



IPMA[®]
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management
association

The IPMA Code of Ethics and Professional Conduct

Moving the profession forward by acting ethically!

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The IPMA Code of Ethics and Professional Conduct

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Foreword

By Prof. Dr. Mladen Vukomanović, IPMA President

As the world faces increasingly complex challenges—from climate change to digital disruption—our responsibilities as project professionals go far beyond scope, schedule, and budget. We are builders of transformation, stewards of trust, and, above all, agents of sustainable progress.

At IPMA, we believe that **ethics is the foundation of sustainability, and diversity, equity, and inclusion (DEI)** are essential pillars of responsible leadership. Our work must always be guided by values that prioritize people, planet, and long-term prosperity. With this in mind, we proudly present the updated IPMA Code of Ethics and Professional Conduct—a compass that reflects not only our professional duties but also our collective conscience.

This Code reaffirms IPMA's core principles of **integrity, accountability, and transparency**, and expands upon them by integrating the vital dimensions of **social justice, environmental stewardship, inclusive governance, and cultural respect**. Whether you are a volunteer, an officer, a member of a project team, or an external partner, this document sets clear expectations and encourages a culture of ethical reflection and courageous leadership.

Therefore, an IPMA **project professional** is a member of project management community that is perceived as someone of **integrity, ethics, trust and competence in delivering project results**.

The inclusion of new commitments—toward **DEI, decent work**, and the **natural environment**—aligns with our strategic focus on sustainable development and organizational health. Ethics and inclusion are no longer optional. They are critical competences for the future of our profession, embedded in how we design, lead, and learn from projects across borders and sectors.

This Code also reflects IPMA's evolution into a truly global and multicultural community. As we expand our reach and influence, we must **celebrate differences, resolve dilemmas respectfully, and create environments where every voice is valued**.

I extend my deepest gratitude to the Ethics Committee, the dedicated contributors from our Member Associations, and all those who reviewed and enriched this document. Together, we are shaping not only better projects—but a better world.

Let us lead with values. Let us project with purpose.

Prof. dr. Mladen Vukomanovic

President, International Project Management Association (IPMA)

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Introduction

We recognize that our projects, programs and project portfolios, affect people, society and the natural environment in various ways, both locally and globally. Project, program and project portfolio management are growing disciplines in an increasingly globalized world. Through this growth we are presented with new challenges, both in our individual endeavors as professionals and on the whole as a profession.

We believe that by committing to acting ethically we will make our projects, programs and project portfolios better and that this will serve to further our profession. The IPMA Code of Ethics and Professional Conduct lays out the principles and minimum duties we hold towards the project, program or project portfolio owner, teams, stakeholders, society and natural environment.

Fundamental Principles

We acknowledge that our community and the relations between professionals and their clients depend upon trust, mutual respect and the appreciation of our diversity.

We welcome the fact that we, as members of this community and as professionals, work in environments that are charged with various sensitive political, cultural and moral challenges, and we believe we are best equipped to embrace those challenges by being open to and respectful of our differences.

When working with clients, project owners / project sponsors and other stakeholders we act with integrity, accountability and transparency. We realize that our work in project, program or project portfolio management may present us with a variety of ethical challenges and we believe that it is through these values that we will best be able to meet them.

The IPMA Code of Ethics and Professional Conduct

We welcome the diverse origins of ethical norms—secular and religious alike—and seek to treat difference with respect. We sign the IPMA Code of Ethics and Professional Conduct to demonstrate adherence to fundamental principles that must guide all our professional conduct and practice.

1. To Whom the Code Applies

The IPMA Code of Ethics and Professional Conduct consists of norms that professionals and practitioners should follow, including:

- 1.1. Anyone working for or within IPMA, whether in a volunteer capacity or as paid staff.
- 1.2. Anyone working for or within a member of IPMA that has adopted the IPMA Code of Ethics and Professional Conduct.
- 1.3. Anyone working for or within an organization that has adopted the IPMA Code of Ethics and Professional Conduct.
- 1.4. Anyone working for or within a project and / or a program that has adopted the IPMA Code of Ethics and Professional Conduct.
- 1.5. Anyone that has signed the IPMA Code of Ethics and Professional Conduct (e.g. on a voluntary basis or through an IPMA certification).

2. Our Professional Ethics

We acknowledge that the integrity of our profession and practice is protected and sustained by our reputation.

- 2.1. We prevent and avoid real or perceived conflicts of interest and disclose them to affected parties when they do exist.
- 2.2. We reject all forms of bribery.
- 2.3. We participate only in projects, programmes or project portfolios that uphold ethical principles.
- 2.4. We maintain and improve our professional competences, and we take on only projects that we are appropriately qualified to manage.
- 2.5. We uphold fair, truthful and transparent business practices, including, but not limited to, bidding and reporting.
- 2.6. We honour contractual obligations and deliver results accordingly.
- 2.7. We shall ensure that all public or professional references to IPMA certification status—such as IPMA 4LC, Delta, CCT, or Awards—whether displayed on websites, organizational profiles, promotional materials, CVs, or social media, accurately reflect the current validity of the certification. We commit not to present expired certifications as valid. Any references to expired certifications will either be removed or clearly marked as expired, unless recertification is actively being pursued within the appropriate timeframe.

3. Commitments to Project Owners / Project Sponsors and Stakeholders

We value our clients, project owners/project sponsors and stakeholders and are especially mindful of the duties owed to them.

- 3.1. We protect confidentiality and disclose information only to people who are entitled to the information.
- 3.2. In our stakeholder engagement we remain conscious of the possible consequences our work may have for other interested parties and strive to minimize any negative impact.
- 3.3. We assess and minimize biases and unethical influences.
- 3.4. We take reasonable precautions to protect ourselves and our teams against illegal activity and we report any criminal intent or actions to the appropriate authorities.
- 3.5. We keep project owners/project sponsors and stakeholders always appropriately updated.
- 3.6. We encourage ethical reflection on project goals and outcomes.

4. Commitments to Co-workers and Employees

- 4.1. We foster a diverse, equitable, and inclusive workplace that respects and values different perspectives and backgrounds.
- 4.2. We create an environment where diverse ideas and contributions are valued and respected.
- 4.3. We ensure hiring is based on competence and experience, and we promote equal opportunities in hiring, project assignments and leadership roles
- 4.4. We provide healthy and safe working environments and ensure the appropriate training and protective equipment needed to guarantee safe working conditions are delivered
- 4.5. We do not participate in projects, programs or project portfolios that require unsustainable overwork or harmful working conditions.
- 4.6. If our projects, programs or project portfolios require that housing facilities are provided, we ensure our employees have access to reasonable privacy and personal hygiene facilities.
- 4.7. When we encounter challenges deriving from social and cultural differences, we deal with them in a culturally sensitive way.
- 4.8. We promote cultural sensitivity and respect within teams.
- 4.9. We reject exploitative labor practices, including child labor, forced labor, exploitation of undocumented individuals and demand of overtime
- 4.10. We prevent and condemn any form of harassment, including sexual harassment, and workplace bullying.
- 4.11. We respect workers' rights to collective bargaining and fair wages
- 4.12. We pay at least the legal minimum wage or the local industry standard, if higher than minimum wage, and compensate fairly for overtime.
- 4.13. We prevent discrimination and ensure fair treatment for all individuals, regardless of gender, ethnicity, religion, sexual orientation, political beliefs, age, or ability.

5. Commitments towards the Wider Society

We strive to understand the cultures we work in, find common ground and establish mutual respect.

- 5.1. We avoid harming local communities, societies and economies.
- 5.2. We comply with the relevant laws and regulations of the country or countries we are working in.
- 5.3. We remain neutral in political conflicts
- 5.4. We take social responsibility and seek to develop our professional practices accordingly.
- 5.5. We uphold and promote high ethical standards even when working under the influence of companies, corporations, institutions or governments whose practices or policies are morally lacking.

6. Commitments towards Sustainability and the Natural Environment

We commit to minimizing possible damaging effects to the environment, which may come about as a consequence of our projects, programs and project portfolios.

- 6.1. We promote environmental responsibility among our teams, within our organizations and in society.
- 6.2. We consider long-term sustainability in project planning and execution.
- 6.3. We do what we can to reduce waste and emissions to air, ground and water and encourage the recycling of materials and used products.
- 6.4. We ensure proper handling of hazardous materials.
- 6.5. We use resources efficiently in our projects and programs and avoid waste.
- 6.6. We use resources and the environment in a conscious and responsible way.

7. Our Educational Mission

- 7.1. We educate teams about ethical values and principles included in the Code of Ethics and Professional Conduct among our teams.
- 7.2. We incorporate what we know about technology, science and the management of projects, programs and project portfolios to develop the people with whom we work.

Appendix 1: Definitions

Project owner / Project sponsor

Refers to any individual, group, organization, institution, association, NGO, governmental agency or transnational body that has initiated and / or has a vested stake in the project, programme or project portfolio.

Stakeholder

Refers to anyone who is directly or indirectly affected by, or is perceived to be affected or who has to bear the consequences of, the project, program or project portfolio either in delivery or outcome.

Conflict of interest

Refers to any situation where personal interests may conflict with professional or public interests, or where one party's obligations towards a second party affect its ability to uphold its obligations to a third party.

IPMA World Map

ALGERIA
ARGENTINA
AUSTRALIA
AUSTRIA
AZERBAIJAN
BOLIVIA
BOSNIA AND HERZEGOVINA
BRAZIL
BULGARIA
CANADA
CHINA
COLOMBIA
COSTA RICA
CROATIA
CZECH REPUBLIC
DENMARK
DOMINICAN REPUBLIC
EGYPT
ESTONIA

FINLAND
FRANCE
GEORGIA
GERMANY
GREECE
GUATEMALA
HUNGARY
ICELAND
INDIA
INDONESIA
ISRAEL
IRAN
IRELAND
ITALY
JAPAN
KAZAKHSTAN
KINGDOM OF SAUDI ARABIA
KOSOVO
KOREA

LATVIA
LITHUANIA
MALAYSIA
MONTENEGRO
MOROCCO
MEXICO
NEPAL
NETHERLANDS
NIGERIA
NORWAY
PANAMA
PARAGUAY
PERU
POLAND
PORTUGAL
PHILIPPINES
ROMANIA
RUSSIA
SERBIA

SLOVAKIA
SLOVENIA
SOUTH AFRICA
SINGAPORE
SPAIN
SWEDEN
SWITZERLAND
TAIWAN (CHINA)
TURKEY
UNITED ARAB EMIRATES
(IPMA office)
UNITED KINGDOM
UKRAINE
UNITED STATES
URUGUAY
UZBEKISTAN

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