



2019 Inclusion Blueprint Report

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About the 2019 Inclusion Blueprint

The 2019 Inclusion Blueprint was a collaborative effort between ChIPs and Diversity Lab. With help from a team from the [2018 Spring and Fall Diversity in Law Hackathon Series](#), the Inclusion Blueprint — initially launched in 2018 to evaluate the gender diversity and inclusion efforts of IP groups in firms for the ChIPs Honor Roll Awards — was expanded to track additional research-backed inclusion activities and to measure the representation of women, racial and ethnic minorities, and LGBTQ+ lawyers across all practice groups within law firms.

The data were collected during summer 2019, with law firms opting to participate in one or more of the following five categories:

- Overall Firm Leadership
- Antitrust, IP, Privacy, and Cyber Practice Group
- Business, Finance, and Real Estate Practice Group
- Litigation Practice Group
- Regulatory Practice Group

Each of the five categories asked questions on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics. The threshold targets follow:

- 30% representation of women
- 15% representation of racial and ethnic minorities
- 5% representation of LGBTQ+ lawyers

These targets were determined by analyzing the current law school graduation rates and the current representation of historically underrepresented populations at Am Law 200 firms to set thresholds that are achievable but likely a stretch for most of the Am Law 200.

The survey questions can be found using the following links:

[Law Firm Leadership](#)
[Practice Group](#)

Executive Summary

Highlighted Insights & Findings

The 2019 Inclusion Blueprint reveals many interesting insights regarding the inclusion practices and diversity representation at both the practice group and firmwide levels at more than 70 law firms, which mostly include midsize to large Am Law 200 firms.

The detailed results outlining the participating firms' inclusion practices and diversity representation are included in the full report, but a few key findings are noted below.

Inclusion Activities & Practices

Law firms do not consistently track career-enhancing opportunities to ensure equal access across all historically underrepresented groups at the firmwide and practice group levels.

- The least-tracked inclusion activities and practices at the *leadership level* for all historically underrepresented lawyers include:
 - Non-billable activities
 - Origination credit
 - Pay equity
- The least-tracked inclusion activities and practices at the *practice group level* for all historically underrepresented lawyers include:
 - Litigation and/or other first-chair responsibilities
 - Origination credit
- Other less commonly tracked activities and practices at the *practice group level* include:
 - Sponsorship relationships and activities
 - Succession planning of semi-retired or retired partners' work
 - Work experiences for associates (e.g., taking depositions, drafting licenses)
- Law firms do not track inclusion opportunities for LGBTQ+ lawyers at the firmwide and practice group levels as often as they do for women and racial and ethnic minorities. Inclusion on client teams, for example, is tracked less often for LGBTQ+ lawyers than for other groups.

There is a much greater lack of transparency and accountability for inclusion practices at the partner level than at the associate level.

- 90% of participating firms have a written process for associate performance reviews and compensation vs 63% of firms that have a written process for partner performance reviews and compensation.
- 74% of firms have a written process for elevation to partner vs 50% of firms that have a written process for origination credit.
- Although 76% of firms indicate that partner compensation is impacted by diversity and inclusion contributions, only 29% indicate that practice group leader compensation is impacted. However, 34% of firms indicate that they plan to implement that policy in 2020.

Diversity Representation

Law firms are more successful at achieving the Inclusion Blueprint diversity target thresholds for historically underrepresented lawyers at the non-equity partnership level than at the equity partnership level.

- Gender: Target - 30%
 - 7% of the participating firms meet or exceed the equity threshold vs 43% of firms for the non-equity threshold.
- Race: Target - 15%
 - 17% of firms meet or exceed the equity threshold vs 30% of firms for the non-equity threshold.
- LGBTQ+: Target - 5%
 - 4% of firms meet or exceed the equity threshold vs 7% of firms for the non-equity threshold.

Among many of the law firms' top leadership roles, women are more strongly represented than racial and ethnic minorities and LGBTQ+ lawyers.

For the firms' primary governance committee (e.g., management or executive committee), compensation committee, and promotions to equity partner, the representation breakdown includes:

- Gender: 50-59% of the participating firms meet or exceed the 30% threshold for women in the three leadership categories.
- Race: 27-41% of the participating firms meet or exceed the 15% threshold for racial and ethnic minorities in the three leadership categories.
- LGBTQ+: 21-24% of the participating firms meet or exceed the 5% threshold for LGBTQ+ lawyers in the three leadership categories.

On a positive note, many law firms have increased the representation of historically underrepresented lawyers at the equity partner level year over year.

- Gender: 63% of firms increased the representation of female equity partners.
- Race: 54% increased the representation of racial and ethnic minority equity partners.
- LGBTQ+: 27% increased the representation of LGBTQ+ equity partners.

Across the practice area categories, representation of historically underrepresented lawyers is far higher among associates than equity partners or non-equity partners.

For example, in the Litigation practice category:

- Gender: Target - 30%
 - 84% of participating law firms meet or exceed the threshold for female associates vs 35% firms for the equity partnership threshold.
- Race: Target - 15%
 - 70% of participating law firms meet or exceed the threshold for racial minority associates vs 27% of firms for the equity partnership threshold.
- LGTBQ+: Target - 5%
 - 46% of participating law firms meet or exceed the threshold for LGBTQ+ associates vs 8% for the equity partnership threshold.

The Antitrust, IP, Privacy and Cyber practice area category included the highest representation and promotions of racial and ethnic minority equity partners compared to the other three practice categories.

(Cautionary Note: This finding is based on the limited number of firms and practice groups that participated, which may not be representative of the full Am Law 200 landscape. Additional respondents and years of data will be useful in confirming and corroborating this analysis.)

- 47% of the participating firms in the Antitrust, IP, Privacy and Cyber (“AIPC”) category met or exceeded the 15% racial and ethnic minority equity partner representation threshold compared to 36% of the firms in Regulatory, 27% in Litigation, and 16% in Business, Finance, and Real Estate.
- 20% of firms in AIPC promoted at least 15% racial and ethnic minorities to equity partner compared to 4% of the firms in Regulatory, 14% in Litigation, and 7% in Business, Finance, and Real Estate.
- With 21% of firms in AIPC and 24% in Regulatory, these categories had the highest percentage of firms with at least 15% of the racial and ethnic minority partners as top earners.

Section 1:

Who Participated

The Inclusion Blueprint was sent to over 200 law firms, including the Am Law 200, by invitation from both ChIPs and Diversity Lab, with 73 law firms participating.

Figure 1a. Size of Firms that Participated in the 2019 Inclusion Blueprint

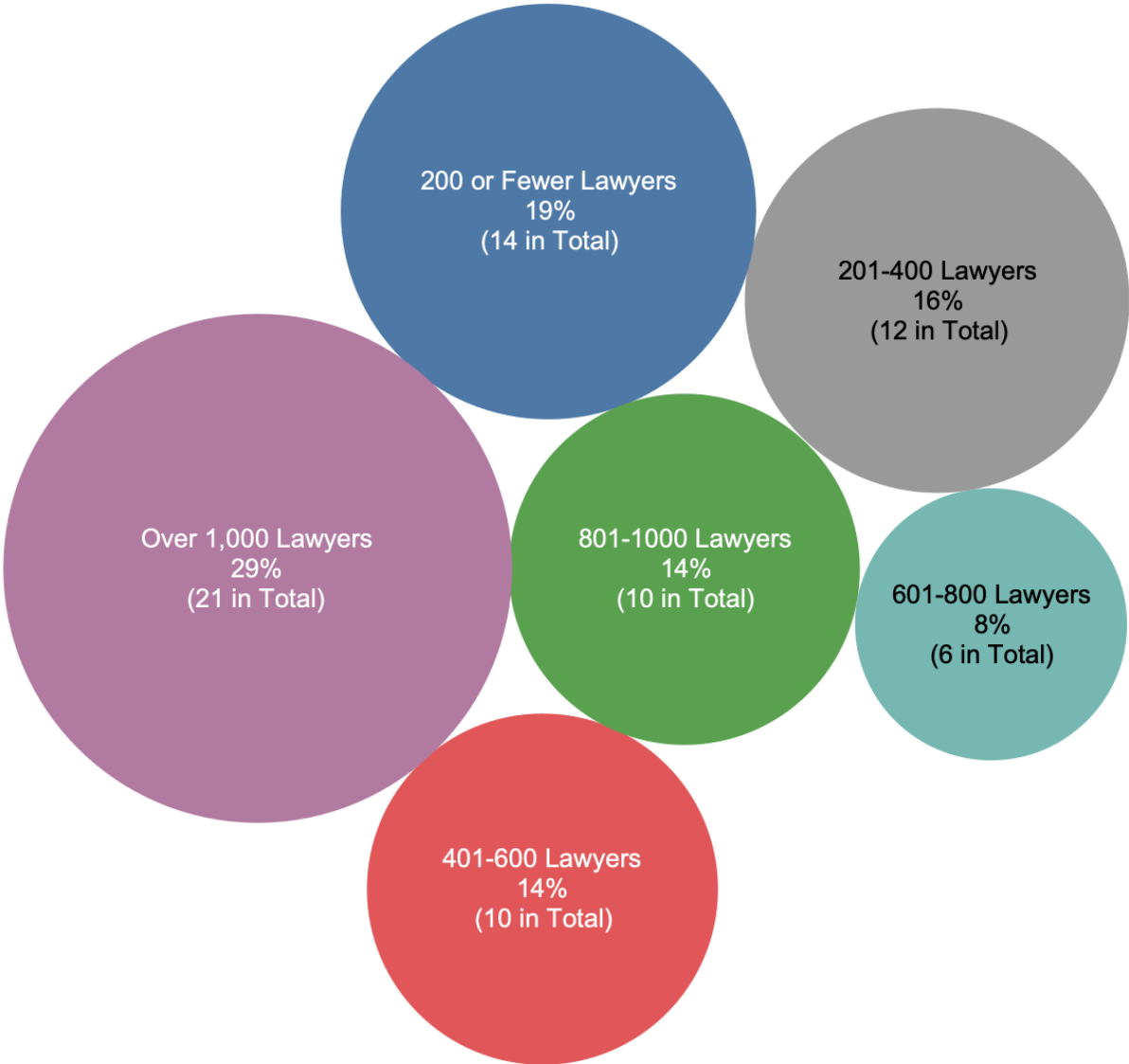
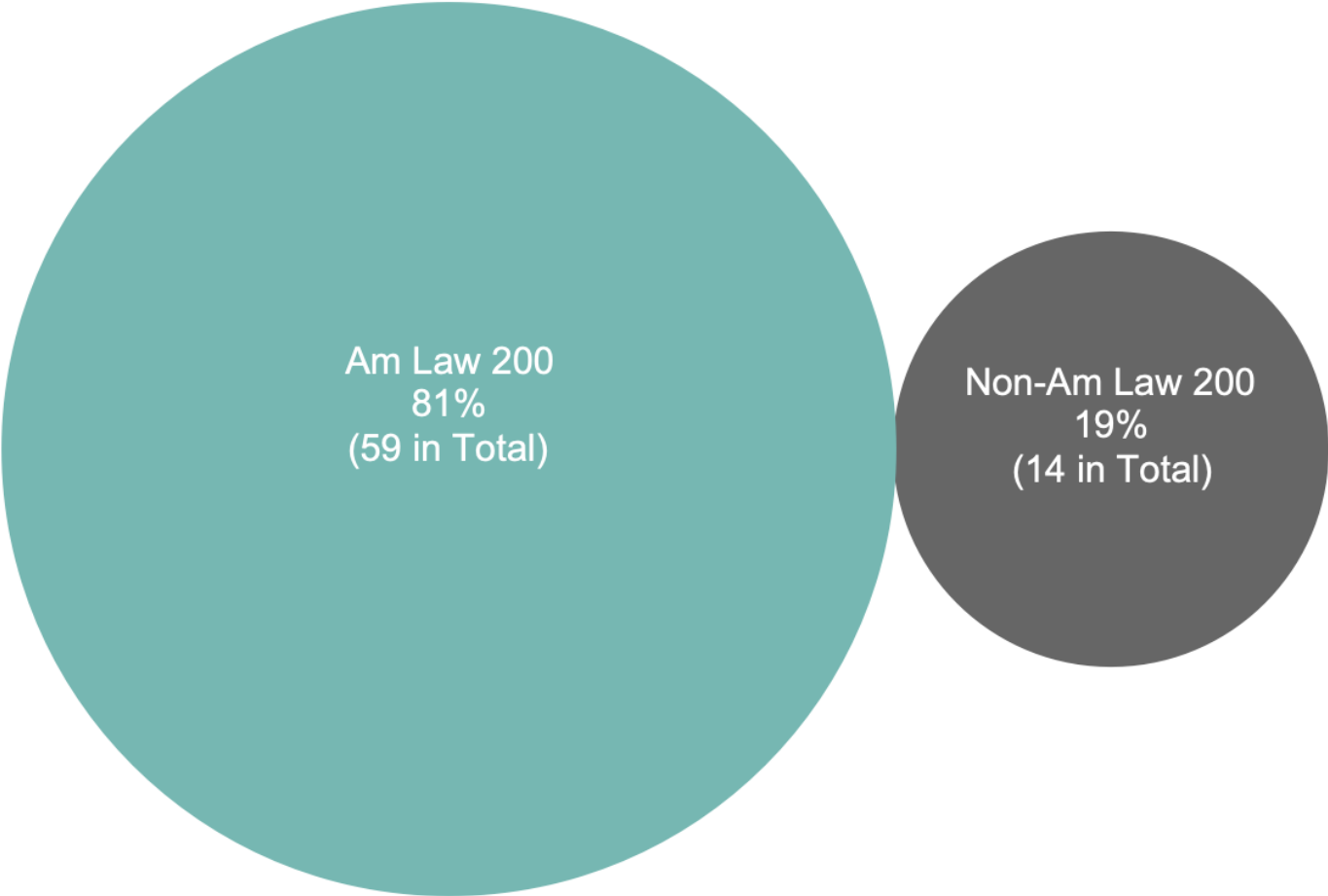
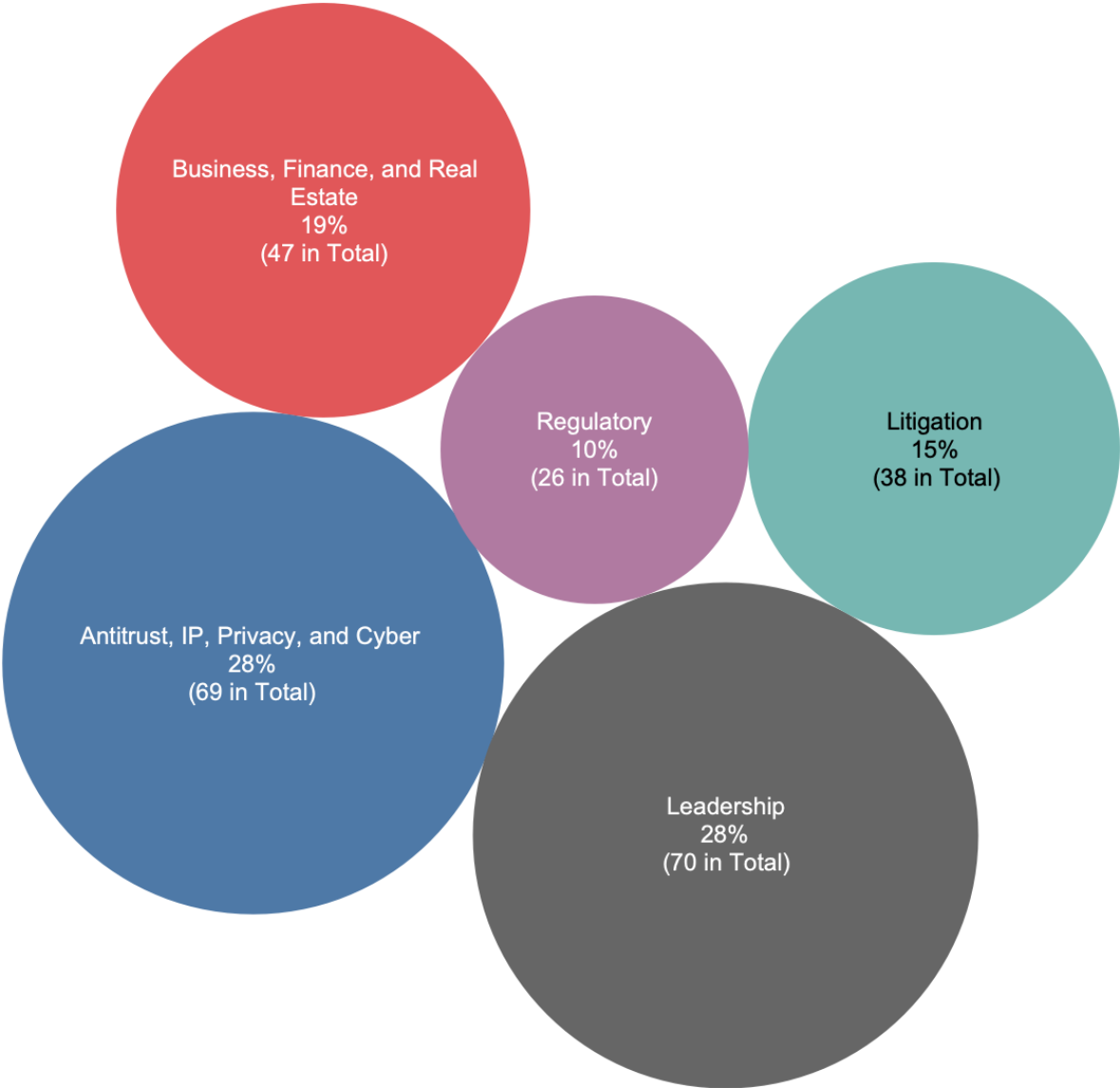


Figure 1b. Type of Firms that Participated in the 2019 Inclusion Blueprint



The 73 law firms that participated were invited to complete surveys for firm leadership and for four categories of practice groups. In total, these law firms completed 250 surveys in the five categories.

Figure 1c. Participation by Category



Section 2: Law Firm Leadership

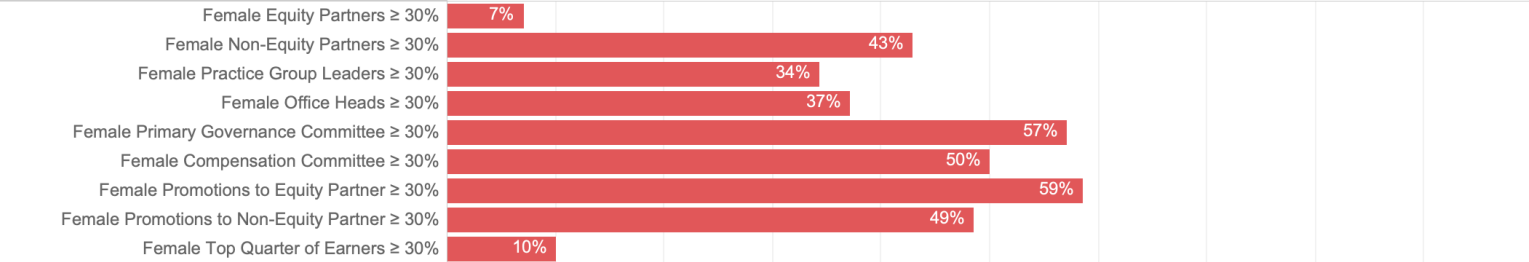
The Law Firm Leadership section covers law firm responses specific to their firm's leadership level on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics.

How diverse is firm leadership currently?

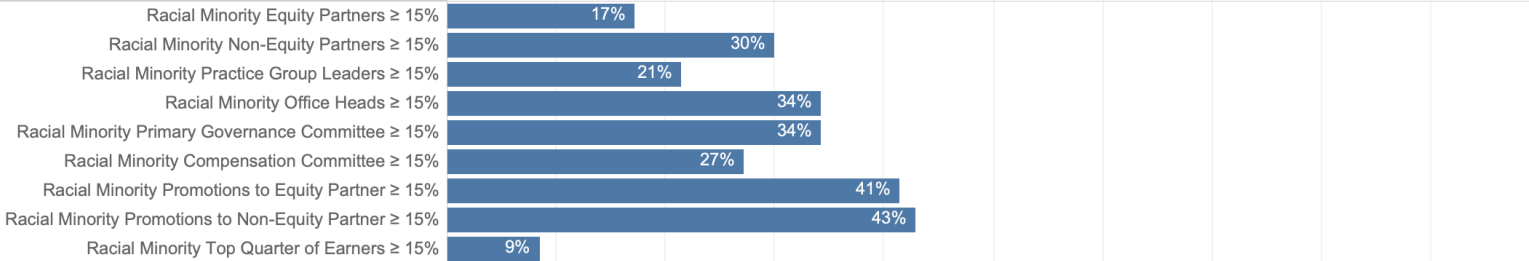
The bars below correspond to the percentage of responding firms that meet each diversity threshold. For example, 7% of firms have at least 30% female equity partners, 17% of firms have at least 15% racial minority equity partners, and 4% of firms have at least 5% LGBTQ+ equity partners.

Figure 2a. Leadership

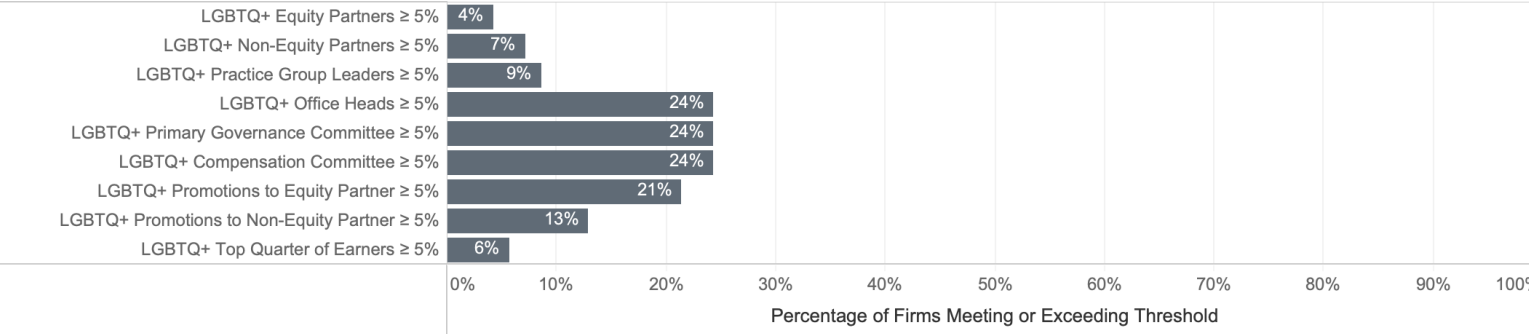
Women



Racial Minorities



LGBTQ+

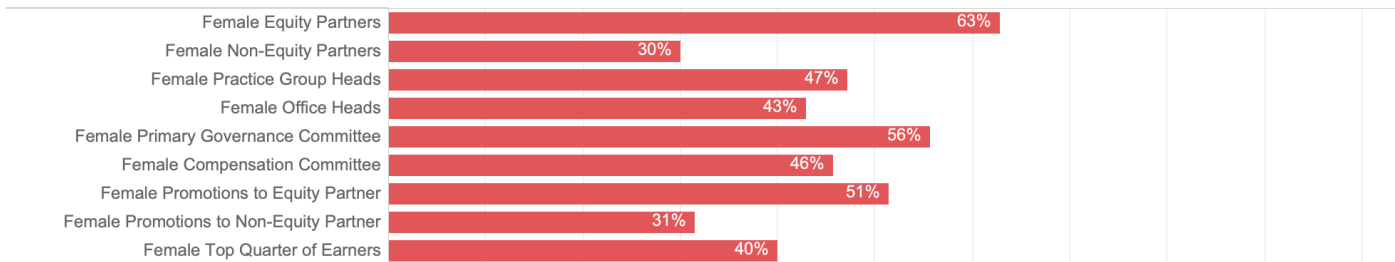


Has progress been made over the past year in increasing diversity at the leadership level?

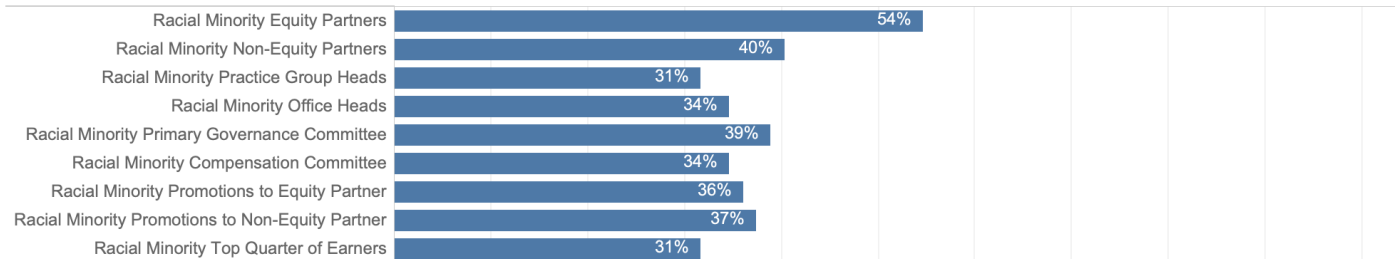
The bars below correspond to the percentage of responding firms that report increased representation over the past year for each group shown. For example, 63% of firms have increased representation of female equity partners, 54% of firms have increased representation of racial minority equity partners, and 27% of firms have increased representation of LGBTQ+ equity partners.

Figure 2b. Leadership

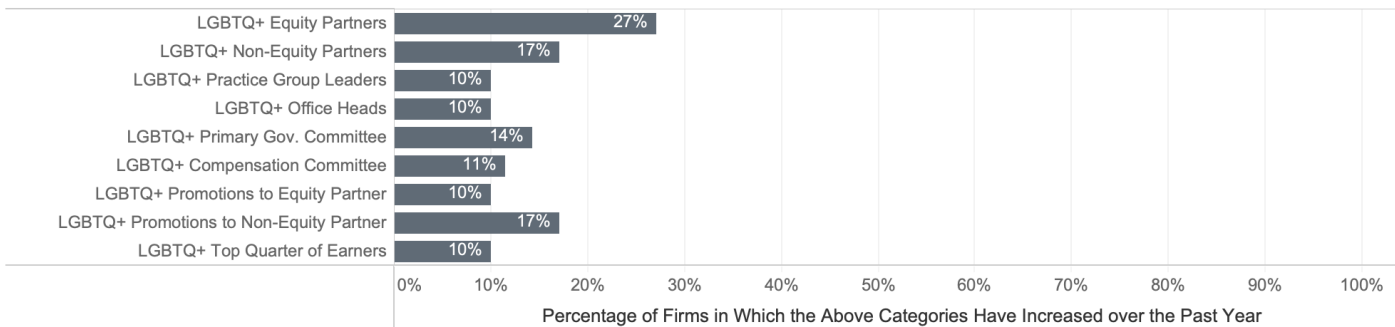
Women



Racial Minorities



LGBTQ+

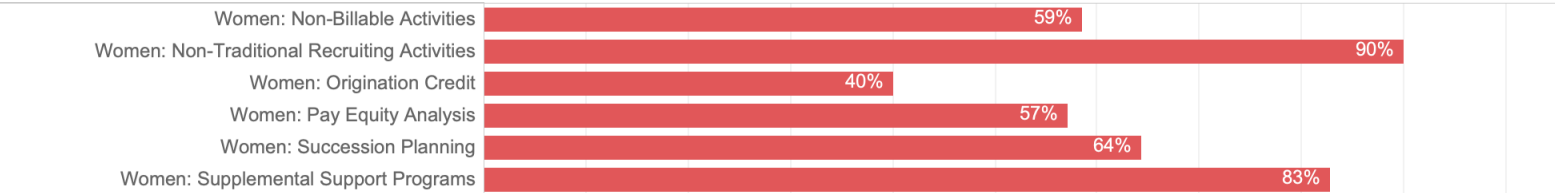


Are firms tracking certain metrics across underrepresented populations and working to make meaningful changes to remedy inequities?

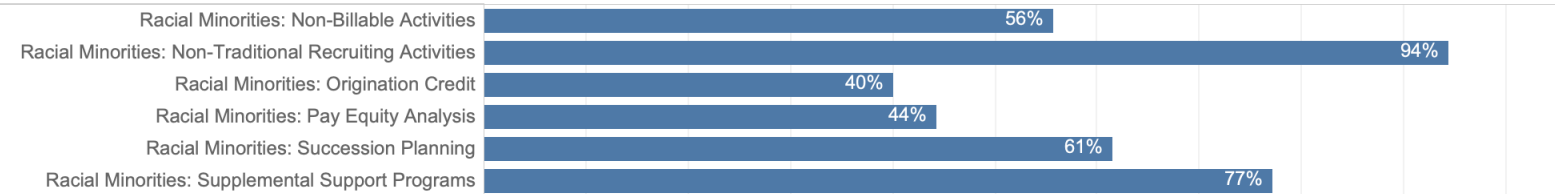
The bars below correspond to the percentage of responding firms that currently track inclusion and equity across all groups for firmwide business systems and talent practices. For example, 59% of firms track non-billable activities for women, 56% of firms track non-billable activities for racial minorities, and 50% of firms track non-billable activities for LGBTQ+ populations.

Figure 2c. Leadership

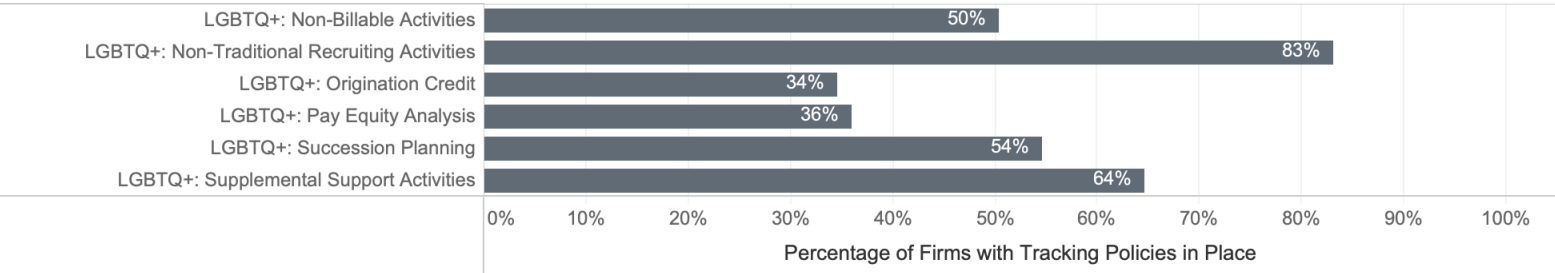
Women



Racial Minorities



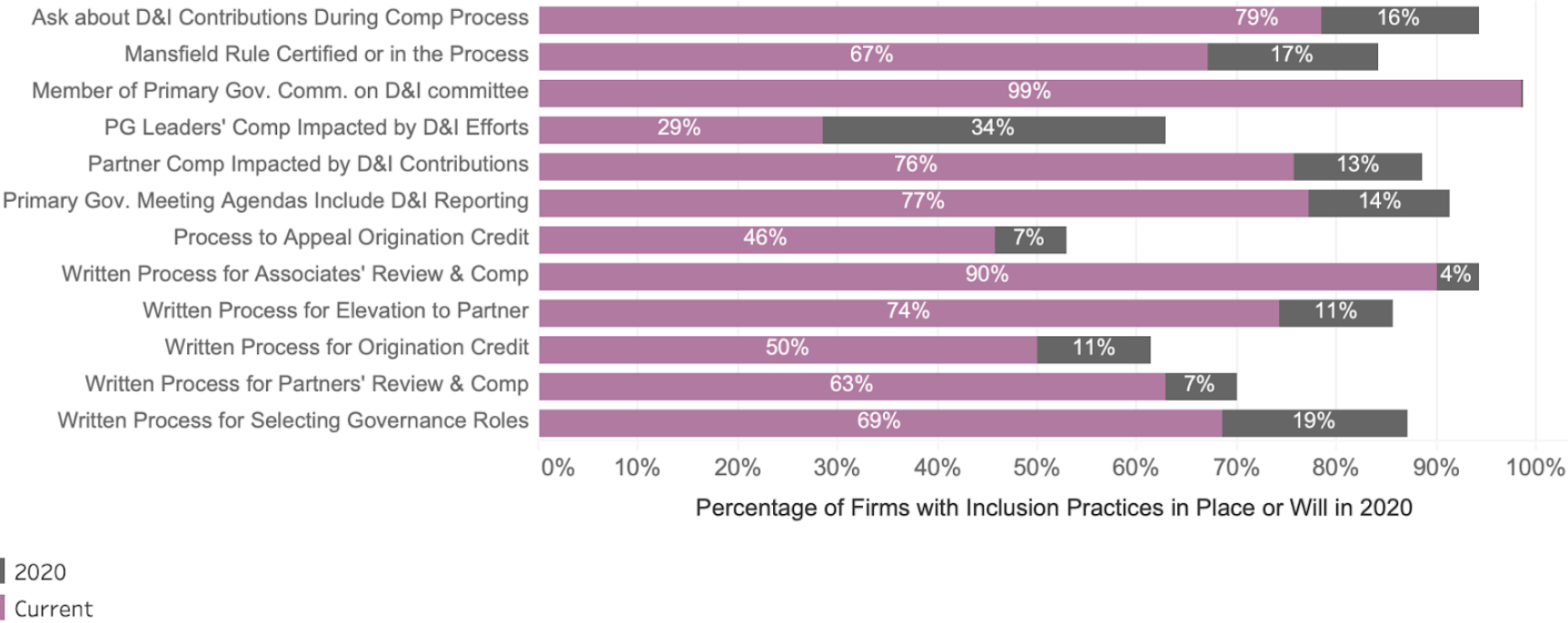
LGBTQ+



Are firms engaging in practices known to support inclusive workplaces?

The bars below correspond to the percentage of responding firms that currently have the following inclusion practices in place, and those that do not currently have them in place but plan to implement them in 2020. For example, 79% of firms currently ask about diversity & inclusion contributions during the compensation process, and 16% of firms plan to implement this policy in 2020.

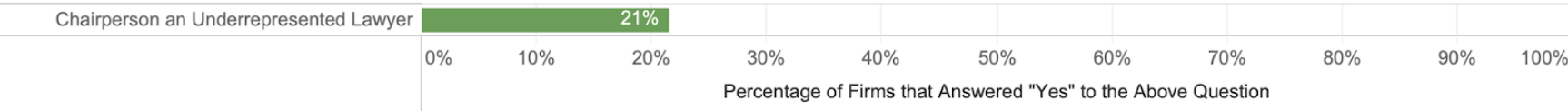
Figure 2d. Leadership



Do firms have an underrepresented lawyer as chairperson and/or managing partner?

The bar below indicates that 21% of firms that responded have a chairperson or managing partner who is an underrepresented lawyer.

Figure 2e. Leadership



Section 3: Antitrust, IP, Privacy, and Cyber

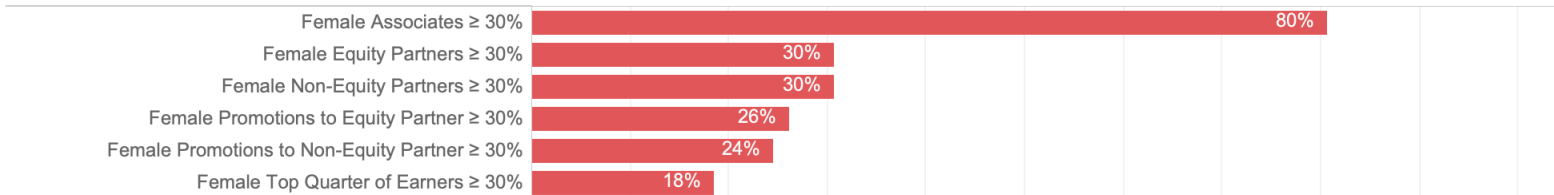
The Antitrust, IP, Privacy, and Cyber section covers law firm responses specific to their firm's practice group(s) on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics.

How diverse is the practice group currently?

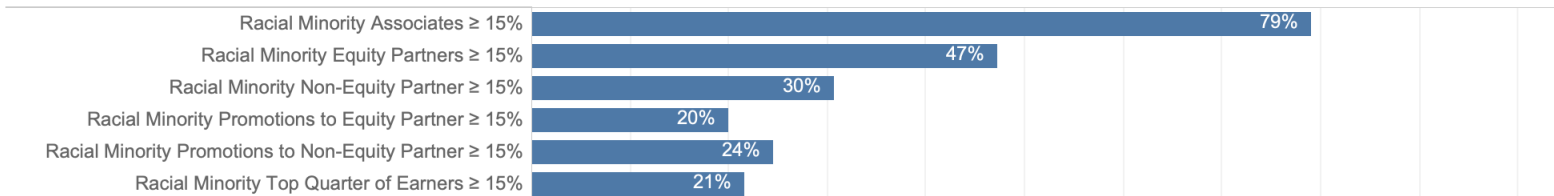
The bars below correspond to the percentage of responding practice groups that meet each diversity threshold. For example, 80% of practice groups have at least 30% female associates, 79% of practice groups have at least 15% racial minority associates, and 36% of practice groups have at least 5% LGBTQ+ associates.

Figure 3a. Antitrust, IP, Privacy, and Cyber

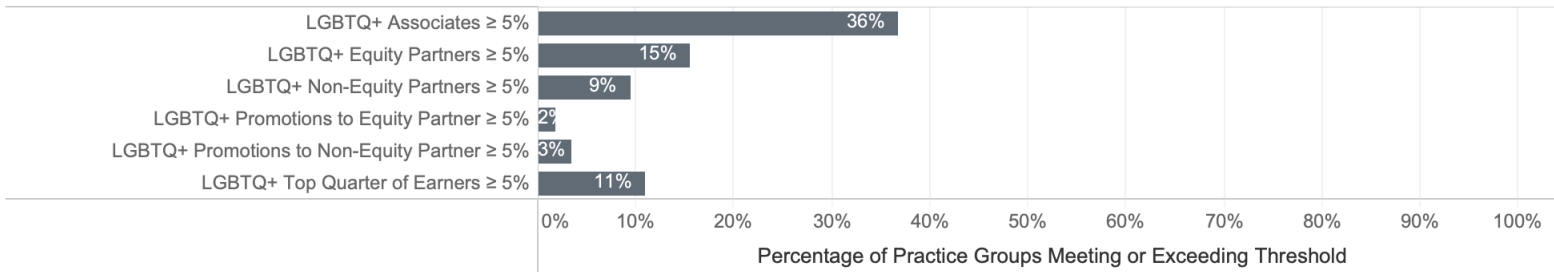
Women



Racial Minorities



LGBTQ+

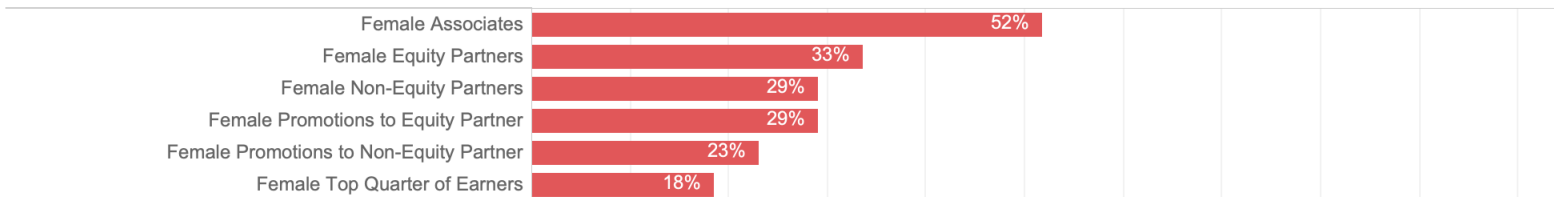


Has progress been made over the past year in increasing diversity at the practice group level?

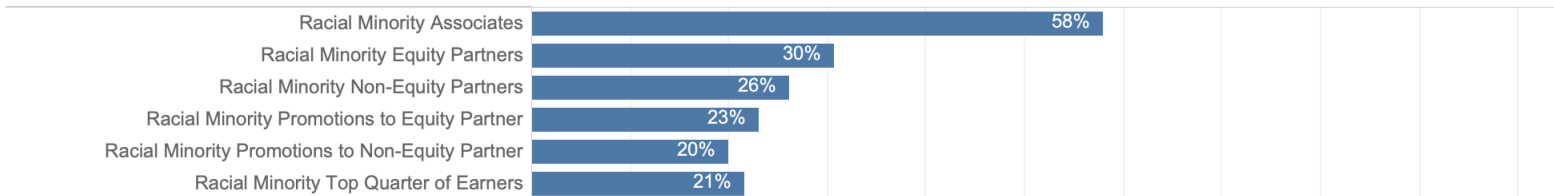
The bars below correspond to the percentage of responding firms that report increased representation over the past year for each group shown. For example, 52% of practice groups have increased representation of female associates, 58% of practice groups have increased representation of racial minority associates, and 29% of practice groups have increased representation of LGBTQ+ associates.

Figure 3b. Antitrust, IP, Privacy, and Cyber

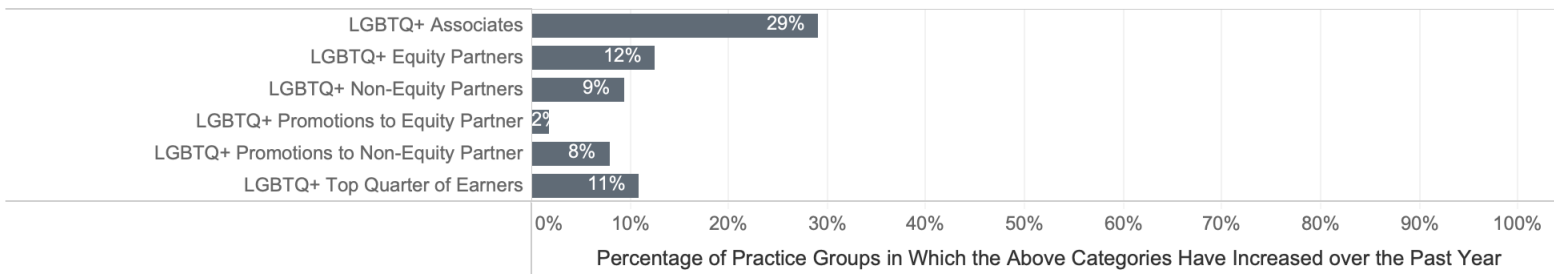
Women



Racial Minorities



LGBTQ+



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

The bars below correspond to the percentage of responding practice groups that track the demographic distribution of lawyers at various seniority levels. For example, for the partner population, 97% of the practice groups track the demographic makeup regarding gender, 94% track the demographic makeup for racial and ethnic minorities, and 88% track the demographic makeup for LGBTQ+ individuals.

Figure 3c. Antitrust, IP, Privacy, and Cyber

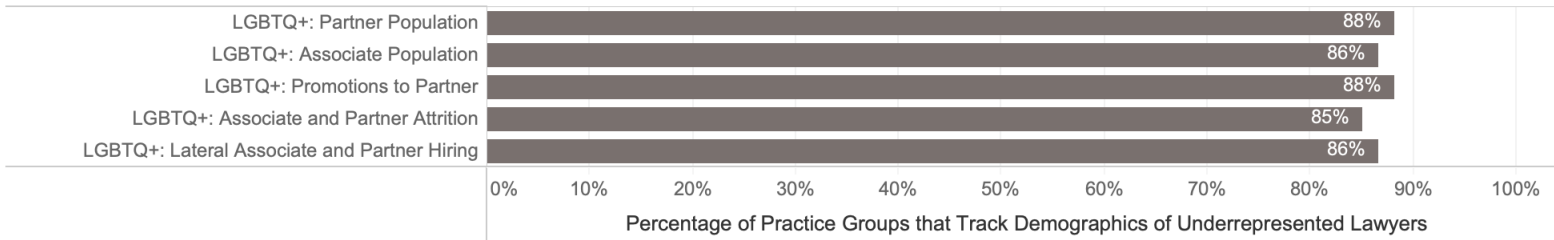
Women



Racial Minorities



LGBTQ+



Does the firm or practice group have a mechanism, system, and/or person to track the following activities across various populations – for analysis and oversight by the Practice Group Leader – to ensure equal access to these opportunities within the practice group?

The bars below and on the following page correspond to the percentage of responding practice groups that currently track inclusion and equity for business systems and talent practices. For example, 73% of practice groups track client matter teams for women, 71% of practice groups track client matter teams for racial minorities, and 67% of practice groups track client matter teams for LGBTQ+ populations.

Figure 3d. Antitrust, IP, Privacy, and Cyber

Women



Racial Minorities

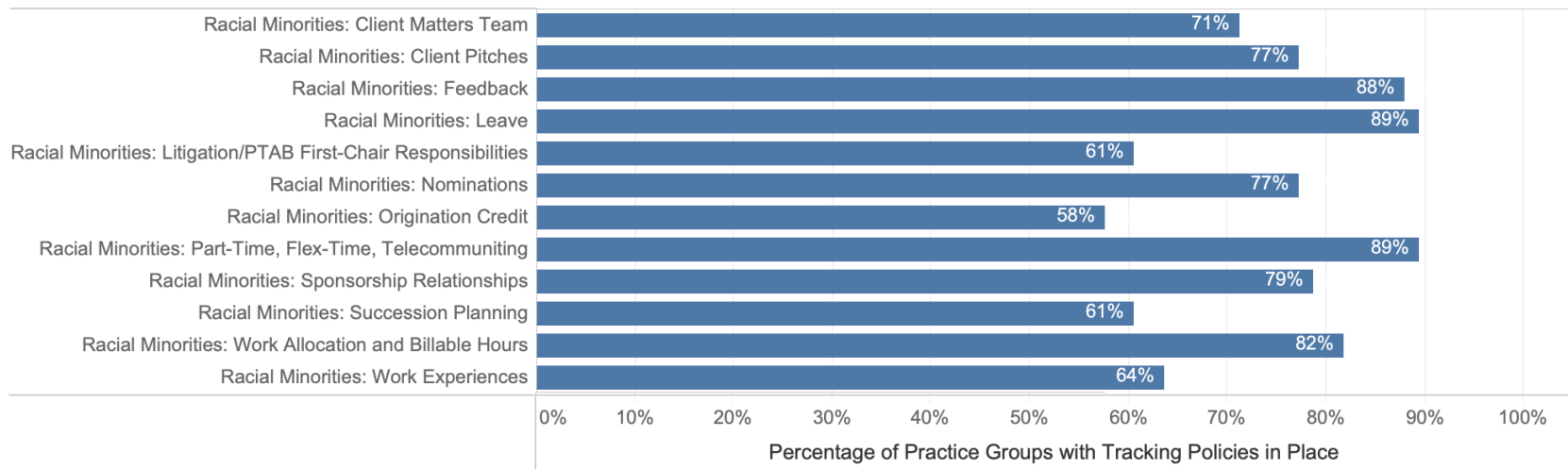
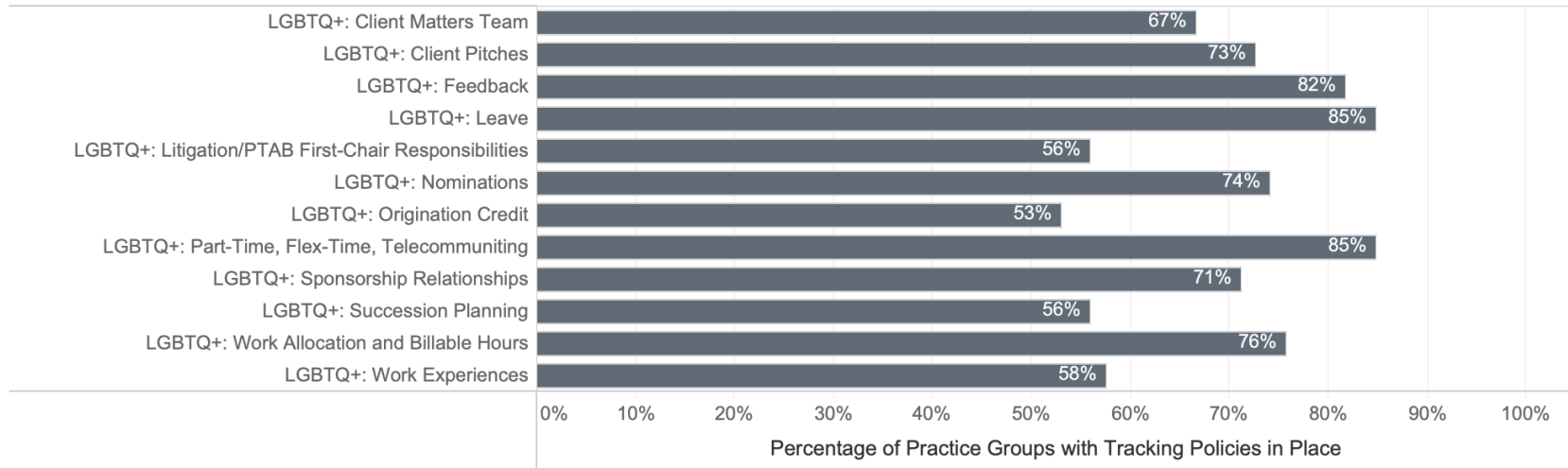


Figure 3d. Antitrust, IP, Privacy, and Cyber (continued)

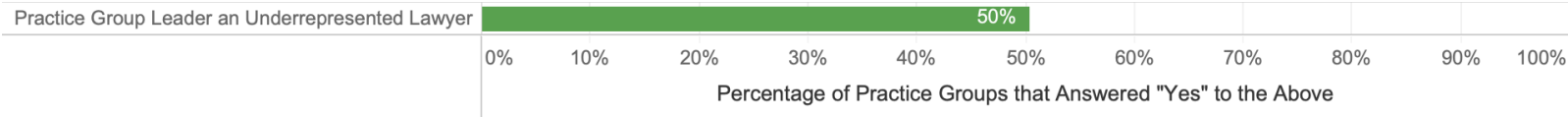
LGBTQ+



Is the practice group leader a woman, racial/ethnic minority, and/or LGBTQ+ lawyer?

The bar below indicates that 50% of practice groups that responded have a practice group leader who is an underrepresented lawyer.

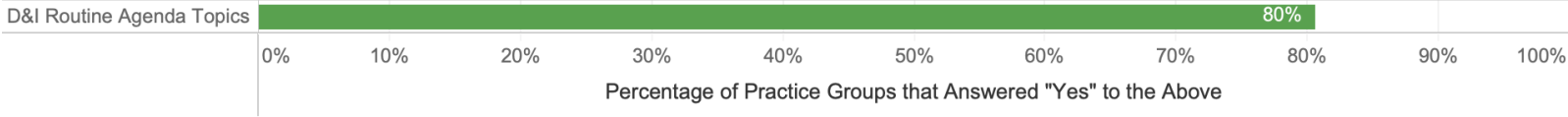
Figure 3e. Antitrust, IP, Privacy, and Cyber



Are diversity and inclusion routine agenda topics in practice group meetings?

The bar below indicates that 80% of practice groups that responded routinely discuss diversity and inclusion during practice group meetings.

Figure 3f. Antitrust, IP, Privacy, and Cyber



Section 4: Business, Finance, and Real Estate

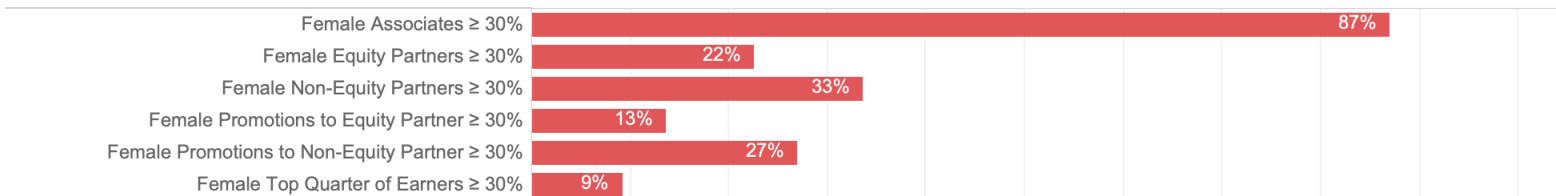
The Business, Finance, and Real Estate section covers law firm responses specific to their firm's practice group(s) on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics.

How diverse is the practice group currently?

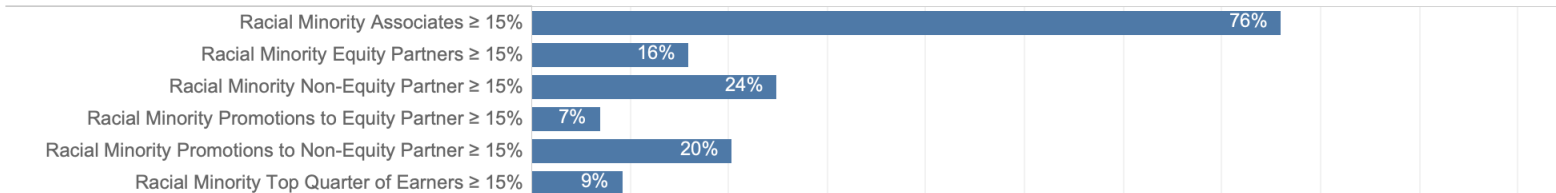
The bars below correspond to the percentage of responding practice groups that meet each diversity threshold. For example, 87% of practice groups have at least 30% female associates, 76% of practice groups have at least 15% racial minority associates, and 22% of practice groups have at least 5% LGBTQ+ associates.

Figure 4a. Business, Finance, and Real Estate

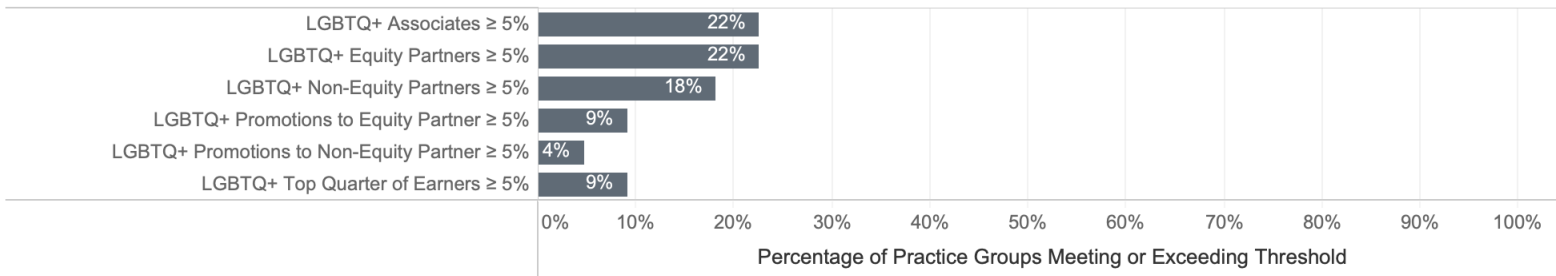
Women



Racial Minorities



LGBTQ+

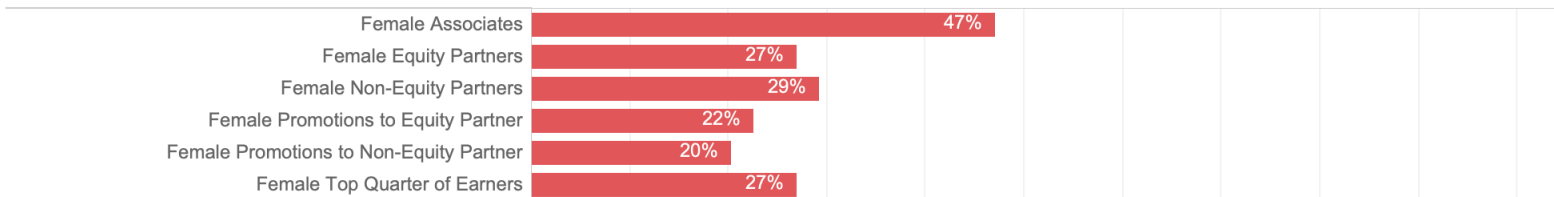


Has progress been made over the past year in increasing diversity at the practice group level?

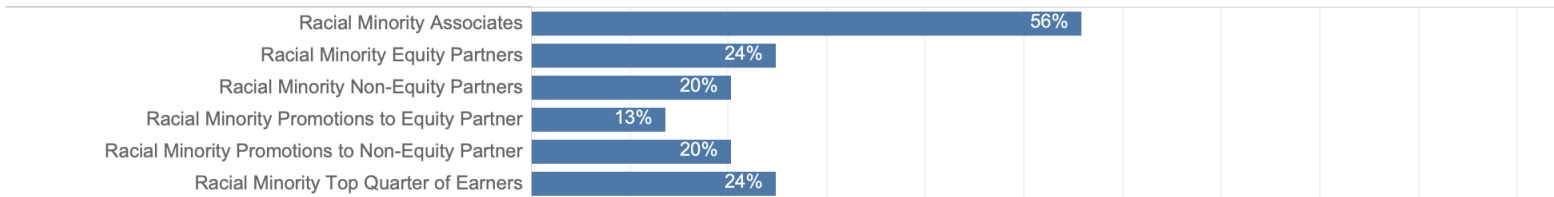
The bars below correspond to the percentage of responding firms that report increased representation over the past year for each group shown. For example, 47% of practice groups have increased representation of female associates, 56% of practice groups have increased representation of racial minority associates, and 36% of practice groups have increased representation of LGBTQ+ associates.

Figure 4b. Business, Finance, and Real Estate

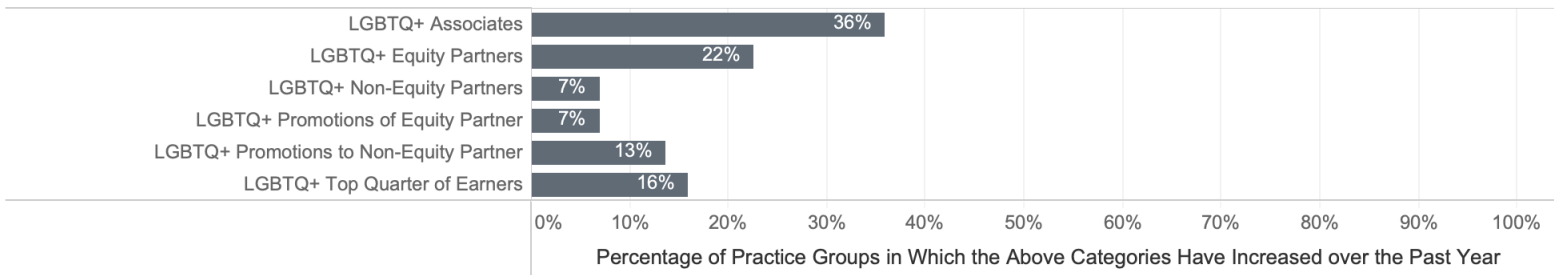
Women



Racial Minorities



LGBTQ+



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

The bars below correspond to the percentage of responding practice groups that track the demographic distribution of lawyers at various seniority levels. For example, for the partner population, 100% of the practice groups track the demographic makeup regarding gender, 98% track the demographic makeup for racial and ethnic minorities, and 96% track the demographic makeup for LGBTQ+ individuals.

Figure 4c. Business, Finance, and Real Estate

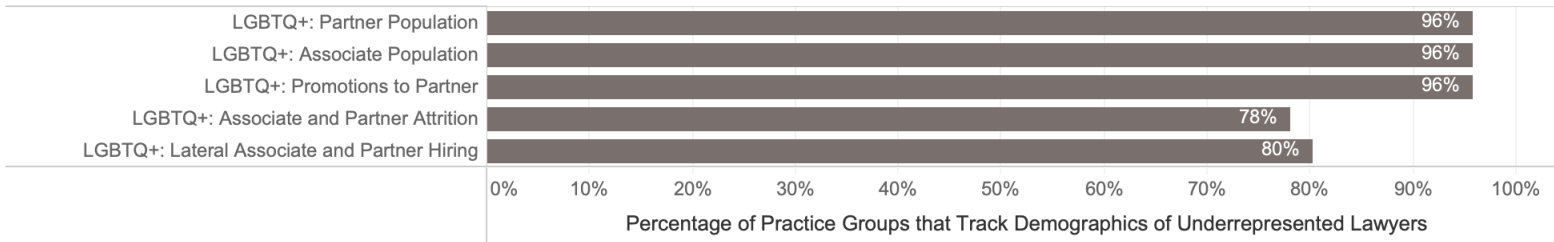
Women



Racial Minorities



LGBTQ+



Does the firm or practice group have a mechanism, system, and/or person to track the following activities across various populations – for analysis and oversight by the Practice Group Leader – to ensure equal access to these opportunities within the practice group?

The bars below and on the following page correspond to the percentage of responding practice groups that currently track inclusion and equity across demographics for business systems and talent practices. For example, 76% of practice groups track client matter teams for women, 71% of practice groups track client matter teams for racial minorities, and 58% of practice groups track client matter teams for LGBTQ+ populations.

Figure 4d. Business, Finance, and Real Estate

Women



Racial Minorities

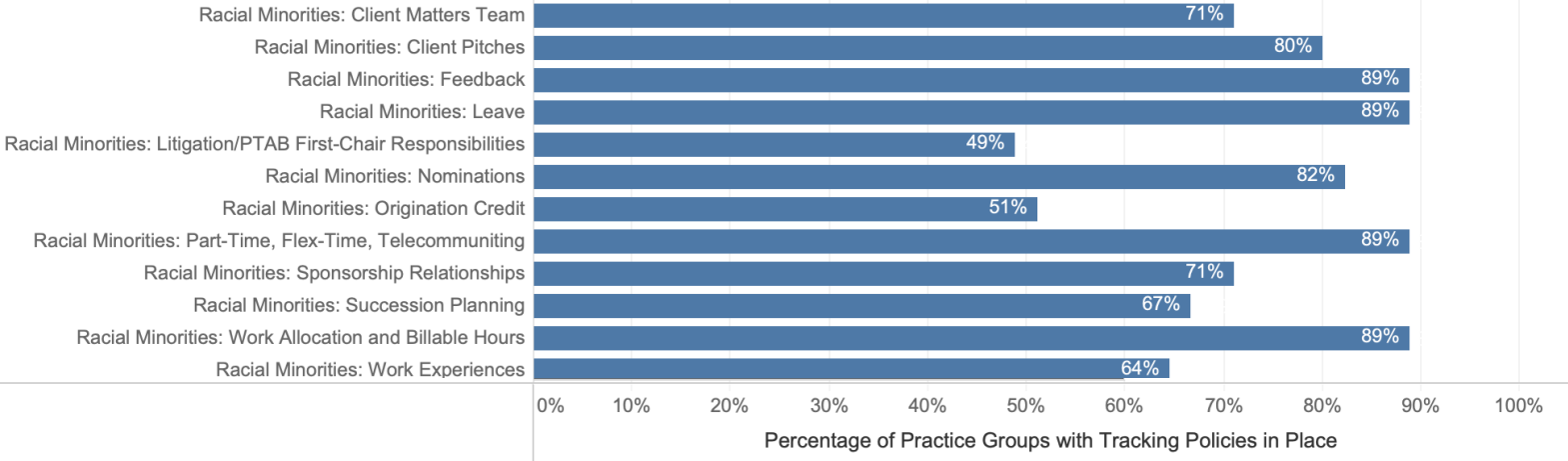
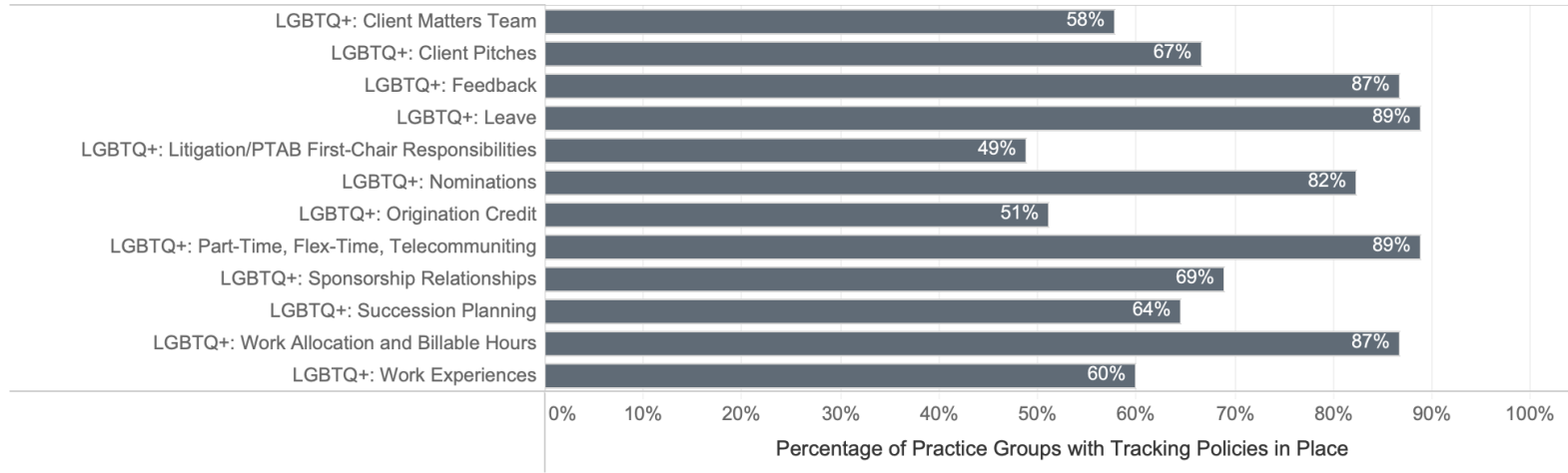


Figure 4d. Business, Finance, and Real Estate (continued)

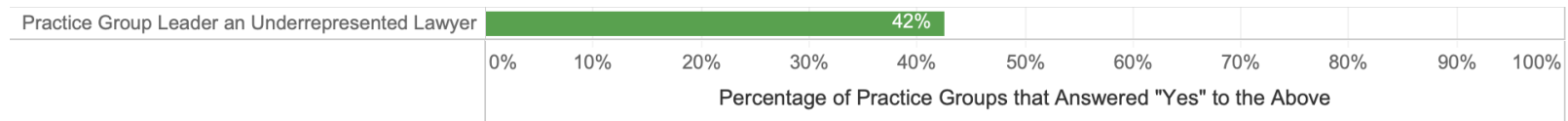
LGBTQ+



Is the practice group leader a woman, racial/ethnic minority, and/or LGBTQ+ lawyer?

The bar below indicates that 42% of practice groups that responded have a practice group leader who is an underrepresented lawyer.

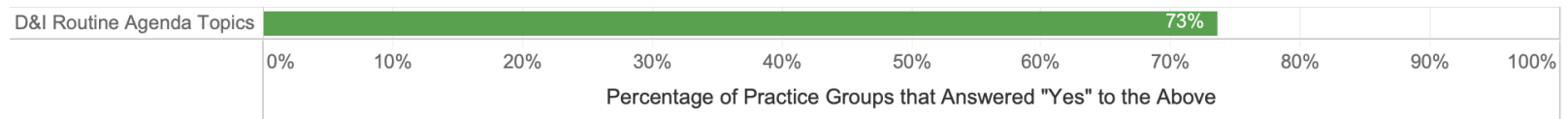
Figure 4e. Business, Finance, and Real Estate



Are diversity and inclusion routine agenda topics in practice group meetings?

The bar below indicates that 73% of practice groups that responded routinely discuss diversity and inclusion during practice group meetings.

Figure 4f. Business, Finance, and Real Estate



Section 5:

Litigation

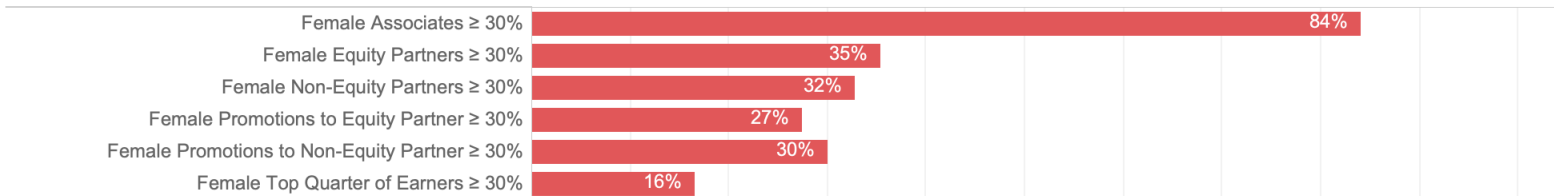
The Litigation section covers law firm responses specific to their firm's practice group(s) on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics.

How diverse is the practice group currently?

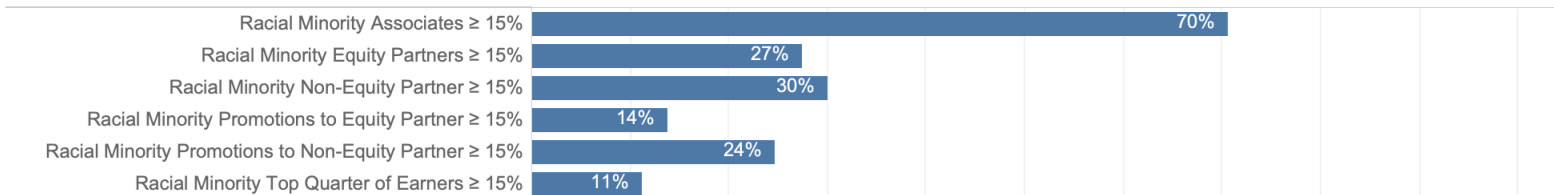
The bars below correspond to the percentage of responding practice groups that meet each diversity threshold. For example, 84% of practice groups have at least 30% female associates, 70% of practice groups have at least 15% racial minority associates, and 46% of practice groups have at least 5% LGBTQ+ associates.

Figure 5a. Litigation

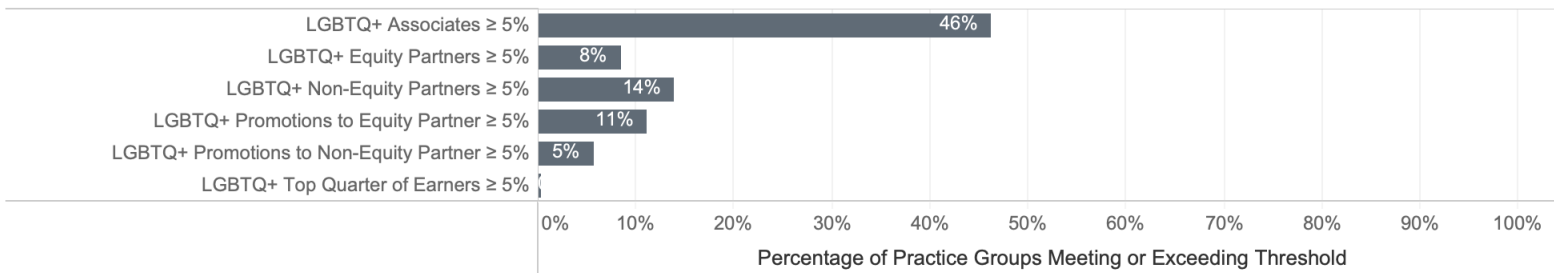
Women



Racial Minorities



LGBTQ+

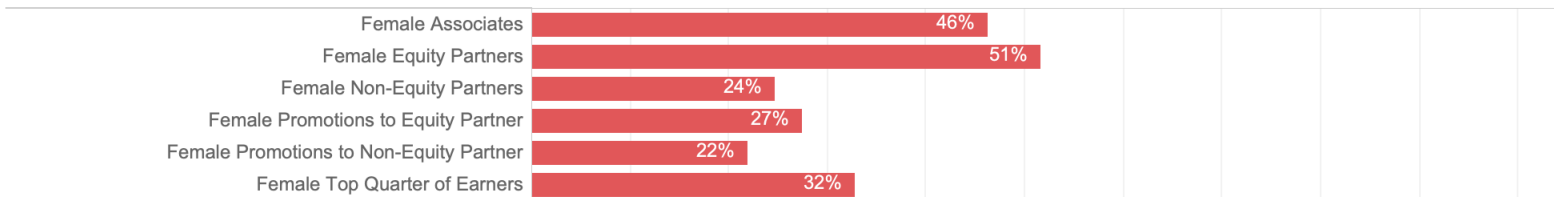


Has progress been made over the past year in increasing diversity at the practice group level?

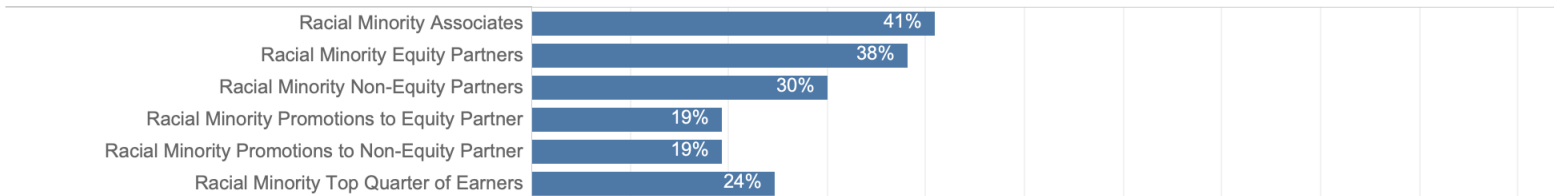
The bars below correspond to the percentage of responding firms that report increased representation over the past year for each group shown. For example, 46% of practice groups have increased representation of female associates, 41% of practice groups have increased representation of racial minority associates, and 19% of practice groups have increased representation of LGBTQ+ associates.

Figure 5b. Litigation

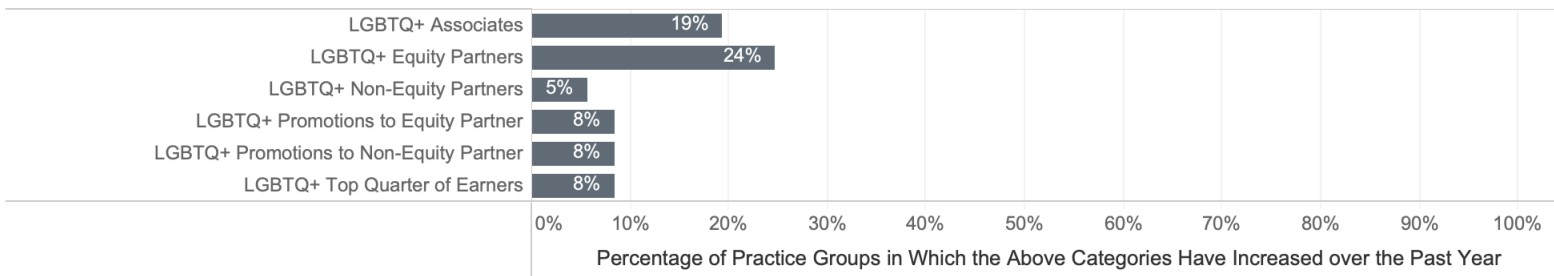
Women



Racial Minorities



LGBTQ+



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

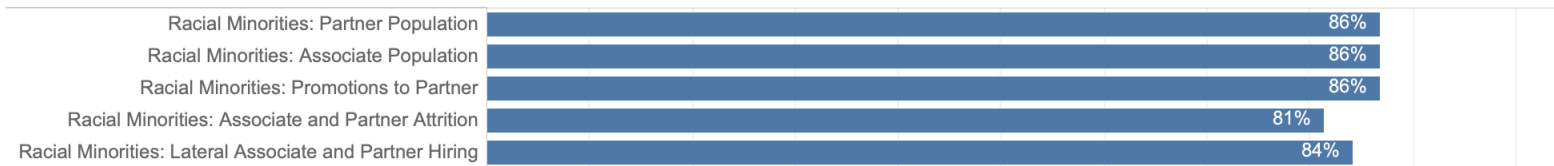
The bars below correspond to the percentage of responding practice groups that track the demographic distribution of lawyers at various seniority levels. For example, for the partner population, 89% of the practice groups track the demographic makeup regarding gender, 86% track the demographic makeup for racial and ethnic minorities, and 81% track the demographic makeup for LGBTQ+ individuals.

Figure 5c. Litigation

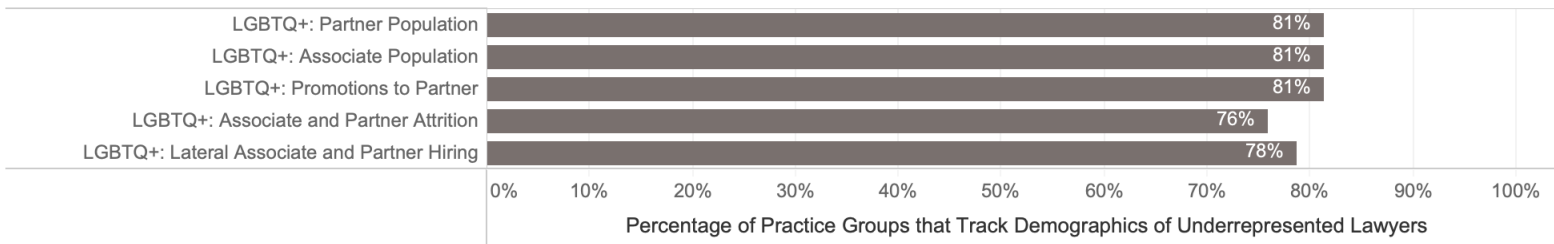
Women



Racial Minorities



LGBTQ+

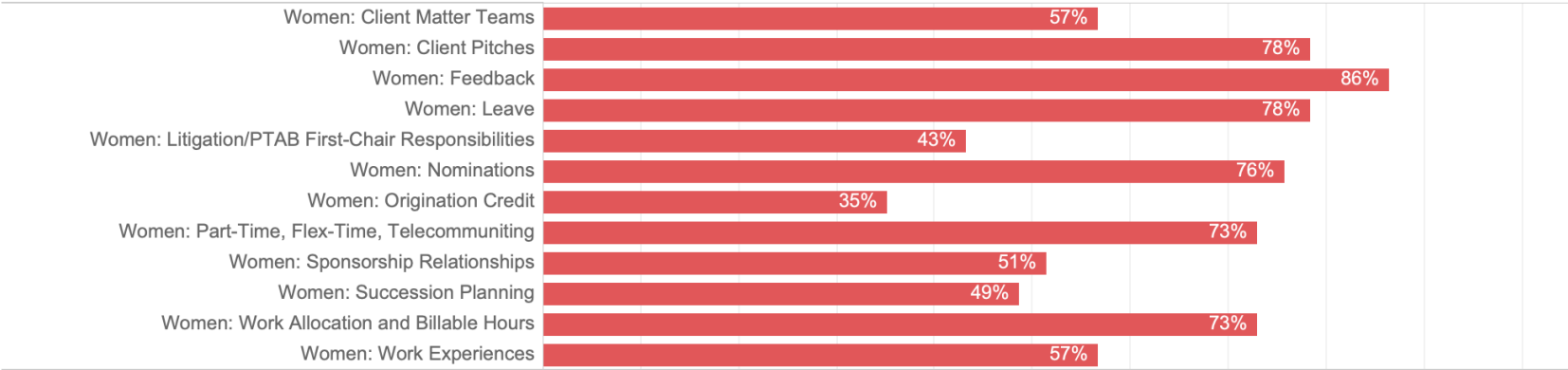


Does the firm or practice group have a mechanism, system, and/or person to track the following activities across various populations – for analysis and oversight by the Practice Group Leader – to ensure equal access to these opportunities within the practice group?

The bars below and on the following page correspond to the percentage of responding practice groups that currently track inclusion and equity for business systems and talent practices. For example, 57% of practice groups track client matter teams for women, 54% of practice groups track client matter teams for racial minorities, and 49% of practice groups track client matter teams for LGBTQ+ populations.

Figure 5d. Litigation

Women



Racial Minorities

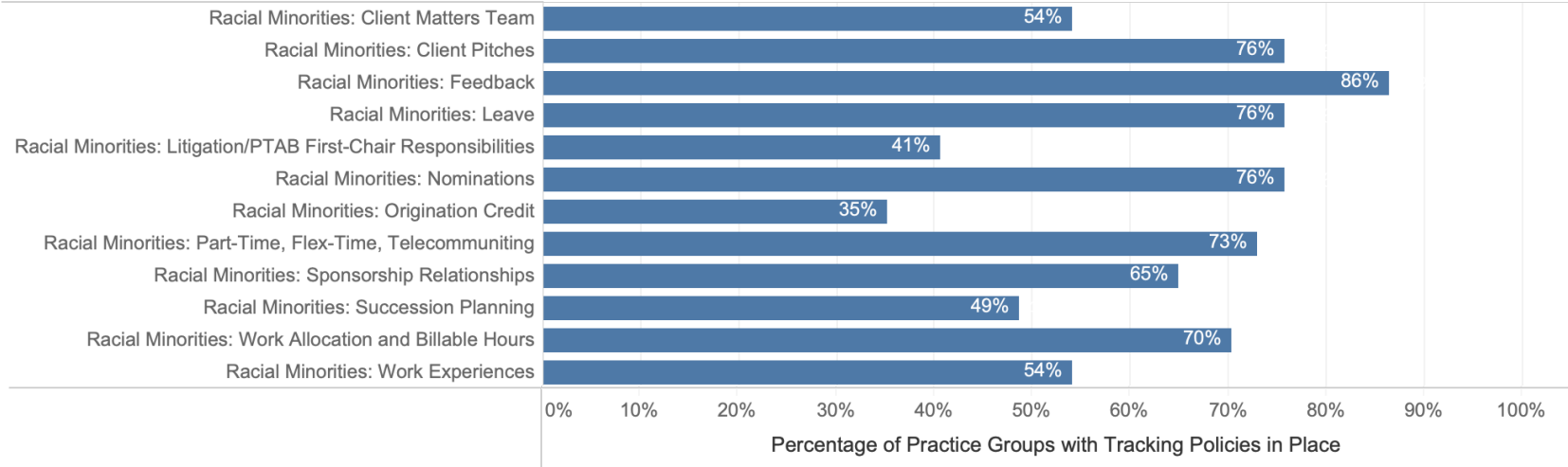
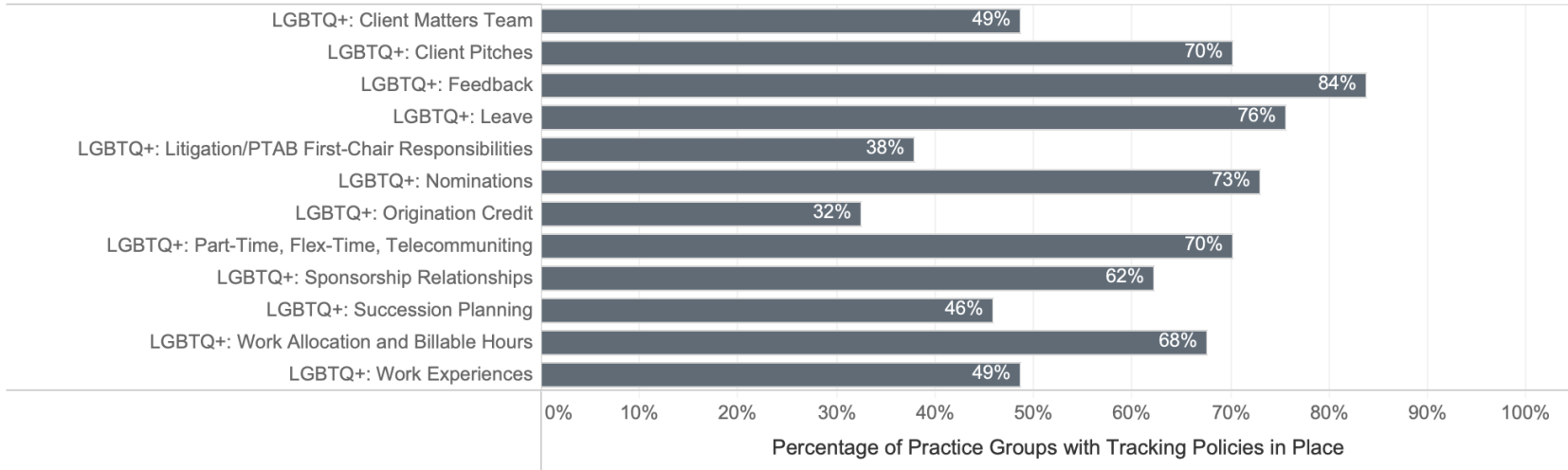


Figure 5d. Litigation (continued)

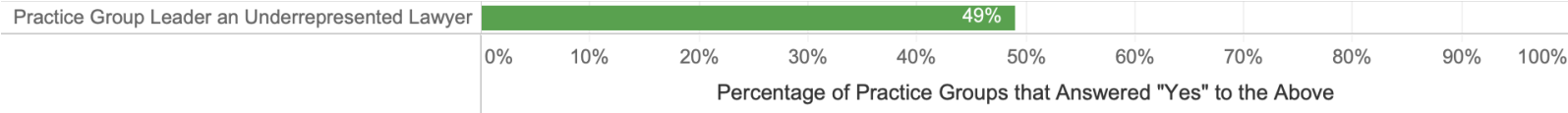
LGBTQ+



Is the practice group leader a woman, racial/ethnic minority, and/or LGBTQ+ lawyer?

The bar below indicates that 49% of practice groups that responded have a practice group leader who is an underrepresented lawyer.

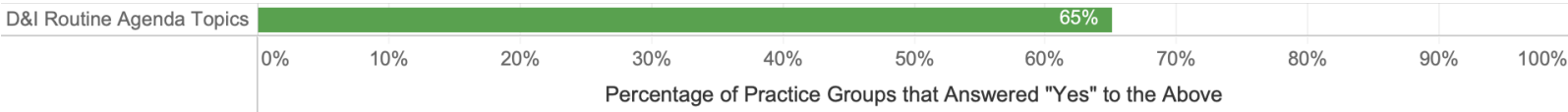
Figure 5e. Litigation



Are diversity and inclusion routine agenda topics in practice group meetings?

The bar below indicates that 65% of practice groups that responded routinely discuss diversity and inclusion during practice group meetings.

Figure 5f. Litigation



Section 6:

Regulatory

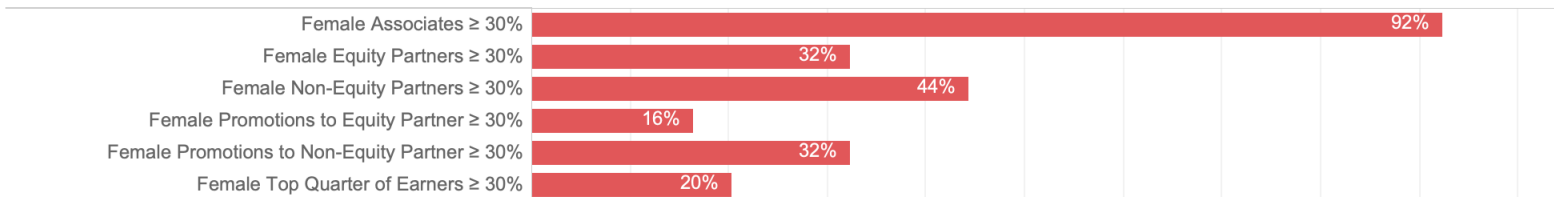
The Regulatory section covers law firm responses specific to their firm's practice group(s) on meeting representation thresholds for diversity, year-over-year progress in representation, inclusion practices, and tracking metrics.

How diverse is the practice group currently?

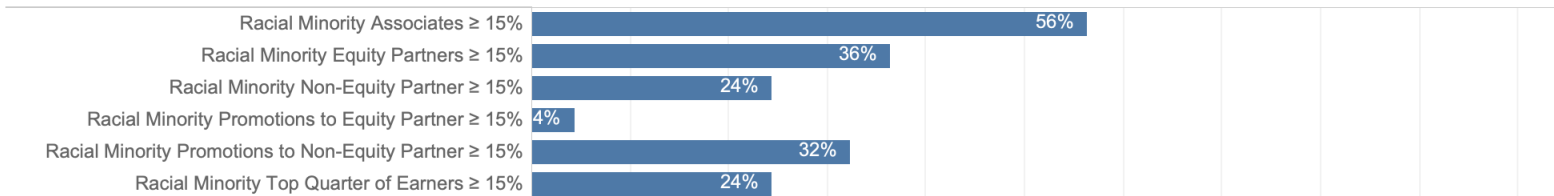
The bars below correspond to the percentage of responding practice groups that meet each diversity threshold. For example, 92% of practice groups have at least 30% female associates, 56% of practice groups have at least 15% racial minority associates, and 36% of practice groups have at least 5% LGBTQ+ associates.

Figure 6a. Regulatory

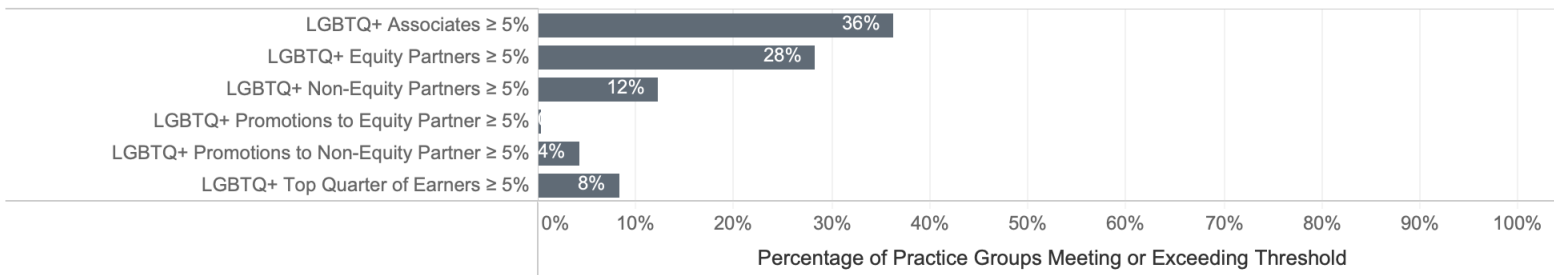
Women



Racial Minorities



LGBTQ+

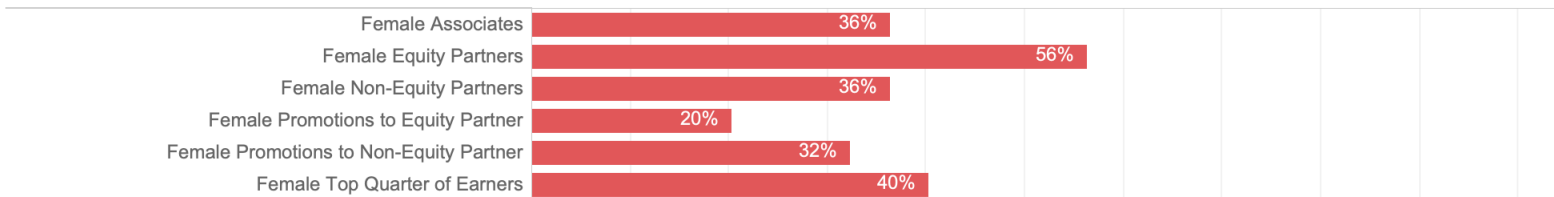


Has progress been made over the past year in increasing diversity at the practice group level?

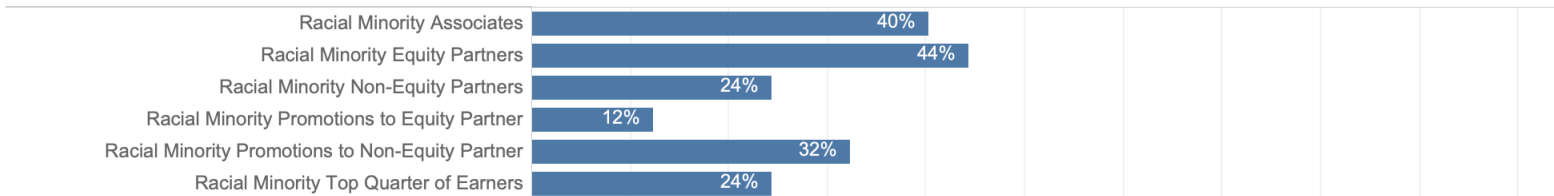
The bars below correspond to the percentage of responding firms that report increased representation over the past year for each group shown. For example, 36% of practice groups have increased representation of female associates, 40% of practice groups have increased representation of racial minority associates, and 28% of practice groups have increased representation of LGBTQ+ associates.

Figure 6b. Regulatory

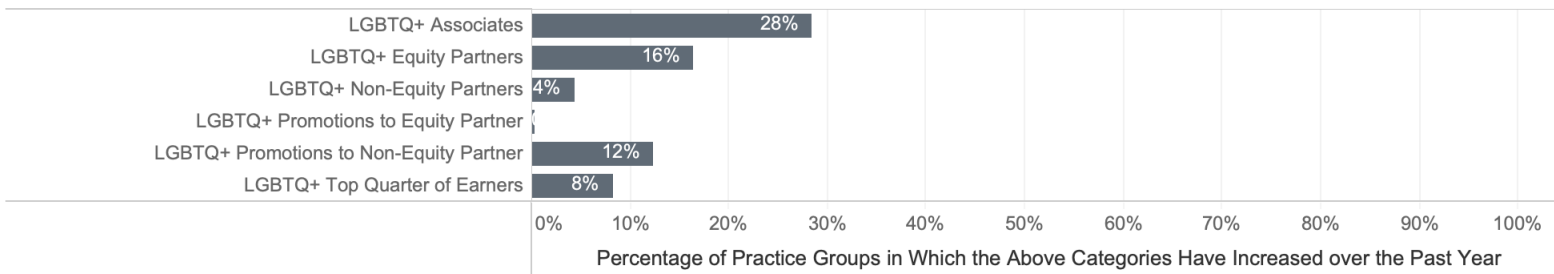
Women



Racial Minorities



LGBTQ+



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

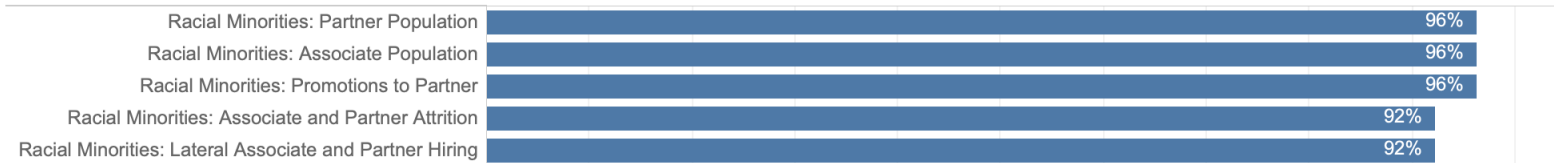
The bars below correspond to the percentage of responding practice groups that track the demographic distribution of lawyers at various seniority levels. For example, for the partner population, 96% of the practice groups track the demographic makeup regarding gender, 96% track the demographic makeup for racial and ethnic minorities, and 96% track the demographic makeup for LGBTQ+ individuals.

Figure 6c. Regulatory

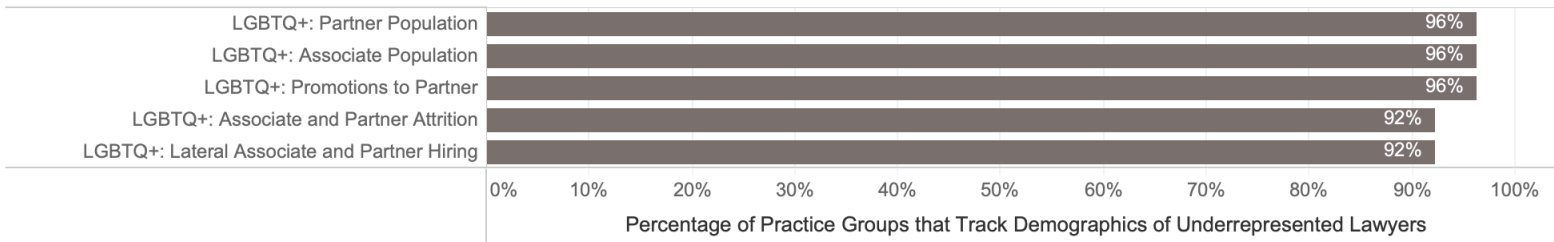
Women



Racial Minorities



LGBTQ+

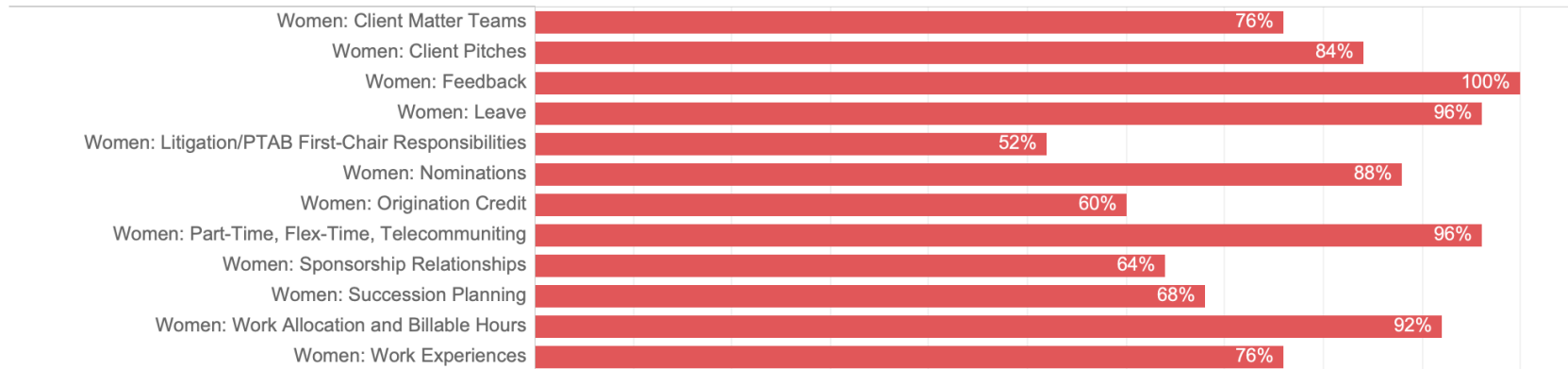


Does the firm or practice group have a mechanism, system, and/or person to track the following activities across various populations – for analysis and oversight by the Practice Group Leader – to ensure equal access to these opportunities within the practice group?

The bars below and on the following page correspond to the percentage of responding practice groups that currently track inclusion and equity for business systems and talent practices. For example, 76% of practice groups track client matter teams for women, 76% of practice groups track client matter teams for racial minorities, and 72% of practice groups track client matter teams for LGBTQ+ populations.

Figure 6d. Regulatory

Women



Racial Minorities

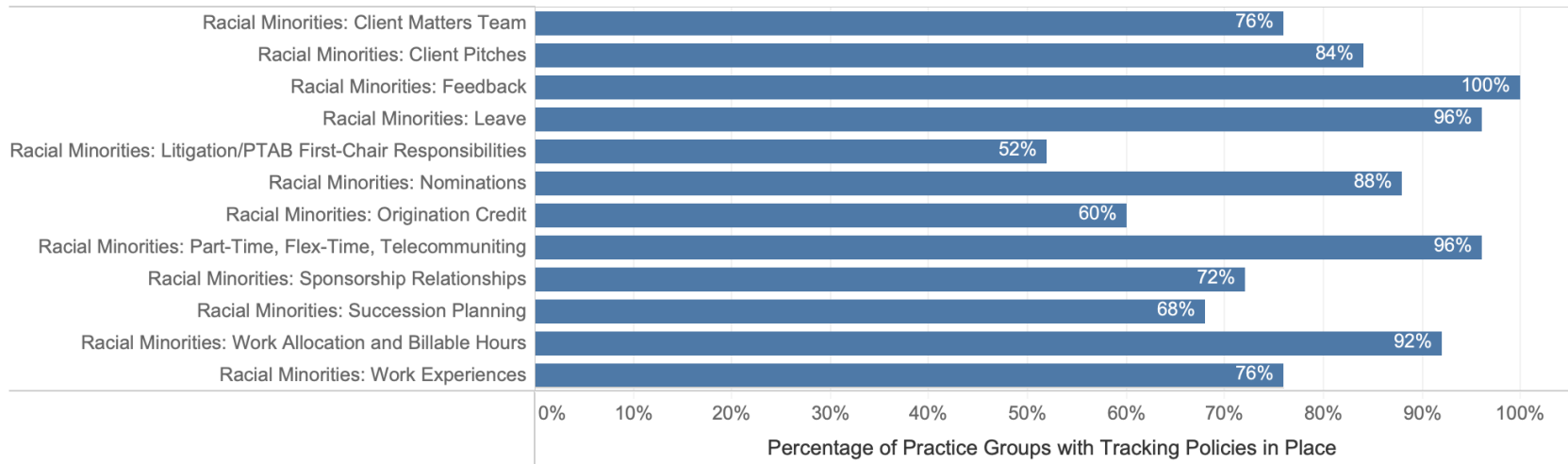
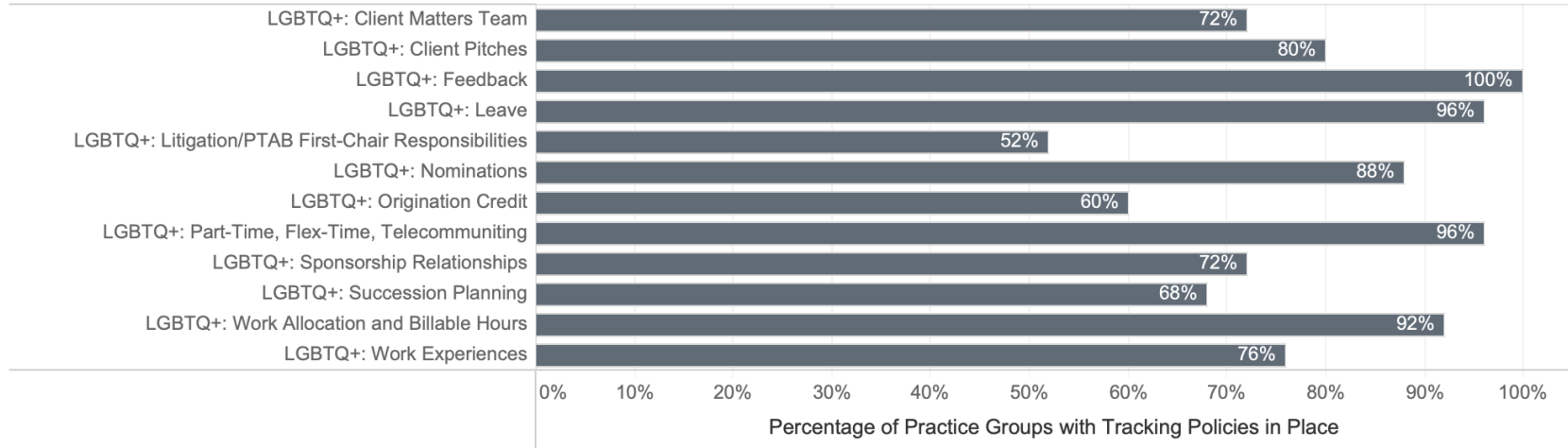


Figure 6d. Regulatory (continued)

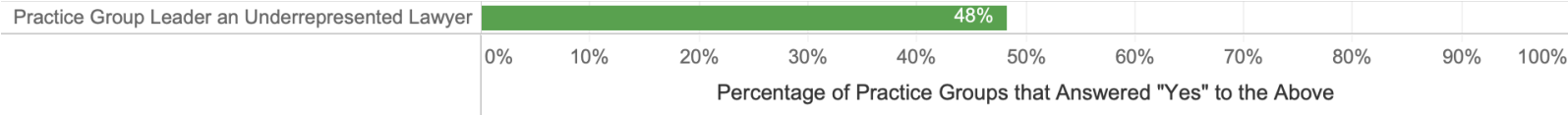
LGBTQ+



Is the practice group leader a woman, racial/ethnic minority, and/or LGBTQ+ lawyer?

The bar below indicates that 48% of practice groups that responded have a practice group leader who is an underrepresented lawyer.

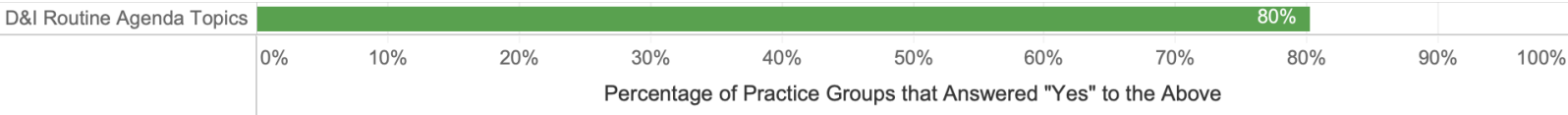
Figure 6e. Regulatory



Are diversity and inclusion routine agenda topics in practice group meetings?

The bar below indicates that 80% of practice groups that responded routinely discuss diversity and inclusion during practice group meetings.

Figure 6f. Regulatory





DIVERSITYLAB

[Diversity Lab](#) is an incubator for innovative ideas and solutions that boost diversity and inclusion in law. Experimental ideas are created through our Hackathons and piloted in collaboration with more than 50 top law firms and legal departments across the country. Diversity Lab leverages data, behavioral science, design thinking, and technology to further develop and test new ideas and research, measure the results, and share the lessons learned. For more information, visit www.diversitylab.com.



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