

Gilda Livingston Spencer

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STRATEGIC BUSINESS EXECUTIVE & LEGAL COUNSEL

Executive leader and attorney with extensive experience guiding multibillion-dollar organizations on legal strategies that balance risk and company objectives to win in a dynamic marketplace. Improves business performance by leading inclusive teams to create a shared vision and anticipate and resolve complex business challenges. Develops trust-based relationships and applies a strong work ethic and integrity to drive positive change and exceed client expectations. Attracts, develops, and retains diverse top talent.

- **Strategic Business Partner | Board Advisor.** Trusted advisor with strong executive presence who partners with C-suites and boards to navigate difficult challenges. Serves as a “go-to” expert for resolving highly sensitive matters through legal expertise, strategic counsel, informed decision-making, and balanced risk assessment.
 - **Legal, Compliance, & Governance Strategy.** Proactively applies creative problem-solving to guide highly regulated public firms through compliance and governance matters. Leverages experience and expertise to communicate legal implications and enterprise risk, developing and executing strategies to anticipate and address them.
 - **Transformation | Change Management.** Strong track record leading businesses and rallying teams through periods of growth, restructurings, crisis, and change. Instrumental Allstate change agent who established a technology-driven *Law Department of the Future*, led a *Transformative Growth* culture shift, and served as a key leader on the *Future of Work Committee* to navigate changes brought on by the COVID-19 pandemic.
 - **Diversity & Inclusion.** Passionate diversity advocate committed to creating top-performing cultures that optimize acceptance, inclusion, equity, and belonging. Lifelong leader of diversity initiatives including mentoring diverse law school students, supporting the development of women in the workplace, and serving underprivileged youth.
 - **People Leadership | Team Development.** Authentic, relatable leader dedicated to coaching employees into highest performance levels. Creates effective teams by building trust up, down, and across organizations, empowering employees, transparent communication, and connecting individual contributions to company performance.
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PROFESSIONAL EXPERIENCE

ALLSTATE INSURANCE COMPANY | Northbrook, IL

2012 – 2021

Senior Vice President, Deputy General Counsel

Leads a team of 58 employees in Dispute Resolution Services Division, including Corporate Litigation, Claim Litigation, Employment and Benefits, Reinsurance Law, Litigation Support and Information Management, and Investigative Services. Managed \$38 million budget. Responsible for developing litigation strategy, mitigating risk and litigation exposure.

- Led the expansion of the Response Management Unit (RMU) to insource work handled by outside counsel. Created Intake Unit within the RMU to handle service of process more efficiently.
- Created a Process Team to govern practice within the Litigation Group to consistently achieve excellent results and keep clients and senior management informed. Created Early Matter Assessment Process for identifying exposure early on and developing resolution plans to more efficiently move litigation to closure.
- Implemented File Review Process to assess file quality, volume, and litigation strategy as well as brainstorm resolution plans to move litigation to closure. Identified 25% of all open matters for closure in first year.
- Created and implemented dashboard technology utilizing data analytics to drive expense reduction and aggressive matter handling. Reduced expenses for five consecutive years.
- Played key role in development and implementation of Law Department of the Future, an initiative to improve organizational structure, technology, and talent development in that department.
- Served on the Executive Steering Committee and led multiple work streams to set up new Law Department structure.
- Served as Co-Executive Sponsor of Law Department’s Vital Communities Program.
- Formed a Diversity Council within the Legal Department to focus on diversity initiatives including retention, engagement, increasing legal spend with minority- and women-owned law firms, and evaluating diversity within firms on preferred counsel list.
- Executive Sponsor of African American Working Network and Member of the Enterprise Diversity Leadership Council.
- Initiated Allstate participation in ACC Chicago Diversity Summer Internship Program and corporate partnership with the National Association of Minority & Women Owned Law Firms.

- Served as mentor for multiple Allstate employees in Allstate's Diverse Supplier Mentoring Program.
- As Executive Sponsor, led review of Preferred Law Firm Program, including development of a scorecard used to evaluate firms on performance, diversity, and fee structure.
- Created a Relationship Manager Program to partner with outside counsel more effectively.
- Served two terms on Allstate Foundation Grant Committee.
- Led enterprise rollout of Mandatory Arbitration Agreement.
- Instrumental to evolving the Crisis Management Program, including workplace violence and active shooter training.

NATIONWIDE MUTUAL INSURANCE COMPANY | Columbus, OH**2001 – 2012*****Vice President, Chief Litigation Counsel (2010 – 2012)***

Led a team of 45 associates in managing all litigation across Employment, General Corporate, Bad Faith, Financial Services, Property and Casualty Class Action, and the Discovery Management Units. Managed \$19 million budget. Responsible for developing litigation strategy and leading efforts in risk management and litigation avoidance.

- Spearheaded the formation of a Corporate Practice Group to consolidate all general corporate litigation within one practice area, resulting in more efficient and effective case management within the Legal Department.
- Initiated a workflow review to identify inefficiencies within the litigation team. Findings led to a more equitable and efficient process for distributing work, decreased project completion time, and increased work accuracy.
- Enhanced the process for preparing and distributing reports to the GC, CEO, and other senior leaders within the company, including the annual litigation report presented to the Board of Directors.
- Substantially increased employee engagement, as measured by annual Gallup survey, through internal initiatives designed to foster teamwork and acknowledge, promote, and retain talent within the Litigation Practice Group.
- Played key role in advancing diversity within the Legal Department and across the enterprise, including:
 - Participated in the Columbus Bar Association Minority Clerkship Program.
 - Developed a rotation program for hiring diverse law school graduates, a Diversity Council to oversee recruitment and retention initiatives, diversity pipeline programs, and sponsorship of diverse legal organizations.
 - Increasing company's use of diverse outside legal counsel by hiring NAMWOLF firms.
 - Founding Member and first elected President of AWARE, African American Women's Employee Resource Group.
- Selected to participate in multiple leadership development programs and serve as Chief Legal Counsel to various internal committees and groups based on demonstrated leadership capabilities and substantive legal skills.

Vice President (2009 – 2010)

Oversaw all Labor and Employment, Property and Casualty Class Action, and Corporate Litigation for the Nationwide family of companies. Advised senior leaders and developed strategies for risk management in employment, class action, and corporate litigation. Managed \$8 million annual budget.

Practice Group Lead—Employment/Associate VP/Officer, Managing Counsel/Lead Counsel/Assistant General Counsel/Senior Counsel (2002 – 2009)

Earned consistent promotion within the legal organization based on outstanding performance. Handled all matters involving senior-level executives, including members of the CEO cabinet and other officers. Managed high exposure or potentially sensitive litigation involving senior executives, including presentations to the CEO and boards of directors. Provided legal counsel to client groups and business units within the company, handled benefits litigation, drafted all release agreements, participated in settlement negotiations and mediations, reviewed OSHA compliance, managed all legal issues related to immigration matters, and prepared quarterly employment litigation reports for senior leadership.

- Secured settlement of high-profile discrimination case involving senior-level employees while minimizing the company's financial disclosure, avoiding media exposure, diffusing disruption in the workplace, and saving the company millions of dollars through negotiations.
- Obtained defense verdict on behalf of company in complex age discrimination case involving single plaintiff who had applied for over 60 different jobs within the company and was rejected for all. Saved company millions of dollars in financial damages.

UNITED STATES ATTORNEY'S OFFICE | Columbus, OH

1994 – 2001

Assistant United States Attorney

Experience across a range of litigation areas, including Employment Law, Bankruptcy, HUD Regulatory actions, Freedom of Information Act lawsuits, Fair Housing Act, and International Judicial Assistance. Managed all aspects of trial preparation. Served as Minority Recruiting Coordinator and Law Clerk Interviewer.

LUCE, FORWARD, HAMILTON & SCRIPPS | San Diego, CA

1989 – 1993

Associate—Litigation (1990 – 1993)**Summer Associate (1989)**

Experienced in Labor and Employment, Products Liability, Warranty, Business and Real Estate, and Plaintiffs Contingency. Delivered full range of litigation services. Drafted employee manuals, contracts, and separation agreements.

EDUCATION & PROFESSIONAL DEVELOPMENT
JURIS DOCTOR

1990

University of San Diego School of Law | San Diego, CA

- Black Law Students Association, President

BACHELOR OF ARTS (Political Science)

1983

*The Ohio State University | Columbus, OH***BAR ADMISSIONS***State of Illinois, Corporate License*

2013

State of Ohio

1993

State of California

1990

PROFESSIONAL AFFILIATIONS
National Association of Minority & Women Owned Law Firms (NAMWOLF) | Advisory Council Member**Association of Corporate Counsel | Minority Summer Internship Program****Black Women Lawyers of Greater Chicago, Inc. | Member, Volunteer**

AWARDS & HONORS
The Executive Leadership Council Electee supporting development of African American Executives **2018 – Present****Sandra J. Otaka Trailblazer Award, Asian American Bar Association of Greater Chicago** **2020****Business Leaders of Color Award, Chicago United** **2015****Women Worth Watching, Profiles in Diversity Journal** **2012****Top Corporate Counsel Award, Champion of Diversity, Columbus Business First** **2012****Outstanding Service by an Advisory Council Member, NAMWOLF** **2011****Legal Diversity Champion Award, Ohio Diversity Council** **2011**

COMMUNITY ACTIVITIES
The Ohio State University Alumni Association Board of Directors, Audit Committee Chair, Board Governance*Committee Member* **2017 – Present****YWCA Metropolitan Chicago, Nominating Committee Member** **2015 – Present****LINK Unlimited, Board of Directors Member; Mentor; Corporate Secretary, Executive Committee; DreamKeepers***Gala Committee; Business Council Luncheon Committee* **2014 – Present****Feed My Starving Children, Volunteer** **2013 – Present****Mid-Ohio Foodbank, Board of Trustees Member** **2002 – 2004**