



# DLA Piper Global Women's Leadership Summit



**Marlene Gordon**  
Senior Vice President  
Chief Legal Officer  
*Panera*

Marlene M. Gordon builds and leads high performing teams across diverse businesses in growth, turnaround, and transformation scenarios. She establishes vision and strategic imperatives, focused on growth, game-changing opportunities, operational excellence, ethics and compliance, corporate governance, corporate culture, employee engagement and well-being. Widely recognized as a caring, thoughtful, authentic and strategic leader with high work capacity, she constantly challenges the organization and her functions to improve performance and draws people in to help from multiple angles.

Currently, Marlene is the Chief Legal Officer and Secretary for Panera Brands, the parent company for Panera Bread, Caribou Coffee and Einstein Bros. Bagels. Marlene is also the Chief Legal Officer for Panera Bread.

Panera Brands is one of the largest fast casual restaurant platforms in the US operating 3,853 system-wide bakery-cafes at the end of fiscal 2021, anchored by Panera Bread, a pioneer and market leader in the fast casual restaurant sector. Caribou Coffee and Einstein Bros. brands compose the Emerging Brands segment. Caribou Coffee is a leading national coffee brand with a strong regional retail presence, and Einstein Bros. Brands, is a national breakfast concept with leadership in bagels.

Marlene is an officer of Panera Brands, Inc., and a member of the Executive Leadership Team for Panera Bread, reporting to the CEO of Panera Brands and Panera Bread. Marlene leads the legal, ethics and compliance, government relations and enterprise risk management functions and oversees the Company's corporate governance which includes advising the Board of Directors, supporting Board processes and oversight and monitoring governance practices. Marlene is also Board member of the Panera Foundation, a public 501(c)(3) charity that through grant funding invests in underserved and at-risk children and youth and encourages them to become leaders through programs focused on mentorship, leadership and professional development, college readiness, workforce development and skills building.

Previously, as Senior Vice President, Chief Administrative Officer, General Counsel and Secretary at Fresh Del Monte Produce, Inc., a \$4 billion+ revenue publicly traded, global food and beverage company, Marlene was a member of Fresh Del Monte's Global Leadership Team and acted as a catalyst for change in the company's business trajectory by establishing and leading legal, communications and people strategies that supported the company's short- and long-term business objectives. From 2018-2022, Marlene was instrumental in the redesign and deployment of the company's new vision, values, 5-year strategic objectives, global operational priorities and go to market plan. She spearheaded the establishment of the company's Government Relations function, launched strategic imperatives globally to better defend and protect the company on key industry and business initiatives and led a global cross-functional team in the protection of the company in these critical areas.

Prior to Fresh Del Monte, Marlene was Vice President and General Counsel for Bacardi Limited, a \$5 billion+ revenue global CPG company where she led the Legal Team in North America. During her tenure at Bacardi, she supported the corporate growth strategy, developed and executed legal strategy for various major transactions, including a consolidation transaction that led to \$10

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million annual revenue growth, generation of a \$30 million annual marketing fund, increased salesforce of 1,200 people, savings of \$70 million and sale of assets valued at \$25 million. She also led Bacardi's Global Women-In-Leadership Initiative and (i) spearheaded the recruitment, advancement and retention of women in the company; (ii) developed strategic initiatives that embedded practices into day-to-day operations, sales, marketing and public relations programs to build brand affinity with women consumers; and (iii) led the development and execution of strategic external programs and partnerships to support women in the wine, spirits and hospitality industries, including leadership conferences with 400+ attendees, corporate sponsorships of \$300,000+ and ticket sales of \$100,000+ annually.

Prior to Bacardi, Marlene spent 14 years at Burger King Corporation, "The Home of the WHOPPER" and the second largest fast food hamburger chain, globally. She established the legal function for Marketing and Intellectual Property across all regions (North America, Europe Middle East Africa, Latin America and Asia Pacific) including brand protection. A versatile and results oriented leader, Marlene quickly and efficiently established the best-in-class Marketing and Intellectual Property Legal team at Burger King that successfully enabled the execution of unique and competitive marketing and PR initiatives and elevated the BURGER KING® brand with proprietary content recognized industry-wide for continual innovation and strategic risk-taking, to deliver significant business impact. Through her leadership, Marlene's team was continuously praised and recognized as strong strategic business partners, and this earned her industry-wide recognition and high praise from her colleagues at Burger King. Through her strong leadership and business partnering, Burger King increased comparable sales from 1.9 percent to 5.4 percent, drove consistent double-digit earnings-per-share growth from \$0.85 to \$1.59, improved average restaurant sales 30 percent and was recognized as "Advertiser of the Decade" by AdWeek. Individually, Marlene was recognized by Burger King Corporation with its Crowning Achievement Award for leading initiatives that supported the Company's business transformation plan.

Marlene spent more than six years at Burger King Corporation where she built her reputation as a multi-faceted, trusted leader after which time, the company expanded her scope of responsibilities to lead the Global Operations, Supply & Distribution, and IT Legal team, in addition to the Marketing and Intellectual Property Legal team. She spent the next eight years enhancing the capabilities of her legal team within a winning culture to focus on adding significant value to the business by enhancing business operations while effectively maintaining legal and risk management policies. As before, Marlene led her team with passion to collaborate, contribute and drive business transformation, growth acceleration and business turnaround to create shareholder and employee value. As a result, her legal team had tremendous internal credibility and a permanent seat at the table. A strong advocate for Diversity, Equity and Inclusion, in addition to her legal role, Marlene led Burger King Corporation's Women In Leadership Program, an initiative aimed at developing the leadership potential of women in the company.

Prior to Burger King, Marlene was Senior Attorney for Republic Industries, Inc. and Blockbuster Entertainment Group, and was in private practice with a leading Florida law firm earlier in her career.

Marlene's achievements are characterized by her ability to combine a strategic mindset with an analytical and hands-on approach focused on building high performing teams, being a strategic partner to the business and financial performance. She believes in maximizing shareholder value through an emphasis on corporate governance, people development, customer orientation, diversification and business process optimization.

Throughout her career, Marlene has received numerous honors and awards for her role as a leader, mentor, and work to empower and advance the professional growth and development of women and minorities and to give back to underserved communities. She is also sought after as a speaker on leadership and women empowerment topics.

Marlene holds a BA in Economics with honors from the University of Chicago, JD from Northwestern University Pritzker School of Law and is a Harvard Business School Certified Organizational Leader.

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