

Rising Star: Weil's Sarah Borden

By Hailey Konnath

Law360 (August 5, 2025, 4:05 PM EDT) -- Weil Gotshal & Manges LLP's Sarah Borden has helped a Genstar Capital fund secure \$12.6 billion and guided Crow Holdings with one of the biggest real estate private equity funds in recent years, landing her a spot among the fund formation law practitioners under age 40 honored by Law360 as Rising Stars.

Her biggest project:

Borden advised private equity firm Genstar Capital on its Genstar Capital Partners XI fund, which garnered \$12.6 billion in total commitments by the time it closed in 2023. Borden said the work was done on a "really expedited basis."

"Genstar has consistently, over the last number of funds, been very intentional about trying to get their closings done on a one-and-done basis," Borden said.

That sort of approach can present a "host of challenges" for the client as well as for lawyers, Borden said. She said the team "put all of our possible effort into it to get that done for them on a really quick time frame with a ton of investors — very sophisticated investors — who had complicated and nuanced questions."

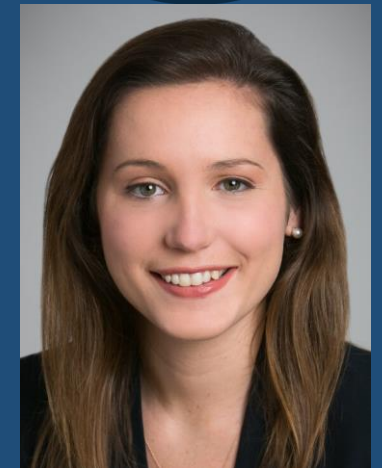
Those investors included endowments, public and corporate pension plans, sovereign wealth funds, financial institutions and family offices, according to Weil.

"It was definitely a huge challenge, but one that I would put at the very top of my list in terms of exciting and important matters that I've had the opportunity to work on," Borden said.

Other projects she's worked on lately:

Borden advises Brookfield Asset Management in fundraising for its Brookfield Super-Core Infrastructure Partners fund, which is open-

2025



Sarah Borden
Weil Gotshal & Manges

Age: 39

Home base: New York

Position: Partner

Law school: George Washington University Law School

First job after law school: Associate at K&L Gates

ended. Since the fund initially closed, there have been 25 closings with a total of \$10.5 billion in commitments as of late 2024, according to Weil.

Borden said open-ended funds that raise money in perpetuity, like Brookfield's, are very complicated.

"But those tend to be the ones where you learn the most," she said. "That process of really digging in and figuring out the really complicated questions that maybe don't come up on the more simple, straightforward matters are the places where you become a much better attorney."

Borden also worked with national real estate investment and development firm Crow Holdings on its largest raise of funds to date and the largest real estate private equity fund of 2024's first quarter. The fund closed at \$3.1 billion in February 2024, and it plans to invest in real estate assets across the U.S., primarily in industrial and multifamily spaces, according to the firm.

Why she's a fund formation attorney:

Borden said she first became interested in a career in law in high school, when a federal judge came to her class to talk about his work. It was during law school that she said she found herself more drawn to the corporate side of things, particularly in the financial services sector. In part, Borden said, that interest stems from her graduation from college in 2008, "right as everything with the financial crisis was going on."

"It was sort of the timing of everything that led me to be particularly interested in the financial services sector and ending up focusing on that in law school and then beyond once I got a job at a firm," she said.

Her proudest moment:

Borden said making partner at Weil was "a really long time in the making with a lot of thought and hard work and intention behind it." It takes years to become eligible, so you have "a long time to really think about 'what do I want out of my career and what are my goals and aspirations?'" she said.

Borden said being elevated to partner allowed her to think about herself in a new light.

"You're doing the job with the intention of getting the best outcome for the client, which still continues to obviously be a fundamental driver of what I do and why I do it," she said. "But then once you reach that level, you also have the mentality of being kind of an owner in the business and in the firm, so you're working toward the betterment of the firm as well."

What motivates her:

Borden said she's motivated by the creative thinking required to get the best outcome for her clients.

"That's something I really like about the job," she said. "The client coming to you with a particular issue or a challenge that is really important to them, and often what we do is really critical for their business going forward."

And "being able to come up with a solution to a particularly thorny or challenging outcome for the client from a business perspective is definitely something that drives me every day," Borden said.

On top of that, Borden said she's motivated by being a member of a team.

"Mentoring is a huge part of my job and a huge part of what I really like about my job," she said. "In both formal and informal ways, there's a lot of opportunity on a daily basis to provide mentoring to the associates and counsel that I work with."

--As told to Hailey Konnath. Editing by Karin Roberts.

Law360's Rising Stars are attorneys under 40 whose legal accomplishments belie their age. A team of Law360 editors selected the 2025 Rising Stars winners after reviewing more than 1,100 submissions. Attorneys had to be under 40 as of April 30, 2025, to be eligible for this year's award.