

THOMPSON
HINE

spotlight on

women[®]



Leading

TRANSFORMATION



Leading Transformation

Welcome to the latest report from Spotlight on Women. In the pages that follow, you will learn more about the ways in which the women lawyers of Thompson Hine are leading transformation – in their practices, in the firm, in the legal profession, in the business world and in our communities. In addition to showcasing the exceptional women leaders in our firm, this brochure summarizes what we’ve accomplished in the past year to facilitate opportunities and foster a dynamic, supportive environment for professional women within Thompson Hine and in the business community at large.

We are encouraged by our efforts to demonstrate the value women bring to the boardroom, courtroom and to every company and organization. Please celebrate with us as we take a moment to reflect on our successes and recharge for the work still to come.

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Thompson Hine LLP, a full-service business law firm with approximately 400 lawyers in 7 offices, is ranked number 1 in the category “Most innovative North American law firms: New working models” by *The Financial Times*. For 4 straight years, Thompson Hine has distinguished itself in all areas of Service Delivery Innovation and is one of only 7 firms noted in the *BTI Brand Elite* for “making changes to improve the client experience.” The firm’s commitment to innovation is embodied in Thompson Hine SmartPaTH® – a smarter way to work – predictable, efficient and aligned with client goals. For more information, please visit ThompsonHine.com and ThompsonHine.com/SmartPaTH.



Leading Transformation

A Message From
Sarah C. Flannery,
Firmwide Chair of
Spotlight on Women

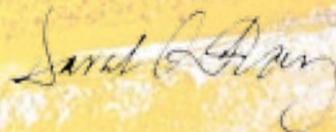
As the chair of Spotlight on Women, I am honored to share with you these highlights of our accomplishments and successes over the past year.

The women lawyers and leaders of Thompson Hine are advancing the firm's practices and client relationships. From employee benefits and immigration to investment management and transportation, our women attorneys and practice group leaders create new market-driven services, design innovative staffing models, help clients craft unique product offerings, guide regulatory reform to solve business problems and devise novel approaches to resolving clients' issues. By combining their substantial expertise with the latest industry knowledge and best practices, the firm's women lawyers push boundaries and enhance the value Thompson Hine provides to its clients. Throughout this report, you will see many more examples of how the women of Thompson Hine excel in their practices and areas of specialty, and we hope you will share our considerable pride in the achievements of our colleagues.

Over the last year we continued to partner with local, regional and national companies and organizations to host and support a wide variety of events, ranging from networking meetings and seminars to charitable gatherings and substantive business and community programs. It was our great pleasure, as well as our strategic intent, to bring people together. We are gratified that our efforts made a material difference, in ways both large and small, in our communities and in our professional and social circles.

Internally, the second class of our women's leadership development program, Spotlight on Leaders, completed its curriculum last year. Spotlight on Leaders provides education and training to high-potential, nonpartner women lawyers through a series of interactive meetings, workshops and one-on-one sessions led by external subject matter experts as well as senior firm leaders. The program includes women on non-traditional partnership tracks, demonstrating the flexibility to step off of the partnership path and continue receiving development opportunities while retaining the option to return to the path of pursuing partnership. We are especially pleased to note that half of the new attorneys elected to the partnership this year are women, and that two of those women participated in Spotlight on Leaders.

In closing, I would like to express our heartfelt gratitude and say thank you to all of our clients, friends and community partners who joined forces with us over the past year to further the Spotlight on Women mission. Your contributions were invaluable to our successes, and we look forward to continuing our collaborations. By working together, we can keep moving forward to lead transformation in our local communities and beyond.



Transforming Leadership

Q&A With Managing Partner Deborah Z. Read

Deborah Read became Thompson Hine's firmwide managing partner in 2012. She is also a member of the firm's Executive Committee and has held other management positions including hiring partner and chair of the Lawyer Personnel Committee. In addition to her role as managing partner, Debbie continues to practice in the tax exempt, nonprofit corporate and health care areas.



As a leader, what is your approach to diversity and inclusion?

Diversity and inclusion are critical to sustaining a competitive advantage. We serve businesses around the world with employees and customers of different cultures, ethnicities, races, religions, genders and sexual orientations. Sustaining a diverse Thompson Hine workforce greatly enhances our ability to offer different perspectives, provide insight into a wider variety of business issues and solve problems with new approaches. Studies show that gender-diverse teams are both more profitable and more innovative. Our goal is to maintain a workforce that mirrors our clients' workforces and customers. We must attract, retain and advance talented professionals with different backgrounds and experiences to achieve this goal.

While the business case for inclusion is clear, there's no single means to effect change. Thompson Hine takes a multi-pronged approach that includes supporting community-based efforts to increase the number of minority students entering the legal profession, partnering with clients on joint inclusion activities and maintaining inclusive practices within the firm.

What competencies will up-and-coming firm leaders need to meet future challenges?

Prospective leaders will have to welcome change and foster innovation. While we can't predict all of the challenges that firms and their clients will face in the years ahead, it is clear that conventional approaches will not be sufficient to meet them. At Thompson Hine, we have transformed our delivery of legal services with SmartPaTH®, our comprehensive program that integrates legal project management, process efficiency, flexible staffing and value-based pricing. Creating and implementing SmartPaTH required setting aside old practices and embracing new ways of thinking about how to deliver the predictability, efficiency

and transparency that clients need. This new approach, in turn, aligns with our diversity objectives and has an impact on the talent we are recruiting and developing.

Firm leaders will also have to continue innovating in the area of gender diversity. A recent ALM Intelligence report states that "Big Law" is at a crossroads – the number of female lawyers in the Am Law 200 has flatlined for the past five years, at slightly more than 30 percent of the workforce. Current and future firm leaders will have to confront this issue with creative and resourceful approaches for hiring, retaining and advancing women. For example, firms can demonstrate that flex schedules and part-time arrangements can run concurrently with advancement. Our Spotlight on Leaders program is available to high-performing nonpartner women, regardless of flex or part-time schedules. These opportunities help women advance in their careers while improving the firm's ability to retain women lawyers. And implementing on-ramp programs that make it easier for talent to re-enter the workforce and re-ignite their careers creates another access point to bring women lawyers into the firm.

What advice would you give young leaders?

Take more risks. When you're offered a big project or assignment or even a promotion, don't turn down the opportunity just because it's in an area you think you don't know enough about. Innovative cultures encourage risk, so trust yourself to rise to the challenge.

Practice Spotlight

Employee Benefits & Executive Compensation

Thompson Hine's Employee Benefits & Executive Compensation practice has nearly 30 legal professionals. Key services and experience include qualified retirement plans, health and welfare plans, executive compensation, ERISA litigation and fiduciary counseling. **Laura A. Ryan** leads the practice, of which nearly 30 percent of the partners are women.

How are you leading transformation in Employee Benefits & Executive Compensation?

Laura A. Ryan, partner and practice group leader:

The ever-changing laws and regulations impacting employer-provided retirement and health benefit plans require an organized, coordinated and proactive approach when it comes to communicating with and advising clients. Fostering collaboration among all members of the Employee Benefits practice group, across offices and with other practice groups like Labor & Employment, Tax and Corporate positions us to anticipate the issues our clients will face and to be prepared with creative and practical solutions. We strive to be an extension of our client, which means we spend time learning about their business and changes that may be on the horizon. We go beyond delivering legal advice and offer practical suggestions for implementation.

Partner Julia Ann Love:

I am leading transformation by helping our clients de-risk their defined benefit pension obligations through lump sum windows and annuity purchases and navigate the changing landscape of employer-provided health care. A hallmark of the Thompson Hine Employee Benefits & Executive Compensation practice group is our proactive approach to advising our clients with respect to new laws, new regulations and new sub-regulatory guidance. Our service approach includes being among the first to know about changes in the law, analyzing new guidance with our clients' specific situations in mind and proactively approaching our clients to address any necessary or desired changes. We regularly meet and interact with our clients, other employers and service providers in order to understand developing best practices and to effectuate transformation.



Practice Spotlight

Immigration

Thompson Hine's Immigration team advises employers across the globe, including emerging companies, mid-sized organizations and a number of Fortune 500 companies, on global talent management and cross-border employment issues. Our practice includes two women partners and a team comprising an associate, paralegals and project assistants.

How are you leading transformation in Immigration?

Partner Sarah C. Flannery, who has led the Immigration team since 2005:

We are leading transformation with our innovative immigration team model. Most immigration practices have only attorneys and paralegals as the timekeepers on the team. We introduced another role to our team – project assistants – which enables us to allocate the different aspects of immigration projects to the appropriate talent. Partners handle project management, strategy, review and client relationship-building, while paralegals manage drafting and project assistants handle data management. This creative, efficient and cost-effective model delivers real, meaningful value to our clients.

Partner Staci M. Jenkins:

With my focus on representing health care entities, I am leading transformation by providing my clients with creative, strategic approaches to serving their recruitment and retention needs through the employment and sponsorship of foreign nationals.



Practice Spotlight

Investment Management

Our Investment Management practice provides structural, transactional and regulatory advice to participants in the investment management industry, including mutual funds, exchange-traded funds, domestic and offshore hedge funds, private equity funds, investment advisers, broker-dealers, fund service providers, and independent directors and trustees.

How are you leading transformation in Investment Management?

Partner JoAnn M. Strasser:

We are focused on recruiting and retaining a diverse team, including women, and providing the support and opportunities to help everyone in the group achieve success. We embrace alternative schedules, and believe that there are many paths to a successful and rewarding practice. Our female lawyers have a strong voice in the practice, which has been fostered by all of the partners in the group.

Partner Cassandra W. Borchers:

I am working to lead transformation in the Investment Management practice group by working with clients on new and unique product offerings, expanding services we provide to existing clients by tapping expertise within the firm, and actively seeking women-led businesses and networking opportunities with female industry leaders. I am working to develop client offerings in the registered fund, alternative fund and private fund spaces. Understanding the regulatory environment as it relates to pooled investment vehicles, investment advisers, fiduciaries and their clients has helped me develop a unique niche and flexibility with respect to the types of clients I serve.



Practice Spotlight

Transportation

Thompson Hine's Transportation team is highly regarded nationwide and known for understanding both the regulatory settings and the commercial complexities affecting domestic and international multimodal transportation of cargo. We provide a broad range of services to clients in the industry and handle a variety of matters concerning commercial, regulatory, litigation, legislative and policy issues involving the transportation of goods by rail, truck, vessel, aircraft and pipeline. We also counsel clients on matters of homeland security and transportation of hazardous materials as those issues continue to have an increasing impact on their businesses.

How are you leading transformation in Transportation?

Karyn A. Booth, partner and practice group leader:

As our clients face new challenges in the efficient movement of goods across the nation and the globe, our Transportation team has transformed our delivery of legal services to help companies meet the demands of the 21st century. Our group is recognized as a national leader in the field because:

- We embrace, rather than resist, change.
- We understand the dynamics of shifting transportation markets.
- We distinguish ourselves by offering multimodal expertise and strategic counseling on commercial arrangements for companies that ship both domestically and internationally.
- We are effective at developing and influencing regulatory changes to solve business problems, including our current leadership in reform of our nation's rail competition and port congestion policies.
- We align our talent and adapt our pricing and service models to match the needs of our clients.



Partner Sandra L. Brown:

Transformation is most effective when there is participation on the team from those at all levels in the firm, including partners, nonpartners and staff, as appropriate. Collaboration and communication are the cornerstones. We listen, share information and strategy, and provide clear roles and accountabilities.



Leading Transformation in Law & Business

We take pride in the women who are instrumental to Thompson Hine's success and elevate the firm's profile. They demonstrate exceptional leadership in the legal profession and in their subject matter areas, and we all celebrate when they are recognized for their accomplishments.



Stephanie M. Chmiel, vice president (2016-2017); treasurer (2015-2016), Ohio Women's Bar Foundation



Heidi B. Friedman, chair, DRI Women in the Law Section



Diane M. Goderre, chair, Bylaw Committee, Women Lawyers of Franklin County



Christine M. Haaker, chair (2016-2017), National Bench Bar Committee, Federal Bar Association; president (2015-2016), Dayton Chapter, Federal Bar Association



Susan D. Kim, treasurer & board member, Asian Pacific American Bar Association of Central Ohio



Julia Ann Love, national program chair, Worldwide Employee Benefits (WEB) Network



Barbara A. Lum, member, board of governors, National Asian Pacific American Bar Association



Amie L. Vanover, at-large trustee, Charitable Gift Planners of Central Ohio



Faith L. Charles was selected to be one of 20 accomplished female life sciences executives who will comprise the first-ever cohort of Women In Bio's Boardroom Ready program.



Heather M. Hawkins was named to *Benchmark Litigation's* inaugural Under 40 Hot List, an accolade honoring the achievements of the nation's most accomplished partners 40 or younger. This select list of up-and-coming attorneys is compiled over many months through a process of peer review and case examination.



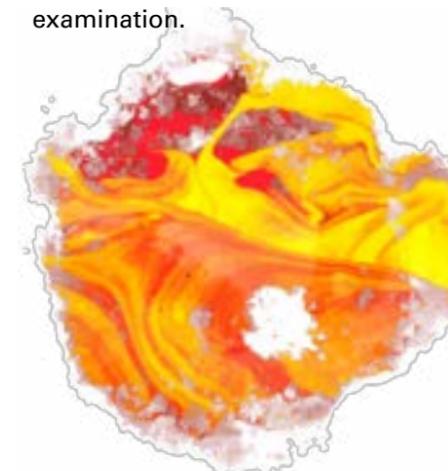
Karen M. Kozlowski received the honor of being featured in *New York Real Estate Journal's* 14th Annual Women in Real Estate Spotlight.



Julia Ann Love was one of 13 employee benefits lawyers selected nationally in 2016 to be inducted as a Fellow of the American College of Employee Benefits Counsel. Nominees are required to have at least 20 years' experience in employee benefits law, demonstrate a sustained commitment to public awareness and understanding of benefits laws, and to provide exceptionally high-quality professional services to clients, the bar and the public.



Karen E. Rubin, along with co-editors Frank R. DeSantis and Tom Feher, was recognized for the firm's legal ethics blog, *The Law for Lawyers Today*, which was selected by the *ABA Journal* as one of the 100 best blogs for a legal audience.



Spotlight on Women hosts and sponsors dozens of events throughout the year in partnership with public and private companies and a wide variety of community organizations. These collaborations provide professional development and networking opportunities as well as valuable support of the firm's and our professionals' philanthropic goals. Bringing people together is one of the ways we reach outside the firm to advance the mission of Spotlight on Women in the broader business community.

Here is a small sample of our 2016 events:

Women Putting Cincinnati in the National Spotlight

Spotlight on Women hosted a panel of C-suite executives who discussed their industries and how their organizations are making a splash on the national scene. They shared stories and successes that have made Cincinnati a vibrant, sophisticated, business-oriented new media city. The panel discussion was followed by a networking reception. More than 100 women attended, and guests remarked that they were impressed with the panelists and the empowering messages they shared.

Women Leading Through Innovation

Spotlight on Women presented "Women Leading Through Innovation" to shine a light on Northeast Ohio, home to world-class health care systems, a thriving arts and cultural scene, more than 25 accredited colleges and universities, and growing innovation clusters. Our exclusive panel conversation included Cathy Belk, President, JumpStart Inc.; Rosalina Fini, Chief Legal & Ethics Officer, Cleveland Metroparks; Kathryn "Kit" Jensen, Chief Operating Officer, ideastream; and Jan Murphy, Chief Operating Officer, Cleveland Clinic Regional Hospitals & Family Health Centers.



Women on the Rise: Distinguishing Yourself – The Qualities of Top Performers

The Women's Leadership Council of United Way of Summit County, FedEx Custom Critical and Thompson Hine's Spotlight on Women collaborated on a panel event featuring Joseph Kanfer, Chairman and CEO of GOJO Industries and Richard J. Kramer, Chairman, CEO and President of The Goodyear Tire & Rubber Company. They discussed the characteristics of their most successful candidates, what they look for when making hiring (or promotion) decisions and shared strategies for candidates to set themselves apart.

Breaking Down Walls: Creating an Inclusive Workplace for Muslim Employees

Thompson Hine's Diversity & Inclusion Initiative and Spotlight on Women jointly hosted a discussion in Columbus for firm clients and guests that included panelists Courtnee Carrigan, CEO of Raising the Bar Performance Group; Samia Alzier, Vice President of Arab Americans of Central Ohio; and Hafsa Khan, Staff Assistant to U.S. Senator Sherrod Brown. They offered insights into the growing Muslim population in America, firsthand accounts of the discrimination and bias they have encountered, and suggestions on how to combat implicit bias and create more inclusive workplaces. The audience participated in a meaningful discussion on how to implement those strategies in their own workplaces, and one client applauded Thompson Hine "for continuing to lead the way in these events."

"Plus One" Summer Spirit Social

Spotlight on Women sponsored a young professional women's event at Portside Distillery. Nonpartner women (including summer associates) in the Cleveland office invited one external contact who then invited another woman from her network. The event provided an opportunity for young professional women in the area to network and make connections in a fun environment.



Transforming Our Communities

Each year, hundreds of firm lawyers, staff members, clients, corporate partners and individuals volunteer their time and professional skills to serve those in less fortunate circumstances. Though the organizations supported by our women attorneys are too numerous to list, we've provided a sampling of the causes and passions to which they are devoted.



Staci M. Jenkins,
Community Advisory Board
Member, University of Cincinnati
Hoxworth Blood Center



Karen M. Kozlowski,
Board Member, Friendship
Ambassadors Foundation



Z. Ileana Martinez,
Trustee, Cristo Rey Atlanta
Jesuit High School



Robyn Minter Smyers,
Board Member, The George
Gund Foundation and The
Codrington Foundation;
Member, Cleveland Foundation
African-American Philanthropy
Committee



JoAnn M. Strasser,
Board Secretary, Women for
Economic and Leadership
Development



Laura Leigh Watson,
Board Chair, Girl Scouts of
North East Ohio



The Sherwick Fund
PetFix
Brighter Tomorrow Foundation
Villa Madonna Academy
Fine Arts Patrons

The City Club of Cleveland
Alliance Theatre
Girls on the Run
Arthritis Foundation

National Conference for Community and Justice
T.O.U.C.H. (Teaching Opportunity Unity by Connecting)

Special Olympics
Greater Dayton Volunteer Lawyers
Business Volunteers Unlimited

Homeless Animal Rescue
Cleveland Foundation African-American Philanthropy Committee Foundation
Cystic Fibrosis Foundation
Center for Population Dynamics
Greater Cleveland Partnership

Boys and Girls Clubs
Playhouse Square Foundation
Volunteer Lawyers for the Arts

Academy of Hope
N Street Village
Big Brothers Big Sisters
Wills for Heroes

Girl Scouts
Gilda's Club of New York City

Martha's Table
Cleveland Foodbank
Goodwill Easter Seals
Diabetes Dayton
UNICEF

United Way
The George Gund Foundation
Pet Partners
Dayton Art Institute
Hoxworth Blood Center
MotivAsians for Cleveland

March of Dimes
Friendship Ambassadors
Clothes That Work
Sanctuary for Families
Boys Hope Girls Hope 100+ Women Who Care
Beck Center for the Arts
Dayton Visual Arts Center

The Diversity Center of Northeast Ohio
Legal Aid
ideastream

The 3Rs Program
Rotary Club
Montgomery County Ohio College Promise
Community Friendship, Inc.
American Heart Association Go Red For Women Team
St. Jude Children's Research Hospital
Museum of Contemporary Art - Cleveland (MOCA)

Delivering Healthy Snacks in D.C.

The Washington, D.C. office's Spotlight on Women hosted a Healthy Snack Bag event where we assembled more than 150 bags of healthy snacks for N Street Village, an organization located just a few blocks away from our office. The snack bags were delivered to N Street Village's Bethany Women's Center, which provides support for homeless and low-income women, including safe shelter during the day.

Making Holiday Wishes Come True

Columbus's Spotlight on Women organized the office's participation in an adopt-a-family campaign for Amethyst, Inc., which provides a safe, stable environment in which recovering drug- and alcohol-dependent women, and women with children, can work toward and maintain sobriety. It is one of only a few programs in the nation where children are accepted into the treatment setting and also receive services to help stop the generational cycle of addiction. The Columbus office provided approximately 120 gifts for 48 individuals.

Going Red for Healthy Hearts

Thompson Hine sponsored the 2016 Dayton Go Red For Women® Luncheon and partner Elizabeth H. Blattner served on its executive planning committee. The American Heart Association's Go Red For Women movement seeks to provide women with the tools and resources they need to reduce their risk for heart disease and stroke. The luncheon focused on three areas to support the fight against heart disease in women: heightening awareness of the issue, creating a passionate call to action and generating funds to support education and research.

Spreading Cheer

Spotlight on Women in Cincinnati partnered with the Greater Cincinnati/Ohio River Valley Chapter of the American Red Cross on its Holiday Mail for Heroes campaign to collect cards created or signed by local individuals and businesses and distribute them to Veterans' Administration facilities, nursing homes, local military units and any other place where active or retired veterans are located. Although this is a national Red Cross campaign, all cards in the area are collected by the local chapter and distributed locally.



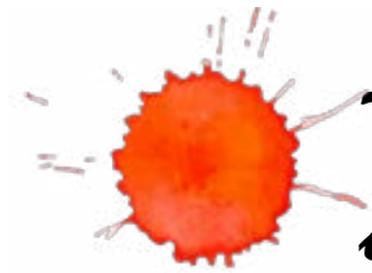
The women of Thompson Hine are regularly recognized for achieving excellence in law and business as well as for their philanthropic efforts. We salute their efforts to build a stronger organization, a stronger profession and stronger communities.

- **Deborah S. Brenneman** was recognized by *Venue* and *LEAD* magazines as part of the Women of Influence Awards Class of 2016. The awards are presented to the region's leading women who have helped shape the success of their organizations and created a lasting impact in their community for years to come.
- **Sarah C. Flannery** was selected to the *Crain's Cleveland Business* Forty Under 40 Class of 2016, which honors individuals who have made a mark on Northeast Ohio through their professional successes and civic contributions.
- **Heidi B. Friedman** received the National Diversity Council's 2016 Ohio Leadership Excellence Award, which honors outstanding individuals for their professional success and dedication to diversity in the workplace.



- **Alice Armstrong, Erin Luke and Barbara A. Lum** were honored as Women of Professional Excellence by the YWCA of Greater Cleveland. Women of Professional Excellence exemplify high professional standards and evidence of career and personal growth; make significant contributions to the effective, efficient operation of their organizations; display a willingness to support and mentor others; and make a positive impact on the community.
- **Z. Ileana Martinez** was honored as Woman of the Year at the Women Works Media Group Law & Justice Awards in Atlanta. The awards recognize attorneys and judges who have devoted their careers to serving the public interest in their respective pursuits of justice.
- **Robyn Minter Smyers** received a Woman of Achievement Award from the YWCA of Greater Cleveland. These awards are presented to a select group of Northeast Ohio women who have made extraordinary accomplishments through career success, community service, dedication to the YWCA mission, and leadership and mentoring. In addition, Robyn was recognized with the Women of Color Foundation's Woman of the Year – Galaxy Award at its 11th Annual Women of Color Leadership Development and Training Institute & Awards Luncheon, and she was recognized for community leadership by Blacks in Management during the group's 2016 Leadership and Legacy Reception in Cleveland.
- **Amie L. Vanover** received the Ohio Diversity Council's 2016 Most Powerful & Influential Woman Award, which is given to honorees who demonstrate leadership and commitment to community well-being as well as a commitment to the highest ethical standards and professional excellence.





The Spotlight on Leaders Program

Spotlight on Leaders provides development and leadership training to high-potential, nonpartner women lawyers through a series of collaborative meetings, events and workshops featuring the firm's senior leadership as well as external subject matter experts. Program members also participate in one-on-one training sessions that focus on enhancing their networking, business development and leadership skills.

Spotlight on Leaders includes women on non-traditional partnership tracks, which demonstrates the flexibility to step off the partnership track, continue receiving development opportunities, and retain the opportunity to return to the path of pursuing partnership.

The most recent class of Spotlight on Leaders continued its momentum last year, finishing strong with a final session in June, and we are pleased to note that two of the class's participants were elected to the partnership effective January 1, 2017.

The latest Spotlight on Leaders curriculum comprised multiple workshops, including:

- **"Setting the Stage"** kicked off the program with an in-depth focus on the levels of leadership, Thompson Hine's professional and leadership core competencies, and creating and implementing leadership plans.
- **"Building Perseverance to Overcome Challenges"** focused on strengthening competencies critical to effective leaders and rainmakers, specifically confidence, courage, GRIT and growth mindset, and included an exploration of common challenges faced in the legal profession.
- **"The Art of Influence: Building Leadership and Business Development Muscle"** covered influence models and people's differing influence styles as well as exercises and applications.
- **"Preparing for Your Role as a Future Leader: A Conversation with Debbie Read"** provided a unique opportunity to interact with our managing partner about her views on leadership and vision for the firm. She spoke about the core characteristics of leaders and influencers and how lawyers can develop leadership skills.
- **"Creating Your Individual Strategic Leadership Plan: Positioning Yourself for a Seat at the Table"** was led by Lisa Horowitz, founder of the Attorney Talent Strategy Group. Participants mapped out their leadership goals, then Lisa followed up with one-on-one sessions to help them complete their plans.
- **"Implementing Your Individual Strategic Leadership Plan: Business Development"** was facilitated by Marianne M. Trost, founder and president of The Women Lawyers Coach. In these sessions, participants explored the art of business development and strategies to grow their own books of business.
- **"Leading With Trust: Building Robust Relationships With Colleagues and Clients"** focused on the key elements of trust and building trust-fostering behaviors and included role-playing of various scenarios.
- **"Walking the Walk"** gave participants the opportunity to ask questions in a small group setting and hear from some of the firm's leaders on how they developed their own leadership skills within the firm, with clients and in the community.

Partner Sarah Chambers:

Participating in Spotlight on Leaders was an important component of my career development and path to partnership. The program provided a platform to expand my leadership and business development capabilities in a way that was practical and not "one size fits all." It helped me identify and develop my strengths and gave me the tools and confidence to leverage them more effectively. I also appreciated the opportunity to interact with firm leadership in small group settings and hear a variety of perspectives, and to get to know and learn from my classmates as well over the course of the program.

Partner Stephanie M. Chmiel:

The Spotlight on Leaders program was an amazing opportunity that contributed greatly to my growth at the firm. The speakers provided useful and practical business development and relationship-building advice and instruction that resonated with me and gave me the confidence and vision to seek more and better client and business development opportunities. Just as importantly, the program provided invaluable opportunities to meet with and learn from leaders within the firm and to build cross-office relationships. As a group, we developed strong personal and professional bonds that I expect will last indefinitely. I am excited to see my classmates continue to excel in their careers and look forward to welcoming the next group of leaders when the program starts again.



Women in Leadership *at* Thompson Hine

Even though organizations with diverse leadership are more successful in virtually every metric than those without, women are still significantly underrepresented in most areas of management and governance. Advancing women professionals remains a focus at Thompson Hine, where we continue to lay a conducive foundation and remove obstacles to enable women to accomplish their professional and personal goals.



Deborah Z. Read
Managing Partner

Stacey A. Greenwell
Associate; Co-Chair,
Pro Bono Committee



Christine M. Haaker
Partner; Dayton Vice Chair,
Business Litigation Practice



Nancy M. Barnes
Partner; Liaison,
FlexTime & Reduced
Schedules



Cori R. Haper
Partner; Dayton Co-Chair,
Diversity & Inclusion Initiative



Karyn A. Booth
Partner; Practice Group
Leader, Transportation



Staci M. Jenkins
Partner; Client Service
Team Leader



Katherine D. Brandt
Partner; Client Service
Team Leader



Barbara A. Lum
Associate; Cleveland Co-Chair,
Diversity & Inclusion Initiative



Sandra L. Brown
Partner; Client Service
Team Leader



Jennifer L. Maffett-Nickelman
Partner; Client Service
Team Leader



Faith L. Charles
Partner; Chair, Life
Sciences Practice



Z. Ileana Martinez
Partner; Atlanta Chair,
Diversity & Inclusion Initiative



Susan C. Cornett
Partner; Dayton Co-Chair,
Diversity & Inclusion
Initiative



Susan M. Oiler
Partner; Client Service
Team Leader



Sarah C. Flannery
Partner; Chair, Spotlight
on Women; Client Service
Team Leader



Jennifer S. Roach
Partner; Cleveland Vice Chair,
Business Litigation Practice;
Chair, Summer Program
Committee



Heidi B. Friedman
Partner; Client Service
Team Leader



Laura A. Ryan
Partner; Practice Group Leader,
Employee Benefits & Executive
Compensation

JoAnn M. Strasser
Partner; Columbus Vice Chair,
Corporate Transactions &
Securities Practice



Linda A. Striefsky
Partner; Secretary to the
Partnership & General Counsel;
Client Service Team Leader



Carrie A. Shufflebarger
Partner; Cincinnati Co-Chair,
Diversity & Inclusion Initiative



Karen D. Youngstrom
Partner; Client Service
Team Leader



Robyn Minter Smyers
Partner; Cleveland Office
Partner-in-Charge; Client Service
Team Leader



Part of the Spotlight on Women mission statement is the firm's commitment to "attracting, retaining and advancing talented women by offering a supportive culture that fosters professional growth and leadership." Creating and maintaining a "supportive culture" requires organizations to be proactive and implement the appropriate groundwork. And many of these efforts, happily, benefit all lawyers, regardless of gender. Here is a sample of the foundational and advancement resources the firm offers to help women professionals thrive.

Professional Development & Training

Spotlight on Women has developed a variety of networking, team building, leadership professional development and training programs to help female lawyers provide exceptional legal counsel and superior client service. Our firm also encourages women to participate in notable local leadership programs such as Leadership Cleveland, Cleveland Bridge Builders and YWCA Boot Camp, Quest and Momentum (Cleveland); YWCA Academy of Women Achievers (Atlanta); and C-Change (Cincinnati).

Spotlight on Leaders

As discussed in a prior section in more detail, Spotlight on Leaders is an intensive development program for high-potential, nonpartner women lawyers. It includes women on non-traditional partnership tracks and provides training through a series of meetings, events and workshops featuring members of the firm's senior leadership and external subject matter experts and executives.

Supporting Transformation

Flexible Schedule & Reduced Hours Policy

Our Flexible Schedule program allows lawyers to balance work and life with a range of flexible schedule options, including reduced hours and telecommuting. We have lawyers at all levels of their careers, including partners, on flexible schedules – a testament that use of this type of program will not stall a career at Thompson Hine. Also, we have a flex schedule liaison (a partner) to ensure that the arrangements are effective.

Mother-to-Be Mentoring

The Mother-to-Be Mentoring program provides support for lawyers transitioning into motherhood. New mothers and mothers-to-be are paired with mentors who provide advice and guidance on medical leave, flexible schedules and work-life balance issues.

Parental Leave Policy

Male and female lawyers are eligible immediately upon being hired for a paid parental leave of up to six weeks for the birth or adoption of a child. For women lawyers who give birth, this leave is in addition to a six- or eight-week period of disability associated with childbirth. All compensation continues and benefits remain active during parental leave.

Spotlight on Women Leaders

The chairs located in each of our offices serve as vital connections helping women at our firm and in the larger community carry out the Spotlight on Women mission. Each of our offices contributed to our efforts as we continued to celebrate the growing presence of women decision-makers in law and business and to create and facilitate networking opportunities for professional women in our communities. At the same time, we worked to create a supportive environment to promote the skills and experience of our own women lawyers and to showcase our exceptional women leaders.



Our Commitment to Advancing Women

Our mission is to ensure that Thompson Hine continues to serve as a pacesetter in the advancement and promotion of women within our firm, the legal profession and the broader business community.

To accomplish this mission, we are committed to:

- celebrating the growing presence of women decision makers in law and business
- attracting, retaining and advancing talented women at our firm by offering a supportive culture that fosters professional growth and leadership
- creating and facilitating development and networking opportunities for women, both within and outside of our firm
- showcasing the skills, experience and accomplishments of our women lawyers and leaders
- establishing and sharing best practices for the advancement, promotion and retention of women in the workplace
- partnering with local, regional and national organizations with similar missions

1. *Atlanta Chair*

Z. Ileana Martinez
Partner, Product Liability
Litigation, Business Litigation,
Life Sciences

2. *Cincinnati Chair*

Staci M. Jenkins
Partner, Labor & Employment,
Immigration

3. *Cleveland Chair*

Sarah C. Flannery
Partner, Labor & Employment,
Immigration

4. *Columbus Chair*

Diane M. Goderre
Counsel, Business Litigation,
Product Liability Litigation

5. *Dayton Chair*

Jennifer L. Maffett-Nickelman
Partner, Corporate Transac-
tions & Securities, Business
Restructuring, Creditors'
Rights & Bankruptcy,
Securities & Shareholder
Litigation

6. *Dayton Vice Chair*

Susan C. Cornett
Partner, Real Estate

7. *New York Chair*

Karen M. Kozlowski
Partner, Real Estate

8. *New York Vice Chair*

Corby J. Baumann
Partner, Corporate
Transactions & Securities

9. *Washington, D.C. Chair*

Sandra L. Brown
Partner, Transportation



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