



true

PARTNERSHIP

Faegre Drinker 2022 Annual Report

faegre
drinker 

**To our clients
and friends
of the firm...**



Executive message



Gina Kastel

Chair, Effective April 1, 2023

It is a great honor to serve as Faegre Drinker's next chair, succeeding Co-Chairs Tom Froehle and Andy Kassner, who will step down from their roles effective April 1, 2023. Our success is thanks in large part to Andy and Tom's tireless leadership over three extraordinary years for our firm and the world. The following pages are a testament to their achievements and legacy.

We will carry forward the vision Andy and Tom established in February 2020 to make Faegre Drinker a top choice for clients and talent and to maintain our collaborative and caring culture.

We will engage with clients and community partners on initiatives to advance diversity, equity and inclusion and are proud to welcome the most diverse leadership team in the history of our firm.

We look forward with confidence and optimism because Faegre Drinker is the right firm for these challenging times: high quality, full service, team oriented and client focused. We will continue to bring a commitment to excellence and a spirit of **true partnership** to all we do. Thank you for your confidence and trust in Faegre Drinker.

With thanks,

A handwritten signature in black ink, appearing to read 'GK' or similar initials, written in a cursive style.



Strategic direction

Faegre Drinker's board sets firm direction, strategy and policy. In 2022, the board selected Gina Kastel as the firm's next chair, approved the launch of the firm's hybrid workplace model, and continued to advance Faegre Drinker's strategic focus on clients, talent and financials to further our business objectives.

Board Members as of April 1, 2023



Gina Kastel
Chair
MINNEAPOLIS

Libby Baney
Partner
WASHINGTON D.C.

Bonnie Allyn Barnett
Partner
PHILADELPHIA

Morgan Burns
Partner
MINNEAPOLIS

Gretchen Miller Busch
Partner
DENVER

Jacob Bylund
Partner
DES MOINES

Trevor Carter
Partner
INDIANAPOLIS

Bill Connolly
Partner
PHILADELPHIA



John D'Andrea
Partner
PHILADELPHIA

Jennifer Dean
Partner
WASHINGTON D.C.

Tracy Ferak
Partner
CHICAGO

Sandy Grannum
Partner
FLORHAM PARK

Marc Leaf
Partner
NEW YORK

Sarah Bassler Millar
Partner
CHICAGO

Joe Smith, Jr.
Partner
INDIANAPOLIS

Jon Zimmerman
Partner
MINNEAPOLIS

Thank you

We thank Co-Chairs **Tom Froehle** (Indianapolis) and **Andy Kassner** (Philadelphia) for their leadership and service, along with **Mary Devlin Capizzi** (Washington, D.C.), **Andrew Joseph** (Florham Park), **Mike Kanute** (Chicago), and **Heather Perkins** (Denver), whose terms conclude April 1, 2023.





SPOTLIGHT ON: DIVERSITY & INCLUSION

More than **70% of the executive leadership team** is female and we are proud that the team brings diversity of office, practice, gender, race and viewpoints.

Executive Leadership Team

Faegre Drinker's executive leadership team (ELT) represents the diverse views and voices from across our global platform. In 2022, at the board's direction, the ELT continued to drive important projects forward including Faegre Drinker's hybrid workplace model, expanded mental health and well-being resources, new consulting professional and counsel career models, our first in-person Diversity Collective Retreat, new partner promotions, practice group and industry strategy, and more.



Gina Kastel
Chair
MINNEAPOLIS

David Barrett
Executive Partner
INDIANAPOLIS

Andrew Joseph
Executive Partner
FLORHAM PARK

Jane Koehl
Chief Operating Officer
WASHINGTON, D.C.



Maria Lewis
Chief Diversity Officer
PHILADELPHIA

Heather Perkins
Executive Partner
DENVER

Judy Reich
Executive Partner
PRINCETON

thank you

For the last three years, **David Barrett, Bill Connolly, Judy Reich, Gina Kastel** and **Jack Sperber** have served as executive partners of the firm at Co-Chairs Andy Kassner's and Tom Froehle's request. Effective April 1, 2023, Andy and Tom will transition to chair emeritus roles and **Bill Connolly** and **Jack Sperber** will step down from the ELT. We are grateful to Andy, Tom, Bill and Jack for their leadership throughout an extraordinary first three years as Faegre Drinker.



True partnership

The spirit of true partnership with our clients, our colleagues and our communities is Faegre Drinker's north star and the essence of our firm's culture of collaboration. When we combine consistent excellence with our distinctive and positive culture, our clients and colleagues succeed, and our firm thrives.



True partnership with our clients

We bring clients a sense of security during chaotic and uncertain times by building highly effective client teams, collaborating seamlessly to solve problems and deliver sage advice. Our responsiveness, breadth of services and business acumen sets our brand apart in today's marketplace.

WHAT OUR CLIENTS SAY...



“They provide me with a full range of service, and they are fantastic. The firm has a really deep bench of high-quality partners.”

– Chambers USA 2022

Chambers USA recognized Faegre Drinker in its 2022 edition, highlighting the firm in 72 practice area categories and 170 attorney designations on its list of America's leading attorneys for business.

Of the 72 total practice ratings for excellence, including 14 nationwide sections, the firm earned “Band 1” designations — the publication's highest ranking — in 19 categories across practice areas in Colorado, Illinois, Indiana, Iowa, Minnesota, New Jersey, New York and Pennsylvania, and nationwide.

A total of 170 Faegre Drinker attorneys were recognized by Chambers USA in 2022, with eight receiving multiple rankings. Of those ranked, 28 attorneys received “Band 1” designations.



“They are a provider of choice for my colleagues. They are in continuous contact with us, which is very good.”

– Thomson Reuters Regional Law Firm Brand Index

Faegre Drinker ranked number 18 in the U.S. for brand strength by Thomson Reuters's Regional Law Firm Brand Indexes 2022.

The indexes are based on data compiled from Sharplegal in 2021 and include feedback from 692 senior legal buyers in the United States and 160 non-U.S.-based senior legal buyers. Brand strength is measured based on key factors legal decision-makers use when selecting firms, including top-of-mind awareness, favorability, consideration for top-level litigation and major M&A, and most used for high-value work.



“Superior client service is consistently the leading driver of law firm recommendations by General Counsel.”

– BTI Consulting's '9 Law Firms Most Recommended by Top Legal Decision Makers'

In 2022 Faegre Drinker was named as a law firm that top legal decision makers “most recommend” above others by BTI Consulting. The firm was recognized among the top nine law firms and ranked higher than 27 law firms listed as “highly recommended,” and 77 firms listed as “frequently recommended.”

BTI Consulting noted that their research shows that 70% of top legal decision makers point to superior client service as driving the unsolicited recommendation — 3.5 times more often than any other single factor.



Bringing the whole firm

Our attorneys and consulting professionals work with subject matter authorities across Faegre Drinker's platform to understand your business, offer bespoke counsel, bring **fresh ideas and create lasting value**.



Policy, Advocacy & Consulting Services

Federal Policy,
Advocacy & Consulting

Health Care &
Life Sciences Consulting

Public Sector
Strategic Consulting

State & Local Policy,
Advocacy & Consulting

Immersed in Key Industries



Consumer Products
& Retail



Financial
Services



Food &
Agribusiness



Health & Life
Sciences



Insurance

Connecting the dots

Clients' challenges extend **beyond the law**. Our innovative business platform offers experienced policy, advocacy and consulting, consortia management, technology and governance divisions who help connect the dots to provide 360-degree service.

Faegre Drinker Consulting

One of the differentiating features of our firm is the depth and breadth of our consulting professional talent. An increasing number of our practice groups are developing distinctive consulting services to meet broader client needs and to confront competitive challenges in the marketplace. Faegre Drinker Consulting is our aligned platform to enable consulting professionals to lead and expand these client engagements from within the firm.

Consortia Management

Our multidisciplinary team of attorneys, scientists, policy analysts, compliance specialists and project managers empower precompetitive industry collaboration to address a wide-range of global business, legal and regulatory challenges. For over 25 years, we have facilitated industry compliance, best practices and innovation through benchmarking and data sharing, joint research and collaborative technology development, and have promoted strong and constructive international dialogues among suppliers, regulators, academics and other stakeholders.

Tritura Information Governance

Our AI subsidiary helps organizations generate value from their information through incident management, fact development, information governance and e-discovery services. They partner with our attorneys and consulting professionals to solve high-volume legal and compliance data investigation challenges and deliver the meaningful insights and legal strategy clients need to achieve their objective.

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.



Advising leaders and innovators

The most recognized companies in the world trust Faegre Drinker with their complex business and legal challenges.

3M	Advocate	Advocate Aurora Health	Allianz Life	Allstate Insurance Co.
American Express	Ansell Healthcare Products	Anthem, Inc.	Archer-Daniels-Midland	BASF
Baxter Healthcare	Bed Bath & Beyond	Berkshire Hathaway	Boston Scientific	Cargill, Inc.
Citizens Bank	Comcast	Cook Group	Cummins Inc	Fair Isaac Corp.
General Electric	Graham Partners	Hamilton Beach Brands, Inc.	Hoffmann-La Roche	Hormel Foods
Indiana University Health	Johnson Controls	Liberty Mutual Insurance	M&T Bank	Merck & Co.
Microsoft Corp.	National Grid	Nissan	Novartis Pharmaceuticals	Nutrien Ltd.
Penske Corp.	Perrigo	Polaris Industries	Quaker Houghton	Samsung
Sprint	State Farm	Target Corp.	Technicolor	Thrivent Financial
Urban Outfitters	UnitedHealth Group	U.S. Bank	Walgreens	Walt Disney Co.
	Wells Fargo	Xcel Energy	Zimmer Biomet	



Inside and out

Faegre Drinker's **industry teams** harness the power of our legal and policy, advocacy and consulting service areas to support strategic sectors driving commerce and growth around the world. We understand the industries your business operates within, inside and out.

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 helps 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.

FINANCIAL SERVICES

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 practical, integrated, business-minded counsel, we help you grow and operate seamlessly on an international scale. We partner with you to execute strategic cross-border transactions, manage the regulatory challenges of international business, resolve disputes and enter new markets with confidence.





Food & Agribusiness

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.



Health & Life Sciences

HEALTH & LIFE SCIENCES

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.



Insurance

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.

Influencing policy and its impacts

Our multidisciplinary teams of attorneys and consultants, 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, our professionals represent clients in legislative, regulatory and administrative matters with extraordinary passion and depth of experience. This blend of knowledge of relevant industries and processes of government, strong working relationships with decision makers, and capacity for innovative solutions are hallmarks of our services.



CLIENT SPOTLIGHT: CUSTOMS & INTERNATIONAL TRADE

Lobbying Efforts Decrease Honey Tariffs from 400% to 58.74%-61.27%

A consortium of downstream U.S. honey purchasers, including several large food companies, faced supply chain concerns when presented with tariffs as high as 400% on imported honey. The color and flavor of the honey isn't available domestically and honey with these qualities mostly comes from Vietnam. Faegre Drinker represented the consortium with additional assistance from Faegre Drinker Consulting, presenting a coordinated lobbying effort. Following meetings with the U.S. Department of Commerce, as well as interactions with members of Congress, the tariffs were decreased from 400% to amounts ranging from 58.74%-61.27%, saving our clients between \$50 million and \$70 million.





CLIENT SPOTLIGHT:
FEDERAL POLICY, ADVOCACY & CONSULTING

National Association of Boards of Pharmacy Focuses on Legal and Policy Matters

Our firm represents the National Association of Boards of Pharmacy (NABP) on a wide variety of legal and policy matters. On policy, we represent NABP before Congress, the executive branch and international policymakers on issues related to pharmacy regulation, drug supply chain, pharmacy practice, medication safety and the opioid epidemic. On legal matters, we provide comprehensive services to NABP on issues impacting the association and its many programs.

Beyond buzz words

In partnership with Stanford Law School's Legal Design Lab, Faegre Drinker was one of the first law firms in the country to open its own in-house design lab in our Silicon Valley office in 2017. By **embracing innovation** through **design thinking and visual advocacy**, we help our lawyers communicate more effectively to solve our clients' most complex legal issues.

Faegre Drinker Design Lab

Our Design Lab functions as a hub of innovation and education where we use the principles of design and design thinking to create, test and iterate legal solutions for internal and external partners. Our Design Lab Catalysts run design sprints for internal and external clients, helping solve complex legal issues, and creating visual advocacy events, seminars and courses to help lawyers communicate more effectively in all aspects of their jobs.

DESIGN LAB IN ACTION:

Faegre Drinker Secures Complete Defense Verdict for Seagate in a Major Patent Infringement Jury Trial

In April 2022, a Faegre Drinker intellectual property litigation team won a complete defense verdict for client Seagate Technology in a \$2 billion patent infringement jury trial in the Western District of Pennsylvania.

Following a two-week trial, the jury returned a verdict in less than one day finding that Seagate had not infringed any of the 10 claims brought by a former professor at Carnegie Mellon University.

In the case *Lambeth Magnetic Structures v. Seagate Technology Holdings et al.*, Lambeth had filed suit against Seagate claiming that several microscopic layers in the write heads of Seagate's hard drives infringed a patent he obtained in 2006. On behalf of Seagate, the Faegre Drinker team argued that the hard drive write heads did not follow the structure of ultra-thin magnetic layers and crystals described in Lambeth's patent. The also team **partnered with Faegre Drinker's Design Lab** to create visual advocacy models to teach the jury the underlying complex technology in the patent.





“We could not have been more pleased with how the Faegre Drinker team conducted themselves representing Seagate and our core Values of Integrity, Innovation, and Inclusion.”

– Steven Haines, Vice President, Legal, Seagate Technology

Top line of defense

Faegre Drinker's national **litigation capabilities** span our practices, teams and geographic locations to mount the best line of defense against threats to our clients' businesses. We align our approach to our clients' goals and 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.



LITIGATION SPOTLIGHT:

Product Liability & Mass Torts

Faegre Drinker's nationally ranked product liability and mass torts practice is designed to protect companies' products, brands and bottom lines. We aggressively defend high-stakes cases, including mass torts, class actions and multidistrict litigation, and we help clients achieve high-profile defense verdicts with our deep bench of first-chair trial lawyers.



21,235

Product liability matters across 85 jurisdictions



Top 5

Most active defendants' law firms (excluding MDLs)



45+

Bellwether and major trial victories



50

States



2nd

Most product liability matters of any defense firm in the U.S.



7

Practice group attorneys ranked in *Chambers USA 2022*



30+

MDLs and mass torts serving as lead counsel





2022 SPOTLIGHT:

Reversal on Appeal of Multimillion-Dollar Jury Verdict in California

On May 26, 2022, the California Second District Court of Appeal reversed a jury verdict on damages against Zimmer, Inc. and granted a new trial on that issue. On behalf of Zimmer, Faegre Drinker argued that the trial court erred by excluding all of Zimmer's proffered expert medical opinions on possible alternative causes of claimed injury that were not expressed to a reasonable medical probability.

In *Kline v. Zimmer, Inc II*, a damages-only retrial, the jury awarded the plaintiff over \$7.68 million in economic and non-economic damages for personal injuries. On appeal, Faegre Drinker argued that the trial court had erroneously barred Zimmer from presenting any expert testimony about possible alternative causes for the plaintiff's injuries, a primary issue in the case. The Court of Appeal agreed with Zimmer, stating that the trial court had applied the wrong evidentiary standard and that the trial court's categorical exclusion of Zimmer's expert testimony on this central issue deprived Zimmer of a fair trial. The exclusion of this expert testimony, the Court of Appeal concluded, was a structural error in the trial and entitled Zimmer to a new trial.



WHAT OUR CLIENTS SAY:

"They handle complexity very well. They're very good at developing and implementing strategy and bringing a tremendous matter down to something more manageable."

- *Chambers USA 2022 Product Liability & Mass Torts: The Elite - USA - Nationwide*



Advising the world's top companies

With more than 250 attorneys, our **corporate group** partners with clients ranging from entrepreneurs and family-owned businesses of all sizes to Fortune 500 corporations and major international companies. We work with subject matter authorities across Faegre Drinker's platform to understand your business, offer bespoke counsel, bring fresh ideas and create lasting value.



SPOTLIGHT ON:

Mergers & Acquisitions

Corporate combinations take many forms — our nationally recognized mergers acquisitions team helps clients execute the transactions that achieve their strategic goals. Our collaborative approach seamlessly brings together attorneys focused on key areas to help consider every aspect of a transaction.

175 Dedicated M&A Attorneys | With over 175 dedicated M&A attorneys across the U.S. and in London and Shanghai, our practice is equipped to handle transactions ranging from multi-billion-dollar mergers to smaller strategic deals.

750 Deals in recent years | Over the last three years, we have assisted in over 750 mergers and acquisitions transactions valued at over \$100 billion.



WHAT OUR CLIENTS SAY:

“They are excellent individually, and their expertise and advocacy as a collective team made up of just the right combinations to meet the matter at hand with skill and excellence is superior.”

- *Chambers USA 2022*



2022 SPOTLIGHT:

Pentair Acquires Manitowoc Ice for \$1.6 Billion

Faegre Drinker advised Pentair plc in its acquisition of Manitowoc Ice, a leading provider of commercial ice makers, from Welbilt, Inc. for \$1.6 billion. Pentair's President and CEO noted that the strategic acquisition allows Pentair to enhance and deliver its total water management offerings to an expanded network of channel partners and customers, further establishing Pentair as a leader in a vast and growing industry. Welbilt's sale of Manitowoc Ice to Pentair paved the way for Welbilt to complete its sale to Ali Group in a larger transaction that involved regulatory approvals from the U.S., United Kingdom and European Commission.



Key Industries



Financial Services



Food & Agribusiness



Manufacturing



Health & Life Sciences



Retail



Technology



Devising innovative solutions

One size does not fit all when it comes to **employee benefits and executive compensation** plans. Regulatory compliance considerations and business risks can vary dramatically. That's why our counsel is individualized for your needs and concerns, with a group large enough to offer solutions to the full range of employee benefits and executive compensation challenges. We offer innovative legal advice and practical strategies to help you mitigate risk and cost-effectively manage the many moving parts of compensation and benefits plans.



2022 CLIENT WORK SPOTLIGHT

Amici Curiae Brief Addresses the Enforceability of Arbitration Provisions in ERISA Plan Documents

Faegre Drinker filed an amici curiae brief on behalf of the ESOP Association and American Benefits Council in *Ramon Dejesus Cedeno v. Argent Trust Co. et. al.* The brief was filed in an appeal of a district court ruling that could effectively ban individualized arbitration of ERISA fiduciary-breach claims. This case is one of several that address the enforceability of arbitration provisions in ERISA plan documents. In the appeal, the Second Circuit will address whether an ERISA plan can require individualized arbitration of ERISA fiduciary-breach claims.

The district court held that a participant in an ERISA plan has a right to pursue all loss to an ERISA plan, not just the individual's loss in a plan account, and that an agreement requiring individualized arbitration was unenforceable. The amici curiae brief provided an analysis of ERISA's legislative history and principles of the common law of trusts, arguing that this contextualized information demonstrates that ERISA permits individualized arbitration. The brief also argued that banning individualized arbitration would create an environment prone to prohibitively high risks of litigation, and the district court's ruling would undermine Congress' goal of striking a balance between a participant's rights to benefits and protecting plans against excessive litigation.





National Team

Comprised of more than 35 professionals dedicated to advising on complex benefits and compensation issues. Our team includes nationally recognized thought leaders in several areas, including fiduciary governance, health care reform, ESOPs and ERISA litigation.



Bespoke Guidance

We provide advice tailored to your needs, from 20 to 300,000+ employees. Our team members with niche and in-house experience collaborate to provide optimal solutions, from both the employer and service provider viewpoints. We are recognized for providing practical advice designed to meet strategic business goals and mitigate risk.



Delivering peace of mind

When issues emerge that impact your business, our **interdisciplinary working groups** keep a finger on the pulse of the hottest issues impacting companies and help you navigate unexpected impacts to your businesses.



SPOTLIGHT ON:

Environmental, Social and Corporate Governance – ESG Team

ESG is rapidly evolving. Faegre Drinker is your partner and business adviser, collaborating seamlessly with key stakeholders across your organization to help you navigate the ESG landscape, implement ESG principles, comply with an evolving regulatory environment and embrace innovation. We serve as trusted advisers to boards, board committees, members of senior management and in-house counsel on the full range of ESG matters. Our cross-disciplinary approach leverages our experience across industries and practice areas and we meet clients where they are to implement ESG strategies that create value for their businesses.



2022 ESG CLIENT WORK
SPOTLIGHT

Wells Fargo Issues \$2 Billion Sustainability Bond

Faegre Drinker represented Wells Fargo in its issuance of a \$2 billion Inclusive Communities and Climate Bond, the financial services company's second Sustainability Bond, which will fund projects and programs that support housing affordability, economic opportunity, renewable energy and clean transportation. Faegre Drinker also represented Wells Fargo in the issuance of its inaugural Inclusive Communities and Climate Bond in May 2021.

Wells Fargo engaged BurgherGray LLP, a minority-owned law firm, as co-issuer's counsel on the offering. Wells Fargo Securities, LLC served as a bookrunner for the issuance, joined by five broker-dealers whose owners include people of color, women, and service-disabled veterans. They, along with 19 additional diverse broker-dealers whose owners are from underrepresented groups, received 75% of the underwriting fees from the offering.





We see the forest because we helped plant the trees.

Clients benefit from our legacy of innovation — our firm invented the legal model that's been adopted in over 35 states for the benefit corporation — and our long-time commitment to forming, supporting and protecting the work of leaders looking to harness the power of the marketplace to serve the social good.



True partnership with our colleagues

To our colleagues, **true partnership** means investing in training, professional development and authentic relationships that support diversity and inclusion by creating a sense of belonging for all.

Destination for top talent

We focus on strategically growing our practices by bringing in **top lateral talent** and ensuring we have the experience our clients need. In 2022, our business platform and culture helped attract incredibly talented lateral partners to our firm throughout the year with 33% of those who joined in 2022 identifying as racially and/or ethnically diverse, and 55% identifying as female.

2022 Lateral Partners



Joseph Brasile
Real Estate
NEW YORK

Jim Park
Finance &
Restructuring
MINNEAPOLIS

Tiffany Reeves
Investment
Management
MINNEAPOLIS

Kendra Roberson
Benefits & Executive
Compensation
WASHINGTON D.C.

Dee Anne Sjogren
Investment
Management
WASHINGTON D.C.



Leila Vaughan
Investment
Management
PHILADELPHIA

Mark Weakley
Investment
Management
BOULDER

Ted Wolff
Government &
Regulatory Affairs
NEW YORK

Nury Helena Yoo
Product Liability &
Mass Torts
SAN FRANCISCO

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.

Career advancement

In 2022, the firm promoted 26 attorneys to the firm's partnership. The **new partners** are members of 13 of the firm's practice groups and span across nine offices, with 58% identifying as diverse with respect to gender and 27% identifying as diverse with respect to race and ethnicity.

New Partners



Kathleen O'Connor Adams
Benefits & Executive Compensation
CHICAGO

Kinsey Arnett
Private Client
INDIANAPOLIS

Reuben Asia
Real Estate
PHILADELPHIA

Rachel Beck
Business Litigation
WASHINGTON, D.C.

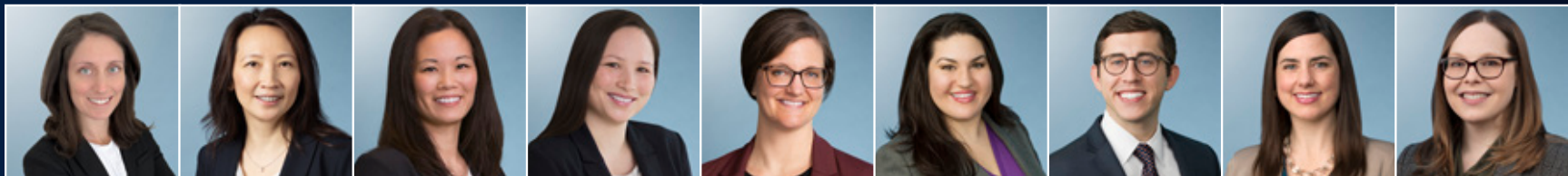
Amelia Brett
Corporate
PHILADELPHIA

Steven Brogan
Insurance
PHILADELPHIA

Matthew Burkhart
Business Litigation
INDIANAPOLIS

Christopher Casolaro
Product Liability & Mass Torts
DENVER

Martin Demoret
Product Liability & Mass Torts
DES MOINES



Stephanie Gutwein
Business Litigation
INDIANAPOLIS

Christina Huang
Intellectual Property
MINNEAPOLIS

Cynthia Irani
Government & Regulatory Affairs
CHICAGO

Kaili Janus
Corporate
PHILADELPHIA

Amy Johnson
Health Care
WASHINGTON, D.C.

Angela Johnson
Labor & Employment
INDIANAPOLIS

Daniel Lewallen
Insurance
INDIANAPOLIS

Sari Long
Labor & Employment
DENVER

Veronica Mason
Finance & Restructuring
MINNEAPOLIS



Alexa Miller
Labor & Employment
FLORHAM PARK

John Mitchell
Construction & Real Estate Litigation
PRINCETON

Timothy Moriarty
Corporate
INDIANAPOLIS

Matthew Olsen
Construction & Real Estate Litigation
INDIANAPOLIS

Diego Rosado
Business Litigation
FLORHAM PARK

Vanessa Tabler
Corporate
PHILADELPHIA

John Yi
Business Litigation
PHILADELPHIA





Second-Year Partner Check-In Program

Faegre Drinker is focused on ensuring our newly admitted partners experience continued support for success through our Second-Year Partner Check-In Program launching in Spring 2023. Each partner will meet with practice and firm leadership to discuss and receive feedback on their practice, map out plans for further development, and identify any additional support needed.



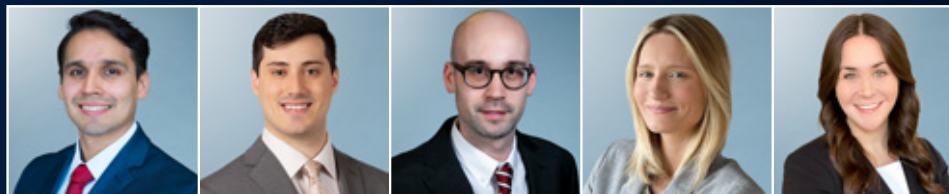
“These outstanding attorneys all exemplify a relentless commitment to client service, collaboration and teamwork and have made invaluable contributions to our firm and clients. We are very proud of our new partners and look forward to seeing their continued success and contributions to the firm, our clients and their communities.”

– Co-Chairs Tom Froehle and Andy Kassner

Investing in our future

Our associates are the future of our firm. We are committed to attracting and retaining the next generation of talent who will continue to serve our clients' diverse business priorities in the years to come. Faegre Drinker's **2022 associate class** is comprised of colleagues across the firm's practice areas and geographies.

2022 Associate Class



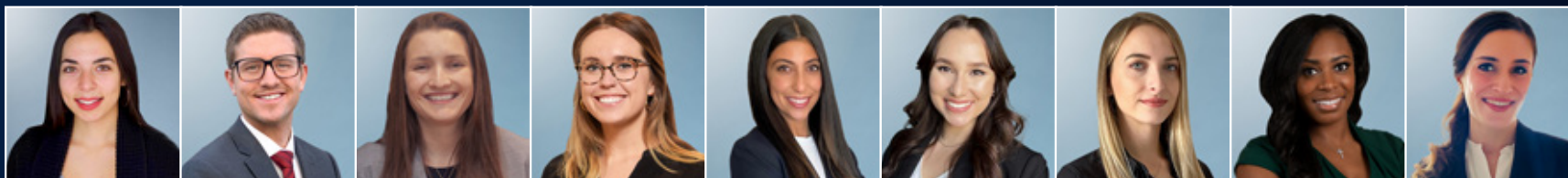
Pierre J. Avalos
Business Litigation
FLORHAM PARK

Federico Benvenuto
Corporate
MINNEAPOLIS

Jared D. Black
Business Litigation
CHICAGO

Nicholett Dabb
Corporate
DES MOINES

Rachel A. Dansky
Business Litigation
PHILADELPHIA



Emilie Keuntjes Erickson
Product Liability & Mass Torts
MINNEAPOLIS

Diego E. Garcia
Business Litigation
MINNEAPOLIS

Anya L. Gersoff
Government & Regulatory Affairs
WASHINGTON, D.C.

Kerry M. Gibbons
Business Litigation
CHICAGO

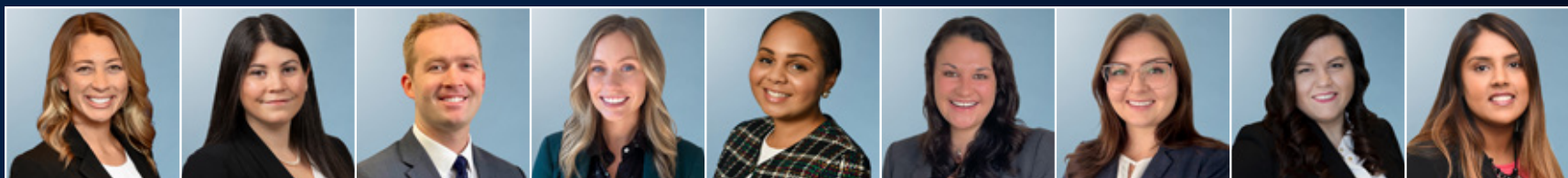
Nicole L. Halavi
Product Liability & Mass Torts
LOS ANGELES

Abbey M. Hayford
Insurance
DALLAS

Paige Izquierdo
Corporate
LONDON

Alexis P. Jackson
Real Estate
DENVER

Konstantina Kloufetos
Corporate
INDIANAPOLIS



Molly Madden
Corporate
INDIANAPOLIS

Franziska R. Mangot
Insurance
Florham Park

Nickolas I. Merrill
Business Litigation
WASHINGTON, D.C.

Lisa J. Perunovich
Construction & Real Estate Litigation
MINNEAPOLIS

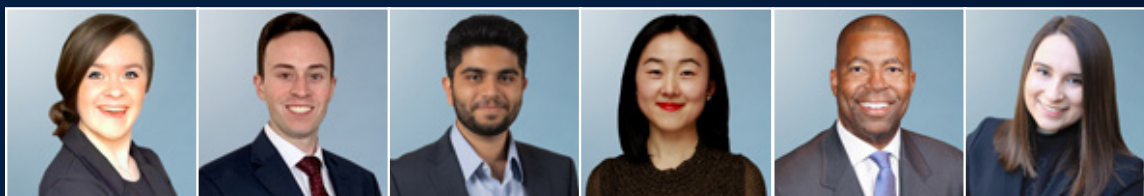
Virginia Pilgrim-Hovey
Corporate
PHILADELPHIA

Aliyah N. Price
Health Care
WASHINGTON, D.C.

Cassidy Segura Clouse
Construction & Real Estate Litigation
INDIANAPOLIS

Adelhajda Sejdinovic
Corporate
FLORHAM PARK

Aneri R. Shah
Real Estate
FLORHAM PARK



Virginia M. Speck
Corporate
INDIANAPOLIS

Matthew J. Spegele
Intellectual Property
INDIANAPOLIS

Areeb S. Syed
Intellectual Property
CHICAGO

Ya Wang
Investment Management
PHILADELPHIA

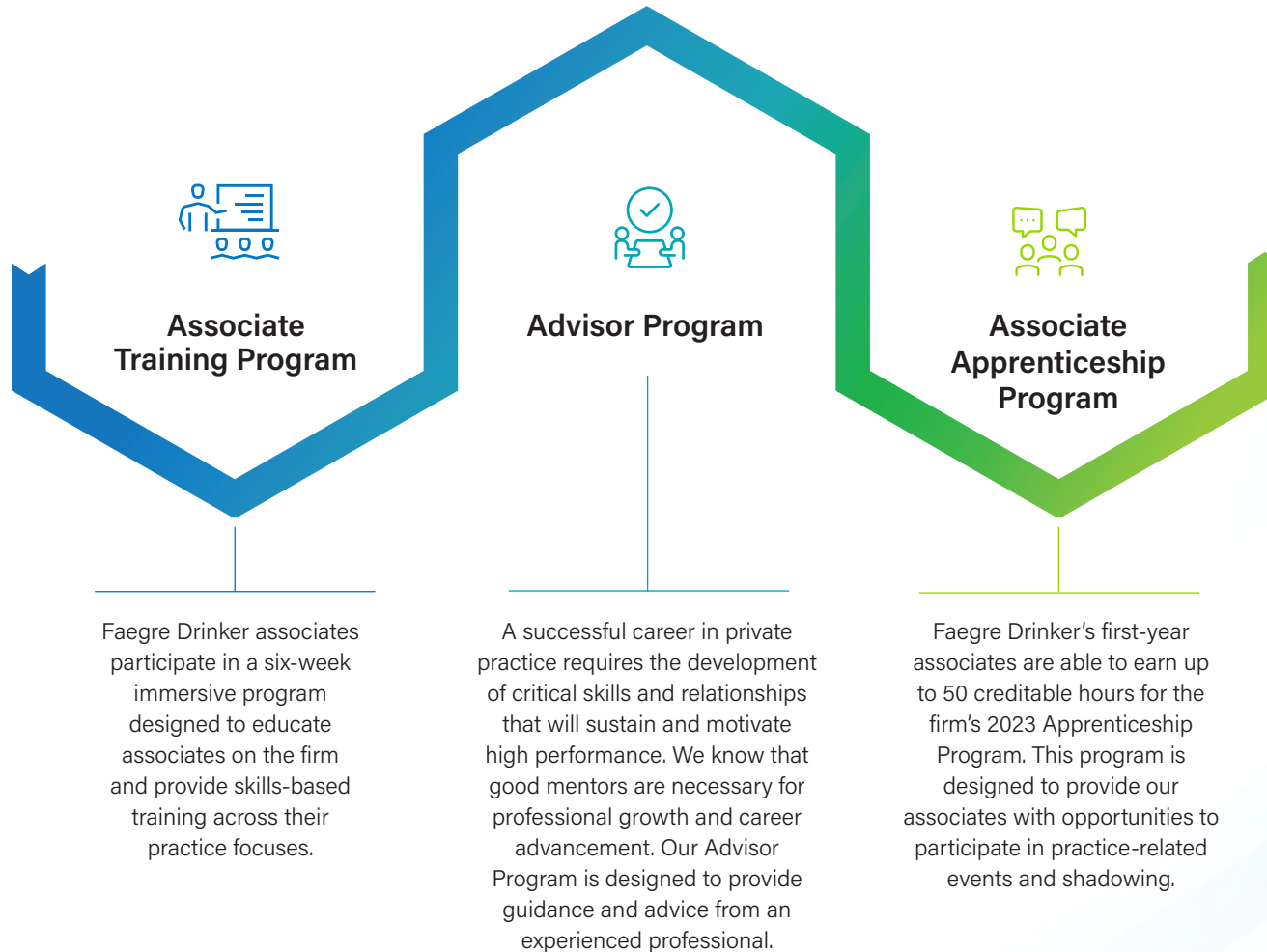
Charles E. Westerhaus
Government & Regulatory Affairs
INDIANAPOLIS

Jenna Marie Wilson
Insurance
PHILADELPHIA



Foundation for success

Our **associate development programs** build upon existing firm programs to support associates' career development through meaningful work experiences, technical and business development training, mentorship, service to communities, and other opportunities for professional growth and advancement.



The background features a light-colored, textured wall with a grid-like pattern. In the lower right, a set of stone steps leads upwards. On the right side, there are several large, overlapping, semi-transparent circular patterns in shades of blue and green, resembling stylized waves or concentric circles.

Blueprint for growth

Our **innovative career models** for counsel, consulting professional and paraprofessional colleagues serve as the building blocks for success by providing an attainable and transparent blueprint for advancement.



Consulting Professional Career Model

Our **Consulting Professional Career Model** provides a clear and rewarding path for the career growth of our consulting professionals, preparing them to develop and lead client engagements with the highest level of skill. We set clear expectations and provide transparent and equitable standards for evaluating performance each year.



Counsel Career Model

Our counsel play a key role in serving our clients. Our **Counsel Career Model** brings the expected contributions and compensation of our counsel in a consistent range, while still allowing for appropriate flexibility to attract and retain senior level talent and serve our client needs efficiently.



Paraprofessional Career Model

Our **Paraprofessional Career Model** prepares our paralegal and paraprofessional colleagues for career advancement by providing a clear path for development focused on providing excellent service while honing legal process experience and collaboration to deliver excellent results for our clients.



Diversity & Inclusion Creditable Hours

We encourage all colleagues to engage in **diversity and inclusion** work in more meaningful and authentic ways. To acknowledge those who devote time and effort to this important and rewarding work, our firm recognizes up to 50 hours of diversity and inclusion work as creditable hours each year.

Embracing flexibility

Faegre Drinker's **hybrid workplace model** is built on autonomy for colleagues and an unrelenting commitment to our clients.

Hybrid Workplace Model

In 2022, we formally launched our hybrid workplace model designed to support our firm's core values while balancing 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 trusts colleagues to make decisions regarding their weekly workplace schedules to align client, firm and individual needs and support our 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 2-3 days per week to participate in training, professional development and mentoring activities, client and team meetings, office and practice group meetings, and to support our clients' needs.



Excelling in Today's Work Environment

We provide colleagues with a strong foundation to excel in today's hybrid environment. From virtual and hybrid tools that enhance communication and teaming, to a shared commitment to hybrid best practices, we are leaders and business partners who know how to effectively collaborate with our clients and colleagues, meeting them where they are.







Faegre Drinker recognizes the vital importance of our colleagues' well-being. Our firm's robust **mental health and well-being program** is designed to provide our colleagues – and their immediate family members – with easy access to a variety of well-being resources including confidential, no-cost mental health counselors and regular well-being programming.



Supporting mental health and well-being

PROGRAM OFFERINGS



Carebridge

Firm colleagues and family members have access to Carebridge – available 24/7. Whether a simple question or a complex concern, Carebridge provides confidential, expert advice and support through counseling sessions.



Dari by HomeThrive

Dari helps ease the impact of family caregiving through a digital and virtual coaching platform. Dari experts help caregivers manage the physical, emotional and logistical needs of caring for loved ones who are aging or have special needs.



Lyra Health

Lyra Health connects our colleagues and family members with therapists, counselors and digital care options to meet individual needs 24/7. Lyra provides a broad spectrum of mental health care offerings to support individuals with life's most difficult situations.



Virgin Pulse

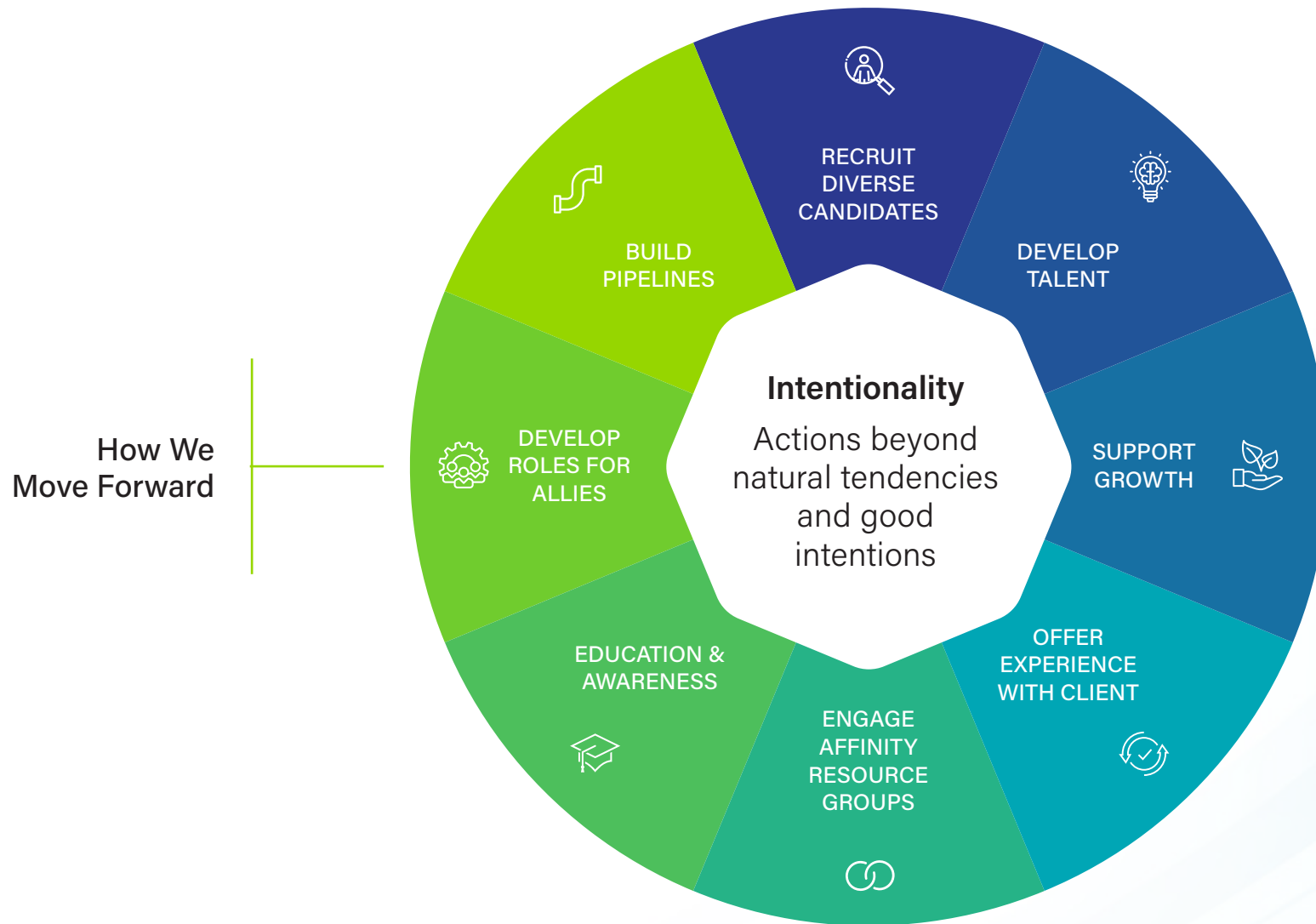
We partner with Virgin Pulse to offer a device-driven platform designed to help create a culture of well-being through social challenges, personal tracking, and relevant content spanning activity, nutrition, sleep and stress to improve physical energy, mental focus, and personal drive.



Ali Schroer, psychotherapist and licensed clinical social worker, is Faegre Drinker's well-being program advisor and therapist. Ali provides mental wellness education and programming for colleagues along with individual support to colleagues navigating well-being.



Diversity & Inclusion at Faegre Drinker



Accountability



National
Benchmarking Surveys



Client
Communication



Internal
Feedback



Internal
Data Analysis

Innovation

Data + Feedback =
New strategies, Priorities and Investment

Inaugural Women in Law Hackathon	➔	Close the gender gap
Mansfield Rule	➔	Diversify leadership
On Track for Partnership	➔	Track sponsorship of diverse associates
Practice Management Profiles	➔	Accountability on delegation and client teams
Leadership Succession Plans	➔	Open and transparent process for women's initiative
Partnerships With Clients	➔	Development opportunities



Advancing the dialogue

Faegre Drinker has taken intentional action to advance the **diversity, equity and inclusion** dialogue across our organization. Our approach is rooted in accountability, innovation and intentionality. Every colleague is critical in our efforts to be a diverse, inclusive and equitable organization our values are reflected in our collaborations and partnerships with clients and our team-oriented internal approach. Tailored to enriching our core values, we provided the following opportunities to raise awareness and provide education:

NATIONAL HERITAGE MONTH OBSERVANCES & CELEBRATIONS:

Dr. Martin Luther King, Jr. community and shared learning events

Black History Month

International Women's Day and support for women-owned businesses

Arab American Heritage Month

Asian American Heritage learning resources from Asian affinity bar associations

Jewish American Heritage Month

Pride Celebration

Juneteenth is recognized as a firm holiday – programs are focused on sharing insights about the importance of this date in American history

Native American Heritage national webinar on the “Native Women Law School Experience”



SPOTLIGHT ON

Building Awareness and Community

By building community within the firm and with our clients, we bolster our capacity to contribute meaningfully to advancing the communities where we operate. In 2022, we expanded our portfolio of firm wide education and awareness programs and national heritage month observances and celebrations.



Faegre Drinker Women Forward

Faegre Drinker Women Forward is committed to supporting the recruitment, retention, advancement, and leadership development of the firm's women professionals by building connections, facilitating business and client development opportunities, benchmarking progress, collaborating on policies, and offering training and other development programs.



Women Forward 2022 Retreat

As part of the firm's Women Forward 2022 Annual Retreat, Faegre Drinker welcomed Erica Dhawan for a keynote workshop and interactive session focused on cultivating "Connectional Intelligence" — the skills that enable people to become superconnectors who accelerate innovation, break down silos and foster breakthrough top- and bottom-line impact.

Diversity Collective

Faegre Drinker's Diversity Collective develops and strengthens connections between our firm's self-identified diverse lawyers, consultants and senior professionals through bimonthly firm-wide meetings, ongoing leadership development opportunities, an in-person annual retreat, and local gatherings.



Diversity Collective 2022 Retreat

We were thrilled to gather members of our Diversity Collective along with a number of clients for the first time in person for our 2022 Diversity Collective Retreat in Washington, D.C. Retreat sessions included Q&A-style conversations with clients, interactive roundtables with firm leadership and discussions around effective strategies for a successful career path.



True partnership with our communities

To our communities, **true partnership** means honoring our professional responsibilities through pro bono service and community service.





SPOTLIGHT ON:

2022 Pro Bono Work

In 2022 our firm's pro bono volunteers assisted Afghan refugees seeking asylum, helped veterans of all eras obtain benefits; worked to expunge criminal records and assist with societal reentry; and drafted legal and policy recommendations for improving conditions for Nepali workers. Significant victories for clients included an absolute pardon for a client wrongfully convicted of murder; life-changing representation of survivors of sex trafficking to dismiss charges or vacate convictions; and justice for a family wrongfully evicted.

Pro bono service

Our attorneys and paraprofessionals contribute thousands of hours of **pro bono and community service** each year, fighting for the causes that appeal to their sense of justice and are important to our communities. We leverage our collective time, talent and resources to address the needs of our communities.

Pro Bono Counsel and Director Kelly Tautges Honored With 'Tanya Neiman Pro Bono Professional of the Year Award'

Faegre Drinker's pro bono counsel and director **Kelly Tautges** was honored by the National Association of Pro Bono Professionals (NAPBPRO) as the 2022 recipient of the "Tanya Neiman Pro Bono Professional of the Year Award." The Tanya Neiman Pro Bono Professional of the Year Award honors the memory of former director of the Volunteer Legal Services Program of San Francisco, Tanya Neiman. The award recognizes pro bono professionals who have demonstrated a relentless commitment to civil pro bono services delivery and, in turn, achieved outstanding results.

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.

Learn more about our 2022 Pro Bono Award recipients in this video.



Giving back to our communities

We strive to create opportunities for all Faegre Drinker colleagues to **meaningfully give back** to the communities where we live and work, both locally and across the globe.



Local Support

We support a wide range of community service projects across our offices that offer colleagues hands-on volunteer activities and paid time to volunteer. Activities include building affordable housing, preparing food for homeless families, promoting literacy, and conducting mock interview workshops for individuals in work readiness programs.



2022 Holiday Season

Faegre Drinker offices across the country gave back to their communities this holiday season.

Snapshot of Service

Florham Park

Colleagues made two trips to **Market Street Mission**, a resource for people experiencing poverty, homelessness and addiction organizing donations and wrapping gifts.

Minneapolis

Colleagues decorated the **Minneapolis Veteran's Home** for the holidays. In addition, volunteers raised funds for the Ronald McDonald House in exchange for wrapping presents for their fellow employees in exchange for a small donation.

Denver

Colleagues put together winter necessity bags and hygiene kits for the **Samaritan House** and the **Gathering Place**, two local organizations that provide assistance to women and children experiencing homelessness.

Chicago

Along with members of the Association of Corporate Counsel Chicago, our colleagues put together 600 "period packs" for **The Period Collective**, a Chicago-based nonprofit organization providing period products to unhoused and low-income individuals.

New York

Our office sponsored 25 unhoused children and teens at the **Bronxworks' Willow Avenue Family Residence** for the holidays, purchasing and wrapping gifts to be delivered.

Washington, D.C.

Volunteers put together over 500 sandwiches for **McKenna's Wagon**, a mobile food provider. Colleagues also put together snack bags for children at their partner school, Anne Beers Elementary.





INTERNATIONAL SUPPORT

Faegre Drinker's Ukraine Humanitarian Relief Efforts

Like so many around the world, we remain shocked and saddened by the continuing conflict in Ukraine. Faegre Drinker made substantial contributions on behalf of our firm directly to pro bono partner HIAS and World Central Kitchen, both of which provide comprehensive on-the-ground humanitarian aid to Ukrainian refugees. Volunteers have provided pro bono legal help and community support to Ukrainians impacted by the crisis, including by preparing of hygiene kits and notes of support for families living in Ukraine.





The next chapter ...



Tom Froehle
Co-Chair

We reflect on another strong year as Faegre Drinker with gratitude for our clients, our colleagues, and the community partners and organizations who helped contribute to our firm's success in 2022. From the selection of our first female chair, to important victories for our clients and the launch of innovative firm programs, 2022 was marked with milestones that strengthened our foundation and enhanced Faegre Drinker's brand as leaders in client service.

Through collaboration and cross-service, our attorneys grew stronger relationships with one another, helping fulfill our promise to bring the whole firm to solving our clients most sophisticated business needs. Our inaugural partners and principals retreat brought hundreds of colleagues together for the first time since our February 2020 combination, advancing our focus on firm integration and culture of mutual trust and respect.



Andrew Kassner
Co-Chair

We saw many colleagues working together in our offices throughout the year, while also enjoying the flexibility offered by our hybrid workplace model. Health and wellness remained top priorities in 2022 and we were proud to launch a robust program to support the mental health and well-being of our colleagues and their families.

Across the firm, our colleagues continued to dedicate time and resources to pro bono, community service, and diversity and inclusion initiatives, meaningfully giving back to the communities where |we live and work.

As our term as co-chairs concludes, we recognize that Faegre Drinker's achievements over the last three years would not be possible without the trust and confidence of our clients and the resilience, resolve and commitment of our incredibly talented people – who continue to provide excellent service and counsel through uncertain times. We are confident that the firm's future is bright under Gina Kastel's leadership, and express our sincere gratitude for the trust, confidence and support shared with us as leaders of Faegre Drinker.

Take care and be well.





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