

The Heightened Risk of “Reverse” or Majority Discrimination Enforcement and Claims

The Heightened Risk of “Reverse” or Majority Discrimination Enforcement and Claims

Presented by:

Simone R. D. Francis (St. Thomas/New York)

T. Scott Kelly (Birmingham/Washington, D.C.)

Nonnie L. Shivers (Phoenix)

Moderated by:

Lisa England



Atlanta
Austin
Baltimore
Berlin
Birmingham
Boston
Buffalo
Calgary
Charleston
Charlotte
Chicago
Cleveland
Columbia
Columbus
Dallas
Denver
Detroit (Metro)
Fresno
Greenville
Houston
Indianapolis
Kansas City
Las Vegas
Lexington
London
Los Angeles
Memphis
Mexico City
Miami
Milwaukee
Minneapolis
Montreal
Morristown
Munich
Nashville
New Orleans
New York
Oklahoma City
Orange County
Paris
Philadelphia
Phoenix
Pittsburgh
Portland (ME)
Portland (OR)
Raleigh
Richmond
Sacramento
Salt Lake City
San Antonio
San Diego
San Francisco
Seattle
St. Louis
St. Thomas
Stanford
Tampa
Toronto
Torrance
Washington, D.C.

Ogletree
Deakins

1

Speakers



Simone Francis

St. Thomas/New York

simone.francis@ogletree.com



Scott Kelly

Birmingham/Washington, D.C.

scott.kelly@ogletree.com



Nonnie Shivers

Phoenix

nonnie.shivers@ogletree.com

Ogletree
Deakins

2

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Today's Agenda

- Legal Level Set: Title VII Protects Everyone
- Game-Changer Decisions: *Muldrow* and *Ames*
- What the Federal Government Says Is Unlawful
- EEOC, DOJ, and Department of Labor Enforcement Activity
- Lessons Learned from Caselaw
- Employer Action Items
- Resources

Ogletree
Deakins

3

Legal Level-Set: The Bottom Line

- Title VII has always prohibited discrimination against any individual - majority or minority
- Two 2024–2025 Supreme Court decisions removed procedural barriers for majority-group plaintiffs
- Federal enforcement agencies are actively investigating and litigating these claims
- This is not theoretical - companies are paying millions in settlements
- DEI programs likely need a (re)fresh compliance review

Ogletree
Deakins

4

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Legal Level-Set: Revisiting Title VII’s Plain Text

DISCRIMINATION BECAUSE OF RACE, COLOR, RELIGION, SEX, OR NATIONAL ORIGIN

SEC. 703. (a) It shall be an unlawful employment practice for an employer—

(1) to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual’s race, color, religion, sex, or national origin; or

(2) to limit, segregate, or classify his employees in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual’s race, color, religion, sex, or national origin.

(b) It shall be an unlawful employment practice for an employment agency to fail or refuse to refer for employment, or otherwise to discriminate against, any individual because of his race, color, religion, sex, or national origin, or to classify or refer for employment any individual on the basis of his race, color, religion, sex, or national origin.

Unlawful practices.

Employers.

Employment agency.

Ogletree
Deakins

5

Legal Level-Set: Title VII’s Protections for All

- Prohibits discrimination against **"any individual"** based on race, sex, religion, color or national origin
- No distinction between majority and minority plaintiffs in statutory text
- EEOC's current position: "There is no such thing as 'reverse' discrimination; there is only discrimination"
- Other federal statutes may (or may not) offer targeted protection (e.g., ADA v. PWFA)
- State law may expand protections beyond federal law (e.g., more protected groups, lower standards for establishing actionable harm)

Ogletree
Deakins

6

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Foundational Case Law

Case	Year	Holding or Dicta
<i>Griggs v. Duke Power</i>	1971	Discriminatory preference for any group, minority or majority, is precisely (and only) what Congress proscribed
<i>McDonald v. Santa Fe Trail</i>	1976	Title VII prohibits race discrimination against white individuals
<i>Regents of the University of California v. Bakke</i>	1978	While Congress not directly concerned with the legality of “reverse discrimination” when debating and enacting Title VII, “the genesis of the legislation, however, did not limit the breadth of the solution adopted...Congress responded to the problem of employment discrimination by enacting a provision that protects all races....”
<i>Bostock v. Clayton County</i>	2020	Title VII’s focus on “individuals rather than groups” is “anything but academic”

Ogletree
Deakins

7

Game Changing Decisions

- Two U.S. Supreme Court decisions fundamentally change the litigation landscape
- Easier to bring claims + easier to prove harm = litigation surge
- *Muldrow v. City of St. Louis*, 601 U.S. 346 (2024)
 - Issue: What level of harm must an employee show?
 - Old standard: Many circuits required “significant” or “material” harm
 - New standard: Employee must show only “some harm”

Ogletree
Deakins

8

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

Muldrow v. City of St. Louis, 601 U.S. 346 (2024)

- Practical impact:
 - Expands what counts as adverse employment action
 - **Some harm** with respect to an identifiable term of condition of employment is enough
 - Non-economic harms now actionable: mentoring access, networking opportunities, schedule changes, prestige, career prospects
- Differential access to development opportunities is now actionable
 - “[A]nyone who has been transferred because of race, color, religion, sex, or national origin should easily be able to show some additional harm - whether in money, time, satisfaction, schedule, convenience, commuting costs or time, prestige, status, career prospects, interest level, perks, professional relationships, networking opportunities...” Justice Brett Kavanaugh

Ogletree
Deakins

9

Ames v. Department of Youth Services, 605 U.S. 303 (2025)

- Issue: Must majority-group plaintiffs meet a heightened pleading standard?
- Background circumstances test: Required majority plaintiffs to show employer was “that unusual employer who discriminates against the majority”
- Holding: Unanimously rejected - no special requirements for majority-group plaintiffs
- “Congress left no room for courts to impose special requirements on majority-group plaintiffs alone” - Justice Ketanji Brown Jackson
- Practical implication – majority-group plaintiffs now face the same pleading standard threshold as other Title VII plaintiffs, which may increase filings

Ogletree
Deakins

10

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

Burden Shifting Impact Coming After Ames?

- Justice Thomas concurrence, joined by Justice Gorsuch
- Questioned entire *McDonnell Douglas* burden-shifting framework
- Critique of burden-shifting framework:
 - “unworkable”
 - “judge-made evidentiary tool”
 - with “no basis in the text of Title VII”
 - “interloper” that restricts cases from reaching juries
- Not first (or last) question about viability of *McDonnell Douglas*
- Further changes to Title VII litigation framework may be coming

Ogletree
Deakins

11

What The Trump Administration Says Is Unlawful: Executive Orders 14173 & 14398

	EO 14173 (Jan. 2025)	EO 14398 (Mar. 2026)
What's prohibited	"Programs promoting DEI that violate any applicable Federal anti-discrimination laws" - undefined	"Racially discriminatory DEI activities" — standalone definition covering five domains: recruitment, employment, contracting, program participation, resource allocation
Legal benchmark	Tethered to Title VII, § 1981, existing law	The EO's own definition — not tethered to existing anti-discrimination law
Protected characteristics	All (race, sex, etc.)	Race and ethnicity only
Records access	Not addressed	Broad access to books, records, and accounts — notably few express limitations
Subcontractor obligations	Not addressed	Flow-down at all tiers; "known or reasonably knowable" reporting; litigation notification

Ogletree
Deakins

12

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

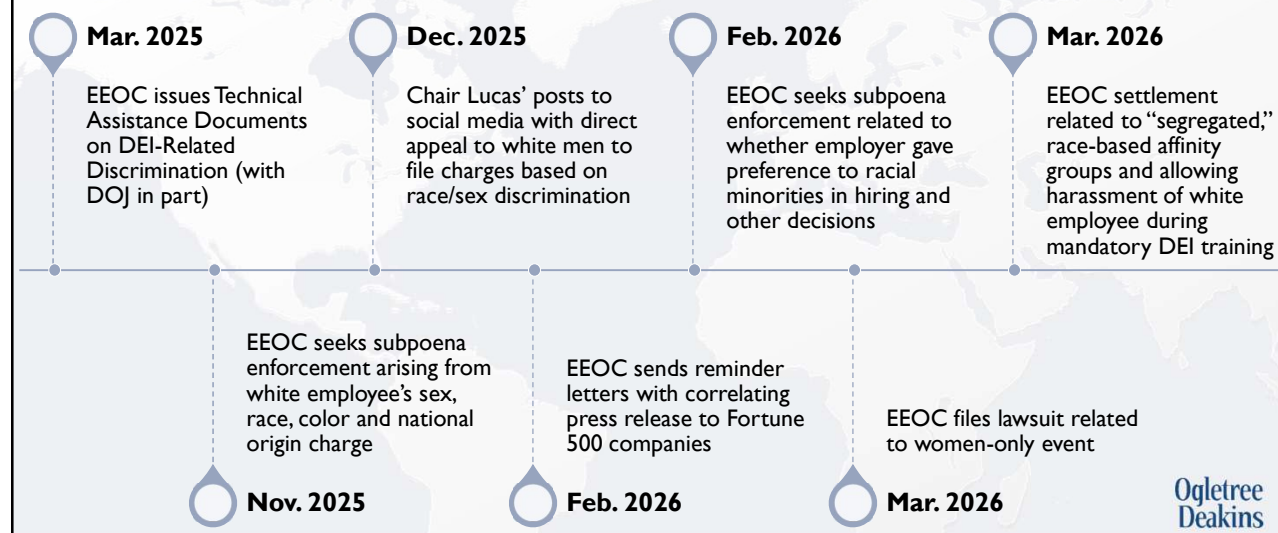
What the EEOC Says Is Unlawful Generally

- Now acting as executive agency not independent agency
- Match federal priorities precisely
- EEOC specifically points to “illegal race and sex discrimination ... arising from programs labeled ‘DEI,’ ‘diversity,’ ‘belonging,’ etc.”
- However, EEOC also points to employer’s “underlying conduct” and “how the program functions”
- But EEOC admits “not every form of disparate treatment is unlawful discrimination.”
- Focal question to ask: “Is there unlawful race and sex discrimination?”
- Key remains: leaning into the law as informed by your unique risk tolerance

Ogletree
Deakins

13

EEOC’s Solicitation and Prioritization of Majority Discrimination Enforcement

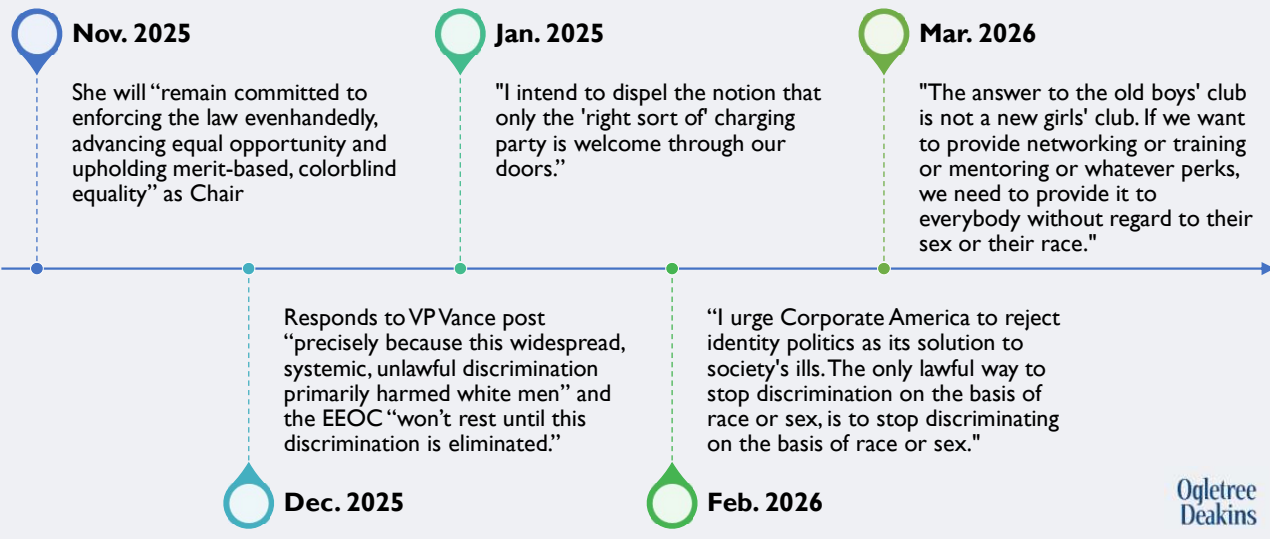


Ogletree
Deakins

14

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Examples of Chair Lucas’ Escalating Warnings Related to Majority Discrimination



15

DOL and DOJ Enforcement Activity

- Strong agency interaction with crisp whole-of-government approach
- EEOC points to employer’s blind spot around just race and sex
- DOL primarily focused on anti-American/national origin bias
 - National origin/ethnicity focus with HIBs and immigration in the cross-hairs
 - Artificial Intelligence angle
 - Focus on apprenticeships and degree-removal as part of colorblind merit
- But DOL Solicitor of Labor Berry fomented majority discrimination focus prior to appointment
- <https://oversight.house.gov/wp-content/uploads/2024/06/Berry-Statement.pdf>

Ogletree
Deakins

16

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

DOL Roadmap to Majority Enforcement

- “Employers cannot take actions with ‘consequences’ for employees based on their race, even if minorities benefit.”
- “DEI programs that restrict access to only minority employees”
 - Mentoring
 - Sponsorship
 - Training
- DEI programs that discriminate in recruiting and hiring decisions
 - “Mandating a certain number of minorities be interviewed”
 - “Targeting recruiting at minority-affinity groups”

Ogletree
Deakins

17

DOJ Priorities Remain Aligned

- FBA’s 2026 Qui Tam Conference in February 2026
- Comments by Brenna Jenny, Deputy Assistant Attorney General
- FCA enforcement is the “new normal” and a “flexible tool” while not being an “all-purpose anti-fraud statute”
- Increase in qui tam actions and civil investigative demands due to “data mining” by DOJ and whistleblowers
- Focus on illegal discrimination (v. unlawful DEI) under federal anti-discrimination law
- Discrimination can occur with or without DEI programs
- Companies can operate DEI programs without discrimination

Ogletree
Deakins

18

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

Reiterated Priorities in DOJ Commentary (cont'd)

- “At the top of the list for me, and what’s coming into focus as the heart of many of our investigations, are companies that implemented programs and practices that pressured supervisors and management to make hiring and promotion decisions based on race or sex.”
 - Creating and tracking demographic goals that have connection to remedying underutilization per OFCCP framework
 - Tying employee compensation to achievement of corporate demographic goals
 - Requiring employees to develop their own DEI goals affecting their compensation and promotion
- Also, “executive training and mentoring programs where participation is restricted on the basis of race or sex and diverse slate policies.”

Ogletree
Deakins

19

Majority Lawsuits & Prelitigation Charges (2024-present): Overview

- \$14.4m+ verdicts/settlements
 - Government = 3 (1 EEOC, 1 state, 1 DOJ)
 - Private Litigants = 9
- Title VII and Section 1981 primarily
- Other federal statutes/state laws implicated (e.g., ADEA)
- Two public EEOC investigations underway (subpoena actions)
- More Commissioner’s charges and litigation likely
 - “There’s going to be a lot more coming from the EEOC this fiscal year with our quorum restored”
 - “The things that you’re seeing publicly announced are just the tip of the iceberg. Even when we’re quiet, we are working hard.”

April 9, 2026 - Chair Andrea Lucas

Ogletree
Deakins

20

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

Factual Genesis of Recent Majority Lawsuits

Hiring & Firing:

- Employer pattern of failing/refusing to hire men for front of house
- Employees favored from employer’s home country and H1B holders
- Employee terminated to advance diverse leadership goals
- Objections to mandatory DEI training led to threat of termination/retaliation

Terms and Conditions:

- Executive compensation tied to diversity targets (multiple)
- Employer mentorship program limited by race/ethnicity
- Exclusionary networking and ERG events
- Training “vilified/stereotyped Caucasian males”

Ogletree
Deakins

21

Promotion Case Snapshot (Law Enforcement)

- **Claim and Posture**
 - Title VII sex discrimination claim by a male sergeant challenging 2019 captain promotion decisions.
 - Court denied summary judgment, allowing a jury to decide pretext.
- **Core Facts**
 - Plaintiff was a long-tenured deputy sheriff promoted to sergeant, who competed for captain in 2019.
 - All finalists, including plaintiff, scored in the "high band" on a multi-step assessment and interviews.
 - Two women and one man were initially selected; after the male selectee's unexpected death, a third woman was promoted.
 - The department cited leadership competencies, reputation, performance history, and the sheriff's observations of plaintiff's "overly rigid/harsh" management style as the reasons for non-selection.

Ogletree
Deakins

22

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Promotion Case – Court’s Analysis

- **What Moved the Court (Issues for Trial)**
 - A factual dispute existed over whether the sheriff actually observed the plaintiff manage employees, undermining the credibility of the stated rationale.
 - The department's EEOC position statement referenced reliance on an administrative investigation, but that rationale was later abandoned in litigation; the investigation also opened after the last promotion decision. The inconsistency supported an inference of pretext.
- **What Did Not Move the Court**
 - Minor numerical differences among "high band" scores did not show the plaintiff was overwhelmingly more qualified.
 - The department's use of interviews and leadership assessments, combined with objective testing, was not inherently pretextual.
 - The record did not show reliance on gender stereotypes; considering empathy did not, by itself, establish sex-based decision-making.

Ogletree
Deakins

23

Promotion Case – Targeted Takeaways

- ✓ Identify and utilize objective criteria when possible
- ✓ If subjective criteria, ensure that decision-makers document facts to support contemporaneously
- ✓ Consistent rationale for decision-making, based upon actual documentation, is essential
- ✓ Keep decision rationales consistent across the EEOC response and litigation
- ✓ When candidates cluster and close calls are necessary record the specific, non-discriminatory differentiators used to make final decision(s)
- ✓ Train decision-makers to avoid stereotype-laden language and to anchor decisions with appropriate documentation
- ✓ Recognize that risks may be heightened in jurisdictions with more employee-friendly/favorable standards than Title VII.

Ogletree
Deakins

24

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

What Can Employers Do?

- Start with the right frameworks
 - Equal opportunity, not equal outcomes
 - EEO doesn't exist without merit, and merit doesn't exist without EEO
 - Assess merit-based and job-related requirements for each role
 - Replace any race- or sex-restricted eligibility with neutral, job-related criteria
- Assess and identify risk
 - Conduct a privileged review of high-risk programs, including fellowships, internships, ERGs, mentorships, sponsorships, networking events, leadership programs, and recruiting pipelines
 - Remove exclusionary criteria and open all programs (where feasible)
 - Compare ongoing programs to enforcement priorities and current legal landscape
 - Identify and mitigate risk related to past programs where possible and within risk tolerance

Ogletree
Deakins

25

What Can Employers Do? (cont'd)

- Privileged analytics
 - Collect and analyze data lawfully while maintaining tight confidentiality
 - Identify hotspots, repeat actors, or programs generating multiple similar complaints
 - Route all complaints – HR, ethics line, ERGs, manager reports – for legal advice
 - Where issues are found, implement and document fixes promptly
- Create and maintain clear records
 - Substantiate lawful, nondiscriminatory reasons for each employment action
 - Require contemporaneous, specific, competency-based notes for hiring, promotions, pay, and RIFs
 - Review leader evaluation templates, forms, and bonus plans for any potentially risky or unclear language

Ogletree
Deakins

26

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

What Can Employers Do? (cont'd)

- Training
 - Refresh recruiting/selection, compensation/pay, and other employment practices training to avoid protected-class shortcuts or stereotypes
 - Expand training to include majority characteristics, names, and scenarios if not already included
 - Reinforce permissible outreach strategies
 - Utilize huddles and microreminders to refresh on the full scope of Title VII's protections for all
- Identify and implement creative, effective, and practical solutions
 - Company-paid neutral mediation available for all employee disputes

Ogletree
Deakins

27

What Can Employers Do? (cont'd)

- Continue to lean into the law
 - Remain updated on pending legal challenges relevant to your organization and industry
 - Evaluate your risk tolerance on an ongoing basis
 - Continue to monitor enforcement priorities and evolving legal interpretations
 - Identify and implement proactive adjustments as the landscape shifts
- Consider implementing a “Narrow But Deep” approach to address EEO, DEI, inclusion, belonging, and related efforts

Ogletree
Deakins

28

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

What Can Employers Do? (cont'd)

Broad But Shallow (Higher Risk)	Narrow But Deep (Lower Risk)
Demographic hiring/promotion targets	Remove hidden barriers
Restricted programs/fellowships	Programs open to all
DEI metrics in executive compensation	Auditing for unexplained disparities
Diverse slate requirements	Structured interviews, standardized criteria
Training that singles out by race	Removing unnecessary job barriers
Heritage month celebrations as centerpiece	Posting all promotion opportunities

Ogletree
Deakins

29

Government Agency Resources

- EEOC Newsroom – www.eeoc.gov/newsroom
- EEOC Technical Assistance: "What To Do If You Experience Discrimination Related to DEI at Work" – www.eeoc.gov/what-do-if-you-experience-discrimination-related-dei-work
- EEOC Technical Assistance: "What You Should Know About DEI-Related Discrimination at Work" – www.eeoc.gov/wysk/what-you-should-know-about-dei-related-discrimination-work
- DOJ Civil Division Enforcement Priorities (June 2025) – www.justice.gov/civil/media/1404046/dl
- Attorney General Bondi Memo to Federal Agencies (July 2025) – www.justice.gov/ag/media/1409486/dl

Ogletree
Deakins

30

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

Other Resources

- Executive Orders & Fact Sheets
 - EO 14173: "Ending Illegal Discrimination and Restoring Merit-Based Opportunity" (Jan. 2025) – www.whitehouse.gov/presidential-actions
 - EO 14398: "Addressing DEI Discrimination by Federal Contractors" (Mar. 2026) – www.whitehouse.gov/presidential-actions
 - White House Fact Sheet on EO 14398 (Mar. 2026) – www.whitehouse.gov/fact-sheets
- State Attorney General Opinions
 - Texas Attorney General Opinion on DEI (Jan. 2026) – www.texasattorneygeneral.gov
 - Florida Attorney General Opinion on DEI (Jan. 2026) - www.myfloridalegal.com/node/28132
- Litigation Trackers
 - NYU Meltzer Center "Advancing DEI" Case Tracker - <https://advancingdei.meltzercenter.org/cases/>
- Law 360 EEOC Subpoena Enforcement Action tracker

Ogletree
Deakins

31

Industry	Outcome	Claims	Fact Pattern
Healthcare	\$4.4M judgment (affirmed on appeal)	Title VII race and sex discrimination	White male executive terminated allegedly to meet diversity targets for leadership positions
Technology	\$8.4M jury award (appeal pending)	Section 1981 race discrimination; disparate impact	Class of ~2,200 non-South Asian employees alleged systematic preference for South Asian workers through visa-related hiring practices
Restaurant	\$1.1M settlement	Title VII sex discrimination	EEOC alleged refusal to hire men for front-of-house positions; only ~3% of 2,100+ customer-facing employees were male
Healthcare	\$500K settlement	Title VII race discrimination	EEOC alleged harassment and discrimination against white employees
Retail	Dismissed	Title VII, Section 1981, state civil rights law	State AG alleged race/sex hiring quotas, executive compensation tied to diversity targets, exclusionary mentorship programs
Beverage	Pending	Title VII sex discrimination	EEOC alleged exclusion of male employees from women-only networking event (~250 female attendees)
Government	Pending	Title VII race discrimination	DOJ alleged state teacher loan forgiveness program (up to \$25K) unlawfully limited to teachers of color

32

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins' written consent is prohibited.

The Heightened Risk of “Reverse” or Majority Discrimination Enforcement and Claims

Industry	Outcome	Claims	Fact Pattern
Entertainment	Pending	Title VII, Section 1981 (race, sex, sexual orientation)	White male writer alleged refusal to hire him; company allegedly selected diverse candidates under de facto diversity policy
Pharmaceutical	Pending	Title VII, Section 1981, ADEA	White male employee alleged reassignment, denial of promotion, and termination as part of DEI initiative
Technology	MTD denied	Title VII race discrimination	White male employee alleged termination pursuant to affirmative action plan with executive bonuses tied to diversity metrics
Media	Partially dismissed	Section 1981 race discrimination	White employees alleged company's commitment to mirror community demographics in staffing constitutes race discrimination
Legal Services	Pending	Section 1981 race discrimination	Advocacy group alleged scholarship program discriminates against white applicants by imposing different eligibility criteria
Education	Partial MSJ	First Amendment retaliation	White male teacher alleged retaliation and wrongful threat of termination after objecting to mandatory DEI trainings

33

Upcoming Programs

[From Data to Defense: Preserving Attorney-Client Privilege in Workforce Analytics](#) (April 29, 2026)

[2026 National Workplace Strategies Seminar](#) (May 13-15, 2026)

- Key Policymaker Perspective: A View from the EEOC Chair Andrea Lucas
- EEOC Enforcement – Cases, Trends and Priorities
- EEOC “Insiders” Answer Employers’ Burning Questions
- Training Lessons and Guardrails in the New Normal
- Recruiting and Hiring – Lawful and Inclusive Practices for Getting the Best Talent
- Lawful DEI Programming Roundtable

34

These materials, prepared by Ogletree Deakins lawyers, aim to inform clients about important legal developments. They are not specific legal advice. Clients should contact their usual firm lawyers for actual or potential business issues. Reproduction or use without Ogletree Deakins’ written consent is prohibited.

Thank you!

T. Scott Kelly

Ogletree, Deakins, Nash, Smoak & Stewart, P.C
420 20th Street North, Suite 1900 | Birmingham, AL 35203
scott.kelly@ogletree.com
Phone: 205.986.1024

Nonnie L. Shivers

Ogletree, Deakins, Nash, Smoak & Stewart, P.C
2415 East Camelback Road, Suite 800 | Phoenix, AZ 85016
nonnie.shivers@ogletree.com
Phone: 602.778.3706

Simone R.D. Francis

Ogletree, Deakins, Nash, Smoak & Stewart, P.C
Tunick Building, 1336 Beltjen Road, Suite 201 | St. Thoas, VI 00802
simone.francis@ogletree.com
Phone: 340.714.5510

**Ogletree
Deakins**

35