



Global Regulatory Diplomacy

UNITED STATES COUNCIL FOR INTERNATIONAL BUSINESS
2013–2014 ANNUAL REPORT



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TO OUR MEMBERS AND FRIENDS,

As the world seeks to forge solutions to a variety of shared challenges – such as slow jobs growth, leveraging technology to drive prosperity and dealing with climate change – the role of intergovernmental organizations (IGOs) has only grown in importance. The proliferation of these challenges, and the IGOs addressing them, has spurred new interest from both government and business in USCIB's work. In response, we are redoubling our efforts to serve as an effective voice for American companies in the global institutions that are increasingly central to the formulation of public policy.

Examples abound of recent IGO work that will have a direct impact on American business. To cite but a few:

- the World Trade Organization's Bali package, and related work in the WTO, the World Customs Organization and elsewhere to move forward on a broader trade liberalization agenda
- the OECD and the G20 work to adjust global tax rules to address so-called base erosion and profit-shifting (BEPS)
- negotiations among UN members toward a post-2015 development agenda
- discussions in the International Telecommunications Union, the OECD and elsewhere of Internet governance and related issues like privacy and intellectual property protections
- the ongoing UN climate change negotiations
- action in the ILO and elsewhere to address human rights in the supply chain.

Our work in 2013 focused on specific, achievable goals in each of these areas, while also addressing broader institutional questions affecting the relationship between key IGOs and the private sector. As a channel for international regulatory diplomacy, USCIB is especially well positioned to help American business gain access to global policy makers and impact their deliberations. The depth of our policy expertise, coupled with our unique global business network, allows our members to voice American business concerns to the U.S. government, foreign governments and key IGOs, and to work with overseas business partners in pursuit of shared objectives.

One of our fundamental goals for 2014 and beyond is strengthening the business voice in major IGOs. Working to improve these agencies' receptivity to business views is especially important, given the UN's current focus on the Post-2015 Development Agenda, as well as many high-level, cross-cutting initiatives in the G20 and elsewhere.



Harold McGraw III and Peter M. Robinson

This is especially important in the major UN agencies, where including business as a partner in major initiatives can lead to better results for both government and industry. Business must be part of the dialogue, particularly where private-sector financing and innovation is called upon to contribute to achieving broader societal goals, for example on climate change. This dynamic is already well established in organizations like the OECD and ILO, which forged formal links with the business community from the outset.

At the same time, we are continuing to work closely with the U.S. government to support an ambitious trade agenda to expand access to high-growth markets and deliver the boost to U.S. jobs that more robust cross-border trade and investment can deliver. A particular focus is fostering a better understanding of the integral relationship between trade and foreign direct investment in a world of modern, highly complex global value chains.

We are gratified that all this activity resulted in record growth of USCIB's membership base in 2013. With strong support and direction from our board, USCIB also undertook a number of important institutional changes to reinforce our role as a diversified services organization, addressing both policy matters and practical steps to facilitate trade and investment. These included bringing the New York and Washington policy staffs together into a single unit led by Senior Vice President Rob Mulligan, and creating a more streamlined organizational focus and emphasis on trade services, including ATA Carnet and publishing.

We are committed to maintaining – indeed accelerating – this positive momentum throughout 2014 and into the future. We sincerely thank you for your ongoing support of our work.

Harold McGraw III

Chairman, McGraw Hill Financial
Chairman, USCIB

Peter M. Robinson

President and CEO, USCIB

Growth, Jobs and Open Markets

With over 95 percent of the world's consumers living outside the United States, **cross-border trade and investment** are the lifeblood of the U.S. economy and a necessary foundation for creating more and better jobs for Americans.

Trade supports one in five American jobs, and since 2002, U.S. exports have grown more than twice as fast as gross domestic product, now accounting for 14 percent of GDP.

Workers in U.S. companies that export goods earn on average 18 percent more than those in similar jobs in non-exporting companies.

What's more, **the face of trade has changed remarkably**. In a world of vast global value chains, both exports and imports are crucial to competitiveness and job creation, as are both inward and outbound FDI. The OECD says the import share of U.S. export value has tripled in the last 30 years from seven percent to 22 percent, while the global import content of exports is approaching a staggering 40 percent. Import barriers now effectively serve as a self-imposed tax on one's own exports.

In 2013, the United States and our trading partners made **important progress** toward

expanded global trade and investment – in negotiations for trade pacts with Asia and Europe, and also in a landmark World Trade Organization agreement on trade facilitation – removing many technical and administrative barriers to trade.

Building on this progress, many urgent priorities remain. USCIB's top priorities for trade and investment liberalization include: reaching bipartisan agreement on Trade Promotion Authority legislation; completing the Trans-Pacific Partnership negotiations; finalizing work on expansion of the Information Technology Agreement; making significant progress on the Transatlantic Trade and Investment Partnership, as well as the Trade in International Services Agreement negotiations; and advancing discussions of a U.S.-China bilateral investment treaty.



2014 POLICY ADVOCACY PRIORITIES

USCIB advocates for international regulatory regimes that recognize the essential role business plays in building a prosperous global economy and a sustainable society. As the main business interface with international institutions, USCIB makes sure that business has a seat at the table in international policy development. Here are USCIB's policy priorities for 2014.



WORLD TRADE AGENDA

USCIB and the International Chamber of Commerce helped provide an important push toward a global agreement on trade facilitation. Our June 2013 conference at the Peterson Institute in Washington, D.C., "Payoff from the World Trade Agenda," served as a timely forum for discussion of concrete steps to revive global trade and investment, assessing the potential payoffs from seven agreements that could be harvested from the stalled talks, including trade facilitation. Taken together, these agreements could add 34 million jobs worldwide and secure global GDP gains of \$2 trillion.



BUSINESS INPUT TO THE G20

At the September 2013 G20 Summit in Saint Petersburg, Russia, heads of state met with CEOs representing the Business-20 or "B20," including USCIB Chairman Terry McGraw and other members of ICC's G20 Advisory Group. The executives urged world leaders to drive economic growth and job creation by liberalizing trade and improving conditions for global investment, particularly in infrastructure. USCIB members also contributed to ongoing dialogue with G20 labor ministers on urgent employment creation measures to foster a more robust global jobs recovery.

U.S. prosperity and job creation are tied to economic growth and new opportunities overseas. Policy makers need to understand how business operates and the private sector's positive role in economic development and job creation. For that to happen, we need:

AN AMBITIOUS U.S. TRADE AGENDA

- A high-standard Trans-Pacific Partnership (TPP) agreement
- A comprehensive Transatlantic Trade and Investment Partnership (TTIP) agreement
- Bipartisan Congressional support of well-designed Trade Promotion Authority
- Implementation of the WTO trade facilitation agreement and completion of the Trade in International Services Agreement (TISA) as well as expansion of the Information Technology Agreement (ITA)

POLICIES THAT PROMOTE AND PROTECT CROSS-BORDER INVESTMENT

- Competitive neutrality provisions in the TPP and TTIP, and in bilateral investment treaties
- Elimination of policies of forced localization and restricting cross-border data flows
- A high-standard investment chapter in TPP and TTIP, especially on investor-state dispute settlement
- Business association input to U.S. government on China, Russia and other key BIT negotiations

BUSINESS LEADERSHIP ON ECONOMIC GROWTH, JOB CREATION AND SUSTAINABLE DEVELOPMENT

- At key IGOs, U.S. government, APEC, and with G20 labor ministers for flexible labor markets, women's economic empowerment, pro-growth labor policies and youth employment
- At the UN for input on the UN's post-2015 development agenda
- At APEC in areas of special USCIB expertise (e.g., chemicals, customs, privacy)

Competitiveness and Innovation

The private sector drives innovation and U.S. competitiveness, but only if the right policies are in place to support it.

New technologies and processes can only take hold and spread in a world where governments fully protect intellectual property rights, keep markets open to cross-border trade and investment, and do not place needless barriers on integrated global supply chains. USCIB's activities in several key areas help to reduce threats to U.S. competitiveness and improve the climate for innovation.

With policies affecting **information and communications technologies** (ICTs) and the Internet evolving quickly around the world, USCIB is actively engaged in international discussions affecting ICTs at the highest levels. We participated in key discussions in the wake of the 2012 World Conference on International Telecommunications, in the Internet Governance Forum, and in the OECD.

Our main message is that ICTs now constitute a fundamental building block for global growth, competitiveness and job creation, so policy changes must be weighed carefully, with the interests of all stakeholders taken into account.

As governments focused new scrutiny on the **tax practices of multinational firms**, USCIB and our partner organizations worked closely with the OECD and other forums to ensure that changes to tax rules will not undercut robust cross-border trade and investment. Our annual tax conference, held in conjunction with the OECD, again drew hundreds of tax professionals and policy makers to Washington for an informed discussion of current tax practices, options for reform and the OECD's key role.



2014 POLICY ADVOCACY PRIORITIES

The private sector is the primary engine of innovation. Policy makers need to understand that business requires access to key markets and industries and highly integrated global production networks to beat back threats to U.S. competitiveness. For that to happen, we need:

TAX POLICIES THAT PROMOTE U.S. COMPETITIVENESS

- Fair and industry-neutral tax treatment for multinational companies
- Fair treatment for business in OECD Base Erosion and Profit Shifting (BEPS) tax projects including transfer pricing, intangibles and documentation, hybrid instruments and entities, and permanent establishment

POLICIES THAT FOSTER NEW INFORMATION AND COMMUNICATIONS TECHNOLOGIES

- Multi-stakeholder model for Internet governance ensuring stability, openness and innovative flexibility
- Risk-based models for cybersecurity in the OECD and other forums
- Privacy regulations that do not impede cross-border data flows or hamper innovation

STRONG INTELLECTUAL PROPERTY RIGHTS PROTECTION

- Recognition in trade agreements, at the OECD and other institutions as a necessary prerequisite for innovation and foreign direct investment



CUSTOMS MODERNIZATION

With adoption of a global trade facilitation agreement at the WTO's Bali ministerial, attention turns to implementation and a range of domestic priorities. USCIB is pressing for passage of Customs reauthorization legislation in the U.S. Congress. We believe updating this legislation is critical to improving transparency and efficiency and to fostering a better relationship between trade facilitation, security and enforcement. There is also a growing need for mutual recognition globally and we will continue to engage other countries to further push for an international "single window" initiative.



APEC'S IMPORTANT ROLE

At the October 2013 APEC Summit in Bali, USCIB welcomed commitments by member economies in several important areas, including advancement of the Trans-Pacific Partnership and working within the WTO to open global markets to trade, and especially in concluding a trade facilitation agreement. Prior to the summit, USCIB issued a statement on priority issues for APEC in 2014, when rotating host duties passes to China. USCIB President and CEO Peter Robinson also took part in an event on women's economic empowerment, providing an overview of a new business survey on gender equality in the workplace and ongoing OECD work in the area.

Sustainable Development

Sustainable development requires economic growth, innovation and a robust private sector, all of which are essential in promoting improved environmental protection and living conditions worldwide.

USCIB believes that sustainability is best advanced by creating policy frameworks that catalyze the global marketplace and business's role in developing solutions to environmental and other societal challenges.

The United Nations has embarked on an ambitious effort to define forward-looking objectives – the **Sustainable Development Goals** (SDGs) – to succeed the 2000 Millennium Development Goals. This exercise represents a unique opportunity to mobilize the international community around the importance of private sector-led growth and a more robust, inclusive global economy. USCIB and its global network, including the International Chamber of Commerce, are playing a lead role in providing business views to the UN and its member states on the SDGs, emphasizing the importance of integrating broader environmental, economic and social

elements – including targets for improved national governance – into a wider concept of sustainable development.

At the same time, the international community is nearing the deadline to develop a post-2020 climate change regime. The business community supports an ambitious, inclusive global agreement. To achieve this, negotiators must harness private-sector R&D and investment to deliver climate-friendly technologies and solutions. USCIB has worked hard in the UN climate negotiations and via the Major Economies Business Forum (BizMEF) – a coalition of 20 top business groups from six continents – to advance such an agreement and to secure a more meaningful business interface with climate negotiators. We are well poised to influence the course of negotiations between now and a critical UN climate summit at the end of 2015.

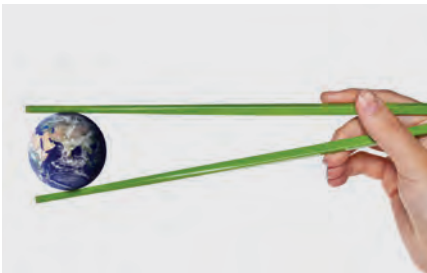


2014 POLICY ADVOCACY PRIORITIES



CHEMICALS IN PRODUCTS

With a number of countries, including Korea, looking to emulate the European Union's aggressive regulation of chemicals up and down the supply chain, USCIB played a lead role in providing cross-industry business views on important international discussions of chemicals in products. These included global talks under the UN's Strategic Approach to International Chemicals Management as well as the APEC Chemicals Dialogue. Our advocacy focuses in large part on ensuring that the perspectives of downstream users of chemicals, and the myriad products they go into, are taken into account.



FOOD & NUTRITION

More than half the world's population is adversely affected by malnutrition, which undermines economic growth and perpetuates poverty. At the same time, obesity is a growing concern in many countries. For these reasons, nutrition is high on the international agenda and an important topic of the UN's Post-2015 Development Agenda. USCIB is spearheading industry preparations for a November 2014 UN conference on global nutrition, where participants will seek to identify new challenges and opportunities for improving nutrition, in light of changes in the global economy and in food systems, as well as advances in science and technology.

Successful U.S. companies are indispensable to improve environmental protection through their investments, management systems and practices. Policy makers need to understand the role business plays in developing solutions to environmental challenges and opportunities. For that to happen, we need:

COST-EFFECTIVE AND COOPERATIVE INTERNATIONAL ENVIRONMENTAL POLICIES

- Favoring of multilateral solutions to trans-boundary environment challenges, and avoidance of unilateral measures that hamper trade and market access
- Risk, science and life-cycle based approaches to chemicals life-cycle management In APEC and the UN
- Business guidance on technology, finance and investment rules to meet environmental and energy challenges that are based on sound economic models and methodologies
- Voluntary labeling and access to environmental information that protects CBI and provides credible information for consumer choices

PRO-GROWTH, MARKET ORIENTED POLICIES THAT PROMOTE SUSTAINABLE DEVELOPMENT

- Opposition to decisions attributing liability for loss and damage to U.S. companies
- Resilience and adaptation to changing environmental circumstances
- Technology neutral policies and other enabling frameworks to encourage trade and investment in cleaner technologies and energy sources
- Pro-growth, market oriented policies that promote all energy options and ensure social well-being



Business in Society

Business can play a positive role in developing pro-active standards across many areas – a phenomenon that long predates the present-day focus on corporate social responsibility.

Through an extensive body of knowledge and robust worldwide network, USCIB is well positioned to help companies navigate the ever-shifting expectations society places on the private sector, and to push back where governments fail to live up to their own responsibilities.

As global supply chains have grown ever more extensive and complex, expectations for multinational firms to police these supply chains have grown as well. Nowhere was this better illustrated in 2014 than in the outrage that followed the collapse of the **Rana Plaza** building in Bangladesh, where garments for many Western brands were being assembled. USCIB welcomed the extension of the Better Work program, a joint initiative of the ILO and the International Finance Corporation, to Bangladesh. The move signals a strong

commitment by governments, in concert with global employers and trade unions, to improve working conditions in the country's garment industry.

Attention also focused on efforts to curtail trade in **conflict minerals** from Central Africa. With a little-known provision of the U.S. Dodd-Frank law threatening to impose a de facto embargo on minerals trade with the region, USCIB worked with the OECD and other partners to put forward a more sensible solution: The OECD brought together all relevant players, including representatives from the entire mineral supply chain, and produced the only internationally recognized due diligence guidance on conflict minerals, which were reflected in new European Union rules.



2014 POLICY ADVOCACY PRIORITIES



REDUCING INFORMALITY

Addressing questions of national governance and the rule of law will be fundamental to tackling post-2015 development challenges. A key issue is fostering changes in government policy that reduce the size of the informal, untaxed economy. USCIB is working through our global business network to secure greater support among governments and other actors for much-needed reforms. We were instrumental in maintaining a crucial indicator of reform, the World Bank's annual Doing Business Report, which measures progress toward reducing barriers to entry by entrepreneurs and smaller businesses.



GLOBAL ADVERTISING STANDARDS

Evolving global standards for marketing and advertising of products such as alcoholic beverages are a key focus of the International Chamber of Commerce, whose array of self-regulatory standards, codes, voluntary rules and guidelines facilitate business and foster best practices. The ICC marketing code is the most widely recognized model for national self-regulation of ad standards around the world. With rigorous standards on a variety of marketing practices and issues, it served as the basis in 2013 for new global guidelines on alcohol marketing and digital ad placement.

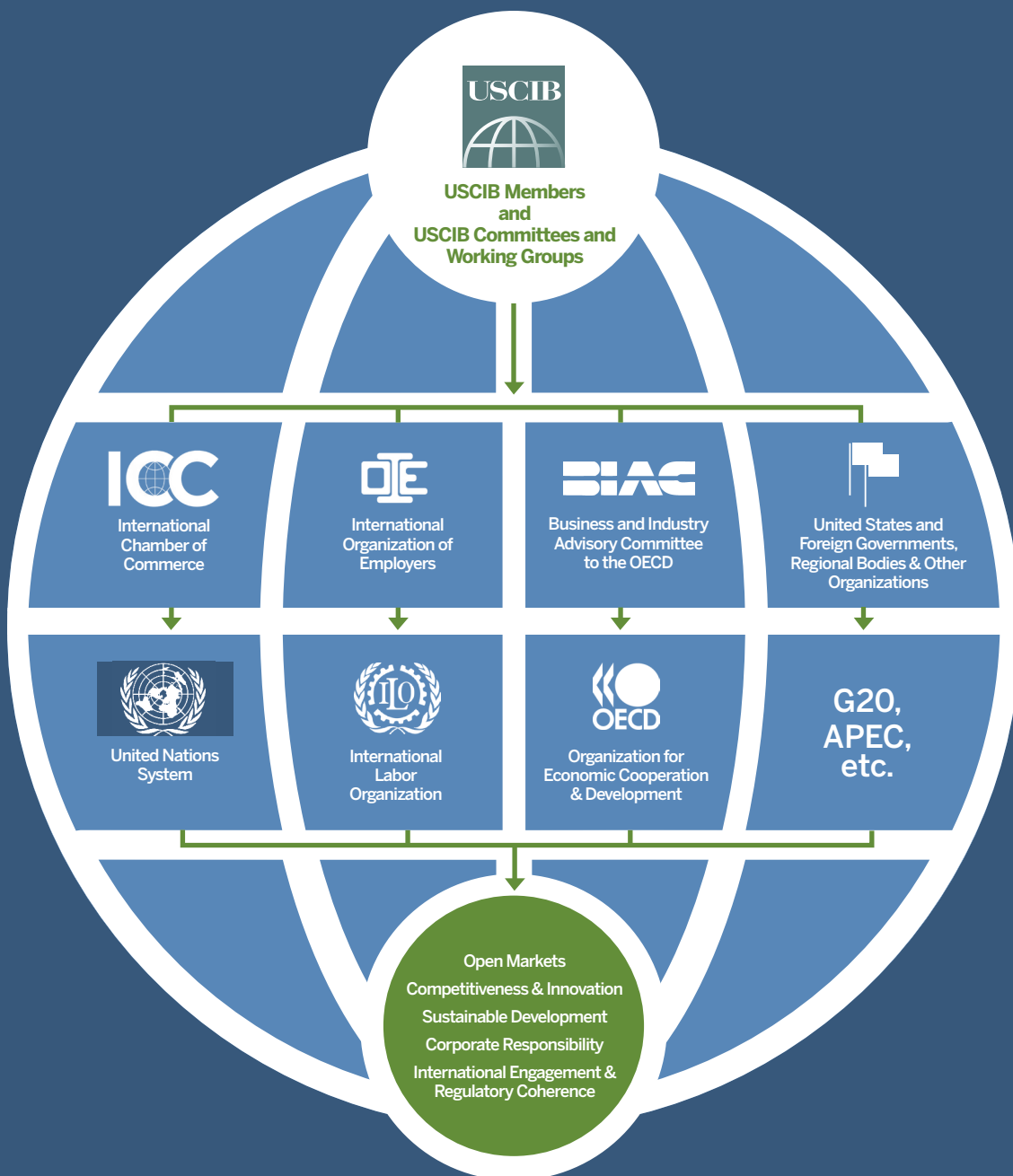
Business faces a wide range of expectations and demands beyond those directly related to the marketplace through its worldwide activities. Policy makers need to understand the role governments must play to protect citizens and the rule of law. For that to happen, we need:

POLICIES THAT RESPECT THE ROLE OF BUSINESS ON INTERNATIONAL CORPORATE RESPONSIBILITY INITIATIVES

- Obligation of government to protect, and companies' commitment to respect, human rights as outlined in the UN Guiding Principles on Business and Human Rights
- Regulatory regimes that combat bribery and corruption
- Voluntary approaches to corporate responsibility particularly on CSR/sustainability reporting

BUSINESS VIEWS REFLECTED IN POLICIES DEALING WITH GLOBAL LABOR RELATIONS

- At the ILO, the ILO Governing Body and International Labor Conference
- At global union federations and in international framework agreements
- At the ILO to improve capacity of national governments to implement and enforce labor laws and in the ILO-IFC Better Work program
- In business initiatives to improve working conditions in supply chains



A World View, a Seat at the Table

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 international policy makers and regulatory authorities.

ICC, IOE and BIAC are the recognized private-sector representatives in the United Nations system, the 34-nation Organization for Economic Cooperation and Development (OECD) and the International Labor Organization (ILO), respectively. They speak with authority on behalf of business at major diplomatic gatherings and directly with national governments.

International Chamber of Commerce

www.iccwbo.com

Promotes international trade and investment, and helps business meet the challenges and opportunities of globalization. ICC has three main activities – rule setting, arbitration and policy – and provides essential services such as ICC Arbitration, training, commercial crime fighting and customs facilitation. A world network of national committees address national and regional business priorities. More than 2,000 experts drawn from ICC's member companies feed their knowledge and experience into crafting the ICC stance on specific business issues. The United Nations, the World Trade Organization, the G20 and many other intergovernmental bodies, both international and regional, are kept in touch with the views of international business through ICC.



LOCATION: Paris

FOUNDED: 1919

MEMBERSHIP

Business interests in
over 140 countries

International Organization of Employers

www.ioe-emp.org

Represents business interests in social and labor matters at the global level, especially in the International Labor Organization, which sets international workplace standards and where employers are represented alongside trade unions and governments in a unique tripartite structure. Communicates business views on the ILO's work, including on education and training, termination of employment, social security, health and safety, and labor standards, and represents employers within the ILO's complaints and supervisory mechanisms. IOE also represents the views of business in the G20 process, the International Standardization Organization, and the UN Human Rights Council, among other organizations.



LOCATION: Geneva

FOUNDED: 1920

MEMBERSHIP

National employers
federations from
143 countries

Business & Industry Advisory Committee to the OECD

www.biac.org

As the officially recognized representative of the OECD business community, advocates consensus industry views to the OECD and its member governments, to ensure that the resulting policy instruments and guidance assist private sector growth and prosperity and, thereby, contribute to the global economy. Coordinates and directly communicates business positions to the OECD in such areas as trade, economic and financial policies, foreign investment, information and telecommunications policy, social policy, taxation, energy and environmental policy.



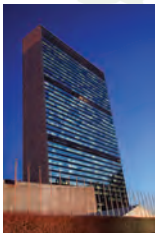
LOCATION: Paris

FOUNDED: 1962

MEMBERSHIP:

National business
organizations from all 34
OECD member countries
as well as major
non-member economies

Championing American Business Around the World



NEW YORK
Business outreach and “door-knock” briefings on UN Post-2015 Development Agenda

WASHINGTON, DC
OECD Tax Conference

ATLANTA
Business and Human Rights Conference

MIAMI
ICC Latin American Arbitration Conference



FRANCE, NETHERLANDS, DENMARK
Public outreach in support of Transatlantic Trade and Investment Partnership (pictured: USCIB's Shaun Donnelly in Copenhagen)

PARIS
Consultations with OECD on BEPS (base erosion and profit shifting) and related tax topics



WASHINGTON, DC
ICC World Trade Agenda Conference (pictured: ICC Trade & Investment Commission Chair James Bacchus)



KIGALI, RWANDA
OECD Joint Forum on Responsible Mineral Sourcing

Throughout 2013, USCIB members and staff circled the globe, advancing the views and priorities of American business in key international forums. Here is just a sampling of where we went and what we did.

Through USCIB, American business can influence the development of national and supra-national laws, regulations and treaties around the world. We make our members' views known via direct outreach to governments, policy makers and international organizations, and through representation at key diplomatic negotiations. Member companies and organizations leverage the power of USCIB's unique global network – encompassing the International Chamber of Commerce, International Organization of Employers, and the Business & Industry Advisory Committee to the OECD, as well as numerous national business organizations – amplifying the global voice of U.S. business.



SAINT PETERSBURG
G20 and B20 Summits
(pictured: USCIB Chairman
Terry McGraw on CNBC)



WARSAW
UN climate change talks

BEIJING
U.S.-China Business
and Legal Forum

GENEVA
ILO meetings, USCIB program
on localization barriers to trade

ISRAEL/PALESTINE
ICC Joint Arbitration
Center established

BANGLADESH
ILO Better Work Program spurs
factory safety reforms



DOHA, QATAR
ICC World Trade Agenda
Summit & World Chambers
Congress (pictured: Remy
Rowhani, Qatar Chamber of
Commerce & Industry)



NAIROBI
UNEP Governing Council
(pictured: The State
Department's John Matuszak,
USCIB's Norine Kennedy)



BALI
WTO Ministerial,
(pictured: WTO Director General
Roberto Azevedo)



BALI
UN Internet Governance Forum,
APEC Summit (pictured at APEC:
Kim Taylor, Johnson & Johnson,
and Peter Robinson, USCIB)

Advancing the Policy Agenda



1

GLOBAL TRADE AGENDA: To spur discussion of concrete steps that could be taken to revive global trade and investment, the Peterson Institute for International Economics joined with the International Chamber of Commerce and USCIB for “Payoff from the World Trade Agenda.” Former World Bank President and U.S. Trade Representative Robert Zoellick spoke at the event.

2

TAX CONFERENCE: Against a backdrop of increased attention to international corporate tax practices, executives and government officials gathered at the 2013 OECD International Tax Conference, weighing the challenges of adapting longstanding global tax principles to the modern economy. IRS Deputy Commissioner Michael Danilack delivered keynote remarks at the conference.

3

AWARD GALA: 2013 International Leadership Award recipient Fred Smith (second from left), CEO of FedEx, is joined by (L-R) UN Deputy Secretary General Jan Eliasson, USCIB Chairman Terry McGraw, and USCIB President and CEO Peter Robinson. Hundreds of USCIB members and friends turned out at New York’s Waldorf-Astoria for this gala annual event.

Throughout the year, USCIB organized many high-profile events in New York, Washington and overseas, bringing the global business perspective to key policy debates, and providing valuable opportunities for members to interface with senior policy makers from the United States, foreign governments and leading intergovernmental bodies.



4

GENEVA TRADE FORUM: USCIB organized a Geneva program on “Localization Barriers to Trade,” focusing on the importance of global value chains to corporate and national competitiveness, and how forced localization requirements undercut the ability of global companies to effectively utilize their value chains to generate growth and jobs in those countries that impose them.

5

UN DOOR-KNOCK: USCIB members met with UN and member states representatives to discuss business priorities in the post-2015 development agenda. The “door-knock” consultations included a Green Economies Dialogue roundtable on green growth aspects. Pictured: Daniella Ballou-Aares (State Department) and Clifford Henry (Procter & Gamble).

6

U.S.-EU TRADE BRIEFING: USCIB organized a well-attended roundtable in New York on the Transatlantic Trade and Investment Partnership negotiations – and the high stakes for U.S. and European business in a successful outcome. Pictured: USCIB Senior Vice President Rob Mulligan.



USCIB BUSINESS SERVICES

Helping You Do Business Faster, Better and Smarter

As part of its mandate to promote closer international cooperation in support of open markets and global business, USCIB provides an array of valuable services to help companies of all sizes export, import and invest across borders – faster, easier and at lower cost. These services are a direct outgrowth of USCIB’s policy work and that of our global network. They also provide a strong financial footing for USCIB as it advances American business interests around the world.

ATA Carnet – The Merchandise Passport

The ATA Carnet, commonly known as the “Merchandise Passport,” is an international customs document allowing for duty-free, tax-free temporary import and export of professional equipment, commercial samples, and goods for fairs and exhibitions. Now grouping more than 70 countries and customs territories, the ATA network expanded in 2013 with the membership of Albania and Madagascar. Bahrain joins the system in June 2014, and Brazil is expected to begin accepting Carnets in time for the Rio Olympic Games. More at www.merchandisepassport.org.

ICC Dispute Resolution

ICC’s International Court of Arbitration® is the world’s foremost body for the resolution of cross-border commercial disputes. USCIB promotes use of the system, proposes arbitrators and nominates members to the ICC Commission on Arbitration and ADR, refers parties to attorneys, assists the ICC in organizing training and conferences, and serves as a resource for those wanting information on the arbitration process and other ICC dispute resolution services. In 2014 the Court registered its 20,000th case, while a new office to administer ICC arbitrations in North America opened its doors in New York City.

Electronic Certificates of Origin

Electronic Certificates of Origin (eCOs) save time and money, bypassing the delay and expense of employing couriers to obtain certification. With USCIB’s eCOs, freight forwarders can apply for COs on behalf of their clients and be in possession of them in hours. And USCIB’s eCO procedures are compliant with the Certificate of Origin Guidelines of the International Chamber of Commerce, increasingly valued by customs administrations around the world. Learn more at www.certsofororiginusa.org.

USCIB International Bookstore

The USCIB International Bookstore, specializing in the titles of the International Chamber of Commerce, has a broad catalogue of publications essential to the conduct of international commerce, with particular focus on banking, trade, contracts and arbitration. The Bookstore offers publications in the form of hardcopy, e-books, and has recently begun offering online training. More at www.internationaltradebooks.org.

THOUGHT LEADERSHIP

Informed Dialogue, Cogent Communications

The USCIB Foundation

In 2013 the Board of Directors of the United States Council Foundation voted to change the name to The USCIB Foundation for stronger branding and recognition as the research and educational arm of USCIB. Its mission remains the same: to conduct information-based research, convene stakeholders, and inform policy makers and the public on sensible regulatory policies that will strengthen trade and investment, innovation and sustainability through environmental management.

Activity continued on four key foundation projects: The “Green Dialogues” initiative and corresponding publication in *Energy Economics* of the corresponding “Green Perspectives” papers; national and international promotion of the “Slaughter Study” findings on global supply networks; a third “Education and Workforce Development” roundtable dealing with “Man and Machine—the Impact of Technology on Employment”; and ongoing facilitation of U.S. corporate support of the ILO/IFC “Better Work” program.

Looking ahead, we expect the Foundation will continue to provide a platform for influential thought leadership on important business and societal issues. More information is available at www.uscibfoundation.org

USCIB Communications

In 2013, we made important contributions to media coverage of international business and the U.S. role in the global economy. USCIB staff and members are regularly consulted by journalists and others in the policy community for their expertise and insights. USCIB’s website and enhanced visibility in social media mean that our message is increasingly heard by those who make and shape news, and by the public at large.

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 business network. 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 two valuable members-only newsletters: *Global Impact* and *Washington Update*.



Participants at a February 2013 USCIB Foundation roundtable on education and workforce development

USCIB Membership: Record Growth in 2013

It was a record year for membership at USCIB in 2013. We acquired 22 new members, including many Fortune 500 companies, and maintained an enviable 97 percent retention rate. Having weathered the financial crisis in 2009, USCIB's membership has continued to grow year over year, and we expect that positive trend to continue in 2014.

Our success was due to several factors, including but not limited to: **strong policy work** from our policy staff on key issues that are attractive to our target market; **closer cooperation** between membership and policy staff on recruitment and retention; and the introduction of a program of **policy briefings** designed to maximize membership and optimize participation that showcase the breadth of value and benefits offered through USCIB.

In addition, **USCIB's board** played a key role when they helped us reach new prospective members, shared names, made introductions and signaled USCIB's value by their own association and leadership in USCIB. Together, our leadership and staff professionals worked as a team, and it paid off.

New Members for 2013

COMPANIES

Amgen
Bechtel
Darden Restaurants
Dell
Deutsche Telekom
DIAGEO
McDonald's
Merck
Mozilla
Nabors Industries
Nissan North America
PartnerRe
Target
TD Bank

LAW FIRMS

Caplin & Drysdale
Miller & Chevalier
Seyfarth Shaw LLP
Sherman & Howard

CHAMBERS

Greater Des Moines Partnership

CONSULTING

RG Transfer Pricing Solutions LLC

ASSOCIATIONS

Institute of Scrap Metal Recycling Industries
Society for Human Resource Management

USCIB Member Organizations

COMPANIES AND PROFESSIONAL FIRMS

21st Century Fox
3M Company
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AT&T Corporation
Avon Products, Inc.
Bechtel Corporation
The Boeing Company
Borderfree
BP America Inc.
Brown-Forman Corporation
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The Capitol Hill Group
Caterpillar Inc.
CBS News
CenturyLink
Chevron Corporation
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Manufacturers of America (PhRMA)
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Silver Nanotechnology Working Group
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Affiliates, Inc. (SOCMA)
Software & Information Industry
Association
Software Finance & Tax Executives Council
TechAmerica
Toy Industry Association
U.S. Chamber of Commerce
World Responsible Accredited Production
(WRAP)
World Shipping Council

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.

EXECUTIVE COMMITTEE

Functions as the Board of Directors of USCIB.

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McGraw Hill Financial

FINANCE AND OVERSIGHT

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

Chair: Donald Monks
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Promotes ICC arbitration as an expeditious and economical means of settling commercial disputes.

Chair: Mark Beckett
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Northeast
Northwest
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Southern
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Washington D.C.
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Transactional Lawyers
Young Arbitrators Forum

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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
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J.P. Morgan Chase & Company

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Fosters better appreciation for biotechnology’s societal benefits, seeks to prevent non science-based barriers to trade in biotechnology products, and advocates sound science and risk management as basis of regulatory approaches.

Chair: Richard A. Johnson
Senior Partner
Arnold & Porter, LLP

CHINA

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

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GE China

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COMPETITION

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

Chair: John Taladay
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CORPORATE RESPONSIBILITY

Communicates business views to national governments and intergovernmental organizations regarding corporate responsibility 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: Clifford Henry
Associate Director, Corporate Sustainable Development
The Procter & Gamble Company

CUSTOMS AND TRADE FACILITATION

Promotes global convergence and modernization of customs practices.

Chair: Jerry Cook
Vice President, Government and Trade Relations
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ENVIRONMENT

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

Chair: Ann Condon
Director and Counsel,
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EUROPEAN UNION

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

Chair: Vacant

HEALTH CARE WORKING GROUP

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: Chris Gray

Senior Director, Global Institutions
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INFORMATION, COMMUNICATIONS AND TECHNOLOGY POLICY

Provides business leadership on electronic commerce policy issues, business-generated guidelines, and establishment of business services.

Chair: David A. Gross (thru 6/14)

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Working groups:

Internet Governance
Privacy
Cybersecurity
ICANN & Domain Name System
Telecommunications
ICT/Trade Intersection

INTELLECTUAL PROPERTY

Promotes the improvement of intellectual property rights protection worldwide.

Chair: Daniel Duncan

Senior Director, Government Affairs
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LABOR AND EMPLOYMENT

Seeks to establish an international industrial relations environment characterized by flexible labor markets and minimal government intervention.

Chair: Edward E. Potter

Director, Global Workplace Rights
The Coca-Cola Company

MARKETING AND ADVERTISING

Furtheres 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

NANOTECHNOLOGY

Advocates science-based effective and proportionate sectoral regulation to protect human and environmental health and safety while enabling innovative research, development and commercialization to realize nanotechnology's societal and economic benefits.

Co-Chair: Terry Medley

Global Director, Corporate
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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: Ernest S. Rosenberg

President and Chief Executive Officer
The Soap and Detergent Association

TAXATION

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

Chair: William Sample

Corporate Vice President,
Worldwide Tax
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Subcommittees:

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Business Restructuring
Consumption Tax
Environment & Energy Taxes
Financial Services Issues
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Tax Treaties
Transfer Pricing

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

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Seeks to maintain an open, unrestricted market for international maritime services.

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Jason Starr
Manager

USCIB Mission

The United States Council for International Business advances the global interests of American business both at home and abroad. It is the American affiliate of the International Chamber of Commerce (ICC), the Business and Industry Advisory Committee (BIAC) to the OECD, and the International Organization of Employers (IOE). As such, it officially represents U.S. business positions both in the main intergovernmental bodies and vis-à-vis foreign business communities and their governments.

USCIB addresses a broad range of policy issues with the objective of promoting an open system of world trade, finance and investment in which business can flourish and contribute to economic growth, human welfare and protection of the environment.

USCIB formulates its positions in numerous committees and other working bodies composed of business experts drawn from its membership of 300 global corporations, professional firms and industry associations. It advocates these positions to the U.S. government and to intergovernmental organizations such as the OECD, the WTO, the ILO and other bodies of the UN system with which its international affiliates have official consultative status on behalf of world business.

USCIB helps facilitate international trade through its work on harmonization of commercial practices in the ICC. It issues and guarantees ATA Carnets, documents under which merchandise can be temporarily imported duty-free into the U.S. and other countries. It promotes use in the U.S. of the ICC International Court of Arbitration for the settlement of commercial disputes.



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