

Achievements in Diversity



KING & SPALDING

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Welcome

At King & Spalding, we are committed to having the brightest lawyers we can find, and we recognize that the best talent is diverse in many ways, including gender, race, sexual orientation and national origin. We understand that diverse talent is a strategic asset that allows for more effective client service. Within this annual report, you will find information on our diversity initiatives and efforts that serve to strengthen our commitment both to our lawyers and to our clients.



Robert D. Hays, Jr.
Chairman



Samuel M. Matchett
Partner and chair
Diversity Committee

Supporting Diversity & Inclusion in the Firm, with Clients, and in the Community

King & Spalding lawyers devote substantial hours and resources to increasing diversity and inclusion in the legal profession, including providing programming opportunities and resources to our lawyers, partnering with clients on diversity-related initiatives, and supporting diversity-related organizations. Following are highlights of recent efforts.

Supporting Initiatives within the Firm

King & Spalding Mentor Awards

Now in its fifth year, the King & Spalding Mentor Awards recognize and reinforce our lawyers' efforts to improve job performance and develop careers, including for our diverse and women lawyers. The following recipients were announced for 2015 and 2016.

2015 Mentor Award Winners:

Partners

Mike Biles, Austin
 Laura Bushnell, Silicon Valley
 Gary Eiland, Houston
 Sheryl Kass, New York City

Counsel

Juanita Kuhner, Atlanta
 Steven Park, Los Angeles

Associates

Osama Audi, Dubai (now partner)
 Jessica Standera, Charlotte

2016 Mentor Award Winners:

Partners

Harry Burnett, New York City
 Jim Capra, New York City
 Egishe Dzhazoyan, London
 Ted Hester, Washington, D.C.
 Mona Katigbak, Singapore
 Paul B. Murphy, Atlanta

Associates

Mike Miller, Charlotte

Selected Events for Women Lawyers

- King & Spalding's women lawyers participated in webinars hosted by an internationally recognized expert on workplace restructuring, talent management, work/life balance, and the retention and promotion of lawyers, with a focus on women, as well as a webcast – "The Empowerment Dynamic at Work."
- In Atlanta, 40 women lawyers attended a panel on business plans, practice development, career management and the formal evaluation process.
- The New York office hosted two professional development events for the firm's women lawyers: a workshop offering the American Bar Association's "The Grit Project," a scenario-based program that educates women lawyers on the science behind the "grit and growth" mind-set, and a "speed mentoring" networking program that paired partners and associates from different practices.

Diversity Professional Development Program

King & Spalding's two-day Diversity Professional Development Program for lawyers offered educational sessions and networking opportunities to all African-American, Asian, LGBT, Latino/a and multiracial associates, counsel and partners at the firm. In all, more than 70 attorneys from the firm's offices around the globe attended.



Chairman Robert Hays opens the two-day diversity professional development program.



Firm leaders and program attendees participate in one of the many organized discussions.



Left to right: Partners Chilton Varner and David Balsler provided programming for the diversity program.



Left to right: Partner Sam Choy, senior associate Laura Westfall and partner Bobby Woo.



Left to right: Associates Lauren Warner, Emily Chen, Chandra Kurien and Radha Manthe attend the Diversity Professional Development Program.



Partner Mike Ciatti networks with an associate at the diversity professional development program.



Left to right: Rajesh Patel, counsel; Heleina Formoso, senior associate; Sam Matchett, partner; and Todd Amdor, counsel, enjoy networking at the program.

Senior Associate Women's Forum

In 2016, King & Spalding held its inaugural Senior Associate Women's Forum, "Speaking Up – Practical Guidance on Building the Career You Want." Spearheaded and led by senior women partners at the firm, the multiday program included panel discussions and workshops on career growth, mentoring, business development, and negotiating and self-advocacy skills. Women senior associates from offices around the world, representing all practice groups across the firm, attended, with many senior partners participating as faculty. ▶



"We're investing in the next generation of firm leadership. Building our pipeline is critical to the success of our firm, and this program gave our women senior associates concrete, practical tools to use every day as they advance in seniority."

– Sarah Walker
 London partner and Senior Associate Women's Forum co-chair

Celebrating Diversity and Inclusion with Clients

Robotics Event Supports Girls in STEM

For two consecutive years, King & Spalding's Women in Intellectual Property and Women's Affinity Groups have held an interactive STEM (science, technology, engineering and math) robotics program to promote awareness and encourage a younger generation of girls to pursue scientific and technical educational opportunities. In total, nearly 80 clients and their daughters, granddaughters and nieces between the ages of 4 and 13 attended the event, which took place in Atlanta, Houston, New York and Silicon Valley.



Left to right: Virginia McGuffey, counsel, and Michele Kim, associate, watch the STEM competition in Atlanta.

K&S Women in IP Supporting Women in IP

The firm's Women in IP Group also sponsored the ChIPs Women in Tech, Law and Policy Summit and *Managing Intellectual Property's* (MIP) International Women's Leadership Forum in 2015 and 2016, hosting women clients and providing programming for both events. ChIPs was founded in 2005 by seven women heads of patents and intellectual property from major technology companies in Silicon Valley, with the mission of advancing women at the confluence of law, technology, and regulatory policy. The MIP International Women's Leadership Forum centers on IP developments in the U.S. and around the world and provides an opportunity for women in IP to hear from thought leaders in their field.



Left to right: Partners Peg Brivanlou and Katie McCarthy, senior associate Laura Huffman and partner Allison Altersohn gather at the 2016 ChIPs summit.

Women's Compliance Summit

King & Spalding hosted the third annual Women's Compliance Summit in Atlanta in 2016, bringing together women clients and the firm's women partners who specialize in government investigations and compliance counseling for a day of discussion regarding enforcement trends and best practices.



Left to right: Counsel Isabel Fernandez de la Cuesta, associate Katy Merk, senior associate Laura Huffman and partner Jennifer Burdman gather on the firm's D.C. office rooftop before attending the ChIPs Global Summit.



King & Spalding partners and attendees at *Managing Intellectual Property's* Women in Leadership Forum: (left to right) Jill McWhirter, Peg Brivanlou, Allison Altersohn, Natasha Moffitt, Emma Maconick and Rebecca Kaufman

Affinity Groups – Building Relationships across the Firm and the Community

Making Connections

King & Spalding's 16 Affinity Groups are an important source of support and encouragement for our women and diverse lawyers, offering educational and networking opportunities at all stages of the attorney career life cycle for our lawyers and clients. A sampling of events held in 2015 and 2016 include the following:

- King & Spalding's Women's Affinity Groups in the firm's Atlanta, Austin, Houston, London, New York, Paris, San Francisco, Silicon Valley and Washington, D.C., offices all held events for women clients, from skills and communications workshops and continuing legal education events to wine and chocolate tastings and networking receptions.
- The Singapore Diversity Affinity Group hosted its inaugural client event, offering women energy clients a private, curated tour of the National Gallery Singapore, with a networking reception following. Approximately 50 women from leading energy industry companies attended.
- The Asian Affinity Group sponsored the signature fundraising event for the Asian Pacific American Bar Association Education Fund; a judicial panel held in the Washington, D.C., office featuring a number of prominent Asian-Pacific-American judges; the Georgia Asian Pacific American Bar Association's annual gala; and the University

of Georgia's Asian Law Student Association's annual event on "How to Succeed as an Intern and New Attorney."

- The firm's Latino/a Affinity Group sponsored the Hispanic Bar Association of Austin's annual Hispanic Heritage Luncheon, which raises money for scholarships for current and aspiring Latino law students in Central Texas. The group also sponsored the 27th Latin Fever Ball, held in Atlanta and organized by the Latin American Association, which provides legal services and classes to immigrants from Latin America. Partners Bobby Woo and Carmen Toledo also taught a writing workshop for Georgia State University College of Law students as part of the university's Law Day.
- The LGBT Affinity Group hosted a continuing legal education panel discussion for clients regarding the recent Supreme Court marriage



Partner Mona Katigbak, Member of Parliament Cheryl Chan Wei Ling, senior associate Silvia Taslim, and associates Zoe Joy Bromage and William Panlilio gather at the National Gallery Singapore.

equality decision in *Obergefell v. Hodges*. The group also sponsored the King & Spalding team for the DC Walk to End HIV, the Lambda Legal Atlanta Garden Party and the NYC Bar Association PRIDE Reception, and they attended the Lavender Law conferences in Chicago and Washington, D.C.

- Lawyers in the firm's Silicon Valley and San Francisco offices hosted a beer tasting to facilitate business development and networking opportunities for diverse King & Spalding attorneys and their client contacts in the life sciences and tech sectors.
- The African American Affinity Group once again hosted, coordinated and provided programming for a training seminar titled Annual Mock Interview/Résumé Review Workshop, during which the firm's attorneys interviewed participants to prepare them for on-campus and job interviews. ▶



Asian Affinity Group members network in New York.

Supporting the Legal Community

In 2015 and 2016, King & Spalding provided support to more than 140 diversity-related programs, events and organizations.

King & Spalding Hosts Judicial Section Awards

In December 2015 and 2016, the Atlanta office hosted the Gate City Bar Association's Judicial Section Awards dinner, which provides Judicial Section scholarships and recognizes outstanding Judicial Section judges. Twenty-three local judges were among those who attended. The Judicial Section of the Gate City Bar Association was created to assist Georgia judges in the performance of their responsibilities and to foster positive relations between the bench and the bar.



Left to right: Associate Robert Benson, partner Sam Matchett, the Honorable Carol Walker-Russell, associate Darrick McDuffie and partner Harold Franklin attend the Judicial Section Awards in Atlanta.

Annual Judicial Reception

In 2016, King & Spalding once again sponsored and hosted the Georgia Association of Black Women Attorneys and the Gate City Bar Association annual Judicial Reception. This year's reception brought together over 225 people, of which more than 60 were judges from all levels of the judiciary.

Emory Law Volunteer Clinic for Veterans

Retired King & Spalding partner and highly decorated U.S. Army veteran Lane Dennard co-founded Emory Law's Volunteer Clinic for Veterans in 2013 and served as its co-director until his recent appointment as director emeritus. In 10 cases where money has been awarded since 2013, the clinic has obtained over \$2.5 million for clients and their families.

More than 200 King & Spalding lawyers and other personnel have provided more than 10,000 hours of free legal services since 2013 to numerous veterans for disability benefit and pension claims, appeal hearings, discharge upgrades, records correction cases and other civil legal matters referred by Emory Law's Veterans Clinic, the State Bar of Georgia's Military Legal Assistance Program, the Veterans Consortium Pro Bono Program, and other veterans' organizations. ♦



Partners Tish McDonald, Michael Smith and Joe Loveland attend the GABWA/Gate City Judicial Reception in the firm's Atlanta office.



Justice Nels Peterson, Georgia Supreme Court, and partner Merritt McAlister enjoy a chance to connect at the GABWA/Gate City Judicial Reception.



Associate Darrick McDuffie addresses attendees at the GABWA/Gate City Judicial Reception.

Diversity and GE: "You Have to Commit for the Long Haul"

King & Spalding has been a GE Preferred Provider since the program's inception in 2004 and has represented various GE businesses on a wide variety of matters since the 1970s. Diversity and inclusion have long been a priority for both GE and King & Spalding and, throughout our relationship, we have continued to challenge each other to raise the bar on both efforts and results.



Sarah Borders



Carolyn Alford

"GE is an inspiration for what it means to be a diverse organization. Working with them, you can easily see the value derived from having a variety of perspectives, backgrounds and experiences present in the decisionmaking process," said Sarah Borders, a partner with King & Spalding's Financial Restructuring practice and a lead member of the firm's GE client team. "Diversity is part of what fuels GE's success. They recognize that and in turn expect their partners and advisors to bring that same value to their decisionmaking."

GE clearly expressed those expectations in late 2013 when it issued a call to action to its top firms to increase diversity in the staffing of GE matters. As a result, King & Spalding created a formal GE Diversity Plan, which includes enhancing participation and development of diverse team members and regularly assessing progress against finite goals.

"GE's emphasis on diversity is a huge opportunity for diverse lawyers and for the firm," said Carolyn Alford, the leader of King & Spalding's Global Finance practice and a lead outside counsel to the former GE Capital. "For those lawyers and their firms, GE's commitment to diversity offered an on-ramp into representing a leading global company with its tentacles into many

different industries. Firms committed to recruiting, mentoring and developing diverse lawyers have a client ready to invest along with them, providing meaningful legal work in which those lawyers can engage and build careers."

In recent years, more than 40% of hours billed to GE by King & Spalding have been by women and minority attorneys. This was a concerted effort and took time, according to Borders. "It requires working with the client, learning their culture and their business, and then investing systematically to grow the relationship."

Of course, merely providing diverse lawyers is not enough.

"You also need to develop lawyers who are invested in and can grow with the GE relationship for the long term," Borders said. "Obviously, this doesn't happen overnight. It takes time to recruit and develop diverse talent. You have to add to the pipeline constantly. It is something that we continually invest in at every level in our organization. We are committed not for this year or this cycle. We are committed for this generation."

For both Borders and Alford, however, the work is worth it. "I appreciate GE's emphasis on diversity, because I enjoy being part of the diverse workplace it empowers, working with a range of really interesting and talented colleagues with different backgrounds and perspectives," Alford said. "Part of my affinity with GE is diversity itself – that we shared that value." ♦

Leading the Charge

King & Spalding lawyers enjoy a proud legacy of serving in prominent roles in organizations dedicated to increasing diversity and inclusion in the legal profession. The following are representative of those who served in leadership roles in 2015 and 2016.

Atlanta partner **Jack Capers** is a member of the board of directors of the Atlanta Chapter of the Posse Foundation, which works to identify student leaders, the majority of whom come from African-American or Latin-American families, and to provide them with full, four-year scholarships to top 100 colleges around the country.

Sam Choy, Atlanta partner, is a member of the Georgia Asian Pacific American Bar Association board of directors. Sam was also the keynote speaker at the 2015 Korean American Young Professionals Night, sponsored by the consulate general of the Republic of Korea in Atlanta and the Korean American Coalition, Atlanta Chapter.

Washington, D.C., partner **Mike Ciatti** serves on the national board of directors of Street Law, Inc., a nonpartisan, nonprofit organization that develops classroom and community programs that educate young people about law and government.

Washington, D.C., partner **Alan Dial** is vice chair of the Cartel & Criminal Practice Committee of the American Bar Association's Section of Antitrust Law, the leading professional organization for antitrust and competition law, trade regulation, consumer protection, and economics.

New York counsel **Isabel Fernandez de la Cuesta** is a member of the International Law Association's Feminism and International Law Committee, which works on issues such as the status of international conventions on refugees, international conventions against sex slavery and trading, and similar issues.

Harold Franklin, Atlanta partner, was installed as the 108th president of the Atlanta Bar Association. Formed in 1888, the Atlanta Bar is the largest voluntary bar association in the southeast United States. Harold also is a member of the State Bar of Georgia Diversity Program standing committee.

Washington, D.C., partner **Gary Grindler** serves as a member of the board of trustees for the Lawyers Committee for Civil Rights Under Law.

Cory Hohnbaum, Charlotte partner, is the chair of the Diversity, Inclusion and Global Committee of the YMCA of Greater Charlotte.

Rob Hur, Washington, D.C., partner, is a member of the Asian Pacific American Bar Association of DC (APABA-DC) and serves on the Nominations Committee.



Jack Capers
Partner



Isabel Fernandez
de la Cuesta
Counsel



Rob Hur
Partner



Sam Choy
Partner



Harold Franklin
Partner



Joe Loveland
Partner



Mike Ciatti
Partner



Gary Grindler
Partner



Emma Maconick
Partner



Alan Dial
Partner



Cory Hohnbaum
Partner



Tish McDonald
Partner

Joe Loveland, an Atlanta partner, is a member of the board of trustees of the Southern Center for Human Rights, a nonprofit, public interest law firm dedicated to providing legal representation to people facing the death penalty, challenging human rights violations in prisons and jails, seeking through litigation and advocacy to improve legal representation for poor people accused of crimes, and advocating for criminal justice reform on behalf of those affected by the system in the southern United States.

Silicon Valley partner **Emma Maconick** is the co-chair of membership for Women In Bio, an organization of professionals committed to promoting careers, leadership and entrepreneurship for women in the life sciences.

Atlanta partner **Tish McDonald** serves on the board of the Atlanta Women's Foundation (AWF). Founded in 1986, the AWF is the only public foundation in Georgia dedicated solely to women and girls. Tish is also on the board of directors for the Atlanta Bar Foundation. ►



Darrick McDuffie
Associate



Ray Persons
Partner



Christine Savage
Partner



Amelia Medina
Associate



Misty Peterson
Counsel



Carmen Toledo
Partner



Rebecca Ojeda
Associate



Nikki Reeves
Partner



Wendy Waszmer
Partner



William Panlilio
Associate



Myrna Salinas
Baumann
Associate



Bobby Woo
Partner

Atlanta associate **Darrick McDuffie** served as president of the Gate City Bar Association in 2015 and as immediate past president in 2016. Darrick is also currently chair of the Gate City Foundation, the charitable arm of the Gate City Bar, the oldest African-American bar association in the state of Georgia.

Amelia Medina, Atlanta senior associate, is the president-elect of the junior board of directors of the Atlanta Volunteer Lawyers Foundation and is also a member of the board of directors of the Latin American Association.

Rebeca Ojeda, Atlanta associate, was elected vice president of the Georgia Hispanic Bar Association. In 2015, she served as secretary on the board.

William Panlilio, Singapore associate, is a member of the editorial board of the Minority Trial Lawyers Committee of the American Bar Association.

Atlanta partner **Ray Persons** is on the board of the Law Pipeline Program, Inc., a nonprofit organization dedicated to the development of a law pipeline for metro Atlanta high school students. The organization supports these students through college and law school by encouraging an interest in law and promoting the development of the skills and values necessary for academic and professional success.

Misty Peterson, Atlanta counsel, is on the board of the Stonewall Bar Association, which supports the rights of lesbian, gay, bisexual and transgender people and opposes discrimination based on sexual or gender orientation.

Washington, D.C., partner **Nikki Reeves** serves on the Leadership Advisory Committee of the National Women's Law Center, which works to protect and promote equality and opportunity for women and families.

Austin associate **Myrna Salinas Baumann** serves as a member of the board of directors for Volunteer Legal Services of Central Texas. She also is a board member of the Hispanic Bar Association of Austin Charitable Foundation.

Washington, D.C., partner **Christine Savage** spoke at the International Aviation Women's Association's annual conference in Montreal, making an address titled "International Trade: Challenges and Opportunities in the Aviation Industry."

Carmen Toledo, Atlanta partner, helped found the Cafecito group, a networking group of Latina attorneys who support and encourage each other at all stages of their respective careers, overseen by the Georgia Hispanic Bar Association.

New York partner **Wendy Waszmer** is co-chair of the Diversity Committee of the Antitrust Section of the New York State Bar Association.

Bobby Woo, Atlanta partner, was the 2015 co-chair of the Mass Tort Committee of the National Asian Pacific American Bar Association. ♦

Diversity and Airbnb: “It’s About Fit”

King & Spalding’s relationship with online accommodations marketplace Airbnb began as a result of a personal relationship between Silicon Valley office partner Emma Maconick and one of the associate general counsels at Airbnb, who was responsible for Intellectual Property, Product and Data Privacy and Cybersecurity. The two women had worked together previously and had maintained contact over the years, so Airbnb’s associate general counsel instructed Maconick to assist Airbnb with technology transaction-related matters. Soon after that instruction, Airbnb decided to undertake a significant rebranding exercise and wanted to consolidate their trademark prosecution portfolio management with one firm. Maconick had an opportunity to introduce Airbnb to intellectual property partner Katie McCarthy, who ended up spearheading the project.



“I recommended Katie because I thought her personality would fit well with the culture at Airbnb,” Maconick said. “Not necessarily because she is a woman who would be working with women counsel but because she has a cool vibe that mirrors the hyper-growth, millennial culture at Airbnb.”

The majority of King & Spalding lawyers who do work for Airbnb are, in fact, women, working with women at Airbnb. But Maconick says that is largely unintentional. “Gender inclusiveness is part of it, but that’s not the whole story,” Maconick said. “It’s about relating to the client – how you relate to the client, even beyond the specific matter at hand.

“We strengthen the provision of services to clients when we understand them better – understand who they are, where they come from, what’s important to them personally and professionally,” Maconick continued. “You relate differently to people with whom you share a background or experiences. So the more diverse our clients get, the more diverse we need to be.”

Almost three-quarters of the hours King & Spalding has billed to Airbnb over the past three years have been by women attorneys. Maconick insists, however, that the lawyers the firm puts forward to Airbnb isn’t based on checking a diversity box on a form or evaluation. “It’s not forced,” Maconick said. “It’s more organic than that. It’s about fit. And that’s the only way diversity and inclusion will work. It has to be authentic.” ♦

Priming the Pipeline

At King & Spalding, our goal is to provide diverse students with mentoring, encouragement and exposure to the legal profession in order to continue to increase diversity. Following are examples of support provided by King & Spalding and our lawyers.

Supporting the Leadership Council on Legal Diversity

King & Spalding continues to be a member organization of the Leadership Council on Legal Diversity (LCLD), an organization of more than 240 corporate chief legal officers and law firm managing partners who work together to create a diverse U.S. legal profession. Each year, the firm, in partnership with the LCLD, mentors diverse law school students, sponsors diverse 1L summer associates and sponsors a King & Spalding lawyer in the organization’s fellowship program.

In 2016, lawyers in the firm’s Los Angeles office hosted a dinner with students as part of the LCLD’s Success in Law School Mentoring Program, which seeks to ensure that talented law students receive the mentoring they need to maximize their potential, both during law school and afterward, as they prepare for the bar exam and launch their careers. ▶



King & Spalding lawyers and law students enjoy dinner as part of LCLD’s Success in Law School Mentoring Program.

2016 LCLD Mentors:

James Alford, Washington, D.C.
Katharine Alexander, San Francisco
Laura Bennett, Washington, D.C.
Emily Chen, New York
Samuel Choy, Atlanta
Christina Conroy, New York
Jaime Davis, Atlanta
Kelsey Deslover, Washington, D.C.
Paige Fillingame, Houston
Heleina Formoso, Houston
Stacy Foster, Los Angeles
Betre Gizaw, Washington, D.C.
Jonathan Goossen, Houston
Stacy Grant, Charlotte
Meaghan Griffith, Washington, D.C.
Richard Groos, Austin
TaCara Harris, Atlanta
Chandra Kurien, Washington, D.C.
Bailey Langner, San Francisco
Logan MacCuish, Los Angeles
Emma Maconick, Silicon Valley
David Mattern, Washington, D.C.
Juliet McBride, Houston
Margaret McPherson, New York
Jeffrey Mills, Austin
Alfredo Montelongo, Houston
Jason Nasra, Houston
Jullia Park, Silicon Valley
Steven Park, Los Angeles
Jeffrey Pawlitz, New York
Jessica Ringel, Washington, D.C.
Julia Romano, Los Angeles
Bethany Rupert, Atlanta
Reem Sadik, Washington, D.C.
Matthew Sandiford, Atlanta
Anneke Shepard, Atlanta
Jennifer Stewart, Los Angeles
Brittany Strandell, Atlanta
J. Michael Taylor, Washington, D.C.
Ashish Thomas, Atlanta
Patrick Togni, Washington, D.C.
Vincent Tremonti, Los Angeles
Ariana Wallizada, Washington, D.C.

Helping Prepare Students for Careers in Law

The firm hosted a high school intern from Therrell High School, an Atlanta public school, through the Atlanta Bar Association's annual intern program. King & Spalding has provided support to the Atlanta Bar internship program as a legal services provider for nearly 25 years.

King & Spalding also hosted four students from Cristo Rey Atlanta Jesuit High School through the innovative Corporate Work Study Program. As part of the program, students work five full days a month at top local businesses. Cristo Rey Atlanta provides a structured school environment for young people of limited economic means.

Hosting the Fort Bend School District's Gifted and Talented Program

For the past nine years, King & Spalding's Houston office has hosted diverse high school students from the Fort Bend School District's Gifted and Talented Program. In 2016, lawyers and staff once again introduced students to the firm and what it is like to work in a law office. The students' tour ended with a discussion with attorneys who informally shared their thoughts on questions related to their practices and what drew them to the legal profession.

King & Spalding Diversity Fellowship Program

Open to all second-year law students from ethnically or culturally diverse backgrounds, King & Spalding's annual Diversity Fellowship has for the past 10 years awarded \$10,000 stipends and summer associate clerkships in select firm offices. The firm's 2015 summer associate class included five fellows; the 2016 summer associate class included two fellows.

Exposing Students to the Field of Law

For the past 10 years, King & Spalding has sponsored and hosted the annual Justice Benham Law Camp, which provides 20 to 25 Atlanta-area minority high school students with exposure to the field of law. The program was founded and is chaired by King & Spalding partner Harold E. Franklin, Jr., under the auspices of the Gate City Bar Association.



Partner Harold Franklin addresses lawyers and students at the closing award reception of the Justice Benham Law Camp.

Welcoming Youth About Business Summer Camp Participants

In 2016, for a sixth consecutive year, King & Spalding participated in the Youth About Business Southeast Summer Business Camp. Firm lawyers in Atlanta joined executives from SunTrust Robinson Humphrey, J.P. Morgan, Deloitte, EY and Nissan to judge simulated M&A transaction presentations by approximately 40 high school students with diverse backgrounds. During the two weeks of camp, the students were hosted by Emory University's Goizueta Business School and met with lawyers, accountants, investment bankers, and marketing and human resource professionals who counseled them on their assigned M&A transactions. The firm's summer associates also met with the students for a legal strategy session at the firm, and King & Spalding associates advised them at the Goizueta Business School on deal structuring and due diligence.

The firm's New York office also hosted M&A counseling sessions for New York City public school system high school students and met with the students at Columbia University during the Northeast Summer Business Camp.

Youth About Business, an innovative national leadership training program for youth in underserved communities, was founded in 1992. The Youth About Business Summer Business Camp was developed seven years later and has become the organization's cornerstone program.

Continuing Support for Street Law

For five years, King & Spalding has worked with Street Law, a global, nonpartisan, nonprofit organization with more than 40 years of experience developing classroom and community programs that educate young people about law and government. Business litigation partner Mike Ciatti serves on the national Street Law board of directors.

In 2016, King & Spalding lawyers joined Emory University Law School students and the legal division of The Coca-Cola Company in Street Law's Diversity Pipeline Program for high school students. Following a kickoff reception hosted by the firm, King & Spalding lawyers, Coca-Cola legal staff and Emory law students taught classes in contracts, constitutional law, intellectual property, employment law, litigation/dispute resolution, trial overview and jury and witnesses to students at Benjamin E. Mays High School, an Atlanta public school. The Street Law students also spent a day at each organization.

Also in 2016, King & Spalding and UPS hosted 40 seniors from Maynard Jackson High School at the firm's Atlanta office for the final session of the school's annual Street Law Program. During the five-hour program, students spoke one-on-one with lawyers from UPS, King & Spalding and several local public interest organizations as well as paralegals, legal technology experts and court reporters during an hour of legal career "speed mentoring." The program concluded with a mock trial, which was followed by lively debate.



From left: Director of Growth & Client Services Mike Duffy, Elizabeth Finn Johnson (retired Coca-Cola senior counsel and Street Law board member) and partner Halli Cohn at the Street Law kickoff reception.



Mike Duffy counsels students on the Street Law negotiation team.



Street Law participants on King & Spalding Day.

Hosting the Gate City Bar/GABWA BLSA Retreat

As it has for nine consecutive years, King & Spalding's Atlanta office hosted the Gate City Bar Association/Georgia Association of Black Women Attorneys' Ninth Annual Black Law Student Association Retreat in 2016, with partner Sam Matchett and associate Robert Benson serving as speakers. The event offered students from Georgia law schools instruction on interview preparation, personal branding, networking and associate success. Among the luminaries sharing their knowledge were U.S. Northern District of Georgia Judge Eleanor Ross, former Georgia State Bar president Patrice Perkins Hooker, Georgia State Bar general counsel Paula Frederick, former Coca-Cola global chief diversity officer John Lewis and Major General Bobby Shannon, Esq. The Gate City Bar Association, established in 1948, is the oldest African-American bar

association in the state of Georgia and is an affiliate chapter of the National Bar Association, the nation's oldest and largest national association of predominantly African-American lawyers and judges. The Georgia Association of Black Women Attorneys is a voluntary bar organization that nurtures, supports and galvanizes the power of black women attorneys, advocates for women and children, and empowers communities. ►



U.S. Northern District of Georgia Judge Eleanor Ross addresses BLSA Retreat attendees.

Mentoring and Tutoring High School Students

Twenty-seven lawyers and staff from the firm's Washington, D.C., office participated in the Thurgood Marshall Academy tutoring program in 2016. The program brings 11th- and 12th-grade students to law firms each week to work with attorneys and professional staff who provide academic support and mentoring. Thurgood Marshall Academy is a college-preparatory public charter high school opened in 2001 with the mission of preparing students for success in college and instilling an understanding of democracy and advocacy for themselves and others.

2016 participants:

Norm Armstrong
Jim Bowe
Gina Bunker
William Clarkson
Conor Daniels
Joe Eisert
Betre Gizaw
Lloyd Hand
Ted Hester
Claudia Hrvatin
Leila Kashani
Amanda Klingler
Lauren Konczos
Chris Markus
David Mattern
Paul Mezzina
Jessica Rennert
Grace Rodriguez
Adam Rottner
Reem Sadik
Jeff Spigel
Jenna Stern
Josh Toll
Ken Turnbull
Mariah Young
C'Reda Weeden

Providing Financial Support

In addition to devoting time and resources, King & Spalding provided financial support to many diversity organizations and pipeline initiatives:

- Black Law Student Association (BLSA): events at Georgia State University, University of Houston, Duke University and George Washington University; hosted study breaks for BLSA students at Wake Forest, Duke, University of Georgia, Georgia State and Mercer; hosted the BLSA's 36th and 37th Annual Patricia Roberts Harris Awards Banquet at Georgetown University Law Center; sponsored the National BLSA's Southern Region Academic Retreat
- Georgia Association of Black Women Attorney's Annual Continuing Legal Education
- Georgia Association of Black Women Attorneys' Annual Foundation Brunch
- Georgia Latino Law Foundation
- Soulstice Young Litigators Moot Court Competition
- Southeast/Southwest People of Color Legal Scholarship Conference
- Asia Pacific American Bar Association Education Fund – Annual Benefit Dinner, 2015 and 2016
- Hispanic National Bar Association Corporate Counsel Conference and Moot Court Competition, 2015 and 2016
- The Leadership Institute for Women of Color Attorneys – Annual Conference, 2015 and 2016
- Stonewall Bar Association of Georgia, 2015 and 2016
- LAMBDA Legal
- Charting Your Own Course Conference, 2015 and 2016

Reaching Out to Diverse Law Students

Associates in the firm's New York office attended law firm diversity expos at New York University and Columbia University. The expos provide 1L students an opportunity to meet with law firm representatives and learn about the programs, scholarships, fellowships, and other initiatives each firm has developed to enhance and sustain a diverse and dynamic working environment. ♦



New York associate Courtney Kim Byrne (left) meets with 1L students at the New York University 1L Diversity Expo.

Diversity and Bristol-Myers Squibb: “Diversity Is a Constant Effort”

King & Spalding's preferred provider relationship with global biopharma company Bristol-Myers Squibb actually began in a setting devoted to diversity and inclusion. In 2009, Atlanta partner Bobby Woo introduced himself to General Counsel Sandy Leung as she received a leadership award from the National Asian Pacific American Bar Association. As a result of that and additional meetings, the firm was invited to apply for – and was accepted into – Bristol-Myers Squibb's LP2 preferred provider program.



“Diversity is not the primary requirement for acceptance into LP2,” Woo said, “but it is something Bristol-Myers Squibb emphasizes in its outside counsel in general. BMS's legal staff itself is very

diverse, so of course they value diversity in their outside counsel. This gives the firm the opportunity to build relationships that are borne out of diversity.”

The firm has taken advantage of that opportunity. Between 2013 and 2015, 56% of King & Spalding's hours billed to Bristol-Myers Squibb were by females and minorities, and that is no accident, according to Woo. “We do strive toward inclusiveness, and thus far we've been very successful,” he said.

Beyond providing diverse staffing, King & Spalding also participates in diversity initiatives with Bristol-Myers Squibb. For the past four years, Woo has worked with the company's Diversity and Inclusion Summer Program, giving their summer interns “how to” presentations on legal research. In 2016, the firm invited Sandy Leung to speak at the firm's diversity reception in its Washington, DC, office. And King & Spalding is one of four

firms participating in Bristol-Myers Squibb's pilot diversity program, Building Multicultural Success, with the goal of promoting the development of diverse attorneys within Bristol-Myers Squibb's outside counsel.

Despite these efforts, however, building and maintaining diversity requires constant effort, according to Woo. “In the last year, we had fewer hours billed to Bristol-Myers Squibb by minority attorneys,” he acknowledged. “Although BMS doesn't monitor the diversity of the K&S team, we monitor ourselves. And we knew we needed to do better. As a result, we reached out to partners with active matters for Bristol-Myers Squibb here at the firm and asked them to consider staffing the work with diverse attorneys. And the partners have responded.

“At the end of the day, it's about taking the best talent we can offer – much of which happens to be diverse – and putting them in front of the client,” Woo continued. “Diversity provides an entrée. It might help you get noticed, but at the end of the day, you have to provide excellent legal service and advice. That's how you keep the work.” ♦

Awards & Recognitions

In 2015 and 2016, King & Spalding and many of our women and diverse lawyers were recognized for efforts to foster inclusion and to diversify the legal profession. Many were also recognized for achievements and contributions to the legal industry.

King & Spalding Receives Chevron Law Firm Diversity Award for Fourth Time

The Chevron Corporation once again recognized King & Spalding for its commitment to promoting diversity in the legal field, bestowing the Chevron Law Firm Diversity Award on the firm in 2015. Chevron's Law Firm Diversity Award Program recognizes the company's law firm partners that have distinguished themselves by demonstrating their commitment to diversity. As part of the award and on behalf of the firm, Chevron donated \$5,000 to For People of Color, Inc., which provides free law school admissions consulting services to prospective law school applicants of color.



Left to right: David Garten (Chevron), partner Caline Mouawad, Ryan Asper (Chevron), partner Sam Matchett, Hew Pate (Chevron), Christopher Hayes (Chevron), partner Tracie Renfro and partner Jeremiah Anderson attend the Chevron Law Firm Diversity Award presentation.

Working Mother Names King & Spalding One of the "50 Best Law Firms for Women"

Working Mother magazine and Flex-Time Lawyers LLC included King & Spalding on their 2015 and 2016 "Top 50 Best Law Firms for Women" list, which recognizes firms for their family-friendly policies and career and business development initiatives that are helping retain women attorneys and advance them into the leadership pipeline.



Left to right: Counsel Laura Bennett and partner Meredith Moss at the Working Mother and Flex-Time Lawyers Best Law Firms Career Accelerator Summit and Awards Luncheon in Chicago.

King & Spalding Ranked Among "Best Places to Work for LGBT Equality" for Fourth Consecutive Year

For the fourth consecutive year, King & Spalding earned a top score of 100 percent in the Corporate Equality Index, a report card on lesbian, gay, bisexual and transgender (LGBT) equality in corporate America. The firm scored a maximum rating in all nine categories, earning the coveted distinction of one of the "Best Places to Work for LGBT Equality."



Chad Griffin, president of the Human Rights Campaign, and Caroline Abney, associate director of human resources and diversity, at the HRC awards ceremony in New York. (Photo courtesy of Judy Rolfe Photography)

Partner Sam Matchett Named to Gate City Bar Hall of Fame

The Gate City Bar Association named Atlanta partner Sam Matchett to its Hall of Fame, the organization's highest honor for attorneys who have made significant contributions to the African-American community. Atlanta partner Ray Persons is a 2013 inductee, making King & Spalding one of only two firms to have more than one attorney in the Hall of Fame.

King & Spalding Attorneys Win Community Service Awards

Atlanta partners **Philip E. Holladay, Jr.**, and **Harold E. Franklin, Jr.**, were awarded the 16th and 17th Annual Justice Robert Benham Awards for Community Service, respectively. The community service awards are co-sponsored by the State Bar of Georgia and the Chief Justice's Commission on Professionalism, and they honor lawyers and judges in Georgia who have made significant contributions to their communities beyond their legal or official work. Harold was also awarded the 2015 Man of Influence award by the Atlanta Business League.

Associate **Stephen Abreu** was selected as a member of the National Black Lawyers – Top 100 Lawyers, an invitation-only professional honorary organization whose mission is to promote excellence in the legal profession for accomplished black attorneys in the U.S. through advocacy training, marketing, networking and education of lawyers.

Allison Altersohn, partner, was shortlisted for the Chambers Diversity Awards USA, which celebrate the achievements of lawyers from nontraditional backgrounds and shine a spotlight on the firms and individuals effecting positive change in the profession.

The Daily Report named partner **Harold Franklin, Jr.**, a finalist for its Attorney of the Year award, which honors individuals "who had the biggest impact on the Georgia legal community or most helped to advance the cause of justice during 2015."

Partners **Patricia Barmeyer** and **Chilton Varner** were recipients of *The Daily Report's* first-ever Lifetime Achievements Awards; they were selected for their work in environmental law and corporate defense law, respectively.

King & Spalding partners **Dixie Johnson**, **Carmen Lawrence**, **Tracie Renfro** and **Chilton Varner** were recognized by Benchmark Litigation in the 2016 edition of *Top 250 Women in Litigation*, a publication dedicated to honoring the achievements of female litigators nationwide. Varner, who is also ranked as a National Litigation Star along with Johnson, was named one of the top 10 female litigators in the country and included in the list of Top Trial Lawyers nationwide.

Atlanta Magazine honored Atlanta partners **Merritt McAlister** and **Phyllis Sumner** as "Women Making a Mark," a program that recognizes women who are positively shaping the city of Atlanta. ›

King & Spalding Women and Diverse Lawyers Continue to Receive Industry Recognition

More than 150 King & Spalding lawyers were ranked as leaders in their fields in the various Chambers and Partners guides in 2016, including the following women and diverse lawyers:

- Guillermo Aguilar-Alvarez
- Roberto Aguirre Luzi
- John Crespo
- Vera De Brito de Gyarfas
- Nora Djeraba
- Joëlle Herschtel
- Jennifer Josefson
- Olga Kozyr
- Leroy Levy
- Alla Naglis
- Rahul Patel
- Jules Quinn
- Graciela Rodriguez
- Ronni Solomon
- Chilton Varner

The Legal 500 again recognized King & Spalding as a leading law firm in regions around the world. In addition, the following women and diverse lawyers were recognized for their leading expertise:

- Marcia Augsburg
- Patricia Barmeyer
- Sarah Borders
- Ruth Byrne
- John Crespo
- Nora Djeraba
- Elodie Dulac
- Lisa Dwyer
- Amy Frey
- Alana Griffin
- Vera de Gyarfas
- Joëlle Herschtel
- Ye Cecilia Hong
- Nina Howell
- Dixie Johnson
- Jennifer Josefson

- Sheryl Kass
- Mona Katigbak
- Olga Kozyr
- Carmen Lawrence
- Ruxandra Lazar
- Leroy Levy
- Linda Lorenat
- Christina Markus
- Kathleen McCarthy
- Jennifer Morgan
- Alla Naglis
- Granta Nakayama
- Judith O'Brien
- Ray Persons
- Ilana Saltzbar
- Christine Savage
- Elizabeth Silbert
- Elizabeth Taber
- Chilton Varner
- Sarah Walker

Diversity and The Home Depot: “We Need to Share Our Goals and Ideas”

King & Spalding provides an array of legal services to The Home Depot, but appellate partner Merritt McAlister’s relationship with lawyers at the home improvement retail giant didn’t begin with legal representation. It began with her participation in the Legal Council on Legal Diversity (LCLD) Fellows Program, which provides networking opportunities for young, rising lawyers.



“During the program, I connected with [The Home Depot assistant general counsel] Komal Patel and Meredith Shaughnessy,” McAlister said. “It didn’t take long for us to come

up with the idea of King & Spalding and The Home Depot partnering to provide a program through LCLD. Given the existing relationship and mutual commitment to diversity, it seemed a natural fit.”

The result was a two-day program for LCLD Fellows from all over the country, with King & Spalding coordinating first-day logistics and hosting an evening reception and dinner. During the program, Fellows visited the Civil and Human Rights Museum in Atlanta, visited The Home Depot offices and were led on a store walk, and participated in professional development programming.

“The Home Depot’s commitment to diversity is obvious in the marketplace, as it is in the service providers and vendors they work with,” McAlister said. “Among other things, The Home Depot sets an annual diversity goal for its outside counsel. And they ask for information annually on what the firm is doing to promote diversity and inclusion.”

In the past few years, more than one-third of the hours billed by King & Spalding to The Home Depot were by women and minority attorneys. “The Home Depot has a very diverse team in-house. Its legal department was recently named the best legal department in the South Region by the Minority Corporate Counsel Association. And they serve a very diverse market,” McAlister said. “King & Spalding needs to be thoughtful that we do the same – providing teams that reflect our client’s diversity and working to increase diversity and inclusion in the legal profession.”

According to McAlister, one of the best ways to accomplish this is through conversations that include both diverse and non-diverse lawyers. “The LCLD gives a platform to have a dialog,” she said. “We need to be proactive. And part of being proactive is to initiate these discussions, acknowledge where we’re falling short – in addition to sharing successes – and address it openly. Sometimes half the battle is showing you care, are thinking about diversity and want it to be part of the relationship.” ♦

New & Promoted Women/Minority Partners & Counsel

Since January 2015, King & Spalding has welcomed 31 women and diverse partners and counsel to the firm. King & Spalding also congratulates the 22 women and diverse partners and counsel who were promoted during this time.



Adler, Elizabeth
Counsel
Atlanta
Business Litigation



Betancourt, Brian
Partner
New York
Finance



Almaraz, Roxanne
Partner
Houston
Corporate



Clare, Susan M.
Partner
Atlanta
Tort & Environmental
Litigation



Audi, Osama
Partner
Dubai
Middle East & Islamic
Finance



Jennifer Daly
Partner
New York
Finance



Augsburger, Marcia L.
Partner
San Francisco
Healthcare



Dwyer, Lisa M.
Partner
Washington, D.C.
FDA & Life Sciences



Bañuelos, Heather
Counsel
Washington, D.C.
FDA & Life Sciences



Fernandez de la
Cuesta, Isabel
Counsel
New York City
International Arbitration
Litigation



Bennett, Laura K.
Counsel
Washington, D.C.
Special Matters



Frey, Amy R.
Partner
Paris
International Arbitration
Litigation



Frimpong, Naana
Counsel
Atlanta
Special Matters



Hwang, Monica
Counsel
Houston
Global Transactions



Lehman, Kathryn S.
Counsel
Atlanta
Tort & Environmental
Litigation



Glassman, Jacqueline
Partner
Washington, D.C.
Tort & Environmental
Litigation



Iannetta, Christie L.
Counsel
Washington, D.C.
Tort & Environmental
Litigation



Lewis, Antonio E.
Partner
Charlotte
Intellectual Property



Griffin, Alana L.
Partner
Atlanta
Corporate



John, Stephen
Counsel
London
Capital Transactions &
Real Estate



Lin, Cindy
Partner
Houston
Corporate



Grossi, Leah
Partner
Washington, D.C.
Special Matters



Klingler, Amanda
Partner
Washington, D.C.
FDA & Life Sciences



Lorenat, Linda J.
Partner
Silicon Valley
Corporate



Hong, Cecelia
Partner
New York City
Finance



Kuhner, Juanita P.
Counsel
Atlanta
Business Litigation



Lynn, Kristen A.
Partner
Atlanta
Business Litigation



Howard, Heather
Counsel
Atlanta
Tort & Environmental
Litigation



Lazorchek, Sandra M.
Partner
Charlotte
Finance



Malonson, Jeffery K.
Partner
Houston
Corporate



Hunter, Sheri
Counsel
Austin
Intellectual Property



Lee, Aaron
Counsel
Singapore
Global Transactions



McNamara, Christina
Counsel
Atlanta
Healthcare



Mitchell, Maya
Counsel
New York City
Corporate



Quinn, Jules
Partner
London
Business Litigation



Saltzbar, Ilana
Partner
Washington, D.C.
Tort & Environmental
Litigation



Morgan, Jennifer M.
Partner
New York City
Capital Transactions &
Real Estate



Ratliff, Carrie A.
Partner
Atlanta
Corporate



Silbert, Elizabeth
Partner
Atlanta
International Arbitration
Litigation



Murphy, Leslie C.
Partner
San Francisco
Healthcare



Redwine, Meredith B.
Partner
Atlanta
Tort & Environmental
Litigation



Sueda, Ellen
Counsel
Silicon Valley
Corporate



Nakayama, Granta
Partner
Washington, D.C.
Tort & Environmental
Litigation



Reynolds, Taryn
Counsel
New York City
Capital Transactions &
Real Estate



Taber, Elizabeth
Partner
Houston
Tort & Environmental
Litigation



Park, Steven D.
Counsel
Los Angeles
Tort & Environmental
Litigation



Roberts, Kim
Counsel
London
Business Litigation



Vargas, Susan
Counsel
Los Angeles
Tort & Environmental
Litigation



Patel, Rajesh D.
Counsel
Houston
Intellectual Property



Romano, Julia
Counsel
Los Angeles
Tort & Environmental
Litigation



Voigts, Anne
Partner
Silicon Valley
Business Litigation



Peterson, Misty L.
Counsel
Atlanta
Business Litigation



Russell, Gillian
Counsel
Washington, D.C.
FDA & Life Sciences

Diversity and Inclusion at King & Spalding

At King & Spalding, we strive to attract and retain a broad pool of diverse and women attorneys. We work towards that goal through a collaborative environment that benefits from the sharing of viewpoints, experiences, ideas and unique qualities that each of our lawyers brings to the firm. Diversity is an integral part of our culture and deeply rooted in our policies and procedures with specific focus on training, developing and promoting our lawyers. Diverse viewpoints significantly enhance our ability to provide the highest quality legal services to our clients.

Abu Dhabi
Atlanta
Austin
Charlotte
Dubai
Frankfurt
Geneva
Houston
London
Los Angeles
Moscow
New York
Paris
Riyadh
San Francisco
Silicon Valley
Singapore
Tokyo
Washington, D.C.