



# 2018

ANNUAL REPORT







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## Our aim

Ensure a **growth-oriented business and investment climate in the EU**

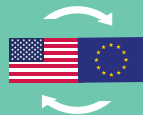
## What we want to be

**The most valued** lobbying force in the EU

### Who we are

American companies  
committed to  
and invested  
in Europe

### What we want



To maintain  
and strengthen  
the transatlantic  
relationship



To build a  
stronger and  
more united EU

### What we stand for



Trust



Expertise



Excellence



Transparency

## 5 year vision 2019-2024

AGENDA FOR ACTION

Empowering  
people

Boosting  
the Single  
Market

Leading global  
cooperation

Investing in  
the future

## Our flagship initiatives 2019



Strong EU-US  
Relationship



Future  
of Europe



New EU-UK  
Relationship

# Foreword

In 2018, AmCham EU spoke out on issues that are fundamental to the success of our members in Europe. In a year of heightened transatlantic trade tensions and political turbulence, we stood up for the EU-US partnership and made the case for a united Europe.

AmCham EU worked harder than ever to advocate for a positive transatlantic relationship. We made our voice relevant by upholding our principles on trade through statements and speaking opportunities. We welcomed US Secretary of Commerce Wilbur Ross and EU Commissioner Cecilia Malmström for conversations on the direction of US, EU and global trade, and presented our recommendations to policy-makers in Brussels, Strasbourg and Washington. Concretely, we bolstered AmCham EU's reputation as a constructive partner on transatlantic and trade issues.

In 2018, we also expanded our reach beyond Brussels and into Member States, through delegations and excellent cooperation with the AmCham network across Europe. We carried out EU Presidency visits to Austria and Romania and several committee delegations, where members engaged directly with decision-makers in the capitals of more than 15 EU Member States.

In parallel, our 19 sector-specific committees and task forces worked day in, day out on a wide range of issues, from cybersecurity to anti-microbial resistance, mobility and financial services. We produced 86 position papers and held 165 outreach meetings. You can read more about our 2018 highlights in this report.

Finally, we continued preparing for the future and ensuring the EU remains competitive by supporting the Single Market, a top priority for AmCham EU. With the European Parliament's elections coming at a critical time mid-2019, we have been working to shape the future of Europe with ideas for the new legislative term. Our 'Agenda for Action 2019-2024: Committed to Europe' outlines four areas where we believe the EU should focus its efforts by 2025. AmCham EU presented its Agenda for Action to political party leaders at the first EU elections' event in Brussels in September 2018 and at the EPP, ALDE and European Green Party Congresses in fall 2018, reinforcing our commitment to a strong and united EU.

2019 promises to be a year of change in the EU, with officials taking up new posts, and new relationships to be built. At AmCham EU, we will work tirelessly to ensure the voice of US business continues to be heard by policy stakeholders at all levels with fact-based content to support a sustainable business and investment climate in Europe.



**Maxime Bureau**

**3M**  
*Chairman*

# AmCham EU leadership

## BOARD OF DIRECTORS



**Maxime Bureau**  
Chairman  
3M



**Pastora Valero**  
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**Patrick Xhonneux**  
Chair, Operations Group  
SAS  
*Until June 2018*



**Joris Pollet**  
Chair, Operations Group  
Procter & Gamble  
*Since June 2018*



**Tanguy Van Overstraeten**  
Member-at-Large  
Linklaters LLP



**Zeger Vercouteren**  
Member-at-Large  
Johnson & Johnson



**Susan Danger**  
CEO  
AmCham EU

## COMMITTEE CHAIRS



**AGRICULTURE & FOOD**  
**Marta Zuluaga  
Zilbermann**  
Cargill Europe



**COMPETITION**  
**Bertold  
Bär-Bouyssière**  
DLA Piper UK LLP



**COMPETITION**  
**Jay Modrall**  
Norton Rose  
Fulbright LLP



**CONSUMER AFFAIRS**  
**Noélia Souque  
Caldato**  
Avon Products



**CUSTOMS &  
TRADE FACILITATION**  
**Walter Van der Meiren**  
UPS



**DIGITAL ECONOMY**  
**Claudia Selli**  
AT&T INC.

*Listing reflects the status for the majority of 2018*



ENVIRONMENT  
**Leah Charpentier**  
First Solar



FINANCIAL SERVICES  
**Catherine Davidson**  
Morgan Stanley



HEALTHCARE  
**Alexander Roediger**  
MSD



INSTITUTIONAL AFFAIRS  
**Renato Addis**  
EPPA



INTELLECTUAL PROPERTY  
**Benjamin Neyt**  
LVMH



SECURITY & DEFENCE  
**Rudy Priem**  
United Technologies Corporation



TAX  
**William Morris**  
PwC



TRADE & EXTERNAL AFFAIRS  
**Carsten Dannöhl**  
Caterpillar



TRANSPORT, ENERGY & CLIMATE  
**Audrey Douspis**  
Michelin North America INC.

## TASK FORCE CHAIRS



BREXIT  
**Zeger Vercouteren**  
Johnson & Johnson



EUROPEAN PARLIAMENT OUTREACH  
**Alberto Zilio**  
AT&T INC.



EXECUTIVE COUNCIL  
**Angus Hegarty**  
Chair  
DELL Technologies



FUTURE OF WORK, EDUCATION & SKILLS  
**Laurin Sepoetro**  
UBER



GENDER INITIATIVES  
**Beatrice Flammini**  
Liberty Global Europe



EXECUTIVE COUNCIL  
**William Parker**  
Chief Sherpa  
DELL



SUSTAINABLE FINANCE  
**David Henry Doyle**  
S&P Global



TRANSATLANTIC  
**Nicholas Hodac**  
IBM

*Listing reflects the status for the majority of 2018*



**86**  
Position  
papers



**150**  
Committee  
meetings



**165**  
Outreach  
meetings



**14**  
Delegations



**39**  
Events  
including  
plenaries



**176**  
Press  
mentions



# Highlights

2018 was a year filled with events, study launches, delegations and much more. Here's a snapshot.



## Amidst US tariff news, Transatlantic Week reaffirms importance of EU-US cooperation

8-10 March

Themed **'Troubled waters? Bridging the transatlantic gap,'** the 2018 Transatlantic Week was set against the backdrop of the US government announcement to impose tariffs on steel and aluminium on countries around the world. AmCham EU spoke out in response to the announcement, expressing its concern over unilateral action by the US.

The week's activities opened with a reception held at the European Parliament hosted by **Jeppe Kofod, MEP**, who spoke about the enduring value of the transatlantic relationship despite political differences. The reception was well-attended by MEPs including **Bernd Lange**, Chair of the International Trade Committee of the European Parliament. At the reception, the **Transatlantic Economy Report 2018** was officially launched, featuring the latest facts and figures about the EU-US economic relationship. AmCham EU also welcomed our colleagues from the AmChams in Europe network for the annual **Brussels Briefing**, including a two-day programme of best practices and policy briefings.

The week culminated with the **Transatlantic Conference** featuring top government and business leaders including:

- **Jyrki Katainen**, Vice-President for Jobs, Growth, Investment and Competitiveness, European Commission;
- **Jean-Baptiste Lemoyne**, Secretary of State, Ministry of Europe and Foreign Affairs, French Government;
- **Jean-Pierre Clamadieu**, CEO, Solvay;
- **Manisha Singh**, Assistant Secretary of State for Economic and Business Affairs, US Department of State.

This year, AmCham EU partnered with **Handelsblatt Global**, the English-language edition of a leading German news outlet, to give a truly European angle to the event.

Finally, the Transatlantic Business Award was presented to **Věra Jourová**, EU Commissioner for Justice, Consumers and Gender Equality for her exceptional efforts to enhance transatlantic cooperation and her instrumental role in the conclusion and implementation of the EU-US Privacy Shield.

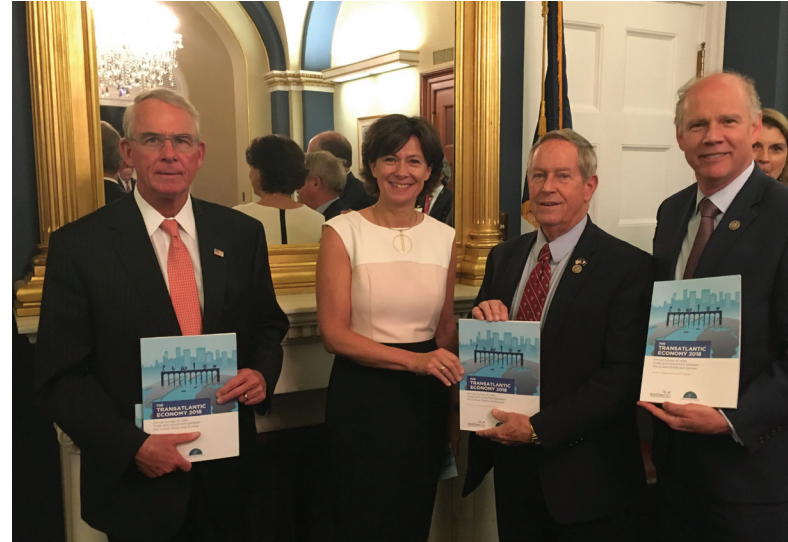
## A bridge across the pond: AmCham EU travels to Washington

April and July

AmCham EU increased its efforts to act as a bridge between the EU and the US, particularly in a time of trade tensions and disconnect in the transatlantic relationship. For the first time ever, **AmCham EU led a delegation of European AmChams** (France, Ireland, Italy, Romania and Sweden) to Washington, DC to engage with a range of US policy-makers, reiterating the importance of the EU-US partnership to prosperity and security on both sides of the Atlantic. In a difficult environment for global trade, they reiterated the need for the EU and US to work together to tackle common challenges.

Meetings with the US administration included:

- White House National Security Council
- US Department of Commerce
- US Department of State
- US Trade Representative



The visit featured outreach to Capitol Hill, including a lunch hosted by **Congressman Joe Wilson** (R-NY), co-Chair of the EU Caucus, with Congressmen **Dan Donovan** (R-NY) and **Francis Rooney** (R-FL) and a meeting with senior members of **Senator Orrin Hatch's** team (R-UT), Chair, Senate Committee on Finance. The delegation also met with **H.E. David O'Sullivan**, EU Ambassador to the US.

The following week, **Susan Danger**, CEO, AmCham EU participated in the annual **AmChams in Europe USA Conference** held in Washington, DC and Chicago, IL. While in DC, the delegation attended a conference hosted by the US Chamber of Commerce and BusinessEurope entitled, 'Transatlantic Business Works,' highlighting the value of transatlantic trade and investment. At the event, **Dan Hamilton**, Executive Director, Center for Transatlantic Relations, Johns Hopkins University presented the **Transatlantic Economy Report 2018**. The group also attended a series of briefings at the US Chamber and participated in select meetings with key administration officials and Washington insiders.

In July, a delegation of AmCham EU members and staff participated in the annual **Washington Doorknock** for a series of high-level meetings with key US policy-makers and stakeholders. The aim of the visit was to emphasise the value of Europe and of the transatlantic relationship to the US and to US business.

Highlights included meetings on Capitol Hill with:

- **Congressman Dave Reichert**, Chairman of the House Ways and Means Subcommittee on Trade;
- **Congressman Ami Bera**, member of the New Democrat Coalition;
- **Congressman Darin La Hood**, representative from Illinois;
- Staffers on the House Ways and Means committee;
- Staffers from the Senate Committee on Finance.



Other high-profile meetings included:

- White House administration;
- Representatives of the Departments of State, Commerce, and the Office of the US Trade Representative;
- Industry associations

The visit coincided with the broader Transatlantic Week coordinated by the Transatlantic Policy Network (TPN), bringing together European and American stakeholders in Washington, DC to debate key issues facing the transatlantic partnership.



## Creation of the Sustainable Finance Task Force

April

Following the publication of the Commission’s ‘Sustainable Finance Action Plan for a greener and cleaner economy’ on 8 March, AmCham EU created a **Sustainable Finance Task Force**. This cross-committee group brings together expertise from across AmCham EU’s membership and oversees advocacy on a series of initiatives proposed by the Commission. In 2018 the Committee published its position on sustainable finance, which outlines key priorities for each proposal. Each priority should remain flexible, clear and neutral to leverage the potential of private capital for a successful energy transition.

## Sustainable start-up Bioo wins Youth Entrepreneurship Award at 55<sup>th</sup> Anniversary Gala 2018

16 May

This year AmCham EU hosted its **55<sup>th</sup> Anniversary Gala** at the Concert Noble in Brussels. At the event, AmCham EU, in partnership with Junior Achievement Europe (JA Europe), presented the Youth Entrepreneurship Award to **Bioo**, a Spanish start-up that created a unique system to generate electricity from plants in a sustainable way. With this technology, the start-up has developed a range of applications, such as biological batteries or WiFi connection terminals. Along with a cash prize, Bioo received mentorship from several European CEOs from AmCham EU’s Executive Council.

‘It is a fantastic opportunity to receive advice from such a distinguished group of business leaders who can help us grow and develop,’ Pablo Vidarte said. The Bioo team is a fine example of sustainability in action, a criterion for winning the award. Now in its sixth year, the award aims to showcase young people with entrepreneurial talent, and symbolises American companies’ support for jobs, growth and innovation in Europe.





## Executive Council meets key Commissioners on the future of work, education and skills

16-17 May

Globalisation, technological innovation and new demographic trends are changing global, European and national labour markets. With a membership of US businesses operating across the globe, AmCham EU is uniquely positioned to showcase what US industry is actively doing to strengthen the resilience of the labour markets and improve the adaptability of the workforce. AmCham EU's Executive Council, led by our members' European CEOs, had the opportunity at its May plenary meeting in Brussels to discuss the future of work and the competitiveness of Europe with key EU Commissioners. The group consisted of twelve European CEOs, led by its Chair, **Aongus Hegarty**, President EMEA at Dell Technologies.

## Annual General Meeting

14 June

The Annual General Meeting 2018 gave AmCham EU's members and Secretariat the opportunity to review 2017 accomplishments and discuss future plans for the organisation in 2018 and beyond. The AGM also included reporting and voting on the annual accounts and budgets for 2017 and 2018. Following the members-only internal session, AmCham EU hosted a fireside chat with **Adam Shub**, Chargé d'Affaires, US Mission to the EU, and closed with a farewell reception with staff from the US Mission to the EU.





## Commissioner Jourová and AmCham EU discuss the New Deal for Consumers

19 July

The New Deal for Consumers, a major legislative package aimed at updating EU consumer law for the modern economy was the theme of the July plenary meeting. A panel discussion on the proposal to modernise and better enforce consumer rules covered a wide range of issues including the right of withdrawal, transparency requirements for online marketplaces and penalties for infringement. This discussion was followed by keynote remarks by **Věra Jourová**, EU Commissioner for Justice, Consumers and Gender Equality, who spoke about her goal of reaching balanced final texts fit for the purpose of protecting consumers. The New Deal for Consumers is a key priority for AmCham EU, given our member companies' commitment to serving consumers across the Single Market.

## Welcoming The Honorable Gordon Sondland, US Ambassador to the EU to Brussels

20 September

AmCham EU was honoured to welcome **The Honorable Gordon Sondland, US Ambassador to the EU** to Brussels with a reception with our members and government representatives from the EU, US and beyond. At the event, the Ambassador gave off-the-record remarks about his perspective on the transatlantic relationship. **Maxime Bureau**, Chairman, AmCham EU, emphasised AmCham EU's priorities, which include supporting a strong Single Market in Europe and strengthening the transatlantic relationship. A strong EU-US relationship is critical to jobs, growth and security on both sides of the Atlantic. AmCham EU remains committed to working with Ambassador Sondland and the US Mission to the EU on our common priorities.





## First EU elections debate in Brussels and launch of the Agenda for Action 2019-2024

27 September

AmCham EU and EURACTIV hosted leaders from the main European political groups for a debate on the future of Europe, with more than 300 participants attending. **Hans van Baalen MEP**, President, ALDE Party, **Mercedes Bresso MEP**, Vice-President, S&D Group, **Antonio López-Istúriz White MEP**, Secretary-General, EPP Party, and **Jan Zahradil MEP**, President, ACRE all agreed that the upcoming elections for the European Parliament and the consequent change of the European Commission will shape the future of Europe, especially after Brexit and the rise of populism. The event also served as the launch of AmCham EU's **Agenda for Action 2019-2024**, which outlines four areas where civil society, industry and government can move Europe forward together.

## Members-only conversations with leading US and EU officials

October & November

In the fall, AmCham EU welcomed **US Secretary of Commerce Wilbur Ross** for a conversation with members on the US government's priorities for the transatlantic relationship. The meeting served as an important opportunity to exchange views on EU-US economic relations and how to strengthen our ties. The following month, AmCham EU welcomed **EU Commissioner for Trade Cecilia Malmström** for a conversation with members on the EU's trade policy and how to strengthen the transatlantic relationship from the EU perspective.





## Commissioner Vestager delivers keynote address at Competition Policy Conference

26 November

AmCham EU's **35<sup>th</sup> Annual Competition Policy Conference** explored the theme of 'Competition, digitisation and fairness'. As one of the longest-running competition conferences in Brussels, this year's edition was attended by over 100 participants. In her keynote address, **Margrethe Vestager**, EU Commissioner for Competition, outlined the need to enforce a clear framework of rules – including competition policy – across the globe to ensure the EU's continued attractiveness as a place to do business, in an increasingly interconnected society.

## Going past Brussels and into the capitals: AmCham EU increases its Member State outreach

2018

This year AmCham EU engaged in greater cooperation with our colleagues in different EU Member States and wider Europe. In 2018 AmCham EU conducted **15 delegations to Member States**.

- **6 delegations** by the Environment Committee to Czech Republic, Finland, Germany, The Netherlands and Sweden.
- **3 delegations** by the Security and Defence Committee to Italy, The Netherlands and Poland.
- **3 delegations** by the Financial Services Committee to France and Germany.
- **2 delegations** by the Healthcare Committee to Finland and Ireland.
- **2 delegations** for outreach on EU Presidencies to Austria and Romania.







In addition, **Susan Danger**, CEO, has represented AmCham EU in more than **10 countries** this year, including in international conferences at the German Marshall Fund of the US and Chatham House, European political party congresses, and events hosted by AmChams in Finland, Estonia, Ukraine and Slovenia to name but a few.



## AmCham EU speaks up for business on Brexit negotiations

2018

As negotiations unfolded in 2018 on the UK's exit from the EU, AmCham EU leveraged its broad membership to provide valuable input to EU and UK negotiators and stakeholders. To this end, the Brexit Task Force elevated its advocacy on the importance of achieving an orderly UK exit from the EU and an ambitious new EU-UK relationship, by developing a comprehensive cross-sectoral position paper outlining business priorities for the future partnership; travelling to Strasbourg to meet with key MEPs and European Parliament officials; and meeting with multiple Commission, Council and Member State officials throughout the year.

**Susan Danger**, CEO, AmCham EU also stepped up her public engagement on what is an increasingly critical topic for US business, participating in a variety of press interviews including with BBC World News, and speaking at multiple events and roundtables in Brussels, London and elsewhere.

# Advocacy

## KEY MILESTONES

In 2018, our advocacy work included **165 outreach meetings** and more than **86 position papers**. In this section, we highlight the key milestones, grouped by our five **Agenda for Action areas for 2014-2019**:



Build skills for the future



Drive integration to create an attractive internal market



Embrace revolutionary change for industrial leadership



Develop new models of innovation and entrepreneurship



Lead by example towards global integration



## Build skills for the future

Learn from others about the future of work

### ISSUE

The future of work is not only a priority for the EU - it is an issue that is being discussed all around the world. Other countries are already taking innovative actions to address these challenges. Exchanging best practices will be key to preparing Europe for the future of work.

### ACTION

- Organised a high-level event inviting the ambassadors of Japan, Singapore and Canada to share their priorities and experiences on the future of work.

### RESULT

AmCham EU fostered the exchange of best practices in Brussels and highlighted the value of learning from the experiences of other countries.



## Drive integration to create an attractive internal market

Promote a resource- and technology-neutral approach

### ISSUE

AmCham EU promotes a resource- and technology-neutral approach in policy-making. Markets are best suited to determine which resources and technologies are needed to achieve customer satisfaction and reach regulatory objectives.

### ACTION

- The Environment Committee strongly advocated for a resource- and technology-neutral approach in key initiatives such as the Plastics Strategy and the Single-use Plastics Directive.
- The Transport, Energy & Climate Committee published a position paper and infographic to provide input to the European Commission's long-term emissions reductions strategy. AmCham EU highlighted the need for a technology-neutral approach to ensure US industry can continue to contribute to the EU's efforts on climate change through the use of innovative technologies.

### RESULT

AmCham EU ensured that a resource- and technology-neutral approach was recognised by policy-makers in the European Parliament, Commission and Member States.

Digital Single Market and competition issues

### ISSUE

AmCham EU advocates for competition and monitors potential antitrust implications of the digitisation of the economy and its impact on competition.

### ACTION

- Organised the 35<sup>th</sup> Competition Policy Conference focusing on competition, digitisation and fairness with **Margrethe Vestager**, EU Commissioner for Competition, as keynote.
- Submitted a response to the Commission's call for input on shaping competition policy in the era of digitisation and a UK Government Competition Expert Panel call for evidence on competition in the digital economy.
- Met with Commission representatives to discuss antitrust aspects of Digital Single Market initiatives including fairness in platform to business regulation and Standard Essential Patents.

### RESULT

AmCham EU positioned itself as a leading voice in antitrust discussions on digital topics and developed relationships with key stakeholders in the Commission.

## Advocate for science-based policy-making

### ISSUE

AmCham EU continuously advocates for science-based policy-making that fully considers risks and weight of evidence.

### ACTION

- Promoted a science-based approach to policy-making through targeted outreach meetings in the Member States, including the European Chemicals Agency.
- Engaged on the revision of the Restriction of Hazardous Substances Directive (RoHS) exemption methodology, promoting a clearer approach and greater involvement of scientific bodies in the process.

### RESULT

AmCham EU was able to reach a broad range of stakeholders shaping EU chemical policies.

## Create a level playing field

### ISSUE

We are seeing an increasingly restrictive approach by the EU in terms of market access for third-country entities. AmCham EU has been a strong proponent of a level playing field and the value of transatlantic cooperation.

### ACTION

- Organised extensive meetings in the Member States to promote the benefits of Transatlantic Defence Technological and Industrial Cooperation (TADIC).
- Promoted the involvement of US industry in the EU's defence initiatives, such as European Defence Fund, as a means of strengthening European strategic autonomy and the European Defence Technological and Industrial Base (EDTIB).

### RESULT

AmCham EU has established itself as the primary contact for EU, national and US policy-makers on the value of third-country participation to EU funded programmes.

## Shape a Digital Single Market that fosters innovation and investment in cutting-edge technologies

### ISSUE

Remove market barriers for digital services and ensure that any new rules are technology-neutral, principle-based and consistent with other legal instruments.

### ACTION

- Engaged on key Digital Single Market files and met with about 15 MEPs (including a delegation to Strasbourg), 18 European Commission officials, including Commissioners and cabinet members, and several Member State representatives.
- The 6<sup>th</sup> Annual Transatlantic Digital Economy Conference 'Advancing the digital future' featured Andrus Ansip, Vice-President for the Digital Single Market, European Commission, US government representatives, MEPs and more than 110 participants.

### RESULT

AmCham EU is recognised as a major player in digital policy with access to the EU institutions at the highest level.

## Market openness and third-country provisions in financial services

### ISSUE

AmCham EU follows the implementation of existing rules and discussions on future EU financial services rules in regard to 'third-country provisions', advocating for a coherent, more efficient approach to third-country equivalence.

### ACTION

- Advocated for market openness and third-country access on files such as the Central Counterparties (CCPs) oversight proposal, the European Supervisory Authorities (ESAs) Review and the Investment Firms Review (IFR).
- Organised several delegations, meeting with national and European supervisors in Paris and Frankfurt. The Financial Services Committee also engaged with MEPs in Brussels and Strasbourg.
- Advocated for a more integrated transatlantic dialogue on financial services regulation at the Joint EU-US Financial Regulatory Forum.
- Acted as a bridge between EU and US policy-makers by taking part in AmCham EU's 'Washington Doorknock', meeting with the US Treasury, the Commodity Futures Trading Commission, the Securities and Exchange Commission to advocate for transatlantic convergence in financial services.

### RESULT

AmCham EU advocated for an open approach, ensuring Europe maintains access to global liquidity, and pushed to avoid fragmentation as the most effective way to deliver financial stability.

## Build a competitive European data economy

### ISSUE

AmCham EU advocates for a regulatory environment that supports sustained private and public-sector investment and innovation in data-driven technologies.

### ACTION

- Continued to engage in support of the proposed Free Flow of Data Regulation, which was adopted in November 2018.
- Actively advocated on the Commission's strategy on artificial intelligence (AI) and has been closely monitoring and contributing to the work on AI ethics guidelines of the High-level Expert Group.

### RESULT

AmCham EU positively contributed to the Commission's agenda on free flow of data and artificial intelligence.

## Merger control

### ISSUE

Support the European Commission's ongoing efforts to make the EU Merger Regulation (EUMR) more efficient, removing unnecessary red tape and focusing scarce resources on merger transactions that merit analysis.

### ACTION

- AmCham EU was one of the few stakeholders from whom the European Commission sought input on the draft best practice guidelines on internal document requests for merger review. This was followed by a workshop with DG Competition and a formal AmCham EU submission.
- Met with numerous DG Competition representatives to discuss issues including Innovation competition and other novel theories of harm, gun-jumping and the treatment of interlocking institutional investors.

### RESULT

AmCham EU continued to position itself as a key stakeholder and trusted policy partner in the debate on merger control reform and continued to engage closely with ongoing reform efforts in 2019.



## Embrace revolutionary change for industrial leadership

Promote the role of technology in fighting climate change

### ISSUE

AmCham EU members are actively developing technologies to help combat climate change and reach the EU's ambitious goals under the Paris Agreement.

### ACTION

- Developed a position paper and infographic to provide input to the European Commission's long-term strategy on emissions reductions.
- Outlined and promoted the key technologies developed by its members, showcasing the important contributions made by US companies to EU climate change efforts. These efforts were promoted in high-level meetings with **Mauro Petriccione**, Director-General for Climate Change and leading MEPs from across the political spectrum.

### RESULT

AmCham EU made strides in changing the perception of American companies on climate change, positioning itself as a constructive and progressive partner despite difficult political circumstances.

Design an EU cybersecurity certification framework that meets industry's security needs

### ISSUE

In the context of the EU Cybersecurity Act, AmCham EU welcomed a permanent and reinforced EU Cybersecurity Agency (ENISA) and advocated for an EU certification framework ensuring industry participation and adopting a voluntary and risk-based approach.

### ACTION

- Engaged with the Commission, Parliament, Council and ENISA throughout the decision-making process (including a delegation to Strasbourg) with tailored advocacy documents, and in close cooperation with other industry partners.
- Organised a roundtable in the European Parliament hosted by **Michal Boni MEP** (EPP, PL) with a introductory keynote address by **Sir Julian King**, EU Commissioner for the Security Union.

### RESULT

The final text has been successfully improved in some aspects and AmCham EU is positioned to continue to engage on issues around cyber-resilience.



## Develop new models of innovation and entrepreneurship

Define EU privacy rules that enable innovation

Encourage value-based healthcare for safe, sustainable healthcare systems

### ISSUE

AmCham EU advocates for an EU health policy agenda that supports value-based healthcare and better health outcomes, including targets that facilitate the balance of improving health, managing expenditure and ensuring equal access towards sustainable health systems.

### ACTION

- Hosted a high-level dialogue on promoting timely patient access, bringing together payers, regulators, industry and patient representatives from both sides of the Atlantic.
- Issued recommendations calling for stronger Member State cooperation on Health Technology Assessment (HTA) for pharmaceutical products as a basis for engagement with EU policy-makers on the proposed HTA Regulation.

### RESULT

AmCham EU positioned itself as a key and valued policy partner in discussions on value-based healthcare and fostering sustainable, effective healthcare systems.

### ISSUE

AmCham EU has been advocating for a proportional and uniform application of the GDPR (entered into force in May 2018) and innovation-friendly rules on e-privacy (confidentiality of communication data).

### ACTION

- Participated in joint industry meetings hosted by the European Commission on privacy issues, engaged with the European Data Protection Board (former Article 29 Working Party) through public consultations and hosted a meeting with the Chair, **Andreas Jelinek**.
- Continued to engage on the e-privacy Regulation with all institutions, focusing on the Council presidencies and the European Commission, including through industry coalitions.

### RESULT

AmCham EU has consistently channelled its concerns and priorities on privacy issues and remains positioned as a major and credible industry voice.



Bring together innovators for a unique perspective on connected and automated mobility

### ISSUE

AmCham EU represents leading technology companies from across the transport and digital sector and aims to offer a unique perspective on the way forward for connected and automated cars on our roads.

### ACTION

- The Transport, Energy & Climate and Digital Economy Committees joined forces to identify key principles for unlocking the potential of connected and automated mobility.
- Hosted a breakfast event in June, which brought together **Henrik Hololei**, Director-General for Transport and Mobility, European Commission, business representatives from AmCham EU members and policy-makers and stakeholders for a debate on the future of transport.

### RESULT

AmCham EU is widely respected as a uniquely cross-sectoral platform for mobility issues, with efforts to bring together different views welcomed by policy-makers across the EU institutions.

Underline the value of intellectual property for the economy

### ISSUE

AmCham EU advocates for a sound and robust intellectual property enforcement regime, both offline and online, as an efficient way to secure innovation and investments, as well as supports the Commission's approach to strengthen international efforts against counterfeiting and piracy.

### ACTION

- Engaged with key stakeholders and closely monitored Digital Single Market files impacting intellectual property, such as the Copyright Directive and initiatives around tackling illegal content.
- Met with the European Commission on the EU Counterfeiting and Piracy Watch-List and supported the initiative, as well as called for ambitious intellectual property chapters in EU trade negotiations.

### RESULT

AmCham EU promoted the importance of intellectual property to US businesses invested in Europe.

## Safeguard the pharmaceutical intellectual property incentives framework

### ISSUE

Strengthen the IP incentives framework in Europe to safeguard and foster investment in pharmaceutical research, promoting an innovation-friendly environment to the benefit of patients and the R&D companies that serve their health needs.

### ACTION

- Positioned AmCham EU on the ongoing review of IP incentives in Europe, focusing on minimising the negative impact of the proposed manufacturing waiver for Supplementary Protection Certificates (SPC).
- Worked closely with national AmChams, the US and other international stakeholders to highlight the role and importance of IP to drive investment in innovation.
- Met with Member State governments in capitals, Permanent Representations in Brussels and key Members of European Parliament to promote our position.

### RESULT

AmCham EU was a strong advocate for the value of IP and the need for a strong and predictable IP incentives framework to drive investment in innovative R&D.

## Unleash the potential of healthcare technologies

### ISSUE

Support a regulatory framework to fully harness the benefits of cutting-edge healthcare technologies, safeguarding patient safety and supporting innovation and interoperability.

### ACTION

- Advocated for an effective regulatory environment to support the digital transformation of health and care, meeting with the European Commission, Member States and European Parliament.
- Submitted recommendations to support interoperable European Electronic Health Records (EHR), in response the European Commission's call for input on establishing a standard format for EHR exchange.

### RESULT

AmCham EU was a strong advocate for the potential of health technologies across sectors and made its voice heard to key stakeholders.



## Lead by example towards global integration

Foster data flows and global cooperation on digital policy

### ISSUE

Digital technologies are global by nature and therefore require European and global cooperation to enable data flows as well as consistent standards and policy solutions to common challenges.

### ACTION

- Reiterated the importance of international data transfers and global privacy rules (including through a joint US Chamber event at the margins of the 40<sup>th</sup> International Conference of Data Protection and Privacy Commissioners (ICDPPC)).
- Supported Privacy Shield implementation in the context of its 2<sup>nd</sup> annual review, through engagement with stakeholders on both sides of the Atlantic.
- Advocated for modernised rules on digital trade, including through a joint industry effort.

### RESULT

AmCham EU has been positively contributing to highlight the importance of global cooperation on digital policy issues.

Position AmCham EU as the leading business voice in Brussels on Brexit

### ISSUE

As the UK negotiates its exit from the EU, AmCham EU's priority is to avoid a no-deal scenario at all costs, and advocate for the closest possible partnership between the EU and the UK post-Brexit.

### ACTION

- Published a forward-looking, cross-sectoral position paper on the future trade and investment relationship between EU and UK, which was presented to a broad range of stakeholders.
- Travelled to Strasbourg with a delegation of members for the European Parliament November plenary session and discussed with MEPs on why a no-deal scenario would be damaging for all business sectors.

### RESULT

AmCham EU is regarded as a credible representative of business' stakes both in Brexit and the EU-UK future trade relationship.

## Union Customs Code

### ISSUE

The new framework Regulation on the rules and procedures for customs throughout the EU, the Union Customs Code (UCC), came into force in 2016. Throughout its implementation AmCham EU has advocated for a partnership between customs, traders and third parties to facilitate the safe and smooth movement of goods.

### ACTION

- Consistently participated at the Trade Contact Group (TCG) and Electronic Contact Group (ECG) groups and specialised sub-groups to raise AmCham EU's profile and visibility and convey its position to EU officials.
- Published position papers and joint letters on a range of issues including the 6 Digit HS code, Single Transport Contract and Single Window, many of which received replies from the Commission.

### RESULT

AmCham EU reinforced its status as a key stakeholder and information provider on this issue, profiling itself with the relevant EU stakeholders and publicising its key messages with position papers, letters and outreach meetings.

## Promote the value of EU and global trade

### ISSUE

AmCham EU supports an effective EU trade policy and a stronger multilateral trading system which works for businesses and citizens.

### ACTION

- Underscored the importance of a robust EU trade policy and a strong multilateral system for US businesses through its outreach to European and global policy-makers.
- Provided an important forum for discussion on trade issues of relevance to EU, US and WTO stakeholders.

### RESULT

Supported by US business, the EU bolstered its reputation as a beacon for free trade at home and abroad at a time of growing protectionism elsewhere.

## Fight Antimicrobial Resistance (AMR)

### ISSUE

Ensure stakeholders gain a clear understanding of industry's contribution in the fight against AMR and consider industry as a key trusted partner. Encourage policy-makers to put in place policies that incentivise research into new antibiotics, vaccines and diagnostics, and create a sustainable marketplace.

### ACTION

- Met with **Vytenis Andriukaitis**, EU Commissioner for Healthcare to discuss our position on AMR and give feedback on the One Health Action Plan against AMR.
- Hosted a briefing with European Parliament advisers to explain our position and industry's active role in the fight against AMR, in the context of the European Parliament's own-initiative report.
- Communicated the risks posed by AMR during World Antibiotic Awareness week and how the EU can work to address them.

### RESULT

AmCham EU made its voice heard as a key stakeholder in EU-level discussions around the fight against AMR, in the context of the EU's One Health Action Plan and European Parliament own-initiative report.

## Bridge the transatlantic gap on free trade

### ISSUE

Act as a bridge between the EU and the US on trade in support of a reinforced and expanded transatlantic trade relationship.

### ACTION

- Facilitated high-level discussions in Brussels and Washington to explore opportunities for enhanced EU-US cooperation.
- Issued a set of detailed recommendations to EU and US policy-makers to enhance transatlantic economic ties.

### RESULT

AmCham EU positioned itself as the key voice for transatlantic debates in Brussels, enhancing its standing with governments on both sides.

## Advocate for a global solution to digital taxation

### ISSUE

European Commission proposals to introduce new measures to tax digital activities, particularly turnover taxes, risk penalising businesses with low margins and low profits. This could harm EU competitiveness and jeopardise international efforts to tackle tax issues if they are not broadly agreed at the OECD. AmCham EU seeks to ensure turnover taxes are not pursued and that an international agreement remains the priority.

### ACTION

- Engaged in the debate on digital taxation, establishing AmCham EU as a thought leader. By releasing a comprehensive, technical position on the issue AmCham EU underlined the damaging consequences of turnover taxes.
- Held meetings with the Council Presidencies, hosting **Hartwig Löger**, Austrian Federal Minister for Finance ahead of the Presidency. The Committee also engaged with the Permanent Representations, the European Commission and the European Parliament on the proposal's inconsistencies and potential consequences.
- Led outreach at Member State level, coordinating closely with the AmChams in Europe network during the Brussels Briefing and through regular calls.

### RESULT

AmCham EU influenced the digital taxation debate by providing technical input and consistently engaging with all EU institutions to advocate for a global solution. AmCham EU acted as a bridge between the EU and the US, promoting dialogue between the two jurisdictions advocating for an OECD-level solution.

## Customs-related issues

### ISSUE

Advocate on customs-related issues affecting the flow of goods including trade facilitation, trade agreements, intellectual property rights (IPR) enforcement, cargo security, customs penalties, mutual recognition of trusted trader systems and electronic customs.

### ACTION

- Brought together seven cross-sectoral trade associations for an industry call to action to make progress on modernising the EU-Turkey Customs Union, which was well received by the European Commission, Member States and the Turkish Mission to the EU.
- Engaged constructively with policy-makers to discuss customs aspects of the Brexit negotiations, including hosting a roundtable meeting with six UK Government representatives, and a plenary meeting bringing together a range of key stakeholders.
- Fostered ongoing dialogue with US representatives and World Customs Organization (WCO) to discuss mutual recognition and international customs cooperation.
- Responded to consultation on preferential Rules of Origin, which will be a basis for future work in 2019.

### RESULT

Positioned AmCham EU as a key stakeholder and information provider to a range of audiences in the EU and beyond on customs-related issues.

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# Outreach activities

## Gender Initiatives

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## European Parliament

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## Executive Council

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## AmChams in Europe

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## EU Presidency

## Gender Initiatives

The Gender Initiatives Task Force aims to build awareness and foster dialogue on how to promote gender diversity in the workplace. The Task Force, under the leadership of **Beatrice Flammini**, Liberty Global, as Chair and two Vice-Chairs, **Goedele Van der Linden** from Marsh & McLennan and **Elizabeth Krahulecz** from EY, led the outreach plan through a recurring breakfast series and other activities. The breakfast sessions, held approximately every three months, explored a wide range of topics, including the diversity gap, the cybersecurity and STEM sectors, women in competition, and how to create better balance in leadership positions.



## Agenda for Action 2014-2019

Every five years, AmCham EU's members identify key policy areas to drive Europe's competitiveness. AmCham EU issued an Agenda for Action 2014-2019 identifying action areas that, if implemented, would accelerate economic growth and vitality in the EU. 2018 was the concluding year of the Agenda for Action 2014-2019, with the focus areas:

- Build skills for the future
- Drive integration to create an attractive internal market
- Embrace revolutionary change for industrial leadership
- Develop new models of innovation and entrepreneurship
- Drive integration to create an attractive internal market
- Lead by example towards global integration

## Agenda for Action 2019-2024

In September 2018, AmCham EU launched the new Agenda for Action 2019-2024. With the 2019 European Parliament elections approaching, AmCham EU is faced with a unique opportunity to engage in the debate on the future of Europe and the EU's priorities for the next five years. Building on previous initiatives led in 2009, 2014 and before, the current document presents AmCham EU's vision for the upcoming legislative term.

This Agenda for Action 2019-2024 outlines the four priority areas we believe should drive the political agenda over the next five years:

### Empowering people

- Education
- Skills
- Inclusion

### Leading global cooperation

- Transatlantic partnership
- Trade and investment
- Sustainability

### Boosting the Single Market

- Smart regulation
- Better harmonisation and implementation
- Capital, digital, energy and transport

### Investing in the future

- Human capital
- Research and innovation
- Infrastructure and best-in-class public procurement



## European Parliament

The European Parliament Outreach Task Force shapes AmCham EU's interaction with the European Parliament, strengthening ties between AmCham EU and MEPs, developing closer relations with their national affiliates and national delegations in the European Parliament. The Task Force works closely with the AmCham EU committees that routinely engage with MEPs on sector-specific issues.

Looking ahead to the May 2019 European Parliament elections, in September 2018 AmCham EU published its **Agenda for Action 2019-2024**, outlining four priority areas we believe should drive the political agenda over the next five years.

### Activities

- Track and co-ordinate outreach to the European Parliament
- Build relationship with national delegations
- Engage with the senior leadership of the main political groups
- Develop relationship with Parliament platforms

### AmCham EU participates in EPP, ALDE and Green Party Congresses

AmCham EU is strongly committed to working with all political parties that believe in and push for a more united Europe. In 2018, a delegation of AmCham EU members had the opportunity to attend the European People's Party, Alliance of Liberals and Democrats for Europe Party and European Greens Party congresses to present its Agenda for Action 2019-2024 and discuss with key actors US business' vision for the future of Europe.



### EPP Congress

7-8 November | Helsinki, Finland



### ALDE Party Congress

8-10 November | Madrid, Spain



### European Green Party Council

23-24 November | Berlin, Germany

## Executive Council

The Executive Council (ExCo) is a forum of senior executives responsible for the European operations of some of the world's largest companies. The group's mission is to strive for the continuous improvement of European global competitiveness, through targeted dialogue at the highest levels between its members and senior policy-makers of the EU institutions, Member States and international organisations. The group is chaired by **Aongus Hegarty**, DELL Technologies, along with Vice-Chairs **Chris Delaney**, The Goodyear Tire & Rubber Company and **Eamonn Sinnott**, Intel Ireland. Former Vice-Chairs in early 2018 were **Marco Comastri**, CA Technologies and **Pierre Dejoux**, UTC.



### Spring plenary

16 - 17 May | Brussels

During the spring plenary, discussions focused on supporting the Single Market and preparing Europe for the future of work, which provided the opportunity to present the AmCham EU Future of Skills briefing note to policy-makers. The group met with:

- **Gunther Oettinger**, EU Commissioner for Budget and Human Resources
- **Pierre Moscovici**, EU Commissioner for Economic and Financial Affairs, Taxation and Customs
- **Violeta Bulc**, EU Commissioner for Transport
- **Sabine Weyand**, Deputy Chief Negotiator, European Commission
- **Tibor Navracsics**, EU Commissioner for Education, Culture, Youth and Sport

### Fall plenary

10 - 11 October | Brussels

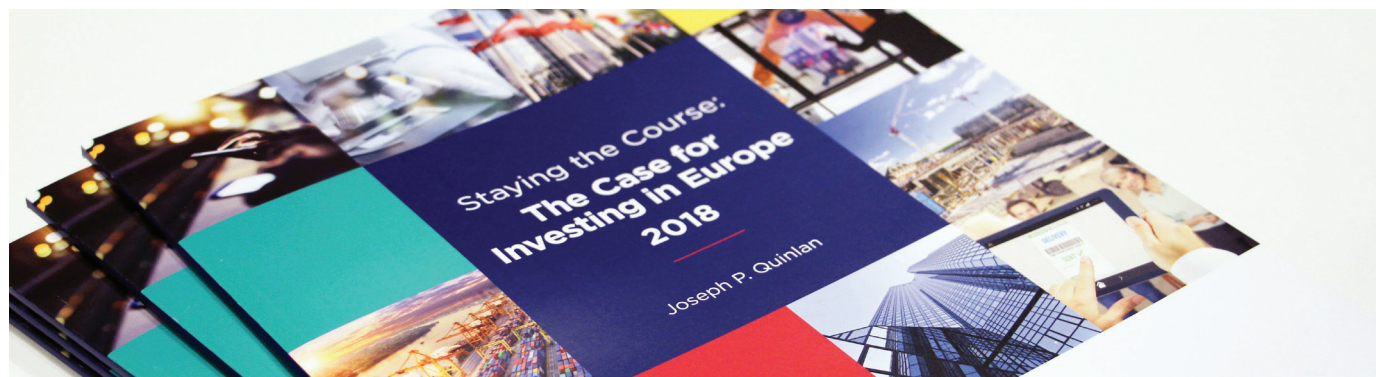
The focus of the fall plenary was to promote AmCham EU's Agenda for Action 2019-2024 and support the Single Market. The programme featured a preview of The Case for Investing in Europe 2018, authored by **Joseph Quinlan**, Senior Fellow, Center for Transatlantic Relations, Johns Hopkins University.

The group met with:

- **Jyrki Katainen**, Vice-President for Jobs, Growth, Investment and Competitiveness, European Commission
- **Andrus Ansip**, Vice-President for the Digital Single Market, European Commission
- **The Honorable Gordon Sondland**, US Ambassador to the European Union
- **Sandra Gallina**, Deputy-Director General for DG Trade, European Commission
- **Edita Hrdá**, Managing Director for the Americas at the European External Action Service

**2018 Youth Entrepreneurship Award:** the 6<sup>th</sup> annual award, sponsored by the Executive Council, was given to Spanish start-up **Bioo** at the AmCham EU Gala. The winners received a cash prize and an 18-month mentorship programme with a number of ExCo members. The award aims to recognise promising young entrepreneurs and to foster entrepreneurship in Europe.

# Launch of The Case for Investing in Europe 2018



As a way to demonstrate the commitment of American companies to Europe, the **Executive Council of AmCham EU** commissioned a new edition of **The Case for Investing in Europe**. Despite the current challenges the EU-US relationship faces, leading Wall Street economist **Joseph Quinlan** shows why Europe remains the most attractive foreign market for US business. In a world of perpetual change, one thread of continuity is the deep integration of Europe and the United States. Europe's size and wealth, depth in human capital, and respect for the rule of law, among other attributes, make the region a natural partner of the US. For American firms that have stayed the course in Europe, and persevered through the last few years of sluggish growth, as well as the political ripples of Brexit, Europe remains among the most attractive markets in the world. **Susan Danger**, CEO, presented this year's edition at a landmark conference hosted by the European Political Strategy Centre (European Commission) bringing together top policy-makers, investors and senior private sector representatives to discuss the 'Single Market as a Driver of Investment in Europe.'



# Member State Outreach

In 2018 AmCham EU significantly expanded its advocacy and outreach beyond Brussels and across Europe. In total AmCham EU has travelled to more than **15 EU Member States**.

**Susan Danger**, CEO, took on numerous speaking engagements across Europe and, while there, engaged in outreach with national stakeholders. Through the AmChams in Europe network, Susan travelled to Ljubljana to speak at **AmCham Slovenia's business breakfast, 'Slovenia's Position in the International Environment'**, on 25 September. She also spoke at **AmCham Estonia's Annual Conference** and awards ceremony celebrating transatlantic cooperation and trade on 7 November in Tallinn.

AmCham EU members also had the opportunity to make their voice heard beyond Brussels. On 25 October, **Taggart Davis**, Executive Director for Government Relations at JP Morgan and Vice-Chair of the Brexit Task Force, spoke at AmCham Bulgaria event, 'Brexit and The Future of Global Trade,' in Sofia.



## AmChams in Europe

AmChams in Europe (ACE) is the umbrella body for American Chambers in Europe and Eurasia. Representatives meet twice a year to exchange best practices, share information on issues facing US businesses in Europe and discuss opportunities for cooperation. AmCham EU leads EU policy coordination on issues of interest to members of the AmChams in Europe network, through regular EU policy updates, and through the support of the organisation of national AmCham events in key policy areas. AmCham EU also hosts an annual EU Policy Briefing in Brussels.



## Brussels Briefing

20-22 March

As part of our Transatlantic Week, AmCham EU welcomed 30 representatives from 19 AmChams across Europe to exchange views on advocacy and ways to cooperate beyond Brussels, for the 20<sup>th</sup> annual Brussels Briefing.



# EU Presidency

A key pillar of AmCham EU's outreach includes engaging with the Council of the European Union. It initiates policy dialogues with national officials charged with the rotating Presidency of the Council of the EU by meeting with the Permanent Representations in Brussels. This is followed by a delegation visit to the Member State capital to present AmCham EU's recommendations to the Presidency.



## Delegation to Vienna

25-27 April

A delegation of members travelled to Austria for a series of meetings with the Austrian Ministerial Cabinet and other stakeholders to discuss the **Austrian Presidency of the Council of the European Union**. In a country with 50,000 people employed by American affiliates, ministers and other stakeholders recognised the positive relationship between the US and Austria. The delegation met with several Ministers and Stakeholders who outlined the Austrian Presidency priorities. Austria's commitment to the EU and support for the transatlantic relationship was reiterated in each meeting.

## Delegation to Bucharest

23-25 October

A delegation of members travelled to Bucharest, Romania for a series of meetings ahead of the upcoming Romanian Presidency of the Council of the EU, commencing on 1 January 2019. The delegation met with several high-level officials from the Romanian government including **Klaus Iohannis**, President of Romania, who outlined the Romanian Presidency priorities. During the delegation, AmCham Romania and AmCham EU co-hosted a roundtable on 'A European Perspective on the Future of Work: How to get it right?'.



# Press & communications

## Press highlights amchameu.eu/press-highlights

In 2018 AmCham EU received significant press coverage on topics such as Brexit, digital issues, Single Market, entrepreneurship, trade, tax and transatlantic relations.

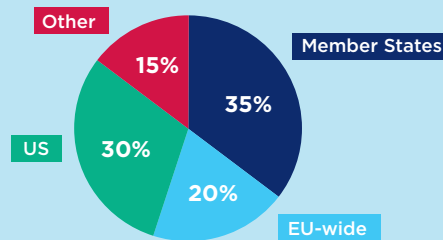
2018  
**176**  
press  
mentions

on key issues for our  
member companies:

Brexit digital entrepreneurship  
Single Market tax Future of Europe



### Coverage by location



Our views were featured in leading news outlets in Europe and around the world, including:

- ORF EURACTIV EUObserver
- ABC News CBS News Al Jazeera CNN
- Agence France-Presse Bloomberg
- El Pais RTL Nieuws POLITICO Euronews Les Echos
- Wall Street Journal New York Times
- Washington Post Guardian Irish Times
- Associated Press



# Communications highlights

Each year, AmCham EU works to optimise its external communications to better reach policy-makers, members and other stakeholders. In 2018 this included re-vamping key tools, with a refreshed Daily Brief newsletter and website improvements to better cater to external stakeholders. We also worked to advance AmCham EU's thought leadership through infographics, video and LinkedIn content and further integrate communications with advocacy work to achieve policy objectives.

## Website

**47% increase in new visitors with 2X more visitors from the US**  
compared to 2017

## Twitter

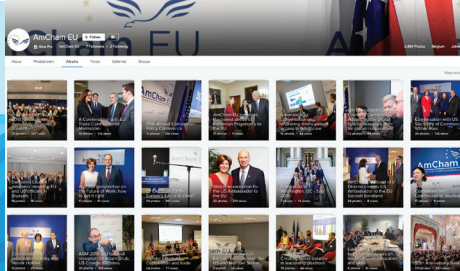
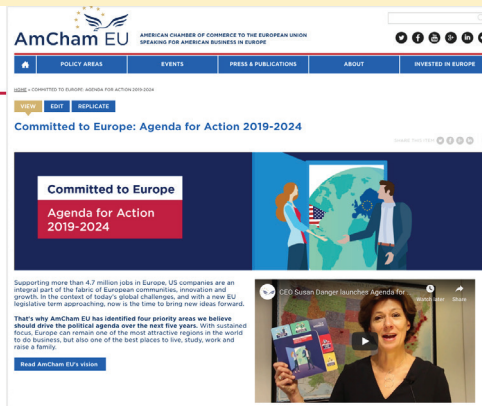
**# Followers: 6,400+**

**10% more followers than last year**

## LinkedIn

**# Followers: 2800+**

**25% more followers than last year**





Your benefits  
as a member:

[amchameu.eu/join](https://amchameu.eu/join)



Access &  
relationships



Influencing  
the EU agenda



Information  
& intelligence



Corporate  
branding & profiling



# AmCham EU secretariat

## ADVOCACY LEADERSHIP



**Susan Danger**  
CEO



**Roger Coelho**  
Policy Director



**Ava Lloyd**  
Policy Manager



**Tim Adamson**  
Senior Policy Adviser



**Maika Föhrenbach**  
Senior Policy Adviser



**Brendan Moran**  
Senior Policy Adviser to the CEO



**Stefano Marmo**  
Senior Policy Adviser



**Florian Gleissner**  
Policy Adviser



**Jarrod Birch**  
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**Emilie Bartolini**  
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Director of Communications and Outreach



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Design and Production Specialist



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Operations Director



**Conny Dekens**  
Operations Manager



**Rosa Sciacaluga**  
Senior Operations Coordinator



**Maya Makarem**  
Operations Coordinator

*Listing reflects the status for the majority of 2018*



Thanks for a great year!  
The AmCham EU team

## AmCham EU speaks for

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American companies **committed to Europe** on trade, investment and competitiveness issues. It aims to ensure a **growth-orientated business and investment climate** in Europe. AmCham EU facilitates the **resolution of transatlantic issues** that impact business and plays a role in creating **better understanding** of EU and US positions on business matters. Aggregate US investment in Europe totalled more than **€2 trillion in 2018**, directly supports more than **4.8 million jobs** in Europe, and **generates billions of euros** annually in income, trade and research and development.

[amchameu.eu](http://amchameu.eu)



3M ★ ABBOTT ★ ABBVIE ★ ACCENTURE ★ ADM ★ AFORE CONSULTING SPRL ★ ALBEMARLE EUROPE SPRL ★ AMERICAN EXPRESS ★ AMGEN ★ AMWAY ★ APCO WORLDWIDE ★ APPLE ★ ARCONIC ★ ARNOLD & PORTER KAYE SCHOLER LLP ★ ASTRAZENECA ★ AT&T INC. ★ AVON PRODUCTS ★ BAKER BOTTS LLP ★ BANK OF AMERICA/MERRILL LYNCH ★ BANK OF NEW YORK-MELLON ★ BARCLAYS ★ BAXTER WORLD TRADE CORPORATION ★ BORGWARNER ★ BRITISH AMERICAN TOBACCO ★ BRUNSWICK GROUP LLP ★ BURSON COHN & WOLFE ★ CARGILL EUROPE ★ CATERPILLAR ★ CELGENE ★ CHARLES SCHWAB & CO., INC. ★ CHEVRON ★ CICERO CONSULTING ★ CISCO ★ CITI ★ CLEARY GOTTLIEB STEEN & HAMILTON LLP ★ CNH INDUSTRIAL ★ COGNIZANT ★ COVINGTON ★ DAIMLER ★ DELL ★ DIAGEO ★ DLA PIPER UK LLP ★ DOW CHEMICAL ★ DUPONT ★ ECOLAB ★ ELI LILLY & COMPANY ★ EPPA SA/NV ★ ESTEE LAUDER ★ EXPEDIA ★ EXXONMOBIL PETROLEUM & CHEMICAL ★ EY ★ FACEBOOK ★ FEDEX EXPRESS ★ FIRST DATA ★ FIRST SOLAR ★ FLEISHMANHILLARD ★ FOLEY & LARDNER LLP ★ FORD MOTOR COMPANY ★ FRESHFIELDS BRUCKHAUS DERINGER LLP ★ FTI CONSULTING ★ GE ★ GILEAD SCIENCES ★ GLAXOSMITHKLINE ★ GOLDMAN SACHS INTERNATIONAL ★ GOODYEAR DUNLOP ★ GOOGLE ★ GOWAN GROUP ★ GOWLING WLG (UK) LLP ★ HARLEY-DAVIDSON EUROPE LTD. ★ HASBRO EUROPEAN SERVICES ★ HERBALIFE INTERNATIONAL INC. ★ HILL+KNOWLTON STRATEGIES ★ HOGAN LOVELLS ★ HONEYWELL EUROPE N.V. ★ HP ENTERPRISE ★ HP INC. ★ IBM ★ INTEL CORPORATION ★ INTEREL ★ J.P. MORGAN CHASE & CO ★ JOHN DEERE GMBH & CO. KG. ★ JOHN WILEY & SONS ★ JOHNSON & JOHNSON ★ JUUL LABS ★ KELLER AND HECKMAN LLP ★ KREAB ★ LATHAM & WATKINS LLP ★ LIBERTY GLOBAL ★ LINKLATERS LLP ★ LOCKHEED MARTIN ★ LVMH ★ LYONDELLBASELL ★ MARS INCORPORATED ★ MARSH & MCLENNAN COMPANIES, INC. ★ MASTERCARD EUROPE ★ MATTEL EUROPE ★ MAYER BROWN EUROPE-BRUSSELS LLP ★ MCDONALD'S EUROPE ★ METLIFE ★ MICHELIN NORTH AMERICA INC. ★ MICROSOFT ★ MORGAN STANLEY INT. ★ MORGAN, LEWIS & BOCKIUS, LLP ★ MSD (EUROPE) INC. ★ NIKE EMEA ★ NORTON ROSE FULBRIGHT LLP ★ ORACLE ★ PFIZER ★ PHILIP MORRIS INTERNATIONAL ★ PITNEY BOWES LTD. ★ PRICEWATERHOUSECOOPERS ★ PROCTER & GAMBLE ★ QUALCOMM ★ RED HAT ★ REFINITIV ★ RELX GROUP ★ ROCKWELL COLLINS ★ S.W.I.F.T. ★ SALESFORCE ★ SAS ★ SC JOHNSON ★ SHIRE ★ SIDLEY AUSTIN LLP ★ SKADDEN, ARPS, SLATE, MEAGHER & FLOM ★ SQUIRE PATTON BOGGS (UK) LLP ★ STANDARD & POOR'S ★ STANLEY BLACK & DECKER ★ STEELCASE ★ STEPTOE & JOHNSON LLP ★ SYMANTEC ★ SYNGENTA ★ TE CONNECTIVITY ★ TENEQ CABINET DN ★ THE AES CORPORATION ★ THE BOEING COMPANY ★ THE CARLYLE GROUP ★ THE COCA-COLA COMPANY ★ THE NIELSEN COMPANY ★ THE WALT DISNEY COMPANY ★ UBER ★ UIPATH ★ UNITEDHEALTH GROUP ★ UNITED TECHNOLOGIES CORPORATION ★ UPS ★ VAN BAELE & BELLIS ★ VERIZON ★ W.L. GORE & ASSOCIATES ★ WEBER SHANDWICK ★ WHITE & CASE LLP ★ WILLKIE FARR & GALLAGHER ★ WILMER CUTLER PICKERING HALE & DORR LLP ★

*List accurate as of January 2019*

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