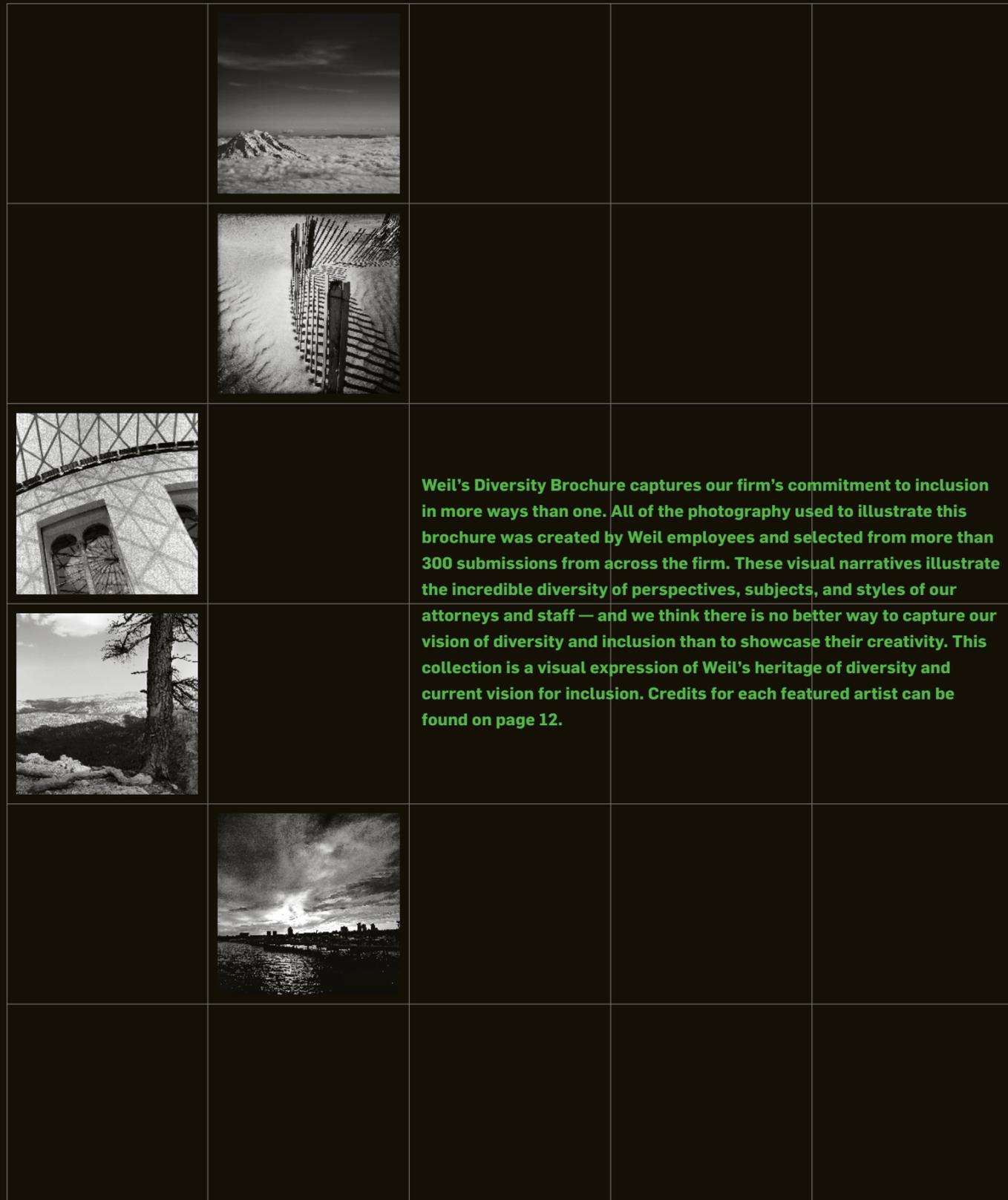


Our Heritage. Our Future.

# Diversity & Inclusion at Weil





**Weil's Diversity Brochure captures our firm's commitment to inclusion in more ways than one. All of the photography used to illustrate this brochure was created by Weil employees and selected from more than 300 submissions from across the firm. These visual narratives illustrate the incredible diversity of perspectives, subjects, and styles of our attorneys and staff — and we think there is no better way to capture our vision of diversity and inclusion than to showcase their creativity. This collection is a visual expression of Weil's heritage of diversity and current vision for inclusion. Credits for each featured artist can be found on page 12.**



One of the qualities that separates Weil from our peers is our culture. We strive to create an environment in which all of our people feel comfortable and supported to be able to achieve their potential. This creates a “home team advantage” of colleagues working together and encouraging each other to excel.

This inclusive culture enables us to consistently deliver superior service and results to our clients. We call it the “**wow factor**.” We achieve it by working together as a team to develop innovative approaches and solutions. It is fueled by our passion to do the work we love. We nurture it by cultivating the best talent and leveraging their diverse backgrounds, thinking, and experiences to find innovative and effective solutions for our clients. As we look to the future, we recognize that our leadership in the profession requires us to continue to seek out and develop the best talent around the globe in an open and inclusive environment.

*Barry M. Wolf*  
 Barry M. Wolf  
 Executive Partner

As Chair of Weil's Diversity Committee, I am honored to help build on our heritage to foster a culture of inclusion and respect.

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 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.

After a number of years in that role, ultimately 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*  
 Andrea A. Bernstein  
 Partner, Chair of the Diversity Committee

# A Pioneering Spirit of Inclusion

► Weil was the only law firm in the US to secure a top ten spot in the 2011-2012 Vault Law Firm Rankings in three distinct categories: overall prestige, best firms to work for, and overall diversity. Weil was specifically recognized for attaining the “Vault Trifecta.”

## Inclusion is in our DNA

Weil has held diversity and inclusion as core values since the firm was founded in 1931, when Frank Weil, Sylvan Gotshal, and Horace Manges found many doors closed to them because of their religious beliefs. We are proud of this legacy of diversity, yet we know we must never grow complacent. This decade has been a turning point in our evolution from a focus on diversity to an emphasis on inclusion. Hearing from our Weil community, we are broadening our reach and bringing people together across all dimensions of difference to find common ground and build meaningful professional relationships.

## What is Diversity? Who is Diverse?

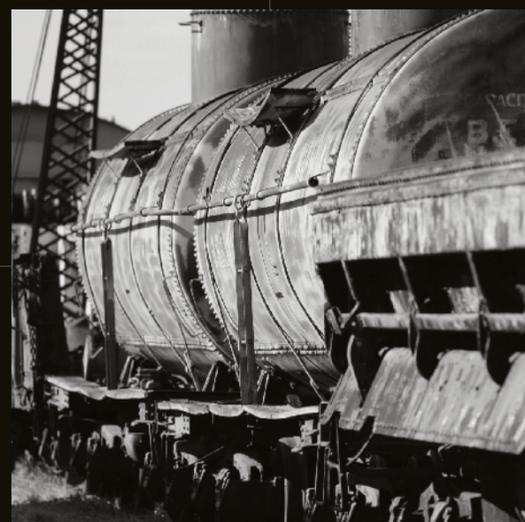
At Weil, diversity means everyone. Research suggests there are at least 24 different dimensions of diversity, from personality to gender to religion to department. Each of us encompasses multiple elements from the visible to the invisible, from those we are born with to those that reflect our life experiences. Tapping into the power of these different perspectives creates teams that can effectively relate to our clients and develop innovative and effective ideas. At the same time, it is just as essential to seek out commonalities among us to build lasting relationships within our firm and with our clients.

# 2005 ► 2012

For 8 consecutive years, Weil was ranked among *The American Lawyer's A List: Top 20 Firms.*

For **3** consecutive years, Weil was designated as a “Best Place to Work” for LGBT individuals by the Human Rights Campaign.

For **4** consecutive years, Weil was among the Top 15 law firms in the *Minority Law Journal Diversity Scorecard.*



<p><b>1931</b> Weil, Gotshal &amp; Manges founded in New York City</p>			<p><b>1969</b> Weil hires its first woman associate and first African-American associate</p>	<p><b>1976</b> Weil elects its first openly gay partner</p>
	<p><b>1964</b> The United States passes the Civil Rights Act</p>	<p><b>1967</b> Thurgood Marshall becomes the first African-American to serve on the Supreme Court of the United States</p>	<p><b>1969</b> Yale and Princeton open their doors to women Stonewall Rebellion represents a turning point in the lesbian, gay, bisexual, and transgender rights movement</p>	<p><b>1975</b> The United Kingdom passes the Sex Discrimination Act</p>

# Thinking Globally, Acting Locally



► In 2011, the Black Solicitors Network ranked Weil's London office in the top ten for both "Most Ethnically Diverse" and "Most LGB-Friendly."

**33%**  
of European offices' attorneys are women.

**42%**  
of Asian offices' attorneys are women.

Our "Think Global, Act Local" approach is to hold inclusion as a firmwide value and empower each office to address the most important diversity issues in their location. Biennially we hold a **Diversity Week** to focus on timely and cutting-edge issues in our locations across the globe. Diversity Week 2011 boasted over 60 events firmwide including:

- **Budapest:** Challenges of Working with Disabilities presentation
- **Hong Kong:** Diversity of Business Customs in Asia discussion
- **London:** Bullying in Schools presentation
- **New York:** Generational Diversity workshop
- **Silicon Valley:** Diversity in Jury Selection panel

Since many of the challenges facing women in the workplace transcend borders, **Women@Weil**, our women's affinity group, also has a global outlook.

- **Global Business Development Workshops:** To address the specific opportunities and challenges women may experience in cultivating client relationships, Women@Weil developed a three-part, interactive workshop delivered firmwide.
- **Mentors Across Borders:** To foster the development of informal mentoring across offices, Women@Weil facilitates relationships between women attorneys when they are traveling to other offices.
- **Career Development Workshops:** The firm's European offices hold quarterly video-conference workshops on career-critical topics such as networking and leadership featuring different perspectives of women partner panelists.

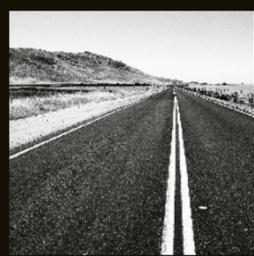
**20%** of the employees in the New York office are born outside the United States, hailing from **38** countries.

Weil's offices span **3** continents, **9** countries, **7** time zones, and **21** cities.

<b>1977</b> Weil elects its first woman partner	<b>1984</b> Weil adopts a Professional Code of Conduct policy and establishes a committee to administer it	<b>1987</b> Weil elects its first African-American partner	<b>1990</b> Weil elects its first Asian-American partners	<b>1991</b> Weil launches a women and minority supplier diversity program
<b>1979</b> Margaret Thatcher becomes the first woman Prime Minister of the United Kingdom	<b>1981</b> Sandra Day O'Connor becomes the first woman to serve on the Supreme Court of the United States		<b>1990</b> The United States passes the Americans with Disabilities Act	

# Pathways for Success

► In 2012, Weil won the Minority Corporate Counsel Association's Thomas L. Sager Award in the South/Southwest region.



We all contribute to a culture of inclusion and respect at the firm, so we must all be equipped with the tools to work effectively across cultures. Weil has invested in diversity education initiatives for over 25 years to provide our people with the skills necessary to create an inclusive culture.

**Diversity Education:** Weil recently embarked on an innovative diversity and inclusion education program requiring all US and London attorneys and staff to participate in annual diversity workshops. The initial session was an interactive, multi-media workshop, "Interrupting Bias and Building a Culture of Inclusion at Weil."

**Continental Europe Diversity Initiative:** Once again leading the way, Weil conducted a comprehensive culture and diversity assessment in our European offices, including a survey of all attorneys and staff, interviews, and focus groups. Based on the assessment's findings we developed a customized training program that was mandatory for all attorneys and staff across our European offices.

**Emerging Diversity Issues:** We maintain a constant focus on inclusion by exploring cutting-edge issues. For example, in recent years, Weil provided diversity education programs ranging from a panel of religious leaders across faiths discussing religion in the workplace issues, to a Pride Month program by the Trevor Project on how to support LGBT youth who are experiencing bullying. Many offices offer CLE programs on diversity-related legal issues such as "Race and Ethnicity under the Law" and "Human Trafficking."

## Spotlight on Generational Diversity

With four generations currently working together at the firm, we held two standing-room only workshops across multiple offices on "Working with Different Generations" to better understand Millennials, Gen-Xers, Baby Boomers, and Traditionalists. The interactive workshops shared research on the defining experiences, values, and behaviors of each generation and the strategies for working and communicating effectively with people from different generations.

For **3** consecutive years, Weil's Houston office received the Anti-Defamation League's Community of Respect designation.

<p><b>1992</b> Weil adopts a formal workplace diversity policy, conducts a firmwide diversity assessment, and commences mandatory diversity training</p>	<p><b>1996</b> Weil institutes same-sex domestic partner health plan benefits and elects its first Latino partner</p>	<p><b>1998</b> Weil institutes paid paternity leave</p>	<p><b>2000</b> Weil establishes a management level diversity professional position</p>	<p><b>2002</b> Weil conducts a culture and diversity survey and launches a second wave of diversity training in the United States and London</p>
<p><b>1993</b> The United States passes the Family and Medical Leave Act</p>	<p><b>1995</b> Black Solicitors Network established in the United Kingdom</p>		<p><b>2000</b> The European Union adopts Racial Equality and Employment Equality directives</p>	<p><b>2001</b> The Netherlands becomes the first country to legally recognize same-sex marriage</p>

# Making Every Perspective Matter

# 5

affinity groups

**Asian Attorneys@Weil**  
**Black Attorney Affinity Group**  
**Latinos@Weil**  
**Women@Weil**  
**WEGALA (LGBT Affinity Group)**

Harnessing the power from different perspectives, experiences, and opinions leads to finding effective legal solutions and providing superior client service. To benefit from these different perspectives, we must ensure all of our people feel welcomed, engaged, and empowered.

Recognizing the isolation experienced by historically under-represented groups in the profession, Weil became among the first law firms to establish **Professional Development Affinity Groups** which:

- Foster internal networking and mentoring relationships among members
- Showcase successful role models
- Cultivate relationships with clients
- Provide two-way communication with firm leadership
- Host educational programs open to all Weil employees

## Tools for Career Success

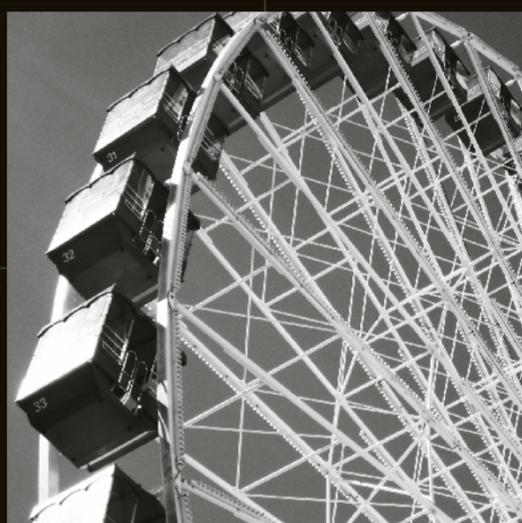
Throughout the year, Weil's affinity group members receive targeted professional development opportunities:

- The Black Attorney Affinity Group participated in career planning workshops to discuss ways to leverage strengths and identify growth opportunities.
- Women@Weil members have participated in interactive workshops led by women partners and senior staff focusing on "career critical" skills such as leadership and negotiation.
- Asian Attorneys@Weil and WEGALA have offered customized networking and business development workshops for their members.



<p><b>2003</b> Weil establishes five affinity groups</p>	<p><b>2005</b> Weil launches comprehensive culture and diversity assessment in its Continental European offices Weil becomes a founding member of the European Supplier Diversity Business Forum</p>	<p><b>2006</b> Weil celebrates its first Diversity Week</p>	<p><b>2007</b> Women account for more than 50% of Weil's new partner class, and the firm elects its first two flextime partners</p>	<p><b>2008</b> Weil celebrates its second Diversity Week and launches a pilot reverse mentoring program</p>
<p><b>2004</b> Massachusetts becomes the first US state to legalize same-sex marriage</p>	<p><b>2005</b> Angela Merkel becomes the first woman prime minister in Germany</p>			<p><b>2009</b> President Barack Obama takes the oath of office as the first African-American President of the United States Sonia Sotomayor becomes the first Latina to serve on the Supreme Court of the United States</p>

# Community Connections



► In 2010, the firm ranked among the top “20 Best Law Firms for Minority Diversity” and “20 Best Law Firms for LGBT Diversity” by Vault.



## 2008 ► 2011

For 4 consecutive years, Weil’s Dallas office was ranked first for diversity by the Dallas Diversity Task Force.

### Doing Well by Doing Good

Weil’s social responsibility commitment is the embodiment of our vision of inclusion: it contributes to the local and global community; it showcases the leadership talent of our people at all levels; it provides connections to clients; and, at its heart, it is about the culture of the firm.

### Our Finest Hours

Weil’s award-winning pro bono program provides legal services to diversity-related causes around the world. Recent examples include same-sex marriage matters, promoting fairness in eyewitness identification in the criminal justice system, and increasing access to higher education for disabled persons.

### Filling the Talent Pipeline

Weil supports numerous efforts to address the under-representation of certain racial/ethnic minority groups in the legal profession, including active participation in mentoring programs, summer internships, and career exploration days for students ranging from elementary through law school levels. In addition, in 2012 Weil inaugurated its Diversity Fellowship Program, which offers scholarship awards to first- and second-year law students.

### Our Dollars Make Sense

Weil’s Philanthropic Foundation provides generous financial support to numerous non-profit organizations with missions to promote civil rights issues in the law, promote inclusion in the workplace and legal profession, and support the pipeline of diverse talent.

### Spotlight on Weil’s “Pay it Forward” Program

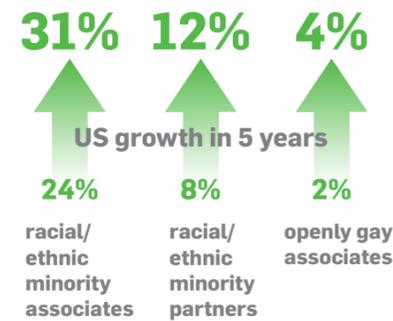
In 2011, Weil piloted a new initiative, “Pay it Forward,” where associates and staff submitted proposals on how they would turn a \$1,000 firm investment into lasting value in the community. Ultimately, 26 teams were selected, and 1,100 attorneys and staff in the New York office participated in the community service projects (accounting for 84% of the office). Collectively, they raised over \$175,000 in seven weeks. While the external community impact was profound, the internal connections fostered among colleagues, and the opportunities for attorneys and staff at all levels to showcase their leadership skills, were equally powerful. Weil expanded “Pay it Forward” to the Boston, Dallas, Houston, Washington, DC, and London offices in the summer of 2012.

<p><b>2010</b> Weil conducts its third culture and diversity survey in the United States and London</p>	<p><b>2011</b> Weil institutes Tax Gross-up payment for employees with same-sex domestic partners enrolled in the firm’s health benefit program Weil launches annual, mandatory diversity training in the US offices</p>	<p><b>2012</b> Weil launches annual, mandatory diversity training in London</p>	<p><b>2014</b> Weil’s 30th anniversary of its formal inclusion efforts</p>	
<p><b>2010</b> European Union ratifies International Convention on the Rights of Persons with Disabilities</p>	<p><b>2011</b> Christine Lagarde becomes the first woman to head the International Monetary Fund</p>	<p><b>2012</b> 50th anniversary of Catalyst, an organization working to advance women in business and professions</p>	<p><b>2013</b> 50th anniversary of Dr. Martin Luther King, Jr.’s “I Have a Dream” speech</p>	<p><b>2015</b> 50th anniversary of the United States signing the Voting Rights Act</p>



## Credits

	 <p>"Largest Stone Sun Dial in the World, India" Mariel Dator, Associate, Boston</p>	 <p>"Metropolis" Peter Orlov, Associate, London</p>
	  <p>"Tree, Bryce Canyon, UT" and "Old Yankee Stadium, 1982" Christine Doyle, Communications Supervisor, New York</p>	 <p>"Vélo" Meridith Roy, Paralegal, New York</p>
	  <p>"Budapest by Night" and "Szabadság híd" Dániel Dózsa, Associate, Budapest</p>	 <p>"Time in Nantucket" Michael Santaferrara, Marketing Project Manager, New York</p>
	  <p>"Rush Hour" and "A View from Table Mountain" Caroline Geiger, Associate, New York</p>	 <p>"Life is a Beach" Stephen Shahida, Partner, Washington, DC</p>
	 <p>"Underneath the Eiffel Tower" Joshua Gelfand, Associate, New York</p>	 <p>"Old Railroad Car" Karen Shane, Legal Secretary, Miami</p>
	  <p>"Classic L.A." and "Oak Bluffs" Naima Green, Assistant, Global Diversity and Social Responsibility, New York</p>	 <p>"Peaking Above" Suhan Shim, Associate, New York</p>
	 <p>"As The World Goes By" Mirella Hart, Associate, London</p>	  <p>"Barn Shadows", "Open Road", and "Iowa Bikers at Dawn" Adam Strochak, Partner, Washington, DC</p>
	 <p>"Beach Stones - Shelter Island" Steven Kane, Marketing Database Supervisor, New York</p>	
	 <p>"Veils" Kamran Khan, Staff Attorney, New York</p>	 <p>"Life" Joseph Verdesca, Partner, New York</p>
	 <p>"Present &amp; Future" Meredith Moore, Director, Global Diversity and Social Responsibility, New York</p>	 <p>"Piccadilly Circus" Rachel Vigneaux, Associate, New York</p>
	 <p>"London Hire Bikes" Daniel Norwood, Print Room Supervisor, London</p>	 <p>"Chicago Ferris Wheel" Matthew Viola, Legal Info Practice Specialist, New York</p>
		 <p>"Supermoon" Alan Weinschel, Senior Counsel, New York</p>



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 कानून diritto ordni  
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**49 languages are spoken by Weil employees worldwide.**



[weil.com](http://weil.com)

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