

ZEP Bylaws

September 2016

Table of contents

1	Introduction.....	4
1.1	Status of the document.....	4
1.2	Reviews and modifications of ZEP bylaws	4
2	Organisational structure	7
2.1	ZEP Objectives	7
2.2	Organisation structure	7
3	Advisory council (AC)	8
3.1	Role and tasks	8
3.2	Rules of procedure	9
3.2.1	Mandate and obligations of members of the advisory council.....	9
3.2.2	Selection and rotation of members	9
3.2.3	Appointment of chairperson and vice chairpersons:.....	9
3.2.4	Changes in membership during a mandate.....	10
3.2.5	Organisation of meetings	10
3.2.6	Representation and quorum	10
3.2.7	Admission of third parties.....	10
3.2.8	Decision making.....	11
3.2.9	Establishment of permanent and temporary working groups	11
3.2.10	Transparency	11
3.2.11	Amendment to the rules of procedure and terms of reference	11
3.3	Terms of reference	12
3.3.1	Guiding principles and values	12
3.3.2	Deliverables	12
3.3.3	Scope of activities of advisory council	13
3.3.4	Composition, balance and inclusiveness.....	13
3.3.5	Membership profile.....	14
3.3.6	Method of working.....	14

3.3.7	Secretariat and staff	14
4	Advisory Council Executive Committee (ACEC)	15
4.1	Composition and membership	15
4.2	Mandate	15
4.3	Rules of procedure:	15
5	ZEP Networks	16
6	Permanent Working Groups and Temporary Working Groups	17
7	External Relations Group and Communications Response Team	17
8	Permenant Observers	17
9	Government Group (GG).....	17

1 Introduction

1.1 Status of the document

This document is the agreed description of the organisational structure and workings of the European Zero Emission Technology and Innovation Platform (ZEP). ZEP is an ETIP.

The document replaces the rules of procedure and terms of reference that were agreed at the start of ETP-ZEP.

1.2 Reviews and modifications of ZEP bylaws

This document uses as a basis the Rules of Procedure and the Terms of Reference as agreed at the start of ETP-ZEP. The following additions and amendments have been applied:

- AC#17: The terms of reference for the ACEC;
- AC#19: The decision to delete the footnote on page 1 of the original Rules of Procedure;
- AC#26: The decision regarding sponsoring:
 - o The ZEP Advisory Council agrees on a mandatory sponsoring of the ZEP secretariat and the ZEP public communications office and ZEP communications plan by the industrial members in the ZEP AC.
 - o With respect to the ZEP secretariat the ZEP Advisory Council agrees to a funding model in which the cost of the ZEP secretariat are borne equally by the three constituents groups, the constituents groups can agree their own criteria for the contributions of their members.
 - o With respect to the public communications office and ZEP public communications plan all companies represented in the ZEP Advisory Council will share equally the cost (a flat fee for all industrial members).
- AC#30: In paragraph 4.1 (ACEC, composition and membership);
 - o The membership was further detailed.
 - o The following sentence was added: "He is elected by a majority vote of all AC members. The vice chairs will be elected by a majority vote of the members of their constituent group".
- AC#35: in chapter 6 the following paragraph is added: If co-chairs demonstrate a lack of commitment, such as persistent failure to attend taskforce meetings, the advisory council will decide whether or not to appoint replacements for such co-chairs.
- AC#37:
 - o In paragraph 3.2.3 the sentence "This can be renewed once" was removed.
 - o To paragraph 3.2.8 was added:
 - Decisions of AC can only be taken within the planned time, unless AC explicitly agrees differently.

- Votes and decisions require participation of 50% or more of the AC members.
- If necessary, the council's decision may be obtained by a written procedure via email.
 - The voting is only valid if the quorate (participation of 50% or more of the AC members) participates;
 - If a member does not reply to the request of casting an email vote it cannot be assumed that this person is either in favor or against. It can only mean that he didn't participate;
 - If responses to the request for an email vote significantly deviate from what was asked they shall not be taken into consideration;
 - These conditions have to be clearly stated in the email which invites voting, including that if the conditions are not met then a decision has not been reached.
- In paragraph 3.3.4 it was added: Industries that emit substantial quantities of CO₂.
- To paragraph 4.3 it was added: ACEC decision making processes (meetings, conference calls, written procedures) require the participation of at least 2/3 of the ACEC members. ACEC members shall make every reasonable effort to participate in ACEC decision making processes (physical meetings as well as conference calls and written procedures). Decisions of ACEC will preferably be taken on the basis of consensus. If this is not possible the decisions will be the subject of a qualified majority vote and require the minimum support of 2/3 of the ACEC members. The outcome of the vote shall be recorded in the minutes of the meeting.
- Email vote prior to AC#39: paragraph 3.2.8 is rephrased as follows: Votes and decisions require participation of 50% or more of the AC members *with the exception of decisions on financial matters that are not part of the agreement of the ZEP Advisory Council of the communications budget. All decisions on financial matters that are not included in the annual communications budget such as, but not limited to, payments for services of members of the Advisory Council, require a qualified majority (2/3).*
- AC#42: Changes related to implementation of new organisation structure that was agreed at AC41.
- AC#47:
 - Change the name from European Technology Platform for Zero Emission Fossil Fuel Power Plants to European Zero Emission Technology and Innovation Platform (ZEP).
 - Paragraph 2.1 Added:
 - Enabling CCS to be a key technology for combating climate change for all CO₂ emitting sectors, including electricity, energy intensive industry and producers of hydrogen and biofuels.
 - Making CCS an investible technology by 2020.
 - Paragraph 2.2 added:

- Permanent Observers are elected organisations (e.g. the Government Group) who have been given the right to be informed and consulted by ZEP and who are asked to support.
 - Paragraph 2.2 deleted:
 - CRT (Communications Response Team) is the body that deals with ad hoc situations in which ZEP messaging needs to be developed and made available within a short time span in which ERG cannot deliver.
 - Paragraph 3.1 added:
 - Liaise with elected Permanent Observers.
 - Paragraph 3.3.4 deleted:
 - Capturers of CO₂ (Utilities, Energy Intensive Industry).
 - Paragraph 3.3.4 added:
 - Industries that emit substantial quantities of fossil, process and biogenic CO₂.
 - Paragraph 8 added:
 - Permanent Observers (POs).

The advisory council shall appoint Permanent Observers by majority vote.

Permanent Observers shall be informed and will be consulted by ZEP on all relevant matters. They will be invited to ZEP AC meetings and will have the right to speak.

Permanent Observers shall undertake to act in the interests of the technology platform and declare to the Chairperson any potential conflict of interest that may arise on any matter under discussion.

In case of conflicts of interest these rights and obligations of Permanent Observers will be suspended.
- AC#48:
 - Paragraph 9 added:
 - Government Group (GG).

The ZEP Government Group (GG) operates independently from the ZEP Advisory Council.

The GG appoints its own members and meets regularly, at its own discretion. It maintains a record of its meetings and these are published on the ZEP website. The meetings can be attended only by invitation. The GG receives support from the ZEP secretariat.

The GG will be invited to nominate a formal representative of the GG to participate as a Permanent Observer in meetings of the Advisory Council. All members of the GG will be invited to attend meetings of the Advisory Council.

2 Organisational structure

2.1 ZEP Objectives

The objectives of ETIP ZEP are:

- Enabling CCS to be a key technology for combating climate change for all CO₂ emitting sectors, including electricity, energy intensive industry and producers of hydrogen and biofuels.
- Making CCS an investible technology by 2020.
- Accelerating next generation RD&D of CCS technology and the widespread deployment post 2020.

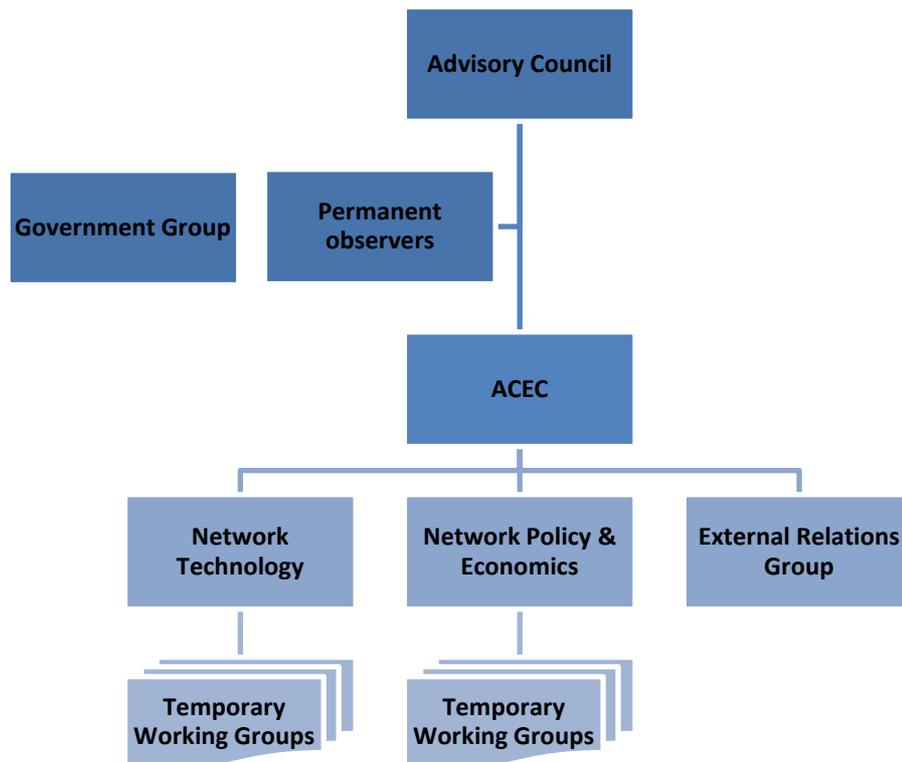
Based on the objectives and strategy, the roles assigned to ZEP are threefold:

- CCS advisor and Facilitator (Role 1),
- Technology Contributor (Role 2),
- Respected Communicator (Role 3).

2.2 Organisation structure

The structure of ETIP ZEP is depicted in the following graph and detailed in subsequent chapters:

- The Advisory Council (AC) is the body of ZEP-members. It is responsible for all decisions.
- ACEC is an elected group of ACEC members that represent the AC. It will do the operational management of ZEP and will take decisions on behalf of AC when the AC is not in the position to do so.
- Government Group consists of representatives from governments.
- Permanent Observers are elected organisations (e.g. the Government Group) who have been given the right to be informed and consulted by ZEP and who are asked to support.
- Networks (NWPE, NWT) are the bodies from which ZEP will form “Working Groups” (WG’s, see chapter 6), for delivering specific projects/reports. They provide technical assurance of the work generated by Working Groups.
- ERG is the Working Group that deals with the regular external communications.
- For short term issues, Temporary Working Groups (TWG) may be formed, for long term issues Permanent Working Groups (PWG) may be formed.



3 Advisory council (AC)

3.1 Role and tasks

Mission: To develop and consolidate a joint vision for European Zero Emission Fossil Fuel Power Plants and to facilitate the smooth and efficient running of the Technology Platform, ensuring its strategic relevance within a European and global context. The main purpose is to advise the European Commission on all issues concerning CCS technology.

Role: The Advisory Council (AC) will:

- Set overall scope, strategic goals, performance targets and deliverables;
- Steer the platform technical and non-technical operations;
- Liaise with elected Permanent Observers;
- Seek to advise on public private partnerships and initiatives;
- Act as a focal point for developing a policy interface between platform operations and policy-making bodies.

3.2 Rules of procedure

3.2.1 Mandate and obligations of members of the advisory council

Members of the Advisory Council shall be appointed for a term of three years, renewable by blind majority vote of the AC.

Members of the Advisory Council agree to commit sufficient time to take an active part in its work and, in particular, to attend all plenary meetings of the council.

In carrying out their work, members of the Advisory Council shall respect its Terms of Reference (see paragraph 3.3 of this document).

Members of the Advisory Council shall undertake to act in the interests of the Technology Platform and declare to the chairperson any potential conflict of interest that may arise on any matter under discussion.

Industrial members of ZEP will sponsor the ZEP secretariat, the ZEP public communications office and ZEP public communications plan for services rendered with the amounts agreed by the ZEP advisory council.

- The proposal for the budget and sponsoring amounts shall be discussed and decided ultimately in September of the preceding year.
- ZEP members will have a grace period of 2 weeks after receiving the minutes of the meeting with the sponsoring decisions during which they can notify ZEP that they won't comply with the decision and will withdraw their membership of ZEP. After these 2 weeks ZEP members will be held to the sponsoring agreement.
- ZEP shall seek cosponsoring from the European Commission in order to keep sponsoring requests from industry as low as possible.

3.2.2 Selection and rotation of members

The Advisory Council shall appoint its members. Where appropriate, selection will take place in consultation with the respective stakeholders' associations. Members will be expected to liaise with their respective stakeholders' associations, or such other established consultation channels. There should be adequate balance between stakeholders and nationalities.

Selection criteria will be defined by the Advisory Council, based on an offer of commitment, demonstrated experience relevant to the objectives of the platform, representativeness and a track record of high level management and strategy development.

As a guiding principle, at least one third of the membership of the council should be replaced after every three year term of office.

3.2.3 Appointment of chairperson and vice chairpersons:

The members will select a Chairperson and five Vice-Chairpersons from the Advisory Council, according to the decision making rules described below. Chairperson and Vice-Chairpersons together constitute the Advisory Council Executive Committee (ACEC). Members of ACEC will serve for a 3-year period.

3.2.4 Changes in membership during a mandate

On the basis of a justified proposal, the Advisory Council may decide to reduce or increase the number of its members, either on a temporary or permanent basis. Any new members shall be appointed on the basis of the transparent selection criteria mentioned above.

Membership of the council may not exceed 40 at any given time.

Members of the Advisory Council may terminate their membership at any time, by informing the chairperson in writing. Wherever possible, sufficient notice should be given to allow a suitable replacement to be found.

If members of the Advisory Council demonstrate a lack of commitment, such as persistent failure to attend plenary meetings, they may be asked to resign their membership. The council will decide whether or not to appoint replacements for such members.

When the profile of an Advisory Council member, in particular regarding the aspects as described in paragraph 3.3.5 (membership profile) of these bylaws, changes significantly, he/she is obliged to notify the Advisory Council of such changes. The Advisory Council will then vote on continuation of membership.

3.2.5 Organisation of meetings

Plenary sessions of the Advisory Council will be held at least twice per year (normally in March and September) and the calendar will be published at the beginning of each year, for the whole year. Additional meetings involving part of the membership may be convened according to specific topic requirements.

The secretariat shall be responsible for the organisation of meetings, the execution of the Advisory Council's calendar, the preparation of minutes of the meetings including delivering the agenda and related documents to the topics in due time (normally one week in advance),

The ACEC, acting through the secretariat shall be responsible for proposing the agenda and assembling the necessary documentation for the Advisory Council meetings.

3.2.6 Representation and quorum

Members of the Advisory Council are appointed to serve in a personal capacity, not representing their specific organisation.

The personal commitment of members is paramount and their substitution in meetings is strongly discouraged. Exceptionally, and only with the prior consent of the chairman, substitutes may be allowed to participate in meetings and to contribute to the discussions, on behalf of the member and under the control of the chairman. The substitutes have to be ad minimum of senior management level.

Council members may also seek the prior consent of the chairman to be accompanied to a particular meeting by a technical expert, where justified.

Plenary meetings of the Advisory Council shall not take place if more than 50% of its members indicate that they are unable to attend.

3.2.7 Admission of third parties

The Advisory Council may allow other participants to its meetings, as appropriate, e.g. in cases where specialist expertise is required to deal with specific issues. Such invitees shall not enjoy membership rights and may be requested by the Chairperson to withdraw from the meeting or parts of it.

3.2.8 Decision making

The Chairperson shall make every reasonable effort to facilitate consensus amongst council members.

Decisions of AC can only be taken within the planned time, unless AC explicitly agrees differently.

Votes and decisions require participation of 50% or more of the AC members with the exception of decisions on financial matters that are not part of the agreement of the ZEP Advisory Council of the communications

budget. All decisions on financial matters that are not included in the annual communications budget such as, but not limited to, payments for services of members of the Advisory Council, require a qualified majority (2/3).

In the event the council remains divided on an issue, the Chairperson may exceptionally request members to vote. Decisions will then be the subject of a simple majority vote, with the Chairperson holding the casting vote in cases where the council is evenly divided. The outcome of the vote shall be recorded in the minutes of the meeting.

If necessary, the council's decision may be obtained by a written procedure via email.

- The voting is only valid if the quorate (participation of 50% or more of the AC members that are present) participates;
- If a member does not reply to the request of casting an email vote it cannot be assumed that this person is either in favor or against. It can only mean that he didn't participate;
- If responses to the request for an email vote significantly deviate from what was asked they shall not be taken into consideration;
- These conditions have to be clearly stated in the email which invites voting, including that if the conditions are not met then a decision has not been reached.

3.2.9 Establishment of permanent and temporary working groups

In carrying out its mandate, in accordance with the Terms of Reference, the advisory council shall establish Permanent and Temporary Working Groups (PWG, TWG), as it deems necessary.

The mandate of such PWGs and TWGs shall be decided by the Advisory Council, as well as their chairmanship, structure and reporting mechanisms. The composition of PWG and TWG will be established under the responsibility of its Chairperson, who will report back to the Advisory Council and seek its advice where appropriate.

3.2.10 Transparency

The Advisory Council shall have a high regard for the transparency of its activities and the need both for inclusivity and to inform all relevant stakeholders of the operations of the Technology Platform.

In principle, all adopted documents that do not have a confidential nature, including meeting agendas and minutes, relating to the work of the council, steering panels and initiative groups shall be made available to the public via the internet.

The Advisory Council shall make every effort to consult all relevant stakeholders on documents under preparation that have a general interest.

3.2.11 Amendment to the rules of procedure and terms of reference

The terms of reference and rules of procedure of the advisory council shall be reviewed, and if necessary amended, on an 18 monthly basis.

Exceptionally, the rules of procedure may be amended at any time, should an urgent need arise.

3.3 Terms of reference

3.3.1 Guiding principles and values

The advisory council will seek to ensure that EU policy objectives, principles and values are fully reflected in target setting and implementation of platform operations.

To enable the platform to realise its full potential, the Advisory Council will support the development of an integrated EU strategy for European Zero Emission Fossil Fuel Power Plants, stimulating the mobilisation of all major stakeholders– as partners to research and demonstration projects, or as participants to Steering Panels and/or Initiative Groups.

The Advisory Council will ensure that the results of its activities will be widely disseminated to maximise transparency and encourage inclusion.

This will include reviewing existing activities and recommending and undertaking new activities, with the assistance of, TWGs, PWGs, the secretariat and/or other bodies of ZEP.

3.3.2 Deliverables

Main platform deliverables that ZEP will work towards are:

- Strategic research agenda;
- Deployment strategy;
- Policy advice;
- Initiatives towards investment and business development in the field of CCS;
- Strategy for international co-operation;
- Action plan on safety, codes and standards;
- Action plan for education and training and promoting public awareness.

The development of these deliverables will be coordinated and overseen by the Advisory Council. It will, with the assistance of ACEC, the secretariat, PWGs and TWGs, develop:

1. Proposals for an efficient platform governance structure and its implementation, showing the inter-relationships, traceability and accountability between the bodies of ZEP and other activities being carried out under the platform operations and links with complementary initiatives.
2. Procedures for monitoring progress and quality assurance of platform operations.
3. Annual reports on platform progress, including a non-technical section to inform policy-makers and the general public.

3.3.3 Scope of activities of advisory council

The Advisory Council will ensure that the following activities are fully addressed, by means of its own resources (stakeholder organisations), with the support of the secretariat, or through other means of support, such as may be defined:

1. **Structuring:** Develop and evolve the structure of the activities that make up the Technology Platform for Zero Emission Fossil Fuel Power Plants – e.g. initiate new PWGs and TWGs;

2. **Monitoring and quality assurance:** Regularly review the progress and quality of platform activities and deliverables, identifying EU strengths and weaknesses from both technical and socio-economic points of view;
3. **Recommendations for policy development:** Where appropriate, contribute objectively to policy development through providing advice, representation and reporting on key issues (legislation, fiscal policy, non-fiscal incentives, financing research) that affect development of zero emission fossil fuel power plants.
4. **Reporting:** Define scope and content of the periodic reports, the political interface, and reports to the general public, as set out in Section 4– Deliverables. These will include a technical section covering EU and MS programmes and initiatives, and report on progress towards a European Research Area. To assist with the compilation of these reports, managers of platform operational activities and steering activities should be invited to contribute.
5. **Communication:** In close contact with PWG ERG, and with its support, develop and ensure the implementation of a communications strategy.
6. **International Co-operation:** Ensure the necessary co-ordination for optimising the interface between the European strategy and other international initiatives. Report on international competitiveness issues.
7. **Technology watch and strategic studies:** Ensure a process for reporting and assessing technology breakthroughs– liaison should be established with relevant platform operational activities and bodies, institutes and networks. If appropriate, identify and specify requirements for key strategic studies needed to support technical and non-technical actions, and/or respond to emerging political issues.
8. **Complementary initiatives:** The Advisory Council will undertake to exchange information, guide the platform activities, and explore mechanisms of collaboration with other complementary initiatives. It will also establish appropriate contacts and dialogue with other relevant bodies, such as the various committees of the European Parliament.

3.3.4 Composition, balance and inclusiveness

The Advisory Council will be composed of an appropriate number of members, as deemed necessary to carry out its mission. They will be drawn from a range of relevant stakeholders including, but not exclusively, representatives of the following:

- Industries that emit substantial quantities of fossil, process and biogenic CO₂;
- Oil and Gas Suppliers;
- Supply Industry– systems, equipment and component suppliers;
- Academia and Research organisations– public and private;
- Financial community;
- Civil society, e.g. NGOs representing the consumers and environmental associations and trade unions representing workers at European level;
- Qualified personalities as appropriate.

The range of stakeholders will reflect the need for maximum efficiency and transparency. Stakeholders should reach consensus to facilitate a balanced composition of the Advisory Council with regard to members' nationalities, gender, industrial sectors as well as company and association representation.

The European Commission will support the development of ETIP- ZEP and has a facilitation role. The Commission will participate in the events of ETIP- ZEP as an observer.

3.3.5 Membership profile

Members should be at a high level in their organisation which should have significant involvement in the Platform-related activities. They should also have access to authoritative experts of international standing involved in a wide range of activities relevant to the Platform.

Members should not have a primary affiliation with industrial trade organisations, national industry associations or similar organisations that aim to represent industries.

Members should be able to make an active contribution to the Advisory Council, and be in a position to influence stakeholders on the planning of research programmes, to foster partnerships and to leverage resources. They will need to be able to demonstrate a high degree of commitment to the Platform and be able to devote sufficient time to its activities.

They will participate in a personal capacity, not representing their specific organisation, but a field of activity.

3.3.6 Method of working

The Advisory Council will maintain a joint vision and direction for European Zero Emission Fossil Fuel Power Plants. Periodic reports together with platform deliverables, position papers, opinions, and recommendations as necessary will be communicated to the Member States, the European Institutions, relevant non-governmental organisations and all stakeholders. Copies of these documents will be made available to the public (e.g. by web site).

An annual executive summary will be sent to appropriate committees of the European Parliament, and other European Institutions.

3.3.7 Secretariat and staff

A secretariat assists the technology platform, including its advisory council. The secretariat is responsible, *inter alia*, for the organisation of meetings, the execution of the advisory council's calendar, the preparation of minutes of the meetings, the publication of annual reports and the implementation of an information and communication strategy, including the maintenance of an internet site.

The secretariat will also support the organisation of PWGs and TWGs, by acting as the focal point for collecting and disseminating their reports. PWGs and TWGs are however expected to be self-supporting in terms of progressing work, scheduling and organising meetings and in the preparation and delivery of reports.

The Advisory Council may decide to employ additional staff. Activities and governance shall be decided upon on a case by case basis.

4 Advisory Council Executive Committee (ACEC)

4.1 Composition and membership

The members of the AC will select a Chairperson and ideally five Vice-Chairpersons from the Advisory Council. Chairperson and vice chairpersons together constitute the Advisory Council Executive Committee (ACEC). The 5 vice chairpersons each represent constituent member groups of ZEP:

- Fossil fuel producers (FF);
- Capturers (Utilities, Energy Intensive Industry) (CAP);
- Equipment manufacturers (SUP);
- Research organisations (RES);
- Non Governmental Organisations (NGO's).

The chair of the AC will also be the chair of the ACEC. He will be elected by a majority vote of all AC members. The vice chairs will be elected by a majority vote of the members of their constituent group.

Members of ACEC will serve for a 3-year period, to be renewed by the AC by vote. As guidance: after 2009 the pace of renewal should be to replace 2 members every 2 years, starting mid 2010.

4.2 Mandate

The ACEC is in general responsible for initiating and steering processes within ZEP on behalf of the AC when the AC is not in the position to do this, for example in between AC-meetings. To this end, the AC has delegated limited decision making power to the ACEC.

Regarding the limitation of the mandate of the ACEC the following is agreed:

- On urgent issues the ACEC will act on behalf of the AC;
- The ACEC shall consider contentiousness. The ACEC will not take action and decisions that, by judgement of the ACEC, are contentious and will not be agreed by the AC and will leave those to the Advisory council unless this is not possible because of its urgency;
- The ACEC is accountable to the AC for all its actions and decisions.

ACEC members shall register as members of ZEP communications ASBL in order to safeguard the interests of the advisory council members of ETIP-ZEP.

4.3 Rules of procedure:

Proposals for decisions can be made by AC members, PWGs and TWGs.

The ACEC will, at its discretion, convene meetings as needed to progress initiatives and platform operations, and shall maintain a record of these meetings, to be circulated to the full council at the following AC meeting for its information, approval and endorsement of any proposed actions, as appropriate. These meetings typically will have a management part for which also chairs of the ZEP networks (see chapter 5) and Working Groups (see chapter 6) are invited and a closed part for ACEC members only.

ACEC decision making processes (meetings, conference calls, written procedures) require the participation of at least 2/3 of the ACEC members.

ACEC members shall make every reasonable effort to participate in ACEC decision making processes (physical meetings as well as conference calls and written procedures).

Decisions of ACEC will preferably be taken on the basis of consensus. If this is not possible the decisions will be the subject of a qualified majority vote and require the minimum support of 2/3 of the ACEC members. The outcome of the vote shall be recorded in the minutes of the meeting.

The ZEP secretariat will make the proposals for decision available to all the CG Members and then the AC members.

Decisions made by the ACEC in this way, will be reviewed by the successive AC meeting and can be made undone by a 2/3 majority.

5 ZEP Networks

Networks:

- Are a group of individuals made up of ZEP AC member organisations who are interested, willing and able to work collaboratively on the AC set Agenda to help deliver AC objectives and priorities. Membership should have balanced representation from ZEPs constituency groups and are open also to organisations of non-ZEP AC members.
- Each have 3 co-leads who participate in the management part of the regular ACEC calls/meetings.
- Are the main source of resources from which ZEP will form “Working Groups” (WG’s, see chapter 6), for delivering specific projects/reports. Folks outside the Network may also join a WG if they have a unique contribution to make to the task. However non-ZEP AC member company participation must be approved by the Network co-leads. It is the responsibility of the Network co-leads to form WG’s, and ensure a good balance of ZEP constituency groups in WG’s.
- Participate in the Communications response team via a network co- lead and are consulted in preparation of ZEP communications. They also help manage the communications required around the output of the WG’s to ensure a consistent standard is maintained.
- Provide technical assurance (are responsible for the technical quality) of the work generated by Working Groups and all reports produced by WG’s should be socialised and commented on by the Network.
- Meet at least 2 times per year and have an active on- line community.
- The co chairs shall participate in the regular ACEC management telephone conferences.

6 Permanent Working Groups and Temporary Working Groups

Membership of the working groups: A membership list of all working groups is kept and published on the website. Persons who would like to become member are invited to apply through the ZEP Networks. The chairs of the working groups decide on membership,.

Chairmanship of the working groups:

- All working groups should preferably have 2 co-chairs.
- The co-chairs of the working groups are appointed by the relevant network and approved by the AC.
- The co-chairs should preferably be affiliated with different sectors/companies/organisations.
- If co-chairs demonstrate a lack of commitment, such as persistent failure to attend working group meetings, the advisory council will decide whether or not to appoint replacements for such co-chairs.

7 External Relations Group

ZEP will have an External Relations Group (PWG ERG) that manages the regular external communications.

- ERG will preferably have 2 co chairs, preferably from different constituencies.
- ERG has the mandate to execute the communications plan as agreed by the AC.
- ERG will report to ACEC.

Situations are conceivable in which ZEP position papers and ZEP statements need to be prepared on short notice when approved positions or positions are not clear

Such situations shall be dealt with by the Communications Response Team (PWG CRT). **Members of the response team include:**

- Co-Chair ERG.
- Tech Network Member.
- Policy Network member.
- WG Member as required.

Collaboration within the CRT and with Working Groups and AC/ACEC:

- CRT shall commit reasonable effort to finding a consensus within the CRT.
- Participants of the working Groups have to represent the opinion of their TF.
- CRT will submit any ZEP paper to be published to AC/ACEC for final approval.
- In urgent cases, feedback should be asked for within 48 hours.

8 Permanent Observers (POs)

The Advisory Council shall appoint Permanent Observers by majority vote.

Permanent Observers shall be informed and will be consulted by ZEP on all relevant matters. They will be invited to ZEP AC meetings and will have the right to speak.

Permanent Observers shall undertake to act in the interests of the Technology Platform and declare to the Chairperson any potential conflict of interest that may arise on any matter under discussion.

In case of conflicts of interest these rights and obligations of Permanent Observers will be suspended.

9 Government Group (GG)

The ZEP Government Group (GG) operates independently from the ZEP Advisory Council.

The GG appoints its own members and meets regularly, at its own discretion. It maintains a record of its meetings and these are published on the ZEP website. The meetings can be attended only by invitation. The GG receives support from the ZEP secretariat.

The GG will be invited to nominate a formal representative of the GG to participate as a Permanent Observer in meetings of the Advisory Council. All members of the GG will be invited to attend meetings of the Advisory Council.