

IPA GROUP

Integrated Report 2025

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This Report

This report covers the activities of the IPA Group and its controlled entities, including operations in Australia, UK, China, and Malaysia, for the financial year 01 July 2024 to 30 June 2025.

Statement of Responsibility

The IPA Group Board acknowledges its responsibility for the integrity of the Annual Integrated Report and has been involved in its development and direction from its commencement. The Board has reviewed and considered this report at its July 2025 meeting.

It is the Board's view that the report has been prepared in accordance with the Integrated Reporting Framework, and it has received Limited Assurance on this basis. Our materiality process and outcomes received Reasonable Assurance.

Integrated Reporting

Three years ago, the IPA Group embarked on a transition to move from an annual report to an annual integrated report. This process has been an invaluable exercise in understanding our role in providing and creating value for our members and stakeholders. In the first year, we undertook a stocktake and started to build our foundation for future years. This involved training of the Board of Directors and executive staff on integrated reporting principles and integrated thinking. We adopted the International Integrated Reporting Framework developed by the International Integrated Reporting Council. It directed us to consider our data collection process and reporting practices, including strengths and weaknesses.

The second year saw the IPA Group further develop and implement the Framework. This involved a more refined alignment between our business strategy and practices with the Framework and especially the chosen capitals for value creation under the Framework. Part of the ICT transformation that the IPA Group has undergone over the last three years included data integration, which enabled a more accurate system and process for collecting and integrating financial and non-financial data. This provides the basis for evaluating the outcomes of our various activities against the capitals of value creation.

This report represents the third year of the transition to integrated reporting and sees the culmination of integrating the IPA Group's strategy, governance and performance, which has also guided the ICT transformation to support this process. Our approach to integrated thinking and reporting have had a material impact on developing the new IPA Group strategic plan, which is discussed in this report.

The Integrated Reporting Framework incorporates environmental, social and governance (ESG) principles, and we have continued to implement the ESG principles in our business and reporting. The United Nations Sustainable Development Goals have also been considered and linked to our reporting and business activities. This is an entwined and ongoing, dynamic process.

From here, we need to focus and refine the use of sustainability metrics across the business. Communication of the integrated report and the benefits of applying the Integrated Reporting Framework also need to be enhanced in future years. It is not apparent that all stakeholders, including IPA Group members worldwide, are aware of the benefits of integrated reporting and how it has shaped our strategy, reporting and performance. Whilst the integrated reporting process has improved over the last three years, there remains room for further improvement, and the IPA Group Board and management intend to ensure that continuous improvement applies to our integrated reporting process and systems. Part of this will be the implementation of a more formal review and evaluation process. In turn, a critical element of the review will be to evaluate the impact of the integrated report, especially on stakeholder engagement and awareness and also decision-making by the Board of Directors and the senior management of the IPA Group. This will help to inform adjustments and improvements to future reporting practices and processes. The principal audience for this report is our members, and it may be of value to other stakeholders.

Basis of Preparation

1. The Integrated Report has been prepared and presented in compliance with the disclosures required by the International Integrated Reporting <IR> Framework and is appropriate to meet management needs and the needs of other intended users.
2. The Board of Directors and management group are responsible for the preparation of the Integrated Report.
3. The Integrated Report provides a concise communication about how IPA's strategy, governance, performance and prospects lead to the creation of value over the short, medium and long term.
4. The Board of Directors has during the year carried out reviews of the adequacy of the Group's system of internal controls, covering all controls including financial, operational and compliance controls, premised upon a risk based assessment of the Group. This includes implementation of internal controls to prevent and detect fraud and error.
5. There exists an ongoing process within the Group for:
 - a. identifying, evaluating and managing the significant risks faced by the Group;
 - b. the ongoing process has been in place for the year under review and up to the date of the Integrated Report for inclusion in the annual report;
 - c. the ongoing process has been regularly reviewed by the Board of Directors;
 - d. the ongoing process is in accordance with the International Integrated Reporting <IR> Framework.
 - e. assessing that the information contained in the Integrated Report is matched to assessing how IPA creates value in the short, medium and long term and includes all material matters.
6. The processes that the Board of Directors has applied to deal with material internal control aspects of any significant problems disclosed in the annual report appropriately reflect those processes.

The IPA Group

The Institute of Public Accountants (IPA), is a peak accounting body, established in 1923 in Melbourne. Alongside its sister organisation, the Institute of Financial Accountants (IFA), which reached its own centenary in 2016, the IPA Group has continuously evolved.

Today, we are a significant part of a dynamic global profession, representing over 50,000 members and students across industry, commerce, government, academia, and professional practice. The changes we've seen over the last year continue to transform our organisation within this fast-moving world.

Our mission : Making small business count

The IPA's defining characteristic is its profound passion for small business and small to medium enterprises (SMEs). This commitment is deeply embedded in our identity, as more than 75% of our members either provide services to small businesses or are small businesses themselves. We constantly challenge ourselves to deliver the best possible service to our members while steadfastly maintaining this focus.

Our fundamental reason for being is clear:

To improve the quality of life of small business.

We deeply understand the vital contribution small businesses make to the economy globally. As trusted advisors, IPA members play a pivotal role in the lives of their small business clients and employers, uniquely positioned to support their productivity, growth, and prosperity, thereby making a genuine economic impact. This is why our vision is firmly established: **For every small business to have one of our members by their side.**

Advocating for the small business and SME sectors is truly at the core of what we do. Our work led to the landmark Australian Small Business White Paper in 2015, which has become a series, developed with our dedicated IPA Deakin University SME Research Centre. This influence has expanded internationally, with the development of UK and Chinese versions of the White Paper, and ongoing research into factors like the mental health and wellbeing of small business owners.

Our commitment to members and professional standards

The IPA Group is deeply committed to building significant value for our members. Our focus on enhancing professionalism and ethical standards is reinforced by our strategy, underpinned by ongoing investment in our education and ICT transformations. These foundational investments enable our co-regulatory function as a professional accounting association, allowing us to conduct quality assurance reviews of members (especially those in practice) and enforce professional standards through our quality review system. The IPA offers various membership levels – Associate (AIPA), Member (MIPA), and Fellow (FIPA) – along with a free student membership.

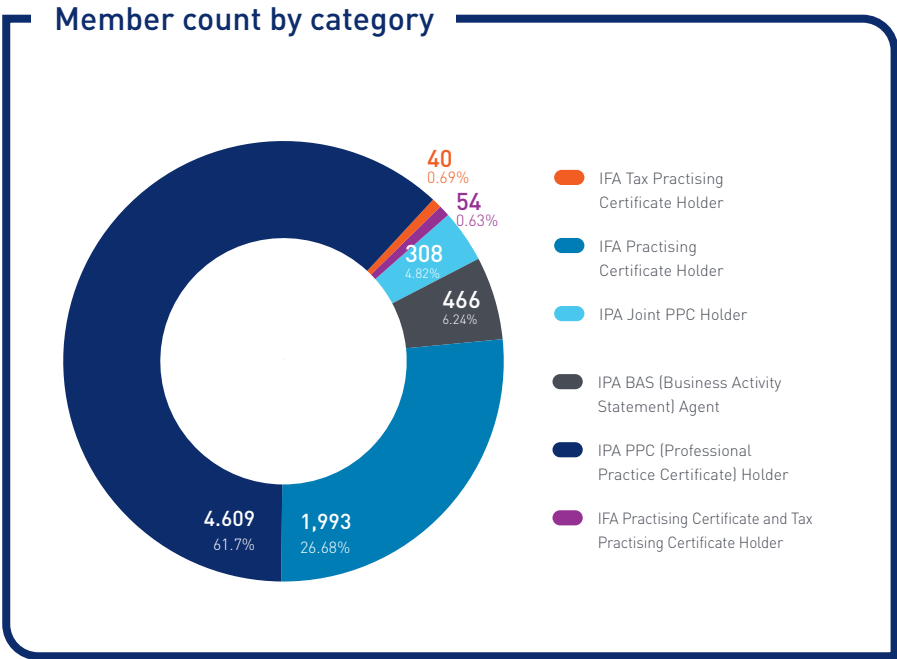
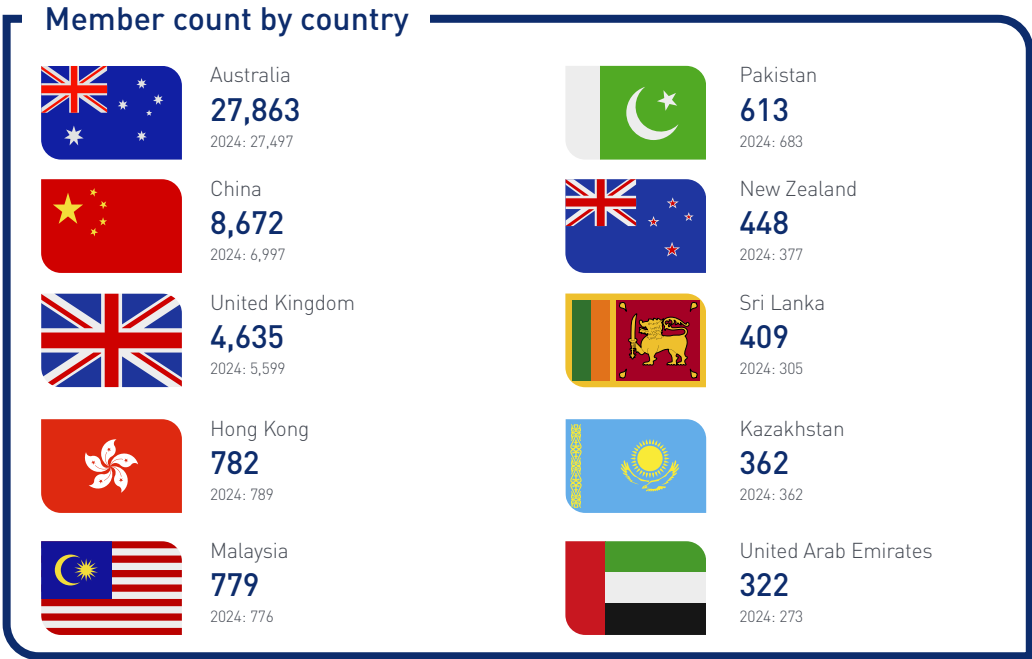
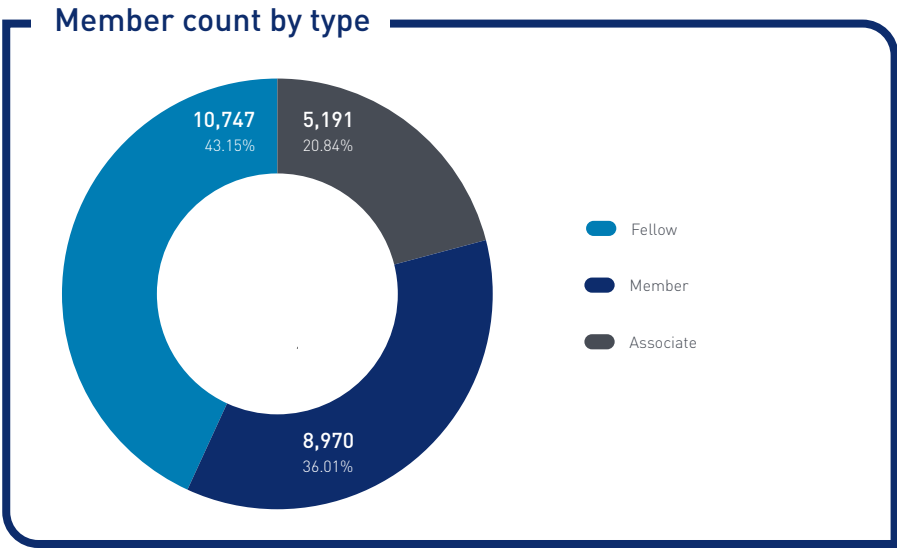
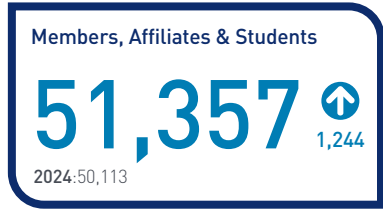
We consistently advocate for our members' best interests across a broad spectrum of relevant topics, including taxation, financial advice, accounting standards, and sustainability reporting. Our influence is significant: we hold a seat at over 120 forums with key political, regulatory, and industry stakeholders across Australia and overseas, reinforced by numerous formal submissions and an active media program.

Competence is a guiding ethical principle, and the IPA Group actively supports this by providing quality continuing professional development (CPD), essential tools, comprehensive technical information, relevant publications, diverse events like our annual Tax Roadshow, and robust digital platforms for networking and discussion. Our "Global Certificate of Public Accounting Program" is a key part of reimagining education to better suit accountants' evolving needs. All these services are continually enhanced to create maximum value for our members.

An ongoing journey

As we reflect on our rich history and look to the future, we reaffirm our unwavering commitment to the principles that define our profession. Trust is not a static achievement; it is an ongoing journey that requires collective action and unwavering dedication from everyone. It is vital for the existence of the profession itself, and for the health of the broader economy and community.





External Environment and Outlook

The accounting profession is experiencing a significant shift, primarily driven by rapid technological advancements, evolving **regulations**, a growing focus on **Environmental, Social, and Governance (ESG)** factors, changing **client expectations**, and a persistent **talent shortage**. While technologies like AI and automation offer significant opportunities for efficiency and new service offerings, challenges such as rising operational costs, intense competition, and a complex regulatory environment continue to demand attention.

These challenges and external risks and pressures are reflected in the new 2025 IPA Group Strategic Plan which directly addresses these external pressures through its core themes of **Growth, Value, and Leadership**. The Plan aims to ensure that IPA members and the profession adapt and thrive in this evolving landscape. Ultimately, the future of accounting hinges on continuous adaptation, unwavering ethical practice, and robust risk management. Developing the new Strategic Plan against the Integrated Reporting Framework has provided clarity in how we prioritise and plan for future challenges and opportunities.

Accounting at a Crossroads

Historically focused on transactional tasks and compliance, the accounting profession is undergoing a fundamental change. This transformation is fuelled by:

- **Digital technologies:** Reshaping how tasks are performed
- **Dynamic regulations:** Requiring constant adaptation
- **Rise of sustainability and ESG:** Demanding new areas of expertise
- **Evolving client needs:** Shifting from compliance to strategic advice
- **Persistent talent shortage:** Impacting the profession's capacity.

Leading firms are heavily investing in new capabilities to meet these demands. The IPA Group Strategic Plan 2025 is designed to navigate this era, ensuring the IPA Group "meets but exceeds the expectations of our members and the broader community" and fosters "professional growth, ethical standards, and public trust." AI and automation are redefining roles, accelerating accountants from data processors to strategic advisors – a shift the IPA embraces by focusing on human-centric expertise enabled by technology.

External Environment and Key Drivers of Transformation

Several powerful forces are shaping the accounting profession, each presenting opportunities and risks. The IPA Group's Strategic Plan directly responds to these within its themes of Growth, Value, and Leadership. In turn, we have sought to integrate these into our value creation for members and other key stakeholders.

Technological Revolution

AI, Machine Learning, Blockchain, Cloud Computing, Advanced Data Analytics, and Robotic Process Automation (RPA) automate routine tasks, improve efficiency, and enable real-time financial insights. In comparison, these technologies offer significant gains but demand substantial investment and continuous upskilling.

The IPA Group's **Leadership** theme, "Leading the way in ICT innovation," commits the Group to investing in cutting-edge technologies like AI and cloud computing to enhance service delivery and provide state-of-the-art tools for members. The organisation also recognises "cybersecurity and data protection" as material risks within its Enterprise Risk Management Framework. Further, results from the member survey support the challenge of technology faced by the profession.

Evolving Regulatory Landscape

The regulatory landscape in the IPA Group's key markets of Australia and the UK, is constantly evolving, driven by advancements in technology, changes in business practices and increasing demands for transparency and accountability as we seek to restore trust in the profession. In fact, we have experienced an avalanche of regulatory change which has placed a significant burden on members, with the survey results reflecting the impact. More broadly, we have seen how global tax authorities are rapidly digitalising, with initiatives such as the Australian Taxation Office's (ATO) Single Touch Payroll Phase 2, e-Invoicing and the UK's Making Tax Digital. In addition, there have been ongoing changes to most of the areas in which our members practice and work, requiring them to stay up to date at a constant pace.

The need to have their interests represented and their voice heard is the foundation of the IPA Group's **Value** theme which aims to "Strengthen our advocacy and influence" and "Drive new SME policy outcomes," actively supporting members through these regulatory shifts. The member survey reflects the importance of being represented in choosing to join the IPA Group.

Shifting Client Expectations

Clients are increasingly demanding more than just compliance; they seek rapid, strategic advisory services and integrated financial solutions. This pressure often leads to increased staffing costs for firms. The IPA Group supports members in meeting these demands through “Enhancing member services” and ensuring its team is “engaged and efficient.”

Sustainability (ESG) and Integrated Reporting

The growing importance of **ESG reporting** means accountants must integrate environmental, social, and governance factors into financial strategies, requiring an understanding of “green tax” initiatives. This emerging field is also experiencing increasing competition from non-accounting professionals. The IPA Group feels the urgency of an increasingly competitive market in a promising sector. For this reason, there has been a significant pivot to sustainability and ESG in our advocacy work and in engagement with members through activities such as the Sustainability Working Group (refer to the sustainability section below). We are always mindful of the risk posed by complacency and inaction.

The IPA Group’s **Value** theme addresses this by committing to “Support our members in mastering the frameworks, skills, and ethical considerations required to lead in this critical area” of sustainability, linking its themes to the United Nations Sustainable Development Goals (SDGs) across our various activities.

Broader Economic Factors and Cost of Doing Business

Economic factors like energy, staffing and general and professional indemnity insurance costs significantly contribute to the **increasing cost of doing business** for accounting firms and members. In addition, there is the cost of regulation which includes government levies for the Compensation Scheme of Last Resort, Anti-Money Laundering compliance (AML), Tax Agent Services Act (TASA) fees, Professional Standards Councils (PSC) levies, ASIC levies and more. These escalating costs directly impact profitability. The IPA Group’s advocacy and SME policy initiatives aim to alleviate these pressures, recognising “Small practice viability” as a key challenge. Our advocacy effort constantly stresses the regulatory cost burden which must be included in a genuine cost-benefit analysis when developing policy and legislation and striving to make regulation scalable and cost effective for smaller practices and entities.

The Evolving Role of the Accountant: From Transactional to Strategic

The accountant’s role rapidly shifts from routine, transactional tasks to **strategic advisory**, leveraging AI to handle the more repetitive work. This demands new skills in data literacy, advanced analytics, prompt engineering for AI, and critical thinking. The profession faces a dual challenge of declining accountants and a persistent skills shortage.

The IPA Group’s **Leadership** theme, through “Education transformation,” embeds these contemporary skills into its programs. Its **Growth** theme aims to “Expand our membership base” to counter declining numbers and “Attract talent.” While this shift can make the profession more appealing, the risk to education revenue from readily available free CPD offerings remains challenging for professional bodies.

Emerging Business Models and Service Offerings

Accounting firms are expanding beyond traditional compliance services into specialised advisory and technology consulting. This diversification is driven by automation, the need for new revenue streams to offset rising costs and increasing competition. New offerings include ESG advisory.

The IPA Group supports this pivot through “Enhancing member services” and “Leading the way in ICT innovation.” “Finance-as-a-Service” and flexible operating models are gaining traction, allowing firms to manage costs and scale more effectively. Client engagement is becoming more proactive and tailored, leveraging technology for real-time insights. The IPA Group’s focus on “empowering small businesses to grow and thrive” and “SME Policy” aligns with this embedded, proactive role for accountants.

Workforce and Talent Implications

The accounting profession faces a significant **talent crisis**, characterised by a wave of retirements and a declining number of CPA candidates. This leads to widespread skills shortages, particularly in taxation and management accounting. AI and automation are crucial tools to help bridge this gap and potentially make the profession more appealing.

The IPA Group’s **Leadership** theme, “Education transformation,” provides essential upskilling in AI-driven capabilities. However, challenges persist with high-quality free CPD offerings, which pose a risk to education revenue for professional bodies. While AI can improve work-life balance, making accounting more attractive to younger generations, the overall decline in accountant numbers remains a persistent concern. The IPA Group aims for 30,000 active members by 2030 by boosting the profession’s attractiveness.

Ethical, Regulatory, and Security Challenges

Integrating new technologies introduces complex ethical, regulatory, and security challenges. Maintaining high ethical standards is paramount. The IPA Group addresses these through its focus on “Building trust in the profession” and upholding “ethical standards,” with “Operational Regulations – domestic and international, cybersecurity and data protection” identified as material risks.

Data Security and Privacy

Increased cyber threats, vulnerabilities from remote work, and risks associated with third-party vendors necessitate robust security measures. This includes implementing encryption, secure portals, VPNs, regular audits, and staff training. The increasing cost of doing business now includes these essential security implementations. The IPA Group’s ICT innovation incorporates “security and data protection” into its strategy.

Ethical AI

AI presents unique challenges, including algorithmic bias, a lack of transparency, over-reliance on AI outputs, and “hallucinations” (inaccurate AI-generated information). Human oversight, clear documentation, and strong ethical AI leadership are crucial to mitigate these risks. The IPA Group is committed to equipping members with “tools and knowledge to integrate these technologies responsibly and effectively.”

Navigating the Complex and Inconsistent Regulatory Landscape

Fragmented AI regulations and evolving compliance requirements (e.g., increased ATO scrutiny, GST reporting changes, TASA, CSLR, PSC levies) add significant costs for members. The IPA Group actively advocates for members through “Strengthening our advocacy and influence” and “Driving new SME policy outcomes.”

Challenges for Small Businesses

Small businesses face unique challenges in adapting to digital compliance (such as STP Phase 2 and e-Invoicing) and the financial burden of technology adoption. The IPA Group’s mission is to “improve the quality of life of small businesses”, and its SME policy initiatives directly support this crucial segment of the economy.

Adaptation in Accounting Education and Professional Development

Accounting curricula are being modernised to reflect technological shifts, with professional bodies integrating digital tools, data analytics, and ethical considerations. The IPA Group’s “Education transformation” delivers advanced CPD programs, actively countering the challenges posed by free CPD offerings and mitigating the risk to education revenue. Flexible learning pathways, such as the IPA’s Global Certificate of Public Accounting and RPL (Recognition of Prior Learning) software, address the declining number of accountants. Collaboration with industry partners further ensures curriculum relevance and helps address staffing challenges.

The “Education transformation” focuses on keeping members current through high quality offerings. However, there has been an increasing amount of free Continuing Professional Development (CPD) being offered in the market. This presents a risk to the IPA’s return on investment in education (especially the Global Certificate of Public Accounting). We have seen a decline in forecast revenue from CPD over the last financial year. In response, the IPA Group has adjusted to market conditions by changing our marketing approach, targeted audience and product offerings (further details are below). The member survey highlight “Constant legislative changes” and “Lack of respect from the ATO” as ongoing challenges.

Long-Term Outlook

The future of accounting envisions “**continuous accounting**” and real-time financial insights, potentially making traditional monthly closes obsolete. AI will transform risk management, reducing errors and fraud, strongly emphasising ethical AI leadership. While AI will undoubtedly create new roles, such as AI-enabled auditors and data analysts, the declining number of accountants and increasing competition from non-accounting professionals are expected to persist.

Human judgment, professional scepticism, and ethical decision-making will remain indispensable, solidifying the accountant’s role as “arbiters of trust and integrity.” The IPA Group’s strategic objectives are designed to support this future vision directly.

The accounting profession is undergoing a profound technological revolution, presenting significant opportunities and notable risks. The IPA Group Strategic Plan 2025 provides a clear roadmap, focusing on **Growth, Value, and Leadership** to support members through these changes. Key challenges include increasing business costs, declining accountants, competition from non-accounting professionals, and risks to education revenue. The accountant’s role is shifting to strategic advisory, demanding new skills, with human judgment remaining critically important. The IPA Group’s comprehensive strategy addresses these factors through education, advocacy, technology adoption, and member services.



External Outlook – Member Views

Through the member survey, which was launched in April 2025 across both Australia and the UK, the IPA identified key issues that directly impacted our members.

Members continue to grapple with several significant challenges, with the **economic situation and cost of living** impacting the most significant proportion of respondents (48% overall). This issue was particularly prevalent among those working in non-accountancy organisations, with over 56% reporting its effect.

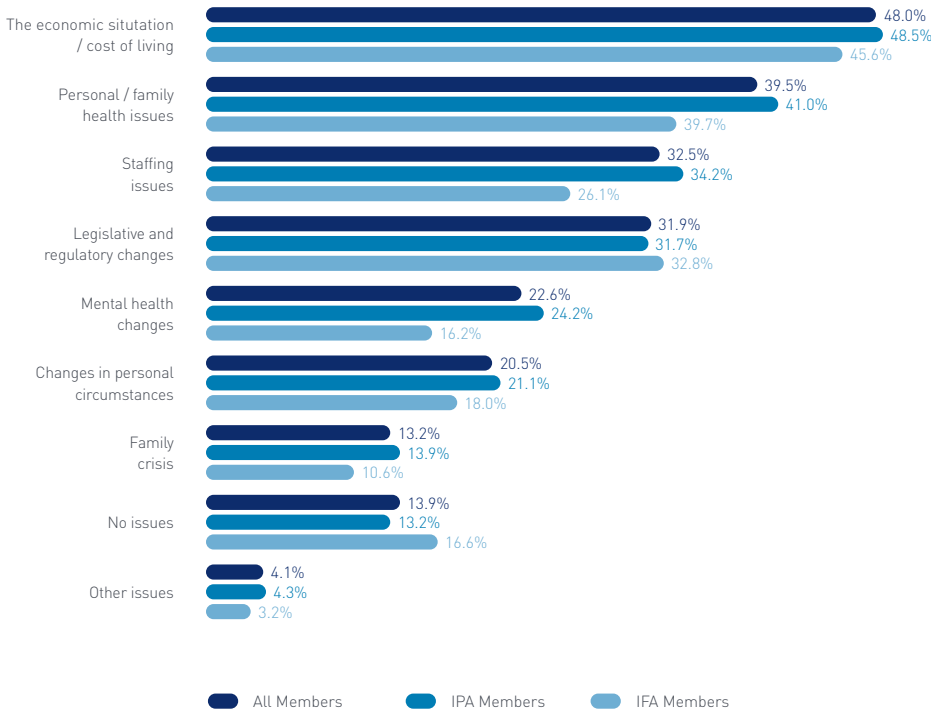
Personal/family health issues represent the second most common challenge, affecting 39.5% of all respondents. This was particularly pronounced for members in accountancy practices or those working as accounting technicians/bookkeepers/BAS agents (over 42%), while less than 35% of those in non-accountancy organisations cited this challenge.

Staffing issues were a concern for 32.5% of all respondents, though this dropped to 23% for accounting technicians/bookkeepers/BAS agents.

Finally, legislative and regulatory challenges impacted approximately 32% of all respondents, though this figure was lower (around 25%) for those in non-accountancy organisations.

The **IPA Group** faces the critical task of determining how best to support its members in overcoming these obstacles, especially the widespread economic/cost of living pressures and personal/family health concerns.

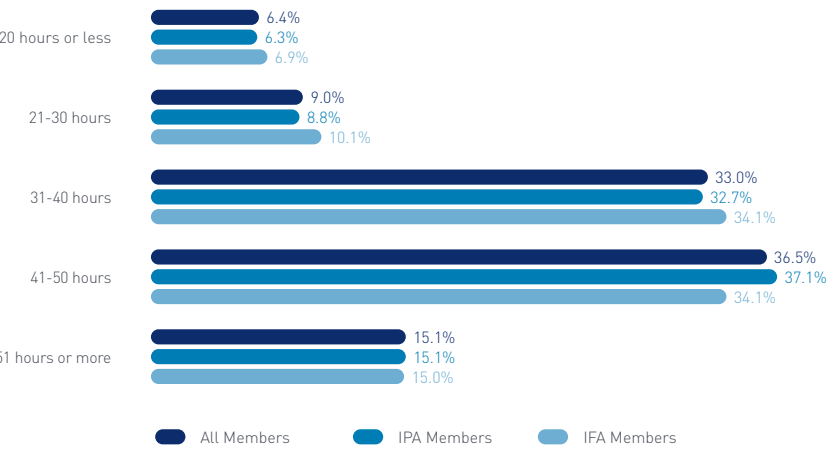
Challenges experienced by members that have impacted them or their business



Base = 2,118
(1,710 IPA Members, 408 IFA Members)

Members are experiencing significant demands on their time, with approximately **one-third of respondents working 31-40 hours a week** and a slightly larger group working **41-50 hours a week**. This trend is particularly pronounced in non-accountancy organisations, where about 44% of respondents reported working 41-50 hours weekly. Additionally, around **15% of all respondents work over 51 hours per week**.

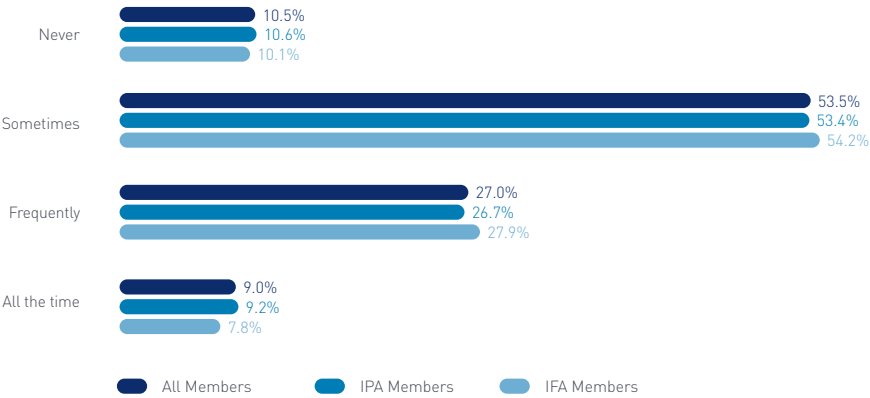
Weekly hours typically worked by members



Base = 2,118
[1,710 IPA Members, 408 IFA Members]

Many members also work extra hours beyond the typical work week. Over a quarter **frequently work evenings and weekends**, a figure that rises to 31% for those in accountancy practices but drops to 21% for those in non-accountancy organisations.

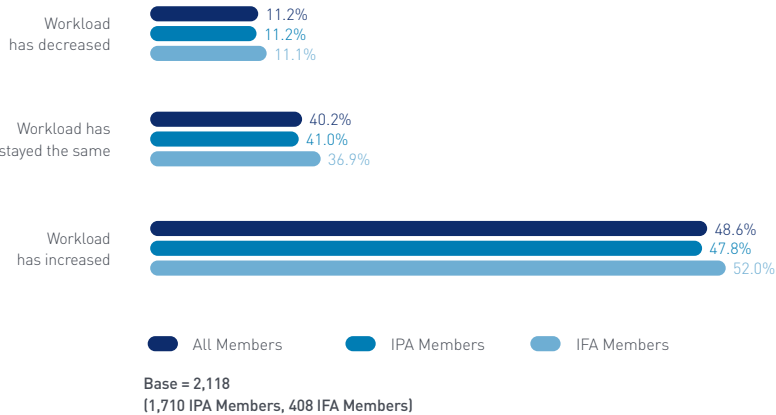
Frequency that members have to work evenings and at weekends



Base = 2,118
[1,710 IPA Members, 408 IFA Members]

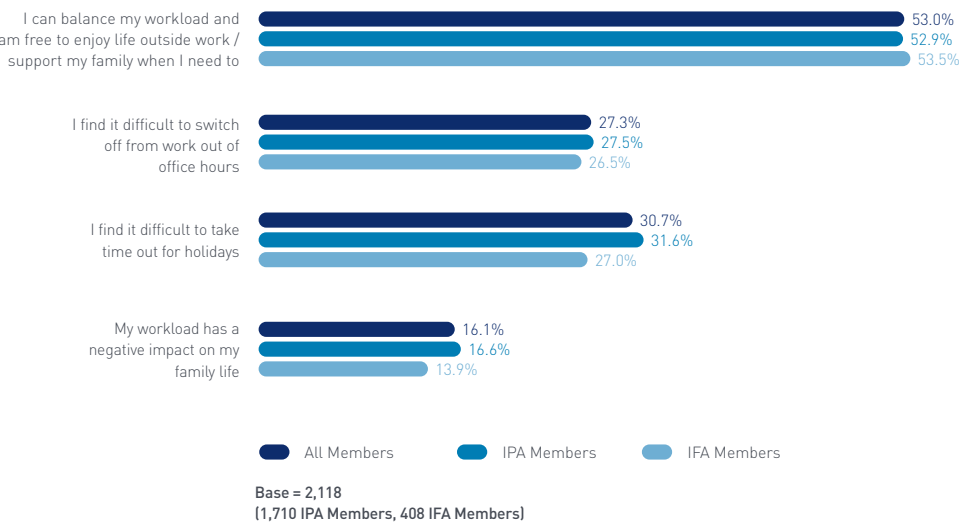
The work intensity appears to be growing, with nearly half of the respondents indicating their **workload has increased in the past year**. This was less common for accounting technicians/bookkeepers/BAS agents, with only 38% reporting an increase, and over 20% of this group even saw their workload decrease.

Change in workload during the last year



While over half of respondents feel they can **balance their work and personal lives**, a considerable number find taking time off for holidays challenging. This has negatively impacted family life for over 16% of respondents, an increase from 13% in 2024.

Work/life balance and impact of workload



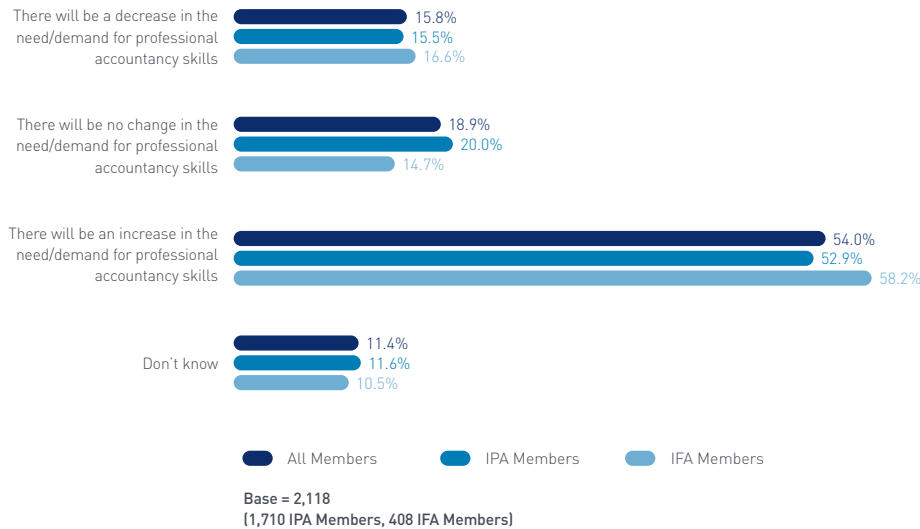
These findings suggest that a significant portion of members are working extended hours, and the rising demands of their jobs are clearly affecting their work-life balance and family lives. While this might be typical for those in SMEs, it highlights a persistent issue within the profession.

The survey results indicate a prevailing belief among members that the demand for professional accountancy skills will **increase over the next three years**, with 54% of respondents holding this view. This represents a slight decrease compared to last year’s findings on a similar question. Interestingly, this perception of increasing demand is significantly higher among older members, with approximately 66% of respondents aged over 75 years expecting such a rise.

Conversely, a smaller proportion of all respondents, under 14%, believe there will be a decreased need/demand for professional accountancy skills in the next three years. However, this figure rises notably to over 23% among respondents aged 25-40. This divergence suggests a greater degree of uncertainty regarding the future of the profession among younger members.

The Future of Accountancy

How do you think the need/demand for professional accountancy skills will change in the next 3 years



The survey results highlight that members anticipate new technologies will be the most impactful challenge for them as accountants. A substantial 57% of all respondents, and over 58% of IFA member respondents, believe that new technologies such as AI supporting streamlined data processing and analysis will have a significant impact.

The automation and systemisation of accountancy tasks are also expected to have a considerable effect, with approximately 85% of all respondents foreseeing either a significant (49%) or some (35%) impact. Similarly, around 88% of all respondents anticipate that changes to regulations, compliance, and legislation will have a significant (52%) or some (36%) impact on their roles.

Further analysis reveals an interesting demographic trend: older respondents generally perceive a greater impact from these challenges than younger respondents. For instance, 59% of respondents aged 75 and over, and 55% of those aged 65-74, believe the impact of these changes will be significant, compared to only 45% of respondents aged 25-40.

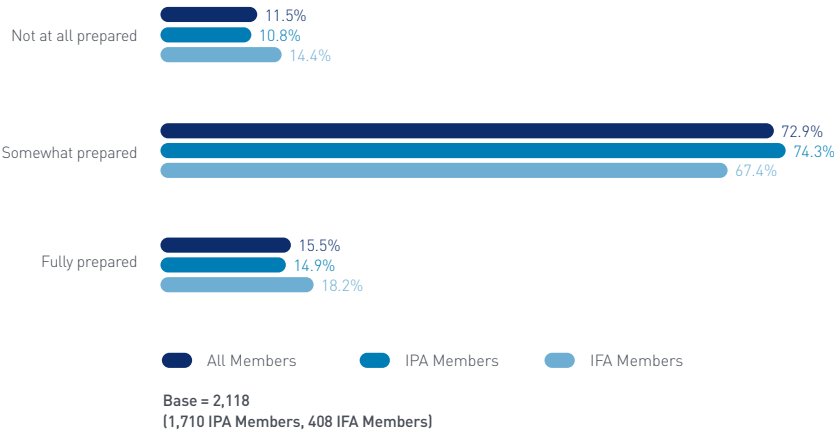
Furthermore, a notably higher proportion of respondents working in an accountancy practice (57%) felt that changes to regulations, compliance, and legislation would have a significant impact on them, compared to those working in a non-accountancy business (44.5%).

The survey indicates that less than three-quarters of all members feel only “somewhat prepared” to tackle the evolving challenges facing the accountancy profession. While over 18% of IFA members feel “fully prepared” for what lies ahead, a significant portion, over 14%, admit to feeling “not at all prepared.”

These findings suggest a clear demand for the IPA Group to step in to support members in preparing them for future challenges and opportunities, especially those represented by technological advancements. Other challenges, such as the cost of living and the cost of doing business present macro challenges that are more difficult for the IPA to address. However, by continuing to provide targeted support, the IPA Group can help its members to divert to emerging areas such as ESG advisory better prepare for the challenges they’ve identified as most concerning, ultimately fostering a more confident and resilient profession.

Readiness of members to address challenges:

Do you feel prepared to address the challenges facing the accountancy profession?



**Cheryl Mallett**

IPA Group President

President's Report

Education, strategy, support, advocacy

Reflecting on the past year, I am struck by the IPA Group's resilience and proactive approach in a time of significant change. Our strategy has been one of both consolidation and looking ahead, ensuring we not only meet the current needs of our members but also anticipate the demands of the future.

A key element of this has been our continued emphasis on sustainability, recognising that this is no longer a peripheral concern but a core imperative for our members and the profession as a whole. In response to this, I am proud to highlight our commitment to educating our members through initiatives like the sustainability microcredential package within the Global Certified Public Accountant (GCPA) program. This transdisciplinary approach demonstrates our commitment to providing cutting-edge and relevant education.

Furthermore, the IPA Group is also committed to leading by example. We are actively implementing ICT systems designed to collect, measure, and analyse data effectively. This will not only enhance our own reporting but also provide valuable insights for our members. Our role extends to advocacy, where we continue to ensure that the voice of our members, particularly SMEs, is heard by Australian and global standard setters. We advocate for sensible, proportional, and phased implementation of climate reporting requirements, recognising the unique challenges faced by smaller practices.

Recognising that knowledge must be paired with practical application, we are expanding our guidance, tools, resources, and training to provide members with the support they need to navigate the evolving landscape of sustainability reporting and practice. To ensure we remain at the forefront of best practice, we have established a Sustainability Working Group to work directly with early adopter members. This collaborative approach ensures that we can effectively disseminate valuable insights to the broader membership.

These actions, focused on education, internal action, advocacy and support, demonstrate the genuine value we are creating for our members. This value, combined with strong leadership, is the engine that will propel the IPA Group into its next phase of growth and influence, building upon our existing strategic themes and incorporating new ones. As advised to members at the Annual General Meeting last year, our budget strategy has been a planned investment and subsequent deficit as we develop these new products and services. We anticipate a return to breakeven or better result over the short term.

As we look forward to another year, we hope that you, our members and valued stakeholders, will join us in realising a better future for all.

**Andrew Conway**

IPA Group CEO

CEO's Report

Growth, value, leadership

Over the past year, the IPA Group has maintained its strong commitment to its core purpose while also laying the groundwork for an ambitious future. We have achieved significant progress across a number of fronts, and I would like to acknowledge the hard work and dedication of our staff, members, and partners overseen by a supportive and strategic Board of Directors.

As we look ahead, our strategic direction is defined by three key pillars: Growth, Value, and Leadership. Our focus on Growth means we are committed to expanding our reach and influence domestically and internationally by attracting new members, developing strategic partnerships, and enhancing our service offerings. Our commitment to providing exceptional Value to our members remains paramount. This includes investing in market-leading education, developing relevant resources, and fiercely advocating for their interests. Finally, we strive to demonstrate Leadership in the accounting profession, shaping its future through proactive engagement with regulators, standard setters, and other key stakeholders.

Underpinning all of this is our continued commitment to building trust in the profession. This requires a multi-faceted approach, and we are dedicated to transformation. We are actively transforming our education pathways to ensure they are relevant and future-focused, investing heavily in upgrading our ICT infrastructure to provide seamless and efficient systems and services to our members, and working tirelessly to achieve policy impact, influencing policy and regulation in a way that supports the long-term health and sustainability of the profession.

I am confident that our focus on Growth, Value, and Leadership and our commitment to transformation and trust will position the IPA Group for continued success and enable us to serve our members effectively in an ever-changing world.

Transitioning to a New Strategy

The IPA Group is transitioning from its 2018-2025 Strategic Plan to a new one, marking a “transformative era” for the organisation. The old plan was built around several key strategic themes aimed at strengthening the organisation and its role in the profession.



Strategic Theme 1

Build a professional community for SME and SMP sectors.



Strategic Theme 2

Recognised as the provider of the highest quality and most innovative professional accounting pathways.



Strategic Theme 3

Actively promote the IPA Group to grow membership and revenues.



Strategic Theme 4

Continually enhance our influence on the profession.



Strategic Theme 5

Ensure we have the best people using the right resources.

Our Strategy 2025 -2030

The IPA Group's Strategic Plan 2025 marks a transformative era, guiding our commitment to excellence, innovation, and growth from 2025 to 2030.

Our core mission is to champion the accounting profession by fostering a dynamic, inclusive, and innovative environment that promotes professional growth, ethical standards, and public trust. We aim to achieve over 30,000 active, qualified members by 2030, in addition to our growth strategies in the global student market, solidifying our position as a leading voice in the global accounting profession.

This ambitious plan focuses on three key strategic themes:

Growth, Value, and Leadership.



Growth



Value



Leadership

We are committed to expanding our membership base, enhancing member retention, and broadening our geographic reach. Our aim is to achieve this growth by adding value through enhanced leadership across the whole business and across the accounting profession. On a more practical level, this will involve improving member services, increasing public awareness and trust in the accounting profession, and strengthening our advocacy and influence.

Furthermore, we will lead in ICT innovation, transform education, and ensure an engaged and efficient team.

Our "Why" statement underscores our existence to improve the quality of life for small businesses. The strategic plan also details our commitment to harnessing transformative trends like sustainability reporting and Artificial Intelligence, equipping members with essential skills and tools.

This strategic direction is rooted in extensive member and staff consultations, ensuring it is ambitious yet grounded in practical realities and recognising the multiple challenges we all face.

The IPA Group Strategic Themes are linked to the United Nations Sustainable Development Goals (SDGs), guiding our contribution and raising awareness among members globally.

Strategic Themes and Structure of Our Plan

IPA Group Strategic Themes are linked to the United Nations Sustainable Development Goals (SDGs) both directly and indirectly. We will refer to and be guided by the SDG indicators to improve our contribution to the achievement of the SDGs and to raise awareness among our members across the world. This indicates that our themes and strategy have been set with a clear awareness of and in response to the macro environment.



Growth



Value



Leadership

Sustainable Development Goals



Strategic Objectives

• Expanding our membership base • Enhancing member retention • Broadening our geographic reach	• Enhancing member services • Increasing public awareness and trust in the accounting profession • Strengthening our advocacy and influence	• Leading the way in ICT innovation • Education transformation • Ensuring we have an engaged and efficient team
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Our Value Wheel

Capital	Inputs	Strategic Theme	Business Activities	Outputs	Outcomes
 Funding	Opening cash & financial assets \$17,909,979 2024: \$19,109,331	 Growth	 Advocacy	Total revenue \$25,332,416 2024: \$25,285,705	Total comprehensive income/loss -\$1,484,116 2024: -\$881,333
	Closing cash & financial assets \$17,217,076 2024: \$17,909,979			Current Ratio 1.04 2024: 1.16	Total equity \$2,733,066 2024: \$4,217,182
 Infrastructure	Total assets additions \$2,007,414 2024: \$1,552,643	 Growth	 Support	Property, plant and equipment \$4,974,937 2024: \$4,114,240	
	Investment in ICT transformation \$1,014,787 2024: \$645,339			Total assets \$24,684,939 2024: \$24,764,227	
 Knowledge	Investment in education transformation \$955,164 2024: \$460,582	 Leadership	 Innovation	Completed workflow instances automation 10,681 2024: 6,783	Member satisfaction score 3.17 out of 4 2024: 3.13 out of 4
	Investment in market research \$24,946 2024: \$28,815				Social media stats 15,030 2024: 14,836
	Investment in joint venture \$350,000 2024: \$0				
	Investment in Centenary celebration \$0 2024: \$320,552				
 People	Employees 97 2024: 94	 Leadership	 Education	Training hours (on Go1) 759 2024: 335	Staff engagement score 64% 2024: 75%
				Average training hour per employee (on Go1) 8 2024: 4	Staff turnover score 9.40% 2024: 12.5%
 Members and community		 Value & Leadership	 Integrity	Active member & student base 51,357 2024: 50,133	
				New members recruited (globally) 2,616 2024: 2,806	
				Inbound calls answered 12,980 2024: 11,043	
				Event held 742 2024: 944	
 Sustainability	Energy consumption 165,441 kWh 2024: 183,795 kWh	 Leadership	 Sustainability	% Online vs F2F events held 77% 2024: 81%	

The IPA Group's business activities are built around six core pillars:

Advocacy, Integrity, Support, Innovation, Education, and Sustainability.

These activities aim to create value for members and other stakeholders by strengthening professional standards, promoting ethical conduct, and adapting to a rapidly changing external environment.



Advocacy

The IPA Group advocates to government, regulators, and standard setters on behalf of its members, the profession, small businesses, and the public interest.



Integrity

The IPA Group is committed to upholding and fostering the integrity of its members.



Support

The organisation supports its members in enhancing their professional and personal growth.



Innovation

The IPA Group advances innovation by investing in ICT, education initiatives, and government innovation policy.



Education

The group prioritises the education of its members to ensure they possess the highest level of competency in the accounting profession.



Sustainability

The IPA Group promotes the adoption of sustainable practices.



Advocacy Highlights

Driving Positive Change in 2024-25

Taxation

We actively represented members' interests in policy discussions and reforms related to the Tax Agent Services Act 2009 (TASA), ethical obligations, and tax changes, providing reassurance and clarity amidst regulatory changes. We pushed back against proposed changes that could negatively impact tax practitioners and small businesses, such as the payday super plan and certain tax deduction proposals. This includes advocating for a simpler, clearer, more consistent tax system. We were also involved in efforts to amend the New Aged Care Bill 2024 funding arrangements.

Support for Small Business

We highlighted the crucial role of accountants and business advisors in addressing the mental health challenges small business owners face and advocated for policies supporting small business productivity and sustainability. We also voiced concerns about the impact of new regulations and tax changes on small businesses.

Thought Leadership and Insights

We regularly contributed to public discourse through media mentions, offering expert commentary on economic issues, tax policy, and industry trends. Media releases and submissions are listed on the IPA website.

Industry Collaboration

We collaborated with other professional bodies on joint submissions and statements to advocate for shared interests and amplify the voice of the accounting profession. This reflects SDG 17, Partnership for the Goals, which is a key feature of the IPA's advocacy.

Shaping the Anti-Money Laundering / Counter-Terrorism Financing (AML/CTF) Regime

With the extension of AML/CTF requirements to professional services from 1 July 2026, impacting many accountants in practice for the first time, IPA has been at the forefront of industry consultations. We have collaborated closely with AUSTRAC in the development of rules, guidance, and model programs tailored for the accounting profession. Our joint efforts with CA ANZ and CPA Australia are focused on delivering comprehensive education and shared guidance to members, ensuring a smooth transition and compliance.

Advancing Sustainability Within the Profession

Demonstrating our commitment to a sustainable future, the IPA Group developed its sustainability strategy during the year. This pivotal step led to the establishment of the Sustainability Working Group, which held its inaugural meeting in May, laying the groundwork for actionable sustainability initiatives.

Influencing Federal Policy Through the Budget and Election Cycles

We proactively contributed to national policy discussions through our pre-Budget submission and an accompanying policy paper, "Tax Reform – A Time to Act," supported by a targeted media campaign. Our IPA representatives provided in-depth analysis and timely media releases following the Budget lock-up. Ahead of the Federal Election, we released a comprehensive policy priorities paper, coupled with an impactful media campaign. We also co-hosted successful financial election forums in Brisbane and Sydney with the Financial Advice Association Australia, engaging directly with local Members of Parliament on critical policy priorities in financial advice, tax reform, and small business support.



Advocacy Highlights

Key Submissions and Collaborative Advocacy:

Our voice was heard across a multitude of critical issues through significant submissions, including:

- Pre-Budget submission and tax reform paper
- Input into the independent review of the Australian Small Business and Family Enterprise Ombudsman
- Detailed responses to the Productivity Commission's five inquiries into improving Australia's productivity, as well as the interim report of their inquiry into the circular economy
- Submissions to AUSTRAC on the draft AML/CTF rules and guidance
- Feedback to Treasury on draft legislation for the government's second "Delivering Better Financial Outcomes" response to the Quality of Advice Review

We continued our strong commitment to collaborative advocacy, working closely with the Financial Advice Association Australia, SMSF Association, and other professional accounting bodies within the Regulatory Burden working group. Furthermore, we are a key member of the Joint Associations Working Group, comprising 13 professional and industry associations dedicated to advocating on financial advice matters.

Taxation: Shaping Policy and Practice

In 2024-25, the IPA significantly influenced tax policy and administration through active engagement and expert contributions. Our extensive activities included:

Influential Submissions

We made our voice heard on various tax-related issues, lodging 23 detailed submissions to the Treasury, the Australian Taxation Office (ATO), the Tax Practitioners Board (TPB), and other statutory bodies.

Active Participation in Key Forums and Committees

Our representatives actively participated in numerous critical forums and committees, ensuring the IPA's perspective was integrated into policy development and operational improvements. Tax related forums included:

- National Tax Liaison Group
- Tax Practitioners Stewardship Group
- Lodgement Payment Program Working Group
- Tax Practitioners Governance and Standards Forum
- Client to Agent Linking Group
- Small Business Stewardship Group
- Quarterly meetings with Treasury
- BAS Agent Associations Group
- SMSF Auditor Professional Associations Stakeholder Group
- Cyber Security Stakeholder Group
- Board of Taxation
- Tax Practitioners Board
- Inspector General of Taxation and Taxation Ombudsman



Advocacy Highlights

Advocating for Fairer Professional Standards

A notable achievement during the year was the successful three-month advocacy effort by the Joint Professional Bodies. This collaboration resulted in significant amendments to the additional obligations on registered tax agents imposed by the Tax Agent Services Act Code of Professional Conduct, as tabled by the Minister (Assistant Treasurer). The revised Code obligations are now more closely aligned with existing accounting, ethical, and professional standards, reducing undue burden on practitioners.

Media Highlights

The IPA maintained a dominant online media presence throughout the financial year, averaging **80.3%** of all coverage. The highest volume of mentions was recorded in **July–September 2024**, with **107 mentions**, while the most significant potential audience reach was 3.57 million in the same period. Across the year, the IPA averaged a quarterly reach of **1.52 million**, reinforcing its position as a leading voice in the accounting and policy sectors.

Our key spokespersons frequently appeared in media discussions on critical topics such as the TASA reforms, small business support, the economic impact of EV tax breaks, among others.

IPA Deakin SME Research Centre

During the financial year, the IPA Deakin SME Research Centre published a number of research papers, including those noted below.

Our commitment to transparency and accountability in financial practices extends to understanding the impact of Commonwealth Government grants on both businesses and communities. Recent research from the IPA Deakin SME Research Centre, published in two white papers titled “Efficacy of Australian Commonwealth Business Grants” and “Distributive Politics and Commonwealth Community Grants: The influence of Federal Elections”, provides crucial insights into this area.

The research revealed that while grants can generate significant benefits for certain companies, particularly micro and small businesses in terms of employment and human capital efficiency, and large businesses in terms of financial performance, there is evidence of considerable waste. A worrying 63% of businesses receiving multiple grants showed low efficiency and productivity, suggesting a potential ‘subsidy business’ phenomenon. The findings also indicate that while desirable, open and competitive selection processes for business grants don’t always guarantee positive outcomes, highlighting other systemic issues in grant allocation.

For community grants, the research uncovered a strong link between funding distribution and election cycles. From 2018 to early 2025, over \$49 billion in community grants were allocated, with marginal seats held by the government consistently receiving a disproportionate share of funding leading up to federal elections. This pattern, particularly for grants with more discretionary selection processes, raises concerns about fairness and accountability in public spending, suggesting that grants may sometimes serve political agendas rather than solely community needs.

These findings underscore the critical need for enhanced transparency, clearer success criteria, and robust impact evaluations across all government grant programs to ensure optimal public value and foster greater public trust.



Advocacy Highlights

Mental Health White Paper

The third white paper focused on the mental health of the SME owners.

Recognising the critical role of small and medium enterprises (SMEs) in driving economic growth and community development, we are committed to supporting the well-being of SME owners. A white paper from the IPA-Deakin SME Research Centre, titled "Using Intermediaries to Support the Mental Health of SME Owners", highlights the unique mental health challenges faced by SME owners, including higher levels of psychological distress and financial stress compared to wage-earners.

The research identifies accountants, bookkeepers, and other business advisors ('BAs') as ideal 'first responders' due to their regular contact and trusted relationships with SME owners. The "Counting on U" (CoU) project, a world-first randomised control trial, demonstrated that providing BAs with a combination of Relationship Building Training (RBT) and Mental Health First Aid (MHFA®) training is an effective strategy. This training helped reduce financial distress experienced by SME owners and increased advisors' confidence to identify mental health issues and encourage help-seeking. The study also found positive impacts on the mental well-being of the advisors themselves.

To expand this vital initiative, the paper recommends subsidising training fees, integrating mental health literacy and relationship-building skills into formal education for BAs, and extending the program to other client-facing intermediaries. It also addresses barriers such as fee models that deter advisors from offering this support. It also calls for updates to professional codes of conduct to reflect a broader duty of care encompassing client well-being. Furthermore, the importance of nurturing a psychosocial safety culture for intermediaries themselves is highlighted, providing them with the necessary support and resources.

Publications – Public Accountant

The past year has been a dynamic period for the accounting profession, and Public Accountant, the IPA's flagship publication, has captured its most significant shifts and developments.

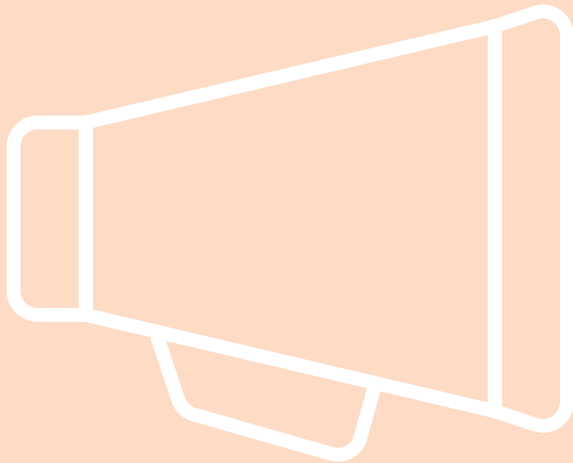
This year's articles have delved into the evolving landscape of tax reform, exploring the implications of proposed changes and offering expert analysis on navigating the complexities of new regulations.

We've brought critical discussions on the burgeoning role of AI in accounting, showcasing how technology is reshaping practices and creating new opportunities for efficiency and advisory services.

Furthermore, we have highlighted the IPA's unwavering advocacy for small business, addressing challenges around, inter alia, cash payments, resourcing, the regulatory burden, and championing policies that foster productivity and sustainability. At the same time, we've explored a range of macro-economic issues shaping the economic and social environments in which the IPA Group and our members operate.



Advocacy



Value Impact

IPA effectively drove positive change by advocating for a simpler tax system, influencing federal policy, and championing the interests of its members and small businesses. This proactive engagement and collaboration with government bodies and other professional associations resulted in tangible outcomes, such as amendments to the Tax Agent Services Act and the development of tailored guidance for the new AML/CTF regime.

Moving forward

IPA will continue its strong advocacy for small businesses in the coming financial year, focusing on reducing regulatory burdens and championing policies that foster their productivity and sustainability. We will persist in our efforts to ensure a fair and supportive economic environment where small businesses can thrive.



Integrity

Quality Review Program: Upholding Professional Standards

The IPA Quality Review Program (QRP) plays a crucial role in our co-regulatory function in Australia, ensuring our members uphold the highest professional and ethical standards. The QRP monitors compliance with:

- **IPA's foundational documents:** Our Constitution, By-Laws, and Pronouncements
- **Professional and ethical standards:** Those issued by the Accounting Professional & Ethical Standards Board (APESB), TPB, ASIC, and Professional Standards legislation.

The QRP is an integral part of the IPA's risk management framework. Its design aligns with the International Federation of Accountants (IFAC) risk management program, specifically the Statement of Member Obligations (SMO). The SMOs dictate the member review cycles for various IPA member categories and their associated statutory registrations, which is six years for most members and three years for Registered Company Auditors and SMSF Auditors.

The data gathered from the QRP is invaluable. It helps us to:

- Enhance professional and ethical standards
- Improve consumer protection
- Refine our CPD offerings and practice management support tools
- Strengthen our member regulatory compliance risk management system
- Inform submissions to government and regulators.

Professional Standards Scheme: Enhancing Consumer Protection

The **IPA Professional Standards Scheme** is a vital legal instrument that mandates the IPA to monitor, enforce, and continuously improve the professional and ethical standards of our members. Except in certain circumstances, it is mandatory for IPA members in practice to be subject to the Scheme, signifying their commitment to providing a high level of consumer protection and delivering exceptional professional accounting services.

Each year, the IPA is required to submit a comprehensive report to the **Professional Standards Councils**. This report details:

- Our performance in our member regulatory role over the preceding 12 months
- Process improvements which have been implemented
- Management of identified risk areas
- Member compliance with QRP standards.

The report also includes a thorough **root cause analysis** of selected processes and challenges, along with a detailed account of our risk management strategies in addressing them.



Advocacy and Regulatory Oversight: United Kingdom

UK Advocacy

During the financial year 2025, the IFA actively contributed to shaping policy and regulation in the UK by responding to three significant consultations. Our commitment to influencing the landscape is further demonstrated through our representation on several key UK Government committees and forums, including:

- HMRC Agent Support Group
- HMRC Compliance Reform Forum
- HMRC Guidance Strategy Forum
- HMRC Charter Stakeholder Group
- Companies House Stakeholder Group
- Anti-Money Laundering Supervisors Forum (AMLSF)
- Accountancy Anti-Money Laundering Supervisors Group (AASG)
- Intelligence Sharing Expert Working Group (ISEWG)

United Kingdom Member and Firm Returns and Anti-Money Laundering (AML) Supervision

The IFA Compliance team plays a critical role in monitoring member and firm adherence to UK Bye-laws, regulations, and the Code of Ethics. This is primarily achieved through the issuance and review of annual returns and their supporting documentation. Members and firms are mandated by UK Bye-laws to submit these returns as determined by the IFA. The compliance team also integrates this information into each firm's AML risk assessment, supporting the robust AML supervision process. The majority of this process is now automated, thanks to the ongoing ICT transformation project, providing essential data to inform IFA's AML monitoring activities.

The IFA is recognised as a professional body supervisor (PBS) under the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017. This mandates the IFA to supervise "relevant persons," including sole practitioners, IFA firms, and contracted firms where most principals are not IFA members. This supervision aims to monitor AML compliance, including adherence to the Money Laundering Regulations, and to minimise the risk of undetected and unreported money laundering and terrorist financing. The IFA's approach is robust and objective, prioritising the public interest and principles of better regulation. While holding members accountable for unmet standards, monitoring reviews also serve as an opportunity to educate members and elevate overall compliance standards.

The Office of Professional Body Anti-Money Laundering Supervision (OPBAS) regularly monitors the IFA's effectiveness as an AML supervisor. The most recent supervisory review took place in 2024/25, where OPBAS assessed IFA's effectiveness against key areas and provided recommendations for improvement where appropriate.

IFA Investigations and Discipline

The IFA's two dedicated case managers are responsible for investigating complaints and, where appropriate, administering the adjudication process. Minor complaints may be resolved through a Fixed Penalty. Regulatory case managers process complaints originating within the Institute concerning IFA's Bye-laws, typically referring them to the Regulatory Committee to determine if there is a prima facie case. All other complaints are handled by the disciplinary case manager, who prepares each complaint for investigation by referring matters to the Investigations Committee, Disciplinary Committee, and Appeal Committee as appropriate, or determines if a complaint is unsuitable for investigation.

The IFA operates four Conduct Committees, which demonstrated significant activity during 2025:

- The Regulatory Committee convened four times and deliberated on 21 cases.
- The Investigations Committee met twice, considering 2 cases.
- The Disciplinary Committee held eight meetings, addressing cases against 8 members referred by the Regulatory Committee or external sources.
- The Appeal Committee did not meet during this period, though applications to appeal a Disciplinary Committee decision and an appeal against a rejected case were reviewed and refused by Committee Chairs.

Independent decision-making is paramount to the robust enforcement of the IFA's regulatory requirements, ensuring objectivity and public trust. All Conduct Committees require a lay majority, and members serve fixed terms to maintain impartiality and prevent over-alignment with the Institute. Currently, 16 individuals, including five chairs, are eligible to serve on the IFA's Conduct Committees.

Consumer Protection and Co-Regulation: Australia

The IPA Group places enormous importance on consumer protection. As a recognised professional accounting body, governments, regulators, stakeholders, and consumers all rely on the IPA Group's vital role in co-regulating member activities. The IPA Group ensures member compliance with its professional and ethical standards to uphold consumer protection and foster confidence in the accounting profession.

Professional Conduct Review

To ensure that we fulfil both co-regulatory and consumer protection roles, the IPA in Australia commenced its Professional Conduct Review (PCR) over two years ago. This was completed in the last financial year, with the voting members almost unanimously voting in support of the proposed Constitutional changes.

The objectives of the PCR were to:

- raise the complaints and investigation processes and systems to best practice levels
- ensure alignment with the other professional accounting bodies in Australia
- amend the existing processes and systems
- implement the appropriate system changes
- address any identified systemic issues relating to complaints and investigations and
- develop guidance material for IPA's Advocacy & Professional Standards team and Disciplinary Tribunal Panel members and where appropriate for IPA members in general.

The Constitutional changes which were approved at the Annual General Meeting in November 2024 were:

- The establishment of a Professional Conduct Committee, which will assist with certain disciplinary matters, which will increase administrative efficiency.
- Clarification of the powers of the IPA to disclose information to certain other bodies, including information regarding the members, and the procedures, processes or actions taken by the IPA or any committee of the IPA, having regard to privacy law considerations.
- An increase to the maximum amount of the fine that may be imposed by the Professional Conduct Committee or a Disciplinary Tribunal from \$10,000 to \$100,000.
- Changes to specify the grounds on which a member can lodge a notice of appeal following a finding made by the Disciplinary Tribunal. Notice of Appeal must be in writing and state the grounds of the appeal:
 - a) breach of the rules of natural justice in making the determination
 - b) procedures required by law for making of the determination were not observed
 - c) did not have jurisdiction to make the determination
 - d) determination was not authorised by the enactment of which it was purported to be made
 - e) determination was an improper exercise of the power conferred to the Disciplinary Tribunal pursuant to the Constitution
 - f) determination involved an error of fact or law
 - g) determination was induced or affected by fraud
 - h) did not have evidence or other material to justify the making of the determination
 - i) did not have the now available new evidence, which would have altered one or more of the findings or determination or
 - j) imposed a penalty that was excessive in all the circumstances.

In addition to the Constitutional changes, the Board of the IPA consequently approved a range of changes to the IPA's By-Laws to ensure the effective operation of the Constitutional changes and to ensure that the IPA's complaints and disciplinary processes and procedures operate at best practice levels. One example is a change to By-Law 7.1 which applies the IPA's complaints and investigatory regime to former members. This ensures that members cannot avoid the disciplinary process by resigning their membership.

Integrity



Value Impact

All of these changes will ensure the integrity of the IPA's processes in terms of its co-regulatory function and contribute to increasing trust in the accounting profession, which has been eroded over the last few years. It will also strengthen the IPA's contribution in the public interest, thereby adding value to the IPA and our members and stakeholders. These activities are linked to SDG 16 in terms of building strong and reliable institutions that can add trust and integrity to the profession and the stakeholders we serve.

Moving Forward

The IPA will complete the implementation of the recommendations from the PCR and monitor their effectiveness with a view to making any necessary adjustments. We are mindful that robust and regular monitoring is necessary to ensure maintenance of best practice levels. This is part of the IPA's approach to continuous improvement on a whole-of-business basis.



Support

Key numbers for the year

Decline on Events Held

742

2024:944

202

No. of Calls Answered

12,980

2024:11,043

1,937

No. of Member Advancement

348

2024:265

83

YTD New Members

2,616

2024:2,807

191

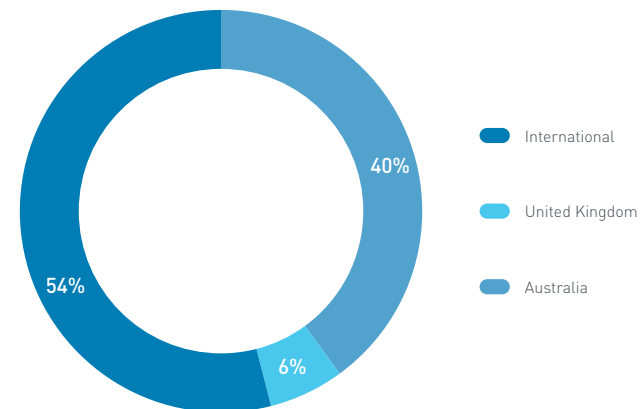
Increase in TAG Registrations

1,291

2024:1,205

86

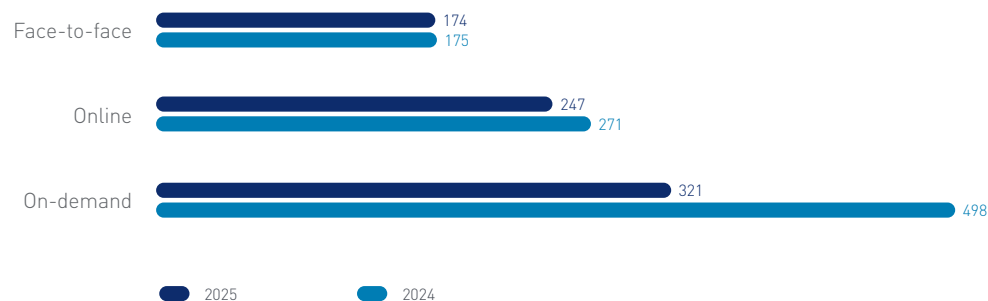
New Members Join % by Region



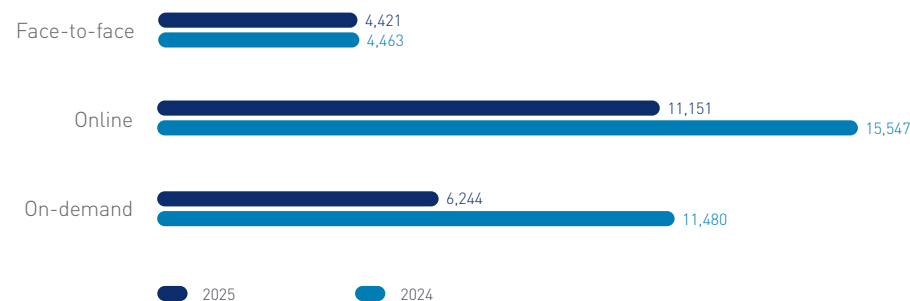


Support

CPD Events Held



CPD Attendees



In 2024, we held 175 face-to-face, 271 online, and 498 on-demand sessions. In 2025, these numbers dropped to 174, 247, and 321, respectively. The ratio of online/on-demand to face-to-face sessions fell from about 0.81 in 2024 to 0.77 in 2025.

In 2025, the number of event attendees was 21,816, which reflects a 30% decrease compared to 2024. Attendance in 2024 was affected by several factors, including no centenary celebration, conclusion of three-year Continuing Professional Development (CPD) for members on 30 June 2024 and reduced performance across the ethics short course program, CPD bundle offers, and our four major conferences. Demand for professional development products is highly price-sensitive, and the prevalence of complimentary and discounted bundles significantly impacts our profitability.



Support

International Development and Global Presence: Expanding Our Global Footprint

The IPA Group continues strengthening its international development and global presence, fostering strategic partnerships and delivering impactful professional development programs across the Asia-Pacific region.

Our commitment to supporting the accounting profession globally is evident in the successful initiatives undertaken in the past year, driving both membership growth and enhanced educational opportunities. In fact, Fiji was chosen for the launch of the GCPA with various local participants.

Pacific Islands Initiatives: Building Capacity and Strengthening Partnerships

Our engagement in the Pacific Islands continues to yield significant results, particularly in building local accounting capacity and strengthening professional associations. These activities are related to SDGs 4 (quality education); 5 (gender equality); 8 (economic development); 9 (industry, innovation and infrastructure); 12 (responsible consumption and production); 13 (climate action); 14 (life below water); 16 (peace, justice and strong institutions); and 17 (partnerships for the goals).

Fiji Institute of Chartered Accountants (FICA)

Our relationship with FICA continues to strengthen through mutual information exchange and educational initiatives. A highlight was IPA Group CEO Andrew Conway's keynote presentation at the FICA Annual Congress in June 2025.

Business Assistance Fiji (BAF)

We are continuing our partnership with BAF which focuses on membership pathways, an initial tailored education program, and support and presentations on the circular economy at BAF's World MSME day in June 2025.

Institute of Solomon Islands Accountants (ISIA)

The 2024-25 financial year marked a significant milestone with the completion and graduation of the second cohort of the Professional Diploma in Accounting (PDA) for ISIA. This program saw 52 of its 61 enrolled students successfully graduate at a ceremony held in Honiara in September 2024. The event, attended by the Solomon Islands Auditor General, DFAT representatives, and the IPA Group, coincided with ISIA's Inaugural Congress, where the IPA Group delivered keynote presentations and provided sponsorship.

Building on this success, Cohort 3 of the PDA commenced in early 2025 with 61 students enrolled, and Cohort 4 is slated for the 2025/26 financial year. The PDA is a comprehensive professional diploma comprising four modules covering essential areas such as financial reporting, management accounting, financial and business performance, internal control procedures, applied economic principles, taxation, and law. This qualification is poised to be adopted by law into the Solomon Islands Accountants Act, solidifying its position as the sole professional association qualification for accountants within the country.



Support

Strengthening Presence in Asia: Growth and Strategic Partnerships

Our presence in Asia has grown significantly, and key strategic partnerships have deepened, enhancing our reach and influence.

Partnerships within the Philippines

Deepening existing partnerships with key organisations in the Philippines was a highlight for 2024-25 and led to new IPA members. While navigating a new market presented some learning opportunities and challenges, particularly regarding recognising CPD due to in-country issues, the overall impact has been positive.

Our partnership with Cloudstaff has created opportunities for members in the region, initially in the Philippines, by supporting both Australian members who utilize outsourcing and the local industry through job opportunities, enhanced educational standards, and ongoing professional development. Furthermore, the IPA Group's partnership with Ab² Institute of Accounting commenced to enhance the accounting skills of their employees and students through education and membership pathways.

Hong Kong Division

Through years of dedicated development, our Hong Kong Division has established a high-profile membership base comprising well-known and influential industry leaders and senior executives from top-tier companies, government authorities, and prestigious local universities. This elite network signifies prestige, credibility, and influence, enhancing our brand, visibility, and ability to attract partners and new members. It also strengthens our influence on professional excellence, positioning the IPA Group as a trusted authority in the global accounting profession.

Malaysia Division

The Malaysia Division has actively strengthened its resources and commitment to member growth through regular and well-received CPD events (both face-to-face and online) and networking/social events, including participation in key local events such as the MIA International Conference. The establishment of the Membership Advisory Council, comprised of loyal senior members who are industry leaders, senior executives, and accounting professors, will significantly contribute to the IPA Group's development locally.

China Division



Brand Recognition:

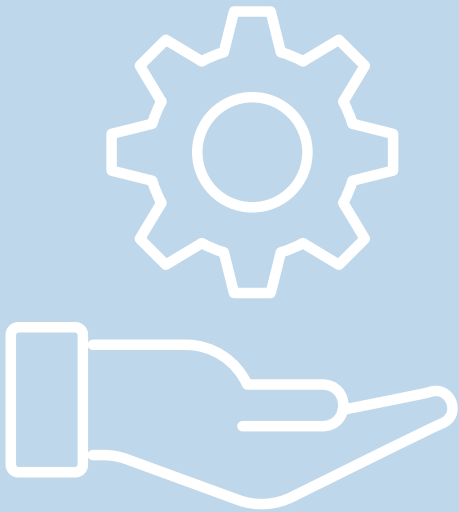
Completed 8 reputation and recognition projects, exceeding the target by 4. This included a major breakthrough with recognition by the Beijing, Shanghai, Tianjin municipal governments and the Guangdong provincial government, substantially contributing to achieving the member growth target.



Product Development:

Successfully converted and launched the English series course on management skills. Designed the GA graduate associate membership qualification, with recruitment in mainland China to commence in 2025-26. The student membership program has been rolled out. The GCPA has been adapted for the Chinese market.

Support



Value created

In FY25, IPA delivered 742 CPD events across multiple formats, ensuring flexible learning opportunities for members. While overall attendance declined due to fewer complimentary sessions, paid engagement remained stable, with strong demand for specialised tax events during the 2025 tax season. Our member support team also answered 12,980 calls, reflecting our commitment to accessibility and responsiveness.

Moving forward

IPA will expand its specialised CPD offerings, particularly in high-demand areas such as taxation and technical updates. We will also enhance digital and on-demand learning resources to give members greater flexibility. In addition, new initiatives will focus on wellbeing and holistic professional support, building on strong positive feedback from members.



Innovation

ICT Transformation: Driving Innovation and Efficiency

Our ICT team is dedicated to fostering innovation and enhancing efficiency by strategically leveraging advanced technologies and optimising processes. As we continue our transformative journey, our unwavering focus remains on delivering seamless, high-quality service to both our members and staff, thereby supporting all current and future initiatives across the IPA Group.

ICT Strategy

Our ICT strategy is anchored by three fundamental pillars: innovation, business support, and ICT excellence. These core areas enable us to proactively stay ahead of technological advancements, provide robust support across all business functions, and uphold the most stringent standards in our ICT operations. As the current ICT transformation nears its completion, we are commencing a comprehensive review to ensure its complete alignment with the updated Group strategy. This alignment will strategically position our ICT capabilities to effectively support the Group's overarching direction and strategic initiatives, allowing us to continuously drive progress and meet the evolving needs of our organisation and stakeholders.

Business Support

ICT has consistently played a vital role in bolstering business operations by effectively utilising tools and technologies that significantly enhance efficiency and reduce manual effort. We continue to deploy workflow automation to streamline processes, leading to accelerated membership approvals, enhanced accuracy, and improved overall productivity throughout the Group. Our team remains committed to maintaining system integrity, providing responsive technical support, and delivering ongoing user training to ensure staff can optimally utilise available tools. These continuous efforts empower the Group to concentrate on strategic priorities while minimising the burden of administrative tasks.

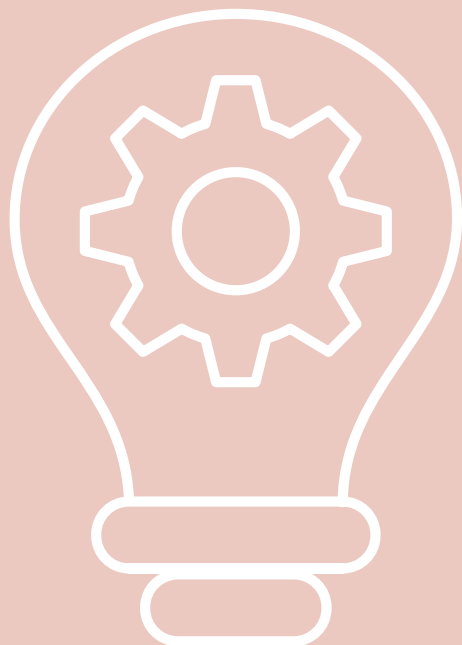
ICT Excellence

As part of our ongoing commitment to strengthening security and ensuring compliance with UK data privacy regulations, we have automated the data retention process within our UK compliance system. This enhancement ensures that personal data is systematically removed or de-identified in strict accordance with our data retention policies, thereby supporting compliance with the UK GDPR and broader data protection standards. Automating this critical process not only significantly reduces the risk of human error but also enhances data security, mitigates potential breaches, and underscores our commitment to handling personal information responsibly and transparently.

ICT Innovation

We officially launched a major digital transformation initiative with the commencement of our CRM project, representing a significant stride forward in enhancing our engagement with stakeholders. This ambitious project involves replacing our existing CRM and websites in both Australia and the UK with a modern, integrated Engagement Management system. This comprehensive transformation is designed to deliver a significantly improved user experience, cultivate stronger stakeholder engagement, and streamline internal operations. Furthermore, it will enable us to generate deeper data insights and elevate our digital presence, ensuring our technology infrastructure effectively supports the IPA Group's strategic direction and long-term objectives. Strong governance has been established as a cornerstone of this project to ensure its successful delivery. A structured oversight framework has been rigorously implemented to proactively manage risk, maintain unwavering alignment with strategic goals, control project scope, and ensure timely and cost-effective execution.

Innovation



Value Impact

Making Compliance Easier for our members

In the Apr23- Apr24 reporting period we completed a total of 121 AML reviews.

In the current reporting period (6 Apr24- 5 Apr25) the team completed 170 reviews. The increase was a direct result of training the compliance team to conduct reviews on low-risk firms. The increase in capacity was due to the compliance team not having to produce 2000 risk assessments manually now that we have the Connective Solutions Returns portal.

Workflow automation

The 49% year-on-year increase in workflow automation instances reflects our strategic focus on driving efficiency and productivity, enabling teams to streamline operations and deliver faster, higher-quality outcomes across the business.

The 7% year-on-year rise in successful workflow automation runs underscores our commitment to operational excellence, demonstrating improved reliability and sustained productivity gains across strategic initiatives.

All instances

10,961 
49%

Successful instance runs

98.2% 
7%

Moving Forward

The IPA group launched a major digital transformation initiative with a new CRM project, aiming to replace existing systems to improve user experience, enhance stakeholder engagement, and streamline internal operations.



Education

Global Certificate of Public Accounting (GCPA): Driving Future-Ready Professional Development

The IPA Group's Global Certificate of Public Accounting (GCPA) has reached its final implementation stage since its launch in September 2024, marking a significant stride in professional development innovation. Nearly all of its online microcredentials are now fully built, offering a meticulously designed, self-guided learning platform readily accessible for public enrolment. The GCPA has garnered an overwhelmingly positive reception from the international accounting community, including notable endorsement from the International Federation of Accountants (IFAC), who commend it as a "flexible accounting certification program aimed at the broader role of accountants in the future."

It is intended that the GCPA with its innovative pathways which recognises prior learning and experience will help to address the skills shortage in the accounting profession whilst providing a trans-disciplinary approach to emerging topics such as climate reporting and sustainability/ ESG advisory services.

Expanding Reach and Impact Through Strategic Initiatives

Over the past year, we have actively re-educated the market on this innovative GCPA pathway. This involved close engagement with education providers to facilitate accreditation and providing comprehensive guidance to aspiring individuals through our Recognition of Prior Learning (RPL) service. Our innovative RPL software, which we believe to be a world-first initiative, demonstrates IPA's commitment to inclusivity by recognising aspiring public accountants' broad skills, qualifications, and enriching experiences.

The IPA Group has strategically leveraged the GCPA to create accelerated pathways for existing members seeking to advance their membership and for non-accountants aiming to acquire new accounting skills. A cornerstone of the GCPA is its focus on developing crucial professional skills, which are identified as key requirements for successful public accountants. These critical skills are delivered through a hybrid model, combining flexible online learning with immersive workshops designed to foster collaborative problem-solving, critical thinking, and teamwork using real-life examples, ensuring practical application and deep understanding.

Internationally, the IPA team has spearheaded initiatives to offer this competency-based program for tailored applications, including specialised training and continuing professional development (CPD). For instance, the GCPA framework in Singapore is being adapted for a bespoke professional development program specifically designed for financial controllers. Similarly, in Malaysia, proactive discussions are underway to integrate GCPA microcredentials directly into university curricula, aiming to enhance graduate employability in the evolving accounting landscape significantly. These innovative endeavours have also led to developing advanced skills, diagnosis, and assessment tools, poised to address the diverse needs of various professions, universities, and even migration applications.



Education

Microcredentials: A Flexible Framework for Skill Development and Recognition

The IPA Group is actively developing and refining the GCPA and its microcredential offerings to serve new entrants to the accounting profession and our existing members across various experience levels. These microcredentials, which include an assessment component, are positioned as formal learning pathways for those seeking industry recognition or membership progression.

Currently, IPA microcredentials are:

- Promoted as a structured learning option for those entering the accounting profession
- Used as an alternative pathway to IPA membership
- Positioned to support progression through IPA membership levels
- Promoted as an alternative way to meet CPD requirements
- Part of the structured learning pathway for the GCPA.

For new entrants, these microcredentials offer an accessible and industry-recognised route into the profession. For current members, they provide a structured way to gain relevant knowledge, meet CPD obligations, and upskill in emerging areas of practice.

Addressing Challenges and Enhancing Value

One of the most significant challenges in driving uptake is cost. IPA microcredentials are priced at the higher end of the market, primarily due to the inclusion of an assessment component. While assessment is essential for formal recognition, it can create a barrier for those simply seeking to complete CPD or gain knowledge. We recognise the risk this poses to IPA's revenue forecasts.

To address this, we are:

- Reviewing pricing models
- Exploring unassessed versions of popular microcredentials
- Developing a CPD pathway and bundles with optional assessment at a later stage.

In addition, to reviewing the pricing model, it was also considered necessary to improve relevance for current members – especially those with foundational knowledge in core topics. For these members, we are developing microcredentials in emerging areas and professional skills that add practical value without formal assessment.

Recognition of Prior Learning (RPL) Trends and Fast-Track Advancement

We have observed that many individuals undertaking RPL assessments are doing so to meet Tax Practitioners Board (TPB) requirements. As such, there is a growing need to align and clearly articulate how the Tax Agent Certification (TAC) and BAS course units fit into the microcredential framework.

For experienced members, particularly those with over 3 and 5 years of experience at AIPA and MIPA levels, we are promoting Fast-Track Advancement Pathways. These pathways allow members to move toward their next membership level more efficiently by recognizing professional experience and completed learning through the microcredentials.

Cultivating New Value for Professional Communities

The implementation of the GCPA represents a profound education transformation, successfully bringing together diverse human and other capitals. This synergistic approach has cultivated the development of new and substantial value for professional communities, both domestically and internationally.

Education



Value Impact

The GCPA creates value for the IPA Group, the accounting profession and in terms of being an innovative educational pathway. Against the funding capital, it is expected to provide revenue; it significantly adds to the knowledge of the IPA Group and the broader profession (including intellectual property); it adds to the competencies and capabilities of the IPA Group (including members and people); the trans-disciplinary nature of the GCPA builds.

Moving Forward

We will monitor and assess the impact of the revised GCPA model in terms of pricing, pathways, advancement, assessment, and recognition. The changes outlined above are intended to reduce the revenue and investment risk and these will be adjusted as needed.



Sustainability

Driving Sustainability: The IPA Group's Five-Year Strategy

The IPA Group is deeply committed to being a thought leader on sustainability and actively driving sustainable practices within the accounting profession and the broader small business community. Our newly launched five-year sustainability strategy, effective April 2025, firmly positions the IPA as a leader in this critical area.

Our strategic approach focuses on advancing knowledge and practices in sustainable accounting and sustainability reporting. We achieve this through dedicated research, advocacy, publications, education, and training. We also collaborate closely with standard setters and stakeholders, providing essential tools and resources to our members.

Influencing Policy and Fostering Global Collaboration

The IPA actively influences policy by engaging with government and regulatory bodies. We advocate for the integration of sustainability within the accounting profession and champion support for small businesses as they transition to more sustainable practices, including areas like mandatory sustainability reporting and tax incentives.

We are also fostering global collaboration on sustainable accounting and reporting. This involves our participation in international forums and establishing partnerships with international accounting organizations to develop globally adoptable standards. Furthermore, we're building a robust network of sustainability-focused accounting professionals through strategic alliances and initiating joint projects with other associations.

The Role of the Sustainability Working Group and Member Support

Our Sustainability Working Group (SWG) is crucial to these efforts. The SWG promotes sustainable practices, provides guidance on integrating sustainability standards, and contributes significantly to our thought leadership. The SWG is developing an annual work plan and will regularly report progress and outcomes to IPA members and stakeholders, ensuring alignment with internationally recognised frameworks such as the Global Reporting Initiative (GRI) and International Sustainability Standards Board (ISSB) standards.

We actively monitor developments from key standard-setting bodies and will provide our members with essential tools and resources. This includes fact sheets on legislative and Australian Sustainability Reporting (SR) Standard requirements, designed to assist with climate disclosures and other sustainability reporting matters. The IPA supports the pragmatic approach of the Treasury's proposed reporting categories for climate disclosures while advocating for simplification and additional guidance tailored to small and medium-sized entities (SMEs).

Sustainability



Value Impact

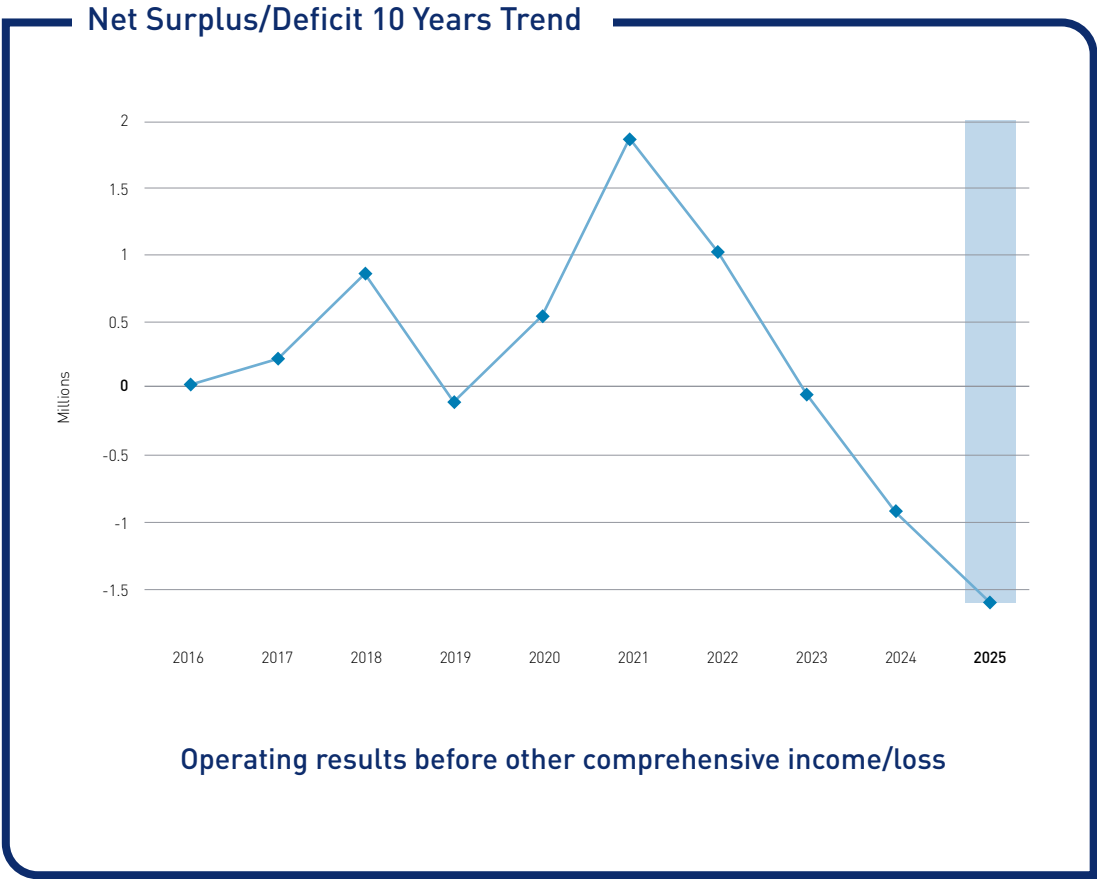
In FY25, the IPA Group actively created value in sustainability through its newly launched five-year strategy. The group focused on advocacy to influence policy, education via the Global Certificate of Public Accounting program, and direct member support through a new Sustainability Working Group. These initiatives aimed to position the IPA as a thought leader and equip members with the necessary skills for a rapidly evolving, sustainable business landscape.

Moving forward

The IPA plans to continue its focus on sustainability and refine the use of sustainability metrics across the business. The organisation also intends to enhance how it communicates the benefits of its sustainability reporting to its global membership and other stakeholders.

Operating Results

The IPA Group recorded a deficit of \$1.65mil (before other comprehensive income) in 2025 (2024 deficit \$0.93mil). This result reflects a considered approach to resource allocation, with significant funds channelled into initiatives designed to accelerate long-term value creation. Revenue growth in key operational areas was offset by higher expenses, primarily relating to digital transformation projects and professional development program development. A detailed breakdown of the revenue and expense trends underscores the organisation’s ongoing commitment to sustainable investment while maintaining focus on member value.

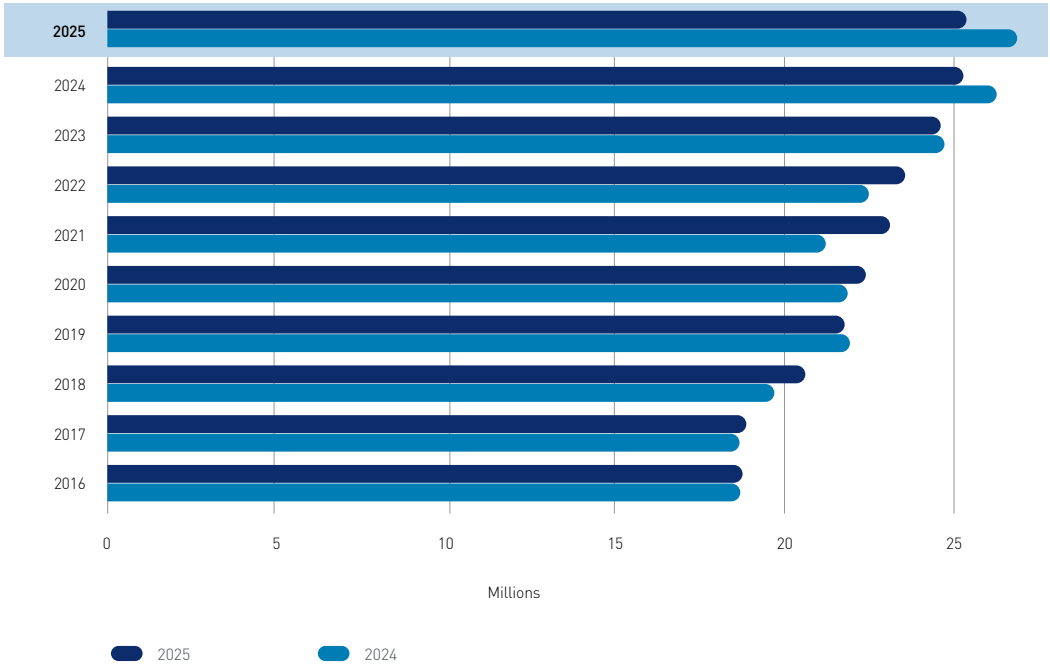


Revenue & Expense Trend

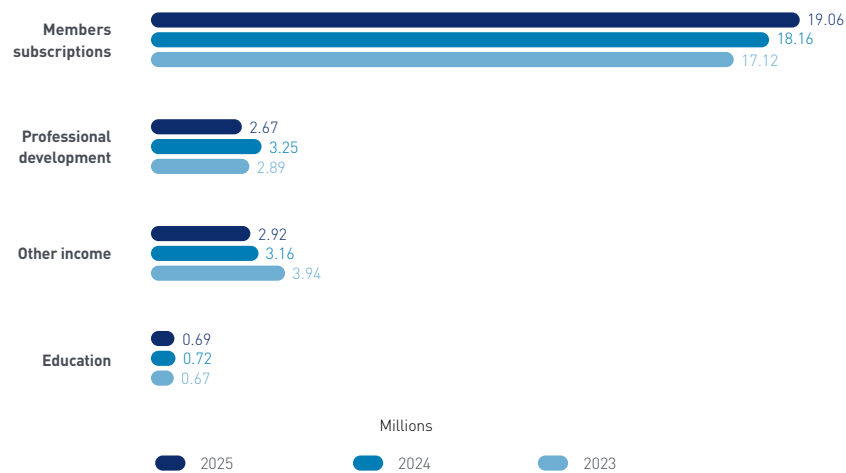
Despite a deficit, underlying core activities remained robust, with stable revenue streams from membership, professional development, and qualification assessment services. Total revenue grew by 0.18% year-over-year (2025: \$25.33 million; 2024: \$25.28 million), with the most significant increase attributed to membership subscriptions, which rose by 4.9% (2025: \$19.05 million; 2024: \$18.16 million).

Total expenditure for 2025 was 2.92% higher than 2024 (2025: \$26.98mil; 2024: \$26.22mil). Expenditure increases were largely anticipated, underpinning our multi-year strategy focused on future-proofing services and infrastructure. Key indicators, including liquidity ratios and operating margins, continue to be closely monitored to ensure financial resilience during this transformative period.

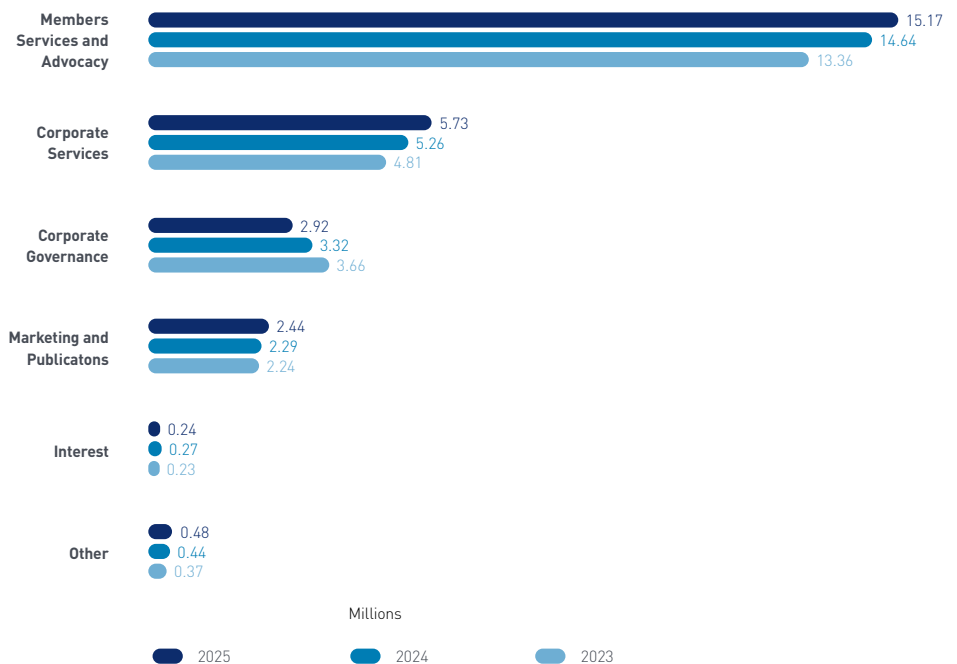
Revenue & Expense 10 Years Trend



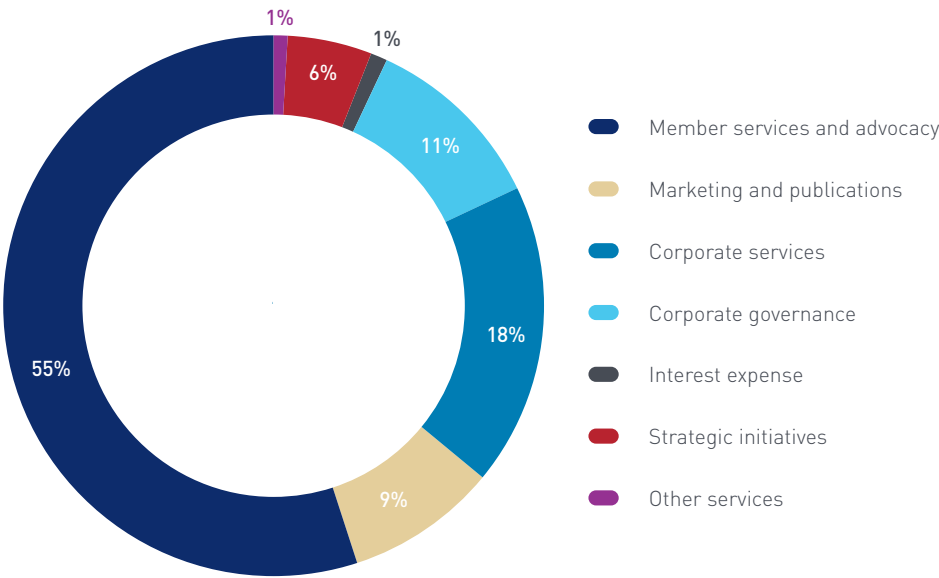
Revenue Breakdown Over 3 Years



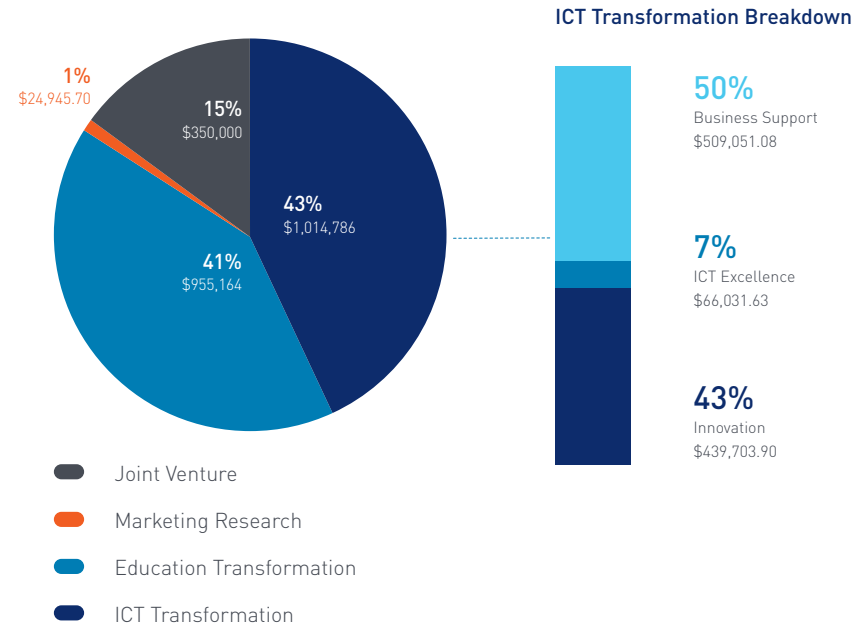
Expense Breakdown Over 3 Years



2025 Expense by Type

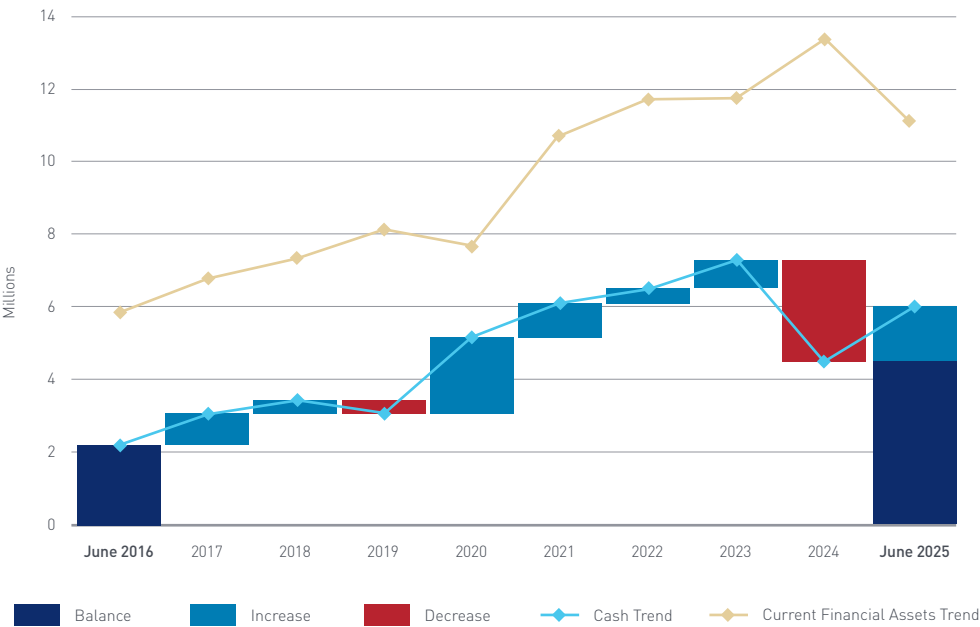


Spend by Strategic Initiatives



	FY 25			FY 24		
	OPEX	CAPEX	Total	OPEX	CAPEX	Total
Education Transformation	\$327,637	\$627,528	\$955,164	\$460,582	\$0	\$460,582
Marketing Research	\$24,946	\$0	\$24,946	\$28,815	\$0	\$28,815
ICT Transformation	\$913,236	\$101,551	\$1,014,787	\$645,339	\$0	\$645,339
Joint Venture	\$0	\$350,000	\$350,000	\$0	\$0	\$0
Total	\$1,265,818	\$1,079,079	\$2,344,897	\$1,134,736	\$0	\$1,134,736

Cash and Financial Assets Holding Trend



Financial Outlook

We anticipate that 2026 will be the year to yield measurable improvements in digital service delivery and operational efficiency from our strategic investments. Although our balance sheet position remains strong (over the last five years from 2020: \$2.23mil to 2025: \$2.73mil), 2026 will be the year to recover from the investment phase and sustain our accumulative retained surplus.

Non-financial performance indicators, including member engagement rates, advancements in developing micro-credential programmes, and progress toward sustainability commitments, also demonstrated positive trends. Going forward, the organisation’s adoption of new digital platforms to enhance user experience is expected to further strengthen stakeholder engagement and support increased revenue growth.

The organisation will continue to calibrate its resource allocation model to balance immediate operational needs with investments in transformational initiatives. This ensures that the Group remains well positioned to capture future growth opportunities and deliver enhanced value to its members and the wider professional community.

Stakeholders, Engagement & Impact

Materiality Assessment

As part of the preparation of this Integrated Report, the Group established an Integrated Report team which undertook an assessment of materiality in terms of the impact on the Group’s value creation, the time period over which value creation may be impacted, the importance to stakeholders and the ability for the Group to exercise control over risks and impacts .

The assessment included:

- extensive stakeholder engagement, including member survey and feedback from directors and employees through interviews and surveys
- the Group’s strategic plan up to 2025 and the new plan from 2025
- vision and mission
- business model and activities and how these create value over time
- the Group’s performance in terms of financial results and non-financial indicators assessed against the ESG principles
- the governance structure and how it supports the previous and new strategic plans, ensuring transparency and accountability in reporting.

Stakeholder Engagement and Impact

In response to the materiality assessment and the impact on value creation, the Group undertook activities and initiatives to address risks and leverage opportunities to ensure the future sustainable growth of the Group. These included enhancing the various business activities reported throughout this Integrated Report, for instance, building our advocacy resources and activities, strengthening the processes of the Divisional Advisory Councils, improving social media and other media activities, expanding our publications, continuing to build the MyCommunity online member forum, which also provides insightful feedback from members, incorporating feedback from member and staff surveys and so on.

Overall Membership Experience Ratings

Base - 2,125 respondents (1,711 IPA members, 414 IFA members)



2025

Followers	IPA	IFA	Total	
Facebook	37,071	10572	47,643	↑
LinkedIn	22,452	14,732	37,184	↑
IPA Group Instagram	960	-	960	↑
YouTube	2,070	852	2,922	↑
LinkedIn Newsletter	9,089	5,941	15,030	↑

2024

Followers	IPA	IFA	Total	
Facebook	36,863	10,572	47,435	
LinkedIn	19,531	13,291	32,822	
IPA Group Instagram	788	-	788	
YouTube	1,970	655	2,625	
Twitter	9,599	5,237	14,836	

Partners

In the financial year 2025, the IPA Group continued to strengthen its partnerships and successfully onboarded two new partners ensuring we achieved 93% retention rate.

We are delighted to continue collaborating with our current partners, including AB Phillips, Worrells, Officeworks, Thomson Reuters, BUPA, Wines Direct, AMLCC, Vantage Fee Protect, Capium, AJ Gallagher, FA Simms and Nelson Croom. In the next financial year, we intend to deepen these valuable relationships and explore new opportunities.

The IPA Group frequently receives proposals from businesses seeking to align with us, making it crucial to establish a formal review process that ensures transparency, efficiency, and effectiveness in evaluating these proposals. Our membership base allows external organisations to reach our niche and target audience, presenting an appealing and potentially profitable opportunity for both the partner and the IPA Group.

Specific selection criteria assess potential member service partners to ensure that our partnerships are mutually beneficial, providing value to our members while supporting the IPA Group's overall goals and sustainability. Our process ensures alignment with IPA Group values and features reputable brands with robust due diligence procedures. Member insights play a crucial role in choosing business partners to cater to the needs of our members.

Our partnerships encompass diverse offerings, such as accounting software and tax and compliance services. Considering the post-COVID environment, we actively pursue health and lifestyle offerings, including those from Qantas and BUPA, to meet the changing needs of our members.

Additionally, the significant presence of partners at events serves multiple purposes, including enhancing our corporate image through brand association, garnering media coverage, connecting attendees with valuable services and products, and facilitating networking opportunities.



People and Wellbeing

The People and Wellbeing function at the IPA Group is led by the People and Wellbeing Committee, which includes members from across the IPA Group in both Australia and the UK, as well as our Immediate Past President, Julie Williams.

During the last financial year, the key achievements have included:

- **Education on internal policies.** We focused on educating employees about key internal policies, including the Right to Disconnect, which came into effect in August 2024. This initiative supports clearer boundaries between work and personal time and reinforces our commitment to employee wellbeing.
- **Team engagement.** Team members in Australia came together in February 2025. We brought the team together from across Australia for a team engagement event focused on connection, wellbeing, and shaping the future of our workplace. It was a valuable opportunity to listen to our people, strengthen relationships, and align our future priorities.
- **Introduction and implementation of additional HR resources.** We implemented additional HR resources to strengthen support for our people and managers. This investment enhances our capacity and ability to provide timely guidance, support employee wellbeing, and meet the needs of an evolving workforce.

Hybrid work model and flexibility – new ways of working

Our hybrid model continues and has remained at three days in the office and two days working from home.

Our people can choose the days that they are in the office and those workdays from home.

We have an all-in day each week where we aim to have the majority of our team in the office. This promotes engagement and interaction amongst our people.

Our hybrid work model has flexibility to accommodate individual situations.

Wellbeing Statement

At the IPA Group we define wellbeing to be more than just being healthy and feeling good. Wellbeing has a broad definition which includes mental, physical, financial, and emotional factors.

We recognise that wellbeing is unique to everyone and therefore, do not intend to define or impose what an ideal state of wellbeing looks like.

The IPA Group is committed to the health and wellbeing of our team members. We aim to provide a workplace that cares for and supports the physical, emotional, and psychological wellbeing of everyone at work.

In recognising health and wellbeing in the workplace is a shared responsibility, we will support our team members by providing training and tools which will enable them to take control of their personal wellbeing. We will also support our leaders to create safe and supportive work environments.

Overall, the IPA Group will continue to take action to build a supportive, caring, and inclusive community for all that creates a sense of belonging and enables everyone to be and do their best.

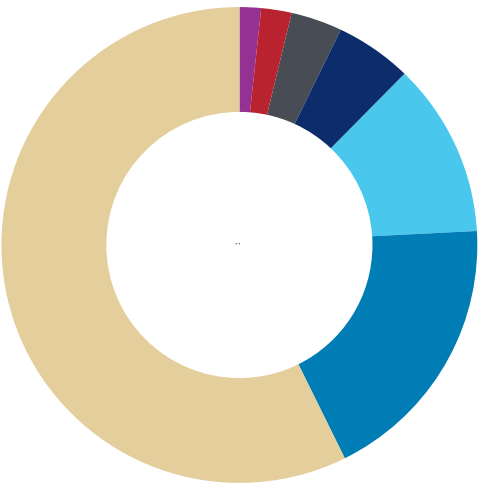
Staff Training

- IPA Group believes continuous learning and development is critical to supporting high performance and employee engagement.
- Our training offering/program aligns with equipping our people with the skills, tools and knowledge to achieve our strategic priorities and support to thrive in their roles & grow their careers at IPA & beyond.
- Training at IPA – we continue to commit every year to provide employees with training and development opportunities.
- We continue to invest in our people’s training through providing an annual budget allocation for both corporate and individual training needs.
- Our training is delivered through a combination of online learning via our Go1 platform and targeted programs funded through our corporate & individual training budgets. This method ensures that our people have access to essential training whilst also allowing development pathways suited to the employee.
- Reported on Go1 usage that covers compliance and internal training for our new and current employees, induction program for all new employees, ICT training to ensure our team have the skills and knowledge to use our systems.
- Go1 platform - used by our team members to complete some of their training and development goals. We continue to curate our own training awards and playlists that cover employee induction, compliance ICT, Cyber Security and Diversity Equity & Inclusion which provides a sense of consistency across the group.
- In addition to Go1 our people undertake training to meet their needs to perform in their roles and for career progression.
- Other training that our people have undertaken (outside of Go1): Support team in AUS & UK with apprenticeship, diplomas in AML & post graduate studies; Employees undertaking our Global Certificate of Public Accounting program; New leaders and managers; iMIS early adopters – training for selected employees; attendance at conferences
- We are committed to contributing to every team member’s ongoing training and development. We recognise that all team members want to continually enhance their skills both personally and professionally.
- In the coming year, we aim to adopt a more targeted approach to employee development by identifying training needs at both the individual and organisation levels. This will ensure our people are equipped with the right skills to support their career growth whilst also meeting the evolving needs of our business.

Go1 Training by Competency Area

Below is further information on the Go1 training broken into competency areas.

Total of 758.92hrs



	Hours	%
ICT	435.43	57.3
Health and wellbeing	140.75	18.5
Internal training	89.87	11.8
Business skills	39.1	5.15
Personal development	26.37	3.47
Compliance	15.73	2.07
Diversity	11.67	1.5

Training in the UK

In addition to the above, the UK have 4 x all in days where the team come together to engage with each other and undertake training specific to their needs & requirements.

All in days covered the training noted below.

- Anti Money Laundering
- Compliance
- Ethics training
- Business development – exploring opportunities and threats
- Value to the members
- Fixed penalties
- Updates on Group Strategy, Employee engagement, IT developments

Other training courses undertaken by the UK team:

- IFA AI and emerging technologies 1 day online conference attended by most staff
- IFA Conference 1 day face to face covering transforming accountant-client relationships, strategic leadership, Compliance and Making Tax Digital
- OPBAS Professional Body Supervisors conference 1 day
- Ethics online presentation
- AMLCC online training
- IFAC Directors 2-day conference
- Regular webinars covering HR legislation developments
- Mental health awareness webinars
- Legal 1hr presentations from Tenet Law on Fraud Investigations, Risk
- Working parties in relation to professional enablers, the Economic Crime Plan, the National Risk Assessment and ACSPs.
- MLRO summit – 3 hr online event for MLROs and AML professionals
- Podcasts supporting professional and personal development.
- SmartyMe App
- MLRO summit – 3 hr online event for MLROs and AML professionals
- Building Professional Relationships (IPA)
- Accountancy qualification including tax accounts payable, accounting systems, AI in accountancy.
- Fire Warden Training
- First Aid Training



Gender pay gap (GPG) and how it was calculated as of June 2025

At IPA Group we are committed to fostering an inclusive and equitable workplace, where every employee is valued and rewarded fairly. Part of this commitment, we regularly measure and report on our gender pay gap, which represents the difference in average earnings between men and women across the business.

Analysis continues on the GPG, this activity is carried out annually. The analysis has been completed for team members in Australia and the UK.

This work has been undertaken so that we have a full overview of the gap in both countries.

The GPG is the difference in average earnings between women and men across the organisation expressed as a percentage of male earnings.

Australia

We have completed a review of the data (base salary only) for 57 employees (41 females and 16 males). The CEO and all casual employees have been excluded from this review. The pay gap is 17.38%, meaning that on average, women are earning 17.38% less than men across the team in Australia. FY24 GPG was 15.7%. The national average in the private sector is 21.8% [source Workplace Gender Equality Agency 2024].



UK

We have completed a review of the data for all 26 employees (14 females and 12 males). One part-time senior staff and casual employees have been excluded from this review. The pay gap for IFA is 12.7%. FY24 GPG was 5.91%. The national average in the private sector is 7% [source]



General comments

- The gap does not mean that women and men doing the same job are paid differently – that would be equal pay, which is a separate issue.
- The gap does not reflect pay inequality for the same roles.
- The gap shows a difference in the average pay across all roles which may be influenced by the distribution of roles, tenure, seniority, or working patterns.
- We acknowledge the gaps and are committed to understanding the drivers behind them and taking informed action to reduce it over time.

Next steps

- Demonstrate that we have awareness by continuing to monitor and report on the pay gap.
- Continue to have conversations on what we can do to address the gap both internally and externally with recruiters.
- Continue to review our internal processes to ensure the gap doesn't increase where possible and continue to offer training and development opportunities to assist with closing the gap.
- Review our recruitment processes to ensure benchmarking and a salary review is completed prior to recruitment commencing.
- Initiatives to support women in progressing to higher-paid roles.

Gender composition of our IPA Group workforce 2025



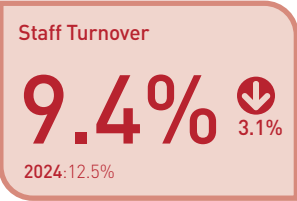
	Female	Male	Total
Total	66	31	97
Australia	44	18	62
UK	14	12	26
China	8	1	9

Group Executive composition:



Total in team: 8
Australia = 7
(Andrew Conway, Catherine Atkinson, Naomi Knight, Alexandra Andrews, Vicki Stylianou, Brett Maloney and Philomena Leung)
UK = 1
(John Edwards)

Staff Turnover



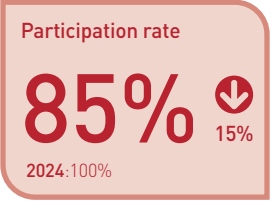
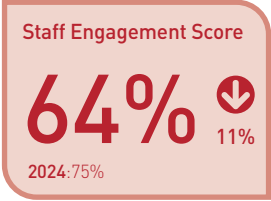
Australia:
7 staff resigned/retired

UK:
2 staff resigned/retired

Overall staff turnover for the Group was 9.4%

Staff turnover in FY24 was 12.5%

Employee Engagement Survey



We have seen a decrease in both our engagement and participation over the last 12 months.

What we are doing well

- I know how my work contributes to the goals of the IPA Group.
- I am able to arrange time out from work when I need to.
- We are genuinely supported if we choose to make use of flexible working arrangements.

Our top opportunities:

- The leaders at the IPA Group keep people informed about what is happening.
- Day-to-day decisions here demonstrate that quality and improvement are top priorities.
- I believe there are good career opportunities for me at the IPA Group.

Leaders & Governance Framework: Upholding Trust and Professionalism

The accounting profession's ability to restore public trust, particularly following recent professional and ethical breaches, remains a critical ongoing process. The IPA Group is unwavering in its commitment to maintaining exceptionally high governance processes and procedures. This financial year, we have undertaken and completed a series of initiatives designed to strengthen the IPA Group's governance and uphold the professionalism of our members.

Enhancing Governance Through Robust Processes

Board Nominations

During the last financial year, the IPA Group appointed VUCA Consultants to support and refine the processes of our Nominations Committee. This strategic engagement ensures that the IPA Group's governance processes and procedures remain at best practice by implementing a robust nomination process for our governance positions.

UK AML Supervision

The Institute of Financial Accountants (IFA)'s Anti-Money Laundering (AML) supervisory processes and systems have been significantly improved in the UK. This enhancement comes from the development of firm return systems by Connective Solutions, a key part of our ongoing ICT transformation over the past two years. We will continue to refine these ICT processes and systems in the upcoming financial year.

UK AML Regulatory Review

The IFA underwent an extensive regulatory review by the Office for Professional Body Anti-Money Laundering Supervision (OPBAS), a regular occurrence. The IPA Group Board of Directors was continuously informed of the progress of this OPBAS review, ensuring full awareness of the legal and regulatory requirements and expectations of the regulator, HMRC Treasury, members, and other stakeholders. These requirements included ensuring the independence of the IFA Board to prevent undue influence on the supervisory or disciplinary operations of the IFA by the Directors or IPA management. The outcomes of the review indicated no significant issues.

IPA Professional Conduct Review

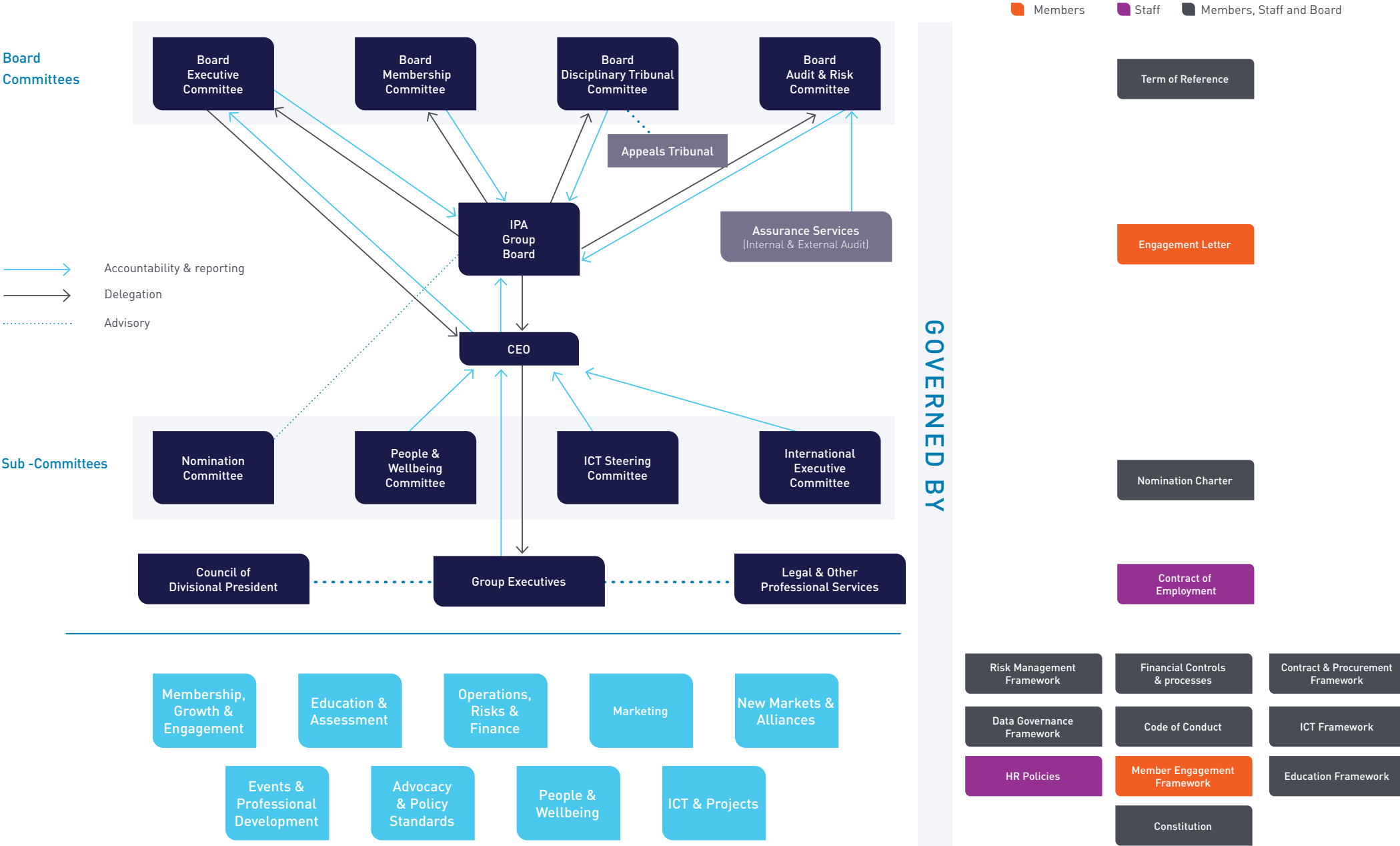
Our commitment to ethical conduct is paramount. For details on the IPA Professional Conduct review, please refer to page 32.

Effective Governance

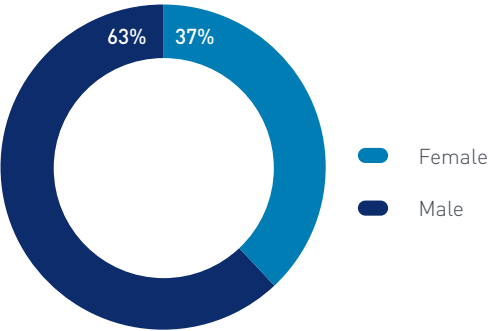
The IPA Group understands that strong leadership is essential for effective governance. We firmly believe that robust governance practices are the bedrock for achieving high performance and building trust with our stakeholders.

To ensure transparent and responsible operations, we adhere to the IPA Group's Constitution, By-Laws, Policies, and all relevant jurisdictional statutory and regulatory requirements. Our leaders operate within clearly defined frameworks and terms of engagement, which meticulously set out their roles, responsibilities, and accountability.

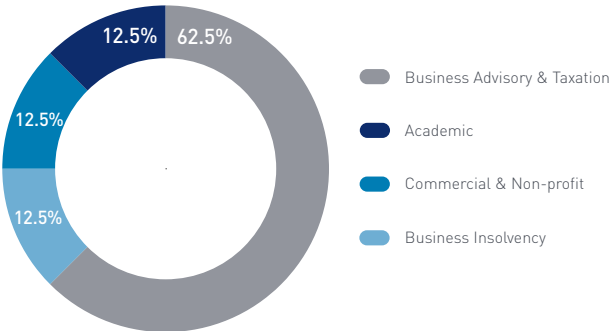
These frameworks provide a clear structure, enabling leaders to understand and oversee expectations, objectives, performance measures, risk management, and reporting requirements. By consistently upholding these governance principles, we safeguard the integrity of our organisation and protect our brand and reputation.



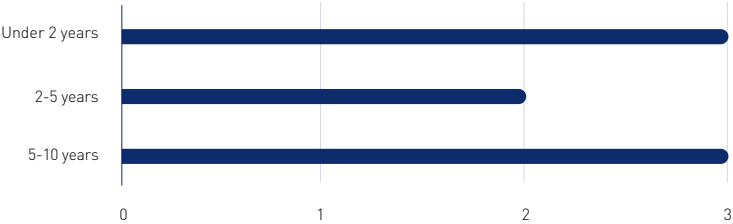
Board Gender



Board Sector Composition



Board Tenure



Governing Bodies & Role	Key Activities	Value Added
Board		
Our Board oversees the business and affairs of the IPA Group. It sets our strategic direction, oversees financial and non-financial performance and risk management, and provides leadership and direction on workforce culture and values.	• Strategy and policy • Financial performance • CEO appointment • Provides guidance to the CEO in the discharge of his responsibilities • Risk Strategy and Mitigation • Corporate Governance and Culture	Through the discharge of its responsibilities, the Board ensures the IPA adds value to members and the community. By monitoring and delivering on strategy, the IPA Board safeguards public trust and confidence in the broader accounting profession.
Board Executive Committee		
The purpose of the Board Executive Committee (BEC) is to manage the direction of the Institute between meetings of the IPA Group Board of Directors and to report to the full Board on its activities.	• Provide strategic advice to the IPA Group Board on matters pertaining to modern, efficient and effective resource management methodologies and to oversee the Institute's resources, including development of the Institute's investment strategy and operational budget. • Monitor developments relating to the accounting profession, professional accounting standards, professional and ethical requirements. • CEO performance review and setting of CEO KPIs. The President will make recommendations to the BEC for approval regarding the outcome of the CEO performance review. • Review of CEO employment agreement, making recommendations to the IPA Group Board regarding the appointment or re-appointment of the CEO and remuneration policy for same. • Review the determination of the Total Key Management Personnel Total Remuneration Pool. • Review the ongoing appropriateness and relevance of the remuneration policy. • Where required, obtain reliable and up-to-date information about the regulatory and legal frameworks relevant to remuneration in other entities of comparable scale and complexity. • Ensure that contractual terms on termination, and any payments made, are fair to the individual, and the organisation.	Whilst not decision-making with the exception of performance review and remuneration, the Board Executive Committee is an important forum between Board meetings for the President, Deputy Presidents, Immediate Past President and CEO to meet regularly to discuss matters impacting the delivery of strategy. This ensures a clear line of communication in a structured way taking into account key items such as stakeholder engagement, advocacy, new and emerging risks, media engagement and performance metrics. This ensures that appropriate mechanisms are in place to manage the performance of management and adherence to policies and procedures. This also monitors Board mandates on Key Management Personnel remuneration.

Governing Bodies & Role	Key Activities	Value Added
Board Audit and Risk Committee		
The Board Audit & Risk Committee (BARC) is a sub-committee established by the IPA Group Board to assist the Board in the effective discharge of its responsibilities in relation to the matters set out in Key Activities.	- Financial reporting - Internal and External Audit - Risk and Internal Audit Function Performance - Risk Management and Internal Controls - Oversight of IPA PSC Internal Committee - Administration of IPA Whistleblowing Policy	By effectively monitoring and managing risk, member resources are protected. This results in a greater capacity to provide enhanced support to members through investment and enhancements to member services.
Board Membership Committee		
The Board Membership Committee (BMC) is a sub-committee established by the IPA Group Board. Its purpose is to review and recommend policy for the approval of the IPA Group Board of Directors on matters pertaining to the attraction, development and retention of IPA Group members according to pre-determined standards of education and professionalism. Provide education, professional experience, personal advice to management on emerging issues related to member education to inform the design of educational projects and services.	- Qualifications Assessment - Quality Review Program. - Group Education Competency Framework and Pathways. - Support the development of policies and, where appropriate, recommend them for approval by the IPA Group Board. - Recommend policies to ensure the appropriate, ongoing professional development of members within the IPA Group. - Monitor and develop the educational and professional requirements of IFAC and provide guidance on how the IPA Group shall implement IFAC educational and professional requirements. - Facilitate the sharing of information between the BMC and BARC regarding membership policy implications for the organisational Risk Management Framework.	The BMC adds value to the IPA Group through its monitoring of member policy, considering changes as required to respond to emerging issues in our profession and through the effective monitoring of Professional Standards Scheme which serves to protect the public. This is critically important to build trust and confidence in the profession and to ensure we respond to the need for flexible entry pathways with the advent of sustainability reporting.

Governing Bodies & Role

Key Activities

Value Added

Board Disciplinary Tribunal Committee

The Board Disciplinary Tribunal is a panel comprising IPA members and other non-accounting professionals. The Tribunal is constituted as a sub-committee of the IPA Board of Directors and is independent of the management of the IPA.

1. Tribunal hearings are convened for the purpose of considering cases against IPA members and are generally held three times a year.
2. The task of the Tribunal is to make a determination based on the evidence presented to it by or on behalf of the member and the IPA Advocate.
3. The BDT may:
 - Find the member has breached the IPA Constitution, By-Laws or APES and impose a penalty, with or without costs;
 - Find the member has not breached the IPA Constitution, By-Laws or APES and dismiss the case; or
 - Consider a request for an adjournment which has not been previously considered by the Chair of the BDT.

1. All IPA members are required to comply with the standards set in the IPA's Constitution, By-Laws and Pronouncements, in addition to the standards promulgated by the Accounting Professional & Ethical Standards Board (APESB), the Australian Accounting Standards Board (AASB), and the Auditing and Assurance Standards Board (AUASB). Where there are cases established on a preliminary basis of conduct that may breach the relevant standards, those cases may be referred to the BDT for determination.
2. The Chairman and Deputy Chair are IPA members in good standing and the other panel members are a mix of IPA members in good standing and lay persons, as prescribed in Chapter 7 of the By-Laws.
3. The BDT panel comprises non-accounting professionals (ie non IPA members) to enhance the independence of the Tribunal. The lay persons have backgrounds in legal practice including as barristers.
4. The determinations of the IPA BDT are published by the IPA on its website. For members subject to an order of censure, suspension or forfeiture of membership, the notification will set out the member's name, the breach, and findings of the BDT. For members subject to an order of admonishment, fine or other order, the IPA determines what, if any, information is made known to the public and will consider the severity and nature of the matter, the public interest and any possible harm which could be caused to the member or their employer or clients.

The IPA Group conducts an annual Board evaluation to continuously improve governance. Each director participates in a self-review assessment survey, assessing skills and competencies across six core components. The results help identify current board skills, inform the nominations committee in candidate selection, and aid the chair in evaluating overall Board performance. This evaluation ensures effective governance and leadership within the organisation.

The Board demonstrates competency in all knowledge areas and is expected to continuously improve its knowledge and expertise. The focus is on ensuring the Board's effectiveness and ability to address challenges and optimise opportunities.

Skills Matrix		Competent / a lot of experience	Partly competent / some experience	No experience / unsure of skillset in this area
Strategy	Comprehensive understanding of the IPA Group's strategic plan	88%	13%	0%
	Considers the wider IPA Group geography in contribution and thoughts rather than supremacy of their division			
	Please rate yourself on your overall competency in Strategy Analysis Development			
Risk	Comprehensive understanding of risk, risk management strategies, risk management frameworks & associated treatment plans	84%	16%	0%
	Capable of verifying, sourcing and communicating risks clearly			
	Understands the risk environment relevant to professional bodies and the markets the IPA Group operates in			
Compliance	Rate yourself on your overall competency in Risk	97%	3%	0%
	Comprehensive understanding of the IPA's Governance structure			
	Comprehensive understanding of the IPA's Audit and Risk Structure			
Director / Board Behaviours	Comprehensive understanding of the IPA's Professional regulatory requirements	94%	6%	0%
	Rate yourself on your overall competency in Compliance			
	Has a stewardship mindset			
	Behaves with integrity and is always ethical			
	Engenders trust and respect			
	Displays independent and critical thinking			
	Displays critical decision making			
	Attends Board meetings (min 75%) having read & understood Board materials			
	Ability to question constructively and courageously			
	Effective team participation			
	High level of commitment and engagement			
	Fosters and engages in effective Board relationships			
	Communicates effectively			
	Patience to hear people through with thoughts or ideas			
Financial & Technical	Makes good decisions based on a mixture of analysis, experience and judgement	68%	32%	0%
	Rate yourself on your overall competency in Director/Board Behaviours			
	Relevant Executive, NED, Chair, Committee Chair experience			
	Wider commercial insight			
	Knowledge of industry drivers			
	Strategic and business planning			
	Business and commercial acumen			
	Basic level understanding of legal and other professional skills			
	Mergers and acquisitions of business			
	Finance management, audit and accountancy			
	Media, PR and Marketing - customer centric			
	ICT and Cyber Security			
	Digital transformation			
	People, culture and remuneration			
Corporate Social Responsibility	Critical analysis of financial statements	73%	27%	0%
	Clear understanding of the difference between strategy and operations			
	Rate yourself on your overall competency in Financial and Technical and Literacy			
	Comprehensive understanding of Corporate Social Responsibility			
	Actively engages in activities to promote Corporate Social Responsibility			
	Consciously considers CSR when making decisions related to the IPA Group			
	Demonstrates commitment to equal opportunity and promoting diversity and inclusion			
	Demonstrates commitment to diversity and inclusion			
	Rate yourself on your overall competency in Corporate Social Responsibility			

Member Advisory Committees

Strengthening Engagement and Strategic Input

The IPA Group significantly strengthened its collaboration with the Divisional Advisory Committees (DACs) during the 2024–2025 financial year, reinforcing their vital role as a conduit between the Institute and its members. This year, a continued focus has been on improving governance, communication, and engagement across all six DACs in Australia.

Key Achievements and Developments

Governance and Consistency

Standardised documentation processes have been successfully implemented, ensuring consistent agendas, minutes, and action plans across all DACs. This has enhanced operational efficiency and transparency.

DACs have actively contributed to strategic planning, providing valuable input into critical areas such as ethics training, audit reform, and the GCPA program.

Member Engagement and Events

DACs have deepened their connection with local constituents through regular town hall meetings and active attendance at CPD and other member engagement events.

Town hall meetings will align with the DAC nominations period to enhance visibility and participation from the broader membership.

DAC Contributions to Strategic Issues

DACs provide crucial insights and input to our advocacy on a range of strategic issues impacting the accounting profession:

- **Ethics Training:** Proposals include integrating member conduct into training and offering in-person intensives to enhance ethical understanding and application.
- **Financial Advice:** Continued input to our advocacy relating to the Delivering Better Financial Outcomes reforms, including proposals to increase financial adviser numbers by licensing accountants who meet specific criteria.
- **GCPA and RPL:** Ongoing promotion of micro-credentials and strategic university partnerships to support global recognition of the GCPA program and Recognition of Prior Learning (RPL).
- **Audit Reform:** Addressing critical independence requirements and regulatory burdens in audit, with direct input from DAC members and relevant stakeholders.
- **MyGov and ATO Issues:** DACs are actively collecting fraud case studies to support IPA advocacy on agent linking and security concerns related to the MyGov and ATO platforms.

Emerging Accountants Committee: Fostering Future Leaders

The **Emerging Accountants Committee** enhances engagement, support, and professional development for early-career and emerging accountants within the IPA community. Its primary aim is to foster a sense of belonging and provide tailored resources for career growth.

Initial Priorities: The Committee’s key areas of focus include expanding CPD opportunities, launching structured mentoring programs, increasing networking events, and improving awareness of member benefits specifically relevant to emerging professionals.

Wellness and Professional Sustainability

DAC members have shared personal experiences, underscoring the critical importance of mental health within the profession. Members have strongly desired **wellness content to be embedded in future events**, drawing on successful past models and research from the Counting on U program which IPA developed with Deakin University. The overarching focus is on creating supportive environments that promote work-life balance and proactive self-care for all members.

Risk Management: Protecting Our Future and Driving Growth

The IPA Group's core objective in risk management is to protect the assets, resources, and reputation of the IPA Group for the benefit of our members, employees, and stakeholders. This objective is integral to our 5-year strategic plan, which encompasses the critical components of:

Growth

Increasing our quality membership base globally through innovative and transformative projects.

Value

Enhancing public awareness and trust in the accounting profession, while strengthening member services with education and professional development opportunities tailored for every career stage.

Leadership

Investing in the long-term sustainability of our memberships through transformative projects that benefit our members, our organisation, the profession, and the broader community that relies on accountants for advice.

The achievement of these strategic goals, particularly through transformative projects like the Global Certificate of Public Accounting (GCPA) program and our Information, Communication and Technology (ICT) innovation, is rigorously project-managed with an embedded risk governance structure. This approach encourages critical, lateral, and innovative thought processes without unnecessary limitations.

The Board endorses our Group risk management framework. It provides clear steps to identify, assess, and treat risks (and opportunities), fostering integrated thinking and incorporating the applicable Capitals for the Group's integrated reports. This framework guides our teams through transformative projects, ensuring we remain abreast of relevant key risk indicators and adhere to the Board's defined risk appetite and tolerance limits.

The framework also clearly delineates responsibilities at every level of the organisation, from the Board to Senior Management, Managers, and individual employees, ensuring a sound risk management system. The IPA Group actively promotes a risk-aware culture through positive and continuous organisational training exercises.

Risk Management Activities and Controls

The risks and opportunities that will drive or impact the success of the IPA's current and future strategies are continuously monitored and updated in our risk registers, guided by the Risk Management Framework. We diligently monitor identified risks and capture opportunities as they arise, documenting them on the Group enterprise and project risk registers.

Key Risks

Member Growth: Changing domestic market conditions, such as ongoing cost-of-living pressures and members making career changes, along with difficult business conditions for practitioners, pose challenges for attracting and retaining long-term members. The international landscape presents potential geopolitical events and local legal considerations in regions where we operate offices.

CPD (Continuing Professional Development): Competition in the CPD sector is high, and the market can be price-sensitive, potentially leading to decisions based on cost rather than quality education. This necessitates a strategy to encourage members to enrol in our high-standard, quality CPD offerings, which supports revenue and allows for reinvestment into new high quality CPD products. The Global Certificate of Public Accountant program is also subject to the same risks as those facing CPD, and, as noted above, presents a risk to revenue forecasts and return on investment.

People: Challenges in recruiting and retaining talent persist, particularly as the younger workforce shows a higher propensity to change jobs.

Technology and Security: As technology advances rapidly, the IPA strives to remain at the forefront. While this drives innovation, it also introduces technology development risks and increases exposure to security risks. Increased use of online business platforms enhances efficiencies and member connectivity but requires ongoing testing and 24/7 security monitoring to protect member and user data. Cybersecurity remains a high priority, necessitating continuous investment to protect our data, assets, and people.

Reputation: As a membership body, we have a very low tolerance for risks that could impact the Institute's reputation. Frequent assurance of member compliance and education is key in supporting members in maintaining professionalism, aligning with our co-responsibility alongside regulators. Robust governance and controls are in place to reduce the likelihood of events that could cause reputational damage. These include oversight by Board committees, Divisional Advisory Committees, the comprehensive risk management framework, our business continuity plan, incident testing plan, financial controls, and supportive organizational policies. As one of the peak professional accounting bodies in Australia, the IPA has focused on restoring trust in the profession which was severely eroded by the PwC matter and other similar incidences.

Key Opportunities

Our strategic investments in IPA memberships, particularly through projects in Education and ICT, present significant opportunities:

Digital Transformation: Investment in technology for Recognised Prior Learning (RPL) and artificial intelligence (AI) are set to improve day-to-day efficiencies in serving our members and promoting membership growth.

Microcredentials: Recognising the emerging trend of education through microcredentials, we made a leadership decision to invest in research and develop a competency-based education offering. Today, we have an educational product to serve the needs of our members and learners worldwide. These courses offer flexible learning approaches and include CPD enrollments, used as pathways to membership, or as certificated areas of interest.

Human Capital Optimisation: Our decision to review the organisation's human resources (people) lifecycle, a key Capital for the business, involves a discovery process of our resource pool and subsequent workforce. By matching talents to business needs, the IPA will foster an integrated approach to resource management. The aim is to increase efficiency and capability to identify, develop, and retain talent, allowing our people to maximise their full potential. This process has commenced with the engagement of experts to guide the organisation in achieving this objective.

ICT Roadmap Enhancements: Our ICT roadmap includes system implementation and improvements in various business areas:

- **Compliance System with Regulatory Technology:** The Connective Solutions system has been in place for two years across the Group. It includes workflows, CRM integration, and is scalable, significantly improving our support for members in complying with regulatory requirements.
- **New CRM:** A new CRM, designed explicitly for member-based associations, is currently being implemented. This system will be central to our ecosystem upon completion, enabling enhanced member engagement, including an interactive dashboard and a new web interface.
- **Cyber Monitoring System:** A new system incorporating a wide range of Microsoft security products is being implemented. This will instil confidence in employees and members when interacting and exchanging information.
- **Enhance member experience and support:** We are in the process of implementing an enhanced member experience through deploying assisted intelligence support.

We categorise our risks to ensure comprehensive management:



Financial
Investment strategy and growth



Members
Ethics and regulatory compliance



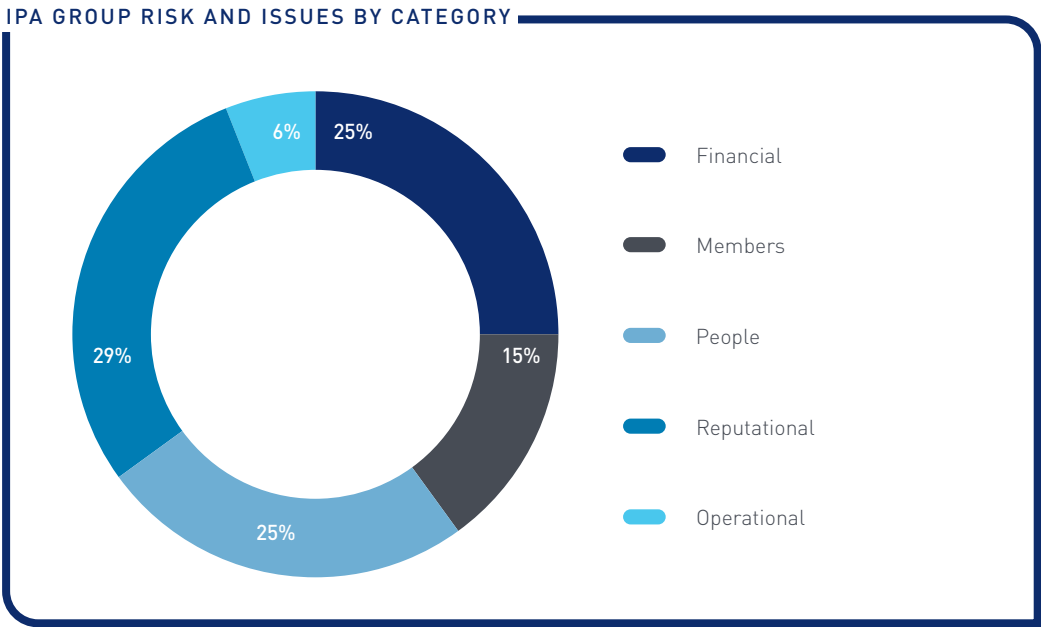
People
Employees, contractors, providers



Reputational
Staying relevant for our members, and profession



Operational
Regulations domestic and international, cybersecurity and data protection



Identification and Assessment of Key Risks and Opportunities

Our risks and opportunities are identified and assessed according to the Risk Management Framework which follows the guidelines provided by ISO 31000:2018 – Risk Management. The key risks and opportunities are listed on the Table of Risks and Opportunities. This table provides summarised information and links to our Strategic Objectives and Themes, ensuring alignment with our overarching goals.

Opportunities	Risks	Key Responses	Movement on Risk Radar	Timeframe	Strategic Theme Impacted
Information Communications and Technology (ICT) Transformation					
- The organisation is going through a significant phase of ICT Transformation. Our priority is to construct an eco system for our members, our employees, providers and stakeholders to connect and be part of a community focusing on members needs and their unique experiences. - The Institute continues to maintain and to create value for members through multiple channels of delivering services, no matter where our members are located. We continue to explore new ways with current and new technology to connect our members, provide tools and education for them to stay in the profession, which is becoming more complex and therefore challenging for some members.	- Security for accessing services and products are critical to ensure no compromise instances for both our members and the Institute - Continuing talent shortages emanating from a tight market to fulfil ICT and technical roles	- ICT Strategic Roadmap -3-5 year plan. - Drive technology innovation to improve members touchpoints and experiences. - Execute cyber security strategies. - Digitisation strategy has been implemented - Feedback from Member Engagement surveys	NO CHANGE	SHORT TO LONG TERM	 Growth  Leadership  Value

People

- Our People: Engage and drive sustainable impact by fostering wellbeing and accountability. - Our Members: Enhance member services and benefits and provide education to support them as trusted advisors to the community. - Our Partners in business: Build sustainable relationships with partners, suppliers and contractors who share the same core values.	- Retention of talent is challenging in a competitive market. - Challenges of gender pay equity. - IPA values must be shared by all members and suppliers	- People & Wellbeing Committee. - Employee Satisfaction & Culture Survey. - Human Resources Policy. - Members satisfaction surveys. - Establish and continue with mutual rewarding and respectful relationships with suppliers and contractors. - Recruitment strategies with an employee profile suited to each role as the IPA with opportunities to grow and develop. "	NO CHANGE	MEDIUM TERM	 Leadership
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Opportunities	Risks	Key Responses	Movement on Risk Radar	Timeframe	Strategic Theme Impacted
Cybersecurity and the protection of personal data					
As a cybersecurity breach could impact business continuity, the IPA continues to invest a significant amount of investment and resources to protect and improve the security of assets and systems, our people, our members and business sensitive data. This has also led to adoption of best practices and secured processes throughout the business.	Cyber crime is increasing and cyber criminals continue to find ways to infiltrate organisations.	- Invested in 24/7 monitoring system (e.g. detection of unsanctioned apps used) - Annual Cyber specialist audits and network penetration testing - Employees Awareness Education and Training throughout the year - Business Continuity and Disaster Recovery plans are in place and tested - Data governance, classification and retention policies - Embedded data loss prevention policies	NO CHANGE	ONGOING	 Value
Artificial Intelligence (AI)					
- By definition it a type of computer technology that allows machines to perform tasks with human-like intelligence. AI technology has been exploited for use in many of our everyday life in business and on the personal front . - As a business we welcome AI to enhance efficiency and to improve our members experiences. AI technology provides opportunities to streamline and integrate business processes, improve customer experiences and enhance productivity. "	AI is useful for increasing productivity and efficiency. We need to be cognisant there are downside risks to AI technology.	- We are aware of the risks of losing data, sharing PII (personal identifiable Information) data without permission and the cyber threats. - AI implementation includes cautionary steps including transparency and anonymised data before processing. - All processing of personal information within AI tools comply with applicable privacy laws. - Data processed is limited to the purposes identified and which are permitted. - The technology will be proprietary and all data will be confined to our internal environment. - This will reduce the probability identify fraud or users being redirected to malicious URLs e.g., chatbox application. - If and when using third party applications we do the right thing and confirm the appropriate safeguards are in place including compliance to privacy legislation and confidentiality.	MEDIUM TO SIGNIFICANT	ONGOING	 Value

Opportunities	Risks	Key Responses	Movement on Risk Radar	Timeframe	Strategic Theme Impacted
Education Transformation					
Global Certified Public Accountant Creating opportunities for our members and potential members with options on furthering their education, continue their membership journey or undertaking relevant continuing professional development. This has come about through this strategic and innovative project. The outcomes will improve our members standing in the community through the completion of competency based micro credential courses and in terms of education, strengthen the profession.	- This strategic project execution has been successful and it has been operationalised with corresponding market risks. - Perception of value influenced by other factors including social media, community and competition.	- Engaged with members on their imperative needs in professional development, education, and with employers, their main requirements to satisfy their business needs. - Continuing engagement with experts in the education sector, and the IPA Education Advisory Panel to advise on content, quality and relevance of the education products. - Restructure IPA's CPD offers to maximise outcomes and which are aligned to the Global Certificate of Public Accounting program. - Continue to provide the flexibility for learners to undertake the program: at their own pace; regardless of their current occupation-by stages / learning domains	NO CHANGE	MEDIUM TERM	 Growth  Leadership  Value
Markets					
Growing our memberships on existing and with new markets.	- Global instability, financial commitments and uncertainty creates hesitancy to join a membership institute, both local and international markets. - Economic uncertainty, competition and financial instability are some of the critical reasons which restrict membership growth. - International markets are subject to their local laws and regulations which can be barriers of entry."	- Providing enhanced pathways for existing markets. - Opportunities to grow in new markets with ICT transformation, an experienced team and Education / CPD offerings emanating from Education Transformation. - Performing research and analytics on markets and value for members. - Conduct members satisfaction surveys to listen and understand what our members are looking for and which also point to the needs for future members. - Champion by the international team, strengthened the approach to international markets through alliances, endorsements and partnerships.	NO CHANGE	MEDIUM TERM	 Growth  Value

Opportunities	Risks	Key Responses	Movement on Risk Radar	Timeframe	Strategic Theme Impacted
Sustainability - ESG and the Profession					
ESG (Environmental, Social, and Governance) four pillars are designed to support and promote responsible, sustainable and ethical business practices, but they also come with a range of risks that the IPA must manage	Transitional: Requires upskilling the workforce to manage and achieve Sustainable Development Goals, keeping up with the changing regulatory such as mandated reporting and ESG disclosures, ESG initiatives often require significant upfront investment. Environmental: Climate change impacts from physical risks such as extreme weather events or long-term shifts in climate, higher costs with regulatory compliance in terms of stricter environmental laws, reputational impact if the Institute's position on ESG is not congruent with members' or the public views. Social: Managing our suppliers and partners to align with our SDG value proposition, it is possible that any incident at our key suppliers' organisations (examples: negative press on unsafe working conditions, money laundering) can dent the IPA's reputation. Governance: Transparency is crucial to avoid a negative perception, board composition should comprise diverse skills and all directors must go through the nomination processes, avoid the perception of greenwashing from accusations of false and misleading ESG claims.	5-year sustainability strategy promoting sustainability and sustainable practices within the accounting profession with a focus on the small business community - Sustainable Development Goals (SDG) implementation starting with small scale initiatives. - Educating our stakeholders, the IPA has invested in a 2 part Sustainability course, suited for all audiences. - Continue to look for more opportunities to work with Suppliers who share the same sustainability goals. - Be prepared for future sustainability reporting requirements by standard setters.	NO CHANGE	MEDIUM TERM	 Leadership  Value

Emerging Risks

In addition, the business also identifies emerging risks which may impact our members, our organisation and our people.

Internal

Membership retention

Members moving out of the profession / going to competitors or other membership organisations.

People

Retaining talent in the organisation.

External

Business Growth and Markets

Competition; Business landscape; International conflict, Economic disruption.

Cybersecurity

Ongoing threat of cybercrime.

Artificial Intelligence

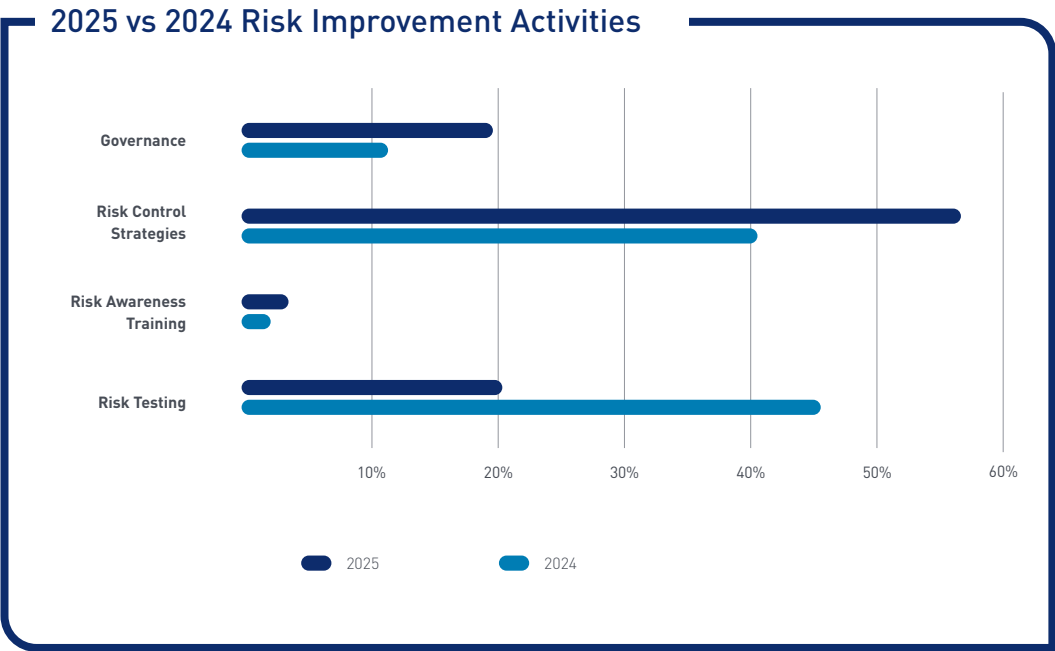
Increasing adoption at a very rapid rate; this can impact the Profession. Will consumers rely on AI rather than seek proper professional advice. Would AI drive the exit from the Profession.

Future accountants

Foresight to adapt and support members amid ongoing shifts in the profession such as gathering member feedback in advance to tailor new programs to their needs. Focus on the future evolution of the accounting profession and advocate on emerging policies from the perspective of members in SMPs and SMEs, including sustainability reporting and ESG.

Internal Audit

The internal audit function continues to provide significant support and value to the business. It conducts a program of internal audits to improve our business processes and delivers essential risk training in cybersecurity, data loss protection, and member compliance. A synopsis of internal audit activities throughout the year are illustrated on the diagram below.





Cheryl Mallett

FIPA FFA CTA SSA GAICD

President

Northern Territory

Committees:

Board Executive Committee, Nominations Committee, Board Audit and Risk Committee and Board Membership Committee



Julie Williams

FIPA FFA FCPA FARITA

Immediate Past President

Queensland

Committees

Board Executive Committee and Director of the Institute of Financial Accountants



Annette Tasker

FIPA FFA GAICD

Deputy President

New South Wales

Committees

Board Executive Committee and Board Membership Committee



Richard Allen

FIPA FFA

Deputy President

South Australia

Committees

Board Executive Committee and Chair of the Board Audit and Risk Committee



Frank Petruzzelli

FIPA FFA

Director

Victoria

Committees

Board Audit and Risk Committee



Michael Colin

FCA FFA FIPA

Director

United Kingdom

Committees

Director of the Institute of Financial Accountants and Board Audit and Risk Committee



Alan Pecotic

MIPA AFA FIPA

Director

Western Australia

Committees

Chair of the Board Membership Committee



Dr Mark Pizzacalla

FIPA FFA

Director

Victoria

Committees

Board Membership Committee

Independent Limited Assurance Report



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INDEPENDENT LIMITED ASSURANCE REPORT TO THE MEMBERS OF INSTITUTE OF PUBLIC ACCOUNTANTS LTD AND CONTROLLED ENTITIES

Conclusion

We have undertaken a limited assurance engagement on Institute of Public Accountants Limited and controlled entities' (the Group) Integrated Report (the "Report") period ended 1 July 2024 to 30 June 2025.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the Report is not prepared, in all material respects, in accordance with Integrated Reporting Framework (the "Framework") for the period ended 1 July 2024 to 30 June 2025.

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ASAE 3000"), issued by the Australian Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the Directors

The Directors of the Group are responsible for:

- ensuring that the Report is prepared in accordance with the Framework;
- confirming the measurement or evaluation of the underlying subject matter against the applicable criteria, including that all relevant matters are reflected in the subject matter information;
- designing, establishing and maintaining an effective system of internal control over its operations and information gathering systems and its compliance with applicable laws and regulations; and
- conforming with the Framework and determining how they are going to demonstrate conformance with the criteria.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on the Group's Report as evaluated against the Framework based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the Report is not properly prepared, in all material respects, in accordance with the Framework.

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A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Report is likely to arise, addressing the areas identified and considering the process used to prepare the Report. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Report has been properly prepared, in all material respects, in accordance with the Standard.

Our procedures included:

- inquiries with management to obtain an understanding of IPA's processes and risk management protocols in place relevant to the Integrated Reporting;
- inquiries of key personnel responsible for the performance of the processes relating to conformance with the Framework and for preparation of the Report; and
- selection, on a sample basis items to test from the Report and agree to relevant supporting documentation.

Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

Restricted Use

This report has been prepared for use by the Directors of IPA Group for the purpose of assisting IPA assist the Directors to fulfil their reporting obligations in accordance with the Framework. We disclaim any assumption of responsibility for any reliance on this report to any person other than the Directors or for any purpose other than that for which it was prepared.

Matters relating to electronic presentation of information

It is our understanding that IPA may publish a copy of the Integrated Report on their website. We do not accept responsibility for the electronic presentation of the report on their website. The security and controls over information on the website is not evaluated or addressed by the independent assurance practitioner. The examination of the controls over the electronic presentation of the Integrated Report on any website is beyond the scope of this engagement.

G S DAKIS
Partner – Audit and Assurance
Moore Australia Audit (VIC)
Melbourne, Victoria
4 September 2025

Moore Australia Audit (VIC)
ABN 16 847 721 257
Chartered Accountants

The directors present their report, together with the financial statements of the Group, being the Company and its controlled entities, for the financial year ended 30 June 2025.

1 - General Information

General information Information on directors

The names of each person who has been a director during the year and to the date of this report are:

Alan Pecotic

Annette Tasker

Cheryl Mallett

Jason Parker - Ceased on 27/11/2024.

Julie Williams

Dr Mark Pizzacalla

Michael Colin

Richard Allen

Francesco Petruzzeli - Appointed on 27/11/2024.

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated. Additional information on directors is available on page 75.

Objectives

In the 2025 financial year, the IPA Group has set short term and long term objectives focused on restoring trust in the profession and enhancing its education portfolio to adapt to the changing landscape of accounting.

Looking ahead, the IPA Group aims to be part of the collective effort to restore trust in the profession by strengthening the ethical and professional standards of our members. This involves a genuine commitment at all levels of the organisation, including Board governance, advocacy, education and training, supervision and discipline of members, regulatory compliance, risk management, and always ensuring that the highest standards of ethics and professionalism are achieved and enforced. This effort and commitment will be necessary into next year and on an ongoing basis.

However, to achieve and maintain these levels of trust and professionalism it will require a significant financial and capital investment by IPA Group into our infrastructure; from organisational processes and systems to education services, support for advocacy, to supervision of members and best practice disciplinary systems. No organisation, including IPA Group, is impervious to the constant need for investment, not just to stay ahead but to be an influential leader of the profession. This remains a key objective of the IPA Group.

Strategy For Achieving the Objectives

To achieve the short and long term objective of transforming the education portfolio, the IPA Group's strategy is to be recognised as the provider of the highest quality and most innovative professional accounting pathways. The Board of Directors of the IPA has set out a multi-year strategy based on significant but responsible investment to design and develop a world class innovative education pathway to meet the evolving needs of the accounting profession.

By promoting our new innovative and multi-disciplinary pathways, we aim to enhance our worldwide influence and reputation, and thereby grow membership and revenue. We are confident that this strategy will establish a solid foundation for the future growth of the IPA Group.

During the financial year, the primary focus and principal activity of the IPA Group were to operate as a professional association of accountants and accounting technicians. The IPA Group offered its members and students a wide range of services catering to their various professional needs in accounting. These services aim to support and enhance our members' professional development, growth, and success, ensuring they stay updated with professional practices and standards.

Principal Activities

The principal activities of IPA during the financial year was to operate as a professional association of accountants providing members and students with services to meet their professional needs.

No significant change in the nature of these activities occurred during the year.

Performance Measures

The IPA Group has set specific performance measures to assess its success and progress in various areas:

1. Successful introduction of micro-credential products.
2. Delivery of relevant and valued CPD contributions.
3. Advocating in the best interests of members and small business.
4. Member satisfaction and enhanced support.
5. Increase in global recognition for IPA members.

By monitoring these performance measures, the IPA Group continuously improves its services, ensuring that it effectively meets its members' and stakeholders' needs and expectations while advancing the profession's standing in the global accounting community.

2 - Operating Results and Review of Operations

Operating results

The consolidated loss (before other comprehensive income/loss) of the Group amounted to

\$1,651,048

2025

\$931,451

2024

3 - Other Items

Significant Changes in State of Affairs

There have been no significant changes in the state of affairs of entities in the Group during the year.

Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

Environmental issues

The Group's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Meeting of directors

The number of meetings of the company's Board of Directors ('the Board') during the year ended 30 June 2025, and the number of meetings attended by each director were:

Directors' Meetings

	Number eligible to attend	Number attended
Alan Pecotic	4	4
Annette Tasker	4	4
Cheryl Mallett	4	4
Jason Parker	2	2
Julie Williams	4	4
Mark Pizzacalla	4	4
Michael Colin	4	4
Richard Allen	4	4
Francesco Petruzzeli	2	2

Indemnification and insurance of officers and auditors

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of Institute of Public Accountants Ltd and Controlled Entities.

Proceedings on behalf of company

No person has applied for leave of Court to bring proceeding on behalf of IPA or intervene in any proceedings to which the organisation is a party for the purpose of taking responsibility on behalf of The Institute of Public Accounts limited and related entities for all or part of those proceedings. The Institute of Public Accounts limited and related entities were not a party to such proceedings during the year..

Auditor's Independence Declaration

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2025 has been received and can be found on page 79 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

President and Chair of the Board:



Cheryl Mallett

Deputy President:



Annette Tasker

Dated this 4th day of September 2025



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AUDITOR'S INDEPENDENCE DECLARATION
UNDER S 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF INSTITUTE OF PUBLIC ACCOUNTANTS LTD AND CONTROLLED ENTITIES

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.



G S DAKIS
Partner – Audit and Assurance
Moore Australia Audit (VIC)
Melbourne, Victoria
4 September 2025



Moore Australia Audit (VIC)
ABN 16 847 721 257
Chartered Accountants

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2025

		2025	2024
	NOTE	\$	\$
Revenue			
Revenue	6	25,332,416	25,285,705
Expenses			
Marketing and publications expenses		(2,442,534)	(2,289,418)
Corporate services expenses		(5,730,216)	(5,260,970)
Corporate governance expenses		(2,920,321)	(3,318,868)
Members services and advocacy expenses		(15,168,037)	(14,641,328)
Interest expense		(242,914)	(266,330)
Other expenses		(323,818)	(440,242)
Share of losses on joint ventures		(155,624)	-
Loss for the year before tax		(1,651,048)	(931,451)
Income tax (expense)/benefit	5	-	-
Loss for the year after tax		(1,651,048)	(931,451)
Other comprehensive income/(loss)			
Gains and losses on financial assets measured at fair value through other comprehensive income		101,029	56,940
Exchange differences on translating foreign owned subsidiaries		65,903	(6,822)
Total comprehensive income/(loss) for the year		(1,484,116)	(881,333)
Total comprehensive income/(loss) attributable to members		(1,484,116)	(881,333)

The accompanying notes form part of these financial statements.

Consolidated Statement of Financial Position

As At 30 June 2025

		2025	2024
ASSETS	NOTE	\$	\$
Current Assets			
Cash and cash equivalents	7	6,021,221	4,520,958
Trade and other receivables	8	441,775	472,080
Financial assets	9	11,195,856	13,389,021
Other assets	10	1,812,813	1,595,636
Total Current Assets		19,471,665	19,977,695
Non-Current Assets			
Investment in joint ventures	11	194,376	-
Property, plant and equipment	12	906,162	1,114,407
Intangible assets	14	1,118,489	638,781
Right-of-use assets	13	2,950,286	2,999,833
Other assets	10	43,961	33,511
Total Non-Current Assets		5,213,274	4,786,532
TOTAL ASSETS		24,684,939	24,764,227

		2025	2024
LIABILITIES	NOTE	\$	\$
Current Liabilities			
Trade and other payables	15	2,195,825	1,765,699
Subscriptions and other amounts received in advance	16	13,227,581	12,250,280
Deferred member application fees	17	94,535	91,585
Lease liabilities	13	1,157,097	1,173,087
Provisions	18	2,066,816	1,900,234
Total Current Liabilities		18,741,854	17,180,885
Non-Current Liabilities			
Deferred member application fees	17	185,968	201,833
Lease liabilities	13	2,655,027	2,809,208
Provisions	18	369,024	355,119
Total Non-Current Liabilities		3,210,019	3,366,160
TOTAL LIABILITIES		21,951,873	20,547,045
NET ASSETS		2,733,066	4,217,182

EQUITY			
Reserves	19	141,050	(25,882)
Retained earnings		2,592,016	4,243,064
TOTAL EQUITY		2,733,066	4,217,182

The accompanying notes form part of these financial statements.

Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2025

2025	Retained Earnings	Reserves	Total
	\$	\$	\$
Balance at 1 July 2024	4,243,064	(25,882)	4,217,182
Loss for the year	(1,651,048)	-	(1,651,048)
Gains and losses on financial assets measured at fair value through other comprehensive income	-	101,029	101,029
Exchange differences on translating foreign owned subsidiary	-	65,903	65,903
Balance at 30 June 2025	2,592,016	141,050	2,733,066

2024	Retained Earnings	Reserves	Total
	\$	\$	\$
Balance at 1 July 2023	5,174,515	(76,000)	5,098,515
Loss for the year	(931,451)	-	(931,451)
Gains and losses on financial assets measured at fair value through other comprehensive income	-	56,940	56,940
Exchange differences on translating foreign owned subsidiary	-	(6,822)	(6,822)
Balance at 30 June 2024	4,243,064	(25,882)	4,217,182

Consolidated Statement of Cash Flows

For the Year Ended 30 June 2025

Note	2025	2024
	\$	\$
Cash Flows From Operating Activities		
Receipts from members and customers	27,764,528	26,509,704
Payments to suppliers and employees	(26,351,059)	(26,313,460)
Interest received	454,635	406,289
Interest paid on lease liabilities	(242,917)	(266,330)
Net cash provided by/(used in) operating activities	1,625,187	336,203
Cash Flows From Investing Activities		
Proceeds from disposal of equipment	-	3,164
Purchase of plant and equipment	(333,705)	(74,532)
Net transfers from bank term deposits	1,438,082	938,429
Proceeds/(Payments) for investments	560,808	(2,550,471)
Payment for intangible assets	(627,528)	-
Net cash provided by/(used in) investing activities	1,037,657	(1,683,410)
Cash Flows From Financing Activities		
Payment of lease liabilities	(1,228,484)	(1,457,364)
Net cash provided by/(used in) financing activities	(1,228,484)	(1,457,364)
Effects of exchange rate changes on cash and cash equivalents	65,903	(6,822)
Net increase/(decrease) in cash and cash equivalents held	1,500,263	(2,811,393)
Cash and cash equivalents at beginning of year	4,520,958	7,332,351
Cash and cash equivalents at end of financial year	7 6,021,221	4,520,958

The accompanying notes form part of these financial statements.

The financial report includes the consolidated financial statements and notes of Institute of Public Accountants Ltd and Controlled Entities (the “consolidated group” or “group”), and the separate financial statements and notes of Institute of Public Accountants Ltd as an individual parent entity (“parent entity” or “parent”).

1. Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards – Simplified Disclosures and the Corporations Act 2001. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. The company is incorporated and domiciled in Australia.

The financial statements were authorised for issue on 4th of September 2025 by the directors of the company.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

Material accounting policy information relating to the preparation of these financial statements are presented below, and are consistent with prior reporting periods unless otherwise stated.

Statement of compliance

The organisation does not have ‘public accountability’ as defined in AASB 1053 Application of Tiers of Australian Accounting Standards and is therefore eligible to apply the ‘Tier 2’ reporting framework under Australian Accounting Standards.

The financial statements comply with the recognition and measurement requirements of Australian Accounting Standards, the presentation requirements in those Standards as modified by AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060) and the disclosure requirements in AASB 1060. Accordingly, the financial statements comply with Australian Accounting.

2. Material Accounting Policy Information

a. Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Institute of Public Accountants Ltd (‘company’ or ‘parent entity’) as at 30 June 2025 and the results of all subsidiaries for the year then ended. The Institute of Public Accountants Ltd and its subsidiaries together are referred to in these financial statements as the ‘consolidated entity’.

Subsidiaries are all those entities over which the consolidated entity has control. The consolidated entity controls an entity when the consolidated entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the consolidated entity are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Non-controlling interest in the results and equity of subsidiaries are shown separately in the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in equity of the consolidated entity. Losses incurred by the consolidated entity are attributed to the non-controlling interest in full, even if that results in a deficit balance.

Where the consolidated entity loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. The consolidated entity recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

2. Material Accounting Policy Information - continued

b. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

c. Foreign currency translation

The financial statements are presented in Australian dollars, which is Institute of Public Accountants Ltd's functional and presentation currency.

Foreign currency transactions

Foreign currency transactions are translated into Australian dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at financial year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated into Australian dollars using the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated into Australian dollars using the average exchange rates, which approximate the rates at the dates of the transactions, for the period. All resulting foreign exchange differences are recognised in other comprehensive income through the foreign currency reserve in equity.

This foreign currency translation reserve records exchange differences arising on translation of a foreign owned subsidiary.

Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

3. Critical Accounting Estimates and Judgements

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - impairment of intangible assets

Impairment testing is an area involving management judgement, requiring assessment as to whether the carrying value of assets can be supported by the net present value of future cash flows derived from such assets using cash flow projections which have been discounted at an appropriate rate and using a terminal value to incorporate expectations of growth thereafter. The Group tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill and other indefinite life intangible assets have suffered any impairment, in accordance with the accounting policy stated in note 1. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Key estimates - revenue recognition

As described in the accounting policies, revenue is recognised having determined the nature, timing and amount of revenue across each individual revenue stream.

Key estimates - employee benefits provision

The liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Key estimates - allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation uncertainty and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience, historical collection rates and forward-looking information that is available. The allowance for expected credit losses, as disclosed in Note 8, is calculated based on the information available at the time of preparation. The actual credit losses in future years may be higher or lower. Insert details of other key estimates.

4. Loss for the year

The result for the year includes the following specific expenses:

	2025	2024
	\$	\$
Employee benefits expense	12,620,919	12,406,704
Information and communication technology	1,653,624	1,441,957
Depreciation of right-of-use assets	1,095,726	1,258,020
Depreciation of plant and equipment	529,617	686,109
Interest expense on premise leases	242,913	266,330
Amortisation of intangible assets	72,940	76,493
Loss on disposal of plant and equipment	11,183	-
Professional Related Costs		
Australian Professional Ethical Standards Board contribution	540,000	540,000
International Federation of Accountants contribution	286,513	261,043
Confederation of Asian and Pacific Accountants (CAPA)	42,451	39,901

5. Income Tax Expense

IPA is a not-for-profit organisation to which the principle of mutuality applies. The principle of mutuality is a common law principle arising from the premise that a person cannot profit from himself. The effect of this is that IPA only pays income tax on net income, which is not derived from members. Income, which is derived from members, is exempt from income tax.

IPA is subject to income tax at 25% (2024: 25%).

The prima facie income tax expense/(benefit) attributable to the members of IPA of \$(364,367) (2024: income tax expense/(benefit) of \$(235,689) is offset by a permanent difference arising from mutual activities with members and unconfirmed accumulated tax losses. At financial year end, unconfirmed accumulated tax losses of \$12,030,300 (2024: accumulated tax losses of \$10,908,193) existed, giving rise to a potential future tax benefit. The potential future tax benefit attributable to the tax losses is not recognised, as realisation is not probable.

6. Revenue

	2025	2024
	\$	\$
Revenue from contracts with customers		
Membership subscriptions	19,055,289	18,162,631
Professional development	2,670,416	3,248,045
Education	691,529	715,538
Interest income	454,635	486,399
Investment income	94,437	48,849
Gain on Disposal of PPE	-	3,164
Other revenue	2,366,110	2,621,079
	25,332,416	25,285,705

6. Revenue - Continued

Revenue from contracts with members and non-members

Revenue is recognised at an amount that reflects the consideration to which the consolidated entity is expected to be entitled in exchange for transferring goods or services to a member and non-members. For each contract with a members or non-member, the consolidated entity: identifies the contract with a member or non-member; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the member or non-member of the goods or services promised.

Membership fees and subscriptions

Revenue from member fees and subscriptions attributable to the current financial year are recognised as revenue over time. Fees receipts beyond the current financial year are shown in the statement of financial position as subscriptions in advance under the heading of current liabilities as subscriptions and other amounts received in advance.

Application fees

Application fees are deferred and recognised over the average duration of membership. Under AASB 15, the application fee, as currently defined, is not considered a distinct service but rather it is an advance payment for right to receive future services. The Group also recognises the residual deferred revenue relating to a member that exits during the period. Application fees beyond the current financial year are shown in the statement of financial position, under the headings of current liabilities and non-current liabilities as deferred member application fees.

Other revenue generating activities

Revenue from the rendering of a service is recognised at a point in time upon the delivery of service and the associated performance obligations are satisfied.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met.

Other revenue generating activities

All revenue is stated net of the amount of goods and services tax (GST).

Disaggregation of operating revenue

Operating revenue has been disaggregated into geographical region and timing of revenue recognition, and the following table shows this breakdown:

	2025	2024
	\$	\$
Geographical Region		
Australia	18,303,579	18,713,064
United Kingdom	5,133,176	4,898,815
China	1,895,661	1,673,826
Total	25,332,416	25,285,705

	2025	2024
	\$	\$
Timing of Revenue Recognition		
Overtime	19,746,816	19,365,538
At a point in time	5,585,600	5,920,167
Total	25,332,416	25,285,705

7. Cash and Cash Equivalents

	2025	2024
	\$	\$
Cash on at bank and on hand	5,521,221	4,020,958
Short-term deposits	500,000	500,000
Total	6,021,221	4,520,958

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

8. Trade and Other Receivables

	2025	2024
	\$	\$
Current		
Trade receivables	257,018	349,930
Provision for impairment	(46,774)	(43,665)
Trade receivables, net	210,244	306,265
Other receivables	231,531	165,815
Total current trade and other receivables	441,775	472,080

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days. An allowance for impairment is made when there is objective evidence that IPA will not be able to collect the debts

Provision for Impairment of Receivables

Movement in the provision for impairment of trade receivables between the beginning and the end of the current financial year is as follows:

	\$
Balance at beginning of the year	43,665
Charge for the year	41,405
Written back	(25,377)
Written off	(12,919)
Balance at end of the year	46,774

9. Financial Assets

	2025	2024
	\$	\$
Current		
Bank term deposits	8,896,439	10,334,520
Investments in managed funds	2,299,417	3,054,501
	11,195,856	13,389,021

Information on Interests in Subsidiaries for year ended 30 June 2025 for the parent and the group is contained within Note 20.

10. Other Assets

	2025	2024
	\$	\$
Current		
Prepayments	1,570,022	1,272,588
Accrued income	112,626	144,689
Deposits	130,165	178,359
	1,812,813	1,595,636
Non-Current		
Loan to other entities	43,961	33,511

11. Investments Measured Using Equity Method

	2025	2024
	\$	\$
Investments in RiPLTEC	194,376	-

The Group holds a 50% interest in a jointly controlled entity - RiPLTEC Pty Limited, accounted for using the equity method. The investment is initially recorded at cost, adjusted for the Group's share of results and other comprehensive income, less any distributions and impairment losses.

12. Property Plant and Equipment

	2025	2024
	\$	\$
Education syllabus - Work in progress	67,649	-
Plant and equipment - at cost	2,858,932	2,915,605
Accumulated depreciation	(2,454,715)	(2,440,376)
Total plant and equipment	404,217	475,229
Leasehold improvements - at cost	2,458,603	2,479,196
Accumulated depreciation	(2,024,307)	(1,840,018)
Total leasehold improvements	434,296	639,178
Total property, plant and equipment	906,162	1,114,407

Plant and equipment stated as cost less accumulated depreciation and impairment. When impairment indicators are present, a formal assessment of recoverable amount is made. If the carrying values exceed the recoverable amount, the asset is written down immediately to the recoverable amount. Impairment losses are recognised either in profit or loss

The estimated useful lives used for each class of depreciable asset are shown below:

Fixed asset class	Useful life
Leasehold improvements	2 - 10 years
Plant and Equipment	2.5 - 13 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are recognised in profit or loss in the period in which they arise.

Depreciation is calculated on a straight-line basis over the asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the remainder of the lease term or the estimated useful lives whichever is shorter.

Movement in carrying amount

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year.

	Work in progress	Plant and Equipment	Leasehold improvements	Total
	\$	\$	\$	\$
Year ended 30 June 2025				
Balance at the beginning of year	-	475,229	639,178	1,114,407
Additions	67,649	182,255	83,801	333,705
Disposals	-	(12,333)	-	(12,333)
Transfers	-	-	-	-
Depreciation expense	-	(240,934)	(288,683)	(529,617)
Balance at the end of the year	67,649	404,217	434,296	906,162

13. Leases

Right-of-use assets

	Buildings & Office Equipment
	\$
Year ended 30 June 2025	
Balance at beginning of year	2,999,833
Depreciation charge	(1,095,728)
Additions to right-of-use assets	1,046,181
Balance at end of year	2,950,286

The Group as a lessee

The Group leases office premises in Melbourne, Sydney, Brisbane, Adelaide, Perth, Kuala Lumpur, London, and Beijing, as well as office equipment. At lease commencement, a right-of-use asset and a lease liability is recognised for all leases (except for low value assets and those with duration of 12 months or less).

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The consolidated entity has elected not to recognise a right-of-use asset and corresponding lease liability for short- term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Lease Liabilities

	<1 year	1-5 years	> 5 years	Total undiscounted lease liabilities	Lease liabilities included in this Consolidated Statement Of Financial Position
	\$	\$	\$	\$	\$
2025					
Lease liabilities	1,356,638	2,781,757	71,179	4,209,574	3,812,124
2024					
Lease liabilities	1,379,919	3,074,010	-	4,453,929	3,982,295

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the consolidated entity's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

14. Intangible Assets

	2025	2024
	\$	\$
Goodwill - at cost	197,274	197,274
Patents - at cost	132,828	132,828
Accumulated amortisation	(132,828)	(132,078)
Net carrying value	-	750
Membership database - at cost	564,114	564,114
Accumulated amortisation	(282,057)	(225,646)
Net carrying value	282,057	338,468
Brand name - at cost	184,449	184,449
Accumulated amortisation	(97,940)	(82,160)
Net carrying value	86,509	102,289
Development costs of training materials - at cost	627,528	-
Accumulated amortisation	(74,879)	-
Net carrying value	552,649	-
Total Intangible assets	1,118,489	638,781

Movement in Carrying Amount

Movement in the carrying amounts for each class of intangibles between the beginning and the end of the current financial year are as follows:

	Patent	Membership database	Brand name	Goodwill	Development Costs	Total
	\$	\$	\$	\$	\$	\$
Year ended 30 June 2025						
Balance at the beginning of the year	750	338,468	102,289	197,724	-	638,781
Additions	-	-	-	-	627,528	627,528
Amortisation expense	(750)	(56,411)	(15,780)	-	(74,879)	(147,820)
Closing value at 30 June 2025	-	282,057	86,509	197,274	552,649	1,118,489

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition.

Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Goodwill

Goodwill on acquisition of subsidiaries is included in intangible assets.

Goodwill is carried at cost less any accumulated impairment losses.

Goodwill is calculated as the excess of the sum of:

- the consideration transferred;
- any non-controlling interest (determined under either the full goodwill or proportionate interest method); and
- the acquisition date fair value of any previously held equity interest; over the acquisition date fair value of net identifiable assets acquired.

Goodwill is tested for impairment annually and is allocated to the Group's cash-generating units or groups of cash-generating units, representing the lowest level at which goodwill is monitored being not larger than an operating segment. Gains and losses on the disposal of an entity include the carrying amount of goodwill related to the entity disposed of.

The recoverable amount of each cash generating unit is determined based on value in use calculations. In assessing the value in use, the cash flow projections over a five year period is discounted to present value using:

Growth rate	2% to 5%
Discount rate	15%

Patents

The legal and patent costs incurred are capitalised and amortised over three years.

Development cost of training materials are capitalised and amortised over its useful life of three years.

Membership Database

Membership database acquired from AAT acquisition is capitalised and amortised over the average life of a member.

14. Intangible Assets - continued

Development Costs of Training Materials

Group capitalised costs associated with the development of educational content and delivery platforms, comprising direct external consultant fees, production costs, and related expenditure attributable to the creation of syllabus materials. These assets are amortised on a straight-line basis over their estimated useful life of three years, reflecting the expected period over which the materials remain current and relevant.

Impairment of non-financial assets

Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other nonfinancial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

15. Trade and Other Payables

	Note	2025	2024
		\$	\$
Current			
Trade payables		502,501	364,493
Accrued expenses and other payables		1,112,492	817,046
GST payable		580,832	584,160
		2,195,825	1,765,699

Trade and other payables represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

16. Subscriptions and other amounts received in advance

	Note	2025	2024
		\$	\$
Current			
Members subscriptions in advance		12,578,030	11,784,069
Other income in advance		649,551	466,211
		13,227,581	12,250,280

17. Deferred Member Application Fees

	2025	2024
	\$	\$
Current		
Deferred member application fees	94,535	91,585
Non-Current		
Deferred member application fees	185,968	201,833

Movement in Deferred Member Application Fees

	\$
Balance at the beginning of the year	293,418
- Revenue deferred during the year	120,183
- Revenue recognised during the year	(133,098)
Balance at the end of the year	280,503

18. Provisions

	2025	2024
	\$	\$
Current		
Employee entitlements	2,066,816	1,881,864
Lease restoration	-	18,370
	2,066,816	1,900,234

Non-Current		
Employee entitlements	122,057	131,249
Lease restoration	246,967	223,870
	369,024	355,119

	Employee entitlements	Lease restoration	Total
	\$	\$	\$
Opening balance at 1 July 2024	2,013,113	242,240	2,255,353
Additional provisions	813,726	24,918	838,644
Provisions used	(637,966)	(20,191)	(658,157)
Balance at 30 June 2025	2,188,873	246,967	2,435,840

Provisions are recognised when the consolidated entity has a present (legal or constructive) obligation as a result of a past event, it is probable the consolidated entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

Provision for Lease Restoration

Leases for Melbourne, Sydney, and Adelaide premises require restoration of the property to the condition to that when leases were commenced. This is recognised as a non-current provision discounted for the time value of money. The provision is reviewed annually and remeasured if required.

Employee benefit**Short-term employee benefits**

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

19. Reserves

	2025	2024
	\$	\$
Foreign currency translation reserve	10,102	(86,853)
Financial assets reserve	130,948	60,971
	141,050	(25,882)

Foreign currency translation reserve

This reserve records exchange differences arising on translation of a foreign owned subsidiary.

Financial assets reserve

The reserve is used to recognise increments and decrements in the fair value of financial assets at fair value through other comprehensive income.

20. Auditors' Remuneration

	2025	2024
	\$	\$
Remuneration of Moore Australia for:		
- audit and other assurance	64,000	62,000
Remuneration of other auditors of subsidiaries for:		
- audit and other assurance	36,306	29,409
- taxation services	3,492	7,185
	103,798	98,594

21. Interests in Subsidiaries

The subsidiaries listed below are controlled by the parent entity. The assets, liabilities, income and expenses of the subsidiaries have been consolidated on a line-by-line basis in the consolidated financial statements of the Group.

	Country of Incorporation	Percentage Owned (%)*	Percentage Owned (%)*
		2025	2024
Subsidiaries:			
The Institute of Financial Accountants Ltd	United Kingdom	100	100
Institute of Public Accountants (Australia) China Pty Ltd	Australia	100	100
IPA Beijing Education Consultancy Co Ltd	China	100	100

Subsidiary financial statements used in the preparation of these consolidated financial statements have also been prepared as at the same reporting date as the Group's financial statements.

The entities below are subsidiary undertakings of The Institute of Financial Accountants Limited, which have not been consolidated into the group financial statements:

	Status	Country of incorporation
Subsidiaries:		
The Institute of Financial Accountants in China Ltd	Dormant	Hong Kong
Federation of Tax Advisers Limited	Dormant	United Kingdom
IFA Institute of Public Accountants Limited	Dormant	United Kingdom
IFA (2014) Limited	Dormant	United Kingdom

The above dormant entities have no material assets or liabilities.

22. Key Management Personnel Disclosures

The remuneration paid to key management personnel of the Company and the Group is \$ 2,739,030 (2024: \$ 2,510,611).

Directors of the Institute (and its subsidiaries) do not receive a director fee, rather an amount is paid to the director's employer per annum per Note 22. These are GST exclusive (where applicable).

Director - \$15,000 per annum and \$7,500 for subsidiary Board
Deputy President/Immediate Past President - \$22,500 per annum
President - \$45,000 per annum

The total number of key management personnel for the year 30 June 2025 for the parent and group is 7 and 9 respectively (2024: 6 and 8)

Information related to the contract of the Group Chief Executive Officer

The fixed contract of the Group Chief Executive Officer for the year ended 30 June 2025 was \$645,000 with a capacity to earn a performance bonus of up to 5%

Long Term Incentive (LTI) Plan

Key Management Personnel are entitled to long-term incentive benefits that vest after a specified period of continuous service and/or achievement of performance conditions. In accordance with AASB 119 Employee Benefits, these benefits are recognised progressively over the relevant service period and measured at the present value of expected future payments, discounted at the government bond rate and adjusted for the probability of vesting.

23. Related Parties

Key management personnel - Refer to Note 22.

Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

Director	Directors Employer	2025	2024
		\$	\$
Julie Williams	Insolvency & Turnaround Solutions	30,000	33,750
Cheryl Mallett	Vita Gustafson & Associates	45,000	33,750
Jason Parker	Parker Accounting & Financial Services	7,500	18,750
Richard Allen	Allen & Co Accountants	22,500	18,750
Annette Tasker	Alt Tax Accounting	22,500	18,750
Michael Colin	Michael Colin Associates	22,500	15,000
Nordin Zain	Prospect Alliance Consulting & Training	-	7,500
Luckmika Perera	Integrated Knowledge	-	7,500
Joel Schreiber	Joel Schreiber	-	7,500
Alan Pecotic	Integrated Accounting Group	15,000	7,500
Mark Pizzacalla	BDO Services	15,000	7,500
Frank Petruzzelli	MDB Taxation and Business Advisors	7,500	-

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

24. Contingencies

	2025	2024
	\$	\$
Bank guarantee	861,363	772,949

Indemnities for bank guarantees to the lessors' of properties occupied under operating leases at 555 Lonsdale Street, Melbourne; 6 O'Connell Street, Sydney; 431 King William Street, Adelaide, 300 Queen Street, Brisbane, 250 St George's Terrace, Perth, Western Australia.

25. Financial Risk Management

	2025	2024
	\$	\$
Financial assets		
Financial assets at amortised cost:		
Cash and cash equivalents	6,021,221	4,520,959
Loans and receivables	441,775	472,080
Financial assets and deposits	8,896,439	10,334,520
Managed funds	2,299,417	3,054,501
Total financial assets	17,658,852	18,382,060
Financial liabilities		
Financial liabilities at amortised cost:		
Trade and other payables	6,007,949	5,747,994
Total financial liabilities	6,007,949	5,747,994

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the entity commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).

Trade receivables are initially measured at the transaction price if the trade receivables do not contain significant financing component or if the practical expedient was applied as specified in AASB 15.63.

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs. Classification and subsequent measurement

Financial liabilities

Financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

Financial assets

A financial asset is subsequently measured at amortised cost when it meets the following conditions:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates.

Equity instruments

At initial recognition, as long as the equity instrument is not held for trading or is not a contingent consideration recognised by an acquirer in a business combination to which AASB 3 applies, the Group made an irrevocable election to measure any subsequent changes in fair value of the equity instruments in other comprehensive income, while the dividend revenue received on underlying equity instruments investments will still be recognised in profit or loss.

25. Financial Risk Management - continued

Derecognition

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

Derecognition of financial liabilities

A liability is derecognised when it is extinguished (ie when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

Derecognition of financial assets.

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the entity no longer controls the asset (ie it has no practical ability to make unilateral decisions to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss

Impairment

The entity recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income;
- lease receivables;
- contract assets (eg amount due from members under contracts);
- loan commitments that are not measured at fair value through profit or loss; and
- financial guarantee contracts that are not measured at fair value through profit or loss.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The entity used the simplified approaches to impairment, as applicable under AASB 9:

Simplified approach

The simplified approach does not require tracking of changes in credit risk in every reporting period, but instead requires the recognition of lifetime expected credit loss at all times.

This approach is applicable to:

- trade receivables or contract assets that result from transactions that are within the scope of AASB 15, that contain a significant financing component; and
- lease receivables.

In measuring the expected credit loss, a provision matrix for trade receivables was used taking into consideration various data to get to an expected credit loss (ie diversity of its member base, appropriate groupings of its historical loss experience, etc).

Recognition of expected credit losses in financial statements

At each reporting date, the entity recognised the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

26. Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

27. Limitation of Members Liability

IPA is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If IPA is wound up, in accordance with the constitution, each member is required to contribute a maximum of \$6.00 each towards meeting any outstanding obligations of IPA. At 30 June 2025, the total amount that members of the IPA are liable to contribute if IPA is wound up is \$149,448 (2024: \$151,068).

28. Parent Entity

The following information has been extracted from the books and records of the parent, Institute of Public Accountants Ltd and Controlled Entities and has been prepared in accordance with Accounting Standards.

The financial information for the parent entity, Institute of Public Accountants Ltd and Controlled Entities has been prepared on the same basis as the financial statements except as disclosed below.

Investments in subsidiaries, associates and joint ventures

Investments in subsidiaries, associates and joint venture entities are accounted for at cost in the financial statements of the parent entity. Dividends received from associates are recognised in the parent entity profit or loss, rather than being deducted from the carrying amount of these investments.

	2025	2024
Statement of Financial Position	\$	\$
Assets		
Current assets	14,994,439	15,737,458
Non-current assets	4,491,752	4,195,428
Total assets	19,486,191	19,932,886
Liabilities		
Current liabilities	14,842,564	13,569,867
Non-current liabilities	3,017,976	3,301,798
Total financial liabilities	17,860,540	16,871,665
Equity		
Retained earnings	1,494,703	3,003,400
Reserves	130,948	57,821
Total financial liabilities	1,625,651	3,061,221

Statement of Profit or Loss and Other Comprehensive Income		
Total profit or loss for the year	(1,435,567)	(888,964)
Total comprehensive income	(1,435,567)	(888,964)

Contingent liabilities

The parent entity did not have any contingent liabilities as at 30 June 2025 or 30 June 2024.

Contractual commitments

The parent entity did not have any commitments as at 30 June 2025 or 30 June 2024.

29. Statutory Information

The registered office and principal place of business of the company is:

Institute of Public Accountants Ltd and Controlled Entities
Level 6
555 Lonsdale Street
Melbourne VIC 3001

Consolidated Entity Statement

For the Year Ended 30 June 2025

	Country of Incorporation	Percentage owned %	Type of entity
Subsidiary			
Institute of Public Accountants (Australia) China Pty Ltd	Australia	100%	Body corporate
Institute of Financial Accountants	United Kingdom	100%	Body corporate
IPA Beijing Education Consultancy Co Ltd	China	100%	Body corporate
Institute of Financial Accountants in China Ltd	Hong Kong	100%	Body corporate
Federation of Tax Advisers Limited	United Kingdom	100%	Body corporate
IFA Institute of Public Accountants Limited	United Kingdom	100%	Body corporate
IFA (2014) Limited	United Kingdom	100%	Body corporate
IPA Technology Pty Ltd	Australia	100%	Body corporate

	Trustee of a Trust or Partner in a Partnership or participant in a Joint Venture?	Australian or Foreign?	If foreign list each jurisdiction of tax residency
Subsidiary			
Institute of Public Accountants (Australia) China Pty Ltd	No	Australian	n/a
Institute of Financial Accountants	No	Foreign	United Kingdom
IPA Beijing Education Consultancy Co Ltd	No	Foreign	China
Institute of Financial Accountants in China Ltd	No	Foreign	Hong Kong
Federation of Tax Advisers Limited	No	Foreign	United Kingdom
IFA Institute of Public Accountants Limited	No	Foreign	United Kingdom
IFA (2014) Limited	No	Foreign	United Kingdom
IPA Technology Pty Ltd	Participant in a Joint Venture	Australian	n/a

Directors' Declaration

For the Year Ended 30 June 2025

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 80 to 99, are in accordance with the Corporations Act 2001 and:

- a. comply with Australian Accounting Standards - Simplified Disclosure Standard;
- b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the Company and consolidated group; and
- c. the consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001

2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director 
Cheryl Mallett

Director 
Annette Tasker

Dated 4 September 2025



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF INSTITUTE OF PUBLIC ACCOUNTANTS LTD AND CONTROLLED ENTITIES

Opinion

We have audited the accompanying financial report of Institute of Public Accountants Limited (the Company) and its controlled entities (the Group), which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes comprising a summary of material accounting policy information and other explanatory notes and the directors' declaration.

In our opinion:

- a. the financial report of the Group is in accordance with the *Corporations Act 2001*, including:
 - i. giving a true and fair view of the Company's financial position as at 30 June 2025 and of their performance for the year ended on that date; and
 - ii. complying with Australian Accounting Standards (including Australian Accounting Interpretations) and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements with Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report of the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of Management and Those Charged with Governance for the Financial Report

The directors of the Company are responsible for the preparation of:

- a. the financial report that gives a true and fair view in accordance with Australia Accounting Standards – Simplified Disclosure and the *Corporations Act 2001*; and
- b. the consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*.

For such internal control as the directors determines is necessary to enable the preparation of:

- i. the financial report that is free from material misstatement, whether due to fraud or error.
- ii. the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website at: https://auasb.gov.au/auditors_responsibilities/ar3.pdf. This description forms part of our auditor's report.

G S DAKIS
Partner – Audit and Assurance
Moore Australia Audit (VIC)
Melbourne, Victoria
4 September 2025

Moore Australia Audit (VIC)
ABN 16 847 721 257
Chartered Accountants