



JASON WIENER|P.C.
A PUBLIC BENEFIT CORPORATION

PUBLIC BENEFIT REPORT



20 25

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ABOUT THE FIRM



Jason Wiener|p.c. ("JWPC") is proud to be Colorado's first Public Benefit Corporation law firm to become a certified B Corp. With roots in the justice, solidarity, labor, and conservation movements, we started this firm in 2014 as our platform to work with our clients as collaborators and partners in our mission to make an impact.

We are a social enterprise legal and business consulting firm for mission-driven companies. We bring structural legal and financial design to business ownership, fundraising, and operations. We think creatively about how to harness democratic business models to advance social, economic, & environmental change.

Our intention at JWPC is to work within the current capitalist system to maximize opportunities for wealth creation and income growth not just for the privileged few, but for all, by using "market-based" enterprise models, with a specific emphasis on cooperatives and shared ownership models.

We seek to develop deep and lasting relationships with our clients by getting to know their culture and vision, meeting with key staff and informal leaders, and striving to provide customized, efficient, and dynamic advice. We collaborate with clients to solve problems and provide accessible and responsive client service.

FIND OUT MORE

A MESSAGE FROM OUR TEAM



Dear Friends and Supporters,

Rather than a single message from the firm's leadership, we wanted this year's report to reflect the full range of voices that make JWPC what it is. The following are reflections from each member, in their own words, capturing the moments, challenges, and milestones that defined 2025 for each of us.

Jacqueline Radebaugh, Managing Partner

After a challenging 2024, we planned for 2025 to be a grounding year. We started the year with the departure of our long-time team member Jessica Denny. It was a loss for our team (as Jess had been an important part of our team for six years) although we knew that was an important break for her. We took the opportunity to revisit our roles and get clarity. Jason and I stepped further into our new domains, and got into a good rhythm, between operations, business development, and team support. I've enjoyed expanding my role in strategy, operations and team support, and strategic partnerships, even as that reduced my capacity for client support. We concluded the year with a very solid team and our energy and excitement are renewed for the years ahead.

Jason Wiener, Founding Partner

2025 was a year of stabilization, resetting and re-building. We came out the second half of 2024 with questions about what caused us to struggle. We stayed curious, interrogated long-held beliefs and practices, engaged an outside consultant to give us fresh perspective. We remained steadfast in our confidence that we would once again thrive and we remained open to possibilities and opportunity. We struggled to regain our footing with a small team of attorneys, but we were persistent about following-up with clients and building new relationships. This slowly began to pay off and re-build our pipeline of work. Then, in August, Jenny Kassan called and wanted to join our team; and in September, Meaghan returned from parental leave. With a solid team back in place, our confidence newly stoked, we were able to approach bigger and bigger opportunities, setting up for a rebound 2026. 2025 was just what we needed, a reset and rejuvenated sense of possibility.

Jenny Kassan, Senior Attorney

2025 was a great year for me! I had gotten a job at the Alameda County DA's office working for a progressive DA but unfortunately she was recalled by the voters so I ended up arguing against motions to dismiss in DUI cases! I was looking for something new and my friend Dan Fireside asked me if I had reached out to Jason Wiener | p.c., a law firm that Dan had very high praise for. I thanked Dan for the recommendation, reached out to JWPC, and, lucky for me, found that the timing was right! I joined the firm and have been really enjoying working with the amazing clients that come our way. Our clients are visionaries that are committed to making the world a better place in so many diverse and creative ways. Unlike so many law firms, this one is really committed to creating a healthy and supportive work environment. By prioritizing the well-being and satisfaction of its employees, JWPC maintains a highly motivated and committed team. I feel so lucky that Dan Fireside steered me in the right direction!



A MESSAGE FROM OUR TEAM

Nathan Sisodia, Senior Associate

The year 2025 was interesting for me because I took on more responsibility and had more opportunities to lead work for clients on worker-ownership journeys. I supported the creation of several exciting cooperatives, including many that developed internet platforms to fill gaps where no comparable options exist in the market. Many of these projects were challenging but rewarding, as they often felt like we were breaking new ground by exploring spaces where worker-owned businesses had not existed before. This theme seemed to resonate across our firm throughout 2025; at one point or another, everyone on our team was working on client projects that pushed boundaries and departed from conventional models. While demanding, the year ultimately offered valuable opportunities to build skills and knowledge we didn't realize we had or would need.

Meaghan Jerrett, Associate Attorney

I returned to work at JWPC in September of 2025 following an extended parental leave after the birth of my second kid. I am incredibly grateful to have been able to step away for that time and to be able to return to the creativity, thoughtfulness, passion, and rigor of the JWPC team. It was a joy to pick back up with old clients, who were doing exciting new things, and to meet new clients with fresh optimism and energy, focused on bringing their missions to life. 2025 brought me deeper into the theory of cooperative design and the nuts and bolts of employee ownership conversions. As I navigated my newly reset work-life balance of working parenthood (with all of the glorious daycare viruses it entails), I am glad to have my work grounded in clients who are making our economy and society more equitable every day.

Yev Muchnik, Senior of Counsel

In 2025, enthusiasm around DAO cooperatives continued to cool as early experimentation gave way to more measured approaches. Many first-generation DAO models struggled to sustain governance participation, operational clarity, and regulatory alignment. At the same time, the landscape began to shift with increased federal regulatory clarity emerging in 2025, offering more defined guidance on digital assets, governance structures, and compliance expectations. While DAO cooperatives have faded from their initial prominence, this period appears transitional rather than terminal. We are seeing early signals of a more durable "DAO 2.0" model, one that integrates cooperative principles with clearer legal frameworks, improved tooling, and stronger accountability mechanisms.

Todd Hohman, Executive Assistant

2025 was an exciting and growth-filled year for me personally. As I settled further into my role, I had the opportunity to become more deeply involved in the non-legal aspects of the business, from operations and communications to revitalizing our presence on social media. Along the way, I learned new skills and gained a much deeper understanding and appreciation for the meaningful work we do and the remarkable clients we serve. Watching mission-driven businesses and cooperatives pursue their visions, and seeing the role JWPC plays in making that possible, has been genuinely inspiring. I am excited for what lies ahead in 2026, both for the firm and for my own continued growth as part of this incredible team.

FIRM VALUES

Our firm values speak to our underlying intent and core principles.



01 — Timeliness & Responsiveness

We strive to provide meaningful responses in a timely fashion. You will always rest assured that your matter is receiving the attention it needs and that you will receive a timely response, even if just a personalized confirmation of receipt.



02 — Mission Matters

Your matter will never be reduced to a wrought task and you will never receive one-size-fits-all advice. We strive to provide tailored counsel that seamlessly incorporates your organization's mission and values. Your mission will always remain top of mind in our dealings and we will always advise you of potential threats to your mission.



03 — Open Communication

We will communicate openly and candidly with you and we expect the same in return. Nothing is gained in our trust-based relationship if you do not feel you can be open or if do not feel you are receiving candid feedback. While always respecting the sensitivity and confidentiality of your matter, we will encourage you to openly communicate with your organization's stakeholders.



04 — Entrepreneurship

We strive to work with entrepreneurial people who want to create positive impact for the world. We respect entrepreneurs who are willing to think big, act boldly, and strive to change the world. To that end, we will strive to bring cutting edge solutions to your matter. We will counsel you through the ins and outs, the risks and rewards of new approaches and intrepid strategies. We will navigate risk as a team.

FIRM VALUES



05 — Transparency

We strive to provide transparency with respect to all aspects of our work together. You will know where we are in a given process and what steps lay ahead. We will do everything possible to avoid surprises.



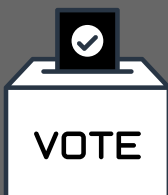
06 — Ethical Business Practices

We strive to be a sounding board for your decision making, whether legal, strategic, or otherwise. We will counsel you through the process of ethical decision making with compassion, an open and non-judgmental mind, and objective reasoning.



07 — Respect

We will provide you with the most competent and thorough counsel we can, and we will respect your decisions. While we may not always agree on a particular course of action or about all issues involved in your matter, we will approach all dealings with respect and courtesy.



08 — Democratization

When practical and appropriate, we will advise you as to innovative ways to democratize elements of your organization. In governance, capital, supply, credit, finance, and other business issues, we will help you evaluate creative ways of distributing and sharing management, decision-making, control, wealth, and risk management. To the extent meaningful to you and your stakeholders, we will help you maximize your role in building regenerative economies and communities.

FIRM NORMS

Our firm values speak to our underlying intent and core principles. Our norms guide how we carry these values out in our work and in our professional relationships. These norms provide the context and framework for our interactions and communication with colleagues, clients, partners, and other firm stakeholders. These are statements of conduct and communication that we expect of others and that we intend to honor for ourselves.



01 — Positivity

We enter all interactions with a positive intention and assume the same positive intent of those we interact with. We act with integrity and intention and invite others to join us in upholding shared values. We strive to offer others the benefit of the doubt about their intentions and motivations. This deliberate stance to seek the best in others is balanced with many years of pragmatic vigilance for the interests of our clients and the movements we serve.



02 — Spirit of Inquiry

We ask questions and encourage others to do so. The only way to know, learn, and understand another person's position and point of view is to ask. Simple questions signify that a person is curious, conscientious, and engaged. We ask questions to deepen our understanding, to build empathy, and to engage in effective problem solving. We do not ask questions to debate lived experiences or assert dominance.



03 — Equitable Access to the Law

We are committed to expanding affordable and equitable access to legal services. The law provides an invisible infrastructure (and sometimes barrier) which shapes business, relationships, and society. Making progress towards equity and justice requires access to capable, creative, and principled legal advisors. We help make this possible by running a lean operation that prioritizes people over profits, by providing pro bono counsel, and by supporting other organizations that advance this cause.

FIRM NORMS



04 — Anti-Oppression

We expect to be held accountable and we will do the same when faced with discrimination, prejudice, or bias, explicit or implicit, inadvertent or deliberate. We are committed to dismantling systems of oppression and re-building a more just and equitable socio-economic system. We recognize that this requires that we confront difficult habits, patterns, and blind spots in ourselves and that we ask our clients and stakeholders to do the same.



05 — Work Style

We believe in working collaboratively with clients in an open, timely, and effective manner. We ask that our clients agree to uphold these norms and hold us accountable for our commitment to them. To deliver the best possible services to clients we must be able to count on each other to provide timely responses and produce deliverables on agreed upon timelines.



06 — “Show Your Work”

We work, experiment, fail, and succeed publicly. We make our intentions known and we are open about our reasoning and our work process. We bust open the black box as a means to be transparent, to educate, and to empower. We expect our clients and partners to do the same with us. We will not be offended being asked “why?” we did something a certain way, we encourage it in fact.

FIRM HIGHLIGHTS

**14 NEW
COOPS**

**2 COOP
CONVERSIONS**

**2 NEW PUBLIC
BENEFIT CORPS**

FIRM HIGHLIGHTS

MISSION

2025 was the United Nations' International Year of Cooperatives, and JWPC embraced that designation as both a responsibility and an opportunity, weaving our commitment to the cooperative movement into nearly every aspect of our public-facing work throughout the year.

ANTI-OPPRESSION DISCOUNTS

In 2025, JWPC provided almost **\$30,000 in anti-oppression discounts**, reduced fees offered in support of racial justice and BIPOC communities. This represents a **99% increase over 2024** (\$15,000), and continues a four-year growth trend: \$8,000 in 2022, \$10,000 in 2023, and \$15,000 in 2024. This is not a line item. It is a reflection of who we are and how we practice.

PRO BONO

The firm logged **43.3 pro bono hours** firm-wide in 2025. While this fell short of our goal of 50 hours per attorney per year, and below our 2024 total of 64.8 hours, Nathan Sisodia led the team in pro bono contributions. We are proud of that commitment and are actively revisiting how we track and grow this work in 2026.

CHARITABLE GIVING

Our stated commitment is to donate 1% of gross revenue annually, which amounted to \$8,896 for 2025. We gave \$737. We are naming this gap directly because transparency and accountability are core to our public benefit mission. We fell short, and we will do better. In 2026, we are reviewing our community support (through anti-oppression discounts and charitable giving) to ensure that our financial commitments, taken as a whole, are aligned with the sustainability benchmarks of our practice.

INVESTING IN TEAM WELL-BEING

At JWPC, attorney and staff well-being is not an aspiration; it is a practice. In 2025, the firm continued a range of intentional well-being initiatives, including a monthly mental health stipend for every team member to use in whatever way best supports their personal wellness, an eight-day end-of-year office closure to allow the team to fully unplug and recharge, quarterly retrospectives where team members reflect openly on what is working and what is not in a safe and supportive setting, and dedicated check-in time during weekly huddles for each person to share their mental status and capacity. These practices reflect the belief that a healthy, supported team is not a luxury, but the foundation of sustainable, values-driven legal practice.

FIRM HIGHLIGHTS

INTERNATIONAL YEAR OF COOPERATIVES

2025 was designated by the United Nations as the International Year of Cooperatives, and JWPC honored that milestone with a sustained, year-long commitment to cooperative education and storytelling.



International Year of Cooperatives

Cooperatives Build
a Better World

Each month, our newsletter featured a **Coop of the Month**, spotlighting nine cooperatives across industries and geographies, from regenerative agriculture and worker-owned breweries to artist-owned data trusts and creative technology studios. Our attorneys authored blog posts throughout the year on cooperative law, governance, membership, and ownership structures. We also launched our "**Members Only**" video series, featuring four in-depth interviews with cooperative founders and leaders posted on the firm's YouTube channel, offering an authentic, practitioner-level look at what shared ownership looks like in practice.

The IYC closed in December at the UN World Summit for Social Development in Doha, Qatar, where member states named cooperatives as leaders of the social and solidarity economy. We are proud to have played a small but meaningful role in that global celebration, and our commitment to the cooperative movement continues well beyond 2025.

THE FULLER PICTURE

These numbers exist alongside a year in which we served 159 mission-aligned clients across 31 states, provided deeply discounted legal services to BIPOC-owned enterprises, and deepened relationships with clients working in regenerative agriculture, reproductive health, healing and wellness, community-owned real estate, and cooperative enterprise. The financial picture of our mission is incomplete without that context, and we are committed to reporting both honestly.

FIRM HIGHLIGHTS

SPEAKING ENGAGEMENTS

2025 was the firm's most expansive year of public engagement to date, with team members speaking, presenting, and contributing to conversations across the United States, Canada, Europe, and beyond. From cooperative law conferences to international blockchain symposia, from Yale Law School to Paris, JWPC's voice was present in the rooms where the future of democratic enterprise, shared ownership, and values-driven law is being shaped.

FEBRUARY

The year's engagement began early, with Jason and incoming Senior Attorney Jenny Kassan co-presenting a Cooperative Professionals Guild MCLE webinar titled "**Beyond DIY and Non-Attorney TA: Why Competent Legal Expertise Matters.**" The session addressed the risks of self-directed approaches to critical business decisions like entity design and capital raising, and foreshadowed Jenny's formal arrival at the firm later in the year.

MARCH

Jacqueline traveled to New Haven, Connecticut, to participate as a panelist at the **31st Rebellious Lawyering Conference at Yale Law School**, one of the legal profession's most respected gatherings for progressive practitioners. Her panel, titled "**Lawyering for the Solidarity Economy**," explored how attorneys can use their skills in service of cooperative, community-centered enterprise.

APRIL

April brought back-to-back employee ownership events in Washington, D.C. Jacqueline presented at the **OEOC Conference**, and both Jacqueline and Jason spoke at the **Employee Ownership Ideas Forum** hosted by the Aspen Institute, continuing Jason's fellowship work at the intersection of employee ownership, economic inclusion, and democratic governance.

MAY

Jason joined a panel of experts at the **16th Annual Boulder Startup Week**, discussing how entrepreneurs can benefit from employee ownership models. Moderated by Andrea Steffes-Tuttle of Worker Equity Lab, the session explored legal structures, cultural dynamics, and Colorado's growing employee ownership ecosystem. Jason also appeared in print this month, quoted in "**From Founder to Future**" by John Abrams, a nationally distributed book on employee ownership that has quickly become a go-to resource for mission-driven business leaders.

JULY

Jason traveled to Santa Monica, California, for the **CCI Co-Design Convening**, hosted by the Center for Cultural Innovation and focused on shaping a new savings and benefits platform for artists and gig workers. The convening was a client-connected engagement, bringing Jason alongside collaborators including Block Science and the Freelancers Union to engage in creative problem-solving for creative workers.

FIRM HIGHLIGHTS

AUGUST

Jason presented at the **NCEO Employee Ownership Trust (EOT) Forum** in Philadelphia, addressing the growing momentum around employee ownership trusts as a succession and shared ownership vehicle, an area of increasing relevance to the firm's client base.

SEPTEMBER

September was the year's most concentrated month of public engagement, with the firm represented across five events in four cities and two countries. Jason and Linda Phillips participated in a **Business Law Institute** panel in Denver. Jason and Jacqueline both spoke at the **Cooperative Law Conference** (virtual). Jason then traveled internationally to Toronto for the **Digital Worker Ownership** conference, and Jacqueline to Paris for the **Blockchain Symposium**, bringing JWPC's perspective on democratic governance and cooperative structures to global audiences.

The month's most personally significant engagement was Jason's featured presentation at the **2025 Well-Being Symposium for Legal Professionals**, hosted by the Colorado Well-Being Program for Legal Employers and co-sponsored by the Colorado Bar Association and the Colorado Supreme Court. In a session titled "**Healing Law: A Framework for Attorney Well-Being and Trauma Recovery**," Jason challenged legal professionals to rethink mental health not as a personal failing but as a structural issue shaped by precarity, fragmentation, and outdated models of care. He highlighted emerging psychedelic-assisted therapies, Colorado's natural medicine framework, and his pilot **Attorney Trauma Healing Cohort**, offering a vision for more humane, integrative legal practice. The full presentation is available online and reflects the firm's deepening commitment to practicing law in a way that heals rather than harms. This appearance built on two earlier recognitions: in February, JWPC was formally added to the **Colorado Lawyer Well-Being Speakers Bureau**, acknowledging the firm's expertise and leadership in attorney wellness; and in April, Jason received the **Colorado Well-Being Recognition Program award for Legal Employers** at a ceremony at the Colorado Supreme Court, alongside Chief Justice Monica Márquez.



Jason with Chief Justice Monica Márquez

FIRM HIGHLIGHTS

OCTOBER

Jason spoke at the **Ownership Economy Summit** in New York City, presenting a hands-on workshop titled "**Building the Foundations of Shared Ownership and Governance.**" Jacqueline and Nathan represented the firm at the **Co-op Cincinnati Symposium** in Cincinnati, OH.



NOVEMBER

Jacqueline appeared as a featured guest on "Flying the Coop," the podcast produced by JWPC client Strange Birds, in an episode titled "The Legal Side of Doing Business Differently." In a wide-ranging conversation, Jacqueline traced her journey from corporate tax law to cooperative attorney, discussed how to identify extractive practices, explained the governance documents that matter most, and unpacked the most common hurdles new co-ops face. The episode is a genuine and accessible introduction to the firm's philosophy and approach.

Also in November, Jenny hosted a public webinar, "**Raise Capital on Your Own Terms,**" offering practical guidance on values-aligned capital raising strategies to an open public audience. Attendees received a free copy of Jenny's practical guide, "**6 Steps to Raise Funding on Your Terms**". The webinar exemplified the firm's commitment to making sophisticated legal and financial knowledge accessible to mission-driven business owners who might not otherwise have access to it.

A promotional graphic for a live webinar. The title is 'How to Raise Values-Driven Capital for Your Mission-Driven Business' with the Jason Wiener logo. It specifies a 'Live Webinar' on 'Monday, November 17' from '1:00pm-2:00pm MT (3:00pm-4:00pm ET)'. A list of topics includes designing capital raising strategies, including the community as investors, and raising funding without giving up control. A photo of Jenny Kassin, Senior Attorney, is included.

THROUGHOUT THE YEAR

In addition to these named engagements, the firm contributed to podcasts, virtual panels, and online learning spaces throughout 2025. Every member of the team authored blog posts on topics ranging from cooperative governance and securities law to attorney well-being and digital finance, collectively publishing dozens of accessible, practitioner-level resources for clients and the broader cooperative community.

FIRM HIGHLIGHTS

ORGANIZATIONAL UPDATES

In 2025, Jason Wiener|p.c. achieved a milestone that reflects years of intentional evolution. In September 2024, Jacqueline Radebaugh acquired a majority ownership stake in the firm and stepped into the role of Managing Partner, a transition the firm chose to announce quietly, prioritizing a smooth and thoughtful handover that clients would experience not as disruption but as continued care, responsiveness, and excellence. Nearly one year later, in August 2025, the firm was officially certified as both a **Women-Owned Small Business (WOSB)** and a **Women's Business Enterprise (WBE)**, formal recognition of what had already been true in practice. Jason has transitioned into an external-facing role focused on business development, policy and thought leadership, and client engagement, and remains an integral and committed part of the firm's future. In a political climate increasingly hostile to diverse leadership and minority-owned enterprises, we believe in showing up visibly and proudly. We are so proud to be led by Jacque, and we look forward to a rebranding effort in the coming year that will better reflect our evolving vision and leadership.



2025 marked **the retirement of Linda Phillips**, Senior of Counsel, who dedicated more than seven years of her career to JWPC. Linda joined the firm during a pivotal period of growth and helped shape it into the nationally recognized cooperative law practice it is today. Her contributions to our clients, our team, and the broader cooperative movement were profound and far-reaching. Perhaps no single example captures her impact better than her work helping draft cooperative legislation in Guam: despite a 14-hour time difference from Denver, Linda contributed consultations and live testimony before the Guam Senate that helped pass Bill 365-37, adopting

the Limited Cooperative Association Act, a law that went into effect in 2025 and will expand cooperative enterprise opportunities for generations of Guamanians. She continued writing and contributing thought leadership right up to her departure, authoring blog posts on cooperative law that reflect the depth of knowledge and care she brought to everything she did. We are profoundly grateful for Linda's seven-plus years of dedication and wish her a joyful and well-deserved retirement. Her legacy lives on in the legislation she helped write, the clients she served, and the standards she helped set for this firm.

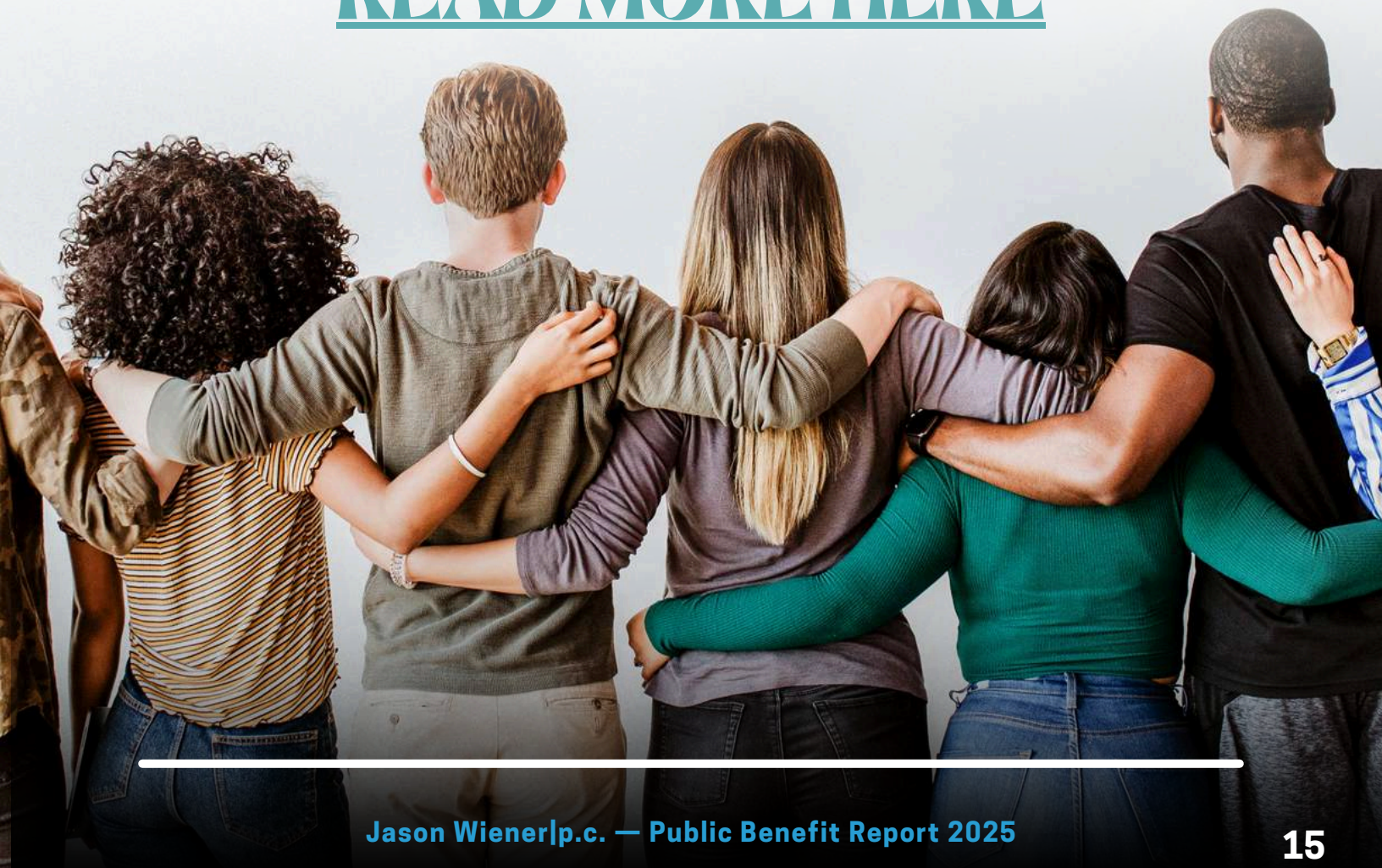
OUR AMAZING CLIENTS



At Jason Wiener | p.c., we are honored to work alongside mission-driven founders building a more equitable economy. This includes leaders like the team at **A Fairer Society (AFS)**, who are reimagining how businesses are structured, governed, and owned. Building on a deep commitment to cooperative principles, AFS is pioneering a multi-entity structure that places workers at the center of decision-making and economic returns, linking the act of working to the act of owning in a legally enforceable and genuinely transformative way.

Learn how AFS navigated uncharted legal territory to build a first-of-its-kind cooperative ecosystem, and how our team helped design a governance and membership framework grounded in sociocratic principles, worker ownership, and values-aligned enterprise.

READ MORE HERE



2025 TEAM RETREAT

In August 2025, our team gathered in the Short North district of Columbus, Ohio for three days of connection, reflection, and forward thinking. The retreat brought together Jason, Jacqueline, Nathan, Todd, and Meaghan, whose return to the firm after a year of parental leave made the gathering feel especially meaningful. For many on the team, it was the first time meeting in person, and for all of us, a welcome reminder of the value of face-to-face time.

The first day was unhurried and relational by design. The group moved through coffee, lunch, and a team-building session at Top Golf before checking into a shared Airbnb. Dinner was followed by a stop for ice cream, where Nathan distinguished himself by ordering the limited-edition "Opaque," a jet-black artist collaboration made with black cocoa, espresso fudge, and balsamic cherry jam. When Meaghan arrived that evening, the whole team was finally together, staying up to talk and catch up, reminded of how much they had missed simply being in the same room.

The second day was the retreat's working heart, with morning and afternoon sessions at a local coworking space focused on a midpoint review, roles, planning, and new ideas. That evening, the team shared a meal at a plant-forward restaurant before returning to the Airbnb, where Jenga, laughter, and unhurried conversation carried them well into the night. On the final morning, breakfast together gave way to goodbyes and airport runs.



This retreat was not a grand getaway. It was an intentional pause in the middle of a demanding year, designed to bring the team back to one another and to the values that guide their work. They returned from Columbus clearer on where they were headed, more connected as a team, and grateful for the chance to practice law alongside people they genuinely enjoy and respect.

MEASURING PROGRESS

Jason Wiener|p.c. is proud to be Colorado's first Public Benefit Corporation to become a Certified B Corp. The B Corp Certification is administered by B Lab, a nonprofit organization based in Pennsylvania. The B stands for "benefit," which refers to benefiting workers, the community and the environment. Jason Wiener|p.c. became a certified B Corp in 2015, joining over 1,200 certified B Corporations in over 120 industries in 40 different countries.

To qualify as a B Corp, a firm must have an explicit social or environmental mission, and a legally binding fiduciary responsibility to take into account the interests of workers, the community, and the environment as well as its shareholders. Additionally, B Corps must pay an annual fee based on revenues, biannually complete a B Impact Assessment (a rigorous assessment that measures social and environmental impact), meet B Lab's comprehensive social and environmental performance standards, and make that B Impact Report public, in order to receive the certification from B Lab.

To become certified, each company must attain a score of 80 out of 200 points on the B Lab Assessment. Jason Wiener|p.c. earned a company score of 101.1 in the firm's 2022 Impact Assessment.



2022 B IMPACT REPORT

TEAM ADDITIONS



Jenny Kassan joined the firm in October 2025 as Senior Attorney, a nationally recognized leader in values-aligned capital raising and the author of *Raise Capital on Your Own Terms*. Jenny brought nearly 30 years of experience helping mission-driven businesses and nonprofits access funding without compromising their values, connecting founders with community-centered investors rather than extractive capital. Licensed in California and expanding her licensure to Maryland, Jenny's arrival meaningfully expanded JWPC's securities and capital raise practice at exactly the right moment, as client demand in this area continued to grow, with securities-related engagements increasing from 24 in 2024 to 28 in 2025. Within weeks of joining, she was presenting a public webinar on values-aligned capital raising and authoring a two-part blog series on securities law compliance. She didn't just advise on mission-aligned finance; she practiced it, having successfully raised capital through community investment herself. We were thrilled to have her expertise, her voice, and her values as part of the team.

Meaghan Jerrett returned to the firm in 2025 following a full year of parental leave, an extension the firm was proud to offer beyond the original six months. When Meaghan was ready to return, we didn't simply slot her back into a pre-existing structure. Instead, the firm worked directly with her to design a schedule that genuinely balanced her personal and professional life, a flexible, mentored ramp-back with space for caregiving and a collaborative re-boarding. It took effort, it built trust, and it was exactly the kind of practice we wanted to run: using law to heal the workplace, not harm it. We were proud that Meaghan thrived upon her return, and that her billable performance in 2025 was among the strongest on the team. Welcome back, Meaghan.



OBSTACLES ENCOUNTERED



POLITICAL INSTABILITY AND POLICY UNCERTAINTY

2025 brought a deepening of the political volatility that began shaping our clients' decisions in 2024. The new federal administration's posture toward regulatory oversight, federal funding, and DEI initiatives created real headwinds for mission-driven businesses, with many clients facing funding freezes, delayed projects, and heightened anxiety. Navigating this environment required vigilance, creativity, and steady commitment to our clients' long-term missions even when short-term conditions were hostile.

REGULATORY COMPLEXITY AND COMPLIANCE BURDENS

The year's regulatory landscape was unusually turbulent. The rollout and reversal of Beneficial Ownership Information (BOI) reporting requirements, the SEC's transition to EDGAR Next, and evolving federal frameworks around digital assets and blockchain governance created significant burden for our clients and required the firm to develop fluency in emerging areas of law under pressure.

ECONOMIC HEADWINDS FOR PURPOSE-DRIVEN BUSINESSES

Rising costs, tightened capital access, and investor caution disproportionately affected the small, values-driven enterprises we serve, particularly those owned by BIPOC, LGBTQ+, and women entrepreneurs. Many clients postponed governance transitions and cooperative conversions, resulting in a pipeline rich in relationships but slower to convert than anticipated.

THE PROMISE AND PERIL OF ARTIFICIAL INTELLIGENCE

AI tools expanded rapidly into legal practice in 2025, and JWPC was not exempt from the questions this raised. We found genuine value in selective adoption while remaining aware of the risks: confidentiality concerns, over-reliance on automated outputs, and the tension between efficiency and the deeply relational nature of our work.

LEGISLATIVE PROGRESS, HARD WON

Advocacy for cooperative enterprise faced resistance at the federal level, but the state-level picture was more encouraging. Colorado passed landmark legislation expanding tax incentives for employee ownership transitions, and Linda Phillips' work helping enact cooperative legislation in Guam reminded us that meaningful progress often happens through sustained, principled effort.

SUSTAINING OUR TEAM

Supporting Meaghan's extended parental leave and thoughtful return, navigating Linda's retirement, and welcoming Jenny Kassan, all while maintaining high standards with a leaner team, required flexibility and deliberate prioritization. We are proud of how the team showed up, and we remain committed to investing in our people and culture.

Despite these challenges, our client relationships deepened, our team grew more cohesive and operationally focused, and our mission commitments remained visible and real. 2025 tested us. We believe it also made us stronger.

TEAM

Jacqueline Radebaugh, Managing Partner

Jason Wiener, Founding Partner

Jenny Kassin, Senior Attorney

Nathan Sisodia, Senior Associate

Meaghan Jerrett, Associate Attorney

Julian Musikant, Associate Attorney

Todd Hohman, Executive Assistant

Jessa Marie Almarza, Operations Specialist

Yev Muchnik, Senior of Counsel

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