



Global Policy Commissions

Workplan 2026





How we work

As the institutional representative of over 45 million businesses in more than 170 countries, we are uniquely positioned to leverage private-sector expertise and insights to deliver practical solutions to interconnected challenges.

We act as the **primary voice of the real economy** in a range of intergovernmental organisations – from the United Nations to the World Trade Organization – championing the needs of local business in global decision-making.

Our business-centric, purpose-led approach to external engagement provides us with the credibility and integrity needed to build trusted and influential relationships with policymakers across the world.

The convening power of our global network enables us to set rules and standards that facilitate over US\$17 trillion in trade each year – as well as to provide tailored products and services that directly address the real challenges faced by businesses operating internationally. We also provide the world's premier private global dispute resolution services, leveraging ICC's unique independence, integrity and expertise.

Our policy commissions

Our 11 global policy commissions bring together thousands of leading professionals across different technical disciplines – providing an unparalleled source of global business expertise from which we develop high-impact content and initiatives.

While the commissions themselves serve as thematically focused forums, we also deploy cross-cutting working groups to blend expertise from different specialist areas – allowing us to create outputs with a genuinely holistic take on real-world challenges.

Our commissions draw on the expertise and reach of our global network and deliver value in four principal ways:

- **Keeping members updated** on key policy developments and enabling peer-exchange on emerging trends
- **Developing common industry positions** on major public policy issues
- **Delivering technical input** to shape key intergovernmental processes
- **Establishing common rules and self-regulatory standards** for cross-border commerce.

To maximise the impact of the substantive outputs from our commissions, we leverage ICC's unique access to major multilateral organisations – while working hand-in-hand with our network of ICC national committees with direct links into national capitals and local business communities.



Special initiatives and partnerships

In addition to our policy commissions, several special initiatives and partnerships provide specialist services to business and support the implementation of critical policy reforms at country level.

Our global strategy

Recognising the severe challenges faced by business as a result of uncertain economic and geopolitical conditions, we are committed to ensuring that ICC's policy work informs effective decision-making by governments – for a policy and regulatory framework that supports global trade and a level playing field. At the same time, we provide business with the tools they need to facilitate cross-border business and drive sustainable development.

In this context, our global operations are guided by a strategic framework encompassing five strategic themes for the future of international business:

- Enabling global trade
- Promoting access to justice, integrity and respect for the rule of law
- Accelerating sustainability and climate action
- Shaping an open, trusted and interoperable digital economy
- Strengthening multilateral cooperation.

This strategy is deployed and coordinated through our global network, allowing ICC to bridge global and local action, and different regions and countries.

Priority commission projects for 2026

In this context, our headline work programme for 2026 responds to each of these five strategic themes. We focus on projects where ICC can provide a unique value proposition to our corporate members, by working across policy areas and through close collaboration between different parts of our global network.

● Rules, standards and guidance

● Policy advocacy

Banking (trade, supply chain and export finance)

- Upgrade and grow the ICC Trade Register to establish this data pool as the definitive source of market intelligence for trade finance products for banks, investors and regulators.
- Issue new financial crime and risk policy guidance for trade finance transactions.
- Issue guidance on the application of ICC banking rules in the form of opinions and technical advisory briefings and position these as the trusted sources of trade finance expertise.
- Increase cooperation with international organisations and partnerships on the development of trade financing with multilateral development banks and development finance institutions.
- Assess the need for revisions of, or updates to, key ICC rules and guidance products (for example, UCP600, ISBP, URDG758, UR522, ISDGP and URDTT and ICC eRules).
- Support the adoption of digital processes under ICC trade finance rules – including through the development and implementation of standardised application programming interfaces (API).¹
- Monitor evolving trade finance market practices, notably in the development of digital assets tools such as stablecoins and ledgers, as well as facilitate the creation of proofs of concept and pilot testing between members.
- Expand endorsement and adoption of the ICC Principles for Sustainable Trade Finance as a foundation for ongoing work on sustainable trade.²
- Secure proportionate capital treatment of trade finance assets in the context of key legislative initiatives, while establishing trust-based relationships with banking regulators.
- Monitor and develop feedback on relevant proposed frameworks facilitating the development of digital trade financing, including the ongoing work of the United Nations Commission on International Trade Law (UNCITRAL) regarding the digitalisation of negotiable cargo documents³.
- Reduce the global trade finance gap, in cooperation with international partners, through targeted data-based advocacy, digitalisation initiatives and increased use of data-based trade finance.

¹ In conjunction with the ICC Digital Standards Initiative

² In conjunction with the ICC Global Environment and Energy Commission

³ In conjunction with the ICC Global Commission on Commercial Law and Practices

Business integrity (anti-corruption and corporate social responsibility)

- Promote widespread usage of the revised ICC Rules on Combating Corruption, including the updated ICC Anti-Corruption Clause.
- Widely advocate the recommendations of the report “Business case for integrity” issued by ICC, the United Nations (UN) Global Compact and Transparency International, through ICC’s global network, at the Organisation for Economic Cooperation and Development (OECD) and at the UN.
- Initiate discussions and examination of AI use cases that foster integrity.
- Support national-level work on business integrity by helping develop and bolster coordination and best practice sharing between national business integrity commissions within ICC’s network.
- Lead business engagement in key international processes and platforms for integrity, anti-corruption and responsible business conduct norms, including at the UN and OECD.
- Monitor key processes relating to business and human rights.

Commercial law and practice

- Develop and pilot practical tools to facilitate the effective use of the ICC Incoterms® rules by businesses worldwide.
- Begin work on the revision of the Incoterms® rules, laying the groundwork for Incoterms® 2030.
- Update and expand ICC’s suite of model contracts and clauses to meet new business needs.
- Monitor the evolution of new technologies to identify opportunities for facilitating the effective use of ICC tools and standards in an increasingly digitalised trading ecosystem.
- Collaborate with private law intergovernmental organisations to develop model contract language and practices.
- Champion the modernisation of legal frameworks to enable the digitalisation of cross-border trade processes.⁴

Competition

- Provide guidance to help companies navigate increasingly complex policy approaches to foreign subsidies.
- Promote with antitrust authorities convergence on criteria for, and recognition of, credible antitrust compliance programmes in antitrust decisions and sanctions using the updated ICC Antitrust Compliance Toolkit.
- Shape a step-change in antitrust policy to enable essential industry collaboration for meeting global climate and sustainability goals, targeting key jurisdictions in Asia, North America and Latin America.
- Encourage increased harmonisation of national merger control regimes to provide greater certainty and predictability for businesses operating internationally.
- Initiate discussions with competition authorities to examine anti-competitive practices arising from various national laws on digitalisation and artificial intelligence.

⁴ In conjunction with the ICC Digital Standards Initiative



Customs and trade facilitation

- Deliver business insights into key work streams of the World Customs Organization – including valuation methodologies (i.e., transfer pricing) and Harmonised System product classifications.
- Address challenges on rules of origin by driving practical solutions, promoting convergence and offering business-driven recommendations.
- Deliver thought leadership on evolving challenges for national customs agencies in areas such as climate border measures, the circular economy, e-commerce and digitalisation.
- Advocate for improved “trusted trader” programmes including through fostering the participation of small businesses.
- Identify and elevate key in-country trade facilitation challenges into coordinated global advocacy, using the full reach of ICC’s national committee network.

Digital economy

- Work to reduce regulatory fragmentation and support interoperability on digital policy issues – relating to data, AI and cybersecurity, among others – to create an enabling environment for global trade, innovation and cross-border business operations.
- Advocate for stronger cybersecurity, enhanced international cooperation to combat cybercrime and secure cross-border data flows to help build a trusted digital economy that enables SMEs to thrive.
- Inform the development of globally interoperable policy frameworks to enable “data free flow with trust”, with a focus on the intersection of data and trade policies.
- Advocate for policy and governance frameworks that promote regional and global regulatory alignment and enable meaningful and inclusive access to existing and emerging technologies.
- Lead business engagement in intergovernmental discussions on the future governance of the Internet and digital technologies, in collaboration with the ICC Business Action to Support the Information Society (ICC BASIS) initiative.

Environment and energy

- Channel business expertise into critical UN Framework Convention on Climate Change negotiations ahead of the UN Climate Change Conference(COP31).
- Lead business engagement to support the development of functioning, high-integrity cross-border carbon markets, including under Article 6 of the Paris Agreement, and advocate for the harmonisation and effective design of carbon border adjustment mechanisms.^{5, 6}
- Continue to advocate for concrete pathways to unlock private climate finance in emerging and developing economies, including through prudential regulatory clarification and reform.
- Lead business engagement in key international environmental processes, including advancing efforts towards the conclusion of an effective international treaty to curb plastics pollution.
- Deliver business insights on evolving issues at the intersection of sustainability and key policy developments in areas such as artificial intelligence, green infrastructure and circular supply chains⁷.

5 In conjunction with the ICC Global Trade and Investment Commission

6 In conjunction with the ICC Global Taxation Commission

7 In conjunction with the ICC Global Digital Economy Commission

- Develop and implement a roadmap for a centralised global data hub on energy transition mineral flows and impacts to enhance transparency and inform decision-making.
- Facilitate exchanges on the implementation of the Global Biodiversity Framework in the lead-up to the UN Convention on Biological Diversity Conference (COP17).
- Support ICC initiatives focused on advancing SME sustainability and climate action.

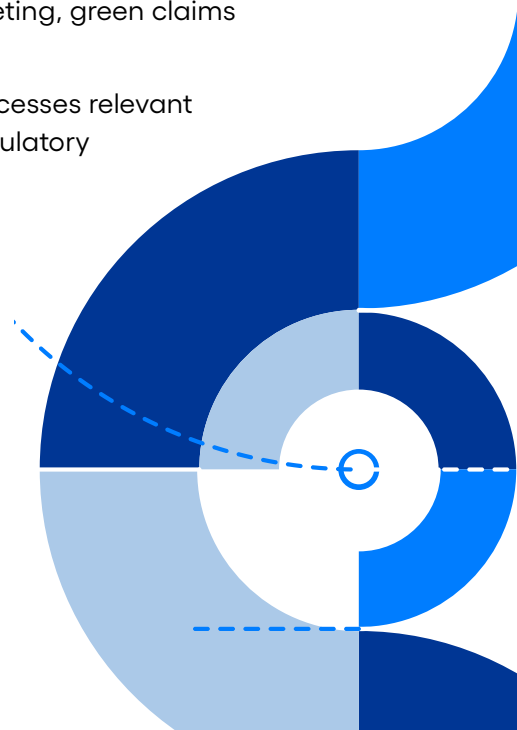
Intellectual property

- Collaborate with leading programmes at the World Intellectual Property Organization (WIPO) to ensure an enabling environment for business innovation.
- Support the roll-out of tools to help small businesses better leverage their intellectual property (IP) assets, in collaboration with WIPO.
- Monitor and explore engagement opportunities and business support tools relating to emerging IP topics, such as artificial intelligence.
- Assess how the ICC IP Roadmap can respond to new policy developments and industry trends.
- Lead business engagement in UN biodiversity negotiations on benefit-sharing frameworks at the intersection of research, innovation and biodiversity conservation.⁸

Marketing and advertising

- Run a comprehensive global awareness campaign to promote the 11th edition of the ICC Advertising and Marketing Communications Code, including using different language editions to reach new audiences.
- Leverage the campaign to reach geographies without an existing self-regulatory body to ensure broader adoption and endorsement of the new ICC Code.
- Promote updated ICC frameworks on environmental claims, food and beverages and alcohol as well as new guidance on artificial intelligence to support global alignment and practical implementation.
- Advance new global guidance on responsible advertising practices for vulnerable audiences, such as children and teens, with a particular focus on deceptive advertising practices and scams.
- Demonstrate the continued relevance of advertising self-regulation on issues of growing interest to policymakers and consumers, such as influencer marketing, green claims and the use of new technologies.
- Monitor key international developments and standard-setting processes relevant to advertising and marketing to safeguard the integrity of self-regulatory frameworks.

⁸ In conjunction with the ICC Global Environment and Energy Commission.



Taxation

- Provide business insights to shape workable international tax reforms under the new UN Tax Framework Convention process and the OECD inclusive framework, emphasising the need for tax certainty, international coordination, simplified global tax rules and reduced compliance requirements.
- Lead business engagement in key regional forums which have the potential to shape international tax norms, including the Platform for Taxation in Latin America and the Caribbean, and the EU Commission Platform for Tax Good Governance.
- Advocate for the implementation of robust tax dispute prevention and resolution mechanisms.
- Lead the international debate on the appropriate tax treatment of cross-border teleworkers in a post-pandemic world.
- Support business in navigating the relationship between tax, sustainability policy and ESG reporting, including the development of a new report on the role of taxation in implementing the UN Sustainable Development Goals.⁹

Trade and investment

- Strengthen the global understanding of the value of an open, rules-based trading system and the importance of trade liberalisation for growth.
- Identify, shape and drive business proposals for revitalising the global trading system, ensuring private sector priorities, perspectives and solutions are embedded in multilateral trade discussions.
- Lead business advocacy on priority trade issues in preparation for the World Trade Organization's (WTO) 14th Ministerial Conference, including WTO reform and the WTO Moratorium on Customs Duties on Electronic Transmissions.
- Deliver business insights to shape high-standard outcomes on digital trade rulemaking, including on data flows.¹⁰
- Lead the global debate on trade policy reforms and harmonisation of rules and standards to meet global sustainability goals, including in the areas of carbon border adjustments and the circular economy, and through the development of Ecoterms.
- Champion open and transparent cross-border investment, backed by good regulatory practices, with a focus on financing for development and on addressing measures that risk constraining legitimate investment flows.

⁹ In conjunction with the ICC Global Environment & Energy Commission

¹⁰ In conjunction with the ICC Global Digital Economy Commission

External engagement opportunities

ICC is committed to providing high-quality engagement opportunities for members to participate in and contribute expert insights to critical intergovernmental negotiations, both directly and indirectly. Complementing the global policy commissions, ICC leverages its Permanent Observer status to the UN General Assembly to accredit delegations of business leaders to intergovernmental conferences held by the UN and its associated organisations.

In 2026, engagements will include a programme of events on the margins of the opening of the UN General Assembly in New York and the WTO 14th Ministerial Conference in Cameroon, the ICC pavilion at the UN Climate Change Conference (COP31) in Turkey, the Convention on Biological Diversity Conference (COP17) in Armenia, the G-7 Summit in France as well as opportunities to engage in other multilateral processes under the UN and other intergovernmental bodies. These opportunities are developed based on feedback from ICC national committees and commission members – ensuring that resources are allocated for maximum impact and return on investment.

Special initiatives and partnerships

We maintain several special initiatives and partnerships to provide specialist services to business and support the implementation of critical policy reforms at country level – leveraging, where relevant, the work of the global policy commissions. These include:

ICC Digital Standards Initiative

The [ICC Digital Standards Initiative \(DSI\)](#) leads global efforts to eliminate paper-based processes in trade by accelerating the adoption of interoperable standards and enabling legal frameworks. The workplan 2026 builds on these efforts to scale implementation worldwide, empowering businesses of all sizes to fully embrace and benefit from trade digitalisation.

- Develop and disseminate practical adoption guides and tools to enable businesses to create, manage and exchange interoperable supply chain data in accordance with the Key Trade Documents and Data Elements (KTDD) framework. This includes work with ERP and IT infrastructure providers as well as key multinational supply chains, with the overall goal of driving adoption of globally interoperable data and digital trade standards
- Develop frameworks for digital trust at scale to enable systems and supply chain partners to develop and demonstrate their readiness for digital trade.
- Expand the reach of existing capacity-building resources to boost digital trade capabilities and readiness across sectors and regions. This may include opportunities for pilots and proofs of concept, for instance, through the Global Digital Trade Sandbox or other forums, or through work directly with specialised entities such as free trade zones and ports community systems.
- Provide tailored legal and technical assistance to governments and business-led advocacy efforts to promote the adoption of legal frameworks to enable digital trade, such as the Model Law on Electronic Transferable Records (MLETR), working closely with the ICC network of chambers of commerce and multilateral and regional organisations.

Global Alliance for Trade Facilitation

The [Global Alliance for Trade Facilitation](#) is a unique donor-funded initiative, co-led by ICC and aimed at improving trade processes in developing and least developed countries through local, public-private partnerships. Since 2015, the Alliance has designed and implemented sustainable trade facilitation solutions in over 30 developing countries across the globe to streamline trade and strengthen supply chain resilience.

- Continue to scale up activities to improve trade processes and strengthen supply chain resilience in countries such as Ukraine, Cameroon and Egypt, through funding from Sweden, the European Union and other donors.
- Attract additional private sector partners that can join the Alliance and provide in-kind contributions to projects.
- Implement and step up the joint ADEPT initiative in collaboration with UNICEF to improve access to essential humanitarian aid across 10 countries, including Nepal, Madagascar and Bangladesh.

ICC Business Action to Support the Information Society

The ICC Business Action to Support the Information Society ([ICC BASIS](#)) initiative promotes global business priorities on a range of Internet governance and digital policy issues in forums, established by the UN World Summit on the Information Society (WSIS), and works to preserve the multistakeholder approach to these issues.

- Represent global business priorities in the outcomes and follow-up of the 20-year review of the WSIS that set the UN's approach to digital policy.
- Strengthen business participation in the Internet Governance Forum as the prime venue for multistakeholder debates on digital policy.
- Ensure global business experience and expertise are at the base of implementing the Global Digital Compact and its outcome processes.

SME action

ICC delivers a holistic portfolio of engagement focused on the needs of small business, encompassing ICC's SME Champions Network, private sector expertise and the development of practical guidance and tools to enable access to finance, effective digitalisation and ambitious climate action.

- Deploy and further enrich [ICC One Click](#), a multilingual portal showcasing ICC tools and services (model contracts, Incoterms® rules, ATA Carnets and dispute resolution) and services by institutional partners of ICC, such as the Global Trade Helpdesk, to help SMEs navigate complex regulations and guide them through their cross-border trade journey.

About the International Chamber of Commerce

The International Chamber of Commerce (ICC) is the institutional representative of more than 45 million companies in over 170 countries. ICC's core mission is to make business work for everyone, every day, everywhere. Through a unique mix of advocacy, solutions and standard setting, we promote international trade, responsible business conduct and a global approach to regulation, in addition to providing market-leading dispute resolution services. Our members include many of the world's leading companies, SMEs, business associations and local chambers of commerce.



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