

# **Heeding the Call for Change: Law Firms & the DEI Front**

*Advancing Diversity, Equity & Inclusion in the Legal Profession*

Written Materials

**Asian Pacific American Bar Association of Los Angeles**

Virtual MCLE-Qualified Program

Wednesday, Aug. 25, 2021

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# 2020 ABA Model Diversity Survey

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## Commission on Racial and Ethnic Diversity in the Profession

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## PREFACE



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The legal profession has long struggled with ensuring that lawyers in law firms who are of diverse backgrounds have the same opportunities, including economic, afforded them to the same extent as their counterparts. It is the purpose of American Bar Association (ABA) Resolution 113 and its accountability tool, the Model Diversity Survey (MDS) to attempt to level the playing field.

In 2015-2016 when I had the extraordinary privilege to serve as president of the ABA; it was a primary goal to create systemic and sustained change in the legal profession, which would outlive my term as president. As a result, the Diversity and Inclusion 360 Commission was established. There were four subgroups established within the Commission, each with its own vision. I would like to take this opportunity to thank the co-chairs of the 360 Commission, Eileen Letts and David Wolfe for their leadership, ensuring that the vision for each group was realized.

One of the four working groups was the Economic Case Working Group (ECWG). Promotion to partner, equity partner and the highest level of leadership roles in law firms are generally determined by those who make the greatest financial contributions to the firm. In many instances, financial contributions are defined by client relationships and who gets “credit” for the client relationship. The client credit structure that is baked into far too many firms precludes diverse lawyers from meaningful participation in economic opportunities and therefore in decision making roles. The ECWG was charged with developing a mechanism to alter this dynamic.

The ECWG included, in no particular order, Mark Roellig, Wendy Shiba, Dennis Archer, Sylvia James, Alan Bryan, Joe West and Brett Hart. They like all 360 Commission members were extraordinary. They took the vision to heart and came up with the concept of Resolution 113, which urges legal service providers to expand and create opportunities for diverse attorneys and urges the buyers of legal services to direct a greater percentage of legal spend towards diverse attorneys.

ABA Resolution 113 distinguishes itself because it has an accountability tool, the Model Diversity Survey. The purpose of the survey is to serve as the standard for law firms' reporting of their diversity metrics. The benefits the survey have are data uniformity, time efficiency, and trending year over year in aggregate and for individual firms. Critically, there is no fee for law firms and legal organizations to participate. Likewise, there is no required annual fee for the more than 150 General Counsel signatories to Resolution 113 although the financial contributions from the signatories is instrumental to supporting the work of the MDS and CREDP.

While it would be easy to accept platitudes for ABA Resolution 113 and its attendant MDS, it is always helpful to have a third party conduct an unbiased assessment. This Report unfortunately confirms much of what we already know; more progress is urgently needed and the MDS and its use by consumers of legal services is so critically important. Thank you Dr. Richard Harvey and Ms. Maya Gann-Bociek and those wise enough to select them.

Finally, if Resolution 113 and the MDS were to live, it needed to find a home. The Commission on Racial and Ethnic Diversity in Profession (CREDP) was obvious and best suited. Fortunately, the ABA has extraordinary Professionals and CREDP, led by Keevin Woods. Keevin, from a staff perspective ensured that volunteers of the CREDP, first led by Kim Norwood and then over time, Gretchen Bellamy who took it to the next level. Over time, Raquel Norwood joined Keevin. Both have been exceptional.

No matter what accomplishment or success achieved, someone has been there to help you. There are so many who caused the vision of creating increased opportunities for diverse lawyers to have a seat at the table and a meaningful voice at the table to be enhanced. The vision has not been fully realized but important steps have been made to economically empower diverse lawyers. For that, I once again thank Gretchen Bellamy, every chair of CREDP from 2015-the present. Not to diminish the role of past chairs however, the current Chair, Michelle Behnke has taken true ownership. Every Commissioner from 2015-present, Pedro Windsor, Rachel Patrick, all provided immeasurable guidance.

The Model Diversity Survey Report and the MDS demonstrate we can be the Change.

# FOREWORD ON BEHALF OF THE AMERICAN BAR ASSOCIATION



We, the Commission on Racial and Ethnic Diversity of the American Bar Association, are honored to present the first report on diversity, equity and inclusion (“DEI”) in law firm practice which is based on the Model Diversity Survey data. Although this Report is being issued during our term of service, we would also like to extend our many thanks to those Commissioners who have completed their service to the Commission, but without whom this report would not have been possible. We would also like to thank the ABA Commission staff who have dedicated their time to the success of the Model Diversity Survey.”

The American Bar Association, the largest association of lawyers in the United States, has four goals anchoring its mission. Those goals are (1) to serve our members, (2) to improve our profession, (3) eliminate bias and enhance diversity in the legal profession, and (4) advance the rule of law. Under Goal III, “diversity” is defined as race/ethnicity, gender, LGBTQ+ status and disability status. To support Goal III, the ABA has a number of entities that work to advance DEI in the legal profession and in the services lawyers provide. The entities, in addition to our own, that are primarily focused on this important work include the following:

- Commission on Disability Rights
- Council for Diversity in the Educational Pipeline
- Commission on Sexual Orientation and Gender Identity
- Coalition on Racial and Ethnic Justice
- Commission on Women in the Profession
- Commission on Hispanic Legal Rights and Responsibilities
- Commission on Racial and Ethnic Diversity in the Profession

During her ABA presidency in 2015 – 2016, Paulette Brown created the Diversity & Inclusion 360 Commission. She created four working groups to assess DEI in the legal profession and create action plans to advance the ABA’s Goal III. One of the working groups, the Economic Case Working Group, brought forward

what we now call Resolution 113 (the “Resolution”), which was passed by the House of Delegates in August 2016. The Resolution urges legal service providers to expand and create opportunities for diverse attorneys and urges the buyers of legal services to direct a greater percentage of their legal spending towards diverse attorneys. In the report supporting the Resolution, the following goals were stated:

- ❖ Increase diversity at all levels within the legal profession, which will make the legal field a more appealing profession for diverse individuals;
- ❖ Increase the number of diverse attorneys and remediate the issues of implicit bias in the legal profession; and
- ❖ Encourage corporate clients to use a Model Diversity Survey in procuring and evaluating legal service providers.

The Model Diversity Survey is the tool designed to implement Resolution 113. The purpose of the survey is to collect data from law firms about the state of DEI in their respective firms. The benefits the survey are data uniformity, time efficiency, and the collection of trending year-over-year data in aggregate and for individual firms. To be sure, there are other survey tools in the marketplace and corporations have often developed their own tools, but the Model Diversity Survey as administered by the ABA provides significant benefits. The survey offers transparency to corporate, non-profit, university and governmental clients (“Clients”). It allows for the measurement of trends in law firm partnership ranks, hiring practices, attrition, lawyers working on flexible schedules, and the ranks of highest compensated attorneys, among other things. The survey also allows for general counsel and law firm relationship partners to agree upon “client-specific” questions, which is more efficient and cost-effective than filling out entirely separate questionnaires for each client. Finally, having a comprehensive annual report of aggregated data showing trends over time will offer the ability to advance DEI in the legal profession.

In short, the MDS provides Clients with a straightforward way to review and assess the DEI of the legal service providers with which they work and to make decisions regarding hiring and retention based on the DEI efforts of those service providers.



Some additional benefits of the Model Diversity Survey include the following:

- ❖ Law firms will gain a greater assortment of perspectives from within their firms to enable them to achieve better results.
- ❖ Diverse attorneys, given an equal opportunity, will have greater chances of obtaining leadership roles in the legal profession.
- ❖ Stakeholders and the public will have more trust that the legal profession is one of ethical conduct and integrity that is seeking equal opportunity for access, acceptance, and advancement for all attorneys.
- ❖ The cultural shift toward more inclusion in law firms will benefit law firms, as they must be prepared to operate in an increasingly diverse society with increasingly diverse clients.

We are excited to release this first report. However, we know that the report alone will not create the change that we believe is needed. The report is the tool to monitor, validate, and hold each other accountable for reaching the diversity, equity, and inclusion in the profession that we all profess to want and understand to be necessary. We are presenting the data so there is a baseline understanding and encourage those reading this report to analyze the DEI statistics and trends that can be discerned from this data. Then, all of us, as DEI champions, can employ data-driven strategies to increase hiring, advancement, and opportunities that will lead to improved DEI in the legal profession. Using these strategies, we would expect to see more inclusive workplace policies and practices, which will encourage effective sponsorship and mentoring, more equitable promotions and compensation decisions, and greater access to business development opportunities for diverse attorneys.

This report might provide a “state of law firms,” which has not previously been available. It might allow Clients to begin discussions with legal service providers about the actual strategies being employed to increase and sustain DEI within the legal profession. Additionally, the report might be read by law students and new lawyers to help them make decisions about where to pursue their legal careers and where they are likely to have success.



The report makes clear that we can do better. We recognize that although the challenges are great, we are optimistic that as a profession and as a nation it is possible to meet those challenges and overcome them. As James Baldwin noted, “[n]ot everything that is faced can be changed, but nothing can be changed until it is faced.” Let’s get to work.

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Matthew Archer-Beck  
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# Table of Contents

10	Introduction
19	Summary of Findings
21	Overall Sample Demographics Dashboard
23	Overall Firm Demographics
44	Hires
66	Promotions from Associate to Partner
76	Firm Leadership
93	Top 10% Highest Compensated Partners
98	Firm Attrition
117	Attorney's Reduced Working Schedule
134	Diversity Initiatives
139	Appendix
146	Acknowledgments

# INTRODUCTION

## EXECUTIVE SUMMARY

This report is based upon an assessment of firm level policies, practices, and outcomes with regard to the hiring, attrition, promotion, leadership, work schedules, and compensation of the reporting firms' attorneys. The focus of this report is on the similarities and differences of these outcomes for different racial, gender identity, sexual orientation, and disability status groups. It involves three distinct years of data collection.

Across the myriad of tables and analyses in the report, a fairly blatant pattern emerges. It is not a 'new' finding, but rather a confirmation of prima facie anecdotal evidence. While there is budding diversity and growth at the lower levels of law firms (i.e., Associates), the diversity tends to bottleneck as the analyses move up the chain of command. The "glass ceiling" effect is evidenced by the lack of representation among minority groups in higher roles (Partners, equity and non-equity alike) and leadership committees. When racial, identity (gender), sexual orientation, and disabled minorities are promoted from Associate to Partner, they are disproportionately more likely to be promoted to Non-equity Partner than to Equity Partner status. However, White attorneys are more likely to be promoted to Equity Partner than Non-equity Partner status. Furthermore, the minorities that are hired or promoted to the highest levels (Partnership) are leaving the firm at a disproportionately higher rate, resulting in a further decline of representation at the highest levels of the firm. These factors serve to explain the inequity in compensation whereby White male attorneys represent approximately 80% of the top 10 percent of highest compensated attorneys in the firm, followed by White female attorneys at approximately 13%. Each of the other racial/identity intersectional groups displayed between 4% to less than 1% representation in the top 10 percent of highest compensated attorneys.

## Caveats

There are two important considerations for the following summaries. First of all, firm size matters! Most of the data varied considerably by firm size. Because of their relatively smaller numbers, the proportions of small firms tend to skew the overall results. Thus, all of the data in the report was broken out by firm size. Because larger firms constitute a larger proportion of the overall sample of attorneys, these firms were weighed more heavily when firm size results differed substantially. Secondly, these summaries span three years of data collection. While the basic infrastructure of the survey was identical, there were some slight modifications that helped make the data more reliable. Thus, when the data differed considerably by year, the last year of data was weighed more heavily in drawing conclusions. More specific details about the survey methodology are provided in the body and appendices of the report.

## Overall Demographic Representation

*Race.* While White attorneys are dominant in law firms (lowest is 70%) at the Associate level, their dominance is even more pronounced as the analyses move up to Non-equity and Equity Partners (lowest is 84%, up to 93% depending on the size of the firm). Of course, this suggests that minority groups actually decrease as the analyses move up from Associates to Partners.

*Identity.* At the Associate level, male and female representation is about even (from 42% to 58% for both). However, as the analyses move up, representation diverges. For Non-equity Partners, the numbers split to 70% vs. 30%, favoring males. At the Equity-Partner level, the split is even greater at 80% vs. 20%, favoring males.

*LGBTQ+.* Regardless of level, LGBTQ+ representation only constituted between 1% to 2% of the attorneys in the firm.

*Disability.* Attorneys with disabilities constituted only around 1% of Associates and even less (about one half of one percent) for both levels of partnership.

## Diversity Initiatives

Law firms were asked to report whether or not they had 19 different policies related to Diversity, Equity, and Inclusion. While the majority of firms reported having each policy, there was nonetheless some fluctuation between policies. The most frequent policies were those that "...prohibits discrimination based on disability, sexual orientation, gender identity, and gender expression" (93%) and a policy that "... specifically provides for paid maternity leave" (91%). The policies that were least likely to be provided by the law firms were a policy that the firm "... has a supplier diversity program" (47%) and a policy that "...gives billable credit for work that is directly related to diversity efforts (but is not pro bono work)" (52%). We found no correlations between having a policy and any of the other measures in the survey (e.g., hires, attrition, leadership, etc.). This might suggest that merely having a policy in place does not, by itself, result in actions that reduce inequity in outcomes.

## Hires

*Race.* White attorneys constituted the largest number of hires at the Associate level (75%). Those numbers increased by 10 to 15 points for Non-equity and Equity Partners (85% to 90%). With the exception of Asian attorneys, all other racial minority groups remained below 5% at all levels. Asian attorneys ranged between 6% to 11% of hires at the Associate and Non-equity Partner levels, however, consistent with other minorities, their numbers were under 5% at the Equity Partner level. The ratio of hires to attrition (i.e., Growth Ratio) suggests that whereas all racial groups displayed approximately equal rates of growth at the Associate level, only White attorneys displayed growth and parity (equivalent hires/attrition) at the Non-equity and Equity Partner levels. In comparison, all other racial groups displayed decline at the Non-equity and Equity Partnership levels.

*Identity.* At the Associate level, male and female hires were about even (from 51% vs 49%). However, as the analyses move up, representation diverges. As with the figures for overall demographic representation, for Non-equity Partners, the numbers split to 70% vs. 30%, favoring males. At the Equity-Partner level, the split is even greater at 80% vs, 20%, favoring males. The Growth Ratio

suggests that whereas growth was about equal between male and female attorneys at the Associate level, they dip slightly for female attorneys at the Non-equity Partner level showing decline for female attorneys. However, female attorneys show slightly higher growth among Equity Partners than male attorneys.

*LGBTQ+.* Regardless of level, LGBTQ+ hires constituted between 0 to 5% of attorneys, depending upon the firm size and year. The Growth Ratio suggests that the growth rate of LGBTQ+ attorneys was slightly higher than that of non-LGBTQ+ attorneys at the Associate level. However, at the Partnership levels (both non-equity and equity), LGBTQ+ attorneys show significant decline.

*Disability.* Attorneys with disabilities consistently averaged less than one percent hire rates for all roles. Associate attorneys with disabilities reported growth that was nearly the same as their non-disabled counterparts. However, at the Non-equity Partner level, the growth ratios began to diverge. Non-equity Partners with disabilities reported decline whereas their non-disabled counterparts reported parity. These discrepancies were even more pronounced at the Equity Partner level.

## Attrition

*Race.* Overall, the level of attrition was consistent with overall racial demographics. Because White attorneys constituted the majority demographic in firms, they also reported higher attrition. However, attrition rates, which took into consideration each demographic's attrition as a function of its representation in the firm, displayed a different pattern. The attrition rates for minority racial groups were 2 to 3 times higher than the attrition rates for White attorneys across roles.

*Identity.* As with the other demographic categories, the level of attrition was consistent with overall identity demographics. However, the attrition rate suggests that for primarily larger firms, the overall attrition rate was slightly higher for female attorneys than male attorneys across roles.

*LGBTQ+.* As with the other demographic categories, the level of attrition was consistent with overall sexual orientation demographics. However, the attrition rate suggests that for primarily larger firms, the overall attrition rate was slightly higher for non-LGBTQ+ attorneys than LGBTQ+ attorneys across roles. This finding is likely a confound of an already very low representation of LGBTQ+ attorneys.

*Disability.* As with the other demographic categories, the level of attrition was consistent with overall disability status demographics. However, the attrition rate suggests that for primarily larger firms, the overall attrition rate was slightly higher for non-disabled attorneys than disabled attorneys across roles. This finding is likely a confound of an already very low representation of attorneys with disabilities.

#### Promotions from Associate to Partner

*Race.* The percentage of White Associates promoted to Equity Partner was slightly higher than the percentage of White Associates promoted to Non-equity Partner, whereas the associates of all other racial groups displayed larger percentages for promotion to Non-equity Partner.

*Identity.* The percentage of male Associates promoted to Equity Partner was slightly higher than the percentage of male Associates promoted to Non-equity Partner, whereas this pattern was reversed for female Associates.

*LGBTQ+.* The range of LGBTQ+ promotions from Associate to Non-Equity Partners varied widely from .56% to 10% depending upon firm size and year. However, it appears as though LGBTQ+ Associates were most likely to be promoted to Non-equity Partners than Equity Partners.

*Disability.* There was little to no data provided for promotion of Associates with disabilities to either Non-equity or Equity Partner status. Thus, all average percentages for promotions were at or near zero.



## Leadership

*Minority Status by Identity.* While the actual average percentages differed by year, size, and committee type, for the most part, approximately 70% of firm Leadership were White men, 20% White women, 7% Minority men, and 3% Minority women.

*LGBTQ+.* The average percentage of LGBTQ+ firm leadership seldomly rose above 5% across the various Leadership committees.

*Disability.* With the exception of very small firms (1-20 Attorneys), attorneys with disabilities accounted for less than 1 percent leadership for every leadership committee.

## Reduced Work Schedules

*Race.* Overall, the level of reduced work schedules was consistent with overall racial demographics. Because White attorneys constituted the majority demographic in firms, they also reported higher reduced work schedules.

*Identity.* Both female Equity Partners and female Non-equity Partners were more likely to have a reduced working schedule relative to males (approximately 70% vs. 30%). This pattern was slightly higher for female Associates relative to male Associates (approximately 85% vs. 15%).

*LGBTQ+.* As with the other demographic categories, the level of reduced work schedules was consistent with overall sexual orientation demographics. The typical percentage of LGBTQ+ Associates working a reduced work schedule ranged between 1% to 3%. For both Equity and Non-equity Partners, most percentages of LGBTQ+ attorneys working a reduced schedule were at or near zero percent.

*Disability.* As with the other demographic categories, the level of reduced work schedules was consistent with overall disability status demographics. Because of relatively fewer numbers reported overall, the level of attorneys with disabilities

working a reduced work schedule was at or near zero percent for virtually every role.

## Compensation

*Race by Identity.* Membership within the top 10% highest compensation group was overwhelmingly dominated by White males (approximately 80%) followed by White females (approximately 13%). With few exceptions, African-American/Black males and females consistently represented less than 1%. The remaining minority groups displayed distinctive patterns of intersectionality. Whereas male minority group members were typically between 1% to 4%, female minority group members were typically less than 1%.

*LGBTQ+ by Identity.* Membership within the top 10% highest compensation group rarely rose above 1% outside of very small firms for LGBTQ+ Attorneys. Furthermore, the comparison between LGBTQ+ males and females fluctuated considerably by year and firm size making a comparison between the two non-reliable.

*Disability by Sex.* Membership within the top 10% highest compensation group was consistently near zero percent outside of very small firms for Attorneys with disabilities. Furthermore, the data for both males and females were consistently near zero making a comparison between the two non-reliable.



## SURVEY METHODOLOGY

The ABA Model Diversity Survey was distributed for three years (i.e., 2017, 2018, 2019). Thus, this 2020 report entails methodology reported for three separate databases.

The methodology in this report consisted of four steps (see details in Appendix A): Data Inspection, Data Cleaning, Data Analyses, and Data Reporting. Each step is discussed below.

### Participants

Participants for this survey were approximately 197 firms in 2017, 372 firms in 2018, and 276 firms in 2019. Representatives from each firm completed the survey. The information provided at the beginning and in the instructions are presented in Appendix B. They were provided with a statement of purpose, specifically, they were informed: The information you provide will be used for two purposes. First, the ABA will share your law firm's responses with companies who are interested in evaluating law firms for purposes of hiring or retaining them as outside counsel. Second, the ABA will use your law firm's responses to analyze the state of diversity and inclusion in the legal profession.

Furthermore, the participants were provided with instructions that among other things, highlighted the fact that they would only be allowed to submit their data once. They were also informed that completion of all questions was mandatory.

Finally, participants were provided with a definition of terms used throughout survey. The list of definitions included definitions for all of the categories for which they were required to provide data (e.g., "minority," "equity partner").

## Analyses and Reporting

The primary unit of analyses for the data reported in this report is the individual Law Firm. Thus, raw count numbers for each of the survey cells were transformed into firm level proportions. In general, proportions were created by dividing the cell count by the total for a given column (i.e., usually job role information such as 'Associate'). For example, the cell count for African-American Associates was divided by the total number of Associates for the firm, thereby yielding the proportion of Associates that were African-American for each firm. Furthermore, these proportions were averaged across firms yielding an average proportion for aggregations (e.g., year, firm size, etc.)

Whereas the primary unit of analyses were average proportions, we converted these proportions into percentages to make them easier to interpret. Thus, the data provided in all tables are **average percentages**.

With few exceptions, the primary breakouts for the data in this report entails **year** and **firm size**. Furthermore, where available the data is also broken out by **role** in the firm (Equity Partner, Non-equity Partner, Associates, Counsel, Other). The primary foci of data reporting is **Race, Identity, LGBT+, and Disability** statuses.



## SUMMARY OF FINDINGS

A high-level overview of the findings can be found below:

### FINDING 1

Firm leadership overwhelmingly consisted of White men relative to White women and racial, LGBTQ+, and disability minorities of any gender identity.

### FINDING 2

Growth ratio calculations (i.e., *Hires+ Promotions/Attrition*) suggests that representation of minority groups (racial, identity, LGBTQ+, disability) is growing at

the bottom levels of Associates, but is declining at the higher levels of Non-Equity and Equity Partners.

### FINDING 3

Attrition rates were substantially larger for non-White attorneys (e.g., nearly three times larger for African-American/Black and Hispanic/Latino attorneys) relative to White attorneys.

#### FINDING 4

The percentage of White Associates promoted to Equity Partner was slightly higher than the percentage of White Associates promoted to Non-equity Partner, whereas the associates of all other racial groups displayed larger percentages for promotion to Non-equity Partner. This pattern was also evident in the differences between male and female Associates. The percentage of male Associates promoted to Equity Partner was slightly higher than the percentage of male Associates promoted to Non-equity Partner, whereas this pattern was reversed for female Associates.

#### FINDING 5

Minority males and females consistently ranged between 0% to 2% of the top 10% highest paid attorneys in law firms.

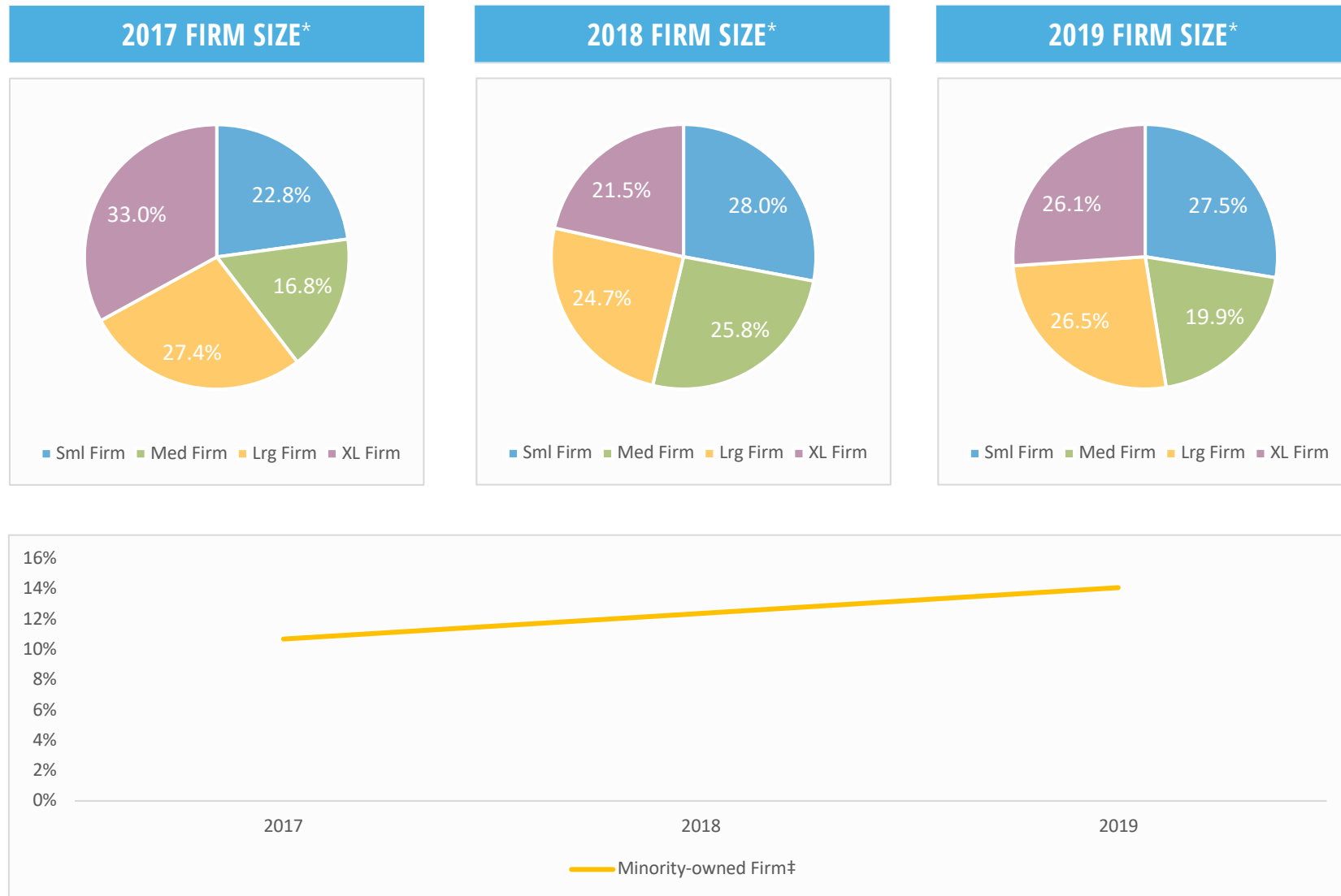
#### FINDING 6

LGBTQ+, Disability and the racial categories of Pacific Islander & Native American/Indigenous, are largely missing from law firms or underreported in firm demographics, hiring, promotions, attrition, and compensation. Most frequently, the average percentages were at or near zero for most of the analyses.

#### FINDING 7

Firm size matters. Even within the same year, there were considerable fluctuations between firm sizes. Some of these fluctuations made sense as in larger average percentages were often reported among firms with 1 to 20 attorneys. Because the relatively fewer numbers in these firms, any demographic group is likely to make up a higher proportion, often resulting in extreme percentages for a given firm. There were also some fluctuations between firm sizes within a given year that was not readily explainable.

# OVERALL SAMPLE DEMOGRAPHICS DASHBOARD



\*Small Firm (1-20), Medium Firm (21-100), Large Firm (101-400), Extra Large Firm (401+)

†Minority-owned firms in this chart include race, gender, sexuality, and ability minorities.



## OVERALL SAMPLE DEMOGRAPHICS DASHBOARD cont

### 2017 DEMOGRAPHICS

Minority  
**15.4%**



Female  
**35.3%**



LGBTQ+  
**2.5%**



Disabled  
**0.3%**

### 2018 DEMOGRAPHICS

Minority  
**16.3%**



Female  
**36.0%**



LGBTQ+  
**2.5%**



Disabled  
**0.4%**

### 2019 DEMOGRAPHICS

Minority  
**17.0%**



Female  
**35.6%**



LGBTQ+  
**2.7%**



Disabled  
**0.6%**

# OVERALL FIRM DEMOGRAPHICS

## OVERVIEW

Tables: The overall totals presented at the bottom of each table reflects the average percentage of attorneys for each role (e.g., Equity Partners) as broken out by year and firm size. Each cell in the table reflects the percentage of a demographic (race, identity, LGBTQ+, disability) that is represented within that role (e.g., average percentage of Equity Partners that are African-American/Black).

## EQUITY PARTNERS

### RACE EQUITY PARTNERS

Across all three years and all firm sizes, White attorneys constituted the highest percentages of equity partners (from 84% to 93%) within firms. The percentage of non-White attorneys that were equity partners varied considerably by race and by size of the firm. Both African-American/Black and Hispanic/Latino attorneys constituted a higher percentage when the firm was small (1-20 attorneys) for years 2017 and 2019 than larger firms. With the exception of these years and sizes, Asian attorneys tended to present the second highest percentages of equity partners within firms, although these percentages only ranged from .26% to 4.48%. The remaining racial categories did not consistently report above 1% equity partners regardless of firm size across the three years.

### IDENTITY EQUITY PARTNERS

Across all three years and all firm sizes, Male attorneys constituted the highest percentages of equity partners. With a few exceptions the average male and female equity partner percentages were 80% and 20%, respectively.

### LGBTQ+ EQUITY PARTNERS

Across all three years, the range for LGBTQ+ equity partners were between 1.41% to 6.31%. This range was qualified by firm size, as there was a consistent pattern of smaller firms (1-20 attorneys) consistently reporting higher firm

percentages for each of the three years (2017-4.38%; 2018-3.35%; 2019-6.35%). The remaining firm sizes only averaged between 1% to 2% for each of those years.

#### DISABILITY EQUITY PARTNERS

Across all years and firm sizes, the average percentage of equity partners with disabilities was a half of one percent. The exception to this was that in 2017 for small firms (1-20 attorneys), the average percentage of equity partners with a disability status was 1.74%.

## OVERALL FIRM DEMOGRAPHICS: RACE BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	4.98	1.2	1.45	1.73	0.90	0.81	1.43	1.86	7.88	2.47	1.47	1.86
Hispanic/ Latino	5.84	2.81	1.92	2.07	0.25	1.37	2.22	2.35	7.88	4.35	1.89	2.41
Alaska Native/ American Indian	0.00	0.0	0.26	0.08	0.52	0.13	0.24	0.13	0.76	0.18	0.08	0.12
Asian	0.26	4.72	2.32	2.94	4.13	3.48	2.25	3.57	1.82	4.48	2.87	3.77
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.17	0.04	0.04	0.00	0.04	0.09	0.06
Multiracial	1.16	0.00	0.58	0.49	1.55	0.55	0.71	0.64	0.81	0.07	0.59	0.65
White	88.22	87.36	93.08	92.33	87.72	92.56	92.12	91.09	83.57	88.24	92.81	90.83
<b>OVERALL</b>	<b>47.95</b>	<b>33.09</b>	<b>35.97</b>	<b>29.80</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

OVERALL FIRM DEMOGRAPHICS  
IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	34.89	15.57	18.80	19.13	28.48	19.57	18.87	19.72	24.75	20.69	20.05	20.51
Male	65.11	84.43	81.20	80.87	71.52	80.43	81.13	80.28	75.25	79.31	79.95	79.49
<b>OVERALL</b>	<b>47.95</b>	<b>33.09</b>	<b>35.97</b>	<b>29.80</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	4.38	1.76	1.73	1.85	3.35	1.41	1.45	2.04	6.31	1.69	1.65	2.15
<b>OVERALL</b>	<b>47.95</b>	<b>33.09</b>	<b>35.97</b>	<b>29.80</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>

## OVERALL FIRM DEMOGRAPHICS

### DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	1.74	0.52	0.28	0.20	0.10	0.29	0.46	0.34	0.00	0.13	0.38	0.45
<b>OVERALL</b>	<b>47.95</b>	<b>33.09</b>	<b>35.97</b>	<b>29.80</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>	<b>42.24</b>	<b>36.23</b>	<b>31.88</b>	<b>27.99</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### NON-EQUITY PARTNERS

#### RACE NON-EQUITY PARTNERS

Across all three years and all firm sizes, White attorneys constituted the highest percentages of non-equity partners (from 84% to 90%) within firms. Asian attorneys tended to present the second highest percentages of non-equity partners within firms, although these percentages only ranged from 3 to 6%, with only a couple of exceptions. Both African-American/Black and Hispanic/Latino attorneys constituted similar average percentages ranging between approximately 2 to 3% non-equity partners. The remaining racial categories did not consistently report above 1% non-equity partners regardless of firm size across the three years.

#### IDENTITY NON-EQUITY PARTNERS

With one exception, the average for Male attorneys constituted the highest percentages of non-equity partners. With a few exceptions the approximate average male and female non-equity partner percentages were 70% and 30%, respectively.

#### LGBTQ+ NON-EQUITY PARTNERS

Across all three years, the range for LGBTQ+ equity partners were between 1.02% to 5.23%. With one exception, the higher average percentages were typically displayed by very small firms (1-20 attorneys) and very large firms (400+ attorneys).

#### DISABILITY NON-EQUITY PARTNERS

Across all years and firm sizes, the average percentage of non-equity partners with disabilities was usually less than half of one percent.



## OVERALL FIRM DEMOGRAPHICS

### RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	1.47	2.36	2.01	2.27	2.91	2.80	2.56	8.60	1.55	2.22	2.62
Hispanic/ Latino	11.40	1.62	2.08	2.55	4.62	1.33	2.69	2.61	1.35	3.11	2.36	2.89
Alaska Native/ American Indian	0.00	0.36	0.11	0.13	0.00	0.25	0.24	0.13	0.37	0.00	0.07	0.17
Asian	0.53	6.58	3.43	5.06	6.50	2.74	3.10	5.40	4.49	4.45	4.60	5.17
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.14	0.10	0.00	0.24	0.01	0.05
Multiracial	0.00	0.00	0.70	0.86	0.00	0.91	1.20	1.18	0.00	0.43	1.27	1.31
White	88.07	88.26	88.04	88.86	80.24	90.18	89.52	86.01	84.34	88.39	89.50	87.56
<b>OVERALL</b>	<b>8.75</b>	<b>18.21</b>	<b>14.38</b>	<b>13.93</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	58.22	27.78	26.14	30.64	36.87	32.55	30.83	31.32	37.63	32.45	27.96	31.63
Male	41.78	72.22	73.86	69.36	63.13	67.45	69.17	68.68	62.37	67.55	72.04	68.37
<b>OVERALL</b>	<b>8.75</b>	<b>18.21</b>	<b>14.38</b>	<b>13.93</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### LGBTQ+ BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	5.26	1.47	1.94	1.85	1.02	1.33	1.80	1.92	3.90	1.61	1.75	5.23
<b>OVERALL</b>	<b>8.75</b>	<b>18.21</b>	<b>14.38</b>	<b>13.93</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>

## OVERALL FIRM DEMOGRAPHICS

### DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.34	0.26	0.35	0.00	0.38	0.39	0.54	0.00	0.19	0.19	0.77
<b>OVERALL</b>	<b>8.75</b>	<b>18.21</b>	<b>14.38</b>	<b>13.93</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>	<b>13.16</b>	<b>18.03</b>	<b>17.33</b>	<b>12.16</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### ASSOCIATES

#### RACE ASSOCIATES

Across all three years and all firm sizes, White attorneys constituted the highest percentages of Associates (from 70% to 92%) within firms. Asian attorneys tended to present the second highest percentages of Associates within firms, with average percentages ranging from 3 to 11%. Both African-American/Black and Hispanic/Latino attorneys constituted similar average percentages ranging between approximately 4 to 6% Associates. However, one notable outlier was that in 2019, the average percentage of African-American/Black Associates was 15.35. The multi-racial category, with a couple of exceptions, consistently registered around 1 to 3% Associates. The remaining racial categories did not report above 1% Associates regardless of firm size across the three years.

#### IDENTITY ASSOCIATES

The range of average Male Associate percentages were between 43% to 58%, whereas the range of average Female Associate percentages were between 42% to 57%. The average percentage of Female Associates were higher than Male Associates among small firms (1-20 attorneys) in 2017 (56% vs. 44%) and 2019 (57% vs. 43%). In the remaining years and firm size categories Male Associates had higher average percentages than Female Associates.

#### LGBTQ+ ASSOCIATES

With one exception, the average for LGBTQ+ Associates were between approximately 1% to 2% within firms.

#### DISABILITY ASSOCIATES

The average for Associates with Disabilities were between approximately 0% to 1.21% within firms.

OVERALL FIRM DEMOGRAPHICS  
RACE BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	1.62	2.39	5.20	4.59	2.28	4.38	5.55	4.62	15.35	5.11	4.96	4.69
Hispanic/ Latino	4.18	3.69	4.41	4.73	3.83	3.85	4.96	5.00	6.12	4.14	4.43	5.39
Alaska Native/ American Indian	0.00	0.17	0.50	0.22	0.35	0.12	0.09	0.23	0.00	0.05	0.12	0.23
Asian	5.30	7.00	7.87	10.44	7.92	6.87	8.13	10.80	2.95	8.57	8.80	11.12
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.23	0.15	0.13	0.08	0.00	0.30	0.09	0.09
Multiracial	1.97	1.18	2.11	2.90	0.45	1.38	2.87	3.31	2.04	0.93	2.58	3.20
White	91.85	80.25	79.36	76.39	88.42	79.93	78.10	75.54	69.90	77.77	78.81	75.40
<b>OVERALL</b>	<b>24.69</b>	<b>35.61</b>	<b>34.68</b>	<b>41.62</b>	<b>25.54</b>	<b>33.77</b>	<b>36.46</b>	<b>42.07</b>	<b>25.54</b>	<b>33.77</b>	<b>36.46</b>	<b>42.07</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

OVERALL FIRM DEMOGRAPHICS  
IDENTITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	55.95	45.57	45.15	47.26	46.65	42.32	47.50	47.45	56.78	45.14	45.89	47.76
Male	44.05	54.43	54.85	52.74	53.35	57.68	52.50	52.55	43.22	54.86	54.11	52.24
<b>OVERALL</b>	<b>24.69</b>	<b>35.61</b>	<b>34.68</b>	<b>41.62</b>	<b>25.54</b>	<b>33.77</b>	<b>36.46</b>	<b>42.07</b>	<b>25.54</b>	<b>33.77</b>	<b>36.46</b>	<b>42.07</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

OVERALL FIRM DEMOGRAPHICS  
LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.95	2.42	2.96	3.24	2.07	2.24	2.39	3.39	0.37	3.28	3.09	3.65
OVERALL	24.69	35.61	34.68	41.62	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07

OVERALL FIRM DEMOGRAPHICS  
DISABILITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.73	0.37	0.31	0.17	0.09	0.57	0.44	1.21	0.18	0.36	0.68
OVERALL	24.69	35.61	34.68	41.62	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.



## OVERALL FIRM DEMOGRAPHICS

### COUNSEL

#### RACE COUNSEL

The average percentages of Counsel attorneys varied considerably across year and size of firm for each of the racial categories. The range for White Counsel attorneys were between 70% to 93%. Asian Counsel attorneys were between 3% to 5%. African-American/Black Counsel attorneys were between 1% to 3%. Hispanic/Latino Counsel attorneys were between 1% to 5%. The remaining racial categories, with one exception, reported average percentages that were at or near zero percentages.

#### IDENTITY COUNSEL

The average percentages of Counsel attorneys were consistently higher for Males than Female attorneys. The range of average Male Counsel percentages were between 54% to 70%, whereas the range of average Female Associate percentages were between 27% to 47%.

#### LGBTQ+ COUNSEL

The average for LGBTQ+ Counsel were between approximately 0% to 5% within firms.

#### DISABILITY COUNSEL

The average for Counsel with Disabilities were between approximately 0% to 1.06% within firms.

OVERALL FIRM DEMOGRAPHICS  
RACE BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	3.13	0.52	1.50	2.11	2.55	2.20	1.28	1.97	13.10	1.37	1.62	2.62
Hispanic/ Latino	2.08	0.79	2.10	3.07	6.38	0.54	1.97	3.20	0.00	5.89	1.73	3.19
Alaska Native/ American Indian	0.00	0.20	0.22	0.19	0.00	0.30	0.12	0.18	0.00	0.00	0.18	0.21
Asian	11.98	8.74	3.87	5.47	5.92	4.20	3.04	5.01	3.33	3.51	3.77	4.77
Native Hawaiian/ Other Pacific Islander	-	-	-	-	3.01	0.00	0.22	0.02	0.00	0.00	0.00	0.05
Multiracial	2.08	2.33	0.99	1.15	0.00	0.00	1.45	1.23	0.00	1.55	1.40	1.46
White	80.73	88.61	88.34	87.33	70.78	92.76	93.24	86.43	71.67	84.72	89.29	86.64
<b>OVERALL</b>	<b>10.72</b>	<b>9.61</b>	<b>11.72</b>	<b>11.43</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

OVERALL FIRM DEMOGRAPHICS  
IDENTITY BY SIZE BY YEAR BY COUNSEL\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	39.06	27.06	34.66	38.12	46.42	33.28	33.21	38.70	40.52	30.39	37.02	37.62
Male	60.94	72.94	65.34	61.88	53.58	66.72	66.79	61.30	59.48	69.61	62.98	62.38
<b>OVERALL</b>	<b>10.72</b>	<b>9.61</b>	<b>11.72</b>	<b>11.43</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### LGBTQ+ BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	2.13	4.48	1.89	2.13	1.50	1.06	2.31	0.00	2.28	1.88	2.16
<b>OVERALL</b>	<b>10.72</b>	<b>9.61</b>	<b>11.72</b>	<b>11.43</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>

## OVERALL FIRM DEMOGRAPHICS

### DISABILITY BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.28	0.51	0.00	0.08	0.33	0.33	0.00	1.06	0.39	0.64
<b>OVERALL</b>	<b>10.72</b>	<b>9.61</b>	<b>11.72</b>	<b>11.43</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>	<b>6.70</b>	<b>9.80</b>	<b>11.67</b>	<b>13.15</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### OTHER ATTORNEYS

#### RACE OTHER ATTORNEYS

Across all three years and all firm sizes, White attorneys constituted the highest percentages of Other attorneys (from 67% to 92%) within firms. The other racial categories varied widely depending upon year and size. For example, Hispanic/Latino attorneys represented 0% for small firm sizes in year 2017, but over 33% for small firm sizes in 2019. Likewise, Asian attorneys also represented 0% for small firm sizes in year 2017, but over 26% for small firm sizes in 2018. Because of the relatively smaller number of Other attorneys, the wide variance in average percentages are not necessarily of concern.

#### IDENTITY OTHER ATTORNEYS

The average percentages of Other attorneys were frequently higher for Female than Male attorneys. With one exception, in the categories where Males were higher than Females, it was not substantially higher.

#### LGBTQ+ OTHER ATTORNEYS

The average for LGBTQ+ Counsel were between approximately 0% to 12% within firms. Given the relatively smaller sample size of Other attorneys, the wideness of this range is not of concern.

#### DISABILITY OTHER ATTORNEYS

Whereas Disability average percentages have been typically low for all other attorney statuses, there were two substantial increases for Other attorneys. Other attorneys with disabilities notably higher for very small firms (1-20 attorneys) in 2018, at approximately 8%. Other attorneys with disabilities was also notably higher for small firms (21-100 attorneys) in 2019, at approximately 5%. However, these number may reflect the fact that there were a relatively smaller number of Other attorneys moreso than an actual increase of attorneys with disabilities within this category.

OVERALL FIRM DEMOGRAPHICS  
RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	1.72	3.96	5.18	8.33	0.00	2.34	4.31	0.00	6.49	3.51	4.64
Hispanic/ Latino	0.00	1.62	2.92	3.90	17.71	7.06	3.59	3.64	33.33	1.79	4.37	5.72
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	1.04	0.00	0.16	0.03	0.00	0.00	0.00	0.17
Asian	0.00	5.87	12.70	9.40	26.04	0.00	5.49	10.01	0.00	3.77	8.80	9.35
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.09	0.00	0.00	0.09	0.03
Multiracial	0.00	0.00	2.79	2.05	0.00	0.00	3.91	1.96	0.00	0.00	6.94	1.42
White	75.00	91.55	68.43	78.95	63.54	87.06	83.64	79.49	66.67	75.91	76.49	78.09
<b>OVERALL</b>	<b>3.11</b>	<b>3.50</b>	<b>3.20</b>	<b>3.16</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

OVERALL FIRM DEMOGRAPHICS  
IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	50.00	48.66	49.87	60.49	56.25	59.59	48.04	59.31	33.33	52.49	50.88	55.03
Male	50.00	51.34	50.13	39.51	43.75	40.41	51.96	40.69	66.67	47.51	49.12	44.97
<b>OVERALL</b>	<b>3.11</b>	<b>3.50</b>	<b>3.20</b>	<b>3.16</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.

## OVERALL FIRM DEMOGRAPHICS

### LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	6.67	4.36	3.04	8.33	5.10	5.16	2.60	0.00	11.74	2.44	2.11
<b>OVERALL</b>	<b>3.11</b>	<b>3.50</b>	<b>3.20</b>	<b>3.16</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>

## OVERALL FIRM DEMOGRAPHICS

### DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.36	0.00	0.48	8.33	1.96	0.71	0.55	0.00	4.55	0.42	0.52
<b>OVERALL</b>	<b>3.11</b>	<b>3.50</b>	<b>3.20</b>	<b>3.16</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>	<b>0.37</b>	<b>1.42</b>	<b>2.59</b>	<b>4.63</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) within that role.



# HIRES

## OVERVIEW

Tables: The overall totals presented at the bottom of each table reflects the average percentage of hires for each role (e.g., Equity Partners) as broken out by year and firm size. Each cell in the table reflects the percentage hires for the role represented by the demographic (race, identity, LGBTQ+, disability) stated in each row: average percentage of Equity Partner hires that are African-American/Black.

2019 Growth Ratios. This section ends with three tables the present the ratios of hires to attrition for three attorney groups: Equity Partners, Non-equity Partners, and Associates. The data in these tables were computed by dividing the hires ('hires' includes promotions for partners) for each demographic group by the attrition for each demographic group reported for each firm. Thus, numbers above "1" reflect "growth" as it would suggest that there were more hires than attrition for that group. Numbers below "1" reflect decline as there was more attrition than hires. Numbers at "1" reflect parity between hires and attrition. Finally, the data is only reported for the last year of the survey as that data is most reliable, having benefited from better controls.

## RACE

While the overall number of Equity Partner hires was low, with few exceptions White Equity Partners constituted between 80% to 95% of all Equity Partner Hires. The average percentage of Equity Partner hires for other races varied considerably by year and firm size, although seldomly rose above 5%, with the exception of some extreme values for very small firms. However, for Alaska Native/American Indian and Native Hawaiian/Other Pacific Islander, the average percentages were consistent at or near 0%. The pattern was nearly identity for Non-Equity Partners, with the exception that Asian Equity Partners reflected a much higher percentage of Equity Partner hires (from 6% to 11%) during 2019 for firms that were medium or larger. For Associates, there was considerably more spread among racial groups. White Associates still constituted the overwhelming

majority of Associate hires (approximately 75%). Nonetheless, Asian Associates constituted approximately 11%, African-American/Black Associates constituted approximately 6%, and Hispanic/Latino Associates approximated 5%. While Counsel hires were relatively small overall, White Counsel hires were typically around 80%. The other racial groups varied considerably by year and firm size. Other Attorney hires was the smallest percentage of overall hires and while as with all other categories, White Other Attorney hires was the largest group, the other racial categories varied considerably by year and firm size.

The 2019 Growth Ratio tables suggests that for primarily larger firms, the growth rates varied by roles of the attorneys. Furthermore, the discrepancies between racial groups also varied by the role of attorneys. At the Associates level, the growth ratios were all over "1" suggesting that there was growth for virtually all racial groups. Furthermore, the differences were not substantial with approximately 1.40 for Whites and 1.50 for African-American/Black Associates. Asian Associates had a higher growth ratio (1.95) than all the other groups. At the Equity Partner and Non-Equity Partner levels, only White attorneys displayed growth (i.e., Equity Partners: 1.20) and parity (Non-Equity: 1.00). All other racial groups displayed decline (from 0 to .60) suggesting that the attrition rate was substantially higher than the rate of hires for these attorneys.

## IDENTITY

With the exception of very small firms, the percentage of male Equity Partner hires was approximately 80% whereas the percentage of female Equity Partner hires was approximately 20%. For Non-equity Partners, the approximately percentages were 70% and 30%, respectively. For Associate hires, the percentages were close to even, with approximate percentages of 51% for Male Associates and 49% for Female Associates. The percentages of hires for Counsel Attorneys typically favored male over women Counsel (60% vs. 40%) with considerable fluctuation between years and firm size. However, the percentages for Other Attorney hires demonstrated a more balanced split. In some cells, the percentage of female Other Attorney hires appear to exceed that of males. However, this should be viewed in light of the fact that Other Attorney hires constituted on average less than 5% of overall hires.

The 2019 Growth Ratio tables suggests that the growth ratios for Female and Male attorneys varied by roles of the attorneys. The discrepancies between Identity groups also varied across the different roles of attorneys. Male (1.40) and Female (1.47) Associate growth ratios were fairly similar, with both suggesting 'growth' at the that level. However, at the Non-equity Partner level, Male (1.10) and Female (.84) growth ratios differed with Male Non-equity Partners reporting just slightly above parity and Female Non-equity partners reporting decline. At the Equity Partner level, Female Equity Partners (1.15) reported growth, whereas Male Equity Partners (1.00) reported parity.

### LGBTQ+

LGBTQ+ hires constituted between 0% and 4% of Equity Partner, between 0% to 6% of Non-equity Partner, between 1% to 5% of Associate, and between 0% and 4% of Counsel hires. The range of hires for LGBTQ+ Attorneys for Other Attorney positions varied considerably between years and firm size (from 0% to 50%). However, these extremes are likely to be due to the fact that Other Attorney hires constituted a very small number of firm hires.

The 2019 Growth Ratio tables suggests that the growth ratios for LGBTQ+ and non-LGBTQ+ attorneys varied by roles of the attorneys. Furthermore, the discrepancies between these groups also varied by the role of attorneys. LGBTQ+ Associates (1.65) reported higher growth than non-LGBTQ+ Associates (1.40). However, at the Non-equity Partner level, LGBTQ+ (.46) Partners fall to decline, whereas non-LGBTQ+ (1.00) are at parity. These discrepancies are virtually identical at the Equity Partner level, with non-LGBTQ+ Equity Partners showing parity and LGBTQ+ Partners showing decline.

### DISABILITY

Attorneys with disabilities consistently averaged less than one percent hire rates for all roles. As consistent with other data, there were some extreme values reported the Other Attorney role, but for only two places: extra-large firms (400+) in 2017 (2.47%), very small firms (1-20) in 2018 (7.14%) and Large firms (101-400) for 2019 (3.70%). All other cells for the Other Attorneys were at or near 0% for hiring attorneys with disabilities.

The 2019 Growth Ratio tables suggests that the growth ratios for attorneys with disabilities and their non-disability counterparts varied by roles of the attorneys. Furthermore, the discrepancies between these groups also varied by the role of attorneys. Associate attorneys with disabilities (1.30) reported growth that was nearly the same as their non-disability counterparts (1.40). However, at the Non-equity Partner level, the growth ratios began to diverge. Non-equity Partners with disabilities reported decline (.75) whereas their non-disability counterparts reported parity (1.00). These discrepancies were even more pronounced at the Equity Partner level. Equity Partners with disabilities reported a zero-growth ratio which suggested that the actual ratio was smaller than four places after the decimal (i.e., extreme decline). Equity Partners without disabilities reported a growth ratio (1.02) that was slightly above parity.

## HIRES

### RACE BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	11.11	0.53	2.76	0.00	5.00	7.46	2.89	50.00	2.08	5.70	3.74
Hispanic/ Latino	0.00	0.00	1.85	4.54	0.00	0.00	1.73	4.65	0.00	0.00	0.00	3.02
Alaska Native/ American Indian	0.00	0.00	3.70	0.04	10.00	0.00	1.89	0.32	0.00	0.00	0.00	0.02
Asian	0.00	33.33	4.90	3.51	0.00	0.00	3.48	8.46	0.00	2.08	3.01	8.40
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	1.14	0.00	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	0.00	0.53	0.00	0.00	4.17	1.15	0.00	0.00	2.63	1.08
White	-	-	-	-	90.00	90.83	79.37	82.10	50.00	95.83	83.40	84.53
<b>OVERALL</b>	<b>2.14</b>	<b>2.25</b>	<b>7.58</b>	<b>6.50</b>	<b>5.95</b>	<b>4.81</b>	<b>6.20</b>	<b>6.57</b>	<b>3.23</b>	<b>3.40</b>	<b>4.03</b>	<b>6.38</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	0.00	33.33	7.35	23.67	20.00	38.43	18.80	25.20	50.00	14.58	18.99	23.93
Male	100.00	66.67	92.65	76.33	80.00	61.57	81.20	74.80	50.00	85.42	81.01	76.07
<b>OVERALL</b>	<b>2.14</b>	<b>2.25</b>	<b>7.58</b>	<b>6.50</b>	<b>5.95</b>	<b>4.81</b>	<b>6.20</b>	<b>6.57</b>	<b>3.23</b>	<b>3.40</b>	<b>4.03</b>	<b>6.38</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	4.23	2.25	0.00	1.67	1.70	0.98	0.00	4.17	0.29	1.63
OVERALL	2.14	2.25	7.58	6.50	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38

## HIRES

### DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.10	0.00	0.93	1.14	0.00	0.00	0.00	0.00	0.03
OVERALL	2.14	2.25	7.58	6.50	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	7.11	4.00	0.00	7.65	2.81	4.38	16.67	0.57	3.27	2.50
Hispanic/ Latino	0.00	0.00	0.23	3.46	25.00	1.79	2.01	5.51	0.00	1.56	5.97	3.57
Alaska Native/ American Indian	0.00	4.17	0.00	0.21	0.00	0.00	1.30	0.00	8.33	0.00	0.00	0.00
Asian	0.00	10.42	3.71	5.52	0.00	0.79	3.18	5.33	0.00	11.46	11.21	6.16
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.83	0.24	0.00	0.00	0.05	0.00
Multiracial	0.00	0.00	0.29	1.97	0.00	0.79	1.37	1.60	0.00	1.56	1.92	2.40
White	-	-	-	-	75.00	88.98	86.84	80.26	75.00	72.35	74.92	83.57
<b>OVERALL</b>	<b>5.44</b>	<b>11.02</b>	<b>10.49</b>	<b>7.72</b>	<b>3.61</b>	<b>11.58</b>	<b>12.46</b>	<b>7.54</b>	<b>14.25</b>	<b>9.75</b>	<b>12.05</b>	<b>6.90</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.



## HIRES

### IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	25.00	29.17	26.00	28.28	58.33	38.69	26.30	30.67	33.33	37.78	32.14	25.93
Male	75.00	70.83	74.00	71.72	41.67	61.31	73.70	69.33	66.67	62.22	67.86	74.07
<b>OVERALL</b>	<b>5.44</b>	<b>11.02</b>	<b>10.49</b>	<b>7.72</b>	<b>3.61</b>	<b>11.58</b>	<b>12.46</b>	<b>7.54</b>	<b>14.25</b>	<b>9.75</b>	<b>12.05</b>	<b>6.90</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### LGBTQ+ BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	3.97	4.46	0.00	3.97	2.53	2.90	0.00	6.25	1.63	3.55
<b>OVERALL</b>	<b>5.44</b>	<b>11.02</b>	<b>10.49</b>	<b>7.72</b>	<b>3.61</b>	<b>11.58</b>	<b>12.46</b>	<b>7.54</b>	<b>14.25</b>	<b>9.75</b>	<b>12.05</b>	<b>6.90</b>

## HIRES

### DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	1.08	0.61	0.00	0.40	2.08	0.00	0.00	0.00	0.00	0.35
<b>OVERALL</b>	<b>5.44</b>	<b>11.02</b>	<b>10.49</b>	<b>7.72</b>	<b>3.61</b>	<b>11.58</b>	<b>12.46</b>	<b>7.54</b>	<b>14.25</b>	<b>9.75</b>	<b>12.05</b>	<b>6.90</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### RACE BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	1.85	2.41	7.14	5.79	4.55	5.73	5.95	5.56	9.67	5.88	6.20	5.62
Hispanic/ Latino	2.78	4.77	6.96	5.32	5.30	3.24	6.40	6.17	8.00	3.70	4.80	6.14
Alaska Native/ American Indian	0.00	5.17	0.10	0.13	0.00	0.57	0.00	0.23	0.00	0.33	0.06	0.28
Asian	15.19	3.91	9.08	12.06	5.68	11.12	10.22	11.53	2.67	10.97	9.95	11.46
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.74	0.08	0.04	0.00	0.98	0.07	0.04
Multiracial	5.56	2.18	2.05	3.55	0.00	0.97	3.02	3.54	4.00	2.09	2.71	3.66
White	-	-	-	-	77.71	78.13	84.59	72.14	70.33	77.69	75.82	71.68
<b>OVERALL</b>	<b>82.21</b>	<b>74.75</b>	<b>64.51</b>	<b>70.44</b>	<b>78.92</b>	<b>72.23</b>	<b>68.79</b>	<b>69.32</b>	<b>76.08</b>	<b>76.89</b>	<b>69.59</b>	<b>71.21</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### IDENTITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	58.24	55.37	46.10	48.90	46.86	47.26	49.28	48.99	54.00	50.00	48.05	47.26
Male	41.76	44.63	53.90	51.10	53.14	52.74	50.72	51.01	46.00	50.00	51.95	52.74
<b>OVERALL</b>	<b>82.21</b>	<b>74.75</b>	<b>64.51</b>	<b>70.44</b>	<b>78.92</b>	<b>72.23</b>	<b>68.79</b>	<b>69.32</b>	<b>76.08</b>	<b>76.89</b>	<b>69.59</b>	<b>71.21</b>

\*All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	4.63	1.88	4.83	4.47	4.17	3.03	2.34	3.79	1.00	5.06	3.14	3.92
OVERALL	82.21	74.75	64.51	70.44	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21

## HIRES

### DISABILITY BY SIZE BY YEAR FOR ASSOCIATES

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.79	1.11	0.00	0.00	1.40	0.50	0.00	0.98	0.32	0.53
OVERALL	82.21	74.75	64.51	70.44	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### RACE BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	2.48	2.66	0.00	6.45	4.12	4.70	33.33	0.00	3.23	4.54
Hispanic/ Latino	0.00	12.50	3.15	2.50	11.11	0.00	3.21	3.41	0.00	0.00	2.65	3.91
Alaska Native/ American Indian	0.00	12.50	0.00	0.29	0.00	0.00	0.17	0.09	0.00	0.00	0.00	0.30
Asian	0.00	0.00	3.24	6.40	16.67	12.19	6.02	5.23	50.00	5.88	12.15	8.52
Native Hawaiian/ Other Pacific Islander	-	-	-	-	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.15
Multiracial	0.00	0.00	0.90	2.07	0.00	0.00	6.09	1.12	0.00	5.88	1.38	2.33
White	-	-	-	-	55.56	77.06	80.39	82.86	16.67	88.24	80.59	81.14
<b>OVERALL</b>	<b>10.20</b>	<b>8.95</b>	<b>12.31</b>	<b>10.10</b>	<b>8.47</b>	<b>9.89</b>	<b>9.94</b>	<b>9.81</b>	<b>6.45</b>	<b>8.79</b>	<b>10.20</b>	<b>10.22</b>

\*All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### IDENTITY BY SIZE BY YEAR BY COUNSEL\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	0.00	53.13	31.43	38.06	50.00	37.90	47.07	40.71	83.33	30.10	39.81	35.88
Male	100.00	46.88	68.57	61.94	50.00	62.10	52.93	59.29	16.67	69.90	60.19	64.12
<b>OVERALL</b>	<b>10.20</b>	<b>8.95</b>	<b>12.31</b>	<b>10.10</b>	<b>8.47</b>	<b>9.89</b>	<b>9.94</b>	<b>9.81</b>	<b>6.45</b>	<b>8.79</b>	<b>10.20</b>	<b>10.22</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### LGBTQ+ BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	4.67	3.26	0.00	4.84	1.15	1.32	0.00	0.00	2.98	1.70
OVERALL	10.20	8.95	12.31	10.10	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22

## HIRES

### DISABILITY BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	1.08	0.00	0.00	1.26	0.11	0.00	0.00	0.00	0.38
OVERALL	10.20	8.95	12.31	10.10	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.



## HIRES

### RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	4.17	6.14	8.83	7.14	0.00	1.25	5.46	0.00	0.00	1.91	8.64
Hispanic/ Latino	0.00	0.00	1.84	7.03	0.00	14.29	6.37	2.17	0.00	0.00	9.07	6.22
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.00
Asian	0.00	0.00	16.92	14.36	0.00	0.00	7.58	11.05	0.00	0.00	8.40	11.05
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.08
Multiracial	0.00	0.00	2.45	3.99	0.00	0.00	5.44	2.96	0.00	0.00	6.24	2.11
White	-	-	-	-	57.14	85.71	79.36	76.68	0.00	50.00	74.38	70.85
<b>OVERALL</b>	<b>0.00</b>	<b>3.03</b>	<b>5.11</b>	<b>5.23</b>	<b>3.06</b>	<b>1.49</b>	<b>2.61</b>	<b>6.76</b>	<b>0.00</b>	<b>1.15</b>	<b>4.14</b>	<b>5.29</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	0.00	87.50	47.59	57.09	21.43	42.86	37.64	55.92	0.00	50.00	57.47	50.29
Male	0.00	12.50	52.41	42.91	78.57	57.14	62.36	44.08	0.00	50.00	42.53	49.71
<b>OVERALL</b>	<b>0.00</b>	<b>3.03</b>	<b>5.11</b>	<b>5.23</b>	<b>3.06</b>	<b>1.49</b>	<b>2.61</b>	<b>6.76</b>	<b>0.00</b>	<b>1.15</b>	<b>4.14</b>	<b>5.29</b>

\*All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	2.42	1.97	7.14	0.00	6.88	3.22	0.00	50.00	0.00	3.03
OVERALL	0.00	3.03	5.11	5.23	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29

## HIRES

### DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	2.47	7.14	0.00	0.00	0.84	0.00	0.00	3.70	0.08
OVERALL	0.00	3.03	5.11	5.23	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that were hired in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that were hired relative to all who were hired in that same role.

## HIRES

### EQUITY PARTNER GROWTH RATIOS BY DEMOGRAPHICS\*

Classification	Overall	1-20	21-100	101-400	401+
<b>Black</b>	0.46	-	-	0.13	0.63
<b>Asian</b>	0.62	-	0.00	0.00	0.81
<b>Latinx</b>	0.33	-	-	0.00	0.44
<b>Native American</b>	0.00	-	-	-	0.00
<b>Pacific Islander</b>	-	-	-	-	-
<b>Multiracial</b>	0.10	-	-	0.00	0.14
<b>White</b>	1.63	1.67	3.61	1.10	1.65
<b>LGBTQ+</b>	0.56	-	1.00	0.14	0.74
<b>Non- LGBTQ+</b>	1.55	1.00	3.78	1.10	1.47
<b>Disabled</b>	0.00	-	-	-	0.00
<b>Non-Disabled</b>	1.57	1.00	3.91	1.09	1.47
<b>Female</b>	1.21	0.00	0.64	0.71	1.72
<b>Male</b>	1.37	1.00	3.23	0.97	1.35

\*Cell numbers reflect the ratio of a demographics hires and promotions (e.g., LGBTQ+ hires and promotions) to the demographic's attrition (e.g., LGBTQ+ attrition) thus, higher numbers reflect more hires and promotions into a given level than attrition (i.e., "Growth").

## HIRES

### NON-EQUITY PARTNER GROWTH RATIOS BY DEMOGRAPHICS\*

Classification	Overall	1-20	21-100	101-400	401+
<b>Black</b>	0.28	-	-	0.40	0.13
<b>Asian</b>	0.97	-	0.33	1.60	0.78
<b>Latinx</b>	0.46	-	-	0.65	0.36
<b>Native American</b>	0.00	-	-	0.00	-
<b>Pacific Islander</b>	0.00	-	-	0.00	-
<b>Multiracial</b>	0.14	-	-	-	0.14
<b>White</b>	1.55	0.50	1.88	1.60	1.50
<b>LGBTQ+</b>	0.44	-	0.00	0.25	0.55
<b>Non- LGBTQ+</b>	1.57	0.42	2.00	1.73	1.46
<b>Disabled</b>	0.75	-	-	-	0.75
<b>Non-Disabled</b>	1.66	0.42	2.35	1.81	1.46
<b>Female</b>	1.56	0.29	0.92	2.00	1.42
<b>Male</b>	1.58	0.33	1.50	1.70	1.55

\* Cell numbers reflect the ratio of a demographics hires and promotions (e.g., LGBTQ+ hires and promotions) to the demographic's attrition (e.g., LGBTQ+ attrition) thus, higher numbers reflect more hires and promotions into a given level than attrition (i.e., "Growth").

## HIRES

### ASSOCIATES GROWTH RATIOS BY DEMOGRAPHICS\*

Classification	Overall	1-20	21-100	101-400	401+
<b>Black</b>	1.33	0.50	0.80	1.24	1.51
<b>Asian</b>	1.17	0.00	0.93	1.01	1.39
<b>Latinx</b>	1.50	0.00	0.63	1.08	1.95
<b>Native American</b>	0.06	-	-	0.00	0.06
<b>Pacific Islander</b>	0.17	-	0.00	-	0.20
<b>Multiracial</b>	1.19	-	0.00	0.65	1.51
<b>White</b>	1.44	0.81	1.80	1.42	1.37
<b>LGBTQ+</b>	1.44	-	0.75	1.03	1.65
<b>Non- LGBTQ+</b>	1.42	0.92	1.73	1.37	1.40
<b>Disabled</b>	1.17	-	-	0.50	1.30
<b>Non-Disabled</b>	1.44	0.92	1.73	1.40	1.40
<b>Female</b>	1.46	1.08	1.35	1.54	1.47
<b>Male</b>	1.32	0.23	1.34	1.38	1.41

\* Cell numbers reflect the ratio of a demographic's hires (e.g., LGBTQ+ hires) to the demographic's attrition (LGBTQ+ attrition); thus, higher numbers reflect more hires than attrition (i.e., Growth).

# PROMOTIONS FROM ASSOCIATE PARTNER

## OVERVIEW

Tables. The overall totals presented at the bottom of each table reflects the average percentage of attorneys promoted from Associate to either Equity Partner or Non-Equity partner as broken out by year and firm size. Each cell in the table reflects the percentage Associates promoted to either Equity Partner or Non-Equity partner represented by the demographic (race, identity, LGBTQ+, disability) stated in each row. Ex: average percentage of African-American/Black Associates that were promoted to Equity Partner.

While the average percentages fluctuate by year and size of firm, the data reveal that Associates were more likely to be promoted to Non-Equity Partners than Equity-Partners.

## RACE

The majority of promotions from Associate to either Equity Partners and Non-equity partners were White Associates, with the average percentages slightly higher for Equity Partners. The average percentages for other races varied considerably between year and firm size. However, the general trend was that Asian Associates were most likely to be promoted to both Equity Partner and Non-Equity Partner status than African-American/Black and Hispanic/Latino Associates, who's comparisons differed substantially by year and firm size. A comparison between promotions to Equity vs. Non-equity Partners revealed that whereas all other racial group Associates were more likely to be promoted into a Non-Equity Partnership role, White Associates were slightly more likely to be promoted into an Equity Partnership role.

## IDENTITY

With regard to promotions from Associates to Equity Partners, men generally constituted roughly between 60% to 70% of promotions into Equity Partners, with women between 22% to 40%. Men generally constituted approximately 60% of promotions of Associates into Non-equity Partners. Women generally

constituted approximately 40% of promotions from Associate to Non-equity Partners. With the exception of 2018 data, women Associates were more likely to be promoted to Non-equity than Equity Partner in 2017 and 2019 data.

### LGBTQ+

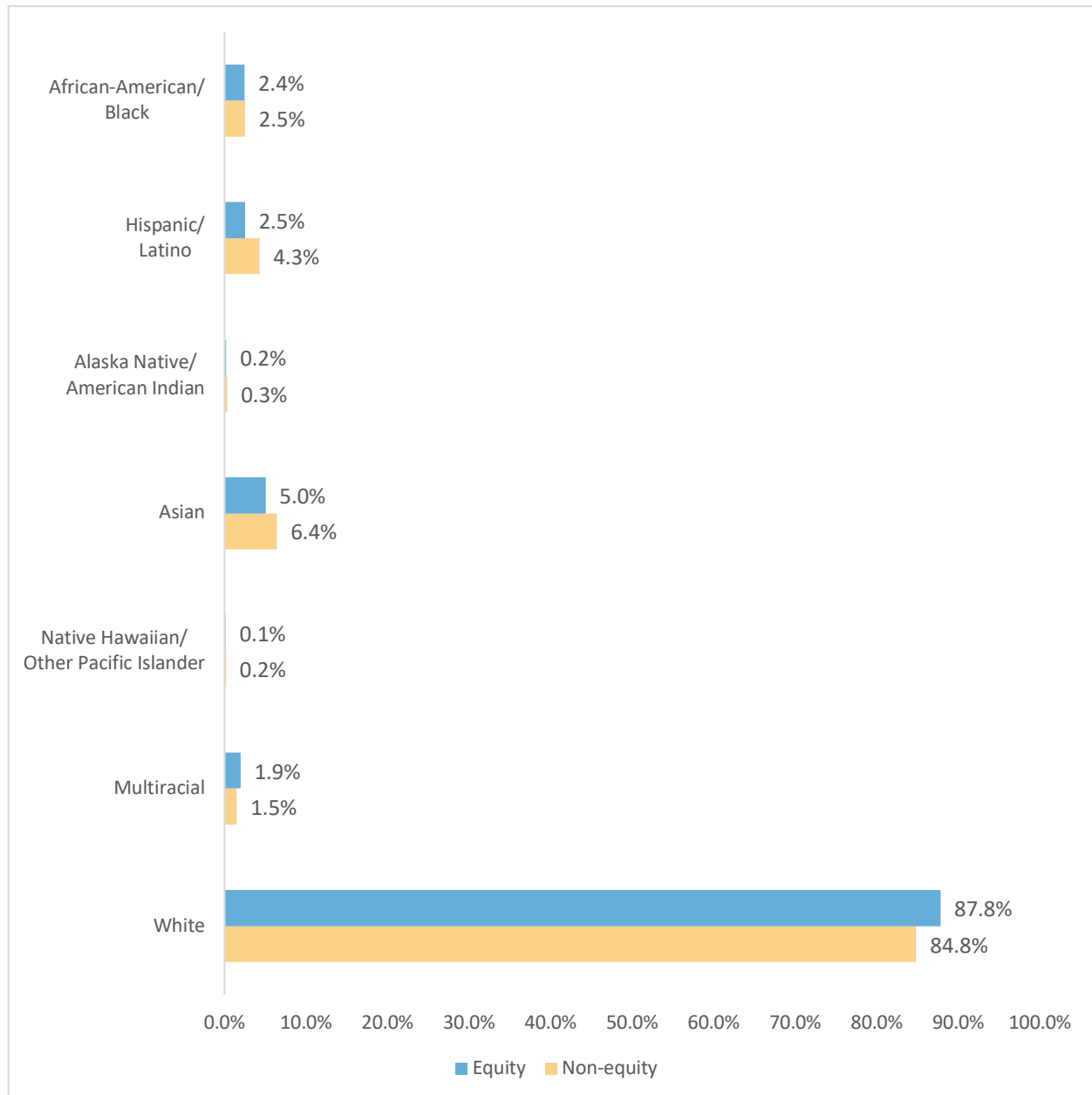
The range of LGBTQ+ promotions from Associate to Non-Equity partners varied widely from .56% to 10% depending upon firm size and year. While the average percentages for LGBTQ+ Associate promotions to Equity partners were more consistent, they were also on average smaller, with ranges from .07% to 5.87%. Thus, it appears as though LGBTQ+ Associates were most likely to be promoted to Non-equity Partners than Equity Partners.

### DISABILITY

There was little to no data provided for promotion of Associates with disabilities to either Non-equity or Equity Partner status. Thus, all average percentages for promotions were at or near zero. Two, seeming random exceptions, were that 1.58% was reported for promotion to Non-equity Partners in very large firms (400+) in 2019 and 2.07% was reported for promotion to Equity Partners in large firms (101-400) in 2018.



## PROMOTIONS FROM ASSOCIATE TO PARTNER COMPARISON BY RACE AND PARTNER TYPE

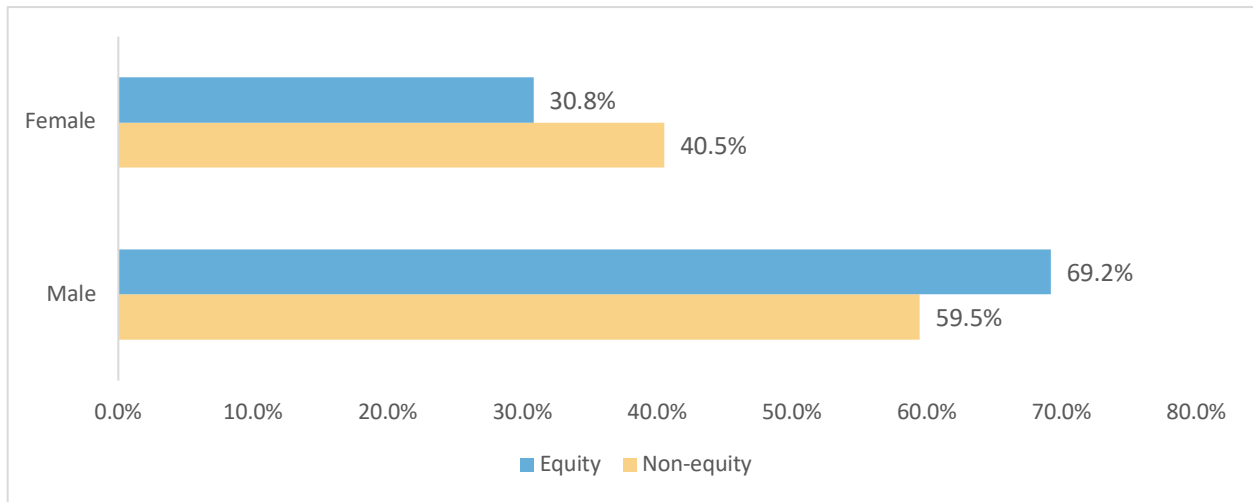


PROMOTIONS FROM ASSOCIATE TO EQUITY PARTNER  
PARTNER STATUS BY RACE BY YEAR\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	3.97	2.86	0.00	0.39	2.07	0.92	0.00	6.72	1.85	2.85
Hispanic/ Latino	0.00	0.00	2.78	3.49	0.00	2.69	4.59	0.68	6.67	1.30	1.79	1.98
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	0.00	0.00	0.28	0.00	0.00	0.00	0.51	0.14
Asian	0.00	10.00	2.58	12.12	4.35	4.39	7.06	15.06	0.00	0.00	0.89	7.32
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	1.79	0.17
Multiracial	0.00	0.00	0.69	1.59	0.48	3.38	1.88	1.52	6.67	0.00	0.18	1.94
White	100.00	90.00	89.98	73.59	90.82	74.99	80.91	81.82	86.66	86.59	92.99	85.49
<b>OVERALL</b>	<b>50.00</b>	<b>32.05</b>	<b>37.44</b>	<b>35.89</b>	<b>61.67</b>	<b>48.50</b>	<b>41.02</b>	<b>37.15</b>	<b>62.64</b>	<b>41.54</b>	<b>36.43</b>	<b>53.95</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.

## PROMOTIONS FROM ASSOCIATE TO PARTNER COMPARISON BY IDENTITY AND PARTNER TYPE



PROMOTIONS FROM ASSOCIATE TO EQUITY PARTNER  
PARTNER STATUS BY IDENTITY BY YEAR\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	12.50	30.00	23.12	29.96	41.18	31.09	38.92	39.92	22.22	30.72	41.68	28.61
Male	87.50	70.00	76.88	70.04	58.82	68.91	61.08	60.08	77.78	69.28	58.32	71.39
<b>OVERALL</b>	<b>50.00</b>	<b>32.05</b>	<b>37.44</b>	<b>35.89</b>	<b>61.67</b>	<b>48.50</b>	<b>41.02</b>	<b>37.15</b>	<b>62.64</b>	<b>41.54</b>	<b>36.43</b>	<b>53.95</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.

PROMOTIONS FROM ASSOCIATE TO EQUITY PARTNER  
PARTNER STATUS BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.00	1.35	1.09	0.07	3.35	1.90	1.11	3.25	5.87	2.14
OVERALL	50.00	32.05	37.44	35.89	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95

PROMOTIONS FROM ASSOCIATE TO EQUITY PARTNER  
PARTNER STATUS BY DISABILITY STATUS BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.56	0.00	0.07	2.07	0.00	0.00	0.00	0.60	0.11
OVERALL	50.00	32.05	37.44	35.89	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.

PROMOTIONS FROM ASSOCIATE TO NON-EQUITY PARTNER  
PARTNER STATUS BY RACE BY YEAR\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	10.00	0.74	0.73	0.00	3.43	2.55	2.84	0.00	1.07	4.63	1.40
Hispanic/ Latino	25.00	3.33	4.61	5.03	15.63	0.49	4.00	3.56	0.00	6.00	1.41	2.98
Alaska Native/ American Indian	0.00	0.00	0.00	0.50	0.00	0.00	0.00	1.36	0.00	0.00	0.00	0.73
Asian	0.00	17.33	5.74	5.04	10.94	4.66	2.94	6.24	1.25	7.00	9.10	5.78
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.33	0.28	0.00	0.40	0.00	0.00
Multiracial	0.00	0.00	1.58	1.15	0.00	0.20	1.32	1.21	0.00	0.80	1.07	1.82
White	75.00	59.33	84.40	83.45	89.06	84.17	88.86	84.51	98.75	72.73	78.92	87.14
<b>OVERALL</b>	<b>50.00</b>	<b>67.95</b>	<b>62.56</b>	<b>64.11</b>	<b>38.33</b>	<b>51.50</b>	<b>58.98</b>	<b>62.85</b>	<b>37.36</b>	<b>58.46</b>	<b>63.57</b>	<b>46.05</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.

PROMOTIONS FROM ASSOCIATE TO NON-EQUITY PARTNER  
PARTNER STATUS BY IDENTITY BY YEAR\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	75.00	61.33	39.79	40.73	39.58	38.73	36.65	35.36	42.50	40.60	37.54	41.43
Male	25.00	38.67	60.21	59.27	60.42	61.27	63.35	64.64	57.50	59.40	62.46	58.57
<b>OVERALL</b>	<b>50.00</b>	<b>67.95</b>	<b>62.56</b>	<b>64.11</b>	<b>38.33</b>	<b>51.50</b>	<b>58.98</b>	<b>62.85</b>	<b>37.36</b>	<b>58.46</b>	<b>63.57</b>	<b>46.05</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.

PROMOTIONS FROM ASSOCIATE TO NON-EQUITY PARTNER  
PARTNER STATUS BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	25.00	0.00	0.00	6.91	6.25	7.35	3.22	2.82	0.00	10.13	1.54	0.56
OVERALL	50.00	67.95	62.56	64.11	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05

PROMOTIONS FROM ASSOCIATE TO NON-EQUITY PARTNER  
PARTNER STATUS BY DISABILITY STATUS BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.00	0.00	0.00	0.29	0.54	0.00	0.00	0.14	1.58
OVERALL	50.00	67.95	62.56	64.11	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of Associates promoted into the role under consideration (Equity vs. Non-Equity Partner). Each cell in the table reflects the average percentage of the given demographic (i.e., left column) represented within the promotions into the role.



# FIRM LEADERSHIP

## OVERVIEW

Tables: The overall totals presented at the bottom of each table reflects the average percentage of attorneys within each firm that serves on the focal committee as broken out by year and firm size. Each cell in the table reflects the average percentage of Minority Women, White Women, Minority Men, and White men who serve on those committees. For example, the “average percentage of Minority Men that serve on committee X”.

## MINORITY STATUS BY IDENTITY

While the actual average percentages differed by year, size, and committee type, for the most part approximately 70% of firm Leadership were White men, 20% White women, 7% Minority men, and 3% Minority women. White women and Minority men and women tended to have higher average percentages in very small firms (1-20 Attorneys).

## LGBTQ+

The average percentage of LGBTQ+ firm leadership seldomly rose above 5% across the various Leadership committees. As with the Minority by Identity data, the average percentages were substantially higher for very small firms (1-20 Attorneys).

## DISABILITY

With the exception of very small firms (1-20 Attorneys) in 2017, attorneys with disabilities accounted for less than 1 percent leadership for every leadership committee regardless of year and firm size.

## FIRM LEADERSHIP

### HIRING PARTNERS BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	13.33	1.24	6.15	4.89	2.97	3.62	5.32	6.74	6.82	6.33	6.60	7.50
White Women	12.75	21.47	32.74	26.24	30.42	24.07	31.47	29.47	24.13	26.10	24.58	30.39
Minority Men	16.00	11.11	2.45	10.39	10.63	5.51	5.74	9.33	10.42	10.34	8.39	8.05
White Men	48.42	65.64	58.55	58.18	53.38	62.27	63.37	53.80	49.54	54.60	60.30	53.76
<b>OVERALL</b>	<b>16.98</b>	<b>8.33</b>	<b>2.76</b>	<b>2.96</b>	<b>24.90</b>	<b>9.39</b>	<b>3.28</b>	<b>2.13</b>	<b>23.75</b>	<b>10.25</b>	<b>2.77</b>	<b>2.25</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### HIRING PARTNERS BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	2.67	9.53	2.71	6.32	0.90	0.87	2.54	5.13	3.03	1.20	2.66	3.59
OVERALL	16.98	8.33	2.76	2.96	24.90	9.39	3.28	2.13	23.75	10.25	2.77	2.25

## FIRM LEADERSHIP

### HIRING PARTNERS BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	3.75	0.00	0.00	0.23	0.00	0.00	0.20	0.21	0.00	0.00	0.11	0.61
OVERALL	16.98	8.33	2.76	2.96	24.90	9.39	3.28	2.13	23.75	10.25	2.77	2.25

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### FIRM-WIDE COMPENSATION COMMITTEE BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	3.13	0.53	3.30	3.17	3.17	1.10	3.37	3.04	2.78	3.99	4.85	3.60
White Women	17.46	16.35	19.44	23.82	22.60	14.65	21.81	25.17	22.67	20.13	21.85	25.08
Minority Men	9.43	7.51	3.51	5.15	7.74	4.66	5.17	5.86	15.00	8.87	4.12	5.90
White Men	52.75	74.32	73.53	67.81	63.08	78.11	69.39	66.02	59.56	65.21	68.85	65.34
<b>OVERALL</b>	<b>14.53</b>	<b>8.09</b>	<b>3.25</b>	<b>2.13</b>	<b>20.08</b>	<b>10.21</b>	<b>3.56</b>	<b>1.93</b>	<b>13.83</b>	<b>10.84</b>	<b>2.75</b>	<b>2.09</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### FIRM-WIDE COMPENSATION COMMITTEE BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	3.33	3.66	2.29	2.66	1.40	1.30	1.40	2.17	5.56	0.53	1.67	3.41
<b>OVERALL</b>	<b>14.53</b>	<b>8.09</b>	<b>3.25</b>	<b>2.13</b>	<b>20.08</b>	<b>10.21</b>	<b>3.56</b>	<b>1.93</b>	<b>13.83</b>	<b>10.84</b>	<b>2.75</b>	<b>2.09</b>

## FIRM LEADERSHIP

### FIRM-WIDE COMPENSATION COMMITTEE BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	4.69	0.75	0.09	0.16	0.00	0.00	0.20	0.32	0.00	0.00	0.00	0.17
<b>OVERALL</b>	<b>14.53</b>	<b>8.09</b>	<b>3.25</b>	<b>2.13</b>	<b>20.08</b>	<b>10.21</b>	<b>3.56</b>	<b>1.93</b>	<b>13.83</b>	<b>10.84</b>	<b>2.75</b>	<b>2.09</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### PARTNER REVIEW COMMITTEES BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	10.00	0.48	2.15	4.19	2.79	1.61	3.11	3.95	4.71	3.75	2.84	4.57
White Women	18.62	20.72	21.09	25.87	23.82	21.60	22.92	27.05	19.63	20.07	26.73	27.32
Minority Men	10.06	10.98	4.02	5.54	7.32	5.91	4.59	7.43	21.01	10.38	4.86	6.77
White Men	49.60	66.06	71.65	64.31	61.66	73.17	69.09	61.77	54.64	64.10	63.83	61.11
<b>OVERALL</b>	<b>13.86</b>	<b>8.55</b>	<b>3.49</b>	<b>1.70</b>	<b>19.39</b>	<b>9.64</b>	<b>3.39</b>	<b>1.53</b>	<b>8.77</b>	<b>11.74</b>	<b>3.99</b>	<b>1.64</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### PARTNER REVIEW COMMITTEES BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	3.56	4.87	3.33	2.70	1.56	1.54	2.10	1.92	0.00	1.38	1.71	3.82
OVERALL	13.86	8.55	3.49	1.70	19.39	9.64	3.39	1.53	8.77	11.74	3.99	1.64

## FIRM LEADERSHIP

### PARTNER REVIEW COMMITTEES BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	5.00	1.02	0.00	0.10	0.00	0.00	0.34	0.22	0.00	0.00	0.00	0.22
OVERALL	13.86	8.55	3.49	1.70	19.39	9.64	3.39	1.53	8.77	11.74	3.99	1.64

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### HIGHEST GOVERNANCE COMMITTEE BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	5.95	0.00	2.28	2.57	4.57	1.25	3.22	3.42	7.35	2.42	2.98	3.96
White Women	20.16	18.25	20.75	21.12	27.62	18.22	15.53	22.13	23.49	16.63	20.35	22.49
Minority Men	15.35	8.09	2.68	5.17	8.07	3.64	5.15	6.46	17.81	7.76	5.44	6.12
White Men	50.09	73.26	73.91	69.77	59.69	76.27	76.26	68.67	53.31	74.33	70.84	66.85
<b>OVERALL</b>	<b>22.01</b>	<b>9.53</b>	<b>4.13</b>	<b>2.11</b>	<b>35.52</b>	<b>13.01</b>	<b>4.16</b>	<b>2.03</b>	<b>32.78</b>	<b>12.26</b>	<b>3.83</b>	<b>2.14</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.



## FIRM LEADERSHIP

### HIGHEST GOVERNANCE COMMITTEE BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	7.42	2.68	2.52	2.34	3.33	1.50	1.47	2.22	7.63	0.71	1.82	2.98
<b>OVERALL</b>	<b>22.01</b>	<b>9.53</b>	<b>4.13</b>	<b>2.11</b>	<b>35.52</b>	<b>13.01</b>	<b>4.16</b>	<b>2.03</b>	<b>32.78</b>	<b>12.26</b>	<b>3.83</b>	<b>2.14</b>

## FIRM LEADERSHIP

### HIGHEST GOVERNANCE COMMITTEE BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.27	0.09	0.26	0.00	0.63	0.19	0.00	0.00	0.00	0.18
<b>OVERALL</b>	<b>22.01</b>	<b>9.53</b>	<b>4.13</b>	<b>2.11</b>	<b>35.52</b>	<b>13.01</b>	<b>4.16</b>	<b>2.03</b>	<b>32.78</b>	<b>12.26</b>	<b>3.83</b>	<b>2.14</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD OFFICES BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	5.30	3.92	2.07	1.98	5.21	0.86	2.01	2.59	7.62	1.21	2.85	3.34
White Women	28.03	14.55	29.57	16.84	28.80	16.45	14.36	18.88	23.23	18.07	17.48	18.37
Minority Men	15.53	10.71	2.19	7.23	10.16	6.10	5.07	6.11	16.67	6.19	5.48	7.99
White Men	44.32	64.49	78.83	74.17	57.40	72.47	76.22	72.03	48.23	74.54	74.14	69.08
<b>OVERALL</b>	<b>16.77</b>	<b>4.40</b>	<b>2.94</b>	<b>2.07</b>	<b>18.11</b>	<b>6.03</b>	<b>2.88</b>	<b>2.02</b>	<b>23.63</b>	<b>4.30</b>	<b>2.77</b>	<b>2.02</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD OFFICES BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	6.06	3.39	5.91	1.79	1.88	1.21	2.04	2.48	6.38	2.13	0.86	2.92
OVERALL	16.77	4.40	2.94	2.07	18.11	6.03	2.88	2.02	23.63	4.30	2.77	2.02

## FIRM LEADERSHIP

### LEAD OFFICES BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	2.27	0.00	0.32	3.18	0.00	0.00	0.43	0.48	0.00	0.00	0.18	0.78
OVERALL	16.77	4.40	2.94	2.07	18.11	6.03	2.88	2.02	23.63	4.30	2.77	2.02

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD FIRM-WIDE COMMITTEES BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	7.41	6.74	6.63	6.70	5.65	4.13	5.52	5.71	9.09	5.22	5.96	6.90
White Women	24.31	24.12	26.58	26.45	31.44	30.44	27.76	28.72	25.00	29.33	29.30	28.88
Minority Men	14.81	16.18	10.04	6.36	10.09	10.74	8.09	8.21	15.91	8.27	7.35	7.51
White Men	47.92	48.68	55.95	59.93	52.26	71.72	59.48	57.14	52.27	56.83	58.16	54.87
<b>OVERALL</b>	<b>11.81</b>	<b>7.57</b>	<b>6.97</b>	<b>3.23</b>	<b>11.98</b>	<b>10.87</b>	<b>7.26</b>	<b>2.84</b>	<b>9.42</b>	<b>12.02</b>	<b>7.33</b>	<b>3.30</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD FIRM-WIDE COMMITTEES BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	14.81	5.35	3.82	3.56	0.55	2.00	2.43	3.46	5.68	5.63	3.21	3.86
OVERALL	11.81	7.57	6.97	3.23	11.98	10.87	7.26	2.84	9.42	12.02	7.33	3.30

## FIRM LEADERSHIP

### LEAD FIRM-WIDE COMMITTEES BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	1.56	0.22	0.11	0.00	0.18	0.70	0.34	0.00	0.20	0.12	0.32
OVERALL	11.81	7.57	6.97	3.23	11.98	10.87	7.26	2.84	9.42	12.02	7.33	3.30

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD FIRM-WIDE GROUPS BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	6.67	0.29	1.34	2.38	6.00	1.51	2.31	2.23	7.41	3.24	2.48	3.13
White Women	33.33	26.57	19.87	20.85	32.54	22.73	20.60	10.91	26.67	19.95	21.74	21.17
Minority Men	12.22	8.75	3.66	4.51	11.83	4.53	4.57	5.33	21.62	10.63	5.00	5.63
White Men	44.44	63.81	72.71	83.23	52.66	69.23	72.24	71.45	43.38	66.09	70.34	68.49
<b>OVERALL</b>	<b>15.15</b>	<b>7.33</b>	<b>8.08</b>	<b>4.75</b>	<b>15.15</b>	<b>9.93</b>	<b>8.14</b>	<b>4.52</b>	<b>19.09</b>	<b>11.00</b>	<b>8.12</b>	<b>4.23</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD FIRM-WIDE GROUPS BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	8.33	1.59	2.05	2.32	1.13	1.33	1.13	2.09	3.47	1.05	1.81	1.69
OVERALL	15.15	7.33	8.08	4.75	15.15	9.93	8.14	4.52	19.09	11.00	8.12	4.23

## FIRM LEADERSHIP

### LEAD FIRM-WIDE GROUPS BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	1.67	0.57	0.47	0.14	0.00	0.00	1.15	0.23	0.00	0.00	0.44	0.49
OVERALL	15.15	7.33	8.08	4.75	15.15	9.93	8.14	4.52	19.09	11.00	8.12	4.23

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

## FIRM LEADERSHIP

### LEAD LOCAL GROUPS BY RACE AND IDENTITY BY YEAR\*

	2017				2018				2019			
Race-Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	4.17	0.00	3.00	2.67	7.50	1.38	4.10	1.98	8.64	2.72	2.94	3.49
White Women	38.54	23.29	21.43	18.22	34.43	22.85	17.98	20.68	19.38	26.53	20.14	20.01
Minority Men	14.58	20.00	2.30	3.34	11.67	8.20	5.09	5.22	24.81	9.87	3.72	7.09
White Men	27.08	56.71	73.04	75.73	51.25	63.90	72.38	72.23	43.46	59.90	72.78	65.76
<b>OVERALL</b>	<b>8.85</b>	<b>1.79</b>	<b>2.09</b>	<b>1.62</b>	<b>12.57</b>	<b>6.19</b>	<b>3.31</b>	<b>1.93</b>	<b>15.28</b>	<b>5.36</b>	<b>2.56</b>	<b>1.96</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.



## FIRM LEADERSHIP

### LEAD LOCAL GROUPS BY LGBTQ+ BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	16.67	2.00	0.23	1.86	1.41	0.00	1.51	1.91	3.70	2.94	1.60	2.67
OVERALL	8.85	1.79	2.09	1.62	12.57	6.19	3.31	1.93	15.28	5.36	2.56	1.96

## FIRM LEADERSHIP

### LEAD LOCAL GROUPS BY DISABILITY BY YEAR\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	3.13	0.00	0.50	0.04	0.00	0.00	0.59	0.38	0.00	0.00	0.25	0.84
OVERALL	8.85	1.79	2.09	1.62	12.57	6.19	3.31	1.93	15.28	5.36	2.56	1.96

\* All numbers reflect **average percentages** across firms. The OVERALL ROW reflects the average percentage of attorneys in the firm that serve on the committee. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) of those that serve on the committee.

# TOP 10% HIGHEST COMPENSATED PARTNERS

## OVERVIEW

Firms were asked to indicate the number of male and female attorneys for each race, LGBTQ+ status, and Disability status who were in the top 10% highest paid at the firm. Because the data was not reported according to role, there were no overall totals for role created. Thus, the numbers in the cell reflect the average percentage of a given demographic by sex (e.g., African-American/Black Males) that is reflected in the top 10% highest compensated partners.

## RACE BY SEX

Membership within the top 10% highest compensation group was overwhelming dominated by White males (approximately 80%) followed by White females (approximately 13%). With few exceptions, African-American/Black males and females consistently represented less than 1%. Hispanic/Latino males fluctuated between 1% to 4%, whereas Hispanic/Latino females were consistently less than 1%. Asian males fluctuated between 1% to 2%, whereas Asian females were consistently less than 1%. No other racial groups constituted averages that significantly differed from zero.

## LGBTQ+ BY SEX

Membership within the top 10% highest compensation group rarely rose above 1% outside of very small firms for LGBTQ+ Attorneys. Furthermore, the comparison between LGBTQ+ males and females fluctuated considerably by year and firm size making a comparison between the two non-reliable.

## DISABILITY BY SEX

Membership within the top 10% highest compensation group was consistently near zero percent outside of very small firms for Attorneys with disabilities. Furthermore, the data for both males and females were consistently near zero making a comparison between the two non-reliable.

TOP 10% HIGHEST COMPENSATED PARTNERS  
RACE BY IDENTITY\*

		2017				2018				2019			
Race and Identity		1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>African-American/ Black</b>													
	<b>Males</b>	1.92	0.00	1.06	0.83	0.68	0.22	1.79	0.43	10.38	0.98	0.95	0.75
	<b>Females</b>	0.00	0.00	0.34	0.03	0.57	0.18	0.19	0.16	0.82	0.20	0.31	0.19
<b>Hispanic/ Latino</b>													
	<b>Males</b>	5.13	0.66	0.57	1.58	1.03	1.61	2.45	1.37	6.97	4.22	2.08	1.41
	<b>Females</b>	3.85	0.00	0.17	0.12	0.00	0.00	1.18	0.18	3.69	0.20	0.84	0.11
<b>Alaska Native/ American Indian</b>													
	<b>Males</b>	0.00	1.75	0.68	0.00	0.57	0.34	0.66	0.00	0.00	0.00	0.13	0.06
	<b>Females</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.00	0.82	0.00	0.00	0.08

## Asian

<b>Males</b>	7.69	2.19	1.43	1.80	5.56	1.81	1.74	1.68	0.23	2.61	2.02	1.38
<b>Females</b>	0.00	0.00	0.00	0.17	0.00	0.49	0.29	0.17	2.46	0.20	0.30	0.23

## Native Hawaiian/ Other Pacific Islander

<b>Males</b>	-	-	-	-	0.00	0.00	0.05	0.04	0.00	0.00	0.00	0.10
<b>Females</b>	-	-	-	-	0.00	0.00	0.14	0.00	0.00	0.00	0.00	0.00

## Multiracial

<b>Males</b>	0.00	0.00	0.30	0.13	0.19	0.64	1.23	0.23	0.00	0.00	0.07	0.29
<b>Females</b>	0.00	0.00	0.30	0.16	0.00	0.00	0.29	0.10	0.00	0.00	0.03	0.07

## White

<b>Males</b>	47.44	81.40	85.12	83.88	65.99	82.21	78.08	83.43	53.26	77.91	80.29	81.90
<b>Females</b>	32.05	9.44	9.77	10.86	25.40	12.50	11.87	12.21	21.37	13.69	12.99	13.43

\* All numbers reflect **average percentages** across firms. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that is reflected in the top 10% highest compensated partners.

TOP 10% HIGHEST COMPENSATED PARTNERS  
LGBTQ+ BY IDENTITY\*

		2017				2018				2019			
LGBTQ+ and Identity		1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>													
	<b>Males</b>	0.00	0.88	0.94	0.70	0.58	0.77	0.78	0.76	1.64	1.63	0.26	1.06
	<b>Females</b>	9.62	2.63	0.00	0.46	0.68	0.10	0.66	0.51	5.74	0.00	0.33	0.46

\* All numbers reflect **average percentages** across firms. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that is reflected in the top 10% highest compensated partners.

TOP 10% HIGHEST COMPENSATED PARTNERS  
DISABILITY BY IDENTITY\*

		2017				2018				2019			
Disability and Identity		1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability</b>													
	<b>Males</b>	0.00	0.00	0.00	0.23	1.15	0.22	0.15	0.50	0.00	0.00	0.60	0.54
	<b>Females</b>	3.85	0.00	0.00	0.05	0.00	0.00	0.24	0.03	0.00	0.00	0.00	0.18

\* All numbers reflect **average percentages** across firms. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that is reflected in the top 10% highest compensated partners.

# FIRM ATTRITION

## OVERVIEW

2019 Overall Firm Attrition by Demographics. This section begins with a table that presents the proportions of overall attorney attrition (i.e., across roles) divided by the total number attorneys reported for each demographic group. Thus, this data reflects the concept of an *Attrition Rate*. As the data was reported at the end of the year, it is likely that the total number of attorneys reported for each demographic reflects the status of those groups at the end of the year, rather than at the beginning of the year. Thus, the reader should take caution in the interpretation of these analyses. Nonetheless, the total number of attorneys reported should be a close approximation of the true starting value for each demographic. Finally, the data is only reported for the last year of the survey as that data is most reliable, having benefited from better controls.

Main Tables. The overall totals presented at the bottom of each table reflects the average percentage of attrition for each role (e.g., Equity Partners) as broken out by year and firm size. Each cell in the table reflects the percentage attrition for the role represented by the demographic (race, identity, LGBTQ+, disability) stated in each row. Ex: average percentage of Equity Partner attrition that are African-American/Black. Thus, this data reflects an average level of attrition rather than an attrition rate.

## RACE

The overall average attrition for equity partners was fairly low (8% to 13%). Among the equity partners that left the firm, the overwhelming majority of them were White Equity Partners. The remaining racial groups, with only one exception reported ranges less than 5%. The average attrition for non-equity partners was higher on average than that of equity partners. The attrition for White Non-Equity Partners was substantially lower than White Equity Partners, as the other racial categories evidenced an increase, primarily among Asian Non-Equity Partners. Associate attorneys displayed the highest attrition average (from 52% to 74%). White Associates reported the highest attrition followed by Asian Associates, African-American/Black, and then Hispanic/Latino Associates. The

other racial categories for Associates was primarily less than 1% with only one exception. Counsel and Other Attorneys, primarily due to their relatively smaller numbers, reported the lowest attrition average percentages. Nonetheless, as with Associates, White Counsel/Other reported the highest attrition followed by Asian Counsel/Other, African-American/Black Counsel/Other, and then Hispanic/Latino Counsel/Other. The other racial categories for Counsel/Other was primarily less than 1%.

The *2019 Overall Firm Attrition by Demographics* table suggests that for primarily larger firms, the overall attrition was almost three times larger for African-American/Black (31%) and Hispanic/Latino (33%) than for White attorneys (13%). The attrition for Asian (19%) and Multiracial (24%) attorneys were in the middle of the range.

## IDENTITY

While the overall attrition for Equity Partners was fairly low, of the Equity Partners that left, approximately 70% were male and 30% were female. The male and female averages for Non-Equity Partners differed substantially between the years of collection and firm size. For the most part, the 2017 and smaller firm sizes in 2018 evidenced an average attrition of 60% for males and 40% for female Non-Equity Partners. However, the medium to very large firm sizes in 2018 and 2019 evidenced 70% for male and 30% for female Non-equity Partners. While there was some fluctuation between year and firm size, overall the average attrition for male Associates was approximately 55% and approximately 45% for female Associates. The Counsel/Other attorney average percentages were much more in flux due to their relatively lower numbers. However, there are notable year/firm size cells where the average attrition was higher for women than men Counsel/Other attorneys. Although not exclusively, these occurred primarily for very small firms.

The *2019 Overall Firm Attrition by Demographics* table suggests that for primarily larger firms, the overall attrition rate was slightly higher for female attorneys (17%) than male attorneys (13%).



## LGBTQ+

As LGBTQ+ attorneys made up a very small percentage across the various roles, there was very little attrition reported for either Equity Partners, Non-equity Partners, Associates, Counsel, or Other Attorneys. With few exceptions, the attrition for LGBTQ+ attorneys ranged from 0% to 4% across all roles, years, and firm sizes.

The *2019 Overall Firm Attrition by Demographics* table suggests that for primarily larger firms, the overall attrition rate was slightly higher for non-LGBTQ+ attorneys (14%) than LGBTQ+ attorneys (11%).

## DISABILITY

As attorneys with disabilities made up a very small percentage across the various roles, there was very little to no attrition reported for either Equity Partners, Non-equity Partners, Associates, Counsel, or Other Attorneys. With few exceptions, the attrition for attorneys with disabilities was frequently 0%, with an occasional 1 or 2% across all roles, years, and firm sizes.

The *2019 Overall Firm Attrition by Demographics* table suggests that for primarily larger firms, the overall attrition rate was higher for non-disabled attorneys (14%) than disabled attorneys (6%).

## FIRM ATTRITION

### 2019 OVERALL FIRM ATTRITION BY DEMOGRAPHICS\*

Classification	Overall	1-20	21-100	101-400	401+
<b>Black</b>	21%	8%	10%	31%	21%
<b>Asian</b>	18%	2%	17%	19%	20%
<b>Latinx</b>	21%	0%	11%	33%	17%
<b>Native American</b>	13%	0%	0%	0%	18%
<b>Pacific Islander</b>	22%	0%	12%	24%	22%
<b>Multiracial</b>	6%	-	25%	0%	5%
<b>White</b>	11%	9%	8%	13%	13%
<b>LGBT</b>	11%	0%	8%	11%	15%
<b>Straight</b>	10%	4%	8%	14%	14%
<b>Disabled</b>	7%	0%	0%	6%	9%
<b>Non-Disabled</b>	10%	4%	8%	14%	14%
<b>Female</b>	13%	8%	9%	17%	15%
<b>Male</b>	10%	4%	8%	13%	13%

\* Cell numbers were calculated by dividing the demographic attrition (total African-American/Black Attrition) by the total demographic reported by the firm (total African-American/Black Attorneys).

# FIRM ATTRITION

## RACE BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	4.01	2.97	0.00	0.81	3.87	2.40	0.00	0.00	2.52	2.67
Hispanic/ Latino	0.00	12.50	1.38	2.78	0.00	0.00	1.68	2.99	0.00	0.00	2.08	2.42
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	0.00	0.00	0.46	0.38	0.00	0.00	0.00	0.39
Asian	0.00	0.00	3.00	4.15	0.00	7.32	3.34	2.90	0.00	4.41	3.49	6.80
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	1.22	0.00	0.00	0.00	0.00	0.00	0.00
Multiracial	0.00	1.04	0.21	1.35	0.00	0.00	0.00	0.59	0.00	0.00	0.74	1.24
White	100.00	82.29	96.96	86.92	100.00	90.65	91.22	90.83	75.00	96.41	90.74	85.03
<b>OVERALL</b>	<b>12.04</b>	<b>11.12</b>	<b>14.38</b>	<b>10.77</b>	<b>7.63</b>	<b>19.39</b>	<b>12.39</b>	<b>11.20</b>	<b>12.50</b>	<b>13.13</b>	<b>12.93</b>	<b>10.43</b>

\*All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	33.33	22.92	27.41	22.32	10.00	30.65	24.28	19.61	37.50	24.02	25.92	20.82
Male	66.67	77.08	72.59	77.68	90.00	69.35	75.72	80.39	62.50	75.98	74.08	79.18
<b>OVERALL</b>	<b>12.04</b>	<b>11.12</b>	<b>14.38</b>	<b>10.77</b>	<b>7.63</b>	<b>19.39</b>	<b>12.39</b>	<b>11.20</b>	<b>12.50</b>	<b>13.13</b>	<b>12.93</b>	<b>10.43</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	0.86	3.90	0.00	0.00	0.00	1.28	0.00	5.88	3.59	1.91
<b>OVERALL</b>	<b>12.04</b>	<b>11.12</b>	<b>14.38</b>	<b>10.77</b>	<b>7.63</b>	<b>19.39</b>	<b>12.39</b>	<b>11.20</b>	<b>12.50</b>	<b>13.13</b>	<b>12.93</b>	<b>10.43</b>

## FIRM ATTRITION

### DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.68	0.00	0.00	2.44	0.20	0.16	0.00	0.00	0.00	0.09
<b>OVERALL</b>	<b>12.04</b>	<b>11.12</b>	<b>14.38</b>	<b>10.77</b>	<b>7.63</b>	<b>19.39</b>	<b>12.39</b>	<b>11.20</b>	<b>12.50</b>	<b>13.13</b>	<b>12.93</b>	<b>10.43</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	10.00	2.38	3.02	3.10	0.00	3.13	4.56	2.96	0.00	0.00	2.46	1.23
Hispanic/ Latino	20.00	0.00	0.00	3.38	11.11	1.56	3.02	3.43	0.00	0.00	2.28	4.33
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	0.00	0.00	0.77	0.59	0.00	0.00	0.17	0.00
Asian	10.00	1.43	8.10	5.41	0.00	6.25	2.58	6.67	0.00	7.10	2.55	7.31
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.17	0.12	0.00	0.00	0.23	0.00
Multiracial	0.00	0.00	0.00	1.60	0.00	0.00	0.79	0.65	0.00	0.00	0.00	1.41
White	60.00	91.43	88.61	83.78	66.67	89.06	88.44	85.58	75.00	92.90	92.63	85.51
<b>OVERALL</b>	<b>18.06</b>	<b>21.53</b>	<b>11.67</b>	<b>13.54</b>	<b>13.68</b>	<b>13.11</b>	<b>15.02</b>	<b>12.19</b>	<b>25.42</b>	<b>13.41</b>	<b>15.14</b>	<b>10.21</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

FIRM ATTRITION  
IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	40.00	41.67	18.70	34.69	44.44	39.84	28.77	29.13	77.08	20.99	28.94	29.45
Male	60.00	58.33	81.30	65.31	55.56	60.16	71.23	70.87	22.92	79.01	71.06	70.55
<b>OVERALL</b>	<b>18.06</b>	<b>21.53</b>	<b>11.67</b>	<b>13.54</b>	<b>13.68</b>	<b>13.11</b>	<b>15.02</b>	<b>12.19</b>	<b>25.42</b>	<b>13.41</b>	<b>15.14</b>	<b>10.21</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### LGBTQ+ BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	0.00	2.25	11.11	0.00	0.99	1.89	0.00	5.56	2.80	2.10
<b>OVERALL</b>	<b>18.06</b>	<b>21.53</b>	<b>11.67</b>	<b>13.54</b>	<b>13.68</b>	<b>13.11</b>	<b>15.02</b>	<b>12.19</b>	<b>25.42</b>	<b>13.41</b>	<b>15.14</b>	<b>10.21</b>

## FIRM ATTRITION

### DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.00	0.13	0.00	0.00	0.00	0.63	0.00	0.00	0.00	0.76
<b>OVERALL</b>	<b>18.06</b>	<b>21.53</b>	<b>11.67</b>	<b>13.54</b>	<b>13.68</b>	<b>13.11</b>	<b>15.02</b>	<b>12.19</b>	<b>25.42</b>	<b>13.41</b>	<b>15.14</b>	<b>10.21</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.



FIRM ATTRITION  
RACE BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	9.09	2.24	5.02	6.12	5.30	5.17	7.28	6.02	6.67	5.57	5.80	5.79
Hispanic/ Latino	0.00	0.00	3.56	5.52	3.03	4.25	6.01	5.08	0.00	4.41	4.97	4.64
Alaska Native/ American Indian	0.00	4.00	0.19	0.10	0.00	0.00	0.84	0.30	0.00	0.00	0.04	0.22
Asian	19.70	5.24	10.65	10.98	12.88	13.91	9.53	11.38	6.67	10.03	9.76	12.53
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.07	0.02	0.00	2.17	0.00	0.11
Multiracial	0.00	0.89	1.37	3.12	0.51	0.81	1.52	3.13	0.00	0.80	2.78	3.49
White	74.24	87.63	78.13	72.42	99.78	78.28	74.47	73.36	80.00	72.31	75.85	73.72
OVERALL	55.09	59.26	52.96	56.52	74.33	56.15	55.41	57.23	51.67	62.87	55.98	61.11

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

FIRM ATTRITION  
IDENTITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	63.64	35.18	50.16	47.48	47.98	42.50	43.48	47.55	36.67	33.49	45.23	45.61
Male	36.36	64.82	49.84	52.52	52.02	57.50	56.52	52.45	63.33	66.51	54.77	54.39
<b>OVERALL</b>	<b>55.09</b>	<b>59.26</b>	<b>52.96</b>	<b>56.52</b>	<b>74.33</b>	<b>56.15</b>	<b>55.41</b>	<b>57.23</b>	<b>51.67</b>	<b>62.87</b>	<b>55.98</b>	<b>61.11</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	1.62	2.72	3.79	1.67	1.26	3.29	0.00	3.69	1.80	3.55
<b>OVERALL</b>	<b>55.09</b>	<b>59.26</b>	<b>52.96</b>	<b>56.52</b>	<b>74.33</b>	<b>56.15</b>	<b>55.41</b>	<b>57.23</b>	<b>51.67</b>	<b>62.87</b>	<b>55.98</b>	<b>61.11</b>

## FIRM ATTRITION

### DISABILITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.44	0.28	0.00	0.09	0.16	0.43	0.00	0.00	0.15	0.35
<b>OVERALL</b>	<b>55.09</b>	<b>59.26</b>	<b>52.96</b>	<b>56.52</b>	<b>74.33</b>	<b>56.15</b>	<b>55.41</b>	<b>57.23</b>	<b>51.67</b>	<b>62.87</b>	<b>55.98</b>	<b>61.11</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### RACE BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	2.95	2.44	0.00	9.72	4.74	2.77	66.67	11.54	1.79	1.95
Hispanic/ Latino	0.00	16.67	1.97	3.14	0.00	4.17	2.90	2.43	0.00	0.00	1.61	2.18
Alaska Native/ American Indian	0.00	0.00	0.31	0.15	0.00	0.00	0.23	0.00	0.00	0.00	0.00	0.07
Asian	0.00	0.00	1.77	5.38	0.00	2.78	5.53	7.06	0.00	15.38	3.99	6.28
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.27	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	2.07	1.01	0.00	1.39	1.60	1.15	0.00	0.00	0.46	0.96
White	100.00	83.33	88.07	85.82	100.00	81.94	84.65	86.46	33.33	65.38	89.13	93.97
<b>OVERALL</b>	<b>14.81</b>	<b>4.15</b>	<b>15.36</b>	<b>14.84</b>	<b>4.36</b>	<b>8.68</b>	<b>14.36</b>	<b>13.64</b>	<b>6.25</b>	<b>7.85</b>	<b>12.41</b>	<b>13.02</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### IDENTITY BY SIZE BY YEAR BY COUNSEL\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	50.00	30.56	37.85	39.79	75.00	36.11	32.68	34.15	66.67	43.59	34.04	34.81
Male	50.00	69.44	62.15	60.21	25.00	63.89	67.32	65.85	33.33	56.41	65.96	65.19
<b>OVERALL</b>	<b>14.81</b>	<b>4.15</b>	<b>15.36</b>	<b>14.84</b>	<b>4.36</b>	<b>8.68</b>	<b>14.36</b>	<b>13.64</b>	<b>6.25</b>	<b>7.85</b>	<b>12.41</b>	<b>13.02</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### LGBTQ+ BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	0.00	2.32	0.00	0.00	2.40	2.58	0.00	1.92	0.53	1.59
<b>OVERALL</b>	<b>14.81</b>	<b>4.15</b>	<b>15.36</b>	<b>14.84</b>	<b>4.36</b>	<b>8.68</b>	<b>14.36</b>	<b>13.64</b>	<b>6.25</b>	<b>7.85</b>	<b>12.41</b>	<b>13.02</b>

## FIRM ATTRITION

### DISABILITY BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.13	0.44	0.00	0.00	0.46	0.82	0.00	0.00	0.85	0.44
<b>OVERALL</b>	<b>14.81</b>	<b>4.15</b>	<b>15.36</b>	<b>14.84</b>	<b>4.36</b>	<b>8.68</b>	<b>14.36</b>	<b>13.64</b>	<b>6.25</b>	<b>7.85</b>	<b>12.41</b>	<b>13.02</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

## FIRM ATTRITION

### RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	36.11	9.09	6.31	0.00	0.00	4.29	4.92	0.00	0.00	5.48	7.22
Hispanic/ Latino	0.00	0.00	0.00	4.75	0.00	0.00	6.88	4.52	0.00	0.00	4.97	2.89
Alaska Native/ American Indian	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.00	0.00	0.00	0.00	0.00
Asian	0.00	0.00	15.84	13.75	0.00	11.11	7.71	9.52	0.00	11.11	9.69	5.71
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	0.00	1.48	0.00	0.00	0.00	3.51	0.00	0.00	1.45	6.52
White	0.00	63.89	75.06	71.14	0.00	88.89	81.13	75.58	100.00	88.89	78.41	77.66
<b>OVERALL</b>	<b>0.00</b>	<b>3.93</b>	<b>5.62</b>	<b>4.33</b>	<b>0.00</b>	<b>2.68</b>	<b>2.81</b>	<b>5.74</b>	<b>4.17</b>	<b>2.76</b>	<b>3.53</b>	<b>5.22</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

FIRM ATTRITION  
IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	0.00	66.67	51.98	56.01	0.00	51.85	43.33	55.78	100.00	22.22	50.54	52.44
Male	0.00	33.33	48.02	43.99	0.00	48.15	56.67	44.22	0.00	77.78	49.46	47.56
<b>OVERALL</b>	<b>0.00</b>	<b>3.93</b>	<b>5.62</b>	<b>4.33</b>	<b>0.00</b>	<b>2.68</b>	<b>2.81</b>	<b>5.74</b>	<b>4.17</b>	<b>2.76</b>	<b>3.53</b>	<b>5.22</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.



## FIRM ATTRITION

### LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>LGBTQ+</b>	0.00	0.00	2.65	3.48	0.00	11.11	3.57	2.41	0.00	0.00	1.19	2.95
<b>OVERALL</b>	<b>0.00</b>	<b>3.93</b>	<b>5.62</b>	<b>4.33</b>	<b>0.00</b>	<b>2.68</b>	<b>2.81</b>	<b>5.74</b>	<b>4.17</b>	<b>2.76</b>	<b>3.53</b>	<b>5.22</b>

## FIRM ATTRITION

### DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
<b>Disability Status</b>	0.00	0.00	0.00	1.79	0.00	0.00	0.00	0.17	0.00	0.00	1.19	0.40
<b>OVERALL</b>	<b>0.00</b>	<b>3.93</b>	<b>5.62</b>	<b>4.33</b>	<b>0.00</b>	<b>2.68</b>	<b>2.81</b>	<b>5.74</b>	<b>4.17</b>	<b>2.76</b>	<b>3.53</b>	<b>5.22</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys in the role under consideration that left the firm. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that left the firm relative to all who left the firm in that same role.

# ATTORNEY'S REDUCED WORKING SCHEDULE

## OVERVIEW

Tables. The overall totals presented at the bottom of each table reflects the average percentage of attorneys working a reduced work schedule for each role (e.g., Equity Partners) as broken out by year and firm size. Each cell in the table reflects the percentage attorneys working a reduced work schedule for the role represented by the demographic (race, identity, LGBTQ+, disability) stated in each row. Ex: average percentage of Equity Partners working a reduced work schedule that are African-American/Black.

Data was not collected for Race in 2017, thus, those cells are omitted in the tables in this section.

## RACE

While Equity Partners reported a lower percentage of attorneys working reduced schedules overall, among those who did, White Equity Partners constituted between 85% to 100%. Asian Equity Partners varied between 2% to 8%. The remaining racial categories varied considerably by year and firm size. The average percentages for similar for White Non-equity Partners, but the other racial categories, with few exceptions were consistently at or near zero percent reduced working schedules. White Associates constituted between 74% to 80% reduced working schedule. Asian Equity Partners varied between 7% to 16% reduced working schedules. African-American/Black Associates varied between 0% to 6% reduced working schedules. Hispanic/Latino Associates varied between 0% to 3% reduced working schedules. However, for Alaska Native/American Indian and Native Hawaiian/Other Pacific Islander, the average percentages for Associates working reduced schedules were consistently at or near 0%. Counsel attorneys reported a slightly higher reduced working schedule overall. White Counsel attorneys reported the largest percentages (from approximately 63% to 95%). The other racial categories varied considerably by

year and firm size. Due to relatively smaller numbers, the percentages for Other Attorneys varied considerably for all racial categories by year and firm size.

## IDENTITY

Both female Equity Partners and female Non-equity Partners were more likely to have a reduced working schedule relative to males (approximately 70% vs. 30%). This pattern was slightly higher for female Associates relative to male Associates (approximately 85% vs. 15%). The reduced working schedule averages for Counsel were more balanced, but still favored female attorneys (approximately 55% to 45%). Due to their relatively smaller numbers, average percentages varied considerably by year and firm size for Other Attorneys. In some instances, female Other Attorneys reported higher percentages (80% vs. 20%) and yet in other instances, male Other Attorneys reported higher percentages (0% vs. 100%).

## LGBTQ+

For the most part, the average percentages for LGBTQ+ Equity Partners and Non-equity Partners working a reduced schedule were negligible, varying across year and firm size, however, most percentages were at or near zero percent. The average percentage for LGBTQ+ Associates working a reduced schedule also varied considerably (small firms reported higher percentages between 6% to 9%). But the most typical percentage for LGBTQ+ Associates ranged between 1% to 3%. Both Counsel and Other Attorney LGBTQ+ averages varied considerably between year and firm size.

## DISABILITY

Disability average percentages, primarily because of relatively fewer numbers reported overall, were at or near 0% for virtually every role. While there were some instances in which the percentages may have exceeded 1%, these were primarily random (within particular years and firm-sizes). No other particular pattern emerged for this demographic group.

ATTORNEY'S REDUCED WORKING SCHEDULE  
RACE BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	-	-	-	-	0.00	0.00	0.93	3.35	0.00	5.13	0.96	1.71
Hispanic/ Latino	-	-	-	-	0.00	0.00	3.51	0.78	6.67	0.00	6.00	1.55
Alaska Native/ American Indian	-	-	-	-	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00
Asian	-	-	-	-	0.00	5.56	2.48	8.60	0.00	8.65	2.02	4.13
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Multiracial	-	-	-	-	0.00	0.00	0.18	0.00	0.00	0.00	0.00	0.65
White	-	-	-	-	100.00	94.44	84.49	86.07	93.33	86.22	90.29	92.63
<b>OVERALL</b>	<b>23.33</b>	<b>20.17</b>	<b>23.49</b>	<b>10.25</b>	<b>11.27</b>	<b>12.01</b>	<b>11.24</b>	<b>8.81</b>	<b>15.42</b>	<b>15.41</b>	<b>12.61</b>	<b>9.97</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	71.43	61.02	72.31	71.51	80.00	63.43	70.21	72.26	46.67	62.82	72.06	64.51
Male	28.57	38.98	27.69	28.49	20.00	36.57	29.79	27.74	53.33	37.18	27.94	35.49
<b>OVERALL</b>	<b>23.33</b>	<b>20.17</b>	<b>23.49</b>	<b>10.25</b>	<b>11.27</b>	<b>12.01</b>	<b>11.24</b>	<b>8.81</b>	<b>15.42</b>	<b>15.41</b>	<b>12.61</b>	<b>9.97</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	14.29	0.00	0.92	3.66	20.00	0.00	1.18	1.34	0.00	0.00	0.62	1.16
OVERALL	23.33	20.17	23.49	10.25	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97

ATTORNEY'S REDUCED WORKING SCHEDULE  
DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	14.29	0.00	0.00	0.13	0.00	0.00	0.53	0.26	0.00	0.00	0.00	0.28
OVERALL	23.33	20.17	23.49	10.25	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	-	-	-	-	0.00	0.00	0.71	0.66	12.50	0.00	0.73	2.25
Hispanic/ Latino	-	-	-	-	0.00	0.00	0.43	1.14	0.00	0.00	0.00	0.58
Alaska Native/ American Indian	-	-	-	-	0.00	0.00	0.43	1.14	0.00	0.00	0.00	0.58
Asian	-	-	-	-	0.00	7.69	2.61	4.41	0.00	0.00	8.72	3.72
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.19	0.00	0.00	0.00	0.00
Multiracial	-	-	-	-	0.00	0.00	3.46	1.83	0.00	0.00	0.09	0.70
White	-	-	-	-	100.00	92.31	82.77	90.63	75.00	100.00	90.46	87.85
<b>OVERALL</b>	<b>13.67</b>	<b>16.38</b>	<b>9.06</b>	<b>11.54</b>	<b>10.00</b>	<b>20.98</b>	<b>15.35</b>	<b>12.40</b>	<b>37.08</b>	<b>20.74</b>	<b>16.60</b>	<b>11.61</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	80.00	64.51	66.23	69.11	70.00	50.61	70.08	71.00	81.25	52.22	67.58	69.13
Male	20.00	35.49	33.77	30.89	30.00	49.39	29.92	29.00	18.75	47.78	32.42	30.87
<b>OVERALL</b>	<b>13.67</b>	<b>16.38</b>	<b>9.06</b>	<b>11.54</b>	<b>10.00</b>	<b>20.98</b>	<b>15.35</b>	<b>12.40</b>	<b>37.08</b>	<b>20.74</b>	<b>16.60</b>	<b>11.61</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.



ATTORNEY'S REDUCED WORKING SCHEDULE  
LGBTQ+ BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.00	0.35	0.00	0.00	0.87	1.32	0.00	6.67	0.46	1.71
OVERALL	13.67	16.38	9.06	11.54	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61

ATTORNEY'S REDUCED WORKING SCHEDULE  
DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.63	0.48	0.00	0.00	0.35	0.85	0.00	0.00	0.24	2.99
OVERALL	13.67	16.38	9.06	11.54	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
RACE BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	-	-	-	-	5.95	0.59	2.93	2.71	4.76	0.00	2.90	2.69
Hispanic/ Latino	-	-	-	-	0.00	0.00	2.98	2.49	0.00	3.33	2.79	2.65
Alaska Native/ American Indian	-	-	-	-	0.00	0.00	0.00	0.28	0.00	0.00	0.32	0.33
Asian	-	-	-	-	5.95	15.69	8.25	9.13	0.00	6.67	8.80	8.64
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.10	0.00	0.00	0.00	0.10
Multiracial	-	-	-	-	0.00	0.00	2.76	2.52	0.00	0.00	1.77	2.50
White	-	-	-	-	73.81	77.84	77.14	79.27	80.95	80.00	82.79	80.44
<b>OVERALL</b>	<b>37.67</b>	<b>31.52</b>	<b>25.16</b>	<b>32.97</b>	<b>32.70</b>	<b>30.34</b>	<b>32.44</b>	<b>34.25</b>	<b>30.83</b>	<b>30.41</b>	<b>30.35</b>	<b>30.19</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
IDENTITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	86.36	96.43	91.27	85.45	77.38	82.01	89.80	85.87	92.86	85.33	85.54	86.01
Male	13.64	3.57	8.73	14.55	22.62	17.99	10.20	14.13	7.14	14.67	14.46	13.99
<b>OVERALL</b>	<b>37.67</b>	<b>31.52</b>	<b>25.16</b>	<b>32.97</b>	<b>32.70</b>	<b>30.34</b>	<b>32.44</b>	<b>34.25</b>	<b>30.83</b>	<b>30.41</b>	<b>30.35</b>	<b>30.19</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	9.09	0.00	3.19	3.14	7.14	1.96	0.74	1.34	4.76	1.33	1.58	1.79
OVERALL	37.67	31.52	25.16	32.97	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19

ATTORNEY'S REDUCED WORKING SCHEDULE  
DISABILITY BY SIZE BY YEAR FOR ASSOCIATES\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	3.57	0.45	0.20	10.71	0.00	1.37	0.57	4.76	0.00	0.09	1.09
OVERALL	37.67	31.52	25.16	32.97	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
RACE BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	-	-	-	-	0.00	0.88	0.70	1.65	12.50	0.00	1.37	1.73
Hispanic/ Latino	-	-	-	-	1.47	0.00	0.42	3.22	0.00	4.35	1.51	1.97
Alaska Native/ American Indian	-	-	-	-	0.00	0.24	0.00	0.65	0.00	0.00	0.00	0.07
Asian	-	-	-	-	11.76	7.11	2.95	5.48	25.00	0.40	5.20	3.94
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.19	0.00	0.00	0.00	0.09	0.00
Multiracial	-	-	-	-	0.00	0.00	0.40	0.87	0.00	4.35	1.27	0.97
White	-	-	-	-	80.88	95.29	90.58	88.12	62.50	93.28	89.57	89.07
<b>OVERALL</b>	<b>19.33</b>	<b>31.30</b>	<b>34.54</b>	<b>39.24</b>	<b>39.17</b>	<b>33.86</b>	<b>34.98</b>	<b>37.66</b>	<b>16.67</b>	<b>28.99</b>	<b>36.66</b>	<b>38.82</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
IDENTITY BY SIZE BY YEAR BY COUNSEL\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	72.92	47.20	59.34	63.12	56.37	56.29	57.82	62.62	62.50	53.64	57.21	55.26
Male	27.08	52.80	40.66	36.88	43.63	43.71	42.18	37.38	37.50	46.36	42.79	44.74
<b>OVERALL</b>	<b>19.33</b>	<b>31.30</b>	<b>34.54</b>	<b>39.24</b>	<b>39.17</b>	<b>33.86</b>	<b>34.98</b>	<b>37.66</b>	<b>16.67</b>	<b>28.99</b>	<b>36.66</b>	<b>38.82</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
LGBTQ+ BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.46	1.92	0.00	2.63	0.86	1.88	0.00	2.75	0.42	2.91
OVERALL	19.33	31.30	34.54	39.24	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82

ATTORNEY'S REDUCED WORKING SCHEDULE  
DISABILITY BY SIZE BY YEAR FOR COUNSEL\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.56	0.11	0.00	0.00	0.24	1.47	0.00	1.45	0.53	0.95
OVERALL	19.33	31.30	34.54	39.24	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	-	-	-	-	33.33	0.00	0.38	1.66	0.00	12.50	0.00	0.00
Hispanic/ Latino	-	-	-	-	0.00	2.78	0.19	4.77	0.00	0.00	0.00	0.00
Alaska Native/ American Indian	-	-	-	-	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asian	-	-	-	-	0.00	0.00	0.57	8.45	0.00	25.00	7.47	0.00
Native Hawaiian/ Other Pacific Islander	-	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Multiracial	-	-	-	-	0.00	0.00	0.00	1.40	0.00	0.00	5.19	0.00
White	-	-	-	-	50.00	97.22	90.17	85.77	0.00	62.50	83.35	0.00
<b>OVERALL</b>	<b>6.00</b>	<b>0.64</b>	<b>7.75</b>	<b>6.00</b>	<b>6.86</b>	<b>2.80</b>	<b>5.98</b>	<b>6.88</b>	<b>0.00</b>	<b>4.46</b>	<b>3.77</b>	<b>9.41</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.



ATTORNEY'S REDUCED WORKING SCHEDULE  
IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	50.00	0.00	67.08	78.17	33.33	30.56	61.75	80.86	0.00	42.50	80.76	0.00
Male	50.00	100.00	32.92	21.83	66.67	69.44	38.25	19.14	0.00	57.50	19.24	0.00
<b>OVERALL</b>	<b>6.00</b>	<b>0.64</b>	<b>7.75</b>	<b>6.00</b>	<b>6.86</b>	<b>2.80</b>	<b>5.98</b>	<b>6.88</b>	<b>0.00</b>	<b>4.46</b>	<b>3.77</b>	<b>9.41</b>

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

ATTORNEY'S REDUCED WORKING SCHEDULE  
LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.00	1.50	33.33	0.00	0.72	0.26	0.00	12.50	0.91	1.03
OVERALL	6.00	0.64	7.75	6.00	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41

ATTORNEY'S REDUCED WORKING SCHEDULE  
DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS\*

	2017				2018				2019			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.37	33.33	12.50	1.09	0.13	0.00	12.50	0.00	0.41
OVERALL	6.00	0.64	7.75	6.00	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41

\* All numbers reflect **average percentages** across firms. The OVERALL ROW presented at the bottom of this table reflects the average percentage of attorneys that have a reduced work schedule in the role under consideration. Each cell in the table reflects the average percentage of the given demographic (i.e., left column) that work a reduced work schedule relative to all who work a reduced schedule in that same role.

# DIVERSITY INITIATIVES

## OVERVIEW

Tables. The percentage of firms that possess each policy is presented as broken out by year and firm size. Furthermore, a comparison across years and firm size is presented on the relative percentages of each policy for the law firms.

The majority of the law firms reported having each of the policies. However, the number of firms with each of the policies was correlated with firm size. Larger firms reported higher percentages of having each of the policies.

While the majority of firms reported having each policy, there was nonetheless some fluctuation between policies. The most frequent policies were Policy J and Policy L. Policy J is the policy that "...prohibits discrimination based on disability, sexual orientation, gender identity, and gender expression." Policy L is the policy that "... specifically provides for paid maternity leave." The policies that were least likely to be provided by the law firms were Policy Q and Policy B. Policy Q is the policy that "... has a supplier diversity program." Policy B is the policy that "...gives billable credit for work that is directly related to diversity efforts (but is not pro bono work)." All of the policies are presented in both the standard table and the relative percentage table.

Analyses were conducted to examine if having either of the policies might predict the race, identity, LGBTQ+ and disability counts for overall firm demographics, firm leadership, promotions to partner, attrition, hires, top 10% highest compensation, and reduced working hours. None of the policies proved to be significant predictors. This might have been due to the fact that the majority of firms reported having most of the policies and thus there may not have been sufficient variability in the predictive analyses. It might also reflect that the policies have not necessarily translated into actions that might impact the variables we target for analyses.

## POLICY DEFINITIONS

Policy	Definition
<b>Policy A</b>	Firm has a written diversity strategy that has been communicated to all firm attorneys.
<b>Policy B</b>	Firm gives billable credit for work that is directly related to diversity efforts (but is not pro bono work).
<b>Policy C</b>	Firm ties a component of partner compensation to diversity efforts.
<b>Policy D</b>	Firm has a diversity committee that includes senior partners and that reports to the firm's highest governing body.
<b>Policy E</b>	Firm has a full or part-time diversity professional who performs diversity-related tasks.
<b>Policy F</b>	Firm has affinity or employee resource groups for its women and diverse attorneys, which meet at least quarterly.
<b>Policy G</b>	Firm has a succession plan that specifically emphasizes greater inclusion of women and diverse lawyers
<b>Policy H</b>	Firm mandates and monitors that minority and women attorneys have equal access to clients, quality work assignments, committee appointments, marketing efforts and firm events.
<b>Policy I</b>	Firm requires inclusion of at least one diverse/minority (as defined in instructions) candidate in all hiring decisions.
<b>Policy J</b>	Firm policy specifically prohibits discrimination based on disability, sexual orientation, gender identity, and gender expression
<b>Policy K</b>	Firm provides opportunity for attorneys to voluntarily disclose their disability and sexual orientation, gender identity, and gender expression through Firm data collection procedures.
<b>Policy L</b>	Firm policy specifically provides for paid maternity leave.
<b>Policy M</b>	Firm policy specifically provides for paid paternity leave.
<b>Policy N</b>	Firm has a formal, written part-time policy that permits partners to be part-time.
<b>Policy O</b>	Firm has a flex-time policy.
<b>Policy P</b>	Firm provides for or mandates diversity training for all lawyers and staff.
<b>Policy Q</b>	Firm has a supplier diversity program.

DIVERSITY INITIATIVES  
POLICIES BY SIZE AND YEAR\*

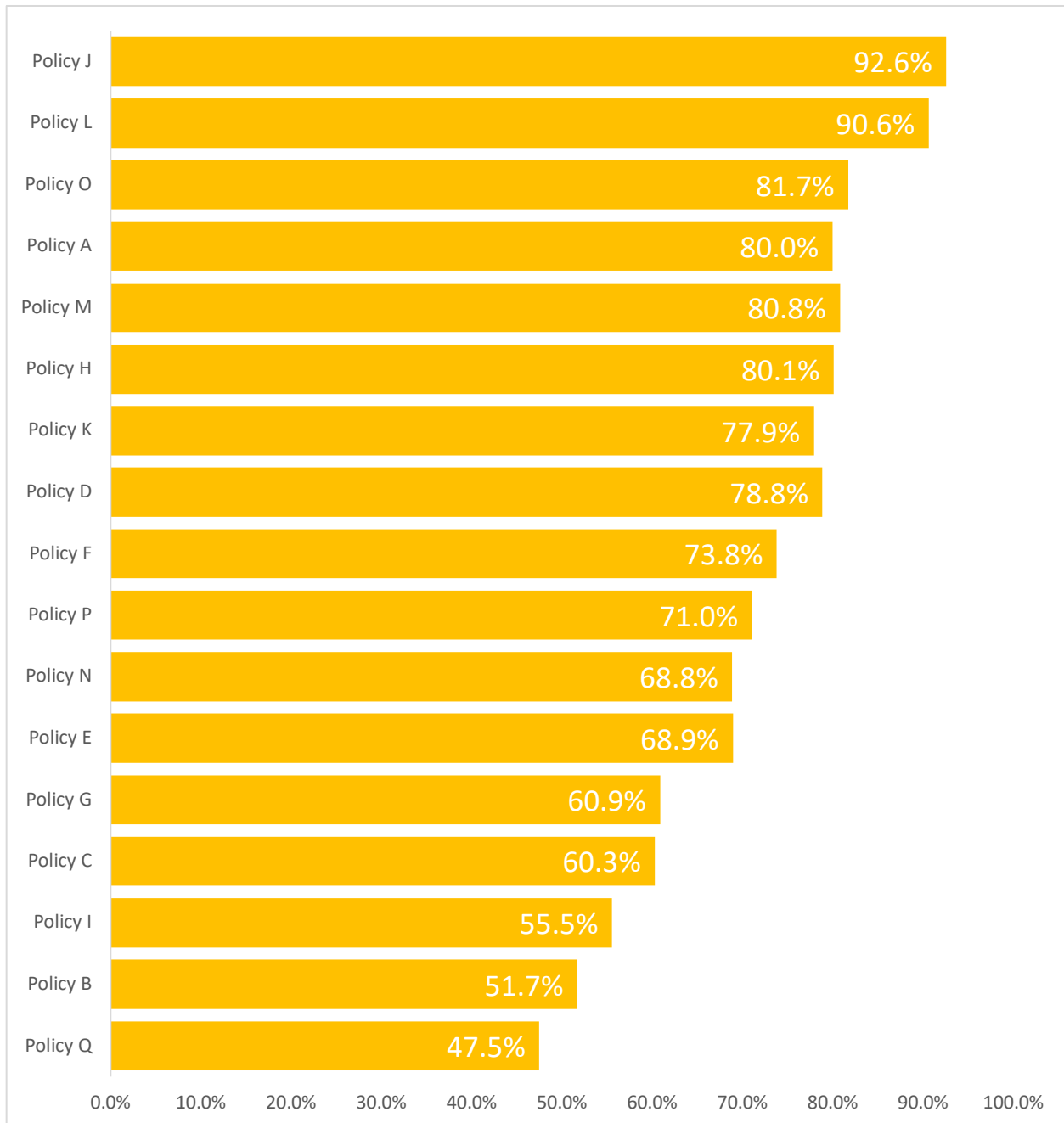
	2017				2018				2019			
Policy	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Policy A	35.56	54.55	77.78	95.38	73.68	85.45	93.15	95.83	73.68	85.45	93.15	95.83
Policy B	13.33	21.21	33.33	30.77	76.32	78.18	46.58	59.72	76.32	78.18	46.58	59.72
Policy C	2.22	15.15	46.30	67.69	71.05	74.55	68.49	81.94	71.05	74.55	68.49	81.94
Policy D	11.11	48.48	85.19	98.46	72.37	87.27	97.26	94.44	72.37	87.27	97.26	94.44
Policy E	4.44	27.27	61.11	92.31	68.42	74.55	83.56	94.44	68.42	74.55	83.56	94.44
Policy F	2.22	45.45	74.07	95.38	69.74	78.18	89.04	97.22	69.74	78.18	89.04	97.22
Policy G	20.00	24.24	38.89	60.00	73.68	76.36	65.75	77.78	73.68	76.36	65.75	77.78
Policy H	42.22	72.73	72.22	76.92	82.89	89.09	89.04	87.50	82.89	89.09	89.04	87.50
Policy I	22.22	18.18	22.22	41.54	81.58	78.18	57.53	63.89	81.58	78.18	57.53	63.89

<b>Policy J</b>	68.89	87.88	92.59	98.46	85.53	100.00	100.00	95.83	85.53	100.00	100.00	95.83
<b>Policy K</b>	28.89	45.45	74.07	89.23	75.00	87.27	90.41	95.83	75.00	87.27	90.41	95.83
<b>Policy L</b>	57.78	87.88	88.89	98.46	80.26	100.00	100.00	97.22	80.26	100.00	100.00	97.22
<b>Policy M</b>	28.89	60.61	77.78	92.31	73.68	90.91	95.89	94.44	73.68	90.91	95.89	94.44
<b>Policy N</b>	15.56	36.36	62.96	87.69	68.42	70.91	83.56	88.89	68.42	70.91	83.56	88.89
<b>Policy O</b>	53.33	69.70	75.93	87.69	78.95	87.27	89.04	91.67	78.95	87.27	89.04	91.67
<b>Policy P</b>	6.67	42.42	59.26	90.77	71.05	81.82	84.93	88.89	71.05	81.82	84.93	88.89
<b>Policy Q</b>	6.67	21.21	16.67	36.92	69.74	70.91	47.95	55.56	69.74	70.91	47.95	55.56

\* All numbers reflect percentages. Each cell reflects the percentage of firms that reported having the policy that is listed (left column).

## DIVERSITY INITIATIVES

### AVERAGE POLICY UTILIZATION ACROSS 2017-2019



# Appendix



# APPENDIX A

## DETAILED ANALYSES METHODOLOGY

### Data Inspection

Upon receipt of the data bases, one for each year, they were inspected for missing data, duplicate information, and extreme values. We discovered that each database contained all three issues. Thus, we engaged in data cleaning to eliminate these issues.

### Data Cleaning

Cleaning began by clearing out all entries that did not collect any data, but were recorded by Qualtrics (i.e., missing data). This likely occurred as a result of participants opening the link and looking through the survey, but not providing any information as they viewed it.

Duplicate entries by firms were removed. These were cases where the firms resubmitted data anywhere from 2-5 times after changing information from their first entry. We employed the decision rules to (1) only accept the entry that was submitted first, that also (2) was the most complete. Once duplicates were removed and there was only one entry per firm, the data was ready to be analyzed.

Extreme values were manifested in some cases of overreporting and underreporting data in cells. Firms were required to report the total number of attorneys in the firm. Thus, the totals reported in most of the tables should sum to this total. In some cases, there were more attorneys reported in the cells than the total given for the firm (i.e., overreporting) and in other cases, there were less attorneys reported in the cells than the total given for the firm (i.e., underreporting). We found that in 2017, 20 firms overreported and 34 firms underreported (errors occurred across firm size and ownership), in 2018, 22 firms overreported and 53 underreported (larger firms tend to overreport, smaller firms tend to underreport), and in 2019, 19 firms overreported, and 29 firms underreported (errors occurred across firm size, but most underreporting did occur in small firms). Based upon an impact analyses, we employed an algorithm

to exclude overreporting firms with more than five errors and underreporting firms with more than 20 errors.

## Data Analyses

All data analyses were completed using the RStudio (Version 4.0.2 for Mac OS) statistical software package.

The primary unit of analyses for the data reported in this report is the individual Law Firm. Thus, raw count numbers for each of the survey cells were transformed into firm level proportions. In general, proportions were created by dividing the cell count by the total for a given column (i.e., usually job role information such as 'Associate'). For example, the cell count for African-American Associates was divided by the total number of Associates for the firm, thereby yielding the proportion of Associates that were African-American for each firm. Furthermore, these proportions were averaged across firms yielding an average proportion for our aggregations (e.g., year, firm size, etc.)

We decided on the firm size level breakouts based upon a strategy to yield equal sizes across the three years of data. This strategy yielded the following size breakouts: firms with 1-20 attorneys, firms with 20-100 attorneys, firms with 101-400 attorneys, and firms with 400+ attorneys. These breakout sizes did not yield perfectly even distributions primarily due to the fact that the size distributions differed substantially across the three years of the data. To create a more even split would have required using different size breakout for each year.

Beyond the computation and breakouts of average firm level proportions, we also attempted some advanced analyses to identify predictors (i.e., aka Driver Analyses) of some of the key variables (attrition, hires, compensation, etc.). We primarily concentrated on whether having certain organization policies were predictors. Any drivers that were flagged as potential predictors would have undergone additional analyses to examine if they were statistically significant predictors of any particular variables using regression analyses,

## Data Reporting

Whereas the primary unit of analyses were average proportions, we converted these proportions into percentages to make them easier to interpret. Thus, the data provided in all tables are average percentages.

With few exceptions, the primary breakouts for the data in this report entails **year** and **firm size**. Furthermore, where available the data is also broken out by **role** in the firm (Equity Partner, Non-equity Partner, Associates, Counsel, Other). The primary foci of data reporting is Race, Identity, LGBT+, and Disability statuses.

## APPENDIX B

### SURVEY INSTRUCTIONS

PLEASE NOTE: You will not be able to save your entries. Please see the pdf version of the survey on the homepage, gather all of your firm data, and plan accordingly. You may only make one submission. We will only use your original submission and any later submissions will not be processed. This is to ensure the signatories requesting your data all receive the same report and to protect the integrity of the data we have.

PURPOSE: The American Bar Association ("ABA") has designed this Model Diversity Survey to assist law firms and clients in analyzing the role of minorities, women, LGBT, and disabled lawyers in law firms and on client matters. As firms and clients track information over time, the Model Diversity Survey can become a vehicle for benchmarking the diversity of lawyers providing legal services as well as regular discussions between clients and their outside counsel on the topic of diversity. To provide the broadest possible base of information about diverse lawyers at all levels of practice, we have included firms of all sizes in this survey.

The information you provide will be used for two purposes. First, the ABA will share your law firm's responses with companies who are interested in evaluating law firms for purposes of hiring or retaining them as outside counsel. Second, the ABA will use your law firm's responses to analyze the state of diversity and inclusion in the legal profession.

Participating companies will receive your responses to the survey in a manner that will allow them to identify your law firm's name, your law firm's CEO/Managing Partner names, and your law firm's survey respondent's name and email. While the names of firms participating in the survey will be listed, all response information will be aggregated and released in a statistical or summary form. In addition, ABA will not report results in categories small enough to allow the identity of any participating law firm or individuals to be inferred. Thus, the ABA's research findings will not identify the names of individual attorneys.

Your submission of a complete questionnaire will be taken by the ABA and an identified research firm engaged by the ABA as consent by you to participate in this process. For additional information, please review the ABA's Privacy Policy, which you can find at: <https://www.americanbar.org/utility/privacy.html> FAQs

## Instructions:

1. Only numerical data may be entered in charts. When completing charts, please enter "0" where the number is zero. Please enter "N/A" if the question is not applicable to your firm.
2. Unless otherwise stated, all answers should reflect **full-time U.S. lawyers only**. Do not include temporary or contract attorneys in your responses.
3. The information you provide should be correct as of **December 31, 2017 (2018, 2019)**.
4. Where a lawyer fits more than one diversity category, that lawyer may be counted in all applicable categories (e.g., an African-American female, disabled lawyer may be counted as a minority lawyer, a female lawyer and a disabled lawyer).
5. **All questions are mandatory**, and you will be unable to submit without completing the survey. If your survey data is incomplete, we will be unable to share your submission with the requesting corporation.
6. **Each firm may submit only one survey annually**. There will not be an opportunity to fill out an additional survey or to amend your submission. Should you not have certain data asked for in the survey, there is an option of filling in N/A. At the end of the survey, you have the option of filling in a "comments box" where you may provide any information you'd like clients to know generally about your firm. Keep in mind, your client(s) may request more specific team data, and you will likely need to provide the client(s) with a further explanation outside of the Model Diversity Survey. **You will not be able to upload any documents to supplement your responses to the Model Diversity Survey.**

### PLEASE USE THE FOLLOWING DEFINITIONS TO ANSWER ALL QUESTIONS:

1. For purposes of this survey, diversity is limited to ABA Goal III categories and is defined as "minorities, women, persons with disabilities, and persons of differing sexual orientations and gender identities." If you would like more information about Goal III categories, please see  
  
<http://www.americanbar.org/groups/diversity/DiversityCommission/goal3.html>.
2. For purposes of this survey, "minorities" are defined as: those whose race is other than White/Caucasian and include the following categories designated by the Equal Employment Opportunity Commission: "African-American/Black (not Hispanic/Latino); Hispanic/Latino; Alaska Native/American Indian; Asian; Native Hawaiian/Other Pacific Islander; and Multiracial (those who identify with two or more of the above races)." **PLEASE NOTE: no attorney can be counted in more than one minority category.**

3. **"Equity partner"/ "Shareholder"/"Principal"** is a lawyer who owns a fraction of their law firm. **"Non-equity partner"** is a lawyer whose law firm identifies that lawyer as such for marketing or other purposes but does not own any portion of said law firm.
4. **"Counsel"** means a lawyer known as of counsel, senior counsel, or special counsel, or senior attorney, and is neither an associate, nor a partner. That lawyer is a permanent salaried employee of the firm and not a temporary or contract attorney.
5. **"Other lawyer"** means a lawyer who is not a counsel, associate, or partner. That lawyer is a permanent salaried employee of the firm and not a temporary or contract attorney.
6. **"Lead lawyer"** means having the primary role and responsibility for directing the firm's work for the client on a particular matter or matters.
7. **"Reduced Hours Schedule"** means the schedule of a lawyer who works less than full-time hours and remains eligible for partnership, including equity partnership.
8. **"Minority-owned firm"** means a firm that is at least 51 percent owned, operated and controlled by minority group members, as described in the above definition of "minorities."
9. **"LGBT-owned firm"** means a firm that at least 51 percent owned, operated and controlled by individuals who are self-identified as LGBT.
10. **"Women-owned firm"** means a firm that is at least 51 percent owned, operated and controlled by women.
11. **"Disabled-owned firm"** means a firm that at least 51 percent owned, operated and controlled by one or more individuals with disabilities.
12. **"Homegrown Partner"** means an individual whose career began at the firm as an associate and who became a partner in the firm.

## ACKNOWLEDGMENTS

At the conclusion of the Diversity and Inclusion 360 Commission's historic work, the Model Diversity Survey found its home with the Commission of Racial and Ethnic Diversity in the Profession. Gretchen C. Bellamy was a driving force within the Commission's Model Diversity Survey Committee.

This report was authored by Dr. Richard D. Harvey<sup>1</sup>, Maya Gann-Bociek<sup>1</sup> in partnership with Dr. LaMarcus Bolton<sup>2</sup> and Dr. Ubong Attah Prince<sup>2</sup>. The authors wish to extend a special thank you to Gretchen C. Bellamy for her contribution in the design and editing of the report.

<sup>1</sup> R&K Harvey, LLC and Saint Louis University

<sup>2</sup> Ambivista

