

# ANNUAL REPORT 2025

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**IAIA**  
International Association  
for Impact Assessment

# Message from the President

## At a Crossroads of Change

This past year has demonstrated both the progress of IAIA as an organization and the growing significance of impact assessment in a rapidly changing world. Decision contexts are accelerating — shaped by climate urgency, biodiversity loss, geopolitical uncertainty, and technological transformation. In such conditions, impact assessment is increasingly called upon not only to ensure compliance, but to contribute actively to better, more timely, and more trusted decisions.

## Working at the Boundaries

At its core, impact assessment operates at boundaries — between environment and development, evidence and values, policy and practice. Today, these boundaries are becoming more defining, as we are increasingly confronted with ecological limits, cumulative impacts, and the finite capacity of natural and social systems. This challenges impact assessment to move beyond isolated evaluations toward a more integrated and systemic understanding of change. It also calls for recognition of the roles of different stakeholders — governments, industry, communities, researchers, practitioners, and civil society — each contributing knowledge and perspectives essential to credible outcomes. Trust is therefore central: trust in evidence, in processes, and in the institutions that bring these actors together.

## Positioning for What Comes Next

Over the past year, IAIA has continued to build momentum through the implementation of its Strategic Action Plan, reflected in membership growth, expanded training and partnerships, and increased engagement in international forums. The Board has worked actively to strengthen governance and institutional resilience, while initiating preparation for the next revision of IAIA's strategy. IAIA26 forms part of this trajectory: a global convening to deepen dialogue and reinforce the practical value of impact assessment.



**Lone Kørnøv**

President, IAIA

IAIA's strength lies in its community. To our members, volunteers, partners, donors, and staff — thank you. Together, we continue to advance impact assessment as a profession that makes a meaningful difference in the world.

# Message from the CEO

## Delivering with Purpose

As I reflect on the past year, IAIA has transitioned from strategic planning to high-performance delivery. Despite global economic and geopolitical "headwinds," we have used these challenges as a catalyst for focus. I am pleased to report that a stabilized financial position now provides a resilient foundation for our work. While we remain proactive in seeking diverse funding to fully realize our potential, we move forward with the confidence to deliver on our long-term opportunities.

## Operational Excellence & Future Training

Our commitment to operational excellence is yielding tangible results. Technological investments have matured into a robust platform for knowledge exchange, serving as the engine for our new training suite. The successful launch of our on-demand Strategic Environmental Assessment (SEA) courses—our first foray into this digital format—provides optimism for our future direction. This success confirms a clear appetite for accessible professional development, and we are committed to tapping into further areas of demand to provide enhanced member value and career support.

## Leading the Technical Conversation

A definitive highlight was IAIA25 in Bologna, where we fully engaged with Impact Assessment in the Age of AI. The depth of discourse there proved that our greatest asset is the collective intelligence of our members, and this momentum carries us toward IAIA26 in Québec City. In an era of rapid change, our role as purveyors of "trusted evidence" is more vital than ever. We must ensure our methodologies remain both rigorous and relevant to global decision-makers.

## Elevating Our External Profile

IAIA is increasingly recognized as a definitive voice in global sustainability. This year, we represented the profession at high-level forums including the Villars Institute, OECD, and the Equator Principles. Alongside our work with the Global Commons Alliance, these invitations prove we are no longer just observing the global conversation; we are helping to shape it.

## Gratitude

Our progress is rooted in the expertise of the volunteers within our Sections, whose technical contributions are the bedrock of our relevance. My thanks also go to the Board for their stewardship and the HQ staff in Fargo for their continued excellence in our operational "engine room." William Arthur Ward said, "The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails." At IAIA, we are the realists. We have adjusted our sails and move into 2026 with confidence.



**Gary Baker**

Chief Executive Officer, IAIA

# Board of Directors



**Lone Kørnøv**  
PRESIDENT  
*Denmark*



**Alberto Fonseca**  
PRESIDENT-ELECT  
*Brazil*



**Alan Ehrlich**  
PAST PRESIDENT  
*Canada*



**Andrés Amaya**  
DIRECTOR-TREASURER  
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**Francesco Mazzei**  
DIRECTOR  
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**Abulele Adams**  
DIRECTOR  
*South Africa*



**Joana Pedro**  
DIRECTOR  
*Switzerland*



**Yunae Yi**  
DIRECTOR  
*Kenya*

# Mission & Vision

The International Association for Impact Assessment (IAIA) is an organization with a voluntary membership of professionals from a diverse array of interests and organizations, all of whom are concerned with environmental stewardship and sustainability. Collectively, our goal is to protect, not harm, the earth and its environments and peoples.



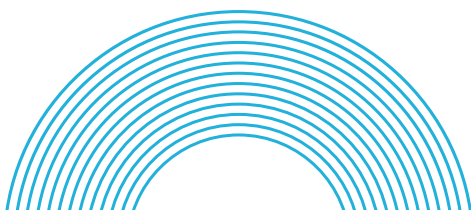
## Vision

A just and sustainable world for people and the environment.



## Mission

IAIA provides the international forum to advance best practice and innovation in impact assessment and advocates for its expanded use for the betterment of society and the environment.



# Main Event

## IAIA25: IMPACT ASSESSMENT IN THE AGE OF ARTIFICIAL INTELLIGENCE

Annual Conference; 1-4 May 2025; Bologna, Italy



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IAIA is truly a **value-for-money experience**. I return to work **energized, inspired, and equipped** with fresh ideas and perspectives. The insights gained and connections made consistently **elevate my practice**.

- IAIA25 participant

### Global Reach

**1043 participants from 83 countries** gathered to share knowledge, build partnerships, and strengthen impact assessment practice worldwide.

### High Impact

97% would recommend future IAIA conferences, 86% gained significant new information and techniques, and 94% planned to share knowledge back home.

### Engaging Program

**127 technical sessions** featured **462 presenters** on impact assessment, digital innovation, responsible governance, and more.

# New Initiatives

## Environmental Governance Platform Initiative

Work began to develop a comprehensive, cloud-based environmental platform which will close gaps among environmental governance functions. This is Phase I of the Governance and Implementation Systems Section's initiative to link key modules into a common and flexible digital infrastructure, adaptable for all countries while strictly maintaining the sovereignty and integrity of national data and policies. Phase I will assess the Platform's technical and financial feasibility.

## Introducing On-Demand Learning

IAIA introduced an on-demand training format, designed to broaden global access to professional development. The inaugural series focuses on Strategic Environmental Assessment (SEA) in renewable energy decision-making.

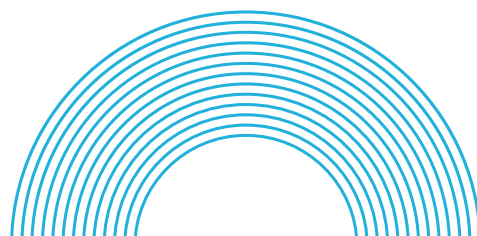
- 3 SEA courses launched (with 6 more coming in 2026)
- 57 participants in year one, with 100% satisfaction & 100% would recommend

## New IAIA Website & Resource Library

In July 2025, IAIA launched a fully redesigned website ([iaia.org](http://iaia.org)), featuring a fresh, modern look, streamlined navigation, and a mobile-optimized experience. The new site includes a searchable Resource Library with 300+ open-access publications, webinars, and tools, easily filtered by topic, type, and language. Designed to make impact assessment knowledge more accessible to practitioners, decision-makers, and a broader global audience, the platform strengthens access to resources, expands IAIA's global reach, and supports professional practice and engagement worldwide.

## Interactive SEA Guidance Website

Building on the 2024 release of IAIA's *Improving Decision-Making for the Energy Transition: Guidance for Using Strategic Environmental Assessment*, a new interactive website ([seaguidance.iaia.org](http://seaguidance.iaia.org)) launched in December 2025. The platform transforms a 500+ page technical resource into a dynamic, user-friendly experience, with intuitive navigation, interactive features, and plain-language summaries that make content easier to explore and apply. Users can seamlessly move between chapters, access key insights, and engage with guidance tailored to real-world decision-making in the energy transition.



# Training & Resources

Whether virtual or in-person, live or on-demand, IAIA offers training programs for all audiences. IAIA's 40+ years of expertise is also reflected in its Resource Library, featuring 300+ open-access publications. The journal *Impact Assessment and Project Appraisal (IAPA)* continued to grow in 2025, with rising submissions, faster publication times, expanded editorial support, and an increased Impact Factor of 1.9.

Together, these offerings support continuous learning and knowledge sharing for impact assessment professionals worldwide.

## 554

### Trainees

Participated in: 12 in-person courses at IAIA25; 11 live, online training courses; 6 Professional Development Program courses; and 3 on-demand SEA courses.

## 11

### New/Updated Publications

These new, updated, or translated publications were added to the open-access IAIA Resource Library in 2025.



*In-Person Trainees at IAIA25 in Bologna, Italy*

## 3,228

### Webinar Registrants

Six free educational webinars were held throughout 2025.

## 450,813

### Full-Text Downloads of IAPA

Europe (26%), North America (24%), and Asia (23%) led global readership, followed by Africa (12%), Australasia (9%), and Central & South America (6%).

## 197

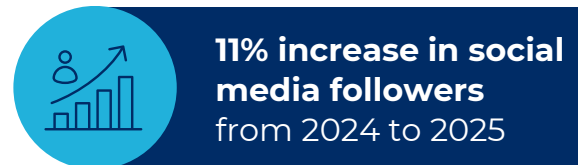
### Articles Submitted to Journal

With a 21% article acceptance rate, *Impact Assessment and Project Appraisal (IAPA)* released 6 issues in 2025.

# Community

Our members are a dynamic global network of professionals from **120 countries** advancing impact assessment worldwide. Membership reached 1,419 in 2025, reflecting **measured growth** and **strong retention**, with **sustained engagement** across our community.

Our reach extends beyond membership. IAIA connected with 28,303 social media followers and welcomed 135,440 website visitors (340,660 page views) in 2025. The launch of the new IAIA.org in July strengthened IAIA's digital front door, expanding global access to impact assessment guidance, training, and best practices.



## IAIA Members: A truly global network

**26%**

North  
America

**22%**

Europe

**11%**

Asia

**3%**

Central America  
& Caribbean

**4%**

Middle  
East

**5%**

South  
America

**19%**

Africa

**10%**

Australia &  
Oceania

# Collaboration

IAIA's reach and impact grow each year through our collaborative partnerships with similar organizations and sustainability-minded companies around the world.

## Affiliates

- NEW** Academia Mexicana de Impacto Ambiental (AMIA)
- Asociación Española de Evaluación de Impacto Ambiental (AEEIA)
- Associação Brasileira de Avaliação de Impacto (ABAI)
- Associação Portuguesa de Avaliação de Impactes (APAI)
- Association for Environmental Impact Assessment of Nigeria (AEIAN)
- Association québécoise pour l'évaluation d'impacts (AQÉI)
- NEW** Atlantic Canada Association for Impact Assessment (ACAIA)
- NEW** Consejo Mexicano para la Evaluación de Impactos, A.C. (COMIMPACT)
- NEW** Environment Institute of Australia and New Zealand (EIANZ)
- Hong Kong Institute of Environmental Impact Assessment (HKIEIA)
- IAIA Western and Northern Canada (WNC)
- IAIA-Ghana
- IAIA-Italia
- IAIAsa (South Africa)
- Impact Assessment Association Zambia (IAAZ)
- Iranian Association for Environmental Assessment (IAEA)
- NEW** Japan Society for Impact Assessment (JSIA)
- Korea Society of Environmental Impact Assessment (KSEIA)
- NEW** Mongolian Association for Impact Assessment (MAIA)
- Myanmar Environmental Assessment Association (MEAA)
- NEW** National Association of Environmental Professionals (NAEP)
- Nepal Association for Impact Assessment (NAIA)
- New Zealand Association for Impact Assessment (NZAIA)
- Ontario Association for Impact Assessment (OAIA)
- Secrétariat international francophone pour l'évaluation environnementale (SIFÉE)
- UVP-Gesellschaft e.V.

## Branches

- Ireland-UK Branch
- Japan Branch
- Washington Area Branch

## Corporate Members

### STEWARDSHIP LEVEL

- Environmental Horizons Co. | Saudi Arabia
- ERM Europe Ltd | United Kingdom
- European Investment Bank | Luxembourg
- Qatar Free Zones Authority | Qatar

### STANDARD LEVEL

- Acorn International, LLC
- ASF Consulting
- Assala Energy UK Limited
- Aurecon
- Coastal Dynamics Limited
- Compliance Advisor Ombudsman
- Creating Communities
- DHI Water & Environment
- Earth Active
- Ecofish Research Ltd.
- EDI Environmental Dynamics Inc.
- EPC Consultanta de mediu SRL
- Flemish Centre of Expertise EIA
- Gaia Consult Inc
- Hydro-Québec
- ILACO Suriname N.V
- Insuco Intl Limited
- K2A Management Co. Ltd
- Millennium Challenge Account Kosovo
- Myanmar Survey Research Co Ltd
- National Parks Board Singapore
- Observatorio de Desarrollo Regional y Promoción Social
- Parks Canada
- Social Atlas
- Socionaut, Inc.
- Statkraft
- SusIF
- Swedish University of Agricultural Sciences
- Synergy Global Consulting
- TidalCo
- Vale
- Vancouver Fraser Port Authority
- Wessex Archaeology



# Treasurer's Report

This year's financial results are very encouraging as they reflect a shift in a post-pandemic trend where IAIA gains and even assets have been impacted and diminished. After several challenging years, we are no longer operating as tightly as before, and we closed 2025 with a positive net income of approximately \$39,000, compared to a significant deficit in 2024. While there remains room for improvement, this represents an encouraging step in the right direction.

An analysis over time (year after year) of IAIA financials highlights the importance and dependence of key items: our yearly international conference, active memberships, training and third party sponsorship of IAIA operation and events. Fortunately our operating costs remain lean and are quite effective and efficient in maintaining IAIA

It is important to recognize that sustaining IAIA—and professional associations more broadly—continues to be challenging in today's global environment. Constrained institutional support and evolving participation patterns all impact our ability to maintain and grow revenue streams. In this context, IAIA's continued stability is not something we can take for granted.

A key strength remains our annual conference, which continues to be a globally recognized convening of the impact assessment community. The success of the Bologna conference contributed significantly to this year's results, and we look ahead with confidence to Québec City.

Beyond the conference, there are clear opportunities for growth. Our professional development and training programs are high-quality, well-positioned, and have momentum, but participation has not yet reached its full potential. Expanding engagement in training represents one of our most promising avenues for strengthening long-term financial sustainability.

Similarly, membership levels have remained relatively stable, which is encouraging in the current climate. However, there is an opportunity to grow—both through individual member recruitment and increased corporate engagement. A strong and active membership base is essential not only for financial health, but for advancing IAIA's mission globally.

From a balance sheet perspective, IAIA is stable after several years of our assets being diminished in order to maintain annual operations. Our current total assets of approximately \$1.66 million have a solid equity position. Our reserves have proved their worth in providing support during the difficult years post-Covid. Rebuilding these reserves remains a priority to ensure future resilience.



Ultimately, IAIA's long-term sustainability depends not only on careful financial management, but also on the active participation of its community. Continued engagement—through conference attendance, training, and membership—will be essential to maintaining momentum and ensuring the organization remains strong in the years ahead.

**Andrés Amaya**

Director-Treasurer, IAIA

# Financial Statements

IAIA's external accountant has performed a compilation engagement on these financial statements. All figures are in US\$ and based on the accrual method of accounting.

### Statement of Assets, Liabilities, and Net Equity - Operating Account

	31 Dec, 25	31 Dec, 24*
<b>ASSETS</b>		
Total Current Assets	\$ 501,428	\$ 429,483
Total Fixed Assets	12,397	15,433
Total Other Assets	1,149,170	1,238,583
<b>TOTAL ASSETS</b>	<b>\$ 1,662,996</b>	<b>\$ 1,683,499</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
Total Current Liabilities	\$ 513,745	\$ 545,366
Total Long-Term Liabilities	79,211	109,915
<b>Total Liabilities</b>	<b>592,956</b>	<b>655,281</b>
<b>Equity</b>		
Financial Sustainability Fund	1,054,000	1,135,000
Without Donor Restrictions	(205,186)	172,199
With Donor Restrictions	217,099	9,643
Net Income	4,127	(288,623)
<b>Total Equity</b>	<b>1,070,040</b>	<b>1,028,218</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 1,662,996</b>	<b>\$ 1,683,499</b>

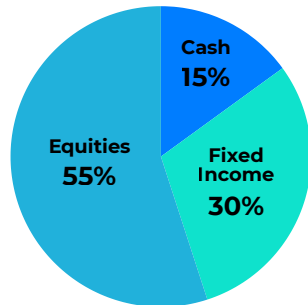
\*Due to adjustments made during the audit of the 2024 financial statements, these 2024 figures differ from IAIA's 2024 Annual Report.

### Statement of Activity - Operating Account

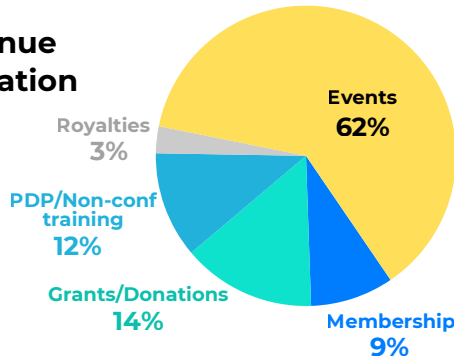
For the years ended 31 December 2025 and 2024

	Jan - Dec '25	Jan - Dec '24*
<b>Ordinary Income/Expense</b>		
Admin Fees	\$ 83,501	\$ 59,897
Government Support	55,225	7,615
SEA Revenue	131,129	161,656
Memberships	170,284	139,611
Paper Copy of IAPA		547
Donations	2,974	1,114
Career Central Revenue	405	2,101
Prof. Development Program	147,785	138,150
Non-Conference Training	68,904	89,480
Royalties IAPA	54,914	47,252
Royalties-Other		50
Book Sales/Proceedings	40	80
Events	1,181,512	1,290,293
Miscellaneous Revenue	197	2,268
<b>Total Income</b>	<b>\$ 1,896,871</b>	<b>\$ 1,940,113</b>
<b>Expenses</b>		
Bank Service Charges	7,109	6,568
Committee Expenses	978	1,274
SEA Expense	66,366	58,521
Computer and Software Services	47,923	49,575
Payroll Expenses	712,076	715,519
Imp. Assessment/Proj. Appraisal	1,611	1,380
Board Support	28,205	27,339
Office Expense	46,030	69,988
Professional Fees	160,298	175,679
Scholarships and Grants	5,935	10,225
Prof. Dev. Prgm	115,737	72,639
Non - Conference Training	35,961	61,540
Marketing Expense	630	2,645
Non-Conference Travel & Meeting	391	3,847
Miscellaneous Expense	4,010	2,772
Depreciation Expense	4,841	5,075
Government Donor Expenses		10,100
Direct Event Expenses	712,934	1,072,308
<b>Total Expenses</b>	<b>1,951,035</b>	<b>2,346,994</b>
<b>Net Ordinary Income</b>	<b>(54,164)</b>	<b>(406,880)</b>
Total Other Income/Expenses	93,216	118,257
<b>Net Income</b>	<b>\$ 39,052</b>	<b>\$ (288,623)</b>

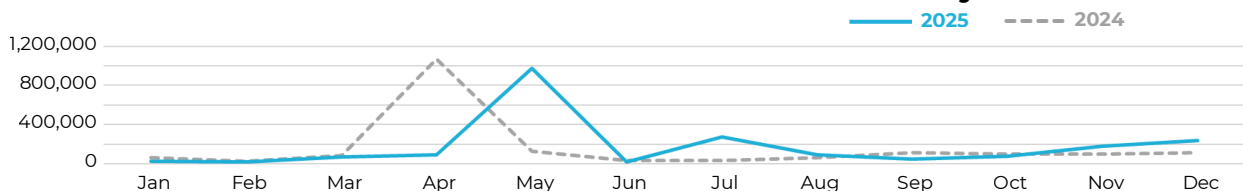
### Allocation of Assets



### Revenue Allocation



### Monthly Revenue



# Donors

Thank you to these partners who have contributed over the past three years. Their cumulative contributions are listed.

## Higher Levels of Contributions to IAIA

ERM (\$108,000)  
 European Investment Bank (\$133,000)  
 Événements d'affaires de Destination Canada (\$123,000)  
 Government of Canada/Impact Assessment Agency of Canada (\$565,000)

Inter-American Development Bank (\$383,000)  
 NORAD (\$2,029,000)  
 Norwegian Environment Agency (\$168,000)  
 WSP/Golder (\$126,000)

### \$50,000+ IAIA Global Leadership Club

Hatch  
 International Finance Corporation (IFC)

### \$25,000+ IAIA Resilience Club

British Columbia Environmental Assessment Office  
 Charlotte Bingham  
 Chiba University of Commerce

### \$10,000+ IAIA Strategic Initiatives Club

Ashawa Consults  
 Ausenco/Hemmera  
 Enbridge, Inc.  
 Environmental Protection Agency, Ireland  
 EPC Consultanta de mediu SLR  
 Failte Ireland  
 Global Container Terminals  
 Herambiente Spa  
 IDB Invest  
 Korea Environment Institute  
 Newcrest  
 TC Energy

### \$5,000+ IAIA Advanced Capacity Club

Acciona Energy  
 Acorn International  
 EY Advisory SpA  
 Malaysia Convention and Exhibition Bureau  
 RINA Consulting Spa  
 SLR Consulting

### \$2,500+ IAIA Premier Club

Barbaterre  
 Erica Srl  
 Geoambiente S.A.  
 New Zealand Tourism Board  
 SLR Consulting

### \$1,000+ IAIA Club

Ciera Group  
 City Preten S. de RL  
 E&S Solutions  
 EEGSA  
 Geo Language Services  
 Quebec City Business Destination

## IAIA Staff

*Chief Executive Officer*  
Gary Baker

*Chief Operating Officer*  
Bridget John

*Director of Publications & Conference Programs*  
Jennifer Howell

*Director of Membership & Digital Strategy*  
Shelli LaPlante Schneider

*Registration & Accounting Specialist*  
Sue Quinn

*Training Program Specialist*  
Kiesha Blaser


*Events & Projects Specialist*  
Caitlyn Grimm


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