



2025

Sustainability Report

Message from our Chair and CEO

We are pleased to present IPH's 2025 Sustainability Report.

At IPH, it is important for intellectual excellence to coexist with sustainable, ethical, and responsible business practices. As a global leader in the provision of IP services, our carbon footprint is relatively low, and our ability to influence positive environmental and social change across innovation ecosystems is significant. While our emissions footprint is modest, sustainability is not peripheral to our business; it is embedded in how we operate, think, and deliver value to our clients.

In this report, we outline the progress we have made across our sustainability strategic priorities. In FY25, we have focused on continuing to embed responsible governance, championing diversity and inclusion, and supporting the wellbeing and development of our people. Our sustainability highlights during the year include:


- advanced the calculation of our greenhouse gas emissions in preparation for mandatory sustainability disclosures in FY26;
- refreshed our Diversity, Equity and Inclusion Policy and developed and adopted a Group-wide Diversity, Equity and Inclusion strategy to guide inclusive practices across the Group;
- received endorsement for our inaugural Reflect Reconciliation Action Plan from Reconciliation Australia – a key milestone in our reconciliation journey;
- monitored progress against our gender pay gap metrics, and secured Board approval for a 40/40/20 gender representation target to guide leadership appointments and succession planning for Board composition;
- rolled out mental health first aid training, assisting to foster a psychologically safe and supportive work environment;
- developed an Employee Value Proposition which defines the unique IPH employment experience and will guide our employee experience initiatives; and
- developed a new LMS which will centralise access to training and empower our people to take charge of their personal and professional development.

These achievements reflect the hard work and shared values of our people, our commitment to our clients, and the strength of our governance.

We remain committed to being a responsible, ethical, and sustainable business and look forward to continuing to strengthen our sustainability activities in FY26. Importantly, as a Group 1 reporting entity, IPH is undertaking work to enhance our processes, procedures, and controls in preparation for mandatory reporting under the *Corporations Act 2001* (Cth) and the Sustainability Reporting Standard AASB S2 Climate-related Disclosures in FY26. This work aligns with our dedication to transparency, accountability, and continuous improvement in our sustainability practices.

We are proud of the role we play in fostering global innovation, and equally proud to nurture a culture that values long-term sustainability goals.

We thank our stakeholders – our clients, employees, shareholders, and partners – for your continued trust and support.



Peter Warne
Non-executive Chairman



Dr Andrew Blattman
Chief Executive Officer

About this Report

IPH's 2025 Sustainability Report discloses the approach, performance, and future commitments of the Group on environmental, social, and governance matters that are significant to our Group and key stakeholders.

This report is a voluntary Sustainability Report, which includes climate-related matters, which have been informed by the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

This report covers IPH's global operations in Australia, Canada, New Zealand, and across Asia during the 2025 financial year from 1 July 2024 to 30 June 2025.

The information in this report should be read in conjunction with our 2025 Corporate Governance Statement, available on the IPH website (<https://www.iphltd.com.au>).

Our approach to sustainability

Our IPH member firms located in Australia, Canada, New Zealand, and across Asia provide services to a range of clients in industries including pharmaceutical, engineering, aerospace, healthcare, food and beverage, life sciences, agriculture, biotechnology, ICT, and fintech. We work with clients to secure IP protection and commercialisation of new technologies, inventions, and designs. Our work supports a range of innovations in industries central to sustainability, including renewable energy and clean technology.

We engage with a diverse range of communities, including partnering with organisations to support causes that drive positive social change, with a particular focus on education and science, technology, engineering, and mathematics.

In FY25, we continued to implement the sustainability strategic priorities outlined in our sustainability strategy. We also partnered with an external advisor to continue to prepare for mandatory Australian climate reporting under the Corporations Act 2001 (Cth) (Corporations Act) and the Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2). As a Group 1 reporting entity, IPH's 2026 Sustainability Report will contain climate-related financial information required under the Corporations Act and AASB S2.

Sustainability governance

The IPH Board is responsible for approving the Group's sustainability strategy. Sustainability is also integrated within the Board's Committee governance structure, with the Group's greenhouse gas (GHG) emissions calculations and climate reporting compliance considerations overseen by the Audit and Risk Committee. The Board approves external communications as they relate to sustainability reporting.

Our sustainability strategic priorities

Six sustainability strategic priorities underpin IPH's sustainability strategy. These strategic priorities are:

- **Governance, privacy and data security** – manage risk effectively, maintain transparency and drive successful outcomes.
- **Client experience** – deliver exceptional client service through the expertise of our people and the strength of our network.
- **Impact and innovation** – champion sustainable innovation and reduce our environmental impact.
- **Diversity, equity and inclusion** – build and support a diverse and inclusive workplace.
- **Education and training** – build a culture of continuous and holistic learning and development.
- **Wellbeing and flexibility** – create healthy, flexible and engaged teams, built on autonomy and trust.

While all sustainability strategic priorities carry equal importance, in FY25 we focused on the following four priorities, with key highlights and further details set out in the sections that follow:

- Governance, privacy and data security
- Impact and innovation
- Diversity, equity and inclusion
- Education and training

Governance, privacy and data security

IPH is committed to high standards of corporate governance to ensure the long-term sustainability of our business, including to deliver value to our stakeholders. During FY25, our focus on governance, risk, and compliance remained a key sustainability priority. Further details on our approach to corporate governance and risk management can be found in our 2025 Corporate Governance Statement.

Privacy and data protection

An important element of strong governance and compliance across the Group is the protection of data and the implementation of strong cybersecurity measures, something that IPH takes very seriously.

As a provider of services to a large and diverse client base across multiple jurisdictions, IPH recognises that strong cybersecurity and responsible data stewardship are essential to sustaining trust and long-term business resilience.

To that end, IPH has established a dedicated Group information security capability, focused on implementing a multi-year cybersecurity uplift roadmap, backed by continued investment in systems, capabilities, and controls. The roadmap is structured around the industry-recognised NIST Cybersecurity Framework, against which we regularly measure our security posture. We have set clear year-on-year maturity targets to drive continuous improvement, and we are proud to report that we have successfully met our FY25 maturity goal, reaching the halfway mark of this multi-year program.

Significant progress in our cybersecurity uplift program was made in FY25 and work will continue as we progress this multi-year program. The initiatives within the program are focused on strengthening our overall security maturity and reducing risk exposure, helping to ensure the confidentiality, integrity and availability of data and systems across our operations.

Impact and innovation

Greenhouse gas emissions

We completed our third annual calculation of the Group's GHG emissions in FY25, demonstrating our commitment to keeping our stakeholders informed of the Group's carbon footprint. The nature and modest quantum of the Group's emissions set out in the table below reflect the low-emission nature of professional services businesses.

Our ongoing efforts to track our GHG emissions are essential for monitoring our environmental impact. The GHG emissions data set out in this report adheres to international standards such as the International Greenhouse Gas Protocol (**GHG Protocol**), which is adopted by AASB S2, along with ISO 14064-1 Standard for the reporting of GHG emissions and removals.

During FY25, IPH:

- formalised a basis of preparation, which provides clear guidance as to the methods of calculation, including appropriate emission factors, for the Group's Scope 1, 2 and applicable Scope 3 GHG emissions;
- established a boundary setting policy, by adopting the operational control method. Under this method, IPH accounts for 100% of its emissions from operations over which it, including its subsidiaries, has operational control, as Scope 1 emissions;
- refined the methodology and conversion factors used for estimating and calculating GHG emissions; and
- established more robust processes and controls to ensure data used to calculate emissions is complete and accurate.

The Group's FY24 comparative GHG emissions data has been re-presented to ensure consistency and comparability with our refined methodology.

Total Group GHG emissions

		2025 tCO ₂ e	2024 tCO ₂ e Re-presented
Scope 1	Fugitive emissions from refrigerants	0.05	0.03
Scope 2	Purchased electricity	572.46	224.69
Scope 3	Indirect emissions ¹	11,103.05	9,104.72
Total		11,675.56	9,329.46

1. Relevant categories in the Scope 3 Chart.

Gross emissions have been estimated using a standardised approach based on activity data and emission factors. Activity data collected – such as fuel combustion, electricity usage, distance travelled, or dollars spent – were multiplied by relevant emission factors. Emissions factors are coefficients that estimate the amount of GHGs emitted per unit of activity. IPH has used publicly available emission factors published by the United States Environmental Protection Agency and Australian National Greenhouse Accounts Factors.

The increase in Group GHG emissions from FY24 to FY25 is mainly attributed to the acquisition of the Bereskin & Parr business during FY25, and the full year impact of businesses acquired part year through FY24.

Scope 3 GHG emissions

Scope 3 GHG emissions represent indirect emissions arising from activities across our value chain that are not included in Scope 1 or Scope 2 and are the highest source of GHG emissions for the Group as a network of professional services businesses.

The graph below depicts the categories that comprise the Group's Scope 3 GHG emissions.

Purchased Goods & Services (Category 1)



Capital Goods (Category 2)



Fuel & Other Energy-Related Activities (Category 3)



Business Travel (Category 6)



Employee Commuting (Category 7)



● 2025: Total 11,103
● 2024: Total 9,105



Client impact

IPH continues to support our clients in their sustainable innovation journeys. One of many examples of Group clients that are deeply passionate about sustainability is Probiosphere, a client of one of our Canadian member firms, ROBIC.

Case Study: A biological revolution in wastewater treatment

Every day, millions of cubic meters of wastewater are generated – an often-overlooked resource with untapped potential. While conventional wastewater treatment helps reclaim this used water, the process is energy and emissions-intensive and reliant on significant raw material. Innovative approaches are needed to make water treatment cleaner, more efficient, and environmentally responsible.

ROBIC's client, Probiosphere, is working towards a sustainable path forward. Through the use of microorganisms that harness inherent natural processes, Probiosphere sustainably eliminates pollutants like phosphorus, cyanide, and other heavy metals found in wastewater, which cause damage to our ecosystems and health. This approach enables tailored outcomes for clients, while reducing the ecological footprint of wastewater treatment.

Pierre Naider FanFan, President & CEO of Probiosphere, said that their vision is to "create technologies that produce less CO₂ within the wastewater industry. Giving pure water to people is essential, and our mission is to do so in a way that limits CO₂ production".

"When it comes to waste, much of the world still follows a linear model – we consume and then discard. Sustainable practices challenge us to shift toward a circular approach, where nothing is wasted and resources are reused, repurposed, and brought back into the cycle."

"At Probiosphere, we focus on utilising the molecules we already have. Our first goal was really to produce molecules from waste – a molecule has the same makeup as any other molecule of its kind, regardless of source. By harnessing microbes, we can extract molecules from substances such as fatty materials, rice ores, and wood chips. Rather than transporting elements like lignocellulose material from other countries, we can obtain these in-house, sustainably."

Probiosphere was awarded the Top Biotech Company in Canada award (2024) by Life Science Review. Their notable work includes the removal of hazardous materials in the artificial harbor at Jebel Ali, Dubai.

On working with ROBIC to secure patent protection, Dr. FanFan notes a positive experience. "At Probiosphere we knew that ensuring patent protection was an essential early step in the process of building our innovations. Once a patent is issued, there is comfort in knowing your innovation is protected."

"I was first introduced to the team at ROBIC while working at a previous company. When I founded Probiosphere, it was natural to continue the relationship. I've since worked with several professionals at ROBIC, each bringing unique technical expertise to the table. Their strong internal culture and commitment to building meaningful client relationships has made every experience positive."

ROBIC Senior Patent Agent David Salem said, "At ROBIC, we are committed to supporting local businesses like Probiosphere in achieving their goals through a collaborative and strategic approach. We work hand-in-hand with inventors to maximise the potential of their innovations while safeguarding their commercial interests. The work that Pierre and Probiosphere are doing has the potential to not only revolutionise the wastewater management industry, but to better the world we live in, and ROBIC is honoured to be part of that process."

Working alongside Dr Salem on the Probiosphere portfolio are Principals Steven Lam, Laurence Danis, Andrée-Anne Perras-Fortin and Nicolas Sapp, Senior Trademark Agent Karine Pommier, and Technical Advisor Fadwa Ben Amara.

Diversity, equity and inclusion

Diversity, Equity and Inclusion Strategy

In FY25, IPH updated its Diversity, Equity and Inclusion (DEI) Policy to expand the definition of diversity, reset the Policy's core objectives, and define the strategic commitment that informs activities and initiatives undertaken across the Group. In FY26, we will formally embed the Group's expanded DEI strategy, which was drafted in FY25. This strategy will set the foundation for a globally consistent, locally responsive framework to guide meaningful, long-term progress.

The strategy focuses on five core areas:

- Policy and compliance
- Data and reporting
- Employee engagement
- Learning and development
- Inclusive talent and community practices.

Targeted initiatives have been planned over a three year horizon, with regional implementation and Group level oversight.

Gender equity and equality

As part of IPH's ongoing commitment to advancing gender equity and equality we continued to progress the actions outlined in our Gender Equity and Equality Strategy. This strategic benchmark reflects our dedication to ensuring diverse representation and fostering an inclusive culture at different levels of governance.

In the Group's Gender Equity and Equality Strategy, IPH set a 40:40:20 by 2030 target for gender balance across the Group, with steps being taken to work towards this target. We are proud to report that women made up 62% of all practitioner promotions announced to take effect across the Group on 1 July 2025. In addition, the IPH Board adopted the Group's gender balance target of 40:40:20 for Board composition, and this target will be applied to future Board appointments.

Reconciliation journey

In FY25, IPH achieved endorsement of its Reconciliation Action Plan (RAP). This milestone marks a significant step in our journey towards reconciliation and demonstrates our commitment to building positive relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples.

The Reflect RAP is the foundational stage of the Reconciliation Australia framework, providing a structured approach to better understanding reconciliation internally and externally.

In coming years, we will focus on fulfilling our RAP commitments, measuring progress and maintaining transparency with stakeholders as we work towards final endorsement and a deeper contribution to reconciliation in Australia. At the same time, we remain committed to advancing Indigenous recognition and engagement more broadly, continuing our efforts in Canada and Aotearoa New Zealand to reflect the unique histories, rights, and contributions of First Nations, Inuit, Métis, and Māori communities. These initiatives form part of our wider commitment to reconciliation, inclusion, and respect across all the regions in which we operate.



Education and training

Employee Value Proposition

Following the rapid growth of IPH over the last five years, which has significantly expanded and reshaped our workforce, a review of the Group Employee Value Proposition (**EVP**) was undertaken in FY25. A newly defined EVP will be introduced in FY26 to guide core people initiatives and ensure that IPH continues to attract, engage, and retain the right talent to form a high-performance workforce.

The employee experience across the Group is defined by the following five pillars:

- Protecting ideas that change the world
- Delivering excellence in IP
- Elevating skills, experience and potential
- Collaborating with great minds to make an impact
- Being part of a workplace designed for the future

Learning Management System

In FY25, IPH launched a global HRIS. As part of this project, a LMS has also been developed and will launch in the first half of FY26. The LMS will act as a central repository for learning and development, not only housing IPH-developed Group and member firm content, but also providing access to a library of more than 2,000 standard training modules. The LMS will also record all training completed by our people and will ensure refresher training is completed in a regular cadence.

Learning and Development

Over FY25, significant progress was made in education and training, with a range of leadership and staff development initiatives completed. In addition, more than \$800,000 was invested in study assistance to support employees achieving certifications and tertiary qualifications.

Security Awareness Training

Security awareness remains a key pillar of IPH's information security strategy, which includes enhanced training tailored to different user roles and risk profiles. This training is designed to foster a culture of accountability and to ensure all staff understand their role in protecting sensitive information. Through regular campaigns, simulated phishing exercises, and targeted communications, IPH is focused on building a security-conscious workforce equipped to identify and respond to emerging threats.

Group Leadership Development

The Group's People Leadership Excellence program, first launched in FY21, was successfully delivered to six cohorts, with nearly 90 leaders completing the program, together with dedicated programs for newly promoted Principals, Senior Associates, and Special Counsels. A new Trainee Attorney curriculum was launched, complemented by a series of Professional Development Education sessions.

Looking forward, a comprehensive discovery activity was completed to inform the future design of programs aimed at strengthening gender diversity in senior roles and enhancing commercial capability among senior attorneys. These new programs will begin to roll out over FY26 and FY27.

Group Staff Development

A staff development curriculum was rolled out in FY25, delivered through a blend of online training and facilitated workshops. Tailored training solutions were designed and delivered by the IPH Learning & Development Team to support major change initiatives which occurred over FY25, including the Bereskin & Parr integration into Smart & Biggar and the initial phase of the iManage implementation into Smart & Biggar. A comprehensive suite of online system and training modules was also created to support effective onboarding at IPH's largest member firm, Smart & Biggar.

Mental Health First Aid

IPH acknowledges that mental health is just as important as physical health. As part of the Group's commitment to creating a safe workplace, accredited workplace mental health first aid training was provided across the Asia-Pacific region in FY25, with this training due to be launched in Canada in FY26. Introducing mental health first aid training is one step IPH is taking to identify and address psychosocial hazards which may be present in the workplace.



Looking ahead to FY26

In FY26, we will continue to progress our sustainability strategy, continuing the important role IPH and the Group play in fostering global innovation. One of our focuses for FY26 is to embed controls, policies, and procedures across the Group as we prepare for mandatory climate reporting under the Corporations Act and AASB S2.

We look forward to continuing to strengthen our sustainability activities next year and beyond.



