

## Diversity, Equity and Inclusion Checklist for In-House Leaders

Prepared By: **N. Cornell Boggs, III**  
**Of Counsel / Senior Strategic Advisor**

*Former ACC St. Louis Chapter President*  
*Former Chair, ACC Law Department Management Committee*  
*Former ACC Board Member*

Diversity, Equity and Inclusion (DEI) is a topic of great relevance in our world, our nation, our profession and within our respective companies. The checklist items below are merely designed to be **thought starters** for your corporate legal department as you engage in conversations that are aimed at making improvements both internally in your companies, and externally with the service providers who support your company.

### Internal

- ✓ What are the characteristics of an ideal leader in your company? Do those characteristics favor or disfavor individuals of different gender, racial or other backgrounds?
- ✓ What are the characteristics of the ideal worker in your company? Do those characteristics favor or disfavor individuals of certain gender, racial or other backgrounds?
- ✓ Does your company culture focus on teaching diverse individuals to "lean in" and adapt, or does it focus on teaching inclusive behaviors for everyone in the workplace?
- ✓ What steps have been taken to recruit underrepresented attorneys and staff into the company, and has someone been given this assignment with a focused set of accountabilities and a corresponding recruitment budget?
- ✓ Is someone assigned to support the onboarding and integration of new hires?
- ✓ Do all attorneys and legal staff, including those from underrepresented groups, have annual goals and a corresponding development plan?
- ✓ Do all attorneys and legal staff have an opportunity to have regular 1:1 meetings with their manager so that there are opportunities to share feedback on a regular basis?
- ✓ Do individual managers spend an equal amount of time with all employees who report to them or do some employees receive more attention to the exclusion of others? How is this monitored?
- ✓ Is there a process in the company, or in your department, for a focused discussion on "potential" and opportunities for development and growth? Does this discussion occur at a different time than when annual results are discussed?
- ✓ Are attorneys and staff from underrepresented groups able to see stories of promotion and success in others from their group? If not, why?
- ✓ Do you have a process for periodically capturing 360-degree feedback?
- ✓ Does the legal department participate in employee engagement survey processes, or other processes to check on whether company policies might negatively impact diverse or underrepresented groups?
- ✓ Do underrepresented attorneys have opportunities for exposure to business clients, senior management or even committees of your board of directors? Do those methods favor or disfavor individuals of different gender, racial or other backgrounds?
- ✓ Do you take time to celebrate "inclusion" in your department, by showcasing different cultures, different geographies and different histories that might be represented in your department?

- ✓ If you lead a global legal organization, do you adjust/accommodate those in other geographies so that some of your meetings take place at times convenient to those in other parts of the world?

## External

- ✓ Does your company offer opportunities to have conversations on the topic of Diversity, Equity and Inclusion broadly?
- ✓ Have you had a discussion in your company on the topic of DEI as it relates to your outside service providers, particularly the law firms that you retain for work?
- ✓ Have you had any conversations regarding DEI as it pertains to your actual law firms, and whether you can play a role in impacting meaningful change as attorneys are assigned projects?
- ✓ Have you sought to meet diverse attorneys through professional association activities?
- ✓ Do you understand the law firm revenue model(s) that are applicable to your outside counsel firms?
- ✓ Do you understand how the law firms you work with treat "origination credit?" In many law firms, the attorney who is the "originator" of work from your company can receive valuable credit internally at their firm, even when other attorneys actually do the assigned projects.
- ✓ Do you understand what criteria attorneys at the law firms you use are evaluated on? In many law firms, in order for an attorney to be successful, that attorney must generate sustainable work for both herself/himself and others.
- ✓ Who is doing the "strategic" legal work for your company—work that you view as critically important to your own company's success? Are these attorneys from similar backgrounds or varied backgrounds? How did those attorneys gain your trust in order to do such strategic work, and do those processes favor or disfavor individuals of differing gender, racial or other backgrounds?
- ✓ Are you having conversations with the law firms you work with on how more inclusive teams of lawyers can do work for your company, both now and in the future? What is the follow up from those discussions both from the law firm and from your company?
- ✓ Have you ever invited a diverse attorney to your company for a visit, simply to learn more about it "on-site," and to also introduce the attorney to a broader community of your department and company members?
- ✓ Have you considered inviting a diverse attorney to present a CLE program to the attorneys in your company, on a topic that is important for your company? Are there other opportunities you can give a diverse attorney to gain exposure to individuals at your company?

We are hopeful that these thought starters can be of assistance to you and your legal department as you address the important topic of Diversity, Equity and Inclusion. We at Quarles are available to assist you as you engage in these conversations—and we can point you in the right direction to other resources that might be helpful as well, including resources within the ACC itself. We believe that through honest engagement on topics such as those above, the journey to improvement becomes smoother for all.



### For more information, contact:

**N. Cornell Boggs, III**  
Of Counsel/Senior Strategic Advisor  
Quarles & Brady LLP  
Tel: (317) 399-2861  
Email: [cornell.boggs@quarles.com](mailto:cornell.boggs@quarles.com)

**Resource Document**

**ACC Chicago**

**Pathways to Success: Corporate Counsel Partner with Chicago Law Firms on Diversity**

**March 1, 2023 | 4:00 – 5:00 p.m.**

*Please note: Some resources may require a subscription or login to view.*

- [ACC's General Counsel Diversity, Equity & Inclusion Survey](#), 2023
- [2022 Report on Diversity in U.S. Law Firms](#)  
National Association for Law Placement, Inc. (NALP), January 2023
- ['Moderate Success': DEI Survey Finds GCs See Lots of Room for Improvement](#)  
*Corporate Counsel*, January 10, 2023
- [In-House Legal Teams Hungry for More Educational Materials on DEI](#)  
*Corporate Counsel*, December 27, 2022
- [Inside Track: Nuance is Everything in Outside Counsel DEI Programs](#)  
*The American Lawyer*, May 12, 2022
- [Improving Law Firm DEI: How General Counsel Should Evaluate and Coach Their Vendors](#)  
*Corporate Counsel*, October 25, 2021
- [Legal Departments Have a New Scoring Tool to Assess Law Firms' DEI Efforts](#)  
*The American Lawyer*, October 11, 2021

## ACC Chicago

### Pathways to Success: Corporate Counsel Partner with Chicago Law Firms on Diversity

March 1, 2023

#### Meet our Speakers



**Eleanor P. Cabreré**  
**Senior Vice President, General Counsel and Corporate Secretary**  
**Navistar, Inc.**

Eleanor P. Cabreré serves as Senior Vice President, General Counsel and Corporate Secretary of Navistar International Corporation, a part of the TRATON GROUP. Navistar International Corporation is a holding company, with headquarters based in Lisle, IL. Its subsidiaries and affiliates produce International® brand commercial trucks, proprietary diesel engines and IC Bus™ brand school and commercial buses. Other affiliates provide truck and diesel engine service parts and financing services.

Prior to serving as SVP, GC and Corporate Secretary, Eleanor served as Deputy General Counsel, Corporate Secretary and Chief Litigation Counsel. For approximately a decade, Eleanor has served as the executive sponsor for the Office of the General Counsel's Diversity Committee. Prior to joining Navistar in 2001, Eleanor was in private practice for eight years with several boutique litigation Chicago law firms.



**Ellen Georgiadis**  
**Vice President, Legal – Employment Law/Security/Real Estate & Facilities**  
**Molson Coors Beverage Company**

Ellen serves as the VP, Legal - Employment Law, Security, Real Estate and Facilities for Molson Coors Beverage Company. She first joined Molson Coors (then MillerCoors) in 2014 as an employment lawyer. Over time, she has taken on additional responsibilities, such as overseeing business continuity and leading the crisis management team through a workplace shooting tragedy, a pandemic, a cybersecurity event, and other challenges. Before beginning her career in beer, Ellen enjoyed the first 14 years of her legal career at Quarles & Brady in Chicago, where she most recently was a partner in the employment law group.



**Lynn Watkins-Asiyanbi**  
**Chief Administrative & Legal Officer and Corporate Secretary**  
**CECO Environmental Corp.**

From CECO Environmental's headquarters in Dallas, TX, Lynn manages the following functions on a global basis: human resources (including executive compensation and benefits), corporate communications, and legal. She is actively involved in mergers and acquisitions and integration activities as well as corporate governance and supports the board in her role as Corporate Secretary. Previously, Lynn was Deputy General Counsel and Chief Ethics & Compliance Officer at JBT Corporation based in Chicago, IL in support of global operations. Lynn has an extensive career spanning over two decades within private

practice and public and private corporations. She is a pragmatic business advisor for clients who seek risk mitigation strategies. Lynn supported the JBT Board of Directors' Compensation Committee as well as drafted the company's annual proxy. She is also very involved philanthropically as Board Chair for Women Employed, a member of the President Council for the Museum of Science and Industry, as well as a 2016 Fellow of Leadership Greater Chicago, just to name a few.



**Darren Zeidel**  
**Executive Vice President, General Counsel and Company Secretary**  
**Aon**

Darren leads Aon's global law and compliance department. Prior to being named general counsel in 2019, Darren held a number of chief counsel roles at Aon, including vice president and deputy general counsel overseeing the global legal affairs for Retirement Solutions, Health Exchanges and the New Ventures Group, as well as leading the corporate law function. He also previously served as Global Chief Counsel for Aon Hewitt. Before joining Aon, Darren worked at Honeywell, where he held various business segment general counsel roles. He began his legal career as an associate in the Mergers & Acquisitions group in the New York office of Skadden, Arps, Slate, Meagher & Flom LLP.



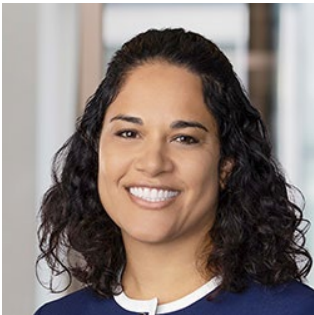
**Cornell Boggs III**  
**Of Counsel and Sr. Strategic Advisor**  
**Quarles & Brady LLP**

Cornell has extensive experience in corporate management and oversight, including ethics and global compliance, enterprise risk management, executive coaching and succession plan development. At Quarles, he plays an integral role in helping executive leadership create diverse and inclusive teams to meet emerging client demands in this area. Cornell is vice chair of the board of directors and chair of the governance committee at Thrivent Financial; a board member of the International Institute for Conflict Prevention and Resolution; and former general counsel for Toys "R" Us Inc., Dow Corning Corporation and the Coors Brewing Company. He was recognized as a "Legend in Law" by receiving the prestigious Burton Award from the Library of Congress and the American Bar Association, and Savoy Magazine named him among the "Most Influential Black Corporate Directors," one of the "Most Influential Black Lawyers" and one of the "Top 100 Influential Blacks in Corporate America."



**William (Will) Walden**  
**Partner**  
**Quarles & Brady LLP**

Will helps clients achieve business objectives, manage employment compliance risks and enhance litigation outcomes. In addition to his litigation experience in federal and state court, he regularly defends clients in government agency investigations and leads internal investigations into human resources complaints. Will also advises his clients on the full range of HR, talent and people issues, including leave management, ADA compliance, OSHA health and safety issues, wage and hour, performance management, discipline and policy design and other day-to-day HR concerns. Will's litigation, investigation and HR counseling practices span several industries, including logistics, transportation, food solutions, nonprofit and tax-exempt organizations, energy, technology, health care and emerging startups.



**Jaya White**  
**Partner**  
**Quarles & Brady LLP**

Jaya represents a wide range of health care clients—primarily in the long-term care industry—in regulatory and transactional matters. She also advises clients in pharmacy, wholesale distribution and infusion providers and physicians in a broad array of issues. Her clients include long-term care facilities, home health and hospice providers, clinical laboratories, pharmacies, and other participants in the health care industry. Jaya understands the rapidly evolving world of the health care industry and stays current on the regulatory landscape so she can immediately guide her clients with their changing needs. She is the Chicago office chair of the Health Law Group. Additionally, Jaya is the national co-chair of the Long-term Care Practice, the Clinical Laboratories practice and the Behavioral Health Providers practice.