Building Resilient and Effective Corporate ESG and Diversity Initiatives

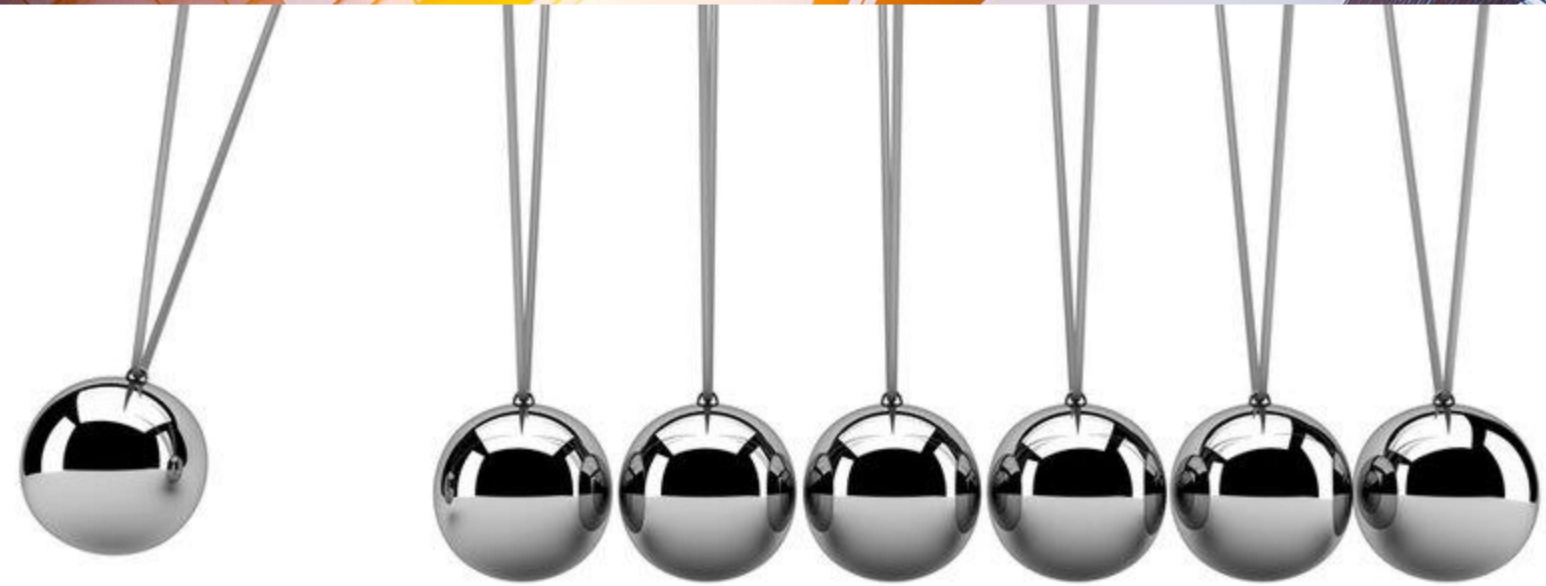
June 2023

LATHAM & WATKINS LLP

ESG Agenda

- ESG 2023 Trends
- Emerging ESG Regulation and Related Considerations
- Key Areas of Focus
- ESG Disclosure Risks
- Expectations for 2023 and Beyond

ESG in 2023



Voluntary Reporting

- Much of the ESG reporting that companies have done to date has been voluntary, particularly in the US.
- Because disclosure has been "voluntary," companies often have not had the internal controls that they have for required reporting.

Conservative ESG

- At the same time, companies are facing pressure from all sides – with conservative ESG investors and policymakers increasingly reacting to ESG trends.

Non-voluntary Reporting

- Companies are experiencing "non-voluntary" reporting pressures from capital providers, including investors, banks and insurance providers.

Other Jurisdictions

- In other jurisdictions, including the UK and EU, required reporting is having a knock-on effect as US companies receive third-party pressure to help counterparties comply.
- US companies with any business presence in other parts of the world need to consider mapping applicable requirements.

Required Reporting

- We are moving towards increasing levels of ESG regulation and legislation. It is possible that in the US, some of this regulation and legislation will be political responses to political trends.

Greenwashing

- The rise of greenwashing allegations is likely to continue and expand, particularly given (i) the pressure companies face and (ii) the way in which most ESG disclosure began.

ESG Regulation is Having a Global Impact

- Global ESG regulatory regimes continue to become more complex as new and emerging ESG regulation moves ESG from a soft law or “private ordering” regime to hard law.
- This is having an impact on companies worldwide, not only in those based in geographies where the legislation is moving most quickly, as many requirements of the new regulations require companies to take certain responsibility for their global supply chains, having knock-on impacts.
- While companies will often be aware of requirements that will directly impact them, many may not appreciate the extra-territorial impact of some of the regulations that are proposed to enter into force in the coming years.
- For example, companies that are not subject to emissions disclosure requirements may be required to provide their emissions data to customers who are required to, or choose to, disclose Scope 3 emissions.

“*ESG is no longer just about a philanthropic desire to do good and be a good corporate citizen. It heavily influences the way that investors, customers, and potential hires look at us as well*”*

Hatem Dowdar, Group CEO of e&, McKinsey Quote of the Day, December 15, 2022

ESG Regulation is Continuing to Develop

- The Paris Agreement, adopted in 2015 by the vast majority of the world’s countries, commits countries to determine, plan and regularly report on their efforts to reduce GHG emissions.
- The signatories to the Paris Agreement (and broader UNFCCC framework that the Paris Agreement updates) meet annually at COP events, which often lead to increased multilateral commitments.
- Countries, and particularly developed countries (including the US, EU and UK), are therefore in a position where measures are required to be put in place to reduce emissions in their jurisdictions – frequently these are legal measures.
- This is supplemented by, in many countries, an increasing appetite for legislation in relation to other ESG issues, including biodiversity, Diversity, Equity and Inclusion (DEI) and human rights, as public focus on these topics continues to increase.
- Companies operating across jurisdictions therefore need to be mindful of such legislative initiatives that may impact their operations.

The SEC’s Proposed Climate Change Disclosure Regulation

- The SEC’s proposed climate change disclosure rules would require companies to include the following details in their Forms 10-K and registration statements:
  - The company’s ***oversight and governance*** of climate-related risks by board and management and ***relevant risk management processes***;
  - ***Climate-related risks*** and their actual or likely material ***impact on the company’s consolidated financial statements, business operations or value chains***;
  - Any analytical tools, such as ***scenario analysis***, that the company uses to assess the impact of climate-related risks;
  - Details regarding the use of ***carbon offsets or renewable energy credits or certificates*** (“RECs”) or an ***internal carbon price***;
  - ***GHG emissions data***, including Scope 1 and Scope 2 and, in some cases, Scope 3;
  - Any adopted ***climate-related targets or goals***; and
  - Details regarding any ***transition plans***.
- <u>Financial Statement Notes Disclosure Requirements</u>. Companies would also be required to include ***climate-related financial statement metrics*** and related disclosure in a ***note to their consolidated financial statements***.
- <u>Attestation</u>. Certain companies would also be required to acquire ***a level of assurance*** with respect to Scope 1 and Scope 2 emissions.
- The rule, if adopted this year, would require large accelerated filers to begin complying using 2023 data for the purposes of reporting in their Form 10-K filed for that fiscal year.

Climate Disclosures and Deadlines

- **Phase-in and Transition Periods.** Assumes rules become effective in **2023**:

Registrant Type	Disclosure Compliance Date	
	All proposed disclosures, including Scopes 1 and 2 GHG metrics (but excluding Scope 3)	**Scope 3 GHG metrics**
Large accelerated filer	Fiscal year 2024 (filed in 2025)	Fiscal year 2025 (filed in 2026)
Accelerated filer and non-accelerated filer	Fiscal year 2025 (filed in 2026)	Fiscal year 2026 (filed in 2027)
Smaller reporting company	Fiscal year 2026 (filed in 2027)	Exempted

- **Attestation of Scope 1 and 2 Emissions?**

Filer Type	Disclosure Compliance Date (no assurance)	Limited Assurance	Reasonable Assurance
Large accelerated filer	Fiscal year 2024 (filed in 2025)	Fiscal year 2025 (filed in 2026)	Fiscal year 2027 (filed in 2028)
Accelerated filer	Fiscal year 2025 (filed in 2026)	Fiscal year 2026 (filed in 2027)	Fiscal year 2028 (filed in 2029)

Other Key Federal U.S. ESG-Related Regulation

The Inflation Reduction Act (IRA)

- Extends the **investment tax credit** for certain renewable energy projects through EOY2024.
- Extends **45Q credits** for construction of carbon sequestration facilities through EOY2032, reducing minimum capture thresholds, and allowing for direct pay of these incentives for the first 5 years.
- A new **advanced manufacturing production credit** for qualifying solar/wind components, including certain minerals, through EOY2032.
- A new "technology neutral" **clean energy tax credit** for projects placed into service between 2025 and 2032 (or later if certain national emissions goals haven't been met).
- A new 10-year **tax credit for qualifying hydrogen production.**
- Allows for the **transfer of various tax credits** between taxpayers, allowing a potential market for such credits.

Uyghur Forced Labor Prevention Act (UFLPA)

- Restricts import to the United States of items "mined, produced, or manufactured wholly or in part" in XUAR, China or by specific entities identified by the Forced Labor Enforcement Task Force.
- Creates a **rebuttable presumption of import ineligibility** for such products unless certain regulations and inquiries are fully complied with and, **by clear and convincing evidence**, the item was not produced wholly or in part by forced labor.
- Priority sectors include: apparel; cotton and cotton-based products; silica-based products; and tomatoes and downstream products.
- The restriction is not limited to a product directly produced in such conditions, e.g., forced labor from the production of the raw material for a single component of a final product could be enough to trigger the restriction on that final product.

FAR Council Climate Proposal for Major Federal Suppliers

- Would amend the Federal Acquisition Regulation to require companies receiving certain amounts in federal contracts to comply with certain climate-related requirements.
- Contractors receiving over $7.5 million in annual federal contracts would be required to measure and report on their Scope 1 and Scope 2 emissions.
- Contractors receiving over $50 million in annual federal contracts would, in addition to the above, be required to submit annual climate disclosures aligned with the Task Force on Climate-related Financial Disclosures, as identified by CDP, and develop and validate emissions reduction targets through the Science-Based Targets Initiative.

Key US State-level ESG Regulation

- Several (primarily Republican-leaning) states have adopted policies seeking to restrict financial institutions' (including private equity funds') consideration of various ESG factors. Some, but not all, of these policies provided exemptions for holdings through private equity funds. For example:

Florida	Florida State Board of Administration (SBA) trustees adopted a resolution requiring the SBA's investment decisions "be based on pecuniary factors [which] do not include the consideration of the furtherance of social, political, or ideological interests" and that the SBA "not sacrifice investment return or take on additional investment risk to promote any non-pecuniary factors." Governor DeSantis has proposed legislation for the 2023 session to: "(i) prohibit large financial institutions from discriminating against customers for religious, political, or social beliefs; (ii) prohibit SBA fund managers from considering ESG factors in investment; and (iii) require SBA fund managers to only consider maximizing the return on investment on behalf of Florida's retirees." HB3, recently signed into law, is a comprehensive anti-ESG bill restricting consideration of environmental, social, and governance (ESG) factors in various contexts (HB 3). The law, scheduled to take effect on July 1, 2023, builds on the State of Florida's Board of Administration's August 2022 resolution providing that its own investment decisions must be "based only on pecuniary factors that do not include the consideration of the furtherance of social, political or ideological interests." HB 3 amends a variety of Florida statutes relating to: (i) retirement plans and investments of funds; (ii) financial institutions, including qualified public depositories; (iii) money services businesses; (iv) consumer finance companies; (v) trust fund assets and public funds; (vi) government contracts; (vii) government bonds; and (viii) deceptive and unfair trade practices.
Kentucky	Adopted state legislation to have state funds divest from financial companies that "boycott energy companies," with an exception for certain indirect holdings.
Texas	Adopted state legislation to bar state contracts with, and divest state funds from, companies that "boycott energy companies," with exceptions for certain indirect holdings in investment funds or private equity funds or if the state entity determines that complying would be inconsistent with its fiduciary duty.
West Virginia	Adopted state legislation to bar state contracts with financial institutions that "boycott energy companies," but with an exception for the WV Investment Management board (a WV public pension fund).

Key US State-level ESG Regulation

- Simultaneously, other states (such as Illinois and Maryland) have adopted policies requiring state funds to consider climate or other ESG-related factors and to make investment decisions accordingly.
- Some states have proposed or adopted requirements for companies to implement certain ESG-related policies or disclosures, e.g.:
  - California's **Transparency in Supply Chains Act**, requiring certain disclosures on labor rights diligence/policies (in force).
  - California's **Plastic Pollution Prevention and Packaging Producer Responsibility Act**, requiring, among other things, manufacturers, retailers and wholesalers of single-use plastic to join producer responsibility schemes by EOY2023 in order to be able to continue selling, importing or distributing such materials in the state (in force).
  - New legislation is currently moving through the California legislature which would require large companies that do business in California to submit GHG emission data and annual climate-related financial risk reports to the public.
  - New York's **Fashion Sustainability and Social Accountability Act**, requiring certain fashion manufacturers and retailers to disclose environment and social processes, impacts, due diligence policies and targets (proposed).

EU Regulatory Trends and Developments

- EU Green Deal: Policy initiatives from the EC with the overarching aim of making the EU climate neutral by 2050.
- SFDR: The Sustainable Finance Disclosure Regulation was designed as an "anti-greenwashing" measure focused on redirecting capital towards sustainable investment.
- CSRD: The Corporate Sustainability Reporting Directive amends the existing EU ESG reporting requirements under the Non-Financial Reporting Directive (NFRD) and includes extensive detailed reporting requirements
- ESRS: The European Sustainability Reporting Standards are the standards that the Commission is required to adopt that set out the specific reporting requirements for companies under the CSRD. Development is underway
- EU Taxonomy: This is a classification system that determines whether an economic activity is "sustainable." Elements of the taxonomy are integrated into SFDR
- CSDDD: The Corporate Sustainability Due Diligence Directive was proposed by the European Commission in February 2022, establishing 'due diligence' obligations, requiring companies to identify, prevent or at least mitigate adverse impacts on human rights and environmental protection

Greenwashing Trends

United dragged by Twitter over greenwashing with its '100% sustainable fuel' flight

Significant shift away from greenwashing funds, report suggests

Watchdog bans HSBC climate ads in fresh blow to bank's green credentials

Lender told it must in future acknowledge its role in climate crisis after 'misleading' Cop26 campaign

DWS whistleblower says fears about greenwashing are 'healthy'

H&M hit with another greenwashing lawsuit

The Real Story Behind Some of the 10 'Greenest' Brands

Scrutiny of ESG claims for private investments grows

Sector 'at a transparency tipping point' over disclosures as billions pour in

Key Areas of Focus for Implementation

1. ***Talk to your outside auditor and other advisors***.
   - A number of the challenges implicated by the proposed rule relate to the company's financial statements and internal controls. We recommend that companies discuss with their outside auditor the full scope of their internal controls processes and the degree to which they are prepared to address subjective determinations and data challenges regarding the compilation and assessment of climate-related risks, events and expenditures.
   - Note that the determination of whether a line item implicates climate-related matters is one of the most complex areas of the proposed rule, and we recommend discussing this matter specifically with the outside auditor as soon as possible.
2. ***Understand the scope of what you already know (and the gaps between that and what you'll need to know)***.
   - Companies are on various points in their ESG journeys. Wherever you are, it is critical to understand: (a) what you know (and have disclosed); (b) how you know it (and why you've disclosed it); and (c) whether you know it to a degree of certainty enough to disclose it in an SEC filing (and if not, what you need to do to get there).
   - Companies should gain a familiarity and comfort with both TCFD and the GHG Protocol, including the applicable underlying framework for accounting and reporting emissions.
   - At a minimum, companies should have a gap analysis done on their current information and where they would need to get to (including who they would need to have involved) in order to report in compliance with the proposed rules.
   - Already report to the EPA? Note that the SEC might require different emissions data.

Key Areas of Focus for Implementation, Continued

3. ***Button up your controls***.
   - Having the right information is not enough, companies will need to be able to prove that the information is materially accurate and complete, and doing that requires having the right internal controls.
   - Companies may also want to have an external assessment done of their internal controls, which should likely be done by a party other than the company’s outside auditor.
4. ***Train your team***.
   - This process is going to require translating information that has been purely environmental or marketing-related information into information that rises to the level of financial reporting.
   - These rules will require financial people to speak fluent climate and environmental people to speak fluent financial reporting. Internal trainings are absolutely necessary to get everyone on the same page and reporting in the same direction.
5. ***Understand who and what you need from the outside***.
   - These rules will require companies to have, at a minimum: (a) outside securities ESG counsel; (b) internal/external environmental expertise; and (c) (to the extent attestation is required) an independent attestation provider. Identifying these parties early is critical.
   - Note that companies are likely to need to acquire information from their key partners in their supply chain and the time is ripe to consider whether to build climate considerations into your procurement and contracting processes.

Understanding the Implications of ESG Materiality

- Many ESG reporting standards and frameworks, and climate-related frameworks more specifically, rely in part or in whole on the concept of ***double materiality***.
  - Double materiality calls on companies to consider materiality from two viewpoints: the impact of matters on the company’s financial and business performance and the materiality of the company’s operations and business on the market, the environment and the communities in which the company does business (directly or indirectly).
  - In contrast to the definition of double materiality, the US federal securities law definition of Materiality, which is generally that a matter is material if there is a substantial likelihood that the disclosure of it would have been viewed by a reasonable investor as having significantly altered the total mix of information made available. The US federal securities law definition of Materiality generally only takes into consideration the degree to which a matter would impact the company’s financial and business performance.
- There are also other approaches to materiality (e.g., dynamic materiality) that can work their way into various ESG reporting approaches.
- Because ESG materiality is a battleground in the US, ***it is critical that companies create internal consistency with respect to their approaches to materiality***, including if they are going to use more than one definition of materiality.
- ***Before you disclose an ESG “materiality assessment”***:
  - Consider whether what is being called “material” is in fact Material from a US federal securities law approach;
  - Consider the internal record being created regarding what is “material” and the internal controls around those matters; and
  - Check with your ESG counsel on safeguards around your ESG disclosures.

ESG Disclosure Risks

Risks Created or Potentially Enhanced by Disclosure		Risks Generally Less Affected by Disclosure	
Direct disclosure risk: Disclosing something that ends up being incomplete or misleading	***Governance / Director duties' risk***: Director's duty of care or loyalty is questioned	***Direct financial risk***: Falling behind the business plan, regulatory expectations or peers	***Counterparty risk***: Risk created by third-parties' ESG efforts
Delta risk: The difference between what the company communicates and what it actually does	***Material non-public information risk***: Section 16 or Regulation FD considerations	***Conflicts risk***: Acting in the interests of investors conflicts with ESG efforts	***Contract risk***: ESG efforts conflict with third-party contractual rights
Conduct risk: Not actually achieving what the company sets out to	***Whistleblower risk***: Insider accuses the company of ESG-related issues		

ESG Disclosure Dos and Don’ts for 2023

Dos

- Have disclosures regarding environmental and social matters (including disclosures regarding climate change, diversity efforts and supply chain considerations) reviewed by ESG counsel.
- Have your annual report, proxy statement and any other filings reviewed by ESG counsel in addition to securities counsel.
- Understand that your “voluntary” ESG disclosures now have implications for your SEC filings, and should be reviewed in connection with the review of your filings.
- Have ESG counsel provide guidance on how your board oversees ESG matters and the way in which their oversight is described both internally and publicly.
- Know the key terminology that may trigger SEC or investor engagement or additional disclosures.
- Understand that you do not need to have made “voluntary” ESG disclosures to need ESG counsel.

Don’ts

- Wait until after your annual report or proxy statement is filed to begin thinking about your ESG reporting for the year.
- Assume that because you have not made significant ESG disclosures to date, you do not need ESG counsel.
- Assume that ESG disclosures are “extra” and therefore do not need to be reviewed by outside counsel.
- Include details on how your board oversees ESG without considering your internal corporate governance record.
- Disclose matters that implicate ESG costs, strategies or operational changes without discussing ESG enforcement and litigation trends with ESG counsel.
- Assume that because of your industry, your investors are less interested in what your company is doing from an ESG perspective.

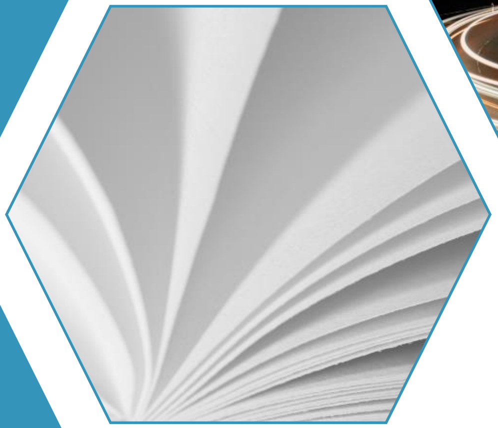
Where We Are Headed

Increased regulation

Increased complexity

Increased engagement

Increased scrutiny



Increased expectation

DEI Agenda

- DEI in the Anti-ESG Context
- DEI Trends, Experiences and Challenges
- Approaching DEI More Effectively

DEI and the Rising Anti-ESG Context

Recent Trends	Emerging Themes

Recent Trends

- Significant uptick in internal complaints of harassment and discrimination, including of historical allegations
- Increase in “reverse discrimination” claims
- More employees pointing to a company’s toxic culture as their principal reason for leaving
- Uptick in shareholder proposals for public companies to conduct racial equity and civil rights audits; many companies doing such reviews proactively
- Shareholder derivative suits based on diversity commitments are on the rise
- U.S. regulators are increasing their focus on workplace misconduct issues
- Conservative regulators and actors are focused on DEI efforts
- Rise in whistleblower reports and claims

Emerging Themes

- Internal push back on DEI initiatives and resource groups
- Internationally increasing regulatory focus on corporate culture considerations
- Trend towards behavioral training / coaching for managers
- Increasing focus on rewarding / celebrating ‘above and beyond’ conduct
- More constructive usage of regular team meetings
- Increasing recruitment stage focus on values and ethics
- More systematic and improved communication of learnings / consequences
- More systematic measuring and monitoring of cultural trajectory

Key Areas of Risk in DEI Programs

1. ***Your DEI efforts have no meaningful compliance or legal oversight but are creating compliance and legal issues***. Without any clear connection to an organization's legal, compliance, or human resources (HR) functions, DEI efforts can be busily creating goals and commitments that may or may not be achievable, statements that may or may not comply with the law, and a corporate record that is likely discoverable and possibly damning, in particular if discriminatory conduct is discovered through such efforts but no remedial action is taken.

2. ***Your diversity goals may be subject to legal challenge***. The pressure on companies from both internal and external stakeholders to make year-over-year progress on DEI is real. This pressure often applies regardless of the means by which that progress is measured or delivered, and it can be measured and delivered in ways that are subject to legal challenge.

3. ***You have not considered the full scope of your DEI-relevant stakeholders or regulatory requirements***. Many companies have launched DEI efforts without any meaningful assessment of the full scope of stakeholders who have perspectives on how the DEI efforts may or may not relate to the company's long-term value.

4. ***Your DEI officers do not have access to legal counsel or the board***. Last, but by no means least, is the risk that arises from failing to recognize that DEI efforts have the same significant compliance-related implications as any other part of the organization. This risk might be borne by not only the organization, but also any individual charged with oversight of the DEI function.

The Healthy Disruption of Diversity

1. The addition of individuals with a range of "bedrock" cultures may challenge the existing culture in a healthy way.

2. The challenge of diversity is to embrace the disruption of the status quo it may create, as opposed to pressuring diverse individuals to conform to the status quo, remembering that we all need a sense of belonging in order to effectively contribute.

3. In organizations that have historically been homogenous or largely homogenous, the addition of diversity and related initiatives must be approached with care to avoid potential backlashes. Clear communication that involves listening to existing groups should be a part of the process.

4. Companies ignore the need for ally and empathy training at their own peril. While it can be tempting to assume that "good people" will be good at diversity, this is not always the case.

5. Companies should use labor and employment, governance and corporate culture expertise to navigate the complexities of embracing diversity.

Practicalities for Navigating DEI

It is important that we acknowledge from the beginning that DEI discussions . . .

Can feel awkward or exhausting.

May bring up feelings of frustration or disappointment.

Can become disconnected from corporate strategy.

Can fall to the bottom of our long lists of priorities.

Can feel impossible to prepare for.

Can seem divisive or political.

Practicalities for Navigating DEI, Continued

So why still have the discussion? Because . . .

Diversity enhances corporate strategy and performance.

Corporate culture done well creates opportunities for creativity and growth.

Corporate culture done poorly creates risks and opportunities for crisis.

We understand the value of healthy disruption.

We understand the limits of our own experiences.

We understand the value of empathy and belonging.

DEI Experiences in the Legal Profession

- A recent American Bar Association study found that the legal profession in America has remained overwhelmingly white and male over the last decade and that racial diversity among lawyers has actually regressed in some respects.
  - In 2022, 38.3% of lawyers were female while 61.5% were male.
  - The number of openly LGBTQ attorneys at law firms continues to grow slowly, according to a survey from the National Association for Law Placement (NALP Survey). In 2021, the NALP Survey of 849 law offices across the country found that 3,653 lawyers (3.7%) identified as LGBTQ. In 2011, the survey found that just 2,087 (1.9%) of lawyers at US firms identified as LGBTQ.
  - The number of lawyers who report having disabilities remains small, the NALP Survey says. The survey of 641 law offices across the country found 865 lawyers who say they have disabilities, which represents 1.22% of lawyers in those offices. The percentage of law firm partners who say they have disabilities is slightly lower, at 1.07%.
  - While the percentage of white lawyers has declined (81% in 2022 compared to 88.4% in 2012), they're still overrepresented in the legal profession compared to their presence in the US population (60.1%).
  - In 2022, the ABA Survey found that 5.5% of lawyers were Asian American, compared to 2.5% in 2021, and 5.8% of lawyers were Hispanic, up one percentage point over the past year. While Hispanic attorneys are still underrepresented in the US compared to their share of the general population (18.5%), the number of Asian American attorneys is now closer to their share of the US population (5.9%).
  - On the other side, growth among Black and Native American communities has remained stagnant over the past decade. Black lawyers made up 4.7% of the profession in 2012 and dropped to 4.5% in 2022. In comparison, Black people represent 13.4% of the US population.
  - In 1993, when NALP began compiling the data, just 2.55% of all partners were lawyers of color. In 2021, that number was 10.75%. Nearly half of partners of color were Asian American (46%). Another 31% were Hispanic and 24% were Black.

The 10 Toughest DEI Challenges in the Legal Profession

1. DEI efforts often focus on activities (i.e., check the box) rather than behavioral change.
2. Recruitment efforts are given more focus than retention.
3. Achievable quantifiable goals often go unidentified.
4. DEI efforts focus mostly on diversity (and the efforts of underrepresented attorneys) rather than equity and inclusion (and the efforts of overrepresented attorneys).
5. The people defining the corporate culture are often the people it has worked well for.
6. The existence of racism, misogyny, homophobia and other forms of bias and discrimination are only acknowledged at the systemic level, and gaslighting is often the response to individual claims.
7. “Model minorities” are still often used to silence the perspectives of underrepresented attorneys.
8. The impact of hierarchies and class distinctions are often ignored.
9. The presence of statistically probable racism, misogyny, homophobia and other forms of bias and discrimination go unchallenged.
10. Education is assumed rather than given.

Meaningful Integration of DEI Efforts

1. Budgetary considerations and building diversity-related “value trackers” into operational systems.
2. Overcoming the “check the box” mentality with recognition and reward systems.
3. Navigating legal exposure concerns with advanced approved policies (i.e., what to do if I think I am experiencing discrimination).
4. The practicalities of calling out bad actors and the importance of 360 reviews.
5. Creating more effective training systems:
    a. Educating around common discriminatory beliefs
    b. Educating around privilege as much as (or more than) we educate around bias
6. Addressing visibility: Profiling underrepresented talent rather than demanding “free work.”
7. Integrating DEI at the cellular level: Building diversity check points into operations, procurement and strategic decision making.
8. Building resiliency: Understanding the implications for culture and self care.

Five Recommendations for Effective Allyship

1. ***Self education***. Allyship is a responsibility that goes beyond not being actively or consciously discriminatory based on a protective class. Active, effective and meaningful allyship requires the ally to educate themselves on both the historical and current day experiences of underrepresented persons.
2. ***Self acknowledgement***. For the ally to begin to be able to contextualize the experiences of underrepresented persons, they must also understand the ways they are overrepresented and over-protected in both their personal and professional lives, including how this overrepresentation has been historically supported and currently reinforced. This gets to the root of privilege.
3. ***Self exposure***. For an ally to truly be able to connect to individuals who are underrepresented, they must professionally and personally create opportunities to be in community with those individuals in a manner in which they are (a) invited, (b) in listening mode and (c) ideally, in the minority.
4. ***Self awareness***. Once an ally has created community with underrepresented individuals, there is an opportunity for the ally to ask for honest feedback on their interactions. Power dynamics should be considered.
5. ***Self reflection***. The above steps often need to be engaged in more than once, with the final step being an opportunity to self reflect honestly on the ways in which one has contributed to and benefited from discriminatory systems, and a commitment to take opportunities to unwind these systems.