

# Kutak Rock LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

1650 Farnam Street  
Omaha, NE 68102  
Phone: 402-346-6000  
Fax: 402-346-1148  
[www.kutakrock.com](http://www.kutakrock.com)

### LOCATIONS

N/A

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Jay Selanders, Chair; John Petr, Vice Chair

**Diversity team leader(s):** Kimberly McKelvey, Director of Strategic Focus and Director of Diversity

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	551	548
U.S. offices only	551	548

## Law Firm Demographic Profile

## Does your firm have more than one tier of partnership?

Yes

## ASSOCIATES (2019)

	Men	Women
White/Caucasian	62	49
African-American/Black	3	4
Hispanic/Latinx	6	5
Alaska Native/American Indian	0	1
Asian	0	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	2
Openly LGBTQ	1	0
Individuals with Disabilities	2	1
<b>Total</b>	<b>73</b>	<b>66</b>

## SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	5	9
African-American/Black	0	1
Hispanic/Latinx	0	2
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
<b>Total</b>	<b>5</b>	<b>12</b>

Includes Law Clerks

## EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	192	74
African-American/Black	4	2
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	6	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	1
Openly LGBTQ	7	4
Individuals with Disabilities	2	5
<b>Total</b>	<b>211</b>	<b>83</b>

## NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	11	9
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>13</b>	<b>10</b>

## OF COUNSEL (2019)

	Men	Women
White/Caucasian	54	33
African-American/Black	0	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
<b>Total</b>	<b>56</b>	<b>36</b>

## NEW HIRES (2019)

	Men	Women
White/Caucasian	25	14
African-American/Black	0	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>26</b>	<b>20</b>

## Strategic Plan and Diversity Leadership

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

Persons newly-hired at Kutak Rock receive information about the firm's commitment to inclusiveness and diversity in a packet of firm information, along with the firm's equal employment opportunity and anti-discrimination and retaliation policies. At the partnership meeting and/or quarterly all attorney calls, the firm's chairperson and vice chairperson discuss the firm's three-year inclusiveness and diversity strategic plan and progress made on the goals and annual tactics in the plan. The Director of Diversity reports to the Executive Committee and Policy Board monthly about inclusiveness and diversity efforts, and quarterly, via a "dashboard," about progress made toward the inclusiveness and diversity strategic plan goals. Managing partners and department chairs discuss diversity and inclusiveness goals in meetings throughout the firm. Every attorney and staff member is encouraged to participate in one or more forum events each year. The Firm's sixteen Forum groups fall into three categories: affinity groups, inclusiveness groups, and pipeline groups. Each group meets throughout the year to develop and implement initiatives important to group's participants. Groups facilitate education programs and CLEs throughout the year. Events and activities are announced and posted on the intranet (internal website) and in offices across the firm.

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

Ed Gonzales and Drew Marlar, Chairs of the National Inclusiveness and Diversity Committee; Kimberly McKelvey, Director of Strategic Focus and Director of Diversity; Jay Selanders, Chair of the Firm; John Petr, Vice-Chair of the Firm

### Does your law firm currently have a diversity committee?

Yes

### If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

### If yes, how many attorneys are on the committee, and in 2019, 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: 10

Total hours spent on diversity: 150

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

Yes

### If yes or partially, please explain.

The firm's inclusiveness and diversity strategic plan supports an inclusive work environment with 30+ three-year internal goals for networking, communication, equal opportunity and compositional diversity. Each year, the firm develops recruitment, retention, training, and professional development tactics to achieve the goals; this year, the firm accomplished over forty strategic tactics in pursuit of its three-year goals and is on track to meet or exceed all goals in its current strategic plan on time.

### 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?

Kutak Rock has a formal program. The National Inclusiveness and Diversity Committee (NIDC) works with the Executive Committee to develop a three-year strategic plan specifically designed to enhance the firm's systems and infrastructure. The NIDC develops annual tactics to achieve the three-year goals in retention, work environment, equal opportunity, leadership support, communication, and recruiting and interviewing. In addition to the firm-wide focus of the NIDC, the National Inclusiveness and Diversity Forum is comprised of sixteen Forum groups. The Forum groups meet regularly to discuss specific issues and initiatives related to inclusiveness and diversity, including initiatives to create a welcoming environment across the firm, recruiting, and more. The NIDC works closely with the Forum groups, referring recommendations from various groups to the Executive Committee for review. In addition to the NIDC and Forum groups, the Director of Diversity works individually with managing partners in each office to enhance firm systems, including recruiting, hiring, promotion, and compensation, among others.

### 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?

In addition to accountability to our clients and communities, the Director of Diversity and National Inclusiveness and Diversity Committee (NIDC) report directly to the chair and vice chair of the firm. The NIDC publishes progress (and, when appropriate, lack of progress) in the form of a national inclusiveness and diversity strategic plan quarterly dashboard update. The update is presented every quarter to the Executive Committee and then posted on the firm's intranet for review by all members of the firm.

### 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	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
	X		Focus on strengthening firm's mentoring program
X	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	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	X		Coordinate or work with clients on diversity issues
X	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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X	X		Other (please specify): Support connections with local and national minority affinity groups



## Law Firm Diversity Initiatives

## INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X	X		Implement policies to address gender pay equity
X	X		Other (please specify): Support connections with local and national women's affinity groups



## 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	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X	X		Ensure that EEO and non-discrimination policies specifically address gender identity
X	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
X	X		Other (please specify): Kutak Rock received a 100 rating on the HRC Corporate Equality Index. Support connections with local and national LGBTQ+ affinity groups.



## Law Firm Diversity Initiatives

## INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of attorneys with disabilities at the associate level
X	X		Increase the number of attorneys with disabilities at the partnership level
X	X		Increase the number of attorneys with disabilities in leadership positions
X	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters
X	X		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



### 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 minority 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.**

The firm supports groups focused on encouraging young people who would not otherwise consider a legal career, or law students who may not consider a legal career in a law firm, to do so. These "Pipeline Groups" can be found in several offices, and meet periodically with the firm staffing and follow-through on agenda items. In 2019, the firm supported school outreach presentations about the legal profession at several high schools, tours of the firm offices and/or neighboring courthouses for middle school and high school students, partnerships with local organizations, and outreach efforts to elementary students.



## Recruitment - New Associates

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

*Ivy League law schools:* Via Kutak Rock website postings

*Other private law schools:* Via Kutak Rock website postings. Creighton University School of Law; University of Denver Sturm School of Law

*Public state law schools:* Via Kutak Rock website postings. University of Nebraska College of Law; University of Colorado Law School; University of Arkansas School of Law

*Law schools of Historically Black Colleges and Universities (HBCUs):* Via Kutak Rock website postings.

*Diversity job fairs:* The Rocky Mountain Diversity Legal Career Fair.

### 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)

N/A

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

The firm has participated in the Colorado Pledge to Diversity Program every year since the program's inception in 1983. The program provides law firm clerkships to diverse first-year students in the Denver area. In addition, in other offices, the firm participates in clerk and internship programs, a variety of events, and encourages attorney participation with diversity-related student bar associations, at local universities.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	4	8
African-American/Black	0	1
Hispanic/Latinx	0	1
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
<b>Total</b>	<b>4</b>	<b>10</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	4	3
African-American/Black	0	0
Hispanic/Latinx	0	2
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
<b>Total</b>	<b>4</b>	<b>5</b>

Includes Law Clerks

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latinx	0	2
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
<b>Total</b>	<b>3</b>	<b>5</b>

#### NEITHER ACCEPTED NOR DECLINED (2019)

\* 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/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

## Recruitment - Lateral Associates and Partners

## LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	2	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>5</b>

## LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	8	2
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>8</b>	<b>2</b>

## LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	15	5
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>19</b>	<b>5</b>

## NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	15	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>18</b>	<b>4</b>

### 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
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

The firm has specific local and national mechanisms by which it develops deep pools of diverse attorneys both in advance of and at the time of hiring.

#### 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:

N/A



## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	0
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>1</b>

## 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>6</b>

## 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>1</b>	<b>1</b>

## 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

## 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

## 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019***7TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

**8TH-YEAR PLUS ASSOCIATES**

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>0</b>	<b>0</b>

**OF COUNSEL**

	Men	Women
White/Caucasian	4	5
African-American/Black	1	0
Hispanic/Latinx	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
<b>Total</b>	<b>5</b>	<b>5</b>

**NON-EQUITY PARTNERS**

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>1</b>	<b>2</b>

**EQUITY PARTNERS**

	Men	Women
White/Caucasian	8	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>9</b>	<b>2</b>

## 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
- Implement procedures to ensure gender pay equity
- 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)

The firm has a high retention rate of diverse attorneys and staff. We monitor retention closely, both in terms of annual retention and trends over a multiple-year period.

**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?**

Progression toward or within the partnership for attorneys on reduced schedules remains subject to the same standards as full-time attorneys: performance, acquired skills, and continued professional development of the individual attorneys. Attorneys in the firm have been promoted to partnership while working reduced schedules and partners working reduced schedules serve on the firm's management committees.

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

5+



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	4	4	139
Of counsel	13	9	22	75
Non-equity partner	8	10	18	23
Equity partner	2	0	2	294



## Management Demographic Profile

*FIRMWIDE COMMITTEES 2019***EXECUTIVE/MANAGEMENT COMMITTEE\***

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	21	11
African-American/Black	0	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>24</b>	<b>13</b>

**HIRING COMMITTEE\***

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	59	16
African-American/Black	1	1
Hispanic/Latinx	4	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>65</b>	<b>17</b>

**PARTNER REVIEW COMMITTEE\***

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	11	6
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>13</b>	<b>6</b>

**ASSOCIATE REVIEW COMMITTEE\***

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	25	5
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>26</b>	<b>5</b>

**ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT**

	Men	Women
White/Caucasian	2	0
African-American/Black	1	2
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>7</b>	<b>3</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	17	59	24
Number of such positions held by:			
Minorities	1	6	2
Women	4	11	7
LGBTQ attorneys	1	0	1
Individuals with Disabilities	0	2	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? 18

Minorities heading offices: Terry Pool, Arkansas (52)

Women heading offices: Debra Thompson, Atlanta, GA (18); Hilary Jackler, Washington DC and Richmond, VA (30); Tiffanie Stasiak, Denver, CO (97); Heather Yakely, Spokane (53)

LGBTQ attorneys heading offices: Steven Likes, Minneapolis, MN (21)

Individuals with Disabilities heading offices: N/A

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Michael Sillyman, Litigation (12); Sisera Daniel, Public Finance (5); Gilbert Boyce, Litigation(7); Joseph Serrano, Public Finance (5); Randy Delgado, Corporate (20); Dane Fernandes, Public Finance (13)

Women heading practices: Sisera Daniel, Public Finance (4); Vicki Buter, Litigation — Financial (6); Ellen O'Brien, Tax and Tax Credits (14); Patricia Peterson — Housing-State (7); Hilary Jackler, Real Estate (11); Erin Thompson, Healthcare (5); Marcia Washkuhn, Litigation-Employment (7); Anne Gish, Public Finance (27); Tameron Bishop (9)

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: Kevin Hartzell, Litigation-Insurance (17)

#### COMMITTEE LEADERS

Minorities heading committees: Winifred Hawkins, Professional Development (10); Ed Gonzales, National Inclusiveness and Diversity (11)

Women heading committees: Winifred Hawkins, Professional Development (10); Robin Clark, Opinion Policy (11); Elise Dieterich, Information Security Risk Management (7); Lucinda Newberry, Audit Letter Engagement (8); Debbie Sinclair Ruskin, Selection and Review (18); Emily Smith, Pro Bono and Community Service (9); Margot Wickman, Partnership Meeting (15)

LGBTQ attorneys heading committees: Drew Marlar, National Inclusiveness and Diversity (10)

Individuals with Disabilities heading committees: N/A



### The Firm Says

Kutak Rock opened its doors in 1965 with a stated commitment to a diverse and equal opportunity work environment and to improving diversity in the legal profession. That early commitment continues today in firmwide structures such as the firm's national inclusiveness and diversity committee, successive three-year inclusiveness and diversity strategic plans and annual tactics, and multiple inclusiveness engagement groups designed to encourage every person at Kutak Rock to take responsibility for enhancing the firm's inclusive and diverse working environment. As a result, 47% of the firm's attorneys and 44% of the firm's partners are women or members of other diverse groups, and the firm enjoys a higher-than-average retention rate for women and minority attorneys.

A particular area of excellence at Kutak Rock is partner promotion. Currently, Kutak Rock has more racial and ethnic minority partners and equity partners than the national average; LGBTQ+ partners and equity partners at just shy of two times the national average and the highest percentage of LGBTQ equity partners in any law firm with 500+ attorneys; partners and equity partners with disabilities at five times the national average; women equity partners at eight percentage points above the national average; and women partners at 10 percentage points above the national average. Kutak Rock has been named a "Best Law Firm for Minority Attorneys," "Best Law Firm for LGBTQ Equality," and a "Ceiling Smasher" for women partners. The firm is Gold Certified by the Women in Law Empowerment Forum and a participant in Mansfield Rule 3.0.

The firm's inclusiveness and diversity strategic plan supports an inclusive work environment with internal goals for networking, communication, equal opportunity and compositional diversity. The plan supports diversity in the legal profession as a whole, with external goals related to pipeline activities with youth and college students in communities in which the firm has offices, and service in national organizations. Nationally, the firm partners with and serves organizations such as At Ease USA, Center for Legal Inclusiveness, Diversity & Flexibility Alliance, Diversity Lab's Mansfield Rule, DRI's Diversity for Success Seminar, Hispanic National Bar Association, Hispanic National Bar Foundation, Leadership Council on Legal Diversity, National Asian Pacific American Bar Association, National Association of Women Lawyers, and National Bar Association. Kutak Rock attorneys lead and serve on committees and task forces of state and metropolitan bar associations and other diversity and inclusiveness initiatives across the United States.

