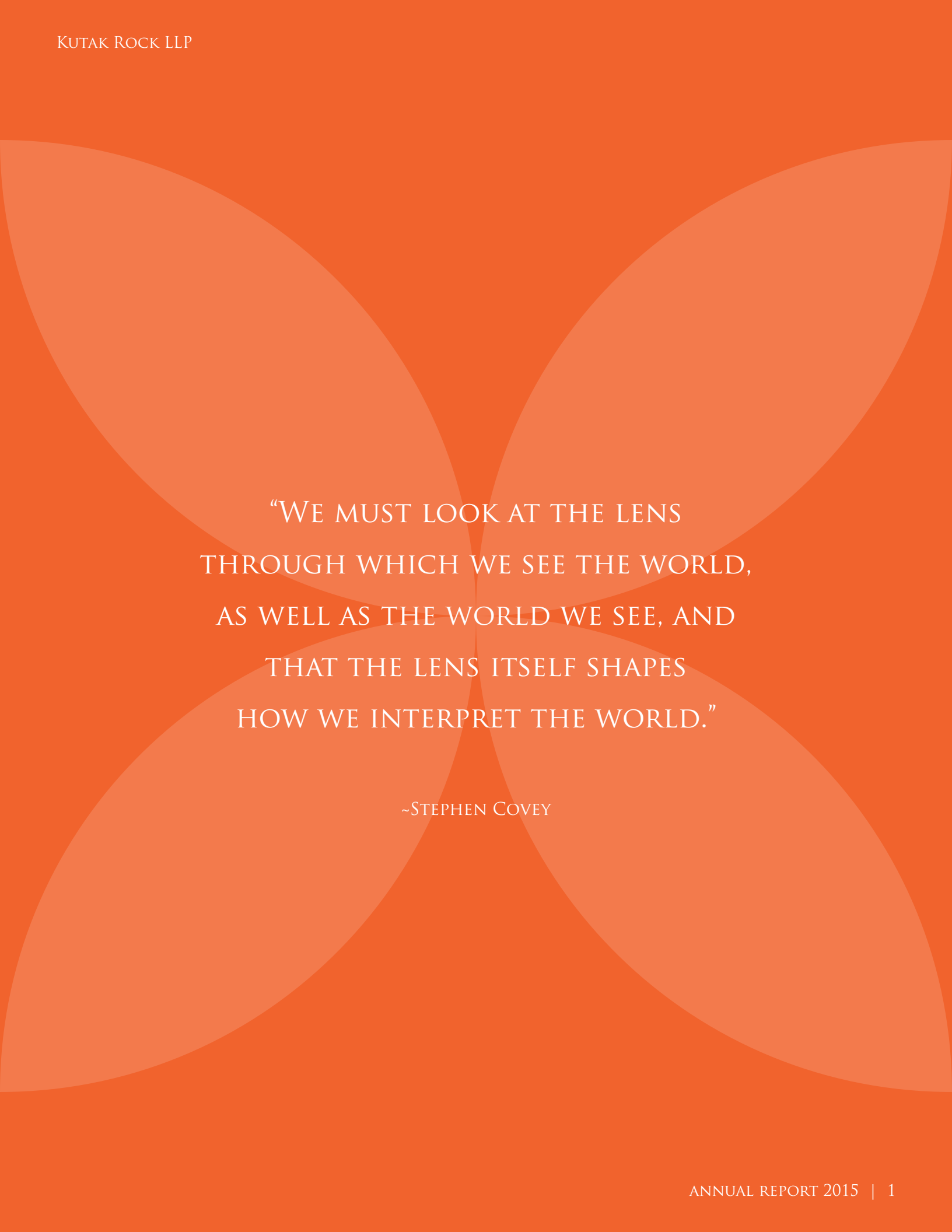


A horizontal band across the center of the cover features an abstract, colorful lens flare or light trail effect. The colors transition from a bright yellow and white on the left to deep reds, oranges, and purples on the right, creating a sense of motion and depth. This graphic is overlaid on a dark blue background that also features large, thin white circles that intersect to form a Venn diagram-like pattern.

THE LENS THROUGH WHICH WE SEE THE WORLD

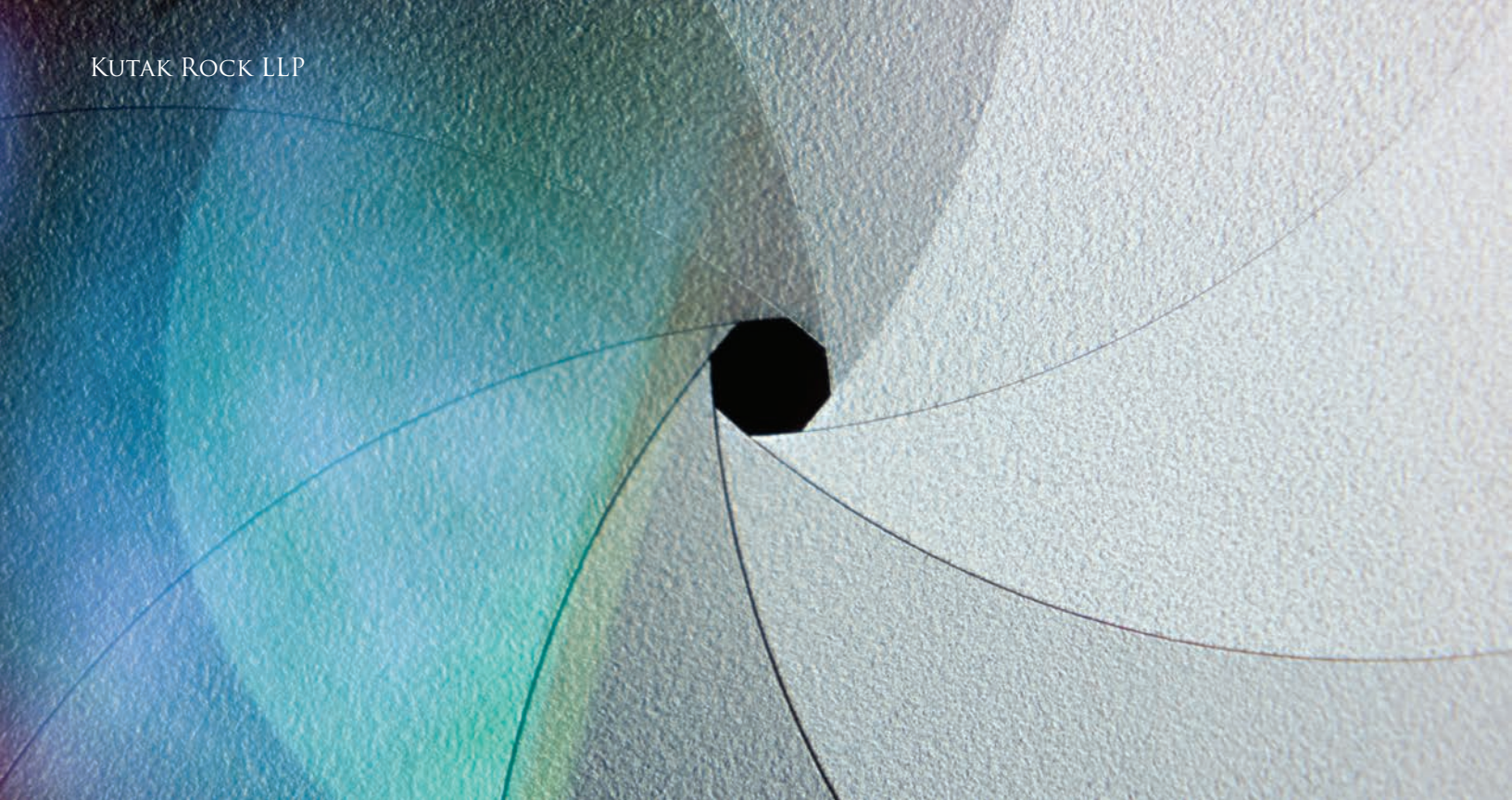
INCLUSIVENESS AND DIVERSITY

ANNUAL REPORT 2015



“WE MUST LOOK AT THE LENS
THROUGH WHICH WE SEE THE WORLD,
AS WELL AS THE WORLD WE SEE, AND
THAT THE LENS ITSELF SHAPES
HOW WE INTERPRET THE WORLD.”

~STEPHEN COVEY

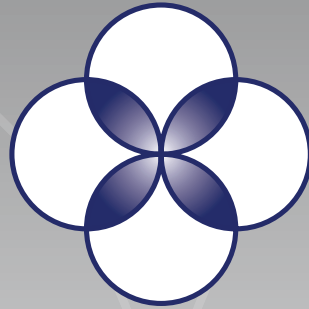


THE RESULTS OF FOCUS

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, in its three-year strategic plan, in annual tactics, and in multiple affinity groups and 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, more than 50% of Kutak Rock's attorneys are women and/or minorities. The firm excels especially in the area of partner promotion with more racial and ethnic minority partners than the national average, LGBT partners at over two times the national average, partners with disabilities at over eight times the national average, and more women partners than the national average.



THE FORUM IS COMPRISED OF
SMALL GROUPS OF ATTORNEYS AND STAFF
INTERESTED IN BUILDING AND SUPPORTING
INCLUSIVENESS AND DIVERSITY AT
KUTAK ROCK AND IN OUR COMMUNITIES.



FORUM

INCLUSIVENESS + DIVERSITY + ENGAGEMENT

AFRICAN HERITAGE AFRICAN AMERICAN BLACK
ALASKA NATIVE AMERICAN INDIAN/FIRST NATIONS PEOPLES INDIAN/
INDIGENOUS PEOPLES/NATIVE AMERICAN
ASIAN/AMERICAN ASIAN/SOUTHEAST ASIAN
COMMUNICATIONS
DIVERSE AGE GROUPS
HISPANIC/LATIN AMERICAN
INDIVIDUALS WITH DISABILITIES
LGBT
MENTORING | TRAINING AND EDUCATION
VETERANS AND THEIR FAMILIES
WOMEN
WORKING PARENTS AND OTHERS RAISING CHILDREN

“DISABILITY DOESN’T MAKE YOU EXCEPTIONAL,
BUT QUESTIONING WHAT YOU
THINK YOU KNOW ABOUT IT DOES.”

Training and Education Group *Highlight*

HONORING STELLA YOUNG

The firm’s Training and Education group offered a training program for attorneys and staff in each of the firm’s offices. During the training, participants viewed disability rights advocate Stella Young’s TedX Sydney Talk, entitled “I’m not your inspiration, thank you very much,” in which she spoke about her experience as an individual with a disability. The training included facilitated conversations about next steps in each office and across the firm to support attorneys, staff members, clients and visitors with disabilities. One step was to formalize an informal checklist for accommodations during firm-sponsored events and trainings. The firm’s Individuals with Disabilities Affinity Group took the lead on constructing a formal accommodations checklist which the firm implemented in 2015.

LGBT *Highlight*

INCLUSIVE IN PRACTICE

In 2015, Kutak Rock scored a perfect “100” on the Human Rights Campaign’s (HRC) Corporate Index, the highest rating given to an organization for meeting stringent criteria for nondiscrimination protections with respect to LGBT workplace inclusion. HRC notes, “Kutak Rock stands as a leader throughout the firm’s national office locations. We commend the work of Kutak Rock to make its firm truly LGBT-inclusive throughout its policies, benefits and practices.”

As one example of the firm’s external support of the LGBT community, Kutak Rock is a member of the UMKC Chancellor’s LGBT Council, which sponsors an annual Pride Breakfast. The breakfast benefits all scholarships established specifically for LGBTQIA students, including the Pride Empowerment Fund, which provides emergency assistance to students who are experiencing financial difficulty as a result of loss of family support.



Veterans & Their Families Group *Highlight*

MILITARY MATTERS

Regional Managing Partner, Col. Jay Selanders, assistant adjutant general-Air, Kansas National Guard, was promoted to the rank of brigadier general during a ceremony May 3, 2015 at Nickell Armory, Topeka, Kansas. Selanders joined the Kansas Air National Guard, for whom he also serves as commander, in 1984. He serves as a regional managing partner from Kutak Rock's Kansas City, Missouri location.



Recognizing an unmet need in the Kansas City area, last November the Kansas City Metropolitan Bar Foundation (KCMBF) unveiled "Legal Connection: Military Matters," with a stated mission of providing legal and support services to veterans, active duty military and their families. With a goal of raising the funds needed to support the program and to recruit pro bono service providers, individual members of the Kansas City Metropolitan Bar Association were asked to donate \$50 each.

Selanders is active in the firm's Veterans and their Families Affinity Group and in the Kansas City Metropolitan Bar's Military Matters program.

"INSPIRING GIRLS TO CHANGE THEIR WORLD."

Pipeline Highlight

COOL GIRLS

Cool Girls is a not-for-profit organization dedicated to the self-empowerment of girls. Cool Girls' community partners, mentors, and volunteer networks support girls in all aspects of their development – breaking the cycles of poverty, low self-esteem, and teen pregnancy. The Cool Girls Pink Pin Extravaganza, chaired by Kutak Rock Atlanta attorney Dave Amsden, raised more than \$50,000, with moneys going toward mentoring and related activities. More than 20 people from the firm's office attended the event.

Pipeline Highlight

HELPING MAKE LAW ACCESSIBLE

In Omaha, attorneys and staff worked together in 2015 to host programs for young people, including several school presentations and a tour of Kutak Rock's Omaha office for young women from Whitney Young, Jr. Academy, a program of the Urban League of Nebraska.

In Scottsdale, Kutak Rock supports the Judicial Intern Program ("JIOP"), helping fund scholarships for minority interns who clerk for a federal or state judge during their law school term. The JIOP is open to all first-year and second-year law students who are members of underrepresented ethnic groups in the legal profession or financially disadvantaged, providing them the opportunity to spend six weeks clerking in the chambers of a federal or state judge. JIOP seeks to build a stronger and more diverse legal profession.

"IT IS BETTER TO BE PREPARED FOR AN OPPORTUNITY AND NOT HAVE ONE THAN TO HAVE AN OPPORTUNITY AND NOT BE PREPARED."

- WHITNEY M. YOUNG

ENGAGING THE NEXT GENERATION

The Richmond office worked with the Peter Paul Development Center, a local organization that provides after-school programming for young people. Seventeen fifth-graders had the opportunity to visit the office, learn about careers, and visit a courtroom. At the courtroom, the students attended the naturalization ceremony for new U.S. citizens; the students were asked to lead the Pledge of Allegiance and distribute the welcome packets to new citizens. This was the second year the Richmond office partnered with the organization in an activity designed to create an interest in the legal profession.



Pipeline Highlight

Pipeline Highlight



PLEDGE TO DIVERSITY

In 1993 Kutak Rock's Denver office was one of the founding members of the Colorado Pledge to Diversity Legal Group, which was launched specifically to increase the number of diverse attorneys recruited, hired and promoted by law firms in Colorado. Over the years, the Pledge Group has designed and implemented a paid Summer Clerkship program for diverse first-year law students from Colorado law schools. Our Denver office has not only been a consistent supporter of this initiative institutionally, but several attorneys have been actively involved in leadership positions in the organization over the years. This program continues to serve as a valuable pipeline of diverse associates for the firm.



WOMEN AT KUTAK ROCK: STRENGTH IN NUMBERS

14

Kutak Rock's rank out of 100 law firms surveyed by Law360 for "Best Law Firms for Women"

5

Kutak Rock's rank out of all AmLaw 200 firms surveyed by Law360 for "Best Law Firms for Women"

40

Percentage of women voted into Kutak Rock partnership, one of the highest among AmLaw 200 firms



Sandra Wootton

DIVERSITY IN THE PROFESSION

Sandra Wootton, a litigator in Kutak Rock's Los Angeles office, served as Chair of the Los Angeles Bar Association's Diversity in the Profession Committee from 2013 through 2015. In addition, she served as a volunteer settlement officer for the Los Angeles County Superior Court's business litigation mandatory settlement conference program ("DISPO"). She has been a member of her law school's Alumni Association's Board of Directors and serves as a mentor to law school and high school students. As a member of the National Conference of Puerto Rican Women, So-Cal Chapter, she participates in community service panels for Latina middle school children and their mothers. A frequent public speaker, her engagements include breaking developments in California tort law, indemnity issues and remedies. She has also authored and co-authored a number of publications, many focused on diversity.

Affinity Group Highlight

MARTIN LUTHER KING, JR. A DAY “ON” IN SERVICE TO OUR COMMUNITIES

Kutak Rock’s African Heritage, Black Affinity Groups coordinated for all firm locations to honor and celebrate the Martin Luther King, Jr. Holiday as a “day on” – a day to volunteer in our communities and remember his legacy. Kutak Rock recognizes the importance of Dr. King’s question, “What are you doing for others?” and encourages attorneys and staff to seek opportunities for service that have personal meaning.

Training and Education Group Highlight

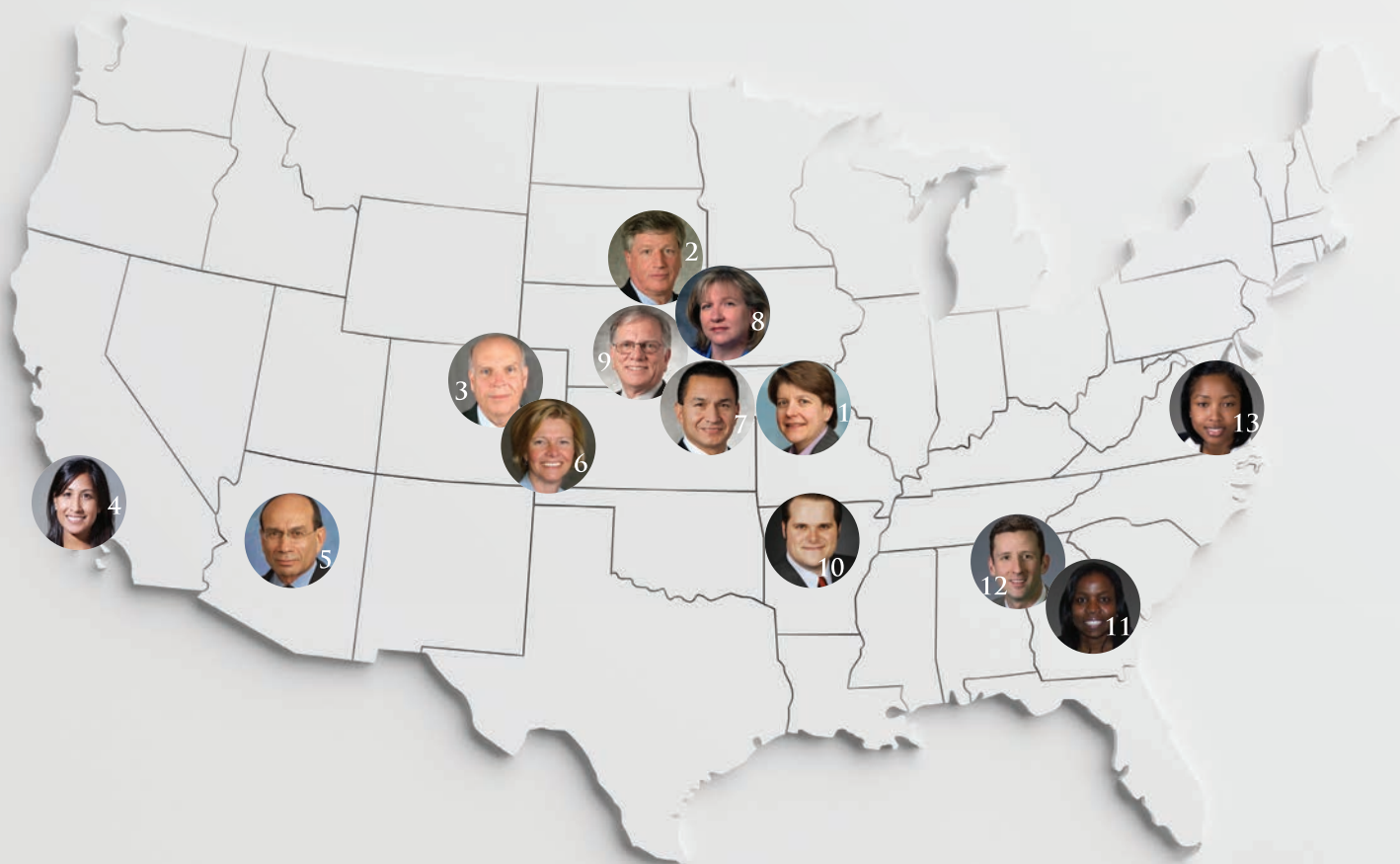
PERCEIVING DIVERSITY DIFFERENTLY

Ed Marquette, a graduate of Harvard law school and a partner in our Kansas City office, lost his sight in a hunting accident at the age of 17. He serves on the American Bar Association’s Section of Intellectual Property Law and also serves on the Section’s Diversity Action Group as the DAG liaison to the ABA Commission on Disability Rights. Ed was a panelist on the topic of “Increasing Diversity” at the IPL’s 2015 annual Spring Meeting in Bethesda, Maryland. Later, in 2015, Ed presented “Designing an Inclusive Culture for your Clients with Disabilities,” a panel featured at the Nebraska Legal Diversity Summit.

Furthering the firm’s commitment to diversity in the legal profession, Kutak Rock signed the ABA’s “A Pledge for Change,” a one-page pledge affirming our commitment to diversity, specifically disability diversity, and recognizes that diversity is in the best interest of the profession, those the profession serves, as well as our own firm.

Ed Marquette

2015 INCLUSIVENESS AND DIVERSITY COMMITTEE



(1) COURTNEY KOGER, CHAIRPERSON | *Kansas City*

(2) DAVID JACOBSON AND (3) BOB IRVIN | *National*

(4) YASMIN COFFEY | *Orange County/Los Angeles*

(5) MICHAEL SILLYMAN | *Scottsdale*

(6) TIFFANIE STASIAK | *Denver*

(7) ED GONZALES, (8) PATTI PETERSON AND (9) TOM ROUBIDOUX | *Omaha*

(10) STUART HINDMARSH | *Arkansas*

(11) RITA GARRETT AND (12) DREW MARLAR | *Atlanta*

(13) SISERA DANIEL | *Washington D.C.*

KUTAK ROCK LLP

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