



DIVERSITY &
INCLUSION
Duane Morris LLP

NAVIGATING OUR WAY
Benefitting the Whole

| ANNUAL REPORT 2025 |





NAVIGATING OUR WAY

Benefitting the Whole

Matthew A. Taylor | *Chairman and Chief Executive Officer*

In times of uncertainty, finding the way forward is challenging. As we navigate this sometimes unfamiliar world, I know our actions will always be guided by our principles. Our firm was founded on the belief that success requires and is sustained by the talents and experiences of many who are united as one. That remains true today, and that belief has not wavered at Duane Morris.



Looking back at the highlights from 2025 in these pages, I find myself impressed yet again by the depth and range of topics that our attorneys examined and explored. The 2025 George B. Vashon Lecture, “D&I – What It Is, What It Isn’t and Why It Matters,” sought to address the recent criticisms of diversity and inclusion and to separate fact from fiction. For Juneteenth, we hosted a conversation with noted author and filmmaker Lolis Eric Elie, about his career in sharing and exploring perspectives on the America that he and many others experienced through print, television and documentaries. Our attorneys continued to contribute thought leadership in publications and presentations, delving into recurring questions on the changing workplace: What rights do employees have and what responsibilities do employers bear in this changed climate?

These are the issues and questions that Duane Morris attorneys have chosen to take on and attempt to find some level of understanding of – for themselves, our clients and our community. Beyond our work as lawyers, what we share in this 2025 Diversity and Inclusion Annual Report reveals what matters to our attorneys as people, volunteers, as members of the community and as citizens of this country. As we all try to navigate an unfamiliar landscape, I draw on the diversity of thought and experiences from throughout the firm for guidance and comfort, knowing that the extraordinary culture and community at Duane Morris can never be lost.

While stuck in traffic recently, something very fundamental occurred to me about our firm's extraordinary approach to our Diversity & Inclusion Program. Many people use popular apps, such as Waze or Apple Maps, that assist in navigating traffic. These apps utilize driver input to identify accidents or traffic jams miles ahead of one's destination. This action provides everyone safer or more efficient routes around obstacles. You have a diverse group of drivers who individually have nothing in common, each taking the time to identify barriers to success, communicating them openly with the entire traveling ecosystem and allowing everyone to benefit.

This is a perfect illustration of the value of diversity and inclusion, and it is precisely our approach at Duane Morris. The firm is a group of individuals that is diverse in the broadest sense of the term – backgrounds, beliefs, educations, political affiliations, economics, nationalities, family backgrounds, disabilities, preferences, religions, races – working in a collaborative fashion to identify, communicate and mitigate barriers to success to ensure that both the individual and the enterprise are successful. It is not an accident that our steadfast focus on inclusion and collaboration has helped lead our firm to record profitability. Moreover, we are committed to being a law firm that includes people with various backgrounds, skills, perspectives and experiences, and fully uses their talents to provide legal services of the highest quality.

Go back to my traffic analogy and think about how far-reaching the benefit of inclusion extends: You may have already passed an accident on Elm Street, but knowing how inclusion has benefitted you, you still take the time to report it so that others will benefit.

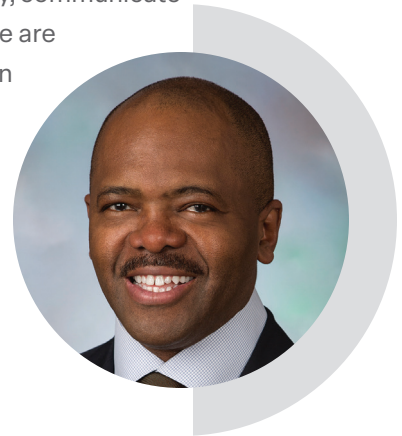
Drivers who are alerted to the accident might proceed more carefully and keep both the disabled drivers as well as the officer who stops to investigate safe. Traffic congestion is loosened as people find alternate routes in real time.

Productivity is increased because individuals find their way to work earlier. Even the simple joy of getting home to family or arriving at a recreational destination is enhanced. And as much as we dread speed traps, knowing one is ahead does cause us to slow down and proceed more cautiously.

The person who reported that accident and who has made your life better could be driving an 18-wheeler, a motorcycle, a luxury sedan or a compact vehicle. They could be a trucker, a social worker, a soccer mom or dad, a delivery driver, a student or a minister. You may never meet them, but they may have just saved your life.

The hallmark of this concept is the selfless way in which individuals realize that there is something bigger than themselves and, in doing so, help themselves and everyone they work with in a collaborative and interdependent way.

We all have an obligation to identify barriers that may hinder our individual and our collective success, to communicate about them openly and to do everything possible to ensure that we all find our way to success. It's what we do at Duane Morris, and we are all the better for it.



A handwritten signature in black ink, appearing to be 'JK West', written in a cursive style.



2025 HIGHLIGHTS

A CONVERSATION WITH LOLIS ERIC ELIE IN HONOR OF JUNETEENTH

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** sat with acclaimed author and filmmaker Lolis Eric Elie for a conversation on his career exploring themes of race, culture and the multifaceted histories of New Orleans. Additionally, Joe and Lolis reflected on the environment in which we find ourselves and on the collective experiences and challenges that we all share.

Speaker

Lolis Eric Elie is a New Orleans-born, Los Angeles-based writer and filmmaker. His television credits include work on “Bosch,” “The Chi,” “The Man in the High Castle,” “Greenleaf” and the HBO series “Treme.” Working with the award-winning director Dawn Logsdon, he co-produced and wrote the PBS documentary “Faubourg Treme: The Untold Story of Black New Orleans.” He is the co-author of “Rodney Scott’s World of Barbecue: Every Day’s a Good Day,” from Clarkson-Potter. His essay “America’s Greatest Hits” is included

in “Best African American Essays: 2009.” A former columnist for *The Times-Picayune*, he is the author of “Smokestack Lightning: Adventures in the Heart of Barbecue Country” and co-producer and writer of “Smokestack Lightning: A Day in the Life of Barbecue,” the documentary based on that book. He is editor of “Cornbread Nation 2: The Best of Southern Food Writing.” A contributing writer to *The Oxford American*, his work has appeared in *Gourmet*, *The Washington Post*, *The New York Times*, *Bon Appetit*, *Downbeat* and *The San Francisco Chronicle*.

DuaneMorris®

**A CONVERSATION WITH
LOLIS ERIC ELIE
IN HONOR OF JUNETEENTH**

**THURSDAY, JUNE 19, 2025
3:00 P.M. TO 5:00 P.M. EASTERN**

MATTHEW A. TAYLOR
Chairman and
Chief Executive Officer
DUANE MORRIS LLP

LOLIS ERIC ELIE
Writer and Filmmaker

JOSEPH K. WEST
Partner and Chief Diversity
and Inclusion Officer
DUANE MORRIS LLP

DUANE MORRIS EARNS TOP SCORE ON THE 2025 DISABILITY EQUALITY INDEX

Duane Morris LLP was recognized as a “Best Place to Work for Disability Inclusion” on the 2025 Disability Equality Index Report, marking the firm’s second year earning a top score. The designation highlights organizations’ commitment to advancing disability inclusion and building a workplace where all employees can contribute and drive long-term success. The Disability Equality Index is the world’s leading third-party benchmarking tool for evaluating corporate disability inclusion and is used by hundreds of companies globally.



The Disability Equality Index measures performance across six key areas, including Culture and Leadership, Enterprise-Wide Access, Employment Practices, Community Engagement, Supplier Inclusion and Responsible Procurement. Companies earning a top score are recognized as a “Best Place to Work for Disability Inclusion.”

THE 2025 GEORGE B. VASHON LECTURE

The 2025 George Boyer Vashon Lecture explored the theme “D&I – What It Is, What It Isn’t and Why It Matters.” Panelists discussed how diversity and inclusion programs, policies and initiatives now face legal scrutiny; factors to consider in evaluating whether such programs support unlawful preferences or exclusions; practical approaches to embracing a system that keeps front-of-mind both legal and workplace culture considerations; and the current and future impact of executive orders,



legislation and court decisions that are a large part of the legal landscape. Firm Chairman and Chief Executive Officer **Matthew A. Taylor** provided the welcome address, Partner and Chief Diversity and Inclusion Officer **Joseph K. West** gave opening remarks and Diversity and Inclusion Manager **Umica Anderson-Howard** presented closing remarks for the lecture and discussion featuring:

Keynote Speaker

D. Wendy Greene, Professor of Law and Director, Center for Law, Policy and Social Action, Drexel University Thomas R. Kline School of Law

Panelists

Brian L. Johnsrud, Partner, Duane Morris LLP

Dariely Rodriguez, Acting Co-Chief Counsel, Lawyers’ Committee for Civil Rights Under Law



**DIVERSITY &
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Duane Morris LLP



DIVERSITY & INCLUSION RETREAT

Each spring, attorneys, firm leadership and guests from across the country attend the annual Duane Morris Diversity and Inclusion Retreat to share their experiences at the firm and delve into topics including retention, marketing, client service, delivering excellent outcomes and business development strategies. These retreats are open to all attorneys and are one of many educational events offered to our attorneys throughout the year.

The 2025 retreat featured panels and discussions on a variety of topics, including:

Rainmakers and Changemakers: Connecting D&I with Business Development

Featuring

Melissa Palarea, Associate Vice President of DEI, NBA

Shameeka Quallo, Chief Legal Officer, Washington Spirit

Redefining Essential Force: Retention in the Context of Global Mobility

Featuring

Devin Glenn, Consultant

Erika Gonzalez Mercedes, Consultant

Darlene Lapola, Senior Compliance Officer, International Data Group

Keynote Speaker

Caren Ulrich Stacy, Founder & CEO, Diversity Lab



BLACK HISTORY MONTH: A FIRESIDE CHAT AND BOOK SIGNING WITH JIMMIE JAMES

Duane Morris presented an inspirational fireside chat and book signing with Jimmie James, author of the best-selling autobiography “Playing from the Rough: A Personal Journey Through America’s 100 Greatest Golf Courses.”

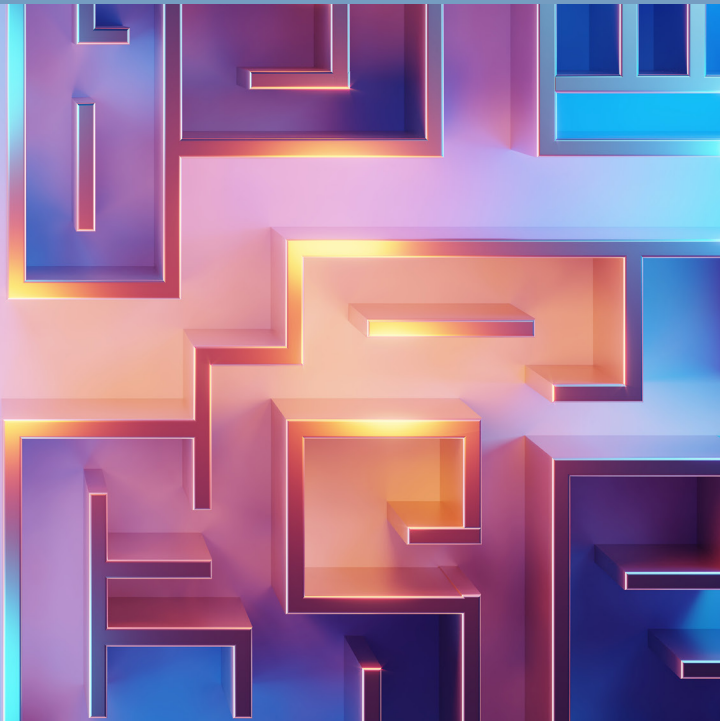
“Playing from the Rough” is a remarkable memoir of race, class, family and the power of perseverance, as James braids his love of golf with reflections on the path that took him from childhood poverty to the most exclusive and opulent golf courses in America. In his 33-year career with ExxonMobil, James rose from an entry-level engineer to a globe-trotting executive, overseeing businesses across the world.



Partner and Chief Diversity and Inclusion Officer **Joseph K. West** moderated the conversation with James on the highlights of “Playing from the Rough,” and firm Chairman and Chief Executive Officer **Matthew A. Taylor** provided introductory remarks.

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DIVERSITY AND INCLUSION AT THE DUANE MORRIS FALL MEETING

The annual, firmwide fall meeting featured two Diversity and Inclusion events:

A Fireside Chat with Jericka Duncan

CBS News National Correspondent and Weekend News Anchor

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** hosted a discussion with Jericka Duncan on the intersection of law and media and her insights from reporting on several high-profile legal issues. Jericka shared some of the challenges and achievements from her award-winning career in journalism.

Innovation + Inclusion in the U.S. and Abroad

A panel discussion featuring:

Leigh-Ann Buchanan, President and CEO, Miami-Dade Innovation Authority

Teresa Farah, Former General Counsel for the Ruler of Dubai and International Business Attorney

Adrien Wing, Director, University of Iowa Center for Human Rights; Associate Dean, International and Comparative Law Programs; Bessie Dutton Murray Distinguished Professor of Law, University of Iowa College of Law

Wendy Shiba, Chair, ABA Center for Diversity, Equity and Inclusion; Principal, The Red Bee Group; Retired Executive VP, General Counsel & Secretary, KB Home; Former Senior VP, Chief Legal Officer & Secretary, PolyOne

Moderated by Partner and Chief Diversity and Inclusion Officer **Joseph K. West**, and with introductory remarks by Diversity and Inclusion Manager **Umica Anderson-Howard**, this panel discussion explored inclusion both from a subject-matter standpoint as well as its global impact. The panelists tethered innovation to this important topic through the extraordinary work that each of them has done in the U.S., in the multinational corporate ecosystem and in various parts of the world.





News and AWARDS

Sanctuary for Families Honors Duane Morris Team for Pro Bono Work

October 22, 2025

Sanctuary for Families honored Partner **Mark A. Bradford**, Special Counsel **Tiffany E. Alberty** and Associates, **Bernadette Coyle** and **Jessica Santacroce** at the Above and Beyond Pro Bono Achievement Awards for their work on Hague Convention cases involving international child custody and abduction in 2025. This team worked relentlessly to ensure justice and safety for the families they supported. The Above and Beyond Pro Bono Awards was a record-breaking evening celebrating the extraordinary attorneys who stand with survivors of gender-based violence. Each year, more than 1,200 pro bono attorneys partner with Sanctuary's Legal Department, donating tens of thousands of hours to help survivors seek safety, justice and stability. Their dedication and compassion make life-changing outcomes possible for thousands of adults and children across New York City. Duane Morris is proud to partner with Sanctuary for Families.



Duane Morris Attorneys Named to 2026 Lawdragon Leading Corporate Employment Lawyers Guide

September 30, 2025

Duane Morris LLP attorneys were named to the 2026 Lawdragon 500 Leading Corporate Employment Lawyers Guide, including these four outstanding attorneys who worked to support the firm's diversity and inclusion initiatives:

Partner **Ted J. Chiappari** – Corporate Immigration (New York)

Special Counsel **Angela Moore** – Immigration: Corporate (San Francisco)

Partner **John A. Nixon** – Employee Benefits, Executive Compensation (Philadelphia)

Partner **Denyse Sabagh** – Hall of Fame: Immigration (Washington, D.C.)

Duane Morris Recognized for Patent Prosecution and Attorneys Named Life Sciences Stars by LMG Life Sciences 2025

September 30, 2025

Duane Morris LLP was ranked as a leading law firm in Patent Prosecution by LMG Life Sciences 2025. Additionally, Duane Morris partners were named "Life Science Stars" by LMG Life Sciences, including Partner **Vicki G. Norton, Ph.D.**, for Patent Strategy & Management.

The annual LMG Life Sciences guide identifies and ranks the leading North American law firms and lawyers experienced in life sciences and covers the finance, litigation and regulatory aspects of the industry.

Joseph K. West Named to *Forbes'* America's Top Lawyers List for 2025

September 15, 2025

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** was named to *Forbes'* second annual list of America's Top Lawyers for 2025.

The attorneys selected have distinguished themselves through notable deals and transactions, impressive trial work, wise counsel and respect from colleagues, arbiters and clients.

Duane Morris Attorneys Named to 2026 Lawdragon 500 Leading Litigators in America Guide

September 10, 2025



Duane Morris LLP attorneys were named to the 2026 Lawdragon 500 Leading Litigators in America guide, including Partner **Robert Kum** for Product Liability, Environmental and Toxic Torts, Defense.

Duane Morris Partners Recognized by Best Lawyers as “Lawyers of the Year” for 2026

August 21, 2025



Duane Morris LLP attorneys were named by Best Lawyers as “Lawyers of the Year” for 2026. Lawyers are selected based on peer-review assessments conducted annually by Best Lawyers. Among the firm’s honorees were Partner **Jacqueline A. Brooks** for Corporate Governance Law, Baltimore, and Partner **N. Gordon Knox** for Banking and Finance Law, Baltimore.



Duane Morris Partners Recognized by the Legal 500 in the Philadelphia Elite

August 4, 2025



Duane Morris partners were recognized by The Legal 500 United States 2025 edition—Philadelphia Elite, including Partner **Leen Al-Alami** for Commercial Disputes.

Duane Morris Recognized in 2025 IFLR1000 Rankings

July 30, 2025



Duane Morris practice groups and attorneys were ranked in the 2025 version of the IFLR1000, a leading international legal market research product specialized in ranking financial and corporate law firms and lawyers. Duane Morris attorneys listed in the IFLR1000 Attorney Rankings included Partner **Amauri G. Costa** for Banking; M&A; Project Development; Project Finance; Energy (Highly Regarded).

Sean S. Zabaneh Selected as 2025 Healthcare Trailblazer by City & State Pennsylvania

July 28, 2025



Partner **Sean S. Zabaneh** was named a 2025 Healthcare Trailblazer by City & State Pennsylvania. The award recognizes the most influential individuals in the Pennsylvania healthcare industry. City & State Pennsylvania is a multimedia news organization that dedicates its coverage to Pennsylvania’s state and local government, including all things politics and public policy.

Vicki G. Norton Shortlisted for the LMG Life Sciences Americas Award

July 22, 2025



Partner **Vicki G. Norton, Ph.D.**, was a finalist for the Legal Media Group (LMG) 2025 Americas Award for Patent Strategy Attorney of the Year – California.

The LMG Life Sciences Americas Awards recognize the region’s most distinguished practitioners and their firms for their exemplary work in the life sciences legal practice over the past 12 months. The awards ceremony honors the law firms, lawyers and in-house teams who have led in key practice-focus areas within the life sciences industry.



M. Alejandra Vargas Named a 2025 MCCA Rising Star

July 16, 2025

Partner **M. Alejandra Vargas** was honored as a 2025 Rising Star by the Minority Corporate Counsel Association (MCCA). MCCA's Rising Stars recognizes exceptional attorneys who demonstrate professional excellence, leadership and impact on the legal field and their communities. For more than 25 years, MCCA has been the premier partner of law firms and legal departments committed to advancing workplaces so that opportunity is equal, inclusion is foundational and everyone can rise united. Vargas was recognized at the 2025 Pathways Conference Awards Dinner in Washington, D.C., on September 9, 2025.

Robert Kum and Cyndie M. Chang Selected as 2025 Leaders of Influence, Top Litigators and Trial Attorneys by the *Los Angeles Business Journal*

July 14, 2025

Partners **Robert Kum** and **Cyndie M. Chang** were selected by the *Los Angeles Business Journal* as honorees for the 2025 Leaders of Influence, Top Litigators and Trial Attorneys. The recipients are described as the region's top litigators and trial attorneys, as well as trusted advisors you'd want by your side in court.

Terrance J. Evans Elected President of the California Lawyers Association

June 20, 2025

Partner **Terrance J. Evans** was elected president of the California Lawyers Association (CLA). He is serving a two-year term after being sworn in by California Supreme Court Chief Justice Patricia Guerrero on September 13, 2025, at the CLA Annual Meeting. CLA is the largest voluntary state bar association in the United States, representing the interests of California's more than 260,000 lawyers. He previously served as chair of the CLA board.



Evans has played a role in the leadership of numerous professional organizations, including the National Bar Association, the California Association of Black Lawyers, the Charles Houston Bar Association — California's oldest Black bar association — and the Bar Association of San Francisco, as well as sections and committees within such groups. He is a co-founder of the Charles Houston Bar Institute and the CLA Racial Justice Committee.

M. Alejandra Vargas Elected to the Hispanic National Bar Foundation Board of Directors

May 14, 2025

Partner **M. Alejandra Vargas** was elected to the board of directors of the Hispanic National Bar Foundation. Since its inception in 1985, the Hispanic National Bar Foundation has been led by Hispanic lawyers eager to give back to the community by helping other Hispanics follow them into the practice of law. It has grown from providing scholarships and fellowships to delivering programs and other resources to grow and advance the pipeline of Hispanic talent to the legal industry.

Terrance J. Evans Recognized as a Distinguished Leader by The Recorder and Law.com

April 24, 2025

Partner **Terrance J. Evans** was recognized by The Recorder and Law.com's California Legal Awards as a Distinguished Leader Honoree. The awards celebrate the achievements of lawyers and companies based in the Golden State leading technology, innovation and the profession as a whole.

Senior Associates Arti Fotedar, Brandon A. Chan and Zeke Van Keuren Selected for Leadership Council on Legal Diversity's Prestigious Fellow and Pathfinder Programs

March 5, 2025



Arti Fotedar was selected as a 2025 fellow of the Leadership Council on Legal Diversity (LCLD), and **Brandon A. Chan, Ph.D.**, and **Zeke Van Keuren** were selected for the 2025 LCLD Pathfinder Program. The LCLD Fellows Program and LCLD Pathfinder Program provide professional development, leadership training and relationship building for experienced, mid- and early-career attorneys from LCLD member organizations, taught by top leaders in the legal profession as well as experts in the fields of learning and development and executive coaching.



Founded in 2009, LCLD is a growing organization of more than 400 corporate chief legal officers and law firm managing partners who are personally committed to supporting an inclusive legal profession where all talent can thrive. Its action programs aim to attract, inspire and nurture legal talent to help a new generation of attorneys attain leadership positions.

Terrance J. Evans Selected as 2025 Loren D. Miller Attorney of the Year by California Association of Black Lawyers

February 28, 2025

Terrance J. Evans, a partner in the San Francisco and Los Angeles offices, was selected as the 2025 Loren D. Miller Attorney of the Year by the California Association of Black Lawyers. Loren D. Miller was a journalist and civil rights attorney who served as chief counsel in *Shelley v. Kraemer*, the landmark United States Supreme Court case that held that racially restrictive housing covenants cannot legally be enforced.

Phil Cha Named Duane Morris Southern New Jersey Office Managing Partner

January 15, 2025



Duane Morris LLP appointed **Phil Cha** as the new managing partner of its Southern New Jersey office. Cha succeeds Partner **Hersh Kozlov**, who had served as the office's managing partner since its establishment in 2009. Kozlov will continue his litigation and gaming law practice with the firm.



2025 EVENTS

Charles Houston Bar Association 70th Annual Gala

December 6, 2025

Diversity and Inclusion Manager **Umica Anderson-Howard** joined **Terrance J. Evans**, partner and Charles Houston Bar Association (CHBA) past president, at the CHBA 70th Annual Gala. The firm was proud to sponsor the event as a longtime supporter of the organization.



Duane Morris Associate Takes Part in the New York State Bar Association's Taking the Lead Program

November 19, 2025

Stephanie Lamerce participated in "Taking the Lead," a flagship New York State Bar Association Commercial and Federal Litigation Section program that provides attorneys with hands-on trial experience through a full mock trial simulation and celebrates distinguished women in commercial litigation through the Shira A. Scheindlin Award for Excellence in the Courtroom. After the mock trial presentations, an esteemed judiciary panel — composed of Justice Linda S. Jamieson, Justice Robert Reed, Judge Jeannette Vargas, Judge Mae D'Agostino and Judge Shira A. Scheindlin — offered individualized performance critiques and practical guidance from the bench.

Religious Freedom: Discrimination, Harassment, Reasonable Accommodations and Expression

November 13, 2025

Duane Morris Institute (DMi) | Webinar

Jonathan A. Segal, Partner

The EEOC has made clear that religious freedom is one of its top areas for enforcement. This webinar focused on religious accommodations, including:

- The broad definition of sincerely held religious beliefs.
- The Supreme Court decision in *Groff* and the higher standard it imposes relative to the undue hardship defense.
- Best practices for handling requests for religious accommodation requests.
- Appellate court decisions post-*Groff* and the practical lessons from them.



Duane Morris Sponsors 2025 AYATI Gala

November 11, 2025

Duane Morris sponsored the 2025 AYATI Gala, held at Lavan in New York City. AYATI was co-founded by Sneha Desai, Chief Legal Counsel, Global Litigation & Employment, for firm client Stryker. The gala brought together leaders, changemakers and supporters dedicated to advancing AYATI's mission: developing and sustaining programs that provide education and essential materials to promote optimal hygienic practices for girls in rural regions of India.

The firm was represented by Partners **Dana J. Ash**, **Christopher W. Healy**, **Pierre Georges Bonnefil**, **C. Neil Gray**; Special Counsels **Sima Kulkarni**, **Peggy S. Chen**, **Brandon A. Chan, Ph.D.**; Senior Associate **Arti Fotedar** and Associate **Jessica Santacroce**.

Mauro M. Wolfe Guest Lectures at Columbia University

November 10, 2025

Partner **Mauro M. Wolfe** served as a guest speaker at Columbia University's Graduate School of International and Public Affairs, speaking to students in a financing and anti-money laundering class. Drawing on his extensive legal experience, Mauro shared insights on financial regulation and briefly discussed developments in digital assets.



Chicago Office Managing Partner Neville M. Bilimoria Awarded the Chrysalis Lifetime Achievement Award

November 8, 2025

Neville M. Bilimoria was awarded the Chrysalis Lifetime Achievement Award from firm client the Ray Graham Association (RGA), an organization supporting children and adults with intellectual and developmental disabilities.



Neville was presented with the Chrysalis Award, RGA's highest honor, at their black-tie Butterfly Ball Gala event. Neville was honored for his more than two decades of leadership, deep experience in the health law area and for his guidance on RGA's strategic growth and vision over the years.

Duane Morris Sponsors NAPABA 2025 Conference

November 6, 2025

The firm proudly sponsored the 2025 NAPABA Convention, which brought together thousands of member attorneys, judges, law students and legal professionals for three days of learning, connection and inspiration. Duane Morris attendees were Partners **Phil Cha**, **Cyndie M. Chang** (former NAPABA President), **Agatha H. Liu**, **Jessica Y. Singh**, Silicon Valley Office Managing Partner **Philip W. Woo**, Senior Associate **Grace M. Sur** and Associate **Sylvia (Yoo Jin) Cheong**, with Diversity and Inclusion Manager **Umica Anderson-Howard** leading our exhibit booth. A special thanks to **Taja West**, Marketing and Business Development Specialist, for handling the sponsorship.

Each year, the convention begins with a powerful tradition — attendees wear red on the first day to show solidarity and honor women who inspire, empower and lead. This wonderful show of support for women in the law was created by Los Angeles Office Managing Partner **Cyndie M. Chang**.



LGBTQ+ Rights in the Workplace: Legal Developments and Employer Implications

October 29, 2025

Duane Morris Institute (DMi) | Webinar

Elizabeth Mincer, Senior Associate

Marc J. Scheiner, Special Counsel

In the years since the U.S. Supreme Court's landmark decision in *Bostock v. Clayton County*, courts and agencies have continued to shape the legal landscape surrounding LGBTQ+ protections under Title VII and related state laws. This timely webinar provided an up-to-date overview of key legal developments in cases involving sexual orientation and gender identity discrimination and harassment.

Respecting Deeply Held Beliefs: Balancing Compliance, Culture and Belonging

October 27, 2025 | SHRM | Conference

Jonathan A. Segal, Partner

Organizations are increasingly called to recognize and respect the wide range of personal beliefs employees hold: cultural, ethical or faith-based. These beliefs shape identity, influence behavior and impact engagement. When overlooked, they can also be sources of misunderstanding, exclusion or liability. This session examines how HR leaders can navigate compliance requirements while creating workplaces that foster trust and inclusion across belief systems.

Asian American Career Ceilings: Asian American Women in the Law

October 23, 2025

This Committee of 100 Asian American Career Ceilings initiative featured insights from trailblazing Asian American women who have both witnessed and personally experienced the challenges of breaking through the “career ceiling” in the legal profession. Despite decades of advancement in education and representation at entry levels, Asian American women remain underrepresented in leadership roles across law firms, the judiciary and corporate legal departments.

The distinguished panel included **Cyndie M. Chang**, Los Angeles Managing Partner and Committee of 100 Southern California Regional Chair; Judge Peggy Kuo, United States Magistrate Judge for the Eastern District of New York; and Alice Young, Founder of Alice Young Advisory LLC and Committee of 100 Member.



The Lawyers’ Committee for Civil Rights Under Law 2025 Higginbotham Leadership Awards Gala

October 16, 2025

The Lawyers’ Committee for Civil Rights Under Law Higginbotham Leadership Awards highlight the exemplary contributions of corporate executives, policy makers, professional athletes, authors, artists and other individuals who champion the cause of justice and equity for all. Partner and Chief Diversity and Inclusion Officer and Lawyers’ Committee for Civil Rights Under Law Immediate Past Co-Chair **Joseph K. West** attended the 2025 gala, where his longtime friend Laurence Fishburne was honored with the Racial Justice Trailblazer Award.

Asian Pacific American Women Lawyers Alliance Annual Dinner

October 9, 2025

Los Angeles Office Managing Partner **Cyndie M. Chang** was a featured speaker at the Asian Pacific American Women Lawyers Alliance (APAWLA) Annual Dinner. Founded in 1993, APAWLA promotes inclusion, empowerment and advancement of Asian Pacific American women in the legal profession. APAWLA is devoted to advocating, educating, mentoring, networking and developing leadership within the profession and larger community.



Equal Justice Works and Disability Rights Pennsylvania Meeting

September 10, 2025

Duane Morris and Comcast are proud to co-sponsor a fellowship seat for Brian Thomas, Equal Justice Works Fellow at Disability Rights Pennsylvania. Brian joined us at our Philadelphia offices to share updates on the work he does, advocating for justice-involved children with disabilities in a dynamic discussion that also highlights key differences between the adult and juvenile penal systems. Disability Rights Pennsylvania provides free legal advocacy and pursues systemic reform to protect and advance the civil rights of people with disabilities across Pennsylvania. **Katharyn I. Christian Voit**, Pro Bono Special Counsel, Duane Morris LLP; Verna Williams, CEO, Equal Justice Works; Jason Conn, Corporate Vice President, Deputy Chief Compliance Officer and Senior Deputy General Counsel, Comcast Corporation; **Valentine A. Brown**, Pro Bono Partner, Duane Morris LLP; and Lauren Hartley, Associate Director, Equal Justice Works, were among the many attendees of the event.

Mauro M. Wolfe Presents at New York City Bar Association's FinTech Conference

September 9, 2025

Partner **Mauro M. Wolfe** participated in the panel discussion "Litigation & Enforcement Landscape: Changes Under the New Administration" at the New York City Bar Association's 2025 FinTech Conference. Moderated by Robert Schwinger (Norton Rose Fulbright US LLP), the session also featured Jason Gottlieb (Morrison Cohen LLP), Max Burwick (Burwick Law LLC) and James Walker (Perkins Coie LLP).



Duane Morris Sponsors Allied Dallas Bar's Equality Committee CLE Panel on Legal Education Access and Equity

September 4, 2025

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** moderated the CLE panel "Privilege & Perspective" presented by the Allied Dallas Bar's Equality Committee and sponsored by Duane Morris. Panelists included Susan Krinsky, Law School Admission Council, Executive VP of Operations & Chief of Staff; Carla Pratt, University of Oklahoma College of Law, Ada Lois Sipuel Fisher Chair in Civil Rights and Justice; and Associate **Ellen Earl Gillis**. The panel discussion focused on one of the most critical junctures of the legal lifespan: access — as well as the challenges, both new and historical, that impact the ability of underserved students to matriculate and succeed in law school and beyond.

From Mumbai to Manhattan: Cross-Border Estate/Trust Planning for Indian Families

September 9, 2025

Partner **Reshma Shah** and Bijal Ajinka, a partner of Khaitan & Co., presented "From Mumbai to Manhattan: Cross Border Estate/Trust Planning for Indian Families" and held an interactive discussion. The presentation outlined key questions to ask Indian families when assisting with real estate and trust planning.



Neville M. Bilimoria Attends Manchester United Match in Good Company

July 30, 2025

Chicago Office Managing Partner **Neville M. Bilimoria** attended an event at Soldier Field in the mayor's box to watch the English Premier League soccer match between Manchester United, one of the most iconic soccer teams in the world, and Bournemouth. Neville joined distinguished guests including fellow members of the World Business Chicago Board, Chicago's Sports Commissioner Kara Bachman and EPL Global and U.S. CEO Richard Masters.



Corporate Litigation Excellence – The Good, the Bad and the Ugly

July 28, 2025 | National Bar Association | Summit

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** shared insights on navigating complex litigation on this panel during the National Bar Association's 17th Annual Corporate Counsel Leadership Summit.

The State of U.S. and Latin American Immigration and Trade

July 24, 2025 | Duane Morris LLP | Webinar

After introductions by Partner **Eduardo Ramos-Gómez**, Partner **M. Alejandra Vargas** provided an update on changes to U.S. immigration regulations, current travel challenges and expected trends in U.S. immigration policy. Special Counsel **Raul Rangel Miguel** shared analysis of the state of trade and relations between the United States and Latin American countries, along with the impact of tariffs on the manufacturing industry.

The session also covered practical measures to mitigate risk in an increasingly unpredictable political and economic climate.

2025 NAI Florida Forum

July 11, 2025

Duane Morris LLP was proud to be the lead sponsor of the NAI Florida and Caribbean conference. Partners **Jay Steinman** and **Robert E. Montejo** helped kick off the event. Jay opened with remarks and Robert was a panelist for the Data Centers section, where he shared insights on the sector's rapid growth. Partner **Joseph T. Walsh** spoke on the Insurance for Commercial Properties panel, offering strategic guidance on managing risk in today's evolving market. The NAI hosted a well-organized and insightful event, and Duane Morris felt privileged to take part in such a valuable industry forum.



San Diego Office Kicks Off Summer with Pride Month Social Hour

June 24, 2025



To celebrate Pride Month and launch our Summer Happy Hour Series, the San Diego office hosted a fun event that brought the office together. The mixer featured colorful Pride-themed décor, amazing heart-shaped Pride cookies handmade by the talented Of Counsel

Patricia P. Hollenbeck and a rainbow photo backdrop, giving attorneys and staff a chance to capture memorable moments and celebrate together.

The State Bar of Georgia Diversity Program — High School Pipeline

June 24, 2025

The Atlanta office hosted the State Bar of Georgia Diversity Program — High School Pipeline in June. Partner **Rebekah D. McCorvey**, Senior Associates **Jon Anderson** and **Glenn Richeson** and Associate **Leticia Pavlak** spoke to high school students about the firm, their law school experiences and their day-to-day lives as lawyers.



Tannins and Tariffs – Understanding the Current Business Environment and Its Impact on the Wine Industry

June 9, 2025

Partner and Chief Diversity and Inclusion Officer **Joseph K. West** moderated a panel titled “Tannins and Tariffs – Understanding the Current Business Environment and Its Impact on the Wine Industry” at the Hue Society’s Seventh Annual Wine & Culture Fest in Oxon Hill, Maryland. Panelists included Congresswoman Stacey E. Plaskett, Representative for the U.S. Virgin Islands; Amma Mensah, Founder, CEO & Chair of Reign Rum and client of the firm; and Special Counsel **Raul Rangel Miguel** and Associate **Laura M. González Alemán**. The discussion was focused on an overview of the current economic, business and regulatory environment and how it specifically impacts the beverage industry.

American College of Trial Lawyers Trial Advocacy Program

June 6, 2025

Partner **Leigh M. Skipper** served as a faculty demonstrator on direct and cross examination for the American College of Trial Lawyers (ACTL) Trial Advocacy Program in New York City. Through the Trial Advocacy Program, ACTL expands its commitment by helping to develop the next generation of excellent trial advocates.

Delaware State Bar Association CLE Program: Best Practices in Arbitrations and with Special Discovery Masters

May 29, 2025

Partner **Monté T. Squire** served as a panelist on the Delaware State Bar Association CLE program on best practices for arbitration and considerations on the impact of special discovery masters on federal arbitrations.



DM Pride and Philadelphia Inclusion Committee Host Joint Social Hour Celebrating Pride Month and New Hires

June 18, 2025

In celebration of Pride Month and to warmly welcome our newest colleagues, DM Pride and the Philadelphia Inclusion Committee hosted a joint social hour that brought together attorneys and staff across the firm. The event featured vibrant Pride-themed decorations and a fun photo wall where attendees captured the spirit of the celebration.

We were honored to be joined by Victoria Sirois of Asylum Pride House, who shared insights into the organization’s inspiring mission to support LGBTQIA+ asylum seekers.

Duane Morris Sponsors Philadelphia Barristers' Association 75th Annual Awards and Scholarship Gala

May 29, 2025

Duane Morris sponsored the Philadelphia Barristers' Association 75th Annual Awards and Scholarship Gala. Partner **Leigh M. Skipper** presented the Barristers' A. Leon Higginbotham Jr. Award to the Honorable Arianna J. Freeman of the U.S. Court of Appeals for the Third Circuit. Chief Judge Theodore McKee, District Court Judge Kai Scott, Judge Sheila Woods-Skipper and Partner **Robert L. Archie Jr.** offered congratulations.



Summer Associate **Saadiya Jackson** was also honored as a scholarship recipient by the William Penn Foundation in recognition of her academic achievements. Since 1976, the annual dinner has honored law students, attorneys and jurists whose professionalism, dedication and service uplift both the legal profession and the broader community.

Solana Accelerate Conference

May 23, 2025

Partners **Mauro M. Wolfe**, **Stefanie Wayco** and **Joseph E. Silvia** attended Solana Accelerate to support friends and clients working with the Solana Layer 1 blockchain platform. The event gathered tech, finance and policy leaders in New York City, fostering discussions on crypto innovation, regulation and the evolving digital landscape.



Savoy 2025 Women of Influence Conference

May 9, 2025

At the Savoy 2025 Women of Influence Conference, Partner **John A. Nixon** presented "Master Class – Insight on Negotiating Your Executive Compensation Package."

The three-day conference drew over 600 executives and professionals to the Gaylord National Harbor in Maryland to explore the theme "Reimagine What's Possible." The curated agenda for high-achieving women covered everything from board leadership and C-suite strategy to entrepreneurship and wealth creation.

2025 EXCELERATEHer Women's Leadership Summit

May 7, 2025

Partner **John A. Nixon** presented "What You Need to Know in 2025 – Strategy, Negotiation & Inking the Deal" at the third annual EXCELERATEHer Women's Leadership Summit in Key Biscayne, Florida. The leadership summit for C-suite professionals, policy makers, nationally recognized thought leaders and influencers was founded by Kimberly Blackwell, the CEO of PMM Agency. With the theme "Unstoppable Together," the four-day event included several featured panels focused on business, wealth and wellness. Notable guests included Supreme Court Justice Ketanji Brown Jackson, actress Marsai Martin and world-renowned producer, director and entrepreneur Tyler Perry.

Duane Morris Sponsors and Attends Street Law Awards Gala

April 30, 2025

Duane Morris sponsored and attended the 2025 Street Law Awards Gala in Washington, D.C. The event brought together legal professionals, educators and corporate leaders to celebrate a shared commitment to advancing legal education and access to justice. The firm was pleased to support the gala at the request of Google, a client of Duane Morris. Partners **Brian L. Johnsrud**, **Philip W. Woo**, **Patrick D. McPherson**, **Stuart Bartow**, **Rebecca E. Bazan**, **Monté T. Squire**, **Christopher J. Tyson**, Pro Bono Counsel **Katharyn I. Christian Voit**; Special Counsel **Rolando R. Sanchez**; and Senior Associate **Ariel Seidner** represented the firm.



Guests from firm clients Verizon and Microsoft were also in attendance. Street Law is a nonprofit organization that creates classroom and community programs to educate young people about law, democracy and human rights.

California Minority Counsel Program: The Women of CMCP Conference

April 22, 2025

During the Women of CMCP Conference, Los Angeles Office Managing Partner **Cyndie M. Chang** presented on the panel “Defining Moments: Career Changing Decisions from General Counsel and Managing Partners.”

The Women of CMCP Conference gathers business attorneys from across California to foster community and advance their careers, business and well-being.

Navigating the Interviewing & Hiring Process

April 3, 2025 | Duane Morris Institute (DMi) | Webinar

Niyah Dantzler, Associate

The interviewing and hiring process is fraught with potential legal risks for businesses. Noncompliant job applications, inappropriate social media screenings, unlawful interview questions, failure to hire claims — all of these pose significant issues. Further layers of complexity arise for employers seeking to expand their workplace diversity efforts, handle multistate compliance issues and maintain company productivity and culture in the new era of hybrid work. How can companies balance these interrelated dynamics to maximize the chances of hiring the best applicants while minimizing the risks of lawsuits/audits? This program took a practical approach, combining legal and business issues, to navigate this tricky territory.

Remembering: The Atlanta Spa Hate Shootings

March 15, 2025

The Anti-Asian Hate Crimes Coalition and the Asian Youth Center Stop Hate Project hosted a community gathering to commemorate the eight lives lost, including six Asian women,



during the March 16, 2021, shootings at three spas in Atlanta, Georgia. U.S. Rep. Judy Chu, D-Calif., provided the keynote speech, followed by

remarks from California Assemblyman Mike Fong, D-49th District. Los Angeles Office Managing Partner **Cyndie M. Chang** spoke on the panel “Asian Voices.” Other panels included: “Atlanta Spa Shootings Remembrance,” “Civil Rights & Human Rights” and “Immigration & Birthright Citizenship.”

Neville M. Bilimoria Meets with David Byrne

February 27, 2025

Chicago Office Managing Partner **Neville M. Bilimoria** met with David Byrne, lead singer for the Talking Heads, to discuss a new project sponsored by the City of Chicago and the Goodman Theater called “Theater of the Mind,” an art installation created by Byrne. The project envisions a



permanent installation downtown with an interactive experience. Neville was invited as a special guest to meet about the project given his work with World Business Chicago on behalf of Duane Morris.

The Past, Present and Future of Black Lawyers, Black Judges and Black Bar Associations

February 24, 2025

In celebration of Black History Month, Duane Morris co-hosted a discussion and exploration of the past, present and future of Black bar associations in the United States. Partner **Terrance J. Evans**, (Director, Region IX, National Bar Association; Chair, California Association of Black Lawyers; Co-Chair and Co-Founder, California Lawyers Association Racial Justice Committee; Vice President North, California Association of Black Lawyers; Past President, Charles Houston Bar Association) moderated a panel discussion featuring:

Robert L. Harris, Past President, National Bar Association; Past President, Charles Houston Bar Association; Co-Founder, California Association of Black Lawyers; Hall of Fame Inductee, National Bar Association and California Association of Black Lawyers; 27th Grand Polemarch, Kappa Alpha Psi Fraternity

Belinda D. Stith, Past President, California Association of Black Lawyers; Past President, Black Women Lawyers of Los Angeles; Past Vice President, National Bar Association; Board Member, National Bar Institute

Josi Swonetz, President, California Association of Black Lawyers; Past President, Earl B. Gillian Bar Association

Samuel Emiliano Brown, President, Arizona Black Bar Association

Mariah Cooks, Vice President, Charles Houston Bar Association

Shardé Skahan, President, Black Women Lawyers of Los Angeles; Partner, Seyfarth Shaw LLP

Ludlow Barrington Creary II, President-Elect, John M. Langston Bar Association; Attorney at Law, Law Offices of Ludlow B. Creary II

The First 100 Days: Cross-Practice Legal Insights on the New Administration's Executive Orders and Enforcement Agenda

February 6, 2025

On January 20, 2025, the new presidential administration began implementing its agenda for the next four years by signing numerous executive orders. These executive actions, along with other anticipated policy changes, are expected to have significant implications across industries and job functions. In this series, Duane Morris attorneys provided important insights into the administration's agenda and offered perspectives on the business and legal issues clients may encounter as they navigate the evolving political landscape.

In this program, Partner and Chief Diversity and Inclusion Officer **Joseph K. West**; Partners **Christiane Schuman Campbell**, **David Amerikaner**, **Ted J. Chiappari**, **Geoffrey M. Goodale**, **Brian L. Johnsrud** and **Mauro M. Wolfe**; Special Counsel **Angela Moore**; and Senior Associate **Elizabeth Mincer** discussed:

- EEOC and NLRB enforcement priorities;
- New immigration controls impacting your ability to attract and retain top talent;
- Federal policy changes affecting D&I programs;
- Shifts in energy policy and key climate-related executive actions;
- Tariff and trade policy updates; and
- Cryptocurrency policy developments.

STRATEGIC Partners

- Advocates for Trans Equality
- American Bar Association
- Association of Law Firm Diversity Professionals
- Asian American Bar Association of New York
- Asian American Legal Defense and Education Fund
- Black Entertainment and Sports Lawyers Association
- California Minority Counsel Program
- The Chamber of Commerce for Greater Philadelphia
- Chambers Diversity & Inclusion
- Charles Houston Bar Association
- Center for Legal Inclusiveness
- City Year
- Disability:IN
- GLAAD
- Hispanic National Bar Association
- Korean American Lawyers Association of Greater New York
- Lambda Legal
- Latino Justice
- Lavender Law
- Lawyers' Committee for Civil Rights Under Law
- Leadership Council on Legal Diversity
- Minority Corporate Counsel Association
- National Asian Pacific American Bar Association
- National Bar Association Commercial Law Section
- National Diversity Council
- Pennsylvania Bar Association
- Philadelphia Diversity Law Group



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The Duane Morris Diversity & Inclusion Committee is chaired by Partner and Chief Diversity and Inclusion Officer **Joseph K. West** and Committee Vice Chair and D&I Manager **Umica Anderson-Howard**, and comprises partners from various practice groups throughout its U.S. and London offices. The members are dedicated to empowering all attorneys and creating a positive and supportive working environment.

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*Marketing & Business
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DIVERSITY & INCLUSION

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