



IP Inclusive

Annual Report

2025

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IP Inclusive Annual Report 2025

2025: Who'd have thought?!

Foreword by Andrea Brewster OBE

IP Inclusive began to take shape at a January 2015 CIPA-led round-table. Back then, we didn't even know if people cared about diversity in IP, much less whether they would be willing to collaborate – across the sector – to improve it.

And yet, in 2025, we found ourselves celebrating IP Inclusive's tenth anniversary. A whole decade of progress had brought together thousands of IP professionals in pursuit of equality, diversity, inclusion (EDI) and wellbeing. And what an experience it had been!

The milestone was all the more important because it came at a time when EDI faced increasing challenges. Yet despite political pressure in the US and elsewhere, economic constraints and the so-called "anti-woke" sentiments growing around us, it became increasingly clear through 2025 that IP professionals did still care about EDI. Not only that: IP Inclusive's role as an independent, sector-wide initiative was growing in importance. It was up to us to keep the EDI torch burning. It was on us to support both individuals and their businesses through these difficult times.

We celebrated the anniversary in a range of ways. Our annual meeting had a special celebratory feel: longer than usual, it incorporated a panel discussion on "Why do diversity and inclusion still matter?" which left us feeling both reassured and inspired. Several of our 2025 events were themed around the first ten years of progress and what lay ahead. A series of ten anniversary podcasts, released in November and December, focused on different aspects of IP Inclusive's work and achievements and involved all six of our communities.

Importantly, we conducted an impact survey and used it to generate a new Impact Report. In honour of the anniversary, that report was structured around "Ten years, ten impacts". It showcased ten key things that IP Inclusive had achieved: bringing people together, starting conversations, broadening perspectives, providing safe spaces, keeping EDI on the agenda, diversifying the pipeline, supporting mental wellbeing, empowering individuals, facilitating collaboration, and generally leading the way on EDI issues in the IP professions.

From the impact survey, and from our wider stakeholder interactions, one clear message emerged: that the key to IP Inclusive's success has been the community it's created. That "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 influence they have on the sector's direction of travel as well as on individual career journeys; and the opportunities they create for people to collaborate, to everyone's benefit. It is both the evidence of and the reason behind our achievements thus far.

And that's why the theme for our 2025-27 business plan, published in July 2025, is "community". It means that our communities and networks will become ever more important, as we work to support our volunteers, widen and strengthen engagement among our constituents, keep EDI and wellbeing firmly on the agenda, and develop a diverse and inclusive pipeline of new recruits.

2025 brought many other highlights. Women in IP's mentoring pilot is now ready to roll. New networks have emerged for business support professionals and men in IP. We've published resources on allyship, EDI data gathering and careers outreach. Plans are well underway for a 2026 re-run of our popular *Summer of IP* campaign. We've also recruited new members to our Advisory Board, whose input will be especially valuable as the world responds to changes in the EDI agenda.

Those changes certainly made for an interesting horizon scanning exercise at IPIM's strategy meeting this year. And yet, our fundraising efforts have survived the anti-EDI movements. What we continue to hear, from across the sector, is that IP Inclusive's work is still very much valued by IP professionals and their businesses, whatever may be happening elsewhere. This wonderful sector has rallied round in support of our objectives.

I suspect no one could have predicted, back at that 2015 round-table, how IP Inclusive would evolve and the impact it would have on the UK IP professions. Nor could we have guessed how the wider EDI landscape might change over that time. Who knows what the next decade will bring? – Whatever, we face it with confidence and a renewed sense of commitment.

There is undeniably a business case for diversity and inclusion, which neither individual organisations nor the profession as a whole can afford to ignore. And there's a community – which IP Inclusive has helped to build and which all of us are part of – that we need to protect. We will do that together, for as long as it takes. We have much to be proud of and much more to look forward to.

Andrea Brewster OBE (she/her)

Lead Executive Officer

IP Inclusive

1 Our strategic objectives

1.1 General

During the first half of 2025 we continued working to our 2023-25 business plan¹, which covered the two years from August 2023 to July 2025. It was shaped by six strategic objectives, relating to allyship; inclusive hybrid working arrangements; in-person events and networking opportunities; support for early-career IP professionals; data gathering; and diversifying the upstream pipeline. The first of these, allyship, provided a general theme which underpinned our work in all other areas.

In July 2025 we launched a new business plan, for August 2025 to July 2027², with the underlying theme of “community”: see 13.4 below.

This report describes the specific things we did during 2025 to pursue the objectives from both business plans, in particular on the key “allyship” and “community” themes.

1.2 Allyship

Under this heading, the 2023-25 business plan required us to encourage and empower allies throughout the IP professions. IP Inclusive supporters are by definition allies; we wanted to celebrate that and at the same time to help them become more active, more confident and better-informed allies for those in need of their support.

This objective underpinned much of our work in 2025, in particular that of the six communities (5 below), which are all open to, and actively encourage, allies for the groups they support. Their input is vital in establishing, and promoting, what good allyship looks like. Meanwhile our “intersectional” approach to diversity and inclusion means they collaborate across the different diversity strands as allies for one another: 2025 saw several joint projects between different communities and other IP Inclusive networks.

Allyship is of course key to building an inclusive and supportive IP Inclusive community, and so remains important to us under the new business plan theme. If anything it has increased in significance as anti-EDI³ sentiments grow elsewhere in the world.

Our allyship-related activities in 2025 included:

- In January, follow-up to our November 2024 event on “Allyship for leaders”.
 - This included a short video, “Allyship – what’s it all about?”, created for us by Carys Bello of Fellows and Associates and filmed at the event. A subsequent website News and Features post reported key discussion points and signposted the video along

¹ See <https://ipinclusive.org.uk/newsandfeatures/guiding-us-through-the-next-twelve-months/>

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

³ Equality/equity, diversity and inclusion: see also the notes at 18 below

with our December 2024 Allyship Guidelines⁴, our allyship playlist on YouTube and other relevant resources.

- In July, an event on “Active allyship” involving representatives from all six of our communities.
 - This was hybrid in format, hosted in London and online by Carpmaels & Ransford. It had originally been scheduled for early May but had to be postponed to avoid a clash with the 2025 INTA conference. Its panel discussion, chaired by Helen Smith from the executive team (who created the 2024 Guidelines), considered what good allyship looks like to members of each community, the impact it can have, and practical steps for its day-to-day implementation. A September News and Features post reported key outcomes from the event.
- In November, publication of:
 - A new resource, “Ten actions for active allyship”⁵, inspired by the July event and another nod to our tenth anniversary. This simple set of high-level tips, compiled by Helen Smith with input from the six communities, was presented as a PowerPoint slide and pdf file. It may in future form the basis of an IP Inclusive Ally’s Pledge, by which individuals can commit to practical allyship measures.
 - An updated version of the Allyship Guidelines, with changes reflecting the July discussions and also including the new “Ten actions”.
- Continued distribution of IP Inclusive Ally pin badges to in-person attendees at our events. Some were also sent to supporters who requested them for use within their own teams. The badges are occasionally used in social media posts by event attendees.

1.3 Other work in support of the 2023-25 business plan

We continued to deliver on the 2023-25 business plan objectives during 1Q and 2Q 2025.

Specifically:

- Encouraging and supporting inclusive, accessible hybrid working arrangements:
 - Our events often touch on this topic, in particular in conversations about mental and physical wellbeing; workplace adjustments for disabled and neurodivergent people; and flexibility for carers. We also expect it to feature in discussions led by our new working group for business support professionals (5.8.2 below).
 - Where possible, we use inclusive hybrid formats for our own events (9.6.2 below).
- In-person events and networking opportunities:
 - A significant proportion of our 2025 events were in-person or hybrid, providing opportunities for attendees to network both before and after the main discussions: see 9.3.3 below. Our tenth anniversary provided excuses for larger events with a more celebratory feel, in particular our annual meeting in April (16.1 below),

⁴ See <https://ipinclusive.org.uk/resources/allyship-guidelines/>

⁵ See <https://ipinclusive.org.uk/resources/ten-actions-for-active-allyship/>

Women in IP's annual event (5.7.2 below) and the Scotland Network's festive gathering in December (2.3 below).

- Increasing support and networking opportunities for early-career IP professionals:
 - Our IP Futures community ran an event offering practical networking skills and opportunities (5.5.2 below), and contributed early-career perspectives to our "Active allyship" event (1.2 above) and Women in IP's annual event.
 - The CIPA Informals, who represent trainee patent attorneys, continued to help promote our activities. We also provided input into EDI-related aspects of their 2025 membership survey.
- Gathering – and helping IP sector businesses to gather – data to assess EDI levels in the IP professions, IP Inclusive's impact, and areas in need of future work:
 - In 2025 we completed and published a toolkit to help businesses gather EDI-related data, with the aim of better aligning approaches and benchmarking across the IP sector: see 9.2 below.
 - We gathered our own data regarding IP Inclusive's impact through an early 2025 stakeholder survey (10.1 below). As well as yielding an Impact Report to mark our tenth anniversary, this exercise also helped us identify priorities for IP Inclusive's future, in turn shaping our 2025-27 business plan.
- Diversifying the upstream pipeline:
 - We continued this work through our Careers in Ideas outreach arm: see 3 below.

1.4 Community

The over-arching theme for our work over the two years from August 2025 is "community". Our 2025-27 business plan identified activities aimed at strengthening and supporting the IP Inclusive community and increasing the impact it can have in the IP professions. Those activities focus on four strategic priorities:

- Supporting our volunteers
 - This is being done primarily through the six communities (5 below), the regional networks (6 below) and our Senior Leaders' Diversity Think Tank (7 below), which are the main channels for our interactions with volunteers.
- Strengthening engagement
 - This involves (i) increasing engagement among those already involved with IP Inclusive and (ii) widening our reach. In addition to the work of the communities and regional networks, our tenth anniversary activities have helped us widen and strengthen engagement with the IP professions: see 2 below. More work will be done in 2026 to extend our reach, in particular through a review of our EDI Charter scheme (4.6 below) and the creation of new communities (5.8 below).
- Keeping EDI and wellbeing on the agenda
 - Activities from our Senior Leaders' Diversity Think Tank help keep senior IP professionals and their businesses focused on EDI and wellbeing. Those of the

communities and regional networks also keep EDI-related conversations alive and relevant. The Charter review – which will also encompass the Senior Leaders' Pledge (7.3 below) – should help us identify ways to keep EDI on the radar for IP sector businesses, as could a potential new Ally's Pledge for individuals (1.2 above). We also plan to publish resources relating to the business case for EDI, to help justify a continued focus there.

- Developing the pipeline
 - Under this heading we work to raise awareness of and improve access to IP-related careers – in particular for disadvantaged and under-represented groups – so as to diversify the pool from which the sector recruits. This continues to be done through Careers in Ideas (3 below).

2 Tenth anniversary celebrations

2.1 Background

It was in January 2015 that CIPA held its first round-table meeting on “Diversity in IP”. That event, which pulled together representatives from across the UK’s IP professions, quickly led to the establishment of a sector-wide initiative to improve equality, diversity and inclusion. That was how IP Inclusive began.

The growth in support for the initiative over the last ten years, and the increase in its reach and influence, has been testament to a sector that genuinely cares about EDI. We thought it worth celebrating that first decade, particularly as the external climate became more hostile towards the EDI agenda, using our anniversary year to raise awareness of our work, consolidate our support base, remind those who were anxious that we were still here to support them, and reflect on what our role might look like over the next ten years.

We did a number of things to mark the anniversary. Through those activities and events, and the conversations that followed – as well as through our stakeholder survey conducted early in the year (10.1 below) – we realised that despite, or perhaps because of, the emerging “anti-woke” rhetoric, it was more important than ever that IP Inclusive continued to thrive. We also gained a strong sense of the significance and value of the community that IP Inclusive had built in the IP professions. That collaborative, supportive and of course inclusive community was, we believe, both the manifestation and the cause of our success so far. It would also be key to our continued success. As a result, it became the theme for our new business plan, as outlined in 1.4 above.

2.2 Anniversary working group

During 1Q 2025, IP Inclusive Management (IPIM) Secretary Clair Curran established a working group to coordinate anniversary activities. It included representatives from our communities, regional

networks and Advisory Board, and Anne Burgato from the executive team. Our founding organisations were also invited to participate; CIPA Chief Executive Lee Davies joined the group and Triona Desmond (IP Out and Women in IP committee member) provided a link to CITMA as chair of its EDI Committee.

The working group considered suggestions made by the Advisory Board, communities and other volunteers, and from those focused on activities that could, using relatively few resources, have a significant impact on supporter engagement and community building.

2.3 Anniversary-related activities

The following special activities took place during 2025.

- An anniversary version of the IP Inclusive logo was designed for us by working group member Carys Bello (Fellows and Associates).
 - This was launched in a website News and Features post in March and was used on our email signatures and other comms through the rest of the year. The News and Features post flagged some of the upcoming anniversary plans.
 - Carys also designed an exhibition banner, displaying the new logo, which was then purchased for us by CIPA. CIPA kindly stored the banner for us when not in use, and helped transport it to relevant events.
 - Attendees at our annual meeting were treated to cupcakes bearing the new logo; these were funded by IPIM members as a thank you to IP Inclusive's volunteers.
- Triona Desmond collated contributions from the communities and other networks on the "Ten years, ten impacts" theme for our 2025 Impact Report (10.2 below); these helped shape our other activities through the year.
- Our annual meeting adopted a special format to mark the anniversary: see 16.1 below.
- We held a September "Coffee Connect" event for online networking across the IP Inclusive community. Organised primarily by Scotland Network leads Laurence Cheney and David Blair and hosted by Murgitroyd, this allowed people from around the UK to chat informally in small breakout groups. It was open to all IP Inclusive supporters and would-be supporters. Feedback received there reminded us of the importance of the IP Inclusive community, and the impact it can have on individual professionals' lives at different stages of their careers.
- Our Scotland Network also laid on a festive event in December, to complete the anniversary celebrations. It was hosted by CMS in Glasgow as an in-person evening gathering, with informal networking and refreshments.
- Our communities used the anniversary, where appropriate, as a theme for their 2025 events. Women in IP's annual event looked at progress in the last ten years and expectations for the next ten (5.7.2 below); it too highlighted the difference IP Inclusive had made to some people's careers.

We also created a series of ten anniversary podcasts, focusing on different aspects of IP Inclusive's work and achievements so far. The project was led by IPause chair Jane Wainwright, in collaboration

with *Managing IP*. The podcasts were hosted by Max Walters, Editor of *Managing IP*, and Jodie Bates from the IP Inclusive Advisory Board. Featured guests included representatives from the six communities, the Careers in Ideas task force, the Senior Leaders' Diversity Think Tank, the executive team and IP Inclusive's wider support base.

Recording began in July and the ten episodes were published weekly, by both IP Inclusive and *Managing IP*, from 6 October to 8 December. Listener figures – via both partners' comms – were pleasingly high.

2.4 Third party publications and events

Our Lead Executive Officer Andrea Brewster spoke about the anniversary at various third party events, including:

- An in-person IP Federation event in March, “The European Diversity, Equity and Inclusion in IP Forum 2025: Joining the Dots”, about maximising the impact of IP-focused EDI initiatives through collaboration. Andrea’s keynote speech emphasised the importance of collaboration and community in IP Inclusive’s successful first decade.
- A meeting of CIPA’s managing partners’ group in May, where she led an agenda item about IP Inclusive and its tenth anniversary, mentioning the forthcoming business plan and Impact Report and our commitment to continue in the face of global EDI challenges.
- A CIPA Congress pre-event in October (this being a joint talk with CIPA’s EDI Committee chair Greg Iceton); and a dinner following the Congress (at which she delivered the after-dinner speech). Both events were billed as opportunities to help IP Inclusive celebrate. CIPA also kindly allowed us an exhibition stand during the main Congress sessions, which we shared with Jonathan’s Voice (8.2.2 below).

Andrea was also the guest speaker on an IP Inclusive-focused episode of CIPA’s *Two IPs in a Pod* podcast, in which she spoke about the initiative’s first ten years, its response to EDI-related challenges around the world, and its plans for celebrating the anniversary and for the future ahead. The podcast was released at the end of September in the run-up to CIPA Congress.

All of these provided welcome opportunities both to mark the anniversary and to promote IP Inclusive more generally, as did the podcasts created with *Managing IP*.

Andrea also wrote several anniversary-related articles for third party publications, including the February 2025 *CITMA Review*, an EDI-themed issue of the *CIPA Journal* in April, and the 2026 *IP Federation Review* (due to be published in 1Q 2026). The April *CIPA Journal* article reflected on IP Inclusive’s first ten years and the reasons for its success, and included quotes from volunteers in our communities and regional networks. It was reproduced on the IP Inclusive website News and Features page in May.

She was interviewed in October for the first *CITMA Review* of 2026, again on the anniversary theme.

3 Diversifying the upstream pipeline (Careers in Ideas)

3.1 General

Careers in Ideas⁶ is IP Inclusive's outreach initiative. Its purpose is to raise awareness of and improve access to IP-related careers, so as to diversify the pool from which the professions recruit.

The "task force" that runs the initiative took a break during the first half of 2025, but met in September to begin planning for the 2026 *Summer of IP* campaign: see 3.2 below. Our 2025-27 business plan (13.4 below) commits to maintaining momentum on the Careers in Ideas outreach work, not only through *Summer of IP* 2026 but also by:

- Strengthening our links with outreach charities and school and university contacts who can help Careers in Ideas widen its reach.
- Continuing to develop the Careers in Ideas Mentoring Hub (3.3 below), recruiting new mentors and mentees and from this generating positive case studies to use in our outreach materials.
- Publishing a resource pack to support IP professionals' careers outreach activities (3.4 below).
- Encouraging IP professionals to post about their outreach work, and share ideas and resources, through the Careers in Ideas LinkedIn group.

3.2 *Summer of IP*

3.2.1 Background

Our *Summer of IP* campaign⁷ is a programme of awareness-raising events and work experience/taster opportunities, designed to attract a wider range of recruits into IP sector roles. It has two parts: (i) a programme of introductory events from Careers in Ideas and (ii) taster sessions, work experience and other similar opportunities provided by individual IP sector employers. The latter are promoted centrally through Careers in Ideas, providing an umbrella under which, and contacts through which, the activities can be brought to a wider audience.

As well as targeting would-be recruits from a range of backgrounds, *Summer of IP* has value in strengthening our links with outreach charities and school and university contacts, who can help Careers in Ideas widen its reach.

Summer of IP first ran in 2023 and was repeated in the summer of 2024 due to its popularity with both employers and would-be employees. Several factors – including resource levels in the executive

⁶ See <https://careersinideas.org.uk/> and <https://ipinclusive.org.uk/careers-in-ideas/>

⁷ See <https://careersinideas.org.uk/our-events/our-summer-of-ip-campaigns/>, <https://ipinclusive.org.uk/careers-in-ideas/summer-of-ip-2024/> and <https://ipinclusive.org.uk/careers-in-ideas/summer-of-ip-2023/>

team, our intended focus on a new two-year business plan, potential existential threats from outside, and our tenth anniversary celebrations – led us to decide not to run the campaign in 2025 but to do so biennially from now on. The next will therefore take place in the spring and summer of 2026.

3.2.2 2026 plans

The Careers in Ideas task force began planning for *Summer of IP 2026* at an enthusiastic and productive meeting in September. Further planning continued, in smaller project-specific working groups and within the executive team, during 4Q 2025.

In general structure, the 2026 campaign will be similar to the 2024 one. Successful and popular events (including the pre-launch event) will be re-run, less popular ones will be improved, and information recordings will be updated as appropriate.

Potential new events for 2026 include a webinar providing general guidance for graduates on obtaining a job in IP, including strategic planning and less conventional entry routes; a webinar about CIPA apprenticeship schemes; and an event focused on business support roles.

In the meantime, event recordings from previous *Summer of IP* campaigns remain available via the Careers in Ideas website resources page⁸.

3.3 The Careers in Ideas Mentoring Hub

3.3.1 Background

The Careers in Ideas Mentoring Hub⁹ continues to bring together existing IP professionals and would-be recruits to the sector. It is designed to help higher and further education students navigate their way into IP-related careers, particularly if their teachers and advisers are unable to provide the necessary insights.

The hub is hosted on the online Mentorloop¹⁰ platform. This helps us streamline processes, reduce the administrative burden and generally ensure that both mentees and mentors get the best out of their interactions. Mentor-mentee matching and communications take place via the platform, so as to provide an appropriate degree of privacy and protection for participants. The hub also hosts resources for both mentees and mentors, including the mentor terms of reference, mentee guidelines, general information about IP-related careers, and recordings and presentations from mentor training sessions.

3.3.2 2025 developments

During 2025 two important developments have helped us strengthen the hub ahead of next year's *Summer of IP*. Firstly, Jane Wainwright (IPause committee chair, former patent attorney and now

⁸ See <https://careersinideas.org.uk/resources/>

⁹ See <https://careersinideas.org.uk/mentoring-hub/> and <https://ipinclusive.org.uk/careers-in-ideas-mentoring-hub/>

¹⁰ See <https://mentorloop.com/>

executive coach) stepped in to help run the scheme, in particular to assist with the recruitment and training of new mentors. Jane created fresh mentor training materials and mentee resources, and in November we began advertising to recruit a new cohort of mentors with training courses planned for both December 2025 and early 2026.

The training covers the role and remit of a mentor, practical advice for the situations they might encounter, and guidance on the Mentorloop platform and on the formal support and safeguards available for participants through IP Inclusive. It is in two parts: information videos to be watched online, followed by an in-person workshop on mentoring skills, which in December 2025 was kindly hosted by Kilburn & Strode.

A second significant development was the receipt of donations from Mewburn Ellis and Kilburn & Strode to cover the Mentorloop subscription renewals in May and November respectively. These larger, bespoke donations were appropriately acknowledged on the Careers in Ideas and IP Inclusive websites, on the Mentorloop landing page and in our associated comms. We hope to source similar sponsorship-style support for subsequent six-month “seasons”.

A new dedicated email account, mentoring@careersinideas.org.uk, was established in October to allow wider access to the Mentoring Hub administration, enabling executive team members to offer more support to Carol and Jane when necessary.

3.3.3 Participation levels

At the start of 2026 the Mentoring Hub had 194 registered mentees and 48 mentors (the corresponding figures at the start of 2025 being 142 mentees and 45 mentors).

Feedback from the scheme remains positive: our “mentoring quality score” was 4.36 out of 5 – above the Mentorloop benchmark of 4.2 – at the start of 2026.

The recruitment of new mentors is allowing us to reduce the mentee waiting list and address ongoing demand, which we expect to increase as a result of next year’s *Summer of IP* campaign. Positive case studies from the Mentoring Hub will be used in our outreach materials and to help promote *Summer of IP*. Some form of celebratory event, for both mentees and mentors, may feature as part of the 2026 *Summer of IP* programme.

3.4 Other 2025 highlights

In June 2025, the Careers in Ideas task force organised a speaker for an event on IP careers for biomedical students, run by the Department for Bioscience at the University of East London. We had initially had contact with their Head of Department Dr Hamid Merchant in December 2024, discussing possible careers talks, workshops and other support schemes for his students, who come from a wide range of ethnic backgrounds.

During the second half of 2025, executive team member Helen Smith completed a major update to the Careers in Ideas directory of social mobility and outreach charities and initiatives¹¹, a resource designed to help IP professionals and their businesses select suitable organisations to partner with on outreach and CSR projects. Work had first begun on this update during the summer of 2024, when we had access to an intern (Sara Belazregue) to help with the project, but had stalled due to lack of executive team time.

The new directory was published in early December. It lists eighteen organisations. The update has rekindled our relationships with many of these, and we hope to engage with them to help us attract *Summer of IP* participants next year as well as to source content for the Careers in Ideas website and comms: they already have access to the people that Careers in Ideas targets.

The 2025-27 business plan (13.4 below) commits to creating a resource pack of collated Careers in Ideas materials, to support IP professionals in their careers outreach activities. It will also reference useful outreach resources available elsewhere. Helen Smith has begun working on this; we intend to have it ready in good time for *Summer of IP 2026*.

The IP Inclusive Advisory Board (13.3 below) also provided suggestions, in the autumn of 2025, for raising awareness of Careers in Ideas resources. Its ideas included events and comms relating to new apprenticeship schemes; liaising with professional bodies such as the Royal Society of Chemistry to raise awareness of STEM-related IP careers; and content (potentially created by an intern, and useful as part of the *Summer of IP* materials) relating to the impact of AI on jobs and opportunities in IP.

3.5 Website, social media and comms

3.5.1 Website

The still relatively new Careers in Ideas website¹², launched in November 2024, has continued to serve us well. Informal feedback about it, from our Advisory Board members and other supporters, has been largely positive thus far.

During 2025 we posted:

- Four news posts; these included a guest post from the UK Intellectual Property Office (IPO) about (i) the resources they provide for educators and their students and (ii) careers in the IPO; a post about applying for IP sector jobs with a disability and requesting reasonable adjustments, written by Helen Smith with input from IP Ability; a report of an August Scotland Network careers insight event (6.2.2 below); and a call for new mentor recruits for the Careers in Ideas Mentoring Hub.
- One item on the resources page (the directory referred to at 3.4 above).
- One event (the Scotland Network's August insight event).

¹¹ See <https://ipinclusive.org.uk/resources/careers-in-ideas-directory-of-outreach-organisations/>

¹² See <https://careersinideas.org.uk/>

We also added five new case studies to the “People in IP” page¹³, in which IP professionals in different roles and at different career levels explain how they came to work in IP and what they enjoy about it. Two of these were from recently appointed Advisory Board members. At the start of 2026 there were 49 case studies on the page, with a good amount of diversity in their genders, ethnicities and social and educational backgrounds as well as representation from the LGBTQ+ community and from disabled and neurodivergent people.

3.5.2 LinkedIn

We use LinkedIn to flag Careers in Ideas-related content from our two websites; for interacting with both would-be recruits and IP professionals doing outreach work; and for strengthening our links with other organisations who are active in this space.

Although our *Summer of IP* campaign did not run in 2025, many IP sector employers nevertheless ran their own insight events and similar opportunities over the summer. We helped promote these, when asked, via the Careers in Ideas LinkedIn comms. We also posted occasionally about work experience and trainee opportunities with IP sector employers, again when they were brought to our attention.

At the start of 2026 the Careers in Ideas LinkedIn page¹⁴ had 1,009 followers, compared to 865 at the start of 2025.

Our corresponding LinkedIn group (primarily for IP professionals who support the Careers in Ideas cause) sees less activity but still had 133 members at the start of 2026 (127 at the start of 2025).

3.5.3 Other

The IP Inclusive website also featured three Careers in Ideas-related posts on its News and Features page in 2025:

- In July, a report of our Scotland Network’s event on “Advancing Social Mobility” (6.2.2 below), which referenced the Careers in Ideas campaign as well as other initiatives that can improve access to the IP professions.
- In November, calling for new mentors for the Mentoring Hub (3.3 above).
- In December, introducing the updated directory of social mobility and outreach organisations (3.4 above).

An episode of our tenth anniversary podcast (2.3 above) covered Careers in Ideas, featuring task force members Chris Burnett and Tommy Hailes.

¹³ See <https://careersinideas.org.uk/a-career-in-ip/ideas-people/>

¹⁴ See <https://www.linkedin.com/company/82198927/>

Without a *Summer of IP* campaign to promote, the Careers in Ideas Instagram account (@careersinideas)¹⁵ was largely unused during 2025. It had 133 followers at the start of 2026 (135 at the start of 2025).

In 2024 IP Inclusive had stopped engaging with X, including for Careers in Ideas: this did not change during 2025 (see 16.3.1 below).

3.6 Key contacts

The Careers in Ideas task force members are currently: Carys Bello (Fellows and Associates); Andrea Brewster (IP Inclusive); Rebecca Brooks (Mewburn Ellis); Julie Browne (Shell); Tilly Buchanan-Cook (Dehns); Anne Burgato (IP Inclusive); Chris Burnett (Knights, formerly Birkett Long); Hannah Chaudry (Dehns); Jo Devon (formerly Jo Spreckley, Marks & Clerk); John Enser (CMS); Pete Fellows (Fellows and Associates); Sally Lingjun Gao (Mathys & Squire); Joshua Green (Mishcon de Reya); Tommy Hailes (dsm-firmenich, formerly Kilburn & Strode); Gordon Harris (Trevisan & Cuonzo); Brenna Howley (Gill Jennings & Every); Jay Janusz (Boult Wade Tennant); Charlotte Jones (Viatris); Siddharth Kusumakar (Powell Gilbert); Philip Lawrence (IPO); Alison Lawson (Zacco); Stephanie Learoyd; Ayesha Malik; Anna Matthew (Powell Gilbert); Carol Nyahasha (Kilburn & Strode); Natasha Perks (Abel + Imray); Monifa Phillips (Appleyard Lees); Heather Scott (Gill Jennings & Every); Polly Shaw (Dehns); Cherry Shin (HGF); Naomi Slater (Marks & Clerk); Helen Smith (IP Inclusive); Tess Waldron (Powell Gilbert); Sheila Wallace (CIPA Council); Rachael Ward (Gill Jennings & Every); Penny Wheeler (IPO); Andy Whitlock (Mewburn Ellis); Ellie Wilson (Mishcon de Reya); Taylor Wise (Jensen & Son); and Connor Yap (AstraZeneca).

The Mentoring Hub is run by Carol Nyahasha and Jane Wainwright.

Work on *Summer of IP* 2026 is being led by Andrea Brewster, Anne Burgato and Helen Smith from the IP Inclusive executive team. They also manage the Careers in Ideas website and LinkedIn comms.

There were a number of changes to the task force membership during 2025. Julie Barrett (formerly Purposive Step Consulting) stepped down in July and David Joo (Solve Intelligence, formerly Aon) in August. Matthew Philpott (IPO) stepped down in September, his colleague Penny Wheeler joining in his place. Taylor Wise (Jensen & Son) joined her first task force meeting in September, having volunteered her help earlier in the year. Sara Belazregue (former volunteer and intern) rejoined the task force in October.

¹⁵ See <https://www.instagram.com/careersinideas/>

4 Our EDI Charter

4.1 General

Our EDI Charter scheme¹⁶ exists to promulgate best practices, in particular at the organisational level. It is open to all UK-based organisations that work in or with the UK's IP professions, whatever their size or business model or the type(s) of product or service they provide. It is a voluntary, self-certifying code of practice with six high-level commitments, through which signatories make a public endorsement of support for equality, diversity and inclusion.

Those signatories are a rich source of ideas and experience, of feedback on our current and past work and of input into our future plans. They are also our main source of income (see 17.2 below): by the end of 2025, twenty signatories had together contributed £47,050 to our 2025-26 fundraising campaign, whilst nineteen had contributed to the 2024-25 fundraising campaign from January to July 2025 inclusive. Many offer other forms of support such as event organisation and/or hosting (17.3 below) and content creation. Their involvement has been key to major projects such as the EDI data gathering toolkit (9.2 below) and of course our 2025 impact survey and report (4.5 and 10 below).

Individual members of these organisations also form the bulk of our volunteer support base.

4.2 2025 signatory changes

During 2025 we acquired four new Charter signatories: Addleshaw Goddard in January, Greenwoods in March, Law Business Research (which owns IP publications such as *IAM* and *World Trademark Review*) in November and Barnfather IP in December.

Other signatory changes during the year were the removal of Miller Sturt Kenyon in 1Q 2025 and Vectura IP in 4Q 2025 (both of which had been acquired by other companies) and of Purposive Step - IP Business & Career Consulting (which had ceased trading) in 2Q 2025.

This left us with 155 Charter signatories at the start of 2026. They continue to represent a wide range of entities in terms of size, structure, location, areas of practice and business model; they include membership bodies, suppliers to the IP sector, the IP Regulation Board and the IPO. All are listed on our website¹⁷.

Many of our Charter signatories have representatives on the Senior Leaders' Diversity Think Tank and/or who have signed our Senior Leaders' Pledge (see 7 below); this helps us to build more effective relationships within our community of signatories.

4.3 Charter signatory resources and comms

IP Inclusive's growing collection of free resources, along with our training and awareness-raising events, help signatories fulfil their Charter commitments. The recently published toolkit for EDI-

¹⁶ See <https://ipinclusive.org.uk/about/our-charter/>

¹⁷ See <https://ipinclusive.org.uk/about/charter-signatories/>

related data gathering (9.2 below) is expected to be of particular value to our Charter signatories in the private sector. There is more information about the IP Inclusive resources at 9 below.

Throughout the year we continued to update the Charter signatories' "designated EDI officers" on our work, roughly fortnightly, through our mailing list. We also issued more targeted communications to signatory contacts on appropriate occasions.

The last episode of our tenth anniversary podcast (2.3 above) focused on the Charter and Senior Leaders' Pledge schemes. It featured Gwilym Roberts, co-lead of the Senior Leaders' Diversity Think Tank, and our Lead Executive Officer Andrea Brewster.

4.4 The Senior Leaders' Pledge

The IP Inclusive Senior Leaders' Pledge¹⁸ is a commitment made by individual IP professionals rather than the organisations in which they work. It was created to encourage our Charter signatories to engage with EDI at the senior, decision-making level. It includes an informal "Pledge Prattle" forum which provides opportunities for senior professionals in Charter signatory organisations to share ideas and to collaborate to improve standards across the sector.

See 7.3 below for more information about the pledge.

4.5 Charter signatories' survey

In early 2025 we surveyed our Charter signatories about IP Inclusive's impact on, and value to, the UK's IP sector: see 10 below. The results were used as the basis for our 2025 Impact Report and our 2025-27 business plan, and more generally have helped us better understand and communicate with our community of Charter signatories.

The survey also provided an opportunity for signatories to confirm the six Charter commitments and to update their contact details where necessary. Representatives of 29 signatories responded.

4.6 Charter scheme review

The 2025-27 business plan (13.4 below) commits to reviewing the effectiveness and value of our Charter and Senior Leaders' Pledge schemes. We will begin scoping this review in January 2026 and aim to complete it by the end of 2Q 2026. It will involve Andrea Brewster, Anne Burgato and Helen Smith from the executive team, with assistance from volunteers Lesley Evans (who established the Charter scheme and is now a member of IPIM) and Vanessa Stainthorpe (14.4 below). Input will be sought from our Advisory Board and from existing Charter and Senior Leaders' Pledge signatories.

Where appropriate based on the review, during the second half of 2026 we plan to introduce updated mechanisms for both businesses and individuals to get involved with IP Inclusive and for increasing the value of that involvement. These may affect the way that existing Charter signatories engage with IP Inclusive and its wider community.

¹⁸ See <https://ipinclusive.org.uk/the-ip-inclusive-senior-leaders-pledge/>

5 Networking and support communities

5.1 General

5.1.1 The community structure

We currently have six networking and support communities¹⁹. Each organises its own social, training and awareness-raising events, and publishes relevant issues and resources via its own communication channels and the IP Inclusive website.

Our communities provide safe spaces for their members to share experiences and seek guidance and support from one another. They also offer a focus for those wishing to act as “allies” to the relevant groups, who are welcome to get involved. They are valuable ambassadors for the IP Inclusive cause, both within the IP sector and in their relationships with counterpart groups elsewhere.

5.1.2 Collaborative projects

The communities collaborate with one another and with the regional networks, in particular on events, recognising the many intersections between the experiences of their respective members. Several of our 2025 events were joint projects between two or more communities, and all six have been closely involved in our 2025 work on allyship (1.2 above), in particular the July event on “Active allyship” and the creation of follow-up resources.

Collaborative events during 2025 included a May webinar with guest speaker D J Ritu from IP Out and IP & ME; a June webinar on caring responsibilities from IP Ability and Women in IP; a September IP Futures and Scotland Network event; and a November panel discussion organised by IP Futures and Women in IP. Women in IP’s annual event in October also involved panellists representing the other communities.

The community committees contributed to our 2025 Impact Report (10.2 below); the development of our EDI data gathering toolkit (9.2 below), in particular its template diversity survey; and many of our tenth anniversary celebrations (2 above), for which all contributed to at least one episode of our podcast.

All these ventures highlight the value of our community structure, which allows for allyship and collaboration across diversity strands. Levels of enthusiasm and engagement have been steadily increasing as a result of the 2025 collaborations, especially those relating to our tenth anniversary.

¹⁹ See <https://ipinclusive.org.uk/community/>

5.1.3 New business plan

The six communities will become particularly important in the delivery of our 2025-27 business plan objectives (1.4 above and 13.4 below), which focus on “community” and on supporting our volunteers and increasing engagement. The plan specifically commits to:

- Facilitating and supporting the six communities’ activities and collaborations.
- Supporting the creation of new networks for business support professionals and for men in IP (see 5.8 below).
- Helping Women in IP establish their proposed mentoring scheme (5.7.4 below).

Working with the communities, we have also committed to review – and where appropriate update – the routes through which individuals and businesses engage with their activities. As part of that review, we are now monitoring 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 impetus. These figures are published in our Lead Executive Officer’s quarterly reports²⁰. Registration numbers (where available) are provided for individual community events at 5.2 to 5.7 below, along with current social media and mailing list statistics. For the joint “Active allyship” event in July, there were 77 registrations.

We expect the communities to become increasingly important as external pressures affect organisational commitments to EDI. The support and safe spaces they provide for individual professionals are becoming correspondingly more valuable to the health of our sector and the people who work here.

5.1.4 Joint community meetings

In recent years we have held occasional catch-up meetings with the community committee leads, to update one another on plans, share ideas (including about committee structures and ways to engage supporters) and resources, coordinate activities, explore potential collaborations, introduce new recruits, and discuss requirements for executive team support. These meetings have always proved valuable, and from now on we will be holding them quarterly. They will be key to delivery of our 2025-27 business plan objectives.

One such meeting took place in October 2025 and the next has been scheduled for January 2026. All three members of the executive team attend, as do representatives from our intended new communities for business support professionals and men in IP.

5.2 IP & ME

5.2.1 General

IP & ME²¹ is our community for IP professionals from minority ethnic backgrounds, and their allies.

²⁰ See <https://ipinclusive.org.uk/newsandfeatures/lead-executive-officers-reports-2023/> for the 2025 reports

²¹ See <https://ipinclusive.org.uk/community/ip-me/>

At the start of 2026 it had 576 subscribers to its mailing list, 161 members in its LinkedIn group and 894 followers for its LinkedIn page (these figures at the start of 2025 were 559, 143 and 836 respectively).

5.2.2 2025 events

In addition to its collaborations with other communities, IP & ME organised several of its own events during 2025, including two in its popular “lunch-&-learn” series.

The 2025 events were:

- In January, an online lunch-&-learn event on “New Year’s resolutions ED&I edition”, with guest speaker Adjoa Anim.
- In May, a joint event with IP Out, “Catch-up with DJ Ritu MBE” (5.6.2 below).
- In July, an informal online “Coffee Club” discussion on religion and the workplace. Although this had a theme to kick-start conversations, it also provided a chance for general chat and networking.
- In August, a lunch-&-learn webinar with CIPA President Bobby Mukherjee.
- In October, a social get-together at the London Tate Modern, visiting its exhibition on “Nigerian Modernism” to celebrate Black History Month.

IP & ME also collaborated with CIPA and CITMA on an in-person discussion to mark Black History Month: “Celebrating Black excellence in IP: An evening of dialogue and inspiration”. This was hosted by CIPA at the start of October.

In terms of event registrations, from 3Q 2025 onwards, there were 17 for the July Coffee Club and 71 for the August lunch-&-learn. The October get-together did not require registration.

5.2.3 Other 2025 highlights

In July, committee co-lead Beatrice Malacart took part in our joint communities’ “Active allyship” event (1.2 above). Committee member Olivia Buckingham represented IP & ME at Women in IP’s annual event (5.7.2 below). Committee co-lead Lianne Da-Cunha was a guest on an IP & ME-focused episode of our tenth anniversary podcast (2.3 above).

Other IP & ME activities included:

- In March, a website News and Features post reporting on the January event with Adjoa Anim, suggesting EDI-related resolutions for both individuals and businesses.
- In June, a News and Features post co-written by new committee members Mary Iyi, Electra Valentine and Joshua Watt, about the history and implications of “Juneteenth”.
- In October, a News and Features post on “Power in Presentation: A Discussion on Professionalism and Identity in the Workplace”. Co-written by committee members Electra Valentine and Joshua Watt, this article looked at office hair and dress codes and more generally how professionalism is defined, and their implications in particular for people from

minority ethnic backgrounds. It also referenced issues tackled at the “Nigerian Modernism” exhibition visited by IP & ME supporters.

In early October, we published on the IP Inclusive website home page and the IP & ME webpage a message of support from IP & ME for the Jewish community, in wake of the attack on a Manchester synagogue on Yom Kippur. Throughout a large part of 2025, the IP & ME webpage had carried a more general statement expressing support for everyone affected by the conflict in the Middle East. In both these cases, IP & ME urged tolerance and sensitivity and offered support to individual IP professionals in need.

5.2.4 Committee matters

In January, the IP & ME committee co-leads (Lianne Da-Cunha, Beatrice Malacart and Riddhi Patel) met with the executive team to discuss 2025 plans and increasing volunteer support.

Although Riddhi Patel (formerly Forresters) stepped down at the start of 2Q 2025, five new members joined during 2Q and 3Q: Olivia Buckingham, Mary Iyi, Adhib Mubarak, Electra Valentine and Joshua Watt.

The current committee members are Olivia Buckingham (Riverlane), Lianne Da-Cunha (Forresters), Mary Iyi (MVF), Beatrice Malacart (Forresters), Adhib Mubarak (Agile IP), Electra Valentine (Mathys & Squire) and Joshua Watt (W P Thompson).

5.2.5 Key contacts

The IP & ME committee leads are Lianne Da-Cunha and Beatrice Malacart.

5.3 IP Ability

5.3.1 General

IP Ability²² is our community for IP professionals who are disabled, neurodivergent and/or carers, as well as their allies. Its work embraces disabilities and long-term health conditions of all kinds, be they mental or physical, visible or invisible, permanent or temporary, sudden onset or progressive.

At the start of 2026, IP Ability had 267 subscribers to its mailing list, 158 members in its LinkedIn group and 16 members in its Facebook group (these figures at the start of 2025 were 228, 146 and 16 respectively).

5.3.2 2025 events

IP Ability ran a range of events in 2025, most of them online:

- In April, “Stress management for the stress rich, time poor”, a coffee date to mark Stress Awareness Month, looking at practical methods to manage stress more effectively in the busy world of work. The event included a short presentation from Nicky Ellis (Phillips

²² See <https://ipinclusive.org.uk/community/ip-ability/>

Medisize) on the mental health benefits of spending time in nature, followed by breakout discussions about personal experiences of coping with stress.

- In May, “Mental health and the Equality Act”, a webinar about the practical implications of employers’ obligations not to discriminate against, and to make reasonable adjustments for, people with mental health problems.
- In June:
 - A webinar on “Juggling caring and working in the IP profession”, about the mental and physical toll of being a carer and how best to support colleagues with caring responsibilities. This was a joint event with Women in IP and included an overview, from a LawCare representative, of their 2024 “Mind the Caring Gap” report.
 - “Knowing Me, Knowing You? Part II: ASD and the IP Profession”, a webinar with CIPA about inclusivity and support for autistic people. This followed on from a similar, highly popular, 2024 webinar about ADHD.
- In November:
 - An online coffee date to mark Carers’ Rights Day, signposting resources for carers and providing a social space to share tips on how carers can look after themselves.
 - “Leading on all fronts: carer, founder, force for change”, a virtual fireside chat with guest speaker Helen Burness, about how she juggles being a carer with a career as a leader and business development expert.

A particular highlight, also in November, was a social get-together at the V&A’s “Design and Disability” exhibition in London. This was IP Ability’s first in-person event since its launch in December 2019.

In terms of event registrations, from 3Q 2025 onwards, there were 20 for the November coffee date and 39 for the event with Helen Burness. The November get-together did not require registration.

5.3.3 Resources and awareness-raising

IP Ability continued to raise awareness and educate in other ways, in particular by creating content for the IP Inclusive website. Relevant posts on our News and Features page included:

- In July, three event reports, from the May webinar on “Mental health and the Equality Act” and the June webinars on caring and ASD.
- Also in July, a guest post by disability and mental health advocate Chandos Green, to mark Disability Pride Month, with practical tips for a disability-inclusive workplace.

In September, IP Ability updated its compilation of resources to help the IP professions become more disability-confident²³. This includes tools and information for employers, employees and aspiring IP professionals, highlighting some that relate to specific aspects of disability, neurodiversity, health and caring. The 2025 update included more about online accessibility.

²³ See <https://ipinclusive.org.uk/resources/disability-confidence/>

During 2025 the committee continued to provide support for individual IP professionals with concerns about access and reasonable adjustments in qualifying exams (for example the UK and in particular the European patent attorney exams), as well as in their workplaces. It is often able to signpost sources of guidance and broker helpful connections. It uses (anonymised) information gathered from this work to inform its own lobbying and support activities.

5.3.4 Other 2025 highlights

In July, IP Ability committee member George Lucas took part in our joint communities' "Active allyship" event (1.2 above). Committee co-lead Marianne Privett chaired the panel discussion at Women in IP's annual event (5.7.2 below), and was also a guest on one of our tenth anniversary podcast episodes (2.3 above), alongside fellow committee member Victoria Barker.

Another highlight of the year was providing an IP Ability session on neurodiversity at CIPA's Paralegals' Conference in October. This generated a great deal of interest, including for our potential new community for business support professionals (5.8.2 below).

The IPause events, news posts and resources (5.4 below) are also potentially relevant to IP Ability supporters, and occasionally involve collaboration between the two communities, as for example on an intended 2026 webinar about neurodiversity and the menopause.

5.3.5 Committee matters

Harry Wrightson joined the IP Ability committee in May, Nicola Bedwin and Sean Telford in July, Lauren Jackson and Laura Jennings in September, and Cassandra Hill and Kay Szawlis in November.

Chris Clarke stepped down from his role as co-lead at the end of 2025, but remains on the committee. He was succeeded by Victoria Barker and George Lucas.

The current committee members are Victoria Barker (Finnegan Europe), Nicola Bedwin (Dehns), Caelia Bryn-Jacobsen (Kilburn & Strode), Becky Campbell, Chris Clarke (Phillips Medisize, formerly Vectura), Loreta Dimech-Mencattelli (Marks & Clerk), Cassandra Hill (Mishcon de Reya), Lauren Jackson (Kilburn & Strode), Stephanie Jackson (HGF), Laura Jennings (D Young & Co), George Lucas (BAT, formerly EIP), Marianne Privett (Venner Shipley), Megan Rannard (Marks & Clerk), Barbara Rigby (Boult Wade Tennant), Francesca Rivers (Cancer Research Horizons), Kay Szawlis (Springbird), Sean Telford (Mathys & Squire), Kathrin (Alex) Vowinckel (formerly CMS) and Harry Wrightson (Appleyard Lees).

The committee also includes working groups focused on specific topics: neurodiversity; exam accessibility; invisible/concealed disabilities; physical disabilities; long-term health conditions; carers and caring responsibilities; mental health; and workplace adjustments.

5.3.6 Key contacts

The IP Ability committee leads in 2025 were Chris Clarke and Marianne Privett. As of January 2026, they are Victoria Barker, George Lucas and Marianne Privett.

5.4 IPause

5.4.1 General

IPause²⁴ supports IP professionals who are affected by (peri)menopause and their allies: that includes not just those who are going through menopause or perimenopause but also those who have done, will do in the future and/or wish to understand and support others who are doing so.

At the start of 2026, IPause had 98 subscribers to its mailing list, 77 members in its LinkedIn group and 18 members in its WhatsApp group (these figures at the start of 2025 were 52, 78 and 19 respectively).

5.4.2 2025 events

IPause events are open to people of all ages and genders. During 2025 there were four of them:

- In February, “What I’d tell my younger self: Preparing for menopause”, a webinar with GP and menopause specialist Dr Fiona O’Donoghue about the aspects of general health that are important for preparing for, and surviving, (peri)menopause. The main presentation was followed by a candid and illuminating audience Q&A.
- In May, an informal online “Coffee Pause” gathering, on the theme of “Mental health and menopause”.
- In July, “Coaching & mentoring to empower you at mid-life”, a webinar explaining how coaching and mentoring work and their value in addressing mid-life challenges and opportunities. IPause committee chair Jane Wainwright, a former patent attorney and qualified executive coach, led the session and included some interactive content for deeper insights. She kindly offered a number of free one-to-one coaching sessions in return for a donation to IP Inclusive.
- Also in July, another Coffee Pause online discussion. This one had no specific theme; attendees could simply join and chat about whatever menopause-related topics were on their minds.

Sadly, a planned March Coffee Pause, exploring positive aspects of the menopause, had to be postponed due to low registration numbers.

In terms of event registrations from 3Q 2025 onwards, there were 50 for the July coaching and mentoring webinar and 10 for the July Coffee Pause.

5.4.3 Resources and awareness-raising

IPause curates a compilation of sources of menopause-related information, support and ideas. First published in 2023, “Menopause inclusivity” is downloadable from our website resources page²⁵ and the IPause webpage and was intended as a “living” document, with regular updates to reflect

²⁴ See <https://ipinclusive.org.uk/community/ipause/>

²⁵ See <https://ipinclusive.org.uk/resources/menopause-inclusivity/>

knowledge and experiences shared within the IP Inclusive community. It was updated and republished in March 2025, based on committee members' input.

In May, IPause published a short video presentation on mental health and menopause, by committee lead Jane Wainwright, based on her talk at the May Coffee Pause.

It also provided three posts for our website News and Features page: one in July by committee member Susan Bradley, about the positive aspects of menopause; one in August reporting on the July coaching and mentoring webinar; and one in October – again by Susan Bradley – on menopause-related aspects of a forthcoming Employment Rights Bill. Susan monitors news updates to identify topics for future posts.

The community's WhatsApp group continued to generate, throughout 2025, supportive and enlightening conversations between IP professionals on issues relating to (peri)menopause. Both this and its LinkedIn group are open to all UK-based IP professionals, although they are "private" groups which facilitates control over their membership and content moderation.

5.4.4 Other 2025 highlights

In July, IPause committee lead Jane Wainwright took part in our joint communities' "Active allyship" event (1.2 above). She was also a guest on an IPause-related episode of our tenth anniversary podcast (2.3 above).

In December the community launched a pilot programme of informal support sessions. These will involve small groups of six to eight people, who will meet online over a six-month period.

Discussions will be facilitated by Jane, alongside qualified counsellor Helen Smith (a member of both the IPause committee and the IP Inclusive executive team). Participants are being sought with a view to running the pilot from February to July 2026.

Other plans for 2026 include an event with Women in IP and IP Ability on women's health issues; further themed Coffee Pause sessions; a webinar with IP Ability on neurodiversity and the menopause; a webinar to help employers prepare for menopause-related aspects of the new Employment Rights Bill when it comes into force; potential social gatherings for IPause supporters; and the creation of new content and resources for those affected by (peri)menopause and their allies, for example news posts on relevant developments.

The community also hopes to run a 2026 webinar for men, sharing ideas on supporting relatives, friends and colleagues who experience (peri)menopause symptoms. This project, for which an expert speaker has already been secured, will be supported by our men's mental health working group (5.8.3 below).

5.4.5 Committee matters

Helen Mason joined the IPause committee in April and Dawn Goff (UCB) in May, although Dawn sadly had to step down again in September. Mandi Ellinor (formerly AA Thornton), Maria Hall

(Mewburn Ellis), Megan Jefferies (Thrings) and Caroline Priddle (D Young & Co) had stepped down in February. New committee members are currently being sought.

The current committee members are: Susan Bradley (Marks & Clerk), Andrea Brewster (IP Inclusive), Mandy Laurie (Burness Paull), Helen Mason (Mewburn Ellis, formerly D Young & Co), Vicky Maynard (D Young & Co), Angela McCleave (Boult Wade Tennant), Laura Newby (Ministry of Defence), Helen Smith (IP Inclusive), Vikki Townsend (IK-IP, formerly Pure Ideas) and Jane Wainwright (Starry-Eyed Pragmatics).

5.4.6 Key contacts

The committee chair is Jane Wainwright.

Helen Smith curates the (peri)menopause resources document. Jane Wainwright manages the LinkedIn group and Vicky Maynard the WhatsApp group.

5.5 IP Futures

5.5.1 General

IP Futures²⁶ is our community for early-stage to mid-level IP professionals. It offers networking and support for those building their careers in IP, typically within their first ten years in the sector.

At the start of 2026, IP Futures had 429 subscribers to its mailing list, 230 members in its LinkedIn group and 753 followers for its LinkedIn page (these figures at the start of 2025 were 358, 232 and 622 respectively).

5.5.2 2025 events

During 2025 the IP Futures committee ran three in-person events that provided opportunities for more junior IP professionals to build and develop their networks.

- In June, a social event hosted by Abel + Imray in London provided networking opportunities and pizza. It was popular and very well attended.
- In September, IP Futures collaborated with our Scotland Network to run “Networking – the theory and the practice”. This was a repeat of a successful event held in London in November 2024, which combined expert tips on networking with the opportunity to put them into practice. The Scotland version was hosted by Pinsent Masons in Edinburgh.
- In November, a joint event with Women in IP entitled “Voices from the Top” featured female IP professionals in a range of senior roles, who shared their career stories and tips. This was another highly popular event and was hosted by Simmons & Simmons in London. Although it was limited to in-person attendees, a recording was later made available on our website.

²⁶ See <https://ipinclusive.org.uk/community/ip-futures/>

In terms of event registrations, from 3Q 2025 onwards, there were 10 for the September event in Edinburgh and 140 for “Voices from the Top”.

5.5.3 Other 2025 highlights

In July, IP Futures committee member Ali Badreddine took part in our joint communities’ “Active allyship” event (1.2 above). Committee member Lois Child was a panellist at Women in IP’s annual event (5.7.2 below) and Chelsea Chung a guest on an IP Futures-related episode of our tenth anniversary podcast (2.3 above).

IP Futures are planning more cross-community collaborations in 2026, including a potential coffee date with Women in IP. They also hope to work with the Careers in Ideas task force on an event for the 2026 *Summer of IP* programme (3.2 above), to allow people already working in IP to network with would-be recruits.

5.5.4 Committee matters

In February 2025, the IP Futures committee agreed a change to the community’s remit, widening to “For those building their careers in IP, from early-stage to mid-level professionals (typically within the first ten years)”. The IP Futures webpage was updated accordingly.

David Ewing (BAE Systems) and Monifa Phillips (Appleyard Lees) stepped down from the committee in 1Q 2025, as did one of IP Futures’ founding members, Tommy Hailes (then at Kilburn & Strode). Tommy remains closely involved, however, with our Careers in Ideas task force (3 above).

New committee members Chelsea Chung, Eleanor Craig-Fisher, Juliette Howarth and Chris Lindsay were welcomed at the February committee meeting. Alice Cooper, Christian Durr, Holly Hughes and Jack Weaver joined in October.

In November, Chris Lindsay was appointed committee co-lead with existing lead Fionnuala Richardson.

The current committee members are Ali Badreddine (Finnegan Europe), Kritika Chhokra (BAT), Lois Child (Lee & Thompson), Chelsea Chung (Finnegan Europe), Alice Cooper (Horwitz Farrelly), Eleanor Craig-Fisher (Finnegan Europe), Rebecca Daramola (Carpmaels & Ransford), Christian Durr (Taylor Wessing), Sanam Habib (Sony), Juliette Howarth (Kilburn & Strode), Holly Hughes, Douglas Jayatilaka (formerly Powell Gilbert), Chris Lindsay (Abel + Imray), Fionnuala Richardson (Taylor Wessing, formerly Finnegan Europe), Mehreen Sattar (Reckitt), Eilidh Smith (Pinsent Masons) and Jack Weaver (Pinsent Masons).

5.5.5 Key contacts

The IP Futures committee leads are Chris Lindsay and Fionnuala Richardson.

5.6 IP Out

5.6.1 General

IP Out²⁷ is our community for LGBTQ+ IP professionals and their allies.

At the start of 2026 its LinkedIn group, “IP Out Network”, had 260 members and its mailing list 653 subscribers; these figures at the start of 2025 were 234 and 637 respectively.

5.6.2 2025 events

As in previous years, IP Out put on a range of educational and social events during 2025:

- In May, a joint webinar with IP & ME, “Catch-up with DJ Ritu MBE”. IP Out committee member Triona Desmond chaired a webinar discussion with the international turntablist DJ Ritu, who reflected on her career as a female, Asian and gay person in the music industry.
- In June, a webinar on trans inclusivity with guest speaker Robin White (employment law barrister at Old Square Chambers). This considered the implications for employers of the April Supreme Court judgment in *For Women Scotland Ltd v The Scottish Ministers*. It was chaired by Tom Leonard and hosted by Kilburn & Strode.
- In August, an evening social event at Freight Island in Manchester. Dehns kindly contributed to the guests’ first drinks.
- In September, a hybrid event with award-winning diversity activist and speaker Tate Smith. This was hosted by Wiggin (who also paid Tate’s speaker fee) in London and online, and included fascinating insights from Tate about his experience as “a working-class Essex boy who happens to be trans”. In conversation with IP Out committee member Georgie Hart, he covered a range of topics including the lack of visibility of trans men, social mobility, menopause, toxic masculinity, male privilege and men’s mental health. The event was hearteningly well attended despite London Underground strikes that week.
- In October, a collaboration with OUTbio UK²⁸ on an informal evening event, “Identity & Career Change”, for LGBTQ+ professionals and their allies. This London gathering included personal reflections from both OUTbio and IP Out members on how identity can shape career decisions and transitions. Afterwards there were opportunities for relaxed networking and conversation over drinks and nibbles.
- In November, a hybrid event featuring guest speaker Rev Sarah Jones, the first person to be ordained in the Church of England having previously made a gender change. This was chaired by Darren Smyth and kindly sponsored and hosted by White & Case at their London offices and online.

In terms of event registrations, from 3Q 2025 onwards, there were 14 for the August social event and 30 for the November event. Numbers are not known for the September Tate Smith event or the

²⁷ See <https://ipinclusive.org.uk/community/ip-out/>

²⁸ See <https://www.outbio.uk/>

October one with OUTBio, as registrations were handled by the hosts, although for the former IP Out estimated about 25 in-person and 15 online attendees.

5.6.3 Other 2025 highlights

Since 2024 the IP Out committee have been concerned at the increasing anti-trans movement in the wider community. In April 2025 they sent an email to their mailing list subscribers expressing support for the trans community.

They had also been developing a toolkit for improving trans and non-binary inclusion in the workplace. The finished version was launched on International Trans Day of Visibility (31 March) 2025. Intended to help organisations support transgender and non-binary colleagues as well as those considering changing their gender expression, it had been created by a sub-group of the committee with input from trans inclusivity specialists Global Butterflies²⁹. It is now available for download on the IP Out and resources pages of our website³⁰.

The toolkit includes:

- A transition/change of gender expression roadmap, setting out steps to take to reflect a team member's transition or change of gender expression in the workplace.
- A template trans and non-binary inclusion policy.
- A template guide for people managers, about what to do when someone you manage tells you they are transitioning, or thinking about transitioning or changing their gender expression.
- A glossary of common terms relating to trans and non-binary identities.

The April 2025 Supreme Court judgment in *For Women Scotland Ltd v The Scottish Ministers* prompted an early review of the new toolkit; an updated version was published in May.

Other 2025 highlights for IP Out included:

- In June, receipt of a £500 donation from Triona Desmond, which the committee will use to cover external speaker fees at its events, first drinks at its social gatherings and donations to relevant charities.
- In August, a website News and Features report of their June webinar on trans inclusivity.

IP Out committee members also took part in wider IP Inclusive projects. Robin De Meyere was a panellist at our joint communities' "Active allyship" event (1.2 above) and Tom Leonard at Women in IP's annual event (5.7.2 below). Tom was also a guest on an IP Out-related episode of our tenth anniversary podcast (2.3 above).

²⁹ See <https://globalbutterflies.com/>

³⁰ See <https://ipinclusive.org.uk/resources/trans-non-binary-inclusivity-toolkit/>

5.6.4 Committee matters

Arun Hill and Helen Mason joined the committee in January, Fran Di Lallo in June, Charlie Madill in July and Lauren Stallard-Stephens in September.

The current committee members are Isobel Barry (Carpmaels & Ransford), Epseeta Chowdhury (Finnegan Europe; LinkedIn director), Robin De Meyere (Hoffmann Eitle; communications director), Triona Desmond (PinSENT Masons; IP Inclusive liaison), Fran Di Lallo (Barker Brettell), Georgie Hart (Wiggin LLP; co-chair), Arun Hill (Clarivate), Tom Leonard (Kilburn & Strode; co-secretary), Charlie Madill (Taylor Wessing; communications director), Helen Mason (Mewburn Ellis, formerly D Young & Co; email director), Kevin Rich (Potter Clarkson; co-chair), Ari Rollason (Haseltine Lake Kempner; email director), Eden Sarid (King's College London), Al Skilton (IPO), Darren Smyth (EIP) and Lauren Stallard-Stephens (Brand Murray Fuller; co-secretary).

5.6.5 Key contacts

The IP Out committee co-chairs are Georgie Hart and Kevin Rich. Georgie succeeded Isobel Barry when committee roles changed at the end of 2025.

5.7 Women in IP

5.7.1 General

Women in IP³¹ is our community focusing on issues that predominantly affect women in the IP professions. It is open to people of all genders.

At the start of 2026 it had 1,171 subscribers to its mailing list and 1,980 members in its LinkedIn group, compared to 1,145 and 1,898 respectively at the start of 2025. Its LinkedIn page, established in November 2024, had 826 followers compared to 57 at the start of 2025: it saw a significant uptake in engagement levels as a result of the October annual event and a joint event with IP Futures in November (5.7.2 below).

Women in IP has a main committee, which currently has thirteen members, and five focus groups handling specific aspects of its work: events, coffee dates, career guidance, mentoring and socials.

5.7.2 2025 events

Women in IP ran, or was involved with, eight events in 2025, three of which had a wider regional reach. Two were collaborations with other IP Inclusive communities and two with external organisations.

The first quarter of the year was particularly busy, with three events in March:

- An informal online coffee date about the advantages of being a woman in the workplace and how allies can help highlight women's strengths. Discussions were hosted in breakout rooms by several individual volunteers.

³¹ See <https://ipinclusive.org.uk/community/women-in-ip/>

- “EmpowerHer”, a joint event with CIPA to mark International Women’s Day. This involved a panel discussion featuring Women in IP committee member Catherine Howarth and Caelia Bryn-Jacobsen from the IP Inclusive Advisory Board. It was a hybrid event, hosted by CIPA in London and online, open to all IP Inclusive supporters.
- A repeat of the popular “Connected Bubbles” social events for women in IP and their allies. Eight individual events took place on the same day in Bristol, Edinburgh, Glasgow, Leeds, London (two venues), Manchester and Southampton. The individual hosts (Brabners, Brodies, Carpmaels & Ransford, D Young & Co, Hindles, Keltie, Page White Farrer and Withers & Rogers) organised and paid for their respective events.

Other 2025 Women in IP events included:

- In April, a collaboration with the American Intellectual Property Law Association (AIPLA)³² on their Women in IP global networking events. In-person gatherings took place in Leeds, London and Manchester, hosted with the help of Women in IP committee members. This year’s theme was “Innovation and Collaboration”.
- In June, a joint webinar with IP Ability on “Juggling caring and working in the IP profession” (5.3.2 above).
- In September, another online coffee date discussing the “umbrella theory” from Gill Whitty-Collins’s book *Why Men Win at Work*.
- In November, “Voices from the Top”, a joint event with IP Futures (5.5.2 above).

The 2025 annual event, always a big occasion in the Women in IP calendar, took place at the start of October on the theme “Inclusivity in IP: Ten Years On, Ten Ahead”. Panellists representing other IP Inclusive communities, and a range of roles and career paths, discussed how the IP professions had changed over the last decade, the challenges women had faced and how those had been addressed, and what they hoped for in terms of future EDI progress.

The event was hosted by Kilburn & Strode in London and online, but as in previous years there were multiple gatherings around the UK live-streaming the online event to in-person attendees. The six regional hosts were Brabners (Manchester), Brodies (Edinburgh), Dehns (Oxford), D Young & Co (Southampton), Hill Dickinson (Liverpool) and Marks & Clerk (Cambridge). The London event was particularly well attended, as was the networking reception which followed. Unfortunately events due to be hosted by Ansons in Belfast and DMH Stallard in Brighton had to be cancelled due to insufficient numbers.

The focus groups responsible for events and coffee dates have already begun planning their 2026 activities, including a new year coffee date with IP Futures; another “Connected Bubbles” in March; a webinar with IP professionals and academics researching the experiences of female IP professionals in Australia and New Zealand (likely to be held in June); a coffee date specially for would-be IP professionals, as part of *Summer of IP 2026* (3.2 above); a webinar on organisational

³² See <https://www.aipla.org/>

approaches to the gender pay gap; and a joint event with IP Ability and IPause on women's health issues. The Career Guidance and Mentoring Focus Groups (5.7.3 and 5.7.4 below) will also be running events during 1Q 2026.

In terms of event registrations, from 3Q 2025 onwards, there were 34 for the September coffee date, 140 for "Voices from the Top", and a total of 380 for the annual event across all locations.

5.7.3 Career Guidance Focus Group

In January 2025 the Career Guidance Focus Group launched a survey to find out how different organisations support their employees' career development. The results were analysed over the summer, with help from a statistician, and a report circulated to the main Women in IP committee in September. They provided useful insights into different organisational approaches, ranging from high levels of support to very little. They were published more widely, via LinkedIn and the Women in IP mailing list, in December.

An interactive event has been scheduled in February 2026 to discuss the survey results. Based on those discussions, the focus group aims to produce guidance (for both employers and employees) on "best practices" for career development support. This will cover issues such as criteria for promotion, parental and carer support, flexible working, management training, and transparency around relevant corporate policies.

5.7.4 Mentoring Focus Group

This year saw a great deal of progress on Women in IP's new mentoring scheme. In March the Mentoring Focus Group launched a survey to gauge interest in, and help shape, its proposed programme. The survey remained open until mid-May, following which the group began creating a pilot scheme tailored to the preferences that respondents had expressed.

Participants were sought for the pilot over the summer of 2025. Over 75 potential mentees and 27 mentors signed up. Matching was completed during 4Q 2025 and the pilot will now run with 27 mentee-mentor pairs. A January 2026 event is being planned for the pilot participants; it will provide guidance and tips on the mentoring process, basic mentor training, and a chance for mentors and mentees to get to know one another.

Our 2025-27 business plan (13.4 below) commits to helping Women in IP establish its mentoring scheme.

5.7.5 Socials Focus Group

The "Socials" Focus Group exists to promote Women in IP's work through its social media (primarily LinkedIn) channels and mailing list.

The group's 2025 activities included:

- In January, a website News and Features post reporting key outcomes from an October 2024 coffee date on navigating holidays.

- In March, a series of LinkedIn posts to celebrate International Women's Day, sharing information and resources in line with the United Nations theme: "For ALL Women and Girls: Rights. Equality. Empowerment." Its aim was to empower women and girls into the IP sector as well as women already working there; the resources shared included websites, books, podcasts, games and activity packs, careers fairs, the Careers in Ideas website and Mentoring Hub, and the work of the Women in IP community itself.
- Also in March, distribution of an update newsletter (via the Women in IP mailing list), which featured a compilation of the International Women's Day posts and details of upcoming Women in IP events. There is an archive of all Women in IP newsletters on its webpage.
- In July, a News and Features post reporting highlights of the May webinar with IP Ability on "Juggling caring and working in the IP profession".
- During December, an "advent calendar" series of LinkedIn posts celebrating women-owned brands and other forms of IP.
- Throughout the year, reposting of event listings and general updates sent via the wider IP Inclusive mailing list, as well as of Women in IP's own newsletter.

A particular highlight was the launch of an inspiring video short to promote Women in IP and its work. Created by social media expert Carys Bello of Fellows and Associates, it involved representatives from the main committee and all five focus groups talking about their activities and the benefits of being involved. It was filmed in October and published in December on the Women in IP webpage and LinkedIn page.

5.7.6 Other 2025 activities

In July, Women in IP committee member Michelle Montgomery took part in our joint communities' "Active allyship" event (1.2 above). The community was represented in an episode of our tenth anniversary podcast (2.3 above) by women in IP champion Fran Salisbury from Mewburn Ellis. Committee lead Lucy Coe was a panellist at the November joint event with IP Futures.

The work done by IPause for people affected by (peri)menopause (5.4 above) is also expected to have value to members and supporters of the Women in IP community. In addition, 2025 events and resources from IP & ME, IP Ability, IP Futures and IP Out (5.2, 5.3, 5.5 and 5.6 above) have often touched on issues that can affect women in IP-related roles.

The Women in IP committee has also been involved in the working group looking into a community for men in IP (5.8.3 below).

5.7.7 Committee matters

The main Women in IP committee continued to meet monthly throughout 2025, to discuss both ongoing and future activities and comms. Its focus groups met separately to progress their own projects; each includes at least one main committee member to ensure coordination.

The committee generates a business plan at the start of each year. Its theme for 2025 was "Career support and development", which underpinned activities for all the focus groups as well as helping

to encourage and empower allies. In particular the Mentoring and Career Guidance Focus Groups are working together to support women in all roles in the IP sector and at all stages of their careers.

2025 saw several changes to the membership of the main committee and focus groups:

- Natasza Shilling (Vodafone) stepped down from the main committee and the Career Guidance Focus Group in April, whilst Sabine Rehaber (HGF) stepped down from the main committee in August.
- Ivana Canucci joined the Events Focus Group in 1Q 2025 and Laura Cassels (Script IP) stepped down in 4Q 2025. A request for new members on the Women in IP LinkedIn page in 4Q 2025 yielded a large number of additional volunteers for this group.
- Lidija Pavlovic (Imperial Brands) stepped down from the Coffee Dates Focus Group.
- Cassie Hill and Rachel Kelly joined the Career Guidance Focus Group in 3Q and 4Q respectively.
- Jodie Bates joined the Mentoring Focus Group in 4Q 2025.
- Jodie Bates and Charlotte Harvie joined the Socials Focus Group in 4Q 2025.

The current members of the main committee are Andrea Brewster (IP Inclusive), Megan Briggs (Burness Paull), Lucy Coe (Mewburn Ellis), Joanna Conway (Deloitte), Triona Desmond (Pinsent Masons), Susi Fish (Boult Wade Tennant), Catherine French (Sacco Mann), Catherine Haworth (British Cycling, formerly NuBreed Hotels), Amy McSkimming (Burness Paull), Michelle Montgomery (Carpmaels & Ransford), Yelena Morozova (Finnegan Europe), Kate O'Rourke (CITMA Council, formerly Mewburn Ellis) and Wendy Peet (formerly Procter & Gamble).

The focus group members are currently:

- Events: Ivana Canucci (Sporty Group), Lucy Coe, Victoria Coleman (Mewburn Ellis), Catherine French and Agne Zasinaite (Dentons).
- Coffee Dates: Sarah Gibbs (Appleyard Lees), Michelle Montgomery, Rachel Pellatt (D Young & Co) and Wendy Peet.
- Career Guidance: Veronika Brázdová (Potter Clarkson), Triona Desmond, Chloe Flower (Mewburn Ellis, formerly Carpmaels & Ransford), Cassie Hill (Mishcon de Reya), Rachel Kelly (Johnson Matthey), Charlene Nelson (Foot Anstey) and Kate O'Rourke.
- Mentoring: Amy Auger (BT), Jodie Bates (Boult Wade Tennant), Frances Baxter (Boult Wade Tennant), Helga Chapman (Murgitroyd), Joanna Conway, Stephanie Foy (Mishcon de Reya), Catherine Haworth and Yelena Morozova.
- Socials: Jodie Bates, Bonnie Brooks (D Young & Co), Melike Eceoglu Yalcin (Mysfy, Inc), Susi Fish, Charlotte Harvie (HGF), Amy McSkimming and Rebecca Taylor (Brodies).

5.7.8 Key contacts

The Women in IP committee lead is Lucy Coe.

5.8 Potential new communities

5.8.1 General

As part of its input into our 2025-27 business plan, our Advisory Board suggested we seek to improve engagement with two particular groups – business support professionals and men in IP – through the creation of new communities for them. Both were already welcome to be involved in IP Inclusive, but tended to be less well represented in our activities and events. We adopted the Board's suggestion in the new business plan (13.4 below).

We had already been working with Jonathan's Voice, for several years, on events and resources relating to men's mental wellbeing (see 8.4 below). This work, led by Rich Wells (Tropic), formed a natural starting point for a potential new community for men in IP.

In both cases, we decided to begin with a less formal working group in order to establish the level of support for a new community and the remit and activities likely to be required of it. That for business support professionals is being led by Advisory Board member Jodie Bates and Anne Burgato from the IP Inclusive executive team.

Anne Burgato and Rich Wells attended the October community leads' meeting (5.1.4 above) to gather insights, ideas and support from the existing IP Inclusive communities.

5.8.2 Business support professionals

Jodie Bates and Anne Burgato began work on a potential new community for business support professionals in September 2025. For the time being we are using the term "business support" to embrace anyone who works in IP in what might traditionally be regarded as a "non-legal" or "non-fee earning" role, including for example IP paralegals, administrators, PAs and secretaries; those providing business development, financial, HR, IT or training support to IP sector businesses; and practice managers and chief executives in those businesses. We are however open to adopting alternative terminology if participants feel we should.

Anne and Jodie established a working group of volunteers from the IP Inclusive and wider IP communities, which met in November to discuss what form a new community might take and appropriate activities.

Initial events on topics of interest are already being planned for 2026. These, together with a potential survey, will be used to gather additional ideas and volunteers. Other IP Inclusive communities and networks (including the Senior Leaders' Diversity Think Tank (7 below) and our Charter signatory contacts) will be involved to help facilitate, encourage and support participation from their business support colleagues.

Meanwhile we continue to seek involvement of business support professionals in individual IP Inclusive (including Careers in Ideas) activities, groups and events.

5.8.3 Men in IP

Rich Wells, who had been leading our work on men's mental wellbeing (8.4 below) set up a working group to explore a potential community for men working in IP. This project is being pursued deliberately slowly, as the involvement of men in EDI-related issues – whilst always welcome at IP Inclusive – is not supported by everyone in IP and the topics it might address can be sensitive.

The working group discussed ideas for events to raise awareness, attract further support and explore what the IP Inclusive community might want from a dedicated men's network. The first of these is likely to run in 1Q 2026 and again might be accompanied by a survey.

During 2025 the group members included Sally Bannan, Ben Buchanan and Saiful Khan from our Advisory Board, Ed Belknap (Mishcon de Reya, formerly Keltie) and Helen Smith from our executive team. Rich Wells stepped down at the end of the year and a new group lead will be appointed early in 2026.

Through Ben Buchanan, the group is supported by, and shares ideas with, the IPO's men's network. Jonathan's Voice are also kept informed of developments and invited to contribute.

Our Women in IP committee (5.7 above) has also expressed its support and is represented at working group meetings to provide a valuable link between the two communities, their aims being to share insights, ideas and access to networks; to reassure those who might be uncomfortable with the idea of a men in IP group; and to collaborate on projects likely to be relevant to all genders, including those relating to allyship.

6 Regional activities

6.1 General

Our regional networks³³ provide opportunities for supporters from specific areas of the country to share ideas and support one another in their EDI-related activities. This in turn helps us to strengthen the IP Inclusive community, to reach more people, and to provide better tailored events and resources.

Our regional networks were established some years ago, initially designed so that our EDI Charter signatories could help one another locally with fulfilling the Charter commitments. Each was run by an informal committee of representatives from local organisations.

These networks' roles and support bases have been changing in recent years, with the increasing prevalence of remote working and an apparent reduction in the appetite for regional in-person

³³ See <https://ipinclusive.org.uk/our-regional-edi-charter-networks/>

activities. Apart from the Scotland Network (6.2 below), our regional networks have become much less active.

Although we are often asked for more regional events, we struggle to get enough sign-ups for those we organise. What have, however, worked well in most areas are the regional gatherings associated with Women in IP events (5.7.2 above), whether group viewings of hybrid events broadcast from London or regionally-based social events such as “Connected Bubbles”.

Each regional network has its own section in the IP Inclusive mailing list, allowing it to target updates and invitations to relevant people. These sections included, at the start of 2026, 123 subscribers for the Scotland Network and 179 for the South West (compared to 102 and 159 respectively at the start of 2025). The Scotland Network has its own LinkedIn group, which had 88 members at the start of 2026 (80 at the start of 2025).

We will continue to work with our regional supporters, assisted by our communities, to offer opportunities for them to be involved in IP Inclusive activities. We expect the 2026 *Summer of IP* campaign (3.2 above) to provide more opportunities for engagement with organisations outside London. As with all IP Inclusive work, however, this will be driven from grass roots level; activities and networks will be established only where there is sufficient interest and volunteer support.

6.2 Scotland Network

6.2.1 General

Our Scotland Network has been a notable exception to the general decline in regional activity. It has continued to grow its support base, strengthen its committee and organise events, some in collaboration with other parts of IP Inclusive. During 2025 it was particularly closely involved in our tenth anniversary celebrations (2 above).

The Scotland Network committee meets several times a year to discuss not only its upcoming events but also ways to widen participation from local IP professionals and their businesses, recruitment outreach activities in the region, and ways to support other parts of the IP Inclusive community. It has also helped us reach out to potential new Charter signatories in Scotland.

6.2.2 Events

The Scotland Network’s five 2025 events were all in-person. They were:

- In January, a discussion on “How to attract and retain talent in a GenZ world”, hosted by Hindles in Edinburgh.
- In June, an event on “Advancing social mobility in the IP industry”, hosted by HGF in Glasgow and sharing general insights and strategies to promote diversity and inclusion in IP. A report of this event was published on our website News and Features page in July.
- In August, a “Careers in IP” insight event, hosted by Murgitroyd in Glasgow with involvement from six other IP sector employers. This had an interactive format and showcased a range of

roles, including in business support. It was promoted through the Careers in Ideas website and comms (3.5 above) and a report of the event was later published on the Careers in Ideas website news page.

- In September, a joint event with IP Futures on “Networking – the theory and the practice”, hosted by Pinsent Masons in Edinburgh: see 5.5.2 above.
- In December, a festive informal networking event hosted by CMS Glasgow, intended as a final celebration of IP Inclusive’s tenth anniversary for its Scottish supporters.

Scotland Network committee members also organised a September online networking event, “Coffee Connect”, to help celebrate the anniversary: see 2.3 above. Building on its success, they hope to organise re-runs during 2026 on themes designed to strengthen the IP Inclusive community.

In terms of event registrations, for 3Q 2025 onwards, there were 10 for the September event with IP Futures. Numbers are not known for the other events as registrations were handled by the hosts.

6.2.3 Other 2025 activities and 2026 plans

Committee members held discussions with the Law Society of Scotland in late 2025, following an introduction via executive team member Helen Smith. They hope to hold a joint event in 2026 on a mental wellbeing-related theme.

Other 2026 plans include a series of multi-firm events on the impact of AI in IP professionals’ careers; further networking opportunities for early-career IP professionals in Scotland; and facilitating mentoring opportunities for Scotland-based professionals. The AI series may also give rise to an event forming part of the 2026 *Summer of IP* programme (3.2 above).

6.2.4 Committee matters

The Scotland Network is led by David Blair (SGMA), Laurence Cheney (Murgitroyd), Rachel Gillan (CMS) and Margaret Hastie (Murgitroyd), with assistance from committee members Amy Dawson (HGF), Gillian Harrison (HGF), Ryan Kellingray (Brodies, formerly Dentons) and Hayley Russell (SGMA).

Its committee – which includes IP professionals in a range of roles and working environments – is also supported by representatives of Brodies, BTO, Burness Paull, Cameron IP, Capella IP, Hindles, Innovare IP, IP Pragmatics, KPIP, Lawrie IP, Lean IP, Lincoln IP, MacRoberts, Marks & Clerk, Morton Fraser, Ouzman IP, Scintilla IP, Shepherd and Wedderburn, Snapdragon IP and Thorntons, as well as a number of in-house IP professionals.

Andrew Couttie (HGF) and Ryan Kellingray joined the committee during 1Q 2025, Andrew unfortunately having to step down again in August. In 4Q 2025, Hayley Russell joined and Stephen Wardrop (HGF) stepped down.

6.3 South West Network

The South West Network committee met in February to discuss 2025 projects, including an event on neuro-inclusivity and input into IP Inclusive's tenth anniversary celebrations.

An in-person panel and networking event, "Neurodiversity in the workplace", was organised for June, to be hosted by Mewburn Ellis in Bristol. Sadly, it had to be cancelled due to insufficient take-up and was not rescheduled.

The committee members for the South West Network are currently Susan Antoine (Haseltine Lake Kempner), Laurie Bray (Withers & Rogers), Rebecca Brooks (Mewburn Ellis), Judith Coghlan (Script IP), Caroline Day (Haseltine Lake Kempner), Megan Jefferies (Thrings; committee lead), Jonny Lerwill-Williams (Airbus) and Jim Pearson (Abel + Imray).

6.4 Other regional activities

Several of our other 2025 events had a regional dimension, in particular those organised by Women in IP (5.7.2 above). Their March "Connected Bubbles" socials took place in seven locations around the UK: Bristol, Edinburgh, Glasgow, Leeds, London, Manchester and Southampton. Their involvement in the AIPLA Women in IP networking events, in April, led to events in Leeds and Manchester as well as London. In October their annual event was broadcast live from London to gatherings in Cambridge, Edinburgh, Liverpool, Manchester, Oxford and Southampton; sadly, however, those organised for Belfast and Brighton had to be cancelled due to insufficient numbers.

Advisory Board Secretary Sally Bannan spoke at a CIPA seminar in Birmingham in June and our Lead Executive Officer Andrea Brewster at the institute's annual Congress, which took place in Bristol this year: see 11.2.2 below.

7 Senior Leaders' Diversity Think Tank

7.1 General

Our Senior Leaders' Diversity Think Tank was established in the autumn of 2020³⁴. Since then it has helped raise awareness of IP Inclusive's work and its value to our Charter signatory organisations, ensuring their engagement has the requisite authority and support. Although still largely focused on private sector patent and trade mark practices, it has helped us extend our reach to professionals in previously under-represented groups (for example business support professionals) as well as to its members' contacts both within and outside their sector and to their clients in in-house IP teams. Importantly, since at present many in senior roles are not themselves members of "minority" groups, it has added significantly – in numbers and influence – to our community of EDI allies.

³⁴ See <https://ipinclusive.org.uk/newsandfeatures/new-senior-leaders-diversity-think-tank/>

The Think Tank is led by CIPA's Honorary Secretary Gwilym Roberts (Kilburn & Strode) and our Lead Executive Officer Andrea Brewster, who also share the organisation and chairing of "Pledge Prattle" meetings (7.3.3 below). Saiful Khan from Potter Clarkson has also been involved in its EDI data gathering toolkit project (9.2 below).

7.2 2025 highlights

2025 highlights for the Think Tank included:

- In July, an informal virtual round-table to discuss current EDI challenges – both in the UK and further afield – on the individual, business running and client levels. Breakout discussions exchanged ideas and concerns under Chatham House rules. The outcomes were used to help shape a larger November event.
- Four "Pledge Prattle" meetings for signatories to the Senior Leaders' Pledge and their colleagues.
- In November, an event on "The case for EDI: why we need to continue". Hosted by Kilburn & Strode in London and online, this was open to all IP Inclusive supporters. Daniel Winterfeldt (InterLaw Diversity Forum) gave a keynote speech on the legal sector's response to changes in perceptions of EDI around the world. Panellists from the UK, US and elsewhere (including from private practice, in-house, regulatory, membership body and general legal backgrounds) then provided their own insights and experiences to give a feel for the wider impact on the EDI cause. The discussions were chaired by Gwilym Roberts.
 - A video short, reflecting highlights from the event, was created for us by Carys Bello from Fellows and Associates, and published in December by way of follow-up.
- Later in November, publication of the EDI data gathering toolkit, first discussed at a 2024 Think Tank meeting.
- In December, publication of the final episode of our anniversary podcast (2.3 above), which featured Andrea Brewster and Gwilym Roberts discussing our Charter and Senior Leaders' Pledge schemes, the importance of senior EDI allies and the Think Tank's role.

In terms of event registrations, from 3Q 2025 onwards, there were 31 for the July round-table, 13 for the September Pledge Prattle and 133 for the November event on "The case for EDI".

7.3 The Senior Leaders' Pledge

7.3.1 General

The IP Inclusive Senior Leaders' Pledge¹⁸ was introduced by the Think Tank in July 2021. Its primary purpose was to encourage championing of EDI at the highest levels of our Charter signatory organisations, but it has also – through the "Pledge Prattle" forum described below – proved useful to facilitate the sharing of best practices and of solutions to EDI challenges.

The Senior Leaders' Pledge is a personal rather than organisational scheme and involves eight generic commitments. These are accompanied by suggestions for practical steps that could be taken

to demonstrate each of them. Individual signatories tailor their versions of the pledge, selecting measures for each of the eight commitments that are appropriate for them and their organisations. We believe the scheme is helping our Charter signatories improve their EDI efforts, at the same time strengthening our engagement with them.

At the start of 2026 there were 108 signatories to the Senior Leaders' Pledge, compared to 113 at the start of 2025 (some having retired since signing up and others having joined). This figure does not include the new in-house signatories from 7.3.2 below.

A review of the Senior Leaders' Pledge scheme, along with our general EDI Charter, is included in the 2025-27 business plan and will begin in early 2026: see 4.6 above.

7.3.2 In-house version

On 19 March 2025 we launched a new version of the Senior Leaders' Pledge, tailored for in-house IP professionals. This had been created in collaboration with the IP Federation, who we hope will help promote it among their members.

The then President of the IP Federation, Adrian Howes (Nokia), was the first signatory on the day of launch, followed later that day by CIPA President Bobby Mukherjee (BAE Systems). By the end of 1Q 2025 there were two further sign-ups although sadly, no more for the remainder of 2025.

We had hoped to use this new version of the pledge to encourage more in-house Charter signatories. 2025 was however a difficult year for many in-house teams on the EDI front, leading to an overall lower appetite for public statements on diversity-related issues.

7.3.3 The "Pledge Prattle" forum

Our informal online Pledge Prattle discussions allow Senior Leaders' Pledge signatories and their senior HR and management colleagues to share experiences on specific aspects of the pledge and its implementation. These half-hour drop-in gatherings (which are not recorded) have proved both popular and candid. We ran four in 2025:

- In March to discuss fair and inclusive recruitment.
- In May on the theme of "Transatlantic EDI", where IP professionals with US clients and contacts shared ideas for managing EDI-related conversations and practices in transatlantic interactions, and what if any changes they had experienced in 2025 thus far.
- In June, an "INTA EDI debrief", to follow on from the May meeting, in which attendees shared information about the US position on EDI, gleaned from the recent INTA conference.
 - This meeting also discussed the impact of the April 2025 Supreme Court decision in *For Women Scotland Ltd v The Scottish Ministers* (see 5.6.3 above), available IP Inclusive resources, and our longer-term focus on community.
- In September about reporting and addressing gender pay gaps.

Pledge signatories are encouraged to suggest topics for future discussions, some of which ultimately feed into larger IP Inclusive events or resources.

8 Mental health and wellbeing

8.1 General

We believe that mental wellbeing is closely linked to diversity- and inclusion-related issues in the workplace, with members of marginalised groups often suffering disproportionate challenges³⁵. We therefore continue to work alongside other organisations to encourage conversations on this topic and to provide guidance and support to improve wellbeing in the UK's IP professions.

The intersections between mental health and marginalisation mean that the work of our six communities (5 above) is a valuable additional source of support for wellbeing in the sector. Several IP Ability and IPause projects are particularly likely to have had value in improving mental wellbeing in the IP professions: see 8.3 below.

Our work on mental health and wellbeing is coordinated by Andrea Brewster, Anne Burgato and Helen Smith in our executive team. The 2025 men's mental wellbeing projects were led by Rich Wells (Tropic).

8.2 Collaborations with external organisations

8.2.1 General

Other, more specialist, organisations do great work to promote mental wellbeing in the legal professions. As in 2024, many of our 2025 activities in this area were therefore collaborations with such organisations, to avoid duplicating or diluting one another's efforts.

We continued to work particularly closely with the mental health charities LawCare³⁶ (which serves the entire legal community) and Jonathan's Voice³⁷ (which focuses more on the IP sector). We promoted their activities and resources via our newsletters and social media communications (our monthly newsletter includes a section specifically about the two charities' work), and joined forces with them on the events described at 8.3 below.

³⁵ See the results of the 2020-21 and 2025 LawCare "Life in the Law" surveys at <https://lawcare.org.uk/life-in-the-law/> and our 2022 "Mental health and intersectionality" webinar report at <https://ipinclusive.org.uk/newsandfeatures/reflecting-on-our-mental-health-and-intersectionality-webinar/>

³⁶ See <https://www.lawcare.org.uk/>

³⁷ See <https://jonathansvoice.org.uk/>

8.2.2 Jonathan's Voice

In addition to six joint webinars (8.3 below), our work with Jonathan's Voice in 2025 included:

- In February, a News and Features post on our website reproducing an article from the Jonathan's Voice site, with professional advice from counsellor Barbara Lawton on having conversations with vulnerable people.
- Helping to promote their new series of videos, links to which were added to our website Mental Health Hub³⁸ in July.
- Helping them advertise occasional requests for new volunteers, in particular for their Advisory Board in October.
- Sharing an exhibition stand with them at the October CIPA Congress (2.4 above).
- Events relating specifically to men's mental wellbeing (8.4 below).

Our website News and Features page featured reports of our joint webinars throughout the year. Some of these included follow-up materials generated by our executive team, such as infographics summarising the key take-home points and/or providing top tips and sources of support. Recordings of all the joint webinars, with speaker slides where available, were also published on our website resources page.

Penelope Aspinall, our main point of contact there over events and resources, retired from Jonathan's Voice at the end of May. We have been incredibly grateful for her support and for a hugely productive working relationship over the years she was involved with Jonathan's Voice. In early July, Andrea Brewster and Anne Burgato from our executive team met with the new Jonathan's Voice Training & Development Lead, Donna Smith, to discuss future collaborations and in particular joint webinars, which will continue into 2026.

8.2.3 LawCare

Our Lead Executive Officer Andrea Brewster remains a LawCare Champion, and is therefore well placed to help ensure the charity's support is accessible to, and appropriate for, IP professionals.

During 1Q 2025 we helped LawCare promote its second *Life in the Law* survey, including through LinkedIn and a February News and Features post for which Andrea provided a quote. When the survey report was published at the start of October, we helped raise awareness of that within the IP Inclusive community. Andrea provided a further quote about it for *World IP Review* in October. Helen Smith from the executive team represented us at an in-person launch event for the report, and both she and Andrea attended a follow-up webinar in mid-November.

We will be working with LawCare on a 2026 webinar, tailored for the IP professions, looking at the implications of the *Life in the Law* results and the resulting opportunities to improve our sector's approach to wellbeing.

³⁸ See <https://ipinclusive.org.uk/mental-health-and-wellbeing/>

Andrea also contributed to LawCare's social media comms for MHFA England's "My Whole Self Day" campaign on 10 March. In May, we published a website News and Features post contributed by LawCare to mark Mental Health Awareness Week and its "Community" theme, focusing on the power of community to support and connect.

A representative of LawCare was also involved in the June IP Ability and Women in IP webinar about the mental health impact of caring responsibilities (5.3.2 above).

8.2.4 Other

In May, Andrea took part as a panellist in a CITMA webinar, "Stronger together: how community drives mental wellbeing", to mark Mental Health Awareness Week. Also on the panel were the CIPA and CITMA Chief Executives, Lee Davies and Keven Bader, and (in the chair) LawCare Chief Executive Elizabeth Rimmer. The webinar was free to all IP Inclusive supporters, whether or not CITMA members.

We also worked with mental wellbeing professionals Illuminate VR³⁹ on our October World Mental Health Day webinar (8.3 below) and helped promote their Mental Health First Aid (MHFA) training, for which IP Inclusive supporters were offered a discount.

8.3 IP Inclusive events

Our 2025 events on mental health and wellbeing included six joint webinars with Jonathan's Voice:

- In January, "Getting off to a good start", about the trials, tribulations and triumphs you might encounter as a trainee, with tips to help make the journey smoother. This was a joint project with the CIPA Informals, who provided panellists for a discussion chaired by Penelope Aspinall.
- In March, "Exploring emotional labour", in which mental health professional Nicola Neath offered strategies to address the hidden challenges of emotional labour.
- In May, "Mindfulness: practising human connection", to mark Mental Health Awareness Week, with psychotherapist Dr Sally Rose.
- In June, "The power of kindness in an unkind world". Counsellor Barbara Lawton looked at the benefits of being kind, ideas for introducing kindness into the workplace, and the value of self-compassion.
- In September, "Changing the narrative: responding to distress in high-pressure professions", to mark World Suicide Prevention Day. This webinar featured popular returning speaker Dr Susie Bennett, whose research into male suicide is part-funded by Jonathan's Voice.
- In November, "Imposter syndrome, self-doubt and the male experience in IP: what really works?", to mark Movember. Speakers Darren Smyth (EIP) and Rich Wells (Tropic) shared their personal experiences of imposter syndrome, tips for overcoming it and ideas about mental wellbeing support for men.

³⁹ See <https://www.illuminatevr.co.uk/>

These joint events were hosted and promoted by IP Inclusive, but organised and delivered primarily by Jonathan's Voice and their contacts.

Jonathan's Voice were also involved, alongside CIPA and CITMA, in our webinar on World Mental Health Day in October. Entitled "Cultures of care: lasting mental wellbeing at work", it looked at systemic and cultural ways to support mental wellbeing at work and followed up on a similar event held on World Mental Health Day in 2024. The guest speaker was workplace wellbeing consultant Lisa Whittleton, Director of Illuminate VR; she provided a keynote talk and took part in the following panel discussion with four IP professionals and the webinar chair (and co-organiser) Anna Molony from Two IP.

In December, to mark Grief Awareness Week, we hosted an online conversation about grief, organised by IP Ability co-lead Marianne Privett. This provided an open, informal space for attendees to share their personal experiences of grief and reflect on what has or hasn't helped them along the way. It began by providing basic information about grief and available sources of support, followed by breakout discussions to allow people to talk together in small, gently-guided groups.

Other mental health-related events were run during 2025 by our communities, for example IP Ability's events on stress management in April and on mental health and the Equality Act in May (5.3.2 above), the May IPause coffee date on mental health and menopause (5.4.2 above), and other IP Ability events on neurodiversity and on caring responsibilities.

In terms of event registrations, from 3Q 2025 onwards, there were 31 for the September webinar to mark World Suicide Prevention Day, 100 for the World Mental Health Day webinar in October, 50 for the November webinar on imposter syndrome, and 23 for the December event about grief.

8.4 Men's mental wellbeing

IP Inclusive and Jonathan's Voice continued working to support, and promote conversations about, men's mental wellbeing throughout 2025. In the second half of the year, this became part of a wider move to explore a potential IP Inclusive community – or at least an informal network – for men working in the IP professions: see 5.8.3 above.

We held three events, all in collaboration with Jonathan's Voice:

- In February, a webinar on "The myth that kills men" with TedEx speaker Ryan Parke, who shared his views on how hormones, lifestyle and goal setting can influence both mental and physical health for men. Tickets "sold out" for this hugely popular event. A website News and Features post later in the month summarised the highlights, as the webinar itself was not recorded.
- In May, "Great ideas for men's networks", a webinar with guest speakers from the IPO's men's network, who shared insights about ways to support men and their mental wellbeing. This was followed by a News and Features report in June.
- In November, the webinar on male experiences of imposter syndrome (8.3 above).

We continue to progress our work in this area gradually, allowing time to raise awareness of, and engagement with, men's mental health issues. Our February 2023 round-table on the topic had yielded no clear consensus as to the form that mental wellbeing support should take for men in IP. Attendance at events on the topic has historically been small but appears now to be growing. We remain committed to keeping the conversations alive and providing support where it is needed, informed by feedback from these events as well as through the new working group.

8.5 Our Mental Health First Aiders' Network

Our Mental Health First Aiders' (MHFAers') Network⁴⁰ was established as a forum for qualified MHFAers and would-be MHFAers in the IP sector to share experiences and support one another. It did not see any significant activity in 2025 although its LinkedIn group carried occasional posts about mental health-related events and projects from IP Inclusive, Jonathan's Voice and LawCare.

At the start of 2026 its LinkedIn group had 65 members (66 at the start of 2025) and its WhatsApp group 29 members (30 as at the start of 2025).

8.6 Resources and awareness-raising

During 2025 we published reports of nine of our mental health-related events on our website News and Features page, and links to recordings of eleven of the webinars on our website resources page. The recordings were supplemented with speaker slides and other follow-up resources wherever possible.

In total, twelve of our 2025 News and Features posts were mental health-related. They included:

- In February, a call for respondents to LawCare's *Life in the Law* survey and a report of our webinar with Ryan Parke earlier that month.
- Also in February, a reproduction of a post by Barbara Lawton (first published on the Jonathan's Voice blog) about engaging with vulnerable people on mental health issues.
- In March, a "Ten Top Tips for Trainees" infographic summarising guidance from our January webinar with Jonathan's Voice.
- In May, reports of our webinars on emotional labour and mindfulness, plus a guest post from LawCare to mark Mental Health Awareness Week, about the power of community to help people thrive.
- In June, July and August, reports of our webinars on, respectively, men's networks, mental health and the Equality Act and the power of kindness.
- In September and November, reports of our World Suicide Prevention Day and World Mental Health Day webinars.

⁴⁰ See <https://ipinclusive.org.uk/newsandfeatures/our-support-network-for-mental-health-first-aiders/>

Other News and Features posts throughout the year – on allyship, working arrangements, caring responsibilities, (peri)menopause, autism, coaching and mentoring, inclusivity for various under-represented groups and allyship more generally – were also relevant to mental wellbeing.

The Mental Health Hub on our website⁴¹, created in association with Jonathan's Voice, also carries information, guidance and resources as well as links to relevant events and news posts.

9 Resources

9.1 General

IP Inclusive aims to provide cost-effective, accessible and appropriately-tailored resources for IP professionals on EDI-related issues. Broadly, these include events (and associated materials such as recordings, speaker presentations and reports); knowledge exchange opportunities; guidelines, toolkits and template documents; directories; signposts to external resources; and social media content to spark discussion on relevant topics. In addition, through Careers in Ideas, we provide resources to help IP professionals in their careers outreach work as well as for people seeking insights into IP careers: see 3 above.

All of these are available free of charge. Those for IP professionals can be accessed via our website resources page⁴² and/or relevant website event posts. We continue to develop both their content and their accessibility, drawing on input from across our support base and where applicable from outside the IP sector.

Feedback from our 2025 impact survey (10 below) showed that our supporters – both individual IP professionals and the businesses they work in – attach a high value to IP Inclusive's events and other resources.

During much of 2025 our resources were focused on the high-level objectives in our 2023-25 and 2025-27 business plans (see 1 above). We published new and updated allyship resources (1.2 above); guidance from IP Out on trans and non-binary inclusivity in the workplace (5.6.3 above); and an updated Careers in Ideas directory of outreach organisations (3.4 above). In November we completed and launched our EDI data gathering toolkit (9.2 below), some time in gestation and one of the commitments in our 2025-27 business plan.

Many of our 2025 events and follow-up resources were also directed to the business plan objectives: see 9.3.3 below.

⁴¹ See <https://ipinclusive.org.uk/mental-health-and-wellbeing/>

⁴² See <https://ipinclusive.org.uk/resources/>

9.2 EDI data gathering toolkit

As promised in our 2025-27 business plan (13.4 below), we were delighted to be able to launch our EDI data gathering toolkit in November 2025. The project had originated in our Senior Leaders' Diversity Think Tank (7 above) in 2023 and since that time had involved collaborations with CIPA, CITMA, the IP Federation, The IP Regulation Board (IPReg) and the IPO, as well as the IP Inclusive communities. Its purpose was to help our Charter signatories and other IP sector employers, in particular in private practices and more particularly in the patent and trade mark sector, to gather EDI-related data with confidence.

The toolkit provides basic standards and guidelines for EDI data gathering and is available for download via both a dedicated webpage⁴³ and our website resources page. It has four components:

- A template standard EDI data gathering survey
- Guidance on the legal (in particular data protection and employment law) aspects of EDI data handling
- Practical tips for gathering and processing EDI data, for example to optimise survey design and response rates
- A collection of relevant resources (including benchmarking data) available elsewhere

The template survey is based on standards developed elsewhere in the legal and IP sectors (for example the SRA's 2025 Diversity Questionnaire), as well as in previous surveys by IP Inclusive, IPReg and CIPA. It takes account of feedback provided by the Think Tank, the five collaborating organisations and the IP Inclusive communities.

The legal guidance was written for us by IP Inclusive Charter signatories Burley Law⁴⁴, who specialise in both IP and employment law.

Our Charter signatories are not obliged to gather or publish EDI data unless they feel it appropriate in view of the nature and size of their business. The toolkit is therefore intended as a voluntary standard, and users are free to tailor it to suit their own circumstances. That said, we will encourage use of the toolkit within the IP Inclusive community, to align approaches to EDI data gathering, create better benchmarks for ourselves, reassure clients that our sector follows consistent good practices, and generally make the data gathering process easier.

Our 2025-27 business plan commits to re-running our own sector-wide EDI benchmarking survey, something we first attempted in 2019. That too will be based on the template in the new toolkit.

Like our other resources, this toolkit is likely to develop over time in response to user feedback.

⁴³ See <https://ipinclusive.org.uk/our-edi-data-gathering-toolkit/>

⁴⁴ See <https://burleylaw.co.uk/>

9.3 IP Inclusive events

9.3.1 General

Our events allow us to raise awareness and increase understanding of EDI-related issues. Importantly, they also provide a forum for people within the IP sector to share experiences and best practices, and safe spaces in which to develop their professional networks.

The events continue to be open to all our UK-based supporters, free of charge, being largely developed and hosted by volunteers. As in previous years, experts from both within and outside the IP professions have been kind enough to contribute their time and expertise for free, which has been vital to our avoidance of a “paywall”. It has also helped foster a sense of involvement in the IP Inclusive cause, as well as creating networking, business development and PR opportunities for speakers, hosts and delegates alike.

Many of the events yield follow-up resources, including speaker presentations and supplementary materials, recordings, guidance and discussion outcomes. These are available, also for free, on our website and increase the accessibility and longer-term value of the events they derive from.

The IP regulator IPReg, which regulates registered patent and trade mark attorneys, provides guidance on continuing professional competence⁴⁵. This includes several topics relating to EDI and wellbeing (for example knowledge and awareness of equality and diversity, how to make reasonable adjustments for clients or colleagues, unconscious bias, inclusive leadership and management, and the importance of mental and physical wellbeing in the workplace) in its suggestions for patent and trade mark attorneys’ professional development. It notes how such issues “affect not only inclusivity (and thus also diversity) in the workplace, but also attorneys’ productivity, resilience and general fitness to practise”. We believe this guidance lends additional credibility and value to the content that IP Inclusive generates.

9.3.2 Our 2025 listings

We posted 53 events for 2025 on our website events page⁴⁶. Thirty of these were organised through our communities (5 above), five through our Scotland Network (6.2.2 above) and one through our Senior Leaders’ Diversity Think Tank (7.2 above). They also included our 2025 annual meeting (16.1 below) and two other anniversary-related events (2.3 above).

Often our communities and networks run joint events, recognising the intersectionality between different under-represented groups. There were four of these in 2025. Our July event on “Active allyship” (1.2 above) involved representatives from all six communities, as did Women in IP’s annual event in October (5.7.2 above).

We organise some of our events in partnership with other organisations such as CIPA, CITMA, Jonathan’s Voice and LawCare (see 8.2 and 8.3 above and 11 below). 2025 saw thirteen such

⁴⁵ See <https://ipreg.org.uk/sites/default/files/Continuing%20competence%20guidance.pdf>

⁴⁶ See <https://ipinclusive.org.uk/events/>

collaborations, of which eight involved Jonathan’s Voice (in some cases with others as well) and one was run in partnership with the LGBTQ+ support organisation OUTbio (5.6.2 above). Our events page also listed three 2025 CITMA webinars – on religious diversity, mental wellbeing and parenthood – and one joint CIPA and CITMA event for Black History Month in October, which were open to all IP Inclusive supporters.

Meetings of our Senior Leaders’ Diversity Think Tank were not posted on the website unless open to the wider IP Inclusive community; nor were the related “Pledge Prattle” sessions (7.3.3 above).

9.3.3 Business plan focus

We continued to focus many of our 2025 events on the key objectives in our business plans, firstly that for 2023-25 and more recently the plan for 2025-27. Two of them related to allyship and three were specifically intended for early-career IP professionals. Two Scotland Network events (6.2.2 above) were concerned with diversifying the pipeline of new recruits to the IP professions.

Joint events, and those bringing all our supporters together to celebrate the tenth anniversary (2.3 above) also helped to strengthen the wider IP Inclusive community. All the events have helped keep EDI and wellbeing on the agenda, especially the annual meeting with its panel discussion and our November event on “The case for EDI”.

In terms of providing opportunities for in-person networking, thirteen of our 2025 events were run in-person only and seven in a hybrid format. Eight of them were either hosted outside London or (in the case of several Women in IP events) embraced multiple regional locations: see 6 above.

9.3.4 Attendance levels

Event “no-show” rates remained at about 50% during 2025, which we gather is fairly typical for free events on “non-core” topics at the moment. Attendance rates were notably greater for some of the higher-profile events such as our annual meeting and Women in IP’s annual panel discussion.

Regional events, however, still attract fewer attendees and sometimes have to be cancelled due to lack of support.

There can of course be various reasons for people being unable to attend an event they have registered for in good faith. IP professionals’ working routines have become more flexible, with perhaps less certainty as to location and timing and less spare time. Both work-related and personal issues can disrupt plans, as can the weather and travel problems such as train strikes. We are also aware that some people – not unreasonably – register for an online event primarily so as to access the recording and follow-up resources. We understand all these issues and factor them into our event planning and registration systems.

Reassuringly, we have not noticed any significant drop-off in event numbers due to changes in the EDI agenda abroad and so-called “anti-woke” sentiments.

9.4 YouTube content

Our YouTube channel hosts our event recordings as well as other content such as promotional videos created by our communities and/or to mark specific awareness days. It also now hosts our podcasts.

These recordings are also available on our website resources page, and the podcasts additionally via a dedicated podcasts page⁴⁷, which also includes those created with external organisations, such as CIPA's *Two IPs in a Pod* episode featuring our Lead Executive Officer Andrea Brewster (11.2.2 below). The tenth anniversary podcasts (2.3 above) were published on Spotify as well.

During 2025 we posted 24 videos on our YouTube channel, along with ten podcasts and three video "shorts". These included:

- 22 event recordings (four of which were from hybrid events, including our annual meeting, and one from a CIPA and CITMA event marking Black History Month).
- A presentation on mental health and menopause, by IPause chair Jane Wainwright (5.4.3 above).
- A short promoting our 2025 Impact Report (10.2 below).
- Our ten anniversary podcasts.
- Women in IP's promotional video (5.7.5 above).
- Short videos promoting highlights from the Senior Leaders' Diversity Think Tank event on "The case for EDI" (7.2 above) and their November 2024 event on "Allyship for leaders".

These items are also assigned to playlists covering specific topics such as allyship and mental health; Careers in Ideas; our *Summer of IP* campaigns; our 2022-23 *Inclusivity Unlocked!* series; and content from our six communities.

We publish our event recordings "unlisted" to reduce spam and trolling problems. More promotional content, such as the anniversary podcasts, is public. Decisions about whether or not, where and how much to record and to publish event recordings are generally guided by speaker preferences and advice, depending on the subject matter.

9.5 Other 2025 resources

9.5.1 Website resources page

During 2025 we published 52 new items on our website resources page, expanding and enriching the content available to help our supporters with their EDI work. In addition to those mentioned at 9.1 and 9.2 above, these included 27 event recordings and/or associated materials such as speaker presentations, workbooks, follow-up links and infographics; our ten anniversary podcasts plus six older podcasts from IP & ME and IPause; our 2022 and 2025 Impact Reports (and a preview of the

⁴⁷ See <https://ipinclusive.org.uk/resources/podcasts/>

2025 impact survey results: see 10.1 below); and three short videos – one to promote Women in IP and two based on Senior Leaders' Diversity Think Tank events – as per 9.4 above.

Three of these resources were specifically about allyship.

9.5.2 Website “News and Features” posts

On our website News and Features page⁴⁸ we publish posts covering a wide range of topics including news from IP Inclusive, its governing body IPIM and its external partners; our formal documents such as reports, meeting minutes, financial statements, budgets and consultation responses; resources; event reports; comment and opinion; and features containing relevant information and updates.

Event reports during 2025 summarised guidance and insights shared by participants, featuring practical tips and supporting resources. They covered various themes including allyship; men’s support networks; mental wellbeing-related topics, both for individuals and for businesses (see 8.6 above); supporting carers at work; inclusivity for autistic IP professionals; the value of compassion and kindness at work, and tips for self-compassion; how coaching and mentoring work and how they can be used; guidance for trans inclusivity; how to support people at risk of suicidal thoughts and feelings; the experience of transgender men in the workplace; and practical tips for allies. Some included infographics to summarise key learning outcomes (for example the trainee wellbeing tips published in March).

IP Inclusive news posts included those relating to our 2025 impact survey and the resulting Impact Report (10 below), our anniversary celebrations and podcasts (2 above), the new in-house version of our Senior Leaders’ Pledge (7.3.2 above), the recruitment of new mentors for the Careers in Ideas Mentoring Hub (3.3 above), our EDI data gathering toolkit (9.2 above), the updated Careers in Ideas directory (3.4 above), the launch of an IPause peer support group (5.4.4 above), a new IPIM chair (13.2.2 below), and new Advisory Board members (13.3.3 below).

Our 2025 News and Features posts also provided:

- A reminder of the breadth of the IP Inclusive community, in particular its openness to business support professionals.
- A call for respondents for LawCare’s *Life in the Law* survey (8.2.3 above).
- A great deal of expert advice for improving mental wellbeing and mental health support in the workplace (8.6 above), including guidance from Jonathan’s Voice about having conversations with vulnerable people (8.2.2 above).
- Suggestions from LawCare on building a community to support mental wellbeing, with signposts to relevant sources of help.
- A guest post from Charter signatories Caselton Clark, with the results of their sector-wide salary survey and comment on the EDI implications.

⁴⁸ See <https://ipinclusive.org.uk/newsandfeatures/>

- From IP & ME, ideas about the meaning of, and ways to mark, “Juneteenth”; and about office hair and dress codes and how professionalism is defined (5.2.3 above).
- From IPause, reflections on the positive aspects of menopause and information about menopause-related aspects of a new Employment Rights Bill (5.4.3 above).
- Expert tips for a disability-inclusive workplace (5.3.3 above).
- Access to our 2024 Annual Report, the minutes of 2025 IPIM and Advisory Board meetings, our Lead Executive Officer’s 2025 quarterly reports, IPIM’s 2025-26 budget and our 2025-27 business plan.

In total, we published 46 News and Features posts during 2025. Many of them were contributed voluntarily by, or sourced by, our supporters. Anne Burgato and Helen Smith in our executive team also generated content and captured event outcomes, helping us to publish prompt and targeted resources. The 2025 posts included twenty event reports, fifteen IP Inclusive news items and five guest articles. Twelve of them related to our communities’ activities, twelve to mental wellbeing, six to formal IP Inclusive matters, four to new resources we had launched and two to Careers in Ideas. Three specifically focused on allyship, but many more were at least partly relevant to that topic.

9.5.3 Other

Further resources are available from our website Mental Health Hub (8.6 above) and from specific community pages (for example the disability-related resources collated by IP Ability²³, the (peri)menopause-related resources collated by IPause²⁵, IP Out’s toolkit for trans and non-binary inclusion³⁰ and Women in IP’s “Quick wins for Charter signatories”⁴⁹).

Throughout 2025, some of our supporters were involved in an EDI-focused virtual book club organised by Advisory Board Secretary Sally Bannan. During the year they discussed *Strong Female Character* by Fern Brady; *Who Knew?* by Michael Ray; *The Boy Who Lived* by David Holmes; *Girl, Woman, Other* by Bernardine Evaristo; and *The Science of Racism* by Keon West.

9.6 Resource coordination and accessibility

9.6.1 Promoting our resources

New events and resources are flagged in our update newsletters and event listings (which between them are sent out roughly fortnightly) and on our LinkedIn page. More targeted event reminders are sent to relevant sections of our mailing list.

Our website events page carries up-to-date listings of forthcoming and previous events, many of which are also posted on relevant communities’ pages. Similarly, the resources page provides access to all our resources, including those from event participants; these are tagged and categorised so users can filter for items of interest. The posts for specific events include links to follow-on materials such as recordings, speaker slides and event reports.

⁴⁹ See <https://ipinclusive.org.uk/resources/quick-wins-for-charter-signatories/>

The News and Features page carries all our news and blog posts, again searchable by tags and categories. They include event reports and introductions to significant new resources such as the EDI data gathering toolkit and Careers in Ideas directory. They are cross-referenced in relevant event posts. Supporters can subscribe to notifications of new News and Features posts.

Where feasible we collate and publish ideas, best practices and resources available from relevant external organisations – with the help of our Advisory Board, communities and other groups. We also work with IP sector membership bodies to disseminate our own resources more widely: see for example the collaborations described in 11 below.

We are aware that our website resources page could benefit from restructuring, to make it easier to navigate our now large and varied collection of resources. We hope to incorporate such improvements into a website upgrade during 2026, funds allowing: see 16.2.1 below.

9.6.2 Event accessibility

Our events continue to be largely online or hybrid: 29 of them were online and seven hybrid during 2025. Wherever appropriate recordings are made available afterwards. This helps us share information, guidance and resources with a wider range of people, regardless of their physical location, professional role, working arrangements or personal constraints. It also makes it easier for us to schedule and administer events and to capture the learning outcomes, which in turn allows us to provide more of them, on a wider range of themes, and better associated resources.

That said, our 2023-25 business plan also committed to providing more in-person events to offer our supporters opportunities for informal networking, relationship building and mutual support. We believe this is important for fostering awareness and understanding, and hence inclusivity and allyship, and as a result we continued to increase the proportion of in-person or hybrid events during 2025: in addition to the seven hybrid events, thirteen in-person gatherings took place. In-person attendance is still, however, much less popular in the regions than in London (see 9.3.4 above), and having become familiar with online meetings and events during the Covid-19 pandemic, it is clear that this will remain the format of choice for many of our event participants.

Naturally we do all we can to ensure that our hybrid events are welcoming and inclusive for both in-person and virtual attendees, in particular during interactive Q&A sessions.

9.6.3 Online accessibility

For our online events and larger meetings we provide automatic closed captions to improve accessibility. Our event recordings also carry YouTube's free automatic subtitles. We and our co-hosts offer support to event delegates who have special access requirements, whether attending online or in person.

Our executive team (Andrea Brewster, Anne Burgato and Helen Smith) have undertaken basic training on digital accessibility, with the aim of building best practices into our online events, content

and comms. This training was provided by Chris Naylor from digital accessibility experts Bnode⁵⁰, who worked with us on a number of projects in 2024. Where feasible we also work with IP Ability and their contacts to ensure the training is put to good effect.

Resources published this year have been made available in small file size versions, with minimal graphics, to improve accessibility and ensure compatibility with screen readers. Despite IP Inclusive's limited budget and time, we try to take account of as wide as possible a range of users when creating new content.

10 Our 2025 impact survey and report

10.1 The impact survey

As foreshadowed in our 2023-25 business plan, we conducted a survey in 1Q 2025 of our Charter signatories and individual supporters. This was similar to a survey run in 2022, seeking views about IP Inclusive's value to the IP professions, what we do well, areas for improvement, what our supporters would like us to prioritise and where they see challenges ahead. The results fed into our 2025-27 business plan (13.4 below) and are also useful for our longer-term strategic planning.

As part of the consultation, we asked about preferred options for funding IP Inclusive and specifically about the wisdom of incorporating IP Inclusive, or parts of it, as a charity. Again, the responses are helping inform our fundraising strategies and organisational structure.

The survey was created by Helen Smith and Anne Burgato from the executive team, who also analysed the results. It was open from 31 January to 28 February. Two slightly different versions gathered feedback from both Charter signatories and individual IP professionals, the signatories' version also providing an opportunity to renew the Charter commitments, update contact details, and comply with the sixth of the commitments by sharing their EDI experiences.

We received responses from representatives of 29 of our 155 Charter signatories (a slightly disappointing level of engagement, and lower than in 2022) but a more encouraging 172 responses from individual IP professionals (significantly higher than for the 2022 survey).

Helen presented a "sneak preview" of key survey results at our annual meeting in April (16.1 below). A formal report of the survey responses⁵¹ was published in early July.

10.2 The 2025 Impact Report

Based on the survey responses, together with other input from our volunteers, we created an impact report. This was our second such report, the first having been published in 2022. Helen Smith

⁵⁰ See <https://bnode.co.uk/>

⁵¹ See <https://ipinclusive.org.uk/wp-content/uploads/2025/06/250702-IP-Inclusive-Report-of-2025-Impact-Survey.pdf>

was primarily responsible for the 2025 document, with assistance from Anne Burgato and from volunteer (and former Advisory Board member) Vanessa Stainthorpe. IPIM, the Advisory Board and the anniversary working group (2.2 above) also provided input into early drafts.

The main report was published on 30 June⁵², with accompanying visual content (a poster, carousel and video) created by Anne for use on social media.

We are incredibly proud of our 2025 Impact Report and the positive story it tells about IP Inclusive's value to the IP professions. Referencing our ten-year anniversary, it is titled "10 years, 10 impacts" and structured around ten areas where we believe IP Inclusive has made an impact on the sector since its inception:

- Bringing people together
- Starting conversations
- Broadening perspectives
- Providing safe spaces
- Keeping EDI on the agenda
- Diversifying the pipeline
- Supporting mental wellbeing
- Empowering individuals
- Facilitating collaboration
- Generally leading the way on EDI issues in the IP professions.

The report incorporates quotes and response statistics from the February survey. It covers IP Inclusive's work both during 2024 and over the past decade more generally, whilst also referencing our then-intended theme for the 2025-27 business plan, since "community" had emerged as a factor underpinning many of the celebrated achievements.

It seems fitting to have undergone this impact-assessing (and ultimately affirming) exercise as we mark the end of IP Inclusive's first decade and embark on its second.

10.3 Follow-up

In a year when the EDI agenda was facing challenges around the world, our impact survey results – and the conversations they led to – were hugely encouraging. They reassured us that IP Inclusive is doing the right things and, importantly, that the UK's IP professions want it to continue. They also highlighted the importance of the community we had created, both as a manifestation of and a reason for our success so far. Our 2025-27 business plan (13.4.3 below) drew heavily on the impact survey results, and inevitably it identifies "community" as the thing we must focus on for the next stage of IP Inclusive's journey.

⁵² See <https://ipinclusive.org.uk/newsandfeatures/celebrating-10-years-with-our-2025-impact-report/>

That said, although the survey results included many positive comments and evaluations, they represented only a proportion of our Charter signatories. There is clearly still work to be done in engaging with the remaining IP sector organisations. In this sense, the results both incentivise and shape those aspects of the 2025-27 business plan relating to increasing engagement, supporting our community, and in particular reviewing the Charter scheme itself (see 4.6 above).

The survey included questions about IP Inclusive's funding model and specifically about the value of charitable incorporation. Interestingly, responses from Charter signatory organisations (our primary donors) suggested that for most, charitable status would not make them more likely to donate. This intelligence was incorporated into the 2025-27 business plan, which – in view of the resources required to register as a charity compared to the likely benefits – proposed not to consider restructuring during the next two years. Responses from both Charter signatories and individual IP professionals will however continue to inform our fundraising strategies over the next two years.

Overall we hope that the Impact Report, and the underlying survey results, will help us to strengthen our relationships with existing supporters and also to attract new ones. Being pragmatic, we also hope they will encourage both current and new donors. They provide an extremely upbeat perspective on our achievements to date and our likely future value.

11 External relationships

11.1 General

We work in partnership with, though independently of, a large number of IP-focused organisations as well as others from outside the sector. Together they represent a rich source of resources and support, helping us not only to raise awareness and improve cross-sector collaboration, but also to influence policy and culture when appropriate.

We enjoy particularly good relationships with our founding organisations (11.2 below), with the UK's Intellectual Property Office (11.3 below) and with the IP sector regulator IPReg (11.4 below). We also work closely with the IP and legal sector mental health charities Jonathan's Voice and LawCare: see 8.2 above.

Our tenth anniversary celebrations this year have given us extra opportunities to celebrate with other organisations, including a number of IP sector publications (11.5 below).

All of this helps us garner a range of perspectives and ideas from across the IP professions. We believe, too, that our relationships with other organisations and groups are mutually beneficial, allowing us all to learn from one another's efforts in the EDI space and to raise awareness of our work among ever-widening audiences. Our 2025-27 business plan (13.4 below) commits to

continuing to work with such bodies, both in the IP sector and in other related fields, and to encouraging our communities and networks to do the same.

11.2 Our founding organisations

11.2.1 General

Our four founding organisations were the Chartered Institute of Patent Attorneys (CIPA)⁵³, the Chartered Institute of Trade Mark Attorneys (CITMA)⁵⁴, the IP Federation⁵⁵ and the British Association of the International Federation of Intellectual Property Attorneys (FICPI-UK)⁵⁶.

Our relationships with them remain close and productive, in particular with CIPA, CITMA and the IP Federation. Both IPIM and our Advisory Board include members who are involved with these organisations.

CIPA, CITMA and the IP Federation assisted with the creation of our EDI data gathering toolkit (9.2 above), along with IPReg and the IPO. They also collaborated with us on several 2025 events, and were involved in our tenth anniversary activities (2 above), providing us with new opportunities to celebrate and to raise awareness of our work.

We are grateful to these organisations for their continuing support, both financially and through input into specific projects, and for their help in engaging not only patent and trade mark attorneys but also the professionals who work with them in the IP sector.

11.2.2 CIPA and CITMA

Our collaborations with CIPA and CITMA during 2025 included:

- In March, a joint event with CIPA to mark International Women’s Day (5.7.2 above).
- In June, a joint CIPA and IP Ability webinar about inclusivity and support for autistic people (5.3.2 above).
- Also in June, a talk by Advisory Board Secretary Sally Bannan at CIPA’s Midlands meeting in Birmingham, on “Allyship: feel the fear and do it anyway”. Her talk also referenced “Juneteenth”, which happened to be marked on the same day.
- An event with CIPA and CITMA for Black History Month in October (5.2.2 above).
- Later in October, an IP Ability session on neurodiversity at the 2025 CIPA Paralegals’ Conference (5.3.4 above).

As in previous years, both CIPA and CITMA kindly opened their EDI- and wellbeing-related webinars, free of charge, to all IP Inclusive supporters. In 2025 those included the joint webinars referred to above, along with CITMA webinars in March on “Uniting perspectives: embracing religious diversity in the profession”, in May to mark Mental Health Awareness Week (see below), and in September

⁵³ See <https://www.cipa.org.uk/>

⁵⁴ See <https://www.citma.org.uk/>

⁵⁵ See <https://www.ipfederation.com/>

⁵⁶ See <https://ficpi.org/nationalassociation/british-association-international-federation-intellectual-property-attorneys>

on “Parenthood in practice: reflections from IP professionals”. All of these were advertised on our website events page.

The two institutes also provided several speaking opportunities for our Lead Executive Officer Andrea Brewster. In February she spoke at a CIPA Council dinner, including about IP Inclusive’s relationship with CIPA, and provided an introduction to IP Inclusive at CIPA’s student induction day. In May she was a panellist for a CITMA webinar, “Stronger together: how community drives mental wellbeing”, to mark Mental Health Awareness Week; also on the panel were the CIPA and CITMA Chief Executives, Lee Davies and Keven Bader, and (in the chair) LawCare Chief Executive Elizabeth Rimmer. Andrea also spoke at CIPA’s annual Congress in October, and was a guest on an episode of their *Two IPs In A Pod* podcast: see 2.4 above.

Andrea continued to contribute regular IP Inclusive updates for the monthly *CIPA Journal* and articles for the *CITMA Review*: some of these were themed around IP Inclusive’s tenth anniversary (again, see 2.4 above). Her article for the September issue of *CITMA Review* discussed our new “community” business plan theme and our 2025 Impact Report.

Whenever possible, we work with the two institutes’ student and paralegal members as well as with chartered patent and trade mark attorneys, and also with the business support professionals who work alongside CIPA and CITMA members. This has helped us gather volunteers for our work on a new IP Inclusive community for business support professionals: see 5.8.2 above.

CIPA’s student body the Informals is an especially strong supporter of the IP Inclusive cause; its members participate in our events as both speakers and delegates and help to promote our work, in particular our events. They were closely involved in our January webinar with Jonathan’s Voice about student wellbeing (8.3 above).

Our Senior Leaders’ Diversity Think Tank (7 above) is also largely comprised of CIPA and CITMA members and their colleagues, having been established with the two institutes’ help.

11.2.3 The IP Federation

Another of our founding organisations, the IP Federation continues to support and promote IP Inclusive’s activities and encourage its members’ involvement. Those members are represented in several IP Inclusive forums, including IPIM, the Advisory Board and the Careers in Ideas task force, to which they bring valuable perspectives and expertise that are often different to those available in the private sector. The sharing of best practices in this way also helps incentivise use of the IP Inclusive Charter and Senior Leaders’ Pledge to establish EDI credentials in business partnerships.

In March, Andrea Brewster gave the keynote speech at an IP Federation event, “The European Diversity, Equity and Inclusion in IP Forum 2025: Joining the Dots”, an in-person discussion on maximising the impact of IP-focused EDI initiatives through collaboration.

In the same month, we launched an in-house version of our Senior Leaders' Pledge (7.3.2 above), which had been created in collaboration with the IP Federation. Its then President, Adrian Howes, was the first signatory.

Andrea has since contributed an article about IP Inclusive's work for the 2026 *IP Federation Review*.

11.3 The UK Intellectual Property Office (IPO)

Since its inception, IP Inclusive has always had strong links with the IPO⁵⁷, its senior staff and its internal support networks. IPO employees are represented on our Advisory Board, the Careers in Ideas task force and the IP Out committee. They continue to support us by sharing expertise, contributing speakers and promoting IP Inclusive events among their staff networks. The collaboration is valuable for ensuring that both organisations' EDI-related activities are aligned for the benefit of the wider IP sector.

During 2025 IPO staff helped us with our initial plans for *Summer of IP 2026* (3.2 above), our May webinar about men's networks (8.4 above), and our work on the EDI data gathering toolkit, the latter involving the IPO's Head of Inclusion and Diversity Nicola Smith. We have also been working with Nicola on plans for a Women in IP event about the gender pay gap (5.7.2 above).

The IPO's links with IP Inclusive are led by their Legal Advisor (and former Senior Futures Advisor) Erich Hou-Richards, who is also now a member of our Advisory Board. Andrea Brewster meets with Erich quarterly to discuss areas for collaboration. Ben Buchanan, the IPO's Head of Patents: Digital, Telecoms and Computing, has continued as a member of the Advisory Board, having previously chaired both that and our governing body IPIM.

11.4 The Intellectual Property Regulation Board (IPReg)

IPReg⁵⁸, which regulates UK-registered patent and trade mark attorneys, continued to support and collaborate with IP Inclusive during 2025. Both sides take care, however, to maintain an appropriate independence between their respective regulatory and representative functions: see 12.2 below regarding our responses to formal IPReg consultations.

IPReg worked with us on our EDI data gathering toolkit, which took account of the regulator's own 2024 diversity survey. More recently, it has begun a comprehensive Education Review, for which IP Inclusive's input has been sought. Andrea Brewster is involved with the Expert Advisory Group helping to shape the review, and attended part of the group's inaugural meeting in December to comment on EDI-related aspects of the review scope. She had also provided input on the DEIB (diversity, equity, inclusion and belonging) framework that underpins the review, including in a September meeting with IPReg staff Sally Gosling and Katie Flett.

Lord Chris Smith stepped down as IPReg Chair in September. Andrea was invited to attend his retirement reception, where she also briefly met his successor Bill Matthews. She subsequently met

⁵⁷ See <https://www.gov.uk/government/organisations/intellectual-property-office>

⁵⁸ See <https://ipreg.org.uk/>

with Bill online to discuss IPReg's approach to EDI under his chairmanship and areas for future collaboration.

Lord Smith had been a strong supporter of EDI, and we believe Bill Matthews will be so too. IPReg's 2026 budget and business plan placed a strong emphasis on EDI, in particular its impact on access to, and progression within, the patent and trade mark professions (12.2 below). It has also been generous with its funding for IP Inclusive's 2025-26 activities.

11.5 IP sector publications

The last twelve months have seen an increase in the level of interest in IP Inclusive from IP sector publications. We believe this is partly due to our tenth anniversary (2 above), and partly because of the controversy surrounding EDI-related issues in the US and elsewhere. As our notoriety and influence grows, so our views on key EDI topics are more frequently sought.

Managing IP, an early signatory to our EDI Charter, collaborated with us on our anniversary podcast series (2.3 above), its editor Max Walters co-hosting the ten episodes. Max also chaired a panel discussion on "Why do diversity and inclusion still matter?" at our annual meeting (16.1 below).

Andrea Brewster provided a quote for *World IP Review* about LawCare's *Life in the Law* survey results following their release in October. She was also interviewed for *World Trademark Review* in December, speaking about IP Inclusive's first decade, its future plans, and its response to changing attitudes to EDI; the interview was published shortly before Christmas.

In 4Q 2025 we helped *IAM* publicise a call for nominations for their 2026 "IAM Strategy 300: The World's Leading IP Strategists" listing, with the aim of attracting a more diverse range of nominees.

In April Andrea was named in the "Diversity Champions" section of *World IP Review*'s "Diversity & Inclusion Top 100 2025" list, and in December in *Managing IP*'s listing of "The 50 Most Influential People in IP 2025". These accolades reflect IP Inclusive's increasing importance to the IP professions and those who work here.

Andrea also contributes to CIPA, CITMA and IP Federation publications: see 11.2.2 and 11.2.3 above.

11.6 IP Inclusive "partners"

Certain external organisations work particularly closely, and generously, with IP Inclusive. These we have come to refer to, on our website⁵⁹ and on social media, as our "partners".

We partner a great deal with the mental health charities LawCare and in particular Jonathan's Voice: see 8.2 above. During 2025 we also worked with another of our partners, Illuminate VR, on a webinar for World Mental Health Day (8.2.4 above). These collaborations help us to raise awareness

⁵⁹ See <https://ipinclusive.org.uk/our-supporters-and-partners/>

of relevant issues and resources, to stimulate and inform conversations on mental wellbeing, and to provide events and other safe spaces where those conversations can continue.

One of our longest-standing partners is Focal Point Training and Consultancy⁶⁰, with whom we have been working for several years and who continue to share their expertise for free through joint events and resources. During the latter part of 2025 we began work with them on a webinar about inclusive teams and the use of de Bono's "Six Thinking Hats" framework to ensure all voices are heard; this has been scheduled for February 2026. Focal Point will also be involved in a webinar we are planning with LawCare for the spring of 2026, by way of follow-up to their *Life in the Law* survey results and recommendations (8.2.3 above).

11.7 Other external (UK) collaborations

We regularly work with experts from outside the IP sector, who contribute generously as guest speakers at our events or by making their resources available to IP Inclusive supporters: see for example our communities' events (5 above) and those relating to men's mental wellbeing (8.4 above). Other external organisations, in particular outreach charities and university careers services, help us spread the word about Careers in Ideas: see 3 above.

Speakers at our November event on "The case for EDI: why we need to continue" (7.2 above) represented a range of external organisations, including the InterLaw Diversity Forum⁶¹, IPReg, CIPA, and also (see 11.8 below) INTA, epi and AIPPI.

Our links with InterLaw became closer during 2025, not only through their Founder and Chair Daniel Winterfeldt's involvement as the keynote speaker at "The case for EDI", but also through participation of their Executive Director Justine Thompson in the panel discussion at our annual meeting (16.1 below). We hope to collaborate more in 2026, potentially running a joint event on EDI data gathering that can help us promote both our own toolkit and InterLaw's work in the area.

We also collaborate, wherever feasible, with the IP Bar Association, the Law Society's Intellectual Property Law Committee, the Intellectual Property Lawyers' Association (IPLA), the Licensing Executive Society (LES-B&I) and other UK IP sector groups who can help us promote our activities to their own networks. IP professionals associated with these groups are represented in a range of IP Inclusive forums, including IPIM, the Advisory Board, the Careers in Ideas task force and the committees of our six communities. They are also represented in the case studies featured on the Careers in Ideas website (3.5.1 above).

11.8 International collaborations

IP Inclusive does not have the resources to extend its reach overseas, and our objectives remain focused on the UK's IP professions. Nevertheless, we continue to collaborate with international organisations where feasible so as to learn from one another's experiences in the EDI space.

⁶⁰ See <https://www.focalpointtraining.com/>

⁶¹ See <https://www.interlawdiversityforum.org/>

IP Inclusive supporters were represented on the Diversity & Inclusion Working Group established by the Board of the Institute of Professional Representatives before the European Patent Office (epi)⁶², which during 2025 became a formal DEI Committee. Sally Bannan, who was active in the group and is an associate of the new committee, is the Secretary of our Advisory Board. We assist them, where appropriate and feasible, in promoting EDI to the epi Council and its wider membership.

Cyra Nargolwalla, also involved with the epi Diversity & Inclusion Working Group and with The International Association for the Protection of Intellectual Property (AIPPI)⁶³, took part in “The case for EDI”. She contributed a report of the event, for which Andrea Brewster provided a quote, to a subsequent AIPPI newsletter.

In April, our Women in IP community joined forces with the American Intellectual Property Law Association (AIPLA) on their global Women in IP networking events (5.7.2 above), as they have done for several years.

In October we met with representatives from the International Trademark Association (INTA)⁶⁴ to discuss potential collaborations, including potentially for their 2026 annual conference in London. These discussions are being led for us by our Senior Leaders’ Diversity Think Tank co-lead Gwilym Roberts. They bring the potential for alignment with our new business plan focus on “community”, extending the concept to the international community in which the UK’s IP professionals operate.

All of these things have helped us to raise awareness of IP Inclusive’s activities among IP professionals abroad. This in turn reflects well on the UK professions, and gives extra credibility both to our own work and to other EDI initiatives in which our supporters are involved.

It is also worth noting that some of the IP sector publications with whom we have worked this year – for example *World IP Review* and *World Trademark Review* – have a global audience. This too has helped us spread the word about the UK IP sector’s unique achievements in the EDI space.

12 Lobbying/influence

12.1 General

Although we avoid engaging in political lobbying, we do try to encourage positive change in our sector. Where we become aware of inequalities, or policies that impact negatively on EDI in the IP professions, we seek to catalyse improvements. This extends to issues that could unfairly restrict access to, or progression within, IP-related careers.

⁶² See <https://patenteipi.org/en/>

⁶³ See <https://www.aippi.org/>

⁶⁴ See <https://www.inta.org/>

We continue to welcome requests and suggestions from IP professionals who are affected by relevant issues, and where feasible we will help them address those issues. Our six communities also provide forums through which to channel concerns about challenges affecting specific groups.

12.2 Regulation

IPReg⁵⁸ regulates all UK-registered patent and trade mark attorneys. Since encouraging a diverse workforce is one of its regulatory objectives, it is well positioned to influence EDI-related attitudes and behaviours in a significant section of the IP professions.

In August we responded to IPReg's July 2025 consultation on its 2026 business plan, budget and practising fees. Overall the plans showed a continuing high level of support (including an increased budgetary allowance) for EDI-related initiatives; our submissions expressed appreciation for this, which we felt was particularly important at a time when EDI was being challenged elsewhere.

The business plan included a wide-ranging Education Review, aspects of which are likely to affect EDI within, and access to, the patent and trade mark professions. We expressed support for this – in particular the inclusion in it of an independent equality impact assessment – and our willingness to help with parts of the review that are relevant to IP Inclusive's objectives: see 11.4 above.

Our response also:

- Applauded IPReg's proposal to update its 2024 diversity survey in 2026.
- Sought clarification that the "not in active practice" fee category would be available to professionals affected by a temporary disability, illness or caring responsibility, which we believe would help reduce negative impacts in the context of two of the protected characteristics: disability and gender.
- Recommended broadening of the category, as a longer-term measure, for professionals working part-time.

Our six communities provided input into the response before it was filed.

12.3 Other

In February 2025 the European Patent Office (EPO) published new, gender-neutral versions of the European Patent Convention Rules, which entered into force on 1 April 2025⁶⁵. IP Inclusive had filed submissions about gender neutrality in EPO documents back in 2018, in response to a consultation on draft new Rules of Procedure for the Boards of Appeal⁶⁶; we like to think these helped influence the EPO's direction of travel. The outcome is pleasing, if a little delayed.

⁶⁵ See <https://www.epo.org/en/news-events/news/gender-neutral-language-epc-rules>

⁶⁶ See <https://ipinclusive.org.uk/newsandfeatures/submissions-to-the-european-patent-office/>

The English text of the Unitary Patent Rules also adopted gender-neutral language on 1 December 2025⁶⁷.

Throughout 2025 the IP Ability committee continued to help IP Inclusive supporters seeking reasonable adjustments for disabilities, including in the context of professional exams (5.3.3 above).

13 Structure, governance and management

13.1 General

IP Inclusive has retained the structure it adopted in 2021. Its governing body IP Inclusive Management (IPIM) is an unincorporated association supported by an Advisory Board and an executive team (13.2, 13.3 and 14 below). The initiative works in partnership with, but is independent of, its donors and other supporters – including its founding organisations CIPA, CITMA, the IP Federation and FICPI-UK (see 11.2 above).

Like any well-governed organisation, we continue to keep our structure and funding mechanisms under review. It remains our longer-term goal to incorporate IP Inclusive as a registered entity, potentially a community interest company. Registration as a charity or charitable incorporated organisation remains a longer-term possibility, but in light of the results of our stakeholder consultation (10 above) and our limited resource levels, our 2025-27 business plan makes clear that we are unlikely to be able to undertake major structural changes during the next couple of years.

13.2 IP Inclusive Management (IPIM)

13.2.1 General

IPIM⁶⁸ continues to oversee activities carried out under the IP Inclusive and Careers in Ideas banners; to be responsible for the assets and liabilities arising from those activities; and to ensure that IP Inclusive functions appropriately at the formal and administrative levels. In particular through its executive team (14 below), it guides and supports the many volunteers whose work is crucial to our success, and provides them with organisational backup.

IPIM is responsible for IP Inclusive's annual (including financial) reports, which are compiled by its Lead Executive Officer. Those for 2024 were published on our website on 24 January 2025⁶⁹ and formally accepted at the 2 April 2025 AGM (16.1 below).

⁶⁷ See <https://www.epo.org/en/news-events/news/unitary-patent-rules-adopt-gender-neutral-language>

⁶⁸ See <https://ipinclusive.org.uk/ip-inclusive-management/> and <https://ipinclusive.org.uk/the-ip-inclusive-management-team/>

⁶⁹ See <https://ipinclusive.org.uk/newsandfeatures/our-2024-annual-report/>

13.2.2 Membership

At the start of 2026 IPIM's members (appointments confirmed at the April AGM) were:

- James St Ville KC, 8 New Square (Chair)
- Clair Curran, Reckitt (Secretary)
- Gordon Harris, Trevisan & Cuonzo and School House Consulting (Treasurer)
- Ese Akpogheneta, BAT
- Robert Andrews, Mewburn Ellis
- Andrea Brewster, IP Inclusive
- Alicia Chantrey, Associated British Foods
- Julie Dunnett
- Lesley Evans
- Michael Silverleaf KC, 11 South Square

Andrea Brewster is both an IPIM member and IP Inclusive's Lead Executive Officer (see 14.2 below).

James St Ville succeeded Michael Silverleaf as Chair from 1 January 2025, as agreed at an IPIM meeting on 17 September 2024. There were no other changes to IPIM's membership or officers during 2025.

A register of IPIM members' interests is available on the IPIM page of our website; it was updated on 16 January, 25 June and 21 November 2025 with changes to individual members' entries. The IPIM constitution⁷⁰ is available on the same page.

13.2.3 2025 meetings

IPIM met on 14 January, 18 March, 7 May, 24 June, 11 September, 23 September and 13 November 2025. Its formal AGM was incorporated into IP Inclusive's annual meeting on 2 April 2025 (16.1 below), at which the 2024 annual and financial reports were accepted, IPIM's members confirmed and its 2025-26 officers appointed. The minutes of these meetings are available on the IP Inclusive website⁷¹; they are prepared with assistance from executive team member Anne Burgato.

The 11 September meeting was a longer one to address higher-level strategic issues, an exercise which IPIM now undertakes annually. Originally intended to be in-person, it was changed to a virtual format due to limited member availability and London Underground strikes. The discussions included a "horizon scanning" exercise to identify IP Inclusive's strengths, vulnerabilities, future challenges and opportunities for addressing them. Also discussed were the four strategic priorities from the 2025-27 business plan (1.4 above and 13.4 below), and IP Inclusive's finances and fundraising. Anne Burgato and Helen Smith from the executive team took part, providing insights from the volunteers with whom they work as well as from the administrative and content creation aspects of IP Inclusive's activities.

⁷⁰ See <https://ipinclusive.org.uk/wp-content/uploads/2021/06/210607-new-ipim-constitution.pdf>

⁷¹ See <https://ipinclusive.org.uk/newsandfeatures/ipim-meeting-minutes-2025/>

Each of the 7 May and 13 November meetings included a joint session with the Advisory Board (see 13.3.5 below). Immediately following the joint session, IPIM members met separately and discussed, among other things, input received from the Board and appropriate follow-up.

Issues discussed during 2025 IPIM meetings, in addition to operational matters, included plans to mark IP Inclusive's tenth anniversary; Advisory Board membership, recruitment and succession planning (including for the chair); future *Summer of IP* campaigns; the 2025-27 business plan; roles, responsibilities and workloads within the executive team (including succession planning for the Lead Executive Officer role: see 14.2.3 below); and stakeholder mapping. Standing agenda items included updates on HR issues from the Lead Executive Officer; finances, fundraising and bank account management from the Treasurer and Lead Executive Officer; and the Advisory Board and its input.

IPIM's meeting schedules are agreed in consultation with the Advisory Board to ensure alignment. Joint meetings with the Advisory Board take place twice a year.

13.2.4 Financial issues

IPIM is responsible for deciding and delivering on IP Inclusive's business plans and budgets (13.4 and 15.3 below), and for overseeing IP Inclusive's finances. The business plans and budgets are prepared by the Lead Executive Officer with input from the Advisory Board and our wider support base.

IPIM also publishes IP Inclusive's annual financial reports: the 2024 report was posted on our website on 24 January 2025 (see 13.2.1 above).

For more details of IP Inclusive's finances, see 15 below.

13.2.5 Risk management

IPIM is responsible for managing the risks associated with IP Inclusive's activities. We believe those to be small: see the risk assessment in Annex III to our March 2021 document "Plans for IP Inclusive's Future"⁷². They are mitigated by:

- Sound internal governance and supporting structures.
- A cautious approach to budgeting and cash flow: as a rule, IP Inclusive does not incur costs until it has secured sufficient funds to cover them.
- A ring-fenced contingency fund.
 - This exists in case IP Inclusive needs to be dissolved at short notice; it would allow us to complete an orderly winding-down and to discharge all our liabilities. It contained £17,000 at the start of the August 2025 to July 2026 budgeting period and is increased by an appropriate amount each year to accommodate growth, this year's increase taking it to £19,000. The contingency fund does not affect our not-for-profit method of operating.

⁷² See <https://ipinclusive.org.uk/wp-content/uploads/2021/03/210317-plans-for-ip-inclusives-future.docx>

- Transparent and open communications with, and frequent input from, our stakeholders (including via the Advisory Board, the communities and other IP Inclusive networks, and our annual meetings).
- A code of conduct⁷³ for the volunteers and others (including executive staff, Advisory Board members and IPIM itself) who represent IP Inclusive.
 - The code is accompanied by terms of reference, guidelines and where appropriate formal policies to assist the people to whom it applies.
- Back-up and sharing of key systems and information.

IPIM holds third party liability insurance appropriate for a small unincorporated association acting in the community interest. The policy includes £5M of public liability insurance and £10M of employer's liability insurance, together with legal expenses protection. It is underwritten by Markel International Insurance Company Ltd and is secured through the brokers Access Insurance, who specialise in working with community groups and charities. It is renewed annually in February.

We keep the brokers informed of relevant changes to IPIM's circumstances, for instance to its structure, finances or employment obligations. Fortunately these have not to date resulted in significant changes to our annual premium or insurance terms.

IPIM also has access to HMRC enquiry fee protection: see 15.2.1 below.

13.3 The IP Inclusive Advisory Board

13.3.1 General

The IP Inclusive Advisory Board⁷⁴ was established in September 2021. It is a non-executive body which acts as an informal sounding board and "critical friend" to IPIM. In particular its members advise on IP Inclusive's strategies and plans, make recommendations based on their knowledge of the IP sector and of relevant best practices elsewhere, update us on developments and opportunities they become aware of, help us take account of the needs and views of the community we serve, and act as ambassadors among the groups to which they have access. At IPIM's request, they can have input into both strategic and operational matters.

Advisory Board members represent a range of IP sector roles, backgrounds and career levels, bringing diverse perspectives to bear on IP Inclusive's decisions. This in turn allows more volunteer influence over our strategies and policies as well as our day-to-day work, which helps us tailor the support we provide.

13.3.2 Membership

In addition to the recruitment of eight new people (13.3.3 below), 2025 brought other changes to the Advisory Board's membership. During 1Q 2025, Charlene Nelson was on maternity leave and

⁷³ See <https://ipinclusive.org.uk/policy-documents/>

⁷⁴ See <https://ipinclusive.org.uk/the-ip-inclusive-advisory-board/>

Becky Campbell confirmed that she had stepped down from the Board. In 3Q 2025, Sarah Vaughan (CITMA) and David Joo (Solve Intelligence, formerly Aon) also stepped down.

As at 1 January 2026 the Board's 25 members, all officially appointed by IPIM, were: Susan Antoine (Haseltine Lake Kempner; South West Network); Carol Arnold (formerly CIPA Benevolent Association; IP Federation); Sally Bannan (Cytiva; IP Federation; associate of epi DEI Committee); Victoria Barker (Finnegan Europe, IP Ability); Jodie Bates (Boult Wade Tennant, Women in IP); Iona Berkeley (8 New Square); Julie Browne (Shell; Careers in Ideas task force; IP Federation); Caelia Bryn-Jacobsen (Kilburn & Strode; IP Ability; CIPA Council); Ben Buchanan (IPO); Pete Fellows (Fellows and Associates; Careers in Ideas task force); Erich Hou-Richards (IPO); Saiful Khan (Potter Clarkson; Senior Leaders' Diversity Think Tank); Abdulmalik Lawal (Franks & Co); Liam Lawlor (Murgitroyd); Sherena Masharani (Centrica); Josh McLennan (Håmsø Patentbyrå AS); Charlene Nelson (Foot Anstey; Mental Health First Aiders' Network); Carol Nyahaha (Kilburn & Strode; Careers in Ideas task force; CITMA Council); Doyinsola Oreagba (Vodafone); Ellie Pilott (Abel + Imray); Megan Rannard (Marks & Clerk; IP Ability); Anna Smith (Stratagem IPM); Rina Sond (Rina Sond & Associates); Paul Sweeden (CMS); and Sheila Wallace (formerly Marks & Clerk; Careers in Ideas task force; CIPA Council).

Carol Arnold served as the Board's chair and Sally Bannan as its secretary for the whole of 2025. Carol stepped down at the end of the year and is succeeded from 1 January 2026 by Jodie Bates; she remains, however, as an ordinary Board member. Sally Bannan continues as secretary.

13.3.3 Recruitment of new members

In order to replace some of the skills, experience, perspectives and contacts lost during its early years, and more generally to increase the diversity of roles, career levels and other demographics represented on the Advisory Board, we recruited new members during the first half of 2025.

We began advertising in January. Supporters were notified via the newsletter and LinkedIn, with more targeted announcements being sent to groups not yet well represented on the Board (for example IP solicitors and barristers, business support professionals and younger members of the professions). An accompanying website News and Features post emphasised that involvement in IP Inclusive is open to anyone who works in the UK IP sector, regardless of role.

Although new recruits are formally appointed by IPIM, in practice the selection process is a collaboration between IPIM and the Advisory Board. As at the Board's initial creation, the 2025 process was open and inclusive.

By the 7 February closing date we had 35 high quality applications from a range of backgrounds, including plenty in the targeted categories. A selection panel appointed by the Advisory Board and IPIM (Sue Antoine and Ben Buchanan from the Board, Andrea Brewster and Alicia Chantrey from IPIM, and Anne Burgato from the executive team) reviewed the applications and recommended eight for appointment. Their decision was approved by IPIM and the existing Board members before responding to the applicants.

All eight accepted the invitation to join the Board. They were formally appointed at the 2 April annual meeting and their appointments announced in a website News and Features post the following day. They were: Victoria Barker (Finnegan Europe), Iona Berkeley (8 New Square), Erich Hou-Richards (IPO), Sherena Masharani (Centrica), Doyinsola Oreagba (Vodafone), Ellie Pilott (Abel + Imray), Anna Smith (Stratagem IPM) and Paul Sweeden (CMS).

Along with Carol Arnold and Sally Bannan from the Board, and Lesley Evans from IPIM, Andrea Brewster met with most of the new members in June, in a series of informal online meetings to welcome them to IP Inclusive and identify areas in which they could best contribute.

The new appointees include a patent attorney, an IP barrister, an IP solicitor and a trainee solicitor, two IP paralegals, an HR professional, and a strategy advisor with a background in IP law and also academia. Together they will considerably broaden the range of perspectives and expertise available to us through the Advisory Board and help us to widen our engagement with IP professionals in different roles and working environments.

13.3.4 Appointment of new chair

Carol Arnold had indicated her intention to step down as the Advisory Board chair by the end of 2025 at the latest. Volunteers for a successor were sought from among the other Board members. Carol spoke individually with those who expressed an interest, to explain the role and the support available. As a result, two candidates were put forward to the Board for an email ballot.

Jodie Bates was appointed at the end of December, taking over as chair from 1 January 2026.

13.3.5 2025 meetings

The Advisory Board held six meetings during 2025, for three of which it was joined by IPIM members part of the time and for another two by the wider IPIM membership. Its September meeting was hybrid in format, the others online only.

- 13 January 2025. This meeting reviewed IP Inclusive's achievements and challenges over its first decade and explored ways to celebrate the tenth anniversary, including at the 2025 annual meeting. Also discussed were potential future priorities; ways to make the most of Advisory Board members' networks, in particular through social media comms; the recruitment of new members; and the mechanism for IPIM and Advisory Board interactions.
- 10 March 2025. Here the Board continued its discussions on IP Inclusive's priorities for 2025 and beyond (including the challenges it faces) and the anniversary celebrations. It also looked at potential fundraising opportunities. Andrea Brewster attended the first part of the meeting to provide an update on the recruitment of new Board members and to answer questions about IP Inclusive's response to global developments on the EDI front.
- 7 May 2025. This meeting, held jointly with IPIM, welcomed new members, heard updates on the anniversary celebrations and an outline of the 2025 business planning procedure, and discussed fundraising ideas.

- 30 June 2025. This meeting discussed in particular the draft 2025-27 business plan, future priorities, and further ideas for fundraising and for increasing engagement. Andrea Brewster and Lesley Evans from IPIM, having worked on the draft plan together, attended the first part of the meeting to answer questions and gather initial feedback.
- 29 September 2025. This hybrid meeting was hosted by Finnegan Europe in London and online. It discussed the appointment of a new chair, and also two areas where IPIM had sought input following its 11 September meeting: (a) maximising engagement with the Careers in Ideas website, its other resources and its 2026 *Summer of IP* campaign; and (b) enhancing our communications channels to improve our reach into the IP sector. Lesley Evans attended the first part of the meeting, online, as an IPIM rapporteur.
- 13 November 2025. This was another joint meeting with IPIM. It included further discussions on areas (a) and (b) identified above, an update on progress against the 2025-27 business plan objectives, and a conversation about appointing the new chair.

Advisory Board members were also present at the 2025 annual meeting, at which Carol Arnold gave an update on their work.

Minutes of the Advisory Board's 2025 meetings were published on the IP Inclusive website⁷⁵.

13.3.6 Advisory Board/IPIM liaison

In addition to their joint meetings, the Board provides more detailed advice to IPIM through its internal meeting notes, and through occasional discussions between the Board's chair and secretary and individual IPIM members. During 2025 IPIM member Lesley Evans assumed responsibility for liaison between the two bodies, an arrangement which has helped improve communications over areas where IPIM seeks the Board's input, the Board's responses, and IPIM's use of those responses.

Andrea Brewster and Lesley Evans between them attended parts of three of the Advisory Board's 2025 meetings to exchange ideas and updates.

Board members also help IPIM with specific projects where necessary: see 13.3.7 below. Conversely, IPIM can provide assistance to the Board for example in connection with its membership succession planning and recruitment.

All IPIM meetings include a consideration of the areas in which it would value the Advisory Board's input. Lesley communicates IPIM's requests and feeds back to the Board about relevant follow-up. Scheduling of their respective meetings is aligned as far as possible, allowing IPIM to tailor its requests to suit the Board's timetable as well as the IP Inclusive business planning cycle.

None of this prevents IPIM from asking for input on other issues on an *ad hoc* basis, or the Board from providing advice and alerts that arise between meetings.

⁷⁵ See <https://ipinclusive.org.uk/newsandfeatures/advisory-board-meeting-minutes-2024/>

13.3.7 Other Advisory Board work

In addition to input on the draft 2025-27 business plan, individual Board members provided more hands-on help during 2025. Sally Bannan spoke at CIPA's Midlands meeting in June (11.2.2 above). Iona Berkeley was also able to present slides about IP Inclusive in a talk she gave to CITMA in November. Board members generally take opportunities when they can to promote IP Inclusive through their own networks, both within and outside the IP sector.

Some of the new Board members have been introduced to specific communities where they have expressed an interest in more focused involvement, and some contributed case studies to the Careers in Ideas website (3.5.1 above).

13.4 Business planning

13.4.1 General

IP Inclusive's business plans and strategic objectives are decided by IPIM, as are the associated annual budgets. They are based on input from our volunteers, executive team members and other stakeholders, including at our annual meetings and also this year via our impact survey (10.1 above), and on recommendations from the Advisory Board. Typically they are prepared by our Lead Executive Officer Andrea Brewster, both IPIM and the Advisory Board having the opportunity to comment on draft versions prior to publication.

Since August 2023, we have been working to a two-year business planning cycle. This increases our capacity to focus on and develop our objectives. It also provides a good balance between on the one hand space to plan our resources and activities ahead, and on the other the flexibility to respond to (currently fast-moving) changes both in our own sector and beyond.

We budget annually, however, our July 2025 budget covering the period from August 2025 to July 2026: see 15.3 below. We review progress on the current business plan objectives before preparing each new budget.

13.4.2 The 2023-25 plan

For the first half of 2025 we were operating to a business plan that covered the period from August 2023 to July 2025¹: see 1 above for our activities in pursuit of its six high-level objectives.

The underlying theme for that plan was allyship. We have found that work done under that heading has provided an excellent basis for our work under the 2025-27 plan with its new theme of "community".

13.4.3 The 2025-27 plan

Our 2025-27 business plan was published on 24 July 2025 and covers the two years from August 2025 to July 2027². Its creation had been spread over May to July to allow time to gather and collate input from all the appropriate sources.

The new plan came at an important time for IP Inclusive. Not only did 2025 mark our tenth anniversary; it also brought significant change in global approaches to diversity and inclusion, which we believe makes it more important than ever for initiatives like ours to remain strong for the people and businesses they support. The 2025-27 business plan is therefore committed to the values that have always been key to IP Inclusive's success, most notably through the community it creates. Building on work done in the previous two years, and indeed on the whole of IP Inclusive's first decade, it takes inspiration from the things we have always done well and a mission statement that has stood the test of time.

From the impact survey, and compilation of the subsequent Impact Report, it became clear that the key to IP Inclusive's success is creating a strong community within the IP sector, in which people can work together to improve diversity, inclusion, fairness, accessibility and wellbeing. The over-arching theme for the 2025-27 business plan is therefore "community". It focusses on the four strategic priorities outlined at 1.4 above, together aimed at strengthening and supporting the IP Inclusive community and increasing the impact it can have in the IP professions.

The plan includes specific objectives aimed at widening and strengthening engagement within the IP professions, including a flagship 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. It also identifies a range of ways to support the activities and development of our vast network of volunteers, in particular through our communities, regional networks and working groups: for example by helping them develop their remits and objectives; handle administrative aspects of their work; organise and promote events; provide safe spaces for individual IP professionals who need them; and gather, create and share resources and best practices. It commits to helping these groups 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; and lobby for, and facilitate, positive change on relevant issues. Our executive team will help coordinate their activities, encouraging and facilitating collaborations so as to recognise the importance of intersectionality in bringing a community together.

We will also, as we have always done, support the creation of new networks and communities where our supporters feel it appropriate: see in particular those envisaged for business support professionals and men in IP (5.8 above).

In these times of change on the global EDI front, we felt it was important for IP Inclusive to work to keep diversity, inclusion, fairness, accessibility and wellbeing on the agenda throughout our sector. The new business plan therefore commits to supporting and empowering the IP professionals who believe in our objectives but whose efforts may be under increasing constraints from elsewhere, and to demonstrating, publicly, that these are issues that matter to the UK's IP sector. As such, the plan includes working with IP sector employers and their senior representatives to keep EDI on their individual agendas and to coordinate the sector's approach to relevant issues; providing resources to

help them progress our objectives; promoting the business case for EDI and wellbeing; starting and nurturing conversations on issues relating to EDI and wellbeing; providing safe spaces in which to share experiences and collaborate across the sector; and trying to influence sector-wide improvements through larger bodies such as membership organisations, regulators and IP offices.

Other more specific objectives in the 2025-27 business plan are outlined elsewhere in this report (see, for example, 3.1 to 3.4, 4.6, 5.1.3, 5.7.4, 5.8.1, 7.3.1, 9.2 and 11.1 above).

13.4.4 Delivering on the business plan

The executive team (Andrea Brewster, Anne Burgato and Helen Smith) met in August to discuss progressing the new business plan objectives. Roles and responsibilities were allocated between them to ensure each team member can support particular parts of our volunteer base and/or aspects of our work whilst still retaining an overview of all IP Inclusive activities. The team began work straight away on several specific projects, and progress has already been made on for example the EDI data gathering toolkit, the creation of new communities, developing the Careers in Ideas Mentoring Hub, *Summer of IP 2026* and a new compilation of Careers in Ideas outreach resources.

Future quarterly meetings will review progress against, and continue work on, the business plan objectives.

As usual we will work with our supporters to establish and implement the operational details of the plan. Our communities, regional networks, Careers in Ideas task force and other networks and working groups will coordinate their activities around the general “community” theme, but will be free to tailor their work for the groups and issues they represent. The executive team liaises closely with all of these groups to support and coordinate their individual activities in line with the business plan objectives. Quarterly meetings with the community committee leads (5.1 above) now play a key part in our event and resource planning.

IPIM holds an annual strategy meeting to review progress against the business plan objectives and discuss IP Inclusive’s longer-term plans and strategic development. Its September 2025 meeting (13.2.3 above) included discussions on the four high-level objectives in the 2025-27 plan.

The results of our 2025 impact survey will of course inform our efforts to improve engagement with IP professionals in different roles and working environments, and help us identify barriers to doing so. We will continue to consult with our stakeholders regarding the opportunities and challenges they face, to give context for our work and help us shape our longer-term strategies and plans.

13.4.5 Operational considerations

The initiatives contained in our business plan are of course predicated on the continuing financial support of our donors and the time and resources given by our volunteers. Over the next twelve months we have to raise the £96,000 required to fund our work for the year (see 15.3 below), and hope also to attract funding for an upgrade to the IP Inclusive website.

Towards the end of the first year covered by the business plan, we will publish a fresh budget for August 2026 to July 2027, prior to embarking on our next annual fundraising campaign.

14 The executive team

14.1 General

IP Inclusive's executive team comprises our Lead Executive Officer Andrea Brewster (14.2 below) and two further team members: Anne Burgato and Helen Smith (14.3 below). From time to time they are assisted by other people, either paid interns or volunteers (14.4 below).

Andrea, who is also a member of IPIM, acts for IP Inclusive as a freelance consultant. Anne and Helen are IPIM employees.

14.2 Lead Executive Officer

14.2.1 Roles and responsibilities

The Lead Executive Officer's role – delegated by IPIM – is to manage IP Inclusive's activities and day-to-day operations, coordinating and supporting the work of its volunteers in pursuit of the initiative's objectives. This includes:

- Supporting our volunteers and their activities.
- Managing and supporting executive team members.
- Preparing and delivering on our business and strategic plans.
- Overseeing our finances (15 below), preparing budgets and ensuring sufficient funds are raised to deliver on the business plans.
- Coordinating IP Inclusive and Careers in Ideas comms, including on social media and via the websites and mailing lists.
- Supplementing volunteers' activities with central IP Inclusive resources.
- Representing IP Inclusive in its interactions with external stakeholders (11 above) and at relevant IP Inclusive and third party events.

The Lead Executive Officer also writes our formal documents, for example annual reports, policies, procedures and consultation responses; prepares for and runs our annual meeting; and organises agendas, minutes and other formal papers for IPIM meetings.

Andrea's workload remained high during 2025. Particularly large amounts of her time went into overseeing the recruitment of new Advisory Board members (13.3.3 above), the impact survey and report (10 above), the EDI data gathering toolkit (9.2 above) and the anniversary-related activities (2 above). However, increasing amounts of her day-to-day work can now be delegated to Anne and Helen, whose roles have developed in line with their experience and whose weekly hours have

grown correspondingly: this support from her executive team has, as in previous years, proved invaluable in 2025.

Andrea does provide additional (partly unpaid) hours during particularly busy periods. Equally, during quieter months or when she has additional personal commitments (in 2025, this applied to April, June and August), she has worked fewer hours and reduced her invoices accordingly. Her contract with IPIM allows some flexibility in working hours, both during each week and over longer periods, to accommodate changes in IP Inclusive activity levels and Andrea's own commitments.

14.2.2 Formal issues

Andrea Brewster's contract to provide services as Lead Executive Officer was updated and renewed for a further twelve months from 1 July 2025. There was no increase in her fees this year; they remain at £3,025 per calendar month for twenty hours' work a week. From December 2025 her hours were reduced to eighteen per week (see 14.2.3 below), and the monthly fee reduced pro rata to £2,722.50.

It is the Lead Executive Officer's responsibility to provide for their fees in the IPIM budget and ensure sufficient funds are raised to cover them.

The Lead Executive Officer's quarterly reports to IPIM are published on the IP Inclusive website⁷⁶. Note that there is no separate report for the fourth quarter of the year; relevant updates are instead incorporated into the relevant annual report.

14.2.3 Succession planning

Andrea has expressed a desire to gradually reduce her workload from here on, with transfer of appropriate parts of her role to other executive team members. This will be done in a phased manner that prepares IP Inclusive well for a longer-term future without its founder. It will enhance the initiative's sustainability and is also expected – as more of Andrea's role is shared with others – to help with contingency planning and risk management.

At its November meeting (13.2.3 above), IPIM agreed a proposal from Andrea to begin gradually reducing her hours and correspondingly increasing Anne's and/or Helen's (according to their preferences). This began, with effect from 1 December, with a reduction in Andrea's contracted hours from twenty to eighteen a week and an increase in Anne's from sixteen to eighteen. Specific parts of the LEO workload as part of the new arrangement, which brought a small reduction in IPIM's monthly HR expenditure.

If this works well, and with IPIM's approval, Andrea will liaise with Anne and Helen over subsequent changes to their respective working hours so as to achieve a phased withdrawal. In the meantime, wherever feasible, all three executive team members are being involved – at least at the overview level – in key projects: see for example 13.4.4 above regarding delivery of the new business plan

⁷⁶ See <https://ipinclusive.org.uk/newsandfeatures/lead-executive-officers-reports-2023/> for the 2025 reports

objectives. This will equip them to cover for one another when necessary and also develop our employees' skill sets and their relationships with IP Inclusive stakeholders.

It is expected that when Andrea steps down fully from her executive duties – likely to be in two to three years' time – she will remain involved in IP Inclusive, in a non-executive capacity, for an appropriate period afterwards to ensure stakeholder goodwill is maintained for her replacement(s).

14.3 Employees

14.3.1 General

Anne Burgato and Helen Smith, who joined us in the autumn of 2022, continue to provide invaluable assistance to our Lead Executive Officer and to many other parts of the IP Inclusive community. This now extends well beyond administrative matters to higher-level involvement in IP Inclusive's comms, organisation and project management. They are key to the support we provide to volunteers and to our administrative efficiency.

Both have been closely involved with delivering on our business plan objectives, under the 2023-25 plan and more recently the 2025-27 plan (13.4 above). They have also contributed significantly to our key 2025 achievements, in particular the 2025 impact survey and report (10 above), the annual meeting (16.1 below) and other anniversary celebrations (2 above), the July "Active allyship" event (1.2 above) the creation of new communities (5.8 above), and developing the Careers in Ideas Mentoring Hub and other resources (3.3 and 3.4 above). Their ideas and feedback helped shape the 2025-27 plan and will continue to feed into IPIM's longer-term strategic planning. Both attended and contributed to IPIM's September strategy meeting (13.2.3 above).

Anne and Helen have represented IP Inclusive at other meetings and events and are becoming well known amongst, and admired by, our volunteers – for whom they provide invaluable hands-on support and coordination – as well as our external stakeholders. They attended, in person, the annual meeting and our events on "Active allyship" and (7.2 above) "The case for EDI". These provided useful opportunities for them to meet and chat with IP Inclusive volunteers, Charter signatories and other stakeholders and to strengthen relationships already built up online. Where possible, we combine them with an informal get-together for the full executive team.

We have been gradually increasing the overlap between Anne's and Helen's roles, which helps with contingency planning and allows greater flexibility for all executive team members: see also 14.2.3 above regarding Lead Executive Officer succession planning. They will both be involved in major 2026 projects such as *Summer of IP* (3.2 above) and the Charter scheme review (4.6 above), as well as liaising with and supporting the communities and collaborations with third parties such as Jonathan's Voice, LawCare and Focal Point (11.6 above).

Between them they handle the majority of our comms and content creation, including mailshots and newsletters, social media posts, event reports, resources and news articles. Both are able to update the IP Inclusive and Careers in Ideas websites.

14.3.2 Anne Burgato

For most of 2025, Anne Burgato worked sixteen hours a week, normally 10 am to 2 pm on Mondays to Thursdays. Her weekly hours increased to eighteen from 1 December 2025: see 14.2.3 above.

Her role has developed significantly since she joined us, and she now takes responsibility for several of our higher profile, outward-facing, projects. During 2025 she:

- Was involved in the selection of new Advisory Board members (13.3.3 above).
- Led preparations for the July event on “Active allyship” (1.2 above).
- Helped create and publish our 2025 impact survey, analyse and report the results, and create social media content to accompany the Impact Report (10 above).
- Helped update website content (16.2.1 below) and our formal documents (16.6 below).
- Took part in an episode of our anniversary podcasts (2.3 above) about building the IP Inclusive community and other future plans.
- Led initial work on a community for business support professionals (5.8.2 above), including planning, recruitment of volunteers and management of the resultant working group.
- Worked with Jane Wainwright to develop the Careers in Ideas Mentoring Hub and to recruit and train new mentors (3.3 above); she remains the primary point of contact for the hub on the executive team.
- From December, assumed responsibility for writing our monthly updates for the *CIPA Journal* (11.2.2 above).
- Attended (in person) an IP Federation event with Andrea Brewster (11.2.3 above), a Women in IP “Connected Bubbles” event in London and their October annual event (5.7.2 above), our annual meeting, the active allyship event, the November event on “The case for EDI” (7.2 above), and a December training session for new Careers in Ideas mentors.

Anne also continues to handle many administrative issues within the executive team, including:

- Bookkeeping, invoicing, credit control, payroll and pension scheme management and other accounting processes.
- Coordinating and in many cases delivering fundraising comms.
- Event organisation, registration management and associated comms.
- Maintenance of our databases of Charter and Senior Leaders’ Pledge signatories and the associated mailing lists, processing new sign-ups and liaising with signatories.
- Writing event reports.
- Creating, posting and updating content for both our websites, including news, event and resource posts.
- Processing digital content such as event recordings, promotional videos and podcasts.
- Mailing list updates on specific activities and events.
- Helping with LinkedIn comms.
- Assisting with minutes of IPIM meetings.

- Monitoring the main IP Inclusive email accounts and processing supporter correspondence.
- Managing our domain name registrations and associated services.
- Other general and organisational support for the Lead Executive Officer, as needed.

Anne manages many of IP Inclusive's online systems, including our Eventbrite, YouTube and Spotify accounts (16.5 below). She also creates promotional content for us, such as logos and images, social media tiles for events, and handouts.

14.3.3 Helen Smith

Since August 2024, Helen Smith has been working twelve hours a week for IP Inclusive. Her hours are usually divided between Monday afternoons, Tuesdays and Wednesdays.

Helen's role, like Anne's, has continued to develop and now involves responsibility for several larger projects as well as increasing amounts of direct stakeholder liaison. During 2025 she:

- Helped create and publish the impact survey and analyse and report the results.
- Presented a summary of the results at the annual meeting.
- Created the 2025 Impact Report.
- Prepared for and chaired July's "Active allyship" panel discussion.
- Based on that event, updated our Allyship Guidelines (which she had originally created) and compiled an accompanying set of "Ten actions for active allyship" (1.2 above); she will continue to be responsible for maintaining the Guidelines and associated resources.
- Represented IP Inclusive at an in-person event to launch LawCare's *Life in the Law* report (8.2.3 above).
- Updated the Careers in Ideas directory of outreach organisations (3.4 above), an exercise which involved developing our relationships with the organisations listed there; again, she will continue to be responsible for these relationships and for curating the directory.
- Began work on a resource pack of collated Careers in Ideas and other resources to support IP professionals in their careers outreach activities (3.4 above).
- Initiated a pilot programme of informal support sessions for IPause (5.4.4 above), which she will help to facilitate.
- Participated in the working group looking to establish a community for men in IP (5.8.3 above), acting as the primary point of liaison between that group and the executive team.
- Attended (in person) the annual meeting, the active allyship event, and our November event on "The case for EDI".

More generally, Helen's role includes:

- Writing formal documents, reports and survey analyses.
- Creating and promoting larger resources such as the Allyship Guidelines and Careers in Ideas directory, and optimising their accessibility.
- Preparing event reports.

- Assisting with updates and content creation for both our websites, in particular for the communities, the Mental Health Hub and the news and resources pages.
- Supporting the IPause community (5.4 above) with event organisation and resource collation.
- Producing our regular newsletter and event listings.

14.3.4 Employment terms

Anne and Helen are formally employed by IPIM and report directly to our Lead Executive Officer Andrea Brewster. They work virtually, from their own homes.

They have a good deal of flexibility in their working patterns. They can change their exact hours, by agreement with Andrea, to fit with childcare and other commitments, as well as to accommodate IP Inclusive activities and events. They can if they wish take extra unpaid leave and/or work time in lieu for example to fit around school holidays. IP Inclusive also takes a flexible approach to public holidays, which our employees can take as paid leave on any working day they choose. These arrangements continue to function well for all three executive team members, particularly as employee hours increase.

Our employees' salaries are reviewed annually. This year both were increased with effect from 1 August 2025 (the start of the new budgeting year). The increases were above inflation and slightly higher than average UK pay rises at the time, to reflect Anne and Helen's increasing value to IP Inclusive and the high regard in which they are held by IPIM and the wider IP Inclusive community.

14.3.5 Management

Andrea holds weekly catch-up meetings with both Anne and Helen to review their workloads, share ideas and updates and plan for the week ahead. Full team meetings are also becoming more frequent: see 13.4.4 above regarding work on the 2025-27 business plan.

Andrea also conducts six-monthly informal reviews and exchanges of expectations with each of them; during 2025 these took place in March and September. The reviews yielded positive feedback from all parties, revealing an increasing enthusiasm for both current roles and potential future development, as well as for wider IP Inclusive activities.

A formal vote of thanks to both employees was proposed and recorded in the minutes of IPIM's June meeting, for their valuable contributions during the last twelve months, in particular for Anne's help towards achieving our fundraising target and for Helen's work on the 2025 Impact Report. IPIM chair James St Ville followed up with letters of thanks in July. By way of an additional thank you, Anne and Helen were treated to a special afternoon tea in London, at IPIM members' personal expense, prior to the Women in IP annual event in October; Andrea Brewster, Alicia Chantrey and Julie Dunnett from IPIM joined them there.

Both Anne and Helen are encouraged to widen their roles and responsibilities at IP Inclusive in whatever ways they feel comfortable with, in particular as their working hours and responsibilities

increase. Ongoing informal discussions about their ambitions and availability for work have helped shape our resourcing plans and budget for 2025-26, and our succession planning for the Lead Executive Officer's role (14.2.3 above).

Their involvement in IPIM's September strategy meeting (13.2.3 above) was new this year and reflected their increasing status in IP Inclusive. Their contributions were very much appreciated.

We look to make additional training and support available where appropriate as roles develop. We also offer both employees opportunities to speak, off the record, to IPIM members other than their immediate line manager. Clair Curran and Lesley Evans provided such one-to-one meetings, for Anne and Helen respectively, in early 2025.

14.4 Other executive support

During 2025 we benefitted from additional voluntary support provided by Vanessa Stainthorpe and Jane Wainwright. Vanessa is a patent attorney and former Advisory Board member, and led our North of England Network in its early years. Jane is a former patent attorney and now executive coach, and also the IPause chair.

Vanessa helped to analyse and report the impact survey results, provided input into the draft 2025-27 business plan, helped update our formal privacy notice, and liaised with IP Futures regarding potential future events. She has kindly offered to help us again in 2026, in particular with the Charter scheme review and with an intended resource pack on the business case for EDI (1.4 above).

Jane has been helping Carol Nyahaha to develop the Careers in Ideas Mentoring Hub, as part of which she has created new mentor and mentee resources and organised the recruitment and training of a new batch of mentors (3.3 above), with a further onboarding programme planned for early in 2026. She has also helped with administrative aspects of the Hub, which she continues to do alongside Anne Burgato.

Jane also organised our tenth anniversary podcasts, recruited speakers, hosted and edited individual recordings, and took part herself in an episode focused on IPause.

We did not engage any interns during 2025, either as volunteers or as employees. We were however delighted to learn that Sara Belazregue (former PhD student at Imperial College London), who interned with us in 2024, had accepted a position as a trainee patent attorney from September 2026. She has joined our Careers in Ideas task force and hopes to help with the 2026 *Summer of IP* campaign, having worked on the previous campaign in 2024, and to continue to participate in IP Inclusive activities after she joins the patent profession.

15 Financial matters

15.1 General

IPIM (13.2 above) is responsible for IP Inclusive's financial affairs. Its 2025 summary financial report is provided in Annex I. Note that although IPIM's formal accounting year runs from 1 April to 31 March, the figures in Annex I are for the calendar year to 31 December 2025.

Gordon Harris continued in post as IPIM Treasurer during 2025. The day-to-day financial management is delegated to our Lead Executive Officer Andrea Brewster, assisted by executive team member Anne Burgato.

At the end of 2025 IP Inclusive had a healthy bank balance, which included a £19,000 ring-fenced contingency fund (13.2.5 above). More donations will however be necessary to ensure it can continue to operate until the end of the current budgeting period (to July 2026) and deliver on its business plan commitments; see 15.4 below regarding our approach to fundraising.

IPIM's formal financial documents, including its annual financial reports and budgets, are published on the IP Inclusive website⁷⁷.

15.2 Accounting systems and banking

15.2.1 Accountancy and bookkeeping

IPIM's accountants are Gravita⁷⁸ (a trading name of Gravita Western Limited), based in Bristol. They provide guidance on IPIM's tax and reporting as well as general financial affairs. Through Gravita, IPIM has access to enquiry fee protection to cover accountants' fees in the event of a (random) HMRC inspection.

Due to IPIM's entity status and the nature of its income, however, it does not need to file formal financial statements with official authorities.

IPIM's financial records and day-to-day bookkeeping are managed on the cloud-based accounting platform Xero⁷⁹. Its Xero account is linked with its bank account. Gravita host and manage the Xero subscription for us.

15.2.2 Payroll

Gravita also provide us with outsourced payroll services for our employees. During 2025 their systems were migrated to the cloud-based Paycircle platform⁸⁰, to which we have access to process and action our payroll records. Gravita's service includes administration of our NEST auto-enrolment pension scheme.

⁷⁷ See <https://ipinclusive.org.uk/newsandfeatures/ip-inclusive-finances/>

⁷⁸ See <https://www.gravita.com/>

⁷⁹ See <https://www.xero.com/uk/>

⁸⁰ See <https://www.peoplehr.com/en-gb/payroll/paycircle/>

15.2.3 Bank account

IPIM currently banks with the Royal Bank of Scotland plc (RBS), with whom it holds a “community” business account designed for unincorporated, community-oriented groups⁸¹. This account does not incur bank charges while our annual turnover remains below £100,000.

The account is managed primarily by Andrea Brewster, with Gordon Harris and Anne Burgato also having administrative access. Anne handles routine payments, including for payroll purposes, in accordance with terms of reference established by IPIM.

15.3 Budgeting

IPIM works to an annual budget covering the period from August to July inclusive.

The budget for August 2025 to July 2026 was published on 24 July 2025, alongside the 2025-27 business plan². This set a fundraising target for the year of £96,000 (£99,000 of budgeted expenditure minus a £3,000 surplus remaining from the 2024-25 budget). It also envisaged, if feasible, seeking an additional £8,000 of funding to cover an IP Inclusive website upgrade (16.2.1 below).

Each budget includes an increase to the ring-fenced contingency fund, to reflect increases in essential operating costs. During the budgeting year from August 2025, this increase was from £17,000 to £19,000.

As can be seen from the financial report in Annex I, our key expenditure is on HR: in 2025, 84.3% of our outgoings were employee costs, Lead Executive Officer’s consultancy fees and executive team expenses. Our other essential operating costs represented 4.1% of the 2025 expenditure, with the remainder covering items – such as the Careers in Ideas Mentoring Hub subscription (3.3 above) – for which specific funding had been obtained.

15.4 Fundraising

15.4.1 Our funding model

IP Inclusive is funded purely through voluntary donations⁸². We still feel it is important, for inclusivity, that our events and resources be free at the point of delivery, and have therefore retained a “Wikipedia”-style model that asks supporters to give what they can, when they can. This also simplifies our tax and accounting obligations as well as our internal systems.

Some donations are given for specific aspects of IP Inclusive’s work, for example Careers in Ideas projects or activities by certain communities: those for 2025 are listed in 15.4.3 below. The rest we are free to allocate to any part of our published budgets and business plans.

⁸¹ See <https://www.rbs.co.uk/business/bank-accounts/community-bank-account.html>

⁸² See <https://ipinclusive.org.uk/ip-inclusive-fundraising/>

Our ring-fenced contingency fund remains in place should we be unable to secure sufficient funding to continue: see 13.2.5 above.

15.4.2 Fundraising mechanisms

Each August we begin a fundraising campaign to finance the following year's budget. In practice the campaign tends to continue throughout the year.

We try to encourage donations by a range of means. Typically we begin with requests sent out through our mailing lists, update newsletters, social media comms and content provided for third party publications. These are followed by more targeted reminders to Charter signatory contacts who may have missed or forgotten the original communications, or to encourage those who donated the previous year to do so again.

Whenever possible we mention our need for donations at IP Inclusive events and in website event posts. There is an option to make a donation when registering for our events via our Eventbrite booking pages: this has been yielding a steadily increasing income, more than enough to cover our Eventbrite subscription (16.5 below). Specifying suggested donation amounts (currently £5 for an online event and £10 for an in-person) seemed to increase take-up of this opportunity.

Our JustGiving page⁸³ provides an additional portal for donations from individual supporters.

Those who contributed to the 2024-25 fundraising campaign were provided with "We've donated!" or "I've donated!" logos for use in their social media comms to encourage further donations.

Fundraising mechanisms are regularly discussed at IPIM meetings (13.2.3 above), and suggestions are also sought from our Advisory Board. IPIM members work with their own IP sector contacts to raise awareness and increase donation levels. This year our 2025 Impact Report (10.2 above) was used to highlight our value and importance to the IP sector, in support of our fundraising requests, whilst our tenth anniversary (2 above) has helped raise awareness of the cause and attract both financial and hands-on support.

15.4.3 Donations during 2025

By the end of July 2025 we had raised £82,849.46 of our £96,000 target for the year from August 2024. This was sufficient to cover all our actual expenditure during that period, leaving us with a small (£3,000) surplus as we entered the next budgeting year from August 2025.

It included £338.68 from event registrants, £1,358.51 from individual donors either directly or (£1,028.51) via our JustGiving page, and £340 from IPIM members to fund the annual meeting cupcakes (16.1 below). The remainder came from organisations, including membership bodies and IPReg.

⁸³ See <https://www.justgiving.com/crowdfunding/ip-inclusive>

Also received during the 2024-25 budgeting year was a £5,000 donation to cover the May to November Mentorloop subscription for the Careers in Ideas Mentoring Hub, and £500 for IP Out activities (5.6.3 above).

The 2025-26 fundraising campaign was launched in August 2025. By the end of the year we had raised £51,770.64 of our £96,000 target. This included £470.64 from event registrants, £4,000 for the November 2025 to May 2026 Mentorloop subscription, and £250 other ring-fenced donations. We also created a JustGiving page for individual donations, but this did not attract any funds during August to December 2025.

Our tenth anniversary celebrations have definitely helped with our 2025 fundraising, as has our new impact report. Although we had feared that the external climate might affect donations, in practice IP Inclusive seems to have become more important as a focus for the IP sector's continued commitment to EDI. As a result we have not yet seen any significant downturn in donations: if anything, people seem to be valuing more highly the need for IP Inclusive to continue.

16 Other operational matters

16.1 Annual meeting

IP Inclusive's 2025 annual meeting was a particularly special event, marking as it did our tenth anniversary year. It lasted longer than usual (from 2 to 5 pm) and incorporated a panel discussion on "Why do diversity and inclusion still matter?", with five high-level panellists and *Managing IP* Editor Max Walters in the chair.

Held on 2 April 2025 and hosted by A&O Shearman in London, the event was hybrid in format. In addition to the panel discussion, it included the usual updates from IP Inclusive communities and networks, the Careers in Ideas task force, IPIM and the Advisory Board, along with the formal – but brief – IPIM AGM (13.2.3 above). The updates featured a preview of the key impact survey outcomes (10.1 above), presented by executive team member Helen Smith. At the end an impromptu "snowball share-back" yielded useful input from in-person attendees about what IP Inclusive should prioritise in the next year or so; this was fed into our 2025-27 business planning process.

Our new anniversary logo, created by Carys Bello of Fellows and Associates (2.3 above), featured on an exhibition banner purchased and brought to the event for us by CIPA. We also provided cupcakes bearing the logo, which were funded by IPIM members as a thank you to IP Inclusive's volunteers. Our hosts kindly offered refreshments on arrival and a celebratory drinks reception afterwards.

Although not everything went to plan on the IT and timings fronts, the meeting overall was a success. There was a very positive, celebratory feel to the occasion (helped by wonderful weather

and a gorgeous venue with rooftop terrace) and we finished on an upbeat note despite having tackled some difficult topical issues through the panel discussion.

As usual, the meeting was open to all UK-based IP professionals, with personal invitations sent to key IP Inclusive stakeholders. Its special format and celebratory aspects made it particularly popular this year, with 166 registrations spread over the in-person and online sessions; by 31 March the in-person tickets had effectively “sold out”.

Our 2026 annual meeting has been fixed for 2 pm on 22 April, to be hosted as a hybrid event at Bird & Bird’s London office. Prior to 2025 these meetings had traditionally started at 10 am, but the afternoon format has proved popular, allowing people more time to travel from outside London, and will be retained.

16.2 Websites

16.2.1 The IP Inclusive website

The IP Inclusive website (<https://ipinclusive.org.uk/>) remains key to our communications with supporters. It is also important as a repository for the resources we provide and a directory of our events, as well as for hosting formal documents and information such as about our governing body IPIM, the Advisory Board and IP Inclusive’s governance, thus ensuring transparency and accountability to our stakeholders.

During 2025 we published 46 “News and Features” posts on the site⁴⁸ and 52 items on its resources page⁴². Our events page⁴⁶ carried posts for 53 events that took place in 2025, plus five others trailing 2026 events. These posts are described in more detail at 9.3 and 9.5 above.

During May and June, Anne Burgato from the executive team reviewed and updated content on the “What we’re doing” and Careers in Ideas-related website pages, to reflect our current activities. Minor technical updates were made to the site in September, to improve the resources posts.

Our 2025-27 business plan and 2025-26 budget envisage a larger-scale upgrade to the IP Inclusive website, as an additional “nice to have” project if funds allow. Our aim would be to establish a more up-to-date CMS editor with improved structure, functionality and editability, so as to enhance the way we interact with both existing and potential supporters. In due course we hope to seek larger one-off donations to help us progress this project, which has an estimated total cost of £8,000 (including an allowance for additional executive team support).

16.2.2 The Careers in Ideas website

The Careers in Ideas website (<https://careersinideas.org.uk/>) is aimed at would-be IP professionals and their advisers, rather than the existing IP professionals to whom the IP Inclusive site is addressed. It was rebuilt during 2024 and the new version launched in November of that year.

We did not post a huge amount of new content on the site during 2025 (see 3.5.1 above), although it has been a valuable source of information about IP-related careers to which potential new recruits

can be directed. We expect it to see a great deal more use in 2026, when it will carry news, information, resources and event posts for the *Summer of IP* campaign (3.2 above).

16.2.3 Administration, hosting and maintenance

Both our websites are hosted by VTS Web Services (VTS)⁸⁴, who also built the current Careers in Ideas site. VTS is a small company which represents a good fit for an organisation of IP Inclusive's size and resources. The relationship continued to work well during 2025, with VTS providing *ad hoc* maintenance and updates for the two sites at good value rates.

The VTS hosting package includes updates where necessary to the WordPress system on which the websites run, including to maintain site security, and regular backups.

16.2.4 Domain name registrations

The registrations for our IP Inclusive and Careers in Ideas domain names (ipinclusive.org.uk and careersinideas.org.uk) are owned by IPIM and held with IONOS Cloud Ltd⁸⁵. Our IONOS accounts include "Domain Guard" protection against third-party access and threats, and associated email addresses and data storage.

The email accounts are accessed and administered via a webmail system, to which executive team members Andrea Brewster and Anne Burgato have full access.

16.3 Other comms

16.3.1 General social media

Our social media activity helps us drive traffic to the websites for more substantive content. Primarily we use LinkedIn for both IP Inclusive and Careers in Ideas comms: see 16.3.2 below and 3.5.2 above.

We also make use of occasional video "shorts" to tell important stories, for example to showcase the 2025 Impact Report (10.2 above), the work of the Women in IP community (5.7.5 above) and our "The case for EDI" event (7.2 above). These have been kindly created for us by Carys Bello, Head of Social Media at Fellows and Associates.

Our networking and support communities have their own LinkedIn groups and/or pages, through which they raise awareness of more specific issues. IP Ability (5.3 above) also has a Facebook account, and Careers in Ideas an Instagram account for use primarily during *Summer of IP* campaigns (3.5.3 above).

We suspended our activity on X (formerly Twitter) in August 2024, due to concerns about its content moderation systems. We have not returned.

⁸⁴ See <https://www.vtswebservices.co.uk/>

⁸⁵ See <https://www.ionos.co.uk/>

16.3.2 LinkedIn

The IP Inclusive LinkedIn page⁸⁶ increased its following significantly in 2025, likely due to extra publicity around our tenth anniversary. Activity levels (shares, likes, etc – plus tags from other organisations' posts) also continue to increase. The page is useful for sharing news, promoting our events and resources, requesting help and facilitating informal dialogue with our stakeholders. We publish our fortnightly newsletters on it as well as circulating them via the Mailchimp mailing lists (16.3.3 below); it has also carried important announcements such as about our impact reports, business plans and fundraising campaigns, as well as messages of support for particular groups in response to external events (16.3.4 below) or awareness dates.

At the start of 2026 the page had 2,492 followers, compared to 1,651 at the start of 2025. Our LinkedIn discussion group, for more private and user-driven conversations within our community, had 743 members at the start of 2026 compared to 731 at the start of 2025.

Careers in Ideas has its own LinkedIn page and discussion group: see 3.5.2 above.

16.3.3 Mailing lists

We use our Mailchimp mailing lists⁸⁷ (a general “IP Inclusive Updates” list; lists for individual communities and regional networks; and lists for the authorised signatories and EDI officers of our Charter signatories) to make supporters aware of our own activities and of general EDI- and wellbeing-related developments.

The IP Inclusive Updates list had 1,168 subscribers at the start of 2026, compared to 1,102 at the start of 2025. 843 people had subscribed to notifications of new News and Features posts on our website, compared to 778 at the start of 2025.

During the year we sent roughly fortnightly emails to the IP Inclusive Updates subscribers, some of them event listings and some more general newsletters. These are copied to Charter signatory EDI officers. We also send occasional notices about specific events to relevant subscribers.

16.3.4 Responses to external events

Sadly, in 2025 we found ourselves responding to several less than ideal developments on the EDI front, both in the UK and abroad.

In January we posted a statement on LinkedIn following EDI-related developments in the US under its new President Donald Trump. We affirmed IP Inclusive’s continuing support for people likely to be adversely affected (in particular in the LGBTQ+ community) and stressed the importance of allyship. This statement was mirrored on the IP Inclusive website home page.

For much of 2025 the IP & ME webpage carried a statement of support for people affected by conflict in the Middle East, and in October a specific message of support for the Jewish community

⁸⁶ See <https://www.linkedin.com/company/98183780/>

⁸⁷ See <https://ipinclusive.org.uk/stay-in-touch/>

following the attack on a Manchester synagogue on Yom Kippur. The latter was reproduced on our website home page. See 5.2.3 above.

In all these cases, we try to adopt an impartial and apolitical tone, urging tolerance, sensitivity and compassion for all.

16.4 Data protection

IP Inclusive Management is registered as a data controller with the Information Commissioner's Office (ICO), under the reference ZA328855.

We do not process a great deal of personal data in the course of our work. The lawful basis on which we do so is our legitimate interests in (a) furthering IP Inclusive's objects of promoting equality, diversity, inclusivity and wellbeing in the UK IP professions, and (b) supplying a service requested from us when the data was provided (for example access to an event; the publication of an announcement; access to a directory, mentoring scheme or other resource; or the provision of information and updates).

Our Privacy Notice and Data Protection Policy are available on our website⁸⁸.

16.5 Other IT issues

All three members of our executive team work remotely using their own IT equipment, with shared access to email accounts and relevant files. We use Google drives for internal document exchange and storage.

Where possible we use free accounts for our IT and administrative support, but certain functions have proved worth paying for. We currently subscribe to:

- An Eventbrite “Pro” plan, which allows us to publish an unlimited number of events a year, with unlimited ticket numbers, and has proved invaluable for event promotion, registrations and comms.
- A Mailchimp “Essentials” plan for our update newsletters, event listings and other more targeted stakeholder comms, and for notifications of website News and Features posts (16.3.3 above).
- A SurveyMonkey “Standard” plan, which was particularly useful in 2025 for our impact survey (10.1 above).
- As of September 2025, a Zoom “Pro” account managed by Anne Burgato. This is used for hosting meetings and events and for creating longer-term resources such as event or informational recordings. For increased flexibility, we also have access to a Zoom account which is shared with, and funded by, Andrea Brewster.

⁸⁸ See <https://ipinclusive.org.uk/privacy-policy/>

Our YouTube account remains free for the time being and sees extensive use as a platform for both event recordings and other resources: see 9.4 above. We also now have a (free) Spotify account for IP Inclusive podcasts, in particular those created for our tenth anniversary (2.3 above).

16.6 Other formal issues

During 2Q and 3Q 2025 we reviewed and updated IP Inclusive's formal documents, for example our Privacy Notice, Communications Policy and Volunteers' Code of Conduct. The new versions were adopted in September and published on a new "Policy Documents Hub" webpage⁷³. An updated compilation of IP Inclusive contact details was published at the same time on our website "Contact Us" page⁸⁹.

16.7 Key contacts

IP Inclusive's general operational matters and comms are managed by our Lead Executive Officer Andrea Brewster, with support from Anne Burgato and Helen Smith. They are overseen by IPIM.

Our websites are curated by all three members of the executive team, and our LinkedIn pages by Andrea and Anne. Anne also manages most of our events-related and Charter signatory comms, whilst Helen produces the newsletters and event listings.

Comms specific to the communities and regional networks are managed by their individual committees, with backup where needed from the executive team.

17 Acknowledgements

17.1 General

IP Inclusive would like to thank everyone who helped to make 2025 such a special year for us, including those who donated funds; organised or hosted events; spoke or introduced speakers; and contributed time, energy, expertise and ideas.

Particular thanks go to the individuals who led or contributed to specific projects such as the tenth anniversary podcasts and other celebrations, the Careers in Ideas Mentoring Hub and the men's mental health work; to committee members in the communities and regional networks; to the Careers in Ideas task force; and to the Advisory Board and IPIM team, whose guidance is vital to our stability and success. We are also grateful to these people's employers and business colleagues for supporting their involvement in IP Inclusive.

Our thanks as well to CIPA for providing us with an "address for service" for formal purposes.

⁸⁹ See <https://ipinclusive.org.uk/contact/>

17.2 2025 donors

During the first half of 2025 we received further donations towards our 2024-25 business plan from Arnold & Porter, Beck Greener, Bird & Bird, Cameron IP, CITMA, Definition IP, D Young & Co, FICPI-UK, Haley Giuliano, the IP Federation, Keltie, Marks & Clerk, Mewburn Ellis, Murgitroyd, Page White Farrer, Reddie & Grose, Schlich, Sipara, Two IP and Viatris UK Healthcare. Three New Square, winners of the February CITMA Charity Quiz, kindly donated their prize money to IP Inclusive. IP Out also received a dedicated donation from Triona Desmond, whilst Dehns contributed to the drinks bill at their August social event. Donations from Kilburn & Strode and Mewburn Ellis covered the year's Mentorloop subscriptions for our Careers in Ideas Mentoring Hub.

Thus far the following organisations have contributed to our 2025-26 fundraising campaign: 8 New Square, 11 South Square, Abel + Imray, Addleshaw Goddard, Appleyard Lees, Bristows, Cameron IP, CIPA, Dehns, D Young & Co, Greenwoods, Hindles, HSF Kramer, Impact IP, IPReg, Mathys & Squire, Openshaw & Co, School House Consulting, Stratagem IPM, Three New Square and Venner Shipley. We have also received donations from a good number of individual event attendees.

We are extremely grateful to all of these donors. Their generosity has allowed us to keep our events and resources on the right side of the “paywall” for everyone in the UK’s IP professions.

17.3 Event organisers and hosts

Thank you to the following organisations who have provided real-life venues and refreshments (in many cases with additional online access) for our 2025 events: Abel + Imray, Ansons, A & O Shearman, Brabners, Brodies, Carpmaels & Ransford, CIPA, CMS, Dehns, DMH Stallard, D Young & Co, Finnegan Europe, HGF, Hill Dickinson, Hindles, Keltie, Kilburn & Strode, Marks & Clerk, Mewburn Ellis, Murgitroyd, Page White Farrer, Pinsent Masons, Simmons & Simmons, White & Case, Wiggin and Withers & Rogers.

Several other organisations have shared their online meeting facilities for IP Inclusive activities, for example committee and working group meetings, individual sessions of the IP & ME and Women in IP coffee dates, or the creation of recorded resources. We are grateful to them too.

Special thanks are due to the individuals whose hard work ensured the success of these events, and to the numerous speakers and discussion leaders – both within and outside the IP sector – who provided their time and expertise for free so that we in turn could offer free training and resources to the IP Inclusive community.

17.4 Other supporters and partners

We would like to extend our thanks to:

- Bnode, Focal Point Training, Illuminate VR, Jonathan’s Voice and LawCare, who continued to work alongside IP Inclusive in 2025 and to provide support, advice, ideas and welcome opportunities for our supporters to benefit from their work.

- Carys Bello of Fellows and Associates, who created some amazing social media content for us.
- The CIPA team, who contributed to our tenth anniversary celebrations in so many ways, both financial and otherwise.
- Max Walters and his colleagues at *Managing IP*, for partnering with us on our anniversary podcasts.
- *World IP Review* and *World Trademark Review*, who sought our input on EDI-related issues through the year and helped to amplify our influence and reach.

17.5 And finally...

Our thanks go not only to those who are named in this report but also to those who have worked behind the scenes, or simply supported us or spoken about us or attended our events. Sincere apologies if we have omitted to mention you; please know that we are hugely grateful for your contributions.

18 Notes

18.1 Annual statistics

Unless otherwise stated, references in this report to numbers of EDI Charter signatories, mailing list subscribers, and social media followers and group members “at the start of 2026” were recorded on 2 January 2026. Those listed for “the start of 2025” are taken from the 2024 Annual Report⁹⁰ and were mainly recorded on 2 January 2025.

Event registration numbers are only quoted for 3Q 2025 onwards, when we began to record and analyse this information as part of our drive for greater engagement. They are not available for events where registrations were handled through a host’s system or a less formal collection of RSVPs by individual volunteers.

18.2 Terminology

The acronym EDI is used throughout this report to mean equality/equity, diversity and inclusion. We appreciate that other acronyms are also widely used (for example DEI) and that new terms are emerging in wake of changes to perceptions of diversity around the world, but we believe that most of these embrace, essentially, the same overall objectives. We hope therefore that our use of “EDI” does not cause discomfort or detract from our underlying messages.

⁹⁰ See <https://ipinclusive.org.uk/newsandfeatures/our-2024-annual-report/>

Annex I:

IP Inclusive Management 2025 Financial Report

I.1 Formal matters

IP Inclusive Management (IPIM) is an unincorporated association and is not VAT-registered. In accordance with its constitution⁷⁰, it operates on a not-for-profit basis. All income is used to pursue the IP Inclusive objectives⁹¹ and to ensure that our events and resources remain free at the point of delivery to UK-based IP professionals. Payments received by IPIM are accepted as voluntary donations to the IP Inclusive cause; no products or services are provided in return.

IPIM currently banks with Royal Bank of Scotland plc: see 15.2.3 above.

IPIM's accountants are Gravita⁷⁸ (a trading name of Gravita Western Limited), based in Bristol. Its accounting records are kept on the cloud-based Xero platform, the subscription for which is managed by Gravita. Gravita also provide us with outsourced payroll and pension scheme management and associated financial advice.

Internally, the IPIM finances are managed by our Lead Executive Officer Andrea Brewster and executive team member Anne Burgato. They are overseen by the IPIM Treasurer Gordon Harris. IPIM's formal financial documents, including its annual financial reports and budgets, are published on the IP Inclusive website⁷⁷.

The IPIM financial year runs from 1 April to 31 March.

I.2 Summary of 2025 finances

Opening bank balance 1.1.25:	£33,164.59
Income:	£92,906.60
Expenditure:	£86,278.30
Closing bank balance 31.12.25:	£39,792.89
(incl ring-fenced contingency fund)	(£19,000.00)
Creditors at 31.12.25:	£0
Debtors at 31.12.25:	£250.00

⁹¹ To promote and improve equality, diversity, inclusivity and wellbeing in the UK's IP professions, and to act for the benefit of the community of UK-based IP professionals and those they work with, and also of those wishing to join that community (see section 2 of the IPIM constitution)

I.3 Breakdown of 2025 income and expenditure

	In £	Out £
Income:		
General donations towards the 2024-25 business plan	35,295.96	
General donations towards the 2025-26 business plan	47,520.64	
Donations for Careers in Ideas Mentorloop subscriptions	9,000.00	
Donations to IP Out	500.00	
Donations from IPIM members	590.00	
<hr/>		
Total	92,906.60	
 Expenditure:		
Lead Executive Officer fees		34,181.25
HR costs ⁹²		37,137.00
Executive team expenses ⁹³		1,478.54
Accountants' advice, Xero subscriptions and payroll charges		1,362.00
Mentorloop subscriptions for Careers in Ideas		8,913.60
Website hosting and maintenance		414.00
Other operational costs ⁹⁴		1,741.91
IP Out May event speaker fee ⁹⁵		500.00
Hospitality-related items ⁹⁶		550.00
<hr/>		
Total		86,278.30

⁹² Includes salaries, tax, NI, pension contributions and Christmas bonuses

⁹³ Includes travel expenses for the Lead Executive Officer (LEO) and other executive team members plus the LEO's basic office expenses

⁹⁴ Includes Eventbrite, Mailchimp, SurveyMonkey and Zoom subscriptions; insurance; domain name registrations and email account hosting; ICO data protection fee; distribution of IP Inclusive Ally and Careers in Ideas pin badges

⁹⁵ Covered by a donation to IP Out

⁹⁶ Includes cupcakes for annual meeting and afternoon tea for executive team; covered by donations from IPIM members

Annex II: IP Inclusive contact details

Contact details for IP Inclusive and Careers in Ideas are summarised on our website “Contact us” page⁸⁹. This also provides access to a more detailed listing of website, email and social media links, including for our communities and regional networks⁹⁷.

Below are the main contact details for IP Inclusive, its governing body IPIM and its Careers in Ideas outreach arm.

IP Inclusive	Website:	https://ipinclusive.org.uk/
	LinkedIn page:	https://www.linkedin.com/company/98183780/
	LinkedIn group:	“IP Inclusive” https://linkedin.com/groups/8473869
	Emails:	General (including fundraising) queries: contact@ipinclusive.org.uk Charter queries: charter@ipinclusive.org.uk Events queries: events@ipinclusive.org.uk Data protection queries: data@ipinclusive.org.uk
Careers in Ideas	Website:	https://careersinideas.org.uk/ (see also https://ipinclusive.org.uk/careers-in-ideas/)
	LinkedIn page:	https://www.linkedin.com/company/careers-in-ideas-initiative/
	LinkedIn group:	“Careers in Ideas” https://linkedin.com/groups/12376993
	Email:	contact@careersinideas.org.uk
IP Inclusive Management (IPIM)	Website:	https://ipinclusive.org.uk/ip-inclusive-management/ ⁹⁸
	Contact via:	contact@ipinclusive.org.uk
	Chair:	James St Ville KC
	Secretary:	Clair Curran
	Treasurer:	Gordon Harris
	Lead Executive Officer:	Andrea Brewster (andrea.brewster@ipinclusive.org.uk)
	Written correspondence:	c/o CIPA, 2nd Floor, Viaro House, 20-23 Holborn London EC1N 2JD

⁹⁷ See <https://ipinclusive.org.uk/wp-content/uploads/2025/08/250815-IP-Inclusive-Contact-Details-FINAL.pdf>

⁹⁸ Note: this page also provides access to IP Inclusive’s formal policies and procedures, including our Data Protection Policy, our Communications Policy and our Volunteers’ Code of Conduct