

APM Members' Review 2023-24

Board Chair's report

Milla Mazilu, Board Chair

Reflecting on the past year, I have been delighted to see increased focus on recognising project success. It is important to celebrate the victories happening all around us, while also learning from the invaluable lessons hidden within the challenges. Our vision of a world in which all projects succeed depends on our ability to intertwine learning and success.

Over the past year, we have used innovative approaches to broaden our reach and make project management education accessible to a wider audience, expanding knowledge on the intricacies of the project profession to more individuals. Our Future Lives and Landscapes campaign underscored the social significance of projects for communities, while the APM Project Management Awards in November 2023 was a centrepiece celebration of excellence in our profession.

Collaboration has been crucial: we can maximise our impact by weaving ourselves into the wider fabric of the project profession. During the year, we signed formal agreements with other membership organisations and professional bodies. In June 2023, we extended a warm welcome to the Project Management Institute (PMI), whose representatives spoke at our annual conference. Our organisations continued working together through the year, including a joint celebration of International Project Management Day. These collaborative initiatives have not only strengthened our organisation but also contributed to the overall advancement of the project profession.

We have remained committed to providing value to both new and existing members. In February 2024, we announced a new version of our flagship Project Management Qualification, which is set to launch next autumn. Our community also continued to grow, with the emergence of a new branch in the Channel Islands, as well as numerous online and face-to-face events.

Volunteers have played a significant role in our success, contributing their time, enthusiasm, and expertise to create a vital and welcoming community. I would like to express my heartfelt appreciation for their dedication and commitment to our shared vision.

I would also like to express my gratitude to Sue Kershaw, our outgoing President. It has been an honour to work with Sue. Her steadfast dedication and relentless energy over the past five years have raised our profile and contributed to the overall growth and recognition of the project profession. Another person I would like to thank is Paul Chapman, APM's departing Vice President, who has also made a valuable and far-reaching contribution during his tenure.

I am thrilled to welcome Dr Yvonne Thompson as our incoming President. With an impressive background in a variety of industries, including media, marketing, PR, and business ownership, Yvonne brings a unique perspective that will enable us to tackle the challenges confronting our profession with confidence and innovation.

We will continue to build on successes, focusing on initiatives that promote learning, collaboration, and innovation. We're not only focused on the next 12 months; our sights are set on the next five years and beyond, pushing boundaries, questioning assumptions, and embracing new ideas.

The Association for Project Management is a vibrant, modern and inclusive association, and I am enormously excited about the future we are building together.



Milla Mazilu
Board Chair

Chief Executive's report

Professor Adam Boddison OBE, Chief Executive

Since I took on the role of APM Chief Executive three years ago, the world has seen continuous and accelerating change. APM knows it cannot stand still if it is to be an effective leader. That's why we've continued to listen, lead debate and set the standards for our profession.

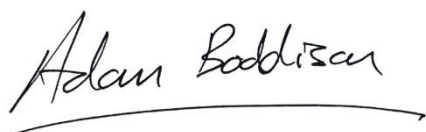
A key focus during our business year 2023/24 has been establishing Chartered Project Professional (ChPP) status as the expected global standard. We know there are well-established competitors operating nationally and internationally, so our approach has been one of collaboration. In early 2024 we announced a new pathway to gaining ChPP status that will recognise validated professional practice built globally through qualifications and experiences in other organisations, making chartered status accessible to more people. This new pathway will support that by enabling more professionals to attain this highly regarded standard and will give APM itself the opportunity to apply for recognised assessment of its flagship qualification, the APM Project Management Qualification.

Our drive to strengthen APM's international presence has continued. We held our first ever events in Ireland and the UAE, in December 2023 and February 2024, respectively. We now have more than 550 ChPPs based in countries outside the UK and are adding more each month.

Domestically, we've stepped-up our engagement with political activity in the UK. We now have a dedicated Head of Policy and we're taking part in more government consultations than ever before. We attended the party conferences of all the major UK parties in 2023, including hosting our first fringe events at party conferences. We also continued to strengthen our relationship with the Infrastructure and Projects Authority (IPA), the government's centre of expertise for infrastructure and major projects. This culminated in a report on AI and data analytics in government project delivery, produced in partnership with ourselves, the IPA and other expert organisations.

Another important step forwards has been reviewing our volunteering offering. This has involved extensive consultation with our existing volunteers, who dedicate their time to mentoring, education outreach and many other valuable activities. The outcome has been a once-in-a-generation change to our volunteer offering that will not only raise increase its visibility and accessibility, but also maximise opportunities for those interested in getting involved. Our ambition is nothing less than to deliver a golden era for volunteering at APM.

Finally, I would like to express my sincere thanks and gratitude to APM's departing President, Sue Kershaw, and departing Vice President, Paul Chapman. Both Sue and Paul have served APM and the project profession with tireless dedication and it is impossible to overstate the value of their contribution. APM's new President (commencing in July 2024) will be Dr Yvonne Thompson, who I know is keen to continue her predecessor's good work, while also bringing her own new ideas and perspectives to the table. I look forward to working with her in the year ahead.

A handwritten signature in black ink, reading 'Adam Boddison', with a horizontal line underneath.

Professor Adam Boddison
Chief Executive Officer

Objectives and activities

We are the only chartered membership organisation for the project profession in the world. Our activities - from qualification and networking, to research, resources and debate - build the profile the profession warrants, challenge the status quo where it matters and set the highest standards. In a complex world, we're helping the project profession deliver better.

Our vision and mission

Our vision expresses what we want to achieve and how the world will benefit when we do: "A world in which all projects succeed." We'll make this vision a reality by unleashing the potential of projects to make a positive difference in the world, and by helping people to understand how they can contribute. This is expressed through our mission: "To advance the science, theory and practice of project and programme management for the public benefit." This mission statement also serves as our charitable objective. As a charity, we exist to create public benefit through all that we do. This statement takes account of Charity Commission guidance on public benefit including *Public Benefit: Running a Charity (PB2)*.

Our values

Our values are the principles that drive our behaviours, providing a consistent standard between colleagues and towards our members and stakeholders. They are core to who we are and define ourselves as an organisation. They drive and characterise how we communicate in every way and we're proud of what they represent. We have four values, each with its own associated behaviours:

- **Progressive** - being Progressive is about approaching things with an open mind. We try to find the most creative way to get things done and we embrace technology, innovate and have a global outlook.
- **Thoughtful** - being Thoughtful is about listening and leading debate. We constantly evolve, share our perspective, and own our voice. We support the skills that go beyond project management process alone and are fundamental to success.
- **Warm** - being Warm is about championing diversity and inclusivity. We treat everyone with empathy and respect - however challenging the circumstances. We're also flexible, friendly and collaborative.
- **Excellent** - being Excellent is about our commitment to promoting the profession and raising its profile. We set the benchmark with chartered status and constantly challenge ourselves to improve by investing in our quality of thought, delivery, dialogue and services.

Our strategic goals

Our business year 2023/24 saw a continued focus on our strategy, [Delivering a Better Future](#). To achieve this strategy, we worked on the previously identified strategic themes that would enable us to further build on the successes of recent years, while also ensuring adaptability and resilience for the future. The strategic themes of *Delivering a Better Future* are:

- **APM provides leadership of the profession**
- **APM is a professional body for all project professionals**
- **APM identifies and enables the right skills for the project professional**
- **APM is an outstanding professional body**

These themes support our vision of a world in which all projects succeed and reflect our role as the only chartered membership organisation for the project profession in the world. By achieving these goals, more project, programme, and portfolio professionals can be at their best, and more projects will be delivered successfully. Underpinning these themes is the work we've undertaken across Diversity, Equity, Inclusion and Belonging (DEIB) and sustainability. They remain critical factors for us, and those we serve, which is why elements of DEIB, and sustainability now feature in our latest Competence Framework and Chartered Standard.

Creating public benefit

APM launched a campaign in 2023, [Future Lives and Landscapes](#), which highlighted the many ways that projects (and the people who deliver them) benefit society. As the chartered membership organisation for the project profession, the importance of creating public benefit is at the heart of what we do. We not only encourage and celebrate our members in creating public benefits through their work, but we also strive to create public benefit ourselves, in all we do.

The world faces unprecedented challenges, but projects represent the way those challenges can be overcome. Our work towards creating a world where all projects succeed creates public benefit in the following ways:

- **Setting leading standards** - we are making our respected Chartered Project Professional (ChPP) standard more accessible through the announcement of a new pathway towards gaining ChPP status.
- **Promoting and facilitating education** - we provide qualifications, events and free learning resources to project professionals at all levels. We also engage directly with schools, colleges and universities to encourage the development of project-related skills among learners, regardless of their preferred career path.
- **Raising awareness** - we work not to raise our own profile, but that of the profession we serve. Our chartered status brings enhanced respect to the project profession, while our commitment to celebrating success enables us to highlight the economic and social value of projects to a wide range of audiences.
- **Growing the talent pipeline** - we encourage organisations to invest in the professionalisation of employees who are managing projects, programmes and portfolios. We work with higher education institutions, training providers and employers to promote project management as a career of first choice and facilitate access to our qualifications.
- **Supporting research** - we work with leading experts to undertake research on matters relevant to our profession, bringing new insights to practitioners and academic circles. We also fund research by higher education institutions and present awards to recognise the contribution of academia to the art, science and theory of project management.

We work with politicians and the civil service, private sector businesses, and other membership organisations to raise awareness of the value of projects and to help establish practices that enable their success. Because when projects succeed, society benefits.

Achievements and successes

Providing leadership of the profession

Individual membership growth

We are pleased to report that over the past year we have achieved a 3.4% growth in individual memberships, ending the year with a total of 45,767 members.

Corporate growth

Corporate membership grew 6.6%, reaching a total of 471 organisations by the end of the financial year.

Research

Our research programme continues to develop knowledge across a wide range of topics and sectors. We published one main piece of research, along with hosting a roundtable, and publishing 11 bitesize research blogs during 2023/24. Outputs include:

- [Developing Effective Interventions for Gender Equality in UK Construction Project Organisations](#) - this report, developed from our research fund in March, was authored by Dr Sara Hajikazemi, Dr Giorgio Locatelli, and Dr Kate Lawrence. It focused on identifying and evaluating the effectiveness of different types of Gender Equality Interventions implemented by construction project organisations in the UK.
- **Future of sustainability in projects** - we hosted a roundtable in October as part of our Fellow's Forum event. It was led by Professor Graham Winch and Dr Eunice Maytorena-Sanchez from Manchester Alliance Business School, who led a discussion with delegates on harmonising energy and the environment. It raised awareness of issues relating to reaching net zero, and the challenges that arise in the process.

Along with publishing research, three new studies were awarded funding from the APM Research Fund. These covered important topics such as sustainability, neurodiversity, and the development of project management. Summaries for these funded studies can be [found on our website](#).

- **Digital Transformation in Public and Private Sector Project Management** - will explore the influence of digital transformation on the project management field, particularly in the context of the evolving AI-driven economy in both public and private sectors.
- **Successful Integration of Agile Project Management in the Context of Sustainability** - the intersection of agile project management, artificial intelligence (AI) tools, and sustainability initiatives is a topic of significant interest in the field of project management.
- **Promoting Neurodiversity: Unveiling Barriers and Enablers in the Project Management Profession** - this research will investigate the underrepresentation of neurodiverse individuals in project management roles and explore potential strategies to address this issue.

Advocacy

A new competence framework that applies to the management of projects in the built environment, which we assisted in developing, launched in January 2024, following changes in the previously introduced Building Safety Act.

This act was introduced in response to the learnings from the Grenfell Tower tragedy of 2017. This new framework will have significant implications for project professionals working in the built environment. We're proud to have played a pivotal role in shaping these changes, to ensure project professionals have a clear understanding of how safer buildings can be created.

Collaborations

Community and collaboration are at the heart of APM; we believe that communication and teamwork are key to progressing and supporting our value of excellence. Some of our highlights from the year include:

- **Chartered Institution of Civil Engineering Surveyors (CICES)** - in February 2024, we signed a memorandum of understanding (MoU) with the CICES. The goal is to provide a basis for joint action in areas of common interest to those in the project management and civil engineering surveying industries, as well as the general public. This will also encourage an ongoing constructive dialogue between the two organisations and the MoU will foster increased cooperation on matters of interest and future collaboration on areas such as policy initiatives.
- **Green Project Management (GPM Global)** - also in February we announced our partnership with GPM Global, marking a commitment between both of our organisations to use our strengths and resources to advance sustainable and regenerative project management practices. This partnership agreement will help both of our organisations to further our objectives around sustainability through joint efforts, research initiatives, workshops and more.
- **Infrastructure and Projects Authority (IPA)** - between June and July 2023 we jointly exhibited at Civil Service Live - the government's annual staff learning conference - with the IPA to engage and support project professionals within the civil service. These events provided project professionals with the opportunity to participate in interactive workshops, listen to expert panel discussions, develop learnings and grow their connections.

A professional body for all project professionals

Leading discussion and debate

Events

Reaching out to our members and spreading our knowledge is a key part in contributing to our thoughtful and progressive values, which is why we place such importance on the events we run through the year. Some of the key and most impactful events that we ran in 2023/24 included:

- **'Change Changes' conference** - our annual June conference, this year titled 'Change Changes,' showcased our campaign about the social value of projects, Future Lives and Landscapes. Sessions at the conference discussed themes relevant to the campaign and included 'Projects as drivers of social benefits' and 'Where do we go from here?', which delved into the future of social value projects and the profession as a whole. A panel discussion was also held as a deep dive into APM's recent research into social benefit projects in the UK.
- **Women in Project Management Conference** - hundreds turned out for our annual event, held in Central London during September, to be part of the discussion on a wide range of issues relevant to women in project-related roles. Our 2023 Women in Project Management (WiPM) event focused on the theme of 'Pathways to Progression'. It featured a programme of renowned project experts, business leaders, authors and academics who led discussions on emotional intelligence, strategies for career progression, managing stress, leadership, and much more.

Webinars and podcasts

Webinars and podcasts were a big part of our 2023/24 strategy and helped to engage with our branches and Specific Interest Groups (SIGs) to provide thought provoking conversations and up-to-date content. Several of our webinars also covered emerging technologies or provided advice for project managers. Webinars we held during the year included:

- **Artificial Intelligence in Projects** - this webinar explored how AI is currently being used in project and programme management, and how organisations are gearing up for its adoption.
- **Navigating Difficult Conversations on Projects** - this session provided valuable insights and actionable strategies to empower project leaders to navigate such challenging conversations effectively. Our expert speakers shared practical tips on how to approach these situations with confidence, ensuring the best outcomes for the project and colleagues.

We also wanted to make our learnings available on the go, specifically with our podcasts. We covered a variety of topics, with discussions of new and rising technology, sustainability, data analytics and more, all created to bring the most relevant information to project managers and keep them up to date with future-thinking insights. Here are two which we are especially proud of:

- **National Trust** - in our three-part series on the National Trust, an APM Corporate Partner, we found out how the charity has brought project management close to its organisational heart.
- **What Artificial Intelligence means for the future of project management** - we met with three project professionals with a deep interest in AI to consider what impact this technology is having on projects, what it might hold for the future, and what project managers should be doing to adapt to this brave new world.

Reports, white papers and case studies

The project profession is constantly evolving, so we place a strong emphasis on promoting the latest information and thought-leadership. Alongside our academic research programme, we also conduct regular surveys, develop resources and share real-world learnings to keep project professionals up-to-date with bleeding-edge theory and emerging good practice. Among our outputs during the year were:

- [Grand Challenges and Disruptive Technologies in Major Programmes](#) - ahead of our Fellows' Forum event in October, we conducted a poll of project professionals in the UK on the impact of AI on their roles. From this inquiry, we discovered that participants expressed optimism for the potential of AI to drive positive change. Subsequent discussion reinforced the need for project data analytics — the use of past and current project data to enable effective decisions on project delivery — to become a more fundamental part of a project professional's skillset.
- [Finding and Incorporating Social Value into Projects](#) - this document answers some of the most frequently asked questions on incorporating social value in projects, providing practical advice from APM's 'Change Changes' conference.
- [AI in the Project Profession](#) - we produced a series of case studies looking at how organisations are adopting and using AI in their operations. These were produced in collaboration with respected organisations such as Network Rail, Gleeds and MIGSO-PCUBED.

International and community growth

We worked to grow awareness of APM and our professional community internationally, to help as many projects as possible to succeed wherever they take place in the world. The key highlights from 2023/24 were:

- **Hosting our first event in Ireland** - project professionals from a wide range of sectors attended an event in Dublin in November titled 'Building a World-Class Project Profession in Ireland: Challenges and Opportunities'. The event allowed participants to present their ideas on the future of project management. Topics discussed included how APM and Ireland's government can support one another to help projects succeed in the country, including through resources such as APM training, qualifications and chartership – and progressing the awareness of the project profession in Ireland.

- **Hosting our first event in the UAE** - we had the pleasure of hosting our first ever event for the project profession in the Middle East. The event, held in the United Arab Emirates (UAE) in February 2024, provided the opportunity for project professionals in Dubai and the surrounding areas to network, learn about APM, discuss the benefits of ChPP status, as well as hear from industry experts on the latest trends and challenges in the profession.
- **We established a new branch in Channel Islands** - we announced in May 2023 the launch of a new branch in the Channel Islands, which is bringing together the local project community so that people can network, learn and share knowledge. APM's Channel Islands Branch will support the project profession locally, raising awareness of project management, training and development. It will also work with local businesses and service providers to encourage them to put employees forward for APM qualifications and, ultimately, ChPP status.

Identifying and enabling the right skills for the project professional

Qualifications taken

A total of 25,053 APM exams were sat last year - the most ever in a single year. This emphasises the continual growing demand for development opportunities across the profession.

New Project Management Qualification introduced

In February 2023 we announced the introduction of a new version of our flagship APM Project Management Qualification. Exams under the new qualification will start in September 2024. The rigor and robustness of the qualification remains the same, targeted at those who have two to three years of experience in a project environment or with a project management focused degree.

The launch followed a wide range of consultation, research and insights gathering, including the largest pilot of a new qualification run by APM to date. It features a new exam format that focuses on the assessment of a candidate's project management knowledge through four new question types that are designed to be accessible and to minimise barriers particularly for neurodivergent candidates, and those who have English as a second language.

Chartered Project Professional (ChPP) numbers

Over the course of 2023/24, 773 people were awarded chartered status, signalling a significant milestone as the total number of ChPPs nears 3,500.

New pathway to chartered announced

A new pathway towards gaining ChPP status was announced in January 2024, set to be introduced in September 2024, continuing our drive to ensure that the project management profession has a standard that is accessible and recognised globally as the required benchmark for project professionals to achieve.

National Apprenticeship Week

Educational outreach has long been a priority for APM. We continued our work to engage with students and young people throughout 2023/24. In total, we delivered 64 events at 25 venues, attended by more than 3,500 school and university learners. These events were delivered with the support of APM volunteers.

We were also proud to support National Apprenticeship Week during February 2024, with the theme of 'skills for life' We published [a new dedicated page on our website](#) and shared success stories, useful information and [new insights](#) on how apprenticeships can benefit the project profession

An outstanding professional body

For the second year running we achieved a **two-star Best Companies** rating. This represents an 'outstanding' level of workplace engagement. The Best Companies score is an accreditation framework for employee engagement, identifying the very best companies to work for in the UK.

We want our people to thrive. During 2023/24, we focused on growth opportunities by introducing a coaching culture and a revamped performance management approach with a new look at talent management.

Coaching is giving people the opportunity to focus on what they want and how they will get there, while fostering personal and professional development. We'll continue to build on this important initiative during 2024/25. Meanwhile, our performance management approach has shifted towards continuous improvement, emphasising strength-based conversations over rigid individual objectives. This approach is encouraging ongoing development and collaboration.

Wellbeing continues to be a priority. Our recent wellness week enabled staff to down tools and prioritise their physical and mental health. Furthermore, our efforts to support diversity, equity, inclusion, and belonging (DEIB) have been bolstered through additional training for our menopause and DEIB champions. Equipped with enhanced knowledge and skills, they will continue to drive these vital initiatives forward.

Environmental, Social and Governance (ESG)

Carbon Audit

We partnered with carbon solutions company Auditel to deliver on our objective of becoming carbon neutral with the longer-term objective of reaching net zero. They reported that in 2022, APM's total carbon footprint for 2022 was low at 217.24 tco2e (metric tonnes of carbon dioxide equivalent), with 92% of emissions arising from scope 3 as defined under the Greenhouse Gas Protocol. We are exploring ways to reduce this still further.

Our Chief Executive, Professor Adam Boddison OBE, spoke about our goals, stating: "Projects and the people who deliver them are at the heart of the fight against climate change. As the chartered membership organisation for the project profession, APM understands the urgent need for coordinated action by project professionals across all sectors to address and minimise the impacts of the climate crisis. We're supporting this through our professional development offerings, as well as our research, which are not only helping climate-related projects to succeed, but also helping our profession to become more sustainable itself. We also believe in leading by example, so that we can set the highest standards and help our profession deliver better. That's why we've made a commitment to become carbon-neutral - in line with government timeframes, if not sooner."

Social value of project (Future Lives and Landscape)

A key focus for the year was on social campaigning for the continuous development of the project management sector, as driven by our goal of providing leadership through the project profession.

Our *Future Lives and Landscapes* campaign helped us to understand the current and future landscape for the projects and programmes that create social benefits in the UK, so that projects will help people live a longer, more fulfilling life, improve their living standards, improve their well-being, enhance social equality or reduce geographic inequality.

We partnered with research company Censuswide to survey 1,000 project professionals in the UK who are working on projects intended to deliver a social benefit. Their answers gave us an insight into the current delivery environment for social benefit projects across the country and helped us to answer the questions we had. We [posted the results on a webpage](#) to share the knowledge.

Equality, Diversity and Inclusion

- **Women In Project Management (WIPM)** - our Women in Project Management Campaign concluded in May 2023. This multi-media campaign aimed to increase the number of women considering project careers and highlight issues relevant to women in the profession. The campaign gained more than 150,000 impressions on social media and led to an increase in known female members of more than 11%. We brought this to life through a curated panel of female experts from across the project profession to discuss flexible working, career progression, gender parity, perceptions around discrimination and more. The campaign was shortlisted at the Association Excellence Awards in July 2023 in the category for 'Best Awareness Campaign or Advancement of a Cause'.
- **Black History Month** - as part of Black History Month (October 2023) we explored themes around diversity and inclusivity within the project profession, and the tangible benefits they can have. We achieved this in part by running the event 'Accelerating Black Inclusion II', to build on the success of the previous year's event, timed to coincide with Black History Month.
- We also published a series of articles during the month that explored issues relevant to the Black community within our profession. We spoke with Professor Chris Jackson, Director of Sustainable Geoscience at Jacobs, about the people who have inspired him in his career and the importance of mentoring for young project professionals of colour. Additionally, we spoke with Irene Maposa, Chair of the Women in Project Management Specific Interest Group, about her vision for the future of the group.

Thank you to our volunteers

Our volunteers were a huge part of our success during 2023/24, contributing to blogs, [publications](#), and online and [face-to-face](#) events. We are immensely grateful [to them for sharing their expertise with us, our members and the project community](#). Their diverse range of experience, insight and knowledge help us share and promote growth within the project management profession.

Each year in November we host our annual Volunteer Achievement Awards. These recognise and reward the invaluable contribution that volunteers make to the success of the organisation and the wider project profession. Trophies were presented to winners in six categories:

- **Branch of the Year** - South Wales and West of England Branch
- **Specific Interest Group (SIG) of the Year** - Women in Project Management (WIPM) SIG
- **Education Volunteer of the Year** - Steve Walters
- **Volunteer Event of the Year** - Portfolio Management SIG conference 2023: Futureproofing: successful portfolio leadership and management in uncertain times
- **Volunteer of the Year** - Shirley Conway
- **Special Achievement** - David Pearce (posthumously)

The time our volunteers dedicate to APM and the range and breadth of activities they help us deliver is a huge factor in our success, and the future success of the project profession. For this, we are grateful.

Sarah Slater, Senior Volunteering Manager at APM, said: "We're extremely grateful for everything our volunteers do, in support of APM and the wider profession. Their dedication and passion truly make a difference and I am in constant admiration of the amount of time and energy they put into all that they do, whether that be driving our new Interest and Regional networks, organising events, mentoring or publications, to name just a few. Thank you to all our amazing volunteers for your hard work and generosity, it does not go unnoticed."