

# SOCIAL RESPONSIBILITY REPORT



**PATTON BOGGS** LLP  
ATTORNEYS AT LAW

[www.pattonboggs.com](http://www.pattonboggs.com)



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# INTRODUCTION

Corporate social responsibility (CSR) at Patton Boggs is a new initiative for our firm and for law firms everywhere. We are among very few U.S.-based law firms undertaking this effort. We do so because we are committed to excellence in everything we do and because we recognize that we have sometimes fallen short of that standard. This CSR report is both a yardstick that measures how well we have done in some areas (pro bono work for example) and how much we have to do in other areas, such as better managing our environment.

This report describes these activities in four major CSR pillars:

- **Our Community**
- **Our People**
- **Environmental Stewardship**
- **Workplace Health and Safety**

As an assessment of the firm's CSR strengths and weaknesses in 2007—we intend to be frank and candid—this longitudinal document will serve as a benchmark for the years ahead, opening the door for firm-wide discussion and provoking the moves that will take us forward. In the words of Mike Nardotti, chancellor of the Patton Boggs' University training program and a 28-year Army veteran, "if you do not improve, you go backwards."

Even a short list of successes shows that Patton Boggs, while lacking a formal, institutionalized CSR structure, until now, has the components at the ready. For example:

In Denver, the office saves 560 pounds of carbon dioxide emissions daily, simply by switching off their computers at night. Next year, more than half of the incoming associate class in Dallas will be racially diverse. In the recently opened Newark, New Jersey office, ambitious young associates are wasting no time getting a pro bono program off the ground.

Women at Patton Boggs have entered the "power grid" in an environment where their voice is steadily rising: alternative work schedules, for example, no longer carry a penalty. The battles to "get things done" are getting easier; there is less mystery around the process.

Yet, there is much work to be done and plenty of room for improvement. There are still too few women partners and partners of color. Some associates report frustration in what they see as a lack of formality in the partner-mentoring process. While their numbers are greater than ever, some attorneys of color still feel the light frost of isolation. As the firm continues to grow, there

appear to be lingering quirks in the system from the past. Environmental consciousness needs a wake-up call. Emergency medical policies and procedures are still in the works. An official community service committee is wanting.

This report is about asking questions and evaluating current practices. Where can we have an impact? What does the firm expect from its people? What is the firm doing today?



For partner Stephanie Peters, the key question is this:  
"How do we change?"

# PILLAR ONE



# OUR COMMUNITY

Pro Bono, Community Outreach, Sponsorships, Scholarships, Philanthropy



PB Fellows Program  
John Wynn, Jessica Galante, Alex Mejias, and Shawn Bates

Powerfully combining lobbying with the practice of law, Patton Boggs has few peers in the arena of public policy advocacy. We have similar stature in the world of public service. If legislative, regulatory, and judicial work for clients represents our headline act, then our commitment to social justice and to the good of individuals and communities stars in a supporting role. Of the four pillars of corporate social responsibility, our commitment to service is the strongest.

Today, as local and national recognition keeps coming for our numerous service-related initiatives, programs, and victories, there are even more individual acts of giving from attorneys and staff that go unreported and unnoticed. Public service is deeply ingrained in our firm culture; decades before pro bono work was in vogue, the firm was, and continues to be, a prominent player on the service stage.

Founding partner James Patton's retirement in 2000 coincided with the settlement of a pro bono case the firm had been handling since 1975.

Washington, D.C., partner John Oberdorfer worked on the matter—a civil rights discrimination case involving African-American construction workers—from its inception. These two landmark moments produced the Patton Boggs Foundation, a fellowship program founded in the firm's signature public policy practice. Every year, 10-12 full fellowships are awarded to law students pursuing public policy internships of their choice. With 30 program alumni now working in business, government, and law and the class of 2007 choosing assignments ranging from the Chinese government to the Legal Aid Society of D.C., the program continues to prove a resounding success.

Following the tragic death of former Patton Boggs partner Ron Brown in 1997, one of our clients established a foundation in his name, which the firm actively supports. In 2007, the firm held a fundraiser for the 10th anniversary of the Ron Brown Foundation. To date, the Foundation has provided 221 African-American high school seniors with \$40,000

scholarships toward their undergraduate educations.

From Alaska to Doha, we support not only individuals and communities but entire societies and nations.

In the delicate world of cross-border transactions, our pro bono, volunteer, and charitable activities foster trust. Our voluntary contributions have helped Qatar in its quest to become more in tune with Western laws and business practices. Senior D.C. partner Joseph Brand has provided Qatar University's law school with the curriculum for best practices, while brokering introductions of American law schools seeking to establish campuses in the Gulf. The firm drafted Qatar's first animal rights laws, our attorneys lecture at Qatar's business and law schools, and we have produced documentation on how to conduct business with Qatar's financial center.

"When the Emir of the State of Qatar, HH Sheikh Hamad Bin Khalifa Al-Thani, pledged \$100 million to assist the victims of Hurricane Katrina in September 2005," says



Ron Brown Foundation Scholarship Fundraiser  
Michelle Reese, Mike Malloy, Executive Director of RBSP,  
and Mitzi Waggoner

Dean Dilley, the Washington-based partner who serves as lead counsel to the Embassy of Qatar, "we worked directly with the Qatari Ambassador in Washington to structure an assistance program called the 'Qatar Katrina Fund' to bring the gift funds quickly and efficiently to the victims. Eighteen specific projects were funded to address urgent housing, health care and education needs, and prominent local organizations were selected to execute these projects—with strong audit controls to assure accountability, but minimal bureaucracy."

Boggs represented Rwanda in a precedent-setting litigation. The firm represents asylum seekers and victims of international torture pro bono and makes charitable contributions to organizations such as the Center for Justice and Accountability and the International Crisis Group, while helping build schools and hospitals for the Masai in Kenya. We also provided support and books for Uganda's Makerere University law school.

After Katrina struck, Dallas-based

AIDS Walk, benefiting persons and families with HIV and AIDS.

When it comes to pro bono, says Dallas partner Mike Forshey, "it is about making change, not money." From death penalty cases and child abductions to Housing and Urban Development (HUD) financings and property development, every practice group in every office gets involved. D.C.-based public service counsel Melanie Gerber says that after providing pro bono hours with a billable value of \$11,057,522 in 2006, the firm provided \$13,848,286

## *On the homefront, Patton Boggs is involved in countless charitable and philanthropic activities, with a special emphasis on children and families.*

"The Qatar Katrina Fund should be considered the paradigm of government-sponsored disaster assistance," continues Dilley, "and thousands of Americans in the Gulf Coast would agree that Qatar was both generous and extraordinarily effective."

Noting that the firm represents as many as a dozen countries at a time, Mary Santos, director of international initiatives, says that Patton Boggs takes its international social responsibilities seriously. Patton

partner Charlie Miller and a friend located two displaced families, fully outfitted two of Miller's rental properties and moved the families in—over the course of a weekend.

When a Dallas-based secretary needed funds to sustain her USO-related program of greeting returning U.S. troops at the airport, the office collected \$6,000 in two hours. In the D.C. metro area, activities include support for The Salvation Army's annual Toyland drive and for the annual Whitman Walker Legal Clinic

worth in 2007. "The commitment goes beyond the willingness to take money off the table," she says. "It is about helping those who literally have nowhere else to turn."

Required to provide 100 hours of pro bono annually, associates have the full support of firm management (see sidebar), which Newark, NJ, associate Daniel Mulvihill says sets the firm apart. In a beleaguered, recidivism-plagued city that he describes as "a hotbed of need," Mulvihill and his colleagues are making strides and

### **OUR COMMUNITY: "Lawyers on the Side of the People"**

To reinforce the firm's commitment to service and recognize exceptional achievement, Patton Boggs confers annual awards for the Pro Bono Associate and Partner of the Year, as well as Honorable Mentions for pro bono work in every office, and a Community Service Staff Award.

For her dedicated pro bono IP assistance to several non-profit organizations, Washington, D.C. partner Deborah Lodge was honored as the 2006 Pro Bono Partner of the Year. Working with organizations such as the Shafallah Center (a state of the art medical center treating children with genetic abnormalities in Qatar) and the Vietnam Women's Memorial Foundation, Inc., Lodge contributed significant pro bono hours to a host of trademark protection and patent licensing issues.

Denver-based associate Marci Fulton was presented with the 2006 Pro Bono Associate of the Year award for her exceptional advocacy skills in a series of challenging pro bono matters, including the case of a widow with seven children whose husband was killed in a mine site accident. For Fulton, pro bono representation means being able to reach out to underserved individuals in her own community and beyond.

"One of the things that initially interested me in Patton Boggs is its strong commitment to pro bono representation," she says. "It is exciting to work for a firm that stands behind its stated commitment. Also, as a young associate, pro bono representation has allowed me to become actively involved in exciting and challenging cases while honing my legal skills."

What did winning the award mean to her? "Doing pro bono is in itself a reward," says Fulton, "so further accolades are not necessary or expected. With that said, it was a tremendous honor to receive this award, particularly after learning of the pro bono contributions of other Patton Boggs associates and partners. To be chosen as the award recipient among this talented and dedicated group of lawyers was incredible."



The Salvation Army's Toy Drive

### OUR COMMUNITY: Continuing Best Practices

- Internal reporting of attorney pro bono participation against set goals
- Visibility to annual awards program and winners
- Meet the ABA best practice standard of devoting 5% of annual billable time to pro bono work firm-wide
- Maintain the firm's industry-leading requirement that all associates provide a minimum of 100 hours of pro bono service per year

getting attention. Involved with programs such as combating youth violence and helping prisoners re-enter society, Mulvihill remarks on the heavy demand for pro bono. "An Argentinean child abduction case came to us from a nun," he says, "and now other mothers are coming forward. The challenge is deciding what cases to take—our main criteria is local and truly in need."

When Patton Boggs gets involved, everybody benefits. Nine years ago, says chief marketing officer Mary Kimber, the firm adopted the troubled Francis Junior High School in D.C., providing tutors, coaching sports teams, and donating books and computer equipment. D.C.-based case manager William James coached the team to a basketball championship; the firm arranged for an exchange program to Paris. Also in D.C., the firm gives pro bono guidance and sponsorship dollars to the annual Duke Ellington Jazz Festival.

For lawyers, pro bono, volunteer, charitable, and philanthropic contributions improve the quality of their lives while enhancing their skills and professionalism. Comparable benefits go to the many staff members who give their time and money to others. And for the beneficiaries themselves, be they returning war veterans, African farmers or inner city

youth, they gain both legal and non-legal resources—and resolutions—they likely would be unable to otherwise access.

Identifying deficiencies in our community service program facilitates success. Most pressing is a need for improved organization of our

community programs. "Presently it's something of a hodge-podge," says Kimber. "I recommend that we add additional structure to community service, such as a dedicated committee or liaison, with a particular focus on coordinating community service efforts in our regional offices."



Francis Junior High School Football Team (Washington, D.C.)

### OUR COMMUNITY: Targets and objectives for 2008-2009

- Establish a firm-wide Community Relations Committee
- Consider elevating Pro Bono to a practice department
- Designate coordinator to oversee all community service initiatives firm-wide
- Bolster international CSR with more "on the ground" projects
- Give greater visibility to individual, "unsung" acts of charity and philanthropy

# PILLAR TWO



# OUR PEOPLE Diversity, HR Practices, Training, Recruitment, Staff Contributions, Awards

When she joined the firm in 2000, director of international initiatives Mary Santos, of Filipino heritage, recalls being “shocked” to discover that she was “one of only a few ethnic and gender minorities” at the firm. “Since then,” she says, “I must say that the firm has improved its diversity hiring.”

Eric L. White, an African-American partner in the Dallas office, shares Santos’ opinion, but says it is time to start doing things differently, including a deeper reach for minority students of promise. Encouraged that the firm is “finally beginning to ask ourselves the color question,” White, who regards the firm’s culture of success as an integral part of his rise to the partnership, wants to ensure that the same culture is maintained for current associates.

Statistically, Patton Boggs knows where it stands.

In 2007, Vault.com charted the percentages of minority and women partners, associates and summer associates at the top 16 law firms in Washington, D.C. Patton Boggs placed in the middle of the group in terms of minority partners and associates and

women partners. The goal (see chart) is to be one of the top three firms of our peer group in all categories.

Since 2004, four minority associates were promoted to partner. Nine minority associates departed the firm in 2006, with an average annual attrition rate of almost seven over the past four years; the percentage of minority associates has dropped from 47% to 36% in the same period.

Patton Boggs has done better at recruiting African-Americans as lateral partners and of counsel, as compared to our peers. The firm recognizes that it needs to make even greater efforts to attract and keep ethnic minority associates.

The number of women attorneys has risen from 103 in 2004 to 161 in 2007, or 30% of the firm total, with women equity partners holding steady at 15% and non-equity partners dropping from 24% to 21%. Three women were promoted to partner in 2005; in 2007, four women made partner, including one minority.

Against National Association for Law Placement (NALP) reports from 2006-2007 on the hiring of women

**How did Patton Boggs fare against 15 peer Washington, D.C. firms in Vault.com’s 2007 survey of minority and woman attorneys?** On average, right in the middle, but coming out top for women associates and near the top for minority summer associates:

	Minority Partners	Minority Associates	Women Partners	Women Associates	Minority Summer Associates
<b>Average All Firms</b>	7%	18%	19%	44%	32%
<b>Patton Boggs</b>	8%	16%	18%	53%	44%
<b>High</b>	15%	29%	25%	53%	50%
<b>Low</b>	1%	11%	12%	34%	18%

**Based on these benchmarks, the firm has set as a goal to be in top three of each category by 2010.**

associates however, Patton Boggs beat the national averages both for all firms and for all firms with between 251 and 500 attorneys. For new women associate hires as a percent of total annual hiring, we came in at 52% versus 43% and 40% respectively; for women associates employed as a percent of total annual associates employed, 46% versus 44% and 41%. For new hires, we improved by 10% from 2006 to 2007; for women employed, we were up 3%.

This is a time of increasing calls to transform diversity’s “steps in the





Patton Boggs Women's Forum  
Senior Counsel Penny Farthing, Speaker Karen Lockwood  
(Immediate past president of the Women's Bar Association)  
and Associate Anne Spiggle



Africare Event  
Frank Fountain, George Dailey, Patton Boggs Chairman Thomas  
Hale Boggs, Jr., Secretary Rodney Slater, and Julius Coles

right direction" into definitive action steps. Commenting on Altman Weil's 2007 finding that the Diversity Manager position in large U.S. law firms is on the rise, Veta Richardson, executive director of the Minority Corporate Counsel Association (MCCA), stated that, "while the increase is a step in the right direction, focused leadership and accountability are critical factors that drive successful diversity efforts."

Despite the numbers, people at the firm close to the issue of diversity still find room for optimism. Ms. Richardson's observations about leadership and accountability are taken to heart at Patton Boggs; the firm's Diversity Committee reports directly to the Executive Committee and publishes its annual report assessing its own performance. Thus, while acknowledging "how easy it is to get diversity wrong," Dallas hiring partner Michelle Suarez says that the racial diversity of more than half of the 2008 first year associate class in her office "reflects the firm's new emphasis on putting diversity high on the institutional agenda."

The firm works with legal recruiters who specialize in minority recruiting, while actively recruiting at minority

job fairs such as the Lavender Law Fair, the National Native American Law Students Association Job Fair and co-sponsoring scholarships with prominent groups such as the National Council of La Raza (the largest Latino civil rights and advocacy organization in the U.S.) and the MCCA. White says that there is also an increasing firm focus on identifying minority students of promise earlier in their academic careers.

While she has seen four fellow black women leave in the last two years (with two returning), Washington, D.C. associate Vicky Beasley believes that the firm is sincere in its efforts to promote diversity. "The opportunity to succeed is here," she says, "especially if you are proactive about your own advancement." She believes that lack of work and engagement were primary factors in some associate departures. In fact, some associates complain about the lack of a formal mentoring program. The culprit, they say, is what they see as the firm's informal, free agent attitude and "eat what you kill" mentality. There is a prevailing sentiment that left to find their own way, some run the risk of getting lost.

Washington, D.C. partner Stephanie Peters thinks otherwise. With a near 1:1 partner-to-associate ratio providing an excellent opportunity to participate in significant and interesting work early on, she says that the mentoring and work experience is available.

When it comes to self-determination, women at the firm are making significant progress. For Washington D.C. associate Anne Dudley Spiggle—a self-described "homegrown" attorney who summered in 2001 before coming aboard as a first year in 2002—a conversation with a female partner during the interview process gave her the confidence to join the firm.

Spiggle heralds the revival of the Women's Forum as a true center for women at the firm. The Forum conducts monthly lunch meetings where female attorneys and non-administrative professionals at the firm gather to socialize, network, and hear speakers from inside and outside the firm.

At the Forum's annual event, female clients and prospects meet with the membership over breakfast.

“The Forum goes far in moving women into the power grid,” says Spiggle. “When it comes to managing growth, identifying problems and assigning responsibilities, we now have a voice.” As an example, the Forum was able to resolve the issue of emergency childcare in D.C.—a burden typically shouldered by working mothers—by establishing a relationship with a local childcare provider.

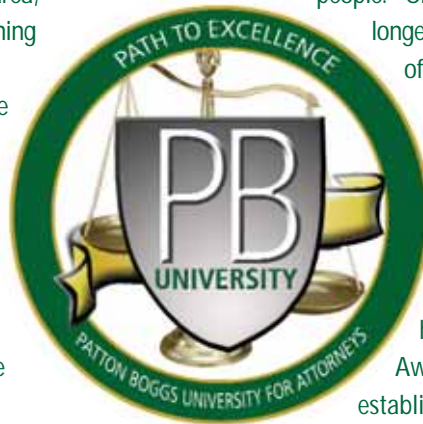
“Initiatives like this do not just improve life for women at the firm,” says Spiggle, “but for everyone.” And garner attention—for its vision and success in supporting working mothers with a healthy work/life balance, retaining female attorneys, and promoting outstanding women, Patton Boggs was named one of the 2007 Best Law Firms for Women by *Working Mother* magazine and national legal consulting firm Flex-Time Lawyers LLC.

The firm’s alternative work provisions and newly introduced three full-time partnership track tiers are further evidence of that commitment. In an age when law firms in general will have to be more flexible because more attorneys expect it, the firm’s new tiered system of 1,650, 1,800 and 1,950-billable hour tracks is an appropriate response.

While principally covering maternity-, paternity- and family-related needs for a reduced schedule, the firm’s part-time policies have provided flexibility for activities ranging from novel writing to a Mormon mission.

How many law firms have their own in-house “university,” providing staff and associates with a continuous program of learning and skills enhancement? Patton Boggs University (PBU), originally established to provide hard and soft skills training to secretaries and staff, was expanded in 2004 to include associates and interested partners.

Separate from CLE training, the PBU associate curricula, developed specifically for each practice area, represent the learning bridge between yearly performance reviews. The management committee effectively benchmarks any deficiencies at the time of review; the associate is then responsible for remedying those gaps in time for the next review. Purposely flexible enough not to interfere with the normal course of business, PBU

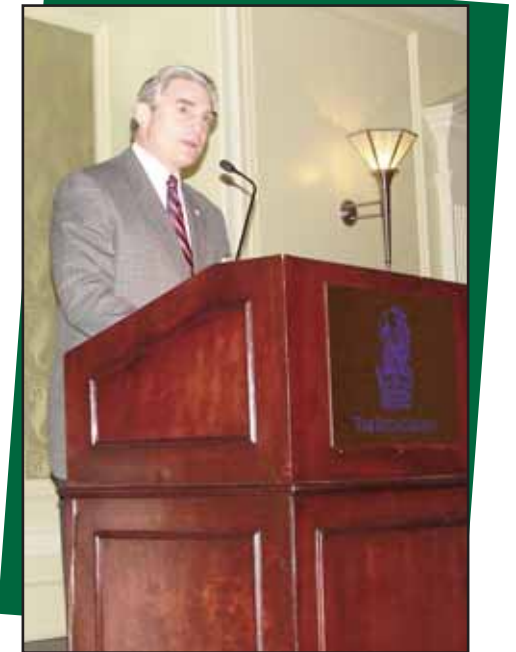


courses—along with other resources, such as live or on-demand PLI classes—are designed specifically to invest associates with the skill sets necessary to succeed at the firm. Last year, 116 associates received personal, hands-on counseling from our training director. “Training,” says PBU chancellor Mike Nardotti, “is about getting better, and getting to where you want to be.”

A critical component of morale and retention, PBU classes for secretaries and staff makes for “an emotionally sound place to work,” says training manager Pam Keller. “We believe in promoting from within,” she says, “and opening up new avenues for our people.” One hallmark of the firm is longevity and tenure—in the D.C. office, for instance, there are several administrators and managers with 20-plus years of service. The sense of belonging is strong. “The firm commits time and money,” says Keller, “to helping people succeed.” Awards and recognition are an established part of the firm’s program for driving and measuring performance, with the equal benefit of boosting morale. Supervisors nominate staff for “Spot Awards,” financial bonuses of up



PBU Academy Associate Vicky Beasley along with Partner Geoff Davis



PBU Chancellor General Michael Nardotti

to \$2,000 given for “extraordinary, above and beyond performance.” Employees deemed to have exceptionally upheld the firm’s “Client Service Principles” are recognized as “Power Players of the Year,” receiving a trophy at a firm-wide success party.

Managers receive annual bonuses relative to set goals achieved.

“Over the last three years,” explains chief human resources officer Therese Gross, “how to be successful at the firm has become less mysterious. We have worked hard on memorializing performance policies and benchmarks for people to refer to—which also benefits how we manage integration as the firm continues to grow.”

“The firm has been very good on promoting from within if you care about your job,” says Elizabeth Wilson-Garrett, herself an 18-year veteran of the firm, “which fosters strong feelings of family, affinity towards each other and affiliation to the firm.”

## **OUR PEOPLE: Continuing Best Practices**

Over the next year, Patton Boggs is committed to adopting the Minority Corporate Counsel Association’s (MCCA) Top Ten Diversity Recommended Practices, set out below.

### **1. Develop and communicate the business case**

The most important driver to an active commitment to diversity is a strong business case. Most participants agreed that their key driver was client demand, but there may be other existing or potential business reasons as well. It is imperative that these are examined and the strongest business case possible is presented to senior partners along with the rest of the firm.

### **2. Have senior partners take the lead**

Designating a senior partner to lead this effort removes several obstacles, such as the lack of senior partner involvement and ownership, or weak, decentralized efforts with few results, or diversity committees staffed primarily by women and minorities.

### **3. Mandate top-down diversity training**

Training in diversity and inclusion is essential to build awareness and create a common language and understanding within the firm.

### **4. Establish accountability**

Firms serious about diversity have to reward and hold staff accountable for the success or failure of the recruitment and retention initiatives. Incentives include creating a time bank to reward attorneys for their work on the firm’s diversity programs or tying the results to incentive pay for senior partners.

### **5. Develop mechanisms to have an effective mentoring program**

In most law firms, mentoring occurs all the time, through informal relations at work and social networks outside the office, for example, on the golf course. The challenge is to make effective mentoring accessible to all attorneys. Group mentoring sessions and reciprocal mentoring should be explored.

### **6. Emphasize lateral hires**

The more senior minority attorneys, the greater a firm’s chances of recruiting and retaining new attorneys of color. With more senior

attorneys, a firm will be more desirable to entry-level attorneys and better positioned to minimize attrition. This practice is much more likely to succeed as an integral part of a firm-wide diversity strategy.

### **7. Promote work-life balance**

Firms must find creative ways to retain women who are both mothers and attorneys and committed to succeeding at both. Firms also must ease the dissatisfaction that all attorneys report with their work environment. Options include an on-site day care center, establishing flexible hours and other options, like telecommuting. Firms should make the quality of life of all attorneys a valid, urgent work issue. Part-time partners are important role models who provide a positive incentive for women who worry that the price for a successful career in a law firm is sacrificing family commitments.

### **8. Expand recruitment**

Recruitment tactics may include: advertising in minority professional publications; offering scholarships to first-year minority law students; increasing recruitment at historically black law schools; revising outdated hiring criteria; and becoming more involved in community activities to enhance name recognition. Campus recruiters should have diversity training to help them interact more effectively with diverse students. Involve minority attorneys in the firm’s decision-making process, for example, reviewing minority resumes. Also, the firm could take advantage of professional and personal networks by offering a bonus for referrals of talented minorities and women who can be recruited to the firm.

### **9. Make diversity-related activities billable**

Law firms that understand the business case for diversity will make these initiatives worthwhile for the attorneys who drive the firm’s diversity program. By making a portion of the hours spent on diversity activities billable, management acknowledges that diversity contributes to the firm’s bottom line and to the advancement of its attorneys.

### **10. Equal treatment programs**

Focus on creating a plan to ensure each minority attorney gets significant client visibility and gets to develop relationships with senior law firm management.

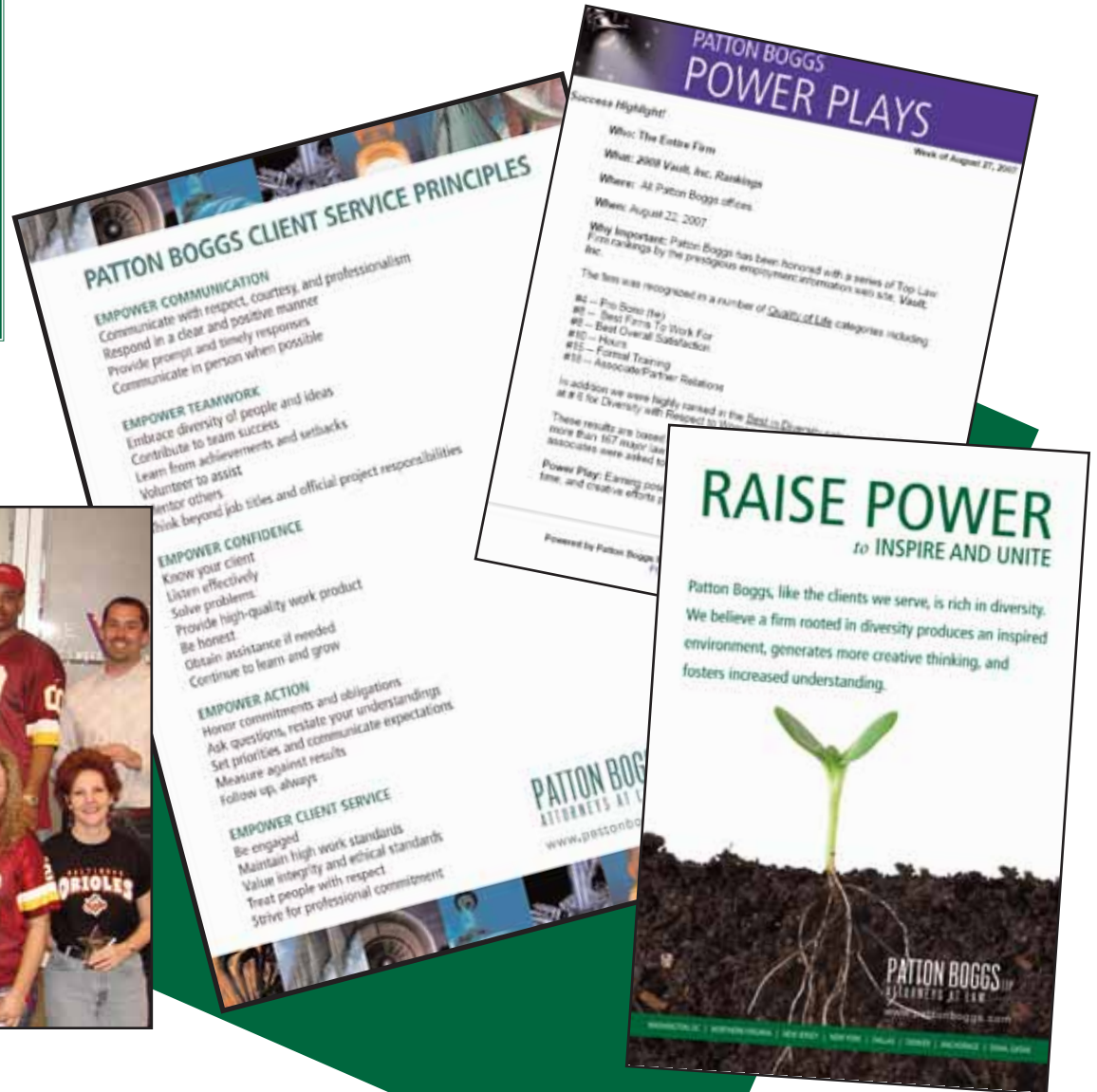
Additionally:

- Require all Practice Group Chairs to include diversity initiatives in their respective annual departmental goals, incentivized by bonus awards.
- Include diversity goals and achievements in the firm’s annual report.

**OUR PEOPLE:  
Targets and objectives for 2008-2009**

- Improve minority hiring and retention, and partnership rates
- Expand diversity recruitment activities and opportunities
- While maintaining entrepreneurial spirit, work towards more formalized mentoring
- Institutionalize responsibility for diversity

*One reflection of the sense of confidence and well-being at the firm is the longevity of many of our staffers.*



2007 Power Player Award Winners  
(Washington, DC)



# PILLAR THREE

# ENVIRONMENTAL STEWARDSHIP

Recycling, Energy Efficiency, Compliance, Awareness

How do you figure in the U.S. environmental equation? If you maintain a home and work in an office, chances are that you actively contribute to the following statistics.

According to the Alexandria, VA-based National Recycling Coalition, Americans annually discard enough office paper to run a 12-foot high wall from New York to Seattle, while landfilling enough aluminum every three months to rebuild the entire U.S. commercial airline fleet. Of the 5.4 billion pounds of Polyethylene Terephthalate (PET) plastic—which generally describes all containers for soda, water, juice and household cleaners—available for recycling last year, the National Association for PET Container Resources (NAPCOR) in Ponomo, CA says that only 1.3 billion

pounds were collected. And the U.S. Green Building Council says the commercial and residential building sector accounts for 39% of annual carbon dioxide emissions in the U.S., while consuming 70% of the nation's electricity load.

How do you figure in the astounding metrics of material and energy consumption? Asked another way, what is your impact?

That is the question Patton Boggs asked itself this year, via an ongoing office-by-office audit of organizational and individual environmental procedures. George Sumner, director of facilities in the Washington, D.C. office, is spearheading the evaluation. "As the firm continues to grow," he says, "it

becomes natural for us to start contemplating our collective environmental impact." By learning what each individual office is doing, he continues, the Environmental Committee will move towards establishing a standardized, collaborative program that will make Patton Boggs a wise, efficient and environmentally conscious firm.

There are many holes to remedy. While progress is being made on identifying gaps and problem areas, says associate Vicky Beasley, "we are behind, and need to work hard to get going."

Since 2005, our D.C. office worked on a pro bono basis with D.C. Appleseed to help secure strong new environmental standards from the

*"For eight years in our office," says Denver partner John Voorhees, "we have been developing a Green Pro Bono practice where we offer free legal services to non-profit organizations to reduce their environmental impacts and advance the goals of preservation of the environment. By promoting alliances of non-profit clients with each other and our environmental lawyers, we have successfully reduced human recreational impacts from western wilderness areas to the Appalachian Trail."*



Patton Boggs Denver office

## ENVIRONMENTAL STEWARDSHIP: 9 Ways to Conserve Today

Making an office green does not happen overnight. From the purchasing of materials to the handling of solid waste, there are many issues to consider. There is no need to wait for a formal recycling, efficiency and conservation program. Here are some best practices for making a positive impact **today**.

- Produce double-sided documents; print on the back of used paper
- Send emails instead of documents to avoid unnecessary duplication
- Reduce fax waste by writing directly on the fax or using a post-it note
- Reduce toner use by setting printers to print at 600 dpi (dots per inch) rather than the standard 1200 dpi
- Purchase refillable items such as pens and tape dispensers
- Keep washable dishes and silverware in the kitchens
- Fix or donate used furniture instead of trashing it
- Turn off lights when a room is not in use
- Turn off equipment during the night and on weekends

Anacostia Waterfront Corporation and then the D.C. City Council for publicly assisted development in the Anacostia Waterfront area—standards requiring LEED certification, higher energy efficiency, and major improvements in stormwater control, a critical priority for the Anacostia River. Our own D.C. facilities, however, do not measure up well to these standards.

Built in the 1970's, the D.C. office is the model of environmental inefficiency. The outdated HVAC system, without remotely controlled zones, indiscriminately burns energy and drives expenses; without timers or sensors, office lights sometimes burn day and night. The lack of paper recycling containers in some work areas and bottle and can containers in many pantries is compounded by an overall lack of sufficient environmental consciousness. For instance, solid waste that could be recycled is instead heading to the landfill, and the paper mill keeps churning.

Some remedial steps are underway. The D.C. office is working with DHL and Dell to recycle used toner cartridges, while the IT department is

recycling used computer hardware. Larger strategic moves are also part of the plan: Sumner and his team are talking with the building's property managers and with associated cleaning services, waste management companies and governmental agencies towards creating a partnership around institutionalizing the firm's recycling programs. "Accountability is key," he says. "We want to create a partnership where we can measure the volume of materials recycled and the money saved on a quarterly basis, as well as establishing an efficient system for the guaranteed handling of all solid waste."

Kevin McCall, director of library and research services in D.C., is focused on the library, which he describes as "a central point for paper producing moments." Full of printers and copiers, the library is a major area of paper consumption. "We are looking carefully at things like usage patterns to understand where and how we can move away from paper towards electronic information," he says. "This means contending with challenges such as how electronic discovery rules impact the preservation and printing of emails, as well as changing people's

dependency on printing materials instead of accessing them on a screen. People live digitally these days—our goal is to encourage better practices while saving consumables."

We should not wait for the end of the evaluation process. There are simple ways for individuals to get started today (see sidebar for nine immediate ideas).

"Conservation and recycling are ultimately individual activities," says Sumner. "If everybody is not on board with the program, the program will not work."

Conversely, when everybody gets involved, good things happen. Consider the firm's New Jersey office, opened last year and with a substantial environmental practice. "It was critical for us to be green compliant," says Renee Durbecq, director of administration in the Newark office, "and so we started the process from day one." Steps include modern computer controls for the lighting and HVAC systems, renegotiating the landscaping contract to literally bring more green into the office, and discouraging plastic waste by increasing the

availability of filtered water. Even with an abundance of paper, plastic and aluminum recycling containers throughout the office, the building's cleaning crew still separates all garbage. "Our entire office has been very responsive," says facilities manager Rory Celentano. "The key has been in making the program easy and accessible."

His counterpart in Denver, Julie Ehlers, has been able to motivate participation with another essential ingredient—information. Having learned that leaving one computer on overnight generates seven pounds of carbon dioxide, Ehlers communicated this knowledge around the office. Now, all 80 computers in the Denver office get turned off at night, saving 560 pounds of carbon dioxide daily. That is 3,920 pounds a week, 16,800 pounds in a 30-day period, or a staggering 204,400 pounds annually. The action is local, the impact is very much global. "If I turn off the computer here in Denver today," says Ehlers, "the air in Bali is cleaner tomorrow."

Northern Virginia is leading the way on innovation with its "Green Team," an in-office group focused on raising environmental awareness, which director of administration Marcie Cedor says is proving "very valuable," while in

New York City—home to the firm's newest office—operations manager Julie Martino reports that the 18 attorneys and staffers are enthusiastic participants in recycling and conservation.

"From using recycling bins to shutting off computers at night and keeping lights off in occupied areas," says Martino, "the awareness is there. People use their own coffee mugs to save on waste, and since we are on a high floor with large windows, we routinely rely on daylight to save on electricity." Martino, who routinely brainstorms with her Association of Legal Administrators' peers on environmentally conscious ideas, names purchasing environmentally safe cleaning products and working on Energy Star certification as additional initiatives.

The awareness is also building in Dallas. "We were going through around 200 plastic forks daily," says Dallas service manager Russell Huddleston, "so now the pantries are stocked with washable and reusable dishware. Over the next several months, we are phasing out all Styrofoam in the office." He adds that recycling participation is strong, nearly everyone turns off their

computers at night, and the building's cleaning crews switch lights off after hours.

The Anchorage office has more work to do when it comes to recycling. For one thing, the building does not separate the trash. Also, because it has to be shipped out, glass recycling has yet to catch on in Alaska. As director of administration Deborah Newsome reports, the office is diligent about separating out recyclables, and has a clever solution for handling a high volume of used cans. "We bag them up every two weeks," she says, "and give them to a local school for recycling."

The Denver office also benefits from being in a modern, eco-friendly building. This October, the tower at 1801 California Street earned the EPA's Energy Star designation for superior energy performance. More significantly still, the building also just won a Denver-area TOBY (The Office Building of the Year) award, a prestigious recognition in commercial real estate for superior amenities, tenant relations, energy management, ADA compliance, community impact, emergency procedures and employee training.

## ENVIRONMENTAL STEWARDSHIP: Top 10 Recyclables

The EPA estimates that in the U.S. alone, more than 500 million used cell phones sit in homes and landfills, thrown away at a rate of around 130 million a year. That is 65,000 tons of waste containing toxic metals such as lead, mercury, cadmium and arsenic. Remarkably, cell phones did not even make the National Recycling Coalition's Top 10 list of items to recycle, which is below:

- |   |   |
|---|---|
| 1. Aluminum   | 6. High Density Polyethylene (HDPE) Plastic Bottles |
| 2. Polyethylene Terephthalate (PET) Plastic Bottles | 7. Glass Containers                                 |
| 3. Newspaper  | 8. Magazines  |
| 4. Corrugated Cardboard                             | 9. Mixed Paper                                      |
| 5. Steel Cans                                       | 10. Computers                                       |

For the firm's older buildings and spaces, reviews are underway to determine possible energy-compliant and efficiency-related retrofits and upgrades. However, an environmental program need not wait for demolitions and rebuilds.

"This is not the time to be unwise about the environment," says Sumner. "We have to come to terms with our collective environmental impact today, and through education and communication, make that awareness a major part of how we conduct our business."



## ENVIRONMENTAL STEWARDSHIP:

### Implementing Best Practices

Patton Boggs is committed to taking a leadership role to implement business best practices for protection of the environment and climate change. At the end of the year, the firm began its "Going Green" initiative. The effort calls for comprehensive assessment of our environmental effects, in order to make specific recommendations to the Management and Executive Committees in Spring 2008 for specific improvements in practices. "Going Green" is coordinated by Russ Randle, an environmental partner in the DC office, but includes members from across the firm's offices. Because of the breadth of the subjects involved, it is a large group, involving nearly twenty people.

Looking at both long-term and short-term measures, this environmental assessment includes:

- (a) Review of the firm leases, with an eye to insisting on Leadership in Energy and Environmental Design (LEED) certified space when new space is acquired or existing space is renovated. Where lease renewal is not imminent, open discussions with the landlord and building manager to see if it is feasible to seek LEED certification for our space in the interim;
- (b) Audit energy usage by location, in order to recommend implementation of specific efficiency improvements;
- (c) Audit water usage by location, in order to recommend specific measures to improve efficiency and reduce wastewater;
- (d) Review of the ABA Climate Challenge, EPA's WasteWise program, and Green Power Partnership to see which of these are most practical for the firm to implement. These programs require significant changes in copying practices, much greater paper recycling, and purchase of paper products with recycled content, as well as

potential purchase of electric power from renewable sources. Recommendations have been made for specific action in the near future on these matters.

- (e) Review of other recycling measures, including not only traditional paper, glass, plastic, and metal, but electronic equipment and construction materials;
- (f) Review of firm air travel to determine the magnitude of the carbon impact as a prelude to consideration of carbon offsets and greater use of video and web conferencing;
- (g) Review of commuting patterns, together with a review of measures designed to increase use of public transportation, car pooling, walking, and biking to work as a way to reduce carbon impacts and air pollution.

These measures obviously overlap with improving our workplace for all who work at the firm.

For example, use of green buildings reportedly reduces absenteeism as compared to space which does not have the LEED features. Improved HVAC systems (avoiding sick building issues), greater use of natural light, and similar steps make the workplace more pleasant and productive, as well as more efficient.

Although broader than the initial measures now under review, part of the focus on environmental improvement will be to help our professionals elevate environmental improvement as a priority in areas of legal practice where environmental considerations have often been a low priority for clients. The current business climate, with the increasing emphasis on climate change, carbon footprints, and sustainability make this focus a wise one for our clients and for ourselves. Areas of our practice which may change positively through an increased environmental focus include evaluation and structuring of corporate transactions, government contracting, product and

infrastructure design and improvement decisions, and helping clients address their own work place issues. Patton Boggs' principal supplier of letterhead, envelopes, legal pads and business cards, All-State Legal (ASL), is the first nationwide engraver and printer to achieve the Forest Stewardship Council (FSC) Chain-of-Custody certification. This means that all of our ASL paper products are derived from wood that comes from certified, responsibly managed forestlands, and is tracked throughout the supply chain. Sample ASL products include 100% cotton fiber paper that is tree-free and 100% recycled, and legal pads that are 50% recycled, 40% post-consumer waste.

Over the next year, as part of the ABA Climate Change Challenge or similar programs, Patton Boggs will begin implementing some version of the following best practices for office paper management:

- Purchase at least 90 percent of all copier, printer, letterhead and bond paper, as well as all envelopes, in total, at least 30% post-consumer recycled content.
- Recycle at least 90 percent of discarded office paper, including all types of white and colored paper, file folders and envelopes.
- Implement a policy to use double-sided copying and printing for all drafts, internal documents, and as many other documents as possible. This may require a significant change in current equipment, either leased or purchased, with significant costs.
- Encourage all attorneys and staff to turn off their computers and lights at night.
- Replace legacy lights and lighting systems with new energy-efficient models.



**ENVIRONMENTAL STEWARDSHIP:  
Targets and objectives for 2008-2009**

- Complete environmental audit of all offices
- Develop reporting/benchmarking on consumption, conservation and recycling rates in each office
- Stay abreast of and communicate best individual and corporate environmental practices
- Work towards reducing carbon footprint, an effort which may involve material changes to our travel and commuting patterns
- Develop and implement an environmental awareness program for attorneys and staff

The action is local,  
the impact is very much global.



# PILLAR FOUR

# WORKPLACE HEALTH AND SAFETY

## Emergency Policies, First Aid, Ergonomics, Quality of Life Benefits

With one of the nation's pre-eminent health and safety law practices, we advise clients on regulation, risk and other associated issues every day. We produce an environmental, health and safety, and crisis management newsletter, INSIGHTS, for our clients and friends. But do we practice what we preach?

In the environmental section, we asked, "what is your impact?" Here, the relevant question is, "are we safe and secure?" From emergency preparedness to quality of life initiatives, we take our commitment to health and safety—and psychological well-being—seriously.

Even before 9-11, the D.C. office focused on tightening its emergency procedures. The triggering event was a mass evacuation following a manhole explosion near the office. As a result, says Elizabeth Wilson-Garrett, director of the office of the firm's chief operating officer, the firm began working on a comprehensive review of its emergency policies.

Today, Wilson-Garrett coordinates the monthly updating of a comprehensive

emergency policy binder, which details everything from contact information for CPR-trained employees in each office to how to handle incoming mail. Members of the Emergency Committee, directors and officers (who keep a copy at home) and safety wardens receive the full binder.

Yet, there is still work to do.

We challenge our colleagues to ask themselves these following questions. Do you know the CPR-trained person in your office? Is there such a person in your office? What do you do in an emergency? What is the Emergency Committee? There are many such questions besides—the truest measure of improvement will be when everyone can affirmatively answer any and all emergency-related questions.

Current preparedness levels differ according to each office's location and risk profile. D.C., for example, has an established protocol for handling bomb threats, along with favorable proximity to—and relationships with—a hospital and fire station. This is not the case in all locations. A key-missing element is firm-wide

awareness of—and readiness for—taking action in emergencies. Some emergency information is provided in new employee orientation materials, and soon, the firm will launch an intranet with need-to-know emergency information, but more must be done. Common to all locations are emergency supply closets, containing essentials for either remaining in or evacuating the building. The supplies include flashlights, blankets, orange vests, whistles, and food and water, along with defibrillators.

In a professional services firm, ergonomic safety and well-being are also key considerations. In D.C., says chief human resources officer Therese Gross, the firm recently bought 500 new chairs to replace less ergonomically sound older versions. Also in D.C., a secretarial task force was organized in conjunction with the replacement of outdated workstations; their review led to the ongoing installation of more comfortable units.

Quality of life extends to inclusiveness at all levels, as in the case of the secretaries, including the voice of the employee in decision-making is just one example of how the firm reinforces its



Patton Boggs CPR Training  
Carolyn Pomponio, Renee Snider, and Lorna Shingleton

guiding "One Firm One Community" philosophy. Another example is the "Take a New Associate to Lunch" program, launched last year; the welcome is extended via the "Meet our New Attorneys" on our recruitment intranet.

We offer major health, disability and insurance coverage, along with benefits which help to lessen some of life's strains and stresses. A few of the benefits are subsidized gym memberships, discounted auto and home insurance, Weight Watchers at Work program, and Freedom from Smoking.

## **WORKPLACE HEALTH AND SAFETY: Implementing Best Practices**

The chief tenets of our Health and Safety program are to minimize risk to our employees and guests, to foster strong productivity and business performance, and to maintain a responsible image to our clients, peers, prospects and the marketplace at large. We will focus on integrating the following best practices into our Health and Safety program:

- Demonstrated management commitment and leadership
- Accountability at all levels of the firm
- Measurable objectives
- Incorporation into the operational strategy and business processes
- Open communication and sharing of information
- Continuous monitoring and measurement
- Periodic testing of emergency response systems and procedures
- Management review
- Documentation and record retention

We will also incorporate corporate responsibility as part of our general staff education and training programs.

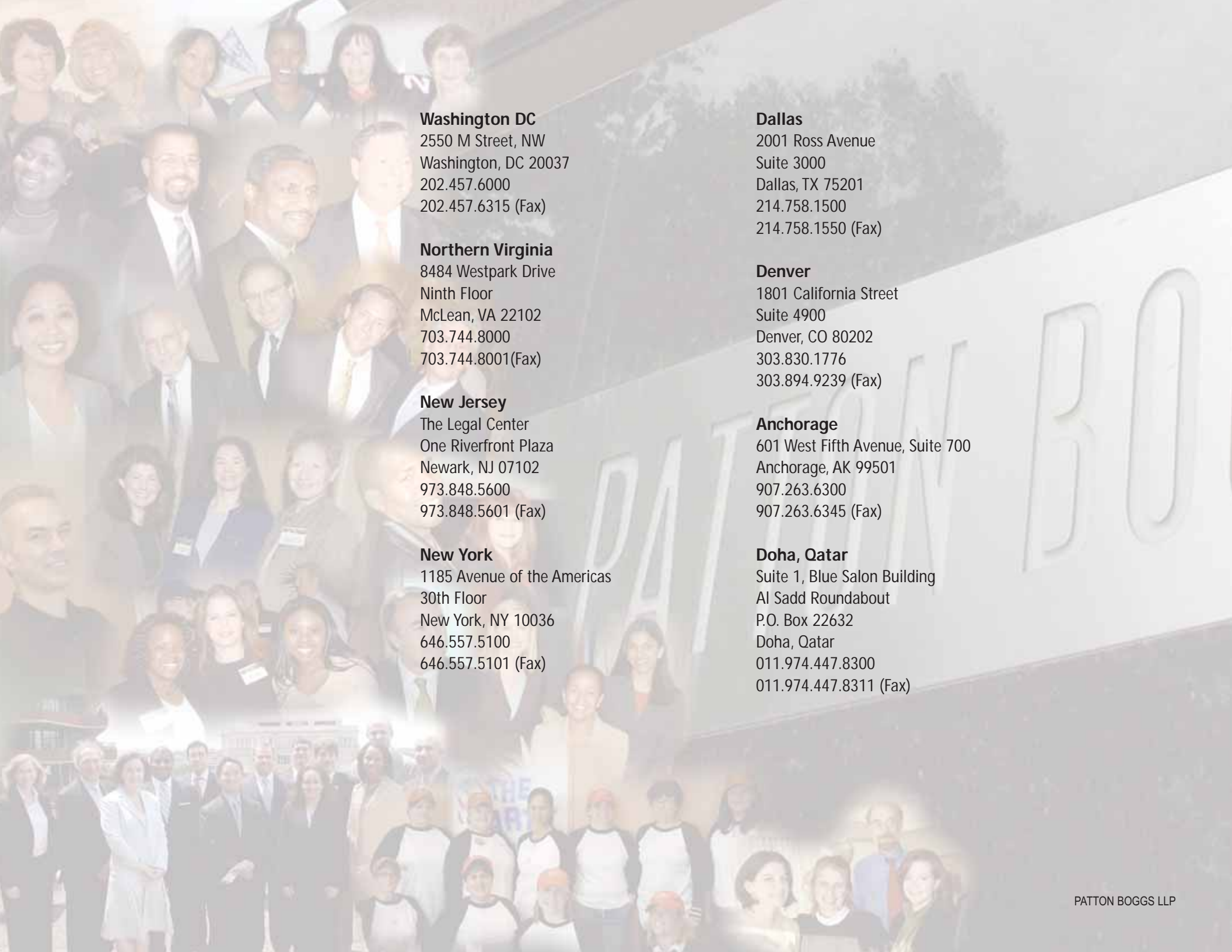
## **WORKPLACE HEALTH AND SAFETY: Targets and objectives for 2008-2009**

- Collect health and safety data from all our offices
- Seek continuous improvement of safety initiatives and programs
- Reduce incidence of workplace injury
- Enhance employee awareness of emergency policies and procedures with rigorous education programs and constant communication

## **CONCLUSION**

"Different organizations define the emerging best practice of "corporate social responsibility" in several ways. The World Business Council for Sustainable Development, for one, describes CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and of society at large."

*"HOW DO WE CHANGE?"*



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