



Senior Leaders' Pledge

Nicholas Malden, D Young & Co

As Partner and Equality, Diversity and Inclusion Officer at D Young & Co LLP, I, Nicholas Malden, 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:

- Publicising my commitment in corporate communications, both internally and externally, including publicising this pledge.
- Acting as an ally to, and champion for, colleagues from under-represented groups.
- Being personally involved in, and contributing to, D&I projects and events.
- Speaking openly about difficult D&I issues, and sharing my own knowledge and experiences.

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

- Acting as a D&I champion at partnership level.
- Continuing to raise awareness and promote D&I at partnership level by regular discussions at partnership meetings.
- Encouraging my senior colleagues to invest time in D&I issues.

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

- Building a culture in which the whole of my organisation is involved in the quest for D&I.
- Encouraging and allowing time for staff to work on D&I-related projects and training (including outreach and wellbeing initiatives).

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

- Encouraging all staff, at all levels, to bring their whole selves to work and speak openly about their identities.
- Operating a zero-tolerance policy on discrimination and harassment.

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

- Raising the topic of D&I with staff at all levels and actively listening to their views, hopes, and experiences.
- Encouraging and inviting external speakers on key D&I-related issues such as LGBT+ History, Black History Month and International Women's Day.
- Promoting allyship, privilege awareness and/or unconscious bias awareness for staff at all levels, including partnership level.

- Making myself aware of key D&I-related awareness dates (for example, LGBT+ History Month, Black History Month, International Women's Day), studying their relevance and meaning, and encouraging staff to learn about and mark those dates.

6. Sharing my privileges, by:

- Raising the topic of privilege with other leaders in my organisation and encouraging them to be aware of, and act with knowledge of, their privileges.
- Involving my organisation in some form of outreach scheme to improve access to the IP professions (for example, a work experience, internship, sponsored placement or similar scheme).
- 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.

7. Insisting on equity, by:

- Establishing fair, diversity-enhancing recruitment and promotion procedures throughout my organisation.
- Encouraging a regular review of the procedures with HR colleagues to evaluate their impact on D&I levels in the organisation and if necessary improve them.
- 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, and contextual recruitment.

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

- Involving HR personnel in partnership level decision making on D&I-impacting issues.
- Encouraging & supporting HR personnel to effect D&I-related changes in the organisation.
- Encouraging involvement partnership level colleagues in HR communications, conversations and projects.