THE YEAR IN REVIEW

EPSTEIN BECKER GREEN

ANNUAL REPORT
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In 2013, Epstein Becker Green (EBG) celebrated its 40th year of focused excellence and, in so doing, acknowledged the importance of both continuity and change. We welcomed 32 new attorneys and professionals while celebrating the anniversaries of 30 attorneys who have been with the firm for more than 20 years, including Steve Epstein and Jeff Becker, who founded the firm in 1973. Overall, nearly 40 percent of our attorneys and staff have been with the firm for 10 years or more, and we are constantly seeking new talent and new opportunities. We have much to be proud of and thankful for—and much yet to do!

Among other highlights of 2013, we celebrated our continued recognition in Chambers USA and elsewhere for our legal experience, thought leadership, and client service excellence; awarded the first Robert D. Reif Fellowship, honoring Bob’s legacy of attention to the ethics and values of the legal profession, to Matthew Smith of American University’s Washington College of Law, who submitted a winning essay on representing clients with disabilities; and recognized the accomplishments of EBG alum Shirley Higuchi, who received our first “Make a Difference” Award, in recognition of her work in establishing the Heart Mountain Interpretive Center and the collaboration between the Center and the National Consortium on Racial and Ethnic Fairness in the Courts.

Also in 2013, we celebrated the firm’s sustained VISION of concentrating on core industries and practices and distinguishing ourselves in the marketplace for our breadth, depth, and thought leadership in those areas. “The good-to-great companies understood that doing what you are good at will only make you good; focusing solely on what you can potentially do better than any other organization is the only path to greatness.” We celebrated our relentless FOCUS on client service excellence in our “known for” areas. “Everyone would like to be the best, but most organizations lack the focus to figure out, with egoless clarity, what they can be the best at.” We celebrated our DISCIPLINE. “When you have disciplined people, you don’t need hierarchy. When you have disciplined thought, you don’t need bureaucracy. When you have disciplined action, you don’t need excessive controls.” We celebrated our SHARED VALUES around teamwork, diversity, and the freedom to pursue creative ideas. “Enduring great companies preserve their core values and purpose while their business strategies and operating practices endlessly adapt to a changing world.” And we celebrated our PEOPLE—partners, associates, and support staff—all our people, in their diversity, collaborative spirit, and multi-generational creativity. “The key to great organizations ultimately “is not markets, or technology, or competition, or products. It is one thing above all others: the ability to get and keep enough of the right people.” (All quotes are from Good to Great: Why Some Companies Make the Leap ... and Others Don’t, by Jim Collins.)

Finally, in 2013, we celebrated both continuity and change as reflected in our leadership. Mark Lutes was named Chair, Board of Directors, effective January 1, 2014, and Carmine Iannaccone was named Managing Director. Other new leaders also stepped forward to serve on the firm’s Board of Directors and Board Committees, as heads of practice steering committees, and at the office level, while the majority in those positions remained constant. We spent time on leadership training for a professional service organization—emphasizing the importance of listening, getting buy-in, communicating, inspiring, and fostering collaboration. In the firm’s most senior leadership roles, we have completed transitions from a first generation to a second, and now a third. Our focus, dedication, and discipline have created an institution with a strong brand, a strong client base, a strong complement of attorneys and staff—and a culture that we all can justifiably be very proud of. The legal industry is changing and faces challenges. We remain vibrant and ready to meet those challenges.
ABOUT OUR FIRM

Epstein Becker Green is uncompromising in its commitment to client service and legal excellence in our areas of practice: Health Care and Life Sciences, Labor and Employment, Litigation, Corporate Services, and Employee Benefits. Founded in 1973 to serve the health care industry, we have grown into one of the largest and most recognized legal practices dedicated to this sector. We also advise clients—from the vantage of deep industry focus—in the financial services, retail, and hospitality industries, among others, representing entities from startups to Fortune 100 companies.

Our national platform is comprised of 250 attorneys practicing in 10 offices, including: Baltimore, Boston, Chicago, Houston, Los Angeles, New York, Newark, San Francisco, Stamford, and Washington, DC.

STRATEGIC OUTLOOK

Epstein Becker Green has always been an ambitious and forward-looking firm. The strength of our position today results from our sustained investment in focused practices and industries to provide clients with the highest-quality legal counsel and insight at all times. We are excited to enter 2014 and lead a firm with core brands in areas facing so much change and presenting tremendous opportunities.

EBG will continue developing and mentoring new generations of lawyers in its core practice areas, including health care, labor and employment, and litigation. And we will continue recruiting others who find a firm with a strong practice focus appealing. To do this, we have put great emphasis on fostering a diverse, high-performance culture—where service is delivered consistently and cohesively, where efficiency is maximized, and where practicing responsibly is embedded into our business strategy.

We would like to thank Doug Hastings for his service as EBG’s Chair and for guiding us through a transition from the firm’s founders to the next generation of leaders. Doug’s dedication to the firm has created a work environment that fosters strong client service, thought leadership, diversity, and focus.

We look forward to the many opportunities that lie ahead in 2014 and beyond.

— Epstein Becker Green’s new Board Chair, Mark Lutes, and Managing Director, Carmine Iannaccone, give their perspective on what lies ahead.
HEALTH CARE AND
LIFE SCIENCES

Thought Leaders in Health Law®
The U.S. health care and life sciences landscape is shifting. Health reform and government mandates are fundamentally impacting how health care is accessed, delivered, and paid for. New challenges confronting the industry have created opportunities for companies with innovative technology and services that address the most costly problems. Our attorneys have counseled clients through many milestones in health care law—and we will continue to be at the cutting edge of health care legal developments across this vast industry, helping our clients deal effectively with legal issues small and large—from day-to-day decisions to core business strategies.
As the “go-to shop for transactional, regulatory, and litigation work” (according to *Chambers USA* (2013)), EBG is actively engaged in shaping and directing the national discourse on health care. We continue to be thought leaders in understanding and interpreting the laws and regulations applicable to the health care and life sciences industry.

We have in-depth experience in every sector of the health care industry, including academic and other hospital systems and large physician group practices. Our services range from major transactions and government investigations to litigation matters and day-to-day advice. We offer a high-level managed care capability on both the provider and payor sides, sophisticated regulatory work for life sciences companies, and extensive experience working with venture capital and private equity funds in evaluating health-related targets.

Attorneys at Epstein Becker Green continue to be leaders in providing strategic advice related to health reform, including the formation of accountable care organizations; joint ventures between providers and payors; and issues pertaining to exchanges, new provider/payor payment arrangements, population health management programs, and the establishment of programs to participate in government demonstration programs.

We operate in a matrix environment—which allows us to seamlessly provide cross-practice and focused legal services in areas of antitrust, corporate law, fraud and abuse, government investigations, managed care, medical technology, pharmaceutical and life sciences, privacy and security, and related areas. Through our affiliates, EBG Advisors and National Health Advisors, we provide strategic and advocacy services.
Health care companies are among the top two or three employers in thousands of communities across the United States.

Seven of the 10 largest companies in the United States are entering lines of business in or related to health care and life sciences.

Spiraling health care costs continue to represent the number one issue of concern identified by all employers.
*FDA AND PRIVACY MATTERS*

EBG was selected by a manufacturer and provider of medical technologies to serve generally as its health care counsel, which includes U.S. Food and Drug Administration (FDA), fraud and abuse, reimbursement, government contracting, and government affairs matters and essentially all aspects of the company’s business that are government regulated. As a part of that representation, we assisted the company in responding to an FDA warning letter that raised both quality system and advertising and promotion concerns. We further helped the company develop submissions to FDA designed to define the contours of products that are exempt from FDA premarket notification. We counsel the company on data privacy as well as compliance with European regulatory requirements. We are also helping the company prepare for the possible implementation of the medical device tax.

**KEYSTONE MERCY HEALTH PLAN AND AMERIHEALTH MERCY HEALTH PLAN – DENIAL OF CLASS CERTIFICATION**

On behalf of two related health plans in Philadelphia, a team of EBG’s Washington, DC, health care and litigation attorneys obtained a significant ruling from a state court judge denying class certification in a case involving a protected health information (PHI) data breach. The case originated when a plan technician downloaded PHI for more than 280,000 individuals on a thumb drive that he then proceeded to lose. We initially helped the client with its notifications and response to both state and federal agencies. Because the Health Insurance Portability and Accountability Act (HIPAA), the principal law on the subject of health data security, does not provide for a private right of action and leaves enforcement to governmental officials, the frequent response to health care data losses is a lawsuit filed under various state data protection and consumer statutes. A hungry bar of attorneys who generally bring securities fraud class actions are poised throughout the country to mount class actions in the wake of health care data breaches. Such was the case here. And, as is the case in securities, products liability, and employment discrimination cases, the class action is filed on the assumption that certification of a class is highly likely and, accordingly, with the risk of ruinous potential damages being assigned among hundreds of thousands of plaintiffs, there is great leverage to get substantial settlements and large attorneys' fees.

In addition to demonstrating our command of the issues surrounding health data confidentiality and its limits, we were able to convince the court to follow recent U.S. Supreme Court precedents, agreeing to consider merits-based facts at the certification phase of the case and rejecting the presumption of certification, a rare result in a case where numerosity was not an issue.

In addition to staying abreast of the health care legal and regulatory environment, Epstein Becker Green lawyers have a keen understanding of the market and common business practices, which take a broad customer base and years of experience to develop.

**Client Feedback**

*U.S. News - Best Lawyers “Best Law Firms”*
The regulatory challenges confronting health care and life sciences companies are often too complex for one person, working in one discipline, to solve. That’s where we come in. EBG Advisors, Inc., is a Washington, DC-based consultancy that takes a multidisciplinary approach to helping health care and life sciences companies navigate the many obstacles that they face. EBG Advisors is a network of scientists, engineers, clinicians, quality system experts, regulatory affairs professionals, clinical researchers, and experts in reimbursement and coding who specialize in providing coordinated guidance and solutions across various segments of the health care industry.

PATHWAYS AND SOLUTIONS
Medical Device and Drug Reimbursement
Medicare and Medicaid Compliance
Population Health Strategies
FDA Regulatory
Health Information Privacy and Security
Employer Health Care Benefits

REPRESENTATIVE CLIENTS
Medical Device Manufacturers
Pharmaceutical and Biotechnology Companies
Health Care Providers
Trade Associations, Coalitions, and Alliances
Private-Equity and Investment Firms
Health Plans and Other Payors
Consumer Advocacy Organizations
Startup Companies

National Health Advisors
National Health Advisors (NHA) is a consultancy dedicated to the provision of legislative and regulatory advocacy. No other consultancy matches NHA’s depth of expertise in helping a wide range of organizations navigate and influence policies that affect the U.S. health care system. NHA gives health, education, and not-for-profit institutions a strong voice in the halls of Congress and throughout federal administrative agencies.

As an affiliate of Epstein Becker Green, NHA can draw upon the thought leadership of one of the largest legal practices in the United States dedicated to health care and life sciences. NHA is composed of professionals representing a wide range of private and public sector skills and experience. Our team of legislative policy experts, health attorneys, and federal regulatory veterans help clients find practical and effective solutions. We offer a broad range of specialized services, strategically focused on advocating and implementing public policy solutions for numerous sectors of the health care industry.
Building on the legacy of our founders, our practice is at the forefront of the most exciting and impactful work in labor relations in the United States. We’ve gotten there because we know our clients’ businesses, and we work collaboratively to meet their objectives. Equally important, our approach to workforce management—bringing together our extensive experience with labor and employment, employee benefits, immigration, and OSHA matters—provides value as we partner with our clients to meet the challenges of the 21st century workplace.
In this climate, employers of all sizes require labor and employment counsel who can meet the challenges of the new economy—both in the United States and in every commercial center around the world.

Epstein Becker Green has one of the largest labor and employment practices in the nation limited to the representation of management. We have long been recognized as a leading national labor and employment law firm and have been ranked as a “tier 1” firm for many years. This honor is due to the outstanding high-level advice and exceptional client service that our attorneys provide our clients, the knowledge and experience of our attorneys, and our attorneys' ability to handle complex and challenging employment law issues.

The firm’s Labor and Employment practice is skilled in all aspects of the most cutting-edge areas of advice, counsel, and litigation in labor and employment law that may arise out of the employer-employee relationship under the federal, state, and local laws that regulate the workplace.

Understanding the impact that labor and employment laws have on our clients, their business, and their workplace allows us to better assist them in formulating solutions to employment issues that affect the efficiency and productivity of their workforce and, in turn, gives us a competitive advantage.

Epstein Becker Green organizes its more than 120 Labor and Employment attorneys in five industry service teams. This structure allows our service teams to provide extraordinary, cost-effective client service to the broadest possible spectrum of employers. The teams are carefully and strategically aligned from the firm’s Corporate Services, Employee Benefits, Health Care and Life Sciences, and Labor and Employment practices.
Epstein Becker Green is well respected by senior management locally and on a global basis. The firm’s attorneys are unique in their ability to reduce highly complex legal issues to terms that can be easily understood by managers from non-legal backgrounds.

**HEALTH EMPLOYMENT & LABOR TEAM**

The Health Employment And Labor (HEAL) Group at Epstein Becker Green unites the firm’s two premier national practices—Health Care and Life Sciences, and Labor and Employment—to help health care and life sciences clients address the many challenges that they face in the labor and employment area. Our cross-disciplinary legal and regulatory experience enables us to provide clients with comprehensive solutions to complex workforce management issues, including health care reform compliance.

The firm’s Health Employment And Labor Blog (healthemploymentandlabor.com) focuses on the workplace management issues prevalent throughout the health care industry: labor-management relations, wage and hour compliance, discrimination matters, noncompetition agreements, and whistleblower actions.

**FINANCIAL SERVICES TEAM**

The financial services sector is one of the largest components of our client base—a fact we attribute to our extensive industry knowledge and enduring client relationships. We represent regional banks, international commercial banks, nonbank lenders, asset managers, pension fund fiduciaries, insurers, offshore reinsurers, investment banks, broker-dealers, private equity, and venture capital funds. Our attorneys have extensive experience with whistleblower liabilities under Sarbanes-Oxley Act and the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 and before the Financial Industry Regulatory Authority (FINRA) in disputes over a variety of issues, including compensation, termination, raiding, retaliation, and restrictive covenant litigation.

The Financial Services Employment Law Blog (financialservicesemploymentlaw.com) provides timely news and updates concerning matters that are important to employers, including new rules, regulations, and laws as they are released.

**HOSPITALITY TEAM**

Epstein Becker Green has long been a leader in providing labor and employment law services to the hospitality industry. Our HELLO—shorthand for “Hospitality Employment and Labor Law Outreach”—Group is our team of professionals dedicated to every aspect of labor and employment law affecting hospitality employers. Hotels, restaurants, resorts, spas, clubs, casinos, cruise ships, golf courses—the very nature of these businesses presents unique labor and employment issues. Attorneys in the HELLO Group regularly contribute to the Hospitality Labor and Employment Law Blog (hospitalitylaboremploymentlawblog.com), providing hospitality employers with important updates that impact workforce management concerns.
RETAIL INDUSTRY TEAM
We have gained extensive knowledge of the retail industry’s culture, which proves invaluable in working with our retail clients. Effective workforce management in the retail industry is critical to successful operations and revenue performance. From e-tail to big-box, our attorneys know the employment issues throughout the industry. Our interdisciplinary attorneys in the Retail Industry Team keep clients informed of relevant news and other industry developments with our Retail Labor and Employment Law Blog (retailaborandemploymentlaw.com).

TECHNOLOGY TEAM
The attorneys of Epstein Becker Green’s Technology Team have dedicated themselves to serving the needs of technology companies—public and private, large and small. The Technology Team’s members all have extensive experience representing technology sectors—such as software companies, media, telecommunications, electronic device manufacturers, and telecommunications companies—and bring their diverse skills and collective understanding of these industries’ unique workforce management matters.

The Technology Company Counselor Blog (techcompanycounselor.com) is a go-to resource for employers that want to stay ahead of ever-changing regulations and compliance issues.

INNOVATIVE SOLUTIONS THROUGH STRATEGIC COMMUNICATIONS

Technology, Media, and Telecommunications

Financial Services

Retail

Hospitality

Health Care and Life Sciences

30+ Client Advisories/Newsletters
40+ Webinars
30+ Client Briefings and Conference Presentations
INTERPUBLIC GROUP OF COMPANIES – RACE DISCRIMINATION

On June 5, 2013, Epstein Becker Green attorneys obtained a swift jury verdict in favor of our client Interpublic Group of Companies (Interpublic), an ad holding company, in a race discrimination lawsuit filed in the U.S. District Court for the Southern District of New York. The plaintiff, a Trinidadian employee of Interpublic, sued the company for $50 million, claiming, among other things, that she wasn’t promoted to the position of executive assistant to the general counsel because of her race. Interpublic argued that the plaintiff was treated in a professional and respectful manner during her 18-year employment at the company. Also, Interpublic pointed out that the plaintiff never raised the race discrimination issue to her supervisors before filing her lawsuit and wasn’t as qualified as another candidate for the position of executive assistant to the general counsel. Although the case lasted approximately two years and the trial took three days, a jury verdict came after 11 minutes of deliberation. The jury determined that the plaintiff’s claims completely lacked merit.

MARRIOTT INTERNATIONAL – ADA

Epstein Becker Green won a motion to dismiss in an American with Disabilities Act (ADA) case against our client Marriott, located in Bethesda, Maryland. Denise Payne and the National Alliance for Accessibility (which has filed hundreds of lawsuits around the country) filed suit against the Bethesda Marriott (Hotel). EBG moved to dismiss on standing grounds, and the court granted the motion. One of the primary arguments in the motion to dismiss was that the plaintiffs’ Complaint was simply a form template used in hundreds of prior lawsuits and, as a result, Payne did not have a sincere intention to return to the Hotel and therefore could not establish standing. The court went on to hold that Payne “alleges no basis to warrant the conclusion that the ‘architectural barriers’ identified in the complaint actually caused her some injury. Her boilerplate allegations thus do not demonstrate more than a ‘mere possibility’ of future harm.” Thus, the court found that the plaintiffs failed to satisfy their burden of establishing standing for each of their claims.

SOUTHERN CALIFORNIA EDISON – LABOR RELATIONS

On May 18, 2013, Epstein Becker Green completed the final step of negotiations on behalf of Southern California Edison for a significantly revamped successor collective bargaining agreement and a reorganization/reduction-in-force effects agreement with the Utility Workers Union of America (UWUA) Local 246, covering the San Onofre Nuclear Generating Station. Despite taking place under the most difficult of circumstances, including political pressure, regulatory uncertainty, and the significant reduction in force, both agreements were reached without any job action or disruption.

OCCUPATIONAL SAFETY AND HEALTH

Epstein Becker Green’s OSHA Practice Group handled a high-profile OSHA criminal fatality matter that was resolved in a global settlement with the U.S. Department of Labor, the U.S. Department of Justice, and the family of an injured worker. This resolution was unique because it included a “deferred prosecution agreement,” the first of its kind in an OSHA matter. The employer did not plead guilty or face conviction, allowing the employer to avoid jail time and debarment from participation in government contracts.
Plan audits, fiduciary duty concerns, major judicial rulings such as the U.S. Supreme Court’s Defense of Marriage Act (DOMA) decision, implementation of the Affordable Care Act, and a continued increase in actions governed by the Employment Retirement Income Security Act (ERISA) and the Taft-Hartley Act have kept the firm’s Employee Benefits practice extremely busy in 2013. As an integrated practice, the Employee Benefits practice works with the firm’s strategic practices and various industry sectors. EBG’s Employee Benefits attorneys currently—and will continue to—provide outstanding support to clients on existing issues and stay ahead of the curve on significant challenges affecting employers and employee benefits.
The Employee Benefits practice complements Epstein Becker Green’s strengths in labor and employment and health care and life sciences.

For both foreign and domestic clients, including taxable and tax-exempt entities, we provide a complete range of services relating to the design, structure, implementation, administration, and termination of all types of retirement, executive compensation, and welfare benefit plans. The attorneys in this practice advise in-house counsel, boards, human resource departments, benefits administrators and plan actuaries, record-keepers, and other third-party administrators. Our Employee Benefits counsel includes the services related to all types of tax-qualified plans, such as 401(k), profit sharing, money purchase, defined benefit (including cash balance), and target benefit plans, as well as employee stock ownership plans (ESOPs). We also advise clients on deferred compensation and non-qualified plans and welfare benefits plans. In mergers, acquisitions, and joint ventures, our Employee Benefits attorneys analyze and negotiate pension, welfare, and executive compensation issues at stake during these transactions.

Attorneys within the Employee Benefits practice also are involved with complex ERISA litigation to resolve benefits claims and defend employers in matters related to ERISA. We maintain constant communication with our clients to keep them informed of regulatory modifications that may affect their business and stay ahead of the curve on a variety of significant issues. We have developed an invaluable partnership with ERIC (The ERISA Industry Committee) to prepare and produce the Benefits Litigation Update—which keeps employers informed on what the courts are doing in ERISA-related disputes.
FOCUSING ON OUR CLIENTS’ SUCCESS

*ERISA
EBG obtained a favorable resolution in a litigation instituted by a pension fund for collection of withdrawal liability in the amount of $675,000, in which EBG’s client sold the assets of its nursing home business but failed to comply with Section 4204 of ERISA. EBG was successful in persuading a U.S. District Court that the posting of a bond that cost the client less than $40,000 constituted compliance with ERISA, which resolved the lawsuit.

*BENEFITS
We successfully defended the efforts by various Laborers’ employee benefit funds to collect $750,000 from EBG’s client for obligations allegedly incurred under numerous project labor agreements before a permanent pro-fund arbitrator by the commencement of a lawsuit seeking declaratory relief against the benefit funds and the union. This strategy resulted in the client paying less than $500, in the aggregate, to the funds and the union on the claim of $750,000.

*PENSION PLAN
EBG assisted a global telecommunications corporation in a strategic merger of a complex pension plan to reduce costs and funding requirements.

In response to a litigator friend of mine’s question many years ago, “How do you know if you win?” I replied, “We win every day—we keep the clients coming back again and again,” as demonstrated by our success in 2013.

Joan A. Disler
Employee Benefits Practice Chair

*Client’s Name Is Confidential
IMMIGRATION
The Immigration Law Group (ILG) has continued its multidisciplinary approach to developing comprehensive and cost-effective solutions for our clients’ immigration problems. We have assisted clients in various industries with establishing and coordinating the immigration programs that enable them to recruit globally, attract and retain top talent, and reduce the compliance risks that face both their organization and the foreign nationals they hire. At the same time, the ILG has partnered with clients to develop and implement best practices and, where necessary, defend them against employer sanction audits, worksite enforcement actions, and other government investigations.
Epstein Becker Green's highly praised Immigration Law Group (ILG) represents a broad array of entities—from startups to midsize and Fortune 500 companies. The ILG also serves as the legal advisor on U.S. immigration and related matters to the Consulate General of France in New York. Our attorneys provide clients with a full range of immigration-related legal services, including a large and diverse volume of employment-based transactions. Our extensive knowledge, industry-specific know-how, and government prosecution experience gives us a distinct advantage when seeking approval of hard cases before the relevant administrative agencies, and representing clients in state and federal courts and in civil or criminal investigations relating to the immigration laws. Working closely with our Labor and Employment practice, we also provide clients with comprehensive, multidisciplinary approaches toward compliance with the immigration laws and the regulations and guidelines issued by the Department of Homeland Security, including U.S. Citizenship and Immigration Services, Customs & Border Protection, and Immigration and Customs Enforcement (ICE), and the U.S. Department of Labor and the U.S. Department of State. Attorneys in the ILG also counsel employers on how to develop and implement the most appropriate and cost-effective immigration strategies for employing foreign nationals, including the immigration policies designed to reduce potential liability from the employment relationship or its termination. Additionally, ILG attorneys continuously work with clients to advise them on matters related to the anti-discrimination, record-keeping, and employer sanction provisions of the Immigration Reform and Control Act of 1986 (IRCA), as well as the applicable export control regulations issued by the Bureau of Industry and Security in the Department of Commerce.

Our ILG keep clients informed of all immigration law developments through alerts regarding recent developments in the immigration area, travel advisories, ICE enforcement efforts, requirements for foreign health care professionals, immigration litigation, and the anti-discrimination provisions of the immigration laws.

what they’re saying

Ranked Tier 1 Nationally for Immigration Law

Recommended Epstein Becker Green in the Immigration Category

The Legal 500 United States (2013)
FOCUSING ON OUR CLIENTS’ SUCCESS

*SIMPLIFYING THE LABOR CERTIFICATION PROCESS*
The ILG assisted a major corporation in redesigning the company’s labor certification process to accommodate the largest number of foreign national employees at the lowest possible cost with the highest potential for success. In this regard, the ILG worked to develop standardized job descriptions for multiple positions that could be included within one recruitment effort. This saved recruitment costs and led to a faster and more predictable result.

*FACILITATING I-9 COMPLIANCE*
The ILG has assisted several large companies in reviewing thousands of Forms I-9 to ensure compliance with IRCA’s requirements and to avoid substantial fines and penalties in the event of an ICE audit. The ILG also has represented clients in ICE enforcement proceedings and helped them obtain significant reductions in the assessed fines and penalties.

*PROCURING CHALLENGING VISAS*
The ILG team has assisted many companies in securing the O-1A non-immigrant visas needed to recruit and hire coveted foreign nationals when the quota for the H-1B classification was closed.

*MANAGING INTERNATIONAL IMMIGRATION*
The ILG serves as the global immigration advisor to several companies, representing them in all U.S.-bound immigration applications and related matters, and coordinating all outbound immigration matters worldwide.

*CONDUCTING M&A DUE DILIGENCE*
The ILG has successfully assisted numerous clients with the immigration due diligence required in mergers and acquisitions across a broad range of industries so that they can retain the necessary foreign nationals and do not face unexpected fines or any immigration issues relating to key personnel or penalties due to the target company’s failure to satisfy immigration requirements.

*Client’s Name Is Confidential*
LITIGATION

Proven Results
The attorneys of the Litigation practice aggressively represent the firm’s clients both before and after litigation starts, capitalizing on their hands-on trial experience and efficient staffing to help clients achieve their strategic and financial goals when the inevitable business disputes arise. We continue to expand our representation from financial and commercial disputes to intellectual property, unfair competition, and health care industry matters. We anticipate that the unprecedented growth of the U.S. health care industry, increased regulation, and the broad range of clients serviced by our Health Care and Life Sciences practice will provide opportunities in the coming year.
Legal disputes are a fact of life in today’s economic and regulatory environment. The litigation team at Epstein Becker Green partners with its clients in navigating their business through this inevitable challenge. Whether a client is prosecuting claims to enforce its rights or defending against claims, we work with the client to formulate, and then implement, a litigation strategy designed to protect its business interest and achieve its business goals.

Epstein Becker Green’s practical, thorough, and effective approach to litigation demonstrates our ability to protect clients at their more critical times, both inside and outside the courtroom. With many seasoned attorneys, our team helps clients overcome challenges in some of the most difficult jurisdictions. Whether winning defense verdicts, enforcing intellectual property rights, fending off potentially damaging class actions, enforcing client contractual claims, or handling appeals, our attorneys respond at every level of trial with strategies and solutions focused on winning.
**FOCUSBING ON OUR CLIENTS’ SUCCESS**

*CYBERSQUATTING, TRADEMARK INFRINGEMENT*

Epstein Becker Green’s action on behalf of a medical school client led to a temporary restraining order and, later, a preliminary injunction issued against a disgruntled former student. That former student set up websites with infringing domain names that would emerge in standard Internet search engines and divert those seeking actual client websites to land on the former student’s webpages that were filled with vitriolic anti-client rhetoric; statements disparaging the client, its educational services, and its officers; and factually false information concerning the client, its graduation rates, and certain financial matters. The facts and legal arguments developed by Epstein Becker Green led to the court enjoining such conduct and disabling the websites, which occurred in less than 12 hours from the issuance of the first order. The court found a likelihood of success on the merits on the contract claims, trademark infringement claims, and cybersquatting claims, concluding that the client had demonstrated defendant’s "bad faith" under Title 15 of the United States Code, and rejecting the former student’s claims of non-commercial speech entitled to protection.

**ENTERPRISE BANK AND TRUST CORPORATION – FRAUD**

We were successful in persuading a Manhattan judge to throw out a fraud suit against two banks by the plaintiff—Activision Blizzard Inc. Executive Brian Kelly. The judge ruled that the plaintiff was aware of his "scheme of doubtful legality" to avoid tax liability after raking in $36 million in 2001, according to the published decision. The plaintiff had sued Enterprise Bank and Trust Corp. and Bayerische Hypo-und Vereinsbank AG in 2008, claiming that he was defrauded after a tax shelter that he took part in resulted in him being audited in 2004 and having to pay some $13.4 million in back taxes, $1.3 million in penalties, and $2.4 million in interest. After extensive discovery of all the sponsors and participants in the tax shelter scheme, the court dismissed the complaint and appropriately placed the loss on the plaintiff, who stood to benefit from the shelter, and not on anyone else.

**BECTON, DICKINSON & COMPANY – TRADE SECRETS**

Epstein Becker Green’s timely filed civil action on behalf of Becton, Dickinson & Company (BD) led to a May 31, 2013, restraining order against Ketan Kumar Maniar, a former BD employee planning to leave the country in days with BD trade secrets in his possession. The facts developed by BD and EBG, along with the civil court filings, were provided to federal law enforcement officials. Realizing that the material Maniar had taken amounted to a "tool kit" for manufacturing a soon-to-be-released disposable pre-filled pen injector in which BD had invested substantial time and money, federal agents opened an investigation. They later executed a search warrant to retrieve from Maniar a number of storage devices and, on June 5, 2013, arrested him for criminal violation of 18 U.S.C. Section 1832. The arrest was widely reported locally, nationally, and internationally after it was announced by the U.S. Attorney for District of New Jersey and the FBI.

*Client’s Name Is Confidential*
CORPORATE SERVICES

Experience You Can Trust
Our Corporate Services practice advises domestic and multinational public and private companies, as well as business trusts and real estate investment trusts (REITs), on a wide range of corporate and real estate transactions. While every matter is unique, our clients benefit from our experience and know-how in several core industries—including health care and life sciences, financial services, and hospitality, among others—and the efficiency with which we can handle matters from inception through resolution. Ranked as one of the nation’s largest health care law firms by *Modern Healthcare*, Epstein Becker Green regularly provides corporate and transactional counsel to clients (both for-profit and nonprofit entities) in the ever-changing health care and life sciences industry.
Epstein Becker Green’s Corporate Services practice is comprised of experienced attorneys who provide comprehensive corporate and regulatory advice throughout the lifecycle of business ventures. Our knowledge and experience has led us to successfully close over 100 transactions. The firm is active in helping industry clients with matters related to:

- Bankruptcy
- Capital Markets
- Construction
- Cross-Border Transactions
- Dispute Resolution
- Estate Planning
- Joint Ventures
- Loan Transactions
- Mergers & Acquisitions
- Private Equity & Venture Capital
- Real Estate Transactions
- Securities Law
- Start-Ups/Emerging Companies
- Transactional Tax

Their performance has been outstanding. They have a wide range of expertise and availability has never been an issue.

Client Feedback
Chambers USA
FOCUSING ON OUR CLIENTS’ SUCCESS

GENEIA HOLDINGS LLC – INVESTMENT
The Corporate Services practice represented Geneia Holdings LLC (a wholly owned subsidiary of client Capital BlueCross (CBC)) in connection with its maiden investment, a $5 million capital contribution to ConnectedHealth, LLC, an insurance exchange platform developer. This transaction closed in February 20, 2013. The Corporate Services practice previously represented CBC in connection with the organization and launch of Geneia, a provider of clinical, analytic, and business solutions to health care payors and providers, through CBC’s acquisition of the assets of a small consulting and advisory practice in 2012.

CHAMPIONS ONCOLOGY, INC. – FINANCING
The Corporate Services practice successfully closed a $9.3 million financing transaction for our client Champions Oncology, Inc., at a 16 percent premium to the market price per share of the company.

HPIC HOLDINGS, INC. – ACQUISITION
We represented HPIC Holdings, Inc., a newly formed corporation organized by certain of the employees and officers of Healthcare Professionals Insurance Company (HPIC), a New York medical malpractice insurance carrier, in the acquisition of HPIC from HANYS Member Hospitals Self-Insurance Trust. This transaction, valued at over $12.5 million, closed on March 1, 2013.

LSU HEALTH SCIENCES CENTER AT SHREVEPORT – TWO TRANSACTIONS
- The first transaction involved execution by LSUHSC-S of a Cooperative Endeavor Agreement with Biomedical Research Foundation Hospital Holdings (BRFHH) for BRFHH to lease and operate two facilities forming part of the LSU School of Medicine at Shreveport: (i) LSU Shreveport Medical Center, a 459-bed academic medical center located in Shreveport, Louisiana, and (ii) E.A. Conway Medical Center, a 120-bed academic medical center located in Monroe, Louisiana. This transaction took effect on October 1, 2013.
- The second transaction involved the execution by LSUHSC-S of a Cooperative Endeavor Agreement with Christus Health Central Louisiana (CHRISTUS) and Rapides Healthcare System, L.L.C. (Rapides), on September 30, 2013. Pursuant to this arrangement, CHRISTUS and Rapides agreed to assume responsibility for services provided at H.P. Long Medical Center, a 60-bed medical center located in Alexandria, Louisiana. The transaction will result in the closure of H.P. Long and the transition of all services to facilities owned or operated by CHRISTUS and Rapides.

NEW YORK DOWNTOWN HOSPITAL AND NEW YORK-PRESBYTERIAN HOSPITAL – ACQUISITION
The Corporate Services practice successfully represented our clients New York Downtown Hospital (Hospital) and its sponsor, New York-Presbyterian Hospital, in connection with the acquisition of several large commercial condominium units in the 8 Spruce Street Condominium, a/k/a the Gehry Building (Building). The Building, which was designed by renowned architect Frank Gehry, is the tallest mixed-use residential building in the Western Hemisphere. The acquisition was made possible through the sale by the Hospital to Forest City Ratner of the Hospital-owned land located across the street from the Hospital’s main facilities. The Development Agreement between the Hospital and the developer included the developer’s agreement to convey a medical office/ambulatory surgery unit as well as the Building’s parking garage to the Hospital upon completion of the Building’s construction. Once the Hospital completes the build out of its newly acquired units, the units are projected to have a value in excess of $50,000,000.
Diversity invigorates our workplace, pushes traditional thinking, and brings an enriched experience to our clients and communities. At Epstein Becker Green, we feel that our commitment to diversity and inclusion, which remains one of our highest priorities, is essential to our success in the practice of law and enhances our service to clients. EBG has a comprehensive strategy that puts into action our longstanding commitment to diversity and inclusion and involves all aspects of the firm’s operation.

We all bring with us diverse perspectives, work experiences, lifestyles, talents, and cultures. EBG provides opportunities for people based upon merit and regardless of background, and we continuously strive to ensure that there are no barriers to equality of opportunity. EBG’s diversity initiatives are designed to help create a more diverse attorney workforce by implementing programs that promote inclusion, particularly with respect to women and minorities, both at the firm and throughout the legal profession.

The firm also supports many events and organizations that advance equal justice and equal opportunity in our society. We believe that pursuing a diverse workforce is not only a smart thing to do but the right thing to do. Through continuous attention to recruitment, training, mentoring, policies, and the 1L Pipeline Program (a program designed to identify motivated, diverse 1L candidates who can contribute to the firm’s core practice areas), we will achieve our goal of greater diversity in the future.
FOCUSING ON DIVERSITY EFFORTS

We believe that successful and sustainable diversity efforts are integrative in nature and reflect three pillars—talent and workplace, the client marketplace, and our communities.

TALENT AND WORKPLACE
Increase the diversity and inclusion of our workforce globally, with a focus on increasing the representation of women and minorities in leadership.

CLIENT MARKETPLACE
Offer customized and accessible services and products to diverse client markets, and support supplier diversity programs.

OUR COMMUNITIES
Support the economic and social development of our communities through leadership in research, strategic partnerships, donations, and sponsorships.

DIVERSITY RECEPTION
On October 3, 2013, Epstein Becker Green hosted its annual diversity reception and celebrated the collaboration between the National Consortium on Racial and Ethnic Fairness in the Courts (NCREFC) and the Heart Mountain Wyoming Foundation (HMWF). At the reception, we recognized former EBG alum and HMWF’s Chair Shirley Ann Higuchi for her work to help preserve an important piece of U.S. history. The firm presented Shirley with its first “Make a Difference” Award. Honoring her promise to her mother, Shirley worked to create an interpretive center dedicated to Japanese Americans illegally imprisoned during World War II.

EBG DIVERSITY CHAMPIONS AWARD
The Diversity and Professional Development Committee awarded and recognized several EBG employees with its Diversity Champion Award. This award serves to honor employees who have effortlessly promoted and advanced diversity and inclusion at EBG.

- Judy Levy, Executive Assistant
- David Matyas, Member of the Firm
- Manny Serrano, Office Assistant
- Kenneth Standard, Member of the Firm
- Linda Stevens, Secretarial Manager

ETHNIC MINORITY REPRESENTATION

- 15% Attorneys
- 50% Staff
Women attorneys are vital to the business, culture, and future of Epstein Becker Green. To formalize these values, attract the best and brightest women attorneys, and cultivate their development, EBG launched its Women's Initiative in 2002. The Women's Initiative also works to encourage women professionals to share their views and to nurture and grow their businesses.

The mission of the Women's Initiative is to enhance the careers of professional women by providing opportunities both inside and outside the office to network, share information, acquire skills, and develop rewarding professional relationships. The Women's Initiative creates opportunities for women professionals to learn, connect, and grow and sets the scene for great women to accomplish great things. Additionally, the Women's Initiative develops and sponsors programs on various topics, including women's leadership, legal trends geared toward female in-house counsel, and practice-related issues. Our programs encourage all attorneys to interact and work together while strengthening both the internal and outside relationships that provide value to clients and communities.

Epstein Becker Green is committed to building on the numbers of women and minority attorneys within our offices and throughout the U.S. legal profession. We are proud of the recognition that our firm has received for its support of women attorneys and for the impact that many of our female attorneys have had on the profession and our community.

what they’re saying

2013 Gold Standard Certification
Women in Law Empowerment Forum

2012 Top 10 Law Firms for Female Partners
Law 360

2012 Top Law Firms for Women
Multicultural Law Magazine

2012 Top “Best Law Firms for Women”
Working Mother and Flex-Time Lawyers

EBG FEMALE REPRESENTATION

28% Partners

36% Attorneys
Epstein Becker Green and the American University Washington College of Law celebrated the first anniversary of the formation of the Robert D. Reif Fellowship in Legal Ethics and Professional Values and honored the recipient of the first Fellowship award, Matthew Smith, during a reception held on December 4, 2013, in Washington, DC. The Fellowship was established to honor the memory of longtime partner Bob Reif, who passed away in 2012.

The Fellowship was established through an endowment at American University funded by donations from Bob Reif’s many friends and colleagues and matched by Epstein Becker Green. The reception was attended by Bob’s wife, Amy, and children, Eric and Melissa. Matthew Smith was chosen by the Selection Committee to receive the first Fellowship award. Matthew’s paper was entitled “Diminished Capacity – You Know It When You Reasonably Believe It?: Towards an Ethical Obligation for Lawyers to Recognize the Decision-Making Supports of Persons with Intellectual & Psycho-Social Disabilities.” Matthew’s award, which includes a $5,000 Fellowship grant, was presented to him by the law school’s dean, Claudio Grossman, during the December 4th reception.

To date, more than 40 people contributed in raising over $100,000.

If you are interested in donating, please visit the firm’s website at ebglaw.com.
Epstein Becker Green recognizes its professional responsibility to the communities that it serves and understands the unique opportunity for personal and professional growth that pro bono work affords. The firm allows our attorneys to use their skills and knowledge to support the wider community. Our pro bono commitment is a key component of our culture, and both attorneys and staff are encouraged to work on pro bono projects and volunteer their time on community-based projects.
EBG PARTICIPATION IN PRO BONO PROGRAM

53% Associates
49% Members

HOURS INVESTED IN PRO BONO
4,300

Jerry Clark
La Clinica del Pueblo
Lakeisha Jones
Langley “S.T.E.M.” Education Campus
Legal Aid Society of the District Columbia
Little Kids Rock
Los Angeles Christian Health Centers
Make-A-Wish Foundation of New Jersey
National Association of Health Services Executives
New York County Lawyers Association, Pro Bono Programs
New York League of Conservation Voters Education Fund
New York Supreme Court, Commercial Division Mediation
New York University School of Law
Newark Court Appointed Mediation
Newark District Ethics Committee
NJ District Fee Arbitration Committee
O Positive Festivals, Inc.
Partnership For Public Service
Pediatric Oncology Experimental Therapeutics Investigators’ Consortium
Planned Parenthood Federation of America, Inc.
Prairie State Legal Services/Volunteer Lawyers Program
Reginald L. Taylor
Rutgers Moot Court

Sandtown Middle School Foundation
S.D.N.Y. Mediation Program
Seton Hall Healthcare Compliance Certification Program
Seton Hall Law School
Spanish Catholic Center
St. Peter’s Preparatory School
Stepping Stones Museum for Children
Street Law
The Surfrider Foundation
Swiss Benevolent Society
Tanenbaum Center for Interreligious Understanding
Temple Sholom
Terri Jackson
Translators Without Borders, Inc.
UAW Retirement Medical Benefits Trust
Union for Reform Judaism II
University of Maryland Francis King Carey School of Law
The University of Texas Health Science Center at Houston
U.S. District Court, Southern District of New York
The Washington Legal Foundation
Whitman-Walker Clinic
William Thomas Zeigler, Jr.
FOCUSED EXCELLENCE

Our 250+ attorneys bring over four decades of experience to bear in several select practices and industries. This sustained focus enables us to offer the kind of uncommon solutions and practical insights that can help your organization thrive.
WELCOME TO THE FIRM

To deliver on our commitment to our clients, we recruit and develop the best people. We believe that, by providing great client service, we will be involved in the most interesting and challenging client work and, as a result, achieve the reputation that is essential to attracting and retaining the best people.

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Bethany J. Hills, Member
Jason Kaufman, Associate
Jeffrey A. Lieberman, Member
Leonard, Lipsky, Associate
Darren R. Luft, Associate
Jeffrey H. Ruzal, Senior Counsel
Ian Carleton Schafer, Member
Matthew S. Seminara, Associate
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Thomas E. Hutchinson, Strategic Advisor
S. Lawrence Kocot, Member
Kathryn M. McMahon, Member
Bonnie I. Scott, Associate
Linda V. Tiano, Member

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Evan M. Hellman (Health)
Marshall E. Jackson (Health)
Ali Lakhani (Health)
Lindsay A. Smith (Labor)
Danielle L. Steele (Health)

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Meghan F. Chapman, Georgetown University
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