

THE RECORDER



WOMEN LEADERS IN TECH LAW, LITIGATION HONOREE

Sarah M. Ray,
Latham & Watkins



Courtesy photo

Sarah Ray, with Latham & Watkins

Sarah M. Ray, partner with Latham & Watkins, is among the recipients of the The Recorder's 2025 Women Leaders in Tech Law, Litigation Award. Read a Q&A with her below.

What's your proudest professional achievement of the past year and why?

I'm fortunate to work with Apple frequently on a variety of matters, including cases involving monopolization and tying claims, challenges to their product distribution practices, and agreements with major payment networks. Each case offers a unique opportunity to navigate the ever-evolving world of technology and antitrust law.

The case that stands out to me the most from the past year is *Pierre v. Apple*, which was particularly significant due to the novel antitrust claims regarding peer-to-peer payment apps.

The plaintiffs alleged that Apple, along with other major technology companies, conspired to prevent peer-to-peer payment apps from implementing decentralized cryptocurrency technology on iOS. I had the chance to argue for the dismissal of the case, and the court agreed with us, finding the plaintiffs' claims speculative and their market definition problematic.

This outcome was not only a win for Apple but also set an important precedent in the realm of digital payments and cryptocurrency. It's been incredibly rewarding to be part of these groundbreaking cases that are shaping the future of tech law.

What's one piece of advice you'd give to a woman starting out in tech law?

To every lawyer entering tech law I'd say: raise your hand often, and then treat every matter you work on as an opportunity to dig

deeper and develop a specialty. It can be procedural, industry-specific, or practice-specific but make it your mission to be the expert in that for your teams. And stay up to speed on the latest evolutions and applications, whether through legal training programs or CE courses offered at colleges and other institutions.

Importantly, you have to take the extra step to leverage what you've learned and market yourself, internally and externally. Build your skill set, raise your profile, and market your brand. The earlier you start shaping this path for yourself, the easier it will be to grow your practice. Write content, get out there speaking and become the expert.

What is a group, tool, or initiative that has helped you grow in your career or contributes to the development of pipelines for women leaders in tech law?

One invaluable group that has helped me and so many others grow our careers is the diaspora of Latham alumnae who have moved on to exciting positions in tech and law and who continue to support each other, mentor and hire each other, and to identify and promote to each other promising new talent.

My current clients include many former Latham attorneys who are now in-house and care deeply about investing in and supporting the next generation of Latham associates.