

2020

SUMMIT ON INCLUSION & DIVERSITY FOR THE LEGAL PROFESSION IN EUROPE:

What Corporate In-House Law Professionals
Want to Know



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#1

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(Tie)²

#2

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#3

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#4

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#5

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¹Diversity Scorecard, *The American Lawyer*, 2022; ²Women's and LGBTQ Scorecards, *National Law Journal*, 2021

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Acknowledgments

Overview

On December 2, 2020, the Institute for Inclusion in the Legal Profession (“IILP”) presented a virtual “Summit on Inclusion & Diversity for the Legal Profession in Europe: What Corporate In-House Law Professionals Want to Know” (“I&D European Summit”). Cargill sponsored the program, including hosting the webcast and marketing the event.

IILP’s European programming started ten years ago, created from an interest in supporting diversity efforts in Europe and recognizing the inclusion and diversity synergies that could be brought to bear for the multinational corporations and global law firms with which it works. Given that diversity issues and challenges in Europe are different from those in the United States, a conscious effort is made to avoid imposing American attitudes and solutions. Rather, the conference was intended to facilitate discussion and share ideas. The I&D European Summit was designed to build upon ideas raised during the 2018 conference, “Diversity & Inclusion in the Legal Profession: Exchanging Ideas, Sharing Experiences, and Developing a Strategy for Europe” by focusing upon the particular challenges and concerns of corporate in-house law professionals on the European continent.

An esteemed and diverse group of corporate in-house law professionals was assembled to discuss the I&D values, goals and objectives, programs, and strategies that make the most sense in their respective corporations and countries. The Summit examined both internal and external corporate leadership roles to advance I&D in the legal profession.

The first session of the summit examined internal corporate I&D efforts, addressing questions including:

- What would I&D success look like for corporate in-house law departments in Europe?
- Are there inclusion or diversity issues that are specific to Europe?
- What types of internal organizational structures are multinational corporate in-house law departments using, or considering, to better promote and advance I&D within the law department?
- What are some of the most interesting or promising I&D initiatives/programs/policies/strategies that corporate in-house law



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departments are using in Europe? How do we ensure sustainability? Are there examples of metrics and measurable successes?

The second session, focused on external corporate I&D efforts, examined issues including:

- What kinds of I&D metrics, efforts, initiatives, etc. do European corporate in-house law departments expect or want to see from their outside counsel law firms?
- How are corporate in-house law departments in Europe communicating their interests in, and any concerns about, I&D to their outside counsel law firms?
- In Europe, is it preferable for corporate in-house law departments to use positive reinforcement/rewards/awards or punitive actions to encourage more meaningful I&D efforts and achievements among their outside counsel law firms?
- Would it make sense to join or form a group or establish more formal associations for in-house lawyers?

THANK YOU TO **IILP** FOR HELPING US THINK DIFFERENTLY ABOUT INCLUSION IN LAW

At Orrick, we launched a Racial Justice Fellowship Program last year to contribute our skills as lawyers to help create a more just and equitable world.

We made a four-year commitment to place five experienced Orrick lawyers to work full time and at full pay for one year with organizations advocating for civil rights, racial justice and economic empowerment.

Orrick Senior Associate Max Carter-Oberstone spent his fellowship year with the NYU School of Law Policing Project. Max has jumped back into our Supreme Court & Appellate practice, while drawing on his experience by serving on the San Francisco Police Commission.

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Session I – Internal Efforts

Panelists:



ALEX FARMAN (MODERATOR)
Lawyer, Cargill



TUBA CETIN
Senior Lawyer, Cargill Turkey and Cargill ME
DMCC Dubai



DONNY CHING
Legal Director, Royal Dutch Shell



ISABEL ARAGON MOLINOS
General Counsel Europe, SUEZ Water
Technologies & Solutions



MELISSA WHITING
Vice-President Inclusion & Diversity, Philip
Morris International

Inclusion and Diversity (I&D) are relatively new concepts in the legal field. The panelists reflected on how much has changed since they began their legal careers. Melissa Whiting noted that when she started as a corporate lawyer, the industry focused on eliminating discrimination and harassment as a compliance



function. Approximately ten years ago, Philip Morris International (PMI) established an I&D function as part of the HR department that focused on the business case for diversity and PMI employees. In March 2020, PMI appointed its first Chief I&D Officer directly reporting to the CEO, with responsibility for both internal and external I&D initiatives. Donny Ching agreed that I&D started as a compliance requirement and evolved to an uncontested business imperative. Ching further observed that the events of 2020 caused many to self-reflect. This soul-searching led to increased levels of energy and enthusiasm about simply doing the right thing. This, in turn, has promoted a keener appreciation for the concept of equity.

There was general consensus that I&D concepts may have been pioneered in North America, but they needed adjustment before they could be useful to countries in Europe. Isabel Aragon Molinos commented that while the general concepts are the same, multinational companies are attuned to the fact that each country has its own complexities in citizens' cultural traditions, languages, religions, ethnicities, etc., and these complexities can vary significantly at the local level. Many major cities are melting pots, so there is a broad sense of inclusivity. Molinos noted that in terms



For in-house corporate law professionals, it is critical to understand that inequality, racism, and injustice are present everywhere but that the context differs according to the particular country.

of I&D, the main difference between the United States and Europe is in the implementation of I&D policies.

In Ching's experiences in various countries around the world, he's found that I&D issues are very country specific. For instance, in many Southeast Asian countries, there is a lot of social support for women to work. As a result, the Shell legal department in Singapore is predominantly female and was 80% women at one point. He advises his I&D teams to use data to identify underrepresentation relative to the local population or customer base. The ultimate goal for I&D is to address the cause, not just the symptom, of underrepresentation. While he cannot replicate the social support infrastructure found in S.E. Asian countries, he is looking to implement programs that replicate some aspects of that social support. For example, Ching is looking at corporate secondments as a way to provide flexibility to women from law firms who return to the workforce after maternity leave. A 12-month secondment in an in-house team enables a lawyer to reenter the practice of law with more flexibility than available at firms with rigid billing requirements.

The panel found the concept of colorblindness a misguided way to think about I&D. While some may think it is a way to promote equality, the panelists viewed it as a tool to maintain the status quo. Whiting commented that the concepts of color- and gender-blindness look through the wrong lens; we should see both difference and the structural barriers to inclusion. For Whiting, it's the inclusion that matters. Empathetic, inclusive leadership is not about treating everyone the same or as you would want to be treated, but "Doing unto others as they would want done unto them." At PMI's global operations, the directive is that Black, Asian, Minority, and Ethnic (BAME) employee representation should roughly mirror that of the individual

country. It is not about being blind to difference but rather seeing it and embracing it. For in-house corporate law professionals, it is critical to understand that inequality, racism, and injustice are present everywhere but that the context differs according to the particular country.

What about I&D challenges around ethnicity? Ching noted that there is difficulty in measuring ethnicity – even via anonymous surveys – for fear that disclosing ethnicity may result in discrimination. Organizations need to increase the psychological safety for disclosure, which will lead to more accurate data collection. He cautioned companies not to rely on aggregate data but rather to dive deeply into their statistics to really understand if there are any hidden localized issues.

The tobacco and oil and gas industries tend to be male-dominated. What can companies in these industries do to attract and retain female talent? Whiting acknowledged that the PMI brand is steeped in imagery of cowboys and men in suits but that PMI is rapidly evolving. This evolution includes being more open, inclusive, and gender balanced as the industry transforms to providing smoke free products to adults. Women and men are attracted to flexibility for when and where work is done, professional development, and gender inclusive parental support. The challenge in a male-dominated industry is to have and highlight successful women role models.

Ching noted that Shell is focusing on pipeline efforts because 50% of their employees have STEM backgrounds, but only 27% of STEM graduates in Europe are women. Shell is involved in programs that get girls excited about STEM subjects earlier. A program in Scotland found that when girls and boys were taught in separate STEM classes before university, the girls excelled and showed much greater interest in pursuing STEM degrees. Shell also supports programs that train more STEM teachers.

At the 2018 IILP conference in Brussels, Molinos announced Suez's goal of 30% women employees in management positions by 2023. Currently, the company is at 22% women in management positions and working to reach its goal. In 2019, the Suez CEO signed a gender equality agreement with unions. She noted the gender disparity varies across functions; the legal department has more women than men, but women are underrepresented in engineering functions. University students are mostly men, but Suez is revising job postings to make them more attractive to women.

Ching is a founding member of General Counsel for Diversity and Inclusion (GCDI) initiative, which has gained over 110 signatories in the year and a half since its inception. Rather than tell a law firm that they have a problem and the firm needs to fix it, GCDI takes a more collaborative approach. GCDI sees diversity and inclusion as a problem that the firm and in-house counsel should solve together. Ching described it as the “carrot, stick, and glue” approach wherein firms and in-house counsel share best practices, establish key performance indicators, discuss challenges, and have hard conversations when necessary. Firms know GCDI is serious about I&D, and as a result firms have begun to create their own initiatives.

Tuba Cetin discussed I&D challenges in Turkey and Eastern Europe. She agreed with the other panelists that successful implementation of I&D initiatives cannot happen without consideration of the local culture. Gender equity is a challenge with Cargill’s blue-collar workers. There is a reluctance to recruit women into night shift jobs, and it is harder to recruit women employees in rural areas. But Cetin noted there is some success: women are 40% of the lawyer population. Political and religious views add another dimension to I&D challenges. While 60% of Turkish women wear headscarves, it was illegal to wear headscarves in municipal buildings until 2011. Even though women are a significant proportion of lawyers – those who wore headscarves could not represent their clients in court-houses before 2011.

Multinational corporations’ approach to grooming rules and dress codes has evolved over time. Cetin commented that multinationals have to be sensitive to cultural and religious differences if they want to attract diverse talent. Dress codes and grooming rules were highly discussed topics about ten years ago, after which Cargill decided to remove these written restrictions in order to attract more talent.

Molinos provided examples of how leaders can make employees feel included, which are really just basic good managements skills: be interested in the people on your team, give praise or complements when work is done well, and make space for people to share opinions and their cultures, including the way they work and share information and opinions. Whiting concurred and added that good leaders bring out the best in their teams. People should feel seen, respected, and heard. A leader needs to be intentional in understanding their team members’ skills and aspirations, and allocating opportunities.



Leaders in multinational corporations acknowledge and understand how I&D can benefit their businesses. It would be a mistake to think that I&D in these companies is still mired in the 20th century where any diversity focus was primarily directed toward gender.



There was general consensus that unconscious bias training within a company was a helpful tool, especially for leaders. There were clear differences of opinion, however, regarding whether such training should be compulsory.

In Europe, corporate in-house law professionals are taking I&D very seriously. Leaders in multinational corporations acknowledge and understand how I&D can benefit their businesses. It would be a mistake to think that I&D in these companies is still mired in the 20th century where any diversity focus was primarily directed toward gender. In-house law professionals in Europe are becoming increasingly sophisticated about the value of I&D and the strategies and tools best-suited to advance it in ways that are both applicable to European values and culture, and effective in a global profession.



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Session II - External Efforts



Panelists:



LUISA MENEZES (MODERATOR)

VP & Associate General Counsel Regulatory Frameworks & Policy, Philip Morris International



LOLA CONDE

COO Legal, Santander



NEAL SAWATZKE

Deputy General Counsel, Cargill



MAURUS SCHREYVOGEL

Chief Legal Innovation Officer, Novartis International AG

Is there an opportunity for in-house counsel to foster more inclusive environments in partner law firms? Lola Conde believes counsel have not only an opportunity but also a responsibility for improving inclusion and diversity in the legal sectors. In-house counsels are “legal influencers,” and as such they have a responsibility to use their visibility to drive I&D strategies.

Neal Sawatzke explained Cargill’s approach to driving I&D initiatives. The team begins by sharing Cargill’s metrics and asking larger suppliers to share theirs. Cargill then ranks the firms against the industry metrics and sets expectations. Firms are then given an 18-24 month window to execute action plans and show improvement. If they don’t execute their plans and show improvement, Cargill will stop working with them. The challenge is to go beyond gender diversity to understand what I&D issues should be focused on in different parts of the world. Since taking this approach, firms have come to realize that Cargill is serious about I&D, and they should be, too.

Maurus Schreyvogel talked about Novartis’ I&D policies and programs with law firms. Novartis implemented an outside counsel program at the beginning of 2020. The outside counsel panel receives 80% of its global spend on legal services. A precondition to be included in the panel is sufficient diverse talent capacity. Using a technology similar to a dating platform, Novartis lawyers are matched with

outside counsel who can provide the appropriate talent for a matter. The firms on the panel offer Novartis counsel options of different price points, geographies, and specialties. He noted the program has improved collaboration with outside counsel and has led to deep, meaningful conversations. The conversations started with a very broad definition of diversity based on the U.S. definition, then focused on what made sense for each firm and its location.

Conde described Santander's Diversity and Inclusion for All Program that began three to four years ago. The goal was to strengthen its relationships with law firms that were also aligned with Santander's culture. Its agreement's terms and conditions include acknowledgement and acceptance of Santander's corporate culture policies. Conde expects the firms to give the Group their best efficiency, talent, and excellence—but also be aligned with Santander culture. She is constantly engaged with her law firms, and if they don't perform well on their metrics, the firm won't be sponsored for the panel. Conversely, the better firms are, the more opportunities they'll have with Santander.

Sawatzke commented on the difference in how big and small firms are treated. Both start with the same measures (adapted U.S. metrics), but there are qualitative adjustments based on circumstances. For example, a small firm's gain or loss of two diverse people can have a huge impact on their statistics. Cargill works to look at the whole picture behind the statistics—including why a lawyer leaves a firm. Launching someone's career to an in-house or other opportunity shouldn't be punitive for the law firm.

How closely should counsel look at equitable staffing on matters such as rates, mix of associates, and partners, diversity staffing, etc.? Conde responded that her approach is not based just on a compliance approach, but that I&D adds value to the business. She wants firms to try their best, if not they won't be on the Santander panel. Conde looks for inclusion everywhere, everyone should feel included and respected as a team member regardless of age, title, or other characteristics. It's not just a matter of numbers. Conde will ask for metrics that the law firm considers most important, then assess them based on the criteria they provided for themselves. Country, cultural, and regional differences matter, so firms must pursue diversity in ways that make sense for them.

What strategies work best when firms aren't meeting I&D expectations? Cargill gives firms an 18-24 month window to meet I&D expectations and works with firms along the way. The team is supportive but lets firms know when they fall short. If a firm sends him a non-diverse team, the Cargill team lets them know that's not acceptable and gives them an opportunity to try again. Sawatzke has observed that in markets where corporations have a lot of interest in diversity, the firms progress a lot faster. Don't underestimate the impact you can have by asking questions. If corporations are vocal about diversity, the firms take it more seriously and are more proactive. Conde considers the panel firms to be part of the Santander team and expects law firms to be a part of and understand Santander's culture the same way they are expected to be part of and understand its business. The goal is not to choose not to work with a firm that misses I&D goals; the law firm is the one that decides to not be part of the panel when they are inconsistent with Santander's culture and I&D strategy.

What do companies do to ensure they work with lawyers of different backgrounds? Conde stated she looks for talent broadly, not just graduates from big, expensive universities. You can't give offers just based on alma mater, gender, etc. What matters is that a person is able to be part of team and complement the unit. Sawatzke noted that years ago Cargill had biases around certain functions having to be done by U.S. lawyers, but they've shifted away from those limitations. Now Cargill works to consistently judge people on their quality of experience and skills, not the pedigree or pre-conceived notions about what experience or education might be required to manage certain types of work.

Menezes reminded attendees that we all can be "legal influencers." I&D issues exist all around the world, and there is still a lot of work to be done in the legal profession. This session generated a lot a thoughtful discussion that can be built upon in the future, through online discussions and in-person once the pandemic is over.

Cargill lawyer Roberto Casula closed the program by highlighting the importance of communicating the values of I&D both inside and outside companies. A culture of inclusion can't be taken for granted – it must be reinforced. Both individuals and companies benefit when unconscious bias and lack of awareness are removed from corporation processes such as hiring.

Conclusions and Recommendations



Multinational corporate clients also believe that greater I&D among their outside counsel law firms leads those firms to be better, and thus more desirable as outside counsel.

CONCLUSION

Within their companies, I&D beyond gender diversity is far more important to in-house law professionals in multinational corporations than many may realize. Corporate clients see I&D as an important facet in giving their businesses a competitive advantage in talent, marketing, communications, innovation, and leadership. Multinationals have moved past viewing I&D as simply a function of compliance or a subset of Human Resources. Many recognize the value it brings and are positioning I&D leadership appropriately within the corporation, an important part of the C-Suite. They are well aware that I&D in principle may be easy to promote but that in order for it to be effective and meaningful, it is vital to appreciate country-by-country distinctions as opposed to relying solely on regional divisions. When it comes to I&D, it would be a mistake to discount or overlook the importance of local norms and cultural values.

Multinational corporate clients also believe that greater I&D among their outside counsel law firms leads those firms to be better, and thus more desirable as outside counsel. And they are prepared to help drive that. In Europe, approaches that may be used in North America may feel too punitive and lacking in an appreciation of the value of collaboration between the client and the outside law firm. European in-house law professionals feel that they can elicit better I&D outcomes from their outside counsel by approaching I&D efforts as a reasoned and strategic partner-

RECOMMENDATIONS

Internal

1. Consistently emphasize the value of I&D to the company and its business.
2. Approach I&D challenges by focusing less on the symptoms and more on the root causes of those challenges.
3. Educate employees to understand the limitations of concepts like color blindness or gender blindness and the value of equity over equality.
4. Promote approaches that understand that while it may be efficient to divide the world into regions, it is important to maintain country-specific sensitivities.
5. Emphasize that I&D in some parts of the world needs to be about underrepresented groups rather than specific to other types of diversity that are better suited to other countries or parts of the world.

External

- A. Establish open and regular communications with outside counsel law firms about how much the company values I&D and why.
- B. Be open to exploring and implementing collaborative partnerships with outside counsel law firms to advance I&D. I&D results in the best outcomes when both client and law firm understand and share I&D objectives, appreciate each other's challenges, and support each other's efforts.
- C. Develop and apply I&D metrics that are relevant to outside counsel law firms in the particular countries where the firm does business. Involve law firms in the identification, development, and application of metrics.
- D. When applying I&D metrics to outside counsel law firms, view each firm through a lens of equity and inclusion by taking into consideration unique circumstances, particular challenges, and available resources.
- E. I&D metrics for outside counsel law firms need to be realistic but still encourage law firms to stretch themselves.

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About the Speakers



ROBERTO CASULA

Lawyer
Cargill

Roberto is a generalist lawyer at Cargill, based in Milano (Italy). He is member to the Cargill legal department's Inclusion & Diversity

Team in EMEA. Before joining Cargill in 2013, he worked as lawyer from 2010 to 2013 in a real-estate multinational company and from 2007 to 2010 in an international law firm in Milano.

He spent nine months of his law university studies in Spain (Erasmus Programme) and six months of his lawyer traineeship in a law firm in Yorkshire (UK). He has a wife and one son (2). Roberto enjoys soccer and travelling. He was born in 1981 in Cagliari, Sardinia Island (Italy).



TUBA CETIN

Head of Law
Cargill Turkey

Tuba graduated from Marmara Law Faculty in Istanbul, Turkey. First created expertise in Shipping Law and worked for a law firm namely Gur and Inal. Joined Cargill

in 1998, established the law department in Turkey, deepened her expertise in Commercial and Food law. Assisted Cargill during the investment projects both in Turkey and Middle East and still partnering to Cargill Sweeteners Starch and Texturiser META on Merger and Acquisition transactions as well as other Businesses of Cargill in the region. She is the founder and leader of Cargill Women's Network Chapter for Turkey. She also worked as a member and Board Secretary for Professional Women's Network Istanbul for six years. Still a member of Inclusion and Diversity Team of Cargill EMEA Law Department and also attending Cargill's I&D regional strategy committee in EMEA.



DONNY CHING

Legal Director
Royal Dutch Shell

Donny Ching was appointed Legal Director of Royal Dutch Shell plc in 2014 and oversees a global legal and compliance team of just over 1,000 staff. He joined Shell in

Australia in 1988 and worked for Shell companies in Hong Kong, London, and Singapore before moving to The Hague in 2011 to become the General Counsel of Shell's Project & Technology business.

Donny has been a member of the Executive Committee of the GC100 and is currently a member of the board of the Association of Corporate Counsel and the European General Counsel Association. In addition, he is a member of the Client Advisory Council of Lex Mundi. His passion for D&I is reflected in his membership of the Advisory Board of the Transforming Women's Leadership in the Law programme sponsored by Thomson Reuters and as one of the founding sponsors of the GC4D&I initiative.



LOLA CONDE

COO Legal
Santander

Lola Conde, Legal COO of Banco Santander, started her career with the bank 20 years ago. She has served as legal counsel in different areas, such as retail banking

business, IT&OP, marketing and communication affairs, e-business, procurement and negotiation, corporate governance, and general and financial regulatory affairs. As part of a corporate project she has been dealing with Recovery & Resolution planning from a legal and operational perspective since 2008. She was appointed in her current role as Santander Legal COO and she has assumed the responsibility of internal and external resource management, change management, knowledge management, and more. She combines her professional activity at Santander with academic activities at the University. When Lola is not working, she enjoys spending time with her husband and teenage children.



ALEX FARMAN

IP Lawyer
Cargill

Alex is the trademark lawyer of several global business groups at Cargill. He leads the legal department's Inclusion & Diversity Team in EMEA. He lives in Brussels,

Belgium, with his partner and three children. Alex was born in France, in a half Spanish family. Maybe the reason why he loves singing and playing guitar so much?



LUISA MENEZES

Vice President and Associate General Counsel Regulatory Frameworks and Policy
Philip Morris International

Luisa Menezes is Vice-President and Associate General Counsel,

About the Speakers

Regulatory Frameworks & Policy, for Philip Morris International, in Switzerland, since August 2016.

Luisa joined Philip Morris International in December 1996 as Counsel for Tabaqueira S.A. in Portugal, when this company was acquired by Philip Morris International and held several in-house legal increasing responsibilities over the years, including as Vice-President and Associate General Counsel, Latin America & Canada, prior to her current position.

Luisa's in-house counsel experience spans a wide variety of legal matters, including, among others, consumer protection, marketing and advertising, merger & acquisitions, employment and collective bargaining, data protection and privacy, competition law, and regulatory policy. She is responsible for giving legal support to a range of corporate functions including External Affairs, Operations, Sustainability, Marketing and Sales, Anti-Trust, and importantly for leading her team.

Luisa holds a graduation degree in Law and a Post-Graduation in European Law from Universidade Católica, Lisbon. She has also attended several management and leadership courses, including the Management Program for Lawyers at Yale School of Management.

Luisa acted as Vice-Chair of the International Corporate Counsel Committee (American Bar Association Section of International Law) where she worked on Diversity & Inclusion related programs. Luisa is a member of the Advisory Board of the Institute for Inclusion in the Legal Profession.



ISABEL ARAGON MOLINOS

General Counsel Europe
SUEZ Water Technologies & Solutions
Isabel Aragón Molinos is General Counsel Europe– Suez Water Technologies & Solutions. Isabel is based in Paris, France, and provides support to the Suez WTS European

business in a variety of matters including commercial transactions, litigation, environmental, competition law and compliance related matters. Isabel joined General Electric in 2011 whose water technologies' and solutions business was acquired by Suez in October 2017.

Prior to joining Suez and GE, and after a short period with the European Commission and Vauxhall Motors' legal department in the UK, Isabel was at

International Paper Company, a global paper and board manufacturing industry leader, as lead counsel for their containerboard business in the EMEA region, focusing on M&A, corporate, and commercial law.

Isabel is a Spanish qualified lawyer since 1994, fluent in Spanish, English, and French and holds a law degree from the University of Zaragoza, Spain, as well as postgraduate degrees in European Law and Politics from the University of Nancy, France, and in European Economy and Politics from the University of Leuven, Belgium.



Neal Sawatzke

Deputy General Counsel
Cargill

Neal currently serves as the deputy general counsel and leads Law's global role, including the team of group lead lawyers, which provides legal support to each of Cargill's

business groups, as well as engaging on critical legal and business issues around the globe.

In 2016, Neal assumed responsibility for Law's global M&A activity and set about building Law's global M&A practice group. Since 2013, he has been a member of Law's leadership team and served as the EMEA general counsel, overseeing the EMEA legal team of approximately 75 professionals across 16 countries. He relocated to Geneva in 2007, where he worked hand-in-hand with Cargill's global shipping, trading and risk management businesses and had the opportunity to work extensively across EMEA. Prior to this, he joined Cargill in Minneapolis in 2001 and, while there, had the opportunity to work with nearly all of Cargill's U.S. businesses. His time with Cargill has given him exposure across a wide array of Cargill, including acting as the lead lawyer for ten different businesses and serving on a number of business leadership teams.

Neal received his J.D. from the University of Michigan Law School in Ann Arbor, Michigan, in 2001. He is married to his wife, Jocelyn, and has three children: Isabella (9) and twins Adrian and Olivier (7). He and his family enjoy hiking, snowshoeing, climbing, cooking, and reading.

About the Speakers



MAURUS SCHREYVOGEL

Chief Legal Innovation Officer
Novartis International AG

As Chief Legal Innovation Officer, Maurus Schreyvogel drives peak in-house legal department

performance and accelerates functional innovation. He focuses on corporate legal department best practices and future needs, and application of technologies to increase value to the business while driving down cost and fostering a globally connected culture. His responsibilities also include legal operations, global processes, and systems. He is a member of the Group Legal Leadership Team. In 2018 Maurus took over leadership for CLOC (Corporate Legal Operations Consortium) in continental Europe, and he is a member of the editorial board of the International In-House Counsel Journal. Maurus began his legal career at a Zurich law firm in 2002 and joined the Corporate IP department of Novartis in 2004. In 2007, Maurus transitioned to a two-year rotation in Finance and Audit and in 2009 he joined the Corporate Legal department as Program Manager. In this role Maurus led strategic, cost-saving Legal and IP initiatives such as the implementation of a global spend management program, the establishment of preferred law firm panels, and the introduction of legal knowledge and matter management. In 2013 Maurus assumed responsibility for legal operations and operational excellence. Between 2015 and 2017 he served as Chief of Staff to the Group General Counsel. Maurus received his law degree from the University of St. Gallen, Switzerland, in 2002 and holds a Global Executive MBA from IE Business School in Spain.

professional coach, working with individuals to unlock themselves from self-doubt, focus on possibilities, and cultivate self-belief, self-trust and self-acceptance to live and work in ways that bring them a sustainable sense of success and fulfillment.

Melissa previously worked as a corporate lawyer for nearly 20 years, including leading in-house legal teams in Asia and Eastern Europe. She holds a Bachelor of Arts/Law degree from the University of Melbourne. She has lived and worked in Australia, Hong Kong, and is currently based in Lausanne, Switzerland.



MELISSA WHITING

Vice President Inclusion & Diversity
Philip Morris International

Melissa Whiting is the Vice President of Inclusion & Diversity Strategy at Philip Morris International. She is responsible for driving initiatives that foster a sense of inclusion and

belonging for PMI's 73,000+ employees from across the world in support of PMI's business transformation to a smoke-free future. This necessitates identifying and removing barriers to a workplace that is representative of the diversity of humanity and in which the full participation and potential of all is realized.

As a complement to her organizational work in Inclusion & Diversity, Melissa is an ICF credentialed



Helping others shine their light on the world creates a stronger and more confident community.
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State Farm® is proud to support the IILP, its commitment to diversity and inclusion,
and its efforts to inspire and promote real change in the legal profession.



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About IILP

The Institute for Inclusion in the Legal Profession (“IILP”) is the legal profession’s leading diversity, equity, and inclusion (“DEI”) think tank. Since 2009, IILP has provided the profession with a unique set of empirical tools to facilitate a more diverse, equitable, and inclusive legal profession that is reflective of the society which it serves. Widely recognized as the authoritative source for DEI in the legal profession, IILP’s innovative educational programs, research, and publications inspire the profession to think about, and approach, its persistent DEI challenges in new ways.

IILP differs from other organizations that are concerned about diversity in the legal profession in two crucial ways:

- IILP emphasizes inclusion rather than simple diversity; and,
- IILP focuses upon the profession as a whole rather than upon a particular practice setting or a specific type of diversity.

As a 501(c)(3) organization, IILP works cooperatively and collaboratively with all relevant stakeholders, including bar associations, law schools, corporate law departments, law firms of all sizes, and government agencies. It addresses diversity in all its manifestations—race/ethnicity, gender, nationality, disabilities, LGBT, religion, geography, generation, etc.—appreciating distinctive needs while recognizing the different strategies and resources that are integral to, and appropriate for, facilitating the level of collaboration and partnership needed to achieve success in its mission.

IILP sees its role as filling gaps and expanding the “choir.” Its integrated, multifaceted, common-sense programming and research do not duplicate what already exists but rather seeks to fill voids that others have left unaddressed. IILP does this by engaging the traditional groups of lawyers who are diverse while also reaching out to other groups that have often been overlooked and ignored in diversity efforts. IILP includes anyone who wishes to be part of making the legal profession the best that it can be through *Real change. Now.*



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