

The Legal Mind Podcast:

Disability, diversity and inclusion with Reena Parmar

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Rose: Hello, and welcome to the Legal Mind podcast from LawCare. I'm Rose Donnelly, Engagement and Development Manager at LawCare, and I'm delighted to be joined today by Reena Parmar. Reena is passionate about equity, diversity, and inclusion, and is a vocal advocate for disability and neuro inclusion.

Reena has her own nonvisible disabilities. is a parent carer for neurodivergent children and also a carer for a disabled parent. Alongside a thriving legal career as counsel specialising in debt capital markets at an international law firm, Reena is the appointed chair of the Law Society of England and Wales Disabled Solicitors Network.

Her advocacy on disability and neurodiversity led to Reena being featured as a role model on the first enable role model list by involved who was also shortlisted for the inaugural Legal Heroes Award by the Law Society. Reena. I also saw a couple of weeks ago, you'd been nominated for a Women and Diversity in Law Award, and that last week you were named Champion of the Year at the Inspirational Women in Law Awards. So, congratulations on those two.

Reena: Thank you.

Rose: So Reena, to begin with, could you tell me a little more about the impact for you of having a non-visible disability?

Reena: Well, thank you for, for having me, Rose. I'm delighted to be here discussing this with you today. In terms of My nonvisible disability, I am one of many people who acquire a disability during their working lives.

I talk a lot about the importance of wellbeing and that's because I learned too late the importance of looking after my own mental and physical wellbeing. Working culture and neglecting self-care in an effort to meet expectations in the early years of my legal career were major factors in acquiring my disability.

My disabilities are often not visible. And they developed during my working career around nine years ago. I have, several conditions, fibromyalgia, endometriosis, axial spondylarthritis, and peripheral inflammatory arthritis, among other things. And these are dynamic fluctuating conditions that can impact my working life in different ways day to day.

In particular, I experience widespread chronic pain and fatigue, and at times I have restricted mobility. I manage my symptoms in a number of different ways. Flexible working and predominantly working from home are very helpful for me as those allow me to better manage my energy. But I do try and get into our 100 Bishopsgate office at least once a week to have face to face meetings.

That's important to me because it helps me feel a sense of connection with my team. And I choose to be open with my colleagues about the challenges that these non-visible conditions present to me because I feel that open and honest communication allows me to better manage relationships and expectations at work.

My partners and colleagues have always been very supportive and willing to make adjustments for me as and when needed. While I was learning to live with my diagnoses and having to make some serious lifestyle changes and work out how to manage my professional career alongside my conditions. I felt quite alone because no one spoke openly about health conditions or disability back then.

So, I chose to use my skills to become a disability advocate within the legal profession, to create a sense of community and to try and drive inclusion and change for those that follow in my footsteps.

Rose: Thanks, Reena. That's quite a lot to have come to terms with and to learn how to manage alongside work.

So it sounds like you've managed it really well, but I'm sure it wasn't always easy and you still have some difficult times now. I believe that you also have carer responsibilities, both for your mother and for your children. How do you cope with managing these as well as work and normal family life?

Reena: So I'm, I'm a parent to two neurodivergent teenage boys and a carer for a disabled parent, all of whom have struggled with their mental health alongside their disabilities at various points. You know, as a carer, I talk a lot about caring responsibilities. Unpaid carers play an essential role in society, but they're often forgotten in the diversity and inclusion conversation, which is sad because they need support too.

And speaking from personal experience, it can be hard to juggle caring responsibilities with work and professional responsibilities. It can be challenging to maintain the right balance between giving to and supporting your loved ones while also looking after your own mental and physical wellbeing.

And it's a constant juggling exercise for me, which can be immensely fulfilling at times and incredibly draining at other times. In terms of how I manage these responsibilities alongside work and family life, there are, three things that I would say are my keys to success. The first is organisation.

So, for example, at home, we have a shared family diary on all our mobile phones so that everyone knows everyone else's whereabouts. And at work, at the start of each week, I block out time in my working diary for necessary personal commitments, such as taking my children to medical appointments. NHS medical appointments almost always take place during working hours, and so I have to work around that.

But being transparent with partners and colleagues about when I am or I'm not available helps me to manage expectations. And I try to front load work and prepare for important meetings well in advance so that unexpected changes such as feeling unwell or caring commitments don't throw me off course.

The second factor is, around teamwork. So, teamwork, collaboration and flexibility. At home, that means my husband and I are clear about which one of us will be at home to manage the kids and the dog if the other has working commitments. Unfortunately, my husband often gets the raw end of the deal there.

And sometimes being a team player at work means being flexible with your time in order to meet work commitments. And while flexible working can blur the lines between work and home, making it harder to switch off. For me, it's essential because it allows me to balance my personal and professional obligations.

And then the third factor is maintaining a growth mindset. And by that I mean keeping an open mind, embracing change as that provides an opportunity to grow and develop personally and professionally, and saying yes to new opportunities. Now, I'm naturally averse to risk and averse to change, so that's a constant work in progress for me.

But, trying to keep that growth, mindset front of mind and saying yes rather than no to new opportunities has actually helped to open doors for me professionally in positive ways I never could have anticipated. So, that's how I managed to juggle work and life.

Rose: Sounds like it's a constant juggling act, in fact, but I think, that whole saying yes to things, especially when you are.

A bit risk averse. I'm the same. It's, such a sort of big step to take, but once you start doing it, you do find it becomes a bit easier, don't you? And actually, you're glad you did it a lot of the time, I think. So, thinking about that, can you tell me about the disability network that you set up at Freshfields and why you wanted to do that, how you did it and what you feel the impact of it has been?

Reena: Sure. Well, my personal journey with disability led me to becoming a founding member and co-chair of the Freshfields UK Employee Disability Network called Freshfields Enabled. Freshfields Enabled started off as a small group of people committed to making our UK offices more disability inclusive. Some of us had poor experiences with workplace

adjustments, some wanted to give and receive support from others with lived experience of disability.

Others had disabled team members and were keen to support them better. And we also had allies who were keen to help advance our inclusion agenda. And in that respect, I have to give a big shout out to my colleague, Lauren Jackson, who led the charge in bringing this community together as a fledgling network.

So the network was originally formed to bring colleagues with lived experience of disability together as a community for mutual support to promote disability as a key part of the diversity and inclusion agenda. And to discuss ways in which the workplace could be more supportive of our community.

Together, the founding members established a network focused on supporting, advocating for, and championing colleagues with disabilities, long term health conditions, caring responsibilities, and more recently neurodivergence. In terms of personal motivation, the pandemic was a big turning point for me because it gave me the opportunity to reflect on what I could actively do to create a more inclusive culture within the profession, rather than focusing on what I couldn't do as a result of the barriers that I faced.

I embrace saying yes to opportunities rather than my previous default of no, which was driven by fear of the unknown. And that change in mindset was transformative for me. It gave me the drive and the passion to want to make a difference and the rest is history. I went on to co-chair Freshfields Enabled for two and a half years, and later on I became chair of the Disabled Solicitors Network.

This also motivated me to become a Senior Business Services Mentor for Black, Asian and Minority Ethnic colleagues within our UK Business Services team and a Mental Health First Aider. As a network, Freshfields Enabled have had impact in a number of ways. Notable achievements have included Raising awareness around disability and neurodivergence through collaborating on a series of internal disability confidence webinars that drove engagement from allies, colleagues and stakeholders from across our UK business.

We also worked with a variety of stakeholders in connection with our move to 100 Bishopsgate to ensure that those premises were as accessible as possible. We hosted a safe space for storytelling around disability and neurodivergence. Some members of the network have openly shared their disability stories, and that has had tremendous impact in terms of raising awareness and has also fostered allyship.

We have collaborated with our Early Careers team to host an annual virtual insights event for students with disabilities or students that identify as neurodivergent. To support them with the trainee associate application process, we have collaborated with our diversity inclusion team and UK business disability forum in order to review and improve our existing workplace adjustments process.

We've established a specific neurodiversity working group within the Freshfields Enabled Network, we've worked with our diversity inclusion colleagues to encourage UK employees to share their disability data because better data will lead to more reliable reporting, but also allows to make more evidence-based decisions and formulate strategies to help us become more disability inclusive.

And we've considered intersectionality, and we've used that to collaborate with other networks, rather than operating in silos. And I would urge all network leaders listening to this podcast to focus on that. So recently the Freshfields Enabled Network hosted a Women's Health Week in collaboration with our Women's Network and we have an upcoming collaboration with our Mental Health Affinity Network for the International Day of Persons with Disabilities where we're hosting an event to explore the interface between mental health and physical health.

So, we've achieved some great things as a network, but we did encounter challenges along the way. It wasn't always smooth sailing. And in that respect, I realized pretty early on that disability and neurodivergence warrant a different approach to other aspects of diversity. Because it's not enough to just raise awareness, educate and hold events.

In order to drive meaningful change in this space, you do have to unpick every policy, procedure, process and system to assess whether it's truly accessible and disability inclusive. And that is a big job that it can be quite hard to wrap your arms around and at times. That felt incredibly overwhelming for me as a network leader.

I had to accept that we couldn't tackle everything at once and that we had to be very strategic and targeted in our focus areas. I also had to be quite realistic in terms of the commitment that committee members can make to the network on top of their day jobs. Advocacy takes up valuable time and energy and that can be hard when you're already working that much harder because of disability or neurodivergence to simply show up and do your best every day at work.

Rose: Yeah, I mean, I was, I was just going to say, I'm, I don't know how you found time to do all of that, you know, and it is hard to, keep the energy going in groups and networks as well, isn't it? And to, especially when you come up against challenges, you know, from time to time. It can sometimes feel like a bit of a battle but, it sounds like you've done some really amazing stuff with that network. And you've also been the chair of the Law Society of England and Wales Disabled Solicitors Network for the last two years. So what does that actually entail and what have been the experiences for you? I mean, both positive and negative.

Reena: I joined the Disabled Solicitors Network (or DSN) as a committee member in 2021 and I went on to become chair of the network in 2022.

I've just had my one-year anniversary as chair. So, that's gone by in the blink of an eye. The DSN promotes equal opportunities for disabled people within the legal profession. And members of the DSN come from a wide range of backgrounds and include students, retired solicitors, paralegals and academics, as well as solicitors.

This network was formerly known as the Lawyers with Disabilities Division. But we changed our name to the Disabled Solicitors Network as we felt that that better reflected the social model of disability that was developed by disabled people and that we support, which says that people are disabled by barriers in society and by people's attitudes and not by their impairment or difference.

Disability is not a minority issue, but historically, it hasn't been given the same priority as other diversity characteristics. And the legal profession has been behind the curve in addressing that imbalance. And that's led to a historic perception that the profession is not inclusive of those with disabilities or neurodivergence.

But while that may have been the case in the past, I'm pleased to say that that is changing and that I've observed a gradual shift in the profession since 2020 with firms acknowledging that disability inclusion is just as important as other strands of diversity in terms of equity, diversity and inclusion strategies.

And the DSN has played a key role in creating that dynamic shift within the legal profession. There are so many impactful DSN initiatives that I could highlight, but I'll limit myself to just a few. The first relates to the legally disabled research from 2020. That was instrumental in terms of the increased focus on disability inclusion within the legal profession.

That research was co produced between Cardiff University Business School and a number of other organisations, including the DSN, the Law Society, City Disabilities, the Association of Disabled Lawyers, and your very own Elizabeth Rimmer of LawCare. This research was impactful because for the first time, senior leaders in law had an evidence-based report that highlighted the inequalities faced by disabled lawyers in the profession, as well as a list of recommendations for areas of improvement.

Now, in the past, organisations might have ignored disability on the basis that it was just too hard to tackle. However, it was apparent to the DSN that there were some simple steps that, that firms and in house teams could take to make a positive change and improve disability inclusion. And that led the DSN to formulate an easy wins and action points for disability inclusion document, which sets out some easy wins, questions to get discussions going or starting points for further work.

With separate recommendations for larger organisations and small organisations. And we think that provides a useful framework to get the conversation about disability and neurodiversity inclusion started. And my advice to, to those who perhaps just don't know

where to get started is to start with that document because it gives you some of those kind of building blocks to get that dialogue going.

The DSN has also published a best practice guidance note for reasonable adjustments to help organisations better understand their legal obligations in terms of reasonable adjustments and how to implement them. That guidance includes real examples from many firms and organisations that have been collated to share best practice of what is being done across the profession.

And it covers both hard adjustments such as Office equipment and assistive technology and soft adjustments, such as flexible working by sharing this best practice guide. We hope that this will start to break down some of the barriers to entry in the profession for disabled and neurodivergent individuals.

The DSN also supports individual member queries. We support students, for example, we're in the process of developing guidance for disabled people entering the profession, and we're liaising with the SRA on SQE assessments. We also share best practice, so we help to source and develop case studies, there are some recent ones on autism and workplace adjustment passports on the Law Society website.

And we've also hosted networking events to provide our network members with an opportunity to network with each other and with others in the profession. So those are some of the ways in which the DSN has driven positive impact. Most of these were under the leadership of Jane Burton, the immediate past chair of the DSN, and Yasmin Shaikh, the immediate past vice chair.

with the support of Chris Seal, who is the Law Society Diversity Inclusion Advisor that supports the DSN. And I think it's really important for us to acknowledge their efforts alongside the efforts of the broader DSN committee in this space. But for me, Personally, one thing that I'm particularly proud of since becoming chair myself is helping to grow the profile of our network, not just among those that identify as disabled or neurodivergent, but also with allies and with other organisations and firms that are reaching out to us.

So, for example, we're actively supporting the work of the Legal Neurodiversity Network. For anyone that's interested in following the work of the DSN, then please do search for the Law Society Disabled Solicitors Network on LinkedIn and you can become part of the DSN by signing up to receive communications from us on the MyLS part of the Law Society website.

Anyone is welcome to join the DSN. You do not have to be a solicitor or to identify as disabled or neurodivergent to join our network. But then in terms of challenges, because I'm conscious that the other part of your question around experience is positive negative, in terms of challenges, the role as chair of any work is an important role, which comes with heavy responsibilities, and fatigue and burnout are never too far away, because it's not

easy to manage, competing demands on my time between my day job. My health, my caring responsibilities and my voluntary disability inclusion work.

Rose: Yeah, I can imagine that's something you do have to have nearer the front of your mind, perhaps more than a lot of people just to sort of be thinking about those. So in terms of fatigue and burnout, what strategies and boundaries have you put in place to protect yourself against those?

Reena: That's a great question. And I think the challenge with equity, diversity, inclusion work, whether that's part of your day job or something you support as a volunteer, is that you're in it for the long game. You can see small positive shifts and changes here and there, but big things like changing culture take time, and it can be disheartening when you're constantly pushing for change and advocating for others, but change is slow, or perhaps even going in the wrong direction.

And when you factor in disability, neurodivergence, mental health challenges or caring responsibilities alongside, that can leave you vulnerable to fatigue and burnout. And for me personally, I'm immensely thankful for the platform that I have to drive change, but that also leaves me vulnerable to people asking for more from me than I can realistically give.

And for me, those constant asks and giving to others has left me close to burnout at times, as my tank has run so low that I've had no energy left over to look after myself and my own needs. I am working on getting better at saying no to people, but as a people pleaser, I find that really hard. Over time, I have developed and found various strategies that I use to manage my own energy and avoid fatigue and burnout.

I spend time with my dog, Rocky. I'm outside with him every day in the fresh air and in nature. And that has been so good for my mental and physical health. I also have bookends to my working week. So, on Mondays, I take time to critically assess my diary and commitments for the week ahead. That's to avoid spreading myself too thin, and as part of that, I actively build in rest breaks.

And then on a Friday, I take time on a Friday morning to reflect on what I've achieved that week, so the positive, rather than focusing what I haven't managed to strike off my to do list, which is more negative. I also consciously dedicate time in my working diary to the things that give me energy, such as my disability inclusion work, mentoring and forging connections with others in the profession.

So, by way of example, I will try to block out Friday afternoons for my equity, diversity, inclusion work. And around all of that, I work flexibly so that I can manage my energy and take time to rest and recentre when I need to.

It's not all positive. I do sometimes get stuck in a cycle, and I call this my Dory mode, like Dory and Finding Nemo. My brain goes into a just keep swimming mode when I'm busy

because my brain is on the, you know, it says to me, just keep going and I forget to look after myself. And for me, stress fatigue and burnout manifests in a variety of ways. Principally disrupted sleep, intense pain and fatigue. I get grumpy, terse and impatient.

I will withdraw from social commitments and avoid calls from friends and family. I rely on my colleagues, my friends and my family to tell me when they see these signs of fatigue and burnout because I'm not very good at picking up on them myself. And so I asked them to actively call me out when they see the signs.

And sometimes when they do call me out, my principal reaction is to say no, that's not right. I'm fine. I'm okay. But I've got better at, at listening and just digesting, reflecting. And, you know, that just means that I can make intervention sooner rather than later so that I don't get to the point of reaching burnout or fatigue kind of levels where I can no longer function.

Rose: Yeah. And I think that being able to rely on people is so important because I think that's also part of people pleaser perhaps in you that you will deny that you're fatigued, or, you know, trying to do a bit too much, because you want to be able to do everything that you've committed to and that's just not always possible.

And, you know, sometimes it's fine to say, I'll do that next week, or. That can't happen for a month even, it's getting to that stage is quite, quite difficult sometimes isn't it. I really like the idea of having a sort of positive moment on a Friday, you know, what are the things that I've done and what have I achieved and I think that's a really good way to finish off the week as well. I'm going to try and try and incorporate that into my own work weeks.

Reena: Well, I will always do a LinkedIn post at the end of. Of every week and that starts with a reflection on my Friday morning of all the great things that I've attended or you know been part of and for me that actually means that I'm going into the weekend on a high note feeling really uplifted rather than getting to the weekend and thinking "crikey, I've got so much to do" rather than "I haven't done it. Maybe I should be working a little bit more". It just allows me to draw a line under what I've achieved that week, and it just, yeah, makes me feel really good.

Rose: Positive reinforcement is a powerful thing, isn't it? And I think, I don't think we do it for ourselves enough. So yeah, that's a great tip.

So, as you know, Reena, LawCare is all about supporting legal professionals with their mental wellbeing and health. How has your mental health been affected by your experiences? Would you be happy to talk a little about the cultural sensitivities around mental health?

Reena: Sure. Well, you know, in my own experience, mental health and disability are connected. If someone's disabled, has a long-term health condition, or is neurodivergent,

the chances are that that will negatively impact their mental health in some way. In terms of my own personal experience of mental health, internalised ableism and an inability to switch off mentally are constant challenges for me.

I feel like I have to do more and do better, effectively, deliberately overachieving, and, you know, maybe that's to make up for my disabilities. I don't know. But to be clear, that pressure doesn't come from others. It's an internal drive for me and I find it hard to have an internal dialogue where I tell myself to stop.

Enough is enough. It's time to rest and recharge. And that's why I asked friends and family to call me out. I do feel a sense of responsibility to break down barriers and prove to people in the profession that people with, you know, disabled people can make valuable contributions. And so I do push myself hard to keep going. I push myself much harder than I would push anyone else, which I know is completely unreasonable.

I'm also not very good at switching off mentally, my brain is always on work mode, so I do have to make a conscious effort to disconnect. My mental health fluctuates according to my health and the severity of the symptoms that I experience and some days I feel stronger, more resilient, better able to cope and on other days my resilience falls, and it can be really hard to maintain a positive outlook.

I do get particularly frustrated when my health stops me doing. The things that I want to do. So, you know, when chronic pain or restricted mobility mean that I have to cancel plans at short notice, I find that very frustrating. I have previously done a cognitive behavioural therapy course on managing chronic pain, and that was helpful in terms of accepting, and challenging some of my own thought patterns.

I've recently received a new diagnosis, which has definitely impacted my mental health and I've deliberately given myself some time and space to process and accept that. And that's something that I haven't given myself the permission to do before. So perhaps I've grown in that respect.

My caring responsibilities have also triggered and continue to trigger periods of depression. I give so much of myself to others that, you know, sometimes there is nothing left for me and that's when my mental health is most impacted. I definitely find it hard to accept support generally, but I'm particularly bad at accepting it when I'm in a period of poor mental and physical health.

Effectively, the time when I need it the most, and that's something that I'm working on. And rationally, I know that there is no shame. And accepting help and support from others. But I do think that there are some cultural nuances at play here for me, and by that I mean that in some cultural communities, my own included, mental health is not discussed openly or acknowledged full stop.

There is a lack of understanding and a perception that someone that has mental health challenges is weak and unable to cope and get on with life. The older generations don't talk about their mental health at all. And so therefore there's very limited giving and receiving of informal social support in this respect.

My mother is an example of this. She experienced depression for as long as I can remember. But she never received the family and social support that she needed. And she has never sought professional help due to fear and perceived stigma, and that's been tough because even though we've encouraged her to seek help, she really has so much fear and anxiety in her that she can't bring herself to be open.

That dynamic is starting to change now. In my cultural community, as younger generations talk more openly about mental health, but these cultural perceptions can and do still have tremendous impact. And in that respect just thinking about the workplace, I would encourage line managers to accept that employees from certain backgrounds may be reluctant to talk about their disabilities or seek help when they're struggling with mental or physical health, perhaps because from a cultural perspective, they're not used to being open about this or because they have a fear of being treated differently in the context of career progression.

And I think that needs to be approached in a creative and sensitive way. in a way that does not force that employee into a zone of discomfort. Um, I'd also just like to add that for those that do have a long-term illness or disability, there is a great article on the Law Care website that explores the connection between illness and mental health. So I would encourage your listeners to take a look at that.

Rose: Yeah, I think that's all really helpful to sort of just for other people to think about things, in a, culture that's different to their own or a different way that they've been brought up or worked. So it's really helpful just to think outside the box in those sort of circumstances, isn't it?

And how would you say that your experiences have affected your leadership style?

Reena: So, for me, leadership is not about a title, it's about a mindset. For me personally, it's about shaping culture, it's about providing opportunities to others who may not have had those same opportunities, investing in others for the greater good, being an active advocate and ally, and supporting, coaching and mentoring people to help them progress.

While my disability has had and continues to have a profound impact on my life, I am actually quite grateful for the journey that disability has taken me on, because I think that my experience of disability has actually made me a better leader. It's made me a better colleague, employee, professional, ally, advocate.

I have learned and refined a number of things along my disability journey, such as effectively communicating my needs, and also providing a safe, open, and judgment free space for others to do the same. The ability to respectfully call out non inclusive behaviour, the importance of authentic, honest and vulnerable leadership, and the need to nurture an inclusive, caring and supporting environment for team members to thrive.

I now understand a lot more about myself and the type of professional leader that I want to be because my disability forced me to look within and reassess my values and priorities. And what I've learned along the way actually helps me to perform my job to a higher level than pre disability. But it also allows me to tap into the caring and nurturing side of my personality in the workplace, which has been immensely fulfilling for me personally.

And my journey has shown me that change is natural and not something to fear, so I've chosen to embrace that as part of my own personal and professional evolution. I try to use my position to role model inclusive leadership through openly displaying and talking about cultural values that I hold dear, and in my experience setting the tone from the top has a trickle-down effect which then filters through to those that you work with.

By way of example, I am always honest about my physical and mental health challenges, as well as, you know, the highs and the lows. Everyone has their good and bad days. I very much try to avoid giving a perception of perfection, or that things come naturally or easily to me, as that then gives others the permission to talk about their challenges, too.

Rose: Yeah, I think it's that real demonstration and storytelling style, isn't it, that helps other people to see "oh, it's not just me that's feeling this way" or "it's not, you know, everyone has bad days, everyone has challenges, and it's alright to talk about those". I think it really helps to make you a more rounded person as well, doesn't it?

It's great for work, but also just has a positive impact on your personal life and your relationships with your friends and your family and everything. So it can hopefully only be a good.

Finally, my last question. What do you hope the legal workplace will look and feel like in 10 years' time?

Reena: Gosh, that's a big question. I hope that in 10 years' time, the equity, diversity and inclusion conversation will have moved on from why disability, neuro inclusion and mental health are strategic imperatives. I would like to be in a world where all large businesses recognise the value of disabled and neurodivergent talent, as well as those experiencing mental health challenges, and those businesses strive to support all individuals to be the best that they can be in the workplace.

I also hope to see a greater mix of diversity on partnerships, on boards, and at C suite level where the focus will hopefully by then have moved on from gender and ethnic diversity to

also include disability, neurodivergence, and mental health. And, you know, having role models with intersecting identities represented at the most senior levels of the profession will help generate more open dialogue and give much needed hope to junior talent around career prospects and progression. So, I hope that in 10 years' time, we have a lot more role models talking openly about their experience.

Rose: I think that's, that's a really positive hope. And also, I think it's something that we can think will really happen. I mean, looking at the conversations, and the actions, that are happening now. I think it's definitely something we can aim for; we can get there and achieve.

It's been so great to talk to you, Reena, because you are such a positive person and you have so many great different types of experience bring into play. And I think it really helps for people to see that, and to see it happening in real life in a big, large law firm, and that you really are having a great impact on the legal profession.

Reena: Thank you so much.

Rose: Thank you so much for joining me. It's been really great.