

# IP Inclusive

## Business plan 2025-27

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This year's business plan comes at a special time. 2025 marks IP Inclusive's tenth anniversary. We are also seeing significant change in global approaches to diversity and inclusion, which makes it more important than ever for initiatives like ours to remain strong for the people and businesses they support. Our plan is therefore committed to the values that have always been key to IP Inclusive's success, most notably through the community it creates.

The plan covers the two years from August 2025 to July 2027. It is based on discussions at our 2 April 2025 annual meeting, input from the IP Inclusive [Advisory Board](#), and ongoing consultations with our volunteers and other stakeholders, including through our [early 2025 impact survey](#).

It builds on work done in the previous twelve months – see our Annual Reports for [2023](#) and [2024](#) – and indeed on the whole of IP Inclusive's first decade, taking inspiration from the things we have always done well and a mission statement that has stood the test of time. We recommend it be read alongside our [2025 impact report](#).

As usual we will work with our supporters to establish and implement the operational details. Our communities, regional networks, Careers in Ideas task force and other networks and working groups will coordinate their activities around the general themes below but will be free to tailor their work for the groups and issues they represent.

We welcome feedback and suggestions from all our stakeholders. Please contact us via our Lead Executive Officer Andrea Brewster ([andrea.brewster@ipinclusive.org.uk](mailto:andrea.brewster@ipinclusive.org.uk)), or write to [contact@ipinclusive.org.uk](mailto:contact@ipinclusive.org.uk).

[IP Inclusive Management](#)

24 July 2025

# The vision

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At the start of our second decade, IP Inclusive's mission remains unchanged<sup>1</sup>. Our vision is that the IP professions be welcoming, accessible, respectful and supportive places to work. We believe there is value, not only to the professions and their individual members, but also to the UK IP system as a whole and its users, in helping the people here to encourage, embrace and sustain a more diverse workforce.

# The community

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Key to this, we believe, is creating a strong community within the IP sector, in which people can work together to improve diversity, inclusion, fairness, accessibility and wellbeing. This is what makes IP Inclusive so effective. Our “community” is the networks through which we support one another; the safe spaces they provide for conversations and for personal and professional development; the vast amounts of enthusiasm and energy they generate; the impetus they provide to influence the sector's direction of travel; and the opportunities they create for people to collaborate, across the IP professions, to everyone's benefit. These are the things that IP Inclusive can channel into positive change.

The over-arching theme for our work over the next two years is therefore “community”. The plans below are aimed at strengthening and supporting the IP Inclusive community and increasing the impact it can have in the IP professions.

# Giving life to the vision

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Our 2025-27 activities will focus on four strategic priorities:

- Supporting our volunteers
- Strengthening engagement
- Keeping equity, diversity and inclusion (EDI) and wellbeing on the agenda
- Developing the pipeline

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<sup>1</sup> To promote and improve equality, diversity, inclusion and wellbeing throughout the UK's intellectual property (IP) professions: see our mission statement at <https://ipinclusive.org.uk/about/our-mission-statement/>.

## Supporting our volunteers

IP Inclusive's vast network of volunteers – in our six networking and support [communities](#), our [regional networks](#), the [Careers in Ideas](#) task force and other working groups – is crucial to the initiative's success. The most important element of our work for the next two years will be to support their activities and development.

- Our executive team will continue to support IP Inclusive's volunteers, in particular by helping them to:
  - Develop their remits and objectives.
  - Handle administrative aspects of their committees and plans.
  - Support individual IP professionals and provide safe spaces for those who need them.
  - Widen access to support networks and discussion forums.
  - Organise and promote events.
  - Gather, create and share resources and best practices.
  - Communicate with the wider IP Inclusive community, broaden their reach and strengthen engagement among the people they support.
  - Initiate and nurture conversations on topics that impact those people.
  - Lobby for, and facilitate, positive change on issues affecting them.
  - Coordinate with activities in the wider IP Inclusive community.
- We will encourage and facilitate collaborations between all these groups, recognising the importance of intersectionality and its value in bringing a community together.
- We will support the creation of new networks and communities where our supporters feel it appropriate.

Specific objectives:

- We will help our Women in IP community to establish its proposed mentoring scheme.
- We will support the creation of new networks for:
  - Men in IP
  - Business support professionals

## Strengthening engagement

Keeping the IP Inclusive community strong and relevant requires us to increase engagement among those already involved as well as to widen our reach.

Specific objectives:

- For completion by the end of 2Q 2026, with the help of our Advisory Board and our existing community of signatories, we will undertake a review into the effectiveness and value of our [Charter](#) and [Senior Leaders' Pledge](#) schemes.

- Where appropriate based on that review, during the second half of 2026 we will introduce new and/or updated mechanisms for both businesses and individuals to get involved with IP Inclusive and for increasing the value of that involvement.
- Working with our communities and regional networks, we will also review and where appropriate update, during the first half of 2026, the routes through which individuals and businesses engage with their activities.
- As part of this review, we will monitor quarterly numbers of social media followers, mailing list subscribers and event registrants for our communities and regional networks, to help us gauge levels of support and identify areas in need of greater support.
- We will update the IP Inclusive website so as to improve the way we interact with both existing and potential supporters and help us bring our resources and events to a wider range of people.
- We will run a 2026 social and networking event for the whole IP Inclusive community, with a theme and format designed at least partly to attract IP professionals who might not otherwise engage with EDI-related issues.

The IP Inclusive community is further strengthened by its interactions with external organisations, both within the IP sector and in other related fields.

- We will continue to work with these organisations – including IP sector membership bodies and working groups, IPReg, the UK Intellectual Property Office (IPO) and IP Inclusive partners – and encourage our communities and networks to do the same.
- In particular, we will work alongside:
  - The mental health charities Jonathan’s Voice and LawCare, to raise awareness of relevant issues and available resources; to stimulate and inform conversations on mental wellbeing; and to provide events and other safe spaces where those conversations can continue.
  - The IP Federation, to share best practices between industry and private practice, and to incentivise use of the IP Inclusive Charter and Senior Leaders’ Pledge to establish EDI credentials in business partnerships.

## Keeping EDI and wellbeing on the agenda

In these times of change on the global EDI front, it is more important than ever for IP Inclusive to keep diversity, inclusion, fairness, accessibility and wellbeing on the agenda throughout our sector. We must support and empower the IP professionals who believe in our objectives but whose efforts may be under increasing constraints from elsewhere. We must demonstrate, publicly, that these are issues that matter to the UK’s IP sector.

Again, our community of volunteers and supporters will help us to do this. Alongside them we will continue to:

- Work with IP sector employers and their senior representatives to keep EDI on their individual agendas and to coordinate the sector's ongoing approach to the issues that matter to us.
- Provide resources to help them progress our objectives.
- Promote the business case for EDI and wellbeing.
- Start and nurture conversations on issues relevant to EDI and wellbeing.
- Provide safe spaces in which to continue those conversations, to share experiences and collaborate across the sector.
- Try to influence sector-wide improvements through larger bodies such as membership organisations, regulators and the IPO.
- Consult with our stakeholders regarding the opportunities and challenges they face, to give context for IP Inclusive's work and help us shape our longer-term strategies and plans.

Specific objectives:

- Building on work done in 2023 and 2024 and in collaboration with relevant representative and regulatory bodies, we will:
  - Publish a toolkit of basic standards and guidelines for EDI data gathering, to help IP sector businesses assess diversity and inclusion levels in a meaningful way.
  - Encourage use of the toolkit to harmonise approaches to EDI data gathering in the sector and to generate benchmarking data.
  - Re-run IP Inclusive's 2019 sector-wide EDI survey.

## Developing the pipeline

Vital to a thriving IP community is a pipeline of new recruits who share the same values. IP Inclusive, through its [Careers in Ideas](#) outreach arm, has always strived to raise awareness of and improve access to IP sector careers – in particular for disadvantaged and under-represented groups – so as to diversify the pool from which the professions recruit.

- We will maintain momentum on our careers outreach work through Careers in Ideas.

Specific objectives:

- In 2026 we will run a third [Summer of IP](#) campaign, providing resources and events to introduce would-be recruits from a range of backgrounds to IP sector careers, and involving IP sector employers to offer taster sessions, work experience and other similar opportunities.
- Through that campaign, we will further strengthen our links with outreach charities and school and university contacts who can help Careers in Ideas widen its reach.
- Ahead of the campaign, we will publish a resource pack, of collated Careers in Ideas materials, to support IP professionals' own careers outreach activities.

- We will encourage IP professionals to post about their careers outreach work, and share relevant ideas and resources, through our [Careers in Ideas LinkedIn group](#).
- We will continue to develop the [Careers in Ideas Mentoring Hub](#), recruiting new mentors and mentees and from this generating positive case studies to use in our outreach materials.

# Operational plans

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Like any well-governed organisation, we will of course continue to keep our structure and funding mechanisms under review. We are unlikely to have the resources and executive capacity to undertake any major structural changes during the next couple of years, but they remain on the radar.

All of the initiatives contained in our business plan are predicated on the continuing financial support of our donors and the time and resource support of our volunteers. It costs nearly £100,000 a year to provide the central resources and services required for IP Inclusive's current activities, and our small executive team is operating at or close to capacity. Ideally, we would like to recruit more administrative assistance to deliver more effectively on the plans above and help with our longer-term succession planning.

Over the next twelve months we have to raise the £99,000 required to fund our work for the year (see the 2025-26 budget published alongside this plan<sup>2</sup>). Towards the end of that period we will publish a fresh budget for August 2026 to July 2027, prior to embarking on a further annual fundraising campaign.



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<sup>2</sup> See <https://ipinclusive.org.uk/newsandfeatures/community-is-key-our-2025-27-business-plan>