Association for Project Management

Welcome to the APM Annual General Meeting 9 November 2026

Online via Zoom

Agenda



Meeting chaired by APM President

Dr Yvonne Thompson CBE, President

Amy Morley, Chair of Trustees
Prof Adam Boddison OBE, CEO
Mark Hepworth, Deputy CEO

Mike Robinson, Company Secretary

- Welcome and introductions
- President's address
- Minutes of the 2025 AGM

- Annual Report and Accounts 2025/26

- Board Election Results

- Members' questions

Welcome
Agenda Item 1 - President’s address

Dr Yvonne Thompson CBE, President

Our commitment to DEIB

Over the past year, we've continued to put DEIB at the heart of everything we do. For us, promoting diversity, equity, inclusion and belonging has never been a tick box exercise. Our efforts during the financial year 2025/26 reflect this our commitment to DEIB.

Diversity	Accessibility	Culture
We've strengthened diversity monitoring by using our CRM and HR systems to make APM more inclusive.	We've enhanced event accessibility. Recent innovations include introducing quiet rooms and prayer rooms, live captioning of speakers, and portable hearing loops for the hearing impaired.	Embedded DEIB into our operations through our DEIB Policy, HR Business Plan, organisational values and website commitments.

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Our events

The 2025 Women in Project Management conference attracted a record number of attendees.







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Our events

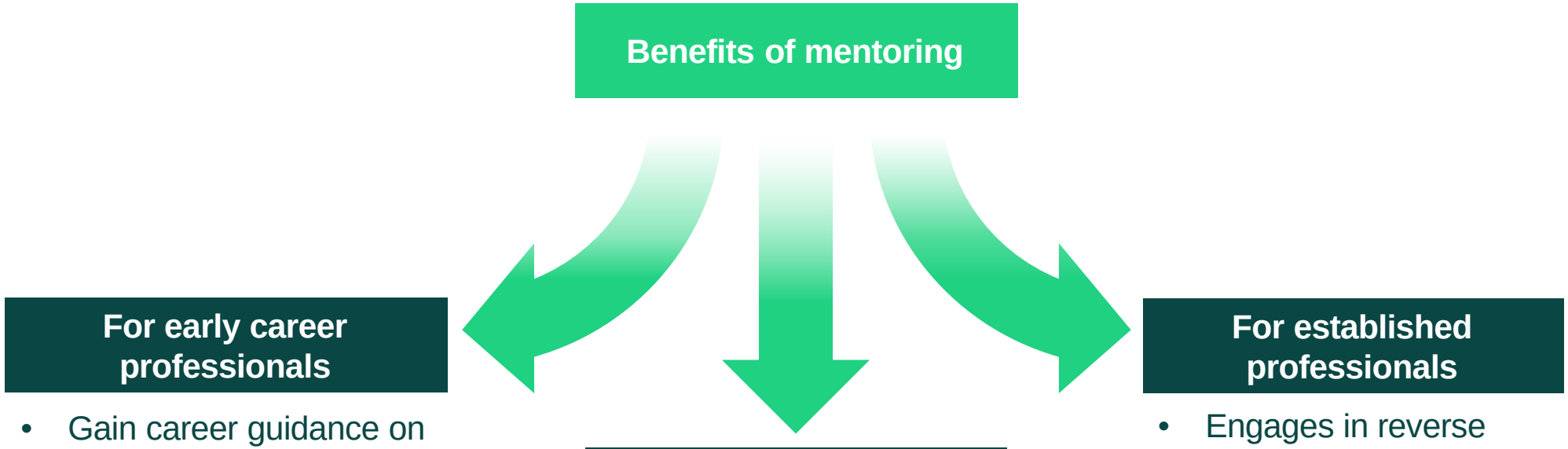
Our flagship APM Project Management Conference was held in Manchester for the first time. APM also held, sponsored and supported events in Saudi Arabia, Hong Kong and Australia.





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Early careers support – APM mentoring



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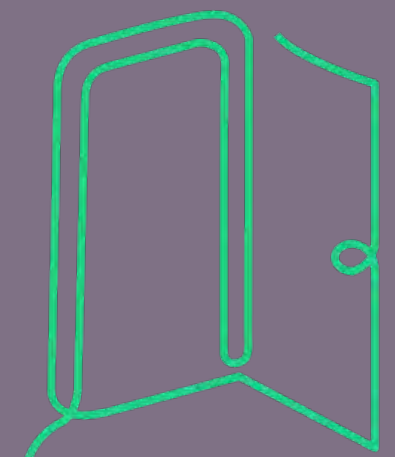


Agenda Item 2 - Approval of 2025 AGM Minutes

Dr Yvonne Thompson CBE, President

Agenda Item 3

Annual Report and Accounts to 31 March 2026



Association for Project Management

Reflections from the Chair

Amy Morley
Chair of Trustees

Our vision

Reaching our KPIs and realising ‘a world in which all projects succeed’ is more important than ever.

Over the past few years, the world around us has changed at an unprecedented rate:

- **AI transformation**
- **Hybrid work**
- **Sustainability demand**

We need to reach and support projects and project professionals, no matter where they are.



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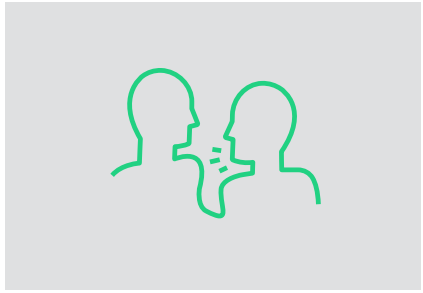
APM’s new five-year strategy



Increasing APM’s voice and visibility



Growing reach and membership in the UK and internationally



Boosting development and recognition for individuals and businesses



Leading and supporting the project profession with AI

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Consolidation and reset year

- **The Board has tasked the Chief Executive** to undertake a reset of the organisation.
- **This work is about ensuring APM has the focus, structure and capability** to lead the profession with confidence in the years ahead.
- **That includes helping project professionals navigate the opportunities and challenges of AI,** by setting the path for how the profession understands, adopts and governs AI responsibly.
- **It also means growing our reach in the UK and internationally,** so that we can support more projects, more professionals and more organisations around the world.

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Looking ahead – a pivotal moment for the profession

APM will lead and shape what comes next, with offerings designed to be replicable, scalable and sustainable.

Across this change, our chartered purpose will remain:

01

Raise standards

02

Recognise professional achievement

03

Support development

04

Strengthen the profession’s voice

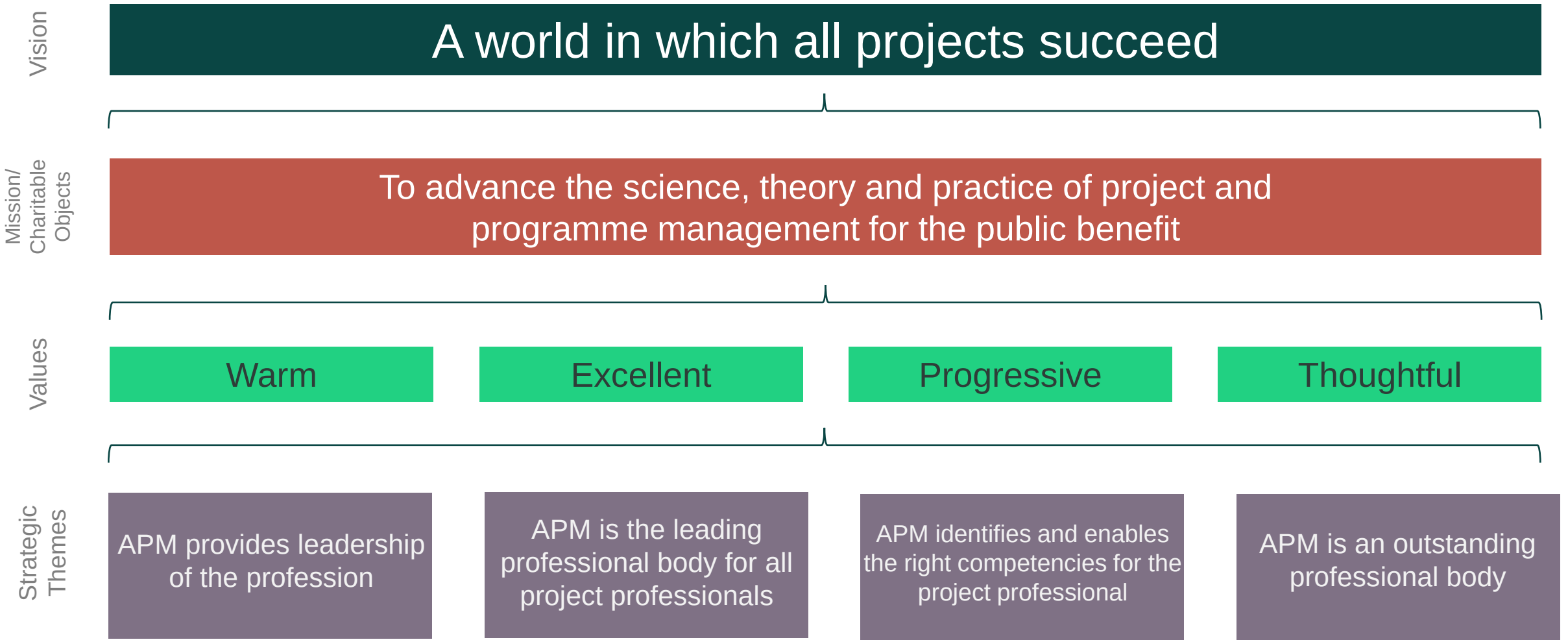
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Review of 2025/26

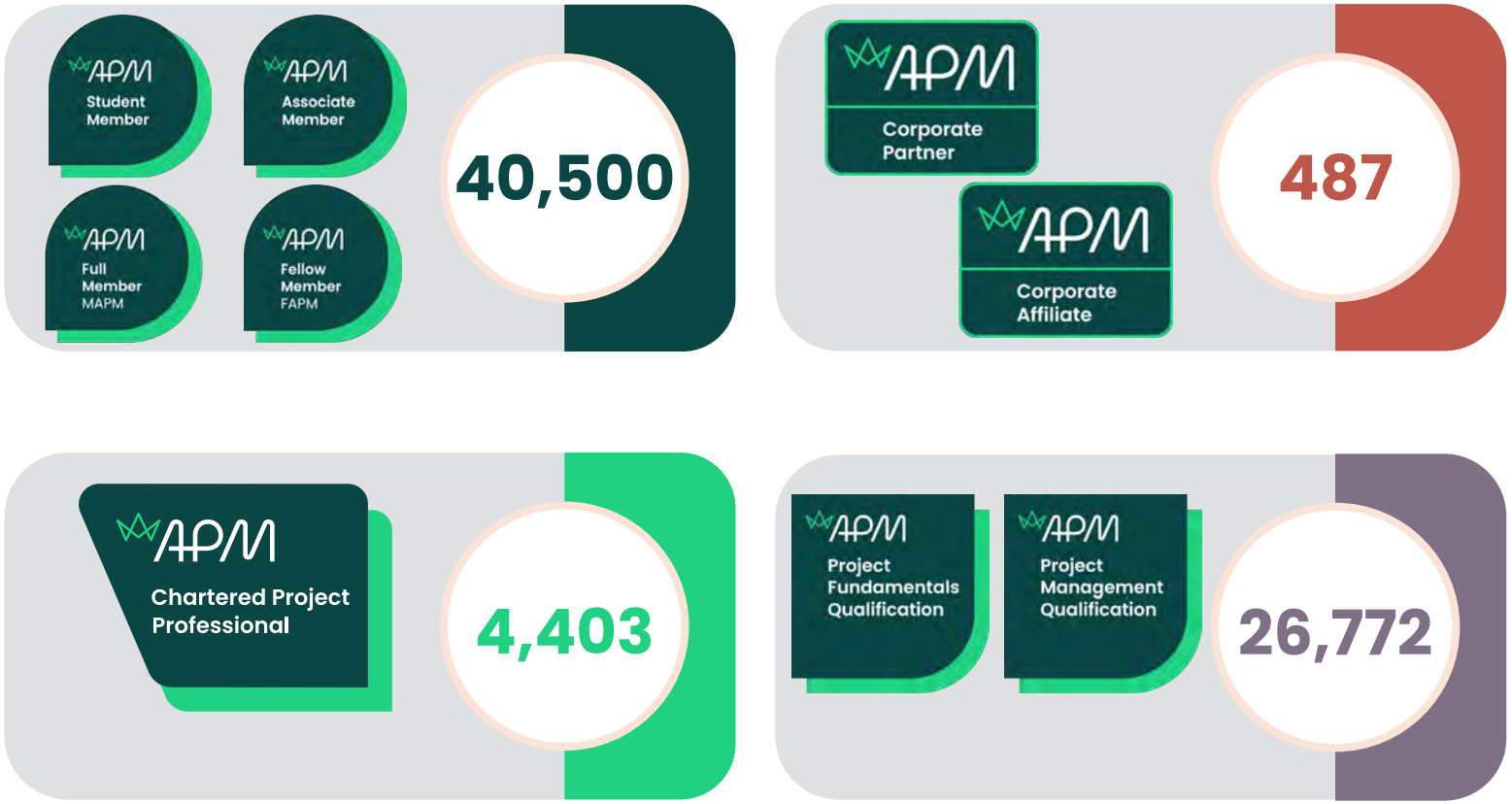
Professor Adam Boddison OBE
Chief Executive Officer

Strategic framework



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APM snapshot 2025/26



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Project profession 2025/26

Throughout the year, we continued our campaign 'Business Leadership for Strategic Success', to raise awareness at leadership level of the strategic importance of the project profession. This included research into leaders' views on projects.

Findings

Confidence down

The percentage of leaders who are confident in their organisation's ability to deliver projects successfully fell from 62% at the start of the financial year to 46% by the end.

Need for more professional development

Those who are not confident mostly attributed this to not investing in ongoing training/professional development of their organisation's project professionals.

Outcomes

Outreach and engagement

Roundtables, summits, webinars, leveraging media opportunities and working with the Chambers of Commerce to reach the C-suite community.

Ongoing research

Our longitudinal survey of business leaders continues. Results for spring and summer 2026 indicate more leaders are confident in their organisation's ability to deliver projects successfully.

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International growth 2025/26

June 2025

We participated in the EURAM conference in Italy, hosting a network reception and sponsoring an award.

May 2025

We visited Hong Kong for a networking event with the Greater Bay Area Regional Network.

November 2025

We attended and exhibited at Project Controls Expo in Australia.

February 2026

Abu Dhabi University become the first in the Middle East to receive Academic Accreditation from us.

February 2026

We launched a new Regional Network in Saudi Arabia.

March 2026

We signed a joint MoU with the Australia-based International Centre for Complex Project Management.

March 2026

We established new Victoria, Australia Regional Network.

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Artificial Intelligence 2025/26

70%

of project professionals say their organisation now uses AI

Source: APM/Censuswide survey, August 2025

AI use has nearly doubled across the profession over the last two years (from 36% in 2023).

The pace of change is creating a skills gap.

APM Learning and qualifications are being updated to help the profession keep pace.

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Qualifications 2025/26

Introducing APM Endorsed

A trusted mark showing that learning content is relevant, transferable and reliable for project management.

Project Professional Qualification

Our Project Professional Qualification has been sunseted, but remains a recognised qualification and stays valid for existing holders.



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Government impact 2025/26

Standards and skills

Through NISTA, APM supported government project delivery standards, professional skills development and better public infrastructure management.

Voice in government

Across changes in government, APM remains committed to representing the profession at the highest level.



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Interest networks 2025/26

Interest Networks connect professionals across sectors, career stages and specialisms to share knowledge and collaborate.

Growing networks

Established in FY 2024/25

- AI and Data Analytics
- Built Environment
- International Space

New networks

Established in FY 2025/26

- Nuclear Sector
- Defence Sector

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Sustainability 2025/26

The UN SDGs are a set of 17 goals to tackle major world issues by 2030. At APM, we've been tracking our progress against these goals in three areas:

Our business practice

What we do through process and policy

Our offering

What we offer our members and the profession

Our networks

How we use our networks for impact

We can show APM's progress against five goals in particular: (Google "APM UNSDGs")

Goal 4: Quality education	Goal 5: Gender equality	Goal 9: Industry, innovation and infrastructure	Goal 12: Responsible consumption and production	Goal 17: Partnerships for the goals
Skills for employment and entrepreneurship	Women's participation in leadership	Building resilient infrastructure	Reducing waste	Public and private partnerships

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Thank you, APM volunteers

Our volunteers have been instrumental to our successes, contributing across the full breadth of APM's activity.

They have given their time, energy and generosity to develop APM and the wider project profession, and we are incredibly grateful for all they do.

Thank you for your ongoing passion and dedication.



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2025/26 Financial Report

Mark Hepworth
Deputy Chief Executive Officer

Income and expenditure

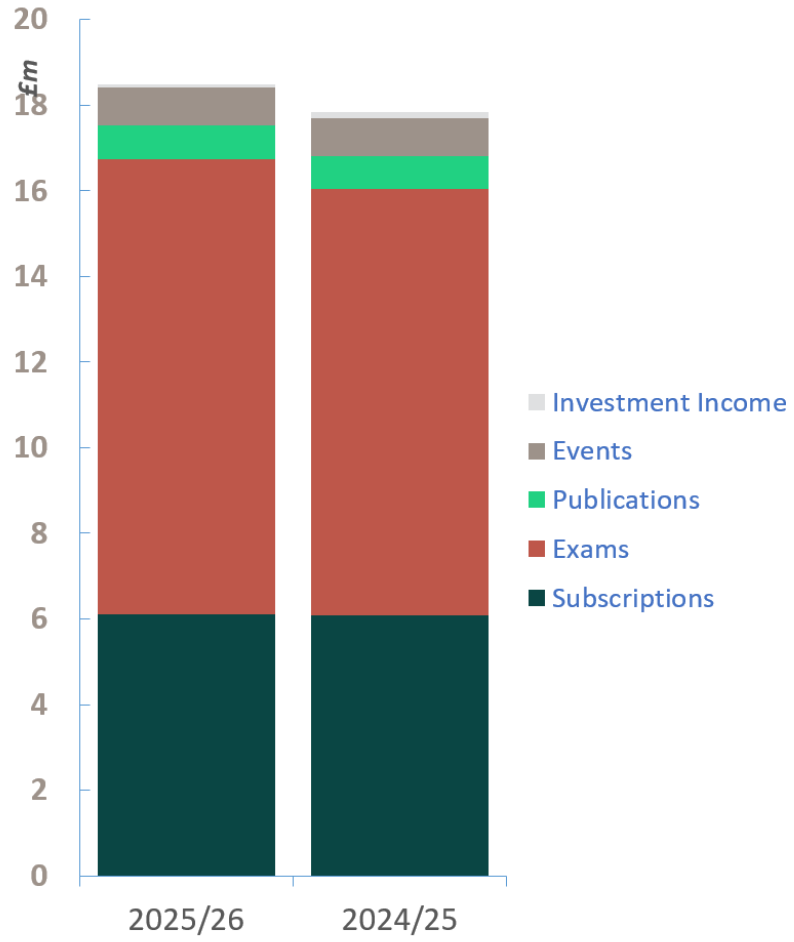
Year to 31 March 2026

£'000	2025/26	2024/25
Total Income	18,485	17,844
Total Expenditure	(18,916)	(18,424)
Operating Deficit	(431)	(580)
Net gain on investments	362	60
Net (Deficit)	(69)	(520)
Funds brought forward	6,878	7,398
Funds carried forward	6,808	6,878



Operating income

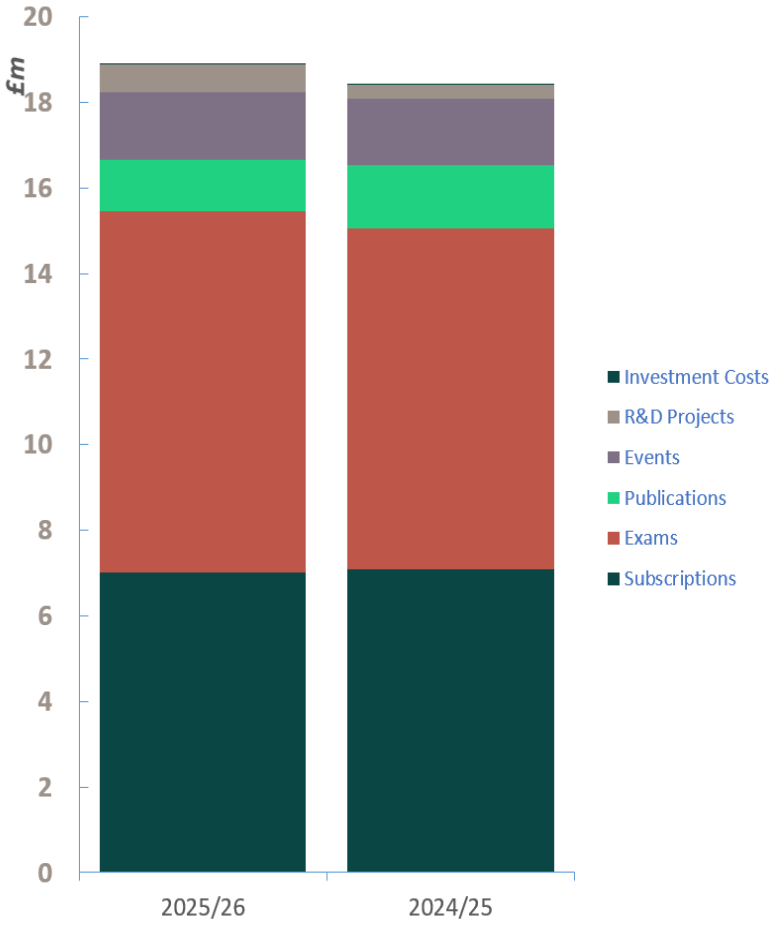
Year to 31 March 2026



£'000	2025/26	2024/25
Subscriptions	6,120	6,097
Exams	10,616	9,947
Publications	783	773
Events	885	881
Investment Income	81	146
Total	**18,485**	**17,844**

Operating expenditure

Year to 31 March 2026



£'000	2025/26	2024/25
Subscriptions	7,011	7,092
Exams	8,438	7,971
Publications	1,197	1,470
Events	1,583	1,543
R&D Projects	658	325
Investment Management Costs	28	22
Total	**18,916**	**18,423**

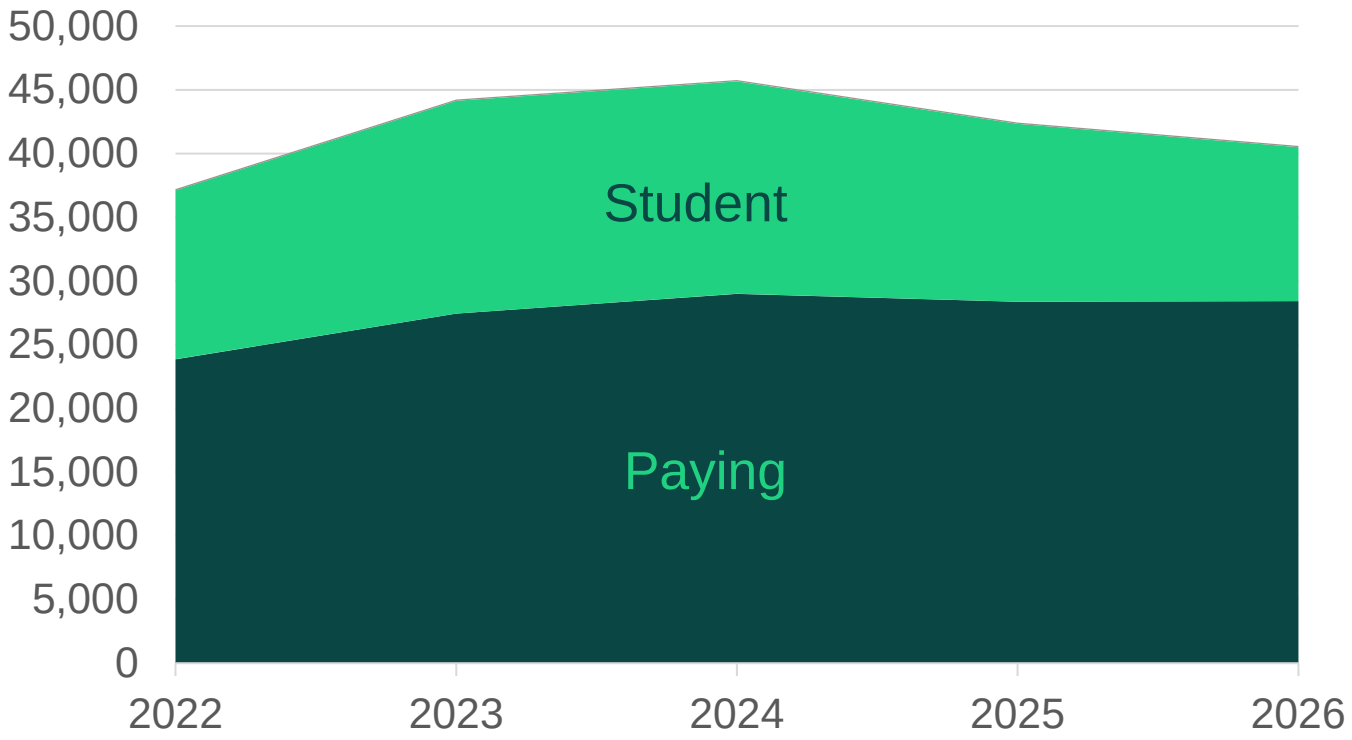
Individual membership

As at 31 March 2026

	This Year	Last Year
Life Members	9	9
Honorary Fellows	96	96
Fellows	917	851
Full Members	16,860	16,455
Associates	10,630	11,056
Students	12,084	13,972
Total	**40,596**	**42,439**

Paying membership growth

Up 19.1% between March 2022 and March 2026, equivalent to 4.5% compound annual growth



Balance sheet

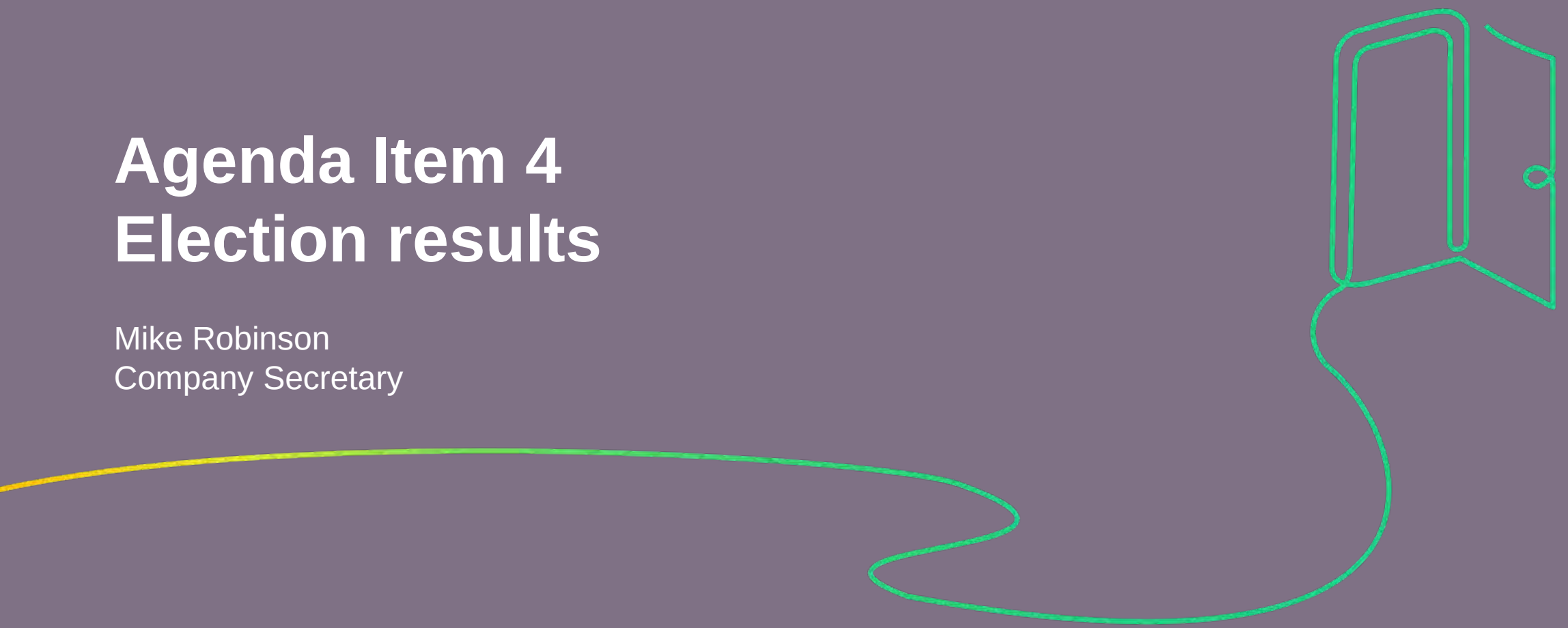
As at 31 March 2026

£'000	Mar-26	Mar-25
Fixed Assets		
Intangible fixed assets	3,333	2,999
Tangible fixed assets	353	517
Investment portfolio	4,593	5,611
	8,279	9,127
Current Assets		
Investments – term deposits	2	2
Stocks	17	25
Debtors	3,123	3,066
Cash at bank and in hand	1,721	1,623
	4,862	4,716

£'000	Mar-26	Mar-25
Current Liabilities (<1 year)		
Trade creditors	(876)	(2,003)
Accruals & deferred income	(4,298)	(4,090)
Other creditors	(3)	(2)
Taxes & social security	(659)	(399)
	(5,836)	(6,494)
Net current assets	(973)	(1,780)
Total assets less current liabilities	7,305	7,348
Provisions for liabilities	(497)	(471)
Net Assets	**(6,808)**	**(6,878)**

Agenda Item 4
Election results

Mike Robinson
Company Secretary



APM election results 2026

- APM is very grateful for the high levels of interest and engagement; this really helps improve our governance.
- Fifteen standing – an excellent number and calibre of candidates once again.
- Turnout was 13.2% reflecting good levels of engagement. The ballot delivers proxy votes to the AGM. We can affirm two new appointments, each with three-year terms of office.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Candidates	9	7	8	8	6	6	11	11	8	5
Voters	1,159	1,418	1,792	1,703	1,640	1,602	1,630	1,686	2,326	2,428
Turnout	13%	15.8%	15.1%	14%	14.7%	13.3%	13.4%	13.5%	17.8%	18.2%

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Candidates	21	10	21	16	17	14	10	13	18	14
Voters	2,376	2,450	2,553	2,909	4,111	2,849	2,992	2,404	2,682	2625
Turnout	17.2%	17.7%	18.4%	19.9%	26.6%	17.4%	18.1%	14.1%	15.3%	15.2%

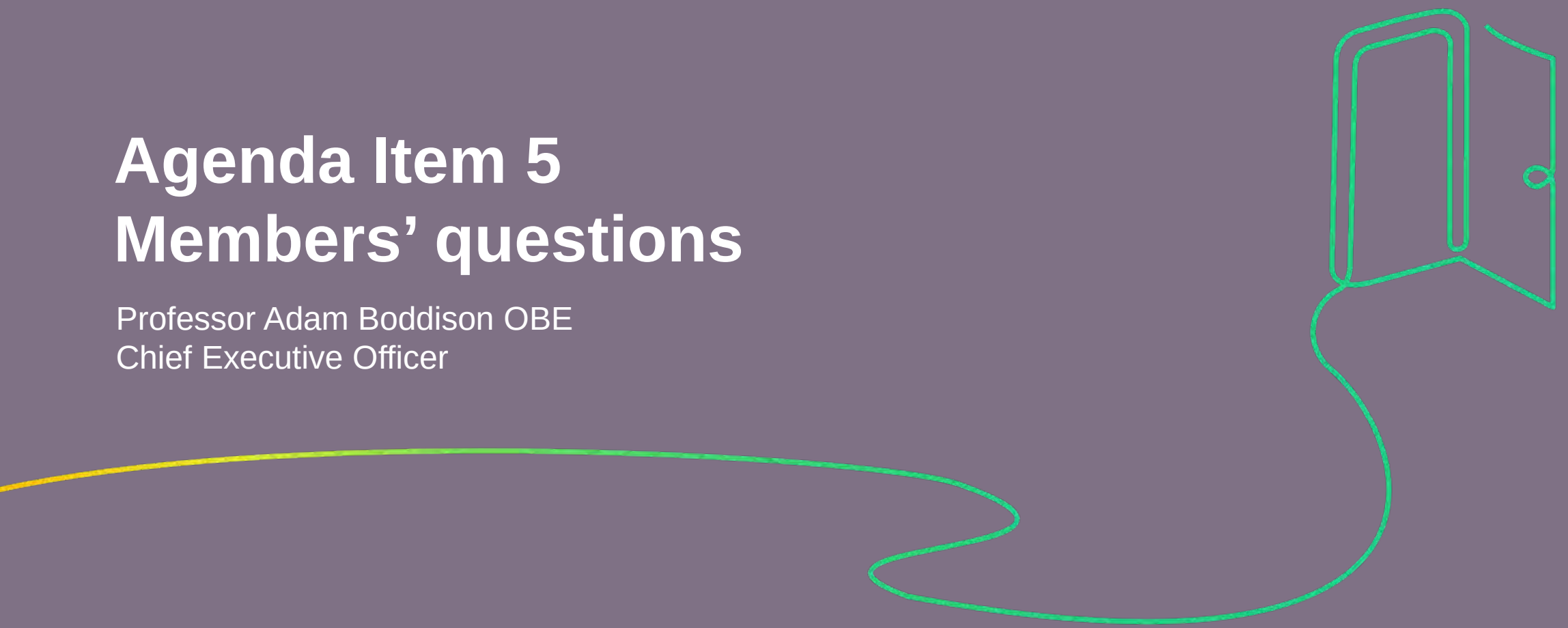
APM Election Results 2026

RESULT		2 to elect
Rachael KEEBLE	601	**ELECTED**
James WHITE	434	**ELECTED**
Nermeen LATIF	427	
Asari EGIGBA	381	
Isaac BAMFIELD	360	
Andrew FOX	344	
Irene MAPOSA	320	
Tunde AJIA	257	
Daniel KING	240	
Eamonn KELLY	175	
Finn Cho Dik LAU	157	
Martin PAVER (WITHDRAWN)	150	
Cesar RENDORA	148	
Shiraz AMMAN	110	
Gareth PUGSLEY	52	

Number of eligible voters:		17,382
Votes cast online:	2,313	
Total number of votes cast:		2,313
Turnout:		13.31%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		2,313

Agenda Item 5
Members' questions

Professor Adam Boddison OBE
Chief Executive Officer



Members’ written questions

Question from Tim Lyons

As an Interest Network Lead and a volunteer in other networks, I see first-hand how difficult it is for volunteers to devote enough quality time to volunteering. Naturally the day job has to come first, but I wonder if there is more the APM can do to persuade its corporate members to support and enable volunteering, and to recognise the value to their own organisation? This would come from the wider benefits of project skills to UK PLC and also the personal development of their employees.

We are extremely grateful for the time and expertise our volunteers give to APM and the important role they play in achieving our strategic objectives. We recognise that finding time to volunteer alongside work and other commitments can be challenging. Employer support is therefore important, and volunteering can benefit both employees and organisations by developing skills, building professional networks, sharing knowledge and bringing new learning and perspectives into the workplace.

To encourage our corporate partners to support employee volunteering, our Partnership Development Managers regularly highlight opportunities and their benefits. Our Volunteer Engagement team has also presented directly to corporate partners, and we have developed a presentation showcasing the range and value of APM volunteering, shared with partners and available through the Corporate Hub.

We also share volunteer testimonials, including videos and written stories on social media, showing what individuals have gained from volunteering and how it has benefited their professional roles.

An APM Corporate Advisory Group session focused on volunteering explored how organisations approach and value volunteering differently, and who currently benefits, or could benefit, from sharing their experiences beyond their organisation.

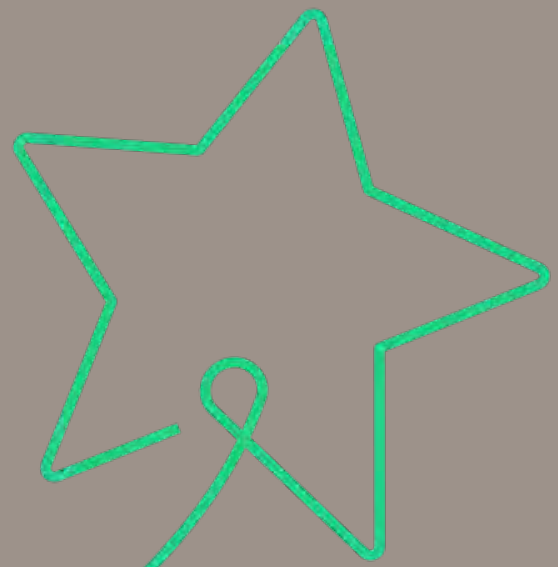
We plan to build on this through webinars for corporate partners, where respected professionals can share how their own volunteering, and that of their teams, has benefited their organisations.

Employer support can make a real difference to people’s ability to volunteer, and we will continue encouraging corporate partners to recognise and support its value. We also welcome suggestions on how we can encourage organisations to do even more.

Final thoughts and closing remarks

Dr Yvonne Thompson CBE, President

Amy Morley, Chair



Association for Project Management

Because when projects succeed, society benefits