

# International Chamber of Commerce **THE WORLD BUSINESS ORGANIZATION** in 2014



ICC at the G20 Summit in St. Petersburg, Russia in 2013



ICC's new global headquarters in Paris



WTO Director-General Roberto Azevedo with ICC leaders in Bali



ICC's annual Mediation Competition

## Programme of Action

# International Chamber of Commerce

# THE WORLD BUSINESS ORGANIZATION in 2014

## Programme of Action

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## ■ Foreword by the Secretary General

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In the activities ICC carries out every day — in work to support the resolution of commercial disputes around the world, in our policy advocacy, in the development of rules and guidelines, and in the delivery of other practical tools and services, we help companies meet the challenges and opportunities of an increasingly integrated world economy. Taken all together, these activities help support the global economy on which the livelihood of millions of people depends; they are a significant contribution to economic growth and job creation in countries around the world.

ICC's plans for 2014 build strategically upon our achievements in 2013, as we continue our work on behalf of companies to facilitate trade and investment worldwide. Some of our most notable achievements in 2013, summarized below, illustrate the direct impact ICC has had on global business.

### **Influencing global trade and business policy at the G20 and WTO**

ICC intervened successfully in the G20 process in 2013, helping to produce a declaration by the group of 20 economic powers who met in St Petersburg, Russia. It was the G20 declaration that integrated the most ICC recommendations on trade since the Seoul G20 Summit in 2010, a reflection of ICC's increasingly influential position as the business interlocutor to the G20. This momentum, and a targeted, unrelenting campaign by ICC and our global membership network, contributed in an important way to the trade facilitation agreement reached at the World Trade Organization Ministerial Conference in Bali, Indonesia in December 2013.

The importance of ICC actions over the last two years to mobilize business support has been broadly recognized, including by the WTO and its members. This mobilization to deliver op-eds, letters and calls from CEOs to convince WTO members to achieve a result in Bali was an extraordinary team effort across the entire ICC global network — from members of the Executive Board, national committees, the World Chambers Federation and ICC International Secretariat staff. Everyone pulled together to deliver when and where it was needed. And it worked. For the first time since it was founded in 1995, the WTO was able to obtain consensus of all 159 members on a new multilateral agreement.

That achievement was in part due to the focus on a limited number of topics among the many elements in the Doha Development Agenda launched in 2001. ICC's World Trade Agenda initiative was first to propose this concentration on a list of specific do-able elements. ICC was also among the first to quantify the benefits for the world economy, but particularly for the poorest economies, of elements such as trade facilitation. Those numbers have been taken up repeatedly by international media and the WTO. The figures — US \$1 trillion in growth for the world economy and 21 million jobs, 18 million of them in developing countries — originated in a Peterson Institute for International Economics report commissioned by the ICC Research Foundation.

### **International expansion and a new global headquarters**

For the first time in many years, all ICC staff at the global headquarters in Paris are now located in one building, allowing for better cooperation in a more modern and efficient work environment than in the past. Although our new headquarters in Paris is only about 1 km away from our previous locations, the improved facilities for staff and members have contributed to raise morale and a renewed sense of purpose.

Our move to a new global headquarters also coincides with the continuing expansion of ICC in the world. We are pursuing this strategy to better represent the international business community while also striving to provide arbitration and other business services adapted to regional needs. ICC now has regional offices in Asia, the Middle East and North Africa (MENA), and North America. In 2013, we established the first regional office of the ICC Secretariat in the MENA region, located in Doha, with support from ICC Qatar and the Qatar Chamber. The regional office has a coordinating function, supporting ICC activities in the MENA region.

### **Dispute Resolution Services**

The much anticipated office to promote and administer ICC arbitrations and other dispute resolution services in North America was inaugurated in September 2013. Located in Midtown Manhattan, it allows parties, counsel and arbitrators in the region direct and convenient access to the services of the ICC Court. As John Beechey, President of the International Court of Arbitration, said: "The administration of arbitration cases in New York City is ICC's response to calls to establish a presence in one of the Court's most important markets. It is a reaffirmation of our commitment to North America and a very significant development for the worldwide business of the Court."

In January 2014, the ICC International Court of Arbitration registered its 20,000th case since its founding in 1923. Appropriately, it was also the first case to be managed by the team in the North America office.

Last year was also a successful year for the ICC International Centre for ADR, which recorded a significant increase in the number of new cases, including a large number filed under the ICC Expertise Rules in relation to the last generation of generic top level internet domain names. On 1 January 2014, the new ICC Mediation Rules entered into force and the first cases under the new Rules were registered. The annual ICC Mediation Week welcomed more than 600 participants in early 2014.

### Launch of the Jerusalem Arbitration Centre

In 2013, a unique collaboration between ICC business leaders in Israel and in the Palestinian territories was launched: the Jerusalem Arbitration Centre (JAC). In a region which is beset by division and conflict, ICC put in place an arbitration process that will encourage trade and investment in the region. This is a unique achievement for the region and for ICC. The ICC International Court of Arbitration supported the creation of JAC over a span of three years, providing professional advice, training and practical tools.

The new arbitration centre will not resolve all the disputes that torment the region; however, it will be a clear demonstration that the peaceful settlement of disputes is possible, and that the goodwill and hard work of ICC members in the region can contribute to peace and prosperity.



ICC launched the groundbreaking Jerusalem Arbitration Centre in 2013 to resolve commercial disputes between Israelis and Palestinians

### ICC rules and guidelines for business

Drawing on the expertise of its worldwide membership, ICC has over time developed a large array of voluntary rules, guidelines, and codes which facilitate cross-border transactions and help spread best practice among companies. Notable new additions in 2013 include the ICC Uniform Rules for Bank Payment Obligations, Forfeiting rules, the revised International Standard Banking Practice and the ICC Ethics and Compliance Training Handbook. All of these are available from the ICC online bookstore, which has been completely revamped to be easier to use. Other new publications are available for free on the ICC website, such as the ICC International Code of Direct Selling, the ICC Antitrust Compliance Toolkit, and the ICC Principles to Facilitate Commercial Negotiation. ICC also launched several new e-learning and certification programmes, including a popular one for trade finance specialists.

### World Chambers Congress

Held for the first time in the Middle East, the 8th World Chambers Congress brought chambers of commerce from around the world to Doha, Qatar to share, learn and build new networks. Under the theme "Opportunities for all", the Congress addressed topics at the heart of chambers' and their member companies' local and international agendas. Topics included education and business, leadership and CEO succession, membership engagement and growth, the environment and certificates of origin.

### Focus on 2014

2014 will further strengthen ICC's international reach as we continue to extend our presence around the world. It will also be a year when we think about what should be a new ICC agenda for the 21st Century, and consolidate the stability of the organization, while being ambitious about our plans for the future.

A handwritten signature in black ink, appearing to read "Jean-Guy Carrier". The signature is stylized and fluid.

**Jean-Guy Carrier**  
Secretary General  
International Chamber of Commerce

## ■ The voice of world business

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The International Chamber of Commerce (ICC) is the voice of world business.

ICC champions open cross-border trade and investment, the market economy system and global economic integration as a force for sustainable growth, job creation and prosperity. ICC's global network comprises over 6.5 million companies, chambers of commerce and business associations in more than 130 countries.

Because national economies are now so closely interwoven, government decisions have much stronger international repercussions than in the past. ICC expresses business views that support multilateralism as the best way to find effective solutions to global challenges, based on the principles of open markets and rules-based trade and investment.

ICC has direct access to national governments through its global network of national committees consisting of ICC member companies, business associations and chambers of commerce. This network represents ICC at the national level by acting as a liaison between ICC's Paris-based international secretariat and ICC members. The ICC network also formulates the views of the business community in respective countries on issues dealt with by ICC. ICC's international secretariat provides business views to intergovernmental organizations on issues that directly affect business operations. More than 2,000 experts drawn from member companies feed their knowledge and experience into crafting ICC positions.

ICC activities cover a broad spectrum, from arbitration and other forms of dispute resolution to making the case for open international trade and investment, business self-regulation, fighting corruption and combating commercial crime.

### Writing rules for business

ICC has a long history of developing voluntary rules, guidelines and codes to facilitate business and spread good practice. These include:

- ICC's URBPO: the first-ever Uniform Rules for Bank Payment Obligations (BPOs), a 21st century standard in supply chain finance that governs Bank Payment Obligations transactions worldwide
- ICC Incoterms® rules: standard international trade definitions used every day in countless thousands of contracts to define the responsibilities of buyers and sellers
- ICC model contracts that make doing business easier for smaller companies that cannot afford big legal departments
- The Consolidated ICC Code of Advertising and Marketing Communications: the global foundation for national self-regulatory systems that monitor marketing practices



### Policy advocacy

ICC develops global business policy views on key issues that affect companies' ability to trade and invest across borders and meet the challenges and opportunities of an integrated global economy. These issues include: banking, commercial law and practice, competition policy, corporate responsibility and anti-corruption, customs and trade facilitation, the digital economy, environment and energy, intellectual property, marketing and advertising, taxation, and trade and investment policy.



**The ICC leadership shared business views with UN Secretary General Ban Ki-moon at UN headquarters in New York in September 2013**

ICC policy work, which can take the form of policy statements to influence intergovernmental discussions, is developed through specialized working bodies composed of business experts. The strength and legitimacy of ICC policy derive from rigorous development through extensive consultation with member companies via the ICC global network.

ICC policy recommendations are communicated to both national governments and intergovernmental organizations (IGOs) — including the United Nations and the World

Trade Organization — and forums such as the G20. They are intended to reflect a broad business consensus as represented by ICC, while at the same time making a meaningful contribution to the policy debate from a global business perspective.

### Working with the United Nations

ICC enjoys a close working relationship with the United Nations (UN). Since 1946, ICC has held consultative status with the UN and its specialized agencies. With IGOs increasingly involved in matters of concern to the business community, it is important that business representatives be “at the table” when these issues are discussed. ICC’s privileged consultative status at the UN and its long experience of being the voice of business in international negotiations enable it to bring the views of world of business to the UN. Extensive consultation with its worldwide, multi-sectoral membership lends ICC’s views special authority and legitimacy. ICC’s Permanent Representative to the UN in New York provides the liaison between ICC and the UN system.

### Resolving disputes worldwide

The ICC International Court of Arbitration is the most trusted system of arbitration in the world, with arbitration under its rules on the increase. Since 1999, the Court has received new cases at a rate of more than 700 a year. The ICC International Centre for ADR (Amicable Dispute Resolution) has also developed a full range of other dispute resolution rules and services for international commerce such as the ICC Mediation Rules, the ICC Rules for Expertise, the ICC Dispute Board Rules, and the DOCDEX Rules for the settlement of documentary credit disputes.



### A global forum for chambers of commerce

Through the ICC World Chambers Federation (WCF) — ICC’s worldwide network of chambers of commerce — ICC fosters interaction and exchange of best practice among chambers all over the world. WCF strengthens links between chambers, enabling them to improve their performance and develop new products and services to offer their members.

## ■ ICC policy and commission work

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### ICC commissions

ICC commissions are specialized working bodies composed of business experts who examine major issues of practical concern to world business. They prepare policy products, including statements to shape intergovernmental discussions, as well as rules and codes to facilitate international business transactions.

## Arbitration and ADR

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### Mandate

As a forum for pooling ideas on issues relating to international arbitration and other forms of dispute resolution, the commission aims to:

- Draft and amend ICC's Arbitration, ADR, Expertise, Dispute Board and other forms of dispute resolution rules.
- Study the juridical and other aspects of arbitration and other modes of international dispute settlement, examine them in view of current developments and produce reports, guidelines or best practices.
- Promote ICC's various dispute resolution services globally.

### Projects for 2014

- Ensure and organize the launch and entry into force of the New ICC 2014 Mediation Rules.
- Finalize the revision of the ICC Expertise Rules.
- Complete the revision of the ICC Dispute Board Rules.
- Update the report on IT and Arbitration to reflect the changes in information technology since 2004.
- Examine the criteria that arbitrators may take into account in allocating the costs of the arbitration.

## Banking

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### Mandate

To serve as a global forum and rule-making body for banks worldwide, with particular focus on the financing of international trade.

### Projects for 2014

- Prepare the adoption of a set of uniform rules for international factoring, in partnership with Factor Chain International (FCI).
- Promote the new rules on Forfaiting (URF) and Bank Payment Obligations (URBPO).
- Revise the DOCDEX rules with the Commission on Arbitration and ADR to make them more widely used.
- Expand the ICC Trade Finance Register by adding new participants and more comprehensive data.
- Maintain engagement with policymakers on implementation of the Basel III framework for trade finance.
- Provide timely market intelligence reports on trade finance, including analysis to support ICC contributions on trade finance in key international forums.
- Issue official opinions on queries about ICC Uniform Customs and Practices for Documentary Credits (UCP), ICC Uniform Rules for Collections (URC), ICC Uniform Rules for Bank Payment Obligation and ICC Uniform Rules for Demand Guarantees (URDG) on a biannual basis.
- Develop further business policy input on anti-money laundering, the financing of terrorism and economic sanctions.
- Organize the Supply Chain Finance Summit under ICC Banking Commission auspices.



**ICC's Supply Chain Financing Summit will be held in Paris in October 2014**



# Commercial Law and Practice

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## Mandate

To set global business standards for international B2B transactions and provide world business input on commercial rules developed by intergovernmental organizations.

## Projects for 2014

- Promote the new ICC Principles to Facilitate Commercial Negotiations.
- Develop and launch new model contracts and guides, including on construction joint ventures and “taking a business international”.
- Provide business input to improve the legal framework for international procurement.
- Provide global business views to European legislators on the proposal for a regulation to introduce an optional Common European Sales Law.
- Contribute to rule-making by the Hague Conference and the European Commission on specific jurisdiction and applicable law issues relevant to business.
- Develop practical tools and expert guidance to promote the effective use of the Incoterms® 2010 rules globally, including through surveys of national committees on Incoterms usage in their countries.

# Competition

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## Mandate

To ensure that modern business needs and markets are taken into account in the formulation and implementation of competition laws and policies.

## Projects for 2014

- Organize the 6th ICC-International Competition Network (ICN) roundtable at the ICN Annual Conference in Marrakesh, thereby further establishing ICC’s role as the main business interlocutor of the ICN.
- Promote the ICC antitrust compliance toolkit to highlight the importance of compliance programmes as a tool for competition law enforcement, at national level and via ICN, and encourage a continued dialogue / thought leadership on compliance.
- Develop recommendations on best practices for the creation and reform of specific merger control regimes and advocate them with the relevant public authorities, including COMESA and other relevant international organizations.
- Complete the update of the ICC paper on Due Process in EU Antitrust Proceedings and disseminate through appropriate channels.
- Update the ICC Recommended Framework for International Best Practices in Competition Law Enforcement Proceedings.
- Finalize recommendations on the improvement of the European Competition Network (ECN) Model Leniency Programme and elaborate recommendations regarding cooperation between antitrust enforcement agencies in the cartel area.
- Continue to hold annual meetings with the European Commission on antitrust developments.
- Enhance the collaboration between ICC and the antitrust community in Asia by organizing regular roundtable discussions.



## Corporate Responsibility and Anti-corruption

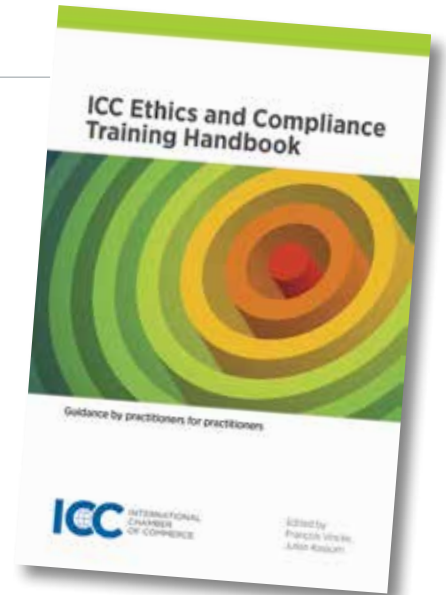
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### Mandate

To develop policy recommendations and practical tools from a global business perspective on corporate responsibility and fighting corruption.

### Projects for 2014

- Develop ICC Training based on the “ICC Ethics and Compliance Training Handbook”, addressing a range of issues including training, SMEs and solicitation.
- Shape G20 anti-corruption recommendations, drawing from ICC’s anti-corruption tools as a basis for concrete action by business for fighting corruption.
- Inject global business input in the process of implementing the UN Guiding Principles on business and human rights, with a view to ensuring consistent application of the principles internationally.
- Promote use of the ICC Rules on Combating Corruption (2011) among businesses and policymakers worldwide.
- Raise awareness and use of the ICC Anti-corruption Clause as a means to help preserve trust between parties and prevent corruption in both the negotiation and performance of contracts.
- Provide global business input into international initiatives on corporate responsibility and anti-corruption, including the implementation of the UN Convention against Corruption (UNCAC) and of the OECD Guidelines for Multinational Enterprises.
- Contribute global business views on corporate responsibility reporting.
- Articulate business views on ISO’s initiatives in the area of corporate responsibility and anti-bribery.



## Customs and Trade Facilitation

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### Mandate

To promote simplified customs and transport policies and procedures as well as other measures to facilitate international trade.

### Projects for 2014

- Provide input into the work of the World Customs Organization (WCO) and World Trade Organization on customs valuation, classification and trade facilitation policies by working with WCO and WTO Secretariats as well as the WCO Private Sector Consultative Group.
- Promote the “ICC Customs Guidelines”, the “ICC Guidelines for Cross-border Traders” and the ATA Carnet System as concrete ways to support the implementation of the WTO Bali agreement on trade facilitation.
- Produce business recommendations on trusted traders programmes (including on “Authorized Economic Operators”), supply chain connectivity, customs de-minimis regimes and inland ports.
- Contribute to the organization of an ICC Symposium on Trade Facilitation and possible preparatory workshops in key regions.
- Contribute to ICC-Inter-American Development Bank project on facilitation and rules of origin.
- Undertake work on transport- and logistics-related policy issues from a multimodal perspective with a view to contributing to trade facilitation.

# Digital Economy

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## Mandate

To promote the global development of the digital economy and stable growth of its underlying information and communication technology (ICT) platform through private sector policy leadership, regulatory advocacy and the promotion of best practice.

## Projects for 2014

- Start a process for business-government dialogue to encourage greater alignment between e-government and e-business objectives.
- Advocate cross-sectoral and global business priorities on privacy policy and regulatory frameworks (EU, Council of Europe, US, Asia-Pacific Economic Cooperation (APEC)), including support for policy interoperability and practical solutions that enable cross-border trade while bridging divergent policy and regulatory regimes.
- Develop the Global Action Plan for the Digital Economy to highlight global business priorities, with guidance for governments supported by a compendium of business actions and practice.
- Promote the policy statement on best practice for modernization of Mutual Legal Assistance Treaties (MLAT) with respect to law enforcement assistance interactions, to avert the trend of government infrastructure/storage mandates.
- Highlight the importance of a multistakeholder approach to Internet and ICT policies, to job creation and economic growth, in intergovernmental forums (G8, G20, UN, Council of Europe) and multistakeholder forums (Internet Governance Forum).
- Explore ways to mitigate the risks of cybercrime for e-business and preserve consumer and business confidence through effective privacy and cyber security practices.
- Alert governments to the consequences of government policies on new technologies and business models, as well as on innovation, growth, competitiveness and job creation. (Cloud Computing, Internet of Things, Machine to Machine, Voice over Internet Protocol).
- Continue to support Internet Corporation for Assigned Names and Numbers (ICANN) work to ensure a secure, stable, and resilient Domain Name System.
- Contribute global business input to the World Telecommunications Development Conference (WTDC) and other Internet governance-related forums that will influence the preparatory process for the International Telecommunication Union (ITU) Plenipotentiary Conference.
- Continue to advocate on the importance of transborder data flows and the harm to the digital economy and global supply chain that results from efforts at localization, indigenous innovation or other trade and market distorting regulation.

# Environment and Energy

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## Mandate

To develop policy recommendations and tools to address major global environmental and energy issues, including climate change, green economy, and sustainable development and make a substantive contribution to key intergovernmental discussions in these areas.

## Projects for 2014

- Promote global business recommendations on how to scale up investments in energy efficiency.
- Raise awareness of the need for clean, safe, reliable and affordable energy and promote open markets for environmentally-friendly technologies.
- Determine climate business priorities with a focus on innovation, technology, finance, and enabling conditions for the United Nations Framework Convention on Climate Change (UNFCCC) 2015 climate negotiations and the Climate Investment Funds (CIFs).



- Promote the ICC Green Economy Roadmap globally through outreach activities with ICC's global network.
- Update the ICC Charter on Sustainable Development in light of the ICC Green Economy Roadmap.
- Illustrate through a concrete sector example a "green economy value chain".
- Outline key success factors for effective public-private partnerships as a tool to implement and scale up "green economy" solutions, including in the context of investment in infrastructure.
- Develop business policy input on corporate sustainability reporting, including for the UN post-2015 Development Agenda, in cooperation with the Commission on Corporate Responsibility and Anti-corruption.
- Provide expert input to the UNEP International Resource Panel, and UNEP/UNIDO Green Industry Platform through ICC's advisory role.

## Intellectual Property

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### Mandate

To promote efficient intellectual property (IP) systems that support international trade, encourage investment in creation and innovation, and facilitate sustainable economic development.

### Projects for 2014

- Issue a series of research papers and stimulate discussion on the interaction between intellectual property and technological innovation to provide a factual basis for policymakers to establish their IP and technology-related policies.
- Provide information to policymakers on challenges faced by companies when protecting their confidential business information, and identify effective protective measures.
- Issue a study on intellectual property related challenges for companies raised by electronic media and networks and the roles of different stakeholders.
- Explore collaboration with universities to encourage training in intellectual property law and management and raise awareness of the role of intellectual property in innovation and economic growth.
- Prioritize and focus collaboration with key intergovernmental and non-governmental partners, including the World Intellectual Property Organization, on key IP issues for business.
- Integrate ICC networks in Asia and Latin America more closely into the commission's work and outreach.

## Marketing and Advertising

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### Mandate

To promote high ethical standards in marketing by business self-regulation through ICC international marketing codes, and formulate world business positions and initiatives to address government actions that affect marketing and consumer protection.

### Projects for 2014

- Participate in an APEC Committee on Trade and Investment project on common advertising standards, by contributing to capacity-building activities that improve understanding of responsible marketing and the ICC Marketing Codes, which are the foundation of most national programmes.
- Complete the preparation of an ICC Framework for Responsible Marketing Communications of Alcohol and promote widespread adoption at national level.
- Develop a global guide to help companies and policymakers consider privacy issues associated with mobile marketing and interpret how existing self-regulatory principles apply.

## Taxation

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### Mandate

To promote transparent and non-discriminatory treatment of foreign investments and earnings that eliminates tax obstacles to cross-border trade and investment.

### Projects for 2014

- Contribute business views to the work of the OECD on topics of global reach, including Base Erosion and Profit Shifting, in cooperation with the Business and Industry Advisory Committee to the OECD.
- Explore new avenues to create a global tax landscape without significant tax barriers by addressing core tax base differences between countries.
- Actively lead global business input into the work of the United Nations Committee of Experts on International Cooperation in Tax Matters.
- Promote business recommendations on tax transparency, exit taxes and environmental taxation.
- Improve the global tax environment by exploring opportunities for alignment on specific issues with Non-Governmental Organizations.
- Continue to input business views in key regional forums such as the European Union and the “BRICS” (Brazil, Russia, India, China and South Africa).

## Trade and Investment Policy

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### Mandate

To promote cross-border trade and investment by business and an open global economy to foster job creation, sustainable development, and improve living standards.

### Projects for 2014

- Promote the ICC World Trade Agenda and shape G20 deliberations on trade and investment by contributing to the development of a post-Bali trade and investment policy agenda.
- Encourage moving towards a high-standard multilateral framework for international investment.
- Build a business case for trade in global value chains, their implications for trade policy and their impact on growth and job creation.
- Develop recommendations on the issue of localization barriers to trade and investment and work with national committees to encourage studies highlighting the impact of localization policies.



**More than 170 staff members, representing over 30 nationalities, work at the ICC global headquarters in Paris**

## ICC special projects and groups

ICC special projects are intended to complement commission work by increasing the outreach of policy products developed by commissions.

## Business Action for Responsible Marketing and Advertising (BARMA)

### Mandate

To facilitate the spread of self-regulation and reinforce its effectiveness through two avenues – promoting greater application and reach of ICC’s internationally-agreed codes for advertising and marketing practice, and providing training resources to foster better understanding of code compliance.

### Projects for 2014

- Work with the ICC global network and global and local partners such as self-regulatory organizations and sector associations to seize opportunities to increase awareness of the Consolidated ICC Code of Advertising and Marketing Practice and to encourage adoption where local codes are updated or new self-regulatory mechanisms are established based on ICC’s globally-recognized best practice standards.
- Improve the CodesCentre.com site to increase awareness of ICC Codes, the training module and companion resources.
- Promote use of the revised ICC/INSEAD module in university marketing programmes and a model seminar programme for industry professionals and policymakers.

## Business Action to Stop Counterfeiting and Piracy (BASCAP)

### Mandate

To raise awareness of the economic and social harm of counterfeiting and piracy and to petition for greater commitments by local, national and international officials in the enforcement and protection of intellectual property rights.

### Projects for 2014

- Publish country reports on the value of intellectual property, the economic and social risks from counterfeiting and piracy and recommendations for stronger IP enforcement in Africa, ASEAN and BRICS countries.
- Develop public-private partnerships for the implementation of IP rights enforcement programmes in Russia, India, Turkey and Kenya.
- Implement BASCAP policy recommendations, in partnership with WCO, Free Trade Zone (FTZs) Operators and national governments, to stop IP infringement in FTZs.
- Encourage national governments to implement BASCAP recommendations on using proceeds of crime legislation to leverage IP rights enforcement, in partnership with the United Nations Interregional Crime and Justice Research Institute, the United Nations Office on Drugs and Crime, INTERPOL, APEC and the European Commission.
- Publish guidelines on the roles and responsibilities of supply chain intermediaries in the fight against counterfeiting and piracy and engage with stakeholders to promote best practices.
- Expand distribution of the BASCAP “I Buy Real, Fakes Cost More” campaign to national governments and national anti-counterfeiting associations.
- Launch a study on the harmful economic impacts of counterfeiting in partnership with the OECD Task Force on Chartering Illicit Trade and the United Nations Office on Drugs and Crime.
- Promote model legislation on the risk of IP infringements associated with government treatment of counterfeit goods in transit.



## Business Action to Support the Information Society (BASIS)

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### Mandate

To promote global business priorities on the range of Internet governance and information and communications technologies (ICTs) issues that contribute to economic and social development, in forums established by the UN World Summit on the Information Society (WSIS) and preserve the multistakeholder approach to these issues.



ICC at the Internet Governance Forum 2013 in Bali

### Projects for 2014

- Actively contribute to the Internet Governance Forum (IGF) 2014 and its preparatory processes to ensure business views are taken into consideration.
- Preserve the multistakeholder approach to Internet and ICT issues and business' role.
- Advocate business positions in the WSIS +10 review process, including at WSIS +10 review events in May.
- Contribute business views to the UN Commission on Science and Technology for Development (CSTD) including its Working Group on Enhanced Cooperation, and all WSIS follow-up activities in the UN Economic and Social Council (ECOSOC) and UN General Assembly.
- Highlight the key role of business in innovation and job creation in global discussions and events on Internet governance and ICTs for development.

## ICC G20 CEO Advisory Group

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### Mandate

To provide a CEO-led platform to leverage ICC's policy work and inject international business priorities into the work of the G20 on an on-going basis.

### Projects for 2014

- Develop and consolidate global business policy views on key elements of the G20 agenda.
- Conduct a globally inclusive appraisal of business views on G20 priorities, including consultations with businesses worldwide.
- Produce reports that complement ICC policy recommendations, including new editions of the ICC G20 Business Scorecard, the ICC Open Markets Index and the ICC Global Survey of G20 Business Policy Priorities.
- Communicate business priorities at CEO-level to G20 leaders, sherpas and ministers.
- Ensure effective world business input into the work of the G20 leading up to the G20 Leaders Summit in Brisbane, Australia in November 2014, including working with the Australian government, business associations and others ahead of the 2014 G20 Business Summit in Sydney.

## ICC World Trade Agenda

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### Mandate

In partnership with the Qatar Chamber of Commerce and Industry, enable global business leaders to define multilateral trade negotiation priorities and help governments set a trade and investment policy agenda for the 21st century that contributes to economic growth and job creation.

### Projects for 2014

- Host a high-level gathering of business leaders and key policymakers to launch the process of identifying post-Bali trade and investment policy priorities.
- Review and update WTA business priorities based on the successful outcomes of the 9th WTO Ministerial Conference in Bali, through an open and broad-based consultation process with business leaders and experts in ICC's global network.

## Group on Economic Policy (GEP)

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### Mandate

To advise ICC and its leadership on global economic and financial issues and their implications for world business.

### Projects for 2014

- Prepare ICC recommendations on major global economic and financial issues, dealing with both short- and long-term aspects.
- Develop global business perspectives on the conditions to promote economic growth and job creation.
- Organize a series of forums to address regional impacts of global economic policies and issues.

## ■ Permanent Representative to the United Nations (UN)

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### Mandate

To promote business views at the UN through representation at intergovernmental deliberations and through substantive engagement with UN agencies, departments and programmes.

### Projects for 2014

- Coordinate private sector participation in the ongoing Post Rio+20 intergovernmental processes under UN General Assembly: the high-level political forum; the Open Working Group on Sustainable Development Goals; the Intergovernmental Committee of Experts on Sustainable Development Financing; and other upcoming intergovernmental processes — in ICC's capacity as co-organizing partner for the Business and Industry Major Group.
- Organize a global business alliance for the UN Post-2015 Development Agenda, which will provide a coordinated business voice at the UN through the Major Group process.
- Mobilize the ICC global network to provide private sector input to the intergovernmental process for the United Nations' 10 Year Review Conference on the Implementation of the Almaty Programme of Action for Land-Locked Developing Countries, in particular, to help identify concrete, action-oriented proposals on specific development issues and challenges — ICC is the Chair of the Private Sector Steering Committee.
- Provide business speakers to UN high-level meetings through engagement with ICC's International Secretariat and global network.

## ■ National committees

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### Mandate

To strengthen ICC representation across the globe by fostering close working relations between national committees and the ICC International Secretariat in Paris, in order to bring added value to ICC members worldwide.

### Projects for 2014

- Support national committees in the promotion of ICC products and services, membership development and policy advocacy, including through more focused communication tools.
- Advance the implementation of the Charter between national committees and the ICC World Council.
- Provide updated practical guidance for national committees.



**The heads of ICC national committees at a meeting in Paris**



## ■ ICC Dispute Resolution Services

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### Mandate

To provide dispute resolution services through the ICC International Court of Arbitration and the ICC International Centre for ADR, by administering proceedings pursuant to the ICC Arbitration, Mediation, Expertise, Dispute Board and DOCDEX Rules and by providing information about said rules and services.

### Projects for 2014

- Continue the administration of cases under the different sets of rules.
- Support the establishment of a new case management team in New York.
- Promote the new ICC Mediation Rules and support their successful implementation.
- Further advance dispute resolution know-how worldwide by participation in conferences, training events, publications and other services.



Staff at the new offices  
in New York City

## ■ ICC Institute of World Business Law

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### Mandate

To provide innovative research and training to the legal profession, business executives and academics interested in the development of international business law, and particularly arbitration.

### Projects for 2014

- Expand the Institute's body of members to an unlimited number of practitioners of business law throughout the world.
- Launch the ICC Advanced Arbitration Academy for Central and Eastern Europe to improve the legal knowledge and develop practical skills of practitioners in the region who wish to pursue careers as arbitrators.



## ■ Business development

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Created in 2011, the role of the Business Development Department is to develop ICC products and services that will bring increased value to ICC's network and members worldwide. This will allow greater availability of ICC publications, training, conferences and online programmes in all regions of the world. ICC's new website will create a worldwide ICC online network facilitating global interaction under a single ICC umbrella.

## ICC Publications

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### Mandate

To spread ICC knowledge and work to an ever-increasing audience, and provide essential tools for conducting international business and facilitating cross-border trade and investment.

### Projects for 2014

- Increase sales through the launch of the new ICC Bookstore and new sales methods, including presence at ICC events in partnership with ICC national committees.
- Improve international visibility of ICC publications by distributing e-Books in several languages in partnership with national committees.
- Create a series of ICC educational books on banking issues, together with certification and training programmes provided by ICC Training and Conferences.

## ICC Training and Conferences

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### Mandate

To share ICC's expertise with a wider audience, through events such as training seminars and conferences, and raise awareness of ICC rules, services and policy work.

### Projects for 2014

- Broaden the range of e-learning modules on offer to satisfy market needs.
- Expand the annual programme of conferences on ICC topics including international commercial arbitration, anti-corruption, supply chain financing and trade facilitation.

## ■ Communications and media relations

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### Mandate

To promote ICC, its products, services and policies, in the media and through the ICC website; to improve internal communication; and to establish ICC as the voice of world business in the public debate on global economic issues.

### Projects for 2014

- Implement a new strategic plan for internal communication.
- Increase awareness among senior business executives of the value of ICC services to world business.
- Develop the ICC website as an essential tool to communicate more effectively with a broader public.
- Improve the use of social media to promote ICC, its products and services.
- Leverage the new ICC regional offices and the new global headquarters to raise awareness of ICC.
- Produce and place ICC opinion pieces and letters in leading international publications.
- Assist national committees to generate domestic coverage of ICC initiatives.
- Work with national committees and International Secretariat staff to help ensure compliance with ICC's branding and style guidelines.



**ICC Chairman Harold McGraw III at the G20 Summit in St. Petersburg, Russia**

## ■ ICC World Chambers Federation (WCF)

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### Mandate

To be the global forum for chambers of commerce and industry; facilitating the exchange of best practice and the development of new global products and services for chambers; as well as fostering international partnerships between global business stakeholders and chambers including transnational chambers.

### ATA Carnet

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- Support customs authorities and business organizations in implementing the ATA system for the duty- and tax-free temporary admission of goods in Brazil, Indonesia, Kazakhstan, Qatar and Saudi Arabia.
- Develop Mercury, the database for the monitoring of issued ATA Carnets and the handling of claims by national guaranteeing organizations.
- Cooperate with the World Customs Organization (WCO), the European Commission's Tax and Customs Union Division (TAXUD) in the development of the ATA Carnet Utility Block Work for the introduction of the eATA Carnet.

## Certificates of Origin (CO)

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- Increase the number of International CO Accreditation Chain member chambers.
- Promote the international CO online training programme with British Chambers of Commerce.
- Undertake advocacy work to increase the acceptance of electronic COs by customs and to expand the delivery of preferential certificates of origin by competent chambers through partnerships with customs.

## World Chambers Congress

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- Select the Asia-Pacific host for the 10th World Chambers Congress in 2017.
- Prepare the programme of the 9th World Chambers Congress, 10-12 June 2015, Torino, Italy.

## World Chambers Network (WCN)

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- Develop usage of WCN's Chamber Trust seal programme and expand its use into other countries.
- Ensure that WCN Chamber Directory remains the leading global listing for chambers.
- Market the WCN's Business Opportunity Service (GBX) to companies and chambers as the global business opportunities platform.

## Capacity building and best practice

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- Manage the global nomination network for the annual Oslo Business for Peace Award.
- Launch the 2015 edition of the World Chambers Competition.
- Develop the World Chambers Academy project.
- Create an online database of chamber "best practices".
- Develop materials to reinforce chambers' role, especially in developing and emerging economies.

## ■ ICC Commercial Crime Services (CCS)

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### Mandate

To provide business services aimed at fighting all types of commercial crime including maritime piracy, fraud in international trade, insurance fraud, financial instrument fraud, money laundering and product counterfeiting.

### International Maritime Bureau (IMB)

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- Produce trend analysis in respect of suspect trade finance transactions.
- Expand web portal functionality to include additional products and services.
- Develop analysis and identification of high risk/counterfeit/sanctioned-related containerized shipments.
- Study, through the Piracy Reporting Centre, the feasibility of a sustainable system of collection and dissemination of worldwide piracy and armed robbery incidents.

### Financial Investigation Bureau (FIB)

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- Establish trends based on members' searches and analyses.
- Release a new study on Anti-Money Laundering and Countering Terrorist Financing.

### Counterfeiting Intelligence Bureau (CIB)

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- Analyze links between websites involved in the marketing and distribution of counterfeit products to identify vulnerabilities and trends.

## ■ The ICC national committee network

ICC's influence around the world is due in large part to its global network of national committees and groups. Located in more than 90 countries, they voice the interests of global business to their national governments, and also provide input to ICC's policy work.

ICC Albania	ICC Czech Republic	ICC Kenya	ICC Russia
ICC Algeria	ICC Denmark	ICC Korea	ICC Saudi Arabia
ICC Argentina	ICC Dominican Republic	ICC Kuwait	ICC Senegal
ICC Australia	ICC Egypt	ICC Lebanon	ICC Serbia
ICC Austria	ICC Estonia	ICC Lithuania	ICC Singapore
ICC Bahrain	ICC Finland	ICC Luxembourg	ICC Slovakia
ICC Bangladesh	ICC France	ICC Malaysia	ICC Slovenia
ICC Belgium	ICC Georgia	ICC Macao	ICC South Africa
ICC Bolivia	ICC Germany	ICC Mexico	ICC Spain
ICC Brazil	ICC Ghana	ICC Monaco	ICC Sri Lanka
ICC Bulgaria	ICC Greece	ICC Morocco	ICC Sweden
ICC Burkina Faso	ICC Guatemala	ICC Netherlands	ICC Switzerland
ICC Cameroon	ICC Hong Kong, China	ICC New Zealand	ICC Syria
ICC Canada	ICC Hungary	ICC Nigeria	ICC Thailand
ICC Caribbean	ICC Iceland	ICC Norway	ICC Tunisia
ICC Chile	ICC India	ICC Pakistan	ICC Turkey
ICC China	ICC Indonesia	ICC Palestine	ICC Ukraine
Chinese Taipei Business Council of ICC	ICC Iran (Islamic Republic)	ICC Panama	ICC United Arab Emirates
ICC Colombia	ICC Ireland	ICC Paraguay	ICC United Kingdom
ICC Costa Rica	ICC Israel	ICC Philippines	ICC United States
ICC Croatia	ICC Italy	ICC Poland	ICC Uruguay
ICC Cuba	ICC Japan	ICC Portugal	ICC Venezuela
ICC Cyprus	ICC Jordan	ICC Qatar	
		ICC Romania	

In countries where no national committee exists, companies and business associations can join ICC individually by becoming direct members. ICC membership is currently bolstered by direct members in over 30 additional countries.

### Direct members

Afghanistan	Eritrea	Libya	Nicaragua
Andorra	Ethiopia	Macedonia	Oman
Armenia	Gibraltar	Malta	Peru
Azerbaijan	Haiti	Mauritania	Seychelles
Bahamas	Honduras	Mauritius	Sudan
Belarus	Iraq	Moldova	Tajikistan
Bermuda	Jamaica	Mongolia	Tanzania
Bosnia-Herzegovina	Kazakhstan	Montenegro	Uganda
Botswana	Korea (DPR)	Mozambique	Vietnam
Côte d'Ivoire	Latvia	Myanmar	Zambia
Democratic Republic of Congo	Liberia	Nepal	

Contact details for all ICC offices are available at [www.iccwbo.org](http://www.iccwbo.org)

## ■ Chairmanship and Secretary General



**Chairman — Harold McGraw III**

Harold McGraw III became Chairman of the International Chamber of Commerce on 1 July 2013. He is Chairman of McGraw Hill Financial, one of the leading financial intelligence companies in the world. He is also Chairman of the US Council for International Business, and Chairman of the US President's Advisory Committee for Trade Policy and Negotiations.



**Vice-Chairman — Sunil Bharti Mittal**

Sunil Bharti Mittal became Vice-Chairman of the International Chamber of Commerce on 1 July 2013. He is Founder, Chairman and Group CEO of Bharti Enterprises and the Chairman of Bharti Airtel. Bharti Enterprises is one of India's leading business groups with interests in retail, realty, financial services and agri-products, with global telecom companies operating in India, South-Asia and Africa.



**Honorary Chairman — Gerard Worms**

Gerard Worms became Honorary Chairman of the International Chamber of Commerce on 1 July 2013. He is also Chairman of ICC France, Vice-Chairman of Rothschild Europe and Honorary Chairman of Coe-Rexecode. Mr Worms is a Commander of the French Legion of Honour.



**Secretary General — Jean-Guy Carrier**

Jean-Guy Carrier became the Secretary General of the International Chamber of Commerce on 24 January 2011. Prior to joining ICC, Mr Carrier held senior positions in business and with international organizations, most notably the World Trade Organization. He is the author of several books and has published numerous articles in national and international media.

**For full biographical details and information on the ICC Executive Board, please go to [www.iccwbo.org](http://www.iccwbo.org)**

## About the International Chamber of Commerce (ICC)

ICC is the world business organization, a representative body that speaks with authority on behalf of enterprises from all sectors in every part of the world.

The fundamental mission of ICC is to promote open international trade and investment and help business meet the challenges and opportunities of globalization. Its conviction that trade is a powerful force for peace and prosperity dates from the organization's origins early in the 20th century. The small group of far-sighted business leaders who founded ICC called themselves "the merchants of peace".

ICC has three main activities: rule setting, dispute resolution, and policy advocacy. Because its member companies and associations are themselves engaged in international business, ICC has unrivalled authority in making rules that govern the conduct of business across borders. Although these rules are voluntary, they are observed in countless thousands of transactions every day and have become part of the fabric of international trade.

ICC also provides essential services, foremost among them the ICC International Court of Arbitration, the world's leading arbitral institution. Another service is the World Chambers Federation, ICC's worldwide network of chambers of commerce, fostering interaction and exchange of chamber best practice. ICC also offers specialized training and seminars and is an industry-leading publisher of practical and educational reference tools for international business, banking and arbitration.

Business leaders and experts drawn from the ICC membership establish the business stance on broad issues of trade and investment policy as well as on relevant technical subjects. These include anti-corruption, banking, the digital economy, marketing ethics, environment and energy, competition policy and intellectual property, among others.

ICC works closely with the United Nations, the World Trade Organization and intergovernmental forums including the G20.

ICC was founded in 1919. Today its global network comprises over 6 million companies, chambers of commerce and business associations in more than 130 countries. National committees work with ICC members in their countries to address their concerns and convey to their governments the business views formulated by ICC.



**The world business organization**

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