

DIVERSITY DIGEST



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Kirkland Receives 100-Percent Score on HRC's 2014 Corporate Equality Index

Kirkland received a 100-percent score on the Human Rights Campaign (HRC) 2014 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality. This is the seventh year in a row that the Firm received a 100-percent score on the CEI.



The Human Rights Campaign is America's largest civil rights organization

working to achieve lesbian, gay, bisexual and transgender equality. The 2014 CEI evaluated businesses on 40 LGBT-related policies and practices, including nondiscrimination workplace protections, domestic partner benefits, transgender-inclusive health care benefits, competency programs and public engagement with the LGBT community.

The Best Law Career Accelerator Summit included a conversation between Deborah Epstein Henry of Flex-Time Lawyers LLC and diversity consultant Vernā Myers (top right, left to right). Corporate partner Linda Myers (bottom right, middle) accepted Kirkland's award as a 50 Best Law Firms for Women honoree.

Kirkland Accepts "50 Best Law Firms for Women" Honor

On September 25, 2013, *Working Mother* and Flex-Time Lawyers LLC held their Best Law Career Accelerator Summit and awards luncheon in New York to honor Kirkland and the other firms named to the 2013 list of the 50 Best Law Firms for Women. Global Management Executive Committee member Linda Myers accepted Kirkland's award, which recognized the Firm for excellence in creating flexibility and professional development programs designed to retain women and advance them into the leadership pipeline. Kirkland also appeared on the 2012 list of the Best Law Firms for Women. Partners Melinda Alankar, Dale Cendali, Nicole Greenblatt, Ashley Gregory, Michelle Kilkenney, Janette McMahan, Jennifer Morgan, Stefanie Wool and Sara Zablotney joined Linda at the luncheon.

Ashley and Janette participated in the summit, which was led by Carol Evans, president of Working Mother Media, and Deborah Epstein Henry, founder and president of Law & Reorder, a division of Flex-Time Lawyers LLC. The summit included a panel discussion of women law firm chairs and managing partners.

Kirkland Honored at "Top Firms for Diversity" Reception



On December 3, 2013, *The American Lawyer* honored Kirkland at its "Top Firms for Diversity" reception. The publication recognized Kirkland as one of the top-scoring firms from its 2013 Diversity Scorecard, the annual ranking of large U.S. law firms according to their percentage of minority attorneys and their percentage of minority partners. Firmwide Diversity Committee Co-chair Atif Khawaja and corporate partner Sergio Urias attended the reception on behalf of the Firm.

Letter from the Co-chairs of the Firmwide Diversity Committee

As the new co-chairs of the Firmwide Diversity Committee, we are pleased to share the latest issue of *Diversity Digest*.

We would also like to take this opportunity to extend a sincere thank you to Kirkland partners Walt Lohmann and Eunu Chun for serving as co-chairs of the Diversity Committee since 2005. Under Walt and Eunu's tireless leadership and vision, Kirkland has emerged as an industry leader on the gender, racial/ethnic and LGBT fronts, earning a spot on *The American Lawyer's* A-List, the *Working Mother* and Flex-Time Lawyers list of the 50 Best Law Firms for Women for the second-straight year, and the Human Rights Campaign list of the Best Places to Work for LGBT Equality for seven years in a row.



The Firmwide Diversity Committee thanked Walt and Eunu during the partners' meeting in October 2013 in Chicago, after which we took the above group photo. We are honored to take over for them in this leadership role and hope to devote the same level of passion and energy to advancing diversity at Kirkland and the broader legal industry.

Elizabeth Deeley

Atif Khawaja

CLIENT PARTNERSHIP:



Kirkland and Accenture Join Legal Prep Negotiations Program

Kirkland is partnering with client Accenture, along with the Chicago Bar Association and other law firms in Chicago, to participate in the new Legal Prep Charter Academies Negotiations Program. Each legal community partner has adopted one of Legal Prep's student advisory groups. During this semester-long, schoolwide program, Kirkland and Accenture volunteers are mentoring Legal Prep students and working through a series of structured lessons and activities emphasizing critical thinking and analytical reasoning. The program provides students a basic understanding of legal skills, an opportunity to learn and practice negotiation strategies, and unparalleled exposure to legal professionals. The program will culminate in an intraschool competition in May 2014. Legal Prep is Chicago's first and only legal-themed charter high school and serves a student population that is more than 95-percent diverse and overwhelmingly low-income.

Attorney Profile



Elizabeth Deeley

A newly appointed co-chair of Kirkland's Firmwide Diversity Committee, Elizabeth Deeley is a litigation partner in the San Francisco office and represents clients,

including Facebook, Inc. and The Lincoln National Life Insurance Company, in a range of complex matters.

Beth previously served as co-chair of the Firm's LGBT Subcommittee. Since 2010, she has served on the board of directors of the National Center for Lesbian Rights (NCLR). In that role, Beth has worked to broaden Kirkland's involvement in significant NCLR pro bono matters, including the New Jersey reparative therapy case, led by the Firm's New York office. (See page 7.)

In coordinating Kirkland's Bay Area pro bono program, Beth has helped increase the number of Bay Area attorneys donating at least 20 pro bono hours per year from 43 percent in 2008 to more than 82 percent in 2013. She credits the improvement to the enthusiasm of the Bay Area attorneys and strong partnerships with legal aid providers, including the Justice & Diversity Center of the Bar Association of San Francisco.

In 2011, the Firm selected Beth to participate in the first Leadership Council on Legal Diversity (LCLD) Fellows Program, a year-long leadership training course. Since then, Kirkland has signed on as city lead for the LCLD mentoring program in Silicon Valley and Washington, D.C., and partnered with client Honeywell International Inc. for a two-day LCLD Fellows Learning Experience. "Collaborating with the LCLD and other corporate legal departments enables Kirkland attorneys to make connections and bring back ideas to improve our own diversity initiatives," Beth said.

Diversity & the Bar Selects Michael Garcia as Minority Rainmaker



Michael Garcia

Diversity & the Bar magazine honored government, regulatory & internal investigations partner Michael Garcia as a Minority Rainmaker in its

November/December 2013 issue. The feature highlights the professional successes of minority attorneys from a range of practice areas who continue to lead the industry. Michael, who joined Kirkland in 2009, discussed his adjustment to the law firm model after working in public service.

WLI Presentation on Gender and Communication Styles

On October 2, 2013, the Chicago office's Women's Leadership Initiative hosted consultant Chris DeSantis for a presentation on gender differences and communication styles. Chris discussed how cultural differences lead to disparate masculine and feminine communication styles, and provided more effective approaches to connecting. He also reviewed problem solving scenarios, showed how gender roles affect team dynamics and offered tips to improve those situations. Partners Amanda Hollis and Katharine Mascarenhas and associates Polina Liberman and Meghan Schaffner Peetz led the planning for the presentation. More than 60 attorneys and staff members attended, and Kirkland's U.S. and U.K. offices participated via videoconference.

Kirkland Creates Affinity Group for Attorneys with Disabilities



Sergio Urias

This fall, Kirkland created a new affinity group for attorneys with disabilities as well as for allies and supporters of attorneys with disabilities. Corporate partner Sergio Urias will serve as coordinator of the affinity group, which complements existing African-American, Asian-American, Latino and LGBT Affinity Groups. The Firm is a signatory of the "Pledge for Change: Disability Diversity in the Legal Profession" from the American Bar Association (ABA) Commission on Disability Rights. The pledge affirms Kirkland's commitment to diversity, specifically disability diversity, and recognizes that diversity is in the best interest of the legal profession, of those the profession serves and of the Firm.

As part of creating the affinity group, Rina Alvarez, Kirkland's associate director of Firmwide diversity, facilitated a planning call with Amy Allbright, director of the ABA's Commission on Disability Rights, and attorneys from several other firms to discuss best practices in disability rights. Partner Sergio Urias, Firmwide Diversity Committee Co-chair Atif Khawaja and environmental partner Walt Lohmann also participated in the call. Separately, the Firm's Washington, D.C., office hosted the Commission on Disability Rights for its 2013 fall business meeting. Walt Lohmann attended portions of the meeting and contributed to the discussions.

In addition, in recognition of the New York office's pro bono achievements in the Kings County Hospital Center (KCHC) lawsuit regarding neglect and patient abuse in KCHC's mental health facilities and a monetary gift from Kirkland, the New York Civil Liberties Union (NYCLU) has created a permanent Kirkland & Ellis Chair for Advocacy and Litigation on behalf of People with Disabilities. NYCLU named senior staff attorney Beth Haroules to the chair.

Attorneys Volunteer at "Kirkland & Ellis Fall Championship"



(left to right) Associates Ashley Littlefield and Brandon Brown judge the BAUDL's "Kirkland & Ellis Fall Championship."

On December 14, 2013, several Firm attorneys volunteered as judges at the Bay Area Urban Debate League's (BAUDL) "Kirkland & Ellis Fall Championship." Kirkland raised more than \$48,000 for BAUDL during the organization's Champions of Diversity Challenge, beating more than a dozen other firms and earning naming rights for the fall tournament. Launched in 2008, BAUDL has expanded to 14 high schools in the Bay Area and approximately 500 diverse students, many of whom are low-income. Participants learn to research, prepare briefs, advocate positions and become leaders in the field of law. As judges, associates Jeremy Adler, Brandon Brown, Elise Edlin, Mark Fahey, Ashley Littlefield, Sarah Piazza and Nigel Ray listened to students' arguments, provided feedback and chose winners.

AFFINITY GROUPS + LGBT

Kirkland Sponsors Public Interest Fellowship Benefit Gala



Litigation associate Arjun Garg (right) and his wife Ruchika attended the SABA-DC gala.

Kirkland sponsored the Public Interest Fellowship Benefit Gala organized by the South Asian Bar Association of Washington, D.C., (SABA-DC) on November 16, 2013. The gala raises money to support SABA-DC's public interest fellowships, which provide financial assistance to law students working at public interest organizations that benefit the South Asian community and the metropolitan Washington, D.C.,

area. Since its inception seven years ago, the fellowship program has provided almost \$40,000 in funding to law students. Litigation associate Arjun Garg represented the Firm at the gala.

Several Kirkland Offices Host Recruiting Receptions

The affinity groups in Kirkland's New York and Bay Area offices hosted recruiting receptions for diverse law students in the class of 2015 to introduce them to the Firm. Approximately 35 students attended the reception at the Firm's New York office on July 30, 2013. Kirkland's Palo Alto and San Francisco offices hosted their first-ever recruiting reception for about 15 law students on July 9, 2013, at Osha Thai restaurant. Approximately 20 Kirkland attorneys attended, led by Bay Area Affinity Group coordinator Paul Tanaka.

LGBT



LGBT Subcommittee Co-chair Edward Sadtler (left), partner David Flugman (top middle, right), Lambda Legal Executive Director Kevin Cathcart and NCLR Executive Director Kate Kendell (right), and associate Stephen Elkind (bottom middle, right) enjoy the LGBT roundtable reception in the Firm's New York office.

Kirkland's New York Office Hosts LGBT Roundtable

On November 21-22, 2013, Kirkland's New York office was proud to host a roundtable for the nation's most prominent organizations working to advance the rights of LGBT people, including several organizations that Kirkland sponsors and partners with on pro bono matters: the American Civil Liberties Union LGBT Rights Project, Immigration Equality, Lambda Legal, National Center for Lesbian Rights (NCLR), Transgender Legal Defense & Education Fund, and The Williams Institute. Following the first day of the conference, Kirkland invited all attendees as well as Firm attorneys and senior staff to attend a reception to honor these steadfast advocates. At the reception, LGBT Subcommittee Co-chair Edward Sadtler introduced Kate Kendell, executive director of NCLR, who gave brief remarks about the tremendous strides achieved in LGBT rights in the past few years and Kirkland's role in that work.

Kirkland Honored as Top LGBT-Friendly Firm



Equality Illinois recognized Kirkland as one

of the top Illinois law firms for LGBT equality in its 2013 Law Firm Survey. This is the fourth year in a row that Equality Illinois has honored the Firm for providing a safe and fair work environment for LGBT employees and for engaging with the LGBT community.

GLAAD's Spirit Day Observed

On October 17, 2013, Kirkland employees across the Firm's U.S., U.K. and German offices observed and celebrated GLAAD's Spirit Day by wearing purple. Spirit Day is GLAAD's annual campaign against the bullying of lesbian, gay, bisexual and transgender youth. It began in 2010 to commemorate young LGBT lives lost to suicide.



Attorneys from Kirkland's U.S. and U.K. offices gathered in San Francisco for the Firm's first-ever LGBT Affinity Group Workshop, which was held during the annual Lavender Law Conference and Career Fair.

Kirkland Attorneys Attend Lavender Law Conference

Twenty-five Kirkland attorneys from the Firm's Chicago, London, Los Angeles, New York, San Francisco and Washington, D.C., offices gathered in San Francisco August 22-24, 2013, for the National LGBT Bar Association's Lavender Law Conference and Career Fair and related Kirkland events. In connection with the conference, Kirkland attorneys participated in the Firm's first-ever LGBT Affinity Group Workshop, which included discussions of the LGBT Subcommittee's strategic objectives for 2014, LGBT-related pro bono projects and outreach to LGBT student groups at law schools through the Firm's "ALLSA" initiative. LGBT Subcommittee Co-chairs Edward Sadtler and Tana Ryan, partners Jared Edgar, David Flugman, Jordan Heinz, Nick Kacprowski, Cedric Van den Borren and Michael Woods, and associates Alex Bastian and Andrew Welz led sessions during the workshop.

Kirkland held several other events to coincide with the conference, including the annual Firmwide LGBT dinner and a cocktail reception for clients and potential clients who attended the conference. As part of the official conference events, Firm attorneys met with more than 100 LGBT law students while representing Kirkland at the Lavender Law Career Fair, and litigation associate Leo Yanez led a discussion on Spanish-speaking attorneys using their language skills to build bridges across diverse communities.

The Williams Institute Discusses *United States v. Windsor*

LGBT Subcommittee Co-chair Edward Sadtler, litigation partner David Flugman, intellectual property associate Stephen Elkind and corporate associate Andrew Joseph attended The Williams Institute's New York Fall Reception on November 7, 2013. The event featured a discussion of the events leading up to the monumental *United States v. Windsor* U.S. Supreme Court case and the decision's implications. Speakers included Edith Windsor, the plaintiff in the landmark marriage equality case, and Roberta Kaplan, the plaintiff's counsel. The Williams Institute is a nonpartisan think tank dedicated to performing legal and public policy research in the areas of sexual orientation and gender identity.

Kirkland Earns Pro Bono Victories for Illinois Same-Sex Couples



Jordan Heinz

Kirkland recently earned several victories in helping to bring marriage equality to Illinois. The Firm had been litigating a constitutional challenge to the Illinois ban on same-sex marriage since 2012, but that case became moot when the Illinois General Assembly passed a marriage equality bill in November 2013. However, due to a constitutionally mandated effective date, same-sex marriages cannot start until June 1, 2014.

Along with Lambda Legal and the American Civil Liberties Union, Kirkland filed a new lawsuit in federal court in late November 2013 on behalf of two women who wished to marry, but were unlikely to realize their wish because one woman was terminally ill and not likely to live until June 2014. On November 25, 2013, the federal court granted Kirkland's request for a temporary restraining order and ordered the Cook County clerk to immediately issue a marriage license to the couple.

Two weeks later, Kirkland filed another lawsuit in federal court on behalf of a class of all same-sex couples in Illinois who likely would not be able to marry after June 1, 2014, due to life-threatening illnesses. After oral argument by intellectual property partner Jordan Heinz, the court granted the requested relief, allowing all same-sex couples facing a life-threatening illness to marry immediately. In addition to Heinz, litigation associates Jeremy Press and Lally Gartel assisted with the briefing.



(left to right) Kirkland associates Michele Gutrick and Ashley James, LuEllen Conti, director of career services at Howard University School of Law, partner Walt Lohmann and associate Ebony Johnson advised first-year law students at the Firm's third-annual interview workshop.

Interview Workshop at Howard University School of Law

On November 5, 2013, environmental partner Walt Lohmann and litigation associates Michele Gutrick and Ebony Johnson served as panelists with attorneys from the U.S. Department of Housing and Urban Development and the Children's Law Center to speak to first-year law students at the Howard University School of Law. They provided interview tips and strategies to the students as they apply for summer positions in the government, at private companies and at law firms. Labor and employment associate Ashley James also spoke with the students. This is the third year that Kirkland has sponsored this program as part of the Firm's "ALLSA" initiative.

Expanded Sponsorships for Williams Institute Moot Court

Kirkland is expanding its sponsorship of student teams from law schools around the country to participate in the 10th Annual Williams Institute Moot Court Competition. The Firm is sponsoring student teams from University of California, Berkeley School of Law, UCLA School of Law, University of Chicago Law School, Columbia Law School, Georgetown University Law Center, The George Washington University Law School, Harvard Law School, New York University School of Law and University of Southern California Gould School of Law. Kirkland attorneys will work with the students from sponsor schools to practice and refine their arguments, and the Firm will provide financial support for their travel to the two-day tournament at UCLA School of Law in February 2014.

New York Reception for Harvard Women's Law Association



Melinda Alankar

On July 24, 2013, the women attorneys in Kirkland's New York office held a Vosges Haut-Chocolat tasting event for members of the Women's Law Association (WLA) at Harvard Law School. Tax partner Melinda Alankar — Kirkland's "ALLSA" liaison with WLA — hosted the reception, along with more than 20 female attorneys. They met with 12 female Harvard law students.

Kirkland to Mentor Members of NYU Law Women



Sara Zabloutney

Women attorneys in Kirkland's New York office will participate in a new mentoring program with female law students at New York University School of Law and its NYU Law Women organization. The Professional Mentoring program will match NYU Law Women members with experienced professional attorneys who can provide real-life advice and support as the students begin their professional careers. Tax partner Sara Zabloutney and litigation associates Kristin Sheffield-Whitehead and Alexis Brine — Kirkland's "ALLSA" liaisons with NYU Law Women — will lead the Firm's involvement in this program, which begins in 2014.

Bowling Happy Hour with University of Chicago BLSA



Kevin Morris

Kirkland hosted a back-to-school bowling happy hour with the Black Law Students Association at the University of Chicago Law School on September 27, 2013. More than 20 law students attended the event at 10pin Bowling Lounge in Chicago and met partners Kevin Morris — the Firm's "ALLSA" liaison to the group — Barack Echols, Anh Lee and Sylvia Winston, and associates Rodin Hai-Jew, Jaran Moten, Vishesh Narayan, Ferlillia Roberson and Alyse Wu.

Los Angeles Associates Participate in USC Gould School of Law Panel

Litigation associate Jason Kelly and corporate associate Monique Robinson served as panelists for a diversity event at University of Southern California Gould School of Law titled “Success in Private Employment” on October 14, 2013. The discussion featured attorneys from unique backgrounds working in various capacities at firms and companies throughout the Los Angeles area. Topics included gauging the relative success of a workplace diversity program as well as how diversity affects and improves an organization.

Kirkland Panel Discussion on New Jersey Reparative Therapy Case



David Flugman



Joshua Simmons

On November 6, 2013, Kirkland’s New York office hosted members of the OUTLaw groups at New York University School of Law and Columbia Law School. Litigation partner David Flugman spoke to the law students about the Firm’s pro bono representation of Garden State Equality in a lawsuit challenging the constitutionality of New Jersey’s recently enacted ban on licensed therapists engaging in sexual orientation change efforts with minors. The National Center for Lesbian Rights asked Kirkland to join with the nonprofit in representing Garden State Equality, the largest LGBT civil rights organization in New Jersey and a key force behind adoption of the law. Intellectual property associate Joshua Simmons — Kirkland’s “ALLSA” liaison with the Columbia OUTLaws — hosted the event and informal reception for approximately 10 students.

WLI

London and Munich WLI Host First-Ever Client Event



Rajinder Bassi

The London and Munich offices’ Women’s Leadership Initiative hosted a wine tasting — their first-ever WLI event for clients — on October 17, 2013, at Berry Bros. & Rudd, Britain’s oldest wine and spirit merchant. Nearly 25 female clients attended the event with about 20 Kirkland attorneys, including Gender Subcommittee Co-chair Rajinder Bassi, partners Stephanie Biggs, Lisa Cawley, Alexandra Conroy, Kate Downey, Anna Fallowfield, Valerie Goldstein, Harkiran Hothi, Sarah Jordan, Claire McDaid, Nicole Schlatter and Jane Scobie, associates Annabel Borg, Emma Flett, Jacqueline James, Sylvia Strumpler and Anja-Charlotte Wagner, and trainee solicitor Sarah Dillon.



(left to right) HLS students Jocelyn Sedlet and Emma Raviv, who will join Kirkland in the fall of 2014, pose with partner Dale Cendali during Kirkland’s HLS alumnae reception.

Firm Welcomes Alumnae at Harvard Law School Celebration

Intellectual property partner Dale Cendali hosted a Kirkland Women’s Leadership Initiative reception to coincide with “Celebration 60,” a reunion event at Harvard Law School (HLS) marking the 60th anniversary of the school’s first women graduates. The reception, held September 27, 2013, drew more than 25 attendees, including Firm alumnae, Kirkland recruits and female HLS students. During the three-day “Celebration 60” event, Dale also served as a panelist for a discussion titled “Achieving BigLaw Success Without Compromising Authenticity,” during which she and other female law firm partners discussed their different paths to success and building fulfilling legal practices.

Kirkland Participates in Lean In Partners Event in New York



Jennifer Morgan



Amy Wollensack

Kirkland Gender Subcommittee Co-chair Jennifer Morgan and corporate partner Amy Wollensack represented the Firm at the inaugural Lean In Partners Event in New York on September 23, 2013. During the event, Sheryl Sandberg, Lean In’s founder and board chair, and members of the Lean In team shared updates on upcoming initiatives,

discussed best practices from select Lean In partners and answered questions from attendees. Lean In is planning to hold several regional events in the next year. The Firm signed on as a Lean In partner in July 2013. Inspired by Sandberg’s book, “Lean In: Women, Work and the Will to Lead,” Lean In is an organization committed to offering women the support to pursue their ambitions.

Honeywell’s General Counsel Speaks to DC WLI



Susan Davies

On September 10, 2013, Katherine Adams, senior vice president and general counsel at Kirkland client Honeywell International, Inc., spoke to the Washington, D.C., Women’s Leadership Initiative about women in the law. Katherine led a discussion on her personal experiences as a woman lawyer, her career path that led to working for Honeywell and how women attorneys can develop better relationships with clients. Litigation partner Susan Davies organized

the event, and approximately 30 attorneys attended the discussion.

New York WLI Hosts Screening of “Crime After Crime”

On July 30, 2013, the New York office’s Women’s Leadership Initiative, in collaboration with the Firm’s Pro Bono Management Committee, hosted a screening of the documentary film “Crime After Crime.” The film tracks the legal challenges of Deborah Peagler, a domestic violence victim who was wrongfully convicted for the murder of her abusive partner. Two decades later, two rookie attorneys took her case pro bono and attracted global attention to the intersection of domestic violence and criminal justice. Following the screening, Kirkland held a discussion with Yoav Potash, the film’s director, producer and editor; Natasha Wilson, Deborah’s daughter; Josh Safran, one of Deborah’s attorneys; and other legislative and domestic violence advocates. More than 30 people attended the event in New York and San Francisco.

Firm Supports Expansion of Washington School for Girls



Karen DeSantis

Attorneys in Kirkland’s Washington, D.C., and New York offices have joined together to represent the Washington School for Girls (WSG) as it expands and continues its widely

acclaimed success in educating at-risk girls. The Firm successfully negotiated a lease agreement with the Archdiocese of Washington for WSG’s younger students to move to a renovated school building and grounds. Kirkland also facilitated the school’s name change, reflecting a change in mission to educate a broader range of students. Litigation partner Karen DeSantis serves as a trustee on WSG’s board. In addition, the Washington, D.C., Women’s Leadership Initiative jointly hosted the second annual “Evening for Education” benefiting the school on October 10, 2013.

DC WLI Holds First Retreat

The Washington, D.C., Women’s Leadership Initiative hosted its first retreat on August 23, 2013. Approximately 35 attorneys participated in the afternoon retreat, organized by litigation partner Erin Johnston and litigation associate Tia Trout-Perez. The retreat included speeches by several of the senior women partners, a viewing of Sheryl Sandberg’s 2010 TED talk titled “Why We Have Too Few Women Leaders” and a discussion of ideas for WLI.

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Our Mission

At Kirkland, we believe that our ability to function at the very highest level of our profession is significantly enhanced by building a team of lawyers who bring us the benefits of a broad range of socioeconomic, racial, ethnic and personal backgrounds. Our commitment to diversity is reflected not only in the Firm’s policies, programs and committees, but also through our efforts to build and maintain a culture that values and gathers strength from difference.

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