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or the timing of when you can issue them. If issuing equity securities as compensation is just too administratively burdensome, phantom awards might be a practical alternative. But do not overlook the benefit of phantom awards because they sound mysterious and complicated when they are not.

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be taken as legal advice for any particular matter. It is not intended to and does not create any attorney-client relationship. The opinions expressed and any legal positions asserted in the article are those of the author and do not necessarily reflect the opinions or positions of Miles & Stockbridge P.C., its other lawyers or ACC.

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PRO BONO SPOTLIGHT

We are highlighting below three organizations that offer legal pro bono opportunities in our area. You will be seeing representatives of theirs at upcoming luncheons.

PRO BONO RESOURCE CENTER OF MARYLAND

Pro Bono Resource Center of Maryland connects attorneys to meaningful pro bono opportunities based on their substantive interests and geographical preferences. Attorneys can volunteer in many ways across Maryland – from direct representation and giving brief advice at legal clinics to answering calls on a hotline, serving as a volunteer mediator, or assisting with research and writing projects – and training is often available for new volunteers. For information about available opportunities and PBRC's pro bono projects, please visit www.probonomd.org/volunteer. To register for upcoming live trainings or online webcasts, please visit www.probonomd.org/training.

MARYLAND VOLUNTEER LAWYERS SERVICE

Founded in 1981, Maryland Volunteer Lawyers Service (MVLS) provides quality civil legal assistance to Marylanders with limited income at low or no cost. MVLS is the largest pro bono legal services provider in Maryland, both in terms of volunteers, over 1,600 lawyers on its panel, and clients served, 80,000 since 1981. MVLS was created to expand the capacity of Maryland's overburdened legal services delivery system which can serve only 20% of low-income residents who need critical civil legal services. Our core pro bono program matches volunteer lawyers with low-income Marylanders who need civil legal assistance. MVLS also offers a variety of other volunteer opportunities such as legal clinics, mentoring, presenters for our trainings, and presenters for "Know Your Rights" clinics at community-based nonprofits in the greater Baltimore area. Last year, MVLS volunteers and staff helped 5,000 low-income Marylanders. To learn more about MVLS go to our website: <https://mvlslaw.org>

TAHIRIH JUSTICE CENTER

The Tahirih Justice Center is a mission-driven, national non-profit that protects courageous immigrant women and girls who refuse to be victims of violence. Since 1997, Tahirih has answered more than 22,000 pleas for help from individuals seeking protection from gender-based human rights abuses such as domestic violence, female genital mutilation/cutting, forced marriage, honor crimes, rape, torture, and human trafficking. Tahirih's holistic, client-centered legal services include screening, assessment, counsel and advice, and/or full-scale legal representation. Our staff are experts in the areas of Gender-based asylum; Violence Against Women's Act Petitions; T Visas; U Visas; and Special Immigrant Juvenile Status.

Our clients receive culturally sensitive, trauma-informed legal representation from the start to the finish of a case. To increase the number of women and girls we protect, we rely on help from attorneys in our Pro Bono Network. Together, we maintain a 99% litigation success rate, despite the complex nature of our cases. We accept cases that others have deemed "unwinnable" and proudly pioneer in uncharted areas of the law.