



# Paragon Legal 2025 Impact and Engagement Report

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Paragon Legal is pleased to present our 2025 Impact and Engagement Report. This report highlights the accomplishments of our **Diversity, Equity, Inclusion, and Belonging Council** which was founded in 2020 to deepen our commitment to diversity, equity, inclusion, and belonging at Paragon and beyond. The work of our DEIB Council is carried out by Paragon's dedicated Corporate Team members who advance the Council's goals throughout the year through the committees they have chosen to join.

## Paragon Legal's Diversity, Equity, Inclusion, and Belonging Council Goals

Our DEIB Council has three overarching goals, which both define our purpose as well as guide our efforts and measure our progress.

1

**To support diversity within our own team** by continuing to provide equal opportunities within Paragon and for our candidate pool, and to ensure that candidate vetting and presentation are done in an unbiased manner to help support diversity within our clients' teams.

2

**To cultivate a spirit of inclusiveness** and a feeling of belonging at Paragon by encouraging frequent and candid conversations around the issues of diversity, equity, and inclusion.

3

**To advance opportunities outside of Paragon** for individuals committed to diversity, equal opportunity, and inclusion through our Career Connect program, mentoring, and education.



## CAREER CONNECT

In 2025, the Career Connect program continued to advance Paragon Legal’s mission of expanding pathways into in-house practice while deepening engagement with clients, candidates, and law school partners. The Career Connect team invested significant effort this year in increasing program visibility, conducting targeted outreach to prospective partners, and clearly communicating the strategic value the program offers: access to highly capable new attorneys at significantly reduced cost, coupled with Paragon’s long-standing commitment to developing diverse legal talent.

To broaden awareness, the team highlighted past program successes—sharing stories of Career Connect attorneys who were placed at organizations including Affirm, Dropbox, Barracuda Networks, and a large nonprofit healthcare system. These narratives demonstrated the program’s real-world impact: fellows gaining hands-on, in-house experience directly out of law school, and many continuing on to extended engagements or longer-term roles with their host companies. Showcasing these outcomes helped reinforce the program’s credibility and attract new interest from both clients and universities.

**A major new focus in 2025** was the exploration of a structured mentorship initiative that would complement the existing fellowship model. After hearing from candidates, clients, and internal stakeholders, the Career Connect committee began designing a program to connect recent law graduates with experienced in-house attorneys across Paragon’s network. The goal is to expand access to in-house career paths, provide practical guidance from practitioners, and introduce early-career attorneys to flexible legal work and alternatives to traditional firm trajectories. Early feedback showed strong enthusiasm for a scalable, year-round mentorship offering that supports emerging attorneys even in years when fellowship placements may be more limited.

Together, these efforts reflect an exciting evolution of Career Connect. By expanding outreach, strengthening partnerships, and laying the foundation for a new mentorship track, the program is positioning itself as a comprehensive talent-development pathway—one that advances opportunity, prepares attorneys for modern in-house roles, and continues contributing to Paragon’s vision for the future of the legal profession.



## CAREER CATALYST

In 2025, Paragon Legal deepened its commitment to developing the next generation of legal talent by formalizing **Career Catalyst**, a new subcommittee within the **Diversity, Equity, Inclusion & Belonging Council**. This cross-functional group, composed of team members from Recruiting & Sourcing, Client Development, and Attorney Development, focuses on supporting law students as they explore and prepare for both in-house and law firm career paths.

Building on last year’s presentation at **Santa Clara University School of Law**, Career Catalyst launched targeted programming designed to provide practical, skills-based training for students from diverse backgrounds.

This year, we partnered with [Arizona State University's Sandra Day O'Connor College of Law](#) to host a series of **mock interviews** for students preparing for summer opportunities and internships. Members of our Recruiting & Sourcing team conducted individualized sessions, offering real-time feedback and coaching.



Career Catalyst also collaborated with **Southern University Law Center**, an HBCU, to deliver an **Interview Preparation Workshop** that highlighted the STAR method and strategies for responding to behavioral questions. The full subcommittee participated, including multiple members with family connections to Southern University and others with prior experience in law school career placement roles.

Through these initiatives, Career Catalyst is establishing a scalable model for meaningful law school engagement, one that equips students with the tools to succeed while strengthening pathways into in-house and law firm opportunities. This work reflects Paragon's broader commitment to diversity, equity, inclusion, and belonging by supporting aspiring attorneys as they embark on their legal careers.

Looking ahead, Career Catalyst plans to expand its partnerships with law school career centers. In Q1 of 2026, we will kick off the year with mock interviews at both Arizona State University and Southern University Law Center.



## Allyship Committee

In its inaugural year, Paragon's DEIB Allyship Committee focused on expanding awareness, elevating underrepresented voices, and fostering meaningful conversations across the organization. Grounded in the belief that allyship is an active practice, the committee intentionally highlighted perspectives across gender, race, ethnicity, neurodiversity, disability, and sexual orientation. Members often chose to spotlight communities they were not personally part of, reinforcing the idea that learning beyond our own identities is essential to effective allyship.

Throughout 2025, the committee shared a series of internal messages and external social posts that centered education, storytelling, discussion, and reflection. For [AAPI Heritage Month](#), colleagues offered personal narratives about identity and belonging, demonstrating the richness and diversity within the AAPI community.

During Pride Month, the committee [amplified LGBTQIA+ voices](#), including a powerful reflection from our MBA intern on what it means to bring one's full, authentic self to work. Women's Equality Day content connected historic progress to present-day equity gaps, reminding us that inclusion requires continued action.



The committee also prioritized observance-based learning to deepen cultural literacy.



Juneteenth messaging encouraged employees to explore history, acknowledge delayed justice, and take meaningful supportive steps. Communications for [Hispanic and Latino Heritage Month](#) invited reflection on representation, sourcing diverse perspectives, and translating appreciation into action.

Additional spotlights, including the International Day for the Abolition of Slavery, and the [International Day of Persons with Disabilities](#), offered accessible resources and pathways for understanding global human rights and accessibility efforts.



In September, to broaden perspectives on neurodiversity, the committee also hosted a Media Club session focused on the lived experiences of girls and women with ADHD. Participants were asked to watch [ADHD in Girls and Women | Martha Barnard-Rae | TEDxKinjarling](#). This TED talk offers a lens to explore a bigger question: how bias and expectations shape who gets seen, who gets supported, and who gets left out. The discussion considered how this example can help to strengthen allyship, not only for women with ADHD, but for anyone whose experiences may be overlooked or misunderstood because they don't fit into a common expectation.

Across all initiatives, the Allyship Committee anchored its work in three pillars: Awareness, Resources, and Support. In its first year, the committee laid a strong foundation for an inclusive culture where learning is encouraged, and every member of our community is seen and valued.



## Education & Training Committee

In 2025, the Education & Training Committee focused on moving our organization from awareness to action, especially around speaking up, rethinking “merit,” and honoring Indigenous communities.

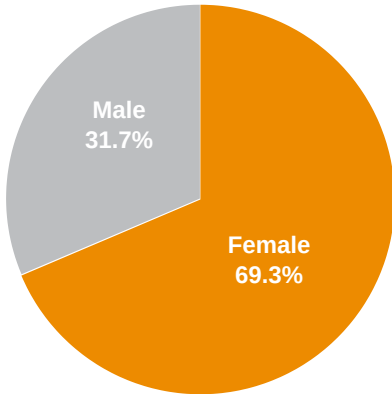
We opened the year with **“Breaking the Silence: From Bystander to Upstander,”** a corporate team-wide conversation about how silence can feel personally protective yet function systemically as permission for bias, exclusion, and harm. Using real workplace scenarios, breakout discussions, and a word-cloud reflection, colleagues explored who is safest to speak up, who carries the emotional labor of calling out harm, and how each of us can use our voice more intentionally. Participants left with concrete “next upstander actions” and curated resources for difficult conversations and allyship.

Midyear, our **“Meritocracy in the Workplace”** session invited employees, especially those in legal and leadership roles, to wrestle with the perceived tension between DEI and performance. Through guided discussion and case studies, we unpacked who historically defines “merit,” how traditional metrics (like pedigree or billable hours) can mask bias, and what a “middle path” might look like. Teams surfaced practical ideas such as structured evaluations, blind résumé screening, and sponsorship programs that expand opportunity without lowering standards.

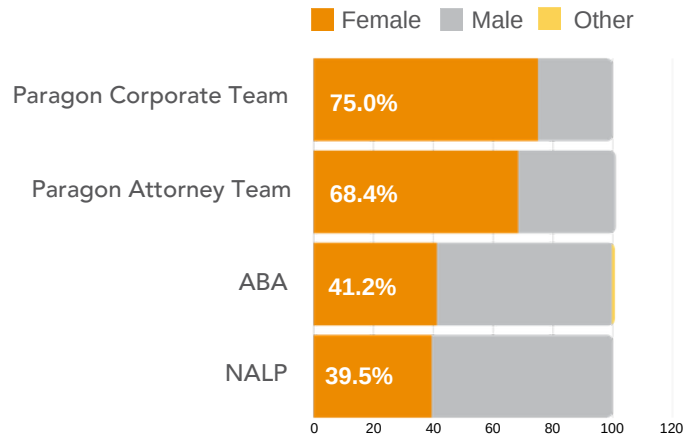
We closed the year by **centering Indigenous histories and foodways**. Ahead of the session, participants researched the Indigenous peoples of the land where they currently live and identified [two traditional foods](#) from that region. Using a [map](#) of pre-colonized North America as a visual anchor, breakout groups shared what they learned, how often these communities are erased from local narratives, and how surprising it was to realize that staples like chicken, beef, and pork are not indigenous to this continent. We also highlighted contemporary [Native chefs](#) and [restaurants](#) as a reminder that Indigenous cultures are present, innovative, and thriving today. Across these programs, our committee created spaces for reflection, vulnerability, and tangible behavior change, helping colleagues practice being upstanders, redefine fairness, and more fully recognize the communities whose lands we live and work on.

# By The Numbers

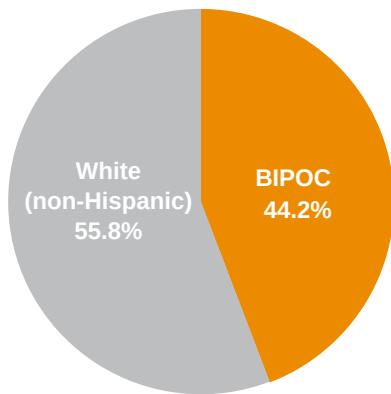
**Paragon Gender Representation: Corporate and Attorney Teams**



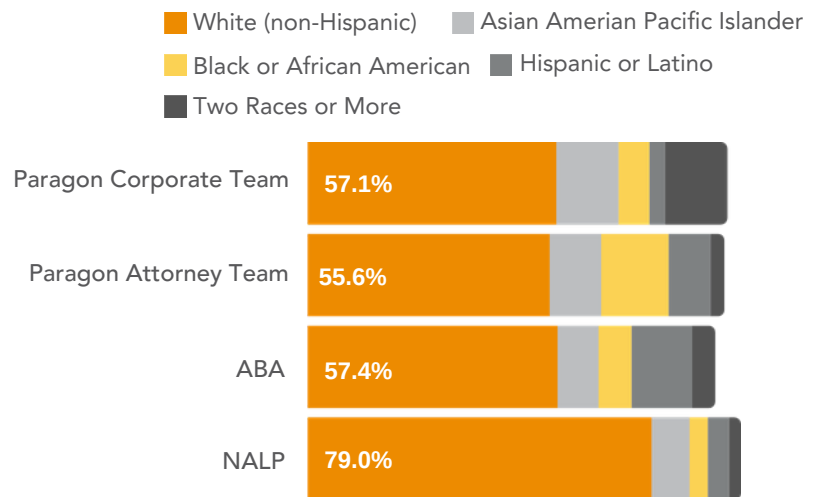
**Gender Breakdown Comparison**



**Paragon Black, Indigenous and People of Color Representation: Corporate and Attorney Teams**



**Black, Indigenous and People of Color Breakdown Comparison**



\*2024 American Bar Association Profile of the Legal Profession

\*\* 2024 NALP Report on Diversity in U.S. Law Firms



Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for.

- Barack Obama

## Paragon's Diversity Statement

At Paragon Legal, we put **people first** and cultivate an inclusive environment where everyone is **welcomed, supported, and celebrated** as individuals. Diversity has always been a valued part of our culture. It is our heritage and our legacy. We define excellence as the continued commitment to doing right by our people. We believe that the best way to deliver the highest quality talent and service is to **embrace our differences**.

### Diversity

Diversity at its core, is not simply about race, ethnicity, religion, gender, or any other group or class of individuals. True diversity also requires embracing differences in perspectives and experiences to foster greater understanding, adaptability, and decision-making. It's about driving progress through maximizing and leveraging those unique attributes to create something that is greater than the sum of its parts.

### Equity

Equity can only exist where the playing field is level. Equity is equality of access, opportunity, and treatment, regardless of race, ethnicity, religion, gender, or identity.

### Inclusion

Inclusion is about more than the presence of unique individuals. It's embracing their uniqueness, celebrating their differences, and ensuring that their unique voices are heard.

### Belonging

Belonging is the intended outcome of our DEIB efforts where people across the organization feel valued for who they are and for their contributions to the growth and success of the Organization.