

LAW FIRM DIVERSITY

REPORT TO SIGNATORIES OF THE STATEMENT OF DIVERSITY PRINCIPLES

BENCHMARKING REPORT

NEW YORK
CITY BAR

The logo for the New York City Bar, featuring the text "NEW YORK CITY BAR" in a serif font, centered between two horizontal blue bars.

NEW YORK
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2007 Diversity Benchmarking Study: A Report to Signatory Law Firms

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PURPOSE

With the signing of the New York City Bar's Statement of Diversity Principles, major legal employers are making possible the tracking of diversity metrics through time. The 2007 diversity benchmark results represent the third reporting of key diversity information for law firms in New York City and illuminate both areas of progress as well as the need for continued focus. Benchmarking is a powerful means for signatory law firms to understand the broader landscape for diversity as well as their own particular journeys in their efforts to increase diversity and inclusion. Firms receive customized reports that allow them to compare their results both with those of all New York City Bar law firm signatories as well as with other firms comparable in size.

METHODOLOGY

- This data is based on the responses of 94 law firm signatories to the New York City Bar's Statement of Diversity Principles and represents a 90 percent response rate.
- All representation data for the 2007 benchmark results is as of January 2007 while the flow data such as hiring and turnover represents activity during the prior year or from January to December of 2006. (Note: Similarly for the 2006 benchmark results the representation data is as of January 2006 and the flow data represents activity during the 2005 calendar year.)
- The data represents only the New York City area offices of the signatory firms.
- For comparison purposes, we utilized the demographic categories and terminology employed by the National Association of Law Placement (NALP). As such, we collected data on Women, Men, American Indian, Asian-American/Pacific-Islanders, Black, Hispanic, Multi-racial, Openly Gay, and Attorneys with Disabilities.
- Data tracked for the first time in the 2007 results include the composition of equity partners as well as other key leadership roles in firms such as practice group heads and management committee members. Instead of tracking associate hiring as one category, we have collected data on first year associates as distinct from lateral associate hires. Finally, this reporting marks the initial tracking of the usage of flexibility by newly-promoted partners as well as by equity partners and other firm leadership roles.

EXECUTIVE SUMMARY

With the ascent of Barack Obama, a multi-racial attorney, to the Presidency of the United States, the question of diversity in the legal profession will forever be viewed in a different light. As we celebrate this momentous turning point, the 2007 benchmark results of the New York City Bar law firm signatories underscore both progress and a compelling need for ongoing effort.

Women and minority attorneys represent an important part of the talent pool and have entered law firms in substantial numbers. Yet their ascent to leadership roles represents the exception far more than the rule and they have not yet reached the tipping point where they regularly have a voice at the table of large and medium-sized law firms. There are certainly exceptions and President Obama has ignited our collective sense of possibility but systemic practices and norms in the legal profession remain as powerful obstacles for many attorneys.

The highlights of the 2007 benchmark study illustrate the efforts, challenges, and progress of firms seeking to create greater diversity in the legal profession.

Key Findings

- ***The diversity profile of attorneys has trended in the right direction overall and at key levels since the New York City Bar began tracking diversity metrics but the trend lines can be characterized as very gradual.*** Between 2004 and 2007, associate-level minority attorneys have increased from 21.1% to 22.8% and minority partners rose from 4.7% to 5.4%. The comparable figures for women attorneys were 45.1% of associates (vs. 43.6% in 2004) and 16.6% of partners increasing from 15.6% in the first benchmark report. At this rate of change, it will remain decades before law firms get the full benefit of the diverse legal talent available.
- ***Diversity declines dramatically throughout the hierarchy at signatory law firms.*** The representation of women attorneys drops from 45% of associates to 17% of partners, 15% of equity partners and 4% of managing partners. With a similar decline, minority attorneys represented 23% of associates and less than 10% of attorneys at all other levels. Conversely, the ascension of white male attorneys in signatory firms tells a very different story with white men increasing from 45% of associates to 4 of 5 partners and over 90% of managing partners.
- ***Hiring has been used as a key lever by signatory firms to increase racial and ethnic diversity yet the higher attrition rates of minority attorneys relative to their white peers diminish the gains.*** At every level - associates, special counsel and partners - minority attorneys were

hired in a higher rate than their representation at that level. For instance while minorities comprised 5% of partners at the beginning of 2006, they were hired in at more than twice that rate (10.2% of lateral partner hires). At the same time, the turnover rate of minority attorneys at every level is higher than for white attorneys and is reported at 6.1% for minority partners compared with 5.1% for their white colleagues.

- ***The main entry into the partnership for women attorneys was through internal promotions rather than external hiring.*** Women comprised 16.6% of all signatory firm partners at the beginning of 2006 - and 16% of those hired in as lateral partners during the year. Yet they represented one in three attorneys promoted to the partnership during 2006 – or twice the rate of their representation at the beginning of the year – which serves to strengthen their standing in the partnership ranks.
- ***There was a significant drop in turnover from the 2006 to the 2007 benchmark results evident across levels, gender, and racial/ethnic status.*** In the 2006 results the turnover rate for minority associates was 30% declining to 23% in the most recent benchmarking data. For women associates the turnover rate declined from 29% to 22%, which eliminated the differential by gender with the turnover rate in the 2007 results also at 22% for male associates. Among special counsel attorneys the turnover rate went down substantially from 34% to 20% for minorities, from 19% to 10% for whites and from 19% to 9% for women attorneys.
- ***Data on dimensions of diversity outside of gender and minority status remains scant but is improving.*** The representation of openly gay attorneys has stayed consistent at approximately 2.5% since the 2006 benchmark results and is substantially greater than among corporate signatory law departments at 1.1% of all attorneys. Disability status remains a hidden dimension of diversity among attorneys at signatory firms with only 20 of more than 18,000 attorneys or 0.1% reporting this result.
- ***While usage of formal flexible work arrangements remains relatively low overall, there are several signs of progress.*** Usage of flexible work practices was 4.6% and increased across every category by both gender and level from the 2006 to the 2007 benchmark data. Women associates and women partners were nearly equally likely to report working on flexible schedules and of those attorneys working flexibly, men were more likely to work reduced schedules than their female counterparts. Special counsel roles are the primary forum for attorneys seeking greater flexibility in signatory firms with 33% of women and 7% of men special counsel reporting working on formal flexible schedules.

- ***In comparison to signatory legal departments, firms employ a smaller percent of both women and minorities overall and at all points along the career path. The discrepancy is most dramatic at leadership levels.*** Women represent 44% of attorneys in signatory corporate legal departments compared with 36% women attorneys in signatory firms. At the top leadership level, women attorneys comprise 4% of managing partners versus 25% of signatory general counsel. Minority attorneys represent approximately 5% of law firm partners relative to 15% of deputy general counsels and practice heads in corporate legal departments; they comprise 2% of managing partners - compared with 6% of chief legal officers - among signatory corporations.

Conclusion: The context in which law firms operate has changed dramatically in recent decades including the emergence of very large global firms and of small niche firms, the focus of law firm clients on diversity and inclusion, and major changes in the talent pool. Firms are responding with myriad efforts to recruit, retain, and develop diverse attorneys.

The most recent benchmark results marked several positive developments such as an increase in the representation of women and minority attorneys from 2004 to 2007, proactive hiring of minority attorneys, and particular efforts to promote women and minorities into the partnership. In comparison to national figures, the New York City Bar signatories register positive results and have cause to celebrate. Yet many challenges remain for signatory firms – and for the profession as a whole – in having the top of the law firm pyramid even vaguely resemble the profile of those entering the legal profession at the associate ranks.

The economic implosion of late 2008 continuing into early 2009 may exacerbate the difficulty of sustaining the small diversity gains signatory firms have made in recent years. Firms will need to remain vigilant to insure that women and minority attorneys are not disproportionately affected by the difficult economic climate.

As importantly, a core question for signatory firms and for the entire legal profession is what rate of change is acceptable. Time alone will not create nor expedite change and the extension of current trend lines translates into another generation of diverse attorneys who will not be insufficiently represented in the leadership ranks. While President Obama represents what is possible, the hope is that systemic change will drive diversity throughout the leadership of law firms and throughout the legal profession.

INTRODUCTION

The year 2008 represents a compelling moment in history as we consider diversity in the legal profession, particularly in law firms. The election of Barack Obama – a multi-racial attorney who started his legal career in a Chicago-area law firm – to the presidency of the United States is a reason to take pause and celebrate this extraordinary and historic achievement regardless of one's political affiliation. How his presidency will impact the future diversity of the legal profession will unfold over the coming years and represents great hope for many.

Creating and sustaining greater diversity is challenging and requires long-term focus and ongoing attention akin to cultivating client relationships and developing new legal talent. Benchmark data enables firms to ground their ongoing diversity efforts with actual results. As the common saying goes, information is power and the goal is for measureable comparative data to fuel the hard work that law firms are undertaking to adapt to the seismic changes in the profession, including profound changes in the diversity of their talent pool and client base.

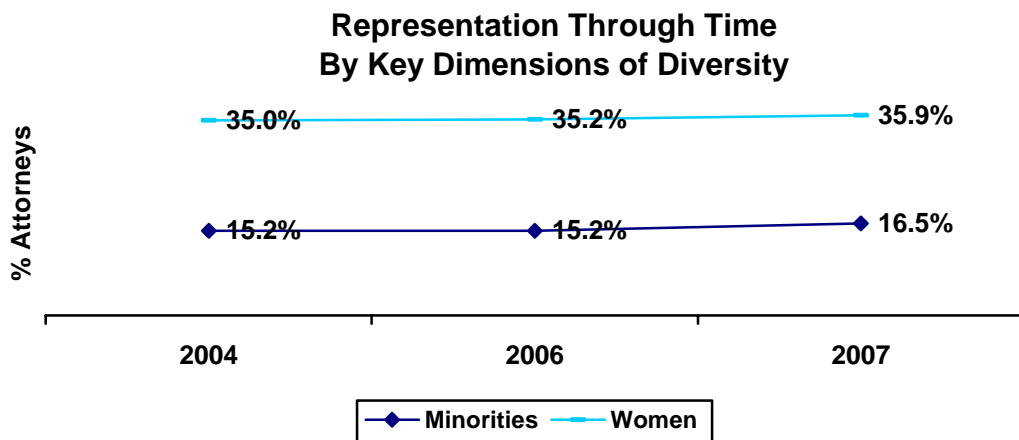
This report analyzes a comprehensive array of diversity metrics across several key dimensions of diversity including gender, race/ethnicity, openly-gay attorneys and disabled attorneys. The data encompasses the representation of attorneys at key levels along the law firm hierarchy and includes information on the hiring and turnover of attorneys as well as their use of flexibility.

The report explores points of comparison with data from the 2004 and 2006 law firm benchmark results, with the legal departments of corporate signatories and with data on national law firm statistics in addition to other external data providing helpful context in interpreting the results.

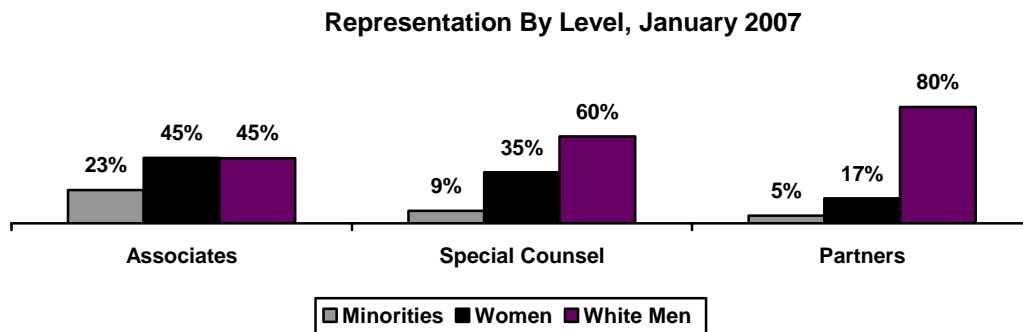
Let us use the benchmark results to assess how to move forward and to continue supporting the increasing diversity we seek in the legal profession.

THE DIVERSITY PROFILE OF SIGNATORY LAW FIRMS

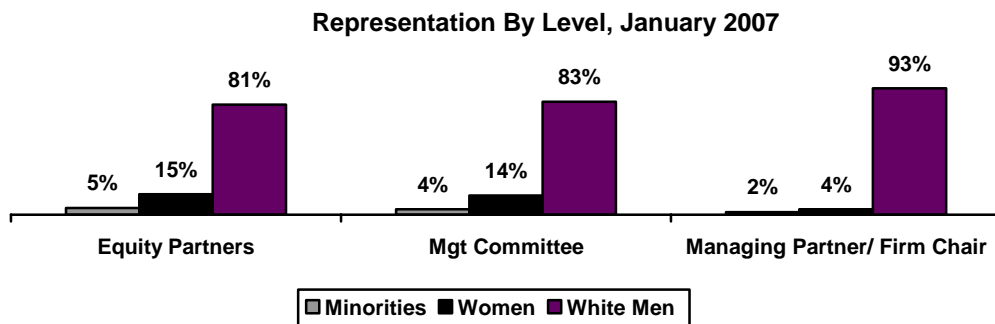
A snapshot of the diversity profile of signatory firms in 2007 reveals that women comprised 36% of attorneys and minorities represented 16.5% of the total attorney population of New York firms. The chart below captures the results over the three measurement periods since the New York City Bar started tracking this benchmark data. While there has been some progress over this several year horizon, the trend line has been flat.



The data below provides a dramatic picture of the increasing homogeneity of attorneys - by gender and race/ethnicity - through the law firm hierarchy. While white men represent a little less than half of all associates, they comprise 3 of 5 special counsel attorneys and 4 of 5 partners.



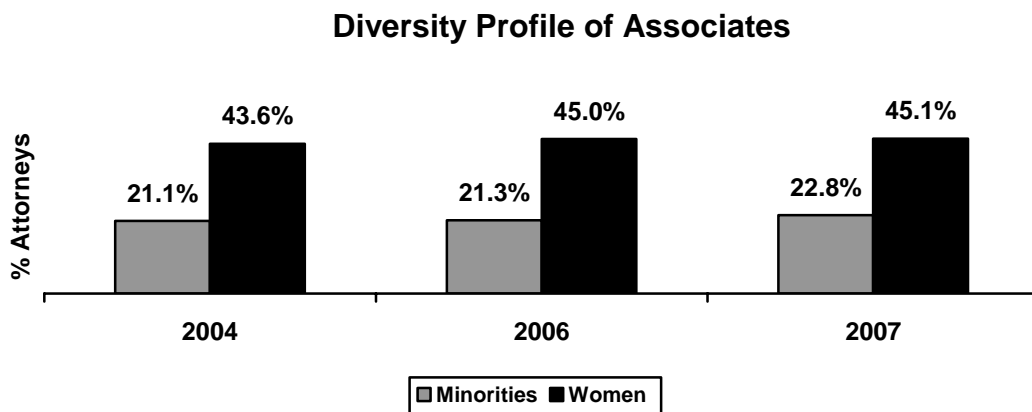
The 2007 results mark the first time that the New York City Bar has tracked diversity information on equity partners and on key leadership roles within the partnership. The data at the equity partner level and above continues the pattern of declining representation for women and minority attorneys and increasing representation for their white male colleagues.



Analysis at key levels, including the flow of talent into and out of specific attorney roles, helps in better understanding how firms are seeking to make progress and where their efforts are making a difference.

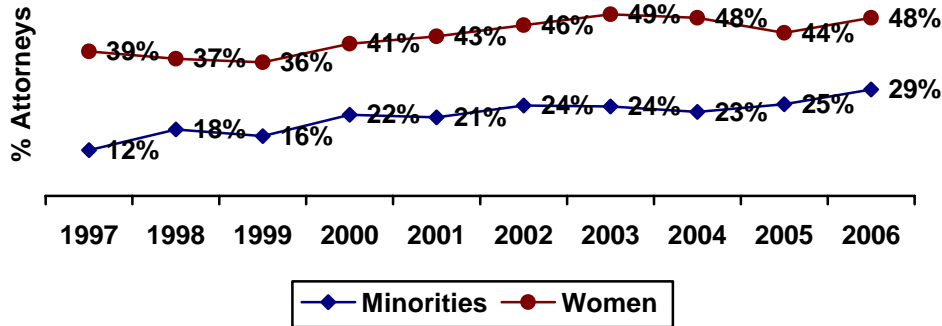
Associates

At the associate level, where diversity is greatest, women represent close to half of attorneys and minority attorneys represent more than one in five associates in New York firms. These figures have improved for both women and minorities since the New York City Bar started collecting this data in 2004. The primary increase for women attorneys occurred from the 2004 to 2006 reporting periods while minority attorneys marked a clear improvement with the 2007 results.



Analysis of the remaining associates at signatory firms – by class year since 1997 – provides a visual representation of a longer-term trend. Among associates at firms in 2007, the more recent classes are more diverse than the longer tenured classes. It is important to note that this data does not reflect the diversity profile of the classes when they were first hired and it does not distinguish between associates hired from law school as distinct from those hired as laterals.

Representation of Minorities and Women Associates Remaining By Class Year As of January 2007



While we do not have historical data over the last decade – the timeframe pictured in the graph above – for the hiring and attrition of associates, we can look at the window from early 2006 to early 2007 to better understand the flow of talent through the associate pool.

Review of the hiring data makes clear that firms have used associate hiring as a lever in diversifying the associate ranks by race and ethnicity. Minority attorneys were brought in at a higher rate throughout 2006, particularly through the new entering class (28%) and to a smaller extent with lateral hires (25%), than their representation at the beginning of 2006 (21%). This serves to improve the diversity profile. Looking at the percent of associates leaving their firms during 2006, unfortunately minorities also turned over at a higher rate than their January 2006 representation thus cutting into some of the gains made through hiring decisions.

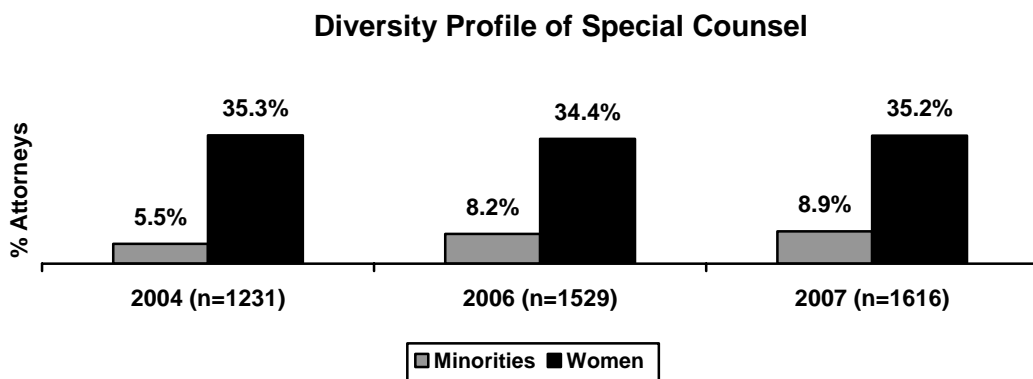
Women associates entered signatory firms as first years at a higher percentage (47%) than their representation (45%) and at the same percentage through lateral hiring decisions (45%). Among associates leaving signatory firms in 2006, women also left at a slightly lower percent than their starting point at the beginning of the year (45% vs. 44.7%).

Diversity Profile of Associates



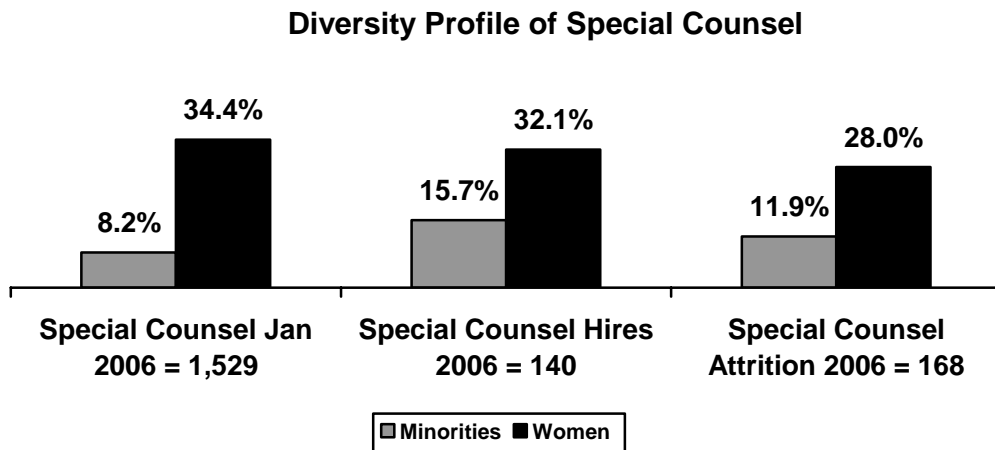
Special Counsel

The overall diversity of special counsel attorneys declines substantially from the associate level. While women special counsel drop from 45% to 35%, minority attorneys decline from 23% to 9% and white men rise from 45% to 60% of the total. Assessment of the diversity profile of special counsel attorneys across time highlights a more significant jump in minority representation from 2004 to 2006 followed by a smaller increase in the latest reporting. Women special counsel showed little change.



At the beginning of 2006, minority attorneys represented 8.2% of all special counsel. During the 2006 calendar year, they were hired in at nearly double that percent (15.7%) and represented 12% of all special counsels leaving their firms. Ambitious hiring efforts were diminished by minority special counsel turning over at a larger percentage than their representation.

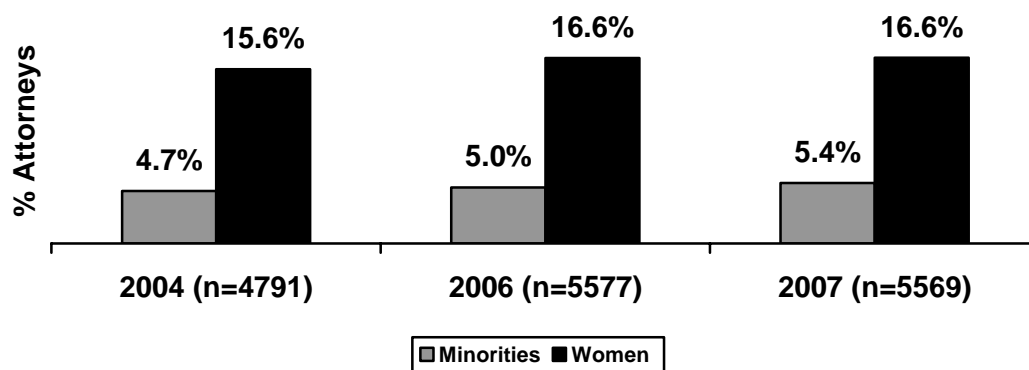
Special counsel women were hired into this role at a somewhat lower rate (32%) than their existing representation (34%) and also left these positions at a significantly lower rate (28%). The net change from 2006 to 2007 was a small increase in the representation of women to 35.2% of all special counsel attorneys.



Partners

There has been some progress in creating greater diversity at the partner level over the last three reporting periods. As illustrated in the chart, the trend lines for both women and for minorities have been upward though at a very gradual incline. The 2007 results indicate that women comprise nearly 17% and minorities over 5% of signatory partners. For the first time, signatory firms were asked to supply information on equity partners in their 2007 reporting. Among equity partners women comprised 15.1% and minorities 4.8% of the total.

Diversity Profile of Partners



The 2007 data from signatory firms on hiring and promotions clearly highlights efforts to diversify the partnership. The percentage of women comprising the new partner class increased from one in five to one in three – a substantial change – from the 2004 to the 2007 results. Minority attorneys also increased over the three reporting windows though to a less dramatic extent than women rising from 7% to 8.5% of new partner promotes. A major change from the 2006 to 2007 results was the increase in the number of new partner promotes nearly doubling from 245 to 448 attorneys.

Lateral partner hires are less diverse than new partner promotes with white men comprising 74% of this group in comparison with 63% of partners promoted internally. The data illustrates that lateral hires followed a more random pattern since 2004 with regards to diversity than new partner promotes.

	Women	Minorities
New partner promotions 2004 data	20.9%	7.0%
New partner promotions 2006 data	29.0%	7.4%
New partner promotions 2007 data	32.6%	8.5%
Lateral partner hires 2004 data	13.0%	5.5%
Lateral partner hires 2006 data	20.3%	3.2%
Lateral partner hires 2007 data	16.0%	10.2%

Looking at the two inflows into the partnership – attorneys promoted from within and lateral hires – tells a different story for women and minorities. Both internal promotions and external hires were drivers in increasing the minority representation in the partnership. Particularly, among lateral hires, minority attorneys were brought in at twice the level (10.2% vs. 5%) of their representation in early 2006. For women attorneys, new partner promotions were the more powerful lever contributing to increasing their representation among the partner ranks. Women represented 16.6% of all partners in early 2006 and were promoted internally to partner at twice that rate (32.6%). Lateral hiring of women from 2006 to 2007 declined from 20% to 16%, a rate that would essentially maintain their representation at the partnership level.

Diversity Profile of Existing & Incoming Partners



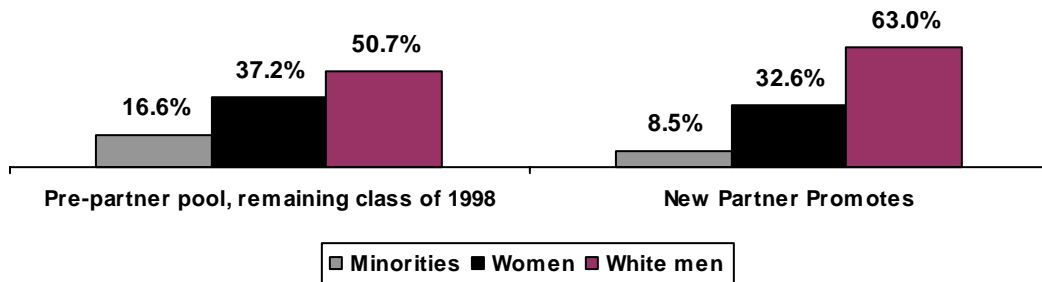
In *Women Lawyers and Obstacles to Leadership*¹, researchers found that women associates in Massachusetts who switched firms were half as likely to have made partner at their new firms as those who stayed with their firms (8% switchers vs. 16% stayers). Male associates who left were only 3% less likely than those who stayed to make partner (17% switchers vs. 20% stayers). This finding seems consistent with these benchmark results that an internal promotion – rather than lateral hiring – is the more effective vehicle for women attorneys to become partners.

The 2006 benchmarking report made a prediction of sorts. The report read, “The remaining members of the class of 1998 can be considered the pre-partner pool for the upcoming 2006 partnership decision. If the upcoming class of partners matched the demographics of the available talent pool still remaining then women would increase to 37% and minorities would more than double to 17 percent.” The chart below illustrates that both women and minorities did not fully reflect the possible talent pool in the actual partnership decisions. The gap was

¹ Women Lawyers and Obstacles to Leadership: A Report of MIT Workplace Center Surveys on Comparative Career Decisions And Attrition Rates OF Women And Men in Massachusetts Law Firms, Mona Harrington and Helen His, Spring 2007

however much smaller for women (37.2% vs. 32.6%) than for minority partner candidates (16.6% vs. 8.5%).

Pre Partner Pool vs. Actual New Partner Promotes



If the pre-partner group of attorneys was assumed to come from not a single class but rather to span three class years – from 1997 to 1999 – the actual representation of women and minority new partner promotes remains well below their potential representation given the diversity profile of associates in those years.

The National Picture

There are multiple sources of national data on the representation of attorneys at key levels. This information helps to describe the broader picture for attorneys across the country.

The data on women associates is highly comparable across several sources hovering around 45% while at the partner level there is greater variability. The national NALP figures for women partners is relatively close to the New York City Bar's results while NALP's New York City data (measuring the representation with New York City offices of firms) is less favorable. In 1993 when NALP first began tracking diversity benchmarking data, women partners represented 12.3% so there has been measurable progress. The newly launched Best Law Firms for Women published in Working Mother magazine in 2007 indicated similar results to the New York City Bar's benchmarking data regarding women equity and non-equity partners.

The New York City Bar's diversity representation data for minority attorneys is favorable in comparison to other national and local statistics, particularly with regards to minority associates who comprise 23% of all attorneys. The New York City Bar figures are somewhat higher than for other relevant comparisons at the partner level. When NALP first began tracking minority representation data in 1993, minorities comprised 2.55% of partners at national firms.

Source	Associates	Partners	Total
NY City Bar	MinM - 10.0% MinW - 12.8% Wom - 45.1% Min - 22.8%	MinM - 3.8% MinW - 1.6% Wom - 16.6% Min - 5.4% (Non-equity partner) Wom - 21.9% (Equity partner) Wom - 15.1% Min - 4.8%	MinM - 7.7% MinW - 8.8% Wom - 35.9% Min - 16.5%
NALP - 1 (National)	MinM - NA MinW - 9.2% Wom - 44.3% Min - 16.7%	MinM - 3.5% MinW - 1.5% Wom - 17.9% Min - 5.0%	MinM - NA MinW - 5.2% Wom - 31.3% Min - 10.6%
NALP (New York City)	MinW - 11.4% Wom - 44.6% Min - 20.5%	MinW - 1.4% Wom - 15.7% Min - 5.1%	MinW - 7.7% Wom - 34.3% Min - 14.8%
MCCA – 2	Wom - 44.1% Min - 15.6%	Wom - 17.3% Min - 4.6%	
50 Best Firms for Women – 3	Wom - 47%	Wom - 22% (Non-equity) Wom - 16% (Equity)	
NAWL - 4		Wom - 16% (Equity)	

MinM - Minority men
MinW - Minority women
Wom - Women

WhM - White men
WhW - White women
Min - Minorities

Sources:

1. 2006-2007 National Association of Law Placement (NALP) Directory of Legal Employers (NDLE)
2. Diversity & The Bar, Firm Diversity: Effectuating Change from the Outside, by Holly Loiseau and Anant Raut, May/ June 2006, data from the Minority Corporate Counsel Association.
3. 2007 Working Mother & Flex-time Lawyers Trends Identified from National Survey, September 24, 2007, data on 50 Best Firms for Women.
4. National Association of Women Lawyers, National Survey on Retention and Promotion of Women in Law Firms, Nov. 2007

OVERVIEW OF TURNOVER DATA

To this point the discussion of turnover has been focused on the percent of the total turnover over a year represented by a particular attorney group (e.g., white men, women of color, etc.) For instance, if 1000 associates left their firms in 2006 and minority attorneys accounted for 200 of that 1000, their turnover percentage would be 20%.

It is also possible to talk about the *turnover rate* for particular employee groups. There are multiple ways to calculate turnover but the straight-forward approach used in this analysis is to calculate the number of employees who left their firms over a period of time divided by the total number of attorneys as of the beginning of the period. To clarify, if 50 women partners left their firms during the 2006 calendar year and the total number of women partners at the end of 2005 (the beginning of the period) was 1000, then the turnover rate would be 5% or 50 of the 1000 women partners who could have left.

This section looks specifically at the turnover rates of attorneys by level and at two different periods in time. The major finding, as illustrated in the table below, was the drop in turnover across the board. For example, the turnover rate for women associates declined from 28.5% in 2006 to 21.8% in 2007 and the turnover rate for male partners dropped from 8.1% to 5% over this same period.

Turnover Rates

	Associates		Special Counsel		Partners	
	2006	2007	2006	2007	2006	2007
Minorities	29.6%	22.8%	34.4%	19.5%	8.6%	6.1%
Whites	26.9%	21.3%	19.0%	10.2%	7.9%	5.1%
Women	28.5%	21.8%	18.8%	8.8%	7.2%	5.7%
Men	26.7%	21.9%	20.0%	11.4%	8.1%	5.0%

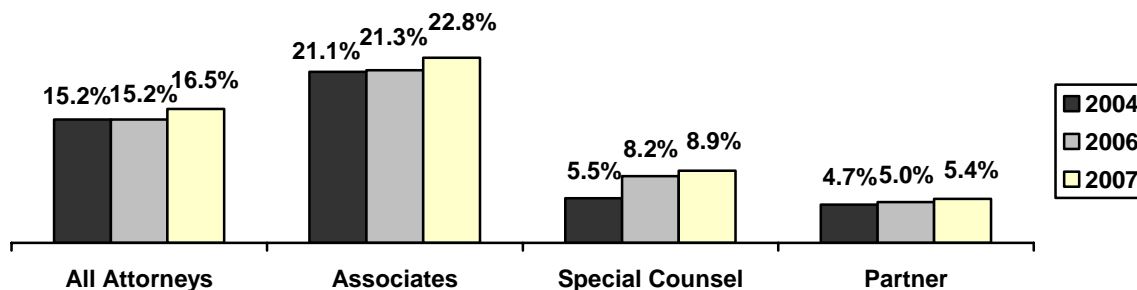
The table above also highlights some differences in the turnover rates across diverse groups of attorneys. At every level, minority attorneys leave at a higher rate than their white colleagues. The pattern for women is not consistent and while women and men associates left at virtually the same rate in the 2007 results, women special counsel left at a lesser rate and partners at a greater rate than their male colleagues. Relative to the results from the last benchmark study, the differential in the attrition rate by gender at the associate level declined from approximately 2% (28.5% vs. 26.7%) to essentially no difference. Often eliminating the gap in attrition by gender is a key goal of diversity efforts. This decline is an important sign of progress.

KEY DIMENSIONS OF DIVERSITY

Racial/ Ethnic Minorities

The 2006 benchmark report stated, “The data suggests that firms are on the right track with regards to women, but that much still needs to be done to attract, retain, and advance racial/ ethnic minorities. It is time for firms, and the profession as a whole, to re-double their efforts on this front.” The most recent results mark progress with a jump in minority attorneys at the associate level from 21% to nearly 23% and small continued improvements at the special counsel and partner levels. As described earlier in this report, signatory firms have – through their hiring and promotion decisions – sought to increase the diversity of minority attorneys at multiple levels. Their efforts are engendering progress.

**Representation by Level of Minorities in Signatory Law Firms
2004-2007**



The table on the next page provides detail on the representation of racial groups at signatory firms. It is important to note that not all minority attorneys provided detail on their race or ethnicity thus the total minority figures in the table are less in some instances (5.4% vs. 5.1% minority partners). Asian attorneys are the largest minority group at every level from associate through equity partner representing 9% of all attorneys at signatory firms. Interestingly, at the leadership levels of practice group heads and the management committee, Asians drop to the third most populous group.

African American attorneys represent 3.7% of the total and Hispanics represent 3.3%. The representation of African Americans and Hispanics follow a similar pattern of representation through the ranks of the law firm hierarchy.

	Assoc.	Special Counsel	Partners	Equity Partners	Practice Group Heads	Mgt Committee
Total Minorities	22.8%	8.6%	5.1%	4.8%	5.2%	4.4%
Black/African American	5.1%	1.9%	1.3%	1.0%	1.7%	1.5%
Hispanic	4.4%	1.9%	1.5%	1.7%	2.3%	1.7%
American Indian/ Alaskan	0.1%	0.0%	0.1%	0.0%	0.2%	0.1%
Asian/Pacific Islander	12.6%	4.7%	2.2%	2.0%	0.7%	0.9%
Multi-racial	0.8%	0.1%	0.1%	0.1%	0.3%	0.3%

Analysis of the key minority groups through time at the associate level indicates small signs of progress. Asian, Hispanic, and multi-racial attorneys all increased from one reporting horizon to the next.

Racial/ Ethnic Group	2004	2006	2007
Black/African American	5.1%	4.7%	5.1%
Hispanic	3.6%	3.9%	4.4%
American Indian/ Alaskan	0.3%	0.1%	0.1%
Asian/Pacific Islander	11.8%	11.9%	12.6%
Multi-racial	0.4%	0.7%	0.8%

At the special counsel level, the major change was the jump in the representation of Asian attorneys from 2004 to the later reporting periods. There was up and down movement among the other key racial groups between 2004 and 2007.

Racial/ Ethnic Group	2004	2006	2007
Black/African American	1.1%	2.0%	1.9%
Hispanic	1.6%	1.5%	1.9%
American Indian/ Alaskan	0.0%	0.1%	0.0%
Asian/Pacific Islander	2.8%	4.5%	4.7%
Multi-racial	0.0%	0.2%	0.1%

Partner representation data of minority attorneys at signatory firms can be characterized as a slight, positive trend line. There was upward movement across the reporting periods for the three largest minority groups – Asian, African American and Hispanic attorneys.

Racial/ Ethnic Group	2004	2006	2007
Black/African American	1.2%	1.2%	1.3%
Hispanic	1.4%	1.4%	1.5%
American Indian/ Alaskan	0.1%	0.1%	0.1%
Asian/Pacific Islander	1.9%	2.2%	2.2%
Multi-racial	0.0%	0.2%	0.1%

Analysis of the hiring and promotions data was encouraging. As mentioned earlier in this report, from the 2006 to the 2007 reporting horizons, there was a significant increase in hiring. While 18 minority attorneys were promoted to partner during the 2005 calendar year (2006 reporting), more than twice that number were promoted in 2006 as captured in the 2007 results. From the 2006 to the 2007 benchmark data, there was a four-fold increase in the number of lateral minority attorneys hired into partnership roles.

Among the major minority groups, the substantial increase in the number of Asians entering the partnership was notable rising from 11 to 36 attorneys - or more than a three-fold increase - from the 2006 to the 2007 reporting horizons.

New Promotes and Lateral Hires to Partner by Race/Ethnicity (% of all attorneys/ # of attorneys)				
	New Promotions		Lateral Hires	
	2006*	2007**	2006	2007
Am. Ind./Alsk.	0% (0)	0% (0)	0% (0)	0% (0)
As. & Pac. Isl.	3.7% (9)	4.9% (22)	0.9% (2)	5.1% (14)
Black/African American	1.2% (3)	2.0% (9)	0.9% (2)	2.6% (7)
Hispanic	1.6% (4)	1.6% (7)	1.4% (3)	2.6% (7)
Multi-Racial	0.8% (2)	0.0% (0)	0% (0)	0% (0)
Total Minorities	7.4% (18)	8.5% (38)	3.2% (7)	10.3% (28)

*2006 reporting represents turnover during the 2005 calendar year

**2007 reporting represents turnover during the 2006 calendar year

Some of the gain for minority attorneys through hiring and promotion decisions was diminished by an elevated attrition rate for minority attorneys at every level compared to white colleagues. African American attorneys reported the highest turnover rate at the associate level and special counsel levels (approximately one in four attorneys left their firms) while Asian attorneys registered the highest attrition rate at the partnership level.

Turnover Rates By Race/Ethnicity and Level January – December 2006				
	Associates	Special Counsel	Partners	
Asian	23.2%	19.1%	8.0%	
Black/African American	24.9%	22.6%	5.5%	
Hispanic	19.6%	19.2%	5.1%	
Minorities	22.8%	19.5%	6.1%	
White	21.3%	10.2%	5.1%	

Women of Color

Women of color representing two key dimensions of diversity, gender and race, can experience heightened difficulty advancing in organizations, particularly professional services firms.² The table below details a range of key metrics for assessing the experience of women of color attorneys in signatory law firms relative to other key demographic groups.

	Women of Color	Men of Color	White Women	White Men
New Hires (Class of 2006)	16.4%	12.1%	31.2%	40.3%
Pre-Partner Pool (Class of 1998)	7.5%	10.3%	29.8%	52.5%
Total Associates	12.8%	10.0%	32.3%	44.9%
Special Counsel	3.9%	5.0%	31.3%	59.8%
Partner	1.6%	3.8%	15.1%	79.6%
Most Recent Partner Promotions	4.9%	4.5%	27.7%	63.0%
Lateral Partner Hires	1.1%	9.8%	14.9%	74.2%
Associate Turnover Rate	22.2%	25.3%	21.7%	21.1%
Special Counsel Turnover Rate	7.8%	22.1%	8.9%	10.6%
Partner Turnover Rate	5.9%	6.4%	5.7%	4.9%

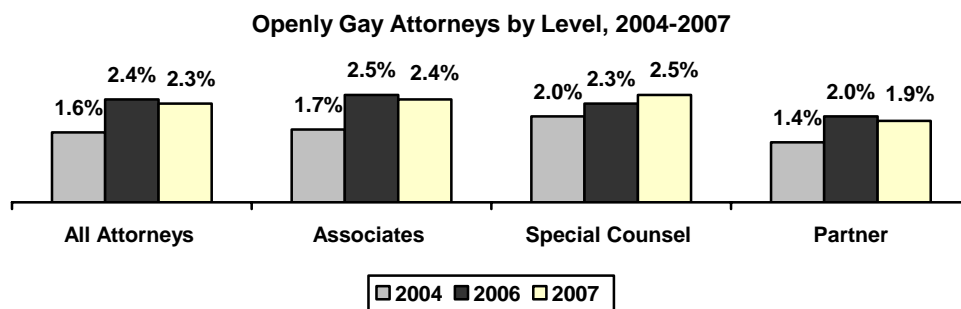
Compared with men of color, women of color are better represented in the new hire class and among total associates as well as reporting lower attrition rates at every level but they lag their male counterparts in their representation among senior counsel and firm partners. For women of color internal promotions – as opposed to external hiring – has been the primary avenue to move into the partnership.

The attrition rate for women of color is comparable to white women across levels however women of color represent a fraction of attorneys by level in comparison with white women. For both women of color and white women internal promotions have been the primary mechanism for becoming a partner to a far greater degree than being hired from the outside.

² Women of Color in U.S. Securities Firms—Women of Color in Professional Services Series, Catalyst 2008; Women of Color in Accounting—Women of Color in Professional Services Series, Catalyst 2008

Openly Gay Attorneys

From the 2004 to the 2006 benchmark results, there was a substantial increase in the reporting of openly gay attorneys jumping from 1.6% to 2.4% of all attorneys in signatory law firms; the count of openly gay attorneys increased from 272 to 428. The 2007 results kept the prior gain but changed little from 2006. A metric that declined was the percent of firms reporting even a single gay attorney which dropped from 80% of firms in the 2006 results to 69% in the most recent results.



As pictured above, the representation of openly gay attorneys is nearly identical at the associate and special counsel levels and slightly lower at the partner level. The fact that partners are nearly as likely to be openly gay as more junior attorneys is a positive sign and may suggest increasing acceptance of this aspect of diversity.

The New York City Bar hypothesizes that changes in the representation of openly gay attorneys is a reporting question rather than an indicator of increasing prevalence of gay attorneys in signatory firms. We believe that much of the gain from the 2004 to 2006 results was attributable to firm efforts to field an anonymous and confidential survey seeking information on sexual orientation. The goal for firms is to create inclusive work cultures where gay employees – and all employees – can feel most comfortable being themselves and consequently be able to focus their full energies on growing professionally and adding value for the firm.

The National Picture

In NALP's 2006-2007 Directory of Legal Employers, they report that openly gay attorneys comprise 1.42% of their national pool of over 130,000 attorneys working in firms. Since NALP began collecting data on openly gay attorneys in 2003, they have seen the percentage rise every year. Similar to the New York City Bar benchmark data, openly gay partners represent a smaller percent (1.1%) of partner-level attorneys than their associate counterparts (1.8%). NALP reports that 60% of openly gay attorneys work in four major cities (e.g. Washington, D.C., San Francisco, Los Angeles, New York) and the representation of openly gay attorneys in those cities is 2.2%, nearly identical to the 2007 benchmark results.

Attorneys with Disabilities

Disability status is a dimension of diversity that is not meaningfully captured in the benchmarking data. In 2004, 15 attorneys were reported as having disabilities rising to 17 in the 2006 reporting period and to 20 attorneys in the 2007 results. Both overall and by level, attorneys represent 0.1% of the 18,000 plus attorneys in the signatory law firm benchmark data. Of the 94 law firm signatories reporting in 2007, 13 (or 14%) indicate at least one attorney with a disability.

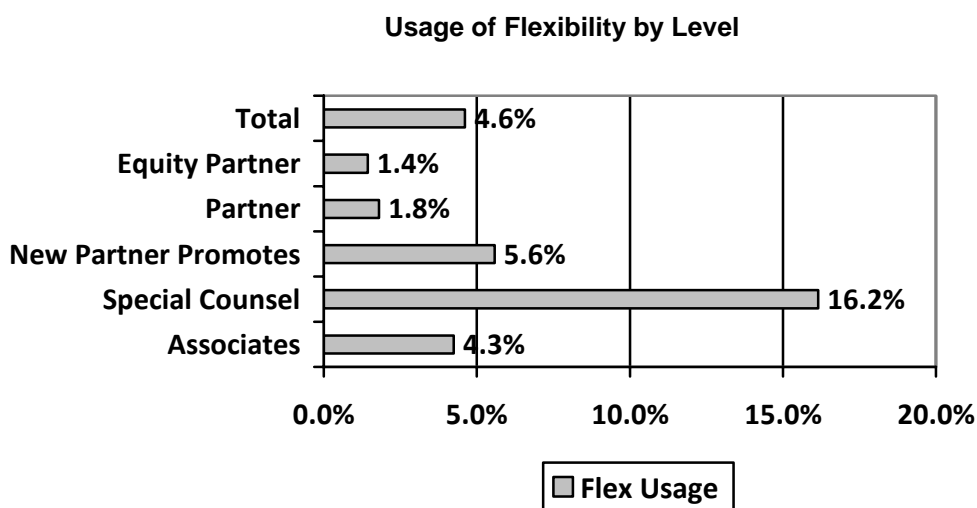
The comparable national statistics from NALP for disabled attorneys among law firms is .17% overall, .18% among partners and .14% among associates. Approximately 10% of firms in the NALP results indicate employing at least one attorney who is disabled.

It is unclear why the incidence of reported disabilities is so sparse. It could be that disability is defined more narrowly as physical disabilities rather than the more encompassing definition used by the New York City Bar which also includes mental health and learning issues. Perhaps more probable is that attorneys who do not have physical manifestations of their disabilities choose to keep that information private. In either case, the goal for signatory firms is to capture the broadest range of disabilities which impact their attorneys and to create work cultures where attorneys feel safe enough to disclose this private information.

USAGE OF FLEXIBLE WORK ARRANGEMENTS

While flexible work options are still not a widely used approach for managing the intensity of legal practice, the usage of flexibility marked some gains from the 2006 to the 2007 benchmarking results and women attorneys in law firm signatories report higher use than in national statistics. At the overall level, the usage of flexibility increased by a small amount – from 4% to 4.6%. The number of reported flexibility users ramped up from 733 to 864 attorneys and the usage increased across every category by gender and level from the 2006 to the 2007 results.

Assessing the use of flexible work arrangements by level indicates that the special counsel role is the one most closely connected with flexibility. By a three-fold margin, attorneys in special counsel positions report greater use of flexible work arrangements (16.2%) than the group with the next highest usage, new partner promotes at 5.6%. Perhaps not surprisingly partners, particularly equity partners, are the least likely to take advantage of formal flexibility.

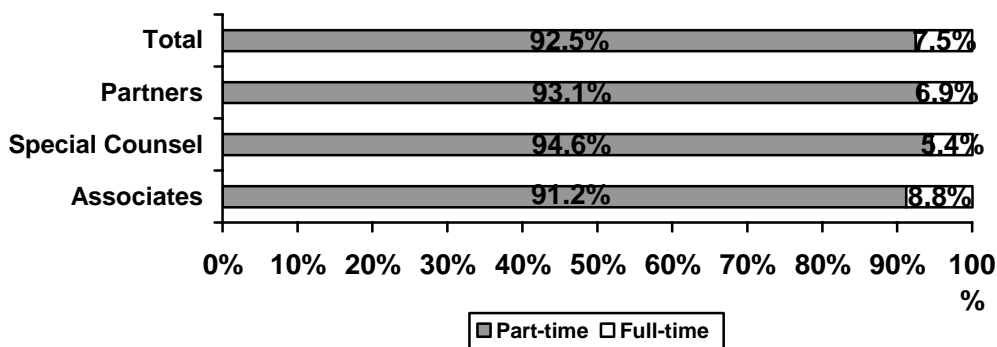


Firms reported on the usage of both full-time and part-time flexible work options by their attorneys. By far and away part-time flexibility is the chosen option for attorneys working in firms. This is distinct from attorneys working in signatory corporate legal departments who are nearly as likely to use full as part-time options.

The propensity to use part-time flexibility does not change materially by level with partners working flexibly being as likely to report working part-time as associates on flexible schedules. To illustrate, of those associates working on a flexible work option 91% report making use of part-time (versus full-time) flexibility. Among partners who report working on a flexible work option, 93% work on a reduced-hours schedule and 7% report working on a full-time flexible schedule.

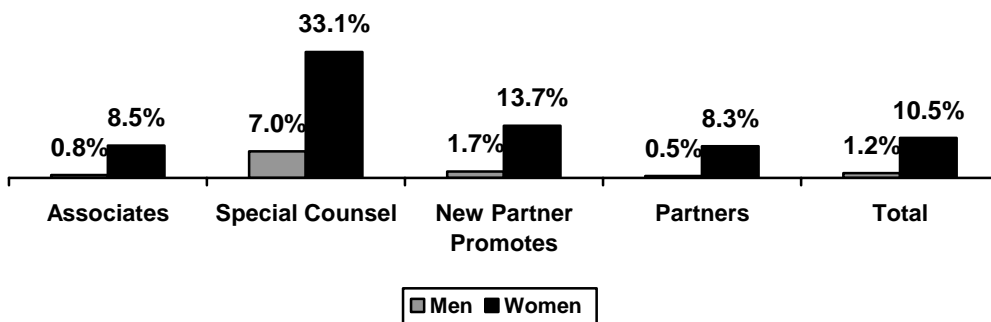
The tendency toward using part-time may be explained by attorneys already experiencing a reasonable degree of informal flexibility in their schedules and thus being less likely to formalize a full-time flexible work option. In addition, firm attorneys may gravitate toward part-time flexibility as a means to manage the very long hours which have become routine for most attorneys working in firm environments. Finally, in many firms there remains lingering resistance to the use of telecommuting thus part-time flexibility may be the preferred option among the menu of flexible work arrangements.

Type of Flexibility Used by Attorneys on Flexible Schedules, January 2007



Women attorneys are the primary users of formal flexibility accounting for 83% of the total user group. Women make greater use of flexible work arrangements than their male colleagues at every level. After women in special counsel roles, of whom one in three reports working on a flexible schedule, women new partner promotes are the next most common users of flexibility which is likely explained by their being in the life stage of having and raising young children. Interestingly, women partners and associates are nearly equally likely to report use of flexibility in the benchmark data. While flex usage by men remains low, a notable 7% of male attorneys in special counsel roles report working flexibly.

Usage of Formal Flexible Work Arrangements As of Jan. 2007

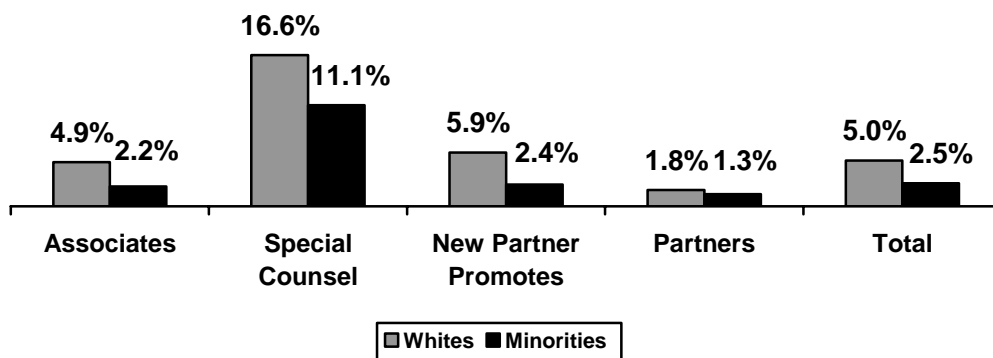


Analysis of the use of part-time versus full-time flexibility by gender – for the subset of attorneys who report working on a flexible schedule – reveals some interesting and unexpected findings. Male attorneys on flexible schedules indicate greater usage of part-time flexibility (versus full-time flexibility) overall and at the key three levels assessed in these benchmark results. These results diverge from the conventional wisdom that men may work flexibly but are far less likely to work part-time and forgo some of their income for more time and greater control.

Type of Flexibility Used by Attorneys on Flexible Schedules, January 2007									
	Associates		Special Counsel		Partners		Total		
	PT	FT	PT	FT	PT	FT	PT	FT	
Women	90.3%	9.7%	94.2%	5.8%	90.9%	9.1%	91.4%	8.6%	
Men	100.0%	0.0%	95.9%	4.1%	100.0%	0.0%	98.0%	2.0%	

Minority attorneys report less use of formal flexibility both overall and at several key levels along the law firm hierarchy. Overall, whites are twice as likely to work flexibly as minority attorneys (5% vs. 2.5%). Minority attorneys may perceive the use of flexibility as yet another marker that defines them as outside the leadership norm thus they eschew use of formal flexibility as a tool.

Usage of Formal Flexible Work Arrangements As of Jan. 2007



In comparison with white attorneys, attorneys of color are more likely to opt for a full-time flexibility approach than a part-time one. Of minority attorneys working on a flexible schedule, 11.4% worked full-time while 7.1% of white attorneys working on a flexible schedule reported this result. Of those on flexible schedules, white women were more likely than women of color to work on a part-time schedule (92% compared with 88%).

The National Picture

The table below compares the use of reduced-hour flexible work options among the New York City Bar signatories with benchmark information for firms nationally. Women attorneys in signatory firms made greater use of reduced schedules than women in the NALP results and in the inaugural 50 Best Firms for Working Mothers.

Male attorneys in signatory firms report working on a reduced schedule to a similar or lesser extent than men working at firms nationally.

Source	Associates	Special Counsel/ Other Attorneys	Partners
NY City Bar	Wom - 7.7% Men - 0.8%	Wom - 31.2% Men - 6.7%	Wom - 7.6% Men - 0.5%
NALP	Wom - 4.3% Men - 0.4%	Wom - 11.5% Men - 7.8%	Wom - 2.1% Men - 0.9%
50 Best Firms for Women	Wom - 5.3% Men - 0.5%	Wom - 15.7% Men - 8.8%	Wom - 3.5% Men - 2.0%

Sources:

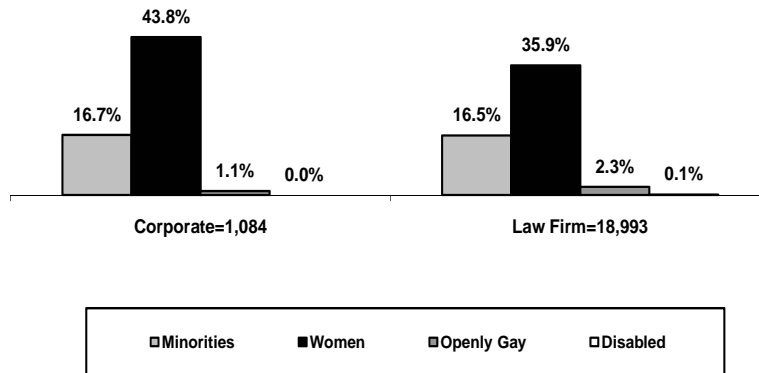
- Compensation & Benefits for Law Offices, NALP Finds More Women Lawyers Work Part-Time, February 2007
- 2007 Working Mother & Flex-time Lawyers Trends Identified from National Survey, September 24, 2007 (20% of firms based in New York City)

COMPARISONS WITH CORPORATE LAW DEPARTMENT SIGNATORIES

This section provides an understanding of the diversity of law firms in comparison with their legal department counterparts. The data are as of 2007 which is the third reporting for signatory law firms and the second reporting for corporate legal departments.

Overall Diversity Representation. In comparison with legal department signatories, firms are less diverse with regard to gender, similarly diverse with regard to minority representation and more diverse with regard to other key dimensions of diversity assessed in this benchmark study. As illustrated below while 44% of attorneys in corporate law departments are women, just over one-third of firm attorneys indicate this result. Signatory firms have seemingly been more proactive in collecting data on sexual orientation than corporate legal departments and report twice the prevalence of openly gay attorneys (2.3% vs. 1.1%).

Diversity of Total Attorneys in Signatory Law Firms and Corporate Law Departments, as of January 2007



Gender. Law firms employ a smaller percent of women attorneys both overall and at every level across the hierarchy. While at the lower levels the representation is relatively close, at the leadership levels corporate signatories are considerably more diverse with regard to gender. The pattern of declining representation as level increases is consistent for women in both law firms and corporate legal departments.

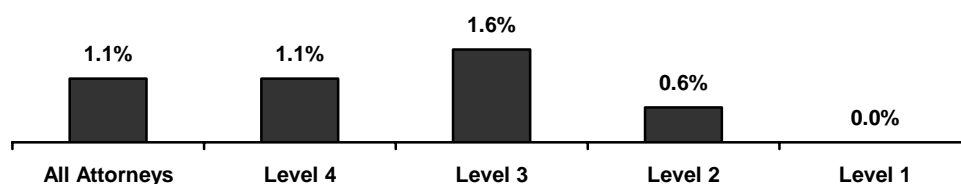
Law Firms	% Women Attorneys	Corporate Law Departments	% Women Attorneys
Associates	45.1%	Level 4 – Entry Level	50.4%
Special Counsel/ Senior Attorneys	35.2%	Level 3- Managing Attorney/ High-Level Specialist	39.6%
Partners	16.6%	Level 2 – Deputy General Counsel, Practice Head	35.6%
Equity Partners	15.1%		
Practice Group Head	15.3%		
Management Committee	13.5%	Level 1 – General Counsel	24.5%
Managing Partner	4.1%		
Total Attorneys	35.9%	Total Attorneys	43.8%

Racial/Ethnic Minorities. The representation of minority attorneys is similar at the lower levels for law firm and corporate signatories. At the more senior levels, law firms report less diversity than corporate legal departments with respect to racial and ethnic minorities.

Law Firms	% Minority Attorneys	Corporate Law Departments	% Minority Attorneys
Associates	22.8%	Level 4 – Entry Level	21.6%
Special Counsel/ Senior Attorneys	8.6%	Level 3 – Managing Attorney/ High-Level Specialist	10.8%
Partners	5.4%	Level 2 – Deputy General Counsel, Practice Head	15.0%
Equity Partners	4.8%		
Practice Group Head	5.2%		
Management Committee	4.4%	Level 1 – General Counsel	6.1%
Managing Partner	2.1%		
Total Attorneys	16.5%	Total Attorneys	16.7%

Openly Gay Attorneys. Among the New York City Bar signatories, law firms have more robust data on the prevalence of openly gay attorneys than corporate law departments. Sixty-five of the 94 law firms indicate having at least one openly gay attorney (69%) while only 4 of the 11 corporate law departments (36%) report this result. Four hundred and twenty eight (428) of more than 18,000 attorneys – representing 2.3% of the total attorney population – are openly gay in signatory firms. The comparable data for corporate signatories is 12 of 1,084 attorneys or 1.1%. The chart below illustrates the representation of openly gay attorneys by level within the legal departments of corporate signatories.

**Openly Gay Attorneys by Level in Corporate Signatories,
as of January 2007**



Attorneys with Disabilities. Law firms are leading corporate legal department signatories regarding the collection of data on disabled attorneys though there is substantial room for progress all the way around. Twenty attorneys were reported as disabled among law firms and 13 of the firms reported having at least one disabled attorney. Only one attorney among nearly 1,100 was classified as disabled in the corporate legal department benchmarking results.

Flexible Work Arrangements. The use of formal flexibility is consistent across firms and corporate law departments at approximately 4% (4.6% firms, 3.8% corporate). This is somewhat surprising given that many attorneys indicate moving in house for greater control over their time and one might anticipate higher flexibility usage in a corporate environment. A clear difference in the utilization of flexibility by attorneys in firms as compared with their law department counterparts is that attorneys in firm environments strongly favor part-time options (92%) whereas legal department attorneys make use of both full-time and part-time flexibility arrangements. While women are the primary users of formal flexible work options, men in law firms are more likely to report working flexibly than men working in house (17% vs. 10%).

CONCLUSION

The context in which law firms operate has changed dramatically in the last two decades. The market for legal services has bifurcated resulting in increasingly large global firms which are the product of mergers and smaller niche players with deep expertise in particular areas of legal practice. At the same time, clients for legal services have become more diverse and focused on working with legal service providers who share their commitment to and focus on inclusion and diversity. A major shift has been in the composition of the talent pool with women and minorities now representing the majority of attorneys graduating from law school. Amidst this backdrop, firms have sought to adapt and respond by proactively recruiting diverse attorneys and creating work cultures where diverse talent can thrive.

The 2006 benchmark report of signatory firms found both signs of progress – particularly for women and openly gay attorneys – and of decline, especially for minority attorneys. The 2007 results were on the whole positive marking small increases in the representation of women and minority attorneys since the New York City Bar began tracking the data in 2004. The results indicated that signatory firms have been proactive in hiring and promoting women and minority attorneys. A bright spot has been the reduction in the turnover differential by gender at the associate level in the 2007 benchmark data. However, at every level the turnover rate for minority attorneys exceeds that of whites and diminishes gains made through hiring.

The difficulty of increasing the diversity profile of attorneys as the level increases – from associates to special counsel to partner to firm leadership roles – is surely an issue for the profession at the broadest level. In comparison to national figures, the signatory firm statistics show favorable results. Signatory firms can celebrate that their efforts to increase diversity are resulting in progress relative to the profession as a whole but we are all acutely aware that law firms have a long way to go in making the top of the law firm pyramid even slightly resemble the bottom.

The economic implosion of late 2008 and into 2009 has created a particularly difficult financial environment. A challenge for signatory firms will be to increase, or at least maintain, the modest diversity gains they have made in recent years. Firms will need to be vigilant to insure that women and minority attorneys are not disproportionately impacted by the challenging economic environment.

The larger question for signatory firms and the profession as a whole is what rate of improvement is acceptable. Extending the current trend line, it will be decades before the diversity profile of law firms at the associate level approximates that at the partnership level. We know that time alone will not bring about the changes desired. Only hard work, persistence, and an enduring commitment to diversity can do that. How can signatory firms – and all law firms – increase the

momentum? The recent inauguration of President Barack Obama highlights what is possible on a case-by-case basis. The hope is that systemic change will create far more diversity across the leadership of law firms and throughout the legal profession.

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APPENDIX 1 —ANALYZING FIRM DATA

The Big Picture

To decide on the most effective course of action, firm leadership needs to understand both the current state as well as the trend lines of their diversity metrics. Important questions to answer include:

- What is the firm doing well? How has the diversity make-up of the firm changed through time? How does the firm compare with other legal employers?
- What are the biggest challenges the firm faces? What are the highest priority issues to address?
- What questions remain? What additional data is needed?

The goal in analyzing workforce data is to illuminate the firm's story - what is contributing to and detracting from the firm's efforts to become more diverse? It often helps to construct a visual representation of the firm which includes:

- Depicting the current state—the overall representation by level all the way up to primary leadership roles within the partnership
- Assessing the inflows such as entry level and lateral hires as well as promotion decisions
- Assessing the outflows such as turnover at key levels throughout the hierarchy

Armed with robust data to inform their actions, firms can ensure they are solving the right problem or issues. To what extent is the firm's lack of diversity stemming from challenges in recruiting diverse attorneys to the firm? Does the firm struggle with retaining diverse attorneys in the associate ranks? Among the partnership? Are too few of the diverse attorneys who are in the pre-partner pool being elected to the partnership? What are the most effective means of targeting each of these issues?

Interpreting Overall Data:

- What does the diversity profile of the firm look like in comparison with other law firms regionally, nationally, globally? In comparison to best-in-class employers in other industries and professions?
- What does the diversity profile of the firm look like at key levels (e.g. associates, special counsel, partners, equity partners, leadership roles)?
- How diverse is the firm by practice group? By region or geography?
 - Where are the internal best practices? Which locations or practice areas are leading the way and what can be learned from them?
 - What groups are having a more difficult time? How can they be better supported in their efforts to create greater diversity?

- What is the overall usage of flexibility? The usage by level? The usage by gender? To what extent do attorneys being promoted to the partnership make use of flexibility in comparison to their colleagues who are not promoted? How does the turnover rate of attorneys working on a flexible work arrangement compare with those working on a traditional schedule?

Interpreting Associate Data:

- What have the entering classes looked like over time? What does the summer associate class look like?
- Are there demographic differences between those who are given employment offers versus those who accept them? What is the yield rate or are certain groups less likely to accept employment offers than others?
- What are the demographics of the firm's feeder schools? Are these schools "diverse" enough?
- How does the diversity of the remaining associates by class year compare to the composition of the class when first hired?
 - Substantial differences likely indicate elevated turnover rates for particular groups of attorneys.
- How does the diversity of lateral hires compare to the diversity of the talent the firm is losing?
- What types of clients and cases are associates being staffed on? Is there a dearth of women and minority associates on signature clients? In lead roles on client matters?
- What does the picture look like by practice area? Are women and minorities disproportionately being placed in – or selecting – certain practice areas rather than others? Why is that? Is it a matter of legitimate strengths and interests or is it a question of comfort or unconscious bias?

Interpreting Special Counsel Data:

It is essential to understand both the real and perceived role of special counsel in the firm.

- Is the special counsel an alternative to partnership at the firm or an elongated career path with the potential to become a partner at a later time? Are those expectations clear to the attorneys who occupy this position?
- Are particular demographic groups steered into counsel roles rather than being considered for partnership? Do the reasons for becoming a special counsel vary by group?
- To what extent is the special counsel role seen as the only option for working on a flexible schedule?

Interpreting Partner Data:

Often there is the perception that it is only a matter of time before a particular demographic group reaches critical mass in the partnership. To ascertain if that is true, firms should assess their hiring patterns over time and the percentage of new promotes to partnership.

- Is the pre-partner pipeline leaking or is it clogged? What are the demographics of the pre-partner pool?
 - If the pre-partner pool is quite diverse, but the new class of partners is not, then a firm will need to carefully investigate why women and minorities are not making partner. Is it that diverse attorneys are not adequately prepared? Is there unconscious bias in the system?
 - If the pre-partner pool is comprised mostly of white men, then the likelihood of electing a significant number of diverse partners is slim. If women and people of color are leaving before the partner decision, then the firm needs to examine when they are leaving and why so as to design an effective retention strategy.
 - If women and minority senior associates are not considered “partnership material”, opportunities to gain adequate exposure, training, mentoring, or feedback can be explored.
- Among lateral partner hires, is the firm disproportionately bringing in white men, thereby exacerbating the racial and gender imbalance in the partnership?
- Are women and/or minority attorneys more likely to become partners at the firm through internal promotion or by being hired from the outside?
- Among the partnership, to what degree are women and minority partners likely to be the lead attorney for high-priority firm clients? To receive origination credit for case work which they manage or in which they play an instrumental role? To sit on important firm committees?
- In examining the partnership and firm leadership, firms can explore—What is the break-down of equity and non-equity partners by demographic group? What is the composition of the executive committee and practice leadership positions? How does this compare to the overall representation of diverse groups within the partnership?

Interpreting Turnover Data:

Examining turnover by level and demographics can reveal where the firm is most vulnerable to potential turnover.

- What is the desired amount of turnover at each level? (While attrition is considered implicit to the law firm model, the turnover rates and pattern of turnover – by practice group or geography for instance – may be different than desired or anticipated.)
- Where are the turnover gaps greatest? By gender? By level? By practice group or geography?
- How can the firm stem the tide of turnover?

- Interviews, focus groups, and employee survey data are valuable tools to understand turnover drivers and track progress on retention efforts.
- Confidential exit interviews conducted by a third party are useful to learn the real reason why attorneys have left, including any meaningful differences by demographic group. Furthermore, this data can track where the departed attorneys have gone. Often exit interviews conducted internally do not reveal the underlying reasons behind turnover.
- When is turnover preventable or not (e.g. an attorney leaves because she perceives that she is not receiving adequate development experience versus an attorney leaves the practice of law altogether after having determined that it is not a good career fit)?
 - In certain cases, attorneys are more affected by the “push” from their firms than the “pull” of better opportunities elsewhere.
 - After identifying avoidable turnover and prioritizing the most vulnerable groups, firms can design the most effective retention strategies.

Armed with specific data about the real story at their firm, leadership will be well positioned to target their responses and invest finite time, energy, and resources in efforts that can and will make the difference.

Representation Data by Level -- All Attorneys

Representation Data, January 2007 -- # Attorneys

	Assoc	SC/ Sr Atty	New Pr P	Partners	Eq Part	PGH	Man Part	TOTAL
WM	5303	967	282	4431	3049	993	90	10701
MM	1176	81	20	212	135	44	3	1469
WW	3813	505	124	839	513	169	3	5157
MW	1516	63	22	87	55	18	1	1666
Tot	11808	1616	448	5569	3752	1224	97	18993
Wom	5329	568	146	926	568	187	4	6823
Min	2692	144	42	299	190	62	4	3135

Representation Data, January 2007 -- % Attorneys

	Assoc	SC/ Sr Atty	New Pr/P	Partners	Eq Part.	PGH	Man Part	TOTAL
WM	44.91%	59.84%	62.95%	79.57%	81.26%	81.13%	92.78%	56.34%
MM	9.96%	5.01%	4.46%	3.81%	3.60%	3.59%	3.09%	7.73%
WW	32.29%	31.25%	27.68%	15.07%	13.67%	13.81%	3.09%	27.15%
MW	12.84%	3.90%	4.91%	1.56%	1.47%	1.47%	1.03%	8.77%
Tot	100%	100%	100%	100%	100%	100%	100%	100%
Wom	45.13%	35.15%	32.59%	16.63%	15.14%	15.28%	4.12%	35.92%
Min	22.80%	8.91%	9.38%	5.37%	5.06%	5.07%	4.12%	16.51%

- WM – white men
- MM – minority men
- WW – white women
- MW – minority women

Representation Data by Level – Minority Attorneys

Representation Data, January 2007 -- # Minority Attorneys

	Assoc	SC/ Sr Atty	New Pr/P	Partners	Eq Part.	PGH	MP	TOTAL
B	596	30	9	72	38	21	0	698
H	516	31	7	83	64	28	1	630
AI	9	0	0	3	0	2	0	12
A/PI	1488	76	22	121	75	9	1	1685
MR	88	2	0	5	4	3	0	95
MIN	2697	139	38	284	181	63	2	3120

Representation Data, January 2007 -- Minority Attorneys as % of all Attorneys

	Assoc	SC/ Sr Atty	New Pr/P	Partners	Eq Part.	PGH	MP	TOTAL
B	5.05%	1.86%	2.01%	1.29%	1.01%	1.72%	0.00%	3.68%
H	4.37%	1.92%	1.56%	1.49%	1.71%	2.29%	1.03%	3.32%
AI	0.08%	0.00%	0.00%	0.05%	0.00%	0.16%	0.00%	0.06%
A/PI	12.60%	4.70%	4.91%	2.17%	2.00%	0.74%	1.03%	8.87%
MR	0.75%	0.12%	0.00%	0.09%	0.11%	0.25%	0.00%	0.50%
MIN	22.84%	8.60%	8.48%	5.37%	4.82%	5.15%	2.06%	16.43%

Representation Data, January 2007 -- Racial/ Ethnic Groups as % of all Minority Attorneys

	Assoc	SC/ Sr Atty	New Pr/P	Partners	Eq Part.	PGH	MP
B	22.10%	21.58%	23.68%	25.35%	20.99%	33.33%	0.00%
H	19.13%	22.30%	18.42%	29.23%	35.36%	44.44%	50.00%
AI	0.33%	0.00%	0.00%	1.06%	0.00%	3.17%	0.00%
A/PI	55.17%	54.68%	57.89%	42.61%	41.44%	14.29%	50.00%
MR	3.26%	1.44%	0.00%	1.76%	2.21%	4.76%	0.00%

- B – Black
- H – Hispanic
- AI – American Indian
- A/PI – Asian/ Pacific Islander
- MR – multi-racial

Representation Data by Associate Year – All Attorneys (1996 – 2001)

Representation Data Associates Only, January 2007 -- # Attorneys

	1996	1997	1998	1999	2000	2001
WM	300	150	225	336	353	476
MM	29	14	44	54	93	102
WW	249	84	128	179	236	329
MW	29	20	32	44	71	114
Tot	607	268	429	613	753	1021
Wom	278	104	160	223	307	443
Min	58	34	76	98	164	216

Representation Data Associates Only, January 2007 -- % Attorneys

	1996	1997	1998	1999	2000	2001
WM	49.42%	55.97%	52.45%	54.81%	46.88%	46.62%
MM	4.78%	5.22%	10.26%	8.81%	12.35%	9.99%
WW	41.02%	31.34%	29.84%	29.20%	31.34%	32.22%
MW	4.78%	7.46%	7.46%	7.18%	9.43%	11.17%
Tot	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Wom	45.80%	38.81%	37.30%	36.38%	40.77%	43.39%
Min	9.56%	12.69%	17.72%	15.99%	21.78%	21.16%

- WM – white men
- MM – minority men
- WW – white women
- MW – minority women

**Representation Data by Associate Year – All Attorneys
(2002 – 2006)**

Representation Data Associates Only, January 2007 -- # Attorneys

	2002	2003	2004	2005	2006	TOTAL
WM	543	563	677	826	854	5303
MM	118	122	139	204	257	1176
WW	383	459	547	559	660	3813
MW	186	202	218	253	347	1516
Tot	1230	1346	1581	1842	2118	11808
Wom	569	661	765	812	1007	5329
Min	304	324	357	457	604	2692

Representation Data Associates Only, January 2007 -- % Attorneys

	2002	2003	2004	2005	2006	TOTAL
WM	44.15%	41.83%	42.82%	44.84%	40.32%	44.91%
MM	9.59%	9.06%	8.79%	11.07%	12.13%	9.96%
WW	31.14%	34.10%	34.60%	30.35%	31.16%	32.29%
MW	15.12%	15.01%	13.79%	13.74%	16.38%	12.84%
Tot	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Wom	46.26%	49.11%	48.39%	44.08%	47.54%	45.13%
Min	24.72%	24.07%	22.58%	24.81%	28.52%	22.80%

- WM – white men
- MM – minority men
- WW – white women
- MW – minority women

Representation Data by Associate Year – Minority Attorneys (1996 – 2001)

Representation Data Associates, January 2007 -- # Minority Attorneys

	1996	1997	1998	1999	2000	2001
B	20	2	20	26	36	52
H	10	8	18	18	35	40
AI	1	0	1	1	0	1
A/PI	27	21	36	51	89	118
MR	0	2	2	3	5	6
MIN	58	33	77	99	165	217

Representation Data Associates, January 2007 -- Minority Attorneys as % of all Attorneys

	1996	1997	1998	1999	2000	2001
B	3.29%	0.75%	4.66%	4.24%	4.78%	5.09%
H	1.65%	2.99%	4.20%	2.94%	4.65%	3.92%
AI	0.16%	0.00%	0.23%	0.16%	0.00%	0.10%
A/PI	4.45%	7.84%	8.39%	8.32%	11.82%	11.56%
MR	0.00%	0.75%	0.47%	0.49%	0.66%	0.59%
MIN	9.56%	12.31%	17.95%	16.15%	21.91%	21.25%

Representation Data Associates, January 2007 -- Racial/ Ethnic Groups as % of all Minority Attorneys

	1996 ear	1997	1998	1999	2000	2001
B	34.48%	6.06%	25.97%	26.26%	21.82%	23.96%
H	17.24%	24.24%	23.38%	18.18%	21.21%	18.43%
AI	1.72%	0.00%	1.30%	1.01%	0.00%	0.46%
A/PI	46.55%	63.64%	46.75%	51.52%	53.94%	54.38%
MR	0.00%	6.06%	2.60%	3.03%	3.03%	2.76%

- B – Black
- H – Hispanic
- AI – American Indian
- A/PI – Asian/ Pacific Islander
- MR – multi-racial

Representation Data by Associate Year – Minority Attorneys (2002 – 2006)

Representation Data Associates, January 2007 -- # Minority Attorneys

	2002	2003	2004	2005	2006	TOTAL
B	71	71	84	83	131	596
H	53	59	58	99	118	516
AI	0	1	2	1	1	9
A/PI	163	182	205	260	336	1488
MR	13	12	10	12	23	88
MIN	300	325	359	455	609	2697

Representation Data Associates, January 2007 -- Minority Attorneys as % of all Attorneys

	2002	2003	2004	2005	2006	TOTAL
B	5.77%	5.27%	5.31%	4.51%	6.19%	5.05%
H	4.31%	4.38%	3.67%	5.37%	5.57%	4.37%
AI	0.00%	0.07%	0.13%	0.05%	0.05%	0.08%
A/PI	13.25%	13.52%	12.97%	14.12%	15.86%	12.60%
MR	1.06%	0.89%	0.63%	0.65%	1.09%	0.75%
MIN	24.39%	24.15%	22.71%	24.70%	28.75%	22.84%

Representation Data Associates, January 2007 -- Racial/ Ethnic Groups as % of all Minority Attorneys

	2002	2003	2004	2005	2006	TOTAL
B	23.67%	21.85%	23.40%	18.24%	21.51%	22.10%
H	17.67%	18.15%	16.16%	21.76%	19.38%	19.13%
AI	0.00%	0.31%	0.56%	0.22%	0.16%	0.33%
A/PI	54.33%	56.00%	57.10%	57.14%	55.17%	55.17%
MR	4.33%	3.69%	2.79%	2.64%	3.78%	3.26%

- B – Black
- H – Hispanic
- AI – American Indian
- A/PI – Asian/ Pacific Islander
- MR – multi-racial

Hiring Data – All Attorneys

Hiring Data, January - December 2006 -- # Attorneys

	Assoc	Lat Assoc	Lat SC	Partners	TOTAL
White men	867	610	78	204	1759
Minority men	262	165	17	27	471
White women	669	433	39	41	1182
Minority women	345	200	6	3	554
Total hires	2143	1408	140	275	3966
Total women	1014	633	45	44	1736
Total minorities	607	365	23	30	1025

Hiring Data, January - December 2006 -- % Attorneys

	Assoc	Lat Assoc	Lat SC	Partners	TOTAL
White men	40.46%	43.32%	55.71%	74.18%	44.35%
Minority men	12.23%	11.72%	12.14%	9.82%	11.88%
White women	31.22%	30.75%	27.86%	14.91%	29.80%
Minority women	16.10%	14.20%	4.29%	1.09%	13.97%
Total hires	100.00%	100.00%	100.00%	100.00%	100.00%
Total women	47.32%	44.96%	32.14%	16.00%	43.77%
Total minorities	28.32%	25.92%	16.43%	10.91%	25.84%

Hiring Data – Minority Attorneys

Hiring Data, January 2007 -- # Minority Attorneys

	Assoc	Lat Assoc	Lat SC	Partners	TOTAL
Black/ African American	127	75	8	7	217
Hispanic	117	64	3	7	191
American Indian/ Alaskan	1	3	0	0	4
Asian/ Pacific Islander	339	204	10	14	567
Multi-racial	21	6	1	0	28
Total minority attorneys	605	352	22	28	1007

Hiring Data, January 2007 -- # Minority Attorneys as % of All Attorneys

	Assoc	Lat Assoc	Lat SC	Partners	TOTAL
Black/ African American	5.93%	5.33%	5.71%	2.55%	5.47%
Hispanic	5.46%	4.55%	2.14%	2.55%	4.82%
American Indian/ Alaskan	0.05%	0.21%	0.00%	0.00%	0.10%
Asian/ Pacific Islander	15.82%	14.49%	7.14%	5.09%	14.30%
Multi-racial	0.98%	0.43%	0.71%	0.00%	0.71%
Total minority attorneys	28.23%	25.00%	15.71%	10.18%	25.39%

Hiring Data, January 2007 -- # Minority Attorneys as % of Minority Attorneys

	Assoc	Lat Assoc	Lat SC	Partners	TOTAL
Black/ African American	20.99%	21.31%	36.36%	25.00%	21.55%
Hispanic	19.34%	18.18%	13.64%	25.00%	18.97%
American Indian/ Alaskan	0.17%	0.85%	0.00%	0.00%	0.40%
Asian/ Pacific Islander	56.03%	57.95%	45.45%	50.00%	56.31%
Multi-racial	3.47%	1.70%	4.55%	0.00%	2.78%

Turnover Data – All Attorneys**Turnover Data, January - December 2006 -- # Attorneys**

	Assoc	SC/ Sr Atty	Clerks	Partners
White men	1104	106	34	234
Minority men	276	15	8	13
White women	815	42	39	51
Minority women	300	5	9	6
Total attrition	2495	168	90	304
Total women	1115	47	48	57
Total minorities	576	20	17	19

Turnover Data, January - December 2006 -- % Attorneys

	Assoc	SC/ Sr Atty	Clerks	Partners
White men	44.25%	63.10%	37.78%	76.97%
Minority men	11.06%	8.93%	8.89%	4.28%
White women	32.67%	25.00%	43.33%	16.78%
Minority women	12.02%	2.98%	10.00%	1.97%
Total attrition	100.00%	100.00%	100.00%	100.00%
Total women	44.69%	27.98%	53.33%	18.75%
Total minorities	23.09%	11.90%	18.89%	6.25%
Total men	55.31%	72.02%	46.67%	81.25%

Turnover Rate 2006 (Departing attorneys January - December 2006/ # attorneys as of 12/30/05)

	Assoc	SC/ Sr Atty	Clerks	Partners
White men	21.10%	10.63%	0.67%	4.93%
Minority men	25.25%	22.06%	0.75%	6.37%
White women	21.66%	8.94%	1.07%	5.65%
Minority women	22.24%	7.81%	0.69%	5.94%
Total attrition rate	21.86%	10.49%	0.81%	5.08%
Women attrition rate	21.81%	8.77%	0.97%	5.68%
Minority attrition rate	22.82%	19.53%	0.76%	6.14%
Men attrition rate	21.89%	11.36%	0.68%	4.96%

Turnover Data – Minority Attorneys

Turnover Data, January 2007 -- # Minority Attorneys

	Assoc	SC/ Sr Atty	Clerks	Partners
Black/ African American	133	7	3	4
Hispanic	87	5	5	4
American Indian/ Alaskan	10	0	0	0
Asian/ Pacific Islander	318	13	9	10
Multi-racial	8	0	1	0
Total minority attorneys	556	25	18	18

Turnover Data, January 2007 -- # Minority Attorneys as % of All Attorneys

	Assoc	SC/ Sr Atty	Clerks	Partners
Black/ African American	5.33%	4.17%	3.33%	1.32%
Hispanic	3.49%	2.98%	5.56%	1.32%
American Indian/ Alaskan	0.40%	0.00%	0.00%	0.00%
Asian/ Pacific Islander	12.75%	7.74%	10.00%	3.29%
Multi-racial	0.32%	0.00%	1.11%	0.00%
Total minority attorneys	22.28%	14.88%	20.00%	5.92%

Turnover Data, January 2007 -- # Minority Attorneys as % of Minority Attorneys

	Assoc	SC/ Sr Atty	Clerks	Partners
Black/ African American	23.92%	28.00%	16.67%	22.22%
Hispanic	15.65%	20.00%	27.78%	22.22%
American Indian/ Alaskan	1.80%	0.00%	0.00%	0.00%
Asian/ Pacific Islander	57.19%	52.00%	50.00%	55.56%
Multi-racial	1.44%	0.00%	5.56%	0.00%

Turnover Rate 2006 (Departing attorneys January - December 2006/ # attorneys as of 12/30/05)

	Assoc	SC/ Sr Atty	Clerks	Partners
Black/ African American	24.91%	22.58%	0.57%	5.48%
Hispanic	19.55%	19.23%	1.16%	5.06%
American Indian/ Alaskan	166.67%	0.00%	0.00%	0.00%
Asian/ Pacific Islander	23.19%	19.12%	0.68%	8.00%
Multi-racial	11.11%	0.00%	1.43%	0.00%
Minority attrition rate	22.82%	19.53%	0.76%	6.14%

Flexibility Data

FLEXIBILITY DATA

Representation Data , January 2007 -- # Attorneys

	Assoc Flex	Assoc Tot	Assoc %Flex	SC Flex	SC Tot	SC %Flex
White men	47	5303	0.89%	71	967	7.34%
Minority men	3	1176	0.26%	2	81	2.47%
White women	396	3813	10.39%	174	505	34.46%
Minority women	56	1516	3.69%	14	63	22.22%
Total attorneys	502	11808	4.25%	261	1616	16.15%
Total women	452	5329	8.48%	188	568	33.10%
Total minorities	59	2692	2.19%	16	144	11.11%
Total white	443	9116	4.86%	245	1472	16.64%
Total men	50	6479	0.77%	73	1048	6.97%

FLEXIBILITY DATA

Representation Data , January 2007 -- # Attorneys

	New Part Flex	New Part Tot	New Part %Flex	Part Flex	Part Tot	Part %Flex
White men	5	282	1.77%	24	4431	0.54%
Minority men	0	20	0.00%	0	212	0.00%
White women	19	124	15.32%	73	839	8.70%
Minority women	1	22	4.55%	4	87	4.60%
Total attorneys	25	448	5.58%	101	5569	1.81%
Total women	20	146	13.70%	77	926	8.32%
Total minorities	1	42	2.38%	4	299	1.34%
Total white	24	406	5.91%	97	5270	1.84%
Total men	5	302	1.66%	24	4643	0.52%

**Flexibility
Data**

FLEXIBILITY DATA

Representation Data , January 2007 -- # Attorneys

	Eq Part Flex	Eq Part Tot	Eq Part %Flex	Tot Atty Flex	Tot Atty	Tot Atty %Flex
White men	12	3049	0.39%	142	10701	1.33%
Minority men	0	135	0.00%	5	1469	0.34%
White women	39	513	7.60%	643	5157	12.47%
Minority women	3	55	5.45%	74	1666	4.44%
Total attorneys	54	3752	1.44%	864	18993	4.55%
Total women	42	568	7.39%	717	6823	10.51%
Total minorities	3	190	1.58%	79	3135	2.52%
Total white	51	3562	1.43%	785	15858	4.95%
Total men	12	3184	0.38%	147	12170	1.21%