

Senior Leaders' Pledge



As Partner of Haseltine Lake Kempner, I, Dr Sandeep Basra, 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 - Having the courage to speak out about difficult D&I issues and share my own experiences - 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 - Acting as a D&I champion at board/partnership level - Encouraging my senior colleagues to do as I do to provide visible and proactive leadership on D&I issues
<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 • 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

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<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 inclusivity¹
<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 – Where feasible (and agreed with DiveIn), adopting the IP Inclusive guidelines on recruiting for social mobility and on improving social mobility² and access to the IP professions³ – Ensuring that staff in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative⁴
<p>7. Insisting on equity</p>	<ul style="list-style-type: none"> – Promoting fair, diversity-enhancing recruitment and promotion procedures throughout my organisation

¹ See <https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/>

² See <https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/>

³ See <https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/>

⁴ See <https://ipinclusive.org.uk/careers-in-ideas/>

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	<ul style="list-style-type: none"> - 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" publication⁵
<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

Dr Sandeep Basra

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⁵ See <https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/>