2015 Year In Review
The Diversity Year in Review describes our ongoing commitment to diversity within the firm, as well as with our clients, and in our community. We believe our continued work and discussion about diversity will give the firm greater insight and sensitivity, which will allow us to provide outstanding client services. Thank you for your interest and support.

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To Our Readers

At Winston & Strawn, diversity and inclusion are cornerstones of our strategic practice development, talent acquisition, and succession planning efforts.

We have continued to diversify the services we provide to our global client base, including the addition in 2015 of significant transactional capabilities in New York, London, Washington, D.C., and San Francisco; expanded litigation resources in Asia; and added a new Dubai office. We also have increased diversity and inclusiveness in our staffing of client matters through our participation in initiatives such as Bank of America’s diversity performance review process, which is highlighted in the Client Spotlight.

Another key area of focus of firm management is to develop and promote a next generation of leaders who bring diverse backgrounds and approaches. This fall, we appointed partner Linda Coberly as the new Chicago Office Managing Partner, the first woman to serve in this role. We also elected a new slate of Executive Committee members, a third of whom are women.

As we groom the next generation of firm leaders, we promoted five women and three diverse attorneys to partner and welcomed associates as new members of our Diversity Committee in 2015. Our Women's Leadership Initiative and affinity groups—including new Asian-American and African-American groups—provide additional development opportunities for our attorneys while supporting Winston’s retention and promotion efforts.

Winston also continues to invest significant time and resources to diversity programs and organizations outside of the firm. Through a variety of pipeline and mentoring programs, we provide summer and school-year internships to dozens of diverse students each year, several of whom are profiled in this publication. Our collaborations with a growing number of outside diversity organizations remain an integral part of our diversity initiatives as well.

We are pleased to share highlights of our accomplishments and initiatives during the last year.

“Our new firm leaders are from a broad range of offices and practice areas...” and their “collective legal talent, industry knowledge, and leadership skills will guide the future success of the firm.”

“I am inspired by our new associate members’ commitment and enthusiasm for diversity and look forward to working with them in the coming year.”
One of the key areas of focus for Winston’s Diversity Committee is to develop and promote a next generation of firm leaders who bring diverse backgrounds and approaches and reflect the diverse world we serve.

The firm’s Executive Committee has enthusiastically supported Diversity Committee programs such as a revamped Women’s Leadership Initiative (WLI) dedicated to the strategic retention and advancement of women attorneys at the firm; a Sponsorship Initiative to pair promising women and diverse senior associates and income partners with capital partner sponsors; and a new Advancement Subcommittee aimed at increasing the retention and promotion of women and diverse attorneys at the firm.

“The success of Winston’s diversity and inclusion initiatives was underscored by the November appointment of partner Linda Coberly as the new Chicago Office Managing Partner, the first woman to serve in this role. She has brought prominence to the firm’s Appellate and Critical Motions Practice as its chair and also is highly regarded for her work on the Executive and Diversity Committees.

Following this announcement, Linda was featured in a Bloomberg BNA article titled “Does Chicago Tout the Largest Population of Female Managing Partners?” The article was a result of a research project led by Winston and another top Chicago law firm that found Chicago has more women leading “Big Law” offices than any other city in the top 10 U.S. legal markets. “Having women adequately represented in leadership positions communicates a meaningful commitment to diversity and shows younger women that they can achieve long-term success at the firm,” she told Bloomberg BNA. Linda also was recognized as a 2015 Chambers USA “Women in Law Awards” finalist for

“Outstanding Contribution to Furthering the Advancement of Women in the Law.”

As part of Winston’s initiative to include the next generation in our leadership structure and increase diversity within our ranks, Peter Crowther and Brinton Scott were appointed the new office managing partners for the London and Shanghai offices, respectively, and several other partners were selected to serve in new practice leadership roles, including: Michael Falk (CH), Executive Compensation and Employee Benefits Chair; Amit Kalra (CH), Tax Chair; Joseph Karp (SF), Energy Chair; and Michael Roche (CH), Labor & Employment Chair. The Corporate Department also announced the appointment of partner Eva Davis (LA) as firmwide co-chair of the Private Equity practice.

These leadership changes followed on the heels of Winston’s election in September of new Executive Committee (EC) members, a third of whom are women: Zoë Ashcroft (LN), Amanda Groves (CL), Vivian Kuo (DC), and Mabel Lui (HK). The EC’s new composition reflects the firm’s goals of bringing newer partners into leadership roles and promoting diversity within leadership.

We also are pleased to report that in the past three years, Winston has promoted 22 women and diverse associates to income partner, and in this same time period elected two diverse men and eight women, including two diverse women, to capital partner. A number of these attorneys were paired with partners through the firm’s Sponsorship Initiative, and we have continued to develop additional sponsor/sponsoree pairings and related training and resources through the work of our Advancement Subcommittee.

Mid-level and junior associates had increased development opportunities in 2015 as well, most notably with the Diversity Committee’s decision to expand its membership to include associates from each of the firm’s U.S. offices/regions. There was an overwhelming response from associates interested in serving on the Committee, and in July we announced our new associate members.

In other significant developments for 2015, Winston became a member of the Diversity & Flexibility Alliance, and collaborated with the Alliance to launch a new Parental Leave Liaison initiative. Please see Page 6 for more details.
Women and Diverse Partner Promotions

Congratulations to the firm’s new women and diverse capital* and income partners:

Eva W. Cole*
New York
Litigation

Megan M. Devaney
Chicago
Corporate

Yelitza V. Dunham
San Francisco
Litigation

Steve Flores
Chicago
Employee Benefits

Jennifer C. Kurtis*
New York
Corporate

Samantha M. Lerner
Chicago
Litigation

Krishnan Padmanabhan
New York
Litigation

Laura Ross* 
Los Angeles
Energy

Susannah P. Torpey
New York
Litigation

Joanna C. Wade
Charlotte
Litigation

MANAGING PARTNER TOM FITZGERALD

“You have to continuously look for the next generation to come up and help challenge the traditional thoughts of the law firm...and we have an exciting base to do that.”
Winston & Strawn LLP

WLI Welcomes New Chair Paula Hinton

In 2015, Winston’s Women’s Leadership Initiative (WLI) welcomed its new chair Paula Hinton (HO), a partner and accomplished litigator who has long been an active and passionate advocate for women in the profession. WLI works with firm management and outside resources to improve retention of women attorneys and provide them with the tools and skills that lead to opportunities for advancement.

“The Diversity Committee and WLI have made tremendous progress in working with management to make diversity and opportunity an important component of the firm’s client service philosophy and strategic business plan,” Paula says.

“As chair of the WLI, I hope to further implement initiatives to help create a more inclusive ‘one firm’ culture, breaking down silos and opening up opportunities for networking and business enhancement among all of our attorneys—both women and men regardless of her or his geographic location.”

Paula works with the WLI partner chair in each U.S. office on strategic planning and new and existing initiatives—all aimed at retaining, developing, and promoting women attorneys to partnership and leadership positions at Winston. In addition, associate coordinators have a key role in creating and managing WLI programming in their respective offices, which includes leadership and business development training, client events, coaching, sponsorship, community involvement, networking events, and book discussions. Please see Page 5 for 2015 WLI programming highlights.

The firm also has continued to develop and expand relationships with women and minority bar associations
and other legal diversity organizations as a major supporter of programs and events for such organizations. Our work during 2015 with Minority Corporate Counsel Association, Leadership Council on Legal Diversity, National Women’s Law Center, Corporate Counsel Women of Color, Women’s Bar Association of Illinois, University of Texas Center for Women in Law, California Minority Counsel Program, DirectWomen, and other such organizations is highlighted in the Collaborations section on Page 17.

We are pleased to report that in 2015 Winston became a member of the Diversity & Flexibility Alliance, a think tank dedicated to creating work environments centered on inclusion and innovative thought leadership. Alliance CEO Manar Morales recently spoke to Winston about trends she is seeing in law firm flexibility initiatives (please see Page 7 for our Q&A with Manar). In particular, we have been working with the Alliance on a new Parental Leave Liaison (PLL) initiative to support our attorneys’ transition into and out of family leave. Please see Page 6 for more details.

Of note, two of the women associates who made partner at Winston in 2015 – Joanna Wade (CL) and Megan Devaney (CH) – did so while working on a flexible schedule. Megan recently was featured in the Diversity & Flexibility Alliance’s monthly “Spotlight on Flex” column, which highlights successes of attorneys working flexible schedules. In the interview, Megan told DFA that after returning from maternity leave and moving to a flexible work schedule, “I made it clear I wanted to make partner and work on matters that would advance my career.”

With regard to future WLI programs, “there are several initiatives in the works that will make 2016 a banner year for Winston in displaying to its professionals and the legal community our commitment to the important issues of opportunity,” said chair Paula Hinton. These include a “Social Justice Speaker Series” open to all attorneys and summer associates at the firm and an External Advisory Board that will work with Winston on benchmarking and programming to advance women and diverse attorney leadership in the firm.

Highlights of 2015 WLI Programming

In March, WLI hosted a breakfast and panel discussion titled “Women in Business” during the firm’s Partners Conference in Arizona. This well-received program was moderated by partner Eva Davis (LA) and included panelists Joyce Johnson-Miller, partner at Relativity Capital, and Angelee Fox Bouchard, former senior vice president and general counsel of Health Net. Panelists talked about their careers as executives, obstacles they have overcome, and how to address gender issues at the executive level.

Winston’s WLI welcomed motivational speaker Patricia Gillette for a special presentation on “Leadership & Self Promotion” held on May 13. Gillette, a partner at Orrick, Herrington & Sutcliffe LLP, is actively involved in national projects focusing on retention of women in the legal industry and is a sought-after keynote speaker on these issues.

The first installment of WLI’s Professional Development Series held on August 25 featured a panel discussion for all firm associates (female and male) on the importance of getting a head start on business development. Panelists for this program were energy partner Katie Gillespie (CH), corporate partner Karen Weber (CH), litigation partner Sam Lerner (CH), and managing director of marketing Anne Heathcock (CH), and was moderated by litigation associate Nikki Bhargava (CH).

In the second installment of WLI’s Professional Development Series held on November 17, Paula Hinton (HO), litigation partner and WLI chair; Amanda Groves (CL), litigation partner and head of the Charlotte litigation practice; and Linda Coberly (CH), Chicago managing partner and chair of the appellate practice, shared their war stories and personal experiences adapting professional development strategies to build their practices.
Women’s Leadership Initiative

Firm Consults with Diversity & Flexibility Alliance on Enhanced Resources for Parents

In addition to increased recruitment and promotion of women and diverse attorneys, the firm’s multifaceted diversity approach encompasses increased attorney retention through progressive work/life initiatives.

We therefore are pleased to report that the firm has become a member of the Diversity & Flexibility Alliance, which creates strategic approaches and conducts critical research to help law firms and corporations increase organizational effectiveness and create high-performance cultures leveraging diversity and flexibility.

Our Diversity Committee, as well as our Human Resources and Attorney Resources & Recruitment Departments, recently consulted with the Alliance on a new Parental Leave Liaison (PLL) initiative to support our attorneys’ transition into and out of family leave and increase the retention of women attorneys at the firm. Partner Julia Johnson (CH) has taken on the PLL role, serving as a resource to female and male attorneys preparing for and returning from parental leave.

On September 8, the Los Angeles office WLI presented an energetic in-house counsel panel that explored the challenges of managing a demanding job and raising children. Office WLI office chair Julie Capell (LA) (second from right) and partner Erin Ranahan (LA) led the discussion with (from left to right) Theresa Bangert of Union Bank, Philline Parlan of Panda Restaurant Group, and Melanie Cybik of Teledyne Technologies.

“A key element of the PLL initiative is to provide clear and consistent information to attorneys to help them announce and plan their leave and navigate their return to the firm after their leave. The PLL also helps address specific questions regarding compensation, associate evaluations, benefits, partnership, and other important issues that may arise.”

Winston also has been working with the Alliance on enhancements to our parental leave and reduced hours policies to reflect law firm best practices, and we have participated in various Alliance programs and events throughout the year. As an example, a large group of Winston attorneys attended a teleconference presented by the Alliance on September 15, which focused on creating and sustaining a successful women’s initiative and retaining top talent.

CHAMBERS USA 2015 WOMEN IN LAW AWARDS

Winston’s WLI named a finalist for “Most Pioneering Gender Diversity Initiative.”

Julia Johnson
Partner, Chicago

Women’s Leadership Initiative

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As a thought leader on women’s leadership, diversity, and workplace flexibility, what trends are you seeing in the legal industry with regard to the adoption of policies and practices that create a more inclusive culture?

We are seeing more law firms move towards adopting holistic flex policies beyond reduced hours that also provide full-time flex options such as telecommuting, alternative start/end times, and job sharing. Professionals need flexibility for a variety of reasons, and those needs are not necessarily served by reduced hours alone. We are also seeing the adoption of on-ramping policies that provide attorneys with an automatic, but voluntary, reduced hours schedule for a period of time upon return from a short-term leave of absence.

In addition, the need to de-stigmatize, de-gender, and de-parent the idea of holistic flexibility was a common theme highlighted by both law firm chairs and general counsel at the Alliance’s 2016 Annual Conference. Clients are willing partners to make this push, and when it’s a high priority for the client, it will in turn be a high priority for firms.

The business case, the technology, and the wants and needs of the next generation of top talent all support the legal industry’s need and ability to adapt in order to create more inclusive cultures.

Why are flexible work arrangements such an important aspect of a firm’s ability to attract and retain top talent?

There are two main reasons – talent retention and the business case.

Allowing your talent the autonomy and flexibility to control how, when, and where they work is a key to motivation and retention. And different generations in the workforce want and need flexibility for different reasons. Baby Boomers are looking for flexibility to address the growing responsibilities for adult children and elderly parents. Gen X needs flexibility for both childcare and eldercare responsibilities. As the smallest generational population, Gen X is key to filling the impending leadership gap—when you lose key talent in this generation, you are losing your next generation of leaders. Gen Y, which will soon be the largest in the workforce, demands flexibility and values it over compensation and other traditional motivators. By embracing and fostering flexibility now, firms can combat implicitly favoring traditional work styles – namely face time – and boost retention of top talent.

Flexibility also equates to business sustainability. Innovation and productivity rise when an employer reduces the constraints on how, when, and where employees work. Indeed, studies show there is a threshold on hours worked before productivity is compromised. Clients are also increasingly asking about flexibility as part of their diversity and inclusion metrics when selecting outside counsel. They understand the connection between flexibility and engaging and retaining top talent to work on their matters.

Describe a particular tool or resource the Alliance offers to help women and diverse attorneys enhance their leadership or business development skills.

The Alliance offers multiple resources through our New Partner Report, Flexibility Benchmarking Survey, and other research; our strategies that are focused both on individual and organizational solutions provided through our monthly Action Steps and bi-monthly Signature Seminar Series; and our sense of community showcased by the stories of successful flex attorneys featured in our monthly “Spotlight of Flex,” and at the Flex Success Leadership Institute and our Annual Conference. All of our resources stress the importance of highlighting successes versus highlighting problems, and they are geared toward helping our organizational and individual members find and implement solutions that will work in their respective situations.
Recruitment and Pipeline Initiatives

Winston actively participates in a variety of pipeline programs that provide mentoring and internship opportunities to diverse high school and college students.

Each year, our offices across the country provide summer and school-year internships to dozens of diverse students through college and career readiness programs as well as in collaboration with college preparatory high schools that provide work-study programs. Through these and other programs and referrals, Winston hosted more than 40 student interns during 2015 who have worked in the firm’s Attorney Resources & Recruitment (ARR), Human Resources, Information Services, Docket, Records, Supplies, and several other departments in our U.S. offices.

The firm has provided summer internships to many college students through our long-time involvement with LINK Unlimited, a Chicago-based organization that provides mentoring, college readiness counseling, leadership development, and summer work opportunities for African-American students in need.

Maurice Wilson, one of Winston’s many LINK intern success stories, worked in the firm’s Docket Department and recently received his B.S. in Astrophysics from Embry-Riddle Aeronautical University in Daytona Beach, Florida, where he was admitted to the Honors College. Maurice’s passion for astrophysics was further fueled by the research internship he earned from the Harvard-Smithsonian Center for Astrophysics, where he has spent the past two summers. He will be attending Harvard in the fall in pursuit of a Ph.D. in Astrophysics. Please see the sidebar on Page 8 for our Q&A with Maurice. In addition, our former LINK intern, Fuad Akinbiyi, recently was hired by the firm on a permanent basis as an ARR assistant.

Another of our summer intern success stories, Dexter Smith, came to the firm in 2015 as an independent referral and worked in the firm’s Information Services Department. Dexter attends the University of Illinois, where he is a senior in technical systems management, and was profiled for the cover story of the University’s Fall 2015 edition of ACES @ Illinois. The story, titled “Against the Odds,” highlights the significant obstacles Dexter had to overcome to attend U of I, aided by an ACES “I Pay It Forward” scholarship. Please see the sidebar on Page 9 for our Q&A with Dexter.

Winston also serves as a job partner with Urban Alliance, providing opportunities to under-resourced youth to help them gain skills necessary for success in the world of work.

Summer Intern Success Stories – Where Are They Now?

Tell us about your experience working as an intern at Winston. I worked in Winston’s Docket Department the summer between my first and second year in college. I had the opportunity to visit agencies and federal, state, and appellate courts around Chicago to acquire and submit pleadings, communications, certificates of good standing, and other such files, which made me recall information from my high school classes about the pivotal differences between the federal and state courts and the trial and appellate courts. I also learned how to search for Cook County Circuit Court Law Division and Chancery Court files and documents, and walking in the heart of Chicago every day made for an interesting and varied summer experience.

What challenges have you met in order to achieve your academic/career goals? My socioeconomic status has made it challenging to afford the full cost of tuition and expenses at Embry-Riddle Aeronautical University, even with the scholarships and financial aid I did receive. I have been able to overcome this obstacle by working sometimes two jobs while taking a full-time schedule of classes. This has not been easy given the rigorous curriculum, but I am willing to put in that extra effort to remain a student of this university. As an African-American student, I have also been able to overcome the added challenges faced by minorities in my field of study by getting As in class and believing I
Through the Urban Alliance program, we have provided year-long paid internships to several high school seniors who have worked in the firm’s Business Development Department. Our current Urban Alliance intern, Jessica Banderas, is a senior at Steinmetz College Prep High School who has been working at Winston as an Interaction clerk since fall 2015. She graduated in May 2016 and is headed to Northern Illinois University. Please see the sidebar on Page 10 for our Q&A with Jessica.

The firm and our attorneys have become deeply involved with Chicago Scholars as well. In recent years, we have provided substantial financial support to this program and hosted several of its students as summer interns, including Juliet Garcia, who was hired on a permanent basis last year as an accounts payable clerk in the Accounting Department. Chicago Scholars is a seven-year, three-tier college readiness and leadership program that provides job shadowing, internships, and full-time employment opportunities to academically driven, first generation college students from under-resourced communities.

Winston partner Rex Sessions (CH) has been on the board of directors for Chicago Scholars for more than ten years and is a member of its Executive Committee. He recently hosted a table at Chicago Scholars’ College Admissions Forum held in October 2015. The Forum provided members of Chicago Scholars’ College Bound Class of 2020 – comprised of hundreds of high school juniors from Chicago – the opportunity to interview one-on-one with more than 140 selective colleges from across the country. The firm also was a sponsor of the Chicago Scholars interview night in March 2015, where volunteers from Winston and other organizations assisted with the selection of the College Bound Class of 2020.

The firm also provides numerous school-year internships to students from across the country through the Cristo Rey Network of college preparatory high schools. Cristo Rey, the largest network of independent high schools in the country serving exclusively low-income youth, empowers students from underserved communities to develop their minds and become lifelong contributors to society. Through the network’s innovative corporate work-study program, the firm has in the past year hosted interns from Cristo Rey Jesuit High School (Chicago), Don Bosco Cristo Rey High School (Washington, D.C.), Cristo Rey Jesuit College Preparatory High School (Houston), Verbum Dei High School (Los Angeles), Cristo Rey New York High School (New York), and Christ the King Jesuit College Preparatory School (Chicago).

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am worthy of receiving this education. I remind myself of how passionate I am about studying astrophysics and becoming an astrophysics researcher one day.

**How did your internship at Winston impact your achievement of your academic/career goals?**

The internship at Winston provided me with an experience quite distinguished from other freshman physicists I know. I have used this unique experience to market myself as an interesting, intellectual, and well-rounded individual in applications and interviews for astrophysics-related jobs and internships. Since my summer at Winston, I have earned two internships at Harvard University. I also have much gratitude for the generous stipend Winston provided to me that summer to pay for my subsequent semester of classes. It was a great relief to know that I was able to afford another semester of classes.

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**Tell us about your experience working as an intern at Winston.**

During the summer of 2015, I interned with Winston’s Information Services (IS) Department, assisting the technical support and AV teams in Chicago and helping them increase overall workplace efficiency. I had the opportunity to work on hardware/software upgrades, computer imaging, and conference room AV setups. I learned the most about how IT operates within a law firm, and enjoyed seeing how teamwork makes any day easier. I will never forget the people that I met at Winston and can
honestly say they made my internship a great experience for me.

What challenges have you met in order to achieve your academic/career goals?
The biggest challenge I have overcome is to understand that “struggling” is a part of the learning process. Without struggle, there is no knowledge gained. When I struggle with a task, whether it’s academic or career related, I know that I’ll learn from it in some way and that the time spent struggling will result in greater knowledge.

How did your internship at Winston impact your achievement of your academic/career goals?
Working with attorneys and staff in Chicago and other Winston locations was great, and I learned a lot from the technology team. This experience has given me nourishment on my journey to becoming a successful information technologist and is one that will never be forgotten. I really enjoyed being a part of the Winston team.

Winston Provides Law Preview Scholarships for Diverse 1L Students
This past fall, the firm’s Hiring and Diversity Committees provided Law Preview scholarships to eight diverse first-year students attending the University of Chicago, New York University, and Harvard law schools. Scholarship recipients attended a six-day, intensive Law Preview prep course before law school classes began on campus. During the prep course, students receive coaching and practical academic strategies to help them excel during their first year of law school. The

Summer Intern Success Stories – Where Are They Now? continued

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Law Preview program provides a valuable jump-start to the law school careers of many students, as evidenced by the appreciative feedback received from students the firm sponsored this year:

“The knowledge I gained in Law Preview has drastically increased my confidence as I transition into my 1L year here in Chicago.”

“Halfway through my first semester at Harvard Law I realized how helpful the Law Preview course was and am thankful that Winston & Strawn gave me the opportunity to take part.”

Chicago Office Hosts LINK Scholars Private Equity Luncheon
Winston hosted the 2015 LINK Unlimited Scholars Private Equity Annual Luncheon, which raises funds to support economically disadvantaged African-American youth through educational enrichment programs. The 8th Annual LINK luncheon, held on June 25, featured City of Chicago Mayor Rahm Emanuel as the guest speaker. Winston has been a longtime supporter of LINK Unlimited in its provision of mentoring, college readiness counseling, leadership development, and summer work opportunities. Partner Steve Gavin (CH) was a longtime LINK mentor and a co-chair of the Private Equity Annual Luncheon and is now an emeritus board member, and partner George Lombardi (CH) is a current member of the LINK board and serves as a mentor to LINK students. In addition, through LINK’s college internship program, more than 20 students have spent their summers working in various departments in Winston’s Chicago office.

How did your internship at Winston impact your achievement of your academic/career goals?
My internship at Winston has been great for me in working toward my goal of becoming a lawyer. The experience of being at a prestigious firm where I can speak to attorneys and learn about the legal profession has had a big impact on my understanding of what goes on behind the scenes at a law firm.
Winston & Strawn has enjoyed the privilege of representing Charlotte, North Carolina-based Bank of America and its predecessors in transactional matters for more than 20 years and in litigation for the past five years. The Bank’s leadership in diversity and inclusion initiatives, as described in this Q&A with Deputy General Counsel Amy Littman and Associate General Counsel Lani Quarmby, has illuminated the value of bringing together varied perspectives and backgrounds. According to Winston’s Charlotte office litigation chair Amanda Groves, who frequently handles Bank of America litigation matters, Winston actively supports the Bank’s initiatives by regularly providing statistical diversity data and, of equal importance, engaging in ongoing discussions regarding how the Bank and Winston can work together to further improve diverse staffing on its matters.

Please give our readers an overview of Bank of America. How did diversity and inclusion become such an important part of the Bank’s business and operations?

Bank of America is one of the world’s leading financial institutions, serving individual consumers, small and middle-market businesses, and large corporations with a full range of banking, investing, asset management, and other financial and risk management products and services. With a global workforce in more than 40 countries, diversity and inclusion are among the Bank’s core values. We respect every individual and value their differences – in thought, style, experience, culture, ethnicity, and sexual orientation – and we strive to create an environment where employees, customers, and communities around the world can reach their goals and connect with each other.

How are Bank of America’s diversity efforts organized?

The Global Diversity and Inclusion Council, chaired by CEO Brian Moynihan, is the chief governing body for the Bank’s diversity and inclusion programs. The Council is composed of senior leaders from around the world and has created a culture that keeps diversity and inclusion at the forefront for managers throughout the company. Each business at the Bank also has its own Diversity and Inclusion Business Council (DIBC) that develops strategies to further implement these objectives. Chief Diversity Officer Cynthia Bowman and her team partner with businesses across regions to develop strategy, recruit diverse talent, and manage the Bank’s diversity sponsorships and strategic alliances.

Tell us about Bank of America’s legal department and how it is involved in the organization’s diversity and inclusion activities.

Within the Bank’s Legal Department, diversity and inclusion efforts are led by Global General Counsel David Leitch and Deputy General Counsel Amy Littman, who also serves as executive sponsor of the Department’s DIBC (Diversity and Inclusion Business Council). One of the Department’s areas of focus is to ensure that the Bank’s outside law firms are providing diverse legal teams. Law firms can point to their overall diversity statistics in Vault or The American Lawyer.
but we care most about whether firms are staffing Bank matters with attorneys who have diverse viewpoints and backgrounds.

The Department has been collecting diversity and inclusion statistics from our outside law firms for more than a decade, but more recently began acting on these statistics through a formal diversity performance review process unique among corporate legal departments. Firms also complete an annual self-evaluation of their efforts to meet the Bank’s diversity and inclusion goals and provide feedback on ways we in turn can help firms improve their diversity performance.

Three years ago, the Department instituted an annual diversity award to recognize outside law firms that excel at providing diverse legal teams and fostering a strong culture of diversity and inclusion within their organizations and in partnership with the Bank. Finalists for the award are selected based on statistical data and self-evaluations. The DIBC’s Outside Council Committee interviews finalist law firms on topics such as internal mentoring and promotion and external recruiting and outreach efforts in order to select an overall winner, and hosts a reception for the winner and finalists.

The performance review and diversity awards have led not only to a greater awareness by our law firm partners of the importance we place on diverse staffing, but also to a steady increase in diverse staffing on our matters. In addition, the process enables the Department to identify and assist underperforming firms in removing obstacles to their diversity and inclusion goals.

What are some ways that law firms and clients can work together to improve diversity and inclusion?

Efforts to build awareness of the importance of diversity and inclusion in the legal profession are particularly important, and the Bank’s focus from an enterprise level is definitely moving the needle. Within the Legal Department, we sponsor various affinity groups and national legal organizations, often in collaboration with our law firm partners. We present panel discussions and speakers in partnership with law firms, highlighting important issues impacting diversity and inclusion and communicating these issues throughout the legal profession. Our efforts also focus on increasing the utilization of diverse law firms by implementing spend initiatives and helping them gain visibility throughout the Department.

Several years ago, one of our law firm partners approached the Bank to provide a summer internship for a diverse 1L law student to learn about corporate legal department operations. This program has since experienced significant growth, with nearly 20 diverse 1L students dividing their time between the Bank and their summer law firm this past year. We also participate in the Mecklenburg County Bar’s Charlotte Legal Diversity Clerkship program, a highly competitive 1L summer internship for students with diverse backgrounds. Invited participants join the Charlotte legal community for 12 weeks – six with a law firm and six with a corporate legal department – during which they are exposed to a variety of legal practice areas while expanding their professional network.

How are Bank of America’s workforce and operations affected by the company’s diversity and inclusion efforts? What specific programs have you started?

The Bank’s Supplier Diversity and Development Program works to make sure that the goods and services we purchase in our communities come from a wide range of sources and our suppliers have a chance to become long-term partners. Our suppliers include minorities and people with disabilities, as well as businesses owned by veterans, women, and individuals in the LGBT community.

Our Diversity Executive Recruiting Team identifies prospective executives and connects talent to leaders within our organization. We have increased our diversity hiring through early candidate identification and development in partnership with approximately 200 schools and external diversity organizations, including Historically Black Colleges and Universities, Hispanic Serving Institutions, and Women’s Colleges. In addition, the Bank’s military and veteran recruiting team attends job fairs to find talented military service members, military spouses, and veterans.
Affinity Group Provides Leadership on LGBT Diversity and Inclusion Issues

Winston’s lesbian, gay, bisexual, and transgender (LGBT) affinity group, chaired by partner Tom Lane (NY), provides networking opportunities and guidance on sponsorships, outreach, and leadership opportunities. The group, which is open to attorneys and staff, supports professional development, recruitment, and retention initiatives aimed at LGBT attorneys and provides pro bono legal services through the firm’s public service program.

Members of the group had a significant presence at the National LGBT Bar Association’s 2015 Lavender Law Annual Conference & Career Fair held August 5-7 in Chicago. Winston, a major sponsor of the LGBT Bar and a participant in Lavender Law for more than ten years, hosted a well-attended reception for participants on the opening day of the conference.

Winston’s large contingent at Lavender Law was led by Tom Lane, who is also on the LGBT Bar Association Board of Directors, and included partner Jennifer Golinveaux (SF) and associates Michael Anderson (CH), Bryce Cooper (CH), Alex Kaplan (DC), Jason Pesick (CH), Dorian Thomas (NY), and Ilan Wurman (DC). Winston also once again participated in the Lavender Law Career Fair, where we recruited two law students who joined the firm as 2016 summer associates in our New York office.

For the eighth consecutive year, Winston received a perfect score and is recognized as a “Best Place to Work for LGBT Equality” for our satisfaction of all criteria on the 2016 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices administered by the Human Rights Campaign (HRC). The CEI evaluates LGBT-related policies and practices, including non-discrimination workplace protections, domestic partner benefits, transgender-inclusive health care benefits, competency programs, and public engagement with the LGBT community.

Winston also was once again recognized as one of the top Illinois law firms that is setting the bar in the area of LGBT equality as a result of the 2015 Equality Illinois Law Firm Survey. The firm – recognized for its personnel policies, civil union and same-sex partner benefits, and engagement with the LGBT community at large – was featured in Equality Illinois’ “Raising the Bar: Law Firms Leading the Way to LGBT Equality” 2015 publication and was honored on July 21 at the annual Raising the Bar recognition event.
Winston Launches New Asian-American Affinity Group

Firm management and the Diversity Committee are committed to implementing and supporting initiatives to enhance recruitment, retention, and promotion of diverse attorneys at Winston and in the legal profession. As part of this commitment, we launched a firmwide Asian-American affinity group in 2015 chaired by Sam Park (CH) and Warren Loui (LA) and open to those of all ethnicities interested in issues of importance to Asian and Pacific Islander (API) attorneys.

The mission of this new affinity group is threefold:

- Support recruitment by assisting in the recruitment of outstanding API law students.
- Support retention by organizing events designed to strengthen the bonds of lawyers interested in the issues of APIs.
- Support promotion by organizing events designed to develop the career prospects of API lawyers.

Since its launch in spring 2015, the group has added office coordinators Howard Shin (NY), Jovial Wong (DC), and Michael Wu (SF) to assist with local programming and events.

For the group’s inaugural event on August 27, Sam Park hosted Chicago associates Nikki Bhargava, Ayush Garg, Dan Hoang, Peter Nam, and Sharick Naqi for a lively networking lunch at India House. Attendees shared information, set goals, and discussed plans for future events.

In November, Winston had a large presence at the Korean-American Community Foundation (KACF) 2015 Annual Gala in New York, which supports the work of KACF and its non-profit grantee partners in the Korean and Asian-American communities. New York partners Brad Vaiana and Justin Levy and associates Roy Cho, Jee Chung, and Besorah Won attended this event with clients Charles Yoon, managing partner of Bregal Partners; Daniel Jang, principal at Monitor Clipper Partners; and Kyun Park, managing director at Aperion Management.


Sam Park
Partner, Chicago

“\nI am thrilled to be co-chairing this important group. The formation of the Asian-American affinity group and the corresponding resources that the firm has committed to the group will help us to address the unique issues and challenges facing our API attorneys.”

Warren Loui
Partner, Los Angeles

“We hope to establish a schedule of regular events throughout our offices with a view to developing strategies to support the overall goals of recruiting, retention, and promotion, and to discuss issues raised by the members of the group.”
Lateral Partner Spearheads New York Office African-American Affinity Group

After joining the firm’s New York office corporate practice in April 2015, partner Greg Weston set out to open the lines of communication with junior African-American attorneys in that office and assist them in advancing their careers and professional development at Winston.

Greg, also a member of the firm’s Diversity Committee, formalized these efforts with the creation of a New York office African-American affinity group that meets regularly to set goals and discuss opportunities for involvement.

One such opportunity is President Obama’s My Brother’s Keeper (MBK) Initiative, which was launched to address persistent opportunity gaps faced by boys and young men of color. One vital component of MBK involves a program to assist with expungement of juvenile criminal records and clemency petitions. Greg was one of eight African-American attorneys who participated in a meeting at the White House on October 8 to discuss how law firms and corporations can partner with MBK to address the many challenges facing disadvantaged young men and boys of color. During the meeting, Chairman of the White House Council of Economic Advisers Jason Furman presented the findings of a recent report on the persistent disparities in education, employment, and exposure to the criminal justice system between young men of color and other Americans and the importance of U.S. investment in the lives of its young people.

In 2016, Winston will announce a firmwide opportunity to assist MBK by providing pro bono legal services to help respond to a large number of clemency petitions made to the President. “The petitions to be reviewed are from individuals convicted of non-violent crimes who have already served lengthy prison sentences and still face years and often decades of continued incarceration,” Greg notes.

Members of our New York office African-American affinity group also have plans to attend the Metropolitan Black Bar Association 32nd Anniversary Awards Gala themed “Advocates for Inclusion: Leading with Courage, Commitment and Conviction” in New York City.

Plan in the Works for Hispanic/Latino Affinity Group in 2016

In early 2016, Winston’s Diversity Committee announced plans to launch a new Hispanic/Latino affinity group to be chaired by partner Steve Flores (CH). This group will further support the firm’s efforts to create a diverse and inclusive environment that attracts and nurtures attorneys who bring a variety of viewpoints and a range of experiences in serving the needs of our clients.

The Hispanic/Latino affinity group serves as a resource to the firm to improve recruitment, retention, and advancement of outstanding Hispanic/Latino attorneys at all levels of the firm, working with firm management to ensure that Hispanic/Latino attorneys are provided the opportunities necessary to succeed and thrive as associates and as partners of the firm.

Our attorneys have for many years maintained a high level of involvement in the Hispanic National Bar Association and other national and regional organizations and foundations that promote and support diversity and inclusion.
Collaborations

Winston and our attorneys maintain a high level of engagement in numerous professional and community organizations that champion diversity and inclusion initiatives. We sponsored and attended many leadership conferences, scholarship galas, diversity career fairs, and other events across the country in 2015, including the following:

New York / Northeast
Partners Greg Weston (NY) and Cardelle Spangler (CH) attended the Association of Corporate Counsel (ACC) Foundation’s dinner discussion on The Care and Feeding of In-House Counsel held June 17. This event took place in client Verizon’s New York office and was hosted by Verizon’s general counsels of Public Policy & Law and Corporate Services. This event brought together diverse senior law firm partners and general counsels to share ideas on how to bridge the gap between diversity initiatives and successful outcomes.

The firm had a significant presence at the National Women’s Law Center (NWLA) 2015 Awards Dinner held November 17 in Washington, D.C. and featuring a keynote address by Attorney General Loretta E. Lynch. Winston attorneys and professionals who attended this event were May Wall (DC), Christine Edwards (CH), Christine Orlikowski (DC), Kim Paschall (DC), Nicole Silver (DC), Kathy Ames (DC), and Sarah Bily (DC). The NWLA champions policies and laws that help women and girls achieve their potential at every stage of their lives.

Charlotte / Southeast
Winston was a sponsor of the Mecklenburg Bar Foundation (MBF) 2015 McMillan Dinner held March 3, which includes presentation of the annual Julius L. Chambers Diversity Champion Award. Charlotte Managing Partner Jack Cobb serves on the MBF Board of Directors and Executive Committee.

Partner Kobi Kennedy Brinson (CL) attended and Winston sponsored the Corporate Counsel Women of Color (CCWC) 11th Annual Career Strategies Conference held September 23-26 in Atlanta, Georgia. CCWC facilitates networking, promotes career advancement of in-house women of color, and promotes global diversity in the legal profession.

Chicago / Midwest
As a member of the Leadership Council on Legal Diversity (LCLD), Winston and its Firmwide Managing Partner Tom Fitzgerald (CH) attended the LCLD Sixth Annual Membership Meeting held September 28-29 in Chicago. The annual meeting included a series of working sessions to expand LCLD programs and initiatives and develop new pipeline partnerships, and a lunch keynote by Martha Minow, Dean of Harvard Law School. Our 2015-2016 LCLD Fellow Tim Kincaid (CH) attended this event along with Office Managing Partner Linda Coberly (CH) and Diversity Manager Chiymelle Nunn (CH).

The firm was a sponsor of the Women’s Bar Association of Illinois (WBAI) 2015 Annual Installation Dinner held June 4 in Chicago. Attendees celebrated incoming WBAI president The Honorable Jessica A. O’Brien, a Cook County Circuit Court judge, who discussed her theme for the new bar year of “Leave No Woman Behind.”
Collaborations

For the fifth year in a row, Winston and partner Christine Edwards (CH) sponsored and hosted the Project 5/165 Executive Leadership Workshop in Chicago held on April 21. Project 5/165, which derives its name from the goal to have women in the role of general counsel at 165 of the Fortune 500 companies within five years, is a series of regional workshops presented by InsideCounsel and designed to support and accelerate the development of senior women attorneys.

Houston / Southwest

Winston was a sponsor of the Hispanic National Bar Association (HNBA) 6th Annual Corporate Counsel Conference held March 18-21 in San Antonio, Texas. Partner Steve Flores (CH), who serves as deputy regional president for the HNBA Region IX (IL, IN, WI, MI), was a panelist on the topic of “President Obama’s Executive Order on Immigration Enforcement: How it Affects Businesses and Individuals” and associate Rocio Mendoza (HO) was a panelist on the topic of “Oil Regulation Reform in Mexico.”

The firm was a sponsor of the Women’s Power Summit on Law and Leadership presented by the University of Texas Center for Women in Law on April 15-17 in Austin, Texas. Partner Melanie Gray (HO), a founding member of the Center for Women in Law, attended this event with guests from CenterPoint Energy and ABM Industries. Summit participants explored how they can successfully lead their legal institutions to get results in critical areas such as parity in compensation and advancing to the C-suite.

Los Angeles / Southern California

Winston was a lead sponsor of the California Minority Counsel Program (CMCP) 2015 Annual Business Conference held October 22-23 in Los Angeles. The firm had a large presence at this event led by Diversity Committee Chair Amanda Sommerfeld (LA) and including partner Monique Ngo-Bonnici (LA), of counsel Francisco Flores (LA), and associates Annette Salazar-Shreibati (LA) and Alvina Wong (SF). Highlights included CLE opportunities, networking events, and a keynote by Wal-Mart General Counsel Karen Roberts.

Partner Jerry Bloom (LA) was a member of the Host Committee for the Equality California (EQCA) 2015 Los Angeles Equality Awards event held September 19, of which the firm was a sponsor. Last year Jerry joined the board of EQCA, the mission of which is to achieve and maintain full and lasting equality, acceptance, and social justice for all people in our diverse LGBT communities.

San Francisco / Pacific Northwest

On April 23, Asian Americans Advancing Justice – Asian Law Caucus held its 43rd Anniversary Dinner in San Francisco. Winston sponsored and associates Joon Oh (SF), Deepi Punia (SF), Jennifer Zhao (SF), and Dana Cook-Milligan (SF) attended this event, which honors individuals and organizations that have made a significant impact in the Asian American and Pacific Islander community in defense of civil rights. Associate Alvina Wong (SF) served on the event planning committee.

Seminars and Special Events

Winston regularly hosts events and meetings in collaboration with diversity-related organizations in which our attorneys are involved. A few the firm hosted in 2015 include:

• Association of Law Firm Diversity Professionals
• Black Women Lawyers’ Association
• Chicago Black Partners Alliance
• ChiWIP – Chicago Women in Intellectual Property
• DirectWomen
• Hispanic Lawyers Association of Illinois
• Indian American Bar Association of Chicago
• National Association for Law Placement
Associates Take Center Stage

Diversity events provide Winston associates with valuable opportunities to participate in development activities and raise their visibility. Here are a few more sightings of our associates in action during the past year:

Don Goff (CH) and Jason Pesick (CH) were selected to participate in the third annual Rate My Pitch program presented by the Chicago Committee for Minorities in Large Law Firms and sponsored by Allstate. Rate My Pitch is a professional development program open to 20 diverse fourth- through seventh-year associates. Participants worked in teams to practice and present a business development pitch in response to a mock RFP. Seasoned partners, including Winston Diversity Committee member Tim Carey (CH), coached the participants, and a panel of in-house counsel scored the teams’ presentations.

Nikki Bhargava (CH) led a corporate counsel roundtable at the South Asian Bar Association (SABA) North America’s 12th Annual Convention held June 11-14 in Orlando, Florida. She describes her attendance at the convention as a “one of a kind experience” with excellent programming and networking opportunities focused on advancing and promoting South Asian attorneys.

Sharick Naqi (CH) attended the Indian American Bar Association (IABA) of Chicago Sixth Annual Gala held on September 11 at Ovation Chicago and themed “Branching Out.” This event, of which the firm was a sponsor, celebrates the accomplishments of the Indian-American community.

Annette Salazar-Shreibati (LA) (far left) is pictured here with New York State Supreme Court Justice Carmen Velásquez (second from right) and some of her law clerks at the Hispanic National Bar Association (HNBA) Annual Convention and Career Fair held September 2-5 in Boston, Massachusetts. Partner Steve Flores (CH) also attended this event, joining hundreds of attorneys, judges, and law students from across the country who took part in CLE panels, networking events, workshops, and the largest Hispanic career fair in the country.

The firm was a sponsor of the Asian Americans Advancing Justice 32nd Anniversary Dinner held October 15 in Los Angeles. Pictured here at the dinner are Diversity Committee Chair Amanda Sommerfeld (LA) (second from right) with associates Shawn Obi (LA), Annette Salazar-Shreibati (LA), and Caitlin Tran (LA); Associates Olivia Tran (LA) and Diana Cho (LA) and practice attorneys Audrey Chui (LA) and Hwannie Shen (LA) also attended this event.

Rocio Mendoza (HO) attended the Texas Minority Counsel Program (TMCP) 23rd Annual Conference held October 14-16 in Houston. TMCP offers a variety of CLE, networking, and social opportunities and facilitates informational interviews between corporate law departments and diverse outside counsel. Rocio (far right) is pictured here with Winston alums Jennifer Rappoport and Jude Andre.

Jenn Zhao (SF) attended the National Asian Pacific American Bar Association (NAPABA) 2015 Annual Convention held November 5-8 in New Orleans, Louisiana. A highlight of the convention for Jenn was a discussion by Mazie Hirono, the only U.S. senator of Asian ancestry, about her experience as a first-generation immigrant. Asian-American affinity group co-chair Sam Park (CH) also attended this event.
Awards and Appointments

Partner **Julie Bauer** (CH) was profiled in *Leading Lawyers Magazine – Women’s Edition* highlighting her work as a trial lawyer and advancement at the firm.

Partner **Kobi Kennedy Brinson** (CL) was profiled by Law360 for its “Minority Powerbrokers” series.

Partner **Steve Flores** (CH) received the "Alumnus of the Year Award" from the *Latina/o Law Students Association* of the University of Illinois College of Law.

Partner **Tim Kincaid** (CH) was selected as a 2015-2016 **Leadership Council on Legal Diversity Fellow**, a flagship initiative that provides corporate and law firm attorneys with a year of professional development opportunities and a strong organization for networking.

Partner **Sam Park** (CH) was installed as an honorary board member of the **Asian-American Bar Association**.

Associate **Nikki Bhargava** (CH) was appointed to the executive board of the **Indian-American Bar Association** of Chicago.

Associate **Bryce Cooper** (CH) was elected to the board of directors of **Legal Council for Health Justice**, which works to secure health, dignity, and stability for people with HIV.

Partner **Christine Edwards** (CH) was honored by the **Illinois Diversity Council** with a 2015 “Leadership Excellence Award,” which distinguishes a select group of individuals from diverse fields who exhibit exceptional leadership qualities.

Partner **Liisa Thomas** (CH) was honored by the **Illinois Diversity Council** with a 2015 “Multicultural Leadership Award,” which recognizes individuals of color who have made a difference through their achievements and exemplify the ability to excel in their field.

**2015 Diversity Scholarships Winners**

The Diversity and Hiring Committees are pleased to announce the three recipients of the 2015 Winston & Strawn Diversity Scholarships.

- **Kathleen Kim**
  - Columbia Law School, 2016
  - 2015 Summer Associate, New York

- **Brian Li-A-Ping**
  - UCLA School of Law, 2016
  - 2015 Summer Associate, Los Angeles

- **Matthew Wissa**
  - The University of Chicago Law School, 2016
  - 2015 Summer Associate, Chicago

"I gained a lot from my experience as an LCLD Fellow and appreciate the firm investing in me and allowing me to participate in this program." Tim also was named to *Chicago Daily Law Bulletin*’s “40 Under Forty” list for 2015.

Partner **Tim Kincaid** (Partner, Chicago)

Partner **Christine Edwards** (Partner, Chicago) was named to *Chicago Daily Law Bulletin*’s “40 Under Forty” list for 2015.
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AMANDA SOMMERFELD, DIVERSITY COMMITTEE CHAIR
“ I’m pleased that the Diversity Committee has taken sponsorship to the next level by partnering with the Women’s Leadership Initiative to create the Advancement Subcommittee, which includes several members of senior firm management.”

Associate Member
*Chief Human Resources Officer
**Diversity Manager