



DLA PIPER GLOBAL WOMEN'S LEADERSHIP SUMMIT

SEPTEMBER 29-30, 2014 • FOUR SEASONS HOTEL • CHICAGO

DLA Piper Global Women's Leadership Summit September 30, 2014

Moderator

- Gloria Santona, Executive Vice President, General Counsel and Secretary, McDonald's Corporation

Panelists:

- Linda F. Friedman, Senior Vice President, General Counsel and Corporate Secretary, Astellas US LLC
- Maryanne R. Lavan, Senior Vice President, General Counsel and Corporate Secretary, Lockheed Martin Corporation
- Rena Hozore Reiss, Executive Vice President, General Counsel and Secretary, Hyatt Hotels Corporation
- Kim K. W. Rucker, Executive Vice President, Corporate and Legal Affairs, General Counsel, and Corporate Secretary, Kraft Foods, Inc.

Panel Topic

Guiding the Present, Shaping the Future: Developing Strategies to Build and Lead Law Departments

I. COURSE OVERVIEW

Along with being an effective business partner and legal advisor, a general counsel must be a strong leader. With that authority comes significant responsibility and the need for a wide and diverse skillset to address myriad issues that arise from day to day. This esteemed panel includes general counsel from companies of various maturity across several industries who will share best practices in establishing, building, managing and restructuring legal departments. Participants will offer what works and what does not, how to collaborate within and across teams, how to anticipate when change is imminent and how to create a positive legacy for your organization and community.

II. COURSE DISCUSSION

A. Legal Department Structure

The demands on an organization's in-house legal team are increasing and evolving. Finding the right structure for a legal department that can work effectively and collaboratively is not always a straight-forward proposition given varying global, regional and local responsibilities that may cut across practice areas and business units. Training lawyers to be business advisors and developing training programs that evolve with the business can also be a challenge when



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prioritizing ongoing attorney development. An effectively structured legal department can also help inhouse lawyers with the demands of “doing more with less”. Finally, how general counsels provide guidance in identifying talent in hiring and promotion decisions, identifying leaders and succession planning are also key factors in shaping the legacy that is established in an inhouse legal department.

B. Fostering a Positive Work Environment

Becoming an “employer of choice” has become an increasingly important business imperative not just in the US but also globally. A key factor in achieving this goal is a company’s ability to foster a positive work environment, which can sometimes be challenging given the ever changing workplace demographics and cultural differences that global organizations face. Diversity in today’s workplace comes in different forms, including ethnic, cultural, religious, gender, sexual orientation, and generational. In addition, the holy grail of “work/life balance” challenges us all to find creative solutions to find that balance. Our panelists will discuss how these issues should be tackled and will offer insights about components of successful initiatives in fostering a positive work environment.

C. Anticipating Change

The changing geo-political environment has a direct impact on business initiatives. Those inhouse teams that are best poised to anticipated these types of changes will prove to be the most effective business partners and advisors. Flexibility, spontaneity and nimbleness must be balanced against risk in an increased environment of enforcement. Our panelists will share the importance of partnering early and other strategies on how to be best prepared to handle these changes.

III. CONCLUSION/COURSE SUMMARY

Leading an effective legal department requires more of a general counsel than just applying legal knowledge to issues as they rise. Today’s general counsel and chief legal officers are asked to form, develop and retain teams of lawyers that are effective business partners, can anticipate change before it happens and handle local, regional and global responsibilities across an ever changing geo-political landscape. Legal departments are being asked to “do more with less” and oftentimes, quickly. Developing and implementing successful strategies to meet these demands is a key component of today’s general counsels’ responsibilities and a business imperative.



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Gloria Santana

Executive Vice President, General Counsel and Secretary
McDonald's Corporation

Gloria Santana is the chief legal officer of McDonald's Corporation, the world's largest quick service restaurant company, with over 31,000 restaurants in more than 100 countries. In this role, she leads McDonald's worldwide legal, compliance, regulatory and corporate governance functions. As part of McDonald's senior leadership team, Ms. Santana is also actively involved in the company's strategic direction and growth. Ms. Santana has fostered the legal department's diversity efforts and on-going engagement in pro-bono legal services, which have garnered the McDonald's Legal Department awards in recognition of the legal and educational services it has provided to underserved communities.

Ms. Santana joined McDonald's as an attorney upon her graduation from the University of Michigan Law School, and subsequently held a number of management positions in the legal department. She became the company's corporate secretary in 1996 and has served as general counsel since 2001. She is a member of the Board of Directors of Aon Corporation, serving on its Audit and Governance Committees and as Chairman of its Compliance Committee. In addition, Ms. Santana serves on the Board of the Constitutional Rights Foundation of Chicago, and as a trustee of Rush University Medical Center. Ms. Santana is a member of several professional organizations and is a frequent speaker and panel member on a variety of diversity, legal, compliance and corporate governance topics. She was named one of the 100 Most Influential Hispanics by Hispanic Business Magazine and has received numerous awards, including the Women with Vision Award from the Women's Bar Association of Illinois, the Excellence in Corporate Practice Award from the Association of Corporate Counsel, the Women of Achievement Award from the Anti-Defamation League and the National Hispanic Woman of the Year Award from the Mexican American Opportunity Foundation. In addition, Ms. Santana has been recognized as one of America's Top General Counsel by Corporate Board Member magazine.



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Linda F. Friedman

Senior Vice President, General Counsel and Corporate Secretary
Astellas US LLC

Linda Friedman received her law degree from Northwestern University School of Law in 1983. Prior to receiving her law degree, she graduated *magna cum laude*, Bronze Tablet (top 3 percent of the class) from the University of Illinois at Champaign-Urbana in 1980.

After graduation in 1983, Ms. Friedman joined the law firm of Greenbaum & Browne, as an associate, where she was responsible primarily for corporate transactional and general corporate work. In 1988, Ms. Friedman joined the legal department of Lyphomed, Inc. and then left in 1989 to become chief Corporate Counsel at Associated Agencies, where she was similarly responsible for corporate transactional work.

Ms. Friedman joined Fujisawa USA, Inc. (successor to Lyphomed) in 1993 as Corporate Attorney and assumed roles of increasing responsibility. She was promoted to Senior Corporate Counsel and finally assumed the position of General Counsel in June 1997 and Vice President in June 1998. In April 2005, Fujisawa's parent and Yamanouchi Pharmaceutical Co., Ltd. Merged, forming Astellas Pharma Inc. At that time, Ms. Friedman was promoted to Senior Vice President of Astellas US. Ms. Friedman is responsible for managing and overseeing legal (which includes risk management and information management), intellectual property, compliance and internal audit for the Americas Region. Ms. Friedman is a member of the Astellas US Senior Management Committee and works closely with her colleagues around the world, especially in Japan and Europe.

Ms. Friedman currently serves as the Chairperson of the board of directors of iBIO Institute. She is a member of the PhRMA Law Section and chaired the Law Section Executive Committee in 2006-2007. Ms. Friedman is also the recipient of the 2010 Burton Award for Legends in the Law recognizing US General Counsel. In 2007, she was recognized by *Health Law360* as one of its Outstanding Women.

Ms. Friedman is also a member of the Healthcare Business Woman's Association, American Bar Association, Illinois Bar Association, Association of Corporate Counsel and Leadership Council on Legal Diversity. Ms. Friedman is also a member of the board of directors of the YWCA Lake County and from 2007-2009 served as a member of the board of directors of A Safe Place, a shelter for victims of domestic abuse in Chicago's northern suburbs.



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Maryanne R. Lavan

Senior Vice President, General Counsel and Corporate Secretary
Lockheed Martin Corporation

Maryanne R. Lavan is the Senior Vice President, General Counsel and Corporate Secretary for Lockheed Martin Corporation effective September 24, 2010. She is responsible for management of the corporation's legal affairs and law department, including serving as counsel to Lockheed Martin Corporation's senior leadership and the board of directors.

Prior to her current position, she served as Vice President of Corporate Internal Audit, providing independent assessments of governance, internal controls and risk management across Lockheed Martin Corporation. Ms. Lavan joined Lockheed Martin in 1990 as an attorney and served in increasingly responsible positions within the Lockheed Martin legal department.

Ms. Lavan graduated *magna cum laude* from the State University of New York at Albany with a Bachelor of Science degree. She received her Juris Doctor degree from the Washington College of Law, American University, where she was a member of the *American University Law Review*.

Ms. Lavan is an active member of the Public Contract Law Section of the American Bar Association. She serves on the board of directors of the Character Education Partnership and National Chamber Litigation Center, on the governing board for the National Cathedral School, and as a Trustee of The University at Albany Foundation.



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Rena Hozore Reiss

Executive Vice President, General Counsel and Secretary
Hyatt Hotels Corporation

Rena Hozore Reiss has served as Executive Vice President, General Counsel and Secretary of Hyatt Hotels Corporation since August 2010. In this role, Ms. Reiss leads a worldwide team of attorneys, paralegals and assistants supporting all facets of Hyatt's business, including worldwide development, compliance and governance, operations, litigation, sales and marketing, intellectual property and information technology. She oversees the Chicago legal department, which was named the 2013 Chicago Legal Department of the Year – Diversity and Quality of Life by *The National Law Journal*, as well as four overseas legal teams. In October 2012, Ms. Reiss assumed leadership of the company's Corporate Transactions Group and Risk Management function.

Ms. Reiss is a member of Hyatt's Executive Committee. In addition, she serves as Corporate Secretary for Hyatt Hotels Corporation and a number of subsidiary companies.

Ms. Reiss joined Hyatt from Marriott International, Inc. Prior to entering the hospitality industry, Ms. Reiss practiced law at Thomson Muraro Razook & Hart in Miami, Florida, served as an Associate General Counsel for The Miami Herald Publishing Company and was a partner at Counts & Kanne, Chartered, in Washington, DC.

Ms. Reiss is a member of the board of directors of the American Hotel & Lodging Association. She has been profiled in *The National Law Journal*, *Diversity and the Bar*, the *Chicago Law Bulletin* and in *Diversity Journal*, which named her a Woman Worth Watching in 2011. She is a member of The Chicago Network, the Princeton Club of Chicago Alumni Schools Committee and the Georgetown University Hospitality Law Advisory Board.

Ms. Reiss is a member of the Florida, District of Columbia and Illinois Bars. She received her A.B. from Princeton University, *magna cum laude*, Phi Beta Kappa, in 1981, and her J.D. from Harvard Law School, *cum laude*, in 1986. She and her husband Steve, a journalist, have two children.



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Kim K. W. Rucker

Executive Vice President, Corporate and Legal Affairs, General Counsel, and Corporate Secretary

Kraft Foods, Inc.

Kim K. W. Rucker leads Kraft Foods Group's legal, corporate affairs and government affairs functions. She was appointed to this role in September 2012 and reports to Tony Vernon, Chief Executive Officer. Kraft is one of North America's largest consumer packaged food and beverage companies, with revenues of \$18 billion.

Ms. Rucker oversees Kraft's legal disciplines including corporate governance, compliance, litigation, food law, transactions, intellectual property and corporate securities. She also directs the corporate and government affairs organizations, which are responsible for the company's external and internal communications, community involvement initiatives and corporate political activity.

Prior to joining Kraft, Ms. Rucker served as Senior Vice President, General Counsel, Corporate Secretary and Chief Compliance Officer at Avon Products, Inc. She advised Avon's board of directors, executives and business leaders around the world and supported the company's strategic initiatives. She also led the global legal organization, and directed the company's global legal operations including corporate governance, transactions, compliance, litigation, government affairs and intellectual property.

Before her role at Avon, Ms. Rucker was Senior Vice President, Corporate Secretary and Chief Governance Officer for Energy Future Holdings, Corp. (f/k/a TXU Corp.) in Dallas, Texas. There she played a key role in the company's \$45 billion private equity transaction and guided its board of directors and senior management on numerous legal, business and policy-related matters, including corporate governance, regulatory and compliance matters, strategic business transactions, executive compensation, disclosure strategy, corporate secretary and security functions.

Prior to TXU, Ms. Rucker served as Corporate Counsel for Kimberly-Clark Corporation at its world headquarters in Dallas, Texas with responsibilities in corporate governance, corporate transactions, securities law and other legal matters.

Previously, Ms. Rucker was a partner in the Corporate and Securities group at Sidley Austin LLP in its Chicago office. Sidley is one of the world's largest law firms, with more than 1,600 lawyers and offices in 17 cities in the US, Europe and Asia.



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Ms. Rucker was born and raised in the Chicago area. In 1993, she was awarded her Juris Doctor from Harvard Law School and a Master in Public Policy from the John F. Kennedy School of Government at Harvard University.

She received her undergraduate degree, a Bachelor of Business Administration in Economics, from the University of Iowa in 1989. There, she was a Harry S. Truman Scholar and graduated with highest honors. Ms. Rucker has numerous recognitions for her achievements and has been featured in publications in the legal, corporate governance and compliance areas. In March 2014, she was honored by Savoy magazine as one of the Top 100 Most Influential Blacks in Corporate America, an esteemed group of African-American executives and influencers.