



Senior Leaders' Pledge Jeremy Pennant, D Young & Co

As a Partner at D Young & Co LLP, I, Jeremy Pennant, 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:

- Being personally involved in, and contributing to, D&I projects and events.
- Publicising my commitment in regular corporate communications, both internally and externally.
- 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.
- 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.
- Continuing to raise awareness and promote D&I at partnership level by regular discussions at partnership meetings.

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

- Building a culture in which the whole of our firm is involved in the quest for D&I.
- Recognising D&I-related achievements in performance evaluation and professional development systems.
- 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.
- 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.

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

- Attending some of the firm's forum meetings myself.
- Supporting 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.

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

- Support privilege awareness and/or unconscious bias training for staff at all levels, including board/partnership level.
- Adding key D&I-related awareness dates (for example, 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, by:

- Encouraging staff in all roles and at all levels to get involved, and leading by example with my own involvement.
- Widening the channels through which we advertise vacancies in the organisation, including through external recruitment consultants.
- Ensuring that staff in the organisation are aware of, and ideally involved with, IP Inclusive's Careers in Ideas outreach initiative.

7. Insisting on equity, by:

- Supporting fair, diversity-enhancing recruitment and promotion procedures throughout my organisation.
- Commensurate with the firm's size and resources, requiring the use of:
 - objective selection criteria.
 - diverse decision-making panels.
 - unconscious bias training for decision makers.

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

- Supporting HR personnel in board/partnership level decision making on D&I-impacting issues.
- Supporting their mandate to effect D&I-related changes in the organisation, and providing visible and proactive support for their work.