

PRACTICE WITH PURPOSE

Investing in Our People and Our Communities



ROPES & GRAY

Ropes & Gray is committed to upholding the rights of our employees and treating all employees with dignity and respect. We have detailed policies and procedures in place to ensure that we comply with all federal, state and local regulations and laws. We are also committed to ethical procurement and expect our supply chain to comply with our procurement policy.

The American Lawyer A-List

2020	2019	2018	2017
#2	#3	#1	#2

PRACTICE WITH PURPOSE

AT ROPES & GRAY, we have built a firm that is dedicated to our clients, our communities and our colleagues across the globe.

This commitment requires our firm to continuously focus on both performance and purpose, a combination that distinguishes Ropes & Gray among the world's elite professional services firms. Our success for clients is built upon a high-performance culture, and our sense of purpose enables us to work together with a shared mission.

Our impact extends beyond the work we do for clients to fundamental causes like the protection of civil rights and the just administration of the law. In a tradition established by the firm's founders more than a century and a half ago, our *pro bono* program brings legal services to struggling individuals, as well as to nonprofits and small businesses that support our communities. We strive to help the disadvantaged gain access to justice, ensuring the fair and consistent application of the law to all.

Through our volunteer efforts, we give back to the places where we work and live, focusing our social mission on equality, fair treatment and human opportunity. By donating time, energy and resources, our attorneys and support teams help people and organizations around the world. And because we understand that we are also responsible for the health of our planet, the firm works to lessen its footprint on the environment.

To build a more vibrant and inclusive workplace, we recruit law students from diverse backgrounds and provide comprehensive attorney development programs so that our associates have the skills they need to succeed. Our hiring and mentoring practices are designed to bolster our high-performance culture, and to support our people outside the office, we provide flexible workplace arrangements, public service opportunities and an active alumni network.

In the following pages, we are proud to share with you just some of the ways we demonstrate our unique expression of performance and purpose.



Julie Jones
Chair



David Djaha
*Managing
Partner*

“To this day,
Ropes & Gray
honors its
longstanding
tradition of using
our talents,
experience and
resources to
provide *access to*
justice and help
those in need.”

—Julie Jones,
Ropes & Gray chair

A Ropes & Gray volunteer team
in Chicago contributed farm
labor to Heartland Alliance’s
FarmWorks program—one of the
many ways the firm strengthens
bonds between attorneys and
support team members
both in and out of the office.





Practice with Purpose

“Ropes & Gray has made a *sustained commitment to recruiting and developing the best talent and nurturing a vibrant, diverse culture, and we will continue to build on these efforts.*”

—Kia Scipio,
Ropes & Gray director of
diversity and inclusion



(Top to bottom, left to right) Attorneys and support team members participate in a team-building exercise in Taiwan; the Boston office competes in an ABCD Field of Dreams game at Fenway Park to support underserved Boston youth; the London office joins the London Legal Walk; the New York office participates in an initiative to help veteran entrepreneurs build successful businesses.



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Ropes & Gray’s *pro bono* practice is a hallmark of the firm. Our attorneys, paralegals and summer associates donate thousands of hours of legal service, providing direct representation and partnering with human rights, legal reform and other organizations to offer the disadvantaged access to justice.

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We dedicate time, energy and resources to serving local communities. From hosting coat drives during the winter months to practicing responsible environmental stewardship, our attorneys and support team members around the world selflessly volunteer their services to make the world a better place.

“We are proud to be among a small number of elite global law firms with *women represented at the very highest levels.*”

—Amanda Morrison, private equity transactions partner and Women’s Forum co-chair

Many of our women partners attended a dinner to celebrate the addition in 2019 of 14 newly promoted and lateral women partners.





Investing in Our People

“Our standing as a preeminent global law firm rests on the strength of our people, and I believe we have the best people in the business.”

—Terry Thompson,
Ropes & Gray chief
operating officer



New York office co-managing partner Keith Wofford moderated a high school moot court presentation, one of the ways our firm engages diverse students interested in a career in law.

BUILDING A TALENTED AND DIVERSE WORKFORCE

AT ROPES & GRAY, WE BELIEVE IN INVESTING IN EVERY stage of an attorney’s professional life. We take a comprehensive view of the career life cycle, beginning with our investment in talented high school students through a college rotational internship program and continuing with our law school recruitment efforts. Once attorneys start at the firm, we advance their professional growth through award-winning development and retention programs. In this way, we promote a community of attorneys dedicated to providing the highest level of client service while maintaining strong bonds across practice groups and geographies.

Within such an environment, we support attorneys with training geared to their career stage. We also demonstrate our dedication to supporting attorneys across the arc of their careers by fostering a diverse, inclusive workplace that enriches firm life, enhances our ability to attract and retain top talent, and affords us a deeper connection with our growing roster of clients worldwide. Developing and supporting attorneys throughout their careers strengthens them individually, and the firm as a whole.

Investing in Every Stage of Our Attorneys' Careers

Ropes & Gray provides support and guidance at every career stage, offering training and resources that equip our lawyers to become the best possible practitioners of law.

- **THE VAST MAJORITY** of entry-level attorneys at Ropes & Gray start their careers at the firm as summer associates. Summer associates handle challenging work on client matters, as well as *pro bono* work, as part of a comprehensive program designed to offer both professional and personal growth. We recruit law students from diverse backgrounds out of many law schools and support them with a state-of-the-art training program. Our summer associates are typically placed at all of our U.S.-based offices, located in major financial and business centers across the country. They work with client, case and deal teams to serve the firm's clients.
- **ASSOCIATES** who join Ropes & Gray can count on the firm to continue helping them enhance their professional development. Upon joining the firm, each associate is assigned an associate development partner who works closely with attorney development managers to support each associate's development and advancement. We offer hundreds of training programs every year, from practice-specific training camps for new associates to associate cohort retreats to management and leadership conferences.
- **OUR FIRM** is committed to helping our attorneys enrich their legal skills with a truly global mindset. Lawyers who join the firm may participate in our GO (Global Opportunity) programs. Attorneys can immerse themselves in a new culture or city in one of our 11 offices worldwide and gain invaluable career experience along the way. Through the GO program, our attorneys also have the opportunity to gain in-house experience at one of our clients. Our attorneys learn firsthand about the host organization's business needs and perspectives, and develop long-lasting relationships that benefit the attorney, the client and the firm.
- **WE RECOGNIZE** that a gratifying lifestyle is essential to a flourishing career. To that end, we offer programs that enable lawyers to practice law at the highest level while maintaining rewarding personal and family lives. Our flexible work arrangements program helps our attorneys maintain a work-life balance that maximizes both their personal satisfaction and their work product. Attorneys with flexible work arrangements meet quarterly to share insights, experiences and strategies. In the past four years alone, 10 lawyers with flexible work arrangements were promoted to partner. We also offer flexibility and support to attorneys who wish to work remotely—the firm supports the careers of several dozen attorneys who are based away from the firm's offices—as well as programs to support physical, emotional and financial well-being that provide confidential assistance with a wide array of personal and family matters.
- **ROPES & GRAY** has a robust career attorney program for attorneys who want to step off the partnership track either permanently or for a period of time. This offers another avenue through which attorneys who might otherwise leave the profession can continue to grow and contribute.
- **WE MAINTAIN** a strong network of Ropes & Gray alumni across industries and geographies, providing resources such as events to help partners stay connected with alumni at clients and prospective clients, and a job board for our alumni community. We also host a website for alumni to help attorneys stay connected to friends and former colleagues.
- **OUR RE-TTORNEY**—returning attorney—program supports attorneys who have left Ropes & Gray to pursue other opportunities and are interested in returning to the firm. The program includes a comprehensive plan for reintegrating attorneys into offices and practice groups. We view this integration program as essential to enriching our firm culture and bringing valuable perspective to our work on behalf of clients. More than 50 attorneys have returned to Ropes & Gray after serving stints elsewhere.

Encouraging Diverse Students

ROPES & GRAY HAS PARTICIPATED in a broad set of programs aimed at encouraging diverse high school, college and law students to enter the legal profession, including:

- **LEADERSHIP ENTERPRISE FOR A DIVERSE AMERICA CAREER INSTITUTE** A national nonprofit organization dedicated to diversifying the path to leadership by helping high-achieving students from low-income backgrounds gain admission to selective colleges and universities.
- **SPONSORS FOR EDUCATIONAL OPPORTUNITY** A professional development and fellowship program for racial and ethnic minority college graduates who have been accepted to law school. Fellows spend eight weeks at the firm, learning about the practice of law and gaining exposure to life at a large firm the summer before entering some of the nation's most prestigious law schools.
- **LEGAL MENTORSHIP PROGRAMS** Ropes & Gray is collaborating with a client to develop a legal mentorship program for middle and high school students with the Silicon Valley Urban Debate League.
- **LEGAL OUTREACH** We have partnered with Legal Outreach to give New York City youth from underserved communities opportunities to learn about law practice, professional life at a large law firm and opportunities offered by a career in law.
- **BOSTON LAWYERS GROUP (BLG) SUMMER INTERNSHIP PROGRAM** Each year, Ropes & Gray invites college students who are interested in law school to participate in a 10-week rotational internship at the firm's Boston office through the BLG Summer Internship Program. The internship program provides students with the opportunity to work in several different departments and become exposed to all aspects of law firm life.
- **ROSCOE TRIMMIER JR. DIVERSITY SCHOLARSHIP** Ropes & Gray provides \$25,000 and a summer associate position to outstanding second-year law students who are members of populations historically underrepresented in the legal profession. This scholarship honors the memory of our first African American partner, a pioneer of our inclusion efforts.
- **LAW SCHOOL DIVERSITY JOB FAIRS** The firm participates in the Boston Lawyers Group Job Fair, the Bay Area Diversity Career Fair, Lavender Law, Cook County Job Fair and the Northeast BLSA Job Fair. We also partner with many law school affinity groups, hosting panels, receptions and skills-building workshops for diverse students.

Paralegal Hiring at Ropes & Gray: Two Paths to a Successful Career

PARALEGALS AT ROPES & GRAY are integral members of the firm's case, deal and client teams, and support the firm's attorneys by assisting with substantive legal work, as well as providing superior client service. Typical tasks involve document drafting, organization and review; legal research; assistance with due diligence matters; and the general support of attorneys and staff members. Ropes & Gray offers candidates two formal tracks to support the varied career aspirations of each individual paralegal.

- **ROPES & GRAY CAREER PARALEGALS** have opted to follow a tiered career path that affords a number of growth opportunities, including targeted professional development and promotion based on skills, experience and expertise.
- **ROPES & GRAY PROGRAM PARALEGALS** typically join the firm for a two-year period while considering a legal career or preparing to attend law school. Paralegals are vital members of the teams they join, and work closely with our attorneys and other support team members to deliver high-quality client service.

Corporate associate and former Program Paralegal Catherine Simes returned to Ropes & Gray after receiving her J.D. from Boston University School of Law. "Working as a paralegal

at Ropes & Gray sets you up for success. The program sharpened my mental and organizational skills, taught me how to work with different communication styles, and gave me the confidence to follow up with senior attorneys. When I came back after law school, I was ready to hit the ground running," she said.

Regardless of track, paralegals are presented with a wealth of resources for developing professional and legal skills in a supportive and collaborative environment. The firm offers paralegals competitive benefits, including flexible work arrangements, access to a comprehensive training program and paralegal mentorship, among others.



2020 recipients of the Roscoe Trimmier Jr. Diversity Scholarship.

“My previous global experience enriched my perspective and helped me develop skills and sensitivities that I bring to working with clients from different cultures.”

—Ropes & Gray lawyer on the lessons learned from working at the United Nations Development Program and the World Trade Organization

Developing Diverse Attorneys

OUR DIVERSITY AND INCLUSION department works hand in hand with our attorney development team to ensure that diverse associates build the skills they need to advance.

We address diversity and inclusion at all levels, starting with a 1L summer program, continuing through to when associates join us at the entry level, and extending throughout all associate levels into partnership. There are many ways through which the firm takes action on this commitment, such as hosting firmwide cultural celebrations, enhancing our diversity recruiting efforts, and partnering with internal and external diversity affinity groups and organizations.

Additionally, the firm’s Diane Patrick Attorney Advancement Fund dedicates \$25,000 annually to support the professional development of diverse associates. Funds have been used to send lawyers to leadership

training workshops, industry conferences and skills-building classes.

To encourage continued professional development and foster entrepreneurial spirit, Ropes & Gray’s diversity committee and Women’s Forum offer grants to associates. Lawyers have used funds to attend networking events, speak at conferences, and participate in professional organizations and continuing education courses.

“At Ropes & Gray, the diversity and inclusion and attorney development teams partner to ensure that diverse attorneys have the same opportunities as everyone else,” said Kia Scipio, the firm’s director of diversity and inclusion. “We are deliberate and thoughtful about assignments, training programs and mentoring so that diverse attorneys gain the skills and experiences necessary to advance to partnership and other senior roles.”

“It’s critical for in-house legal teams and outside counsel to develop platforms and facilitate open dialogues to address the ongoing issues related to diversity and inclusion.”

—Deborah Gersh,
co-chair of Ropes & Gray’s
health care practice



Alexandra Mitchell, reference librarian and archivist at the Schomburg Center for Research in Black Culture at the New York Public Library, speaks at Ropes & Gray’s annual Black History Month event.

DISCUSSING DIVERSITY WITH ABBVIE

OUR CHICAGO OFFICE hosted a panel discussion with members of biopharmaceutical company and Ropes & Gray client AbbVie’s legal team that focused on furthering diversity and inclusion. The discussion covered several topics, including how diverse perspectives foster creative and sustainable solutions, the importance of building mentor and leadership programs that are committed to promoting and retaining diversity, what in-house counsel demand and value when working with outside counsel, and advice on the transition between in-house and outside counsel.

Leading Conversations on Diversity and Inclusion

ROPES & GRAY regularly invites authors, academics and other renowned speakers to present on civil rights, diversity and other topics.

In honor of Women’s History Month, the firm’s Women’s Forum hosted author and former *Boston Globe* journalist Tina Cassidy for a discussion on American suffragist Alice Paul and how women won the right to vote in the United States, as detailed in her new book, *Mr. President, How Long Must We Wait?*

Ropes & Gray celebrated Black History Month with a discussion on cross-cultural collaboration in the pursuit of equality and social justice. The event featured scholars Dr. William H. “Smitty” Smith and Alexandra Mitchell, who illustrated how leading historical figures partnered with allies of different backgrounds across countries to

advance civil rights.

The firm marked Hispanic Heritage Month by hosting a panel in the New York office that examined the role and contributions of Hispanic/Latinx professionals in the legal industry. The panel featured senior vice president of global litigation at GlaxoSmithKline, Elpidio “PD” Villarreal, who sits on the board of firm *pro bono* partner Kids in Need of Defense, a legal organization that represents unaccompanied immigrant and refugee children in deportation proceedings.

In honor of LGBTQ Pride Month, Ropes & Gray hosted civil rights activist James Dale for a discussion on his role in *Boy Scouts of America v. Dale*, the landmark U.S. Supreme Court case that challenged the Boy Scouts of America policy of excluding gay youth and adults.

Partnering with Out Leadership

ROPES & GRAY'S work with Out Leadership dates back to 2014, when the firm signed on as a founding sponsor of Out in Law, the first LGBT+ senior leadership initiative for the legal profession. Since then, our partnership has expanded significantly. Ropes & Gray served as the sponsor for the organization's 2018 and 2019 U.S. Summits, which brought together senior leaders from companies that are at the forefront of advancing diversity, inclusion and global equality. Beyond the Summits, Ropes & Gray serves as global *pro*

bono legal partner on Out Leadership's CEO Business Briefs, which provide organizations with comprehensive overviews of policies and regulations in locations where they do business, and is supporting that project's expansion to cover all 50 U.S. states. Ropes & Gray also partnered with Out Leadership to conduct groundbreaking research into global companies' practices regarding LGBT+ self-ID, and helped produce a report that outlines best practices and key considerations for implementing an LGBT+ self-ID program.



Hiring partner Peter Erichsen delivers remarks at Out Leadership's 2019 U.S. Summit.

“Ropes & Gray is wonderful about diversity with women, minorities and LGBTQ.”

—Ropes & Gray associate quoted in Vault

Supporting Affinity Groups

AFFINITY GROUPS at Ropes & Gray work to create a sense of community and connectivity within the firm. The groups enhance personal and professional development by bringing members together to share experiences, and they promote awareness and understanding throughout the firm, enriching our vibrant community.

Our affinity groups include the Ropes Multicultural Group, for the firm's racial and ethnic minority attorneys; the LGBTQ Forum, which supports the firm's goal of fostering inclusion and development of the firm's LGBTQ attorneys; and the Women's Forum, which serves as a

valuable resource for women attorneys.

Through each of these groups, the firm hosts speakers and events recognizing heritage months and other celebrations of identity, as well as a range of educational, professional development and networking programs.

At these events, firm leaders and industry experts share insights on topics ranging from networking and mentoring to strategies for career development. Other programs have



Women asset management partners with firm leaders and Women's Forum co-chairs.

included receptions for summer associates and welcome events for first-year associates, book signings and author lectures, film screenings, and alumni panels.

Aiding empowerHER

ROPES & GRAY has supported the work of empowerHER, a nonprofit organization dedicated to empowering, supporting, and connecting girls and young women who have experienced the loss of their mothers. Led by litigation partner Dan Ward, Ropes & Gray helped empowerHER get its federal trademark, which enabled the organization to map out its chapter model expansion. empowerHER currently provides year-round events and a mentorship program to more than 150 girls.

“We are committed to helping women as they advance in their careers.”

—Lisa Bebchick,
litigation & enforcement partner
and Women’s Forum co-chair

Pioneering Return to Work

BUILDING A CAREER

with flexible work arrangements is exemplified in the journey of retired Ropes & Gray partner Ruth Reardon O’Brien. Having graduated as one of four women in the Yale Law School class of 1956, Ms. O’Brien—mother of late-night host Conan O’Brien—began her career at Ropes & Gray shortly after completing a judicial clerkship. She worked at the firm until 1960, when she became pregnant with her first child. After 10 years at home raising five children, Ms. O’Brien rejoined the firm part-time, and after a brief maternity leave for her sixth child, she rejoined the firm full-time in the real estate trans-



actions department. In 1978, Ms. O’Brien became a partner in the firm’s corporate department—only the second female partner in the firm’s history. She retired in 1996, 25 years after she relaunched her career.

Ms. O’Brien’s work philosophy was to “always be totally reliable and dependable. Do not ever disappoint your clients, co-workers or anybody with whom you have a working relationship.”

In 2017, Ms. O’Brien received the “Pioneer Relauncher Award” from iRelaunch, a career re-entry organization, which recognized her as a role model for professionals who take a career break.

Enabling Women to Lead with the Joan D. Fuller Development Grant

ROPES & GRAY and the firm’s Women’s Forum are celebrating the memory and legacy of the firm’s first woman partner, Joan D. Fuller, by formally renaming a professional development grant for women attorneys at the firm in her honor.

Ms. Fuller, a graduate of Harvard Law School, served as a partner in the private client group from 1973 until her retirement in 1993. During



her tenure at the firm, she placed a high priority on celebrating the academic and professional achievements of other attorneys, especially women.

The Joan D. Fuller Development Grant enables women attorneys to take the lead in driving their careers. It can be used to fund creative activities that help women attorneys achieve their professional goals and develop successful

relationships with colleagues, clients and prospective clients.

“Today, more than 30 percent of Ropes & Gray partners worldwide are women (compared to an industry average of 20 percent), and that includes our new chair, Julie Jones, the first woman chair in the firm’s history,” said Brenda Diana, a partner in the private client group and Joan D. Fuller’s former mentee. “Joan would be bursting with pride at what she started.”



Mergers & acquisitions partner Jane Goldstein leads a fireside chat at the Kayo Women's Private Markets Summit.

DIVERSITY ACCOLADES

Ropes & Gray has received widespread recognition for our commitment to diversity, including:

- **CONSISTENTLY** strong *Vault* rankings:
 - **Overall diversity:** Number 5 in 2020; top 3 for 7 of the past 9 years
 - **LGBTQ:** Number 3 in 2020; top 3 for 8 of the past 9 years
 - **Women:** Number 7 in 2020; top 5 for 7 of the past 9 years
 - **Racial Minorities:** Number 9 in 2020; top 5 for 6 of the past 9 years
- **RANKED** number two for women lawyers among "A-List" firms by *The American Lawyer* in 2019
- **NAMED** to *The National Law Journal's* 2019 "NLJ500 Women's Scorecard"
- **EARNED** a 100 percent score on the Human Rights Campaign Foundation's Corporate Equality Index for the past 12 years, earning designation as a "Best Place to Work for LGBTQ Equality"
- **RECOGNIZED** for Gender Equity in Yale Law Women's Top Ten Family Friendly Firms survey (2014, 2017)
- **TWO CONSECUTIVE** Thomas L. Sager Awards from the Minority Corporate Counsel Association
- **NAMED** "Law Firm of the Year in Promoting Flexible Working Environments and Innovative Programs for Mothers" at the *Chambers Women in Law Awards*
- **RANKED** third on *Law360's* "Ceiling Smashers" list of large law firms with the highest percentage of female equity partners

Promoting Diversity at Industry Conferences

TO PROMOTE DIVERSITY and inclusion in the corporate world at large, Ropes & Gray underwrites industry conferences geared toward the advancement of women and minorities in law and business.

In 2019, the firm sponsored the annual Kayo Women's Private Markets Summit for the fourth consecutive year. The annual meeting covers topics of interest to institutional and private equity investors, investment bankers, asset managers, credit investors, lenders, and industry advisors. Ropes & Gray partners from a variety of practices participated in keynote panels and breakout sessions on topics ranging from private credit to innovation in consumer products to executing successful merger integration plans.

Ropes & Gray was also a 2019

platinum sponsor of the eighth annual ChIPs Global Summit for Women in Tech, Law & Policy. The 2019 summit celebrated "women changing the future" of technology, law and policy, and included a speaker lineup of legal trailblazers, tech disruptors, female innovators and CEOs. Panels featured women shaping the future of autonomous vehicles, top academics disrupting the legal field, biotech and pharma experts changing the future of medicine, and inspiring women driving social change for women and underrepresented minorities. Women attorneys from various practice areas, including IP litigation, IP transactions and health care, attended the summit and enjoyed the opportunity to learn from and connect with industry peers.

Purpose at a Glance

More than
170,000
Hours of *pro bono*
legal services provided in 2019








Top Corporate
Charitable
Contributor

*Boston Business
Journal*

Vault Rankings 2020

Top rankings for:

-  Pro Bono
-  Diversity
-  LGBTQ
-  Women
-  Racial Minorities

“The *significance of a woman* in this position is not lost on me. I think people, especially women, look to a change like this and *it gives them hope* and the feeling that the opportunity is also there for them.”

—Julie Jones, the first woman chair in the firm’s 155-year history

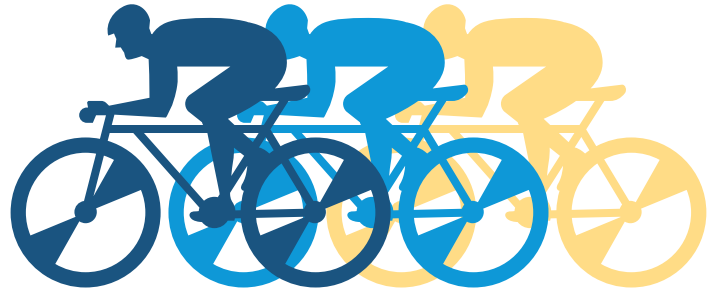
400,000

Number of meals Ropes & Gray has donated to individuals and families through Food Bank For New York City’s Justice Served fundraisers



\$2 Million

Raised for Dana-Farber Cancer Institute to benefit cancer research through our participation in the Pan-Mass Challenge charity bike race (including \$130,000 in 2019 alone)



“Today’s decision is an important milestone in the ongoing struggle for the civil rights of all people, regardless of race, religion, ethnicity, gender, sexual orientation, sexual identity or family structure.

I’m proud of the critical role the firm played in this case, reflecting our strong and continuing commitments to diversity, inclusion and public service.”

—Former firm chair Brad Malt on the landmark U.S. Supreme Court case on marriage equality



Ranking on *Law360*’s “Ceiling Smashers” list—more than 30% of our partners worldwide are women (compared to an industry average of 20%)



1,733,572 KWH

Electricity saved annually due to LED lighting retrofit in New York and Boston offices—the equivalent of running a dishwasher almost 1 million times

“Our *pro bono* program gives us an opportunity to fight for those who are deprived of fundamental legal rights and do not have the financial resources to seek access to justice.”

—Christopher Conniff,
litigation & enforcement
partner and pro bono co-chair

Ropes & Gray played a pivotal role in the U.S. Supreme Court’s historic *Obergefell v. Hodges* decision—a victory for same-sex marriage.



A large crowd of people is gathered in front of a classical building with columns, holding up large rainbow Pride flags. The scene is outdoors under a blue sky with light clouds. The flags are the primary focus, with several people in the foreground looking up at them. One man in the foreground is wearing a black t-shirt with a logo, and another man is wearing a white t-shirt with a logo that says "PROUD".

Upholding the Rule of Law

COMMITMENT TO PRO BONO

ROPES & GRAY'S PUBLIC SERVICE COMMITMENT IS A hallmark of the firm, rooted in the example set more than a century and a half ago when co-founder John Codman Ropes provided free legal services to the families of Civil War soldiers. From securing asylum for endangered immigrants to supporting military veterans to winning the release of the wrongly convicted, Ropes & Gray strives to provide the highest level of *pro bono* legal advice and support to those who need it most.

Our attorneys, paralegals, summer associates and other professionals worldwide donated more than 170,000 hours of legal services in 2019. By providing direct representation and partnering with our clients as well as human rights, legal reform and other organizations, Ropes & Gray provides access to justice and ensures equal application of the rule of law to all.

“The unfairness of the process deeply troubled me. And I felt that, as lawyers, we could bring order and decency to how these people were treated.”

—Partner Jenny Rikoski on the firm's pro bono immigration work at the Southern U.S. border



More than 280 attorneys and support team members have devoted more than 18,500 *pro bono* hours assisting families that were separated at the Texas border in 2018.

Sharing a Purpose with Our Clients

AT ROPES & GRAY, we have more than a transactional relationship with our clients. We also share a deep commitment to public service and work together, along with local *pro bono* legal service providers, to provide greater legal access to those in need. Our client partnerships include:

- Working with **PFIZER** to assist unaccompanied minors entering the United States, and teaming up on a medical-legal partnership to provide Social Security Disability, Medicaid, medical directive, simple will and guardianship assistance at the NYU Cancer Institute.
- Partnering with **VERTEX PHARMACEUTICALS** to help eligible legal permanent residents overcome barriers to naturalization, assist

transgender clients in obtaining legal identity documents that reflect their post-transition names and genders, and run immigration screening clinics.

- Participating in a transgender name change clinic with **GOLDMAN SACHS** to help clients file paperwork to legally change their names, then represent them in court at their name change hearing.
- Partnering with **ABBVIE** to assist eligible immigrants seeking U.S. citizenship, staff a Deferred Action for Childhood Arrival (DACA) renewal clinic and screen asylum claims.
- Working with **BAIN CAPITAL** on a case review to help identify wrongly convicted prisoners.
- Running a U visa clinic with

BLOOMBERG to help crime victims obtain legal status in the United States, and partnering with Bloomberg and **QUEEN MARY UNIVERSITY** students on the qLegal clinic initiative to support social entrepreneurs in London.

- Offering assistance at a free legal clinic for the homeless with **STATE STREET**.
- Helping low-income hospital patients facing critical legal issues in connection with **DANA-FARBER** and **THE CHILDREN'S HOSPITAL**.

We welcome the opportunity to expand our *pro bono* client partnerships. Please reach out to director & *pro bono* counsel Roz Nasdor at rosalyn.nasdor@ropesgray.com to discuss potential partnership ideas.

Providing Pro Bono Legal Counsel to Immigrants and Asylum Seekers

ROPES & GRAY devotes considerable attention to the plight of immigrants and refugees, offering *pro bono* legal help to individuals and families facing chaos and uncertainty.

The firm launched the Immigration Forum to bring together nearly 450 firm attorneys committed to providing *pro bono* asylum and other immigration services. In response to the presidential executive order restricting travel from seven countries and halting refugee admissions, the Forum quickly mobilized attorneys to provide immigration assistance at airports across the United States. Volunteers spoke to family members waiting in the international

flight arrivals halls. We also helped several of our longstanding *pro bono* partners, such as the American Civil Liberties Union and International Refugee Assistance Project, litigate the so-called travel ban. With events moving quickly and unpredictably, our attorneys and paralegals in the United States and Asia took on around-the-clock shifts to conduct legal research and write briefs and memoranda of support.

Ropes & Gray attorneys and support team members also traveled to Texas to work with detained immigrants separated from their children. The firm's team worked with three non-

profits—the Texas Civil Rights Project, Kids in Need of Defense (KIND) and RAICES—to advise clients on all aspects of their immigration cases, including credible fear interviews and proceedings before immigration judges. In all, the firm represented more than 30 families from the Port Isabel and Karnes detention centers in South Texas, devoting more than 18,500 hours to successfully reuniting all the families we represent, securing their release from immigration detention and assisting them with the asylum process. So far, we have helped to secure asylum for four of these families.

Training Local Justice Officials in Africa

FOR MORE THAN FIVE YEARS, Ropes & Gray has been working with international nongovernmental organization Lawyers Without Borders to help strengthen—or, in some cases, develop—important elements of the

local legal infrastructure in parts of Africa.

In June 2019, the firm sent its sixth team of attorneys to Africa to help train local justice officials. Firm attorneys from across global offices participated

in a five-day interpersonal and gender-based violence training program in Namibia. In November 2018, Ropes & Gray attorneys flew to Nairobi, Kenya, to provide a five-day counterterrorism training session to 78 newly hired prosecutors, holding workshops on evidence collection, investigation and trial techniques. Lawyers based in the firm's Hong Kong office were instrumental in the development of the training modules, and were among the first to travel to Nairobi and deliver the training to junior prosecutors. These trips support the development of a new prosecutorial training institute, an important building block in Kenya's efforts to strengthen its legal system. The institute is scheduled to begin operations by the end of 2020.

A team of Ropes & Gray attorneys returned to Kenya in 2020 to continue this vital work.



A training seminar organized by *Lawyers Without Borders* in Kenya.

Assisting and Protecting Human Trafficking Victims

ROPES & GRAY'S *pro bono* collaboration with the Human Trafficking Legal Center has enabled important work on behalf of trafficking victims. At the systemic level, the firm has helped the Human Trafficking Legal Center develop training materials for its *pro bono* network of lawyers who represent trafficking survivors. In addition to this work, Ropes & Gray has performed legal research and writing to assist the organization. The firm's work includes examining applications of the PROTECT Act, a federal law adopted in 2003 that makes it a crime for a U.S. citizen or permanent resident to travel abroad to sexually abuse children.

The outcome of this research was the publication of a new practice guide, *U.S. Legal Remedies for Minor Victims of Sex Tourism and Sex Trafficking*.

Ropes & Gray has brought numerous civil actions against traffickers, often leading to the recovery of wages for clients. Favorable settlements for these clients can involve possible tax consequences, so the firm has mobilized tax attorneys to help survivors manage the tax consequences of trafficking-related offenses committed against them.



In recognition of this work, Ropes & Gray received the 2018 "Advocacy Firm of the Year" award from the Human Trafficking Legal Center.

Separately, lawyers from the firm's Hong Kong office have advised Liberty Shared (previously Liberty Asia) on the development of a litigation hub to provide a regional resource to help fight human trafficking. They have developed trainings for nonprofit organizations and others on investigations into trafficking and exploitation.



Ropes & Gray served as counsel in a case to end inmate abuse at Rikers Island.

“These reforms are very important steps, addressing profoundly serious issues of inmate safety and dignity, which have significant implications for the integrity and public credibility of our criminal justice and correctional systems.”

—U.S. District Court
judge Laura Taylor Swain

Reaching a Landmark Settlement to End Abuse at Rikers Island

NEW YORK CITY'S RIKERS ISLAND is one of the world's largest correctional institutions. The complex has long been a flashpoint in the debate over inmate rights, and has been subject to several high-profile investigations concerning what some have called a “culture of abuse.”

In 2011, Ropes & Gray, together with The Legal Aid Society Prisoners' Rights Project and the law firm Emery Celli Brinckerhoff & Abady LLP, served as counsel in *Nunez v. City of New York*—a lawsuit seeking to end inmate abuse at Rikers Island. A landmark settlement in the lawsuit was approved by a U.S. district court judge, requiring a broad set of reforms by the Department of Correction, including:

- **BASIC CHANGES** to policies for use of force on inmates, new staff training requirements, new rules for investigations of use-of-force incidents, and new procedures

to ensure accountability and discipline of corrections officers.

- **INSTALLING** more than 7,000 new video cameras to cover the jails, and implementing a pilot program for officers to use body-worn cameras.

- **APPOINTING** a monitor to ensure the city's compliance with the settlement and to report to the court periodically.

Additionally, Ropes & Gray is using the entire \$4 million in attorneys' fees awarded to the firm in the Rikers case to fund public service projects. Initiatives include establishing the Ropes & Gray Prison Reform Counsel at the Prisoners' Rights Project to help ensure compliance with the Rikers agreement, contributing funds to the Legal Aid Society of New York, and funding an ongoing fellowship through Equal Justice Works, a public-interest law program, for 10 years.

“I owe a *debt of gratitude* to all those who have stood by me, recognized my innocence and *fought on my behalf.*”

—Pro bono *client*
John Huffington



John Huffington is surrounded by some of the Ropes & Gray lawyers and support team members who worked on his case for more than three decades.

Ending 32 Years of Wrongful Imprisonment for John Huffington

FOR THREE DECADES, more than 120 Ropes & Gray lawyers and support team members worked tirelessly to free John Huffington, who had twice been convicted of a 1981 double murder in Harford County, Maryland. The firm began representing Mr. Huffington in the late 1980s, believing that he had been wrongly convicted of the killings.

A key factor in Mr. Huffington's conviction was FBI analysis indicating that hairs from the crime scene were “indistinguishable” from Mr. Huffington's. In March 2013, Ropes & Gray submitted DNA evidence demonstrating that the hairs found at the crime scene were not Mr. Huffington's, augmenting a petition for a writ of actual innocence that the firm previously filed on Mr. Huffington's behalf.

As a result of the newly discovered DNA evidence, on May 8,

2013, the Circuit Court for Frederick County, Maryland, granted Mr. Huffington's petition for a writ of actual innocence, vacated his murder convictions and ordered a new trial. Two months later, a Frederick County judge set a \$500,000 bail and scheduled a hearing to open a new trial for Mr. Huffington. After 32 years in prison, Mr. Huffington was finally a free man.

Hoping to avoid yet another trial for Mr. Huffington, the firm continued working to bring his case to a close, submitting an Alford plea to assert Mr. Huffington's innocence while acknowledging that a plea was in his best interests. On December 7, 2017, the State of Maryland agreed to sentence Mr. Huffington to time served and approximately three weeks of unsupervised probation, ending his saga of wrongful imprisonment.

COLLABORATING WITH THE INNOCENCE PROJECT

APPROXIMATELY 250 attorney volunteers representing all 11 Ropes & Gray offices help identify and, in some cases, exonerate wrongly convicted prisoners. Our case reviews help build capacity for the Innocence Project by reviewing court records and case files and identifying those cases that warrant forensic analysis and further investigative review.

Protecting Juveniles from Illegal Punishment

TOGETHER WITH NONPROFIT organizations Disability Rights Iowa and Children's Rights, Inc., Ropes & Gray is representing three juveniles in a class-action lawsuit against the State Training School for Boys in Eldora, Iowa, a supervision and rehabilitation facility. The suit charges the director of the Iowa Department of Human Services and other state officials with constitutional and statutory violations under the Americans with Disabilities Act and the Rehabilitation Act, based on practices and conditions at the school. The boys, ages 12 through 19, are routinely subjected to illegal and unconstitutional punishments for minor infractions, including solitary confinement and a 14-point physical restraint called the "wrap" that completely immobilizes the body. The lawsuit is asking the State of Iowa to appoint a monitor to ensure that the institution change its practices.

In June 2019, the case went to the U.S. District Court in Des Moines, where Ropes & Gray litigation partner Timothy Farrell and associate Katelyn Saner questioned more than 15 witnesses, including school officials and psychologists, to argue that the disciplinary actions were inhumane and that class members who suffer from significant mental illnesses are routinely denied any meaningful mental health treatment. The trial followed eight months of intensive discovery, during which Ropes & Gray attorneys took or defended 11 depositions, including those of high-ranking state officials and the school's superintendent. Ropes & Gray's cross-office *pro bono* team was led by Chicago litigation partner Nick Berg.

Working to Reduce Recidivism

IN PARTNERSHIP with Legal Aid Chicago, Ropes & Gray's Chicago office hosted a one-day legal clinic to provide record-sealing and expungement assistance to clients of the Safer Foundation, a nonprofit dedicated to reducing recidivism among people with arrests and convictions. The clinic was held in support of the Commercial Club of Chicago's Neighborhood Jobs Connection initiative, which aims to increase access to jobs for people from disconnected communities.

The Safer Foundation is one of the nonprofits backed by the Neighborhood Jobs Connection initiative, and one of the nation's largest nonprofit providers of



Our Chicago office hosted a record-sealing and expungement clinic.

services designed exclusively for people with criminal records. Ropes & Gray asset management partner and Commercial Club member Paulita Pike rallied the firm's lawyers, paralegals and legal professionals in support of the effort.

Removing Barriers for Poor and Homeless Women

ROPES & GRAY is proud to partner with Rosie's Place, a women's shelter in Boston, to help the shelter's clients address issues that can hinder their ability to improve their lives and circumstances. One such issue is debt. In many cases, the shelter's clients have no ability to repay their debts, but regularly receive threatening letters and phone calls from collectors. Our *pro bono* team meets with clients to pull credit reports, explain options and identify remedies, including contacting debt collectors.

Recognizing that an

outstanding criminal record can present obstacles when trying to find housing and employment, we also hold monthly CORI (Criminal Offender Record Information) sealing clinics that enable Rosie's Place clients to obtain copies of their CORI reports, learn their rights with regard to the reports and, if eligible, have their records sealed.

In 2016, the Rosie's Place team was honored with the firm's Deborah Levi Award, named in memory of a former litigation associate and champion of Ropes & Gray's *pro bono* program.

Achieving a Fair Electoral Process for Communities of Color

A TEAM of Ropes & Gray attorneys led by litigation partner Robert Jones joined with Lawyers for Civil Rights in a groundbreaking federal voting rights lawsuit against the city of Lowell, Mass. The suit alleged that Lowell's municipal election system diluted the voting power of communities of color—particularly Latino and Asian-American communities—in violation of both the Voting Rights Act of 1965 and the U.S. Constitution. Although communities of color account for almost half of Lowell's

population, the city's nine-member city council and six-member school committee have had virtually no minority representation throughout all of Lowell's history.

The parties reached a favorable resolution to the lawsuit in 2019, with the city of Lowell agreeing to change its system to ensure a fairer and more equitable election process. The case generated attorneys' fees that are funding the new Ropes & Gray Justice Fellowship at Lawyers for Civil Rights.

Addressing Inequality Through Finance

TO HELP ADDRESS racial, social and economic inequality, Ropes & Gray has provided transactional *pro bono* legal services to Boston Impact Initiative Fund (BII) since 2018. BII provides integrated capital solutions to local businesses creating a better future for low-income and minority communi-

ties. To finance its efforts, BII launched an \$8 million innovative notes offering. An important goal for this offering was to create documentation that could be used by others looking to help communities develop place-based integrated capital funds focused on closing the racial wealth divide.

Supporting Veterans and Their Families

MILITARY VETERANS, service members and their families often require specialized legal services to help navigate complex health care and government systems. Our attorneys have handled cases through referrals from Veterans Legal Services, Veterans Consortium *Pro Bono* Program, New York City Bar Justice Center's Veterans Assistance Project, Swords to Plowshares, National Veterans Legal Services Program and Veterans Legal Clinic of the Legal Services Center of Harvard Law School. The firm also supports nonprofit veteran organizations Bunker Labs and Project Healing Waters Fly Fishing through *pro bono* legal service, sponsorship and volunteer work. In honor of Veterans Day 2019, the firm held a series of fundraising events for Bunker Labs, which works with military veterans and their spouses to help them launch businesses, and walked with the organization at the New York City Veterans Day Parade.

Contesting Unregulated Facial Surveillance

AS SURVEILLANCE technology becomes more advanced, the risk of personal data being used for surveillance purposes without permission or regulation increases. To help curb this practice, Ropes & Gray and the ACLU of Massachusetts filed a lawsuit against the Massachusetts Department of Transportation (MassDOT), which makes its Registry

of Motor Vehicles database available to local, state and federal law enforcement agencies for face-surveillance purposes without any regulations. The database contains the photographs of every person who has applied for a state-issued ID—millions of people, in total.

"We are at a critical juncture where the development of technology is

outpacing government regulation of it," said Ropes & Gray litigation & enforcement partner Robert Skinner, leader of the firm *pro bono* team involved in the matter. "State agencies in Massachusetts have been left to self-regulate their use of face surveillance, but citizens have a right to know how this technology is used and will be used in the future."



Partner Garrett Charon moderated a discussion on entrepreneurship and private equity at an event hosted by Bunker Labs.

Helping to Preserve the Historic Charles Street AME Church

WHEN BOSTON'S nearly 200-year-old Charles Street African Methodist Episcopal Church faced a Chapter 11 bankruptcy and related legal matters, Ropes & Gray answered the call.

The firm began working with the church in 2010, when mounting financial problems stemming from a construction project threatened the church's very survival. More than 25 firm attorneys and support team members helped guide the church through a 2012 Chapter 11 filing, lengthy civil litigation and the sale of several properties. In July 2018, the church's bankruptcy case was closed, ending more than a decade of turmoil and presenting an opportunity for the church to rebuild and continue its services for the community.

With the bankruptcy case behind

it, the church is free to focus on its ministry, as well as its longstanding mission of serving Boston communities through educational, youth-oriented, music, immigrant-focused and anti-poverty initiatives.

Today, Ropes & Gray attorneys continue to represent the church and partner with its leaders to help prevent future fiscal problems. Under the terms of the church's new loan agreements, Ropes & Gray assists the church in reviewing its quarterly financial statements before they are provided to its lenders. The firm is also a third party in an ongoing lawsuit related to the church's original loans.

At its bicentennial gala in November 2018, the church honored the firm's *pro bono* team with a "Corporate Citizenship" award.

"God sent Charles Street an angel— an angel named Ropes & Gray. Had it not been for you stepping in, we would not be here tonight celebrating our bicentennial."

—Charles Street
African Methodist Episcopal
Church representative

ADVISING PRO BONO CLIENTS AT BIZGROW

ALONG WITH A TEAM of corporate attorneys, summer associates from our Boston office attended BizGrow, an annual event designed to connect current and aspiring small-business owners with free legal and business support. The attorneys and summer associates spent the day meeting with *pro bono* clients to discuss legal topics of interest to small-business owners, including incorporation, filing, tax and intellectual property.

Hosted annually by Lawyers for Civil Rights, an organization that fosters equal opportunity and fights discrimination on behalf of people of color and immigrants, BizGrow offers lawyers and aspiring lawyers a unique opportunity to support underserved populations on a *pro bono* basis. In addition to providing small-business owners with free one-on-one legal assistance, volunteer lawyers lead workshops on topics ranging from entity formation to leases and contracts. Executives from local companies also lead discussions on important small-business issues, including business planning, insurance and e-commerce.



As part of their *pro bono* efforts, our summer associates helped legal permanent residents fill out naturalization applications at an in-house citizenship workshop.

Introducing Summer Associates to Practice with Purpose

OUR SUMMER ASSOCIATES begin their careers by joining Ropes & Gray's tradition of "practice with purpose" through participation in a wide range of *pro bono* legal efforts. In 2019, all 183 of our summer associates—across all our U.S. offices—participated in the *pro bono* program, spending more than 7,800 hours participating in *pro bono* clinics and assisting on active *pro bono* matters to promote access to justice and serve individuals in need.

By volunteering in local *pro bono* clinics, summer associates aided eligible immigrants in filling out naturalization applications, supported small-business owners, participated in housing court to help low-income tenants, helped women in shelters with debt issues, and assisted eligible clients with record-sealing and expungement of criminal records to remove obstacles in the search

for housing and employment.

Beyond participating in clinics, summer associates worked on numerous active *pro bono* matters. They helped previously separated families at the Texas border seek asylum, conducted research for appellate and amicus briefs in criminal and civil matters, assisted with nonprofit formations, researched election laws to protect voter rights, and helped transgender individuals obtain name changes. Additionally, summer associates worked on matters involving veterans, Social Security, disability, adoption, guardianship, family law, housing and education.

"Ropes & Gray's dedication to *pro bono* service is one of the many reasons I was thrilled to spend my summer with the firm," said Sara Ramsey, a summer associate in the San Francisco office. "My experience did not disappoint."

Guiding Transgender Individuals through the Name Change Process

TOGETHER WITH NONPROFIT organization GLBTQ Legal Advocates & Defenders and the Massachusetts Transgender Political Coalition, Ropes & Gray developed the Pop-Up Transgender ID Project. The initiative provides legal guidance and representation to transgender people living in the six New England states in completing legal name changes and updating identity documentation, including Social Security cards, U.S. passports, driver's licenses or state identification cards, and birth certificates issued in New England.

The initiative has had a profound impact, increasing its reach by hundreds of clients annually since its inception in 2016. As of January 2020, the Transgender ID Project helped more than 1,040 transgender individuals manage documentation changes and legal questions associated with accurately documenting their names and gender identities. The project is supported by more than 260 Ropes & Gray volunteers, including attorneys from all of the firm's U.S. offices and nearly all firm offices outside the United States. Collectively, the firm has committed more than 17,200 hours to the effort.

Prior to this program, through the work of GLBTQ Forum members, Ropes & Gray backed legislation in Massachusetts designed to prevent transgender discrimination in public accommodations. A Ropes & Gray attorney testified on the firm's behalf in support of proposed legislation to ensure that transgender individuals are not discriminated against in the workplace or in public spaces. Ropes & Gray was the first law firm to support this legislation.

Fighting for Public Service Loan Forgiveness Eligibility

A **ROPES & GRAY** *pro bono* litigation team secured an important victory on behalf of three student loan borrowers, including two former American Bar Association (ABA) employees, in a lawsuit against the U.S. Department of Education. The suit challenged the department's decision to retroactively refuse to honor loan forgiveness commitments it made under the Public Service Loan Forgiveness (PSLF) program to individuals who have dedicated their careers to public service.

The ABA and four public servants, represented by Ropes & Gray, sued the Education Department and the education secretary in December 2016, alleging mismanagement of the PSLF program. The lawsuit detailed how the department changed eligibility requirements for work that was

clearly "public service" after previously approving the same work, and after individuals had made major life decisions based on those approvals.

In its February 2019 decision, the court ruled in favor of three of the plaintiffs, stating that the Education Department acted arbitrarily and capriciously in changing the terms of the PSLF program. The department has since declined to appeal the decision and has started restoring loan payment credits to some ABA employees.

"The department is finally doing the right thing, and the positive impact this has on our individual plaintiffs—and other student loan borrowers in similar positions—is very encouraging," said litigation partner Chong Park, who led the *pro bono* team.

Assisting Nonprofits and Small Businesses

BY PROVIDING *pro bono* legal assistance to nonprofits in underserved communities, we help them grow stronger and expand their services to reach more families and individuals in need, thereby strengthening the community. In the same way, our assistance to small-business owners, microentrepreneurs and the nonprofits supporting them helps bring jobs into disadvantaged communities, empowering families and individuals, supporting local growth, and building

stronger communities for us all.

Working with local legal service providers in the cities where the firm has a presence, Ropes & Gray attorneys help form new nonprofit and for-profit entities, file for tax-exempt status for nonprofits, review and update corporate governance documents, help with mergers between nonprofits, draft and negotiate contracts, assist with real estate matters, and aid in other ways, based on the needs of each nonprofit or business.

Partnering with Local Health Providers

IN PRO BONO PARTNERSHIPS with DotHouse Health, Boston Children's Hospital and Dana-Farber Cancer Institute, Ropes & Gray provides legal advice to hundreds of low-income patients and their families, looking beyond immediate medical needs to tackle complex legal issues related to poverty.

Ropes & Gray also provides *pro bono* support for the legal needs of Heartland Health Outreach, a leading anti-poverty organization that provides health care to Chicago's most vulnerable populations, including those experiencing homelessness, mental illness, addiction and chronic illness.

Securing Benefits for an Ailing Patient

ROPES & GRAY secured a favorable decision granting Social Security Disability Insurance (SSDI) payments and back benefits for a *pro bono* client after the Social Security Administration had twice rejected his application.

After being diagnosed with multiple myeloma in 2018, our client underwent chemotherapy and a bone marrow transplant. During his treatment, Ropes & Gray attorneys

helped the client appeal the Social Security Administration's determination that he was not disabled.

Our attorneys attended a hearing on the client's behalf, submitted multiple briefs in support of his application and successfully rebutted a vocational expert's testimony that the client was able to work. The effort resulted in a favorable decision that awarded our client ongoing SSDI payments and back benefits for him and his family.

Creating a Landmark Medicaid Reimbursement Contract

LEGAL INTERVENTION often plays a critical role in stopping factors that exacerbate a person's medical issues. Since legal services are generally not considered critical medical expenses, however, they are typically not eligible for insurance reimbursement.

When the Children's Law Center (CLC), a nonprofit law firm, sought to remediate toxic mold conditions that adversely affected a child's asthma, our lawyers developed a first-in-the-nation contract that allowed the firm to get reimbursed by Medicaid. The contract has enabled the CLC to pursue more cases, thereby achieving better health outcomes for its clients. It has also created a roadmap for other health care and legal providers to create similar reimbursement structures for addressing factors that adversely affect health, and has the potential to improve the well-being of children and families throughout the United States.

Improving Data Transparency in Clinical Trials

THE SCIENTIFIC COMMUNITY has long sought clinical trials data transparency to enforce accountability and advance scientific discovery. To address this critical need, Ropes & Gray serves as counsel to Vivli, a nonprofit organization that has developed a global data-sharing and analytics platform that enables researchers to request and analyze clinical trial data sets in a secure environment.

Co-founded by firm health care partner Mark Barnes, Vivli serves a vital function in research that contributes to

the advancement of human health. It acts as a neutral broker between data contributors, data users and the wider data-sharing community; provides an alternative to government databases as a repository for research data designed for sharing; and requires anonymization of data prior to submission to protect the privacy of research participants.

Our attorneys have advised on all aspects of Vivli's creation and incorporation, including corporate formation, informed consent, terms of use, intellectual property, data privacy

and ongoing tax counseling. We also drafted a uniform data contribution agreement through which life sciences companies and academic researchers can contribute data to Vivli, and a data use agreement that enables researchers to access data for future research purposes while safeguarding the privacy of research subjects and the intellectual property rights of companies that contribute data.

In December 2019, the *Financial Times* named Mark Barnes "Legal Innovator of the Year" in recognition of his work establishing Vivli.

PRO BONO HONOR ROLL

Ropes & Gray's commitment to *pro bono* service has garnered many accolades and awards:

- *Chambers and Partners*, 2019 "Pro Bono Program of the Year"
- Lawyers Alliance for New York honored Ropes & Gray with the Cornerstone Award, its highest *pro bono* honor
- Children's Law Center, 2019 Pro Bono Champion
- New England Innocence Project, 2019 ARC OF JUSTICE Award
- *The National Law Journal*, 2017 Pro Bono Hot List
- *The American Lawyer's* "Pro Bono Scorecard 2019" ranked Ropes & Gray 10th for *pro bono* work in the U.S. and 12th for work outside the U.S.
- Human Trafficking Legal Center, 2018 "Advocacy Firm of the Year"
- PAIR, 2019 Pro Bono Asylum Award
- Asian Law Caucus, 2019 Pro Bono Award
- *The Washington Business Journal*, "Top Law Firms by Pro Bono Hours in Greater D.C."
- The U.S. District Court for the District of Columbia recognized Ropes & Gray's Washington, D.C. office, where more than 75 percent of firm lawyers contributed 50 or more hours of *pro bono* work in 2018
- *Financial Times* recognized Ropes & Gray's international *pro bono* program in its 2018 Asia-Pacific Innovative Lawyers Report
- The Public Interest Law Initiative (PILI) in Illinois named Ropes & Gray to its 2019 Pro Bono Recognition Roster



Ropes & Gray partner Douglas Hallward-Driemeier successfully argued for marriage equality before the U.S. Supreme Court.

Arguing Milestone Marriage Equality Case

ROPES & GRAY has a notable history of advocating for LGBTQ individuals in groundbreaking policy and civil rights cases. In 2015, appellate & Supreme Court partner Doug Hallward-Driemeier argued the pivotal marriage equality case *Obergefell v. Hodges* before the U.S. Supreme Court.

Since that landmark decision, a diverse team of attorneys across our offices has supported Doug in his *pro bono* efforts to protect the outcome in *Obergefell*, and also to advocate for LGBTQ equality in Washington and across the country. Ropes & Gray litigation teams working on a *pro bono* basis have achieved favorable results protecting the rights of LGBTQ individuals residing in the states of Arizona, Arkansas, Utah and Mississippi, among others.

Ropes & Gray is a steadfast supporter of Immigration Equality, which advocates for and represents LGBTQ

and HIV-positive immigrants seeking safety, fair treatment and freedom, including asylum seekers, binational couples and families, detainees in immigration jail facilities, and undocumented LGBTQ individuals.

In October 2018, the firm responded to the Trump administration's near-total ban on military service by transgender individuals. Ropes & Gray filed an amicus brief on behalf of the Organization of American Historians and 47 distinguished individual historians in *Jane Doe 2 et al. v. Trump*, one of the federal cases challenging the ban. The brief argued that despite a long history of excluding from its ranks entire categories of people, the U.S. military also has successfully integrated previously excluded groups, and that the historical record consistently shows that its leaders have come to cite these groups' contributions to enhancing military readiness.

“Our efforts have a profound positive impact on a population that *desperately needs help*, and they put into action key Ropes & Gray values: a commitment to public service, and a *genuine concern for the communities where we work and live.*”

—David Djaba,
Ropes & Gray
managing partner

Ropes & Gray volunteers from the Silicon Valley office dedicate their time and energy to help St. Anthony's Padua Dining Room fight hunger in the Bay Area.





Volunteering in Our Communities

“Thank you so much for all you do for Food Bank, from Justice Served to the Volunteer Income Tax Assistance program—*Ropes & Gray is just phenomenal!*”

—Janis Robinson,
Vice President, Institutional
Giving & Partnerships,
Food Bank For New York City



Ropes & Gray lawyers and support team members cleared debris from Boston's Franklin Park.

SUPPORTING COMMUNITIES AND CAUSES

ROPES & GRAY DEDICATES TIME, ENERGY AND RESOURCES to serving local communities. Our approach involves mobilizing attorneys and support team members across our 11 offices to participate in activities that raise funds or provide volunteer services to benefit individuals, families and organizations in need.

When it comes to civic engagement, we believe that collaboration is key. Our service initiatives provide opportunities for Ropes & Gray volunteers across departments to work together to benefit our communities.

Our mission is to fund donations and sponsorships that support the philanthropic interests of the firm, clients, *pro bono* service providers and our local communities.

EVALUATING ELECTION DISTRICTS

KEITH WOFFORD, a business restructuring partner in New York, was appointed to serve as a member of the state's independent redistricting commission. The commission will influence how election districts are drawn with 2020 U.S. Census data. Keith, who is the co-managing partner of the New York office, ran for New York State attorney general in 2018.

Fighting Hunger in New York

IN NEW YORK CITY, approximately 1.4 million people struggle to put food on the table, relying on soup kitchens and food pantries for their next meal. To help in the fight against hunger, Ropes & Gray's New York office has joined forces with Food Bank For New York City. The partnership falls under Food Bank's Justice Served campaign, the organization's platform for the legal community.

In the three years since Ropes & Gray joined Justice Served, the firm has raised the equivalent of more than 400,000 meals for individuals and families in New York as part of annual fundraising campaigns. Beyond donations, lawyers and support team members have devoted hundreds of hours to volunteering, including *pro bono* income tax assistance and trips to Food Bank's Bronx warehouse and its food pantry in Harlem.



Ropes & Gray volunteers at Food Bank's Harlem pantry

The need for support has been more immediate and critical than ever, as the federal government shutdown that started in late 2018 disrupted an already fragile emergency food network. Thousands of furloughed government employees and contractors found themselves confronting hunger for the first time. In addition, federal Supplemental Nutrition Assistance Program (SNAP) benefits were paid "off-cycle," so the 1.6 million New Yorkers who

rely on SNAP had to make their February disbursement last up to six weeks. Even worse, this "SNAP gap" occurred during the public school winter break, when children lost access to free meals.

These developments stretched Food Bank's resources to the limit. To help, Ropes & Gray raised the equivalent of 135,000 meals and contributed 500 hours of volunteer time in 2019.

"Hunger is an issue faced by too many people in New York, but Food Bank effectively combats this problem while preserving the dignity of New Yorkers needing help," said managing partner David Djaha, who leads the firm's activities for the organization. "The time, energy and resources we devote to Food Bank contribute to providing healthy meals around our city. We're proud to help."

Racing to Support Nonprofits

ROPES & GRAY lawyers and support team members frequently come together to run, walk and cycle in charity races to support nonprofit organizations from across the globe.

Our attorneys—often joined by family, friends and firm alumni—participate in annual fundraising events such as the J.P. Morgan Corporate Challenge, the Boston Athletic Association Half Marathon, the Pan-Mass Challenge (PMC), the Lawyers Have Heart 10k Race and 5k Run & Fun Walk, the Mother's Choice Walkathon, and the London Legal Walk.



The funds raised through these events benefit public parks, cutting-edge research institutions such as Dana-Far-

ber Cancer Institute, and a wide range of national organizations, including the American Health Association and American Stroke Association.

The London Legal Walk provides assistance to *pro bono* organizations in and around London.

Each Ropes & Gray charity race team sets substantial fundraising goals to maximize charitable impact. Over the years, more than \$2 million has been raised by Ropes & Gray teams for the PMC to benefit cancer research; the firm's 2019 PMC team raised more than \$130,000 for Dana-Farber.

Giving Back to Those in Need During the Holiday Season

THE HOLIDAY SEASON can be a difficult time for those in need. The harsh weather exacerbates the difficulties of homelessness, and expectations of gift-giving and festivity can make poverty feel especially acute. Ropes & Gray doubles down on its volunteer efforts during the holiday season, participating in initiatives across the United States to spread warmth and cheer.

- To serve the more than 60,000 New Yorkers without permanent homes, volunteers at the New York office hold an annual coat drive in conjunction with New York Cares, donating gently used jackets and coats to the homeless. The New York City office has also hosted a gift-packing event in support of Win, a Brooklyn-based shelter for families

experiencing homelessness. Partners gathered to package thousands of dollars' worth of holiday gifts for the children of Win.

- Heart to Heart is a Shanghai-based charity that provides corrective surgery for underprivileged children with congenital heart disease. In December 2019, Ropes & Gray volunteers organized goods that are given to Heart to Heart-sponsored children and their families when they check into the hospital for heart surgery.
- Volunteers from Ropes & Gray's Washington, D.C., office participated in Edgewood/Brookland Family Support Collaborative's Adopt-A-Family program to provide toys, clothing and gift cards to children in need. In 2019, Washington volun-

teers provided a brighter holiday season for 15 children.

- For more than a decade, Silicon Valley personnel have fulfilled the holiday wishes of underprivileged children by donating new toys, games, clothes, sports equipment, books and educational items to The Family Giving Tree for its Holiday Wish Drive. In 2019, the office sponsored 50 wishes.
- As part of Ropes & Gray's ongoing commitment to the Bundle Up Project, volunteers from the Boston office donate winter coats, hats and gloves to Massachusetts children in need of warm winter clothing. Each year, the volunteers gather to pack the clothing, which is then delivered to shelters in the Boston area.

Creating Opportunities Through Education

ROPES & GRAY believes that education is the gateway to personal and career growth. To that end, the firm partners with organizations that equip young people with the skills they need to make a lasting impact on their lives and in their communities.

- The firm has an ongoing partnership with SMART, a program that offers low-income students in San Francisco access to educational resources, with the firm sponsoring the annual SMART Goes to College event. In 2019, the San Francisco office welcomed SMART Scholars Isabella Morales and Hector Castro

Noguez for summer internships. Isabella and Hector supported the operations and facilities teams.

- Our Silicon Valley office partners with Citizen Schools, an extended school day learning program that targets economically disadvantaged middle school students. In this capacity, the firm has sponsored and participated in a mock trial legal apprenticeship program and organized a WOW! mock trial before a judge and a group of "jurors" from the community in a courtroom setting. Citizen Schools has recognized Ropes & Gray as a

"Partner of the Year" for 2019.

- We also partner with Peninsula Bridge, a program that supports underserved middle school, high school and college scholars in a 12-year program with year-round academic and social-emotional support. Our Silicon Valley office hosts four high school students each summer through an internship program. In addition, we've hosted a Career Day at the office that includes a lunch with various speakers who talk about their job roles and how they achieved their success.



Ropes & Gray donated 20 bicycles through Qhubeka to a village in South Africa's North West province.

Donating Bikes to Rural Africa

ROPES & GRAY has supported Qhubeka, an organization working to bring bicycles to rural communities in Africa, on the organization's "Blankets for Bicycles" program, a work-to-earn program through which craftswomen earn Qhubeka bicycles by crocheting various handmade products. The program allows women in rural communities to put their skills to use and provides a means of earning bicycles, which in turn can generate an income, in a region where unemployment is very high and opportunities are few and far between.

As part of the firm's partnership with Qhubeka, Ropes & Gray donated 20 of the 50 Qhubeka bicycles that were delivered to a village near the quiet rural town of Groot Marico in South Africa's North West province. In exchange, the women produced blankets, scarves and beanies that they had created in bright wool colors.

Ropes & Gray also provided Qhubeka with *pro bono* counsel in setting up an entity in the United Kingdom and becoming registered with the Charities Commission. The firm assisted with corporate, data protection, tax and IP arrangements, and has also advised on a number of agreements between Qhubeka and third-party fundraising partners. Once registered as a charity, Qhubeka will be far better placed to leverage the extensive donor opportunities in the United Kingdom, ultimately becoming more attractive to both corporate and individual donors.

"A bicycle is one of the simplest tools, but in rural areas, it can give access to better education, health care, jobs, nutrition and water," said Phil Sanderson, partner and co-chair of Ropes & Gray's global private equity transactions group. "Ropes & Gray is proud to support Qhubeka's mission of using bicycles to change lives."

CHARITABLE GIVING

Ropes & Gray provides donations and sponsorships that assist the philanthropic interests of our clients, *pro bono* services providers and our local communities. Below are examples of the many organizations the firm supports.

LEGAL SERVICES

- BABSEA
- D.C. Bar *Pro Bono* Center
- Greater Boston Legal Services
- LAMBDA Legal Defense & Education Fund
- Law Foundation of Silicon Valley
- Lawyers' Committee for Civil Rights
- Legal Aid Society
- Liberty Shared

MEDICAL

- Alzheimer's Association
- Breast Cancer Care
- Dana-Farber Cancer Institute
- Marc Lustgarten Pancreatic Cancer Foundation
- March of Dimes
- Melanoma Research Foundation

VETERANS

- Bunker Labs
- Project Healing Waters
- The Royal British Legion
- The Soldiers Fund

YOUTH

- Advocates for Children of New York
- Boys & Girls Club of San Francisco
- The Steppingstone Foundation
- Youth INC

IMMIGRATION

- International Refugee Assistance Project (IRAP)
- Pathfinders
- Political Asylum Immigration Representation Project (PAIR)

ARTS & CULTURE

- Chicago History Museum
- Chicago Shakespeare Theater
- Inspire Arts & Music
- Whitney Museum

“Neill Jakobe, his family and the entire Ropes & Gray team are *passionate participants* in Cradles to Crayons’ campaign to support the kids we serve. Their leadership and dedication *benefits our work in a very significant way.*”

—Bernard Cherkasov,
Chief operating officer of
Cradles to Crayons



Partner Neill Jakobe with his family and Cradles to Crayons COO Bernard Cherkasov.

Working with Cradles to Crayons to Combat Childhood Poverty

CHILDHOOD POVERTY is a serious nationwide issue; in Chicago, it affects approximately 200,000 children (nearly one in three children within the city limits). Since 2015, Ropes & Gray’s Chicago office, mobilized by partner Neill Jakobe and his wife, Stacy, has partnered with Cradles to Crayons in Chicago to help the organization provide essential items and supplies to children who are homeless or living in low-income situations.

For the past four years, the firm has participated in Cradles to Crayons’ annual Ready for School Backpack-A-Thon in Chicago to help prepare backpacks with essential school supplies. In 2019 alone, volunteers prepared 50,000 backpacks for children in need.

Separately, volunteers have helped assemble gift packages for local children at the Cradles to Crayons Giving Factory.

Neill and Stacy both hold leadership positions at Cradles to Crayons—Neill serves on the organization’s Chicago Corporate Advisory Council, and Stacy is a member of the Chicago Family Advisory Council. In recognition of their efforts, the Jakobe family was honored with the 2018 Donna & Jack Greenberg Extraordinary Service Award during Cradles to Crayons’ annual Gear Up for Winter Un-Gala. The award recognizes an individual, family or group that exemplifies the Cradles to Crayons mission.

Assisting at a Local Job Training Center in Seoul

MEMBERS OF Ropes & Gray's Seoul office organized a day of volunteering at a vocational training center for the disabled. During the visit, Seoul office managing partner Bill Kim and several support team members helped residents fold and assemble paper bags. Bill Kim, office manager Rei Ha, practice development Korea lead EK Han, practice development specialist Jenna Nam, receptionist Grace Kim and executive assistant Chloe Yang all spent the afternoon assembling more than 1,300 bags. Located in the city's Dongjak district, the center is operated by the Korea Association of Persons with Physical Disabilities and provides job training for people with special needs. Participants receive individualized rehabilitation, counseling and guidance, training, job placement, and services to support job retention.

Empowering the Homeless with West London Mission Seymour Place

WEST LONDON MISSION Seymour Place is a charity with a clear mission statement: "to empower people affected by homelessness, poverty and trauma to make positive changes in their lives." To further this mission, Ropes & Gray's London office has offered support on projects such as CV writing classes and practice interviews for WLM Seymour Place's clients, and assisted the organization through *pro bono* work. In addition, the firm has collaborated with the organization on fundraising activities, such as a mass sleep-out on the streets of London. Volunteers also

help with cleaning and running the center and preparing and serving meals to clients.

"After taking a poll of the entire office, asking what type of charity we wanted to work with, we chose supporting people less fortunate than ourselves," said London-based data, privacy & cybersecurity partner Rohan Massey. "One of the reasons we chose WLM Seymour Place is its approach to corporate relationships. We wanted to work in partnership with a charity, and to involve our business support team and law over a period of time, rather than just donate money or volunteer for a one-off project."

Helping Kids Get Ready for School with the Backpack Project

ROPES & GRAY is a longtime sponsor of the Backpack Project. At the beginning of every school year, attorney and support team volunteers shop or donate money for backpacks, school supplies and back-to-school outfits. The bags are then filled with the supplies and clothes, and distributed to local charity groups that help needy children.

In 2018, the firm helped more than 1,300 children in need get a good start to the upcoming school year by providing them with new backpacks,



Legal executive assistant Simon Cram with backpack recipients in New York.

clothing and school supplies. Recipient organizations included Project Hope,

Heading Home, Sojourner House, Transition House, St. Mary's, Margaret House, Bridge Home, St. Ambrose, Victory Home, MBHP and Casa Nueva in Boston; Fox House, Sojourner Truth House and Win in New York; Cradles to Crayons and Chicago Public Schools in Chicago; San Francisco Youth Program in San Francisco; Santa Clara Foster Youth Program in Silicon Valley; Coalition for the Homeless and the United Way of the National Capital Area in Washington, D.C.; and Heep Hong Society and Po Leung Kuk in Hong Kong.

ENGAGEMENT THROUGH CIVIC CORPORATE BOARDS

ROPES & GRAY lawyers engage in public service by sharing time and expertise as board members and committee members for leading civic, cultural, educational and other nonprofit organizations. These engagements enable our lawyers to contribute knowledge and experience for a wide range of interests and causes. Selected examples include:

- PETER ALPERT Audubon Society
- LEO ARNABOLDI III Madison Square Boys & Girls Club
- MARK BANE Orthodox Union
- MARK BARNES Multi-Regional Clinical Trials Center of Brigham and Women's Hospital and Harvard
- JIM BATCHELDER Peninsula Bridge
- RICHARD BATCHELDER JR. Revolutionary Spaces; The Soldiers Fund
- LISA BEBCHICK New York Lawyers for the Public Interest
- PETER BRODY Multiple Sclerosis Society
- C. THOMAS BROWN Community Music Center of Boston
- TOM BULLEIT Children's Law Center
- CAMERON CASEY Boston Foundation
- KEN CHOW Boston Youth Symphony Orchestra
- ANDY DALE Hong Kong Legal Pro Bono Roundtable
- SARAH DAVIDOFF Help for Children
- TIMOTHY DIGGINS Boston Athenaeum
- ISABEL DISCHE Yale Law Women Mentor Program
- DAN EVANS New England Aquarium; Youth INC
- LAUREL FITZPATRICK Tiger Foundation
- LEIGH FRASER Boston Ballet
- ALISON GEORGE Bowdoin College; Greater Boston Food Bank
- JANE GOLDSTEIN Green Mountain Valley School; The Women's Bar Foundation
- KATHLEEN GREGOR Massachusetts Taxpayers Foundation
- MARTIN HALL The Emerald Necklace Conservancy
- TAYLOR HART American Heart Association
- NEILL JAKOBE Cradles to Crayons

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Practicing Environmental Stewardship

WITH 11 OFFICES IN CITIES AROUND THE GLOBE, we are mindful of our environmental footprint. As the firm continues to grow, we look for ways to apply sustainable practices and promote green initiatives.

We recycle all paper, aluminum, plastic and glass—and several offices participate in composting. Sophisticated HVAC controls, motion sensor light switches and efficient lighting keep energy usage down, while specially designed faucets minimize water consumption. We purchase Energy Star-rated computers and office equipment, and printers are configured to print double-sided by default. Ten of our 11 offices are located in areas that are easily served by public transportation. And 83 percent of our real estate portfolio is powered by 100 percent renewable electricity.

We commemorated the firm's 150th anniversary with a gift of 150 red oak trees to the Emerald Necklace Conservancy, a nonprofit organization dedicated to preserving and restoring 1,100 acres of Boston parkland.

We are also proud to have received Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) Gold certification from the U.S. Green Building Council for the 2010 build-out of our Boston office in the Prudential Tower. During construction we:

- Diverted more than 75 percent of construction waste and debris to recycling plants and away from local landfills.
- Implemented an indoor air-quality management plan for the entire space that protected all air distribution from construction debris.
- Used glass walls in exterior and interior offices and conference rooms to maximize natural light.
- Installed low-flow plumbing fixtures, which have reduced our water usage by more than 40 percent below established industry standards.
- Applied low-VOC materials, including adhesives, sealants, paints and coatings, that do not release harmful gas chemicals.
- Used recycled materials to reduce the need to harvest, mine and manufacture virgin components.
- Installed carpets certified as Green Label Plus, which do not emit harmful byproducts.
- Used wood from certified responsibly managed forests that prohibit mass forest cutting and support reforestation efforts.



Ropes & Gray lawyers and support team members volunteered to help maintain parks and nature preserves in many of our communities.



A Legacy of Service

ROPES & GRAY'S HERITAGE reflects a dedication to social responsibility, beginning with the pro-abolition activities and Civil War service of our founders and their families. During the war, firm co-founder John Codman Ropes worked tirelessly at *pro bono* efforts on behalf of the men of his brother's regiment, the 20th Massachusetts Volunteer Infantry. After he founded Ropes & Gray with John Chipman Gray in 1865, an energetic pursuit of freedom and equality became embedded in the firm's DNA.

While the initiatives touched upon in these pages are part of an ongoing commitment to social responsibility that spans more than 150 years, we consider this work to be foundational—that is, as our firm expands globally and our business strategy evolves, we strive to stay mindful of the lessons from our mission of performance and purpose, and apply what we learn to serving more organizations, communities and individuals.

Here's to our shared future.

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- **JULIE JONES** Brigham and Women's Hospital
- **JOSHUA LEVY** Steppingstone Foundation
- **JOHN LODER** Boston Symphony Orchestra; New England Conservatory of Music
- **DANIEL MCCAUGHEY** Salem Academy Charter School
- **JOAN MCPHEE** Legal Aid Society
- **AMANDA MORRISON** Boston Episcopal Charitable Society
- **ANNE OGILBY** Cotting School for Handicapped Children
- **AMANDA PERSAUD** Girl Scouts of Greater New York
- **PAULITA PIKE** Chicago Shakespeare Theater
- **OTHON PRONUNIS** Lenox Hill Neighborhood House
- **AMANDA RAAD** Lawyers Without Borders
- **ALEX RENE** KID Museum (D.C.)
- **ELIZABETH REZA** Handel and Haydn Society
- **LORETTA RICHARD** Lawyers for Civil Rights
- **BRETT ROBBINS** American Folk Art Museum
- **ALFRED ROSE** Make-A-Wish Massachusetts and Rhode Island
- **MARK ROWLAND** Law Foundation of Silicon Valley
- **MARC RUBENSTEIN** Jewish Big Brothers Big Sisters of Greater Boston
- **NEWCOMB STILLWELL** Massachusetts Historical Society
- **ROCKY TSAI** Lawyers' Committee for Civil Rights of the San Francisco Bay Area
- **PAUL VAN HOUTEN** National Multiple Sclerosis Society
- **STEPHEN WARNKE** FAIR Health
- **GREGG WEINER** Anti-Defamation League
- **CHRISTIAN WESTRA** United Way of Massachusetts Bay
- **JANE WILLIS** The Immigrant Learning Center
- **KEITH WOFFORD** New-York Historical Society

LEED Certification

The following Ropes & Gray offices are LEED certified:

- **CHICAGO** (the world's first LEED Core & Shell Gold Certified building)
- **BOSTON** (Gold Certified)
- **NEW YORK** (Gold Certified)
- **SILICON VALLEY** (Gold Certified)
- **WASHINGTON, D.C.** (Gold Certified)
- **SAN FRANCISCO** (Silver Certified)

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