



Senior Leaders' Pledge

Connor McConchie, D Young & Co

As a Partner at D Young & Co LLP, I, Connor McConchie, make the following pledges to demonstrate my personal commitment to improving Diversity and Inclusion (D&I) in our firm:

1. Providing visible and proactive leadership to improve D&I in my organisation, by:

- 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.

2. Taking D&I seriously at the highest level, by:

- Encouraging my senior colleagues to do as I do to provide visible and proactive leadership on D&I issues.

3. Embedding and valuing D&I throughout the organisational culture, by:

- Encouraging all staff, through those systems and targets, to:
 - seek out and value diversity in their teams.
 - champion under-represented groups, in particular when allocating work within teams.
- Including D&I-related topics on the agendas of internal events such as for new starter induction, would-be partner training and staff awaydays.

4. Building trust and safe spaces throughout the organisation, by:

- Leading by example in sharing my own identity and experiences.
- 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.

5. Educating myself and my colleagues about D&I issues, by:

- Providing allyship, privilege awareness and/or unconscious bias training for staff at all levels, including board/partnership level.

6. Sharing my privileges, by:

- Widening the channels through which we advertise vacancies in the organisation, including through external recruitment consultants.

7. Insisting on equity, by:

- Establishing fair, diversity-enhancing recruitment and promotion procedures throughout my organisation.
- Commensurate with the organisation's size and resources, requiring the use of:
 - objective selection criteria.
 - diverse decision-making panels.
 - at least partially-blinded (for example, name-blind) early-stage selection processes.
 - unconscious bias training for decision makers.
 - contextual recruitment.
- Regularly reviewing the procedures with HR colleagues to evaluate their impact on D&I levels in the organisation and if necessary improve them.

8. Working closely with HR and management colleagues to achieve this, by:

- Encouraging involvement of board/partnership level colleagues in HR communications, conversations and projects.