



## STANDING ORDERS

**These Standing Orders shall regulate the activities and membership of IAPCO**

Article 1	Membership
Article 2	Membership Fee
Article 3	Continuation of Eligibility for Membership
Article 4	Notices
Article 5	Annual Meeting & General Assembly
Article 6	The Council
Article 7	Finance
Article 8	The Administration of the Association
Article 9	Code of Conduct and Committee of Ethics
Article 10	Exclusion
Article 11	Amendments
Article 12	Adoption of Standing Orders

### Article 1 MEMBERSHIP

#### Categories of Membership

The categories of membership are as follows:

- (a) Company Member
- (b) Member Offices
- (c) In-House Organiser Member
- (d) Invited Member
  - (i) Invited Member
  - (ii) Intergovernmental Member
  - (iii) Honorary Member
- (e) Retired Member

---

#### (a) **Company Membership**

**Company membership** shall be open to professional congress organising entities engaged in the organisation of all services required for the preparation and running of international and national meetings.

Company Members are required to

- sign and commit to the Code of Conduct
- commit to the Core Values of IAPCO
- complete the Annual Survey for all the Offices within their Group

- attend the Annual Meeting a minimum of every three years, or send a representative
- complete the Company Reports for their office
- pay the Annual Subscription
- confirm the accuracy of any Member Office's information in accordance with their application criteria.

#### Company Members

- may stand for Council (only one representative from any company member or any associated member office of that company member)
- have a vote [and can utilise proxy vote if unable to be present at the General Assembly]
- will be listed as an accredited member on the IAPCO website
- will be listed as an accredited member on any list of members produced
- can use the logo on their website and promotional material
- have free access to web-EDGE.

#### **(b) Member Offices**

**Member Office category** shall be open to Company Members with one or more offices outside the country of their company membership with a minimum shareholding of 50% held by the Company Member, and who have a permanent office with a fixed office address and a minimum office personnel of two full-time experienced staff.

Member Offices are required to meet the appropriate application criteria.

#### Member Offices

- may stand for Council (only one representative from any company member of any associated member office of that company member) as long as has attended a minimum of two Annual Meetings in the preceding six years
- will be listed as a Member Office on the IAPCO website
- will be listed as a Member Office on any list of members produced
- have free access to web-EDGE.

#### **(c) In-House Organiser Membership**

**In-House Organiser membership** shall be open to professional congress organising departments within an international association or organisation, including corporate, scientific, academic and not-for-profit organisations, which is engaged in the organisation of all services required for the preparation and running of international meetings of that organisation or international association.

In-House PCO departments of Convention Centres should apply for membership within the category of Company Member

In-House Organiser Members are required to:

- complete the Annual Survey for all the departments within the association/organisation which are engaged in the organisation of all services required for the preparation and running of meetings
- commit to the Code of Conduct
- commit to the Core Values of IAPCO
- attend the Annual Meeting a minimum of every three years, or send a representative
- complete the Company Reports for their office
- pay the Annual Subscription by the due date set by the Council which subscription shall be same as that for Company Members.

#### In-House Organiser Members

- may stand for Council
- have a vote including the right to have a proxy vote if unable to be present at the General Assembly

- will be listed as an accredited In-House Organiser on the IAPCO website
- will be listed as an accredited In-House Organiser on any list of members produced
- can use the logo on their website and promotional material.

**(d) Invited Membership**

**Invited membership** shall be open to those individuals whom the General Assembly, on the recommendation of the Council, wish, because of their status in the sphere of international congresses, to participate in the activities and deliberations of the Association. Invited membership terminates when the individual ceases to hold the position which qualified him or her for invitation, or any position of comparable status. Invited Members shall not pay a membership fee, shall have no voting rights, and not be eligible for Council.

**Intergovernmental membership** e.g. Heads of Congress Departments in Inter-governmental Organisations, on recommendation of the Council, and who wish to participate in the activities of the Association shall be invited on the recommendation of Council to join IAPCO. Intergovernmental Members shall not pay a membership fee, shall have no voting rights, and not be eligible for Council.

**Honorary membership** shall be open to those individuals whom the General Assembly, on the recommendation of the Council, wishes to honour for their outstanding contribution to the work or reputation of the Association, or to the organisation of international congresses in general. Honorary membership shall be for life, however, Honorary Members who return to business after admission for honorary membership shall cease to hold the position of Honorary Member of the Association and may, if appropriate to their new business, join a different membership category. Honorary Members shall not pay a membership fee, shall have no voting rights, and not be eligible for Council.

**(e) Retired Membership**

**Retired membership** shall be open to those individuals who are no longer active PCOs and whom the General Assembly, on the recommendation of the Council, wishes them to continue to offer their expertise and experience to the Association. Retired Members shall pay an annual subscription fee of 10% of the Company Member fees but have no voting rights and are not eligible for Council.

**Membership Requirements**

1.1 Application Criteria

**(a) Company Member Application Criteria**

In order to qualify for **Company Membership** applicants must:

have been engaged exclusively or principally on a permanent basis in the organisation of all services required for the preparation and running of international and national meetings for at least two years

OR

have been engaged continuously for at least 50% of their time and for a period of at least four years in the organisation of all services required for the preparation and running of international and national meetings.

have organised ten national or international meetings within the last five years attended by a minimum of four hundred participants\*\* [international meeting\*] or one thousand participants\*\* [national meeting]

*[\*an international meeting is defined as being attended by representatives of more than five different countries with a minimum of 40% participants from outside of the country in which the event is held]*

*[\*\*a participant is defined as anyone who passes through the registration process, such as a delegate, an accompanying person, an exhibitor; but not exhibition visitors, staff etc.]*

Full information concerning the organisation of these meetings shall be submitted to the Council by the applicant, by means of a special questionnaire. Applicants are further required to invite at their own expense a Council member, or a member of the Association specially delegated by the Council for the purpose, to their permanent office and to a congress organised entirely by them as a site inspection. Enforcement of this clause is entirely at the discretion of the Council.

In order to maintain quality control where an application for membership has been rejected, the Company/In-House Organiser cannot re-apply for membership for a period of three years unless a specific dispensation is applied to the rejection.

### **(b) Member Office Application Criteria**

In order to qualify to be registered as a **Member Office**, applicants must:

- have 50% or more shareholding by the Company Member
- have a permanent office and a fixed office address
- have a minimum office personnel of two full-time experienced staff
- complete the checklist of services provided – centrally or local
- sign and commit to the Code of Conduct
- provide referee contact details (a) a client (b) CVB or venue
- provide evidence by way of written statement of the office personnel's experience in delivering events and that PCO business is the main business of the Member Office

The Company Member will be required to certify the accuracy of the information and the quality standard of the office. Sanctions will be imposed upon the Company Member should the quality standard of a proposed Member Office subsequently be found to be unsubstantiated.

### **(c) In-House Organiser Member Application Criteria**

In order to qualify for **In-House Organiser Membership**, applicants must:

have been engaged exclusively or principally on a permanent basis in the organisation of all services required for the preparation and running of the Organisation's main meeting, where the number of participants\* exceeds 800, for at least two years.

have organised four national or international meetings within the last two years attended by a minimum of one hundred participants\*.

*[\* a participant is defined as anyone who passes through the registration process, such as a delegate, an accompanying person, an exhibitor, but not exhibition visitors, staff etc.]*

Full information concerning the organisation of these meetings shall be submitted to the Council by the applicant, by means of a special questionnaire. Applicants are further required to invite at their own expense a Council member, or a member of the Association specially delegated by the Council for the purpose, to their permanent office and to a congress organised entirely by them as a site inspection. Enforcement of this clause is entirely at the discretion of the Council.

In order to maintain quality control where an application for membership has been rejected, the In-House Organiser cannot re-apply for membership for a period of three years unless a specific dispensation is applied to the rejection.

1.2 Admission to Company, In-House Organiser or Member Office membership shall be subject to a decision of the Council having undertaken due diligence.

1.3 There is no restriction on the number of registered Member Offices associated with a Company Member. The membership of a Member Office is tied upon the continuation, ceasing, exclusion, or resignation of the Company Member to whom the said office belongs.

1.4 Should a change occur in the ownership or management of a Company Member, continuation of the membership of such company shall be subject to the approval of the Council.

1.5 Any Member which ceases to fulfil their membership requirements as laid down in Article 1 for admission to membership shall cease to hold the capacity of Member of the Association.

1.6 Any Member which, or the Head Office of which, is placed into liquidation, bankruptcy, or receivership shall immediately cease to be a Member of the Association.

1.7 Any Company Member may resign at any time by giving one month's notice to be delivered to the Secretariat of the Association. Company Members should notify the Secretariat of the Association of any resignation of their International Office or National Office members.

1.8 Any Member which acts contrary to the Statutes, Standing Orders and/or Code of Conduct may be excluded from the Association by a two thirds majority decision of the General Assembly. No Member shall be excluded except upon three months' notice from the Council, specifying the grounds upon which exclusion is based, and after having been given the opportunity to be heard by the General Assembly.

1.9 Resignation or exclusion of a Company Member shall not relieve such Member from the obligation to pay dues for the financial year in which resignation or exclusion takes place.

1.10 Any Member which, through death or otherwise, ceases to belong to the Association, shall forfeit any right to any part of the assets of the Association.

1.11 IAPCO Logo: Members are entitled to use the logo of the Association in the following manner:

- Company Members, In-House Organiser Members and registered Member Offices are entitled to use the logo on all their stationery and publications always in connection with their company, department or institution name
- Invited Members may use the logo on their personal stationery and leaflets
- Retired Members may use the logo on their personal stationery and leaflets
- Use of the logo shall comply with the IAPCO guidelines for use of the IAPCO brand.

No other persons are entitled to make use of the logo or abbreviation on, or in, any publication.

Participants in IAPCO seminars may use the phrase 'IAPCO Seminar participant [year]' without using the logo.

## **Article 2 MEMBERSHIP FEE**

The membership fee for Company Members shall be determined by the General Assembly based on recommendation from Council. Fees will be based on the size of the company and therefore are based on the number of offices within the group of a Company Member and are not related to the number of Member Offices a Company Member registers with IAPCO.

2.1 Fees will be invoiced in April each year. The fee is to be paid to the IAPCO account by the due date stipulated.

2.2 Late payment will be subject to a surcharge of 15% per annum.

2.3 Failure to pay the membership fee by the due date could result in the removal of the Company Member's name and all associated registered Member Offices from all lists of members and/or non-accredited notice on the website. Failure to pay within four months of invoice will result in automatic termination of membership. Re-instatement of a member whose membership was terminated due to non-payment of subscription is at the discretion of Council.

2.4 New members are due to pay the membership fee within one month of notification of their admission and dispatch of an invoice.

2.5 The fees payable by new members will be pro rata according to the time of joining.

2.6 There is no additional fee for a registered Member Office as it falls within the global fee paid by the Company Member.

2.9 Retired Members shall pay a fee to be set at 10% of the Company Member fee.

### **Article 3 CONTINUATION OF ELIGIBILITY FOR MEMBERSHIP**

3.1 In order to show that all Members comply with the quality standard of the Association, all Members shall complete their quality responsibilities as stipulated in Article 1 on the recommendation of Council by the due date. Failure to complete these responsibilities to the satisfaction of the Quality Committee, or failure to submit the documentation, will result in such notification on the Association website. Recommendations of the Quality Committee shall be subject to 'due reasonableness' at all times, and is subject to the guidance of Council.

3.2 From time to time, Council will request information from Members by way of additional survey or contribution to IAPCO activities. Members are expected to respond to all such reasonable requests for information and to comply with the obligations of their membership, participating in the activities and requirements of the Association.

3.3 Council may require and arrange for the inspection, at the cost of the Association, of any meeting organised by a Company Member.

3.4 Failure to confirm fulfillment of membership status by the due date could result in the removal of the Member's name from the published List of Members. Continual non-compliance will lead to exclusion and recommended termination of membership.

3.5 Retired Members must advise the Council on an annual basis of their continued non-employment in the professional congress organising business. The Council has the right to refuse or to withdraw their membership

### **Article 4 NOTICES**

4.1 Any notice to be given to or by any person in accordance with the Statutes or Standing Orders shall be in writing.

4.2. The Association may give any Notice to Members either personally or electronically or by sending it by post in a prepaid envelope addressed to the Member at their registered address or by leaving it at their address.

4.3. The accidental omission to give Notice of a Meeting to, or the non-receipt of Notice of a Meeting by, any person entitled to receive Notice shall not invalidate the proceedings at that Meeting.

### **Article 5 ANNUAL MEETING & GENERAL ASSEMBLY**

*Note: the terms and conditions applying to Company Members apply also to In-House Organiser Members*

5.1 Convening notices and provisional agenda shall be sent two weeks in advance of the General Assembly by the Secretariat.

Any member wishing to include an item on the agenda of the General Assembly must send such items to reach the Secretariat at least seven days before the date of the General Assembly.

5.2 Decisions shall be carried by a simple majority vote of the Voting Members present or represented at the General Assembly and shall be notified to all members. Unless unanimously resolved otherwise, decisions shall only be taken on matters appearing on the agenda.

5.3 Resolutions of the General Assembly shall be recorded and signed by the President and

held at the Secretariat at the disposal of all members.

5.4 The General Assembly is a closed meeting and is open only to IAPCO members or their formal representatives.

5.5 An Annual Meeting shall be held each year at the same time as the General Assembly (“the Annual Meeting”).

5.6 The programme taking place during the Annual Meeting shall be open only to IAPCO members, their formal representatives and guests invited by Council or the Host of the General Assembly.

5.7 Every Company Member should be present or represented at the Annual Meeting & General Assembly at least once every three years. Failure to be present in person or represented by a colleague from the same member company at three consecutive Annual Meeting & General Assemblies shall be grounds for exclusion from membership. Representatives of registered Member Offices are not required, but are encouraged, to attend Annual Meetings & General Assemblies.

5.8 Every new Company Member must be in attendance at either the first or second Annual Meeting & General Assembly following their acceptance into membership unless excused by vote of the Council for reasons beyond the control of the Member. In the case of Company membership, the person in attendance should be the Member representative as notified to the Association and as contained in the List of Members.

5.9 A Company Member may be represented at the Annual Meeting & General Assembly and other meetings of the Association by one or more of its directors or senior managers from either their Company or registered Member Officer.

5.10 Any Company Member, unable to attend an Annual Meeting & General Assembly, may be represented at such meeting by another Company Member. The Member unable to attend shall complete a Transfer of Proxy form provided by the Secretariat. The powers of the proxy holder are restricted to actual and specific issues. No Member shall hold more than two proxies and no Member Office may hold any proxies.

5.11 Member Offices attending an Annual Meeting & General Assembly do not have a vote at the General Assembly but can hold the vote of a Company Member not present, if authorised by the Company Member.

5.12 No business shall be transacted at a meeting of the General Assembly unless a quorum is present. Twenty-five persons entitled to vote upon the business to be transacted, each being a Member or a duly authorised representative of a Member, or one-third of the eligible membership, whichever is the fewer, shall constitute a quorum.

5.13 If a quorum is not present within half an hour from the time appointed for the General Assembly, the General Assembly shall stand adjourned to such time and place as the Council may determine.

5.14 The President, or in his or her absence, the Vice-President, or in his or her absence, some other member of Council nominated by the Council, shall preside as chairman of the General Assembly but, if neither the President, the Vice-President, nor such other Council member (if any) be present within fifteen minutes after the time appointed for holding the General Assembly and willing to act, the Council members present shall elect one of their number to be chairman and, if there is only one Council member present and willing to act, he or she shall be chairman.

5.15 If no Council member is willing to act as chairman, or if no Council member is present within fifteen minutes after the time appointed for holding the General Assembly, the Members present and entitled to vote shall choose one of their number to be chairman.

5.16 A Council member shall be entitled to attend and speak at any meeting of the General

Assembly.

5.17 The chairman may, with the consent of Members attending a General Assembly at which a quorum is present (and shall if so directed by the General Assembly), adjourn the General Assembly from time to time and from place to place, but no business shall be transacted at an adjourned General Assembly other than business which might properly have been transacted at the General Assembly had adjournment not taken place. When a General Assembly is adjourned for fourteen days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned General Assembly and the general nature of the business to be transacted. Otherwise it shall not be necessary to give any such notice.

## **Article 6 THE COUNCIL**

6.1 The Association shall be administered by a Council consisting of up to twelve Company or Member Office representatives, among them a President, a President-Elect, an Immediate Past President and a Treasurer. Up to nine members of the Council are elected by the General Assembly including the President-Elect; the elected members of the Council can co-opt up to three other members, being the Host of the next Annual Meeting [point 6.3], the Chair of the Training Academy [point 6.5], and the Next Gen Council Member [point 6.22].

Council may invite members of the Association to report on various administrative topics and as such to participate in specific elements of Council meetings.

6.2 The term of President-Elect shall be for one year, followed by two years as President and a further year as Immediate Past President. The President-Elect shall be elected by the General Assembly every two years from nominations received from the membership. Once the President-Elect has completed the term of 4 years (including President and Immediate Past-President) they shall not be eligible for re-election to the position of President for a period of two years.

6.3 The Host of the next Annual Meeting shall be co-opted to Council for the period of one year up to the said Annual Meeting.

6.4 Council members shall select a Treasurer, whose length of service has no limitation as long as the member continues to be elected to Council and selected by Council to serve as the Treasurer.

6.5 Council members shall select or co-opt a Chair of the Training Academy whose length of service has no limitation as long as the member continues to be elected or co-opted to Council and selected or co-opted by Council to serve as the chair of the Training Academy.

6.6 Council members shall select a Chair of the Quality Committee whose length of service has no limitation as long as the member continues to be elected to Council and selected by Council to serve as the Chair of the Quality Committee.

6.7 Members of the Council shall be elected by the General Assembly for a term of two years from nominations received from the membership and may be re-elected.

6.8 Co-opted members of Council do not have a vote within the Council.

6.9 A Council member whether elected or co-opted who ceases to be engaged in the profession of congress organiser or ceases to work for an IAPCO Member shall cease to hold the office of Council member,

6.10 Should an elected Council member, through death or otherwise, cease to hold office before the expiry of their normal two-year term, the vacancy shall be filled at the next Council meeting by co-option referred to the next General Assembly for confirmation. In the absence of confirmation the vacancy shall be filled at the General Assembly by secret ballot. The new Council member shall hold office for the remainder of the term of the predecessor.

6.11 Should the President cease to hold office before the expiry of his or her term, the function



shall pass to the President-Elect to complete the term in addition to his/her own term of office and the vacancy on Council of Elected Member shall be dealt with as provided in Article 6.10. Should the President-Elect cease to hold office before the expiry of his or her term, the position of President-Elect shall be proposed by the current President, to be ratified by the Council members.

6.12 Election to the office of President-Elect shall be open to any person who has served as an elected member of council for one full term (two years) within five years of the election and who has attended at least one Annual Meeting.

6.13 Election to the Council shall be open to any representative of any Company or Member Office whose company has been in membership of the Association for at least two years and in respect of whom there are no outstanding dues and who has attended a minimum of two Annual Meetings in the preceding six years. Only one Member (of whatever category) from the same company or group of companies will be eligible to serve on the Council at any one time.

6.14 The President shall call a meeting of the Council at least twice a year. The quorum shall be five.

6.15 Any Council member absent without permission from all meetings held within a period of twelve months shall be invited by the President to stand down from the Council.

6.16 A resolution in writing, signed by all the Council members entitled to receive notice of a meeting of Council or of a committee of Council, shall be as valid and effective as if it had been passed at a meeting of Council or (as the case may be) a committee of Council duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Council members.

6.17 Members of the Council are elected by the General Assembly by secret ballot. No candidate may be nominated in their absence unless they have given in writing their consent to nomination.

6.18 The Council shall resolve on Standing Orders regulating the conduct of business in the Council. Resolutions adopted by the Council shall be recorded and signed by the President and kept at the Secretariat at the disposal of the members of the Association.

6.19 The Council shall have full powers of administration and management under the authority of the General Assembly. The day-to-day management may be delegated to the President, a member of the Council or third parties. The right to sign on behalf of the Council and the third parties shall be determined by the Council.

6.20 Members of the IAPCO Council, whether elected or co-opted, are bound by confidentiality and may not discuss, distribute or otherwise make available, or use of, to non-Council members or any other interested party any information/activity which they obtain in their capacity as Council member without the approval of Council unless this information is freely available in the public domain.

6.21 Should there be a worldwide pandemic, as defined in the Shorter Oxford English Dictionary, that impacts on IAPCO activities for more than three consecutive months, then the Council may, by a two-thirds majority, resolve

- To extend the term of the President for one year
- To extend the term of the Immediate Past President for one year
- To delay the election of a President-Elect for one year

Such an extension is limited to one year only.

Such a resolution shall be notified to the Members by email and shall only be confirmed after a period of one month if no more than 10% of the voting membership submit objections, in which case the resolution shall not be confirmed.

6.22 Council members shall select or co-opt a Next Generation Council Member whose length of service will be two years (1 term) to be elected or co-opted to Council and selected or co-opted by Council to serve as the voice and representative of IAPCO Members' early career team members.

## **Article 7 FINANCE**

7.1 The accounts shall be closed on 31 December of each year.

7.2 Any bank account in which any part of the assets of the Association is deposited shall be operated by the Council members and shall indicate the name of the Association. All payment of money from such account shall be authorised by at least two approved signatories.

## **Article 8 THE ADMINISTRATION OF THE ASSOCIATION**

The Association shall be administered by a CEO who shall be appointed by the Council members for such term, and upon such considerations as they may think fit; and any CEO so appointed may be removed by them in accordance with the terms of engagement. The CEO shall be provided with adequate support staff to enable the job of administering the Association to be undertaken competently.

## **Article 9 CODE OF CONDUCT AND COMMITTEE OF ETHICS**

All Company Members and registered Member Offices must sign annually and respect the Code of Conduct of the Association. Any breach of this Code, as notified to the IAPCO Council, will be submitted to the Committee of Ethics for consideration.

The Immediate Past President automatically takes up the post of the Chair of the Committee of Ethics and appoints a Co-Chair from the members of the IAPCO Council. In the event that the Committee of Ethics is required to act on a case, representatives of the membership will be drawn from each geographical area and co-opted by the Chair to join the Committee of Ethics. In the event of having to act on a case, the Committee of Ethics will establish, on a case-by-case basis, a timeline to which the member must adhere, in order to avoid membership penalties.

The Committee of Ethics will act in accordance with the said document approved by the IAPCO Council in Athens dated September 2009.

## **Article 10 EXCLUSION**

Should any Member fail to comply with the above requirements within the membership year, the membership status shall be reviewed at the following General Assembly in accordance with the Statutes of the Association.

## **Article 11 AMENDMENTS**

11.1 Any proposal regarding amendments to the Standing Orders shall emanate from the Council, or from at least one fifth of the Voting Members of the Association. The Council shall advise the Members of the proposal at least two months prior to the meeting of the General Assembly at which they shall be considered. Such proposal must be received by the Secretariat at least 75 days prior to the General Assembly. The General Assembly may approve such amendments to the Standing Orders by a simple majority of Voting Members present or represented. Following such vote any amendments approved shall be notified to all Members.

11.2 Alternatively, at the time of the General Assembly, should the Council consider an amendment urgent it may advise the Members of a proposal at the General Assembly and arrange for an immediate vote, but such proposed amendment shall only be approved on the basis of two thirds of the Voting Members present voting in favour. The proposal and voting result shall then be notified to all Members immediately after the General Assembly. The change shall only be confirmed after a period of one month if no objections from more than 10% of the voting membership have been received but if such objections shall be received then the

proposal shall not be confirmed and shall be proposed again for the next General Assembly in accordance with 11.1.

11.3 Alternatively, should the Council consider an amendment urgent it may notify all members by email with the proposed amendment seeking approval of the change. The change shall only be confirmed after a period of one month if no objections have been received. In the event of objections being received from more than 10% of the voting membership, then the proposal shall not be confirmed and shall be proposed again for the next General Assembly in accordance with 11.1.

## **Article 12          ADOPTION OF STANDING ORDERS**

These Standing Orders are adopted at the Virtual General Assembly on 15 February 2021 and replace all previously governing Standing Orders with amendments.

**HQ/SECRETARIAT:** THE INTERNATIONAL ASSOCIATION OF PROFESSIONAL CONGRESS ORGANISERS ("IAPCO") has a registered office at c/o Prager Dreifuss, Mühlebackstrasse 6, 8008 Zürich, Switzerland, registration no. CH-020.6.900.220-3/. Administration and secretariat services are provided by outsourced contractors based in the United Kingdom. Contact details: [info@iapco.org](mailto:info@iapco.org)

**REPRODUCTION:** Reproduction of any part or of the entire document is subject to prior authorisation and approval from IAPCO. Copyright IAPCO.