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# IPO – Our D&I Journey

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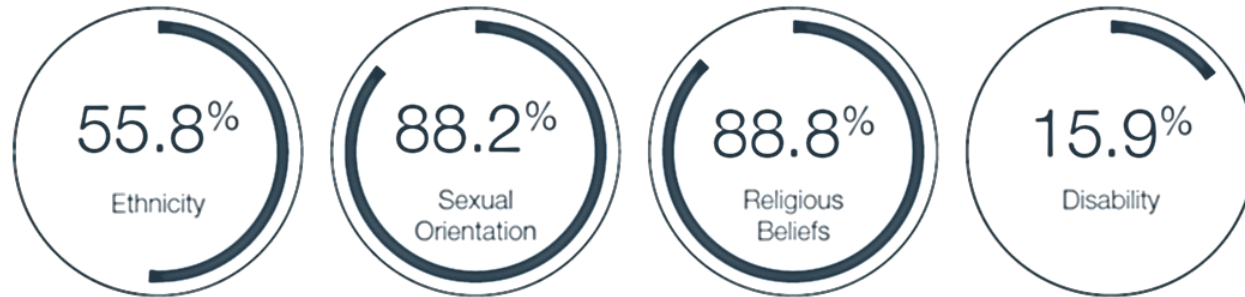


# Where did we start?

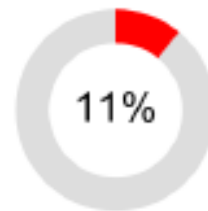
- Diversity was seen as an add on – something nice to do
- Diversity Steering Group – full of passionate people but no clear strategy
- Scattergun approach to awareness and initiatives
- No real devoted HR resource
- We had no benchmark to assess our performance but we weren't starting from scratch

# First steps – The evidence base

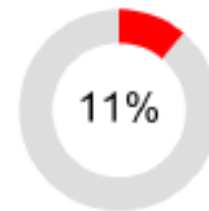
Non declared rates  
1st May 2015



## Discrimination, bullying and harassment



During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

## Putting the I in D&I

**“Diversity is being invited to the party;  
inclusion is being asked to dance”**

\*Wilbury White papers: August 2016: [www.wilburystratton.com](http://www.wilburystratton.com)



# A brilliant place to work



The IPO is already a great place to work, we want to make it a brilliant place to work, where everyone is dedicated to providing the best services for our customers

## Solid Foundations

- Smart use of data
- Investing in development
- Continuous improvement
- Pay and reward
- Right tools for the job
- Manage your career
- Efficiency

## One IPO

- The Deal
- Diversity and inclusion
- Honest conversations
- Excellent leadership
- Corporate first
- Corporate social responsibility

## Healthy people, Healthy environments

- Smart working
- Physical wellbeing
- Mental wellbeing
- Pleasant spaces for our operations

## Our Vision....

**“We want people to be confident in being themselves in work”**



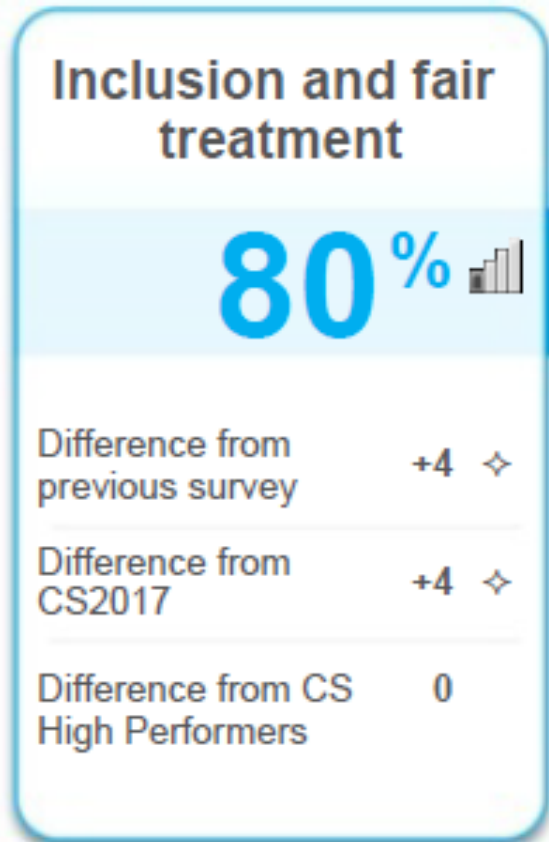
# The Power of our People



# Benchmarking and the Badges



# Engagement successes



- Women are 8% more engaged than men
- Part-time workers are 3% more engaged than full-time workers
- BAME people are between 2-4% more engaged than white people
- Massive increases in LGBT+ engagement figures compared to last year:
  - Gay/lesbian scores up by 15%
  - Bisexual scores up by 23%



# It hasn't been all plain sailing...

- Challenges around perceptions – what's in it for us?
- Honest conversations about acceptable behaviours
- Corporate memory – developing resilience to wipe the slate clean
- There is still lots of work to do....



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# Marginal gains do make a difference

