

Anchors Aweigh!

Preparing to Lead From the Front in Deep Water

David B. Wilkins
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The Challenge

- In October 2019, LCLD celebrated its 10th anniversary with a joyous party at the National Portrait Gallery in Washington DC
- I had the privilege of being the keynote speaker at that gathering – as I had at the first annual meeting in 2010 – and I made clear that the organization that sprung from Rick and Robert’s bold decision to push law firms and legal departments to redouble their commitment to diversity on the heels of the largest downturn in the history of the market for corporate legal services had a great deal to be proud of in what it had accomplished in its first decade
- But I also made clear what all of you in attendance that day already knew: that there was much more work to be done given that the percentage of diverse lawyers – particularly of people of color in senior leadership positions – had barely moved in the last decade, and in some areas had slipped backwards
- Moreover, making progress on our shared goals was likely to be even more difficult given changes both within the profession, and in the global economy more generally

But We Had No Idea How Difficult Things Would Become!

- By the time we gathered – on Zoom! – for the 2020 Annual Meeting, we were in the midst of three related crises – COVID, a turbulent and uncertain global economy, and increasingly urgent calls to address racial injustice and widening inequality generally – that were creating both challenges and opportunities for achieving LCLD’s core mission
- Yet, notwithstanding these unprecedented changes, Rick and Robert – with the incredible leadership and support of the incomparable Ellen Dwyer as Chair – made another bold decision
- Rather than retreating into a bunker to see how the pandemic and the protests would reshape the world, they challenged all of you to be “Leaders at the Front” by making a *public commitment* about the steps that you and your organization would take to promote diversity and inclusion notwithstanding all of the turmoil around you
- At last year’s annual meeting, they made clear that this was not just a suggestion but a mandate, by requiring every LCLD member to make such a pledge by June 30, 2022
- But they also committed that LCLD would be there to help you meet this deadline
- To that end, at Ellen’s direction – and often with her direct participation – Robert and the LCLD team and I ran a series of Leadership Summits designed to help you write your pledges, by giving you the benefit of what we have learned about what makes a diversity program successful, a sense of what LCLD’s Fellows and Pathfinders have identified as important, by creating a structured opportunity to engage with your peers about what has – and has not – worked in your prior diversity efforts, and to brainstorm new ideas and how to overcome old resistances to change

And You Answered the Call!

- As of today, virtually every organization that was a member in Oct 2021 has submitted their pledge – over 400 in all!
- This is a remarkable achievement in less than two years, for which Ellen who completes her term as Chair this year deserves the lion's share of the credit
- Through her bold call to action – and your equally bold decision to answer it – you have gone a long way toward ensuring that LCLD's second decade will be even more productive than its first
- But as anyone whose ever been in a relationship knows, pledges are easy – it's execution that's hard!
- So, it is time for us to do what Carlos Brown, GC and Chief Compliance Officer at Dominion Energy, warned those of you that came to one of Robert and my sessions would be necessary to do in order to really move the needle on diversity: “Step out into the deep water where the big ships are”
- And as every good skipper knows, if you are going out into treacherous waters, you need to be clear about where you are coming from and where you are going

We Hold These Truths to be Self Evident – And the Question Posed By this Belief

- As those of you who attended one of our sessions will recall, I started by positing four core beliefs, and then asking participants to respond to a question
- No one in this room doubts:
 - We have made a lot of progress on diversity since LCLD was founded 12 years ago;
 - But no one is – or should be – satisfied with where we are today;
 - Moreover, given our current rate of progress, we will not achieve our goal of having law firms and legal departments that reflect the true diversity of this great country and the world in our lifetimes
 - This is unacceptable in a profession dedicated to Equal Justice Under Law
- Which leads to the question: Given this reality, why haven't we made more progress on achieving our diversity goals?
- I put this question to participants in the form of a poll, asking people to identify the **most important** reason we haven't made progress on diversity. The answers were remarkably consistent in each session
 - The good news is that almost nobody picked “because we have no good ideas”
 - The bad news is that the plurality responses (combining several related answers) was that “we lack the will to do what we think is right,” either because powerful constituents within our organizations are not bought in, and/or because we don't believe that the market (whether clients in the case of law firms or investors, business partners, and consumers for companies, will reward these efforts if they even appear to conflict with short term profit maximization

We Now Have an Unprecedented Opportunity to Confront these Challenges

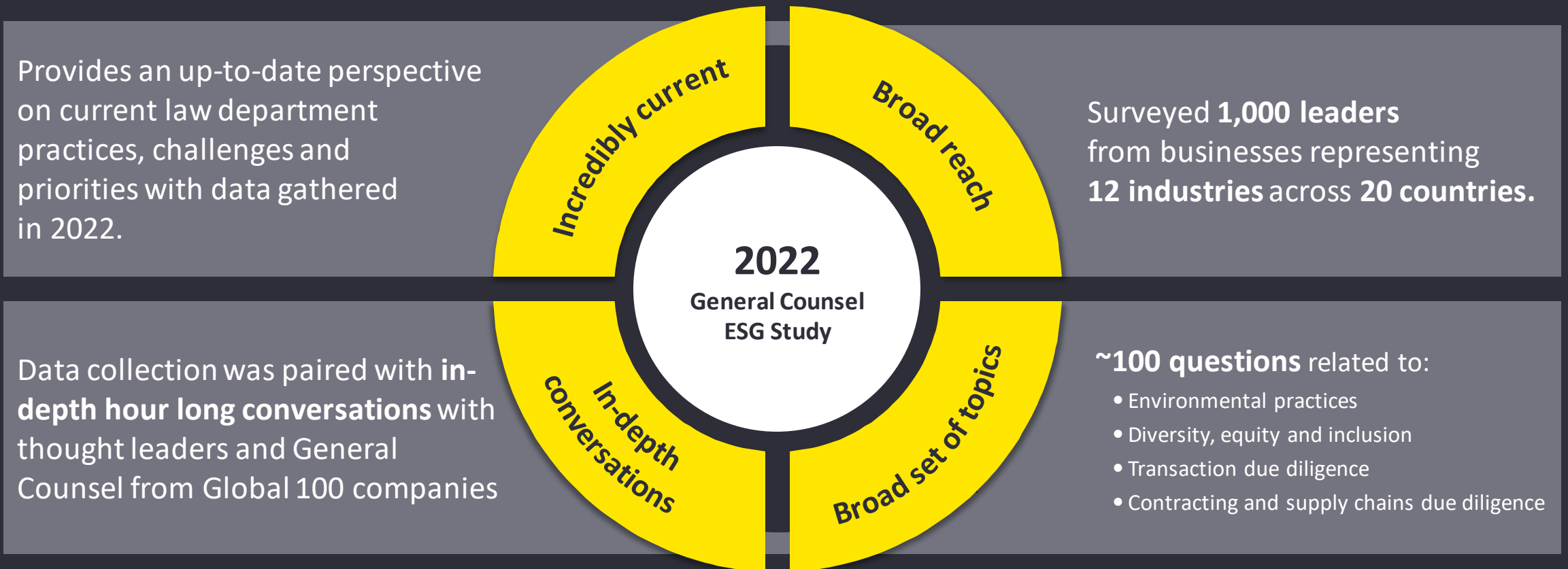
- Since the murders of George Floyd and Breonna Taylor two years ago, virtually every law firm and legal department has formally pledged to redouble their diversity efforts
 - These efforts range from public statements that “Black Lives Matter,” to recognizing Juneteenth as a holiday, to creating or increasing diversity scholarships in recruiting, to signing on to the “Mansfield Rule” and other similar initiatives
- Many companies have gone farther, pledging, according to a recent report in the Washington Post, more than \$50 billion to racial justice initiatives
- According to the most recent Diversity Scorecard, these efforts appear to be having some effect
 - The percentage of minority lawyers in the Am Law 250 increased to 20.2%, up from 18.5% in 2021 and 17.8% in 2020
 - The percentage of minority partners inched up as well to 11.9%, up from 10.9% in 2021

Indeed, Diversity is Now a Key Part of the Wider Sustainability Agenda

- In 1970, Milton Friedman famously declared: “The social responsibility of business is to increase its profits”
- Once again, even before COVID, this taken for granted presumption was being questioned, as leading corporate voices from Blackrock to the Business Roundtable pledged to “look beyond the bottom line” and to invest in companies that are “sustainable” and to prioritize all of a company’s “stakeholders” as well as shareholders
- This movement has only intensified since 2020, with even the World Economic Forum calling for a “great reset of capitalism in the wake of the pandemic”
- And since the protests over the deaths of unarmed blacks by the police and hate crimes against Asian Americans, and the renewed focus on the legacy and continuing effects of slavery and other forms of discrimination and oppression, it is clear that DEI is now squarely a part of the “S” in the ESG agenda
- The good news (at least for us!) is that in in this new world, law – and lawyers – are more important than ever, which is why virtually every law firm had their best years in 2020 and 2021, and many GCs have been promoted to even more strategic roles within their organizations

About the 2022 General Counsel ESG Study

The 2022 General Counsel ESG Study by EY Law and the Harvard Law School Center on the Legal Profession is the most expansive of its kind, providing a unique view on the challenges and opportunities created by the rising importance of ESG issues.



Organizations are under pressure from a broad range of stakeholders to address ESG issues

Forces raising the importance of ESG among CEOs and Boards

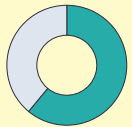
Changing public attitudes



Key Area Of Focus

The public has become increasingly concerned about environmental, social and governance issues

The public expects CEOs to solve social problems



66%

believe CEOs should take the lead on change rather than waiting for government⁴



Employees feel emboldened to pressure their organizations

62% of employees believe they have the power to force change³

50% are more likely to voice their objections to management or engage in workplace protests³

Investors are increasingly focused on ESG



78%

of institutional investors report they are conducting structured ESG evaluations of potential investments (up from 32% in 2018)²

Regulators are becoming more aggressive



46%

of boards report increasing regulations are becoming a critical business risk¹



ESG concerns are driving customers buying decisions

43% of customers report they would stop buying from a company that did something that was not socially or environmentally appropriate

But Companies are facing pressure across a broad range of areas to comply with expectations that go beyond their legal requirements

Areas where organizations are facing pressure to go beyond their legal requirements

Workplace safety

The Covid-19 pandemic forced many companies to act as public health agencies, coming up with rules to govern workplace safety

Taking a stand on social issues



Companies, often under pressure from employees and customers, have felt the need to public state their views of social issues linked to racism, sexism or other divisive topics.

Making environmental pledges



Organizations are being pressured by employees and customers to make environmentally conscious changes operational model

Freedom of speech vs. misinformation



Tech and media companies have had to manage difficult questions that pit media companies moral duty of informing the public against freedom of speech issues

Stop the use of private dispute resolution methods

Companies are under pressure to stop using arbitration and non-disclosure agreements to resolve issues of sexual misconduct, workplace harassment and employee wrong doing

Setting diversity, equity and inclusion benchmarks



Organizations are facing pressure by law makers, employees, customers and the broader public to set goals linked to female representation, diversity, inclusion and equity in compensation and career advancement

Living wage vs. minimum wage



Manufacturing and service companies have felt pressure to set minimum salaries above legally required levels to create greater equity

But History Cautions that this Attention May be Short Lived

- As I noted at the 10th anniversary celebration, the momentum for diversity has waxed and waned over the years, from GM's Harry Pearce's 1989 letter urging the company's law firms to hire and promote more minority lawyers who could do the company's work, to Rick's own 2004 Call to Action for companies to give their work to law firms that promoted diversity which eventually garnered several hundred signatures
- Given this history, we should be wary of any claim that there are simple solutions to our diversity challenge
- Indeed, DEI – and the broader challenge of incorporating sustainability, stakeholders, and social justice into our model of capitalism – present what Scott and Ferayi will brilliantly describe as “adaptive” problems for which there are no predetermined answers
- To explore these issues, the Center on the Legal Profession (with partners at HBS, HKS, and the University's Data Science Initiative) is convening senior leaders in business law and government for a major conference on *Reimagining the Role of Business in the Public Square: A Multistakeholder Engagement on ESG Commitments, Metrics, and Accountability*, September 15-16, 2022 (You can see the entire program and complete your free registration here: <https://web.cvent.com/event/a189dbde-1f4d-467f-b87d-fd087d43e9bf/summary>)
- But between the time we began planning this event in October with past LCLD Chair Brad Smith – whose bold reorganization of Microsoft's legal department around helping the company participate in the creation of “sensible” regulatory policy, create products that “thrill” customers and consumers, and help society solve its most important problems inspired the conference – and today as we finalize preparations, it has become clear that the environment around ESG has shifted dramatically

The Backlash is Already Here

- One need only look at the recent confirmation battle over Justice Ketanji Brown-Jackson – proudly a Harvard Law School graduate and my student! – to see what is to come
 - From the opening foray by Senator Robert Wicker (R. Ala.) implying that whoever Biden chose to honor his campaign pledge to nominate the first black woman to the nation’s highest court would be both unqualified and biased in favor of black litigants -- “The irony is that the Supreme Court is at the very time hearing cases about this sort of affirmative racial discrimination while adding someone who is the beneficiary of this sort of quota” – to her grilling by her former law school classmate Senator Ted Cruz (R. Texas) about the teaching of books he labeled as espousing “critical race theory” at a school where she sat on the board of trustees which expressly had no authority over the school’s curriculum, it is clear that many are gearing up to put diversity and inclusion squarely on the ballot in the upcoming elections
- And from Florida’s legislature’s decision to pull Disney’s special status after the company spoke out against a bill that many of its employees thought unfairly targeted the LGBTQ+ community, to former Vice President Mike Pence’s recent WSJ op ed warning that “the woke left is poised to conquer corporate America,” it is clear that the very inclusion of DEI issues in the “S” is going to be the principal wedge
 - The fact that the same Washington Post story that reported the \$50B in pledges to racial justice initiatives also indicated that there was very little evidence of whether and how these funds have been spent will only intensify this critique
- Finally – and for our purposes, most importantly – the Supreme court will almost certainly rule against Harvard in the affirmative action case (no one thinks they granted cert in a case that Harvard won at both the district and appellate levels to affirm), thereby further decreasing minority enrollment, particularly among black students, whose law school matriculation is already down over 10% from its peak in 2009, with more than half of these students attending Tier 3 and 4 law schools from which the organizations in this room almost rarely hire

Changes in the Workplace Will Only Exacerbate the Complexity of Responding to these new Adaptive Challenges

- We are (hopefully!) finally emerging from our long covid nightmare. But no one thinks we are going back to the way we worked in 2019
- As we are all finding out, this has complex implications for meeting our diversity goals
- On the one hand, the new “hybrid” workplace offers the opportunity to rethink established patterns and practices that we know have previously disadvantaged women and people of color – and women of color in particular
- And yet, we must be vigilant in understanding the difficulty of building culture, meaningful relationships, and accurate assessments in a world in which expectations about who is in the office and when remain unclear – difficulties that are likely to fall disproportionately on women and people of color
- The following report from a thoughtful partner in a firm that has already gone back to hybrid working is a cautionary tale:
 - I was on a very big deal. We went out of our way to staff a very diverse team. But when the deal really heated up, [the partners] were in the office all day/night. And 3 of our 6 associates were there with us all day every day/night without being told to be or asked to be (we have been explicitly told not to request associates to come to the office...) They are all white men
 - The other 3 ...chose to work from home... I certainly do not hold that against them. They did good work and were great contributors from home. But they missed out on the important social capital building that was happening in the office. All 3 of those 6 associates are women, and one is a black woman. I don't know how to deal with those types of issues right now
- Navigating these complex issues will require both time and attention

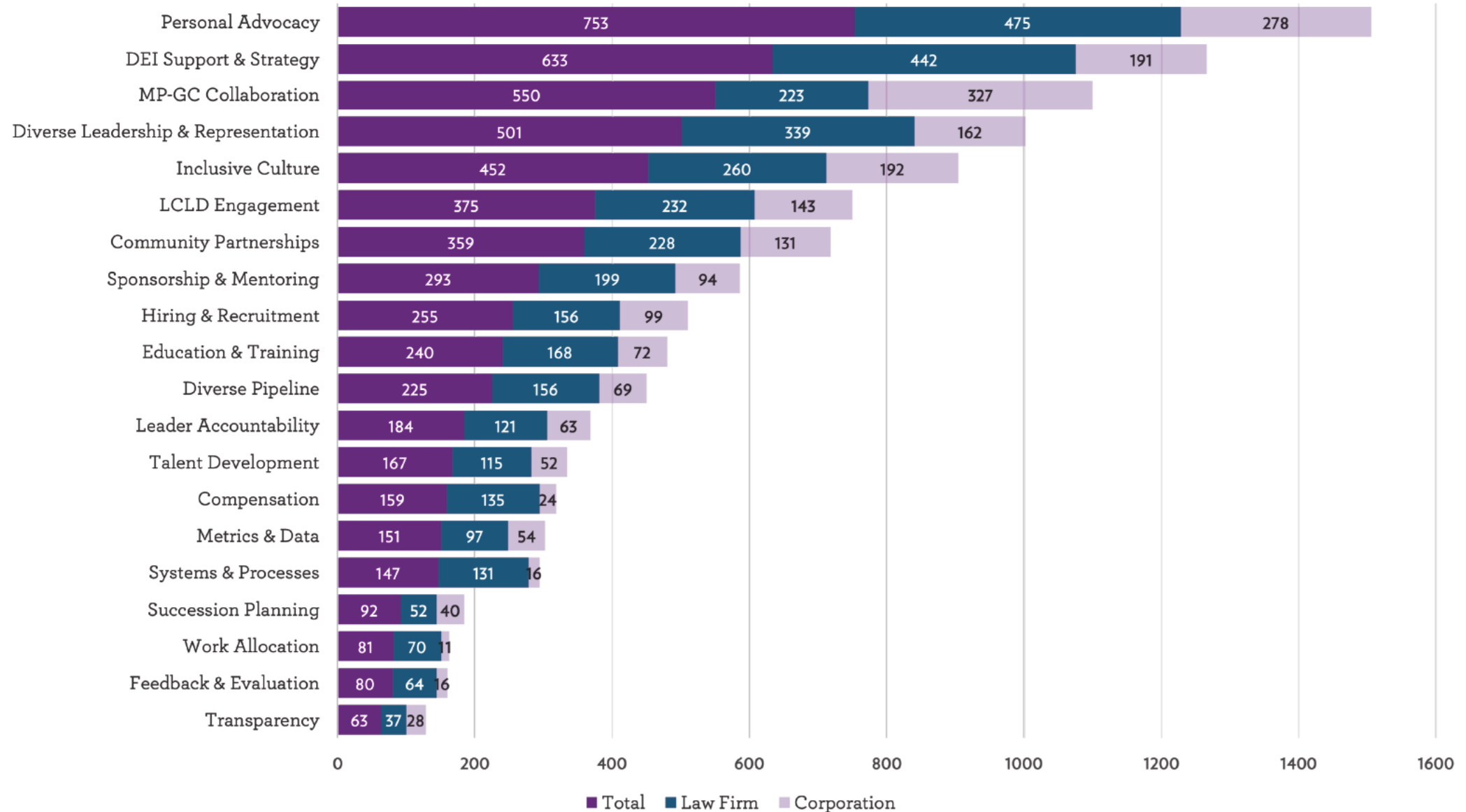
As Will Changes in the Broader Economy

- In 2020 and 2021, many companies and law firms enjoyed record profits.
- But between rising inflation, the war in Ukraine, and continuing labor and supply chain challenges, these halcyon days may very well be coming to an end
- Which raises the question, what affect will an economic downturn have on our diversity efforts, and on ESG agenda generally
 - Or to put it more bluntly, how much are employees, consumers, and investors really prepared to sacrifice to make the world more equitable and inclusive
- Unfortunately, history suggests that the answer to this question is not good: traditionally, blacks and other people of colored have been “last hired/first fired”
 - Or as it is often said: when white America catches a cold, people of color get pneumonia
- Which is why the time for bold action is now

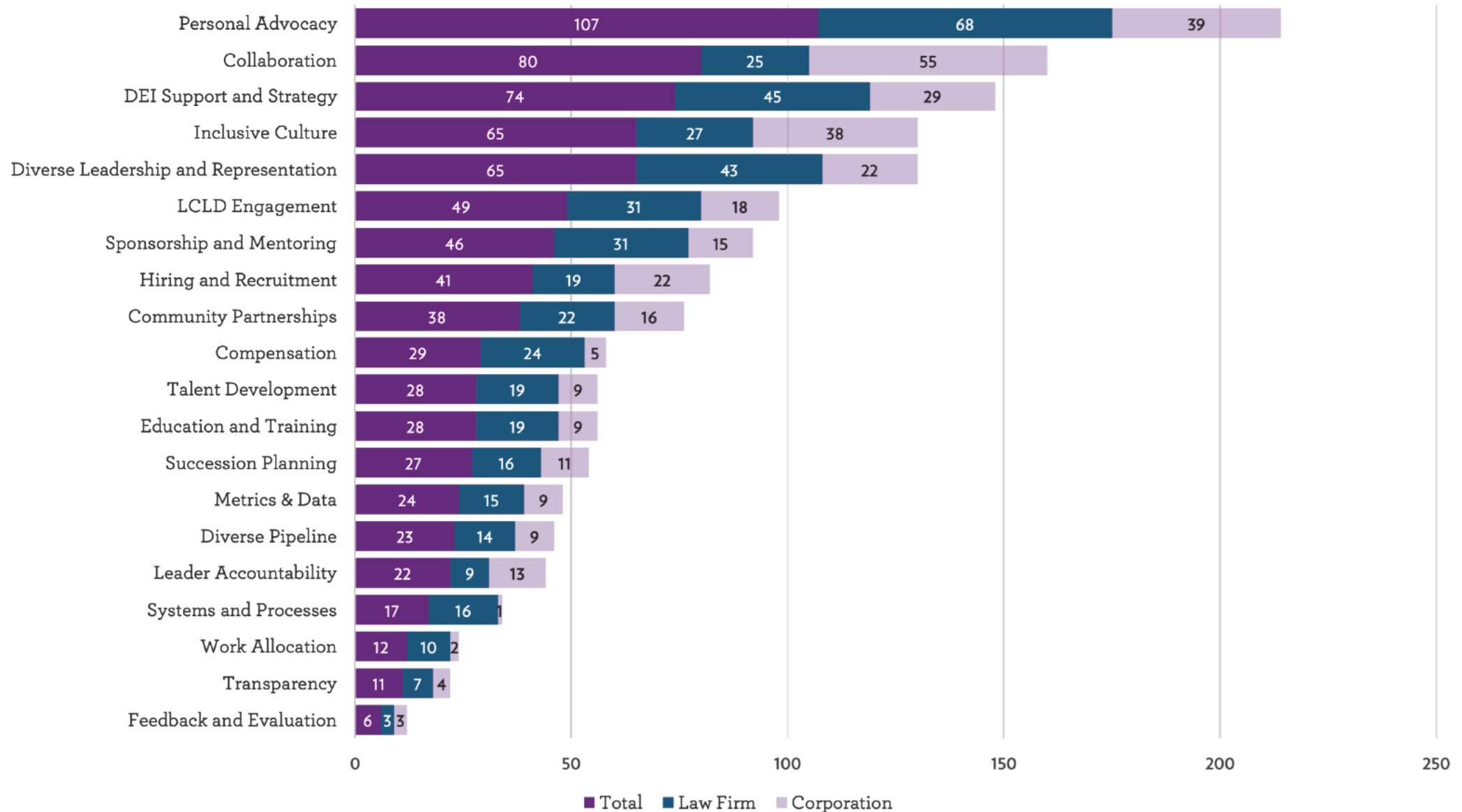
Your Future is Watching

- Amidst all the chaos of 2020, the first GenZ's graduated from college
- Millennials and Gen Z already make up 38% of the workforce, and will be 58% by 2030 (an even higher percentage in many emerging economies)
 - This is the most diverse generation in history, including in the legal profession
 - Women are almost 50% of US law students (much higher in other jurisdictions)
 - People of color make up more than 20% (higher in top schools: HLS 26%)
 - LGBTQ, differently abled lawyers, religious and ethnic minorities gaining overdue visibility around the world
 - Moreover, students of all backgrounds increasingly seeking “meaning” and “purpose” -- including around issues of diversity and inclusion
- New research by the Edelman Trust Institute suggests that the pandemic and the protests have only heighten these commitments – and hardened them
- Especially important for the legal profession where recruitment and retention depends upon legitimacy and credibility
- Like the Great Depression, everyone that has lived through this incredible moment will be forever changed by it
- And like that Greatest Generation, I believe that this generation will drive great change
- But we will only attract this talent if we credibly prove to them that we are *interested* in great change – and willing to do the hard work to achieve it
- Which brings me back to your pledges

Pledge Impact Areas: All LCLD Members



Pledge Impact Areas: July Summit Attendees



Operationalizing Your Pledges

- In our sessions we emphasized four areas required to move your pledge from promise to action:
 - Leadership at the Top
 - Directly tied to core institutional mission and goals
 - The processes for driving change are visible and understood by all constituents
 - Everyone is held accountable for performance according to explicitly articulated and verified metrics of success
- As we indicated, each of these four components is more difficult to achieve in a law firm or in-house legal department than in other kinds of businesses
 - Leadership: “Temporary” leaders who must lead from the front by building consensus from behind
 - Impact: Understanding and measuring the hard work it takes to make “diversity good for business”
 - Transparency: Being honest about the *real* rules about how lawyers succeed in our organizations
 - Accountability: Moving from “inputs” and “best efforts” to objective and verifiable outcome-based metrics for everything from individual performance to organizational performance, whether on diversity or anything else
- Most importantly, you must demonstrate that your pledge actually addresses the issues that your diverse lawyers believe that they confront

Impact Area Comparison

LCLD Members

- 1 Personal Advocacy
- 2 DEI Support & Strategy
- 3 MP-GC Collaboration
- 4 Diverse Leadership & Representation
- 5 Inclusive Culture

LCLD Alumni

- 1 Diverse Leadership & Representation
- 2 Compensation
- 3 Talent Development
- 4 Sponsorship & Mentoring
- 5 Succession Planning

Diversity Professionals

- 1 Diverse Leadership & Representation
- 2 Hiring & Recruitment
- 3 Sponsorship & Mentoring
- 4 Inclusive Culture
- 5 Leader Accountability

The Fierce Urgency of Now

- As Ken Frazier told Rick at last year's annual meeting, corporations must embrace the "fierce urgency of now" to mobilize their economic clout through targeted initiatives like the 1 – 10 Initiative, launched by Frazier and former AMEX CEO Ken Chenault, to provide 1M jobs for black youth in 10 years
- Which is exactly what Rick and Robert have asked you to do with respect to the diversity playbook in law firms and legal departments
- But they have also pledged to support you as you begin to operationalize your pledges
- Specifically, the Executive Committee has identified four areas where your pledges can have the greatest impact – two strategic and two tactical – to help you focus your and your organization's efforts

Impactful Interventions

Collaboration

- Using data to set robust outside counsel expectations around DE&I
- Conversations with clients/OC around DE&I and opportunities for partnership
- Secondment programs

Ownership & Accountability

- Creating transparent DE&I metrics at the top
- Using metrics/data and other tools to assess progress on DE&I
 - Building equity and accountability into systems and process (e.g. work allocation)

Sponsorship

- Leaders sponsoring diverse talent
- Firm/department-wide sponsorship programs for diverse talent
- Specific expectations around sponsorship for diverse talent (e.g. diverse talent are sponsored by senior leaders)

Succession Planning

- Incorporating diversity into succession planning for leadership roles
- Incorporating diversity into succession planning for client matters
- Leaders' personal succession plans

Not Surprisingly, Ellen Dwyer and Carlos Brown Have Created Pledges that Touch on All Four Areas

- Two years ago, Ellen and Carlos challenged us to set out on this voyage
- Now, their pledges show you what it will take to navigate the treacherous waters that lie between where we are now and the “new world” of diversity, equity and inclusion we seek to reach
- In a moment, Jennifer will walk you through how you can read Ellen and Carlos’s full pledges (as well the rest of the 400 that have been submitted), but let show a few highlights which underscore both the “personal” commitments of these two visionary leaders and the “institutional” commitments they have made on behalf of their respective organizations for each of the four impact areas

Ownership and Accountability

- **Personal**

- Ellen: Use my voice, as a leader of my law firm and Chair of LCLD, to advocate for material, systemic change in our profession to redress inequities impacting our diverse talent;
- Carlos: I commit to champion social justice and diversity and inclusion at Dominion Energy, in our industry and in all other spheres of influence that I may have. I will not just take up the seat at the table that has been set aside for diversity, African Americans or other people of color, I will use my voice, I will say something, I will lead.

- **Organizational**

- Ellen: Engage our human resources and general counsel functions to conduct annual equity analyses of the compensation (base pay and bonus) and performance ratings of our lawyers and to take steps to redress any apparent inequities; Measure comparative compensation (base and bonus) and performance assessments
- Carlos: I commit that 50 plus percent of the new hires in our organization will be diverse, which is consistent with our corporate goal, and I will actively participate in the recruitment of a talent pool that will ensure that this goal is successful. I will own this goal, and that our law department will spend at least 30% of our outside spend with diverse firms or diverse matter responsible attorneys at majority firms and vendors

Collaboration – Including with LCLD

- Personal

- Ellen: Visit with no fewer than eight clients and LCLD Members each year to discuss the firm's and my personal commitment to enhancing the diversity of the profession and to explore opportunities to partner together to advance the careers of named diverse lawyers within the firm
- Carlos: I commit to identify 3-5 associates at our principle outside law firms and will personally meet with them at least twice per year to provide coaching and mentoring and will insist on their substantial participation in our matters. Further, I will formally inquire with firm leadership twice annually as to their development and prospects for promotion

- Organizational

- Ellen: Explore secondments of our diverse lawyers, specific recommendations of diverse lawyers to handle client matters, inclusion of diverse lawyers in partner succession planning, joint participant in public service projects where diverse talent from the firm and our clients can network and work alongside one another in support of a shared public interest
- Carlos: I will commit to an annual in person meeting with our outside law firms to review lawyer staffing on our matters. We will establish a goal that 35% of our work be led by or have a billing or relationship responsible partner that is a woman or a person of color;
- Carlos: We will continue to participate in the LCLD 1L program at the level of at least 3 interns per year. We will encourage our principal firms to convert 1L offers into 2L offers and ultimately into permanent offers. We will commit internal resources to supporting these interns throughout their law school careers and after

Sponsorship – Including from Outside Your Organization

- **Personal**

- Ellen: Sponsor two Black lawyers at Crowell & Moring through the balance of 2020 and 2021 to secure concrete stretch opportunities, enhance their internal and external visibility, and position them well for advancement within 12 months
- Carlos: I will commit to make myself available to diverse talent at every level of Dominion Energy and identify 3-5 individuals that I can mentor and sponsor for inclusion on executive leadership succession plans

- **Organizational**

- Ellen: Continue to refine and support the firm's sponsorship program, which facilitates relationship building and advocacy between partners of influence and our diverse talent. Ensure that African American attorneys are invited to participate in each sponsorship cohort
- Ellen: Implement a system to include in a partner's year-end performance metrics the number of occasions when the partner has designated a diverse lawyer as either billing attorney or matter responsible partner status for a client matter, and to account for this and similar contributions to the firm's diversity, equity and inclusion efforts through the partner compensation process
- Carlos: I will champion diversity and inclusion by leading by example. My current leadership team consist of six individuals, three of whom are women and two of whom are African American. I will endeavor to maintain at least 50 plus percent diverse representation on my leadership team, including at least 25 percent racial and ethnic representation
- Carlos: We will support our team's continued participation in Leadership Council on Legal Diversity, the National Bar Association, Women of Color, other minority bar associations and local chapters. We will support the organizations financially and with our attendance at programming in order to support the work of these critical organizations and provide development opportunities for our diverse attorneys and their allies

Succession Planning

- **Personal**

- Ellen: Meet on a quarterly basis with the active participants and Alumni in LCLD Fellows and Pathfinder programs to both learn about their experience in our programs and to identify ways to enhance their visibility and opportunities within the firm
- Carlos: My current leadership team consist of six individuals, three of whom are women and two of whom are African American. I will endeavor to maintain at least 50 plus percent diverse representation on my leadership team, including at least 25 percent racial and ethnic representation

- **Organizational**

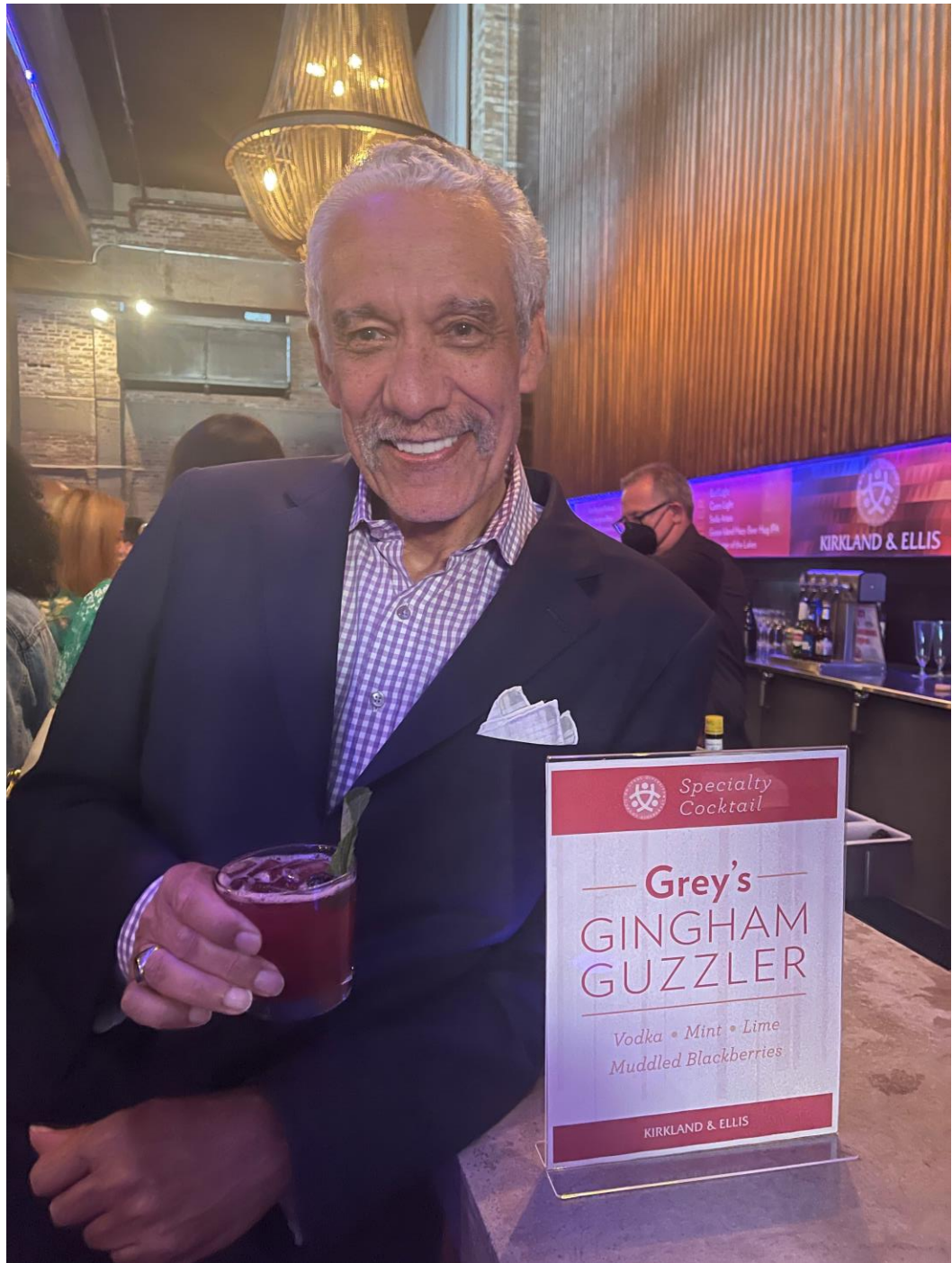
- Ellen: Ensure that a diverse lawyer is one of a team of three lawyers identified to succeed a senior partner in relationship partner role for no fewer than six clients in the next 18 months
- Carlos: I commit that my succession plan and the succession plans of each of my direct reports and each of their direct reports will maintain at least 50 percent diverse representation, including at least 25 percent racial and ethnic representation.

And There are Many Other Great Ideas Where These Came From!

- I will ensure specific **annual DE&I goals and metrics** for each Department Chair, Practice Group Leader and Office Manager with **direct performance accountability** guiding management credit allocations and decisions based on DE&I results. – *Tim Lupinacci, Baker Donelson*
- Commit firm resources to **assess our key talent management processes**, particularly, recruiting, work allocation, performance feedback (including our processes for measuring core competencies by level and capturing upward feedback) and education and learning programs, to improve diversity, equity and inclusion. – *Eric Friedman, Skadden*
- I will choose two outside counsel firms and **identify a specific diverse young partner/senior associate** in each firm to be introduced to and engrained in my company's business to result in **meaningful billable time** and business development experience for the diverse partner/senior associate. – *Maureen Dry-Wasson, Major Lindsey & Africa*
- Ensure that **stretch and cross-disciplinary assignments** are provided to diverse Law Department attorneys to enhance their visibility and position them well for advancement – *Deneen Donnley, Con Ed*
- Ensuring that **100% of succession plans for senior leadership** roles have diverse slates – *Dev Stahlkopf, Cisco*

But the Proof Will be in the Pudding – As Measured by Those Doing the Eating

- Now it is time to turn these good ideas into action and “step out into the deep water where the big ships are”
- Indeed, the journey has already begun. By publicly pledging to personally take specific actions to promote diversity, you are all “far from the shallows now”
- But the water will only get deeper and the current swifter
- And your diverse lawyers (those who currently work with you and those you hope will join you) as well as the new and incredibly diverse generation of leaders who are rapidly moving into positions of power and influence in every sector of our economic, political and social life – including at least 63 LCLD alums who are now GCs/CLOs and the 45 who are in significant leadership roles in law firms – will be watching to see whether you have the courage to sail into these uncharted waters
- Luckily, you do not have to pilot this ship on your own!
- LCLD is committed to be with you every step of the way – starting with the sessions today and tomorrow
- So even when the “weather start[s] getting rough and your tiny ship gets tossed” fear not: the courage of LCLD’s fearless crew are there to ensure that your own version of the S.S. Minnow will not be lost (especially not here at Harvard Law School where Martha Minow, for whose father Newton the boat was named, still teaches!)
- And with that, I turn the helm over to our own Thurston Howell III (AKA Robert Grey) who will guide you through the rest of the program!



Specialty
Cocktail

— Grey's —
GINGHAM
GUZZLER

Vodka • Mint • Lime
Muddled Blackberries

KIRKLAND & ELLIS