

## The Bye-Laws of IT SERVICE MANAGEMENT FORUM INTERNATIONAL

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## Context

### What are these Bye-Laws ?

These Bye-Laws set out how itSMF International works in practice. The Bye-Laws must always be consistent with the Articles of Association of itSMF International (see clause 61 of the Articles of Association).

The intention is that most people will not need to read the Articles. However, cross-references are provided to help anyone who wishes to understand how the Bye-Laws relate to the Articles.

The current version of both the Articles of Association (the Articles) and the Bye-Laws can be found on the itSMF International website. The Articles are also registered with Companies House in the UK.

### What is itSMF International ?

itSMF International is a global organisation designed by and for IT Service Management professionals across the world.

#### itSMF International

- provides a framework that defines a global IT Service Management community. This framework is based on national local Chapters (Chapters)
- Sets a code of practice and rules under which Chapters operate
- provides overall governance for the community through a Board of Directors
- Is funded by a levy paid by Chapters

The Board of Directors is made up from volunteers chosen from the Chapters to govern itSMF International. It exists to serve the global community defined by the Chapters.

How does itSMF International function ?

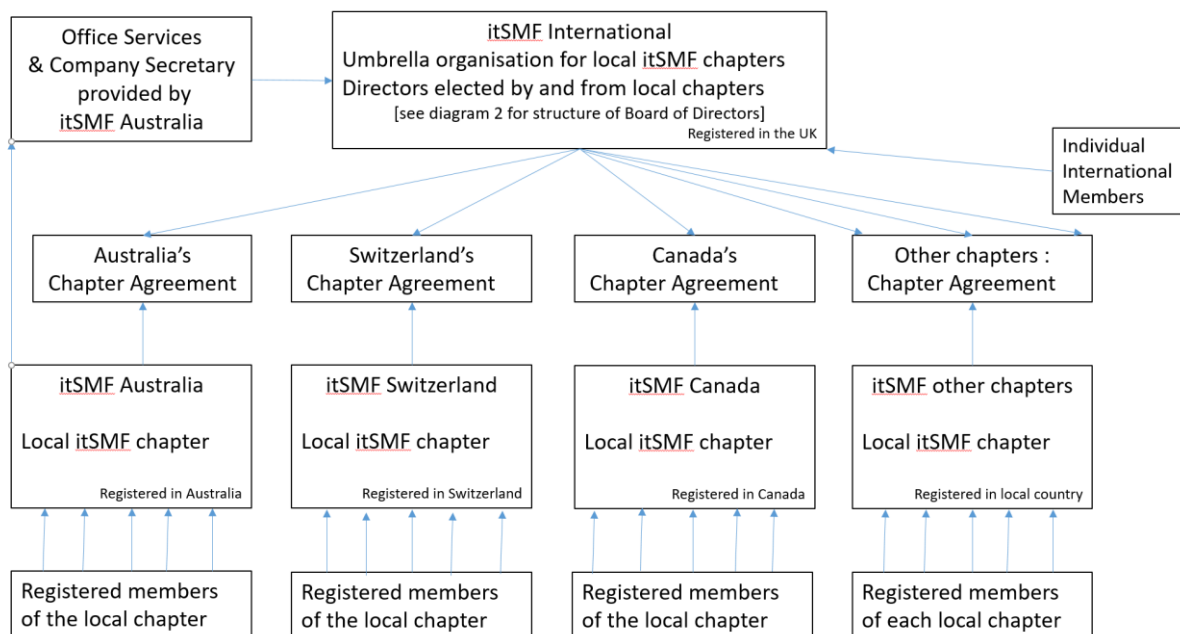
itSMF International is registered in the UK as IT SERVICE MANAGEMENT FORUM INTERNATIONAL. Its website is <https://www.itsmfi.org/> and the home page describes what its purpose is.

itSMF International is made up of national local Chapters which register with itSMF International.

itSMF International is run by a Board of Directors who are responsible for decision making, governance and the running of itSMF International. They represent the interests of the various Chapters in deciding how itSMF International is run. The Directors are also the Company Members, as referred to in the Articles.

itSMF International depends for its success on the active volunteering of the Chapters in leading and directing it. However it also uses paid services for some office functions.

How itSMF International is structured – diagram 1



What is a Chapter ?

itSMF International has set up a membership class for local Chapters, which are normally defined at a national level. The Company Members/Directors and the Board of Directors of itSMF International exist to serve their interests. Each country that chooses to form a Chapter of itSMF International, in line with the Chapter On-boarding Process, will become a Chapter within this membership class. Each such Chapter has a Chapter Agreement that defines their responsibilities.

A Chapter adheres to the objects and defined practices of the itSMF International community of Chapters. A Chapter is represented through the Chapter Lead, and any delegated representation from the Chapter. The chain of communication between itSMF International and the Chapters is through the Chapter Leads, and they will notify itSMF International of any appropriate changes or delegation in a timely manner.

While Chapters are validly thought of as the members of itSMF International, this is a different meaning of “member” to the use in the Articles. In the Articles “member” refers to the Company Members, who are the Directors.

## Different types of Chapter

The normal model is that a chapter is established at a national level as a distinct entity within that country. However other models are possible

### *Multiple Country Model*

Where a number of smaller countries work closely together it is possible to set up a single chapter which covers these countries. When doing this one country would be the country used for local registration, and for setting up bank account and other financial matters. It would be an expectation in such an arrangement that the local Chapter Board would include representation from the different countries involved. This is at the discretion of the Board.

### *Partnership Model*

Where there is a close alignment with another organisation, usually a not-for-profit organisation, but due to economies of scale it makes sense locally for the two organisations to work together, a partnership arrangement is possible. This should be arranged on a case by case basis with International. The basic expectations would be that the itSMF chapter would be identifiable as a distinct entity within the partnership with a distinct membership, and that a fair levy would be paid to itSMF International. This is at the discretion of the Board.

### *State Model*

Where a country is large it may be that it makes sense to operate on a state level rather than on a national level. In this scenario you could get multiple chapters within one country. There is an expectation here that such chapters would work in a co-operative manner and that local regulation would support this way of working. In this situation International would give permission to each state chapter to describe themselves as itSMF. It could be that such an approach might evolve into state chapters combining. This is at the discretion of the Board.

## What are the Basic Expectations?

ItSMF International expects of chapters that they will

- Conform to their Chapter Agreement, including prompt payment of levies
- Communicate with the Board, Company Secretary and Office, specifically responding to the annual survey and changes to leadership
- Participate in collaborative events (Chapter Leader Conferences and General Meetings)
- Provide volunteers, ideas and resources for shared initiatives (including providing elected Directors)
- Share event information and resources that are produced with other Chapters

Chapters can expect from itSMF International that it

- Sets a framework based around Chapter Agreements, and coordinates Chapters within this framework
- Provides regular communications (quarterly)
- Maintains the trademark for each chapter
- Arranges Chapter meetings. Specifically, this will include at least one formal meeting (the Annual General Meeting). At least two informal meetings are also expected. In practice these may be combined with a section for formal content and a section for informal content.

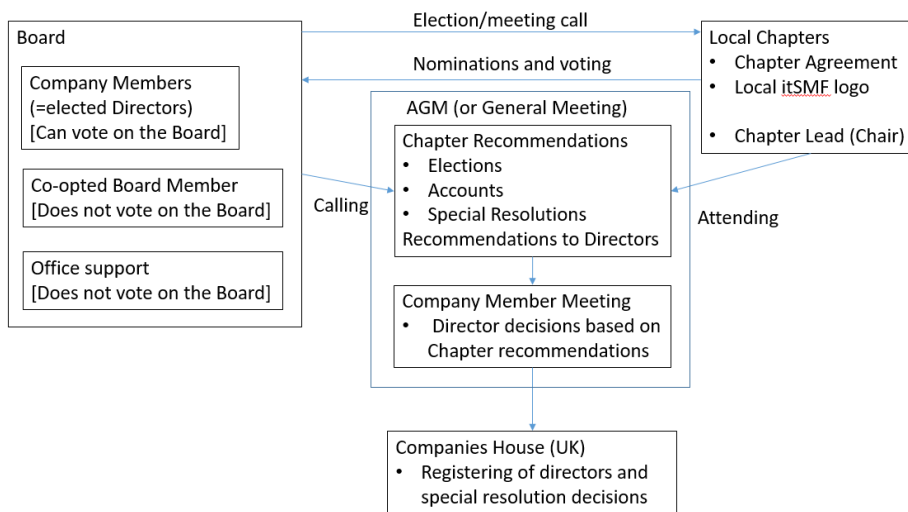
Data protection will be adhered in line with applicable legislation – both UK for International and the relevant country for the Chapter concerned. How itSMF International looks after information is described in its Privacy Policy.

Intellectual Property shared with International belongs to the originating Chapter. Collaborative work commissioned by itSMFI, performed by the Chapters, belongs to itSMFI.

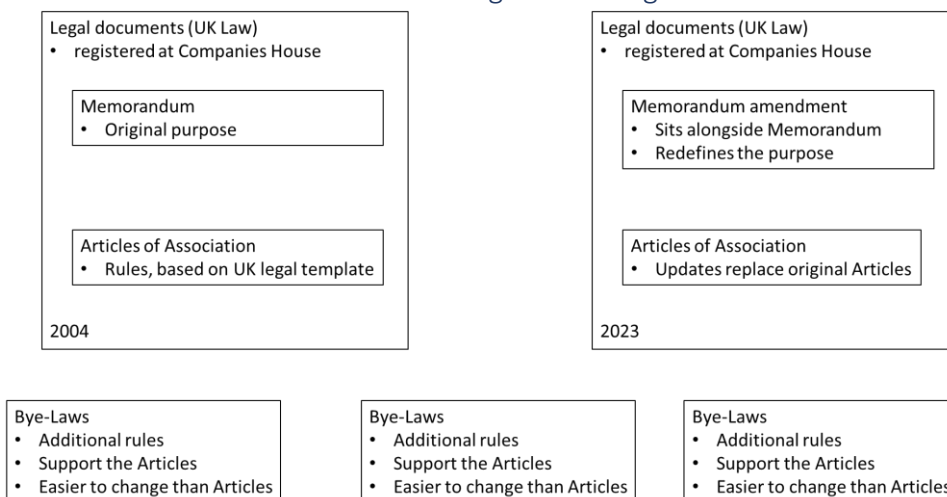
## ItSMF International – How it Works

These two summary diagrams illustrate how itSMF International governance works :

### How different roles work together – diagram 2



### How the different documents work together – diagram 3



### Levy and “Good Standing”

Each year a levy is charged to each Chapter. The levy funds the maintenance of the trademark and services involved in running itSMF International.

- The process for this and what levy is applied is defined in the levy process
- The levy level is set by the Board and communicated to Chapters in advance
- Any change would be covered at a meeting involving the Chapters. For a significant change it would give notice of at least 6 months for the change being applied

If the levy is not paid in time, then a Chapter ceases to be in “good standing”. Any Chapters that are struggling to pay on time can avoid this change of status by engaging with the International Board, Company Secretary, and/or Office and agreeing an alternative payment plan. A Chapter may also cease to be in “good standing” if it breaches the terms of its Chapter Agreement.

A Chapter needs to be in “good standing” if it is to participate fully in the activities of itSMF International.

Persistent failure to resolve a situation of not being in good standing can lead to the Board issuing a “show cause” letter, asking the Chapter to demonstrate the cause of this on-going situation. This can lead to a Chapter having its Chapter status revoked. When this happens, the trademark must no longer be used by that Chapter.

When a Chapter is started the first stage is to declare it a Provisional Chapter. Levies are due from this point at the basic minimum rate. For example, if starting in December, 9 months into the financial year, a proportional levy of a quarter of the minimum levy would be due in April.

A trademark is not normally obtained for a new Chapter until it has been declared a full Chapter. This is also dependent on the funding position being at an assurance level of “Green” (see Business Continuity)

The Ethics group (see below) is available to help mediate in such situations.

There is no list of Chapters in “good standing”, it being seen as appropriate for any such Chapters and the Board of Directors to have a chance to work out the matter out between themselves. Given that Chapters supporting Director nominations need to be in good standing, the status of a specific Chapter can be checked with the Board/office.

### Annual General Meetings and Extraordinary General Meetings

The Articles define the meetings that the Company Members are responsible for holding amongst themselves, namely Annual General Meeting and Extraordinary General Meeting.

The Annual General Meeting is held by the Directors with Chapters invited to attend. It is the point in the year where

- Accounts are shared with Chapters
- Any significant decisions are made, notably changes to the constitution (Articles/Bye-Laws)
- Updates are given on key points of interest to the Chapters, including plans for the coming year
- Elections may be held at this point or separately. Each year there would be at least one election cycle for Directors whose term is coming to an end.

The Chapters are invited to these in to ensure that the wishes of the Chapters are reflected in the decisions the Directors make. The Directors here are fulfilling their role as Company Members. The Company Secretary issues notification of the meeting in line with the notice period for General Meetings.

The Chair of a Chapter, or someone from their Board of Directors that they delegate to attend in their place, will have attendance rights at Chapter Meetings. Each Chapter will have one vote on any matters being brought to a Chapter Meeting, providing the Chapter is in “Good Standing”. Additional non-voting attendance is at the discretion of the Board of Directors. Chapters that are not in “good standing” will be able to attend as observers, but not able to vote.

While the Chapters may vote on their wishes, the decision making power sits with the Directors, as Company Members. So it is the Directors’ vote, informed by the Chapter vote, that decides what happens. This includes formal verification of election results, approving special resolutions, and formal verification of accounts. Should the Directors decide to do something different to what the Chapters have asked for, then the Directors are to give a clear explanation of why they have not followed the decision of the Chapters. See Resolving Disputes with Chapters for what could then follow.

#### Chapter Leader Conferences (CLCs)

In addition to the formal General Meetings with Chapters, there are also Chapter Leader Conferences (CLCs) which are held for collaboration and sharing of information. These meetings are more informal and are not described here other than to say that they for Chapter Leads and a reasonable number of other Chapter delegates, if desired. It is anticipated that there would probably be two of these per year.

#### Individual International Members

The Board has the discretion to appoint Individual International Members where an approved Chapter does not exist. Individual Members can attend General Meetings but do not have voting rights. They could be co-opted onto the Board in line with the restrictions around co-opted Board Members. They can also be elected to become a Director if they get appropriate sponsorship from other Chapters in line with the Election process.

#### Registered Office and Office Services

ItSMF International is registered at 43-45 Devizes Road, Swindon, Wiltshire, United Kingdom, SN1 4BG, which is the address from a legal perspective, but there is no itSMF office there. It is the office of our accountants. Office services are provided from itSMF Australia and represented on the Board.

#### Company Secretary

This is a formal role registered with Companies House. Its responsibilities are listed on the website under About Us.

#### Board

The basics of how the Board works are defined in Articles 30-49. Directors are all appointed as Board Members. The Directors do have scope for appointing a limited number of additional board members, as described here.

### *Board Members*

(i) The Chair (also referred to in the Articles as the Chairman) shall act as Chair of the Board. The Chair will always be filled by an elected Director

(ii) The Vice Chair; always an elected Director

(iii) The Treasurer; normally an elected Director, but an appointment could be made if there is no suitably qualified candidate

(iv) up to 9 other Board Members; always an elected Director

So, up to 12 elected Directors.

(v) The Company Secretary; may be an elected Director or non-voting appointment. This is a formal role registered with Companies House.

(vi) Up to 3 additional Directors who can be co-opted onto the Board by the elected Board Members, subject to consent of the proposed appointee; unless specified otherwise by the Board, co-opted directors are non-voting appointments, and are not Company Members. Someone can be co-opted for up to 2 years. By then it is expected that they would need to go through the normal election process to become an elected Director.

This is subject to the total number of directors not being more than 12.

For example, the Board can have 9 elected and 3 co-opted directors, or 12 elected directors. However, it could not have 12 elected and 3 co-opted directors, as that would make the total count of directors to be 15.

Board members may be appointed to specific roles or non-specified roles, as the Board sees fit. However this is handled, the Board as a whole, carries the responsibility for running itSMF International in a responsible manner.

Articles 38-40 describe what happens if Board member role (including Director) becomes vacant

Board members who are unable to attend a specific meeting can appoint another Board member as proxy to represent them. This includes passing on voting rights. A written instruction needs to be received for this to be valid.

### *Observers*

The Board can invite individuals to join board meetings, on a one-off requirement or an ongoing basis. This could be to provide administrative support or some other supporting role, required by the board at that time. This could also be used to help individuals understand what the board does. Such roles have no voting powers and are subject to the standard non-disclosure constraints.

### *Elections*

Elections are normally held at the Annual General Meeting but could also be held at an Extraordinary General Meeting. The process described below will apply for both.

### *Eligibility of Candidates*

(a) No person shall be eligible for election to the Board unless such person has been a Full Financial Member of a Chapter or an Individual International Member for a period of at least six months. This Chapter needs to be a full Chapter (not a provisional Chapter), though the six month period may

have started when the Chapter was provisional. Also, the Chapter needs to be up to date with its levy payments

(b) Candidates for election to the Board shall have demonstrated outstanding professional achievement or leadership in the field of IT Service Management, recognized by peers or national/international experts, as evidenced through contributions to standards, publications, innovation, thought leadership, community advancement or any other recognized method of influence.

(c) No Member shall be entitled to hold more than one office on the Board at the same time

(d) Retiring Directors are eligible for re-election, subject to the restrictions in A38, and need to notify the Company Secretary accordingly

#### *Election process*

The election process is normally to be timed so the election result is confirmed in March, ready for the new financial year at the start of April.

Each election year, the Board will specify a date (“Lodgement Date”) in advance of the Annual General Meeting 9or Election Extraordinary General Meeting). Nominations must be received by this date.

All nominations of candidates shall be:

(i) in writing using the prescribed nomination form. This includes a summary of the nominee’s professional expertise and contributions demonstrating excellence, outstanding achievements or leadership within IT Service Management.

(ii) proposed by a Chapter (which needs to be in good standing)

(iii) Either

- seconded in writing by another Chapter (which needs to be in good standing).

Or

- Where seconding is not practical , for example where a candidate is only known locally, the proposing chapter can approach the Office for assistance. A call with a board member would be a likely substitute.

(iii) accompanied by the written consent of the nominee. Confirmation by email counts as satisfying the “in writing” requirement

A candidate can be nominated by a Chapter other than their local Chapter. If this is not with the agreement of the local Chapter then the local Chapter would have the opportunity to make a statement why they are not nominating the person, to be shared as part of the election process.

There is no limit on the number of people from one Chapter that can be nominated but the expectation is that a balance will be held within the Board of different countries. If the number of people from one Chapter is judged to be excessive the Board can ask for nomination(s) to be withdrawn. For guidance, more than 2 people is likely to be seen as excessive.

The vacant roles will be all people whose terms have come to an end and would need re-election, plus any additional vacancies to take the number of elected people up to the limit of 9 elected candidates (see Board>Board Members). If there are fewer than 9 elected Directors, this is not be a problem, as long as the minimum Board size is maintained.

A list of all nominations for Director and the candidate statements shall be published to the Company Members by the Company Secretary, at least 21 days prior to the relevant meeting in line with the Articles and at least 14 days prior to the meeting to the Chapter Leads.

If the number of nominations for positions on the Board exceeds the number of positions to be filled, then a ballot of Chapters is held with each Chapter having one vote.

If insufficient nominations are received to fill all the positions on the Board, then no ballot is required.

The Annual General Meeting or an Extraordinary General Meeting will confirm whether the result of the election is accepted. If there is a dispute over acceptance of specific Directors and a majority do not agree to their appointment then reasons will be specified, and the election process may be repeated. The Ethics group may also be involved to address this.

The Board can then co-opt additional Board members, or have another election process, or wait until the next election cycle at their discretion.

Roles to be filled within the Board, if not already determined in the nomination, are determined by the Board. Board members are expected to have the experience relevant to their role e.g. financial experience for the Treasurer, and at least one year on the Board to become the Chair. The nomination form may specify such requirements.

The term of the new Directors normally takes effect within one month of the General Meeting where the appointment is confirmed. The date would be stated as part of the Lodgement process.

#### *Expectations around Directors and Board Members*

Elected Directors are expected to attend at least 75% of Board Meetings in each calendar year, and are expected to declare absence in advance. Just as the Board can appoint Directors so they can remove a Director who fails to fulfil their responsibilities. However, as these Directors have been elected, justification would need to be provided to the Chapters, and in particular to those Chapters which nominated the Director in question. These expectations can be adjusted based on how the Board chooses to operate and an individual's circumstances. The important thing is that Directors are actively involved.

Directors can continue to contribute to the IT Service Management field as highlighted in their nomination.

#### *Vacancies*

Articles 38-40 describe what happens if a Board member role becomes vacant. This is relevant whether the role is a Director or not.

If an elected role falls vacant within its term it can be filled through an election or left until the next election at the Board's discretion subject to the following point

- If the number of voting Directors goes below the defined quorum for a Board Meeting (defined as 5 in clause 30 in the Articles), then the Board would need to restore quorum, as defined in clause 43 of the Articles. They would follow the election process to do this. To

allow the Board to continue to operate in the meantime they would be permitted to co-opt a Director with voting powers limited until the completion of the election process. Such a Director would need to be someone who could be nominated for election.

### Meetings and time zones

Due to both Directors and Chapters being based in different time zones, most meetings will be virtual meetings and notices of them, meeting infrastructure, and communication of outcomes will be addressed through electronic media. Where the Articles say that meetings will be in the UK it is understood that most meetings will be virtual meetings, and that if there is a physical meeting it is not restricted to the UK.

### Accounts

Accounting follows the UK law around accounting, as this is where the organisation is registered.

Due to the size of itSMF International, an Auditors Opinion is deemed the appropriate level of accounting governance.

The Board commits to providing transparency for accounting to the Chapters.

### Business Continuity

To ensure a managed approach to business continuity International has a number of compliance thresholds :

“Green” is that the account balance is at least double the level of annual expenditure. Cash flow may distort this, and the key point in the year for measuring this is the end of March.

There are two “Amber” statuses to reflect increasing levels of risk. At these additional expenditure like new trademarks and trademark renewal may be stopped, and alternative arrangements for provision of the Office prepared.

“Red” indicates that that the Board should be preparing to activate plans for closure, and doing this in a managed way.

These levels are defined by and managed by the Board, reporting to the Chapters on changes in status and actions to redress the situation.

### Chapter Disputes and the Ethics Group

If there is a dispute between Board and Chapters there is an Ethics group which will examine the situation. This group is to provide independent mediation, advising on any actions it sees as appropriate. It can also be called upon for mediation in a dispute between Chapters, or dispute between a Chapter and itSMF International.

The Ethics group has a chair who is appointed by the Board. The Chair is appointed for a two year term. How to engage with the Ethics Committee and the processes involved are described on the website. As part of its independence the make-up of any investigation will be specific to the case in hand to provide a separation of interests. Typically they would be respected members of Chapters not involved in the dispute in question.

Any internal disputes within a Chapter are the responsibility of the Chapter to resolve, but the Chapter Board may ask the Ethics Group to give an opinion on a matter.

The itSMF International Board appoints the Ethics Group Chair for a term of two years. The website describes how to engage with the Ethics Committee and the processes involved.

## Resolving Disputes with Chapters

A Chapter could be in dispute with itSMF International over levy payment, over the Chapter not fulfilling the terms of its Chapter Agreement, or the Chapter or International Board not acting within the Memorandum, Articles and Byelaws.

The expectation is that mediation would be sought through the Ethics group. If the dispute is not resolved in a timely manner then the sanctions that could be applied include but are not limited to removing a Chapter from being in “Good standing” and removing its Chapter status, including removing its right to use the itSMF Trademark.

If Chapters feel that the Board is not fulfilling its obligations, then it is expected that at least 25% (rounded up) of Chapters in “Good Standing” would request for the Board to hold a General Meeting to address the issue. They would register this with the Ethics group. This should state clearly what the issue is. At the meeting the Chapters may choose to have a vote of confidence in the Board. If a majority vote against this then the Board are expected to arrange for an election process to be run for all roles on the Board. Note that the Board would continue to operate as the Board until such time as an election could be successfully concluded. Existing Board members could stand for re-election if they are within their allocation of 6 years.

## Additional information

### Further background on the legal context

You can see the formally registered information about itSMF International on the UK Companies House website (search for The IT Service Management Forum International Limited or go to <https://find-and-update.company-information.service.gov.uk/company/05189721> ).

itSMF International’s purpose was originally described by the Memorandum which established itSMF International in 2004. They were changed in 2023 by a Special Resolution. It is the obligation of the Directors to pursue those Objects (which can be seen at <https://www.itsmfi.org/>).

The Articles of Association (The Articles) define how itSMF International is to be run. These Articles were defined in 2004 and changed in 2023. They follow a legal template, which is where the style and much of the content come from. These Bye-Laws provide more specific information on how itSMF International runs, and provide some interpretation of the Articles.

The Articles describe how “Members” make decisions about itSMF International (with the General Meeting being where this happens). These Members are people who have signed up to be Members, taking on limited liability for itSMF International (as defined in Clauses 4 & 5 of the Memorandum, and Clauses 3,4 of the Articles ). Originally these were the three people who signed the Memorandum. Now they are the Directors. These will be referred to as Company Members.

The expectation is that each new elected Director will become a Company Member. So Director and Company Member become the same. The resignation associated with being a Company Member will be an automatic part of ceasing to be an elected Director. In other words, at the end of an elected term a Director will cease to be a Company Member without need for any extra resignation. And if resignation during a term as a Director is made as in A36(c) this is also resigning as a Company Member). The Board of Directors will confirm to those affected any changes to the register of Company Members.

- A register of Company Members is held on the Website
- Directors are registered with Companies House and are listed there

The expectation is that the two lists will have the same people on but there may be a time lag for new appointments. An elected Director can take up their elected role immediately, but a handover of up to a month is expected.

The Board of Directors can also co-opt additional people to be part of the Board without them becoming Directors (see Board>Board Members). Such Board Members don't have voting rights and are not registered with Companies House. Only Board Members who can vote count towards Quorum. (Clauses 30-49 of the Articles).

### Director Portfolios

All Directors have equal responsibility in law for itSMF International. However, the Chair will inevitably take a lead, and there are other roles with specific responsibilities, notably the Treasurer and the Company Secretary. There are however no people defined as Persons with Significant Control.

### Company Secretary

- Subject Matter Expert on Articles and Bye-Laws
- Corporate records standards/data protection position
- Board meeting minutes/actions
- Governance oversight (based on portfolio input from Directors)
- Oversight of Filings and other dealings with Companies House and Accountants (from Back Office/contracted out finance services)
- Chapter meeting schedules, minutes and action item lists

Note that the Directors can share out responsibilities but these ones need to be covered and the Company Secretary role is where they sit by default.

### Treasurer

- Financial governance of itSMF International
- Oversight of the budget, accounts and other financial matters
- Producing financial statements for legal requirements, for the Board and for the Annual Chapter Leader Conference
- Engagement of and working with auditors and accountants

### Financial Procedures

- Financial year April - March
- Annual budget setting and approval by the Board at the start of each calendar year
- Monthly financial reports presented to the Board
- Presenting the annual financial reports at the AGM
- Ensuring the financial reports get filed at Companies House
- Following up unpaid levies and advising the Board of Chapters that are behind in payments
- Payment of Trademark renewals and new Trademarks
- Payment of insurance

### Summary Information

- The Company Members will be the same people as the elected Directors
- There can be additional Board Members (who aren't Directors and don't have voting rights) co-opted for specific purposes

- The Company Secretary can be an elected Board member or appointed by the Board, and is a Board member
- The Directors in their capacity as Company Members have legal responsibilities defined in the Articles around Annual and Extraordinary General Meetings. Chapters are incorporated into the decision making process but the responsibility for the decision sits with the Directors
- Board Meetings are for the normal operation of itSMF International. These are for the Board Members, who are the elected Directors, any co-opted Directors, and the Company Secretary

The formal meetings required of Company Members are described in detail in Articles 5-29.

The expectations around Board meetings are described in Articles 41-49 with the role of the Board being described in Articles 30-40.

## Appendix : Nomination Form Commitments

People wishing to be nominated to be elected as a Director will need to sign up to the following statements

- I am a paid-up member of an itSMF Chapter (as an individual or corporate member) and my Chapter is in good standing with itSMFI.
  - OR I am an International Individual Member
- I have experience in IT Service Management
- I have the support of my employer (as appropriate)
- I am aware and can sign up to the commitment in the Bye Laws around attendance at Board meetings
- I am fluent in English
- I will act in the best and general interests of itSMF International Limited and the Chapters
- I will abide by the rules and Code of Conduct of itSMF International Limited at all times
- I will declare any potential conflict of interest that impacts on my role within itSMF International Limited

And (in the nomination section)

The sponsoring Chapter confirms that this nomination is based on evidence of outstanding professional achievement and leadership in the ITSM community, as demonstrated through the nominated individual's contributions, innovation, or recognized influence.