

Powering Productivity Growth: Why Canada Needs a Unified Approach to IP Education

PREPARED BY



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IP education is foundational to Canada's innovation future — but to remain globally competitive, we need a coordinated national response. By unifying our efforts and advancing a pan-Canadian approach to IP education, we can reduce duplication, close critical gaps, and build a stronger, more cohesive innovation ecosystem that empowers entrepreneurs and drives long-term economic growth.

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Executive Summary



Canada's economic future faces increasing pressures, and we are falling behind in a global economy dominated by intangible assets such as data, AI, and patents. Despite having strong research institutions, Canada has not kept pace in translating its innovations into tangible competitive advantages. Even with recent government investments in intellectual property (IP) support and programming, startups and small and medium — sized enterprises (SMEs), in particular, struggle with understanding IP fundamentals and the strategic use of IP to drive business growth. Faced with slipping productivity and an urgent need to bolster global competitiveness, Canada must support its business leaders to leverage IP to grow and scale.

Governments at both the federal and provincial levels have clearly recognized the strategic importance of intellectual property (IP), as demonstrated by the wide range of programs and initiatives they have funded in recent years. These investments have had a significant impact, spurring the creation of tools, resources, and support systems that empower innovators, entrepreneurs, businesses, and researchers. By strengthening IP education and protection, these efforts are helping to equip Canadians with the means to commercialize ideas, attract investment, and compete on a global scale.

The authors of this paper — representing Innovation Asset Collective (IAC), Intellectual Property Ontario (IPON), Innovate BC, and New Ventures BC (NVBC) — make the case for a cohesive and collaborative approach to IP education. We propose a **National IP Competency Framework** that aligns learning outcomes across government agencies, incubators, accelerators, universities, and other ecosystem actors (“stakeholders”). By standardizing benchmarks for basic, intermediate, and advanced IP learning outcomes, stakeholders can leverage existing resources, identify competency gaps, and direct new IP education more effectively. Alignment on a shared IP education rubric would also enable businesses to have a more direct path from understanding basic concepts — like the

differences between patents, trademarks and copyright — to acquiring the high-level skills needed to protect and leverage IP in domestic and international markets.

The current landscape is overpopulated with introductory content on **IP awareness** — the acknowledgement of concepts without knowing how to apply them in a real sense to achieve the business objectives. There is a dearth of advanced-level IP content critical to fostering **IP maturity** — the skills needed to apply IP concepts in a business. A standardized IP education rubric will enable access to IP resources designed to help companies gain the full range of competencies they need to innovate, own, and monetize their intellectual property in a world where intangibles are an increasing proportion of company valuations.

In order to derive maximum value from the investment in IP and IP education, it is imperative that stakeholders in Canada embrace a national IP Competency Framework; a standard to direct public investments to the areas of greatest need, reduce duplication, and establish a clear progression model for learners at all stages. Policymakers and funding agencies alike can drive this alignment by encouraging the use of this Framework in their grants and programs, giving organizations a roadmap for delivering IP education that meaningfully advances Canadian competitiveness.



Our Vision

Canada's future as a global innovation leader depends on our ability to protect, own and harness intellectual property. To address this dependency, several programs and agencies have increased IP awareness and support to SMEs. While this investment has created a number of positive outcomes to date, there is much more to do. The fragmentation of IP education resources and concentration on building awareness rather than teaching implementation leaves many businesses, researchers, entrepreneurs, and students underprepared to navigate the complexities of the innovation economy.

This whitepaper proposes national alignment on the approach to the creation and delivery of IP education for Canadian innovation businesses and post-secondary institutions, to address long standing systemic IP literacy gaps. Through a National IP Competency Framework we can work together to build IP educational resources that foster a culture of IP fluency, give life to innovation, accelerate commercialization, and strengthen Canada's economy for generations to come.

Introduction

Canada's economic prospects are under increasing pressure. Once ranked among the world's most productive economies, our country has slipped significantly in recent decades — from 6th place in the Organization for Economic Co-operation and Development (OECD) rankings in 1970 to 18th in 2022 (OECD, 2022).


This downward trajectory threatens not only Canada's global competitiveness but also the ability of Canadians to sustain the high living standards and wages they currently enjoy. One reason for this decline can be traced to the country's underperformance in protecting and commercializing the innovations it produces — particularly those tied to intangible assets such as data, artificial intelligence (AI), cloud computing, and patents. These assets now account for more than 90 percent of the total market value of the S&P 500 (Ocean Tomo, 2020), underscoring the fact that the future global economy will be driven by knowledge, ideas, and the intellectual property (IP) derived from them.



Despite huge pools of talent, vast funding programs, several institutes for artificial intelligence (AI) and other emerging technologies, tax credits, investment and excellent universities, Canada is struggling to turn these resources into tangible innovation results and continues to lose IP rights and workforce.

Matthew da Mota, Centre for International Governance Innovation

While Canada is recognized for its vibrant research community, strong university system, and funding mechanisms aimed at fostering innovation, it has largely missed the global shift to an intangibles-based economy. Over the past two decades, Canadian enterprises have seen a decline in patent applications on a per capita basis, while the number of Canadian-invented patents transferred to foreign firms has more than doubled, from 18 percent to 45 percent (Gallini & Hollis, 2019). Meanwhile, many of the country's small and medium-sized enterprises (SMEs) struggle with the fundamentals of IP ownership and strategy. In a 2022 survey, Statistics Canada reported that 62 percent of SMEs were only "slightly familiar" or "unfamiliar" with the basics of formal IP protection (Statistics Canada, 2022). This lack of strong IP awareness and literacy leaves them vulnerable, particularly as every sector becomes — in one way or another — technology-driven. With a small domestic market, it is imperative that Canadian companies — SMEs specifically — focus their business strategies to scale and commercialize in global markets.



Canada has a growing imbalance of intellectual property (IP) payments and receipts, paying more in IP rents than it collects (Clarke, 2017). To change this trajectory, Canada needs stronger policies and programs to support Canadian SMEs to scale and thrive domestically. IP ownership is key to this. A deeper concern lies in the dearth of IP skills in the business leaders who run the SMEs, coupled with a fragmentation of available IP resources and support programs.

While many government agencies, ecosystem partners, and educational institutions have developed strong IP education programs, the result is a fragmented landscape with overlapping materials that can cause confusion. For Canadian innovators—especially those aiming to expand globally—this lack of coordination makes it harder to navigate the system, access the right resources, and fully leverage their IP. Streamlining these efforts would provide clearer learning pathways and strengthen Canada’s overall innovation capacity.

If Canada is to reverse its economic decline and foster a marketplace of ideas rooted securely in Canadian businesses, it must establish a universal framework to approach the creation, coordination, and delivery of IP education in a way that ensures innovators possess the know-how to leverage their intellectual assets to compete internationally and generate sustainable economic growth.


The sections that follow will explore how this fragmented landscape of IP education resources hinders Canada’s ability to capitalize on its innovations. We propose an alternative way forward. By highlighting the urgency of the situation and examining the specific issues arising from uncoordinated IP education efforts, this paper underscores the need for decisive collaborative action to safeguard Canada’s economic future.



Context

Despite important and well-received efforts by the Canadian Intellectual Property Office (CIPO), Innovation, Science and Economic Development (ISED), the National Research Council (NRC), and others, Canada's approach to IP education has unfolded in a largely decentralized way. While these initiatives have contributed meaningfully to raising IP awareness, the absence of a coordinated strategy at the program level means a missed opportunity to fully equip Canadian SMEs with the IP knowledge and tools needed to thrive in the global intangibles economy. As noted in the Introduction, this contributes to Canada's broader productivity challenges and signals the need for a more cohesive national approach.

For example, there are multiple federal and provincial organizations offering IP awareness programming, including the Innovation Asset Collective (IAC), CIPO, ElevateIP, NRC's IP Assist Program, IPON, the BC IP Strategy, Business Development Bank of Canada (BDC), Export Development Canada (EDC), Ontario Centre of Innovation (OCI), Innovate BC (IBC), Alberta Innovates, and others that also serve Canadian businesses and also offer IP education. Together, these programs represent over \$225M of spending on efforts to increase IP literacy among Canadian businesses without a common framework to coordinate and align these investments. Continued investment in IP programs remains critical, but this paper outlines how a coordinated National IP Competency Framework will lead to improved IP education outcomes that will help move the needle for the Canadian economy.



A coordinated approach addresses several existing challenges:

- **Gaps in Coverage and Redundancy:** For businesses looking to scale domestically or enter global markets, a foundational understanding of IP is only the first step in establishing a competitive edge. The available educational resources stop short of guiding businesses to strategically and optimally leverage their IP.
- **Inconsistent Integration with Technical and Academic Training:** IP learning is not well integrated on a consistent basis with broader business and innovation skills training in academic settings, reducing its real-world impact. Most programs treat IP awareness as a stand alone module rather than weaving it into practical entrepreneurship and product development courses, which means that even when innovators receive IP instruction, they may not understand how to apply it to business strategy.
- **Lack of Structure & Cohesion:** Among individual programs, there is no clear learning path. IP topics are disconnected, making it hard for businesses to see how IP fits into their broader business strategy.
- **No Standardized Recognition:** The absence of standardized evaluation criteria, a competency framework, and credentialing across provinces and territories limits the consistency and value of IP education.

The Necessity of IP Maturity

The emphasis on foundational IP concepts among organizations and programs has led to a vacuum of advanced level IP content. Advanced level IP content moves away from covering the “what”, and into the “how” and “when”; topics might cover advanced IP

strategy, IP layering, and HR practices and policies, as they relate to IP.

For SMEs in particular, the absence of higher-level IP educational content lowers the likelihood of these enterprises reaching “IP maturity”¹. A lower level of IP maturity is rarely sufficient for companies seeking to enter and secure global markets, or to establish the “freedom to operate” (FTO) they need in foreign jurisdictions. The development and implementation of an IP strategy suited for growth demands a more advanced skillset, or higher IP maturity, in areas such as risk assessment and mitigation, prudent IP portfolio management, and profitable commercialization strategies.

Notably, a 2020 panel of IP education experts studying the Ontario ecosystem further highlighted the inefficiency of IP education in Canada, recommending “a standardized web-based IP education curriculum” that would be mandatory for any individual or organization receiving public funds to support entrepreneurship (Balsillie et al, 2020).

IAC, in delivering on its mandate to build the capacity of Canadian innovators to establish IP strategies and ownership positions that enable Canadian business growth, identified the need for a tool to evaluate IP competency among member companies, and with IP and education experts, developed the IP Maturity Framework™. IPON, Innovate BC, and New Ventures BC have similarly developed tools to evaluate IP competency.

IAC modeled its IP Maturity Framework based on the widely used Technology Readiness Levels (TRL). While each of IPON, Innovate BC, and New Ventures use varied forms of the tools to measure competency they have each agreed that the form of IP Competency Framework set out in this document is an appropriate

¹ IP Maturity is a term introduced by Innovate Asset Collective (IAC) to refer to the level of IP sophistication and effectiveness with which an organization procures and manages its IP assets in support of its business objectives.

common reference point to design our core IP education curriculums. Such a unified approach will enable alignment for the delivery of IP education in a way that addresses Canada’s systemic IP literacy gaps, and improves how Canadian firms strategically use IP to advance business objectives.

By aligning on an approach with common IP learning outcomes and a robust competency framework, stakeholders will reduce redundant resource

development and be able to offer a clear roadmap for businesses to progress from basic IP understanding to true IP maturity. This kind of standardized approach would provide a practical, scalable solution: improving economic outcomes, reducing confusion, allowing for co-development of aligned IP education content, and enabling Canadian innovators to compete more effectively in both domestic and international markets.

Availability of IP Education Resources at Increasing Maturity Levels

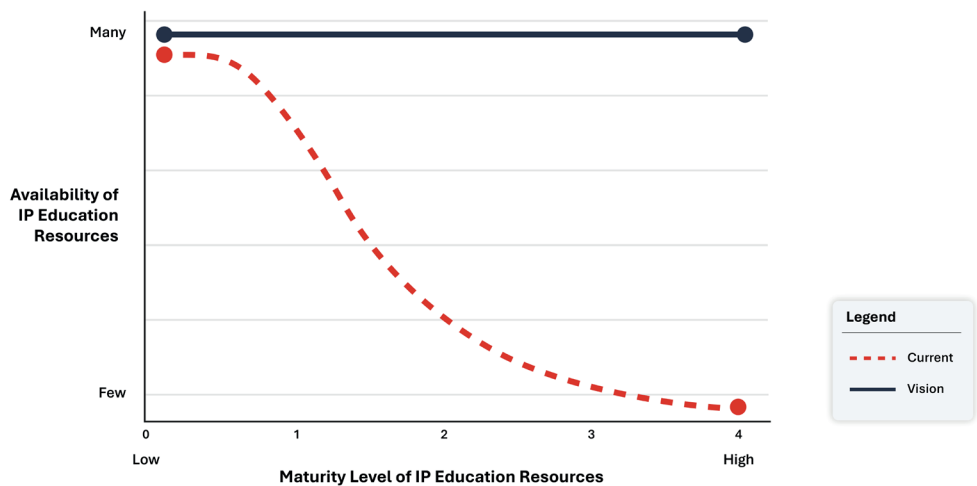


Fig. 1. Visual representation of the relationship between available IP education resources and IP maturity “level” of those resources. The main contributors to public IP education in Canada focus on foundational IP awareness (“Low”), while education on the practical application of IP literacy and maturity (“High”) is not easily available.

As a country, we’ve made meaningful strides in strengthening IP awareness and support—but there’s still work to be done. To stay competitive in a global innovation economy, Canada must build on this momentum by making IP education more accessible, consistent, and strategically aligned with commercialization goals.

Karima Bawa, Chair of the Board, Intellectual Property of Ontario

By aligning on an approach with standardized IP learning outcomes, stakeholders will reduce redundant resource development and be able to offer a clear roadmap for businesses to progress from basic IP understanding to true IP maturity. This approach will provide a practical, scalable solution; improving economic outcomes, reducing confusion, and enabling Canadian innovators to compete more effectively in both domestic and international markets.

²[Technology readiness levels](#)

Recommendations

The following recommendations will address the fragmented IP education landscape in Canada — and in turn help reverse the country's declining productivity and global competitiveness.

1. Establish a National IP Competency Framework

A National IP Competency Framework (Framework) should include a rubric (see Appendix C) and a guide to define incremental levels of proficiency in core competency areas that are critical to sustaining long-term innovation and growth for a business. By delineating these levels, it becomes possible to:

- **Raise the Tide for All:** Enable businesses to treat their IP as a dynamic strategic asset that evolves alongside product development, market expansion, and competitive pressures.
- **Classify and Consolidate Existing IP Education Materials:** Identify and classify overlapping or redundant training modules, allowing organizations to reuse, adapt, or retire existing resources rather than continually reinventing introductory materials. Validate new IP education using the rubric in the National IP Competency Framework.
- **Encourage Development of Advanced IP Education Resources:** Pinpoint gaps — particularly at mid-to-high levels of IP maturity — where new resources are truly needed.
- **Nationally Recognized Credentialing:** Recognize measured IP levels using certifications at each IP maturity level to motivate continuous learning and reinforce the value of IP mastery within the broader innovation ecosystem.

Building the capacity of Canadian innovators and entrepreneurs to scale their businesses requires IP education that is focused on IP strategy and building capabilities within businesses to commercialize IP. We need to foster IP savvy business leaders. Coordination across the ecosystem to define outcomes and clear educational roadmaps will accelerate this process for business and reduce the friction entrepreneurs face with the current system.

Mike McLean, CEO, Innovation Asset Collective



2. Formal Adoption of a National IP Competency Framework Will Benefit All Stakeholders

For a National IP Competency Framework to achieve national reach, federal and provincial funding bodies must recognize and endorse it as a standard. By requiring or incentivizing adherence to the Framework in their funding agreements, these bodies would ensure consistency in how IP education is delivered.

This alignment will:

- **Standardize Evaluations**

Use the Framework's rubric consistently to assess the IP capabilities of Canadian funding recipients, ensuring we all use the same standards.

- **Optimize Resource Allocation**

Highlight areas of genuine need (e.g., advanced IP strategy for scale-ups) and reuse existing introductory resources.

- **Support the Case for Consistent Funding**

Consistent funding is essential to enable full adoption of a standardized approach. It multiplies the impact of IP programming nationwide and allows enough runway for IP outcomes to fully materialize and drive measurable change.

- **Benefit All Stakeholders**

For government and policymakers, ecosystem actors (accelerators, incubators, universities), and Canadian businesses (end users).

- **Greater Impact of Public Funds:** Public investment in IP education and support would be channeled into the most critical gaps, maximizing returns on investment.
- **Clarity and Consistency:** The Framework simplifies program design, ensuring consistent delivery of high quality IP education without duplicating foundational IP awareness content.
- **Pathways to Specialization:** Ecosystem actors can develop specialized IP education offerings (e.g., sector specific, designed for academics/researchers, etc.) aligned to the Framework's advanced maturity levels, enriching the suite of available services and boosting overall competitiveness.
- **Actionable Guidance:** SMEs gain a clear roadmap for advancing from basic familiarity with IP to comprehensive IP management practices.

Conclusion

A Coordinated Path to IP Competitiveness

A National Competency Framework for IP education will resolve the fragmentation and duplication of IP education to ensure that foundational resources are shared and not replicated and empower businesses to advance toward IP maturity in a logical, step-by-step manner. With strong support from public agencies, ecosystem players, and educational institutions, a standardized Framework will help create a generation of Canadian innovators who can compete internationally, retain ownership of their critical IP, and drive the nation's productivity output and therefore economic revival.

Every player in the ecosystem – policy makers, funders, service providers, and business leaders – can jointly advance Canadian companies along a clear pathway

to IP maturity. By aligning investments and programming around shared IP learning goals, we can target gaps where advanced content is lacking and ensure companies acquire the skills they need to protect their innovations and leverage them for growth. Together, we can elevate IP from an afterthought to an essential part of business strategy. Now is the time for concerted action. The authors of this paper are joining together to champion the changes needed to secure our country's economic trajectory – and the moment to do so is now.

The authors at NVBC, Innovate BC, IPON and IAC representing IP and learning experts will form a committee to initiate a plan for next steps with volunteer members from the IP education community and stakeholders.



TO SUPPORT THIS INITIATIVE AND SIGN ON FOR NEXT STEPS:

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Appendix A: Glossary

IP awareness

Having a basic understanding that different forms of intellectual property exist, without a clear grasp of their relationship to business activities or the value they can create.

IP literacy

Having the ability to recognize and understand different forms of intellectual property and their relevance to business, including how they can create value, without yet having the skills or experience to apply this knowledge in a strategic or practical way.

IP maturity

Refers to a high degree of sophistication in IP competencies, specifically as they relate to an organization's continuous development and management of IP strategy and assets. IP maturity encompasses the strategy, creation, protection, valuation, and commercialization of IP.

National IP Competency Framework (Framework)

A high-level structured approach to determining the set of knowledge, skills, and competencies that a business or individual possesses around their ability to protect and leverage IP. The Framework should include a rubric (described below) as well as a guide for implementation across organizations. Above all, the Framework is iterative; as new competencies (for example, AI and data skills) reveal themselves across the industry, they should be evaluated for inclusion.

IP Education Rubric

A scoring guide that provides learners and evaluators with progressive and measurable benchmarks. Education resources should teach the competencies described by these benchmarks to provide learners with the structure and guidance they need to progress up the levels on the rubric.

Small to medium sized enterprises (SME)

In this paper, we do not always intend to exclude smaller or larger businesses when we refer to SMEs. Innovation, Science and Economic Development Canada (ISED) defines a SME as a business with between 1 and 499 paid employees.

Appendix B: Case Study Illustrating use of an IP Education Rubric

To provide an illustration, when we examine available education around a specific topic like patents, the available current education on this topic is framed around providing an overview of what a patent is, how to file, and the basic requirements for patent protection. Content may extend to filing internationally, how to draft a patent claim, and an overview of what patent validity and patent infringement refer to. When considering the proposed approach around considering patents as a topic mapped across levels of IP maturity according to the IPMF™, the topic is framed as shown in Table 1 with understanding progressing with increasing IP maturity according to the Framework.

A typical course found at a local technical school describes itself as:

“This 14 — hour course offers a comprehensive introduction to patents and their management on domestic and international levels. Examine the components of patent applications, explore eligibility criteria for patenting, and evaluate strategies for filing, enforcing, and defending patents. Through practical examples and guided exercises, you will gain actionable insights to navigate patent laws and application procedures effectively.”

Fourteen hours spent on one topic of IP education without any integration into the learner’s life experience or business needs is too great a time commitment for a small component of an overall IP education.

Another example points to the number of IP licensing courses from a number of public and private vendors now available on the market. Teaching IP licensing without the balancing knowledge and skills of the whole spectrum of IP concerns, for example data ownership, trade secrets, and moral rights, fails the students.

Table 1 illustrates how the proposed use of the Framework would provide an education pathway around a discrete topic like Patents, while a course that teaches those concepts suggested by the 14-hour course above would teach only to a Level 1 Maturity.

Note how the levels focus on the application and integration of patents to a larger IP strategy and path to commercialization, rather than a stand-alone “all about patents” approach.

Appendix B (continued)

Table 1

IP Maturity Level	Level 1	Level 2	Level 3	Level 4
Patent Education Content Applied Against the Maturity Rubric	<p>Someone with this knowledge understands:</p> <ul style="list-style-type: none"> the role of patents in protecting inventions the basic steps and requirements of the patenting process the importance of confidentiality searching for existing patents using public tools how patent landscapes can support business decisions and strategy. 	<p>Someone with this knowledge understands:</p> <ul style="list-style-type: none"> how to document and evaluate an invention for potential protection key components of a patent and its functions how to differentiate an innovation from prior art how to guide the creation of a patent landscape conducting patent searches to support patentability assessments. 	<p>Someone with this knowledge understands:</p> <ul style="list-style-type: none"> how to align patent strategy with product commercialization leveraging patent intelligence to monitor competitors and guide portfolio development the importance of staff understanding how patents add business value how to manage patent assets to support R&D efforts that target competitive opportunities and unmet customer needs. 	<p>Someone with this knowledge understands:</p> <ul style="list-style-type: none"> uses patent landscapes to proactively identify IP risks and opportunities conducts regular portfolio reviews to ensure alignment with business strategy identifies potential licensing and revenue opportunities integrates IP strategy across the company, including at the leadership level, to support growth, partnerships, and market expansion.



Appendix C: Proposed National IP Competency Framework and Standardized IP Maturity Rubric

The IAC IPMF™ uses an education rubric as a model to define IP Maturity outcomes that would be encompassed by a prescribed core curriculum for IP Education in Canada. Note that these outcomes can be adapted to individual IP literacy and to corporate IP maturity.

The rubric may evolve as new competencies arise in the industry. Consider the recent prevalence of AI and data skills as they relate to IP — there will be other such examples in the future.

The rubric provides four core areas of competency that emerged from consultations with IP and business leaders about the state of IP education in Canada. Each area is distinct in terms of its role and importance to how a company manages its IP. Together they form the foundation of the IP Maturity Framework.

Area 1 – IP Strategy

Crafting an IP plan aligned with overall business objectives, covering creation, acquisition, licensing, and integration with broader growth plans designed to create options for the company.

Area 2 – Risk Management

Evaluating and mitigating threats like infringement, IP leakage, and non-compliance in both domestic and international contexts.

Area 3 – Data Management

Collecting, organizing, and protecting IP-related data — particularly vital in sectors driven by AI, cloud computing, and other emerging technologies.

Area 4 – IP Culture

Embedding IP considerations into daily operations, strategic planning, and performance metrics so that innovation and IP awareness become second nature across the organization.

Appendix C (continued)

Table 2. Proposed National IP Competency Framework and Standardized IP Maturity Rubric

IP Maturity Scale	0 Building Awareness	1 Understanding and identification	2 Articulation and documentation	3 Analysis and alignment	4 Evaluation and Integration
IP Strategy	Does not meet Level 1 criteria	I can identify what intellectual property is, the common types of IP rights, and how an IP strategy can support my business. I know I need to consider my company's value, revenue drivers, and budget, and be able to explain these to an expert to help build a strong IP portfolio.	I can articulate the IP assets that drive my business's value, connect them to revenue opportunities, engage the right experts to support my strategy, and assess how my IP fits within the broader market and stakeholder landscape.	I have implemented an IP strategy that aligns with the overall business strategy, and staff are trained to identify and report IP opportunities. I can evaluate expert work, and our team has clear processes to assess, document, and act on new IP. We use analytics tools to track the IP landscape, identify trends, and make informed, strategic decisions across the company.	I have integrated IP strategy into leadership and board discussions and align it with new business opportunities from the start. I regularly revisit the company's IP Strategy to to evaluate its ability to deliver commercial value and support long-term business goals.
IP Risk	Does not meet Level 1 criteria	I can identify what IP risk is and that other people's IP rights might hinder my business. I understand the potential consequences of inadequate protection against competitors. I understand that IP risk can also arise internally within my company. I need to understand the IP landscape around my company to help me build a strategy and mitigate against risk.	I can articulate that there are many ways to mitigate risk. I can summarize the IP landscape around my company, how risks manifest in my business and what risks are the most relevant in our operation. I need to analyze what tools can best help mitigate risk and which tools are most effective for my company.	I have implemented monitoring of key competitors, identify IP risks and opportunities, and use available tools to manage and mitigate those risks. I have a strategy in place and am working to build a proactive risk-aware culture, while also recognizing the need to assess risks across the full value chain and broader market beyond the obvious suspects.	I have integrated risk strategy into our culture, enabling the ability to consistently identify emerging risks and design effective mitigation.
Data Strategy	Does not meet Level 1 criteria	I can identify the data I have has value beyond the initial purpose. I understand that there needs to be a system in place to safely capture, transfer and store data and the company needs to have a policy around managing and using that data in line with the law and the rules set by my company.	I can articulate the value of data to my company and have begun developing a data strategy. I protect proprietary data as IP, have policies for its management and security, and track compliance across jurisdictions. I also recognize the need to train staff and assess data-related risks and opportunities.	I have implemented staff training, a cybersecurity plan, and third-party audit rights and have framed the importance of a culture of data security. I actively manage our data and have a clear strategy for its use. I recognize the need to integrate data policies into ongoing corporate training and to develop a full incident response workflow to ensure compliance and readiness.	I have data protection integrated into our workflows through a comprehensive data strategy that includes cybersecurity, breach response, and risk mitigation. I have company-wide policies, regular compliance checks, and ensure staff understand their obligations through onboarding and exit processes.
IP Culture	Does not meet Level 1 criteria	I can identify the need for an IP culture across the company around our approach to IP and we need to build policies and processes to support our desired culture.	I can articulate my company's IP policy and IP capture process. The company has an IP budget in place, and now needs staff training so employees can recognize innovation and IP value. I recognize the need to work with HR and legal to align our agreements with the IP policy.	I have implemented staff training on recognizing innovation, integrated IP into onboarding and exit processes, and engaged external experts who understand our business. Our IP policy is built into employee and research agreements, and we report IP activity to leadership. I need to develop metrics to show how our IP culture creates value and implement a process to regularly check compliance with our policy.	I have integrated a regular review of our IP policies and processes for compliance and alignment with business needs, the landscape and legal requirements. I have formulated ongoing staff training, regular engagement with leadership and staff on IP value, and continuously refine workflows to strengthen our IP culture.



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