



2021 ABA
Model
Diversity
Survey

2021 ABA Model Diversity Survey



Commission on Racial and Ethnic Diversity in the Profession

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FOREWORD ON BEHALF OF THE AMERICAN BAR ASSOCIATION



“We are now faced with the fact that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there ‘is’ such a thing as being too late. This is no time for apathy or complacency. This is a time for vigorous and positive action.” – Martin Luther King Jr.

We, the Commission on Racial and Ethnic Diversity of the American Bar Association, are honored to present this second report on diversity, equity and inclusion (“DEI”) in law firm practice, which is based on the Model Diversity Survey data. We hope that the data that we are presenting helps to focus on the fierce urgency of now as it relates to finding strategies to make our legal profession more diverse, more equitable and more inclusive.

As we seek to increase the diversity of the legal profession we are looking to:

- ❖ Increase diversity at all levels within the legal profession, which will make the legal field a more appealing profession for diverse individuals;
- ❖ Increase the number of diverse attorneys and remediate the issues of implicit bias in the legal profession; and
- ❖ Encourage corporate clients and law firms to develop strategies that result in greater retention of diverse attorneys in the legal profession.

The Model Diversity Survey seeks to inform law firms and corporate clients about the status of diversity as a means of working toward ABA Goal III: Eliminate Bias and Enhance Diversity. Data matters, information matters, and gathering data and providing information are ways to highlight the disparities so that we can develop and implement strategies that will result in making the legal profession a more equitable place. A major benefit of the survey is the opportunity to bring law firms and clients together for an honest discussion about the vital role of diversity to each and strategies they can employ to further



their diversity goals. It is the strategy and dialogue and commitment to measure results that will ultimately change the demographics of the legal profession.

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

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

A few words about this survey:

- ❖ This survey is still based on the original survey questions, not the updated survey released in 2021. The demographic categories do not include the differentiation of sexual identity and gender identity. The questions do not break down the information in ways that would allow analysis of intersectionality;
- ❖ This data is based on 2020 law firm demographics, which may not show the effects of the pandemic; and
- ❖ This report focuses on the changes from the first report, which we consider the baseline.

There are still a number of surveys in the marketplace, and hence the law firms are still gathering multiple sets of data. However, the Model Diversity Survey continues to have very high acceptance and is among those surveys used when a corporation uses more than one survey tool. The number of signatories using the Model Diversity Survey has increased more than 40% over the last two years.

We recognize that although the challenges are great, we can meet the challenges by examining data and finding solutions. The fierce urgency now spurs our work, and we hope it spurs more strategic solutions.

Michelle A. Behnke (Chair)

Matthew Archer-Beck

Aaron V. Burrell

James Durant (BOG Liaison)

German Gomez

Belinda Helzer

Shasta Inman

William Johnston

Ken Lecroix

Paul Lee

Lillian Moy

Jim Taronji

Tiffany Williams-Brewer

Evan Parness (Special Advisor)

Robert Grey (ABA Past President and Special Advisor to CREDP Chair)

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INTRODUCTION

EXECUTIVE SUMMARY

As with the previous report, this report examined the representation of race, gender identity, LGBTQ+, and disability status (sociodemographic groups) among the ranks of equity partners, non-equity partners, associates, counsels, and Other Attorneys (role groups) with respect to eight categories within law firms:

- Law firm demographics
- Hires
- Promotions from associate to partner
- Firm leadership
- Top 10% highest compensated partners
- Firm attrition
- Attorneys working a reduced schedule
- Diversity initiatives

The previous 2020 report, being the inaugural report, focused on documenting the status of sociodemographic groups within role groups along the eight categories listed above. The current report focuses a bit more on “change.” It’s important to recognize that data tends to present more of a snapshot of the way things are at any given moment. However, sometimes what is needed is more a “video” than a “snapshot” so that progress might be observed. The focal data in this report represents only a year out from the baseline data provided in the first report. Thus, not much change was observed, nor was it necessarily expected. Nonetheless we highlight changes throughout the report. It is important to note that any change that is highlighted herein must be seen as a potential beginning of a trend rather than as a trend per se. It is likely that such change

might either taper off or even reverse course in future data collections. This highlights the fact, and thus raises the caution, that changes can sometimes be just as much an artifact of differences in how data is collected and/or analyzed as a reflection of reality.

As the French writer Jean-Baptiste Alphonse Karr noted in 1849 (in a rough translation from the French), the *more things change, the more they stay the same*. Regardless of observed changes, most of what was documented in our first report remains the same, namely:

1. White attorneys, male attorneys, non-LGBTQ+ attorneys, and attorneys without disabilities dominate in representation within law firms and therefore in hires, promotions, leadership, and compensation.
2. Firm attrition is higher among racially and ethnically underrepresented—i.e., non-White—attorneys.
3. Growth (as a function of the ratio of hires to attrition) is occurring at the associate level among female, LGBTQ+, and racially and ethnically underrepresented attorneys. However, these same groups are experiencing a decline (as a function of the ratio of hires and promotions to attrition) at both equity and non-equity partnership levels.
4. The top 10% of the highest paid attorneys in firms are disproportionately made up of White male attorneys.
5. Firm leadership is disproportionately made up of White male attorneys.
6. As with previous years, the most frequent policies for 2020 were the policy that “prohibits discrimination based on disability, sexual orientation, gender identity, and gender expression,” and the policy that “specifically provides for paid maternity leave.”

But there were some subtle but notable changes in a few of the eight categories examined within law firms. These are briefly noted accordingly:

Firm Representation

While statistically negligible, there nonetheless appears to be positive trends in the representation of racially and ethnically underrepresented attorneys, female attorneys, LGBTQ+ attorneys, and attorneys with disabilities across virtually all roles—equity partners, non-equity partners, and associates in particular.

Hires

- Significant increase in the share of hires at the equity partner level accounted for by Hispanic/Latino attorneys, and a decrease for White attorneys, with a slight decrease for Black attorneys.
- Significant decrease in the percentage of hires accounted for by White associates and a slight increase for racially and ethnically underrepresented associates (mostly Hispanic/Latino).
- Slight increase in the percentage of hires accounted for by attorneys with disabilities at the non-equity partner level.
- LGBTQ+ attorneys went from growth in the percentage of hires to a decline at the associate level. This appeared partly due to a decrease in the share of hiring accounted for by these attorneys within the medium to very large firms.

Promotions

- Moderate increases in the percentage of promotions accounted for by racially and ethnically underrepresented and female associates to equity partner, whereas a substantial decrease in the percentage of promotions accounted for by White associates.
- A small decline in percentage of promotions accounted for by LGBTQ+ Associates to equity partner.
- The ratio of male associates promoted to equity partner to female associate promoted to equity partner was slightly larger than the corresponding ratio for non-equity partner promotions.

Leadership

- Although accounting for only a small percentage, racially and ethnically underrepresented male attorneys were most represented in the roles of hiring partners and attorneys who lead offices. They were least represented as attorneys who lead firm-wide groups and as members of firm-wide compensation committees. Racially and ethnically underrepresented female attorneys were most represented in the roles of hiring partners and attorneys who lead firm-wide committees. They were least represented as attorneys who lead offices and firm-wide groups.
- The representation of racially and ethnically underrepresented attorneys and White female attorneys who *lead local office practice groups or departments* increased. There were also slight increases in the representation of White female and racially and ethnically underrepresented attorneys and a slight decrease in the representation of White male attorneys on the *highest governance committees*. The representation of both racially and ethnically underrepresented and White female attorneys on *compensation committees, as leaders of firm-wide committees*, and as hiring partners declined in 2020 whereas the representation of White male attorneys increased substantially for the former two.
- LGBTQ+ attorneys were most represented as leaders of *firm-wide committees and partner review committees*. They were least represented as *leaders of firm-wide groups and leaders of local groups*. They decreased in representation on *partner review committees* and *increased* their representation among attorneys who *lead offices* in 2020.

Compensation

- Membership within the top 10% highest compensation group was overwhelmingly dominated by White male attorneys (71%) followed by White female attorneys (approximately 13%). African-American/Black males and females consistently represented less than 1%, with one exception, where they accounted for roughly 10% and 6% respectively in small firms. Hispanic/Latino males fluctuated between 2% to 7%, whereas

Hispanic/Latino females were consistently less than 1%. Asian males fluctuated between 1% to 2%, whereas Asian females were consistently less than 1%, except in small firms where they accounted for roughly 5%. No other racial groups constituted averages that significantly differed from zero.

- Membership within the top 10% highest compensation group rarely rose above 1% outside of very small firms for LGBTQ+ attorneys (where LGBTQ+ males represented roughly 4% and LGBTQ+ females 1.5%).

Attrition

- Approximately 12,000 attorneys left the 287 surveyed firms in 2020, with a median of 23 attorneys per firm. Attrition rates varied by attorney role and firm size. The attrition rate for equity partners was between 10% to 16%. The attrition rate for non-equity partners was between 7% to 18%. Associate attorneys displayed the highest attrition rate between 54% to 71%. Finally, counsel (6%-14%) and Other Attorneys (0%-5%), primarily due to their relatively smaller numbers, reported the lowest attrition rates. Beyond attorney role and firm size, attrition rates also varied by sociodemographic group (race, gender identity, LGBTQ+ status, and disability status).
- Of all racial and ethnic groups, only White attorneys reported a significant decrease in the percentage of attrition. None of the other racial and ethnic groups showed a significant change, though there were slight increases for most. As with previous years, African-American/Black (23%) and Asian (19%) attorneys experienced the greatest attrition rates, followed by multiracial (16%), Hispanic/Latino (15%), Native American (14%), and Native Hawaiian/Pacific-Islander (13%) attorneys. White attorneys reported the lowest attrition rates (12%).
- There was more attrition among female (16%) than male attorneys (11%). This trend was consistent across firm size.

Diversity & Inclusion Initiatives

- As with previous years, the policies that were least likely to exist at the law firms surveyed were the policy that the firm “has a supplier diversity program” (Policy Q), and the policy that the firm “gives billable credit for work that is directly related to diversity efforts (but is not pro bono work)” (Policy B). There was a substantial decrease among these policies from the 2017-2019 baseline. Whereas 50% of firms reported having these policies before, now only about 29% reported having them in 2020.

In summary, the current report documents some important consistencies with previous years, and some notable changes. As with the previous report the resounding message across all of these analyses is that sociodemographic status matters within law firms. That is, race, ethnicity, gender, LGBTQ+ status, and disability status all impact important career outcomes for attorneys across law firm sizes. Occasionally unique outcomes were seen at the intersection of sociodemographic groups with each other (e.g., Asian females) or with attorney roles (e.g., Hispanic/Latino equity partners). But, regardless, sociodemographic status just about always matters.



ANALYSES METHODOLOGY

ABA REPORT

The ABA Model Diversity Survey was initially distributed for three years (i.e., 2017, 2018, 2019). The data for these three years were reported as a baseline in the initial 2020 report. A fourth year of data collection (2020) and its comparison to the baseline data is the primary focus of the current report. To allow for comparison, we rolled off the first year's data (2017) and included the fourth year's data (2020) in the tables. This was done primarily for convenience as it is difficult to present more than three years data in a given table. However, with repeated use, the quality of the survey methodology improved over the years, yielding better quality data. Thus, we consider the latter years' data to be of better quality.

Participants

Participants for this survey were approximately 287 law firms, accounting for a total of 100,285 attorneys. Representatives from each firm completed the survey. The information provided at the beginning and in the instructions are presented in Appendix B. The participants were provided with a statement of purpose, specifically, they were informed: *The information you provide will be used for two purposes. First, the ABA will share your law firm's responses with companies who are interested in evaluating law firms for purposes of hiring or retaining them as outside counsel. Second, the ABA will use your law firm's responses to analyze the state of diversity and inclusion in the legal profession.*

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

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

It is important to note that while the survey did collect information on veteran status, this information is not as of yet incorporated into the report.

Analyses and Reporting

The analyses of the data consisted of four steps (see details in Appendix A): Data Inspection, Data Cleaning, Data Analyses, and Data Reporting.

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

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

With few exceptions, the primary breakouts for the data in this report entails **year** and **firm size**. Furthermore, where available the data is also broken out by **role** in the firm (equity partner, non-equity partner, associate, counsel, Other Attorney). The primary foci of data reporting is **Race/Ethnicity, Gender Identity, LGBTQ+, and Disability** statuses. While the primary unit of reporting is *within attorney type* (sociodemographic group breakouts within each attorney type) analyses are occasionally provided *within sociodemographic*

(attorney type breakouts within each race/ethnicity, gender identity, LGBTQ+, and disability groups). Where possible, this allows for a fuller picture of how sociodemographic groups are represented within law firms.

As with the last report, we report the firm level averages, now placed in the appendices of the report. However, the primary focus of the analyses in this year's report is on *change*. That is, we focus on the degree to which there have been changes in the representation of demographic groups within various roles (e.g., equity partners, associates, etc.) for each of the career indicators (hires, attrition, etc.) since our baseline data. To ensure the reliability of the comparisons, we omitted small and medium sized firms from the change analyses. These firms tend to be more vulnerable to exaggerated percentages due to their relatively smaller numbers. Thus, the inclusion of these averages tends to skew the results toward extremes. For this reason, our change analyses are based upon only the two largest firm size categories. Nonetheless, changes in small and medium sized firms can be viewed within the tables.



SUMMARY OF FINDINGS

FINDING 1

Results show that while there was a slight increase in the percentage of White partners, there were declines in the percentages of racially and ethnically underrepresented, female, and LGBTQ+ partners within law firms. Whereas both hiring and promotion into partnership roles actually decreased among White partners, the positive growth among this group appears to be due to a substantial decrease in their attrition rates.

FINDING 2

African-American/Black and Asian attorneys experienced the greatest attrition among racial groups.

FINDING 3

For the most recent year, most law firms did not hire a single attorney self-identified as either Native American, Pacific Islander, LGBTQ+, or having a disability.

FINDING 4

While there was a decrease in hiring generally, it was nonetheless the case that White attorneys were almost twice as likely to be hired into partnership roles relative to other racial groups.

FINDING 5

Male attorneys were twice as likely to be hired into equity partner roles as female attorneys, and female attorneys were substantially more likely to be hired as associates as compared to male attorneys. Both groups were about equal with regard to being hired into non-equity partner roles.

FINDING 6

LGBTQ+ attorneys were substantially less likely to be hired into partnership roles compared to non-LGBTQ+ attorneys.

FINDING 7

Attorneys with a disability are generally underreported and/or underrepresented at every level and are significantly more likely to work in the “Other Attorney” role compared to all other groups within law firms.

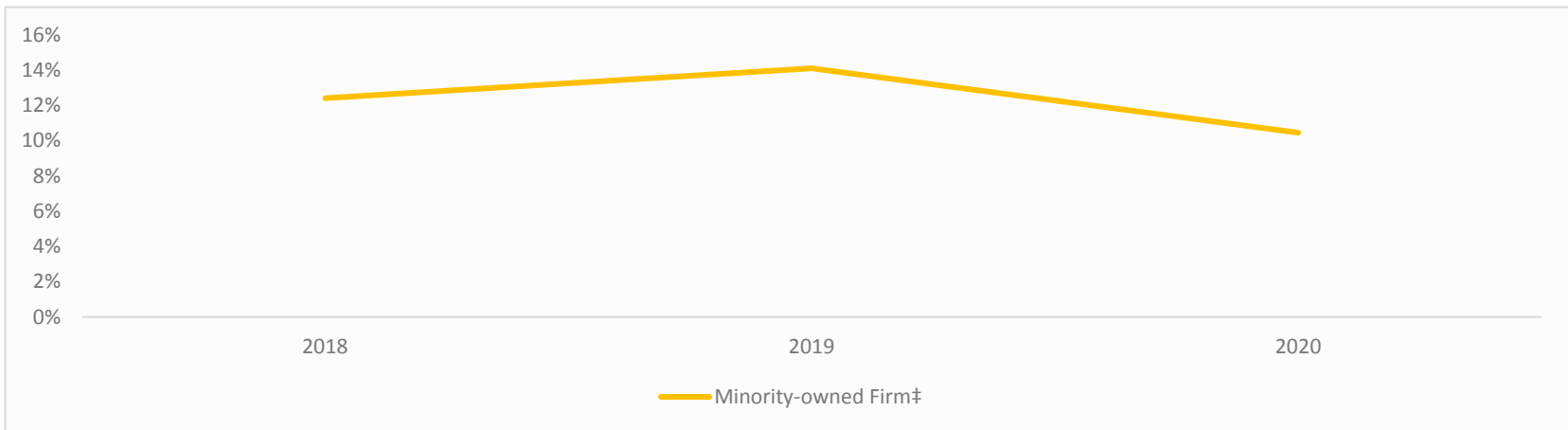
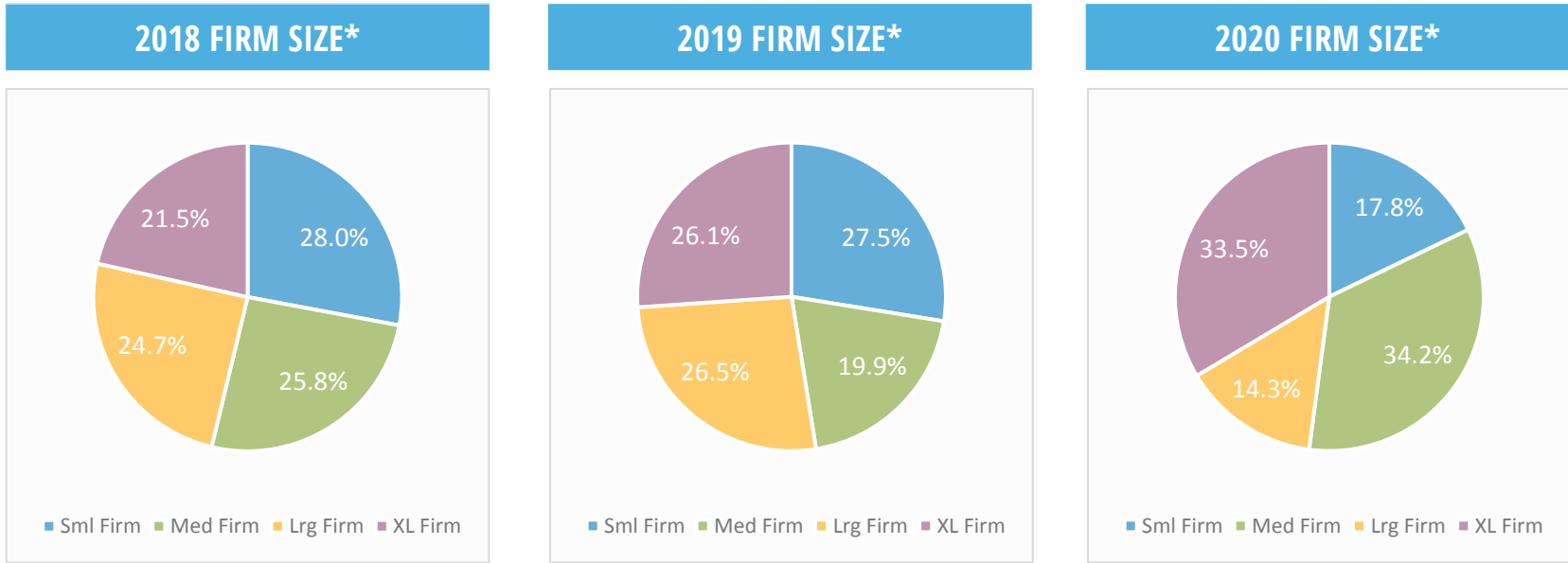
FINDING 8

The representation of racially and ethnically underrepresented attorneys (male and female) and White female attorneys who lead firm-wide committees, who serve on compensation committees, and who serve as hiring partners declined, whereas it increased substantially for White male attorneys in 2020.

FINDING 9

The representation of LGBTQ+ attorneys who serve on partner review committees increased while their representation among attorneys who lead local office practice groups or departments decreased.

OVERALL SAMPLE DEMOGRAPHICS DASHBOARD

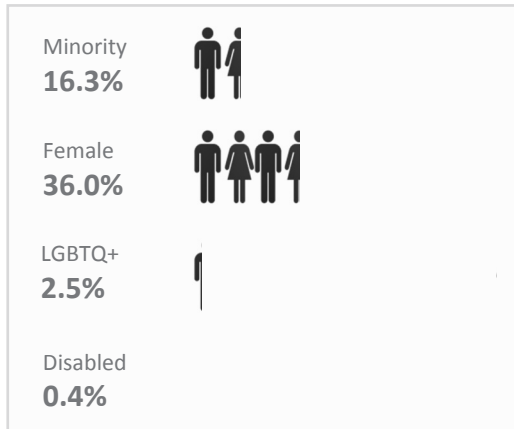


* Small Firm (1-20), Medium Firm (21-100), Large Firm (101-400), Extra Large Firm (401+)

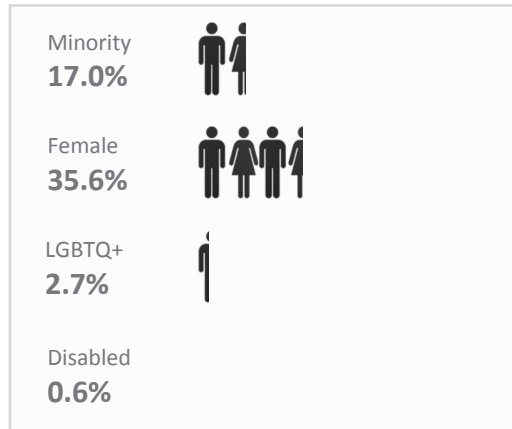
† Minority-owned firms in this chart include race, gender, sexuality, and ability minorities.

OVERALL SAMPLE DEMOGRAPHICS DASHBOARD CONT

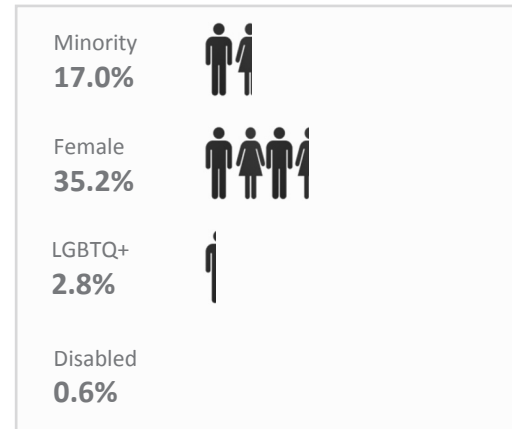
2018 DEMOGRAPHICS



2019 DEMOGRAPHICS



2020 DEMOGRAPHICS



OVERALL FIRM DEMOGRAPHICS

OVERVIEW

The overall firm demographics reflect the percentage of attorneys reported to be within the attorney roles of equity partner, non-equity partner, associate, counsel, and Other Attorney. Furthermore, each of these are then broken out by the sociodemographic groups of race and ethnicity, gender identity, LGBTQ+ status, and disability status. While the primary unit of reporting is *within attorney type* (sociodemographic group breakouts within each attorney type) analyses are occasionally provided *within sociodemographic* (attorney type breakouts within each race and ethnicity, gender identity, LGBTQ+, and disability groups). This allows for a fuller picture of how sociodemographic groups are represented within law firms. For example, consider the difference between the representation of a sociodemographic group within a role (e.g., *the percentage of associates that are female*) and the representation of a role within a sociodemographic group (e.g., *the percentage of female attorneys that are associates*).

Across 287 law firms, a total of 100,285 attorneys were reported. The median reported was 181 attorneys per firm. Thus, the sample of firms in this report was skewed toward large and very large firms.

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

Figures: Unless referenced otherwise, the figures reflect the percent of change in the 2020 data among large and extra-large firms relative to these firms in the

2019 data. Thus, zero would reflect no change. A negative number reflects a decrease whereas a positive number reflects an increase from 2019 to 2020.

EQUITY PARTNERS

Of the 100,285 attorneys represented in this study, approximately 33% of them were equity partners. However, the percentage of equity partners within firms varied as a function of firm size, race and ethnicity, gender identity, sexual orientation, and disability.

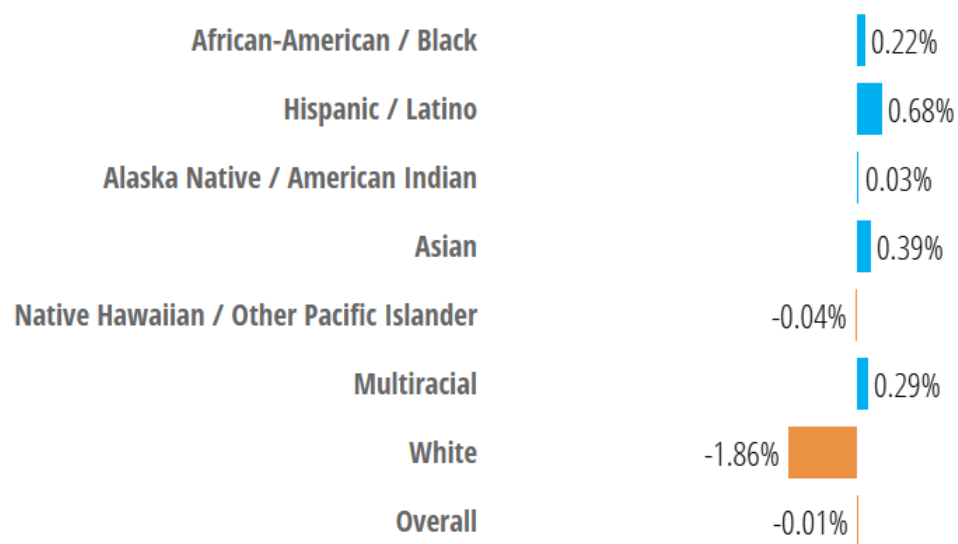
RACE AND ETHNICITY – EQUITY PARTNERS

As with previous years, in 2020, across all firm sizes, White attorneys constituted the overwhelming majority (from 81% to 93%) of equity partners within firms. The percentage of non-White attorneys that were equity partners varied considerably by race and ethnicity, and by size of the firm. Both African-American/Black and Hispanic/Latino attorneys constituted a higher percentage when the firm was small (1-20 attorneys) compared to large (101-400) in 2020. In larger firms, Asian attorneys tended to present the second highest percentages of equity partners, although these percentages only ranged from 2.87% to 4.01%. The remaining racial categories did not consistently report above 1% of equity partners across firm size for the last two years. When analyzing equity partner representation within race and ethnicity, a clear pattern emerged. White attorneys were the only racial group for whom equity partners typically outnumbered both non-equity partners and associates within firms. For example, 35% of all White attorneys were identified as equity partners, whereas 34% were associates. In comparison, only about 17% of Black, Asian, and Hispanic/Latino attorneys were equity partners and approximately 56% of these groups were associates. Thus, the partnership roles were underrepresented within racially and ethnically underrepresented groups.

The figure below represents changes in the number of equity partners by race and ethnicity from 2019 to 2020. While there were some general trends, such as a slight decrease among White attorneys and minimal increases among various other races and ethnicities, no significant changes occurred.

DEMOGRAPHICS

CHANGE IN EQUITY PARTNERS BY RACE (LARGE AND EXTRA-LARGE FIRMS)



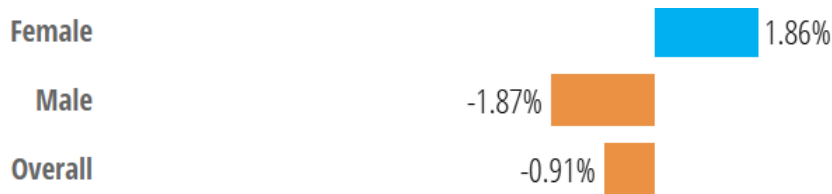
GENDER IDENTITY – EQUITY PARTNERS

Across both years and all firm sizes, male attorneys constituted the highest percentages of equity partners. With a few exceptions, the average male and female equity partner percentages were 80% and 20%, respectively. Thus, female attorneys were underrepresented within the equity partner role. As for the representation of the equity partner role within gender identity, the most frequent category for male attorneys (39%) was the equity partner role, whereas the most frequent category for female (49%) was the associates role. Thus, the equity partner role was underrepresented (21% vs. 33%) among female attorneys and slightly overrepresented among male attorneys (39% vs. 33%).

The figure below represents changes in the number of equity partners per gender identity from 2019 to 2020. While there was a positive trend for female attorneys and a negative trend for male attorneys, the changes were not significant.

DEMOGRAPHICS

CHANGE IN EQUITY PARTNERS BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+ – EQUITY PARTNERS

The range for LGBTQ+ equity partners were between 1.58% to 3.83%, with a slight increase of LGBTQ+ equity partners from 2019 to 2020 for the largest firms (1.70% to 2.10%). For sexual orientation categories, the equity partner role was underrepresented among LGBTQ+ attorneys (23% vs. 33% all of attorneys) and at parity for non-LGBTQ+ attorneys (33% vs. 33%).

The figure below represents changes in the number of equity partners who identify as LGBTQ+ from 2019 to 2020. As with race and ethnicity, and gender, there were no significant changes in the representation of LGBTQ+ attorneys among equity partners.

DEMOGRAPHICS

CHANGE IN EQUITY PARTNERS BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



DISABILITY – EQUITY PARTNERS

Across both years and firm sizes, the average percentage of equity partners with a disability was very low, approximately one half of one percent. However, there was a slight increase in 2020, such that medium, large, and extra-large firms increased the average percentage of equity partners with a disability to approximately 0.65%. Notably, the representation of attorneys with a disability

among equity partners was still less than 1 percent. With regard to disability status, attorneys with disabilities were slightly underrepresented in the equity partner role (28% vs. 33%) and at parity for attorneys without a disability (33% vs. 33%).

The figure below represents changes in the number of equity partners who reported a disability from 2019 to 2020. There were no significant changes.

DEMOGRAPHICS

CHANGE IN EQUITY PARTNERS BY DISABILITY (LARGE AND EXTRA-LARGE FIRMS)



OVERALL FIRM DEMOGRAPHICS

NON-EQUITY PARTNERS

Of the 100,285 attorneys represented in this study, approximately 16% of them were non-equity partners. However, the percentage of non-equity partners within firms varied as a function of firm size, race and ethnicity, gender identity, sexual orientation, and disability.

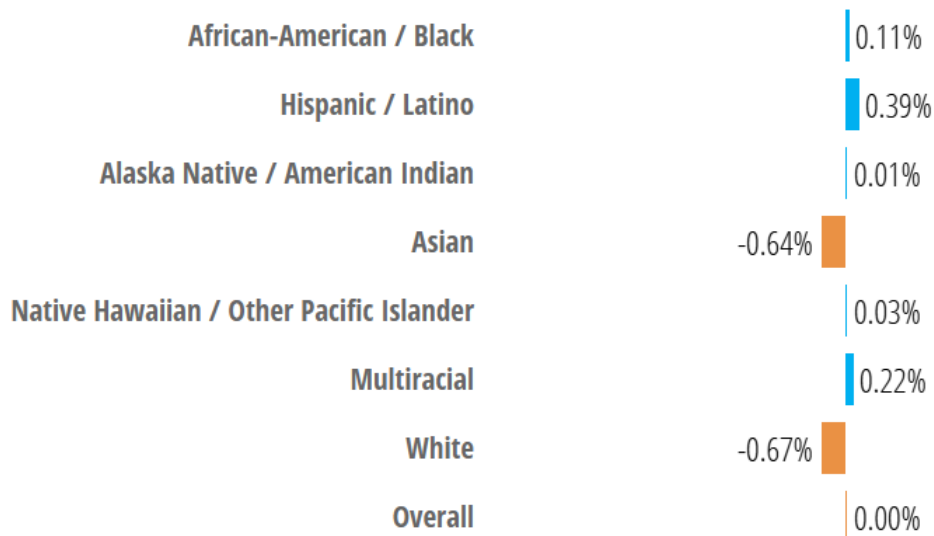
RACE AND ETHNICITY – NON-EQUITY PARTNERS

White attorneys constituted the highest percentages of non-equity partners (from 69.73% to 89.50%) within firms. Asian attorneys tended to represent the second highest percentages of non-equity partners within firms, although these percentages only ranged from 3.47% to 9.29%, (with only a couple of exceptions). Both African-American/Black and Hispanic/Latino attorneys constituted similar average percentages ranging between approximately 2% to 3% non-equity partners. The remaining racial categories did not consistently report above 1% non-equity partners regardless of firm size for both years. Within race and ethnicity, the representation of the non-equity partner role was at parity for virtually all groups. However, the representation of the non-equity partner role was relatively lower among Black attorneys (12% vs. 16% for all attorneys in this role).

The figure below represents changes in the number of non-equity partners per race and ethnicity from 2019 to 2020. While there were general trends, such as a slight decrease among White and Asian non-equity partners and minimal increases among various other races and ethnicities, no significant changes occurred.

DEMOGRAPHICS

CHANGE IN NON-EQUITY PARTNERS BY RACE (LARGE AND EXTRA-LARGE FIRMS)



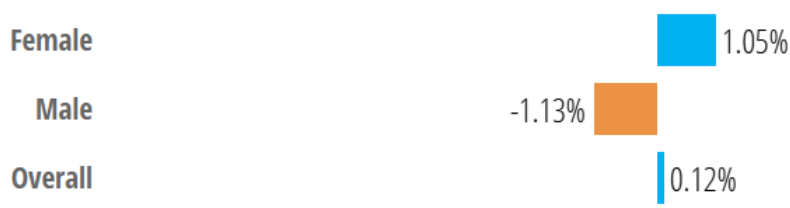
GENDER IDENTITY – NON-EQUITY PARTNERS

[With a few exceptions] the average male and female non-equity partner percentages were 70% and 30%, respectively. Prevalence of non-equity partner role for males (18%) was above average (16%), whereas it was below average for female attorneys (15%).

The figure below represents changes in the number of non-equity partners per gender identity from 2019 to 2020. Although there was a positive trend for female and negative trend for male attorneys, the changes were not significant.

DEMOGRAPHICS

CHANGE IN NON-EQUITY PARTNERS BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+ – NON-EQUITY PARTNERS

Across all firm sizes for both years, the range for LGBTQ+ - non-equity partners were between 1.61% to 5.33%. The higher average percentages were typically displayed by small firms (1-20 attorneys) and very large firms (400+ attorneys). A notable difference between the years 2019 and 2020 was within extra-large firms, where the average percentage of LGBTQ+ non-equity partners dropped from 5.23% to 2.47%. Within sexual orientation categories, the representation of non-equity partners among LGBTQ+ and non-LGBTQ+ attorneys (both about 16%) was at parity with the overall average (16%).

The figure below represents changes in the number of non-equity partners who identify as LGBTQ+ from 2019 to 2020. Again, although there was a positive trend, the changes were not significant.

DEMOGRAPHICS

CHANGE IN NON-EQUITY PARTNERS BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



DISABILITY – NON-EQUITY PARTNERS

For small and medium firm sizes, the average percentage of non-equity partners with a disability was less than half of one percent. [For large and extra-large firm sizes, the average percent rose to about 0.66% to 0.77%. For large size firms, non-equity partners rose from 0.19% to 0.66% from 2019 to 2020]. The representation of non-equity partners among those attorneys with a disability (18%) was slightly higher than the average (16%), but this difference is likely not significant, given the relatively smaller number of attorneys with disabilities in law firms overall.

The figure below represents changes in the number of non-equity partners who reported a disability from 2019 to 2020. Although there was a positive overall trend the changes were not significant.

DEMOGRAPHICS
CHANGE IN NON-EQUITY PARTNERS BY DISABILITY
(LARGE AND EXTRA-LARGE FIRMS)



OVERALL FIRM DEMOGRAPHICS

ASSOCIATES

Of the 100,285 attorneys represented in this study, approximately 37% of them were associates. However, the percentage of associates within firms varied as a function of firm size, race and ethnicity, gender identity, sexual orientation, and disability.

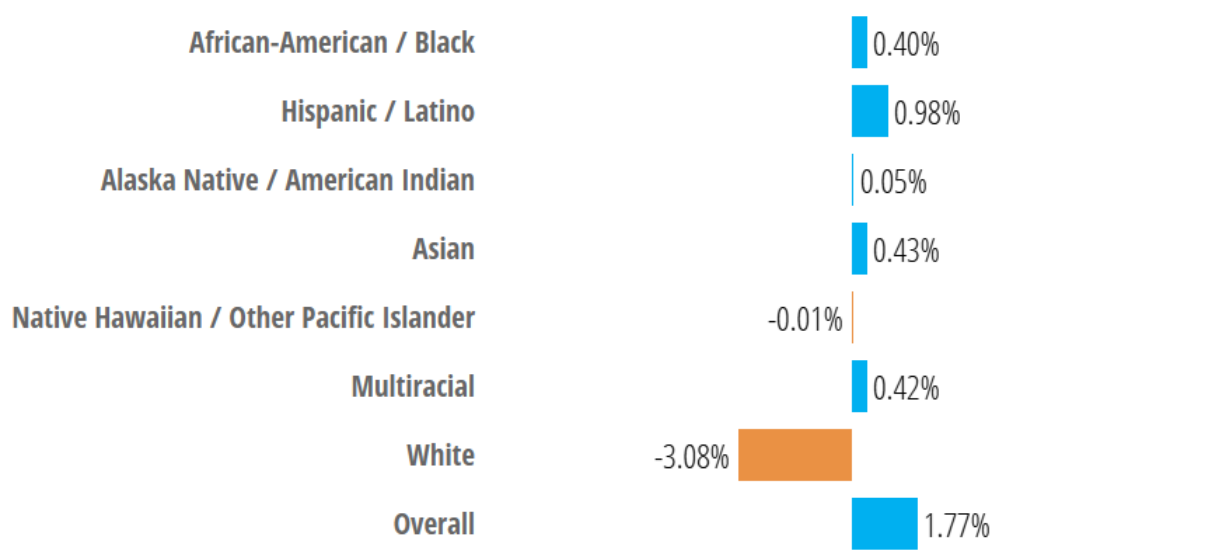
RACE AND ETHNICITY – ASSOCIATES

Across all three years and all firm sizes, White attorneys constituted the highest percentages of associates (from 70% to 79%) within firms. Asian attorneys tended to present the second highest percentages of associates within firms, with average percentages ranging from 3% to 11%. Both African-American/ Black and Hispanic/Latino attorneys constituted similar average percentages ranging between approximately 4% to 6% of associates. However, one notable outlier was that in 2019, the average percentage of African-American/ Black associates for small firms was 15.35, and this number stayed relatively high at 13.96 in 2020. The multi-racial category, with a couple of exceptions, consistently registered around 1% to 3% associates. The remaining racial categories did not report above 1% associates regardless of firm size. With regard to within race and ethnicity comparisons, a lower percentage of White attorneys were associates (34% vs 37%). This was substantially reversed for all other racial groups. The majority of all other racial groups were associates. They ranged from a high of 64% for Multiracial Associates to a low of 52% for Native Americans and Alaskan Natives. Thus, the Associate role was overrepresented among racially and ethnically underrepresented groups in law firms.

The figure below represents changes in the number of associates per race and ethnicity from 2019 to 2020. The only significant change came among White associates, where there was a 3.08% decrease over the year.

DEMOGRAPHICS

CHANGE IN ASSOCIATES BY RACE (LARGE AND EXTRA-LARGE FIRMS)



GENDER IDENTITY – ASSOCIATES

Fluctuating with firm size, the range of male associate percentages as between 43% to 55%, whereas the range of female associate percentages was between 45% to 57%. The percentage of female associates as higher than male associates among small firms (1-20 attorneys) in 2019 (57% female vs. 43% male) but dropped in 2020 (49% female to 51% male). There were no other notable changes in percentages between 2019 and 2020 for medium, large, or extra-large firms. With regard to comparisons within gender identity groups, the associate role was overrepresented (49% vs 37%) among female attorneys and underrepresented (31% vs. 37%) among male attorneys.

The figure below represents changes in the number of associates per gender identity from 2019 to 2020. A positive trend existed for female attorneys while a negative trend was observed for male attorneys. Still, the changes were not significant.

DEMOGRAPHICS

CHANGE IN ASSOCIATES BY IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+ – ASSOCIATES

The averages for LGBTQ+ associates were between approximately one-half a percent to 4% within all firms. From 2019 to 2020, the number of LGBTQ+ associates rose from 0.37% to 2.28% for small firms, 3.09% to 3.79% for large firms, and 3.65% to 4.18% for extra-large firms. Among sexual orientation categories, the associate role was overrepresented (49% vs 37%) among LGBTQ+ attorneys and at parity (37% vs. 37%) among non-LGBTQ+ attorneys.

The figure below represents changes in the number of associates who identify as LGBTQ+ from 2019 to 2020. A positive trend emerged, but the change was not significant.

DEMOGRAPHICS

CHANGE IN ASSOCIATES BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



DISABILITY – ASSOCIATES

The average percentage of associates with a disability was between approximately 0.20% to 0.94% within firms. There was a notable drop in small firms (1.21% to 0.20%) from 2019 to 2020. However, there was also an increase in the average percentages for large firms (0.36% to 0.94%). The associate role was at parity (36% vs. 37%) among both attorneys with and those without disabilities.

The figure below represents changes in the number of associates who reported a disability from 2019 to 2020. Similar to equity and non-equity partners, there was not a significant change in the number of associates who reported a disability.

DEMOGRAPHICS

CHANGE IN ASSOCIATES BY DISABILITY (LARGE AND EXTRA-LARGE FIRMS)



OVERALL FIRM DEMOGRAPHICS

COUNSEL

Of the 100,285 attorneys represented in this study, approximately 11% of them were “counsel”. However, the percentage of counsel within firms varied as a function of firm size, race and ethnicity, gender identity, sexual orientation, and disability.

RACE AND ETHNICITY – COUNSEL

The average percentages of counsel attorneys varied considerably across year and size of firm for each of the racial categories. The range for White counsel attorneys were between 72% to 89%. Asian counsel attorneys were between 3% to 6%. African-American/Black counsel attorneys were between 1% to 3%, but averages were much higher for small firms at 14.47% in 2020. Hispanic/Latino counsel attorneys were between 1% to 6%. There was a large increase in Hispanic/Latino counsel attorneys for small firms from 2019 to 2020 (0.00% to 6.06%). The remaining racial categories, with one exception, reported average percentages that were at or near zero percentages. The counsel role was underrepresented within racially and ethnically underrepresented groups, as only between 8% to 9% of racially and ethnically underrepresented attorneys were in counsel roles compared to about 12% of White attorneys.

GENDER IDENTITY – COUNSEL

The average percentages of counsel attorneys were consistently higher for male than female attorneys. The range of average male counsel percentages were between 60% to 70%, whereas the range of average Female counsel percentages were between 30% to 40%. With the exception of small firms, the average percentage of female counsel attorneys increased for all firm sizes from 2019 to 2020. The counsel role was slightly higher among female attorneys (12%) than male attorneys (11%).

LGBTQ+ – COUNSEL

The average for LGBTQ+ counsel was between approximately 0% to 2% within firms. The counsel role was underrepresented within LGBTQ+ attorneys as only between 8% of these attorneys were in counsel roles compared to about 11% of non-LGBTQ+ attorneys.

DISABILITY – COUNSEL

The average for counsel attorneys with a Disability was between approximately 0% to 1.06% within firms. For middle size firms, there was a decrease in the percentage of counsel with a disability from 2019 to 2020 from 1.06% to only 0.16%. The counsel role was only slightly underrepresented among attorneys with disabilities (10% vs. 11%).

OVERALL FIRM DEMOGRAPHICS

OTHER ATTORNEYS

Of the 100,285 attorneys represented in this study, approximately 3% of them were *Other Attorneys*. However, the percentage of *Other Attorneys* within firms varied as a function of firm size, race and ethnicity, gender identity, sexual orientation, and disability.

RACE AND ETHNICITY – OTHER ATTORNEYS

With one exception, White Other Attorneys constituted the highest percentages (from 67% to 78%) within firms. In 2020, small firms showed a shift in typical average percentages, with Hispanic/Latino Other Attorneys at 50%, White Other Attorneys at 28.57%, and African-American/Black Other Attorneys at 21.43%. The other racial categories varied widely depending upon year and size. For example, Asian Other Attorneys represented only 3.77% for middle size firms in 2019, but increased to 18.70% in 2020. The Other Attorney role was overrepresented within racially and ethnically underrepresented groups racial groups, as between 4% to 7% of racially and ethnically underrepresented attorneys were in Other Attorney roles compared to about 2% of White attorneys.

GENDER IDENTITY – OTHER ATTORNEYS

The average percentages of *Other Attorneys* were frequently higher for female than male attorneys. In small firms, Female Other attorneys increased from 33.33% to 85.71% from 2019 to 2020. Overall, the *Other Attorney* role was slightly overrepresented among female attorneys at 4% compared to about 2% of male attorneys.

LGBTQ+ – OTHER ATTORNEYS

The average for LGBTQ+ *Other Attorneys* was between approximately 0% to 12% within firms. Given the relatively smaller sample size of *Other Attorneys*, the

wideness of this range is of no concern. There was a decrease in large size firms from 2019 to 2020, dropping from 2.44% to 0.80%, but other firm sizes were not notably different. The *Other Attorney* role was at parity between LGBTQ+ (4%) and non-LGBTQ+ (3%) attorneys.

DISABILITY – OTHER ATTORNEYS

Whereas the percentages of attorneys with a disability have been typically low for all other attorney statuses, there were substantial increases for *Other Attorneys* with disabilities in extra-large firms (0.52% to 1.55%). Perhaps owing to this, the *Other Attorney* role was significantly overrepresented within attorneys with a disability (8%) compared to those without a disability (3%). While this might be statistical noise given the relatively low number of attorneys with disabilities in law firms, the percentages are discrepant enough to suggest a potential real difference within disability status.

HIRES

OVERVIEW

The data reported in this section on Hires reflects the average percentage of attorneys who were hired into firms for each attorney role and sociodemographic category. While the primary unit of reporting is *within attorney type* (i.e., sociodemographic group breakouts within each attorney type) analyses are occasionally provided *within sociodemographic categories* (i.e., attorney type breakouts within each race and ethnicity, gender identity, LGBTQ+, and disability groups). This allows for a fuller picture of how sociodemographic groups are represented within law firms. The narrative in this section references the average firm percentages presented in the tables (see appendices) as well as figures presented only in the narrative. Approximately 4% of all attorney hires were equity partners, 10% were non-equity partners, 71% were associates, 11% were counsel, and 3% were Other Attorneys.

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

2020 Growth Ratios: This section includes information on the ratios of hires to attrition for three attorney groups: equity partners, non-equity partners, and associates. The data in these tables were computed by dividing the hires ('hires' includes *promotions* for partners) for each demographic group by the attrition for each demographic group reported for each firm. Thus, numbers above "1" reflect *growth* as it would suggest that there were more hires than attrition for that group. Numbers below "1" reflect *decline* as there was more attrition

than hires. Numbers at "1" reflect *parity* between hires and attrition. (See Appendix D)

Figures: Unless referenced otherwise, the figures included in this section reflect the percent of change in the 2020 data among *large* and *extra-large firms* relative to these firms in the 2019 data. Thus, zero reflects no change. A negative number reflects a decrease whereas a positive number reflects an increase from 2019 to 2020.

RACE AND ETHNICITY

White attorneys constituted between 77% to 100% of all equity partners that were hired, depending upon the size of the firm. Moreover, among all of the White attorneys hired, they were almost twice as likely to be hired into partnership positions as other racial groups. The average percentage of equity partner hires for other races and ethnicities varied considerably by firm size, although seldomly rose above 3%, except for some extreme values for medium-size firms. However, for Alaskan Native/American Indian and Native Hawaiian/ Other Pacific Islanders, the average percentages were consistent at or near 0%. The pattern was nearly identical for non-equity partners, with the exception that Asian non-equity partners reflected a much higher percentage of non-equity Partner hires (7%). For associates, there was considerably more spread among racial groups. White associates still constituted the overwhelming majority of associate hires (approximately 70%). Nonetheless, Asian associates constituted approximately 11%, African American/Black associates constituted approximately 6%, and Hispanic/ Latino associates approximated 8%. While counsel hires were relatively small overall, White counsel hires were typically around 79%. The other racial groups varied considerably by firm size. Other Attorney hires was the smallest percentage of overall hires. As with all other categories, White attorneys were the largest racial group hired into Other Attorney roles. The other racial categories varied considerably by firm size.

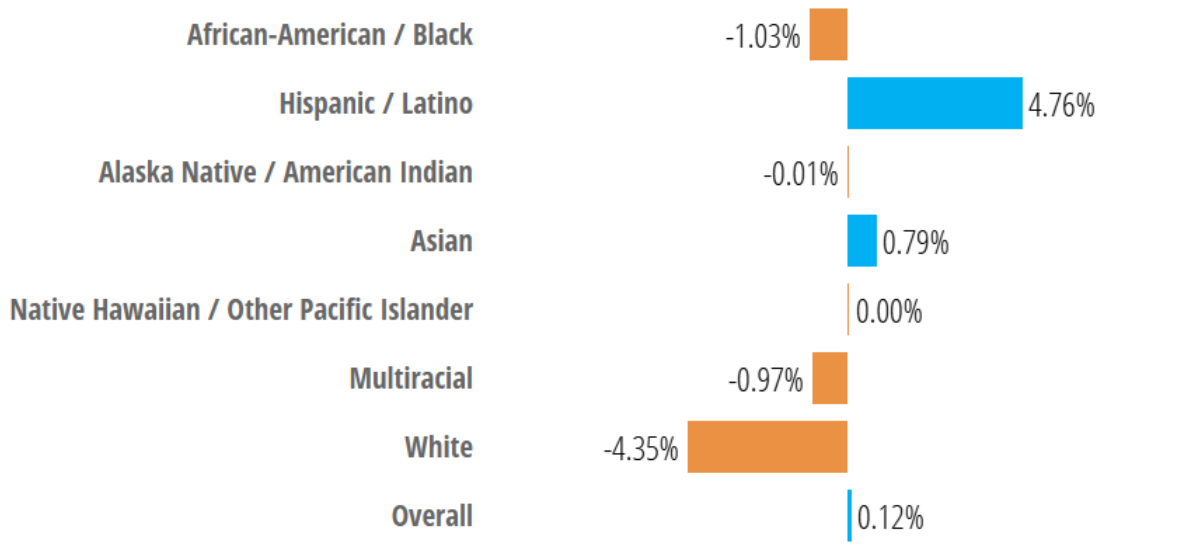
The 2020 Growth Ratio tables suggest that for larger firms, the growth rates varied by roles of the attorneys. Furthermore, the discrepancies between racial groups also varied by the role of attorneys. At the associate level, Black, Asian,

Hispanic/Latino, and White attorneys all had growth ratios above 1 indicating positive growth for these groups. However, the growth was substantially higher for White attorneys (GR=4.32) relative to the other groups. This growth appeared primarily in very large firms, and was a substantial increase from previous years. At the partner level, the growth ratios more closely resembled previous years. For both equity and non-equity partners, White attorneys were the only group that displayed a growth ratio above 1. Thus, that was the only group that showed growth in both equity and non-equity partnership roles. There were slight decreases from 2019 to 2020 in the growth ratios of Black, Asian, and Hispanic/Latino partners and a slight increase in the growth ratio of White partners.

The figure reflects the change from 2019 to 2020 in the percentages of racial groups among equity partners and associate hires. Notably, the two main differences were that there was a decrease in the percentage of White attorneys hired into both equity partner and associate attorney roles and there was a significant increase in the percentage of Hispanic/Latino attorneys hired into equity partner roles. Thus, the slight increase in the growth ratios of White partners is more likely due to increases in promotions and decreases in attrition more so than increases in hires.

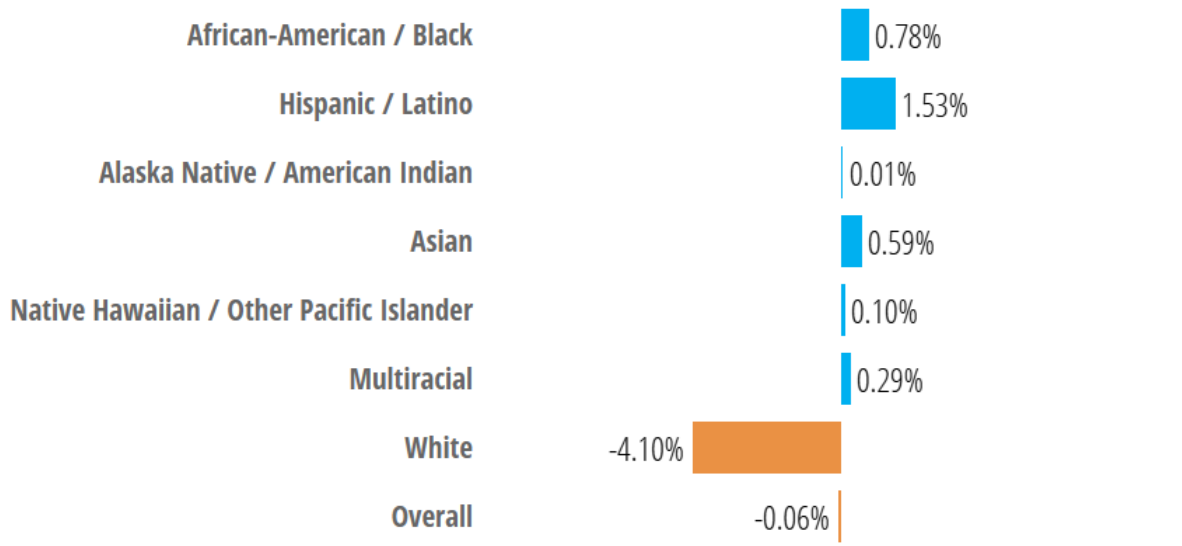
HIRES

CHANGE IN EQUITY PARTNERS BY RACE (LARGE AND EXTRA-LARGE FIRMS)



HIRES

CHANGE IN ASSOCIATES BY RACE (LARGE AND EXTRA-LARGE FIRMS)



GENDER IDENTITY

With the exception of small firms, the percentage of equity partner hires that were male attorneys in 2020 was approximately 84% whereas the percentage

of equity partner hires that were female attorneys was approximately 16%. Furthermore, looking at hiring at all levels, the percentage of male attorneys hired into equity partner roles was 6% and the percentage of female attorneys hired into equity partner roles was 2%. For non-equity partners, the approximate percentages of male and female attorneys hired into that role were 62% and 38%, respectively. For associate hires, the percentage of female hires actually surpassed the percentage of male hires with approximate percentages of 47% for male associates and 53% for female associates. The percentages of hires for counsel attorneys typically favored male over women counsel (55% vs. 45%), with considerable fluctuation between firm size. Finally, the percentages for Other Attorney hires demonstrated a more balanced split. In some cells, the percentage of female Other Attorney hires appear to exceed that of males. However, this should be viewed in light of the fact that Other Attorney hires constituted a small amount of overall hires.

The 2020 Growth Ratio tables suggest that the growth ratios for female and male attorneys varied by size of firms and also varied across the different roles of attorneys. Female associate growth increased (1.46 to 3.57) from 2019 to 2020. However, male associate growth increased even more substantially from 1.32 in 2019 to 9.01 in 2020. While the growth ratios for both men and women attorneys at both partner levels were above 1 in 2020, there was a slight decrease for women attorneys and a slight increase for men attorneys at both the equity and non-equity partner levels relative to 2019.

The figure shows that the changes from 2019 to 2020 for gender identity were quite minimal. Nonetheless, there was a slight increase for female attorneys and a slight decrease for male attorneys hired into non-equity partner roles.

HIRES

CHANGE IN NON-EQUITY PARTNERS BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+

LGBTQ+ hires constituted between 0% and 2.59% of equity partner hires, between 0% to 2.78% of non-equity partner hires, between 2.52% to 8.33% of associate hires, between 0% and 8.05% of counsel hires, and between 0% and 11.11% of Other Attorney hires. LGBTQ+ attorneys were less likely to be hired into both equity partner (3% vs. 5%) and non-equity partner (3% vs. 10%) roles and more likely to be hired into associate attorney (81% vs. 71%) roles compared to non-LGBTQ+ attorneys.

The 2020 Growth Ratio table suggests that the growth of LGBTQ+ attorneys at the associate level experienced a slight decrease from baseline to 2020 (from 1.44 to .97), indicating that LGBTQ+ attorneys went from growing to not growing at the associate level. LGBTQ+ attorneys showed decline at both partnership levels in 2020 and these ratios were slightly lower than 2019.

DISABILITY

Attorneys with disabilities consistently averaged less than one percent hire-rates in 2020 for all equity partners, associates, and counsel. However, hires for non-equity partners in large firms increased to 4.71%. As consistent with other data, there were more extreme values reported for the Other Attorney role, such that 5.56% of hires in this role for medium size firms in 2020 were individuals with a disability.

The 2020 Growth Ratio tables suggests that the growth ratios for attorneys with disabilities and their non-disability counterparts varied by roles of the attorneys.

Associate attorneys with disabilities reported a substantial decline (.20) in 2020 relative to their parity and slight growth (1.17) reported in 2019. Furthermore, attorneys with disabilities reported decline at both partner levels, consistent with baseline data.

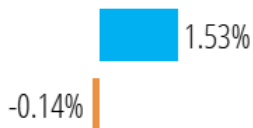
Although there was very little change in hiring overall among attorneys with a disability, there was a slight increase in the percentage of attorneys with a disability that were hired into non-equity partner roles.

HIRES

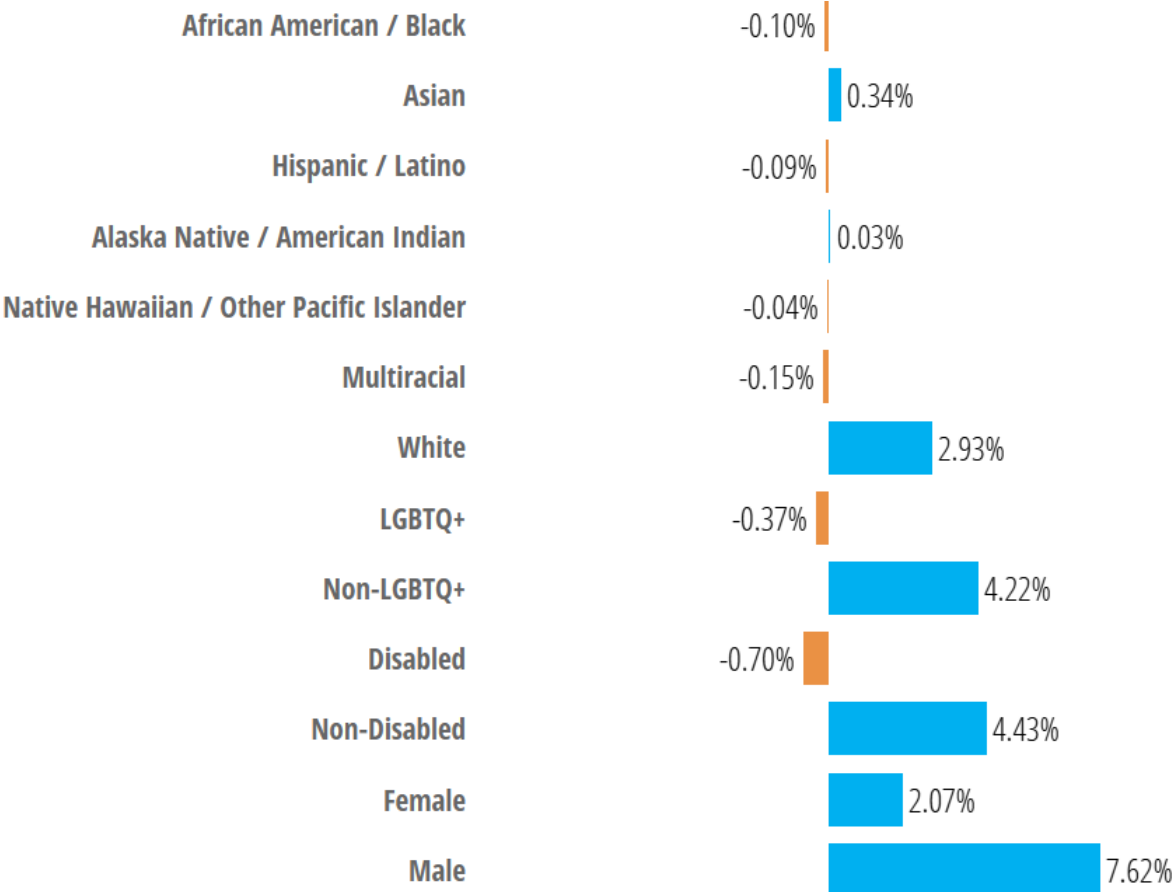
CHANGE IN NON-EQUITY PARTNERS BY DISABILITY (LARGE AND EXTRA-LARGE FIRMS)

Disability Status

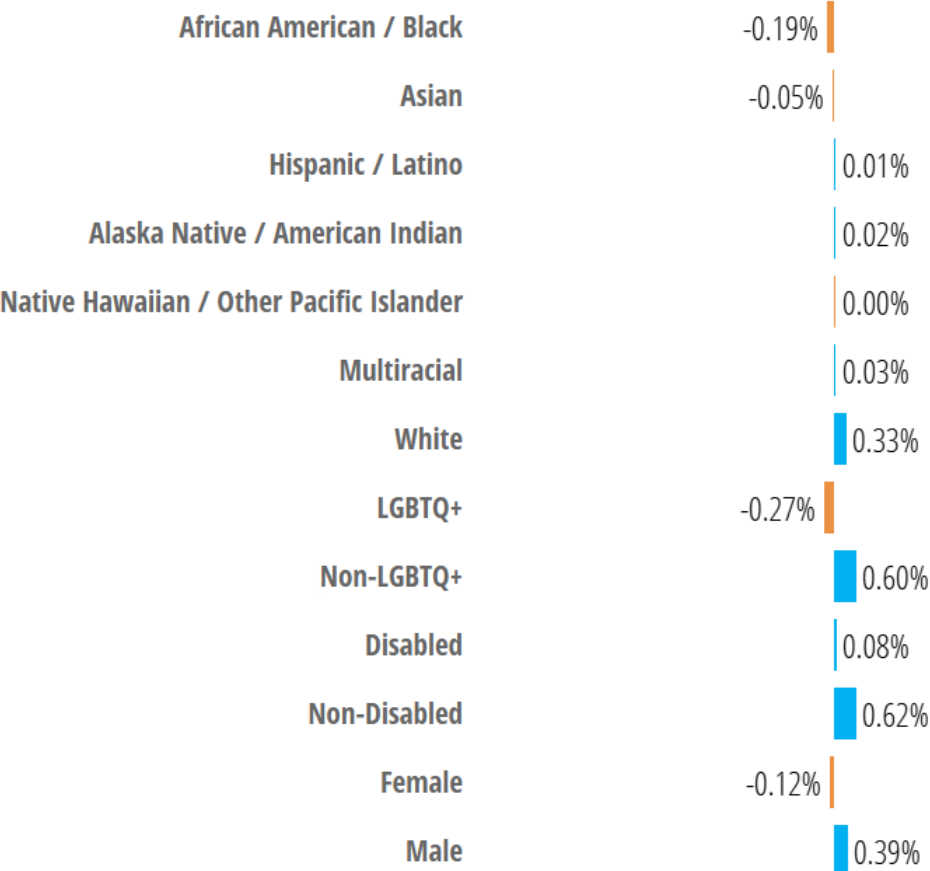
Overall



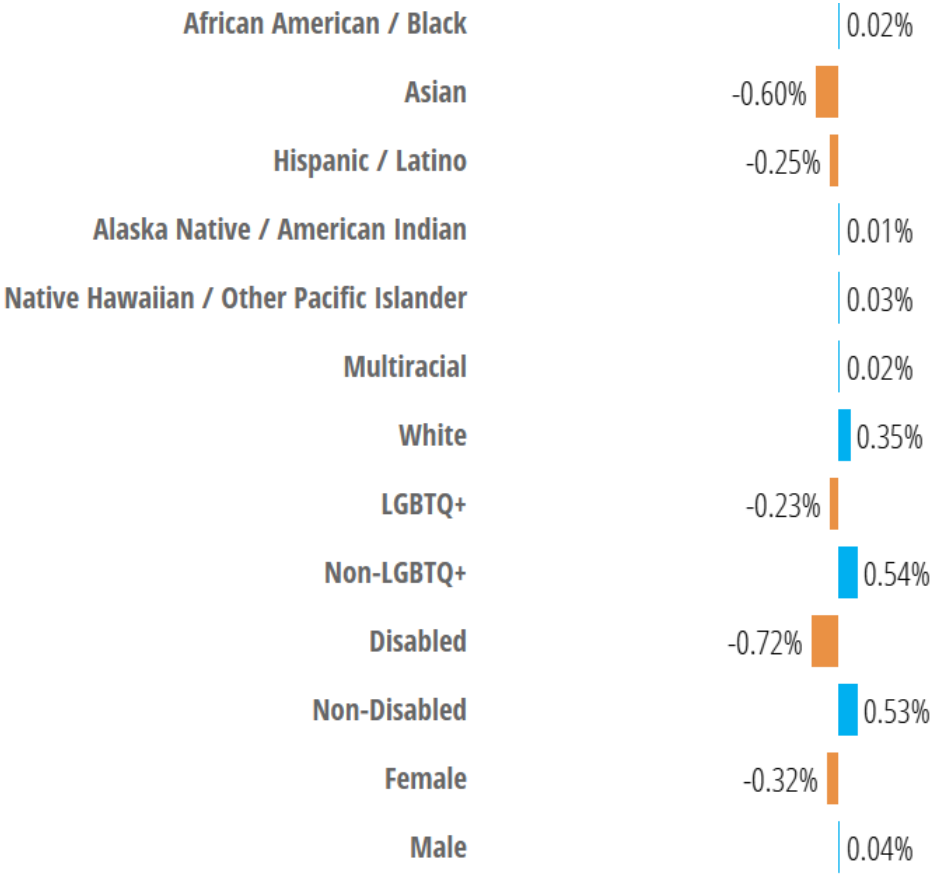
GROWTH
ASSOCIATES (LARGE AND EXTRA-LARGE FIRMS)



GROWTH
EQUITY PARTNERS (LARGE & EXTRA LARGE FIRMS)



GROWTH
 NON-EQUITY PARTNERS (LARGE & EXTRA LARGE FIRMS)



PROMOTIONS FROM ASSOCIATE TO PARTNER

OVERVIEW

The results reported in this section reflect the average percentage of attorneys who were promoted into equity partner and non-equity partner roles broken out by sociodemographic categories. The narrative in this section references the average firm percentages presented in the tables (see appendices) as well as the figures presented only in the narrative.

While the average percentages fluctuate by year and size of firm, the data reveals that associates were more likely to be promoted to non-equity partner (56%) than equity partner (44%).

Tables: The overall totals presented at the bottom of each table reflect the average percentage of attorneys promoted from associate to either equity partner or non-equity partner as broken out by year and firm size. Each cell in the table reflects the percentage of associates promoted to either equity partner or non-equity partner represented by the demographic (race and ethnicity, gender identity, LGBTQ+, disability) stated in each row. Ex: average percentage of African-American/Black associates that were promoted to equity partner. (See Appendix E).

Figures: Unless referenced otherwise, the figures included in this section reflect the percent of change in the 2020 data among large and extra-large firms relative to these firms in the 2019 data. Thus, zero reflects no change. A negative number reflects a decrease whereas a positive number reflects an increase from 2019 to 2020.

RACE AND ETHNICITY

The majority of promotions from associate to either equity partner and non-equity partner were among White associates, ranging from 75% to 89% of

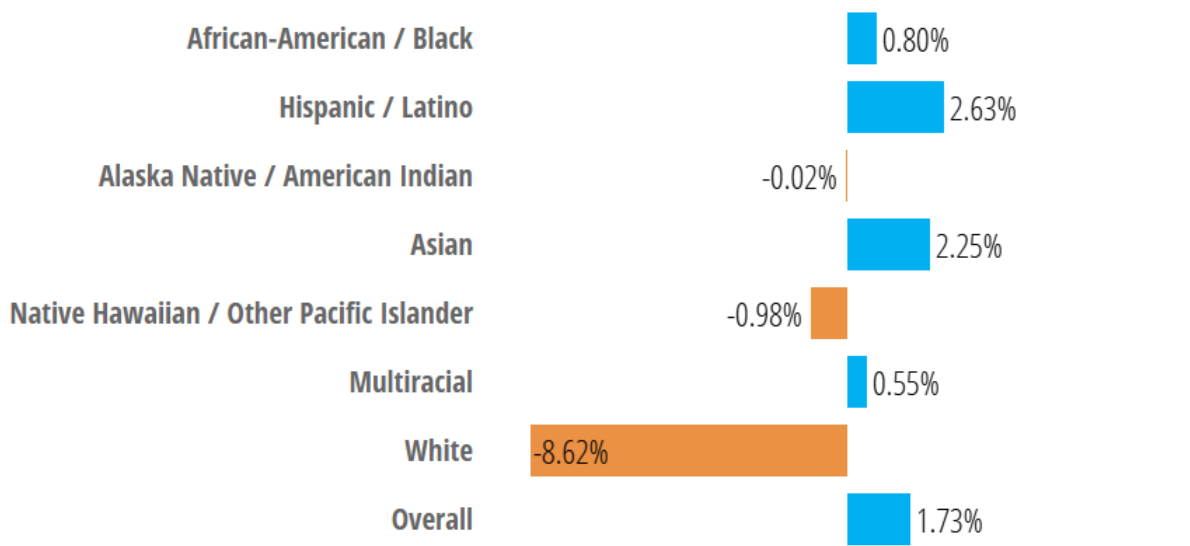
promotions to equity partner and from 44% (small firms) to 87% of promotion to non-equity partner. The average percentages for other races and ethnicities varied considerably between year and firm size. However, the general trend among racially and ethnically underrepresented group attorneys was that African-American/Black associates were most likely to be promoted to equity partner and Asian associates were most likely to be promoted to non-equity partner status relative to the other racially and ethnically underrepresented groups (e.g., Hispanic/Latino Associates).

A comparison between promotions to equity vs. non-equity partners within racial groups revealed that all races and ethnicities were just as likely to be promoted to non-equity partner (56%) relative to equity partner (44%). While a negligible difference, Hispanic/Latino associates were most likely to be promoted to equity partner (49%) relative to non-equity partner (51%). However, this must be balanced by the consideration that Hispanic/Latino associates only accounted for between 1% to 6% of all promotions into partnership roles.

The figure below reflects a slight increase in promotions to equity partner in 2020 (as compared to 2019) among African-American/Black, Asian, and Hispanic/Latino associates and a substantial decrease for White associates promoted to equity partner at large and extra-large firms.

PROMOTIONS

CHANGE IN EQUITY PARTNERS BY RACE (LARGE AND EXTRA-LARGE FIRMS)



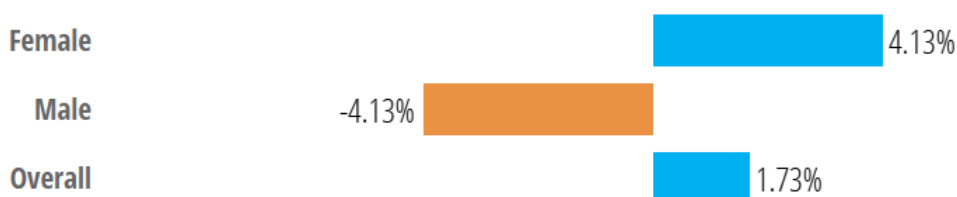
GENDER IDENTITY

With regard to promotions from associate to equity partner, male attorneys generally constituted roughly between 60% to 70% of promotions into equity partners, with female attorneys between 22% to 40%. Males generally constituted approximately 60% of promotions of associates into non-equity partners. Female attorneys generally constituted approximately 40% of promotions from associate to non-equity partners. Thus, the difference between the promotion of male and female associates is more notable when comparing within the equity partner role. However, the ratio and therefore likelihood of female associates being promoted to equity partner (vs. non-equity partner) was roughly the same as male associates (44% vs. 45%).

The figure below reflects a substantial increase in the percentage of female and a decrease in the percentage of male promoted to equity partner in 2020 relative to 2019 at large and extra-large law firms.

PROMOTIONS

CHANGE IN EQUITY PARTNERS BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+

The range of LGBTQ+ promotions from associate to non-equity partner varied widely from 0.56% to 10% depending upon firm size and year. While the average percentages for LGBTQ+ associate promotions to equity partner were more consistent, they were also on average smaller, with ranges from 0.07% to 5.87%. LGBTQ+ associates were more likely to be promoted to equity partner than non-equity partner (53% vs. 47%). However, this ratio must be balanced by the fact LGBTQ+ attorneys made up a very small percentage of those promoted into any partnership role.

The figure below reflects a slight decrease in the percentage of LGBTQ+ associates promoted to equity partner in 2020 relative to 2019 at large and extra-large law firms.

PROMOTIONS

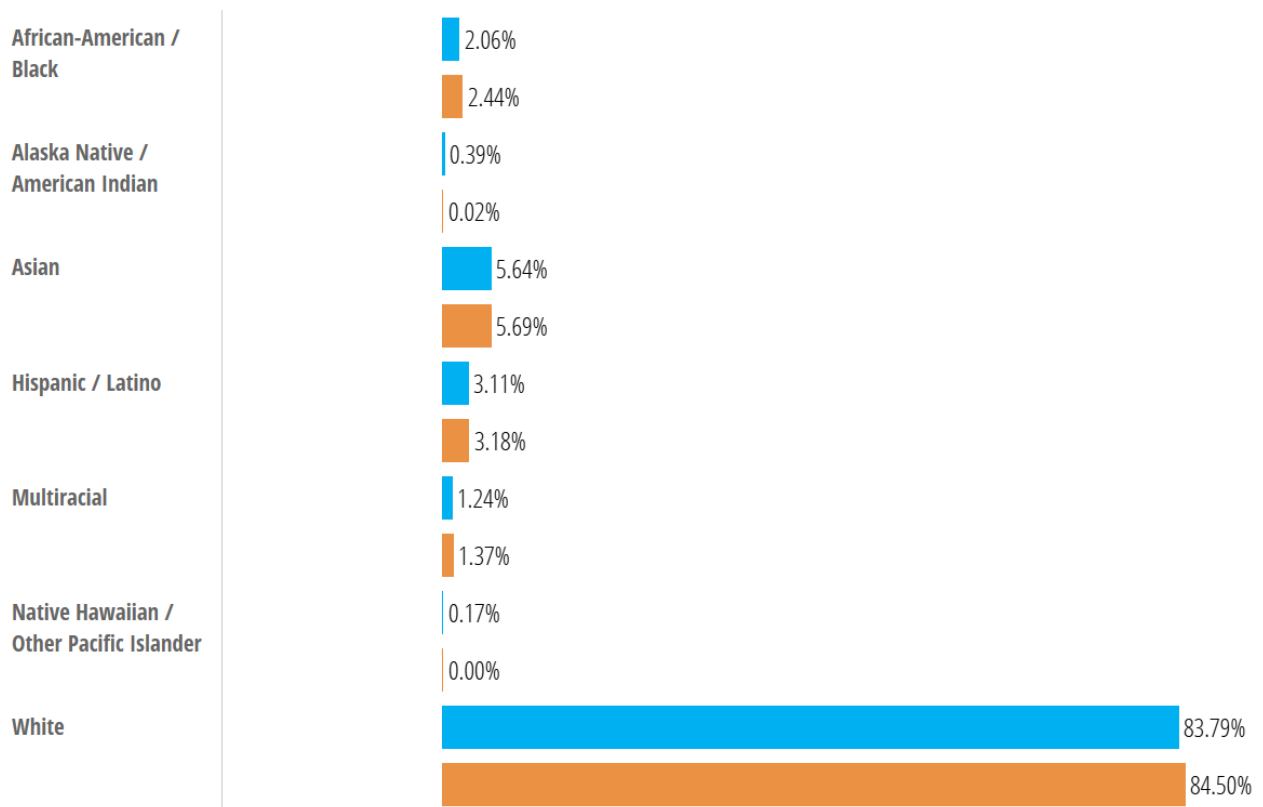
CHANGE IN EQUITY PARTNERS BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



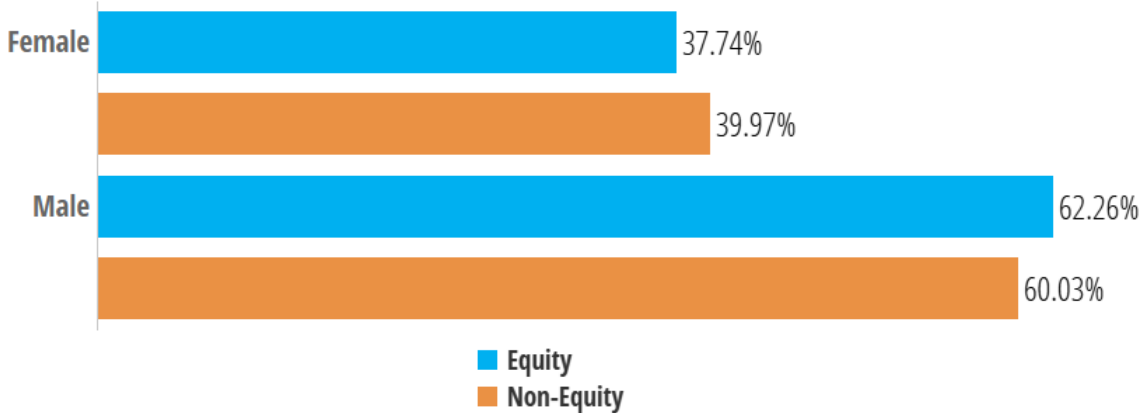
DISABILITY

There was little to no data provided for promotion of associates with disabilities to either non-equity or equity partner status. Thus, all average percentages for promotions were at or near zero.

PROMOTIONS FROM ASSOCIATE TO PARTNER COMPARISON BY RACE AND PARTNER TYPE



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



FIRM LEADERSHIP

OVERVIEW

This section looks at sociodemographic representation for racially and ethnically underrepresented males and females, White males and females, LGBTQ+ individuals, and individuals with disabilities for 8 leadership committees or roles:

- Hiring partners
- Firm-wide compensation committee
- Partner review committee
- Highest governance committee
- Attorneys who lead offices
- Attorneys who lead firm-wide committees
- Attorneys who lead firm-wide groups
- Attorneys who lead local groups

Tables: The overall totals presented at the bottom of each table reflect the average percentage of attorneys within each firm that serves on the focal leadership committee or role broken out by year and firm size. Each cell in the table reflects the average percentage of racially and ethnically underrepresented females, and White females, racially and ethnically underrepresented males, and White males who serve on those committees or roles. For example, the “average percentage of racially and ethnically underrepresented males that serve on committee X” (see Appendix F).

Figures: Unless referenced otherwise, the figures reflect the percent of change in the 2020 data among large and extra-large firms relative to these firms in the 2019 data. Thus, zero would reflect no change. A negative number reflects a decrease whereas a positive number reflects an increase from 2019 to 2020.

RACIALLY AND ETHNICALLY UNDERREPRESENTED GROUP STATUS AND GENDER IDENTITY

While the actual average percentages differed by year, size, and committee or leadership role type, for the most part approximately 60% – 70% of firm leadership were White male attorneys, 20% – 25% White female attorneys, 5% – 8% racially and ethnically underrepresented male attorneys, and 2% – 5% racially and ethnically underrepresented female attorneys. White female and racially and ethnically underrepresented male and female attorneys tended to have higher average percentages in small firms (1-20 Attorneys).

Racially and ethnically underrepresented male attorneys were most represented as *hiring partners* and attorneys who *lead offices*. They were least represented as attorneys who *lead firm-wide groups* and as *members of firm wide compensation committees*. Racially and ethnically underrepresented female attorneys were most represented as *hiring partners* and attorneys who *lead firm-wide committees*. They were least represented as those *leading offices* and as *leaders of firm-wide groups*.

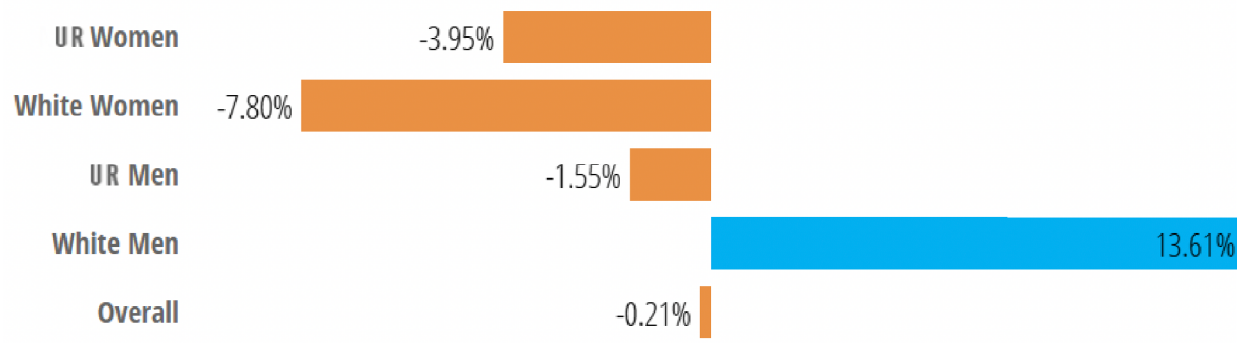
With respect to changes from baseline, the representation of both racially and ethnically underrepresented groups and White female attorneys as *hiring partners* declined in 2020 from the previous year. The representation of racially and ethnically underrepresented male attorneys stayed about the same whereas the representation of White male attorneys increased substantially. Furthermore, the representation of racially and ethnically underrepresented group attorneys (both male and female) and White female attorneys on *compensation committees* declined whereas it increased for White male attorneys substantially. This pattern was also the same for *leaders of firm-wide committees*.

The representation of racially and ethnically underrepresented groups and White female attorneys who *lead local office practice groups or departments* actually increased. There were also slight increases for White female and racially and ethnically underrepresented group attorneys and slight decreases for White male attorneys on the *highest governance committees*.

There were no other significant changes in other demographic groups, although White female attorneys as well as racially and ethnically underrepresented male and female attorneys each experienced positive trends in leadership committee representation, generally.

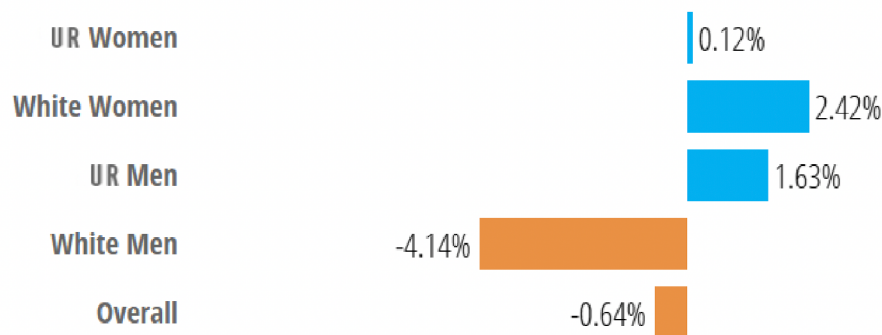
LEADERSHIP

CHANGE IN ATTORNEYS WHO LEAD FIRM-WIDE COMMITTEES BY RACE AND GENDER (LARGE AND EXTRA-LARGE FIRMS)



LEADERSHIP

CHANGE IN ATTORNEYS WHO SERVE ON HIGHEST GOVERNANCE COMMITTEE BY RACE AND GENDER (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+

The percentage of LGBTQ+ individuals in firm leadership seldomly rose above 5% across the various leadership committees and roles. The percentages were substantially higher for small firms (1-20 Attorneys). Notable changes from 2019

to 2020 include a drop in LGBTQ+ attorneys who *lead firm-wide committees* in large firms (3.21% to 0.69%); however, there was an increase in LGBTQ+ attorneys who serve on *firm-wide compensation committees* (1.67% to 3.15%).

LGBTQ+ attorneys were most represented as leaders of *firm-wide committees* and *partner review committees*. They were least represented as *leaders of firm-wide groups* and *leaders of local groups*. They decreased in representation on *partner review committees* and increased their representation among attorneys who *lead offices* in 2020. The figure below shows a positive trend in LGBTQ+ representation among attorneys who *lead offices*.

LEADERSHIP

CHANGE IN ATTORNEYS WHO LEAD OFFICES BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



DISABILITY

Attorneys with disabilities accounted for less than 1 percent of leadership for every leadership committee regardless of year and firm size. In addition, average percentages were relatively consistent from 2019 to 2020.

As the representation of attorneys with disabilities was consistently below 1% for all leadership committees and roles, their relative representation on certain committees is negligible. Also, their changes were negligible. For example, in 2019, the role with the highest average representation for very large firms was *leading local groups* with a 0.84%. But this number declined to 0.42% in 2020.

TOP 10% HIGHEST COMPENSATED PARTNERS

OVERVIEW

Firms were asked to indicate the number of male and female attorneys for each race and ethnicity, LGBTQ+ status, and disability status who were in the top 10% highest paid attorneys in the firm. This section features the intersection of gender identity with the other sociodemographic groups. Thus, the numbers in each cell of the tables (see Appendix G) reflect the average percentage of a given demographic by gender identity (e.g., African-American/Black Males) that is reflected in the top 10% highest compensated partners.

RACE AND ETHNICITY BY GENDER IDENTITY

Membership within the top 10% highest compensation group was overwhelmingly dominated by White male attorneys (approximately 71%) followed by White female attorneys (approximately 13%). African-American/Black male and female attorneys consistently represented less than 1%, with one exception: they accounted for roughly 10% and 6% respectively in small firms. Hispanic/Latino male attorneys fluctuated between 2% to 7%, whereas Hispanic/Latina female attorneys were consistently less than 1%. Asian male attorneys fluctuated between 1% to 2%, whereas Asian female attorneys were consistently less than 1%, except in small firms where they accounted for roughly 5%. No other racial groups constituted averages that significantly differed from zero.

In the figure below, which shows changes between 2019 and 2020 data, White male and female attorneys had a moderate decrease in representation among the top 10% of compensated attorneys. All other demographic groups saw various trends, with no significant changes.

LGBTQ+ BY GENDER IDENTITY

Membership within the top 10% highest compensation group rarely rose above 1% outside of small firms for LGBTQ+ attorneys where LGBTQ+ male attorneys represented roughly 4% and LGBTQ+ female attorneys 1.5%. LGBTQ+ male

attorneys consistently represented higher percentages than LGBTQ+ female attorneys, but the rates were still near or below 1% in medium to extra-large firms.

DISABILITY BY GENDER IDENTITY

Membership within the top 10% highest compensation group was consistently below 1% for attorneys with disabilities. Furthermore, the data for both male and female attorneys with a disability were consistently near zero making a comparison between the two non-reliable.

DEMOGRAPHICS

CHANGE IN HIGHEST 10% PAID (LARGE AND EXTRA-LARGE FIRMS)

African-American / Black	Males	0.13%
	Females	0.01%
Hispanic / Latino	Males	0.02%
	Females	0.08%
Alaska Native / American Indian	Males	-0.10%
	Females	-0.04%
Asian	Males	0.48%
	Females	0.27%
Native Hawaiian / Other Pacific Islander	Males	0.00%
	Females	0.00%
Multiracial	Males	0.16%
	Females	-0.01%
White	Males	-3.07%
	Females	-2.28%
LGBTQ	Males	0.27%
	Females	0.13%
Disability	Males	-0.08%
	Females	-0.05%

FIRM ATTRITION

OVERVIEW

The data reported in this section reflects the average percentage of attorneys who left firms (voluntarily and involuntarily) for each attorney role and sociodemographic category. The narrative in this section references the average firm percentages presented in the tables (see appendices) as well as the figures presented only in the narrative.

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

Figures: Unless referenced otherwise, the figures reflect the percent of change in the 2020 data among large and extra-large firms relative to these firms in the 2019 data. Thus, zero would reflect no change. A negative number reflects a decrease whereas a positive number reflects an increase from 2019 to 2020.

Approximately 12,000 attorneys left firms, with a median of 23 attorneys per firm. Attrition rates varied by attorney role and firm size. The attrition rate for equity partners was between 10% to 16%. The attrition rate for non-equity partners was between 7% to 18%. Associate attorneys displayed the highest attrition rate between 54% to 71%. Finally, counsel (6% to 14%) and Other Attorneys (0% to 5%), primarily due to their relatively smaller numbers, reported the lowest attrition rates. Beyond attorney role and firm size, attrition rates also varied by sociodemographic group (race and ethnicity, gender identity, sexual orientation, and disability).

RACE AND ETHNICITY

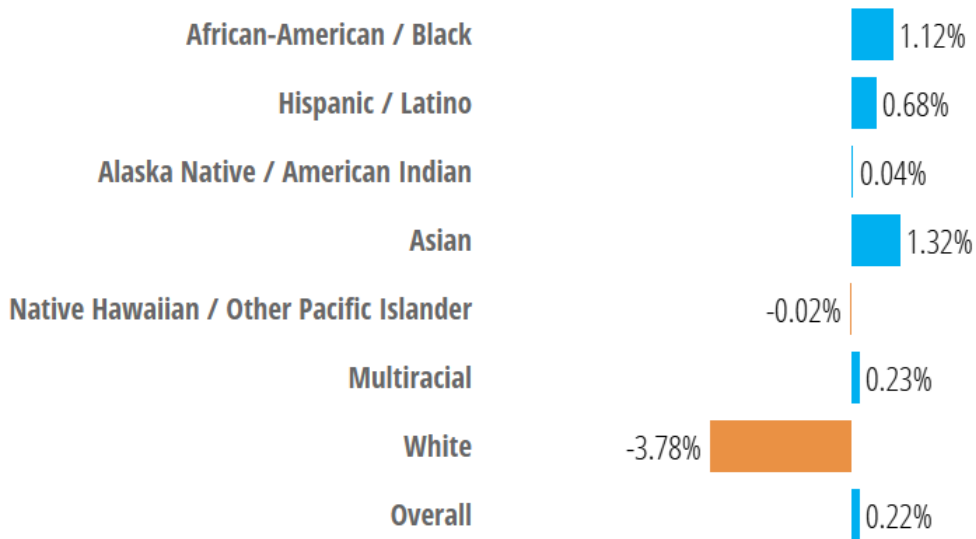
With race and ethnicity, African-American/Black (23%) and Asian (19%) attorneys experienced the greatest attrition, followed by Multiracial (16%), Hispanic/Latino (15%), Native American (14%), and Native Hawaiian/Pacific-Islander (13%) attorneys. However, White attorneys reported the lowest attrition (12%).

Within roles, among the equity partners that left the firm, the overwhelming majority of them were White equity partners (87% to 100%). The remaining racial groups, with only one exception reported ranges approximately at or below 5%. The attrition for White non-equity partners was similar to White equity partners, with values ranging from 80% to roughly 88%. The other racial categories evidenced an increase in attrition, mostly among African-American/Black (1% to 20%), Asian (0% to 6%) and Hispanic/Latino (0% to 5%) non-equity partners. White associates reported the highest attrition followed by Asian associates, African-American/Black, and then Hispanic/Latino associates. The other racial categories for associates was primarily less than 1% with only one exception, where multiracial associates averaged roughly 3%. As with associates, White counsel/ Other Attorney reported the highest attrition followed by Asian, African-American/Black, and then Hispanic/Latino counsel/ Other Attorney. The other racial categories for Counsel/ Other Attorney was primarily less than 1%. Thus, the attrition of racial groups within roles were commensurate with their representation within those roles.

The figure below represents the change in attrition percentage for associates between 2019 and 2020. Of all races and ethnicities, only White attorneys reported a significant decrease in the percentage of attrition. None of the other racial groups showed a significant change, though there were trending increases for most.

ATTRITION

CHANGE IN ASSOCIATES BY RACE (LARGE AND EXTRA-LARGE FIRMS)



GENDER IDENTITY

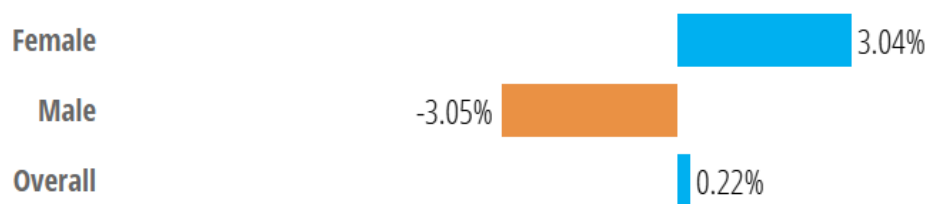
In 2020, there was higher attrition among female (16%) than male attorneys (11%). This trend was consistent across firm size.

While the overall attrition for equity partners was fairly low, of the equity partners that left, approximately 72% were male and 28% were female. The male and female averages for non-equity partners differed substantially per firm size. For small firms, males accounted for 60% of average attrition and females 40% for non-equity partners. However, medium to very large firms in 2018 and 2020 saw 70% for male and 30% for female non-equity partners. While there was some fluctuation between year and firm size, overall male associates accounted for approximately 53% of average attrition and female associates approximately 47%. The counsel/Other Attorney average percentages were much more in flux due to their relatively lower numbers. However, there are notable year/firm size cells where the average attrition was higher for women than men counsel/Other Attorneys. Although not exclusively, these occurred primarily for small firms.

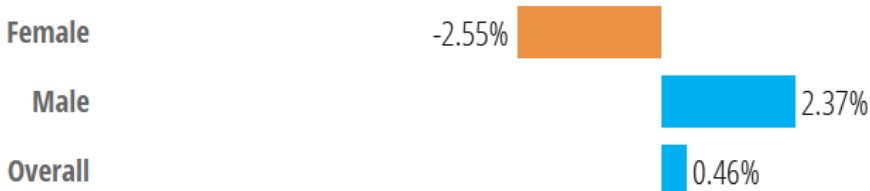
The figures below represent the changes in attrition per gender identity for both associates and non-equity partners between 2019 and 2020. Among

associates, male attorneys reported significantly lower, while female attorneys reported significantly greater, levels of attrition. The opposite was found among non-equity partners, where female attorneys reported lower, and male attorneys reported greater, levels of attrition. But among non-equity partners, the changes were simply trending in their respective directions and thus are not particularly noteworthy.

ATTRITION CHANGE IN ASSOCIATES BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



ATTRITION CHANGE IN NON-EQUITY PARTNERS BY GENDER IDENTITY (LARGE AND EXTRA-LARGE FIRMS)



LGBTQ+

In 2020, attrition was slightly higher among LGBTQ+ (13%) than non-LGBTQ+ attorneys (12%). This was especially true in large and extra-large firms. In small and medium firms, non-LGBTQ+ attorneys reported higher levels of attrition than LGBTQ+ individuals, but it should be noted that there were far fewer LGBTQ+ attorneys in those firms.

As LGBTQ+ attorneys made up a very small percentage across the various roles, there was very little attrition reported for either equity partners, non-equity partners, associates, counsel, or Other Attorneys. With few exceptions, LGBTQ+

attorneys accounted for between 0% to 4% of attrition across all roles, years, and firm sizes.

In the figures below, changes in levels of attrition among both associates and non-equity partners identifying as LGBTQ+ between 2019 and 2020 were reported. There was an increase in the attrition accounted for by LGBTQ+ associates, and a decrease in the attrition accounted for by LGBTQ+ non-equity partners. But neither trend resulted in significant levels of change.

ATTRITION

CHANGE IN ASSOCIATES BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



ATTRITION

CHANGE IN NON-EQUITY PARTNERS BY LGBTQ+ (LARGE AND EXTRA-LARGE FIRMS)



DISABILITY

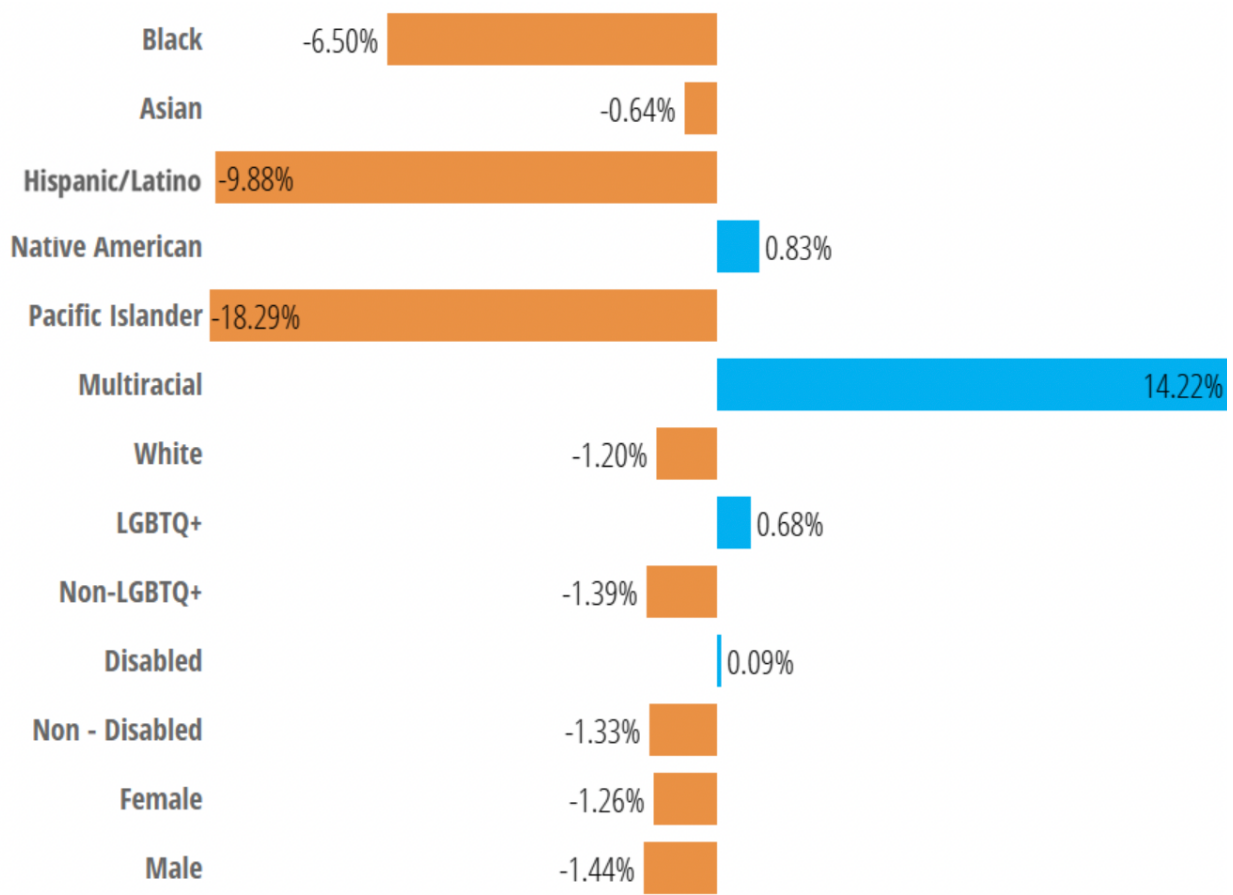
In 2020, there was no substantial difference in attrition between attorneys with a disability and attorneys without a disability (roughly 12% per group). In extra-large firms, there was higher attrition among attorneys with a disability (18%) than those without a disability (13%). In all other firm sizes, the relationship was flipped with an average attrition rate of approximately 2% for attorneys with a disability and 12% for attorneys without a disability. Though again, it should be noted that there were fewer attorneys with a disability in small, medium, and large firms.

As attorneys with disabilities made up a very small percentage across the various roles, there was very little to no attrition reported for either equity partners, non-equity partners, associates, counsel, or Other Attorneys. Attorneys with disabilities accounted for between 0% and 1% of attrition across all firms and sizes, except that Other Attorneys with a disability in large firms accounted for roughly 6% of attrition.

In the figure below, several significant changes from 2019 to 2020 were present. Of note, Pacific Islander or Native Hawaiian, Black, and Hispanic/Latino attorneys accounted for a smaller percentage of attrition. Conversely, multiracial attorneys accounted for a greater percentage of attrition.

DEMOGRAPHICS

CHANGE IN ATTRITION (LARGE AND EXTRA-LARGE FIRMS)



ATTORNEYS WORKING A REDUCED SCHEDULE

OVERVIEW

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

RACE AND ETHNICITY

Equity partners reported a lower percentage of attorneys working reduced schedules overall. However, among those who did work reduced schedules, White equity partners constituted between 72% to 93% of equity partners with such schedules. Asian equity partners varied between 1% to 5%. The remaining racial categories varied considerably by year and firm size. The average percentages were similar for White non-equity partners, but the other racial categories, with few exceptions were consistently at or near zero percent reduced working schedules. One notable exception being that Native Hawaiian/Other Pacific Islanders accounted for 14.29% of non-equity partners working reduced hours in small firms, but 0% in all others. White associates constituted between 73% to 81% of those working a reduced schedule. Asian equity partners varied between 0% to 12% of those working a reduced schedule. African-American/Black associates varied between 3% to 7% of those working a reduced schedule. Hispanic/Latino associates varied between 2% to 20%, while Native Hawaiian/Other Pacific Islander and multiracial associates each varied from 0% to 3%. However, for Alaska Native/ American Indian, the average percentages for associates working reduced schedules were consistently at or near 0%. Counsel attorneys represented a slightly higher percentage overall of those working a reduce schedule. White counsel

attorneys accounted for the largest percentages (from approximately 78% to 90%). Other racial groups accounted for varying levels of counsel attorneys working a reduced schedule, with Asian individuals accounting for 2% to 9%, Hispanic/Latino individuals accounting for 2% to 11%, African American/Black individuals accounting for 0% to 2%, and Multiracial individuals accounting for 0% to 2%. Native Hawaiian/Other Pacific Islander and Alaska Native/American Indian both accounted for roughly 0% of those working a reduced schedule among counsel attorneys. Due to relatively smaller numbers, the percentages for Other Attorneys varied considerably for all racial categories by year and firm size, although White Other Attorneys were consistently higher accounting for 67%-90%.

GENDER IDENTITY

Both female equity partners and female non-equity partners were more likely to have a reduced working schedule relative to males. Female equity partners on average accounted for roughly 63% of those with reduced schedules, and 71% of non-equity partners with reduced schedules. This pattern was substantially higher for female associates relative to male associates (approximately 82% vs. 18%). The reduced working schedule averages for counsel were more balanced, but still favored female attorneys (approximately 62% to 38%). Due to their relatively smaller numbers, average percentages varied considerably by year and firm size for Other Attorneys. Still, on average female Other Attorneys accounted for roughly 83% of those working a reduced schedule compared to approximately 17% for males.

LGBTQ+

For the most part, the average percentages for LGBTQ+ equity partners and non-equity partners working a reduced schedule were negligible, varying across year and firm size, from 0% to roughly 2%. Regarding associate attorneys, LGBTQ+ individuals accounted for 26.67% of reduced working schedules in small firms and 10.04% in medium, but roughly 1.5% in large and extra-large. Both counsel and Other Attorney identifying as LGBTQ+ accounted for 0% to 2% of reduced working schedules across firm sizes.

DISABILITY

Attorneys with a disability, primarily because of relatively fewer numbers reported overall, accounted for near zero percent of those working a reduced schedule for virtually every role. There were two anomalies such that in small firms, equity partners reporting a disability accounted for 16.67% of reduced working hours, and associates with a disability, 6.67%. No other particular pattern emerged for this demographic group.

DIVERSITY INITIATIVES

OVERVIEW

Tables: The percentage of firms that possess each policy is broken out by year and firm size.

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

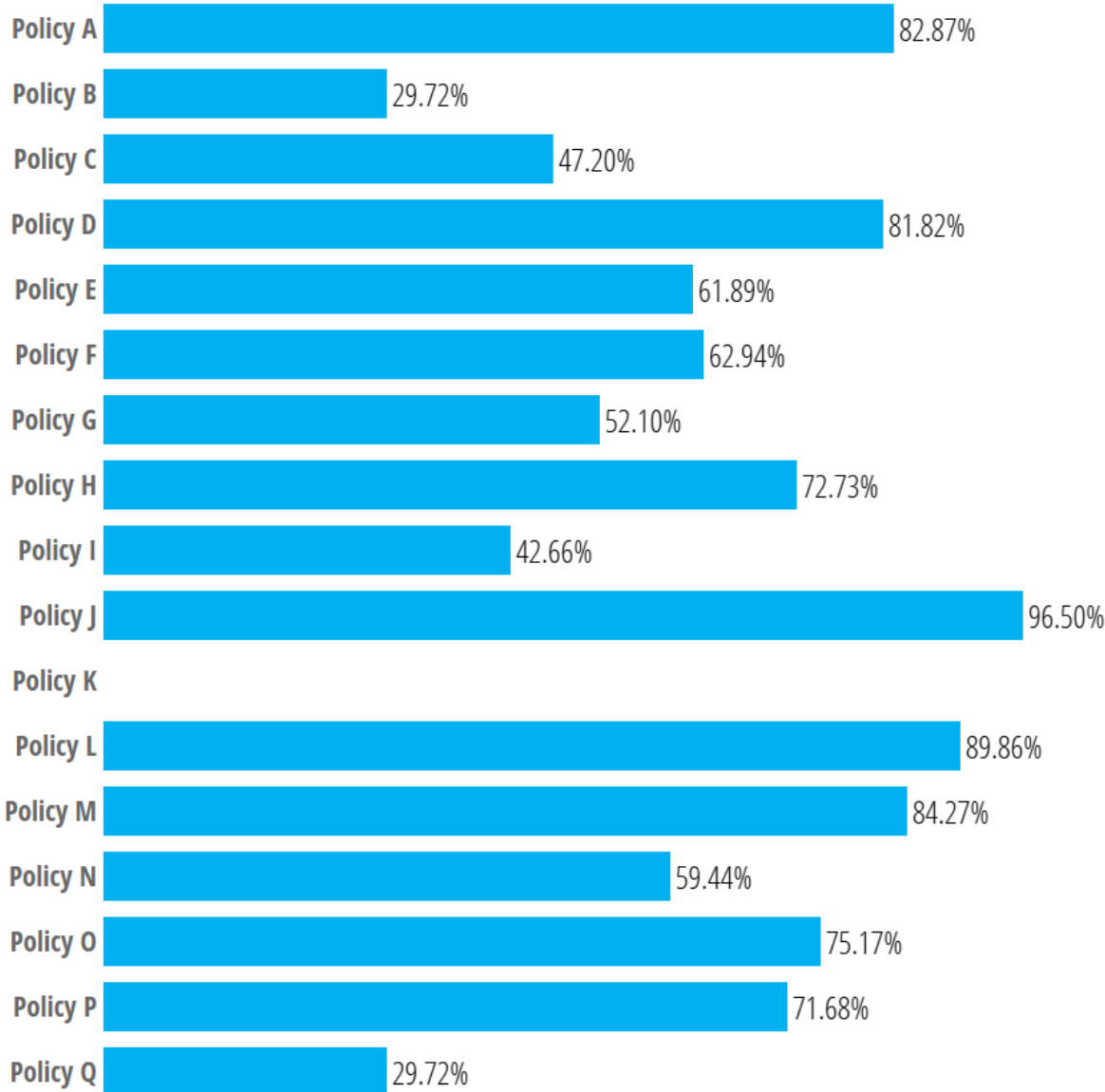
As with previous years, the most frequent policies for 2020 were Policy J and Policy L. Policy J is a policy that “prohibits discrimination based on disability, sexual orientation, gender identity, and gender expression.” Policy L is a policy that “specifically provides for paid maternity leave.”

As with previous years, the policies that were least likely to exist at law firms were Policy Q and Policy B. Policy Q is having “a supplier diversity program.” Policy B involves giving “billable credit for work that is directly related to diversity efforts (but is not pro bono work).” There was a substantial decrease in the percentage of firms with these policies from the 2017-2019 baseline. Whereas 50% of firms reported having these policies before, only about 29% reported having them in 2020.

Many of the other policies that were infrequently held in 2017-2019 also decreased in 2020. For example, Policy G (“Firm has a succession plan that specifically emphasizes greater inclusion of women and diverse lawyers”) and Policy C (“Firm ties a component of partner compensation to diversity efforts”) both decreased from approximately 60% of firms to 52% and 47%, respectively. There does not appear to be any particular commonality among the policies with percentages decreased.

The figure below represents the overall adoption percentage per policy in 2020. It is important to note that in 2020, "Policy K" from recent years was removed from data collection.

DIVERSITY INITIATIVES
AVERAGE POLICY UTILIZATION IN 2020



POLICY DEFINITIONS

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

Appendix

APPENDIX A

DETAILED ANALYSES METHODOLOGY

Data Inspection

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

Data Cleaning

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

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

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

did occur in small firms). Based upon an impact analyses, we employed an algorithm to exclude overreporting firms with more than five errors and underreporting firms with more than 20 errors.

Data Analyses

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

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

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

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

Data Reporting

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

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

APPENDIX B

SURVEY INSTRUCTIONS

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

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

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

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

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

Instructions:

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

PLEASE USE THE FOLLOWING DEFINITIONS TO ANSWER ALL QUESTIONS:

1. For purposes of this survey, diversity is limited to ABA Goal III categories and is defined as "minorities, women, persons with disabilities, and persons of differing sexual orientations and gender identities." If you would like more information about Goal III categories, please see

<http://www.americanbar.org/groups/diversity/DiversityCommission/goal3.html>

2. For purposes of this survey, "minorities" are defined as: those whose race is other than White/Caucasian and include the following categories designated by the Equal Employment Opportunity Commission: "African-American/Black (not Hispanic/Latino); Hispanic/Latino; Alaska Native/American Indian; Asian; Native Hawaiian/Other Pacific Islander; and Multiracial (those who identify with two or more of the above races)."
PLEASE NOTE: no attorney can be counted in more than one minority category.

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

APPENDIX C

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

Race	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.90	0.81	1.43	1.86	7.88	2.47	1.47	1.86	10.46	1.39	1.59	2.01
Hispanic/ Latino	0.25	1.37	2.22	2.35	7.88	4.35	1.89	2.41	4.09	2.76	3.43	2.49
Alaska Native/ American Indian	0.52	0.13	0.24	0.13	0.76	0.18	0.08	0.12	0.00	0.31	0.11	0.14
Asian	4.13	3.48	2.25	3.57	1.82	4.48	2.87	3.77	1.90	3.21	3.01	4.01
Native Hawaiian/ Other Pacific Islander	0.00	0.17	0.04	0.04	0.00	0.04	0.09	0.06	0.00	0.37	0.04	0.04
Multiracial	1.55	0.55	0.71	0.64	0.81	0.07	0.59	0.65	2.94	0.51	0.93	0.83
White	87.72	92.56	92.12	91.09	83.57	88.24	92.81	90.83	80.61	89.39	90.16	90.00
OVERALL	42.24	36.23	31.88	27.99	42.24	36.23	31.88	27.99	42.10	34.32	32.45	27.60

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	28.48	19.57	18.87	19.72	24.75	20.69	20.05	20.51	26.39	21.11	20.19	23.03
Male	71.52	80.43	81.13	80.28	75.25	79.31	79.95	79.49	73.61	78.86	79.81	76.96
OVERALL	42.24	36.23	31.88	27.99	42.24	36.23	31.88	27.99	42.10	34.32	32.45	27.60

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

OVERALL FIRM DEMOGRAPHICS
LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	3.35	1.41	1.45	2.04	6.31	1.69	1.65	2.15	3.83	2.01	1.58	2.10
OVERALL	42.24	36.23	31.88	27.99	42.24	36.23	31.88	27.99	42.10	34.32	32.45	27.60

OVERALL FIRM DEMOGRAPHICS
DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.10	0.29	0.46	0.34	0.00	0.13	0.38	0.45	0.52	0.65	0.66	0.42
OVERALL	42.24	36.23	31.88	27.99	42.24	36.23	31.88	27.99	42.10	34.32	32.45	27.60

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

OVERALL FIRM DEMOGRAPHICS

RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	2.27	2.91	2.80	2.56	8.60	1.55	2.22	2.62	7.59	2.76	2.48	2.59
Hispanic/ Latino	4.62	1.33	2.69	2.61	1.35	3.11	2.36	2.89	7.59	2.23	3.01	3.06
Alaska Native/ American Indian	0.00	0.25	0.24	0.13	0.37	0.00	0.07	0.17	0.45	0.26	0.14	0.12
Asian	6.50	2.74	3.10	5.40	4.49	4.45	4.60	5.17	9.29	4.46	3.47	4.72
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.14	0.10	0.00	0.24	0.01	0.05	1.79	0.37	0.00	0.00
Multiracial	0.00	0.91	1.20	1.18	0.00	0.43	1.27	1.31	0.00	0.18	1.85	1.36
White	80.24	90.18	89.52	86.01	84.34	88.39	89.50	87.56	69.73	87.27	88.25	87.47
OVERALL	13.16	18.03	17.33	12.16	13.16	18.03	17.33	12.16	15.58	18.68	19.79	12.84

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

OVERALL FIRM DEMOGRAPHICS

GENDER IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	36.87	32.55	30.83	31.32	37.63	32.45	27.96	31.63	31.67	29.87	29.17	32.16
Male	63.13	67.45	69.17	68.68	62.37	67.55	72.04	68.37	68.33	70.00	70.65	67.81
OVERALL	13.16	18.03	17.33	12.16	13.16	18.03	17.33	12.16	15.58	18.68	19.79	12.84

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

OVERALL FIRM DEMOGRAPHICS

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.02	1.33	1.80	1.92	3.90	1.61	1.75	5.23	5.33	2.18	2.14	2.47
OVERALL	13.16	18.03	17.33	12.16	13.16	18.03	17.33	12.16	15.58	18.68	19.79	12.84

OVERALL FIRM DEMOGRAPHICS

DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.38	0.39	0.54	0.00	0.19	0.19	0.77	0.00	0.33	0.66	0.71
OVERALL	13.16	18.03	17.33	12.16	13.16	18.03	17.33	12.16	15.58	18.68	19.79	12.84

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

OVERALL FIRM DEMOGRAPHICS
RACE BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	2.28	4.38	5.55	4.62	15.35	5.11	4.96	4.69	13.96	5.67	4.97	5.32
Hispanic/Latino	3.83	3.85	4.96	5.00	6.12	4.14	4.43	5.39	5.90	5.39	5.54	6.01
Alaska Native/ American Indian	0.35	0.12	0.09	0.23	0.00	0.05	0.12	0.23	0.00	0.04	0.22	0.21
Asian	7.92	6.87	8.13	10.80	2.95	8.57	8.80	11.12	6.50	8.29	8.65	10.93
Native Hawaiian/ Other Pacific Islander	0.23	0.15	0.13	0.08	0.00	0.30	0.09	0.09	0.00	0.40	0.00	0.09
Multiracial	0.45	1.38	2.87	3.31	2.04	0.93	2.58	3.20	1.29	2.21	2.78	3.55
White	88.42	79.93	78.10	75.54	69.90	77.77	78.81	75.40	72.36	75.37	77.10	72.94
OVERALL	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07	29.28	35.02	35.36	43.33

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	46.65	42.32	47.50	47.45	56.78	45.14	45.89	47.76	48.57	46.52	45.37	48.37
Male	53.35	57.68	52.50	52.55	43.22	54.86	54.11	52.24	51.43	53.43	54.59	51.58
OVERALL	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07	29.28	35.02	35.36	43.33

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	2.07	2.24	2.39	3.39	0.37	3.28	3.09	3.65	2.28	2.82	3.79	4.18
OVERALL	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07	29.28	35.02	35.36	43.33

OVERALL FIRM DEMOGRAPHICS
DISABILITY BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.17	0.09	0.57	0.44	1.21	0.18	0.36	0.68	0.20	0.36	0.94	0.65
OVERALL	25.54	33.77	36.46	42.07	25.54	33.77	36.46	42.07	29.28	35.02	35.36	43.33

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

OVERALL FIRM DEMOGRAPHICS
RACE BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	2.55	2.20	1.28	1.97	13.10	1.37	1.62	2.62	14.47	2.24	2.05	2.82
Hispanic/Latino	6.38	0.54	1.97	3.20	0.00	5.89	1.73	3.19	6.06	2.02	1.89	3.51
Alaska Native/ American Indian	0.00	0.30	0.12	0.18	0.00	0.00	0.18	0.21	0.00	0.17	0.17	0.14
Asian	5.92	4.20	3.04	5.01	3.33	3.51	3.77	4.77	2.61	6.03	4.75	5.30
Native Hawaiian/ Other Pacific Islander	3.01	0.00	0.22	0.02	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.15
Multiracial	0.00	0.00	1.45	1.23	0.00	1.55	1.40	1.46	0.00	1.12	1.76	1.63
White	70.78	92.76	93.24	86.43	71.67	84.72	89.29	86.64	76.85	85.70	88.88	85.48
OVERALL	6.70	9.80	11.67	13.15	6.70	9.80	11.67	13.15	11.56	10.50	10.11	11.70

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	46.42	33.28	33.21	38.70	40.52	30.39	37.02	37.62	34.92	34.19	39.36	39.40
Male	53.58	66.72	66.79	61.30	59.48	69.61	62.98	62.38	65.08	65.74	60.64	60.56
OVERALL	6.70	9.80	11.67	13.15	6.70	9.80	11.67	13.15	11.56	10.50	10.10	11.70

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

OVERALL FIRM DEMOGRAPHICS
LGBTQ+ BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	2.13	1.50	1.06	2.31	0.00	2.28	1.88	2.16	0.00	1.23	2.08	2.03
OVERALL	6.70	9.80	11.67	13.15	6.70	9.80	11.67	13.15	11.56	10.50	10.10	11.70

OVERALL FIRM DEMOGRAPHICS
DISABILITY BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.08	0.33	0.33	0.00	1.06	0.39	0.64	0.00	0.16	0.57	0.92
OVERALL	6.70	9.80	11.67	13.15	6.70	9.80	11.67	13.15	11.56	10.50	10.10	11.70

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	8.33	0.00	2.34	4.31	0.00	6.49	3.51	4.64	21.43	5.74	4.77	6.66
Hispanic/Latino	17.71	7.06	3.59	3.64	33.33	1.79	4.37	5.72	50.00	2.84	4.86	4.62
Alaska Native/ American Indian	1.04	0.00	0.16	0.03	0.00	0.00	0.00	0.17	0.00	0.00	0.00	0.14
Asian	26.04	0.00	5.49	10.01	0.00	3.77	8.80	9.35	0.00	18.70	9.54	11.39
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.09	0.00	0.00	0.09	0.03	0.00	0.00	0.14	0.05
Multiracial	0.00	0.00	3.91	1.96	0.00	0.00	6.94	1.42	0.00	3.09	4.44	2.56
White	63.54	87.06	83.64	79.49	66.67	75.91	76.49	78.09	28.57	68.21	74.21	73.87
OVERALL	0.37	1.42	2.59	4.63	0.37	1.42	2.59	4.63	1.48	1.48	2.31	4.53

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	56.25	59.59	48.04	59.31	33.33	52.49	50.88	55.03	85.71	56.88	55.81	55.11
Male	43.75	40.41	51.96	40.69	66.67	47.51	49.12	44.97	14.29	42.12	42.40	44.84
OVERALL	0.37	1.42	2.59	4.63	0.37	1.42	2.59	4.63	1.48	1.48	2.31	4.53

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

OVERALL FIRM DEMOGRAPHICS
LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	8.33	5.10	5.16	2.60	0.00	11.74	2.44	2.11	0.00	11.61	0.80	3.13
OVERALL	0.37	1.42	2.59	4.63	0.37	1.42	2.59	4.63	1.48	1.48	2.31	4.53

OVERALL FIRM DEMOGRAPHICS
DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	8.33	1.96	0.71	0.55	0.00	4.55	0.42	0.52	0.00	5.26	0.77	1.55
OVERALL	0.37	1.42	2.59	4.63	0.37	1.42	2.59	4.63	1.48	1.48	2.31	4.53

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

APPENDIX D

HIRES

RACE BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	5.00	7.46	2.89	50.00	2.08	5.70	3.74	0.00	8.33	3.97	3.67
Hispanic/Latino	0.00	0.00	1.73	4.65	0.00	0.00	0.00	3.02	0.00	9.90	1.59	7.18
Alaska Native/ American Indian	10.00	0.00	1.89	0.32	0.00	0.00	0.00	0.02	0.00	1.25	0.00	0.00
Asian	0.00	0.00	3.48	8.46	0.00	2.08	3.01	8.40	0.00	3.33	6.35	6.61
Native Hawaiian/ Other Pacific Islander	0.00	0.00	1.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	4.17	1.15	0.00	0.00	2.63	1.08	0.00	0.00	0.79	0.92
White	90.00	90.83	79.37	82.10	50.00	95.83	83.40	84.53	100.00	77.19	80.43	79.56
OVERALL	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38	2.86	3.84	4.87	5.45

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

HIRES

GENDER IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS*

Gender Identity	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	20.00	38.43	18.80	25.20	50.00	14.58	18.99	23.93	0.00	10.83	13.33	24.63
Male	80.00	61.57	81.20	74.80	50.00	85.42	81.01	76.07	100.00	89.17	86.67	75.05
OVERALL	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38	2.86	3.84	4.87	5.45

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

HIRES

LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	1.67	1.70	0.98	0.00	4.17	0.29	1.63	0.00	2.08	2.38	2.59
OVERALL	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38	2.86	3.84	4.87	5.45

HIRES

DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.93	1.14	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.19	0.06
OVERALL	5.95	4.81	6.20	6.57	3.23	3.40	4.03	6.38	2.86	3.84	4.87	5.45

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

HIRES

RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	7.65	2.81	4.38	16.67	0.57	3.27	2.50	0.00	1.65	6.68	5.08
Hispanic/Latino	25.00	1.79	2.01	5.51	0.00	1.56	5.97	3.57	0.00	1.69	2.51	5.61
Alaska Native/ American Indian	0.00	0.00	1.30	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.48	0.09
Asian	0.00	0.79	3.18	5.33	0.00	11.46	11.21	6.16	0.00	10.93	3.89	7.63
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.83	0.24	0.00	0.00	0.05	0.00	0.00	0.02	0.56	0.20
Multiracial	0.00	0.79	1.37	1.60	0.00	1.56	1.92	2.40	0.00	0.32	1.03	1.88
White	75.00	88.98	86.84	80.26	75.00	72.35	74.92	83.57	100.00	79.50	82.25	77.10
OVERALL	3.61	11.58	12.46	7.54	14.25	9.75	12.05	6.90	6.90	11.84	13.37	7.70

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

HIRES

GENDER IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	58.33	38.69	26.30	30.67	33.33	37.78	32.14	25.93	58.33	26.51	28.30	37.86
Male	41.67	61.31	73.70	69.33	66.67	62.22	67.86	74.07	41.67	73.49	71.55	62.14
OVERALL	3.61	11.58	12.46	7.54	14.25	9.75	12.05	6.90	6.90	11.84	13.37	7.70

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

HIRES

LGBTQ+ BY SIZE BY YEAR FOR NON-EQUITY PARTNERS

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	3.97	2.53	2.90	0.00	6.25	1.63	3.55	0.00	2.27	1.55	2.78
OVERALL	3.61	11.58	12.46	7.54	14.25	9.75	12.05	6.90	6.90	11.84	13.37	7.70

HIRES

DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.40	2.08	0.00	0.00	0.00	0.00	0.35	0.00	0.00	4.71	0.23
OVERALL	3.61	11.58	12.46	7.54	14.25	9.75	12.05	6.90	6.90	11.84	13.37	7.70

HIRES

RACE BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	4.55	5.73	5.95	5.56	9.67	5.88	6.20	5.62	2.78	6.61	6.29	6.88
Hispanic/Latino	5.30	3.24	6.40	6.17	8.00	3.70	4.80	6.14	10.56	7.50	6.80	7.11
Alaska Native/ American Indian	0.00	0.57	0.00	0.23	0.00	0.33	0.06	0.28	1.67	0.20	0.31	0.13
Asian	5.68	11.12	10.22	11.53	2.67	10.97	9.95	11.46	10.56	9.95	9.88	11.79
Native Hawaiian/ Other Pacific Islander	0.00	0.74	0.08	0.04	0.00	0.98	0.07	0.04	0.00	0.54	0.24	0.13
Multiracial	0.00	0.97	3.02	3.54	4.00	2.09	2.71	3.66	1.67	3.79	3.24	3.55
White	77.71	78.13	84.59	72.14	70.33	77.69	75.82	71.68	72.78	66.90	71.83	68.78
OVERALL	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21	72.93	72.54	64.83	72.60

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

HIRES

GENDER IDENTITY BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	46.86	47.26	49.28	48.99	54.00	50.00	48.05	47.26	64.17	53.49	45.08	49.75
Male	53.14	52.74	50.72	51.01	46.00	50.00	51.95	52.74	35.83	46.51	54.92	50.20
OVERALL	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21	72.93	72.54	64.83	72.60

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

HIRES

LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	4.17	3.03	2.34	3.79	1.00	5.06	3.14	3.92	8.33	2.52	4.38	4.48
OVERALL	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21	72.93	72.54	64.83	72.60

HIRES

DISABILITY BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	1.40	0.50	0.00	0.98	0.32	0.53	0.00	0.20	0.48	0.60
OVERALL	78.92	72.23	68.79	69.32	76.08	76.89	69.59	71.21	72.93	72.54	64.83	72.60

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

HIRES

RACE BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	6.45	4.12	4.70	33.33	0.00	3.23	4.54	18.52	0.53	3.75	4.23
Hispanic/Latino	11.11	0.00	3.21	3.41	0.00	0.00	2.65	3.91	5.56	0.40	3.60	5.62
Alaska Native/ American Indian	0.00	0.00	0.17	0.09	0.00	0.00	0.00	0.30	0.00	0.22	0.00	0.04
Asian	16.67	12.19	6.02	5.23	50.00	5.88	12.15	8.52	0.00	12.46	5.36	5.99
Native Hawaiian/ Other Pacific Islander	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.07
Multiracial	0.00	0.00	6.09	1.12	0.00	5.88	1.38	2.33	0.00	1.09	2.91	1.56
White	55.56	77.06	80.39	82.86	16.67	88.24	80.59	81.14	75.93	75.83	82.27	80.59
OVERALL	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22	17.31	9.94	12.83	8.58

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

HIRES

GENDER IDENTITY BY SIZE BY YEAR BY COUNSEL *

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	50.00	37.90	47.07	40.71	83.33	30.10	39.81	35.88	50.00	48.24	39.50	41.80
Male	50.00	62.10	52.93	59.29	16.67	69.90	60.19	64.12	50.00	51.76	60.50	58.20
OVERALL	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22	17.31	9.94	12.83	8.58

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

HIRES

LGBTQ+ BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	4.84	1.15	1.32	0.00	0.00	2.98	1.70	0.00	0.54	4.18	8.05
OVERALL	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22	17.31	9.94	12.83	8.58

HIRES

DISABILITY BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	1.26	0.11	0.00	0.00	0.00	0.38	0.00	0.00	0.00	0.60
OVERALL	8.47	9.89	9.94	9.81	6.45	8.79	10.20	10.22	17.31	9.94	12.83	8.58

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

HIRES

RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	7.14	0.00	1.25	5.46	0.00	0.00	1.91	8.64	0.00	6.44	6.82	6.84
Hispanic/Latino	0.00	14.29	6.37	2.17	0.00	0.00	9.07	6.22	0.00	5.89	9.09	4.24
Alaska Native/ American Indian	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10
Asian	0.00	0.00	7.58	11.05	0.00	0.00	8.40	11.05	0.00	5.00	17.27	13.87
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	5.44	2.96	0.00	0.00	6.24	2.11	0.00	0.40	0.45	3.46
White	57.14	85.71	79.36	76.68	0.00	50.00	74.38	70.85	0.00	82.22	66.36	68.91
OVERALL	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29	0.00	1.83	4.11	5.68

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

HIRES

GENDER IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	21.43	42.86	37.64	55.92	0.00	50.00	57.47	50.29	0.00	46.00	50.98	52.56
Male	78.57	57.14	62.36	44.08	0.00	50.00	42.53	49.71	0.00	54.00	49.02	47.13
OVERALL	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29	0.00	1.83	4.11	5.68

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

HIRES

LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	7.14	0.00	6.88	3.22	0.00	50.00	0.00	3.03	0.00	11.11	0.45	3.12
OVERALL	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29	0.00	1.83	4.11	5.68

HIRES

DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	7.14	0.00	0.00	0.84	0.00	0.00	3.70	0.08	0.00	5.56	1.52	1.57
OVERALL	3.06	1.49	2.61	6.76	0.00	1.15	4.14	5.29	0.00	1.83	4.11	5.68

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

HIRES

EQUITY PARTNER GROWTH RATIOS BY DEMOGRAPHICS*

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

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

HIRES

NON-EQUITY PARTNER GROWTH RATIOS BY DEMOGRAPHICS*

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

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

HIRES

ASSOCIATES GROWTH RATIOS BY DEMOGRAPHICS*

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

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

APPENDIX E

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.39	2.07	0.92	0.00	6.72	1.85	2.85	8.33	1.32	1.25	6.73
Hispanic/Latino	0.00	2.69	4.59	0.68	6.67	1.30	1.79	1.98	16.67	0.88	1.67	4.97
Alaska Native/ American Indian	0.00	0.00	0.28	0.00	0.00	0.00	0.51	0.14	0.00	1.32	0.00	0.70
Asian	4.35	4.39	7.06	15.06	0.00	0.00	0.89	7.32	0.00	3.95	7.50	6.08
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.00	0.00	0.00	1.79	0.17	0.00	0.53	0.00	0.00
Multiracial	0.48	3.38	1.88	1.52	6.67	0.00	0.18	1.94	0.00	2.72	2.92	2.14
White	90.82	74.99	80.91	81.82	86.66	86.59	92.99	85.49	75.00	89.30	86.66	79.41
OVERALL	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95	58.33	38.79	38.36	50.10

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	41.18	31.09	38.92	39.92	22.22	30.72	41.68	28.61	33.33	34.30	33.42	41.30
Male	58.82	68.91	61.08	60.08	77.78	69.28	58.32	71.39	66.67	65.70	66.58	58.70
OVERALL	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95	58.33	38.79	38.36	50.10

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.09	0.07	3.35	1.90	1.11	3.25	5.87	2.14	0.00	6.67	8.75	3.38
OVERALL	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95	58.33	38.79	38.36	50.10

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.07	2.07	0.00	0.00	0.00	0.60	0.11	0.00	0.00	0.00	0.15
OVERALL	61.67	48.50	41.02	37.15	62.64	41.54	36.43	53.95	58.33	38.79	38.36	50.10

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	3.43	2.55	2.84	0.00	1.07	4.63	1.40	12.50	6.27	1.25	2.62
Hispanic/Latino	15.63	0.49	4.00	3.56	0.00	6.00	1.41	2.98	6.25	3.27	1.67	3.47
Alaska Native/ American Indian	0.00	0.00	0.00	1.36	0.00	0.00	0.00	0.73	0.00	0.00	0.00	0.08
Asian	10.94	4.66	2.94	6.24	1.25	7.00	9.10	5.78	25.00	6.27	7.50	6.10
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.33	0.28	0.00	0.40	0.00	0.00	12.50	0.40	0.00	0.00
Multiracial	0.00	0.20	1.32	1.21	0.00	0.80	1.07	1.82	0.00	2.36	2.92	1.50
White	89.06	84.17	88.86	84.51	98.75	72.73	78.92	87.14	43.75	81.83	86.66	86.44
OVERALL	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05	41.67	61.21	61.64	49.90

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	39.58	38.73	36.65	35.36	42.50	40.60	37.54	41.43	56.25	37.48	38.63	43.03
Male	60.42	61.27	63.35	64.64	57.50	59.40	62.46	58.57	43.75	62.52	61.37	56.97
OVERALL	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05	41.67	61.21	61.64	49.90

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	6.25	7.35	3.22	2.82	0.00	10.13	1.54	0.56	0.00	0.39	0.88	3.05
OVERALL	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05	41.67	61.21	61.64	49.90

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.29	0.54	0.00	0.00	0.14	1.58	0.00	0.00	0.00	0.17
OVERALL	38.33	51.50	58.98	62.85	37.36	58.46	63.57	46.05	41.67	61.21	61.64	49.90

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

APPENDIX F

FIRM LEADERSHIP

HIRING PARTNERS BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	2.97	3.62	5.32	6.74	6.82	6.33	6.60	7.50	12.23	3.58	3.53	4.43
White Women	30.42	24.07	31.47	29.47	24.13	26.10	24.58	30.39	16.93	23.30	27.09	27.96
Minority Men	10.63	5.51	5.74	9.33	10.42	10.34	8.39	8.05	16.08	7.46	6.05	8.61
White Men	53.38	62.27	63.37	53.80	49.54	54.60	60.30	53.76	54.72	65.59	63.33	58.84
OVERALL	24.90	9.39	3.28	2.13	23.75	10.25	2.77	2.25	20.01	8.53	3.69	3.43

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

FIRM LEADERSHIP

HIRING PARTNERS BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.90	0.87	2.54	5.13	3.03	1.20	2.66	3.59	3.82	1.81	3.82	3.89
OVERALL	24.90	9.39	3.28	2.13	23.75	10.25	2.77	2.25	20.01	8.53	3.69	3.43

FIRM LEADERSHIP

HIRING PARTNERS BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.20	0.21	0.00	0.00	0.11	0.61	0.30	0.24	0.40	0.42
OVERALL	24.90	9.39	3.28	2.13	23.75	10.25	2.77	2.25	20.01	8.53	3.69	3.43

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

FIRM LEADERSHIP

FIRM-WIDE COMPENSATION COMMITTEE BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	3.17	1.10	3.37	3.04	2.78	3.99	4.85	3.60	17.91	8.40	6.44	6.98
White Women	22.60	14.65	21.81	25.17	22.67	20.13	21.85	25.08	24.66	31.04	28.46	28.38
Minority Men	7.74	4.66	5.17	5.86	15.00	8.87	4.12	5.90	11.90	7.28	10.88	9.49
White Men	63.08	78.11	69.39	66.02	59.56	65.21	68.85	65.34	45.53	52.98	53.16	55.00
OVERALL	20.08	10.21	3.56	1.93	13.83	10.84	2.75	2.09	18.81	11.89	7.02	5.15

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

FIRM LEADERSHIP

FIRM-WIDE COMPENSATION COMMITTEE BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.40	1.30	1.40	2.17	5.56	0.53	1.67	3.41	5.33	3.36	3.15	3.31
OVERALL	20.08	10.21	3.56	1.93	13.83	10.84	2.75	2.09	13.83	10.84	2.75	2.09

FIRM LEADERSHIP

FIRM-WIDE COMPENSATION COMMITTEE BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.20	0.32	0.00	0.00	0.00	0.17	0.62	0.16	0.43	0.50
OVERALL	20.08	10.21	3.56	1.93	13.83	10.84	2.75	2.09	13.83	10.84	2.75	2.09

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

FIRM LEADERSHIP

PARTNER REVIEW COMMITTEES BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	2.79	1.61	3.11	3.95	4.71	3.75	2.84	4.57	16.16	3.68	3.57	3.42
White Women	23.82	21.60	22.92	27.05	19.63	20.07	26.73	27.32	27.29	25.17	20.70	20.11
Minority Men	7.32	5.91	4.59	7.43	21.01	10.38	4.86	6.77	16.79	4.06	5.38	8.12
White Men	61.66	73.17	69.09	61.77	54.64	64.10	63.83	61.11	39.76	67.10	67.98	68.35
OVERALL	19.39	9.64	3.39	1.53	8.77	11.74	3.99	1.64	16.67	5.26	2.27	1.03

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

FIRM LEADERSHIP

PARTNER REVIEW COMMITTEES BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.56	1.54	2.10	1.92	0.00	1.38	1.71	3.82	4.49	2.77	1.55	1.70
OVERALL	19.39	9.64	3.39	1.53	8.77	11.74	3.99	1.64	16.67	5.26	2.27	1.03

FIRM LEADERSHIP

PARTNER REVIEW COMMITTEES BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.34	0.22	0.00	0.00	0.00	0.22	0.00	0.00	0.35	1.07
OVERALL	19.39	9.64	3.39	1.53	8.77	11.74	3.99	1.64	16.67	5.26	2.27	1.03

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

FIRM LEADERSHIP

HIGHEST GOVERNANCE COMMITTEE BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	4.57	1.25	3.22	3.42	7.35	2.42	2.98	3.96	12.85	2.94	2.41	4.10
White Women	27.62	18.22	15.53	22.13	23.49	16.63	20.35	22.49	19.29	20.43	23.35	24.05
Minority Men	8.07	3.64	5.15	6.46	17.81	7.76	5.44	6.12	12.83	5.19	7.89	7.20
White Men	59.69	76.27	76.26	68.67	53.31	74.33	70.84	66.85	55.02	71.44	65.33	64.44
OVERALL	35.52	13.01	4.16	2.03	32.78	12.26	3.83	2.14	30.82	9.03	3.28	3.43

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

FIRM LEADERSHIP

HIGHEST GOVERNANCE COMMITTEE BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	3.33	1.50	1.47	2.22	7.63	0.71	1.82	2.98	2.57	2.08	2.14	2.39
OVERALL	35.52	13.01	4.16	2.03	32.78	12.26	3.83	2.14	30.82	9.03	3.28	3.43

FIRM LEADERSHIP

HIGHEST GOVERNANCE COMMITTEE BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.26	0.00	0.63	0.19	0.00	0.00	0.00	0.18	0.00	0.00	0.00	0.18
OVERALL	35.52	13.01	4.16	2.03	32.78	12.26	3.83	2.14	30.82	9.03	3.28	3.43

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FIRM LEADERSHIP

LEAD OFFICES BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	5.21	0.86	2.01	2.59	7.62	1.21	2.85	3.34	8.50	4.63	2.34	4.02
White Women	28.80	16.45	14.36	18.88	23.23	18.07	17.48	18.37	25.17	15.40	20.86	20.60
Minority Men	10.16	6.10	5.07	6.11	16.67	6.19	5.48	7.99	13.02	3.59	5.56	9.38
White Men	57.40	72.47	76.22	72.03	48.23	74.54	74.14	69.08	53.30	76.39	70.00	66.00
OVERALL	18.11	6.03	2.88	2.02	23.63	4.30	2.77	2.02	17.83	3.71	2.46	2.57

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

FIRM LEADERSHIP

LEAD OFFICES BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.88	1.21	2.04	2.48	6.38	2.13	0.86	2.92	1.84	2.35	2.02	3.98
OVERALL	18.11	6.03	2.88	2.02	23.63	4.30	2.77	2.02	17.83	3.71	2.46	2.57

FIRM LEADERSHIP

LEAD OFFICES BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.43	0.48	0.00	0.00	0.18	0.78	0.00	0.67	0.60	0.42
OVERALL	18.11	6.03	2.88	2.02	23.63	4.30	2.77	2.02	17.83	3.71	2.46	2.57

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

FIRM LEADERSHIP

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

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	5.65	4.13	5.52	5.71	9.09	5.22	5.96	6.90	14.39	4.49	2.45	2.50
White Women	31.44	30.44	27.76	28.72	25.00	29.33	29.30	28.88	28.43	22.38	20.92	21.44
Minority Men	10.09	10.74	8.09	8.21	15.91	8.27	7.35	7.51	13.75	5.18	5.89	5.88
White Men	52.26	71.72	59.48	57.14	52.27	56.83	58.16	54.87	43.43	67.95	69.98	70.18
OVERALL	11.98	10.87	7.26	2.84	9.42	12.02	7.33	3.30	18.81	11.89	7.02	5.15

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

FIRM LEADERSHIP

LEAD FIRM-WIDE COMMITTEES BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.55	2.00	2.43	3.46	5.68	5.63	3.21	3.86	4.43	2.46	0.69	3.78
OVERALL	11.98	10.87	7.26	2.84	9.42	12.02	7.33	3.30	18.81	11.89	7.02	5.15

FIRM LEADERSHIP

LEAD FIRM-WIDE COMMITTEES BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.18	0.70	0.34	0.00	0.20	0.12	0.32	0.00	0.67	0.60	0.42
OVERALL	11.98	10.87	7.26	2.84	9.42	12.02	7.33	3.30	18.81	11.89	7.02	5.15

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

FIRM LEADERSHIP

LEAD FIRM-WIDE GROUPS BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	6.00	1.51	2.31	2.23	7.41	3.24	2.48	3.13	12.68	3.70	2.68	3.79
White Women	32.54	22.73	20.60	10.91	26.67	19.95	21.74	21.17	20.44	19.86	24.21	27.48
Minority Men	11.83	4.53	4.57	5.33	21.62	10.63	5.00	5.63	13.26	4.28	6.47	6.72
White Men	52.66	69.23	72.24	71.45	43.38	66.09	70.34	68.49	53.63	69.63	66.64	62.01
OVERALL	15.15	9.93	8.14	4.52	19.09	11.00	8.12	4.23	10.00	9.83	2.78	0.69

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

FIRM LEADERSHIP

LEAD FIRM-WIDE GROUPS BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.13	1.33	1.13	2.09	3.47	1.05	1.81	1.69	5.06	3.93	2.37	2.85
OVERALL	15.15	9.93	8.14	4.52	19.09	11.00	8.12	4.23	10.00	9.83	2.78	0.69

FIRM LEADERSHIP

LEAD FIRM-WIDE GROUPS BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	1.15	0.23	0.00	0.00	0.44	0.49	0.57	0.00	0.51	0.39
OVERALL	15.15	9.93	8.14	4.52	19.09	11.00	8.12	4.23	10.00	9.83	2.78	0.69

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

FIRM LEADERSHIP

LEAD LOCAL GROUPS BY RACE AND GENDER IDENTITY BY YEAR*

	2018				2019				2020			
Race – Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Minority Women	7.50	1.38	4.10	1.98	8.64	2.72	2.94	3.49	14.14	8.56	6.25	6.63
White Women	34.43	22.85	17.98	20.68	19.38	26.53	20.14	20.01	23.03	27.51	21.00	27.59
Minority Men	11.67	8.20	5.09	5.22	24.81	9.87	3.72	7.09	12.74	8.19	9.94	8.12
White Men	51.25	63.90	72.38	72.23	43.46	59.90	72.78	65.76	50.09	55.69	61.53	57.61
OVERALL	12.57	6.19	3.31	1.93	15.28	5.36	2.56	1.96	25.31	9.11	3.74	3.43

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

FIRM LEADERSHIP

LEAD LOCAL GROUPS BY LGBTQ+ BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	1.41	0.00	1.51	1.91	3.70	2.94	1.60	2.67	4.80	2.70	1.64	4.52
OVERALL	12.57	6.19	3.31	1.93	15.28	5.36	2.56	1.96	25.31	9.11	3.74	3.43

FIRM LEADERSHIP

LEAD LOCAL GROUPS BY DISABILITY BY YEAR*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.59	0.38	0.00	0.00	0.25	0.84	0.43	0.16	0.45	0.34
OVERALL	12.57	6.19	3.31	1.93	15.28	5.36	2.56	1.96	25.31	9.11	3.74	3.43

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

APPENDIX G

TOP 10% HIGHEST COMPENSATED PARTNERS RACE BY GENDER IDENTITY*

		2018				2019				2020			
Race and Gender Identity		1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black													
	Males	0.68	0.22	1.79	0.43	10.38	0.98	0.95	0.75	10.29	1.09	1.44	0.75
	Females	0.57	0.18	0.19	0.16	0.82	0.20	0.31	0.19	5.88	1.00	0.29	0.25
Hispanic/Latino													
	Males	1.03	1.61	2.45	1.37	6.97	4.22	2.08	1.41	7.35	1.87	2.32	1.51
	Females	0.00	0.00	1.18	0.18	3.69	0.20	0.84	0.11	0.74	0.29	0.66	0.49
Alaska Native/ American Indian													
	Males	0.57	0.34	0.66	0.00	0.00	0.00	0.13	0.06	0.00	0.39	0.30	0.02
	Females	0.00	0.00	0.05	0.00	0.82	0.00	0.00	0.08	0.00	0.00	0.00	0.09

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

Asian

Males	5.56	1.81	1.74	1.68	0.23	2.61	2.02	1.38	0.00	1.30	1.74	2.40
Females	0.00	0.49	0.29	0.17	2.46	0.20	0.30	0.23	5.39	0.35	0.60	0.49

**Native Hawaiian/
Other Pacific Islander**

Males	0.00	0.00	0.05	0.04	0.00	0.00	0.00	0.10	0.00	0.21	0.00	0.07
Females	0.00	0.00	0.14	0.00	0.00	0.00	0.00	0.00	0.00	0.11	0.00	0.00

Multiracial

Males	0.19	0.64	1.23	0.23	0.00	0.00	0.07	0.29	0.00	0.19	0.27	0.37
Females	0.00	0.00	0.29	0.10	0.00	0.00	0.03	0.07	1.47	0.23	0.00	0.07

White

Males	65.99	82.21	78.08	83.43	53.26	77.91	80.29	81.90	50.25	76.95	79.59	77.26
Females	25.40	12.50	11.87	12.21	21.37	13.69	12.99	13.43	18.63	12.63	9.06	11.86

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

	2018				2019				2020			
LGBTQ+ and Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+												
Males	0.58	0.77	0.78	0.76	1.64	1.63	0.26	1.06	3.92	1.30	0.60	1.09
Females	0.68	0.10	0.66	0.51	5.74	0.00	0.33	0.46	1.47	0.45	0.43	0.57

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

TOP 10% HIGHEST COMPENSATED PARTNERS
DISABILITY BY IDENTITY*

		2018				2019				2020			
Disability and Identity		1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability													
	Males	1.15	0.22	0.15	0.50	0.00	0.00	0.60	0.54	0.00	0.69	0.90	0.30
	Females	0.00	0.00	0.24	0.03	0.00	0.00	0.00	0.18	0.00	0.00	0.06	0.03

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

APPENDIX H

FIRM ATTRITION

2020 OVERALL FIRM ATTRITION BY DEMOGRAPHICS*

Classification	Overall	1-20	21-100	101-400	401+
Black	22.66%	8.82%	24.14%	20.56%	19.25%
Asian	18.72%	5.88%	16.25%	18.92%	18.81%
Hispanic/ Latino	14.8%	3.66%	11.85%	14.62%	15.18%
Native American	14.13%	0%	1.02%	2.44%	17.01%
Pacific Islander	12.5%	0%	0%	2.44%	14.87%
Multiracial	15.53%	1.96%	6.26%	17.29%	16.41%
White	11.78%	10.11%	12.55%	11.52%	11.89%
LGBTQ+	13.25%	1.96%	8.5%	14.4%	14.18%
Non-LGBTQ+	12.35%	12.41%	11.99%	12.09%	12.79%
Disabled	12.22%	0%	1.79%	3.29%	17.89%
Non-Disabled	12.26%	11.75%	12.02%	12.19%	12.82%
Female	16.01%	19.26%	15.31%	14.77%	14.69%
Male	11.16%	10.58%	10.76%	10.96%	11.74%

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

FIRM ATTRITION
RACE BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.81	3.87	2.40	0.00	0.00	2.52	2.67	0.00	3.12	0.92	3.48
Hispanic/Latino	0.00	0.00	1.68	2.99	0.00	0.00	2.08	2.42	0.00	3.10	2.32	2.27
Alaska Native/ American Indian	0.00	0.00	0.46	0.38	0.00	0.00	0.00	0.39	0.00	0.00	0.05	0.14
Asian	0.00	7.32	3.34	2.90	0.00	4.41	3.49	6.80	0.00	4.86	4.47	5.19
Native Hawaiian/ Other Pacific Islander	0.00	1.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.96	0.25
Multiracial	0.00	0.00	0.00	0.59	0.00	0.00	0.74	1.24	0.00	0.58	3.00	0.33
White	100.00	90.65	91.22	90.83	75.00	96.41	90.74	85.03	100.00	88.34	87.24	88.18
OVERALL	7.63	19.39	12.39	11.20	12.50	13.13	12.93	10.43	15.70	11.24	11.40	9.49

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

FIRM ATTRITION

GENDER IDENTITY BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	10.00	30.65	24.28	19.61	37.50	24.02	25.92	20.82	25.00	29.81	33.18	23.82
Male	90.00	69.35	75.72	80.39	62.50	75.98	74.08	79.18	75.00	70.19	66.46	76.07
OVERALL	7.63	19.39	12.39	11.20	12.50	13.13	12.93	10.43	15.70	11.24	11.40	9.49

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

FIRM ATTRITION

LGBTQ+ BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.00	1.28	0.00	5.88	3.59	1.91	0.00	2.71	3.46	1.25
OVERALL	7.63	19.39	12.39	11.20	12.50	13.13	12.93	10.43	15.70	11.24	11.40	9.49

FIRM ATTRITION

DISABILITY BY SIZE BY YEAR FOR EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	2.44	0.20	0.16	0.00	0.00	0.00	0.09	0.00	0.00	0.28	1.09
OVERALL	7.63	19.39	12.39	11.20	12.50	13.13	12.93	10.43	15.70	11.24	11.40	9.49

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

FIRM ATTRITION

RACE BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	3.13	4.56	2.96	0.00	0.00	2.46	1.23	20.00	2.88	1.43	3.19
Hispanic/Latino	11.11	1.56	3.02	3.43	0.00	0.00	2.28	4.33	0.00	5.30	4.04	3.63
Alaska Native/ American Indian	0.00	0.00	0.77	0.59	0.00	0.00	0.17	0.00	0.00	0.00	0.00	0.00
Asian	0.00	6.25	2.58	6.67	0.00	7.10	2.55	7.31	0.00	4.09	6.22	2.99
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.17	0.12	0.00	0.00	0.23	0.00	0.00	0.00	0.00	0.13
Multiracial	0.00	0.00	0.79	0.65	0.00	0.00	0.00	1.41	0.00	0.31	0.39	2.07
White	66.67	89.06	88.44	85.58	75.00	92.90	92.63	85.51	80.00	85.53	87.72	87.20
OVERALL	13.68	13.11	15.02	12.19	25.42	13.41	15.14	10.21	7.37	17.31	18.18	10.93

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

FIRM ATTRITION

GENDER IDENTITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	44.44	39.84	28.77	29.13	77.08	20.99	28.94	29.45	40.00	25.34	30.07	31.20
Male	55.56	60.16	71.23	70.87	22.92	79.01	71.06	70.55	60.00	74.66	69.93	68.79
OVERALL	13.68	13.11	15.02	12.19	25.42	13.41	15.14	10.21	7.37	17.31	18.18	10.93

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

FIRM ATTRITION

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	11.11	0.00	0.99	1.89	0.00	5.56	2.80	2.10	0.00	1.58	1.09	1.48
OVERALL	13.68	13.11	15.02	12.19	25.42	13.41	15.14	10.21	7.37	17.31	18.18	10.93

FIRM ATTRITION

DISABILITY BY SIZE BY YEAR FOR NON-EQUITY PARTNERS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.63	0.00	0.00	0.00	0.76	0.00	0.00	0.00	0.34
OVERALL	13.68	13.11	15.02	12.19	25.42	13.41	15.14	10.21	7.37	17.31	18.18	10.93

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

FIRM ATTRITION
RACE BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	5.30	5.17	7.28	6.02	6.67	5.57	5.80	5.79	15.47	5.73	7.27	6.84
Hispanic/Latino	3.03	4.25	6.01	5.08	0.00	4.41	4.97	4.64	6.13	5.14	5.55	5.35
Alaska Native/ American Indian	0.00	0.00	0.84	0.30	0.00	0.00	0.04	0.22	0.00	0.06	0.01	0.15
Asian	12.88	13.91	9.53	11.38	6.67	10.03	9.76	12.53	9.33	10.37	10.35	13.25
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.07	0.02	0.00	2.17	0.00	0.11	0.00	0.00	0.01	0.43
Multiracial	0.51	0.81	1.52	3.13	0.00	0.80	2.78	3.49	4.00	1.11	3.10	3.40
White	99.78	78.28	74.47	73.36	80.00	72.31	75.85	73.72	65.07	75.91	73.15	70.31
OVERALL	74.33	56.15	55.41	57.23	51.67	62.87	55.98	61.11	71.29	59.64	54.13	60.64

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

FIRM ATTRITION
GENDER IDENTITY BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	47.98	42.50	43.48	47.55	36.67	33.49	45.23	45.61	48.27	44.36	46.40	49.35
Male	52.02	57.50	56.52	52.45	63.33	66.51	54.77	54.39	51.73	55.18	53.60	50.64
OVERALL	74.33	56.15	55.41	57.23	51.67	62.87	55.98	61.11	71.29	59.64	54.13	60.64

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

FIRM ATTRITION

LGBTQ+ BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	3.79	1.67	1.26	3.29	0.00	3.69	1.80	3.55	1.33	2.61	3.44	4.16
OVERALL	74.33	56.15	55.41	57.23	51.67	62.87	55.98	61.11	71.29	59.64	54.13	60.64

FIRM ATTRITION

DISABILITY BY SIZE BY YEAR FOR ASSOCIATES*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.09	0.16	0.43	0.00	0.00	0.15	0.35	0.00	0.46	0.41	0.77
OVERALL	74.33	56.15	55.41	57.23	51.67	62.87	55.98	61.11	71.29	59.64	54.13	60.64

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

FIRM ATTRITION
RACE BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	9.72	4.74	2.77	66.67	11.54	1.79	1.95	33.33	5.85	1.79	3.46
Hispanic/Latino	0.00	4.17	2.90	2.43	0.00	0.00	1.61	2.18	0.00	1.06	2.23	4.35
Alaska Native/ American Indian	0.00	0.00	0.23	0.00	0.00	0.00	0.00	0.07	0.00	0.00	0.07	0.24
Asian	0.00	2.78	5.53	7.06	0.00	15.38	3.99	6.28	0.00	3.19	6.02	6.55
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.06
Multiracial	0.00	1.39	1.60	1.15	0.00	0.00	0.46	0.96	0.00	0.00	1.43	1.30
White	100.00	81.94	84.65	86.46	33.33	65.38	89.13	93.97	66.67	89.36	87.46	83.59
OVERALL	4.36	8.68	14.36	13.64	6.25	7.85	12.41	13.02	5.65	10.24	13.16	13.59

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

FIRM ATTRITION

GENDER IDENTITY BY SIZE BY YEAR BY COUNSEL *

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	75.00	36.11	32.68	34.15	66.67	43.59	34.04	34.81	83.33	41.42	40.71	38.50
Male	25.00	63.89	67.32	65.85	33.33	56.41	65.96	65.19	16.67	58.58	58.85	61.46
OVERALL	4.36	8.68	14.36	13.64	6.25	7.85	12.41	13.02	5.65	10.24	13.16	13.59

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

FIRM ATTRITION

LGBTQ+ BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	2.40	2.58	0.00	1.92	0.53	1.59	0.00	0.85	2.24	2.98
OVERALL	4.36	8.68	14.36	13.64	6.25	7.85	12.41	13.02	5.65	10.24	13.16	13.59

FIRM ATTRITION

DISABILITY BY SIZE BY YEAR FOR COUNSEL*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.46	0.82	0.00	0.00	0.85	0.44	0.00	0.00	0.31	0.28
OVERALL	4.36	8.68	14.36	13.64	6.25	7.85	12.41	13.02	5.65	10.24	13.16	13.59

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

FIRM ATTRITION
RACE BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	4.29	4.92	0.00	0.00	5.48	7.22	0.00	17.33	3.00	9.24
Hispanic/Latino	0.00	0.00	6.88	4.52	0.00	0.00	4.97	2.89	0.00	7.00	10.90	6.49
Alaska Native/ American Indian	0.00	0.00	0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.90
Asian	0.00	11.11	7.71	9.52	0.00	11.11	9.69	5.71	0.00	12.00	8.53	12.29
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01
Multiracial	0.00	0.00	0.00	3.51	0.00	0.00	1.45	6.52	0.00	1.00	0.24	5.12
White	0.00	88.89	81.13	75.58	100.00	88.89	78.41	77.66	0.00	62.67	70.93	65.21
OVERALL	0.00	2.68	2.81	5.74	4.17	2.76	3.53	5.22	0.00	1.58	3.13	5.35

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

FIRM ATTRITION

GENDER IDENTITY BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	0.00	51.85	43.33	55.78	100.00	22.22	50.54	52.44	0.00	43.33	45.08	55.16
Male	0.00	48.15	56.67	44.22	0.00	77.78	49.46	47.56	0.00	56.67	54.89	44.47
OVERALL	0.00	2.68	2.81	5.74	4.17	2.76	3.53	5.22	0.00	1.58	3.13	5.35

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

FIRM ATTRITION

LGBTQ+ BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	11.11	3.57	2.41	0.00	0.00	1.19	2.95	0.00	0.02	3.52	3.45
OVERALL	0.00	2.68	2.81	5.74	4.17	2.76	3.53	5.22	0.00	1.58	3.13	5.35

FIRM ATTRITION

DISABILITY BY SIZE BY YEAR FOR OTHER ATTORNEYS*

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.00	0.17	0.00	0.00	1.19	0.40	0.00	0.00	6.32	0.28
OVERALL	0.00	2.68	2.81	5.74	4.17	2.76	3.53	5.22	0.00	1.58	3.13	5.35

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

APPENDIX I

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	0.93	3.35	0.00	5.13	0.96	1.71	0.00	1.72	0.00	2.21
Hispanic/Latino	0.00	0.00	3.51	0.78	6.67	0.00	6.00	1.55	0.00	2.73	5.78	1.88
Alaska Native/ American Indian	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07
Asian	0.00	5.56	2.48	8.60	0.00	8.65	2.02	4.13	1.96	2.04	1.01	4.69
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.00
Multiracial	0.00	0.00	0.18	0.00	0.00	0.00	0.00	0.65	25.00	1.97	0.00	0.25
White	100.00	94.44	84.49	86.07	93.33	86.22	90.29	92.63	71.67	90.13	92.89	89.36
OVERALL	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97	21.97	13.89	7.49	8.87

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	80.00	63.43	70.21	72.26	46.67	62.82	72.06	64.51	45.00	63.98	75.07	67.75
Male	20.00	36.57	29.79	27.74	53.33	37.18	27.94	35.49	55.00	36.02	24.93	32.25
OVERALL	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97	21.97	13.89	7.49	8.87

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	20.00	0.00	1.18	1.34	0.00	0.00	0.62	1.16	0.00	1.25	0.56	0.87
OVERALL	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97	21.97	13.89	7.49	8.87

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.53	0.26	0.00	0.00	0.00	0.28	16.67	1.72	0.00	0.41
OVERALL	11.27	12.01	11.24	8.81	15.42	15.41	12.61	9.97	21.97	13.89	7.49	8.87

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.00	0.71	0.66	12.50	0.00	0.73	2.25	0.00	4.47	3.00	1.38
Hispanic/Latino	0.00	0.00	0.43	1.14	0.00	0.00	0.00	0.58	0.00	2.44	2.16	1.84
Alaska Native/ American Indian	0.00	0.00	0.43	1.14	0.00	0.00	0.00	0.58	0.00	0.00	0.00	0.63
Asian	0.00	7.69	2.61	4.41	0.00	0.00	8.72	3.72	0.00	4.08	6.92	6.31
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.19	0.00	0.00	0.00	0.00	14.29	0.00	0.00	0.00
Multiracial	0.00	0.00	3.46	1.83	0.00	0.00	0.09	0.70	0.00	0.00	0.14	0.46
White	100.00	92.31	82.77	90.63	75.00	100.00	90.46	87.85	85.71	91.67	87.79	86.33
OVERALL	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61	27.27	23.69	16.52	11.81

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	70.00	50.61	70.08	71.00	81.25	52.22	67.58	69.13	78.57	63.98	75.07	67.75
Male	30.00	49.39	29.92	29.00	18.75	47.78	32.42	30.87	21.43	36.02	24.93	32.25
OVERALL	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61	27.27	23.69	16.52	11.81

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	0.00	0.87	1.32	0.00	6.67	0.46	1.71	0.00	1.63	0.16	0.00
OVERALL	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61	27.27	23.69	16.52	11.81

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.35	0.85	0.00	0.00	0.24	2.99	0.00	2.85	0.46	0.49
OVERALL	10.00	20.98	15.35	12.40	37.08	20.74	16.60	11.61	27.27	23.69	16.52	11.81

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	5.95	0.59	2.93	2.71	4.76	0.00	2.90	2.69	6.67	6.38	2.69	3.87
Hispanic/Latino	0.00	0.00	2.98	2.49	0.00	3.33	2.79	2.65	20.00	6.18	1.68	4.83
Alaska Native/ American Indian	0.00	0.00	0.00	0.28	0.00	0.00	0.32	0.33	0.00	0.00	0.74	0.32
Asian	5.95	15.69	8.25	9.13	0.00	6.67	8.80	8.64	0.00	12.25	7.15	9.08
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.10	0.00	0.00	0.00	0.10	0.00	0.00	2.86	0.14
Multiracial	0.00	0.00	2.76	2.52	0.00	0.00	1.77	2.50	0.00	2.66	4.38	3.31
White	73.81	77.84	77.14	79.27	80.95	80.00	82.79	80.44	73.33	74.70	80.50	76.06
OVERALL	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19	18.18	26.49	34.36	30.25

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	77.38	82.01	89.80	85.87	92.86	85.33	85.54	86.01	80.00	82.73	80.47	83.32
Male	22.62	17.99	10.20	14.13	7.14	14.67	14.46	13.99	20.00	17.27	19.53	16.63
OVERALL	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19	18.18	26.49	34.36	30.25

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	7.14	1.96	0.74	1.34	4.76	1.33	1.58	1.79	26.67	10.04	1.50	1.35
OVERALL	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19	18.18	26.49	34.36	30.25

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	10.71	0.00	1.37	0.57	4.76	0.00	0.09	1.09	66.67	1.32	0.21	1.05
OVERALL	32.70	30.34	32.44	34.25	30.83	30.41	30.35	30.19	18.18	26.49	34.36	30.25

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	0.00	0.88	0.70	1.65	12.50	0.00	1.37	1.73	0.00	0.73	2.20	1.24
Hispanic/Latino	1.47	0.00	0.42	3.22	0.00	4.35	1.51	1.97	11.11	5.00	1.23	2.39
Alaska Native/ American Indian	0.00	0.24	0.00	0.65	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.10
Asian	11.76	7.11	2.95	5.48	25.00	0.40	5.20	3.94	1.96	9.18	5.34	3.85
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.19	0.00	0.00	0.00	0.09	0.00	0.00	0.00	0.00	0.09
Multiracial	0.00	0.00	0.40	0.87	0.00	4.35	1.27	0.97	0.00	1.90	1.95	1.54
White	80.88	95.29	90.58	88.12	62.50	93.28	89.57	89.07	77.78	86.48	89.28	87.48
OVERALL	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82	30.30	33.49	37.94	38.94

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	56.37	56.29	57.82	62.62	62.50	53.64	57.21	55.26	66.67	55.35	64.24	61.62
Male	43.63	43.71	42.18	37.38	37.50	46.36	42.79	44.74	33.33	44.65	35.76	38.24
OVERALL	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82	30.30	33.49	37.94	38.94

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	0.00	2.63	0.86	1.88	0.00	2.75	0.42	2.91	0.00	0.78	2.13	1.18
OVERALL	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82	30.30	33.49	37.94	38.94

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	0.00	0.00	0.24	1.47	0.00	1.45	0.53	0.95	0.00	1.32	0.29	1.37
OVERALL	39.17	33.86	34.98	37.66	16.67	28.99	36.66	38.82	30.30	33.49	37.94	38.94

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

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

	2018				2019				2020			
Race	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
African-American/ Black	33.33	0.00	0.38	1.66	0.00	12.50	0.00	4.46	0.00	0.00	2.78	4.35
Hispanic/Latino	0.00	2.78	0.19	4.77	0.00	0.00	0.00	4.15	100.00	0.00	0.00	3.67
Alaska Native/ American Indian	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.16
Asian	0.00	0.00	0.57	8.45	0.00	25.00	7.47	10.63	0.00	1.02	6.94	7.65%
Native Hawaiian/ Other Pacific Islander	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Multiracial	0.00	0.00	0.00	1.40	0.00	0.00	5.19	0.77	0.00	25.00	0.00	1.31
White	50.00	97.22	90.17	85.77	0.00	62.50	83.35	76.00	0.00	66.67	90.28	81.05
OVERALL	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41	2.27	2.45	2.68	10.13

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

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

	2018				2019				2020			
Gender Identity	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Female	33.33	30.56	61.75	80.86	0.00	42.50	80.76	79.29	100.00	66.67	90.97	73.97
Male	66.67	69.44	38.25	19.14	0.00	57.50	19.24	20.71	0.00	33.33	9.03	26.03
OVERALL	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41	2.27	2.45	2.68	10.13

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

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
LGBTQ+	33.33	0.00	0.72	0.26	0.00	12.50	0.91	1.03	0.00	0.00	0.00	2.07
OVERALL	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41	2.27	2.45	2.68	10.13

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

	2018				2019				2020			
	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Disability Status	33.33	12.50	1.09	0.13	0.00	12.50	0.00	0.41	0.00	0.00	0.00	0.00
OVERALL	6.86	2.80	5.98	6.88	0.00	4.46	3.77	9.41	2.27	2.45	2.68	10.13

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

APPENDIX J

POLICY DEFINITIONS

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

UNIVERSITY INITIATIVES
POLICIES BY SIZE AND YEAR*

	2018				2019				2020			
Policy	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+	1-20	21-100	101-400	401+
Policy A	73.68	85.45	93.15	95.83	73.68	85.45	93.15	95.83	49.02	81.63	92.69	97.92
Policy B	76.32	78.18	46.58	59.72	76.32	78.18	46.58	59.72	21.57	23.47	31.70	39.58
Policy C	71.05	74.55	68.49	81.94	71.05	74.55	68.49	81.94	17.65	33.67	51.22	75.00
Policy D	72.37	87.27	97.26	94.44	72.37	87.27	97.26	94.44	35.29	83.67	97.56	97.92
Policy E	68.42	74.55	83.56	94.44	68.42	74.55	83.56	94.44	15.69	46.94	82.93	92.71
Policy F	69.74	78.18	89.04	97.22	69.74	78.18	89.04	97.22	3.92	51.02	85.37	96.88
Policy G	73.68	76.36	65.75	77.78	73.68	76.36	65.75	77.78	31.37	42.86	53.66	71.88
Policy H	82.89	89.09	89.04	87.50	82.89	89.09	89.04	87.50	60.78	72.45	60.98	84.38
Policy I	81.58	78.18	57.53	63.89	81.58	78.18	57.53	63.89	49.02	39.80	29.27	47.92

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

Note: Policy K was removed for 2020

Policy J	85.53	100.00	100.00	95.83	85.53	100.00	100.00	95.83	84.31	98.98	97.56	100.00
Policy K	75.00	87.27	90.41	95.83	75.00	87.27	90.41	95.83				
Policy L	80.26	100.00	100.00	97.22	80.26	100.00	100.00	97.22	58.82	91.84	100.00	100.00
Policy M	73.68	90.91	95.89	94.44	73.68	90.91	95.89	94.44	43.14	84.69	100.00	98.96
Policy N	68.42	70.91	83.56	88.89	68.42	70.91	83.56	88.89	17.65	44.90	73.17	90.63
Policy O	78.95	87.27	89.04	91.67	78.95	87.27	89.04	91.67	50.98	66.33	82.93	93.75
Policy P	71.05	81.82	84.93	88.89	71.05	81.82	84.93	88.89	33.33	67.35	80.49	92.71
Policy Q	69.74	70.91	47.95	55.56	69.74	70.91	47.95	55.56	25.49	24.49	29.27	37.50

Note: Policy K was removed for 2020

ACKNOWLEDGEMENTS

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This report was prepared by Dr. Richard D. Harvey¹, Lauren Murphy¹, and Tommy DeRossett¹ in partnership with Dr. Marcus Bolton² and Dr. Ubong Attah Prince².

¹ R&K Harvey, LLC and Saint Louis University

² Ambivista

