

A COMPREHENSIVE EXAMINATION OF DIVERSITY DEMOGRAPHICS,
INITIATIVES, AND POLICIES IN CORPORATE LEGAL DEPARTMENTS



SUSTAINING PATHWAYS
TO DIVERSITY®





Sustaining Pathways to Diversity:[®]

A Comprehensive Examination of Diversity Demographics, Initiatives, and Policies in Corporate Legal Departments

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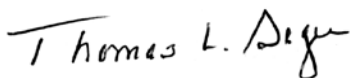
Porzio, Bromberg & Newman, P.C.

Forward

It is very exciting to see this research study come to fruition. Four years ago, I had the honor of making an introduction between Veta T. Richardson, then the Executive Director of MCCA, and Tammy Patterson and Pam Malone, the administrative leadership team for the NALP Foundation. Both of these organizations further their missions through the collection and dissemination of information about the legal profession. MCCA's mission is to advance the hiring, retention, and promotion of diverse attorneys in legal departments and the law firms that serve them. The NALP Foundation, through research, publication and professional exchange, seeks to improve upon legal leadership, professional growth and development, ethics awareness and education, professionalism, and diversity within our profession. Having served on Boards for MCCA and the NALP Foundation, it was my belief that collaboration between the two organizations could produce very valuable benchmark data about the state of diversity within our industry.

Soon after the introduction, work began to design and distribute a survey to corporate legal departments across the United States in an attempt to gather new information on our progress towards the *Call to Action* mandate and mission. The response rate was exceptional. Over 700 legal departments utilized this survey to share their attorney demographics as well as diversity initiatives and/or best practices—an illustration of the widespread desire to achieve and support our goal of a more diverse legal workplace.

The collaborative efforts and commitment to this project are apparent in this report. The findings and their underlying issues are of great personal and professional interest to me. My sincere hope is that these results will inform and assist all who are involved in creating and leading the legal workforce of the future.



Thomas L. Sager
Senior Vice President & General Counsel
DuPont Company

Table of Contents

- Acknowledgments 1
- Introduction..... 2
- Executive Summary 4
- Corporate Legal Department Diversity Demographics 6
- Corporate Legal Department Diversity Program Structures and Administration 11
- Tracking and Measuring Diversity Efforts of Outside Counsel..... 16
- Appendices 21
 - Appendix A — About the Participating Law Departments 21
 - Appendix B — Research Methodology and Acknowledgements 24
 - Appendix C — The Survey Instrument..... 26

Index of Charts and Tables

Table 1 Size of U.S. Corporate Legal Departments of Participating Companies..... 6

Table 2 Diversity Demographics of Top Legal Officers in Participating Companies 8

Table 3 Diversity Demographics of U.S. Direct Reports in Participating Companies 9

Table 4 Diversity Demographics of Other Legal Department Attorneys in Participating Companies 10

Table 5 Has your legal department established a formal or informal diversity program or initiatives aimed at increasing diversity and inclusion?..... 11

Table 6 Is the program or set of initiatives independent to the legal department or part of a larger organization-wide program? 11

Table 7 Top Five Positions Most Commonly Responsible for Diversity Program..... 12

Table 8 Does your legal department have a formal or informal diversity committee separate from any company-wide diversity committee? 12

Table 9 Frequency for Reviewing Results and Progress of Legal Department’s Diversity Program or Initiatives 13

Table 10 Are the results and progress of your department’s diversity program reviewed by or with the top legal officer of your company? 13

Table 11 Does your legal department have any special outreach or recruiting efforts directed at attracting diverse attorneys? 14

Chart 1 External Diversity Partner Organizations 15

Table 12 Does your legal department survey or meet with outside counsel to track their diversity progress and results? 16

Table 13 Frequency of Surveying or Meeting with Outside Counsel to Track Diversity Progress and Results 17

Table 14 Are the results and progress of outside counsel diversity programs reviewed by or with the top legal officer of your company? 17

Table 15 Measuring or Tracking Hours Billed by Diverse Attorneys in Outside Law Firms..... 17

Table 16 Measuring and Tracking Work Performed (beyond billable hours) by Outside Counsel: Gender, Race/ethnic Minority, LGBT, and Physically Challenged or Disabled 18

Chart 2 Tracking Diversity Efforts and Results of Outside Counsel 18

Table 17 Has your company changed its relationship with any law firm based on its internal diversity metrics or efforts?..... 19

Table 18 Ways in Which Legal Departments Have Changed Relationships with Outside Counsel Based on Diversity Metrics or Efforts..... 20

Appendices

Table A1 Size of U.S. Corporate Legal Departments of Participating Companies..... 21

Table A2 Headquarters Location 22

Table A3 Respondent Profile – Industry 22

Acknowledgements

The Minority Corporate Counsel Association and the NALP Foundation are pleased to have had the opportunity to work together to provide new groundbreaking benchmark research spotlighting diversity demographics within corporate legal departments. This important and timely study also examines specific efforts and initiatives undertaken by these companies to support and promote diversity and inclusion throughout the legal industry. This research project is the first of its kind on a subject of significant importance to both corporations and their outside counsel. We are grateful for the support of many experienced leaders in the profession who contributed to this endeavor, including the leaders of the Association of Corporate Counsel (ACC) for assisting with the dissemination of the research survey to ACC's membership of more than 26,000 in-house counsel.

More specifically, we extend special thanks to Tom Sager, Senior Vice President and General Counsel for DuPont Legal for initiating the introduction and partnership of our organizations. Tom's passion for improving diversity and inclusion in our industry led him to suggest this collaboration which draws on the strengths of both organizations.

Additionally, the research data and this report have been made possible by the participation of many key groups and individuals, all of whom are due recognition and words of appreciation. First among them are the lawyers and administrators who participated in development and reviews of the draft survey instruments for this study. Their input and insights were invaluable to the effort to create a concise, targeted inquiry into the major facets of this study. Thanks are extended to all who contributed to our effort.

Our sincere appreciation is also extended to each of the 765 corporate legal departments for their candid, comprehensive responses to the survey questions. Using the latest online technology, we were able to acquire many new insights and ideals related to the promotion and support of diversity. We offer our sincere appreciation for their time as well as their insights and candor.

In addition to those participating in the study as respondents, our research was made possible by the contributions and membership of leading legal employers, corporations, and other donors who support the ongoing efforts of both MCCA and the NALP Foundation. In particular, we extend special appreciation to the law firm of Sidley Austin LLP for underwriting the design, printing and distribution of this report.

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Joseph K. West
President and CEO
Minority Corporate Counsel Association



Tammy Patterson
CEO/President
NALP Foundation

Introduction

“While recognizing the need for change, many elements within the legal profession have been very slow to adapt to the evolving workforce and competitive non-legal business environment. Too often, there has been a preference on both the corporate and firm side to adhere to the traditional way of doing things. For instance, many firms employ the same business model used since their inception, which includes billable hour structures, habitual recruiting practices and the established associate/ partner career track.

“Similarly, corporate legal departments often continue to seek out many of the same firms and individuals for their outside counsel needs. The notion is that these firms and individuals are proven and offer comforting assurances when dealing with critical legal matters. And many corporate legal departments go to the same groups in the same firms to recruit their new hires. Yet, this tradition comes at a cost.

“The traditional way of doing things does not necessarily lend itself to attracting and retaining diverse talent. Nor does it acknowledge the need for cultivating strong environments that support and nurture individual attorneys, offering opportunities for growth and advancement across all races and genders. The consequence is many people leaving the profession after a few years, which in turn results in a lack of minority, female and non-traditional mentors at the upper echelons of the profession, who could help guide younger lawyers through the course of their careers. A shift must be made in both mindset and practices if the profession is to succeed going forward.”¹

The message delivered in this excerpt from a 2008 white paper on the progression of diversity in the legal profession, a follow-up to the *Call To Action* mandate signed and endorsed by prominent general counsel at some of America’s leading legal departments, serves as the basis for this study and represents the need for and importance of benchmark research in this arena. While much has been written and discussed about private law firms and their commitment to and advancement of diversity in our industry, little is known about the diversity demographics, initiatives and standards that exist in the corporate legal departments that provide much of the legal work performed by the private sector.

This survey seeks to provide a new perspective on diversity and inclusion in the profession by examining efforts within the legal departments of corporations in the U.S. and in other countries. As a starting point, it

was necessary to take a close look at the diversity metrics inside these legal departments including the percentage of diverse individuals who hold the top legal officer and “direct report” positions.

The second phase of the survey explored the structures, administration and scopes of the diversity programs and special outreach efforts and collaborative initiatives of the participating companies. Finally, we examined how these legal departments measure and track the diversity demographics and progress of their outside counsel law firms.

While it is clear that there is much more to be done to improve and support a more diverse legal profession, we believe this study and the results are an important step toward identifying and highlighting the actions being taken and the progress made by corporate America and in other countries. The benchmarking data provided in this report are much needed and anticipated and will help build awareness, encourage innovation, and support new efforts to create a greater awareness of the successes and challenges that are present as we continue down the pathway of creating a more diverse legal workforce.



Executive Summary

Supporting and improving diversity and inclusion in the legal industry has been an important and challenging business strategy for corporations and their legal departments for a number of years. The findings in this report reflect data collected in the first quarter of 2011 from online surveys completed by 765 corporate legal departments. Three percent of the responding legal departments had headquarters outside of the United States, with approximately two-thirds of those located in Canada.

The report on this study of diversity and inclusion is segmented into three major sections: (1) diversity demographics, (2) diversity program structures and administration, and (3) tracking and measuring outside counsel efforts. The major findings are summarized below.



Corporate Legal Department Diversity Demographics

Initially, respondents were asked to provide the number of attorneys in their U.S. legal departments as well as a breakdown of those attorneys by primary diversity measures including race/ethnic minority, gender, sexual orientation and physically challenged or disabled status. The respondents consisted of law departments of various sizes. Approximately 62% of the responding legal departments employed 10 or fewer attorneys, while 17% reported legal departments of more than 50 attorneys.

Overall, 20% of the responding legal departments reported that their top legal officer position was held by an individual who is a race/ethnic minority. Thirty-six percent of the respondents reported that their top legal officer was a woman, while only 9% reported that that the position was held by a race/ethnic minority woman.

Thirty-one percent of the legal departments with only one employee (who would most commonly

also be considered the top legal officer) reported that those individuals were race/ethnic minority attorneys. In contrast, only 10% of the responding departments of more than 75 attorneys reported that their top legal officer was a race/ethnic minority.

Sixteen percent of the total U.S. direct reports to the chief legal officer represented in the study were race/ethnic minority attorneys, with departments of two to five employees holding the highest percentage

of race/ethnic minority direct reports to the chief legal officer (23%). Overall, a slightly higher percentage of race/ethnic minority women (9%) were reported to hold direct report positions than race/ethnic minority men (7%).

Legal departments of two to five attorneys reported the highest percentage of total other attorneys who are race/ethnic minorities (21%). Departments of 26 to 75 attorneys reported the lowest percentage of total other attorneys who are race/ethnic minorities (15%).

Corporate Legal Department Diversity Program Structures and Administration

Overall, only 30% of responding legal departments reported having some type of diversity and inclusion program. However, the larger the department, the more likely they were to have a program in place. For example, only 14% of the departments with two to five attorneys reported having a diversity program, while 87% of respondents with more than 75 attorneys favorably responded to having a formal or informal program.

Thirty-one percent of the legal departments of 11 to 25 attorneys reported having special outreach or recruiting efforts to attract race/ethnic minority attorneys, while departments of 26 to 75 and 76 or more attorneys reported having these outreach efforts in place at much higher percentages, 52% and 74%, respectively. Overall, only 13% of the responding legal departments stated that they had special outreach efforts in place for attracting women attorneys, yet 54% of the largest departments of more than 75 attorneys have these efforts as part of their diversity plan.

Tracking and Measuring Diversity Efforts of Outside Counsel

Over one-half of the departments with 26 attorneys or more reported that they survey or meet with their outside counsel to track results and measure progress.

Ninety-one percent of respondents, overall, said that they did not track hours billed for specific diversity groups, yet 53% of the largest legal departments (i.e., more than 75 attorneys) stated that they tracked billable hours for race/ethnic minority attorneys, and one-half stated that they track hours for women attorneys. Only 18% of these largest departments track hours billed for LGBT attorneys, and even fewer (11%) track hours for physically challenged or disabled attorneys.

Overall, only 8% of responding legal departments reported that they have changed their relationship with any law firm based on the diversity metrics or efforts of the firm. Those departments that did implement some type of change most commonly reported that the change resulted in a decrease or increase in work assigned to the firm.

Corporate Legal Department Diversity Demographics

Measuring the progress of diversity initiatives or programs within an industry or even an individual organization is not always an easy task. Most often we use quantitative measures which focus on the amount or number of persons in an organization based on traditional affirmative action definitions. For purposes of this study, respondents were asked to provide the overall number of attorneys in the company's U.S. legal department as well as a more detailed demographic perspective of the department using traditional primary dimensions of diversity such as race/ethnicity, gender, physical ability, and sexual orientation.

Table 1: Size of U.S. Corporate Legal Departments of Participating Companies

Size of U.S. Legal Department	Number of Respondents	Percent
1	114	15 %
2	86	11 %
3	59	8 %
4	68	9 %
5	33	4 %
6	31	4 %
7	29	4 %
8	23	3 %
9	13	2 %
10	16	2 %
11-15	53	7 %
16-20	24	3 %
21-25	29	4 %
26-30	16	2 %
31-35	11	1 %
36-40	13	2 %
41-50	20	3 %
51-60	16	2 %
61-70	15	2 %
71-100	23	3 %
101-150	23	3 %
151-200	14	2 %
201-300	8	1 %
301 - 500	21	3 %
> 500	7	1 %
Total	765	100%

Percentages may not sum to 100% due to rounding.

Corporate Legal Department Diversity Demographics

At the onset, it is important to establish the overall size of the U.S. legal departments of the participating corporations in order to assess the representation of diverse employees. Interestingly, approximately 62% (472) of the corporations responding to the survey reported having 10 or fewer attorneys in their legal department, while only 17% (127) reported legal departments with more than 50 employees.

The non-U.S. based corporations participating in the study had U.S. legal departments ranging in size from one to 25 attorneys with the median size of these departments being eight attorneys

Respondents were asked to provide the diversity composition of those holding the top legal officer and direct report positions within the U.S. legal department as well as a breakdown of diversity metrics for all other attorneys in the department.

The insights revealed by this new data are of interest. For example, as illustrated by Tables 2, 3 and 4 that follow:

- Overall, 20% of the responding legal departments reported that their top legal officer position was held by a race/ethnic minority individual.
- Thirty-six percent reported that their top legal officer was a woman, while only 9% reported that that the position was held by a race/ethnic minority woman.
- Thirty-one percent of the legal departments with only one employee (who would most commonly also be considered the top legal officer) reported that those individuals were race/ethnic minority attorneys. In contrast, only 10% of the responding departments of more than 75 attorneys reported that their top legal officer was a race/ethnic minority individual.



“ Law Department Leadership Team is leading a current fiscal year business plan team to better define our department’s Diversity & Inclusion Strategy, including developing specific goals and metrics. The strategy consists of four core areas: recruitment, inclusion, global collaboration and innovation. Our U.S. Diversity team includes members from all workgroups and meets monthly with specific action items and goals that cover a range of diversity efforts. We measure success in our diversity efforts through the company’s employee engagement survey which includes specific questions relating to diversity and inclusion issues and through our supplier diversity program metrics.”

**— Cargill Incorporated
Minneapolis, Minnesota**

Corporate Legal Department Diversity Demographics

Table 2: Diversity Demographics of Top Legal Officers in Participating Companies (Individuals may be counted in more than one demographic category.)

Demographic	All Respondents	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Race/Ethnic Minority	20%	31%	23%	13%	14%	22%	10%
White (non-Hispanic)	80%	69%	77%	87%	86%	78%	90%
Men	64%	47%	54%	71%	68%	75%	86%
Women	36%	53%	46%	29%	32%	25%	14%
Race/Ethnic Minority Men	11%	19%	8%	10%	8%	18%	6%
Race/Ethnic Minority Women	9%	13%	14%	2%	6%	6%	4%
White (non-Hispanic) Men	59%	35%	52%	71%	64%	61%	84%
White (non-Hispanic) Women	21%	33%	26%	17%	22%	15%	6%
Openly LGBT	3%	3%	3%	3%	2%	3%	3%
Physically Challenged or Disabled	< 1%	**	**	**	**	**	**

Percentages do not sum to 100% because individuals may be counted in more than one demographic category or due to rounding.
 ** Insufficient cases for analysis.

- Responding legal departments stated that, overall, only 16% of total U.S. direct reports were held by race/ethnic minority attorneys.
- Departments of two to five employees had the highest percentage of race/ethnic minority direct reports (23%).
- A slightly higher percentage of race/ethnic minority women (9%) were reported to hold direct report positions than race/ethnic minority men (7%).



- Overall, just 3% of direct reports in the responding legal departments were openly LGBT. Companies with legal departments employing 6 to 10 attorneys had the highest percentage of LGBT direct reports (5%) while legal departments with 11 to 25 and more than 75 attorneys had the lowest percentages (2%).

Less than 1% of all direct reports across all responding legal department were reported as physically challenged or disabled attorneys.

Corporate Legal Department Diversity Demographics

**Table 3: Diversity Demographics of U.S. Direct Reports in Participating Companies
(Individuals may be counted in more than one demographic category.)**

Percent of U.S. Direct Reports Who Are:	All Respondents	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)				
		2 to 5	6 to 10	11 to 25	26 to 75	> 75
Race/ethnic Minority*	16 %	23 %	16 %	15 %	13 %	17 %
White (non-Hispanic)*	84 %	77 %	84 %	85 %	87 %	83 %
Men*	56 %	41 %	49 %	59 %	62 %	68 %
Women*	44 %	59 %	51 %	41 %	38 %	32 %
Race/ethnic Minority Men	7 %	6 %	6 %	9 %	6 %	11 %
White (non-Hispanic) Men	49 %	35 %	43 %	50 %	55 %	57 %
Race/ethnic Minority Women	9 %	17 %	11 %	6 %	6 %	6 %
White (non-Hispanic) Women	35 %	42 %	41 %	35 %	32 %	27 %
Openly LGBT	3 %	3 %	5 %	2 %	3 %	2 %
Physically Challenged or Disabled	<1 %	**	**	**	**	**

* Results for race/ethnic minority vs. white and men vs. women are based on 390 companies with complete data on these categories. These 390 companies had 2,330 direct reports to the top legal officer. Results for Openly LGBT are based on 335 companies which provided data in this category, and these 335 companies employed 1,902 direct reports. Results for physically challenged or disabled are based on 326 companies which provided data in this category, and these 326 companies employed 1,781 direct reports.

** Insufficient cases for analysis.

- Again, legal departments of two to five attorneys reported the highest percentage of total other attorneys (i.e., attorneys who are neither the top legal officers nor his/her direct reports) who are race/ethnic minorities (21%). Departments of 26 to 75 attorneys reported the lowest percentage of total other attorneys who are race/ethnic minorities (15%).
- Forty-four percent of the total other attorneys employed by the legal departments participating in the study are women, with 34% being white (non-Hispanic) women and 10% being race/ethnic minority women.
- Legal departments of 11 to 25 attorneys employed the highest percentage of women categorized as other legal department attorneys.

Corporate Legal Department Diversity Demographics

Table 4: Diversity Demographics of Other Legal Department Attorneys in Participating Companies (Individuals may be counted in more than one demographic category.)

Percent of Total Other Attorneys Who Are:	All Respondents	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)				
		2 to 5	6 to 10	11 to 25	26 to 75	> 75
Race/ethnic Minority*	18 %	21 %	20 %	17 %	15 %	19 %
White (non-Hispanic)*	82 %	79 %	80 %	83 %	85 %	81 %
Men*	56 %	57 %	59 %	52 %	58 %	56 %
Women*	44 %	43 %	41 %	48 %	42 %	44 %
Race/ethnic Minority Men	8 %	7 %	7 %	7 %	6 %	9 %
White (non-Hispanic) Men	48 %	50 %	53 %	45 %	52 %	47 %
Race/ethnic Minority Women	10 %	14 %	13 %	10 %	8 %	11 %
White (non-Hispanic) Women	34 %	29 %	27 %	38 %	34 %	34 %
Openly LGBT	2 %	**	**	**	**	**
Physically Challenged or Disabled	<1 %	**	**	**	**	**

* Results for race/ethnic minority vs. white and men vs. women are based on 344 companies with complete data on these categories. These 344 companies employed 7,507 other attorneys in all U.S. legal departments. Results for openly LGBT are based on 314 companies which provided data in this category, and these 314 companies employed 4,660 other attorneys in their legal departments. Results for physically challenged or disabled are based on 304 companies which provided data in this category, and these 304 companies employed 4,992 other attorneys.

** Insufficient cases for analysis.

Corporate Legal Department Diversity Program Structures and Administration

Bearing in mind that 62% of the legal departments participating in this survey reported having 10 or fewer attorneys, it is not surprising that, overall, only 30% of respondents report having some type of diversity and inclusion program. Our research has found that the need for and prevalence of diversity programs is higher among larger law departments. In fact, the data reveals that the larger the department the more likely they are to have a diversity program in place. For example, only 14% of the departments with two to five attorneys reported having a diversity program, whereas 87% of respondents with more than 75 attorneys reported having a formal or informal diversity program.

Approximately one quarter of the non-U.S. based legal departments participating in the study cited that they had established a formal or informal diversity program.

Table 5: Has your legal department established a formal or informal diversity program or initiatives aimed at increasing diversity and inclusion?

	All Repondents (n=619)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	30 %	9 %	14 %	22 %	48 %	76 %	87 %
No	70 %	91 %	86 %	78 %	52 %	24 %	13 %

Table 6: Is the program or set of initiatives: (Select all that apply.)

	All Repondents (n=175)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Independent to the legal department	46 %	33 %	10 %	11 %	57 %	72 %	54 %
Part of a larger organization-wide program	70 %	67 %	83 %	78 %	62 %	72 %	60 %
Other	9 %	0 %	7 %	11 %	8 %	2 %	22 %

Percentages do not sum to 100% because more than one response could be selected.

The question about who is responsible for the department's diversity program yielded a wide range of responses, and the many variations in job titles, managerial level, and reporting relationships were not always clear and thus made it difficult to draw comparisons. However, it was most frequently reported that the general counsel

Diversity Programs Structures and Administrations

or chief legal officer is the person who bears responsibility for the law department's diversity program. Other frequently mentioned titles included assistant or deputy general counsel, and diversity officer or chair.

Table 7: Top Five Positions Most Commonly Responsible for Diversity Program

1. General Counsel/Executive or Senior Vice President/Chief Legal Officer
2. Assistant General Counsel/Deputy General Counsel
3. Diversity Officer or Chair
4. Human Resources Director
5. Compliance Officer

When asked about the existence of a formal or informal diversity committee, again these structures were more likely to exist in the larger departments. In fact, 91% of departments with more than 75 attorneys reported having some form of diversity committee.

Table 8: Does your legal department have a formal or informal diversity committee separate from any company-wide diversity committee?

	All Repondents (n=169)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	42 %	0 %	7 %	0 %	22 %	69 %	91 %
No	58 %	100 %	93 %	100 %	78 %	31 %	9 %

"In 2008, Exelon introduced a new diversity and inclusion strategy to ensure that the articulated commitment to diversity and inclusion also defined ownership, accountability, goals, and behavioral expectations for all employees. To implement this strategy, our legal department developed the following three goals to build on the company's and the legal department's commitment to diversity and inclusion: 1) To attract, develop and retain key talent that reflects the realities of the market place, our communities and the relevant labor market; 2) to create a culture of inclusion through consistent and sustained execution of the diversity and inclusion strategy, including progress measurement and accountability for results; and 3) to achieve a diverse range of contract suppliers, vendors and service providers. As of July 2011, 42% of our legal department's attorneys were female and 19% were persons of color. Diverse lawyers are enlisted to assume leadership roles on special initiatives within our legal department and the company. These assignments provide opportunities for diverse lawyers to develop relationships with business representatives as well as with outside counsel who serve as preferred providers. These leadership opportunities also provide visibility within the company including direct exposure to management, and often provide the lifblood for later career development."

— *Exelon Corporation*
Chicago, Illinois

Diversity Programs Structures and Administrations

Most commonly, legal departments reported that the results and progress of their diversity efforts were reviewed annually, although 35% of respondents stated that results were reviewed on “other” timeframes ranging from quarterly to bi-annually.

Table 9: Frequency for reviewing results and progress of legal department’s diversity program or initiatives

	All Repondents (n=153)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Annually	37 %	33 %	42 %	33 %	58 %	27 %	30 %
Bi-Annually	7 %	0 %	8 %	0 %	10 %	7 %	9 %
Quarterly	21 %	17 %	13 %	0 %	10 %	29 %	39 %
Other	35 %	50 %	37 %	67 %	23 %	37 %	21 %

Percentages may not sum to 100% due to rounding.

Of those departments that review progress of their program, 86% reported that the results were reviewed by or with the top legal officer of the company. In fact, 100% of the responding legal departments with more than 75 attorneys stated that the top legal officer was a part of the review process.

Table 10: Are the results and progress of your department’s diversity program reviewed by or with the top legal officer of your company?

	All Repondents (n=162)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	86 %	63 %	73 %	65 %	91 %	93 %	100 %
No	14 %	37 %	27 %	35 %	9 %	7 %	0 %

Table 11, on the next page, details the outreach and/or recruiting efforts specifically directed at attracting diverse attorneys. While overall only 17% of the participating legal departments reported having special efforts for outreach and recruiting diverse attorneys, it is important to keep in mind that at the time this survey was conducted, hiring throughout the entire legal industry was at its lowest point in many years. Significant differences do exist, however, when comparing the responses of the smallest legal departments with those of the largest. For example:

- Thirty-one percent of the legal departments of 11 to 25 attorneys reported having special outreach or recruiting efforts to attract race/ethnic minority attorneys, while departments of 26 to 75 and 76 or more attorneys reported having these efforts in place at much higher percentages, 52% and 74%, respectively.
- Overall, only 13% of the responding legal departments stated that they had special efforts in place for attracting women attorneys, yet 54% of the largest departments have these efforts as part of their diversity plan.

Diversity Programs Structures and Administrations

- Ultimately, 75% of the legal departments reported having no specific diversity outreach or recruiting efforts.

Table 11: Does your legal department have any special outreach or recruiting efforts directed at attracting diverse attorneys?: (Select all that apply.)

	All Repondents (n=531)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Minorities	17 %	1 %	4 %	8 %	31 %	52 %	74 %
Women	13 %	2 %	3 %	4 %	23 %	36 %	54 %
LGBT	5 %	0 %	1 %	1 %	10 %	14 %	28 %
Physically challenged or disabled	2 %	1 %	1 %	1 %	1 %	2 %	10 %
No special outreach/ recruiting efforts	75 %	90 %	90 %	84 %	62 %	36 %	21 %
Other	8 %	8 %	6 %	6 %	10 %	12 %	10 %

Percentages do not sum to 100% because more than one response could be selected.

Outreach efforts often involve some type of partnership or collaboration with outside organizations. As part of this study, legal departments were asked to provide the names of outside organizations they partner with to further their diversity efforts. Of the 167 departments who answered this question, 12% said they did not partner with any outside organizations, and 88% listed one or more organizations. Over 500 organizations were mentioned by respondents.

National bar associations, including diversity bar associations dedicated to the interests of a specific demographic group (e.g., national bar associations focused on women and/or specific race/ethnic groups), were the most frequently cited outside organizations used to enhance corporate diversity efforts. Local, metro, county, and regional bar associations, including bars aimed at promoting the interest of race/ethnic minority attorneys,

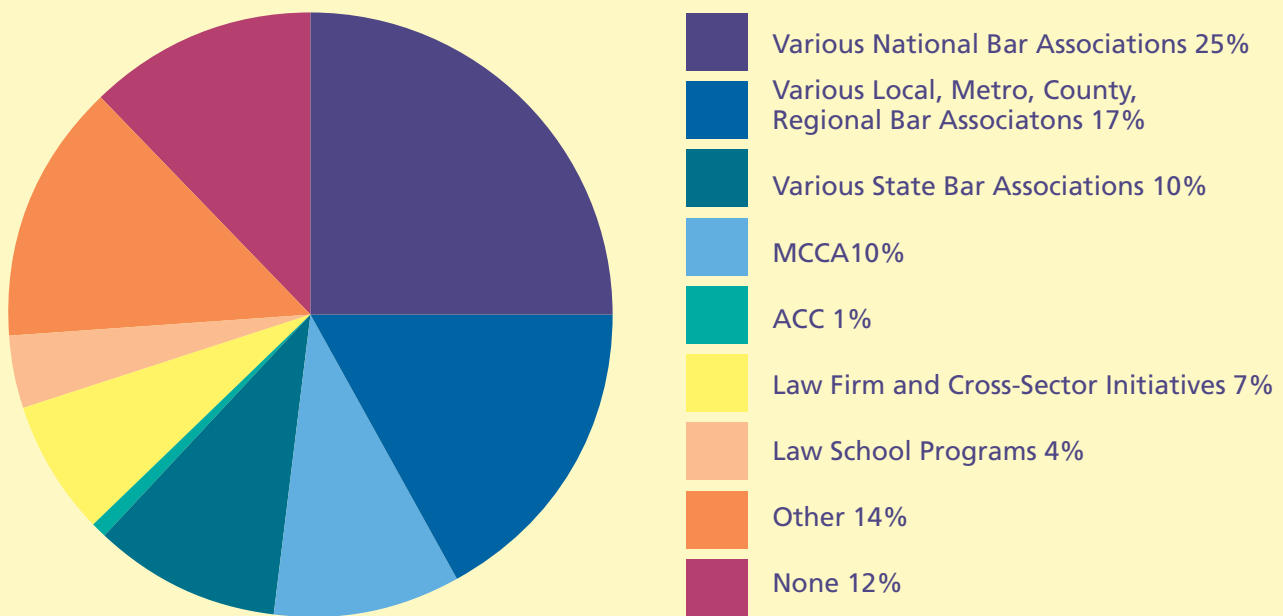
“UPS participated in the Corporate Legal Diversity Pipeline program which gave 60 students from a public high school the opportunity to explore legal careers, interact with professional role models, and learn about key legal concepts that impact their everyday lives. The team of legal professionals from UPS taught students about employment law, contracts, and intellectual property and provided a window into the lives of corporate lawyers. Students ended the program with a more comprehensive understanding of these important legal concepts. Through interactions with caring and enthusiastic adults, the students were able to consider career options, envision a pathway to legal careers, and lay the groundwork for the pursuit of that pathway. After the program, almost 90% of the students said that they were more interested in legal careers than they had been beforehand. We will continue this program in 2011 along with sponsored internships from local legal associations.”

**— United Parcel Service
Atlanta, Georgia**

were the second most common type of organization the responding corporations utilized in their diversity efforts —17% of all the organizations used by the responding legal departments in their diversity efforts were bars of this type. The Minority Corporate Counsel Association (MCCA) was the most commonly cited non-bar related association used by legal departments to assist their diversity efforts.

Though less frequently mentioned than national and local/regional bars groups, state-wide associations of attorneys were also widely used by the responding corporations. Ten percent of the organizations that used outside resources to further corporate diversity programs turned to state-wide attorney associations. These associations include traditional state bars where membership is mandated for or open to all attorneys in a state and specialty bars serving attorneys of various races/ethnicities in that state.

Chart 1: External Diversity Partner Organizations
(n=507 organizations mentioned by responding corporations)



Tracking and Measuring Diversity Efforts of Outside Counsel

The *Call to Action* mandate established in 1999 encouraged many corporate legal departments, especially those who were original signatories on the document, to take greater steps toward advancing diversity in the profession by imposing criteria for improving diversity in the law firms they do business with. To that end, many of the larger legal departments have implemented methods for tracking and measuring the results of their outside counsel.

Over one-half of the departments with 26 attorneys or more reported that they survey or meet with their outside counsel to track results and measure progress. Of the non-U.S. based legal department respondents, only 13% reported that they monitor the diversity efforts and results of their outside counsel.

Table 12: Does your legal department survey or meet with outside counsel to track their diversity progress and results?

	All Repondents (n=564)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	18 %	2 %	7 %	7 %	27 %	53 %	77 %
No	82 %	98 %	93 %	93 %	73 %	47 %	23 %

The majority of responding legal departments that do track or measure diversity efforts of their outside counsel, regardless of size, reported doing so on an annual basis, and almost all respondents (91%) who have some type of tracking process in place reported that the results are reviewed with their chief legal officer.

“Microsoft Corporation collects official diversity data from our Premier Providers. On a quarterly basis, these firms report on the hours billed by ‘diverse’ attorneys (per our specific definition and categories) and we compare such performance against the firms’ historical marks and our own internal diversity ratio. We also ask the firms to provide monthly impressions regarding the ratio of diverse-to-total hours billed on our matters.”

**— Microsoft Corporation
Redmond, Washington**

Tracking and Measuring Diversity Efforts of Outside Counsel

Table 13: Frequency of Surveying or Meeting with Outside Counsel to Track Diversity Progress and Results

	All Repondents (n=100)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Annually	54 %	50 %	67 %	50 %	53 %	50 %	54 %
Bi-Annually	6 %	0 %	0 %	0 %	10 %	7 %	7 %
Quarterly	3 %	0 %	0 %	0 %	0 %	4 %	7 %
Other	37 %	50 %	33 %	50 %	37 %	39 %	32 %

Percentages may not sum to 100% due to rounding.

Table 14: Are the results and progress of outside counsel diversity programs reviewed by or with the top legal officer of your company?

	All Repondents (n=99)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	91 %	100 %	80 %	100 %	90 %	86 %	100 %
No	9 %	0 %	20 %	0 %	10 %	14 %	0 %

The majority of responding legal departments that do track or measure diversity efforts of their outside counsel, regardless of size, reported doing so on an annual basis, and almost all respondents (91%) who have some type of tracking process in place reported that the results are reviewed with their chief legal officer.

Table 15: Measuring or Tracking Hours Billed by Diverse Attorneys in Outside Law Firms

	All Repondents (n=551)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Race/ethnic Minorities	9 %	3 %	0 %	4 %	10 %	30 %	53 %
Women	8 %	3 %	0 %	4 %	7 %	30 %	50 %
LGBT	3 %	0 %	0 %	1 %	3 %	13 %	18 %
Physically challenged or disabled	2 %	0 %	0 %	1 %	0 %	8 %	11 %
No - do not measure or track hours billed by outside counsel in this manner	91 %	97 %	100 %	96 %	90 %	70 %	47 %

Percentages do not sum to 100% because more than one response could be selected.

Overall, 88% of responding legal departments reported that they did not track the work performed by diverse attorneys beyond billable hours.

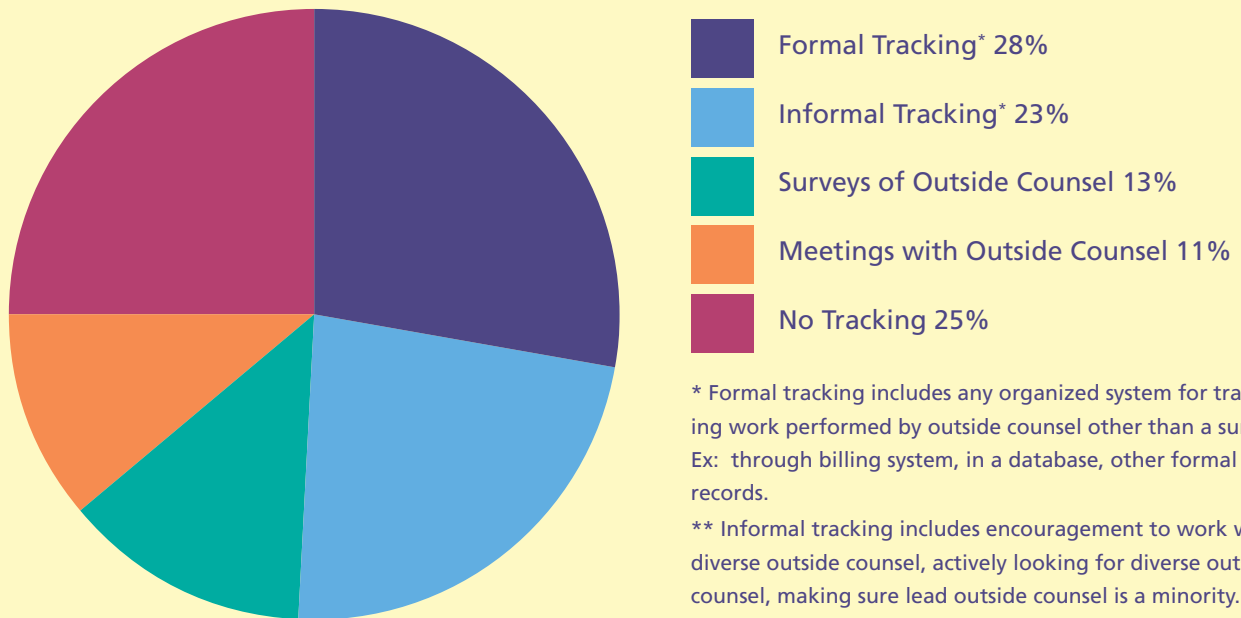
Tracking and Measuring Diversity Efforts of Outside Counsel

Table 16: Measuring and Tracking Work Performed (beyond billable hours) by Outside Race/ethnic Minority, LGBT, and Physically Challenged or Disabled Counsel

	All Repondents (n=544)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	12 %	6 %	5 %	8 %	18 %	26 %	40 %
No	88 %	94 %	95 %	92 %	82 %	74 %	60 %

Chart 2 below illustrates the various ways in which the legal departments that do track or measure the diversity efforts and progress of their outside counsel approach the issue.

Chart 2: Tracking Diversity Efforts and Results of Outside Counsel



Yet, despite all the pledges signed by general counsel over the years, relatively few legal departments, only 8% overall, reported that they have changed their relationship with any law firm based on the diversity metrics or efforts of the firm. However, in departments with more than 10 attorneys, that average climbs to a little more than 20% indicating that for corporations with bigger departments and presumably larger outside counsel budgets, failure to meet the client’s diversity expectations will impact whether the firm retains its business relationship with the law department.

Tracking and Measuring Diversity Efforts of Outside Counsel

Table 17: Has your company changed its relationship with any law firm based on their internal diversity metrics or efforts?

	All Repondents (n=544)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Yes	8 %	1 %	2 %	5 %	21 %	22 %	19 %
No	92 %	99 %	98 %	95 %	79 %	78 %	81 %

The legal departments who stated that they have changed relationships with outside counsel based on diversity metrics or efforts were asked to describe the ways in which these relationships were changed. Most often these legal departments reported they either decreased work or awarded more work based on diversity metrics. In addition, 18% of these respondents reported that they terminated their outside counsel for poor diversity results or efforts.



“The senior leadership of General Mills’ Law Department is accountable for yearly objectives that contain diversity metrics, including raising the bar on what we will require from outside law firms in order to do business with General Mills. The annual objectives of all other members of the Law Department (including paralegals, legal administrative assistants and other specialists) must also contain a diversity component against which performance is measured. General Mills’ Law Department’s Diversity and Inclusion Council is charged with implementing the Law Department’s diversity strategic plan and mission, which is as follows: ‘We will leverage the value of diversity by influencing and measuring law firms’ efforts to attract, retain and promote diverse legal professionals, by increasing internal appreciation and ownership of diversity and inclusion, and by meeting minority vendor spending goals.’ We regularly benchmark and share ideas with other corporate law departments and law firms about diversity and inclusion initiatives and best practices.”

**— General Mills Corporation
Chicago, Illinois**

Tracking and Measuring Diversity Efforts of Outside Counsel

Table 18: Ways in Which Legal Departments Have Changed Relationships with Outside Counsel Based on Diversity Metrics or Efforts

	All Repondents (n=44)	Size of U.S. Legal Department (Total Attorneys Employed 1/1/2010)					
		1	2 to 5	6 to 10	11 to 25	26 to 75	> 75
Terminated the law firm	18 %	0 %	0 %	25 %	20 %	17 %	14 %
Terminated a specific partner within the law firm	5 %	0 %	0 %	25 %	7 %	0 %	0 %
Reassigned work to another attorney within the same firm	23 %	0 %	25 %	25 %	27 %	17 %	29 %
Decreased the amount of work being given to the firm or partner	55 %	100 %	25 %	50 %	53 %	75 %	43 %
Awarded additional work to the firm or partner for meeting expectations	55 %	100 %	50 %	25 %	67 %	42 %	71 %
Imposed a probationary period in which the firm had to improve efforts	11 %	0 %	0 %	25 %	13 %	8 %	14 %
Other	23 %	0 %	0 %	50 %	20 %	17 %	43 %

Percentages do not sum to 100% because more than one response could be selected.

“Annually, the law department establishes goals for achieving a certain percentage of our U.S. outside counsel spend with certified minority-owned, certified women-owned and “non-certified” law firms. Non-certified firms are firms that do not meet the criteria for minority or women-owned certification, but nonetheless further the cause of excellence through diversity. The process involves analyzing data, reviewing the company’s goals with Supply Chain Management and discussing adjustments with the Law Department’s senior management based on business conditions/strategic plans. Quarterly, the department tracks certified and non-certified spend of our principal law firms as compared to total quarterly spend for the firm. These quarterly results are shared with all Law Department members.”

— *Eaton Corporation*
Cleveland, Ohio

Appendices

Appendix A — About the Participating Law Departments

An email invitation to participate in this study was disseminated to approximately 10,000 legal departments of leading corporations, which make up the membership rosters of the Minority Corporate Counsel Association (MCCA) and the Association of Corporate Counsel (ACC). A total of 765 corporate legal departments provided partial or complete responses to the survey. Information regarding the demographics and composition of the respondent law departments follows in Tables A1 (Size), A2 (Headquarters Location), and A3 (Industry).

Respondent Demographics

Table A1: Size of U.S. Corporate Legal Departments of Participating Companies

Size of U.S. Legal Department	Number of Respondents	Percent
1	114	15 %
2	86	11 %
3	59	8 %
4	68	9 %
5	33	4 %
6	31	4 %
7	29	4 %
8	23	3 %
9	13	2 %
10	16	2 %
11-15	53	7 %
16-20	24	3 %
21-25	29	4 %
26-30	16	2 %
31-35	11	1 %
36-40	13	2 %
41-50	20	3 %
51-60	16	2 %
61-70	15	2 %
71-100	23	3 %
101-150	23	3 %
151-200	14	2 %
201-300	8	1 %
301 - 500	21	3 %
> 500	7	1 %
Total	765	100%

Percentages may not sum to 100% due to rounding.

Table A2: Headquarters Location (n=259)

Domestic vs. Foreign Based	Number of Respondents	Percent of Respondents
Headquartered in USA	251	97 %
Headquartered Outside of USA	8	3 %

Percentages may not sum to 100% due to rounding.

Table A3: Respondent Profile - Industry

Industry	Number of Respondents (n=182)	Percent
Agricultural	2	1 %
Automotive	2	1 %
Aviation	4	2 %
Banking	8	4 %
Biological Products	1	<1%
Biotechnology	1	<1%
Business Equipment	3	2 %
Chemical	1	<1%
Commercial Construction	2	1 %
Compliance	1	<1%
Consumer Packaged Goods	3	2 %
Distribution	2	1 %
Do not know	1	<1%
Education	4	2 %
Electronics	2	1 %
Employment Agencies	1	<1%
Energy	10	5 %
Engineering	4	2 %
Financial	12	7 %
Grocery	1	<1%
Healthcare	11	6 %
Hospital Construction	1	<1%
Hospitality	2	1 %
Industrial	2	1 %
Insurance	12	7 %
Internet	3	2 %
IT Services	8	4 %
Management	3	2 %
Manufacturing	14	8 %
Many	1	<1%
Marketing and Advertising	1	<1%
Media	1	<1%
Medical Devices	1	<1%
National Security	1	<1%

Table A3: Respondent Profile - Industry (cont.)

Industry	Number of Respondents (n=182)	Percent
Non-profit	3	2 %
Outsourcing	1	<1%
Patent Owners and Lessors	1	<1%
Pharmaceuticals	8	4 %
Professional Services	5	3 %
Real Estate	6	3 %
Retail	11	6 %
Social Services	1	<1%
Technology	6	3 %
Telecommunications	5	3 %
Trade Association	2	1 %
Transportation	2	1 %
Travel	1	<1%
Utility	4	2 %
Total	182	100%

Percentages may not sum to 100% due to rounding.

Appendix B — Research Methodology and Acknowledgements

This report continues the research that MCCA has published as part of its *Sustaining Pathways to Diversity*[®] series, which addresses a variety of issues concerning diversity and inclusion in corporate legal departments. MCCA's work on the corporate law department survey instrument began more than four years ago, but two prior distributions of the early survey instrument failed to yield a sufficiently robust response rate. The establishment of a collaborative working relationship with two leading organizations — the Association of Corporate Counsel (ACC) and the NALP Foundation — proved instrumental to the success of this survey, as measured by the overwhelming response rate and the quality and depth of analysis of the findings.

The survey had multiple objectives:

- Collect diversity demographic information specifically concerning the chief legal officer (CLO), direct reports to the CLO, and all other attorneys in the law department;
- Obtain insight regarding the prevalence of formal or informal diversity and inclusion initiatives as well as who bears primary responsibility for the success of these programs;
- Examine how diversity impacts the selection, retention, and management of outside counsel including whether work has been reassigned based upon a firm's diversity performance.

MCCA retained The NALP Foundation as an independent research consultant to work with MCCA to collect the data necessary to meet the stated objectives. The survey was administered online by the NALP Foundation using Zoomerang[®] and was comprised of 26 questions. (See Appendix C for survey instrument.) Given the expertise of MCCA concerning diversity and corporate legal departments and of the NALP Foundation concerning the administration and review of large-scale surveys, this project presented a unique opportunity for each organization to play to its respective strengths. In addition, MCCA tapped its longstanding relationship with ACC, which enabled the survey to be disseminated to tens of thousands of in-house counsel around the world, thereby achieving an unprecedented number of responses and making this report the largest and most comprehensive ever published about in-house legal departments and diversity.

An electronic invitation with a link to the survey was distributed by ACC and MCCA to approximately 10,000 in-house law departments. The survey data was collected from December 2010 through April 2011. Only one response per law department was accepted. Responses were received from a total of 765 unique law departments. Participants did not receive a financial incentive for participating and participation was purely voluntary. However, in appreciation for participation in the survey, MCCA and the NALP Foundation will provide an individual, customized report for each respondent allowing the law department to benchmark against the overall findings.

All information collected in the survey was self-reported by respondents with the understanding that all response data would be reported solely in the aggregate and that appropriate steps would be taken to maintain confidentiality of individual responses. MCCA did not engage in independent verification of any reported data.

About the Research Team

Veta T. Richardson, in her capacity as former Executive Director of MCCA, served as project director, and as such had general oversight and financial responsibility for production of this research report. In addition, Ms. Richardson contributed substantively to development of the survey instrument, analysis of the data, and preparation of the final report. Lori L. Garrett served as project manager for MCCA, and as such had responsibility for finalizing, designing and printing this research report.

Tammy Patterson served as project manager and the primary drafts person for this report. Her many contributions also included data design for the survey instrument, managing the logistics for distribution and data collection, as well as supervision of other research consultants. In addition to Ms. Patterson, other NALP Foundation staff that were instrumental to the completion of this report include Cynthia Spanhel, PhD., who served as a research analyst and statistician, and Pamela Malone, who assisted with corporate relations and project coordination.

Acknowledgements

MCCA and NALP Foundation extend appreciation to the law firm of Sidley Austin LLP for its generous financial support of this project, which helped to defray MCCA's costs regarding the design and printing of this report.

In addition, a debt of gratitude is extended to the Association of Corporate Counsel because without its collaboration and commitment, the survey would not have reached such a broad cross-section of in-house legal departments.

Appendix C — The Survey Instrument

Page 1 – Heading

Definitions: On this survey, “minority” refers to people who are members of racial/ethnic groups traditionally considered in the minority of the U.S. population (e.g., Hispanic/Latino(a), African American or Black, Asian or Asian Pacific American, Native American or Indian, or persons who are of mixed racial/ethnic heritage.)

Page 1 – Question 1 – Open Ended – One Line

As of January 1, 2010 how many attorneys were employed in all of your company’s legal departments in the United States? (Please enter a whole number only.)

Page 1 – Question 2 – Choice – Multiple Answers (Bullets)

As of January 1, 2010, was your company’s top legal officer: (Select all that apply. The individual may be counted in more than one demographic category.)

- Minority
- White (non-Hispanic)
- A Man
- A Woman
- Openly Lesbian, Gay, Bisexual or Transgendered (LGBT)
- Physically Challenged or Disabled

Page 2 – Question 3 – Open Ended – One or More Lines with Prompt

As of January 1, 2010, how many of your company’s U.S. Direct Reports to the top legal officer were: (Please enter whole numbers only, and enter a zero if there are no individuals in the listed category. Individuals may be counted in more than one category.)

- Minority Men _____
- White (non-Hispanic) Men _____
- Minority Women _____
- White (non-Hispanic) Women _____
- Openly Gay, Lesbian, Bisexual or Transgendered (LGBT) _____
- Physically Challenged or Disabled _____

Page 3 – Question 4 – Open Ended – One or More Lines with Prompt

As of January 1, 2010, how many of your company’s other attorneys in all U.S. legal departments were: (Please enter whole numbers only, and enter a zero if there are no individuals in the listed category. Individuals may be counted in more than one category.)

- Minority Men _____
- White (non-Hispanic) Men _____
- Minority Women _____
- White (non-Hispanic) Women _____
- Openly Gay, Lesbian, Bisexual or Transgendered (LGBT) _____
- Physically Challenged or Disabled _____

Page 4 – Question 5 – Choice – One Answer (Bullets)

Has your legal department established a formal or informal diversity program or initiatives aimed at increasing diversity and inclusion?

- Yes
- No

Page 5 – Question 6 – Choice – Multiple Answers (Bullets)

Is the program or set of initiatives (Select all that apply.):

- Independent to the legal department?
- Part of a larger organization-wide program?
- Other (Please describe.)

Page 5 – Question 7 – Open Ended – One or More Lines with Prompt

Who has the primary responsibility for leading the diversity plan and initiatives within the legal department?

- Name _____
- Title _____

Page 6 – Question 8 – Choice – One Answer (Bullets)

Does your legal department have a formal or informal diversity committee separate from any company-wide diversity committee?

- Yes
- No

Page 6 – Question 9 – Choice – One Answer (Bullets)

How often are the results and progress of your legal department’s diversity program or initiatives reviewed?

- Annually
- Bi-Annually
- Quarterly
- Other (Please describe.)

Page 6 – Question 10 – Choice – One Answer (Bullets)

Are the results and progress of your firm’s diversity program reviewed by or with the top legal officer of your company?

- Yes
- No

Page 7 – Question 11 – Choice – Multiple Answers (Bullets)

Does your legal department have any special outreach or recruiting efforts directed at attracting attorneys who are: (Select all that apply.)

- Minorities

- Women
- LGBT
- Physically Challenged or Disabled
- No special outreach/recruiting efforts
- Other (Please describe.)

Page 7 – Question 12 – Open Ended – Comments Box

Please list names of any outside organizations you are currently involved with or partnering with to further your diversity efforts.

Page 7 – Question 13 – Open Ended – Comments Box

Please list names of any internal committees, affinity groups, programs and related entities designed to further your diversity efforts.

Page 8 – Heading

Outside Counsel Diversity Programs

Page 8 – Question 14 – Choice – One Answer (Bullets)

Does your legal department survey or meet with outside counsel to track their diversity progress and results?

- Yes
- No

Page 9 – Question 15 – Choice – One Answer (Bullets)

How often do you survey or meet with outside counsel to track diversity progress and results?

- Annually
- Bi-annually
- Quarterly
- Other (Please describe.)

Page 9 – Question 16 – Choice – One Answer (Bullets)

Are the results and progress of outside counsel diversity programs reviewed by or with the top legal officer of your company?

- Yes
- No

Page 10 – Question 17 – Choice – Multiple Answers (Bullets)

Does your company measure or track hours being

billed for work performed by outside counsel by attorneys who are: (Select all that apply.)

- Minorities
- Women
- LGBT
- Physically Challenged or Disabled

No — do not measure or track hours billed by outside counsel in this manner

Page 11 — Question 18 – Open Ended – One or More Lines with Prompt

What percentage of work billed by outside counsel for your company is billed by: (Percentages will not add up to 100% as it is possible for individuals to be listed in more than one category. Please enter whole numbers only, and enter a zero if there are no individuals in the listed category.)

- Minority Men _____
- Minority Women _____
- White (Non-Hispanic) Men _____
- White (Non-Hispanic) Women _____
- Openly LGBT Men and Women _____
- Physically Challenged or Disabled Men and Women _____

Page 12 – Question 19 – Choice – One Answer (Bullets)

Beyond hours billed, does your company formally or informally track the work performed by outside minority, LGBT, and physically challenged or disabled counsel?

- Yes
- No

Page 13 – Question 20 – Open Ended – One or More Lines with Prompt

Aside from billing work as members of the outside counsel team, it is important for attorneys in law firms to serve as the engagement or relationship managers who assemble and/or lead the outside counsel team that does the work for the corporate clients.

What percentage of work billed by outside counsel for your company is managed or led by law firm engagement or relationship managers who are: (Percentages will not add up to 100% as it is possible for individuals to be listed in more than one category. Please enter whole numbers only, and enter a zero if there are no individuals in the listed category.)

- Minority Men Partner(s) _____
- Women Partner(s) _____
- White (Non-Hispanic) Women Partner(s) _____
- White (Non-Hispanic) Men Partner(s) _____
- Openly LGBT Partner(s) _____
- Physically Challenged or Disabled Partner(s) _____
- Minority Men Non-partner Attorney(s) _____
- Minority Women Non-partner Attorney(s) _____
- White (Non-Hispanic) Men Non-partner Attorney(s) _____
- White (Non-Hispanic) Women Non-partner Attorney(s) _____

Openly LGBT Men or Women Non-partner Attorney(s) _____

Physically Challenged or Disabled Non-partner Attorney(s) _____

Page 13 – Question 21 – Open Ended – Comments Box

Please describe what your company does to track the work managed by outside counsel who are minorities, women, LGBT, and/or physically challenged or disabled?

Page 14 – Question 22 – Choice – One Answer (Bullets)

Has your company changed its relationship with any law firm based on their internal diversity metrics or efforts?

- Yes
- No

Page 15 – Question 23 – Choice – Multiple Answers (Bullets)

How have these relationships changed? (Select all that apply.)

- Terminated the law firm
- Terminated a specific partner within the law firm
- Reassigned work to another attorney within the same firm
- Decreased the amount of work being given to the firm or partner
- Awarded additional work to the firm or partner for meeting expectations
- Imposed a probationary period in which the firm had to improve efforts
- Other (Please describe.) _____

Page 16 – Heading

Best Practices

Page 16 – Question 24 – Open Ended – Comments Box

Please describe any internal best practices in any of the following categories you would like to share and have published in the survey results. Examples may include:

- Commitment from Senior Management
- A Broadened Interpretation of Diversity
- Measuring Diversity in the Legal Department
- Targeted Recruiting Efforts/Pipeline Programs
- Retention
- Inclusion in Succession Planning
- Compensation Tied to Diversity Efforts

Page 16 - Question 25 - Open Ended - Comments Box

Please describe any external best practices in the areas of influencing and measuring diversity of outside law firms you would like to share and have published in the survey results. Examples may include:

- Outreach efforts to diverse outside counsel
- Requiring diverse attorneys for RFPs
- Diversity metrics
- Holding in-house attorneys accountable

Page 17 – Question 26 – Open Ended – One or More Lines with Prompt

Respondent Profile: (needed to send you a report of the survey's key findings):

- Company name _____
- Headquarters City and State _____
- Industry or SIC code _____
- Name of person completing survey _____
- Title of person completing survey _____
- Email address of person completing survey _____
- Telephone number of person completing survey _____

Notes



Additional resources from MCCA's *Pathways* Research series



A Study of Law
Department
Best Practices
(1st Edition)



A Set of Recommended
Practices for Law Firms



Metrics for Success:
Measurement in
Diversity Initiatives



The Myth of the
Meritocracy: A Report
On the Bridges and
Barriers to Success
in Large Law Firms



From Lawyer to
Business Partner:
Career Advancement
in Corporate Law
Departments



Perspectives From
The Invisible Bar: Gay
& Lesbian Attorneys
in the Profession



Mentoring Across
Differences: A Guide
to Cross-Gender and
Cross-Race Mentoring



A Study of Law
Department
Best Practices
(2nd Edition)



The Next Steps in
Understanding and
Increasing Diversity
& Inclusion in Large
Law Firms



The New Paradigm
of LGBT Inclusion:
A Recommended
Resource for Law Firms

