

CLIENT EXPERIENCE

Securing a successful future

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In the last of a series of features, focused on the compass points of the Firm's 2025 Strategy, we hear from Executive Committee Member Dave Koschik, who explains the importance of Future Proof and the actions we are taking.



Having Future Proof as a compass point of our strategy was essential – we need to ensure that White & Case is well placed for future success, so we can continue to thrive and grow for generations to come.

That's something our clients also care about, because they depend on our stability, strength and sustainability and need to know they can rely on us.

The Future Proof point of our 2025 Strategy compass can be broken down into five areas:

- Our business processes and infrastructure
- Making sure we have the right people in the right places
- Building a culture of trust
- Ensuring the financial stability of the Firm
- Preparing for all types of risk

I'll touch on some of these priorities in this article.

2025 STRATEGY

A CLIENT EXPERIENCE
THAT SETS US APART

NEW WAYS OF WORKING

Our people are diverse, agile and equipped to meet future client needs.

Future of work
Tomorrow's lawyers
Equitable development

DISTINCTIVE CLIENT EXPERIENCE

A consistent experience of the Firm strengthens our client relationships.

Shared sense of purpose
Global clients and complex work
Prioritized, protected, understood

COMPELLING OFFERING

Our capabilities are joined up and focused on client impact.

Industry expertise
Integrated offerings
Innovative delivery

FUTURE PROOF

The Firm is set up to thrive in an uncertain world.

Right size and shape
Financial strength
Culture of trust



Right people, right places

When it comes to future proofing the Firm, we need to anticipate where resources will be needed, and make sure we've got the right people in the right places.

For us, investing in the right places has specific relevance to growing in the United States. We believe we must be larger and stronger in the United States to take full advantage of the opportunities in the global market. It plays to our strength as a global firm.

“We live in a very dynamic, competitive market, where the strong are getting stronger. Standing still is not an option.”

That's why our goal for 2025 is to have 50% of our lawyers in the United States, building on the progress of our 2020 Strategy, when we grew from 650 lawyers to more than 1,000.

Since then, we've added 27 lateral partners and 49 internal partners in the United States and our goal is to have 1,500 lawyers by the end of 2025. This could come from new office openings, but it's more likely we'll focus on growing out practices in our existing eight offices.

Growth in the United States won't mean we stop investing in the wider Firm of course, but we remain convinced that we need to be larger and stronger in the biggest legal market in the world.

Another way we'll Future Proof the Firm is by having the right people. White & Case is changing, which is producing a subsequent shift in the kind of people we need.

For instance, we increasingly need expertise in innovation, project management, practice technology, work allocation and development, to name a few. We will also continue to invest in lateral lawyers who fill a strategic need where we are unable to do so with our existing people.

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Financial strength and managing risk

Of course, an important part of becoming Future Proof is continued and sustainable financial strength. To maintain that requires close management of risk.

In the summer of 2021, we conducted an enterprise risk assessment of the Firm, which ultimately supported our decision to establish a risk management function to help embed, sustain and support a culture of responsible risk-taking in pursuit of opportunity and growth.

We put a number of new risk controls in place, including systematic internal audits. We've also taken various steps to be debt free as, though we have no term debt, we do occasionally use a credit line solely for cash flow purposes.

In 2021, we conducted a review of our General Counsel's office, working closely with general counsels Jennifer Paradise and Gavin McLean to ensure we have a General Counsel function that is state of the art, properly structured and adequately resourced. The review resulted in several changes, some that have already been implemented and others that are in progress.

More recently, we redesigned our new business intake and conflicts system, which we launched in April. This is a critical component of the Firm's infrastructure, and we will continue to perfect it in the coming months.

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Right size and shape

3,000 / **50%**
lawyers in US

1,000 / **30%**
partners women

Financial strength



**Robust risk
controls**

**Debt
free**



**Culture
of trust**

In conclusion

Future proofing the Firm is essential to make sure we're in the best possible position to navigate the continuing uncertainty the world is experiencing.

To navigate this, we need to take control of what we can control and make sure the Firm has the resources and resilience it needs to thrive, come what may.