

POLICY MANUAL
International Association of Business Communicators
Approved by the International Executive Board on 5 February 2026
Most recent earlier changes approved 14 April 2021

Introduction

The role of leaders in the International Association of Business Communicators (IABC) is to maximize the contribution of members to the profession through advancing the mission and vision of the association.

This manual is for leaders at the local, regional or international level. It is in addition to the many resources available to you on the [IABC Leader Centre](#).

Specifically, this Policy Manual serves to clarify procedures and policies that support the [Association's Bylaws](#). This document does not repeat the content of the Bylaws, but serves to provide more specificity in support of the Bylaws and is a companion piece.

The International Executive Board (IEB) approves the Policy Manual, and an updated version is made available at the IEB's direction.

We're grateful for your leadership, service and dedication to our IABC. It is an exciting time to be part of the association as we seek to advance the profession.

On behalf of the International Executive Board – and with thanks,
Your IABC 2025-2026 Chair & Executive Director



Anuja Kale Agarwal
IABC Chair

Peter Finn
Executive Director

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SECTION I: MEMBERSHIP

IABC membership includes the following categories, as outlined in the Bylaws: Professional Members (including Plus, Retired, 500 Club, Sustaining, and Fellows Members), Student Members, and Affiliate Members. The following information supplements the Bylaws, which lists all membership categories. Current membership benefits are outlined on the [IABC website](#).

IABC memberships are held by individuals, not organizations, and include:

- A. **Professional Members.** Professional Members include professional communicators, educators, consultants, and other professionals in the communication field; plus, the membership types outlined below, and others as may be designated from time to time by the IEB.
 1. **Plus Membership.** This membership is available to individuals who are interested in a Professional membership with additional benefits included in their annual membership. Plus members pay Chapter and Regional dues annually if applicable.
 2. **Group Membership.** For smaller teams of 5 or more, the Group Membership program offers the option of a group discount on IABC Professional membership for company teams. Group members receive 15% off international dues and pay Chapter and Regional dues annually if applicable.
 3. **Retired Membership.** This membership shall be available to individuals who have been Professional Members for at least five years and who are generally considered to be retired, provided the individuals are at least 60 years old. Retiree members do not pay Chapter or Regional dues.
 4. **500 Club Membership.** The 500 Club was launched in 2001 for 500 members in good standing who bought a lifetime membership as outlined in Section E, Dues and Fees. 500 Club members are exempt from paying International and Regional dues but must still pay Chapter dues annually if applicable. These members are considered Professional Members of the Association. The 500 Club is not accepting additional members.
 5. **Sustaining Membership.** Sustaining Membership was launched in 2021 and opens annually each December for members in good standing for those interested in a long-term membership (10 or 20 years) while also supporting the association. Similar to 500 Club members, sustaining members are exempt from paying International dues, but must still pay Chapter and Regional dues annually if applicable.
 6. **Fellows Membership.** The IABC Fellow designation is an award bestowed annually, to up-to-five IABC members. Fellows through to the Class of 2016 were granted lifetime membership in IABC. However, those who receive the Fellow Award thereafter (Class of 2017 onward) shall be required to pay International, Region, and Chapter dues as applicable.
- B. **Student Memberships.** Full-time students of colleges, universities, and other educational institutions shall be eligible for student membership. This membership shall also be available to part-time students who are working toward a degree, but who are not presently engaged in the communication profession. Students do not pay Regional dues. Chapter dues are determined by individual chapters.
- C. **Affiliate Members.** The IEB may establish affiliate membership, based on membership in Affiliate organizations, as set forth in the Bylaws, and other categories of membership, as the IEB may designate from time to time.
 1. **Lite Membership.** Lite Membership was launched in 2025 for members interested in an entry-level membership. Lite membership includes basic member benefits. These members pay \$10 USD in chapter dues and \$5 USD in region dues and are considered affiliate members of the Association.

- D. **Corporate Memberships.** IABC's corporate memberships are generally built on a package, rather than a group discount model. Corporate membership packages offer a fully integrated solution for employee learning and development with an expanded suite of professional resources, education, insights and business networking, connecting an entire communication team to the insights and people that drive business results. Further information on corporate membership packages can be found [here](#).
- E. **Dues and Fees.**
1. **Membership Year.** The IABC membership year shall be a 12-month period or as defined by the Membership Committee and approved by the IEB.
 2. **Dues Amounts.** Annual dues for IABC members shall be recommended by the Secretary/Treasurer, for IEB approval. Effective dates for any changes will be outlined by the IEB in its vote.
 3. **Foreign Currency Rates.** IABC dues in Canadian and Australian dollars are charged according to the exchange rate at the time of the transaction.
 4. **Purchasing Power Parity.** The IEB encourages international diversity by adjusting dues outside the United States to better reflect the purchasing power parities of local currencies. A tiered structure, which will be reviewed for guidance on adjusting dues. The Secretary/Treasurer will provide a review of the tiered structure and recommend any changes to the IEB.
 5. **Non-Payment of Dues.** IABC services shall be terminated for members whose renewal dues have not been received at the Global Centre by the last day of the membership period, unless IABC determines to implement a grace period or similar membership opportunity.
 6. **Membership Period.** Membership shall continue for the period for which dues are paid. In as much as IABC is an organization of professional communicators, membership is considered to reside with individuals, not organizations. However, any employer who paid the dues for a former employee may, upon request, be entitled to an individual membership at no cost for the employee's replacement for the balance of the period for which dues have been paid, if more than three months remain on said membership. The former employee shall retain their membership for the balance of the period for which dues are paid.
 7. **Refund Policy.** No dues shall be refunded to any member whose membership terminates for any reason.
 8. **Joining Multiple Chapters.** Members wishing to join more than one chapter may do so by paying the chapter dues for all chapters of interest.
 9. **500 Club Dues.** 500 Club members paid dues of US \$1,000 or its equivalent, one time, entitling the 500 Club members to all Professional Member benefits. Annual dues must still be paid to the member's Chapter, if applicable. The 500 Club is now closed.
- F. **Statement of Policy on Full Partnership.** Communication professionals who are not members may participate in the Association's activities for fees determined by the Chapter, Region, or IEB, as appropriate.

However, those who vote or influence the Association's policies or procedures and those who receive advantages from the use of IABC's name, must be members of the Association, as defined in the Bylaws.

For these reasons, there is no provision for "local-only" membership. Any Chapter with local-only members are in violation of this Policy and will be subject to revocation of its charter. In addition, all members are automatically members of a Region, depending on their location, and are required to pay dues established by the Region, except as otherwise stated in Bylaws or these Policies.

SECTION II: ORGANIZATIONAL STRUCTURE

A. Regions

1. **Region Function.** IABC shall be organized by geographic Regions, which are designed to facilitate communication between members, Chapters, and the IEB. IABC's Regions will at a minimum fulfill the roles that are outlined in IABC's Bylaws, Policy Manual, the Regional Affiliation Agreements and:
 - Serve as the coordinating body for activities, needs, and issues within the Region.
 - Provide support and services for Chapter leaders, Communities, and take ownership of Members-at-Large within Regions.
 - Produce and execute an annual plan to promote Region growth.
 - Consolidate issues from Regions, communicate them to the IEB, and provide feedback and information on issues under consideration by the IEB.
 - Serve as the link among members, Chapters, Regions, Communities, and the IEB through the participation of Region Past Chairs on the IABC International Executive Committee.
 - Provide a forum for sharing best practices among Chapters in the Region.
 - Elect a Region Chair through the International Board Nominations process.
 - Elect appropriate leadership through a transparent open call that allows all regional members the opportunity to participate and apply.
 - Promote business communication ethics aligned with the IABC Code of Ethics.
 - Promote diversity and inclusion and the code of conduct to create representative boards and safe spaces for all members.
2. **Region Constituents.** Regions serve the following principal constituencies:
 - a. **Chapter and Region leaders.** Regions serve Chapter leaders by facilitating the exchange of information, ideas, and resources throughout their Regions, and by providing leadership training.
 - b. **Members of the Region.** Regions serve their members by developing the communication, leadership, and management skills of Chapter and Region leaders; representing member interests at other levels of the Association; and promoting professionalism through programs offered in Chapters, in their Region, and in conjunction with other IABC Regions.
 - c. **IABC IEB and the Association at Large.** Regions serve the IABC IEB and the Association at large by encouraging Chapter and Region leaders to take part in policy development at all levels of the Association; ensuring a timely and consistent flow of information and ideas between Regions and the IABC IEB; and helping to identify a pool of qualified, dedicated leaders to serve the interests of the Association at large.
3. **Chapter Alignment.** The geographic area served by Regions shall be defined and revised, as needed, by the IEB. If a Chapter or Chapters in one Region want to align with another Region, the following procedure shall be used:
 - The Chapter contacts its current Region (e.g., the Region Chair or Chapter Liaison) to discuss the reasons for making a change.
 - The current Region representative discusses the potential change with the new Region and comes to agreement on the change.
 - The current Region forwards the request to the IEB through the Region's Board Liaison or other appropriate means in the form of a motion presented to the Board.
 - The IEB, in accordance with IABC Bylaws, will make the final decision about any realignment requests.

4. **Region Organization.** Regions shall have supervision, control, and direction of the affairs of their Regions through the Region Board, which shall consult as a body on affairs, activities, needs, and problems of Chapters and members within the Region. Roles and responsibilities of the Region Board are defined in IABC Bylaws and Policies and in Region Bylaws and Policies. The Region Board may organize itself in the manner deemed best suited to carry out its duties, provided the resulting organization conforms to IABC Bylaws and the following criteria:
- Each Region Chair shall serve and represent the interests of the Region on the IABC Nominating Committee. The Nominating Committee will meet to determine the IABC IEB slate of officers and other committees as assigned.
 - The Region Board shall consider recommendations and suggestions submitted by Chapters and individual IABC members within the Region. It may formulate a Region recommendation or suggestion to be presented to the IABC Council of Regions and/or the IABC IEB. The Region Board shall also set policies regarding quorums and voting, and other policies necessary to accomplish its purposes.
 - A petition signed by 25 percent of a Chapter's Professional Members, or by a minimum of 50 Professional Members, or by five percent or more Professional Members throughout a Region, or by a majority of the Region's Members-at-Large, shall be moved from the Region Board and must be considered and approved by the IABC IEB.

The Region Board shall report the full list of its Board to IABC Global Centre, as well as the names of any Region At-Large representatives and Region committee chairpersons. While the initial responsibility rests with the Chapter, the Region Board shall also help collect the names of all Chapter officers, whenever the Chapters elects officers, or when there is a change in a Chapter's officers, and report that information to IABC Global Centre.

B. Chapters

1. **Chapter Function.** An organization of communicators meeting the membership requirements of IABC may be approved as a Chapter by the IABC IEB, provided that the group has met all of the requirements for Chapter formation, including having a minimum viable number of members according to geographic situation and a Board of Directors at the time the charter is issued. Information about chartering an IABC Chapter is available from IABC's Leader Centre.

Individuals wishing to form a Chapter must obtain the support of their Region Board, which can then recommend that the IEB approve the group as a developmental Chapter. Each Chapter may organize itself in the manner deemed best to serve its members, provided the resulting organization conforms to the following criteria:

- The Chapter complies with all provisions of the IABC Bylaws and Policy Manual.
- The Chapter selects one Delegate and one Alternate from among the Chapter President, Past President, and President-Elect to cast its vote on IABC issues.
- All Chapter officers shall be Professional Members of IABC.
- The Chapter shall make appropriate use, as deemed by the IABC IEB, of services and resources provided by the Association. In this regard, IABC recognizes the value of sponsoring or otherwise supporting, with other communication, public relations, and similar organizations, occasional joint programming and seminars that contribute to the mission of the Association.
- The Chapter Board shall report the full list of its Board, as well as the names of any committee chairpersons, to IABC Global Centre, within the deadline specified by IABC Global Centre.

The Chapter, however, shall not enter into any permanent or regular alliance with another communication, public relations, or similar organization that would provide or appear to provide, the resources of the Association on an ongoing basis to individuals who are not members of IABC.

2. **New Chapters.** The formation of New Chapters will require the approval of the IEB and following approval enter into a developmental phase for up to two years. Developmental chapters must have at least 15 members and a board of directors with at least three (3) officers. During the developmental phase, Chapters will not have voting rights. Developmental Chapters will be required to increase membership, recruit and retain a Chapter Board, and provide services for their members. Details on the developmental phase and receiving a Chapter charter are published in the Guidelines for Chartering Chapters, available from IABC Global Centre.

Upon completion of the developmental phase and acceptance by the IEB, each Chapter will receive a charter, signed by the IEB Chair, as evidence of membership in the Association. The IEB may, in exceptional cases, grant a charter to a developmental chapter prior to two years if the developmental chapter has met or exceeded the requirements of a developmental chapter, and there is clear indication that this successful trend will continue.

3. **Probationary Status.** A Chapter that fails to maintain the minimum of 15 Professional Members may be placed in a probationary status for a period of one (1) year by the IEB. If the Chapter is placed in a probationary status, the Chapter will forfeit its voting rights, and individual IABC members will be considered as Members-at-Large of the appropriate Region for voting purposes. The Chapter will have 60 days after notice of probationary status to deliver a revitalization plan to the IEB. Membership totals shall be reviewed periodically by the Chapter President and staff at IABC Global Centre, and probationary status may be lifted after one (1) year when Chapter membership meets or exceeds 15 Professional Members. If the Chapter has not reached the threshold of 15 members after the 1 year probationary period, the Chapter will be converted into an IABC Community.
4. **Inactive Status.** The IEB holds the discretion to determine whether a chapter has become inactive. When a Chapter becomes inactive, all funds in the Chapter's treasury revert to the IABC Global Centre or Region, as per the chapter bylaws. The IEB will then determine how these funds will be designated and used for member initiatives.
5. **Failure to Comply.** Any charge of failure of a Chapter to comply with the IABC Bylaws and Policy Manual shall be handled in the following manner:
 - Chapters not in compliance shall be so advised by the Region Chair or an IEB member.
 - If the non-compliance is not corrected, the Region Chair or IEB member shall present the charges at a hearing before the IEB, having notified the Chapter Board in writing of the charges and the hearing, at least 30 days prior to the hearing.
 - At the hearing, any members of the Chapter shall have the right to address or otherwise provide remarks, information, and supporting documents to the IEB concerning the charges. A two-thirds vote of the IEB shall be required to terminate or suspend a Chapter's charter for non-compliance.
 - The Region Chair or IEB member shall notify the Chapter, each of its members, and the Region Board of the IEB's action.
 - Any Chapter whose charter has been suspended or terminated may be reinstated by a two-thirds vote of the IEB.
6. **Resolving Chapter Issues.** IABC members are encouraged to resolve Chapter problems at the Chapter level, in accordance with the Chapter's governing documents. Having exhausted all means of appeal at the Chapter level, the member(s) may appeal to the Region Board, provided the appeal is in writing and is signed by at least 20 percent of the members of the Chapter in question. The Region Board shall investigate the appeal and shall, within 30 days after the date of the appeal, make a decision concerning the appeal.

An appeal of a Region Board's decision must be submitted in writing within 30 days of that decision to the IEB Chair by a Chapter Board or by the original petitioners. The IEB shall review the matter; they may delegate this responsibility to the Executive Committee which will make recommendations to the IEB. The IEB's decision, by a two-thirds vote, shall be binding on the members, Chapters, and Regions involved.

C. **Communities**

A Community may be formed by two or more members and sponsored by the IEB, Region or Chapter. The Community will have the flexibility to choose a governance and administrative structure suitable for their size and scale. Financial and legal administration for the Community may be done at the Region or International level. Communities are not required to have a board but have the flexibility to have one if desired. Communities may be converted to Chapters if they meet the requirements outlined in starting a new Chapter. Communities are encouraged to focus on the following:

- Ideate, develop, and offer local networking and professional development activities.
- Provide opportunities for volunteer recruitment. Work with Region to establish annual budget for their community and have access to funds in local currency.
- Develop revenue opportunities at the local level in partnership with the Regions and International.

D. **Student Chapters.**

IABC Chapters may organize student Chapters, as entities of the local Chapter, when sufficient interest, as approved by IABC staff, has been indicated by students and faculty advisors.

In the absence of a sponsoring local chapter, student chapters may also be established at colleges or universities where a faculty member is willing to serve as the chapter's advisor.

Student chapters must have at least 10 members with a board consisting of at least a President and Membership Chair.

E. **IABC Foundation**

1. **Scope.** The IABC Foundation is a charitable, 501(c)(3), not-for-profit organization, which is under the auspices and control of IABC, as defined in Section 509(a)(3) of the Internal Revenue Code.
2. **Mission.** The mission of the IABC Foundation is to generate resources to fund IABC strategic initiatives in line with IABC's purpose and to demonstrate the power of professional communication as a force for good in business and society.
3. **Staff Support.** The Executive Director of IABC and staff will provide support and operational functions on an as needed basis for the Foundation.
4. **Structure.** Other structure and committee arrangements in support of the Foundation mission are at the discretion of the Foundation Chair and Board of Trustees.
5. **Governance.** The IEB shall serve as the Foundation's Board of Trustees. The IABC Foundation shall maintain Bylaws and a Policy Manual to help it carry out its mission. Amendments to the Bylaws of the IABC Foundation must be approved by a majority vote of the delegates to the Annual General Meeting.

F. **Meetings of Members and Voting**

When the IABC Bylaws provide for a ballot, the subject(s) of such ballot must be provided by mail, telephone call, or email at least 14 days prior to the deadline established for the receipt of all ballots.

SECTION III: INTERNATIONAL EXECUTIVE BOARD

A. Board Roles/Responsibilities.

The IEB is the governing body of IABC and is accountable to the members. The IEB shall have supervision, control, and direction of the affairs of the Association; actively pursue the Association's mission; determine its policy within the limits of the law, Bylaws, and Articles of Incorporation; uphold the IABC Code of Ethics for Professional Communicators; and supervise disbursement of funds. The IEB develops the strategic plan and direction for IABC under the guidance of the IABC Bylaws approved by the IABC membership.

1. **Confidentiality.** Confidentiality of Board information is of utmost importance. To encourage the free flow of information and discussion necessary to ensure well-informed decisions, Board members are expected to retain in strict confidence all Board discussions and information provided as background for decisions -- sharing only decisions and results of Board meetings at such time it is determined by the IEB and/or Executive Director to make such information public.
2. **Attendance.** Any Officer or Director, who misses three consecutive meetings, in any combination of face-to-face, or conference-call meetings, will be referred to the Chair for review and consideration for removal from the IEB. The final decision on Board removal is to be made in consultation with other Board officers and the IEB member in question.

A board orientation meeting is scheduled annually. All incoming and current board members are required to attend regardless of previous board experience.

Board meetings are the ultimate venue for executing the responsibilities of oversight and strategy. The IEB have adopted a consent agenda policy to facilitate board focus and create space for strategic discussion on the organization's most pressing issues.

More information on Board Competencies and Board Expectations may be found in Appendix E - Board Roles and Responsibilities.

B. International Executive Board Nominations

1. **Nominating Committee.** The Nominating Committee will meet to determine the slate of directors for the next administrative year.

Any Nominating Committee member, who also is a candidate for the IEB or an officer position, shall excuse themselves from the duties of this committee.

Should a Nominating Committee delegate be unable to serve; the Region may appoint an acting officer of the regional board or a past regional chair as a proxy.

The current Region Chair must inform the Nominating Committee Chair and the Executive Director in writing of any replacement delegate 30 days in advance of the Nominating Committee meeting. In the event of emergencies, the Alternate shall be announced in writing to the Nominating Committee Chair and the Executive Director as soon as possible.

2. **Slate of Nominees**

Nominations will be formally offered to each nominee before the slate is presented for Board approval. The Nominating Committee shall present its slate to the IEB for its approval at the next IEB meeting following the Nominating Committee meeting. Copies of the slate, to include the current Vice Chair, who automatically succeeds to Chair, will be delivered to all Chapter Presidents, Delegates, and Alternates at least 21 days in advance of the Annual Meeting, as part of the Annual Meeting notice.

If the IEB fails to approve the slate, the Nominating Committee shall reconvene (in person or by conference call) to determine a new slate to be presented to the IEB. This process shall continue until a slate is approved by the IEB.

If the Nominating Committee fails to meet its deadline or, given a reasonable effort within the provisions of the preceding paragraph, fails to present a slate that gains IEB approval prior to the Annual General Meeting notification, the entire IEB, presided over by the Chair, shall act to approve a fair and representative slate, based on competency and other criteria established in the Bylaws. The IEB's action must occur in time to present the slate to delegates 21 days in advance of the Annual Meeting. If such action should be necessary because of the Nominating Committee's inability to present a slate that gains IEB approval, successful candidates for the positions of the Vice Chair, Secretary/Treasurer, and Director shall be those with the most IEB votes, not necessarily a majority.

If a nominee for Vice Chair, Secretary/Treasurer, or Director finds it necessary to withdraw or is unable to serve before being elected, the chair of the Nominating Committee shall reconvene the Nominating Committee (in person or conference call) to determine a replacement. The Nominating Committee shall base this selection on competency and other criteria established in the Bylaws.

3. **Election**

Once the slate of candidates is approved by the IEB, it is presented for a vote at the Annual Meeting. IEB nominees, the Chair and other officers shall take office upon ratification by a majority of the votes cast by those entitled to vote, as established in Bylaws, and in attendance or represented by proxy at the Annual Meeting.

In the event of non-ratification of any Officer or Director, the Chair shall recess the Annual Meeting, and the IEB shall promptly meet to address the matter. The IEB shall select candidates to fill any unelected positions upon reconvening of the Annual Meeting.

The IEB shall use its best judgment in selection of candidates; may consult and interview Nominating Committee members, nominees, candidates, and others as necessary; and may name the same or different nominees for any unfilled positions. If new nominees are selected, the IEB shall quickly review available information, with the assistance of IABC staff, to assure that the candidates meet minimum competency and other criteria established in Bylaws and policy. This process shall be repeated, within reason, until a full slate of Officers and Directors has been elected and ratified by the Delegates.

C. **Officers and Directors**

1. **Duties of Officers and Directors.** The officers shall perform the duties necessary to the office as prescribed by the IEB, the Bylaws, IABC policy, and the parliamentary authority adopted by IABC.

Those members elected to the IEB but not acting as an officer of IABC may be asked to provide leadership for special projects or areas of focus from the strategic plan as assigned by the Chair and approved by the IEB. This may include, but is not limited to, such areas as sponsorship or membership. Assignments to these roles will be made by the Chair and approved by the IEB based on competency, interest, and the needs of the Association.

The Chair also may appoint Directors to manage portfolios as determined from time to time by the IEB and as set forth in the Bylaws. IEB members may be appointed by the Chair to lead committees, work groups, or task forces.

2. **Vacancies and Removal**

If the Chair is unable to serve for any reason, they shall be replaced promptly by the Vice Chair. If the Chair's inability to serve is a temporary one, the Vice Chair shall serve as Chair until the elected Chair is able to return to duty. If the Vice Chair succeeded to the Chair because of the inability of the elected Chair to complete the normal term, the new Chair shall

be entitled to a full term as Chair, as long as the entire term of chairmanship does not exceed 18 months.

If the Vice Chair, the Secretary/Treasurer, or a Director is unable to complete their term for any reason after being elected, the IEB Chair will identify a replacement to fill the unexpired term, and the IEB will vote on the recommended replacement, in accordance with the Bylaws, within 30 days of the vacancy.

If the immediate Past Chair is unable to serve for any reason, the IEB shall elect a replacement from among previous Past Chairs within 30 days.

Any Officer or Director may be removed for behavior or remarks that are illegal, contrary to IABC's commitment to being an equal opportunity organization or otherwise in conflict with IABC's values and standards of professional conduct. The request for removal may be initiated in writing to the Audit and Risk Committee Chair in role of Compliance Officer and justified by verifiable proof of inappropriate conduct. After investigating the complaint and taking into account the explanation of the IEB member in question, the Compliance Officer will make a recommendation to entire IEB, which shall make a final decision regarding removal in consultation with IABC's officers. Before taking a negative decision, the Board shall offer a second opportunity to the IEB member in question to provide additional grounds for non-removal. The board's decision on an expulsion is final. There is no appeal.

Removals for violations of the IABC Code of Ethics or Conflict of Interest Policy will be reviewed by the Ethics Committee for a recommendation to the IEB.

3. **Alternates and Proxies**

In accordance with state law under which IABC is incorporated, alternates may not be designated for meetings of the IEB for an absent Officer or Director.

In accordance with state law under which IABC is incorporated, it is illegal for members of the IEB who are unable to attend a meeting of the IEB to grant a proxy to another member of the IEB or any other member.

When financially and physically possible, but only with permission of the Chair, IABC will make arrangements to include absent IEB members in IEB meetings via conference call or some other collaborative conferencing medium. Financial responsibility for such expense will be determined prior to the meeting.

SECTION IV: COMMITTEES

At the heart of service to IABC is a network of committees, staffed by members on a voluntary basis. All members of any committee or subgroup will be provided copies of all policies pertaining to that committee's work upon joining the committee. Committees, task forces or work groups do not create visual branding for the association. Unless specifically stated within each committee's terms of reference, committee members serve one-year terms but may be reappointed for up to three consecutive terms. Terms start upon approval of the IEB slate during the Annual General Meeting. Committee chairs may serve consecutive leadership terms based on the terms of reference for the committee.

The IEB adopted a policy to extend the role of the Nominating Committee to hold an open call to fill IABC committees. The IABC Chair, in consultation with the Executive Director, may appoint individuals to fill committee vacancies to best meet the needs of IABC, and will appoint individuals to fill committee vacancies still open at the conclusion of the nomination process. Additionally, those vacancies not included in the open call will be appointed by the IABC Chair and approved by the IEB.

The IABC Chair, in consultation with the Executive Director, can dismiss any committee, task force or working group member, if it is in the best interest of the association. Relevant reasons include, but are not limited to, lack of participation, actions that risk the association's reputation, illegal behavior, or a discovered conflict of interest. The member can make an appeal through the Audit and Risk committee if they feel they have been treated unfairly.

- A. Board Committees.** IABC has four standing committees established in the IABC Bylaws: The Finance Committee, the Audit and Risk Committee, the Nominating Committee and the Ethics Committee. Continuous board committees outlined in the Bylaws that conduct business on behalf of the organization include:
- 1. Finance Committee.** The Finance Committee reviews regular financial results, oversees preparation of an operating budget for the fiscal year adopted by the IEB, annually reviews IABC's policy on reserves, and recommends reserve amounts for the Operating Reserve.
 - 2. Audit and Risk Committee.** The Audit and Risk Committee oversees and approves an audit of the books and finances of IABC at the close of the fiscal year and reports to the IEB and at the Annual General Meeting. The committee also works with the Executive Director to develop an annual risk report.
 - 3. Nominating Committee.** The Nominating Committee screens nominees for Vice Chair, Director, and Secretary/Treasurer under guidelines adopted by the IEB, primarily on the basis of competency criteria established by IABC, with consideration for geographic, demographic and cultural diversity, and shall present its slate to the IEB for approval. International committee members are screened using established competency criteria as a reference and only if applicable to the role of that committee.
 - 4. Ethics Committee.** The Ethics Committee supports and adjudicates the *IABC Code of Ethics for Professional Communicators* and the IABC Code of Conduct, recommends membership sanctions to the IEB in accordance with IABC policy, and reports to the IEB. The IABC Ethics Committee shall be composed of seven members of the association (including at least one Fellow) reflecting cultural, demographic and geographic diversity. Specific roles are illustrated within the committees corresponding terms of reference. The Ethics Committee will serve in accordance with the Bylaws and report its activities to the IEB at its meetings at least two times a year.

- B. Other Committees.** The Chair shall create such other committees, subcommittees, work groups, task forces, advisory teams, and judging teams as are necessary, and which are not in conflict with other provisions of IABC's Bylaws or this Policy Manual. These must be presented and approved by the IEB with a corresponding term of reference that articulates the roles, responsibilities, term, frequency of reporting and membership Appointments and nominations for these groups shall be conducted as previously outlined in Section V: Committees.

A complete list of current IABC committees and task forces can be found on IABC's website at <https://www.iabc.com/About/Team/Committees-and-Task-Forces>

SECTION V: Staffing model

Effective, 1 July 2020, IABC operations transitioned to Smithbucklin, an association management company (AMC). AMCs provide professional staff to manage all aspects of an association's operations. These services include but are not limited to, membership recruitment and engagement, marketing and communications, conference and tradeshow management, technology, financial management, education and certification, and government relations.

- A. Executive Director and Staff.** An Executive Director shall be selected by the IEB upon recommendation of the Chair from candidates proposed by an appointed Search Committee in collaboration with Smithbucklin leadership whenever, for any reason, the office becomes vacant. The candidate must be confirmed by a vote of two-thirds of the Board.

The IEB shall determine key performance measures for the Executive Director, and it shall have authority, by a vote of two-thirds, to request removal of the Executive Director at any time.

- B. General Objectives of the Executive Director.** Reporting to the IEB Chair, and following the governance model established by the IEB, the Executive Director of IABC is the chief staff person employed by Smithbucklin. The Executive Director is responsible for the development and management of all staff, programs, and administrative functions of IABC in a manner that is consistent with IABC Bylaws, this Policy Manual, and sound IABC management principles. The Executive Director of IABC must have proven administrative abilities, knowledge in all areas of association management, and a demonstrated understanding of the communication profession.

More information about the principal duties of the Executive Director may be found in Appendix E – Board Roles and Responsibilities.

SECTION VI: EXECUTIVE LIMITATIONS

- A. **Nonprofit Status.** IABC shall not issue stock. No part of its revenues shall inure to the benefit of any member or any other person, except as otherwise provided in the Bylaws and IABC Policy Manual.
- B. **Fiscal Year.** The IEB shall determine the fiscal year calendar. Until further action is taken, the fiscal year of IABC shall begin January 1 of each year and terminate December 31.
- C. **Salary Restrictions.** No member of Chapter or Region Boards nor the IEB may receive any compensation for services rendered to those Boards, but members may receive reimbursement for certain expenditures incurred on behalf of IABC. Regions and Chapters coordinate their own paid staff, consultants and vendors. In line with good business practice, they are prohibited from paying any sort of compensation to any family member of someone serving on their Board.
- D. **Audits.** IABC's financial records shall be audited annually by a Certified Public Accountant.

The auditor shall present the audit report to the Audit and Risk Committee. After discussion, the Audit and Risk Committee will forward the report to the IEB for approval. The Audit and Risk Committee Chair shall report on the audit to the delegates at the Annual General Meeting. Should the Audit and Risk Committee Chair be unable to present the report at the AGM, they shall appoint a committee member to make the report at the AGM or the IEB Treasurer will report on his/her behalf.

- E. **Periodic Financial Reports.** The Secretary/Treasurer shall furnish members of the IEB with reports of income and expenditures, assets and liabilities, and the status of financial investments. Prior to IEB meetings, summaries for appropriate periods shall be made available to IEB members. A report for the fiscal year, as current as possible and approved by the Finance Committee, shall be made at the Annual Meeting.

Members of the IEB shall receive copies of all proposed budgets at least 7 days in advance of the Board meeting at which the budget will be considered.

- F. **Commercial and Savings Accounts and Securities.** The Executive Director, with the approval of the Secretary/Treasurer, may select convenient financial institutions and arrange for safekeeping of IABC operational funds.
- G. **Reimbursement of Expenses.** No member of the IEB shall incur expenses payable by IABC except by prior agreement of the IEB, or in the performance of routine matters customarily paid for by IABC.
 - 1. **Complimentary Registration Policy:** IABC recognizes the commitment and dedication of its leaders, who give much of their time voluntarily. In recognition of the duties, international leaders are required to perform during World Conference and International Leadership Institute, the International Executive Board has approved a Complimentary Registration Policy. See Appendix I.
- H. **Authority for Disbursements**
 - 1. For items exceeding US \$10,000 not clearly covered by budget categories, written approval of the Secretary/Treasurer shall be required in advance.
- I. **Funds for Chair, Vice Chair and Immediate Past Chair.** IABC shall budget funds for the travel expenses of the Chair, who shall regularly submit requests for reimbursement of actual expenses. The total amount of reimbursement for the Chair shall not exceed the amount budgeted, without prior approval from the Secretary/Treasurer.

1. Who is covered
 - a. During World Conference and the International Executive Board meeting that precedes it the same weekend, this policy will include the incoming Past Chair, Chair and Vice Chair.
3. What expenses are covered?
 - a. Transportation costs to get from home city to meeting location include economy airfare, train, or car payable at the mileage rate used by the U.S. Internal Revenue Service.
 - b. Hotel room and tax
3. What expenses are not covered?
 - a. Hotel incidentals (phone calls, Internet access, room service, entertainment, laundry)
 - b. Hotel, registration or any other expenses for companion
 - c. Shuttle, rideshare or taxi fares to get from airport or train station to hotel and back
 - d. Taxi or rideshare fares to get to and from meetings
 - e. Taxi or rideshare fares for non-business purposes
4. What meetings are covered?
 - a. In person IABC Board and Executive Committee meetings
 - b. Other meetings as approved as part of annual budget
5. Travel Procedures for budgeted travel

The Secretary/Treasurer will present a travel plan for the upcoming board year ahead of the annual conference based on what is in the budget and what the budget can afford. If the plan changes during the course of the year, it should be presented to the IEB for transparency.

When a Board meeting is upcoming, it is the responsibility of the Chair to book his/her transportation reservations. Unless the volunteer requests otherwise, IABC will make the hotel reservation.

No more than 30 days after the Board meeting, the Chair will submit a request for payment along with receipts for all items for which they are requesting reimbursement.

6. Travel procedures for un-budgeted travel

Should a volunteer desire to make a trip for IABC that is not included in the current year's budget, they will submit a request to the Secretary/Treasurer, explaining the following points:

- Departure and destination locations
- Purpose of trip
- Description of how the trip will benefit the organization
- An outline of approximate cost per trip, with all expenditures itemized
- Balance remaining in his/her travel budget

The IABC Finance Committee will review requests based on standard fees for travel costs. The Finance Committee will work with staff to determine if the budget can support the requested travel expense reimbursement. The Committee may return with suggestions for cost reduction or sources of funding to subsidize travel.

Annual IEB Chair travel budget will be separated into an individual budget line to allow for equitable usage of resources. Budget will be built based on historical visit schedule according to policy and planned travel schedule. Travel expenses approval required by the IEB and only approved visits will be reimbursed as defined in the budget.

J. **Travel Funds for Directors.**

To support directors/trustees service on the IABC International IEB/Trustees, IABC shall budget funds to provide travel reimbursement for IEB and Executive Committee meetings (except those that occur by conference call). During World Conference and the board meeting that directly precedes it, this policy will cover the out-going Past Chair as well.

IEB directors/trustees will be reimbursed for an appropriate amount of travel expenses to board meetings and Executive Committee meetings as determined by the Chair.

Directors/trustees are eligible to receive the reimbursement only for meetings they attend in person.

Directors/trustees will forego the full reimbursement if their employer pays their full travel expenses.

Reimbursable Expenses:

- Transportation costs to get from home city to meeting location using either air travel, train, or car payable at the mileage rate used by the U.S. Internal Revenue Service.
- **Airfare:** Board members are expected to obtain the lowest available airfare that reasonably meets IABC travel needs and are encouraged to book flights a minimum of 30 days in advance. Coach/Economy tickets are permitted. A higher-priced coach/economy fare is not reimbursable, and if purchased for a premium upgrade in seating such as Economy Plus, it is the responsibility of the IEB member to pay.
- **Train:** Reimbursable train fare provided the cost is either equal to or lesser value than an economy-based airfare.
- **Mileage:** Reimbursable provided the cost is either equal to or lesser value than an economy-based airfare. Mileage is payable at the current annual rate used by the U.S. Internal Revenue Service. Drivers are encouraged to review the extent of their personal automobile insurance policy for travel that is business related.
- Hotel (room & tax)
- In the event that the board meeting coincides with a conference, board members must book their accommodations in the hotel of the conference event or sponsored hotel(s). Should board members not stay at conference hotel, their accommodations will not be eligible for reimbursement.

K. **Reimbursements and Timing**

Board members using personal funds to arrange travel arrangements for IABC approved travel will not be reimbursed until after the event occurs and proper documentation is submitted to HQ. Following an IABC event or approved travel, the board member has up to 30 days to submit their reimbursement to HQ.

Proper Documentation includes:

- Completed reimbursement/stipend form and approved appropriate travel receipts [airfare/train requirements include receipt with amount paid, date of payment and type of payment).
- Original receipts (**scanned electronically**) are required for all reimbursement requests

Should the request come for travel outside of World Conference or Leadership Institute, the board member is required to submit a board travel report prior to the release of the reimbursement.

L. **Operating Reserves.** IABC shall develop an income sufficient to provide for budgeted expenses. Excess of revenue over expenses shall be used to provide operating reserves, funds for special projects, and/or resolve any debt requirements (e.g. small business loans). Income and capital gains are to be retained and reinvested within operating reserves.

M. **Smithbucklin Compensation.** The Executive Director of IABC shall work collaboratively with the Secretary/Treasurer to prepare a comprehensive annual budget for approval by the Board. The budget will include Smithbucklin's service fees for the work required to achieve both the organizational objectives and the requirements defined by the Board for the next fiscal year, including any valued-added services. IABC and the Executive Director will have the flexibility to expand or downsize individual services as required within the annual Smithbucklin fees. The Executive Director will not exceed budgeted fees without approval from the Finance Committee and the Board. All third-party vendor expenses and out-of-pocket expenses will be billed at cost.

SECTION VII: PRIVACY

What data we collect and how we collect it

We collect the most basic information such as your name, email, country and phone numbers when you comment on our blog, register as a subscriber, or contact us. This is the type of information found on a typical business card. We collect additional information when you join IABC, which has both required and optional information and your member experience will be personalized based on the amount of information you choose to share.

In order to better understand our audience to serve their needs, we use Google Analytics to track the numbers of visitors to our site. We do not collect any personal information or store IP addresses locally on our site. This information is only used to monitor the number of hits on our pages and location at the city level, therefore we cannot track or trace individual users or their physical addresses.

Cookies are used on this site by IABC and third parties to provide analytics and a smoother website login experience.

What we do with your data

This information is used by IABC to provide you with information, products, and services. If you are located in the European Economic Area, you must be informed that your data is being transferred outside of the EU, to the United States. The information will be used to contact you for the following purposes:

- To deliver or inform you about products/services/information that you have purchased
- To deliver or inform you about products/services/information provided as a part, or benefit of your membership
- To notify you of new member benefits added during the course of your membership
- To inform you of when your membership is scheduled for renewal
- To offer you related IABC services/products
- To notify you of partnerships and partner offers that may add value to your membership

We further use the data to have a better understanding of our audience, improve our marketing, and develop relevant new services/products. If you join IABC as a member, your data will be shared with your local chapter and region, to ensure that they can provide you with the products/services you have purchased by joining the chapter/region in the membership process. Your chapter/region may communicate with you separately from IABC International to inform you of your chapter/region membership benefits, products, services, and opportunities that are available to you. Your chapter/region will independently manage your data as a chapter/region member, and functions as a separate Data Controller from IABC International.

One of your membership benefits is inclusion in the IABC Member Directory, accessible to IABC members, and participation in the online community platform, IABC's private online collaboration platform. If you wish to restrict your inclusion in the member directory and/or opt out of participation in the Online Community, you may update your member settings in your profile. Inclusion in this platform is one of the benefits included in your purchased membership, but you may opt out at any time.

We do not further share your data, aside from the **required data processors** which enable IABC to conduct business. We respect your privacy and IABC does not sell your data.

In the course of your interaction with IABC, which may include activities such as conferences, meetings, volunteer work, social media or through any other channel, you may choose to share your data with a third party. Data shared directly by you with any third party in any instance is not governed by the IABC Privacy Policy.

Legal grounds

By agreeing to this privacy policy, joining IABC, subscribing to IABC updates online, communicating with, commenting in proprietary online spaces, or asking us to contact you, you understand that you are providing this information to us voluntarily and there is a legitimate reason to retain this information for the period required to discharge those obligations mentioned above. Without the contact information, we will

not be able to provide the products/services/information you have purchased or about which you have requested information.

Your rights

Depending on the legal grounds for processing, you may:

- have your data updated and amended if it is incorrect, out of date or incomplete.
- restrict the level of processing or automated processing
- know how long we keep your data
- ask us to erase your data at any point and be forgotten.
- ask us to provide details of your personal data we hold.
- You can do this by emailing us at member_relations@iabc.com. We will, of course, need to verify your identity before we can speak to you about the data or act on your instructions.

How long do we keep your data?

Your information will be retained for the period needed to interact with you, but no longer than 5 years subsequent or as required by law. Your data may be retained in an anonymized form thereafter. You will not be able to be identified when the data is anonymized.

Blog and Collaboration Platform Comments: Your comments and information will be retained for the length of time the platform is published and active with IABC, or until you choose to delete such information, using your own account management access.

How your data is protected

This information will be retained protected behind a firewall and other security arrangements. As with any data stored in a digital medium, there is no absolute guarantee of security. If you feel this not sufficient then please do not provide any personal information or let us know and we will securely dispose of the information.

Privacy Policy changes

We may update this Privacy Policy from time to time as we add new benefits, or as technologies and laws change. You can determine when this Privacy Policy was last revised by referring to the “Last updated” legend at the bottom of this page. Any changes will become effective upon our posting of the revised Privacy Policy. We will provide notice to you if these changes are material if such notice is required by applicable law. In such case, this notice will be provided by email or by posting notice of the changes on the IABC website that links to this Privacy Policy.

How to contact us

If you have any issues with our privacy policy or if you feel you data has been used unfairly, then please contact us at member_relations@iabc.com.

SECTION VIII: BRAND PROTECTION POLICY

To ensure consistency in IABC brand, IABC chapters and regions are not permitted to use IABC program titles or close approximations for their own chapter or regional programs, goods or service offerings. Such program titles are trademarks owned exclusively by IABC. These titles include, but are not limited to, IABC On Demand, Global Communication Certification Council, Gold Quill Awards, IABC Fellow, Rae Hamlin Award, Chairman's or Chair's Award and Chapter Management Awards etc. IABC chapters and regions are permitted to use the "IABC" brand, logo, and/or acronym to promote International IABC programs or events. IABC Brand Identity Guidelines are [available here](#).

Should this policy be violated, the chapter or region has 30 days to remove international title from its electronic and hard copy materials. More information on chapter compliance to IABC policies can be found in Section II.

SECTION IX: AMENDMENTS

This Policy Manual may be amended by a majority vote of the IABC IEB. Following any change, Chapter Presidents shall be notified that a copy of the revised Policy Manual is posted on the website and is available upon request to any IABC member.

APPENDICES

Appendix A. Code of Ethics for Professional Communicators

Passed by the IABC Executive Board January 24, 1985

Amended by the IABC International Executive Board February 5, 2026

PREFACE

As a professional communicator, you have the potential to influence economies and affect lives. This power carries with it significant responsibilities.

As a professional association, the IABC must show due diligence in enforcing the sound, ethical and legal judgment of our members in our professional decisions, actions and consultations.

Therefore, IABC requires its members – and encourages its professional colleagues and those in allied professions who are not members – to be thoughtful about and exhibit ethical behavior in all aspects of professional decisions, actions and consultations.

The purpose of IABC's Code of Ethics is to proactively guide members regarding consistent, responsible, ethical and legal communications.

IABC'S CODE OF ETHICS

1. **I am honest.** My actions bring respect for and trust in the communication profession.
2. **I communicate accurate information** and promptly correct any errors.
3. **I obey laws and public policies;** if I ever violate any law or public policy, I will act promptly to correct the situation.
4. **I protect confidential information** while acting within the law.
5. **I support the ideals of free speech,** freedom of assembly, and access to an open marketplace of ideas.
6. **I am sensitive to others** cultural values and beliefs.
7. **I give credit to others for their work** and cite my sources.
8. **I do not use confidential information** for personal benefit.
9. **I do not represent conflicting or competing interests** without full disclosure and the written consent of those involved.
10. **I do not accept undisclosed gifts or payments** for professional services from anyone other than a client or employer.
11. **I do not guarantee results** that are beyond my power to deliver.

IABC ETHICS IN PRACTICE

IABC requires its members to embrace these ethical guidelines in their work and to sign the following statement as part of the application and renewal processes: I have reviewed and understand the IABC Code of Ethics.

The association reserves the right to terminate membership for any member found guilty of violating the code, laws and public policies.

The IABC Code of Ethics is freely available to everyone you are welcome to copy it and incorporate all or part of the code into your own personal or corporate policies, with appropriate credit given to IABC.

IABC ETHICS COMMITTEE

The Ethics Committee offers advice and assistance to communicators regarding specific ethical situations and assists with professional development activities dealing with ethics. They agree to strict Conflict of Interest and Confidentiality guidelines.

The Ethics Committee members:

- Are IABC members with long-standing credentials in and service to the profession

<https://www.iabc.com/about/what-we-do>

- Are nominated in an open process
- Are interviewed and selected by the IABC Nominating Committee
- Serve staggered two-year terms

FOR ASSISTANCE WITH ETHICAL ISSUES

Inquiries about a professional's ethics and or ethical behavior, as well as questions or comments about the IABC Code of Ethics, may be addressed to current members of the IABC Ethics Committee, as listed at IABC.com. While discretion is paramount in the confidential handling of all inquiries about ethics, absolute confidentiality cannot be guaranteed. Ethical concerns that involve violation of law will be referred to the appropriate legal authority(ies).

You may also contact IABC Global Centre at ethics@iabc.com, where you will be referred to the current Ethics Committee chairperson.

Appendix B. Conflict of Interest Policy

Passed by the IABC International Executive Board January 6, 2016.

Amended by the IABC International Executive Board February 5, 2026

Purpose of policy

The purpose of the Conflicts of Interest policy is to protect IABC's interest when it is contemplating entering into a commercial transaction or arrangement that might benefit the personal financial interest of an officer or Director of the IABC Executive Board, the IABC Foundation Board of Trustees, or a committee member, hereafter referred to as "Board member" or "committee member," recognizing that what is in the best interests of IABC is what is in the best interests of all members. This policy is intended to supplement, but not replace, any applicable laws governing conflicts of interest that apply to IABC.

It is based on the principles of:

- Proactive disclosure where there is potential for a conflict to arise
- Acting in the best interests of the association as a whole and not favoring any individual interests
- Fair and transparent processes
- Documentation of the process followed, where there is potential for questions about conflict of interest
- Open communication

Statement of policy

1. Prohibitions

- 1.1.** A Board member or committee member must not exercise an official power or perform an official duty or function if they have a conflict of interest or an apparent conflict of interest.
- 1.2.** A Board member and committee member may not serve in any paid engagement or as a vendor to IABC over a period no less than one year and one day following the end date of their last term. Board members with potential conflicts must inform the IEB Chair immediately. The IEB Chair shall implement this policy in consultation with the Executive Director and Past Chair.
- 1.3.** Staff shall not consult with Board members or committee members on matters in which they have a declared conflict.
- 1.4.** A Board member or committee member must not use information that is gained in the execution of his/her office or appointment and is not available to the general public, which may result in his/her financial gain either during their term of office or appointment or at any later time.
- 1.5.** A Board member or committee member must not use his/her office to seek to influence a

decision, to be made by another person, to further his/her financial gain.

- 1.6. A Board member or committee member must not accept a fee, gift, or personal benefit that is connected directly or indirectly with the performance of his/her duties of office. "Fee, gift or personal benefit," as previously stated, does not apply to a gift or personal benefit that is received as an incident of the protocol or social obligations that normally accompany the responsibilities of office. If a gift or personal benefit referred to above exceeds US \$250 in value, or if the total value received directly or indirectly from one source in any 12-month period exceeds US \$250, the Board member or committee member must immediately file with the Executive Board a disclosure statement, in the form attached to this policy, indicating:

- 1.6.1. the nature of the gift or benefit,

- 1.6.2. its source, and

- 1.6.3. the circumstances under which it was given and accepted.

2. Proactive disclosure

- 2.1. Each IEB and committee meeting shall include an agenda item requesting disclosure and resolution of any potential conflicts of interest from Board members and committee members
- 2.2. Potential conflicts might include a relationship with a paid IABC consultant, vendor, or partner. In this case the Board member or committee member's level of decision-making about the contractual relationship with IABC and the level of responsibility in fulfilling that contract shall be disclosed and considered. Options include excusing oneself from discussing and voting on related agenda items; or resigning from the Board.
- 2.3. Each year at the June Board meeting or when an individual joins the Executive Board or a committee, they will sign the Conflict of Interest Disclosure and Acknowledgement Form, indicating receipt of the Conflict of Interest policy and disclosing any potential conflicts of interest.
- 2.4. In addition to members of the Executive Board, all International committee members shall sign the Conflict of Interest Policy and Confidentiality agreements
- 2.5. Once board and committee members have provided a physical signature of Conflict of Interest Disclosure and Acknowledgement form, they will be stored electronically within the Governance Department database of HQ.

3. Fair and transparent processes

- 3.1. Nominees to the IEB or committees shall be instructed on the Conflict of Interest policy and asked to disclose any potential conflict(s) of interest in the nomination process.
- 3.2. The process for determining which individuals or organizations supply goods and services to IABC shall be consistently applied and documented, so that any member of IABC who has reasonable grounds to suspect a conflict of interest has occurred can obtain clear, objective, accurate information on how the process was conducted.
- 3.3. The staff, officers, and Directors of IABC shall at all times ensure fair value in the transaction and document how this was done. If it is general market practice to obtain competitive bids for particular goods or services, IABC should seek competitive bids for any contracts over US \$20,000 per annum in value in all cases, except those where a reasonable person would accept that obtaining competitive bids is not in the best interests of IABC. Nevertheless, the process should always be open and transparent to the IEB.
- 3.4. Complaints of conflict of interest that are not immediately resolved at its specific committee level

or IEB, may be referred to the IABC Ethics Committee for further investigation.

4. Definitions.

4.1. Member of IABC means a member in any class of membership

4.2. Conflict of interest

4.2.1. A conflict of interest exists when a Board member or committee member exercises an official power or performs an official duty or function, knowing that this action may result in personal gain.

4.2.2. An apparent conflict of interest exists when a reasonably well-informed person has cause to perceive that the private interest of a Board member or committee member has guided an official power or the performance of an official duty.

Appendix C. IABC WHISTLEBLOWER POLICY

Passed by the IABC International Executive Board February 21, 2008

Amended by the IABC International Executive Board February 5, 2026

General

The IABC's Code of Ethics and Conflict of Interest policies require directors, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of IABC, we must practice honesty and integrity in fulfilling our responsibilities and complying with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers, volunteer leaders and employees to comply with the standards and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No director, officer, volunteer leader or employee who in good faith reports an ethical violation, shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within IABC prior to seeking resolution outside IABC.

Compliance Officer

The Compliance Officer is the Audit and Risk Committee Chair and reports directly to the IEB. They are responsible for investigating complaints and allegations involving directors, officers and volunteer leaders.

Reporting Violations

Employees should share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's immediate manager is in the best position to address an area of concern. However, if the employee is not comfortable speaking with his/her manager or is not satisfied with the manager's response, they are encouraged to speak with the Executive Director. Managers are required to report suspected violations to the Executive Director.

When an employee is not comfortable contacting the Executive Director or is not satisfied with his/her response, the Compliance Officer should be contacted directly.

<https://www.iabc.com/about/what-we-do>

The Compliance Officer should also be contacted in cases involving suspected fraud committed by the Executive Director, directors, officers or volunteer leaders.

Accounting and Auditing Matters

The Audit and Risk Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Audit and Risk Committee Chair shall immediately notify the Audit and Risk Committee of any such complaint and work with the committee until the matter is resolved. If the concern or complaint relates to the Audit and Risk Committee Chair, then this matter should be directed to the IEB Chair for resolution.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code of Ethics must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Executive Director or the Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Appendix D. IABC Anti-Fraud Policy

Passed by the IABC International Executive Board February 21, 2008

Amended by the IABC International Executive Board February 5, 2026

Introduction

The Audit and Risk Committee of IABC and the IABC Foundation (hereafter “the Association”) have established anti-fraud and whistleblower policies to enforce controls, and to aid in the prevention and detection of fraud, theft, waste or abuse against the Association.

This Anti-Fraud policy applies to any employee (including management), consultant, vendor, and contractor or outside association, including any person doing business with IABC or in any other relationship with the association. It also applies to IABC officers, directors and volunteers. IABC does not tolerate any type of fraud, theft, waste or abuse. The policy is to promote consistent, legal and ethical organizational behavior by:

- assigning responsibility for reporting fraud, theft, waste or abuse;
- providing guidelines to conduct investigations of suspected fraudulent behavior; and
- requiring each employee to receive training in this policy as part of the review of the IABC Employee Handbook.

Failure to comply with this policy subjects an employee (including management) to disciplinary action, including immediate termination. Failure to comply to the policy by a consultant, vendor, contractor, outside agency, or person doing business with IABC or in any other relationship with the association, could result in cancellation of the business or other relationship between the entity and the association. Failure to comply with this policy by an IABC officer, director or international volunteer could result in revocation of their membership and removal from a volunteer position.

IABC will pursue prosecution if the results of an investigation indicate the possibility of criminal activity.

For purposes of this policy, only the terms **fraud** or **fraudulent** include theft, waste and abuse as defined below. The term **employee** includes part-time, full-time and temporary employees. The term **management** includes any employee who has authority to sign another employee's performance evaluation. The term **IABC officer** refers to the chair, vice chair, past chair and secretary/treasurer of the IEB and the Foundation. The term **director** refers to a director on the IEB and a Foundation trustee. The term **volunteer** refers to any leader or member of an international committee, task force or working group, but **not** a volunteer at the regional or chapter level.

Definitions and Examples of Fraud, Waste and Abuse

Fraud is defined as an intentional deception designed to obtain a benefit or advantage or to cause some benefit that is due to be denied. Examples of fraud include:

- Forgery or alteration of a check, bank draft or any other financial document
- Theft of a check or other diversion of a taxpayer payment
- Misappropriation of funds, securities, supplies or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiteering as a result of insider knowledge of IABC operation
- An employee with access to confidential taxpayer information who sells this information or uses it in the conduct of an outside business activity.

Waste means the thoughtless or careless expenditure, consumption, mismanagement, use, or squandering of resources owned or operated by IABC to the detriment or potential detriment of the Association. Waste also includes incurring unnecessary costs because of inefficient or ineffective practices, systems, or controls. Waste does not normally lead to an allegation of "fraud", but it could. Waste need not necessarily involve an element of private use nor of personal gain, but invariably signifies poor management.

Examples of waste include:

- Purchase of unneeded supplies or equipment
- Purchase of goods at inflated prices
- Purchasing outside of procurement guidelines

Abuse is the intentional, wrongful or improper use of resources or misuse of rank, position or authority that causes the loss or misuse of resources, such as tools, vehicles, computers and copy machines.

Examples of abuse include:

- Using equipment or supplies to conduct personal business.
- An employee using non-confidential member information to get new customers for his/her outside business.

Theft is defined as the act of taking something from someone unlawfully. An example of theft is taking home a printer belonging to the organization and keeping it for personal use.

Responsibility to Report Suspected Fraud

Instances of suspected fraud, theft waste or other dishonest conduct committed by IABC employees should be considered personnel matters and shall be handled by the Executive Director. Instances of suspected fraud, theft, waste or other dishonest conduct committed by a consultant, vendor, contractor or outside agency, including any person doing business with IABC or in any other relationship with the IABC shall also be handled by the Executive Director. Allegations involving the Executive Director, director, officer or international volunteer shall be handled by the Audit and Risk Committee Chair.

Each employee is required to report any suspected fraud of other employees to the IABC's Executive Director. Should an IABC employee suspect that the Executive Director has engaged in fraud, theft, waste, abuse or other dishonest conduct, then they should make a report to the IEB Chair. The identity of an employee or complainant who reports suspected fraud will be protected to the full extent allowed by law. (See: *Responsibilities of Executive Director and Compliance Officer*)

Guidelines for Handling a Report of Suspected Fraud, Theft, Waste or Abuse

Whether the initial report is made to the Executive Director or the Compliance Officer, the reporting individual should receive the following instructions and information:

- Do not contact the suspected individual in an effort to determine facts or demand restitution
- Allow the investigation to be conducted. The reporting individual should not investigate the allegations further.
- Observe strict confidentiality. Do not discuss the case, facts, suspicions or allegations with anyone unless specifically asked to do so by the Executive Director or the Compliance Officer. IABC will not tolerate any form of retaliation against individuals providing information concerning fraud or suspected fraud.
- Every effort will be made to protect the rights and the reputations of everyone involved, including the individual who in good faith alleges perceived misconduct, and the alleged violator(s). The identity of an employee or other individual who reports a suspected act of fraud will be protected.

Responsibilities of Executive Director and Audit and Risk Committee Chair (Compliance Officer)

On receiving a report of suspected fraud, theft, waste or abuse, the Executive Director shall document the contact and conduct a preliminary investigation to determine the credibility of the report. If the report appears to be credible, the Executive Director shall follow the investigation guidelines provided in this policy. (See: *Guidelines for the Investigation of Suspected Fraud, Theft, Waste or Abuse.*) Should the Audit and Risk Committee Chair receive the report, they shall follow the same procedure.

The Executive Director or Audit and Risk Committee Chair shall make every effort to protect the rights and the reputations of everyone involved in a report of suspected fraud, theft, waste or abuse, including the individual who in good faith alleges perceived misconduct, and the alleged violator(s). The Executive Director or Audit and Risk Committee Chair also shall make every effort to protect the identity of a person who in good faith reported the suspected fraud, theft, waste or abuse. However, disciplinary action may be taken as provided by this policy if a report is made in bad faith (see: *Disciplinary Action*).

On determining that a report is not credible or is not a report of fraud, theft, waste or abuse, the Executive Director or Audit and Risk Committee Chair shall document this determination. The documentation shall include support for the determination.

In addition to reporting each suspected fraud, theft, waste or abuse to Audit and Risk Committee, the Audit and Risk Committee Chair is responsible for reporting confirmed fraud, theft, waste or abuse to the IEB, and, as appropriate, the Foundation Trustees. The Executive Director would report any cases of confirmed fraud, theft, waste or abuse to the IEB Chair and the Audit and Risk Committee Chair.

The Executive Director is responsible for the administration, interpretation and application of this policy when it concerns IABC employees and vendors. The Audit and Risk Committee is responsible in the event that the allegation involves the Executive Director, a board member, officer or international volunteer.

Guidelines for the Investigation of Suspected Fraud

The Investigator

The Executive Director is responsible for the full investigation and documentation of suspected fraud, theft, waste or abuse involving IABC employees and vendors. The Audit and Risk Committee Chair (Compliance Officer) is responsible for the full investigation and documentation of suspected fraud, theft, waste or abuse involving the Executive Director, director, officer or international volunteer.

Confidentiality

Each employee involved in an investigation of suspected fraud, theft, waste or abuse shall keep the content of the investigation strictly confidential to the full extent provided by law. Investigation results shall not be disclosed or discussed with anyone other than those who have a legitimate need to know.

No special treatment

Any required investigative activity shall be conducted without regard to the suspected wrongdoer's length of service, position, title, relationship to IABC or any other perceived mitigating circumstance.

Appropriate documentation

The Investigator shall maintain appropriate documentation regarding incidents of fraud. The investigator shall develop and maintain guidelines for access to and security of this documentation.

Incident report

If an investigation substantiates fraudulent activities, the Investigator will prepare an incident report to the IEB, the Foundation Trustees (as appropriate), and the Audit and Risk Committee. The report shall be prepared as soon as possible after the fraud is confirmed and document the content of the investigation, the findings and any disciplinary action taken as a result of the finding.

Contact officer

Any inquiries from the suspected individual, their attorney/representative, or any other inquirer shall be directed to the Executive Director or the Compliance Officer. If necessary, the Compliance Officer will refer these inquiries to the Audit and Risk Committee and the Executive Committee.

Disciplinary Action

Failure to comply with any part of this policy is grounds for disciplinary action.

An employee who:

- has engaged in any form of fraud, waste or abuse
- suspects or discovers fraudulent activity and fails to report their suspicions as required by this policy
- intentionally reports false or misleading information

is subject to disciplinary action, including immediate termination.

Any member of management who commits or does not pass to the Executive Director or Compliance Officer each and every report of suspected fraud made by an employee or other person is subject to disciplinary action, including immediate termination.

Should any officer, director or international volunteer violate the policy, they will be subject to appropriate action, taken by the IEB in consultation with the Audit and Risk Committee Chair, Executive Director and Ethics Committee. Disciplinary action could include revocation of IABC membership.

Annual Reporting

Every incident of suspected fraud shall be reported to the Audit and Risk Committee, the outside auditors, the IEB, and as appropriate, the Foundation Trustees on an annual basis. The annual report shall include whether the report was from an employee; the determination of merit; whether a full investigation was conducted and if so, the results of the investigation; the disciplinary action, if any resulting from the investigation; and whether the report was referred to an outside counsel and if so, the current status or final results of the referral.

Appendix E. Board and Executive Director Roles and Responsibilities

Passed by the IABC International Executive Board June 25, 2005

Amended by the IABC International Executive Board February 5, 2026

Role of the IABC IEB

The IEB is the governing body of IABC and is accountable to the members. The IEB shall have supervision, control and direction of the affairs of IABC; actively pursue IABC's mission; determine its policy within the limits of the law, Bylaws and Articles of Incorporation; uphold the IABC *Code of Ethics for Professional Communicators*; and supervise disbursement of funds. The IEB develops the IABC strategic plan and direction under the guidance of the Bylaws approved by the IABC membership.

Board Competencies

IABC elects members of the IEB based on a set of core competencies that will contribute to the long-term sustainability and success of IABC. IEB members, as a collective team, should have depth, demonstrated experience and capabilities in the following competencies:

Problem Solving

- Balances the need for sometimes courageous decisions with good judgment.
- Displays effective problem solving and decision-making skills, good insight and judgment, innovative and creative thinking, and the ability to work in teams to reach consensus.

Leadership

- Able to collaborate and work in a team environment.
- Has the ability to inspire and motivate individuals and groups to achieve results.
- Behaves in a manner that is consistent with the character and standards of IABC's Code of Ethics.

Global Perspective

- Has a good understanding of the global communications environment.
- Has experience in, or good appreciation of, global organizations/businesses.
- Has the ability to identify and deal with the variety of challenges and opportunities of operating in a multicultural and multinational world.
- Understands the concerns, interests, needs, and wants of the profession and practitioners within it, including IABC's own members
- Possesses a general understanding of industry trends that must be addressed by the Association to drive communication as a force for good in business and society and appeal to prospective members.

Strategic Thinking

- Understands trends in the communication profession.
- Understands changes in technology and how they affect the profession.
- Understands the strategic direction of the Association and uses strategic approaches to decision-making.
- Possesses an accurate understanding of the Association and of various environmental conditions that influence the profession, constituents, and the Association.

Business

- Has a good grip on how business and markets work and the value communication brings to these
- Financial knowledge, including an understanding of financial statements, managing financial products and financial decision-making.
- Understands how fundraising/sponsorships work.

In addition to the required personal and business competencies, individuals contribute to a high-performance IEB by offering specific competencies, and/or experience in a diversity of areas as well as from one or more communication disciplines.

A high-functioning IEB represents a variety of industry sectors as evidenced by his/her professional network and scope of influence. These may include corporate or business, community, media, government, academia, other associations, or others.

Critical to the success of IABC is an IEB that reflects cultural, demographic and geographic diversity of its members.

Board Expectations

IEB members are required to meet and work together as a Board, and to work in smaller sub-groups, Committees and/or Task Forces outside the regularly scheduled Board meetings. This requires a dedication of time, energy and financial backing. In addition, Board members are required to become involved first-hand in revenue-generating activities on behalf of IABC.

The IEB as a whole, and Board members individually, are expected to deliver good governance; work as a cohesive, collaborative team; and speak with one voice on decisions. Decisions made by the Board should be in the best interest of IABC as a whole and not on behalf of any constituency. Board members have a responsibility to local Chapters and Regions to help ensure their solvency, sustainability and sound operation.

As members of the IEB, individuals must remember that they represent IABC at all times and their actions reflect perceptions of IABC. Therefore, Board members must be role models for other IABC members and their business and personal communities and follow and exemplify the IABC Code of Ethics. IEB members are called upon to provide leadership to IABC and the communication profession and must comply with all policies contained in the policy manual.

Individuals serving on the IEB are encouraged to bring their expertise and perspectives to the work of the Board. In keeping with the diversity of the Board constitution, diversity of opinion is also encouraged and shall be respected. In doing so, conversations during Board meetings will be rich and meaningful. It is a necessity that all IEB members keep in confidence the reflections and opinions shared by others during these conversations.

Board members shall only share decisions and results of Board meetings, in accordance with process; confidentiality is of utmost importance.

All Board members have a fiduciary responsibility to IABC and its members.

The IABC Chair will designate board members to serve as liaisons to various assigned committees, task forces or work groups. The primary role of the Board Liaison is to connect the committee/task force and the IEB to ensure the committee/task force is functioning within its charged parameters, working to stay aligned with the strategic mission and established terms of reference. They represent the task force at the IEB. Other roles include:

- Collaborate with committee/task force chair and staff liaison in agenda development, as needed.
- Develop and draft reports to the IEB in collaboration with the committee/task force chair and staff liaison.
- Keeping IABC Chair informed and seeking approval as needed.

Officers' Roles

As defined in the IABC Bylaws, the officers of IABC shall be a Chair, Vice Chair, Past Chair and Secretary/Treasurer. These officers shall perform the duties necessary to the office or as prescribed by the IEB, the Bylaws, IABC policies, and the parliamentary authority adopted by IABC.

Chair

The Chair shall be the chief elected officer of IABC; exercise general supervision over executive affairs of IABC; preside at all Annual General and Special Meetings of IABC; preside at all IEB and Executive Committee meetings; appoint and serve as an ex-officio member of all IABC Committees; appoint all

committee chairs, except as otherwise provided by the Bylaws; and represent or appoint a representative of IABC at meetings of other organizations and at public affairs. The Chair shall serve a single one-year term, unless as otherwise stated within section III of this manual in the event of a vacancy or removal.

Vice Chair

The Vice Chair shall have duties assigned by the Chair and by the Bylaws; act in the absence of the Chair; serve as chair of the Council of Regions; oversee long-range planning activities for IABC; represent IABC in the absence of the Chair; serve on the Nominating Committee; serve on the Finance Committee; serve as an ex-officio member of all standing committees; and serve on the Executive Committee.

Past Chair

The Past Chair shall have duties assigned by the Chair and by the Bylaws; chair the Nominating Committee; lead identification and nomination of candidates for the IEB and IABC Foundation Board; provide strategic council to the Chair and other IEB members; help identify members to participate on international-level committees and work groups; lead the annual evaluation of the Executive Director, and serve on the Executive Committee.

Secretary/Treasurer

The Secretary/Treasurer shall have duties assigned by the Chair and by the Bylaws. In addition to the duties assigned by the Bylaws, the Secretary/Treasurer also chairs the Finance Committees.

The Secretary/Treasurer is responsible for hosting:

- Monthly Finance Committee calls that include a summary review, as well as review of the income statement, cash flow, statement of financial position, and forecasts; and
- Board review and approval of annual budget at monthly IEB meeting.

The Secretary/Treasurer also assists staff at the IABC Global Centre in establishing the annual budget and providing financial education to board members through regular communications, board presentations and orientation sessions. Many of the duties overseen by the Secretary/Treasurer are delegated to staff at the discretion of the Secretary/Treasurer.

Non-Officer Roles

Those board members elected to the IEB but not acting as an officer of IABC, known as directors or regional directors, may be asked to provide leadership for special projects or areas of focus from the strategic plan as assigned by the Chair based on competency and interest.

The Chair may also appoint directors to manage portfolios as determined from time to time by the IEB, and as explained in the Bylaws. And Board members may be appointed by the Chair to lead committees, task forces, or work groups.

Executive Director Role

Position Overview

The Executive Director is the chief staff officer of IABC with full authority for the management of its affairs, subject only to the duties specified by the Bylaws, governing documents or by the direction of the Board, Executive Committee or Chair.

The Executive Director reports to the Executive Board and/or the Executive Committee when either is in session; otherwise, Executive Director works with the annually elected Chair of IABC to achieve the strategic goals of the organization.

The Executive Director of IABC must have proven administrative abilities and knowledge in all areas of association management and a demonstrated understanding of the communication profession.

The Executive Director is accountable for developing, implementing and reporting on an annual action plan and budget that is aligned with the IABC Strategic Plan as developed and approved by the IEB. The

Executive Director shall report on progress against the Strategic Plan as requested by the IEB. The Executive Director shall serve as a spokesperson for IABC on operational issues and be an advocate for the communication profession.

Upon recommendation from the Executive Committee, the IEB has the authority, by an affirmative vote of two-thirds, to request the removal of the Executive Director at any time for causes deemed sufficient. When a vacancy arises, the Executive Committee will lead an open search, based on clear objective criteria and good practice.

Principal Duties of the Executive Director

- To keep the IEB informed of conditions and operation of IABC, providing advice and counsel as necessary, and carrying out policies adopted by the IEB.
- To assure that all funds, physical assets and other IABC properties are appropriately administered, that audits are made as required, and that financial records and controls are maintained in accordance with sound fiscal practices.
- To manage IABC operations and resources, using sound management practices. The Executive Director has authority to remove IABC staff.
- To ensure consistent execution of IABC's Strategic Plan as agreed with the IEB in line with the accountability statement in the Position Overview above.
- To serve as ex-officio member of all IEB IABC Committees and to provide continuity and assist as liaison between Committees, the IEB and staff.
- To attend all pertinent meetings of IABC and deliver staff reports/updates as required.
- To ensure that membership records and other mission-critical data are secured, maintained, updated - and analyzed for actionable insights - to best serve IABC, its regions and chapters.
- To foster and maintain relations with other organizations as deemed necessary, advantageous and appropriate by the IEB in line with IABC's Partnership Guidelines
- To execute legal commitments and contracts as authorized by the board and in line with the Executive Limitations and Authority for Disbursements set out in the IABC Policy Manual; following fair and transparent processes, as set out in the Conflict of Interest Policy; and fully in line with the Anti-Fraud Policy.

Appendix F. Disciplinary Policy

1. Any Association member may submit to the Association's Executive Director in writing a formal request to have a member's conduct investigated. All requests must be signed by the individual making the request.
2. The Executive Director shall direct the Ethics Committee to investigate the matter and prepare a written report. The report shall indicate the alleged violation of the member. In preparing such report, the committee shall communicate with the member whose conduct is under investigation and shall include in the written report the position of the member under investigation. The member under investigation shall also have the right to prepare a written statement, which shall be submitted as an exhibit to the Ethics Committee report.
3. The final written report of the Ethics Committee shall be forwarded to the Executive Committee of the International Executive Board for consideration. Upon an affirmative vote of a majority of Executive Committee members, the matter shall be referred to the full International Executive Board for further action consistent with this policy. If a majority of the members of the entire Executive Committee fail to vote to refer the matter to the full Board of Directors, no further action shall be taken. The Executive Committee shall consider all issues in a timely fashion. The member whose conduct is being investigated shall be immediately informed of the decision of the Executive Committee.
4. Upon receiving a disciplinary matter from the Executive Committee, the International Executive Board shall convene within 90 days to fully consider all evidence and determine whether or not the member should be disciplined and, if discipline is deemed appropriate, the exact discipline to be administered. In the case where discipline is deemed to be appropriate, the International Executive Board (IEB) shall delineate what the member is found to have violated within IABC's code of conduct and/or code of ethics. Discipline may include a written censure, suspension for a specific period of time or expulsion from membership. The International Executive Board may consider such matters at a regularly scheduled Board meeting. All discussions and deliberations of the IEB shall be done in closed session.
5. A member may be censured only upon a vote of a majority of the IEB. A member may be suspended or expelled only upon a vote of two thirds of the IEB.
6. All final action shall take place in open session.
7. The following due process shall be provided to any member who the International Executive Board determines should be disciplined.
 - a. **Censure.** Censure shall be a formal warning and shall be served upon the member within 10 days of the Board's decision. Notice of censure shall include reasons for the censure and information regarding the right of appeal. The member, within 10 days of receiving such notice, may request in writing a hearing before the IEB to challenge the censure. If no hearing is requested within 10 days, the censure shall go into effect. If a hearing is requested, it shall be scheduled within 90 days of the request. Upon conclusion of the hearing, the IEB shall consider the evidence and vote to uphold, modify or overturn the censure. The decision of the IEB is final.
 - b. **Suspension.** A notice of suspension shall be sent to the member within 10 days of the Board's decision. Notice of suspension shall include reasons for the suspension, the term of the suspension and information regarding the right to appeal. The member, within 10 days of receiving such notice, may request in writing a hearing before a neutral hearing officer to challenge the suspension. The IEB shall select the hearing officer. If no hearing is requested within 10 days, the suspension shall go into effect. If a hearing is requested, it shall be scheduled within 90 days of the request. Within 20 days of conclusion of the hearing, the Hearing Officer shall render a decision upholding, modifying or overturning the suspension. Failure of the hearing officer to render a decision within 20 days shall not cause the proceedings to be dismissed. The decision of the Hearing Officer is final.
 - c. **Expulsion.** A notice of expulsion shall be sent to the member within 10 days of the Board's decision. Notice of expulsion shall include reasons for the expulsion, the term of the expulsion and information regarding the right to appeal. The member, within 10 days of receiving such notice, may request in writing a hearing before a neutral hearing officer to challenge the expulsion. The IEB shall select the hearing officer. If no hearing is requested within 10 days, the expulsion shall go into effect. If a hearing is requested, it shall be scheduled within 90 days of the request. The member, at their own expense, shall have the right to be represented by counsel at the hearing. The Association shall be

represented at the hearing by its counsel. Within 20 days of conclusion of the hearing, the Hearing Officer shall render a decision upholding, modifying, or overturning the expulsion. Failure of the hearing officer to render a decision within 20 days shall not cause the proceedings to be dismissed. The decision of the Hearing Officer is final.

8. Any member who is under suspension or expelled shall not be allowed to participate in any Association functions or to represent himself or herself as a member of the Association.
9. A member who has been expelled may seek reinstatement after a period of 5 years. IEB, by a two-thirds vote, may reinstate an expelled member.
10. Association dues will not be reimbursed for the period of suspension or expulsion.

Appendix G. IABC Website User Conduct Policy

We respect and are committed to your privacy while online with IABC. At the same time, we recognize that, as communicators and businesspeople, you have a need to share information within the IABC networks. Sharing information is a major benefit of your IABC membership. This Website User Conduct Policy states our guidelines for website usage, so that all users can have a quality experience online with us.

- You agree, as a user of our website, to abide by all applicable local, state, national, and international laws and regulations in your use of the IABC website, and agree not to interfere with the use and enjoyment of the website by other users.
- You agree to be solely responsible for your actions and the content through IABC. You agree not to impersonate any person or entity, including, but not limited to, an IABC official, forum leader, guide, or host, or to falsely state or otherwise misrepresent your affiliation with a person or entity.
- You agree not to use the website to collect or harvest personal information about other users.
- You agree not to post, promote, or transmit through the website any unlawful, harassing, libelous, threatening, harmful, vulgar, hateful, or otherwise objectionable material of any kind or nature.
- You agree not to advertise or offer to sell any goods or services, engage in surveys, or post or transmit "junk mail," "spam," or unsolicited mass distribution of email.

IABC may, at its sole discretion, immediately terminate your access to the website if your conduct fails to conform to these terms and conditions of the Terms. IABC may, but is not in any way obligated to, enforce these terms against any user.

Appendix H. Partnerships Guidelines

Passed by the IABC International Executive Board February 3, 2016

Amended by the IABC International Executive Board February 5, 2026

Partnerships: a definition

A partnership should add value to all the organizations entering into the agreement. It should extend IABC's reach, increase IABC's value and magnify the association's impact.

Benefits of partnerships include:

- Capitalizes on individual strengths of each partner.
- Can provide contacts and links to communities/stakeholders you want to reach.
- Shares responsibility.
- Limits liability to scope of project involved.

The possible downsides include:

- Can be ineffective if some partner doesn't perform at the expected level.
- Can consume more human and financial resources than anticipated.
- Can require a significant time investment.

Developing the relationship

The partnership may result from an approach by an individual or organization to IABC or through outreach by IABC staff or volunteer to potential partners. Partnership opportunities must be directed to the Executive Director for further assessment.

Nonprofit memberships for which IABC decides to seek to work with should boost reputation, generate revenue, offer complimentary values and serve the entire organization – international, regional, and chapter levels.

Partnership basics:

- Determine the need and identify what you want to accomplish/achieve.
- Identify success factors.
- Identify barriers.
- Ask "How can we achieve more or better results through collaboration?"
- Get all relevant actors to join in the partnership; identify partners who complement each other.
- Get formal commitment by signing a partnership agreement.

Partnership goals

Partnerships should be designed to achieve specific goals. Questions to ask:

- Does this partnership extend our reach by opening up and developing new markets?
- Does it help members gain access to additional industry intelligence and knowledge of other markets?
- Does it increase revenue? Will it contribute to the bottom line?
- Will it amplify resources? Will it leverage our resources an existing resource?
- Does this alliance have relevance for IABC and its mission? Will it increase the value of the association within the industry or profession?

Roles and responsibilities

IABC Staff

- Executive Director to actively seek global partnerships with non-profit membership organizations for IEB consideration.
- Development and negotiation of agreement and/or MOU, following IEB approved policies.
 - Secure approval from IABC Executive Committee if there is an expected IABC financial expenditure as part of the agreement.
- Consultation on service design.
- Approval of service delivery.
- Execution of the partnership agreement

Conflict of Interest considerations

In addition to adhering to IABC's Code of Ethics, all parties involved in IABC programs must adhere to the IABC Conflict of Interest Policy.

Many IABC leaders work professionally as consultants and service providers. However, if the volunteer leader serves on the IEB or on an IABC Committee (as described in IABC's Bylaws) receiving compensation for his/her work as a service provider in a partnership program violates IABC's Conflict of Interest policy.

Appendix I. Complimentary Registrations Policy

Passed by the IABC International Executive Board October 7, 2015

Amended by the IABC International Executive Board February 5, 2026

World Conference and International Leadership Institute Speakers (breakouts and panel discussions)

- 50% discount on standard registration for World Conference and International Leadership Institute unless otherwise specified within the speaker agreement.
- The registration does not include additional fee events.
- Travel costs to World Conference and accommodations are not covered unless otherwise negotiated with the staff team.

IEB members (including incoming board members)

- Complimentary standard registration for World Conference.
- Travel costs and accommodation are already covered to the level outlined in IABC policies.
- IEB members are required to attend and carry out such leadership duties as may be outlined by the Chair; this might include making concerted effort to thank sponsors at their booths; and support the needs of the Chair and Vice Chair by being present generally.

If funding for World Conference is available to the IABC member through their company, it is greatly appreciated if those funds are used.

Appendix J. Budget Policy

Passed by the IABC International Executive Board June 5, 2016

Amended by the IABC International Executive Board February 5, 2026

To ensure transparency between staff and the Finance Committee, as well as the IEB. The following process was established for creating the IABC budget.

- Begin the budget process in September.
- Treasurer is consulted at the same time as the senior management team is brought together for initial budget discussions. This transparency will enable the Treasurer to have a better understanding of the process and the rationale behind the numbers. It will also allow the Treasurer and the Executive Director to be more closely aligned when the budget is submitted to the Finance Committee for their review and approval.
- In the timeline, include a product review with the Finance Committee before the presentation of the total budget. This review will include performance assumptions made to create projections for the budget.
- Treasurer will have access to the entire budget, with an understanding of the confidential
- nature of compensation.
- Treasurer will have direct access to the Director of Finance.
- Finance Committee will have first draft of proposed budget 5 days before meeting to
- discuss.
- IEB will be given at least one week to review budget before meeting to discuss and vote.

Appendix K. Price Parity Policy

Passed by the IABC International Executive Board July 5, 2017

Amended by the IABC International Executive Board February 5, 2026

IABC used a tiered system to determine international dues. Chapter and Region dues are determined by those groups. For clarity, a price parity review does not address rate changes to the dues in each tier but determines if they are in the right tier.

Methodology

IABC will use a combination of the World Bank and the International Monetary Fund (IMF) to determine which countries belong in which tier.

The World Bank assigns countries to four classification levels: high income, upper middle income, lower middle income and low income. As an example, in 2025, the table looked like this:

Tier	Classification	2025 PPP GNI from World Bank
Tier A	High Income	\$13,935+
Tier B	Upper middle income	\$4,496 - \$13,935
Tier C	Lower middle income	\$1,136 - \$4,495
Tier D	Low income countries	\$1,135 and below

IABC using the following tiers, as of July 2025:

Tier	Classification	2025 PPP GNI from World Bank
Tier A	Advanced Economies	\$13,935 +
Tier B	Emerging/Developing Economies	\$13,935 and below

The International dues for members-at-large are set by the country of their residence.