The American Business Voice to the World
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TO OUR MEMBERS,

We begin this letter with a sense of appreciation for our members’ support and engagement. USCIB has grown stronger and more relevant over the course of a tumultuous period of political, social and economic change around the world. Together, we have continued to ensure that governments and international rule-making bodies maintain the fundamental posture of openness that is needed to build a more prosperous, sustainable and inclusive world.

Your support is especially critical at a time when an array of international bodies and agencies – UN, G20, APEC, OECD, ILO, to name but a few – are reviewing national policies, making new rules and setting shared international goals. Through USCIB, you have a seat at the table to demonstrate the vital role of the private sector, and to show how new rules and policies can impact the bottom line, economic growth and job creation.

During the past 12 months, amid increased populist rhetoric, the U.S. electoral campaign and transition to a new administration, USCIB notched a number of important achievements:

- We obtained historic top-level observer status for the International Chamber of Commerce (ICC) in the UN General Assembly working with ICC leaders and members from around the world. This landmark move will provide more opportunities for business to engage on and shape global governance issues – including implementation of the UN’s 2030 Agenda for Sustainable Development – and cements the private sector’s role in UN deliberations going forward.
- We secured entry into force, working with ICC, of the WTO’s Trade Facilitation Agreement (TFA), a landmark agreement to eliminate red tape at the border and speed the movement of goods internationally. When fully implemented by the World Trade Organization’s 164 members, the TFA will slash costs for business and boost exports, resulting in a $1 trillion annual lift to the global economy and the creation of some 21 million new jobs worldwide.
- We undertook targeted engagement with the new Trump administration on a range of critical issues, including renegotiation and modernization of the North American Free Trade Agreement, identification of future U.S. trade and investment policy priorities, addressing climate change, UN reform and the general importance of working with – and through – intergovernmental bodies to advance American interests around the world.
- We rallied strong business turnout at an OECD ministerial on the future of the digital economy in Cancun, Mexico. Working with our partners in business at OECD/BIAC, we underscored that innovation is the key driver of growth for our economies and societies, and that a balanced policy framework that encourages creativity and innovation, and fosters trust, is necessary to realize the benefits of the digital economy.
- We endorsed the Marrakesh Declaration during the COP22 climate conference in Morocco, joining with over 40 other leading national and international business groups to commit to further develop the Paris Climate Agreement and to create frameworks to support business investment and innovation. At the same time, we worked with the U.S. and other governments to secure a recognized private-sector mechanism in the UN climate process.
- We ensured tripartite consensus at the International Labor Organization on an approach to human rights in global supply chains consistent with the UN Guiding Principles on Human Rights, which distinctly separate the roles and responsibilities of governments and employers in protecting and respecting human rights. We will continue to work with the International Organization of Employers to reinforce the “Protect, Respect, Remedy” framework.
- We provided thought leadership through the USCIB Foundation, USCIB’s education and research arm, on addressing the significant issues of job dislocation, disruptive technologies and building skills for the future.
- We invested to develop and improve our unique suite of services for business, including the ATA Carnet for temporary imports overseas – activities that support and amplify USCIB’s core policy mission of growing American exports and improving the conditions for American business around the world.

We couldn’t do all this without strong member support, and without your active engagement in our global reach through our unparalleled global business network – ICC, IOE and BIAC. Through this network, we have unmatched ability to rally overseas industry and government support for global business goals.

While we recognize and continue to confront the challenges posed by populism – and by governments and other interests that seek to curtail the business voice in international policy debates – USCIB will remain a strong voice against those who seek to control and dictate the private sector’s destiny today and into the future.

We thank you for your strong and unwavering support for USCIB over the past year, and we look forward to deepening our relationship with and serving you in the year ahead.

Harold McGraw III
Chairman Emeritus, S&P Global
Chairman, USCIB
May 2017

Peter M. Robinson
President and CEO, USCIB
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.

Keeping an open door to trade and investment is vital in building a robust, dynamic economy for the 21st century. The benefits to the United States of increased trade and investment with the wider world are significant and vital. However, we need policies that effectively address short and long-term adjustment challenges. With a new administration in the White House, USCIB is poised to provide its expertise and practical know-how to advancing U.S. business interests with regards to trade, taxation, customs, sustainable development, climate change and information technology.

USCIB’s advocacy leverages the expertise of our business members and a unique network of global organizations: the International Chamber of Commerce (ICC), the International Organization of Employers (IOE) and Business at OECD (BIAC). With our official consultative status in major intergovernmental forums, USCIB represents American business positions both to the U.S. government and to organizations such as the UN system, the Organization for Economic Cooperation and Development, and the International Labor Organization.

Despite some setbacks, such as U.S. withdrawal from Trans-Pacific Partnership and failure to reach agreement on the World Trade Organization (WTO) Green Goods Agreement, there were ample successes that build momentum for an ambitious advocacy agenda in 2017. The ICC obtained observer status at the UN General Assembly, enabling USCIB to be more engaged across various UN agencies. USCIB advocated for stronger business interface at the UN Environment Program and at the UN Framework Convention on Climate Change. USCIB’s behind-the-scenes work led to the ratification of the Trade Facilitation and Trade Enforcement Act, which will strengthen trade enforcement at U.S. ports and borders. At every opportunity, USCIB has sought to demonstrate the positive economic benefits of foreign direct investment – both inbound and outbound – for the American economy. USCIB contributed to important work on the digital economy, taxation and product policy. What follows is an overview of how USCIB made a difference for U.S. businesses in 2016-2017.
Trade and investment are more important than ever for economic prosperity, job creation and innovation in America, which is why USCIB is actively promoting the benefits of increased trade. In our discussions with the new Trump administration, we are stressing the importance of maintaining U.S. engagement and leadership in creating and enforcing rules for international trade and investment. We are also urging the U.S. to resist policies that would ultimately handicap America’s economy.

U.S. companies of all sizes are concerned about a retreat on market-opening trade pacts.

This year will be even more vital for rebuilding America’s competitiveness and support for the role of international trade and investment in creating opportunities for Americans. USCIB is working with the new administration to tackle other countries’ forced localization requirements, restrictions on cross-border data flows, regulatory over-reach, unfair support for state-owned enterprises, customs and border barriers, inadequate anti-bribery enforcement, lack of clear standards at U.S. customs for forced labor, and inadequate IP protection.

Over the past year, USCIB worked closely with the International Chamber of Commerce (ICC) and our members to successfully press countries to ratify the landmark World Trade Organization Trade Facilitation Agreement (TFA). When implemented, the TFA promises to reduce the costs of trading across borders and lead to increased U.S. and foreign exports and jobs. Studies estimate that the TFA will cut the average cost of exporting by some 14 percent, delivering a net gain of $1 trillion in global annual GDP and spurring the creation of more than 20 million new jobs for the global economy. Leading up to the TFA’s entry into force, USCIB was in the frontlines to influence the success of this agreement through bilateral meetings with numerous governments.

According to a 2017 Wells Fargo International Business Indicator, U.S. companies of all sizes are concerned about trade and potential changes to existing trade pacts, with most agreeing that the failure of trade pacts will impact their business somewhat or a great deal. The Asia-Pacific region remains a critical growth market for our members, with two-thirds of all middle-class consumers expected to be located there by 2030. We will work with the Trump administration...
to pursue alternatives to the Trans-Pacific Partnership (TPP) that further open the Asia-Pacific markets to U.S. goods and services.

While the U.S. withdrawal from the TPP was a setback, USCIB is looking for new opportunities to expand trade, including pending modernization of the North America Free Trade Agreement (NAFTA). Since its inception, NAFTA has played an important role in creating a trade relationship with Canada and Mexico, and has supported nearly 14 million U.S. jobs. USCIB believes that modernizing NAFTA could provide beneficial opportunities to update the agreement with new provisions enabling U.S. companies to grow, while addressing important economic changes of the last 20 years.

With many of our members doing business in Europe, USCIB is closely following the Brexit process, to ensure that the ultimate agreement does not adversely impact the operations of U.S. companies in the UK and the EU. We will be working with an ICC Brexit Advisory Group to recommend steps for each party to avoid major business disruptions as a result of the negotiations.

Plurilateral negotiations on international services trade have the potential to build upon the existing rules and further open foreign markets for U.S. services exporters which are among the most competitive in the world. We will press for progress on advancing 21st century standards for the full range of services trade that will also benefit manufacturers who utilize services to effectively compete on the global stage.

Finally, USCIB has long been a leading voice on the benefits of foreign direct investment for the U.S. economy, our companies and our workers. We will continue to advocate for broad policies and for specific investment agreements that strengthen the policy and legal environment for FDI, including strong enforcement mechanisms to ensure U.S. investors have access to an independent rules-based arbitration system to enforce their rights when foreign governments expropriate, ignore international minimum standards, discriminate against or break binding commitments.
Climate Change and Sustainable Development

Business inclusion in the Paris Climate Agreement

Addressing sustainable development challenges, as well as climate change and its impacts, will require long-term international cooperation with attention to national circumstances to assure ongoing economic development. USCIB’s unique position as the International Chamber of Commerce (ICC) U.S. national committee, an accredited business organization to the UN Framework Convention on Climate Change (UNFCCC) and convener of the Major Economies Business Forum (BizMEF) enables it to push the UN to provide business with greater access, ensure transparency in the climate negotiation process and discourage unilateral trade measures related to climate.

This past December, over 20,000 governments, civil society and business representatives converged in Marrakesh, Morocco for the 22nd UN Convention on Climate Change (COP22) meeting. COP22 aimed to accelerate technical work and guidelines for reporting under the Paris Agreement to support implementation resulting from rapid ratification and entry into force of the Paris Agreement.

USCIB was at COP22 in full force, influencing negotiations during bilateral discussions, organizing side-events and convening a BizMEF side-event. USCIB partnered with Morocco’s preeminent business group CGEM and the leading French business organization MEDEF to help create the Marrakesh Declaration—a consensus statement on business priorities and commitments to further the Paris Agreement. USCIB continues to partner with and amplify its voice through Business at OECD, the International Organization of Employers as well as ICC. Looking ahead, USCIB will continue to marshal its resources to ensure that American business stays at the table.

Simultaneously, USCIB is continuing to provide input into the ambitious UN 2030 Development Agenda, acting as convener for multi-stakeholder dialogues. The scale of the Development Agenda creates a plethora of opportunities for the private sector to demonstrate the central role it already plays in sustainable development and human prosperity, and to serve as an essential partner to bridging the gap in finance and technical capacity necessary to meet the challenge of achieving the Sustainable Development Goals (SDGs).

USCIB is deeply engaged in all aspects of the Development Agenda, advocating for good governance and the rule of law, economic growth, investment in infrastructure, enabling environments, public-private partnerships and an open channel for business input into policy negotiations and implementation. In early 2017, USCIB convened a roundtable on Business and Infrastructure for SDGs, which focused on building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

In September 2016, USCIB participated in the Concordia Summit, contributing to a strategic dialogue on the private sector role in achieving the SDGs. USCIB also feeds into the Development Agenda as the U.S. national committee of ICC, which chairs the Global Business Alliance and the Finance for Development Business Sector Steering Committee.

Throughout 2016 and 2017, USCIB has further developed its Business for 2030 website showcasing companies’ contributions to sustainable development through the prism of the SDGs. At the time of this report’s publication, Business for 2030 showcased 165 initiatives in 150 countries covering 48 percent of the SDG targets.
Human Rights and Labor Policy

Maintaining high standards throughout the supply chain

Through extensive expertise and a global network, USCIB is well positioned to help member companies navigate ever-shifting expectations placed on the private sector when it comes to business and human rights – and in particular regarding supply chains. Supply chains are growing increasingly complex and can pose a risk of forced labor and human trafficking. USCIB works to shape policy frameworks to better help companies mitigate risk while spurring governments to better enforce their labor laws.

USCIB engages directly with the U.S. government and international organizations, including the United Nations, International Labor Organization (ILO), and Organization for Economic Cooperation & Development (OECD) to promote the development and implementation of responsible business policies and regulations and international labor standards. In 2016-2017, USCIB played a key role in creating the Global Apprenticeship Network (GAN) to address global youth unemployment and skills mismatches. USCIB also worked through Business at OECD (BIAC) to provide crucial input to the OECD Due Diligence Guidance on Responsible Business Conduct.

In November 2016, the UN held its Forum on Business and Human Rights, which was a major opportunity to assess progress in relation to the UN Guiding Principles on Business and Human Rights (UNGPs), and other current business-related human rights issues. The UNGPs are a blueprint for what governments and companies need to do to put in place appropriate policies to respect human rights. States are encouraged to develop “national action plans,” and USCIB joined other leading business associations to issue a statement on national action plans (NAPs) globally, urging governments to complete their own NAPs, which the United States released in December 2016.

In March 2017, the ILO held the 329th Session of its Governing Body which endorsed the revised Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), which offers guidelines to business, governments, and worker organizations in such areas as employment, training, conditions of work and life and industrial relations. USCIB and its members were instrumental in shaping the text, which was submitted through the International Organization of Employers. While the original MNE Declaration was adopted 40 years ago, the revised version responds to new economic realities across international trade and supply chains, addressing decent work issues, forced labor, human rights and guidance on “due diligence” processes.

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Digital Economy

American prosperity is driven by the digital revolution

There is no industry or segment of society that has not been touched – or transformed – by the digital revolution. USCIB has taken a leading role in promoting American competitiveness through sensible policies and strong international engagement with its work on the digital economy. Throughout 2016 and the beginning of 2017, USCIB played an influencer role through enhanced engagement with the Internet Corporation for Assigned Names and Numbers (ICANN), assuming an official role of a business constituent representative to the commercial stakeholder group. This role will enable USCIB to provide greater input to policy discussions at the executive committee level and further influence domain name system policy issues and other inter-stakeholder discussions.

In December 2016, USCIB joined more than 3,000 business, government, civil society, and academic stakeholders in Mexico for the 11th Internet Governance Forum (IGF), which focused on “Enabling Inclusive and Sustainable Growth,” a theme directly related to the UN’s 2030 Development Agenda. USCIB and its members joined global business colleagues under the aegis of ICC-BASIS (Business Action to Support the Information Society) to urge the IGF to evolve into a viable multi-stakeholder entity. At the 2016 OECD Digital Economy Ministerial in Mexico, USCIB advocated for a multi-stakeholder approach that will guarantee that policies and regulations do not create unintended burdens that impair the potential of emerging technologies to propel sustainable development. A multi-stakeholder approach will in fact enable the internet community to navigate many of the challenges it faces in the next decade.

USCIB also played a pivotal role at the IGF by convening two workshops focusing on gender and internet deployment. “An Internet of Women by 2020: WSIS Vision to Reality” workshop examined the factors causing the gender digital divide that is hampering the ability of women to become productive members of the digital economy. Addressing this challenge will require collaboration among all stakeholder groups, linkages between local communities and national governments, coordination across various international organizations and a need for a mix of both bottom-up and top-down initiatives. The “Demand Side Capacity for Internet Deployment” workshop explored efforts in regions such as Africa and Latin America to develop local content and services in a variety of languages to improve digital literacy, among other measures. Demand side initiatives are essential complements to government efforts to improve competition, expand infrastructure and connectivity, and other “supply-side” policies.

Building on the momentum of the IGF, USCIB partnered with the OECD and Business at OECD (BIAC) to organize a conference in March 2017 that discussed ways of ensuring that new technologies and digital applications lead to a more prosperous, productive, inclusive and socially beneficial world. With the cross-border trade in digital goods and services accelerating, USCIB is working hard to ensure that policy makers and business continue to work together to optimize the benefits of data flows with security and privacy concerns, realize improved communications infrastructures and services, enable new and innovative business models, and encourage the evolution of human-centric artificial intelligence through well-informed public dialogues.

How do we harness digital technology and know-how to make the world a better place?
Taxation

The OECD has focused on base erosion and profit shifting (“BEPS”) since 2013. At this stage, the BEPS project is moving into the implementation phase. 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. Even though final reports have been issued, additional guidance is pending. USCIB continues to provide important input into areas such as the transfer pricing of intangibles and the attribution of profits to branch activities. USCIB and Business at OECD (BIAC) are also engaging with the OECD on taxation of the digital economy. There is political pressure to ensure that countries that provide a market for digital goods and services get a share of the income tax based on the market. Under current international tax principles, there is no basis for market countries to tax this income. This debate will be contentious.

USCIB is also actively engaged on tax issues at the UN, which is taking a larger role in setting international tax policy. USCIB participates as an observer in UN Committee of Tax Expert meetings. USCIB members have participated in subcommittees on royalties and extractives; this participation has led to better outcomes for business. The UN also expects to take up the taxation of the digital economy this year.

Product Policy

Chemicals trade cuts across most industries and its products are broadly traded across borders. USCIB represents the chemicals industry as well as downstream users in a wide array of high-level international conferences, where USCIB’s voice amplifies our members’ positions and then reflected in the principles put forth in chemicals management guidelines. USCIB advocates for the protection of confidential business information, intellectual property rights and consistent regulatory cooperation at the United Nations Strategic Approach to International Chemicals Management (SAICM), the United Nations Environment Program (UNEP) and the Asia Pacific Economic Cooperation (APEC).

The APEC Chemical Dialogue (CD) serves as a forum for regulatory officials and industry representatives to find solutions to challenges facing the chemical industry in the Asia-Pacific region. It reflects APEC members’ recognition of the importance of engaging with the private sector and building public-private sector dialogue and cooperation for mutual benefit.

In 2016, USCIB joined government and industry representatives from 16 economies across the Asia-Pacific region in Lima, Peru to revise the CD Strategic Framework document, which includes changes to the dialogue’s shared goals to expand and support cooperation and mutual recognition among chemical regulators in the region to facilitate trade, enhance understanding of the chemical industry’s role as an innovative solutions industry and encourage chemical product stewardship, safe use and sustainability.

Strengthening the Voice of Business in Intergovernmental Organizations

USCIB’s Strategic International Engagement (SIE) initiative continues to guide our business input into multilateral organizations and create opportunities for more enhanced and productive public-private engagement and dialogue. USCIB’s SIE initiative is the backbone of all USCIB events, programs and policy workstreams and translates directly into our business advocacy push at the United Nations Environment Assembly, the UN Framework Convention on Climate Change, the World Health Organization, the Food and Agriculture Organization and other intergovernmental forums. In 2016, USCIB celebrated the UN General Assembly resolution granting the International Chamber of Commerce Observer Status, a landmark move that will enhance USCIB’s capacity to engage directly with the UN. In the coming year, USCIB will continue to fight for wider business access, increasing opportunities for our members to have a seat at the table.

USCIB Vice President Carol Doran Klein at 2017 OECD-BIAC-USCIB Tax Conference
2017 Policy Advocacy Priorities

USCIB advocates for international legislative and regulatory regimes that affirm the essential role of business in building a prosperous and sustainable global economy. As the main business interface with international institutions, USCIB ensures that U.S. business has a seat at the table to inform international policy development. Here are USCIB’s policy priorities for 2017.

Growth, Jobs and Open Markets

U.S. prosperity and job creation require investment and trade rules that open international markets to American companies and are effectively enforced. That’s why we need:

A U.S. trade agenda that benefits all Americans

• Support strong enforcement of trade and investment rules and agreements
• Work with the incoming Administration to open markets to U.S. goods and services, establish high-standard global rules for trade and investment, and update existing trade agreements
• Urge the new Administration to complete a significant Environmental Goods Agreement
• Secure robust implementation of the WTO Trade Facilitation Agreement
• Support effective implementation of key provisions included in the Customs Reauthorization Act
• Play a lead role in outreach to educate and build support for trade and investment policies that deliver the widest benefit to the most people in the U.S.

Policies that promote and protect cross-border investment

• Eliminate policies requiring forced localization and restricting cross-border data flows
• Ensure high-standard investment chapters, including strong investor-state dispute settlement, in U.S. agreements
• Advocate forcefully for pro-investment policies in the U.S. and internationally, including strong enforcement provisions
• Work with the U.S. government to get a strong U.S.-China Bilateral Investment Treaty (BIT)

Business leadership on greener economic growth, job creation and enhanced U.S. competitiveness

• Press key IGOs, U.S. government, APEC, OECD and G20 labor ministers for flexible labor markets, women’s economic empowerment, pro-growth labor policies and youth employment
• Promote policies needed to build a workforce ready to compete and succeed in the 21st century economy
• Ensure international institutions are transparent and accountable to key stakeholders
• Continue business leadership in UN implementation of the 2030 development agenda and SDGs
• Advocate at APEC in areas of special USCIB expertise (e.g., chemicals, customs, privacy, health)
Competitiveness and Innovation

As the primary source of innovation and the technologies that will help address society’s most pressing challenges, the private sector needs access to key markets, resources and talent. That’s why we need:

**Tax policies that promote U.S. competitiveness**
- Protect and encourage cross-border trade and investment with predictable fiscal environments
- Ensure implementation of the outcomes of OECD’s Base Erosion and Profit Shifting project that minimize double taxation and promote resolution of disputes
- Engage on U.S. tax reform that will enhance competitiveness

**Policies that foster new information and communications technologies**
- Seek “light touch” regulation aligned with marketplace realities, interoperable regulatory requirements, and respect for rule of law

**Business in Society**

Companies increasingly seek to address their impact on the societies where they operate, and need recognition and support from policy makers to continue to improve performance. That’s why we need:

**Business input on policies dealing with global labor relations and healthcare challenges**
- Focus on supporting the ILO’s work to improve capacity of national governments to implement and enforce labor laws
- Support multi-stakeholder initiatives to improve working conditions in supply chains to ensure that they work towards long-term effectiveness by demanding equal effort from all stakeholders
- Support consumer information and education initiatives, responsible marketing and advertising, product reformulation, and promotion of healthy lifestyles

- Maintain internet stability through sound management of the Internet Domain Name System stewardship functions and holding ICANN accountable to the global stakeholder community
- Promote risk-management based models for cybersecurity in global forums
- Ensure that privacy regulations do not impede cross-border data flows or hamper innovation
- Engage with international organizations developing rules for digital trade to ensure interests of USCIB members are addressed, including IP protection

**MS. Norine Kennedy**

*Business and Industry NGOs*
Sustainable Development and Sound Science

Economic growth and energy security for the U.S. depends on international regulations and markets that promote a strong private-sector role in wise management and use of resources, effective environmental stewardship and greener growth. That’s why we need:

**Cost-effective, science and risk-based cooperative environmental and energy policies**

- Address the challenges of climate change while protecting energy security, promoting innovation and efficiency and advancing resilience to climate impacts
- Provide multilateral solutions to trans-boundary environment, energy and climate challenges, and reject unilateral, arbitrary measures that disqualify technology or energy options
- Ensure science and risk-based life-cycle approaches to chemicals management in the APEC, the OECD, UNEP and the Strategic Approach to International Chemicals Management

**Pro-growth, market oriented policies that promote sustainable development**

- Support voluntary labeling and access to environmental information that protects confidential business information and provides credible information for consumer choices
- Develop multilateral and national partnership frameworks to incentivize private sector involvement in sustainable development planning, implementation and risk allocation minimization
- Maintain technology neutral policies and other enabling frameworks to encourage trade and investment in cleaner technologies and energy sources
Our Global Reach: Our Unique Value Proposition

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

Throughout 2016 and the first half of 2017, 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.
NAIROBI, KENYA
UN Environment Assembly meetings

BAD NEUNAHR, GERMANY
Ronnie Goldberg with BIAC colleagues at B20/L20 meetings

BERLIN, GERMANY
Peter Robinson in Berlin for B20/G20-related meetings

HYDERABAD, INDIA
ICANN57 meetings

DUBAI, UAE
USCIB’s Megan Giblin attends Customs meetings

GENEVA, SWITZERLAND
ILO International Labor Conference

PARIS
USCIB’s Jonathan Huneke and Citi’s Rick Johnston in Paris for BIAC’s OECD Communications Roundtable

PARIS
OECD meetings on State Owned Enterprises

NIHA TRANG, VIETNAM
Customs Procedures meetings during SOM1
**International Chamber of Commerce**

**Role:** 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.

www.iccwbo.org

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**United Nations System**

**Business at OECD**

**Role:** 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.

www.biac.org

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**Organization for Economic Cooperation & Development**

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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.

International Organization of Employers

Role: Represent business interests in social and labor matters globally, particularly in the International Labour Organization, which sets international workplace standards and where employers are represented alongside workers and governments in a unique tripartite structure. Communicates business views on the ILO’s work, the G20 process, UN Human Rights Council and a number of other international initiatives on issues ranging from education and training, labour standards, business & human rights, and diverse forms of employment. The IOE acts as secretariat for the employers and ensures, amongst others, the employers’ representation within the ILO’s complaints and supervisory mechanisms. www.ioe-emp.org
Mission Critical Services for Business

USCIB and its global partners offer tools and information to save you money, protect your interests abroad and help you succeed in the international marketplace. We help businesses import, export and invest across borders at low cost. These services are a direct outgrowth of USCIB’s global policy advocacy.

We help you do business through:

**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 74 countries, and it is estimated that Carnets generate about one million customs transactions and over $20 billion in revenue per year. 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 January 2016, ICC partnered with the Atlanta Center for International Arbitration and Mediation to bolster its dispute resolution services in North America.

**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.
The USCIB Foundation, Inc.

The 2016 Annual Meeting of the Board of Directors of The USCIB Foundation Inc. was held on December 7, 2016 at which time several new Directors were elected: Dorothy Attwood (Disney), Cindy Braddon (Braddon Group), Leonard Cali (AT&T), Dan Konigsberg (Deloitte), Charles Fadel (Center for Curriculum Redesign), Claus Stig Pedersen (Novozymes) and Mary Catherine Toker (General Mills). Directors continuing to serve are Ronnie Goldberg (USCIB Sr. Counsel) and John Merow (Sullivan & Cromwell). Outgoing Directors included Sandy Merber (GE), Charles Heeter (Deloitte), Ted Smyth (Edelman) and the late Clifford Henry (P&G).

The purpose of the Foundation is to carry out research and educational activities designed to promote and advance the benefits of a free market economy and to demonstrate and document the role of the corporate private sector in economic growth and social development.

We encourage members to submit proposals that will make a difference in one of four programmatic areas:

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

The Foundation currently supports several programs including:

- ILO Better Work Program – a program between the ILO and the IFC to improve both compliance with labor standards and competitiveness in global supply chains.
- Global Apprenticeship Network (GAN) – a coalition of committed companies, international organizations and business and employers’ federations who create work-readiness programs for youth and foster skills for business.
- 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.

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 on our international activities, Global Impact.
USCIB Membership

The primary component of membership growth for any association is the value we provide. USCIB’s value is reflected in our strong record over the past several years: 137 new members of which 75 are Fortune 500 companies; and a retention rate of over 90%. Members come from across all sectors to be at our table and shape our positions on global policy issues of importance to them and to play a positive role in making sure their company’s perspective is understood, appreciated and considered in our agenda. They understand that USCIB’s global reach through multilateral organizations like the UN, the OECD and International Labor Organization offer them the best opportunity to achieve their goals. And while we and our members understand these institutions are not perfect – and need reforms – we know they represent the best opportunity for business and society to prosper in a global marketplace. That is why USCIB is at the table inside these organizations working to support our member’s priorities. This year USCIB is proud to welcome the following companies to USCIB whose voices strengthen our influence and impact on behalf of all of our members.

**NEW MEMBERS**
Adecco Group North America
Applied Materials
Bonhams
CalAsian Chamber of Commerce
Cargill
Cleary Gottlieb
Dentons
Electronic Industry Citizenship Coalition (EICC)
Eli Lilly and Company
Ferrero USA, Inc.
Hilton Worldwide
JELD-WEN, Inc.
LL Bean
Marriott International
Mars Inc.
Marsh & McLennan Companies
Mazars USA LLP
PayPal
Pirelli Tire North America
PvH Corp

**CORPORATIONS AND PROFESSIONAL FIRMS**

Eaton Corporation
EBay Inc.
Eli Lilly and Company
Energy Transportation Group, Inc.
Ericsson
Ernst & Young LLP
Exxon Mobil Corporation
Facebook
FedEx Corporation
Feld Entertainment, Inc.
Ferrero USA, Inc.
General Dynamics Corporation
General Electric Company
General Mills, Inc.
Goldman Sachs
Google Inc.
Grant Thornton International Ltd.
HanesBrands, Inc.
Hess Corporation
Hewlett Packard Enterprise
Hilton Worldwide
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.
McDonald’s Corporation
Mead Johnson Nutrition Company
Merck
Microsoft Corporation
Monsanto Company
NBC Universal
Nestle USA
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.
Rock-It Cargo USA, Inc.
Rockwell Collins
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
United Parcel Service
United Technologies Corporation
Universal Music
Versign, Inc.
Verizon Communications
Vertex Inc.
Viacom, Inc.
Visa U.S.A.
Wal-Mart Stores, Inc.
WeiserMazars LLP
Wells Fargo & Company
Westinghouse Electric Company LLC
Harry Winston, Inc.

Baker Botts LLP
Barnes, Richardson & Colburn
Beveridge & Diamond, P.C.
Caplin & Drysdale
Chaffetz Lindsey LLP
Cleary, Gottlieb, Steen & Hamilton LLP
Covington & Burling LLP
Cravath, Swaine & Moore LLP
Crowell & Moring LLP
Curtis, Mallet-Prevost Colt & Mosle LLP
Debevoise & Plimpton LLP
Dechert LLP
Dentons
DLA Piper LLP
Eversheds Sutherland
Fenwick & West LLP
Foley Hoag LLP
Foley & Lardner LLP
Ford & Harrison LLP
Fragomen, Del Rey, Bernsen & Loewy LLP
Freshfields, Bruckhaus, Deringer LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Hughes Hubbard & Reed LLP
International Trade Counselors
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
McKenna Long & Aldridge 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
Ropes & Gray LLP
Sandler, Travis & Rosenberg, P.A.
Shearman & Sterling LLP
Sherman & Howard
Sidley Austin LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Squire Patton Boggs LLP
Stewart and Stewart
Sullivan & Cromwell LLP
Telecommunications Management Group, Inc.

ASSOCIATIONS AND CHAMBERS
American Chemistry Council
American Cleaning Institute
American Council of Life Insurers
American Petroleum Institute
American World Trade Chamber of Commerce
Association of Chamber of Commerce Executives
BAFT-IFSA
Business Alliance for Secure Commerce (BASC)
Business Software Alliance
Calasian Chamber of Commerce
Computer & Communications Industry Association (CCIA)
Consumer Specialty Products Association
Crop Life America
Distilled Spirits Council of the U.S. (DISCUS)
Electronic Industry Citizenship Coalition (EICC)
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
The Nickel Institute
Orlando Regional Chamber of Commerce

Personal Care Products Council
Pharmaceutical Research and Manufacturers of America (PhRMA)
Silver Nanotechnology Working Group
Society for Human Resource Management
Software Finance & Tax Executives Council
St. Louis Regional Chamber
TechAmerica
Toy Industry Association
U.S. Chamber of Commerce
World Responsible Accredited Production (WRAP)
World Shipping Council

LAW FIRMS
Alston & Bird, LLP
Arnold & Porter Kaye Scholer
Astigarraga Davis
Baker McKenzie

04/07/17
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
Transaction Lawyers
Young Arbitrators Forum

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: Richard J. Ferris, Jr.
Partner
Foley & Lardner LLP

Subcommittee:
China Environment

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

Chair: John Taladay
Partner, Litigation
Baker Botts LLP

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
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Global Head of Sustainability
Bechtel Corporation

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IBM

CUSTOMS AND TRADE FACILITATION
Promotes global convergence and modernization of customs practices.

Chair: Jerry Cook
Vice President, International
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Subcommittee:
Customs Valuation

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

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

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: Vacant

INFORMATION, COMMUNICATIONS AND TECHNOLOGY POLICY
Provides business leadership on electronic commerce policy issues, business-generated guidelines, and establishment of business services.

Chair: Eric H. Loeb
Senior Vice President, International External & Regulatory Affairs
AT&T

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Vice President, Global Public Policy & Chief Privacy Strategist
Oracle Corporation
(through May 2017)

Working Groups:
Internet Governance
ICANN
Privacy
Cybersecurity
Digital Trade
Telecommunications

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
Furthers 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
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Microsoft Corporation

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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
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The Soap and Detergent Association

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

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Subcommittees:
BIAC
Business Restructuring
Consumption Tax
Environment & Energy Taxes
Inbound Investment
Legislative & Administrative Developments
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
Managing Director, Global Government Affairs
Citigroup Inc.

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

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

Chair: Donald L. O’Hare
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(New York-based staff)

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Nick Palombo
Program Associate for
UN Engagement

MANHATTAN INDIA
INVESTMENT ROUNDTABLE
(joint program with U.S.-India
Business Council)

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Executive Vice President

Jason Starr
Manager
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.

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.