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**case 2-697-706**  
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## Global Firm and Local Labor: Delivering Paid Parental Leave

*“We have no business success without wholeheartedly embracing diversity through equitable structure and inclusive culture. With more than 40,000 employees across 70 countries, we have no choice but to be inclusive—not just because it’s the right thing to do but because we cannot deliver on our promises to our customers and stakeholders without this.”*

Maya Marshall, Chief People and DEI Officer,  
speaking to the TriBrown Services Board of Directors, September 2022

Maya Marshall and TriBrown Services<sup>i</sup> saw eye-to-eye on diversity, equity, and inclusion (DEI). It was obvious from her interview process to join TriBrown in 2018 that they shared a commitment to three cascading principles of DEI work:

1. DEI success is integral to achieving strategic and business objectives.
2. Diverse representation is a long-term reflection of attention to and success in equity and inclusion.
3. Success in organization-wide equity and inclusion requires the execution of change efforts that are undertaken with organizational culture at the top of mind.

Marshall joined TriBrown, a multinational industrial technology company, as the Vice President of DEI in February of 2018. With her extensive cross-functional experience spanning information technology, management consulting, human resources, and DEI (see **Exhibit 1**), Marshall understood that achieving long-term DEI success in large, matrixed, and multinational organizations necessitated a firm commitment to DEI from the leadership team. She also knew that this commitment needed to extend to middle managers, who play a crucial role in implementing DEI strategies and fostering inclusive cultures in their units and teams daily.

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<sup>i</sup> Maya Marshall and TriBrown Services are fictional.

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