



BUSINESSatOECD

# *Business at OECD* (BIAC) at 60

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2022





**Dr. Marcus Wallenberg, first chair and founder of BIAC,** reflecting on 20 years of business partnership with OECD and discussing priorities for the future at a meeting commemorating 20 years of BIAC (March 1982)



Charles Rick Johnston  
Managing Director, Citi Group

# MESSAGE FROM OUR CHAIR

"One of our greatest strengths as *Business at OECD* is our robust global network."

This year, *Business at OECD* (BIAC) turns 60. Our role as the voice of business in the preeminent international organization of countries supporting open markets and democratic values has never been more important.

Sixty years ago, BIAC was established based on a fundamental tenet that has stood the test of time — the need to systematically bring public and private sectors together to support another time-tested reality – free markets and private enterprise in a democratic system representing the most effective and resilient model, upon which society can generate and distribute prosperity. In fact, the need for constant dialogue between entrepreneurs and policymakers has grown stronger over the years. Whether it is to fight pandemics, to show why trade and investment are critical for growth and inclusion, or to advance development in emerging economies, public-private partnerships are a necessity. And the only way to drive them forward is through frank conversations between business and governments, that can enhance trust, fresh, innovative thinking, and consensus. This is what we do best collectively as *Business at OECD* and what is the focus of our mission for the years ahead.

Business advocacy matters. Especially in a world, that is inextricably intertwined, and that depends on cooperation and understanding among countries to move the needle forward. One of our greatest strengths as *Business at OECD* is our robust global network.



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*Business at OECD (BIAC) at 60*  
MESSAGE FROM OUR CHAIR

Over the years, we have provided business perspectives and thought leadership through the regular participation of the leading business and employer organizations in OECD countries—and beyond—and the expertise that business representatives bring to our table. We have given the OECD structured input on matters that affect how our businesses operate in the real economy, and also brokered dialogue with business leaders and senior government officials to translate on-the-ground realities into smart policy-making. Through our network, we have shown that lessons learned locally can be instructive globally.

We have major opportunities and challenges ahead. For one, our business voice can only continue to be strong, if our respective stakeholders understand the value of multilateral collaboration — and the role the OECD plays in pursuing that collaboration. At the same time, the OECD should also address the needs from business to ensure its policy advice can bring tangible outcomes for more productive and growth-oriented economies.

The last sixty years have shown us that businesses, governments, and OECD stakeholders can achieve great success when working together towards common goals. We need to continue to work with governments to show them that it is not an “us versus them” proposition, it is simply “us”. And there is no better place, no better forum than the OECD to powerfully and convincingly demonstrate that business is a dynamic solutions partner. We are the real economy, we are the people who employ people, the people who raise and deploy capital. As an agile and representative business body, we step into our 7th decade with a firm belief that the world is improved by the function and work of the OECD, and that *Business at OECD* will continue to be an essential and integral part of that effort.



*Board Meeting, Washington, D.C. (2017)*



Hanni Rosenbaum

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## MESSAGE FROM OUR EXECUTIVE DIRECTOR

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"Sixty years have brought many changes, and we constantly thrive on innovation, growth, and adaptation to stay ahead of the curve."

Over the past 60 years, *Business at OECD* (BIAC) has been an integral partner to the OECD's policymaking efforts, contributing both to its success and to ours as global business. We have accomplished our mission through private sector insights that have shaped OECD deliverables that underpin national policymaking and the development of global standards. Our engagement has leveraged elements of tradition and innovation, which we will seek to continue as we move forward. Tradition, as for 60 years, we have always lived up to our mission in line with the criteria the OECD Council identified when we—together with TUAC—were recognized as the official advisory committees. For all those years, we have provided comprehensive, yet cutting-edge business input to the wide range of OECD policy areas, reflecting the views of our members, the major business and employers' organizations in OECD countries, which represent companies across sectors and of all sizes.

Sixty years have brought many changes, and we constantly thrive on innovation, growth, and adaptation to stay ahead of the curve. We have expanded our national membership in line with OECD enlargement. Recognizing that we are a global business community, we launched our observer program in 2001, and now also work closely with business organizations from non-OECD countries.

We also incorporate the expertise of over 50 international sectoral organizations, and recently launched a corporate engagement program for companies that as members of our national member organizations support our mission.

Our cooperation with the OECD has deepened significantly over the years. What began with selected engagement has developed into a close partnership. Members of our close to 30 policy groups today directly participate in the respective OECD committee meetings, either in full or in part, or through dedicated consultations. Just last year, we facilitated the participation of over 1000 business experts in OECD meetings and published close to 200 papers contributing to OECD policymaking. Our dialogue with OECD Ambassadors has also significantly expanded, and since 2010, we have been an integral part of the Ministerial Council Meetings. We have also established ourselves as a trusted network partner for the B20 presidencies, thus contributing to the G20, where the OECD plays a fundamental role in implementing important mandates.

The OECD has been and will continue to be vital for business, as it stands for openness and multilateral cooperation to achieve sustainable economic growth, policies for better lives, and the development of a flourishing world economy. A healthy private sector, which we advocate for, is part of the solution. During all these years, our organization has stayed true to its fundamental objective of providing comprehensive business input, while embracing a changing world. It has been an enormous privilege for me to have been part of BIAC's journey for over two decades. Our path will continue as we face new challenges and opportunities ahead of us, making our cooperation with the OECD more important than ever.

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*Business at OECD (BIAC) at 60*  
MESSAGE FROM OUR EXECUTIVE DIRECTOR



*General Assembly, Paris (2017)*



*Board Meeting, Washington, D.C. (2017)*



Mathias Cormann

# MESSAGE FROM THE OECD SECRETARY GENERAL

"We count on *Business at OECD* to stay in the fight to end the health, economic, and social crises caused by the COVID-19 pandemic and build a green, inclusive, and resilient recovery for all."

Sixty years of *Business at OECD* is a milestone for the global business community, and a moment for the OECD to reflect on the value of this longstanding partnership. From its incarnation as the Business and Industry Advisory Committee to today's modern organisation, *Business at OECD* has held the Organisation to its mission as a source of evidence based, practical and actionable policy recommendations in a multi-stakeholder setting.

By actively participating in our daily work, *Business at OECD* has informed our deliberations with the perspectives of over 7 million businesses around the world. As we look to the future, the work of *Business at OECD* will remain vital to our policy recommendations and prove the essential role of stakeholder engagement in building a better future. We count on *Business at OECD* to stay in the fight to end the health, economic, and social crises caused by the COVID-19 pandemic and build a green, inclusive, and resilient recovery for all.



OECD Château de la Muette



Conversation with Mathias Cormann (2021)

# HISTORY OF THE OECD



*Ministerial Council of the OEEC (1949)*

We can trace the history of the Organization for Economic Co-operation and Development OECD—back to the period immediately after World War II, which saw the establishment of other international organizations including the United Nations (1945), the North Atlantic Treaty Organization (1949), and the Council of Europe (1949).

We cannot talk about the development of the OECD without referring to the leadership of US Secretary of State General George Marshall, who enabled European economic reconstruction thanks to American aid under the European Recovery Program, better known as the Marshall Plan. In 1948, countries established the Organization for European Economic Co-operation (OEEC), a precursor to the OECD, to help administer the Plan.

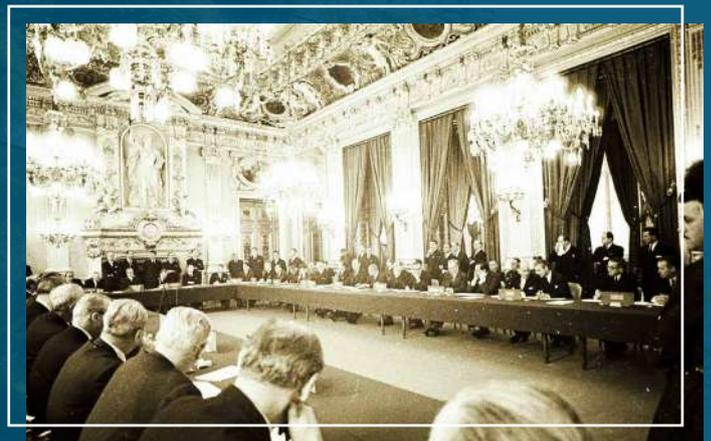


*Former OECD Secretary -General Donald Johnston at BIAC dinner*

On 14 December 1960, 18 European countries, the United States, and Canada signed the Convention of the Organization for Economic Co-operation and Development. In September 1961, the Convention entered into force and gave birth to the OECD.

One of the fundamental purposes of the OECD is to achieve the highest possible economic growth and employment and a rising standard of living in member countries. At the same time, it strives to promote financial stability in its member economies. The Organization has also contributed to liberalizing international trade and the movement of capital between countries. The OECD is now working towards the objective of Better Policies for Better Lives.

In addition to its 38 member countries, the Organization also has close relations with key partners including Brazil, China, India, Indonesia, and South Africa. By leveraging the relationships with key partners, the OECD gathers around its table a group of countries that account for 80% of world trade and investment, giving it a pivotal role in addressing the challenges the world economy faces.



*Signing of the OECD Convention at Quai d'Orsay, Paris (1960)*



*40th Anniversary Commemoration of BIAC (2002)*

# HISTORY OF *Business at OECD (BIAC)*

BIAC was founded on 9 March 1962 as the Business and Industry Advisory Committee to the OECD. The same year, the OECD formally recognized us as one of the two institutional stakeholders of the Organization, together with our trade union counterpart, the Trade Union Advisory Committee to the OECD—TUAC. Our establishment—which came one year after the OECD’s foundation—was made on the basis of championing the core criteria of representativeness, inclusiveness, independence, objectiveness, and broad-based policy orientation.

The OECD Council decision on 5th April 1962 underlined the importance of “maintaining and developing consultations with representatives of labor and management”. Ever since, the close involvement with the business community through us demonstrates the importance the OECD gives to structured business engagement since its early days.

Our first Chair was Mr. Marcus Wallenberg (1962-1964), a banker and one of the most influential Swedish business representatives in the 20th century.

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## Business at OECD (BIAC) at 60

### History of Business at OECD (BIAC)

Following his tenure, we have had 24 chairs from 13 OECD countries: France, Belgium, Sweden, Japan, Germany, Canada, Norway, United Kingdom, Finland, Italy, Korea, the United States, and New Zealand.

We have expanded our global network at the same time as the OECD has enlarged its membership, from our 26 founding members, who adopted our initial BIAC Constitution, to the 45 member organizations representing 38 countries today. Our core constituency represents major business federations in OECD countries that appoint companies of all sizes from various sectors into our strategic and policymaking efforts with the OECD. Together, we represent over 7 million companies today.

As global challenges call for broad involvement, we have also strived to include business organizations from non-OECD countries and have benefitted from the expertise of sectoral supra-national business organizations, which we call our Associate Experts. Finally, through our Friends of Business at OECD program launched in 2019, we garner support from companies that are part of our national members to enhance our mission as the official business body in all aspects of OECD policymaking.

#### 20th Anniversary Commemoration of BIAC (1982)



Former OECD Secretary - General Jean-Claude Paye and former BIAC Secretary - General Yolande Michaud (1991)

Former OECD Secretary-General Jean-Claude Paye, former BIAC Chairman Curt Nicolin, and former BIAC Secretary - General Yolande Michaud at OECD Council Meeting at Ministerial Level (1985)

**Business at OECD (BIAC) at 60**  
History of Business at OECD (BIAC)



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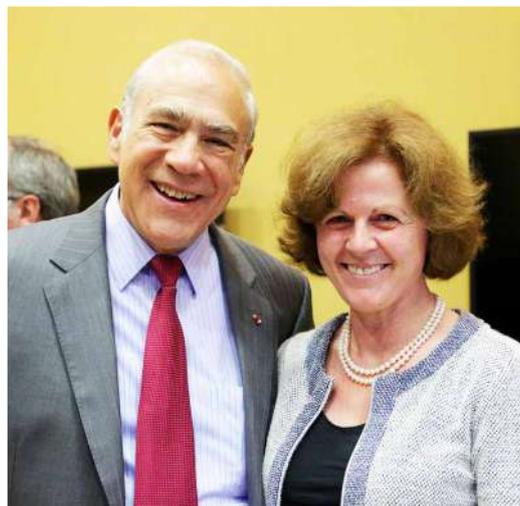




**Business at OECD (BIAC) at 60**  
History of *Business at OECD (BIAC)*



**Business at OECD (BIAC) at 60**  
History of Business at OECD (BIAC)



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**Business at OECD (BIAC) at 60**  
History of *Business at OECD (BIAC)*



# SIX DECADES OF COOPERATION

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Since our inception 60 years ago, we have established ourselves as conveners of the business community in all aspects of OECD policymaking. We have worked closely with a wide range of OECD bodies on quickly evolving thematic initiatives, ranging from economic policy, finance and regulation, to trade and investment, employment, skills and education, taxation, environment and energy, innovation and digital economy, health, well-being and inclusiveness, responsible business conduct and governance, SMEs and entrepreneurship as well as the 2030 agenda for sustainable development.

Through our close partnership with the OECD, we have contributed the private sector perspective to almost all public policy areas, which inform national reform agendas and contribute to whole-of-government approaches to complex challenges. As the voice of business, we have worked together with the OECD across decades, calling for market-based principles, a rules-based international order, and a global level playing field. Key to these objectives are the OECD's international standards. Our joint history of cooperation ranges from the implementation of the OECD Codes of Liberalization of Capital Movement, originally adopted in 1961, the development of the OECD Guidelines for Multinational Enterprises and international investment instruments in 1976, the adoption of the OECD's Export Credit Arrangement in 1978, and the development of the OECD Anti-Bribery Convention in 1999, to recent milestones, such as the launch of the OECD Recommendation on Artificial Intelligence and the OECD Digital Security Guidelines in 2019, the OECD work on tax, with the implementation of the Base Erosion and Profit Shifting (BEPS) action plan and the 2021 landmark agreement on taxation of the digitalizing economy. For these instruments, and many others, we have advised the OECD from the early stages of their design and have provided practical business input for their successful implementation.

The OECD has raised the bar, not only through international standards, but also by offering a platform for dialogue and providing evidence-based and trusted analysis. The work on trade in value added (TiVA), for example, has provided new insights on the economic importance of trade. We have actively contributed to OECD work on trade and investment to raise awareness of existing problems and barriers. As the OECD acts as a knowledge partner to other global fora, such as the WTO, the UNFCCC, the G7 and G20, it has given us additional opportunities to influence debates among the world's most important economies.

We have consistently and quickly responded to new challenges and opportunities. Our strong engagement on digital policy dates back to 1999, when we organized a symposium on e-commerce with over 300 decision makers. Today we are an integral partner of the OECD crosscutting going digital project, launched in 2017. We have also helped shape the important work on gender and inclusiveness, green growth, integrity and good governance, and contributed to the organization's horizontal program on new economic approaches and economic challenges. We have highlighted the role of business as a solutions provider in the evolving OECD work on making our economies more sustainable and inclusive, and addressing urgent global challenges. Throughout the years, we have consistently called for a job-rich, private-sector led growth agenda, underlining the importance of an enabling policy framework, open markets and a global level playing field.

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## Business at OECD (BIAC) at 60 SIX DECADES OF COOPERATION

In addition to our 'seat at the table' in the OECD Committee discussions, we expanded our cooperation and strengthened our dialogues at the highest levels. As part of our leadership engagement, we organize an Annual Consultation with OECD Ambassadors and Leadership to proactively frame what business needs from the OECD at the outset of every year. We have also secured our formal participation in OECD meetings at Ministerial level. While we had already been invited to a formal consultation ahead of the Ministerial Council Meeting as early as 1979, as of 2009, *Business at OECD (BIAC)* and TUAC—as institutional stakeholders—also participate directly in the meeting, paving the way for the strategic direction of the Organization. In line with our increased engagement, we have also participated in numerous thematic ministerial meetings on labor, education, environment, innovation, or health issues, to name just a few.

The last 60 years have seen several economic crises and challenges. But the Covid-19 pandemic shook the world economy and our societies at an unprecedented scale. As the health and economic crisis unfolded, we ensured regular exchanges with our member organizations to incorporate business concerns and challenges to inform sound crisis responses, including a comprehensive collection of case studies on disruptions in supply chains.

The crisis underlined the importance of multi-lateral cooperation beyond the OECD's current membership, a sound policy framework for private sector-led job creation, and keeping markets open for trade and investment flowing within a sound, transparent, and predictable rules-based framework. It has also highlighted the importance of continued focus on gender, youth and inclusiveness.

We enter our 7th decade with tangible opportunities and challenges we can and must collectively address—with our national business and employer federations in the lead, supported through stronger communications as we engage our respective stakeholders. We will continue to deliver value to our members, providing access to the OECD's cutting-edge data, evidence, and enabling members to shape our advocacy efforts and exchange with other business federations – and their corporate affiliates – in OECD countries and beyond. We will also bring business and government leaders closer together, ensuring that our dialogue can inform all OECD initiatives early on and can bring tangible benefits for entrepreneurs and the societies where they operate.

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# OUR 10 BUSINESS PRIORITIES TODAY

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- Provide comprehensive business input as the OECD implements the global tax deal.
- Advocate for structural reforms and adequate finance as we recover from Covid-19.
- Defend the OECD's role in clearly advocating for open markets.
- Contribute to the OECD work program on environmental sustainability and climate change.
- Advance smart policies to further leverage the digital transformation.
- Promote integrated approaches to fight corruption and enhance responsible business conduct.
- Put job creation at the heart of the OECD agenda and foster youth integration.
- Stimulate innovation, inclusive entrepreneurship, and small business development.
- Ensure that the OECD develops a foresight role for post-pandemic health policies.
- Pursue good corporate governance and competitive neutrality that works for all.

# Business at OECD (BIAC) BY NUMBERS

**7 million**   
Businesses represented

**40+**   
National Member  
Organizations

**1000+**   
Business experts at  
OECD meetings per year

**10+**   
Observers

**180**   
Submissions to the  
OECD per year

**50+**   
Associate Expert  
Groups

**29**   
Policy groups

**10+**   
Companies participating  
in our Friends program

# HOW WE WORK

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## WE ARE

- An international business network with a global membership representing over 7 million companies of all sizes.
- A cross-industry diverse group with a common mission: advocate for open markets and private sector-led growth.
- A trusted partner to the OECD and other international institutions.

## WHAT WE BRING TO THE TABLE

- An officially recognized business voice to the OECD with over 60 years of experience conveying business perspectives and expertise to policymakers on a broad range of global economic governance and policy issues.
- Access to high-level OECD meetings, forums, and discussions on leading matters that impact businesses globally.
- An international network of 1000+ business experts meeting regularly with OECD governments and key leadership for consultations on global governance and economic policy.
- Strategic counsel on major policy decisions, peer reviews, and key OECD policy instruments.
- International advocacy through the formulation of policy positions and the engagement with government officials in OECD member and non-member economies.
- Targeted expertise through 29 policy groups communicating business perspectives to OECD committees, Working Parties, and governments.

## OUR GOALS

- **Competence:** A positive influence on OECD policy initiatives through sound knowledge.
- **Advocacy:** Address business and industry needs at all OECD policy decision levels.
- **Coordination:** We are the hub for all OECD developments that could impact business.
- **Thought leadership:** Our expert network brings comprehensive input and consensus industry perspectives on key policy matters.

## OUR POLICY GROUPS

- Our policy groups bring together business peers from the international business community, build positions on policy initiatives that OECD and member governments are addressing for international and local implementation, and connect with policymakers affecting aspects of their national and global economies.
- Our national member organizations can appoint their staff or their member/associated companies in the 29 policy groups that lead our policy engagement with OECD bodies.
- Through *Business at OECD*, we also offer the possibility to connect the national member organizations and their members interested in obtaining OECD data or analysis with relevant experts within the OECD.
- The national member organizations can participate as attendees and/or speakers in thematic conferences organized by OECD, *Business at OECD*, and our members on priority areas of interest.
- Our policy groups' Chairs and Vice-chairs are selected by the our Executive Board based on candidates proposed by national member organizations.

# TESTIMONIES FROM FORMER BIAC CHAIRS AND SECRETARIAT LEADERSHIP



Mr. William Deeks  
Chair (1992-1994)

Critical to the effectiveness of the OECD is the input of information from the outside global world, a principle focus of BIAC, which contributes the voice of the global business community. To improve this input in the 1990's we started the custom of periodic dinners in addition to our regular meetings with the Ambassadors to have a frank exchange of views. Equally important has been the ability to staff BIAC with the best qualified people, and we value the strong support OECD has given us. Another critical milestone has been building a positive relationship with TUAC, the other institutional stakeholder to the OECD representing trade unions.



Dr. Bruno Lamborghini  
Chair (2001-2004)

As a former Chairman of BIAC in 2001-2004, who represented Confindustria, the Italian National Industry Association, I am very glad and honored to celebrate the 60th BIAC Anniversary. *Business at OECD* is a unique institution, which represents the entire business industry and contributes to promoting a multilateral and open business environment on a global level, as the main source of progress, equality and prosperity.



Mr. Jin Roy Ryu  
Chair (2004-2006)

The fiercest enemies of business are instability and unpredictability. Over its first 60 years, BIAC has established itself as a critical voice for responsible, sustainable growth – helping industry navigate challenges and seize opportunities in our constantly changing world. As we look to the future, especially here in the wake of a historic pandemic, BIAC's mission advocating for open markets and private sector-led growth has never been more urgent or essential.

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## Business at OECD (BIAC) at 60

### TESTIMONIES FROM FORMER BIAC CHAIRS AND SECRETARIAT LEADERSHIP

Sixty years ago, when the OECD was born, the world was still recovering from a devastating world war and faced the risk of nuclear annihilation. The challenges of today are different, but just as consequential, maybe more so. Even as the issues have evolved, the OECD has remained an invaluable source of cooperative and creative thinking about how to address them. BIAC has been integral to this work from the beginning. Its real-world advice based on the voluntary work of thousands of business people with marketplace experience in many geographies and industries is more vital than ever.



Mr. Charles P. Heeter Jr.  
Chair (2006-2012)

I saw the best of BIAC during two of the greatest global crises of our time – The Global Financial Crisis and the Covid-19 pandemic. BIAC engaged energetically and constructively with the OECD, giving policy makers the benefit of real world experience and an informed global business voice. These kinds of events showcase the value of the deep, ongoing partnership between the OECD and the business community - leading to better outcomes for communities all around the world.



Mr. Phil O'Reilly  
Chair (2013-2021)

Whether responding to historic events like the global financial crisis or continuously engaging its members to improve a range of economic policies, the OECD has always been the essential source of thoughtful analysis and advice. And BIAC, with its mirrored committee structure of business experts, has always supported those efforts with the private sector's best practical perspectives and recommendations. Two iconic developments during my tenure exemplified this close working relationship: the transition in eastern Europe and the emergence of the Internet as a paradigm-shifting tool for communication and commerce. In each case, BIAC provided the OECD with invaluable expertise to ensure that key issues were understood and addressed effectively in policy responses. There is no doubt that this close partnership will endure well beyond this 60th Anniversary.



Mr. Steven L. Bate  
Executive Director (1994-1999)



Mr. Douglas C. Worth  
Secretary General (1999-2003)

As the war ended, George Catlett Marshall was an American soldier and statesman. His commitment was to put back together a fractured continent with a commonality of democratic capitalism and so, what had become known as the Marshall Plan and its organizational management in Paris took on a longer-term existential relevance. The Organization for Economic Cooperation and Development was born. Assuring the freedoms inherent in democratic capitalism became a diplomatic cornerstone, upon which the evolving perspectives of capital and labor could blend. BIAC and TUAC were created to reflect those perspectives, not just in Europe but globally. From innovation-instilled growth comes rising productivity and standard of living, fundamental goals for every government. The collaborative and analytical search for continued economic betterment at the OECD is an opportunity no business or industry interest should miss.



Mr. Tadahiro Asami  
Secretary General (2007-2012)

Congratulations to BIAC on its 60th anniversary. BIAC is an essential global business organization that addresses policy issues and proposes workable solutions through public-private sector dialogue. Business will increasingly encounter a bumpy road ahead, with forces that disturb or distort the market-based economy in many critical areas. I am confident that, with the strong support of its member organizations and its hardworking staff members, BIAC will succeed in accomplishing its important objectives.



Mr. Bernhard Welschke  
Secretary General (2013-2018)

With a longstanding formal mandate from governments, *Business at OECD (BIAC)* is in a unique position to shape regulatory affairs and economic policy decisions with impact on the national and international level. Over the years, and with support from members in OECD and other leading economies, it developed deep knowledge on a broad range of topics with great relevance for productive and inclusive societies. Recently, and in step with the OECD secretariat, *Business at OECD (BIAC)* managed to become a leading advisor for the G20 and other international fora. As a business group with global reach, it is well prepared to inform the critical debates of our time on policies that support sustainable economic growth and enhance the benefits of open markets.

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*Business at OECD (BIAC) at 60*





# OUR TEAM TODAY

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Business at OECD (BIAC) at 60

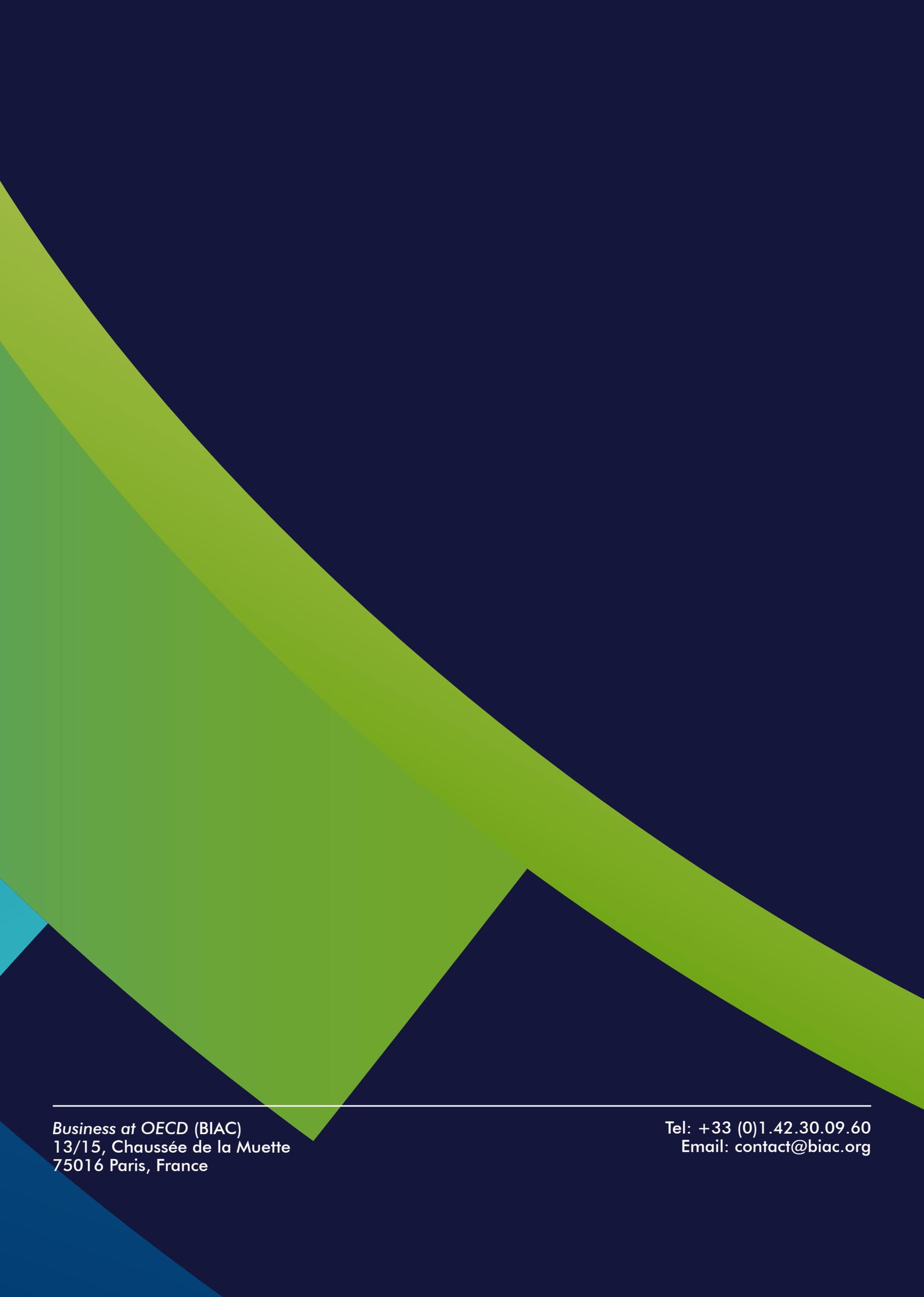




General Assembly, Paris (2019)



This brochure was coordinated by Hiroki Tamura.



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*Business at OECD (BIAC)*  
13/15, Chaussée de la Muette  
75016 Paris, France

Tel: +33 (0)1.42.30.09.60  
Email: [contact@biac.org](mailto:contact@biac.org)