



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 • 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)

¹ See <https://www.bitc.org.uk/race/>

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



Senior Leaders' Pledge

I commit to:	I will demonstrate this commitment by:
	<ul style="list-style-type: none"> – 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 – 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

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/>



Senior Leaders' Pledge

I commit to:	I will demonstrate this commitment by:
7. Insisting on equity	<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
8. Working closely with HR and management colleagues to achieve this	<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

Caroline Day

Partner, Haseltine Lake Kempner LLP

28 July 2021

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



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:

<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
<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



Senior Leaders' Pledge

	<ul style="list-style-type: none">– Where feasible, adopting the IP Inclusive guidelines on post-lockdown inclusivity⁸
5. Educating myself and my colleagues about D&I issues	<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
6. Sharing my privileges	<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 mobility⁹ and access to the IP professions¹⁰– Ensuring that staff in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative¹¹
7. Insisting on equity	<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

⁸ See <https://ipinclusive.org.uk/resources/tips-for-post-lockdown-inclusivity/>

⁹ See <https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/>

¹⁰ See <https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/>

¹¹ See <https://ipinclusive.org.uk/careers-in-ideas/>



Senior Leaders' Pledge

	<ul style="list-style-type: none">• at least partially-blinded (e.g. name-blind) early-stage selection processes• unconscious bias training for decision makers• contextual recruitment <ul style="list-style-type: none">– 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" publication¹²
8. Working closely with HR and management colleagues to achieve this	<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

Partner, Haseltine Lake Kempner LLP

15 November 2021

¹² See <https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/>



Senior Leaders' Pledge



As Chief Executive of Haseltine Lake Kempner, I, Graham Lambert, 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	<ul style="list-style-type: none"> - 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
2. Taking D&I seriously at the highest level	<ul style="list-style-type: none"> - Including D&I in my organisation's corporate strategy and business plans - Allocating corporate budget to D&I work
3. Embedding and valuing D&I throughout the organisational culture	<ul style="list-style-type: none"> - Encouraging all colleagues 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 - Ensuring that internal communications regularly include D&I-related content
4. Building trust and safe spaces throughout the organisation	<ul style="list-style-type: none"> - Establishing an internal D&I forum with representatives from all roles and all levels within the organisation - Ensuring that forum includes, and/or has access to, a D&I champion at board/partnership level
5. Educating myself and my colleagues about D&I issues	<ul style="list-style-type: none"> - Self-assessing my own behaviour, seeking feedback from others and putting learnings into action, and encouraging all colleagues to do the same. - Supporting our people when they identify individual or collective learning opportunities in relation to D&I
6. Sharing my privileges	<ul style="list-style-type: none"> - Widening the channels through which we advertise vacancies in the organisation, including through external recruitment consultants - Supporting our firm's mental health and wellbeing initiatives, and our people's charitable activities.
7. Insisting on equity	<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 - Regularly reviewing the procedures with HR colleagues to evaluate their impact on D&I levels in the organisation and if necessary, improve them



Senior Leaders' Pledge

	<ul style="list-style-type: none">– Striving for equal opportunities for all
8. Working closely with HR and management colleagues to achieve this	<ul style="list-style-type: none">– Involving HR personnel in board/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

Graham Lambert

Chief Executive, Haseltine Lake Kempner LLP

17 March 2022