

Holland & Hart LLP

2017 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Anchorage, Alaska; Aspen, Colorado; Billings, Montana; Boise, Idaho; Boulder, Colorado; Cheyenne, Wyoming; Carson City, Nevada; Colorado Springs, Colorado; Denver, Colorado; Greenwood Village, Colorado; Jackson Hole, Wyoming; Las Vegas, Nevada; Reno, Nevada; Salt Lake City, Utah; Santa Fe, New Mexico; Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Liz Sharrer, Chair of the Management Committee

Diversity team leader(s): Bryce Kunimoto, Chair of the Diversity & Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2016
Firmwide	485	501
U.S. offices only	485	501

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2016)

	Men	Women
White/Caucasian	69	61
African-American/Black	0	3
Hispanic/Latino	5	1
Alaska Native/American Indian	2	0
Asian	2	4
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	1
Openly GLBT	2	0
Individuals with disabilities	n/a	n/a
Total	79	70

SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	5	4
African-American/Black	0	3
Hispanic/Latino	2	2
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	n/a	n/a
Total	8	9

EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	164	67
African-American/Black	0	0
Hispanic/Latino	4	1
Alaska Native/American Indian	1	1
Asian	1	0
Native Hawaiian/Pacific Islander	1	0
Multiracial	2	0
Openly GLBT	2	2
Individuals with disabilities	n/a	n/a
Total	173	69

NON-EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL (2016)

	Men	Women
White/Caucasian	71	30
African-American/Black	1	1
Hispanic/Latino	3	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	2	0
Individuals with disabilities	n/a	n/a
Total	77	33

NEW HIRES (2016)

	Men	Women
White/Caucasian	19	21
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	n/a	n/a
Total	21	22

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

Emails, web site, newsletters, workshops, meetings.

Who has primary responsibility for leading diversity initiatives at your firm?

Bryce Kunimoto, Partner and Diversity & Inclusion Committee Chair

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2016, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 32

Total hours spent on diversity: 1000

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

How often does the firm's management review the firm's diversity progress/results?

Twice a year

How is the firm's diversity committee and/or firm management held accountable for achieving results?

The Management Committee revisits the firm's progress annually and revises the Diversity Initiatives as necessary. Additionally, the firm's diversity demographics are tracked, examined, and distributed on a monthly basis for review by both the Diversity Committee and Management Committee. These reports, which contain information regarding the numbers of diverse and women attorneys, but total and broken down by partner, associate, and of counsel status, have led to increased accountability and invaluable assessment of data. As a charter signatory to the Colorado Pledge to Diversity, Holland & Hart has fulfilled its pledge to enhance diversity by hiring and recruiting diverse candidates, providing training and mentoring programs for diverse students who are contemplating a legal career.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide diversity training for all attorneys and staff
X			Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X	X		Support law firm's internal affinity networks
		X	Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of GLBT attorneys at the associate level
	X		Increase the number of GLBT attorneys at the partnership level
	X		Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- ✓ *Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- ✓ *Fund scholarships for minority high school or college students*
- ✓ *Mentor high school or college students*
- ✓ *Participate in or host mock trial programs or career events*
- ✓ *Provide internships or employment to minority high school or college students*
- ✓ *Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Holland & Hart participates in the Law School Si Se Puede program which provides mentorship to graduating high school seniors from groups that are traditionally underrepresented in the legal field (low-income, students of color, first generation college students) to provide insight on the benefits of a career in law. Each mentor makes a commitment for 4 years.

Holland & Hart also participates in Lawyers in the Classroom. In this program a group of attorneys goes to a Denver Public Elementary school and teaches a course to a 5th grade class. These courses are usually centered around government and the constitution.



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League schools: Harvard, Yale, Stanford - Resume Collect Only

Other private schools: Brigham Young University Law School, University of Denver College of Law, Georgetown, George Washington, New York University, Duke University, University of Chicago, Washington University

Public state schools: University of Colorado School of Law, University of Michigan, University of California Los Angeles, University of Southern California, University of New Mexico, University of Virginia

Historically Black Colleges and Universities (HBCUs): N/A

Diversity job fairs: Rocky Mountain Diversity Legal Career Fair

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

Colorado Pledge to Diversity Program:

The Pledge to Diversity in Colorado law firms was originally signed in April, 1993 by Holland & Hart LLP and 22 other Denver law firms. Our purpose was to set forth clear, realistic, and attainable goals for the enhancement of racial and ethnic diversity in Colorado law firms.

Today, the Pledge is a vibrant and active group of law firms seeking to improve diversity in the legal profession.

To Holland & Hart and other Colorado Pledge to Diversity Firms, diversity is a core value that plays an important role in every aspect of the practice and the business of law.

The Colorado Pledge to Diversity 1L Summer Law Clerk Program offers 1Ls from backgrounds underrepresented in the legal profession to compete for summer jobs with a number of major Denver law firms, and corporate legal departments. Holland & Hart participates each year and hires at least one 1L Summer Law Clerk each summer from the 1L Summer Clerk Program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	4	4
African-American/Black	0	2
Hispanic/Latino	2	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	n/a	n/a
Total	6	8

OFFERS MADE* (2016)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	4	3
African-American/Black	0	2
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	4	7

OFFERS ACCEPTED* (2016)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	3	3
African-American/Black	0	2
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	3	7

NEITHER ACCEPTED NOR DECLINED (2016)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	1	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2016)

	Men	Women
White/Caucasian	10	11
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	n/a	n/a
Total	12	12

LATERAL OF COUNSEL HIRES (2016)

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	3	3

LATERAL PARTNER HIRES* (2016)

* Both equity and non-equity

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	0	0

NEW PARTNERS PROMOTED* (2016)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	9	5
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	10	5

NEW EQUITY PARTNERS* (2016)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	9	5
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	10	5

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Other (please specify)

In addition to those items above, the firm also posts active job openings on minority bar association websites, hosts pre-OCI receptions at various offices and most recently has created Diversity & Inclusion billing codes to allow attorneys to track the amount of time spent on diversity initiatives, including recruiting efforts.

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Gibson Arnold & Associates



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2016

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	0	2

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	2	1

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	1	1

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	0	2

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	1	0

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	3
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	1	4

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2016

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	2	1

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	1	2

OF COUNSEL

	Men	Women
White/Caucasian	10	8
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	11	10

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

EQUITY PARTNERS

	Men	Women
White/Caucasian	8	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	8	2

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, gay/lesbian attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded:
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

None.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

21



Retention and Professional Development

PART-TIME ATTORNEYS (2016)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	9	10	149
Of counsel	32	22	54	110
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	4	17	21	242



Management Demographic Profile

FIRMWIDE COMMITTEES 2016

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	5	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	24	12
African-American/Black	0	1
Hispanic/Latino	2	0
Alaska Native/American Indian	0	1
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	28	14

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	3	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	4	4

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	9
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	n/a	n/a
Total	8	10

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	9	3
African-American/Black	0	4
Hispanic/Latino	5	2
Alaska Native/American Indian	2	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	4	0
Individuals with disabilities	n/a	n/a
Total	19	13

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2016)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	15	17	23
Number of such positions held by:			
Minorities	2	2	1
Women	4	5	9
GLBT attorneys	0	0	0
Individuals with disabilities	n/a	n/a	n/a

Two of the above 5 women in charge of practice groups, are in charge of two practice groups each.

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 16

Minorities heading offices: Beth Nedrow, Billings, MT (13); Larry Montano, Santa Fe, NM (10)

Women heading offices: Beth Nedrow, Billings, MT (13); Peggy Gardner, Colorado Springs, CO (7); Kelly Dickson Cooper, Denver, CO (141); Paula Fleck, Jackson Hole, WY (10); Connie Akridge, Las Vegas, NV (24)

GLBT attorneys heading offices: [No response]

Individuals with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: David Garcia, Corporate (91); Romaine Marshall, Cybersecurity (15)

Women heading practices: Christina Gomez, Appellate (40); Mona Burton, Banking & Financial Services (35); Maureen Witt, Commercial Litigation, (129); Laura Dinan, Private Client (23); Billi McCullough, Projects (33); Mona Burton, Real Estate Development & Finance (66); Laura Dinan, Tax & Benefits (44)

GLBT attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Bryce Kunimoto, Diversity & Inclusion Committee (33)

Women heading committees: Kit LeVoy, Audit Letter Committee (7); Amy Bowler, Culture, Happiness & Integration Committee (16); Kelly Johnson, Federal Political Action Committee (3); Liz Sharrer, Lease Committee (4); Liz Sharrer, Management Committee (7); Rebecca Hudson, Partner Responsibility Committee (4); Lucy Stark, Securities Law Compliance Committee (5); Emily Hobbs-Wright, Summer Clerk Committee (3); Leslie Boyle & Lauren Caplan, Women's Forum Steering Committee (41)

GLBT attorneys heading committees: [No response]

Individuals with disabilities heading committees: [No response]



The Firm Says

We of Holland & Hart, individually and collectively, are committed to the principle that each and every person at the firm deserves to be treated with dignity and respect. We are proud of our tradition of fostering and maintaining a work environment in which the diversity of each individual is valued and celebrated. We believe that we can create advantages from our differences by building on our common values and goals. Our diversity contributes to our ability to serve our clients more effectively and with greater creativity and innovation.

Holland & Hart is one of the founding members of the Colorado Pledge to Diversity and has participated in the Colorado Pledge to Diversity 1L Summer Law Clerk Program by hiring at least one diverse summer clerk every year for each of the last 17 years. In 2016 we hired 3 diverse summer clerks and in 2017 have hired 2 diverse summer clerks through the Colorado Pledge to Diversity program. Additionally, 5 of our 2017 9 summer clerks are diverse.

Our partner compensation system and the evaluation/compensation of non-partners consider each attorney's efforts to identify, hire, and retain diverse candidates, and action steps that address the specific needs of diverse and LGBT lawyers. To educate partners about the imperative of diversity to business success, in September 2015 Verna Myers was the keynote speaker at the firm's annual partnership retreat, on the topic "Diversity and Inclusion Skills for Effective Leaders." In February 2016, all members of the firm were invited to watch the Facebook video "Managing Unconscious Bias," that was followed by an anonymous, confidential Diversity and Inclusiveness email survey, separately tailored to administrative staff and to attorneys, seeking input regarding the firm's diversity and inclusiveness efforts. The firm regularly partners with outside organizations to provide training and education sessions on diversity and inclusiveness for all members of the firm.

Established in 1988, the Diversity and Inclusiveness Committee (DIVCOM), helps to foster a culture that values and celebrates the diversity of each individual. DIVCOM meets monthly and the Chair reports regularly to firm management and serves on key firm committees including, partnership selection, recruiting, and associate professional development. DIVCOM distributes a firm wide quarterly D&I newsletter, All In, to educate all members of the firm about diversity and inclusion issues.

In 2015, the firm adopted a separate Ethnic and LGBT Diversity Plan with specific strategies to address recruitment, retention, and promotion practices; and goals to improve processes to track the firm's demographics and work assignments/hours billed on key client matters by diverse attorneys. Recent DIVCOM initiatives to implement the D&I Plan include: 1) new D&I billing codes that appear as a line item on each attorney's monthly financial reports capturing efforts on mentoring and participation in internal and external events/meetings/trainings that foster diversity and inclusiveness; 2) improved recruitment processes that mandate every attorney hiring decision must include efforts to locate and interview at least one diverse candidate, updating attorney interview questions to increase objectivity and minimize implicit biases using behavior-based questions, and targeted summer clerk recruitment to law schools demonstrating a measurable commitment to diversity; 3) new mentoring and retention subcommittees to address the specific needs of the firm's diverse attorneys. In 2016, every diverse associate and of counsel who expressed an interest in mentoring was matched with a diverse partner or senior Attorney. In addition, every diverse associate was provided the opportunity to be matched with a management committee mentor.

Women's Initiatives:

Holland & Hart has been on the forefront of recognizing the importance of retaining female attorneys and promoting women to partnership and leadership roles. We continue to be steadfast in our commitment to our women lawyers-not just in our policies, but in our firm culture and our day-to-day practice. Since the early 1980's, the firm has had a flexible, customizable reduced hours program. Not only are women (and men) who work reduced hours partnership eligible, the firm's partnership promotion process is based on benchmarks and skills, not 'time in,' so attorneys working reduced hours are not 'held back.' Approximately 15% of our attorneys work on some type of reduced hours arrangement.

Recent policies to support work/life balance and career flexibility include a market-leading gender-neutral Parental Leave program (available to domestic partners); telecommuting policy; and an Off-Ramp/On-Ramp policy.

Our historic and ongoing efforts have produced tangible results: women represent 40% of our management and compensation committee members and 38% of practice group leaders and 31% of our office administrative partners are women. Well above the national average, 27% of equity partners are women.

Awards and Recognition:

Center for Legal Inclusiveness 2017 Inclusiveness@Work Award for Law Firm/Legal Department

Chevron Law Function's Diversity Award, 2008 and 2015

In 2016, recognized by Working Mother/Flex-Time Lawyers for the sixth time as one of the "50 Best Law Firms for Women"

"Gold Standard Certification" from the Women in Law Empowerment Forum (WILEF) for the sixth consecutive year in 2016. One of only six firms across that country that satisfied each of WILEF's six criteria.