



AMERICAN
BANKRUPTCY
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Consumer Practice Extravaganza

Diversity, Equity, Inclusion and Belonging (DEI&B) in Consumer Bankruptcy: The “What, Why and How”

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Diversity wins

How inclusion matters

May 2020



Preface

In the COVID-19 crisis, diversity and inclusion matter more than ever

For business executives the world over, the COVID-19 pandemic is proving to be one of the greatest leadership tests of their careers. Not only must they protect the health of their employees and customers, they must also navigate far-reaching disruption to their operations, plan for recovery, and prepare to reimagine their business models for the 'next normal'.

In this challenging context, the task of fostering inclusion and diversity (I&D) could easily take a back seat—and the painstaking progress made by many firms in recent years could be reversed. As this report shows, however, I&D is a powerful enabler of business performance. Companies whose leaders welcome diverse talents and include multiple perspectives are likely to emerge from the crisis stronger. In short: diversity wins, now more than ever.

This report was originally due for release in March 2020, but we put publication on hold as the COVID-19 crisis ensued. Since then, in talking to CEOs, CXOs and CHROs and assessing the radically changed business landscape, we have come to the conclusion that its findings are even more relevant right now.

The report demonstrates that the business case for gender and ethnic diversity in top teams is stronger than ever. Since we first published *Why Diversity Matters* in 2015, the likelihood of diverse companies outperforming industry peers on profitability has increased significantly. The data also shows that there is a clear divergence in how companies are engaging with I&D. A third of the firms we have tracked over the past five years have significantly improved both gender and ethnic diversity on their executive teams, while the majority have stalled or gone backwards.

We also find that the dynamics around inclusion are a critical differentiator for companies. Our evidence is that an emphasis on representation is not enough;

employees need to feel and perceive equality and fairness of opportunity in their workplace. Companies that lead on diversity have taken bold steps to strengthen inclusion.

Early signs suggest that the COVID-19 crisis could deepen these trends. Companies that already see I&D as a strength are likely to leverage it to bounce back quicker—and they will use this time to seek new opportunities to boost representation and inclusion to strengthen performance and organizational health. As the CEO of a European consumer-goods company told us: "I know we have to deal with COVID-19, but inclusion and diversity is a topic too important to put onto the back burner".

On the other hand, some of the companies we have spoken to are viewing I&D as a "luxury we cannot afford" during the crisis. We believe that these companies risk tarnishing their license to operate in the long term and could lose out on very real opportunities to innovate their business model and strengthen their business recovery.

If companies deprioritize I&D during the crisis, the impact is felt not just on the bottom line but in people's lives. Research and experience warn us that diverse talent can be at risk during a downturn for several reasons, including that downsizing can have a disproportionate impact on the roles typically held by diverse talent.^{1,2} As companies send staff home to work, this could reinforce existing exclusive behaviors and unconscious biases and undermine inclusion. In addition, unequal sharing of childcare and homeschooling responsibilities, and unequal availability of home workspace and access to broadband could be putting women and minorities at a disadvantage during this time of working remotely.

Companies and their leaders can seize this moment—both to protect the gains they have already made, as well as to leverage I&D to position themselves to prosper in the future.

¹ How "Neutral" Layoffs Disproportionately Affect Women and Minorities, HBR, June 2016

² McKinsey & Company, *Women in the Workplace* 2019

There is ample evidence that diverse and inclusive companies are likely to make better, bolder decisions—a critical capability in the crisis. For example, diverse teams have been shown to be more likely to radically innovate and anticipate shifts in consumer needs and consumption patterns—helping their companies to gain a competitive edge.³

In this context, the shift to technology-enabled remote working presents an opportunity for companies to accelerate building inclusive and agile cultures—further challenging existing management routines. With its benefits of increased flexibility, remote working can facilitate retention of women and minorities, who are often shouldered with a disproportionate share of family duties. It thus widens access to an array of diverse talent that may not have been available to companies previously.⁴

Moreover, a visible commitment to I&D during the crisis is likely to strengthen companies' global image and license to operate. In times of crisis, stakeholders typically interrogate a company's

purpose and values even more closely, potentially even more so in the current pandemic. Those that tap into the growing sense of solidarity that is a characteristic of the crisis—by reaffirming their commitment to I&D, supporting vulnerable talent who are at greater risk of infection, and reaching out to local communities—could strengthen employee motivation and win lasting approval.

The findings and case studies presented in this report will be of enduring relevance to companies in every industry, long after the world has emerged from the COVID-19 crisis. But we are convinced that, as companies and their leaders navigate the crisis itself and plan their emergence from it, they will find that I&D is an essential enabler of recovery, resilience, and reimagination.

³ Ibid.

⁴ <https://www.nytimes.com/2020/03/31/us/equal-pay-coronavirus-economic-impact.html>

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Diversity wins: How inclusion matters

Executive summary

The business case for inclusion and diversity (I&D) is stronger than ever. For diverse companies, the likelihood of outperforming industry peers on profitability has increased over time, while the penalties are getting steeper for those lacking diversity.

Progress on representation has been slow, yet a few firms are making real strides. A close look at these diversity winners shows that a systematic, business-led approach and bold, concerted action on inclusion are needed to make progress.

Diversity Wins is the third in a McKinsey series investigating the business case for diversity, following *Why Diversity Matters* (2015) and *Delivering through Diversity* (2018).¹ This report shows not only that the business case remains robust, but also that the relationship between diversity on executive teams and the likelihood of financial outperformance is now even stronger than before. These findings are underpinned by our largest data set to date, encompassing 15 countries and more than 1,000 large companies. The report also provides new insights into how inclusion matters, through an analysis of employee sentiment in online reviews; this shows that companies need to pay much greater attention to inclusion, even in relatively diverse industries.

By following the trajectories of hundreds of large companies in our data set since 2014, we find that overall slow growth in diverse representation in fact masks a growing polarization between these firms. While most are stalled or even slipping backwards, some are making impressive progress in improving diversity, particularly in executive teams. We show that these diversity winners are adopting systematic, business-led approaches to I&D, with special focus on inclusion. And we highlight the areas where companies should take far bolder action to bring about lasting change in inclusive culture and behavior.

A stronger business case for diversity, but slow progress overall

Our latest analysis reaffirms the strong business case for both gender diversity and ethnic and cultural diversity in corporate leadership—and shows that this business case continues to strengthen. The most diverse companies are now more likely than ever to outperform non-diverse companies on profitability.

Our 2019 analysis finds that companies in the top quartile of gender diversity on executive teams were 25 percent more likely to experience above-average profitability than peer companies in the fourth quartile. This is up from 21 percent in 2017 and 15 percent in 2014.

Moreover, we found that the higher the representation, the higher the likelihood of outperformance. Companies with more than 30 percent women on their executive teams are significantly more likely to outperform those with between 10 and 30 percent women, and these companies in turn are more likely to outperform those with fewer or no women executives.

As a result, there is a substantial performance differential—48 percent—between the most and least gender-diverse companies.

¹ The data set for *Diversity Matters* was assembled in 2014, while that for *Delivering through Diversity* was assembled in 2017. Likewise, this report, published in 2020, is built on data gathered in 2019. We therefore refer to three data sets in this report—for 2014, 2017 and 2019.



In the case of ethnic and cultural diversity, the findings are equally compelling. We found that companies in the top quartile outperformed those in the fourth by 36 percent in terms of profitability in 2019, slightly up from 33 percent in 2017 and 35 percent in 2014. And, as we have previously found, there continues to be a higher likelihood of outperformance difference with ethnicity than with gender.

Despite this, progress overall has been slow. In the companies in our original 2014 data set, based in the United States and the United Kingdom, female representation on executive teams has risen from 15 percent in 2014 to 20 percent in 2019. Across our global data set, for which our data starts in 2017, this number has moved up just one percentage point from 14 to 15 percent in 2019—and more than a third of companies still have no women at all on their executive teams. This lack of material progress is evident across all industries and in most countries. Similarly, representation of ethnic minorities on US and UK executive teams stood at only 13 percent in 2019, up from just 7 percent in 2014. For our global data set in 2019, this number is 14 percent, up from 12 percent in 2017.

The widening gap between winners and laggards

While overall progress on representation is slow, our research makes it clear that this in fact hides a widening gap between leading I&D practitioners and companies that have yet to embrace diversity. A third of the firms we analyzed have achieved real gains in top-team diversity over the five-year period. But most firms have made little progress or remained static and, in some, gender and cultural representation has even gone backwards.

This growing polarization between high and low performers is reflected in an increased likelihood of a performance penalty. In 2019, fourth-quartile companies for executive-team gender diversity were 19 percent more likely than companies in the other three quartiles to underperform on profitability. This is up from 15 percent in 2017 and nine percent in 2015. And for companies in the fourth quartile of both gender and ethnic diversity the penalty is even steeper in 2019: they are 27 percent more likely to underperform on profitability than all other companies in our data set.

By tracking the progress of companies in our original 2014 data set, we identified five cohorts based on their starting points and speed of progress on executive-team gender representation and, separately, ethnic-minority representation. The first two cohorts, Diversity Leaders and Fast Movers, have shown strong improvement over the past five years. For example, gender Fast Movers have almost quadrupled representation of women on executive teams to 27 percent in 2019; for ethnicity, companies in the equivalent cohort have increased representation from just 1 percent in 2014 to 18 percent in 2019.

At the other end of the spectrum are the Laggards, which have seen their already poor diversity performance decline further. In 2019, these firms had an average of 8 percent female representation on their executive teams—and no ethnic-minority representation at all. The two other cohorts are Moderate Movers, which have on average experienced slower growth, and Resting on Laurels, which started with higher levels of representation than did Laggards, but have similarly seen this decline since 2014.

We also found that the average likelihood of financial outperformance in these cohorts is consistent with our findings in the quartile analysis above. For example, in 2019 companies in the Resting on Laurels cohort on average have the highest likelihood of outperformance on profitability, at almost 62 percent—possibly reflecting their historically high levels of diversity on executive teams. Laggards, on the other hand, are more likely to underperform their national industry median profitability, at 40 percent.

How inclusion matters

We sought to explore how differing approaches to I&D could have shaped the trajectories of the companies in our data set, through analysis of surveys and company research. These pointed to two critical factors: a systematic approach to I&D, and bold action on inclusion.

We have previously advocated a systematic, business-led approach to I&D, based on a robust bespoke business case, evidenced-based targets and core-business leadership accountability.

To further understand how inclusion matters—and specifically what aspects of inclusion employees consider to be significant—we conducted for the first time an analysis of indicators relating to inclusion, outside-in. This analysis focused on employee reviews about the firms they work for made on online recruitment websites.

While this approach is indicative, it provides a more candid read on inclusion than internal employee-satisfaction surveys do—and it allows data across dozens of companies to be analyzed rapidly and simultaneously. We focused on three industries with the highest levels of executive-team diversity in our data set: financial services, technology and healthcare. In these sectors, comments directly pertaining to I&D made up around one-third of the total comments made, showing that this topic is high on employees' minds.

We analyzed comments relating to five indicators. The first two—diverse representation and leadership accountability for I&D—are markers of a systematic approach to I&D. The other three indicators—equality, openness, and belonging—are core components of inclusion. Across several of these indicators, our findings suggest that there are marked “pain points” in the experiences of employees, as follows:

- While overall sentiment on diversity was 52 percent positive and 31 percent negative, sentiment on inclusion was markedly worse at only 29 percent positive and 61 percent negative—which encapsulates the challenge that even the more diverse companies still face in tackling inclusion. Hiring diverse talent isn't enough—it's the experience they have in the workplace that shapes whether they remain and thrive.
- Leadership and accountability as it pertains to I&D accounted for the highest number of mentions, and was also strongly negative. On average across industries, 51 percent of the total mentions related to leadership, and 56 percent of those mentions had negative sentiment. This underscores the increasingly recognized need for companies to engage their core business managers better in the I&D effort.

- Considering the three indicators of inclusion—equality, openness, and belonging—we found particularly high levels of negative sentiment around equality and fairness of opportunity. Negative sentiment around equality ranged from 63 to 80 percent across the industries analyzed. Openness of the working environment, which encompasses bias and discrimination, was also of significant concern, with negative sentiment across industries ranging from 38 to 56 percent. Belonging elicited overall positive sentiment, but from a relatively small number of mentions.

These findings highlight the importance not just of inclusion overall, but specifically of the varying extents to which particular aspects of inclusion matter. Even where companies are more diverse, many appear as yet unable to cultivate work environments which effectively promote inclusive leadership and accountability among managers, equality and fairness of opportunity, and openness and freedom from bias and discrimination.

Winning through inclusion and diversity: taking bold action

We took a close look at the companies in our data set that are achieving higher levels of diversity—and benefitting from an increased likelihood of financial outperformance. The common thread for these diversity winners is a systematic approach, together with bold steps to strengthen inclusion. Drawing on best practices from these firms, this report highlights five areas of action for companies, as follows:

- **Ensure representation of diverse talent.** This is still an essential driver of inclusion. Companies should focus on advancing diverse talent into executive, management, technical and board roles. They should ensure that a robust, bespoke business-driven case for I&D exists and is well accepted, while being thoughtful about which forms of multivariate diversity to prioritize (for example, going beyond gender and ethnicity). They also need to set the right data-driven targets for representation of diverse talent.
- **Strengthen leadership accountability and capability for I&D.** Companies should place their core business leaders and managers at the heart of the I&D effort—beyond their HR functions or employee resource-group leaders. They also need to strengthen inclusive leadership capabilities among their managers as well as their executives, and more emphatically hold all leaders to account for progress on I&D.
- **Enable equality of opportunity through fairness and transparency.** It is critical that companies ensure that there is a level playing field in advancement and opportunity, in pursuit of true meritocracy. Companies should deploy analytics tools to build visibility into the extent to which promotions and pay processes and criteria are transparent and fair. They should de-bias these processes and work to meeting diversity targets across long-term workforce plans.
- **Promote openness and tackle microaggressions.** Companies should uphold a zero-tolerance policy for discriminatory behavior such as bullying and harassment—and actively build the ability of managers and staff to identify and address microaggressions. They should also establish norms for what constitutes open, welcoming behavior, and ask leaders and employees to assess each other on how they are living up to that behavior.
- **Foster belonging through unequivocal support for multivariate diversity.** Companies should build a culture in which all employees feel they can bring their whole selves to work. Managers should communicate and visibly embrace their commitment to multivariate forms of diversity, building connection with diverse individuals and supporting employee resource groups to foster a sense of community and belonging. Companies should also explicitly assess belonging in internal surveys.



The business case for inclusion & diversity is stronger than ever

Diverse companies are **more likely** to financially outperform their peers

Difference in likelihood of outperformance of 1st vs 4th quartile¹

 Gender



 Ethnicity



The **penalty for lagging** on gender diversity is growing, while top quartile companies are **more likely to be at an advantage**

Difference in likelihood of financial outperformance²

Penalty for bottom quartile

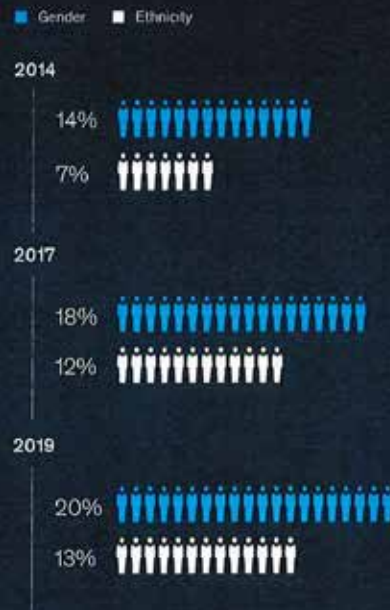


Advantage for top quartile



Progress on executive team diversity in our 2014 dataset **continues to be slow**

Representation in US and UK



¹ Difference in likelihood of financial outperformance vs the national industry median of five years average EBIT margin, using the full dataset of companies in each year.

² Difference in likelihood of financial outperformance vs the national industry median of five years average EBIT margin for 4th quartile vs 1st-3rd quartile, and 1st quartile vs 2nd-4th quartile, using the full dataset of companies in each year.

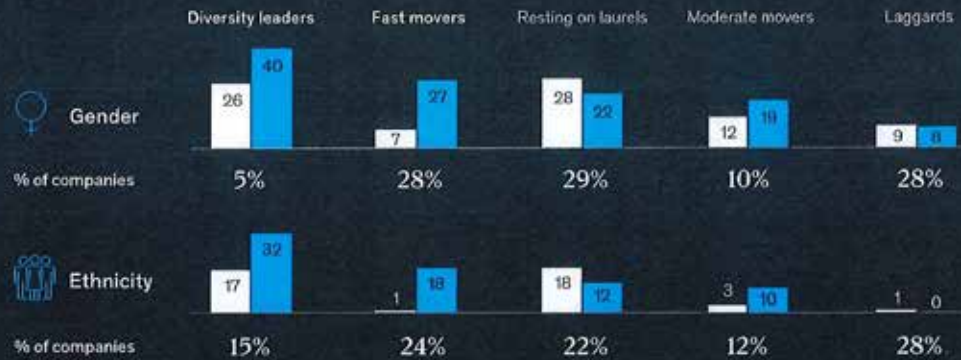
8 Diversity wins: How inclusion matters

There is a widening gap between leaders and laggards

One-third of the firms we tracked since 2014 have achieved real gains in executive team diversity. However about 50% have made little or no progress and, within that, many have seen gender and ethnic minority representation even go backwards.

Representation in US and UK, %

■ 2014 ■ 2019

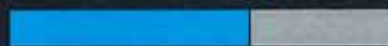


Promoting diversity does not ensure a culture of inclusion

We used a **social listening** approach to analyze employer reviews posted online³

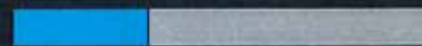
Overall sentiment on diversity is positive

52% positive
31% negative



But sentiment on inclusion is the opposite

29% positive
61% negative



Bold actions are needed to strengthen both inclusion and diversity

A systematic, business-led approach to I&D

- 1 Increase diverse representation, particularly in leadership and critical roles
- 2 Strengthen leadership and accountability for delivering on I&D goals

Bold steps to strengthen inclusion

- 3 Enable equality of opportunity through fairness and transparency
- 4 Promote openness, tackling bias and discrimination
- 5 Foster belonging through support for multivariate diversity

³ Social listening is the action of tracking social media platforms for mentions and conversations related to a brand or topic, then analysing them for insights to discover opportunities to act; UK only.



2022

Report on Diversity in U.S. Law Firms

NALP values and intentionally strives for a diverse leadership.

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INTRODUCTION

Overall, women and people of color continued to make measured progress in representation at major U.S. law firms in 2022 as compared with 2021, according to the latest demographic findings from the analyses of the *2022 NALP Directory of Legal Employers* (NDLE) — the annual compendium of legal employer data published by NALP. At the associate level, women now make up almost half of all associates — and will soon likely become the majority based on the summer associate demographics — where women have surpassed the 50% threshold for the past 5 years.

By race/ethnicity, Black associates saw the biggest year-over-year increase in representation, up by more than half of a percentage point to 5.77% of all associates. Likewise, Black summer associates saw large gains this year, increasing by 0.7 percentage points to 11.85% of all summer associates. The share of summer associates who are women and/or people of color continues to exceed that of associates by 6-15 percentage points, suggesting that the associate ranks will persist in their diversification over the next few years.

Progress at the partnership level has moved at a more sluggish pace, particularly for women of color. Black and Latinx women each continued to account for less than 1% of all partners in 2022. The percentage of Black partners overall increased by just 0.1 percentage points, from 2.22% of all partners in 2021 to 2.32%. Latinx partners experienced a similar increase, growing from 2.86% of all partners in 2021 to 2.97% in 2022.

NEW FOR 2022

NALP has added new trend data on summer associates by race/ethnicity in Table 5. In addition, trend information for Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial partners, associates, and lawyers overall have been added to the report and this information has been split into 3 tables — one for each lawyer category (See Tables 2-4.) Additional trend data from 2006-2008 were also added to these tables.

Finally, new analyses of data from the NALP archives expanded Table 1's trend information by two more years to 1991 and figures from 2000-2005 were added for counsel and all lawyers.



COMMENTARY & ANALYSIS

BY NIKIA L. GRAY, EXECUTIVE DIRECTOR

This year's *Report on Diversity in U.S. Law Firms* raises a host of complicated reactions from me, serving as both a source of hope and a source of frustration and disappointment. While the legal industry continues to make measurable gains in the representation of women, people of color, and LGBTQ individuals in the associate and summer associate ranks, it is equally clear that law firm leaders have failed to do the work necessary to break down the systemic barriers that prevent these individuals from joining them in the ranks of partnership. The data demonstrates that we are nowhere near achieving the progress one would expect from an industry that has been focused on the issue of diversity for over 3 decades.

Notably, the percentage of summer associates and associates of color continued to increase compared to last year, with much of that growth attributed to the rise in Black summer associates and associates specifically. In the summer associate ranks, the total percentage of associates of color increased by 1.7 percentage points compared to last year, with the percentage of Black and multiracial summer associates both rising approximately 0.7 points to 11.85% and 5.48% of summer associates, respectively. In tandem with this, the representation of associates of color reached a historic high of 28.32%, with the percentage of Black associates increasing by over half a percentage point to 5.77%.

Women summer associates and associates also fared well. Although the percentage remained essentially flat at 55%, women have accounted for more than half of all summer associates for the fifth year in a row. As summer associate classes are closely correlated to the following year's incoming associates, we are seeing this fact reflected in the associate ranks where the representation of women — at 49.42% in 2022 — reached its highest level since NALP began reporting the data more than 30 years ago.

LGBTQ representation at firms also saw an increase at the summer associate and associate levels. The number of summer associates identifying as LGBTQ has continued to grow at an accelerated pace, reaching 9.37% this year. As with women associates, this steady growth in the LGBTQ summer associate ranks over the past few years is now being reflected at the associate level, with the percentage of LGBTQ associates increasing at a similarly accelerated pace to 6.14% of all associates.

The strides made at the junior levels are a testament to the focused efforts of our educational institutions and recruiting professionals, who have worked to increase the number of women and diverse students receiving

(Continued on page 3)



2022 Report on Diversity

(Continued from page 2)

their JDs and entering law firms. It is also an indication that the national dialogue around social justice issues, which shined a light on the challenges facing Black communities, resulted in law firms examining their hiring practices with a lens of reducing the barriers to entry facing Black students and lawyers in particular. Celebrations, however, would be premature. Firms now need to keep these lawyers. That's proven to be difficult.

Women, people of color, and LGBTQ individuals remain markedly underrepresented at the partnership ranks. Although it is true that over the 30 years NALP has been compiling this information, law firms have made steady, incremental progress in increasing the presence of women and people of color in the partner ranks, that progress has been excruciatingly slow and nowhere near matches the increases seen in the summer associate and associate ranks. In 2022, people of color accounted for only 11.40% of all partners (equity and non-equity), while women comprised only 26.65%, and LGBTQ individuals comprised 2.46%. To put that into perspective, when NALP began reporting data on lawyers of color and women lawyers in 1991, people of color accounted for 2.14% of all partners and women accounted for 10.84% (NALP did not begin collecting similar data on LGBTQ lawyers until 2002). That means that in just over 30 years, the representation of people of color at the partner level has increased by less than 10 percentage points and women by less than 16 points. *At this rate, we still won't be anywhere near parity in another 30 years.* By any measure, such abysmal progress is a failure and suggests that little work has been done to examine and change the exclusionary practices that create inequalities and close the partnership ranks to non-Caucasian, non-cisgender male, non-heterosexual lawyers.

For those law firm leaders struggling to understand why their efforts fail at the partnership level, I encourage them to take a hard look at their organizations — their entire organizations, including their professional employees. It is clear that while law firms can hire women, diverse, and LGBTQ associates, they struggle to keep them beyond the junior ranks and to develop them into partners. That is a problem of inclusion, equity, and belonging, which cannot be solved by looking solely at one segment of the law firm population, *i.e., lawyers*, to the exclusion of everyone else. Indeed, the dialogue at firms around DEI has historically focused solely on lawyers, which is the antithesis of inclusive. This is simply logic; firms cannot create inclusive environments while systematically excluding half of their population from consideration of how policies, practices, and procedures result in inequities. So long as law firms continue to perpetuate cultures that clearly have two classes of citizens — lawyers and everyone else — they will also perpetuate cultures of “majorities and minorities,” “in people and out people,” and “us and them.” The end results of such cultures are clearly laid out in NALP's data. For those law firm leaders who are brave enough to change this paradigm, NALP can be a resource for you, and we look forward to engaging with you to elevate this dialogue. Please reach out to the NALP members at your firm and to the association. We will join you in fighting the racism and prejudice that prevent law firms from becoming truly inclusive.



HIGHLIGHTS

ASSOCIATES

- Women, people of color, and women of color continued to make incremental progress in representation at the associate level in 2022.
- Much of the increase in the percentage of associates of color can be attributed to an increase in the share of Black associates, which grew by more than half of a percentage point, to 5.77%.
- The percentage of Asian associates has essentially plateaued since 2019, despite a one-year increase in 2021.

PARTNERS

- In 2022, there were moderate improvements in the representation of women, people of color, and women of color at the partner level; however, all remain markedly underrepresented within the partnership ranks.
- Despite small gains in 2022, just over 4% of all partners are women of color. Black women and Latinx women each continued to represent less than 1% of all partners in U.S. law firms.
- The percentage of Black partners overall increased by just 0.1 percentage points, from 2.22% of all partners in 2021 to 2.32% in 2022. Latinx partners experienced a similar increase, growing from 2.86% of all partners in 2021 to 2.97% in 2022.

EQUITY AND NON-EQUITY PARTNERS

- White men continue to be disproportionately represented in the equity partner ranks within multi-tier law firms. In 2022, just 22.6% of equity partners were women. Additionally, only 9.0% were people of color — a figure that is unchanged from 2021.
- Overall, the share of partners who are equity partners increased from 57.2% in 2021 to 58.2% in 2022. Nearly 62% of men partners in multi-tier firms were equity partners in 2022, compared to just 49% of women partners and partners of color.
- Non-equity partners were somewhat more diverse as compared to equity partners and partners overall — almost 33% were women and just over 13% were people of color.

(Continued on page 5)



(Continued from page 4)

COUNSEL

- In 2022, the percentage of women counsel increased by more than 1.1 percentage points to 38.0%.

NON-TRADITIONAL TRACK/STAFF ATTORNEYS

- Despite a more than 1.1 percentage point decline compared to 2021, non-traditional track/staff attorneys were the only lawyer positions in which women were the majority in 2022, with women making up nearly 55% of lawyers in this category.

SUMMER ASSOCIATES

- The percentage of summer associates who are people of color grew by 1.7 percentage points, increasing from 41.34% in 2021 to 43.03% in 2022. Most of this growth can be attributed to the rise in the percentage of Black and multiracial summer associates, both increasing by approximately 0.7 percentage points to 11.85% and 5.48% of all summer associates, respectively.
- In 2022, the percentage of women summer associates was essentially flat at 55%. However, women accounted for more than half of all summer associates for the fifth year in a row.

LAWYERS WITH DISABILITIES

- The reporting of lawyers with disabilities (of any race or gender) has been increasing over the past 3 years, but remains limited, both at the associate and partner levels. For offices/firms reporting these data, lawyers with disabilities represented just 1.41% of all lawyers.

LGBTQ LAWYERS

- While the percentage of LGBTQ lawyers overall grew by half of a percentage point from 2021 to 2022 (the largest year-over-year increase since NALP began tracking these data) the proportion of LGBTQ summer associates continued to grow at a more accelerated rate, climbing by nearly 1 percentage point to 9.37% in 2022. Overall, 4.17% of all lawyers identified as LGBTQ.
- The share of LGBTQ summer associates has increased by almost 5 percentage points since 2017. This continued expansion in representation within the summer associate ranks suggests that there is still the potential for additional growth in the presence of LGBTQ associates at these firms.

LAWYERS WHO ARE MILITARY VETERANS

- The percentage of lawyers overall who are military veterans was 1.92%, effectively unchanged from 2021. Representation of military veterans was lowest at the associate level (1.52% of all associates).



SIGNIFICANT FINDINGS

ASSOCIATES

The representation of women, people of color, and women of color among associates continued to expand and reached historic highs in 2022. Women now make up nearly half of all associates.

NALP's analysis found that representation of associates of color has continued to increase since 2010 (from 19.53% to 28.32%) following widespread layoffs in 2009. However, over the same period of time, women did not see a net increase until 2018. Since 2018, the percentage of women associates has grown — and at 49.42% in 2022 — is the highest this percentage has been in the more than 30 years that NALP has been reporting data. In contrast to the pattern for women as a whole, representation of women of color among associates increased from about 11% (2009-2012) to approximately 16.5% in 2022, though some backsliding in 2010 is noted. However, the percentages for women and associates of color remain 6-15 percentage points below that of summer associates, suggesting that these figures should continue to improve in the coming years. (See Table 1.)

Much of the increase in the representation of associates of color from 2011-2019 can be attributed to increased representation of Asian associates, which grew steadily throughout this period before leveling off around 12% since 2019.

Despite this plateau, the share of Asian associates has increased by 4 percentage points since 2006.

Latinx associate representation has also grown in more recent years. After remaining somewhat stagnant at between 3.81% and 3.95% of associates from 2008-2014, Latinx associates have outnumbered Black or African American associates since 2015. In 2022, 6.55% of associates were Latinx, an increase of 0.4 percentage points from 2021.

In contrast to trends among Asian and Latinx associates, representation of Black or African American associates fell every year from 2009-2015 but has grown in each year since, although typically that year-to-year growth has been small. **However, in 2022 much of the overall growth in the percentage of associates of color can be attributed to the increase in the percentage of Black associates, which improved by nearly 0.6 percentage points to 5.77%.**

In 2022, 0.18% of all associates were Native American or Alaska Native, 0.08% were Native Hawaiian or other Pacific Islander, and 3.62% were multiracial. (See Table 3.)

By geography, areas in New York state outside of New York City had the highest proportion of women associates in 2022. Women were also

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the majority of associates in a number of cities including, but not limited to, Boston, Minneapolis, Tampa, and Washington, DC. Miami and the Silicon Valley had the highest percentage of associates of color — both at more than 50%. These percentages can be attributed to a large population of Latinx associates in Miami and Asian associates in the Silicon Valley. (See Tables 9 and 13.)

PARTNERS

Women, people of color, and women of color experienced moderate improvements in representation at the partner level in 2022. Women of color remain particularly underrepresented, with Black and Latinx women each still making up less than 1% of all partners.

During the 32 years that NALP has been compiling this information, law firms have made steady, incremental — though excruciatingly slow — progress in increasing the presence of women and people of color in the partner ranks. In 2022, that slight upward trend continued, with people of color accounting for 11.40% of all partners in major U.S. firms and women comprising 26.65% of the partners in these firms, up from 10.75% and 25.92%, respectively, in 2021. (See Table 1.) **Despite these increases, just over 4% of all partners are women of color — a figure that remains abysmally low due to the significant underrepresentation of both women and people of color at the partnership level and a pattern that holds true across all firm sizes and most jurisdictions.**

Over the period that NALP has been reporting this data, the gains for women and partners of color have been minimal at best. In 1991, people of color accounted for 2.14% of partners and women accounted for 10.84% of partners. At the largest firms of more than 700 lawyers, the representation of partners of color (12.78%) and women of color (4.91%) in 2022 was slightly higher compared to firms overall, but not by much. Across all firm sizes of 500 lawyers or fewer, the share of partners of color was below 10% in 2022. (See Tables 1 and 9.)

As is the case with associates, most of the increase in representation of partners of color since 2009 can be attributed to an increase in the number of Asian and Latinx partners, particularly Asian and Latinx men. Representation of Black or African American partners has only increased by 0.6 percentage points during this time, and only surpassed the 2% threshold for the first time in 2020. **In 2022, Black and Latinx women each still account for less than 1% of all partners, at 0.94% and 0.97% respectively.**

Additionally, 0.17% of all partners were Native American or Alaska Native, 0.07% were Native Hawaiian or other Pacific Islander, and 1.30% were multiracial in 2022. The share of multiracial partners has more than doubled since 2016. (See Table 2.)

By geography, Sacramento and San Francisco had the highest percentage of women partners. San Diego and Miami had the largest share of partners of color, primarily due to a large number of Latinx partners. (See Tables 9 and 12.)

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EQUITY AND NON-EQUITY PARTNERS

In 2022, the percentage of women equity partners increased; however, the share of equity partners of color was flat compared to last year. Equity partners are the least diverse of all categories of lawyers included in this report.

This report includes findings on the demographics of both equity and non-equity partners. Equity partner information is reported in the NDLE separately from the demographics grid information used for the other analyses in this report. The demographics of equity figures reflect firms with multi-tier partnerships that also provided equity and non-equity partner demographics in 2022. This reporting accounted for 17,285 partners, of which 58.2% were equity partners.

To the extent that broad trends in the data can be identified over the period for which this information has been collected, it appears that **the distribution of all partners by equity status has moved only slightly towards greater proportions of women and people of color**, just as women and people of color have made small gains in representation among partners overall. For example, between 2011 and 2022, the percentage of all partners who were men equity partners fell from 51.7% to 45.1% (with a low of 43.9% in 2020), while the percentage of all partners who were women equity partners rose from 9.5% to 13.1% (with a low of 9.3% in 2012), and the percentage of all partners who were equity partners of color rose from 2.9% to 5.2%. Notably, over the same period, the percentage of partners overall who are equity

partners has decreased from 61.3% in 2011 to 58.2% in 2022 (with a low of 55.8% in 2020). (See Tables 7 and 8.)

COUNSEL

In 2022, the percentage of women counsel increased by more than a percentage point. The share of counsel who are people of color also increased, but to a lesser extent.

The percentage of women counsel grew by more than 1.1 percentage points to 38.00% in 2022. The proportion of people of color and women of color among counsel has, for the most part, increased over the 11-year period in which NALP has been collecting data exclusively for counsel, with one small dip in the percentage of women of color in 2017. **However, at just 12.68% and 6.45%, representation of people of color and women of color among counsel is still quite low** and only slightly better than the percentages within the partnership ranks. (See Table 1.)

NON-TRADITIONAL TRACK/ STAFF ATTORNEYS

Non-traditional track/staff attorney positions are the only lawyer positions in which women are the majority. In 2022, the percentage of non-traditional track/staff attorney positions that were held by women fell, but there was a slight increase in the percentage of these positions obtained by people of color.

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Representation among women in non-traditional track/staff attorney positions fell by about 1.1 percentage points to 54.85%, and this figure is down by nearly 3 percentage points from a peak of 57.66% in 2018. However, the percentage of non-traditional track/staff attorneys who are people of color increased by approximately one-quarter of a percentage point to 22.88%. (See Table 1.)

LAWYERS OVERALL

Representation of women, people of color, and women of color among lawyers overall was up in 2022, reaching new highs. The percentage of lawyers who are women of color surpassed 10% for the first time.

These increases reflect the growth experienced across all lawyer categories combined — for partners, associates, counsel, and non-traditional track/staff attorneys. Although the overall figure for women fell in 2010 and 2011, and again in 2015, the percentage for women (38.68% in 2022) has exceeded the 2009 figure of 32.97% since 2014 — and has grown by more than 5 percentage points over the past 7 years.

The representation of lawyers of color as a whole rose by 0.7 percentage points to 19.21%, and has also increased by more than 5 percentage points since 2015. The share of women lawyers of color increased by nearly half of a percentage point in 2022 to 10.15%.

SUMMER ASSOCIATES

The representation of women and people of color in the summer associate ranks compares much more favorably to the population of recent law school graduates. The percentage of summer associates of color continued to climb this year, increasing by 1.7 percentage points to just over 43%, following a historic 5-point gain in 2021. Women accounted for over half of all summer associates (55.11%) for the fifth year in a row.

According to data from the American Bar Association (ABA), since 2000, the percentage of graduates of color has ranged from 20%-32%, while women have accounted for 46%-53% of graduates, with the Class of 2021 representing a new high-water mark for women. In 2022, 55.11% of summer associates were women, 43.03% were people of color, and 26.10% were women of color. Much of this year's growth in the percentage of summer associates of color can be attributed to increases in the share of Black and multiracial summer associates — each increasing by approximately 0.7 percentage points to 11.85% and 5.48% of all summer associates, respectively. Since 2014, there has been a nearly 13-percentage point gain in the share of summer associates of color, largely attributed to the 9.5 percentage point increase in the percentage of women associates of color during this time period. Since 2009, the share of summer associates who are women of color has more than doubled, growing from 12.90% in 2009 to 26.10% in 2022. These figures suggest the likelihood of continued improvements in the

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diversity of associates over the next few years. After a nearly 10-percentage point gain over the last 8 years, the share of women summer associates was essentially flat in 2022, at just over 55%. (See Tables 1 and 5.)

LAWYERS WITH DISABILITIES

Figures for lawyers with disabilities in law firms remain below the levels for recent law graduates and are likely underreported.

The NALP Directory of Legal Employers also collects information about lawyers with disabilities, though this information is much less widely reported than information on race/ethnicity and gender, making it more difficult to draw definitive conclusions about the representation of lawyers with disabilities. In 2022, the percentage of partners self-reported as having a disability was more or less flat compared to last year at 1.08%; however, this percentage is more than double that of the 2019 figure of 0.46%. The share of partners with disabilities had previously been slowly rising from levels of approximately one-third of a percent from 2012-2016 to closer to one-half of a percent of partners from 2017-2019.

Representation of associates with disabilities improved from 1.25% in 2021 to 1.63% in 2022. Similar to the partner figures, the percentage for 2022 is close to triple that of the 2019 figure of 0.59%. Overall, 1.41% of all lawyers identified as having a disability, up from 1.22% last year. However, despite increases over the past few years,

these figures are still small, making it difficult to draw any conclusions about trends going forward, and more than one-quarter of the offices included in the 2022 NDLE did not report data on lawyers with disabilities. Although the presence of individuals with disabilities among law school graduates is not precisely known, other NALP research from the Class of 2021 suggests that about 5.5% of graduates self-identify as having a disability. (See Table 15.)

LGBTQ LAWYERS

While the percentage of LGBTQ lawyers has steadily increased over the period since 2002 when NALP first began compiling these figures, the greatest growth has been at the summer associate level.

The overall percentage of LGBTQ lawyers reported in 2022 increased by half of a percentage point, climbing to 4.17%. **However, LGBTQ representation among summer associates continued to grow at an accelerated pace, increasing by nearly 1 percentage point, from 8.41% in 2021 to 9.37% in 2022.** Nevertheless, this 2022 figure is nearly 2 percentage points below the percentage of Class of 2021 graduates identifying as LGBTQ (11.3%).

The share of LGBTQ partners increased by approximately 0.2 percentage points, rising to 2.46% in 2022; however, LGBTQ associates saw a much larger increase of 0.8 percentage points, growing from 5.35% of all associates in 2021 to

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6.14% in 2022. Since 2019, the share of LGBTQ associates has increased by 2 percentage points. It previously took 11 years for the same increase to be achieved from 2008-2019. The percentage of offices reporting LGBTQ data has been around 90% or higher since 2008, and in 2022, 97% of offices reported LGBTQ counts. Nearly three-quarters (73.5%) of these offices reported at least one LGBTQ lawyer in 2022.

Perhaps not surprisingly, there are wide geographic disparities in these numbers, although this year's LGBTQ figures were more disperse than in previous years. Historically, more than half of the reported LGBTQ lawyers have been located in just 4 cities: New York City, Washington, DC, the Los Angeles area, and San Francisco. In 2022, Boston replaced the Los Angeles area as one of the top 4 cities in terms of the total number of LGBTQ lawyers, and slightly less than half of all LGBTQ lawyers (47.7%) were working in New York City, Washington, DC, Boston, or San Francisco.

These same 4 cities comprised 34.8% of the 99,292 lawyers included in these analyses. Thus, despite their shrinking overall share, the percentage of LGBTQ lawyers in these cities is correspondingly higher — 5.65% overall (and highest in San Francisco specifically at 7.30%) — compared with the 4.17% nationwide figure. In these same 4 cities, the percentage of LGBTQ summer associates is also slightly higher than the national figures, albeit not by much — at 9.48% compared with 9.37% nationwide.

In 2022, the overall count of 3,653 LGBTQ lawyers grew by 9.7% from 2021. **Over a longer span of time, the number of LGBTQ lawyers is now almost 4 times that from the 2002 NDLE, when these data were first collected.** In the 2002 NDLE, the number of LGBTQ lawyers reported was just over 1,100 — less than 1% of the total lawyers represented. It took until 2012 for the overall percentage to exceed 2%, while 2020 was the first year in which it surpassed 3%. Now just 2 years later, this figure topped 4% for the first time in 2022. (See Table 17.)

The presence of LGBTQ lawyers continues to be highest among associates, at 6.14%. LGBTQ associates were somewhat better represented at large law firms — with firms of more than 700 lawyers reporting that 6.51% of their associates identified as LGBTQ. (See Table 16.)

The higher percentage of LGBTQ summer associates compared to associates and all lawyers suggests that there is the potential for considerable growth in the presence of LGBTQ associates at these reporting firms. For example, the percentage of LGBTQ associates in 2022 was similar to the summer associate figures from 2018 and 2019. The overall figure for summer associates in 2022 was 9.37%. However, there is considerable variability by firm size — with firms of 101-250 lawyers reporting the highest share of LGBTQ summer associates this year (10.61%).

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LAWYERS WHO ARE MILITARY VETERANS

Among lawyers overall, nearly 2% are military veterans. A smaller percentage of associates were military veterans compared to other types of lawyers.

NALP began collecting data on military veterans in the *NALP Directory of Legal Employers* in 2018, and in 2022 nearly 86% of offices/firms reported counts, including zero, of military veterans. Reporting on veteran status for summer associates was more limited, with just under 55% of offices/firms reporting data. Overall, a higher percentage of partners (1.97%) and other lawyers (2.95%) were military veterans compared to associates (1.52%). Small firms of 250 or fewer lawyers generally had a larger proportion of military veterans as compared to larger sized firms, except for at the associate level. Among summer associates, 1.92% were military veterans — identical to the overall lawyer figure. (See Table 18.)

GENDER NON-BINARY LAWYERS

This was the third year in which data on gender non-binary lawyers were collected in the NDLE. Nearly 70% (69.8%) of offices/firms reported counts, including zero, of non-binary lawyers in 2022. As with other demographic data, reporting for non-binary summer associates was more limited with just over half (50.7%) of offices/firms reporting numbers. Overall, 42 non-binary lawyers were reported in 2022, of which 33 were associates, 5 were counsel, 3 were partners, and 1 was a staff attorney. This compares to a total of 20 non-binary lawyers in 2021, and 9 non-binary lawyers reported

in 2020. Seventeen gender non-binary summer associates were reported in 2022, compared with 11 in 2021, and 8 in 2020.

BREADTH OF LAWYER REPRESENTATION IN THE NALP DIRECTORY

The 2022 *NALP Directory of Legal Employers*, which provides the individual firm listings on which these aggregate analyses are based, includes lawyer race/ethnicity and gender information for more than 99,000 partners, associates, and other lawyers in 825 offices, and for more than 7,000 summer associates in 542 offices nationwide. The NDLE is available at www.nalpdirectory.com.

DEFINITIONS AND REPORTING

Law offices reported aggregate demographic data for their lawyers as of February 1, 2022. Law offices that utilized the “not collected” or “unknown” reporting options for any demographic items are not included in the aggregate figures for that particular demographic(s).

With minor modifications, NALP utilizes the U.S. Equal Employment Opportunity Commission (EEOC) race/ethnicity demographic categories within the *NALP Directory of Legal Employers*. Definitions for the race/ethnicity categories included in this report are listed below.

Latinx — A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

Asian — A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American — A person having origins in any of the black racial groups of Africa.

Native American or Alaska Native — A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Native Hawaiian or other Pacific Islander — A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Multiracial — A person who self-reports as belonging to more than one racial category.

In some tables and charts, NALP reports aggregate figures for people of color or lawyers of color.

People of color includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers (or summer associates) as reported by law firms.

Tables 12-14 do not include separate columns for Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers due to the relatively small number of lawyers reported, preventing more detailed analysis by firm size and city. However, the overall percentages for these racial groups in 2022 and prior years are included in Tables 2-4.

Limited reporting of gender non-binary lawyers also precludes more detailed analysis; however, counts are included in the text of the report.

The partner numbers in this report include both equity and non-equity partners, unless otherwise noted in Tables 6-8.

Equity Partners are those who file a Schedule K-1 tax form and receive no more than half their compensation on a fixed-income basis.

Non-equity Partners are those who receive more than half their compensation on a fixed basis. These lawyers may or may not be generally eligible for equity partnership.



Table 1. Women and People of Color at Law Firms, 1991-2022

Year	Partners			Associates			Counsel		
	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*
2022	26.65%	11.40%	4.39%	49.42%	28.32%	16.51%	38.00%	12.68%	6.45%
2021	25.92	10.75	4.08	48.21	27.60	15.94	36.87	12.37	6.04
2020	25.05	10.23	3.79	47.45	26.48	15.17	36.81	11.72	5.80
2019	24.17	9.55	3.45	46.77	25.44	14.48	36.90	11.51	5.53
2018	23.36	9.13	3.19	45.91	24.22	13.52	35.37	10.70	4.80
2017	22.70	8.42	2.90	45.48	23.32	12.86	34.53	10.24	4.59
2016	22.13	8.05	2.76	45.00	22.72	12.42	34.31	10.00	4.64
2015	21.46	7.52	2.55	44.68	22.00	11.78	34.03	9.11	4.19
2014	21.06	7.33	2.45	44.94	21.63	11.51	34.63	8.56	4.18
2013	20.22	7.10	2.26	44.79	20.93	11.29	33.55	8.14	3.70
2012	19.91	6.71	2.16	45.05	20.32	11.08	32.97	8.04	3.52
2011	19.54	6.56	2.04	45.35	19.90	10.96	NA	NA	NA
2010	19.43	6.16	1.95	45.41	19.53	10.90	NA	NA	NA
2009	19.21	6.05	1.88	45.66	19.67	11.02	NA	NA	NA
2008	18.74	5.92	1.84	45.34	19.08	10.73	NA	NA	NA
2007	18.34	5.40	1.65	45.06	18.07	10.07	NA	NA	NA
2006	17.90	5.01	1.48	44.33	16.72	9.16	NA	NA	NA
2005	17.29	4.63	NA	44.12**	15.62**	NA	25.73	5.19	NA
2004	17.06	4.32	NA	43.96**	15.06**	NA	25.17	4.66	NA
2003	16.81	4.04	NA	43.02**	14.63**	NA	25.03	4.79	NA
2002	16.30	3.71	NA	42.42**	14.27**	NA	25.03	4.02	NA
2001	15.80	3.55	NA	41.94**	13.70**	NA	24.73	4.08	NA
2000	15.63	3.35	NA	41.69**	12.86**	NA	23.77	3.95	NA
1999	15.04	3.25	NA	41.39**	12.06**	NA	NA	NA	NA
1998	14.55	3.07	NA	40.90**	11.81**	NA	NA	NA	NA
1997	14.21	2.95	NA	40.11**	11.06**	NA	NA	NA	NA
1996	14.19**	2.93**	NA	39.79**	10.17**	NA	NA	NA	NA
1995	13.43**	2.79**	NA	38.98**	9.29**	NA	NA	NA	NA
1994	12.91**	2.68**	NA	38.99**	8.36**	NA	NA	NA	NA
1993	12.27**	2.55**	NA	38.78**	7.69**	NA	NA	NA	NA
1992	11.63**	2.37**	NA	38.68**	7.13**	NA	NA	NA	NA
1991	10.84**	2.14**	NA	38.37**	6.47**	NA	NA	NA	NA

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2022 Report on Diversity

Table 1. Women and People of Color at Law Firms, 1991-2022 (continued)

Year	Non-traditional Track/ Staff Attorneys			Total Lawyers			Summer Associates		
	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*
2022	54.85%	22.88%	13.77%	38.68%	19.21%	10.15%	55.11%	43.03%	26.10%
2021	55.99	22.62	13.93	37.68	18.52	9.69	55.06	41.34	25.14
2020	55.35	25.14	14.65	37.14	17.95	9.32	53.62	36.48	22.12
2019	57.45	23.18	14.05	36.33	16.98	8.73	52.66	35.26	21.16
2018	57.66	21.71	13.60	35.41	16.10	8.08	51.42	35.04	20.83
2017	56.36	21.46	13.47	34.54	15.16	7.54	49.87	32.33	18.23
2016	56.36	20.59	13.06	33.89	14.62	7.23	48.71	32.33	18.05
2015	56.35	19.94	12.85	33.38	13.97	6.81	47.76	31.16	16.99
2014	55.74	20.79	13.34	33.48	13.83	6.74	46.33	30.27	16.63
2013	NA	NA	NA	32.78	13.36	6.49	45.32	29.51	15.78
2012	NA	NA	NA	32.67	12.91	6.32	46.26	29.55	16.26
2011	NA	NA	NA	32.61	12.70	6.23	47.71	27.11	15.19
2010	NA	NA	NA	32.69	12.40	6.20	47.35	26.99	14.92
2009	NA	NA	NA	32.97	12.59	6.33	46.62	24.04	12.90
2008	NA	NA	NA	32.58	12.26	6.18	45.42	24.04	12.99
2007	NA	NA	NA	31.98	11.43	5.70	45.58	24.19	13.25
2006	NA	NA	NA	31.32	10.58	5.18	46.67	23.05	12.40
2005	NA	NA	NA	30.96	10.05	NA	47.92	22.85	NA
2004	NA	NA	NA	30.67	9.70	NA	47.74	20.15	NA
2003	NA	NA	NA	30.64	9.48	NA	49.20	18.67	NA
2002	NA	NA	NA	30.39	9.21	NA	48.22	19.19	NA
2001	NA	NA	NA	29.87	8.84	NA	48.23	17.26	NA
2000	NA	NA	NA	29.35	8.22	NA	46.26	17.28	NA
1999	NA	NA	NA	NA	NA	NA	45.97	17.67	NA
1998	NA	NA	NA	NA	NA	NA	44.41	18.47	NA
1997	NA	NA	NA	NA	NA	NA	43.95	18.66	NA
1996	NA	NA	NA	NA	NA	NA	43.34	19.27	NA
1995	NA	NA	NA	NA	NA	NA	44.14	19.28	NA
1994	NA	NA	NA	NA	NA	NA	42.16	19.74	NA
1993	NA	NA	NA	NA	NA	NA	41.16	18.91	NA
1992	NA	NA	NA	NA	NA	NA	40.75	16.02	NA
1991	NA	NA	NA	NA	NA	NA	41.83	13.88	NA

Source: The NALP Directory of Legal Employers, 1991-2022

Notes: NA: Not available.

* Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

** A double asterisk indicates that the partner figure includes of counsel, or that the associate figure includes senior attorneys and staff attorneys.

Starting in 2006, data collection was expanded to include gender within each racial/ethnic category; therefore, data on women of color are not available for prior years. Figures for all lawyers were calculated beginning in 2000. Data specifically for counsel positions is available from 2000-2005 and 2012-present, and for non-traditional track/staff attorneys from 2014-present.



2022 Report on Diversity

Chart 1. Percentage of Partners Who are Women and People of Color at Law Firms, 1991-2022

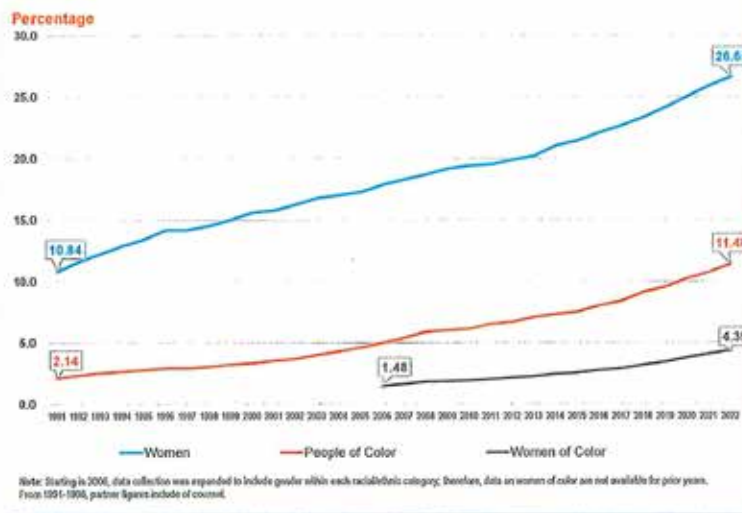
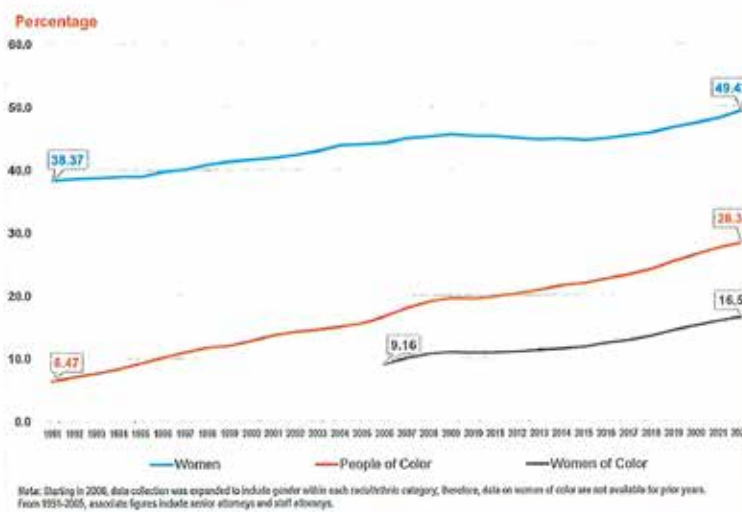


Chart 2. Percentage of Associates Who are Women and People of Color at Law Firms, 1991-2022





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Chart 3. Percentage of Counsel Who are Women and People of Color at Law Firms, 2012-2022

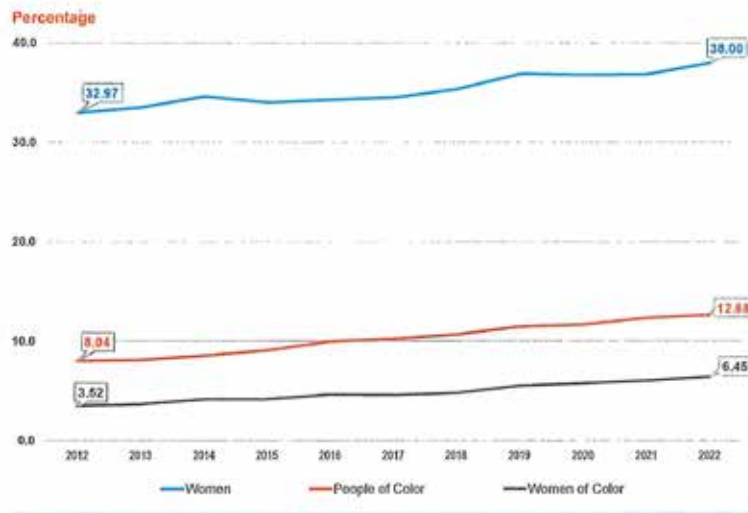
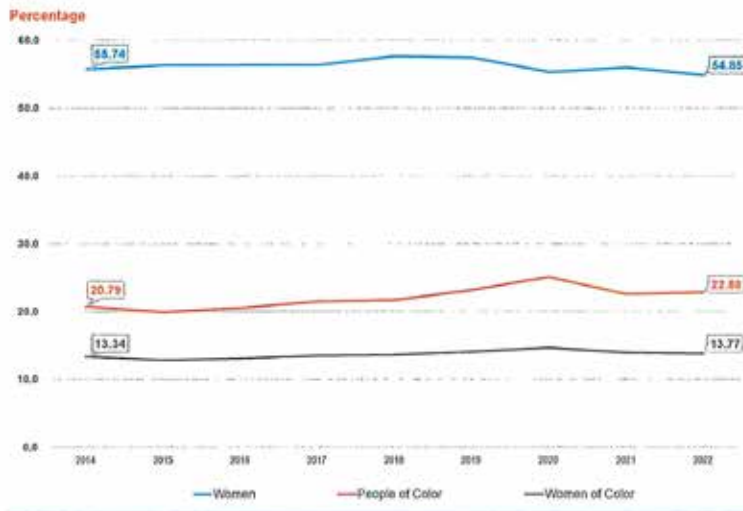


Chart 4. Percentage of Non-traditional Track/Staff Attorneys Who are Women and People of Color at Law Firms, 2014-2022





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Chart 5. Percentage of Total Lawyers Who are Women and People of Color at Law Firms, 2000-2022

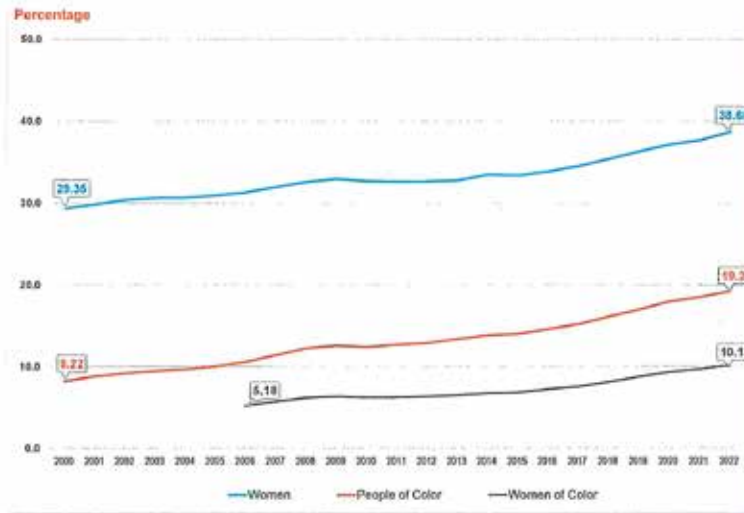
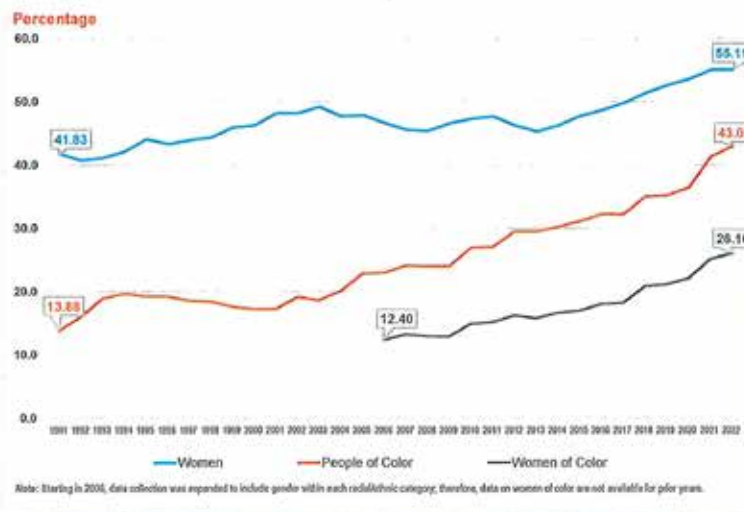


Chart 6. Percentage of Summer Associates Who are Women and People of Color at Law Firms, 1991-2022





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Table 2. Partners at Law Firms by Race/Ethnicity, 2006-2022

Year	Partners											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2022	4.57%	1.85%	2.32%	0.94%	2.97%	0.97%	0.17%	0.06%	0.07%	0.03%	1.30%	0.53%
2021	4.30	1.73	2.22	0.86	2.85	0.92	0.18	0.06	0.06	0.02	1.13	0.48
2020	4.08	1.62	2.10	0.80	2.80	0.90	0.18	0.07	0.06	0.02	1.02	0.38
2019	3.89	1.46	1.97	0.75	2.52	0.80	0.18	0.07	0.05	0.02	0.92	0.35
2018	3.63	1.38	1.83	0.68	2.49	0.77	0.14	0.05	0.19	0.02	0.84	0.28
2017	3.31	1.23	1.83	0.66	2.40	0.73	0.13	0.04	0.05	0.02	0.70	0.24
2016	3.13	1.17	1.81	0.64	2.31	0.68	0.12	0.04	0.06	0.02	0.62	0.20
2015	2.89	1.07	1.77	0.64	2.19	0.63	0.11	0.04	0.05	0.02	0.50	0.16
2014	2.74	0.99	1.72	0.63	2.16	0.60	0.13	0.05	0.05	0.01	0.55	0.18
2013	2.67	0.91	1.78	0.60	1.99	0.54	0.15	0.06	0.04	0.01	0.46	0.15
2012	2.48	0.89	1.73	0.60	1.91	0.48	0.15	0.06	0.07	0.01	0.37	0.12
2011	2.36	0.82	1.71	0.58	1.92	0.48	0.13	0.04	0.05	0.01	0.37	0.10
2010	2.30	0.81	1.70	0.56	1.70	0.44	0.12	0.04	0.06	0.02	0.28	0.08
2009	2.20	0.76	1.71	0.57	1.65	0.41	0.15	0.04	0.07	0.02	0.26	0.08
2008	2.05	0.71	1.71	0.56	1.68	0.42	0.17	0.10	0.06	0.02	0.24	0.07
2007	1.94	0.68	1.64	0.50	1.56	0.39	0.13	0.04	NA	NA	0.13	0.04
2006	1.78	0.59	1.55	0.48	1.38	0.32	0.15	0.05	NA	NA	0.14	0.04

Source: The NALP Directory of Legal Employers, 2006-2022

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander partners were included in the figures for Asian partners.

Table 3. Associates at Law Firms by Race/Ethnicity, 2006-2022

Year	Associates											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2022	12.12%	7.29%	5.77%	3.45%	6.55%	3.57%	0.18%	0.10%	0.08%	0.04%	3.62%	2.05%
2021	12.49	7.39	5.22	3.17	6.11	3.25	0.18	0.10	0.09	0.05	3.52	1.98
2020	12.12	7.18	5.10	3.04	5.84	2.99	0.17	0.09	0.08	0.04	3.36	1.83
2019	12.17	7.17	4.76	2.80	5.17	2.70	0.21	0.11	0.08	0.04	3.05	1.67
2018	11.69	6.64	4.48	2.55	4.71	2.45	0.19	0.11	0.08	0.04	3.08	1.73
2017	11.40	6.52	4.28	2.42	4.57	2.23	0.18	0.10	0.08	0.04	2.81	1.56
2016	11.25	6.35	4.11	2.32	4.42	2.15	0.19	0.09	0.08	0.04	2.67	1.46
2015	10.93	6.00	3.95	2.25	4.28	2.03	0.19	0.08	0.09	0.04	2.56	1.38
2014	10.80	5.81	4.01	2.31	3.95	1.89	0.22	0.10	0.10	0.05	2.56	1.35
2013	10.48	5.64	4.10	2.43	3.82	1.89	0.24	0.09	0.11	0.07	2.20	1.17
2012	10.01	5.40	4.19	2.55	3.90	1.95	0.21	0.11	0.10	0.06	1.91	1.02
2011	9.65	5.31	4.29	2.61	3.83	1.92	0.18	0.09	0.15	0.09	1.79	0.94
2010	9.39	5.15	4.36	2.75	3.81	1.94	0.19	0.10	0.20	0.11	1.58	0.85
2009	9.28	5.12	4.66	2.93	3.89	2.00	0.24	0.11	0.21	0.13	1.39	0.74
2008	9.05	5.04	4.75	2.97	3.86	1.94	0.22	0.10	0.23	0.13	0.97	0.54
2007	8.94	4.96	4.65	2.85	3.68	1.84	0.21	0.09	NA	NA	0.59	0.32
2006	8.13	4.42	4.49	2.72	3.44	1.66	0.24	0.12	NA	NA	0.42	0.24

Source: The NALP Directory of Legal Employers, 2006-2022

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander associates were included in the figures for Asian associates.



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Table 4. Total Lawyers at Law Firms by Race/Ethnicity, 2006-2022

Year	Total Lawyers											
	Asian		Black or African American		Latinox		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2022	8.06%	4.45%	3.92%	2.12%	4.64%	2.21%	0.17%	0.08%	0.07%	0.04%	2.34%	1.24%
2021	8.06	4.40	3.63	1.97	4.37	2.04	0.18	0.08	0.08	0.04	2.21	1.16
2020	7.68	4.30	3.55	1.91	4.17	1.92	0.17	0.08	0.07	0.04	2.10	1.06
2019	7.71	4.15	3.31	1.77	3.79	1.72	0.19	0.09	0.07	0.03	1.91	0.97
2018	7.29	3.84	3.09	1.61	3.55	1.59	0.17	0.08	0.13	0.03	1.87	0.95
2017	6.94	3.65	2.94	1.49	3.42	1.47	0.16	0.07	0.05	0.03	1.66	0.84
2016	6.75	3.53	2.84	1.43	3.30	1.40	0.15	0.06	0.07	0.03	1.53	0.77
2015	6.44	3.29	2.79	1.42	3.11	1.30	0.15	0.06	0.05	0.03	1.41	0.70
2014	6.34	3.21	2.83	1.48	2.98	1.24	0.16	0.07	0.05	0.03	1.45	0.71
2013	6.14	3.07	2.88	1.50	2.83	1.20	0.18	0.07	0.07	0.04	1.25	0.62
2012	5.85	2.93	2.92	1.56	2.83	1.20	0.18	0.08	0.08	0.04	1.06	0.52
2011	5.64	2.88	3.00	1.58	2.81	1.18	0.16	0.07	0.10	0.05	0.99	0.47
2010	5.54	2.83	3.00	1.64	2.71	1.17	0.16	0.07	0.13	0.06	0.86	0.43
2009	5.54	2.84	3.18	1.75	2.73	1.20	0.19	0.08	0.14	0.07	0.80	0.39
2008	5.37	2.80	3.26	1.77	2.71	1.16	0.19	0.08	0.15	0.08	0.59	0.29
2007	5.23	2.72	3.12	1.66	2.56	1.09	0.16	0.07	NA	NA	0.35	0.17
2006	4.75	2.40	3.00	1.59	2.35	0.96	0.20	0.09	NA	NA	0.42	0.14

Source: The NALP Directory of Legal Employers, 2006-2022

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander lawyers were included in the figures for Asian lawyers.



Table 5. Summer Associates at Law Firms by Race/Ethnicity, 2006-2022

Year	Summer Associates											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2022	16.07%	10.10%	11.85%	7.33%	9.23%	5.36%	0.29%	0.19%	0.11%	0.04%	5.48%	3.08%
2021	16.08	10.03	11.17	7.14	8.81	4.61	0.39	0.27	0.13	0.10	4.76	2.99
2020	13.88	8.59	10.45	6.35	7.73	4.42	0.27	0.19	0.18	0.10	4.01	2.46
2019	14.26	8.70	9.39	5.70	7.84	4.60	0.37	0.14	0.20	0.10	3.21	1.92
2018	14.45	8.70	9.09	5.61	7.63	4.33	0.31	0.13	0.17	0.12	3.39	2.04
2017	13.10	7.55	9.07	5.46	7.04	3.54	0.31	0.14	0.10	0.08	2.61	1.45
2016	14.79	8.05	8.42	4.89	5.91	3.19	0.32	0.20	0.20	0.13	2.68	1.64
2015	13.47	7.70	8.43	4.76	6.02	2.83	0.35	0.26	0.12	0.08	2.75	1.37
2014	13.04	7.48	8.03	4.34	6.13	3.32	0.35	0.19	0.18	0.10	2.53	1.21
2013	13.59	7.66	7.52	3.94	5.57	2.63	0.35	0.18	0.12	0.09	2.39	1.30
2012	13.00	7.30	7.94	4.35	5.66	2.92	0.37	0.12	0.26	0.15	2.32	1.41
2011	11.97	6.73	7.88	4.43	4.81	2.71	0.30	0.04	0.09	0.06	2.05	1.23
2010	11.96	6.74	8.21	4.67	4.78	2.43	0.44	0.18	0.15	0.09	1.45	0.81
2009	10.73	5.59	7.41	4.19	4.11	2.19	0.37	0.17	0.14	0.08	1.28	0.67
2008	10.54	5.52	7.02	4.27	4.00	1.92	0.27	0.17	0.23	0.10	1.15	0.54
2007	11.06	5.74	7.68	4.70	4.02	2.07	0.28	0.16	NA	NA	0.81	0.38
2006	10.23	5.15	8.13	4.93	3.87	1.90	0.28	0.15	NA	NA	0.54	0.27

Source: The NALP Directory of Legal Employers, 2006-2022

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander summer associates were included in the figures for Asian summer associates.



Table 6. Percentage of Partners Reported as Equity Partners by Gender and Race/Ethnicity, 2011-2022

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Men partners	16,134	18,278	18,083	17,641	17,476	17,456	16,309	15,930	15,247	12,734	13,020	12,656
% equity	64.9%	64.2%	63.6%	63.5%	61.8%	62.5%	62.9%	60.9%	60.8%	59.3%	60.6%	61.6%
Women partners	4,104	4,578	4,778	4,835	4,971	5,145	5,041	5,096	5,057	4,435	4,703	4,629
% equity	47.0%	46.4%	47.4%	47.7%	45.8%	46.9%	47.0%	46.4%	46.7%	45.9%	47.5%	49.1%
Partners who are people of color*	1,229	1,423	1,562	1,549	1,617	1,696	1,670	1,752	1,820	1,667	1,822	1,857
% equity	47.1%	46.8%	47.2%	48.5%	45.5%	45.9%	45.9%	45.3%	48.6%	46.3%	49.8%	48.5%

Source: The NALP Directory of Legal Employers, 2011-2022

Notes: * Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Figures for 2022 are based on 146 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2021.

Table 7. Distribution of Equity and Non-equity Partners by Gender and Race/Ethnicity, 2011-2022

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Equity partners	12,396	13,864	13,760	13,508	13,078	13,323	12,630	12,067	11,633	9,581	10,129	10,067
% men	84.4%	84.7%	83.5%	82.9%	82.6%	81.9%	81.3%	80.4%	79.7%	78.7%	78.0%	77.4%
% women	15.6%	15.3%	16.5%	17.1%	17.4%	18.1%	18.7%	19.6%	20.3%	21.3%	22.0%	22.6%
% people of color*	4.7%	4.8%	5.4%	5.6%	5.6%	5.8%	6.1%	6.6%	7.6%	8.1%	9.0%	9.0%
Non-equity partners	7,842	8,992	9,101	8,968	9,369	9,278	8,720	8,959	8,675	7,588	7,594	7,218
% men	72.3%	72.7%	72.4%	71.8%	71.2%	70.6%	69.3%	69.5%	68.9%	68.4%	67.5%	67.3%
% women	27.7%	27.3%	27.6%	28.2%	28.8%	29.4%	30.7%	30.5%	31.1%	31.6%	32.5%	32.7%
% people of color*	8.3%	8.4%	9.1%	8.9%	9.4%	9.9%	10.4%	10.7%	10.7%	11.8%	12.0%	13.2%

Source: The NALP Directory of Legal Employers, 2011-2022

Note: * Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Figures for 2022 are based on 146 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2021. Since partners of color are also counted in the men and women categories, percentages across these three categories do not add up to 100%.



Table 8. Distribution of All Partners by Equity Status, Gender, and Race/Ethnicity, 2011-2022

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total partners	20,238	22,856	22,861	22,476	22,447	22,801	21,350	21,026	20,308	17,169	17,723	17,285
% Equity partners	61.3%	60.7%	60.2%	60.1%	58.3%	58.9%	59.2%	57.4%	57.3%	55.8%	57.2%	58.2%
% men	51.7%	51.4%	50.3%	49.8%	48.1%	48.3%	48.1%	46.2%	45.7%	43.9%	44.6%	45.1%
% women	9.5%	9.3%	9.9%	10.3%	10.1%	10.7%	11.1%	11.2%	11.6%	11.9%	12.6%	13.1%
% people of color*	2.9%	2.9%	3.2%	3.3%	3.3%	3.4%	3.6%	3.8%	4.4%	4.5%	5.1%	5.2%
% Non-equity partners	38.7%	39.3%	39.8%	39.9%	41.7%	41.1%	40.8%	42.6%	42.7%	44.2%	42.8%	41.8%
% men	28.0%	28.6%	28.8%	28.7%	29.7%	29.0%	28.3%	29.6%	29.4%	30.2%	28.9%	28.1%
% women	10.7%	10.7%	11.0%	11.2%	12.0%	12.1%	12.5%	13.0%	13.3%	14.0%	13.9%	13.6%
% people of color*	3.2%	3.3%	3.6%	3.5%	3.9%	4.1%	4.2%	4.6%	4.6%	5.2%	5.2%	5.5%

Source: The NALP Directory of Legal Employers, 2011-2022

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Figures for 2022 are based on 146 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2021. Since partners of color are also counted in the men and women categories, percentages across these three categories do not add up to 100%.



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Table 9. Women and People of Color at Law Firms — Partners and Associates by Firm-Size and Geography, 2022

	Partners				Associates				# of Offices
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	
Total	42,061	26.65%	11.40%	4.39%	42,697	49.42%	28.32%	16.51%	825
By Number of Lawyers Firm-wide:									
100 or fewer lawyers	1,501	24.72	8.53	3.40	795	47.17	23.02	12.45	47
101-250 lawyers	6,331	25.79	8.77	3.38	3,478	48.99	22.57	13.25	98
251-500 lawyers	6,596	26.21	9.37	3.49	4,641	47.40	25.25	14.01	137
501-700 lawyers	5,114	27.65	12.01	4.79	4,499	50.86	29.38	17.54	89
701+ lawyers	22,519	26.92	12.78	4.91	29,284	49.63	29.46	17.24	454
Offices in:									
Atlanta	674	26.41	10.83	4.15	644	49.07	25.62	14.75	18
Austin	233	29.61	17.17	6.87	211	38.39	28.91	12.32	15
Boston	1,344	28.35	7.74	3.20	1,818	50.44	23.38	14.19	30
Charlotte	428	19.86	5.37	1.64	416	46.39	16.83	9.38	11
Chicago	2,489	26.44	9.76	3.82	2,308	46.45	23.22	12.74	42
Cleveland	454	21.81	3.74	0.88	326	42.99	10.37	4.88	7
Columbus	566	27.56	9.89	4.24	324	49.69	20.06	10.80	11
Dallas	756	22.75	12.17	3.84	786	45.55	25.19	13.10	31
Denver	486	29.42	9.05	4.12	465	48.82	16.34	9.68	21
Detroit area	622	29.74	6.75	2.73	231	44.16	12.99	7.79	10
Houston	781	23.05	16.39	5.51	916	46.18	28.60	15.50	30
Kansas City, MO	410	27.32	5.12	1.95	209	46.41	18.18	9.57	6
Los Angeles area	1,373	26.88	19.74	7.06	1,804	51.88	38.25	23.00	57
Miami	290	27.24	29.66	8.28	216	52.78	50.93	29.17	15
Milwaukee	512	25.78	5.08	2.34	255	48.24	12.16	6.27	6
Minneapolis	887	28.86	6.43	2.82	538	50.37	16.91	10.22	16
New York City	5,407	24.51	12.98	4.96	10,280	48.82	31.82	18.99	74
Northern NJ/ Newark area	208	24.52	9.13	4.81	132	46.21	19.70	10.61	5
Northern Virginia	97	17.53	13.40	4.12	82	46.34	20.73	7.32	5
Orange County, CA	236	22.88	17.37	6.36	253	50.99	37.15	22.53	12
Philadelphia	583	26.76	7.38	2.74	519	49.71	20.81	11.56	12
Phoenix	247	24.29	8.91	2.02	128	49.22	18.75	6.25	10

(Continued on page 26)



Table 9. Women and People of Color at Law Firms — Partners and Associates by Firm-Size and Geography, 2022 *(continued)*

	Partners				Associates				# of Offices
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	
Pittsburgh	155	24.52	2.58	1.94	129	45.74	13.95	6.98	5
Portland, OR	345	29.28	8.41	2.90	176	43.75	21.59	11.36	11
Raleigh/Durham	130	25.38	3.85	2.31	64	50.00	21.88	18.75	6
Sacramento	99	35.35	3.03	0.00	82	45.12	28.05	9.76	6
Salt Lake City	76	15.79	3.95	2.63	115	33.04	13.91	6.96	7
San Diego	132	28.03	33.33	10.61	240	45.83	33.33	18.75	9
San Francisco	1,076	32.06	19.80	7.90	1,417	55.12	40.08	24.70	39
Seattle	703	30.44	13.37	5.83	534	49.81	32.40	19.66	20
Silicon Valley	546	27.29	25.82	9.16	899	53.17	50.39	29.92	27
St. Louis	393	29.52	6.62	3.05	154	46.10	12.34	6.49	8
Tampa	116	18.38	7.76	1.72	93	55.91	20.43	13.98	6
Washington, DC	3,825	28.31	13.65	5.67	4,306	51.37	30.07	17.46	72
Wilmington, DE	312	27.56	6.09	2.88	313	44.73	12.46	7.03	14
States:									
Other areas in Florida	281	25.98	7.83	2.85	118	56.78	23.73	16.10	13
Other areas in Michigan	603	24.71	6.63	2.65	211	45.02	21.33	9.95	11
Other areas in New York	398	23.62	5.28	2.51	187	58.29	10.70	5.88	8
Tennessee	529	24.76	5.29	1.70	321	50.47	17.45	10.90	6
Other areas in Texas	137	20.44	9.49	3.65	118	47.46	22.03	10.17	6

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firm-wide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Table 10. Women and People of Color at Law Firms — Counsel and Non-traditional Track/Staff Attorneys by Firm-Size and Geography, 2022

	Counsel				Non-traditional Track/ Staff Attorneys				
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	# of Offices
Total	11,099	38.00%	12.68%	6.45%	3,435	54.85%	22.88%	13.77%	825
By Number of Lawyers Firm-wide:									
100 or fewer lawyers	329	32.83	8.21	3.65	49	55.10	6.12	4.08	47
101-250 lawyers	1,296	36.57	8.87	4.86	261	44.06	17.62	9.58	98
251-500 lawyers	1,529	40.94	10.27	5.62	483	52.80	20.06	13.66	137
501-700 lawyers	1,545	37.80	13.72	7.38	462	53.25	24.89	12.99	89
701+ lawyers	6,400	37.91	14.00	6.89	2,180	56.93	24.08	14.68	454
Offices in:									
Atlanta	146	43.15	12.33	6.85	82	60.98	20.73	14.63	18
Austin	80	30.00	15.00	7.50	—	—	—	—	15
Boston	266	40.60	12.78	4.89	180	52.78	14.44	11.11	30
Charlotte	108	43.52	12.96	9.26	61	42.62	18.03	11.48	11
Chicago	486	39.09	9.47	5.97	102	52.94	22.55	11.76	42
Cleveland	109	42.20	4.59	1.83	43	44.19	13.95	6.98	7
Columbus	131	33.59	5.34	2.29	44	50.00	9.09	9.09	11
Dallas	188	44.68	20.74	9.57	64	51.56	17.19	7.81	31
Denver	150	45.33	6.00	3.33	37	67.57	8.11	5.41	21
Detroit area	54	42.59	11.11	5.56	38	55.26	23.68	15.79	10
Houston	198	38.38	18.69	8.08	47	55.32	31.91	17.02	30
Kansas City, MO	66	40.91	3.03	1.52	32	53.13	6.25	3.13	6
Los Angeles area	380	38.95	21.32	9.21	91	50.55	42.86	24.18	57
Miami	68	39.71	41.18	13.24	17	47.06	64.71	29.41	15
Milwaukee	117	34.19	3.42	0.00	—	—	—	—	6
Minneapolis	169	46.15	4.73	2.96	69	54.24	8.47	5.08	16
New York City	1,854	38.94	14.40	8.09	498	54.62	30.52	19.28	74
Northern NJ/Newark area	28	21.43	3.57	0.00	—	—	—	—	5
Northern Virginia	21	52.38	9.52	9.52	10	80.00	30.00	20.00	5
Orange County, CA	47	44.68	29.79	19.15	17	76.47	35.29	17.65	12
Philadelphia	145	42.76	4.83	3.45	49	44.90	8.16	4.08	12
Phoenix	39	30.77	10.26	7.69	—	—	—	—	10

(Continued on page 28)



Table 10. Women and People of Color at Law Firms — Counsel and Non-traditional Track/Staff Attorneys by Firm-Size and Geography, 2022 *(continued)*

	Counsel				Non-traditional Track/ Staff Attorneys				
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	# of Offices
Pittsburgh	23	26.09	4.35	4.35	—	—	—	—	5
Portland, OR	63	33.33	3.17	0.00	—	—	—	—	11
Raleigh/Durham	14	42.86	21.43	14.29	—	—	—	—	6
Sacramento	33	30.30	9.09	6.06	—	—	—	—	6
Salt Lake City	—	—	—	—	13	46.15	15.38	15.38	7
San Diego	42	26.19	19.05	7.14	10	40.00	20.00	10.00	9
San Francisco	221	41.18	23.53	14.03	39	66.67	17.95	15.38	39
Seattle	138	36.23	10.87	7.25	24	66.67	37.50	20.83	20
Silicon Valley	148	39.19	23.65	12.16	29	55.17	41.38	20.69	27
St. Louis	42	40.48	7.14	4.76	17	23.53	5.88	5.88	8
Tampa	28	60.71	32.14	17.86	—	—	—	—	6
Washington, DC	1,480	37.09	13.65	6.08	502	51.59	31.87	18.33	72
Wilmington, DE	52	34.62	7.69	3.85	—	—	—	—	14
States:									
Other areas in Florida	47	44.68	10.64	6.38	—	—	—	—	13
Other areas in Michigan	163	26.38	6.13	3.07	60	31.67	6.67	6.67	11
Other areas in New York	103	34.95	8.74	6.80	23	56.52	4.35	4.35	8
Tennessee	170	39.41	9.41	4.12	41	70.73	2.44	2.44	6
Other areas in Texas	40	37.50	5.00	2.50	—	—	—	—	6

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firm-wide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Dashes in the counsel and non-traditional track/staff attorneys columns indicate that the total number of counsel or non-traditional track/staff attorneys within a city or state was less than 10; therefore, data are not reported in the table.

Table 11. Women and People of Color at Law Firms — Total Lawyers and Summer Associates by Firm-Size and Geography, 2022

	Total Lawyers					Summer Associates			
	Total #	% Women	% People of Color*	% Women of Color*	# of Offices	Total #	% Women	% People of Color*	% Women of Color*
Total	99,292	38.68%	19.21%	10.15%	825	7,011	55.11%	43.03%	26.10%
By Number of Lawyers Firm-wide:									
100 or fewer lawyers	2,674	32.95	12.75	6.13	47	162	49.38	35.19	18.52
101-250 lawyers	11,366	34.54	13.21	6.71	98	427	54.57	40.28	25.76
251-500 lawyers	13,249	36.30	15.43	7.79	137	668	57.49	35.33	22.16
501-700 lawyers	11,620	39.00	19.48	10.40	89	774	55.04	45.74	27.00
701+ lawyers	60,383	40.18	21.41	11.45	454	4,980	55.04	44.14	26.77
Offices in:									
Atlanta	1,546	39.26	17.66	9.38	18	53	62.26	37.74	28.30
Austin	528	33.14	21.59	9.09	15	76	46.05	34.21	23.68
Boston	3,608	41.60	16.32	9.26	30	244	56.56	40.98	25.41
Charlotte	1,013	34.65	11.65	6.22	11	51	50.98	35.29	19.61
Chicago	5,385	36.66	15.75	7.99	42	302	50.66	38.41	21.52
Cleveland	934	32.66	6.64	2.68	7	62	48.39	29.03	17.74
Columbus	1,085	35.96	12.39	6.20	11	44	54.55	52.27	27.27
Dallas	1,794	36.06	18.95	8.64	31	177	55.93	37.29	20.34
Denver	1,138	40.69	11.60	6.33	21	66	59.09	43.94	25.76
Detroit area	945	35.03	9.21	4.66	10	29	51.72	37.93	24.14
Houston	1,942	36.30	22.76	10.76	30	254	53.54	33.07	21.65
Kansas City, MO	717	35.29	8.79	4.18	6	37	56.76	21.62	13.51
Los Angeles area	3,648	41.09	29.63	15.60	57	287	60.28	59.23	37.98
Miami	591	38.58	39.76	17.09	15	27	59.26	33.33	22.22
Milwaukee	888	33.67	6.87	3.15	6	29	65.52	37.93	24.14
Minneapolis	1,653	38.54	9.74	5.32	16	100	46.00	47.00	23.00
New York City	18,039	40.68	24.35	13.67	74	1,871	52.86	42.44	25.60
Northern NJ/Newark area	370	32.16	12.43	6.49	5	—	—	—	—
Northern Virginia	210	35.24	16.67	6.67	5	—	—	—	—
Orange County, CA	553	39.24	28.03	15.19	12	36	50.00	50.00	27.78
Philadelphia	1,296	38.43	12.50	6.40	12	39	56.41	48.72	33.33

(Continued on page 30)

Table 11. Women and People of Color at Law Firms — Total Lawyers and Summer Associates by Firm-Size and Geography, 2022 *(continued)*

	Total Lawyers					Summer Associates			
	Total #	% Women	% People of Color*	% Women of Color*	# of Offices	Total #	% Women	% People of Color*	% Women of Color*
Phoenix	417	32.85	11.99	3.84	10	36	50.00	25.00	11.11
Pittsburgh	312	33.97	7.37	4.17	5	—	—	—	—
Portland, OR	586	34.13	11.77	5.12	11	31	58.06	61.29	29.03
Raleigh/Durham	210	34.29	10.95	8.57	6	—	—	—	—
Sacramento	217	38.71	13.36	4.61	6	—	—	—	—
Salt Lake City	211	27.01	9.95	5.69	7	—	—	—	—
San Diego	424	38.21	31.60	14.86	9	38	50.00	36.84	13.16
San Francisco	2,753	45.15	30.51	17.14	39	326	58.59	59.82	38.34
Seattle	1,399	39.03	20.80	11.51	20	63	63.49	53.97	36.51
Silicon Valley	1,622	43.22	39.52	21.15	27	241	53.53	57.26	32.78
St. Louis	606	34.32	8.09	4.13	8	—	—	—	—
Tampa	238	37.39	15.55	8.40	6	—	—	—	—
Washington, DC	10,113	40.57	21.55	11.38	72	739	55.75	44.11	26.52
Wilmington, DE	683	35.72	9.22	4.83	14	76	50.00	36.84	25.00
States:									
Other areas in Florida	454	36.56	12.56	6.83	13	14	57.14	14.29	14.29
Other areas in Michigan	1,037	29.51	9.55	4.44	11	36	66.67	22.22	22.22
Other areas in New York	711	35.44	7.17	4.08	8	24	54.17	25.00	25.00
Tennessee	1,061	36.66	9.52	4.90	6	64	59.38	34.38	20.31
Other areas in Texas	301	34.88	13.95	6.31	6	16	56.25	25.00	18.75

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firm-wide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

The number of offices reporting one or more summer associates, including demographic information, was 542. Dashes in the summer associates columns indicate that fewer than 5 offices in that city reported summer associates and their accompanying demographic information, or the total number of summer associates reported was less than 10.

Chart 7. Percentage of Women and People of Color at Law Firms, 2022

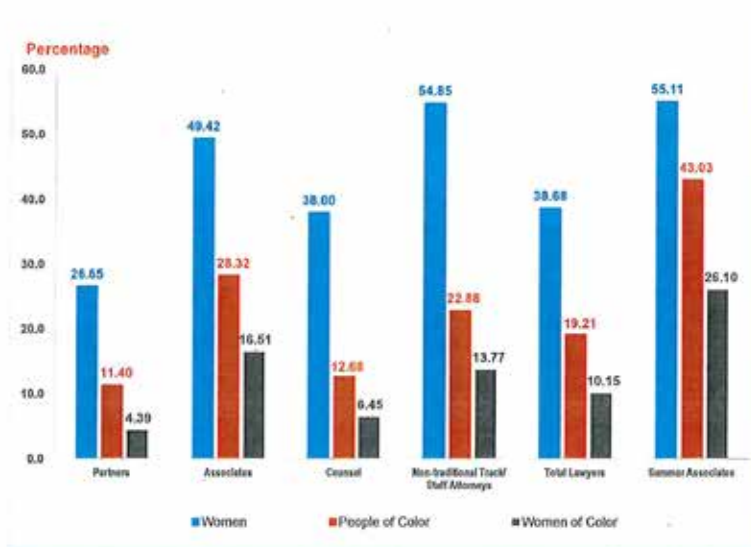


Table 12. Partner Demographics at Law Firms by Firm-Size and Geography, 2022

				Partners by Race or Ethnicity							
	All Partners			Asian		Black or African American		Latinx			
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women		
Total	42,061	11.40%	4.39%	4.57%	1.85%	2.32%	0.94%	2.97%	0.97%	825	
By Number of Lawyers Firm-wide:											
100 or fewer lawyers	1,501	8.53	3.40	3.33	1.53	1.47	0.40	1.80	0.67	47	
101-250 lawyers	6,331	8.77	3.38	3.57	1.53	1.50	0.57	2.13	0.66	98	
251-500 lawyers	6,596	9.37	3.49	3.09	1.20	2.02	0.77	2.59	0.89	137	
501-700 lawyers	5,114	12.01	4.79	5.01	1.96	2.54	1.25	2.72	0.82	89	
701+ lawyers	22,519	12.78	4.91	5.27	2.13	2.65	1.07	3.45	1.12	454	
Offices in:											
Atlanta	674	10.83	4.15	3.12	0.89	5.19	2.23	1.04	0.74	18	
Austin	233	17.17	6.87	4.29	2.58	3.43	1.29	6.44	1.72	15	
Boston	1,344	7.74	3.20	3.79	1.79	1.04	0.45	1.49	0.45	30	
Charlotte	428	5.37	1.64	1.87	0.47	2.10	1.17	0.93	0.00	11	
Chicago	2,489	9.76	3.82	4.34	1.81	2.17	0.76	2.01	0.56	42	
Cleveland	454	3.74	0.88	1.76	0.44	1.32	0.22	0.44	0.00	7	
Columbus	566	9.89	4.24	1.94	1.06	3.18	0.88	1.77	0.53	11	
Dallas	756	12.17	3.84	2.91	0.79	2.91	1.32	3.70	0.79	31	
Denver	486	9.05	4.12	2.67	1.03	0.82	0.00	2.88	0.82	21	
Detroit area	622	6.75	2.73	1.93	0.80	2.57	1.13	0.96	0.16	10	
Houston	781	16.39	5.51	5.51	1.92	3.71	1.28	5.25	1.41	30	
Kansas City, MO	410	5.12	1.95	1.71	0.73	1.22	0.00	1.22	0.49	6	
Los Angeles area	1,373	19.74	7.06	11.29	4.22	1.89	0.66	4.01	1.24	57	
Miami	290	29.66	8.28	0.34	0.00	3.10	1.03	25.17	6.90	15	
Milwaukee	512	5.08	2.34	1.17	0.78	1.17	0.20	2.34	1.17	6	
Minneapolis	887	6.43	2.82	2.82	1.69	1.01	0.56	1.01	0.11	16	
New York City	5,407	12.98	4.96	6.38	2.31	2.11	0.91	3.35	1.24	74	
Northern NJ/ Newark area	208	9.13	4.81	4.81	2.40	1.92	1.44	1.92	0.96	5	
Northern Virginia	97	13.40	4.12	5.15	1.03	2.06	1.03	3.09	2.06	5	
Orange County, CA	236	17.37	6.36	8.47	2.97	0.85	0.42	5.08	2.12	12	
Philadelphia	583	7.38	2.74	2.74	0.69	2.92	1.37	0.86	0.34	12	
Phoenix	247	8.91	2.02	2.83	0.81	0.00	0.00	3.24	1.21	10	

(Continued on page 33)



2022 Report on Diversity

Table 12. Partner Demographics at Law Firms by Firm-Size and Geography, 2022
(continued)

	Partners by Race or Ethnicity									
	All Partners			Asian		Black or African American		Latinx		# of Offices
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	
Pittsburgh	155	2.58	1.94	1.94	1.94	0.00	0.00	0.00	0.00	5
Portland, OR	345	8.41	2.90	1.74	1.16	0.87	0.29	2.32	0.58	11
Raleigh/Durham	130	3.85	2.31	0.77	0.00	2.31	1.54	0.00	0.00	6
Sacramento	99	3.03	0.00	0.00	0.00	2.02	0.00	0.00	0.00	6
Salt Lake City	76	3.95	2.63	0.00	0.00	1.32	1.32	1.32	0.00	7
San Diego	132	33.33	10.61	9.85	3.79	0.00	0.00	18.94	4.55	9
San Francisco	1,076	19.80	7.90	12.17	5.48	1.95	0.46	3.16	1.39	39
Seattle	703	13.37	5.83	6.12	3.13	2.13	0.85	1.99	0.71	20
Silicon Valley	546	25.82	9.16	17.77	7.14	1.65	0.18	4.40	1.28	27
St. Louis	393	6.62	3.05	1.02	0.76	3.56	1.53	1.02	0.51	8
Tampa	116	7.76	1.72	0.88	0.00	1.72	0.86	5.17	0.86	6
Washington, DC	3,825	13.65	5.67	5.46	2.01	4.03	2.07	2.59	0.81	72
Wilmington, DE	312	6.09	2.88	2.56	1.92	1.60	0.64	1.28	0.32	14
States:										
Other areas in Florida	281	7.83	2.85	0.71	0.36	2.14	0.71	4.27	1.78	13
Other areas in Michigan	603	6.63	2.65	2.32	1.49	2.65	0.83	1.33	0.33	11
Other areas in New York	398	5.28	2.51	3.02	1.51	0.25	0.00	0.75	0.25	8
Tennessee	529	5.29	1.70	0.57	0.38	1.89	0.38	1.70	0.76	6
Other areas in Texas	137	9.49	3.65	1.46	0.73	0.00	0.00	7.30	2.92	6

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial partners are included in the overall percentages for people and women of color but are not reported separately due to the small number of partners reported in 2022. Overall, 0.17% of all partners were Native American or Alaska Native and 0.06% were Native American or Alaska Native women, 0.07% of all partners were Native Hawaiian or other Pacific Islander and 0.03% were Native Hawaiian or other Pacific Islander women, and 1.30% of all partners were multiracial and 0.53% were multiracial women.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firmwide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Table 13. Associate Demographics at Law Firms by Firm-Size and Geography, 2022

	All Associates			Associates by Race or Ethnicity							# of Offices
				Asian		Black or African American		Latinx			
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women		
Total	42,697	28.32%	16.51%	12.12%	7.29%	5.77%	3.45%	6.55%	3.57%	825	
By Number of Lawyers Firm-wide:											
100 or fewer lawyers	795	23.02	12.45	9.56	4.40	4.03	2.52	4.53	2.52	47	
101-250 lawyers	3,478	22.57	13.25	8.54	5.03	5.09	3.08	5.84	3.39	96	
251-500 lawyers	4,641	25.25	14.01	8.81	5.00	5.80	3.08	6.38	3.47	137	
501-700 lawyers	4,499	29.38	17.54	11.89	7.07	7.18	4.53	6.36	3.71	89	
701+ lawyers	29,284	29.46	17.24	13.17	8.04	5.68	3.41	6.74	3.62	454	
Offices In:											
Atlanta	644	25.62	14.75	6.52	3.88	12.42	7.61	4.50	2.64	18	
Austin	211	28.91	12.32	9.48	5.69	4.27	2.37	8.53	1.90	15	
Boston	1,818	23.38	14.19	10.89	6.49	3.85	2.31	5.12	2.81	30	
Charlotte	416	16.83	9.38	4.33	2.40	5.05	2.64	5.53	2.88	11	
Chicago	2,308	23.22	12.74	8.19	4.64	5.94	3.08	5.94	2.99	42	
Cleveland	328	10.37	4.88	2.44	1.52	5.49	2.44	1.52	0.91	7	
Columbus	324	20.06	10.80	5.86	4.01	7.72	2.47	3.70	1.85	11	
Dallas	786	25.19	13.10	6.49	4.20	5.85	2.93	8.27	4.33	31	
Denver	465	16.34	9.68	4.30	3.23	2.37	1.51	6.88	3.44	21	
Detroit area	231	12.99	7.79	2.16	1.73	7.36	4.33	1.30	0.43	10	
Houston	916	28.60	15.50	7.97	4.59	6.66	3.82	9.39	5.13	30	
Kansas City, MO	209	18.18	9.57	3.35	2.39	6.22	2.87	5.74	2.39	6	
Los Angeles area	1,804	38.25	23.00	17.24	11.03	6.43	3.82	8.76	4.82	57	
Miami	216	50.93	29.17	1.39	0.93	6.94	4.63	36.57	19.91	15	
Milwaukee	255	12.16	6.27	2.35	1.57	1.57	1.18	2.75	1.18	6	
Minneapolis	538	16.91	10.22	6.88	4.09	3.53	1.49	3.90	2.97	16	
New York City	10,280	31.62	18.99	15.78	9.66	5.37	3.23	6.89	3.92	74	
Northern NJ/ Newark area	132	19.70	10.61	7.58	5.30	3.03	2.27	4.55	3.03	5	
Northern Virginia	82	20.73	7.32	4.88	1.22	4.88	1.22	2.44	2.44	5	
Orange County, CA	253	37.15	22.53	21.74	13.44	1.98	1.98	7.11	3.16	12	
Philadelphia	519	20.81	11.56	6.55	3.85	7.13	4.43	4.62	1.73	12	

(Continued on page 35)

Table 13. Associate Demographics at Law Firms by Firm-Size and Geography, 2022
(continued)

				Associates by Race or Ethnicity							
	All Associates			Asian		Black or African American		Latinx			
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	# of Offices	
Phoenix	128	18.75	6.25	2.34	2.34	3.13	0.78	9.38	3.13	10	
Pittsburgh	129	13.95	6.96	4.65	2.33	2.33	0.78	1.55	0.00	5	
Portland, OR	176	21.59	11.36	6.82	3.41	3.41	1.14	3.98	1.70	11	
Raleigh/Durham	64	21.88	18.75	6.25	4.69	9.38	9.38	1.56	0.00	6	
Sacramento	82	28.05	9.76	9.76	4.88	0.00	0.00	3.66	1.22	6	
Salt Lake City	115	13.91	6.96	2.61	2.61	1.74	0.87	6.09	1.74	7	
San Diego	240	33.33	18.75	21.67	12.92	1.25	1.25	5.00	2.50	9	
San Francisco	1,417	40.08	24.70	23.57	14.54	4.23	2.61	7.34	4.59	39	
Seattle	534	32.40	19.66	14.42	9.74	4.68	3.00	5.06	2.43	20	
Silicon Valley	899	50.39	29.92	38.26	23.25	2.56	1.11	5.01	3.11	27	
St. Louis	154	12.34	6.49	2.60	1.95	3.90	1.95	2.60	1.30	8	
Tampa	93	20.43	13.98	2.15	2.15	6.45	4.30	8.60	4.30	6	
Washington, DC	4,306	30.07	17.46	12.01	6.46	8.96	5.67	5.32	3.16	72	
Wilmington, DE	313	12.46	7.03	4.79	3.19	3.83	1.60	2.56	0.96	14	
States:											
Other areas in Florida	118	23.73	16.10	2.54	1.69	5.93	3.39	11.02	7.63	13	
Other areas in Michigan	211	21.33	9.95	4.27	0.95	12.80	7.58	2.37	0.00	11	
Other areas in New York	187	10.70	5.88	3.21	1.60	1.60	1.60	2.67	1.60	8	
Tennessee	321	17.45	10.90	3.74	2.49	8.10	5.30	3.12	1.56	6	
Other areas in Texas	118	22.03	10.17	1.69	0.85	3.39	1.69	13.56	6.78	6	

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial associates are included in the overall percentages for people and women of color but are not reported separately due to the small number of associates reported in 2022. Overall, 0.18% of all associates were Native American or Alaska Native and 0.10% were Native American or Alaska Native women, 0.08% of all associates were Native Hawaiian or other Pacific Islander and 0.04% were Native Hawaiian or other Pacific Islander women, and 3.62% of all associates were multiracial and 2.05% were multiracial women.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firmwide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Table 14. Total Lawyer Demographics at Law Firms by Firm-Size and Geography, 2022

	Total Lawyers			Total Lawyers by Race or Ethnicity							# of Offices
				Asian		Black or African American		Latinx			
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women		
Total	99,292	19.21%	10.15%	8.06%	4.45%	3.92%	2.12%	4.64%	2.21%	825	
By Number of Lawyers Firm-wide:											
100 or fewer lawyers	2,674	12.75	6.13	5.24	2.39	2.17	1.05	2.58	1.23	47	
101-250 lawyers	11,366	13.21	6.71	5.21	2.75	2.69	1.36	3.30	1.57	98	
251-500 lawyers	13,249	15.43	7.79	5.26	2.80	3.55	1.75	4.08	1.93	137	
501-700 lawyers	11,620	19.48	10.40	7.94	4.26	4.55	2.68	4.25	2.05	89	
701+ lawyers	60,383	21.41	11.45	9.36	5.26	4.19	2.29	5.19	2.47	454	
Offices in:											
Atlanta	1,546	17.66	9.38	4.72	2.33	8.60	4.85	2.65	1.68	18	
Austin	528	21.59	9.09	6.63	3.79	3.60	1.70	7.01	1.70	15	
Boston	3,608	16.32	9.26	7.90	4.49	2.41	1.33	3.41	1.77	30	
Charlotte	1,013	11.65	6.22	3.16	1.58	4.15	2.47	3.16	1.48	11	
Chicago	5,385	15.75	7.99	6.04	3.14	3.86	1.88	3.77	1.67	42	
Cleveland	934	6.64	2.68	2.03	0.96	3.21	1.07	0.75	0.32	7	
Columbus	1,065	12.39	6.20	2.91	1.88	4.41	1.22	2.44	1.22	11	
Dallas	1,794	18.95	8.64	4.68	2.45	4.52	2.29	6.13	2.56	31	
Denver	1,138	11.60	6.33	3.08	1.85	1.32	0.62	4.39	1.93	21	
Detroit area	945	9.21	4.66	2.43	1.27	4.13	2.12	1.16	0.42	10	
Houston	1,942	22.76	10.76	6.85	3.35	5.10	2.63	7.62	3.35	30	
Kansas City, MO	717	8.79	4.18	1.95	1.12	2.65	0.84	2.65	1.26	6	
Los Angeles area	3,648	29.63	15.60	14.45	7.81	4.39	2.41	6.63	3.18	57	
Miami	591	39.76	17.09	1.02	0.51	4.23	2.20	31.81	12.86	15	
Milwaukee	888	6.87	3.15	1.46	0.90	1.24	0.45	2.14	1.01	6	
Minneapolis	1,653	9.74	5.32	4.17	2.60	1.81	0.79	2.00	1.09	16	
New York City	18,039	24.35	13.67	12.03	6.94	4.07	2.33	5.53	2.87	74	
Northern NJ/ Newark area	370	12.43	6.49	5.41	3.24	2.16	1.62	2.97	1.62	5	
Northern Virginia	210	16.67	6.67	6.19	2.86	2.86	0.95	2.86	1.90	5	
Orange County, CA	553	28.03	15.19	15.91	8.86	1.27	1.08	5.97	2.53	12	

(Continued on page 37)

Table 14. Total Lawyer Demographics at Law Firms by Firm-Size and Geography, 2022
(continued)

				Total Lawyers by Race or Ethnicity						
	Total Lawyers			Asian		Black or African American		Latinx		
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	# of Offices
Philadelphia	1,296	12.50	6.40	4.24	2.16	4.40	2.55	2.39	0.93	12
Phoenix	417	11.99	3.84	2.64	1.44	0.96	0.24	5.52	2.16	10
Pittsburgh	312	7.37	4.17	2.88	1.92	0.96	0.32	0.64	0.00	5
Portland, OR	586	11.77	5.12	3.41	1.71	1.54	0.51	2.56	0.85	11
Raleigh/Durham	210	10.95	8.57	3.33	1.90	5.24	4.76	0.48	0.00	6
Sacramento	217	13.36	4.61	4.61	2.76	0.92	0.00	1.84	0.46	6
Salt Lake City	211	9.95	5.69	2.37	2.37	1.42	0.95	3.79	0.95	7
San Diego	424	31.60	14.86	16.04	8.73	0.71	0.71	9.43	3.07	9
San Francisco	2,753	30.51	17.14	18.27	10.42	3.20	1.71	5.27	3.05	39
Seattle	1,399	20.80	11.51	9.36	5.65	3.00	1.57	3.07	1.43	20
Silicon Valley	1,622	39.52	21.15	29.22	16.40	2.10	0.68	4.75	2.34	27
St. Louis	606	8.09	4.13	1.65	1.32	3.30	1.49	1.49	0.83	8
Tampa	238	15.55	8.40	1.68	0.84	4.62	2.94	7.98	3.36	6
Washington, DC	10,113	21.55	11.38	8.52	4.21	6.36	3.71	4.08	2.08	72
Wilmington, DE	683	9.22	4.83	3.37	2.34	3.07	1.17	1.90	0.73	14
States:										
Other areas in Florida	454	12.56	6.83	1.76	1.10	3.08	1.54	6.17	3.30	13
Other areas in Michigan	1,037	9.55	4.44	2.41	1.25	5.01	2.41	1.45	0.39	11
Other areas in New York	711	7.17	4.08	2.95	1.69	0.70	0.56	1.55	0.84	8
Tennessee	1,061	9.52	4.90	1.70	1.13	3.86	2.07	2.07	0.85	6
Other areas in Texas	301	13.95	6.31	1.33	0.66	1.33	0.66	9.30	4.32	6

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers are included in the overall percentages for people and women of color but are not reported separately due to the small number of associates reported in 2022. Overall, 0.17% of all lawyers were Native American or Alaska Native and 0.06% were Native American or Alaska Native women, 0.07% of all lawyers were Native Hawaiian or other Pacific Islander and 0.04% were Native Hawaiian or other Pacific Islander women, and 2.34% of all lawyers were multiracial and 1.24% were multiracial women.

Cities and states are included in the table if there are at least 5 reporting firms and 95 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, Southfield, and Troy. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Hackensack, and Morristown. Northern Virginia includes offices in McLean/Tyson's Corner and Reston. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. Raleigh/Durham includes offices in Raleigh/Durham and Research Triangle Park. Seattle includes one office in Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, E. Palo Alto, Redwood Shores/Redwood City, and Sunnyvale. With the exception of Tennessee, state figures exclude cities reported separately. Other areas in Michigan includes two firms that reported firm-wide data, but whose offices were predominately located in the state, including some Detroit area locations not included in the city information above. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Table 15. Lawyers with Disabilities at Law Firms, 2022

	All Firms		Firms of 250 or Fewer Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	330	1.08%	62	1.02%	45	0.83%	49	1.24%	174	1.15%
Associates	492	1.63	42	1.33	51	1.27	60	1.61	339	1.75
Other Lawyers*	174	1.79	19	1.41	19	1.12	26	1.83	110	2.08
All Lawyers	996	1.41	123	1.16	115	1.03	135	1.48	623	1.57
Summer Associates	114	2.43	—	—	—	—	18	2.95	84	2.71

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Data for counsel and non-traditional track/staff attorneys are combined.

Figures for lawyers with disabilities are based on 618 offices/firms reporting counts, including zero, in all lawyer categories; figures for summer associates with disabilities are based on 387 offices/firms with a summer program and reporting counts, including zero. Dashes in the summer associates row indicate that the total number of summer associates with disabilities reported was less than 10; therefore, data are not reported in the table. Overall, counts of individuals with disabilities, including zero, cover 70,596 lawyers and 4,696 summer associates. Since reporting is still somewhat limited, trend information on lawyers with disabilities is not presented.

Table 16. LGBTQ Lawyers at Law Firms, 2022

	All Firms		Firms of 100 or Fewer Lawyers		Firms of 101-250 Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	999	2.46%	32	2.20%	116	2.22%	139	2.12%	138	2.70%	574	2.57%
Associates	2,549	6.14	35	4.46	138	4.85	235	5.08	265	5.89	1,876	6.51
Other Lawyers*	458	3.27	—	—	20	1.69	55	2.74	47	2.34	327	3.85
All Lawyers	4,006	4.17	76	3.30	274	2.61	429	3.25	450	3.87	2,777	4.65
Summer Associates	616	9.37	—	—	38	10.61	45	7.26	73	9.93	455	9.62

Source: The 2022 NALP Directory of Legal Employers.

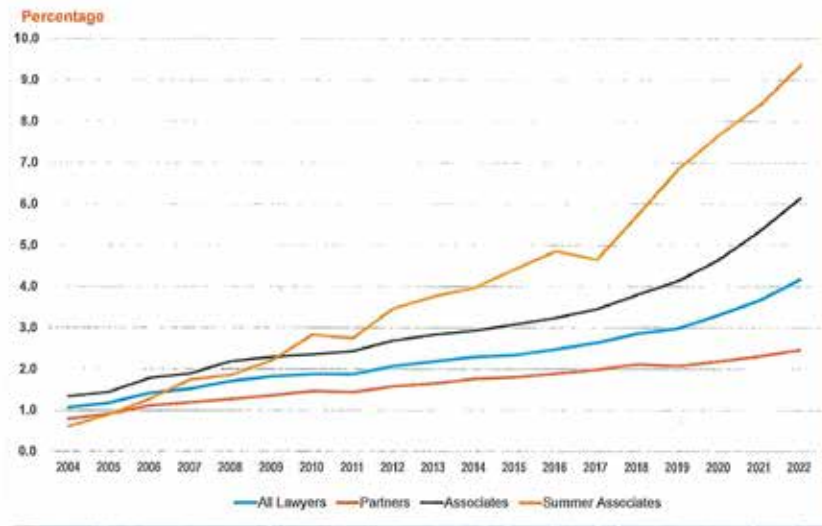
Notes: *Data for counsel and non-traditional track/staff attorneys are combined.

Figures for LGBTQ lawyers are based on 800 offices/firms reporting counts, including zero, in all lawyer categories; figures for LGBTQ summer associates are based on 500 offices/firms with a summer program and reporting counts, including zero. Dashes in a row indicate that the total number of LGBTQ lawyers or summer associates was less than 10; therefore, data are not reported in the table. Overall, LGBTQ counts, including zero, cover 96,058 lawyers and 6,571 summer associates.

Table 17. LGBTQ Lawyers at Law Firms, 2004-2022

Year	All Lawyers		Partners		Associates		Summer Associates	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
2022	4,006	4.17%	999	2.46%	2,549	6.14%	616	9.37%
2021	3,653	3.67	976	2.31	2,276	5.35%	522	8.41
2020	3,187	3.31	878	2.19	1,936	4.66	456	7.68
2019	3,028	2.99	892	2.07	1,796	4.14	415	6.86
2018	2,827	2.86	900	2.11	1,581	3.80	333	5.73
2017	2,664	2.64	880	1.99	1,438	3.45	287	4.66
2016	2,431	2.48	825	1.89	1,304	3.24	291	4.86
2015	2,297	2.34	785	1.80	1,244	3.06	248	4.43
2014	2,182	2.30	748	1.77	1,172	2.93	210	3.98
2013	2,085	2.19	695	1.65	1,146	2.83	202	3.76
2012	2,105	2.07	718	1.58	1,169	2.69	182	3.47
2011	2,087	1.88	724	1.44	1,166	2.43	128	2.75
2010	2,137	1.88	752	1.47	1,182	2.35	122	2.83
2009	2,200	1.82	723	1.36	1,280	2.29	172	2.21
2008	2,060	1.71	670	1.27	1,209	2.19	184	1.85
2007	1,884	1.52	686	1.19	1,056	1.89	197	1.75
2006	1,733	1.42	618	1.11	979	1.78	129	1.27
2005	1,458	1.18	504	0.91	869	1.44	93	0.89
2004	1,316	1.07	429	0.79	815	1.33	61	0.61

Source: The NALP Directory of Legal Employers, 2004-2022

**Chart 8. Percentage of LGBTQ Lawyers, 2004-2022**



2022 Report on Diversity

Table 18. Lawyers Who are Military Veterans, 2022

	All Firms		Firms of 250 or Fewer Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	706	1.97%	175	2.71%	124	2.22%	84	1.76%	323	1.71%
Associates	551	1.52	48	1.34	85	2.07	54	1.26	364	1.50
Other Lawyers*	358	2.95	53	3.42	54	3.02	55	2.90	196	2.83
All Lawyers	1,615	1.92	276	2.38	263	2.29	193	1.76	883	1.76
Summer Associates	110	1.92	—	—	—	—	—	—	89	2.22

Source: The 2022 NALP Directory of Legal Employers.

Notes: *Data for counsel and non-traditional track/staff attorneys are combined.

Figures for military veteran lawyers are based on 709 offices/firms reporting counts, including zero, in all lawyer categories; figures for military veteran summer associates are based on 452 offices/firms with a summer program and reporting counts, including zero. Dashes in the summer associates row indicate that the total number of military veterans reported was less than 10; therefore, data are not reported in the table. Overall, military veteran counts, including zero, cover 84,066 lawyers and 5,727 summer associates. Since reporting is still somewhat limited, trend information on military veterans is not presented.

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FOR IMMEDIATE RELEASE

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**Black Lawyers and Students Drive Diversity in Associate Ranks
at U.S. Law Firms; Gains at the Partnership Level Continue to Lag Behind**

WASHINGTON, D.C. — NALP today released its annual *Report on Diversity at U.S. Law Firms*, available at www.nalp.org/reportondiversity. The report, based on information from the 2022-2023 NALP Directory of Legal Employers (NDLE), shows that overall gains continued to be made in the representation of women, people of color, and LGBTQ individuals in the associate and summer associate ranks at major U.S. law firms in 2022 as compared to 2021. Of particular note, the percentage of Black associates grew by nearly 0.6 percentage points to 5.77%, and the percentage of Black summer associates increased by 0.7 percentage points to 11.85%.

While improvements were also made at the partnership level in 2022, progress continues to lag far behind that of associates and summer associates, with people of color and women comprising just 11.40% and 26.65% of all partners, respectively, in 2022. For comparison, 28.32% of associates are people of color and 49.42% are women. The percentage of Black and Latinx partners each increased by just 0.1 percentage points to 2.32% and 2.97%, respectively as compared to 2021.

"While the legal industry continues to make measurable gains in the representation of women, people of color, and LGBTQ individuals in the associate and summer associate ranks, it is equally clear that law firm leaders have failed to do the work necessary to break down the systemic barriers that prevent these individuals from joining them in the hallowed halls of partnership," said NALP Executive Director Nikia L. Gray. "The data demonstrates that we are nowhere near achieving the progress one would expect from an industry that has been focused on the issue of diversity for over three decades."



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Highlights:

- By race/ethnicity, Black associates saw the biggest year-over-year rise in representation, increasing by nearly 0.6 percentage points to 5.77% of all associates in 2022.
- The percentage of summer associates who are people of color grew by 1.7 percentage points, increasing from 41.34% in 2021 to 43.03% in 2022. Most of this growth can be attributed to the rise in the percentage of Black and multiracial summer associates, both increasing by approximately 0.7 percentage points to 11.85% and 5.48% of all summer associates, respectively.
- The percentage of women summer associates was essentially flat at 55.11%. However, women accounted for more than half of all summer associates for the fifth year in a row.
- In 2022, people of color accounted for only 11.40% of all partners (equity and non-equity), while women comprised only 26.65%. Over the more than 30-year span in which NALP has been reporting these data, the representation of people of color and women in the partnership ranks has increased by less than 10 and 16 percentage points, respectively.
- Despite small gains in 2022, just over 4% of all partners are women of color, and Black and Latinx women each continued to represent less than 1% of all partners in U.S. law firms.
- The percentage of Black partners overall increased by just 0.1 percentage points, from 2.22% of all partners in 2021 to 2.32% in 2022. Latinx partners experienced a similar increase, growing from 2.86% of all partners in 2021 to 2.97% in 2022.
- San Diego and Miami had the largest share of partners of color, at 33.33% and 29.66% respectively, primarily due to a high percentage of Latinx partners in those cities.
- Within multi-tier law firms, white men remain disproportionately represented in the equity partner ranks. In 2022, just 22.6% of equity partners were women. Additionally, only 9.0% were people of color — a figure that is unchanged from 2021.



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- While the percentage of LGBTQ lawyers overall grew by half of a percentage point from 2021 to 2022 (the largest year-over-year increase since NALP began tracking these data) the proportion of LGBTQ summer associates continued to grow at a more accelerated pace, climbing by nearing 1 percentage point to 9.37% in 2022. Overall, 4.17% of all lawyers identified as LGBTQ.
- Although reporting of gender non-binary lawyers remains limited since NALP first began collecting these data in 2020, the figure has grown each year. In 2022, 42 non-binary lawyers and 17 non-binary summer associates were reported by law firms, compared to 20 non-binary lawyers and 11 non-binary summer associates in 2021.

Read the *Report on Diversity at U.S. Law Firms* at www.nalp.org/reportondiversity.

About NALP

NALP is an association of more than 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in North America and beyond. What brings NALP members together is a common belief in three fundamental things. First, all law students and lawyers should benefit from a fair and ethical hiring process. Second, law students and lawyers are more successful when supported by professional development and legal career professionals. Third, a diverse and inclusive legal profession best serves clients and our communities. That's why NALP members work together every day to collect and publish accurate legal employment data and information, and champion education and ethical principles for recruiting, professional and career development, and diversity and inclusion. For more than 50 years, NALP has played an essential role in the success of our members and the lawyers and law students they serve. NALP maintains an online archive of press releases at www.nalp.org/pressreleases. For additional information, contact NALP at info@nalp.org or call (202) 835-1001.



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Yellow Paper Series

Written in Black & White

Exploring Confirmation Bias in Racialized
Perceptions of Writing Skills

Lead Researcher

Dr. Arin N. Reeves



2014-0404



RESEARCH QUESTION: *Given our finding in a previous study that supervising lawyers are more likely than not to perceive African American lawyers as having subpar writing skills in comparison to their Caucasian counterparts, we asked if confirmation bias unconsciously causes supervising lawyers to more negatively evaluate legal writing by an African American lawyer.*

CONFIRMATION BIAS:

A mental shortcut – a bias – engaged by the brain that makes one actively seek information, interpretation and memory to only observe and absorb that which affirms established beliefs while missing data that contradicts established beliefs.

We first discovered empirical evidence that supervising lawyers perceived African Americans lawyers to be subpar in their writing skills in comparison to their Caucasian counterparts when we researched unconscious biases in the legal profession over ten years ago. Since our surveys and focus groups at the time were studying unconscious biases generally, we decided to study this specific bias of writing skills in greater detail via the cognitive construct of **confirmation bias**.

This research summary provides a general overview of the methodology, results and key takeaways from the study. Please note that we studied this question only from the unconscious or implicit bias perspective. While the possibility of explicit bias exists, our research has consistently shown that implicit bias is far more prevalent in our workplaces today than explicit bias, thereby guiding us to utilize our resources to study implicit instead of explicit biases.



Methodology

Nextions, along with the assistance of 5 partners from 5 different law firms, drafted a research memo from a hypothetical third year litigation associate that focused on the issue of trade secrets in internet start-ups. We followed a simple Question Presented, Brief Answer, Facts, Discussion and Conclusion format for the memo, and we deliberately inserted 22 different errors, 7 of which were minor spelling/grammar errors, 6 of which were substantive technical writing errors, 5 of which were errors in fact, and 4 of which were errors in the analysis of the facts in the Discussion and Conclusion sections.

This memo was then distributed to 60 different partners (who had previously agreed to participate in a "writing analysis study" from 22 different law firms of whom 23 were women, 37 were men, 21 were racial/ethnic minorities, and 39 were Caucasian. While all of the partners received the same memo, half the partners received a memo that stated the associate was African American while the other half received a memo that stated the associate was Caucasian:

Name: Thomas Meyer	Name: Thomas Meyer
Seniority: 3rd Year Associate	Seniority: 3rd Year Associate
Alma Mater: NYU Law School	Alma Mater: NYU Law School
Race/Ethnicity: African American	Race/Ethnicity: Caucasian

While all of the partners received the same memo, half the partners received a memo that stated the associate was African American while the other half received a memo that stated the associate was Caucasian.

The 60 partners in the study received the memo electronically (an attached pdf) along with the research materials used in the preparation of the memo. The cover email thanked each of them for participating in a study on "writing competencies of young attorneys," and asked them to edit the memo for all factual, technical and substantive errors. The partners were also asked to rate the overall quality of the memo from a 1 to 5, with "1" indicating the memo was extremely poorly written and "5" extremely well written.

The partners were originally given 4 weeks to complete the editing and rating, but we had to extend deadline to 7 weeks in order to obtain more responses. 53 partners completed the editing and rating of the memo. Of the 53 completed responses, 24 had received the memo by the "African American" Thomas Meyer, and 29 had received the memo by the "Caucasian" Thomas.



General Findings

The exact same memo, averaged a 3.2/5.0 rating under our hypothetical "African American" Thomas Meyer and a 4.1/5.0 rating under hypothetical "Caucasian" Thomas Meyer.

The exact same memo, averaged a 3.2/5.0 rating under our hypothetical "African American" Thomas Meyer and a 4.1/5.0 rating under hypothetical "Caucasian" Thomas Meyer. The qualitative comments on memos, consistently, were also more positive for the "Caucasian" Thomas Meyer than our "African American" Thomas Meyer:

"Caucasian" Thomas Meyer	"African American" Thomas Meyer
"generally good writer but needs to work on..."	"needs lots of work"
"has potential"	"can't believe he went to NYU"
"good analytical skills"	"average at best"

In regards to the specific errors in the memo:

- An average of 2.9/7.0 spelling grammar errors were found in "Caucasian" Thomas Meyer's memo in comparison to 5.8/7.0 spelling/grammar errors found in "African American" Thomas Meyer's memo.
- An average of 4.1/6.0 technical writing errors were found in "Caucasian" Thomas Meyer's memo in comparison to 4.9/6.0 technical writing errors found in "African American" Thomas Meyer's memo.
- An average of 3.2/5.0 errors in facts were found in "Caucasian" Thomas Meyer's memo in comparison to 3.9/5.0 errors in facts were found in "African American" Thomas Meyer's memo.

The 4 errors in analysis were difficult to parse out quantitatively because of the variances in narrative provided by the partners as to why they were analyzing the writing to contain analytical errors. Overall though, "Caucasian" Thomas Meyer's memo was evaluated to be better in regards to the analysis of facts and had substantively fewer critical comments.



General Findings Cont.

We did not ask for edits and/or comments on formatting. However, we did receive such edits and/or comments in 41 out of the 53 responses, and all of them regarded changes that the partners would have liked to see on the formatting in the memo. Of the 41 edits and/or comments on formatting, 11 were for “Caucasian” Thomas Meyer’s memo in comparison to 29 for “African American” Thomas Meyer’s memo.

There was no significant correlation between a partner’s race/ethnicity and the differentiated patterns of errors found between the two memos. There was also no significant correlation between a partner’s gender and the differentiated patterns of errors found between the two memos. We did find that female partners generally found more errors and wrote longer narratives than the male partners.

Analysis & Discussion

We undertook this study with the hypothesis that unconscious confirmation bias in a supervising lawyer’s assessment of legal writing would result in a more negative rating if that writing was submitted by an African American lawyer in comparison to the same submission by a Caucasian lawyer. In order to create a study where we could control for enough variables to truly see the impact of confirmation bias, we did not study the potential variances that can be caused due to the intersection of race/ethnicity, gender, generational differences and other such salient identities. Thus, our conclusion is limited to the impact of confirmation bias in the evaluation of African American men in comparison to Caucasian men. We do not know (although we plan to study the issue in the very near future!) how this impact will splinter or strengthen when gender and/or other identities are introduced.

The data findings affirmed our hypothesis, but they also illustrated that the confirmation bias on the part of the evaluators occurred in the data collection phase of their evaluation processes – the identification of the errors – and not the final analysis phase. When expecting to find fewer errors, we find fewer errors. When expecting to find more errors, we find more errors. That is unconscious confirmation bias. Our evaluators unconsciously found more of the errors in the “African American” Thomas Meyer’s memo, but the final rating process was a conscious and unbiased analysis based on the number of errors found. When partners say that they are evaluating assignments without bias, they are probably right in believing that there is no bias in the assessment of the errors found; however, if there is bias in the finding of the errors, even a fair final analysis cannot, and will not, result in a fair result.

Confirmation bias manifests itself most often in the “data gathering” phase of our evaluation – the time during which we seek out errors, and this manifestation is almost always unconscious.



Key Takeaways

There are commonly held racially-based perceptions about writing ability that unconsciously impact our ability to objectively evaluate a lawyer's writing... These commonly held perceptions translate into confirmation bias in ways that impact what we see as we evaluate legal writing. We see more errors when we expect to see errors, and we see fewer errors when we do not expect to see errors.

There are commonly held racially-based perceptions about writing ability that unconsciously impact our ability to objectively evaluate a lawyer's writing. Most of the perceptions uncovered in research thus far indicate that commonly held perceptions are biased against African Americans and in favor of Caucasians.

These commonly held perceptions translate into confirmation bias in ways that impact what we see as we evaluate legal writing. We see more errors when we expect to see errors, and we see fewer errors when we do not expect to see errors.

Recommendations for Next Actions

Infusing the point at which unconscious thought has greatest impact with objective mechanisms that force the conscious brain to add input, decreases unconscious bias greatly. We have worked with many employers to revise their formal and informal evaluation processes to be more infused with objective interrupters that compel unconscious biases to be filtered through conscious analysis, and we have seen many success stories. **So, make the subjective more objective in order to make the unconscious more conscious.**

EXAMPLE: In one law firm where we found that minority summer associates were consistently being evaluated more negatively than their majority counterparts, we created an interruption mechanism to infuse the subjective with objective. We worked with the firm to create an Assignment Committee, comprised of 3 partners through whom certain assignments were distributed to the summer associates and through whom the summer associates submitted work back to the partners who needed the work done. When the work was evaluated, the partners evaluating the work did not know which associate had completed the work. The assignments for this process were chosen judiciously, and there was a lot of work done to ensure buy-in from all partners. At the end of the summer, every associate had at least 2 assignments that had been graded blindly. The firm then examined how the blind evaluations compared with the rest of the associate's evaluations and found that the blind evaluations were generally more positive for minorities and women and less positive for majority men.



Ideas for Inclusion

- Distribute and discuss this study with senior lawyers in your organization to gather their reactions and perspectives. Ask them how they would recommend making the subjective more objective in order to reduce confirmation bias in their evaluation processes.
- If racial/ethnic minorities are deemed to be subpar in writing skills, send out samples of a minority lawyer's writing and a sample of a majority lawyer's writing without any identifying information attached. Ask a few senior lawyers to evaluate both samples. Explore how the samples may be evaluated differently when the lawyer's background is not available.
- Implement training on unconscious bias for everyone who is in an evaluative position. Our unconscious bias trainings have proven effective in reducing bias through raising awareness and insights into how unconscious biases operate and can be interrupted.
- If you offer writing assistance in the form of coaches, workshops and such, offer the assistance to everyone, not just racial/ethnic minorities in order to prevent the reification of the bias.

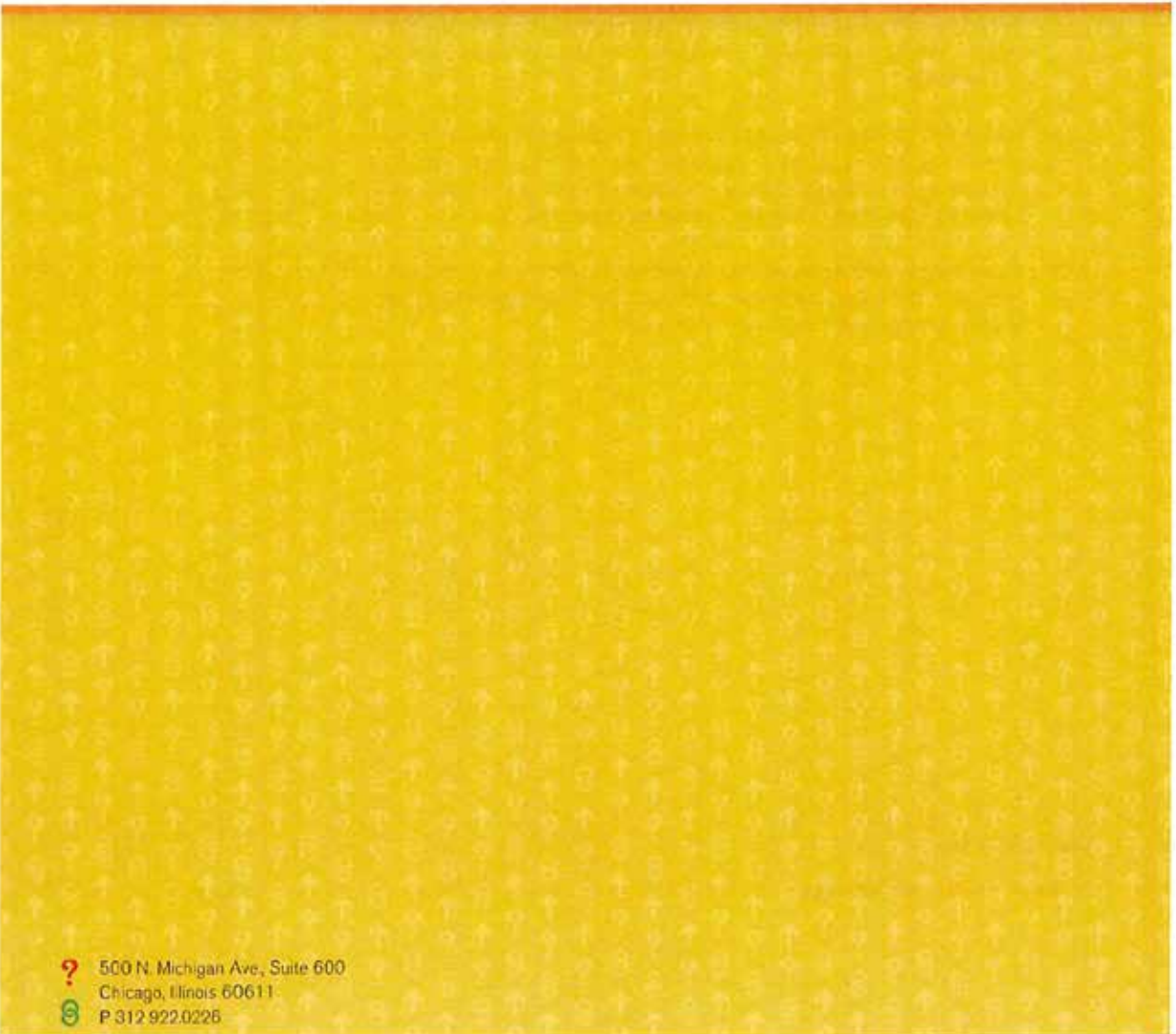
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Lead Researcher:

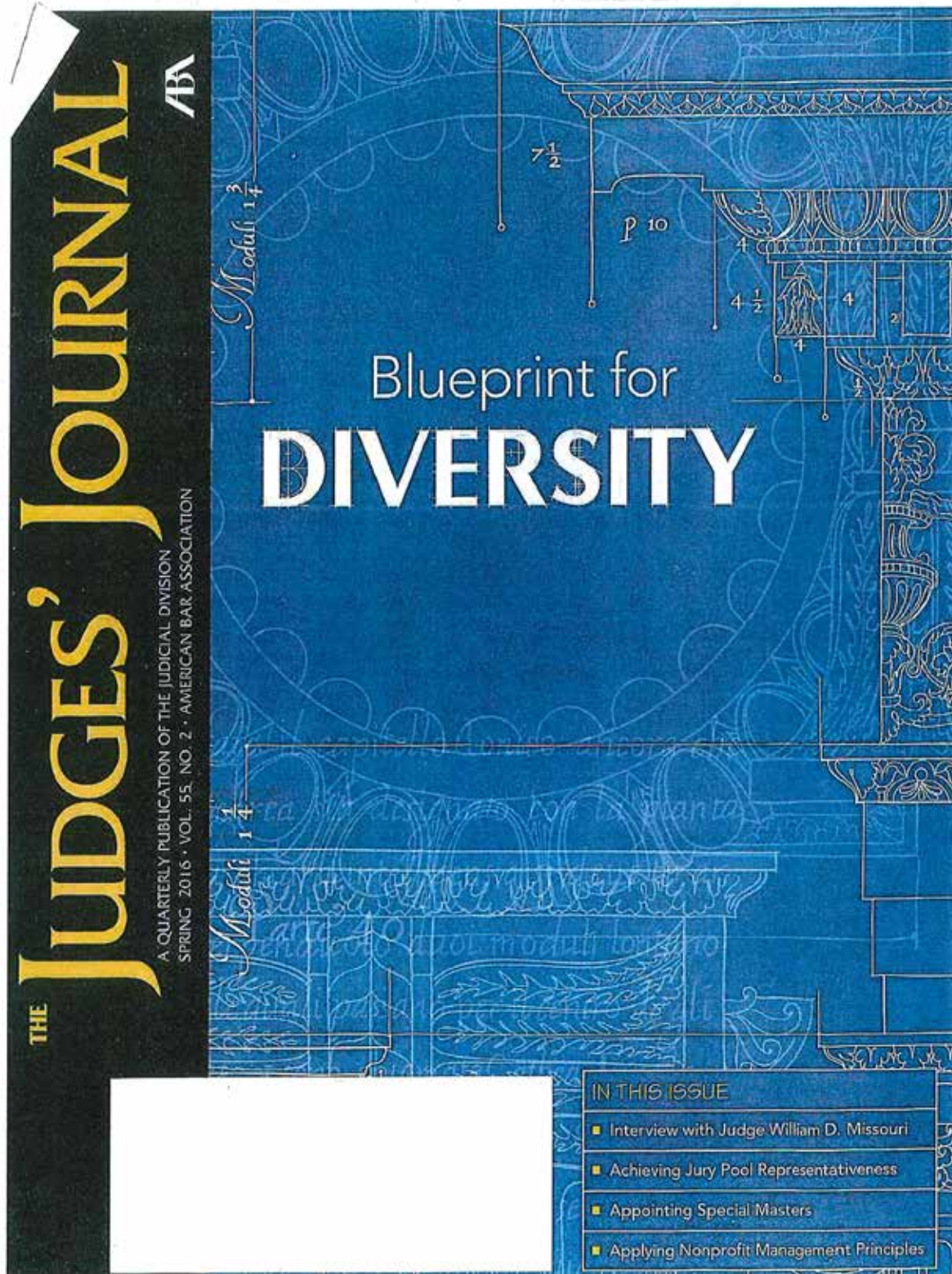
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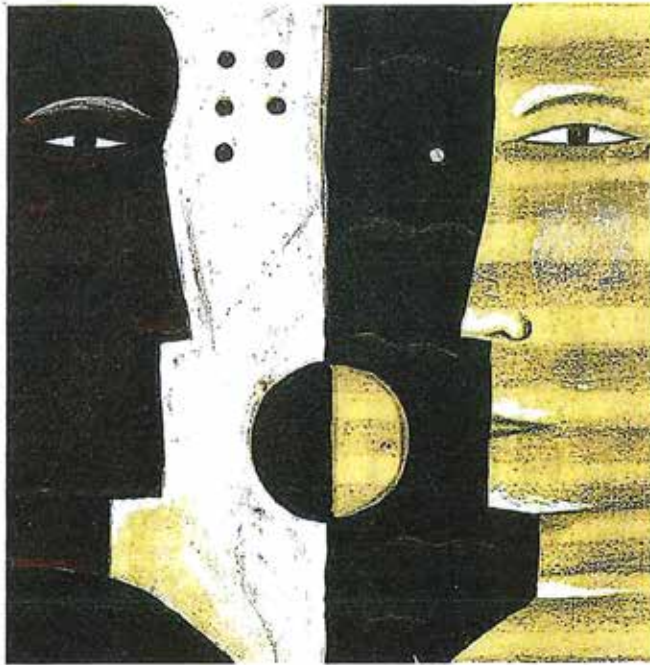


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- Achieving Jury Pool Representativeness
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Does the Federal Article I Bench Reflect the Ethnicity of the Populations that They Serve? What If the Answer Is No?

By Judge Frank J. Bailey

The federal bankruptcy judge entered the courtroom to handle a motion session. First on the list was a routine motion to reopen a bankruptcy case so that the consumer debtor could add a creditor that he mistakenly left out of his recently closed case. Generally, such a motion would be unopposed and allowed as a matter of course. But here, a pro se creditor opposed the motion. After hearing at length from the creditor that he was disturbed that the debtor could get away with not paying his debts, the judge explained the law to the creditor in calm and simple terms. Then the judge allowed the motion, explaining that if the creditor felt he had a basis to object to the discharge of his claim, he would have a chance to do so later. Well, that is where the hearing went sideways. The creditor, an African American, said in a firm and loud voice that the judge was a racist and that "a black man cannot get a fair hearing in this court." Although racism was hardly established in the handling of this motion (in fact, the dispute involved African Americans on both sides), the judge, upon reflection, realized that it may be daunting for a pro se African American man to enter a courtroom where the judge is white, the courtroom deputy is white, the electronic court records operator is white, the court officers are all white, and, if he took an appeal to the Bankruptcy Appellate Panel, none of the other bankruptcy judges in the circuit would be African American. Where judging relies on fairness, a perception that the process is unfair, even if wrong, is a serious assertion.

Introduction

At a recent program sponsored by the ABA Judicial Division, Judge Andre Davis of the Court of Appeals for the Fourth Circuit, chair of the Judicial Division's Standing Committee on Diversity in the Judiciary, convened a roundtable discussion regarding diversity on the Article I federal bench. ABA President Paulette Brown welcomed the gathering, commended Judge Davis and others for their commitment to a diverse bench, and plainly stated her full support for the work of the Judicial Division in this regard. It was also noted that by far the largest number of cases filed in federal court are those filed in Bankruptcy Court; thus, most American citizens have their federal court experience in front of a bankruptcy judge. Moreover, magistrate judges handle the day-to-day work in thousands of federal cases. Thus, it matters a great deal that those litigants feel they are treated equally when they encounter an Article I judge.

For those who are unaware, federal judges fall into two basic categories defined by the Constitution: Article III judges, who are appointed by the president upon confirmation by the Senate, and Article I judges, who are appointed by other federal judges. The first category, Article III judges, includes federal district and circuit judges who are appointed for life terms. The second group, Article I judges, includes magistrate judges, who are appointed by district judges for eight-year renewable terms, and bankruptcy judges, who are appointed by circuit judges for 14-year renewable terms. It is the latter category—Article I judges—that was the subject of Judge Davis's roundtable discussion.



Judge Frank J. Bailey was appointed as a U.S. bankruptcy judge on January 30, 2009, and served as chief judge from December 2010 until December 2015. His chambers are in Boston and he is assigned to the Eastern Division.

Judge Davis invited several "thought leaders" on diversity in the judiciary to the roundtable. The leadership of the ABA National Conference of Federal Trial Judges (NCFTJ), the Administrative Office of the U.S. Courts, the National Conference of Bankruptcy Judges, the Federal Magistrate Judges Association, the Brennan Center, Justice at Stake, Just the Beginning Foundation (Chicago), and the Institute for the Advancement of the American Legal System were invited. The discussion was divided into three parts: first, there were presentations to explore the racial makeup of the federal courts; second, there were presentations about the reasons that the federal bench, particularly the Article I bench, is nondiverse; and finally, there was a discussion of possible solutions to aid Article III judges in diversifying the Article I bench.

Current State of Diversity

As to the current state of diversity on the Article I bench, the group heard from Nancy Dunham. Dunham, a former civil rights and employment practices attorney in the District of Columbia, is the fair employment practices officer at the Administrative Office of the U.S. Courts. It is her job to advise the Judicial Conference of the United States on the diversity of the federal courts. Dunham comes from a Title VII background. She spent the early part of her career fighting for equal opportunity in the workplace. While Title VII does not ensure diversity, its focus is a pluralistic society and Dunham brings that perspective to her work. The diversity of the federal judiciary should be measured against the diversity of the American people, according to Dunham. She reported that as of 2014, the Article III bench was 72.3 percent Caucasian, 11.6 percent African American, 9 percent Hispanic, 2.4 percent Asian American, and 0.4 percent Pacific Islander, with no Native American judges. In contrast, the Article I bench was clearly much less diverse. The magistrate judges were 82.7 percent Caucasian, 7 percent African American, 4.1 percent Hispanic, 2.9 percent Asian American, 0.4 percent Native American, and 0.2 percent Pacific Islander. The bankruptcy judge population was the least diverse federal bench: 90.9 percent Caucasian, 2.9 percent African American, 1.6 percent Hispanic, 1.1

percent Asian American, 0 percent Native American, and 0 percent Pacific Islander.

There is reason to believe that both the Article III and Article I benches have become more diverse in the years since 2014, but turnover is slow among those with lifetime appointments as well as among those with terms of either 8 or 14 years.

Next, on the current state of diversity, was a comparison of the racial and ethnic makeup of the general population with the

New judges are being appointed every day and the evidence is that the appointments are increasing diversity on the bench.

makeup of the judiciary. The Special Committee on Article I Diversity of the NCFTJ, appointed by Judge Charles Day (D. Md.) and chaired by the author, hired two interns to consider whether, on a district-by-district and circuit-by-circuit basis, the federal bench reflects the populations of those federal districts. The interns first gathered 2013 Census data, which were presented by state and breaks down the data by ethnicity. Then they allocated the population data into federal judicial districts and further accumulated the data into judicial circuits. When this work was done, the interns could identify the ethnic breakdown in each district and circuit. Next, the interns obtained the then-available ethnic breakdown of federal judges from the Administrative Office of the U.S. Courts. With this information, the interns created a database that made it possible to compare the ethnic makeup of the populations in the judicial districts and circuits to the ethnic makeup of the benches in those

locations. The results were revealing.

In the **Second Circuit** (composed of Connecticut, New York, and Vermont), for example, the African American population constituted 15 percent of the population. By contrast, 15 percent of the district judges were African American. But on the Article I side, only 8 percent of the magistrate judges and 0 percent of the bankruptcy judges were African American. The results in the **Third Circuit** (composed of New Jersey, Delaware, and Pennsylvania) were quite similar. According to the Census data, the African American population in that circuit was 13 percent, and 15 percent of the district judges were African American. But, again, the Article I bench is lagging: 4 percent of the bankruptcy judges and 10 percent of the magistrate judges were African American. It is worth noting that the Hispanic population in the Third Circuit is 11 percent overall, while Hispanic federal judges were represented as follows: district judges, 11 percent; bankruptcy judges, 4 percent; and magistrate judges, 0 percent.

Moving out of the Northeast and into the South, the **Fourth Circuit's** (Maryland through South Carolina) population was 22 percent African American and 8 percent Hispanic, whereas the district court bench was 15 percent African American and, statistically, 0 percent Hispanic. The magistrate judge bench, by comparison, was 15 percent African American and 0 percent Hispanic, and the bankruptcy bench was 3 percent African American and 0 percent Hispanic. The **Fifth Circuit** (Mississippi to Texas) was 17 percent African American, 28 percent Hispanic, and 3 percent Asian American. The district court bench in the Fifth Circuit was 17 percent African American, 9 percent Hispanic, and, statistically, 0 percent Asian American. The Article I bench in the Fifth Circuit was, again, less representative of the general population: The magistrate judge bench was 6 percent African American, 6 percent Hispanic, and 2 percent Asian American, while the Bankruptcy Court bench was 4 percent Asian American, 0 percent African American, and 0 percent Hispanic, for the time surveyed.

The **Sixth Circuit** (Michigan to

Tennessee) federal judiciary more closely reflected the population that it serves. The African American population was 12 percent, the Hispanic population was 4 percent, and the Asian American population was 2 percent. The district judges in the Sixth Circuit represented the following ethnicities: 17 percent African American, 2 percent Asian American, but 0 percent Hispanic, statistically. Magistrate judges were 6 percent African American, 2 percent Hispanic, and 2 percent Asian American. The Bankruptcy Court breakdown was 10 percent African American, but 0 percent Hispanic and 0 percent Asian American. The reasons for the higher representation of African American judges in the Sixth Circuit is certainly deserving of additional study.

Finally, the Ninth Circuit, a large circuit where the overall Caucasian population was a minority (49 percent), offers interesting contrasts. While the district judge population was only 61 percent Caucasian, the bankruptcy judge bench was 94 percent Caucasian and the magistrate

judge bench was 85 percent Caucasian. Hispanics, with a population of 30 percent overall, were underrepresented in the Ninth Circuit on every bench, especially on the bankruptcy bench.

The foregoing is offered merely as an example of the data available for every circuit and district in the U.S. court system. While the numbers are a bit out of sync because the Census data are from 2013 and the judicial officer data are from a later period, the implications are clear: Overall, the judicial officer population does not reflect the general population that those officers serve. This does not mean that the judicial officers do not serve the communities faithfully, fairly, and well. It merely means that they do not look entirely like those communities. And there are potential implications from that fact. When the entire bench in a district is Caucasian, the litigant from an ethnic minority may feel an implied bias. When the entire bench in a certain court is Caucasian, an ethnic minority lawyer may not feel that it is possible to achieve an appointment to the

bench on that court. When the entire bench on a court is Caucasian, a newly minted ethnic minority lawyer may not feel it is possible to pursue a practice in the specialty area (e.g., bankruptcy) that is practiced before that all-white bench. Finally, I hasten to add that new judges are being appointed every day and the evidence is that the appointments are increasing diversity on the bench.

How Did the Current Judges Get Appointed?

Malia Reddick is manager of the Quality Judges Initiative of the Institute for the Advancement of the American Legal System (IAALS), a national legal research center at the University of Denver. In 2013, IAALS conducted a study of the selection, appointment, and reappointment process for bankruptcy judges. The study involved interviews with circuit executives, circuit judges, bankruptcy judges, and merit selection panels in all federal judicial circuits where there are regular vacancies for bankruptcy judges.

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Reddick presented the findings of the IAALS at the roundtable.

Reddick began by noting that while the Judicial Conference of the United States has adopted regulations on the selection of bankruptcy judges, for the most part these regulations merely provide nonmandatory guidance to the judicial councils of the various circuits as to protocols for selecting new bankruptcy judges. In practice, the judicial councils have adopted a wide range of approaches to the selection process. Most (but not all) circuits appoint a merit selection panel to coordinate advertising the vacancy, soliciting applicants, gathering the application materials, conducting interviews, checking references, and recommending a slate of qualified candidates to the circuit judges for appointment. As far as diversity is concerned, the guidelines offer little detail. There is, of course, a requirement that the selection process be free of discrimination, but there is no affirmative guidance in the regulations on methods or practices to increase diversity. Thus, it is up to the circuit court to adopt any requirements that it might deem appropriate to ensure that diverse candidates apply and are given an opportunity at the appointment.

Turning to the diversity issue, Reddick noted that the largest number of citizens that come in contact with a federal court are participants in the bankruptcy system, and by a wide margin. Thus, diversity on the bankruptcy bench is particularly important when perceptions of justice are at issue. The IAALS report noted that the bankruptcy bench is the least diverse federal bench. According to the report, at the time of the study, 72 percent of Article III judges were Caucasian compared to 81 percent of magistrate judges and 89 percent of bankruptcy judges. The study also referred to another study that concluded that when a merit selection panel is itself diverse, the likelihood of a diverse pool of applicants and a diverse appointee is increased. One merit selection panelist noted in response to the IAALS survey that although her panel "noted racial diversity," she did not think it was "determinative or limiting." In addition, it is worth noting that when a merit selection panel consists only of bankruptcy practitioners (and judges), the applicants and

appointees tend to be less diverse because they are regular participants in the practice, which is itself often nondiverse.

As noted above, magistrate judges are appointed by the district judges to eight-year renewable terms. Unlike the case of bankruptcy judges, Judicial Conference rules require that a merit selection panel be established by the district judges to select qualified candidates. The merit selection panel must consist of at least seven members, including two nonlawyers. No district court judge or retired Article III judge may be on the panel. Seemingly in recognition that a diverse merit selection panel will result in a more diverse candidate pool and perhaps a diverse appointee, the rules now state as follows: "To further efforts to achieve diversity in all aspects of the magistrate judge selection process, the court is encouraged to appoint a diverse selection panel." Curiously, the rules for selection of bankruptcy judges do not contain a similar requirement regarding the creation of a merit selection panel for bankruptcy judges. Of course, among the duties assigned by the conference rules to the merit selection panel is a duty to "make an affirmative effort to identify and give due consideration to all qualified applicants without regard to race, color, age (40 and over), gender, religion, national origin, or disability." But this guidance is directed to avoiding discriminatory conduct (a directive that one can imagine is hardly needed). It does not establish a goal for further diversifying the bench.

Thus, with reference to magistrate judge appointments, the Judicial Conference is unambiguous that there must be a merit selection panel, that the panel should include diverse people, and that the panel must attempt to make the appointment in an unbiased manner. These provisions, plainly calculated to advance diversity on the bench, are not featured in the Judicial Conference rules for bankruptcy judges. Perhaps this contributes to the lack of diversity on the bankruptcy bench?

What Can Be Done to Ensure a Pipeline of Diverse Applicants?

Many of the presenters had thoughts on the reasons that Article I judges do not reflect the ethnicity of the populations in

the locations in which they sit. The principal reason cited is that the pipeline of diverse applicants for judicial openings is not robust. Qualified diverse candidates must be encouraged to apply. To become qualified, the candidates must understand the standards that are required to obtain appointment as a federal judge. This requires mentoring and preparation. To determine what is being done to advance the goal of developing a strong pipeline of diverse candidates, Judge Davis reached out to the National Conference of Bankruptcy Judges (NCBJ) and the Federal Magistrate Judges Association (FMJA) to seek their reactions to the data and to hear what they have done to increase diversity on their respective benches. The remarks from NCBJ and FMJA representatives were notable.

Judge Robert E. Nugent, president of the NCBJ, started his comments by noting that the majority of his docket, like almost all bankruptcy judges, involves consumer cases where the debtors are both highly diverse and highly disadvantaged. Judge Nugent said that the NCBJ has long recognized the need to diversify the bankruptcy bench. He committed the NCBJ to doing all it can to ensure that result.

Judge Jeffrey Hopkins, a bankruptcy judge from Cincinnati, Ohio, and former president of the NCBJ, described a long and proud history of judicial outreach into the affinity bar associations and to nonwhite law students in an effort to attract young lawyers and law students into the bankruptcy practice. The NCBJ has created a scholarship program, called the Cornelius Blackshear Scholarship, that invites minority lawyers to attend and participate in the NCBJ annual conference. Those young scholars are offered a chance to attend educational programs and to network with lawyers working in the insolvency and restructuring field. The NCBJ also has outreach programs at each of its annual and midyear meetings calculated to attract law students to the bankruptcy practice. In every city where the NCBJ meets, a group of judges, attorneys, and insolvency professionals arranges a program to introduce the local students to opportunities in the bankruptcy field. In addition, the NCBJ offers a "Next

Generation" program at its annual meetings to help launch new lawyers, including lawyers of color, into the field. There are scholarships for this program as well.

Judge Ramon E. Reyes, a magistrate judge and an officer in the FMJA, echoed his counterparts on the bankruptcy bench. The FMJA has also done outreach to non-white law students and practitioners in connection with its meetings. In addition, there are many local efforts to mentor diverse lawyers so that they are prepared to apply for federal judgeships. Judge Reyes suggested the need to recruit minority law students to internships and clerkships to Article I judges. Through these activities, interns and clerks learn quickly that they can aspire to a position on the federal bench.

Conclusion and Next Steps

As the roundtable drew to a close, there was discussion about adjusting perceptions of merit selection panels and appointing judges of what qualities are needed to be a successful Article I judge. For example,

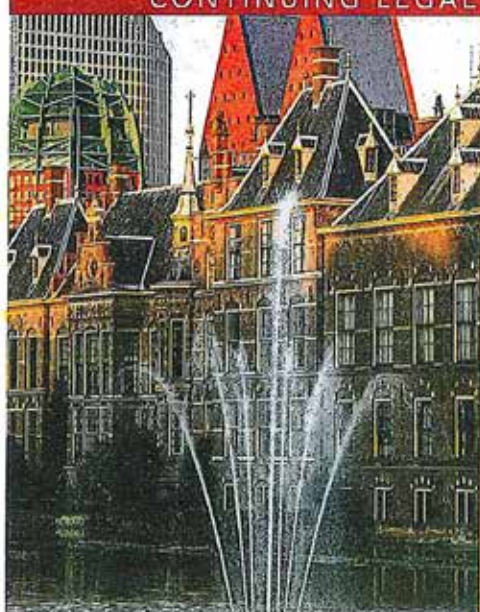
is it necessary for a lawyer to be a long-term bankruptcy practitioner in order to be a successful bankruptcy judge? Or should deep bankruptcy experience be only one of the many qualities that the appointing judges consider in selecting a new judge?

Perhaps excellence in other areas of law practice, demonstrated commitment to pro bono and public service activities, management of professional service organizations, teaching and mentoring, community leadership, and other personal and professional distinctions are as valid as bankruptcy experience in predicting a successful career on the bench? Due consideration should be given to the success of a minority lawyer that has advanced in the profession notwithstanding the barriers nonwhite lawyers face. Just as a newly appointed district judge with a strong history in criminal law can successfully learn to handle complex civil litigation, a diverse lawyer that demonstrated excellence in practicing, say, business litigation should be seen as a strong candidate for the bankruptcy bench.

The Judicial Division has presented a resolution to the ABA House of Delegates in support of the diversification of all federal courts. The resolution will be ready for presentation at the ABA 2016 Annual Meeting. The extraordinary efforts of Judicial Division leadership, including Chair Michael Bergmann, Chair-Elect Judge Linda Strite Murnane, and the Federal Trial Judges Conference Chair Nannette Baker, as well as the vision of Judge Andre Davis and ABA President Paulette Brown, have launched the ABA into the process of ensuring that every American feels that he or she will be treated fairly in our federal courts because the judicial officers look a little more like them. ■

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CONTINUING LEGAL EDUCATION PROGRAM



In Den Haag – April 2017

Join the ABA Judicial Division in the Netherlands for this unique opportunity to earn CLE credit from inside the courts and tribunals that comprise The Hague. Attendees are encouraged to arrive by 4:00 p.m. on Sunday, April 23, at the Carlton Ambassador Hotel, where an excellent rate has been secured for the group. A convenient reservation link will be provided to registrants to secure housing once registration opens.

Beginning Monday, April 24, and running through Friday, April 28, CLE sessions will take place at the Peace Palace, the International Criminal Court, the Special Tribunal for Lebanon, and the International Criminal Tribunal for the former Yugoslavia/Mechanism for International Criminal Tribunals.

In addition to earning 14.0 hours of CLE (inclusive of 1.0 Ethics), attendees will enjoy dinner at The Penthouse, a guided tour of Leiden Church, a visit to the Keukenhof Gardens, and much more.

If you wish to be informed when registration becomes available, please contact Kris Berliant at Kris.Berliant@americanbar.org or 312.988.5700.

Faculty

Gregory A. Burrell is the standing chapter 13 trustee in Minneapolis, appointed in 2013, and is a licensed attorney in Louisiana and Minnesota. After graduating from law school, he worked as counsel to a chapter 7 panel trustee and also handled consumer chapter 7 and chapter 13 bankruptcy matters. He then went on to work as staff counsel to a chapter 13 trustee. While he was in his full-time role serving as staff counsel to the chapter 13 trustee, Mr. Burrell started a bankruptcy law clinic at Southern University Law Center, where he taught bankruptcy law to third-year law students. The clinic also gave students the opportunity to get practical experience representing indigent debtors in chapter 7 bankruptcy cases. He is a recipient of the NACCTT Tireless Time and Effort Award, the Distinguished Trustee Award, and the Southern University Law Center Distinguished Alumnus of the Year Award. Mr. Burrell is a Fellow of the 34th Class (2023) of the American College of Bankruptcy. He authored “Eliminating Implicit Bias in the Bankruptcy Process,” published in the *ABI Journal*. Mr. Burrell serves as a permanent member of the Bankruptcy Rules Practice Committee in the District of Minnesota, is the current vice president of the National Association of Chapter 13 Trustees, and is a member of the National Bar Association, Bankruptcy IDEA Consortium, ABI and the National Association of Chapter 13 Trustees. In addition, he is a frequent speaker both locally and nationally on bankruptcy-related topics, and he mentors career-seeking law students through the Tom Vaughn internship program. Mr. Burrell received his B.A. in political science from Xavier University with a minor in business administration, and his J.D. from Southern University Law Center.

Booker T. Carmichael is vice president and assistant general counsel for JPMorgan Chase & Co. in Plano, Texas, where he supports both bankruptcy and law firm oversight business functions. Prior to joining JPMorgan Chase, he was a trial attorney for the U.S. Trustee Program and was responsible for bankruptcy litigation on behalf of the U.S. Trustee in Region 17. Mr. Carmichael received his B.S. in economics and finance from Grambling State University and his J.D. from Southern University Law Center.

M. Christine Maggard is a senior associate attorney in the Bankruptcy Division of Brock & Scott, PLLC in Virginia Beach, Va., where, in addition to representing the interests of creditors in bankruptcy, she serves on the firm’s Diversity Equity and Inclusion committee. She is licensed to practice in all state and federal courts within the Commonwealth of Virginia. Ms. Maggard began her legal career at the Office of the Virginia Attorney General in the Division of Debt Collection. With the exception of a stint working in the Office’s Correctional Litigation Section, her practice has focused on debtor/creditor relationships. Ms. Maggard is a former president of the Virginia Creditors Bar Association and a past seminar chair and past president of the Tidewater Bankruptcy Bar Association, and she serves as the secretary for the Virginia Network of the International Women’s Insolvency & Restructuring Confederation. She also is a member of the American Legal & Financial Network’s Women in Legal Leadership’s Social Media and Events Committee, secretary for ALFN’s IDEA Committee, a member of the Virginia State Bar’s Diversity Conference, and an adjunct faculty member for Virginia Commonwealth University’s Paralegal Studies Program. She also serves on a consumer advisory subcommittee for the U.S. Bankruptcy Court for the Eastern District of Virginia. Ms. Maggard is a frequent speaker at seminars and conferences regionally and nationally on matters including bankruptcy and diversity, equity, inclusion and belonging. She volunteers as a judge

for college and high school mock trial competitions and donates her time to provide *pro bono* legal services in conjunction with the Virginia Equality Bar Association's Gender Marker Clinic. Ms. Maggard received her undergraduate degree in English and rhetoric and communications studies from the University of Virginia in 1986 and her J.D. from George Mason University School of Law in 1991.

Daryl J. Smith is the chapter 13 trustee for the Western District of Louisiana in Shreveport. He previously served as a staff attorney for the case trustee, prosecutor, litigator, lecturer and public servant. Mr. Smith is a 2021 honoree of ABI's "40 Under 40" program, a 2021 Blackshear Presidential Fellow, and a 2023 Just the Beginning 5 under 40 member. He is admitted to the Tennessee and Mississippi bars, and in the Federal Court of the Western District of Tennessee. Mr. Smith received his B.S. in political science at Murray State in 2008 and his J.D. at Mississippi College School of Law in 2012.

Hon. Kathy A. Surratt-States is a U.S. Bankruptcy Judge for the Eastern District of Missouri in St. Louis, initially appointed on March 17, 2003, and served as Chief Judge from Feb. 1, 2013, until June 30, 2022. She began her legal career as law clerk to now-retired Bankruptcy Judge James J. Barta. In 1993, Judge Surratt-States was an associate at Campbell & Coyne, P.C., where her work focused on bankruptcy, commercial litigation and foreclosures. She then moved to Ziercher & Hocker, P.C. in 1998, where she became partner. The firm later merged with Husch Blackwell, where she was a partner in its insolvency practice group until her appointment to the bankruptcy court. In 1997, Judge Surratt-States was appointed to the Panel of Bankruptcy Trustees for the Eastern District of Missouri, and in 1999, she served as the chapter 7 trustee for Family Company of America, then the third-largest grocery store chain in St. Louis. Judge Surratt-States served on the Board of Catholic Charities of St. Louis and is a member of Altrusa International, Inc. of St. Louis, an international association of professionals dedicated to serving their community. She also is a member of the Missouri Bar, the Bar Association of Metropolitan St. Louis, the Mound City Bar Association, the National Conference of Bankruptcy Judges, ABI and the International Women's Insolvency & Restructuring Confederation (IWIRC). Judge Surratt-States received her B.A. *cum laude* from Oklahoma City University in 1988 and her J.D. from Washington University School of Law in 1991.