



U.S. Chamber of Commerce

20 | Annual 25 | Report

Letter from Suzanne P. Clark

President and CEO
U.S. Chamber of Commerce

In business, every year brings its changes—but 2025 brought more than most.

New leadership in Washington, a volatile global trade environment, sticky inflation, and the rapid acceleration of artificial intelligence meant rising complexity for businesses. It is in times like these that the U.S. Chamber's leadership matters most—and we delivered.

Throughout 2025, we focused relentlessly on the conditions that enable economic growth, because growth determines whether businesses invest and hire, communities thrive, and America remains the world's economic leader. To that end, we successfully advocated for the permanent extension of pro-growth tax provisions and the rollback of burdensome regulations. We pushed back against policies that slow investment, raise costs, and limit opportunity—including fighting in the courts and in statehouses across the country. And we took on the trial bar's frivolous lawsuits that undermine our justice system and drive up prices for American families.

Kicking off the year with our State of American Business event in Dallas, Texas, we underscored a truth that guided our approach throughout the year: All business is local. Decisions in Washington quickly land on the doorsteps of business owners in every community, impacting their ability to solve problems for their neighbors. That is why we expanded our engagement with state and local chambers and elevated the voice of small businesses in key policy debates.

Many of those debates centered around America's place in the world. We highlighted the simple fact that businesses cannot succeed locally if they lack access to global markets. We confronted the whipsaw of tariff policies and defended U.S. interests in global regulatory debates, while also expanding access to

key markets from Latin America to Asia. We closed the year by assuming leadership of the B20—a key forum for American businesses to advance deeper economic ties around the world.

Underpinning our work is the same conviction that has always guided the Chamber: that America's free enterprise system is the strongest engine for opportunity and upward mobility ever created. In 2025, we expanded our New Fight for Free Enterprise—convening like-minded advocates, building coalitions of business leaders across the country, and working to counter anti-business narratives with compelling stories and indisputable facts.

Of course, all of our work depends on the strength of the Chamber itself. We further modernized operations; invested in talent and technology; and fostered our team's use of AI to boost productivity, save money, and spend more time serving our members.

As a result of all of this, we saw robust member engagement, record renewal rates, and strong, sustainable growth. We couldn't be more grateful for your trust in us. It will serve as a powerful foundation for what comes next.

As we enter 2026, our nation's 250th year, America has an opportunity to look beyond the immediate moment and reflect on the kind of nation we want to be going forward. The policies we choose and principles we defend will determine whether free enterprise will continue to thrive in America and shape the world.

The Chamber is needed in this moment, and we are ready. Thank you for your partnership.

Sincerely,

Suzanne P. Clark



Shaping Policy

In a year defined by mounting complexity and new leadership in Washington, the Chamber helped shape outcomes that strengthened the economy, protected free enterprise, and expanded opportunities for workers and businesses of all sizes. Our impact this year underscores a simple truth: When the environment becomes more challenging, the Chamber becomes even more essential.

Delivered permanent, pro-growth tax reform

The Chamber executed an 18-month, whole-of-Chamber advocacy campaign to secure passage of the One Big Beautiful Bill Act, making pro-growth tax reforms permanent and preventing a \$4.5 trillion tax hike.

500+

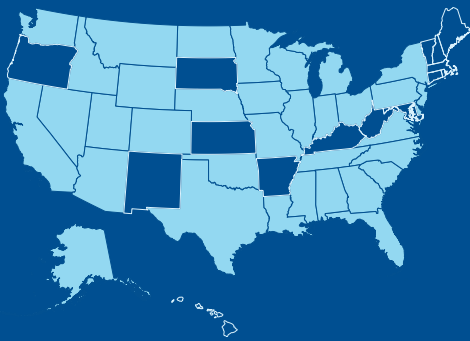
Led a coalition of 500+ business groups spanning all 50 states urging Congress to adopt a current-policy baseline to deliver permanent tax relief.



Convened senior congressional tax writers and industry leaders at the Tax Policy Summit.

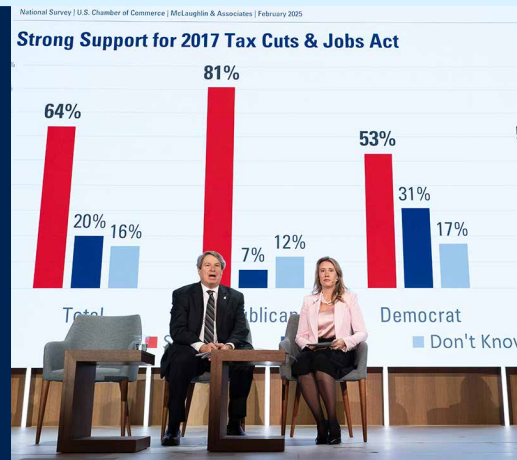
80

Hosted 80 in-district tax roundtables across 35 states with lawmakers and local business owners to highlight the benefits of pro-growth tax policy.



Voter Support

Commissioned public opinion research showing widespread voter support for making tax relief permanent.



Shaped the public debate through targeted ad campaigns, op-eds, and thought leadership.

THE HILL

News Policy Business Health Opinion Events

TRENDING: LIVE UPDATES: EPSTEIN FILES TRUMP DC GOLF SHUTDOWN VANCE-CROCKETT SPONSORED: CONTENT FROM GOOGLE CLOUD CONT

BUSINESS

US Chamber launches 6-figure ad campaign behind GOP tax bill

Reversed harmful regulatory overreach

- Advanced regulatory reform, a key priority for the American business community, resulting in a reduction of over \$70 billion in regulatory costs so far this year and 16 overturned regulations under the Congressional Review Act.
- Successfully halted the Credit Card Late Fee Rule, FTC Non-Compete Rule, Joint Employer Rule, and SEC's Climate Disclosure Rule through decisive litigation efforts.



Stood up to harmful tariffs

Led a multipronged strategy to push back forcefully against tariffs that have threatened small businesses and our global competitiveness.

- Amplified voices of small businesses affected by tariffs, sharing real-world stories of harm to influence policymakers and the administration.
- Filed an amicus brief in one of the cases challenging the President's authority to impose broad tariffs under IEEPA.
- Advocated tariff exemptions for small businesses, for products not made or grown in the U.S., and for companies that have no choice but to lay off American workers.
- Urged policymakers to reclaim their constitutional role in setting tariffs by lobbying in support of the Trade Review Act.



“

Small businesses like mine create American jobs, but we can't survive when tariffs make it prohibitively expensive to operate. Trade supports American prosperity—these tariffs are undermining it.

—Aabesh De, CEO, Flora, Nashville, Tennessee

”

Advanced an agenda of economic opportunity

Healthcare

Established three new Health Policy Pillars on Employee Health, Consumer Health, and Emerging Health to advance healthcare innovation, improve access, and reduce administrative burdens. Successfully influenced lawmakers to exclude the Most-Favored Nation reference pricing from the reconciliation bill, safeguarding innovation and patient access to life-saving medicines.

Childcare

Championed critical reforms to make childcare more accessible and affordable through the enhancement of three programs, including the Employer-Provided Child Care Credit, the Dependent Care Assistance Program, and the Child and Dependent Care Tax Credit.

Infrastructure

Ahead of the expiration of the infrastructure bill in 2026, launched the [Move America Coalition](#), a broad alliance of more than 20 national organizations committed to securing timely reauthorization of federal surface transportation programs and advancing long-term investment in America's infrastructure.

Housing

Launched a new housing initiative with the inaugural [Housing Summit](#), which convened industry and government leaders to discuss challenges and share solutions to making homeownership more attainable for American families. The Chamber released a new [housing playbook](#), which outlines solutions for increasing housing supply across the country.

Permitting Reform

Rallied more than 500 business organizations from all 50 states in support of [streamlined permitting regulations](#) to promote a more efficient federal permitting process for critical energy and other infrastructure projects.



Influenced key debates on Capitol Hill

Ending the Shutdown

Intensified pressure on lawmakers to end the longest government shutdown in history by elevating small business impact stories and revealing new state-by-state data showing 65,000 small business contractors would lose \$12 billion in October.

Engaging Lawmakers

The Chamber team had over 1,500 congressional touchpoints throughout the year and 434 meetings with members of Congress to advance our pro-growth policy agenda.

Testifying on Capitol Hill

Eight issue experts from the Chamber testified before Congressional Committees nine times this year to shape public policy, on topics ranging from AI to veteran hiring.

POLITICS

Shutdown cost government contractors \$12 billion so far, Chamber of Commerce report says

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Shaped legal precedent in the courts

The Litigation Center fought for business at every level of the U.S. judicial system on virtually every issue—from labor and employment to financial regulation and free speech.

3

Filed lawsuits against three federal agencies and one state.

83%

Maintained an 83% win rate in final litigation outcomes.

220

Filed 220 amicus briefs and received 570 requests for amicus filings.

12

Secured 12 wins for business in the most recent Supreme Court term, with briefs discussed in six Supreme Court oral arguments and six Supreme Court opinions.

23

Held 23 moot courts, allowing business advocates to strengthen their arguments before panels with a balanced range of perspectives.



Driving State and Local Action

At the start of the year, we anticipated that many of the legal and regulatory battles we had taken on at the federal level would migrate to the states. That prediction proved true. That's why the Chamber expanded our presence and capabilities across state capitals—building coalitions, launching public affairs initiatives, and equipping local business leaders to push back against harmful policies.

Defended fair and predictable state legal systems

Secured landmark legal reforms in Georgia and Oklahoma to curb lawsuit abuse and create fairer, more predictable legal systems.

Challenged California’s climate disclosure laws and Vermont’s retroactive liability scheme, while securing victories in Maryland and New York.

Addressed challenges in AI, data privacy, and autonomous vehicle policies, successfully blocking or amending problematic legislation in states like Connecticut, Arkansas, and New Mexico.

Developed targeted messaging and advocacy to ensure victories in 15 states that tried to implement retroactive liability assessments for “climate effects” on companies providing lawful products.

Engaged in state-level advocacy to counter antitrust law expansions, price controls, and noncompete restrictions. Organized a coalition in opposition to California’s separate legal standards for reviewing mergers and blocked subscription models and fee regulations in Pennsylvania.





The Chamber kicked off our year in Dallas, Texas with our State of American Business Address, where we delivered a clear message: All business is local. That became the throughline of our work in 2025. We ensured that our advocacy in Washington—and our leadership around the world—remained grounded in the needs and realities of the communities where American businesses grow, hire, invest, and operate.

Engaged our Federation of state and local chambers

- Leveraged the Chamber's unparalleled grassroots network of business advocates, hosting 147 fly-ins for state and local chambers from across the country to canvas Capitol Hill and advance pro-growth priorities.
- Rallied state and local chambers and national trade associations to advance pro-growth policies, leading 14 coalition letters on priority issues for the business community.
- Hosted 466 briefings for our Federation to provide timely updates on policy priorities.
- Convened state chamber professionals representing 30 states for the State Chamber Policy Summit, providing them with essential strategies and insights to address key policy areas like permitting, housing, and energy.
- Issued Accreditation to 47 local, metro, and state chambers, including seven first-time applicants.



Empowered small businesses in communities nationwide

- More than 12,000 companies from all 50 states connected with the U.S. Chamber to apply for the CO—100, which recognizes and celebrates 100 exceptional small businesses from communities across the United States. This premier program provides a one-year paid membership to the Chamber, unmatched access to top experts and thought leaders, exclusive networking opportunities, and national media exposure.
- Drew over 450,000 small businesses per month and over 5 million per year to the Chamber's small business digital platform CO—, providing actionable advice for entrepreneurs to start, run, and grow an enterprise.
- Recruited and amplified 355 small businesses to give a face to complex Chamber-priority issues through op-eds, media interviews, and other advocacy tactics.
- Spotlighted small-business sentiment through the quarterly MetLife and U.S. Chamber Small Business Index, which garnered 159+ online/print article citations and 114+ placements in radio and television segments.

A blue-tinted photograph of three people—two women and one man—collaborating around a laptop. The woman in the center is smiling and looking at the laptop. The woman on the left is also smiling and looking towards the laptop. The man on the right is looking down at the laptop. The background is a brick wall with a large archway. The entire image has a blue overlay.

Harnessing Business for Good

Across the country and around the world, the U.S. Chamber Foundation helped harness the innate power of businesses to strengthen communities and improve lives. From educating the next generation to creating new workforce opportunities, the Foundation turned business leadership into tangible impact.

Elevated civics as an educational priority



- The U.S. Chamber Foundation hosted the National Civics Bee® in 200 communities across 40 states, reaching nearly 20,000 students and educating Americans about civic participation. The competition will expand to all 50 states, Washington, D.C., and American Samoa in 2026.
- Released America's 250th Celebration for Business Playbook—a nonpartisan resource from the U.S. Chamber Foundation to help local chambers and businesses mark America's 250th through education and community engagement.



Bolstered America's resilience

- Released a joint report with the U.S. Chamber Foundation and Allstate, and convened state and local leaders in Mobile, Alabama, and Charleston, South Carolina, for the Disaster Resilience Forum, highlighting how investing in resilience and preparedness is a smart, cost-saving strategy that can significantly reduce the economic toll of disasters.
- Invested in veteran entrepreneurship, awarding \$50,000 in grants to veteran- and military-spouse owned small businesses with support from FedEx Founder's Fund and USAA Small Business Insurance, fueling innovation and economic growth in communities across America.



Unlocked opportunities for America's workforce

- Through the Foundation's Hiring Our Heroes (HOH) initiative, hosted 98 hiring events that connected more than 28,000 military-connected job seekers from all 50 states, 4 U.S. territories, and 41 overseas U.S. military installations to employment opportunities nationwide.
- Established the HOH Skilled Trades Academy, a hands-on, six-week training initiative equipping transitioning service members, veterans, and military spouses with skills for careers in the construction trades—setting a model for scalable solutions in workforce development and addressing critical labor shortages.
- Launched the New Data Paradigm, a national public-private collaboration led by the Foundation, to modernize how education and job data are shared so people can more easily find opportunities and prove their skills, as referenced in top-tier media.
- Introduced Resume Engine—an AI-powered resume platform that empowers veterans to translate their service and experience into impactful civilian resumes, helping them confidently navigate the transition to the civilian workforce.

Fostered public-private partnerships to address global threats

- Brought government and industry together through the U.S. Chamber Foundation's Global Threats Initiative to confront 21st-century threats through public-private leadership. Our reports highlighted the growing urgency of geopolitical risk and how business can manage it.
- Hosted 25 judges from 18 countries through the U.S. Chamber Foundation's Judicial Fellowship Program to fight corruption and strengthen the global rule of law—building a lasting alumni network to improve courts, democracy, and public trust worldwide.



The background is a dark blue collage featuring various national flags, including the United States, European Union, and others, arranged in a circular pattern around a central sunburst or starburst design.

Leading Around the World

The strength of local communities increasingly depends on America's ability to lead globally. Supply chains, investment flows, export opportunities, and the rules that govern international commerce all shape the prosperity of hometown employers. That's why the Chamber's global engagement is a direct investment in local prosperity.

Led business delegations around the world to 40 different countries, serving as America's commercial diplomat to forge partnerships that lead to greater investment and growth.

- Argentina
- Australia
- Bangladesh
- Belgium
- Brazil
- Canada
- Chile
- Colombia
- Côte d'Ivoire
- Egypt
- Equatorial Guinea
- France
- Gabon
- Germany
- Ghana
- India
- Indonesia
- Iraq
- Italy
- Japan
- Kazakhstan
- Mexico
- Nepal
- Pakistan
- Poland
- Rwanda
- Saudi Arabia
- South Africa
- South Korea
- Sri Lanka
- Sweden
- Switzerland
- Syria
- Türkiye
- Thailand
- United Arab Emirates
- United Kingdom
- Uzbekistan
- Vietnam
- Zambia

Convened **40** ambassadors,
28 heads of state, and
80 minister-level engagements
across **500** meetings.



Advanced the American business community's interests at global summits, including:

- United Nations General Assembly, New York City
- IMF World Bank Week, Washington, D.C.
- Munich Security Conference, Munich, Germany
- NATO Summit, The Hague, Netherlands
- COP 30, Belém, Brazil
- B7 Summit in Ottawa and B20 Summit in Johannesburg, South Africa



Opened new markets and reduced barriers for American businesses abroad

- Achieved significant rollbacks to the EU's Corporate Sustainability Due Diligence Directive (CS3D) to reduce the cost and liability exposure for American businesses. Continued to enlist European allies and lead direct advocacy in Brussels and EU member state capitals against the directive.
- Led the first-ever Commerce-certified business mission to the Erbil, Kurdistan Region of Iraq to strengthen U.S.-Kurdistan ties and advance strategic business interests.
- Signed our first-ever Memorandum of Understanding with the World Intellectual Property Organization (WIPO), reinforcing WIPO's mission to protect and enforce IP rights.



Defining the Future of Business

Fostered American AI leadership

- Pursued and won House passage of a 10-year state AI law moratorium in the reconciliation bill. While this version of the bill did not become law, the Chamber successfully advocated for state-level AI regulations to be considered in federal funding decisions, a pillar of the Trump administration's AI Action Plan intended to disincentivize state regulations that could undermine U.S. AI leadership.
- Released a report proving patchwork AI regulations would negatively impact 77% of small businesses currently using the technology.

Advanced Free Enterprise

- Built the Free Enterprise Leadership Network (FELN), a coalition of over 70 business leaders, chamber executives, and policy advocates across 34 states united in advancing free enterprise. The FELN activation portal equips its members with strategic tools, messaging resources, and exclusive briefings to champion economic freedom, innovation, and private-sector solutions.
- Delivered customized language strategy training to 340 organizations across 42 states, including top corporations, industry associations, state and local chambers, small businesses, and media outlets—equipping them with message-tested strategies to defend free enterprise.
- Established the Free Enterprise Exchange, a new speaker series designed to foster thought leadership and strategic dialogue. In the first year, the Exchange featured nine influential guests and partnered with six like-minded organizations to elevate the national conversation around free enterprise.
- Launched the first Local Business Journalism Fellowship in partnership with the National Press Foundation, training 35 journalists from across the country. This four-day intensive program in Washington, D.C., equips journalists with deeper insights into the forces shaping the U.S. economy and strengthens local business reporting.





Strengthening the Chamber

Our ability to deliver impact, shape national debates, and lead on the world stage is rooted in the strength of the Chamber as an institution. In 2025, we invested in our people, modernized our infrastructure, forged new partnerships, and embraced new technologies that expand our capabilities. These efforts ensure that the Chamber remains the most effective advocate for American business, today and for the future.

Forged New Strategic Partnerships

- Partnered with the College Board to launch two new AP courses, AP Business with Personal Finance and AP Cybersecurity, intended to equip students with practical business skills and entrepreneurial mindsets to thrive in a rapidly evolving economy. Released the [New Hire Readiness Report](#) with the College Board, revealing 84% of hiring managers agree most high school students are not prepared to enter the workforce.
- Launched Small Business B(AI)SICS in partnership with Google, a national training initiative aimed to equip 40,000 entrepreneurs with the skills needed to harness artificial intelligence to grow their businesses and strengthen local economies.
- Partnered with the Black Entertainment and Sports Lawyers Association—in collaboration with the Motion Picture Association, Recording Industry Association of America, Entertainment Software Association, and Distilled Spirits Council of the United States to bring together policymakers, business leaders, and sports figures to focus on the economic impact of sports and entertainment.

From Classrooms to Careers

Uniting Business and Education to Prepare Students for the Jobs of Tomorrow



Convened high-level business and government leaders at the Chamber

- Convened approximately 20,000 people across nearly 1,200 in-person and virtual events.
- Hosted the Global Aerospace Summit, which brought over 900 attendees, 110 speakers, and over a dozen lawmakers to the Chamber to chart a path forward on aviation, space, and defense.
- Gathered over 100 tax policy experts, industry leaders, and lawmakers for the Tax Policy Summit to highlight the need for pro-growth tax reform.



Shaped the public debate

- Earned over 52,000 media articles citing the Chamber's advocacy work.
- Attracted 3.6 million views to uschamber.com, where top issues and thought leadership included State of American Business, workforce, housing, tariffs, and tax reform.
- Penned 15 op-eds from Chamber executives in top-tier publications, including *USA Today*, *Fox News*, *Bloomberg Tax*, and the *Washington Examiner*.
- Reached 8+ million people across all Chamber social media accounts and maintained a strong engagement rate, earning key mentions and shares from policymakers and world leaders.

This year marked a milestone as the U.S. Chamber launched an integrated public affairs capability designed to drive meaningful impact on the issues that matter most to our members. This strategic expansion positions the Chamber to mobilize broader coalitions, reach key audiences with precision, and amplify our advocacy efforts across every channel.

Our enhanced capabilities now encompass full-scale issue campaigns featuring third-party stakeholder engagement, a content creator and influencer network, coordinated field operations across all 50 states, and sophisticated digital targeting that ensures our message reaches the right audiences at the right time.

495,419
video views

Leveraged digital influence at scale, partnering with 16 online influencers to generate 495,419 video views across Instagram, Facebook, X, and Truth Social.

26.83
million
ad impressions

Achieved unprecedented digital advertising reach, delivering 26.83 million ad impressions to legislative targets and their key constituencies.

198
organizations

Built a powerful state-based grasstops program, recruiting and activating 198 high-value third-party organizations and voices that generated 976 op-eds, letters, emails, and direct meetings with targeted policymakers.

108
interviews

Conducted 108 issue-specific television interviews from Chamber voices across the top 35 DMAs that resulted in 1,490 airings—a sign of strong syndication—and reached a total audience of 89.4 million.

Continued building a strong Chamber for the future

Welcomed visionary business leader Ross Perot, Jr. as the Chamber's new board chair. His global leadership and passion for free enterprise help the Chamber advance policies that unlock greater growth at home and abroad.



Fostered a culture of innovation with a 50% increase in team members using AI to boost their productivity. Sixty team members participated in the annual Hackathon to develop innovative solutions that improve processes across the Chamber.

Won the award for Excellence in Historic Preservation for Stewardship by the DC Preservation League for our work to modernize and restore the Chamber's Briefing Center.





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