

# Transforming Women's Leadership in the Law

2019  
ANNUAL REPORT



THOMSON REUTERS®





# Table of contents

Welcome message	5
About the Transforming Women's Leadership in the Law program	6
Going to new frontiers	7
Transforming Women's Leadership in the Law Advisory Boards	8
Highlights in 2019	
North America	10
UK and Ireland	11
Asia Emerging Markets	12
Top TWLL content from 2019	14
Key contacts	16



# Welcome to the Transforming Women's Leadership in the Law Annual Report 2019

## Greetings,

We are pleased to present the third annual report of the Transforming Women's Leadership in the Law (TWLL) initiative. We hope it both energizes and informs you about the commitments and activity that remain core to the program's driving force.

Looking back on 2019, we are encouraged by the progress of women's advancement as well as the ongoing discussion and abundance of industry attention focused on the experience of women in legal practice. Seeing increased action towards leveling the playing field provides hope as we seem to be at a pivotal point of upward momentum for women reaching towards senior leadership roles in the law. We are proud that Thomson Reuters is doing its part through initiatives like TWLL to create opportunities for people across the legal industry to join together and address the structural barriers that impede women as they progress in their legal careers.

Through year-round programming, we are connecting forces in North America, Europe, and Asia to uncover the solutions that we all hope will truly drive change. To provide a glimpse into the dynamic activity of TWLL, this report offers a summary of the program's key events, discussions, and content for 2019. We have been honored to have inspiring and diverse individuals—from the judicial system, law firms, public and private companies, the non-profit sector, government, and academia—participate as TWLL advisory board members, event co-chairs, panelists, speakers, and content contributors. We would also like to

express our appreciation to the members of our Advisory Boards, whose combined perspective and expertise are paramount in shaping this initiative and keeping us all focused on the most pressing issues for women in the legal industry. They generously devote significant time from their busy schedules - for which we are truly grateful.

We'd also like to thank the Thomson Reuters Legal Executive Institute, which has partnered with us from the very beginning as a co-sponsor for many of our events and as publisher for the robust series of TWLL content in North America. We also extend our gratitude to Thomson Reuters Legal Insights Europe for their informative and inspiring TWLL content.

In closing, we look forward to 2020 and the expansion of our TWLL program which will continue its pursuit of improving diversity in the legal industry and creating a more equal future for all.

## Thank you,



**Elizabeth Beastrom**  
President, Print



**Lucinda Case**  
Head of Legal  
Professionals, Europe



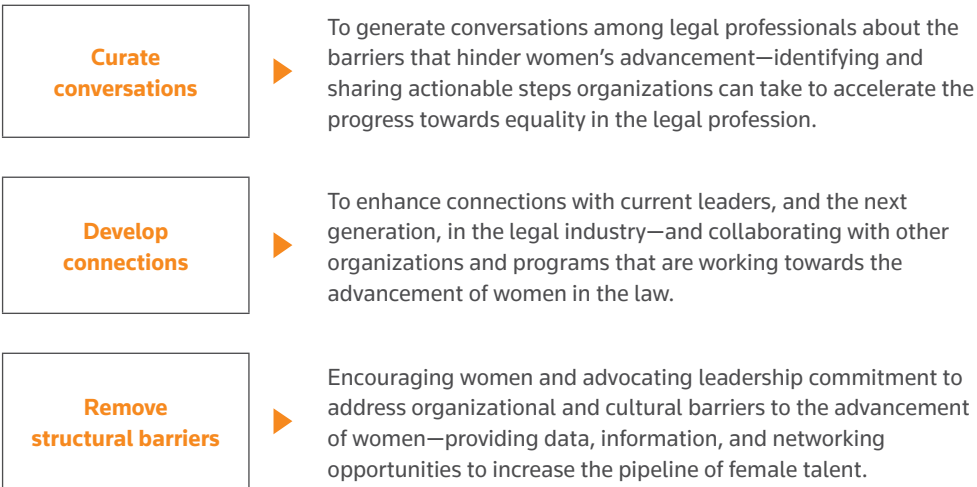
**Neil Sternthal**  
Global Head of Large Law  
and Canada

# About the Transforming Women's Leadership in the Law program

Thomson Reuters TWLL program is an initiative with representation in the US, Canada, the UK, the Middle East, and Asia created to help address structural barriers and encourage the cultural change needed at the organizational level in the legal profession.

The program aims to reposition the conversation away from what 'women can do' and put greater onus on organizations, law firms, and the wider legal industry. We share potential solutions for leaders in the legal profession to truly drive change—through a series of events, articles, interviews, and white papers.

## PROGRAM GOALS



## Going to new frontiers...

Throughout 2019, several TWLL initiatives and events brought new insights to the market:

The UK launched ground-breaking research analyzing what structural mechanisms produced the greatest amount of progress in the advancement of women to partnership.

In addition, a TWLL event in the US explored the commonalities and unique differences of women's leadership experiences in the legal and tax industries.

The Middle East launched its own TWLL initiative in Dubai with two roundtable events that welcomed women to share their experiences and successes in advancing to executive ranks within the law.



**603**

**CUSTOMERS/PARTNERS  
ATTENDING EVENTS FOR  
FOR 2019**



**19,441**

**PAGE VIEWS OF  
TWLL CONTENT**



**471,187**

**SOCIAL MEDIA REACH**

# Transforming Women's Leadership in the Law Advisory Boards

## US & CANADA ADVISORY BOARD

Sponsor

---

**Elizabeth Beastrom**  
President, Print  
*Thomson Reuters*

**Neil Sternthal**  
Head of Large Law & Canada  
*Thomson Reuters*

Law Firm

---

**LeeAnn Black**  
COO  
*Latham & Watkins*

**Kim Koopersmith**  
Firmwide Managing Partner  
*Akin Gump*

**Terry Pritchard**  
Former Firm Co-chair  
*Bryan Cave Leighton Paisner*

**Valerie Radwaner**  
Firm Deputy Chair  
*Paul Weiss*

**Mark Wasserman**  
Managing Partner & Co-CEO  
*Eversheds Sutherland*

Corporate

---

**Sophie Anger**  
Associate General Counsel  
*Mars Inc.*

**Alan Bryan**  
Senior Associate  
General Counsel  
*Walmart*

**Bindu Dhaliwal**  
Ombudsman  
*BMO Financial*

**Sheila Murphy**  
Associate General Counsel  
*MetLife (Retired)*

**Rena Reiss**  
General Counsel  
*Marriott*

**Tope Yusuf**  
Vice President  
*NBC Universal Media*

## UK & IRELAND ADVISORY BOARD

Sponsor

---

**Lucinda Case**  
Head of Legal Professionals Europe  
*Thomson Reuters*

Law Firm

---

**Susan Bright**  
Regional Managing Partner  
*Hogan Lovells*

**Claire Clarke**  
Managing Partner  
*Mills & Reeves*

**Emma Dowden**  
COO  
*Burges Salmon*

**Julia Hayhoe**  
Chief Strategy Officer  
*Baker McKenzie*

**Stephanie Hamon**  
Head of Legal Operations Consulting  
*Norton Rose*

**Sarah-Jane Howitt**  
Director of Business  
Development & Marketing  
Partner  
*Weightmans*

**Caroline Hunter-Yeats**  
Partner  
*Simmons & Simmons*

**Laura King**  
Partner, Global Head of People & Talent  
*Clifford Chance*

**Helen Randall**  
Partner  
*Trowers & Hamlins*

**Suzanne Szczetnikowicz**  
Senior Associate  
*Milbank*

Corporate

---

**Donny Ching**  
Legal Director  
*Royal Dutch Shell*

**Amali de Silva**  
Legal & Compliance Controller  
*Channel 4*

**Greer McMullen**  
Chief Legal Officer,  
General Counsel and Secretary  
*Coty*

**Richard Price**  
Group General Counsel and Company Secretary  
*Anglo American*



**Ritva Sotamaa**

Chief Legal Officer  
*Unilever*

**Caroline Stratton**

Senior Counsel and Director  
*Deutsche Bank*

**Clare Wardle**

General Counsel and Company Secretary  
*Coca-Cola European Partners*

Public Sector/Other

**Suki Binjal**

Interim Director of Legal at Hackney Borough Council, and immediate Past President of Lawyers in Local Government (LLG)  
*Director of Belvedere Legal*

**Christina Blacklaws**

Immediate past President (2018-19)  
*The Law Society of England & Wales*

**Rob Booth**

General Counsel and Company Secretary  
*The Crown Estate*

**Thomas Cosgrove**

QC  
*Cornerstone Barristers*

**Daniel Greenberg**

Parliamentary Lawyer  
*House of Commons*

**Lisa Hart Shepherd**

Vice President of Research and Advisory Services  
*Thomson Reuters*



## Highlights in 2019—North America

In 2019, the TWLL program continued to address the structural barriers that adversely impact women's advancement in the legal industry by focusing on culture. In November 2019, Morgan Lewis and Thomson Reuters hosted a fireside chat in New York City exploring the role of well-being on women's leadership. The event featured three directors of well-being from large law firms to discuss the importance of well-being and how law firm culture plays a critical role in its implementation.

We also explored the commonalities and differences in the path to partnership for women in the legal and tax industries as a second fireside chat in Dallas, Texas.

At the same time, we enhanced our digital content with spotlights on firms who have made increasing women's representation a strategic objective. We were pleased to share their success stories in highlighting the structural mechanisms they are using to remove bias from talent systems at Clayton Utz, Fish & Richardson, and Cadwalader.

We also continued our Rising Star Cohort program, which brought 10 future female leaders together for round tables with the general counsels of Viacom and AIG and law firm leadership events on strategic relationship-building.

## Highlights in 2019—UK and Ireland

TWLL UKI had an incredibly busy year in 2019. We began with noting another year of continued development of the TWLL programme and market engagement with our 2nd anniversary event on 4 February 2019. The main feature was a fireside chat which focused upon steps that the buy-side should be undertaking to bring about change. This event was facilitated by Jane Barrett, Head of Global Multimedia, Reuters. Panelists included Lucinda Case, TWLL Sponsor and Head of Legal Professionals Europe, Thomson Reuters; Rob Booth, General Counsel and Company Secretary, The Crown Estate; Emma Codd, Managing Partner for Talent, Deloitte; and Richard Blunt, Corporate Equity Partner, Baker McKenzie.

In April, our 2nd annual conference was held in London. The continued aim was to bring together people from all segments of the legal industry to examine, discuss, and debate issues that continue to create a gender imbalance in the legal profession, as well as to share practical steps to embed diverse leadership and cultural change across organisations. Throughout the day, two main themes seemed to reappear. One included the increased prevalence of ‘flexible working’ and the changes in organisational culture that are associated with it. The other centered around the empowered role of the ‘buy-side’ and their shifting requirements of their legal services providers.

In addition to content on our thought leadership site, Legal Insights Europe—in June, the Thomson Reuters / Acritas report was launched *‘Current approaches to improving gender diversity at senior levels in law firms and correlated success’*. The research is about levers in private practice that aim to improve gender diversity at

the senior levels of leadership in the legal profession. The presentation of the report findings were very well received. There remains much evidence, however, of the continued challenge law firms are facing in terms of their lack of diversity and inclusion – specifically the gender imbalance. The report highlighted some positive findings where firms are introducing successful initiatives to address the imbalance at senior and junior levels—and illustrated practical actions to address the disparity.

Other TWLL gatherings included a workshop hosted by our Advisory Board member, Helen Randall, Senior Partner and Head of Diversity and Inclusion at Trowers & Hamlin, exploring the findings from the Acritas report and a roundtable dinner held at the London Borough of Hackney hosted by TWLL Advisory Board member, Suki Binjal, Interim Director of Legal at Hackney Borough Council, Director of Belvedere Legal, and immediate Past President of Lawyers in Local Government (LLG).

The year concluded with a TWLL holiday gathering of TWLL Advisory Board members and supporters from across the legal services market. As 2019 closed, the TWLL programme expanded beyond the UKI into Europe. As we witness a strong appetite for change to create a more balanced representation of senior legal leaders—and a desire to implement a more equal future for all in the profession—TWLL Europe anticipates another strong year in 2020.

# Highlights In 2019—Asia Emerging Markets

Last year, the Asia and Emerging Markets Team launched a brand new podcast series as part of the Change Makers initiative, which focused on promoting gender equality in the legal profession. There were five episodes released, generating 283 podcast plays, 647 unique landing page sessions, and 155 social media shares. The Change Makers Podcast has gained about 50 subscribers and a further two episodes have been recorded. These will go live in Q1 of 2020.

The episodes pulled in excellent external speakers, such as Special Counsel Jane Needham and Kate Eastman; Andrew Stewart, a Partner at Baker McKenzie, and Larissa Andelman from the Women Lawyers Association, as well as a special episode with Rachael Wallbank, a successful lawyer who affirmed her female gender. Several internal thought leaders also took part in the program including Jackie Rhodes, Managing Director Asia and Emerging Markets and others in senior leadership.

Legal Insight Australia and Legal Insight New Zealand published a range of articles that originally appeared on Legal Executive Institute to generate further awareness of Thomson Reuters commitment to transforming women in leadership. This includes a compelling diversity case study with Kate Jordan, the Deputy Chief Partner for People and Development at Clayton Utz.

TWLL also partnered with the Women@ThomsonReuters business resource group for a public speaking workshop on how to captivate the audience and communicate messages in Hong Kong and Singapore.

In June 2019, the TWLL program launched in Dubai with two roundtables and a video interview with a Managing Partner. Senior women from area law firms discussed the key ingredients needed for women lawyers in that part of the world to be successful. Diversity and inclusion and internal targets for women's representation at senior levels, and the double-bind for women in advocating assertively and confidently, were hot topics during the conversation. There was also a consensus around involving men in such events.

# Highlights In 2019—Asia Emerging Markets

Thomson Reuters Japan launched an advisory board this year. Advisory Board members include:

## **LAW FIRMS:**

- Masakazu Iwakura — Partner, TMI Associates
- Ivan L. Pereira — Counsel, Oh-Ebashi LPC & Partners
- Miriam Rose
- Craig Shepherd — Partner, Herbert Smith Freehills LLP

## **CORPORATE:**

- Alice Graham — Assistant General Counsel, Microsoft Japan
- Arshad Karim — Senior Legal Counsel, Japan & Korea at Twitter
- Yoko Oshima — General Counsel, GE Japan

Along with the leadership of the advisory board, Thomson Reuters held three TWLL roundtable discussions over the last two years, which helped identify issues unique to Japan and launched the “Changemakers” program in November 2019. The roundtable dinners enabled Thomson Reuters to forge relationships with rising stars, who participated as panelists at the event in November 2019.

The discussion at Changemakers focused on two specific areas:

- 1) It featured women lawyers, including three from the advisory board—Graham, Oshima, and Pereira—who have moved up to leadership ranks. The women discussed how to effectively be more proactive and assertive in pursuing promotions.
- 2) It also focused on the need for male allies and sponsors to step up and work side-by-side, rather than seeing themselves as merely “supporting” or “helping out.” This was thought to be especially important as the space for childcare in Japan is at a premium as day care centers continue to close across the country due to declining birth rates.

Tony Andriotis, local partner at Quinn Emanuel in Tokyo, summarized a well-balanced description of the role of the male ally. “Open up your list of contacts. Help your female colleagues gain visibility with management. But more than anything, just be a decent human being.”

# Top TWLL content from 2019

## LEGAL EXECUTIVE INSTITUTE TOP CONTENT

1. [The Real-World Implications of #MeToo: Transforming the Legal Ecosystem](#)
2. [UPFRONT & PERSONAL: A Discussion with Phuong Phillips, CLO of Zynga](#)
3. [UPFRONT & PERSONAL: A Talk with Laura Stein, GC of Clorox](#)
4. [The Value of Creating & Keeping Your Network](#)
5. [UPFRONT & PERSONAL: A Conversation with Tammy Albarran, Deputy General Counsel for Uber](#)

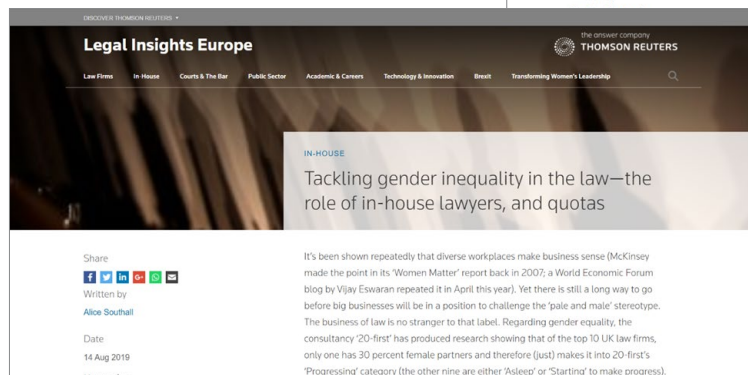
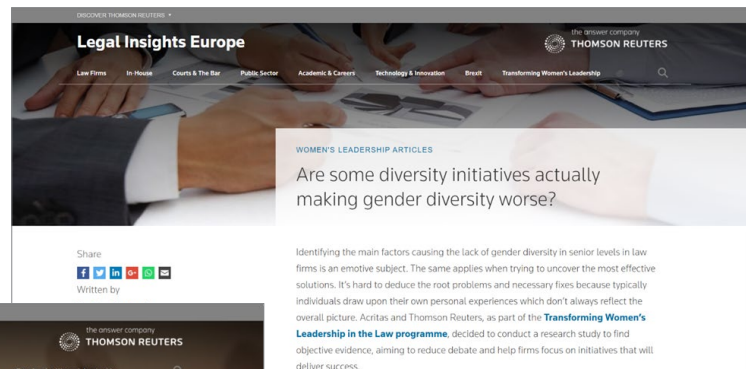




# Top TWLL content from 2019

## LEGAL INSIGHTS EUROPE

1. [Are some diversity initiatives actually making gender diversity worse?](#)
2. [Progress on gender equality remains 'painfully slow' for senior leadership in the legal profession](#)
3. [Tackling gender inequality in the law—the role of in-house lawyers, and quotas](#)
4. [A year in review—advancing equality in legal leadership through TWLL roundtable discussions](#)
5. [“Respect is not an indulgence”—inclusive and effective change leadership in legal teams](#)





## Key contacts

### US

**Natalie Runyon**

*natalie.runyon@tr.com*

**Dawn Zapata**

*dawn.zapata@tr.com*

**[tr.com/TWL](https://tr.com/TWL)**

**[tr.com/legalinsights/twll](https://tr.com/legalinsights/twll)**

### Canada

**Maria Cooley**

*maria.cooley@tr.com*

### UK and Ireland

**Lucinda Case**

*lucinda.case@tr.com*

**Ann Lundin**

*ann.lundin@tr.com*

**Debbie Berkovitch**

*debbie.berkovitch@tr.com*

### AEM

**Jane Lewis**

*jane.lewis@tr.com*



**THOMSON REUTERS®**