




WHITE & CASE

# Diversity









“We are a truly global law firm, with men and women of diverse backgrounds who speak 77 different languages, and offices in 26 countries around the world. We depend on our global, One Firm culture to channel this diversity and use it to serve our equally diverse clients. Over the years, I have been pleased to see us move into the top tiers for law firm diversity, but that recognition is not why we value our diversity. We value our diversity because it is essential to who we are.”

**Hugh Verrier**

Chairman

## DIVERSITY INITIATIVE

# It's about inclusion

As One Firm with lawyers in offices around the world, we are always working to strike a balance between understanding and respecting our many cultures and developing a single, strong core value system throughout the Firm.

Our position as one of the first US-based law firms to establish a truly global presence has meant that we provide counsel and representation in virtually every area of law that affects cross-border business. Diversity for us is not a choice—it is a professional imperative.

Our strategies for achieving success in this area have centered on dedicating resources to recruiting talent widely, retaining the best and promoting equitably.

### Dedicating resources

**Establishing** a permanent global diversity function led by Executive Partners for Diversity and the Women's Initiative, Raoul Cantero and Nicole Erb, respectively, who oversee Global, US and London Diversity Committees and the Global Women's Initiative Committee, comprising partners who are all passionate about diversity and inclusion.

**Institutionalizing** the diversity initiative with full-time global Director of Diversity and Inclusion, Maja Hazell, a lawyer and former law school Dean of Career Development.

**Encouraging** constant collaboration between the diversity department and other Firm departments, including recruitment, professional development, social responsibility and marketing, to ensure implementation of best practices in providing appropriate training and opportunities for our lawyers.

### Recruiting the best

Our understanding of diversity and the need to connect in significant ways with diverse groups of students has led White & Case to develop relationships with numerous

student organizations for those of diverse backgrounds. We participate in job fairs, panel discussions and student networking events, and develop and contribute to diversity scholarships. Our offices conduct a variety of outreach efforts, including:

**Targeting** communication efforts, including contacting the BLSA, LALSA, APALSA, SALSA, MELSA, LGBT and women students' organizations leaders from US law schools to invite high-performing students to interview for summer associate positions and apply for our 1L Diversity Fellowship for first-year students to join us as summer associates and intern with a client. We also partner with organizations such as Aspiring Solicitors and RARE in the UK and sponsor diversity events at universities to encourage participation in open days and applications to vacation schemes.

**Participating** in extensive job fairs globally, including diversity job fairs and résumé collection programs, national minority student job fairs and conferences, and on-campus minority job fairs at various law schools and universities.

**Sponsoring** law school affinity group events.

**Conferring**, on an annual basis, the White & Case Award for Best Student Note at Howard University School of Law on an outstanding law student.

**Participating** in the Sponsors for Educational Opportunity (SEO) Career Program, a summer internship and professional development program for talented Black, Hispanic and Native American undergraduates and pre-law candidates.

# Raoul Cantero

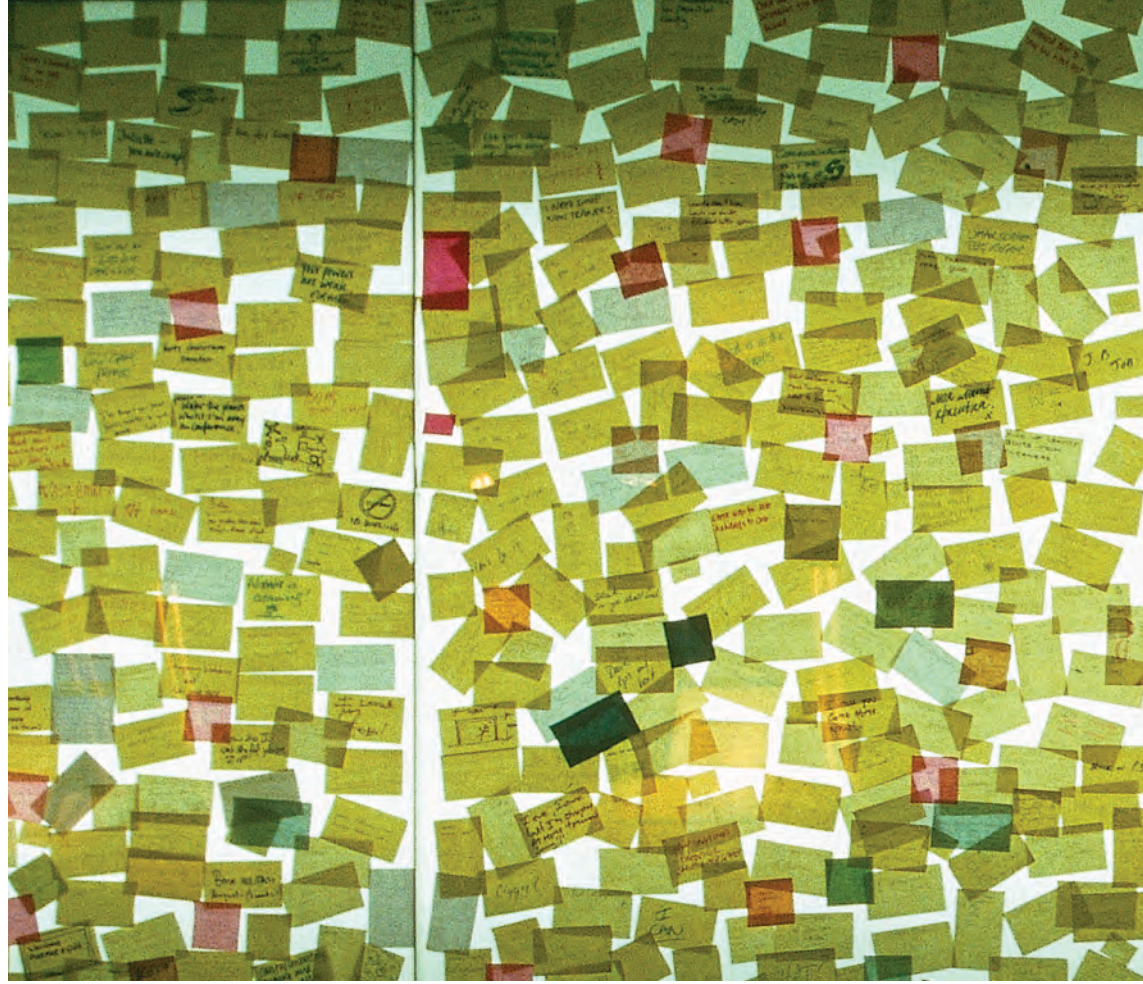
Partner, Miami

Global Diversity Committee Chair



Our clients come from around the world, with diverse backgrounds and a spectrum of challenges. To provide the perspective needed to solve their complex issues, our lawyers, too, need to have diverse backgrounds and viewpoints.





## Retaining the best

**Providing** consistent support to our affinity groups in recognition of their roles as drivers of change. These employee resource groups, open to all lawyers and staff and composed of members of varied backgrounds with respect to race, ethnicity and sexual orientation, are keys to providing professional development, mentoring, client networking and other support to members; building communities across the global network; and educating the entire Firm on the value of differences and inclusion. We currently have Asian, Black, Hispanic, Middle Eastern and Spectrum LGBT Affinity Groups based in the United States; Black, Asian and Minority Ethnic (BAME) LINK and Spectrum LGBT Affinity Groups in London; and Spectrum LGBT Affinity Group and Colorful Affinity Group for those of minority ethnic/migration backgrounds in Germany.

**Celebrating** the rich contributions of the cultures that make up the White & Case community. Consistent with our interest in education and inclusion, we held our inaugural US DiversityWeek in June 2016, featuring events in our US offices that addressed cultivating authentic leadership, diversity

and inclusion issues in our larger society and social gatherings to connect across our Firm community. We held numerous events across the United States in honor of Black History Month 2016, including speakers Malissia R. Clinton of The Aerospace Corporation; US District Court Judge Jose E. Martinez of the Southern District of Florida; Karl A. Racine, Attorney General of the District of Columbia; and Professor Matthew J. Karp of Princeton University. Our Hispanic Affinity Group hosted a program for Hispanic Heritage Month featuring Priscilla Almodovar of JPMorgan Chase & Co., and our Asian Affinity Group hosted a program featuring a reenactment of *Race, Color, and Citizenship: Ozawa and Thind* with the Honorable Denny Chin in celebration of Asian Pacific American Heritage Month. Our US Spectrum LGBT Affinity Group co-sponsored NYC Pride with our client BNP Paribas in celebration of LGBT Pride Month.

London DiversityWeek has been held annually since its launch in 2013 and has featured inspirational speakers, film screenings, artists and musicians who provide an opportunity to reflect on our diversity and what it means to be inclusive. Our BAME LINK Affinity Group regularly hosts a leadership series





White & Case has received a 100 percent rating on its favorable lesbian, gay, bisexual and transgender workplace policies for eight consecutive years from *The Human Rights Campaign's Corporate Equality Index*.

featuring executive-level speakers such as Funke Abimbola, General Counsel and Company Secretary of Roche UK. Our London Spectrum LGBT Affinity Group co-sponsored with Pride in London a panel featuring Parliamentary Campaign Manager Lucy Paton-Brown; Journalist Kevin Maxwell; former Chief Executive of the Human Dignity Trust Jonathan Cooper OBE; and Council of Europe Adviser for ILGA Nigel Warner MBE.

**Championing** the rights of lesbian, gay, bisexual and transgender people, both internally and externally, through our participation in LGBT job fairs globally, hosting of awareness-raising events, and taking on important litigation on a pro bono basis, like our successful legal challenge to the constitutionality of the military's "Don't Ask, Don't Tell" policy in federal court, is a Firm imperative.

**Supporting** participation, through our local office women's networks, in internal networking and development programs through frequent, informal coffee breaks and lunches with our partners.

**Instituting** mentoring circles within our affinity groups and women's networks.

## Promoting equitably

**Ensuring** the participation of lawyers of diverse backgrounds in our business development and personal skills training programs.

**Implementing** a talent management program to provide additional oversight and guidance related to the careers of lawyers of diverse backgrounds to ensure that all top performers are equitably considered for advancement.

# 1st

### Our overall ranking on *AmLaw's Diversity Scorecard* in 2014, 2015 and 2016

(A comparison of the diversity at more than 220 of the largest and highest-grossing law firms in the United States)

### Our 2016 ranking for minority attorneys on *Law360's Diversity Snapshot*

(A survey of diversity for minority lawyers at over 300 firms in the United States)



## WOMEN'S INITIATIVE

# It's about developing & advancing talent

In most countries today, at least half of law graduates are women. Our Global Women's Initiative—led by a committee of male and female partners including a member of the Firm's Executive Committee—focuses first and foremost on fully tapping this important talent pool and ensuring our women have the opportunities and experience they need to excel and advance to leadership roles.

### We take performance seriously

Members of the Global Women's Initiative Committee monitor how individual women are performing and engage in discussions with Firm leaders about their progress. Committee members stay informed of trends in the retention, performance and development needs of women lawyers. Our top priority is continuing to ensure that talented women are retained, advanced and given leadership opportunities.

### Mentoring in circles

Our Women's Networks in the US offer mentoring circle programs that have been replicated in many formats by several other offices around the world. Each mentoring circle connects partners with a small group of associates. This program has heightened the development, retention and engagement of women associates and offers the partner mentors the opportunity to guide our more junior women lawyers on their paths to success.

### Promoting sponsorship

We pair women at critical phases of their career development with partner sponsors to help ensure they receive the opportunities and experience necessary to advance to positions of leadership within the Firm and the broader legal profession.

### Training to develop women leaders

We partner with the Firm's professional development program to offer and encourage attendance at leadership training programs and support individual lawyers' leadership roles in external organizations.

White & Case Wins Best International Firm for Talent Management and Country Awards for Finland, Russia and Turkey, and is shortlisted for Best Gender Diversity Initiative by International Firm, Most Innovative International Firm, Best International Mentoring Programme, Best International Firm for Work-Life Balance, Best International Firm for Pro Bono Work and Best International Firm for Women in Business Law at *Euromoney's* Europe Women in Business Law Awards 2016

*Euromoney Legal Media Group*



## Nicole Erb

Partner, Washington, DC

Global Women's Initiative Committee Chair



White & Case is a place where exceptional women have built exceptional careers. Our Global Women's Initiative is dedicated to developing women leaders and providing them with the experience and tools they need to succeed. Preparing women lawyers for success and leadership is a business imperative critical to the success of our Firm.





### A network of networks

We have local office women's networks in most of our offices around the world. They focus on:

**Helping** our women associates develop the knowledge, skills and experience required for success at the Firm, including client management and business development skills, and individual and group executive coaching within our career progression program.

**Providing** exposure to both male and female role models from inside and outside the Firm.

**Providing** opportunities to connect with our clients and the broader legal community.

**Connecting** our women lawyers around the world.

Each of our larger offices sponsors or hosts several events annually, which include client events. In addition, we broadcast periodic videoconferences across multiple offices, which feature interviews, presentations or panel discussions led by partners, associates, outside experts or clients.

### We know it's a marathon

A legal career can be a decades-long journey. We provide the career flexibility that all our lawyers need at critical transition times in order to go the distance. We have a full range of programs to support flexible work schedules and leaves of absence for both men and women. These programs include part-time and flexible work arrangement policies for associates and partners, as well as coaching for

White & Case Wins Best International Firm for Talent Management and is shortlisted for Most Innovative International Firm, Best International Firm for Diversity, Best International Mentoring Program and Best International Firm for Women in Business Law at *Euromoney's* Americas Women in Business Law Awards 2016

*Euromoney Legal Media Group*





The White & Case Global Women's Initiative began in our US offices in 2004, and formally became a global initiative in 2009, in recognition of the importance of our talent pool of women lawyers across our global network. Talent management is the centerpiece of the Initiative, and our focus on it is unique among law firms.

The Initiative fosters the success and advancement of our women lawyers around the world. We are committed to ensuring that women with the knowledge, the spirit and the passion to succeed can work and contribute in an environment that offers them the opportunity to thrive and be the best that they can be.

lawyers preparing for and returning from leaves of absence. We continue to monitor the effectiveness of these programs in meeting the needs of our lawyers.

### Supporting women in the legal profession

We are proud to support organizations that promote gender diversity in the legal profession, including:

- BITC Gender Equality Campaign
- Catalyst Inc.
- Center for Talent Innovation
- ChIPs Women in IP Global Summit
- Corporate Counsel Women of Color
- Diversity & Flexibility Alliance
- Harvard Law School Center on the Legal Profession
- IFLR Women in Business Law
- Impact Center
- International Association of Women Judges
- Leadership Institute for Women of Color Attorneys, Inc.
- Ms. JD
- National Association of Women Judges
- National Association of Women Lawyers
- New York Women's Foundation
- Women in Law Empowerment Forum

White & Case Wins Best International Firm for Talent Management and is shortlisted for Best International Firm for Work-Life Balance at *Euromoney's* Asia Women in Business Law Awards 2015

*Euromoney Legal Media Group*





## DIVERSITY INITIATIVE

# It's about One Firm

White & Case established LGBT affinity groups in the United States in 2007, in London in 2008 and in Germany in 2011. These groups, open to all lawyers and employees, aim to develop a sense of community by providing peer support and to facilitate professional networking opportunities with LGBT networks of clients and others.

### Increasing opportunities in London

In London, we have both a strong LGBT affinity group—Spectrum—and a minority ethnic affinity group—LINK. Partners, counsel and senior associates co-chair these employee resource groups, and their members actively contribute to each group's mission to promote cultural awareness and support the Firm's inclusion initiatives related to recruitment, retention and promotion. The Spectrum and LINK affinity groups, together with the London Office Women's Network, partner with our London Diversity Committee to hold an annual Diversity Week featuring a series of programs and speakers of interest on cultural inclusion. Much of our work in London focuses on increasing opportunities to practice law for people from all backgrounds. Our partnerships and programs include:

- **Black Lawyers Directory's Legal Launch Pad scheme**, which helps prepare participants for the legal profession and increases the likelihood of success by improving skills, providing information and raising aspirations via training workshops, coaching, mentoring and work placements.
- **Prime**, a profession-wide undertaking to give fair access to quality work experience for young people from less privileged backgrounds.
- **Interlaw Diversity Forum** for LGBT networks in law firms and all personnel (lawyers and non-lawyers) in the legal sector.
- **Stonewall Equality Ltd.**, a UK-based charity which works internationally to create inclusive, equal environments for LGBT people, and campaigns and lobbies governments to change laws that do not ensure equality.
- **TNON (The Network of Networks)**, which brings together employee network leaders from large corporations, professional services firms and public sector organizations in and around London to share best practices, participate in topical discussions and provide networking opportunities.
- **City Solicitors Horizons**, a social mobility initiative to improve access to the legal profession for young people from disadvantaged backgrounds, providing training, mentoring and work experience.
- **Rare Recruitment**, the premier UK pipeline program, which targets students from ethnic minority and/or disadvantaged backgrounds.
- **Aspiring Solicitors**, which is committed to increasing diversity in the legal profession.
- **DiversCity in Law**, a recruitment and mentoring program which aims to increase the representation of LGBT people in the legal profession.



A black and white portrait of Maja Hazell, a woman with dark hair, smiling, wearing a light-colored blazer over a polka-dot shirt. The background is a blurred outdoor setting.

## Maja Hazell

Director of Diversity and Inclusion

New York



Diversity of the lawyers and staff at White & Case is a source of strength, vital to our ability to effectively represent our diverse community of clients throughout the world. We attract those who prioritize learning of different cultures, experiences, languages and viewpoints. Our mission is to continue to build upon this strength and create an environment where all who work here are encouraged, assisted and inspired to reach their potential. Our proud commitment to inclusion has made us an employer of choice worldwide.





### Leading on LGBT issues in Germany

In seeking to globalize our diversity efforts, we launched the Spectrum LGBT Affinity Group in 2011 throughout our offices in Germany. The nature and scale of this endeavor, new in the European context, placed White & Case at the forefront of a groundbreaking workplace inclusion initiative, far ahead of our peers. In 2012, we joined the Charter of Diversity initiative—signed by 1,300 companies and supported by the German Federal Government with Chancellor Angela Merkel as its patron—whose objectives are respect, appreciation and diversity in corporate culture. With the dedicated leadership of Dr. Matthias Stupp, a

partner in our Hamburg office, and the support of our executive partners in Germany, we have provided an open space for LGBT individuals and allies to come together.

Spectrum Germany's notable activities have included:

**Establishing** PrOut@Work foundation in cooperation with the LGBT networks of co-founding companies Accenture, BASF, Commerzbank, Deutsche Post, Deutsche Telecom, IBM and SAP, and serving on the advisory board.

**Participating** annually in the Sticks & Stones Fair in Berlin, Europe's biggest job fair for LGBT individuals and allies.





**Holding** a talk and reception in our Berlin office for Alice Nkom, the 2014 Amnesty International human rights award winner, about her work for LGBT rights in Cameroon.

**Hosting** a program in Hamburg featuring a presentation by Lord John Browne, former chief executive of BP and the first chief executive of a Fortune 500 company to openly identify as gay.

**Advising** Transgender Europe (TGEU), an organization fighting for the rights of transgender people, on legal issues on a pro bono basis.

For me, Spectrum Germany stands for even more than improving diversity and inclusion in Germany. In a global professional services firm like White & Case, it is all about people. Whilst they may have different cultural and personal backgrounds, the common driver always is motivation and personal success. With this in mind, Spectrum Germany is a perfect role model where you can observe what happens if you create an open and inclusive working environment.

**Dennis Heuer**

Partner, Frankfurt

Global Diversity Committee member



**White & Case's global footprint resonates through its commitment to diversity. We actively recruit talented people to work in an environment that encourages everyone to be proud of who they are and what they do.**

**Claudine  
Columbres**  
Partner, New York

Women are a critical talent pool for us in Asia, where we are growing rapidly, and the many opportunities for our women lawyers to take on leadership roles in their teams is very exciting.

**Vivian Tsoi**

Partner, Beijing  
Global Women's Initiative  
Committee member




Some of the  
best lawyers  
will succeed  
anywhere

regardless of anything,  
but race, gender and  
sexual orientation at some  
workplaces can sometimes  
present obstacles on the  
road to success. As partners  
at White & Case, it is our  
responsibility to ensure that  
the playing field is truly level  
so that all lawyers can deliver  
their very best performance  
and achieve the success that  
should follow from that.

**Bill Dantzler**

Partner, New York  
US Diversity  
Committee member





**I had multitudes of mentors. No one gets anywhere without great mentors, and I certainly have had them all the time I've been at White & Case. They opened many doors for me and gave me many opportunities, and I helped them in return. We have to be sure our women have opportunities to build their skills and show what they can do.**

**Carolyn Lamm**

Partner, Washington, DC

Former President, American Bar Association (2009 – 2010)

An employee should not have to feel uncomfortable, for example, when he hangs up pictures of his [same sex] partner in the office. One of the enduring maxims of White & Case is deliberately 'we care' in contrast to 'we don't care.' A silently tolerated parallel world, where such things are only discussed off the record, shall no longer exist in the White & Case of the future. This is a call for others to rethink such matters.

**Dennis Heuer**

Partner, Frankfurt

Global Diversity Committee member



**I joined White & Case in large part because of the examples of the amazing women who were here before me. We are committed to ensuring we continue to offer talented women the chance to rise to the top of the profession.**

**Jacquelyn MacLennan**

Partner, Brussels

Partnership Committee and  
Global Women's Initiative  
Committee member





PRO BONO


# It's about protecting & advancing human rights

## Women's rights

Empowering women legally and economically is now well accepted as an important condition for political stability and economic growth. In addition, gender-based violence is a serious problem in many societies. We have chosen women's rights as a particular focus of our pro bono work, which we pursue through individual representations, cross-border research projects and service to non-governmental organizations working to advance women's rights.

Here are some highlights:

- Lawyers in our US offices dedicate thousands of hours annually representing women and children.
- We have completed research projects on numerous areas of women's health in jurisdictions around the world for the **Center for Reproductive Rights**.
- We are assisting the **Avon Global Center for Women and Justice** at Cornell University to update its global, online database of case law on gender-based violence, which we originally helped to develop.
- We have represented **Women's World Banking** for more than 30 years.
- Our Washington, DC Office Women's Network partners with girls' schools to teach **at-risk girls** about the law and the legal profession.



Approximately 200 associates and 30 partners from 27 offices have worked on an anti-human-trafficking pro bono matter.

## Civil rights

From overturning a discriminatory US military policy to winning asylum for LGBT individuals fleeing persecution to dedicating significant resources to provide access to justice, our global pro bono practice demonstrates our commitment to diversity.

Here are some highlights:

- On behalf of the **Innocence Project**, White & Case filed an amicus curiae brief in the Supreme Court of the State of Washington related to eyewitness identification evidence. Eyewitness misidentifications have played a role in more than 75 percent of overturned wrongful convictions in the United States.
- We partner with **Immigration Equality** and **Whitman-Walker Health** to represent LGBT individuals seeking asylum from persecution in cases that are often dramatic, such as that of one client who received death threats from his father and elders in his tribe.
- Our lawyers assisted the **Asian American Legal Defense & Education Fund (AALDEF)** in drafting an amicus brief to the Pennsylvania Supreme Court, which was successful in overturning Pennsylvania's restrictive voter identification requirement.



# It's about our people



**Shamita  
Etienne-  
Cummings**

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Partner

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Washington, DC

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## **Why did you decide to go into the field of law?**

It was actually by accident. I started my career as an electrical engineer and program manager in the telecommunications industry, which necessitated that I address numerous antitrust and regulatory requirements while also managing the business and technical issues in launching a new product. I became quite intrigued with being able to achieve this balance. I jumped at the opportunity to get my law degree, and it was one of the best decisions I ever made.

## **Were there people along the way who kept you in the game when you might have doubted your ability to succeed?**

I don't think I ever doubted my abilities, but having champions definitely helped my career progress on the right track. Early in my legal career, I had three significant champions in the government, private practice and the federal judiciary. All three invested in my legal career by showcasing me to clients and other prominent members of the legal community. Without this personal investment, I would have lost out on many critical opportunities.

## **What was your biggest challenge?**

Being able to represent a wide variety of clients and various different legal fields, including intellectual property matters, commercial litigations and banking matters for technology companies in Silicon Valley, financial institutions and military contractors. It often requires constantly changing hats throughout the span of several hours. Although it keeps me on my toes and is extremely gratifying, it is very challenging.

## **How has your heritage helped you in your career and/or business relationships?**

In India, I grew up in a joint family, with numerous aunts, uncles, grandparents and cousins. It has helped me value every member of the team and appreciate the benefits of teamwork.

## **What's the best piece of advice you could give to a junior lawyer?**

Be empathetic—always be able to look at an issue from different angles and perspectives. Sometimes a legal solution to a problem is not viable from a business point of view and therefore, not the best way of representing your client. It is important to consider all aspects of a problem from different viewpoints before proffering a solution.









## Arlene Arin Hahn

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Partner

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New York

### **What's your proudest professional moment?**

Every time a client or an associate says, "I couldn't have done it without you."

### **What advice would you give to junior lawyers starting out?**

Control what you can. Early on, you may not be able to control whether your work product is legally sound, but you can definitely control whether it's delivered on time, without typos and with a positive attitude.

### **What's the best part of your job?**

The people. Some of the smartest, funniest, strangest and most inspiring people I have encountered in my life were colleagues, clients or adversaries. It's the people who make the work both challenging and rewarding.

### **What was your biggest challenge?**

Since I came from a family of immigrant doctors and had never been exposed to the legal profession prior to law school, when I started out, I actually didn't know how much I didn't know. Having great mentors, friends and colleagues along the way was critical to overcoming my serious lack of experience.

### **What was the most memorable deal you have ever worked on and why?**

Disney's acquisition of Marvel. Our team was brought in weeks before the deal signed to diligence a specific set of complicated and significant international IP issues. It took a small army of lawyers and a succession of all-nighters, but we were ultimately successful in advising Disney in its acquisition of one of the most successful franchises of all time.

### **What would be your motto?**

Clear eyes, full hearts, can't lose. (Go Dillon Panthers!)







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