



Diversity Study – Additional Cuts

Prepared for Acritas and ALFDP

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Background, Objectives and Methodology

Background and Objectives

- Thomson Reuters and ALFDP are looking to gain insights into how the COVID-19 Pandemic affects those across a diverse cross section of those in legal professions in both law firms and corporations.

Methodology

- 406 surveys were completed among law firm and corporate legal professionals.
- Data were collected in February 2021.
- Participants were from various countries and backgrounds.

LGBTQ+

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Profile

	Total	LGBTQ+
	(n=406)	(n=29*)
Years Practicing Law		
1-5	9%	-
6-10	14%	17%
11-15	17%	13%
16-20	19%	9%
>20	40%	61%
Years in Current Role		
<1	9%	8%
1-5	55%	48%
6-10	17%	16%
11-15	9%	8%
16-20	6%	12%
>20	3%	8%
Number Lawyers in Org.		
<=5	14%	17%
6-10	5%	7%
11-25	10%	7%
26-50	8%	7%
51-100	13%	10%
101-500	29%	28%
>500	20%	24%

	Total	LGBTQ+
	(n=406)	(n=29*)
Job Title/Function		
Assist / Assoc GC	14%	14%
Associate / Sr Associate	9%	
Deputy General Counsel	5%	4%
General Counsel	7%	14%
Lawyer / Attorney	25%	25%
Partner	18%	14%
Sr / Managing Partner	6%	-
Other	16%	29%
Diversity Lead Responsibilities		
Yes	51%	62%
No	49%	38%
Country Employed		
United States	80%	83%
United Kingdom	15%	7%
Other	5%	7%
Organization Type		
Law Firm	43%	45%
Corporation	54%	55%
Gender		
Female	68%	45%
Male	30%	48%

	Total	LGBTQ+
	(n=406)	(n=29*)
Children <18		
Yes	45%	21%
No	55%	69%
Disabled / Differently Abled		
Yes	5%	3%
No	95%	97%
Caring for Others (adult / disabled child)		
Yes	20%	28%
No	80%	62%
Ethnic Minority		
Yes	74%	41%
No	26%	59%
Sexual Orientation		
Heterosexual	90%	-
Gay / Lesbian	5%	69%
Bisexual	2%	31%
Age Range		
25 – 34	12%	10%
35 – 44	33%	31%
45 – 54	34%	31%
55 – 64	17%	24%
65+	4%	3%

*Caution small sample size

Key Findings – LGBTQ+

- Personal Development and Progression Challenge Prior to COVID-19
 - 24% did not find personal development and progression at work challenging prior to COVID-19
 - 41% found personal development and progression at work challenging prior to COVID – 19
- Currently How Challenging Personal Development and Progression
 - 21% currently do not find personal development and progression at work challenging
 - 41% currently find personal development and progression at work challenging
- Top Items Experienced During COVID-19 Pandemic
 - Received a bonus
 - Increased work hours
 - Taking on additional responsibilities without additional pay
- Top items Negatively Impacted by COVID-19
 - Overall Well-Being
 - Stress Levels at Work
 - Work Life Balance
- Employer Interest in You During COVID-19 Pandemic – Top item
 - Your Well Being – (72%)
- Non-COVID-19 Impacts to Your Development and Progression
 - Racial Injustice (41%)
 - Black Lives Matter (38%)
 - None of the Above (41%)

Key Findings – LGBTQ+

- Top Items in Place Before COVID-19 Pandemic
 - Equal parental leave/gender neutral parental leave
 - Leaders embracing diversity initiatives and goals
 - Increased investment on how to be an ally and disrupt bias in group settings
 - Training and supportive follow-up on use of skills to give constructive feedback across difference
 - Upward feedback/reviews
 - Manager reviews
- Most Successful Item in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
- Impact of COVID-19 on Increasing Representation of Underrepresented Groups
 - Well-qualified or high potential lawyers opting out of advancement because of additional challenges experienced during pandemic (41%)
 - Inconsistency between what the organization says and what it does (38%)
 - External networking (38%)
 - Integration of new lawyers (38%)
 - Visibility of high potential lawyers (34%)
- Key Quotes - For you personally, what has been the impact of the COVID-19 pandemic on your ability to develop and progress?
 - *"It has been challenging for the same reasons that existed prior to the pandemic (difficult to build an independent origination book of business when practicing in a highly specialized area) but it was exacerbated by the pandemic as people fear losing their own credibility and comp, less willing to share origination and more competitive internal work environment"*
 - *"COVID has presented no limitations on my ability to learn and progress in my career. If anything, it presented challenges and changes that I needed to focus on and address for the law firm associates as a whole. So, it required a "rising to the challenge" mentality that resulted in professional growth and learning."*
 - *"I am very fortunate to be able to work from home. However, since I do not live alone or have a separate home office, I have to work in my bedroom. I have found the inability to physically separate the work and rest spaces have had a cumulative effect of never feeling "off work." That, plus the general stress of navigating the pandemic on a personal level, has had an impact on personal relationships. Work stress and personal stress tend to exacerbate each other, and I have found it difficult to manage both, especially without a definite end point in sight."*
 - *"Increased workload and responsibility. Higher expectations and demands. In present discussions for promotion and added support. Still in progress but slightly frustrating that I'm making the case as opposed to recognition."*
 - *"My clients' business activities, prospects and financial conditions have been adversely impacted by the pandemic, which has resulted in less work, fewer receipts and pressure to reduce fees. This results in feeling less valued by partners and firm leaders."*

Differently Enabled

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Profile

	Total	Differently Enabled
	(n=406)	(n=19*)
Years Practicing Law		
1-5	9%	17%
6-10	14%	17%
11-15	17%	22%
16-20	19%	22%
>20	40%	22%
Years in Current Role		
<1	9%	5%
1-5	55%	56%
6-10	17%	22%
11-15	9%	11%
16-20	6%	-
>20	3%	6%
Number Lawyers in Org.		
<=5	14%	16%
6-10	5%	5%
11-25	10%	-
26-50	8%	11%
51-100	13%	21%
101-500	29%	32%
>500	20%	16%

	Total	Differently Enabled
	(n=406)	(n=19*)
Job Title/Function		
Assist / Assoc GC	14%	21%
Associate / Sr Associate	9%	16%
Deputy General Counsel	5%	-
General Counsel	7%	-
Lawyer / Attorney	25%	32%
Partner	18%	21%
Sr / Managing Partner	6%	5%
Other	16%	5%
Diversity Lead Responsibilities		
Yes	51%	47%
No	49%	53%
Country Employed		
United States	80%	84%
United Kingdom	15%	16%
Other	5%	-
Organization Type		
Law Firm	43%	53%
Corporation	54%	47%
Gender		
Female	68%	79%
Male	30%	21%

	Total	Differently Enabled
	(n=406)	(n=19*)
Children <18		
Yes	45%	42%
No	55%	58%
Disabled / Differently Abled		
Yes	5%	100%
No	95%	0%
Caring for Others (adult / disabled child)		
Yes	20%	16%
No	80%	84%
Ethnic Minority		
Yes	74%	68%
No	26%	32%
Sexual Orientation		
Heterosexual	90%	74%
Gay / Lesbian	5%	-
Bisexual	2%	5%
Age Range		
25 – 34	12%	16%
35 – 44	33%	26%
45 – 54	34%	42%
55 – 64	17%	-
65+	4%	11%

Key Findings – Differently Enabled

- Personal Development and Progression Challenge Prior to COVID-19
 - Less than one-fifth did not find personal development and progression at work challenging prior to COVID-19
 - Around two-thirds found personal development and progression at work challenging prior to COVID – 19
- Currently How Challenging Personal Development and Progression
 - Around one-fifth currently do not find personal development and progression at work challenging
 - Just over a third currently find personal development and progression at work challenging
- Top Items Experienced During COVID-19 Pandemic
 - Increased work hours
 - Received a bonus
 - Taking on additional responsibilities without additional pay
 - Reduced Compensation
- Top items Negatively Impacted by COVID-19
 - Work life balance
 - Overall well-being
 - Stress levels at work
 - Time spent on self-care activities
 - Productivity at work
- Employer Interest in You During COVID-19 Pandemic – Top item
 - Your Well Being
- Non-COVID-19 Impacts to Your Development and Progression
 - Almost half were impacted by Racial Injustice
 - Roughly a third were impacted by Black Lives Matter
 - About half were affected by other impacts

Key Findings – Differently Enabled

- Top Items in Place Before COVID-19 Pandemic
 - Equal parental leave/gender neutral parental leave
 - Leaders embracing diversity initiatives and goals
 - Manager reviews
 - Teams assessing new candidates are gender inclusive
- Most Successful Item in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
 - Mansfield rule
- Impact of COVID-19 on Increasing Representation of Underrepresented Groups
 - Inconsistency between what the organization says and what it does
 - Access to professional development opportunities
 - Integration of new lawyers
 - External networking
 - Well-qualified or high potential lawyers opting out of advancement because of additional challenges experienced during pandemic
- Key Quotes - For you personally, what has been the impact of the COVID-19 pandemic on your ability to develop and progress?
 - *"After taking time away from work to deal with the death of several folks in my family and family, on return I was advised that there was no path to progression for me and my direct reports were taken away from me"*
 - *"COVID has made it impossible to be a mother and an associate while working from home. Furthermore, I requested FMLA leave for mental health in order to deal with family/marriage issues and the firm/practice group, while allowing the leave, has not been supportive on a personal level. Furthermore, I was punished by not being promoted last year."*
 - *"Exposure to high level work due to all hands-on deck approach. Interesting projects Seamless move to virtual provision"*
 - *"Given the constraints on availability of staff during lockdown, I've been able to work across a broader area of my sector and develop my knowledge and experience further. This inevitably brought additional stress however as the workload was phenomenal with having to cover work. I am junior so a few years off promotion yet but I've been able to have better conversations with my line manager about progression."*
 - *"I think folks are so busy with other stuff, that real development is less of a priority. But to be honest, our profession is a failure in thinking in a planful way about career advancement and how to make the most of the skills people have. COVID just accentuates the negative"*
 - *"My direct manager is fabulous and have been very interested in the team's well being. But the GC and law department as a whole have not shown that interest. Also, as someone with a disability that puts me at high risk for COVID complications, I have been working from home since last March. Some lawyers have been going in, and the GC and Deputy GCs go in, so I worry that my absence is noticed and that it will have an adverse impact on how I am perceived."*

Hispanic/Latinx

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Profile

	Total	Hispanic/Latinx
	(n=406)	(n=25*)
Years Practicing Law		
1-5	9%	-
6-10	14%	5%
11-15	17%	9%
16-20	19%	33%
>20	40%	54%
Years in Current Role		
<1	9%	-
1-5	55%	56%
6-10	17%	12%
11-15	9%	16%
16-20	6%	8%
>20	3%	8%
Number Lawyers in Org.		
<=5	14%	12%
6-10	5%	-
11-25	10%	16%
26-50	8%	8%
51-100	13%	4%
101-500	29%	40%
>500	20%	20%

	Total	Hispanic/Latinx
	(n=406)	(n=25*)
Job Title/Function		
Assist / Assoc GC	14%	12%
Associate / Sr Associate	9%	-
Deputy General Counsel	5%	-
General Counsel	7%	4%
Lawyer / Attorney	25%	24%
Partner	18%	20%
Sr / Managing Partner	6%	12%
Other	16%	28%
Diversity Lead Responsibilities		
Yes	51%	64%
No	49%	36%
Country Employed		
United States	80%	100%
United Kingdom	15%	-
Other	5%	-
Organization Type		
Law Firm	43%	40%
Corporation	54%	56%
Gender		
Female	68%	40%
Male	30%	60%

	Total	Hispanic/Latinx
	(n=406)	(n=25*)
Children <18		
Yes	45%	56%
No	55%	44%
Disabled / Differently Abled		
Yes	5%	4%
No	95%	96%
Caring for Others (adult / disabled child)		
Yes	20%	28%
No	80%	72%
Ethnic Minority		
Yes	74%	96%
No	26%	4%
Sexual Orientation		
Heterosexual	90%	96%
Gay / Lesbian	5%	4%
Bisexual	2%	-
Age Range		
25 – 34	12%	-
35 – 44	33%	32%
45 – 54	34%	40%
55 – 64	17%	24%
65+	4%	-

Key Findings – Hispanic/Latinx

- Personal Development and Progression Challenge Prior to COVID-19
 - 36% did not find personal development and progression at work challenging prior to COVID-19
 - 44% found personal development and progression at work challenging prior to COVID – 19
- Currently How Challenging Personal Development and Progression
 - 24% currently do not find personal development and progression at work challenging
 - 48% currently find personal development and progression at work challenging
- Top Items Experienced During COVID-19 Pandemic
 - Increased work hours (44%)
 - Received a bonus (36%)
 - Taking on additional responsibilities without additional pay (36%)
 - Nothing else (28%)
- Top items Negatively Impacted by COVID-19
 - Overall well-being (68%)
 - Work life balance (52%)
 - Feels of inclusion (52%)
 - Stress levels at work (48%)
 - Visibility within your practice area / department (48%)
- Employer Interest in You During COVID-19 Pandemic – Top item
 - Your Well Being (64%)
- Non-COVID-19 Impacts to Your Development and Progression
 - 30% were impacted by Racial Injustice
 - 17% were impacted by Black Lives Matter
 - 52% were affected by nothing else

Key Findings – Hispanic/Latinx

- Top Items in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
 - Manager reviews
 - Training and supportive follow-up on use of skills to give constructive feedback across differences
- Most Successful Item in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
 - Training and supportive follow-up on use of skills to give constructive feedback across differences
- Impact of COVID-19 on Increasing Representation of Underrepresented Groups
 - Access to professional development opportunities
 - External networking
 - Inconsistency between what the organization says and what it does
 - Visibility of high potential lawyers
 - Integration of new lawyers
- Key Quotes - For you personally, what has been the impact of the COVID-19 pandemic on your ability to develop and progress?
 - *"I believe that crises can be a opportunity to step-up and make a difference. If the challenges brought by Covid we were able to seek and implement projects related to technology (e.g. Zoom, Teams, Digital Signature) and to promote even more connections among the team (beyond geo borders). We were also able to engage people and increase the number of Pro Bono/ Give Back activities to our communities. The opportunity to lead and create a good environment during crises helped build many skills, help the organization and grow."*
 - *"I am a senior partner now so the pandemic has not had an impact other than my desire to work hard so our office would not have to lay anyone off. We didn't layoff anyone."*
 - *"The lack of in-person opportunities to network, attend/speak at conferences, etc., has made it more difficult to expand my network and engage potential partners."*
 - *"Increased workload and responsibility. Higher expectations and demands. In present discussions for promotion and added support. Still in progress but slightly frustrating that I'm making the case as opposed to recognition."*
 - *"Remote work has complicated relationship development and maintenance. It is also harder to be included in certain meetings and conversations. You are not in person to perhaps make certain connections while at the cafeteria or the hallway or water cooler."*
 - *"Meetings and networking has been hampered and feelings of isolation have made it difficult, but not unbearable."*
 - *"We have been giving many avenues to progress within our organization."*

United Kingdom / UK Black

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Profile

	Total	UK	UK-Black
	(n=406)	(n=61)	(n=38)
Years Practicing Law			
1-5	9%	12%	11%
6-10	14%	19%	25%
11-15	17%	23%	22%
16-20	19%	21%	19%
>20	40%	25%	22%
Years in Current Role			
<1	9%	14%	23%
1-5	55%	61%	54%
6-10	17%	16%	17%
11-15	9%	7%	3%
16-20	6%	-	3%
>20	3%	2%	-
Number Lawyers in Org.			
<=5	14%	7%	5%
6-10	5%	5%	8%
11-25	10%	9%	14%
26-50	8%	6%	5%
51-100	13%	10%	14%
101-500	29%	51%	38%
>500	20%	13%	16%

	Total	UK	UK-Black
	(n=406)	(n=61)	(n=38)
Job Title/Function			
Assist / Assoc GC	14%	7%	5%
Associate / Sr Associate	9%	15%	16%
Deputy General Counsel	5%	-	-
General Counsel	7%	7%	5%
Lawyer / Attorney	25%	33%	38%
Partner	18%	15%	19%
Sr / Managing Partner	6%	3%	3%
Other	16%	20%	14%
Diversity Lead Responsibilities			
Yes	51%	49%	50%
No	49%	51%	50%
Country Employed			
United States	80%	-	-
United Kingdom	15%	100%	100%
Other	5%	-	-
Organization Type			
Law Firm	43%	49%	53%
Corporation	54%	48%	42%
Gender			
Female	68%	67%	63%
Male	30%	30%	34%

	Total	UK	UK-Black
	(n=406)	(n=61)	(n=38)
Children <18			
Yes	45%	44%	45%
No	55%	56%	55%
Disabled / Differently Abled			
Yes	5%	5%	5%
No	95%	95%	95%
Caring for Others (adult / disabled child)			
Yes	20%	15%	22%
No	80%	85%	78%
Ethnic Minority			
Yes	74%	85%	97%
No	26%	15%	3%
Sexual Orientation			
Heterosexual	90%	95%	97%
Gay / Lesbian	5%	2%	-
Bisexual	2%	2%	3%
Age Range			
25 – 34	12%	20%	18%
35 – 44	33%	38%	40%
45 – 54	34%	31%	29%
55 – 64	17%	10%	11%
65+	4%	-	-

Key Findings – United Kingdom

- Personal Development and Progression Challenge Prior to COVID-19
 - 25% did not find personal development and progression at work challenging prior to COVID-19
 - 43% found personal development and progression at work challenging prior to COVID – 19
- Currently How Challenging Personal Development and Progression
 - 21% currently do not find personal development and progression at work challenging
 - 41% currently find personal development and progression at work challenging
- Top Items Experienced During COVID-19 Pandemic
 - Increased work hours (44%)
 - Received a bonus (33%)
 - Taking on additional responsibilities without additional pay (25%)
 - Nothing else (11%)
- Top items Negatively Impacted by COVID-19
 - Stress levels at work (72%)
 - Overall well-being (62%)
 - Work life balance (52%)
 - Time spent on self-care activities (46%)
- Employer Interest in You During COVID-19 Pandemic – Top item
 - Your Well Being (56%)
- Non-COVID-19 Impacts to Your Development and Progression
 - 33% were impacted by Racial Injustice
 - 28% were impacted by Black Lives Matter
 - 39% were affected by nothing else

Key Findings – United Kingdom

- Top Items in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
 - Equal parental leave/gender neutral parental leave
 - Manager reviews
- Most Successful Item in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
- Impact of COVID-19 on Increasing Representation of Underrepresented Groups
 - Inconsistency between what the organization says and what it does
 - Recruiting
 - External networking
 - Integration of new lawyers
- Key Quotes - For you personally, what has been the impact of the COVID-19 pandemic on your ability to develop and progress?
 - *"A large, complex, long-running project, that happened to overlap with the pandemic, has been the entire focus of my work. That project, rather than the pandemic, has affected my ability to develop and progress. There's no time for anything else. I doubt the situation would have been any different had there been no pandemic."*
 - *"As a senior lawyer, development and progress are not particularly relevant but I do feel for the junior lawyers for whom casual interaction and face-to-face contact will be a negative factor in development and progress."*
 - *"Cost controls and freezes on promotions has led to a suspension of any promotion opportunities which might have arisen in normal times, but there has still been plenty of scope (and indeed, need) to develop in-role during the pandemic, with related learning opportunities. The agile ways of working have also encouraged more inclusive 'democratic' conversations across the hierarchy, not just up and down it, which has removed some of the decision-making bottlenecks and led to more opportunities to get involved and feel more empowered in role."*
 - *"Have been successful in securing a promotion. Pandemic has made it more difficult to meet people/ pitch my ideas face to face."*
 - *"I feel that I have not been able to make any career progression. I am a member of several networks and keep in touch with others through technological means, but without being able to attend meetings, lectures and seminars it is very difficult though not impossible to make progress."*
 - *"It has continued a process in place prior to Covid-19 which is little to no interest in progression/training and lip service to wellbeing"*

Key Findings – United Kingdom Black

- Personal Development and Progression Challenge Prior to COVID-19
 - 18% did not find personal development and progression at work challenging prior to COVID-19
 - 53% found personal development and progression at work challenging prior to COVID – 19
- Currently How Challenging Personal Development and Progression
 - 24% currently do not find personal development and progression at work challenging
 - 44% currently find personal development and progression at work challenging
- Top Items Experienced During COVID-19 Pandemic
 - Increased work hours (39%)
 - Received a bonus (34%)
 - Taking on additional responsibilities without additional pay (21%)
 - Promotion to more senior role (21%)
 - Nothing else (11%)
- Top items Negatively Impacted by COVID-19
 - Stress levels at work (74%)
 - Overall well-being (61%)
 - Work life balance (47%)
 - Time spent on self-care activities (47%)
- Employer Interest in You During COVID-19 Pandemic – Top item
 - Your Well Being (53%)
- Non-COVID-19 Impacts to Your Development and Progression
 - 45% were impacted by Racial Injustice
 - 39% were impacted by Black Lives Matter
 - 34% were affected by nothing else

Key Findings – United Kingdom Black

- Top Items in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
 - Equal parental leave/gender neutral parental leave
 - Manager reviews
- Most Successful Item in Place Before COVID-19 Pandemic
 - Leaders embracing diversity initiatives and goals
- Impact of COVID-19 on Increasing Representation of Underrepresented Groups
 - Inconsistency between what the organization says and what it does
 - External networking
 - Visibility of high potential lawyers
 - Recruiting
 - Integration of new lawyers
- Key Quotes - For you personally, what has been the impact of the COVID-19 pandemic on your ability to develop and progress?
 - *"A significant proportion of the promotion process relies on consistent demonstration of expectations around business development and networking. The Covid-19 pandemic has undoubtedly impacted these areas."*
 - *"As a partner I am shielded from much of these issues. I control my own work, so I have not felt this impact."*
 - *"Being able to work virtually has opened more doors and access to more clients."*
 - *"COVID has meant it has been more difficult to develop new relationships both internally and externally."*
 - *"Currently unemployed having been managed out through a highly toxic and stressful process which induced a mental health illness."*
 - *"Everything is online, so you do get access to more webinars but harder to have coincidental relationship building"*
 - *"Given the constraints on availability of staff during lockdown, I've been able to work across a broader area of my sector and develop my knowledge and experience further. This inevitably brought additional stress however as the workload was phenomenal with having to cover work. I am junior so a few years off promotion yet but I've been able to have better conversations with my line manager about progression."*
 - *"Having Zoom calls rather than meetings often meant people were more accessible. The death of George Floyd and the unrest that followed led to a far more open dialogue about diversity, race and progression. I had probably one of the best years of my entire career."*