IPINCLUSIVE

Senior Leaders' Pledge

Haseltine Lake Kempner

Senior Leaders' Pledge

As Global Head of Client Services and Partner of Haseltine Lake Kempner, and in my role as the current President of FICPI-UK, I, Simon Rees, make the following pledges to demonstrate my personal commitment to improving Diversity and Inclusivity ("D&I") in our firm and in the IP profession as a whole:

I commit to:	I will demonstrate this commitment by:
1. Providing visible and proactive leadership to improve D&I in my organisation	− Being personally involved in, and contributing to, D&I projects and events within HLK and FICPI-UK − Publicising my commitment in regular corporate communications, both internally and externally − Having the courage to speak out about difficult D&I issues and share my own experiences − Putting my name to a public statement of HLK's commitment to D&I and of its D&I objectives, strategy and policies − *Publicising this pledge, along with our plans for fulfilling it* − Acting as an ally to, and champion for, colleagues from under-represented groups
2. Taking D&I seriously at the highest level	− Working with our Management Committee to include D&I in HLK's business strategy and business plans − Supporting the allocation of budget to D&I work − As a member of HLK's Management Committee, being one of the MC members who participates in meetings of our D&I Group ("DiveIn"), which is encouraged to regularly contribute ideas, initiatives, and advice to the MC. − Encouraging my senior colleagues to do as I do to provide visible and proactive leadership on D&I issues − Adopting relevant external charters (e.g. the BitC Race at Work Charter[1], or theTech Talent Charter[2]) in agreement with our D&I Group
3. Embedding and valuing D&I throughout the organisational culture	− Building a culture in which the whole of HLK is involved in the quest for D&I − Working with our Management Committee to establish targets for D&I-related criteria (e.g. overall or team-specific diversity levels) − Encouraging all colleagues to champion under-represented groups, in particular when allocating work within or between teams − Encouraging and allowing time for staff to work on D&I-related projects and training (including outreach and wellbeing initiatives) − Ensuring that internal communications regularly include D&I-related content

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[1] See https://www.bitc.org.uk/race/
[2] See https://www.techtalentcharter.co.uk/home

	– Working with our HR team to include D&I-related topics on the agendas of internal events such as for new starter induction, and would-be partner training – Requiring external suppliers (e.g. recruitment consultants) to help the organisation meet its D&I targets
4. Building trust and safe spaces throughout the organisation	– Working more closely with our D&I Group ("DiveIn") that comprises representatives from all roles and all levels within HLK – Attending some of their meetings in my role as member of our Management Committee – Introducing a zero-tolerance policy on discrimination and harassment – Encouraging all staff, at all levels, to bring their whole selves to work and speak openly about their identities – Working with our D&I Group to develop the informal mentoring scheme they are piloting, so that all staff have a trusted friend to speak with one-to-one, separate to their line manager, if they wish – Where feasible, adopting the IP Inclusive guidelines on post-lockdown inclusivity[3]
5. Educating myself and my colleagues about D&I issues	– Becoming involved myself in the reverse mentoring scheme that our D&I Group is piloting for senior staff to learn from more junior professionals and professionals in under-represented groups – Providing and taking part in privilege awareness and/or unconscious bias training for staff at all levels, including MC/partnership level – Adding key D&I-related awareness dates (e.g. LGBT+ History Month, Black History Month, International Women's Day) to HLK's internal calendar and encouraging staff to learn about and mark those dates
6. Sharing my privileges	– Supporting HLK's involvement in outreach schemes to improve access to the IP professions (e.g. a work experience, internship, sponsored placement, or similar scheme), working where appropriate with outreach charities and community interest groups – Where feasible, and in agreement with HLK's D&I Group, adopting the IP Inclusive guidelines on recruiting for social mobility[4] and on improving social mobility and access to the IP professions[5] – Ensuring that colleagues in HLK are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative[6]

7. Insisting on equity	– In my role on HLK's Appointments Panel, establishing fair, diversity-enhancing recruitment, and promotion procedures throughout HLK
	– Commensurate with HLK's size and resources, requiring the use of:
	  ▪ objective selection criteria
	  ▪ diverse decision-making panels
	  ▪ at least partially-blinded (e.g. name-blind) early-stage selection processes
	  ▪ unconscious bias training for decision makers
	  ▪ contextual recruitment

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[3] See https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/
[4] See https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/
[5] See https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/
[6] See https://ipinclusive.org.uk/careers-in-ideas/

	− Regularly reviewing recruitment and promotion procedures with HR colleagues and our D&I group to evaluate their impact on D&I levels in the organisation and if necessary, improve them − Where feasible, and in agreement with our D&I Group, adopting the initiatives suggested in IP Inclusive's "Practical steps to improve BAME representation" publication[7]
8. Working closely with HR and management colleagues to achieve this	− Involving HR personnel in MC/partnership level decision making on D&I-impacting issues − Allowing HR and management colleagues access to D&I-related training and professional development and valuing the expertise they acquire from it − Giving them the mandate to effect D&I-related changes in the organisation, and providing visible and proactive support for their work

Simon Rees

Global Head of Client Services, Partner,

Haseltine Lake Kempner LLP

20 July 2021

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[7] See https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/

Senior Leaders' Pledge

As Chief Executive of Haseltine Lake Kempner and Partner of HL Kempner PartmbB I, Rolf Stein, make the following pledges to demonstrate my personal commitment to improving Diversity and Inclusivity ("D&I") in our firm and in the IP profession as a whole:

I commit to:	I will demonstrate this commitment by:
1. Providing visible and proactive leadership to improve D&I in my organisation	− Being personally involved in, and contributing to, D&I projects and events − Publicising my commitment in regular corporate communications, both internally and externally − Ensuring the provision of D&I-related content for those communications − Having the courage to speak about difficult D&I issues and encouraging others to do so − Putting my name to a public statement of the organisation's commitment to D&I and of its D&I objectives, strategy and policies and publicising this pledge − Acting as an ally, mentor, and champion of colleagues from under-represented groups
2. Taking D&I seriously at the highest level	− Including D&I in my organisation's strategy and business plans − Allocating budget to D&I work − Acting as, or appointing, a D&I champion at Management Committee (MC) level who participates in our D&I Group ("DiveIn") which is encouraged to regularly contribute ideas, initiatives, and advice to the MC − Encouraging my senior colleagues to provide visible and proactive leadership on D&I issues − Adopting relevant external charters (e.g. the BitC Race at Work Charter[8] orthe Tech Talent Charter[9]) in agreement with our D&I Group
3. Embedding and valuing D&I throughout the organisational culture	− Building a culture in which the whole of my organisation values D&I − Maintaining a high profile D&I Group with representation from across the entire organisation with a mandate to expose and advise on D&I issues and to recommend continual improvements − Encouraging all staff to champion under-represented groups within the organisation or team, in particular when recruiting and when allocating work within teams − Encouraging and allowing time for staff to work on D&I-related projects and training − Ensuring that internal communications regularly include D&I-related content

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[8] See https://www.bitc.org.uk/race/
[9] See https://www.techtalentcharter.co.uk/home

	– Requiring external suppliers to demonstrate how they are committed to improving D&I
4. Building trust and safe spaces throughout the organisation	– Maintaining an internal D&I Group with representatives from all roles and all levels within the organisation as a safe forum in which D&I issues can be identified and discussed and proposals for improvement made – Attending some of the Group's meetings myself at the invitation of the Group – Introducing a zero-tolerance culture and policy on discrimination and harassment – Encouraging all staff, at all levels, to bring their whole selves to work and speak openly about their identities – Setting up informal mentoring or buddy schemes so that all staff have a trusted colleague, other than their line manager, to speak with one-to-one if they wish – Where feasible, adopting the IP Inclusive guidelines on post-lockdown inclusivity[10]
5. Educating myself and my colleagues about D&I issues	– Introducing opportunities and mechanisms for senior staff to learn from more junior colleagues in under-represented groups – Providing unconscious bias and other training for staff at all levels, including MC/partnership level – Adding key D&I-related awareness dates (e.g. LGBT+ History Month, Black History Month, International Women's Day) to the organisation's internal calendar and encouraging staff to learn about and mark those dates
6. Sharing my privileges	– Involving my organisation in appropriate outreach schemes to improve access to the IP professions (e.g. work experience, internship, sponsored placement, or similar schemes) – Widening the channels through which we advertise vacancies in the organisation, including through external recruitment consultants – Where feasible and in agreement with the D&I Group, adopting the IP Inclusive guidelines on recruiting for social mobility[11] and on improving socialmobility and access to the IP professions[12] – Ensuring that colleagues in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative[13]

7. Insisting on equity	– Establishing fair, diversity-enhancing and inclusive recruitment, and promotion practices throughout my organisation
	– Commensurate with the organisation's size and resources, requiring the use of:
	   ▪ objective selection criteria
	   ▪ diverse decision-making panels
	   ▪ at least partially-blinded (e.g. name-blind) early-stage selection processes

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[10] See https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/
[11] See https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/
[12] See https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/
[13] See https://ipinclusive.org.uk/careers-in-ideas/

	- unconscious bias training for decision makers - contextual recruitment – Regularly reviewing recruitment and promotion procedures with HR colleaguesto evaluate their impact on D&I in the organisation and if necessary, improve them – Where feasible and in agreement with the D&I Group, adopting the initiatives suggested in IP Inclusive's "Practical steps to improve BAME representation" publication[14]
8. Working closely with HR and management colleagues to achieve this	– Involving HR colleagues in MC/partnership level decision making on D&I-impacting issues – Allowing HR and management colleagues access to D&I-related training and professional development and valuing the expertise they acquire from it – Giving them the mandate to effect D&I-related changes in the organisation,and providing visible and proactive support for their work

Rolf Stein

Rolf Stein

Chief Executive   Partner

Haseltine Lake Kempner LLP   HL Kempner PartmbB

20 July 2021

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[14] See https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/

As Partner of Haseltine Lake Kempner, I, Caroline Day, make the following pledges to demonstrate my personal commitment to improving Diversity and Inclusivity ("D&I") in our firm and in the IP profession as a whole:

I commit to:	I will demonstrate this commitment by:
1. Providing visible and proactive leadership to improve D&I in my organisation	− Being personally involved in, and contributing to, D&I projects and events − Publicising my commitment in regular corporate communications, both internally and externally − Providing D&I-related content for those communications − Having the courage to speak out about difficult D&I issues and share my own experiences − Putting my name to a public statement of the organisation's commitment to D&I and of its D&I objectives, strategy, and policies − Publicising this pledge, along with our plans for fulfilling it − Acting as an ally to, and champion for, colleagues from under-represented groups
2. Taking D&I seriously at the highest level	− Working with our Management Committee to include D&I in my organisation's corporate strategy and business plans − Supporting allocation of budget to D&I work − Acting as a D&I champion at board/partnership level − Including D&I as a regular agenda item at Management Committee meetings − Encouraging my senior colleagues to do as I do to provide visible and proactive leadership on D&I issues − Signing my organisation up to relevant external charters (e.g. the BitC Race at Work Charter[15] or the Tech Talent Charter[16])
3. Embedding and valuing D&I throughout the organisational culture	− Building a culture in which the whole of HLK is involved in the quest for D&I − Working with our Management Committee to establish targets for D&I-related criteria (e.g. overall or team-specific diversity levels) − Recognising D&I-related achievements in performance evaluation and professional development systems − Encouraging all staff, through those systems and targets, to: • seek out and value diversity in their teams

[15] See https://www.bitc.org.uk/race/
[16] See https://www.techtalentcharter.co.uk/home

	• champion under-represented groups, in particular when allocating work within teams – Encouraging and allowing time for staff to work on D&I-related projects and training (including outreach and wellbeing initiatives) – Ensuring that internal communications regularly include D&I-related content – Working with our HR team to include D&I-related topics on the agendas of internal events such as for new starter induction and would-be partner training – Requiring external suppliers (e.g. recruitment consultants) to help the organisation meet its D&I targets
4. Building trust and safe spaces throughout the organisation	– Continuing to work with and in our internal D&I group (DiveIn), which has representatives from a cross section of roles and levels within the organisation – Acting as D&I champion for DiveIn at partnership level – Introducing a zero-tolerance policy on discrimination and harassment – Encouraging all staff, at all levels, to bring their whole selves to work and speak openly about their identities – Leading by example in sharing my own identity and experiences – Working to establish our mentoring scheme and other systems so that all staff have a trusted friend to speak with one-to-one, separate to their line manager, if they wish – Where feasible, adopting the IP Inclusive guidelines on post-lockdown inclusivity[17]
5. Educating myself and my colleagues about D&I issues	– Promoting and supporting the development of the reciprocal mentoring scheme currently in the pilot stage, allowing senior staff to learn from more junior professionals and professionals in under-represented groups; – Providing allyship, privilege awareness and/or unconscious bias training for staff at all levels, including MC/partnership level – Adding key D&I-related awareness dates (e.g. LGBT+ History Month, Black History Month, International Women's Day) to the organisation's internal calendar and encouraging staff to learn about and mark those dates
6. Sharing my privileges	– Supporting HLK's involvement in outreach schemes to improve access to the IP professions (e.g. a work experience, internship, sponsored placement or similar scheme), working where appropriate with outreach charities and community interest groups – Encouraging staff in all roles and at all levels to get involved, and leading by example with my own involvement – Continuing to work to widen the channels through which we advertise vacancies in the organisation, including through external recruitment consultants

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[17] See https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/

	– Where feasible (and agreed with DiveIn), adopting the IP Inclusive guidelines on recruiting for social mobility[18] and on improving social mobility and access to the IP professions[19] – Ensuring that staff in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative[20]

7. Insisting on equity	– Promoting fair, diversity-enhancing recruitment and promotion procedures throughout my organisation
	– Commensurate with the organisation's size and resources, requiring the use of:
	  • objective selection criteria
	  • diverse decision-making panels
	  • at least partially-blinded (e.g. name-blind) early-stage selection processes
	  • unconscious bias training for decision makers
	  • contextual recruitment
	– Regularly reviewing the procedures with HR colleagues and DiveIn to evaluate their impact on D&I levels in the organisation and if necessary, improve them
	– Where feasible, adopting the initiatives suggested in IP Inclusive's "Practical steps to improve BAME representation" publication[21]

8. Working closely with HR and management colleagues to achieve this	– Involving HR personnel in MC/partnership level decision making on D&I-impacting issues – Allowing them access to D&I-related training and professional development and valuing the expertise they acquire from it – Giving them the mandate to effect D&I-related changes in the organisation, and providing visible and proactive support for their work

Caroline Day

Partner, Haseltine Lake Kempner LLP

28 July 2021

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[18] See https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/
[19] See https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/
[20] See https://ipinclusive.org.uk/careers-in-ideas/
[21] See https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/