



# 2020 Corporate Governance Statement

October 2020

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# 2020 IPH Corporate Governance Statement

## Introduction

The Board of Directors and management of IPH Limited (the Company) are committed to high standards of corporate governance. These standards help to ensure that the Company effectively manages risk, maintains appropriate transparency of its operations and creates and maintains value for its stakeholders and its people.

This Corporate Governance Statement reports on the corporate governance framework, practices and policies of the Company. For the financial year ended 30 June 2020, the ASX Listing Rules require the Company to report on how it has followed the corporate governance recommendations contained in the 3rd Edition of the ASX Corporate Governance Council's Principles and Recommendations (ASX Principles). Throughout FY20, the Company's governance practices have followed the 3rd Edition of the ASX Principles. In addition, many of the Company's governance practices for FY20 also follow the 4th Edition of the ASX Corporate Governance Council's Principles and Recommendations, which the Company will adopt in its entirety for the financial year ended 30 June 2021.

This Corporate Governance Statement is available on the Company's website at <http://www.iphltd.com.au/investor-information/>. In addition, the Company's ASX Appendix 4G, which is a checklist cross-referencing the ASX Principles to the relevant disclosures in either this Corporate Governance Statement or other noted locations, is available on our website at <http://www.iphltd.com.au/investor-information/>, and has been lodged with the ASX. Information on the Company's governance framework, including many of the policies and other documents referred to in this Corporate Governance Statement, is also available on the Company's website, which is updated regularly.

This Corporate Governance Statement is current as at 17 September 2020 and has been approved by the Board.

## Principle 1: Lay solid foundations for management and oversight

### Recommendation 1.1 Adopted

The Company has a Board Charter which sets out the responsibilities and functions of the Board and the Managing Director, and specifies those matters reserved to the Board. The Charter also specifies the requirements of directors in performing their duties, the responsibilities of the Chairman, and provides guidelines for directors on independence, access to information, independent advice and continuing development. The Charter is available on our website at <http://www.iphltd.com.au/investor-information/>. The Charter was updated in July 2020 to reflect the 4th Edition of the ASX Corporate Governance Council's Principles and Recommendations.

The number of times the Board met during the 2020 financial year is disclosed in the Directors' Report dated 20 August 2020 (Directors' Report). In addition to formal Board and Board Committee meetings throughout the financial year ended 30 June 2020, members of the Board spent time with senior executives and other management personnel of the Company and engaged with other key stakeholders.

### Recommendation 1.2 Adopted

Before each current Non-Executive Director was appointed as a director of the Company, the Company undertook appropriate checks as to each individual's character, experience, qualifications and relevant interests. More specifically, as part of the initial public offering process in November 2014, each of the Non-Executive Directors standing for election at that time was screened for matters of character, experience, education, criminal record and bankruptcy history. For the purpose of the appointment of the most recent Non-Executive Director, Jingmin Qian during the 2019 financial year, a similar screening process occurred. Such screening will be a part of the appointment process for future new Non-Executive Directors.

In addition, information to enable shareholders to make an informed decision is provided with respect to all Non-Executive Directors standing for election or re-election as a director.

# 2020 IPH Corporate Governance Statement

Principle 1 Continued >

## Recommendation 1.3 Adopted

Each director and senior executive has a written agreement with the Company on the terms of their appointment, including specifying their duties, remuneration and other entitlements, requirement to comply with Company policies, and arrangements with respect to insurance.

The remuneration arrangements for the Non-Executive Directors and Key Management Personnel, and the material terms of the employment agreements with the Managing Director and the Key Management Personnel, are set out in the Remuneration Report, which is part of the Directors' Report.

## Recommendation 1.4 Adopted

The Company Secretary is accountable to the Board, through the Chairman, and is responsible for supporting the Board and its Committees on matters of governance, including the preparation of meeting papers and meeting minutes.

## Recommendation 1.5 Adopted

The Company has a Diversity Policy, which is available on our website at <http://www.iphltd.com.au/investor-information/>. The Diversity Policy was updated in July 2020.

The Company recognises that embracing diversity contributes to the Company achieving its corporate objectives, enhances its reputation and enables the Company to:

- » broaden opportunities to recruit the right people from a diverse pool of talented individuals;
- » create an inclusive workplace culture that embraces diversity and promotes creativity and innovation; and
- » better represent the diversity of the Company's stakeholders.

The representation of women within the Company as at 30 June 2020 is shown in Table A.

**Table A - Representation of Women**

	Women	Men
Board Directors	40%	60%
Senior executive <sup>1</sup> & Principal roles	34%	66%
Across the Company	68%	32%

In order to strengthen gender diversity the Board adopted as a measurable objective a target for representation for directors, senior executives and principals for FY21 as set out in Table B.

**Table B - Representation of Women**

	2019	2020	Target 2021
Board Directors	40%	40%	>30%
Senior executive <sup>1</sup> & Principal roles	27%	34%	>30%

As can be seen in Tables A and B, the Company exceeded these targets in FY20 for both Board Directors and Senior executive and Principal roles.

In addition, individual companies within the Company's corporate group, with Australian-based employees, submit an annual report with the Workplace Gender Equality Agency and have received notices of compliance with the Workplace Gender Equality Act 2012 (Cth) for the reporting period from 1 April 2019 to 31 March 2020.

<sup>1</sup> A senior executive is a person who is a member of the Company's group leadership team, comprising the Company's senior executive team and leaders of the group's business units.

## Recommendation 1.6 Adopted

The Company recognises the pivotal role that the Board has in the governance framework of the Company. Under the Board Charter the Chairman is responsible for scheduling regular and effective evaluations of the Board's performance. An evaluation of the Board's functioning and performance has recently concluded.

# 2020 IPH Corporate Governance Statement

Principle 1 Continued >

## Recommendation 1.7 Adopted

The Company has developed its formal processes for the performance evaluation of senior executives in conjunction with the Nominations and Remuneration Committee.

For FY20 the Committee developed and agreed key performance measures for the Chief Executive Officer having regard to the Company's strategic, financial and operational objectives for the year. The Chief Executive Officer, with oversight by the Nominations and Remuneration Committee, developed and set key performance measures for other Company senior executives and the performance of senior executives was subject to evaluation against those measures and other appropriate criteria specific to senior executives' roles and responsibilities. A formal review of the Chief Executive Officer's and each senior executive's performance occurs at least annually.

## Principle 2: Structure the board to add value

### Recommendation 2.1 Adopted

The Board has a committee, the Nominations and Remuneration Committee, which comprises four independent Non-Executive Directors, and is chaired by a director who is not the Chairman of the Company. The Committee has responsibility for nomination matters, including board appointments, director re-elections, director induction and continuing development programs. The Nominations and Remuneration Committee Charter is available on our website at <http://www.iphtd.com.au/investor-information/>.

### Board Skills Matrix

Knowledge of corporate governance and compliance in listed entities	Intellectual property knowledge and experience
Experience in professional services businesses	Strategic capabilities and commercial acumen
Experience in businesses conducted offshore, particularly Asia	Experience on the boards of other significant listed entities
Experience in human resource management, including workplace culture, management development and succession, health and safety, diversity, and remuneration	Experience in incorporating digital into business models, and information technology as an enabler in a professional services business
Risk management understanding and experience	Experience in executive leadership
Financial management capability, including accounting or related financial management qualifications	

The number of times the Nominations and Remuneration Committee met during the 2020 financial year is disclosed in the Directors' Report.

### Recommendation 2.2 Adopted

The Board, with the assistance of the Nominations and Remuneration Committee, determines the size and composition of the Board, subject to the Company's Constitution. The Constitution provides that the number of directors is to be not less than three and not more than seven. The Board has five directors, comprising four independent Non-Executive Directors (including the Chairman) and the Managing Director. The names of the directors, the period of office held by each director, and details of their qualifications, skills and experience are set out in the Directors' Report and also on our website at [www.iphtd.com.au](http://www.iphtd.com.au).

The Board requires each director to demonstrate ethical behaviour, independence of mind, sound judgement, high levels of engagement, and highly developed interpersonal skills. In addition, the Company seeks to have a diverse Board which collectively has a range of skills appropriate to the operations and strategic objectives of the Company. The Board has identified a range of skills and experience of particular importance as set out in the Board skills matrix below.

As noted below, the Board has recently conducted an evaluation of the Board, including by assessing the Board members' individual competencies and experience against a range of skills and areas of expertise. The FY20 Board review has indicated the Board has the matrix of skills appropriate to the operations and strategic objectives of the Company, and that each director

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## Principle 2 Continued >

meets the fundamental requirements necessary to govern an ASX listed company with the strategic intent to be the leading intellectual property group in secondary markets.

### Recommendations 2.3, 2.4 and 2.5 Adopted

The Board has five directors, four of whom are independent Non-Executive Directors (including the Chairman). Each of the Non-Executive Directors is considered to be independent because each has the ability to exercise their duties unfettered by any business or other relationship, and are willing to express their opinions free of concern about their position or the position of any third party. The Board Charter provides guidelines on independence, which is available on our website at <http://www.iphltd.com.au/investor-information/>.

### Recommendation 2.6 Adopted

Each of the Non-Executive Directors was appropriately inducted into the Company, which supported their full and active participation as directors. All directors are expected to maintain and enhance their skills and knowledge so as to exercise their responsibilities and discharge their obligations to the Company. Directors are expected to participate in appropriate professional development activities. The induction and professional development of directors is a responsibility of the Nominations and Remuneration Committee. The Committee Charter is available on our website at <http://www.iphltd.com.au/investor-information/>.

## Principle 3: Act ethically and responsibly

For the FY20 period the Company reported on its compliance with this Principle and accompanying recommendations having regard to the 3rd Edition of the ASX Principles. In addition, during that period, as set out below the Company has also implemented a number of recommendations set out in the 4th Edition of the ASX Principles.

### Recommendation 3.1 Adopted

The Company recognises that one of its most valuable assets is its reputation. Since the establishment of the original business more than 130 years ago, the Company and its predecessors have been committed to maintaining the highest ethical standards in the conduct of its activities. The Company and its related entities have a long history of acting with professionalism, integrity and honesty and their reputation as ethical business organisations is important to their ongoing success.

The Company has a Code of Ethics and Professional Conduct, which is available on our website at <http://www.iphltd.com.au/investor-information/>. The Code of Ethics and Professional Conduct reflects and reinforces the values which underpin the operation of the Company and its broader corporate group, which are disclosed on our website at [www.iphltd.com.au/about-iph/](http://www.iphltd.com.au/about-iph/). The Code of Ethics and Professional Conduct was updated in July 2020. In addition, all professional staff are governed by codes of professional conduct for the practice of patent and trade mark attorneys and/or legal practitioners.

The Company also has a number of corporate policies in place which support good corporate governance, including by contributing to a strong risk and compliance culture. As identified below a number of additional policies were introduced during the FY20 period. These policies include:

- » The Share Trading Policy prohibits insider trading and restricts the buying and selling of shares in the Company by directors, executives, the Company Secretary and any person entitled to receive equity performance rights and / or options as part of any Company equity incentive scheme, to specified trading windows. The Policy is available on our website at <http://www.iphltd.com.au/investor-information/>.
- » A new Whistleblower Policy was introduced in October 2019, which reflects the amended Australian whistleblowing laws passed in February 2019 and effective 1 January 2020. The Whistleblower Policy is a practical tool for helping the Company and its related entities identify non-compliant conduct that may not be uncovered unless there is a safe and secure means for disclosing such conduct. The Policy is available on our website at <http://www.iphltd.com.au/investor-information/>.

# 2020 IPH Corporate Governance Statement

## Principle 3 Continued >

- » An updated group Anti-Bribery Policy was introduced in April 2020, which provides information and guidance on the Company's position on bribery and corruption in the jurisdictions in which the Company's corporate group operates. The Policy is available on our website at <http://www.iphltd.com.au/investor-information/>.
- » A new group Sanctions Policy was introduced in April 2020, which sets out what the Company requires certain individuals to do to assist it to comply with relevant sanctions laws, and also provides information on the Company's general approach to complying with these laws. The Policy is available on our website at <http://www.iphltd.com.au/investor-information/>.

## Principle 4: Safeguard integrity in corporate reporting

For the FY20 period, the Company has reported on its compliance with this Principle and accompanying recommendations having regard to the 3rd Edition of the ASX Principles. In addition, during that period the Company implemented additional processes to verify certain periodic corporate reports prepared and released during FY20, where those reports were not subject to audit or review by an external auditor, to satisfy itself that each report was materially accurate and balanced and provided investors with appropriate information to make investment decisions. Such periodic corporate reports are drafted by staff with responsibility for, or expertise in, the subject matter and are verified, including by documenting the sources of information and consultation undertaken within the Company or with external parties.

The Board or, where appropriate, Board Committees, review and approve statutory and other significant corporate reports prior to release to the market.

### Recommendation 4.1 Adopted

The Company has an Audit Committee which comprises three independent Non-Executive Directors, and is chaired by a director who is not the Chairman of the Company. The Audit Committee has a Charter which is available on our website at

<http://www.iphltd.com.au/investor-information/>. The Committee operates in accordance with the Charter and in a manner compliant with ASX Listing Rule 12.7. The role of the Committee includes the functions listed in Recommendation 4.1.

The names and details of qualifications and experience of each Committee member are detailed in the Directors' Report and this information is also available on our website at [www.iphltd.com.au](http://www.iphltd.com.au). The number of times the Audit Committee met during the 2020 financial year is disclosed in the Directors' Report.

The members of the Audit Committee collectively have appropriate accounting and financial expertise, and a sufficient understanding of the business and industry sector in which the Company operates, to discharge the Committee's mandate effectively.

### Recommendation 4.2 Adopted

Pursuant to section 295A of the Corporations Act 2001 (Cth) (Corporations Act), the Company's financial report preparation and approval process for each financial year requires the Managing Director and the Chief Financial Officer to make the following declarations to the Board that, in their opinion:

- » the Company's financial records for the reporting period have been properly kept in accordance with Section 286 of the Corporations Act;
- » the financial statements and associated notes comply in all material respects with the accounting standards as required by Section 296 of the Corporations Act; and
- » in accordance with Section 297 of the Corporations Act, the Company's financial reports and accompanying notes represent a true and fair view, in all material respects, of the Company's financial condition and operational results and are in accordance with relevant accounting standards. This statement is founded on a sound system of risk management and internal compliance and control which implements the policies adopted by the Board. The Company's risk management and internal compliance and control system is operating effectively in all material respects.

The Board has received the declaration in respect of the 2020 financial year.

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## Principle 4 Continued >

### Recommendation 4.3 Adopted

The Company, with the assistance of the Audit Committee, has appointed an external auditor who demonstrates expertise and independence. The external auditor is required to attend the Annual General Meeting and be available to answer shareholder questions about the conduct of the audit and the preparation and content of the audit report.

An analysis of the fees paid to the external auditor, including a break-down of fees for non-audit services is set out in note 25 to the financial statements for the 2020 financial year. The Audit Committee requires the external auditor to provide an annual declaration of their independence.

## Principle 5: Make timely and balanced disclosure

### Recommendation 5.1 Adopted

The Company is committed to complying with its continuous disclosure obligations under ASX Listing Rule 3.1 in order to ensure that all investors have equal and timely access to material information concerning the Company. The Company has a Continuous Disclosure and Investor Relations Policy, which is available on our website at <http://www.iphltd.com.au/investor-information/>. In developing this Policy, the Company had regard to ASX Guidance Note 8 and ASIC Regulatory Guide 62.

## Principle 6: Respect the rights of security holders

### Recommendation 6.1 Adopted

The Board accepts it is accountable to shareholders, and acknowledges its obligations to engage with shareholders in a manner which allows them to exercise their rights as shareholders effectively. An overview of the Company's business is available on our website at [www.iphltd.com.au](http://www.iphltd.com.au). An Investor Information section and News and Announcements section on the website contains the Company's Board and Committee Charters, corporate policies, ASX announcements, notices to shareholders, including the notice of the Annual General Meeting, half year and full year reports and the Company's Annual Report - <http://www.iphltd.com.au/investor-information/> and <https://www.iphltd.com.au/news-announcements/>.

As noted above, the Company has a Continuous Disclosure and Investor Relations Policy, which is available on our website at <http://www.iphltd.com.au/investor-information/>.

The Company engages its share registry to manage the majority of communications with shareholders.

### Recommendations 6.2 and 6.3 Adopted

The Company has an appropriate investor relations program, which includes the Annual General Meeting as the primary forum for communication between the Company and shareholders, a program of analyst and investor briefings, and a facility through our website for shareholder enquiries. The investor relations program is detailed in the Company's Continuous Disclosure and Investor Relations Policy, which is available on our website at <http://www.iphltd.com.au/investor-information/>. The Company also engages with a broad range of other stakeholders, including interactions with professional bodies and government.

### Recommendation 6.4 Adopted

All shareholders have the option to receive communications from, and send communications to, the Company and the Company's share registry electronically, in addition to postal and facsimile communications.

## Principle 7: Recognise and manage risks

### Recommendation 7.1 Adopted

The Company recognises that a sound risk management framework is critical for effective management of the Company. An effective risk management system identifies and manages potential risks in a continuous, proactive and systematic way through an integrated application of high quality risk management policies and processes to all facets of our business by all levels of management. The Company has a Risk Management Policy which is available on our website at <http://www.iphltd.com.au/investor-information/>.

The Company has established a Risk Committee which comprises three independent Non-Executive Directors, and is chaired by a director who is not the Chairman of the Company. The Risk Committee has a Charter which is available on our website at <http://www.iphltd.com.au/investor-information/>. The Risk Committee operates in accordance with the Charter and the role of the Committee includes the functions listed in Recommendation 7.1.

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## Principle 7 Continued >

The names and details of qualifications and experience of each Committee member are detailed in the Directors' Report and this information is also available on our website at [www.iphltd.com.au](http://www.iphltd.com.au). The number of times the Risk Committee met during the 2020 financial year is disclosed in the Directors' Report. In FY20 the Committee met twice, with the scheduled third meeting for that period being delayed from June 2020 to July 2020 to reflect new scheduling of Board and Committee meetings which took effect during the FY20 period.

The Company has adopted a risk management framework that is being progressively implemented and that:

- » recognises risk management as a business process that is owned by all management;
- » requires integration into key business processes, including risk based decisions in strategy, business planning and investment setting; and
- » incorporates a process for ongoing review and improvement.

The risk management framework incorporates relevant regulations and guidelines including the ASX Principles and the Australian / New Zealand standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

### Recommendation 7.2 Adopted

In addition to receiving regular reports on financial, operational and compliance risks, the Board reviews the Company's risk management framework annually. The Company's risk management framework is currently undergoing a review with the support of external providers and the outcomes of this review will be progressively implemented in the FY21 period.

### Recommendation 7.3 Adopted

In February 2020 the Company approved the establishment of an internal audit function. The internal audit function is resourced with external assistance by KPMG. Whilst it is expected internal audit and external audit will work together, they are separate functions. The Company's external audit firm, Deloitte, does not provide internal audit services to the Company.

Internal audit will assist the Board and management to coordinate the broader assurance program and deliver an audit programme for key areas to provide additional comfort around significant risks, processes, systems and regulatory requirements where assurance is determined to be a priority for that period.

Internal audit coverage will be determined using a structured approach. The Audit Committee will determine the internal audit scope and budget on recommendation from management and internal audit and it, the Board and management will receive reports from internal audit on those areas subject to internal audit review. The Audit Committee has approved an internal audit plan for the FY21 period, which is in progress.

Prior to establishment of the internal audit function, the Company received regular reports on financial, operational and compliance risks and internal controls in the Risk Committee, at the Audit Committee and the Board to provide appropriate assurances as to management of risk.

### Recommendation 7.4 Adopted

The Company's material economic, environmental and social sustainability risks were disclosed in the Operating and Financial Review (OFR) section of the Directors' Report. Those risks have been reviewed by the Board and a summary of those risks and the Company's approach to the management of those risks are set out in Table C on page 9.

# 2020 IPH Corporate Governance Statement

Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<b>Strategic planning and implementation</b>	The Company conducts its operations in a market that has undergone significant changes with the development of corporatised service providers, which the market continues to adjust to. This provides the Group with both opportunities and risks requiring development and communication of a clear strategic vision and objectives.	The Board is closely involved in identifying, reviewing and confirming strategic objectives and reviewing implementation, including assessing opportunities and risks, and in providing direction to management.
<b>Competition and changing market conditions</b>	The sectors in which the Company operates are subject to vigorous competition, based on factors including price, service, innovation and the ability to provide the customer with an appropriate range of IP services in a timely manner. Scope exists for market conditions to change over time reflecting economic, political or other circumstances.	<p>Effective client service, comprising a high level of expertise at competitive prices delivered in a timely manner.</p> <p>All operations of the IPH Group are now or will be supported by industry leading IT systems.</p> <p>Regular marketing visits or, where travel is not possible, virtual meetings or other forms of communication, to maintain and develop client relationships and understand potential changes in client needs, and internal and external pressures.</p> <p>IPH also provides a broad range of intellectual property services and its operations are geographically widespread, reducing exposure to any one form of intellectual property country or jurisdiction in which it operates.</p>
<b>Regulatory environment</b>	The Company is subject to significant regulatory and legal oversight.	<p>Senior executives ensure that all regulatory and legal issues affecting IPH's business are monitored and that any changes to the business operations necessary to comply with regulatory and legal changes are undertaken in a timely manner.</p> <p>Careful management and oversight of the Group's internal case management system.</p> <p>Principal review of all professional work and compliance with a professional work approval process for outgoing work. The approval process is correlated to the complexity and level of potential risk associated with the work.</p>

# 2020 IPH Corporate Governance Statement

Principle 7 Continued >

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Regulatory reforms</b></p>	<p>The Group's service offerings are subject to changes to government legislation, regulation and practices including particularly, if implemented, proposals to streamline multi-jurisdictional patent filing and examination processes.</p>	<p>The Company is proactive in any review or evaluation of regulations likely to affect its operations materially, and works with regulators or review authorities to ensure a clear understanding of facts and circumstances, and consideration of all stakeholder perspectives.</p> <p>The Company seeks to offer its services in a range of secondary markets. Many of these markets have less developed IP regulations and systems, and require translations into languages other than English, and are therefore less likely to be affected by such proposals if they were to be implemented than developed or primary markets.</p> <p>Other factors which help safeguard the Company's role are effective technology, excellent client service and efficient operations and the likely need for IP applicants to continue to be required to record a local address for service of documents with the local IP office for examination and prosecution purposes.</p> <p>The Company also continues to consider the development of revenue streams from adjacent markets.</p>
<p><b>Personnel</b></p>	<p>The Company depends on the talent and experience of its personnel. The loss of any key personnel, or a significant number of personnel generally may have an adverse effect on the Company, including loss of knowledge and relationships. Employee costs represent a significant component of the Group's total cost base.</p>	<p>Retention practices including appropriate remuneration, incentive programmes (both short and long term having regard to appropriate key performance indicators), retention awards, working environment and rewarding work. Learning and development programs are in place to attract, develop and build the capability of our workforce to meet our current and future needs of clients.</p> <p>Careful management of staff numbers and salary levels and consideration of resourcing requirements as the Company grows.</p>

# 2020 IPH Corporate Governance Statement

Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Disintermediation</b></p>	<p>The Group acts as an intermediary agent between its clients and IP offices. The removal of intermediaries in the IP application and registration process would have an adverse impact on the Group. It is also possible that third party service providers that currently only provide services with respect to limited aspects of IP protection may seek to extend their relationships with clients into other aspects of the provision of IP services that the Group currently services causing a diminution of relationships with clients.</p>	<p>IPH's intermediary role is safeguarded by clients' reliance on the Group's expertise (both general IP expertise and local expertise) and regulatory barriers such as exclusive rights of patent attorneys to provide various IP related services and requirements for IP applicants to record a local address for service of documents with the local IP office.</p> <p>Other factors which help safeguard the Company's intermediary role are effective technology, excellent client service and efficient operations. The Company also seeks to offer its services in a range of secondary markets. Many of these markets have less developed IP regulations and systems and require translations into languages other than English, and are therefore less likely to be affected by disintermediation or expansion by other providers.</p>
<p><b>Case management and technology systems</b></p>	<p>The Group's internally customised systems represent an important part of its operations upon which the Group is reliant.</p>	<p>The Company has established business continuity plans and procedures and maintains system back up and maintenance processes. The Company conducts appropriate reviews of its information technology systems, operations and human resourcing, and its management of cyber risk. The Company continually invests in system enhancements and engages quality 3rd party suppliers to assist with its systems development and maintenance.</p> <p>The Company's transition of its IT systems to offsite 'cloud-based' systems enables centralised oversight and standardisation of processes.</p>

# 2020 IPH Corporate Governance Statement

Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Technology disruption</b></p>	<p>The increasing use of electronic systems and processes by regulatory authorities in some markets may provide opportunities for technology disruption in the industry.</p>	<p>The need for the Company's services is safeguarded by the reliance of target clients on the Group's expertise (both general IP expertise and local expertise) and regulatory barriers such as exclusive rights of patent attorneys to provide various IP related services, and requirements for IP applicants to record a local address for service of documents with the local IP office.</p> <p>Other factors which help safeguard the Company against technology disruption include its own investment in awareness of and effective technology development, and in efficiency in operations. The Company also seeks to offer its services in a range of secondary markets. Many of these markets have less developed IP regulations and systems, are less advanced technologically and require technical translations into languages other than English.</p>
<p><b>Foreign exchange risk</b></p>	<p>The Group's financial reports are prepared in Australian dollars. However, a substantial proportion of the Group's sales revenue, expenditure and cash flows are generated in, and assets and liabilities are denominated in US dollars, Euros and Singapore dollars.</p>	<p>The Company monitors the foreign currency exposures that arise from its foreign currency revenue, expenditure and cash flows and from the foreign currency assets and liabilities held on its balance sheet. The Company undertakes regular sensitivity analyses of these exposures. The Company has foreign currency hedging facilities available as part of its bank facilities and has engaged in appropriate use of foreign currency denominated finance facilities to reduce exposure. The Chief Financial Officer regularly reports to the Board in respect of the Company's foreign currency exposures. The Board reviews its hedging policy in respect of the foreign currency exposures from time to time. Currently the Group does not directly hedge against its foreign currency exchange risk to a material extent, although a number of the Group's acquired subsidiaries maintain FX contracts to hedge specific risks or transactions. This policy is currently under review.</p>

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Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Conflict of duties</b></p>	<p>Patent and trademark attorneys are required to abide by a code of conduct that requires them to act in accordance with the law, in the best interests of their client, in the public interest, and in the interests of the registered attorney’s profession as a whole. There may be circumstances in which the Company is required to act in accordance with these duties contrary to other corporate responsibilities and against the interests of shareholders and the short term profitability of IPH.</p> <p>An amendment to the Code of Conduct may affect the manner in which the Group conducts its activities, particularly with the expansion of the Group to include additional business units.</p>	<p>The Company has been proactive in any review or evaluation of regulations likely to affect its operations materially, and works with regulators or review authorities to ensure a clear understanding of facts and circumstances, and consideration of all stakeholder perspectives.</p> <p>The Company has sought detailed advice on issues of conflict of interest and compliance with related professional obligations. The Company actively assists its business units to implement appropriate processes and procedures for compliance, including relevant professional standards bodies’ Codes of Conduct and Professional Rules.</p>
<p><b>Professional liability and uninsured risks</b></p>	<p>The provision of patent and trademark services and legal services by the Company gives rise to the risk of potential liability for negligence or other similar client or third party claims.</p>	<p>The Company maintains file management processes which are highly automated, safeguarded, controlled and regularly reviewed.</p> <p>The Company has comprehensive quality assurance processes to ensure appropriate standards of professional work are maintained.</p> <p>The Group has in place a comprehensive insurance programme which includes professional indemnity insurance. To support its professional indemnity insurance arrangements, the Group has internal processes to ensure timely notification to the underwriters of any potential claim arising from its business activities.</p>
<p><b>Acquisitions</b></p>	<p>The Company’s growth strategy may include the acquisition of other intellectual property businesses. Risks arise in ensuring that potential acquisitions are appropriately selected and issues affecting the value of individual acquisitions are identified and reflected in the purchase considerations.</p>	<p>The Company assesses potential acquisition opportunities against the Company’s strategic objectives, values and culture. Where an appropriate potential acquisition is identified the Company undertakes extensive due diligence process and where appropriate engages competent professional experts to assist with the due diligence process and appropriate documentation of the transaction. The Company’s Board is involved in the review of, and approves, all corporate acquisitions.</p>

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Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Integration of acquired businesses</b></p>	<p>Following the acquisition of new businesses, risks arise in ensuring the business is properly integrated into the IPH Group, that people and culture issues that may arise are addressed, key staff retained and value maintained.</p>	<p>The Company seeks to identify potential post-acquisition risks when assessing potential acquisitions including for cultural fit and matching of expectations, and to mitigate such risks by appropriate transaction and post-acquisition management structures. Steps are taken following acquisition to review and ensure appropriate on-boarding of new acquisitions with IPH governance, policies, processes and practices and levels of financial control and reporting, and to integrate Company and Group approaches to retention of key staff and utilisation of appropriate information technology platforms. Integration of new acquisitions is regularly reviewed by the Company's Board and relevant Board Committees.</p>
<p><b>Management of an expanded group</b></p>	<p>With the expansion of the Group to include new business units with multiple offices and across multiple jurisdictions risk may arise with respect to ensuring the appropriate structuring and resourcing of key management and shared services functions and appropriate reporting and oversight of Group operations.</p>	<p>As the Group expands, with the oversight of the Board, the Company reviews and adapts existing management structures to ensure appropriate oversight, reporting requirements, support and resourcing is in place, and that the Company is attracting, retaining and motivating appropriate skilled personnel.</p>

# 2020 IPH Corporate Governance Statement

Principle 7 [Continued >](#)

**Table C: Material Risks**

Risk	Description	Management of Risk
<p><b>Global or regional economic, health or physical events</b></p>	<p>Risk may arise as a result of global or regional events in the nature of natural disasters or other physical events, global or regional health events or global or regional economic shocks which may impact on the level of demand for IP services by clients and their ability to provide or confirm instructions, the capability and timing for IP regulatory authorities to accept, review and progress the prosecution of IP rights, and the ability of the Group to provide its services.</p>	<p>The nature of the Group's customer base means that it receives revenue from a large number of customers located in a range of jurisdictions such that no one customer accounts for more than a small percentage of the overall revenue of the Group.</p> <p>Further, much of the demand for patent related services arises from research and development programmes conducted over longer periods that are likely to be less susceptible to economic impacts in the short term. The IP prosecution process also generally extends over longer timeframes and is usually subject to certain fixed milestone steps which are known in advance and required to be met to preserve rights, providing a degree of protection against short term decisions to cease or delay prosecution.</p> <p>The Company has established business continuity plans and procedures. The Company's transition of its IT systems to offsite 'cloud-based' systems enables remote conduct of its business by employees where required. Similarly, the ability of many customers and IP offices to continue their core operations in a remote environment facilitates ongoing provision of instructions and responses.</p>

# 2020 IPH Corporate Governance Statement

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## Principle 8: Remunerate fairly and responsibly

### Recommendation 8.1 Adopted

As set out above under Recommendation 2.1, the Company has a Nominations and Remuneration Committee which comprises four independent Non-Executive Directors, and is chaired by a director who is not the Chairman of the Company. The Committee has a Charter which is available on our website at <http://www.iphltd.com.au/investor-information/>. The Committee operates in accordance with the Charter, and in a manner compliant with ASX Listing Rule 12.8. The role of the Committee includes the functions listed in Recommendation 8.1.

The names and details of qualifications and experience of each Committee member is detailed in the Directors' Report and is also available on our website at [www.iphltd.com.au](http://www.iphltd.com.au). The number of times the Committee met during the 2020 financial year is disclosed in the Directors' Report.

The members of the Committee collectively have appropriate skills, and a sufficient understanding of the business and industry sector in which the Company operates, to discharge the Committee's mandate effectively.

### Recommendation 8.2 Adopted

The Company discloses its policies and practices regarding the remuneration of Non-Executive Directors and the remuneration of the Managing Director and other Key Management Personnel in the Company's Remuneration Report, which is part of the Directors' Report. The Company's disclosure is in accordance with section 300A of the Corporations Act and is subject to an advisory vote by shareholders.

### Recommendation 8.3 Adopted

The Company has a Hedging and Margin Loan Policy which is available on our website at <http://www.iphltd.com.au/investor-information/>. This Policy, which complies with section 206J of the Corporations Act, prohibits directors, executives, the Company Secretary, and any person who is entitled to receive equity performance rights and / or options as part of any Company equity incentive scheme, from entering into any hedging arrangements, and prohibits entry into margin lending arrangements without the Company's consent.



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