



One Firm, Many Faces





“One Firm, Many Faces,” Weil Gotshal’s 2009 Diversity Brochure, captures our firm’s commitment to diversity in more ways than one: all of the artwork used to illustrate this brochure was culled from the Weil Gotshal Art Collection, which has been compiled since 1968 and contains over 2,300 pieces. The cover artwork is from *Random Word Arrangements* (1959) by Hunter Reynolds.

One of the highlights of our collection is the incredible diversity within it, not just of genres and styles, but also of artists – we thought there was no better way to illustrate our diversity policies, achievements, and goals than to turn to those artists of diverse backgrounds featured in the halls, offices, and conference rooms of our firm. Citation and credits for each featured artist can be found on page twelve.



During my twenty years in firm leadership at Weil Gotshal, one of my highest priorities has been furthering our commitment to building and maintaining an inclusive work environment, one in which all lawyers can reach their maximum potential, free from unfair barriers to success. This commitment is even more important today, as the battle for talent on a worldwide basis has become intense. I felt twenty years ago – and feel today – that our diversity program is a key ingredient to winning the battle for talent and providing the highest possible level of service to our clients.

Experience has taught us the value of diversity, the so-called “business case.” It enhances our firm’s vitality, competitiveness, efficiency, and ability to meet complex legal challenges for clients around the world. But we also have never lost sight of what led us to contemplate diversity in the first place: that creating an inclusive, supportive workplace is the right thing to do as a matter of conscience and leadership. I invite you, then, to explore this brochure and discover the many ways in which we have built – and are continuing to build – “one firm, many faces.”

Stephen J. Dannhauser
Chairman of the Firm



As Chair of the Diversity Committee, I am honored to work with Steve Dannhauser, Meredith Moore, our Global Director of Diversity, and many others at the firm in helping to make the vision of “one firm, many faces” a daily reality.

I know from personal experience how the firm’s commitment to diversity and inclusion – and its openness to new ideas – creates pathways for success. I began my career at Weil Gotshal as a full-time associate and left after three years. I was welcomed back five years later (having spent most of my time away as the full-time mother of a young son) and was given an opportunity, unique at the time, to work first as a flextime associate and then as a flextime counsel, without restriction on my development as a lawyer. Fourteen years after coming back to the firm, I became a partner.

Having benefited so much from the firm’s commitment to diversity and inclusion, I am delighted to help the firm build on its achievements – for me, it is a labor of love.

Andrea A. Bernstein
Chair of the Diversity Committee



Ira Millstein
Senior Partner, New York

"I came of age professionally in the 1960s, a time of intense questioning. I questioned why my partner's wife (now a United States Supreme Court Justice) could not find a job in a law firm, why my accomplished wife, Diane, faced unfair barriers in her own male-dominated field. I decided to attack these barriers where I could – first in our firm, then in the profession. Working with my partners and the City Bar to open doors for all lawyers has been one of the most gratifying and important achievements of my career."



Ellen J. Odoner
Partner, New York, Corporate Department

"I am grateful for the vision of the firm's leadership that permitted me to become Weil Gotshal's first woman corporate partner. As Chair of Women@Weil, our women's affinity group, I take pride in the many achievements of the women at the firm. Together with the firm's four other affinity groups, we are creating a powerful network to enhance the success of lawyers who do not fit the traditional mold. Along with others in the first generation of women partners at the firm, I feel a special responsibility to expand opportunities, not just for women, but for everyone, and our affinity groups play a key role in this effort."

One Firm, Many Pioneers

Since its founding, Weil Gotshal has been driven by a pioneering spirit. It's true in the way we practice law, and it's also the foundation of our dedication to diversity and inclusion.

Deep within Weil Gotshal's culture is an understanding of how important fairness, respect, and collegiality are to our practice and community. In the early 1980s, our firm established a Professional Code of Conduct policy and a committee that would eventually become our Diversity Committee – a first among New York law firms. Weil Gotshal always had the pioneering spirit to lead change, both within the legal community and in society at large.

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1931 Weil, Gotshal & Manges was founded in New York City.

1969 Weil Gotshal hires its first woman associate and first African-American associate.

1976 Weil Gotshal elects its first openly gay partner.

1977 Weil Gotshal elects its first woman partner.

1984 Weil Gotshal adopts Professional Code of Conduct policy and establishes a committee to administer it.

1987 Weil Gotshal elects its first African-American partner.

1990 Weil Gotshal elects its first Asian-American partner.

1991 First firm to launch women and minority supplier diversity program.

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1965

1964 The United States passes the Civil Rights Act prohibiting discrimination by covered employers on the basis of race, color, religion, sex, or national origin.

1970

1967 Thurgood Marshall becomes the first African American to serve on the Supreme Court of the United States.

1969 Yale and Princeton open their doors to women – West Point follows the next year.
Stonewall Rebellion represents a turning point in the lesbian, gay, bisexual, and transgender rights movement when the patrons of a gay bar protested the harassment of the New York City police for three days.

1975

1975 The United Kingdom passes the Sex Discrimination Act prohibiting sex discrimination in the workplace.

1980

1979 Margaret Thatcher becomes the first woman Prime Minister of the United Kingdom.

1981 Sandra Day O'Connor becomes the first woman to serve on the Supreme Court of the United States.

1985

1990

1990 The United States passes the Americans with Disabilities Act prohibiting, under certain circumstances, discrimination based on disability.



One Firm, Many Cultures

Building on our leadership role in diversity means understanding that different locations may have different diversity issues.

Our firm’s **Diversity Committee** spearheads our efforts to maintain a workplace that is fair and respectful of individual differences. The composition of the committee reflects its global perspective, representing a broad cross-section of offices, practice groups, and administrative staff and enabling us to customize our approach.

Continental Europe Diversity Initiative: Once again leading the way, we conducted a comprehensive culture and diversity assessment in our Continental European offices, including a survey of all attorneys and staff, interviews, and focus groups. We piloted a customized version of our US and UK training in Warsaw, Munich, and Frankfurt. After gathering feedback, we refined the training and then presented it to administrative staff and attorneys in Paris, Prague, and Budapest.



Britta Grauke
Partner, Frankfurt, Litigation Department

“Our diversity efforts in Germany have been a good lesson for all of us as to how diverse we really are. We tend to think that we are all the same, i.e., German, White, Christian. It has been amazing to see how many different backgrounds we come from or are connected to.”



Michael Francies
*Managing Partner, London
Management Committee Member, Corporate Department*

“Our firm has been an acknowledged diversity leader in the London marketplace. Our London office diversity group develops its agenda based on the needs of our people. We are unique in that best practices flow both ways across the Atlantic. While most efforts occur simultaneously with the United States, some programs are first piloted in New York, and on other topics, such as disabilities, our London office leads the way.”

1992 Weil Gotshal adopts a formal workplace diversity policy, conducts a firm-wide diversity assessment, and commences mandatory diversity training as a demonstration project for The Association of the Bar of the City of New York’s Diversity Initiative.

1996 Weil Gotshal institutes same-sex domestic partner health plan benefits and elects its first Latino partner.

1998 Weil Gotshal institutes paid paternity leave.

2000 Weil Gotshal establishes a management level position dedicated to fostering an inclusive workplace for lawyers and administrative staff.

2002 Weil Gotshal conducts a culture and diversity survey and launches second wave of diversity training in the United States and London.

2003 Weil Gotshal begins establishing affinity groups, ultimately resulting in five groups across the firm (see pages 6-7).

2005 The firm launches comprehensive culture and diversity assessment in our Continental Europe offices.

Weil Gotshal becomes a founding member – and the only participating US firm – in the European Supplier Diversity Business Forum.

2006 Weil Gotshal celebrates its first Diversity Week (see pages 8-9).

2007 Women account for greater than fifty percent of Weil Gotshal’s new partner class, and the firm elects the first two flextime partners.

2008 Weil Gotshal celebrates its second Diversity Week and launches pilot reverse mentoring program.

2009 Twenty-five years after adopting the Professional Code of Conduct, Weil Gotshal launches the next phase of its inclusion efforts with a follow-up culture and diversity assessment in the United States and London.

1993 The United States passes the Family and Medical Leave Act, allowing an employee to take unpaid leave due to a serious health condition, to care for a sick family member, or to care for a new son or daughter.

2000 The European Union adopts Racial Equality and Employment Equality directives.

2001 The Netherlands becomes the first country to legally recognize same-sex marriages.

2004 Massachusetts becomes the first US state to legalize same-sex marriage in *Goodridge v. Department of Public Health*.

2009 President Barack Obama takes the oath of office as the 44th, and first African-American, President of the United States.

Sonia Sotomayor becomes the first Latina to serve on the Supreme Court of the United States.

2010 The 50th anniversary of the world’s first elected female head of government. In 1960, Ceylon (now Sri Lanka) elected Sirimavo Bandaranaike prime minister.



Dan Dokos
*Partner, New York
Management Committee Member
Corporate Department*

"The focus of **WEGALA**, our LGBT affinity group, is in many respects about getting the word out about our inclusive culture and opportunities at the firm to law students and clients, as well as finding ways to contribute meaningfully to the larger community through community service and philanthropic giving."



Melanie Gray
*Partner, Houston
Litigation Department*

"**Women@Weil** serves both internal and external goals. We seek to foster connections between our women attorneys and clients through networking and philanthropic events. At the same time, it is rewarding to come together to get to know each other better as individuals and to discuss the challenges we face collectively."

One Firm, Many Backgrounds

Our practice of law depends upon collaboration and teamwork – across practice groups, across offices, across continents, and across cultures. Drawing strength from our differences is not just an internal firm matter – it bears directly upon our ability to deliver outstanding results and excellent client service.

Professional development affinity groups were established at the firm to advance, retain, develop, and attract a diverse group of lawyers, as well as to develop stronger bonds with our clients. Our five affinity groups also provide two-way communication between firm management and traditionally underrepresented attorneys.

Our Affinity Group Steering Committee has representatives from each of the affinity groups to share lessons learned and best practices. Many of the groups individually hold retreats to bring together members from across the US offices and strategize about future initiatives.



Holly Loiseau
*Partner, Washington, DC
Litigation Department*

"Affinity groups help create a professional environment in which group members feel welcomed and valued and have a forum to air and address common issues and concerns. Toward this end, the **Black Attorney Affinity Group** holds client panels, has held two group retreats, and keeps an open line of communication with firm leadership."



Akiko Mikumo
*Managing Partner
Asia (Hong Kong)
Management Committee Member
Corporate Department*

"**AsianAttorneys@Weil** includes lawyers from the many ethnic and national groups comprising the greater Asia-Pacific region. Reflecting the diversity within our own group, we focus on learning about our cultural differences and how they may affect each lawyer's professional development and advancement."



Yvette Ostolaza
*Partner, Dallas
Litigation Department*

"**Latinos@Weil** is proud to encompass attorneys of all Latino backgrounds. We have a particular focus on the external community through our active pro bono work and collaborations with law schools, Chambers of Commerce, and cultural organizations."



Matthew Powers
*Partner, Silicon Valley
 Management Committee Member
 Co-Chair, Litigation Department*

“The tone from the top is vital in driving cultural change in a large organization. By participating in reverse mentoring, I’m able to put myself in the shoes of an associate who has had different experiences than I’ve had. This gives me a better understanding of the issues associates of different backgrounds face and enables me to be an even more effective champion for diversity.”



P. J. Himelfarb
Partner, Washington, DC, Corporate Department

“Flextime was an essential element to my success at the firm from both a personal and professional perspective. Because one of my 10-year-old twins has autism, I needed flexibility in my work schedule to be able to handle challenges unique to that disease. The firm’s decision to give me that flexibility meant I could succeed in the firm, even at the partnership level, while also coping with personal challenges.”

One Firm, Many Ideas

Weil Gotshal devotes substantial time and resources to reaffirming our commitment to diversity and inclusion in new and innovative ways.

Diversity Week. Held globally across the firm every other year, Diversity Week unites our people in the common goal of maintaining a diverse and inclusive work environment. In 2008, there were approximately 70 events held in 16 offices across the firm.

Emerging Issues in Diversity. A cornerstone of our approach is our focus on cutting-edge issues and how diversity evolves over time. Recent areas of focus include the impact of religion in the workplace and “microinequities,” the small, often unconscious messages that communicate whether or not someone is valued, respected, and included.

Alternative Career Trajectories. Our firm has had a longstanding flextime program that affords associates, both women and men, the ability to scale back their work commitments yet remain within the mainstream of their practice. The firm also was a pioneer in establishing the role of flextime partners, available for women and men who have made a long-term career choice to work on a flexible schedule.

Reverse Mentoring. Our reverse mentoring program turns the traditional mentoring paradigm upside down so that associates mentor senior partners, fostering in our firm leaders a more personal understanding of how diversity issues are experienced by associates in the firm.



One Firm, Many Pursuits

Weil Gotshal's diversity commitment extends outside our offices, making a difference in the global community.

Pro Bono. Weil Gotshal's award-winning pro bono program provides legal services to diversity-related causes around the world. Recent examples include a same-sex marriage rights matter in South America, racial discrimination cases throughout the United States, civil rights initiatives on behalf of Roma children in Hungary, and an international effort to advocate for the rights of people with disabilities.

Philanthropy & Community Service. Our firm's philanthropic foundation makes significant donations of time and money to numerous organizations and associations globally that support our core diversity values.

Pipeline Efforts. To bolster opportunities for traditionally underrepresented groups in the legal profession, our firm actively participates in mentoring programs, fellowships, and internships for high school, college, and law school students.

Supplier Diversity. Weil Gotshal has been a leader in supplier diversity programs that provide opportunities to women- and minority-owned businesses, first in our US offices and now in Europe.



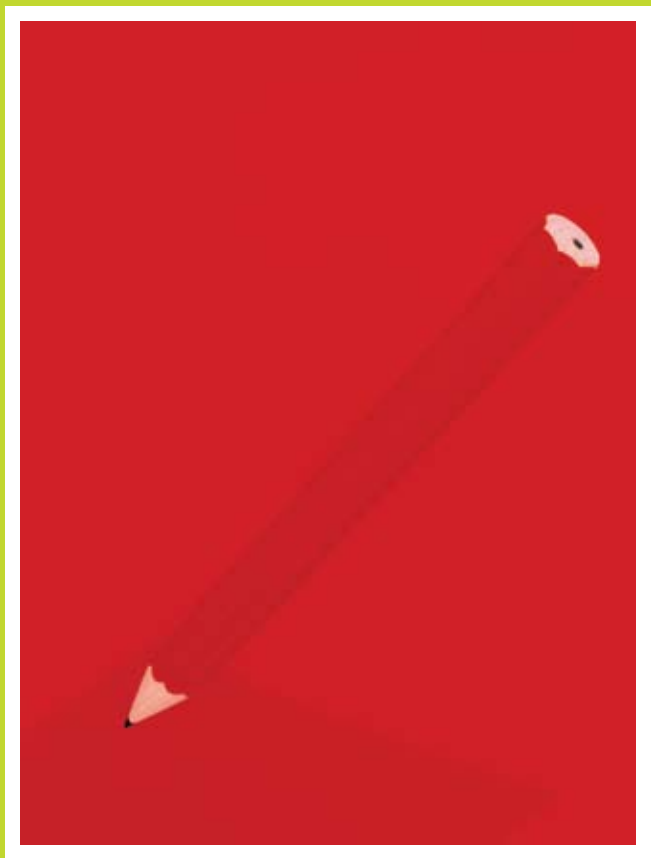
Adam Hemlock
Partner, New York, Litigation Department

"As a former New York City Bar Fellow when I was a first-year law student, I personally benefited from the firm's early championing of initiatives to open the pipeline of diverse talent. Now as a partner, I proudly give back by helping to lead our pro bono asylum work and participating in our recruiting and pipeline programs."



Vernon Broderick
Partner, New York, Litigation Department

"By actively engaging clients, community leaders, philanthropic organizations, bar associations, and vendors, our firm has achieved a leadership role not just in the profession, but in the communities where we live and work."



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Random Word Arrangements
by Hunter Reynolds
Image courtesy of the artist



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Hybrids (#89)
by Jason Meadows
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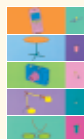
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