

ICC Commissions Terms of Reference

1. Objectives

- 1.1. The Commission endeavours to advance the purpose, mission, and values of the International Chamber of Commerce (“**ICC**”).
- 1.2. The Commission supports the development and implementation of high-quality and informed outputs and initiatives in line with the objectives of ICC.
- 1.3. The Commission ensures active engagement from all those involved in the activities, initiatives, work product, and organisation of the Commission including its members, attendees to meetings, invited guests, and the ICC Secretariat (“**participants**”) where appropriate.
- 1.4. The Commission ensures active engagement from businesses affiliated with ICC.
- 1.5. The Commission collaborates with the ICC Secretariat and other ICC Commissions.

2. Mission

- 2.1. The mission of the specific Commission is expressly set out in the following appendices to this document:
 - a. Appendix A - Commission on Arbitration and ADR;
 - b. Appendix B - Commission on Banking (Trade and Supply Chain Finance);
 - c. Appendix C - Commission on Competition;
 - d. Appendix D - Commission on Commercial Law and Practice;
 - e. Appendix E - Commission on Corporate Responsibility and Anti-Corruption;
 - f. Appendix F - Commission on Customs and Trade Facilitation;
 - g. Appendix G - Commission on Digital Economy;
 - h. Appendix H - Commission on Environment and Energy;
 - i. Appendix I - Commission on Intellectual Property;
 - j. Appendix J - Commission on Marketing and Advertising;
 - k. Appendix K - Commission on Taxation; and
 - l. Appendix L - Commission on Trade and Investment.

3. Overarching Principles

- 3.1. The Commission must act in accordance with the Constitution of ICC, the Governance Principles of ICC, the ICC Policy Document Governance, the ICC Declaration on the Next Century of Global Business, and the principles and policies of ICC more broadly, as amended and introduced from time to time.
- 3.2. The actions and activities of the Commission and its participants must be performed in the best interests of ICC.
- 3.3. The Commission and its participants must act ethically, in accordance with the rule of law, and in a transparent way.
- 3.4. Conflicts of interest must be disclosed by participants. If necessary, participants should recuse themselves from Commission activities that give rise to the conflict of interest. The ICC Chair or a person delegated by the ICC Chair, on recommendation from the Policy and Commissions Committee (“**PCCOM**”) may, at the discretion of the ICC Chair or a person delegated by the ICC Chair, recuse participants for any perceived, potential or actual conflicts of interest.
- 3.5. The activities of the Commission and its participants must not be anti-competitive or lead to anti-competitive practices.
- 3.6. Participation in the activities, initiatives, work products, and meetings of the Commission does not create any entitlement to intellectual property rights. Participants are not entitled to use, reproduce, modify or adapt intellectual property belonging to ICC without the approval of ICC.
- 3.7. Participants in the Commission must keep all information and documents of the Commission confidential unless otherwise approved by ICC.

4. Membership

- 4.1. Membership of the Commission must be diverse, and the process for appointment of members to the Commission must be open and transparent.
- 4.2. Members of the Commission comprise:
 - a. duly appointed delegates of National Committees and Groups;
 - b. duly appointed delegates of Direct Members; and
 - c. for the Commission on Arbitration and ADR, Court Members and the Standing Committee for the International Centre for ADR,

together, “**Commission Members**”.

- 4.3. The appointment of Commission Members occurs every three years. The ICC Chair, a person delegated by the ICC Chair, or PCCOM, may object to any individual being appointed a Commission Member.
- 4.4. The term of Commission Members, excluding Commission Officers (as defined in Article 6.1), is three years and may be renewed. The renewal of a Commission Member's term is subject to review and approval of PCCOM, taking into account:
- a. the Commission Member's active engagement and participation in the activities, initiatives, and work products of the Commission;
 - b. the Commission Member's expertise;
 - c. whether Commission Members identified in 4.2.a have the support of their National Committee or Group (as the case may be); and
 - d. the diversity of the Commission.

In any case, the term of a Commission Member will end if the Commission is terminated in accordance with Article 12.1.

- 4.5. If a Commission Member is accepted in the role as a representative of a company, business, or other organisation, the Commission Member is removed from the Commission membership when that Commission Member leaves the company, business, or other organisation it is a representative of. That person may be accepted as a Commission Member as an individual or as a representative of another company, business, or other organisation, however that person is subject to the term limitations described in Article 4.4.
- 4.6. Rules in relation to number of Commission Members and additional membership prerequisites must be defined by the Steering Committee (as defined in Article 8) subject to the approval of the ICC Chair, a person delegated by the ICC Chair, or PCCOM.
- 4.7. PCCOM and the Governance Committee of the Executive Board will review membership and participation regularly. Failure of a Commission Member to act in accordance with this document may result in removal or suspension. Commission Members may be removed or suspended by the ICC Chair or a person delegated by the ICC Chair following a joint recommendation by PCCOM and the Governance Committee of the Executive Board. An appeal of the removal or suspension of a Commission Member may be made within 14 days of the decision of the ICC Chair or a person delegated by the ICC Chair. The ICC Chair or a person delegated by the ICC Chair, in consultation with PCCOM and the Governance Committee of the Executive Board, must reconsider the removal or suspension and provide a final decision as soon as reasonably possible.

4.8. National Committees, Groups, and Direct Members should directly inform the Commission Secretary (as defined in Article 7.2) of any appointment or removal of Commission Members for the purposes of accurately maintaining the Member Record (as defined in Article 7.3).

5. Commission Member Responsibilities

5.1. Commission Members must:

- a. act in accordance with the overarching principles outlined in Article 3;
- b. actively participate in Commission activities and initiatives;
- c. provide thought-leadership and expertise related to Commission activities and initiatives;
- d. support the selection, development and implementation of Commission activities and initiatives;
- e. prepare and finalise high-quality outputs and Commission Documents (as defined in Article 13) in line with the objectives of ICC; and
- f. provide support to the Commission Officers and the Commission Secretary where necessary.

5.2. Activities carried out by Commission Members are not remunerated.

6. Commission Officers

6.1. The ICC Chair or a person delegated by the ICC Chair will appoint the Commission Chair and at least two Commission Vice-Chairs (together, “**Commission Officers**”) selected upon recommendation by the ICC Secretariat from nominated candidates. If the Commission Chair has been appointed, the Commission Chair may be consulted on the selection of Commission Vice-Chairs.

6.2. The ICC Chair, a person delegated by the ICC Chair, or PCCOM will request nominations for Commission Officer positions and will identify any prerequisites for a candidate to be considered and to be appointed. Nominations will be open for at least four weeks.

6.3. Commission Officers must be Commission Members.

6.4. The term of a Commission Officer is three years and may be renewed once at the discretion of the ICC Chair or a person delegated by the ICC Chair upon recommendation by the ICC Secretariat. A Commission Officer cannot be in the same role for more than six years. In any case, the role of the Commission Officer will be automatically terminated if the Commission is terminated in accordance with Article 12.1. The performance of Commission Officers is subject to annual review by PCCOM.

- 6.5. The responsibilities of the Commission Chair include:
- a. chairing Commission meetings;
 - b. chairing the Steering Committee;
 - c. ensuring that communications with and between participants are inclusive and respectful;
 - d. providing sign-off for final approval by the ICC Chair, a person delegated by the ICC Chair, or PCCOM on the establishment of new Working Groups (as defined in Article 9) or initiatives;
 - e. providing sign-off for final approval by the ICC Chair, a person delegated by the ICC Chair, or PCCOM on the communication of Commission Documents;
 - f. reporting on activities of the Commission to PCCOM, as required and at least once at the end of each calendar year, using the template in Appendix M.
- 6.6. If a Commission Chair is temporarily unable to discharge their duties, the Commission Chair must appoint a replacement among the Vice-Chairs. If the Commission Chair is not able to appoint a replacement, the ICC Chair or a person delegated by the ICC Chair, in consultation with PCCOM, must appoint a replacement. If a Commission Chair resigns, is definitively unable to discharge their duties, or the absence of the Commission Chair would substantially delay the work of the Commission, the process in Article 6.2 must be followed to appoint a replacement.

7. Role of the ICC Secretariat

- 7.1. The ICC Secretariat liaises with ICC governing bodies and ensures that the objectives outlined in Article 1 are appropriately reflected in the activities and the initiatives of the Commission.
- 7.2. The ICC Secretariat must appoint appropriate support staff from ICC to oversee the management of the activities of the Commission and to assist on organisational matters as the secretary of the Commission (“**Commission Secretary**”).
- 7.3. The responsibilities of the Commission Secretary include:
- a. managing the work of the Commission to deliver initiatives in line with the institutional objectives of ICC;
 - b. driving business engagement and managing key stakeholder relationships;
 - c. managing outreach activities of the Commission;

- d. ensuring collaboration with the work of other ICC Commissions;
- e. reporting to the ICC Secretariat on any financial costs and budgets;
- f. managing the preparation of Commission meetings including the preparation of the agenda and executive summary if necessary;
- g. maintaining an up-to-date record of Commission Members including Commission Member status (current or suspended) and attendance at meetings (the “**Member Record**”); and
- h. providing information to Commission Members of the Member Record in so far as the information relates to the Commission Member making the request.

8. Steering Committee

- 8.1. A **Steering Committee** must be established by the ICC Chair, or a person delegated by the ICC Chair, on the recommendation of PCCOM and in consultation with the Commission Chair.
- 8.2. The Steering Committee comprises Commission Officers and the Commission Secretary. Upon recommendation by the ICC Secretary General, the Steering Committee may include members of the ICC Secretariat, chairs and presidents of the ICC Working Bodies, and the President of the Standing Committee of the ICC International Centre for ADR. Chairs and presidents of the ICC Working Bodies and the President of the Standing Committee of the ICC International Centre for ADR must be appointed by the ICC Chair, or a person delegated by the ICC Chair, on the recommendation of PCCOM.
- 8.3. The Steering Committee is responsible for:
 - a. oversight, planning and implementation of the activities and initiatives of the Commission;
 - b. providing strategic guidance and direction for the activities of the Commission;
 - c. reviewing and providing quality assurance on content of Commission outputs;
 - d. collaborating with the ICC Secretariat in determining and developing Commission priorities and activities in line with ICC objectives;
 - e. collaborating with other ICC Commissions;
 - f. ensuring engagement with ICC affiliated businesses, National Committees, Groups, and Direct Members in accordance with the principles of the Commission as outlined in Article 3 and the objectives of ICC;

- g. driving outreach activities of the Commission; and
 - h. encouraging collaboration and partnerships with appropriate third-party organisations.
- 8.4. The Steering Committee must meet quarterly, or more frequently when convened by the Chair. Meetings must be documented for future reference.
- 8.5. For a Steering Committee vote to be taken, quorum must be two-thirds of all Steering Committee members, including the Chair. Decisions are taken by a majority vote, with the Chair having a casting vote.
- 8.6. The ICC Chair, or a person delegated by the ICC Chair, in consultation with PCCOM, may remove members of the Steering Committee.

9. Working Groups

- 9.1. The Steering Committee may establish working groups to undertake the activities and initiatives of the Commission (“**Working Groups**”), subject to the approval of the ICC Chair or a person delegated by the ICC Chair in consultation with PCCOM.
- 9.2. The Steering Committee is responsible for defining the purpose and terms of reference of the Working Groups using the template in Appendix N.
- 9.3. Commission Members wishing to participate in Working Groups must indicate their interest to the Steering Committee. Those Commission Members will be appointed by the Steering Committee as members of the Working Group subject to any objection of the ICC Chair, a person delegated by the ICC Chair, or PCCOM.
- 9.4. The Commission Chair may invite guests, as described in Article 10.5.c, to participate in Working Groups subject to any objection of the ICC Chair, a person delegated by the ICC Chair, or PCCOM, but those guests must not account for more than 15% of a Working Group’s membership. In exceptional circumstances PCCOM may allow more than 15% of a Working Group to comprise of invited guests.
- 9.5. The ICC Chair, or a person delegated by the ICC Chair, in consultation with PCCOM, may disband Working Groups that do not, or no longer, comply with Articles 1, 2, or 3.

10. Meetings

- 10.1. Commission meetings must be held with a view to encourage:
- a. Commission Member engagement;
 - b. relevant content generation; and

- c. impact and effectiveness,

which will be assessed by PCCOM throughout the term of the Commission as a measure of performance of the Commission.

- 10.2. The Commission must meet regularly throughout the year to fulfil its mission as described in Appendix A, with a view to meet at least twice a year, or more frequently if requested by the Steering Committee. The Commission Chair must give at least four weeks' notice for a meeting to be held, where possible.
- 10.3. Commission Members and the Commission Secretary are expected to attend Commission meetings. Commission meetings may be held in person, by teleconference, or videoconference.
- 10.4. If a Commission Member is unable to participate in two Commission meetings in a row, the Commission Member should consider removing themselves from the Commission.
- 10.5. The following may attend Commission meetings for observation and consultation:
 - a. the ICC Secretary General and ICC Secretariat staff members designated by the ICC Secretary General;
 - b. National Commissioners; and
 - c. invited guests of Commission Chairs to contribute expertise on particular projects.
- 10.6. The preliminary agenda for a Commission meeting must be prepared by the Commission Chair with input from the Steering Committee as appropriate and communicated to Commission Members and meeting participants at least one week before the date of the Commission meeting. A final agenda and associated documents must be provided as early as possible, and no later than the start of the Commission meeting.
- 10.7. Within two weeks of the Commission meeting, the Commission Secretary must prepare a concise list of the main decisions and action items of the Commission meeting and circulate the list to the Commission Members and meeting participants.
- 10.8. The Commission Secretary will prepare an executive summary of the Commission meeting for approval by the Commission Chair. In exceptional circumstances, the executive summary may be prepared by the Commission Officers. The executive summary of the Commission meeting must be circulated to the Commission Members and meeting participants no later than four weeks after the date of the Commission meeting.

11. Voting

- 11.1. Decisions of the Commission are made by a majority of the votes validly cast. Decisions are to be taken by informal vote unless a request for a formal vote is made to the Steering

Committee by the ICC Chair or person delegated by the ICC Chair, members of the Steering Committee, a group of at least ten National Committees or Groups, or 50 Direct Members of the Commission. If a formal vote is requested, the Steering Committee will establish the appropriate procedure for casting and counting the formal vote.

- 11.2. For informal votes called during Commission meetings, only current Commission Members on the Member Record may vote. Any Commission Member that has been suspended is not entitled to vote, and any vote received by a suspended Commission Member will not be counted. Current Commission Members may cast one vote each, with equal weighting.
- 11.3. Votes may be cast in person, by teleconference or videoconference, or any voting system made available by the ICC Secretariat.

12. Term and Status of the Commission

- 12.1. Any decision to establish, terminate, merge, or extend a Commission is made by the Executive Board following a proposal or recommendation of PCCOM. PCCOM will annually review the performance of the Commission.
- 12.2. When a merger occurs of the Commission with another ICC Commission, the terms of reference of the Commission must be redrafted.

13. Commission Documents

- 13.1. Documents prepared by the Commission include policy statements, recommendations, and technical documents as described in the ICC Policy Document Governance (together, “**Commission Documents**”). Commission Documents must be prepared by the Commission in consultation with National Committees and in accordance with the ICC Policy Document Governance.
- 13.2. Commission Documents must be submitted to PCCOM for review. On the recommendation of PCCOM, Commission Documents must be submitted to the Executive Board or to the Chairmanship (as appropriate) for approval.
- 13.3. Policy Position documents (as described in the ICC Policy Document Governance) are additionally subject to review and approval by majority vote from the Commission prior to the review and recommendation of PCCOM for submission to the Executive Board or to the Chairmanship (as appropriate).
- 13.4. Working Papers (as described in the ICC Policy Document Governance) are subject to review by the Commission and final approval from the ICC Secretariat, and are not required to be approved by the Executive Board or the Chairmanship (as appropriate) as Working Papers are not considered to be final policy statements.

13.5. All submissions must be accompanied by a one-page explanatory cover note using the template in Appendix O describing the purpose of the Commission Document, the consultative process that was taken in its development, its intended use, how the Commission Document is aligned with the objectives of ICC, and any other relevant information. All submissions must be made in advance of any relevant deadline of the Executive Board with sufficient time for the review and recommendation of PCCOM.

13.6. If approved, the Commission Document is published or distributed by the ICC Secretariat.

14. Terms of Reference

14.1. Undefined terms in this document have the same meaning as those terms in the Constitution of ICC.

14.2. The Executive Board may amend this document from time to time at its discretion.

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APPENDIX A - Mission Commission on Arbitration and ADR

1. The Commission gathers expertise on arbitration and ADR across the ICC network to enable thought leadership, in line with the strategic objectives of ICC Dispute Resolution Services (“**ICC DRS**”) and ICC’s mission and values.
2. In fulfilling its mission, the Commission specifically:
 - a. raises awareness and understanding on practical issues in arbitration and ADR in the form of reports;
 - b. facilitates engagement from and between National Committee and Group members, Direct Members and third parties active in ICC DRS in the development of arbitration and ADR;
 - c. provides input on proposed modifications of dispute resolution rules applied in ICC DRS (“**Rules**”) prior to their submission to the Executive Board for approval, as said Rules provide;
 - d. channels expertise to inform the development of activities led by other ICC DRS departments upon request of the ICC DRS Secretary General; and
 - e. collaborates with other ICC Commissions when so required.

APPENDIX B - Mission

Commission on Banking (Trade and Supply Chain Finance)

1. The Commission serves as a global forum and rule-making body for the financing of international trade.
2. The Commission is a thematically focused forum on trade and supply chain finance to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. develop rules, standards and other products to expand access to cost-effective trade finance;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX C - Mission

Commission on Competition

1. The Commission works to ensure that cross-border business realities are taken into account in the formulation and implementation of competition laws and policies.
2. The Commission is a thematically focused forum on competition law to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - b. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - c. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - d. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - e. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX D - Mission

Commission on Commercial Law and Practice

1. The Commission works to set global business standards for international business to business transactions and provide world business input on commercial rules developed by intergovernmental organisations.
2. The Commission is a thematically focused forum on international commercial law to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. develop internationally applicable tools, standards and rules to facilitate cross-border trade;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX E - Mission

Commission on Corporate Responsibility and Anti-Corruption

1. The Commission works to develop policy recommendations and practical tools from a global business perspective on corporate responsibility and fighting corruption.
2. The Commission is a thematically focused forum on corporate responsibility and anti-corruption to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. serve as a global forum to enable corporate action to promote responsible business practices and combat corruption;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX F - Mission

Commission on Customs and Trade Facilitation

1. The Commission works to promote effective customs procedures to eliminate unnecessary burdens to international trade.
2. The Commission is a thematically focused forum on customs and trade facilitation to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. pool business expertise and insights to help shape the design of effective customs frameworks and practices;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX G - Mission

Commission on Digital Economy

1. The Commission works to enable inclusive growth of the digital economy through private sector policy leadership, regulatory advocacy and the promotion of best practices.
2. The Commission is a thematically focused forum on digital policy issues to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. enable the development of cross-sectoral policy positions and best practice guidance on the development of the digital economy;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX H - Mission

Commission on Environment and Energy

1. The Commission works to develop policy recommendations and tools to address major global environmental and energy issues – supporting ICC’s engagement in key intergovernmental discussions in these areas.
2. The Commission is a thematically focused forum on environmental and energy issues to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC’s policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. serve as an industry forum to develop business insights on the design of environmental policies and to establish tools to accelerate corporate sustainability;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC’s policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC’s strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX I - Mission

Commission on Intellectual Property

1. The Commission works to promote efficient intellectual property systems that support international trade, encourage investment in creation and innovation, and facilitate sustainable development.
2. The Commission is a thematically focused forum on intellectual property and innovation to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. provide a forum to enable the development of policy recommendations and tools to enable the use of intellectual property to accelerate sustainable and inclusive growth;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX J - Mission

Commission on Marketing and Advertising

1. The Commission works to promote high ethical standards in marketing by business self-regulation through the Consolidated ICC Code of Advertising and Marketing Communications Practice and formulate world business positions and initiatives to address government actions that affect marketing and consumer protection.
2. The Commission is a thematically focused forum on marketing and advertising practice to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. develop and maintain the Consolidated ICC Code of Advertising and Marketing Communications Practice and to develop industry positions to shape key policy initiatives by government;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX K - Mission

Commission on Taxation

1. The Commission works to promote transparent and non-discriminatory treatment of foreign investments and earnings that eliminates tax obstacles to cross-border trade and investment.
2. The Commission is a thematically focused forum on taxation to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. provide a forum to develop global business positions to shape tax policy developments of international significance;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX L - Mission

Commission on Trade and Investment

1. The Commission works to promote cross-border trade and investment by business and an open global economy to foster job creation, sustainable development, and improve living standards.
2. The Commission is a thematically focused forum on trade and investment policy to enable expertise from Commission Members and meeting participants to be channelled into the development of ICC's policy positioning and standard setting activities.
3. The key functions and responsibilities of the Commission is to:
 - a. provide a global forum to develop business insights and recommendations on global trade and investment policies of international significance;
 - b. ensure extensive engagement from business worldwide in the development and implementation of ICC policy projects;
 - c. provide platforms to build consensus on global policy issues amongst companies from all regions and industries;
 - d. channel business expertise to inform the development of ICC policy outputs and initiatives;
 - e. allow for peer-exchange and intelligence sharing to maintain the relevance and timeliness of ICC's policy work; and
 - f. support the development of high-quality policy outputs aligned with ICC's strategic objectives.
4. The Commission collaborates with other ICC Working Bodies and the ICC International Centre for ADR as appropriate.

APPENDIX M - Commission Report Template

1. Key areas of work

- 1.1. [Outline the key areas of focus of the Commission's activity over the past year]
- 1.2. [Describe how the work aligns with the global objectives of ICC]

2. Key outputs

- 2.1. [Outline the key work products developed by the Commission over the past year]

3. Impact

- 3.1. [Summarise the outcomes of ICC's activities – e.g. engagement with policymakers, media profile, business adoption of tools, policy change, etc.]

4. Business engagement

- 4.1. [Number of Commission members relative to prior year]
- 4.2. [Note any notable successes or gaps in the membership of the Commission]

5. Priorities for the coming year

- 5.1. [Summarise the substantive and operational priorities for the coming year – noting any challenges for which additional support would be welcome]

APPENDIX N - Working Group Terms Template

[Insert name of Working Group]

1. Context

- 1.1. [Describe the nature of the issue to be addressed by the Working Group, the purpose of the Working Group, and explain why the Working Group is of particular importance at this point in time]

2. Relevance to global business

- 2.1. [Identify the challenges, risks, or opportunities the Working Group issue presents to global business]

3. Alignment with strategic ICC priorities

- 3.1. [Describe how the work aligns with the global objectives of ICC]

4. Objectives, implementation, and envisaged outputs

- 4.1. [Insert a high-level plan in relation to how Commission activities and initiatives will be communicated (in collaboration with the ICC Secretariat) and implemented]
- 4.2. [Describe the objectives of the Working Group, what is intended to be achieved, and the ideal outcome]
- 4.3. [Identify what outputs will be produced]

5. Industry and sector engagement

- 5.1. [Identify industries or sectors that should be particularly interested in this work, and the type of expertise that will need to be involved]

6. Membership

- 6.1. The membership of the Working Group must be in accordance with Article 9.3 of the ICC Commissions Terms of Reference.
- 6.2. The Working Group is comprised of:
 - a. [Insert number and description of Working Group members (e.g. 10 Commission Members with expertise in X), noting that:

- the Steering Committee appoints members of the Working Group subject to any objection by the ICC Chair, a person delegated by the ICC Chair, or PCCOM, (see Article 9.3 of the ICC Commissions Terms of Reference), and
- the Commission Chair may invite guests to participate in Working Groups but those guests cannot account for more than 15% of the Working Group membership, see Article 9.4 of the ICC Commissions Terms of Reference].

b. [Insert].

7. Meetings and record keeping

- 7.1. The Working Group must meet regularly throughout the year to fulfil its mandate.
- 7.2. [Insert any specific meeting conditions]
- 7.3. The Working Group must keep a record of all Working Group meetings, including details of decisions, actions, and list of meeting participants.

8. Timeframe

- 8.1. [Insert the date by which the work of the Working Group will be complete, or at what point its progress should be assessed]

9. Anchor Commission(s)

- 9.1. [Describe how the group will be situated within the Commission structure]

APPENDIX O - Commission Document Submission Template

1. Synopsis of the document submitted for review

[Two paragraphs maximum]

2. How was the output developed

[Commission/member involvement/review by National Committees and Groups]

3. Relevance to ICC's strategic objectives

4. Intended impact and implementation plan