



# 2022 DEI ANNUAL REPORT



At Hooper, Lundy & Bookman, [diversity, equity, and inclusion](#) aren't just talking points. The firm is deeply committed to ensuring that these values are infused into every aspect of our business. We understand that a wider range of perspectives and approaches means more innovative legal and policy solutions for our clients, and we see improving diversity within the firm as an opportunity to enhance our client work as well as our culture.

This dedication extends to the work we do every day in collaboration with health care providers nationwide. In partnership with community health institutions, we are actively working to improve access to quality health care through educational and practical services that address various social determinants of health.

In March 2022, we joined Diversity Lab's Midsize Mansfield Rule Program. Our participation in this program allows us to meaningfully advance our efforts to promote these values internally and throughout the profession.



# DEI COMMITTEE

At the core of our efforts is our Diversity, Equity and Inclusion (DEI) Committee, comprised of our Managing Shareholder, partners, senior counsel, associates, government relations professionals, and business staff.

We launched our Diversity Initiative in 2012 and have been guided by a strategic plan since 2016. After working with a diversity consultant, we have expanded our strategic plan for the firm's future, guided by the following goals:

Improving DEI recruitment and retention

Supporting people through life transitions

Uniting people across departments and offices

Building a reputation for DEI

Through this plan, we're working to reduce barriers by:

- Coordinating mentorship and training for women and those from underrepresented groups\* to promote professional development.
- Supplementing the firm's efforts to recruit diverse candidates at all levels.
- Instilling a culture of equity and inclusion to ensure the retention and advancement of women and underrepresented groups.
- Adopting internal policies to support our professionals and staff through life transitions, including expanded family leave and part-time policies.

## DEI BY THE NUMBERS

**41%**

Women lawyers and government relations professionals

**67%**

Women senior counsel and associates

**42%**

Senior counsel and associates from underrepresented groups

**60%**

Lawyers elevated to equity partnership over the past five years are women and/or from underrepresented groups

**26%**

Equity partners are women and/or from underrepresented groups

**166**

Annual hours of DEI-focused billable credit

**60%**

Increase since 2021 in women and those from underrepresented groups on firm Governance Committee

**67%**

New partners elevated over the past five years are women or from underrepresented groups

*\*Attorneys of color, LGBTQ+ attorneys, attorneys with disabilities*

# LEADERSHIP

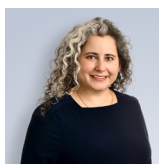
Our Board of Directors, Governance Committee, Departments, Practices, Task Forces and Committees all benefit from the leadership of talented and dynamic women and professionals from underrepresented groups.

Further, the heads of our four business departments are all women: Finance and Accounting, Human Resources, Information Technology, and Marketing & Business Development.



## Sandi Krul

Board of Directors, Member  
Health Equity Task Force, Co-Chair  
Diversity, Equity & Inclusion  
Committee, Co-Chair



## Katrina Pagonis

Board of Directors, Member  
Regulatory Department, Chair



## Bridget Gordon

Governance Committee, Member  
Clinical Laboratory Work Group,  
Co-Chair



## Jennifer Hansen

Governance Committee, Member  
Medical Staff Practice, Co-Chair



## Amy Joseph

Governance Committee, Member  
Academic Medical Centers Practice,  
Co-Chair



## Nina Marsden

Governance Committee, Member  
COVID-19 Task Force, Chair



## Ruby Wood

Governance Committee, Member  
Medical Staff Practice, Co-Chair



## Jodi Berlin

Pro Bono Committee, Chair



## Kelly Carroll

Medicare Appeals Practice, Co-Chair



## Andrea Frey

Digital Health Practice, Co-Chair  
Reproductive Health Practice,  
Co-Chair



## Stephanie Gross

Reproductive Health Practice,  
Co-Chair  
Recruiting Committee, Co-Chair



## Jordan Kearney

Medicare Audits & Appeals  
Workgroup, Chair  
Technology Committee, Co-Chair



## Linda Kollar

Behavioral Health Practice, Co-Chair  
Professional Development Group  
Committee, Co-Chair



## Alicia Macklin

Behavioral Health Practice, Co-Chair  
Health Equity Task Force, Co-Chair  
Recruiting Committee, Co-Chair



## Monica Massaro

Diversity, Equity & Inclusion  
Committee, Co-Chair



# RECRUITING

In 2018, our firm adopted the Mansfield Rule, a dedication to considering at least 30% women, lawyers of color, LGBTQ+ lawyers, and lawyers with disabilities when recruiting externally and for leadership roles.

67% of the associates hired in 2022 were women.

Our firm values diversity in its recruiting efforts. Core components of the firm's planned DEI initiatives in recruiting include the following:



Partnering with law schools and student-run organizations to help identify diverse talent



Requiring outside recruiting consultants to consider diversity in their efforts on behalf of the firm



Expanding the firm's talent search by incorporating the Mansfield rule



Offering support to health law societies across the country



Hosting panel discussions to promote careers in health law



Promoting mentorship of law students who express an interest in health law

# SUPPORTING DEI IN THE LEGAL AND POLICY PROFESSIONS

The firm is dedicated to committing significant resources to our DEI efforts.

We have sponsored or partnered with numerous organizations, including the California Minority Counsel Program, Women in Government Relations, Leadership Counsel on Legal Diversity, Public Leadership Education Network, the Southern California Chinese

Lawyers Association, the National Asian Pacific American Bar Association, Women in Healthcare Administration of Southern California, the Greater Los Angeles Chapter of Women in Healthcare, and Women Lawyers Association of Los Angeles.

## HEALTH EQUITY

The firm has long been committed to the principle of fighting for equal access to health care.

In fact, our founding mission was to support a robust health care provider community so that all populations could receive quality health care. The firm's Health Equity Task Force works to address social determinants of health in collaboration with hospitals and health care providers across the country.

Our lawyers and government relations team are dedicated to supporting our clients and organizations in promoting health equity through programs, services and policies aimed at

providing quality health care to all and addressing social determinants of health. These efforts are directed at access to care, including street medicine, vaccine administration, food services, transportation and telehealth, post-discharge housing, and free health screenings. Our policy work also includes support for community based programs, advancing alternative payment models focusing on health equity, and leveling policies that have a disproportionate negative impact on certain populations.

### CASE STUDY

HLB worked closely with MLK Community Healthcare in the establishment of its Street Medicine program designed to deliver quality, reliable health care services directly to persons experiencing homelessness in South Los Angeles - meeting them where they live, with walking teams of medical professionals and social workers. See the program in action [here](#).





# WHAT OUR PEOPLE SAY

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We remain committed to continuous and holistic improvement in firm diversity, equity and inclusion. This makes us stronger and more innovative in everything that we do. We continue to focus on improving women and minority representation among our attorneys and professionals, as well as promoting health equity across our society.

**Mark Reagan**, Managing Shareholder

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Our firm's DEI initiatives go beyond internal activities, as it is also embedded in the work we perform for our clients and the patients they serve. As a government relations professional, I have the privilege of advocating for the attainment of the highest level of health for all people, regardless of any barrier that affects access to care. Everyone deserves to have access to health care services when and where they need them and working with policy makers is key to that outcome.

**Kelly L. Delmore**, Principal, Government Relations & Public Policy

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As a junior associate holding multiple underrepresented identities in the legal industry, my biggest fear starting my career was that I wasn't going to find a partner willing to personally invest in my growth; so much of the success of a new attorney is finding a mentor to bring you in to projects and show you the ropes. My experience at HLB has been completely the opposite. Nearly every partner I've worked with has provided invaluable mentorship and opportunities to expand my own practice. Although DEI is a constant process, I am truly grateful that this firm encourages me to bring my authentic self, and views diversity as a true asset to the work we do.

**Kerry Sakimoto**, Associate

# WHAT OUR PEOPLE SAY

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Having recently joined the DEI Committee, I have witnessed first-hand how seriously the firm attacks the problem of historical inequities. I am moved by the warm humility of all the participants who are tackling these complex issues and improving the culture both inside and outside the firm.

**Michael Su**, Docketing Manager

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Our DEI Committee of lawyers, professionals and business staff actively participate and collaborate for a common goal - bringing true equity, diversity and inclusion to our firm. It's inspiring to see the positive results from the work we have accomplished together, and I am looking forward to continued progress through our various initiatives.

**Sandi Krul**, Partner

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HLB's membership in the Leadership Council for Legal Diversity is particularly meaningful to me. Serving as the firm's LCLD Fellow presented me with the opportunity to have powerful discussions with lawyers across the country about both the passion for and struggles associated with fostering a genuine commitment to diversity and inclusion. I look forward to continuing these conversations through the LCLD Alumni program.

**Nina Adatia Marsden**, Partner



# ACTIVITIES AND ACCOMPLISHMENTS

## HLB Joins Diversity Lab's Midsize Mansfield Rule Initiative

In 2022, to further our adoption of the Mansfield Rule beyond just recruiting, we partnered with Diversity Lab on its Mansfield Rule program for mid-sized law firms, which seeks to increase the representation of women and underrepresented lawyers in leadership. Certification in the program requires that law firms affirmatively consider at least 30% women, attorneys of color, LGBTQ+ attorneys, and attorneys with disabilities for recruitment, governance roles, equity partner promotions, and inclusion in formal pitches to clients.

The firm joins more than 60 other mid-sized firms throughout the US participating in this cohort of the Mansfield Rule. The Rule is designed to boost and maintain diversity among leadership through knowledge sharing, increasing the visibility and economic power of underrepresented individuals, and shifting mindsets and cultures utilizing tracking mechanisms to ensure transparency and results. The certification period is 16 months.

## HLB's Commitment to The Leadership Council on Legal Diversity (LCLD)

Since 2018, the firm has been active with The Leadership Council on Legal Diversity (LCLD), an organization of more than 400 corporate chief legal officers and law firm managing partners dedicated to creating a more diverse legal profession.

In May 2022, Managing Shareholder and Chairman of the Board, Mark Reagan, publicly [pledged his commitment](#) to LCLD's Legal Diversity Leaders at the Front Initiative, designed to dismantle barriers preventing underrepresented attorneys from achieving the highest levels of leadership in law firms and corporate legal departments. The pledge is Mark's commitment personally and on behalf of the firm to DEI and implementing organizational changes that are specific, meaningful and measurable.

Further, partner Nina Marsden participated as a 2022 LCLD Fellow, and senior counsel Andrea Frey participated in the 2022 class of LCLD Pathfinders.

The LCLD Fellows and Pathfinder programs have helped identify and mentor the next generation of diverse legal leaders. The LCLD Fellows Program is a year-long professional development program designed to connect high-potential attorneys from prominent organizations with industry leaders. The LCLD Pathfinder Program was established for diverse, high-performing, early-career attorneys at LCLD Member organizations.

# ACTIVITIES AND ACCOMPLISHMENTS

## Institutionalizing DEI and Making a Difference in our Communities

<b>CALENDAR YEAR 2022</b>	<b>Engaged in 834 hours of pro bono work, including 166 hours of DEI-focused billable hours credit</b>
<b>OCTOBER</b>	Human resources increased the number of DEI concern questions in the firm's exit survey
<b>SEPTEMBER</b>	Sponsored the National HBCU PreLaw Summit and organized a diverse panel to present on "Practicing Health Care Law: Meaningful Work that Impacts Everyone"
<b>SEPTEMBER</b>	Organized firmwide opportunities in honor of 9/11 National Day of Service (Red Cross Blood Drive and volunteer with Library of Congress to transcribe letters of Clara Barton (Red Cross founder))
<b>AUGUST</b>	Renewed annual sponsorship of Women Lawyers of Los Angeles (WLALA)
<b>AUGUST</b>	One of 43 firms designated by Bloomberg as a 2022 DEI Framework Member
<b>JULY</b>	Sponsor of Women in Government Relations DEI Summit
<b>JUNE</b>	Baby to Baby Fundraiser for Baby Formula (raised over \$4,000)
<b>MAY</b>	Managing Shareholder, Mark Reagan, issued his <a href="#">DEI Pledge of Commitment to Leadership Council on Legal Diversity</a> - Leaders at the Front Initiative
<b>MAY</b>	Uniting Across Offices Initiative: Launched multiple Affinity/Interest Groups
<b>MAY</b>	Launched support of Life Transitions Initiative: Mindful Return benefit
<b>APRIL</b>	Launched DEI Billable Hour Credit policy (50 hours)
<b>MARCH</b>	Nina Marsden nominated as LCLD Fellow for 2022 and Andrea Frey nominated as LCLD Pathfinder for 2022
<b>MARCH</b>	Diversity, Equity & Inclusion Annual Report issued
<b>MARCH</b>	Launched Midsize Mansfield Rule certification process
<b>FEBRUARY</b>	LACBA Diversity Pledge - Adoption of <a href="#">LACBA DEI Statement of Goals and Principles</a>





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