



# 2021 Inclusion Blueprint Report

**DIVERSITY**LAB

**ChIPs**  
ADVANCING WOMEN  
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# About the 2021 Inclusion Blueprint

The [Inclusion Blueprint](#) is a collaborative effort between [ChIPs](#) and [Diversity Lab](#) that provides a first-of-its-kind tool for law firms to measure inclusion activities, at both the Firm Leadership and Practice Group levels, to ensure that historically underrepresented lawyers have fair and equal access to quality work, influential people, and other opportunities.

The Inclusion Blueprint initially launched in 2018 to evaluate the gender diversity and inclusion efforts of law firms' IP groups for the ChIPs Honor Roll Awards. With input from two teams participating in

Diversity Lab's [2018 Diversity in Law Hackathon Series](#), the Inclusion Blueprint was expanded in 2019 to track additional research-backed inclusion activities and also to include underrepresented racial and ethnic ("URE") lawyers and LGBTQ+ lawyers across all practice groups in law firms. In 2021, it was again expanded to include lawyers with disabilities and the ["Do Something Hard" commitments](#).

Participating firms complete the Inclusion Blueprint Assessment, which collects data on four key diversity and inclusion indicators plus the "Do Something Hard" commitments.

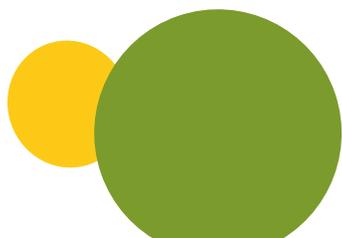
## Diversity and Inclusion Indicators

### 1. Current Diversity Representation Target Thresholds

The Inclusion Blueprint provides thresholds across four demographics that firms should strive to achieve at both the Firm Leadership and Practice Group levels.

	Average Thresholds (2019 MCCA Averages for Equity Partners)	Inclusion Blueprint Thresholds (Above Average for Equity Partners')
Representation of women lawyers	22%	30%
Representation of URE lawyers	10%	15%
Representation of LGBTQ+ lawyers	2%	5%
Representation of lawyers with disabilities	0.50%	5%

\*The Inclusion Blueprint Thresholds were determined by analyzing the current law school graduation rates and the current representation of historically underrepresented lawyers at Am Law 200 firms to set thresholds that are achievable but still challenging for most of the Am Law 200 firms.



## **2. Year-Over-Year Diversity Representation Progress**

Year-over-year progress is imperative for the legal profession to eventually reflect the populations it represents. The Inclusion Blueprint Assessment measures whether firms' various leadership positions were more diverse in December 2020 compared to December 2019.

## **3. Demographics Tracking**

What gets measured gets managed. As successful initiatives like the [Mansfield Rule](#) have shown, when firms and practice groups shed light on the makeup of their teams by tracking demographics, they can better pinpoint issues and opportunities to implement DEI initiatives with strategic precision. The Inclusion Blueprint Assessment gauges whether firms are tracking and measuring the distribution of key development, advancement, and leadership opportunities within the firm across four demographics: women lawyers, URE lawyers, LGBTQ+ lawyers, and lawyers with disabilities.

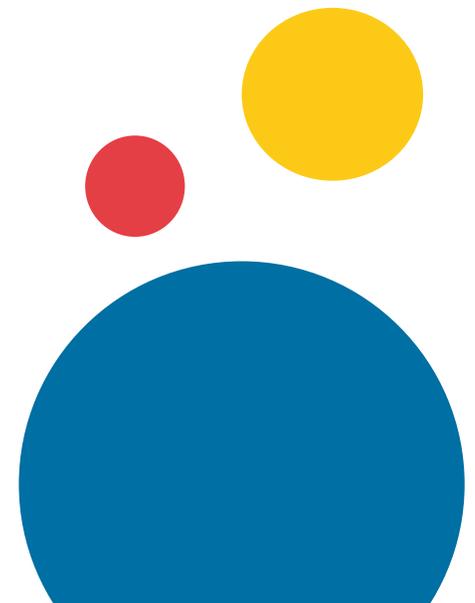
## **4. Ongoing Inclusion Practices and Activities**

The Inclusion Blueprint outlines inclusion practices that have proven to develop, advance, and retain diverse talent and also measures whether firms have implemented these activities at the Firm Leadership and Practice Group levels. By implementing these practices and tracking their distribution across all demographic groups, firms and practice groups can ensure that all lawyers have fair and equal access to career growth.

## **Do Something Hard**

New in 2021 are the “Do Something Hard” commitments. Participating firms had the opportunity to commit to at least one “hard” action—at the Firm Leadership and/or Practice Group levels—to be implemented in early 2022. The actions at the Firm Leadership level include: (1) providing 50 hours of billable credit for DEI contributions; (2) linking partner and/or practice group leader compensation to DEI; and (3) conducting pay and origination credit equity gap analyses for partners. The actions at the Practice Group level include: (1) providing matter credit for diverse lawyers for new and expanding work; (2) staffing client teams with at least 50% underrepresented lawyers who have direct access to clients; and (3) committing to an Ally Action Pledge. The law firms that have committed to these actions can be found on Diversity Lab's site [here](#).

As part of their commitment to these actions, the participating firms' leaders will report their progress to Diversity Lab and also participate in the 2022 Inclusion Blueprint to remain accountable to these actions.



**For the 2021 Inclusion Blueprint, the data were collected during the spring and summer of 2021, with law firms opting to participate in one or more categories. For reporting purposes, the responses have been grouped in the following way:**

**Important Note:** The data presented here represent only those firms (and those practice groups within those firms) that elected to complete the Inclusion Blueprint Assessment. The findings should not be interpreted as being representative of the legal industry as a whole, nor should the findings be compared across practice group categories.

Firm Leadership	Practice Group: IP and Security	Practice Group: Corporate/ Commercial/Finance	Practice Group: Litigation	Practice Group: Regulatory
	IP - General	Banking	Litigation - General	Administrative/Regulatory
	IP - Litigation	Bankruptcy	Litigation - Appellate	Energy
	IP - Transactional	Corporate - General	Litigation - White Collar/ Securities Enforcement	Environmental
	Privacy/Cybersecurity	Corporate - Emerging Company/Venture Capital	Antitrust	ERISA/Benefits
		Corporate - Finance/ Securities/Capital Markets	Employment/Labor	Government Contracts
		Corporate - M&A		Healthcare
		Insurance		Immigration
		Project Finance		International
		Real Estate		Tax
		Entertainment		Trusts & Estates

# Section 1:

## Executive Summary

The 2021 Inclusion Blueprint included 62 participating law firms, which mostly range from midsize to large firms. Firms answered the 2021 Inclusion Blueprint Assessment based on their 2020 information and practices. The detailed results outlining the firms' inclusion practices and diversity representation are included in this report, but several key findings are noted below.

### Overarching Findings

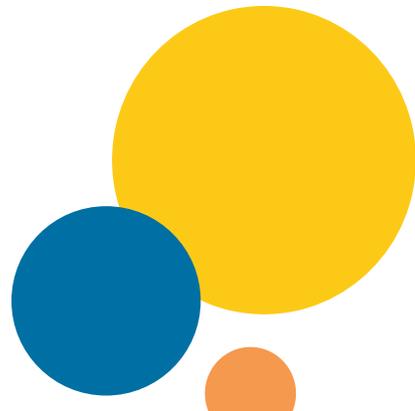
- ♀ More firms and practice groups meet the Average and Inclusion Blueprint Thresholds for women lawyers than any other demographic population.
- ↑ More firms and practice groups meet both thresholds for URE lawyers than for LGBTQ+ lawyers, and the fewest number of firms meet the thresholds for lawyers with disabilities. (Note: Recall that the Average and Inclusion Blueprint Thresholds are set for each demographic group according to what should be attainable for that group.)
- 👥 While not surprising or new, diversity representation tends to be much higher at the associate level than at the partner level.

### 💡 Bright Spots

- ✓ Within each practice group category, more practice groups show year-over-year representation increases for equity partners than for non-equity partners across most demographic groups. This finding is great news for increased diversity in the equity partnership ranks, which is the primary pipeline to leadership. Reinforcing this finding, more practice groups meet the thresholds for equity partner promotions than for non-equity partner promotions.
- ✓ In two practice group categories—Corporate/Commercial/Finance and Regulatory—nearly as many practice groups are tracking opportunities for lawyers with disabilities as are tracking opportunities for women lawyers, URE lawyers, and LGBTQ+ lawyers.

### 🚧 Barriers

- ✗ Across all practice group categories, noticeably fewer groups track and take action to ensure equal access to “consistent and direct interaction with clients” across all demographic groups than with the other 15 inclusion activities (e.g., non-billable activities, client pitch opportunities). Because access to clients is pivotal to a lawyer’s ability to build relationships and, thus, to develop and advance professionally, this finding suggests that many practice groups are lacking a pivotal metric that needs to be tracked and acted upon immediately.
- ✗ For lawyers with disabilities, most firms and practice groups are lagging on all inclusion indicators—meeting thresholds, realizing year-over-year progress, tracking, and implementing inclusion practices.

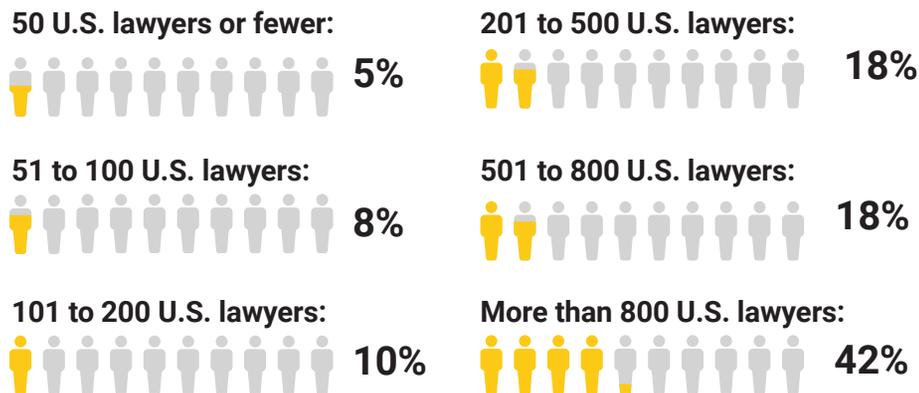


# Section 2:

## Who Participated

The 2021 Inclusion Blueprint was sent to more than 225 law firms, including the Am Law 200, and 62 firm participants completed the required sections to be included in the report.

### Size of firms that participated in the 2021 Inclusion Blueprint



### Types of firms that participated in the 2021 Inclusion Blueprint



The 62 law firms that participated were invited to complete assessments for Firm Leadership and Practice Groups. In total, these law firms completed 177 assessments.

### Participation by category

Firm Leadership:

33%



59 firms

IP and Security:

30%



53 practice groups

Corporate/  
Commercial/Finance:

14%



24 practice groups

Litigation:

13%



23 practice groups

Regulatory:

10%

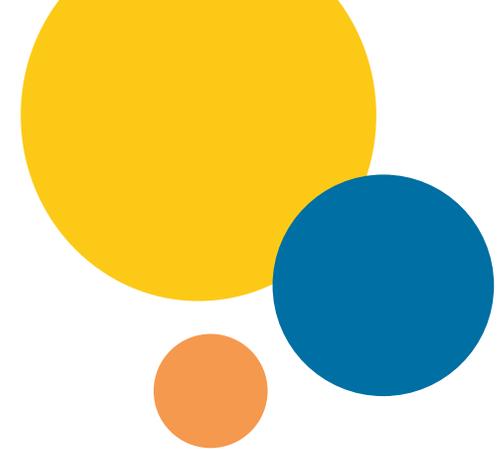


18 practice groups

# Section 3:

## Law Firm Leadership Analysis and Results

The Inclusion Blueprint's Law Firm Leadership section covers responses to questions about firmwide inclusion indicators—meeting representation thresholds for diversity, realizing year-over-year progress in representation, tracking metrics, and implementing inclusion practices.



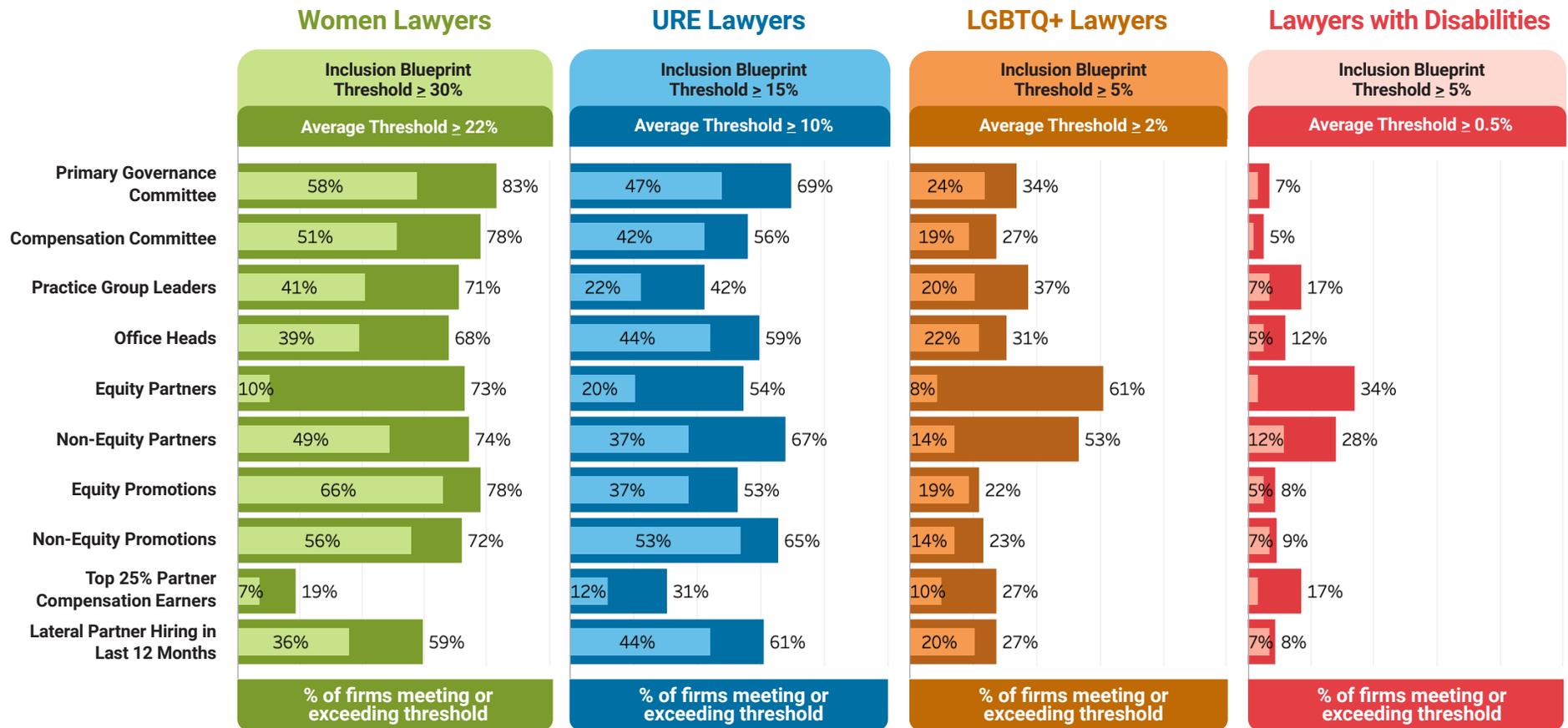
**20%** of participating law firms have an **underrepresented lawyer** as chairperson and/or managing partner.



### Are firms meeting the Average or Inclusion Blueprint Thresholds for representation?

- ↓ With only a handful of exceptions, across various levels of firm leadership, more firms meet the Average and Inclusion Blueprint Thresholds for women lawyers than any other group. After that, there is a significant drop-off of firms that meet the thresholds for URE lawyers and an even further drop-off of firms that meet the thresholds for LGBTQ+ lawyers and lawyers with disabilities.
- ↓ Nearly all of the responding firms are underperforming on the equitable distribution of the top quartile of compensation earners, suggesting an urgency for firms to conduct a pay and origination credit equity gap analysis and remedy any inequities revealed by the analysis. Unfortunately, fewer than 50% of responding firms have conducted a pay equity gap analysis and taken action to remedy inequities.
- ↑ A higher percentage of firms meet the Average Thresholds for LGBTQ+ lawyers and lawyers with disabilities for equity partners than for non-equity partners. This finding is encouraging from a firm leadership perspective, as research shows that the non-equity partner population for underrepresented lawyers is typically larger than for equity partners.
- ↓ Unfortunately, that pattern does not hold true for women lawyers and URE lawyers. Both populations follow the expected trend with more firms reporting they meet the thresholds at the non-equity partnership level than at the equity partnership level.

# Meeting Representation Thresholds for Diversity – Firm Leadership



**How to read the graph:**  
 The bars correspond to the percentage of responding firms that meet each of the two diversity thresholds at the Firm Leadership level. For example, 73% of firms meet the Average Threshold (at least 22%) for women equity partners, while 10% of firms meet the Inclusion Blueprint Threshold (at least 30%) for women equity partners.

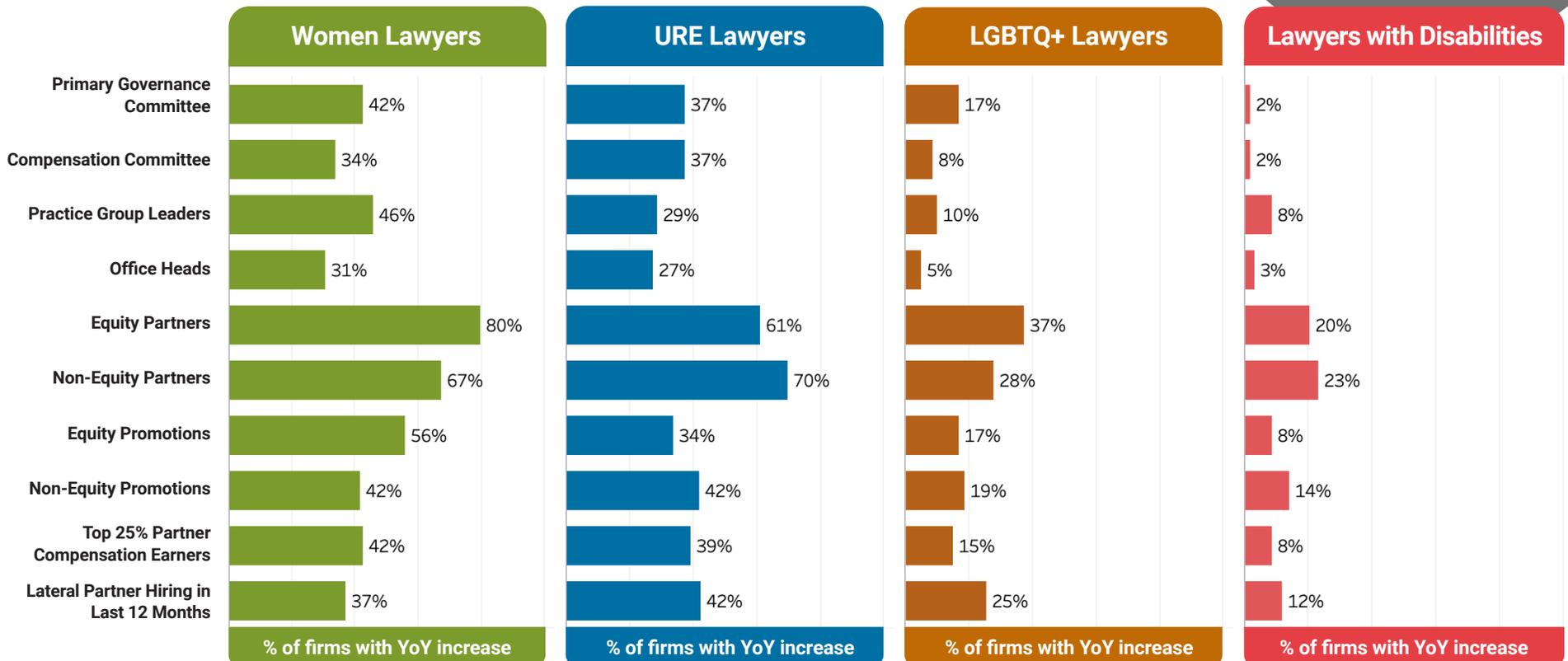
# Has progress been made over the past year in increasing diversity at the Firm Leadership level?

↑ Participating firms are making strides toward increasing women and URE equity partner representation: From December 2019 to December 2020, 80% of firms increased the representation of women equity partners; 56% of firms increased the representation of women in their most recent equity partnership class promotions; 61% of firms increased the representation of URE equity partners; and 34% of firms increased the percentage of URE lawyers in their most recent class of equity partnership promotions.

↓ Progress is less widespread for the representation of LGBTQ+ lawyers and lawyers with disabilities across all leadership categories. For many lawyers, there may remain a lack of comfort in revealing that they identify as LGBTQ+ and/or a person with a disability.

**How to read the graph:**  
The bars correspond to the percentage of responding firms that reported increased representation at the Firm Leadership level from December 2019 to December 2020 for each category shown. For example, in that time period, 80% of firms increased the representation of women equity partners, 61% increased the representation of URE equity partners, 37% increased the representation of LGBTQ+ equity partners, and 20% increased the representation of equity partners with disabilities.

## Year-over-Year Progress in Diversity Representation (2019 to 2020) – Firm Leadership



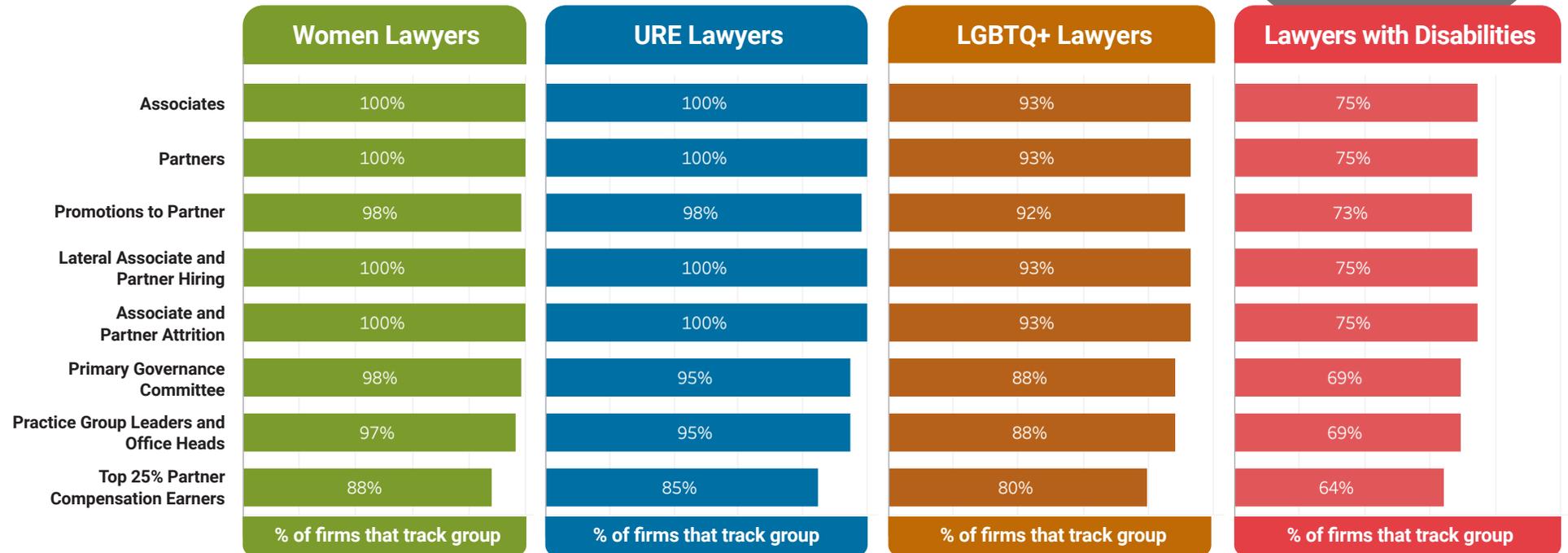
# Does the firm track the demographic makeup of lawyers at various seniority levels?

1 For all seniority levels, nearly all firms are tracking gender and racial demographics. Fewer firms track whether their lawyers identify as LGBTQ+, and even fewer track whether their lawyers at various seniority levels identify as lawyers with disabilities, however.

1 Across all four demographics, firms typically track traditional talent metrics, including headcount, promotions, and attrition, while fewer firms track the demographic makeup of their top compensation earners, Primary Governance Committees, and practice group leaders and office heads specific to their LGBTQ+ lawyers and lawyers with disabilities.

**How to read the graph:**  
The bars correspond to the percentage of responding firms that, at the Firm Leadership level, track the demographics of lawyers across various seniority levels. For example, for the partner population, 100% of the firms track women lawyers and URE lawyers, 93% track LGBTQ+ lawyers, and 75% track lawyers with disabilities.

## Tracking Demographics – Firm Leadership



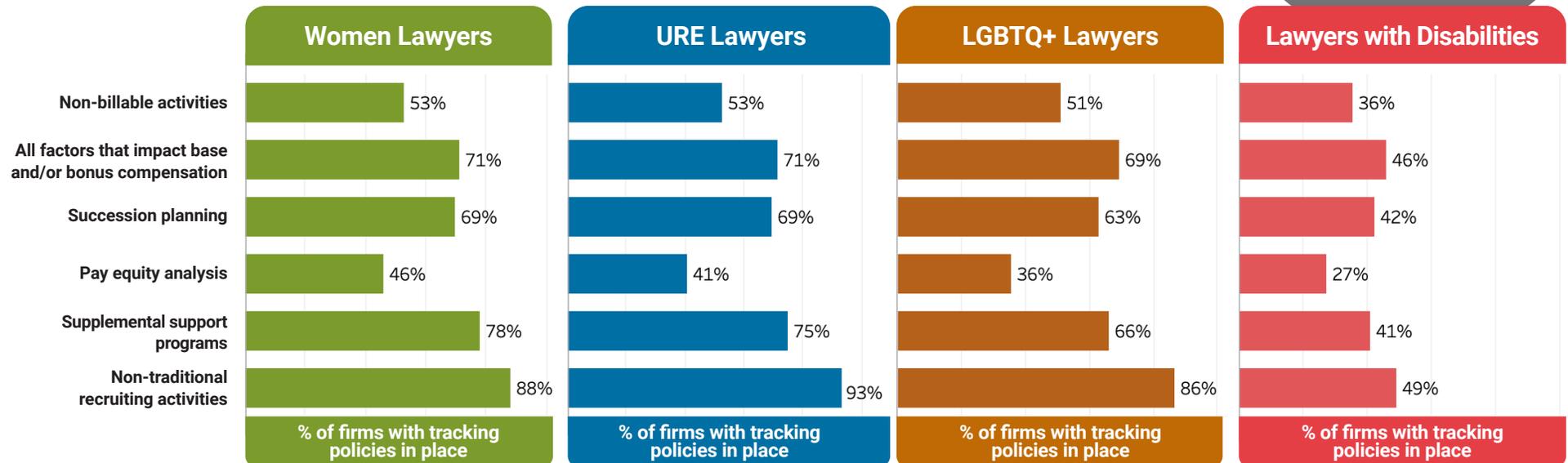
# Are firms tracking certain metrics across underrepresented populations and working to make meaningful changes to remedy inequities?

↔ At the Firm Leadership level, fewer than 50% of participating law firms are tracking and taking action on the activities listed below for lawyers with disabilities, while more than 50% are for women lawyers, URE lawyers, and LGBTQ+ lawyers with one exception—pay equity analysis.

↓ Pay equity analysis has the lowest percentage of firms tracking and taking action across the four demographic groups at the Firm Leadership level. Given the relatively low performance of firms that meet the thresholds for top earners in their firms, this should be a higher priority for firms.

**How to read the graph:**  
The bars correspond to the percentage of responding firms that currently track inclusion and equity activities across all groups for firmwide business systems and talent practices. For example, for non-billable activities, 53% of firms track for women lawyers and URE lawyers, 51% of firms track for LGBTQ+ lawyers, and 36% of firms track for lawyers with disabilities.

## Tracking Metrics and Taking Action – Firm Leadership

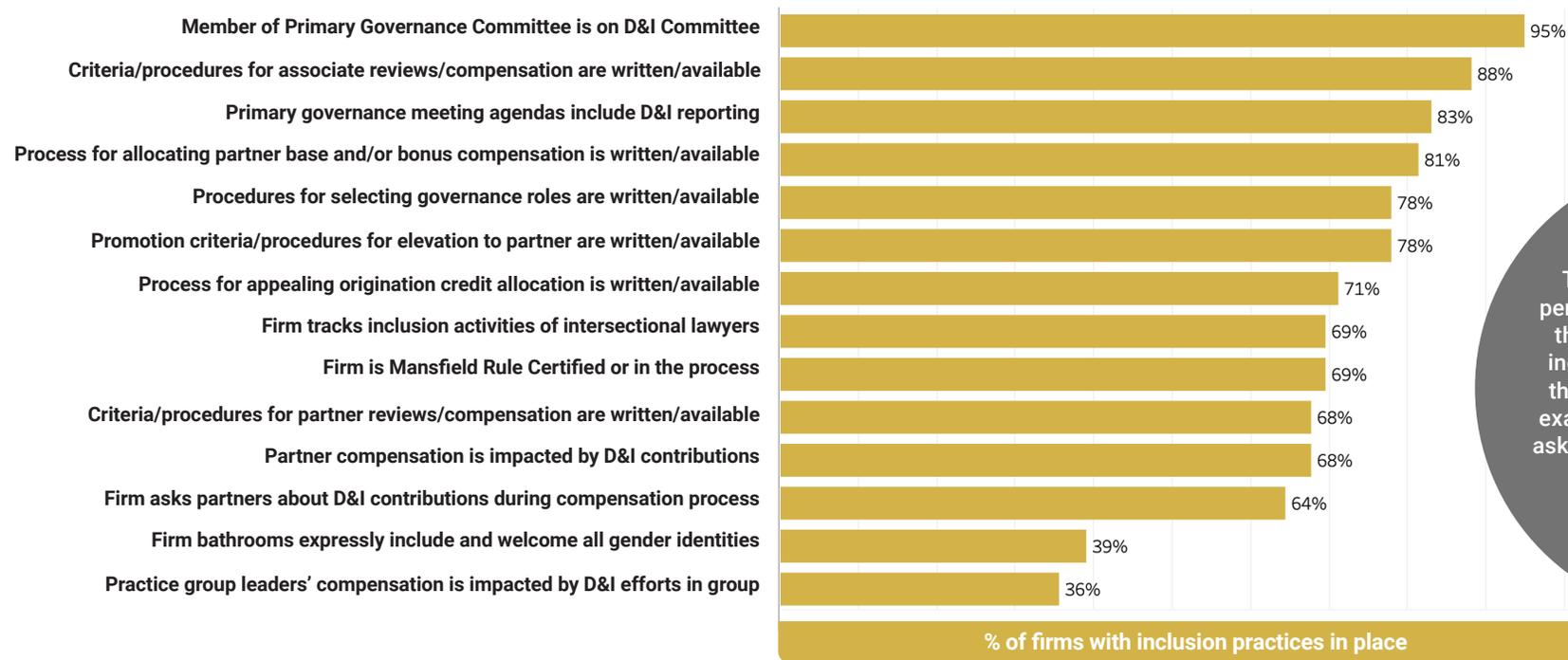


## Are firms engaging in practices known to support inclusive workspaces?

- At the Firm Leadership level, law firms tend to engage in inclusion activities related to partner compensation—written process for partner performance reviews and compensation, partner compensation impacted by D&I contributions, D&I contributions asked about during compensation process, and practice group leaders’ compensation impacted by D&I efforts—less often than other practices.
- There are still law firms not engaging in even the simplest of inclusion practices at the Firm Leadership level, such as having a written process for associate reviews and compensation and including D&I reporting during primary governance meetings.

- The two inclusion practices with the lowest response rates at the Firm Leadership level, by far, are (1) expressly including and welcoming all gender identities in bathrooms and (2) having practice group leaders' compensation impacted by D&I efforts within their groups. These two inclusion practices are especially meaningful. Having inclusive bathrooms is a highly visible signal of an inclusive environment (or lack thereof), while having practice group leaders’ compensation impacted by D&I efforts is one of the most direct ways that firms can align their incentive structures with their values.

### Inclusion Practices – Firm Leadership



**How to read the graph:**  
The bars correspond to the percentage of responding firms that currently have the listed inclusion practices in place at the Firm Leadership level. For example, 64% of firms currently ask about diversity and inclusion contributions during the compensation process.

# Section 4:

## IP and Security Analysis and Results

The Inclusion Blueprint’s IP and Security section covers practice group responses to questions about key practice group inclusion indicators—meeting representation thresholds for diversity, realizing year-over-year progress in representation, tracking metrics, and implementing inclusion practices.

The IP and Security section includes responses from the following practice groups:

 IP - General

 IP - Litigation

 IP - Transactional

 Privacy/Cybersecurity

**52%**

of IP and Security practice groups are led by an underrepresented lawyer.



**94%**

of IP and Security practice groups make diversity and inclusion a routine agenda topic in practice group meetings.



**77%**

of IP and Security practice groups track inclusion activities to ensure that lawyers who identify in more than one underrepresented category (often termed “intersectionality”) are provided with equal access to opportunities.

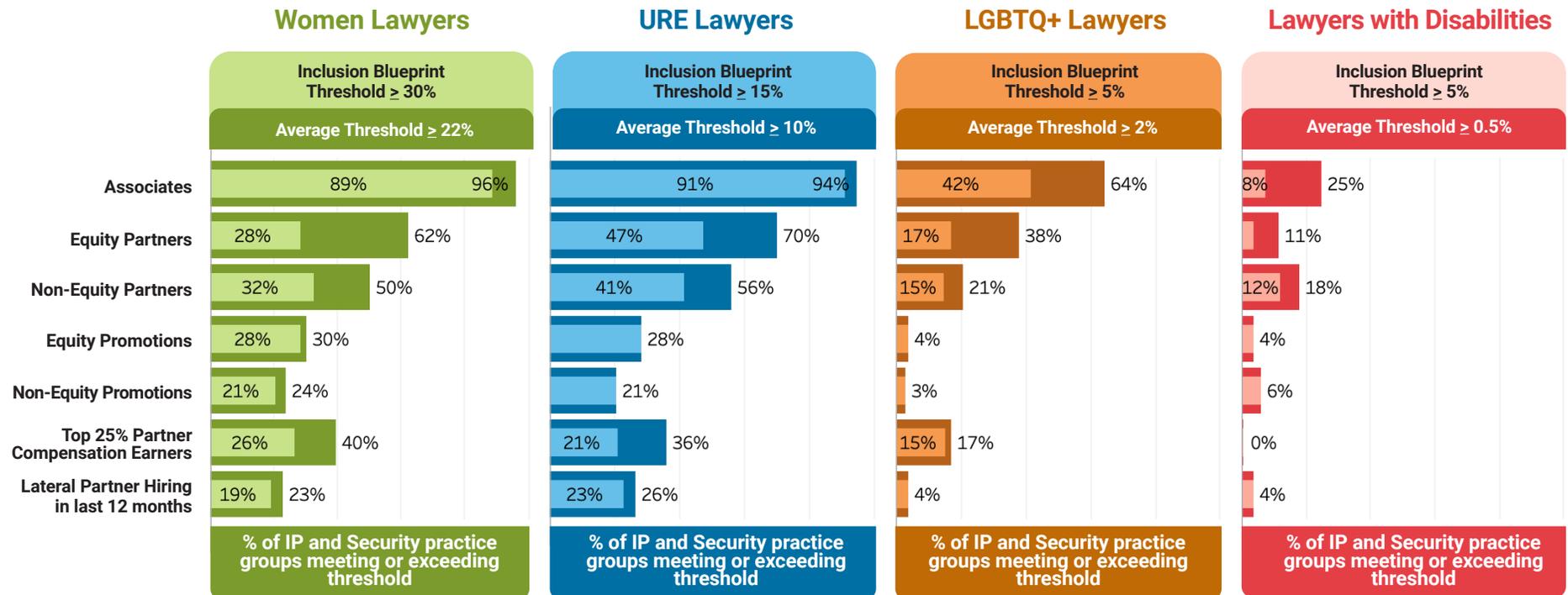


# Are practice groups meeting the Average or Inclusion Blueprint Thresholds for representation?

↑ More IP and Security practice groups are meeting the thresholds for URE lawyers than the thresholds for women lawyers at both the equity and non-equity partner levels.

↑ More IP and Security practice groups are meeting the Average Thresholds for women lawyers, URE lawyers, and LGBTQ+ lawyers at the equity partner level than at the non-equity partner level.

## Meeting Representation Thresholds for Diversity – IP and Security



**How to read the graph:**  
 The bars correspond to the percentage of responding IP and Security practice groups that meet each threshold. For example, 62% of IP and Security practice groups meet the Average Threshold (at least 22%) for women equity partners, while 28% of IP and Security practice groups meet the Inclusion Blueprint Threshold (at least 30%) for women equity partners.

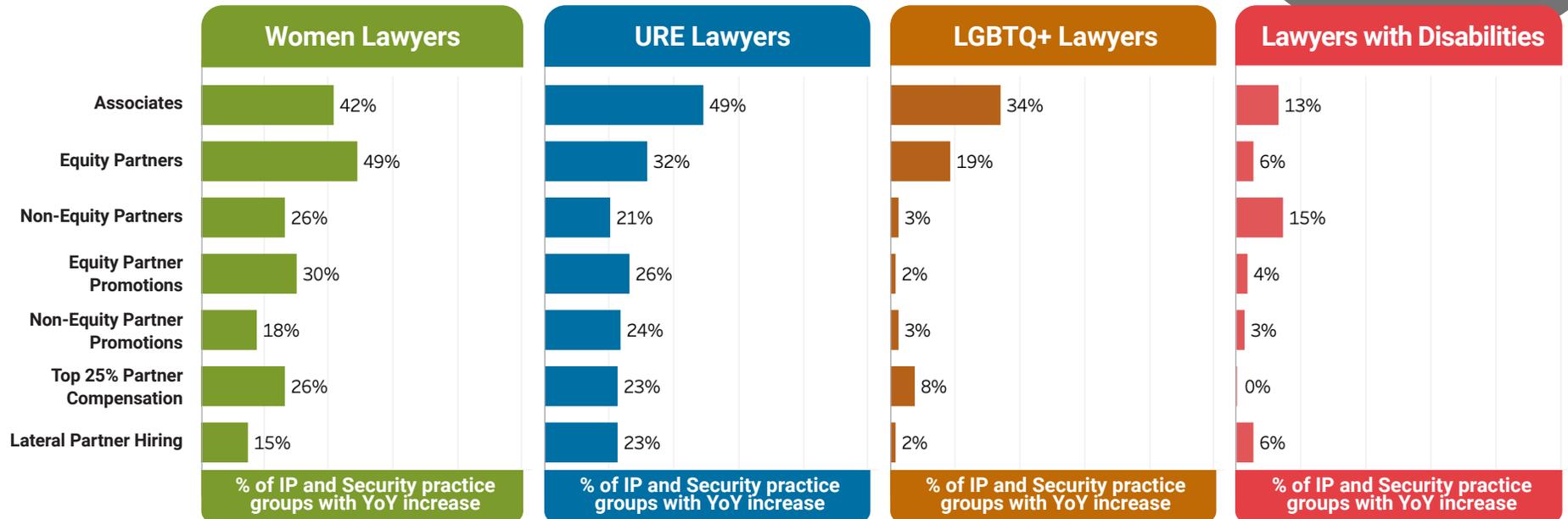
# Has progress been made over the past year in increasing diversity at the Practice Group level?

- ↔ Nearly 50% of the IP and Security practice groups increased the representation of women within their equity partnership, while only 42% of IP and Security practice groups increased the representation of women associates. This result could be because women are already well represented at the associate level, making year-over-year progress less achievable.
- ↑ A higher percentage of IP and Security practice groups achieved year-over-year progress at the equity partnership level than at the non-equity partnership level for all underrepresented populations except lawyers with disabilities.

- ↑ For all underrepresented populations except LGBTQ+ lawyers, more firms reported a year-over-year increase in equity partnership promotions than did for non-equity partnership promotions. This increased diversity at the equity partnership level is important, as the equity partnership is the primary pipeline to leadership within law firms.

**How to read the graph:**  
The bars correspond to the percentage of responding firms that reported increased representation in IP and Security practice groups from December 2019 to December 2020 for each category shown. For example, in that time period, 49% of IP and Security practice groups increased the representation of women equity partners, 32% increased the representation of URE equity partners, 19% increased the representation of LGBTQ+ equity partners, and 6% increased the representation of equity partners with disabilities.

## Year-over-Year Progress in Diversity Representation (2019 to 2020) – IP and Security

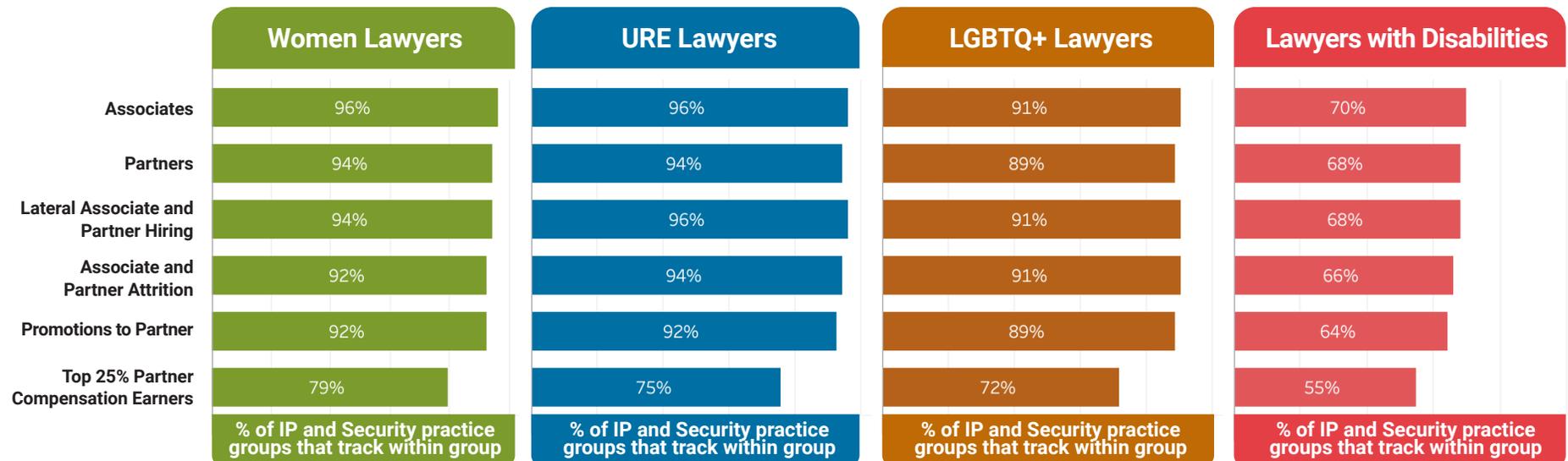


# Does the practice group track the demographic makeup of lawyers at various seniority levels within the group?

↓ On par with firm leadership, fewer IP and Security practice groups track lawyers with disabilities than the other demographic groups.

↑ Also in line with responses to the Firm Leadership section, IP and Security practice groups are more likely to track traditional talent metrics – such as headcount, promotion, and attrition – than the demographics of the top partner compensation earners.

## Tracking Demographics – IP and Security



**How to read the graph:**  
The bars correspond to the percentage of responding IP and Security practice groups that track the demographics of lawyers across various seniority levels. For example, for the partner population, 94% of IP and Security practice groups track women lawyers and URE lawyers, 89% track LGBTQ+ lawyers, and 68% track lawyers with disabilities.

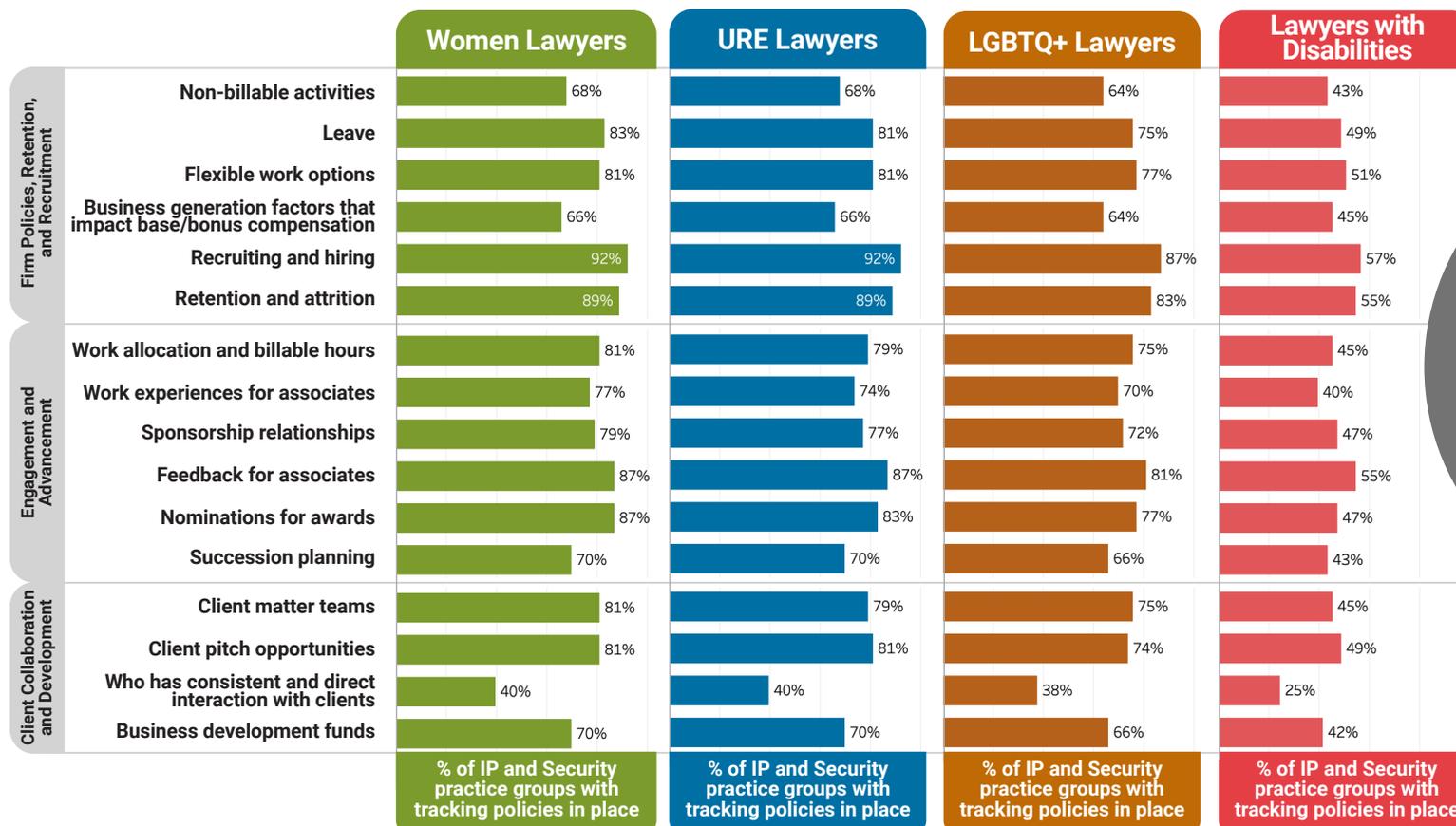
# Do firms or practice groups have a mechanism, system, and/or person that tracks the listed activities across various populations—for analysis and oversight by the Practice Group Leader—to ensure equal access to these opportunities within the practice group?

↓ Fewer IP and Security practice groups track who has consistent and direct interaction with clients than any other activity examined here. Again, this finding is especially important because access to clients is pivotal to a lawyer’s ability to build client relationships and, thus, develop the business required to advance within the firm.

↑ With the exception of that activity, at least 60% of IP and Security practice groups track each of the other activities examined here for women lawyers, URE lawyers, and LGBTQ+ lawyers.

↓ Fewer than 60% of IP and Security practice groups track each of the activities examined here for lawyers with disabilities.

## Tracking and Measuring Inclusion Activities – IP and Security



**How to read the graph:**  
The bars correspond to the percentage of responding IP and Security practice groups that currently track inclusion and equity activities for business systems and talent practices. For example, for client matter teams, 81% of IP and Security practice groups track women lawyers, 79% track URE lawyers, 75% track LGBTQ+ lawyers, and 45% track lawyers with disabilities.

# Section 5:

## Corporate/Commercial/Finance Analysis and Results

The Inclusion Blueprint's Corporate/Commercial/Finance section covers practice group responses to questions about key practice group inclusion indicators—meeting representation thresholds for diversity, realizing year-over-year progress in representation, tracking metrics, and implementing inclusion practices.

The Corporate/Commercial/Finance section includes responses from the following practice groups:

-  Banking
-  Bankruptcy
-  Corporate - General
-  Corporate - Emerging Company/Venture Capital
-  Corporate - Finance/Securities/Capital Markets
-  Corporate - M&A
-  Insurance
-  Project Finance
-  Real Estate
-  Entertainment

**72%** of Corporate/Commercial/Finance practice groups are led by an underrepresented lawyer.



**92%** of Corporate/Commercial/Finance practice groups make diversity and inclusion routine agenda topics in practice group meetings.



**88%** of Corporate/Commercial/Finance practice groups track inclusion activities to ensure that lawyers who identify in more than one underrepresented category (often termed "intersectionality") are provided with equal access to opportunities.



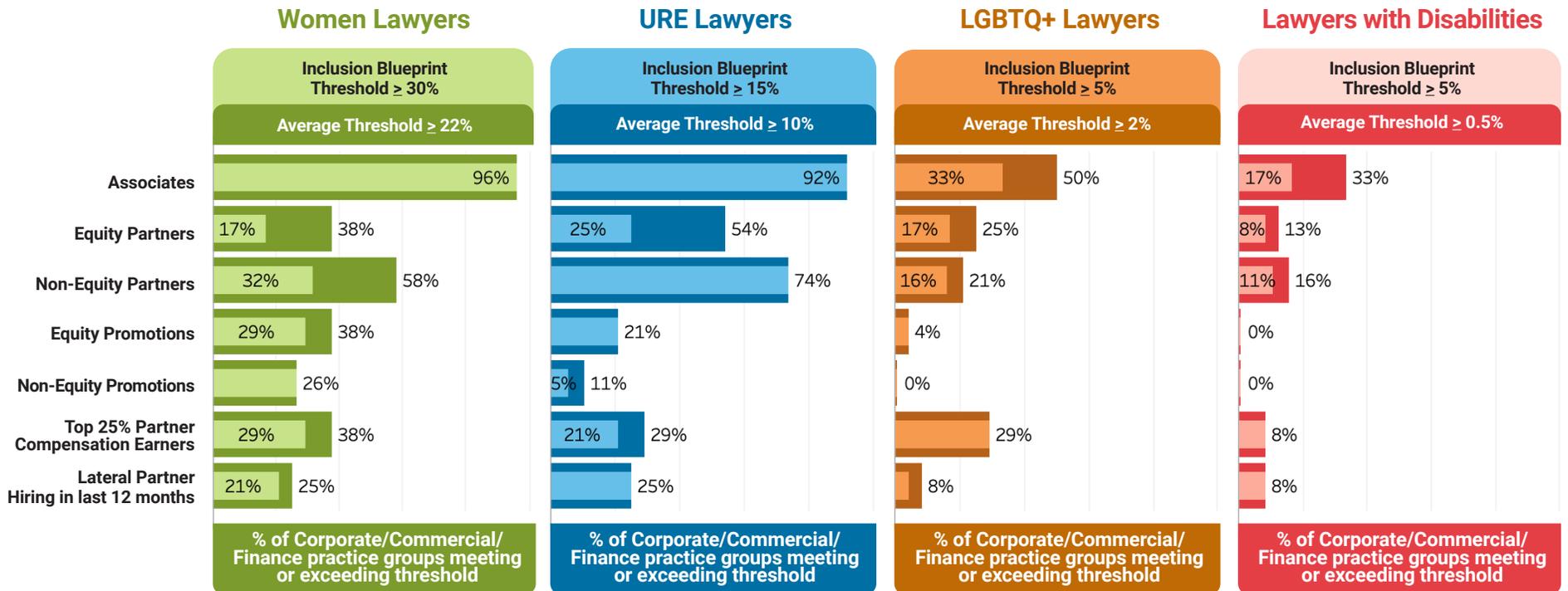
# Are practice groups meeting the Average or Inclusion Blueprint Thresholds for representation?

- Corporate/Commercial/Finance practice groups are largely meeting the Average and Inclusion Blueprint Thresholds for both women lawyers and URE lawyers at the associate level. However, there is a steep drop-off of Corporate/Commercial/Finance practice groups that meet the thresholds for LGBTQ+ associates and associates with disabilities.
- As expected, there is also a steep drop in the number of firms that meet the thresholds for all demographic groups at the associate level versus more senior positions and/or statuses within Corporate/Commercial/Finance practice groups.

- A bright spot is that nearly 30% of Corporate/Commercial/Finance practice groups meet both thresholds for LGBTQ+ lawyers who make up the top partner compensation earners.

**How to read the graph:**  
The bars correspond to the percentage of responding Corporate/Commercial/Finance practice groups that meet each threshold. For example, 38% of Corporate/Commercial/Finance practice groups meet the Average Threshold (at least 22%) for women equity partners, while 17% of practice groups meet the Inclusion Blueprint Threshold (at least 30%) for women equity partners.

## Meeting Representation Thresholds for Diversity – Corporate/Commercial/Finance



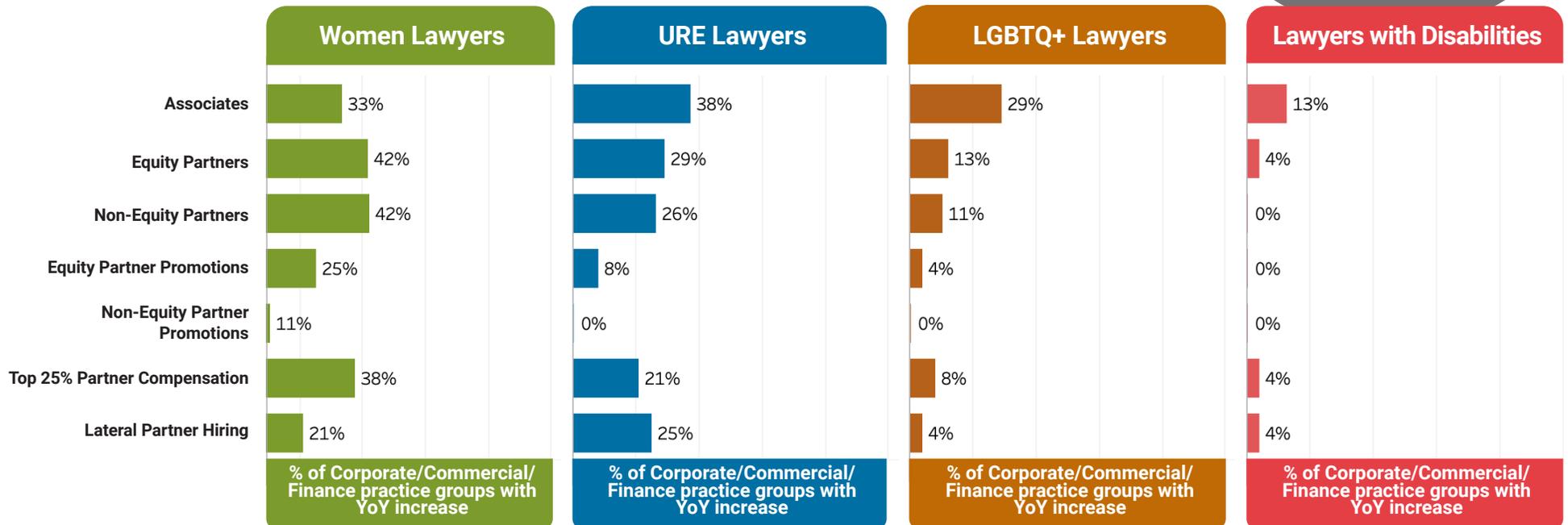
# Has progress been made over the past year in increasing diversity at the Practice Group level?

↑ More Corporate/Commercial/Finance practice groups are making year-over-year progress on the representation of women in the equity partnership than they are for women associates. This could be because women are already well represented at the associate level, making year-over-year progress less achievable.

↑ More Corporate/Commercial/Finance practice groups reported a year-over-year increase in diversity representation at the equity partnership level than the non-equity partnership level for URE lawyers, LGBTQ+ lawyers, and lawyers with disabilities.

**How to read the graph:**  
The bars correspond to the percentage of responding firms that reported increased representation in the Corporate/Commercial/Finance practice groups from December 2019 to December 2020 for each category shown. For example, in that time period, 42% of Corporate/Commercial/Finance practice groups increased the representation of women equity partners, 29% increased the representation of URE equity partners, 13% increased the representation of LGBTQ+ equity partners, and 4% increased the representation of equity partners with disabilities.

## Year-over-Year Progress in Diversity Representation (2019 to 2020) – Corporate/Commercial/Finance

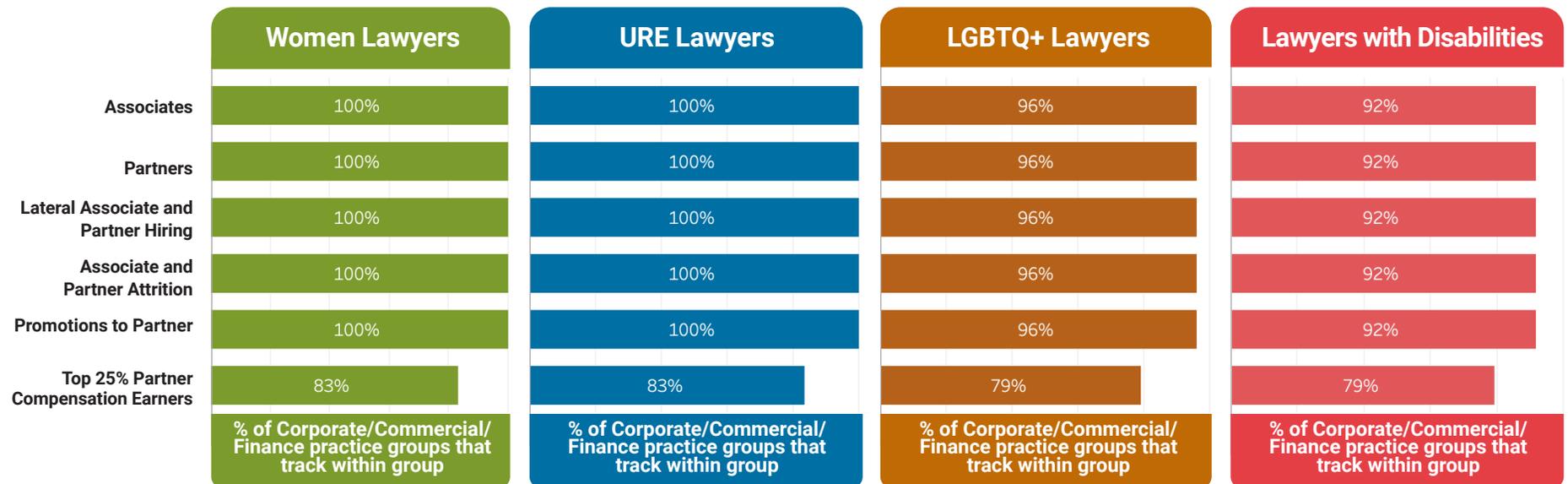


# Does the practice group track the demographic makeup of lawyers at various seniority levels within the group?

↑ Nearly all Corporate/Commercial/Finance practice groups are tracking every category for every demographic group.

↓ Fewer Corporate/Commercial/Finance practice groups track the demographics of the top partner compensation earners than any other category evaluated.

## Tracking Demographics – Corporate/Commercial/Finance



**How to read the graph:**  
 The bars correspond to the percentage of responding Corporate/Commercial/Finance practice groups that track the demographics of lawyers across various seniority levels. For example, for the partner population, 100% of the Corporate/Commercial/Finance practice groups track women lawyers and URE lawyers, 96% track LGBTQ+ lawyers, and 92% track lawyers with disabilities.

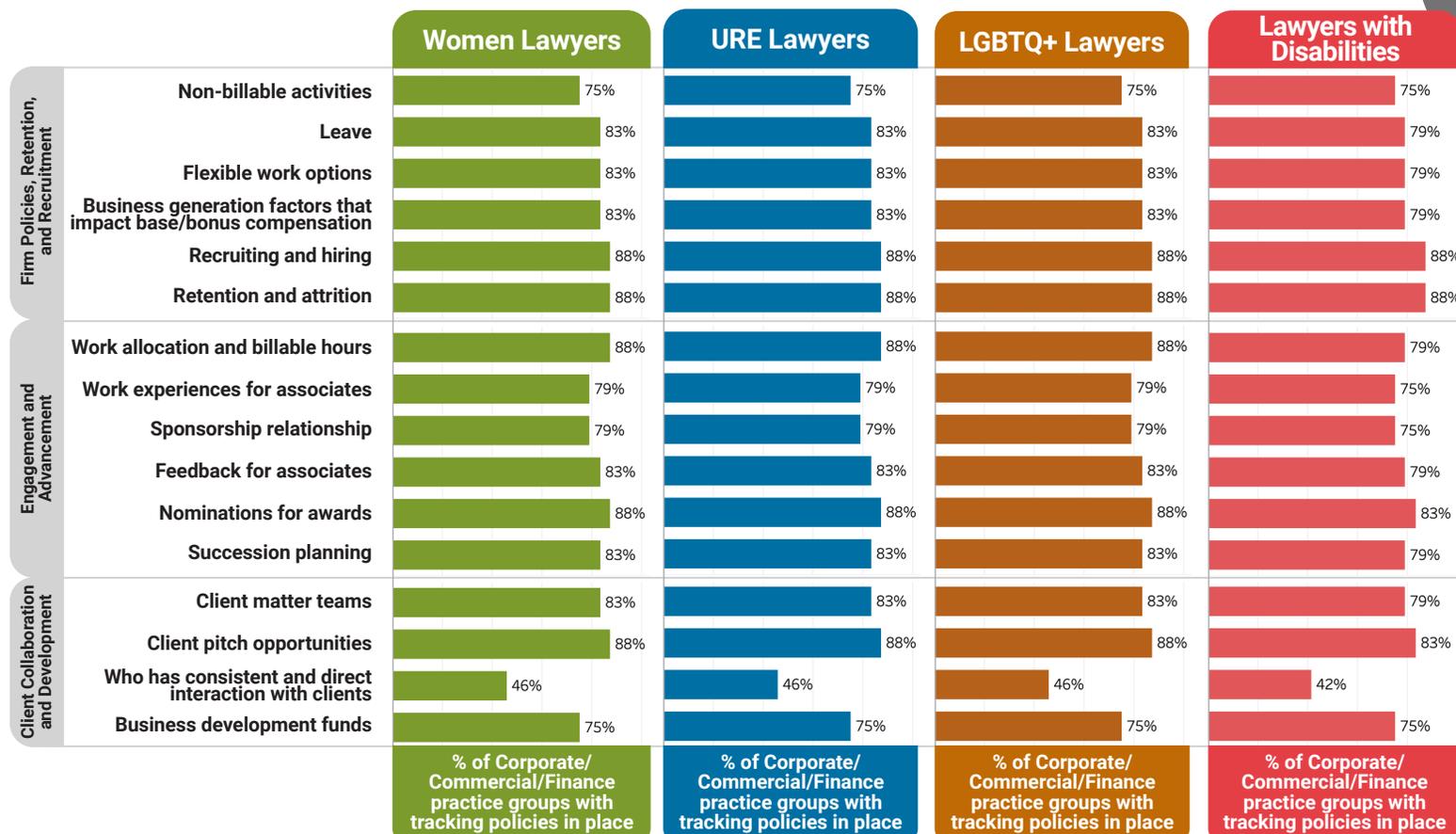
# Do firms or practice groups have a mechanism, system, and/or person that tracks the listed activities across various populations—for analysis and oversight by the Practice Group Leader—to ensure equal access to these opportunities within the practice group?

↓ A considerably lower percentage of Corporate/Commercial/Finance practice groups are tracking who has consistent and direct interaction with client teams than any other activity examined. Access to clients is pivotal to a lawyer’s ability to build relationships and develop and advance professionally, making this activity especially critical.

↑ With the exception of that item, at least 75% of Corporate/Commercial/Finance practice groups track each of the other activities examined here for all four demographic groups.

**How to read the graph:**  
The bars correspond to the percentage of responding Corporate/Commercial/Finance practice groups that currently track inclusion and equity activities for business systems and talent practices. For example, for client matter teams, 83% of Corporate/Commercial/Finance practice groups track women lawyers, URE lawyers, and LGBTQ+ lawyers, and 79% of practice groups track lawyers with disabilities.

## Tracking and Measuring Inclusion Activities – Corporate/Commercial/Finance



# Section 6:

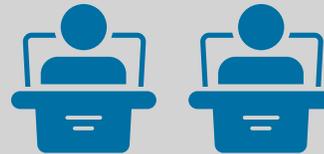
## Litigation Analysis and Results

The Litigation section covers practice group responses to questions about key practice group inclusion indicators—meeting representation thresholds for diversity, realizing year-over-year progress in representation, tracking metrics, and implementing inclusion practices.

The Litigation section includes responses from the following practice groups:

-  Litigation - General
-  Litigation - Appellate
-  Litigation - White Collar/Securities Enforcement
-  Antitrust
-  Employment/Labor

**57%** of Litigation practice groups are led by an underrepresented lawyer.



**91%** of Litigation practice groups include diversity and inclusion as routine agenda topics in practice group meetings.



**87%** of Litigation practice groups track inclusion activities to ensure that lawyers who identify in more than one underrepresented category (often termed “intersectionality”) are provided with equal access to opportunities.



# Are practice groups meeting the Average or Inclusion Blueprint Thresholds for representation?

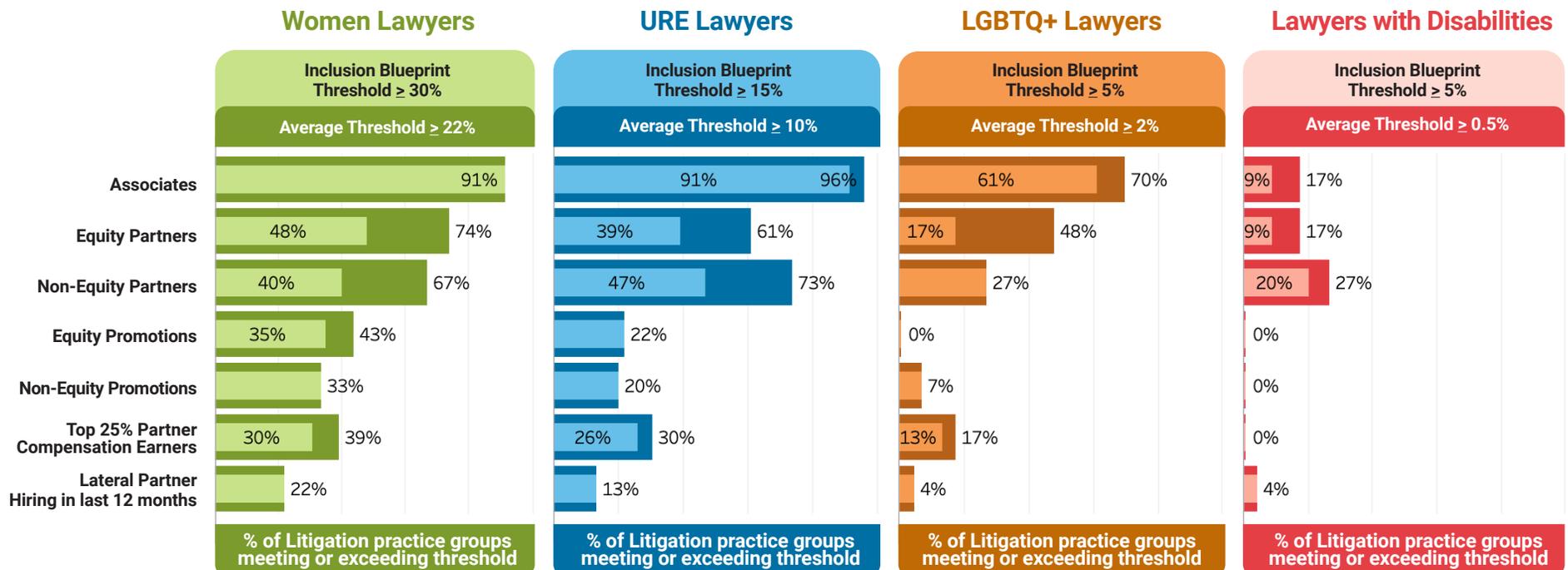
↔ Litigation practice groups are largely meeting both thresholds for women associates and URE associates. While there is a slight dip, a large percentage of these practice groups are also meeting the LGBTQ+ thresholds for associates.

↑ Also encouraging is that nearly 50% of Litigation practice groups are at or above the Average Threshold for equity partners who identify as LGBTQ+.

↓ By contrast, fewer Litigation practice groups are meeting the thresholds for lawyers with disabilities at any level within the practice group.

**How to read the graph:**  
The bars correspond to the percentage of responding Litigation practice groups that meet each threshold. For example, 74% of practice groups meet the Average Threshold (at least 22%) for women equity partners, while 48% of Litigation practice groups meet the Inclusion Blueprint Threshold (at least 30%) for women equity partners.

## Meeting Representation Thresholds for Diversity – Litigation



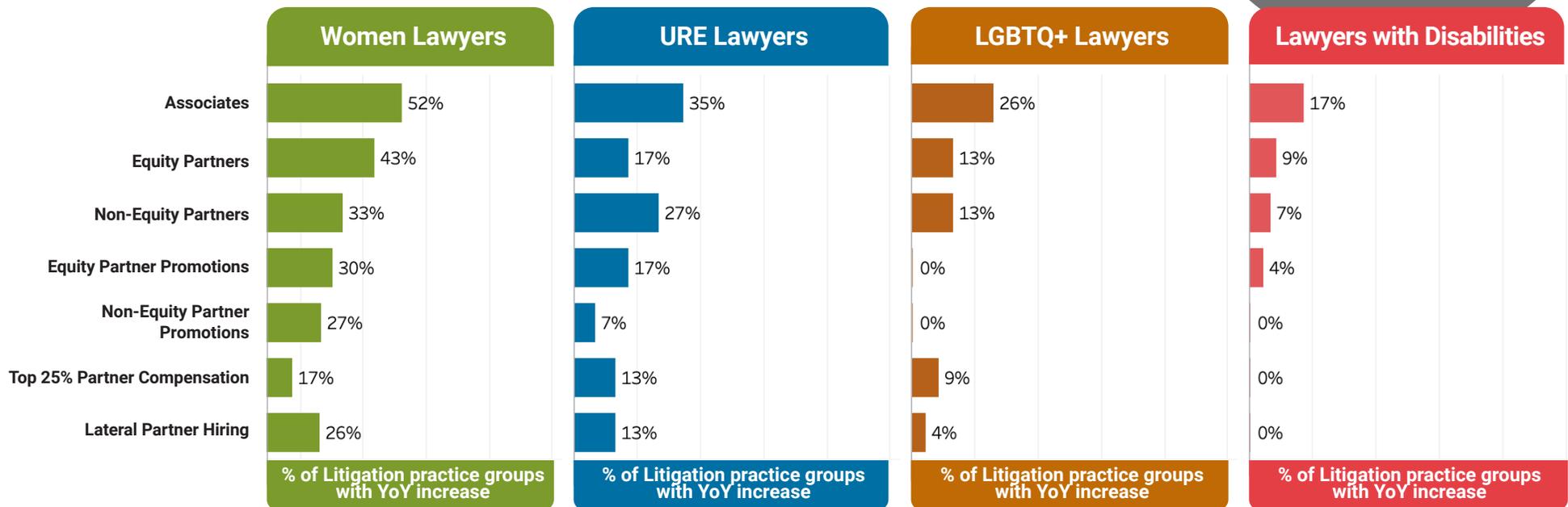
# Has progress been made over the past year in increasing diversity at the Practice Group level?

- ↩ In general, Litigation practice groups are doing a better job at increasing their representation of women at all levels within the practice groups than they are for any other demographic population evaluated by the Inclusion Blueprint.
- ↑ At least as many, if not more, Litigation practice groups are achieving year-over-year progress in the representation of women lawyers, LGBTQ+ lawyers, and lawyers with disabilities for equity partners as are for non-equity partners.

- ↑ While fewer Litigation practice groups are meeting the thresholds for URE lawyers at the equity partner level than the non-equity partner level, significantly more Litigation practice groups increased the representation of URE lawyers in their most recently promoted equity partnership class than did for their most recently promoted non-equity partnership class.

**How to read the graph:**  
 The bars correspond to the percentage of responding firms that reported increased representation in the Litigation practice groups from December 2019 to December 2020 for each category shown. For example, in that time period, 43% of Litigation practice groups increased the representation of women equity partners, 17% increased the representation of URE equity partners, 13% increased the representation of LGBTQ+ equity partners, and 9% increased the representation of equity partners with disabilities.

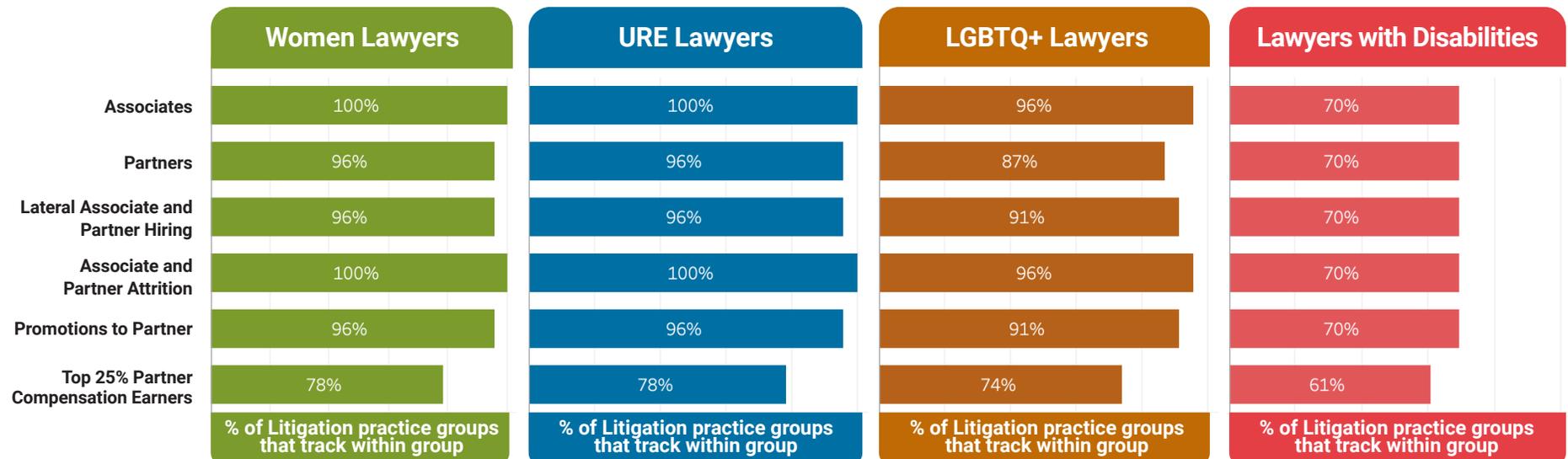
## Year-over-Year Progress in Diversity Representation (2019 to 2020) – Litigation



# Does the practice group track the demographic makeup of lawyers at various seniority levels within the group?

↓ Fewer Litigation practice groups track the demographics of the top partner compensation earners than any other category examined here.

## Tracking Demographics – Litigation



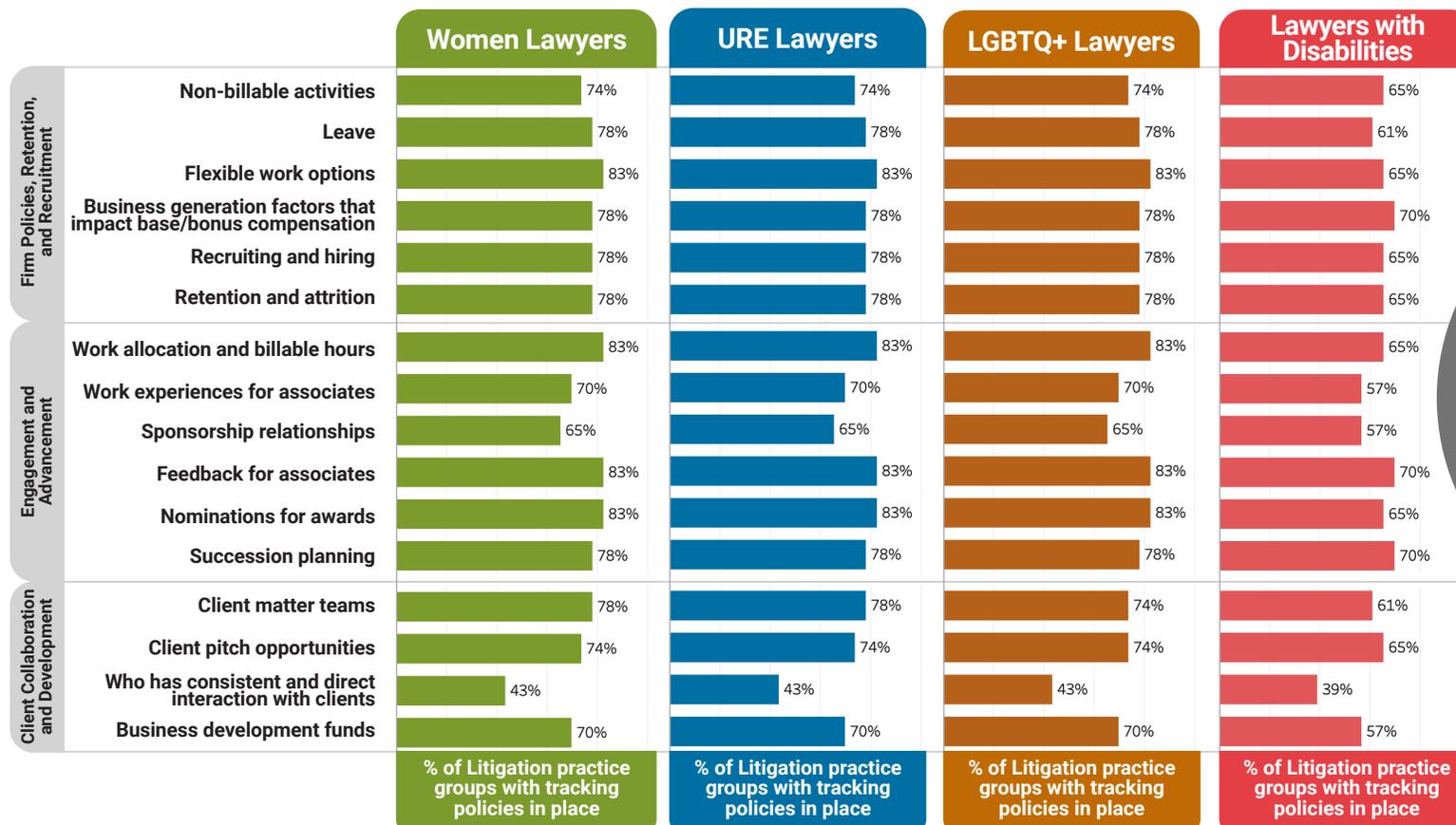
**How to read the graph:**  
 The bars correspond to the percentage of responding Litigation practice groups that track the demographics of lawyers across various seniority levels. For example, for the partner population, 96% of the Litigation practice groups track women lawyers and URE lawyers, 87% track LGBTQ+ lawyers, and 70% track lawyers with disabilities.

# Do firms or practice groups have a mechanism, system, and/or person that tracks the listed activities across various populations—for analysis and oversight by the Practice Group Leader—to ensure equal access to these opportunities within the practice group?

Tracking who has consistent and direct interaction with clients is, by far, the least-tracked activity for Litigation practice groups.

Fewer than 80% of Litigation practice groups are tracking and measuring many of the inclusion activities for all demographic populations. This includes fairly simple and straightforward inclusion activities, such as tracking and analyzing parental leave *and* ensuring it is being used across various demographic populations and tracking and analyzing recruiting and hiring outcomes to ensure equity across all groups.

## Tracking and Measuring Inclusion Activities – Litigation



**How to read the graph:**  
The bars correspond to the percentage of responding Litigation practice groups that currently track inclusion and equity activities for business systems and talent practices. For example, for client matter teams, 78% of Litigation practice groups track women lawyers and URE lawyers, 74% track LGBTQ+ lawyers, and 61% track lawyers with disabilities.

# Section 7:

## Regulatory Analysis and Results

The Regulatory section covers practice group responses to questions about key practice group inclusion indicators—meeting representation thresholds for diversity, realizing year-over-year progress in representation, tracking metrics, and implementing inclusion practices.

The Regulatory section includes responses from the following practice groups:

 Administrative/Regulatory

 Energy

 Environmental

 ERISA/Benefits

 Government Contracts

 Healthcare

 Immigration

 International

 Tax

 Trusts & Estates

**67%** of Regulatory practice groups are led by an underrepresented lawyer.



**89%** of Regulatory practice groups make diversity and inclusion a routine agenda topic in practice group meetings.



**89%** of Regulatory practice groups track inclusion activities to ensure that lawyers who identify in more than one underrepresented category (often termed “intersectionality”) are provided with equal access to opportunities.

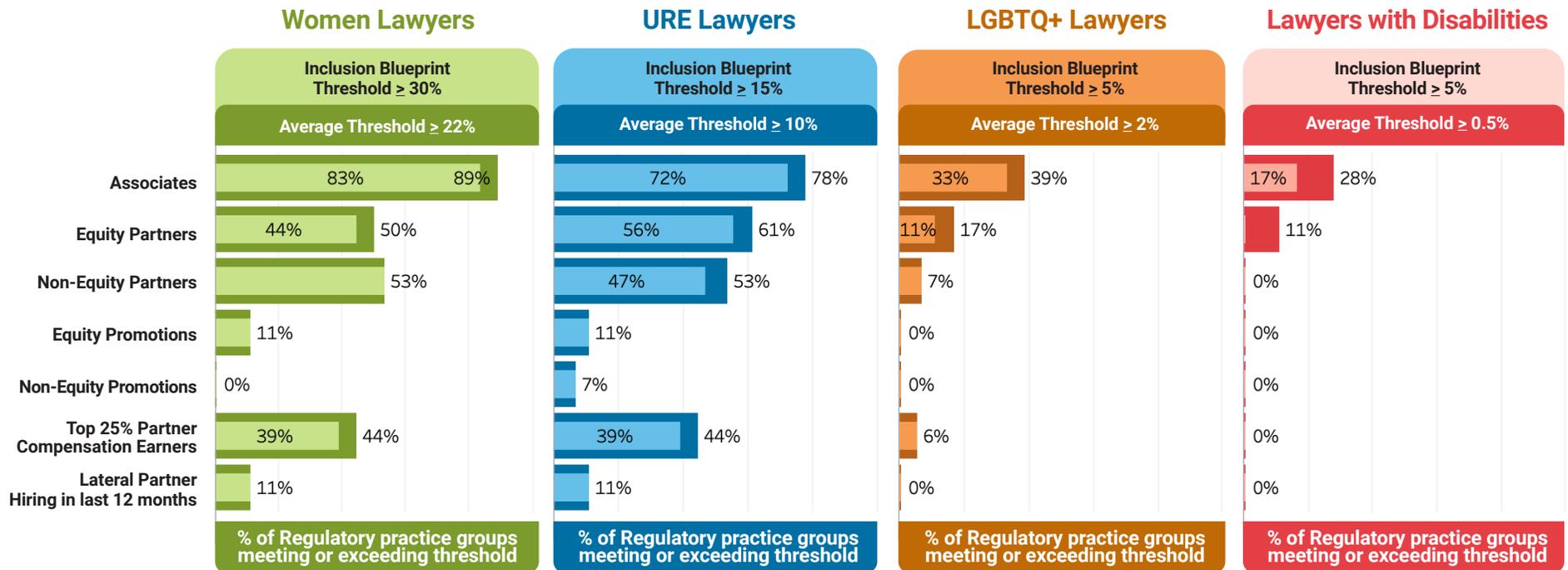


# Are practice groups meeting the Average or Inclusion Blueprint Thresholds for representation?

↩ Nearly 40% of Regulatory practice groups met the Inclusion Blueprint Thresholds for women lawyers and URE lawyers as top compensation earners, and 44% met the Average Thresholds for those groups. While still less than a majority, this result is encouraging.

↑ More Regulatory practice groups are meeting both thresholds for URE lawyers, LGBTQ+ lawyers, and lawyers with disabilities at the equity partner level than are meeting the thresholds at the non-equity partner level.

## Meeting Representation Thresholds for Diversity – Regulatory



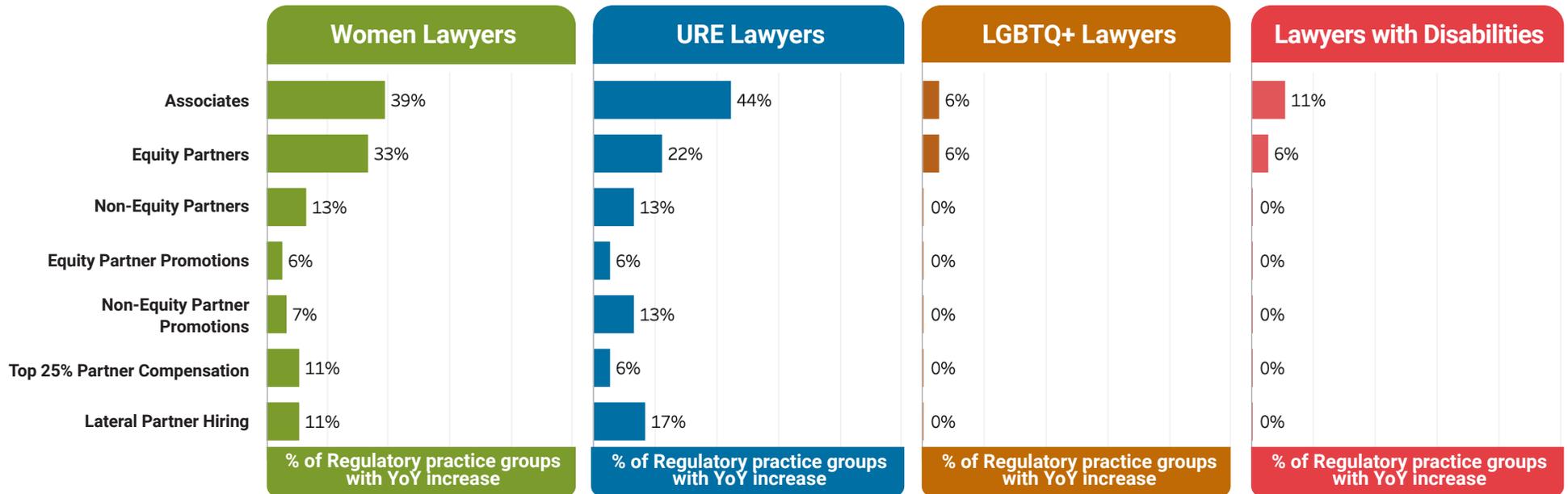
**How to read the graph:**  
The bars correspond to the percentage of responding Regulatory practice groups that meet each threshold. For example, 50% of practice groups meet the Average Threshold (at least 22%) for women equity partners, while 44% of Regulatory practice groups meet the Inclusion Blueprint Threshold (at least 30%) for women equity partners.

# Has progress been made over the past year in increasing diversity at the Practice Group level?

↓ By and large, few practice groups in the Regulatory space reported year-over-year progress for all demographic groups across all seniority levels.

↑ More Regulatory practice groups reported year-over-year progress across all four demographics for equity partners than for non-equity partners.

## Year-over-Year Progress in Diversity Representation (2019 to 2020) – Regulatory



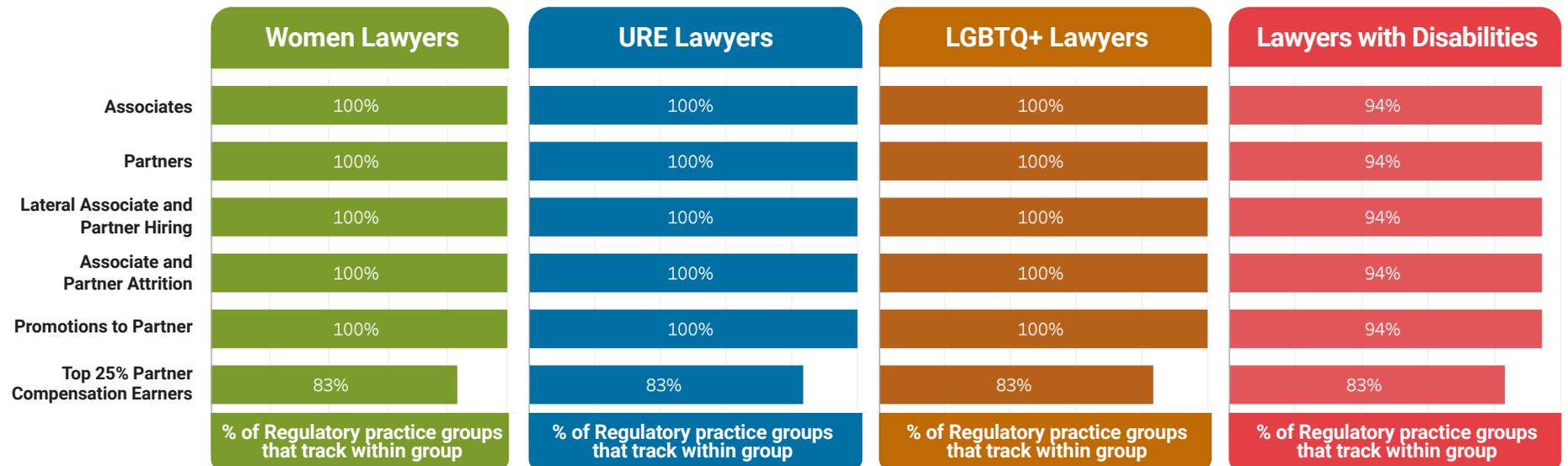
**How to read the graph:**  
 The bars correspond to the percentage of responding firms that reported increased representation in the Regulatory practice groups from December 2019 to December 2020 for each category shown. For example, in that time period, 33% of Regulatory practice groups increased the representation of women equity partners, 22% increased the representation of URE equity partners, 6% increased the representation of LGBTQ+ equity partners and equity partners with disabilities.

# Does the practice group track the demographic makeup of lawyers at various seniority levels within the group?

↑ Nearly all Regulatory practice groups are tracking all demographic categories at every seniority level within the practice group.

↓ Fewer Regulatory practice groups track the demographics of the top partner compensation earners than any other category examined here.

## Tracking Demographics – Regulatory



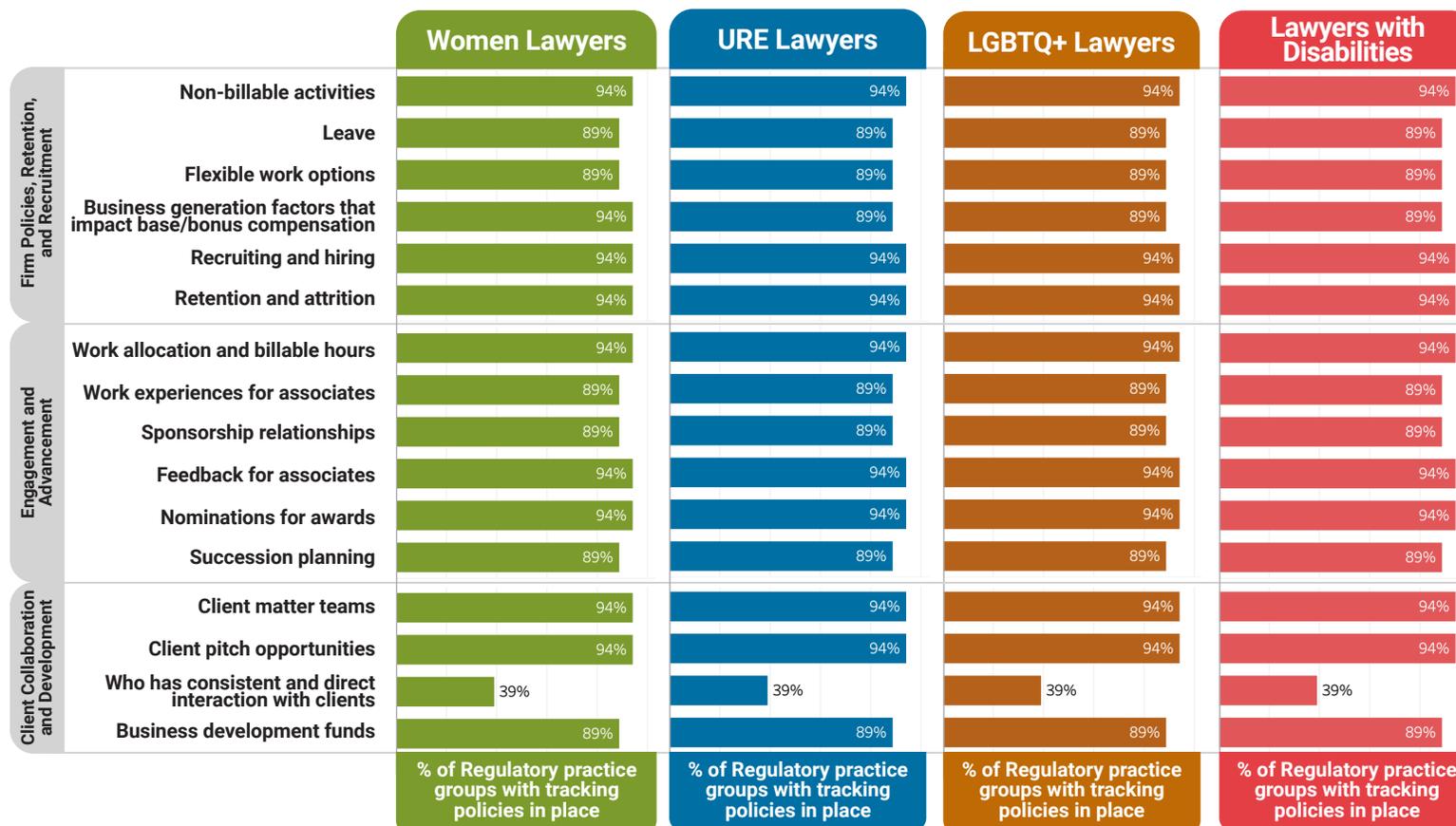
**How to read the graph:**  
 The bars correspond to the percentage of responding Regulatory practice groups that track the demographics of lawyers across various seniority levels. For example, for the partner population, 100% of the Regulatory practice groups track women lawyers, URE lawyers, and LGBTQ+ lawyers, and 94% track lawyers with disabilities.

# Do firms or practice groups have a mechanism, system, and/or person that tracks the listed activities across various populations—for analysis and oversight by the Practice Group Leader—to ensure equal access to these opportunities within the practice group?

↑ By and large, if a Regulatory practice group tracks one demographic group for a particular activity, it tracks all demographic groups for that activity.

↓ Amongst the Regulatory practice groups, 89% or more are tracking and measuring all inclusion activities across all underrepresented populations, with the extreme exception of tracking who has consistent and direct interaction with clients, at 39%. Having access to clients is pivotal to a lawyer’s ability to build relationships and develop and advance professionally, making this activity especially critical.

## Tracking and Measuring Inclusion Activities – Regulatory



**How to read the graph:**  
The bars correspond to the percentage of responding Regulatory practice groups that currently track inclusion and equity activities for business systems and talent practices. For example, for client matter teams, 94% of Regulatory practice groups track women lawyers, URE lawyers, LGBTQ+ lawyers, and lawyers with disabilities.



[Diversity Lab](#) is an incubator for innovative ideas and solutions that boost diversity and inclusion in law. Experimental ideas—such as the [Inclusion Blueprint](#), the [OnRamp Fellowship](#), and the [Mansfield Rule](#)—are created through Diversity Lab’s [Hackathons](#) and piloted in collaboration with more than 200 law firms and legal departments across the country. Diversity Lab leverages data, behavioral science, design thinking, and technology to further develop and test new ideas and research, measure the results, and share the lessons learned. For more information, visit [www.diversitylab.com](http://www.diversitylab.com).



[ChIPs](#) is a nonprofit organization focused on advancing and connecting women in technology, law, and policy. ChIPs seeks to accelerate innovation in these areas by increasing diversity of thought, participation, and engagement. At ChIPs, members are united in the belief that diversity, of all types, is essential to innovation and to a thriving, evolving society. Membership is open to anyone who shares this mission. Founded in 2005 by seven women chiefs of intellectual property, it has expanded beyond those roots, now with over 3,000 members and nine regional chapters in the United States and abroad. Many members are engaged at the heart of current events as active participants in the lawmaking, policymaking, judicial, advocacy, and innovation processes. Please visit [www.chipsnetwork.org](http://www.chipsnetwork.org).