

ICOM ETHICS STANDING COMMITTEE (ETHCOM)

Revision of ICOM Code of Ethics for Museums

**4th Consultation
March -April 2025**

**SECOND DRAFT OF THE REVISED ICOM CODE OF ETHICS
FOR MUSEUMS**

MAIN ELEMENTS OF THE REVISED CODE OF ETHICS

- I. PREAMBLE**
- II. MUSEUM DEFINITION**
- III. PRINCIPLES**
- IV. GLOSSARY¹**
- V. APPENDIX² (Conventions, Declarations, Resolutions)**

¹ The following draft lists selected terms proposed for inclusion in the Glossary of the revised ICOM Code of Ethics. During the 4th consultation ICOM members are asked to suggest additional terms to be defined in the final text of the revised Code of Ethics.

² An Appendix with the most relevant international legal instruments will be added in the final text of the revised Code of Ethics.

PREAMBLE
ICOM Code of Ethics for Museums

The *ICOM Code of Ethics for Museums* is a cornerstone for ICOM. As stated in its Statutes, ICOM establishes ethical principles based on professional values widely recognised by the international museum community. Practices grounded in integrity, responsibility, equity, mutual respect, openness, transparency and accountability are essential to ensure that museums protect and promote heritage, build trust and serve the public. These values entail obligations to society and the museum profession and a duty to provide opportunities for knowledge sharing, dialogue, and reflection; they also involve responsibilities to safeguard and research collections in museums' care and to govern conscientiously and sustainably. Museums should acknowledge that the roots of many institutions lie in colonial history and resolve to uphold the rights of all peoples to their cultures and traditions, especially Indigenous Peoples. Museums should work with communities to shape an equitable and sustainable future. By addressing these critical challenges and upholding their shared values, museums can sustain society's engagement.

This Code sets forth five core principles to guide everyone who works in and with museums. The museum profession includes members of museums' governing bodies, museum leadership, museum workers and volunteers, as well as consultants and freelancers. All ICOM members agree to abide by this Code as a condition of their membership. The core principles of this Code articulate standards for museums worldwide, even beyond the ICOM community, to operate ethically, professionally, and with communities. All international, national and local bodies and policymakers, as well as specialised organizations connected with museums, should use this Code of Ethics as the basis for their own museum standards. Together with local, national and international legislation, this Code of Ethics preserves the integrity of the museum profession.

Each of the five core principles of the *ICOM Code of Ethics for Museums* is equally important to the creation and operation of sustainable and inclusive museums. They provide a point of departure for resolving ethical dilemmas through careful thought, debate and discussion. This Code is accompanied by guidelines for more detailed professional practices. For questions or clarifications around specific principles or their application to a specific case, ICOM's Standing Committee on Ethics (ETHCOM) can be consulted.

The ICOM Code of Ethics has a history of nearly 40 years, starting with the *ICOM Code of Professional Ethics* which was adopted by the 15th General Assembly of ICOM in Buenos Aires (Argentina) on 4 November 1986. The Code was amended by the 20th

General Assembly in Barcelona (Spain) on 6 July 2001, retitled *ICOM Code of Ethics for Museums*,

and revised by the 21st General Assembly in Seoul (Republic of Korea) on 8 October 2004. This present version of the Code was adopted by ICOM at its 27th General Assembly in Dubai (United Arab Emirates) on xx November 2025. It follows the adoption of a new museum definition at the 26th General Assembly in Prague (Czech Republic) on 24 August 2022. Published in the three official languages of ICOM – English, French, and Spanish – ICOM welcomes translations of the Code into other languages by ICOM’s Committees.

This Code is monitored by ICOM’s Standing Committee on Ethics (ETHCOM) and enforced by the ICOM Executive Board. ICOM’s Statutes and Internal Rules describe the consequences of a breach of the Code of Ethics for individuals, national and international committees, regional alliances, and affiliated organisations.

Museum Definition

‘A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets, and exhibits tangible and intangible heritage. Open to the public, accessible, and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.’

1. SOCIETY: Museums Serve Society

Principle: *Museums serve society by being accessible and inclusive, collaborating with diverse communities to protect and interpret tangible and intangible heritage, and caring for their pasts, present and futures. By embracing different perspectives on heritage, museums operate as spaces for dialogue, upholding human rights, practicing social justice and promoting peace and unity.*

1.1. Museums should preserve and transmit tangible and intangible heritage for the benefit of society and the long-term sustainability of communities.

In preserving, interpreting and transmitting heritage, museums should collaborate with all source communities without distinction or hierarchy, respecting diverse traditions and cultures. When opposing opinions or conflicts arise due to cultural differences, museums should be safe spaces for dialogue and foster mutual understanding.

1.2. Museums should support the right and the agency of diverse members of society to participate in and contribute to cultural life.

Museum work should be informed by members of society, including source communities and Indigenous Peoples. It should respect their agency and diversity of knowledge and honour their rights to preserve, interpret, and exhibit their tangible and intangible heritage. Collections claimed by communities should be valued and preserved in dialogue with these groups. Museums have the duty to involve community representatives in decision-making processes regarding their heritage, collaborating with them while valuing their physical, mental and emotional well-being and practicing social justice.

1.3. Museums should collaborate with internal and external partners, fostering dialogue and knowledge sharing through enduring cooperation.

Partnerships enrich museums' practices around researching, collecting, conserving, documenting and interpreting heritage. Museums should collaborate with professionals, scholars, students, community members, and other museums and heritage institutions. Respecting those from whom they have learned, museums should acknowledge their contributions and ensure equitable remuneration.

1.4. Museums should guarantee accessibility to all.

Museums should make heritage and its related information, except for confidential or sensitive information, accessible to everyone, eliminating physical, digital and socio-cultural barriers. As inclusive institutions, museums should proactively tackle social exclusion, working for the equitable inclusion of all communities and combating all forms

of prejudice, including discrimination based on gender, sexual orientation, disability and religion. They should address issues of institutional racism and respect Indigenous rights and self-determination.

1.5. Museums should represent cultural diversity while respecting the cultural sensitivities reflected in heritage.

Museums should foster plural interpretations of heritage, honouring its diversity in research, collections management, conservation, interpretation and display. Museums should recognise that some tangible and intangible heritage has sacred significance for source communities, and follow appropriate protocols in handling these sensitive materials. Museums should offer deference to and respect for the traditional knowledge of Indigenous Peoples.

1.6. Museums should practice sustainability, proactively and continually, in its social, environmental and financial dimensions.

Museums should ensure their long-term social, environmental and financial sustainability. This includes contributing to the well-being of all involved, minimising environmental impact, combating climate change and ensuring the financial stability of the institution. Museums should carry out their work by upholding human rights and reducing inequalities, thus ensuring that their practices serve people, protect the planet and promote prosperity in a socially responsible manner.

2. PROFESSIONALISM: Museums operate and communicate with professional expertise, knowledge and standards.

Principle: To sustain society's trust, museums operate and communicate ethically and according to professional standards. This entails responsibilities for members of the museum professions, including those in leadership roles, and for everyone who works in and with museums.

2.1. Museum leaders should recruit staff and volunteers that safeguard the institution's need for professional knowledge and reflect the diversity of the communities they work with.

Museum leaders should engage staff and volunteers who collectively provide the competencies required to fulfil the institution's mission, vision, goals and objectives. This includes expertise in the museum's main areas of work and the skills necessary to operate and communicate effectively. Museum leaders should ensure that all

individuals working for and with the museum have the information and ongoing training necessary to fulfil the responsibilities detailed in their job descriptions.

2.2. Museum leaders should care for the safety and well-being of staff and volunteers.

Museum leaders should actively engage in ensuring the safety and well-being of their staff and volunteers, providing fair and equitable pay. Working conditions should promote the physical, mental and emotional well-being of everyone involved with the museum. This includes planning concrete actions that can be implemented promptly during emergencies such as armed conflicts, environmental disasters and health crises.³

2.3. Museum leaders should scrutinise the use of digital technologies in all working areas.

Museum leaders should ensure that their use of digital media and digital technologies, including Artificial Intelligence (AI) and other emergent technologies, aligns with institutional and professional goals and missions. Everyone who works in and with museums should take advantage of the benefits of these technologies while diminishing their risks, considering their ethical implications and mitigating their environmental impact. They should proceed cautiously and be conscious of the impact of these technologies on intellectual property rights, Indigenous Rights, and data sovereignty, and protect against the spread of misinformation.

2.4. Everyone who works in and with museums should always demonstrate courtesy, respect and integrity.

Everyone who works in and with museums should observe professional standards of behaviour at all times. Museum leaders should ensure that equitable and inclusive practices are followed in all interactions between those who work in and with the museum and members of society, avoiding any form of discrimination. Collaboration between the

³ Blue Shield International. 2022. *Emergency Management Resources for Cultural Heritage in Conflict, Disaster and Crisis*. Available at: <https://theblueshield.org/download/emergency-management-resources-for-cultural-heritage-in-conflict-disaster-and-crisis/> [Accessed 4 March 2025].

The Getty Conservation Institute. 1999. *Building an Emergency Plan: A Guide for Museums and Other Cultural Institutions*. Available at:

https://www.getty.edu/conservation/publications_resources/pdf_publications/emergency.html [Accessed 4 March 2025].

governing body, leadership, staff, and volunteers should be grounded in mutual respect and the recognition of their different, but complementary and interdependent, roles.

2.5. Everyone who works in and with museums should follow the policies and procedures of the museum.

Everyone who works in and with museums should be familiar with and support the museum's goals and objectives, core values, policies and procedures, conditions of employment and ethical guidelines. Differing opinions should be properly expressed and considered before final decisions are made. If irregularities occur, or a museum's practices are perceived to be damaging to the museum or the broader museum community, members of the museum profession should object appropriately.

2.6. Members of the museum profession should collaborate and consult colleagues, other experts, and community members outside the museum when needed.

Museum professionals should acknowledge and endorse the need for cooperation and consultation among institutions with shared goals and practices. When the available expertise is insufficient to ensure effective decision-making, members of the museum profession have a professional responsibility to consult with colleagues and others with relevant expertise outside the museum.

2.7. Members of the museum professions should work actively to prevent the illicit trafficking of cultural property.

Members of the museum professions should not participate, directly or indirectly, in the plunder, damage or destruction of tangible or intangible heritage. They should actively support authorities and institutions mandated by law to combat illicit trafficking, ensuring compliance with international conventions, legislation and ethical standards.

2.8. Everyone who works in and with museums should protect confidential information obtained as part of their work.

Confidential and personal information should be protected to ensure the safety of the institution, staff, volunteers, collaborators and collections. This includes information regarding the security of the museum and its collections, financial matters, and donor and data confidentiality.

2.9. Everyone who works in and with museums should guard against any conflict of interest with the museum.

Everyone who works in and with the museum should disclose any real or perceived conflicts of interest, including private collecting, and refrain from engaging in activities that might compromise their professional responsibilities or the museum's reputation. Gifts, favours, loans, hospitality, or other benefits offered in connection with museum-related duties should only be accepted in the name of the museum concerned, and when authorised by the institution. They should never be accepted as an inducement to purchase or dispose of an object from the museum collection. Members of the museum professions should never recommend a particular dealer, auctioneer or appraiser to members of the public, and they should not participate directly or indirectly in buying or selling tangible heritage for profit.

3. EDUCATION: Museums offer diverse experiences for knowledge sharing and reflection.

Principle: *Museums' educational activities and practices should be based on ongoing knowledge sharing and dialogue.*

3.1. Museums should reach out to diverse audiences, conducting all activities in accordance with their mission.

Museums should foster diversity through their educational programmes, exhibitions and publications, whether onsite or online. These activities should be vehicles for accepting and respecting different cultural traditions, promoting intercultural dialogue and building relationships with source communities.

3.2. Museums should preserve the integrity of information.

Museums should be responsible for the accuracy, credibility and reliability of the information provided in all their activities, educational programmes, exhibitions and publications. This information should be well-founded and reflect the academic disciplines, societies, and/or beliefs presented. Collections used in programmes, exhibitions and publications should have established origin and provenance, which should be communicated transparently.

3.3. Museums should develop relationships of collaboration and trust, creating enduring partnerships with communities, heritage and educational institutions, and associates.

Museums should collaborate with communities whose tangible and intangible heritage they hold in their collections and present in their programmes, publications and exhibitions. They should create opportunities for source communities to participate, tell their stories, and enhance the documentation and interpretation of their heritage. Museums should seek out and respect Indigenous Peoples' traditional knowledge, practices, laws and customs regarding the display of items in their collections. All Indigenous tangible and intangible heritage should be used in museum activities only with the free, prior, and informed consent of source communities.

Museums should articulate how they will accomplish their educational function. They should consider establishing a collaborative process to fulfil their educational mission, engaging specialists in many areas both within the museum and from other institutions.

3.4. Museums should be accessible to all audiences and consider their needs, interests and beliefs to ensure that they can benefit equitably from the museum's educational activities.

Museums should develop the content and physical formats of their educational programmes, exhibitions and publications to ensure inclusive and accessible practices for everyone. To enhance social relevance, inclusivity and meaningful engagement, audience feedback should be incorporated into programme development.

Museums should guarantee public access to educational programmes, exhibitions and publications in all of their communications. Communication strategies should prioritise the dignity and humanity of the people and communities involved, and publications should follow accessible editorial guidelines, standards and policies. When applicable, permission should be obtained to use and reproduce images, videos, and/or audio recordings of individuals, objects or other materials.

3.5. Museums should attend to all sensitive materials with care, striving to use them in educational programmes, exhibitions and publications in ways that are consistent with professional standards.

Museums should consult with source communities concerning materials of sacred and cultural significance in the museum's collections (including human remains and intangible cultural heritage). The methods of presentation, handling and use of these collections

should be informed by consensual dialogue with the source communities or their descendants.

When requested by these communities, museums should limit access to sensitive materials. Requests for the removal of sensitive material from public display, whether onsite or online, should be addressed promptly, with respect and transparency. Museums should respect and defer to the rights and interests of source communities, especially Indigenous Peoples, to care for or to dispose of their heritage at their discretion. Museums should create clear policies and processes for initiating or responding to such requests.

3.6. Museums should foster knowledge sharing and reflection.

In all their educational activities, museums should encourage the exchange of knowledge and reflection. Recognising that heritage encompasses not only objects and collections but also ideas, traditional knowledge and perspectives, museums should foster critical thinking and continuous learning. They should promote active learning, encouraging dynamic interactions between the public and the works or objects on display.

3.7. Museums should use technology responsibly in their educational programmes, exhibitions and publications.

When using digital media and digital technologies as pedagogical tools, museums should manage them with care and understanding, mitigating their environmental impact. They should make every effort to preserve an accurate historical record and guard against the spread of misinformation. Similarly, museums should respect the integrity of their collections, especially when replicas, facsimiles or copies of items are made, and should ensure that collections are not altered. All copies should be permanently marked and designated as such. Museums should maintain an awareness of the impact of digital media and digital technologies on users, and ensure that measures are taken to protect their audiences' physical, mental and emotional well-being.

3.8. Museums should be committed to maintaining their capacity to care for heritage for future generations, and educate audiences about sustainability through educational programmes, exhibitions and publications.

Museums should play a fundamental role in educating society about the importance of sustainability, while promoting the care of tangible and intangible heritage and our planet.

To ensure educational sustainability, museums should encourage their personnel to continually update their pedagogical strategies and incorporate innovative and sustainable approaches into educational programmes, exhibitions and publications.

3.9. Museums should engage in reparative practices as a means of enhancing learning and critical reflection, supporting the right of communities to recover their cultural heritage.

Museums should recognise and contribute to the reparation of past injustices and the rights of source communities and Indigenous Peoples. They should allow communities to reconnect with their past through the museum's educational programmes, exhibitions and publications, prompting knowledge sharing and dialogue among all of their audiences. Processes of deliberation and dialogue regarding the restitution, repatriation and return of heritage should also provide opportunities for learning about diverse cultures, practices and knowledge, and can enhance the understanding and stewardship of tangible and intangible heritage.

4. COLLECTIONS: Museums research and collect

Principle: Museums collect, safeguard and display tangible and intangible heritage. They should ensure the security, documentation, conservation and restoration of the collections they hold. Museums conduct research and transmit knowledge in trust for society, respecting diverse perspectives and the rights of source communities.

4.1. Museums should create and maintain a collections policy.

Museums should create and follow a collections policy that specifies the acquisition, documentation, care and use of the tangible and intangible heritage in their care. The policy should specify the conditions and professional standards for acquiring objects and specimens. Special attention and care should be accorded to sensitive materials, biological specimens and human remains. The museum's governing body should approve and regularly review the collections policy.

4.2. Museums should be responsible stewards of the collections in their care.

Museums should ensure the maintenance, preservation and security of the tangible and intangible heritage in their care. They should follow established standards and procedures for conservation, restoration and documentation. Museums should ensure that collections from source communities are treated with respect, and handled with the consent of community members.

4.3. Museums should follow professional acquisition and accessioning procedures.

Museums should follow established standards and procedures for acquiring objects,⁴ whether through purchases, gifts, loans, bequests, or exchanges, and make every effort to ensure that all objects or specimens have been legally obtained. Provenance research should be carried out with due diligence to establish an object's origin and full history. Museums should not acquire objects if they have reasonable cause to believe that their collecting involved unauthorised removal or exploitative fieldwork. Objects should always be obtained with the consent of their source community.

In exceptional situations such as emergencies, museums can act as temporary repositories for unprovenanced objects if the preservation of the objects is at risk. This temporary protection should be agreed upon by the institutions or individuals requesting this sheltering.

4.4. Museums should establish documentation procedures and databases to protect and ensure the sustainability of their collections.

Museum collections should be documented according to established standards and procedures.⁵ Documentation should include complete information about the objects in the museum's care and should incorporate associated knowledge gained in collaboration with interdisciplinary professionals and source communities. Museum documentation should be held in secure environments, and supported by retrieval systems and redundancy measures to protect against data loss. With the exception of confidential or sensitive information, these records should be made accessible to the public, both onsite and online.

4.5. Museums should provide access to heritage for research and study.

Museums should ensure equitable access to the collections in their care, as well as to associated documentation. Museums should also make available and publish the results

⁴ International Council of Museums. 2020. *Standards on Accessioning of the International Council of Museums (ETHCOM 2020)*. Available at: https://icom.museum/wp-content/uploads/2022/03/Accessioning-Standards_EN.pdf [Accessed 4 March 2025].

International Council of Museums. 2019. *Guidelines on Deaccessioning of the International Council of Museums (ETHCOM 2019)*. Available at: <https://icom.museum/wp-content/uploads/2019/10/Guidelines-on-Deaccessioning-of-the-International-Council-of-Museums.pdf> [Accessed 4 March 2025].

⁵ International Council of Museums (CIDOC, International Committee for Documentation). (2012) *Standards and guidelines*. Available at: <https://cidoc.mini.icom.museum/standards/cidoc-standards-guidelines/> [Accessed 4 March 2025].

of the research to ensure the transmission of this information to the public and future generations.

4.6. Museums should conduct research in collaboration with diverse members of society to enhance the understanding and interpretation of heritage.

Museums should conduct research to advance greater understanding of the tangible and intangible heritage in their care. They should collaborate with source communities and their descendants regarding objects in museum collections and allow for shared stewardship and co-curation. Fieldwork should be undertaken with free, prior and informed consent from the community, and should demonstrate respect and consideration for source community views, environmental resources and cultural rights.

Museum research should adopt inclusive research practices and avoid extractivist methods. The traditional knowledge and know-how of source communities should be recorded and stored respectfully with their free, prior and informed consent, and following established standards, intellectual property laws and principles of confidentiality. The disclosure of personal and protected information should be avoided.

4.7. Museums should store and display collections of sensitive materials with care and respect.

Museums should establish policies concerning the acquisition, care, storage, stewardship and display of sensitive materials including human remains, biological specimens, and objects with sacred significance in accordance with local, national and international laws and treaties. Sensitive materials should be acquired and retained by museums with the free, prior and informed consent of concerned source communities, and only if the sensitive material can be housed securely and cared for respectfully. Sensitive materials originating from source communities, especially Indigenous Peoples, should be preserved with the consent of these communities or their descendants, respecting and deferring to their beliefs and traditional knowledge and involving them in decisions about appropriate display, care and storage whenever possible.

4.8. Museums should develop procedures for responsible deaccessioning and disposal.

Museums should develop a comprehensive deaccessioning policy according to established standards.⁶ The policy should address the deaccessioning process and the requirements for disposing of deaccessioned objects. Disposing of an object or specimen from a museum collection should only be undertaken after considering its significance, character (whether renewable or non-renewable) and legal standing, as well as any loss of public trust that might result from such action.

⁶ International Council of Museums (ETHCOM 2020; ETHCOM 2019), *op.cit*

Museum collections are held in trust for the public and should not be treated as realisable assets. Compensation received from the sale of deaccessioned objects and specimens should be used solely to benefit the museum's collection, usually for acquisitions and the care of the collection.

4.9. Museums should participate in the fight against illicit trafficking of tangible and intangible heritage.

Museums should participate in the fight against the illicit trafficking of tangible and intangible heritage by maintaining appropriate documentation and inventories of their collections that describe the objects in their care in detail. This inventory should be an official document that facilitates the dissemination of object information in case of theft, armed conflict or environmental disaster. Museums should freely collaborate with other museums and heritage institutions, the art market, law enforcement agencies and national, regional and international organisations that combat illicit trafficking.

4.10. Museums should be responsive to requests for restitution, repatriation and return.

Museums should promptly and transparently respond to requests for the restitution, repatriation or return of cultural objects. In the case of stolen cultural objects or illegally exported cultural heritage, museums should be prepared to engage with the requesting party impartially, base all exchanges on scientific and historical facts and documentation, and remain open to a dialogue about restitution and return.

In the case of collections that were obtained during periods of colonisation, or in any situation involving armed conflict, political and/or territorial domination, museums should proactively undertake provenance research with due diligence, generate information about their collections and make them available to source communities, especially Indigenous Peoples and their descendants. Museums should maintain continuous dialogue with these communities to promote co-creation, shared authority, and transparency to enhance the interpretation of collections and, if a decision is made to repatriate or voluntarily return tangible heritage, museums should jointly establish with the requesting party a process to ensure the cultural heritage is returned to its country of origin, related community or descendants.

5. GOVERNANCE: Museums are not-for-profit, permanent institutions

Principle: Governing bodies and those concerned with the strategic direction and oversight of the museum are responsible for the long-term sustainability of their institution by securing the professional, physical, and financial resources necessary to maintain the museum and serve communities.

5.1. The governing body should maintain publicly accessible evidence of their legal status and not-for-profit nature as well as their mission statement and policies.

The institutional statements of museums should comply with local, regional, national and international legislation and demonstrate transparency and accountability. Museums should clearly articulate their mission and purpose, core values, and commitment to their audiences and communities, including onsite and online visitors. Mission statements should serve as guiding principles for all activities and align with the museum's goals and objectives.

5.2. The governing body should secure the resources necessary for sustainable museums.

The governing body and museum leadership should ensure the necessary professional, physical and financial resources to operate effectively and sustainably, enabling the museum to achieve its strategic goals and mission. They are responsible for building and maintaining networks and partnerships within and outside the heritage sector, including with source communities.

5.3. The governing body should safeguard the museums' integrity and institutional autonomy.

The governing body should ensure the museum serves as a safe space for intercultural dialogue and learning. Regardless of their funding sources or governance model, museums should have the freedom and authority to oversee the content and integrity of their educational programmes, exhibitions and publications.⁷

5.4. The governing body should ensure that the board members and museum leader have the knowledge and skills needed to fulfil their roles.

The governing body should understand the specific qualifications and expertise required for museum leadership roles. They should identify and select candidates for board and leadership positions who are qualified to address all challenges faced by the museum as it strives to fulfil its mission.

⁷ International Council of Museums. (2020). *ICOM Statement on the independence of Museums*. Available at: <https://icom.museum/en/news/statement-on-the-independence-of-museums/> [Accessed 4 March 2025].

5.5. The governing body should adopt written policies that are essential tools for the museum's governance.

The governing body should establish clear written policies, including those for collections, fundraising, institutional integrity, sources of income, and emergency response. These policies should be regularly updated to maintain the highest level of standards in the field and efficiency, provide a clear framework for decision-making, and safeguard the museum's future.

5.6. The governing body should reflect the diversity of the communities they serve.

The governing body should represent the communities the museum serves and promote co-creation, shared authority and transparency. They should practice inclusive leadership to advance the museum's mission, foster innovation and enhance institutional impact.

5.7. The governing body should facilitate effective and open communication within the institution and with external stakeholders, promoting transparency while respecting confidentiality and privacy, where appropriate.

Effective and open communication from the governing body and museum leaders should foster a collaborative, inclusive and respectful work environment. Museums should communicate transparently to its audiences, accurately representing the institution's activities, decisions, and financial status.

LIST OF TERMS FOR THE GLOSSARY

- Conflict of interest
- Conservation
- Documentation
- Due diligence
- Governing body
- Intellectual property
- Museum professions
- Museum leaders
- Provenance
- Repatriation
- Restitution
- Restoration
- Source communities
- Traditional knowledge
