

**DIVERSITY, EQUITY, AND INCLUSION****INVEST**

We believe—and research affirms—that diverse teams create more innovative solutions to problems and challenges—solutions that translate to business success for clients. At Ballard Spahr, we know that diversity—representation across varied perspectives, backgrounds, and experiences—doesn't just happen. It is the intentional outcome of our commitment to two crucial principles: equity and inclusion.

Our INVEST sponsorship program is one way that Ballard Spahr lives its commitment to increasing diversity, equity, and inclusion—at our law firm and in the legal profession. Through INVEST, we apply a tactical approach to recruiting, retaining, and advancing talent, including those from diverse backgrounds. This sponsorship program goes beyond mentorship to provide comprehensive career development opportunities to lawyers who have overcome significant obstacles in pursuit of a legal career, mastered the fundamentals of their practice, identified their career goals, and whose primary need is to have doors opened to opportunities to meet those goals.

Associates chosen to participate in the program are paired with partners who understand that their role involves sponsorship, not just mentoring. Partners in the program will serve as advocates and advisers—introducing protégés to their clients and contacts, working with them on exercises designed to build business acumen, and opening doors that historically may have been closed to them.

Associates will participate in a Business Challenge Project by developing a potential solution to a firm management issue, and also will partner with a firm client in a Client Matter Leadership Opportunity.

While sponsors are champions for their protégés, INVEST ultimately encourages and empowers protégés to be the captains of their own careers by recognizing their initiative and desire to develop at the firm.

 **CONTACTS****CHARLEY BROWN**

*Partner, Diversity, Equity, and Inclusion Council member*  
browncf@ballardspahr.com  
678.420.9410

**VIRGINIA G. ESSANDOH**

*Chief Diversity, Equity, and Inclusion Officer*  
essandohv@ballardspahr.com  
215.864.8192

**DEE SPAGNUOLO**

*Partner, Attorney Career Advancement*  
spagnuolod@ballardspahr.com  
215.864.8312