

The Global Forum on Steel Excess Capacity (GFSEC)

2023 Results Report

2023 GFSEC Results Report

1. Introduction

The steel industry plays a critical and strategic role in most economies. The worsening trend of excess capacity, however, poses a major threat to the health and long-term viability of this critical industry. Members of the Global Forum on Steel Excess Capacity (GFSEC) are committed to making tangible progress to address global excess capacity and reduce the detrimental effects it is having on steel production, workers and the sector's long-term financial health. Deepening the Forum's new substantive and empirical work on key issues related to excess capacity and its resolution will support this commitment.

In view of the growing excess capacity challenges facing the steel industry, in 2023 the Forum began new substantive analyses that will only be deepened and continued in the years ahead and renewed its mandate, with a recommitment to make strides to address the excess capacity problem. Led by Canada as Chair, and 27 other members spanning six continents, the Forum met regularly with governments and industry stakeholders throughout 2023 to further their co-operation and commitments to address the excess capacity problem and to begin new substantive work streams that would help the Forum develop policy options to address excess capacity (see Annex A for a list of meetings). The Forum also engaged actively with governments and industry stakeholders from non-member economies, including Southeast Asia.

In June, Canada chaired a GFSEC Ministerial Meeting at the OECD. Ministers and high-level representatives stressed their commitment to the GFSEC, called for accelerated actions to address excess capacity, and indicated an interest to follow Forum developments and to be consulted at the Ministerial level for options on further actions to address excess capacity (see Ministerial Statement in Annex B). Consistent with the 2023 Ministerial Statement, a key aspect of deepening the Forum's substantive work includes encouraging countries to refrain from market-distorting government intervention.

As a fruitful 2023 came to a close, members agreed to new three-year Terms of Reference that will propel the Forum forward in 2024-26. Under the chairmanship of the United Kingdom in 2024, members will deepen and pursue new substantive work (by consensus) to build the evidence base for developing concrete policy options to tackle excess capacity (in accordance with priorities agreed for that matter in 2023). With South Africa chairing in 2025, and with interest from the United States to chair in 2026, GFSEC leadership will begin to re-align itself with the G20 Presidencies, which will provide impetus to the Forum's work going forward.

The next two sections will focus on providing insight on the growing excess capacity problem and shed light on the GFSEC and what it has achieved since its creation in 2016. This report then highlights the key results of the Forum's activities during 2023 in six broad areas: 1) Ministers meeting reinforces political support, 2) building the evidence for tackling excess capacity, 3) drawing strong support from industry and stakeholder organisations, 4) outreach activities, 5) growing interest in the nexus between excess capacity and decarbonisation, and 6) taking the Forum forward in 2024-26.

2. The growing excess capacity problem requires urgent attention

Global excess steel capacity, which peaked in 2015 and led G20 leaders to create the GFSEC, declined for several years after the GFSEC began its work, but is now increasing again. If left unaddressed, steel excess capacity could climb to 644 million metric tonnes (mmt) by 2025, which is greater than the production of all GFSEC membership's production capacity combined (and represents 34 per cent of global crude steel production). This could lead to exports that eclipse GFSEC members' home markets. Examining capacity trends in non-GFSEC participating jurisdictions suggests the burden of global excess capacity is being assumed by GFSEC members and not necessarily the sources of that excess capacity.

The capacity trend in China, which showed only a marginal decline in 2022 compared to 2017, suggests that the excess capacity problem remains significant in that market, particularly in light of the sharp steel demand slowdown that is taking place in China. Crossborder investments by Chinese companies indicate that its capacity growth is shifting from the home to foreign markets, particularly Southeast Asia, where capacity has surged by 24 per cent (15.5 mmt) over the last five years. Indonesia has witnessed a 42 per cent increase (6.4 mmt) in steel capacity production over the last five-years, compared to steel demand growth of 10.5 per cent. Malaysia and Viet Nam have recorded capacity growth of 22 and 28 per cent (3.5 mmt and 5.7 mmt), respectively, in the five years to 2022, despite a 25 per cent decline in Malaysian steel demand and stagnant demand growth in Viet Nam during the same time period. Other pockets of capacity growth can be found in the Middle East, for example, which has seen capacity expand by 30 per cent over the last five years (21.1 mmt), led by surging growth in Iran (48 per cent or 18.5 mmt). Northern Africa is also an area where capacity developments are becoming dynamic, leading to oversupply issues, particularly of long-steel products, in some GFSEC members' markets.

The gap between capacity and demand is set to increase significantly in the coming years given planned investments and weak demand projections. While some excess capacity can be related to the commercial decisions of private companies, persistent and structural overcapacity is driven by market-distorting government interventions and other non-market factors. Left unaddressed, excess capacity will lower steel prices and hurt profitability, hindering investments in process and product innovations. Many steel-producing companies in GFSEC countries have already voiced that they have lost market share to imports from economies with unfair trading practices, where excess capacity is typically high and persistent. Excess capacity not only impacts the competitiveness of steel firms, it also affects their workers and the ability to engage in the decarbonisation of the industry. Carbon emissions from the global industry would be significantly lower were excess capacity reduced.

Looking down the value chain, the excess capacity in the Chinese steel industry is depressing domestic prices for crude steel products and encouraging production and indirect exports of steel-containing goods. A situation where steel excess capacity starts to build in downstream sectors of the steel market, such as the automotive sector, and artificially boosting the price competitiveness of those sectors is an additional cause of concern.

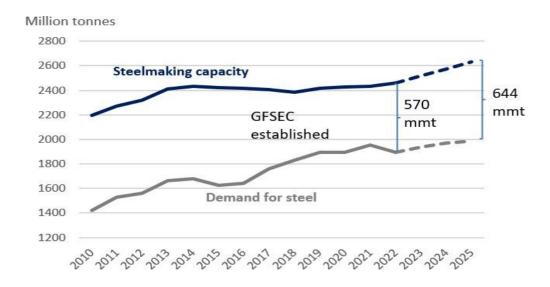
The nature of excess capacity is also changing in problematic ways: most of the world's new capacity growth is centered on technologies that are emission-intensive, boosting the industry's carbon emissions at a time when they need to be reduced markedly. Excess capacity is also distorting markets and harming competition. Its root causes include government interventions that distort steel markets and competition and tilt the playing field towards inefficient steel producers. It encourages unfair trade practices and disadvantages efficient and sustainable production. Indeed, excess capacity is the biggest threat to the long-term viability of an industry that is so critical for all economies around the world, and poses a barrier to lowering global emissions from the sector.

The GFSEC is uniquely placed as an international forum to deal with global steel excess capacity by providing a platform to bring together interested government and industry representatives. The Forum is well positioned to address the excess capacity problem because many member countries and their stakeholders have significant experience with

past episodes of steel industry restructuring that, *inter alia*, privatised and streamlined their industries, reduced excess capacity, improved market function and led to healthier steel market conditions. Many of the Forum's members are significant importers of steel, which are feeling the burden of global excess capacity as shown by the GFSEC's newly started substantive work. The Forum is thus well-placed to deal with excess capacity, including encouraging countries to refrain from market-distorting government intervention.

In its early years, the GFSEC was successful in reducing global excess capacity, but renewed efforts and global co-operation are needed for reducing the capacity-demand gap. More specifically, there is a role to play for the GFSEC to enhance and deepen collaboration among various stakeholders in research, data collection, enhanced steel import monitoring, and addressing circumvention to address the excess capacity challenge.

Going forward, the GFSEC will focus on enhancing and broadening international cooperation, deepening the GFSEC's substantive work to develop new options for dealing with excess capacity and continuing the high-level political dialogue. As reflected in the new Terms of Reference, GFSEC members are committed to working towards these goals and ensuring that global excess capacity is meaningfully addressed in the years ahead. The GFSEC remains open to all interested parties.



Sources: Demand from worldsteel, capacity from the OECD. Demand scenario based on worldsteel's April 2023 SRO and CRU for later years; Capacity scenario based on steel capacity investment data by the OECD.

3. What is the GFSEC and what has it achieved so far?

The Global Forum on Steel Excess Capacity (GFSEC) is an international platform to develop and implement collective solutions to the challenge of excess capacity and enhance market functioning in the steel sector. It brings together policy makers and relevant stakeholders to share information, co-operate and take effective steps to address the challenges of market-distortive excess capacity in line with the original call of all G20 Leaders at the Hangzhou Summit in September 2016. The GFSEC was formally established in December 2016 in Berlin. Global Forum members include many of the biggest steel-producing economies in the world, with its members representing developing and advanced countries spanning six continents.

At their summit in Hamburg in 2017, G20 Leaders called on GFSEC members to develop concrete policy solutions for reducing steel excess capacity. Six guiding principles and specific policy recommendations for governments were developed and approved at the GFSEC Ministerial meeting in November 2017 in Berlin, referred to as Berlin Ministerial Report. These principles and policy recommendations provide a roadmap to help GFSEC members and other governments adjust their policies in a way that would contribute to a more stable and sustainable steel sector. Continued implementation of the agreed principles and recommendations remains a key priority for the Forum's work.

Another important achievement is the unique set of tools that the GFSEC brings to the challenge of addressing excess capacity in the global steel sector. The GFSEC's 28 members share up-to-date information with one another on changes in their respective steelmaking capacity; on the number, nature, and identity of steelmaking enterprises operating in their jurisdictions; and on government support measures provided to steelmaking enterprises. GFSEC members discuss and assess these developments against agreed Berlin principles designed to ensure market functioning in the steel sector. The process is enhanced through regular engagement with steel industry stakeholders, who are invited to inform and participate in the GFSEC's work. The transparency, vigilance, and opportunity for mutual learning afforded by this process provides an important instrument in the common cause of seeking to achieve balance and market functioning in international steel markets.

Over the years, annual GFSEC Ministerial Meetings have provided a useful political platform for members to strengthen their work, make and renew commitments to address steel excess capacity, and to coordinate policies in this area on a voluntary basis. This political impetus has helped drive important results; global excess capacity fell from a peak of around 787 million tonnes to 462 million tonnes between 2016 and 2021. China, alone, reported when it was a member that it had slashed its steel production capacity by more than 150 million tonnes during 2016-18, planning and paying a cost for resettling over 270,000 workers affected by these closures.

For their part, remaining GFSEC members reiterate their common commitment to uphold the six principles agreed in the Berlin Ministerial Report and agree to maintain their individual commitments made on a voluntary basis in the spirit of international co-operation. Resolving global excess capacity will only be achievable if governments in all the world's major steel-producing economies are equally committed to the task. Adherence to the GFSEC's principles and policy recommendations, and participation in the GFSEC's transparency and information sharing mechanisms are important expressions of this commitment.

1 Ministers meeting reinforces political support

Key results



A June 2023 GFSEC Ministerial meeting brought high-level political attention to the challenges of excess

capacity and gave impetus to accelerate the Forum's work.

In 2023, the GFSEC held six working-level meetings, one Ministerial Meeting and one special Stakeholder Event, bringing together delegations from more than 30 countries, steel industry associations from around the world, and other stakeholders including development banks, think-tanks, academia and other expert organisations (see Annex A for a list of meetings). The work conducted at the working level is brought to Ministers annually giving political impetus to the work.

On 8 June, Canada chaired a **GFSEC 2023 Ministerial meeting** back-to-back with the OECD Ministerial Council Meeting. All members agreed to release a joint Ministerial Statement calling for **accelerated action** to address excess capacity.

The joint statement was agreed by Ministers and high-level representatives of Argentina, Australia, Austria, Belgium, Brazil, Canada, Finland, France, Germany, Greece, Hungary,

Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, Norway, Poland, Slovak Republic, South Africa, Spain, Sweden, Switzerland, Türkiye, United Kingdom, United States and the European Union.

Key outcomes of the Ministerial included:

- Recognition of the critical and strategic role the steel industry plays in GFSEC economies.
- Understanding about the negative impacts of excess capacity, including on the environment, global carbon emissions and the long-term viability of the industry.
- Awareness about trends in new capacity investments, including by state-owned enterprises, which is raising the risk of a global steel crisis at a time when the industry needs market stability and financial health to innovate and make the transition to a sustainable future.
- A call for accelerated international cooperation and dialogue, and for the Forum to develop tangible policy options to address excess capacity.
- Commitment to deepen the Forum's substantive work and develop tangible policy options to address global excess capacity, and to regularly monitor developments and consult at the Ministerial level again to consider what further actions may be needed.

2 Building the evidence base for tackling excess capacity

Key results



The GFSEC continued the main pillar of its substantive work focussed on the information sharing exercise, where members

share data on steelmaking capacity and their policy settings. The Canadian Chair also advanced new work to empirically assess the impacts of global excess capacity on GFSEC steel industries and a special study on the characteristics and flows of steel exports from sources of global excess capacity.

The 28 members of the GFSEC participated in two rounds of information sharing during 2023, sharing data amongst themselves about their steel plants and policies applied to the steel sector, including government support measures for decarbonisation. This transparency exercise enables evidence-based policymaking and builds trust amongst members. The results in 2023 show that GFSEC members are aligned in policy objectives such as with respect to workers and the just transition.

New analytical work on the impacts of excess capacity takes a first step in quantifying the magnitude of the negative impacts of excess capacity on steel industries of GFSEC members.

The empirical results obtained from a rich data set are robust, indicating for example:

- Global excess capacity leads to greater imports of steel from sources of excess capacity and significantly weakens the capacity utilisation rates and profitability of steel industries in other countries.
- A counterfactual exercise demonstrates that absent the surge in global excess capacity observed since the financial and economic crisis of 2008/09, the capacity utilisation rates and profitability of GFSEC steel industries would have been at healthy and sustainable levels.
- Without further action to address global excess capacity, steel industries will face difficult financial conditions that may create obstacles for long-term sustainability and investments for the green transition.

The new substantive work on **steel exports** examined, in detail, the products and trade flows of steel from sources of global excess capacity. Moreover, the steel from sources of excess capacity are often the target of trade remedy measures. One key finding is that excess capacity appears to be correlated with a greater susceptibility towards unfair trade practices that cause injury on trading partner steel industries. **A visualisation platform** for members to analyse frequent trade and other steel market data is being developed for release in early 2024.

3 Drawing strong support from industry and stakeholders

Key results



Industry associations work closely with the GFSEC and help inform and advance its work. In 2023, industry associations and other

Stakeholders were integral in shaping GFSEC discussions, including on ways to address excess capacity, as well as sharing views on decarbonisation and carbon-related trade policies.

GFSEC members bring their national and regional steel associations to special topics of discussion at meetings and for Stakeholder Events on topics directly linked to steel excess capacity. In addition, members invite labour unions and steel company representatives to exchange views on excess capacity and its impacts. The World Steel Association has provided critical support to facilitate industry participation since the start of the GFSEC.

In 2023, the following steel industry associations helped shape GFSEC discussions and provided insights on ways to address excess capacity, decarbonisation, carbon-related trade policies and views on effective policy approaches for governments to take to address the challenges:

- ALACERO
- Alliance des Minerais, Minéraux et Métaux (A3M)
- American Iron and Steel Institute (AISI)
- Austrian Mining and Steel Association
- Brazil Steel Institute

- CANACERO
- Canadian Steel Producers Association (CSPA)
- Committee on Pipe and Tube Imports
- European Steel Association (EUROFER)
- Federacciai
- Hellenic Steelmakers Union (ENXE)
- Indian Steel Association
- Instituto Aço Brasil (Brazil Steel Insitute)
- Japan Iron and Steel Federation (JISF)
- Jernkontoret
- Korean Iron & Steel Association (KOSA)
- North American Stainless
- Polish Steel Association
- South African Iron and Steel Institute (SAISI)
- Steel Manufacturers Association (SMA)
- Steel Production Companies Association of Spain (UNESID)
- Specialty Steel Industry of North America (SSINA)
- Southeast Asia Iron and Steel Institute (SEAISI)
- Taiwan Steel & Iron Industries Association
- Turkish Steel Producers Association (TSPA)
- UK Steel
- UKRMETALURGPROM
- Wirtschaftsvereinigung Stahl (German Steel Federation)
- World Steel Association (worldsteel)

4 Outreach activities

Key results



Outreach to non-members accelerated in 2023, supported by active engagement from GFSEC

membership and the OECD Facilitator. Approximately 43 government and industry stakeholders from more than 10 non-GFSEC economies participated in various GFSEC events throughout the year.

Outreach to non-members was an important priority for the GFSEC in 2023, aimed at discussing common challenges and possibilities for jointly addressing these. The focus of outreach activities was on ASEAN steel producing economies.

During the 5 May 2023, GFSEC meeting, representatives from government and industry from five ASEAN countries discussed with GFSEC members common ground, particularly in relation to rising excess capacity challenges from China. During the 28 September 2023, meeting, a further discussion at the government level took place to identify possibilities for cooperation in addressing this.

In December 2023, GFSEC members discussed modalities for fostering co-operation with non-members to provide a balance in rights and obligations for various forms of cooperation. GFSEC members welcome previous members to re-join the Forum's work where countries work together to implement policies that foster more stable global market conditions.

Ukraine participated in the GFSEC Ministerial in June, **over 20 bilateral meetings**

took place with outreach countries, and almost **50 non-members participated in GFSEC events** during 2023, including the GFSEC stakeholder workshop on 27 September.

The Facilitator undertook four missions to explore co-operation:

- The **Philippines**: SEAISI Conference
- Viet Nam: Vietnam Steel Association Conference
- India: Indian Steel Association Conference
- The **Philippines**: participation in WTO workshop on steel standards

Growing interest in the nexus between excess capacity and decarbonisation

Key results



With the steel sector accounting for 8 per cent of global CO2 emissions, the Forum has engaged in deep discussions on the nexus between excess

capacity and decarbonisation.

In 2022, the GFSEC started to assess decarbonisation progress in the global steel sector, using a variety of indicators to measure the relevant data. The 2022 report published by the GFSEC provided evidence-based trends on the steel sector's progress to decarbonise, but also asserted that reducing excess capacity was key for the successful decarbonisation of the global steel industry.

In 2023, the GFSEC continued discussions on this nexus at working-level meetings as well as at the Ministerial Meeting held in June. At the March working-level meeting, members discussed the changing nature of global excess capacity, with capacity growth primarily taking place in high-emissions plants, and the need to address the two in combination given their inherent links. Industry associations also underlined that, given differences in decarbonisation efforts across countries, there is

a risk that low-carbon steel producers in GFSEC countries face unfair competition.

At the June Ministerial meeting, many Ministers and other high-level officials underscored the impacts of excess capacity on their domestic industry and the challenges this entails to decarbonise the steel industry. Several members emphasised their commitment to steel decarbonisation and pointed at the link between capacity developments decarbonisation. The Ministerial Statement issued after the meeting recognises the environmental implications of steel excess capacity and the obstacles that it raises to a more sustainable future for the steel industry.

The Stakeholder Event organised in September focussed on restructuring to speed up the steel industry's needed transition, with stakeholders placing significant focus on the consequences of excess capacity for the low-carbon transition and steel trade.

6 Taking the Forum forward: 2024-26

Key results



The Forum agreed to new Terms of Reference that will propel the work forward during 2024-2026.

On 24 November 2023, the GFSEC agreed to new Terms of Reference for 2024-26 (Annex C) that provide a strong mandate that enables the Forum to address excess capacity in the years ahead. A key goal of the Forum's mission in the new Terms of Reference is to "take effective steps to address the challenges of market-distortive excess capacity so as to enhance market function and efficient and sustainable production". The duration of the GFSEC can be extended beyond 2026 with the consensus of members.

The United Kingdom will Chair the GFSEC in 2024, supported by the 2025 *Incoming Chair* (South Africa, 2025 G20 President) and the 2024 *Outgoing Chair* (Canada).

The Chairs will work closely with a Steering Group consisting of a diverse range of steelproducing economies from around the world.

Under the leadership of the UK in 2024, the GFSEC will:

- Deepen its substantive work on a range of topics that will help the Forum develop tangible policy options for addressing global excess capacity, as mandated by Ministers at the June 2023 Ministerial Meeting.
- Organise a Ministerial Meeting in the second half of 2024 to consider these tangible policy options and their implementation. Options for organising the GFSEC Ministerial back-to-back with another multilateral Ministerial event will be explored.
- Accelerate global co-operation and outreach activities to help the Forum fulfil its mandate.

Annex A. List of meetings held in 2023

The GFSEC improves international awareness of the need to address steel excess capacity, through regular working-level and high-level meetings between governments and industry stakeholders. The table below lists the various meetings and events held during 2023.

20 January

Virtual Working Level Meeting

89 Delegates registered from 26 Delegations.

15 March

Hybrid Working Level Meeting

181 Delegates registered from 25 Delegations.

5 May

Virtual Working Level Meeting

110 Delegates registered from 27 Delegations.

8 June

Ministerial Meeting of the GFSEC

155 Delegates registered from 29 Delegations.

27 September

Hybrid Workshop of the GFSEC

222 Delegates registered from 30 Delegations + EBRD + BIAC + Other Stakeholders.

28 September

Hybrid Working Level Meeting

110 Delegates registered from 31 Delegations.

1 December

Hybrid Working Level Meeting

96 Delegates registered from 25 Delegations

Annex B. Ministerial statement of 8 June 2023

Tackling global steel excess capacity to preserve the viability of GFSEC steel Industries

Meeting in Paris on **8 June 2023**, Ministers and high-level representatives of Argentina, Australia, Austria, Belgium, Brazil, Canada, Finland, France, Germany, Greece, Hungary, Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, Norway, Poland, Slovak Republic, South Africa, Spain, Sweden, Switzerland, Türkiye, United Kingdom, United States and the European Union:

- Recognised the critical and strategic role the steel industry plays in their economies. Steel is the backbone of manufacturing and construction, and is needed for high-value activity across a range of other strategic economic sectors, including infrastructure, mining, energy and transportation. The steel sector accounts for 8% of global CO2 emissions.
- Expressed grave concerns about the worsening trend of global crude steel excess capacity and the detrimental effects it is having on their steel industries, including on steel production, workers and the sector's long-term financial health. They acknowledged that global excess capacity, which is expected to increase to 644 million tonnes by 2025, has been fuelled by factors including government interventions that distorted markets and competition, tilted the playing field towards inefficient producers, encouraged unfair trade practices, and disadvantaged efficient and sustainable production. They noted the environmental implications of excess capacity, with much of the current and expected capacity growth outside of the GFSEC having an impact on global carbon emissions. They agreed that excess capacity constitutes the largest threat to the long-term viability of this critical industry.
- **Noted** that much of the investment in new capacity, including by state-owned enterprises, has the potential to produce significant volumes of steel, thereby worsening the excess capacity problem and raising the risk of a global steel crisis at a time when the industry needs market stability and financial health to innovate and make the transition to a sustainable future.
- **Considered** that the excess capacity challenge facing the steel industry has an important global dimension that needs to be addressed by accelerating international cooperation and dialogue with key steel-producing economies and partners at all stages of the supply chain from around the world. The GFSEC should work towards expanded membership and strengthened global co-operation in line with members' commitments under the multilateral trading system.
- **Urged** the GFSEC to deepen its substantive work as a basis for strengthening global cooperation and the development of tangible policy options for addressing global excess capacity, and its negative impact on sustainability and the economic health of the industry,

taking into account the key aspects of relevance to this. This includes monitoring trade flows along the steel value chain, and their impacts on global steel industries, and encouraging countries to refrain from market-distorting government interventions. They recognised the importance of regularly monitoring the situation, reviewing developments and consulting at the Ministerial level again to consider what further actions may be needed.

Annex C. New GFSEC Terms of Reference for 2024-26

These terms of reference provide for a Global Forum on Steel Excess Capacity (the Global Forum) to continue the work initially called for by G20 Leaders at their September 2016 meeting in Hangzhou, China, (paragraph 31 of their Communiqué) and in subsequent statements in the Hamburg (paragraph 6), Buenos Aires (paragraph 28) and Osaka (paragraph 9) Summits, as well as in subsequent relevant GFSEC documents, such as the resulting Berlin Ministerial Report, the 2019 Tokyo Chair's Report, the 2020 Paris Ministerial Report, the 2021 Rome Ministerial Report, and the 2023 Paris GFSEC Ministerial statement.

Mission

As described in, and based on the foregoing, the Global Forum will:

- ensure increased and effective communication, information sharing and co-operation between its members;
- collect and analyse up-to-date information and data on the global steelmaking market in order to provide contemporary and novel insight related to market-distortive excess capacity;
- take effective steps to address the challenges of market-distortive excess capacity so as to enhance market function and efficient and sustainable production and encourage adjustment; and.
- report on the progress of the Global Forum's work to the relevant ministers annually.

Membership

The Global Forum is currently comprised of the following members: Argentina, Australia, Australia, Belgium, Brazil, Canada, the European Union, Finland, France, Germany, Greece, Hungary, Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, Norway, Poland, Slovak Republic, South Africa, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States. All Global Forum members participate on an equal footing. The Global Forum aims to broaden its membership and is open to all steel-producing economies committed to pursuing its mission. Additional interested members may join the Global Forum with the consensus of the existing members.

Structure

Decisions by Global Forum members, who participate on an equal footing, are taken on the basis of consensus. The Global Forum will form a Steering Group of no more than nine members to support the chair and/or co-chairs in steering the work of the Global Forum. The composition of the Steering Group should reflect the variety of membership of the Forum regarding production and capacity, and a balance between regions.

To achieve its mandate, the Global Forum will convene at least twice per year, at the senior official and as high a level, as necessary. The Global Forum may invite relevant experts,

economic operators, academia, government officials from non-member economies and international organisations to provide input, as warranted.

Chairs

The Global Forum will be led by a Lead Chair, supported by an Incoming and/or Outgoing Chair, serving staggered terms, where possible. If this is not the case, the Global Forum will elect a new Incoming Chair annually from among the Global Forum membership. The Incoming Chair may serve as such for one year, then as Lead Chair the following year, and then as Outgoing Chair the year thereafter.

All three Chairs will sit on the Steering Group.

Facilitator

The OECD will facilitate the work of the Global Forum. Its functions include technical, analytical, and meeting facilitation, as requested by the Global Forum.

Expenditures

The expenditures of the Global Forum shall be financed by its members on the basis of a budget planned for a period of three years. Funding shall take place through:

- voluntary contributions; and/or
- a scale of contribution to be agreed by the members of the Global Forum.

Members can pay their contributions on annual basis.

Duration

The duration of the Global Forum pursuant to these terms of reference is from 1 January 2024 until 31 December 2026. The duration can be extended by consensus of the members.

Revision

These Terms of Reference may be modified by Global Forum members by consensus.