

Spotlight on Our Alumni**Sam O'Rourke Helps Facebook Navigate Its Rapid Growth**

Sam O'Rourke is Vice President and Deputy General Counsel at Facebook. He was an associate in White & Case's Silicon Valley office from 2005 to 2008, focused on intellectual property and litigation.

Q. What jobs did you have before becoming a lawyer?

I've been working since I was 12. My first job was in a toy store. After that

I drove cars off a cargo ship, I hand-bottled beer in a brewery, I was a short-order cook, I ran a summer camp, I worked in a prison and many other random things. My first legal job was at Orrick in Menlo Park as an intellectual property (IP) litigator.

Q. How did you become involved in the intellectual property area?

As a summer associate, I was assigned to work on a patent case that was in pre-trial. It was pretty intense work for a summer associate in 1998, when most summer programs were about parties and schmoozing. I worked on motions in limine and exhibits, etc., and got a crash course in patent law. I realized how interesting the intersection between technology and law was and pretty much worked exclusively in IP ever since.

Q. How was the transition from working at a law firm to becoming an in-house counsel? How does the White & Case culture differ from the Facebook culture?

The transition was difficult in the sense that I was going from working exclusively on patent litigation to working on a much broader set of legal issues. I was Facebook's fifth lawyer. There were a ton of legal issues that needed to be handled, and not that many bodies to do it. In the first year I was at Facebook, in addition to patent litigation, I worked on IP transactions, building a patent portfolio, licensing, class actions, term enforcement (spam, hacking, scraping, cloning, etc.), employment issues, multiple litigations related to the founding of the company and many other things. It was challenging, but very exciting.

The other transition I had to make was related to mindset. Facebook is a fast-growing, disruptive company and, therefore, its lawyers must be risk-intelligent rather than risk-averse. It's important to be able to quantify risk and to advise the company on what risk is acceptable, particularly given the uncertainty in the law that exists in many areas we deal with. It's essential to make these judgment calls because Facebook lawyers who simply say no to every potential risk quickly lose credibility with the business. This actually creates more risk because the business will be wary of looping you in if they feel you are always slowing down the process by being unreasonably conservative. This was essential for me to learn because in situations where a particular risk is unacceptable, I'm able to draw upon the credibility I've built to get the best result for the company.

"I'm proud of the company and the way we've navigated significant challenges over the years to exceed all expectations of what we could be and what we could (and can) contribute to the world."

There were pretty stark differences between Facebook culture and White & Case culture (or any law firm culture, for that matter) when I got to Facebook. This is unsurprising given how different the two businesses are from each other. At the time, Facebook's management team was made up of people in their early 20s. The mantras of the company at the time included "move fast and break things," "done is better than perfect" and "the biggest risk is not taking enough risk," sentiments that are obviously at odds with how White & Case operates. That being said, over time Facebook has matured, and I think White & Case has become more progressive in how it works with tech clients like Facebook. So I think the cultural differences are less pronounced now than they used to be (although there is obviously still a decent-sized gap due to the nature of the services the respective companies provide).

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ALUMNI Moves

Tell us where you are and what's new with you. Please submit your job moves, appointments and/or achievements of note by emailing us the details you would like to share at alumni@whitecase.com.

Contact Information

To update your contact information, please email alumni@whitecase.com.

We invite you to reconnect with your fellow alumni via the White & Case groups on Facebook and LinkedIn.

Alumni Careers in Motion

■ Elizabeth Alpass

(London/Hong Kong, 2006 – 2008, Banking and Litigation associate)
Moved from CMS Cameron McKenna to RBS Group in London where she is Senior Investment Counsel.

■ Lisa Clute (formerly Hill)

(Moscow, 2001 – 2002, Disputes associate)
Moved from Legal Director of the Americas for National Instruments to Emerson Process Management in Austin, TX where she is Associate General Counsel.

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Q. You're an integral part of one of the world's fastest-growing businesses. What work do you focus on at Facebook?

I'm the head of IP for Facebook, so I oversee anything that has an IP component to it. My team handles IP strategy, counseling, policy, technology-related transactions/partnerships, litigation, licensing, acquisitions, portfolio development, branding/trademarks, copyright, notice and take-down/intermediary liability and open source/standards. I personally focus mostly on high-level IP strategy and counseling for the company as well as important litigation matters, complex deals/partnerships, IP acquisitions, M&A deals/integration and licensing. I also oversee all legal matters for Instagram, which is largely run as an independent company.

Q. When do you feel most challenged at your job?

It's not often that I don't feel challenged by my job. We continue to experience massive growth (from 400 to almost 8,000 employees and from 60 million to 1.2 billion users in the six years I've been here). We've been through a huge IPO. We've experienced large technology shifts, such as the move from web to mobile. We've done a number of large acquisitions. We've had some high-profile litigation. The legal and regulatory landscape

relevant to our business is also constantly evolving. We are a well-known, high-profile company that draws a lot of attention, both good and bad. All this adds up to a job that is pretty consistently challenging.

Q. What work have you done at Facebook that you are most proud of?

It's hard to pinpoint anything specific. I'm proud of the company and the way we've navigated significant challenges over the years to exceed all expectations of what we could be and what we could (and can) contribute to the world. I'm proud of my contribution in building the company as a whole and the legal department specifically (from five to about 100). And I'm proud of my role in maintaining the culture of the company and legal department through the massive growth we've experienced. Our culture is our secret weapon.

Q. How do you relax—both at work and away from work?

I like to spend time with my family, and I enjoy surfing and photography. I live on the coast, which helps me escape the echo chamber of Silicon Valley on my downtime.

Maja Hazell Aims to Take White & Case to the Next Level in Diversity and Inclusion



Maja Hazell is White & Case's new Director of Diversity and Inclusion. Born and raised in the Bronx, New York, she graduated from Yale University and Georgetown Law School, and worked as an associate at Simpson

Thacher & Bartlett LLP before turning to a focus on lawyer career development and diversity and inclusion.

For more information on the success of the Firm's diversity efforts, see "White & Case Ranked First in Diversity Among Large US Law Firms" on page 5.

Q. What was your first job?

When I was 14, I was hired as an administrative assistant for a golf equipment manufacturer just four blocks from my house in the Bronx.

Q. What was law school like for you?

It was a fantastic experience! Georgetown Law School had a very supportive environment with diversity among faculty and senior staff. It had two African-American deans, whom so many of us saw as a great support.

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Q. What attracted to you work in the diversity and inclusion area?

I was drawn to diversity and inclusion for organizations because the workplace is fascinating, as one of the most integrated places people experience. Many often live, socialize and even worship in fairly segregated spaces, and work is where we often interact with and learn about people of different backgrounds and cultures. I am relentlessly optimistic about the potential for people to connect across differences.

Q. Where did you work before White & Case, and what work were you most proud of there?

I was head of diversity at Fried Frank in New York. I am most proud of the pipeline program we created with Hunter College of the City University of New York, one of the most diverse public colleges in the United States. The pipeline program contributed support and money to Hunter pre-law students to take LSAT prep courses and logic and analysis courses, resulting in significant test score gains that qualified many students for first-tier law schools and financial aid.

Q. Why did you choose to come to White & Case?

I wanted to apply my skill set at a truly global law firm and focus more broadly on organizational development and strategy. I was impressed by the Firm's strategic change management initiatives over the past several years. I thought that this was a law firm that was serious about running itself as a business, and that I could really make a contribution to it. And I was impressed by the Firm's phenomenal track record for diversity and inclusion. I wanted to take what was already great in the Firm to the next level.

Q. What is the next level for diversity and inclusion at White & Case?

The next level is to take the Firm's already inclusive culture and leverage it to make the Firm a thought leader in assisting our clients in their diversity initiatives and in this space in the legal profession. White & Case is not getting enough credit for its inherent diversity, and I want to enhance our profile regarding many best-practice approaches in place here.

Employee inclusion initiatives are critical to any organization's bottom-line business strategies and imperatives. Because I am so intellectually curious about business strategy, I want to exploit

that link and ensure that we take advantage of every space where diversity and inclusion can contribute to making the Firm an effective organization.

Q. Who inspires you?

The people who were civil rights pioneers. Diversity and inclusion work is the civil rights work of today. Workplace prejudice is rarely blatant, often based on unconscious bias that bars equal opportunity for everyone. I knew I wanted to be a lawyer at 12 because of US Supreme Court Judge Thurgood Marshall. I realized lawyers promote fairness and positive change in society. The meritocracy law firms proudly champion is undermined by unconscious bias. So raising awareness is incredibly important.

"I am relentlessly optimistic about the potential for people to connect across differences."

Q. What do you enjoy doing in your free time?

I love to spend time with my ten-year-old daughter, who is hysterically funny. She teaches me to be a better person every day! I enjoy reading, visiting museums and going to Broadway plays. I recently saw "The Trip to Bountiful" with Cecily Tyson. Her talent is tremendous—radiance emanated from her from the stage.

Q. If you could recommend one book on diversity and inclusion to someone, what would it be?

It's difficult to narrow it down to one—I would highly recommend *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*, in which Scott Page provides powerful evidence that functional and identity-diverse groups are more innovative, and groups whose members have diverse preferences and perspectives are more creative. I have also been struck by real connections between the lessons of *Good to Great: Why Some Companies Make the Leap... and Others Don't* by Jim Collins and *Quiet: The Power of Introverts in a World That Can't Stop Talking* by Susan Cain. Both books provide powerful reminders that inclusive leaders appreciate and successfully leverage diverse talent styles.

Annual New York Alumni Reception Welcomes 190 Attendees

White & Case's New York office hosted its annual alumni reception on Thursday, May 29, 2014, at the Harvard Club of New York City. The event was a huge success with 190 attendees—63 current White & Case partners and 127 alumni.



White & Case Chairman Hugh Verrier addresses the reception.



Alumni Steven Krause, Johanna Fine and Christine Moran (from left to right)



Former Firm Chairmen Hal Fales (left) and Jim Hurlock (right) with Jim's wife, Lynn (center)

Pictures of alumni events may be used on our social media channels. If you have any questions, please contact Danielle Schmidt at danielle.schmidt@whitecase.com.

White & Case Ranked First in Diversity Among Large US Law Firms

White & Case has been ranked first in *The American Lawyer's* "Diversity Scorecard 2014," a survey of more than 200 of the largest and highest-grossing law firms in the United States according to their percentage of minority lawyers and partners as of December 31, 2013. Minority lawyers represented 27.5 percent of all US lawyers at White & Case, significantly higher than the 14.1 percent figure for all firms participating in the survey.

"We launched our Minority Lawyers Initiative at White & Case in the fall of 2007," said Rudy Aragon, Executive Partner for Diversity. "From the start, innovation has been the cornerstone of our approach to the limitations of professional homogeneity. We believe that diversity is a direct route to excellence. I am proud to say that

our consistent commitment to diversity has placed us in the top ranks among all global firms."

Maja Hazell, the Firm's Director of Diversity and Inclusion, added: "This outstanding result on the 2014 Diversity Scorecard reflects the Firm's core value commitment to inclusion. It also evidences the fantastic leadership of Rudy Aragon, who pounded the pavement internally and externally for the last seven years to make sure White & Case walked its talk regarding diversity commitment. We look forward to doing much more in the future to increase diversity in the profession."

Inaugural Germany Alumni Event Held in Hamburg

The first-ever Germany-wide White & Case alumni event was held in Hamburg's International Maritime Museum on April 3, 2014. The event was a resounding success with 110 guests attending. Guests had the opportunity to take a guided tour of the Museum before the event.

With more than 500 members, White & Case's alumni network in Germany is robust and growing.



Jason Ng Authors Second Book on Hong Kong



Former White & Case associate Jason Ng has written *No City for Slow Men: Hong Kong's Quirks & Quandaries Laid Bare*, a collection of essays about life in Hong Kong. The book was published in November 2013 and is available at www.amazon.com.

Jason worked in the Firm's New York and Hong Kong offices from 2001 to 2007 in the capital markets area. He is currently Head of Fixed Income—

Debt Capital Markets, Asia-Pacific at CIB Legal at BNP Paribas and lives in Hong Kong.

This is Jason's second book. His previous book, *Hong Kong State of Mind: 37 Views of a City That Doesn't Blink*, was published in 2010. Jason is a resident blogger for the *South China Morning Post*, and he has a social commentary blog "As I See It" at www.asiseethk.com and a leisure review site "The Real Deal" at www.realdealhk.com.

Around White & Case

New Joiners



Ian Bagshaw
Partner, London
M&A



Riaz Janjua
Partner, Hamburg
Financial Restructuring and
Insolvency



Joz Coetzer
Partner, Johannesburg
Project Finance/Banking



Daniel Levin
Partner, Washington, DC
White Collar



Inigo Esteve
Partner, London
Capital Markets



Henrik Patel
Partner, New York
Executive Compensation,
Benefits and Employment



Martin Forbes
Partner, London
Banking



Craig Whitley
Partner, Johannesburg
Project Finance/Banking



Kathleen Hamann
Partner, Washington, DC
White Collar



Richard Youle
Partner, London
M&A



Colin Harley
Partner, London
Banking

Eighteen Lawyers Promoted to Partner

White & Case promoted 18 lawyers worldwide to partnership for 2014. The promotions were effective January 1, 2014 and span eight of the Firm's global practices.

Americas

- John W. Anderson Jr. (São Paulo), Project Finance
- Claudine Columbres (New York), Commercial Litigation
- Angela D. Daker (Miami), Commercial Litigation
- Rebecca H. Farrington (Washington, DC), Antitrust
- Eric L. Klar (Miami), Banking
- Victor G. Mendoza III (Miami), Capital Markets
- Ismael Reyes Retana Tello (Mexico City), Commercial Litigation

Europe, the Middle East and Africa

- Rob Bennett (London), Banking
- Jill Concannon (London), Capital Markets
- Mukund Dhar (Johannesburg), Project Finance
- Gareth Eagles (London), Banking
- Andreas Kleinschmidt (Frankfurt), Financial Restructuring and Insolvency
- Natalia Nikitina (Moscow), Banking/Project Finance
- Piotr M. Szelenbaum (Warsaw), Mergers & Acquisitions
- Karsten Wöckener (Frankfurt), Capital Markets
- Ingrid York (London), Capital Markets

Asia

- Thomas J. Benedict (Singapore), White Collar
- David Li (Beijing), Banking

Kudos

- **European Law Firm of the Year.** White & Case was named "European Law Firm of the Year 2014" at the *Chambers Europe* Awards for Excellence. The Firm also collected "International Law Firm of the Year 2014" awards for the Czech Republic and Turkey.
- **Law360 "Practice Group of the Year" Awards.** The Firm was awarded "Practice Group of the Year" honors from legal publication *Law360* for our work in these four key practice areas:
 - Class Action Group of the Year
 - Competition Group of the Year
 - Life Sciences Group of the Year
 - Project Finance Group of the Year
- **Large International Arbitration Practice of 2013.** The Firm was recognized as having one of the top international arbitration practices worldwide in 2013 by *Global Arbitration Review*. We received the award for "Large International Arbitration Practice that Impressed in the Past Year" and again placed second globally in the *Global Arbitration Review 100*, a guide to the world's leading 100 international arbitration practices.
- **Eight Project Finance Deals of the Year.** White & Case advised on eight deals winning "Deal of the Year" awards from *Project Finance International* magazine.
 - "Middle East Petrochemical Deal of the Year" Sadara Chemical Company
 - "Middle East Bond Deal of the Year" Refinancing of the Shuweihat S2 Independent Water and Power (IWPP) Project
 - "Middle East Industrial Deal of the Year" Emirates Aluminum (EMAL) Smelter Project—Phase II
 - "European Power Deal of the Year" Butendiek Offshore Wind Farm
 - "EMEA Road Deal of the Year" SAAOne A1/A6 Motorway Public-Private Partnership (PPP) Project
 - "African Petrochemical Deal of the Year" Indorama Eleme Fertilizer Complex in Nigeria
 - "Latin American Renewables Deal of the Year" Chaglla Hydroelectric Power Project in Peru
 - "Latin American Oil & Gas Deal of the Year" Odebrecht Offshore Drilling Finance Limited

■ **Energy Deal of the Year.** The Firm advised Fortis Inc. on the transaction awarded “Energy Deal of the Year” at the 12th Annual *M&A Advisor Awards*. The transaction was the US\$1.5 billion acquisition by Fortis Inc., Canada’s largest publicly owned distribution utility, of CH Energy Group Inc., a regulated gas and electric transmission and distribution utility located in New York. The transaction marks Fortis’s initial entry into the US-regulated electric and gas utility marketplace. We are also representing Fortis in its subsequent US\$4.3 billion acquisition of UNS Energy Corporation, a transaction which is awaiting regulatory approvals.

■ **Central & Eastern Europe Legal Adviser of the Year.** White & Case was named “Central & Eastern Europe Legal Adviser of the Year” at the European *M&A Awards 2013*, hosted by the *Financial Times* and *mergermarket*. The award recognized the Firm’s role advising on deals in Hungary, the Czech Republic, Poland, Romania, Slovakia and Slovenia.

■ **FinanceAsia Achievement Awards 2013.** The following deals, which the Firm advised on, were recognized at the *FinanceAsia Achievement Awards 2013*:

- “Best IPO”—BTS Mass Transit Growth Infrastructure Fund’s US\$1.4 billion IPO
- “Best Equity Deal”—Matahari Department Store’s US\$1.5 billion re-IPO
- “Best Loan”—Alibaba’s US\$8 billion loan
- “Best Sovereign Bond”—Republic of Indonesia US\$1.5 billion sukuk

■ **2014 Burton Award for *The Wall Street Journal* Op-Ed Article.** Partner Owen Pell (New York) was named a recipient of a 2014 Burton Award for Legal Achievement. In its 15th year, the Burton Awards recognize the finest in legal writing. Pell also won a Burton Award in 2003 and is the Firm’s first two-time winner. White & Case has won a Burton Award every year since 2001, the only firm to be recognized consistently for the past 13 years.

Pell co-authored an op-ed article with J.D. Bindenagel, a former special envoy for Holocaust issues at the State Department. The winning article, “How to Handle that Nazi-Era Trove,” appeared in the *The Wall Street Journal* on November 18, 2013. It discusses how Germany should address issues surrounding art collections looted from Jews during the Holocaust and outlines specific steps to be taken regarding a recently discovered trove of looted art. To read the entire article, [click here](#).

■ **University of Queensland Students Win 2014 White & Case Jessup Cup.** Law students from the University of Queensland in Australia won the 2014 White & Case Jessup Cup, the top prize of the Philip C. Jessup International Law Moot Court Competition. The Queensland team was one of 123 teams representing 83 jurisdictions competing in the 2014 White & Case International Rounds in Washington, DC. Administered by the International Law Students Association, the Jessup is the world’s largest moot court competition with more than 2,000 law students participating in qualifying competitions around the world. For complete results and photos of the 2014 White & Case Jessup International Rounds, please visit the White & Case Facebook page at www.facebook.com/WhiteCaseJessup, www.ilsa.org and jessup.whitecase.com.

Matters of Note

US\$13.5 Billion Acquisition of Medical Device Manufacturer

White & Case is representing Zimmer Holdings, a world leader in musculoskeletal health solutions, in its US\$13.5 billion acquisition of Biomet, a world-leading medical device manufacturer. The transaction is expected to be consummated in the first quarter of 2015.

Largest-Ever Central & Eastern Europe High Yield Deal

White & Case advised Polish mobile telecoms operator P4 Sp. Z o.o., which trades as Play, on its groundbreaking, inaugural €870 million and PLN 130 million, dual-tranche high yield bond issue and entry into a new super-senior revolving credit facility. This transaction is the largest debut high yield bond deal since 2010, the largest Central & Eastern Europe high yield deal ever, the second-largest European telecoms debut ever and the first-ever Polish zloty-denominated high yield bond issued on the international capital markets.

Appellate Victory in Multibillion-Dollar Price-Fixing Lawsuit

The Firm is representing Toshiba Corporation in Motorola’s multibillion-dollar lawsuit alleging price fixing of TFT-LCD panels. The US Seventh Circuit, affirming a US District Court ruling, summarily rejected 57 percent of Motorola’s claims based on LCD panels sold abroad that were incorporated into mobile phones sold outside the United States, finding such claims “frivolous,” and found that 42 percent of Motorola’s claims based on panels sold abroad, but incorporated into mobile phones later sold in the United States, had, at most, a remote or indirect effect on United States mobile phone prices and didn’t give rise to an antitrust claim.

Events

White & Case Publishes Thought Leadership Reports

- “Defying the odds: the rise of European private equity?” surveys how 2014 could be a standout year for European private equity deals. To read, [click here](#).
- “Open for Investment: How Mexico Is Paving the Way for Infrastructure Investors” examines Mexico’s new federal public-private partnership (PPP) law in detail and provides insight into the current and future Mexican infrastructure spend, as well as how the law will impact investors. To read, [click here](#).
- “Spotlight on Reforms in Mexico” discusses how reforms in Mexico are opening the economy to investment and considers the opportunities and challenges that lie ahead. To read, [click here](#).
- “Unlocking Demand for Natural Gas Pipelines” explores the ways to unlock pipeline investment to fully utilize US shale resources. To read, [click here](#).
- “Africa—from petrodollars to progress” focuses on how a growing number of African states are shifting their approach to the exploitation of their oil and gas resources by attempting to increase domestic participation throughout the value chain, and how this may affect both African states and international investors. To read, [click here](#).



Pro Bono Services Provided at Winter Olympics. Moscow associates Anton Vasin, Alan Bayramkulov and Daria Vasilieva attended the Winter Olympics in Sochi and helped athletes resolve legal disputes that usually arise during the games. They were on the ground in Sochi and, with Moscow counsel Pavel Boulatov’s support, provided pro bono advice to athletes bringing claims before the ad hoc temporary division of the Court of Arbitration for Sport (CAS) opened in Sochi. The Firm assisted Austrian skier Daniela Bauer—on a pro bono basis—in preparing a claim for the Austrian Ski Federation and the Austrian National Olympic Committee to allow her to compete in the women’s freestyle ski halfpipe event and in representing her at the CAS hearing. Our work was recognized by the International Olympic Committee officials and enabled the CAS arbitrators to ensure better and quicker case management.

About White & Case

White & Case is a global law firm with longstanding offices in the markets that matter today. Our on-the-ground experience, our cross-border integration and our depth of local, US and English-qualified lawyers help our clients work with confidence in any one market or across many.

We guide our clients through difficult issues, bringing our insight and judgment to each situation. Our innovative approaches create original solutions to our clients’ most complex domestic and multijurisdictional deals and disputes.

By thinking on behalf of our clients every day, we anticipate what they want, provide what they need and build lasting relationships. We do what it takes to help our clients achieve their ambitions.

Executive Committee

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Partner, Brussels

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