



# A Litigation Trailblazer

Paul, Weiss has long been a litigation trailblazer. We tackle the highest-profile commercial disputes for the world's best-known companies, providing unmatched strategic advice. Our litigators are first and foremost trial lawyers, with the experience and confidence to take cases all the way, especially when the stakes are the greatest. We try more cases than virtually any other large law firm, regularly winning landmark cases.

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# Paul, Weiss, Rifkind, Wharton & Garrison LLP

## Brad S. Karp, Chairman of Paul, Weiss, and Erin J. Morgan, Partner—Litigation

Chairman of Paul, Weiss since 2008, Brad S. Karp is one of the country's leading litigators and corporate advisers. Brad has successfully guided numerous Fortune 100 companies, financial institutions, sports leagues, and others through bet-the-company litigations, regulatory matters, internal investigations, and crises. He has received dozens of industry recognitions for his legal achievements and for his leadership within the legal profession. Brad is active in the community, serving on numerous public interest, educational, cultural, and charitable boards. He is a graduate of Harvard Law School and has spent his entire professional career at Paul, Weiss.

A partner in the litigation department, Erin J. Morgan is a talented and dynamic courtroom advocate who has played leading roles in a variety of high-stakes commercial litigation, arbitrations, and contested bankruptcy proceedings. Erin represents clients across a range of industries, including industrial services corporations, leading technology companies, financial institutions, media companies, and alternative investment managers in their most significant litigations and regulatory matters. She also has an active pro bono practice. Erin is a graduate of the UC Berkeley School of Law and has spent her entire professional career at Paul, Weiss.

### Describe your practice area and what it entails.

**Brad:** Clients turn to me to help them navigate their business-critical challenges, including bet-the-company litigation, significant regulatory enforcement matters, and sensitive internal investigations. I help them avert, manage, and mitigate legal risk in complex crises that could fundamentally impact their businesses, from devastating court rulings and regulatory actions to damaging media coverage and congressional scrutiny. As Chairman of Paul, Weiss, I guide our firm's overall strategy, and I spearhead high-impact pro bono and community initiatives.

**Erin:** My practice focuses on complex civil litigation, with a particular focus on trial practice, strategy, and arbitration. The multifaceted commercial cases I handle have a lot of moving parts, and I'm often asked to join these fast-moving cases as they are approaching trial in federal or state court. I regularly craft key trial strategies aimed at securing favorable outcomes for our clients.

### What types of clients do you represent?

**Brad:** I regularly represent global financial institutions, sports leagues, and Fortune 50 companies. My client roster includes major sports organizations like the NFL, MLB and the NHL; banks like Citigroup, TD, UBS, Morgan Stanley,

and JPMorgan; and alternative asset managers like Apollo, Blackstone, and KKR. I also work with major tech companies like Meta and Nikola, as well as real estate firms, industrial manufacturers, pharmaceutical companies, and more.

**Erin:** Because general commercial litigation doesn't focus on just one industry, I work with a wide variety of clients, including large technology and telecommunications companies, energy and industrial manufacturing companies, and financial institutions, among others. Clients have included Google, Qualcomm, Credit Suisse, Pattern Energy, LVMH, JM Eagle, and CFE International, among others.

### What types of cases/deals do you work on?

**Brad:** I serve as lead counsel for the NFL in the league's most consequential legal challenges, including in several discrimination lawsuits brought by former NFL coaches and employees that have recently been making headlines. I previously represented the league in landmark multidistrict concussion litigation. Recently, I secured a favorable outcome for the independent directors of CBS in multiple lawsuits stemming from its merger with Viacom; won a key appellate victory for Blackstone blocking a state attorney general's attempt to intervene in a \$50 billion lawsuit; and won the dismissals of multiple lawsuits against Nikola over alleged misstatements about the company's technological capabilities.

**Erin:** I was a member of Google's trial team in the government's antitrust challenge to its alleged monopolization of advertising technology and Qualcomm's trial team in a high-stakes trademark infringement dispute with semiconductor and software design company Arm. Previously, I represented former members of the special committee of Pattern Energy's board in shareholder class actions concerning Pattern's multibillion-dollar merger with the Canada Pension Plan Investment Board. I currently represent Johnson & Johnson in an Anti-Terrorism Act lawsuit and a major pharmaceutical company in a vendor dispute, among other matters.

### How did you choose this practice area?

**Erin:** Before I was a lawyer, I was an actor in Los Angeles, and trial work felt familiar in many ways. All of the preparation—researching, brief writing, and taking depositions—is like the dress rehearsal, the crucial foundation on which the trial relies. As with acting, a large part of trial work is storytelling. But the challenge is in finding the truth and telling the story in a compelling way within the relevant legal framework. In that regard, a trial is the ultimate litigation challenge.

**Brad:** Growing up in a family of attorneys, I always knew that I wanted to be a litigator. I was drawn to Paul, Weiss' reputation for handling the most challenging and important cases, as well as for its deep and very public commitment to impactful pro bono work. I joined the firm as a summer associate and never looked back. The opportunity to learn from legendary trial lawyers Judge Simon Rifkind and Arthur Liman helped mold me into the lawyer I am today.

### What is a "typical" day like and/or what are some common tasks you perform?

**Brad:** One constant is that every day presents new and interesting challenges. At Paul, Weiss, we handle our clients' most complex matters and strive to exceed their expectations every day by finding novel, creative solutions to their issues, and that means that opportunities for growth are endless.

**Erin:** Like Brad, I appreciate each day's learning opportunities. In terms of daily tasks, much of my time is spent writing legal briefs, meeting with witnesses, gathering information, preparing for and taking depositions, and preparing for trial.

### What training, classes, experience, or skills development would you recommend to someone who wishes to enter your practice area?

**Brad:** Our litigators come from diverse academic and professional backgrounds, but the through line is a track record of

academic excellence, which is the baseline for future success in the law. Once you are at a firm, so much of what you learn in litigation is via on-the-job training, working alongside talented, committed lawyers, listening and watching and learning how they do what they do. I always encourage law students to prioritize firms like Paul, Weiss that offer superior training, professional development opportunities, and the chance to work with and be mentored by the world's best trial lawyers.

**Erin:** Being a good general commercial litigator requires mastery of broad litigation skills like knowing how to position a case, rather than having expertise in one specific area of the law. Some of the most helpful law school classes are Evidence, which is really important for understanding trial work, and Civil Procedure, which is the bedrock of general commercial litigation. Also, don't underestimate the value of first-year writing classes! That said, I agree that on-the-job training is key: I went to trial nine times as an associate, which is almost unheard of, and that's ingrained in me a deep confidence in my abilities.

### What is the most challenging aspect of practicing in this area?

**Erin:** The hardest thing about general commercial litigation is also what makes it fun: We're always grappling with new problems. Because this practice area is not defined by one type of litigation, we're constantly researching different laws and industries. General commercial matters are also some of the biggest and most existential matters that our clients face. They can be daunting because the stakes are so high, but they also provide opportunities to make a real difference.

**Brad:** As Erin points out, our practice is always evolving, and our work involves a great deal of complexity. Because many clients turn to us once a situation has hit a crisis point, our cases often attract intense public, government, and media scrutiny.

These days, a major challenge is addressing the legal implications for our clients of the staggering growth in AI. It's absolutely imperative that we as litigators keep abreast of developments in the tech space so that we can provide our clients with unparalleled guidance on emerging, first-impression issues, as well as on how to take advantage of important business opportunities presented by the technologies.

### What do you like best about your practice area?

**Brad:** There is nothing I find more fulfilling than finding innovative solutions to my clients' complex challenges. It's

incredibly rewarding for me personally, and it means that our clients can focus on their business and strategic objectives.

**Erin:** I love that I get to be a perpetual student and that the excitement of being in a courtroom never fades. There is always something to be passionate about, and that's so important when you work long hours. Commercial litigation is never boring.

#### **What is unique about your practice area at your firm?**

**Brad:** Paul, Weiss' litigation department handles a remarkably broad variety of matters. This means that we are focused on making sure our litigators have strong foundational skills like writing briefs, taking depositions and the like, as well as the confidence to take on any type of litigation or to jump into a case right before trial. Because nearly all of our litigation partners have worked on a wide range of cases, our junior lawyers also have many people to turn to for advice.

We are also, first and foremost, trial lawyers; every case is prepared as if it will go to trial. So litigation associates at the firm have ample opportunities for hands-on courtroom experience, working alongside the best trial lawyers in the country.

#### **What kinds of experience can summer associates gain at this practice area at your firm?**

**Erin:** When I was a summer associate, I had access to every part of the litigation process, experiencing and absorbing so much. Now, I make sure my own summer associates are exposed to everything possible: We write briefs together and go to court appearances, mock juries, and witness meetings and depositions. If I'm at trial, they come too. Because the scope of our work is so broad and my cases are often in different phases, our summer associates get to experience the entire life cycle of general commercial litigation.

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