Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Holland & Knight 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.

Robert J. Grammig - Chair and Chief Executive Officer
David C. Whitestone - Managing Partner
Tiffani Lee - Deputy 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.

O'Kelly E. McWilliams III - Engagement Partner
Nichole Olajuwon - Director of Engagement and Career Development

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

No

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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?

Holland & Knight's nine firmwide Engagement Networks – Asian/Pacific Islander, Black, DiverseAbility, Hispanic, LGBTQ, Middle Eastern/North African, Native American, Veterans and Women's – provide a platform for our lawyers to share advice, exchange ideas, and foster personal and professional success. These groups have separately funded budgets and develop and sponsor educational programs, as well as community service initiatives, both firmwide and at the local level. In addition, certain Engagement Networks host retreats to facilitate in-person connections and provide meaningful programming designed to support professional growth and opportunity. Participation is open and accessible to all.

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

Holland & Knight's Engagement Networks, which are open and accessible to all, host retreats and programs designed to foster meaningful connections, strengthen professional relationships, and support leadership development. Most notably, the firm's Women's Engagement Network hosted a series of Regional Leadership Retreats across the firm, led by business growth coach and author Deb Feder. These retreats featured sessions focused on relationship building, developing an effective personal pitch, and creating strategic networking plans, with the final day dedicated to client engagement and business development opportunities. In addition, in 2025, the Asian/Pacific Islander Engagement Network hosted a mini-retreat in conjunction with the NAPABA Convention, and the Black Engagement Network hosted a partner retreat in connection with the Congressional Black Caucus Annual Legislative Conference.

Holland & Knight attorneys also regularly participate in leading external conferences and professional development programs, including the Charting Your Own Course Conference and the CCWC Career Strategies Conference, as well as the national conventions of affinity bar associations, including the National Asian Pacific American Bar Association (NAPABA), South Asian Bar Association (SABA), National Bar Association (NBA), Hispanic National Bar Association (HNBA), and the National LGBTQ+ Bar Association's Lavender Law Conference and Career Fair.

- **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.)?

Holland & Knight annually commemorates many heritage months and days of cultural importance, including Black History Month, Women's History Month, Arab American Heritage Month, Asian American and Pacific Islander (AAPI) Heritage Month, Haitian Heritage Month, Pride Month, Disability Pride Month, Hispanic Heritage Month, National Disability Employment Awareness Month, National Family Caregivers Month and Native American Heritage Month, as well as the following days of importance: Martin Luther King, Jr. Day, International Women's Day, Juneteenth, Women's Equality Day and Veterans Day. Our commemoration includes firmwide programming featuring thought leaders such as Jarred Howard, founding CEO of the National Juneteenth Museum; Tourmaline, acclaimed author, artist and LGBTQ+ activist; and Todd Purdum, award-winning author and journalist, as well as social media campaigns, educational toolkits and resource guides, and video series.

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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.

Holland & Knight seeks to further develop an organization and culture where all talented individuals, including those traditionally underrepresented in the legal profession, can have, and can see, a path to long-term success.

To support that goal, the firm sponsors nine Engagement Networks, including communities focused on women, attorneys of color, LGBTQ+ attorneys, attorneys with disabilities, veterans, and others. Open and accessible to all, these networks help foster community, strengthen professional relationships, raise awareness and understanding, and provide opportunities for professional development, mentoring, leadership growth, and business development.

In addition, Holland & Knight invests in mentoring, sponsorship, coaching, leadership development, and career development initiatives, as well as resources that support attorneys at different stages of life and career, including parents and caregivers. Together, these efforts help create an environment where attorneys feel connected, supported, and positioned for long-term success.

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.

All associates are assigned a partner mentor. Partner mentors provide valuable advice, insight, and feedback drawn from their own experience. Partner mentors also help mentees build meaningful connections that support their professional development and contribute to a vibrant firm culture.

- **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 currently have an official reverse mentoring program separate and apart from the associate mentoring 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 firm does not currently have an official firmwide associate committee, but many of our of offices have informal associate committees that engage periodically with partnership on culture-building or developmental initiatives. Some of our Sections also have formal associate committees who engage with Section leadership on professional development, utilization and career mapping.

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

The firm conducts a summer-long training program for our summer associates focused on introducing them to the firm, the practice of law and trends, challenges and opportunities within the legal industry.

Additionally, when associates begin, they take part in the New Associate Training Program, which consists of 2-3 days of in-person training followed by 6 months of virtual trainings. In addition, the first associates are divided into 10-person coaching cohorts that meet monthly to discuss professional development topics. In addition to the firmwide programs for new associates, there are a number of Section-specific training courses offered for our junior associates, on both a virtual and in-person basis.

Lastly, the firm provides in-person professional development training and coaching to our upcoming mid-level (third year) associates and upcoming senior-level (sixth year) associates, providing professional development, training and interaction with senior leadership.

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.)?

The firm has an approach that provides candidates with broad access to opportunities. Interviewers receive guidance designed to promote fair evaluation practices, including the use of behavioral interview questions. This approach helps ensure candidates are assessed on relevant skills and experiences.

We also partner with a wide range of law schools and pipeline programs to expand outreach. Our recruiting strategy includes participation in recruiting events, relationship building with student organizations, practice interviews, and networking opportunities that help candidates engage with attorneys and better understand the firm. The firm seeks candidates who demonstrate strong academic achievement, professionalism, and alignment with its collaborative culture.

Internally, the firm supports engagement through collaboration with national and local office initiatives, all of which inform recruiting strategies and candidate interaction. These efforts are complemented by ongoing evaluation of our processes to identify opportunities for improvement and ensure that hiring practices reflect the firm's commitment to maintaining a supportive workplace.

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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?

Holland & Knight has awarded a scholarship to a first-year law student from the FAMU College of Law, in addition to providing the opportunity to participate in the summer associate program.

Through our summer associate program, we seek to create a supportive environment where all participants can thrive and gain meaningful professional experience. Many candidates are introduced to the firm through outreach efforts, partnerships with law schools, and engagement with student organizations. These initiatives help cultivate a strong pipeline of candidates for summer associate positions.

Summer associates are provided with training and opportunities to work on substantive assignments, allowing them to gain meaningful, hands-on experience across practice areas. Participants are integrated into the program alongside their peers and evaluated using consistent criteria, ensuring access to mentorship, feedback, and opportunities for professional growth.

- **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.

The firm conducts annual evaluations for all associates who have been with the firm for at least 6 months and mid-year evaluations for those not covered by the annual evaluation process.

The firm has two full-time senior career development managers available to coach associates in all areas of professional development, work allocation, performance reviews and promotions.

Section leaders and practice group leaders actively focus on work allocation for our associates to assure equitable distribution of work and opportunities.

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

The firm has a two-tiered partnership structure: Income Partner and Equity Partner.

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

The firm offers Senior Counsel alternative to partnership.

- **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 may allow its lawyers to reduce their work schedules for up to six months at a time as a way of supporting their responsibilities outside the Firm. Working a reduced schedule will not preclude a lawyer's admission to partnership, but is a factor that will be considered.

- **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.

Holland & Knight's Engagement and Professional Development Creditable Hours Policy recognizes that engagement and professional development are integral to our business as a law firm and our performance as professionals. We seek to recognize individuals who actively engage with colleagues in their own professional development and the professional development of others. Timekeepers may receive up to 50 creditable hours towards their annual hours' requirement in areas such as engagement efforts, AI and other training and professional development initiatives, shadowing, and business development activities. These hours are irrespective of the number of pro bono creditable hours recorded.

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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?

Below are three of Holland & Knight's key accomplishments with respect to fostering inclusion within the firm:

Sustaining a Culture of Inclusion. Holland & Knight has built and sustained a culture where all attorneys, including those traditionally underrepresented in the legal profession, are empowered to develop their talents, contribute meaningfully, and pursue long-term career success. Through mentoring, career coaching, award-winning programs, and curated professional development opportunities, attorneys have access to the support, relationships, experiences, and resources needed to thrive at every stage of their careers.

Being Intentional About Collaboration. The firm has intentionally enhanced collaboration across departments to create a more connected attorney experience. By aligning efforts across Professional Development, Recruiting, Engagement, Marketing and the Office of the General Counsel, Holland & Knight has strengthened access to the support, relationships, experiences, and opportunities that foster professional growth, inclusion, and long-term success.

Creating Meaningful Opportunities for Community and Engagement. Over 20 years, Holland & Knight has thoughtfully established nine robust Engagement Networks that are open and accessible to all. Interest and participation continue to grow as these networks, together with firmwide educational programs, awareness initiatives, and opportunities for authentic connection, foster mentorship, strengthen relationships, and build community across offices, practices, and professional backgrounds.

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

Holland & Knight's top three priorities for advancing inclusion within the firm include:

expanding access to opportunity and long-term career success;

strengthening connection, community, and belonging across the firm; and

enhancing the talent experience through aligned programs, resources, and support.

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?

Candidates should focus on how an open and supportive environment is reflected in a firm's day-to-day practices. During the interview process, candidates may consider asking questions about mentorship opportunities, sponsorship programs, and how work is allocated to ensure equitable access to meaningful assignments.

It can also be helpful to inquire about opportunities at the firm for involvement in community or pro bono efforts. Candidates should ask how the firm measures progress on its workplace culture goals and how leadership is involved in supporting those initiatives. Understanding how feedback is gathered and acted upon can also provide insight into the firm's culture. Candidates may also wish to explore how mentorship is structured and whether attorneys at all levels are accessible and invested in professional development.

Observing interactions throughout the interview process is equally important. Candidates should assess whether individuals at different levels of seniority and from varied backgrounds are engaged and supported. Ultimately, a supportive environment is demonstrated through consistent actions, transparency, and a genuine commitment to fostering a collaborative, supportive culture where all individuals can succeed.

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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.

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