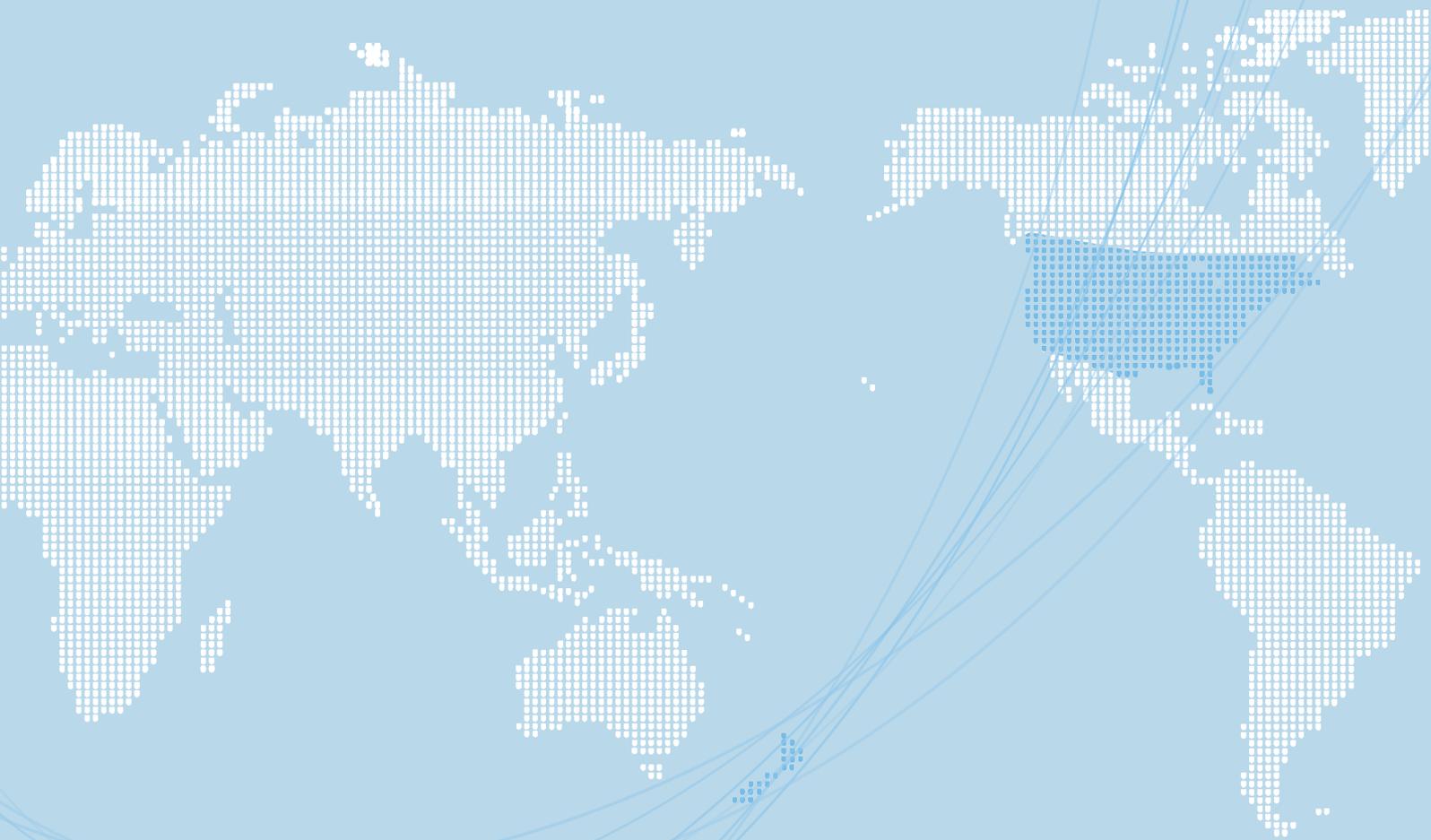


# free trade with the US

the time is now



**NZUS**council  
KĀHUI O AOTEAROA ME AMERIKA

an invitation to New Zealand business...



“In my years in politics and international relations, I have never seen a better time than now to grow the relationship between New Zealand and the United States”

*– Rt Hon James Bolger*

## FOREWORD BY RT HON JAMES BOLGER

■ Maintaining close relationships with like-minded countries and key trading partners has always been critical to New Zealand's success in the world. New Zealand's relationship with the United States is important, not just because of trade and investment, but because the role played by the United States determines the progress that can be made on those global issues, like human rights and sustainable development, that New Zealanders care deeply about.

Today there is real warmth in the relationship and increasing co-operation across the board. This increasing closeness now needs to be matched in the area of trade. I believe there has never been a better time than now for securing the goal of a free trade agreement – but we need the help of New Zealand business.

Over the last two years the NZ US Council has pursued a deliberate and targeted strategy to strengthening the relationship with the United States – our second largest trading partner.

Two Partnership Forum events – in Washington in April 2006 and Auckland in September 2007 – provided both the catalyst and a platform for both governments to commit to taking the relationship to a new level. The Auckland Forum was the most significant gathering of US and New Zealand government and business leaders ever to have taken place. A third Forum is planned for Washington in 2009 at which the focus will be on developing connections with the new Administration which will have just taken office.

In February 2008, the US announced it would join the P4 partners – Brunei, Chile, New Zealand and Singapore – in negotiations on financial services and investment, and that it would begin exploring whether the US should participate in full free trade negotiations with the P4.

This is an extraordinarily positive development. In my years in politics and international relations, I have never seen a better time than now to grow the relationship between New Zealand and the United States. Hence the title of this document – “The Time is Now”.

I believe the time is now to seize the opportunity to secure the goal of an FTA through P4. A study in 2002 showed that trade and investment in both directions would increase without significant impact to American producers. For New Zealand an FTA would restore the competitive balance in the US market with Australia and Chile and for the United States a linkage with P4 opens up the prospect of further liberalisation in APEC.

We need to act on the opportunity, but we need the support of business to do so. This document further outlines the nature of the opportunity and how you can support it. I commend it to you and urge you to become a partner with the NZ US Council as we move forward with the United States.



**Rt Hon James Bolger ONZ**

*Chairman*

*NZ US Council*

## EXECUTIVE SUMMARY

■ The US is currently negotiating with the P4 partners (Brunei, Chile, New Zealand and Singapore) to liberalise trade in financial services and investment. The US is also exploring whether to join the full P4 free trade agreement. This means that currently, through P4, New Zealand has its best chance in years to secure the goal of an FTA with the United States, a key economic partner but one where New Zealand is lagging behind competitors.

The way forward is delicate. The NZ US Council has developed a plan of action aimed at maximising the chances of New Zealand securing this goal. The plan proposes action in both the United States and New Zealand including research, advocacy and, as required, lobbying.

The specific activities are not those that can be undertaken by the New Zealand Government. Moreover they are best undertaken by the private sector acting together. The risk in not implementing the plan is to see the hope of a future FTA remain unfulfilled with consequent negative implications for New Zealand's competitive position in the US market and future American investment in New Zealand. The Council believes that the time for action is now.

This paper outlines:

- the nature of the P4 opportunity
- the case for a NZ US FTA
- the factors most likely to influence decisions by the US Administration and US Congress
- the NZ US Council's proposed plan of action; and
- ways in which New Zealand business can support the NZ US Council.

“We see these investment and financial services negotiations as an opportunity to further our engagement with countries committed to high-standard trade agreements. This initiative also will provide another opportunity for the United States to participate in the regional trade architecture that is emerging in the vitally important Asia-Pacific Region”

– US Trade Representative Susan Schwab

## THE DOOR OPENS

On 5 February 2008 US Trade Representative Susan Schwab announced that the United States was prepared to join negotiations on financial services and investment with the Trans Pacific Strategic Economic Partnership or “P4” group. The P4 comprises Brunei, Chile, New Zealand and Singapore. Schwab also said the US would begin a “detailed exploratory process” to determine whether it should participate in full free trade negotiations with the P4.

Schwab’s announcement is of considerable significance to New Zealand’s long-term goal<sup>1</sup> of securing a comprehensive<sup>2</sup> free trade agreement with the United States.

The US decision to embark on a “detailed exploratory process” reflects a position taken by P4 countries that US involvement in financial services and investment negotiations should be conditional on the prospect of the negotiation eventually turning comprehensive. This means effectively that the limited negotiations on financial services and investment cannot be concluded until the US takes a decision to join the wider P4 group.

That decision is ultimately for the US Administration to make but the nature of the American constitutional system is such that negotiations, once completed require ratification by Congress for the agreement to enter into force<sup>3</sup>. While the Administration may commence negotiations on its own authority, it is concerned to ensure that it has the support of Congress before proceeding. This forms part of the “exploratory process” now underway in Washington.

<sup>1</sup> The NZ US Council has been working towards this goal since its inception in 2001.

<sup>2</sup> By “comprehensive” we mean an FTA that covers substantially all trade and investment between the two countries, in both goods and services with minimal product or sector exclusions. In particular “comprehensive” refers to the complete inclusion of pastoral agricultural products in the final agreement.

<sup>3</sup> A former arrangement whereby, following extensive consultation, the Administration could enter into negotiations and submit the result to a simple up or down vote by Congress, expired in June 2007. The former Trade Promotion Authority (TPA or “fast track” provision) aimed to ensure that the Administration’s ability to negotiate was not compromised by obstruction from Congress and that the detail of negotiations was not unraveled in the ratification process. A future renewal of TPA is unlikely before the next Presidential election.

“With the swearing in of a new Administration next January, I am confident that New Zealand will be well placed to seek a free trade agreement with either a Republican or a Democratic Administration”

– Hon Phil Goff, Minister of Trade visiting Washington DC June 2008

## THE BEST OPPORTUNITY IN YEARS

▀ The P4 negotiation is the best opportunity New Zealand may now ever have, outside the World Trade Organisation (WTO), to secure a comprehensive free trade agreement with the United States and achieve a level playing field in the US market with our major trading competitors, Australia and Chile. Both these competitors currently have FTAs with the United States. If comprehensive negotiations do not ensue, New Zealand is unlikely to have a similar opportunity for some time. We would instead have to rely on the slow and uncertain processes of the WTO or another regional initiative to deliver improved market access for New Zealand.

The time for action to secure the goal of an FTA is now.

## THE CASE FOR FREER TRADE WITH THE UNITED STATES

▀ As the largest economy in the world the United States has a market consisting of 300 million consumers with an average income more than double that of New Zealanders. It is New Zealand’s second largest export destination, third largest source of imports, third largest source of tourists and third largest source of inward investment. Trade in services between NZ and the US is significant.

### Summary: The US-New Zealand Relationship

	New Zealand	US
Population	4.2m	301.1m
GDP	US\$106b (PPP)	US\$12,981b (PPP)
Per capita income	New Zealand’s is approximately 60% of USA’s (PPP)	
Labour productivity	New Zealand’s is approximately 57% of USA’s	
Exports	14% to USA (#2)	0.28% to New Zealand (#41)
Imports	12% from USA (#2)	0.17% from New Zealand (#53)
Inward FDI	11% from USA (#2)	0.04% from New Zealand (#38)
Outward FDI	8% goes to USA (#2)	0.23% goes to New Zealand (#39)
Investment balance (stock)	New Zealand’s investment stock deficit with USA in 2006: NZ\$8 billion	
Permanent and long-term movements	Over the last 10 years New Zealand gained a net annual average of 285 people from the US in permanent and long-term movements	

“International trade and investment enable New Zealanders to enjoy the lifestyles they have become accustomed to. Freer trade with the United States is good for New Zealand’s international business because it would link New Zealand with the world’s largest consumer market and leading source of investment and technology”

– Graeme Harrison, Chairman, ANZCO Foods & Chairman, NZ International Business Forum

New Zealand’s leading exports to the US are frozen beef, sheep meat, dairy products, wood and fish. Other exports range from wine to niche manufactured products. Major imports from the US are aircraft, oil, medical or veterinary instruments, motor vehicles and computers. While the trade relationship is significant from New Zealand’s perspective, it is less so from that of the United States. Moreover, according to the NZ Institute<sup>4</sup> and as shown below, the value of trade between the two nations has grown at a rate slower than the rate at which each nation’s imports from and exports to the rest of the world has grown; the result is that over time each country has effectively lost market share in the other.

### The Relative Importance Of The Bilateral Trade Relationship Has Not Grown Significantly



Source: Statistics New Zealand; UN Comtrade

New Zealand’s declining market share of US imports means that New Zealand firms have not grown their business in the US as fast as firms from other countries have done<sup>5</sup>. There is therefore ample scope to expand the relationship in ways that reflect our shared history and values and respective economic strengths.

<sup>4</sup> Material prepared by the NZ Institute for the NZ US Council, September 2007.

<sup>5</sup> New Zealand’s share of US imports has declined from one-third of a percent to less than one-fifth of a percent of total US imports over the last few decades. The US share of New Zealand imports, while a substantially larger percentage at 15%, has also experienced a decline over recent decades reducing from about 20%.

“Great oaks from little acorns grow and the business community hopes more countries will join in. This agreement could be a catalyst to open markets for U.S. exports across the Asia-Pacific region, which accounts for half the world economy”

– Myron Brilliant, US Chamber of Commerce Vice President for Asia reacting to US Trade Representative Susan Schwab’s announcement on P4

The NZ US Council has consistently argued that an FTA between the two countries would remove existing trade barriers, expand trade and investment, place New Zealand on a level playing field with competitors in the US market and provide an important impetus to broader trade liberalisation efforts. In addition to improved market access, an FTA could be expected to focus unprecedented commercial attention on opportunities in each other’s market. In the absence of such an arrangement trade and investment are likely to flow to other FTA partners. New Zealand could also find itself exposed to retaliatory action by American producers, particularly in the agriculture sector, which are exposed to increased competition from other suppliers whose FTA arrangements prohibit such action being taken.

In March 2002 a report prepared by Professor Fred Bergsten of the Institute of International Economics in Washington, DC and Dr Rob Scollay<sup>6</sup> of Auckland University found strong economic, political and trade policy reasons to support free trade negotiations between New Zealand and the United States. Bergsten and Scollay estimated that:

- New Zealand exports to the United States would increase by 51 percent
- US exports to New Zealand would rise by about 25 percent and virtually every US sector would benefit
- adjustment costs for the United States would be minimal.
- Production in the most impacted sector – dairy – would decline by only 0.5 percent.

Bergsten and Scollay concluded that the greatest gains would be strategic ones – a NZ US agreement would help to achieve APEC’s goal of free and open trade and investment in the Asia Pacific region by 2010 and in doing so help reduce the risk of polarization in the Asia-Pacific region between competing blocs in East Asia and the Americas (and the consequential negative economic and security implications).

Since 2002 there has been intensive, if uneven, negotiating activity in the international trading system:

- the US has negotiated FTAs with Australia, Chile and Singapore (among others) and concluded negotiations with Korea and a number of Latin American countries (awaiting ratification)
- the WTO Doha Development Round has reached a point of almost intractable impasse and increased attention has been placed on possible Asia or Asia Pacific regional trading arrangements
- New Zealand has concluded negotiations with China and entered into free trade agreements with Thailand and the Trans-Pacific Strategic Economic Partnership (Brunei, Chile, Singapore, New Zealand and Singapore).

These developments make the importance of New Zealand establishing free trade links with the US even more pronounced. The prospect of the Doha Development Round delivering multilateral benefits remains highly uncertain and, as mentioned, New Zealand’s major trading competitors, Chile and Australia, now have free trade relationships with the US.

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<sup>6</sup> Fred Bergsten and Rob Scollay; The Case for a Model Free Trade Agreement between the United States and New Zealand – prepared for the US/NZ Council, Institute for International Economics, Washington, March 2002.

## THE IMPACT OF THE AUSTRALIA US FTA

➤ The Australia US FTA (AUSFTA) entered into force on 1 January 2005. While the full effect of the agreement will take some years to be realized, positive trends for Australia are already evident. Key provisions of the Agreement included:

- Immediate elimination of duty on more than 80 percent of tariff lines for Australian goods entering the US
- Further elimination of tariffs on virtually all non-agricultural goods entering the US market by 2015
- Immediate elimination of more than 66 percent of agricultural tariffs rising to 75 percent by 2008 and all by 2018
- Significant immediate and ongoing quota increases across the range of agricultural products including beef, dairy and horticulture.

The Australian Government claims that even in these early years, the AUSFTA is having a positive impact on Australia's economic growth. Trade figures for 2006 reveal:

- Australia's two-way trade with the US grew 12 percent to A\$47.5 billion
- Exports rose 9 percent to A\$15.6 billion reversing a downward trend evident from 2001 to 2005
- Manufactured exports grew by 10 percent
- Agricultural exports fell 2 percent (attributed in large part to a reduction in dairy exports due to drought, and a fall in wine exports)
- Services exports rose 11 percent
- Merchandise imports grew 14 percent reflecting strong growth in aircraft and aircraft parts
- Services imports grew 10 percent.<sup>7</sup>

Australian companies are also benefiting from the opening up of the US\$200 billion government procurement market which is currently closed to New Zealand suppliers.

## THE TRANS PACIFIC STRATEGIC ECONOMIC PARTNERSHIP (THE 'P4')

➤ The P4 is the first multi-partner trade agreement linking Asia, the Pacific and Latin America. All four members (Brunei, Chile, New Zealand and Singapore) are members of APEC. The P4 is a high-quality agreement that liberalises and facilitates trade in goods and services and aims to improve the business environment and promote cooperation on a broad range of economic areas of mutual interest to all four members.

The Agreement, which entered into force in 2006, includes provisions on market access and related rules (including customs procedures, rules of origin, sanitary and phytosanitary measures, technical barriers to trade, and trade remedies) for goods trade; trade in services; intellectual property; government procurement; competition policy; and dispute settlement. All P4 members are also party to an Environment Cooperation Agreement and a Memorandum of Understanding on Labour Cooperation.

The P4 Agreement provides for negotiations on investment and financial services to be commenced within two years from the date the agreement entered into force. It also allows other parties to accede to the Convention on terms to be agreed among the Parties. It is under these provisions that the parties have agreed to commence negotiations on investment and services that include the US.

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<sup>7</sup> Figures drawn from "Australia-US Trends" in "Australia's Trade with the Americas 2006" published by the Australian Department of Foreign Affairs and Trade available at [www.dfat.gov.au](http://www.dfat.gov.au). As part of the action plan described in this paper the Council intends to devote additional resources to analysing and understanding the impact of the AUSFTA.

“This welcome initiative will help to achieve greater trade liberalization and boost US competitiveness in the vitally important Asia Pacific region; bolster US ties with key allies; increase market access for US industries; and spur greater economic growth here at home”

– 22 members of the Friends of New Zealand Congressional Caucus writing to US Trade Representative Susan Schwab

## FACTORS MOST LIKELY TO INFLUENCE THE ADMINISTRATION AND CONGRESS

▀ The Administration is likely to enter into a broader negotiation with P4 only if it believes that there is a better than even chance that the outcome will be acceptable to Congress. Conversely if the Administration can be assured that there is support in Congress or that any opposition to the negotiation on the part of affected sectors, particularly in agriculture, can be overcome, it is more likely to agree to launch negotiations.

Given the US already has free trade agreements with Chile and Singapore, Congress is likely to pay particular interest to the potential impact on its trade relationship with New Zealand when considering whether to enter comprehensive negotiations with the P4. Factors most likely to influence negatively on Congress’s reaction include:

- opposition from some US interest groups<sup>8</sup>
- lack of interest in pursuing further trade negotiations on the grounds of concern that these agreements are either unfair to US interests or further erode US competitiveness.

A traditional US perception that New Zealand represents only limited economic opportunity given its small size and already open market should be mitigated somewhat in the P4 context as that agreement involves four economies and is designed to allow others to join.

The strategic significance of the US negotiating with a trans-Pacific partnership is likely to be viewed very positively, at least by those with a deeper understanding of trade policy. Such arguments however are unlikely to cut much ice with those opposed to trade on principle or those who are influenced by the lobbying of powerful domestic lobbies in the United States including the dairy industry.

Any political issues that may have impacted on earlier US reluctance to enter into negotiations with New Zealand e.g. differing views on nuclear issues or Iraq, have not prevented the P4 decision on investment and services. Concerted efforts by the NZ US Council and its partners to strengthen the NZ US relationship in recent years – notably through two US NZ Partnership Forum events – appear to have borne fruit in this regard.

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<sup>8</sup> Favourable statements have been made by the US Chamber of Commerce and the National Association of Manufacturers and 22 members of the Friends of NZ Congressional Caucus including both Republican and Democrat representatives.

“The fact that this (P4) process has started is a result of concerted work by New Zealand Inc... The Government, Trade Minister, MFAT and the business people and organisations involved are to be congratulated in creating the framework and environment for this to occur”

– Phil O’Reilly, Chief Executive, Business NZ

## ROLE OF THE NZ US COUNCIL

▀ The NZ US Council is the leading advocate of New Zealand’s relationship with the United States and has built a strong platform for communicating the importance of the relationship to New Zealanders and for developing New Zealand’s American constituency. The Council works closely with New Zealand government agencies and with its Washington-based counterpart the US NZ Council<sup>9</sup>.

Over the last year the Council has successfully consolidated its position as the leading advocate of the NZ/US relationship through several visits to the United States, regular press, public and web commentary, several high level business networking events, sponsoring the re-launch of the NZ/US Parliamentary Friendship Group and holding a highly successful second US NZ Partnership Forum in Auckland in September 2007. The Council’s forward programme envisages implementing the P4 strategy, further strengthening of the communications platform, continuing public advocacy of the relationship, further visits in both directions and planning for the third Partnership Forum to be held in Washington DC in 2009. The 2009 Forum is a key opportunity. It will bring together senior representatives of business, government and civil society from both countries and is a chance to engage with the newly elected US Administration.

In respect of P4, the Council’s role is to support the exploratory and negotiating processes so that they ultimately lead to the timely conclusion of a comprehensive FTA which delivers value for New Zealand interests. It is not the Council’s role to represent industry viewpoints in the negotiation – this is best left to industry sectoral groups.

The Council has developed a plan of action to help mitigate the risks posed by the negative factors outlined above and maximise the chances of the Administration and Congress agreeing that the US should enter into negotiations with P4. The plan includes research, advocacy and, as required, lobbying.

The specific activities are not ones that can be undertaken by the New Zealand Government. Moreover they are best undertaken by the private sector acting together. Should comprehensive negotiations commence, the plan proposes ongoing action to support the negotiating process leading to eventual adoption of a comprehensive agreement.

The plan involves the Council working in both the US and New Zealand, and in close cooperation with the New Zealand Government and US NZ Council, over the next three and a half years. A Co-ordinating Group has been established comprised of both government and business representatives to carry forward the Council’s strategy reporting to the Council’s Board. The success of the plan will depend in no small part on the level of financial support the Council is able to obtain from its partners and supporters.

<sup>9</sup> For further information on the US NZ Council see [www.usnzcouncil.org](http://www.usnzcouncil.org)

## ACTIONS TO BE TAKEN IN THE UNITED STATES

■ In the United States the Council will work closely with the US NZ Council, with New Zealand Government agencies and with partners in similar business organisations representing the P4 partners, to build support for the P4 process and its value to US interests and to address any misconceptions about the impact of trade with New Zealand.

## ACTIONS TO BE TAKEN IN NEW ZEALAND

■ In New Zealand, where public perceptions around the value of the FTA could also directly affect the negotiating process, the Council proposes to:

- Arrange regular briefings for partners with MFAT negotiators
- Provide regular (at least quarterly) updates to Council partners
- Arrange regular co-ordination meetings for sector groups to exchange views and align strategies
- Develop the knowledge base on key issues including by preparing reports on the impact of the Australia US FTA and commissioning research on issues that are likely to arise during the negotiations
- Develop and implement a strategy to promote the benefits of a NZ US FTA to the New Zealand public, drawing on the research above, and address, and respond to any public criticism or concern about the negotiation as and when it occurs.

“I know that the NZ-US and US-NZ Councils play an important role in advocating for closer bonds between our two democracies and more extensive ties between our economies, and I thank them both for that”

– Prime Minister Helen Clark addressing the second US NZ Partnership Forum, Auckland, September 2007

## SUPPORTING THE NZ US COUNCIL

▀ The NZ US Council is a non partisan organisation, funded by both business and the Government. The Council is governed by a Board chaired by former Prime Minister, Rt Hon James Bolger ONZ, and comprising a number of leading business people as well as senior officials. It operates as a “virtual” business organisation with low overheads and minimum physical infrastructure. An Advisory Board of some twenty members drawn from throughout business and the community provides advice to the Board.

The Council’s value proposition derives from its unique location situated between government and business. By providing funding to the Council, private sector organisations can show their support for this key relationship, signal to the Government and public their interest in its further enhancement and participate in a “NZ Inc” effort to secure an FTA.

Two partnership options are offered to supplement the funding the Council receives directly from the New Zealand Government.

“Sustaining partners” are invited to provide funding at the level of NZ\$6,000 plus GST.

“Foundation partners” are invited to provide funding at the level of NZ\$12,000 plus GST. The benefits of these partnership options are further outlined in Annex A.

Members of the Council’s Executive and Advisory Boards are listed in Annex B.

The NZ US Council believes that the time for action to bring about a comprehensive NZ US FTA is now. While the situation now reached is positive, it is also delicate. Our opponents are already marshalling their forces. A set back to the current process could prove very costly. That is why the Council needs the financial support of business to put into effect this plan of action and to secure the goal of an FTA.

### For further information

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July 2008

The NZ US Council proposed two levels of corporate partnership:

### **Sustaining partners**

Companies and other organisations which recognise the significance of the Council's work either for their own business or for the economy as a whole and who wish to demonstrate this by supporting the Council financially may become sustaining partners.

Sustaining partners will receive:

- Regular briefings on the P4 campaign
- Regular updates on the Council's activities via newsletter and direct email
- Voting rights at the Council's AGM
- Priority invitations to Council events with a discount where a fee applies
- Recognition on the sponsorship page of the Council website
- Offer of membership of the Council's Advisory Board.

Sustaining partnership investment: \$6,000 plus GST.

### **Foundation partners**

Companies and other organisations have a significant, direct stake in the success of the Council's mission and who wish to ensure this success by making available a significant element of funding may become foundation partners.

Foundation partners will receive:

- Regular briefings on the P4 campaign
- Regular updates on the Council's activities via newsletter and direct email
- Voting rights at the Council's AGM
- Complementary VIP invitations to Council events
- Recognition with logo on the homepage of the Council website
- Offer of membership of the Council's Executive Committee
- Guaranteed invitation to participate in the US NZ Partnership Forum to be held in Washington DC in April 2009.

Foundation partnership investment: \$12,000 plus GST.

**Executive Committee**

Rt Hon James B Bolger ONZ, Chairman  
Michael Barnett, Chief Executive, Auckland Regional Chamber of Commerce  
Stephen Collins, President, Business NZ  
Mike Hearn, Executive Director, American Chamber of Commerce in New Zealand  
Mark Jeffries, Chief Executive, Meat & Wool New Zealand  
Peter Lennox, Group General Manager, Americas, New Zealand Trade and Enterprise  
Philip Lewin, Managing Director, Lewin Strategies Ltd  
Nick Main, Chairman, Deloitte  
David McLean, Chief Executive, Westpac Institutional Bank  
Phil Turner, General Manager, Commercial Forecasting and Strategy, Fonterra Co-operative Group Ltd  
Cam Wallace, General Manager, New Zealand and the Pacific, Air New Zealand  
Carl Worker, Director, Americas Division, Ministry of Foreign Affairs and Trade

*Executive Advisors*

Stephen Jacobi, Executive Director  
Gabrielle Rush, Associate Director  
Kate Brabant, Manager, Bi-lateral Business Councils, Auckland Regional Chamber of Commerce

**Advisory Board**

Rt Hon Sir William Birch, William Birch Consulting, former Minister of Finance  
Leanne Cheesman, Manager, NZ & Pacific Islands, United Airlines  
Fiona Cooper Clarke, Head of Corporate Relations, Bank of New Zealand  
Hon David Cunliffe, Minister of the Crown  
Dr Don Elder, Chief Executive, Solid Energy  
Robert Falvey, Partner, Minter Ellison Rudd Watts  
Charles Finny, Chief Executive, Wellington Regional Chamber of Commerce and Industry  
Mark Fitz-Gerald, Chief Executive, Citigroup  
Philip Gregan, Chief Executive, New Zealand Winegrowers  
Tim Groser, Member of Parliament  
Graeme Harrison, Chairman, Anzco Foods Ltd  
Helen Kelly, President, NZ Council of Trade Unions  
Mathew Koshy, Country Manager, Fedex  
Caroline Lassiter, Manager International Affairs, Auckland City  
Brian Lynch, Director, NZ Institute of International Affairs  
Rick Osborne, Chief Executive, Communications Agencies Association of New Zealand  
Fran O'Sullivan, Columnist  
Suzanne Snively, former Chair, Fulbright NZ  
Bob Walters, Chief Executive, Export New Zealand  
Ross Wilson, Chairman, Accident Compensation Corporation  
John Wood, former New Zealand Ambassador to Washington

