

THOMPSON
HINE

spotlight on

w o m e n[®]

MAKING OUR MARK



Women Making Their Mark

Welcome to Spotlight on Women's latest report. In these pages, you'll learn how Thompson Hine's women lawyers are setting new standards in their practices, the firm, the legal profession, the business world and our communities. In addition to featuring these exceptional women, we highlight our efforts over the past year to provide professional development opportunities and career support for women at and outside the firm.

We're proud of the work Thompson Hine women have done to grow the firm, provide outstanding service to our clients and contribute to their professional and civic communities. Please celebrate with us as we pause to reflect on our successes and anticipate the accomplishments to come.

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Thompson Hine LLP, a full-service business law firm with approximately 400 lawyers in 8 offices, was ranked number 1 in the category "Most innovative North American law firms: New working models" by *The Financial Times* and was 1 of 7 firms shortlisted for *The American Lawyer's* inaugural "Legal Services Innovation Award." Thompson Hine has distinguished itself in all areas of Service Delivery Innovation in the *BTI Brand Elite*, where it has been recognized as one of the top 4 firms for "Value for the Dollar" and "Commitment to Help" and among the top 5 firms "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.





A Year of Accomplishments

A Message from Sarah Flannery, Firmwide Chair of Spotlight on Women

As the firmwide chair of Spotlight on Women, I feel a sense of pride each year when we assemble this report to see how much we've achieved.

Three women — Managing Partner **Deborah Read**, **Robyn Minter Smyers** and **Sandy Brown** — now sit on Thompson Hine's Executive Committee, which sets and manages the implementation of firmwide strategy and oversees the firm's financial and operational performance. Women and minorities occupy four of nine seats on the Executive Committee, giving Thompson Hine one of the most diverse leadership structures among firms nationwide.

And that diversity is reflected elsewhere in the firm as well. In 2019 two of five new partners are women, both graduates of Spotlight on Leaders, our professional development and leadership training program for select high-potential non-partner women lawyers.

These accomplishments belong primarily to the women themselves, of course, but they also reflect our firm's years-long commitment to becoming an institution where women lawyers and professionals can thrive and reach their fullest potential. The more we fully realize that vision, the more Thompson Hine grows and prospers.

We thank you for celebrating our successes and for helping us further our mission to support, develop and advance women lawyers and professionals within the firm and in our communities.



Innovation @ the Heart of Our Firm

A Message from Managing Partner
Deborah Read

Deborah Read became Thompson Hine's firmwide managing partner in 2012. She also leads the firm's Executive Committee. In addition to her role as managing partner, Debbie continues to practice in the tax exempt, nonprofit corporate and health care areas.

Innovating is challenging. It requires creativity and discipline — a determination not to default to the way things have always been done. It means disregarding well-worn grooves and forging a new path.

Thompson Hine's focus on innovation enables us to align our service delivery with our clients' business goals. As a result, we deliver high-quality legal services in a way that is more reliable, efficient and transparent than ever. We continue to build institutional momentum, with each of us constantly re-evaluating and looking for ways to improve.

Spotlight on Women is a good example of this. Like other innovations, it takes intention and commitment to doing things better; it also requires diversity in leadership to influence that change. Women and people of color now hold four of nine seats on our Executive Committee. Our pipeline is strong. We revamped our hiring process and welcomed one of the most diverse classes of summer associates in Thompson Hine's history. In 2018, seven of our 13 summer associates were women and 10 were minorities.

You can see the results of our actions in this review of Spotlight on Women's activities and accomplishments over the past year. We thank you for supporting our endeavors and encourage you to keep innovating.

Investing in a Diverse Future

Diversity begins with hiring and recruiting. At Thompson Hine, we make a conscious effort to attract first-year and summer associates who are superior candidates and reflect the diverse and multifaceted firm we are.

Our 10-week Summer Program is designed for law students who are interested in gaining valuable real-life legal experience and learning about life as a Thompson Hine attorney. Our primary goal is to identify top-notch talent for entry-level associate opportunities.

Over the course of the program, summer associates can expect to receive a variety of client assignments as well as the opportunity to observe court proceedings, depositions and client meetings. In addition, there are many opportunities throughout the summer to connect with both associates and partners at planned social events.

Of the 11 associates hired in 2018, six are women; seven of last year's 13 summer associates are women.

55%
of our new associates are women

Diversity and Innovation Go Hand in Hand



Advancing and supporting women at Thompson Hine is the mission of Spotlight on Leaders, our professional development and leadership training program for select high-potential non-partner women lawyers. The program is a series of collaborative meetings, events and workshops with the firm's senior leadership and external subject matter experts. Participants also receive individualized training to enhance their networking, business development and leadership skills. Participation is not limited to associates on the partnership track; extending this development opportunity to women on alternative/flex paths helps make those paths meaningful.

Included in the curriculum are presentations by experts who provide valuable insights and strategies for developing leadership skills. In 2018, these included "The Advisor of the Future," presented by Judy Bodenhamer of Client Experience Institute, "Embracing Risk: Pushing Yourself to Achieve More," presented by Susan Parker Schmitz of AttorneyPD, and "Creating Your Individual Strategic Plan: Business Development," presented by Marianne Trost of The Women Lawyers Coach.

Bringing Together Innovative Thinking

Thompson Hine hosts programs throughout the year to help its women attorneys and others in the community network, develop professionally and acquire the soft skills that make it easier to balance life and work obligations.

How to Be a Time Warrior

Leadership coach Tarita Preston taught women in the Cincinnati office "How to Be a Time Warrior," and the office hosted a signature event that included a panel discussion titled "Leading To and Through Change" about the challenges and opportunities that result from change.

Spotlight in Cleveland

The Cleveland office hosted "The Second Act: Preparing Your Encore," a panel discussion about senior women executives looking ahead to the next act, as well as a program called "Embracing Generational Diversity: Understanding Generational Beliefs & Values," presented by organizational development consultant Chris DeSantis.

Erin Luke and Cathryn Greenwald, partners in the Cleveland office, presented "Women Rising – Communication, Branding, and Grit Training for Young Professionals," a program for up-and-coming young professional women. Attendees participated in facilitated discussions, small group activities and guided learning on three core topics: Communication Style and Effective Messaging, Personal Branding and Presence, and Resiliency, Grit and Mindfulness.

Trusted Advisor

Partner **Kathie Brandt** hosted a "Trusted Advisor" program in Washington, D.C. to help our women lawyers develop the mindset and skills necessary to build trust-based relationships with current and prospective clients and among themselves. Kathie used the framework of The Trust Equation (as set forth in *The Trusted Advisor* by David Maister, et al.) to help participants understand the elements of trust and incorporate them into their daily interactions.





Journey to Success

The Atlanta office hosted “Estrellitas Career Day 2018: Journey to Success,” an event featuring Latina guest speakers, including Thompson Hine partner **Ileana Martinez**, who shared their unique stories with an audience of Latina youths aiming to develop their leadership skills and serve their communities.



Mend the Gap

The Columbus office presented “Mend the Gap: Addressing Gender and Racial Pay Disparities in Central Ohio,” during which panelists engaged the audience in a thought-provoking discussion about the pay gap in the greater Columbus area, the reasons behind wage disparities, and the policies businesses can implement to course correct and prevent salary differences across gender and racial lines.



40% of our new partners are women

New Leadership - Diverse Perspectives

Robyn Minter Smyers and **Sandy Brown** each arrived at the same conclusion after interviewing at the firm: Thompson Hine believes in promoting women to the leadership roles they’ve earned. As the newest members of the Executive Committee, they are in position to further that policy while serving as examples of its success.



ROBYN MINTER SMYERS

What attracted you to Thompson Hine?

I was at a large firm in New York when my husband and I decided to move back to my hometown of Cleveland. When I interviewed at Thompson Hine, I found a firm with the best real estate practice in Cleveland, wicked smart lawyers, and an organically inclusive and collaborative culture. I also was impressed by Thompson Hine’s civic leadership. What closed the deal was meeting the women and African-American partners. I didn’t want to shatter glass ceilings. I wanted to join a firm with a track record of advancing women and minority lawyers from associate to partner and up into leadership. Thompson Hine was and still is the real deal.

What’s your definition of success?

Ralph Waldo Emerson said it best: “The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

What advice would you give an aspiring female attorney?

There will always be a place and opportunities for the indispensable. The young lawyer who keeps track of every document, recalls details, arrives in my office for a client call with an extra set of the documents we will be discussing so I don’t have to search for them myself, and stops by my office to see if I need anything before leaving for the night becomes indispensable.

As an EC member, where do you add value?

I bring perspectives gained from serving in numerous capacities at the firm, including former partner-in-charge of the Cleveland office, former chair of the Diversity & Inclusion Initiative, and former member of the Lawyer Personnel Committee.

How do you balance your EC role with client work?

I’m high-energy. My version of balance isn’t for everyone. I love being a leader of the firm, I love practicing law and serving clients, I love doing community service, and I love being a wife and mother. Passion for all it makes the balancing act possible.



SANDY BROWN

What attracted you to Thompson Hine?

I was at an Am Law 100 firm where leadership was inaccessible. When I decided to change firms, I met with lawyers in both Washington and Cleveland, and it was clear to me that Thompson Hine offered access to leadership that I had not had before. Being interviewed by (current managing partner) Debbie Read, who was then the lateral hiring partner on the Executive Committee, was a big part of why I joined the firm.

And I have been empowered at Thompson Hine to take on leadership roles. I've started a cross-selling program in the D.C. office and other client initiatives. I joined the Lawyer Personnel Committee and became the D.C. chair of Spotlight on Women.

I remain interested in client-focused issues, particularly the evolution of the firm's service delivery model. This past year, I was elected to join the EC, the policy and supervisory committee, to work with management on business issues.

What advice would you give an aspiring female attorney?

The same advice I would give a man. Be a good lawyer, work hard. Take on opportunities. Be available and willing to dig in when needed. Find a way to balance work and life. Be on top of your work at all times. That doesn't necessarily mean you are working 24 hours a day, but you are always responsive to client issues, whether the client is an outside client or inside the law firm.

How do you balance your EC role with client work?

Client work always comes first. You rely upon and trust other attorneys in your group to support you. It is also important to let them know that you appreciate their responsiveness when they contact you and do things as they come up.

As an EC member, where do you add value?

I offer the insight of someone who made the lateral transition from being a partner at an Am Law 100 firm to being a partner at Thompson Hine. This is important because our D.C., New York and Atlanta offices grow largely through lateral recruiting.

33% of our Executive Committee is female

Recognized for Breaking Through

Women attorneys at Thompson Hine are leaders and achievers in legal and professional organizations, locally and nationally. The firm takes pride in their accomplishments and the recognition they've earned.



Megan Glowacki received the Ohio State Bar Foundation's District 1 Community Service Award for Attorneys Under 40 and served on the board of Volunteer Lawyers for the Poor Foundation. She also is a trustee of the Pro Bono Partnership of Greater Cincinnati's Advisory Council.

Lindsay Nichols received the Pro Bono Partnership of Ohio's Rising Star Award.



Sarah Hall was chosen as a member of the U.S. District Court for the District of Maryland's Criminal Justice Act Felony Panel.

Jessica Salisbury-Copper continues to serve as Young Lawyer Liaison to the Litigation and Arbitration Subcommittee of the ABA's Consumer Financial Services Committee.

Stephanie Chmiel is immediate past president and co-chair of the Ohio Women's Bar Foundation's Leadership Institute.



Heidi Friedman was chair of the DRI Regulatory/Transactional Focus Group Membership Initiative.

Karen Rubin was chosen as vice chair of the Cleveland Metropolitan Bar Association's Ethics and Professionalism Committee.



Karyn Booth



Sarah Hall



JoAnn Strasser

Setting New Standards

Women attorneys at Thompson Hine are succeeding in areas of the law once dominated by men. They're accomplishing this through hard work, an unwavering focus on offering the best possible service to their clients – and a refusal to be bound by traditional roles and expectations. **Karyn Booth, Sarah Hall and JoAnn Strasser** discuss their paths to success.

What led you to practice in your respective fields?

Hall: My first case out of law school was *Enron*, so I began in the white collar world from day one. I had the extreme good luck to work with two former federal prosecutors who inspired me with their “war stories” from the U.S. Attorney’s offices where they had worked. More importantly, they encouraged me to become a true white collar practitioner by leaving private practice and becoming a federal prosecutor.

Booth: I wanted to practice in the D.C. market in health care, but I was hired by a transportation boutique firm. The legal work turned out to be far more dynamic and interesting than I expected, and the firm had wonderful people, which resulted in my decision to stick with the transportation field.

Strasser: After spending a summer with a large Ohio firm, it was clear to me that any litigation practice was not right for me, so I declined their offer and accepted a position with a small general practice firm. The firm had a few mutual fund clients and I gravitated toward that work.

What advantages do you have being a woman in a male-dominated practice?

Strasser: My perspective is a bit different than theirs, and I’m not shy about sharing that perspective. I believe that seeing a problem through a different lens helps the client develop better solutions. Like most women, I help build consensus and find common ground when it’s hard to see.

Hall: I’ve had the extraordinary luck to work with some of the most talented federal prosecutors out there – who were all women. After leaving DOJ, it’s incredible how we have banded together to network and refer work to each other.

What disadvantages are there?

Hall: It’s hard to be part of the “boys’ club.” Also, when I was a federal prosecutor, I’d often hear some version of the following on a regular basis from older male defense attorneys: “I’ve been practicing for 25 years and this is the way it’s done at DOJ.” This was never an effective strategy for them when I was handling their client’s case!

Strasser: The disadvantages haven’t changed. I can’t be a buddy the same way a male attorney can. When you are in a boardroom for eight or 10 hours, there is a fair amount of sharing – talking golf, family, lifestyle. Despite perhaps years and years of building the relationship, I won’t be included in certain conversations.

How do you feel you’ve made a mark in your practice area?

Booth: My work to deregulate ocean shipping, foster increased rail competition, and improve efficiencies and fair practices at our seaports has benefited companies of all sizes across many industries. Also, I’ve proven to younger lawyers that gender is not a barrier and the opportunities are plentiful.

Strasser: I’ve worked hard to hire and develop diverse lawyers. I use my influence within the firm to advance people who might not otherwise have an advocate.

What interests you most about your area of practice?

Booth: I am driven by the variety of the legal work and the opportunity to shape public policy to help our clients solve problems across different transportation modes and markets.

Hall: Helping clients in their darkest hour. Criminal defense attorneys are uniquely positioned to help turn a client’s life around by convincing the DOJ to decline charges or by negotiating the best outcome.

What do you find most challenging about your area of practice?

Strasser: Practice management. We represent so many funds and boards that billing, project supervision, scheduling, client communication and administration tasks can be overwhelming.

Booth: The large Class I railroads have tremendous market power and political clout, which limits my ability to fully address our clients’ railroad rate and service complaints through regulatory proceedings and legislative reforms.

What advice do you have for those considering a career in your practice area?

Hall: If you love it, go for it. If you’re unsure, try it out, but unless you come away from that experience with a true passion for white collar or criminal work (it’s not for everyone), find something that really excites and fulfills you.

Strasser: Don’t enter this area of law unless you truly love the intellectual challenge of sifting through multiple layers of rules.

What has been your key to career success?

Strasser: Being in it for the long haul with clients. There are times when a client might need you to take a call on a non-billable basis to brainstorm on a new product idea or talk about a family matter. If it’s good for the client, it’s good for the firm.

Hall: Having a true love and passion for what I do.

What will your area of practice will look like in terms of men and women in 10 years? Thirty years?

Hall: I am hopeful that our society overall will be more equitable and more of a true meritocracy. But I do think we are at a cultural tipping point in regard to gender parity.

Did you have a mentor and, if so, how did that help you?

Booth: Nick DiMichael was an outstanding mentor. He taught me that skilled advocacy requires preparation, creativity, and building trust with clients and opponents. He instilled the importance of teamwork and creating opportunities for others.

Strasser: For the practice of law, Don Mendelsohn. He taught me to always do the right thing and never compromise my integrity. Also, Trish Smitson, who was the Cincinnati office partner-in-charge when I joined the firm. She showed me you can be generous with your time and other resources and still be successful.

What advice would you give your younger self?

Strasser: When bringing on a new client, get other lawyers involved earlier in the relationship and make it clear they are hiring a firm, not one lawyer. Avoid creating an expectation that you will always have all the answers. It can be difficult to meet that expectation.

Hall: “May your choices reflect your hopes, not your fears.” – Nelson Mandela

Booth: Don’t be afraid to voice your opinion and trust your instincts.

Making a Mark in the Community

Thompson Hine's women attorneys embrace the opportunity to get involved in their communities. Despite the demands of their jobs and personal lives, they make time for causes and organizations that are meaningful to them. The firm is proud that so many of its members give of themselves to help others.

Elizabeth Blattner is on the board of the Dayton-Montgomery County Port Authority.

Kathie Brandt serves on the Cleveland Rape Crisis Center board of directors as vice chair and as chair of the governance and nominating committee.

Paige Connelly is a board member of Aviatra Accelerators in Cincinnati, a nonprofit that helps women entrepreneurs.

Andrea Daloia is board secretary of DANCE-Cleveland, the country's oldest modern dance presentation organization.

Heidi Friedman was named a Woman of Note in 2018 by *Crain's Cleveland Business*.

Cathryn Greenwald and **Sarah Lovequist** were selected by Thompson Hine to receive YWCA Greater Cleveland 2018 Women of Professional Excellence Awards, which recognize women for their professional accomplishments, dedication to their organizations and commitment to the community.

Alyson Letsky is an advisory board member of the Women's Business Centers of Ohio in Columbus.

Erin Luke is chair of the Boys Hope Girls Hope of Northeast Ohio associate board and a member of the YWCA Greater Cleveland board of directors and governance committee.

Shortlisted by Euromoney Legal Media Group Americas Women in Business Law Awards for Best Gender Diversity Initiative by a National Firm (North America)

Jennifer Maffett-Nickelman served on the board and was an executive committee member of Clothes That Work in Dayton, a nonprofit that provides workplace-appropriate clothing to clients.

Beth Mandel is on the board of Planned Parenthood Southwest Ohio.

Emily Mathieu was elevated from vice chair to chair of Neighbors Together, an anti-poverty organization in New York City.

Sharen Swartz Neuhardt is a trustee of Antioch College in Yellow Springs, Ohio, and a trustee of Planned Parenthood Advocates of Ohio in Columbus.

Deborah Read was named one of the "Power 100: Top Leaders of Northeast Ohio" by *Cleveland Magazine* and is on the board of directors of United Way of Greater Cleveland.

Chris Schneider is vice chair of the board of directors of Actor's Express Theatre in Atlanta.

A director of the City Club of Cleveland since 2010, **Robyn Minter Smyers** is now president of the board.

The firm is proud to have sponsored a number of charitable events in the cities where our offices are located. They include:

'Tis the Season, a benefit for Secret Smiles, which provides bedding for disadvantaged children in Dayton.

A benefit in New York City for Dress for Success, which provides support, professional attire and more to help women achieve economic independence.

The Ohio Women's Bar Association's annual Leading with Style Fashion Show fundraiser in Cincinnati.

A holiday adopt-a-family program for Amethyst, an addiction treatment center for women in Columbus.

A charity walk/run in Washington, D.C. for the SHERO Foundation, which helps abused women.

Delivering on the Spotlight on Women mission throughout our offices and in the greater community largely falls to the chairs in each location. Each office contributes as we continue 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 foster a supportive environment to promote the skills and experience of our own women lawyers and to showcase our exceptional women leaders.

We are fortunate to have so many attorneys eager to lead Spotlight on Women's efforts in their offices, and we are pleased to announce the following changes in 2019:

- Atlanta: Alexandra Chanin Nelson succeeds Ileana Martinez as chair.
- Cincinnati: Staci Jenkins continues as chair and Ellen Maniaci joins as vice chair.

- Cleveland: Sarah Flannery continues as chair and Cathryn Greenwald becomes vice chair.
- Columbus: Stephanie Chmiel succeeds Diane Goderre as chair.
- Dayton: Susan Cornett succeeds Jennifer Maffett-Nickelman as chair.
- New York: Emily Mathieu and Liz Frayer succeed Karen Kozlowski and Corby Baumann as chair and vice chair, respectively.
- Washington, D.C.: Sarah Hall succeeds Sandy Brown as chair.

We deeply appreciate the leadership of our outgoing chairs and vice chairs and look forward to the contributions of our new leadership team.



Atlanta Chair
Alexandra Chanin Nelson
Associate, Business Litigation, Securities & Shareholder Litigation



Cincinnati Chair
Staci Jenkins
Partner, Labor & Employment, Immigration



Cincinnati Vice-Chair
Ellen Maniaci
Associate, Business Litigation, Insurance Recovery



Cleveland Chair
Sarah Flannery
Partner, Labor & Employment, Immigration



Cleveland Vice-Chair
Cathryn Greenwald
Partner, Real Estate



Columbus Chair
Stephanie Chmiel
Partner, Business Litigation, Labor & Employment, Class Action Defense



Dayton Chair
Susan Cornett
Partner, Real Estate



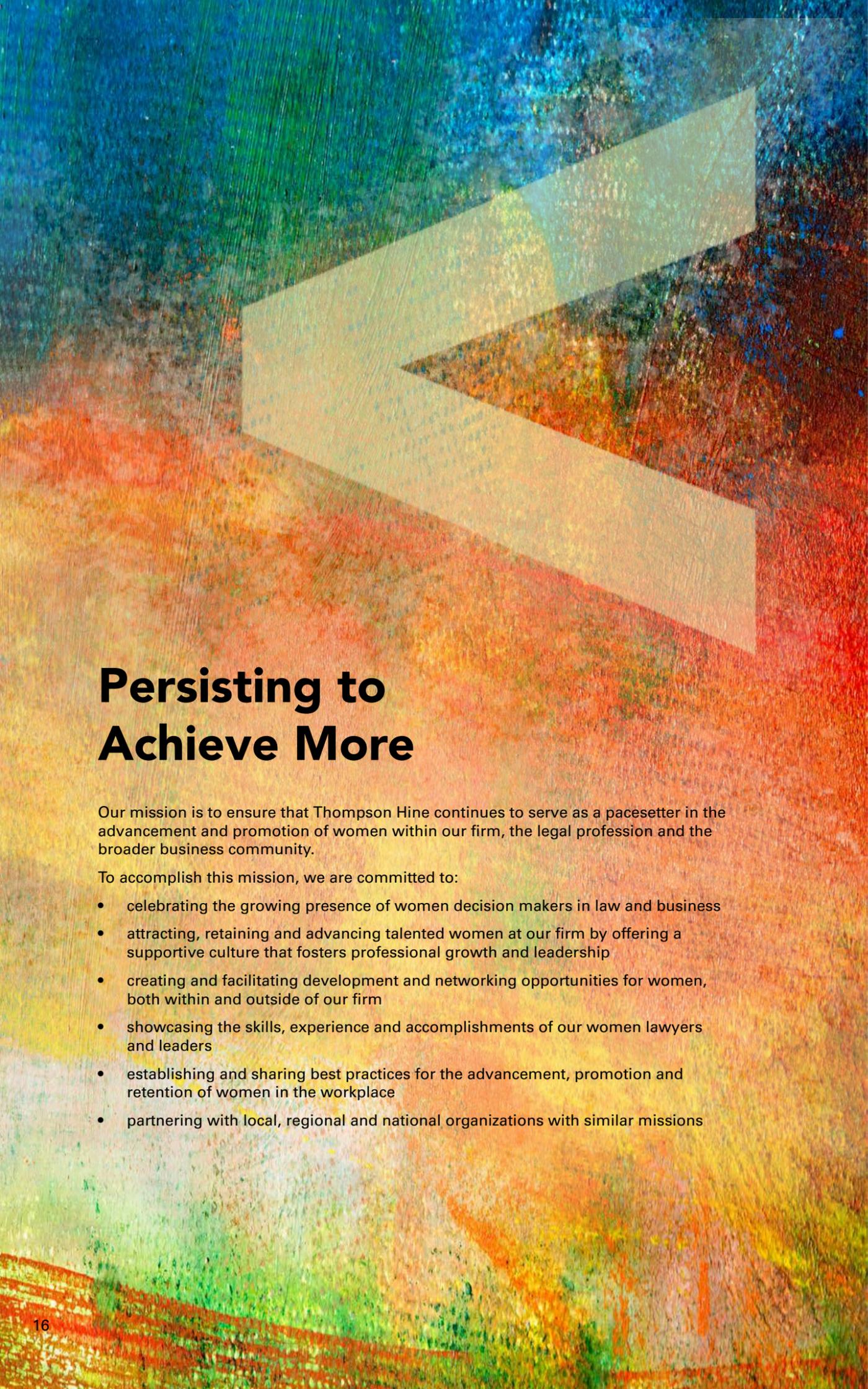
New York Chair
Emily Mathieu
Partner, Business Litigation, International Arbitration, White Collar Criminal Practice, Internal Investigations & Government Enforcement



New York Vice-Chair
Elizabeth Frayer
Partner, Commercial & Public Finance



Washington, D.C. Chair
Sarah Hall
Senior Counsel, White Collar Criminal Practice, Internal Investigations & Government Enforcement, Business Litigation, Health Care, Government Contracts



Persisting to Achieve More

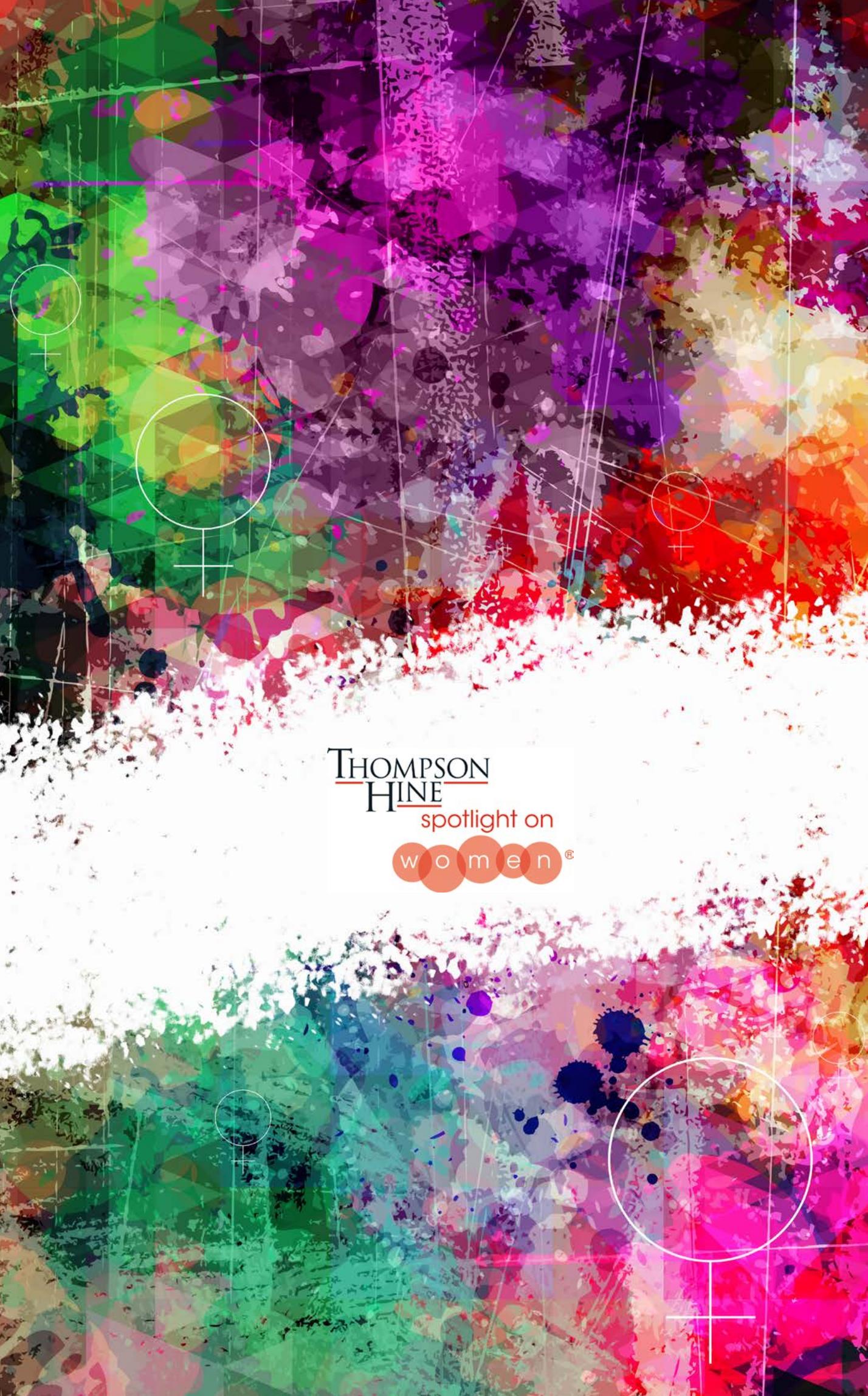
Our mission is to ensure that Thompson Hine continues to serve as a pacesetter in the advancement and promotion of women within our firm, the legal profession and the broader business community.

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



Ranked among the Best of 2018 for
promotion of women to partner
(Diversity & Flexibility Alliance)



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