

Talent Advisory Board Research Update – December 5, 2012  
*Legal Industry Diversity Report*

### **Corporate Equality Index**

2013

Human Rights Campaign

<http://www.hrc.org/corporate-equality-index/#.ULUaKY7E7a5>

The Human Rights Campaign invited the largest Fortune 1000 companies and AM Law's Top 200 revenue grossing law firms to complete its annual survey ranking for LGBT-friendly policies and benefits. A total of 688 employers were officially rated based on the following five criteria that are equally weighted: (1) Equal Employment Opportunity Policies, (2) Employment Benefits for the LGBT workforce, (3) Organizational LGBT Competency, (4) Public Commitment and, and (5) Responsible Citizenship. The number of companies that received a 100% ranking increased from 189 in 2011 to 252 in 2012. The businesses with 100% ratings span across nearly every industry and major geography of the U.S. with the number of law firms rising from 30 in 2008 to 71 in 2012. The report indicates that businesses are implementing an ethos of LGBT inclusion that goes beyond U.S. employee policies and are aligning their corporate LGBT values with suppliers, funders, and within the community at large. Of the Fortune 500 companies, 88 percent implemented sexual orientation non-discrimination policies, 57 percent implemented gender identity non-discrimination policies, 62 percent offered domestic partner health benefits, 25 percent offered transgender-inclusive benefits, and 48 percent showed a public commitment to the LGBT community.

### **Women Offered Fewer Career-Advancing "Hot Jobs"**

November 2012

Catalyst

<http://www.catalyst.org/publication/582/good-intentions-imperfect-execution-women-get-fewer-of-the-hot-jobs-needed-to-advance>

A longitudinal study by Catalyst of 1660 MBA Alumni over the years 2010-2011 reported that fewer women than men get jobs that predict advancement. These jobs are said to have characteristics such as international experience opportunities, mission-critical roles, and highly visible projects. The report found that women worked on fewer of the most visible projects, received less experience in mission critical roles, and got fewer international experiences. The report indicates that while most global companies have embraced the business case for gender diversity, the diversity programs implemented may not be paying off equally for men and women. Leadership development experts generally agree that 10% of development happens in formal programs, 20% from networking, mentoring and other influential relationships, and 70% from on-the-job experiences ("the 70/20/10 model.") The results of the survey approximately matched the 70/20/10 model of factors responsible for career development. Of the survey respondents, 62 percent said that increases leadership and

promotional opportunities have the greatest impact on their careers, 44 percent said that forming critical relationships with influential others had the most impact on their careers and, 10 percent cited training and other formal opportunities as having the most impact on their careers.

### **Global Gender Gap**

2012

World Economic Forum

<http://www.weforum.org/issues/global-gender-gap>

The Global Gender Gap Index measures the magnitude and scope of gender-based disparities and tracks their progress. The index measures four criteria (economic, political, education, and health) benchmarked on gender gaps and provides country rankings that allow for comparisons across regions and income groups and over time. The Index focuses on measuring gaps rather than levels and measuring gaps in outcome variables rather than gaps in inputs or mean variables. It also ranks countries based on gender equality rather than on female empowerment. The 2012 index shows that the 135 countries covered in the report have closed 96 percent of the gap in health and 93 percent of the educational gap. The gaps in economic participation and political empowerment however are still wide (60 percent of economic outcomes gap and 20 percent of political empowerment gap has been closed).

### **Diversity Benchmarking Study: A Report to Signatory Law Firms**

2011

New York City Bar Association

[http://www.nycbar.org/images/stories/pdfs/diversity/2011\\_law\\_firm\\_diversity\\_benchmarking\\_report.pdf](http://www.nycbar.org/images/stories/pdfs/diversity/2011_law_firm_diversity_benchmarking_report.pdf)

The New York Bar Association's 2011 Diversity Benchmarking Study of 74 law firms shows that minority associates have gained some of the ground lost from 2009 to 2011. Overall, minority attorney representation rose from 16.6 percent in 2010 to 17.2 percent in 2011 but is still below the 2009 level of 18.1 percent. Women on the other hand had increased representation at the upper levels (from 17.5 percent partners to 18.3 percent partners). Both women and minorities however lack critical mass among key leadership bodies and seem to fare better at single-tier firms. Firms continue to enhance diversity through hiring but the turnover of diverse attorneys continues to increase. In 2011, 29 percent minority mid-level associates and 28 percent minority senior associates vs. 25 percent white mid-level associates and 23 percent of white senior associates voluntarily left signatory firms. Gay attorneys, however, are experiencing an upward trend in representation at signatory firms.

### **A Comprehensive Examination of Diversity Demographics, Initiatives, and Policies in Corporate legal Departments**

2011

Minority Corporate Counsel Association

[http://www.mcca.com/data/global/images/Research/MCCA\\_CLDD\\_Book.pdf](http://www.mcca.com/data/global/images/Research/MCCA_CLDD_Book.pdf)

The Minority Corporate Counsel Association surveyed 765 legal departments in 2011. The report is segmented into three parts: (1) Diversity Demographics, (2) Diversity Program Structures and Administration, and (3) Tracking and Measuring Outside Counsel Efforts. The report found that 20 percent of corporate legal departments were headed by a racial minority, 36 percent were headed by women, and 9 percent were headed by a female racial minority. Corporate departments with only one employee reported 31 percent of the time that the one employee was a racial minority compared to 10 percent top legal officers in departments with over 75 attorneys. Sixteen percent of the total US direct reports to the chief legal officers were minorities. Minority women were reported to hold more direct report positions than minority men (9 percent vs. 7 percent). Of the corporate departments surveyed, only 30 percent had diversity programs in place and only 13 percent had special outreach efforts for attracting female attorneys. Legal departments with more than 26 attorneys reported over 50 percent of the time that they survey or meet with their outside counsel to track results and measure progress. However, only 8 percent said that they have changed their relationship with law firms based on diversity metrics or on efforts of the firm.