

EQUITY

DIVERSITY &

INCLUSION:

FOCUS ON JUSTICE



2022 Year in Review

**McDermott
Will & Emery**

WHAT'S INSIDE

INTRODUCTION 3 >	LEADING IN DIVERSITY 4 >	AWARDS: LIVING OUR VALUES 5 >	SPONSORSHIPS: SUPPORTING WHAT MATTERS 6 >
<i>Justice:</i> TAKING ACTION 7 >	<i>Equity:</i> LIFTING UP 12 >	<i>Diversity:</i> DRIVING REPRESENTATION 18 >	<i>Inclusion:</i> FOSTERING BELONGING 23 >

OUR PEOPLE FUEL OUR SUCCESS.

To empower each other, our clients and communities, we cultivate a diverse workplace, foster a sense of belonging and provide the support each individual needs to accomplish their career goals and magnify marginalized voices—at our Firm and beyond.



“

“As a community and a Firm, we draw inspiration from both successes and tragedies to fight for positive change where we can. We know we have the ability and the responsibility to tip the scales toward justice. We live our values through our pro bono work, our ongoing support of each of our people and our dedication to our clients and their efforts to advance equity, diversity and inclusion.”

IRA J. COLEMAN
Chairman

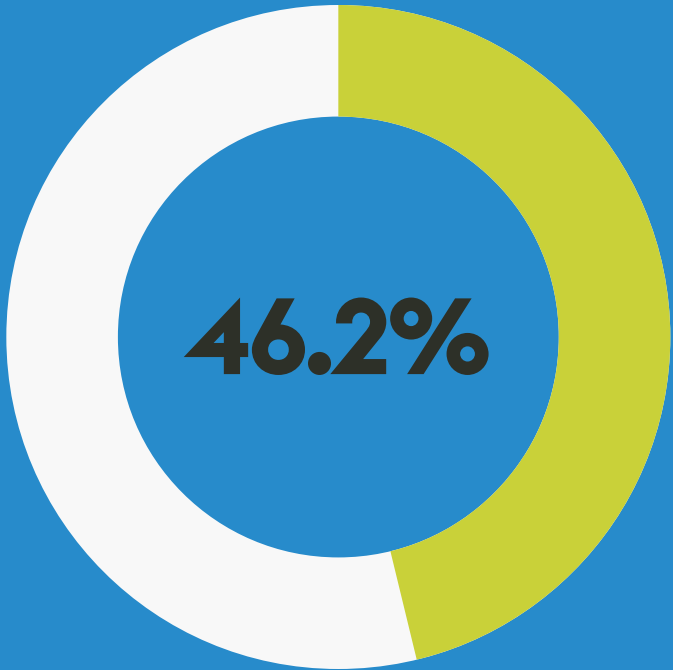
“

“With a commitment to legal, racial and social justice, we put our values into action to drive progress—all while deepening our resolve to promote equity, diversity and inclusion in our Firm and the legal industry.”

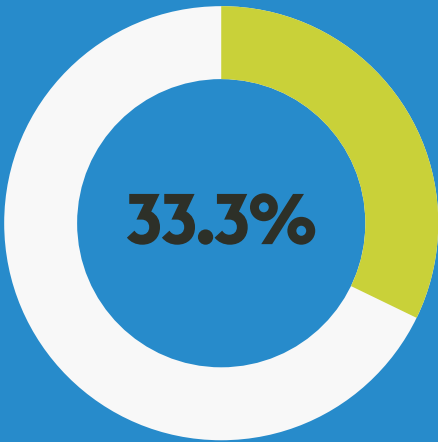
ANTHONY N. UPSHAW
Global Head of ED&I
Partner, Litigation, Miami



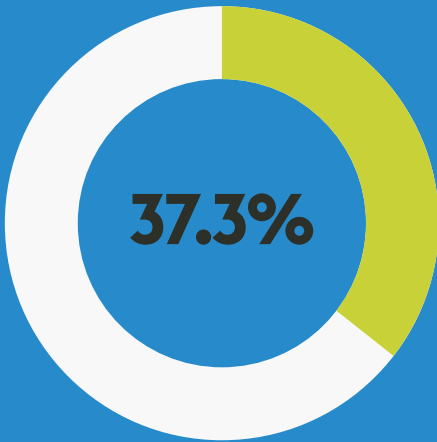
LEADING IN DIVERSITY



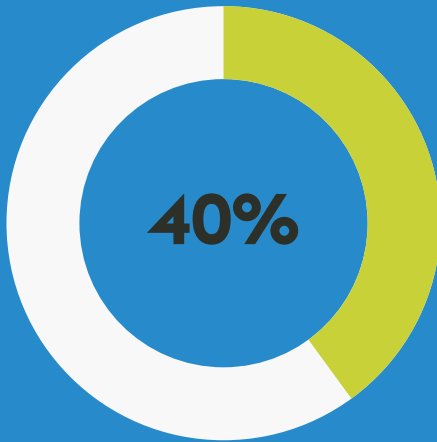
DIVERSE OVERALL FIRM LEADERSHIP*



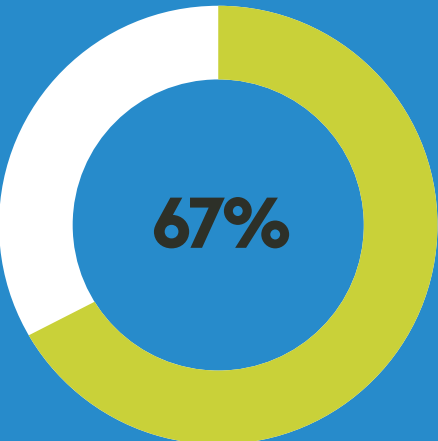
DIVERSE OFFICE AND PRACTICE GROUP LEADERS



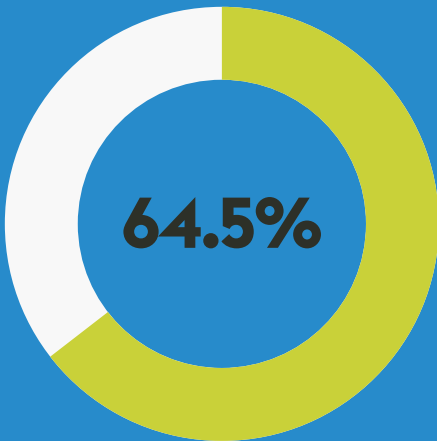
DIVERSE PROMOTIONS TO PARTNER (US)



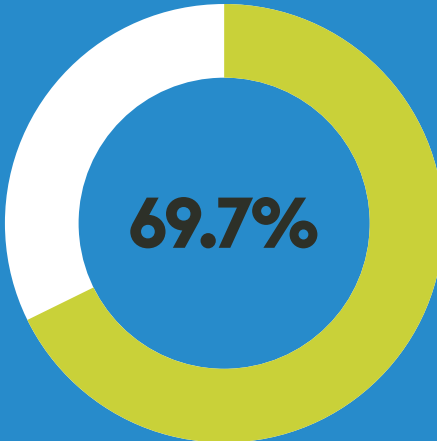
DIVERSE MANAGEMENT COMMITTEE MEMBERS



DIVERSE C-SUITE LEADERSHIP



DIVERSE HIRES (SUMMER ASSOCIATES)



DIVERSE HIRES (US ASSOCIATES)

*Includes Management Committee, C-Suite, office managing partners, practice group leaders, committee chairs or co-chairs, Income Partner Compensation Committee and hiring partners.

According to the 2020 American Bar Association Diversity Survey, approximately 70% of firms' leaders were white men, 20% were white women, 7% were men from traditionally marginalized groups and 3% were women from traditionally marginalized groups.

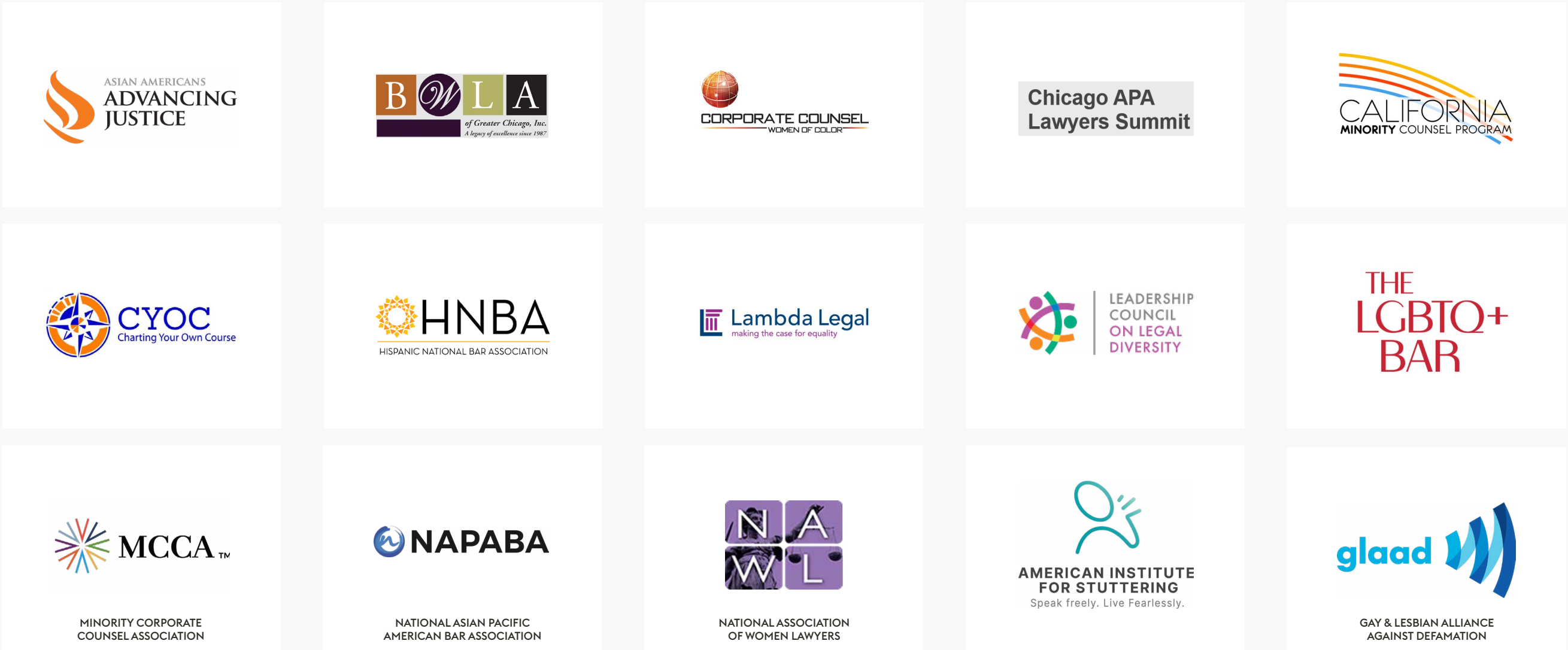
AWARDS: LIVING OUR VALUES

Integrating ED&I into every aspect of our workplace and fostering a culture based on authenticity and belonging has helped us earn top rankings and recognitions.



SPONSORSHIPS: SUPPORTING WHAT MATTERS

We support organizations that champion ED&I ideals in our workplaces and communities. 2022 Firm-level sponsorships include:



Justice:

TAKING ACTION

Tipping the scales toward justice

PRO BONO: PRIORITIZING JUSTICE

Our combined team of ED&I and pro bono leaders weighed in on the importance of giving all people access to justice.



“By adding justice to our ongoing work in equity, diversity and inclusion, we marry our longtime pro bono and community service efforts with ED&I. This closer collaboration will greatly benefit our people, clients and communities.”

EDITH GONDWE
Director of ED&I, Los Angeles



“My role at the Firm and as co-president of the Association of Pro Bono Counsel helps us develop strong partnerships that put us on the leading edge of pro bono projects, allowing us to be strategic about the impact we’re making for the communities we serve.”

ELIZABETH LEWIS
Pro Bono & Community Service Partner, Chicago



“We go to law school to create change and help the underserved access rights they wouldn’t have without competent legal representation. Pro bono work gives us the opportunity to do these things.”

KERRIN SLATTERY
Pro Bono Committee Co-Chair
Partner, Health, Chicago

JUSTICE IN ACTION: CASE STUDIES

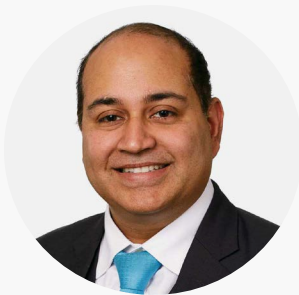


IMPACTING WOMEN AND WORKFORCE IN INDIA

We worked with the British Asian Trust on the world’s first cross-border impact bond targeting gender-focused skills development and entrepreneurship.

The groundbreaking “pay for performance” aggregated capital structure seeks to catalyze entrepreneurship in India, with a particular focus on young women, in alignment with the UN Sustainable Development Goals for gender and employment. It also creates a scalable model for gender-lens investing through impact bonds. Early implementation has shown positive results.

 [READ MORE](#)



“

“We have a fantastic cross-office team working with clients to make a real impact on our communities and target social interventions through innovative impact finance solutions. These transactions present a great opportunity for us as lawyers to give back through our skill sets.”

RANAJOY BASU
Pro Bono Committee Co-Chair
Partner, Transactions, London

A TIME FOR MERCY

William Allen spent 28 years in prison for a murder he didn’t commit. A pro bono team fought for clemency, and he was released in 2022—the first murder sentence commutation in decades to occur in Massachusetts.



McDermott litigation partner Bob Cordy (left) and New England Patriots football star Devin McCourty (right) with William Allen following his commutation.

 [READ MORE](#)  [WATCH VIDEO](#)

FIGHT FOR TRANSGENDER HEALTHCARE RIGHTS

In a victory for the transgender community, our pro bono team won summary judgment reinstating insurance coverage for gender-affirming healthcare in North Carolina.

 [READ MORE](#)



KNOCKING DOWN BARRIERS TO BREAST HEALTHCARE

In 2022, celebrity singer-songwriter Mary J. Blige visited Breast Care for Washington in recognition of the organization's work to address barriers to care and reduce the breast cancer mortality rate among Black women.

Black women are 41% more likely to die of breast cancer than white women. By increasing access to screening mammograms that can identify breast cancer at earlier stages, when it is more treatable, Breast Care for Washington helps save lives.

McDermott sponsored the organization's annual fundraiser, The Power of Pink, during Breast Cancer Awareness Month in October 2022. The event raised more than \$180,000.

We have served as the organization's pro bono legal counsel since it was founded in 2012. Over the years, our team has advised on employment contracts and donation agreements, engaged in local and federal advocacy, and provided counsel with respect to governance issues, among other support.



"I am proud to work for a Firm with such a strong commitment to pro bono service and to making a difference in the communities in which our people live and work."

KAREN SEALANDER
Partner, Government Strategies,
Washington, DC

The Breast Care for Washington board with Mary J. Blige (center).
McDermott partner Karen Sealander (second from right) serves as board chair.





SAM DAVIS
McDermott Alum

RISE UP

The McDermott Rise initiative, launched in 2020, provides free legal and business services to Black founders and other entrepreneurs of color. Before moving his career in-house, McDermott alum Sam Davis pitched and created the McDermott Rise program.

“George Floyd’s murder was a watershed moment for our society,” he said. “In reaction to the movement for racial justice, many companies were engaged in various philanthropic efforts, such as starting racial funds or giving to charities. I read a *Wall Street Journal* article about prominent financial and investment institutions dedicating efforts to removing the barriers to entry, finding and funding Black entrepreneurs and company founders.”

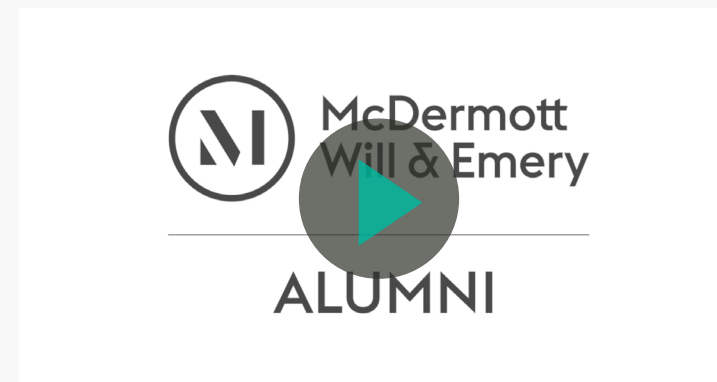
A call to action from Chairman Ira Coleman, along with this article, inspired Sam to collaborate with a cohort of concerned associates. The result: A bold idea about how we can serve this community of entrepreneurs to set them up for success from a legal and IP perspective as they scale. To date, we have supported more than 50 entrepreneurs of color. Sam told us, “To see the companies that have gone through the Rise incubation process, accessed funding and networks, and experienced tremendous success, is amazing.”

 **LEARN MORE ABOUT McDERMOTT RISE**

WE'RE LOVIN' IT

In 2022, McDermott alum Mary Gardner Burrelle—currently head of global legal operations and chief of staff for McDonald’s Corporation, a Firm client—received a Women of Achievement Award from anti-hate organization the Anti-Defamation League. Watch as she discusses her thoughts on the award and her time at McDermott.

McDermott has also joined the McDonald’s Corporation Mutual Commitment to Diversity, Equity & Inclusion (MCDEI), working toward shared diversity-related goals.



 **WATCH VIDEO**

SAFE HARBOR

We worked on hundreds of ongoing pro bono immigration, refugee and asylum cases in 2022. Our work with asylum seekers helped clients remain in the United States to escape persecution, abuse, torture and sometimes death in their home countries.

In partnership with organizations such as the Georgia Asylum & Immigration Network, the National Immigrant Justice Center and the Tahirih Justice Center, our results include:

- Securing asylum for a mother and her two sons, who fled Honduras to escape domestic abuse, death threats and gang violence.
- Securing asylum for a client from the Central African Republic, who faced persecution and death in his home country because his father was a well-known member of a political party overthrown by rebels.
- Securing asylum for a Venezuelan client, who faced persecution in his home country based on his sexual orientation and political opinions.

 **READ MORE**



Equity: **LIFTING UP**

Leveling the playing field

HOW WE VISUALIZE PRIVILEGE

During Diversity Day in Germany, our Düsseldorf office hosted a privilege walk, an activity that helps participants recognize how certain people in our society benefit from innate privileges related to race, gender, sexual orientation and more.

As a leader reads a series of statements—such as, “take one step forward if you are white” and “take another step forward if you are a man”—participants become increasingly aware of the gaps in equity in the workplace based on varying degrees of privilege.



OUR FIRST ALL-FEMALE CLASS OF LCLD PARTICIPANTS

Last year, we ushered in our Firm’s first all-female class of participants in Leadership Council on Legal Diversity (LCLD) programs. With one LCLD Fellow (Dana Dombey) and two Pathfinders (Elle Hayes and Marjorie Soto Garcia, who was promoted to partner in 2023), we also expanded access to the programs for the second consecutive year.

LCLD programs provide education, mentorship and networking opportunities for diverse lawyers. The Fellows program focuses on early-career law firm partners, and LCLD offers promising associates an opportunity to set themselves up for success through the Pathfinder program.



DANA DOMBEY
Partner, Health,
Miami



**MARJORIE SOTO
GARCIA**
Partner, Employment,
Los Angeles



ELLE HAYES
Associate, Transactions,
Miami



Chicago partner and longtime Chicago Debates supporter John Hammond (far right), and Chicago Managing Partner Michael Boykins (second from right) speak with students at the McDermott Novice Debate Invitational.

COACHING FUTURE LAWYERS: CHICAGO DEBATES

Since 1997, the Firm has supported Chicago Debates, a program teaching Chicago Public School students competitive academic debate skills.

In addition to donating funds, McDermott lawyers coach students, sit on the board and handle pro bono work for the organization. We also host and judge the McDermott Novice Debate Invitational at our Chicago office. The invitational is an annual single-day tournament for first-year debaters.

During the tournament's lunch break, partners and associates speak to the students about working at a law firm and how debate contributes to a successful legal career.

The organization celebrated its 25th anniversary at a gala in October 2022, during which we were honored for our longtime support.



Research shows that Chicago Debates participation improves academic achievement and college readiness for at-risk students and students across the academic spectrum.

NETWORKING TOWARD EQUITY

McDermott hosted several women’s networking opportunities in 2022, including virtual and in-person events for the FinTech, Venture Capital and Fund Finance Practices via our offices in the US, Singapore, London, Paris and Germany.


BREAKING FINTECH’S GLASS CEILING

Our FinTech Practice Group hosted a virtual Women in FinTech Networking Series to provide community, resources and support for senior women in a male-dominated industry, featuring presentations on timely topics such as the metaverse.



WOMEN IN FUND FINANCE, PARIS

We brought together women and men in the fund finance industry at the famous Maison de l’Amerique Latine for a networking event—the only such women-led event in Paris. The evening featured a female conductor who spoke about how she earned her role, along with music from her orchestra. More events will follow in 2023.



WOMEN’S EVENT, PARIS

For the third time, our female partners in Paris hosted clients and prospects for an inspiring women’s networking event. Speakers included a virtuoso violinist who spoke about women’s place in music history and a famous novelist who discussed a program called Lire pour en Sortir, which provides prison inmates with re-integration into society through reading.



WOMEN TOGETHER LONDON

We launched a networking group to enhance inclusivity and create an empowering growth platform for women in London. More than 100 women clients and lawyers attended the kickoff event at Tate Modern, which featured a fireside chat with award-winning journalist, author and broadcaster Elizabeth Day.



GERMAN GENDER DIVERSITY

Across our German offices in Düsseldorf, Frankfurt, Munich and Cologne, we celebrated a variety of events and a German Diversity Day.



SHE LOVES TECH, SINGAPORE

We were the sponsor and official legal advisor for the She Loves Tech Global Conference, Asia’s premier conference for women and tech. Our lawyers moderated a panel discussion, “Picking Winners in Early Stage Investment,” and chaired a debate called “Women are Not an Impact Investment.”



WHEN HEALTHCARE DOESN'T WORK FOR EVERYONE

A cross-office pro bono team partnered with the National Health Law Program (NHeLP) on a project compiling data, resources and research on the health disparities and needs of Black transgender, gender nonconforming and intersex individuals (TGI). Their work illuminated the need for structural changes in the US healthcare system.

NHeLP is using the research to develop an in-depth paper setting the stage for future advocacy work, including pursuing legal strategies to improve Black TGI individuals' healthcare access.

 [READ MORE](#)



BRIDGING THE GENDER DIVIDE IN RESTRUCTURING AND FINANCE

Like many areas of the law, women are underrepresented in restructuring—and across the finance industry.

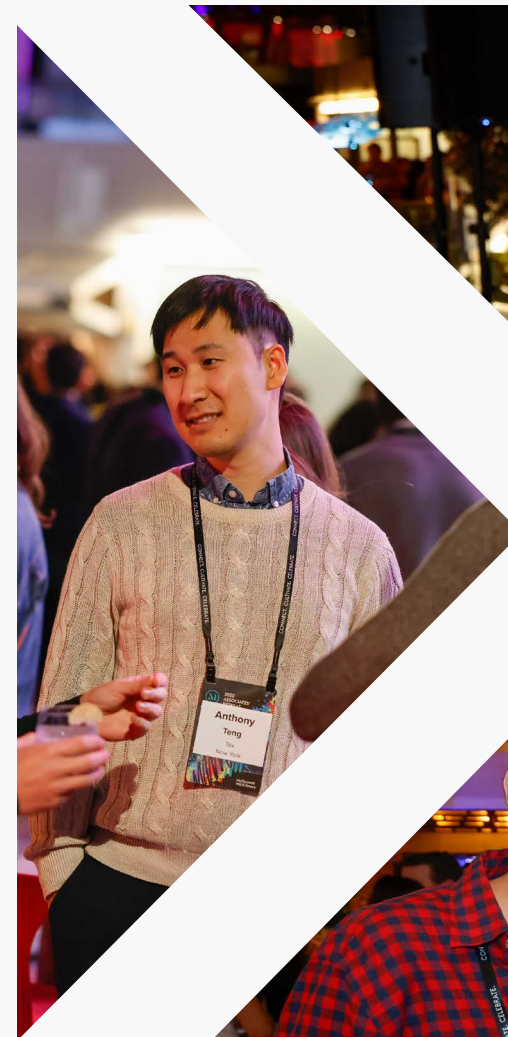
To address the inequities, New York Co-Managing Partner Kristin Going helped organize a weekly networking group of women in senior leadership positions: lawyers, investment bankers, financial advisors and women working at hedge funds, private equity funds and banks, among others.

Together, the group planned and launched a speaker series on the topic of improving diversity within the restructuring and finance community. Unlike many other women-led panels, they plan to invite audiences that include senior-level men to events to help secure their buy-in and allyship.

The first event featured two keynote speakers. Behavioral economist Iris Bohnet discussed insights from her book “What Works—Gender Equality by Design,” and executive education and goal-setting expert Caroline Miller spoke about women in leadership.

THE ASSOCIATES' RETREAT AFFINITY NETWORK HAPPY HOUR

During the 2022 Associates' Retreat, we invited members of our three affinity networks (the Asian Pacific Affinity Circle, Black Attorney Affinity Network and Hispanic Attorney Affinity Network) to connect during a dedicated happy hour.



Diversity:

DRIVING REPRESENTATION

Reflecting all perspectives

CLIENT CASE STUDY: HOW META'S PATENT TEAM TACKLES INVENTOR DIVERSITY

Traditionally, the idea of a *Fortune* 50 tech company engaging a big law partner would bring to mind white male professionals focused on bottom-line objectives. Learn how Meta breaks that mold, working with our IP team to bolster diversity and change the face of innovation.

 [READ MORE](#)

SOLUTIONS INCLUDE:



INTERNAL SURVEY TO
ENGAGE EMPLOYEES



LANGUAGE REVISIONS TO
ENCOURAGE INVENTION
SUBMISSIONS



HYBRID BRAINSTORMING
TO INVITE PARTICIPATION

“

There’s a longstanding problem of having significant underrepresentation among certain groups in inventorship in the US. With Meta, we’ve taken steps to address these challenges and improve diversity in innovation.”



AHSAN SHAIKH
Partner, Intellectual Property,
Chicago

DIVERSE PERSPECTIVES: WHAT DOES JUSTICE MEAN TO YOU?

We asked our racial and ethnic, gender, and LGBTQ+ diversity subcommittee leaders to share how they believe “justice” complements the Firm’s approach to equity, diversity and inclusion:



“Justice is largely about legal advocacy. For years, our people have been showing up for underrepresented people and communities, giving them a voice and access to legal representation, and we’ll continue to build on that work.”

MICHAEL CHU
Racial & Ethnic Diversity Subcommittee Chair
Partner, Intellectual Property, Chicago



“We have an ongoing mission to open doors for all people at all levels. Greater diversity and equity at leadership levels helps create systemic change, and sometimes that means taking legal action.”

KATE MCDONALD
Gender Diversity Subcommittee Chair
Partner, Health, Washington, DC



“As lawyers, we don’t just address client challenges—we have the privilege of taking on unfair policies and practices in our society. We can use our skills to protect individuals and communities by reshaping biased laws.”

MARIA RODRIGUEZ
LGBTQ+ Diversity Subcommittee Chair
Partner, Employment, Los Angeles

LONDON TAKES ED&I TO THE NEXT LEVEL

Our London ED&I Committee stepped up activity in 2022 to continue cultivating an inclusive, equitable workplace.

In addition to recognizing our LGBTQ+ colleagues with an in-office event celebrating Pride Month, the team launched the Women Together networking group with a well-received client event at the Tate Modern. Award-winning journalist, author and broadcaster Elizabeth Day addressed a crowd of more than 100 attendees as the guest speaker.

Among other initiatives, the committee also instituted informal monthly chats allowing parents and caregivers to raise individual concerns. The regular sessions became so popular that other offices followed suit. In London, results included the introduction of an emergency childcare benefit, assistance for a colleague with elderly relatives in the United States and one-to-one support in conjunction with our return-to-office process.



DRIVING DIVERSITY IN LONDON

London Managing Partner Hamid Yunis discusses ED&I in London and across the Firm:



WHAT ARE YOUR THOUGHTS ON THE FIRM'S APPROACH TO ED&I?

I feel most law firms say they want to be equal opportunity, diverse and inclusive. I truly think we live those values as a Firm. But we can do more. This is a continuous journey! In addition to being the right thing to do, it's a business advantage, because so much talent comes from a diverse background. We know diversity on our teams continues to be important to clients, too.

HOW ARE WE ACTIVELY IMPROVING ED&I IN LONDON?

Our ED&I team has taken great strides that we aim to translate to recruitment. We are working to actively engage with communities that are diverse and underrepresented in the legal profession, and we tell every recruiting agent that diversity is a priority for us.

WHAT'S NEXT FOR THE LONDON OFFICE?

We have enjoyed tremendous success in London in the last few years because of the people I've had around me and support from our global leadership. This has enabled an inclusive culture in which people can be themselves, and we're on a journey and continue to grow.

MEET OUR WOMEN-LED ALCOHOL LEGAL TEAM

Led by Alva Mather, our full-service, top-shelf alcohol regulatory & distribution team is propelled entirely by female partners, associates, counsel, staff attorneys and specialists. Members of the team have worked at some of the most well-known alcohol companies in the world.



 [WATCH VIDEO](#)



NEW LEADERSHIP IN GENDER DIVERSITY

Kate McDonald, a health partner in the DC office, took the helm of our Gender Diversity Subcommittee during 2022. She shares her thoughts on opportunities for promoting gender equity:

WHAT WOULD YOU SAY IS A KEY DRIVER OF DIVERSITY IN LAW FIRMS?

Lateral recruiting and mentoring to help diverse lawyers flourish. Senior partners should aim to incorporate diversity goals into client management teams and succession planning.

HOW CAN WE SUPPORT A WORK-FAMILY BALANCE FOR ALL PARENTS?

Parenting is not just a women's issue. Fathers also want to be active in their kids' lives, and we have more and more families with two moms, two dads or solo parents. There is not a one-size-fits-all solution. We should always work to foster an environment where people feel comfortable asking for what they need, with the knowledge that their colleagues respect and value their roles both inside and outside the office.

WHAT ADVICE WOULD YOU SHARE WITH YOUNG WOMEN LAWYERS?

Develop knowledge, a skill set or relationships that set you apart, so you have the leverage to negotiate your own approach to your career. Find strong mentors with whom you can talk openly about your career and life goals. And ask for what you want.



KATE MCDONALD
Gender Diversity Subcommittee Chair
Partner, Health, Washington, DC

WEST COAST LEADS THE WAY IN DIVERSITY

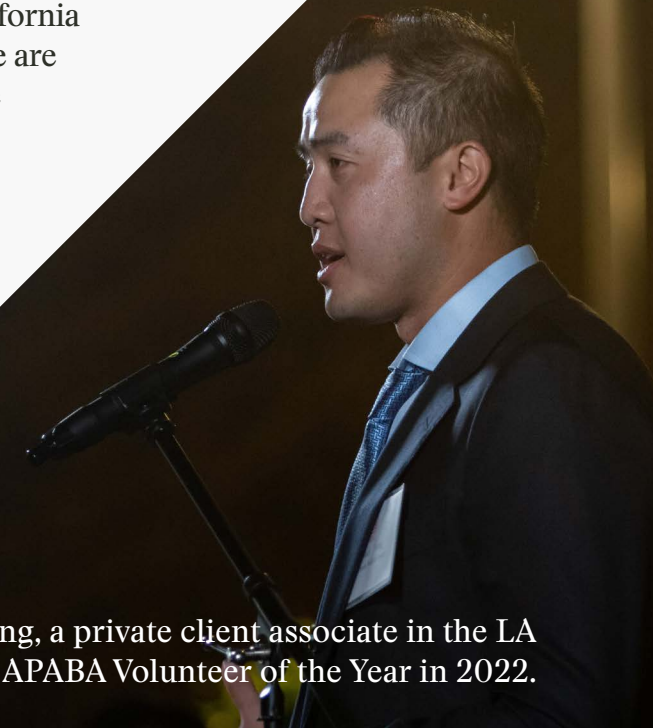
Our Bay Area and Southern California offices prioritized ED&I in 2022.

In San Francisco and Silicon Valley, a volunteer ED&I Committee including partners, associates, paralegals and staff of all genders and races created safe spaces to foster connectivity and mental well-being in the workplace. Throughout the year, the group centered the voices of our Black, Asian Pacific and LGBTQ+ colleagues with in-person events and virtual programs to recognize their individual stories and experiences. They also hosted sessions on mental health and disability awareness.

In our Los Angeles and Orange County offices, participation in outside organizations and community initiatives—including sponsorships, advocacy work, events and board membership—also drives our West Coast ED&I efforts. We make it a priority to participate in career panels for high school and college students through organizations such as Thrive Scholars, helping to increase diversity in our pipeline.

Along with our ongoing support for many other organizations, we recently increased our sponsorship of the California Minority Counsel Program. In Orange County, we are actively involved in the Public Law Center and the Orange County Coalition for Diversity in the Law, which ranked our OC office as a top 10 diverse organization in Orange County in 2022. We also support our individual lawyers who are involved in diverse bars and organizations. Many of them were recognized with awards in the past year.

Michael Tang, a private client associate in the LA office, won APABA Volunteer of the Year in 2022.



Inclusion:

**FOSTERING
BELONGING**

Opening the door

THE BOTTOM-LINE BENEFITS OF INCLUSIVE LEADERSHIP

Several of our leaders shared their playbook on managing diverse teams while fostering a supportive work environment—which improves satisfaction and productivity.

How can we be **#Always Better?**

▶ WATCH VIDEO

CULTURAL INTELLIGENCE

Allow for individual differences. Not everyone fits in the same box.

COMMITMENT

Drive ED&I proactively. Don't wait for issues to arise to make it a priority.

COURAGE

Engage people on ED&I topics, even if it feels awkward.

THE 6 Cs OF INCLUSIVE LEADERSHIP

COGNIZANCE

Develop a sense for when to listen, rather than inserting yourself.

CURIOSITY

Learn about others and make people's passions part of their plan to succeed.

COLLABORATION

Include diverse candidates in succession planning.

UNCOVER YOUR BIAS— AND ACT ON IT

We celebrated Black History Month by inviting Laura Coates, a CNN senior legal analyst, SiriusXM host and former federal prosecutor, to speak about her experience working in the criminal justice system. Laura challenged us to recognize racial disparities in marginalized communities, and to combat biases in every aspect of our lives.

▶ WATCH VIDEO

OUR GUEST
LAURA COATES
ON A BROKEN JUSTICE SYSTEM

CNN Senior Legal Analyst, Sirius XM Host
Former Federal Prosecutor,
Author of *Just Pursuit*



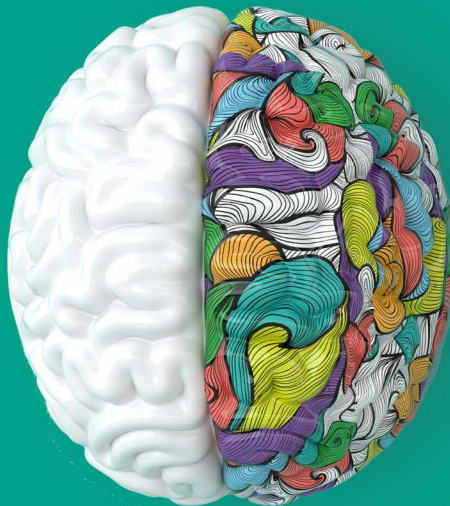
CULTURAL MIX IN THE WORKPLACE: ALLOW FOR AUTHENTICITY



DAISY AUGER-
DOMINGUEZ

To help Latinx people always feel heard, valued and seen in the workplace, we hosted a presentation by Daisy Auger-Dominguez, author of *Inclusion Revolution* and chief people officer at Vice Media Group. She identified three barriers to inclusivity, along with actionable solutions:

- **AUTHENTICITY:** Trust people who present themselves differently in the workplace, and give them stretch assignments so they can succeed.
- **VISIBILITY:** Latinx people are often overlooked as leaders. Be willing to alter old mindsets and embed inclusivity in performance management.
- **ADVOCACY:** Managers, leaders and colleagues should amplify Latinx voices and empower Latinx people to advocate for themselves.



HOW TO INTERRUPT BIAS:

INCREASE YOUR AWARENESS:

Identify internalized stereotypes you've acquired through culture.

NOTICE YOUR REACTION:

Remain open to feeling uncomfortable about this awareness.

ENGAGE IN SOLUTION-BASED BEHAVIOR:

Realign your responses and actions to reflect your values.

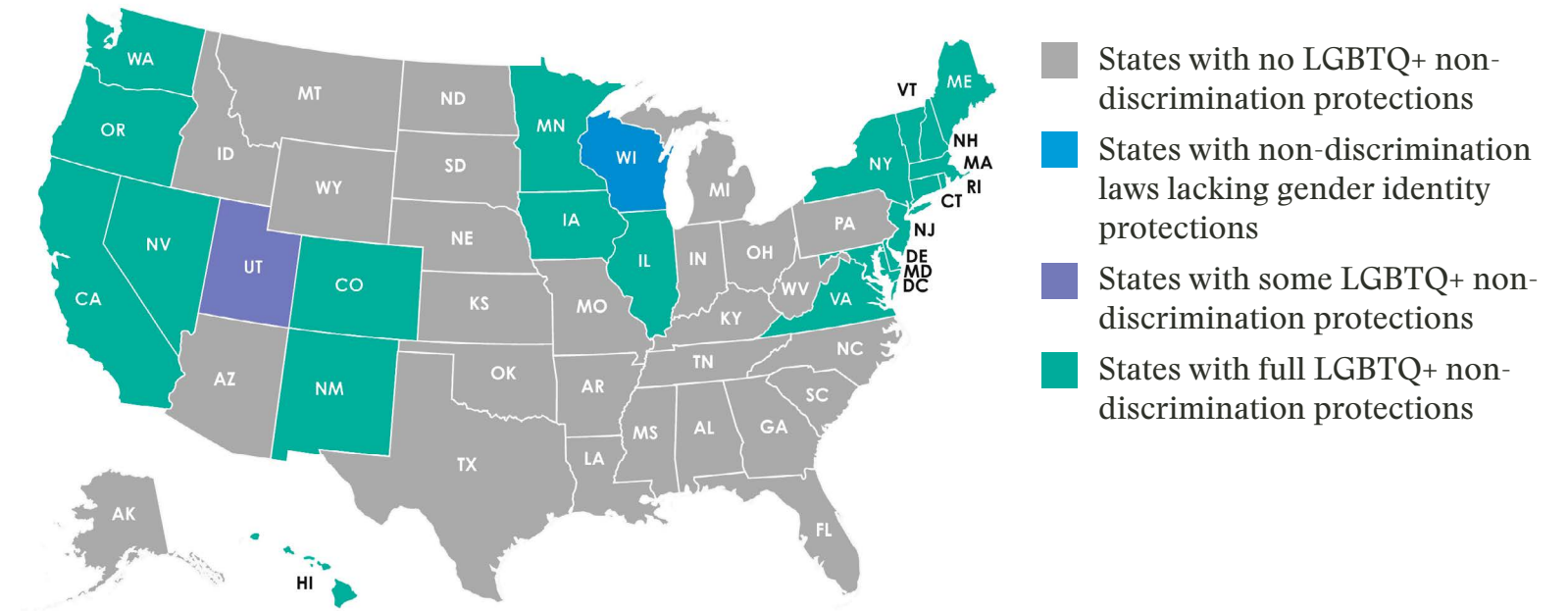


CHANGING THE GAME

To educate our colleagues about the experiences and challenges of transgender student athletes, we screened the film *Changing the Game* during Pride Month. Along with a follow-up panel discussion, the screening was part of our 16th Annual Workplace Awareness Program, presented by our LGBTQ+ Diversity Subcommittee.

TAKEAWAYS FROM THE FILM AND PANEL:

- Transgender people have always existed, but their recent increased visibility has led to intense public scrutiny, fear and backlash.
- Transgender women and girls are not dominating women's sports, contrary to some media reports. In the 2020 Olympics, only four transgender women competed out of 11,000 athletes (0.00036%).
- Twenty-nine states do not offer LGBTQ+ people full legal protection from discrimination. In those states, transgender people can legally be refused medical and other health services, asked to leave restaurants and denied other public accommodations granted to cisgender people.




Lisa A. Linsky, the Firm's first partner-in-charge of diversity and inclusion, founder of our award-winning LGBTQ+ Diversity Subcommittee and creator of the Workplace Awareness Program, kicks off our 16th annual program with an introduction to *Changing the Game*.

TRUST MOTIVATES: LEADERSHIP IS PERSONAL

During a conversation moderated by workplace expert Debbie Epstein Henry, a group of high-powered female leaders told us how they foster strong relationships and trust between team members to improve performance.

HOW TO LEAD WITH EMPATHY:


- **DON'T HIDE YOURSELF:** Celebrate who you are and what you bring to the table.
- **SHOW VULNERABILITY:** Speak openly about your challenges to help people relate to you.
- **LISTEN:** Ask people about themselves and remember what they say.
- **CREATE SAFETY:** Let people know you respect all opinions, even if they are different from yours.
- **PRIORITIZE COMPANY, THEN FUNCTION, THEN YOURSELF:** If your managers, direct reports and team are doing well, you'll do well.



DEBBIE EPSTEIN HENRY
Moderator, Workplace Expert



CYNTHIA PATTON
General Counsel,
Verily Life Sciences



MICHELLE HOROWITZ
Chief Marketing Officer, Janie and Jack



JUDY ESTES
General Counsel,
Services & Strategic Growth, Mastercard

HE, SHE, THEY: WHY ARE PRONOUNS IMPORTANT?

Through a panel discussion with transgender guests and allies, our people learned the importance of using individuals' preferred pronouns.


WHY WE USE PREFERRED PRONOUNS:

TO SIGNAL SAFETY: Add your pronouns to your email signature, Zoom and LinkedIn profile to identify yourself as an ally.

TO BE RESPECTFUL: Don't make assumptions. Ask people for their pronouns and share your own.

TO ACKNOWLEDGE THE INDIVIDUAL: Avoid defining anyone in the LGBTQ+ community entirely by their sexuality or gender identity. If you mistakenly misgender someone, simply apologize and move on.

DR. ELOUISE EPSTEIN
Panelist, partner at global management consulting firm Kearney
She/Her



CAMILLA TAYLOR
Panelist, litigation director for civil rights organization Lambda Legal
She/Her



 WATCH VIDEO

BRAINS AREN'T THE SAME: NEURODIVERSITY AND ACCESSIBILITY



HALEY MOSS
Neurodiversity Expert

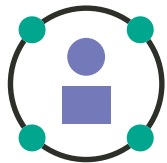
An estimated one in seven people are neurodivergent, including those with autism, ADHD and learning disabilities. In the legal profession, neurodivergent lawyers are less likely to share their challenges, but as expert Haley Moss told our team, neurodiversity benefits our teams and clients.



Neurodiversity encompasses a range of differences in individual brain function and behavior.

Neurodivergent people have thought patterns and behaviors that fall outside the range of what is considered typical.

HOW TO SUPPORT NEURODIVERGENT COLLEAGUES:



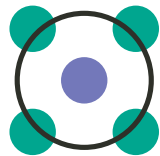
BE OPEN AND EMPATHETIC:

Understand that accommodations aren't unfair advantages. They help level the playing field.



COMMUNICATE DIRECTLY AND INTENTIONALLY:

Leave no room for ambiguity to ensure everyone will be able to understand you.



IMPLEMENT UNIVERSAL DESIGN SOLUTIONS WHEN POSSIBLE:

Designing with neurodiversity and disability in mind benefits everyone.



MENTOR AND MATCH PEOPLE TO THEIR STRENGTHS:

Create and promote opportunities for neurodivergent people to lead.

Learn more at
MWE.COM