

Hall & Evans, LLC

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Denver, CO; Billings, MT; Laramie, WY

DIVERSITY LEADERSHIP

Head(s) of Firm: Lance G. Eberhart, Chief Executive Officer

Diversity team leader(s): Christina S. Gunn, Inclusivity Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	88	89
U.S. offices only	88	89

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	12	8
African-American/Black	0	0
Hispanic/Latino	2	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	15	10

SUMMER ASSOCIATES (2017)

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

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	20	4
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	21	5

NON-EQUITY PARTNERS (2017)

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

Non-equity partnership did not go in effect until 2018.

Non-equity partnership did not go in effect until 2018.

OF COUNSEL (2017)

	Men	Women
White/Caucasian	26	10
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	26	12

NEW HIRES (2017)

	Men	Women
White/Caucasian	10	5
African-American/Black	0	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	13	6

Strategic Plan and Diversity Leadership

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

E-mails, website, meetings

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

Christina S. Gunn, Inclusivity Committee Chair

Does your law firm currently have a diversity committee?

Yes

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

Yes

If yes, how many attorneys are on the committee, and in 2017, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 11

Total hours spent on diversity: 60

Comments: Includes meetings, event preparation, securing speakers, and facilitating events.

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

Yes

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

Yes

If yes, is it formal or informal?

The Firm's recruitment committee's initiatives are to increase diversity throughout the organization as positions are filled.

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

Quarterly

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

Event participation and anonymous surveys to gauge growth in cultural understanding that positively impacts reputation in the community.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

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



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

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

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

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



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

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

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

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



Pipeline Initiatives

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

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

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

We are a founding member of the Colorado Pledge to Diversity program that provides an L1 diverse student with summer employment.



Recruitment - New Associates

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

Ivy League schools: None

Other private schools: None

Public state schools: None

Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: None

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

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

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

As evidence of our commitment, in 1993, Hall & Evans joined with twenty-three Denver law firms, in creating a plan to significantly increase the number of racially and ethnically diverse attorneys recruited, hired and promoted by Colorado law firms. We, along with the other participating law firms, signed a Pledge to Racial and Ethnic Diversity in Colorado law firms which resulted in the development of The Colorado Pledge to Diversity Clerkship Employment Program. The purpose of the Clerkship Program is to provide a means for exposing diverse law students to large law firms and in-house corporate departments with the long-term goal of increasing diverse hiring and retention. As part of its diversity outreach, Hall & Evans yearly hires a first-year law student through the Colorado Pledge to Diversity Clerkship Program. We recognize that once hired, the success of a diverse employee is greatly impacted by the firm culture and employment environment; therefore, it is our goal to create and foster a firm-wide culture that supports and promotes diversity, so that all attorneys, managers and support staff, regardless of their background, feel welcome, included, valued, supported, and able to succeed. Consequently, recruiting, retaining and promoting talented individuals of diverse ethnicity are among the highest goals of our law firm.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

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

OFFERS MADE* (2017)

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

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

OFFERS ACCEPTED* (2017)

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

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

NEITHER ACCEPTED NOR DECLINED (2017)

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

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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	8	5
African-American/Black	0	0
Hispanic/Latino	3	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	11	6

LATERAL OF COUNSEL HIRES (2017)

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

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

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

Lateral Partners start as Special Counsel.

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	3	1

Non-equity partnership did not go in effect until 2018.

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	3	1

Non-equity partnership did not go in effect until 2018.

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

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

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

No

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

Not applicable

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

Not applicable



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2017***7TH-YEAR ASSOCIATES**

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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

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

NON-EQUITY PARTNERS

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

Non-equity partnership did not go in effect until 2018.

EQUITY PARTNERS

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

Retention and Professional Development

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

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

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

Yes

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

Consideration for membership may be delayed if attorneys spend some time at the Firm working on an alternative work schedule basis. The effect will depend on the professional development of each person. An alternative work schedule attorney will likely not be able to work on as broad a variety of matters as a full-time attorney, and may not gain experience and maturity as an attorney at the same rate during an alternative work schedule arrangement. On the assumption that more experience leads to faster professional development, the fact that an attorney has not worked full-time may affect the attorney's readiness for membership status. All decisions about membership with the Firm are subject to the terms of the Operating Agreement and are made based on the individual circumstances of each potential candidate for membership as well as the needs of the Firm as determined by the existing Members of the Firm.

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

0



Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	25
Of counsel	4	2	6	38
Non-equity partner	0	0	0	0
Equity partner	0	1	1	26



Management Demographic Profile

*FIRMWIDE COMMITTEES 2017***EXECUTIVE/MANAGEMENT COMMITTEE***

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	2	4
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	5	6

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	3	12	0
Number of such positions held by:			
Minorities	0	2	0
Women	0	3	0
LGBTQ attorneys	0	0	0
Individuals with disabilities	0	0	0

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

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 3

Minorities heading offices: 0

Women heading offices: 0

LGBTQ attorneys heading offices: 0

Individuals with disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: 0

LGBTQ attorneys heading practices: 0

Individuals with disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: 0

Women heading committees: 0

LGBTQ attorneys heading committees: 0

Individuals with disabilities heading committees: 0



The Firm Says

H&E maintains an Inclusiveness Committee as a functional group within Hall & Evans, whose goal is to continue to move us towards diversity and inclusion through a variety of presentations and activities.

Hall & Evans is committed to addressing the challenges of diversity and inclusion in the legal industry. This value is expressed, in part, in our membership with the Center for Legal Inclusiveness. CLI is dedicated to better understanding and effectively tackling the challenges of retention and advancement of diverse attorneys – a continuing struggle faced in the entire legal industry. H&E utilizes the knowledge and resources offered by CLI to further its own efforts to address these challenges and is proud to sit on the CLI Board and participate in CLI's outreach and educational efforts.

H&E's culture is uniquely collegial and collaborative. Many years ago, H&E jettisoned the corner offices – and the culture that goes along with them. All of our attorney offices are identical in size and furniture. Our Chairman of the Board has an identical office to that of our newest Associate. We believe this encourages an egalitarian culture, as well as an open-door policy. In fact, we think one of our greatest strengths is that we are each able, and welcome, to walk down the hall and take advantage of the amazing breadth and depth of experience that is right around every corner. We plan several events a year to allow our attorneys to informally network and get to know each other personally. We also designed our current office space with an eye toward enabling and encouraging folks to enjoy breaks and meals together. Our commitment to collegiality and respect is not limited to the attorneys; we have regular all-firm events in which attorneys, management, staff, and support personnel can all get together and enjoy our unique personalities and perspectives.

Inclusivity Events

The Inclusiveness Committee plans at least one inclusive event per quarter that range from guest speakers to social events and small group discussions.

Our most recent speaker was Dr. Arin Reeves, a nationally renowned researcher, author, and expert in leadership and inclusion in the workplace. Dr. Reeves led a presentation and discussion on "Gender Difference, the Historical Role of Gender in Law Firms, and What that Means Today."

The Firm is committed to the principles and goals of the Inclusivity Committee and, therefore, employee participation in its events is necessary.

Our Pledge to Diversity

Hall & Evans, LLC is committed to attracting and retaining a culturally diverse workforce that reflects the diversity of both our clients and our community. We are very cognizant that the individual attorneys, managers and support staff we employ are our primary assets; without these skilled human resources, the legal advice and courtroom advocacy we provide to our clients would be diminished. We believe our diversity not only enables us to bring a broader perspective to the problems that our clients and community face, but also, it enriches our work environment. Hall & Evans has made it a high priority to devote the time and resources necessary in recruitment efforts and firm culture to attract and retain a workforce that embraces all levels of diversity such as race, color, creed, religion, sex, gender identity/ expression, age, national origin, disabilities, veteran status, sexual orientation, marital status, or military status.

Clerkship Program

As evidence of our commitment, in 1993, Hall & Evans joined with twenty-three Denver law firms, in creating a plan to significantly increase the number of racially and ethnically diverse attorneys recruited, hired and promoted by Colorado law firms. We, along with the other participating law firms, signed a Pledge to Racial and Ethnic Diversity in Colorado law firms which resulted in the development of The Colorado Pledge to Diversity Clerkship Employment Program. The purpose of the Clerkship Program is to provide a means for exposing diverse law students to large law firms and in-house corporate departments with the long-term goal of increasing diverse hiring and retention. As part of its diversity outreach, Hall & Evans yearly hires a first-year law student through the Colorado Pledge to Diversity Clerkship Program.

We recognize that once hired, the success of a diverse employee is greatly impacted by the firm culture and employment environment; therefore, it is our goal to create and foster a firm-wide culture that supports and promotes diversity, so that all attorneys, managers and support staff, regardless of their background, feel welcome, included, valued, supported, and able to succeed. Consequently, recruiting, retaining and promoting talented individuals of diverse ethnicity are among the highest goals of our law firm.

Women's Initiative

The H&E Women's Initiative is committed to recruiting, developing, advancing and retaining women attorneys at H&E. The Women's Initiative was created to foster opportunities for professional and personal growth for all of its women attorneys, to communicate H&E's strong commitment to the success of its women attorneys, and to enhance the visibility and recognition of H&E's leadership in support of women in the legal profession.

The H&E WI sponsors marketing events outside the firm and occasionally brings in guests to offer in-house training and discussion. The members enjoy an informal monthly lunch where we have the opportunity to get to know and enjoy each other. As a group, we try to support each other in big and small ways to allow and encourage each of us to succeed and achieve our goals.

The goals of the Women's Initiative are to:

- Retain and advance women attorneys in the firm.
- Provide leadership and marketing opportunities to H&E's women attorneys.
- Collaborate with attorneys, clients, and business leaders in the community to improve knowledge, foster teamwork, and promote the role of women attorneys in the community.
- Assist H&E women attorneys in professional and personal growth.

Mentorship Program

Hall & Evans maintains a Colorado Attorney Mentoring Program (CAMP) a program certified by the Colorado Supreme Court. Our program matches senior lawyers with newer attorneys to counsel them on best practices and strategies for personal and business development.

Part-Time/Flex-Time Options

Hall & Evans is committed to providing productive alternative work schedule opportunities for its attorneys in appropriate circumstances. The Firm believes that attorneys can and will remain committed professionals while working a reduced schedule, and that such a temporary alternative work schedule should attempt to retain the attorney's opportunities

for professional growth, experience, and career advancement. Additionally, when possible, the Hall & Evans offers flex-time in work schedules so that employees can better balance their professional and personal obligations.

Promoting Diversity in Our Community

Local organizations directly supported by Hall & Evans through volunteering or donations:

- Asian Pacific American Bar Association of Colorado
- Center for Legal Inclusiveness
- Colorado LGBT Bar Association
- Colorado Women's Bar Association
- Colorado Women's Bar Association Foundation
- Colorado Hispanic Bar
- Colorado Planned Giving Roundtable
- Colorado Pledge to Diversity
- Denver Mother Attorneys Mentoring Association
- Denver Urban Debate League
- Justinian Society of Lawyers
- Sam Cary Bar Association

