



# ICC | Roadmap 2024-2026

The core mission of ICC—to enable peace and prosperity through trade—has never been more relevant given the challenges of climate change, rapid digitalisation and geopolitical tensions.

In this context, it is vital that we are ready and equipped to deliver for business—and the communities in which we operate. To this end, we will be guided—every day—by three simple words:



## Engagement

Of everyone at ICC—at headquarters and across the network—behind a common vision, shared priorities and with a genuinely collaborative mindset. We will always act as “One ICC”.



## Focus

Driving effective policy reforms and strengthening the services we provide to businesses operating internationally, leveraging the unique assets of ICC’s network.



## Impact

Delivering tangible and meaningful outcomes at a genuinely global scale and creating real value for our member companies across the world.

## 1 Tackling trade frictions

- a. Tackle the root causes of major trade tensions in the global economy—including unilateral tax and sustainability policies.
- b. Establish roadmaps for new agreements to resolve identified trade frictions—including through the development of innovative industry coalitions.
- c. Raise awareness amongst MSMEs of ICC tools that can support their international business journey—and increase the usage of these solutions by small companies.

## 2 Promoting access to justice, integrity and respect for the rule of law by enhancing the reach and scope of ICC’s dispute resolution services

- a. Deliver fully digitalised case management of ICC Arbitration cases by early 2025—and unleash the potential of AI in resolving disputes.
- b. Open a new state-of-the-art hearing centre in Paris by January 2025.
- c. Develop new services to ensure small businesses can resolve disputes expeditiously and at minimal cost.

## 3 Enabling effective action on climate and sustainability

- a. Deliver (by mid-2025) a fully implementable framework to allow banks and corporates to grade the sustainability of trade transactions.
- b. Drive policy reforms—both domestically and internationally—to remove identified barriers to the deployment of climate and sustainability solutions.
- c. Provide tools to enable environmental trade—including new “ICC EcoTerms” standards.

## 4 Accelerating trade digitalisation

- a. Ensure that more than 50% of global trade is governed by laws that recognise electronic trade documents by the end of 2025.
- b. Accelerate the adoption of interoperable data standards and e-trade systems across key sectors/industries.
- c. Enable digital trade corridor pilots covering strategically important sectors.

## 5 Enhancing multilateralism

- a. Secure agreements to reform the WTO system—including the restoration of its dispute settlement function.
- b. Secure new structures to embed business expertise in intergovernmental decision-making—building on and enhancing recent ICC-led innovations such as the WTO Business Advisory Group.
- c. Promote new approaches to enable the United Nations and other major institutions to better anticipate and mitigate cross-border crises, including humanitarian response efforts.