

Senior Leaders' Pledge



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:
<p>1. Providing visible and proactive leadership to improve D&I in my organisation</p>	<ul style="list-style-type: none"> – 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
<p>2. Taking D&I seriously at the highest level</p>	<ul style="list-style-type: none"> – 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 Charter¹ or the Tech Talent Charter²)
<p>3. Embedding and valuing D&I throughout the organisational culture</p>	<ul style="list-style-type: none"> – 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: <ul style="list-style-type: none"> • seek out and value diversity in their teams

¹ See <https://www.bitc.org.uk/race/>

² See <https://www.techtalentcharter.co.uk/home>

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	<ul style="list-style-type: none"> • 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
<p>4. Building trust and safe spaces throughout the organisation</p>	<ul style="list-style-type: none"> – 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 inclusivity³
<p>5. Educating myself and my colleagues about D&I issues</p>	<ul style="list-style-type: none"> – 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
<p>6. Sharing my privileges</p>	<ul style="list-style-type: none"> – 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

³ See <https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/>

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	<ul style="list-style-type: none"> – Where feasible (and agreed with DiveIn), adopting the IP Inclusive guidelines on recruiting for social mobility⁴ and on improving social mobility and access to the IP professions⁵ – Ensuring that staff in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative⁶
<p>7. Insisting on equity</p>	<ul style="list-style-type: none"> – Promoting fair, diversity-enhancing recruitment and promotion procedures throughout my organisation – Commensurate with the organisation's size and resources, requiring the use of: <ul style="list-style-type: none"> • 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" publication⁷
<p>8. Working closely with HR and management colleagues to achieve this</p>	<ul style="list-style-type: none"> – 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



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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/>

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