Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Haynes and Boone LLP

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Taylor H. Wilson, Chair and Firmwide Managing Partner

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Sharon Jones, Partner and Chief Inclusion Officer

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

The firm is not women-owned, minority-owned, or LGBTQ+-owned.

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

Haynes Boone has the following networks, all of which are open to all attorneys (both as a member or an ally), regardless of whether they personally identify with the community each group represents: Asian/Pacific Islander Network, Black Lawyers Alliance, First Generation Network, Latin/Hispanic Network, Next Generation Network, Lawyers of Tomorrow Network, Pride Network, Veterans Network, Women's Initiative Network, and the Working Parents and Caregivers Network. Participation is entirely voluntary, and the groups welcome both members and allies who share a commitment to an inclusive workplace. The networks are fully integrated into the Firm's broader inclusion strategy and provide structure, goal-setting support, and a direct reporting line to Firm stakeholders, through Executive Sponsors who serve in firm Management roles.

Each network hosts professional development and engagement opportunities, among others, for its members, which the Firm supports financially and administratively. That support includes:

Leadership Support: In general, the inclusion networks are co-chaired by a partner or counsel and an associate who works closely with the Inclusion Department to implement, strategize and deliver programming consistent with the customized goals of the networks. The day-to-day support also includes event planning and logistics, budget management, internal and external communications, calendaring and coordination across all offices. The networks are also paired with an Executive partner sponsor to provide additional strategic guidance.

Annual Budget: Each network has a dedicated budget funded by the Firm to support programming that includes attending conferences, guest speakers, training, local community events and partnerships and member engagement.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

The firm hosts an Associate/Counsel Retreat biennially. This retreat is open to all associates and counsel globally.

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

Cultural observances, such as Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, Pride Month, Juneteenth, Hispanic Heritage Month, etc., are marked with thoughtfully curated programming designed to educate, inspire, and bring our people together.

This year, many networks hosted interactive heritage events across offices, including trivia emails and lively Jeopardy!-style competitions that test and grow our cultural knowledge, in addition to lunches and/or dinners for enhanced integration. Many programs also provide attorneys with the opportunity to earn Continuing Legal Education credit. To ensure accessibility and flexibility, we often record webinars and make them available through our Continuing Diversity Education website for on-demand viewing. All recordings are available for attorneys and professional staff.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

The Firm has local and regionally based Inclusion & Engagement ("I&E") committees, which are comprised of both attorneys and staff. These committees are open to all members of the firm, ensuring that inclusion is treated as a shared responsibility rather than the province of any single group. Separately, every new hire participates in an I&E Orientation. Additionally, the Firm provides cultural competency and implicit bias training to entry-level attorneys and summer lawyers, The Firm also provides the following benefits and/or policies:

Working parents:
• Family-planning resources, such as in-vitro fertilization, egg freezing, adoption or surrogacy support
• Up to 18 weeks for primary caregivers and up to 4 weeks for secondary caregivers for paid leave
• Prorated billable requirements, credit or bonus targets for parents who take leave
• Resources for nursing mothers, such as private nursing rooms and Milk Stork
• Ramp up and down time to assist with transitioning for leave and/or returning to work after leave
• Our non-discrimination policy includes parental status as a protected category

LGBTQ+ inclusivity:
• Healthcare benefits, family leave, and bereavement leave for same-sex spouses and domestic partners
• In-office gender-neutral restrooms
• Preferred pronouns usage in signature blocks
• Gender-neutral terminology in policies and materials
• Our non-discrimination policy includes gender identity and expression as a protected category

Accessibility:
• Physical accessibility in our buildings, workspaces and parking facilities
• We share the process for attorneys to request accommodations or raise other workplace concerns
• Our non-discrimination policy includes disability as a protected category

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

The Firm boasts an innovative associate mentorship program called HB Beginning Matters. It is designed to immerse each new entry-level and lateral non-partner lawyer, into the fabric of our firm from day one of their legal career at HB. These initial months are pivotal, setting the stage for learning, growth, and seamless integration into our professional community. Every new entry-level and lateral non-partner lawyer will be paired with a dedicated team consisting of their Section Chair, Supervisor(s), Mentor(s), and a member of Attorney Development.

Structured team meetings at three-, six-, and twelve-month intervals ensure that participants receive consistent guidance on professional development, skills building, networking, and integration into the firm.

Additionally, our Inclusion Networks have identified specific areas of focus relevant to the communities they serve, including women, people of color, and LGBTQ+ professionals. To supplement the Firm's broader mentorship programs, and at the request of three networks, we have created dedicated mentorship initiatives for the Black Lawyers Alliance Network, First Generation Network and Latin/Hispanic Network, providing targeted support, sponsorship, and professional development tailored to the unique experiences and challenges faced by members of these communities. These network-specific mentorship programs—open to all members of the networks, including allies—complement our firmwide efforts by offering a more personalized layer of connection and guidance.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

The Firm does not have a reverse mentorship program.

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

The Attorney Liaison Committee meets quarterly. Associate members are selected from across the firm to represent their colleagues. They bring Associate issues of concern to the Partner Co-Chairs as well as members of firm management for discussion and clarification.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

Haynes Boone offers a structured suite of professional development programs for junior attorneys, beginning with HayBoo U, an entry-level onboarding program focused on early leadership, skills development, and integration. This foundation is reinforced through milestone development and skills-based programs that provide targeted training at key career stages of an associate's career. The firm's leadership development initiative, HB Building Leaders, is integrated across these milestone development programs and focuses on people leadership (mentoring and collaboration), practice leadership (client service and innovation) and community leadership (engagement beyond the firm). The firm hosts an All Associate and Counsel Retreat which further complements this formal training by providing an opportunity to foster cross-office collaboration, strengthen internal networks and gain exposure to emerging topics such as AI and technology innovation.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

For our entry-level and lateral recruiting efforts, we use Suited as a required part of our application process. This program has assisted with removing bias in the review process as well as giving our firm access to law students and other potential candidates that we may not have had the opportunity to engage with otherwise.

Additionally, pursuant to the Firm's 2030 Strategic Plan, we have enhanced our Partner Performance Self-Assessment, Admission to Partner, and Counsel Readiness Forms to include descriptions of the attorney's Inclusion & Engagement efforts. This alignment supports our goal to monitor promotions and appointments processes and continue commitment of firm leadership to I&E. This encourages our attorneys and senior staff to increase their involvement and support of the firm's I&E efforts and understand it as essential to their personal success and the Firm's success. We also regularly conduct interview training for purposes of bias reduction and uniformity for all Hiring Committee members.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

The Firm offers "HB Scholarships" for all law students to apply for consideration. These scholarships are limited in number, and given for 1Ls, 2Ls, and 3Ls. It is a tiered payment with different scholarship amounts at each level – these funds are to assist with any expenses related to law school. The HB Scholarships are open to all and require students to submit a personal statement in response to our Firm's prompt.

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

Annual performance reviews are audited by the Attorney Development and the Inclusion & Engagement teams for implicit bias. The Firm also monitors work allocation monthly to eliminate any disparities in quantity of work.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

Yes, we have an equity and a non-equity partner track.

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

The Counsel role is used for our experienced attorneys who are neither Partners, Senior Counsel nor Associates. To merit this designation, an attorney must perform work of the highest quality and must have been practicing law long enough to be considered for partner under firm guidelines. For consideration for this position, the lawyer should be doing something unique (either because of a skillset, knowledge or industry/client relationships), such that the loss of this attorney would significantly impair our ability to serve our clients. The firm also hires non-partner track attorneys.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

The Firm does offer flex-time. These arrangements are specific to individual attorneys and their circumstances. Depending on the hours worked, it may extend the time for partnership consideration, but it does not exclude one from the opportunity of being elected to partnership. We also have partners who are working under reduced hours arrangements.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

Through the Firm's DEI Creditable Time policy, attorneys receive billable-hours credit for meaningful work that advances inclusion across the Firm and the broader legal community. Eligible activities include service on Firm committees and the inclusion networks, mentoring and sponsorship of colleagues, participation in pipeline initiatives, planning and leading inclusive programming and training, and engagement with certain client-facing efforts.

Attorneys may receive credit up to 50 hours annually toward their total hours, and this time is counted the same as client billable hours for purposes of compensation, bonus eligibility, and advancement decisions. Credited hours are tracked through our standard timekeeping system using designated codes, with oversight from the Firm's Inclusion Department and Inclusion Oversight Committee to ensure the work is substantive and consistently recognized.

We also provide an annual bonus for individuals with significant inclusion contributions as demonstrated through DEI creditable time hours. The inclusion bonus is separate from the Firm's billable hours bonus.

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Successes and Priorities

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

The Firm's top three accomplishments in fostering inclusion are reflected in the strength of our Inclusion & Engagement committees, pipeline programming, and summer initiatives.

The committees are open to all members of the firm—attorneys and staff—assuring that participation is broad-based and that inclusion is treated as a shared, firm-wide priority. The New York Committee is launching HB Cares, an office-led initiative designed to organize and expand internal and external community engagement and volunteer opportunities in New York City.

Secondly, through our Lawyers of Tomorrow Network, the firm connects high school, college and law students to our practice to teach them about the opportunities available in the legal industry and to broaden access to the profession. This work spans multiple markets, reaching students in Austin, Dallas, Houston, London, New York and Washington, D.C./Virginia area. We partner with organizations, such as YES Prep, Momentum Education, Statesmen Academy, Minds Matter, and Communities in Schools..

Lastly, our summer programming serves as a key avenue for advancing inclusion at the firm, providing an opportunity to engage, support, and develop diverse talent early in their careers. The Black Lawyers Alliance, First Generation and Working Parents and Caregivers networks annually host programming open to all summers, and through candid presentations, provide sage advice on having a successful summer experience and preparing for legal practice after graduation.

- What are the firm's top three priorities for advancing inclusion within the firm?

Haynes Boone's top three priorities are 2030 Strategic Plan is integral to advancing inclusion within the Firm as it marks our focus to recruit, retain and advance top talent.

First, as noted in the plan, expanding and diversifying the firm's recruiting efforts, including deepening relationships with law schools, pipeline programs, such as PracticePro, and non-traditional talent pools, will be essential to sustaining progress. As the Firm executes against its strategic plan, recruiting strategies will be aligned with the broader goal of building a workforce that reflects the communities and clients we serve.

Second, as a market leader in diverse practice specialties, we recognize that access to high-quality, career-building work is one of the most significant drivers of development and advancement. Through structured assignment systems, transparency in staffing decisions, and ongoing monitoring of allocation patterns, the Firm seeks to eliminate disparities and ensure that every individual has a fair opportunity to develop skills, build client relationships, and progress in their career.

Lastly, we invest in mentorship programs, like HB Beginnings and mentorship programming for the Black Lawyers Alliance, First Generation and Latin/Hispanic networks; training initiatives, leadership development, and sponsorship opportunities that are designed to reach every level of the organization and to ensure that talent is cultivated equitably across the firm.

Advice to Candidates

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

Find a place where Inclusion is integrated into the firm culture. Connect with people who share your interests or background but remain open to receiving mentorship from all.

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

The Firm's 2030 Strategic Plan, calls for expanding training programs for all attorneys and staff to promote inclusive hiring, retention, and promotion practices; proactively recruiting diverse entry-level and lateral attorneys and professional staff; continuing to develop mentoring and work-allocation programs; benchmarking our performance against industry metrics; and assigning value to inclusive efforts in performance evaluations at the non-partner, partner, and senior administrative leadership levels. Our Chief Inclusion Officer, working alongside our Inclusion Oversight Committee, monitors this progress.

As previously mentioned, Haynes Boone maintains a Continuing Diversity Education ("CDE") Portal that is open to all attorneys and staff. The portal houses recorded webinars and programming covering topics directly relevant to fostering inclusion for women, people of color, LGBTQ+ individuals, people with disabilities, and caregivers, among others. Recent additions to the CDE Portal include sessions on implicit bias and belonging featuring Judge Tonya Parker during Pride Month as well as heritage month programming such as a fireside chat on Latino advocacy; a Financial Literacy Series designed to support equitable career advancement; a session on navigating generational diversity in the workplace; and a program on exploring neurodiversity awareness and understanding. Many of these sessions qualify for Continuing Legal Education credits, enabling attorneys to earn credit while deepening their cultural competency. The CDE Portal also archives firmwide events, such as the 2024 Juneteenth celebration featuring Dr. Opal Lee, which was broadcast live globally and is now available for on-demand viewing.

The Firm publishes a biannual Advancing Inclusion Newsletter to keep all attorneys and staff informed about inclusion programming, achievements, and opportunities across offices. The newsletter highlights local and firmwide events, such as Women's History Month celebrations hosted by the Women's Initiative Network committees in Dallas and New York, pipeline visits by the Lawyers of Tomorrow Network, and the Firm's participation in industry events like the Center for Women in Law's Women's Power Summit and the "Pursuing Greatness with Women in Energy" brunch. The newsletter also spotlights individual awards and recognition, including selections to the National Association of Women Lawyers Rising List, and the Leadership Council on Legal Diversity Fellows Program. The UK I&E Committee was spotlighted in the latest issue for expanding its impact across the London market, publishing a monthly "UK Inclusion & Engagement Committee" newsletter and hosting programming in partnership with organizations such as the East Asian Lawyers Organisation. This year, they received five nominations from Women & Diversity in Law Awards, including, "Law Firm of the Year" and "D&I Initiative or Programme of the Year – Community Focus."

Haynes Boone also publishes an annual "Advancing Inclusion Progress Report" to document its achievements. Each report highlights recent efforts and programming, which we share internally and with our clients and job candidates. The report also showcases our 10-step Inclusion Action Plan development initiative, which incentivizes attorneys to incorporate inclusive practices into their daily work now embedded in our Partner Performance Self-Assessment, Admission to Partner, Counsel Readiness, and Senior Leadership Team Self-Evaluation forms. In addition, the Firm's pro bono practice has advanced civil rights through landmark engagements, including securing a historic settlement for more than 30,000 LGBTQ+ veterans discharged under discriminatory military policies. Access to the report is provided here: https://online.fliphtml5.com/qfhle/inns/#p=1.

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