



Michael E. Flowers
Director of Diversity and
Inclusion

WHAT IS D-CUBED?

At Steptoe & Johnson, we believe that diversity, inclusiveness, and mutual respect are essential values that not only strengthen and enhance our firm culture, but also contribute to our ability to more effectively serve a broad range of clients and provide the highest quality of service. We believe that the best ideas come when lawyers and staff with diverse backgrounds and experiences embrace one another's uniqueness and share their perspectives. We see our individual differences as assets that strengthen what we can accomplish as a firm.

D-Cubed is one of the tools used to further the firm's goal of approaching diversity as a naturally integrated component of our culture that impacts every facet of our business. D-Cubed is the investigation that all Steptoe & Johnson attorneys take to ensure diversity is considered in all actions taken by the firm before finalizing plans for any business activity.

Diversity Due Diligence (D-CUBED)

OUR ROLE AS DIVERSITY STEWARDS

As diversity stewards, the three questions below should be a part of every attorney's decision-making process anytime that more than one attorney is involved in any internal or external activity including work assignments, client visits, presentations, marketing materials, client entertainment, and marketing events. As proposed client or practice teams are assembled, we must pledge to ask:

1. Is the group or work recipient diverse and inclusive?

- Are there women, people of color, veterans, or varying age ranges in the group?
- Is there an opportunity for a diverse group member to display knowledge to an important audience?
- Is there an opportunity for a diverse group member to develop internal or external relationships that are important for promotion or advancement within the firm?
- Is there an opportunity for a diverse group member to have access to business development opportunities?

2. If the answer is "no," what internal capabilities do we have to help us achieve our goals of increased diversity and inclusion?

- Do you know of an internal member of a diverse group with expertise or experience?
- If not, could you reach out to your Department Head or Practice Group Leader for advice?
- If the diverse talent does not exist in the firm, can we invest in training an existing diverse member of the firm to be able to fill one or more of the above categories?

3. What external steps can we take to help the firm achieve our goal of increased diversity and inclusion?

- Can our recruiting and professional development staff help us identify an external diverse group member who would be an asset to the team?
- Can our recruiting and professional development staff identify an external training resource who could mentor an internal diverse group member with training when internal mentors are not available?