

KIRKLAND & ELLIS



ADVANCING OUR COMMUNITIES

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LETTER FROM THE CHAIRMAN

At Kirkland & Ellis, we are committed to advancing the local and global communities in which we live and work. To fulfill that mission, we dedicate substantial energy, talent and resources to an array of meaningful causes and initiatives that reflect our values and vision. Our focus on this pursuit matches our steadfast commitment to providing excellent service to our clients.

We are driven by a simple creed: Above all, we have a responsibility to make a difference.

As stewards of justice, advocates of equality and pioneers of progress, we believe we have a responsibility to:

- use pro bono hours to provide free legal services to those who cannot afford counsel;
- support charitable and law-related organizations through the Kirkland & Ellis Foundation;
- embrace and promote diversity within Kirkland and the legal profession as a whole; and
- reduce our environmental impact through sustainability efforts.

This publication celebrates our recent achievements in these areas — however, our work is far from complete. We invite you to join us in our pledge to advance our communities through corporate social responsibility. Let's accomplish more together.



JEFFREY C. HAMMES, P.C.
Chairman, Global Management Executive Committee

01

PRO BONO

KIRKLAND DRIVES
PROGRESS THROUGH
FREE LEGAL SERVICES





Kirkland attorneys dedicated
116,315 hours
to pro bono work
in 2016.

PRO BONO

In 2016, Kirkland attorneys devoted 116,315 hours to representing organizations and individuals in pro bono matters — some representing classes of individuals, some involving significant legal issues, and all important, sometimes life-altering, to the people and organizations represented. Kirkland is proud of the attorneys and staff members who commit considerable time and energy to the Firm's pro bono clients.

Kirkland is committed to providing legal services without charge to those who cannot afford counsel, with the goals of improving clients' lives, bettering communities, and deepening our own professional experience.

The Firm encourages attorneys at all levels, from summer associates to senior partners, to include pro bono work as part of their practice. Kirkland treats pro bono work equivalently with billable client

work in performance reviews and for compensation purposes. Moreover, the Firm insists that pro bono clients receive the same quality legal representation as other clients. Kirkland devotes substantial resources, including financial support, to boosting its attorneys' pro bono efforts.

The following pages highlight a small sample of Kirkland's award-winning pro bono work, which includes civil rights, disability rights, immigration law, prisoner rights, death penalty cases and criminal appeals, guardianship, veterans' benefits, and the representation of nonprofit organizations.

"Across the globe, Kirkland attorneys have a passion for pro bono. Our many relationships with legal aid and social justice organizations across the world empower us to identify and aid individuals and organizations that we can help with free legal services."

— Marjorie Lindblom and Thomas Yannucci, Co-Chairs
Firmwide Pro Bono Management Committee

AWARDS

THE A-LIST AWARD

In 2017, Kirkland was named to *The American Lawyer's* A-List for the fifth year in a row. The A-List identifies the country's 20 most well-rounded law firms by assessing their success in several core areas, including their pro bono commitment.

2016 FREEDOM AWARD

The Transgender Legal Defense & Education Fund (TLDEF) presented Kirkland with its 2016 Freedom Award for the Firm's continued pro bono work on TLDEF's Name Change Project. The Name Change Project ensures that transgender individuals can successfully navigate the legal process involved in changing their names in order to move forward with their lives. Kirkland received the award during TLDEF's 11th annual Freedom Awards.

2016 PRO BONO HOT LIST AWARD

Kirkland was one of 10 law firms named to *The National Law Journal's* 2016 Pro Bono Hot List, which recognizes firms that made exemplary contributions in providing access to justice. The Firm was recognized for its voter protection rights work. This is the third time Kirkland has been named to the Pro Bono Hot List.

2016 TRUSTLAW AWARDS

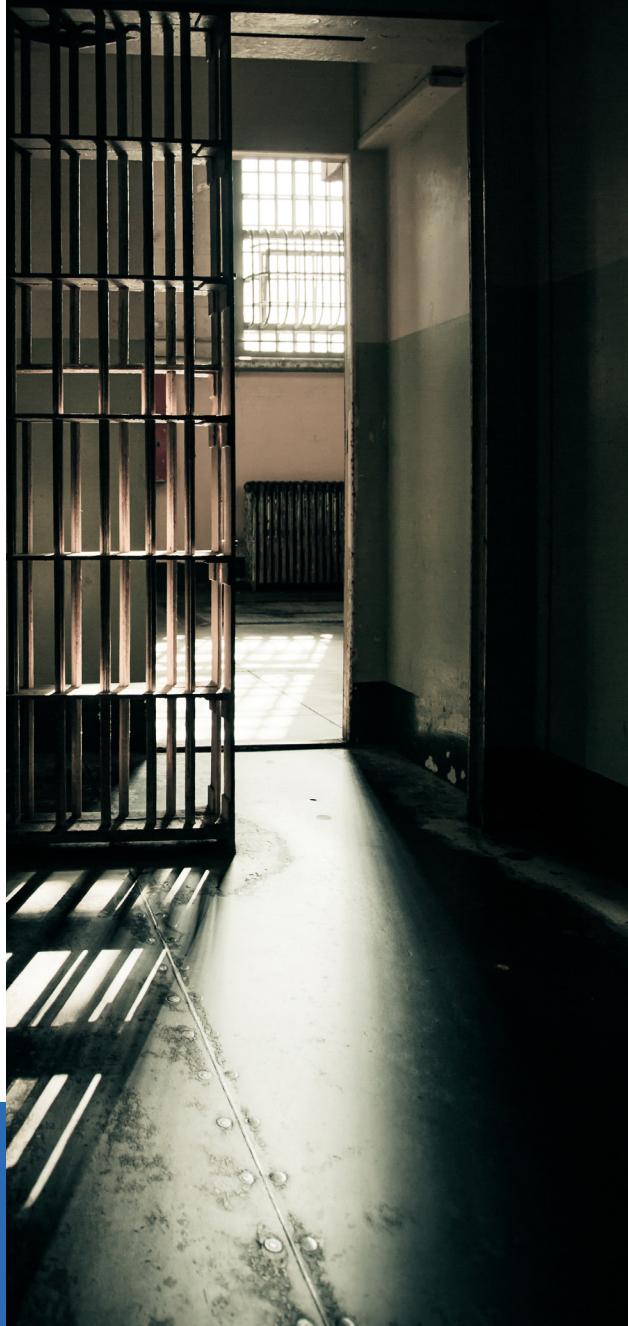
The Thomson Reuters Foundation honored Kirkland with two TrustLaw Awards, which celebrate groundbreaking pro bono projects undertaken by legal teams with NGOs and social enterprises around the world. TrustLaw is the Thomson Reuters Foundation's global pro bono legal program.

Kirkland received the Impact Award for its work on behalf of Equality Illinois involving research into bans on sexual orientation change efforts or so-called "gay conversion therapy." The award recognizes projects that demonstrate significant, wide-ranging impact for an NGO or social enterprise in a community and beyond.

Additionally, a team of Kirkland associates received the Lawyer of the Year Award, which recognizes individual lawyers or teams of lawyers who have gone above and beyond in providing exceptional pro bono support. The team was recognized for its help in raising more than \$500,000 in the form of convertible notes for Eneza Education, a provider of mobile phone-based education in Kenya. The funds will allow Eneza to continue to grow its curriculum and expand geographically.

CORPORATE CITIZENSHIP AWARD

The Association for Enterprise Opportunity (AEO), an organization that supports underserved entrepreneurs, presented Kirkland with the 2016 Corporate Citizenship Award at its 25th National Conference and Anniversary Celebration in Washington, D.C. The award recognizes Kirkland's pro bono work on AEO's Dream Fund, a platform to provide small business funding to potential borrowers that are underserved by traditional lending sources.



CLEMENCY PETITIONS

Ask Kirkland corporate associates Leah Eubanks and Rosalyn Flores about the most fulfilling moment of their careers, and both will tell you that it was a tearful phone call to a federal inmate.

For nearly two years, both attorneys worked on a clemency petition for Leon Smallwood, an Illinois man who was sentenced to life in prison after being convicted of selling crack when he was 27 years old. In November 2016, after Smallwood had spent 19 years behind bars, Eubanks and Flores secured his clemency.

Their hard work culminated with an emotional phone call to Smallwood to deliver the good news.

"I was nervous and shaking," Eubanks said. "When we told him that his sentence had been commuted, we all started crying."

Smallwood's petition was part of the Clemency Project, a pro bono initiative in which attorneys directly assisted non-violent federal inmates who sought commutations of their lengthy prison sentences. The project began in 2014 when President Barack Obama and Attorney General Eric Holder launched a sweeping clemency initiative to address the large number of inmates serving sentences disproportionate to their crimes. Legal advocacy groups solicited the assistance of the nation's bar to help

identify prisoners who met certain criteria and who, if sentenced today, would receive significantly lower sentences.

From 2014 to 2016, Kirkland attorneys devoted more than 7,275 hours to the Clemency Project, including the 238 hours that Eubanks and Flores dedicated to Smallwood's case. In total, Kirkland reviewed 129 inmates' records and drafted clemency petitions for 53 applicants. President Obama commuted the sentences of 16 Kirkland clients, including Smallwood, and 28 applications remain pending.

Smallwood, who was sentenced to life in prison in 1997 for a low-level drug offense, would likely face 171 months for the same crime under current sentencing standards. While incarcerated, he completed his GED and several college and specialist training courses, mentored his fellow prisoners and helped more than 150 of them obtain their GEDs. He also remained employed throughout his sentence, including in supervisory roles. His model behavior, as well as more than 20 letters of support from Smallwood's family members and others in his community, strengthened Smallwood's clemency petition.

Moreover, in his personal written statement, Smallwood noted that he sought release so that he could be present for his two adult children, who

are both members of the U.S. Air Force, and his elderly mother. He also sought a second chance to live life as a productive citizen and shared his hopes of launching a nonprofit youth mentorship organization.

"My time in prison has been a true blessing to me because it has allowed me the opportunity to reflect on my life and truly search my soul to discover the man I was meant to be," Smallwood wrote.

Smallwood was released to a transitional home in St. Louis, Missouri, in November 2016, and was officially released to reunite with his family on February 24, 2017, his birthday.

"To be able to change someone's life in this way is indescribable," Flores said. "Leon took every opportunity he could to better himself while he was in prison, and he truly wants to help people going forward. We know that he'll continue to make a positive impact in peoples' lives."

Kirkland lawyers devoted
3,950+ hours
to the Clemency Project in 2016.

"When we told him that his sentence had been commuted, we all started crying."

— Leah Eubanks, Associate

FELLOWSHIP

KIRKLAND & ELLIS PRO BONO FELLOWSHIP PROGRAM

Kirkland began its seventh annual Kirkland & Ellis Pro Bono Fellowship Program in conjunction with the University of Chicago Law School in June 2016. The program provides a unique opportunity for students to gain practical experience in a law firm setting while engaging in public interest work during the summer following their first year of law school.

Each fellow works as an intern at a legal aid provider with which Kirkland has had a longstanding relationship, and with Firm attorneys on pro bono matters referred from that legal aid provider. The 2016 pro bono fellows worked with Equip for Equality, Cabrini Green Legal Aid and the National Immigrant Justice Center.



DISABILITY RIGHTS

The right to vote is a basic tenet of democratic society, but some individuals around the world still struggle to exercise that right, even when it is theoretically protected by law. Kirkland recently coordinated an international pro bono legal research project that examined the challenges that intellectually disabled individuals faced when trying to vote in Ghana's latest national election.

Inclusion Ghana, a nongovernmental organization that works to reduce stigmatization and ensure inclusion for people with intellectual disabilities in Ghana, reached out for help in advance of the country's December 2016 election, fearing that current Ghanaian law could prevent intellectually disabled individuals from voting. Of particular concern was Article 42 of the Ghanaian Constitution, which states that citizens of "eighteen years of age or above and *of sound mind*" (emphasis added) are entitled to register to vote. However, the provision does not define "*of sound mind*" — nor does it specify who is qualified to make that decision. In practice, that can mean that polling station officials with no medical training or expertise are left to arbitrarily determine whether or not a would-be voter is "*of sound mind*."

Inclusion Ghana wanted to compare Ghana's constitution to the legal and political rights that various other countries give to intellectually disabled individuals.

The request made its way to Kirkland litigation partners Chiraag Shah and Richard Boynton, who spearheaded an international research effort involving local counsel in Ghana, Bangladesh, India, Kenya and the United Kingdom.

The team examined each jurisdiction's legal position on the voting rights of intellectually disabled individuals, analyzed the position under Ghanaian law, and prepared a report that recommended possible submissions and arguments that Inclusion Ghana could make to the Ghanaian Supreme Court and other political bodies to protect and advance voting rights.

The jurisdictions that the team studied spanned numerous countries and several continents, but Boynton says that there were more commonalities when it came to voting rights than the team anticipated.

"I expected many countries to make voting more difficult, but I was surprised at the uniformity of approach across the world," he said. "While Ghana's laws might not be working in practice, there did seem to be some attempts to ensure that people on the margins are represented."

Still, Kirkland's research revealed areas for improvement, and Inclusion Ghana plans to initiate proceedings before the Supreme Court of Ghana that will enforce compliance with existing domestic and

international law obligations, and seek declarations protecting the rights of intellectually disabled people. Kirkland continues to work with Ghanaian counsel to commence and progress the Supreme Court action.

A number of intellectually disabled people served by Inclusion Ghana were reportedly prevented from voting in the national election on the basis of their disabilities, which may lead to additional claims for breaches of human rights before the Ghanaian High Court.

The Kirkland team hopes that their continued involvement will help to ensure access to the polls for Ghana's intellectually disabled population, both in the letter of the law and in practice.

"Jurisdictions or countries often have the right processes in place on paper, but whether they are actually implemented or respected by the judiciary and the government becomes challenging," Shah said. "We are delighted to have been able to tangibly assist disadvantaged individuals enforce their democratic rights. The Kirkland team did an amazing job in pooling resources and research streams to bring this all together in a short space of time."

"We are delighted to have been able to tangibly assist disadvantaged individuals enforce their democratic rights. The Kirkland team did an amazing job in pooling resources and research streams to bring this all together in a short space of time."

FELLOWSHIP

KIRKLAND & ELLIS JUSTICE FELLOWSHIP

The firm endows the Kirkland & Ellis Justice Fellowship, a two-year fellowship to the Disability Rights Legal Center (DRLC) in Los Angeles. The fellow is selected on the basis of personal integrity and the potential to make a positive contribution toward enhancing the civil rights of people with disabilities; the fellow pursues public interest work as a DRLC staff attorney.

— Chiraag Shah, Partner

Kirkland devoted
8,500+ hours
to LGBT-focused
pro bono work
in 2016.

LGBT EQUALITY

By the time she was in her early 20s, Marcy*, a transgender woman, was already a prominent LGBT rights activist in El Salvador, leading a local advocacy organization and dedicating herself to improving conditions for transgender individuals in her home country.

However, some members of Marcy's community strongly condemned not only her professional and political mission, but also her personal identity. Members of her own family did not support her. Gang members and police officers beat and raped her on multiple occasions, and she witnessed the murders of several close friends.

Marcy's experience is not uncommon. According to Amnesty International, LGBT activists in El Salvador face increasing violence and intimidation from state agents, individuals and gangs.

In imminent danger, Marcy fled El Salvador. In September 2015, she entered the United States in Texas, was arrested and then transferred to a detention center in Santa Ana, California, where she faced deportation.

Eager to help Marcy obtain asylum, Kirkland litigation partner David Horowitz took on the case in December 2015 after it was referred by Public Counsel, a pro bono public interest law firm. He assembled a team of colleagues who immediately started preparing for a trial in Marcy's deportation case, which was scheduled for January 2016.

In addition to the time crunch, the Kirkland team faced another challenge: The judge who would hear Marcy's case had a history of denying asylum in detainee cases more than 90 percent of the time.

"We wanted to do everything we could to position Marcy for success, both at trial and afterward," Horowitz said. "Over six weeks, our team of three met regularly with Marcy in a 6-by-6 windowless room at the jail to build her case. We dove right in, working over the holidays to interview witnesses, gather corroborating evidence and secure expert witness affidavits."

A country conditions expert helped Kirkland demonstrate that it was not a viable option for Marcy to be repatriated

"This was the most fulfilling case I've worked on in my professional career."

— David Horowitz, Partner

to El Salvador. A social worker from the Program for Torture Victims also assessed Marcy over several days and determined that she had symptoms of post-traumatic stress disorder. Both of these experts' reports helped to strengthen Marcy's case.

On the morning of the trial, the Kirkland team was in the courtroom when the guards brought in Marcy and her fellow asylum seekers, many of whom had family members present.

"Marcy, on the other hand, had three attorneys in suits carrying four boxes full of documents," Horowitz said. "The fact that Marcy had adequate legal representation in this case gave her a huge advantage."

Two minutes before the hearing was scheduled to begin, the government attorney told the Kirkland team that he planned to stipulate to granting Marcy asylum in the United States. Horowitz and his team were ecstatic.

Upon entering the courtroom, the judge announced that he had read Marcy's papers and that she had more than proven that she deserved asylum.

Marcy was granted asylum and freed that day after having spent four months at the detention center. The Kirkland team helped to arrange Marcy's release and safe lodging.

Since then, Marcy has secured a job and resumed her activist work.

"Marcy has already picked up where she left off," said Talia Inlender, senior staff attorney for Public Counsel's Immigrants' Rights Project. "She is working and advocating for the rights of LGBT people — and especially other LGBT immigrants — here in the United States."

In recognition of the team's work, Kirkland was honored at the Program for Torture Victims' annual awards dinner.

"This was the most fulfilling case I've worked on in my professional career," Horowitz said. "I was honored to have the opportunity to directly influence the course of someone's life."

**Client name changed for privacy.*





LOW-INCOME SERVICES

Filing for bankruptcy can be a daunting process, especially for low-income individuals who can't afford proper counsel. From outstanding medical debts to sudden loss of household income, Kirkland attorneys recognize the heavy burdens facing debtors and are actively helping them to navigate their bankruptcy options.

Since November 2016, 14 Kirkland attorneys in New York have volunteered with the City Bar Justice Center's Consumer Bankruptcy Project, which provides free legal assistance through a monthly clinic for low-income consumers with outstanding debts. The project allows individuals who would otherwise be unable to file, due to lack of resources and financial ability, to reorder their finances and obtain an economic fresh start.

Ramona Morel, director of the Consumer Bankruptcy Project, said the clinic assists more than 200 consumer debtors each year, and Kirkland plays a major role in the successful outcomes for those people.

"Kirkland's dedication to pro bono service ensures that indigent New Yorkers can look to the City Bar when they need legal help," Morel said.

One clinic client that Kirkland assisted was Ms. M, a young disabled woman who had more than \$50,000 in medical debt. A Kirkland volunteer advised Ms. M of her rights and options, patiently answered

all her questions and completed the questionnaire needed to help her file for bankruptcy.

"Ms. M said she could sleep again peacefully knowing that her medical debt would be discharged and the collection calls would stop," Morel said.

Debt finance associate Duncan McKay, who has volunteered at the clinic twice since November, said the work has been gratifying.

"The process is quite complicated for us, let alone for people with zero legal experience," he said. "So at the end of the day, it's a really rewarding experience to see how much more calm they are after we explain their options and debunk any misconceptions they might have about bankruptcy. Through this project, Kirkland attorneys are helping consumer debtors to lift a massive weight off their shoulders."

Restructuring associate Allyson Smith, who has also participated in the clinic twice, said her greatest challenge is reminding herself that her role in the clients' lives ends at the clinic that same day.

"The people who come to the clinic are vulnerable and down on their luck," Smith said. "It can be a very emotional experience, and I always leave feeling like I want to do more for them."

Kirkland attorneys plan to continue their partnership with the City Bar Justice Center's Consumer Bankruptcy Project and volunteer at future clinics.

"It is part of our duty as attorneys to provide assistance to those who might not otherwise be able to secure help with this process," Smith said. "Every client has been memorable, and it's rewarding to see how just a couple of hours have such an impact on their lives."

FELLOWSHIPS

THE PUBLIC INTEREST LAW INITIATIVE

Each year, Kirkland funds multiple postgraduate fellowships as part of the Firm's commitment to the Public Interest Law Initiative (PILI), an organization with a mission to cultivate a lifelong commitment to public interest law and pro bono service within the Illinois legal community. The fellowships allow incoming Kirkland lawyers to work at public interest legal aid organizations across Chicago while studying for the bar exam. The legal aid organizations help clients become citizens, buy homes, adopt children, secure disability benefits and gain asylum, among many other achievements. Kirkland sponsors approximately 30 PILI fellows every year, the most of any law firm in Chicago.

NEW YORK CITY PUBLIC SERVICE FELLOWSHIPS

Kirkland's New York office annually awards Public Service Fellowships to outstanding law school graduates from Columbia Law School and the New York University School of Law. The fellows complete a year of public service work aimed at addressing unmet legal needs in New York City. Surbih Sarang of Columbia Law School and Alicia Nieves of New York University School of Law were selected as the 2016–17 Kirkland fellows. Surbih is working with New York Lawyers for the Public Interest providing support for the Transform Don't Trash campaign, and Alicia is working with JustFix.nyc to assist low-income New York City tenants with resolving issues with landlords and the housing courts.

"Through this project, Kirkland attorneys are helping consumer debtors to lift a massive weight off their shoulders."

— Duncan McKay, Associate

NONPROFIT COUNSELING

FELLOWSHIP EQUAL JUSTICE WORKS FELLOWSHIPS

In 2016, Kirkland co-sponsored three Equal Justice Works fellowships with clients Aon and Raytheon Company. Fellow Jessica Marsden works with the University of North Carolina School of Law Clinical Program to represent North Carolina veterans in benefits and discharge upgrade proceedings. In Washington, D.C., fellow Tiffany Kelley works with the National Veterans Legal Services Program, helping to address the needs of veterans who survived military sexual trauma and need assistance in obtaining disability benefits. Chicago fellow Alexandra Roffman works with Cabrini Green Legal Aid, advocating for young mothers who have interacted with the criminal justice system and providing legal service to help stabilize young families.

In the military, unit cohesion is essential to success. The strong bond formed among service members unites them in their commitment to accomplishing their missions, and they rely on one another to overcome all obstacles.

For many veterans, the passion for teamwork and tackling challenges endures after the end of active service. It was this passion that led U.S. Marine Jake Wood to co-found Team Rubicon, a nonprofit service organization through which military veterans and first responders join forces to form emergency response teams. Team Rubicon was established in 2010 after a 7.0-magnitude earthquake devastated Haiti. The organization has been providing natural disaster relief to affected areas around the world ever since.

Kirkland corporate partner John Pitts met Wood through restructuring partner Edward Sassower, a longtime supporter of the organization. Pitts learned that Wood was in the process of rapidly growing Team Rubicon, and he needed a broad spectrum of legal support, as the organization had no internal legal counsel.

Without hesitation, Pitts offered to help.

"Team Rubicon's mission really resonates with me personally and with the veteran community within Kirkland. It's incredibly important for veterans to have the opportunity to utilize their skills and work

in teams again," said Pitts, who is one of nearly two dozen Kirkland attorneys who are military veterans. He served as an infantry officer in the U.S. Army and deployed as part of Operation Iraqi Freedom VII-VIII, after which he was awarded the Bronze Star Medal.

Pitts became a member of Team Rubicon's board of advisers and has served as the organization's outside pro bono counsel since 2015. In his role, he identifies opportunities where Kirkland can provide legal assistance.

Pitts soon discovered that he wasn't the only Kirkland attorney who was eager to become involved with the organization. Nearly 30 lawyers of all levels and from various practice areas and offices have helped Team Rubicon with an array of matters, including commercial contracts negotiation, IP trademarking and litigation, EU data privacy compliance, corporate counseling for best practices, regulatory advice and debt finance. The Firm has so far devoted more than 340 hours to pro bono work for Team Rubicon.

"This work has been meaningful to our attorneys, whether they are veterans themselves or they are personally close to a veteran," Pitts said. "By supporting Team Rubicon through pro bono work, we are helping it to grow and expand its mission."

In recognition of its pro bono work, Kirkland received the 2017 Commitment to Service Award at Team Rubicon's annual New York City Salute to Service Awards in April 2017.

"Kirkland has been instrumental in helping Team Rubicon manage risk as the organization has scaled rapidly over the past two years," said Wood, Team Rubicon's CEO. "Kirkland attorneys are quick to tackle a variety of legal challenges and have always provided clear, concise and actionable advice. It's a relief to know that we can count on world-class counsel while we tackle large, complex issues."

Kirkland attorneys dedicated
3,200+ hours
to veterans-related
pro bono work
in 2016.

"This work has been meaningful to our attorneys, whether they are veterans themselves or they are personally close to a veteran."

— John Pitts, Partner

Supporting the NVLSP

Kirkland is a longtime pro bono partner of the National Veterans Legal Services Program (NVLSP), a nonprofit organization that works to ensure the U.S. government delivers the benefits to which veterans are entitled because of disabilities resulting from their military service. The Firm has assisted the organization with research projects, federal litigations and U.S. Court of Appeals for Veterans Claims matters. Kirkland also co-sponsors the NVLSP's Equal Justice Works Fellowship Program.

350+
Kirkland lawyers
devoted
5,700+ hours
to voting rights
work in 2016.

“The right to vote is fundamental — it’s the basis for us to protect all the other rights that we have.”

— Kristin Sheffield-Whitehead, Partner

VOTER PROTECTION

The 2016 U.S. presidential election was the first in more than 50 years not to have the full protections of the Voting Rights Act of 1965, a law that bans discriminatory voting practices across the nation.

In its 2013 decision in *Shelby County v. Holder*, the U.S. Supreme Court invalidated a key provision of the Voting Rights Act that had required states with histories of voting discrimination to seek federal approval before enacting new voting laws. Several of those states were among the 14 that had new restrictive voting laws in effect for the first time in a presidential election in 2016.

With these changes, many voters across the country were confused about how to navigate their states' laws, and in some cases, they faced barriers at the polls.

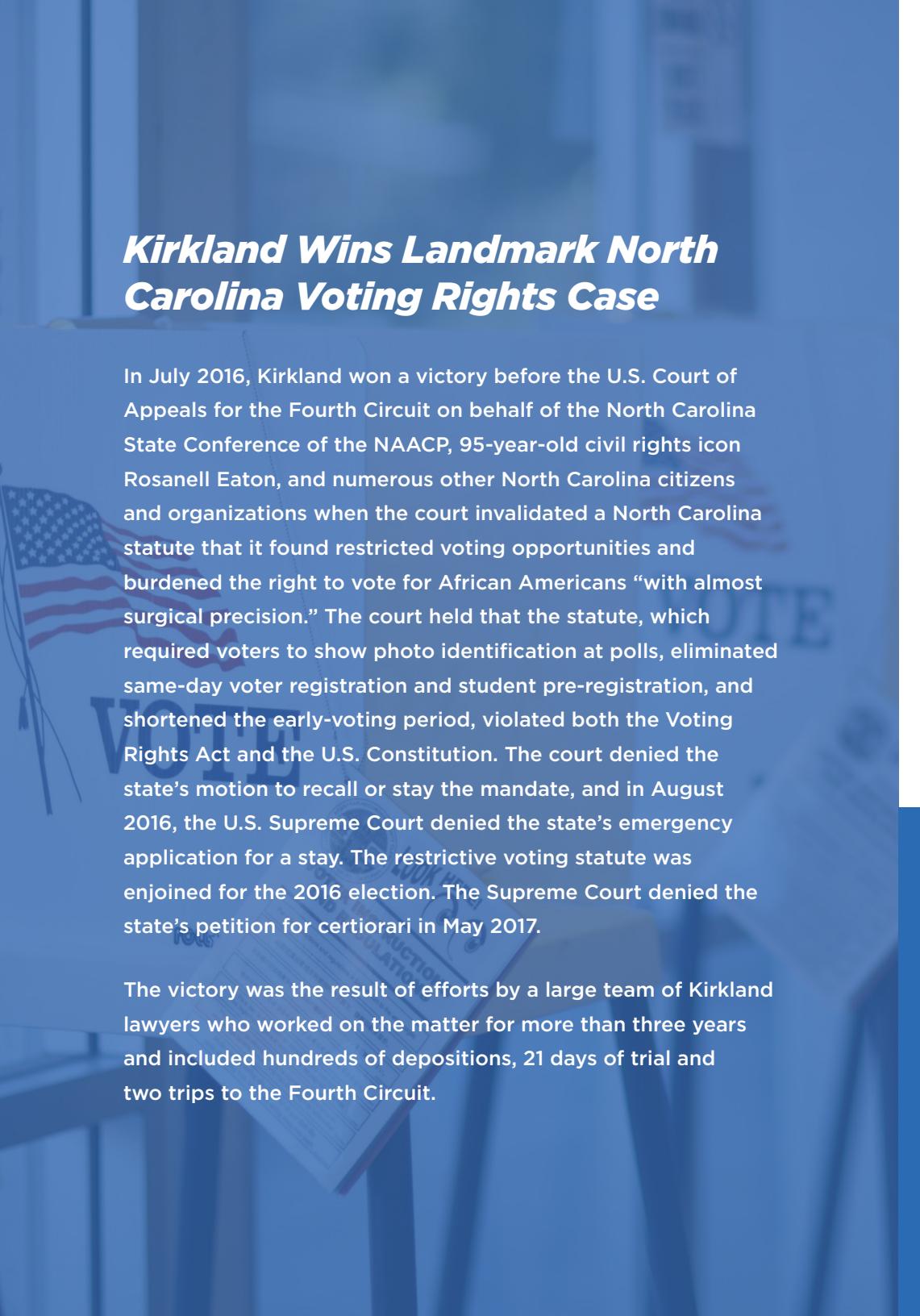
In an effort to help safeguard voters' access to democracy, Kirkland attorneys

and staff across the country volunteered with Election Protection, the nation's largest nonpartisan voter protection coalition, led by the Lawyers' Committee for Civil Rights Under Law.

“Kirkland’s support year after year makes them an invaluable partner to the Lawyers’ Committee, enabling us to provide accurate election information and assistance to thousands of voters every election,” said Hallie Ryan, associate counsel at the Lawyers’ Committee for Civil Rights Under Law.

Kirkland volunteers filled more than 300 shifts for Election Protection’s call centers and field programs — more than any other participating law firm. The Firm’s New York and San Francisco offices hosted call centers that received more than 5,000 calls from thousands of voters in 12 states during the final two days of the election season. In addition, Kirkland attorneys from these offices and the Firm’s Chicago, Houston, Los Angeles and Washington, D.C., offices staffed and prepared materials for national voter hotlines throughout the final days of the election.

“Our attorneys were 100 percent committed to this initiative and were determined to have a nationwide impact,” said Kirkland corporate partner Leah Recht, who served as a call center captain in San Francisco. “We were eager to guide voters through the process and provide



them with the answers they needed to participate in the election.”

Some of the questions that Kirkland volunteers handled were relatively simple, such as polling place location inquiries, whereas others were more complicated. Some callers had experienced registration issues, or never received their absentee ballots. Others reported broken machines and intimidation at polling places.

To combat such problems, lawyers in Kirkland’s Chicago office helped hundreds of voters at their polling places by spearheading the largest on-site poll monitoring program Election Protection has ever had in the Chicago area. The Firm’s total Chicago volunteer force made up approximately a quarter of all Election Protection volunteers in the city, a record for the office.

“The right to vote is fundamental — it’s the basis for us to protect all the other rights that we have,” said Kirkland litigation partner Kristin Sheffield-Whitehead, who was also a San Francisco call center captain. “Being part of the effort to secure this right is incredibly important and an honor.”

Kirkland Wins Landmark North Carolina Voting Rights Case

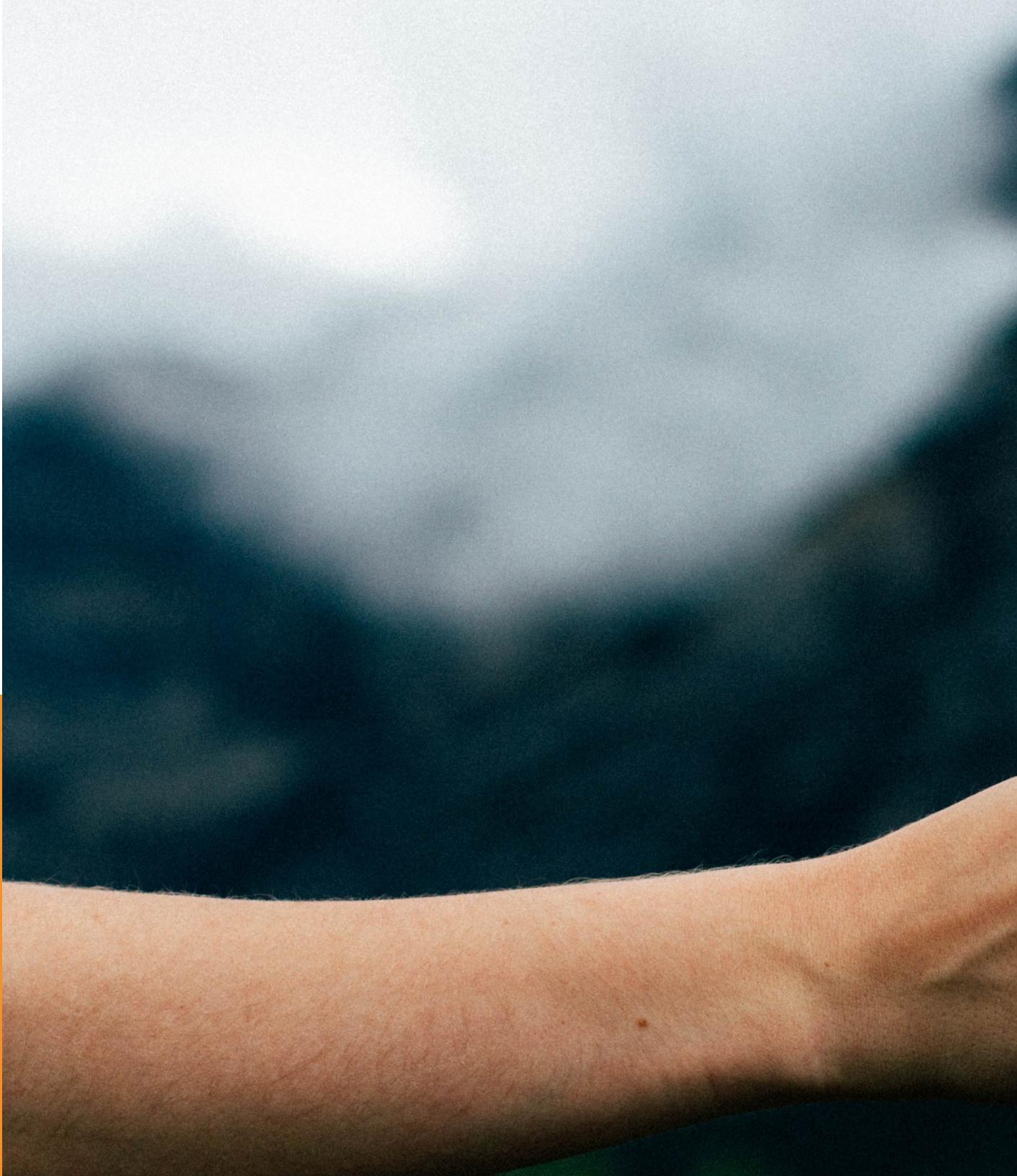
In July 2016, Kirkland won a victory before the U.S. Court of Appeals for the Fourth Circuit on behalf of the North Carolina State Conference of the NAACP, 95-year-old civil rights icon Rosanell Eaton, and numerous other North Carolina citizens and organizations when the court invalidated a North Carolina statute that it found restricted voting opportunities and burdened the right to vote for African Americans “with almost surgical precision.” The court held that the statute, which required voters to show photo identification at polls, eliminated same-day voter registration and student pre-registration, and shortened the early-voting period, violated both the Voting Rights Act and the U.S. Constitution. The court denied the state’s motion to recall or stay the mandate, and in August 2016, the U.S. Supreme Court denied the state’s emergency application for a stay. The restrictive voting statute was enjoined for the 2016 election. The Supreme Court denied the state’s petition for certiorari in May 2017.

The victory was the result of efforts by a large team of Kirkland lawyers who worked on the matter for more than three years and included hundreds of depositions, 21 days of trial and two trips to the Fourth Circuit.

02

FOUNDATION

KIRKLAND DRIVES
PROGRESS THROUGH
CHARITABLE GIVING





The Kirkland & Ellis Foundation donated
\$11 million
to 1,200+ organizations
in 2016.

FOUNDATION

The Kirkland & Ellis Foundation is a major financial component of our Firm's corporate social responsibility efforts. Founded in 1982, the Foundation has provided monetary support to charitable and law-related organizations worldwide for more than 30 years. Firm partners fund the Foundation through annual contributions, and Kirkland employees, associates and partners can have their individual charitable contributions matched through the Foundation's employee matching program.

Each year, the Foundation supports hundreds of charitable efforts, including many focused on groups that help improve the administration of legal services. Additional funds are donated to organizations that enhance communities

through targeted community service, cultural awareness, diversity sensitivity, education opportunities, health care initiatives, youth programs and more.

In 2016, the Foundation donated approximately \$11 million to more than 1,200 charitable organizations in the United States and around the world. Profiled here are just a handful of those initiatives.

“The Kirkland & Ellis Foundation proudly supports charitable groups, legal service organizations and law schools that are positively impacting communities around the world.”

— Andrew McGaan, President and Director,
Kirkland & Ellis Foundation

COMMUNITY

CHICAGO COUNCIL ON GLOBAL AFFAIRS

The Chicago Council on Global Affairs is an independent, nonpartisan membership organization that provides insight — and influences the public discourse — on critical global issues. The organization convenes leading global voices, conducts independent research and engages the public to explore ideas that will shape our global future. The Council is committed to bringing clarity and offering solutions to issues that transcend borders and transform how people, businesses and governments engage the world. A Kirkland partner and a member of the Firm's Global Management Executive Committee are board members.

NAVY SEAL FOUNDATION

The Navy SEAL Foundation provides immediate and ongoing support and assistance to the U.S. Naval Special Warfare community and its families. The organization provides a comprehensive set of programs designed to improve health and welfare, build and enhance resiliency, empower and educate families, and provide critical support during times of illness, injury and loss. Donations to the Navy SEAL Foundation go toward tragedy assistance, family events, scholarships and educational assistance, and history preservation.

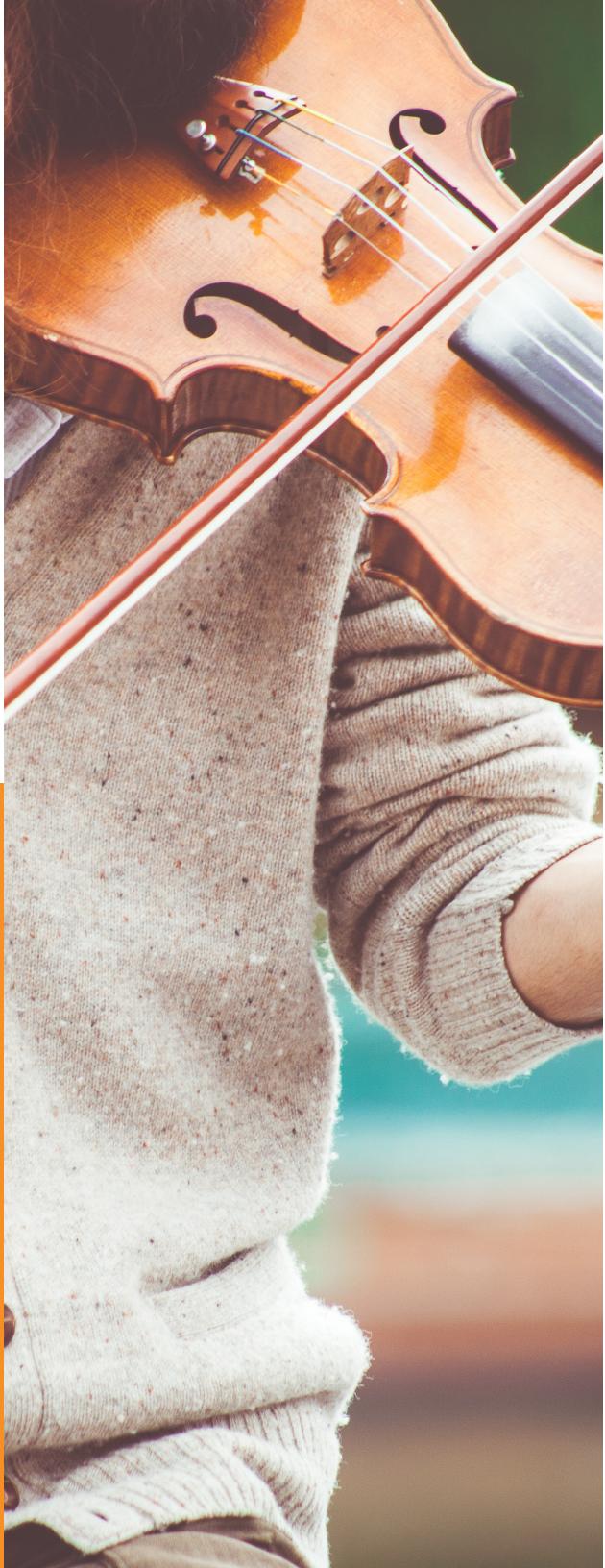
NEW YORK CARES

New York Cares is committed to mobilizing New Yorkers to meet the community's most pressing needs. Donations help the organization's volunteer force to provide assistance to nearly half a million of the city's at-risk children, youth, seniors and families. In addition to the Kirkland & Ellis Foundation's contributions, the Firm's New York office donated more than 1,500 gifts to underprivileged children, teens and seniors through New York Cares' 2016 Winter Wishes program. The gifts went to participants in two local programs dedicated to housing and helping victims of domestic violence.

“Your generosity sends a clear message of unwavering support to our Navy SEALS, Naval Special Warfare community and their families.”

— Navy SEAL Foundation





CULTURE & ARTS

CHICAGO SYMPHONY ORCHESTRA

The central mission of the Chicago Symphony Orchestra (CSO) is to present classical music to Chicago, national and international audiences. The mission is supported by four reinforcing elements: artistic excellence, audience development, education and financial stability. Donations to the CSO fund performances, tours, and educational and community engagement programs. A Kirkland partner is a member of the board of trustees, and a Kirkland of counsel is chairman of the governing members.

PARK AVENUE ARMORY

The Park Avenue Armory is dedicated to supporting unconventional works in the visual and performing arts that need nontraditional spaces for their full realization. Since 2007, the Armory has opened its doors to visionary artists, directors and impresarios who provide

extraordinary experiences in a range of art forms. The Armory also provides arts education programs to underserved public school students across New York City. A member of Kirkland's Global Management Executive Committee is on the board of directors.

THE MUSEUM OF FINE ARTS, HOUSTON

The Museum of Fine Arts, Houston, along with its Glassell School of Art and its two house museums, embodies the diverse character of Houston. The museum offers educational programs serving students of all ages and collaborates with nearly 100 community partners. Donations sustain the museum's exhibitions, programs, events and facilities.

“Your company’s generous support assists the CSO in delivering unparalleled artistic, educational, and community programs in Chicago and around the world.”

— Chicago Symphony Orchestra

DIVERSITY

INNER-CITY MUSLIM ACTION NETWORK

The Inner-City Muslim Action Network (IMAN) is a community organization that fosters health, wellness and healing in Chicago's inner city by organizing for social change, cultivating the arts and operating a holistic health center. IMAN, a Kirkland pro bono client, has played a leadership role in the development of the Dr. Martin Luther King, Jr., Living Memorial Project, which commemorates the 50th anniversary of Dr. King's historic 1966 march through Chicago's Marquette Park to protest housing segregation. A Kirkland partner is a member of the project's planning committee.

IMMIGRATION EQUALITY

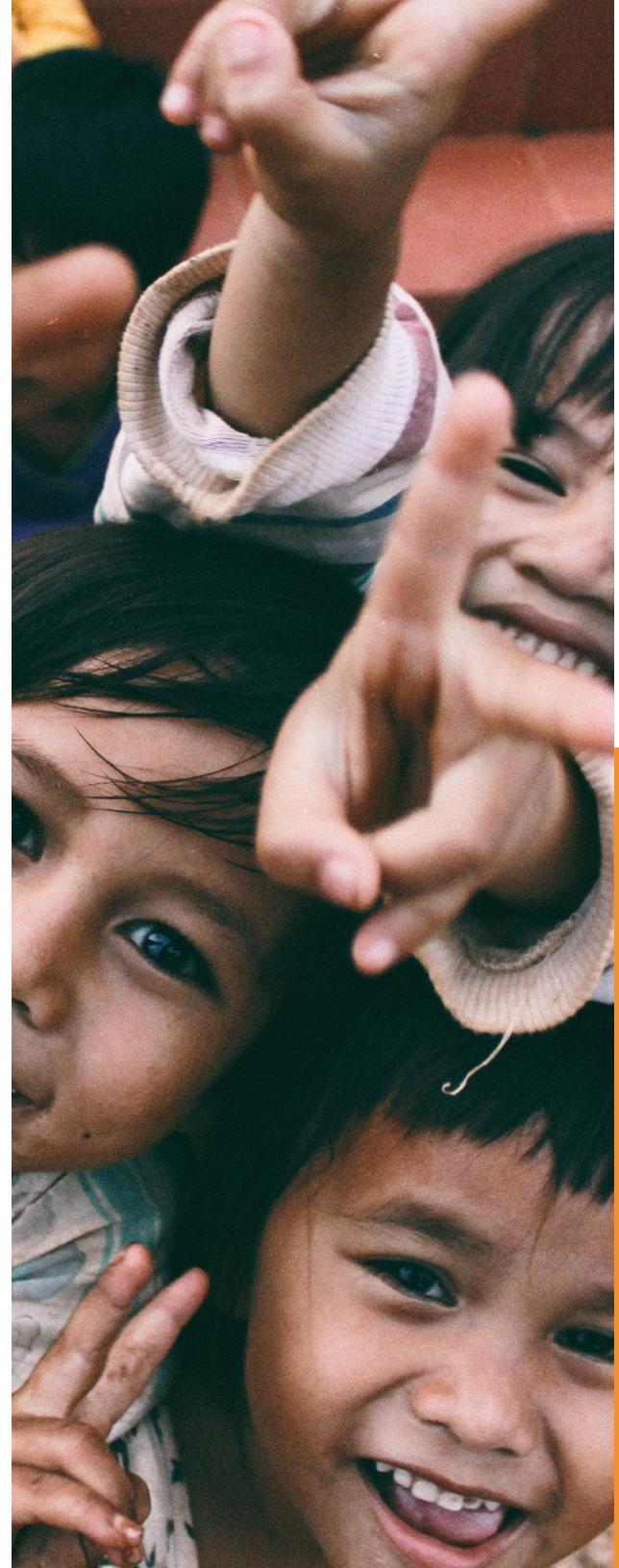
Immigration Equality advocates for and represents LGBTQ and HIV-positive immigrants seeking safety, fair treatment and freedom. The organization provides free direct legal services to asylum seekers, LGBTQ immigrant and binational couples and families, detainees and undocumented LGBTQ people. Kirkland has provided pro bono assistance to Immigration Equality clients for more than a decade. The Firm received the organization's Safe Haven Award, which recognizes law firms that have gone above and beyond to win safe refuge for LGBTQ and HIV-positive asylum seekers, in 2010, 2012, 2014 and 2017.

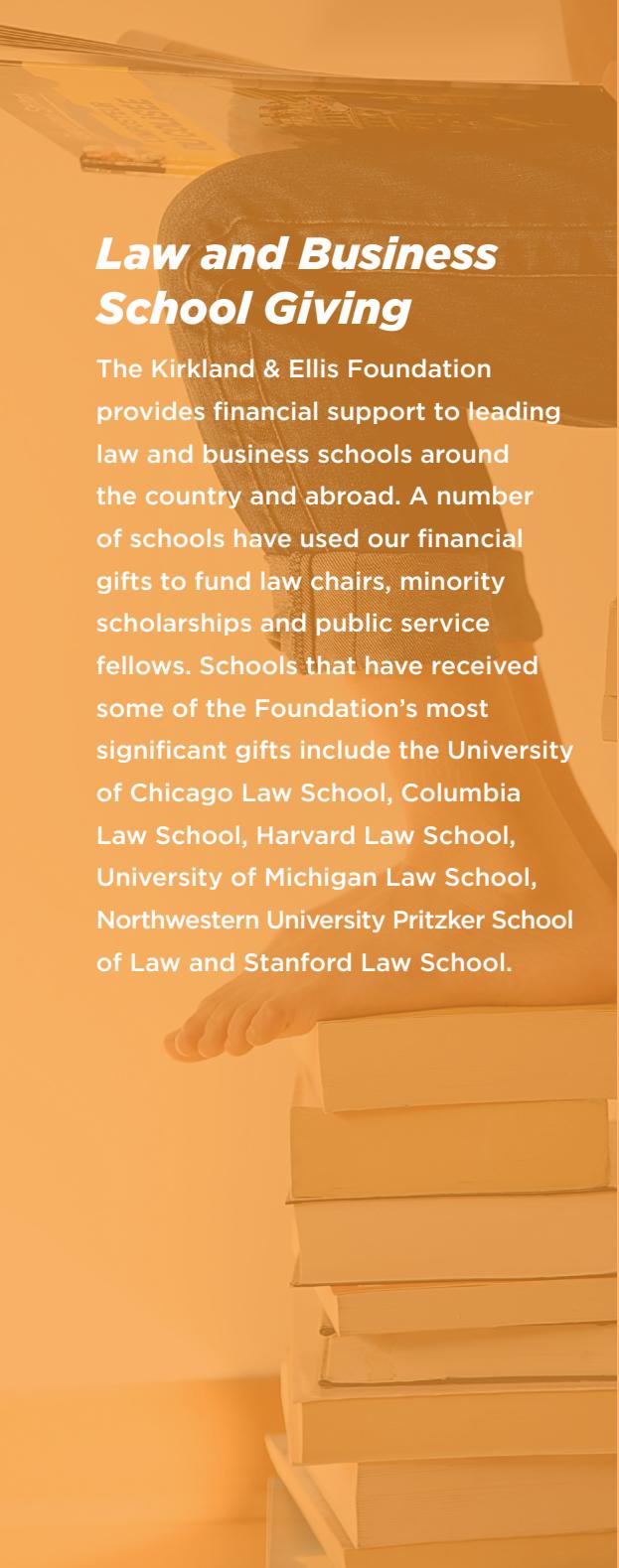
JUSTICE & DIVERSITY CENTER OF THE BAR ASSOCIATION OF SAN FRANCISCO

The Justice & Diversity Center of the Bar Association of San Francisco advances fairness and equality by providing pro bono legal services to low-income people and educational programs that foster diversity in the legal profession. The organization's programs serve approximately 9,500 disadvantaged San Franciscans a year. Kirkland provides pro bono legal assistance to Justice & Diversity Center clients.

***“Because of you,
we can fight every
day to protect
and empower
immigrants in our
country.”***

— Immigration Equality





Law and Business School Giving

The Kirkland & Ellis Foundation provides financial support to leading law and business schools around the country and abroad. A number of schools have used our financial gifts to fund law chairs, minority scholarships and public service fellows. Schools that have received some of the Foundation's most significant gifts include the University of Chicago Law School, Columbia Law School, Harvard Law School, University of Michigan Law School, Northwestern University Pritzker School of Law and Stanford Law School.

EDUCATION

TEACH FOR AMERICA

Teach for America is a national teacher corps of recent college graduates who commit two years to teach and to effect change in under-resourced urban and rural public schools. The organization's mission is to enlist, develop and mobilize the nation's most promising future leaders to grow and strengthen the movement for educational equity and excellence. The Kirkland & Ellis Foundation contribution enables Teach for America to recruit, select, train and support new corps members. Several Kirkland attorneys are Teach for America alumni.

GENESYS WORKS

Genesys Works is a national organization that aims to transform the lives of disadvantaged high school students through skills training, meaningful internships and impactful relationships. In addition to the Kirkland & Ellis Foundation's contributions, the Firm employs Genesys Works interns in its Bay Area, Chicago, Houston and Washington, D.C., offices.

A Kirkland of counsel serves on the board of the organization's Chicago subsidiary.

GIRLS INC. OF NEW YORK CITY

Girls Inc. of New York City offers gender-based educational programs focused on math, science, health and safety, financial literacy and multicultural appreciation to improve the lives of girls between ages 6 and 18 in the city's five boroughs. In 2016, Kirkland was honored with the Corporate Leadership Award at Girls Inc.'s Annual Spring Luncheon. Kirkland hosts Girls Inc.'s annual Career Day, in which the Firm invites high school girls to its New York office to learn more about legal careers. The Firm also supports Girls Inc.'s annual College Shower by providing college-bound girls with computers, mentorship and other resources.

"Your generous gift is helping us to prepare today's underprivileged youth for tomorrow's workforce."

— Genesys Works

HEALTH CARE

CITY OF HOPE

City of Hope is a world leader in the research and treatment of cancer, diabetes and other serious illnesses. Founded in 1913, it is one of only 47 comprehensive cancer centers in the nation, as designated by the National Cancer Institute. In 2016, the Kirkland & Ellis Foundation made a contribution to City of Hope in memory of Foundation president and director Andrew McGaan's wife, Pamela McGaan. The Foundation matched all Kirkland employees' qualifying individual gifts.

JUVENILE DIABETES RESEARCH FOUNDATION

The Juvenile Diabetes Research Foundation (JDRF) is the leading global organization funding Type 1 diabetes research. The organization aims to accelerate life-changing breakthroughs to cure, prevent and treat Type 1 diabetes and its complications. JDRF has invested nearly \$2 billion in research over the past

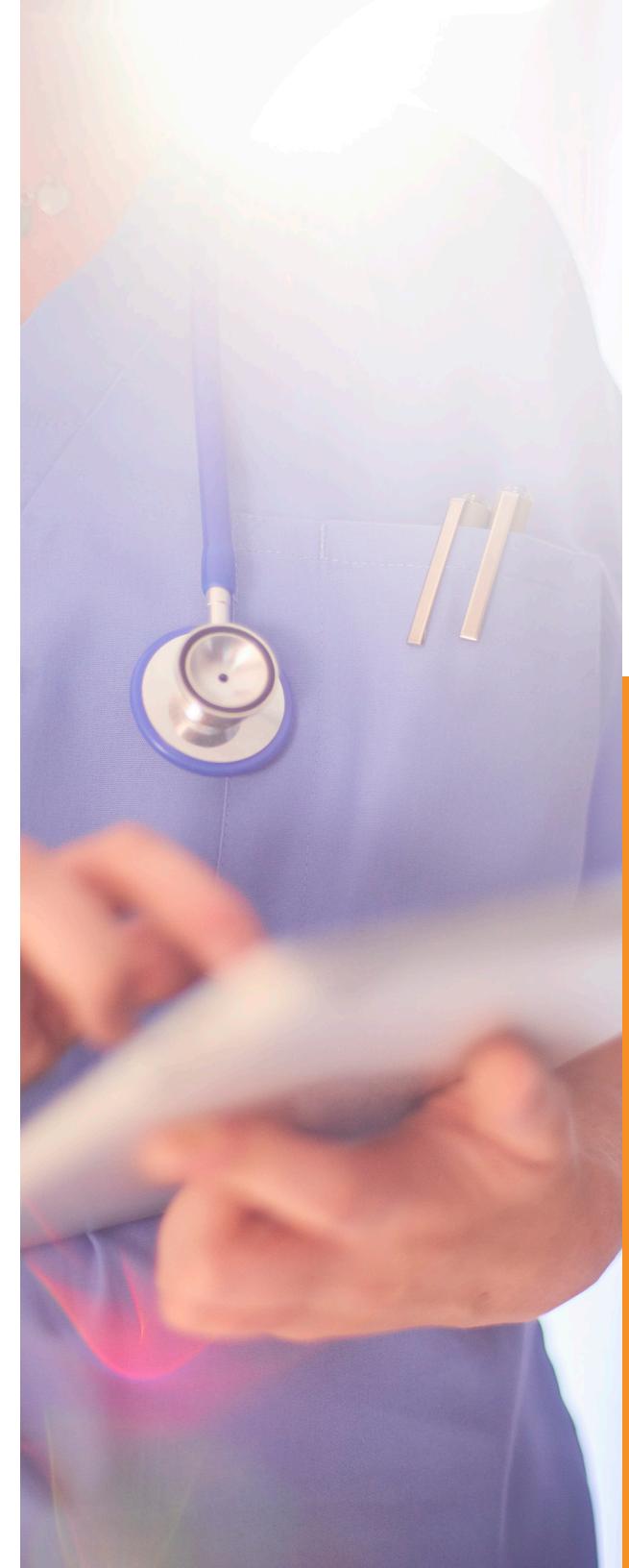
45 years. The Kirkland & Ellis Foundation contribution sponsored JDRF's annual Boston Gala, which raised nearly \$1.75 million for research.

AMERICAN HEART ASSOCIATION

The American Heart Association (AHA) is the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke. The AHA funds innovative research, fights for stronger public health policies and provides public health education. Kirkland has participated in the AHA's Lawyers Have Heart 10K race and 5K run and walk for 14 years in a row. The event is Washington, D.C.'s largest 10K race and largest annual philanthropic endeavor supported by local law firms and legal vendors. Kirkland was a sponsor of the 2016 event.

“Your support brings hope — not to mention lifesaving treatments — to children and adults in the fight of their lives every day.”

— City of Hope



“Your contribution helps support our efforts to achieve equal access to the ballot box, a quality education, employment opportunities and housing access for all Americans.”

— Lawyers’ Committee for Civil Rights Under Law

LEGAL

LEGAL AID SOCIETY

The Legal Aid Society is the nation's oldest and largest private nonprofit organization providing free legal services to low-income individuals and families in New York City. The organization handles 300,000 cases and matters annually. The Legal Aid Society's law reform work benefits approximately 2 million low-income families and individuals, and the landmark rulings in many of the cases have statewide and national impact. A member of Kirkland's Global Management Executive Committee is on the board of directors.

LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW

Founded in 1963 at the request of President John F. Kennedy, the Lawyers' Committee for Civil Rights Under Law is a civil rights organization that aims to secure equal justice for all through the rule of law, targeting in particular the inequalities confronting African-Americans and other racial and ethnic minorities. Eight independently funded and governed Lawyers' Committees operate in cities across the country and address many of the same issues as the national Committee: voting rights, employment discrimination, fair

housing and community development, environmental health and justice, and educational opportunity. A co-chair of Kirkland's Firmwide Pro Bono Management Committee is a former national co-chair of the organization and remains active on its board of directors.

LAF

LAF, formerly the Legal Assistance Foundation of Metropolitan Chicago, provides free legal services in non-criminal matters to people living in poverty in the Chicago area. Through advocacy, education, collaboration and litigation, the organization empowers individuals, protects fundamental rights, strengthens communities, creates opportunities and achieves justice. The Firm provides pro bono assistance to LAF clients. A Kirkland partner is a member of LAF's board of directors.

YOUTH

BAIN CAPITAL CHILDREN'S CHARITIES

Bain Capital Children's Charities, which celebrated its 20th anniversary in 2016, provides financial support to charitable organizations that benefit children and young people. Every Bain Capital employee gets the opportunity to nominate U.S. and international charities for donation, and each year, donations are given to more than 100 charities. Organizations that have benefited include Boston's Children Hospital, City Year, Boys & Girls Clubs of America and Horizons for Homeless Children.

CHANCE UK

In 2016, partners in Kirkland's London office and the Kirkland & Ellis Foundation committed more than £750,000 to charitable organizations, including Chance UK, an early-intervention program that provides mentoring and family support to children between ages 5 and 11 who are excluded from school due to behavioral issues. The donation to Chance UK was part of a £250,000 commitment across seven London-area charities.

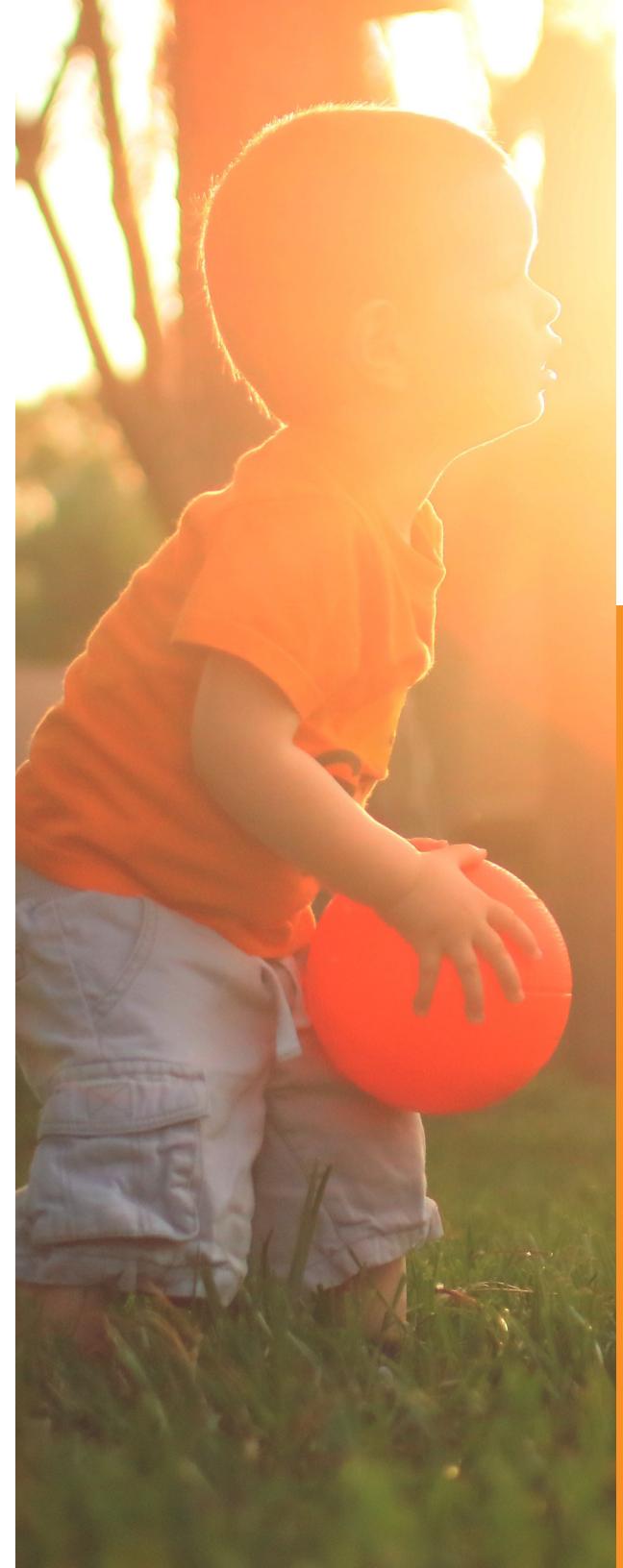
URBAN INITIATIVES

Urban Initiatives' mission is to empower Chicago's youth to become agents of community change through academic success, healthy living and leadership development. The organization's Work to

Play program provides children in grades K-4, regardless of skill level, with the chance to belong to a soccer team where they learn about health, character and teamwork. The Kirkland & Ellis Foundation has supported Urban Initiatives since 2009, sponsoring events including the annual Work to Play Cup. A Kirkland partner is the vice chair of Urban Initiatives' board of directors. Urban Initiatives is also a pro bono client.

"This funding means that many vital services will survive to support some of our most vulnerable children and families."

— Chance UK



03 DIVERSITY

KIRKLAND DRIVES
PROGRESS THROUGH
DIVERSITY AND
INCLUSION





Kirkland held
103 diversity
events in 2016.

DIVERSITY

Kirkland's commitment to diversity and inclusion has made the Firm more vital, more competitive and better able to serve a broad and varied client base in complex matters. Diversity at Kirkland transcends race, gender, age, ethnicity, sexual orientation, religion, country of origin and political affiliation. Our attorneys boast rich and varied backgrounds, knowledge and skills, and we value and encourage diversity with respect to each individual's work style, career path and experiences.

Kirkland continues to build and maintain a culture that values and gathers strength from difference. To achieve this goal, a dedicated and active group of partners forms Kirkland's Firmwide Diversity and Inclusion Committee. The committee has racial/ethnic minority, gender and

LGBT subcommittees to ensure that Firm programs and policies address the needs of those particular groups. Kirkland's Diversity Integration Task Force also drives diversity into existing work streams and facilitates Kirkland's diversity leadership in the legal industry.

"At Kirkland, we are dedicated to advancing diversity and inclusion within the Firm and the broader legal profession. We continually explore opportunities and develop new programs for our current and future diverse lawyers."

— Elizabeth Deeley and Atif Khawaja, Co-Chairs,
Firmwide Diversity and Inclusion Committee

THE AMERICAN LAWYER

A-LIST FIRM

Kirkland was named to *The American Lawyer's* 2017 A-List, which identifies the country's 20 most well-rounded law firms measured by their success in several core areas, including diversity. This is the fifth year in a row that Kirkland was named to the A-List.



ONE OF THE 50 BEST LAW FIRMS FOR WOMEN

Working Mother named Kirkland to its 2017 list of the 50 Best Law Firms for Women. The list honors U.S. law firms for their excellence in creating flexibility and professional development programs designed to retain women and to advance them into the leadership pipeline. This is the seventh year Kirkland has been named to the list, and the sixth consecutive year.



ONE OF THE BEST PLACES TO WORK FOR LGBT EQUALITY

Kirkland received a 100 percent score on the Human Rights Campaign 2017 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality. This is the tenth year in a row that the Firm received a 100 percent score on the CEI.



TOP FIRMS FOR LGBT EQUALITY

Equality Illinois recognized Kirkland as one of the top Illinois law firms for LGBT inclusiveness and equality in its 2017 Law Firm Survey. This is the eighth year in a row that Equality Illinois has honored the Firm for providing a safe and fair work environment for LGBT employees and for engaging with the LGBT community.



TOP PERFORMER BY LEADERSHIP COUNCIL ON LEGAL DIVERSITY

For the third year in a row, Kirkland was named a Top Performer by the Leadership Council on Legal Diversity (LCLD) for 2016. The designation recognizes LCLD member organizations that "went above and beyond to participate in LCLD and support its mission of creating a more inclusive legal profession." Kirkland was recognized as a longtime participant in the LCLD's Fellows Program, Pathfinders Program, Scholars Program, and serving as City Leads in the Law School Mentoring Program.

DO GOOD, DO WELL LIST FIRM

Kirkland was named to the Minority Corporate Counsel Association's 2016 Do Good, Do Well List, which showcases law firms that are successful in achieving high levels of excellence in both diversity and business. Listed firms have above-average percentages of minority partners and leverage their diversity and inclusion initiatives resulting in a positive impact to their bottom line.

Kirkland
sponsored
80+ WLI
programs
in 2016.

FIRMWIDE INITIATIVES

WOMEN'S LEADERSHIP INITIATIVE

Kirkland's Women's Leadership Initiative (WLI) promotes the recruitment, retention and advancement of women attorneys at the Firm and aims to develop them into leaders within their practice groups, the Firm, the legal profession and the community. WLI sponsored more than 80 programs in 2016, including networking events, discussions, informational lunches and training sessions. A Firmwide WLI Planning committee pairs senior women and rising associate leaders to shape the future of the Firm's women's initiatives.

WOMEN'S LEADERSHIP FORUM

In 2016, Kirkland's WLI hosted a Women's Leadership Forum in New York. Hosted biennially since 2008, the forum brings together senior women partners and senior women clients to hone leadership skills, network and share insights. The 2016 event, "Bridging the Gender Gap: Leading and Measuring Organizational Change," was led by Harvard Business School professor Frances X. Frei and focused on how to effectively address organizational culture, accountability, gender-based performance gaps, and the development and advancement of women.

DIVERSITY LEADERSHIP SERIES

Kirkland's Diversity Leadership Series (DLS) provides formal training, mentoring and leadership opportunities for diverse attorneys via discussions, informational lunches and training sessions on topics of interest to attorneys at the Firm. Affinity groups for African-American, Hispanic/Latino(a), LGBT and Asian attorneys also provide a network for diverse attorneys to exchange ideas and develop relationships within smaller group settings. Such relationships serve to enhance the Kirkland experience and increase the retention of talented diverse attorneys.

In 2016, the DLS continued its "Path to Success" speaker series to give attorneys the opportunity to meet and learn more about senior leaders at the Firm. Speakers share stories about their career paths, including about the role diversity has played. The DLS also hosted several Kirkland Connection Series events, a series of informal events where diverse attorneys connect with senior partners in their practice group or office. Events in early 2017 included "Talking to Children About Diversity," presented by Dr. Brigitte Vittrup of Texas Woman's University, "Leading Inclusively," presented by Vernā Myers, an internationally recognized expert on diversity and inclusion, as well as an African-American Affinity Group Summer Networking Program.

LAVENDER LAW

In August 2016, Kirkland attorneys from the Firm's Chicago, Houston, London, Los Angeles, New York, San Francisco and Washington, D.C., offices gathered in Washington, D.C., for the National LGBT Bar Association's Lavender Law Conference & Career Fair and related Kirkland events. Kirkland attorneys led various workshops and panels at the conference. Kirkland also organized related programming, including the fourth annual LGBT Affinity Group workshop. Other Kirkland events scheduled to coincide with the conference included Kirkland's annual Firmwide LGBT dinner and a cocktail reception for clients and potential clients who attended the conference.



Clockwise from left: Attorneys gather at a cocktail reception hosted by the Diversity and Inclusion Committee; New York attorneys celebrate GLAAD's Spirit Day; senior Firm leaders gather at a Firmwide Women's Leadership Initiative event; attorneys mingle at a Firm reception hosted during the National LGBT Bar Association's Lavender Law Conference & Career Fair.

Since 2004,
Kirkland has
sponsored
**150 Diversity
Fellows**
with grants totaling
more than
\$2.75 million.

FIRMWIDE INITIATIVES

LCLD PARTNERSHIPS

Kirkland supports the Leadership Council on Legal Diversity (LCLD) in several ways. Kirkland attorneys serve as LCLD City Leads in Palo Alto, San Francisco and Washington, D.C., acting as primary liaisons between LCLD, local law school students and administration, and attorney mentors in their cities. Kirkland is also involved in the annual 1L LCLD Scholars and Law School Mentoring Programs as well as the LCLD Fellows and LCLD Pathfinders Programs.

ALLSA INITIATIVE

Building upon a long history of supporting diverse law student organizations, Kirkland pioneered the creation of a formal initiative to reach out to diverse law students across the country in 2008. Known as the ALLSA initiative, the inclusive term reflects the mission to reach out to "all" racial, ethnic, women's and LGBT student associations at law schools across the country. The ALLSA initiative is designed to encourage a sense of community among diverse attorneys and law students, increase the visibility of Kirkland's diverse attorneys on law school campuses, create mentoring relationships with diverse students and open unique conduits for professional development. At the core of ALLSA are Kirkland liaisons who have formed relationships with more than 80 diverse law student groups.

Pipeline Programs

Kirkland actively participates in a number of local and national pipeline programs and is committed to investing in the lives of young people who may not otherwise consider a career in the legal profession. These efforts are financially supported by the Kirkland & Ellis Foundation and by attorneys who are committed to building bridges of opportunity for deserving young people in our communities.

DIVERSITY FELLOWSHIP PROGRAM

The Kirkland & Ellis Diversity Fellowship Program, one of the first of its kind, offers stipends to second-year law students who hold offers to join the Firm's summer associate program and who have demonstrated how they will contribute to Kirkland's diversity mission. Since 2004, Kirkland has sponsored 150 Diversity Fellows with grants totaling more than \$2.75 million.

1L DIVERSITY SCHOLARS PROGRAM

Kirkland's 1L Diversity Scholars Program exposes diverse law students to Big Law and corporate clients in a unique way that will help them better understand what it means to be a lawyer in a global firm or a large corporation. The program also aims to create lasting connections between students, Kirkland partners and in-house counsel. A group of diverse 1L law students from around the country are selected to participate in the program, which includes networking events, workshops and small group discussions.



Kirkland's annual 1L Diversity Scholars Program features peer networking opportunities, as well as valuable insights from in-house counsel and Kirkland partners.



KIRKLAND DRIVES
PROGRESS THROUGH
SUSTAINABILITY
INITIATIVES





Kirkland recycled
2.2 million+
pounds of
shredded paper
from May to
December 2016.

GREEN

Kirkland pursues environmental sustainability in all aspects of its internal operations and client relationships. The Firm's commitment to green initiatives results not only in a reduced environmental footprint, but also in state-of-the-art, efficient service to clients and a vibrant work environment for employees. From building design to pro bono work, energy use to charitable giving, sustainability is part of Kirkland's internal fabric.

KIRKLAND GREEN TEAMS

Kirkland's Green Teams identify and implement many of the Firm's sustainability efforts. Resident in the Firm's Chicago, New York and Washington, D.C., offices, Kirkland's Green Teams consist of attorneys and administrators from all areas of the Firm. The teams meet regularly to identify ways to increase the environmental efficiency of Kirkland's internal functions and organize educational events for employees. They also partner with external green organizations to advance the Firm's sustainability influence within local communities. Through this work, Kirkland's Green Teams keep the Firm's green

efforts current, varied and responsive to requests from employees and clients alike.

SUSTAINABILITY NETWORK

Kirkland is a pilot member of the Law Firm Sustainability Network (LFSN), a nonprofit organization of global law firms committed to promoting the benefits of environmental sustainability within their firms and throughout the legal industry. The LFSN's mission is to develop key performance indicators, foster knowledge-sharing, develop best practice guidelines and recognize innovation regarding environmental sustainability within the legal industry.

The LFSN allows Kirkland the opportunity to enhance its sustainability program and act as a leader in developing best practices. Through participation in the LFSN, Kirkland has supported the global Earth Hour Initiative to reduce power consumption, test-piloted the LFSN's legal industry sustainability benchmarking standards and promoted legal industry Earth Day initiatives via social media.

“Going Green’ is more than a catchphrase at Kirkland – it’s a guiding principle of our Firm. We are committed to enhancing the global environment through sustainability efforts, and we implement these initiatives as individuals, as a Firm and on behalf of clients.”

— Brigitte Wooster, Chief Administrative Officer

SUSTAINABLE SPACES

Kirkland achieved the U.S. Green Building Council's® LEED® (Leadership in Energy and Environmental Design) Green Building Rating System certification for its Chicago and Palo Alto office interiors and is pursuing the distinction for other office construction projects.

Given the structural and operational change involved in any new construction or retrofit project, pursuit of LEED certification requires committed leadership at all levels of the Firm. Kirkland is proud to create office space structured with consideration for the environment.

CHICAGO

Kirkland's Chicago office achieved a LEED Silver Certification in 2010 for its 650,000-square-foot office interior. At the time of its construction, the office was one of the largest LEED commercial interior projects in the United States.

HOUSTON

Completed in 2017, Kirkland's new office building in downtown Houston is pre-registered LEED.

PALO ALTO

Kirkland's Palo Alto office achieved LEED Silver Certification in 2013 for its 30,000-square-foot office interior. This state-of-the-art office space, constructed to accommodate Kirkland's growth and commitment to Silicon Valley-based clients, established benchmarks for recycling waste, reducing energy and water use, and improving air quality under the LEED program.

SAN FRANCISCO

Kirkland's San Francisco office is expected to attain LEED Gold Certification for several newly renovated floors following completion in 2017.

WASHINGTON, D.C.

Kirkland's Washington, D.C., office has a LEED Gold Certification for Existing Buildings and is ENERGY STAR®-rated.

About LEED

The LEED green building certification program measures and rates the environmental performance of buildings and interior spaces in six categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality and innovation in design process. The system has served as a foundation for many of Kirkland's sustainability efforts.

RESOURCE EFFICIENCY

Kirkland's New York office has achieved a **29.5% reduction** in its carbon and energy use intensity per employee from 2011 base year levels.

NYC CARBON CHALLENGE

The NYC Carbon Challenge is a voluntary program for commercial offices, universities and hospitals in New York City to reduce their building-based carbon emissions by 30 percent or more in 10 years. Kirkland is one of 10 anchor companies to join the Challenge and the only participating law firm.

Kirkland's New York office accepted the Challenge in 2013, committing to reduce emissions by 30 percent below 2011 levels by 2023. By 2015, the office had already reduced both its carbon intensity and energy use intensity per employee by 29.5 percent from 2011 base year levels.

DATA CENTER EFFICIENCY

Working with Hawkeye Energy Solutions and local commercial energy providers, Kirkland undertook measures to significantly improve the Firm's data centers' energy efficiency in Chicago, Los Angeles, New York and Washington, D.C., by installing a monitoring system, upgrading the center's cooling system controls and merging existing uninterruptible power supply systems. The data centers, which power Kirkland's computing operations, are one of the largest sources of the Firm's electricity consumption.

Kirkland's data center efficiency efforts were launched in the Firm's Chicago office. Local utility company Commonwealth

Edison noted at the time, "No other law firm has undertaken such a substantial energy reduction initiative in ComEd's service territory to date." Efforts in Kirkland's other offices were pursued following the success of this initiative.

Energy savings to date total more than \$1.1 million. The savings are equivalent to the annual electricity usage of more than 935 homes, the annual emissions of more than 1,428 passenger vehicles, more than 7,400 tons of greenhouse gases and more than 15,700 barrels of oil.

ABA-EPA LAW OFFICE CLIMATE CHALLENGE PARTNER

The ABA-EPA Law Office Climate Challenge is a nationwide partnership program between the American Bar Association and the U.S. Environmental Protection Agency to encourage law firms to pursue sustainable office operations. Kirkland's Chicago office has been recognized as a Climate Challenge Partner in two categories:

- Best Practices for Office Paper Management: Commitment to environmentally responsible paper management procedures.
- Energy Star: Commitment to implement an energy management strategy to reduce electricity usage by at least 10 percent.

REDUCTION AND RECYCLING EFFORTS

The Firm uses ENERGY STAR®-certified office equipment and purchases responsibly manufactured paper products. Kirkland implemented dual-sided printing policies in several offices, which reduced copy paper usage by nearly 50 percent in the past decade, a difference in annual paper usage equivalent to more than 8,000 trees. Materials with recycled content — such as carpet, furniture and office supplies — are used throughout Kirkland's office spaces.

The Firm recycles computer equipment and other electronic gear through an IT asset recovery service. Multiple Kirkland offices provide recycling bins at work stations and common areas, and engage in single stream recycling to comply with local guidelines.

Energy Savings

Energy savings related to Kirkland's data center efficiency project total more than \$1.1 million. The annual savings are equivalent to:



935 homes



1,428 passenger vehicles



7,400 tons of greenhouse gases



15,700 barrels of oil

* | = 100

Pro Bono Advocacy

Kirkland's commitment to sustainability is intertwined with its strong pro bono program. The Firm is proud to advocate for organizations across the United States that support the environment.

For instance, the Firm is assisting Farm.Butcher.Table with the preparation of its bylaws and other board materials. Farm.Butcher.Table uses local food products and works with local food industry talent to create one-of-a-kind dining experiences that raise awareness and support underfunded community charities. The organization works with the Midwest's leading farmers, chefs and food entrepreneurs to pursue its sustainability mission.

GLOBALLY GREEN

As a leading international law firm, Kirkland recognizes its responsibility to reduce its environmental impact. The Firm's commitment to sustainability is global, and Kirkland pursues green initiatives throughout all of its offices.

BEIJING

- Shuts down air conditioning during off-peak hours

BOSTON

- Supplies deskside recycling bins to all employees

CHICAGO

- Repurposes printer cover sheets into recycled notepads

HONG KONG

- Occupies a building that employs smart elevators that slow or stop when not in use to conserve energy

HOUSTON

- Supplies reusable cups and cutlery

LONDON

- Composts its coffee grounds through partnership with a coffee "recycling" vendor





LOS ANGELES

- Hosts farmers markets for employees and the local community

MUNICH

- Recycles broken furniture, batteries, electric appliances and old IT equipment

NEW YORK

- Offers storage facilities to encourage bike riding

PALO ALTO

- Purchases 50 percent of electricity from renewable energy providers

SAN FRANCISCO

- Composts all organic waste

SHANGHAI

- Purchases items made of recycled materials

WASHINGTON, D.C.

- Has charging stations for electric vehicles in the building's garage

Charitable Giving

Many green-centric organizations have benefited from the financial support of the Kirkland & Ellis Foundation:

- Brooklyn Bridge Park Conservancy
- California Academy of Sciences
- Driftless Area Land Conservancy
- Friends of the Chicago River
- Houston Arboretum & Nature Center
- John G. Shedd Aquarium
- World Wildlife Fund



www.kirkland.com

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