

# ANNUAL REPORT

# 2025

# Celebrating 135 Years of Excellence and Impact

# GIBSON DUNN







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# CELEBRATING 135 YEARS OF EXCELLENCE AND IMPACT



The 135-year history of Gibson Dunn, from its earliest days to its current standing as an elite global law firm, reflects strategic growth driven by excellence and collaboration. This timeline provides a look at some of the key moments that highlighted our impact, expanded our footprint, and strengthened our ability to serve clients across borders and industries.



**LAW FIRMS CONSOLIDATE**  
**Dunn & Crutcher Merge With Bicknell, Gibson & Trask**  
It was announced yesterday that the law firm of Dunn & Crutcher will be consolidated with that of Bicknell, Gibson & Trask after January 1. Both firms are retained as corporation counsel by the Huntington Railway and Electric companies, and after the first of the year they will occupy a suite of ten rooms on the seventh floor of the Huntington-Hellman office building at the corner of Sixth and Main streets. Until the new Huntington building is completed the firms will occupy joint rooms in one of the downtown business blocks.  
All the members of the new firm are well known to the California bar, and most of them have at one time held responsible public offices. Judge Bicknell was superior judge for a number of years and is vice president of the First National bank of this city. Judge Gibson served two terms as supreme court commissioner and also as judge of the superior court of San Bernardino county. W. E. Dunn was twice elected city attorney of Los Angeles and served eight years as assistant city attorney. Walter J. Trask and Albert Crutcher are both young in years, but old in experience as corporation counsel.



## 1890s

**Founded in 1890:** John Bicknell and Walter Trask teamed up, marking the beginning of the partnership that would become Gibson, Dunn & Crutcher.

**Partnership Beginnings:** Bicknell and Trask formed a partnership in 1892. James Gibson joined in 1897, forming the partnership of Bicknell, Gibson & Trask. In 1904, they merged with William Dunn and Albert Crutcher's firm, becoming the largest firm in Los Angeles.

## 1910s

**Firm Renamed to Gibson, Dunn & Crutcher:** Following the deaths of Bicknell and Trask, the firm was officially named Gibson, Dunn & Crutcher in 1911.

**First U.S. Supreme Court Argument:** In 1913, James Gibson won the firm's first U.S. Supreme Court case, *Home Telephone & Telegraph Co. v. City of Los Angeles*.

## 1930s-40s

**Work During Wartime:** On the eve of WWII, the firm had 28 lawyers. The firm supported the booming aircraft industry in Southern California during the war, working on government contracts and other legal matters.

**First Among Equals:** There was no official position of managing partner at the time, but Herbert Sturdy emerged as the first among equals from the end of WWII until his death in 1969.

Key milestones from **1890** to **2025**





# 1950s-60s

**MLB Antitrust Exemption:** Successfully argued *Toolson v. New York Yankees* (1953) in the U.S. Supreme Court, upholding baseball’s antitrust exemption.

**First Female Lawyer:** Shari Dennis, first in her class at USC Law School, was hired in 1962.

**First Office Expansions:** The 1960s marked the beginning of the firm’s office expansion. For example, the firm opened in Paris in 1967, its first office outside the United States.

# 1970s-80s

**Rapid Growth and Expansion:** After surpassing 100 lawyers in 1970, the firm expanded into key markets in the 1970s and 1980s, including Denver, Dallas, London, New York, San Francisco, and Washington, D.C.

**Pioneering Leadership:** Marsha McLean became the firm’s first female partner in 1971; Dan Frost was elected the first designated managing partner in 1979, after serving unofficially for a decade; and Norm Barker became managing partner in 1986.

**Landmark Betamax and Unocal Matters:** Won the so-called “Betamax Case” for Sony (1984), permitting consumers to videotape copyrighted TV content for personal use, and successfully defended Unocal against T. Boone Pickens’ hostile takeover attempt (1985), resulting in a landmark Delaware Supreme Court ruling.

# 1990s

**Centennial Celebration:** The firm marked its centennial in 1990 with more than 650 lawyers, ranking among the nation’s largest law firms. Expansion continued, including the opening of the Palo Alto office in 1992.

**New Leadership:** Ron Beard becomes managing partner in 1991, followed by Wes Howell in 1997.

# 2000s

**Presidential Election Case:** Successfully argued *Bush v. Gore* before the U.S. Supreme Court, which resolved the 2000 presidential election. The firm now has over 700 lawyers.

**New Leadership:** Ken Doran becomes the managing partner in 2002.

**Overseas Expansion:** The firm continues to open offices around the globe, including Munich, Brussels, Dubai, and Singapore.

# 2010s

**Continued Expansion:** Global expansion continues with offices in Hong Kong, Beijing, Frankfurt, and Houston.

**Litigation Department of the Year:** Won *The American Lawyer’s* Litigation Department of the Year Award in 2010, 2012, and 2016.

**Landmark Supreme Court Wins:** Successfully argued *Citizens United v. FEC* (2010), *Wal-Mart v. Dukes* (2011), and *Hollingsworth v. Perry* (2013).

**Milestone Celebration:** Reached 1,300 lawyers in 2015 and celebrated the firm’s 125th anniversary at an all-firm retreat.

# 2020s

**Growth and Recognition:** Won *The American Lawyer’s* Litigation Department of the Year Award in 2020 and dedicated over 140,000 hours to pro bono projects in 2021.

**Pandemic Response:** In 2020, our lawyers provided over 10,000 hours of free legal aid to small businesses and individuals impacted by the pandemic.

**First Woman Managing Partner:** Barbara Becker was elected Chair & Managing Partner in 2021, the first woman to lead the firm since its inception.

**Continued Global Expansion:** Opened new offices in Abu Dhabi (UAE) and Riyadh (Saudi Arabia) in 2023, and Zurich (Switzerland) in 2025.

**135th Anniversary:** In 2025, with over 2,200 lawyers, the firm celebrated its 135th anniversary.



# NOTE FROM BARBARA L. BECKER

CHAIR & MANAGING PARTNER



**This year marked Gibson Dunn’s 135th anniversary—a milestone that offered us the chance to reflect on all we have accomplished together, both in 2025 and throughout our firm’s storied history.**

**None of what we achieve would be possible without our people. From the clients who entrust us with their most significant matters, to our 2,200+ lawyers and 1,000+ staff members worldwide who deliver time and again, to the alumni who have been part of Gibson Dunn’s journey—our work together and our success are all about this community.**

We continued to invest in stellar talent across the firm again this year—elevating 42 of our colleagues to partner, and welcoming 31 lateral partners, along with over 350 associates and of counsel. Our London office, in particular, saw impressive growth, with 11 partner promotions and the addition of eight lateral partners, enhancing our capabilities across key practices. We also expanded our platform with the opening of our Zurich office.

Collaboration remains one of Gibson Dunn’s greatest strengths. This year, in the fast-growing data center sector, colleagues from projects, infrastructure, real estate, energy and energy regulation, finance, investment funds, tax, strategic sourcing and commercial transactions, and M&A joined forces to advise on more than 225 data center transactions worldwide. Our DEI Task Force, State Attorneys General Task Force, DOJ Data Security Program Task Force, Digital Assets Hub, and other similar firmwide initiatives brought together talent from across the firm to help clients stay ahead of complex and evolving developments.

This collaboration also fueled another year of exceptional results across the firm as a whole. On the transactional side, we advised on more than 1,150 announced or closed deals with an aggregate value exceeding \$890 billion—reflecting the trust our clients place in Gibson Dunn to guide their most complex and transformative matters. And our litigation teams were headed to trial nearly twice a week, with dozens of trials and arbitrations completed in 2025, delivering unparalleled victories for our clients and securing precedent-setting rulings across courts and tribunals. Our investigations and regulatory teams continued to lead on some of the most significant cross-border enforcement and compliance matters of the year.

We are proud of all that our teams accomplished this year and grateful for the recognition they continue to earn. This year brought over 800 Chambers rankings globally and other notable honors, including being named *The American Lawyer’s* Litigation Department of the Year in Intellectual Property. The *Financial Times* also recognized us as one of North America’s most innovative law firms, with awards for “Innovation in AI Strategy” and “Innovation in Disputes and Litigation” for our groundbreaking defense against the first generative AI defamation claim. For the eighth consecutive year, we ranked number one in *Global Investigations Review’s* GIR 30, and for the ninth consecutive time, we were named Litigation Department of the Year in Labor and Employment by *The National Law Journal*. Additional honors include seven IFLR Middle East Awards, including the prestigious Firm of the Year – UAE: International award, and the Creditor Law Firm of the Year – Europe award from *Global Restructuring Review*.

We also take great pride in our pro bono work, which remains a cornerstone of Gibson Dunn’s culture and values. This year, we spent a record amount of time on pro bono work, with our lawyers worldwide dedicating more than 240,000 hours to pro bono clients. Our teams advanced justice and protected fundamental rights around the world—from defending First Amendment freedoms and helping members of marginalized communities exercise their rights to advising small businesses and nonprofits as they shape and empower their communities—continuing our long tradition of using our skills to serve the public good.

Against the backdrop of these highlights, we also want to acknowledge the loss of a Gibson Dunn legend, Bob Cooper, who passed away this year. A giant of the trial and antitrust bar, Bob shaped generations of our lawyers through his skill and mentorship. Although he is deeply missed, his legacy continues to inspire our work and our shared commitment to excellence. Reflections on Bob’s extraordinary life and career can be found on page 5 of this report.

This has been an outstanding year—remarkable for all that we have achieved and for all that lies ahead. We are deeply grateful to our clients for their continued trust and partnership as we take on their most important challenges, and to our colleagues, whose talent and commitment drive what is possible.

Happy New Year—and here’s to the next 135!







# IN MEMORIAM: BOB COOPER

Our Gibson Dunn community was deeply saddened by the passing of our partner and friend Bob Cooper on June 27, 2025. Bob was an antitrust titan, a legend in the courtroom, and a defining figure in our firm's history. Over nearly five decades at Gibson Dunn, he mentored countless colleagues and inspired generations of lawyers.

Bob joined our Los Angeles office in 1964 after graduating from Yale Law School, quickly establishing himself as one of the firm's most formidable trial attorneys. At just 32, he served as lead trial counsel for Pfizer in the antibiotics antitrust trials in Minneapolis, Philadelphia, New York, and North Carolina—the largest patent cases in U.S. history at the time—securing defense verdicts in each. He went on to achieve landmark victories, including successfully defending American Airlines in a case brought by Continental and Northwest that alleged monopolization through fare reductions. Over the course of his career, he represented major clients such as Allergan, Callaway, Hewlett-Packard, Honeywell, Intel, Northrop Grumman, Sempra Energy, and Ticketmaster in high-stakes antitrust and trade regulation matters.

A master strategist, gifted storyteller, and persuasive advocate, Bob had a courtroom style that was both sincere and magnetic. His unflappable calm, impeccable judgment, and unwavering integrity earned the trust, respect, and admiration of colleagues, clients, and opponents alike. Beyond his own achievements, Bob was devoted to developing the next generation of trial lawyers. He championed opportunities for junior attorneys to take on substantive roles, believing in the value of diverse perspectives and in giving others their moment at the podium.

As Co-Chair of the Antitrust and Competition Practice Group, Bob helped shape it into the powerhouse it is today, just as he contributed to Gibson Dunn's standing as a go-to firm for bet-the-company litigation. Bob also played a key role in firm leadership more generally, serving on our Executive and Management Committees, as well as on our Compensation, Hiring, and Professional Development Committees.

Bob's professional excellence was widely recognized with numerous awards and his election as a Fellow of the American College of Trial Lawyers. Yet, to those who knew him, his most enduring qualities were his humor, humility, kindness, and grace. He was the consummate team player, leading by example and embodying the values that define our firm. The recent dedication of the Robert E. Cooper Conference Room in our Los Angeles office provided a fitting testament to this legacy, as colleagues shared moving tributes and personal memories of Bob.

Gibson Dunn would not be the firm it is today without Bob's extraordinary impact. He will be profoundly missed.

Photo courtesy of John Wolfsohn Photography





# 01

## CLIENT MATTER HIGHLIGHTS

Our commitment to our clients' success drives us to deliver outstanding results across our practice groups.

This selection of litigation and transactional achievements reflects the scope of the matters in which our more than 2,200 lawyers in 22 offices around the globe represented clients in the past year.





# LITIGATION MATTERS

## 3M

Secured complete dismissal of a putative nationwide class action against 3M, defeating Racketeer Influenced and Corrupt Organizations (RICO) Act and state-law claims alleging per- and polyfluoroalkyl substances (PFAS) risks in consumer products.

## Amazon

Obtained a groundbreaking win for Amazon at a special sitting of the Maryland Supreme Court in which the court recognized a de minimis defense under the state's wage and hour laws in a case of first impression.

## Churchill Downs

Secured a victory for Churchill Downs (home of the Kentucky Derby) in a decision declaring Michigan's licensing requirements were likely unconstitutional under the Supremacy Clause and enjoining Michigan authorities from trying to shut down TwinSpires (online wagering platform). The decision addresses whether states can restrict interstate wagering despite a federal framework governing how wagering occurs.

## Cisco

Scored three major jury trial victories for Cisco, including *CosmoKey v. Cisco/Duo Security* (District of Delaware) in a patent infringement case with \$140 million at stake; *WSOU Investments v. Cisco* (Western District of Texas), the first-ever jury win under the Section 273 prior commercial use defense; and *Corrigent v. Cisco* (Western District of Texas), a rare directed verdict eliminating \$350 million in exposure.

## City of Los Angeles

Brought in just six days before trial, defeated an effort to place the City of Los Angeles into court-ordered receivership over its homelessness policies, preserving the City's constitutional authority.

## Daimler Truck North America

Secured a significant victory for Daimler Truck North America, obtaining a preliminary injunction against the California Air Resources Board and state officials that halted enforcement of California's "Clean Truck Partnership" as preempted by federal law.

## Dewberry Group

Secured a unanimous U.S. Supreme Court win for the Dewberry Group in a landmark opinion addressing available profit-related remedies under the Lanham Act. The Court ruled that the Lanham Act permits an award only of the defendant's profits, not of corporate affiliates' profits, which reaffirmed the importance of the principle of corporate separateness.

## DoorDash

Successfully resolved multiple State Attorney General matters against DoorDash related to the company's former Dasher pay and tipping model.





### Energy Transfer

Delivered landmark victories for Energy Transfer, including a record-setting \$667 million jury verdict against Greenpeace after a three-week trial, a near-total defense win resolving a securities class action concerning the Mariner East 2 and Revolution pipelines for less than 1% of alleged damages, and a courtroom triumph protecting the company’s vital Gulf Coast Sea Robin Gas Processing Plant.

### FAT Brands

Secured an exceptionally rare pre-trial victory when the Department of Justice (DOJ) dismissed all counts in two indictments against Andrew Wiederhorn, CEO and Chairman of FAT Brands.



### Former New York Lieutenant Governor Brian Benjamin

Secured a complete victory for former New York Lieutenant Governor Brian Benjamin when, after a nearly three-year federal case charging Benjamin with bribery and false statements, the government admitted it could not prove its case and dropped all charges.

### Gray Development and Gray Services

Won a \$296 million jury verdict for Gray Development and Gray Services in a high-stakes commercial dispute against ZOM Holding, securing full damages for breach of contract and breach of good faith and fair dealing after a 12-day trial.

### NCTA, the U.S. Chamber of Commerce, the Interactive Advertising Bureau, and the Electronic Security Association, among others

Obtained a groundbreaking win for seven trade associations and a small business representing a broad coalition of American industry by obtaining vacatur of the Federal Trade Commission’s (FTC’s) “Click-to-Cancel” Rule for recurring subscriptions, thereby preserving an essential business model for all manner of companies across the country.

### Nielsen

In two fast-paced Delaware Court of Chancery proceedings, delivered decisive victories for Nielsen in connection with the sale of its Marketing Mix Modeling business to Circana, after first securing a permanent injunction against Nielsen Consumer (NIQ), a former Nielsen subsidiary that had threatened to cut off access to critical systems and data mere days before the transaction’s close.

### NPR

Secured a settlement for National Public Radio (NPR) releasing \$36 million in withheld federal funds and limiting enforcement of Executive Order 14290 by the Corporation for Public Broadcasting, while continuing to litigate NPR’s First Amendment challenge to the Executive Order.

### OpenAI

In one of several significant First Amendment victories for the firm, won a complete victory at summary judgment defending OpenAI in the first-ever defamation case arising from generative AI output, defeating allegations that a so-called ChatGPT “hallucination” was defamatory.



### PepsiCo

Successfully represented PepsiCo in an FTC investigation and subsequent lawsuit, with the FTC deciding to dismiss its Robinson-Patman claims against PepsiCo. The dismissal marked the first time this century—since *U.S. v. IBM* in 1984—that a U.S. agency dismissed its own antitrust case prior to a court ruling.

### PricewaterhouseCoopers

Won a complete and unanimous reversal for PricewaterhouseCoopers (PwC) in the California Supreme Court. The decision reinstated a multi-million dollar sanctions award for PwC and construed the Civil Discovery Act in a way that safeguards California state courts’ ability to sanction pervasive and systematic discovery misconduct.

### Xponential Fitness

Successfully represented Xponential Fitness in investigations by the Securities and Exchange Commission (SEC) and Financial Industry Regulatory Authority (FINRA) into public and franchisee-facing disclosures—securing complete closures of both matters with no enforcement action taken.

### Zoom Video Communications

Secured a major victory for Zoom Video Communications when the SEC closed its investigation into the company without taking any action.





# TRANSACTIONS

## ACS Group

Advising ACS Group on its joint venture with Global Infrastructure Partners to develop and operate a portfolio of data centers worldwide. The new data center development platform will consist of ACS's existing 1.7 GW portfolio of data center assets under development in Europe, the U.S., and Australia.

## ADNOC

Advised Abu Dhabi National Oil Company (ADNOC) on an agreement with OMV for the more than \$60 billion combination of Borouge and Borealis into Borouge Group International, which will acquire Nova Chemicals from Mubadala for \$13.4 billion, establishing the world's fourth-largest polyolefins player and further expanding ADNOC's footprint in North America.

## ADNOC and ADNOC Gas

Advised ADNOC and ADNOC Gas on the \$2.8 billion marketed offering of ADNOC Gas shares to international, regional, and local institutional investors—the first-ever marketed offering of shares in the United Arab Emirates (UAE) and, to date, the largest placement on the Abu Dhabi Securities Exchange and the UAE's largest-ever follow-on offering.

## Altice France

Acted as lead counsel to an ad hoc group of secured debt holders to Altice France in connection with its out-of-court restructuring to address the company's elevated leverage and upcoming maturities across approximately €24 billion of secured debt, over 90% of it held by the ad hoc group.

## Apollo Global Management

Advised Apollo Global Management on the hybrid capital financing for the take-private of Soho House, an international private members' club, with an implied \$2.7 billion enterprise value.

## Arrowhead Pharmaceuticals

Advised Arrowhead Pharmaceuticals on its up to \$11.4 billion exclusive global license and collaboration with genetic medicine developer Sarepta Therapeutics for co-development and commercialization of clinical and preclinical programs.

## AT&T

Advised AT&T on its \$5.8 billion acquisition of substantially all of Lumen's Mass Markets fiber business.

## Blackstone Infrastructure

Advised Blackstone Infrastructure on its agreement to acquire Safe Harbor Marinas, the largest marina and superyacht servicing business in the U.S., from Sun Communities for \$5.7 billion.



### Blackstone Real Estate Special Situations Advisors

Advised Blackstone Real Estate Special Situations Advisors on their \$2 billion acquisition of a portfolio of 227 commercial real estate loans from Atlantic Union Bank. The portfolio spans office, retail, industrial, and multifamily properties across more than 30 U.S. markets.

### Blue Owl Digital Infrastructure Advisors

Advised Blue Owl Digital Infrastructure (BODI) Advisors on the formation of Blue Owl Digital Infrastructure Fund III, which closed on commitments of \$7 billion, as well as IPI Partners, the predecessor to BODI, on the sale of its business to Blue Owl Capital for approximately \$1 billion.

### Cotiviti

Advised Cotiviti, a leader in data-driven healthcare solutions, and its owners, Veritas and KKR, on its acquisition of Edifecs, a portfolio company of Francisco Partners and TA Associates and a pioneer in healthcare data interoperability.

### Essential Utilities

Advised Essential Utilities on its merger with American Water Works, creating a leading regulated U.S. water and wastewater public utility with a pro forma market capitalization of approximately \$40 billion and a combined enterprise value of approximately \$63 billion.

### J.P. Morgan

Advised J.P. Morgan and the other arrangers and lenders on Beach Acquisition Bidco's approximately \$4.6 billion of broadly syndicated senior secured credit facilities and approximately \$3.4 billion of Rule 144A / Regulation S high-yield bonds, including a first-of-its-kind \$2.2 billion senior unsecured payment-in-kind bond, as part of the approximately \$9.4 billion acquisition of Skechers U.S.A. by 3G Capital.

### J.P. Morgan, Barclays, and all underwriters

Represented J.P. Morgan, Barclays, and all underwriters in the \$677 million initial public offering (IPO) of WaterBridge Infrastructure—the first IPO to list on the NYSE Texas.

### KKR

Advised KKR on its \$5 billion investment in Gulf Data Hub, one of the largest independent data center platforms in the Middle East. This is KKR's first data center and digital infrastructure investment in the Middle East.

### Merck

Advised Merck on its \$9.2 billion acquisition of Cidara Therapeutics, a biotechnology company developing drug-Fc conjugate therapeutics.

### The Public Investment Fund

Advised the Public Investment Fund on two innovative prepaid forward transactions relating to Lucid Motors, designed to support the borrowing capacity in Lucid stock for purposes of convertible note offerings by Lucid.

### RXR

Advised RXR on a joint venture with One Investment Management, Strategic Value Partners, and Columbia Property Trust in the acquisition, recapitalization, and refinancing of a multi-phase, 829-unit luxury multi-family project in Jersey City, New Jersey, as well as a \$540 million recapitalization of three marquee Manhattan office towers collectively valued at more than \$3.5 billion.

### SM Energy

Advised SM Energy on its definitive, all-stock merger agreement with Civitas Resources. The combined company's enterprise value will be approximately \$12.8 billion.

### SpaceX

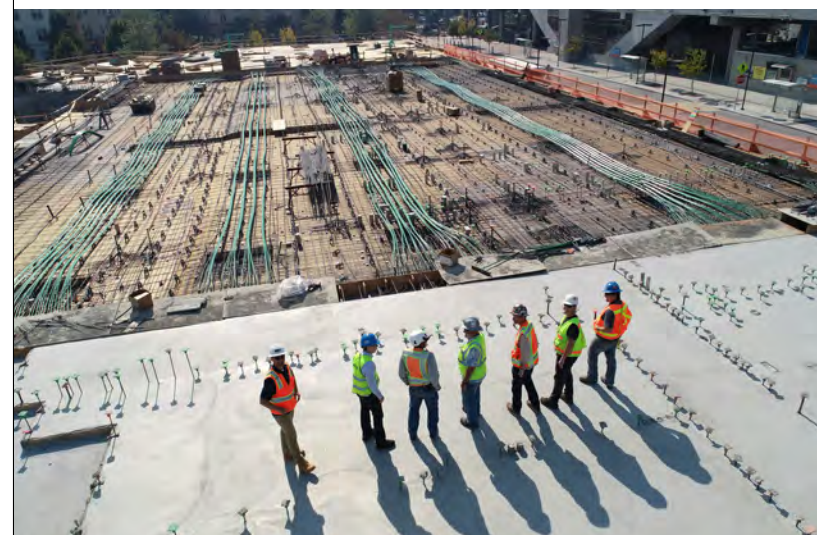
Advised SpaceX on its \$17 billion acquisition of EchoStar's full portfolio of AWS-4 and H-block 50 MHz spectrum licenses, along with certain related international rights and priorities, as well as SpaceX's subsequent acquisition of unpaired AWS-3 spectrum licenses from EchoStar for \$2.6 billion.



# SPOTLIGHT ON PRACTICES

Our Business Restructuring and Reorganization, Intellectual Property, Labor and Employment, and Real Estate Practice Groups, highlighted here, help our clients navigate the most complex challenges in today's legal landscape.

# 02





# BUSINESS RESTRUCTURING AND REORGANIZATION

Our Business Restructuring and Reorganization Practice Group has set a new standard in the marketplace by designing and executing complex liability management exercises (LMEs) that have had a transformative impact on our clients, our firm, and cross-border markets. Anticipating the growth of the European market, our London office expanded its restructuring offerings in 2025 with the addition of senior partners Chris Howard and Presley Warner to provide clients with the most innovative restructuring solutions.

The bespoke, out-of-court solutions crafted by our global team enable borrowers to raise fresh capital, extend debt maturities, and stabilize operations—often avoiding the disruption, cost, and stigma of Chapter 11. For clients such as BlackRock, Blackstone, The Carlyle Group, Credit Suisse Asset Management, and Fidelity, LMEs have preserved enterprise value and mitigated downside risk in distressed credit markets across sectors.

Our team led over \$80 billion in LMEs in the past year, earning the No. 1 spot in Octus's 2025 Americas Restructuring Rankings of Most Retained Legal Advisors for All Engagements and Creditor Side Engagements. The team was also the No. 1 Lead Counsel in *Debtwire's Restructuring Advisory Mandates Report* for the U.S. and Canada for the second year in a row, and the top Lenders' Counsel for the fourth consecutive year.

Our court-tested solutions for complex capital structures set new industry benchmarks and now serve as a blueprint for the market. The ad hoc groups that we represented in the past year include:

- **Quest Software lenders:** Our landmark LME transferred the One Identity business to a structurally senior entity, facilitating mergers and acquisitions activity, debt incurrence, and discount capture. With 100% lender participation, the group secured key protections while preserving Quest's ability to pursue accretive deals.
- **Lenders to First Brands:** Our team is representing an ad hoc group of prepetition and debtor in possession (DIP) lenders of First Brands Group in the high-profile bankruptcy cases in the United States Bankruptcy Court for the Southern District of Texas. After intense negotiations with the unsecured creditors' committee and the company, the court

approved \$4.4 billion in DIP financing provided by the ad hoc group, including a 3:1 rollup structure and related fees and expenses. The cases are large, complex, and challenging, with pervasive historical fraud that the company uncovered during and after the bankruptcy filing.

- **A group holding over 90% of Altice France's secured debt:** Our team led a landmark deal to de-lever the group's €24 billion balance sheet, spearheading Europe's first large-scale cooperation agreement, introducing U.S.-style tools, and setting a new cross-border restructuring standard.

By blending U.S. and European legal regimes, the Altice France transaction set a benchmark in cross-border deal complexity and demonstrates how U.S.-style LMEs can be adapted across jurisdictions—informing a wave of restructurings outside the U.S.



# INTELLECTUAL PROPERTY

Protecting innovation is more than a practice—it's our passion. Our market-leading Intellectual Property (IP) Practice Group is trusted by the world's most innovative companies to safeguard their most valuable assets, from breakthrough technologies and life sciences discoveries to creative content and global brands.

In 2025, Gibson Dunn was named *The American Lawyer's* IP Litigation Department of the Year, recognizing a year defined by groundbreaking victories and precedent-setting results. Our lawyers delivered exceptional outcomes across every area of IP, at every forum—U.S. district courts, appellate courts, the Patent Trial and Appeal Board (PTAB), the International Trade Commission (ITC), and the U.S. Supreme Court—reaffirming our reputation as one of the most dominant IP practices worldwide.



Our success reflects unmatched technical and trial depth, and our commitment to shaping the future of IP law through strategic advocacy and relentless focus on clients' objectives.

## Patents

- **Cisco:** Three major jury victories, including *CosmoKey v. Cisco/Duo Security* (\$140 million at stake); *WSOU Investments v. Cisco*, the first-ever jury win under the Section 273 prior commercial use defense; and *Corrigent v. Cisco*, a directed verdict eliminating \$350 million in exposure.
- **Global Technology Company:** Defeated a \$586 million claim in Virginia's "rocket docket," obtaining affirmance by the Federal Circuit.
- **Dell EMC:** Won summary judgment and \$5 million in fees in *ACQIS v. Dell EMC*.
- **Verizon:** Obtained unprecedented trial court vacatur of \$847 million jury verdict in the Eastern District of Texas, the first post-trial reversal of its kind.
- **Western Digital:** Reduced a more than \$500 million verdict to just \$1 in nominal damages through post-trial advocacy.
- **Sun Pharmaceuticals:** Vacated an injunction within an hour of argument at the Federal Circuit, reshaping the Hatch-Waxman irreparable-harm law.
- **SharkNinja:** Defeated iRobot and Dyson in simultaneous multi-forum global patent wars across the ITC, district courts, and PTAB.

## Trade Secrets

- **HSBC:** Won early dismissal of most claims in a billion-dollar dispute tied to post-Silicon Valley Bank hires.
- **Amrock / Rocket Mortgage:** Persuaded Texas Supreme Court not to review the sealing order regarding a trade secret verdict previously overturned on appeal prior to new trial.

## Trademarks & Copyright

- **Dewberry v. Dewberry Engineers:** Achieved a unanimous U.S. Supreme Court victory, overturning a \$43 million damages award and clarifying Lanham Act profit recovery.
- **Rimini Street v. Oracle:** Secured a Ninth Circuit decision rejecting expansive derivative works theories, protecting software interoperability.



# LABOR AND EMPLOYMENT



Gibson Dunn's Labor and Employment Practice Group stands at the forefront of the most dynamic and high-stakes issues shaping the workplace today. From navigating the rapidly shifting landscape of diversity, equity, and inclusion (DEI) and defending against the rise of "reverse" discrimination litigation, to successfully challenging the Federal Trade Commission's (FTC's) nationwide non-compete ban, we are proud to lead in areas where the future of employment is being defined.

Our leadership on significant workplace issues has been recognized nationally for our innovation and results, including a record nine years in a row as *The National Law Journal's* Labor and Employment Litigation Department of the Year and 12 times as *Law360's* Employment Practice Group of the Year.

The Workplace DEI Task Force continues to publish updates regarding key litigation and legislative developments and has advised more than 130 clients on DEI-related matters. Notable recent representations include:

- Defending employers in discrimination and False Claims Act investigations relating to diversity programs.
- Representing universities subject to investigations by the Department of Justice and the Equal Employment Opportunity Commission (EEOC).
- Defending over 20 top law firms in sensitive employment matters, including 10 of the 20 law firms that received letters from the EEOC.

In the past year, we have also been trusted to handle some of the most significant labor and employment litigation, investigations, and government enforcement matters for the nation's preeminent companies. Notable successes include:

- **Amazon:** Obtained a groundbreaking win for Amazon at a special sitting of the Maryland Supreme Court, in which the court recognized a de minimis defense under the state's wage and hour laws in a case of first impression.

- **UPS:** Wiped out a \$237.6 million verdict against UPS after being hired to handle post-trial motions and appeal in a major single-plaintiff retaliation and wrongful termination case.
- **Enterprise Mobility:** Won a First Circuit appeal on behalf of Enterprise Mobility, affirming decertification of a nationwide hybrid wage and hour class and collective action and dismissal of 1,500 Fair Labor Standards Act opt-in plaintiffs' claims with prejudice.
- **GRAIL:** Obtained a rare full grant of summary judgment on behalf of public biotechnology company GRAIL in a case involving a former employee's claims of race-based discrimination, harassment, and retaliation in violation of the California Fair Employment and Housing Act.

With its deep bench, our Labor and Employment practice remains positioned as an undisputed leader on the employment issues that will shape the workplace in 2026 and beyond.





# REAL ESTATE

Our Real Estate Practice Group advises the world's foremost real estate lenders and investors, including investment banks, private equity firms, family offices, sovereign wealth funds, pension funds, insurance companies, and other top financial institutions, as well as some of the most sophisticated developers and operators on their most complex and high-value projects. The practice's excellence is underscored by six Band 1 Chambers practice rankings and an impressive 32 individual partners recognized for their expertise and client service. With deep experience across financing, development, acquisitions, joint ventures, leasing, workouts, and disputes—and seamless collaboration with our corporate, funds, infrastructure, tax, restructuring, and litigation colleagues—we deliver comprehensive, business-focused solutions in every market cycle.



In 2025, our unparalleled practice continued to advise on transformative acquisitions, financings, recapitalizations, and redevelopments that are redefining all major asset classes. Notable successes include:

- **Welltower:** Advised Welltower on the \$7.2 billion sale of its 18 million square foot outpatient medical building portfolio.
- **RXR:** Advised RXR on the recapitalization of the office building located at 1211 Avenue of the Americas, New York, through its acquisition of a 49% stake in the property from Ivanhoe Cambridge.
- **J.P. Morgan:** Advised J.P. Morgan on the \$675 million acquisition financing for 800 Fifth Avenue in New York.
- **KKR:** Advised KKR on the origination of a \$578.4 million construction loan to be used to build a hyperscale data center containing multiple data halls in Virginia.
- Prevailing on construction defect claims in a large build-to-suit commercial lease arbitration in Washington, D.C.

To further safeguard client interests, we launched a Real Estate Disputes practice, enhancing our capacity to manage high-stakes matters involving distressed loans, entitlements, land use, joint ventures, purchase and sale agreements, leases, governance, and other distressed assets.

With the addition of recent laterals in our New York and London offices, including New York partners **Frank Mangiatordi**, **David Perechocky**, and **Jennifer Yashar** and London partners **Hayden Cameron** and **Mark Manson-Bahr**, we have further expanded our capabilities and deepened our strength in real estate disputes, leasing, lending, real estate investment trusts (REITs), mergers and acquisitions, joint venture governance, and cross-border transactions. This considerably enhances our ability to serve clients on both sides of the Atlantic as they navigate high-value real estate matters.

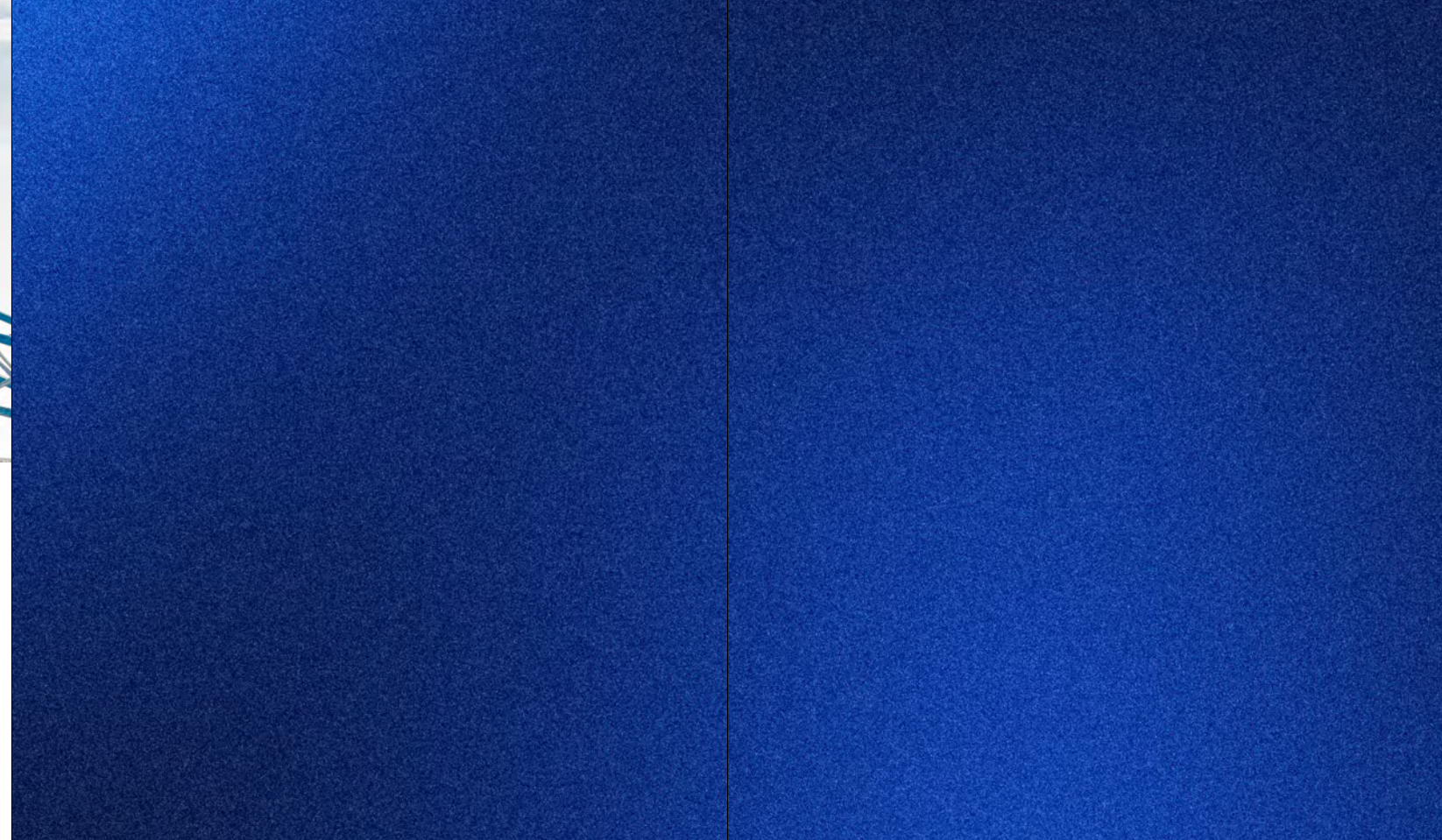
From traditional real estate to dynamic sectors such as data centers, build-for-rent, senior housing, hospitality, and REITs, Gibson Dunn is uniquely positioned to help clients unlock value, manage risk, and seize opportunity in 2026 and beyond.





# SPOTLIGHT ON LOCATIONS

LONDON | RIYADH | WASHINGTON, D.C.



# 03





The Gibson Dunn London office—the firm’s largest outside the United States—has provided seamless cross-border counsel to clients across the U.K. and Europe and around the globe for almost half a century.

Gibson Dunn’s London-based lawyers regularly receive industry recognition, and 2025 was no different. The firm earned 14 firm and 31 individual rankings in *Chambers U.K.* 2026, and 31 practice group and 25 individual rankings in *The Legal 500 U.K.*, with five partners in the Hall of Fame. A leading advisor in mergers and acquisitions (M&A), Gibson Dunn London is also among the top firms in U.K. M&A rankings by deal value.

In 2025, our lawyers advised clients on some of the year’s highest-profile matters, reinforcing London’s status as a hub for sophisticated multijurisdictional legal work.

- The Private Equity team advised **Blackstone Infrastructure** on its acquisition of Safe Harbor Marinas, the largest marina and superyacht servicing business in the U.S., from Sun Communities, Inc. for \$5.7 billion. The team also advised **Oaktree Capital Management** on the sale of a majority controlling stake in OEG Energy Group to Apollo-affiliated funds, a transaction valuing the business at more than \$1 billion, and represented **KKR** in its growth investment in smaXtec, a leading provider of AI-powered agri-tech solutions for the global dairy industry.
- Our London Real Estate team advised **Brookfield** on the €1.2 billion sale of its Livensa portfolio of 22 purpose-built student accommodation properties in Spain and Portugal to the Canada Pension Plan Investment Board. The portfolio, comprising residences across major university cities, represents one of the largest student housing transactions in Europe in recent years. This highlights the continuing demand for cross-border investment into European real estate and underscores our team’s ability to execute complex, multijurisdictional deals.
- Playing a pivotal role in securing unconditional clearances from a dozen competition authorities across six continents, our Antitrust team enabled client **SES** to complete its \$3.1 billion acquisition of U.S. satellite communications provider Intelsat.

To firmly position our London office as an international powerhouse, we ramped up our expansion with a series of high-profile lateral hires in 2025.

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**James Cameron**—described as “the biggest name in the transportation sector globally”—joined as Co-Chair of our Transportation and Space Practice Group.

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**Christopher Harris KC**, with more than two decades of experience in complex commercial and investment-treaty matters, joined as Co-Chair of our International Arbitration and our Judgment and Arbitral Award Enforcement Practice Groups.

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**Chris Howard** and **Presley Warner**, two of London’s leading restructuring partners, joined our Business Restructuring and Reorganization Practice Group.

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**Mark Manson-Bahr**, one of Europe’s most respected real estate lawyers, and highly accomplished real estate partner **Hayden Cameron** joined our Real Estate Practice Group.

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Our Investment Funds Practice Group welcomed market-leading partner **James O’Donnell**, who was joined by long-time collaborator **Hannah Watson Fanin** as of counsel.

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Bringing more than two decades of experience advising on complex cross-border transactions in the energy and infrastructure sectors, **Simon Tysoe** joined our Mergers and Acquisitions, Energy and Infrastructure, and Oil and Gas Practice Groups.

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# RIYADH

Gibson Dunn has long been committed to the Middle East, advising the region's largest companies, financial institutions, and government-affiliated entities for more than 40 years. In 2025, the firm reaffirmed its deep ties to the region by establishing a permanent office in Riyadh, reflecting our recognition of the transformative developments underway in the Kingdom of Saudi Arabia under Vision 2030.

Our Riyadh presence is distinguished not only by its strategic importance, but by the market's recognition of the office's rapidly expanding capabilities. All the office's practices were ranked across *Chambers Global*, *The Legal 500*, and *IFLR1000*, underscoring the strength and breadth of our offerings in the Kingdom and emphasizing the Riyadh office's rapid ascent as a legal powerhouse in the Kingdom. In the *Chambers Global Guide 2025*, the office was ranked in the Corporate/Commercial and Public Policy and Regulatory Affairs practices, with office leader Megren Al-Shaalan and partners Mahmoud Abdel-Baky, Najla Al-Gadi, Mohammed Bashir, and Ibrahim Soumrany all individually ranked.

Drawing on deep regional experience and a robust international perspective, our Riyadh team brings clients access to a bench of world-class legal talent. Our lawyers practice English, New York, and Saudi law and serve a diverse client base that includes sovereign entities, multinational corporations, private equity firms, family offices, and major investment and financial institutions. We advise on complex domestic and cross-border matters spanning administrative and regulatory law, public policy, mergers and acquisitions, capital markets, project development and finance, and arbitration.

With stellar talent, leading international practices, and a deep understanding of the Vision 2030 ecosystem, our Riyadh office represents the latest phase of Gibson Dunn's expansion in a region with tremendous opportunity and growth.

In the past year, our Riyadh office has been at the forefront of many of the Kingdom's most high-profile and sophisticated matters, including:

- **Saudi Ministry of Finance:** Advised on a three-year, \$2.5 billion Shariah-compliant revolving credit facility secured by three regional and international financial institutions.
- **Flynas IPO:** Served as underwriters' counsel on the airline's \$1.1 billion initial public offering on the Saudi Exchange (Tadawul) Main Market, the first airline listing on Tadawul and the first Gulf airline IPO in nearly two decades.
- **Vision International Investment Company:** Advised on the sale of its 10% stake in Miahona to multiple investors through private transactions on Tadawul.
- **Royal Commission for Riyadh City:** Advised on the regulatory aspects for the Kingdom hosting EXPO 2030 Riyadh, drafted and negotiated the international agreement with the Bureau International des Expositions, and drafted the Exhibition's General and Special Regulations.
- **Strategic Management Office:** Advised on the development and drafting of Saudi Arabia's new Non-Saudi Ownership of Real Estate Law and its first Commercial Transactions Law.
- **Sovereign Wealth Fund:** Advised on an indirect investment in Jafurah Midstream Gas Company, a joint venture between Saudi Aramco and BlackRock.
- **Saudi Company for Artificial Intelligence (SCAI):** Advised on its merger with HUMAIN.
- **ACWA Power, PIF, and Saudi Aramco:** Represented lenders in the project financing of 12,000 MW of solar power capacity across five landmark projects.







Operating at the nexus of regulatory enforcement, complex litigation, and transactional expertise, our Washington, D.C. office stands out for its unmatched blend of bench strength and breadth of practice. Positioned in the nation's capital, our team advises on issues ranging from Department of Justice (DOJ) enforcement shifts and evolving environmental, social, and governance mandates to labor and employment, international trade, and crypto deregulation.

Our litigators had an unrivaled year, winning precedent-setting cases that shaped industries and influenced the law. Highlights include a major appellate victory for **Coinbase** against the Securities and Exchange Commission (SEC) in a digital-asset case, vacatur of the Federal Trade Commission's "Click-to-Cancel" Rule for a broad coalition of industries, and a unanimous U.S. Supreme Court win for the **Dewberry Group** in a landmark Lanham Act decision.

Recognition across the industry underscores this success. We earned top-tier rankings across *Chambers USA*, *The Legal 500*, *Benchmark Litigation*, *IAM Patent 1000*, *LMG Life Sciences*, and *ITR World Tax*. Individual honors included Gene Scalia as one of the *Financial Times*' "Most Innovative Practitioners," Jason Schwartz as *Law360*'s "Employment MVP," and Emily Naughton among *GlobeSt*'s "Women of Influence." Reflecting our commitment to public service, Courtney Brown, Abby Dugan, and Kareem Ramadan received the D.C. Appleseed Center's Champions of Democracy Award.

As the new U.S. administration implemented its agenda this year, our more than 300 lawyers were at the forefront of identifying opportunities, anticipating risks, and advocating for clients. When a flurry of executive orders emerged, we launched an Executive Order Tracker to provide clients with real-time, actionable insights. We later unveiled a Digital Assets Hub for clients navigating this evolving regulatory landscape.

Driven by deep government experience, strategic new hires, and proactive initiatives, 2025 was a standout year. With a new office designed to foster client collaboration, our Washington, D.C. team is poised to build on decades of cutting-edge transactions and high-stakes litigation while shaping the next chapter of our success.



**Our bench includes a former U.S. District Judge for the District of Maryland, White House Counsel, and U.S. Secretary of Labor, and was further bolstered in 2025 with the arrival of five exceptional partners:**

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**Matthew Axelrod**, who held senior positions at the Commerce Department's Bureau of Industry and Security and at the DOJ, is Co-Chair of our new Sanctions and Export Enforcement Practice Group.

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**Melissa Campbell Duru**, an SEC veteran, has added further depth to our market-leading Securities Regulation and Corporate Governance Practice Group.

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**Patrick W. Pearsall**, leveraging his decade of U.S. State Department experience, joined our International Arbitration Practice Group and our new Geopolitical Strategy and International Law Practice Group.

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**Jake M. Shields** brings his DOJ Civil Fraud litigation experience to the False Claims Act / Qui Tam Defense Practice Group and to the Litigation and White Collar Defense and Investigations Practice Groups.

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**Katie Townsend**, former Deputy Executive Director and Legal Director of the Reporters Committee for Freedom of the Press, rejoined the firm's Litigation and Media, Entertainment, and Technology Practice Groups.

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Six former U.S. Supreme Court clerks also joined the firm.



# 04

## ACCOLADES

We are proud to share a selection of the recognitions we received over the past year—a reflection of our commitment to consistently delivering exceptional results for our clients.



Gibson provides reliable, creative legal guidance and drafting while maintaining a commercial mindfulness that avoids losing sight of the broader context of the business at hand.

Chambers USA



They have a mastery of fundamentals and broad market experience, coupled with a solutions-oriented approach to transactions. They jumped in and guided us through an unfamiliar legal system.

Chambers Global



# A Year Distinguished by Excellence and Achievement

## Ranked No. 1

Pulse Leaderboard – Law360

Top ranked for “building and maintaining an elite reputation, demonstrating a meaningful commitment to social impact, and leading complex matters across jurisdictions.”

## A-List 2025

The American Lawyer

Recognized among the top 20 firms in the U.S. for overall excellence.

## Firm of the Year

Law360

Named Firm of the Year, for the 11th time, in recognition of seven 2025 Practice Group of the Year honors: Appellate, Employment, Energy, Intellectual Property, Life Sciences, Media & Entertainment, and Telecommunications.

## Most Innovative Firm (North America): Innovation in AI Strategy (Business of Law)

Financial Times

Won the Most Innovative Firm award in “Innovation in AI Strategy,” and ranked as one of the most innovative law firms in North America.

## Fearsome Foursome

BTI Consulting Group’s Litigation Outlook

For the third consecutive year—one of just four global law firms that corporate counsel and other legal decision-makers say they most dread having to face off against in litigation.

## UAE Firm of the Year

IFLR Middle East Awards

Won UAE Firm of the Year (International) and seven awards overall, including Team of the Year – M&A, M&A Deal of the Year, and Equity Deal of the Year.

## U.S. Law Firm of the Year in Europe

IFLR Women in Business Law EMEA Awards

Earned the distinction of the “U.S. firm that has been most successful in providing a platform for leading female business lawyers in Europe.”

## Deal Firm of the Year

Asian Legal Business

Honored at the ALB Middle East Awards for consistently demonstrating excellence in mergers and acquisitions (M&A) and other transactions across the Middle East.



They are the go-to firm and one-stop shop for all clients’ legal needs. They are highly knowledgeable, skilled, commercial and have excellent client service teams.

Chambers USA

800+

CHAMBERS RANKINGS

## Top-Ranked Global Capabilities

### Litigation Department of the Year: Intellectual Property

The American Lawyer

### General Litigation Department of the Year Finalist

The American Lawyer

### Investigations Practice of the Year

Global Investigations Review

No. 1 for the eighth consecutive year in the GIR 30.

### Arbitration Team of the Year, Middle East Legal Awards

Law.com International

### Litigation Department of the Year: Labor and Employment

The National Law Journal

Winner for the ninth consecutive year.

### Creditor Law Firm of the Year, Europe

Global Restructuring Review

### Finance Deal of the Year, Asia Legal Awards

Law.com International

### Most Innovative Firm (North America): Innovation in Disputes and Litigation (Practice of Law)

Financial Times

### Pro Bono & Social Impact Leader

Law360

### No. 1 Most Retained Legal Advisor: All Engagements and Creditor Side Engagements

Octus and Debtwire



The Gibson Dunn legal team clearly possesses an impressive depth and breadth of expertise. The team delivers exceptional, timely and precise services and advice that are nothing short of outstanding.

Chambers Global

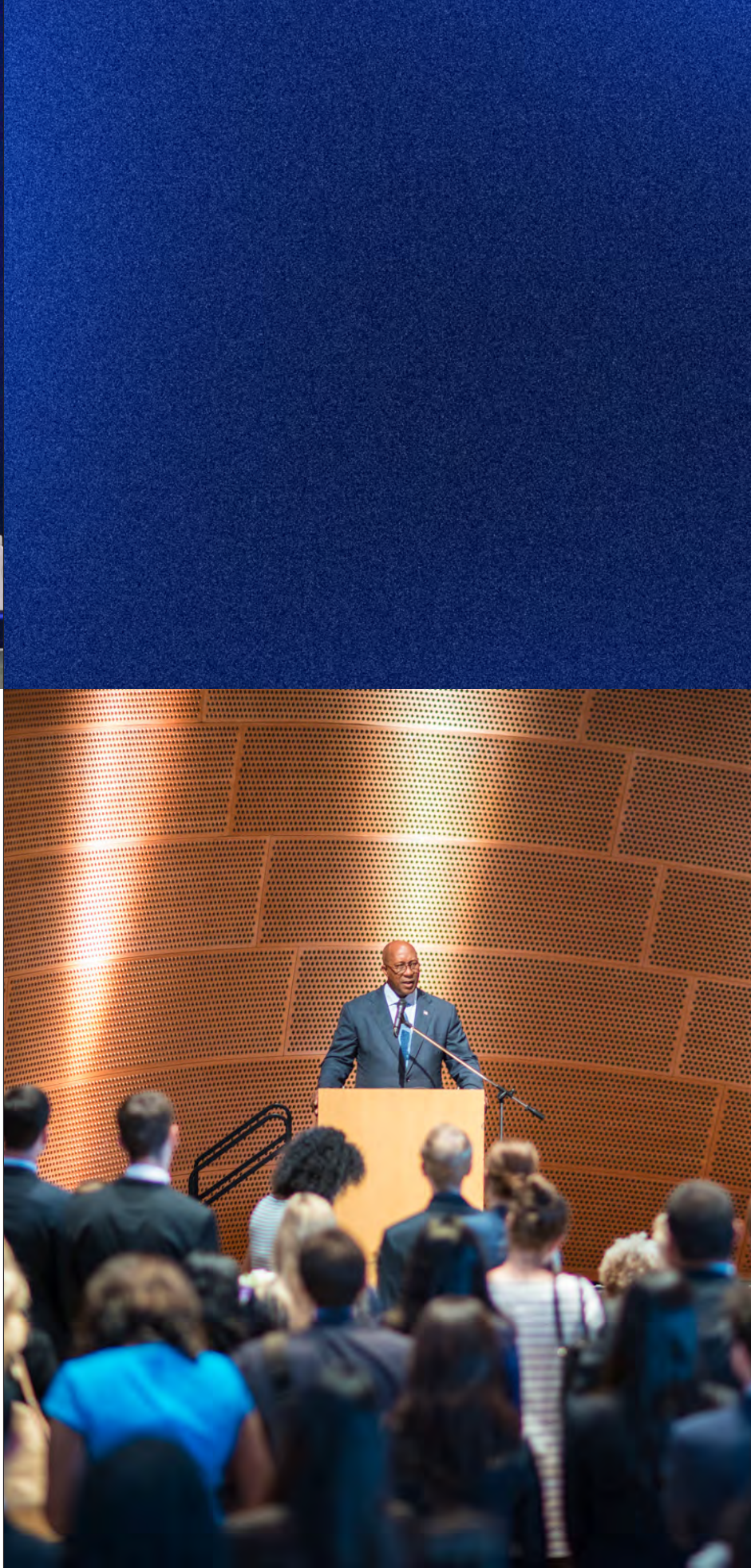




# OUR TALENT

This year, 42 outstanding Gibson Dunn lawyers were promoted to partner, and 31 highly regarded lateral partners joined our firm. These talented, accomplished practitioners have already delivered exceptional results for our clients, demonstrating their leadership and expertise across a wide range of matters.

05





# ELEVATED PARTNERS



## Daniel R. Adler

Appellate and Constitutional Law | Los Angeles

Daniel handles complex cases in appellate and trial courts across the country and is especially experienced in briefing cutting-edge issues in insurance, securities, and consumer-class-action appeals and in securing discretionary appellate review of pivotal decisions, including class-certification and summary-judgment orders.



## Tom Brower

Finance | Palo Alto

Tom's practice focuses on a variety of domestic and cross-border debt financing transactions, with an emphasis on leveraged and acquisition finance for mid- and large-cap private equity sponsors and their portfolio companies. He earned his JD from the University of Virginia School of Law in 2015.



## David W. Casazza

Appellate and Constitutional Law | Washington, D.C.

David is an appellate attorney with experience in bankruptcy, administrative law, and other complex litigation. He graduated from Harvard Law School in 2015.



## Michal Baum

Real Estate | New York

Michal has experience in a broad range of commercial real estate transactions, including acquisitions and dispositions, construction and real estate finance, joint ventures, mezzanine loans, preferred equity investments, and loan workouts and restructuring for a broad array of asset classes, including healthcare real estate, industrial, hospitality, multifamily, ground-up development, retail, and office. She earned her JD from Rutgers Law School in 2016.



## Valeri Bozhikov

Antitrust and Competition | London

Valeri advises on complex EU, U.K., and international competition and foreign direct investment (FDI) matters. Currently on secondment to KKR, he represents leading private equity firms and global corporates before the European Commission, the U.K. and German authorities, and international antitrust and FDI agencies. He earned his LLM at King's College London and is admitted in the U.K. and the EU.



## James Chandler

Tax | London

James advises on all aspects of U.K. taxation and has experience in a wide range of transactional matters, as well as complex tax litigation and pre-litigation matters. He received his law degree from University College London in 2011.



# ELEVATED PARTNERS



## Andy Chen

Finance | Houston

Andy has expertise in acquisition financings and energy sector financings, including reserve-based lending facilities, direct lending transactions, and renewable energy transitions, representing private equity sponsors and their portfolio companies as well as leading financial institutions. He received his JD from the University of Virginia School of Law in 2014.



## Delyan M. Dimitrov

Transnational Litigation | New York

Delyan focuses his practice on cross-border disputes, energy and climate litigation, foreign judgment and arbitral award enforcement, complex commercial disputes, and international arbitration. Delyan teaches the international moot court advocacy course at Columbia Law School, from which he graduated in 2008.



## Osvaldo A. Galeano

Mergers and Acquisitions | London

Osvaldo focuses his practice on mergers and acquisitions (M&A), particularly for private equity and corporate clients in the infrastructure space. He received his law degree from the Catholic University of Asuncion and earned master's degrees from Harvard Law School and the University of Oxford.



## Tyler R. Cox

Private Equity | Houston

Tyler has experience in a broad range of corporate transactions and regularly represents and advises private and public companies, private equity sponsors, management teams, and portfolio companies in connection with a variety of transactions, including mergers, equity and asset acquisitions, recapitalizations, dispositions, joint ventures, and other strategic business combinations. He earned his JD from the University of Pennsylvania in 2014.



## Joseph Edmonds

Environmental Litigation and Mass Tort | Orange County

Joseph is a trial and appellate litigator with experience handling complex commercial disputes, mass torts, class actions, transnational litigation, and environmental litigation. He received his law degree from Brigham Young University in 2011.



## Dione Garlick

Litigation | Los Angeles

Dione is an experienced trial lawyer with a practice focused on real estate litigation, where she advises and represents clients across the real estate industry and through all phases of disputes, from deal negotiations to litigation. She earned her law degree from UCLA School of Law in 2013.



# ELEVATED PARTNERS



## Jonathan Griffin

Litigation | London

Jonathan is a U.K. solicitor-advocate specializing in transnational litigation, white-collar investigations, and U.K. public takeover and U.K. / EU technology regulatory matters. Jonathan graduated with a First Class MA in Law from the University of Cambridge (2006) and with Distinction from BPP Law School.



## Tom Jackson

Transportation and Space | London

Tom advises clients on a broad range of complex financing and corporate transactions in the transportation sector. He regularly represents underwriters, lenders, borrowers, lessors, credit insurers, and equity and debt investors on their most innovative transactions. He completed the LPC at Kaplan Law School and received his BSc from the London School of Economics & Political Science.



## Melanie L. Katsur

Antitrust and Competition | Washington, D.C.

Melanie is an experienced litigator whose practice focuses on complex high-stakes antitrust litigation, representing clients in state and federal courts, including at the trial and appellate levels. She received her law degree, cum laude, from Duke University School of Law in 2001.



## Graham Haselgrove

Real Estate | London

Graham advises lenders and sponsors on real estate backed investment and development financings (both secured senior and mezzanine financings) in the U.K. and across continental Europe. His practice covers a wide range of asset classes and sectors, including hotels and leisure, offices, retail, industrial, and build-to-rent. He received his law degree from the University of Birmingham (U.K.) in 2010.



## Claude Jiang

Projects | Singapore

Claude specializes in the development and financing of energy (including power, oil and gas, and energy transition—i.e., batteries, hydrogen projects, CCUS) and broader infrastructure (telecoms, data centers, water desalination, waste treatment, ports, etc.) projects in Asia and the Middle East. He received his LL.B from Nanjing University School of Law in 2006 and LL.M from Indiana University School of Law – Indianapolis in 2007.



## Sameera Kimatrai

FinTech and Digital Assets | Dubai

Sameera focuses her practice on the regulation of financial services, fintech, and digital assets, and has experience advising governments, regulators, and financial institutions on complex regulatory issues across the Middle East. She received her law degree from the University of Law in 2013, after completing her undergraduate studies at the University of Cambridge in 2011.



# ELEVATED PARTNERS



## Derek K. Kraft

Litigation | Washington, D.C.

Derek focuses his practice on complex civil litigation, with an emphasis on class actions and civil litigation with a governmental nexus. Derek has experience in all stages of litigation, including motions to dismiss, class certification, summary judgment, trial, and settlement. He received his law degree from Georgetown University in 2013.



## Eli M. Lazarus

Antitrust and Competition | San Francisco

Eli helps clients navigate all aspects of antitrust civil litigation and investigations in front of courts and competition regulators around the globe, with particular focus on digital markets and supporting clients in Japan, using his ability to speak, read, and write Japanese. Eli received his JD from Yale Law School in 2011.



## Jeff Lombard

Securities Litigation | Palo Alto

Jeff focuses his practice on the representation of companies and their officers and directors in securities class actions, shareholder derivative litigation, and disputes related to M&A transactions. He graduated summa cum laude from Santa Clara University School of Law in 2012.



## David M. Kusnetz

Litigation | New York

David represents a broad array of clients in high-stakes securities and complex commercial and entertainment litigation. He graduated from Columbia Law School in 2014.



## Mark Leverkus

Transportation and Space | London

Mark acts for financiers, leasing companies, and equity investors on a range of international financing, leasing, and asset trading transactions (as well as related M&A and restructurings) involving aircraft, satellites, and other moveable equipment. He received his law degree from the University of Durham in 2010.



## Shaun A. Mathur

Litigation | Los Angeles

Shaun focuses his practice on complex commercial litigation at the trial and appellate levels and has helped clients across a variety of industries navigate intellectual property, antitrust, class action, and other disputes. He earned his JD from the University of Utah in 2015.



# ELEVATED PARTNERS



## Anna M. McKenzie

Labor and Employment | Washington, D.C.

Anna is an experienced litigator and trial attorney who specializes in employment disputes involving senior executives and class claims. She also has extensive experience advising clients on a wide range of employment-related issues, including those related to diversity, equity, and inclusion. She received her law degree from the University of Virginia School of Law in 2012.



## Katherine Nobbs

Antitrust and Competition | Brussels

Katherine advises global clients on EU competition law, digital regulation, and trade defense, with a focus on cross-border investigations, compliance mandates, and regulatory strategy before the European Commission and national authorities. She earned her MPhil at the University of Cambridge and her legal qualifications at the University of Law in London. She is admitted to the Brussels Bar.



## Laura J. Plack

White Collar Defense and Investigations | Denver

Laura, a former Associate Deputy Attorney General at the U.S. Department of Justice, represents clients in regulatory and criminal investigations, congressional inquiries, government enforcement actions and prosecutions, and related complex civil litigation. She graduated in 2012 from the University of Virginia School of Law.



## Ning Ning

White Collar Defense and Investigations | Hong Kong

Ning focuses her practice on white collar investigations and compliance counseling, serving multinational companies and global private equity firms that operate and invest in the Asia-Pacific. Ning was educated in both China and the United States. She earned her JD from the University of Illinois in 2015.



## Charles Peugnet

Business Restructuring and Reorganization | Paris

Charles focuses his practice on restructuring, especially in the context of leveraged buyouts and complex debt restructuring. He has specific experience assisting clients (debtors and creditors alike) in cross-border restructuring, including in coordination with Chapter 11 and Chapter 15 proceedings. He received his law degree from the University of La Sorbonne School of Law in 2013.



## Brian Richman

Appellate and Constitutional Law | Dallas

Brian represents clients in complex regulatory and appellate litigation, with a focus on challenges to agency rulemakings, enforcement actions, and sensitive commercial disputes. He earned his JD from Yale Law School in 2016.



# ELEVATED PARTNERS



## Ankita Ritwik

International Arbitration |  
Washington, D.C.

Ankita focuses on international arbitration—both investor-State and commercial dispute—and arbitration-adjacent litigation, including enforcement of foreign arbitral awards and judgments. She has experience in a broad range of industries (including energy, mining, and telecommunications), geographies (including Latin America and Asia), and arbitral institutions (such as the International Centre for Settlement of Investment Disputes, the United Nations Commission on International Trade Law, the International Criminal Court, and the London Court of International Arbitration). She received her JD from Harvard Law School cum laude in 2013.



## Rachel W. Robertson

Litigation | Dallas

Rachel represents clients in a wide range of complex, high-profile commercial litigation in federal and state courts and is particularly experienced in employment and class actions. She received her law degree from the University of Virginia School of Law in 2015.



## Prerak Shah

Litigation | Houston

Prerak, a former senior official at the U.S. Department of Justice, U.S. Congress, and Texas Attorney General's Office, represents clients in high-stakes government litigation and investigations, with particular expertise in state Attorney General investigations and enforcement actions. He graduated from the University of Chicago Law School in 2010.



## Claire Shepherd

Antitrust and Competition | London

Claire's antitrust and foreign investment practice centers around complex strategic M&A for multinational corporations, antitrust counseling for large technology firms, and a broad range of transactional matters for private equity, financial sponsor, and restructuring clients. Claire is qualified in England and Wales and received her law degree from the University of Nottingham in 2010.



## Michael S. Skouras

Private Equity | London

Michael advises European and U.S. financial sponsors and other private capital investors on cross-border leveraged M&A, including private acquisitions and disposals, co-investments, minority and growth capital investments, restructurings, and various portfolio company matters (including governance arrangements, disputes, and management equity plans). Michael received his B.A. (Politics) from Exeter University (2012), GDL from the University of Law (2013), and LPC from Kaplan Law School (2014).



## Matthew Squire

Business Restructuring and  
Reorganization | London

Matthew's practice is focused on cross-border restructuring and finance, advising clients in connection with in-court and out-of-court restructurings, liability management transactions, as well as distressed and new money financings. Matthew completed his law degree at McGill University and is qualified to practice law in both England and Wales and the State of New York.



# ELEVATED PARTNERS



## Alana Tinkler

Antitrust and Competition | London

Alana focuses her competition law practice on complex, multi-jurisdictional merger control matters (particularly for private equity, asset manager and lender clients, and strategic investors), foreign investment and national security screening, and antitrust investigations. She is a dual-qualified solicitor in England and Wales and in New Zealand, and received her law degree from the University of Auckland in 2010.



## Lauren Traina

Real Estate | Los Angeles

Lauren's practice focuses on real estate planning and development, with expertise in real estate transactions and project development in the energy, infrastructure, utility, and data center sectors, while also supporting land use group and institutional real estate clients with entitlement applications, diligence, and navigating regulatory and permitting challenges. Lauren received her JD from the University of Southern California Gould School of Law in 2014.



## Jennafer M. Tryck

Litigation | Orange County

Jennafer specializes in defending employers and insurers in high-stakes Employee Retirement Income Security Act (ERISA) litigation. She also dedicates a significant portion of her practice to advising clients on limiting litigation exposure for ERISA and non-ERISA benefit plans. Jennafer earned her JD from UC Irvine School of Law in 2012.



## Trenton J. Van Oss

Appellate and Constitutional Law | Washington, D.C.

Trenton is an appellate litigator with experience across a wide range of subject matters, including data privacy, class actions, securities, telecommunications, gaming, and separation-of-powers issues. He graduated magna cum laude from Harvard Law School in 2017.



## Friedrich A. Wagner

Transnational Litigation | Munich

Friedrich maintains a broad litigation and arbitration practice centered in Germany, encompassing cross-border disputes with a focus on mass litigation, post-M&A disputes, and disputes involving European data and technology regulation. He received his law degree from the University of Passau in 2011 and his PhD in 2015.



## Carissa H. Zidell

Real Estate | Century City

Carissa represents real estate funds, developers, and investors in all aspects of real estate transactions, including acquisitions, dispositions, joint ventures, preferred equity investments, and financings, across a variety of asset classes, ranging from hospitality, student housing, multi-family, office, industrial, and data centers. She received her law degree from UCLA School of Law in 2017 and was elected to the Order of the Coif.



# LATERAL PARTNERS



## Carolyn “Caro” Abram

Investment Funds | Dubai

Caro advises fund sponsors on forming and structuring private investment funds across asset classes and jurisdictions. She supports all stages of fund formation—structuring, regulatory navigation, closings, and operations—and counsels on investment arrangements, including seed and stake investments, joint ventures, co-investments, secondaries, and restructurings. Caro also represents institutional investors and family offices investing in private funds and related arrangements.



## Najla Al-Gadi

Capital Markets | Riyadh

Najla advises issuers, investment banks, boards of directors, and capital markets institutions on a wide range of securities transactions and regulatory matters. She has represented clients across sectors including oil and gas, telecom, information technology, healthcare, real estate, and financial services. Najla also supports clients through pre-initial public offering (IPO) restructuring and corporate governance readiness in Saudi Arabia.



## Matthew “Matt” Axelrod

White Collar Defense and Investigations | Washington, D.C.

Matt is a nationally recognized white collar defense lawyer with deep criminal, export control, and national security enforcement experience. Matt’s practice focuses on white collar criminal defense, internal investigations, and compliance counseling for U.S. and foreign institutions and executives. Matt is Co-Chair of our Sanctions and Export Enforcement Practice Group.



## Hayden Cameron

Real Estate | London

Hayden advises investors, developers, financiers, and owner / occupiers on real estate and infrastructure transactions. He works with private equity fund managers and Middle East sovereign funds on establishing cross-border investment platforms, joint ventures, and co-investments related to real estate assets and portfolios, and infrastructure investments. He also advises on direct and indirect acquisitions and disposals of real estate assets and portfolios.



## James “Jim” Cameron

Finance | London

Jim advises clients on financing and corporate matters across the transportation, aerospace, and defense sectors. With extensive experience in asset leasing and financing transactions involving movable equipment, Jim structures complex commercial arrangements for clients, including investment banks, lessors, financiers, equity investors, private equity firms, hedge funds, manufacturers, operators, and arrangers. Jim is Co-Chair of our Transportation and Space Practice Group.



## Andrew Cheng

Business Restructuring and Reorganization | Los Angeles

Andrew’s practice focuses on distress-related financings, including rescue and debtor in possession financing, representing lenders in liability management transactions, restructuring of syndicated secured credit facilities, and sponsor-side acquisition financings. He regularly advises borrowers, private equity sponsors, and lenders in acquisition financings and other leveraged finance transactions as well as pharmaceutical companies in senior secured credit facilities and royalty financings.



# LATERAL PARTNERS



## Jina Choi

White Collar Defense and Investigations | Securities Enforcement | San Francisco

Jina, former Chief of the Corporate and Securities Fraud Section in the U.S. Attorney's Office for the Northern District of California and Regional Director of the Securities and Exchange Commission (SEC) San Francisco office, leverages her skillset to counsel public and private companies, financial institutions, executives, and boards on government and internal investigations, enforcement-related litigation, whistleblower complaints, and compliance programs.



## Mellissa Campbell Duru

Securities Regulation and Corporate Governance | Washington, D.C.

Mellissa's practice focuses on advising clients on a broad range of SEC disclosure and compliance and corporate governance matters, including domestic and cross-border mergers and acquisitions (M&A) advisory matters, strategic shareholder engagement, climate risk and compliance disclosures, and cybersecurity governance and incident reporting.



## Dorothée Griveaux

Energy and Infrastructure | Paris

Dorothée's experience includes advising on greenfield and brownfield projects involving all types of assets in the energy and infrastructure sectors. Her practice focuses on complex public contracts (concessions, partnership agreements) for public facilities or infrastructure projects in the transportation, energy, and telecommunications sectors. She regularly assists public entities, sponsors (investment funds or industrial companies), and lenders on large-scale projects.



## Adam Dawson

Antitrust and Competition | Brussels

Adam represents clients in high-stakes merger investigations, including negotiating remedies with competition authorities worldwide. His practice also includes advising on competition law complaints and investigations by the European Commission and national competition authorities. Adam advises clients across a broad range of industries, including human and animal health, digital platforms, chemicals, energy, packaging, and air transport.



## Sebastian Fain

Mergers and Acquisitions | New York

Sebastian advises public companies and sponsors on M&A, activism defense, and corporate governance. He represents clients in domestic and cross-border transactions, including mergers, private equity acquisitions, joint ventures, carve-outs, divestitures, hostile takeovers, carve-out IPOs, spin-offs, and split-offs. Sebastian also counsels on commercial agreements and capital markets transactions across industries. Sebastian is Co-Head of Cross-Border M&A.



## Christopher Harris KC

International Arbitration | Zurich & London

Christopher has led major commercial and investment arbitrations across diverse jurisdictions, as well as trials and appellate advocacy in England, the British Virgin Islands, and the Dubai International Financial Centre, particularly in energy, natural resources, and banking. Christopher is Co-Chair of our International Arbitration and our Judgment and Arbitral Award Enforcement Practice Groups and Partner in Charge of our Zurich office.



# LATERAL PARTNERS



## Christopher "Chris" Howard

Business Restructuring and  
Reorganization | London

Chris is a leader in English law restructuring and finance and has been ranked in Band 1 in Chambers for 20 years. He advises multinational corporations, investment and commercial banks, and financial sponsors on complex corporate restructurings and financing matters across Europe, the Middle East, and the U.S.



## Jamal Lama

Energy and Infrastructure | New York

Jamal advises companies and private equity firms across a wide range of industries, with an emphasis on energy and infrastructure investments across geographies and asset classes. His practice includes domestic and cross-border public and private M&A, joint ventures, preferred equity financings, and other strategic transactions.



## Atma Kabad

Capital Markets | Houston

Atma has a broad corporate and transactional practice. He advises public companies, sponsors, and their portfolio companies on their full range of capital markets transactional and securities law needs. Atma has extensive experience advising companies on registered primary and secondary equity offerings, IPOs, high-yield and investment-grade debt offerings, liability management transactions and restructurings, and public and private M&A.



## Frank Mangiatordi

Real Estate | New York

Frank advises clients on a full range of real estate transactions, including portfolio and single-asset acquisitions, dispositions, joint ventures, financings, developments, sale / leasebacks, distressed asset workouts, reorganizations, and leases. His clients include institutional investors, sovereign wealth funds, lenders, borrowers, buyers, sellers, landlords, tenants, and developers.





# LATERAL PARTNERS



## Mark Manson-Bahr

Real Estate | London

Mark specializes in representing lenders and sponsors for investment in, and development of, commercial real estate. He works across the capital stack in all commercial real estate sectors, including data centers, offices, private rented properties, hotels, cold storage, care, and student accommodations. Mark also has extensive experience in real estate restructuring across Europe, working with both consensual and court-based approaches.



## Duncan McKay

Finance | New York

Duncan advises financial sponsors on complex, bespoke financing transactions across private equity, growth equity, venture capital, general partner stakes, secondaries and continuation vehicles, private credit and direct lending platforms, real estate, infrastructure, energy transition, hedge funds, hybrid structures, and evergreen / open-ended funds. As Head of Fund Finance, Duncan delivers innovative solutions and commercial advice for sophisticated fund-level and fund-adjacent financing transactions.



## Eugene Park

Business Restructuring and Reorganization | Liability Management and Special Situations | New York

Leading high-profile and complex financing transactions in the rescue and distressed space, Eugene's practice focuses on special situations and opportunistic financing transactions. He represents borrowers, equity sponsors, and credit investors in a wide range of liability management matters, opportunistic and distressed financings, and restructurings.



## Dean Masuda

Finance | New York

Dean, a leading debt finance partner, represents private equity sponsors and their portfolio companies as they navigate complex leveraged financing transactions. He has deep experience working on both high-end and middle-market deals, representing some of the most well-known investment firms in the market.



## James O'Donnell

Investment Funds | London

James advises both limited partner investors and sponsors on a range of high-profile capital-raising and transactional mandates in the funds space. His clients include market-leading funds of funds, sovereign wealth funds, banks, development finance institutions, pension plans, insurance companies, and fund managers.



## Patrick Pearsall

International Arbitration | Washington, D.C.

Patrick advises multinational corporations and sovereign states on cross-border matters, regularly appearing before tribunals worldwide. He counsels business leaders on strategic political issues and dispute avoidance. His practice spans international arbitration, enforcement, complex commercial disputes, investment protection, public international law, and geopolitical crisis management. Patrick is Co-Chair of our Geopolitical Strategy and International Law Practice Group.



# LATERAL PARTNERS



## David Perechocky

Real Estate | Mergers and Acquisitions | New York

David advises on public and private M&A, portfolio transactions, joint ventures, platform creation and acquisition, and other corporate and securities matters, particularly for real estate investment trusts (REITs), private equity sponsors, and related businesses. He counsels fund sponsors on forming, registering, and managing non-traded and private REITs and other permanent capital vehicles across real estate, real asset, and credit sectors.



## Michael D. Saliba

Capital Markets | New York

Michael has developed a wide-ranging practice advising issuers, underwriters, sponsors, and investors on an array of complex domestic and cross-border capital markets and hybrid finance transactions. He also regularly counsels clients on a variety of corporate and securities law matters, as well as high-yield debt covenant and debt structuring analyses.



## Bradley "Brad" Smith

Antitrust and Competition | New York

Brad advises clients on a wide range of antitrust issues, providing substantive advice in merger and non-merger cases. He is recognized for his experience counseling clients on pre-merger notifications under the Hart-Scott-Rodino Act, having guided clients through hundreds of M&A transactions across a variety of industries. His antitrust work includes some of the largest and most high-profile matters on record.



## Hagen Rooke

Financial Institutions | Singapore

Hagen advises on regulatory applications and notifications, conduct of business matters, and governance and risk management. He also advises on regulatory investigations and enforcement matters, and terms of business, outsourcing, and brokerage agreements. His clients include financial institutions and corporates, such as banks, brokers, fund managers, and exchanges, as well as commodity groups and proprietary trading firms.



## Jake M. Shields

White Collar Defense and Investigations | False Claims Act / Qui Tam Defense | Washington, D.C.

With expertise in the False Claims Act, Jake is experienced in matters involving healthcare fraud, financial fraud, procurement fraud, and customs fraud, as well as violations of the Anti-Kickback Statute, Stark Law, Tariff Act, Payroll Protection Program, and restrictions on off-label marketing of prescription drugs. He has also been significantly involved in the Department of Justice's Civil Cyber-Fraud Initiative.



## Katie Townsend

Litigation | Los Angeles & Washington, D.C.

Katie represents and advises individual and corporate clients in the media, entertainment, and technology industries. With extensive experience in media and First Amendment law, Katie returned to Gibson Dunn after serving as the Deputy Executive Director & Legal Director of the Reporters Committee for Freedom of the Press, where she oversaw the nonprofit organization's legal services portfolio.



# LATERAL PARTNERS



## Simon Tysoe

Energy and Infrastructure | Mergers and Acquisitions | Oil and Gas | London

Simon's practice focuses on advising strategic and financial investors on cross-border M&A, joint ventures, and project development across the energy value chain, including power, renewables, and upstream, midstream, downstream oil and gas, as well as broader infrastructure transactions. He has led major deals across Europe, Latin America, the Middle East, and Africa.



## Presley Warner

Business Restructuring and Reorganization | London

Presley advises on complex private equity transactions, supporting both sponsors and lenders in navigating leveraged buyouts and public-to-private deals in the U.K. and Europe. His expertise includes structuring financing solutions across various instruments, such as first and second liens, payments-in-kind, and hybrid debt, as well as managing leveraged recapitalizations, senior credit facilities, bridge financings, and distressed debt arrangements.



## Jennifer "Jen" Yashar

Real Estate | New York

Jen advises clients on commercial real estate transactions, with a focus on sophisticated commercial leasing transactions. She has significant experience in the lease-up of developments under construction and regularly counsels developers, financial institutions, law firms, and other corporations on headquarters leasing transactions.





# OUR CULTURE

At the heart of our firm is a vibrant culture built on excellence, respect, and collaboration, and a shared commitment to fostering an environment where every individual can thrive. These values shape the way we work together, support each other, and deliver outstanding results for our clients.

We celebrate a tradition of service that extends across the communities where we live and work. Through diversity initiatives and pro bono efforts, often undertaken in partnership with clients, community organizations, and legal industry colleagues, our team actively defends the rule of law, advances racial justice and equity, supports those in need, and drives meaningful change that improves the world around us.



# 06





# DIVERSITY

**Zakiyyah Salim-Williams**  
Partner & Chief Diversity Officer



**50+**  
Firmwide Programs

**350+**  
Local Programs



Diversity and inclusion are essential to Gibson Dunn’s continued success as one of the leading law firms in the world. For more than two decades, the firm has focused on building an inclusive culture that enables all to thrive. Our commitment to fostering a culturally fluent, inclusive, and open environment that welcomes individuals from diverse backgrounds and perspectives enables us to deliver the highest quality legal services, achieve our core values of excellence, fairness, and individuality, and stand as a leader among our peers.

In looking back on 2025, we have much to be proud of. First and foremost, we remained focused on fostering a strong and supportive internal community for our lawyers. With more than 15 active affinity groups, which are and always have been open to all, and over 350 firmwide and local affinity group programs, heritage month observances, and cultural celebrations and commemorations, our lawyers have had abundant opportunities to connect and engage with one another this year. We proudly launched a Disability Affinity Group earlier this year, hosting several firm-wide gatherings for the group. We also expanded and rebranded our Veterans @ Gibson Dunn group. In addition, we continued to grow our religious affinity group offerings and now have Christian Bible Study groups in addition to Muslim, Jewish, and Sabbath-Observant groups.

In 2025, we also bolstered our efforts to support the career development of all Gibson Dunn lawyers, including through close collaboration among the Diversity, Professional Development, and Practice Group Management teams. Among other initiatives, we hosted numerous firm-wide career development programs, including panel discussions exploring the path to partnership and the year-end review process, which collectively reached more than 750 attendees. We also kicked off a new leadership program for our associates and of counsel in partnership with NYU Law.

In short, we have much to celebrate this year. Still, I would be remiss to close this letter without acknowledging the ongoing backlash against DEI in the United States. I am proud not only of Gibson Dunn’s unwavering internal commitment to equal opportunity, diversity, and inclusion but also of the incredible legal work that our DEI Task Force has continued to do to support our clients during this time. From frequent client alerts, CLE programs, and webinars to special speaking engagements, we have continued to stand at the forefront of the legal landscape that has flowed from the Supreme Court’s 2023 affirmative action decision and from the current administration’s intense focus on DEI. In 2025, we represented and advised dozens of clients who are committed to ensuring equal opportunity and supporting diverse and inclusive workplaces in compliance with the law. We are honored to serve as a go-to advisor for corporations, universities, foundations, and nonprofit organizations and will continue to help our clients navigate the current landscape around diversity and inclusion.

In these challenging times, Gibson Dunn has remained steadfast in its decades-long commitment to building an inclusive culture that enables all to thrive. I feel a strong sense of pride and gratitude for the progress we have made and the community we have built, as well as a renewed resolve for the journey that lies ahead of us. I am encouraged by all that we accomplished in 2025 and look forward to even more progress in 2026.

A handwritten signature in black ink, reading "Zakiyyah Salim-Williams".



# PRO BONO



**Katie Marquart**  
Partner & Pro Bono Chair

## 240,000+

Pro Bono Hours

## 20%

Increase in Hours from 2024

## 2,000+

Participating Lawyers



As I reflect on 2025, I am struck by how our lawyers have once again risen to meet the moment with extraordinary passion, steadfast determination, and an unwavering sense of purpose. At Gibson Dunn, one of our defining principles is our belief that lawyers have a unique opportunity and duty to provide critical legal assistance to the most vulnerable members of society and to advance the rule of law. This year, we were proud to continue that honorable tradition.

In 2025, our firm contributed 240,000 pro bono hours—a 20% increase from 2024. The true measure of our success lies not in hours alone, however, but in the transformative work we dedicated to individuals, organizations, and communities around the globe. Through this work, our lawyers demonstrated that the pursuit of justice remains our profession’s highest calling.

Our Justice for Women and Girls initiative has become a pillar of our global pro bono practice, which makes me exceptionally proud. This year, our lawyers worked to obtain protective orders for domestic violence survivors and to champion women’s economic opportunities. Our teams worked across continents to support economic empowerment programs, helping women entrepreneurs access capital and navigate complex regulatory frameworks. Together with our nonprofit partners, Gibson Dunn lawyers helped strengthen anti-trafficking protections and provided direct representation to survivors seeking justice and rebuilding their lives. We worked to identify ways to help individual women and girls, while also challenging the systems that adversely impact women and girls around the world.

And while our practice has expanded to include new initiatives, the firm’s commitment to immigrant communities has continued unabated. Gibson Dunn lawyers represented individuals seeking freedom from persecution, violence, and oppression, and we provided essential representation to those navigating the complex immigration system. Beyond individual representation, our lawyers pursued impact litigation to achieve systemic change, working to promote the fairness and equity of the immigration system as a whole. We have also continued our proud tradition of fighting hate and discrimination in any form, including through our instrumental role in developing and launching a nationwide network to fight antisemitism.

As is always the case, Gibson Dunn lawyers tackled countless other issues through our pro bono practice, including criminal justice reform, disability rights, veterans’ affairs, religious liberties, and conservation efforts. We helped nonprofits navigate complex regulatory challenges, supported community organizations serving under-resourced populations, and provided critical legal services to small business owners and entrepreneurs.

2,080 lawyers across 21 offices participated in our pro bono practice, contributing an average of 106 hours per lawyer. To everyone at the firm who dedicated their time and talent this year, thank you! You have made a meaningful difference in countless lives. The external partnerships that fuel our pro bono practice have also been invaluable, and we are deeply grateful to the legal aid organizations, nonprofits, and in-house counsel from our corporate clients who work alongside us. Their expertise, trust, and shared commitment to justice broadened the impact of our work and made our remarkable achievements possible.

As we look toward the future, I am confident that Gibson Dunn’s pro bono practice will continue to be a powerful force for positive change.





**Kate Dowd May**  
Director of Alumni & Career Services

With more than 4,500 alumni worldwide, Gibson Dunn’s network spans over 40 countries and includes individuals in esteemed positions in academia, business, government, nonprofits, and beyond. We are proud to stay engaged with our alumni around the globe and to be stewards of the culture they valued as lawyers in one of our 22 offices.

Each year our goal is for our alumni to continue to experience and enjoy the development and networking opportunities they had at Gibson Dunn. To serve our community, we host regular networking events and send communications that include quarterly newsletters, firm updates, and timely industry insights. We provide training opportunities through our on-demand and in-person programming, and we maintain an exclusive alumni portal that houses career resources, alumni news, and more.

In 2025, we brought our alumni together for practice group meetups, class dinners, diversity events, charity drives, recruiting mixers, and pro bono projects. We hosted alumni open houses in our new Denver and Washington, D.C. offices and brought local alumni together in Los Angeles and Orange County. We appreciate our alumni’s continued engagement with the firm, and we look forward to an even more robust calendar of events and offerings next year.

Our retired partners continue to enjoy tailored events and communications as part of our Retired Partner initiative. This community stays connected by attending our local events and participating in volunteer and mentoring opportunities, and through a dedicated portal where they have access to firm resources and training.

Our alumni department maintains an extensive career services practice and works closely with Gibson Dunn lawyers, alumni, clients, and friends of the firm during their career transitions. This offering continues to successfully place lawyers in roles by leveraging Gibson Dunn’s network—and it has propelled many of our lawyers into their careers as alumni, as well as helped alumni and clients fill roles for their own teams.

Our community continues to grow, and it is a privilege to provide opportunities for our alumni to stay connected. We are proud to close another strong year of alumni engagement and look forward to many more and new offerings in 2026 and beyond.

**125+**  
at Fortune 50 Companies

**180+**  
at Fortune 100 Companies

**60+**  
Judges



**1,200+**  
In-House

**160+**  
in Education

**500+**  
in Government

**75+**  
in Nonprofits



# 07

## OUR OFFICES

Gibson Dunn's global footprint is a testament to our strength and reach. With offices strategically located in major business hubs worldwide, we deliver seamless, interconnected client service that transcends borders. This global network reflects our commitment to growth and ensures we provide comprehensive capabilities wherever our clients need us.





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Celebrating 135 Years  
of Excellence and Impact

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