

2022 Inclusion Blueprint

Practice Group
Leadership Insights

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Section 1:

About the Inclusion Blueprint

As the legal profession has become more sophisticated about diversity, equity, and inclusion (DEI), leading law firms and their clients understand that neither “checking the box” nor performative activism will get the job done. Progress demands change – change in the form of embracing debiased systems, adopting new processes, and shifting attitudes.

Since its launch in 2018, the Inclusion Blueprint has emerged as the primary tool in the legal profession that measures what law firms and their practice groups are doing to effect that change – **it is the only tool in the legal field that measures the “E” and the “I” in DEI**. More than just a gauge by which law firms and practice groups can measure where they stand, the Inclusion Blueprint propels them to take actions that will result in a more fair and equitable workplace – one where historically underrepresented lawyers have ample and equal access to professional development, leadership opportunities, and economic prosperity.

History and Evolution

The Inclusion Blueprint was first piloted in 2018 through a collaboration between [Diversity Lab](#) and [ChIPs](#). In its first year, it focused solely on women in intellectual property (IP) practice areas. Since that successful pilot, the Inclusion Blueprint has evolved in two important ways: (1) it now includes lawyers from underrepresented racial and ethnic groups (URE lawyers), LGBTQ+ lawyers, and lawyers with disabilities in all measurements and actions within the Inclusion Blueprint, and (2) it now invites practice groups beyond IP to complete the Practice Group assessment. In four short years, the Inclusion Blueprint has emerged as one of the profession’s most respected tools to measure equity and inclusion, as evidenced by the [large and varied group of law firm respondents](#).

What it Measures

At its core, the Inclusion Blueprint is a roadmap or “blueprint” of best practices proven to create and maintain diverse and inclusive workplaces, leveraging five key diversity and inclusion indicators.

1. Current diversity representation target thresholds

The Inclusion Blueprint includes thresholds for women, underrepresented racial and ethnic lawyers (URE lawyers), LGBTQ+ lawyers, and lawyers with disabilities (together, “underrepresented lawyers”) that practice groups should strive to achieve.

	Average Thresholds* (2020 NALP Equity Partner Averages)	Above Average Thresholds*
Representation of women lawyers	21%	30%
Representation of URE lawyers	8%	15%
Representation of LGBTQ+ lawyers	2%	5%
Representation of lawyers with disabilities	1%	5%

*The Average Thresholds are based on 2020 NALP Equity Partner Averages. The Above Average Thresholds 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 still challenging for most of the Am Law 200.

2. Year-over-year diversity representation progress

Year-over-year progress is imperative for the legal profession to reflect the populations it represents. The 2022 Inclusion Blueprint Practice Group Assessment asked practice groups whether their lawyers were more diverse in December 2021 compared to December 2020.

3. Demographics tracking

As successful initiatives like the [Mansfield Rule](#) have shown, when firms and practice groups track demographics, they can shed light on the makeup of their teams and thereby pinpoint issues and opportunities to implement DEI initiatives with strategic precision. The Inclusion Blueprint Assessment measures whether practice groups are tracking and measuring the distribution of key development, advancement, and leadership opportunities within the firm.

4. Measuring inclusive behaviors and remedying inequities

This section of the Inclusion Blueprint asks whether practice groups not only measure various opportunities for each underrepresented population, but also whether they take action to remedy any inequities that the data illuminate. Measurement is important, but without action, it is far less meaningful.




Explanation of Practice Group Buckets

For reporting purposes, the practice group information collected through the Inclusion Blueprint has been grouped in the following way:

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

What's Next:

While the Inclusion Blueprint has evolved and improved with each iteration, there is always room for improvement. Here's the near-term plan:

-  Transition the Inclusion Blueprint from an annual assessment to a two-year cadence, with the next assessment issued in November 2023, to meet the legal community's call for fewer surveys and to give firms ample time to focus on the actions they would like to implement and track;
-  Provide past participants with a "pre-populated" assessment that includes their responses from the prior assessment to reduce resources required to complete the assessment and to allow a comparison of their year-over-year progress and actions; and
-  Conduct focus groups with small and midsize law firms to understand how the Inclusion Blueprint can be better tailored to meet their needs.

The Diversity Lab team is always looking for ways to improve its initiatives, and the Inclusion Blueprint is no different. If you have suggestions, including inclusion practices that should be added, please email Leila Hock, leila@diversitylab.com. We can't wait to hear from you!

Section 2:

Overview of the Practice Group Insights

There is an abundance of information in the Inclusion Blueprint Practice Group Insights. We anticipate a variety of users with different goals in using the insights. As such, we have organized it in a way to allow different users with different interests to find value from this report.

Responses from the 2022 Inclusion Blueprint Practice Group Assessment are presented in five sections throughout:

1. **All Practice Groups**
2. **Corporate/Commercial/Finance Practice Groups**
3. **IP & Security Practice Groups**
4. **Litigation Practice Groups**
5. **Regulatory Practice Groups**

If you lead a practice group or want to know how your practice group compares with others in similar areas, we encourage you to turn directly to the section that most aligns with your practice group (see [Explanation of Practice Group Buckets](#)). Within each section, you can easily jump to a different practice group bucket for comparison.

If you simply want to understand the actions taken by firm and practice group leaders to drive inclusion at the practice group level, we encourage you to review the [All Practice Groups](#) section of this report. From there, you can also easily view how the various practice group buckets that make up all of the practice group responses compare.



Important Note:

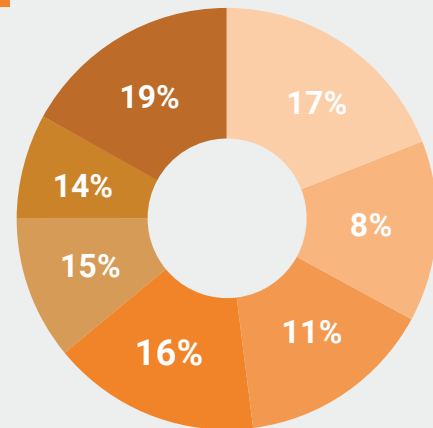
The data presented here represent only those practice groups that elected to complete the Inclusion Blueprint Assessment. The findings should not be interpreted as being representative of practice groups across the legal profession as a whole.

Section 3: Who Participated

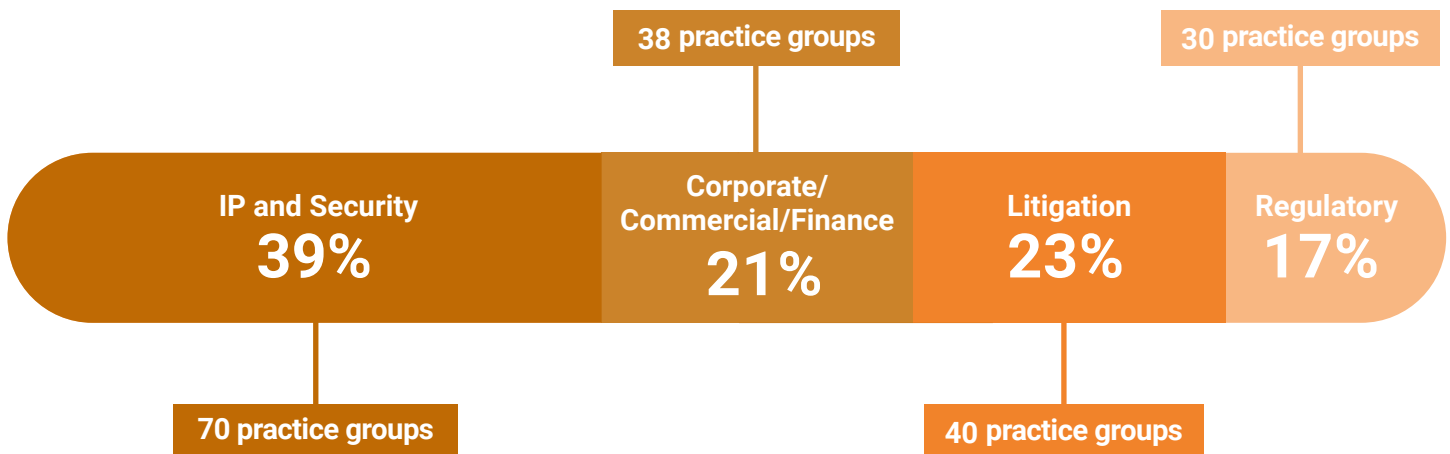


Breakdown by size of practice group:

10 or fewer lawyers 34 (19%)	61 - 80 lawyers 19 (11%)
11 - 20 lawyers 24 (14%)	81 - 100 lawyers 15 (8%)
21 - 40 lawyers 27 (15%)	More than 100 lawyers 31 (17%)
41 - 60 lawyers 28 (16%)	



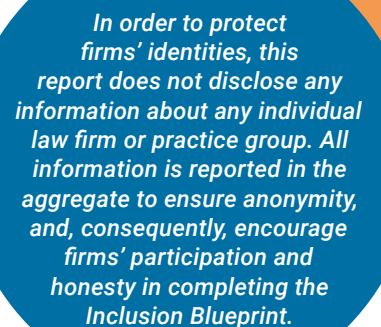
Participation by practice group bucket



Section 4:

Methodology

The 2022 Inclusion Blueprint, sent to 474 law firms in November 2021, invited firms to report on their systems, processes, and practices in place throughout 2021. The majority of firms received the assessment as a part of Diversity Lab's general outreach. 30 legal departments also asked their outside counsel firms (a total of 263) to complete the Inclusion Blueprint as a part of the [Diversity Dividends Collective](#). All law firms participating in the Inclusion Blueprint were invited to complete both the Firm Leadership assessment and Practice Group assessments for their individual practice groups. The results of the Practice Group assessments follow. Results and takeaways from the Firm Leadership assessments are covered in [a separate report](#).



In order to protect firms' identities, this report does not disclose any information about any individual law firm or practice group. All information is reported in the aggregate to ensure anonymity, and, consequently, encourage firms' participation and honesty in completing the Inclusion Blueprint.

Section 5:

Practice Group Insights

All Practice Groups

Who led practice groups in 2021?

58% of all practice groups have an underrepresented lawyer as practice group leader.



Compare with Corporate/Commercial/Finance practice groups



Compare with Litigation practice groups



Compare with IP & Security practice groups



Compare with Regulatory practice groups

Did practice groups meet the Average and Above Average Thresholds for representation in 2021?

- ↩ While there is still room to improve, most practice groups have achieved the Average and Above Average thresholds for women and URE lawyers, with fewer practice groups meeting those thresholds for partner representation, hiring, and promotions.
- ↑ In general, more practice groups meet the Average and Above Average Thresholds for top 25% of partner compensation earners than firms. This could be because, for the most part, practice group submissions for the Inclusion Blueprint were entirely voluntary and not driven by client requests.
- ↓ Fewer practice groups meet any of the thresholds for LGBTQ+ lawyers or lawyers with disabilities, and practice groups, like firms, should approach inclusion for LGBTQ+ lawyers and lawyers with disabilities with the same rigor that they apply to women and URE lawyers.

How to read the graphs:
The bars correspond to the percentage of responding practice groups that met each of the two thresholds at the Practice Group level. For example, 58% of firms met the Average Threshold for women equity partners, while 37% of those firms met the Above Average Threshold for women equity partners.



Compare with Corporate/Commercial/Finance practice groups



Compare with Litigation practice groups

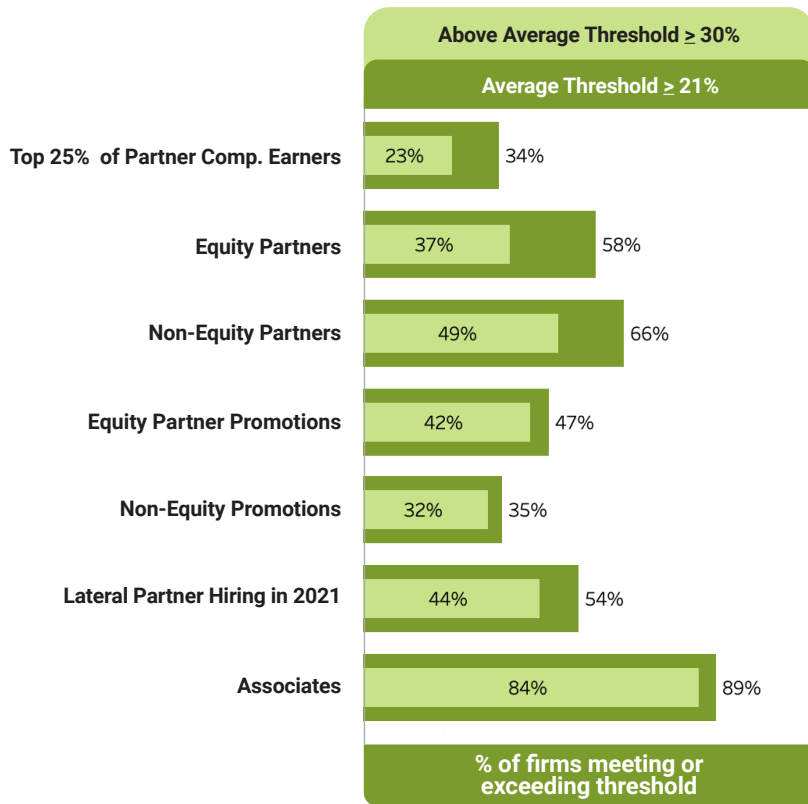


Compare with IP & Security practice groups

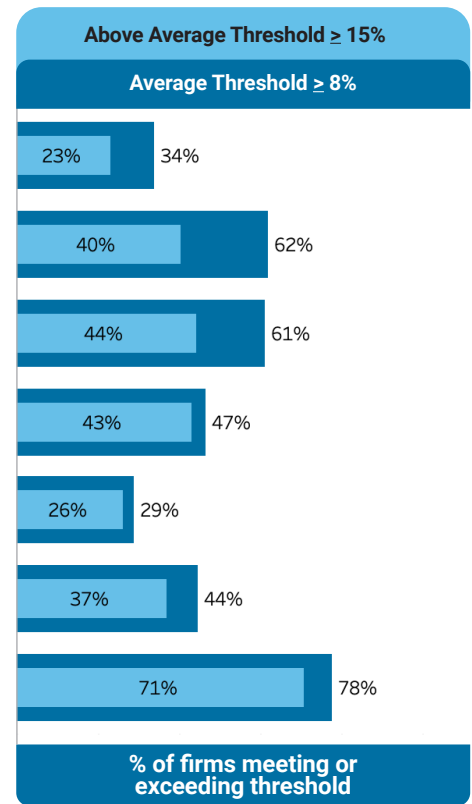


Compare with Regulatory practice groups

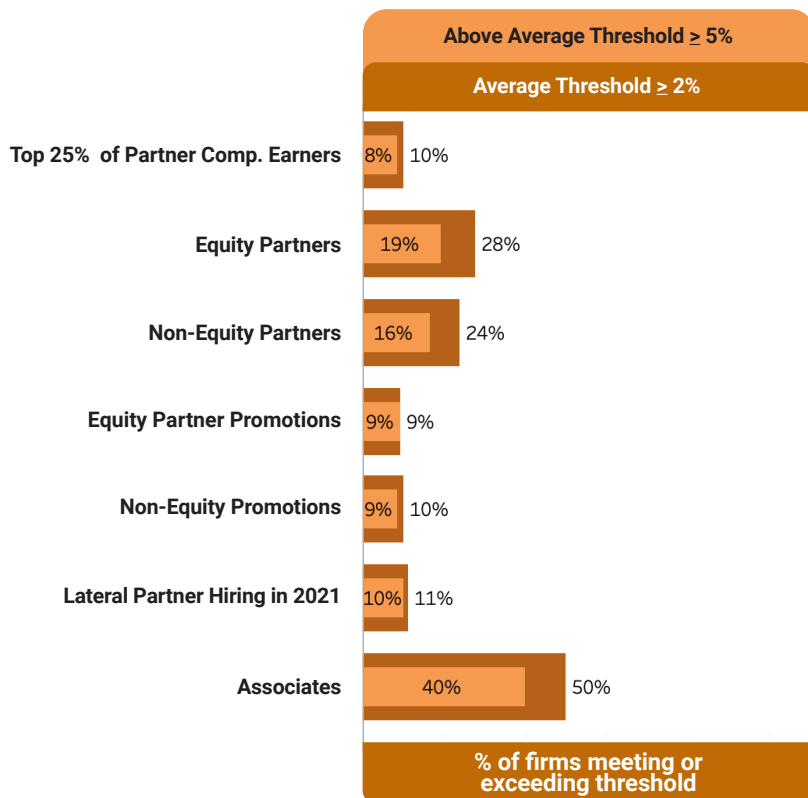
Women - Thresholds All PGs



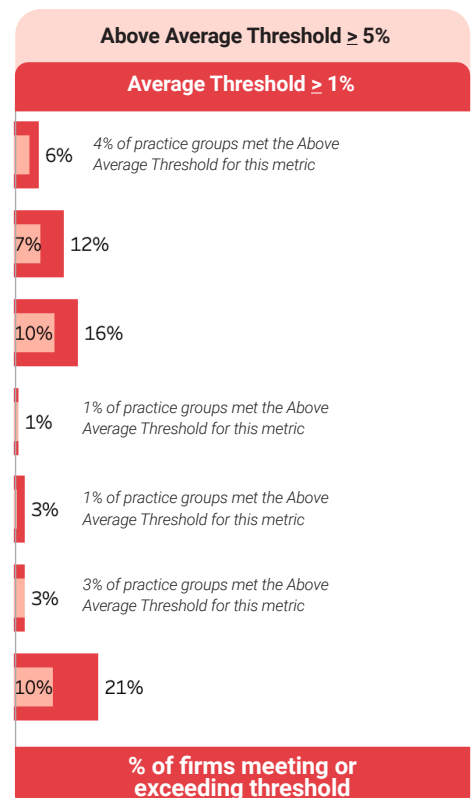
URE - Thresholds All PGs (underrepresented racial and ethnic lawyers)



LGBTQ - Thresholds All PGs




Lawyers with Disabilities - Thresholds All PGs




Did practice groups increase diversity in 2021 throughout the practice group?

- ↑ More practice groups increased the representation of all four underrepresented populations at the associate level than at any other level within the practice group.
- ↑ In general, more practice groups increased the diversity of their equity partnership than non-equity partnership. While this is good news from the perspective of increased diversity within the leadership of practice groups, to the extent that the non-equity partnership is a path to equity partnership and leadership within a practice group, this may indicate a future gap in the pipeline.

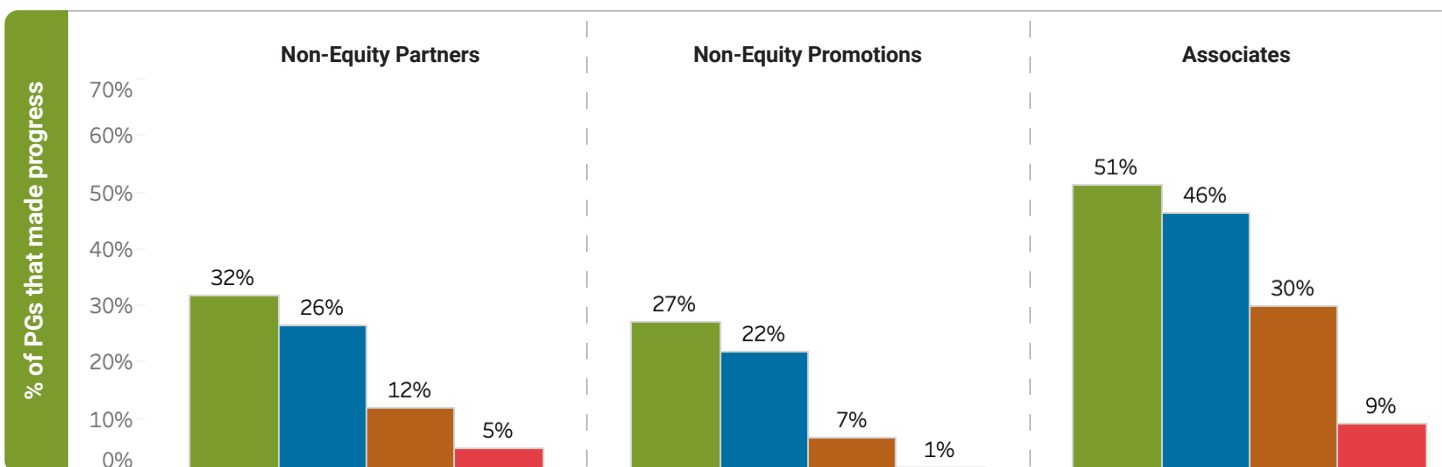
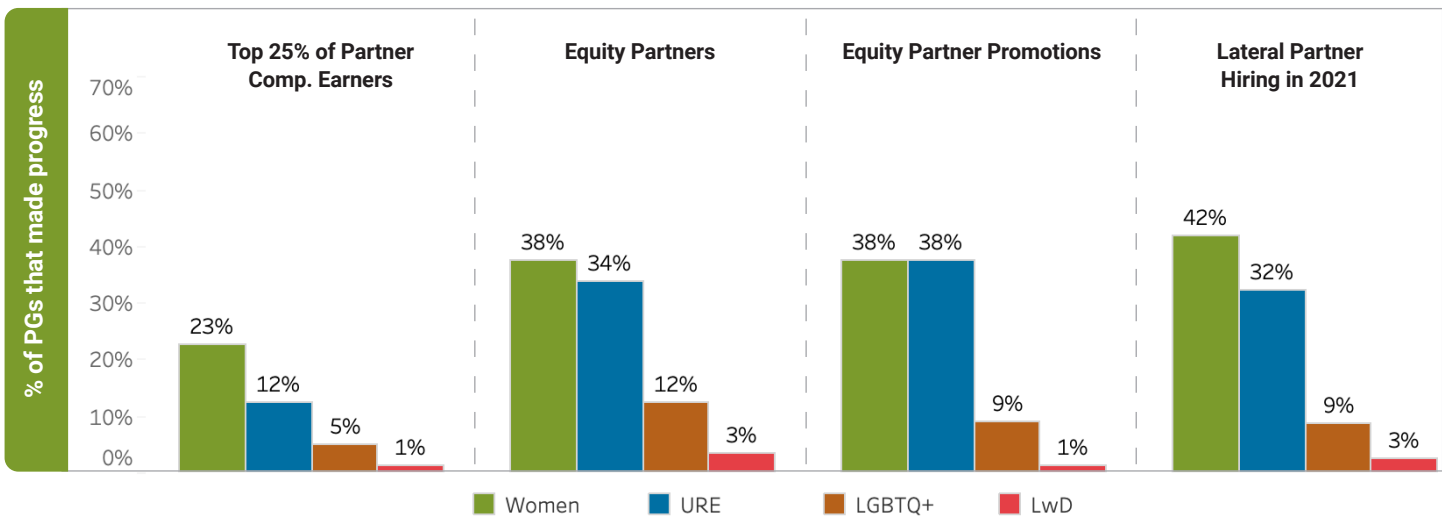
How to read the graphs:
The bars correspond to the percentage of practice groups that reported increased representation from December 2020 to December 2021 for each category shown. For example, in that time period, 38% of practice groups increased the representation of women equity partners, 34% increased the representation of URE equity partners, 12% increased the representation of LGBTQ+ equity partners, and 3% increased the representation of equity partners with disabilities.

 Compare with Corporate/Commercial/Finance practice groups

 Compare with Litigation practice groups

 Compare with IP & Security practice groups

























 Compare with Regulatory practice groups





Tracking Populations - All Practice Groups

Why tracking is important: Not only do we know that “what gets measured gets managed,” but making tracking and measurement an inherent part of HR and talent practices necessarily injects structure and process into the practice. Tracking various populations within the practice group provides leaders with insight into deficiencies in demographic populations at various levels within the practice group. And that insight can help practice groups pinpoint where systemic or institutional biases are most prevalent, allowing them to direct their DEI resources appropriately.

Firms with 200 or more lawyers: Foundational (>80%)  Progressive (50 - 79%)  Innovative (<50%) 

Level Tracked	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associates	 (93%)	 (93%)	 (83%)	 (70%)
Partners	 (94%)	 (94%)	 (84%)	 (71%)
Lateral Associate and Partner Hiring	 (92%)	 (91%)	 (81%)	 (68%)
Associate and Partner Attrition	 (88%)	 (88%)	 (81%)	 (67%)
Partner Promotions	 (91%)	 (90%)	 (81%)	 (68%)
Top 25% Partner Compensation Earners	 (91%)	 (80%)	 (74%)	 (62%)

 Compare with Corporate/Commercial/Finance practice groups

 Compare with Litigation practice groups

 Compare with IP & Security practice groups

 Compare with Regulatory practice groups

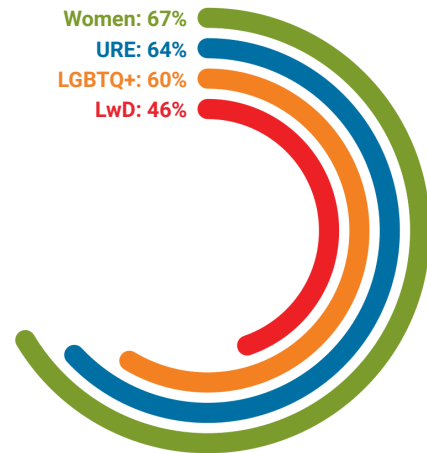
Measuring Inclusion and Remediating Inequities - All Practice Groups

This section of the Inclusion Blueprint asks not only whether practice groups measure various professional opportunities for each underrepresented population, but also whether they take action to remedy any inequities that the data illuminate. Measurement is important, but without action, it is far less meaningful.

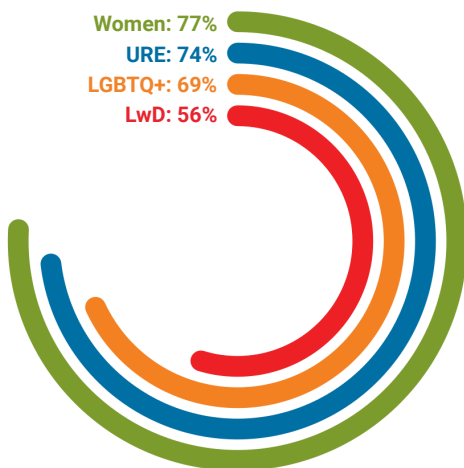
Firm Policies, Retention, and Recruitment:

Does the practice group track and analyze **non-billable activities for partners and associates (often called firm hours or office housework) and make meaningful changes to remedy inequitable distribution across various demographic populations?**

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze **leave (e.g., maternity, paternity, gender neutral, elder care) and ensure it is being used equitably across various demographic populations?**

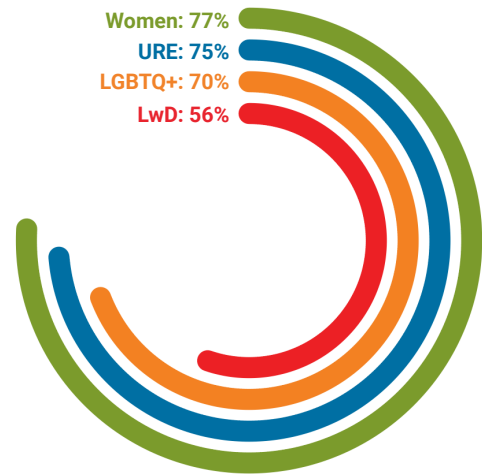


- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

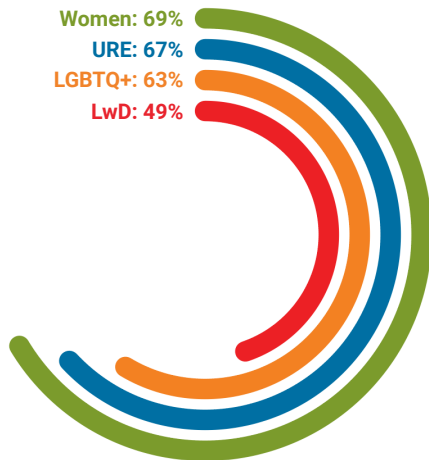
All Practice Groups

Does the practice group track and analyze **part-time, flextime, telecommuting, or other agile work options** and ensure equitable utilization across various demographic populations?

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze **all business generation factors that impact base and/or bonus compensation** (e.g., origination credit, matter expansion credit, or other business development and client service elements) for partners and counsel originating and expanding business and ensure there is a fair and equitable distribution of credit across various demographic populations?

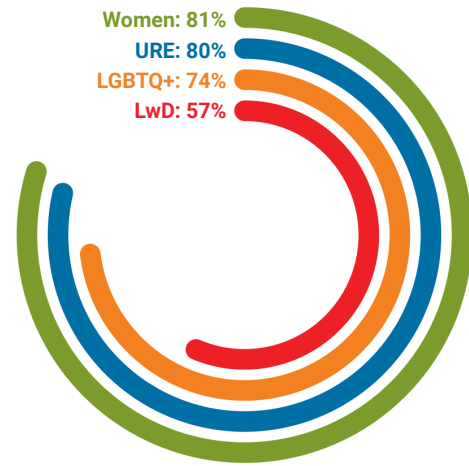


- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

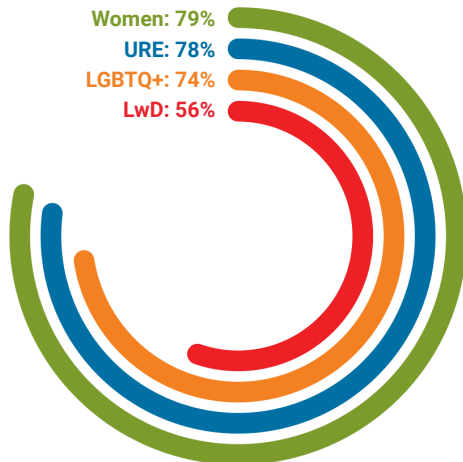
All Practice Groups

Does the practice group track and analyze **recruiting and hiring outcomes** to ensure equity across all demographic groups?

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze **retention/attrition** to ensure equity across all demographic groups?



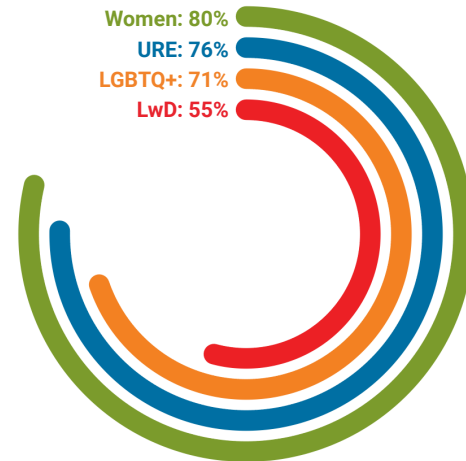
- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

All Practice Groups

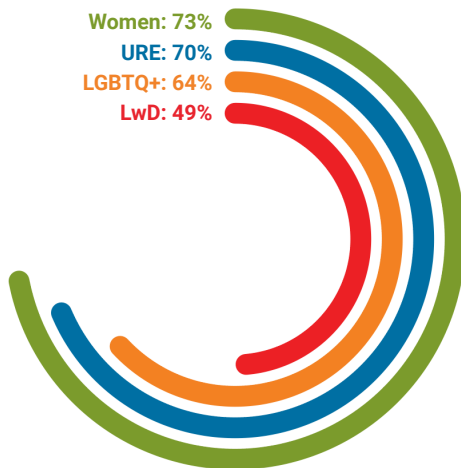
Engagement and Advancement:

Does the practice group track and analyze **work allocation and billable hours for associates** and make meaningful changes to remedy inequitable distribution across various demographic populations?

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze **work experiences (e.g., first chair trial experience, taking depos, managing deal closings, drafting licenses)** for associates and take action to ensure equitable access to opportunities across various demographic populations?

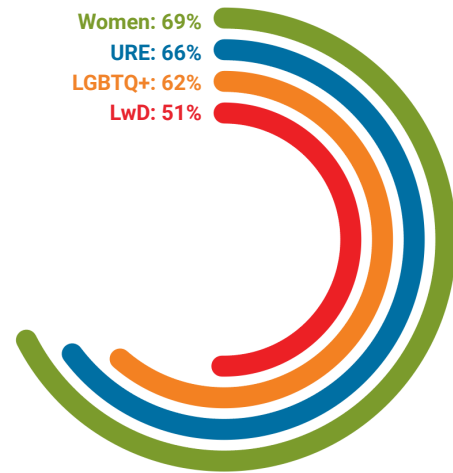


- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

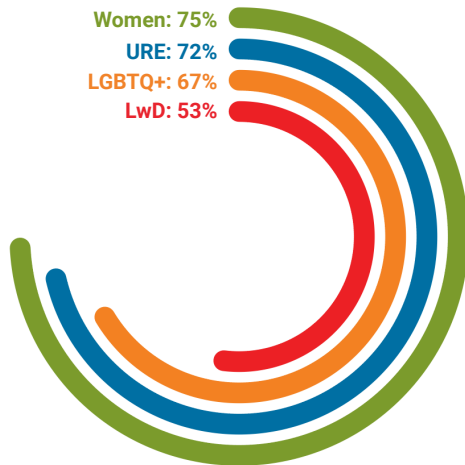
All Practice Groups

Does the practice group track and analyze **sponsorship relationships/activities** and take action to ensure equitable access to opportunities across various demographic populations?

-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups



Is **feedback for associates** tracked and analyzed to ensure it is provided fairly and equitably across various demographic populations?

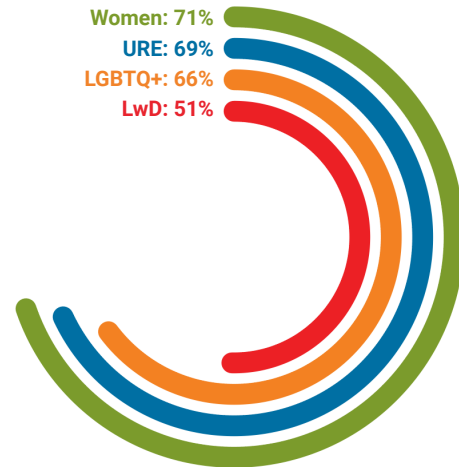


-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups

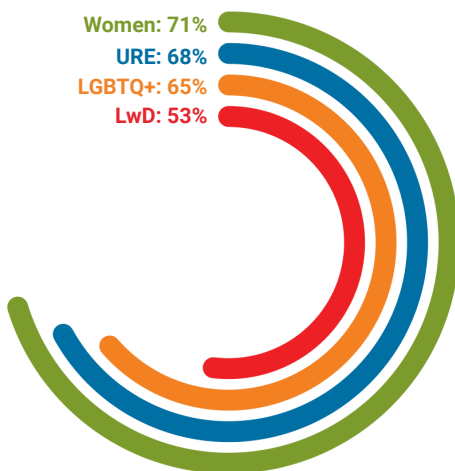
All Practice Groups

Does the practice group track and analyze **nominations for various industry awards and honors** (e.g., Chambers) and take action to ensure equitable distribution of opportunities and nominations across various demographic populations?

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze **succession planning of work and client relationships** for partners nearing retirement or semi-retirement and take action to ensure equitable access across various demographic populations?



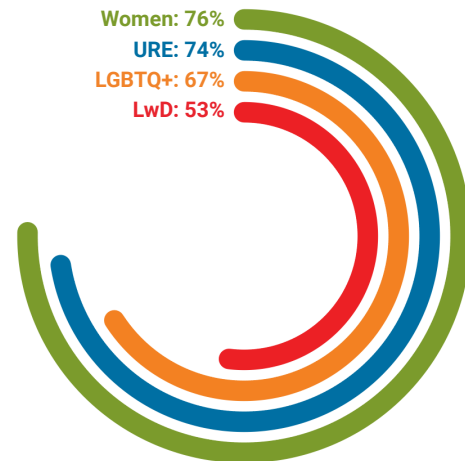
- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

All Practice Groups

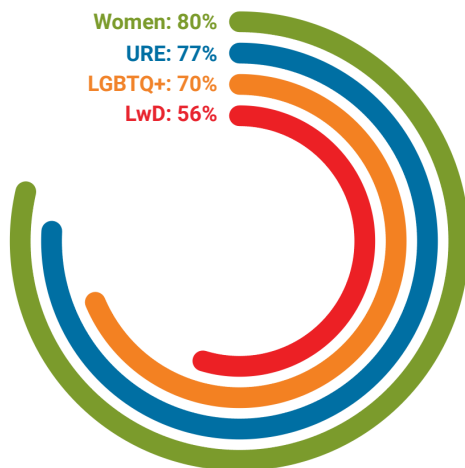
Client Collaboration and Development:

Does the practice group track **client matter team diversity** and take action to ensure equitable access across various demographic populations?

-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups



Does the practice group track **client pitch opportunities** and take action to ensure equitable access across various demographic populations?

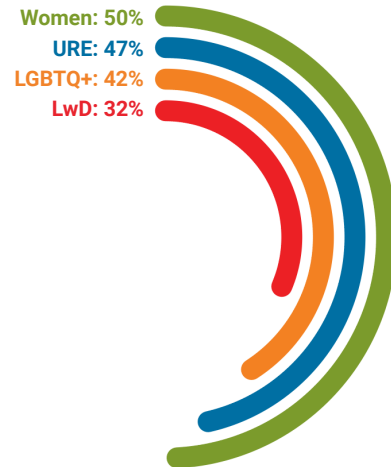


-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups

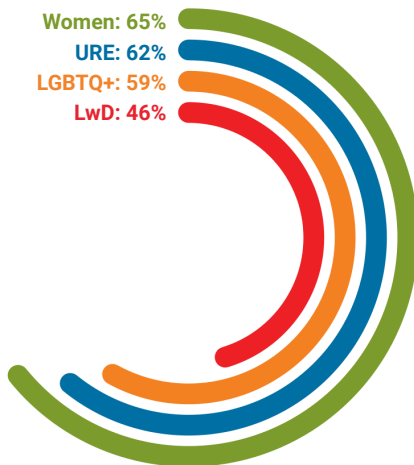
All Practice Groups

Does the practice group track and analyze who has **consistent and direct interaction with clients** via written correspondence, phone or video, or in-person meetings and take action to make meaningful changes in inequitable distribution across various demographic populations?

- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups



Does the practice group track and analyze the **allocation and usage of business development funds** (e.g., clients dinners, events) and take action to ensure equitable distribution and usage of funds?



- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups

Practice Group Insights

Corporate/Commercial/Finance

Who led Corporate/Commercial/Finance practice groups in 2021?

68%

of all Corporate/Commercial/Finance Practice Groups have an underrepresented lawyer as practice group leader.



Compare with IP & Security practice groups



Compare with Regulatory practice groups



Compare with Litigation practice groups



Compare with all practice groups

Did Corporate/Commercial/Finance practice groups meet the Average and Above Average Thresholds for representation in 2021?



Compare with IP & Security practice groups



Compare with Regulatory practice groups



Compare with Litigation practice groups

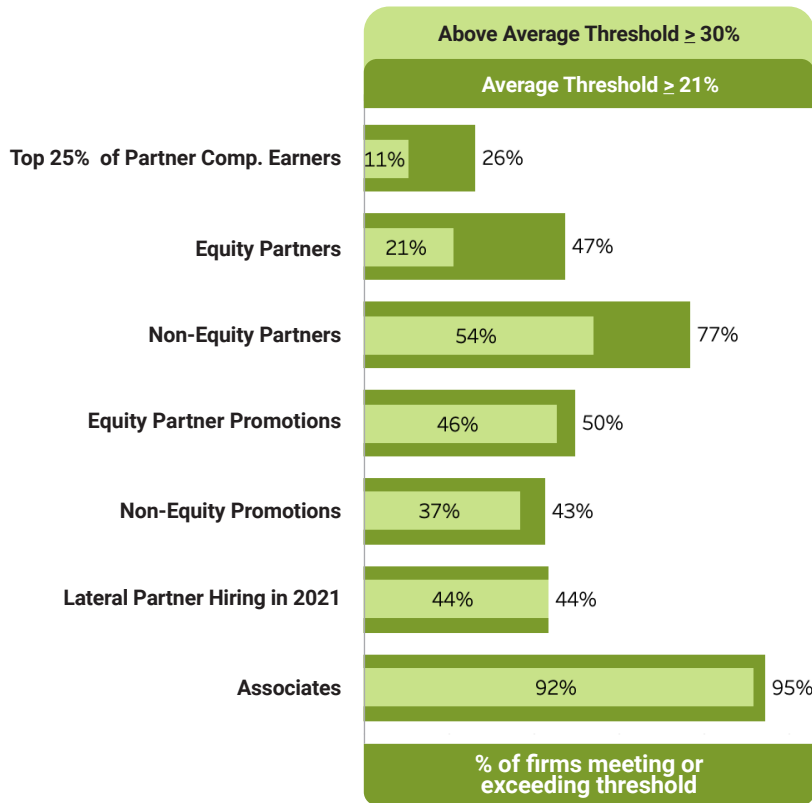


Compare with all practice groups

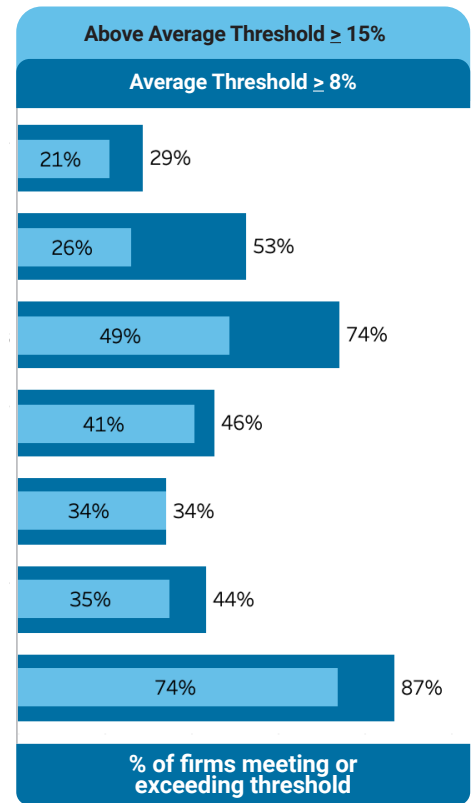
How to read the graphs:

The bars correspond to the percentage of responding Corporate/Commercial/Finance practice groups that met each of the two thresholds at the Practice Group level. For example, 47% of Corporate/Commercial/Finance practice groups met the Average Threshold for women equity partners, while 21% of those practice groups met the Above Average Threshold for women equity partners.

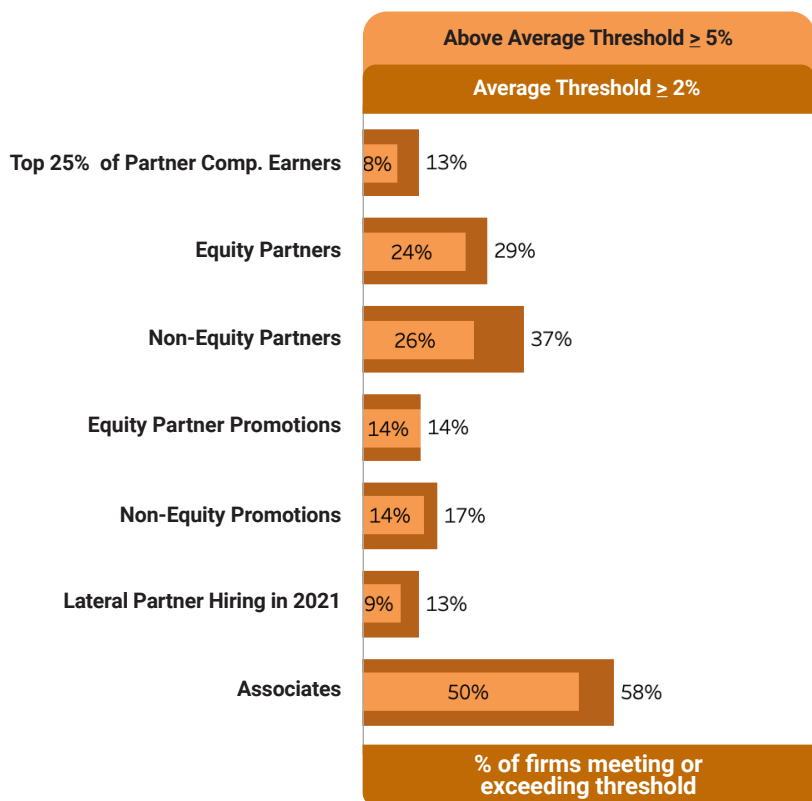
Women - Thresholds Corporate/Commercial/Finance



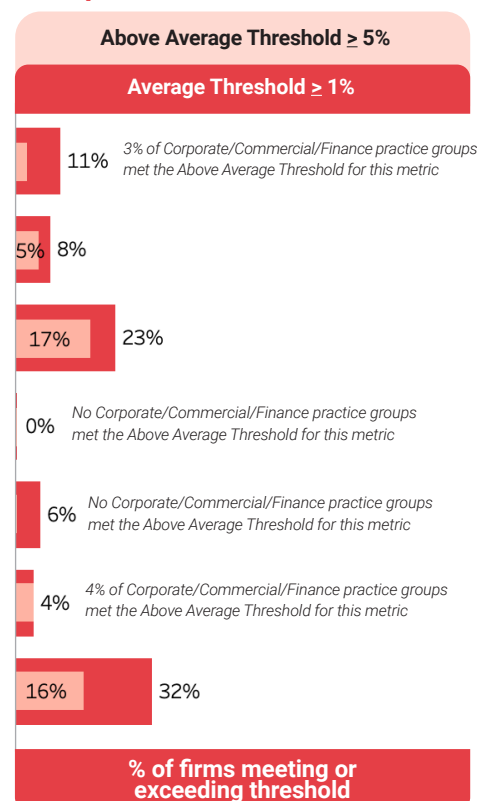
URE - Thresholds Corporate/Commercial/Finance (underrepresented racial and ethnic lawyers)



LGBTQ - Thresholds Corporate/Commercial/Finance



Lawyers with Disabilities - Thresholds Corporate/Commercial/Finance



Did Corporate/Commercial/Finance practice groups increase in diversity in 2021 throughout the practice group?



Compare with IP & Security practice groups



Compare with Litigation practice groups

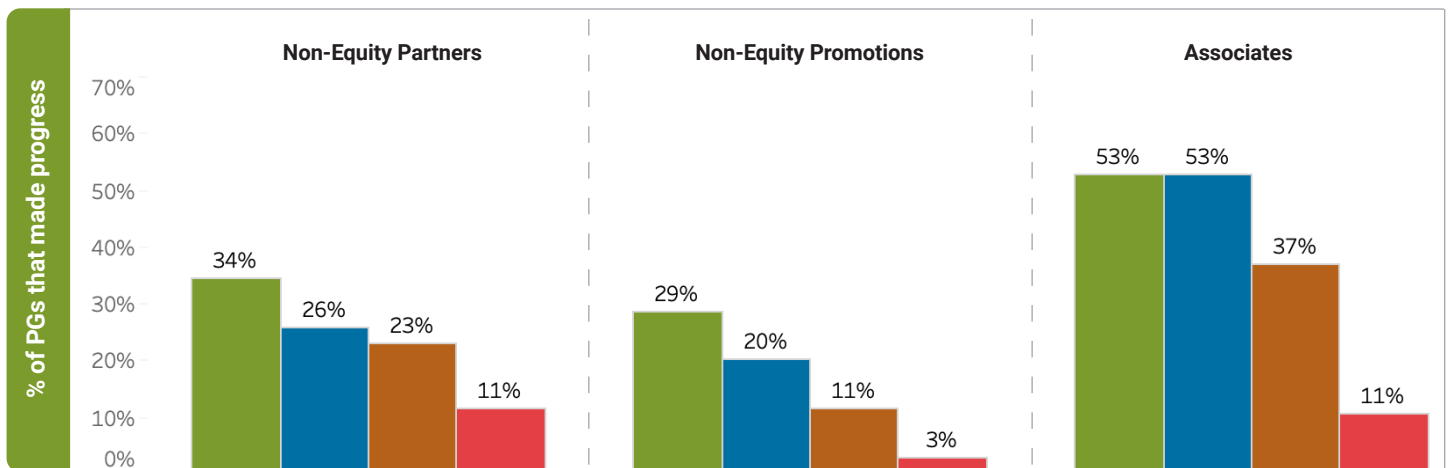
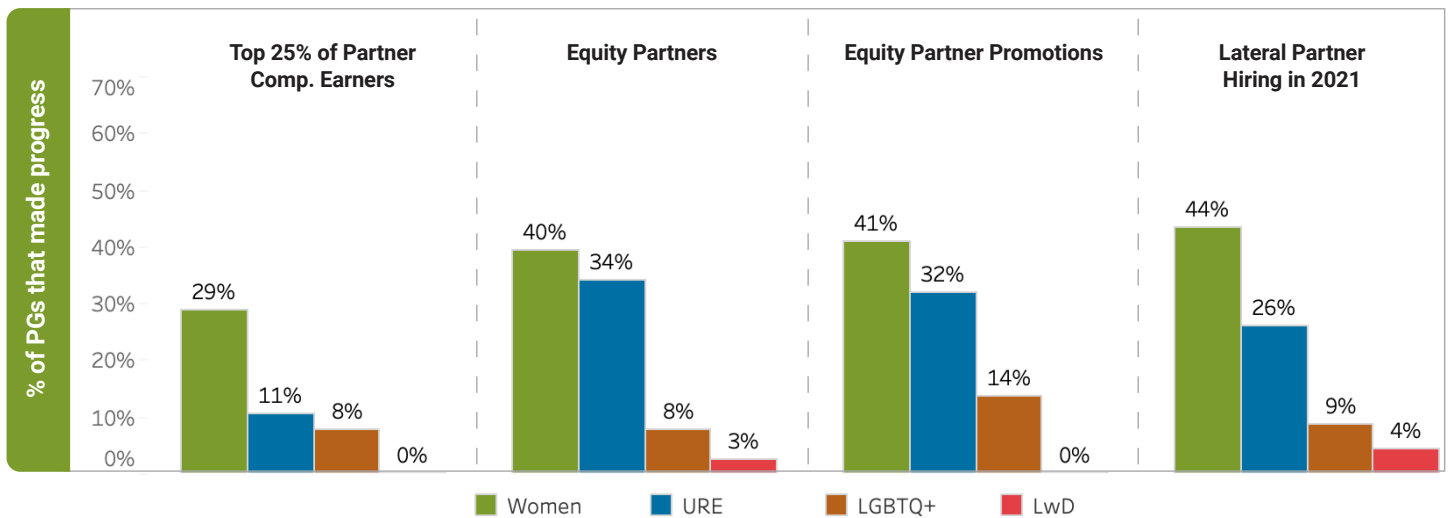


Compare with Regulatory practice groups



























Compare with all practice groups

How to read the graphs:
The bars correspond to the percentage of Corporate/Commercial/Finance practice groups that reported increased representation from December 2020 to December 2021 for each category shown. For example, in that time period, 40% of Corporate/Commercial/Finance practice groups increased the representation of women equity partners, 34% increased the representation of URE equity partners, 8% increased the representation of LGBTQ+ equity partners, and 3% increased the representation of equity partners with disabilities.




Tracking Populations - Corporate/Commercial/Finance


Firms with 200 or more lawyers: Foundational (>80%)  Progressive (50 - 79%)  Innovative (<50%) 

Level Tracked	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associates	 (97%)	 (97%)	 (92%)	 (84%)
Partners	 (97%)	 (97%)	 (92%)	 (84%)
Lateral Associate and Partner Hiring	 (97%)	 (97%)	 (92%)	 (84%)
Associate and Partner Attrition	 (97%)	 (97%)	 (92%)	 (84%)
Partner Promotions	 (97%)	 (97%)	 (92%)	 (84%)
Top 25% Partner Compensation Earners	 (89%)	 (89%)	 (84%)	 (79%)

 Compare with IP & Security practice groups

 Compare with Regulatory practice groups

 Compare with Litigation practice groups

 Compare with all practice groups

Measuring Inclusion and Remediating Inequities - Corporate/Commercial/Finance


Firm Policies, Retention, and Recruitment:

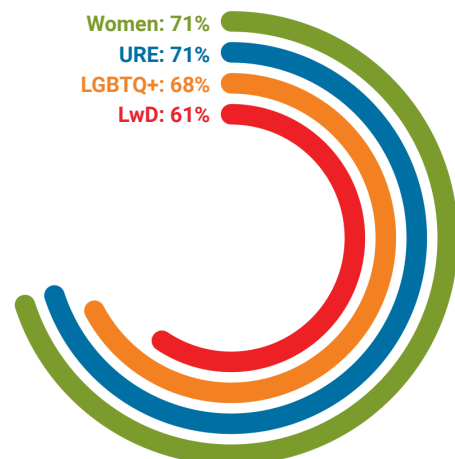
Does the practice group track and analyze **non-billable activities** for partners and associates (often called firm hours or office housework) and make meaningful changes to remedy inequitable distribution across various demographic populations?

 Compare with IP & Security practice groups

 Compare with Litigation practice groups

 Compare with Regulatory practice groups

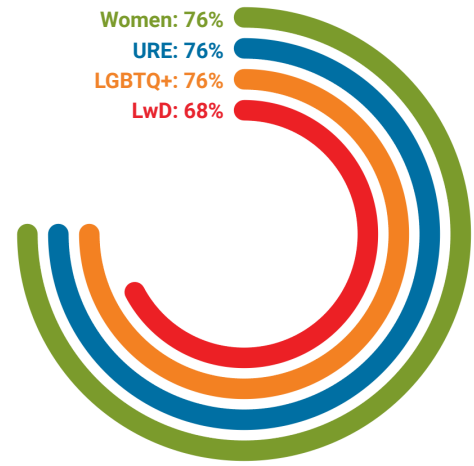
 Compare with all practice groups



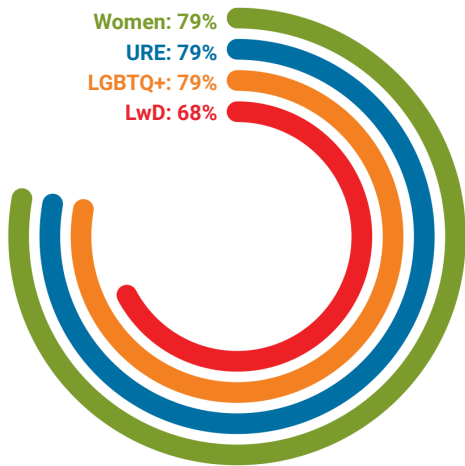
Corporate/Commercial/Finance

Does the practice group track and analyze **leave (e.g., maternity, paternity, gender neutral, elder care)** and ensure it is being used equitably across various demographic populations?

-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups



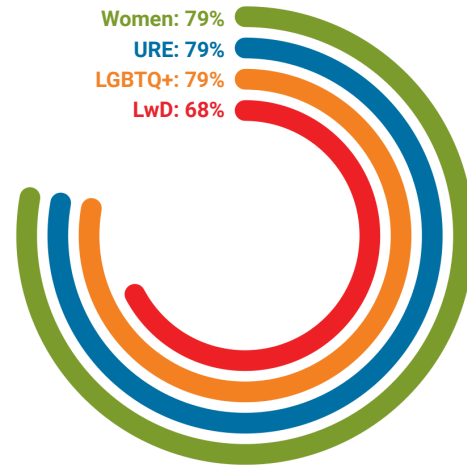
Does the practice group track and analyze **part-time, flextime, telecommuting, or other agile work options** and ensure equitable utilization across various demographic populations?



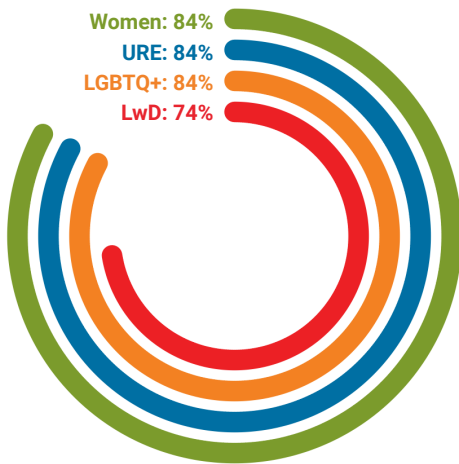
-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Does the practice group track and analyze **all business generation factors that impact base and/or bonus compensation** (e.g., origination credit, matter expansion credit, or other business development and client service elements) for partners and counsel originating and expanding business and ensure there is a fair and equitable distribution of credit across various demographic populations?

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



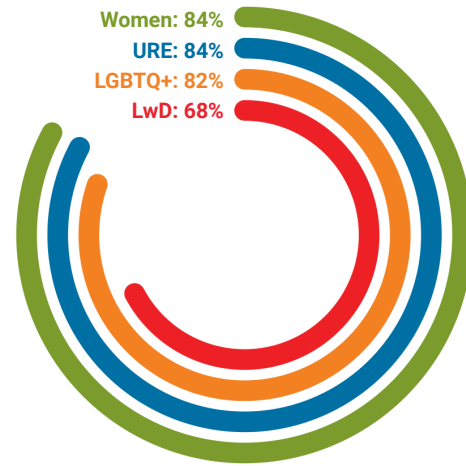
Does the practice group track and analyze **recruiting and hiring outcomes** to ensure equity across all demographic groups?



- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

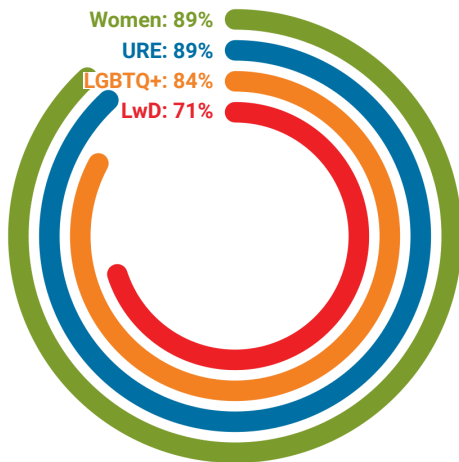
Does the practice group track and analyze **retention/attrition** to ensure equity across all demographic groups?

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Engagement and Advancement:

Does the practice group track and analyze **work allocation and billable hours** for associates and make meaningful changes to remedy inequitable distribution across various demographic populations?

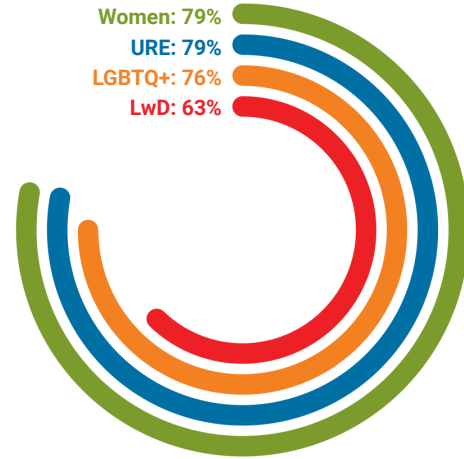


- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

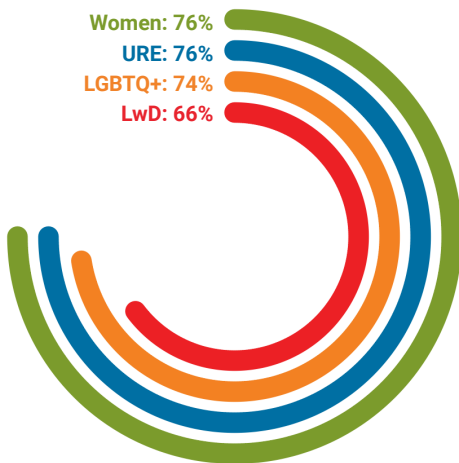
Corporate/Commercial/Finance

Does the practice group track and analyze **work experiences** (e.g., first chair trial experience, taking depositions, managing deal closings, drafting licenses) for associates and take action to ensure equitable access to opportunities across various demographic populations?

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



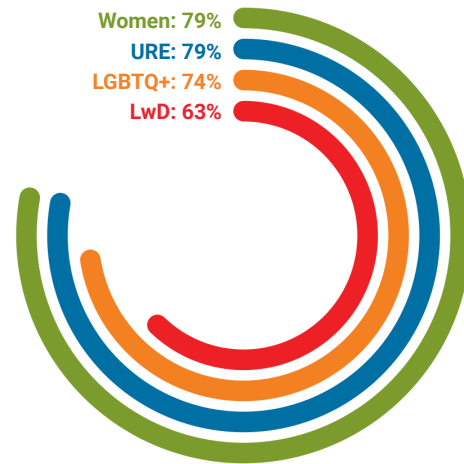
Does the practice group track and analyze **sponsorship relationships/activities** and take action to ensure equitable access to opportunities across various demographic populations?



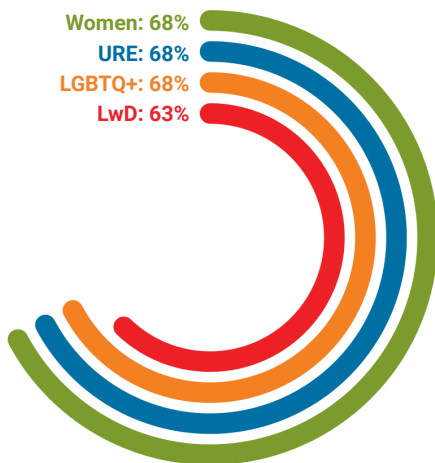
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Is **feedback for associates** tracked and analyzed to ensure it is provided fairly and equitably across various demographic populations

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Does the practice group track and analyze **nominations for various industry awards and honors** (e.g., Chambers) and take action to ensure equitable distribution of opportunities and nominations across various demographic populations?

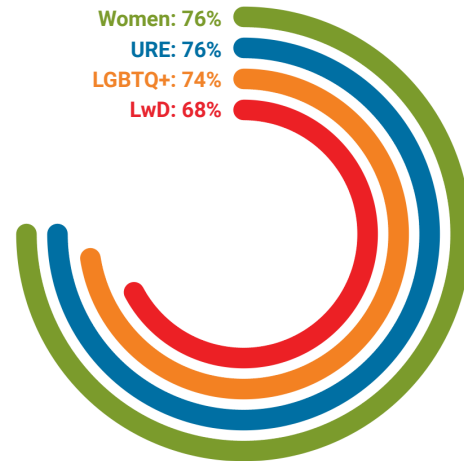


- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

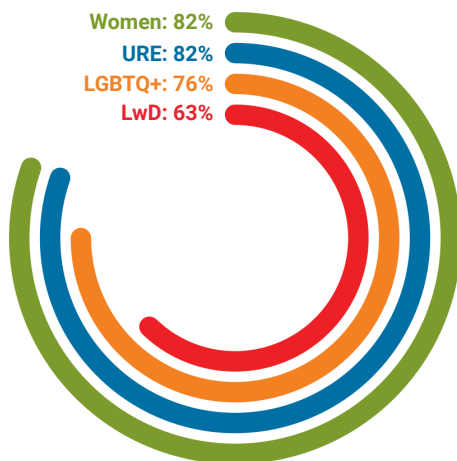
Corporate/Commercial/Finance

Does the practice group track and analyze **succession planning of work and client relationships** for partners nearing retirement or semi-retirement and take action to ensure equitable access across various demographic populations?

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



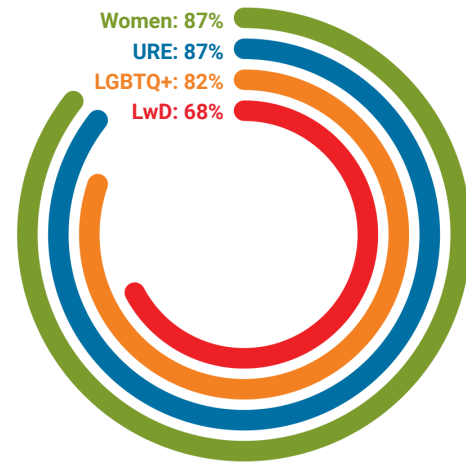
Does the practice group track **client matter team diversity** and take action to ensure equitable access across various demographic populations?



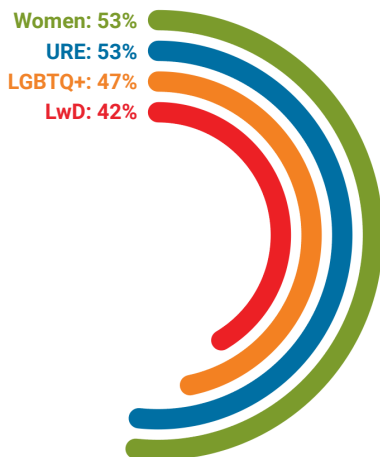
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Does the practice group track **client pitch opportunities** and take action to ensure equitable access across various demographic populations?

- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



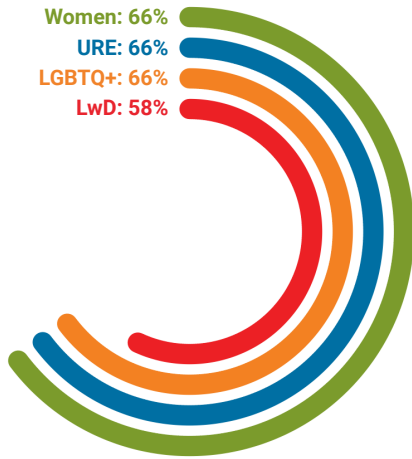
Does the practice group track and analyze who has **consistent and direct interaction with clients** via written correspondence, phone or video, or in-person meetings and take action to make meaningful changes in inequitable distribution across various demographic populations?



- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Corporate/Commercial/Finance

Does the practice group track and analyze the **allocation and usage of business development funds** (e.g., clients dinners, events) and take action to ensure equitable distribution and usage of funds?



-  Compare with IP & Security practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Practice Group Insights

IP & Security

Who led IP & Security practice groups in 2021?

56% of IP & Security practice groups have an underrepresented lawyer as practice group leader.



Compare with Corporate/Commercial/Finance practice groups



Compare with Regulatory practice groups



Compare with Litigation practice groups



Compare with all practice groups

Did IP & Security practice groups meet the Average and Above Average Thresholds for representation in 2021?



Compare with Corporate/Commercial/Finance practice groups



Compare with Regulatory practice groups



Compare with Litigation practice groups

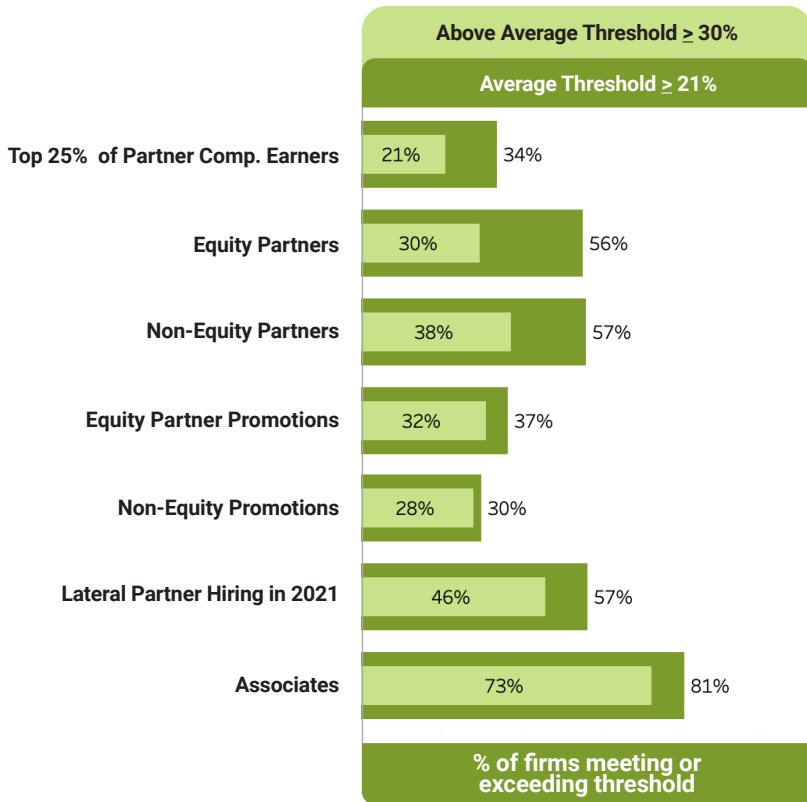


Compare with all practice groups

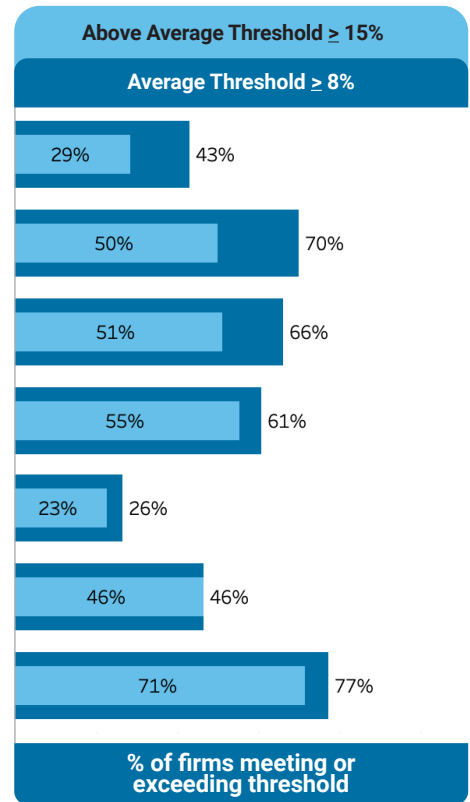
How to read the graphs:

The bars correspond to the percentage of responding IP & Security practice groups that met each of the two thresholds at the Practice Group level. For example, 56% of IP & Security practice groups met the Average Threshold for women equity partners, while 30% of those practice groups met the Above Average Threshold for women equity partners.

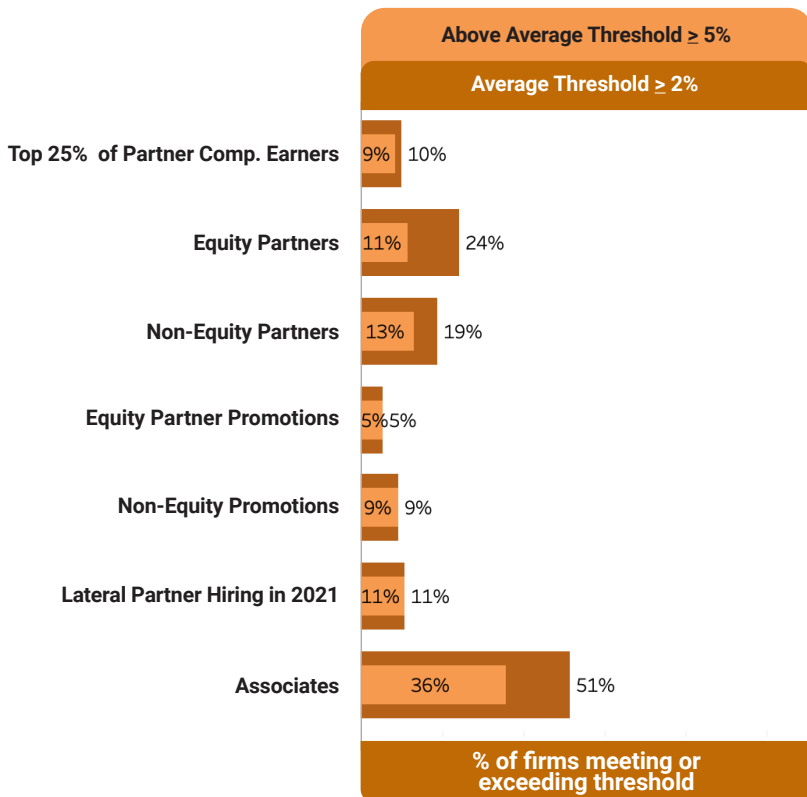
Women - Thresholds IP and Security



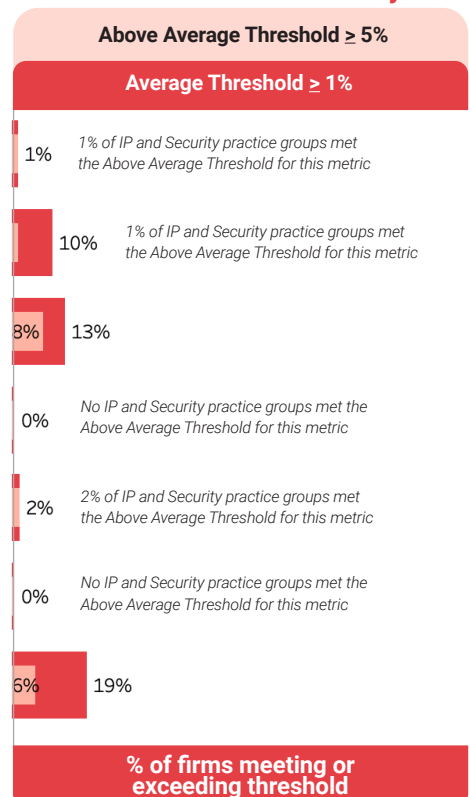
URE - Thresholds IP and Security (underrepresented racial and ethnic lawyers)



LGBTQ - Thresholds IP and Security



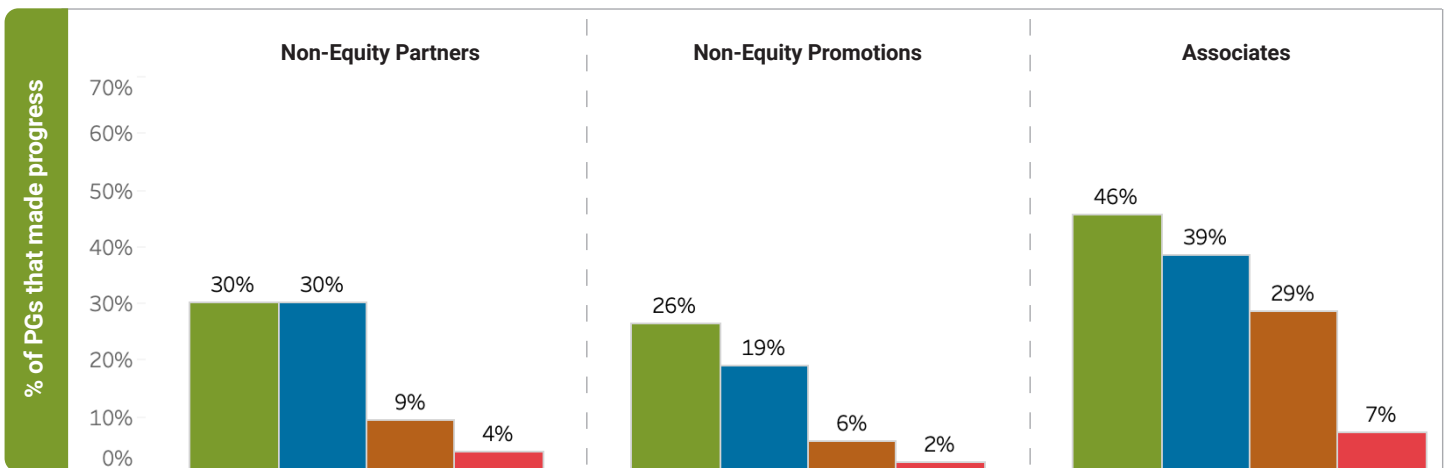
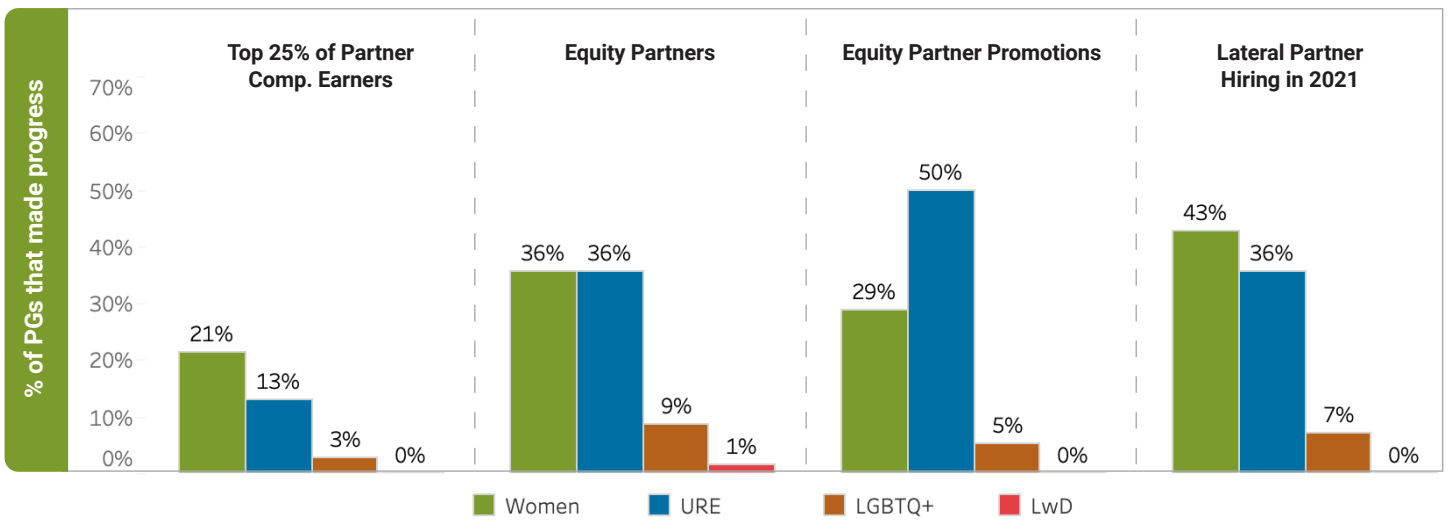
Lawyers with Disabilities - Thresholds IP and Security



Did IP & Security practice groups increase in diversity in 2021 throughout the practice group?

-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

























How to read the graphs:
 The bars correspond to the percentage of IP & Security practice groups that reported increased representation from December 2020 to December 2021 for each category shown. For example, in that time period, 36% of IP & Security Practice Groups increased the representation of women equity partners, 36% increased the representation of URE equity partners, 9% increased the representation of LGBTQ+ equity partners, and 1% increased the representation of equity partners with disabilities.




Tracking Populations - IP & Security


Why tracking is important: Not only do we know that “what gets measured gets managed,” but making tracking and measurement an inherent part of HR and talent practices necessarily injects structure and process into the practice. Tracking various populations at the firm provides management with insight into deficiencies in demographic populations at various levels within the firm. And that insight can help firms pinpoint where systemic or institutional biases are most prevalent, allowing firms to direct their DEI resources appropriately.


Firms with 200 or more lawyers: Foundational (>80%)  Progressive (50 - 79%)  Innovative (<50%) 

Level Tracked	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associates	 (89%)	 (90%)	 (81%)	 (63%)
Partners	 (91%)	 (91%)	 (83%)	 (64%)
Lateral Associate and Partner Hiring	 (87%)	 (87%)	 (79%)	 (59%)
Associate and Partner Attrition	 (84%)	 (84%)	 (80%)	 (59%)
Partner Promotions	 (87%)	 (87%)	 (79%)	 (59%)
Top 25% Partner Compensation Earners	 (79%)	 (77%)	 (71%)	 (53%)

 Compare with Corporate/Commercial/ Finance practice groups

 Compare with Regulatory practice groups

 Compare with Litigation practice groups

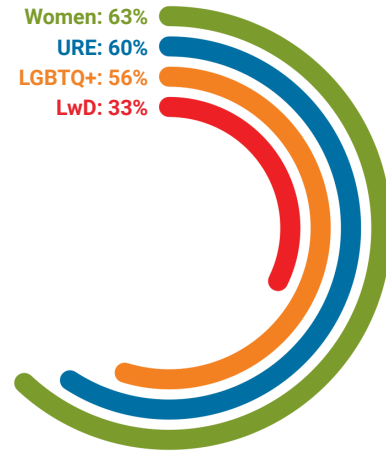
 Compare with all practice groups

Measuring Inclusion and Remediating Inequities - IP & Security

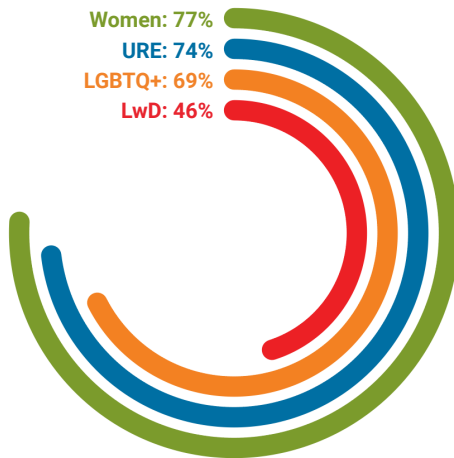
Firm Policies, Retention, and Recruitment:

Does the practice group track and analyze **non-billable activities** for partners and associates (often called firm hours or office housework) and make meaningful changes to remedy inequitable distribution across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



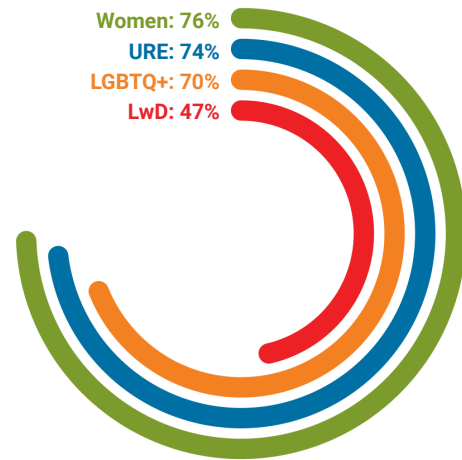
Does the practice group track and analyze **leave** (e.g., maternity, paternity, gender neutral, elder care) and ensure it is being used equitably across various demographic populations?



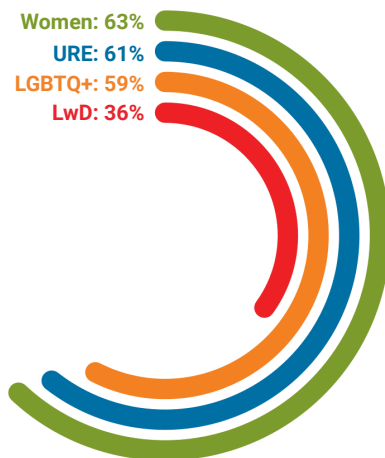
- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Does the practice group track and analyze **part-time, flextime, telecommuting, or other agile work options** and ensure equitable utilization across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups



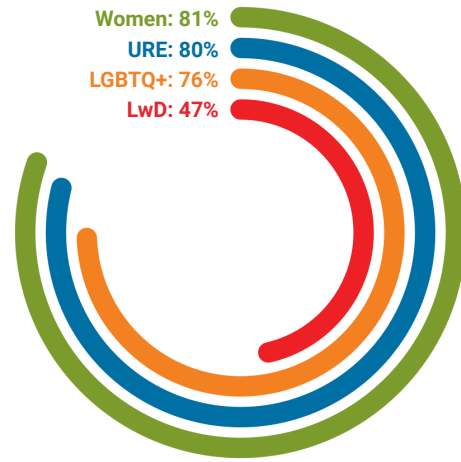
Does the practice group track and analyze **all business generation factors that impact base and/or bonus compensation** (e.g., origination credit, matter expansion credit, or other business development and client service elements) for partners and counsel originating and expanding business and ensure there is a fair and equitable distribution of credit across various demographic populations?



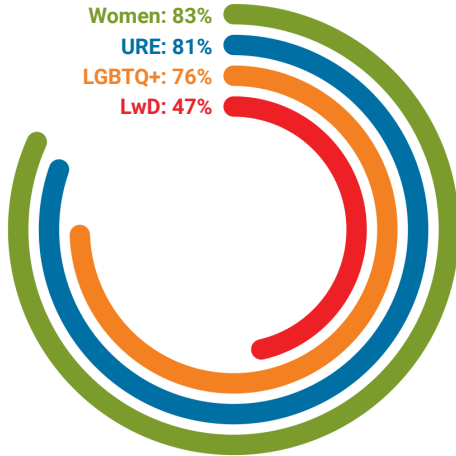
-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Does the practice group track and analyze **recruiting and hiring outcomes** to ensure equity across all demographic groups?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Does the practice group track and analyze **retention/attrition** to ensure equity across all demographic groups?

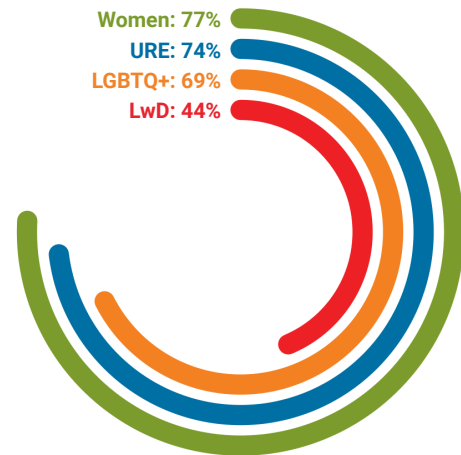


- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

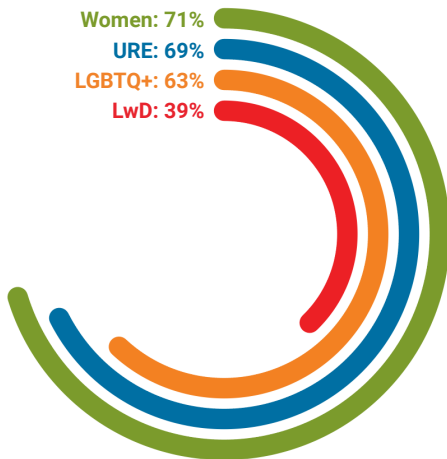
Engagement and Advancement:

Does the practice group track and analyze **work allocation and billable hours for associates** and make meaningful changes to remedy inequitable distribution across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups



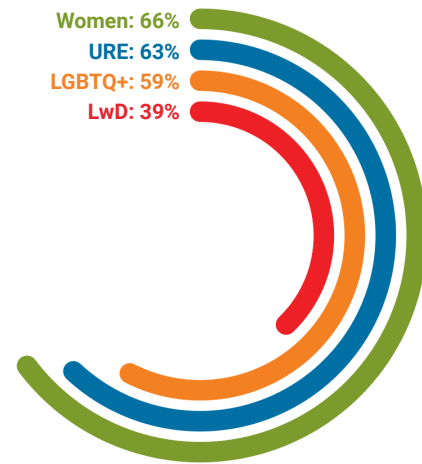
Does the practice group track and analyze **work experiences (e.g., first chair trial experience, taking depositions, managing deal closings, drafting licenses)** for associates and take action to ensure equitable access to opportunities across various demographic populations?



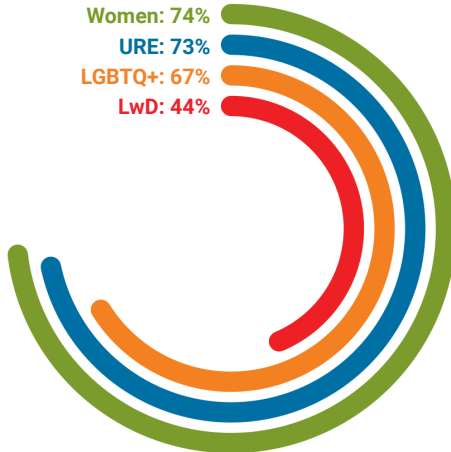
-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Does the practice group track and analyze **sponsorship relationships/activities** and take action to ensure equitable access to opportunities across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



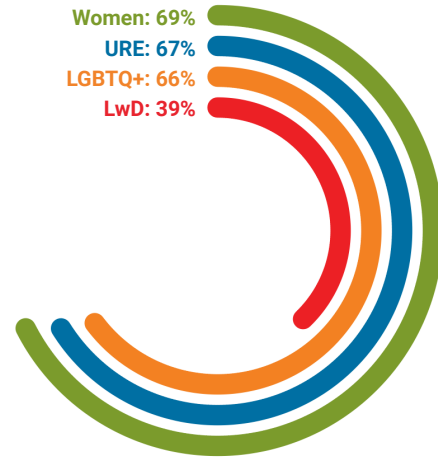
Is **feedback for associates** tracked and analyzed to ensure it is provided fairly and equitably across various demographic populations?



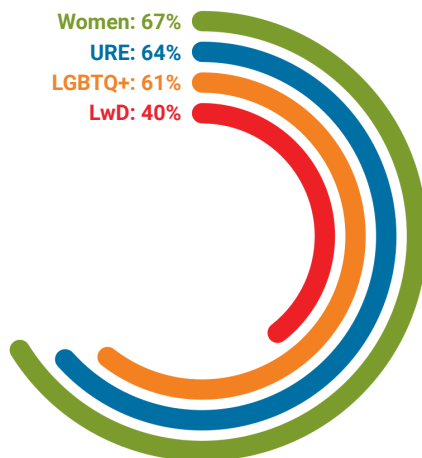
- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Does the practice group track and analyze **nominations for various industry awards and honors** (e.g., Chambers) and take action to ensure equitable distribution of opportunities and nominations across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Does the practice group track and analyze **succession planning of work and client relationships** for partners nearing retirement or semi-retirement and take action to ensure equitable access across various demographic populations?

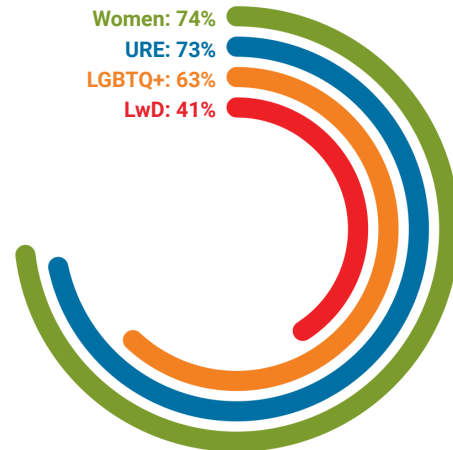


- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

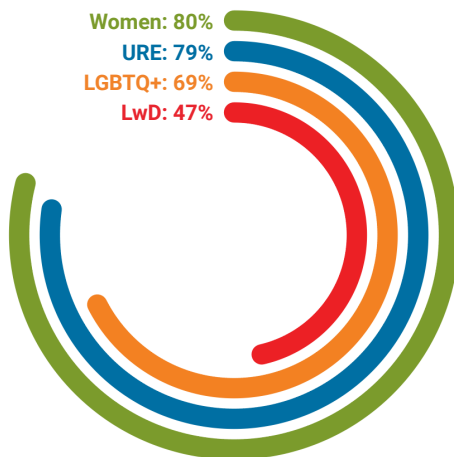
Client Collaboration and Development:

Does the practice group track **client matter team diversity** and take action to ensure equitable access across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups



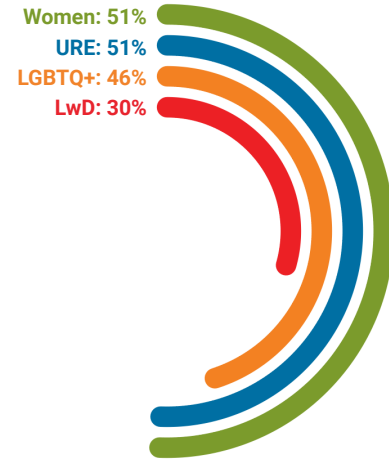
Does the practice group track **client pitch opportunities** and take action to ensure equitable access across various demographic populations?



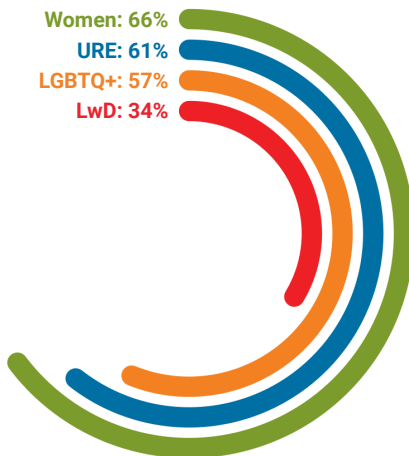
-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with Litigation practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Does the practice group track and analyze who has **consistent and direct interaction with clients** via written correspondence, phone or video, or in-person meetings and take action to make meaningful changes in inequitable distribution across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Does the practice group track and analyze the **allocation and usage of business development funds** (e.g., clients dinners, events) and take action to ensure equitable distribution and usage of funds?



- Compare with Corporate/Commercial/ Finance practice groups
- Compare with Litigation practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

Practice Group Insights

Litigation

Who led Litigation practice groups in 2021?

53%

of Litigation practice groups have an underrepresented lawyer as practice group leader.



Who led Corporate/Commercial/Finance practice groups



Who led Regulatory practice groups



Who led IP & Security practice groups



Compare with all practice groups

Did Litigation practice groups meet the Average and Above Average Thresholds for representation in 2021?



Compare with Corporate/Commercial/Finance practice groups



Compare with Regulatory practice groups



Compare with IP & Security practice groups

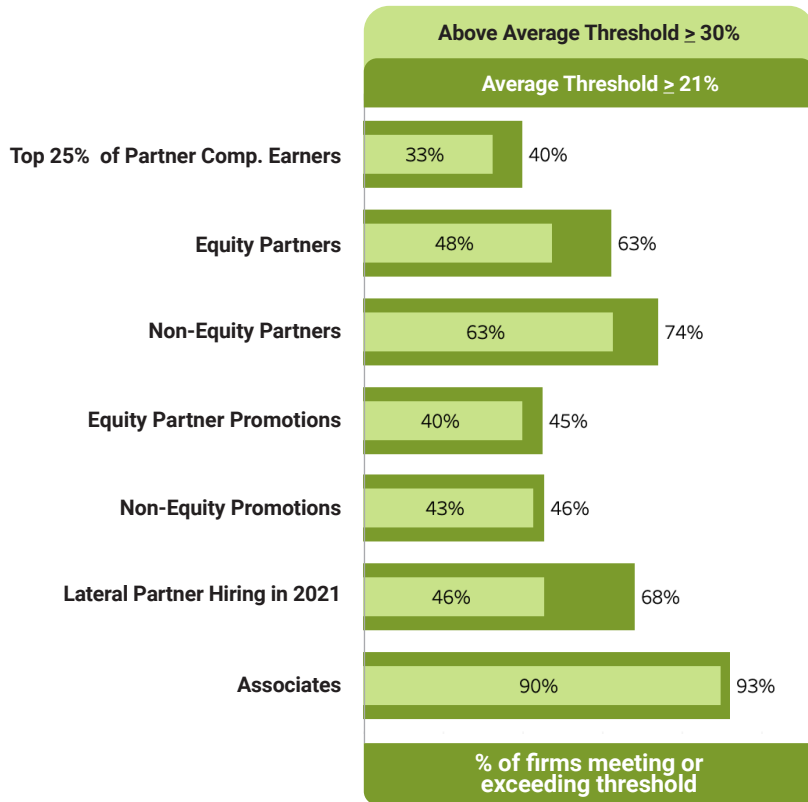


Compare with all practice groups

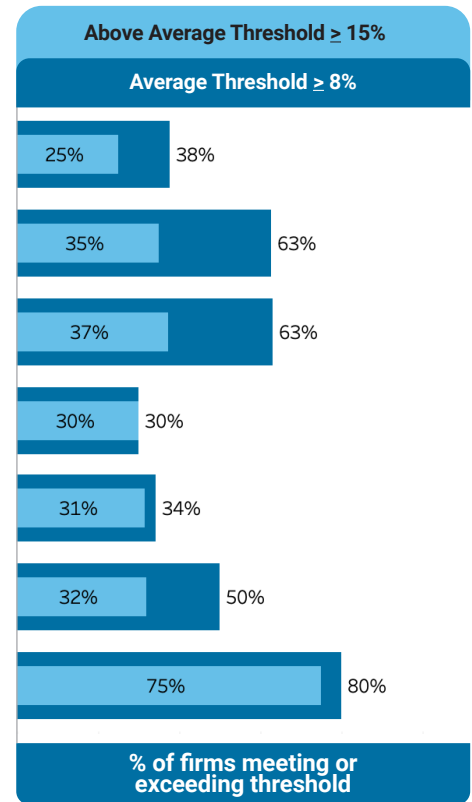
How to read the graphs:

The bars correspond to the percentage of responding Litigation practice groups that meet each of the two thresholds at the Practice Group level. For example, 63% of Litigation practice groups met the Average Threshold for women equity partners, while 48% of those practice groups met the Above Average Threshold for women equity partners.

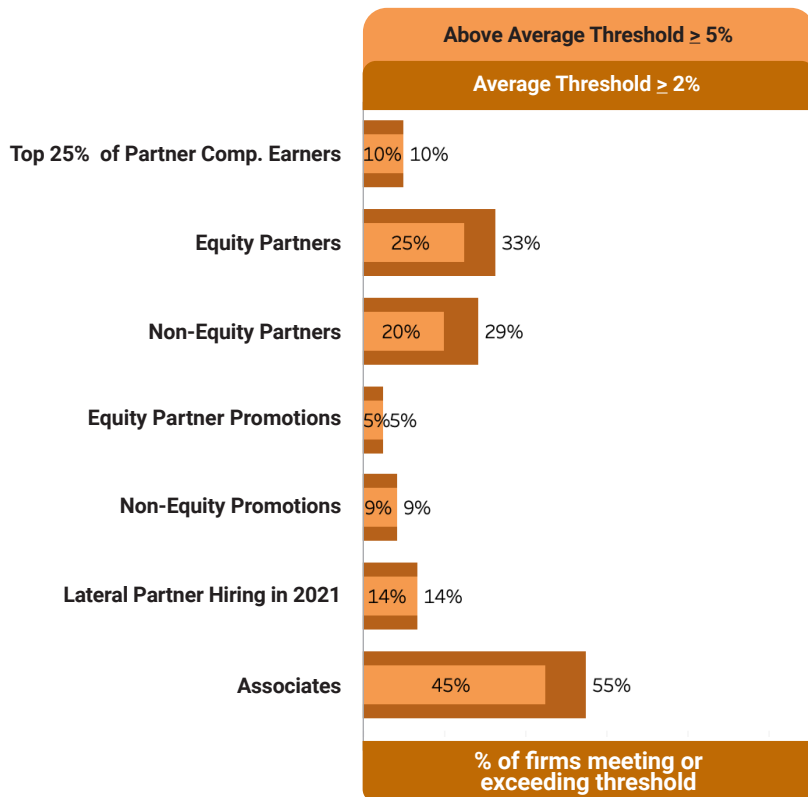
Women - Thresholds Litigation



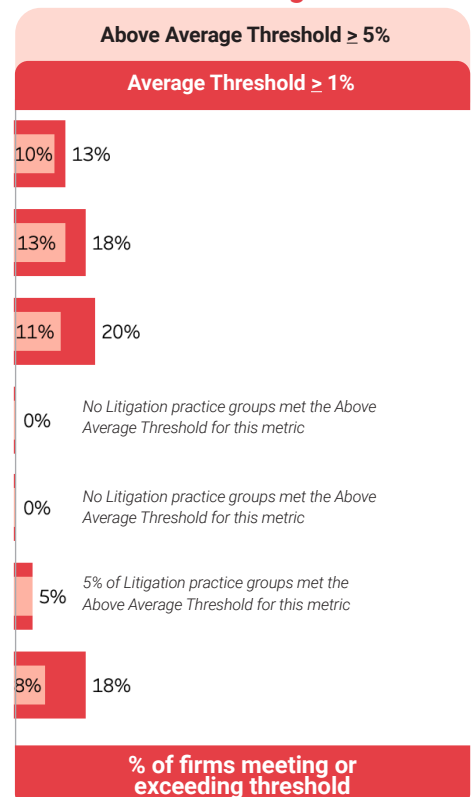
URE - Thresholds Litigation (underrepresented racial and ethnic lawyers)



LGBTQ - Thresholds Litigation



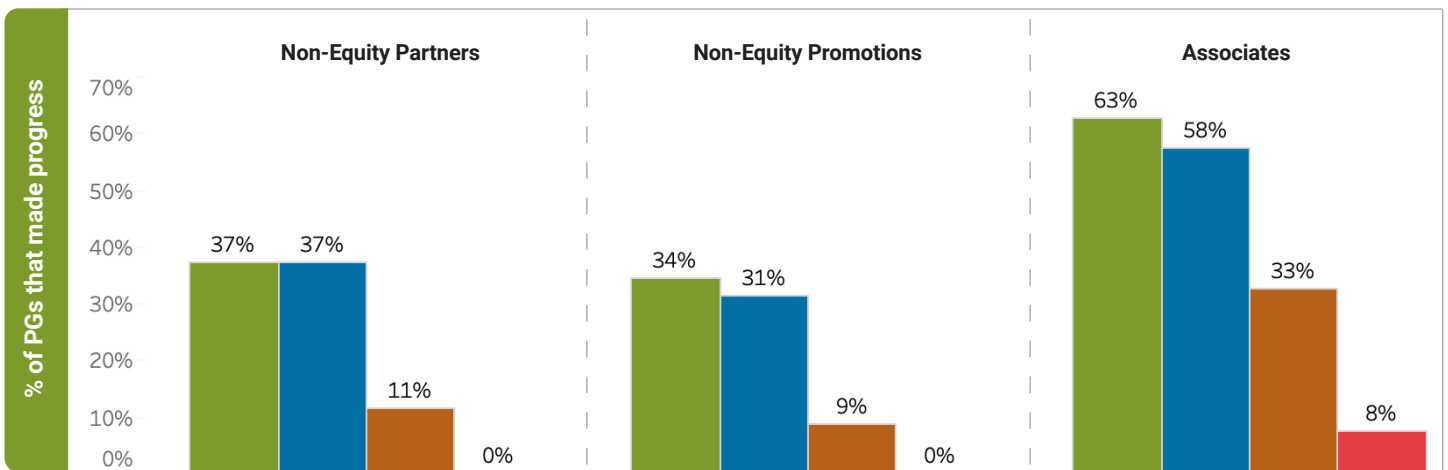
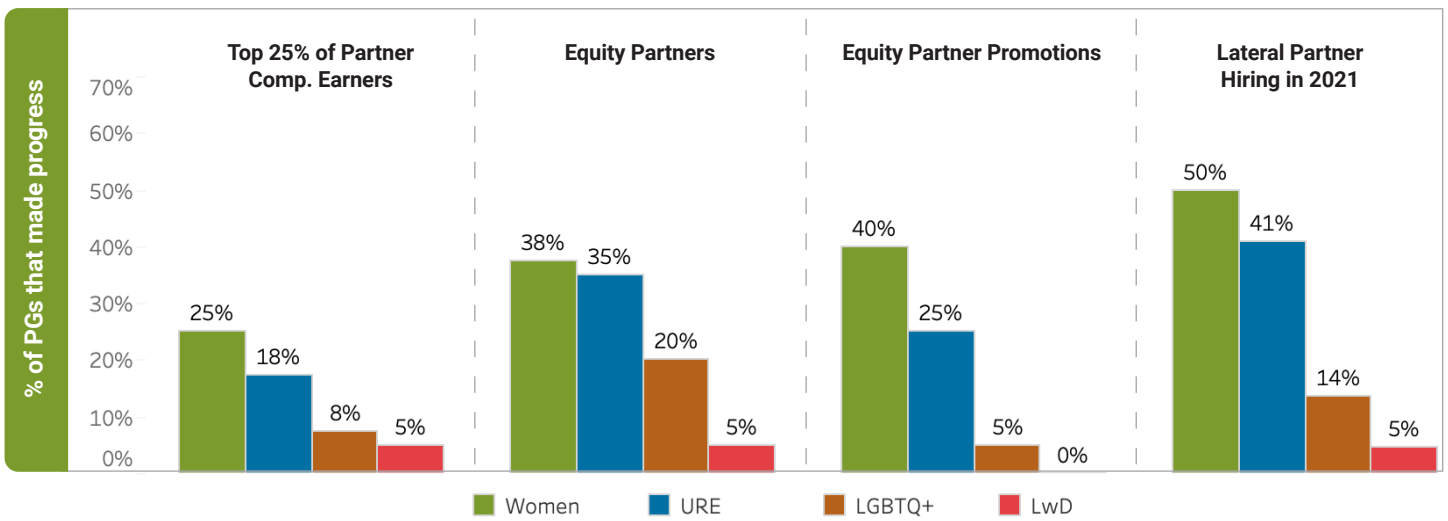
Lawyers with Disabilities - Thresholds Litigation



Did Litigation practice groups increase in diversity in 2021 throughout the practice group?

-  Compare with Corporate/Commercial/Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

























How to read the graphs:
 The bars correspond to the percentage of Litigation practice groups that reported increased representation from December 2020 to December 2021 for each category shown. For example, in that time period, 38% of Litigation practice groups increased the representation of women equity partners, 35% increased the representation of URE equity partners, 20% increased the representation of LGBTQ+ equity partners, 5% increased the representation of LGBTQ+ equity partners, and 5% increased the representation of equity partners with disabilities.




Tracking Populations - Litigation

Why tracking is important: Not only do we know that “what gets measured gets managed,” but making tracking and measurement an inherent part of HR and talent practices necessarily injects structure and process into the practice. Tracking various populations at the firm provides management with insight into deficiencies in demographic populations at various levels within the firm. And that insight can help firms pinpoint where systemic or institutional biases are most prevalent, allowing firms to direct their DEI resources appropriately.


Firms with 200 or more lawyers: Foundational (>80%)  Progressive (50 - 79%)  Innovative (<50%) 

Level Tracked	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associates	 (98%)	 (98%)	 (80%)	 (65%)
Partners	 (98%)	 (98%)	 (80%)	 (65%)
Lateral Associate and Partner Hiring	 (95%)	 (95%)	 (80%)	 (65%)
Associate and Partner Attrition	 (88%)	 (88%)	 (78%)	 (63%)
Partner Promotions	 (93%)	 (93%)	 (80%)	 (65%)
Top 25% Partner Compensation Earners	 (83%)	 (83%)	 (70%)	 (58%)

 Compare with Corporate/Commercial/ Finance practice groups

 Compare with Regulatory practice groups

 Compare with IP & Security practice groups

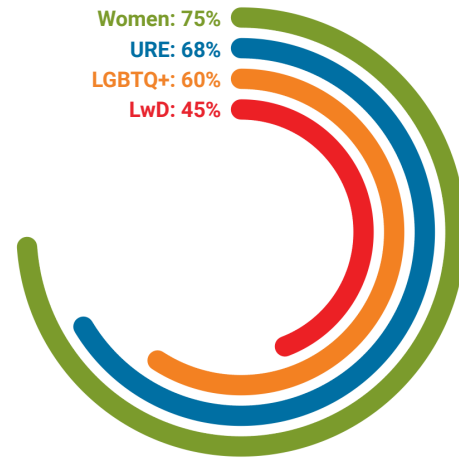
 Compare with all practice groups

Measuring Inclusion and Remediating Inequities - Litigation

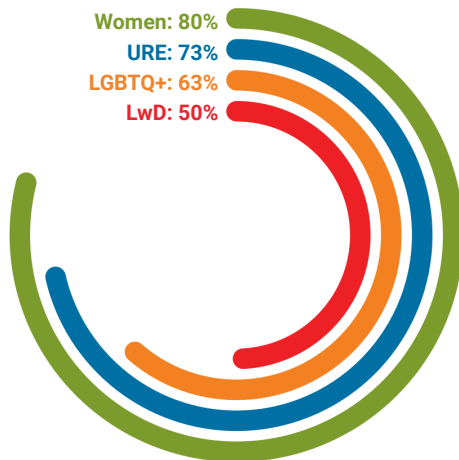
Firm Policies, Retention, and Recruitment:

Does the practice group track and analyze **non-billable activities** for partners and associates (often called firm hours or office housework) and make meaningful changes to remedy inequitable distribution across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
- Compare with IP & Security practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups



Does the practice group track and analyze **leave** (e.g., maternity, paternity, gender neutral, elder care) and ensure it is being used equitably across various demographic populations?

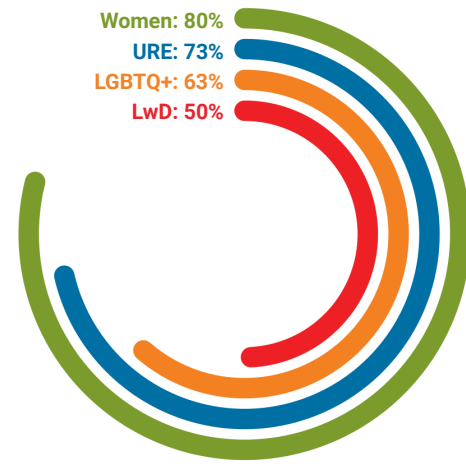


- Compare with Corporate/Commercial/ Finance practice groups
- Compare with IP & Security practice groups
- Compare with Regulatory practice groups
- Compare with all practice groups

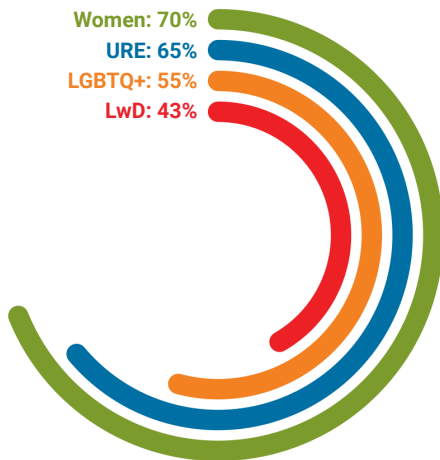
Litigation

Does the practice group track and analyze **part-time, flextime, telecommuting, or other agile work options** and ensure equitable utilization across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with IP & Security practice groups
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Does the practice group track and analyze **all business generation factors that impact base and/or bonus compensation** (e.g., origination credit, matter expansion credit, or other business development and client service elements) for partners and counsel originating and expanding business and ensure there is a fair and equitable distribution of credit across various demographic populations?

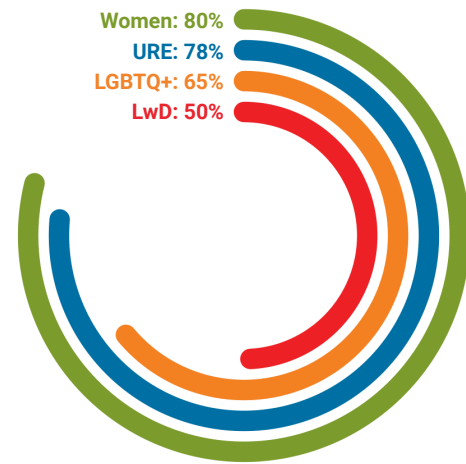


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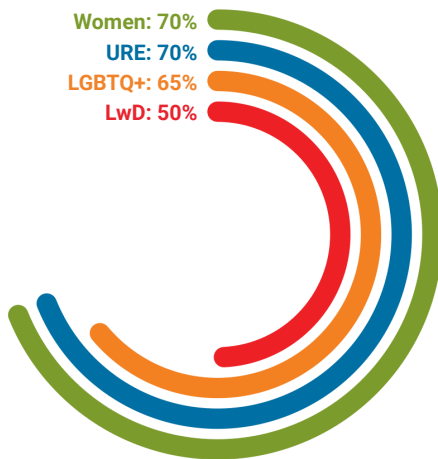
Litigation

Does the practice group track and analyze **recruiting and hiring outcomes** to ensure equity across all demographic groups?

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Does the practice group track and analyze **retention/attrition** to ensure equity across all demographic groups?



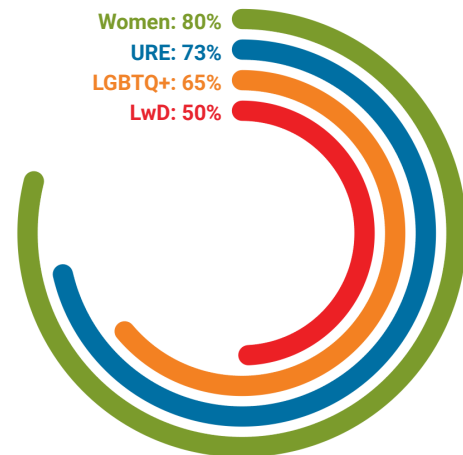
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Litigation

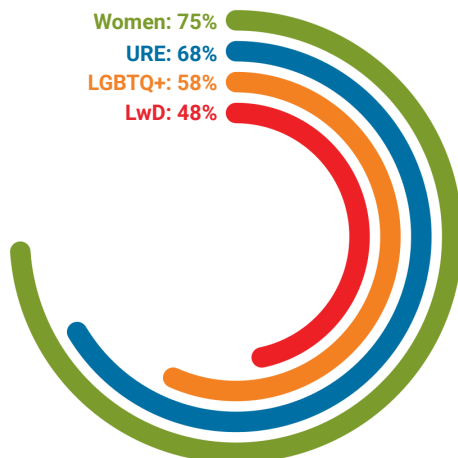
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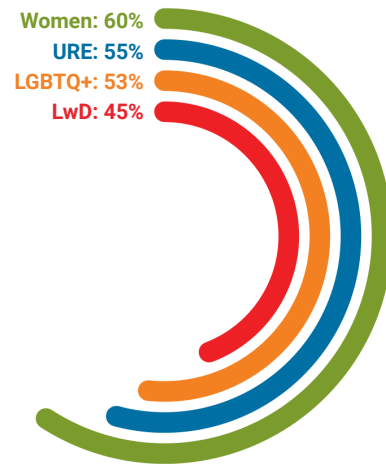


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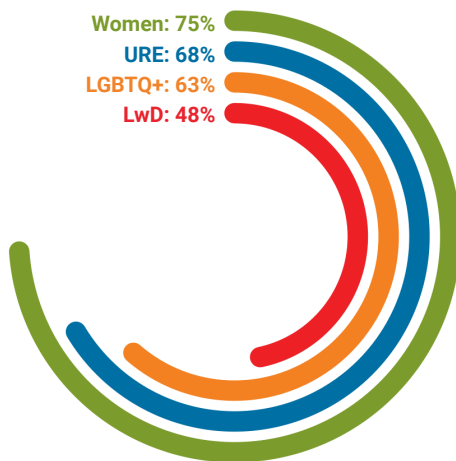
Litigation

Does the practice group track and analyze **sponsorship relationships/activities** and take action to ensure equitable access to opportunities across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
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Is **feedback for associates** tracked and analyzed to ensure it is provided fairly and equitably across various demographic populations?

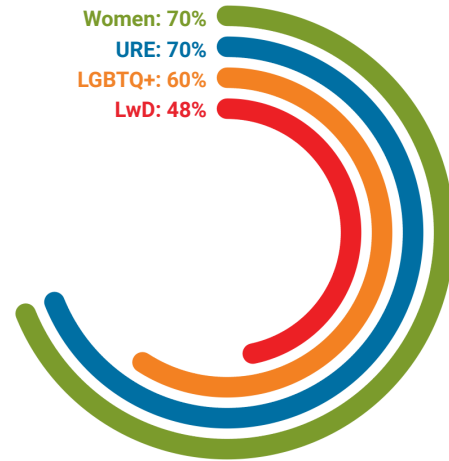


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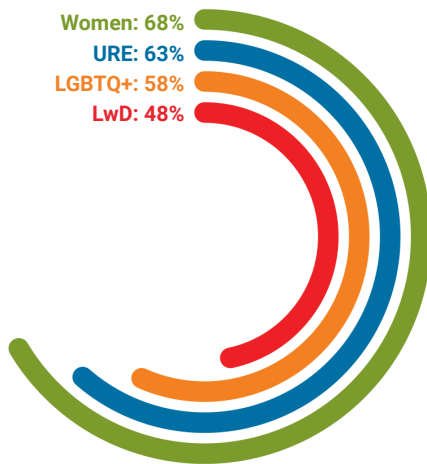
Litigation

Does the practice group track and analyze **nominations for various industry awards and honors** (e.g., Chambers) and take action to ensure equitable distribution of opportunities and nominations across various demographic populations?

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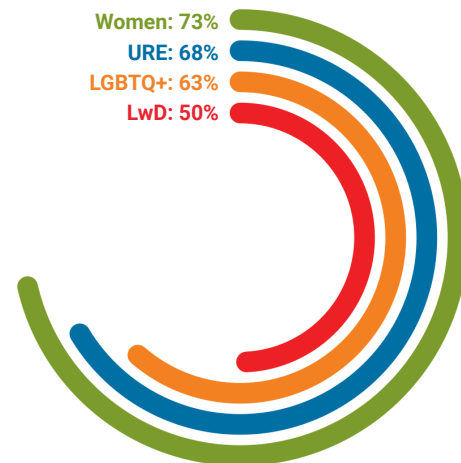
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Litigation

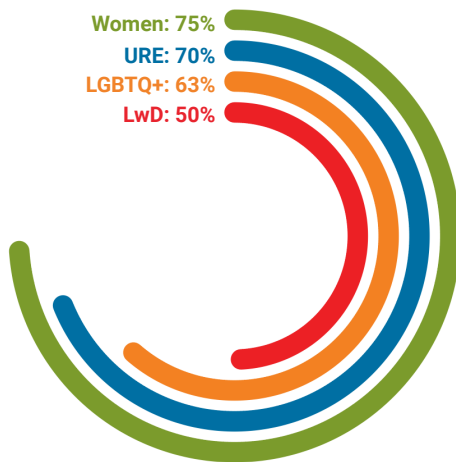
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-  Compare with Corporate/Commercial/ Finance practice groups
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Does the practice group track **client pitch opportunities** and take action to ensure equitable access across various demographic populations?

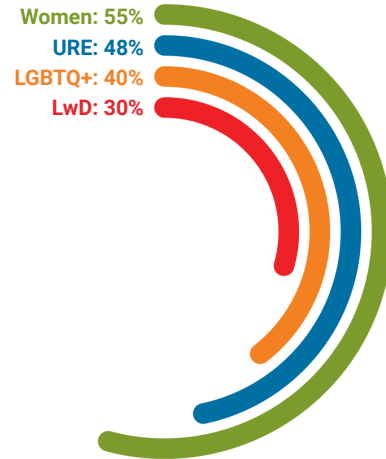


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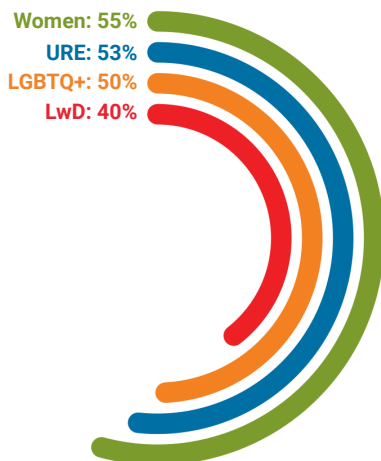
Litigation

Does the practice group track and analyze who has **consistent and direct interaction with clients** via written correspondence, phone or video, or in-person meetings and take action to make meaningful changes in inequitable distribution across various demographic populations?

-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with IP & Security practice groups
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-  Compare with all practice groups



Does the practice group track and analyze the **allocation and usage of business development funds** (e.g., clients dinners, events) and take action to ensure equitable distribution and usage of funds?



-  Compare with Corporate/Commercial/ Finance practice groups
-  Compare with IP & Security practice groups
-  Compare with Regulatory practice groups
-  Compare with all practice groups

Practice Group Insights

Regulatory

Who led Regulatory practice groups in 2021?

57%

of Regulatory practice groups have an underrepresented lawyer as practice group leader.



Compare with Corporate/Commercial/Finance practice groups



Compare with Litigation practice groups



Compare with IP & Security practice groups



Compare with all practice groups

Did Regulatory practice groups meet the Average and Above Average Thresholds for representation in 2021?



Compare with Corporate/Commercial/Finance practice groups



Compare with Litigation practice groups



Compare with IP & Security practice groups

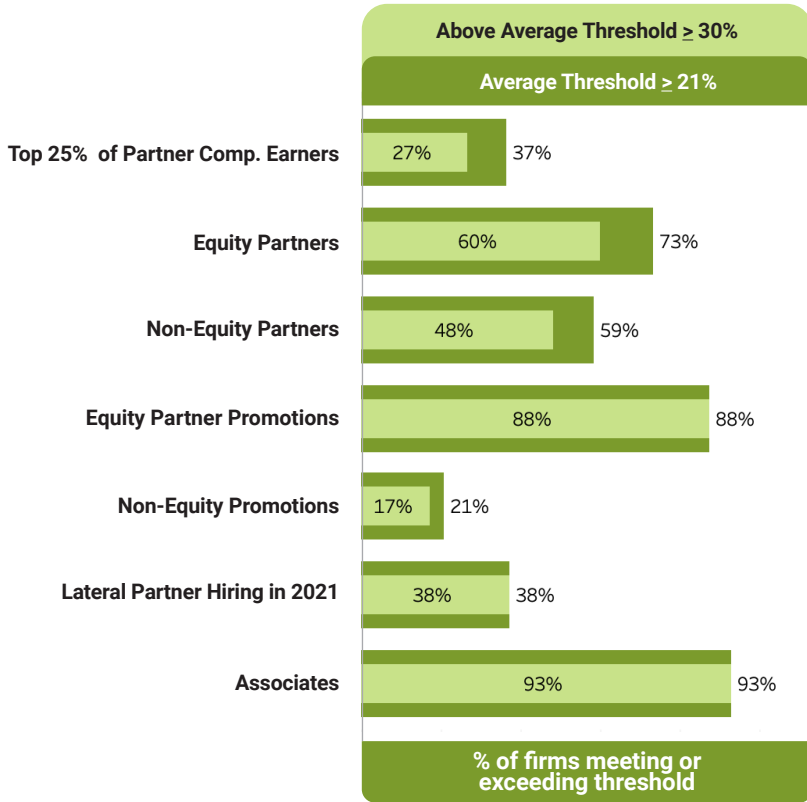


Compare with all practice groups

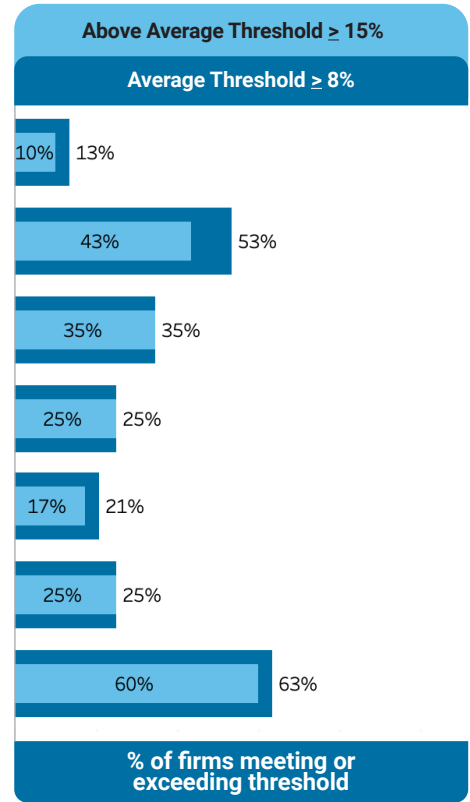
How to read the graphs:

The bars correspond to the percentage of responding Regulatory practice groups that met each of the two thresholds at the Practice Group level. For example, 73% of Regulatory practice groups met the Average Threshold for women equity partners, while 60% of those practice groups met the Above Average Threshold for women equity partners.

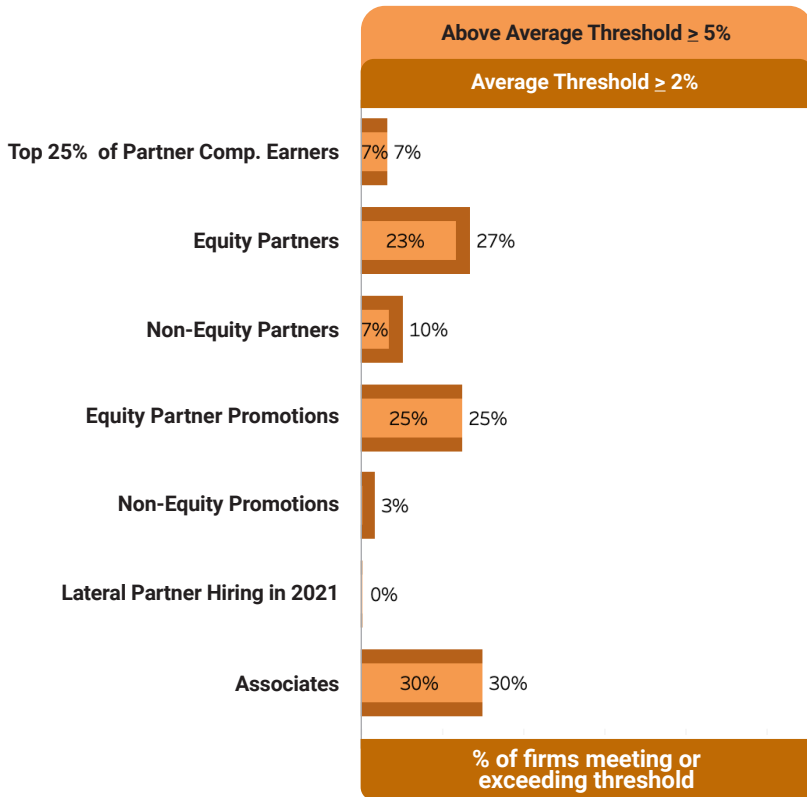
Women - Thresholds Regulatory



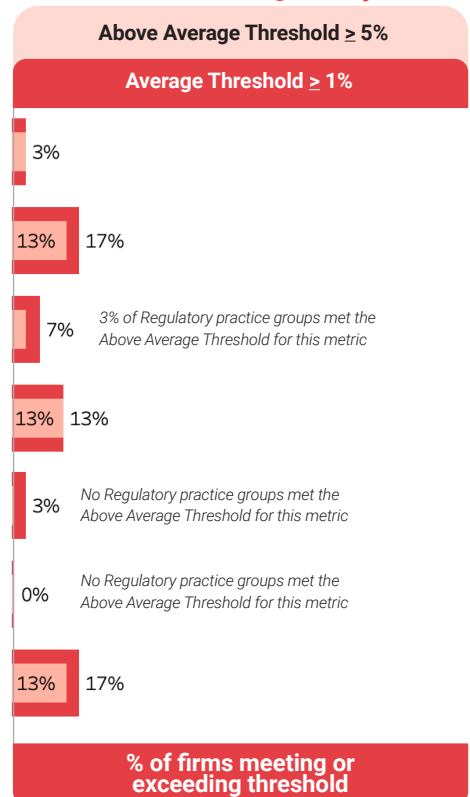
URE - Thresholds Regulatory (underrepresented racial and ethnic lawyers)



LGBTQ - Thresholds Regulatory



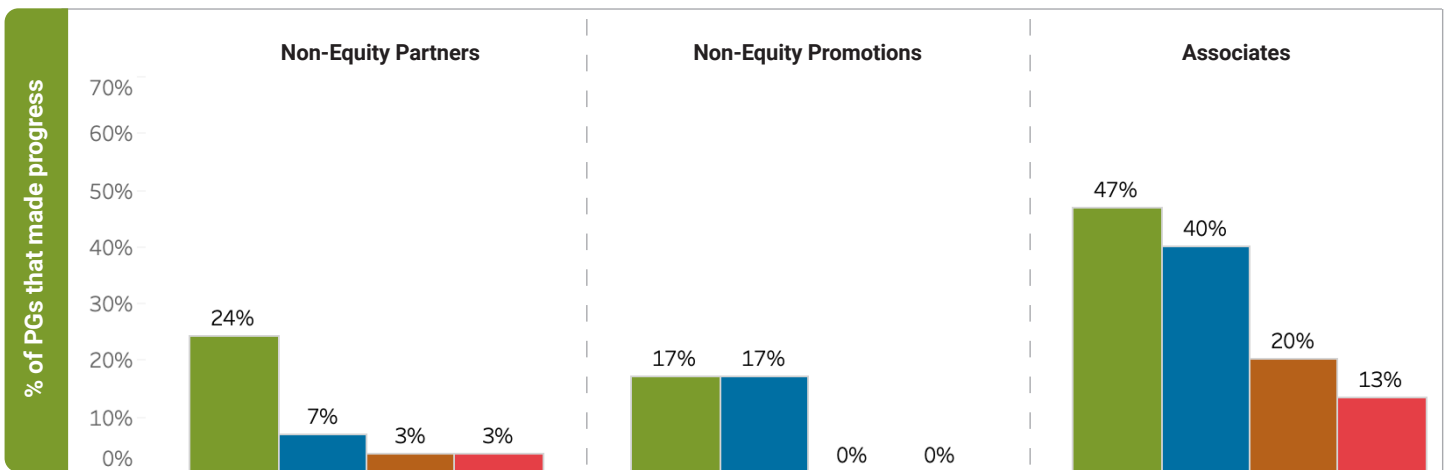
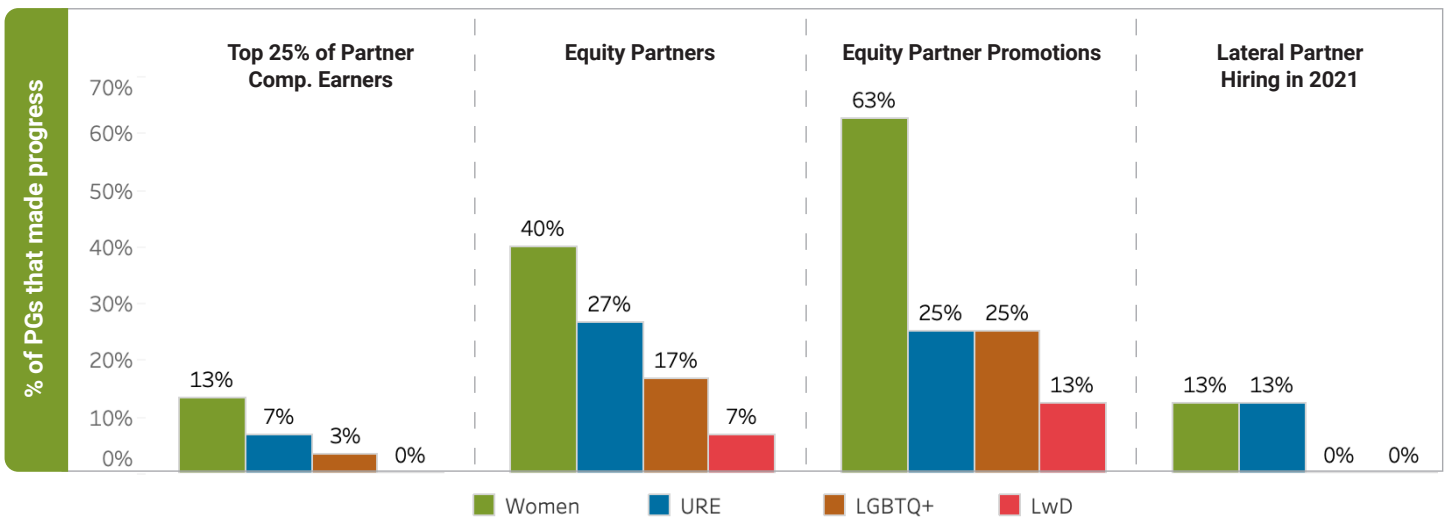
Lawyers with Disabilities - Thresholds Regulatory



Did Regulatory practice groups increase in diversity in 2021 throughout the practice group?

























- Compare with Corporate/Commercial/Finance practice groups
- Compare with IP & Security practice groups
- Compare with Litigation practice groups
- Compare with all practice groups


How to read the graphs:
 The bars correspond to the percentage of Regulatory practice groups that reported increased representation from December 2020 to December 2021 for each category shown. For example, in that time period, 40% of Regulatory practice groups increased the representation of women equity partners, 27% increased the representation of URE equity partners, 17% increased the representation of LGBTQ+ equity partners, and 7% increased the representation of equity partners with disabilities.




Tracking Populations - Regulatory


Firms with 200 or more lawyers: Foundational (>80%)  Progressive (50 - 79%)  Innovative (<50%) 

Level Tracked	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associates	 (93%)	 (90%)	 (80%)	 (77%)
Partners	 (93%)	 (90%)	 (80%)	 (77%)
Lateral Associate and Partner Hiring	 (90%)	 (87%)	 (77%)	 (73%)
Associate and Partner Attrition	 (87%)	 (83%)	 (73%)	 (70%)
Partner Promotions	 (90%)	 (87%)	 (77%)	 (73%)
Top 25% Partner Compensation Earners	 (77%)	 (73%)	 (70%)	 (67%)

 Compare with Corporate/Commercial/ Finance practice groups

 Compare with Litigation practice groups


 Compare with IP & Security practice groups

 Compare with all practice groups


Measuring Inclusion and Remediating Inequities - Regulatory


Firm Policies, Retention, and Recruitment:

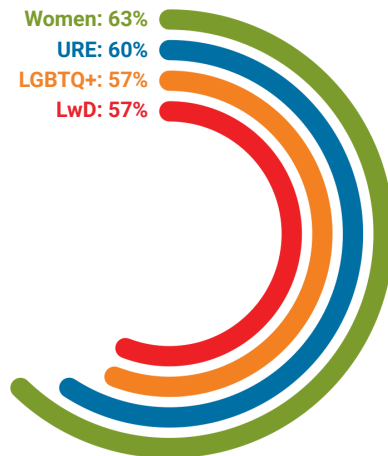
Does the practice group track and analyze **non-billable activities** for partners and associates (often called firm hours or office housework) and make meaningful changes to remedy inequitable distribution across various demographic populations?

 Compare with Corporate/Commercial/ Finance practice groups

 Compare with IP & Security practice groups

 Compare with Litigation practice groups

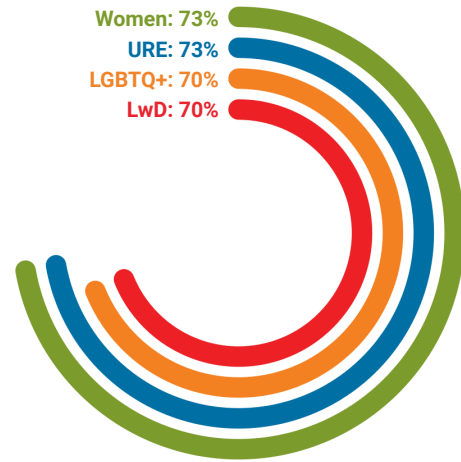
 Compare with all practice groups



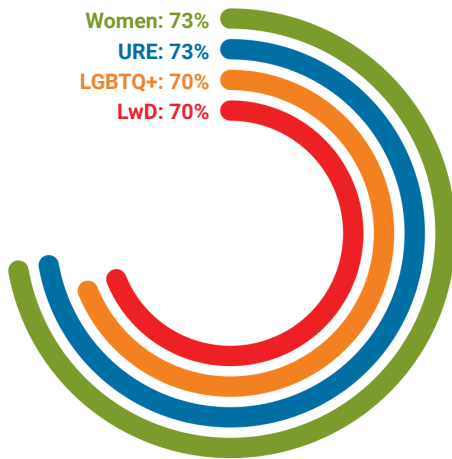
Regulatory

Does the practice group track and analyze **leave** (e.g., maternity, paternity, gender neutral, elder care) and ensure it is being used equitably across various demographic populations?

- Compare with Corporate/Commercial/ Finance practice groups
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Does the practice group track and analyze **part-time, flextime, telecommuting, or other agile work options** and ensure equitable utilization across various demographic populations?

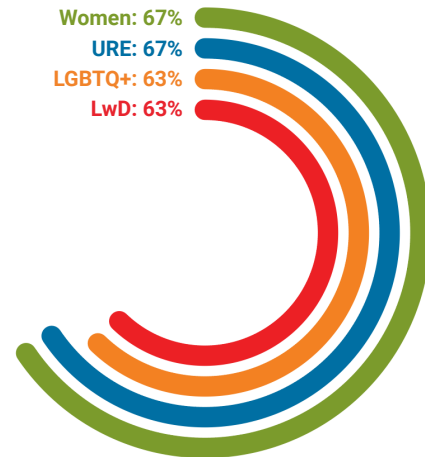


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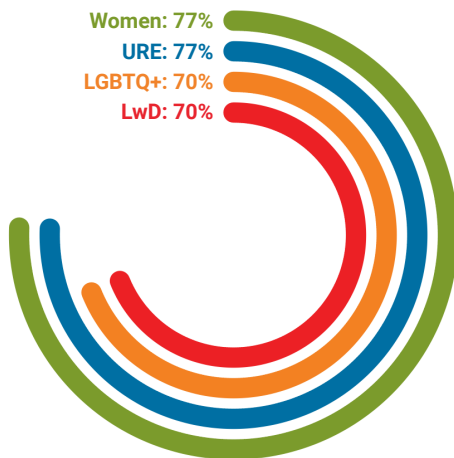
Regulatory

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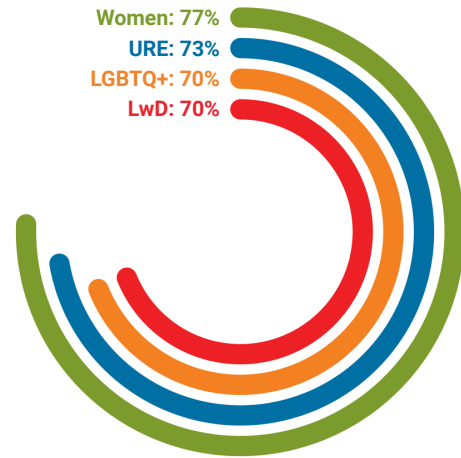


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Regulatory

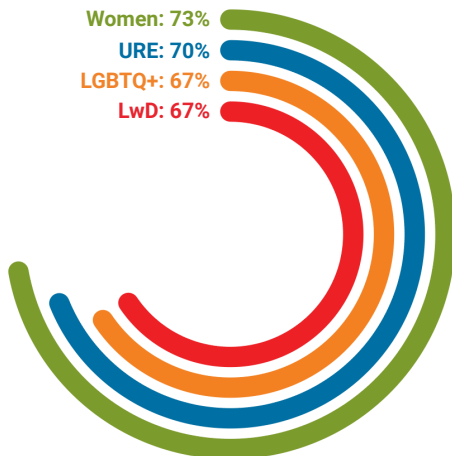
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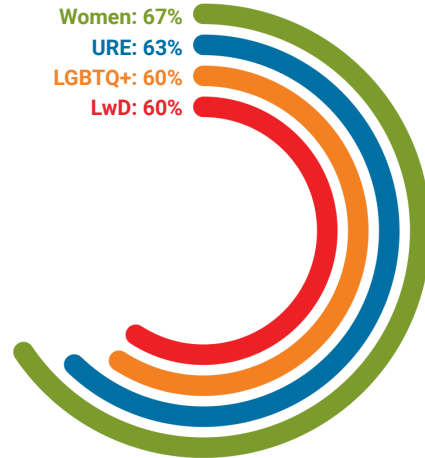


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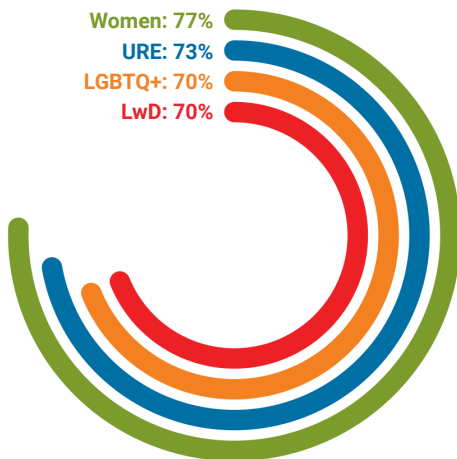
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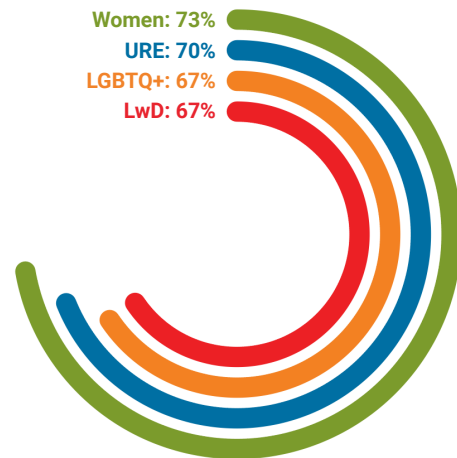


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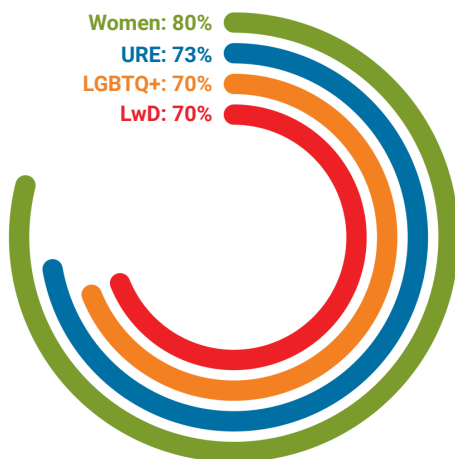
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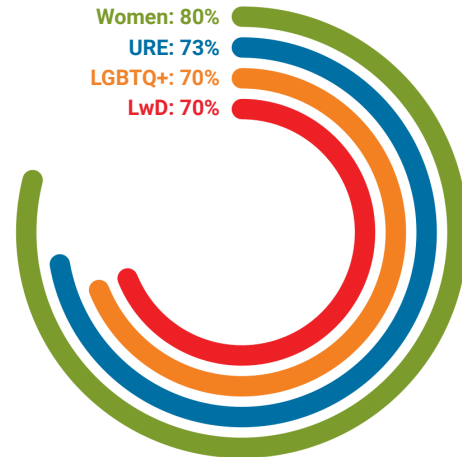


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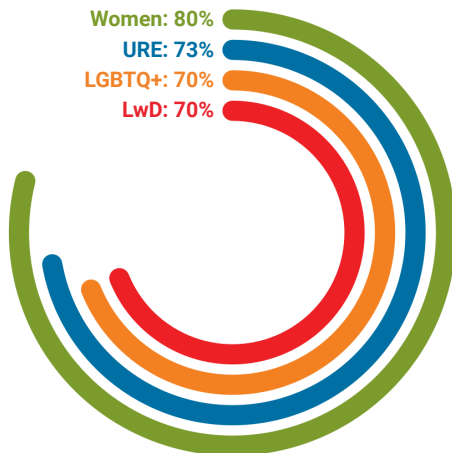
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Client Collaboration and Development:

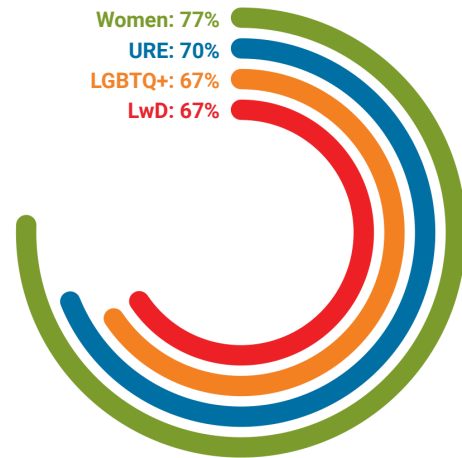
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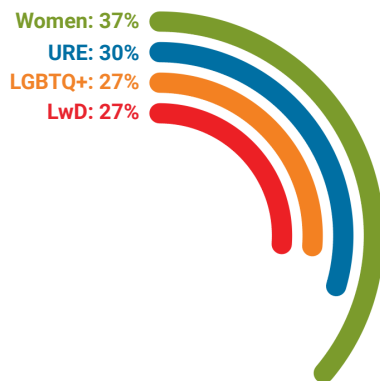
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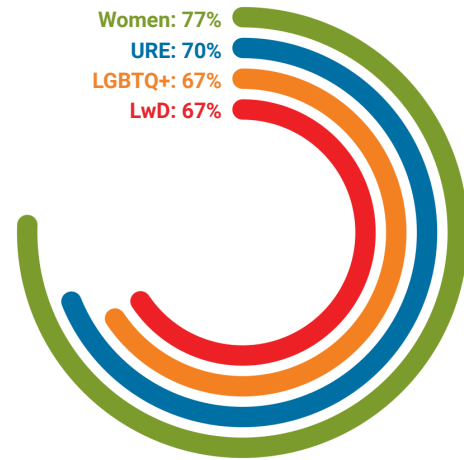


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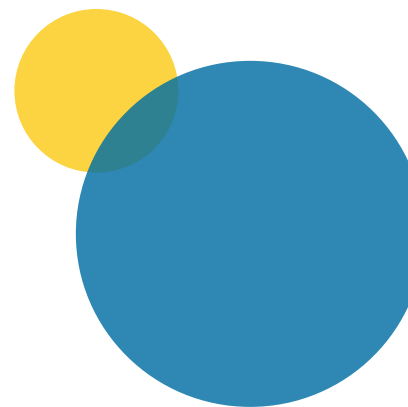
Section 6:

Conclusion

Where Do We Go From Here?

The Inclusion Blueprint is distinctive because it measures action. We encourage practice groups to work with it in that spirit, engaging with each action listed as a way to evaluate their practices in that area. We invite practice groups to develop a plan to adopt and implement new actions each year with the goal of applying an increasing amount of the practices and policies listed here. We recommend that practice groups use data to help prioritize which policies to start with. If you don't know where to start, Diversity Lab is happy to offer advice.

As mentioned above, the Inclusion Blueprint will continue to evolve to meet the legal profession where it is while pushing it to do better and achieve more. We look forward to hearing how the Inclusion Blueprint helps to shift practice groups' actions in the coming year and continuing to measure the impact these important changes have on the legal profession.



About Diversity Lab

Diversity Lab works with law firms and legal departments across the globe to create more fair, equitable, and inclusive communities and workplaces. We disrupt bias in talent systems by embedding structure, accountability, and transparency. We leverage data, behavioral science, and design thinking to create and pilot experimental ideas with more than 300 leading law firms and legal departments across the U.S. and beyond. In collaboration with our clients, we measure the results and share the lessons learned with the broader legal community.

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Vianna Fagel, MBA
Director of Data Management, Analytics, & Reporting
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