



G20 GERMANY 2017
BUSINESS 20 DIALOGUE

B20 Germany Process Evaluation



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Overview

Financial crises, rising protectionism, cross-border impacts of climate change and the inherently global nature of digitalization have made clear that global challenges require global solutions. The German G20 Presidency captured the world's growing interconnectedness aptly under the motto "Shaping an Interconnected World".

Global governance of many issues – primarily, trade and climate change – has become more difficult over the last year. G20 members, more than ever, struggled to agree on joint positions. Nonetheless, the G20 is still the premier forum for international economic cooperation. It possesses the necessary weight and legitimacy for that task: its members are not only responsible for 85 percent of global gross domestic product (GDP) and three-quarters of global exports (goods and services), but also represent about two-thirds of the world's population. The G20 is a crucial agenda-setter. One of the group's key functions is to provide a platform for informal, cross-sector, and flexible exchange on the highest political level. Constant communication supports a common problem analysis that enables the development of cooperative solutions within an atmosphere of trust. This role is more important now than ever before.

To develop viable governance solutions, the G20 needs reliable partners. During the German G20 Presidency, the

Business20 (B20) once again proved that the business community is a strong partner in an increasingly complex and uncertain world. B20 Germany successfully developed actionable policy recommendations and supported international dialogue within the G20 and beyond. In December 2017, the G20 Presidency and consequently also the B20 Presidency were handed over to Argentina. It is thus time to identify lessons learned for future B20 cycles. B20 is a member-driven process. Therefore, B20 Germany asked its members to share their opinion on the content and organization of the past B20 cycle. The results are captured in the following paper. Our goal is to ensure both the effectiveness and the legitimacy of the B20 within the G20 process.

The B20 Germany cycle was a challenging one. It was both short, considering that the B20 Summit took place in early May due to the G20 Summit at the beginning of July, and demanding due to the broad agenda of the German G20 Presidency and the difficult geopolitical environment. Given these circumstances, we are proud of how much we have achieved. This would not have been possible without the engagement, strong support, and enthusiasm of the B20 Chairman, the B20 Executive Committee, the B20 Chairs and Co-Chairs, and the B20 membership, as well as the support of the Knowledge, Network and Concept Partners.

Photo: Eric Schweitzer (President, DIHK), Dieter Kempf (President, BDI), Jürgen Herhaus (Chairman, B20 Germany) and Ingo Kramer (President, BDA) and Angela Merkel (Federal Chancellor of the Federal Republic of Germany)



About B20 Germany



Jürgen Heraeus

B20 Germany Chairman

The B20 is an integral part of the G20 process, representing the entire G20 business community. The mission of the B20 is to support the G20 through consolidated representation of interests, concrete policy proposals, and expertise. Furthermore, the B20 promotes dialogue between policy-makers, civil society, and business at the international level.

Like the G20, the B20 is a perennial process with working activities and events throughout the entire year. Similar to the G20 Presidency, the B20 Presidency is rotated among G20 members. In spring 2016, the German Federal Chancellery mandated the leading German business associations – the Federation of German Industries (BDI), the Confederation of German Employers' Associations (BDA) and the Association of German Chambers of Commerce and Industry (DIHK) – to conduct the B20 Presidency during the German G20 Presidency. The three associations maintained a B20 Executive Committee that made all significant strategic decisions on B20 Germany by consensus. The chairman of B20 Germany was Jürgen Heraeus, Chairman of the Supervisory Board of Heraeus Holding GmbH. A B20 Secretariat handled the operational implementation. Stormy-Annika Mildner, B20-Sherpa, headed the B20 Secretariat. The B20 Germany process was further supported by advisory bodies, such as the Business Advocacy Caucus composed of CEOs and business organization leaders from the G20 states.

B20 Germany was conducted under the motto “Resilience, Responsibility, Responsiveness – Towards a Future-oriented, Sustainable World Economy”. Under this adage, G20 Germany continued the traditional B20 themes of trade, investment, financial market regulation, infrastructure investment, employment and education, and anti-corruption, as well as small- and medium-sized enterprises. However, the agenda of Germany's B20 Presidency also covered new topics: digitalization, global health, responsible business conduct, and Africa.

More than 700 representatives from business, international organizations, and civil society engaged in the B20 Germany process to advance regular exchanges, to consolidate interests, and to promote joint positions. They formed the five taskforces on trade and investment, energy, climate and resource efficiency, financing growth and infrastructure, digitalization, and employment and education, as well as the 2 cross-thematic groups on SMEs and Responsible Business Conduct and Anti-Corruption, and the Health Initiative. Decisions in the B20 on positions were based on consensus. For further information on B20 Germany, please consult our Q&A, which can be found on the G20 Germany website.



Stormy-Annika Mildner

B20 Germany Sherpa

The Survey: Methodology and Responsiveness

The B20 Germany survey was distributed to all members of the B20 working groups, the Chairs and Co-Chairs as well as Knowledge Partners, Network Partners, and Concept Partners. The survey was hosted by Survey-Monkey, and its results were anonymous. In total, 194 people replied to the survey. 28 of the respondents were Chairs and Co-Chairs of B20 Germany. Thus 50.9 percent of all Chairs and Co-Chairs took part in the survey.

Overall, between 25 and 33 percent of each taskforce and cross-thematic group responded to the survey. The share was slightly smaller for the Health Initiative. Members of the SMEs Cross-thematic Group made up the largest share of survey respondents, followed by the Taskforce Financing Growth and Infrastructure and the Cross-thematic Group Responsible Business and Anti-Corruption. Among all survey respondents, 8.9 percent were also members of the B20 Business Advocacy Caucus (BAC).

Of Which Taskforce and/or Cross-thematic Group and/or Initiative were you a part of?

Select all that apply.

B20 Working Group	Percentage of respondents in relation to their working group (in %)	Share in the survey (in %)
Trade and Investment	30.4	17.6
Energy, Climate and Resource Efficiency	27.1	15
Financing Growth and Infrastructure	29.4	20.7
Digitalization	25	14.5
Employment and Education	32.3	16.1
SMEs	32.6	22.8
Responsible Business Conduct and Anti-Corruption	31.7	19.7
Health Initiative	20.2	9.8

Key Survey Findings

The survey results show that B20 members in general were quite pleased with the organization and effectiveness of B20 Germany. But this is no reason for complacency. As the survey also shows, there is much to improve under future B20 cycles.

Legitimacy and effectiveness: Representativeness – transparency – accountability – B20 is a member-driven organization. It will only be effective if its positions are strongly based on consensus among its members. B20 Germany invested considerably in facilitating the involvement of B20 members, increasing transparency of decision-making processes, and ensuring a representative membership. However, more can be done in future B20 cycles, strengthening information on ongoing activities, and organizing more meetings in the regions.

Balancing B20 membership: Membership needs to be balanced regarding countries and regions, size of companies, business associations, and sectors, as well as male and female representatives. Some countries and regions have been underrepresented over the last years. The same is true for sectors. Despite considerable efforts in the past – all B20 Germany working groups had representatives from all G20 countries –, there is still room for improvement regarding regional representativeness.

A strong B20 community: The B20 offers a great opportunity for knowledge sharing, learning, exchange of best practices, and developing joint solutions to global governance problems. It allows for expansion of

networks and development of new relations. B20 fosters understanding and trust across national borders. To further strengthen this component, enough time should be reserved during events for networking activities.

Continuity and new impulses: Each B20 presidency needs to ensure continuity, following up on the recommendations of previous presidencies. For this, evaluations of G20 Summits, their results, and the responsiveness of G20 to B20 recommendations are indispensable, and the process should be continued. At the same time, each B20 presidency should set new impulses and further develop the B20 agenda. This should be based on input of the B20 community.

Precise and actionable recommendations: B20 topics need to be chosen with care, reflecting not only the G20 agenda but the interests of the G20 business community. Sometimes, less is more. Recommendations should be precise and actionable while at the same time supported by sufficient detail. More examples and best practices from the business community could provide recommendations with further life.

To fulfil its mandate, regular meetings with G20 are indispensable: While there was strong engagement between the B20 Leadership and Secretariat with the G20, and interaction between B20 members and G20 Germany representatives during the key B20 Germany events, more interaction between the wider B20 membership and the G20 would be desirable. One method to do so would be spreading events across more G20 countries, and inviting more G20 representatives to these events, if capacities and times allows.



Photo: Klaus Helmrich (Member of the Executive Board, Siemens AG and Chair, B20 Taskforce Digitalization), Daniel Funes de Rioja (President, IOE, 2014-2017, Co-Chair, B20 Taskforce Employment, and Education and Chairman, B20 Argentina), John Cryan (CEO, Deutsche Bank, 2015-2018, and Co-Chair, B20 Taskforce Financing Growth and Infrastructure) and Dieter Kempf (President, BDI)





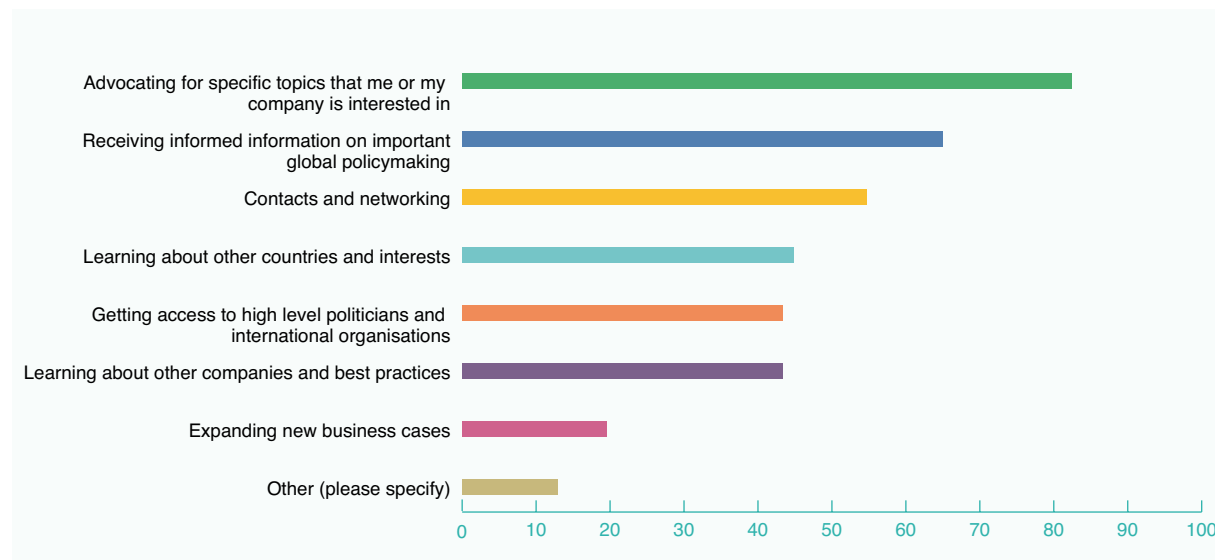
Engagement in B20 Germany

Reasons to Engage in the B20 Process

More than 700 members from the business community, international organizations, and the civil society engaged in the B20 Germany process. To get more information on the motivations and interests of B20 members, B20 Germany asked for the reason why members engaged in the B20 process. The three most important reasons were:

1. Advocating for specific topics
2. Contacts and networking
3. Receiving information on important global policy-making

Why are you engaged in the B20 process? Select all that apply.



Answer Choices	Responses
● Advocating for specific topics that me or my company is interested in	82.47%
● Contacts and networking	54.64%
● Expanding new business cases	19.59%
● Receiving informed information on important global policymaking	64.95%
● Getting access to high level politicians and international organisations	43.30%
● Learning about other companies and best practices	43.30%
● Learning about other countries and interests	44.85%
● Other (please specify)	12.89%

Organization of B20 and the Position-Forming Process

One of the main tasks of B20 working groups (taskforces, cross-thematic groups, and initiatives) is consolidating positions and drafting the B20 policy papers. The policy papers feature the B20 recommendations, provide background information on the topics under discussion, elaborate best practices, and serve as the basis for B20 advocacy.

Every taskforce and cross-thematic group drafted a policy paper, each containing three policy recommendations, and accompanying advocacy material. The drafting process took five to six months. It included between three to five conference calls per taskforce, cross-thematic group, and initiative, written feedback on the drafts, a taskforce meeting during the B20 Kick-Off Conference in Berlin and, in the case of some groups, additional in-person meetings. The policy papers were officially adopted at the B20-BIAC Joint Taskforce Meeting in Paris on 22 March 2017. They served as the basis for the B20 Summary, the joint recommendation paper which was presented to the Chancellor of the Federal Republic of Germany and G20 Chair Angela Merkel at the B20 Summit.

The Health Initiative process started in early 2017, later than the other working groups. To prepare the policy paper, which was presented at the B20 Health Conference, several conference calls and meetings among the members took place.

Transparency

Access to relevant information is key to ensure that all B20 members are up-to-date and able to participate in the drafting process. Thus, the B20 Secretariat asked in its evaluation survey if B20 members had access to relevant information needed to engage in the discussion. The B20 Germany Secretariat published all non-confidential information on its website, in its newsletters, and on social media to keep the B20 membership informed. All confidential information regarding the policy paper drafting process or events was circulated via e-mail and included in the membership section of the B20 website. For example, with the kick-off of the B20 Presidency, the B20 website featured information on all chairs and co-chairs, knowledge partners and network partners. Immediately after the finalization of

membership selection process, the constitution of the taskforces, regional distribution, and membership was made public on the webpage.

Survey Results: The transparency efforts of B20 Germany received a very positive rating, establishing that 94.4 percent of all respondents rated the access to relevant information as good, very good, or excellent. 28.1 percent of the respondents rated the transparency as excellent, 44.4 percent rated it as very good, 21.9 percent of the respondents as good, 5.1 percent as fair and 0.6 percent rated the transparency as poor.

Overall Management

B20 Germany was chaired by Jürgen Heraeus. He was supported by the B20 Sherpa, Stormy-Annika Mildner, who headed the B20 Secretariat. The B20 Secretariat handled the operational implementation of B20 Germany. All major decisions on the organizational process were taken by the Executive Committee, which was composed of representatives of the three hosting organizations: BDI, BDA and DIHK. In addition, the B20 Secretariat, the taskforces, cross-thematic groups and initiative, and the executive committee worked closely with the Business Advocacy Caucus and the B20 Troika (the previous, active and upcoming B20 Presidencies).

Survey Results: To assess the satisfaction of B20 members with the overall management of the B20 process, it is important to get a sense of time management, quality of distributed preparations, and satisfaction with the overall structure of the drafting process. 93.9 percent rated B20's overall management as good, very good, or excellent. 35.2 percent rated the overall management as excellent, 36.9 percent rated it as very good, 21.8 percent as good, 5 percent as fair and 1.1 percent rated the responsiveness as poor. For future presidencies, it might be beneficial to fix conference calls at the beginning of the process and stick to the schedule. Within a longer B20 cycle, more time should be earmarked for membership feedback on policy paper drafts.

Responsiveness of the B20 Secretariat

Responsiveness of the B20 Germany Secretariat encompasses parameters such as the swiftness of responses but also the Secretariat's openness to remarks, input, and changes. Each taskforce had a contact person within the B20 Secretariat who was responsible for the communication with the taskforce/cross-thematic group/initiative.

Survey Results: The B20 Germany members were asked to rate the responsiveness of the B20 Germany Secretariat. 35.4 percent rated the responsiveness as excellent, 38.3 percent rated it as very good, 19.4 percent rated it as good, 5.7 percent fair, and 1.1 percent rated the responsiveness to be poor. Thus, 93.2 percent rated the responsiveness of the B20 Secretariat to be good, very good, or excellent.

Accessibility

B20 Germany asked whether members felt that they were able to participate in all stages of the B20 Germany policy paper drafting process.

Survey Results: 82.7 percent rated the process as good, very good, or excellent (29.5 percent as excellent, 37 percent as very good and 16.2 percent as good). Thus, although for a large majority of the members the accessibility was quite positive, there are still improvements to consider, as 15 percent of respondents rated the accessibility as fair and 2.3 percent rate it as poor. One of the key B20 strengths is also one of its challenges – due to the global composition of the taskforces, it was at times difficult to find a time slot that was suitable for the majority of taskforce members. Addressing the time difference will remain a challenge for future B20 presidencies. Another issue was travel costs, as most events of B20 Germany took place in Europe – particularly for SMEs this posed a challenge. While many events allowed for participation through telephone conferences, physical participation proved expensive for many B20 members. Short deadlines and capacity issues within companies posed further difficulties for participation in the consensus-finding process.

Knowledge Partners

B20 Knowledge Partners are consulting firms that assist the B20 Secretariat in preparing B20 policy papers. They also support the B20 Secretariat in the coordination processes and preparation of advocacy documents. The Knowledge Partners are thus crucial players in the B20 process.

The B20 Germany Knowledge Partners were:

- ➔ **Accenture** (TF Financing Growth and Infrastructure)
- ➔ **Deloitte** (TF Employment and Education)
- ➔ **EY** (CTG SMEs)
- ➔ **KMPG** (CTG Responsible Business Conducts and Anti-Corruption)
- ➔ **The Boston Consulting Group** (TF Digitalization, TF Energy, Climate and Resource Efficiency and the TF Trade and Investment)

Survey Results: 25.4 percent of the respondents judged the work of the Knowledge Partners to be excellent, 38.7 percent judged the contribution of the Knowledge Partners to be very good and 23.7 percent judged it to be good. In total, thus 87.8 percent of the respondents judged the work of the Knowledge Partners to be good, very good, or excellent and only 9.3 percent rated it to be fair and 2.9 rated it to be poor. In the future, Knowledge Partners could play a greater role in the advocacy of B20 recommendations, particularly through media and social media.

Network Partners

Network Partners are international business organizations and networks. They provide essential support to taskforces and cross-thematic groups by offering up their expertise as well as by engaging their broad international constituency in taskforce and cross-thematic group activities and disseminating recommendations. The Network Partners also support advocacy activities.

During the B20 Germany process the Network Partners were:

- **The Alliance for Integrity (AfIn)** (CTG Responsible Business Conduct and Anti-Corruption)
- **The Business and Industry Advisory Committee to the OECD (BIAC)** (TF Digitalization; CTG Responsible Business Conduct and Anti-Corruption Health Initiative)
- **The G20 Young Entrepreneurs Alliance (G20 YEA)** (TF Financing Growth and Infrastructure; CTG SMEs)
- **The Global Business Coalition (GBC)** (TF Energy, Climate and Resource Efficiency; TF Digitalization)
- **The Global Chamber Platform** (TF Trade and Investment)
- **The Institute for International Finance (IIF)** (TF Financing Growth and Infrastructure)
- **The International Chamber of Commerce (ICC)** (TF Trade and Investment; TF Energy, Climate and Resource Efficiency; TF Digitalization; CTG Responsible Business Conduct and Anti-Corruption)
- **The International Organization of Employers (IOE)** (TF Employment and Education)
- **The World Economic Forum (WEF)** (TF Trade and Investment; TF Financing Growth and Infrastructure; TF Digitalization)

→ The World SME Forum (CTG SMEs)

Survey Results: 19.4 percent of the respondents perceived the contribution of the Network Partners to be excellent, 39.4 percent rated the contribution as very good and 30 percent rated it as good. Thus, 88.8 percent of the survey respondents found the contribution to be positive. Only 10.6 percent rated it as fair and 0.6 percent as poor. In the future, Network Partners could play a greater role in organizing events also in different regions and in advocating for B20 recommendations.

Conference Calls

Conference calls were a fundamental part of the B20 policy paper drafting process. B20 Germany chose to use a professional provider for the conference calls. Each of the taskforces and cross-thematic groups held between up to five conference calls, except for the Employment and Education Taskforce and the Responsible Business Conduct and Anti-Corruption Cross-thematic Group, which both replaced some calls with in-person meetings.

Survey Results: 41.6 percent of the respondents participated in at least 75 percent of the calls, and 28.9 percent even participated in all calls. 21.3 percent participated in at least one call. Only 8.1 percent were not able to participate in any of the B20 conference calls, which also shows that 91.9 percent of the members used the opportunity to actively participate in the B20 process. In addition, 87 percent indicated that conference calls were scheduled at the right frequency and 11.1 percent would have even welcomed additional calls for the drafting process. 88.8 percent of the respondents also appreciated the opportunity to provide written feedback to the policy paper drafts.

To further improve the process, respondents to the survey suggested: to schedule calls earlier, to send out documents earlier, and to provide local dial-in numbers (if time and costs allow).

Taskforces and Cross-thematic Groups

Representativeness of the working groups is vital to ensure the legitimacy of B20. Working groups need to represent all G20 countries and sectors of the economy. They should be sufficiently large and provide a platform for open and frank discussions while at the same

time maintaining a clear focus. More than 700 members from 39 countries worked in the B20 taskforces and cross-thematic groups. In addition, 92 members from 24 countries were organized in the Health Initiative.

Overview of the B20 Germany Country Representation

Country	#	Country	#	Country	#	Country	#
Argentina	13	Germany	131	Mexico	7	United States	70
Australia	21	India	36	Russia	22	EU (other)	75
Brazil	18	Indonesia	2	Saudi Arabia	9	International	50
Canada	19	Italy	20	South Africa	10	Other	16
China	75	Japan	10	Turkey	31	Total	706
France	32	South Korea	9	United Kingdom	30		

Survey Results: 75.1 percent of the respondents judged the size of the working groups as exactly right. 19.1 percent of the respondents would have preferred smaller groups and 5.8 percent would have preferred larger groups. With regard to the composition 77.9 percent of the members rated the composition as good, 8.7 percent too homogenous, and 6.4 percent too heterogeneous.

From comments in the survey we can observe that two points are crucial for improving the composition of the taskforces/cross-thematic groups: the proportion of business to non-business members, and the proportion of Western to Non-Western members.

Ideas for Stronger Engagement in the Working Groups

The respondents provided ideas related to fostering participation in the B20 consensus finding process. These can be grouped as follows:

1. **Clear time management and deadlines:** The respondents indicated that meetings and calls should be planned as early as possible and should

not be changed once they have been communicated. B20 members should be granted enough time to review documents and submit feedback. Deadlines should be communicated early and documents should be sent out as early as possible.

2. **Information sharing:** Respondents made suggestions how to improve future information sharing. These included protocols and notes after all conference calls, provision of more feedback after meetings with/of the G20, and the provision of background information on topics and on the B20 planning process.
3. **More local meetings:** Local meetings, one-on-one discussions, and meetings with G20 officials, as well as more direct meetings with the Knowledge Partners, would be appreciated by some of the respondents.
4. **Subgroups:** Some respondents noted that they would prefer to break down the working groups into subgroups, in order to keep a narrower focus on the specific topics and better manage the workload.

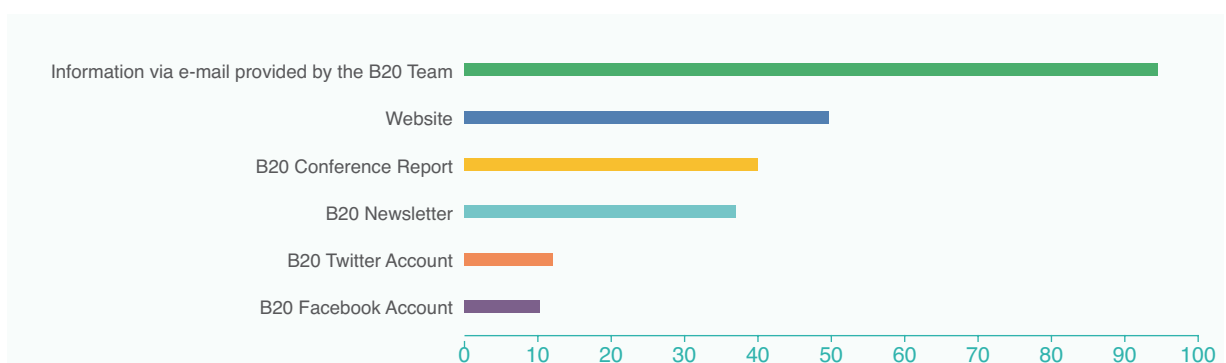
Information Management

Good information management is important to assure that the working process is inclusive, efficient, and effective. B20 Germany used several channels to keep the B20 members as well as the public up-to-date. B20 Germany hosted the website www.b20germany.org, which the B20 Secretariat used to distribute thematic information, to publicize the B20 policy papers and relevant B20 documentation and to inform the B20 membership and interested public about B20 and G20 related events and developments. In addition, a B20 newsletter was distributed every two to three months to inform the B20 members about the latest B20 developments (the newsletter was an innovation under B20 Germany). Subsequent to major events, the B20 Secretariat provided a Conference Report to delineate in detail the topics discussed at the event. Conference Reports were provided for the Kick-Off Conference, the Davos World Economic Forum, the B20 Summit, the B20 Health Conference, and the B20 Hand-over to Argentina. You can find the B20 newsletter and Conference Reports [here](#). Furthermore, social media has become a major information source for the B20. B20 Germany actively used Facebook and Twitter to disseminate

information on events, reports, and all major developments. The B20 FB account was an innovation for the B20. Facebook and Twitter were increasingly utilized to connect with other organizations and G20 actors. You can access the B20 Facebook page [here](#) and the twitter page [here](#).

Survey Results: B20 Germany members were asked how they stayed informed about the B20 Germany process. The survey shows that 94.6 percent of the respondents used the information e-mails provided by the B20 Secretariat to stay informed about the B20 process. In addition, almost half of the respondents used the website (49.7%) and 40 percent used the conference reports. 37 percent also read the newsletter to stay up to date. The use of social media was rather low among the respondents. Only 10.3 percent used Facebook and 12.1 percent Twitter to stay informed about the activities of the B20. This is not surprising as Facebook was geared towards a broader audience than the B20 membership. A faster turnover of information through e-mails and shorter and more newsletters would be welcomed by B20 members.

How did you stay informed about the B20 process? Select all that apply



Answer Choices	Responses
● Information via e-mail provided by the B20 Team	94.55%
● Website	49.70%
● B20 Conference Report	40.00%
● B20 Newsletter	36.97%
● B20 Twitter Account	12.12%
● B20 Facebook Account	10.30%

Information Process in Greater Detail: Information Mails

The B20 Secretariat regularly provided information e-mails on the B20 process and B20 or G20 related events.

Survey Results: The majority of the survey respondents appreciated the sequence of information mails (84.1%). 11 percent of the respondents would have liked more information provided by e-mail. It might be beneficial to more strongly promote social media as an information tool for those members who would like to receive even more information. 3.7 percent of the respondents thought that information e-mails on the B20 process were sent too often and 1.2 percent found that information on the B20 process was provided excessively.

Information Process in Greater Detail: The G20 Process

In addition to information on the B20 process, the B20 Secretariat also shared information on the G20 process, such as the status of G20 negotiations, and recent and upcoming G20 events, as well as background information and the G20 working group results.

Survey Results: There was a high demand for more information on the G20 process. Although for almost three-quarters

(72.8%) of the survey respondents, information e-mails on the G20 process came at the right frequency, 22.8 percent found that information mails on the G20 process were not sent often enough. 1.2 percent found that G20 information e-mails were sent excessively and 3.1 percent of the respondents perceived that information e-mails were sent too often.

Information Process in Greater Detail: The B20 Process

There is also great interest in being regularly informed on B20 processes.

Survey Results: The survey clearly shows that the newsletter was the medium most commonly used for information management. Given its high importance, it would be useful to improve the newsletter further. Survey respondents suggested, for example, including a timeline on all B20 and G20 activities in each newsletter.

Suggestions focused on providing more general overviews on the B20 activities. Future presidencies could find it useful to install information platforms for internal communications with their taskforces or use webinars for discussions.

Thematic Focus and Policy Recommendations

Thematic Focus

The selection of B20 topics does not only have to align with the priorities of the respective G20 presidencies but also with the agenda of the business community. In the taskforce constitution process, the B20 Germany Secretariat conducted a survey among the business community to assess the priorities for the B20 Germany process. After the working groups were constituted, the members of each group internally discussed their agenda. This was the first step of the work of the taskforces and cross-thematic groups in the German B20 cycle.

Survey Results: B20 members were invited to rate their satisfaction with the thematic focus of the taskforces, cross-thematic groups, and initiative on a scale from 1 (very dissatisfied) to 6 (very satisfied). 27.4 percent of the respondents were very satisfied, 48.2 percent were satisfied, 16.1 were rather satisfied, 6.6 percent were rather dissatisfied and 1.8 percent were dissatisfied. Regarding the thematic focus, 91.7 percent of the respondents indicated their satisfaction. This high approval rating confirmed the relevance of the work of B20 Germany.

Policy Recommendations

Each B20 working group presented three main policy recommendations, each of which contained at least three policy actions. The recommendations provided detailed guidance to the G20. You can access the policy papers [here](#).

Survey Results: We asked the B20 members whether they were satisfied with the final policy recommendations of their respective working groups. The survey respondents were invited to rate their satisfaction on a scale from 1 (very dissatisfied) to 6 (very satisfied). 88.3 percent expressed their satisfaction with the recommendations. 23.3 percent were very satisfied, 42.3 were satisfied and 22.7 percent were rather satisfied. 7.4 percent were rather unsatisfied, 3.7 percent were unsatisfied and 0.6 percent were very unsatisfied. Some members recommended a clearer focus for the policy actions, or to limit the number of sub-actions for each policy action. Others suggested that recommendations that have already been given in the past but were not sufficiently integrated by the G20 should be more clearly highlighted. Some would have liked to see more detail regarding each policy action.

B20 Summary – Policy Recommendation across the Working Groups

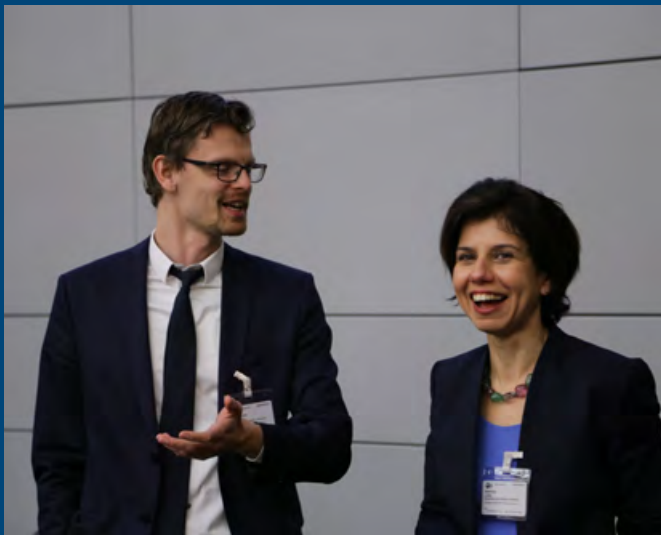
The “B20 Summary” which was presented to the G20 at the B20 Summit, encompassed the recommendations of all B20 working groups (apart from the Health Initiative, which had a later finish). You can find the B20 Summary [here](#).

Survey Results: We asked the B20 members about their satisfaction with the “B20 Summary” on a scale from 1 (strongly disagree) to 6 (strongly agree). 92.1 percent indicated their satisfaction with the B20 summary. 46.9 percent of respondents were very satisfied, 33.5 percent were satisfied and 11.6 percent were rather satisfied. 2.4 percent were rather unsatisfied and 1.8 percent were unsatisfied.

In addition, the B20 members were asked to choose the 5 policy recommendations out of all 20 in the summary document which they deemed to be most important. The top 5 policy recommendations chosen by survey respondents were:

1. Strengthening an Open and Inclusive Trading System (45.9%)
2. Facilitating SME Participation in Trade (34.1%)
3. Making Use of Digital Trade Potential (30%)
4. Creating a Global Level Playing Field and Promoting Fair Competition (28.8%)
5. Curtailing Climate Change (25.9%)





B20 Events



Photo: B20 Germany Chairman Jürgen Herhaus hands over the B20 Summary to Angela Merkel, Federal Chancellor of the Federal Republic of Germany

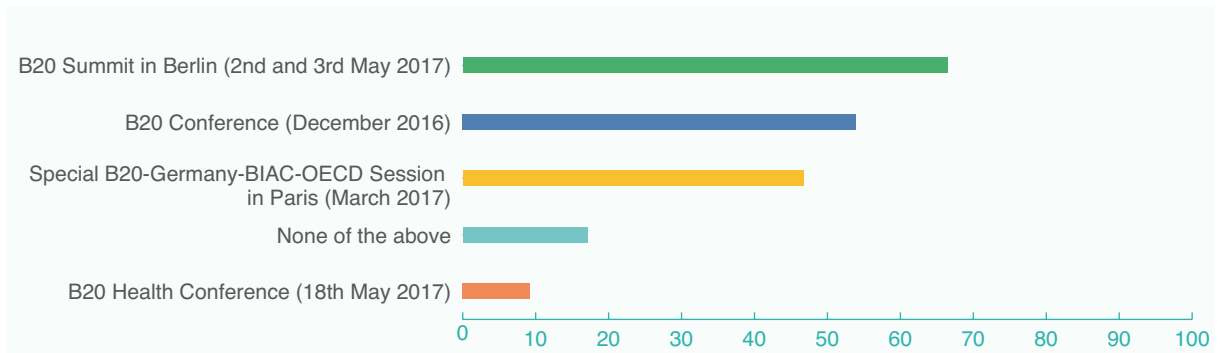
Organizing and participating in events is an important part of each B20 process. B20 Germany was responsible for not only the B20 Summit, but additionally the B20 Health Conference, the B20 Kick-Off Conference and the Special B20 BIAC Joint Taskforce Meeting. Participation in G20 events is another major task for the B20, as well as in important events held by international organizations. Among these were the Davos World Economic Forum and the IMF Annual Meeting, as well as WTO and OECD meetings. Furthermore, B20 Germany took part in many national events and events organized by other G20 Engagement Partners.

Attendance in B20 Events

B20 Germany organized four big events during its presidency. The first one was the Kick-Off conference in December 2016, the first physical B20 Germany taskforce meeting. The second event was the Special B20 BIAC Joint Taskforce Meeting in March 2016, at which B20 policy recommendations were adopted. The B20 Summit in May 2017 was the premier B20 event. Finally, the last organized event was the B20 Health Conference, also in May 2017.

Survey Results: The B20 survey asked the B20 members which B20 events they attended. Two-thirds (66.5%) of the respondents attended the B20 Summit. More than 50 percent of the respondents attended the B20 Kick-Off Conference, 46.7 percent attended the Special B20-Germany-BIAC-OECD Session in Paris and 9.2 percent of the respondents attended the B20 Health Conference. 17.2 percent of the survey respondents attended none of the four B20 events.

Which B20 Events did you attend? Select all that apply.



Answer Choices	Responses
● B20 Summit in Berlin (2nd and 3rd May 2017)	66.45%
● B20 Conference (December 2016)	53.95%
● Special B20-Germany-BIAC-OECD Session in Paris (March 2017)	46.71%
● None of the above	17.11%
● B20 Health Conference (18th May 2017)	9.21%



Photo: Gerhard F. Braun (Vice President, BDA, and Chair, B20 Taskforce Employment and Education), Ulrich Grillo (President, BDI, 2013-2016), Wolfgang Schäuble (German Federal Minister of Finance, 2009-2018), Jürgen Heraeus (Chairman, B20 Germany) and Eric Schweitzer (President, DIHK) at the B20 Kick-Off Conference reception at Soho House

Kick-Off Conference, 1-2 December 2016

Overall, the survey reflected a rather high satisfaction with the B20 Kick-Off Conference. The Kick-Off Conference started with an evening reception on 1 December 2016, at the Soho House in Berlin and continued with a meeting of the taskforces and cross-thematic groups and panel discussions on 2 December 2016. In addition, high level panels discussed the topics “Risks and Uncertainties – Towards a Resilient Global Economy” and “Innovation and Future Orientation: Stepping Stones for Sustainable Economic Growth”. You can access the B20 Kick-off Conference report [here](#).

Survey Results: The B20 members were invited to rate their satisfaction on a scale from 1 (very dissatisfied) to 6 (very satisfied). 86.8 percent of the survey respondents were satisfied with the evening reception at the Soho

House. 94.8 percent of the respondents were satisfied with the taskforce meetings and 90.7 percent with the panel discussions in the afternoon.

Although 89.9 percent of the respondents were satisfied with the time for networking, 30 percent were only rather satisfied. Networking, especially at the first physical meeting, could thus be given more prominence in the future. Participants particularly appreciated that each working group had the opportunity to exchange views with G20 Germany representatives. 88.6 percent of the respondents were satisfied with the communication in preparation of the conference.

97.4 percent were satisfied with the overall organization and 98.7 percent were satisfied overall with the B20 Kick-Off Conference.

Special B20 BIAC Joint Taskforce Meeting, 22 March 2017

On March 22 in 2017, B20, Business at OCED and the OECD jointly held the final Joint B20 Taskforce and Cross-thematic Group meeting in Paris. At the conference, the final B20 positions were adopted and advocacy strategies agreed upon. The conference started with workshops on specific topics such as SME financing. Furthermore, G20 Sherpa participated in the Special B20 BIAC Joint Taskforce Meeting. This was a great opportunity for B20 members to advocate for B20 positions.

Survey Results: The survey respondents were invited to rate their satisfaction on a scale from 1 (very dissatisfied) to 6 (very satisfied). 90.5 percent of respondents indicated their satisfaction with the Joint Workshop on Digitalization, 92.1 percent were satisfied with the Roundtable on Financing SMEs in Global Value Chains and 83.3

percent of respondents were satisfied with the workshop on the Health Initiative. 79.4 percent of respondents were satisfied with the Lab of Tomorrow on international activities of SMEs.

86.3 percent of the respondents indicated their satisfaction with the taskforce meeting with selected Sherpa and 93.9 percent were satisfied with the panel discussions. 89.2 percent were satisfied with the time for networking and 87.9 percent with the communication in preparation of the event. Overall, the Joint Taskforce meeting can be considered a success. 93.7 percent of the respondents were satisfied with the overall organization of the meeting and 88.3 percent were satisfied with the event as a whole.

For future events, survey respondents suggested to have more heterogeneous speakers on the panels to diversify the discussions and to feature more G20 Sherpa in the working group meetings.

Photo: Phil O'Reilly (Chair, Business at OECD (BIAC)) and Ángel Gurría (Secretary General, OECD) at the B20-BIAC Joint Taskforce Meeting



B20 Summit in Berlin, 1-2 May 2017

Members Satisfaction with the B20 Summit

During the two-day high-level B20 Summit, panelists and 800 B20-affiliated CEOs and representatives from international organizations and politics met in Berlin to discuss the crucial findings and policy recommendations derived from the B20 process. The B20 Summit allowed for exciting discussions, high-level networking, and esteemed business advocacy. At the heart of the event stood the official handover ceremony of the B20 recommendations to the Chancellor of the Federal Republic of Germany Angela Merkel. You can access the conference report of the B20 Germany Summit [here](#).

Survey Results: The B20 survey shows that the satisfaction with the B20 Summit was very high. The B20 members were invited to rate their satisfaction on a scale

from 1 (very dissatisfied) to 6 (very satisfied). 91.8 percent were satisfied with the topics covered and 90.7 percent with the quality of the panel discussions. 93.7 percent of respondents indicated their satisfaction with the handover ceremony, with almost half of the respondents giving the highest satisfaction rating for the handover (49.5%). The B20 film and the B20 evening show Digital Innovation in an Interconnected World garnered very high ratings, with 93 percent and 91.8 percent satisfaction respectively. 91.7 percent were satisfied with the time allowed for networking and 94.8 percent were satisfied with the communication in preparation for the summit. The location satisfied 91.7 percent of the respondents and the catering 88.5 percent. Overall, 95.8 percent of respondents were satisfied with the overall organization - among them, 44.8 percent gave the highest rating for the overall organization. 94.7 percent of the respondents were satisfied with the event as a whole, of which 45.7 percent selected the highest rating.

Photo: Federal Chancellor of the Republic of Germany Angela Merkel and B20 Germany Chairman Jürgen Herhaus together with the presidents of BDI, BDA and DIHK (Dieter Kempf, Ingo Kramer, Eric Schweitzer), as well as representatives of the seven B20 Taskforces (Gerhard Braun, Kurt Bock, John Cryan, Daniel Funes de Rioja, Klaus Helmrich, Lynette Magasa, Emma Marcegaglia, Klaus Moosmayer, Rudolf Staudigl, and Dany Qian)



How Could Future B20 Summits be Improved?

The B20 Summit 2017 was organized along the lines of previous summits but additionally featured new elements, such as the B20 evening show Digital Innovation in an Interconnected World. The Summit is the flagship event of each B20 presidency.

Survey Results: The survey asked for ways to improve future B20 Summits. The top 5 suggestions were:

1. Increase interaction with politicians
2. Present B20 delegates more visibly
3. Include workshops
4. Include side events
5. Allocate more time for discussions

How could future B20 Summits be improved? Select all that apply.



Answer Choices	Responses
● Include side events	42.54%
● Include workshops	46.27%
● Increase interaction with politicians	63.43%
● Take more breaks during the event	10.45%
● Take fewer breaks during the event	2.24%
● Include more speakers who are not engaged in the B20 process	29.85%
● Present B20 delegates more visibly	47.76%
● Present G20 delegates more visibly	35.07%
● Allocate more time for the discussions	35.82%
● Have more panels	19.40%
● Have less panels	9.70%
● Extend evening programme	18.66%
● Other (please specify)	6.72%

Speakers' Satisfaction with the B20 Summit

The B20 Secretariat also asked speakers of the B20 Summit about their satisfaction.

Survey Results: Among the speakers who responded to the survey, more than 55 percent rated the quality of the discussions as very good and in total 90 percent were satisfied with the quality of the discussions. Similarly, 90 percent were satisfied with the moderation, of which 50 percent gave the highest satisfaction rating. 75 percent were satisfied with the size of the panels, 80 percent with the composition, and 84.2 percent with the preparation and information provided by the B20 team.

B20 Health Conference, 18 May 2017

On May 18th the B20 Health Initiative hosted the B20 Health Conference: *Stepping Up Global Health – Shaping Towards Resilient, Responsible, and Responsive Health Systems*. In accordance with the B20 Germany motto, the B20 Health Conference focused on the role of global businesses in delivering resilient, responsible, and responsive health systems. At the conference, the B20 Health Communiqué was officially handed over to German Minister of Health Hermann Gröhe. You can access the full report of the B20 Health Conference [here](#).

Survey Results: The survey asked about satisfaction with the B20 Health Conference. 92.3 percent were satisfied with the topics covered by the Health Conference as well as with the workshops. 84.6 percent indicated their satisfaction with the time allotted for networking, 92.3 percent with the locations, and 92.9 percent with the communication in preparation of the conference. The satisfaction with the overall organization was 92.3 percent and the overall satisfaction with the event was 84.6 percent.

Events Held in Cooperation with B20 Partners

Many B20 events were held in cooperation with partner organizations, many of which are regular events that take place every year. B20 is a regular guest at the WTO Public Forum and the IMF Annual Meeting. All these events proved a very good opportunity to advocate for the B20 policy proposals. You can find an overview of the events which B20 Germany attended [here](#).

Survey Results: The survey asked the B20 Germany members which events they attended in the B20 Germany cycle. The events that were most attended were:

Photo: Hermann Gröhe (German Federal Minister of Health, 2013-2018) and Jürgen Heraeus (Chairman, B20 Germany)



1. B20 panel at IMF/World Bank Annual Meeting, October 2016 (26.3%)
2. B20 panel at WTO Public Forum, September 2016 (17.5%), B20-BCG Executive Roundtable, Berlin, May 2017 (17.5%), B20 Forum at SPIEF, June 2017 (17.5 %)
3. B20 Panel at IMF Spring Meeting, April 2017 (15.8%)

Frequency of B20 Events

Due to the short B20 Germany cycle, most events took place between January 2017 and May 2017.

Survey Results: 88 percent of the survey respondents rated B20 events to be at the right frequency, 45.8 percent of the survey respondents rated the B20 events held in cooperation as very good, and 13.3 percent called them excellent.

In general a slightly longer period between the start of a B20 cycle and the B20 Summit is perceived to be preferable, allowing for more time of exchanges and

position building. The timetable of the B20 cycle will, however, always be determined by the G20 timetable.

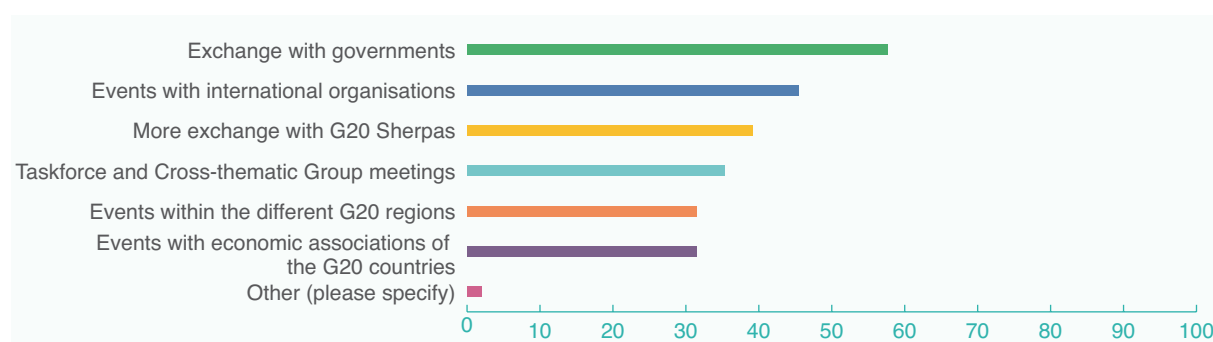
What Types of Events Should be Added/ Increased in the B20 Cycle?

B20 Germany participated in a variety of events during its presidency. Among these were formal exchanges with international organizations and government officials, business events and exchanges with G20 officials. B20 Germany aimed to cover many different types of events to increase the access to various players in the B20 and G20.

Survey Results: The B20 Secretariat was interested in what kind of events the B20 members would like to see added or expanded in the B20 process. The top three types of events mentioned were:

1. Exchange with governments
2. Events with international organization
3. Exchange with G20 Sherpas

What type of events should be added/ increased? Select the 3 most important



Answer Choices	Responses
Exchange with governments	57.69%
Events with international organisations	45.51%
More exchange with G20 Sherpas	39.10%
Taskforce and Cross-thematic Group meetings	35.26%
Events within the different G20 regions	31.41%
Events with economic associations of the G20 countries	31.41%
Other (please specify)	1.92%

Advocacy

Advocacy for the B20 policy recommendations is a key task of the B20, and as such, B20 Germany pursued several different ways to promote B20 positions. B20 Germany presented its position in several G20 meetings and conferences. B20 Germany also participated in a number of events held by international organizations. Positions were spread via media and social media. Advocacy material for B20 members was prepared by the B20 Germany Secretariat. Another important aspect was the continuous exchange with other G20 members. Creating synergies, participating at Engagement Partners' Events, and the development of high-level statements were effective methods to address the G20 officials.

Participating in Advocacy Efforts

The survey also asked the B20 members whether they felt integrated into the B20 advocacy efforts. Integration is important to ensure that not only are all members informed about the advocacy process, but that they also feel motivated to support it.

Survey Results: 10.3 percent of respondents rated the integration as excellent, 24 percent rated it as good and 37.7 percent as very good. Thus, 71.9 percent in total found integration to be positive. Although the majority was satisfied with their integration into B20's advocacy efforts, future B20 Presidencies might find it beneficial to discuss how to further improve the process moving forward. Thus, ideas could be developed how to coordinate advocacy efforts on the national level more effectively. For example, an online platform might be useful to exchange best practices on advocacy. Knowledge Partners could play a bigger role in coordinating advocacy efforts.

B20 High-Level Statements

B20 Germany used high-level statements to advocate for topics of specific interest. High-level statements were signed by B20 Chairman Jürgen Heraeus and, for some topics, were additionally signed by the presidents of the three institutions hosting B20 Germany, namely BDI, BDA, and DIHK, and/or by all or selected B20 taskforce and cross-thematic group Chairs and Co-Chairs. The High-Level Statements were a crucial advocacy tool of B20 Germany. Six High Level Statements were published.

1. *B20 Statement for Open Markets and Inclusive Growth*
2. *B20 Evaluation of the Baden-Baden Communiqué of the G20 Finance Ministers and Central Bank Governors*
3. *B20 Joint Statement: Digitalization for All*
4. *B20 Evaluation of G20 Digital Economy Ministerial Declaration*
5. *Joint B20 Statement: B20 Calling for International Cooperation to Shape an Interconnected World*

Survey Results: The B20 Secretariat asked the B20 Germany members whether they found the B20 High-level statements to be useful. 11.8 percent thought they were very effective, 50 percent of the respondents rated them as effective, 36.1 percent found them to be fair, and only 2 percent thought that the impact was poor.

Future B20 Presidencies might find it useful to discuss ideas on how to further increase the reach of such statements on the national level.



Photo: John Evans (General Secretary, Trade Union Advisory Committee (TUAC) to the OECD) and Stephanie Bschorr (President, Association of German Women Entrepreneurs (VdU e.V.))

High-level Statements with other Engagement Partners

High-level statements with other Engagement Partners were utilized to signal the joining of forces on issues of common interest. Those statements were usually signed by the Chairs of the respective Engagement Groups and Chairs and/or Co-Chairs of corresponding working groups of the G20 Engagement partners. The G20 Engagement Partners were, besides the Business20, the Civil20, Labor20, Science20, Think20, Women20 and Youth20. In total, B20 published six High-Level Statements with G20 Engagement Partners:

1. *G20 Engagement Groups: Statement for Open and Inclusive Societies*
2. *B20, C20, T20 Joint Statement: Sustainable Energy Transition*
3. *Joint B20-W20 Engagement Partners Statement - Shaping an Inclusive Business Environment in a Globalized World: Strengthening Women-owned SMEs*
4. *B20-L20 Statement for Sustainable Growth, Decent Work and Social Cohesion in the Digital Economy*
5. *Joint B20, T20, W20 Statement on Ensuring Inclusiveness in a Digitalized World*
6. *Joint Statement on the Withdrawal of the United States from the Paris Climate Agreement (B20, C20, L20, T20, W20, Y20, F20)*





Survey Results: The B20 Secretariat asked B20 Germany members whether they found the High-Level Statements with other Engagement Partners to be useful. 14 percent of the survey respondents thought that these statements were very useful, 47.8 percent rated them to be useful and 34.6 percent slightly useful.

Advocacy Packages

B20 Germany sent advocacy packages to the B20 members, consisting of information that could be used to promote the positions of B20, for example the B20 task-force and cross-thematic group factsheets and drafts of press releases. They furthermore provided the B20 Germany members with relevant data and background information on the respective policy recommendations. The B20 factsheets can be accessed [here](#).

Survey Results: The B20 Secretariat asked B20 Germany members whether they found the B20 advocacy packages to be useful. 15.7 percent thought that the packages were very useful, 61.4 percent found they were useful, and 20 percent believed that they were slightly useful.

Future B20 Presidencies might find it useful to discuss with members, how advocacy packages could be further improved.

Engagement with National Governments

National governments are the key players in the G20 process. The B20 Germany Presidency used every possibility to engage with national governments, as well as with the G20 Germany officials. However, B20 members usually have the best access to their respective governments. Hence, it is very important that B20 members engage with their national governments to advocate for the B20 policy recommendations.

Survey Results: 41.4 percent of the respondents engaged more than once with their national governments, 34.3 percent engaged at least once, and only 24.3 percent did not engage with their national governments at all. The survey further asked B20 members, who did not approach their national governments, for the respective reasons. The respondents could indicate multiple reasons. The most common reason referenced was the lack of opportunity (76.3%), while 26.3 percent indicated a lack of resources and 13.2 percent of respondents noted that the recommendations did not fully reflect the priorities of their companies. 10.5 percent of respondents felt they did not have enough information on the details of B20 recommendations, and 7.9 percent indicated that they did not have enough information on the G20 process.

Which Advocacy Efforts Do You Believe to Be Most Useful?

B20 advocacy can only be effective if the B20 members are actively using advocacy tools and find them to be beneficial for the B20 process. To improve advocacy, the survey asked members to identify the most useful advocacy efforts.

Survey Results: 81.7 percent of the survey respondents indicated that workshops with policy-makers in particular strengthen advocacy efforts. 39.7 percent thought that opinion pieces are helpful, and 37.4 percent found that press releases are the right way to strengthen advocacy.

In addition, the survey respondents provided very useful comments and suggestions on how to increase the advocacy efforts, which can be summarized into two groups. First, members suggested increasing the interaction with G20 officials. This included meetings with G20 Sherpa and access to the G20 Summit. Secondly, members would find it beneficial to increase the interaction with the national governments and the relevant government bodies from G20 countries. Additionally, some members suggested investing in a B20 media campaign.

Photo: Daniel Funes de Rioja (President, IOE, 2014-2017, Co-Chair, B20 Taskforce Employment and Education and Chairman, B20 Argentina) and Jürgen Heraeus (Chairman, B20 Germany) at the B20 handover in Buenos Aires



Other/Outlook

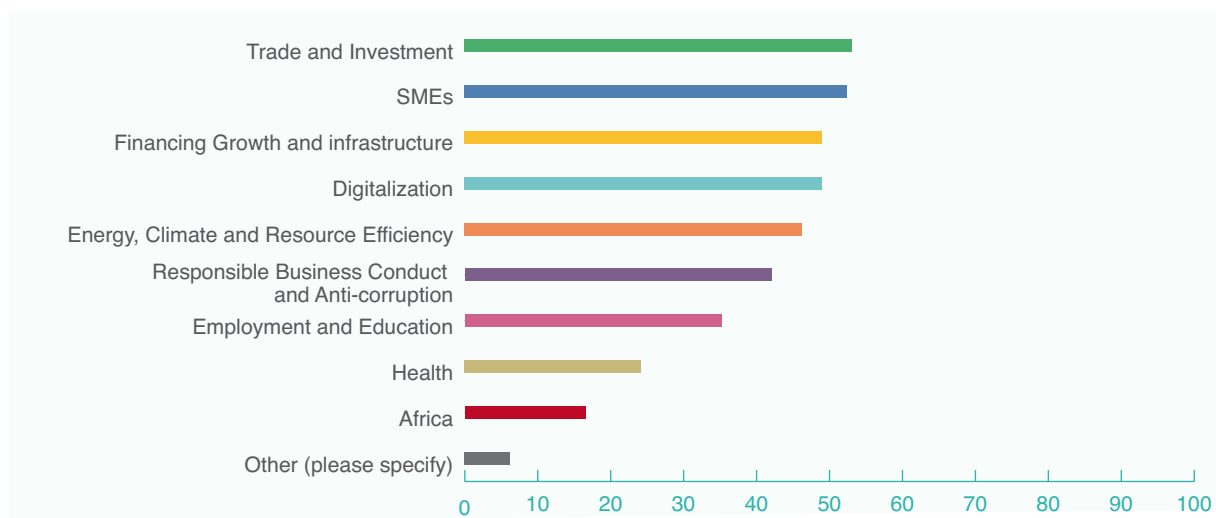
B20 Germany handed over the B20 Presidency on 1 November 2017. Now, Argentina is in the lead. To ensure continuity, B20 Germany will support B20 Argentina in the B20 Troika. But continuity can also be ensured by continued engagement of B20 Germany members in the B20 Argentina taskforces. The B20 Secretariat asked the B20 Germany members whether they were also interested in participating in the B20 Argentina process.

Survey Results: 89.9 percent of the respondents indicated their interest in participating in the B20 Argentina cycle.

There is considerable continuity from one B20 cycle to the next, while each presidency adds its own impetus. The B20 Germany Secretariat asked the B20 members which topics they would like to see continued in B20 Argentina.

Survey Results: Trade and Investment garnered the highest rating with 53.1 percent, SMEs the second highest (52.4%), and Financing Growth and Infrastructure and Digitalization each received 49 percent.

Which of the B20 Germany topics would you like to see continued by B20 Argentina? Select all that apply.



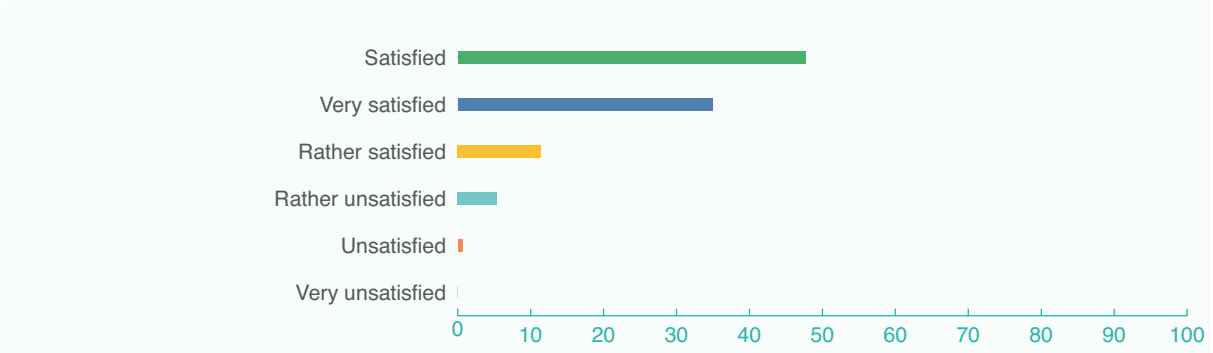
Answer Choices	Responses
● Trade and Investment	53.10%
● SMEs	52.41%
● Financing Growth and infrastructure	48.97%
● Digitalization	48.97%
● Energy, Climate and Resource Efficiency	46.21%
● Responsible Business Conduct and Anti-Corruption	42.07%
● Employment and Education	35.17%
● Health	24.14%
● Africa	16.55%
● Other (please specify)	6.20%

Overall Satisfaction with B20 Germany

B20 Germany received very good ratings overall across various categories. This is also reflected in the question whether the B20 members were satisfied with B20 Germany as a whole.

Survey Results: 34.9 percent of the respondents were very satisfied, 47.7 percent were satisfied, 11.4 percent were rather satisfied, 5.4 percent were rather unsatisfied, 0.7 percent were unsatisfied and nobody was very unsatisfied with the overall management. Notably, 94 percent of the respondents view the German B20 Presidency positively and were satisfied, very satisfied or rather satisfied with it.

Overall satisfaction with B20 Germany.



Answer Choices		Responses
<div></div> Satisfied		47.65%
<div></div> Very satisfied		34.90%
<div></div> Rather satisfied		11.41%
<div></div> Rather unsatisfied		5.37%
<div></div> Unsatisfied		0.67%
<div></div> Very unsatisfied		0.00%

Impressum

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Print

Das Druckteam
www.druckteam-berlin.de

Layout

Michel Arencibia
www.man-design.net

Photo credits

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Berlin, July 2018

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