“There is only one way to look at things until someone shows us how to look at them with different eyes”

~ Pablo Picasso
INCLUSION IN PRACTICE

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.
A COMMITMENT TO INCLUSIVENESS

Kutak Rock has had a long-standing commitment to inclusiveness and diversity in the legal profession. This commitment is evident in the firm’s efforts to create and maintain an inclusive work environment. The firm’s Inclusiveness Survey identifies contributors and barriers to an inclusive working environment, retention, and equal opportunities.

SURVEY RESULTS

The results of the survey form the base of a three-year strategic plan focused on systems and programs that support and foster inclusiveness and diversity. Creating an inclusive workplace and teams with diverse opinions, perspectives, and cultural references is a cultural and business imperative for Kutak Rock and our clients, and three-year goals and one-year tactics ensure continuous progress toward those goals.

Employee Perspectives

Over 750 attorneys and staff participated in the survey.

90% of Kutak Rock attorneys and staff enjoy being a part of Kutak Rock.

93% of Kutak Rock attorneys and staff feel that the work they do adds value to the firm.

GREAT THINGS ARE ACCOMPLISHED
BY A SERIES OF SMALL THINGS
BROUGHT TOGETHER

~ VINCENT VAN GOGH
inclusiveness + diversity + engagement

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.

| • AFRICAN HERITAGE/AFRICAN AMERICAN/BLACK |
| • ALASKA NATIVE/AMERICAN INDIAN/FIRST NATIONS/INDIAN/INDIGENOUS PEOPLES/NATIVE AMERICAN |
| • ASIAN/AMERICAN ASIAN/SOUTHEAST ASIAN |
| • HISPANIC/LATIN AMERICAN |
| • INDIGENOUS PEOPLES/NATIVE AMERICAN |
| • INDIVIDUALS WITH DISABILITIES AND THEIR FAMILY MEMBERS |
| • LGBT AND ALLIES |
| • TRAINING AND EDUCATION |
| • VETERANS, SERVICE MEMBERS, AND THEIR FAMILIES |
| • WOMEN |
| • WORKING PARENTS AND OTHERS RAISING CHILDREN |
Language in the Workplace

Every year, the firm’s Training and Education group offers a training program for attorneys and staff in each of the firm’s offices. One of those training opportunities, entitled, “Language in the Workplace—Creating an Inclusive and Welcoming Work Environment,” presented a collection of videos, audio recordings and research about the assumptions that we might bring to our daily communication with clients and colleagues. A facilitated conversation followed each presentation, allowing both staff and attorneys the opportunity to reflect upon and discuss their own experiences and thoughts as they relate to the different accents, dialects and speech characteristics we encounter in our work environment, as well as how we might begin to challenge our assumptions in order to create a more inclusive working environment.

Multigenerational Workplaces

In addition to the training opportunities available to staff and attorneys, the firm also makes available educational opportunities to learn more about working in the legal field. Deb Froling, a partner in the Washington, D.C. office and Past President of the National Association of Women Lawyers, presented “Multigenerational Workplaces.” Ms. Froling shared her expertise on the changing workplace as it relates to generational differences, and offered strategies for addressing the challenges in order to create a welcoming workplace for everyone.
In October 2016, Kutak Rock hosted a special panel presentation in honor of the 40th anniversary of the Individuals with Disabilities Education Act (IDEA). Five Kutak Rock attorneys and staff shared their work with five different organizations and their efforts to improve the lives of individuals with disabilities and their families. They shared how the work of these organizations has been and will be shaped by IDEA in the past, present, and future.

Hispanic and Latin American Affinity Group

Michael Silyman is a partner in the Scottsdale office. Mr. Silyman has served as President of the Hispanic National Bar Foundation, an organization committed to encouraging and supporting Hispanic young people to pursue careers in the legal profession. In addition, Mr. Silyman has served as Vice President of the Hispanic National Bar Association and as President of Los Abogados, Arizona’s Hispanic Bar Association. At Kutak, Mr. Silyman is an active member of the Firm’s Hispanic and Latin American Affinity Group and a member of the National Inclusiveness and Diversity Committee.
MEMBERS OF THE OMAHA PIPELINE GROUP PARTNERED WITH CREIGHTON UNIVERSITY PROFESSORS TO PROVIDE A NUMBER OF PRESENTATIONS TO STUDENTS AT BRYAN HIGH SCHOOL THROUGHOUT 2016. THE FOCUS OF THE PRESENTATION IS HOW TO PURSUE A LEGAL CAREER, AND BOTH KUTAK ATTORNEYS AND STAFF PARTICIPATE IN SHARING THEIR PERSONAL AND PROFESSIONAL EXPERIENCES.

**PIPELINE TO THE PROFESSION**

Members of the Omaha pipeline group partnered with Creighton University professors to provide a number of presentations to students at Bryan High School throughout 2016. The focus of the presentation is how to pursue a legal career, and both Kutak attorneys and staff participate in sharing their personal and professional experiences.

**BY THE NUMBERS**

Kutak Rock is committed to creating and fostering an inclusive work environment for all. The firm’s inclusiveness and diversity efforts ensure that all attorneys and staff can choose how to integrate their personal and professional lives.

- **56%** of Kutak Rock’s attorneys are women and/or minorities.
- **8X** the national average for partners with disabilities.
- **9%** of Kutak Rock’s partners are individuals of color.
- **2X** the national average for LGBT partners.
- **57%** of newly-named partners are women.
Each year, Omaha members of the African Heritage African American Black Affinity Group coordinate a few special events in recognition of Black History Month. This year, the Great Plains Black History Museum provided artwork and a number of artifacts to display in the Omaha office. Attorneys and staff were invited to view the exhibit and participate in a presentation by Mr. Rudy Smith, Chair of the Museum’s Board.

(Right) Omaha members of the African Heritage African American Black Affinity Group created “Did You Know” cards, highlighting the many accomplishments of African Americans in this country.

Diversity: The art of thinking independently together

~ Malcolm Forbes

African Heritage/African American/Black Affinity Group

Jane Sper, a partner in the Richmond office, serves as a member of the board of directors of Equality Virginia, a statewide, non-partisan education, outreach and advocacy organization that seeks equality for LGBT Virginians. In addition, Jane has served as a director of the Virginia Equality Bar Association (VEBA) since its founding in 2013. VEBA’s mission includes providing legal education, resources and information to the legal community and the public at large. Jane has been instrumental in developing the organization’s Name and Gender Marker Change Clinic and its continuing legal education programs for attorneys and law students across Virginia.

“Did You Know” Cards
2016 Inclusiveness and Diversity Committee

David Jacobson, Chair of the Firm, (1) and Dave Amsden, Vice-Chair (2) | National
Courtney Koger, Chair of the Committee (3) | Kansas City
Saundra Wootton (4) | Los Angeles
Michael Sillyman (5) | Scottsdale
Barry Burns (6) and Tiffanie D. Stasiak (7) | Denver
Ed Gonzales (8), Winnie Hawkins (9) and Tom Roubidoux (10) | Omaha
Stuart Hindmarsh (11) | Rogers
Rita Garrett (12) and Drew Marlar (13) | Atlanta
Gil Boyce (14) | Washington D.C.
“I BEGIN WITH AN IDEA
AND THEN IT BECOMES SOMETHING ELSE”
~ PABLO PICASSO
Kutak Rock LLP

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