

DESIGNED
FOR...

The Future

FAEGRE DRINKER 2021 ANNUAL REPORT

faegre
drinker 

To our clients
and friends of the firm...

Executive Message



Tom Froehle
Co-Chair

A handwritten signature in black ink, appearing to read "T.C. Froehle Jr.", written in a cursive style.



Andrew Kassner
Co-Chair

A handwritten signature in black ink, appearing to read "Andrew Kassner", written in a cursive style.

We are pleased to share the details of a successful second year as Faegre Drinker in this 2021 annual report. Our ability to handle the full array of our clients' needs – rather than outsourcing to boutique or specialized firms – positioned our professionals well to help clients respond to the complex business challenges of 2021. Our mission to be designed for clients, combined with our culture of excellence without arrogance, continued to set Faegre Drinker apart.

The following pages detail the milestones we achieved in 2021. Building on the firm's culture of collaboration, our interdisciplinary working groups helped clients navigate business impacts related to emerging areas of importance such as environmental social governance (ESG), artificial intelligence, and more. This cross-service collaboration and firm wide approach has also recently enabled us to provide 360-degree advice to clients navigating the conflict in Ukraine. It is not enough to advise on siloed areas of law; we are adopting a firm wide point of view in order to provide our clients with sage counsel on the topics of greatest importance to their businesses.

We also continued to prioritize our people. Faegre Drinker recently launched a robust mental health and well-being program that provides all colleagues with easy access to confidential mental health counselors and other well-being resources. We laid the groundwork to welcome colleagues back to the office in our flexible hybrid workplace model, launched on April 18, 2022. We continued to have intentional dialogue and programming to advance the firm's diversity, equity and inclusion efforts. And we remained focused on recruiting and retaining top talent to meet our clients' business needs.

Faegre Drinker moves boldly into the future, investing further in talent, technology and innovation to provide exceptional service, collaborative experiences, innovative approaches and value – all while prioritizing diversity, equity and inclusion in all that we do. We are grateful for your continued confidence and thank you for trusting us with your most important work.

Take care and be well.

Future-Driven Strategy

Faegre Drinker's 18-member elected board sets firm direction, strategy and policy. Over the last year, the board approved Faegre Drinker's hybrid workplace model and helped set the foundation for Faegre Drinker 2025, a three-year plan focused on clients, talent and financials to further advance the firm's business objectives.



**Tom
Froehle**
Co-Chair
INDIANAPOLIS



**Andy
Kassner**
Co-Chair
PHILADELPHIA



**Bonnie
Allyn Barnett**
Partner
PHILADELPHIA



**Kerry
Bundy**
Partner
MINNEAPOLIS



**Morgan
Burns**
Partner
MINNEAPOLIS



**Gretchen
Miller Busch**
Partner
DENVER



**Mary
Devlin Capizzi**
Partner
WASHINGTON, D.C.



**John
D'Andrea**
Partner
PHILADELPHIA



**Tracy
Gregar Ferak**
Partner
CHICAGO



**Sandy
Grannum**
Partner
FLORHAM PARK



**Andrew
Joseph**
Partner
FLORHAM PARK



**Mike
Kanute**
Partner
CHICAGO



**Gina
Kastel**
Executive Partner
MINNEAPOLIS



**Marc
Leaf**
Partner
CHICAGO



**Sarah
Bassler Millar**
Partner
CHICAGO



**Heather
Carson Perkins**
Partner
DENVER



**Joe
Smith, Jr.**
Partner
INDIANAPOLIS



**Jon
Zimmerman**
Partner
MINNEAPOLIS



Executive Leadership Team

At the board's direction, Faegre Drinker's executive leadership team continued to drive important projects forward including Faegre Drinker's approach to returning to onsite work, mental health and well-being resources, career model development, new partner promotions, practice group and industry strategy, and more.

Tom Froehle

Andy Kassner

David Barrett

Bill Connolly

Gina Kastel

Judy Reich

Jack Sperber

Jane Koehl



You talk, **we listen.**



GC Roundtables

General counsel leaders joined virtual roundtable discussions moderated by Faegre Drinker partners in 2021 and focused on leading through crisis. Recognizing that the past two years have challenged in-house leaders to navigate a climate of significant change and uncertainty, Faegre Drinker activated our network and brought together interested contacts of the firm to seek and share knowledge.

Client Feedback Program

We care about our clients' point of view and continued to seek direct feedback throughout 2021. Co-Chairs Tom Froehle and Andy Kassner conducted more than 50 client visits throughout the year, carefully listening and reporting back to the firm on our clients' views, insights and advice. We are grateful to all the Faegre Drinker clients who participated in the firm's feedback program in 2021, which uncovered key themes that continue to shape and inform our promise to be a firm designed for clients:

Responsiveness
is critical

**Diversity, equity
and inclusion**
remain top priorities

Pricing predictability
is paramount

Clients are seeking
strategic partners – not
just advisors

Business connections and
knowledge sharing are
important value adds

Efficiency is needed
and expected

Technology is
increasingly important

Data privacy remains
a top focus

Responding Swiftly

When the unexpected hits, Faegre Drinker delivers peace of mind. Our interdisciplinary working groups focused on some of the hottest issues to emerge in 2021 and early 2022, helping clients navigate world events and unexpected impacts to their businesses.



AI-X Team

Artificial Intelligence and Algorithmic Decision-Making

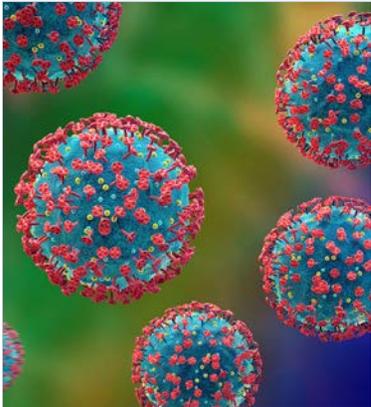
As more organizations use artificial intelligence and algorithms to drive decision-making processes, policymakers are beginning to address concerns about these tools — including their lack of transparency and potential for generating unintended bias and discrimination. We combine the regulatory and litigation experience of attorneys who have advised clients on these issues for years with the data scientists at Tritura, Faegre Drinker’s AI subsidiary, who understand the innerworkings of these technologies and can test your algorithms for unintended bias and leverage the value of AI and algorithms in a safe, legal and ethical manner.



ESG Team

Environmental, Social and Corporate Governance

There is a growing consensus among investors that sustainable investing creates sustainable value — and a rapid rise in demand for investment products and financial services that integrate environmental, social and governance (ESG) factors. We have worked with national and multinational asset management clients for nearly half a century, and we provide practical and forward-thinking counsel to help clients design, launch and manage ESG-focused funds and strategies. Our multidisciplinary team delivers integrated regulatory, transactional and compliance support to help you confidently navigate the complex considerations involved throughout the investment decision-making process.



COVID-19 Task Force

Tools to Respond to Business, Legal Implications of COVID-19

More than two years have passed since the COVID-19 pandemic began. Employers, policymakers, and the health care and scientific community have made hard decisions to meet unprecedented challenges, and people everywhere have been forced to adapt to a “new normal.” Faegre Drinker’s COVID-19 Task Force — comprised of attorneys, consultants and other professionals — will continue to help clients understand and address the legal, regulatory and commercial implications of COVID-19 as we all work towards a light at the end of the tunnel.



Ukraine Support Task Force

Navigating the Ukraine Crisis

The Russian Federation’s invasion of Ukraine has created a paradigm shift in the world political order, and as a result, businesses are coping with issues that ripple across geographies and business units. Faegre Drinker’s international team — in concert with our global networks of firms through Lex Mundi and the World Law Group — is tracking the situation and ready to deliver timely and practical advice to help you manage the crisis, one day at a time.



SPAC Team

Special Purpose Acquisition Companies

Our capital markets and M&A teams have worked on alternative public listings and offerings for companies over the past 20 years. We offer extensive transactional experience in both public offerings and mergers and acquisitions, guiding companies and investors through a successful public company launch. Our SPAC team created the first reverse-merger REIT and have completed mergers with offshore SPACs. We represent SPAC advisors on deal structuring and fairness opinions, as well as issuers and underwriters in forming and managing shells and other blank-check vehicles.

High-Stakes Litigation

SPOTLIGHT ON

Product Liability & Mass Torts

Faegre Drinker's national-ranked product liability and mass torts practice protects companies facing litigation threats on a global scale.

Our highly experienced team aggressively defends high-stakes mass torts, class actions and multidistrict litigation. Our first-chair trial lawyers' courtroom experience in complex product liability litigation has helped our clients win high-profile defense verdicts and bellwether trials.

We deliver solution for global manufacturers, distributors and retailers throughout the product life cycle, from product development, to production, to sales and marketing litigation, and beyond.

SPOTLIGHT ON

Class Actions

Faegre Drinker's class action team has successfully defended clients in hundreds of national and state class, collective, and multiplaintiff actions alleging privacy, consumer protection, advertising, employment, environmental and shareholder claims, among others.

Fellows of the American College of Trail Lawyers, former U.S. Supreme Court clerks, former federal prosecutors and government agency officials, and dozens of former federal and state courts of appeals and district court clerks advising clients on commercial, complex and bet-the-company litigation strategies.



Aligning our approach to our clients' goals, we aim to minimize business disruption. We value risk mitigation and litigation avoidance as critical elements of our strategy, but when litigation becomes unavoidable, we have an established track record of defeating claims at the pleading stage, at trial and on appeal.

Cross Practice Collaboration

Making connections to mount a sophisticated legal defense



Strategic Growth

SPOTLIGHT ON

Investment Management

As clients grow and operate their businesses, they look to us to solve complex regulatory and structural challenges — with an eye on mitigating operational and regulatory risk. Our nationally recognized investment management group advises national and multinational registered and private funds and their sponsors, investment advisers, broker-dealers, and other institutional market participants on business formation and growth. We draw on deep in-house and industry experience to understand your business — and business objectives — and develop bespoke solutions that are practical and forward-thinking. We also work directly with Faegre Drinker’s chief diversity officer to explore justice, equity, diversity and inclusion principles, including counteracting implicit bias, and has conducted open forum discussions within the group to foster open communication and ensure that all voices are heard.

SPOTLIGHT ON

Mergers & Acquisitions

Corporate combinations take many forms – our nationally-ranked M&A team can help you execute the transactions that achieve your strategic goals. In the last year, our team has successfully guided clients through several initial public offerings and billion+ dollar deals. Our M&A experience spans a wide range of industries, including financial services, food and agribusiness, manufacturing, medical devices, retail, and technology, among others. And our collaborative, team approach seamlessly brings together attorneys focused on tax, antitrust, intellectual property, employment, executive compensation, real estate and other key areas to help you consider every aspect of your acquisition.

Billion Dollar + Deal Spotlight

Boston Scientific Corporation Acquires Preventice Solutions in up to \$1.2 Billion Deal

Faegre Drinker Advises General Mills in \$1.2 Billion Acquisition of Tyson Foods’ Pet Treats Business

Hormel Acquires Planters Snack Nut Portfolio in \$3.35 Billion Transaction



We serve as your trusted partner and business adviser. Our attorneys collaborate seamlessly with key stakeholders across your organization to help you pursue growth strategies, comply with an evolving regulatory environment and embrace innovation.

Connecting the Dots

Taking a 360 degree view to meet your business goals





Government policy and regulatory issues, such as compliance and enforcement, can present both challenges and opportunities to your business or mission. Our multidisciplinary teams of attorneys and consulting professionals, including lobbyists, policy authorities and scientists, have a deep understanding of how government functions at all levels and across an array of subject matter and technical areas. As strategic advisers, we know the industries we support.

Highly Regulated Businesses

SPOTLIGHT ON

Customs & International Trade

From multinational corporations with complex supply chains and global investments to small businesses looking to grow and manage operations on an international scale, we provide clients with experienced regulatory, policy and compliance counsel needed to navigate the evolving international trade landscape and pursue opportunities in the global marketplace with confidence. With professionals who are authorities in import compliance, export controls, trade sanctions, national security, trade remedies and international trade policy, we provide effective, cost-conscious legal advice on a wide variety of regulatory, policy and compliance matters to help you develop strategies that grow your investments and enhance your success by minimizing duties, maximizing compliance, and working toward an uninterrupted supply chain and seamless cross-border transactions. Additionally, when litigation proves advantageous or unavoidable, our experienced litigators stand ready to pursue the strategy needed for success.

SPOTLIGHT ON

Faegre Drinker Consulting

Faegre Drinker Consulting is the firm's advisory, federal public policy, lobbying and advocacy division, serving key sectors of the economy in their efforts to impact policymaking. Our team of consulting professionals partners with clients to navigate the increasingly complex world of the federal government and state governments to help clients achieve measurable results and advance their specific goals and objectives. We work on Capitol Hill and within federal departments and agencies, as well as for corporations, trade associations and not-for-profit organizations. We have a proven track record of success enacting legislation into law, shaping and influencing regulations, securing federal funding, building visibility and forming allies and partnerships.

Industry Knowledge

Faegre Drinker's industry teams harness the power of our legal service areas to support strategic sectors driving commerce and growth around the world. In 2021, clients across these industry focuses called on Faegre Drinker to help protect their bottom line, respond to a rapidly changing regulatory environment, develop innovative funding strategies, draw important litigation matters to a favorable close and creatively navigate challenges.

The Faegre Drinker difference? Practical advice to drive your business forward

We use a common-sense approach to deliver efficient transactional, regulatory, litigation and advocacy services that help you make the decisions needed to drive your business forward. Our teams of deeply skilled industry leaders and practitioners — with experience at the SEC, FINRA, DOL and other agencies — partner with you to advise on both the front and back ends of deals, and to anticipate and navigate the competition and the fast-changing regulatory environment.

Financial Services

Creative. Collaborative. Supporting your mission to improve lives.

We know health and life sciences. Whether you're overcoming regulatory and compliance hurdles, pursuing strategic transactions, advancing public policy initiatives or navigating complex litigation and enforcement matters, our multidisciplinary team is dedicated to your success. We leverage our industry-specific experience and creativity to deliver practical solutions so you can stay focused on what's most important – improving lives.

Health & Life Sciences



Insurance

We cover the insurance industry from every angle — leveraging our experience and relationships to benefit your business.

Faegre Drinker knows insurance. With professionals representing an array of perspectives, we engage an integrated approach to your most complex transactional, litigation, regulatory and public policy challenges. We understand this industry from an insider’s point of view, maintaining deep roots and enduring relationships with key participants in the insurance industry, state regulators and local officials along with Congress, federal agencies and international standard-setters. We’re your business partners and collaborators, evolving with the industry to advance your goals so you can focus on mitigating risks for others.

International

Designed to meet your global cross-border needs, wherever your business takes you.

As a competitor in the global marketplace, your products, workforce, transactions and brand assets transcend national borders. Through integrated, business-minded counsel, our international team helps you grow and operate seamlessly on an international scale. With a national footprint in the U.S., strategic offices in London and Shanghai, and the trusted partnerships of our global networks of firms, we go where you need us and collaborate with you to support your goals the world over.

Food & Agribusiness

Helping you feed and supply the world efficiently and responsibly.

As a stakeholder in the food and agribusiness industry, you face a competitive and ever-changing marketplace. Faegre Drinker’s food and agribusiness industry team has been advising the world’s leading food and ag companies since 1912, and we know how to navigate new challenges and help your business stand the test of time. Whether your products are focused on input supplies, farming, food manufacturing, processing, packaging and/or distribution, or somewhere in between, Faegre Drinker is designed to help you adapt and thrive in today’s marketplace.

Consumer Products & Retail

Providing legal solutions throughout the product lifecycle, from production to sale.

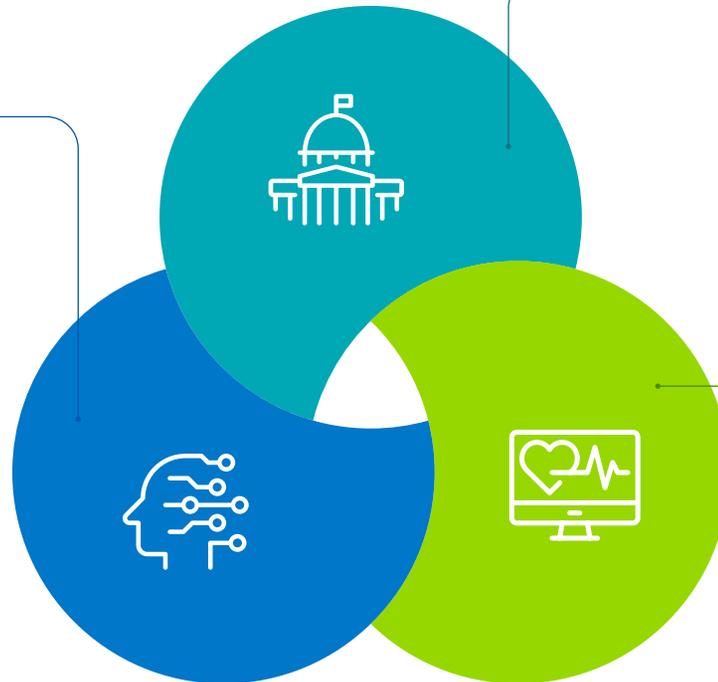
We stay informed on the issues keeping our clients up at night and offer comprehensive solutions for companies creating, distributing, or selling consumer products. We provide practical advice in transactional, regulatory, and litigation matters. Our team help clients navigate customs and international trade, information privacy and security, mergers and acquisitions, business financing, real estate leasing, corporate restructuring, employee benefits, tax, antitrust, e-commerce, corporate governance, and intellectual property matters.

Delivering Beyond Law

We understand our clients' challenges extend beyond the law. Our innovative business platform offers experienced policy, advocacy and consulting, technology and governance divisions who are here to help.

Tritura Information Governance

Our data science subsidiary helps organizations generate value from their information through incident management, fact development, information governance and e-discovery services.



Faegre Drinker Consulting

Advisory, federal public policy and advocacy services to help clients navigate the intersection of government and private business across key economic sectors.

Innovative Health Strategies

A health care consultancy helping hospitals save money and improve quality of services through competitively sourcing purchased services, information technology acquisition, dialysis and group purchasing arrangements.



Top Talent

Faegre Drinker's business platform and culture helped attract incredibly talented lateral partners and counsel to our firm throughout the year, with more than 35 lateral partners and counsel joining the firm in 2021.



Formal Onboarding

Our investment in lateral talent is authentic and enduring. Our formal onboarding program is designed to accelerate integration into the fabric of our firm. We bring an actionable plan on day one to welcome and seamlessly integrate our new colleagues into our community, their practice groups and our client and industry teams.



Continuing Our Growth in 2022

Our pipeline of lateral partner talent remained incredibly strong into early 2022. In the first quarter of the new year, Faegre Drinker welcomed the following lateral partners to our firm:

Joseph Brasile

Real Estate, New York City

Kendra Roberson,

Benefits & Executive Compensation, Washington, D.C.

Nury Yoo

Product Liability & Mass Torts, San Francisco

Jim Park

Finance & Restructuring, Minneapolis

Tiffany Reeves

Investment Management, Minneapolis

2021 Lateral Partners



Lenny Asaro
CORE
CHICAGO

Alison Baldwin
Intellectual Property
CHICAGO

Alicia Batts
Business Litigation
WASHINGTON, D.C.

Demonne Bennett
Business Litigation
DENVER

Richard Bernard
Finance & Restructuring
NEW YORK

Erika Collins
Labor & Employment
NEW YORK

Scott Gautier
Finance & Restructuring
LOS ANGELES



Sue Moore
Finance & Restructuring
LONDON

Thomas Johnson
Labor & Employment
PHILADELPHIA

Yana Johnson
Corporate
SAN FRANCISCO

Jacob Kramer
Business Litigation
WASHINGTON, D.C.

Erica MacDonald
Business Litigation
MINNEAPOLIS

Jessica Maziarz
Business Litigation
WASHINGTON, D.C.

Christopher Monahan
Government & Regulatory Affairs
WASHINGTON, D.C.



Oderah Nwaeze
Business Litigation
PHILADELPHIA

Richard Pearl
Benefits & Executive Compensation
CHICAGO

Juan Reyes
Government & Regulatory Affairs
NEW YORK

Adam Rosenthal
Corporate
PHILADELPHIA

Lawrence Scarborough
Business Litigation
NEW YORK

Henry Van Dyck
Business Litigation
WASHINGTON, D.C.



We are a community of genuine colleagues, making the most of one another's talents and building remarkable careers together.

The Faegre Drinker Difference



“Support, collaboration and fairness are in the firm’s DNA, all while providing sophisticated legal services to some of the most admired companies in the United States and globally. It’s an exciting time at Faegre Drinker and I’m thrilled to be a part of the firm’s future.”

Tracy Ferak

Partner, Board Member,
Product Liability & Mass Torts

CHICAGO



“I joined Faegre Drinker because my clients needed a national platform with deep regulatory knowledge and a broader geographical footprint. In my first months with the firm, I have engaged nearly 100 colleagues on different matters for clients who followed me to the firm and have likewise advised over 40 clients who are new to me. The trust and connection among the firm’s attorneys has exceeded my expectations; all of this collaboration occurred while working virtually, as my first day with the firm was also the day we moved to remote work in response to COVID-19.”

Marilee Springer

Partner, Corporate

INDIANAPOLIS



Professional Advancement



“The strong inclusive culture and the amazing colleagues I get to work with every day to support our clients make this the right place for me to continue to develop my practice as a transactional business attorney. As someone who started at the firm right after law school, I have strongly benefited from the firm’s strong training program, generous mentors and sponsors and clients willing to trust me with important matters.”

Remy Nshimiyimana
Corporate
PHILADELPHIA



In 2022, the firm promoted **28 partners** across the U.S. The new partners are members of **11 of the firm’s practice groups** in **nine offices** across the United States, with more than half reflecting diversity in terms of race and gender.

2022 Partner Promotions



Reed Abrahamson
Government &
Regulatory Affairs
WASHINGTON, D.C.



Lauren Barron
Private Client
MINNEAPOLIS



Joshua Busch
Product Liability &
Mass Torts
CHICAGO



Helen Chacon
Intellectual Property
SILICON VALLEY



Elizabeth Christen
Product Liability &
Mass Torts
CHICAGO



David Creasey
Business Litigation
DES MOINES



Carrie DeLange
Business Litigation
CHICAGO



Anne Fischesser
Corporate
INDIANAPOLIS



Matthew Fontana
Labor & Employment
PHILADELPHIA



Ryan Funk
Labor & Employment
INDIANAPOLIS



Julian Harrell
Government &
Regulatory Affairs
INDIANAPOLIS



Sara Inman
Insurance
DALLAS



Veena Jain
Investment
Management
CHICAGO



Andy Krafcheck
Real Estate
MINNEAPOLIS



David Merritt
Intellectual Property
MINNEAPOLIS



Traci McKee
Product Liability &
Mass Torts
WASHINGTON, D.C.



Kaitlin McKenzie
Insurance
WILMINGTON



Kate Middleton
Business Litigation
MINNEAPOLIS



Matthew Morrissey
Business Litigation
CHICAGO



Remy Nshimiyimana
Corporate
PHILADELPHIA



Christopher Petillo
Insurance
PHILADELPHIA



Thatcher Rahmeier
Intellectual Property
WILMINGTON



Stephen Ramey
Finance &
Restructuring
INDIANAPOLIS



Samantha Rollins
Labor & Employment
MINNEAPOLIS



Mollie Sitkowski
Government &
Regulatory Affairs
CHICAGO



**Rachael
Dettman Spiegel**
Product Liability &
Mass Torts
MINNEAPOLIS



Ryan Woessner
Corporate
MINNEAPOLIS



Brittney Yocum
Corporate
INDIANAPOLIS

Future Leaders



"Faegre Drinker recognizes that our associates are the future of our firm. Our National Hiring Committee is focused on attracting diverse, talented associates who are excited about the practice of law and share our firm values of teamwork and collaboration. Our innovative training program helps equip our new associates with the skills and confidence to build a solid foundation for career success while integrating with colleagues so they can hit the ground running and provide excellent service for our clients."

Caryn Glawe
Co-Leader, National
Hiring Committee
INDIANAPOLIS

Nicolas Guzman
Co-Leader, National
Hiring Committee
CHICAGO



Faegre Drinker's new associate class is comprised of colleagues across the firm's practice areas and geographies. These colleagues participated in the firm's inaugural associate training program – a six-week immersive program designed to educate associates on the firm and provide skills-based training across their practice focuses.

New Associate Class



Ally Benton Product Liability & Mass Torts DENVER	Machen Bihrl Finance & Restructuring MINNEAPOLIS	Jane Blaney Insurance MINNEAPOLIS	Taylor Brook Labor & Employment DENVER	Gabriel Branco Corporate MINNEAPOLIS	Hayden Brown Insurance DALLAS	Elizabeth Charles Business Litigation INDIANAPOLIS	Nick Corbett Corporate CHICAGO	Charlotte Damico Real Estate PHILADELPHIA	Kyle Darch Finance & Restructuring DENVER
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Cha'ya Eddie Product Liability & Mass Torts CHICAGO	Daniel Fitzpatrick Corporate PHILADELPHIA	Meaghan Geatens Business Litigation PHILADELPHIA	Kamaria Guity Insurance FLORHAM PARK	Carly Ann Helman Health Care CHICAGO	Kelsey Himmeroeder Insurance INDIANAPOLIS	Ellie Houser Corporate PHILADELPHIA	Jason Kise Corporate MINNEAPOLIS	Josh Lattimore Business Litigation FLORHAM PARK	Christina Lidonici Corporate PHILADELPHIA
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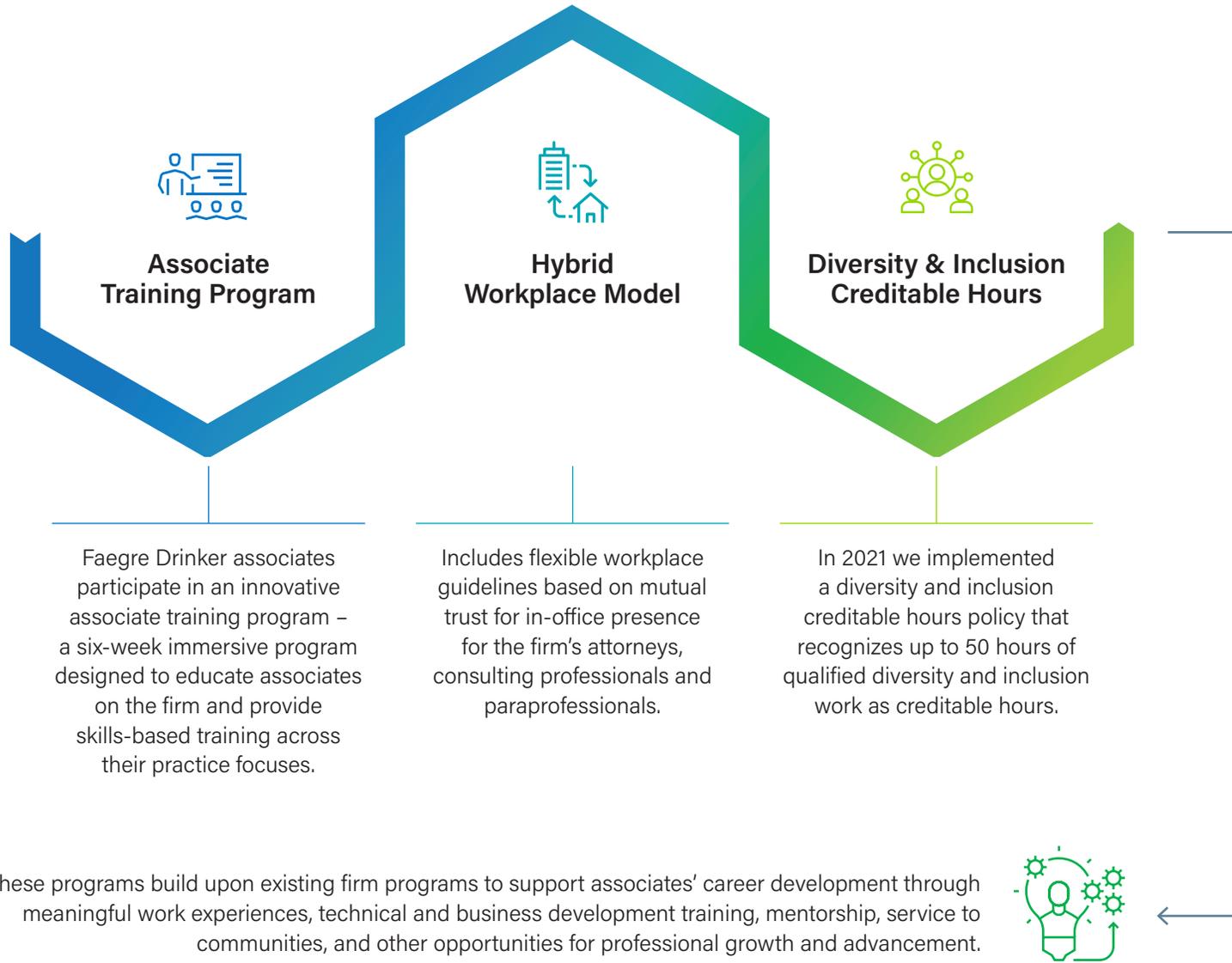
Blake Lehr Product Liability & Mass Torts FORT WAYNE	Thomas Lowry Corporate DES MOINES	Joshua Matushin Finance & Restructuring MINNEAPOLIS	Zachary Maciejewski Government & Regulatory Affairs INDIANAPOLIS	Max Moran Insurance DALLAS	Bob Onghetich Corporate INDIANAPOLIS	Andrew Page Finance & Restructuring MINNEAPOLIS	Jessica Peslak Real Estate PRINCETON	Hudson Peters Intellectual Property MINNEAPOLIS	Graciela Quintana Labor & Employment MINNEAPOLIS
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Kirat Sandhu Labor & Employment INDIANAPOLIS	Matt Scott Product Liability & Mass Torts DES MOINES	Eva Tang Intellectual Property MINNEAPOLIS	Kit Thayer Corporate CHICAGO	Jake Torkeo Corporate FORT WAYNE	Anderson Tuggle Business Litigation MINNEAPOLIS	Sarah Vandelist Business Litigation MINNEAPOLIS	Scott Wardell Construction & Real Estate Litigation PHILADELPHIA	Zach Wawrzyniakowski Intellectual Property CHICAGO
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Professional Growth



A Hybrid Workplace

Innovative Approach to Today's Workplace

Our approach to hybrid work supports our firm's core values and balances the needs of our clients, firm and colleagues. Representing a major shift from the traditional office-based models that have been part of law firm DNA for decades, our hybrid workplace model trusts colleagues to make decisions regarding their weekly schedules that align to client needs and support a culture of collaboration.

We also appreciate the value of face-to-face interaction. The firm asks all attorneys, consulting professionals and paraprofessionals to maintain a regular presence in the office to participate in training, professional development and mentoring activities, client and team meetings, office and practice group meetings, and to support our clients' needs.



Hybrid

Faegre Drinker's attorneys, consulting professionals, paraprofessionals, administrative and operations team members fall in the hybrid category of our workplace model, with anticipated onsite work between two and three days each week.



Full Flex

This category is largely comprised of operations colleagues whose responsibilities do not require an in-office presence. While not expected to work onsite, they are always welcome to do so.



Onsite Essential

Office services, reception and other operations functions that cannot be performed remotely are regarded as onsite essential. These team members are an incredible asset to the firm and have helped Faegre Drinker continue to operate without interruption during the pandemic.



Faegre Drinker's hybrid workplace model is built on trust between colleagues and an unrelenting commitment to our clients.





Faegre Drinker invests in and supports the well-being of all our colleagues. As we embark on a new journey in the hybrid workplace, we recognize that our mental health, well-being and the ability to thrive in all aspects of our lives is important to who we are and how we come together as a firm and serve our clients.

Supporting Mental Health & Well-Being

Well-Being /noun: The ability to thrive in all parts of our lives.

We recognize that our mental health, well-being and the ability to thrive in all aspects of our lives is important to who we are and how we come together as Faegre Drinker. In 2021, we laid the groundwork for our recently expanded mental health and well-being program designed to provide our colleagues with easy access to confidential mental health resources and a variety of other well-being tools.



Mental Health

Ali Schroer, psychotherapist and licensed clinical social worker, consults with Faegre Drinker as the firm's well-being program advisor. In that role, Ali provides mental wellness education and leads sessions across the firm on compassionate leadership, strategies for supporting colleagues, recognizing signs of colleagues in distress and investing in our people through action. Ali is also available to provide telehealth therapy sessions to Faegre Drinker employees who are located in jurisdictions in which Ali is licensed.



Carebridge

Free and confidential assistance for colleagues and loved ones including mental health assistance, life management solutions, personal money management and education planning.



Dari

Helps families manage the physical, emotional and logistical needs of caring for a loved one who is aging or has special needs.



Lyra

Provides 12 free virtual sessions with a consistent certified therapist or coach.



Virgin Pulse

Device-driven platform helps create a culture of wellness through social challenges, personal tracking, and relevant content spanning activity, nutrition, sleep and stress to improve physical energy, mental focus and personal drive.

Valuing Our Differences

SPOTLIGHT ON

Education

Our values are reflected in our collaborations and partnerships with clients and our team-oriented internal approach. By building community within the firm, we bolster our capacity to contribute meaningfully to advancing the communities where we operate. Faegre Drinker has taken intentional action to advance the diversity, equity and inclusion dialogue across our organization and in 2021, expanded our portfolio of firm wide education and awareness programs, national heritage month observances and celebrations, including:

Dr. Martin Luther King, Jr. Day - Presentation by Kevin Brown, Richard S. Melvin Professor, Indiana University Maurer School of Law

Black History Month - Presentation by Bryan Stevenson of the Equal Justice Initiative

International Women's Day - Presentation by Cara de Lange, an international burnout expert, speaker, founder and author of *Softer Success*

Arab American Heritage Month - Round table discussion featuring Sahar Aziz, Professor of Law, Chancellor's Social Justice Scholar, and Middle East and Legal Studies Scholar at Rutgers University Law School and Donna Haddad, Global Senior Counsel for firm client IBM

Asian American Heritage Month - Presentation by Frank Wu, Queens College President, and author of *Yellow: Race in America Beyond Black and White*

Pride Celebration - Virtual panel discussion with filmmakers of documentary, CURED

Juneteenth - Program created for Faegre Drinker by Shennette Garrett-Scott, University of Mississippi Associate Professor of History and African American Studies

Hispanic Heritage Month - Presentation by Carmen Medina, retired senior federal executive

Native American Heritage Month - Feature of The Ciesla Foundation for the film, "Imagining the Indian | The Fight Against Native American Mascoting"





In 2021, Faegre Drinker's attorneys and paraprofessionals contributed more than **48,000 hours** of pro bono service. We devoted **83%** of our pro bono hours to serving low-income clients and organizations that serve them, affirming our shared commitment to serving others.

Giving Back to Our Communities

Pro Bono Awards

Each year, Faegre Drinker recognizes individuals and teams for providing or supporting exceptional pro bono legal services with our pro bono awards. In addition to a commemorative award, each individual recipient had the opportunity to direct a \$1,000 charitable contribution from the Faegre Drinker Foundation to a partner nonprofit organization. The Pro Bono Service Moment of the Year Award honors acts of kindness, generosity and selfless service that often happen behind the scenes and under the radar but exemplify the firm's core value of service to others and fuels our pro bono program.

SPOTLIGHT ON

2021 Pro Bono Award Recipients

American Civil Liberties Union (ACLU) Racial Profiling

Team: Team members Emmanuel Brown, Elizabeth Casey, Charles Lange, Amanda Pasquini and Mark Taticchi were honored for their work to address a pattern of illegal discrimination in profiling Latino motorists and arresting them, apparently for the sole purpose of immigration law enforcement.

Jim Crow Juries Leadership Team: The team of Rory Collins, Kristen Reilly and Brenda McShane provided critical leadership for an important racial justice project through The Jim Crow Juries Project.

Individual recipients: Peter Baldwin, Andrew Dettmer, Karen Moses, Amanda Semaan and Lica Tomizuka

SPOTLIGHT ON

2021 Service Moment of the Year Recipients

Rosa Arredondo, Legal Administrative Assistant, Benefits & Executive Compensation, Los Angeles:

Arredondo was honored for her integral support on pro bono immigration cases in the Los Angeles office, including Special Immigrant Juvenile Status (SIJS) and asylum matters.

Asylum Appeal Brief Team: The team of Michael Cockson, Liam Williams, Mary Strong and Allison Schten were honored for stepping in to provide time-sensitive and critical pro bono assistance to a Guatemalan mother and daughter who were appealing a denial of asylum before the Board of Immigration Appeals.

The Future



Tom Froehle
Co-Chair



Andrew Kassner
Co-Chair

Looking back at a successful second year as Faegre Drinker, we are incredibly grateful for the many clients, community partners and organizations who supported our success. While we celebrate all that we have accomplished thus far, it is necessary that we look to the future. With that in mind, the firm has developed a plan for our next three years – Faegre Drinker 2025 – intended to position our firm for continued success serving our clients over our first half-decade as a combined firm.

Faegre Drinker 2025 focuses on building on our strong foundation of great attorneys, clients and culture to create opportunities for current and future generations. To achieve this, clients, talent and financials will be our priorities and key areas of execution.

We remain committed to our clients' success as they emerge from the pandemic while grappling with today's economic uncertainty and geopolitical issues.

We will continue to attract top talent to our firm in order to best serve our clients' diverse business priorities and bring the sector knowledge of our industry teams to help solve complex challenges.

We will continue to engage with clients and community partners on initiatives to advance our important work on justice, equity, diversity and inclusion.

And finally, we will continue to support our Faegre Drinker colleagues, who have shown unwavering commitment to our clients and each other. Together we are well-positioned to embrace the future and we continue to play to win.

Take care and be well.



2025

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