



**IP INCLUSIVE**  
Senior Leaders' Pledge

**Carol Watkiss, HR Director**



<b>I commit to</b>	<b>I will demonstrate</b>
Providing visible and proactive leadership to improve D&I in my organisation	<ul style="list-style-type: none"><li>• As HR Director I will continually work with people managers to encourage equality of opportunity and decision making for all people within our business and potential recruits</li><li>• I will continually work with people managers to encourage diversity in all opportunities we offer our people and to consider better inclusivity in decision making for the people within our business and for potential recruits</li><li>• As HR Director I will lead my team to ensure they support managers and people to continually strive for the highest standards of equity and inclusivity in the selection of recruits and the management of our staff</li></ul>
Taking D&I seriously at the highest level	<ul style="list-style-type: none"><li>• As HR Director I will challenge the Board and Shareholders to make DEI an aspect of debate in all business decision making</li><li>• I will ensure the Board and Shareholders are provided with accurate data on the effectiveness of our DEI plans and objectives</li><li>• When DEI is discussed by the Board I will encourage them to continue considering DEI in the widest sense – to remember the wide range of groups who need fairer representation and opportunity</li></ul>
Embedding and valuing D&I throughout the organisational culture	<ul style="list-style-type: none"><li>• I will work with my HR team to ensure they develop managers thinking and behaviours to help them see the positive benefits of DEI for our business and culture</li></ul>

	<ul style="list-style-type: none"> <li>• I will encourage the leaders I work with to look for DEI supporting language and activities when working with other colleagues and potential recruits</li> <li>• I will ensure our L&amp;D offering includes a range of DEI materials and sessions which encourage awareness and develop better DEI behaviours</li> </ul>
Building trust and safe spaces throughout the organisation	<ul style="list-style-type: none"> <li>• I will provide safe places for those who need them by allowing open and honest conversations about their DEI experiences to be welcome and standard practice</li> <li>• I will work with our senior managers to aid their thinking on how they will behave in consistent and trustworthy ways with all their people</li> </ul>
Educating myself and my colleagues about D&I issues	<ul style="list-style-type: none"> <li>• I will maintain my reading and CPD on the DEI agenda, keeping up with latest thinking</li> <li>• I will share my own learning on DEI issues with my HR team and encourage them to regularly share theirs with me and the team</li> </ul>
Sharing my privileges	<ul style="list-style-type: none"> <li>• I will continue to offer roles to HR job candidates and opportunities to my HR team based on ability and potential, rather than academic achievement or socio-economic background;</li> <li>• Challenge the Board and senior managers to lower their criteria for selection or promotion where that criteria is based upon privilege</li> </ul>
Insisting on equity	<ul style="list-style-type: none"> <li>• I will challenge the Board and people managers and staff at HGF by calling out all inequity I see and hear</li> </ul>
Working closely with HR and/or management colleagues to achieve this	<ul style="list-style-type: none"> <li>• I will work closely with all levels of leadership and managers, with the Board, Group and Function Heads, Office Heads, line managers, the DEI</li> </ul>

	Sponsor, the HR and L&D teams to deliver these commitments
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Your Name: Carol Watkiss

Title: HR Director

Date: 23.7.2021

Signature:



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