



UNSTOPPABLE FU+URE

OUR CAMPAIGN TO WIN EQUALITY

IMPACT REPORT

DECEMBER 2025

CONFIDENTIAL



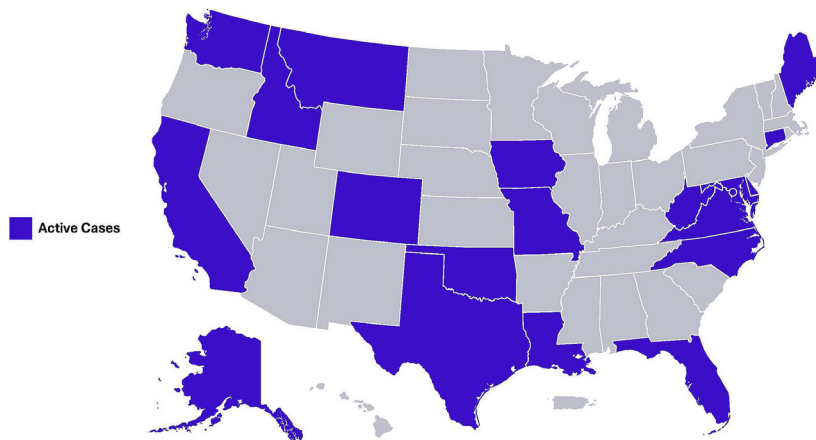


FIGHTING FOR OUR RIGHTS

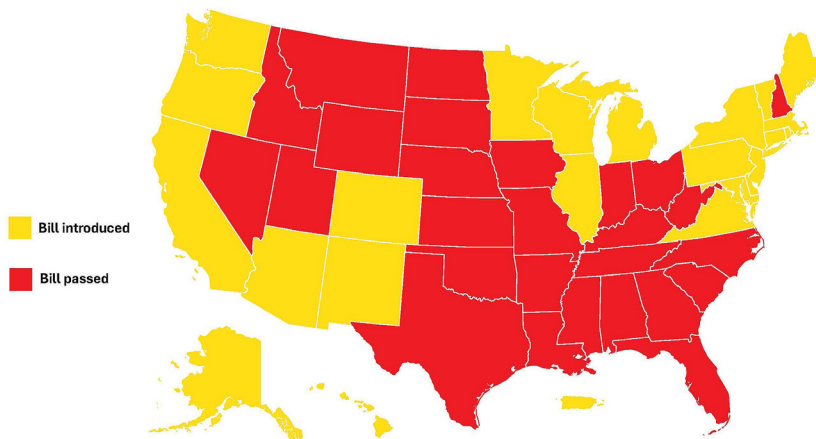
Executive Orders. Supreme Court rulings. An explosion of anti-LGBTQ+ bills introduced in state legislatures across the nation. 2025 has been an unending series of challenges and battles that Lambda Legal waged on behalf of our community knowing that we had your support. We will use all our resources and years of experience to take on these unlawful and unconstitutional assaults on our rights, which threaten the safety and well-being of LGBTQ+ Americans and all those living with HIV.

Your support has made this work possible, and we are grateful.

Lambda Legal is fighting back with cases in 19 states & D.C.



This isn't a problem in just a few states. All 50 States had bills introduced, 27 ultimately passed them.



Sources: Lambda Legal internal tracking as of November 24, 2025.



FIGHTING FOR OUR RIGHTS

The right to serve in the U.S. military

We joined with the Human Rights Campaign Foundation to urge the U.S. Court of Appeals for the Ninth Circuit to affirm a lower court's ruling that blocked the Trump administration's executive order and the so-called "Hegseth Policy" issued by the Department of Defense, which prohibit all transgender people from serving in the military and mandates the discharge of thousands of patriotic transgender service members. While the district court's preliminary injunction initially blocked the ban in March, the Supreme Court allowed it to take effect in May pending the outcome of this appeal. In October, we returned to the 9th Circuit to argue for reinstating the lower court's injunction, but the policy remains in effect, threatening thousands of transgender service members—including our seven active-duty plaintiffs, who collectively have over 115 years of honorable military service.

The right to access lifesaving and vital services

In July 2025, the U.S. government restored over \$6.2 million in funding to nine LGBTQ+ and HIV organizations after Lambda Legal won *San Francisco AIDS Foundation v. Trump*, blocking executive orders that threatened to defund them. The ruling protects groups like the San Francisco AIDS Foundation and the Los Angeles and New York LGBTQ Centers, ensuring they can continue providing vital services and advocacy without fear of censorship or lost funding. As Jose Abrigo, Lambda Legal's Senior Attorney, said, "When we fight, we win... the cause is too important, and the need too great, for us to lose heart."

The right to run



In mid-November, we received word that the U.S. Supreme Court will hear oral arguments in *West Virginia v. B.P.J.* (Lambda Legal's case) on January 13, 2026. The case focuses on challenges against laws that categorically ban transgender women and girl students from athletic programs based on their gender identity. We represent a 15-year-old West Virginia transgender girl, Becky Pepper-Jackson, in her challenge to a 2021 West Virginia law barring her from participating on girl's athletic teams. Our case asserts the bans violate the rights of transgender and cisgender female students under the Equal Protection Clause of the Fourteenth Amendment of the U.S. Constitution, and *West Virginia*

v. B.P.J. also argues that the bans violate Title IX, the federal law prohibiting sex discrimination in educational programs. Federal courts have blocked enforcement of this ban.



MEET OUR “UNSTOPPABLE” EXPERTS

CHRISTOPHER CLARK (he/him)

Senior Counsel & Director of the Perry S. McKay Pro Bono Clearinghouse



Christopher manages our program of strategic collaboration with attorneys and law firms who serve as pro bono counsel to support the organization’s impact litigation, legislative lawyering, and legal education programs. He also oversees Lambda Legal’s mentoring program for members of the legal department.

From 2007 to 2018, Christopher worked at Lambda Legal, first as Senior Counsel and then as the Midwest Regional Director, where he collaborated with colleagues and outside partners on cases involving many of Lambda Legal’s priority areas, including marriage equality, transgender rights, HIV criminalization, parenting, free speech in schools, and employment discrimination. Christopher returned to Lambda Legal in 2024 after having worked for four years at Earthjustice, the nation’s largest nonprofit legal organization dedicated to protecting the environment and combatting climate change. From 2018-2020, he served as Chief Executive Officer of TPAN, a Chicago-based social service agency that provides lifesaving services and education to people living with HIV.

Since June 2024, Christopher has built connections with nearly 90 law firms, a number that continues to grow as he strategically cultivates relationships and identifies effective placements for legal matters. Lambda Legal is also developing a pro bono database that will enable us to easily track engagements and generate information. We have engaged an external consultant on this project and we anticipate being able to test the database in early 2026. Christopher received his undergraduate degree in Public and International Affairs from Princeton University and his J.D. from the University of Chicago Law School. He lives in Chicago with his husband, Victor.



MEET OUR “UNSTOPPABLE” EXPERTS

NORA HUPPERT (she/her)

Bill Thom Staff Attorney



Nora is the William J. Thom Senior Attorney and former Renberg Fellow in Lambda Legal's Midwest Regional Office of Lambda Legal.

Throughout her time at Lambda Legal, Nora has extensively litigated to advance protections and defend the rights of transgender people. Most recently, she represents plaintiffs in *E.N. v. Kehoe*, which challenges a state law in Missouri banning gender-affirming medical care, and which resulted in a two-week trial; she also argued this case before the Missouri Supreme Court. Previously, Nora has served as counsel in *Southampton Community Healthcare v. Bailey*, which successfully challenged the Missouri Attorney General's regulations that sought to place extreme restrictions on gender-affirming care for broad categories of transgender people of all ages; *Baldwin v. PEBP*, which resulted in a settlement removing a categorical exclusion for coverage of facial feminization surgery in Nevada's state employee healthcare plan; and *F.V. v. Barron*, which resulted in a ruling that confirmed that a 2020 Idaho law banning transgender people from obtaining gender marker corrections on their birth certificates violated a pre-existing injunction.

MEET OUR “UNSTOPPABLE” EXPERTS

WHIT WASHINGTON (they/them)

Eileen A. Ryan Senior Attorney for the Nonbinary & Transgender Rights Project



Whit brings over eight years of distinguished experience in advancing equity and inclusion through innovative legal strategies and community collaboration. A dedicated advocate for trans rights, Whit has centered their career on addressing the unique challenges faced by trans people in state and federal custody.

Before joining our staff as a Senior Attorney, they worked as Equal Justice Works Fellow at Lambda Legal, and launched the “Project for Transgender Incarcerated Survivors,” which aimed to expand access to justice for trans people in custody. Through this initiative, Whit developed legal resources, corresponded with hundreds of trans people in custody, and mobilized pro bono legal networks to meet the research needs of trans people in custody. Following their fellowship, Whit served as Staff Attorney at the Miss Major Alexander Lee TGIJP Black Trans Cultural Center, where they developed legal resources for transgender individuals in custody and established a pro bono program.

Whit’s achievements have earned recognition from numerous organizations, including the DC Mayor’s Office of LGBTQ Affairs, which honored them with the “40 Under 40: Queer Women of Washington” award. Their work has been featured by the National LGBTQ Bar Association and Washington Lawyer Magazine. Whit is a former board member of Trans Lifeline and currently serves on the board of the National Trans Bar Association.

Whit holds a Bachelor of Arts in Interdisciplinary Studies from the Johnston Center for Integrated Studies at the University of Redlands, a Juris Doctor from the American University Washington College of Law, and a Master of Arts in International Affairs from the American University School of International Service.



OUR PROGRESS BY THE NUMBERS



OUR PROGRESS BY THE NUMBERS

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In just its first months in office, the Trump administration issued several Executive Orders taking aim at the LGBTQ+ community. Lambda Legal went to court and won injunctions in four of its six cases challenging these orders, with two still pending. That's quite a winning record, and it builds upon our success in the first Trump Administration, when we won 86% of the cases filed opposing its anti-LGBTQ+ policies. Because of our litigation, the federal government has restored millions in grant funding to organizations that offer vital health and support services for LGBTQ+ people, including those living with HIV. In other words, we literally made Donald Trump pay.

616

That's the number of anti-LGBTQ+ bills introduced in statehouses across the nation in 2025 – up from 533 in 2024. 71 have been enacted in 27 states, and Lambda Legal is fighting back in 19 states and D.C. Their very introduction in halls of state government fans the flames of discrimination, hatred, and potential violence against our community, and suggests that lawmakers sense these attacks on our rights are supported by most citizens. They're losing because Americans reject the mean-spiritedness they represent. We can't – we won't – let down our guard.



That's what our Unstoppable Future campaign raised. And yes, that's \$105,000,000 more than we had targeted. \$85 million of that campaign is coming in the form of multiyear gifts that are allowing us to grow to meet this moment, and \$200 million in planned gift commitments lay a pipeline for future revenue for Lambda Legal. You stepped up and made this campaign the largest fundraising initiative in the history of the LGBTQ+ movement. The success of the Unstoppable Future campaign will provide Lambda Legal with the resources to expand our capacity, help us fight against immediate threats to LGBTQ+ people in the courts, win new rights and protections, and prepare a defense for the future.



STRENGTHENING OUR CAPACITY

All Rise Campaign

Whether you've been in a courtroom or you're a fan of TV legal dramas, you've heard the words "All Rise" as court begins session. We've adopted this call to action by launching our "All Rise" campaign to highlight the urgent fight for LGBTQ+ rights. The campaign features real members of the community - trans military members, trans youth, people living with HIV, LGBTQ+ seniors, and LGBTQ+ families - whose lives and livelihoods are threatened by current legal attacks, with narration and appearances by several Lambda Legal attorneys. "All Rise" raises individual funds, elevates our profile as the "last line of defense" for the LGBTQ+ community, and supports our work to pass laws that protect rather than ostracize. It's a central part of our enhanced digital strategy.



2026-2030 Strategic Plan

After rigorous discussion with staff, leadership, and stakeholders, and with the pro bono assistance of our partners at Bain & Company, we have adopted a new Strategic Plan to guide our work for the next five years:

- We will grow financially by strengthening relationships with individual and institutional donors.
- We will shape the dialogue on equality by deploying next-generation marketing and digital engagement.
- We will unlock our full potential by evolving how we work, hire, and connect.
- We will embed DEIB across our work.

Help Desk Upgrade

We streamlined intake procedures and instituted call prioritization technology, making us better equipped to field the thousands of calls from worried members of the LGBTQ+ community and all those living with HIV. Requests for help submitted through the Lambda Legal website and via phone voicemails now automatically generate Help Desk cases and eliminate the need for manual data entry for each request. These allow for faster responses to time-sensitive matters and provide improved response times and enhanced workflow efficiency.



OUR LEADERSHIP

Lambda Legal Executive Leadership

Kevin Jennings, Chief Executive Officer

Josh Pushkin, Chief Development Officer

Michelle Riley, Board Chair

Lauren Mutti, Board Chair Emeritus

Campaign Co-Chairs

Anne Krook

Heather Steans

John Stafstrom

Robert Garcia

Campaign Cabinet

Andrew Mitchell-Namdar

Christopher Cormier Maggiano

Clark Pellett

Ian Tzeng

Jayne Baron Sherman

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Michelle Riley

Roberta Conroy

Ronna Stamm

Wendy Chang

