

Holland & Hart LLP

2021 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Chris Balch – Partner, Chair of the Firm	White	Male	
Lucy Stark – Managing Partner	White	Female	

Executive Committee

Total Number of Attorneys on Committee: 5

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	3	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	3	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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DEI Professional

Does the firm have a chief diversity officer, director of diversity, or other professional(s) leading the firm’s diversity, equity, and inclusion initiatives?

Yes

Name and Title

Phyllis Wan, Chief Diversity & Inclusion Officer

DEI Committee

Does the firm have a diversity, equity, and inclusion committee or the equivalent?

Yes

In what year was the committee formed?

1998

Total Number of Attorneys on DEI Committee: 57

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	28	29	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	6		
Black or African-American	1	4		
Hispanic or Latinx	4	3		
Native Hawaiian or Other Pacific Islander				
White	16	15		
Two or More Races	3			
Other or Unknown		1		
Additional Demographics	3	0	0	0
LGBTQ+ Individuals	3	0	0	0
Individuals with Disabilities	0	0	0	0

Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? N/A

Does the firm have a non-discrimination policy in the employee handbook or elsewhere in firm materials?

Yes

ATTORNEY DEMOGRAPHICS

Attorney Headcount

457 Total attorneys in U.S. offices

457 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

149 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	78	71	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	8	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	1	0	0	0
White	69	58	0	0
Two or More Races	1	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	1	0	0
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Equity Partners

158 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	118	40	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	3	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	108	37	0	0
Two or More Races	5	3	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Equity Partners

56 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	33	23	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	33	20	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Counsel / Of Counsel

94 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	59	65	0	0
American Indian or Alaska Native	0	31	0	0
Asian	1	0	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	3	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	52	31	0	0
Two or More Races	2	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	0	0	0
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Partner-Track Attorneys

0 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Law Clerks

3 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	1	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Office Managing Partners

13 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	10	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	2	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	1	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Hiring Committee

8 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	4	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	3	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

FORMAL PROCESSES AND GOALS

Metrics

Does the firm provide a formal means for attorneys to voluntarily disclose any of the following?

- Yes** Racial/ethnic identity
- Yes** Gender identity and gender expression
- Yes** Sexual orientation
- Yes** Disability

Measurement

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes If yes, describe the firm’s targets:

- The firm’s Diversity and Inclusion Plan (D&I Plan) includes a Diversity Goal to affirmatively consider diverse attorneys as at least 30% of the candidate pool for:*
 - o open attorney positions, including partner and non-partner lateral, entry-level, and summer clerk positions.*
 - o attorneys considered for promotion to partnership*
 - o inclusion of attorneys for openings on firm committees and for each opening on the firm’s Management Committee, Office Administrative Partners, and Practice Group Leaders*
 - o Composition of pitch teams to existing or potential clients*
 - o Succession planning, in the choice of successors to each lawyer’s practice*

Accountability

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes

If yes, explain how the firm holds partners accountable for DEI achievements?

Beginning in 2020, the Compensation Committee began considering objective statistical data that illustrated a partner's support of diverse attorneys, including: (i) billable work, (ii) active participation in pitching clients and work won, (iii) shared origination credit, and (iv) sponsorship/mentoring. Partners were asked to describe in their self-evaluation statements: (A) the opportunities they provided to diverse attorneys such as billable work, active participation in pitching clients, and work won; (B) their efforts in sponsoring and mentoring diverse lawyers; and (C) fellow partners who should be recognized for providing such opportunities to diverse lawyers.

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DEI Training

Which of the following steps has the firm undertaken to bolster diversity, equity, and inclusion awareness among attorneys and staff

- Yes** Provides annual DEI training that addresses implicit bias for all attorneys
- Yes** Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes** Provides DEI training specifically for firm leadership/managers/department chairs
- Yes** Includes DEI training in on-boarding process for new associates and/or summer associates
- No** Retained a DEI consultant to conduct a

If applicable, describe any other initiatives taken:

RECRUITMENT AND HIRING

HBCUs

Does the firm recruit at law schools of Historically Black Colleges and Universities (HBCUs)?

Yes

If yes, which HBCUs does the firm hire from?

Howard University

Law Schools

Does the firm recruit at any other law schools specifically for diversity purposes, such as institutions with significant populations of students of color? (Note that we are looking for intentional recruiting efforts to broaden the pool of applicants and extend more opportunities to diverse students.)

Yes

If yes, which law schools does the firm recruit at specifically for diversity purposes?

George Washington, Georgetown, UVA, UT-Austin, Michigan, Notre Dame, UCLA, USC, American, Arizona, ASU, UC-Berkeley, Cornell, Duke, Emory, Harvard, Howard, Northwestern, NYU, Saint Louise U., San Francisco, Seattle U., Stanford, Vanderbilt, Washington, BYU, Utah, Wyoming, Idaho, Montana, UNLV, DU, CU

2021 Vault Law Firm Diversity Survey

Scholarships

Does the firm offer scholarships, internships, or fellowships to diverse law students?

Yes

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2020
Scholarships	
<ul style="list-style-type: none">The Utah Bar Review Diversity Scholarship assists Utah law students who are actively involved in promoting diversity and inclusion to defray the costs of taking and studying for the Utah State Bar Exam so they can focus on studying for the exam. The Scholarship, sponsored by Holland & Hart, is a partnership with the Utah Center for Legal Inclusion.The firm also sponsors diversity scholarships at the University of Denver Sturm College of Law, University of Colorado Law School, and the University of Idaho College of Law. Link: https://law.utah.edu/students/awards-fellowships-and-competitions/the-g-w-anderson-oil-and-gas-fellowship/ and https://www.utahcli.org/bar-review-scholarship/	4

Internships

Link:

Fellowships

Link:

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

If yes, list the diversity career fairs in which the firm participates

Rocky Mountain Legal Diversity Career Fair

Combating Implicit Bias

What steps has the firm taken to combat implicit bias in recruiting (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

Several years ago, the firm overhauled its interview questions and adopted behavior-based questions that explore candidates' commitment to diversity and elicit candidates' skillsets and qualifications rather than chemistry and personal similarities with an interviewer.

We took additional steps to increase objectivity and minimize implicit biases in the interviewer feedback process.

We implemented a questionnaire for interviewers to numerically rate candidates on categories aligned with objective interview questions. This data-based approach has several benefits: it keeps interviews focused on evaluating candidates based on the objectives, skills, and traits outlined in the behavior-based interview questions; and it allows our Recruitment team to quantify interviewer feedback rather than rely on narrative feedback filtered through the subjective, often unconscious, biases of the interviewer. This process helps to ensure that hiring decisions are based on qualities the firm has identified as important for success. Together with enhanced training and feedback for interviewers, these changes have improved our ability to make better hiring decisions.

Over the last year, Holland & Hart has been one of a few national law firms participating in an innovative pilot program with Thine, a new recruiting technology company founded by a well-known leader in the legal recruiting, coaching, and professional development field. Among many features, Thine endeavors to eliminate bias and inconsistencies in recruiting and evaluation processes.

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Summer Associates

In what ways does the firm support diverse summer associates (e.g., mentoring, training, events, etc.)?

Holland & Hart provides tailored training opportunities to our summer clerks throughout the program, in addition to inviting them to participate in the same training and development opportunities offered to our associates, including opportunities to participate in committee meetings. Summer clerks benefit from the support of a personalized team structure consisting of a workflow supervisor, partner mentor, and two associate buddies. Holland & Hart also creates fun experiences that allow our summer clerks and H&H colleagues to connect and build relationships with one another throughout the summer program.

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1L Summer Associates

Does the firm hire 1L summer associates?

Yes

6 Total 1L summer associates at the firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	4	2	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	1	2	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

Diversity Program Participants

If applicable, how many of the law students who participated in the firm’s 1L summer associate program in 2020 were hired through the firm’s diversity scholarship/internship/fellowship program?

6

2021 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2020? **Yes**

13 Total 2L Summer Associates at the Firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	7	5	0	1
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	3	0	1
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Received Offers

11 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	5	0	1
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	3	0	1
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Accepted Offers

11 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	5	0	1
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	3	0	1
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

0

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Diversity Program Participants

How many of the law students who participated in the firm’s 2L summer associate program in 2020 were hired through the firm’s diversity scholarship/internship/fellowship program?

3

New Attorneys Hired

40 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	19	21	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	2	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	17	18	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	1	0	0
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	0	0	0	0

Mandatory Arbitration

No Does the firm require associates to agree to mandatory arbitration as a condition of employment?

N/A Does the requirement also apply to summer associates?

If yes to mandatory arbitration, elaborate on mandatory arbitration provisions:

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

Women's Forum, Staff Diversity Committee, H&H Pride Network, H&H African-American Network, H&H Asian/Pacific American Network, H&H Latinx Network, New Parent Network

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Affinity Groups Cont'd

What kind of support does the firm provide for its affinity groups or networks?

Holland & Hart provides funding for educational programming, networking and social events for affinity groups. The firm also provides staff resources to assist in creating in-house resource pages for the affinity groups and planning of programming and events.

DEI Events

Does the firm host DE&I retreats or conferences? **Yes**

Does firm leadership attend these events? **Yes**

If applicable, provide more detail on the firms DE&I events:

The D&I Plan prioritizes bi-annual retreats for DIVCOM and Women’s Forum members that offer both substantive meetings on topics important to the firm and its diverse attorneys, as well as social events designed to build and strengthen relationships. Retreats—typically two-day events held outside off-site—provide a safe space for attorneys and leaders across the firm to gather for in-depth, frank discussions about that typically generate many valuable ideas for change and improvement.

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Reverse Mentoring

Does the firm offer reverse mentoring, pairing senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

No

If applicable, elaborate on the firm's reverse mentoring program:

2021 Vault Law Firm Diversity Survey

Associate Committee

Does the firm have an associate committee that consults with the partnership?

Yes

If applicable, describe how the associate committee engages with the partnership:

Holland & Hart's Professional Development Committee (PROCOM), formerly the Associates Committee, is comprised of associates, of counsel, , partners1, and diversity/professional development staff. It meets monthly to discuss the professional development of the associate and of counsel attorneys and to address any questions or concerns they may have. Partner representatives of PROCOM regularly advance questions and/or concerns directly to the Managing Partner or MCOM (Management Committee) to address. These monthly meetings allow for continued dialogue and partnership between our associates and of counsel attorneys, on the one hand, and the partnership and firm management, on the other hand.

Combating Structural Racism

Is the firm a member of the Law Firm Antiracism Alliance (LFAA)? **Yes**

Cultural Awareness

How does the firm commemorate important dates honoring diversity?

Holland & Hart celebrates important diversity-related occasions and events in a number of ways:

- The firm’s internal bi-monthly DEI Newsletter, All In, includes educational information on the background/history of specific dates; features highlighting lawyers and staff who are members of the diverse group; links to local events; information about internal and external training opportunities/CLEs and more.*
- The firm develops internal (firmwide emails from firm management) and external (website and social media posts) communications*
- The firm sponsors events and gatherings in specific markets. For example, the firm regularly sponsors the Boise Pride Festival.*
- Affinity Groups with members of racial or cultural backgrounds also plan specific celebrations, either in person or virtual.*

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

Mentoring & Sponsorship

Does the firm offer a mentorship or sponsorship program that connects diverse attorneys with senior leadership?

Not yet, but currently in development

If applicable, describe the mentoring or sponsorship program

2021 Vault Law Firm Diversity Survey

Professional Development

Does the firm offer professional development programs specifically for diverse attorneys?

Yes

If applicable, elaborate on the professional development programs available to diverse attorneys:

Holland & Hart offers robust professional development opportunities for all lawyers throughout the firm. Holland & Hart also offers more specific professional development opportunities for our diverse lawyers, including topics such as Giving and Receiving Feedback, The Art of Self-Promotion, business development, and others.

2021 Vault Law Firm Diversity Survey

Work Allocation

Does the firm monitor work distribution to ensure that diverse attorneys have equal access to quality assignments and significant client matters?

Yes

Describe how the firm monitors work distribution

The firm has two priorities in assembling all client teams: lawyers with relevant experience and expertise who can perform work efficiently and cost-effectively; and intentional inclusion of diverse lawyers. Intentional inclusion of diverse associates in meaningful work opportunities is achieved by a "Diversity Lieutenant" who supports and advocates on behalf of diverse attorneys, including: (i) reviewing and monitoring the quality and quantity of work; (ii) reviewing billing practices (write-offs/downs and business generation sharing); (iii) liaising with senior lawyers to encourage and facilitate inclusion of diverse attorneys in client work, client pitches, and meetings; and (iv) reviewing the composition of client teams resulting from new business to ensure diverse attorneys "pitched" are included in the work received. Through the firm's participation in the Mansfield Rule Program, we have been tracking the composition of pitch teams to ensure that at least 30% of the lawyers included on business development teams across all practice groups are diverse.

Our D&I Plan also charges PGLs and supervisors to review the overall composition of client teams and work allocation to ensure diverse lawyers are receiving sufficient, meaningful, level-appropriate work.

The CDIO meets regularly with MCOM, PGLs, DLs, and other firm leaders to share best practices and guidance. She has also established formal and informal channels of communication with diverse associates, providing another avenue of support for associates experiencing challenges and ways to connect them with professional development resources inside and outside the firm.

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External Professional & Business Development Opportunities

Does the firm support associate involvement in external activities related to diversity, equity, and inclusion, such as the following?

- Yes** Pays for associate membership in diversity bar associations or other affinity organizations
- Yes** Sponsors associate participation in diversity, equity, and inclusion conferences
- Yes** Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

PROMOTION AND ADVANCEMENT**Countering Implicit Bias**

Has the firm implemented processes to mitigate implicit bias in work allocation, performance reviews, and/or promotions?

Yes

If applicable, describe the firm's initiatives to mitigate implicit bias

Each of the firm's seven practice groups has one or more Diversity Lieutenant, a role held by a partner and currently includes four female partners. DLs advocate on behalf of diverse associates and of counsel attorneys in their groups by monitoring the quality and quantity of their work at least monthly; reviewing billing practices (write-offs/downs and business generation sharing); liaising with senior lawyers to encourage inclusion of diverse attorneys in work, client pitches, and meetings; and assisting in diversity recruitment, retention and advancement decisions. The DLs meet bi-monthly with the CDIO to share best practices and collaborate on firmwide action items that will aid them in advocating on behalf of their practice group's diverse lawyers.

Starting in 2020, all attorneys who completed an annual evaluation (performance review) for an associate or of counsel attorney had to review an unconscious bias checklist before commencing the evaluation process. Additionally, the CDIO, DIVCOM Chair, and Director of Recruitment and Professional Development participate in annual evaluation meetings for every associate and of counsel, ensuring parity is afforded to diverse and female lawyers. These firm leaders also meet with firm employment counsel to review all associate and of counsel compensation proposals to ensure such parity.

The CDIO and Director of Recruitment and Development, both ethnically-diverse women, and the DIVCOM Chair, a male ethnically-diverse partner, are voting members of the Partnership Advancement Committee (PACOM). In addition, this year 56% of PACOM members were female—including the Chair—LGBTQ+, and/or racially/ethnically diverse. At the beginning of the advancement process, the CDIO held an unconscious bias primer for members of PACOM.

The firm has also implemented processes to ensure that business generation credit is assigned equitably, and the efforts of diverse lawyers are appropriately recognized and credited. DLs engage in ongoing conversations with diverse attorneys and PGLs to monitor business-generation credit sharing and ensure that diverse attorneys receive appropriate business-generation credit for new client matters they have a role in generating; and for existing client matters on which they perform significant work and contribute to the client relationship. These leaders support diverse attorneys to advocate for adjustment of business-generation credit as needed. As a result of this new policy, the sharing of origination credit has increased dramatically, which helps diverse lawyers who previously may not have had a significant "book of business" to advance to Income or Equity Partner.

Upward Reviews

Does the performance review process include the opportunity for associates to provide anonymous upward reviews?

Yes

If applicable, describe the firm's initiatives to mitigate implicit bias

Holland & Hart solicits confidential evaluations from associates and of counsel attorneys in the partnership evaluation process. These evaluations are then reviewed by the Partnership Admissions Committee during the due diligence period of the partnership admissions process. Additionally, during the biannual Partner Evaluation process, the Chief Diversity & Inclusion Officer solicits feedback from associates and of counsel who have worked with each partner to be taken into consideration by MCOM during the partner review process.

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Diverse Slate of Candidates

Does the firm employ any of the following measures to ensure that a diverse slate of candidates is considered for promotions, leadership roles, or hiring?

- Yes** The firm is Mansfield Certified
- Yes** The firm is Mansfield Certified Plus
- No** The firm is currently participating in the Mansfield Rule certification process administered by Diversity Lab
- No** The firm has instituted other formal processes (please describe):

Multi-tier Partnership

Does the firm have a multi-tiered partnership? **Yes**

Alternatives to Partnership

Does the firm have a multi-tiered partnership? **Yes**

If applicable, describe the alternatives to partnership:

Of Counsel

2021 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2020 who started as associates at the firm.
19%

Promotions to Partnership

16 Total Number of Attorneys Promoted to Partner in 2020 (includes promotions effective in 2020, not announced in 2020)

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	9	5	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	0	0	0

BILLABLE HOURS AND COMPENSATION

Credit for DEI Work

Does the firm provide billable credit for work contributing to diversity, equity, and inclusion efforts (e.g., with respect to recruiting or business development)? Note that this does not include pro bono projects.

No

If so, how many hours can be applied to the firm’s billable hour target?

N/A

Compensation

Are associate salaries lockstep or discretionary?

Discretionary

Bonuses

Are associate bonuses lockstep or discretionary?

Discretionary

If salaries and/or bonuses are discretionary or hybrid: Does the firm publish compensation ranges or actual compensation for each associate?

No

Flex-time Policy

Does the firm have a formal flex-time policy?

Yes

Reduced-hours Policy

Does the firm have a formal reduced-hours policy?

Yes

Partnership Eligibility

Do attorneys who take advantage of the firm’s reduced-hours or flex-time options remain eligible for partnership?

Yes

Please explain how working an alternative schedule may affect an associate’s path to partnership:

For more than 20 years, the firm has supported attorneys – both men and women – working less than a full-time schedule at any stage of his or her career. There is no separate track for lawyers working less than a full-time schedule. Because partnership admission is based on “readiness,” demonstrated by meeting clearly defined practice benchmarks and business generation targets not “time served,” lawyers working less than full time can be eligible for and admitted into the partnership on the same schedule as lawyers working full time. Numerous associates have been promoted to partner while working a reduced hours schedule.

The firm’s reduced hours and partnership advancement policies are clearly and openly communicated to all new attorneys who join the firm during initial orientation. The firm’s Reduced Time Coordinator, typically a female partner, manages the firm’s reduced hours program and is available as a resource to associates considering the option of a reduced hours schedule. Supervisors, Practice Group Leaders, and the CDIO are also available to provide support and guidance.

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Attorneys Working Reduced Hours

71 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	2	9	0	0
Equity Partners	0	3	0	0
Non-equity Partners	7	9	0	0
Counsel / Of Counsel	25	16	0	0
Non-Partner-Track Attorneys	0	0	0	0

WORKING PARENTS

Family-planning Resources

Does the firm offer any fertility or family-planning benefits, such as in-vitro fertilization, egg freezing, adoption or surrogacy support
No

If applicable, describe the family-planning resources available:

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Parental Leave for Adoption

Does the firm offer parental leave for adoption?

Yes

If yes, is the adoption leave gender neutral?

Yes

Primary & Secondary Caregivers

Does the firm offer parental leave for adoption?

Yes

If yes: In what way does the firm's policy distinguish between primary and secondary caregivers?

A "Primary Caregiver" is an attorney or patent agent who self-certifies that they are the parent primarily responsible for childcare for an infant or newly adopted child during regular work hours during the time period of the leave.

If yes: How much paid leave is available to primary caregivers?

In addition to the Disability Leave and Base Leave, as applicable, Primary Caregivers may take "Primary Caregiver Leave" at 100% of regular base pay, in accordance with the following schedule: A Primary Caregiver whose engagement with the firm commenced within one year prior to the birth or adoption of the child may take up to three weeks of Primary Caregiver Leave; a Primary Caregiver whose engagement with the firm commenced more than one year but less than three years prior to the birth or adoption of the child may take up to five weeks of Primary Caregiver Leave; and a Primary Caregiver whose engagement with the firm commenced at least three years prior to the birth or adoption of the child may take up to seven weeks of Primary Caregiver Leave.

If yes: How much paid leave is available to secondary caregivers?

Personal leave at 100% of regular base pay ("Non-Primary Caregiver Leave") will be available to any attorney or patent agent who is not a Primary Caregiver (a "Non-Primary Caregiver") in connection with the birth or adoption of his or her child, in accordance with the following schedule: A Non-Primary Caregiver whose engagement with the firm commenced within one year prior to the birth or adoption of the child may take up to three weeks of Non-Primary Caregiver Leave; a Non-Primary Caregiver whose engagement with the firm commenced more than one year but less than three years prior to the birth or adoption of the child may take up to five weeks of Non-Primary Caregiver Leave; and a Non-Primary Caregiver whose engagement with the firm commenced at least three years or more prior to the birth or adoption of the child may take up to seven weeks of Non-Primary Caregiver Leave.

If no: How much paid leave is available to those taking parental leave?

N/A



Parental Leave Policy

Describe the firm's parental leave policy.

Holland & Hart offers a generous parental leave policy available to both primary and non-primary caregivers. This leave is available to all attorneys at the firm on their first day of employment. The policy offers a maximum of 16 weeks of paid leave to primary caregivers and 5 weeks of paid leave to non-primary caregivers with the option for both to take up to 10 additional weeks of unpaid leave.

Support for Parents

What steps has the firm taken to support parents and ensure that their parental status does not adversely affect their opportunities for career advancement?

- Yes** Pro rates billable requirements / credit / bonus targets for parents who take leave
- Yes** Provides resources for nursing mothers, such as private nursing rooms, breast milk storage, or breast milk shipping
- No** Offers child care resources, such as onsite day care, back-up child care, etc.
- Yes** Provides programs to assist new parents transitioning to leave and/or returning to work after leave (e.g., ramp up/ramp down, flexible hours, Mindful Return)

Feel free to elaborate on the nature of programs and resources the firm makes available to parents.

INCLUSIVENESS AND ACCESSIBILITY

Equity in Benefits

Do the firm's health care benefits, family leave, and bereavement leave include same-sex spouses and domestic partners?

Yes

LGBTQ+ Inclusivity

What steps has the firm taken to create an inclusive environment for transgender and gender non-conforming individuals?

- Yes** Provides gender-neutral restrooms/facilities
- Yes** Offers health insurance plans that provide equitable benefits for transgender employees and dependents
- Yes** Provides an opportunity for employees to share preferred pronouns
- Yes** Uses gender-neutral pronouns in its policies and materials
- Yes** Non-discrimination policy explicitly includes "gender identity and expression" as a protected category
- No** Other (please elaborate):

Accessibility

What steps has the firm taken to create an inclusive environment for attorneys with disabilities?

- Yes** Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities
- Yes** Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns
- Yes** Non-discrimination policy explicitly includes "disability" as a protected category
- No** Other (please elaborate):

ATTRITION

Departures among U.S. Associates

19 Total Number of Departures among Associates in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	11	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	9	7	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	1	0	0
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	0	0	0	0

Departures among U.S. Partners

9 Total Number of Departures among U.S. Partners in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	6	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	0	0	0

0

2021 Vault Law Firm Diversity Survey

Departures among U.S. Counsel / Of Counsel and Non-Partner-Track Attorneys

8 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

SUCCESSES AND PRIORITIES

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#1

Hiring a CDIO. Last year, at the outset of the global pandemic when many organizations were pulling back their DEI efforts, Holland & Hart hired the firm's first Chief Diversity and Inclusion Officer (CDIO), Phyllis Wan, who was the U.S. Chief Diversity Officer of an Am Law 50 firm and the former Interim Executive Director of the Center for Legal Inclusiveness.

2021 Vault Law Firm Diversity Survey

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#2

Mandatory 25-Hour DEI Requirement As of September 2020, each attorney is required to dedicate and track through time entry at least 25 hours per compensation year to internal or external activities and initiatives that further diversity, equity, and inclusion. Quality, not only quantity, is stressed and tracked—we use separate billing codes for mentoring, supervising, and sponsoring diverse timekeepers, as well as for involving diverse timekeepers in client pitches and chairing or leading DEI initiatives.

2021 Vault Law Firm Diversity Survey

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#3

Development and support of new Affinity Groups, including:

- H&H Pride Network
- H&H African-American Network
- H&H Asian/Pacific American Network
- H&H Latinx Network (coming this summer)
- New Parent Network

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#1

Continuing to support and retain diverse lawyers, including implementing sponsorship assignments

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#2

Continuing to recruit and hire diverse lawyers, particularly at the lateral senior associate/of counsel and partner level

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#3

Enhancing existing collaborations with clients, including the 1L Diverse Summer Experience Program, and continuing to explore creative opportunities to collaborate with clients in joint DEI endeavors.

ADVICE TO CANDIDATES**Advice**

What advice do you have for candidates who are looking for a diverse and inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to diversity, equity, and inclusion?

Candidates who are looking for a diverse and inclusive work environment should aim to speak with diverse attorneys and anyone who is involved in the firm's DEI efforts. Candidates can be directed to the appropriate people via the firm's recruiting team, informal conversations with attorneys at the firm, or (if junior/entry level) by connecting with former summer associates and law school alumni who can put them in touch with key people and/or share their own experiences. Candidates should stay apprised of local DEI events and outreach and pay attention to which firms consistently participate or are recognized for their achievements or contributions to DEI. Some suggested questions to ask to help in the assessment of a firm's commitment to DEI include:

- How does your firm/team ensure that all voices are heard and all perspectives are valued?*
- What are some achievements in DEI over the past 1-2 years that the firm is most proud of?*
- What areas of DEI is the firm most focused on to date?*
- Is there an active DEI committee? What are the goals and recent achievements of the committee? Are members of firm management on the committee?*
- Are there active affinity groups?*
- Is coaching and/or business development support available to attorneys? What does one need to do to obtain that support?*
- Is there a system in place for keeping track of which diverse attorneys are staffed on cases? Are diverse attorneys involved in client pitches and do they receive origination credit?*
- Does your firm have a system in place for tracking and crediting DEI efforts in total annual hours and compensation?*
- Based on your experiences, do you find this firm to be welcoming environment with a positive, inclusive work culture?*
- Has your firm participated in diversity recruiting programs and, if so, have you been successful in retaining and advancing these attorneys?*
- Does your firm have a professional on staff or a dedicated attorney who is responsible for the oversight of DEI initiatives?*