

Wheeler Trigg O'Donnell LLP

2024 Vault Law Firm Diversity Survey

LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Michael Williams, Co-Managing Partner	White	Male	
Carolyn Fairless, Co-Managing Partner	Two or More Races	Female	

Executive Committee

Total Number of Attorneys on Committee:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	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	2	1	0	0
Two or More Races	0	1	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

2024 Vault Law Firm Diversity Survey

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

Michael Williams, Managing Partner, DEI Co-Chair

Michele Choe, Partner, DEI Co-Chair

DEI Committee

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

In what year was the committee formed?

2017

Total Number of Attorneys on DEI Committee: **3**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	2	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	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	0	0	0
Two or More Races	0	1	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

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**

2024 Vault Law Firm Diversity Survey

ATTORNEY DEMOGRAPHICS

Attorney Headcount

116 Total attorneys in U.S. offices

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

U.S. Associates

42 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	26	1	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	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	13	24	1	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	4	0	0
LGBTQ+ Individuals	2	3	0	0
Individuals with Disabilities	0	1	0	0

2024 Vault Law Firm Diversity Survey

U.S. Equity Partners

40 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	29	11	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	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	27	8	0	0
Two or More Races	0	3	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. Non-Equity Partners

0 Total Non-Equity Partners

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

All WTO partners are equity partners.

2024 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

23 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	12	11	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	12	11	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	0	0	0
Individuals with Disabilities	0	1	0	0

U.S. Non-Partner-Track Attorneys

11 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	3	8	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	8	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

2024 Vault Law Firm Diversity Survey

U.S. Law Clerks

0 Total Law Clerks

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

Since WTO law clerks only work during summer months, we did not have any clerks on December 31, 2023.

U.S. Office Managing Partners

3 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	1	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	2	0	0	0
Two or More Races	0	1	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

2024 Vault Law Firm Diversity Survey

U.S. Hiring Committee

11 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	7	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	1	1	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	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:

From a recruiting standpoint, our contributions to and participation in the Practice Denver recruitment initiative are a way that we are trying to bolster diversity among our law student hires. Practice Denver is the recruiting branch of the broader Denver Law Firm Coalition for Racial Justice, launched in 2020 by the five largest Denver-based firms, including WTO. The Coalition was founded specifically with the hope of increasing representation and hiring opportunities for black attorneys (although we’re considering a much broader pool of diversity identifiers when it comes to these applicants). We also work through the Leadership Council on Legal Diversity and the Colorado Pledge to Diversity to expand our pipeline of diverse candidates.

2024 Vault Law Firm Diversity Survey

Accountability

Does the firm include achievement with respect to diversity, equity, and inclusion as a component of partner compensation?

Yes

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

WTO ties compensation to "firm citizenship," which includes areas such as DEI efforts, committee leadership and participation, business development and marketing efforts, and recruiting. Meaningful involvement in any of these areas may affect a lawyer's compensation in a given year.

2024 Vault Law Firm Diversity Survey

DEI Training

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

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

If applicable, describe any other initiatives taken:

2024 Vault Law Firm Diversity Survey

RECRUITMENT AND HIRING

HBCUs

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

No

If yes, which HBCUs does the firm hire from?

2024 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 2023
Scholarships WTO's internship hiring is a fluid process from year to year. Interns are paid and have ranged from candidates in high school to college to recent college graduates. In 2023, WTO's school-year intern was hired through the Arrupe Jesuit High School Corporate Work Study Program. Of the firm's two summer interns that same year, one intern was hired through our partnership with the Delta Eta Boule Foundation (while the other was a direct applicant). Link: https://wtotrial.com/lawyers	3

Internships

Link:

Fellowships

Link:

2024 Vault Law Firm Diversity Survey

Career Fairs

Does the firm participate in legal diversity career fairs?

No

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

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.)?

WTO has worked with IAALS, the Institute for the Advancement of the American Legal System, to survey WTO partners regarding what qualities and characteristics were most important for new WTO lawyers to possess. IAALS had previously surveyed more than 24,000 law firm partners nationwide regarding the same topic. WTO's answers differed significantly from the national results. Once we knew the specific qualities and characteristics that our partners look for, we adopted a behavior-based interview format—in contrast to traditional models focusing solely on "pedigree and fit"—to mitigate implicit bias in the recruiting and hiring process. Since making this change, we have substantially increased our offers of employment to diverse and women attorneys. We have applied a similar methodology to the associate review process to help combat implicit bias in retention and advancement. WTO also hosts an annual firmwide Recruiting Training that reiterates the best practices around interviewing, including a refresher study on implicit bias categories and how to actively combat them. Additionally, WTO will facilitate a firmwide Awareness training for all employees this year. This training will address generational differences in the workplace and how to best facilitate inclusion and fairness across the firm.

2024 Vault Law Firm Diversity Survey

Summer Associates

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

WTO's summer associates perform substantive work under associate and partner supervision. Summer associates are matched with both an associate and partner mentor, participate in several professional development trainings, and attend social activities specifically designed to allow them to network across the firm and with their local peers. Additionally, summer associates hired through the Leadership Council on Legal Diversity's 1L Scholars Program (LCLD) are enrolled in LCLD's 1L Scholars Summit, which features thoughtful content from expert speakers and breakout group sessions for connecting with fellow 1L Scholars.

2024 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

3 Total 1L summer associates at the firm in 2023

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	1	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

Diversity Program Participants

If applicable, how many of the law students who participated in the firm's 1L summer associate program in 2022 (2 years ago) were hired through the firm's diversity scholarship/internship/fellowship program?

3

2024 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2023? **Yes**

4 Total 2L Summer Associates at the Firm in 2023

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	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	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

2L Summer Associates Who Received Offers

4 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	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	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

2L Summer Associates Who Accepted Offers

4 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	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	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

0

2024 Vault Law Firm Diversity Survey

Diversity Program Participants

How many of the law students who participated in the firm's 2L summer associate program in 2023 were hired through the firm's diversity scholarship/internship/fellowship program?

1

New Attorneys Hired

24 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	14	1	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	14	1	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	5	0	0
LGBTQ+ Individuals	1	3	0	0
Individuals with Disabilities	0	2	0	0

Mandatory Arbitration

Yes Does the firm require associates to agree to mandatory arbitration as a condition of employment?

Yes Does the requirement also apply to summer associates?

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

Employees and the Firm agree to submit any and all claims or disputes that they could pursue in a court of law or equity which may arise between the Employee and the Firm (or its employees, partners, agents or representatives) at any time after the Effective Date of the Agreement ("Claims") to binding arbitration. The only Claims not covered by this Agreement are (1) claims by the Employee for worker's compensation or unemployment compensation; (2) any claims by the Firm for injunctive relief (e.g. for breach of the Firm's confidentiality policies, disclosure of trade secrets, etc.); and (3) any claims which cannot be the subject of mandatory arbitration in accordance with federal or state law.

2024 Vault Law Firm Diversity Survey

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

No

If yes, list the firm's affinity groups:

2024 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

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

2024 Vault Law Firm Diversity Survey

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:

WTO offers seminars, CLEs, and trainings to firm personnel and clients throughout the year on topics around diversity, equity, and inclusion. In 2022, WTO hosted it's first DEI roundtable with clients and WTO attorneys. The goal of these roundtables is to open up an honest discussion of what works, and what doesn't, to advance diversity, equity, and inclusion practices in the legal industry. WTO's intent is to listen and learn from the collected experiences of diverse attorneys in the legal industry.

2024 Vault Law Firm Diversity Survey

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:

2024 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:

WTO has two designated associate liaisons—a senior associate and a junior associate—who meet with associates regularly and filter concerns directly to the management committee.

2024 Vault Law Firm Diversity Survey

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?

WTO's DEI committee plans firm activities for the following dates. Our activities have included sponsoring industry presentations, hosting a video conversation about issues, participating in community events, volunteering for causes, and planning cultural celebrations. We post about these activities on the firm's social media to raise awareness externally, and we also circulate an internal newsletter to highlight our recognition of diversity related dates.

*MLK Jr. Day

*Black History Month

*Women's History Month

*Asian American Pacific Islander Heritage Month

*Pride Month

*Juneteenth

*Hispanic Heritage Month

*National Disability Employment Awareness Month

*Veterans Day

*Native American/American Indian Heritage Month

2024 Vault Law Firm Diversity Survey

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

Mentoring & Sponsorship

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

Yes

If applicable, describe the mentoring or sponsorship program

Partners are continuously working closely with associates, both diverse and otherwise, to develop their overall skill sets. We pair partner-associate teams thoughtfully—making sure that diverse associates work with diverse and non-diverse partners and vice versa. These thoughtful pairings lead not just to substantive training, but also mentoring in general and relationship building.

2024 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:

WTO participates in the LCLD Pathfinder and Fellows programs, which provide substantive, meaningful, and sustained opportunities for diverse attorneys to build their networks and develop their skills alongside private practice lawyers and in-house counsel from around the country. WTO also supports diverse attorneys with specialty bar association dues and access to leadership opportunities in those organizations. Diverse attorneys at WTO also regularly participate in the Colorado General Counsel Mentoring Program, building their relationships and networks with influential general counsel.

2024 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

WTO's Attorney Development Counsel monitors both the workloads and opportunities of all WTO associates. This person ensures that all associates, including diverse associates, receive high-quality opportunities and the support they need to perform well in their roles on those teams. Additionally, lead partners include diverse team members on pitches. When a proposed pitch team is not diverse, our marketing department consistently asks lead partners to consider including diverse attorneys in the pitch. Together, lawyers and marketers confirm that the attorneys featured in pitches actually have time to do the work when it comes in. Since implementing these tactics, our working teams have become substantially more diverse.

2024 Vault Law Firm Diversity Survey

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):

WTO supports and encourages associates to participate in DEI-related events outside of the firm. Associates who are involved in external events are encouraged to use WTO's office and event spaces to host community events, fundraisers, and more.

2024 Vault Law Firm Diversity Survey

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

WTO's associate review process is a behavioral- and evidence-based model designed to specifically disrupt implicit bias. This builds on a similar behavioral- and evidence-based model shift we made to our interview process a few years ago. Supervising attorneys are automatically prompted to enter feedback on associates when time or billing thresholds reach certain points, such as six months or 100 hours on a matter.

Upward Reviews

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

No

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

2024 Vault Law Firm Diversity Survey

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?

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

WTO supports numerous pipeline efforts to encourage diverse attorneys to pursue careers in the law. As a result of our years-long focus on promotion and advancement, 27% of partners—and WTO only has one partnership tier—and 50% of our management committee are women. WTO was also one of the first major firms in the Rocky Mountain region to elect a diverse managing partner, in 2012. WTO's recent measures include but are not limited to:

*WTO co-founded and continues to play a leading role in the Denver Law Firm Coalition for Racial Equity. The Coalition brings together the five largest Denver-based law firms to advance racial equity in Denver's legal community through knowledge-sharing, joint initiatives, and accountability measures.

*In 2023, the Coalition's Practice Denver initiative, which recruits diverse Chicago-area law students to Denver for summer clerk positions, held its second annual recruiting event in Chicago. The event included a panel of attorneys discussing their experiences at their Coalition firms and in Denver, as well as a networking component with additional representatives from the firms and a member of the Colorado judiciary. The work for Practice Denver 2024 is underway, with recruiting events scheduled for April and May. WTO's first Practice Denver hire will join the firm this summer.

*In 2023, WTO launched its first DEI Committee. The Committee provides strategic direction on DEI planning and continually advises to facilitate a culture of inclusion, increase diversity in the firm, and supporting the legal community's diversity pipeline efforts. The Committee has engaged an outside DEI consultant to help WTO develop, implement, and maintain a comprehensive and strategic DEI plan.

*2023 was a strong year for WTO's Summer Law Clerks. With 100% retention, this talented and diverse group of 7 future lawyers engaged in multiple substantive projects and created meaningful connections that will help them achieve their professional goals. 3 will return in the summer of 2024, and 4 will join the firm as associates.

*In 2023, guest speaker Sherin Sakr, the General Counsel of WellBiz Brands, presented "Courage to be Seen," for a captivated audience of 50+ attorneys, summer law clerks, and staff. Sherin delivered her recent keynote address from the Colorado Diversity Council's LGBTQ+ Unity Summit, which explored the adversity she faced growing up as an "other" in Egypt, Puerto Rico, Germany, and

Multi-tier Partnership
Does the firm have a multi-tiered partnership? No

Alternatives to Partnership

Does the firm have a multi-tiered partnership? Yes
If applicable, describe the alternatives to partnership:

Attorneys who choose not to take the partner track have the option to pursue staff counsel and of counsel positions.

2024 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2023 who started as associates at the firm.
60%

Promotions to Partnership

1 Total Number of Attorneys Promoted to Partner in 2023 (includes promotions effective in 2023, not announced in 2023)

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	1	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	1	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

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?

Lockstep

2024 Vault Law Firm Diversity Survey

Bonuses

Are associate bonuses lockstep or discretionary?

Hybrid

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

While individual compensation levels are not published, the base salary for associate pay is published.

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:

Working an alternative schedule may naturally slow an associate's path to partnership, depending on circumstances and that associate's ability to gain the necessary experience and judgment to be considered qualified to be a partner. That said, nothing in our firm policies or culture dictates that an associate working alternative hours will be delayed in reaching partnership consideration.

2024 Vault Law Firm Diversity Survey
Attorneys Working Reduced Hours

3 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	0	1	0	0
Equity Partners	0	0	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	0	2	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:

2024 Vault Law Firm Diversity Survey

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's parental leave policy distinguish between primary and secondary caregivers?

Yes

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

WTO parental leave policy defines the primary caregiver as a the "birthing parent" and the secondary caregiver and the "non-birthing" parent.

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

17 weeks

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

12 weeks

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

N/A

2024 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

WTO offers paid leave benefits to "birthing" and "non-birthing" parents. A birthing parent is entitled to up to 12 weeks of fully paid medical parental leave after the birth of a child. A birthing parent may also use the firm's new parent leave, adding another five weeks of fully paid leave, for a total of 17 weeks. A non-birthing parent is entitled to five weeks of fully paid leave. This applies to adoption as well as childbirth.

2024 Vault Law Firm Diversity Survey

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.
- No** 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.

2024 Vault Law Firm Diversity Survey

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
- Yes** Other (please elaborate):
WTO's website is enhanced for accessibility.

2024 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

10 Total Number of Departures among Associates in 2023:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	7	3	0	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	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	2	0	0
Two or More Races	0	0	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

Departures among U.S. Partners

4 Total Number of Departures among U.S. Partners in 2023:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	2	0	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	2	1	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

0

2024 Vault Law Firm Diversity Survey

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

1 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2023

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	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	1	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

2024 Vault Law Firm Diversity Survey

SUCSESSES 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

In 2023, WTO is partnered with DEI consultant Maria Arias to create a comprehensive DEI strategic plan.

2024 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

We are proud that we expanded the DEI Committee from two working members to seven working members.

2024 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

Our firm has made progress on restructuring our attorney recruiting strategies to open new pipelines of talent. We are modifying our interview and screening practices to intentionally disrupt bias, taking a more holistic approach to candidate evaluation, and moving away from the traditional "fit-and-pedigree" model of law firm hiring.

2024 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

We plan to focus on all elements of our three-year DEI strategic plan, with a particular emphasis on policies and practices that will improve retention and advancement of diverse talent longterm.

2024 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

We are conducting annual employee engagement surveys to measure where the firm stands with its employees, and we will measure our progress and performance over time.

2024 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

We aim to increase the quantity and quality of the firm's training and programming around DEI-related topics. For example, we have a new series of DEI workshops this summer, and in the fall we plan to re-introduce the topic of generational diversity.

2024 Vault Law Firm Diversity Survey

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?

WTO always encourages students to connect with attorneys at the firm for conversations about associate experience, culture, growth areas, what differentiates the firm, etc. Good questions to ask during the interview process would focus on what a firm's key DEI initiatives are, what local DEI involvement may look like, what systems/structures/policies/resources are in place to support diverse lawyers and counteract implicit bias, whether the firm has a professional dedicated to developing and expanding DEI work, and whether the firm's leadership has expressed a commitment to DEI.