regulatory intervention. BIAC experts contribute to OECD projects addressing competition issues across all relevant business sectors and disciplines of antitrust through written contributions to OECD projects and direct dialogue with officials in the OECD Competition and other Committees.

## CONSUMER POLICY



*CHAIR*

**Mr. Hubert van Breemen**

Confederation of Netherlands Industry and Employers VNO-NCW  
NETHERLANDS

*VICE CHAIRS*

**Mr. Lars Kindervater**  
Deutsche Telekom AG  
GERMANY

**Mr. William C. MacLeod**  
Kelley Drye & Warren LLP  
UNITED STATES

**Ms. Nuşin Oral**  
Yeni Karamürsel Co.  
TURKEY

**Mr. Anders Stenlund**  
Confederation of Swedish  
Enterprise  
SWEDEN

BIAC works to ensure that in the globalised marketplace, consumer protection will be well balanced with business' interest for economic growth, and technological innovation. Key issues to be addressed in 2012 will include: consumer product safety, industry led regulation and a review of the OECD Consumer Protection Guidelines in the context of Electronic Commerce, including analysis of selected consumer policy related issues such as on-line payment mechanisms and digital content.

## CORPORATE GOVERNANCE



## CHAIR

**Mr. Erik Belfrage**

Consilio International AB  
SWEDEN

## VICE CHAIRS

**Mr. Murat Dogu**

Dogan Sirketler Grubu  
Holding A.S.  
TURKEY

**Mr. Dan Konigsburg**

Deloitte Touche  
Tohmatsu Ltd.  
UNITED STATES

**Ms. Julie O'Neill**

Gilead Sciences Ltd.  
IRELAND

**Mr. Christian Stiefel**

SwissHoldings, Federation  
of Industrial and Service  
Groups in Switzerland  
SWITZERLAND

The OECD Principles of Corporate Governance set out a leading international framework for good practices which assists governments in developing and enforcing effective rules, regulations and codes of corporate governance. BIAAC provided the business input to the development of the Principles and will seek to take part in any discussion on proposals to review the Principles due to inadequacies identified after the financial crisis. Work on competitive neutrality and state-owned enterprises, minority protection, corporate reporting, executive practises and management remuneration is also part of the agenda.

## ECONOMIC POLICY



## CHAIR

**Dr. Stephan Mumenthaler**

Novartis International AG  
SWITZERLAND

## VICE CHAIRS

**Mr. Tayfun Bayazit**

Bayazit Consulting Services  
TURKEY

**Mr. Seiji Inagaki**

Dai-ichi Life Insurance  
Company  
JAPAN

**Mr. Raymond  
Van der Putten**

BNP Paribas  
FRANCE

**Mr. Ottheinrich  
von Weitershausen**

Confederation of German  
Employers' Associations  
(BDA)  
GERMANY

The BIAAC Economic Policy Committee advises the OECD on priorities for structural reforms and other policy issues for sustainable economic growth and job creation. The Committee oversees the work of the BIAAC Finance Task Force, and it also frequently contributes input to high-level BIAAC consultations with Ministers and Ambassadors. In 2012, the Committee continues to contribute to OECD flagship publications, such as the Economic Outlook, Going for Growth, and country-specific Economic Surveys, as well as other related activities.

## EDUCATION POLICY



## CHAIR

**Mr. Attilio Oliva**

Associazione TreeLLLe  
ITALY

## VICE CHAIRS

**Ms. Marita Aho**

Confederation of Finnish  
Industries EK  
FINLAND

**Mr. Charles Fadel**

Center For Curriculum  
Redesign  
UNITED STATES

**Mr. Henrik Bach Mortensen**

Danish Employers'  
Confederation  
DENMARK

**Prof. Dr. Gerhard Riemer**

Federation of  
Austrian Industry  
AUSTRIA

The BIAAC Education Committee works to ensure that education and training systems boost the employability of individuals of all ages and social backgrounds, by equipping them with the necessary skills to compete in the economy. The Committee provides input to OECD work on vocational education and training, skills development, teaching and school leadership, evaluation and assessment, and many other areas of activity. In addition to these ongoing activities, a major priority for 2012 is to contribute to the OECD Skills Strategy report.

## EMERGING ECONOMIES



*CHAIR*

**Mr. Bruno Dupety**

Vinci Construction plc  
FRANCE

The BIAC Committee on Non-Member Economies actively supports OECD dialogue with emerging and developing economies on improving their business environments. The Committee oversees the Ad-Hoc Group on Africa, China Task Force, MENA Task Force and Russia Task Force, and also provides business input to OECD activities relating to other countries and regions. The Committee works closely with other BIAC policy groups on cross-cutting policy issues. Development will be one of the Committee's main priorities in 2012, as it works to contribute to the OECD Strategy on Development and related activities.

### Africa



*CHAIR*

**Ms. Marie Gad**

Confederation of Danish Industry  
DENMARK

*VICE CHAIR*

**Mr. Ekrem Yener**

Turkcell İletişim Hizmetleri AŞ.  
TURKEY

The BIAC Ad-Hoc Group on Africa provides input to OECD activities on Sub-Saharan Africa, mainly relating to the OECD-NEPAD Investment Initiative and the OECD's Enhanced Engagement with South Africa. Upcoming priorities in 2012 may include contributing to OECD work on agricultural investment and infrastructure investment (particularly in the energy sector).

### China



*CHAIR*

**Mr. Joerg Wuttke**

BASF China Company Limited  
GERMANY

*VICE CHAIRS*

**Mr. Fabian Bahr**

Giesecke & Devrient GmbH  
GERMANY

**Mr. Jeffrey A. Blount**

Fulbright & Jaworski L.L.P.  
UNITED STATES

**Mr. Laurent Chevalier**

Total (China) Investment Co.Ltd  
FRANCE

The BIAC China Task Force provides strategic guidance to OECD-China co-operation, as part of the OECD Enhanced Engagement programme, as well as expert inputs to specific OECD projects on China. In recent years, the Task Force has provided comments on OECD reviews of China on innovation, investment, environmental performance, regulatory reform and economic policy. Priorities in 2012 include providing business perspectives to the OECD Economic Survey of China, as well as fostering closer relations with the Chinese business community.

## Middle East and North Africa (MENA)



### CHAIR

**Mr. Thomas Spiller**  
The Walt Disney Company  
UNITED STATES

### VICE CHAIR

**Ms. Catherine Minard**  
Mouvement des Entreprises de France (MEDEF)  
FRANCE

The BIAC MENA Task Force contributes to the OECD-MENA Initiative, primarily focusing on improving the investment environment in the MENA region as well as governance issues. Additional activities for 2012 include work on investment in the energy sector in the MENA region, business integrity as well as women's entrepreneurship.

## Russia



### CHAIR

**Mr. Erman Ilicak**  
Renaissance Development  
TURKEY

### VICE CHAIR

**Mr. David E. Short**  
FedEx Corporation  
UNITED STATES

As Russia is currently in the process of applying for OECD membership, the BIAC Russia Task Force is focusing on providing private sector guidance during OECD-Russia accession negotiations. Priorities for 2012 include follow-up work on the BIAC paper on improving the business environment in Russia, which was released in 2011.

## EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS (ELSA)



### CHAIR

**Ms. Ronnie Goldberg**  
U.S. Council for International Business (USCIB)  
UNITED STATES

### VICE CHAIRS

**Ms. Loes van Embden  
Andres**  
Confederation of  
Netherlands Industry and  
Employers VNO-NCW  
NETHERLANDS

**Mr. Phil O'Reilly**  
BusinessNZ  
NEW ZEALAND

**Mr. Kazuo Tanigawa**  
Toshiba Corporation  
JAPAN

**Dr. Gülden Türktan**  
KAGIDER  
TURKEY

The BIAC ELSA Committee advocates employment and social policies, which support sustainable economic growth through trade and investment as the basis for job creation. BIAC contributes to the annual OECD Employment Outlook, to OECD thematic projects on employment and social policy, and to major high-level meetings, which in 2012 will include the G20 Labour Ministers meeting and a high level meeting on gender equality. Ensuring the continued relevance of the OECD Jobs Strategy underlies this work and remains a fundamental priority of the BIAC ELSA Committee.

## POLICY GROUPS

### ENERGY



#### CHAIR

**Mr. Holger Gassner**

RWE Innogy GmbH  
GERMANY

#### VICE CHAIRS

**Dr. Petr Štulc**

CEZ, a.s.  
CZECH REPUBLIC

**Mr. Henry K. H. Wang**

Saudi Basic Industries  
Corporation SABIC  
UNITED KINGDOM

The BIAC Energy Committee brings together both energy producers and consumers and contributes to OECD energy-related discussions across different committees. BIAC also works with the International Energy Agency (IEA) and the OECD Nuclear Energy Agency (NEA) on selected areas where a cross-sectoral business view is helpful. Current and future key topics include climate change and energy, innovation in the energy sector and contributing to the IEA Technology Roadmaps, energy in the context of green growth, ensuring a balanced energy mix, as well as exploring the role of unconventional energy sources.

### ENVIRONMENT



#### CHAIR

**Mr. Russel Mills**

The Dow Chemical Company  
UNITED STATES

#### VICE CHAIRS

**Mr. Matthias Dürr**

RWE AG  
GERMANY

**Mr. Yoshihito Iwama**

KEIDANREN,  
(Japan Business Federation)  
JAPAN

The OECD plays an important role in fostering environmental policies that are both economically efficient and environmentally effective. The BIAC Environment Committee contributes to the broad range of OECD activities to ensure that business considerations are adequately reflected. Key areas to which the BIAC Environment Committee is contributing include climate change, green growth, sustainable manufacturing, innovation to address environmental challenges, resource productivity and life-cycle approaches as well as biodiversity.

### EXPORT CREDITS



#### CHAIR

**Mr. Steven W. Howlett**

GE Capital Markets Corporate  
UNITED STATES

Officially supported export credits are an important instrument that helps companies to win export business and to invest overseas. The OECD has been setting the terms and conditions for the orderly use of export credit support in member countries for 50 years. The BIAC Export Credit Task Force advises the OECD on how to maintain an operational and efficient export credit instrument that does not distort global competition. The key priority is to avoid that OECD rules unfairly disadvantage OECD exporters against competitors from emerging economies.

## FINANCE



### CHAIR

**Mr. Kent D. Andrews**

TD Bank Group  
CANADA

### VICE CHAIRS

**Mr. Bartosz Drabikowski**

Bank PKO BP  
POLAND

**Mr. Metin Ar**

Garanti Securities  
TURKEY

The BIAC Finance Task Force, created in early 2011, aims to contribute perspectives and expertise from the OECD business community to the broad range of OECD finance-related activities. Priorities in 2012 include new work on financial consumer protection as well as on SME financing, among others, and the Task Force shall seek to strengthen its relations with the OECD Committee on Financial Markets.

## FOOD AND AGRICULTURE



### CHAIR

**Mr. Niels Nordgaard**

Nordic Sugar A/S  
DENMARK

### VICE CHAIRS

**Mr. Willem-Jan G. Laan**

Unilever N.V.  
NETHERLANDS

**Dr. Douglas T. Nelson**

CropLife America  
UNITED STATES

**Mr. Alain-Dominique  
Quintart**

Syngenta International AG  
SWITZERLAND

The BIAC Food and Agriculture Committee contributes to OECD discussions on agricultural policy reform, as well as issues relating to food, trade and the environment. The Committee works closely with other BIAC policy groups on cross-cutting areas, and provides input to a growing range of issues across several OECD working parties. Priority issues for 2012 include food security in developing countries, as well as work on green growth, innovation, trade and export restrictions, commodity market variability, climate change, and food chain issues. The Committee will also seek opportunities to contribute to G20 activities relating to food security.

## GREEN GROWTH

Building on the outcome of the 2011 OECD Green Growth Strategy, the BIAC Ad Hoc Group on Green Growth, brings together experts from a range of different committees and provides cross-cutting and cross-sectoral business expertise as the OECD recommendation on green growth are being implemented. The Ad Hoc Group provides input to the Rio+20 conference through active BIAC involvement in the International Business Green Economy Dialogue, which involves the organisation of five major international conferences in the run-up to Rio+20.

## POLICY GROUPS

### HEALTH CARE



#### CHAIR

##### **Ms. Nicole Denjoy**

European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry (COCIR)  
BELGIUM

#### VICE CHAIRS

##### **Mr. James S. Anderson**

GlaxoSmithKline  
Pharmaceuticals  
UNITED KINGDOM

##### **Dr. Hasan Kus**

Anadolu Group  
TURKEY

##### **Mr. Ray Pinto**

Microsoft Europe,  
Middle East  
and Africa  
UNITED STATES

##### **Ms. Anne Scholz**

Confederation of  
German Employers'  
Associations (BDA)  
GERMANY

##### **Dott. Alberta Sciachi**

European Union of  
Private Hospitals  
(UEHP)  
ITALY

The BIAC Task Force on Health Care contributes the views and expertise of the private sector at large to the ongoing OECD work on matters related to health care in order to help address the significant challenges health care systems are facing and improve overall efficiency and sustainability. In addition to BIAC's active involvement in strategic discussions in this area, BIAC contributes to specific projects, including on ageing populations, the role of ICT in health care, healthy lifestyles, economics of prevention, chronic diseases, mental health, pharmaceutical prices as well as health expenditure.

### INFORMATION, COMPUTER AND COMMUNICATIONS POLICY



#### CHAIR

##### **Mr. Joseph H. Alhadeff**

Oracle Corporation  
UNITED STATES

#### VICE CHAIRS

##### **Mr. David Fares**

Newscorp  
UNITED STATES

##### **Mr. Luigi Gambardella**

Telecom Italia  
ITALY

##### **Mr. Stefan Krawczyk**

eBay  
UNITED STATES

##### **Mr. Gaston Melo**

Televisa  
MEXICO

##### **Ms. Ana Trias Lopez**

Deutsche Telekom  
GERMANY

##### **Mr. Jean Jacques Sahel**

Skype  
LUXEMBOURG

##### **Dr. Makoto Yokozawa**

Nomura Research  
Institute, Ltd.  
JAPAN

The BIAC ICCP Committee covers all aspects of OECD analysis and development of Information Communications Technology (ICT) policy guidance. Building on the outcomes of the 2008 OECD Seoul Ministerial on the Future of the Internet Economy, BIAC advocates the necessary policy frameworks that promote: investment and innovation in ICT and their supporting communications infrastructure; the diffusion of ICT goods and services across all sectors; online security and privacy; and benefits to Internet users and consumers.

## INTERNATIONAL INVESTMENT AND CORPORATE RESPONSIBILITY



### CHAIR

#### Mr. Stephen J. Canner

U.S. Council for International Business (USCIB)  
UNITED STATES

### VICE CHAIRS

#### Mr. Alberto Echarri

Ernst & Young Abogados, S.L.  
SPAIN

#### Mr. Clifford Henry

Procter & Gamble Company  
UNITED STATES

#### Mr. Soichiro Sakuma

Nippon Steel Corporation  
JAPAN

The BIAC Committee on International Investment and Multinational Enterprises continues to pursue the importance of improved investment conditions for business. The Committee is also active in the field of corporate social responsibility and the work with the updated OECD Guidelines for Multinational Enterprises, which are non-binding recommendations to companies on responsible business conduct. The Committee promotes the Guidelines with companies and shares its views and experience related to the implementation of the Guidelines with the OECD.

## INTELLECTUAL PROPERTY RIGHTS (IPR)



### CHAIR

#### Mr. Richard A. Johnson

Arnold & Porter LLP  
UNITED STATES

The BIAC Ad Hoc Group on IPR contributes the business perspective to the wide range of IPR-related activities at the OECD, including in the areas of counterfeiting and piracy, fostering innovation, assessing policies and institutional practices for IPR management, examining knowledge markets, and addressing issues related to IP and digital content in the information economy. BIAC has also closely followed OECD work in the area of IP and non-member economies.

## NANOTECHNOLOGY



### CHAIR

#### Mr. Terry L. Medley

DuPont  
UNITED STATES

### VICE CHAIRS

#### Dr. Steffi Friedrichs

Nanotechnology Industries  
Association  
UNITED KINGDOM

#### Mr. Richard A. Johnson

Arnold & Porter LLP  
UNITED STATES

#### Dr. Hans-Jürgen Wiegand

Evonik Degussa GmbH  
GERMANY

The BIAC Nanotechnology Committee is closely involved in the OECD sponsorship programme for the safety testing of a representative set of manufactured nanomaterials, acting as lead/co-sponsor or contributor for a number of materials. BIAC also provides input to OECD work on encouraging innovation in nanotechnology, fostering a sound business environment for nanotechnology broadly as well as addressing the role of nanotechnology in specific areas, such as food, medicines and energy. Going forward, a major focus will be on the role that nanotechnology can play for green growth, to be illustrated among others by a project on the role of nanotechnology in tires.

## POLICY GROUPS

### PRIVATE PENSIONS



#### CHAIR

##### Mr. Michel Benoit

Osler, Hoskin & Harcourt LLP

CANADA

The BIAC Ad Hoc Group on Private Pensions covers economic and regulatory issues related to private pension schemes including funding, governance, protection of benefits, and financial education. The BIAC group advocates that regulation of pension plans must balance the interest of all stakeholders, including sponsor organisations. BIAC works to ensure this balance on the range of policy guidance developed by OECD on occupational pension defined benefit (DB) plans as well as defined contribution plans (DC).

### PUBLIC GOVERNANCE



#### CHAIR

##### Mr. Jens Hedström

Swedish Industry and Commerce for Better Regulation (NNR)

SWEDEN

#### VICE CHAIRS

##### Mr. Yılmaz Argüden

ARGE Danışmanlık A.Ş.

TURKEY

##### Mr. Ján Oravec

The Entrepreneurs Association

of Slovakia

SLOVAK REPUBLIC

BIAC advocates pro-competitive, transparent, predictable and quality regulatory frameworks that support business, entrepreneurship and innovation with minimum administrative burden. The BIAC Governance Committee contributes to OECD work on Public Governance, relating to effective public leadership institutions and services, and Regulatory Policy, which undertakes analysis on regulatory aspects of competition and market openness, in addition to quality and impact of regulation across sectors. BIAC contributes to the OECD reviews of national regulatory frameworks, and also provides input to OECD projects that develop guidance for greater transparency and accountability in public procurement systems.

### RAW MATERIALS



#### CHAIR

##### Mr. Guy Thiran

Eurométaux

BELGIUM

#### VICE CHAIR

##### Mr. Pierre Gratton

The Mining Association of Canada

CANADA

Recognising the importance of a smooth functioning of raw materials markets, the BIAC Raw Materials Committee promotes a broad-based OECD programme on raw material security issues. In view of the growing number of export restrictions which have had serious implications for business in a range of different sectors and countries, BIAC contributes actively to work of the OECD Trade Committee in this area while calling for an expanded role of the OECD on raw materials issues.

## SMALL AND MEDIUM ENTERPRISES

The BIAC Task Force on Small and Medium Enterprises provides expert support to OECD on SME issues across all relevant policy areas including SME finance, SME internationalisation, and engagement in global supply chains. The Task Force also responds to issues as they are addressed in other committees as relevant, for example in the areas of innovation, tax and regulatory reform.

## TAXATION AND FISCAL POLICY



### CHAIR

**Mr. Chris Lenon**

Rio Tinto plc  
UNITED KINGDOM

### VICE CHAIRS

**Dr. Krister Andersson**  
Confederation of  
Swedish Enterprise  
SWEDEN

**Mr. Alan McLean**  
Royal Dutch Shell plc  
NETHERLANDS

**Mr. William Morris**  
GE International Inc.  
UNITED KINGDOM

**Mr. Yoshiyasu Okada**  
Zeirishi-Hojin  
PricewaterhouseCoopers  
JAPAN

**Mr. William Sample**  
Microsoft Corporation  
UNITED STATES

### EXTENDED BUREAU MEMBERS

**Mr. Chris Faiferlick**  
Ernst & Young LLP  
UNITED STATES

**Mr. Karl-Heinz Haydl**  
General Electric Company  
GERMANY

**Mr. Piergiorgio Valente**  
Representing Confindustria  
ITALY

The BIAC Tax Committee pursues predictable, stable and transparent tax frameworks and tax administrative practices for the elimination of double taxation and undue taxation barriers to economic activity in the international business environment. The Committee ensures the relevance of the OECD Model Tax Convention and the OECD 1995 Transfer Pricing Guidelines through (i) working with and advising the OECD Committee on Fiscal Affairs, its Working Parties, and the OECD Secretariat on international tax matters; (ii) consulting on and participating in the construction of OECD tax projects, reports and other instruments (models, guidelines, best practices); and (iii) through generally co-ordinating international business and local activities, perspectives and inputs to the OECD on these matters.

## TECHNOLOGY



### CHAIR

**Dr. Botaro Hirosaki**

NEC Corporation  
JAPAN

### VICE CHAIRS

**Mr. Richard A. Johnson**  
Arnold & Porter LLP  
UNITED STATES

**Mr. Roland Sommer**  
AVL LIST GMBH  
AUSTRIA

**Doc. Ing. Karel Sperlink**  
Association of Innovative  
Entrepreneurship CR  
CZECH REPUBLIC

The BIAC Technology Committee contributes business input to OECD discussions on how science, technology and innovation contribute to sustainable growth and addressing global challenges and offers strong support for OECD work in this area. In light of the new developments that are transforming research, innovation, business models and government policies, BIAC recommends a forward-looking agenda for future OECD work reflecting transformations in science and technology, recognising the importance of intellectual assets, solution-driven science and technology convergence in a global context, overall policy coherence and the provision of an enabling policy framework that fosters innovation and entrepreneurship.

## POLICY GROUPS

### TRADE



*CHAIR*

**Mr. Clifford Sosnow**

Blake, Cassels & Graydon LLP  
CANADA

*VICE-CHAIR*

**Mr. Oliver Wieck**

Federation of German Industries (BDI)  
GERMANY

The BIAC Trade Committee's primary objective is to secure support for a trade liberalisation agenda that delivers the benefits of global open markets. In the context of the current economic situation, it is more important than ever for governments to refrain from protectionist measures. BIAC participates in OECD projects and activities that seek to provide a strong foundation of evidence from which the benefits of free trade can be clearly communicated.

### WATER



*CHAIR*

**Mr. Jack Moss**

AquaFed - The International Federation of Private Water Operators  
FRANCE

The BIAC Ad-Hoc Group on Water contributes to the OECD Horizontal Water Programme and other OECD water-related activities, concentrating on sustainable water and sanitation management. The Group is providing input on issues relating to water security, integrated water resource management, strategic financing and policy coherence, among others. Priorities in 2012 include contributing the business voice to OECD activities at the 6th World Water Forum in Marseilles in March 2012, the OECD's Environmental Outlook to 2030, and other OECD water-related activities.



*BIAC/OECD/AmChamFrance Workshop on The Business Case for Women's Economic Empowerment.*

# SECRETARIAT



**Mr. Tadahiro Asami**  
Secretary General



**Ms. Hanni Rosenbaum**  
Senior Policy Manager



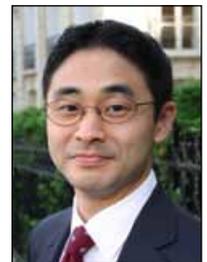
**Ms. Nicole Primmer**  
Senior Policy Manager



**Mr. Jonathan Greenhill**  
Policy Manager



**Ms. Tabea Kölbel**  
Policy Manager



**Mr. Eiichi Ohira**  
Policy Advisor seconded from  
The Dai-ichi Life Insurance  
Company



**Mr. Mark Primmer**  
Head of Communications



**Ms. Marie-Thérèse Dos Reis**  
Head of Administration/Finance  
and Policy Manager Assistant



**Ms. Salette Bellavoine**  
Policy Manager Assistant  
and Communications/Logistics  
Co-ordinator



**Ms. Nathalie Mazier**  
Policy Manager Assistant  
and Recruitment/Administration  
Co-ordinator

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## *Internship programme*

Created in 2004, the BIAC internship programme provides the means for young professional and university level students to provide competent assistance in the many activities of the secretariat.

Over the past year, BIAC has been supported by Ms. Camilla Hanna, Ms. So-Min Jun, Ms. Vilma Kaza, Mr. Shoki Takeda, Ms. Başak Gürsoy-Inquimbert, Ms. Ozge Comek, and Mr. Mario Györi.

# MEMBER ORGANISATIONS

BIAC's 41 members are the major business organisations in the 34 OECD member countries.



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

## OBSERVER ORGANISATIONS

The BIAC observer status is the formal means for organisations representing business and industry associations in non-OECD member countries to engage in BIAC's activities. BIAC has granted observer status to 9 business organisations.



Argentina



Brazil



India



India



Indonesia



Latvia



Morocco



Russia



South Africa

## ASSOCIATE EXPERTS GROUP

BIAC's Associate Experts Group (AEG) is the formal structure for sectoral supra-national business organisations to be engaged in BIAC policy work. 32 organisations participate in the BIAC AEG.





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