Real change. Now.

Institute for Inclusion in the Legal Profession

The Business Case for Diversity: Reality or Wishful Thinking?

With assistance from the Association of Legal Administrators

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Dear Colleagues:

This report, "The Business Case for Diversity 2011: Reality or Wishful Thinking?" helps answer two basic questions: Is the oft-discussed business case for diversity truly creating a more diverse and inclusive legal profession? If not, how can the business case be more effective?

IILP believes this report is significant in providing comprehensive data, many for the first time, that measure underlying issues, phenomena and perceptions. To be sure, there is a great deal of anecdotal commentary on diversity and inclusion in the legal profession; and certainly there are other important statistical analyses. But we believe this study provides new facts and insights that will be critical in pursuing the goal of real change, including in regard to economic factors, in the profession

I am grateful to the many people whose hard work went into preparing the report and to all those who will take the time to read it.

Sincerely yours,

Marc Firestone

Marc S. Firestone
Chair
Institute for Inclusion in the Legal Profession

Executive Summary

For decades, the legal profession has been hearing and talking about a business case for diversity – where corporate clients apply the "carrot" of continued or increased business and the "stick" of an implied decrease, withdrawal or even loss of business to encourage law firms to become more diverse, or use their economic power to support the economic success and financial independence of diverse lawyers through the growth of minority and women-owned law firms. Nevertheless, corporate clients continue to express concern about the lack of diversity among their outside counsel. Similarly, law firm leaders remain disappointed that their diversity efforts have not achieved desired levels of success or translated into noticeable increases in business from corporate clients. And diverse partners are frustrated by the amount of business they receive from corporate clients who express a commitment to diversity. This leads anyone in the legal profession familiar with diversity and inclusion efforts to question whether a business case for diversity truly exists, and, if it does, how it might be improved to the greater satisfaction of all stakeholders. Although there is a great deal of anecdotal commentary on the subject, this report represents the first time hard data has been collected from stakeholders to measure the impact and effectiveness of the business case for diversity.

The study found that while a business case for diversity exists, understanding what it means and what expectations flow from it differ dramatically from one group of stakeholders to the next.

The Institute for Inclusion in the Legal Profession ("IILP"), along with the Association of Legal Administrators ("ALA"), launched the Business Case for Diversity Project to examine how the business case for diversity has thus far impacted the three primary stakeholders: corporate clients, law firms, and diverse partners. Study participants were comprised of the following:

- 52 corporations representing 10.4% of Fortune 500 corporations;
- 391 law firms representing 65.8% of law firms with 501+ lawyers and 39.8% of law firms with 251-500 lawyers on the National Law Journal's list of 250 largest U.S. firms; and,
- 1,032 diverse partners.

The study found that while a business case for diversity exists, understanding what it means and what expectations flow from it differ dramatically from one group of stakeholders to the next. Corporate clients express a commitment to greater diversity and, intentionally or not, imply to outside counsel that continued or additional business will flow as law firms manifest support for and commitment to greater diversity. However, corporate clients, at best, use diversity as one of many criteria in selecting outside counsel and rarely implement strategies to reward in-house counsel for choosing diverse outside counsel or bestow more business upon those firms that are succeeding in their diversity endeavors.

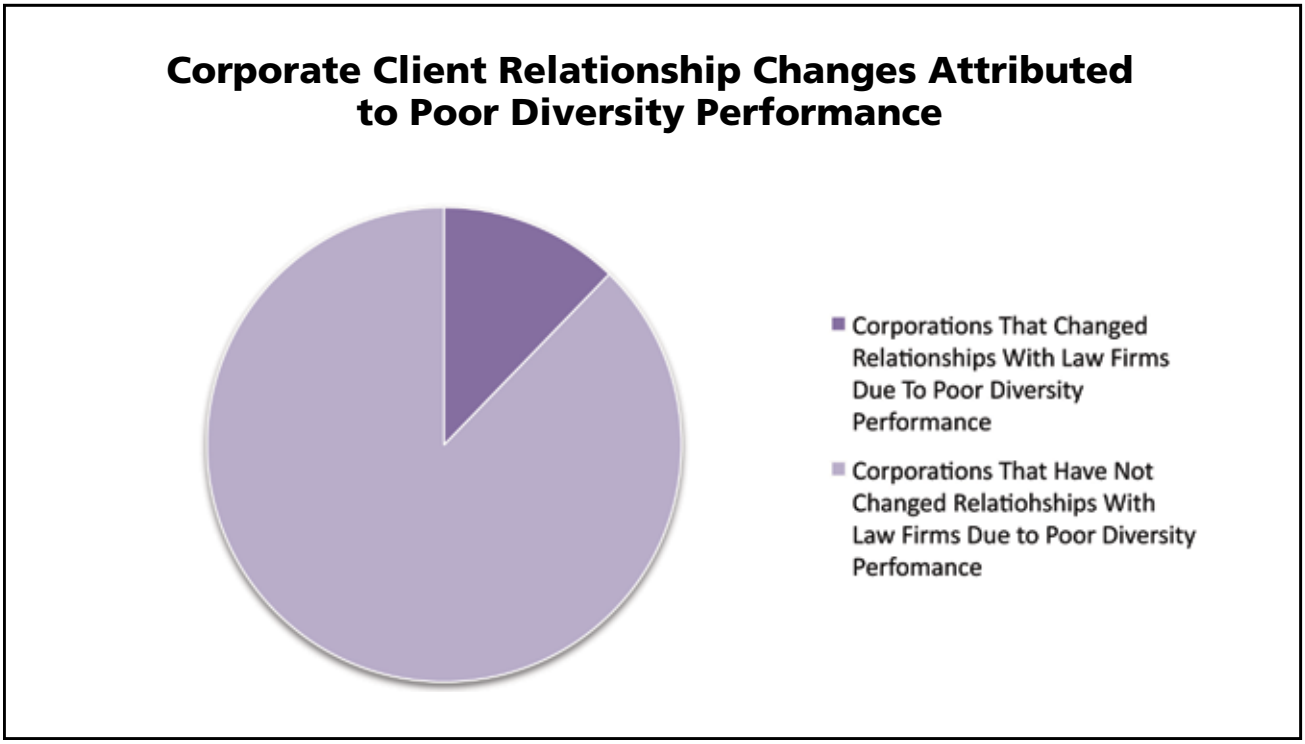
For law firms as a group, the lack of measurable increases in the amount of business they receive in recognition of their diversity efforts has resulted in a relatively uniform approach to diversity where few firms find it worthwhile to step outside of the parameters of acceptable diversity programs and activities. Structurally, law firms as a group are following an unremarkable strategy of diversity efforts with little impetus to attempt anything that might be considered particularly dramatic or innovative, until one firm or another is able to demonstrate that a new approach might merit consideration.

For diverse partners, the business case for diversity has proven disappointing. While many are receiving business from corporate clients who have expressed a commitment to greater diversity, the number of such clients using their services and the amount of work they are receiving as a result has been lower than the publicity surrounding corporate diversity commitments may have lead diverse partners to expect. One unforeseen consequence of this may be that internal firm expectations about the amount of business a diverse partner can generate may be unrealistic given the amount of business that diversity is actually delivering. This may contribute to inaccurate perceptions about how "good" a diverse lawyer is or should be at developing business and explain some of the attrition of diverse partners from firms where they first became partners.

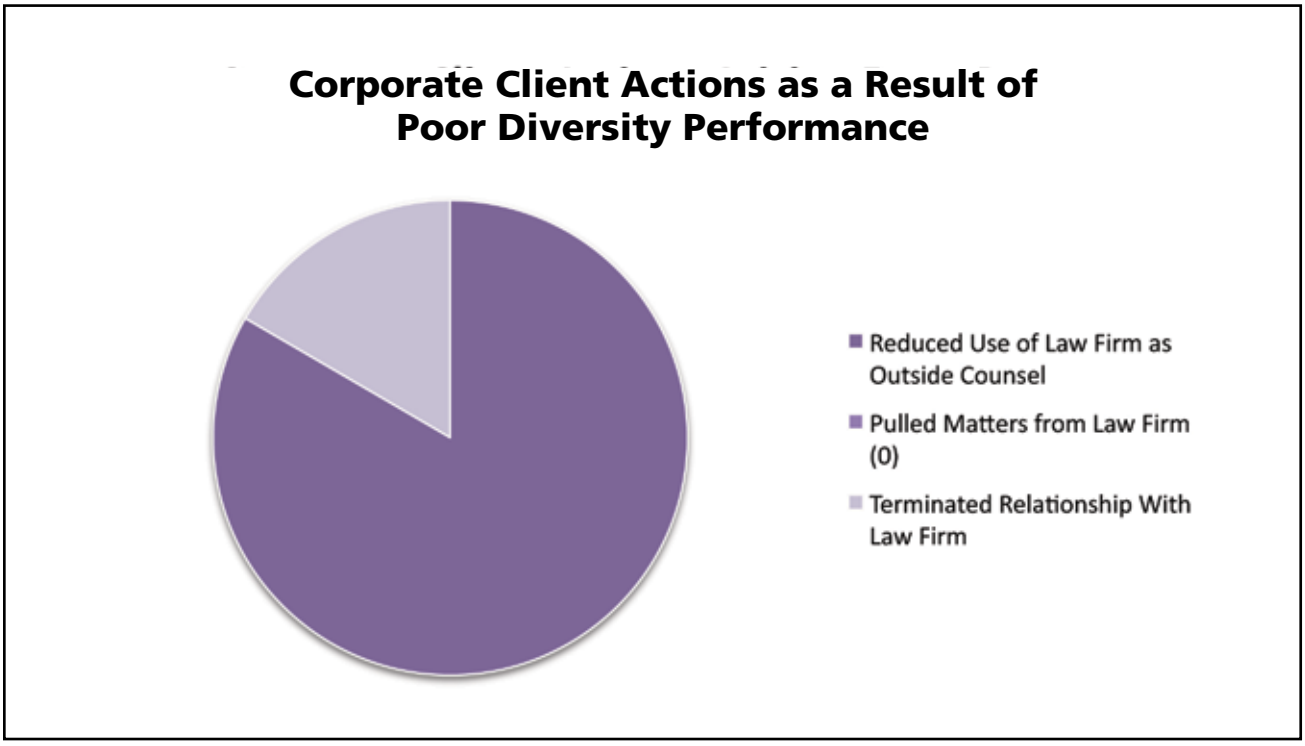
Some of our other findings:

- Few corporate law departments use any kind of incentive – promotions, raises or bonuses – to encourage in-house counsel to retain diverse outside counsel.

- Although numerous corporate general counsel and in-house counsel have indicated that their corporations have sought to change their relationships with law firms based on poor performance against their company's diversity metrics or objectives, only 12.5% indicated that they had actually done so, while 89.6% reported that they had not.

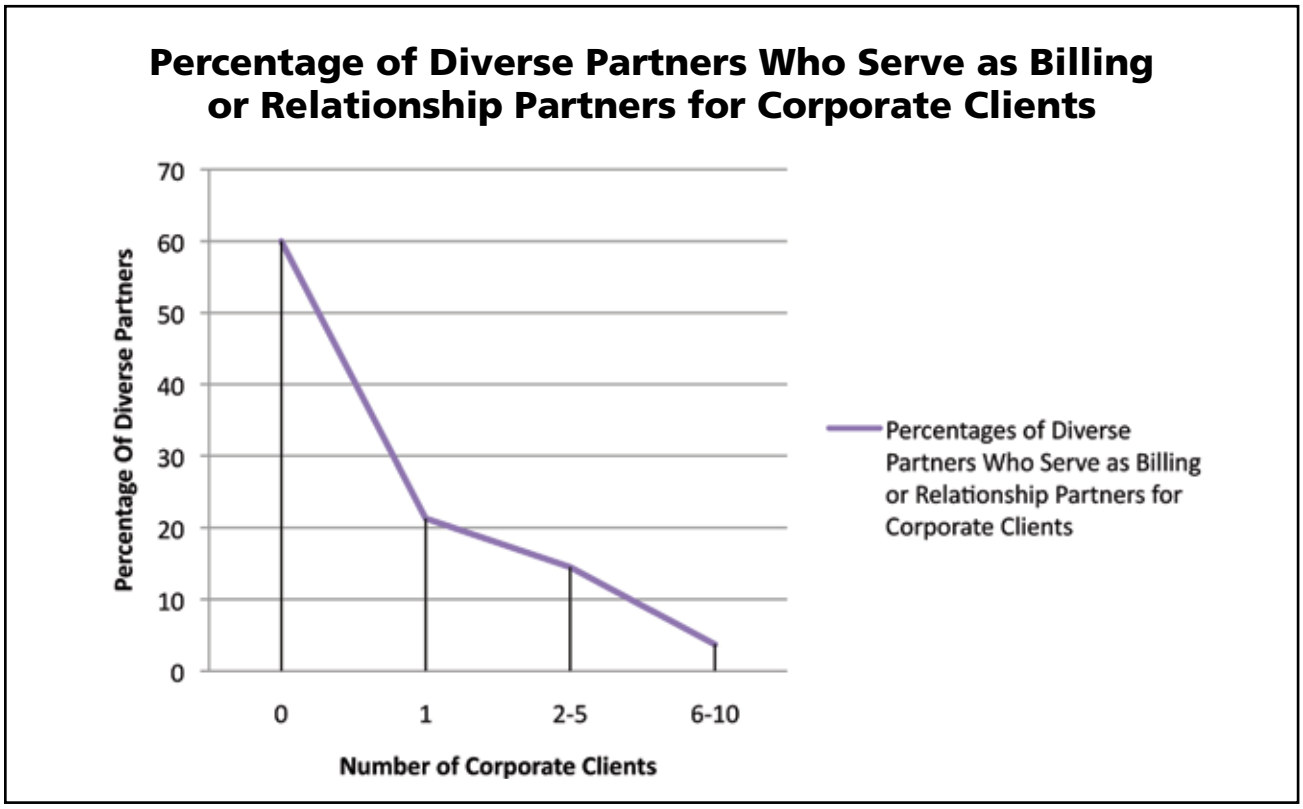


- Of those corporations that did change their relationships with law firms based upon poor diversity performance, 83.3% said they reduced the use of the firms as outside counsel, while none pulled any matters from a firm, and only 16.6% terminated the relationship with the firm.



All corporate respondents who claimed to have changed their relationship with a law firm by reducing assignments or terminating the relationship altogether reported that the law firms in question were told the reason for the change was poor performance against the corporation's diversity metrics or objectives.

- All corporate respondents who claimed to have changed their relationship with a law firm by reducing assignments or terminating the relationship altogether reported that the law firms in question were told the reason for the change was poor performance against the corporation's diversity metrics or objectives.
- 72.7% of law firms receive only 0-5% of their gross revenues from clients who ask about the firm's diversity.
- 80% of law firms have never been told that they had received business, in whole or in part, because of the diversity of the lawyers in the firm or the firm's diversity efforts.
- Few diverse partners serve as billing or relationship partners for corporate clients. 60% of diverse partners are not the billing or relationship partners for any of the corporations that expressed a commitment to diversity, another 21.3% serve as the relationship or billing partner for only one of these clients, 14.5% for 2-5 of these clients, and 3.7% for 6-10 of these clients. No diverse partners reported serving as the billing or relationship partner for more than 10 of these clients.



- 84.1% of diverse partners have served on their law firm's diversity committee, but only 8.1% have ever served on their firm's executive committee.

- Despite the emphasis on summer associate recruiting, 84.3% of diverse partners were never summer associates at their firms.
- Asian Pacific Americans are the group least likely to convert from associate to partner at their firms.
- African Americans generate the most revenue from corporate clients, but only in the lowest revenue brackets, while Gay, Lesbian, Bisexual, and Transgender ("GLBT") Caucasians generate the most revenue from corporate clients in the higher revenue brackets, and Asian Pacific Americans generate the least amount of revenue from corporate clients.
- Women non-equity partners are more pessimistic than their male counterparts about their chances of becoming equity partners.
- Women equity partners are more likely to leave their firms earlier after becoming equity partners than men.
- Lawyers with disabilities are frequently mentioned among those included under the banner of diversity, but, according to the data, they have been overlooked and ignored by the business case for diversity.

About IILP

The Institute for Inclusion in the Legal Profession ("IILP") is a 501 (c) (3) organization that believes that the legal profession must be diverse and inclusive. Through its programs, projects, research, and collaborations, it seeks real change, now, and offers a new model of inclusion to achieve it. IILP asks the hard questions, gets the data, talks about what is really on people's minds, no matter how sensitive, and invents and tests methodologies that will lead to change. For more information about IILP, visit www.theIILP.com.

About ALA

The Association of Legal Administrators ("ALA") is the largest international association providing support, high-quality education, and services to professionals involved in the management of law firms, corporate legal departments, and government legal agencies. With nearly 10,000 members in 30 countries, ALA represents legal administrators who are leaders and industry experts on legal management issues such as finance, human resources, systems and technology, facilities, marketing and practice management. For more information about ALA, visit www.alanet.org.

Introduction

The legal profession has been hearing and talking about a business case for diversity for decades. Nevertheless, corporate clients continue to express concern about the lack of diversity among their outside counsel. Law firm leaders continue to be disappointed when their diversity efforts do not achieve desired levels of success or translate into a noticeable increase in business from their corporate clients. And diverse partners continue to be frustrated by the amount of business they receive from corporate clients who express a commitment to diversity. This leads anyone familiar with diversity and inclusion efforts within the legal profession to question whether a business case for diversity truly exists, and, if it does, how might it be improved to the greater satisfaction of all stakeholders. Although there is a great deal of anecdotal commentary on the subject, this report represents the first time there has been any hard data measuring the accuracy of these perspectives or the extent of these experiences.

There is a business case for diversity, but it may not be what the legal profession has understood it to be. Corporate clients are indeed providing the impetus for other segments of the legal profession to dedicate resources to promote greater diversity, but perhaps less directly, and in more indirect ways, than most lawyers and law firms have been given to understand. The Institute for Inclusion in the Legal Profession ("IILP"), along with the Association of Legal Administrators ("ALA"), launched a study to examine this. This study provides the legal profession with its first hard data about the impact and effectiveness of the business case for diversity. Through projects such as this, IILP asks the hard questions, gets the facts and data necessary to answer those questions, and collaborates with other organizations that desire to see Real Change. Now.

A five-month study by IILP, with assistance and support from ALA, reveals that the skepticism with which many diverse lawyers may view the notion of a business case that advances diversity could indeed be justified. Nevertheless, the impact of corporate-driven diversity efforts cannot be ignored, even if the results of those efforts manifest in less obvious, possibly even less meaningful, ways.

The business case for diversity – where corporate clients apply the "carrot" of continued or increased business and the "stick" of an implied decrease, withdrawal or even loss of business to encourage law firms to become more diverse, or use their economic power to support the economic success and financial independence of diverse lawyers through the growth of minority- and women-owned law firms – is not a new concept. Its origins date back to at least 1988, when Harry J. Pearce, then General Counsel of General Motors, sent a letter to his outside counsel stating that General Motors wanted to see minorities and women handling GM's legal matters. In the aftermath of what came to be known as "the Harry Pearce Letter," there was a growth in the number of law firms owned by racial/ethnic minorities and women. These minority- and women-owned law firms differed from many pre-existing small law firms owned by racial/ethnic minorities and women in that they were pursuing the same business from large corporations and government agencies that traditionally had been handled by large law firms.

In the late 1980s, the American Bar Association ("ABA") launched its Minority Counsel Demonstration Program (later called the Minority Counsel Program or "MCP") as a means of demonstrating that a select group of minority-owned law firms had the ability, competence, and expertise to successfully handle matters for some of America's largest corporations and facilitating their introduction to these potential corporate clients. The program was later opened to any minority-owned law firm willing to pay the membership fee and expanded to include minority partners in large law firms who pointed out that they, too, needed the opportunity to prove themselves to and seek work from these same large corporate clients. MCP was adopted as a model for several state and metropolitan programs, although few programs outside of the California Minority Counsel Program ("CMCP") and the Texas Minority Counsel Program ("TCMP") remain in existence today.

By the late 1990s, enthusiasm for the ABA's Minority Counsel Program had declined due to decreasing attendance by corporate representatives with the authority to assign business to outside counsel. This necessitated a restructuring of the program under the leadership of Floyd Holloway from State Farm. At about the same time, in 1999, Charles Morgan, then General Counsel of BellSouth, launched the first of what have come to be known as diversity pledges: the Statement of Principle.

The Statement of Principle set forth the idea that law firms and corporate law departments needed to hire more women and minorities. Morgan invited his general counsel peers to show their support for the Statement by becoming signatories. Eventually, the general counsel of over 500 corporations signed the Statement of Principle and committed to give "significant weight to a firm's commitment and progress" toward diversity when selecting outside counsel.

There was great enthusiasm for the Statement of Principle, and in 2004, the Call to Action, spearheaded by Rick Palmore, then General Counsel of Sara Lee, built upon that momentum. The Call to Action asked its signatories to assign legal work based on law firms' diversity and to "end or limit" their relationships with firms that showed "a lack of meaningful interest in being diverse." Eventually, over 100 general counsel signed the Call to Action.

While these broader efforts were being pursued, some corporations, most notably, DuPont, through the DuPont Legal Model, and Wal-Mart, launched their own company-specific efforts to promote diversity through the assignment of business. Both companies aggressively sought to diversify their law departments while emphasizing to their outside counsel, through corporate diversity conferences and networking, and in Wal-Mart's case the actual reassignment of business to minority and women relationship partners, that they placed a high value on the diversity of their outside counsel. At the beginning of 2011, however, few corporations appear to have actively followed DuPont's and Wal-Mart's lead.

Today, despite almost three decades of concerted efforts to use the business case for diversity to diversify the legal profession by increasing diversity among lawyers in large law firms and the level of economic success achieved by minority- and women-owned law firms, what progress has been seen has been disappointing. Corporate leaders continue to express disappointment with the diversity of their outside counsel. Law firm leaders express dissatisfaction that their diversity efforts are not better appreciated and rewarded. And diverse law firm partners express frustration that they are not receiving the amount of business they would expect if there was a robust business case for diversity. This has led IILP to ask: Is there a business case for diversity, and, if so, does it really work? What we found is "a qualified yes," but "not as effective as it ought to be."

The business case for diversity is important. In many instances it has been the driving force behind the decisions by some individuals and organizations to more actively support and engage in diversity and inclusion efforts. While we can all understand and appreciate that, and indeed it is one of the reasons we chose to undertake this project, it is equally important to remind ourselves that the importance and value of a more diverse and inclusive legal profession goes well beyond dollars and cents. A diverse and inclusive legal profession is fundamental to social justice.

Methodology

The Business Case for Diversity Research Project was comprised of a three-part online study. Each part was designed to elicit information about the way the business case for diversity is utilized or experienced by one of the three primary groups of stakeholders: corporations, law firm management, and diverse law firm partners. The study questions were formulated and vetted by corporate general counsel and in-house counsel, law firm partners from both large and small firms (including minority- and women-owned firms), law firm diversity professionals, and independent diversity experts.

The project was launched at the beginning of August 2010, during a reception for IILP hosted by Del Monte at its San Francisco headquarters in conjunction with the American Bar Association's Annual Meeting. Diversity leaders from the ABA as well as the local legal community, including bar association leaders, local law firm leaders, and local business leaders were invited to attend the reception to learn about the project. IILP also met with leaders from a number of state and local bar associations from around the country who were in San Francisco for the ABA meeting. The following week, a letter was sent by IILP Chairman Marc Firestone, Executive Vice President Corporate & Legal Affairs and General Counsel for Kraft Foods, and IILP Board Members James Potter, Senior Vice President, General Counsel and Secretary for Del Monte, and James Wooten, Senior Vice President, General Counsel and Secretary for Illinois Tool Works Inc., to their counterparts at Fortune 500 corporations

and to the chairpersons and managing partners of the National Law Journal's 250 largest law firms, explaining the Business Case for Diversity Research Project and soliciting participation. A follow-up letter was sent to these same individuals in mid-September, 2010. Respondents were promised complete confidentiality.

ALA also solicited its membership to participate in the study. Information about the project and an invitation to participate was also disseminated by the California Minority Counsel Program, the Chicago Committee on Minorities in Large Law Firms, the Coalition of Women's Initiatives in Law Firms, and the ABA's Commission on Mental and Physical Disability Law. Additionally, at least once a month from September to December 2010, IILP e-mailed corporate in-house counsel, law firm chairs, managing partners, diversity committee chairs and diversity professionals of the 250 largest law firms as well as national and local minority bar association leaders and members to invite their participation in the project. The project closed on December 31, 2010.

The Results

Study participants were comprised of the following:

- 52 corporations representing 10.4% of Fortune 500 corporations;
- 391 law firms representing 65.8% of law firms with 501+ lawyers and 39.8% of law firms with 251-500 lawyers on the National Law Journal's list of 250 largest U.S. firms; and,
- 1,032 diverse partners.

Wherever possible, we report not only the percentages of respondents giving answers but also the total number of answers and total number of respondents. Where percentages are provided, we calculated them to one decimal place. If the percentage was a whole number, we reported it as such; if the percentage was a number where the first decimal place was a zero, we reported it as XX.0% to indicate that.

During the data collection process, where data is disaggregated by race/ethnicity, we defined "African American" to include those who identify themselves as "Black," "African," "Caribbean," and "West Indian.""Native Americans" were defined to include those who identify themselves as "American Indians," "Indigenous Peoples," and "First Nation Members." "Asian Pacific Americans" were defined to include "Asians," "Pacific Islanders," "South Asians" and "Southeast Asians". "Caucasians" were defined to include those who identify themselves as "Arab" or "Middle Eastern". "Hispanics" were defined to include "Latinos," "Chicanos," "Puerto Ricans," and "Central or South Americans."

Part I: Corporations

Fifty-two Fortune 500 corporations participated in the study, representing a 10.4% participation rate. This is particularly significant as this is the first time there has been any effort to collectively report on corporate participation in a business case for diversity or to measure the levels or degrees of that participation.

We asked corporate respondents to report on their "legal spend" – the amount they spend on outside legal services – during their last full fiscal year, anticipating that this might allow us to gain some sense of the potential impact these corporations might, as a group, be able to exert on the diversity of the legal profession through their use of the business case for diversity. 88.5% (46 of 52) reported their legal spend from their last fiscal year. The largest number, 32.6% (15 of 46[1]), reported spending

1 Not every respondent answered each question. Therefore, for each percentage reported, we also provide the numerical number of answers and total number of respondents.

between $50 million and $75 million. 19.6% (9 of 46) reported spending between $75 million and $100 million, while 17.4% (8 of 46) spent between $35 million and $50 million. Among the remaining respondents, 8.7% (4 of 46) spent between $100 million and $150 million; 6.5% (3 of 46) spent between $20 million and $35 million, 4.3% (2 of 46) spent between $10 million and $20 million. 2.2% (1 of 46) fell into each of the remaining categories, spending less than $1 million, between $1 million and $5 million, between $5 million and $10 million, between $200 million and $300 million, and more than $300 million on outside legal services.

Among corporate respondents, 69.4% (34 of 49) indicated they use diversity as a criterion in selecting outside counsel. Only 36.7% (18 of 49) stated their corporation is, or has ever been, a signatory to one or more of the diversity pledges or other promissory efforts to promote greater diversity in the legal profession. Corporations are using other means to communicate their desire for greater diversity to their outside counsel. Speaking engagements at diversity conferences, events, and Continuing Legal Education ("CLE") programs by general counsel, 75.5% (37 of 49), or in-house counsel, 61.2% (30 of 49), were identified as a more common means of expressing a desire to outside counsel to see greater diversity among the lawyers working on their matters.

How does your corporation express a desire to its outside counsel to see greater diversity among the lawyers who work on your matters?

Answer Options	Response Percent	Response Count
A periodic letter or other communication is sent to outside counsel expressing our desire	38.8%	19
Signatory to a diversity pledge	22.4%	11
Face-to-face meetings with outside counsel during which we express our desire	24.5%	12
Company diversity conferences for our outside counsel	12.2%	6
Corporate membership in minority counsel programs	16.3%	8
Speaking engagements by our General Counsel at diversity conferences, events and CLE programs	75.5%	37
In-house lawyers other than our General Counsel speak at diversity conferences, events and CLE programs	61.2%	30
Funding attendance by in-house counsel to attend diversity conferences where they can meet potential outside counsel	14.3%	7
We do not express such a desire	12.2%	6
Other (please specify)		0
	answered question	**49**
	skipped question	**3**

Corporate respondents were also asked about their legal spend for each of four categories of lawyers who are diverse: women, racial/ethnic minorities, those with disabilities recognized by the Americans with Disabilities Act ("ADA"), and those who are openly gay, lesbian, bisexual or transgender ("GLBT"), in both large law firms or firms that identify themselves by the diversity of their ownership, such as minority- or women-owned law firms.

The results showed that regardless whether diverse attorneys work in large or minority-owned firms, corporate respondents were not giving large amounts of business to lawyers who are diverse. Indeed, throughout the study, lawyers with ADA-recognized disabilities appear to be getting little or no business tied to their diversity.

Legal Spend by Category

	Women in Large Law Firms	Women-Owned Law Firms	Racial/ Ethnic Minorities in Large Law Firms	Minority-Owned Law Firms	Lawyers with ADA Recognized Disabilities in Large Law Firms	Law Firms Owned by Lawyers with ADA Recognized Disabilities	Openly GLBT Lawyers in Large Law Firms	Law Firms Owned by Lawyers Who are Openly GLBT
	4.8% 2 of 42	32.6% 14 of 43	14.3% 6 of 42	37.2% 16 of 43	97.6% 40 of 41	100% 42 of 42	27.5% 11 of 40	92.9% 39 of 42
1% - 5%	4.8% 2 of 42	46.5% 20 of 43	73.8% 31 of 42	55.8% 24 of 43	2.4% 1 of 41	0	35% 14 of 40	7.1% 3 of 42
6% - 10%	54.8% 23 of 42	18.6% 8 of 43	2.4% 1 of 42	7.0% 3 of 43	0	0	35% 14 of 40	0
11% - 15%	26.2% 11 of 42	2.3% 1 of 43	2.4% 1 of 42	0	0	0	2.5% 1 of 40	0
16% - 20%	2.4% 1 of 42	0	2.4% 1 of 42	0	0	0	0	0
21% - 25%	2.4% 1 of 42	0	0	0	0	0	0	0
26% - 30%	0	0	2.4% 1 of 42	0	0	0	0	0
31% - 40%	0	0	2.4% 1 of 42	0	0	0	0	0
41% - 50%	0	0	0	0	0	0	0	0
51% - 60%	0	0	0	0	0	0	0	0
61% - 70%	0	0	0	0	0	0	0	0
71% - 80%	0	0	0	0	0	0	0	0
81% - 90%	0	0	0	0	0	0	0	0
91% - 99%	0	0	0	0	0	0	0	0
100%	0	0	0	0	0	0	0	0

At numerous diversity conferences, minority bar association meetings and conventions, and other programs, corporate general counsel and in-house counsel have indicated their readiness to change their relationships with law firms based upon poor performance against their company's diversity metrics or objectives. Among our corporate respondents, however, only 12.5% (6 of 48) indicated that they had done so, while 89.6% (43 of 48) reported that they had not. Of those companies who did,

83.3% (5 of 6) said they reduced the use of the firms as outside counsel, none pulled any matters from firms, and 16.6% (1 of 6) terminated relationships with firms. All respondents who claimed to have changed the relationship by reducing assignments or termination reported that the law firms in question were told that the reason for the change was poor performance against the company's diversity metrics or objectives.

Corporations were also asked about their own internal diversity and inclusion efforts, specifically, whether they encouraged their in-house lawyers to value diversity internally. 75.5% (37 of 49) said they did, while 24.5% (12 of 49) said they did not. When asked if they encouraged their in-house counsel to value diversity among their outside counsel, 70.8% (34 of 48) said that they did, while 27.1% (13 of 48) said they did not, and 2.1% (1 of 48) said they did not know.

Corporations that are encouraging their in-house counsel to value diversity and inclusion are conveying that encouragement in a variety of ways. Statements by corporate general counsel or chief legal officers during internal meetings were the most frequently cited method of expression, followed by memos or policy statements from general counsel or chief legal officers or other corporation officers.

If your company encourages its in-house counsel to value diversity and inclusion, how is that encouragement expressed?

Answer Options	Response Percent	Response Count
Memo or policy statement from the General Counsel or Chief Legal Officer or another officer of the corporation	55.3%	26
Statements made by the General Counsel or Chief Legal Officer during internal meetings	57.4%	27
Statements made by the General Counsel or Chief Legal Officer during public speaking engagements	36.2%	17
The company, through the General Counsel or Chief Legal Officer, is a signatory a diversity pledge	34.0%	16
The General Counsel or Chief Legal Officer serves as a member of the board or holds another leadership position in a bar association or other organization where he or she is actively engaged in diversity and inclusion efforts	27.7%	13
A criterion used in internal performance reviews of in-house counsel	8.5%	4
Support for in-house counsel who wish to engage in extra-curricular professional activities that focus upon diversity and inclusion, such as paid travel or conference registration for lawyers to attend minority bar or other diversity-focused professional meetings	21.3%	10
	answered question	**47**
	skipped question	**5**

Among our respondents, financial incentives to encourage in-house counsel to support or promote diversity and inclusion do not appear to be a common strategy at present. We asked: "If a member of your in-house law department is performing his or her legal work at the highest levels to the satisfaction of the clients, but does nothing to support or promote diversity and inclusion, would that lawyer's raise, bonus or other compensation be affected?" Only 2.0% (1 of 49) of respondents answered "Yes," while 87.8% (43 of 49) replied "No," and 10.2% (5 of 49) indicated that they did not know. We note, however, that 55.3% (26 of 47) of respondents indicated memos or policy statements from general counsel or chief legal officers or other corporation officers were a way the company encouraged its in-house counsel to value diversity and inclusion; if hiring diverse outside counsel is required by departmental policy, these types of financial incentives might not be expected.

We then asked: "During the past 36 months, has any in-house lawyer in your company ever received a lesser amount as a raise, bonus or other form of compensation because he or she was evaluated as not doing enough in terms of diversity and inclusion? Zero answered "Yes," while 91.7% (44 of 48) answered "No," and 8.3% (4 of 48) said they didn't know.

We also asked if during the past 36 months an in-house lawyer in your company received a lower raise, bonus or other form of compensation because he or she was evaluated as not doing enough in terms of diversity and inclusion, and, was the lawyer told the reason for this decision? Zero answered "Yes," while 27.1% (13 of 48) answered "No." 10.4% (5 of 48) indicated that they "Don't Know," and 62.5% (30 of 48) said it has not happened.

Part II: Law Firm Management

The second part of the Business Case for Diversity Research Project was directed toward law firms. 391 responded.

We asked law firms how many lawyers were in their firm in the United States. This was done for two reasons:

1. To be able make some comparisons based on law firm size in order to see whether size mattered in terms of the business case for diversity; this was especially important in order to be able to identify any potentially different trends between large law firms and minority- or women-owned law firms; and,

2. To focus our understanding of the business case for diversity on U.S. law firms and lawyers.

Although many of the most visible and vocal corporate advocates for the business case for diversity are multinational corporations that use multinational law firms, we focused our law firm research on law firm offices located within the U.S. and did not include offices or lawyers in other countries. Including lawyers in non-U.S. offices without the benefit of clearly understood definitions and parameters regarding diversity, could result in meaningless data. Diversity characteristics and issues can differ dramatically in different parts of the world. Further, in some countries, it is illegal to ask about such matters, and law firms with offices in those countries would find it difficult to provide accurate data about the diversity of their lawyers as diversity can be defined very inconsistently outside of the U.S. For example, a lawyer of Chinese ancestry practicing in a law firm's Shanghai office should probably not be counted as a diverse lawyer in a U.S. law firm. But if that same lawyer was of Chinese ancestry but American born and educated, should that lawyer be counted as diverse? At the present time, there is no clear consensus, so to avoid the issue at this time, we focused on diversity and inclusion solely within the U.S.

We then took the National Law Journal's list of the 250 largest law firms ("NLJ 250") in the U.S.[2] and, using the list of law firm branch offices, subtracted lawyers in non-U.S. offices to arrive at a list of the largest law firms based on the number of lawyers in U.S. offices. That list is appended to this report as Appendix A.

We found 73 law firms on the NLJ 250 had 501+ lawyers in the U.S. Among our respondents, 12.6% (48 of 382) fell into this category, representing 65.8% of the law firms in this category. 93 law firms had between 251 and 500 U.S. lawyers, 9.7% (37 of 382) represented 39.8% of the law firms in this category. In the next category, firms with 100-250 lawyers, the NLJ 250 stops with firms that have just over 150 lawyers, totaling 84 firms. 10.2% (39 of 382) of our respondents were in this category, although we

2 According to the National Law Journal, only firms that have more lawyers in the United States than any other country are included on this list.

cannot ascertain what percentage of all law firms of this size this represents. 6.5% (25 of 382) respondents were from law firms with 51-100 lawyers. The largest group of respondents was comprised of the 39.3% (150 of 382), who reported that they had 11-50 lawyers. 21.5% (82 of 382) respondents reported that they had 2-10 lawyers, and 0.3% (1 of 382) was a sole practitioner.

We began our inquiry by asking whether law firms receive Requests for Proposals ("RFPs") that have a diversity component. 51.7% (106 of 205) of respondents answered "Yes," while 48.3% (99 of 205) answered "No." Of those who answered "Yes," we asked how many RFPs they had received during the past 12 months.

If you answered the preceding question "Yes," how many RFPs did your firm receive during the past 12 months?		
Answer Options	**Response Percent**	**Response Count**
1 – 5	44.7%	46
6 – 9	13.6%	14
10 – 15	11.7%	12
15+	30.1%	31
	answered question	**103**
	skipped question	**288**

When we controlled for law firm size, not surprisingly, we found that the larger the law firm the more RFPs with diversity components were received, with 92.3% (12 of 13) of firms with 501+ lawyers receiving 15+ RFPs and 81.8% (27 of 33) of firms with 11-50 lawyers receiving 1 to 5 RFPs.

If you answered the preceding question "Yes," how many RFPs did your firm receive during the past 12 months?							
	How many lawyers does your law firm have in the United States?						
Answer Options	**11-50**	**51-100**	**101-250**	**251-500**	**501+**	**Response Percent**	**Response Count**
1 - 5	27	6	2	0	1	40.9%	36
6 - 9	3	3	5	1	0	13.6%	12
10 - 15	2	2	1	5	0	11.4%	10
15+	1	0	8	9	12	34.1%	30
	33	11	16	9	13		
						answered question	**88**
						skipped question	**211**

When we controlled for law firm size, however, we found that well over half of the respondents to this question were smaller law firms, with 11-50 lawyers, who, not surprisingly, received fewer surveys.

Next, we asked whether law firms regularly received surveys (or other requests to collect data) from clients about the use of lawyers who are women, racial/ethnic minorities, disabled, or openly gay, lesbian, bisexual or transgender, on client matters or firm diversity efforts.

Does your law firm regularly receive surveys (or other requests to collect data) from clients about the use of lawyers who are women, racial/ethnic minorities, disabled, or openly gay, lesbian, bisexual or transgender, on the clients' matters or your firm's diversity efforts?		
Answer Options	**Response Percent**	**Response Count**
Yes	37.1%	76
No	62.9%	129
	answered question	**205**
	skipped question	**186**

When we controlled for law firm size, however, we found that well over half of the respondents to this question were smaller law firms, with 11-50 lawyers, who, not surprisingly, received fewer surveys. We also observed that based upon this small sample size, the larger the law firm, the greater the ratio between whether a firm regularly received diversity surveys or not.

Does your law firm regularly receive surveys (or other requests to collect data) from clients about the use of lawyers who are women, racial/ethnic minorities, disabled, or openly gay, lesbian, bisexual or transgender, on the clients' matters or your firm's diversity efforts?						
	How many lawyers does your law firm have in the United States?					
Answer Options	**11-50**	**51-100**	**101-250**	**501+**	**Response Percent**	**Response Count**
Yes	17	10	14	13	46.9%	69
No	72	3	2	0	53.1%	78
					answered question	**147**
					skipped question	**152**

We also asked about whether law firms regularly received informal queries (as opposed to formal surveys) about the use of lawyers who are women, racial/ethnic minorities, disabled, or openly gay, lesbian, bisexual or transgender, on client matters or firm diversity efforts. The overall response was identical to the question about diversity surveys: 37.1% (76 of 205) said they did, while 62.9% (129 of 205) said they did not. And, when we controlled for law firm size, we again found that size has a bearing on the ratio of informal queries received and not received.

Does your law firm regularly receive informal queries from clients about the use of lawyers who are women, racial/ethnic minorities, disabled, or openly gay, lesbian, bisexual or transgender, on the clients' matters or your firm's diversity efforts?

	How many lawyers does your law firm have in the United States?						
Answer Options	**11-50**	**51-100**	**101-250**	**251-500**	**501+**	**Response Percent**	**Response Count**
Yes	22	9	13	13	12	46.9%	69
No	67	4	3	3	1	53.1%	78
						answered question	**147**
						skipped question	**152**

We asked who within the law firm has responsibility for tracking hiring and employment statistics. Human Resources was most frequently identified as having that responsibility; no one reported using an outside diversity consultant.

Who is/are the individual(s) in the firm who is/are responsible for tracking your firm's hiring and employment statistics?

Answer Options	**Response Percent**	**Response Count**
Chair of the firm	4.9%	10
Chief Operating Officer of the firm	14.6%	30
Managing Partner for a specific office	6.8%	14
Executive Committee of the firm	8.8%	18
Diversity Committee Chair	10.2%	21
Diversity Committee	3.4%	7
Diversity professional (Chief Diversity Officer, director, manager, etc.) who is an employee of the firm	12.7%	26
Outside diversity consultant	0.0%	0
Human Resources	53.2%	109
Other	14.1%	29
None	19.0%	39
	answered question	**205**
	skipped question	**186**

We asked who within the law firm has responsibility for tracking hiring and employment statistics. Human Resources was most frequently identified as having that responsibility; no one reported using an outside diversity consultant.

When we controlled for law firm size, the most notable difference was that 100% of firms with 501+ lawyers assign responsibility to a diversity professional and are more likely to assign responsibility to law firm leaders such as the chair (30.8%), chief operating officer (76.9%), executive committee (46.2%), and diversity committee chair (69.2%). This may suggest that in the largest law firms this responsibility has become somewhat institutionalized.

Who is/are the individual(s) in the firm who is/are responsible for tracking your firm's hiring and employment statistics?

	How many lawyers does your law firm have in the United States?						
Answer Options	**11-50**	**51-100**	**101-250**	**251-500**	**501+**	**Response Percent**	**Response Count**
Chair of the firm	0	0	2	1	4	4.8%	7
Chief Operating Officer of the firm	9	3	1	1	10	16.6%	24
Managing Partner for a specific office	4	1	2	0	2	6.2%	9
Executive Committee of the firm	5	0	1	2	6	9.7%	14
Diversity Committee Chair	0	3	4	4	9	13.8%	20
Diversity Committee	0	1	0	1	4	4.1%	6
Diversity professional (Chief Diversity Officer, director, manager, etc.) who is an employee of the firm	2	1	0	8	13	16.6%	24
Outside diversity consultant	0	0	0	0	0	0.0%	0
Human Resources	40	11	11	14	12	60.7%	88
Other	15	1	3	0	1	13.8%	20
None	19	1	0	0	0	13.8%	20
						answered question	**145**
						skipped question	**154**

We found that, at a basic level, most law firms track attrition, salary, promotion attrition (level of seniority at which lawyers depart from firm), associate conversion (number of associates promoted to partnership), and partner conversion (number of non-equity partners promoted to equity partnership) as this data pertains to gender and racial/ethnic diversity.

We then followed up by asking about the types of diversity employment statistics law firms track. We found that, at a basic level, most law firms track attrition, salary, promotion attrition (level of seniority at which lawyers depart from firm), associate conversion (number of associates promoted to partnership), and partner conversion (number of non-equity partners promoted to equity partnership) as this data pertains to gender and racial/ethnic diversity. Approximately half track the same data by sexual orientation, and only a quarter track by disability status.

Does your firm track any of the following:					
Answer Options	**By Gender**	**By Race/ Ethnicity**	**By Sexual Orientation**	**By Disability Status**	**Response Count**
Attrition	98.3% (58)	84.7% (50)	50.8% (30)	27.1% (16)	59
Salary	100% (40)	75% (30)	52.5% (21)	27.5% (11)	40
Promotion Attrition	98.1% (51)	86.5% (45)	48.1% (25)	23.1% (12)	52
Associate Conversion	100% (52)	90.4% (47)	51.9% (27)	26.9% (14)	52
Partner Conversion	100% (41)	87.8% (36)	51.2% (21)	36.6% (15)	41
				answered question	**63**
				skipped question	**328**

We were curious about the degree to which clients who ask about diversity might be able to influence a law firm's actions or policies through a business case for diversity. Therefore, we asked about the percentage of a firm's gross revenues from such clients. We found that 72.7% (136 of 187) of respondents receive 0-5% of their gross revenues from clients who ask about diversity.

During your firm's last full fiscal year, about what percentage of your firm's gross revenues were received from clients that ask about the diversity of your lawyers or your diversity efforts?		
Answer Options	**Response Percent**	**Response Count**
0	46.0%	86
1% - 5%	26.7%	50
6% - 10%	11.2%	21
11% - 25%	8.0%	15
26% - 50%	5.9%	11
More than 50%	2.1%	4
	answered question	**187**
	skipped question	**204**

When we controlled for law firm size, we found it made relatively little difference. Few firms appear to be getting more than 10% of their gross revenues from clients who ask about a firm's diversity among its lawyers or a firm's diversity efforts. While smaller law firms might be somewhat more likely to be represented among those firms that do receive a higher percentage of their gross revenues from these clients, hardly any respondents indicated that they were receiving more than 25% of their gross revenues from these clients.

During your firm's last full fiscal year, about what percentage of your firm's gross revenues were received from clients that ask about the diversity of your lawyers or your diversity efforts?							
	How many lawyers does your law firm have in the United States?						
Answer Options	**11-50**	**51-100**	**101-250**	**251-500**	**501+**	**Response Percent**	**Response Count**
0	45	2	0	0	0	35.9%	47
1% - 5%	24	3	4	6	5	32.1%	42
6% - 10%	6	3	2	1	5	13.0%	17
11% - 25%	3	2	4	3	1	9.9%	13
26% - 50%	7	0	0	2	1	7.6%	10
More than 50%	1	0	1	0	0	1.5%	2
						answered question	**131**
						skipped question	**168**

The business case for diversity suggests that not only will diversity be rewarded with business but that a lack of diversity will result in a loss of business.

The business case for diversity suggests that diversity will be rewarded with business. We asked law firms whether they had been told that they had received business, in whole or in part, because of the diversity of lawyers in the firm or the firm's diversity efforts. Generally, the answer was "No."

Have any of those clients who request reports on, or otherwise ask about, the diversity of your lawyers or your firm's diversity efforts ever communicated that your firm received an assignment, in whole or in part, because of the diversity of the lawyers in your firm or your firm's diversity efforts?

Answer Options	Response Percent	Response Count
Yes	20.0%	33
No	80.0%	132
	answered question	**165**
	skipped question	**226**

Even among those clients who did communicate that business was assigned due to a firm's diversity among its lawyers or its diversity efforts, few seem to be communicating that message to the firms.

If you answered "Yes" to question number 3 [the preceding question], how many clients made such a communication?

Answer Options	Response Percent	Response Count
1	14.7%	5
2-5	70.6%	24
6-10	11.8%	4
10+	2.9%	1
	answered question	**34**
	skipped question	**357**

When we controlled for size, we found that while smaller law firms were more likely not to receive any communication from a client that an assignment was made because of the firm's diversity, among the largest law firms, there was still a marked difference between the percentage of clients that communicate that business is being assigned due to diversity factors and those that do not.

Have any of those clients who request reports on, or otherwise ask about, the diversity of your lawyers or your firm's diversity efforts ever communicated that your firm received an assignment, in whole or in part, because of the diversity of the lawyers in your firm or your firm's diversity efforts?

	How many lawyers does your law firm have in the United States?						
Answer Options	**11-50**	**51-100**	**101-250**	**251-500**	**501+**	**Response Percent**	**Response Count**
Yes	6.7% (5)	46.2% (6)	58.3% (7)	40.0% (6)	30.8% (4)	21.9%	28
No	93.3% (70)	53.8% (7)	41.7% (5)	60.0% (9)	69.2% (9)	78.1%	100
						answered question	**128**
						skipped question	**171**

The business case for diversity suggests that not only will diversity be rewarded with business but that a lack of diversity will result in a loss of business. Therefore, we also asked whether any of the clients who make diversity requests or inquiries have ever communicated that a firm was unsuccessful in receiving business because it did not meet a client's diversity expectations. An overwhelming majority reported that they had not received such communications, and, among those who had, it appears to be a relatively rare occurrence. When we controlled for law firm size, there was little variance.

Has your firm ever been told that its RFP response was unsuccessful, in whole or in part, or that the firm failed to receive additional work or keep existing work because the firm did not meet the client's diversity expectations?

Answer Options	**Response Percent**	**Response Count**
Yes	5.8%	11
No	94.2%	178
	answered question	**189**
	skipped question	**202**

If your answer to the preceding question was "Yes," how many times has this happened during the past 24 months?

Answer Options	**Response Percent**	**Response Count**
1	63.6%	7
2 - 5	36.4%	4
5 - 9	0.0%	0
10+	0.0%	0
	answered question	**11**
	skipped question	**380**

We also asked about law firms' diversity activities. Most firms appear to be directing their diversity activities toward women and racial/ethnic minorities, with a somewhat greater emphasis upon recruiting activities for racial/ethnic minorities, affinity groups and professional development-type of activities for women. Firm activities for LGBT lawyers were somewhat less, but, for the most part, still close to that for women and racial/ethnic minorities. Activities for lawyers with disabilities, however, were noticeably less than that for the other three groups.

During your firm's last full fiscal year, did the firm engage in any of the following activities aimed at recruiting, retaining or promoting lawyers who are women, racial/ethnic minorities, openly gay, lesbian, bisexual or transgender, or disabled?

Answer Options	For women	For racial/ ethnic minorities	For GLBT people	For people with disabilities	Response Count
On-campus recruiting at law schools where the student body has a particularly high percentage of individuals who are women, racial/ethnic minorities, openly LGBT, or disabled	29	48	18	8	50
Participation in minority job fairs	30	57	31	16	58
Financial sponsorship of student organizations	28	41	23	10	42
Firm sponsorship of minority scholarships	19	37	17	10	37
Financial sponsorship of minority or specialty bar associations	40	55	36	9	57
Financial sponsorship of majority or mainstream bar association diversity programs or events	41	45	25	12	53
Firm diversity professional on staff (Chief Diversity Officer, Diversity Director or Manager, etc.)	34	35	32	21	35
Firm diversity committee	54	57	44	26	57
Diversity page on firm website	52	55	46	26	55
Identification of the members of a firm diversity committee on firm website	31	32	26	14	32
Firm affinity groups or networks	40	33	25	8	40
Firm diversity newsletter	24	25	22	11	25
Firm financial support for lawyers who wish to attend or host minority or specialty bar association conventions, conferences or programs	60	67	43	17	73
Firm financial support for lawyers who wish to attend or host majority or mainstream bar association conventions, conferences or programs	57	54	40	17	61
Firm-wide diversity conference	18	16	15	7	18
Internal firm diversity programs	44	42	38	18	46
Mentoring program	57	54	41	24	58
Use the services of an outside diversity consultant	25	26	21	11	27
Other	8	6	5	4	9
				answered question	**91**
				skipped question	**300**

Part III: Partners Who Are Diverse

We asked only those who hold the title "Partner" (or some similar indication such as "Shareholder") to participate in the study. We defined diversity as being a member of any one of the following categories:

- Woman
- African American or Black
- American Indian or Native American
- Asian or Asian Pacific American (including South Asian, Southeast Asian, or Pacific Islander)
- Hispanic or Latino
- Having an ADA-recognized disability
- Openly Gay, Lesbian, Bisexual or Transgender

1,032 law firm partners who identified themselves as being diverse participated in the study.

About the Respondent Pool

In order to understand the findings of this study and place them in the proper context, we begin by detailing information about the respondent pool.

Gender Baseline

Among partners in law firms, 19.2% are women.[3] In the 200 largest U.S. law firms, women represent 34% of of-counsel, 27% of non-equity partners, and almost 16% of equity partners.[4] Women partners comprised 46.8% (481 of 1028) of the respondents to this study.

What is your gender?		
Answer Options	**Response Percent**	**Response Count**
Male	53.2%	547
Female	46.8%	481
	answered question	**1028**
	skipped question	**4**

Among women partners, 30% (144 of 477) identified themselves as equity partners and 69.8% (333 of 477) as non-equity partners.

Are you an equity partner?			
	Male	Female	
Yes	176	144	
No	365	333	
	541	**477**	**1018**

3. Catalyst http://www.catalyst.org/publication/246/women-in-law-in-the-us.
4. Id.

These numbers are not disaggregated so that the specific racial/ethnic composition cannot be determined.

Race/Ethnicity Baseline

In 2009, minority representation in law firms was as follows:

Representation of Racial/Ethnic Minorities in Law Firms - 2009[5]

	Partners		Associates	
	Total	Min. (%)	Total	Min. (%)
Nationwide	61,821	6.1	63,168	19.7
100 or fewer lawyer firms	7,350	5.6	4,785	14.9
101 - 250 lawyer firms	14,756	4.5	10,105	15.8
251 - 500 lawyer firms	12,502	5.3	10,655	17.0
501+ lawyer firms	27,213	7.3	37,623	22.1

These numbers are not disaggregated so that the specific racial/ethnic composition cannot be determined. Among the respondents to this study, 34.8% (358 of 1029) were African American; 0.3% (3 of 1029) were Native American; 25.7% (264 of 1029) were Asian Pacific American; 26.3% (271 of 1029) were GLBT Caucasians; and 13.2% (136 of 1029) were Hispanic.

What is your racial/ethnic background?		
Answer Options	**Response Percent**	**Response Count**
African American or Black	34.8%	358
American Indian or Native American	0.3%	3
Asian Pacific American	25.7%	264
Caucasian	26.3%	271
Hispanic or Latino	13.2%	136
	answered question	**1029**
	skipped question	**3**

5. Source: National Association for Law Placement, NALP Bulletin, *Women and Minorities in Law Firms by Race and Ethnicity*, January 2010, http://www.nalp.org/race_ethn_jan2010. 2009 demographic data is not available for summer associates. Figures are based on data provided by firms in the NALP Directory of Legal Employers. Figures for firms with foreign offices may include foreign lawyers, which may inflate the percentage of minority lawyers.

Throughout this report we acknowledge the small pool of Native American respondents, but we nevertheless report the small numbers in the belief that within the area of diversity and inclusion it is more important to recognize the existence of a group, no matter its relative size, than to ignore or overlook it.

When we controlled for gender, we found that among African American respondents, 59.3% (212 of 357) were male and 40.6% (145 of 357) were female. Among Native American respondents, 66.6% (2 of 3) were male and 33.3% (1 of 3) was female. Throughout this report we acknowledge the small pool of Native American respondents, but we nevertheless report the small numbers in the belief that within the area of diversity and inclusion it is more important to recognize the existence of a group, no matter its relative size, than to ignore or overlook it. Among Asian Pacific American respondents, 50.4% (133 of 264) were male and 49.6% (131 of 264) were female. Among LGBT Caucasian respondents, 35.4% (95 of 268) were male and 64.6% (173 of 268) were female. Among Hispanic respondents, 76.5% (104 of 136) were male and 23.5% (32 of 136) were female.

What is your gender?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Male	212	2	133	95	104	53.2%	545
Female	145	1	131	173	32	46.8%	480
						answered question	**1025**
						skipped question	**4**

In this study, only one respondent identified as having an ADA-recognized disability.

Among these respondents, 31.9% (326 of 1022) were equity partners and 68.3% (696 of 1022) were non-equity partners. If we subtract GLBT Caucasian partners, 26.8% (201 of 751) of the racial/ethnic minority respondents are equity partners and 73.6% (553 of 751) are non-equity partners.

Are you an equity partner?

	African American	Native American	Asian Pacific American	GLBT Caucasian	Hispanic	
Yes	141	1	36	125	23	
No	214	2	227	143	110	
	355	3	263	268	133	1022

Lawyers with Disabilities Baseline

In 2009, representation by lawyers with disabilities in law firms was as follows:

Representation of Lawyers with Disabilities in Law Firms[6]

2009	Partners	Associates
	(%)	(%)
Nationwide	0.25	0.17
100 or fewer lawyer firms	0.20	0.04
101 - 250 lawyer firms	0.25	0.11
251 - 500 lawyer firms	0.27	0.24
501 - 700 lawyer firms	0.33	0.12
701+ lawyer firms	0.26	0.20

In this study, only one respondent identified as having an ADA-recognized disability. Although this is somewhat consistent with the very low percentage of lawyers with disabilities in law firms, we nevertheless found it disappointing. We appreciate the assistance we received from the ABA Commission on Mental and Physical Disability Law in advertising this study to its constituency, but find the response (or lack thereof) a stark reminder of how much more work is left to be done if our colleagues with disabilities are to be included within our profession. While lawyers with disabilities are clearly underrepresented in law firms, this suggests that organizations such as ours, which seek to promote a more diverse and inclusive profession, need to find ways to support increasing the numbers of lawyers with disabilities in law firms and to reach out to them so that their issues can also receive the attention they deserve.

6 *Source*: National Association for Law Placement, NALP Bulletin, *Reported Number of Lawyers with Disabilities Remains Small*, December 2009, http://nalp.org/dec09disabled. Figures for lawyers with disabilities are based on 1,243 offices/firms reporting counts, including zero, in all lawyer categories.

Do you have an ADA-recognized disability for which you are accommodated at work?		
Answer Options	**Response Percent**	**Response Count**
Yes	0.1%	1
No	99.9%	996
	answered question	**997**
	skipped question	**35**

Sexual Orientation and Identity Baseline

In 2009, representation by lawyers who openly identify themselves as being Lesbian, Gay, Bisexual or Transgender ("LGBT")[7] in law firms was as follows:

Representation of Openly LGBT Lawyers in Law Firms[8]

2010	Partners	Associates	Summer Associates
	(%)	(%)	(%)
Nationwide	1.47	2.35	2.83
100 or fewer lawyer firms	1.17	1.42	0.75
101 - 250 lawyer firms	0.99	1.63	2.05
251 - 500 lawyer firms	1.42	2.10	3.04
501 - 700 lawyer firms	1.18	2.50	3.33
701+ lawyer firms	2.02	2.78	3.36

Among the respondents in this study, 18.4% (188 of 1020) identified themselves as being openly LGBT.

Please indicate whether you are openly Lesbian, Gay, Bisexual or Transgender.		
Answer Options	**Response Percent**	**Response Count**
Lesbian	4.3%	44
Gay	10.7%	109
Bisexual	1.1%	11
Transgender	2.4%	24
N/A	84.7%	864
	answered question	**1020**
	skipped question	**12**

7. We understand that there are some social and political implications between whether this group is labeled "Lesbian, Gay, Bisexual, Transgender" ("LGBT") or "Gay, Lesbian, Bisexual, Transgender" ("GLBT"). When citing data that comes from other sources, such as the NALP data cited next, we follow their labeling. Otherwise, for our purposes, we use the two variations interchangeably and, in doing so, intend no expression of preference for one or the other.

8. *Source:* National Association for Law Placement, NALP Bulletin, Most Firms Collect LGBT Lawyer Information – LGBT Representation Up Slightly, December 2010, http://nalp.org/dec10lgbt. Figures for openly LGBT lawyers are based on 1,230 offices/firms reporting counts, including zero, in all lawyer categories; figures for openly LGBT summer associates are based on 634 offices/firms reporting counts, including zero. Overall, LGBT counts, including zero cover 113,843 lawyers and 4,317 summer associates.

When we controlled for race/ethnicity, we found that the majority of openly GLBT respondents are Caucasian.

When we controlled for race/ethnicity, we found that the majority of openly GLBT respondents are Caucasian.

Please indicate whether you are openly Lesbian, Gay, Bisexual or Transgender.							
	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Lesbian	9	0	4	28	3	4.3%	44
Gay	11	0	2	94	1	10.6%	108
Bisexual	1	0	0	10	0	1.1%	11
Transgender	7	0	2	15	0	2.4%	24
N/A	327	3	255	148	132	84.8%	862
						answered question	**1017**
						skipped question	**12**

Law Firms Where Respondents Work

Respondents were promised anonymity. As a result, many provided information about the law firms where they work so as to furnish us with greater context within which to understand their responses.

The bulk of respondents, 88.5% (907 of 1025), work in majority-owned law firms, while 13.0% (133 of 1025) work in minority- or women-owned law firms.

Is your law firm:		
Answer Options	**Response Percent**	**Response Count**
Minority-owned?	8.5%	87
Woman-owned?	4.5%	46
Majority-owned?	88.5%	907
	answered question	**1025**
	skipped question	**7**

When we controlled for race/ethnicity, we found that the majority of respondents in minority- or women-owned firms were African American or Asian Pacific American.

Is your law firm:

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Minority-owned?	67	0	13	0	7	8.5%	87
Woman-owned?	27	0	11	9	0	4.5%	46
Majority-owned?	270	3	245	260	128	88.5%	904
						answered question	**1022**
						skipped question	**7**

Respondents were fairly evenly divided between those who work in their firm's headquarters office versus those who do not.

If your firm has a headquarters office, do you work in that office?

Answer Options	**Response Percent**	**Response Count**
Yes	51.2%	523
No	48.8%	498
	answered question	**1021**
	skipped question	**11**

Geographically, respondents came from across the U.S., although there were no respondents from any of the U.S. territories. Those states and districts best represented among respondents are listed below alphabetically:

California	10.3% (106 of 1025)
District of Columbia	10.0% (102 of 1025)
Florida	8.1% (83 of 1025)
Georgia	8.0% (82 of 1025)
Illinois	10.0% (103 of 1025)
Massachusetts	6.9% (71 of 1025)
New York	10.9% (112 of 1025)
Ohio	4.8% (49 of 1025)
Pennsylvania	4.7% (48 of 1025)
Texas	8.2% (84 of 1025)
Washington	8.4% (86 of 1025)

There were no respondents from the following states and territories:

Nevada	Utah
New Hampshire	Vermont
Northern Marianas Islands	Virgin Islands
Puerto Rico	West Virginia
South Dakota	Wyoming

Just under half of respondents, 48.8% (501 of 1026), work in offices with 100+ lawyers.

How many lawyers are in the office of your firm where you work?		
Answer Options	**Response Percent**	**Response Count**
Less than 10	9.6%	98
11 – 25	4.4%	45
26 – 50	18.8%	193
51 – 100	18.4%	189
100+	48.8%	501
	Answered question	**1026**
	Skipped question	**6**

In an effort to understand respondents' general career track, we asked, as reported above, about equity status as well as whether respondents had been partners, equity or non-equity, at another firm, whether they had been associates or summer associates at their firms, and whether they were promoted to partner at their current firms.

Most respondents were partners at firms with more than one tier of partnership, with 84.1% (836 of 994) saying they were not partners at firms with a single tier of partners, and 85.7 % (870 of 1015) identifying themselves as partners in firms with more than one tier of partners. In contrast, 15.9% (158 of 994) said they were partners at firms with a single tier of partners and 14.2% (145 of 1015) said they were not partners at firms with more than one tier of partners.

Answer Options	**Yes**	**No**	**Response Count**
Are you a partner in a firm that has a single tier of partners?	158	836	994
Are you a partner in a firm that has more than one tier of partners?	870	145	1015

The number of non-equity partners who responded to the study was just over double the number of equity partners, with 31.7% (324 of 1022) identifying themselves as equity partners and 68.3% (698 of 1022) as non-equity partners. Of the equity partners, 36.7% (128 of 349) were previously non-equity partners at their current firms.

When we controlled for gender, we found relatively little difference between the numbers of males and females in single-tier partnership firms versus multi-tier partnership firms.

Please tell us:			
	What is your gender?		
Answer Options	Male	Female	Response Count
Are you a partner in a firm that has a single tier of partners?			
Yes	89	69	
No	433	399	
	522	468	990
Are you a partner in a firm that has more than one tier of partners?			
Yes	454	412	
No	82	63	
	536	475	1011

When we controlled for race/ethnicity, again we found a fair degree of consistency among the numbers of diverse partners in each racial/ethnic group who are in single-tier partnerships versus those in multi-tier partnerships, with a somewhat higher number of African Americans and a somewhat lower number of Hispanics in single-tier partnership firms.

Please tell us:						
	What is your racial/ethnic background?					
Answer Options	African American or Black	American Indian or Native American	Asian Pacific American	GLBT Caucasian	Hispanic or Latino	Response Count
Are you a partner in a firm that has a single tier of partners?						
Yes	104	1	26	27	3	
No	243	2	234	231	124	
	347	3	260	258	127	992
Are you a partner in a firm that has more than one tier of partners?						
Yes	256	3	237	245	128	
No	94	0	24	25	3	
	350	3	261	270	131	1012

Approximately one-third of respondents were equity partners.

Please tell us:			
Answer Options	**Yes**	**No**	**Response Count**
Are you an equity partner?	324	698	1022

When we controlled for gender, 55% (176 of 320) of equity partners were male and 45% (144 of 320) were female. Among non-equity partners, 52% (365 of 698) were male while 47.7% (333 of 698) were female.

Please tell us:			
	What is your gender?		
Answer Options	**Male**	**Female**	**Response Count**
Are you an equity partner?			
Yes	176	144	
No	365	333	
	541	477	1018

When we controlled for race/ethnicity, we found that among African Americans, 39.7% (141 of 355) were equity partners compared to 60.3% (214 of 355) who were non-equity partners. Our sampling of Native American partners is too small to make any accurate report on the percentages of those who have equity partnerships and those who do not. Among Asian Pacific Americans, 13.7% (36 of 263) were equity partners, while 86.3% (227 of 263) were non-equity partners. Among GLBT Caucasian partners, 46.6% (125 of 268) were equity partners, while 53.3% (143 of 268) were non-equity partners. Among Hispanic partners, 17.3% (23 of 133) were equity partners, while 82.7% (110 of 133) were non-equity partners.

Please tell us:						
	What is your racial/ethnic background?					
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Count**
Are you an equity partner?						
Yes	141	1	36	125	23	
No	214	2	227	143	110	
	355	3	263	268	133	1019

When we controlled for gender, we found that there was fairly even representation among male and female equity partners until we reached those who had been equity partners for 10+ years.

Among equity partners, the largest percentage had been equity partners for 6-10 years.

If you are an equity partner, how long have you been an equity partner at your current firm?		
Answer Options	**Response Percent**	**Response Count**
Less than a year	1.6%	5
1 - 5 years	21.3%	67
6 - 10 years	45.1%	142
10+ years	32.1%	101
	answered question	**315**
	skipped question	**717**

When we controlled for gender, we found that there was fairly even representation among male and female equity partners until we reached those who had been equity partners for 10+ years. There, we found that males were almost two-thirds more likely to be equity partners than females.

If you are an equity partner, how long have you been an equity partner at your current firm?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Less than a year	3	2	1.6%	5
1 - 5 years	33	33	21.2%	66
6 - 10 years	73	68	45.3%	141
10+ years	60	39	31.8%	99
			answered question	**311**
			skipped question	**717**

When we controlled for race/ethnicity, we found that just over half, or 52.9% (73 of 138), of African American equity partners had been equity partners for 6-10 years; the other half was closely divided among 24.6% (34 of 138) who had been equity partners for 1-5 years and 20.3% (28 of 138) who had been equity partners for 10+ years. The single American Indian respondent has been an equity partner for 10+ years. Just under half, or 45.7% (16 of 35), of Asian Pacific American equity partners have been equity partners for 6-10 years; 20% (7 of 35) have been equity partners for 1-5 years, while 31.4% (11 of 35) have been equity partners for 10+ years. Among GLBT Caucasian equity partners, 47.9% (57 of 119) have been equity partners for 10+ years, 39.5% (47 of 119) have been equity partners for 6-10 years, and 12.6% (15 of 119) have been equity partners for 1-5 years. Among Hispanic equity partners, 50% (12 of 24) have been equity partners for 5 or less years, 25% (6 of 24) have been equity partners for 6-10 years, and 25% (6 of 24) have been equity partners for 10+ years.

If you are an equity partner, how long have you been an equity partner at your current firm?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Less than a year	3	0	1	0	1	1.6%	5
1 - 5 years	34	0	7	15	11	21.0%	66
6 - 10 years	73	0	16	47	6	45.2%	142
10+ years	28	1	11	57	6	32.2%	101
	138	1	35	119	24		
						answered question	**314**
						skipped question	**715**

When we controlled for race/ethnicity, we found that just over half, or 52.9% (73 of 138), of African American equity partners had been equity partners for 6-10 years; the other half was closely divided among 24.6% (34 of 138) who had been equity partners for 1-5 years and 20.3% (28 of 138) who had been equity partners for 10+ years.

When we compared minority- and women-owned firms with majority-owned firms, we found that the largest numbers of equity partners in minority- and women-owned firms had been so for 6-10 years

When we compared minority- and women-owned firms with majority-owned firms, we found that the largest numbers of equity partners in minority- and women-owned firms had been so for 6-10 years, with 58.8% (47 of 80) in minority-owned firms and 75% (33 of 44) in women-owned firms. The next largest group is those who had been equity partners in minority- or women-owned firms for 1-5 years, with 22.5% (18 of 80) in minority-owned firms and 13.6% (6 of 44) in women-owned firms. In comparison, in majority-owned firms, the greatest number of equity partners had been so for 10+ years, with 41.9% (85 of 203), followed by those in the 6-10 year group with 35% (71 of 203), and then the 1-5 year group with 22.2% (45 of 203).

If you are an equity partner, how long have you been an equity partner at your current firm?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Less than a year	3	3	2	1.6%	5
1 - 5 years	18	6	45	21.4%	67
6 - 10 years	47	33	71	45.4%	142
10+ years	12	2	85	31.6%	99
	80	44	203		
				answered question	**313**
				skipped question	**712**

Very few diverse partners had been equity partners at previous law firms, with only 6.6% (66 of 1000) saying that they had been equity partners at previous firms and 93.5% (935 of 1000) saying they had not.

Please tell us:	**Please tell us:**	**Please tell us:**	**Please tell us:**
Answer Options	**Yes**	**No**	**Response Count**
Were you an equity partner at any previous law firm where you worked?	66	935	1001

This would seem to indicate that, as a general rule, diverse partners who achieve equity partnership within their firms are less likely to leave those firms for another firm. Of those who had been equity partners at other firms, we asked how long they had been equity partners before they left. The majority, 67.1% (47 of 70), indicated they left between 1-5 years after becoming equity partners, with only 4.3% (3 of 70) leaving after they had been equity partners for 10+ years. This may indicate that firms that desire to retain diverse partners should focus on efforts to help diverse lawyers become equity partners and to nurture their partnership during the first five years they have equity. It may also indicate that early in an individual's equity partnership, allowances might be made for a smaller transportable book of business in anticipation of future potential, but that if potential goes unrealized, opportunities to move to other firms will decrease.

If you were an equity partner at another firm, how long were you an equity partner before you left?		
Answer Options	**Response Percent**	**Response Count**
Less than a year	14.3%	10
1 - 5 years	67.1%	47
6 - 10 years	14.3%	10
10+ years	4.3%	3
	answered question	**70**
	skipped question	**962**

When we controlled for gender, we found women more likely to leave earlier in their partnership than men, with 64.6% (31 of 48) of women leaving within 1-5 years compared to 35.4% (17 of 48) of men. Only 15.4% (2 of 13) of women left after 6 years compared to 84.6% (11 of 13) of men.

If you were an equity partner at another firm, how long were you an equity partner before you left?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Less than a year	5	5	14.1%	10
1 - 5 years	17	31	67.6%	48
6 - 10 years	8	2	14.1%	10
10+ years	3	0	4.2%	3
			answered question	**71**
			skipped question	**958**

When we controlled for race/ethnicity, we found little difference between racial/ethnic groups, with most leaving within 0-5 years of becoming equity partners.

When we controlled for race/ethnicity, we found little difference between racial/ethnic groups, with most leaving within 0-5 years of becoming equity partners.

If you were an equity partner at another firm, how long were you an equity partner before you left?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Less than a year	7	0	0	1	2	14.5%	10
1 - 5 years	5	0	8	14	19	66.7%	46
6 - 10 years	9	0	0	0	1	14.5%	10
10+ years	1	0	0	2	0	4.3%	3
						answered question	**69**
						skipped question	**960**

When we controlled for firm ownership, we found that those in majority-owned firms tended to leave earlier while those in minority- or women-owned firms tended to leave later, although the vast majority left within 1-5 years of becoming equity partners.

If you were an equity partner at another firm, how long were you an equity partner before you left?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Less than a year	0	0	10	14.5%	10
1 - 5 years	4	6	38	66.7%	46
6 - 10 years	5	2	3	14.5%	10
10+ years	1	0	2	4.3%	3
				answered question	**69**
				skipped question	**956**

Among diverse non-equity partners, respondents were relatively equally divided among those who had been non-equity partners for 10+ years, 40% (280 0f 700), those who had been non-equity partners for 6-10 years, 23% (165 of 700), and those who had been non-equity partners for 1-5 years, 30% (214 of 700).

If you are a non-equity partner, how long have you been a non-equity partner at your current firm?		
Answer Options	**Response Percent**	**Response Count**
Less than a year	5.9%	41
1- 5 years	30.6%	214
6 - 10 years	23.6%	165
10+ years	40.0%	280
	answered question	**700**
	skipped question	**332**

When we controlled for gender, we did not find much difference between the number of years that males and females had been non-equity partners, except for those who had been non-equity partners for less than a year, where 73.2% (30 of 41) were males compared to 26.8% (11 of 41) females.

If you are a non-equity partner, how long have you been a non-equity partner at your current firm?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Less than a year	30	11	5.9%	41
1 - 5 years	108	106	30.6%	214
6 - 10 years	86	79	23.6%	165
10+ years	149	131	40.0%	280
	373	209		
			answered question	**700**
			skipped question	**328**

Among diverse non-equity partners, respondents were relatively equally divided among those who had been non-equity partners for 10+ years.

When we controlled for race/ethnicity, we found that among both African American and Asian Pacific American partners, there was a greater number of non-equity partners who had been partners five years or less.

When we controlled for race/ethnicity, we found that among both African American and Asian Pacific American partners, there was a greater number of non-equity partners who had been partners five years or less, with 45.6% (99 of 217) of African Americans and 44.3% (98 of 221) of Asian Pacific Americans falling into that category. Among those who had been non-equity partners for 6-10 years, 23% (50 of 217) of African Americans and 27.6% (61 of 221) of Asian Pacific Americans fell into that category, while 31.3% (68 of 217) of African Americans and 28.1% of Asian Pacific Americans (62 of 221) had been non-equity partners for 10+ years. Among Hispanics, an overwhelming majority, 89.4% (101 of 113), had been non-equity partners for 10+ years. Among GLBT Caucasians, respondents were fairly evenly distributed, with 33.8% (49 of 145) having been non-equity partners for five or fewer years, 33.1% (48 of 145) having been non-equity partners for 6-10 years, and 33.1% (48 of 145) having been non-equity partners for 10+ years.

If you are a non-equity partner, how long have you been a non-equity partner at your current firm?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Less than a year	18	0	18	4	1	5.9%	41
1 - 5 years	81	1	80	45	7	30.7%	214
6 - 10 years	50	1	61	48	4	23.5%	164
10+ years	68	0	62	48	101	40.0%	279
	217	2	221	145	113		
						answered question	**698**
						skipped question	**331**

When we controlled for minority- or women-ownership of the firm, we found respondents from minority- or women-owned firms had either been non-equity partners for five or fewer years or 10+ years, with no in-between. The pattern generally held true for majority-owned firms where 23.8% (164 of 688) had been non-equity partners 6-10 years, while 35.9% (247 of 688) had been non-equity partners for five or fewer years, and 40.3% (277 of 688) had been non-equity partners for 10+ years. This may indicate that mid-level non-equity partners may be more likely to leave their firms (thus joining the 0-5 year group at another firm) perhaps in hopes of achieving equity someplace else or perhaps being displaced from their firms, and might merit greater study and analysis.

If you are a non-equity partner, how long have you been a non-equity partner at your current firm?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Less than a year	1	0	38	5.6%	39
1 - 5 years	4	2	209	30.6%	213
6 - 10 years	0	0	164	23.6%	164
10+ years	3	0	277	40.2%	280
	8	2	688		
				answered question	**696**
				skipped question	**329**

Understanding that business development is a key factor in making the conversion from associate to partner or non-equity partner to equity partner, we asked diverse non-equity partners when they anticipated becoming equity partners. Just over one-third of respondents anticipated becoming an equity partner within 5 years, while just over one-third said that they never anticipate becoming an equity partner.

If you are a non-equity partner, when do you anticipate becoming equity partner at your current firm?

Answer Options	**Response Percent**	**Response Count**
Within a year	0.4%	3
1 - 5 years	35.4%	238
6 - 10 years	7.0%	47
10+ years	21.0%	141
Never	36.3%	244
	answered question	**673**
	skipped question	**359**

Diverse males were generally more optimistic about becoming equity partners than females. Among males, 58.9% (142 of 241) anticipated becoming equity partner in five or fewer years compared to 41.1% (99 of 241) of females, while 40.2% (98 of 244) of males anticipated never becoming equity partner compared to 59.8% (146 of 244) of females. Even among those who anticipated it taking 10+ years to become equity partner, males were more optimistic, with 65.2% (92 of 141) of males in this category compared to 34.8% (49 of 141) of females.

If you are a non-equity partner, when do you anticipate becoming an equity partner at your current firm?

	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Within a year	1	2	0.4%	3
1 - 5 years	141	97	35.4%	238
6 - 10 years	31	16	7.0%	47
10+ years	92	49	21.0%	141
Never	98	146	36.3%	244
	363	310		
			answered question	**673**

When we controlled for race/ethnicity, we found that among African Americans, 42.9% (88 of 205) anticipated becoming equity partner in five or fewer years compared to 40% (82 of 205) who anticipated never becoming equity partner. Asian Pacific Americans were more pessimistic, with 37.5% (81 of 216) anticipating becoming equity partner in five or fewer years, compared to 47.7% (103 of 216) anticipating never becoming equity partner. Among GLBT Caucasians, 47.8% (65 of 136) anticipate becoming equity partner within five or fewer years, while 40.4% (55 of 136) expect that they will never become equity partner. Hispanics overwhelmingly anticipate becoming equity partner in 10+ years, with 92% (103 of 112) giving this response.

If you are a non-equity partner, when do you anticipate becoming an equity partner at your current firm?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Within a year	2	0	1	0	0	0.4%	3
1 - 5 years	86	0	80	65	6	35.3%	237
6 - 10 years	28	1	9	8	1	7.0%	47
10+ years	7	0	23	8	103	21.0%	141
Never	82	1	103	55	2	36.2%	243
	205	2	216	136	112		
						answered question	**671**
						skipped question	**358**

When we controlled for minority and women-ownership, 99.6% (242 of 243) of respondents who anticipated that they would never become equity partner were from majority-owned law firms compared with 1 respondent from a minority-owned firm.

If you are a non-equity partner, when do you anticipate becoming an equity partner at your current firm?					
	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Within a year	0	0	3	0.4%	3
1 - 5 years	3	1	233	35.3%	236
6 - 10 years	0	0	46	6.9%	46
10+ years	3	0	138	21.1%	141
Never	1	0	242	36.3%	243
	7	1	662		
				answered question	**669**
				skipped question	**356**

A majority of diverse partners, 59.3% (595 of 1004), had never been associates at their current firms. Still, 67.4% (683 of 1013) had been associates at firms where they were later partners. Some 42% (423 of 1006) had been promoted to partner at their current firms, while 58% (583 of 1006) had not.

	Yes	**No**	**Response Count**
Were you ever an associate at the firm where you currently work?	409	595	1004
Were you ever an associate at any firm where you were later a partner?	683	330	1013
Were you promoted from associate to partner for the first time at your current firm?	423	583	1006

There was relatively little difference in this experience when we controlled for gender.

Were you ever an associate at the firm where you currently work?			
	Male	**Female**	**Response Count**
Yes	204	202	
No	322	272	
	526	474	1000
Were you ever an associate at any firm where you were later a partner?			
Yes	351	328	
No	182	148	
	533	476	1009
Were you promoted from associate to partner for the first time at your current firm?			
Yes	209	211	
No	323	259	
	532	470	1002

When we controlled for race/ethnicity, however, we found differences within each group. African Americans who made the conversion from associate to partner were more than four times as likely to do so that those African Americans who did not, 81% (285 of 352) compared to 19% (67 of 352. Hispanics who made the conversion from associate to partner were more than eight times as likely to do so than those Hispanics who did not, 90% (114 of 127) compared to 10.2% (13 of 127). GLBT Caucasians were twelve times as likely, 92.6% (250 of 270) compared to 7.4% (20 of 270). We discovered that Asian Pacific Americans, however, were far less likely than other racial/ethnic groups to make the conversion from associate to partner,, with only 11.5% (30 of 262) making the conversion, compared to 88.5% (232 of 262) who did not. This would seem to support contentions that Asian Pacific Americans, despite entering the legal profession in increasing numbers, and entering the private sector in higher numbers than other racial/ethnic minority groups, have lower rates of conversion from associate to partner in law firms. It also suggests that pipeline efforts focused on increasing the numbers of diverse lawyers should not simply assume that an increase in numbers of diverse lawyers will automatically and eventually translate into greater diversity among law firm partners, especially equity partners.

	African American or Black	American Indian or Native American	Asian Pacific American	GLBT Caucasian	Hispanic or Latino	Response Count
Were you ever an associate at the firm where you currently work?						
Yes	128	1	20	169	91	
No	223	2	241	100	29	
	351	3	261	269	120	1001
Were you ever an associate at any firm where you were later a partner?						
Yes	285	1	30	250	114	
No	67	1	232	20	13	
	352	2	262	270	127	1010
Were you promoted from associate to partner for the first time at your current firm?						
Yes	132	1	21	177	92	
No	220	2	241	89	31	
	352	3	262	266	123	1003

We also found that despite the emphasis firms place on recruiting and summer associates, 84.3% (814 of 965) of diverse partners were never summer associates at their current firm.

	Yes	No	Response Count
Were you ever a summer associate at your current firm?	151	814	965

Gender made little difference, as 84.8% (425 of 501) of males and 83.9% (386 of 460) of females reported that they were never summer associates at their current firm.

Were you ever a summer associate at your current firm?			
	Male	Female	Response Count
Yes	76	74	150
No	425	386	811
	501	460	961

The results were also consistent across race/ethnicity lines.

Were you ever a summer associate at your current firm?	African American or Black	American Indian or Native American	Asian Pacific American	GLBT Caucasian	Hispanic or Latino	Response Count
Yes	55	0	19	60	17	
No	285	2	239	203	85	
	340	2	258	263	102	962

We also examined the involvement of diverse partners in their law firms' management. Higher levels of firm management reflected lower numbers of diverse partners, with 84.1% (687 of 817) having served on their firm's diversity committee. The next most common level of firm management for diverse partners was hiring committees, where 51.2 (418 of 817) had served. There were 26 "Other" responses, which broke down to 18 who chaired a firm affinity group such as a women's network or parents committee, 5 who chaired an annual firm social event such as a partners' retreat, 2 who chaired a firm sports team, and 1 who chaired a firm grievance committee.

If you have been involved in your current firm's management, please indicate at what levels.		
Answer Options	**Response Percent**	**Response Count**
Chair of the firm	2.6%	21
Executive Committee of the firm	8.1%	66
Managing Partner of the office in which you practice	1.8%	15
Management Committee of the office in which you practice	7.2%	59
Finance and/or Partner Compensation Committee	10.0%	82
Associate Compensation Committee	20.2%	165
Partnership Selection Committee	15.7%	128
Hiring Committee	51.2%	418
Department or Practice Group Chair	8.2%	67
Diversity Committee	84.1%	687
Other (please specify)		26
	answered question	**817**
	skipped question	**215**

When we controlled for gender, we found that there was little distinction between males and females, although we note that at the highest levels of firm management – chair, executive committee, managing partner, and department or practice group chair – women were less likely to have reached those levels of firm management.

When we controlled for gender, we found that there was little distinction between males and females, although we note that at the highest levels of firm management – chair, executive committee, managing partner, and department or practice group chair – women were less likely to have reached those levels of firm management. Among those who are or had been chair of their firm, 85.7% (18 of 21) were male while 14.3% (3 of 21) were female. Among those who are or had been on their firm's executive committee, 68.2% (45 of 66) were male while 31.8% (21 of 66) were female. Among those who are or had been managing partners, 66.7% (10 of 15) were male while 33.3% (5 of 15) were female. And among those who are or had been a department or practice group chair, 62.1% (41 of 66) were male while 37.9% (25 of 66) were female.

If you have been involved in your current firm's management, please indicate at what levels.

	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Chair of the firm	18	3	2.6%	21
Executive Committee of the firm	45	21	8.1%	66
Managing Partner of the office in which you practice	10	5	1.8%	15
Management Committee of the office in which you practice	31	28	7.3%	59
Finance and/or Partner Compensation Committee	46	35	10.0%	81
Associate Compensation Committee	81	82	20.0%	163
Partnership Selection Committee	63	62	15.4%	125
Hiring Committee	210	205	51.0%	415
Department or Practice Group Chair	41	25	8.1%	66
Diversity Committee	368	315	84.0%	683
Other (please specify)				26
			answered question	**813**
			skipped question	**215**

When we controlled for race/ethnicity, we found that African Americans were the most likely group to have served at the highest levels of firm management, while Hispanics and Native Americans (although, again, we acknowledge the small sample size of Native American respondents) were the least likely. We noted above that 84.1% (687 of 817)[9] of diverse partners had served on their firm's diversity committee, for Native Americans, that number is 100%.

If you have been involved in your current firm's management, please indicate at what levels.

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Chair of the firm	71.4% 15	0	14.3% 3	9.5% 2	4.8% 1	2.6%	21
Executive Committee of the firm	68.2% 45	0	19.7% 13	12.1% 8	1.5% 1	8.1%	66
Managing Partner of the office in which you practice	53.3% 8	0	20% 3	20% 3	6.7% 1	1.8%	15
Management Committee of the office in which you practice	49.2% 29	0	10.2% 6	27.1% 16	13.6% 8	7.2%	59
Finance and/or Partner Compensation Committee	46.9% 38	0	16.0% 13	23.5% 19	13.6% 11	9.9%	81
Associate Compensation Committee	35.4% 58	0.6% 1	11.6% 19	39.0% 64	14.6% 24	20.1%	164
Partnership Selection Committee	39.4% 50	0.8% 1	11.0% 14	36.2% 46	14.2% 18	15.6%	127
Hiring Committee	45.6% 190	0.2% 1	15.1% 63	26.4% 110	13.4% 56	51.1%	417
Department or Practice Group Chair	67.2% 45	1.5% 1	14.9% 10	19.4% 13	1.5% 1	8.2%	67
Diversity Committee	31.5% 216	0.4% 3	26.9% 178	27.2% 186	15.3% 105	83.9%	688
Other (please specify)							27
						answered question	**816**
						skipped question	**214**

9. There is a minor discrepancy between the total number of diverse partners who reported serving on their firm's Diversity Committee (687 of 817) and the numbers when we disaggregate for gender (683 of 813) and race/ethnicity (688 of 816) due to the differences between the numbers of respondents who chose to identify their gender or their race/ethnicity. Therefore, in this instance, we are using the total number.

When we controlled for minority- or women-ownership, we found that diversity among upper management levels within majority-owned law firms is even lower. At majority-owned firms, 10% (2 of 20) of diverse partners are or had been chair, 16.9% (11 of 65) are or had been on the executive committee; 33.3% (5 of 15) are or had been managing partner, 39.4% (26 of 66) are or had been department or practice group chair. By contrast, 94.6% (644 of 681) of diverse partners are or had been on their majority-owned firm's diversity committee and 81.4% (337 of 414) are or had been on the hiring committee.

If you have been involved in your current firm's management, please indicate at what levels.

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Chair of the firm	17	1	2	2.5%	20
Executive Committee of the firm	45	14	11	8.0%	65
Managing Partner of the office in which you practice	8	3	5	1.9%	15
Management Committee of the office in which you practice	11	6	44	7.3%	59
Finance and/or Partner Compensation Committee	34	8	40	10.0%	81
Associate Compensation Committee	31	13	122	20.2%	164
Partnership Selection Committee	33	10	84	15.6%	126
Hiring Committee	48	34	337	51.1%	414
Department or Practice Group Chair	35	7	26	8.1%	66
Diversity Committee	25	17	644	84.1%	681
Other (please specify)					25
				answered question	**810**
				skipped question	**215**

The Findings

Diverse partners, 98.4% (998 of 1,014), are overwhelmingly familiar with corporate or bar association efforts to encourage diversity in law firms through emphasis on a firm's diversity as a criterion in the selection of outside counsel.

Are you familiar with any corporate or bar association efforts to encourage diversity in law firms through emphasis upon a firm's diversity as a criterion in the selection of outside counsel?

Answer Options	**Response Percent**	**Response Count**
Yes	98.4%	998
No	1.6%	16
	answered question	**1014**
	skipped question	**18**

They are also well aware of corporations that have a reputation for a strong commitment to, or preference for, diversity among their outside counsel, or a strong internal diversity program, but who may not be signatories to any formal or public diversity pledges or statements.

Are you aware of corporations that have a reputation for a strong commitment to or preference for diversity among their outside counsel or a strong internal diversity program but that may not be signatories to any formal or public diversity pledges or statements?		
Answer Options	**Response Percent**	**Response Count**
Yes	94.6%	934
No	5.4%	53
	answered question	**987**
	skipped question	**45**

Most diverse partners have learned about corporate diversity efforts and preferences through legal media outlets, 66.5% (654 of 984), bar associations or other professional meetings or conferences, 50.1% (493 of 984), and internal firm meetings or notices, 46.4% (457 of 984).

If you answered "Yes" to any of the preceding . . . questions, how did you learn about them?		
Answer Options	**Response Percent**	**Response Count**
Major news media	2.7%	27
Legal media outlet	66.5%	654
Professional association publications	10.5%	103
Bar Association or other professional meeting or conference	50.1%	493
Internal firm meeting or notice	46.4%	457
Personal friend	13.9%	137
	Answered question	**984**

They are also well aware of corporations that have a reputation for a strong commitment to, or preference for, diversity among their outside counsel, or a strong internal diversity program, but who may not be signatories to any formal or public diversity pledges or statements.

Not surprisingly, diverse partners are familiar with corporate and bar association efforts to promote diversity.

Not surprisingly, diverse partners are familiar with corporate and bar association efforts to promote diversity. By far, they are most familiar with corporate expressions of interest and commitment through communications by corporate general counsel, 85.3% (853 of 1,000), or other corporate in-house counsel, 75.3% (753 of 1,000), followed by the "Call to Action," 60.1% (601 of 1,000). Among the 12 "Other" responses were eight variations of "the Charles Morgan" or "BellSouth" initiative (suggesting that respondents were less familiar with the formal name, "Statement of Principle"), two variations of "the Harry Pearce or GM letter," and two mentions of "Rick Palmore."

If you indicated "Yes" above, please tell us with which efforts to promote diversity you are familiar.

Answer Options	Response Percent	Response Count
Statement of Principle	18.9%	189
Call to Action	60.1%	601
Leadership Council for Legal Diversity	13.3%	133
Local diversity pledge	17.3%	173
Speech, article or other remarks by corporation's General Counsel	85.3%	853
Speech, article or other remarks by in-house counsel other than the General Counsel	75.3%	753
Other (please specify)		12
	Answered question	**1000**
	Skipped question	**32**

Approximately three-quarters of respondents had not received business from any corporations that had signed one of the corporate or bar association diversity pledges or had otherwise expressed a strong commitment to or preference for diversity, prior to their signing a diversity pledge or otherwise expressing their commitment or preference.

Were you personally receiving business from any of the corporations that had signed one or more of these efforts or had otherwise expressed a strong commitment to or preference for diversity, prior to their signing a diversity pledge or otherwise expressing their commitment or preference?

Answer Options	Response Percent	Response Count
Yes	23.5%	238
No	76.7%	778
	answered question	**1014**
	skipped question	**18**

When we controlled for gender, we found that among those who were receiving business from corporations who expressed a commitment to diversity, females accounted for 39.2% (93 of 237) compared to males, 60.8% (144 of 237).

Were you personally receiving business from any of the corporations that had signed one or more of these efforts or had otherwise expressed a strong commitment to or preference for diversity, prior to their signing a diversity pledge or otherwise expressing their commitment or preference?

	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Yes	144	93	23.4%	237
No	398	378	76.8%	776
			answered question	**1011**
			skipped question	**17**

When we controlled for race/ethnicity, we found that by a slight majority, Hispanics were the only group of diverse lawyers receiving more business than not from corporate clients who expressed a commitment to diversity, with 54.5% (72 of 132) saying they had received business compared with 45.5% (60 of 132) who said they had not. The next most successful group to receive business were GLBT Caucasians, where 30.6% (81 of 265) were receiving business compared to 69.4% (184 of 265) who were not. African Americans followed with 17.6% (63 of 357) compared to 82.4% (294 of 357) who were not. Asian Pacific Americans fared the worst with only 8.5% (22 of 259) getting prior business compared to 91.5% (237 of 259) who were not. Our Native American sample pool is so small that we report the numbers below, along with the other groups but draw no conclusions.

Were you personally receiving business from any of the corporations that had signed one or more of these efforts or had otherwise expressed a strong commitment to or preference for diversity, prior to their signing a diversity pledge or otherwise expressing their commitment or preference?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Yes	63	1	22	81	72	23.4%	237
No	294	2	237	184	60	76.8%	776
	357	3	259	265	132		
						answered question	**1011**
						skipped question	**18**

When we controlled for firm ownership, women-owned firms were less likely to receive business from corporations prior to signing a diversity pledge or otherwise expressing a commitment to diversity. Among women-owned firms, 18.2% (8 of 44), reported that they had been receiving prior business while 81.8% (36 of 44) said they had not. By comparison, among minority-owned firms, 29% (25 of 86) received prior business while 70.9% (61 of 86) did not, and among majority-owned firms, 22.9% (205 of 894) of the diverse partners received prior business while 77.1% (689 of 894) did not.

Were you personally receiving business from any of the corporations that had signed one or more of these efforts or had otherwise expressed a strong commitment to or preference for diversity, prior to their signing a diversity pledge or otherwise expressing their commitment or preference?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Yes	25	8	205	23.5%	237
No	61	36	689	76.7%	772
	86	44	894		
				answered question	**1007**
				skipped question	**18**

Among those who were receiving business from these corporations prior to signing corporate and bar association diversity pledges or expressing a diversity commitment through other initiatives, 55.6% (125 of 225) received business from 2-5 of these corporations, 30.7% (69 of 225) received business from 1 of these corporations, and 13.3% (30 of 225) received business from 6-10 of these corporations. Two respondents, 0.9%, reported that they had received prior business from 16-20 of these corporations.

If you answered "Yes" to the preceding question, how many of these corporations were giving you business prior to their becoming signatories?

Answer Options	**Response Percent**	**Response Count**
1	30.7%	69
2 - 5	55.6%	125
6 - 10	13.3%	30
10 - 15	0.0%	0
16 - 20	0.9%	2
20 - 25	0.0%	0
25+	0.0%	0
	answered question	**225**
	skipped question	**807**

When we controlled for gender, we found that among those reporting prior business from 2-5 of these corporations, 62.9% (78 of 124) were male compared to 37.1% (46 of 124) who were female. Among those reporting prior business from one of these corporations, 58% (40 of 69) were male compared to 42% (29 of 69) who were female.

When we controlled for gender, we found that among those reporting prior business from 2-5 of these corporations, 62.9% (78 of 124) were male compared to 37.1% (46 of 124) who were female. Among those reporting prior business from one of these corporations, 58% (40 of 69) were male compared to 42% (29 of 69) who were female. Among those reporting prior business from 6-10 of these corporations, 62.1% (18 of 29) were male compared to 37.9% (11 of 29) who were female. The two respondents who reported receiving prior business from 16-20 of these corporations were both female.

If you answered "Yes" to the preceding question, how many of these corporations were giving you business prior to their becoming signatories?

	is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
1	40	29	30.8%	69
2 - 5	78	46	55.4%	124
6 - 10	18	11	12.9%	29
10 - 15	0	0	0.0%	0
16 - 20	0	2	0.9%	2
20 - 25	0	0	0.0%	0
25+	0	0	0.0%	0
			answered question	**224**
			skipped question	**804**

When we controlled for race/ethnicity, we found that among African Americans, 63.9% (39 of 61) received prior business from 2-5 of these corporations, 32.8% (20 of 61) from one and 1.6% (1 of 61) from 6-10. Among Asian Pacific Americans, 50% (10 of 20) received prior business from one, 35% (7 of 20) from 2-5, and 15% (3 of 20) from 6-10. Among GLBT Caucasians, the largest group receiving prior business from these corporations, 56.2% (45 of 80) received prior business from 2-5 of these corporations, 22.5% (18 of 80) from one, 20% (16 of 80) from 6-10, and one respondent from 16-20. Among Hispanics who were receiving prior business, 53.1% (34 of 64) received business from 2-5, followed by 32.8% (21 of 64) from one, and 14.1% (9 of 64) from 6-10.

If you answered "Yes" to the preceding question, how many of these corporations were giving you business prior to their becoming signatories?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
1	20	0	10	18	21	30.8%	69
2 - 5	39	0	7	45	34	55.8%	125
6 - 10	1	0	3	16	9	12.9%	29
10 - 15	0	0	0	0	0	0.0%	0
16 - 20	1	0	0	1	0	0.9%	2
20 - 25	0	0	0	0	0	0.0%	0
25+	0	0	0	0	0	0.0%	0
	61	0	20	80	64		
						answered question	**224**
						skipped question	**805**

When we controlled for ownership, we found that among minority-owned firms, 40% (10 of 25) received prior business, 56% (14 of 25) from 2-5, and 4% (1 of 25) from 6-10. For women-owned firms, 25% (2 of 8) received prior business from one, 62.5% (5 of 8) from 2-5, and 12.5% (1 of 8) from 6-10. Among majority-owned firms, 30.1% (58 of 193) received business from one, 54.9% (106 of 193) from 2-5, and 14% (27 of 193) from 6-10.

If you answered "Yes" to the preceding question, how many of these corporations were giving you business prior to their becoming signatories?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
1	10	2	58	30.8%	69
2 - 5	14	5	106	55.8%	125
6 - 10	1	1	27	12.9%	29
10 - 15	0	0	0	0.0%	0
16 - 20	0	0	2	0.9%	2
20 - 25	0	0	0	0.0%	0
25+	0	0	0	0.0%	0
	25	8	193		
				answered question	**224**
				skipped question	**801**

Once these corporations expressed their diversity commitment or preference for diversity among outside counsel, more diverse partners received business from these corporations

Once these corporations expressed their diversity commitment or preference for diversity among outside counsel, more diverse partners received business from these corporations, with 40.1% (406 of 1,012) reporting that they had received business compared with the 23.5% (238 of 1,014) who reported that they had received business before the commitment to diversity was expressed by these corporations.

Have you personally received any business from any of these corporations since they expressed their commitment to or preference for diversity among their outside counsel?		
Answer Options	**Response Percent**	**Response Count**
Yes	40.1%	406
No	60.2%	609
	answered question	**1012**
	skipped question	**20**

When we controlled for gender, however, we found that the corporate commitment to diversity had made little difference for female lawyers. Prior business was reported by 39.2% (93 of 237) of female lawyers compared to 60.8% (144 of 237) of male lawyers. After the commitment was made, 42.3% (170 of 402) of females lawyers were receiving business from these corporations compared to 57.7% (232 of 402) of male lawyers.

Have you personally received any business from any of these corporations since they expressed their commitment to or preference for diversity among their outside counsel?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Yes	232	170	39.9%	402
No	307	302	60.4%	609
			answered question	**1008**
			skipped question	**20**

When we controlled for race/ethnicity, we found that GLBT Caucasians had joined Hispanics as the group of diverse lawyers receiving more business than not from these corporate clients, with 54.9% (146 of 266) of GLBT Caucasians and 59.8% (79 of 132) of Hispanics receiving business from these corporations. This represents a 24.3% increase for GLBT Caucasians and a 5.3% increase for Hispanics. African Americans saw a significant increase in the numbers of partners receiving business, with 41.5% (147 of 354) receiving business since these corporations expressed their diversity commitment compared to 17.6% (63 of 357) who received prior business. Asian Pacific Americans continued to fare the worst, with only 13.5% (35 of 260) receiving business from these corporations, a modest gain from the 8.5% (22 of 259) who were receiving prior business. Again, our Native American sample pool is so small that we report the numbers below, along with the other groups but draw no conclusions.

Have you personally received any business from any of these corporations since they expressed their commitment to or preference for diversity among their outside counsel?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Yes	147	1	35	146	79	40.1%	405
No	207	2	225	120	53	60.2%	607
	354	3	260	266	132		
						answered question	**1009**
						skipped question	**20**

When we controlled for firm ownership, we found that women-owned firms were faring much better than they had prior to any expression of diversity commitment by these corporations. Whereas prior business for partners in women-owned firms was reported at 18.2% (8 of 44), after the commitment, 59.1% (26 of 44) of partners in women-owned firms reported receiving business from these corporations. Minority-owned firms also fared better, with 67.1% (57 of 85) of the partners receiving business after the diversity commitment compared to the 29% (25 of 86) receiving prior business. In majority-owned firms, those diverse partners receiving business from these corporations increased from 22.9% (205 of 894) to 36.1% (323 of 894) after the diversity commitment.

Have you personally received any business from any of these corporations since they expressed their commitment to or preference for diversity among their outside counsel?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Yes	57	26	323	40.1%	403
No	28	18	571	60.2%	605
	85	44	894		
				answered question	**1005**
				skipped question	**20**

While the number of corporations committed to diversity and giving business to diverse partners has increased, we were also curious about the amount of revenue this was actually generating for diverse partners. We found that few were generating annual revenues of $1 million or more for these clients, with a substantial majority generating less than $500,000 annually.

While the number of corporations committed to diversity and giving business to diverse partners has increased, we were also curious about the amount of revenue this was actually generating for diverse partners. We found that few were generating annual revenues of $1 million or more for these clients, with a substantial majority generating less than $500,000 annually.

If you answered "Yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

Answer Options	Less than $10,000	$10,000 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	$1,000,001 - $5,000,000	$5,000,000+	Response Count
	6.6%	19.4%	26.2%	18.4%	15.4%	12.3%	1.5%	0.2%	408
2009	27	79	107	75	63	50	6	1	
	9.7%	18.4%	25.3%	18.4%	15.6%	11.4%	1.0%	0.2%	403
2008	39	74	102	74	63	46	4	1	
	10.1%	18.1%	25.5%	18.9%	14.6%	11.4%	1.0%	0.3%	396
2007	40	72	101	75	58	45	4	1	
								answered question	**408**
								skipped question	**624**

When we controlled for gender, we found that, with the exception of those generating $100,001-$250,000 in revenues from these corporate clients, females were generating less revenue from these corporations.

If you answered "Yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	What is your gender?		
Answer Options	**Male**	**Female**	**Response Count**
2009			
	55.6%	44.4%	
Less than $10,000	15	12	27
	55.7%	44.3%	
$10,000 - $50,000	44	35	79
	57.0%	43.0%	
$50,001 - $100,000	61	46	107
	46.7%	53.3%	
$100,001 - $250,000	35	40	75
	59.3%	40.7%	
$250,001 - $500,000	35	24	59
	76%	24%	
$500,001 - $1,000,000	38	12	50
	66.7%	33.3%	
$1,000,001 - $5,000,000	4	2	6
	100%		
$5,000,000+	1	0	1
	233	171	404
2008			
	61.5%	38.5%	
Less than $10,000	24	15	39
	59.5%	40.5%	
$10,000 - $50,000	44	30	74
	52.0%	48.0%	
$50,001 - $100,000	53	49	102
	43.8%	56.2%	
$100,001 - $250,000	32	41	73
	66.7%	33.3%	
$250,001 - $500,000	40	20	60

If you answered "Yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	What is your gender?		
Answer Options	**Male**	**Female**	**Response Count**
2008			
	71.7%	28.3%	
$500,001 - $1,000,000	33	13	46
	75%	25%	
$1,000,001 - $5,000,000	3	1	4
	100%		
$5,000,000+	1	0	1
	230	169	399
2007			
	65%	35%	
Less than $10,000	26	14	40
	56.9%	43.1%	
$10,000 - $50,000	41	31	72
	52.5%	47.5%	
$50,001 - $100,000	53	48	101
	44%	56%	
$100,001 - $250,000	33	42	75
	64.8%	35.2%	
$250,001 - $500,000	35	19	54
	73.3%	26.7%	
$500,001 - $1,000,000	33	12	45
	75%	25%	
$1,000,001 - $5,000,000	3	1	4
	100%		
$5,000,000+	1	0	1
	225	167	392
		answered question	**404**
		skipped question	**624**

When we controlled for race/ethnicity, we found that generally, more African Americans were generating revenue in lower revenue brackets, followed by Hispanics. When revenues from these clients reached the $100,000 - $250,000 bracket, African Americans and Hispanics fell behind GLBT Caucasians. With a few exceptions, Asian Pacific Americans appear to be trailing African Americans, Hispanics, and GLBT Caucasians in almost every revenue bracket.

If you answered "Yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	What is your racial/ethnic background?					
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Count**
2009						
	46.4%		10.7%	10.7%	32.1%	
Less than $10,000	13	0	3	3	9	28
	48.1%		15.2%	16.5%	20.3%	
$10,000 - $50,000	38	0	12	13	16	79
	38.3%		3.7%	23.4%	34.6%	
$50,001 - $100,000	41	0	4	25	37	107
	36%		12%	38.7%	13.3%	
$100,001 - $250,000	27	0	9	29	10	75
	21.0%		4.8%	64.5%	9.7%	
$250,001 - $500,000	13	0	3	40	6	62
	24%		6%	66%	4%	
$500,001 - $1,000,000	12	0	3	33	2	50
	25%	12.5%	25%	37.5%	0%	
$1,000,001 - $5,000,000	2	1	2	3	0	8
	100%					
$5,000,000+	1	0	0	0	0	1
	147	1	36	146	80	407
2008						
	48.7%		17.9%	7.7%	25.6%	
Less than $10,000	19	0	7	3	10	39
	48.6%		10.8%	14.9%	25.7%	
$10,000 - $50,000	36	0	8	11	19	74
	37.3%		4.9%	25.5%	32.4%	
$50,001 - $100,000	38	0	5	26	33	102
	31.1%		10.8%	43.2%	14.9%	
$100,001 - $250,000	23	0	8	32	11	74

If you answered "Yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	What is your racial/ethnic background?					
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Count**
2008						
	21.0%		4.8%	64.5%	9.7%	
$250,001 - $500,000	13	0	3	40	6	62
	25%	2.1%	6.3%	64.6%	2.1%	
$500,001 - $1,000,000	12	1	3	31	1	48
	25%		25%	50%		
$1,000,001 - $5,000,000	1	0	1	2	0	4
	100%					
$5,000,000+	1	0	0	0	0	1
	143	1	35	145	80	402
2007						
	50%		10%	10%	30%	
Less than $10,000	20	0	4	4	12	40
	48.6%		11.1%	16.7%	23.6%	
$10,000 - $50,000	35	0	8	12	17	72
	39.6%		5.9%	25.7%	28.7%	
$50,001 - $100,000	40	0	6	26	29	101
	26.7%		10.7%	42.7%	20%	
$100,001 - $250,000	20	0	8	32	15	75
	27.7%		5.3%	63.2%	8.8%	
$250,001 - $500,000	13	0	3	36	5	57
	21.3%	2.1%	6.4%	66.0%	4.3%	
$500,001 - $1,000,000	10	1	3	31	2	47
	25%		25%	50%		
$1,000,001 - $5,000,000	1	0	1	2	0	4
	100%					
$5,000,000+	1	0	0	0	0	1
	140	1	33	143	80	395
					answered question	**407**
					skipped question	**622**

When we controlled for firm ownership, we found that generally, women-owned firms were generating less revenue from these clients than minority- or majority-owned firms. And, the larger the revenue bracket, the more likely the revenues were being generated by diverse partners in majority-owned firms.

If you answered "yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	Is your law firm:			
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Count**
2009				
	21.4%	21.4%	57.1%	
Less than $10,000	6	6	16	28
	19.8%	14.8%	65.4%	
$10,000 - $50,000	16	12	53	81
	16.0%	2.8%	81.1%	
$50,001 - $100,000	17	3	86	106
	13.5%	4.1%	82.4%	
$100,001 - $250,000	10	3	61	74
	4.8%	1.6%	93.7%	
$250,001 - $500,000	3	1	59	63
	8.2%	2.0%	89.8%	
$500,001 - $1,000,000	4	1	44	49
			100%	
$1,000,001 - $5,000,000	0	0	6	6
			100%	
$5,000,000+	0	0	1	1
	56	26	326	405
2008				
	20%	12.5%	67.5%	
Less than $10,000	8	5	27	40
	20%	14.7%	65.3%	
$10,000 - $50,000	15	11	49	75
	16.8%	3.0%	80.2%	
$50,001 - $100,000	17	3	81	101
	13.5%	5.4%	81.1%	
$100,001 - $250,000	10	4	60	74

If you answered "yes" to the preceding question, how much revenue did you generate through work for those clients during the following years?

	Is your law firm:			
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Count**
2008				
	6.3%	1.6%	92.1%	
$250,001 - $500,000	4	1	58	63
	4.4%	2.2%	93.3%	
$500,001 - $1,000,000	2	1	42	45
			100%	
$1,000,001 - $5,000,000	0	0	4	4
			100%	
$5,000,000+	0	0	1	1
	56	25	322	400
2007				
	19.5%	12.2%	68.3%	
Less than $10,000	8	5	28	41
	20.3%	16.2%	63.5%	
$10,000 - $50,000	15	12	47	74
	16%	3%	81%	
$50,001 - $100,000	16	3	81	100
	12.2%	4.1%	83.8%	
$100,001 - $250,000	9	3	62	74
	5.2%	1.7%	93.1%	
$250,001 - $500,000	3	1	54	58
	6.8%	2.3%	90.9%	
$500,001 - $1,000,000	3	1	40	44
			100%	
$1,000,001 - $5,000,000	0	0	4	4
			100%	
$5,000,000+	0	0	1	1
	54	25	317	393
			answered question	**405**
			skipped question	**620**

Despite corporate clients' expressions of commitment to diversity, few diverse partners are serving as billing or relationship partners for these clients. We found that 60% (594 of 981) of diverse partners were not the billing or relationship partner for any of these corporations, 21.3% (209 of 981) serve as the relationship or billing partner for one of these clients, 14.5% (142 of 981) for 2-5 of these clients, and 3.7% (36 of 981) for 6-10 of these clients. No diverse partner reported serving as the billing or relationship partner for more than 10 of these clients.

For how many of these clients are you the firm's billing partner or relationship partner?		
Answer Options	**Response Percent**	**Response Count**
0	60.6%	594
1	21.3%	209
2 - 5	14.5%	142
6 - 10	3.7%	36
11 - 15	0.0%	0
16 - 20	0.0%	0
20+	0.0%	0
	answered question	**981**
	skipped question	**51**

When we controlled for gender, we found that females were somewhat less likely to be their firm's billing or relationship partner than males, with the disparity increasing with the number of clients involved.

For how many of these clients are you the firm's billing partner or relationship partner?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
0	305	289	60.8%	594
1	105	103	21.3%	208
2 - 5	83	56	14.2%	139
6 - 10	28	8	3.7%	36
11-15	0	0	0.0%	0
16-20	0	0	0.0%	0
20+	0	0	0.0%	0
			answered question	**977**
			skipped question	**51**

When we controlled for race/ethnicity, we found that African Americans and GLBT Caucasians were somewhat more likely to be serving as billing or relationship partners for these clients than Hispanics and much more likely than Asian Pacific Americans.

For how many of these clients are you the firm's billing partner or relationship partner?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
0	34.1% 202	0.3% 2	37.8% 224	19.4% 115	8.3% 49	60.5%	592
1	35.9% 75	0	9.6% 20	27.8% 58	27.3% 57	21.4%	209
2 - 5	30.5% 43	0.7% 1	4.3% 6	53.2% 75	12.8% 18	14.4%	141
6 - 10	48.7% 19	0	8.3% 3	27.8% 10	11.1% 4	3.7%	36
11 - 15	0	0	0	0	0	0.0%	0
16 - 20	0	0	0	0	0	0.0%	0
20+	0	0	0	0	0	0.0%	0
						answered question	**978**
						skipped question	**51**

When we controlled for firm ownership, not surprisingly, diverse partners in minority- and women-owned firms were more likely to be their firms' billing and relationship partners.

For how many of these clients are you the firm's billing partner or relationship partner?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
0	21	12	566	60.6%	591
1	13	14	184	21.3%	208
2 - 5	27	10	105	14.5%	141
6 - 10	19	3	13	3.6%	35
11 - 15	0	0	0	0.0%	0
16 - 20	0	0	0	0.0%	0
20+	0	0	0	0.0%	0
				answered question	**975**
				skipped question	**51**

Among those who have not received business from corporations that have expressed a commitment to or preference for diversity, 95% (710 of 745) reported that others in their firm had received work from these clients.

Among those who have not received business from corporations that have expressed a commitment to or preference for diversity, 95% (710 of 745) reported that others in their firm had received work from these clients.

If you answered "No" to [Have you personally received any business from any of these corporations since they expressed their commitment to or preference for diversity among their outside counsel?], are others in your firm receiving work from any of those signatories?		
Answer Options	**Response Percent**	**Response Count**
Yes	95.0%	710
No	5.0%	37
	answered question	**747**
	skipped question	**285**

Among those others in firms who had received work from these clients, diverse partners reported that 79.4% (566 of 713) did not fall into any of the traditional diversity categories, 19.6% (140 of 713) were women, 16.4% (117 of 713) were minorities, 8.4% (60 of 713) were openly lesbian, gay, bisexual or transgender, and none were disabled.

If lawyers in your firm, other than you, are receiving work from any of these signatories, are these lawyers:		
Answer Options	**Response Percent**	**Response Count**
Women?	19.6%	140
Minorities?	16.4%	117
Disabled?	0.0%	0
Openly Lesbian, Gay, Bisexual or Transgender?	8.4%	60
None of the above?	79.4%	566
	answered question	**713**
	skipped question	**319**

Diverse partners are employing a wide range of strategies to generate business. Attending national minority/women/diversity bar association programs or events was the most popular, with 72.8% (684 of 939), followed closely by sending follow-up emails, 72.1% (677 of 939), and sending marketing materials, 70.5% (662 of 939).

What strategies have you employed to generate business from any of these companies?		
Answer Options	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	58.0%	545
Attend ACC programs or conferences	42.2%	396
Attend MCCA programs, conferences, or dinners	64.4%	605
Attend ABA programs, conferences, or meetings	52.5%	493
Attend national minority/women/diversity bar association programs or events	72.8%	684
Attend local minority/women/diversity bar association programs or events	65.8%	618
Attend mainstream bar association programs, events, or conferences	61.9%	581
Sent marketing materials	70.5%	662
Made follow-up telephone calls	59.9%	562
Sent follow-up emails	72.1%	677
Other (please specify)		20
	answered question	**939**
	skipped question	**93**

We found little significant difference between the strategies being employed by males versus females.

What strategies have you employed to generate business from any of these companies?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	249	293	58.0%	542
Attend ACC programs or conferences	209	186	42.2%	395
Attend MCCA programs, conferences, or dinners	342	261	64.5%	603
Attend ABA programs, conferences, or meetings	258	234	52.6%	492
Attend national minority/women/diversity bar association programs or events	381	300	72.8%	681
Attend local minority/women/diversity bar association programs or events	345	270	65.8%	615
Attend mainstream bar association programs, events, or conferences	340	239	61.9%	579
Sent marketing materials	368	291	70.5%	659
Made follow-up telephone calls	290	269	59.8%	559
Sent follow-up emails	366	308	72.1%	674
Other (please specify)				20
			answered question	**935**
			skipped question	**94**

When we controlled for race/ethnicity, we found that African Americans were generally more likely to be employing these business development strategies. As a group, African Americans were also more likely than other diverse groups to be attending events such as association programs, conferences, and meetings, as a business development strategy. African Americans and GLBT Caucasians were more than twice as likely to be attending company-specific diversity meetings, conferences or retreats than Asian Pacific Americans or Hispanics. Becasue such events are typically by invitation-only, we cannot discern whether this is a result of preference by diverse partners or a result of invitation lists. GLBT Caucasians are using mainstream organizations such as the ACC, the ABA, and mainstream bar associations as a business development strategy more than organizations with a diversity focus, including GLBT bar associations. Minority bar organizations, at both national and local levels, followed by local mainstream bars and MCCA, appear to be the most popular strategies for Asian Pacific Americans for business development. Attending ACC and the ABA appear to be the most popular strategies for Hispanics.

What strategies have you employed to generate business from any of these companies?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	34.6% 188	0.2% 1	16.0% 87	35.0% 190	14.7% 80	58.0%	543
Attend ACC programs or conferences	43.3% 171	0	16.5% 65	21.3% 84	19.0% 75	42.2%	395
Attend MCCA programs, conferences, or dinners	43.6% 263	0.3% 2	26.9% 162	14.4% 87	15.1% 91	64.4%	603
Attend ABA programs, conferences, or meetings	39.7% 195	0.2% 1	14.9% 73	26.7% 131	19.1% 94	52.5%	491
Attend national minority/women/diversity bar association programs or events	40.1% 273	0.1% 1	27.5% 187	18.6% 127	14.1% 96	72.8%	681
Attend local minority/women/diversity bar association programs or events	41.2% 254	0.3% 2	29.2% 180	16.1% 99	13.6% 84	65.8%	616
Attend mainstream bar association programs, events, or conferences	35.6% 206	0.2% 1	23.0% 133	26.8% 155	15.0% 87	61.9%	579
Sent marketing materials	39.5% 261	0.3% 2	19.5% 129	26.4% 174	14.7% 97	70.5%	660
Made follow-up telephone calls	38.2% 214	0.4% 2	12.7% 71	34.5% 193	14.8% 83	59.8%	560
Sent follow-up emails	38.6% 260	0.1% 1	19.9% 134	29.1% 196	12.8% 86	72.0%	674
Other (please specify)							20
						answered question	**936**
						skipped question	**93**

When we controlled for firm ownership, we found that diverse partners in both minority- and women-owned firms as well as majority-owned firms were fairly consistent in employing all of these strategies to generate business.

What strategies have you employed to generate business from any of these companies?

Answer Options	Is your law firm: Minority-owned	Woman-owned	Majority-owned	Response Percent	Response Count
Attend company-specific diversity meetings, conferences or retreats	12.9% 70	6.3% 34	83.0% 449	58.0%	541
Attend ACC programs or conferences	14.7% 58	7.1% 28	79.9% 315	42.3%	394
Attend MCCA programs, conferences, or dinners	11.6% 70	5.1% 31	84.7% 511	64.7%	603
Attend ABA programs, conferences, or meetings	12.8% 63	6.1% 30	82.5% 406	52.8%	492
Attend national minority/women/diversity bar association programs or events	12.2% 83	5.9% 40	84.0% 572	73.1%	681
Attend local minority/women/diversity bar association programs or events	12.7% 78	6.2% 38	83.4% 513	66.0%	615
Attend mainstream bar association programs, events, or conferences	12.9% 75	5.8% 34	83.3% 483	62.2%	580
Sent marketing materials	11.1% 73	4.9% 32	85.5% 562	70.5%	657
Made follow-up telephone calls	12.9% 72	5.7% 32	83.1% 463	59.8%	557
Sent follow-up emails	11.5% 77	5.1% 34	85.1% 571	72.0%	671
Other (please specify)					20
				answered question	**932**
				skipped question	**93**

As for which of these strategies were proving most effective, sending follow-up emails was identified as most effective, 65.8% (608 of 924), followed by attending national minority/women/diversity bar association programs or events, 57.7% (533 of 924), and attending company-specific diversity meetings, conferences or retreats, 50.6% (468 of 924). The next most effective strategies were making follow-up telephone calls, 46.8% (432 of 924), and attending local minority/women/diversity bar association programs or events, 42.1% (389 of 924). This suggests that personal, one-on-one opportunities to interact with current or prospective clients is the most effective as a strategy as opposed to situations where there are larger numbers of lawyers and it might be more challenging to plant the seeds for a potential business relationship.

There were also 76 "Other" responses of which 42 diverse partners specifically identified the California Minority Counsel Program ("CMCP") as the most effective business development strategy, 33 specified the National Association of Women Lawyers ("NAWL"), 2 specified the Texas Minority Counsel Program ("TMCP"), 4 specified the National Association of Minority and Women Owned Law Firms, 2 specified the National Asian Pacific American Bar Association ("NAPABA"), and 1 each specified the Lavender Law Conference, the American Bar Association Minority Counsel Program, and the Wal-Mart Diversity Conference. Six specified that none of these strategies work. There were also several complaints about the cost to register for some of these programs. Other comments and suggestions were:

- Become a member of a national trade association in the type of legal work I practice.
- General Counsel's public commitment General Counsel's oversight, monitoring of goals and the achievement by practice groups or department chiefs. The goals should be designed to build ethnic minority-owned firms that have capacity and growth potential. The ultimate benefit results when firms become positive role models of success with the capacity to attract non-minority candidates and generate revenue that places them within the ranks of the AM LAW 100.
- All of the above plus meetings with prospective clients. It takes more than one contact to secure work.
- I've noticed a dichotomy between the big top tier "blue blood" firms (and they are always the same ones – with mostly the same diverse partners) – who do get the work, and anyone else, who do NOT get the work regardless. The corporations tell me it is their 'insurance' against bad results; they would only consider me if I left my firm and joined a minority-owned law firm.
- I reach out to people that I know that have relationships with decision-makers within companies and corporations from whom I seek business. My friendships get me in the door, but I am still experiencing some difficulty in obtaining an engagement from these decision-makers.
- None so far. Despite the quality of my firm and making excellent presentations, work has not been forthcoming. I don't think that these corporations are really serious about acknowledging GLBT diversity and seeking to diversify their work allocations to competent, out GLBT attorneys.
- If you know, tell me.
- None have been successful so far. I have been much more successful in generating business from foreign corporations (Indian and European).
- Non-lawyer networking.

Which strategies have you found most beneficial in generating business from any of these companies?		
Answer Options	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	50.6%	468
Attend ACC programs or conferences	7.9%	73
Attend MCCA programs, conferences, or dinners	5.8%	54
Attend ABA programs, conferences, or meetings	16.9%	156
Attend national minority/women/diversity bar association programs or events	57.7%	533
Attend local minority/women/diversity bar association programs or events	42.1%	389
Attend mainstream bar association programs, events, or conferences	30.7%	284
Sent marketing materials	4.4%	41
Made follow-up telephone calls	46.8%	432
Sent follow-up emails	65.8%	608
Other (please specify)		76
	answered question	**924**
	skipped question	**108**

When we controlled for gender, we found little difference, although males were more than twice as likely as females to find attending ACC programs or conferences and attending local mainstream bar association programs, events, or conferences to be beneficial in generating business.

Which strategies have you found most beneficial in generating business from any of these companies?				
	What is your gender?			
Answer Options	**Male**	**Female**	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	223	242	50.5%	465
Attend ACC programs or conferences	51	22	7.9%	73
Attend MCCA programs, conferences, or dinners	33	21	5.9%	54
Attend ABA programs, conferences, or meetings	85	70	16.8%	155
Attend national minority/women/diversity bar association programs or events	285	248	57.9%	533
Attend local minority/women/diversity bar association programs or events	194	193	42.1%	387
Attend mainstream bar association programs, events, or conferences	192	90	30.7%	282
Sent marketing materials	23	18	4.5%	41
Made follow-up telephone calls	225	205	46.7%	430
Sent follow-up emails	339	265	65.7%	604
Other (please specify)				76
			answered question	**920**
			skipped question	**108**

When we controlled for race/ethnicity, we found that African Americans find it more beneficial to send marketing materials than other groups. GLBT Caucasians find it more beneficial than other groups to attend company-specific diversity meetings, conferences or retreats. Hispanics find it more beneficial to attend ACC, MCCA, and the ABA than the other groups.

Which strategies have you found most beneficial in generating business from any of these companies?

	What is your racial/ethnic background?						
Answer Options	**African American or Black**	**American Indian or Native American**	**Asian Pacific American**	**GLBT Caucasian**	**Hispanic or Latino**	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	27.3% 127	0.2% 1	16.5% 77	42.3% 197	14.4% 67	50.6%	466
Attend ACC programs or conferences	30.1% 22	0	4.1% 3	20.5% 15	45.2% 33	7.9%	73
Attend MCCA programs, conferences, or dinners	25.9% 14	0	13.0% 7	7.4% 4	53.7% 29	5.9%	54
Attend ABA programs, conferences, or meetings	18.7% 29	0	18.1% 28	23.2% 36	40% 62	16.8%	155
Attend national minority/women/diversity bar association programs or events	39.0% 207	0	25.6% 136	17.3% 92	18.1% 96	57.7%	531
Attend local minority/women/diversity bar association programs or events	40.8% 158	0.3% 1	35.7% 138	14.0% 54	9.8% 38	42.0%	387
Attend mainstream bar association programs, events, or conferences	23.7% 67	0.4% 1	16.6% 47	34.6% 98	25.4% 72	30.7%	283
Sent marketing materials	42.5% 17	2.5% 1	27.5% 11	25% 10	7.5% 3	4.3%	40
Made follow-up telephone calls	28.6% 123	0.7% 3	11.6% 50	42.3% 182	17.2% 74	46.7%	430
Sent follow-up emails	33.9% 205	0.5% 3	25.0% 151	30.6% 185	10.4% 63	65.7%	605
Other (please specify)							76
						answered question	**921**
						skipped question	**108**

When we controlled for firm ownership, we found that diverse partners in women-owned firms are having somewhat less success employing these strategies than those in minority- or majority-owned firms. National and local minority/women/diversity bar association programs or events were reported as most beneficial regardless of firm ownership.

Which strategies have you found most beneficial in generating business from any of these companies?

	Is your law firm:				
Answer Options	**Minority-owned**	**Woman-owned**	**Majority-owned**	**Response Percent**	**Response Count**
Attend company-specific diversity meetings, conferences or retreats	13.1% 61	6.5% 30	81.9% 380	50.6%	464
Attend ACC programs or conferences	2.8% 2	1.4% 1	97.2% 70	7.9%	72
Attend MCCA programs, conferences, or dinners	1.9% 1	0	98.1% 53	5.9%	54
Attend ABA programs, conferences, or meetings	6.5% 10	1.3% 2	92.3% 143	16.9%	155
Attend national minority/women/diversity bar association programs or events	14.0% 74	6.8% 36	81.3% 431	57.8%	530
Attend local minority/women/diversity bar association programs or events	8.5% 33	5.9% 23	87.9% 341	42.3%	388
Attend mainstream bar association programs, events, or conferences	15.2% 43	4.2% 12	81.3% 230	30.9%	283
Sent marketing materials	15.4% 6	0	84.6% 33	4.3%	39
Made follow-up telephone calls	8.9% 38	5.4% 23	87.6% 375	46.7%	428
Sent follow-up emails	11.5% 69	5.3% 32	84.9% 511	65.6%	602
Other (please specify)					79
				answered question	**917**
				skipped question	**108**

This study provides the legal profession with its first hard data about the impact and effectiveness of the business case for diversity.

Conclusions

This study provides the legal profession with its first hard data about the impact and effectiveness of the business case for diversity. We found that while a business case for diversity does exist, it stops short of generating the significant amounts of business necessary to enhance career sustainability, viability and success of meaningful numbers of diverse partners. Corporate clients' interest in diversity serves as an impetus for law firms to increase efforts to recruit, retain and promote diverse lawyers to their partnership ranks, and to otherwise support diversity efforts in the broader profession. These diversity efforts by law firms, however, regardless how successful, do not track with a corresponding increase or decrease in business from clients committed to diversity.

That may be understandable given that diversity is usually one among many criteria that corporate clients might be expected to apply in selecting outside counsel. Corporate clients may want to be clearer in communicating that to outside counsel; if they do not, they may be doing an inadvertent disservice to the very lawyers they are trying to support. So long as corporations imply that significant amounts of business follow diversity, they may be creating a misguided expectation among law firms as to the amount of business that reasonably might be expected in light of their diversity efforts. This, in turn, may result in there being unrealistically higher expectations for (and stress placed upon) diverse partners to generate business. And, in consequence, might help explain the relatively lower numbers of diverse partners who are equity partners and their attrition rates from their firms.

Diverse partners, in firms of all sizes and all ownership types, are seeing business from corporate clients committed to diversity, but, generally, these are smaller matters that would generate lower revenues and from only a few such clients. This is not to say that diverse partners are not receiving large amounts of business that generate large revenues, but that those may be the exception rather than the rule. It might be disheartening for diverse partners to hear this, but, it likely will not surprise them.

The legal profession's diversity efforts have often included disabilities as part of a string of the types of diversity encouraged, but lawyers with disabilities are consistently being overlooked or ignored within the business case for diversity.

Recommendations

This is only the first, and it will not be the last, examination of how the business case for diversity is (or is not) working. It is our hope that our findings will spur proponents for a more diverse legal profession to take meaningful steps to help make the business case for diversity more effective. Toward that end, we offer the following recommendations:

For Corporations

1. Collect and compile diversity statistics from your outside counsel on a regular basis.

2. Report, individually or in the aggregate through studies like this one, on the diversity of your outside counsel so that law firms and diverse lawyers can have a more realistic picture of how diversity tracks with business opportunities from your company.

3. If lawyers within your law department other than the General Counsel select outside counsel, include their use of diverse outside counsel as an added criterion for promotions, advancement, or bonuses.

4. Support opportunities where your in-house counsel can meet and get to know diverse lawyers as potential outside counsel.

5. If your company holds retreats or other meetings for your outside counsel, consider inviting diverse lawyers who may not be representing your company at present but who could be in the future so as to afford them a chance to get to know your company and your lawyers.

6. If you choose to use non-diverse lawyers as outside counsel, find ways to encourage them to use diverse associates on your matters or otherwise mentor and support diverse lawyers within their firm and in their local legal community.

7. Given the number of corporations who express their commitment to diversity, we hope that once corporate leaders see the importance of contributing to the available information about the business case for diversity, they will choose to participate in future versions of this research.

8. Include lawyers with ADA-recognized disabilities in efforts to promote diversity.

For Law Firms and Diverse Partners

1. Support your diverse lawyers' membership in, attendance at, and sponsorship of national and local minority/women/diversity bar associations whose programs and meetings they find beneficial in their business development efforts.

2. Engage diverse partners in firm management beyond diversity committees and hiring committees.

3. Track conversion rates of associates to partners and non-equity partners to equity partners for diversity categories and address those instances where conversion rates are less than desired.

4. Consider adopting internal policies wherein upper firm management shares direct responsibility for the firm's diversity efforts.

5. Implement business development strategies that emphasize personal contact (one-on-one meetings, e-mail, and telephone calls) rather than scattershot, mass marketing approaches.

6. Include lawyers with ADA-recognized disabilities in efforts to promote diversity.

Appendix A

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Offices

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Jones Day	2,515	710	1,805
Greenberg Traurig	1,763	110	1,653
Skadden, Arps, Slate, Meagher & Flom	1,886	305	1,581
K&L Gates	1,734	289	1,445
Baker & McKenzie	3,774	2332	1,442
Latham & Watkins	2,006	565	1,441
Kirkland & Ellis	1,419	116	1,303
Sidley Austin	1,571	270	1,301
DLA Piper	3,448	2233	1,215
Morgan, Lewis & Bockius	1,206	83	1,123
ReedSmith	1,430	411	1,019
Ropes & Gray	1,062	43	1,019
Mayer Brown	1,684	679	1,005
Gibson, Dunn & Crutcher	1,033	93	940
Holland & Knight	942	7	935
Weil, Gotshal & Manges	1,193	297	896
Foley & Lardner	895	9	886
Bingham McCutcheon	918	44	874
Hogan Lovells*	2,345	1489	856
Bryan Cave	928	73	855
McDermott Will & Emery	928	107	821
McGuireWoods	872	63	809
Winston & Strawn	899	98	801
Wilmer Cutler Pickering Hale & Dorr	907	110	797
Alston & Bird	786	0	786
Morrison & Foerster	1,004	221	783
Fulbright & Jaworski	855	74	781
Hunton & Williams	846	70	776
Goodwin Procter	776	9	767
Lewis Brisbois Bisgaard & Smith	764	0	764
Littler Mendelson	764	0	764
Squire, Sanders & Dempsey	761	0	761
O'Melveny & Myers	884	134	750
Wilson Elser Moskowitz Edelman & Dicker	744	0	744
Covington & Burling	799	58	741

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Akin Gump Strauss Hauer & Feld	799	66	733
King & Spaulding	796	65	731
Paul, Weiss, Rifkind, Wharton & Garrison	761	40	721
Orrick, Harrington & Sutcliffe	1,079	359	720
Paul, Hastings Janofsky & Walker	924	210	714
Simpson Thacher & Bartlett	814	100	714
Dewey & LeBoeuf	1,071	366	705
Seyfarth Shaw	704	1	703
Baker Hostetler	687	0	687
Perkins Coie	683	0	683
Jackson Lewis	661	0	661
Drinker Biddle & Reath	659	0	659
Davis Polk & Wardell	743	95	648
Nixon Peabody	682	34	648
White & Case	1,863	1217	646
Locke Lord Bissell & Liddell	642	0	642
Dechert	766	135	631
Troutman Sanders	651	21	630
Vinson & Elkins	702	75	627
Sullivan & Cromwell	772	148	624
Baker Botts	683	63	620
Arnold & Porter	667	50	617
Duane Morris	629	13	616
Proskauer Rose	663	47	616
Cooley	610	0	610
Pillsbury Winthrop Shaw Pittman	623	24	599
Cleary Gottlieb Steen & Hamilton	1,123	525	598
Wilson Sonsini Goodrich & Rosati	595	7	588
Katten Muchin Rosenman	594	9	585
Debevoise & Plimpton	750	181	569
Baker, Donelson, Bearman, Caldwell & Berkowitz	552	0	552
Husch Blackwell	554	2	552
Sonnenschien Nath & Rosenthal	551	3	548
Dorsey & Whitney	578	42	536
Cozen O'Connor	521	8	513
Patton Boggs	525	15	510
Haynes amd Boone	517	14	503

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Womble Carlyle Sandridge & Rice	503	0	503
Polsinelli Shughart	500	0	500
Shook, Hardy & Bacon	500	5	495
Barnes & Thornburg	494	0	494
Hinshaw & Culbertson	494	0	494
Venable	494	0	494
Wilkie Farr & Gallagher	622	131	491
Howrey	607	119	488
Ogletree, Deakins, Nash, Smoak & Stewart	485	0	485
Davis Wright Tremaine	491	11	480
Cravath, Swaine & Moore	506	27	479
Blank Rome	472	0	472
Faegre & Benson	483	11	472
Fox Rothschild	472	0	472
Quinn Emanuel Urquhart & Sullivan	489	20	469
Sheppard, Mullin, Richter & Hampton	464	0	464
Ballard Spahr	458	0	458
Pepper Hamilton	458	0	458
Cadwalader, Wickersham & Taft	485	28	457
Jenner & Block	454	0	454
Milbank, Tweed, Hadley & McCloy	561	110	451
Akerman Senterfitt	443	0	443
Shearman & Sterling	798	357	441
Fried, Frank, Harris, Shriver & Jacobson	510	70	440
Steptoe & Johnson LLC	487	48	439
Edwards Agell Palmer & Dodge	505	69	436
Bracewell & Guiliani	445	15	430
McKenna Long & Aldridge	429	4	425
Buchanan Ingersoll & Rooney	423	0	423
Sutherland Asbill & Brennan	422	0	422
Schulte Roth & Zabel	433	12	421
Quarles & Brady	419	0	419
Marshall, Dennehey, Warner, Coleman & Goggin	412	0	412
Kaye Scholer	433	26	407
Crowell & Moring	442	36	406
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	412	7	405

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Frost Brown Todd	404	0	404
Dinsmore & Shohl	402	0	402
Nelson Mullins Riley & Scarborough	400	0	400
Kutak Rock	396	0	396
Snell & Wilmer	396		396
Kilpatrick Stockton	423	30	393
McCarter & English	382	0	382
Holland & Hart	379	0	379
Finnegan Henderson Farabow Garrett & Dunner	382	7	375
Bradley Arant Boult Cummings	372	0	372
Stoel Rives	368	0	368
Thompson Hine	367	1	366
Gordon & Rees	362	0	362
Andrews Kurth	351	1	350
Vorys, Sater, Seymour and Pease	350	0	350
Dickstein Shapiro	336	0	336
Sedgewick, Detert, Moran & Arnold	347	13	334
Dykema Gossett	333	0	333
Kasowitz, Benson, Torres & Friedman	333	0	333
Fish & Richardson	339	8	331
Arent Fox	329	0	329
Eckert Seamans Cherin & Mellott	329	0	329
Schiff Hardin	328	0	328
Thompson Coburn	326	0	326
Kelley Drye & Warren	325	1	324
Day Pitney	323	0	323
Kramer Levin Naftalis & Frankel	344	22	322
Manatt, Phelps & Phillips	320	0	320
Jackson Walker	317	0	317
Hughes Hubbard & Reed	334	22	312
Miller, Canfield, Paddock and Stone	346	42	304
Epstein Becker & Green	302	0	302
Jones ,Walker, Waechter, Poitevent, Carrère & Denègre	302	0	302
Strook & Strook & Lavan	301	0	301
Williams Mullen	300	0	300
Loeb & Loeb	300	2	298

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Chadbourne & Parke	444	148	296
LeClairRyan	294	0	294
Stinson Morrison Hecker	288	0	288
Lathrop & Gage	286	0	286
Taft Stettinius & Hollister	286	1	285
Thompson & Knight	328	43	285
Moore & Van Allen	282	0	282
Phelps Dunbar	281	0	281
Baker & Daniels	281	1	280
Carlton Fields	275	0	275
Wiley Rein	274	0	274
McElroy, Deutsch, Mulvaney & Carpenter	269	0	269
Knobbe, Martens, Olson & Bear	266	0	266
Adams & Reese	265	0	265
Cahill Gordon & Reindel	269	4	265
Winstead	264	0	264
Wachtell, Lipton, Rosen & Katz	257	0	257
Burr & Forman	256	0	256
Gardere Wynne Sewell	270	14	256
Vedder Price	255	0	255
Adorno & Yoss****	254	0	254
GrayRobinson	250	0	250
Brownstein Hyatt Farber Schreck	248	0	248
Fenwick & West	245	0	245
Balch & Bingham	243	0	243
Stitels & Harbison	242	0	242
Robins, Kaplan, Miller & Ciresi	239	0	239
Fisher & Phillips	238	0	238
Lowenstein Sandler	238	0	238
Williams & Connolly	238	0	238
Porter Wright Morris & Arthur	234	0	234
Armstrong Teasdale	233	3	230
Dickinson Wright	230	0	230
Fredrikson & Byron	231	3	228
Honigman Miller Schwartz and Cohn	228	0	228
Ice Miller	227	0	227
Parker Poe Adams & Bernstein	227	0	227
Allen Matkins Leck Gamble Mallory & Natsis	226	0	226

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Robinson & Cole	226	0	226
Warner Norcross & Judd	224	0	224
Gibbons	223	0	223
Miles & Stockbridge	223	0	223
Foley Hoag	220	0	220
Saul Ewing	219	0	219
White and Williams	218	0	218
Roetzel & Andress	215	0	215
Michael Best & Friedrich	214	0	214
Maynard Cooper & Gale	212	0	212
Steptoe & Johnson PLLC	212	0	212
Shumaker, Loop & Kendrick	210	0	210
Boies, Schiller & Flexner	209	0	209
Clark Hill	206	0	206
Chapman and Cutler	205	0	205
Reinhart Boerner Van Deuren	205	0	205
Bass, Berry & Sims	202	0	202
Bond, Schoeneck & King	199	0	199
Munger, Tolles & Olson	198	0	198
Shutts & Bowen	197	0	197
Hodgson Russ	197	3	194
Sherman & Howard	194	0	194
Holme Roberts & Owen	192	0	192
Miller & Martin	192	0	192
Briggs and Morgan	190	0	190
Lewis and Roca	186	0	186
Wyatt, Tarrant & Combs	186	0	186
Lindquist & Vennum	184	0	184
Best Best & Krieger	183	0	183
Butzel Long	181	0	181
Strasburger & Price	181	1	180
Leonard, Street and Deinard	178	0	178
Nexsen Pruet	178	0	178
Patterson Belknap Webb & Tyler	178	0	178
Brown Rudnick	177	0	177
Phillips Lytle	177	0	177
Stevens & Lee	177	0	177
Ulmer & Berne	177	0	177

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
Waller Lansden Dortch & Davis	177	0	177
Archer & Greiner	176	0	176
Ford & Harrison	176	0	176
Harris Beach	176	0	176
Stradley Ronon Stevens & Young	176	0	176
Townsend and Townsend and Crew	177	1	176
Fitzpatrick Cella Harper & Scinto	175	0	175
Hiscock & Barclay	175	0	175
Irell & Manella	175	0	175
Lane Powell	175	0	175
Schnader Harrison Segal & Lewis	175	0	175
Fragomen, Del Rey, Bernseb & Loewy	196	22	174
Smith, Gambrell & Russell	175	1	174
Fennemore Craig	173	0	173
Kenyon & Kenyon	173	0	173
Smith Moore Leatherwood	173		173
Godfrey & Kahn	172	0	172
Greensfelder Hemker & Gale	168	0	168
Butler Snow O'Mara Stevens & Cannada	166	0	166
Curtis, Mallet-Prevost, Colt & Mosle	252	86	166
McGlinchey Stafford	166	0	166
Buchalter Nemer	164	0	164
Goulston & Storrs	164	0	164
Seward & Kissel	163	0	163
Jackson Kelly	161	0	161
Broad & Cassel	160	0	160
Herrick, Feinstein	160	0	160
Wildman, Harrold, Allen & Dixon	160	0	160
Benesch Friedlander Coplan & Aronoff	161	3	158
Clausen Miller	165	8	157

*Total for 2009

**Numbers obtained from law firm's Web site as of October, 2010

***Numbers reflect head count prior to September 30 merger with Denton Wilde Sapte

****Reflects firm name prior to November 1, 2010 change to Yoss LLP

Appendix A: U.S. Law Firms Based Upon Number of Lawyers in U.S. Office (continued)

Law Firm	# of Lawyers	# of Lawyers in Foreign Offices	# of Lawyers in US
This data comes from *The National Law Journal's 33d* annual survey of the nation's 250 largest law firms. The attorney totals are based on the average number of full-time equivalent (FTE) attorneys for the period from Jan. 1, 2010, with a projection to Dec. 31, 2010. The NLJ sent surveys to about 300 law firms to determine the 250 largest. Lawyer counts do not include contract or temporary attorneys. A firm must have more lawyers based in the United States than in any other single country to be included on the list. Firms are ranked by FTE numbers rounded to the nearest whole number. In case of a tie, we rank firms by the actual number of attorneys before rounding. If the tie persists, we rank firms by the total number of partners, and then the number of equity partners. In some cases, firms did not provide numbers for breakdowns, such as partners and associates. As a result, breakdowns may not equal the total number of attorneys. In addition, because of a change in methodology, the headcount totals for 2009 were based on FTE averages that firms restated on the 2010 survey. Discrepancies may exist between attorney totals and breakdowns in 2009, because firms did not restate breakdowns for 2009. Branch offices with no FTEs do not appear in the list of branches.			

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The Institute for Inclusion in the Legal Profession thanks its Partners, Allies and Friends for their support which makes projects like this possible.

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Suffolk University

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Marc S. Firestone
Willie J. Miller, Jr.
Terry and Karen Murphy
Hon. E. Kenneth Wright

Acknowledgements

Thanks to the following for helping to make this research project possible:

David R. Askew, Director of Pro Bono and Community Service, Wildman Harrold Allen & Dixon LLP and Executive Director, Midwest Minority In-House Counsel Group

Jason L. Brown, Executive Director & General Counsel of the National Association of Minority and Women Owned Law Firms

Marc S. Firestone, Executive Vice President, Corporate and Legal Affairs and General Counsel, Kraft Foods, Inc.

Martin P. Greene, Partner, Greene and Letts

Sharon E. Jones, President, Jones Diversity Group

Tara Goff Kamradt, President, Coalition of Women's Initiatives in Law Firms

Gail Kim, Program Director/Director of Operations, Chicago Committee on Minorities in Large Law Firms

Vic Maurer, Professional Development Program Coordinator and Staff Liaison, Committee on Diversity, Association of Legal Administrators

Terrence M. Murphy, Executive Director, Chicago Bar Association

Sarah L. ("Sally") Olson, Partner, Wildman Harrold Allen & Dixon LLP

John W. Parry, Director, American Bar Association Commission on Mental and Physical Disability Law

William J. Phelan, IV, Special Projects & Technology Coordinator, American Bar Association Commission on Mental and Physical Disability Law

James Potter, Senior Vice President, General Counsel and Secretary, Del Monte Foods

Marci Rubin, Executive Director, California Minority Counsel Program

Larry C. Smith, Executive Director, Association of Legal Administrators

Stanley B. Stallworth, Partner, Sidley Austin LLP

Jacqueline A. White, Associate General Counsel and Assistant Secretary, Illinois Tool Works Inc.

James H. Wooten, Jr., Senior Vice President, General Counsel and Secretary, Illinois Tool Works Inc.

Sandra S. Yamate, Chief Executive Officer, Institute for Inclusion in the Legal Profession

Leslie Richards-Yellen, Partner and Chief Diversity and Inclusion Officer, Hinshaw & Culbertson

And, everyone who took the time to participate in this research.

Graphic design by IdrewStudio

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