

# 2008

Annual Diversity Report

*Paul Hastings*



# Paul Hastings



*“The more diverse we are,  
the more successful  
we are.”*

A handwritten signature in black ink that reads "Seth Zachary". The signature is written in a cursive style.

**Seth Zachary**  
Chair

# Diversity is our strength

We are pleased to invite you to review our  
**3<sup>rd</sup> Annual Diversity Report**

In 2008, Paul Hastings continued to set new standards in global diversity and legal excellence. The firm was recognized as a 2008 Diversity Leader — one of four law firms to receive this annual distinction — by the law department of Sodexo Inc., a foodservice and facilities management company. Sodexo's legal team advocates strongly for the increased usage of minority and women-owned firms and the expanded hiring, retention and promotion of diverse counsel within all law firms that serve Sodexo.

We have expanded our definition of diversity and inclusion by exploring new practices and embracing new cultures. Recognized as a firm of choice in the legal industry, we actively pursue partnerships that value diversity and inclusion. The Women's Forum for the Economy and Society, the largest gathering of female leaders in the world and The Human Rights Campaign, the nation's largest gay and lesbian civil rights organization, are among our strategic alliances designed to grow our investment in community, our people and our clients.

At the end of 2008, we announced the election of our new partners, and we are pleased to report that 60% of our newly elected partners represent ethnic and gender diversity. When considered with our leading diversity representation among associates, we are bringing a more diverse future to today.

Globally, we continued our International Exchange and On-Boarding Programs to help formalize the process of cultural integration.

We are focused on our priority commitment to our clients striving to provide the diversity and inclusion that positively impacts their business and success. Our commitment and strategy, our leadership and service, our talent and global reach combine within these pages to illustrate why — diversity is our strength.

We encourage you to visit [paulhastings.com](http://paulhastings.com) often to learn more about our diversity initiatives.

We hope you enjoy reading our 2008 Annual Diversity Report.

**Diversity Policy & Program Committee**

**Diversity Policy &  
Program Committee**

**Donna Melby (Chair)**

Partner and Chair  
Los Angeles Employment Law Practice

**Elena Baca**

Employment Partner and Chair  
Los Angeles Office

**Erika Collins**

Employment Law Partner and Chair  
New York Recruiting

**Paul Harner**

Corporate Partner

**Ned Isokawa**

Partner and Chair  
Asia Litigation Practice

**Barbara Johnson**

Employment Law Partner and Chair  
Global Pro Bono & Community

**Alexander Lee**

Tax Partner and Vice Chair  
Los Angeles Office

**Anton Mack**

Managing Director  
Diversity and Global Talent

**Siobhain McCarthy**

Managing Director  
Global Attorney Development

**Thomas Munteer**

Real Estate Partner

**Greg Nitzkowski**

Managing Partner

**Elizabeth Noe**

Corporate Partner and Co-Chair  
Global Attorney Development

**Cheryl Saban**

Partner and Chief  
Employment Counsel

**Mary Sullivan**

Chief Human Resources Officer



*“Diversity drives our business, and our attorneys leverage their diversity to provide our clients with consistent legal excellence.”*

Greg Nitzkowski  
Managing Partner  
Member, Diversity Policy  
and Program Committee

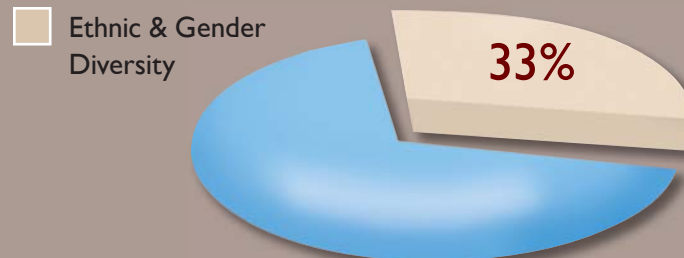
# Our Commitment

We embrace personal and professional cultures and business practices that span 18 offices, seven countries and three continents.

Diversity is our strength. We are building a diverse team and work environment because we believe in building the best team, distinguished by opportunity, teamwork and professional development.

Our success is built upon a core belief in teamwork and, to that end, we recruit, retain, and develop the best and brightest candidates who will become active contributors to our firm’s success — regardless of their race, color, national origin, religion, sex, age, disability, citizenship, marital status, and sexual orientation, or any other status as defined and protected by applicable law.

Partners in Management Positions 2008



Diversity  
Milestones





Tax Partner, Alexander M. Lee

# 2004

- Established Diversity Policy and Program Committee

- Ranked in Top 25 of Diversity Scorecard – Minority Law Journal

# 2005

- Elected new class of partners with 50% diversity representation

- Ranked in the Top 30 Law Firms for Diversity – MultiCultural Law



*“The continued growth and development of the lawyers in our Asia practice is a top priority for the firm, and it shows.”*

**Ned Isokawa**  
Chair of Asia Litigation Practice  
Partner, Litigation (San Francisco)



*“Diversity – as a value, as a cultural mainstay, and as sound business practice – has been a crucial component to our success in today’s global marketplace.”*

**Meg Sullivan**  
Chief Marketing and Business  
Development Officer

# Our Strategy

Our diversity strategy stretches across the globe to leverage our collective best customs, cultures and business practices. We collaborate with many of the leading diversity organizations, law schools and our clients to fulfill a mission of consistent excellence in legal practice, equality in the workplace, and promotion and advancement for all people.

In 2008, we realized our strategy in a variety of ways, including:

- Creating new markets for the firm and our clients
- Expanding our collection of attorney networks across the U.S. and Europe
- Facilitating diversity dialogues and strategy sessions with firm leaders in several offices
- Sponsoring diversity programs within the community and with our clients

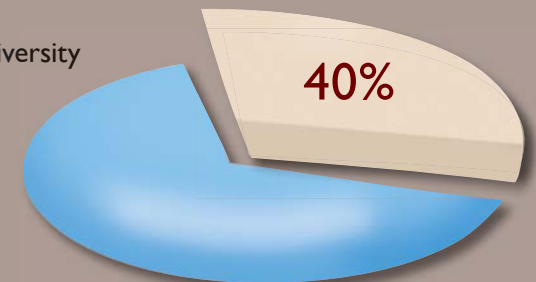
We established and nurtured strategic alliances with partners around the world to enhance the diversity of our profession.

## New Partners 2008

■ Ethnic Diversity (US)



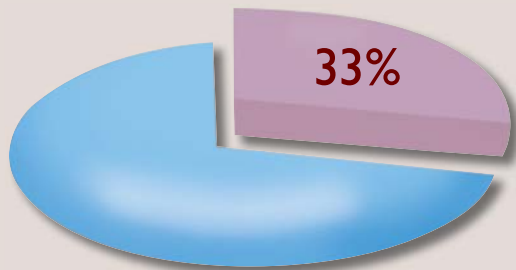
■ Gender Diversity (Global)



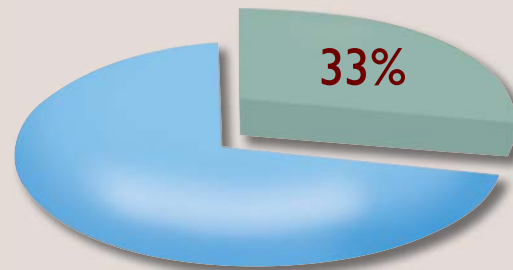
# Our Leaders

Paul Hastings is distinguished by depth of diversity in management roles. Diversity professional represent one-third of both firm and office management. Diversity leaders can be found across department, office and practice group chairs, firm administrators and key firm management committees. At Paul Hastings, diversity is real, as reflected through our leadership.

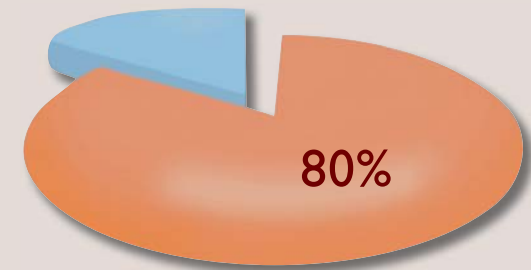
## Leadership Diversity



- One-third of Firm Management



- One-third of Office Management



- 80% of Senior Administration

## 2005

- Sponsored the Women's Research Initiative for the ABA Commission on Women in the Profession

## 2006

- Appointed Diversity Director and Manager

- Co-Hosted Joint Center for Political and Economic Studies Reception with Congressional Black Caucus

- Launched women attorney networks in Atlanta, Washington DC and San Francisco



*“Paul Hastings is a wonderful place to practice. Through the years, our diversity has grown and developed naturally.”*

**Elena Baca**  
Chair of Los Angeles Office  
Partner, Employment Law



*“In the past few years, we have continued to recruit and develop great leaders, adding tremendous depth and experience to our global transactional practice.”*

**Carl R. Sanchez**  
Chair of San Diego Office  
Partner, Corporate

# Our Future

For the past decade, the diversity of the Paul Hastings summer associate program has grown consistently, demonstrating our commitment. Since 2005, ethnic diversity representation of associates has increased from 18% to 24% while gender diversity has climbed steadily to over 50%, well above national averages. In addition, the percentage of ethnic diversity in new associates has increased to 32%. In 2008, we set a new record for gender diversity in newly elected partners at 40%.

## Paul Hastings Diversity Scholarship

In 2008, we awarded the first Paul Hastings Diversity Scholarship in conjunction with the California Bar Foundation. Kenia Acevedo, our inaugural recipient, is a first-year law student at UCLA. Acevedo hails from a working-class family that emigrated from Central America when she was four and sees the community around her struggling with the issues her own family tackled in migrating to the U.S. She plans to use her law degree to give back by helping to ameliorate the struggles of her community.



**Kenia Acevedo, Paul Hastings Diversity Scholar and Ned Isokawa, Litigation Partner**



*“We have one of the most diverse practices in Washington, D.C., offering traditional regulatory practice areas like energy, oil and gas, and telecommunications along with great deal work as part of an international full-service platform.”*

**Barbara Brown**  
Chair of the Washington, DC Office  
Partner, Employment Law

# 2006

- Hosted MCCA Best Practices Diversity Presentation for Corporate Law Departments



Corporate Partner; Leslie A. Plaskon

- Launched diversity attorney networks in Washington DC and New York

- Named to Top 10 Family-Friendly Law Firms – Yale Law Women

- Named Pro Bono Law Firm of the Year – MultiCultural Law

- Ranked in Top 100 Law Firms for Diversity – Minority Law Journal and MultiCultural Law

# Our Rising Stars



*"Paul Hastings understands that global diversity makes us a better law firm and gives us recognized credibility with our communities around the world."*

**Donna Melby**  
Chair of Diversity Policy  
and Program Committee  
Partner, Employment Law  
(Los Angeles)



**Emma Bucknall**  
*Partner, Corporate, London*

Emma advises on all aspects of commercial real estate work both in the UK and across Europe, including the CEE and SEE regions. She concentrates on real estate mergers and acquisitions with emphasis on pan-European portfolio transactions. Emma was a co-founder of the Paul Hastings London Women's Attorney Network.



**Lesli Ligorner**  
*Partner, Employment Law, Shanghai*

Lesli chairs the firm's employment law practice in Mainland China. She specializes in strategic employment counseling and litigation for multinational companies, and chairs the pro bono and community committee for our Shanghai office.

## New Associates 2008

Gender Diversity



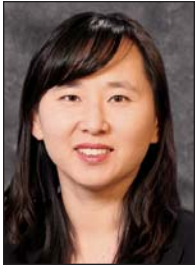
## 2006

- Served as the first law firm Presenting Sponsor of the Human Rights Campaign National Dinner



**Preston K. Ratliff II**  
*Partner, Litigation, New York*

Preston focuses his practice on complex, high-stakes litigation with an emphasis on patent actions in the pharmaceutical, biotechnology and chemical arts. Preston has been an active member of our recruiting and diversity sub-committee for the New York office.



**Jane Song**  
*Partner, Corporate, San Diego*

Jane counsels primarily in the areas of technology and life sciences transactions and intellectual property, including telecommunications, software, electronics, life sciences, semiconductors pharmaceuticals, medical devices and other technology-based industries.



**Kristen Chang Winckler**  
*Partner, Tax, New York*

Kristen focuses her practice primarily on tax planning and structuring in domestic and international business transactions. Kristen was a founding co-chair of the Paul Hastings New York Women's Network.



*“The people of Paul Hastings have created an outstanding environment to serve their clients and the community.”*

**Mary Sullivan**  
Chief Human Resources Officer

## 2007

- Announced thirteen Paul Hastings diversity attorneys honored in America's Leading Lawyers – Best Lawyers
- Co-Hosted presidential showcase diversity panel at the ABA Annual Meeting
- Established the first diversity scholarship for the California Bar Foundation
- Global Managing Partner joins the Diversity Policy and Program Committee



*"We respect and value our people and their cultures; we respect and value our people and their diverse cultures."*

**Barbara L. Johnson**  
 Chair of Pro Bono and Community  
 Partner, Employment Law  
 (Washington, DC)



*"Paul Hastings is proud to support The Women's Forum for the Economy and Society, which brings together the most important and influential women in numerous industries from around the world."*

**Aline Poncelet**  
 Partner, Corporate (Paris)

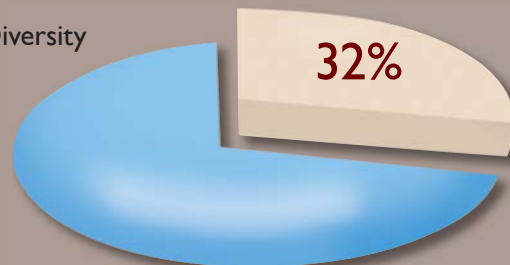
# Our Clients

We partner with our clients around the world to advance diversity in the profession and to co-sponsor events and programs that recognize leaders of diverse communities. In the past year, several clients have played a key role in our global diversity events and programs.

- |                      |                      |                   |                             |
|----------------------|----------------------|-------------------|-----------------------------|
| 365 Main             | Constellation Energy | ULLICO Insurance  | Sodexo                      |
| AARP                 | Disney               | Macquarie         | Sony Computer Entertainment |
| Accenture            | DuPont               | Macy's            | Southern California Edison  |
| AMGEN                | Ernst & Young        | Marsh             | Starbucks                   |
| Apple, Inc.          | Fannie Mae           | Mattel            | Sun Microsystems            |
| AT&T                 | GE                   | McKesson          | SunAmerica                  |
| Bank of America      | GlaxoSmithKline      | Mercedes-Benz USA | Target                      |
| Bank of the West     | Halliburton          | Microsoft         | Thomson                     |
| Boehringer Ingelheim | Honeywell            | Morgan Stanley    | Toyota                      |
| Chevron              | IBM                  | NBC Universal     | U.S. Food Services, Inc.    |
| Cisco Systems        | Intel                | Pfizer            | ULLICO                      |
| Citibank             | Invista              | PG&E              | VISA                        |
| Clorox               | Kaiser Permanente    | PNC Bank          | Wal-Mart                    |
| Colgate              | Kodak                | Safeco            | Wells Fargo Bank, N.A.      |
| Comcast              | Live Nation          | Sempra Energy     |                             |

## New Associates 2008

■ Ethnic Diversity



## 2007

- Launched diversity presentations for new associates and summer associates



Employment Partner, Erika Collins

- Launched diversity speaker series in New York

- Launched diversity training for senior staff and recruiting & development staff

- Launched Latin American attorney network in New York

- Launched women attorney networks in Los Angeles & New York



*“The long list of diverse Paul Hastings partners in leadership positions is clear and compelling proof that our firm acts on its commitment. Their success represents the firm’s success.”*

**Leigh Ryan**  
Chair of Global Attorney Recruiting  
Partner, Corporate (San Diego)



*“At Paul Hastings, our people and their outstanding talent are the foundation of our firm.”*

**Demetrius Greer**  
Managing Director of Global  
Attorney Recruiting

# Our Recruiting

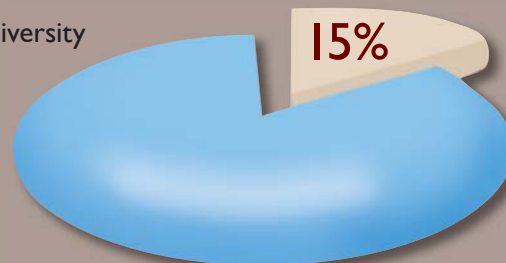
Our firm, as well as our people, actively participates in the communities in which we operate, and our recruiting reflects this participation. We reach out to law schools across the world to identify top talent that ensures diversity and inclusion for the future. From large diversity recruiting events to individualized networking and referrals, we recognize the importance (as well as the challenge) of competing for the best. Our history tells a story of a long-term commitment to a diverse workplace, and our achievements demonstrate the opportunities we have leveraged from that commitment. Ultimately, being diverse is not optional; it is who we are.

## Diversity Recruiting Events

- Berkeley Cruz Reynoso Social Justice Fellowship Dinner
- Columbia APALSA Lunar Gala
- Emory HLSA Reception
- George Washington University Law School Lambda Law IL Reception
- Lavender Law Job Fair
- Michigan Butch Carpenter Memorial Scholarship Banquet
- Numerous Law School Diversity and International Job Fairs and Receptions including Columbia, Emory, Harvard, NYU, Penn, Santa Clara, UC Berkeley, and UCLA
- NYU APALSA Student-Alumni Networking Dinner
- Regional Asian Pacific American Law Student Association, Black Law Students Association and Latino Law Student Association Job Fairs
- Southeastern Minority Job Fair (2001 – present)

## Partners 2008

Gender Diversity



## 2007

- Named Best Places to Work for GLBT Equality by Human Rights Campaign

# Our Women's Initiatives

Paul Hastings is committed to the development and advancement of women. In 2008, a record 40% of newly elected partners were women. Similarly, the firm maintained its high standard in leadership diversity with women comprising nearly 30% of firm management positions.

The Paul Hastings women's networks represent over 60% of the firm's affinity groups and collectively host over 100 programs, events and gathering to support the professional development and personal growth of women across the firm. Each network provides unique opportunities for camaraderie, voice, vision and recognition.

Paul Hastings hosted and sponsored a range of programs designed to advance women, including the Paul Hastings Women's Leadership Forum, Women's Forum for the Economy and Society – Europe and Asia, Women Lawyers Association of Los Angeles, Corporate Counsel Women of Color, National Association of Women Judges, National Women's Law Center, and Women's Global Leadership Conference.

Paul Hastings is committed to working parents and the integration of work and family. The Alternative Work Schedule and Parental Leave policies were enhanced in 2008 to accommodate flexible work schedules, reduced hours, and the needs of newborn and newly-adopted caregivers. Parental Leave includes up to 18 weeks of paid leave and the Alternative Work Schedule Program allows for flexible work schedules with or without reduced hours with commensurate benefits and opportunities for advancement.



- Named in Top 100 Law Firms for Diversity – Minority Law Journal and MultiCultural Law

- Named Out & Equal Significant Achievement Award Finalist

- Named Out & Equal Workplace Advocates Significant Achievement Award Finalist

- Ranked No. 1 in the People's Republic of China for Employer of Choice – Asian Legal Business



*"I applaud the firm's commitment to the professional development of women and men, not just to advance their legal excellence but also to foster their ultimate potential as leaders."*

**Elizabeth Noe**  
Co-Chair of Global  
Attorney Development  
Partner, Corporate (Atlanta)



*"In a highly competitive marketplace, a talent management strategy focused on developing and training our attorneys to be the best is critical to our success."*

**Siobhain McCarthy**  
Managing Director of Global  
Attorney Development

# Our Talent

Paul Hastings continues to provide training and professional development to prepare all attorneys and to help retain and promote diversity attorneys.

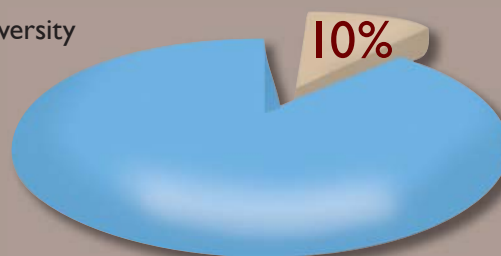
- **Associate Exchange Program.** The pilot implementation with Milan, Paris and New York was launched in 2007. Leveraging the favorable results of the pilot, the firm-wide application process for associates commenced in the fall of 2008.
- **Advancement Opportunities.** A concerted strategy has been designed to make advancement opportunities for associates as transparent as possible. Included in our comprehensive approach to retention, development, and advancement is collaboration with the Partner Evaluation Committee to communicate the criteria and process for advancement to partnership, and the development of competency models that identify and benchmark the required knowledge, skills and attributes for attorneys at each level of their career.

- **Paired Associate and Partner Programs.** A variety of mentoring programs at both the local and global level have been designed to ensure successful integration of all attorneys at the firm.
- **Career Coaching.** The Attorney Development Manager/ Career Counselor offered confidential coaching and advice on a myriad of subjects including internal career paths, the path to partnership, and transitioning practice groups. The coaching was tailored to address the unique backgrounds, interests and talents of each attorney.
- **Leadership Development.** The development of a leadership development program for our attorneys was introduced in 2007 and further expanded in 2008.

The management of the Attorney Development Committee continues to participate in the Diversity Policy and Program committee to ensure effective linkages between diversity and development initiatives for the inclusion and advancement of all associates.

## Partners 2008

■ Ethnic Diversity



## Global Diversity Training

- Global Diversity Dialogues (US)
- Firm Administrators Workshop
- Recruiting, Development and Diversity Staff
- PH DNA – Global Orientation and Training for New Associates
- Diversity Strategy Sessions with Senior Management
- Recruiting Committee Training Sessions
- Summer Associate Diversity and Inclusion Presentations



Corporate Partner; Jong Han Kim

## 2007

- Ranked No. 1 for Diversity in Southern California – Building A Better Legal Profession
- Received Ally for Justice Award from Human Rights Campaign

- Sponsored the Women’s Forum for the Economy and Society – France

## 2008

- Launched women attorney networks in London & Paris



*“Loyalty and a commitment to inclusive practices and principals underscore how Paul Hastings embraces diversity.”*

**Cheryl Saban**  
Chief Employment Law Counsel  
Partner, Employment Law  
(New York)

# Our Networks

The Paul Hastings Attorney Networks (PHANs) launches in 2006 to promote inclusion and to provide networking support for attorneys across diverse backgrounds, experiences and interests. We experienced continuous growth and development of these affinity groups in our domestic and international offices. The networks host a wide range of professional and business development programs from speaker series to language and culture classes to client relations events. The interests of the various groups range from women in the legal profession and domestic partner benefits to strategies for working parents and the cultural sensitivities of transacting business in Latin America.

In 2008 our attorney networks increased to fourteen. Our first groups formed in Europe and new networks are currently in development in Asia.

## Paul Hastings Attorney Networks

- Atlanta Women’s Network
- Global Women Attorneys Network
- London Diversity Network
- London Women’s Network
- Los Angeles Women’s Network
- New York Latin American Network
- New York LGBTQA Attorney Network
- New York Women’s Network
- Palo Alto Women’s Network
- Paris Women’s Network
- San Francisco LGBTQA Attorney Network
- San Francisco Women’s Network
- Washington Diversity Network
- Washington Women’s Network

### Associates 2008

Gender Diversity



## 2008

- Launched LGBTQA attorney network in New York

# Our Alliances

In 2008, Paul Hastings committed more than ¾ million dollars to local, national and international diversity initiatives and programs in Asia, Europe and the United States. Each group represents an active relationship and shared commitment to diversity. Our attorneys serve in board members and leaders to promote our investment in the community and to learn and grow through our participation..

## Bar Associations and Organizations

- Asian American Bar Association
- Asian American Legal Defense and Education Fund
- Beverly Hills Bar Foundation
- Black Women Lawyers Associations
- California Bar Foundation
- California Rural Legal Assistance
- City Bar of New York - Office of Diversity
- Hispanic National Bar Association
- John M. Langston Bar Association
- Lambda Legal Defense Fund
- National Association of Women Judges
- National Bar Association
- National Center for State Courts
- National LGBT Bar Association
- North American South Asian Bar Association
- Philippine American Bar Association
- Puerto Rican Legal Defense & Education Fund
- South Asian Bar Association
- Women Lawyers Associations



*“Communication, networking and open dialogue are critical elements to maintaining an inclusive workplace.”*

Swafia L. Ames  
Manager of Global Diversity  
and Pro Bono

• Named Best Places to Work for GLBT Equality by Human Rights Campaign

• Named Out & Equal Significant Achievement Award Finalist

• Named Law Firm Diversity Leader by Sodexo, Inc.

• Named in Top 100 Law Firms for Diversity – Minority Law Journal and MultiCultural Law



*“To embrace and advance people not like ourselves makes all the difference.”*

**Anton Mack**  
 Managing Director of Diversity and Global Talent

# Our Alliances cont'd

## Law School Diversity Organizations

- Asian Law Caucus
- Berkeley Law Foundation
- Berkeley Law Students of African Descent
- Berkeley Law Women's Association
- Columbia Asian Pacific American Law Students Association
- Emory Hispanic Law Students / Black Law Students Association
- George Washington University Law School Lambda Law
- La Raza Law Students Association – Cruz Reynoso Fellowship
- Lavender Law Job Fair
- Michigan Black Student Alliance
- Michigan Latino Law Students Association
- North American South Asian Law Students Association
- NYU Asian Pacific American Law Students Association
- Penn Asian Pacific American Law Students Association
- Santa Clara Law School Diversity Reception
- Southeastern Minority Job Fair
- UCLA Law Firm Diversity Reception

## Diversity Organizations

- Anti-Prejudice Consortium
- Board of Directors Network
- California Minority Counsel Program
- Corporate Counsel Women of Color
- Diversity Best Practices
- Human Rights Campaign
- International Gay and Lesbian Human Rights Commission
- Joint Center for Political and Economic Studies
- Joint Center for US-China Relations
- Minority Corporate Counsel Association
- Mexican American Bar Foundation
- National Association of Women Judges
- National Employment Law Council
- National Women's Law Center
- Oakland Asian Students Educational Services
- Out & Equal Workplace Associates
- UCLA Williams Institute
- Women's Forum for the Economy and Society

## Associates and Of Counsels 2008

■ Ethnic Diversity



■ Women's Advancement

■ Diversity Careers Events

## Global Strategic Alliances

■ Scholarships & Education Foundations

■ Legal Defense Funds & Human Rights

# Diversity Partners



# Our Team

The Paul Hastings Diversity and Community Department works to foster a law firm culture of inclusion, respect and appreciation of differences. Our team is committed to serving all Paul Hastings employees and providing opportunities for success through coaching, counseling, training, and collaboration.

## **Anton Mack**

Managing Director of Diversity and Global Talent

## **Swafia Lopez Ames**

Manager of Global Diversity & Pro Bono

## **Linda Wormely**

Administrative Coordinator

## **Sara Eng**

Global Diversity and Community Assistant

Website: <http://www.paulhastings.com/diversity>

E-mail: [globaldiversity@paulhastings.com](mailto:globaldiversity@paulhastings.com)

Phone: 202-551-1841



“Our success — and the success of our global diversity programs — is a direct result of our commitment to consistent excellence.”



# Paul *Hastings*

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