



# Fighting for Business in Challenging Times







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## TO OUR MEMBERS AND FRIENDS,

As the voice of leading U.S. manufacturers and service providers that operate around the world, USCIB remains focused on its mission of advancing policies that will grow the U.S. economy, create jobs and foster sustained prosperity by improving the competitiveness of American business. We do this with the help of our unmatched global network – encompassing the International Chamber of Commerce, the International Organization of Employers and Business at OECD, which serve as crucial platforms for American business to gain a seat at the table and speak with a unified voice in international policy and regulatory forums.

The populist backlash against global economic integration has created an environment of significant policy uncertainty for international business. Yet as we wrote to President Trump in the lead-up to his 2018 State of the Union address, it is essential for the United States and the American people to remain engaged and committed to growing the U.S. and global economies.

We believe that the following policy approaches will put us on the right path:

- **Opening markets to increased trade and investment.** The U.S. can best lead by modernizing, strengthening and enforcing a rules-based trade and investment system to open markets, reduce barriers and eliminate unfair trade practices. We are pressing for the modernization of NAFTA and other agreements with key partners and allies. And we have urged the Trump administration to commit to initiating new negotiations that will lead to more trade with Asia, Europe and Latin America, as well as plurilateral and other broad efforts via the WTO.
- **Continuing to reduce regulatory barriers.** We welcome efforts to reduce regulatory and tax barriers for both small business and global companies, which will lead to more cost-effective and efficient production of goods and services for U.S. and overseas consumers. We must eliminate duplicative, burdensome regulatory policies here and abroad as part of establishing a more coherent international regulatory framework.
- **Preparing for the jobs of the future.** U.S. companies seeking to compete globally must adapt to new technologies and rapidly changing business models. We need workers who are also able to adapt to the changing business realities. We seek commitments from governments to work with the private sector in creating a new framework for lifelong education. Such an effort can empower individuals to compete, succeed and prosper in the 21st-century economy.
- **Facilitating innovation.** Future economic growth for U.S. businesses and workers depends upon our ability to innovate and widely deploy that innovation for the benefit of the U.S. economy. The dramatic growth of trade in digital goods and services is just one example of the increasing importance of innovation to the continued success of U.S. companies, especially of SMEs. We are urging governments to commit to policies that enhance rather than stifle innovation and allow for adoption of breakthrough technologies, products, energy sources and services.



Harold McGraw III and Peter M. Robinson

- **Championing sustainability.** The UN's 2030 Development Agenda and related global initiatives will dramatically impact the future shape of international commerce. We need to ensure that these efforts work for, and with, the private sector. Moreover, as supply chains become increasingly complex, business needs to have its voice heard on efforts to curtail forced and child labor, and to promote human rights more broadly.
- **Exerting international leadership where it matters.** The United States has always stood as a beacon for democracy, economic growth and opportunity, as well as robust and principled international leadership. Business and governments around the world must commit to being at the table in major international forums – holding international organizations accountable, while driving and shaping the policies developed in these institutions.

It is ironic that the backlash to globalization has come as the United States and other advanced economies have already borne much of the “pain” of increased trade and global competition. As billions more around the world have entered the global middle class, we need to position ourselves to take full advantage of the enormous growth opportunities this presents.

By opting for policy choices like those above, we will be especially well positioned to succeed in the next phase of global integration. USCIB and its members are committed to keeping policy makers focused on the future, and to supporting and strengthening our global network and the voice of business worldwide.

**Harold McGraw III**  
Chairman Emeritus, S&P Global  
Chairman, USCIB

**Peter M. Robinson**  
President and CEO  
USCIB

June 2018

# 2018 Policy Advocacy Priorities

## Driving an Agenda for American Success in The Global Economy

### Spur Growth Through Expanded Trade

- Press for a modernized North American Free Trade Agreement to be concluded in 2018
- Advocate for effective enforcement of trade rules and new market-opening agreements
- Drive robust implementation of the WTO Trade Facilitation Agreement
- Support effective implementation of the Customs Reauthorization Act

### Promote and Protect Investment in the United States and Abroad

- Eliminate policies requiring forced localization and restricting cross-border data flows
- Promote pro-investment policies and investor protections internationally
- Work to revive the U.S. bilateral investment treaty program with appropriate partners
- Ensure balanced CFIUS reform to both protect national security and mainstream openness

### Prepare the Workforce for the Jobs of the Future

- Champion global policies to build competitive workforces for the 21st-century economy
- Press for flexible labor markets, women's empowerment and youth employment worldwide
- Support the development of technologies to grow digital skills and speed worker retraining
- Promote the ILO's work to improve national implementation and enforcement of labor laws

## Advance American Competitiveness and Innovation

- Argue for sensible taxation policies to promote cross-border trade and investment
- Reduce double taxation and tax disputes via principles-based rules that encourage growth
- Promote strong global rules to protect U.S. intellectual property
- Maintain stability of the global Internet through engagement with ICANN and other bodies
- Foster cyber security and privacy policies that enable innovation and cross-border data flows

## Foster the Private-Sector Role in Sustainable Development

- Spur ongoing business leadership in implementation of the UN 2030 development agenda
- Advance global climate action alongside energy security, innovation and climate resilience
- Promote sound, inclusive solutions to cross-border environment and energy challenges
- Support labeling measures to inform consumers and protect confidential information

## Catalyze Business's Positive Social Impact

- Foster consensus on the distinct roles of states and companies in upholding human rights
- Support voluntary approaches to enhance corporate responsibility reporting and PPPs
- Ensure effective regulatory regimes to combat bribery, corruption and human trafficking
- Promote multi-stakeholder initiatives to improve working conditions in global supply chains
- Advance voluntary consumer initiatives, responsible marketing, and healthy lifestyles





# Spurring Growth Through Expanded Trade

The populist backlash threatens to reverse hard-fought gains.



Rob Mulligan, Senior Vice President,  
Policy and Government Affairs

Opening global markets for trade and investment is critical for U.S. prosperity and for the continued growth of USCIB member companies. But the populist backlash against greater global integration threatens not only to stymie future trade liberalization, but also to reverse hard-fought gains made through many years of progress to open overseas markets and keep them open.

The Trump administration has made no secret of its intention to “re-balance” U.S. trade through aggressive enforcement actions and through the renegotiation or even scrapping of key U.S. trade pacts like NAFTA. This past year, USCIB and others in the business community have pushed back vigorously on this growing protectionism – in bilateral, plurilateral, and multilateral forums, including NAFTA, the World Trade Organization, and the World Customs Organization. Alongside our partners in the International Chamber of Commerce, we are driving for robust implementation of the WTO Trade Facilitation Agreement while supporting effective implementation of the U.S. Customs Reauthorization Act.

The NAFTA region is vital to U.S. business, and the 25-year old agreement has played an important role in fostering a trade relationship with Canada and Mexico that now supports 14 million U.S. jobs and through which the two U.S. trading partners purchase nearly one-third of U.S. exports. Over the past year, our trade team has worked hard to ensure that a modernized NAFTA meets the needs of today’s changing economic landscape, while retaining what works from the original agreement. USCIB will continue to press our government, as well as the governments of Mexico and Canada, to ensure that a modernized NAFTA opens opportunities for American businesses.

Beyond North America, by 2030, two-thirds of all middle-class consumers will be in Asia, making this region a priority for U.S. companies. In light of the U.S. withdrawal from negotiations to wrap up the Trans-Pacific Partnership, USCIB is urging the Trump administration to initiate talks with countries in the region to ensure that American goods and services companies have open and fair access to markets in the Asia-Pacific. USCIB will also work through APEC to maintain connections with business and governments in the region, and pursue initiatives that can improve market access and greater regulatory compatibility for our members.

In Asia, China presents both great opportunities and a tremendous challenge for U.S. business. USCIB is urging the Trump administration to develop a coherent strategy for pressing China to further open its markets to U.S. companies and eliminate the proliferating Chinese policies aimed at hindering access. The administration needs a holistic approach, to effectively address issues including IP theft and forced tech transfer, in a framework that maintains stability in the relationship and does not result in a trade war.



## Advancing American Competitiveness



Mike Michener, Vice President,  
Product Policy and Innovation

With intellectual property issues looming large across a plethora of multilateral organizations and intergovernmental trade discussions, subsequently threatening American competitiveness abroad, USCIB has redoubled its efforts to promote American competitiveness with the relaunch of its Intellectual Property and Innovation Committee in 2017. The revamped committee now features four distinct working groups on trademarks, copyrights, patents and confidential business information.

While it is often difficult to build consensus within the business community regarding certain aspects of innovation and IP policy, USCIB is pushing proactively for a common goal of improving USCIB members' global competitiveness and identifying new international initiatives to secure IP rights and promote innovation. The relaunch has already served as a platform to facilitate a renewed relationship between USCIB members and representatives from the World Intellectual Property Organization (WIPO) and the U.S. Patent and Trademark Office (USPTO).



The committee is also building upon USCIB's longstanding commitment to protecting intellectual property – and the innovation and creativity it underpins – via robust U.S. trade policy and expanded international diplomatic commitments. Together with the International Chamber of

Commerce (ICC) and ICC's newly elevated status as an observer in the United Nations General Assembly, USCIB is augmenting ICC's longstanding work with WIPO and other international agencies, as well as national governments, to promote effective protection of intellectual property around the world.



**USCIB seeks to foster improved IPR protection and maintain the stability of the global Internet.**



Barbara Wanner, Vice President, ICT Policy

With the cross-border trade in digital goods and services accelerating at a rapid pace, USCIB is ensuring that policy makers and business continue to work together to optimize the benefits of data flows. To achieve this, USCIB has been working directly with Business at OECD (BIAC) to help ensure a digital economic ecosystem in which all sectors will prosper contributing to the OECD's Going Digital Project. The project, launched in 2017, aims to examine how the digital transformation affects policy-making across a large spectrum of policy issues, including consumer policy, digital economy, science, technology and innovation, fiscal affairs and taxation, and much more. Through BIAC, USCIB has been emphasizing the importance of a multi-stakeholder approach to managing both opportunities and challenges in the ever-evolving digital economy, involving cooperation and information exchange between actors. This will ensure development of effective and policies that create an enabling environment for business innovation and commercial operations. Such polices are designed to address cutting-edge challenges in the digital ecosystem, such as security and privacy protections.

Beyond the OECD, USCIB has been active in discussions of the EU-U.S. Privacy Shield Framework to underscore the importance of ensuring robust and reliable transatlantic data flows, which are vital for healthy U.S.-EU commercial relations. USCIB believes that the Framework provides greater legal certainty and consumer confidence in data transfers and, in the long-term, will promote commercial activities and investments yielding increased economic and societal

benefits on both sides of the Atlantic. USCIB will continue to support the Framework at its upcoming Annual Review later this year.

The Internet Governance Forum (IGF) continues to be a crucial platform for USCIB to promote American competitiveness by ensuring that representatives from all stakeholder groups together shape policies related to the Internet to enable innovation, foster a secure, stable, and resilient online environment, and promote women's empowerment – all of which align with the United Nation's Sustainable Development Goals (SDGs). At the December 2017 IGF, USCIB joined more than 2,000 stakeholders from business, government, civil society, the technical community and academia to promote an open, accessible, and inclusive Internet unhampered by burdensome and intrusive regulation. Joining its global business colleagues from the International Chamber of Commerce (ICC), USCIB urged the IGF to continue to serve as a forum for multistakeholder discussions on Internet governance issues and retain its role as an incubator of ideas and best practices in addressing opportunities and challenges in the digital ecosystem. One of these challenges was evoked at an official IGF workshop titled, "Navigating Gender and Youth Challenges: Telling Stories About Women, Technology, and Creation." USCIB used this workshop to emphasize

the role of both governments and the private sector in ensuring that the digital gender divide is bridged and calling for proper implementation of laws that are already in place to effectively transcend cultural mores that hold back women. Speaking on behalf of its members, USCIB highlighted inspiring initiatives and success stories at American companies that helped develop STEM skills and coding by young women that enabled their involvement in the digital economy.

Finally, USCIB has been leveraging its new and official role as Business Constituency representative to the Commercial Stakeholder Group of the Internet Corporation for Assigned Names and Numbers (ICANN). Using its position, USCIB has been able to help influence the development of an approach to ensure that ICANN and the industry of more than 1,000 generic top-level domain (gTLD) registries and registrars comply with existing ICANN contractual requirements concerning the collection of registration data, but also meet the privacy protection requirements of the EU General Data Protection Regulation (GDPR) while allowing access to the data to support public and legitimate business interests. This topic was at the top of USCIB members' agendas at ICANN meetings throughout year in Puerto Rico (March 2018), Panama (June 2018), and Spain (October 2018).







# Fostering the Private Sector's Role in Sustainable Development

We are working to create enabling frameworks to advance business's contributions to sustainability.



Norine Kennedy, Vice President,  
Strategic International Engagement,  
Energy and Environment

Economic, environmental and social dimensions of sustainable development continue to be a major policy and business priority for USCIB members.

U.S. companies continue to embed and implement the UN Sustainable Development Goals (SDGs), both as a framework for corporate responsibility, but also increasingly as part of their business plans.

As governments face the funding, measurement, technical and other implementation realities of the SDGs, UN 2030 Agenda and UN climate agreement, it is clear that private sector ingenuity, investment and involvement will be indispensable.

Over the past year, USCIB has been working to highlight ongoing business leadership and the diversity of business response and contribution to the full range of the UN 2030 Agenda for Sustainable Development outcomes, along with related climate policy and action.

The scale of the Agenda has created unparalleled opportunities for business to demonstrate its role in creating prosperity, generating innovative solutions, and as a partner in bridging finance and technical capacity gaps to enable countries to reach their SDG targets. As such, USCIB continues to expand the scope of its SDG working group, as well as its dedicated platform Business for 2030, which showcases companies' contributions to sustainable development through the prism of the SDGs. At the time of this report's publication, the Business for 2030 platform showcased over 200 initiatives across 52 companies in over 150 countries, covering over 50% of the 169 SDG targets.

To further demonstrate U.S. business' contribution and leadership on sustainable development and the necessary market and policy frameworks to



support it, USCIB organized two public-private experts' roundtables on SDGs during the 72nd Session of the UN General Assembly in September.

The first roundtable, on data analytics, presented an innovative framework to encourage companies to shift from SDG reporting to developing a business strategy that consolidates SDGs into the entire business process by assessing government SDG reports for market opportunities. The second roundtable, entitled Shared Interests in the SDGs: Business Makes It Happen discussed public-private partnerships with UN institutions and at national level, highlighting innovative and inclusive governance and cooperation as important to scaling up and accelerating SDG implementation.

More specifically on the climate front, USCIB continues to lead a coalition of businesses through the Major Economies Business Forum (BizMEF) to help push the UN to provide business with greater access and ensure transparency in the climate negotiating process. Separately, through ICC, USCIB has been involved in the UNFCCC's Talanoa Dialogue to overview collaborative action by governments, business and others taking the first steps to advance national pledges under the Paris Agreement, and consider how to animate more action from all sectors of society. A year-long process of discussions, consultations, events and expert inputs will culminate at the 24th Conference of Parties in Poland (COP24) in December 2018. Talanoa Dialogue is the first time that business and other stakeholder inputs are to be mainstreamed into the UNFCCC deliberations. CaOP24 will also reach agreement on other aspects of Paris

Agreement implementation, including the use of carbon markets, tracking verifying reductions of greenhouse gas emissions, which is key to fairness, competitiveness and comparability of effort between countries.

En route to COP24, USCIB will continue to liaise with the Administration to ensure U.S. economic interests are defended, and business is consulted as climate negotiations march forward. Additionally, USCIB, working with BizMEF, will launch a new report at COP24 on implementation of national climate pledges (also known as nationally determined contributions) through public-private cooperation. Work on this new report has already begun at the May UNFCCC meetings in Bonn, where USCIB staff interviewed government representatives from South Africa, Mexico and Morocco, among others. Along with inputs from leading national and regional business groups, the interviews with governments will inform the report, presenting diverse priorities and challenges for developing and developed countries. USCIB will partner with Business at OECD in October to convene a workshop in Paris at the OECD to review an advance copy of the report, and add perspectives from members of the OECD Climate Change Experts Group. USCIB hopes the report will demonstrate transparency and business inclusion is crucial to successful implementation of climate policy.

Expectations for U.S. business to deliver sustainable development in the global marketplace as well as here in the U.S., along with jobs and economic prosperity, continue to expand into new areas, including human rights. Looking ahead, USCIB and its members are



preparing to weigh in and help shape emerging policy discussions, including the negotiation of a UN Global Pact for Environment, the nexus of international health and environmental policy and the next deliberations of the UN Environmental Assembly, that will focus on innovative solutions for sustainable consumption and production.

USCIB continues to work with its global network, including ICC, Business at OECD (BIAC), and the

International Organization of Employers. As intergovernmental discussions on the Development Agenda and implementation of the Paris Agreement move forward, USCIB will continue advocating for good governance and the rule of law, economic growth, energy security, climate resilience, enabling environments, public-private partnerships and open and inclusive channels for business involvement and input.

# Catalyzing Business’s Positive Social Impact



Gabriella Rigg Herzog, Vice President,  
Corporate Responsibility and Labor Affairs

USCIB promotes responsible business practices and works to shape global policy frameworks that foster good governance and better enforcement of laws by states – which in turn helps companies mitigate risks. Our member companies bring deep experience to the intersection of business and society, navigating the evolving expectations of the private sector in the areas of human rights, employment conditions and social impact. But while companies are working to identify and eliminate possible forced labor, human trafficking or other ills that may exist in their supply chains, their ability to effect whole-scale change is unfortunately limited without support from governments and other stakeholders.

In September 2017, USCIB teamed up with Barrick Gold and Article One Advisors to hold a symposium in Washington, D.C. on Human Rights and Remedy in Business Relationships with Limited Leverage. Businesses often have different types of leverage to promote respect for human rights in their operations. This leverage can also extend to using business relationships to seek to influence and help promote greater access to judicial and non-judicial remedy for victims – in keeping with the UN Guiding Principles on Business and Human Rights, the foundational framework that guides governments, business and civil society on this important issue.



USCIB members are navigating expanding expectations of business while working for better national governance.

USCIB Vice President for Corporate Responsibility and Labor Affairs Gabriella Rigg Herzog traveled to Geneva in October 2017 for the UN Intergovernmental Working Group on transnational corporations and other business entities with respect to human rights. She also participated in the 6th Annual UN Forum on Business and Human Rights, the world’s largest gathering of government, civil society, business and other stakeholders focused on the promotion and implementation of the UNGPs. In February 2018, Herzog participated in a consultation on human rights due diligence held by the UN Working Group on Business and Human Rights in Geneva. Businesses – in accordance with the UN Guiding Principles – demonstrate respect for human rights by operating with due diligence by analyzing their operations for potential human rights impacts and then seeking to mitigate any findings.

In June 2018, Herzog led the U.S. employer delegation to the annual International Labor Organization conference in Geneva, which saw the first round of a two-year standard-setting discussion on violence and harassment in the workplace. While there was strong consensus among the government, employer and worker representatives on the need for ILO action, there was a frustrating lack of consensus on core definitions that will determine the ultimate effectiveness of the instrument and its chances to attract governments for ratification. Resolution of these issues will be critical for success.

In addition, preparing workers for the jobs of the future is of critical importance and is an essential task for governments and the private sector. USCIB’s CEO Peter Robinson co-chairs the B20 employment and education working group that channels business inputs on key issues to G20 ministers. Apprenticeships, for example, play a crucial role in supporting the development of business-ready skills for youth and in realizing goals of inclusive economic growth and an equitable transition to a more sustainable world. In July 2017, The USCIB Foundation (USCIB’s educational and research arm) partnered with Citi and the Global Apprenticeship Network to organize a New York roundtable focused on apprenticeship models and practice in the U.S.







# Promoting Growth-Oriented Tax Policies

USCIB is actively engaged at the OECD, the United Nations, and directly with the U.S. and other countries, especially on taxation of the digital economy.



Carol Doran Klein, Vice President and International Tax Counsel

The BEPS project generally accepted the current rules for dividing income between countries based on the functions, assets and risks located in each country and focused on better delineation of what that means. Implementation of BEPS is ongoing; it is important for U.S. based businesses to remain engaged because consistent implementation of the agreed rules will be essential to avoid double taxation. USCIB continues to provide important input into areas such as the transfer pricing of intangibles and the attribution of profits to branch activities. However, while BEPS implementation is ongoing some countries are challenging the current division of taxing rights and some countries would like to assert the right to tax more income in the market jurisdiction. Some countries believe that it is appropriate to tax digital companies differently because they have a different relationship with their users and data is more valuable to digital companies. Other countries believe that the digital companies should not be singled out; that if new rules are appropriate, then those rules should apply broadly to all companies that have high-value intangibles.

These issues have been taken up in the OECD, the UN, and the EU. USCIB members have been engaging in these forums to ensure that any new tax rules are based on income tax principles, are consistent with international obligations, avoid double taxation, are based on value creation in the local jurisdiction, and recognize technology intangibles (not just marketing intangibles).

These issues are highly political because allocating more income to market jurisdictions will result in double taxation unless companies where income is currently allocated are willing to give up their right to tax. To the extent that BEPS eliminated the allocation of income to jurisdictions in which it was not subject to tax, then reallocating income will require other countries to forgo their right to tax or result in increased double taxation. Since many countries are looking to increase revenues, it is difficult for countries to give up a taxing right.



# 2017 International Leadership Award Dinner

**USCIB's 2017 International Leadership Award Dinner took place at United Nations Headquarters in New York on November 28. The Award Dinner brought together over 220 USCIB members, UN dignitaries and press to honor Mastercard President and CEO Ajay Banga and celebrate the private sector's contribution to the United Nations' Sustainable Development Goals (SDGs).**

The leadership award, established in 1980, is presented to a leading CEO, international figure or institution, and recognizes outstanding contributions to global trade, finance and investment, and to improving the global competitive framework in which American business operates. In honoring Banga, USCIB also recognized Mastercard's leading work in global financial inclusion. Upon accepting the award, Banga was joined by Eric Roston, chief sustainability editor with Bloomberg News, for a "fireside chat" exploring Banga's thoughts on business leadership and sustainability.

The gala event also served to showcase the private sector's efforts to align its activities with the SDGs, including via a new video, spotlighting a number of USCIB member companies, for the Business for 2030 web platform launched by USCIB two years ago.





UN Deputy Secretary General Amina Mohammed: “Business leaders are ever more eager to work with governments on the 2030 Development Agenda.”



USCIB President and CEO Peter Robinson: “This has been a watershed year for American business working effectively with international institutions – not just the UN, but also the G20, OECD, ILO and so many others.”



Ajay Banga (Mastercard) and Eric Roston (Bloomberg News) engage in a fireside chat during the dinner

Honoree Ajay Banga of Mastercard: “The private sector has a major responsibility and role to play in driving financial inclusion and, ultimately, inclusive growth, by bringing investment, innovation and scale to the table.”



USCIB Chairman Terry McGraw: “To build a better world, we need institutions like the United Nations to function effectively and harmoniously, representing not just all of their member governments, but all interested stakeholders.”

# Our Global Reach: Our Unique Value Proposition

USCIB staff and members circled the globe, advancing the view and priorities of american business in key international forums. Here is a sampling of our global reach.



**NEW YORK, NY**  
USCIB's Jonathan Huneke speaks at the USCIB-Global Apprenticeship Networks Roundtable



**WASHINGTON, DC**  
USCIB Tax Committee Chair Bill Sample (Microsoft) speaks on panel at USCIB-OECD 2018 International Tax Conference

**BERKELEY, CALIFORNIA**  
OECD Digital Economy meetings

**CORK AND DUBLIN, IRELAND**  
BIAC's OECD Communications Roundtable

**MIAMI, FLORIDA**  
ICC 15th Conference on International Arbitration

**QUITO, ECUADOR**  
ICC Americas Meeting



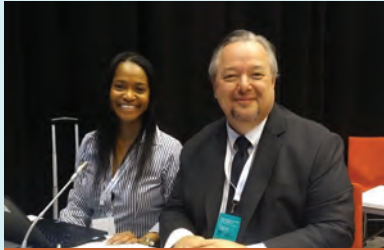
**MEXICO CITY, MEXICO**  
USCIB's Eva Hampl speaks at side-events during a NAFTA negotiating round



**BRUSSELS, BELGIUM**  
USCIB's Megan Giblin attends World Customs Organization Meeting

**BUENOS AIRES, ARGENTINA**  
World Trade Organization and B20 meetings





**STOCKHOLM, SWEDEN**  
USCIB's Mike Michener and USCIB member Sophia Danenberg (Boeing) attend meetings of the Strategic Approach to International Chemicals Management (SAICM) meetings



**BONN, GERMANY**  
USCIB's Peter Robinson speaks at the United Nations Climate Change Conference (COP-23)

**TOKYO, JAPAN**  
OECD/BAC/Keidanren Tax Conference



**GENEVA, SWITZERLAND**  
USCIB's Gabriella Rigg Herzog makes a statement on behalf of employers at the 2017 International Labor Conference

**NAIROBI, KENYA**  
UN Environment Assembly (UNEA3)

**BEIJING, XI'AN, CHINA**  
ATA Carnet 20th Anniversary

**DA NANG, VIETNAM**  
APEC CEO Summit



**ABU DHABI, UNITED ARAB EMIRATES**  
USCIB's Barbara Wanner makes a statement at ICANN-60

Throughout 2017-2018, USCIB members and staff leveraged the power of USCIB's global network – encompassing the International Chamber of Commerce, Business at OECD (BIAC), and the International Organization of Employers, as well as numerous national business organizations – influencing international laws, regulations and treaties. USCIB makes its members' views known through its direct access to international organizations, governments and policy makers.

# Global Access, Global Influence

No other organization can do what USCIB does, because no one else can match our global network. USCIB serves as the American affiliate of three global business bodies – the International Chamber of Commerce, the International Organization of Employers, and the Business and Industry Advisory Committee to the OECD – and works closely with partner business organizations at the national level in many countries. This unique network provides unparalleled access to the international policy makers and regulatory authorities. ICC, IOE and BIAC are the recognized private-sector representatives in the United Nations system, the 35-nation Organization for Economic Cooperation and Development (OECD) and the International Labor Organization (ILO). They speak with authority on behalf of business at major diplomatic gatherings and directly with national governments.



## IOE

IOE is the largest network of the private sector in the world, with more than 150 business/employer organisation members. For 100 years, in social and employment policy debate taking place in the ILO, to which IOE is the sole representative, and across the UN, G20 and other emerging processes, the IOE is recognised for its unique expertise, advocacy and influence as a powerful and balanced voice for business worldwide.



## Business at OECD

Business at OECD (BIAC) speaks for business at the OECD. Established in 1962, we stand for policies that enable businesses of all sizes to contribute to growth, economic development, and prosperity. Through Business at OECD, national business and employers federations and their members provide expertise to the OECD and governments for competitive economies, better business, and better lives.



## ICC

The International Chamber of Commerce (ICC) is the world's largest business organization with a network of over 6 million members in more than 100 countries. ICC works to promote international trade, responsible business conduct and a global approach to regulation through a unique mix of advocacy and standard setting activities— together with market-leading dispute resolution services. Our members include many of the world's largest companies, SMEs, business associations and local chambers of commerce.





ACCESS



INTERNATIONAL BUSINESS ORGANIZATIONS



INFLUENCE



INTERGOVERNMENTAL ORGANIZATIONS



IMPACT

OPEN MARKETS • SUSTAINABLE DEVELOPMENT  
COMPETITIVENESS & INNOVATION  
CORPORATE RESPONSIBILITY • INTERNATIONAL ENGAGEMENT

# USCIB Mission to Geneva Targets UN Agencies



In an effort to ensure inclusivity and transparency of international policy deliberations for business at the United Nations, USCIB organized a Geneva “door knock” meeting to UN and multilateral institutions in April, bringing together a USCIB delegation of members and staff to meet with UN agencies, officials in the U.S. Mission to the United Nations and other important government representatives in order to highlight American policy priorities and concerns. The topical areas and issues of concern included food and agriculture, healthcare, intellectual property and innovation, sustainability, environment and chemicals, and trade.

USCIB presented itself as a unique business organization, affiliated with ICC, IOE and Business at OECD (BIAC), and constructively involved in an array of UN institutions, with positive examples of the benefits of such engagement. USCIB members spoke to how U.S. business innovation, investment, and partnership deliver global progress advancing economic benefits in the U.S. and globally, with examples found on USCIB’s Businessfor2030 web platform, and argued for enabling frameworks of policy, markets and governance.

The USCIB member delegation met with the World Health Organization (WHO), World Intellectual Property Organization (WIPO), the Office of the UN High Commissioner for Human Rights (OHCHR), the World Trade Organization, and UN Environment, as well as country missions, including the U.S., UK, Japan and Brazil.



# Mission Critical Services for Business



## ATA Carnet – The Merchandise Passport

USCIB is the national guaranteeing association for ATA Carnet, commonly known as the “Merchandise Passport,” an international customs document that speeds up procedures by allowing for duty-free, tax-free temporary import and export of professional equipment, commercial samples and goods for fairs and exhibitions. The Carnet is recognized in 78 countries. About 185,000 ATA Carnets were issued in 2017, covering goods valued at over \$26 billion. Of that total, over 20,000 Carnets were issued in the United States, covering approximately \$8 billion, with the help of USCIB’s Service Providers – Roanoke Insurance Group and Corporation for International Business.



## ICC Arbitration & Dispute Resolution

U.S. parties continue to be the most numerous among those using ICC arbitration to resolve their international business disputes – a reflection of the significant international exposure of American business through cross-border trade and investment. Fostering an effective means to help these companies resolve international commercial disputes is a key component of USCIB’s mission to promote economic growth through international commerce. Through our affiliation with the International Chamber of Commerce, we nominate members to serve on ICC’s prestigious International Court of Arbitration, assist the Court with nominations of U.S. arbitrators, and enable our members to serve on ICC’s Commission on Arbitration and ADR.

Furthermore, USCIB’s Arbitration Committee plays an active role in promoting and guiding the development of ICC’s dispute resolution services in the U.S. Chaired by Grant Hanessian of Baker & McKenzie LLP, the committee encompasses some 1,600 renowned attorneys at international law firms, experienced U.S. arbitrators and mediators and executives from our Fortune 500 corporate members. Drawing from a vibrant network of regional and substantive subcommittees, USCIB organizes various programs on dispute resolution for the American business and legal communities. This year, among other things, we saw the continuation of a joint program in Paris, organized by our Expatriate Subcommittee with ICC Canada. USCIB also supports annual ICC arbitration conferences in New York, Miami, Houston and California.



## ICC Academy

Based in Singapore and delivered online, the ICC Academy sets a new standard for professional education, providing a relevant business education that encourages individuals to reach their highest potential with respect to professional competency and ethical conduct. Benefiting from ICC’s global network – reaching over 6.5 million businesses, chambers of commerce and enterprises in over 130 countries – the ICC Academy serves the global needs of business education. The ICC Academy offers those in developing or remote regions equal access to world-class professional educational opportunities, therefore helping develop skills even in the most challenging environments.



## World Chambers Federation

The WCF is ICC’s specialized division for more than 10,000 chamber of commerce members worldwide. U.S. chambers that join USCIB automatically become members of WCF. As organizer of the biennial World Chamber Congress, delegates from around the world gather to network, build economic bridges and share experiences on grassroots issues.



From left to right: Shea Gopaul (GAN), Ronnie Goldberg (USCIB), Linda Kromjong (IOE), Peter Robinson (USCIB)

# Thought Leadership

## USCIB FOUNDATION

The USCIB Foundation promotes the benefits of a free market economy and documents the essential role of business in achieving economic growth and social development. Through education, research and convenings, the Foundation strives to inform future choices made by stakeholders and policymakers that benefit people around the world. We believe business has the capacity to be a force for good as well as profit through innovation, investment and shared values that will lead to a more prosperous and just society. We fund proposals that will make a difference in one of four programmatic areas that shape who we are as an organization and guide how we work:

- **Growth, Jobs and Open Markets**
- **Competitiveness and Innovation**
- **Business in Society**
- **Sustainable Development**

The Foundation currently supports several programs including:

- **UN-Business Nutrition Accord: “No More Missed Opportunities” – Dialogue between select leaders of UN agencies and food and beverage companies to address the barriers constraining private sector engagement in global nutrition goals under the Sustainable Development Goals resulting in a core set of principles to enable UN-industry collaboration and partnership in the reduction of malnutrition.**
- **Businessfor2030.org: A public access online platform showcasing business’ past and continuing contributions to sustainable development through case studies presented through the prism of the UN Sustainable Development Goals.**

- **Future of Work: Convening dialogue on the changing nature of work, the workforce, and the workplace to stimulate learning, develop new insights, and build a tangible sense of what is possible.**
- **Global Apprenticeship Network (GAN): Grants to support a coalition of committed companies, international organizations and business and employers’ federations who create work-readiness programs for youth and foster skills for business.**

## USCIB COMMUNICATIONS

USCIB staff and members are regularly consulted by journalists and others in the policy community for their expertise and insights. USCIB’s highly regarded quarterly magazine, *International Business*, provides insight into major trade and investment topics, a high-level overview of USCIB policy advocacy and services, USCIB member news and updates from our global network. With a print circulation of 3,800 and online readership of over 8,000, *International Business* readers include top corporate executives, legal professionals, government officials, representatives of international organizations and other members of the policy community.

Subscriptions to *International Business* are available free of charge to representatives of USCIB member organizations, and to non-members for a nominal fee. We also publish a free weekly electronic edition of *International Business* that is read by thousands of USCIB members and friends, plus valuable newsletters focusing on our activities in Washington DC, *Washington Update*, as well as our international activities, *Global Impact*.



# USCIB Membership

Throughout 2017-2018, USCIB members and staff leveraged the power of USCIB’s global network –encompassing the International Chamber of Commerce, Business at OECD (BIAC), and the International Organization of Employers, as well as numerous national business organizations – influencing international laws, regulations and treaties. USCIB makes its members’ views known through its direct access to international organizations, governments and policy makers.

## NEW MEMBERS

AB InBev  
Amway  
Applied Materials  
Barrick Gold  
Biotechnology Innovation Organization  
Calasian Chamber of Commerce  
Cargill  
Comcast Corporation  
Cooley LLP  
Dechert LLP  
Expedia  
FMC Corporation  
Gilead Sciences, Inc.  
Hilton  
Holland & Hart LLP  
Jim Bacchus  
Mars  
NCTA - The Internet and Television Association  
Nike, Inc.  
Reed Smith LLP  
Sidley Austin LLP  
Uber  
Winston & Strawn LLP

## CORPORATIONS AND PROFESSIONAL FIRMS

21st Century Fox  
AB InBev  
Adecco Group North America  
Amazon.com  
American Express Company  
Amgen  
Amway  
Apple Inc.  
Applied Materials  
Arkema  
AT&T Corporation  
Barrick Gold Corporation  
Bechtel Corporation  
The Boeing Company  
Bonhams  
BP America Inc.  
BT Americas Inc.  
Cargill  
Caterpillar Inc.  
CBS News  
CenturyLink  
The Chemours Company  
Chevron Corporation  
Christie’s Inc.  
Chubb  
CIB  
Cisco Systems, Inc.  
Citigroup Inc.  
The Coca-Cola Company  
Comcast Corporation  
Dell  
Deloitte  
Delphi Corporation  
J. & S.S. DeYoung, Inc.  
DHL Express USA, Inc.  
DIAGEO

The Walt Disney Company  
DowDuPont  
Eaton Corporation  
EBay Inc.  
Eli Lilly and Company  
Energy Transportation Group, Inc.  
Ericsson  
Ernst & Young LLP  
Expedia  
Exxon Mobil Corporation  
Facebook  
FedEx Corporation  
Feld Entertainment, Inc.  
Ferrero USA, Inc.  
FMC Corporation  
General Dynamics Corporation  
General Electric Company  
General Mills, Inc.  
Gilead Sciences, Inc.  
Goldman Sachs  
Google Inc.  
Grant Thornton International Ltd.  
HanesBrands, Inc.  
Hewlett Packard Enterprise  
Hilton  
HP Inc.  
IBM Corporation  
Intel Corporation  
JELD-WEN, Inc.  
Johnson & Johnson  
Johnson Controls, Inc.  
J.P. Morgan Chase & Company  
Juniper Networks  
Keysight Technologies  
Kimberly-Clark Corporation  
Koch Industries, Inc.  
KPMG LLP  
L-3 Technologies, Inc.

## L Brands

L.L. Bean, Inc.  
Levi Strauss & Co.  
Lockheed Martin Corporation  
Marriott International  
Mars, Inc.  
Marsh & McLennan Companies  
Mastercard  
Mattel, Inc.  
Mazars USA LLP  
McDonald's Corporation  
Merck  
Microsoft Corporation  
Monsanto Company  
NBC Universal  
Nike, Inc.  
Nissan North America  
Novozymes A/S  
Oracle America, Inc.  
Paul Fisher, Inc.  
PayPal  
PepsiCo, Inc.  
Pfizer Inc  
Philip Morris International  
Phillips-Van Heusen Corporation  
Pirelli Tire North America  
Pitney Bowes  
PPL Corporation  
PricewaterhouseCoopers LLP  
The Procter & Gamble Company  
Qualcomm  
RELX Group  
Repsol  
Roanoke Insurance Group, Inc.  
Rockwell Collins  
Rock-It Cargo USA LLC  
Sorini, Samet & Associates, LLC  
Sotheby's Holdings, Inc.  
Sovos Compliance  
Sprint Corporation  
Target Corporation  
TCI/BR Communications  
Tektronix, Inc.  
Textron Inc.  
Tiffany & Co.  
Time Warner  
Uber  
United Parcel Service  
United Technologies Corporation  
Verisign, Inc.  
Verizon Communications  
Vertex Inc.  
Visa U.S.A.  
Wal-Mart Stores, Inc.  
Wells Fargo & Company  
Harry Winston, Inc.

## LAW FIRMS

Alston & Bird, LLP  
Arnold & Porter  
Baker McKenzie  
Baker Botts LLP  
Barnes, Richardson & Colburn  
Beveridge & Diamond, P.C.  
Caplin & Drysdale  
Chaffetz Lindsey LLP  
Cleary, Gottlieb, Steen & Hamilton LLP  
Cooley LLP  
Covington & Burling LLP  
Cravath, Swaine & Moore LLP  
Crowell & Moring LLP  
Curtis, Mallet-Prevost Colt & Mosle LLP  
Debevoise & Plimpton LLP  
Dechert LLP  
Dentons  
Eversheds Sutherland  
Fenwick & West LLP  
Foley Hoag LLP  
Ford & Harrison LLP  
Fragomen, Del Rey, Bernsen & Loewy LLP  
Freshfields, Bruckhaus, Deringer LLP  
Holland & Hart LLP  
Hughes Hubbard & Reed LLP  
International Trade Counsellors  
Jenner & Block LLP  
Jones Day  
Keller & Heckman LLP  
Kelley Drye & Warren LLP  
Kilpatrick Townsend & Stockton LLP  
King & Spalding LLP  
Kirkland & Ellis LLP  
Latham & Watkins LLP  
Littler Mendelson, P.C.  
Mayer Brown LLP  
McCarthy Tétrault LLP  
McDermott Will & Emery LLP  
Milbank, Tweed, Hadley & McCloy LLP  
Miller & Chevalier  
Morgan, Lewis & Bockius LLP  
Norton Rose Fulbright LLP  
Orrick Herrington & Sutcliffe  
Pillsbury Winthrop LLP  
Proskauer Rose LLP  
Quinn Emanuel Urquhart & Sullivan LLP  
Reed Smith LLP  
Sandler, Travis & Rosenberg, P.A.  
Shearman & Sterling LLP  
Sherman & Howard  
Sidley Austin LLP  
Simpson Thacher & Bartlett LLP  
Squire Patton Boggs LLP  
Stewart and Stewart  
Sullivan & Cromwell LLP

## Telecommunications

Management Group, Inc.  
Vinson & Elkins LLP  
White & Case LLP  
Wiley Rein LLP  
WilmerHale  
Winston & Strawn LLP

## ASSOCIATIONS AND CHAMBERS

American Chemistry Council  
American Cleaning Institute  
American Council of Life Insurers  
American Petroleum Institute  
American World Trade Chamber of Commerce  
BAFT-IFSA  
Biotechnology Innovation Organization  
Business Alliance for Secure Commerce (BASC)  
Calasian Chamber of Commerce  
Computer & Communications Industry Association (CCIA)  
Consumer Specialty Products Association  
Crop Life America  
Distilled Spirits Council  
Global Silicones Council  
Greater Des Moines Partnership  
Grocery Manufacturers of America  
Information Technology Industry Council  
Institute of International Banking Law and Practice  
Institute of Scrap Recycling Industries, Inc.  
Manhattan Chamber of Commerce  
NCTA - The Internet and Television Association  
The Nickel Institute  
Personal Care Products Council  
Pharmaceutical Research and Manufacturers of America (PhRMA)  
Responsible Business Alliance  
Society for Human Resource Management  
Software Finance & Tax Executives Council  
St. Louis Regional Chamber  
TechAmerica  
The Toy Association, Inc.  
U.S. Chamber of Commerce  
World Responsible Accredited Production (WRAP)  
World Shipping Council

07/01/18



# Board & Policy Committees

USCIB’s committees form the heart of our work, providing expert business advice and guidance to policy makers at the national and international levels, across an array of disciplines and industries.

## BOARD OF DIRECTORS

**Chair: Harold McGraw III**  
Chairman Emeritus  
S&P Global

## FINANCE AND OVERSIGHT

A standing committee of the Executive Committee, oversees USCIB financial operations.

**Chair: Donald Monks**  
Vice Chairman (Ret.)  
The Bank of New York Mellon

## ARBITRATION

Promotes ICC arbitration as an expeditious and economical means of settling commercial disputes.

**Chair: Grant Hanessian**  
Partner  
Baker McKenzie

## Subcommittees:

Florida  
Midwest  
Northeast  
Northwest  
Rocky Mountain  
Southeast  
Southern  
Southwest  
Washington D.C.  
Academics  
Corporate Counsel  
Expatriate  
Sole Practitioners  
Transactional Lawyers

## BANKING

Seeks to increase the efficiency and decreases the cost of international trade transactions by promoting the standardization of international banking procedures.

**Chair: Michael F. Quinn**  
Managing Director, Global Trade Services  
J.P. Morgan Chase & Company

## CHINA

Monitor China-related policy developments at major multinational institutions and influence policy-making process to reflect interests of U.S. business.

**Co-Chair: Jianmei Feng**  
Counsel, Public Policy  
GE China

**Co-Chair: Vacant**

**Subcommittee:**  
China Environment

## COMPETITION

Promotes international legal policies that favor an open and competitive environment for U.S. business worldwide.

**Chair: Dina Kallay**  
Head of Antitrust (IPR, Americas & Asia-Pacific), Ericsson

**Vice Chair: Jennifer Patterson**  
Partner  
Kaye Scholer

## CORPORATE RESPONSIBILITY AND LABOR POLICY

Communicates business views to national governments and intergovernmental organizations regarding corporate responsibility and labor issues, including: the substance of government regulations and guidelines on corporate conduct, and the role of voluntary codes of conduct, including use of monitoring and verification.

**Chair: Laura Chapman Rubbo**  
Director, International Labor Standards  
The Walt Disney Company

**Vice Chair: Tam Robert Nguyen**  
Global Head of Sustainability  
Bechtel Corporation

**Vice Chair: David N. Barnes**  
Vice President, Global Workforce Policy  
IBM

## CUSTOMS AND TRADE FACILITATION

Promotes global convergence and modernization of customs practices.

**Chair: Jerry Cook**  
Vice President, International  
HanesBrands, Inc.

**Subcommittee:**  
Customs Valuation

## ENVIRONMENT AND CLIMATE CHANGE

Promotes appropriate environmental protection within an open trade and investment system; advances environmental protection and economic development as fundamental to sustainable development.

**Vice Chair: Paul Hagen**  
Director  
Beveridge and Diamond PC

**Vice Chair: Catherine McKalip-Thompson**  
Manager of Sustainability, Infrastructure  
Bechtel Corporation

**Vice Chair: Justin Perrettson**  
Senior Advisor, Public Affairs  
Novozymes

**Subcommittees:**  
Climate Change  
International Energy Group

## EUROPEAN UNION

Coordinates and formulates USCIB policies on a broad range of developments in the EU affecting U.S. business.

**Chair: Vacant**

## FOOD AND AGRICULTURE

Foster coordination among organizations working to ensure a safe food supply, meaningful food security and enhanced environmental sustainability.

### **Co-Chair: Diego T. Ruiz**

Vice President, Global Public Policy and Government Affairs, PepsiCo

### **Co-Chair: Sylvia Aguilera**

Director, Federal Government Relations, McDonald's Corporation

## HEALTH CARE

Provide timely and objective information and policy advice to the OECD and USCIB affiliate organizations, with the aim of promoting market driven approaches to health care policies.

### **Chair: Vacant**

## INFORMATION, COMMUNICATIONS AND TECHNOLOGY POLICY

Provides business leadership on digital economy policy issues and governance of the Internet and domain name system.

### **Chair: Ellen Blackler**

Vice President, Policy Strategy, Global Public Policy, The Walt Disney Company (as of July 2018)

### **Eric H. Loeb**

Senior Vice President, International External & Regulatory Affairs, AT&T (through June 2018)

### **Working Groups:**

Internet Governance  
ICANN  
Privacy  
Cybersecurity

## INNOVATION AND INTELLECTUAL PROPERTY

Promotes the improvement of intellectual property rights protection worldwide.

### **Chair: Sharon Reiche**

Corporate Counsel, Global Patents and Policy, Legal Division  
Pfizer Inc

## MARKETING AND ADVERTISING

Further the interests of U.S. business with respect to international regulation of marketing, advertising and consumer issues, and promotes self-regulation as an alternative to government intervention.

### **Chair: Brent Sanders**

Associate General Counsel  
Microsoft Corporation

### **Vice Chair: Carla Michelotti**

Vice President  
International Advertising Association

## PRODUCT POLICY

Works to encourage product and chemical policies based on hazard and risk evaluations that reflect good science, protect confidential business information, avoid technical barriers to trade and ensure that U.S. products have timely access to markets around the world.

### **Chair: Sophia Danenberg**

Manager, International EH&S Regulatory Program, Boeing

## TAXATION

Works to eliminate obstacles to international trade and investment arising from U.S. tax regulations, legislation, or treaties.

### **Chair: William Sample**

Tax Policy Advisor  
Microsoft Corporation

### **Vice Chair: Timothy M. McDonald**

Vice President, Finance and Accounting, Global Taxes  
The Procter & Gamble Company

### **Vice Chair: Will Morris**

Deputy Global Tax Policy Leader  
PricewaterhouseCoopers

### **Subcommittees:**

BIAC/ICC  
Consumption Tax  
Environment & Energy Taxes  
Inbound Investment  
Legislative & Administrative Developments  
Tax Treaties  
Transfer Pricing  
Digital Economy  
Financial Services  
Permanent Establishment Issues

## TRADE AND INVESTMENT

Promotes international regimes conducive to foreign investment, market access for goods and services under conditions of fair competition through strengthened international rules and disciplines.

### **Chair: Charles R. Johnston**

Managing Director, Global Government Affairs  
Citigroup Inc.

### **Subcommittees:**

Anti-Bribery  
Digital Trade  
Export Credits  
Financial Services  
State Owned Enterprises



# USCIB Leadership

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*USCIB Sustainability Champion*

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(through Spring 2017)

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United States Council for  
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President and CEO

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Executive Assistant,  
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Senior Counsel

**Nancy Thevenin**  
General Counsel

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Director, Customs and Trade  
Facilitation

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and Environment

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Tax Counsel

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Vice President, Product Policy  
and Innovation

**Chris Olsen**  
Policy and Program Assistant

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Vice President, ICT Policy

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Senior Accountant

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Administrative Assistant

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**Stephanie Moy**  
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Assistant Director,  
ATA Carnet Claims

**Frankie Raddish**  
Manager, ATA Carnet  
Claims Systems

**Eric Robinson**  
ATA Carnet Claims Examiner

**Tatianna Sample**  
Administrative Assistant

**Michael Garcia Sicangco**  
ATA Carnet Claims Examiner

**Glendy Sung**  
Director, ATA Carnet Operations

**Greg Tondi**  
Controller

**Anna Zhang**  
Director, ATA Carnet Claims

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Senior Vice President,  
Business Development

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Digital Marketing and Trade  
Services Assistant

**Alison Hoiem**  
Senior Director, Member Services

**Jonathan Huneke**  
Vice President, Communications  
and Public Affairs

**Kira Yevtukhova**  
Communications Manager



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## MISSION STATEMENT

The United States Council for International Business advances the global interests of American business. We do so through advocacy that calls for an open system of world trade, finance and investment, where business can flourish and contribute to economic growth, human welfare and protection of the environment.

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## HOW WE OPERATE

USCIB's advocacy spans a broad range of policy issues, leveraging the expertise of our business members and a unique network of global business organizations: the International Chamber of Commerce (ICC), the Business and Industry Advisory Committee (BIAC) to the OECD, and the International Organization of Employers (IOE). Through these organizations' official consultative status in major intergovernmental forums, USCIB represents American business positions both to the U.S. government and to international organizations such as the UN system, the OECD and the International Labor Organization.

Our policy positions are developed by our membership, encompassing more than 300 global corporations, professional firms and industry associations, who work through our committees to provide business input for USCIB to convey to policy makers at home and abroad. In addition to our policy work, USCIB is the National Guaranteeing Association for the ATA Carnet, a customs document under which merchandise can be temporarily imported duty-free into the United States and many other countries, and offers a number of other services designed to facilitate cross-border trade and investment.



UNITED STATES COUNCIL FOR  
INTERNATIONAL BUSINESS

### **United States Council for International Business**

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1400 K Street, N.W., Suite 525  
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t 202.371.1316

### **Global business leadership as U.S. affiliate of:**



#### **BUSINESS AT OECD**

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**[www.uscib.org](http://www.uscib.org)**