



Global Law Firm Diversity Survey Report 2022

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Acknowledgement

In 2022, the Minority Corporate Counsel Association (MCCA) in partnership with Nokia launched the inaugural Global Law Firm Diversity Survey (the Global Survey), a first-of-its-kind survey designed to measure how law firms hire and promote diverse attorneys globally over time and hold themselves accountable for progress. The Global Survey draws on the success of MCCA's annual U.S. Law Firm Diversity Survey which, for over 20 years, has assessed diversity metrics across U.S. law firms.

In 2021, B2B technology innovation leader Nokia, through its Legal & Compliance organization, launched its own pilot global law firm diversity survey and scorecard to measure progress of its panel law firms on diversity, equity, and inclusion (DEI) efforts throughout the world. Given Nokia's leadership role in international markets, MCCA joined forces with Nokia to combine learnings from their respective surveys and create a data platform to track, promote, and advance DEI among Global Law Firms. The Global Survey's findings herein could not be possible without Nokia's leadership and partnership.



The **Minority Corporate Counsel Association (MCCA)** is the preeminent advisor to C-suites across corporate America on DEI. MCCA provides data-driven solutions for sustainable change, grounded in a quarter century of research and expertise. Through thought leadership, professional development programs, and a cutting-edge strategic advisory practice, MCCA empowers partners and members to know better, do better, and lead better – paving the way for a more just and equal future.

Nokia creates technology that helps the world act together. As a B2B technology innovation leader, it is pioneering networks that sense, think and act by leveraging our work across mobile, fixed and cloud networks. In addition, it creates value with intellectual property and long-term research, led by the award-winning Nokia Bell Labs. Service providers, enterprises and partners worldwide trust Nokia to deliver secure, reliable and sustainable networks today – and work with it to create the digital services and applications of the future. With a presence in approximately 130 countries, Nokia leverages its global reach to champion diversity and inclusion across the company and around the world. The Bloomberg Gender Equality Index, Workplace Pride, the Nordic Business Diversity Index, and the Human Rights Campaign Foundation have all recognized Nokia for its efforts, which include scholarships, trainings, and partnerships with other organizations, including, but not limited to, the UN Women and MCCA.



Acknowledgement (cont.)

We would also like to thank and acknowledge all Survey Respondents, as defined herein. Without the contribution of your time and effort, this report also could not be possible. Your submissions are invaluable in helping us gain an understanding of efforts and progress made, as well as current challenges in advancing DEI in the legal profession on a global scale.



Key Terms

Attorney(s): Also called **attorney-at-law**, Attorneys are defined as persons authorized to practice law. In this survey, the term “lawyer” is deemed to be interchangeable with the term “Attorney”.

Please note: We recognize that not all firms employ all categories of Attorneys listed below and that not all firms use the same nomenclature for similar positions. Please review the definitions below and use the terms that most closely reflect the positions of Attorneys at your firm even if they do not hold the same titles.

Firm Level: Includes the following defined groupings, designating different positions and levels of seniority at the Firm.

- a. **Associate:** A Non-Partner Attorney who has no ownership rights or responsibilities but who has an opportunity to become an owner/Equity Partner; Associates are employees of the firm and are considered on the partnership track depending on their level of seniority, even if they ultimately leave the firm or are not chosen for partnership. This category includes all associate seniority levels: Junior Associate, Mid-Level Associate, and Senior Associate.

Junior Associate: A Non-Partner Attorney with 0-4 years’ experience as a qualified Attorney.

Mid-Level Associate: A Non-Partner Attorney with 4-8 years’ experience as a qualified Attorney.

Senior Associate: A Non-Partner Attorney with 8+ years’ experience as a qualified Attorney.

- b. **Equity Partner:** An Attorney, generally referred to as a Partner, member, or shareholder, who has the right to share in the profits of the firm.
- c. **Intern/Law Clerk/Paralegal:** Members of legal teams who have attended law school but have not been admitted to relevant law society, bar, or its equivalent. This includes trainees but does not include short-term internships.
- d. **Lawyers in Leadership Position:** Non-Equity Senior Partners, Senior Equity Partners, Managing Partners, and Firm Chairs.
- e. **Managing Partner:** A Partner or Senior Partner who is responsible for managing the operations of an office or firm.
- f. **New Hire:** An Attorney who has joined the firm sometime during the Global Survey.



Key Terms (cont.)

- g. **Non-Equity Partner:** Also known as fixed, salary, income, or non-share Partners, an Attorney who has been promoted from Associate to a tier of partnership but does not share in the profits or capital of the firm; this position is often an intermediate step toward Equity Partner.

Equal Employment Opportunity Commission (EEOC): The U.S. federal agency established to enforce laws protecting employees from workplace discrimination in alignment with the Civil Rights Act of 1964. Specifically, EEOC presides over the protection of employees from discrimination based on their “race, color, national origin, religion, sex (including sexual orientation, gender identity, and pregnancy), age (e.g., 40 and older), and disability”.¹

Global Law Firm Diversity Survey (the Global Survey): The 2022 Global Law Firm Diversity Survey, a first-of-its-kind international survey designed to measure how well Global Law Firms hire and promote diverse Attorneys over time and hold them accountable. This survey excludes only the U.S., which is covered by a separate dedicated survey.

Global Law Firm Diversity Survey Report (the Survey Report): A summary and analysis of the Global Survey.

Global Law Firms: Also known as multinational law firms, law firms with offices and Attorneys in multiple countries. For this survey, all law firms that responded have offices in at least one country outside of the U.S.

Regions Surveyed (collectively, the Regions): In the context of the Global Survey, the Regions referred to are as follows:

- Asia
- Africa
- Canada
- Central & South America
- Middle East
- United Kingdom & Europe (UK / Europe)

¹ U.S. Equal Employment Opportunity Commission, *Discrimination by Type*, (archived from the original on Jan. 27, 2022) <https://www.eeoc.gov/discrimination-type> (last visited Jan. 27, 2022).



Key Terms (cont.)

Survey Respondents: Global Law Firms that submit a response to the Global Survey.

Survey Response(s): Global Law Firms based in one or multiple Regions who completed one Survey Response per Region and could submit on behalf of up to four Regions.

Survey Year: The calendar year ending December 31, 2021.

Underprivileged Individual(s): Individuals who lack access to social and/or economic rights and resources that would otherwise have made them eligible for certain opportunities.

Underrepresented Group(s): Any people who are classified and grouped based upon social norms and cultures which, as a result of such classification or grouping, have been deprived of certain social and/or economic rights/standings. Underrepresented Groups include, but are not limited to, individuals who are placed in identified social/economic groups based upon religion, race/ethnicity, women, gender identification (i.e., openly or self-identified LGBTQ+), disabilities, and/or economic status.

Underrepresented Racial/Ethnic Group(s): Also known in certain global regions as racial or ethnic minorities, a group of people of a particular race or nationality living in a country or area where the majority of the population is from a different race or nationality (to be identified as relevant in the specific country of operation).

Underrepresented Religious Group(s): Also known in certain global regions as religious minorities, a group of people of a particular religion living in a country or area where the majority of the population is from a different religion (to be identified as relevant in the countries of your operation).



Executive Summary

DEI is gaining momentum as an imperative for businesses to be successful in the global corporate space. To meet this need, Global Law Firms must understand the DEI landscape of their industry and their clients. This Global Law Firm Survey Report reflects data gathered from the Respondents to the MCCA and Nokia inaugural Global Survey and provides a snapshot of the DEI efforts and results across Global Law Firm offices in Regions outside of the U.S.

Using responses from the Global Survey, we examined Regional differences in DEI strategy, development, and implementation and identified the following key findings:

- Current DEI efforts are strongest for offices in the UK / Europe, while offices in Asia and the Middle East are still establishing their DEI programming, indicating a potential need for guidance in program development.
- Survey Respondents who stated that they have established a formal DEI strategy were universally aligned with their respective Management and/or Executive Committees' needs for those firms.
- Presence of Underrepresented Groups is relatively lower in Global Law Firms' senior positions.

These findings suggest great potential for growth in the coming years for DEI strategies and initiatives across the globe.

These results are only the beginning. This Survey Report can provide some understanding of and a baseline for the current DEI progress in the global legal industry. With an increase in Survey Respondents, this report could provide more robust findings and generate year-over-year trends and success factors for Global Law Firms. Ultimately, with a comprehensive global understanding of the legal DEI landscape, our industry will be better prepared as it seeks to make progress toward a more diverse, inclusive, and equitable future.



Introduction

DEI is no longer an unfamiliar conceptual framework in the American workplace, and U.S. management teams are increasingly looking to DEI for workplace improvement. Equity and inclusion are widely viewed as critical to organizations committed to success, innovation, and social good, and a more diverse workforce has been linked with higher financial performance.² For U.S. law firms, DEI strategies are a means to retain and engage Attorneys in the workplace and are a desirable indicator of social responsibility for key stakeholders and clients across industries.

Research and initiatives around reducing discrimination and bias have largely centered on a U.S. sociocultural and political context. Although these origins have led some critics outside the U.S. corporate world to view DEI as a “primarily American” issue (Luthra 2022)³, the goal of DEI in the workplace – to create a diverse and equitable workplace for workers – remains an imperative worldwide. Therefore, the challenge is not *whether* to implement DEI in a global corporate context, but rather *how*.

When developing, implementing, and evaluating DEI strategy for Global Law Firms, the strategy must adapt to the contextual scoping and needs of the Regions and countries where the offices’ employees are located. Just as cultural norms and traditions vary across countries and global Regions, so does the nature of bias, discrimination, and inequity in the workplace. For example, countries with more traditional gender roles may need to prioritize equity for women and non-binary individuals in the workplace, and countries with caste-based structures or religious conflict may have differing standards of what constitutes an Underrepresented or Underprivileged Group compared to, for instance, the U.S.

Additionally, DEI implementation and evaluation in different countries must conform to local laws and regulations. There are data privacy laws in the UK / Europe designed to protect and prohibit sharing of workers’ personal demographic data, and some countries in the Middle East, Asia, and South America have laws criminalizing LGBTQ+ identities, making disclosure and tracking a challenge.

² Dame Vivian Hunt, Dennis Layton & Sara Prince, *Why diversity matters* McKinsey & Company (2015), <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters> (last visited Mar 8, 2023).

³ Poornima Luthra, *Do Your Global Teams See DEI as an American Issue?* *Harvard Business Review* (2022), <https://hbr.org/2022/03/do-your-global-teams-see-dei-as-an-american-issue> (last visited May 3, 2023).



Introduction (cont.)

For Global Law Firms, national DEI advancements are important yet daunting to make – even if progress could lead to massive success for multinational operations. Regardless, for this progress to be made, Partners, key decision-makers, and stakeholders for Global Law Firms must understand the different geographic challenges for DEI in the legal industry, as this information can help Global Law Firms strategically position and guide their companies towards changes for the better.

The Survey Report contributes to Global Law Firms' DEI efforts by (1) summarizing and discussing results from the Global Survey and (2) providing a snapshot of Global Law Firms' current work in DEI strategy, development, implementation, and performance across Regions outside of the U.S. The Survey Report highlights current efforts made and challenges faced to provide context that can help Global Law Firms successfully take action toward a more diverse and inclusive future that represents the communities they operate in and the clients they represent.

In future years, we hope that continuous and increasing responses to the Global Survey can provide insight around the trajectory for DEI in the global legal profession, highlighting patterns and prescribing effective tactics and metrics, even in challenging environments.



Participating Firms

Alston & Bird LLP
Bird & Bird LLP
Cooley LLP
Eversheds Sutherland (International) LLP
Fangda Partners
Freshfields Bruckhaus Deringer LLP
Jenner & Block LLP

Lewis Silkin LLP
Morrison & Foerster LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Reed Smith LLP
Roschier
Seyfarth Shaw LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Squire Patton Boggs



Data Overview

The data herein reflects responses to the 2022 Global Survey and includes both categorical and numerical information detailing the participating Global Law Firms' DEI strategies, initiatives, and overall demographic composition. Survey Responses were collected at the Regional level, as Survey Respondents filled out one response per Region. Responses to the Global Survey reflect the Global Law Firms' offices for the Survey Year of January 1, 2021 to December 31, 2021.

Similar to the MCCA U.S. Law Firm Diversity Survey, the Global Survey was administered online to contacts across the world. In total, fifteen Global Law Firms responded to the Global Survey, comprising twenty-six Survey Responses. Survey participation was voluntary and based on MCCA and Nokia's marketing and outreach efforts to hundreds of Law Firms.

SUMMARY & LIMITATIONS

The Global Survey Report is in its first year and is novel in providing data about the current progress in DEI initiatives and results for Global Law Firms. The data collected establishes a baseline understanding of the DEI landscape in Global Law Firms offices outside of the U.S. to date.

With respect to the Global Survey completed for 2022, there remain limitations in the interpretation of the data, from the overall sample size and the Regional composition to the data tracked by the Survey Respondents. For example, fifteen distinct Global Law Firms submitted responses to the Global Survey; however, there are over 200 Law Firms with a multinational presence.⁴ This statistical disparity between the sampled Global Law Firms and the estimated population of Global Law Firms can limit the robustness of the data when interpreting findings from the data provided herein. When these responses are broken down by Regions, Global Law Firms' small sample size from Canada and Central & South America will, in turn, further limit the interpretability of the DEI data for these Regions in the Survey Report.

Outside of Survey Respondent composition and sample size, the lack of tracking or inability to track certain Underrepresented Groups further serves to limit the granularity of our data analysis. For example, some disaggregation of quantitative data is not broken down Regionally, and other quantitative data (e.g., data around Underrepresented Groups such as Underrepresented Racial/Ethnic Groups) will not be presented or will include limited discussion.

⁴ *Do you need an international footprint? ABA Law Practice Today*,
<https://www.lawpracticetoday.org/article/do-you-need-an-international-footprint/>



Data Overview (cont.)

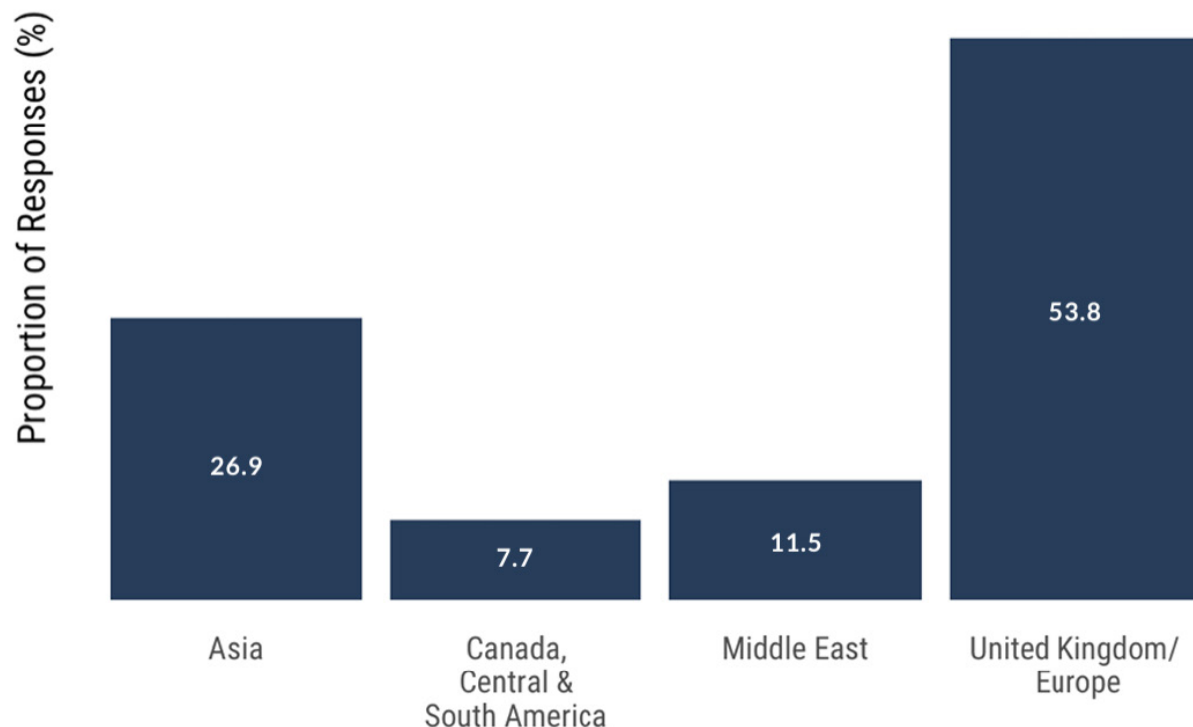
SUMMARY & LIMITATIONS (CONT.)

As the number of Survey Responses grows, we are hopeful that the Survey Report will provide more robust and detailed reporting in future iterations.

REGIONAL MAKEUP

Over fifty percent of the twenty-six Survey Responses were made by Global Law Firms with offices located in the UK / Europe. Canadian and Central & South American offices submitted fewer than three responses each⁵, and the African Region shared no responses at all.

FIGURE 1. GLOBAL SURVEY RESPONDENT REGIONS



⁵ Canadian and Central & South American Offices are presented together for Regional breakdowns because of the lower response rate in these regions.



Data Overview (cont.)

REGIONAL MAKEUP (CONT.)

Over eighty percent of Survey Responses came from Global Law Firms' offices located in the UK / Europe and Asia, which is reasonable given the geographic distribution of subsidiaries in multinational companies that these Global Law Firms serve.⁶ Among the Survey Respondents with offices in the UK / Europe, most have offices in London, while Survey Respondents with offices in Asia most commonly have offices in Beijing, Hong Kong, and Tokyo.

DATA TRACKING

In compliance with EEOC regulations, U.S. law firms and companies often have records of job applicants' demographic breakdown based on self-identification of Racial/Ethnic identity, gender, sexual orientation, disability, and Veteran status.

Outside of the U.S., tracking of these demographic traits is not as consistent because many Regions are not legally obligated to track such breakdowns or are legally prohibited from tracking such information. Instead, some Survey Respondents' respective Regions have enacted laws that may limit the tracking of some demographic details. For example, European countries, such as France and Finland, can prohibit or limit the collection of data pertaining to Race/Ethnicity and Religion, respectively, and countries that criminalize LGBTQ+ identities limit the ability to collect data on non-binary and LGBTQ+ breakdowns.

In addition to potential legal limitations, Survey Respondents cited "cultural factors" as reasons for not tracking some Underrepresented Groups.

Across Survey Respondents, gender was tracked and disclosed consistently firmwide at 87.2% (**see Appendix A**). Other Underrepresented Groups (e.g., Disability, LGBTQ+, Underprivileged, Underrepresented Racial/Ethnic Groups, and Underrepresented Religious Groups) are often not disclosed, tracked, or deemed applicable (**see Figure 2**).

⁶ *Where Are the Global Hotspots for MNC Subsidiaries?* Investment Monitor,
<https://www.investmentmonitor.ai/uncategorized/where-are-the-global-hotspots-for-mnc-subsidiaries/>



Data Overview (cont.)

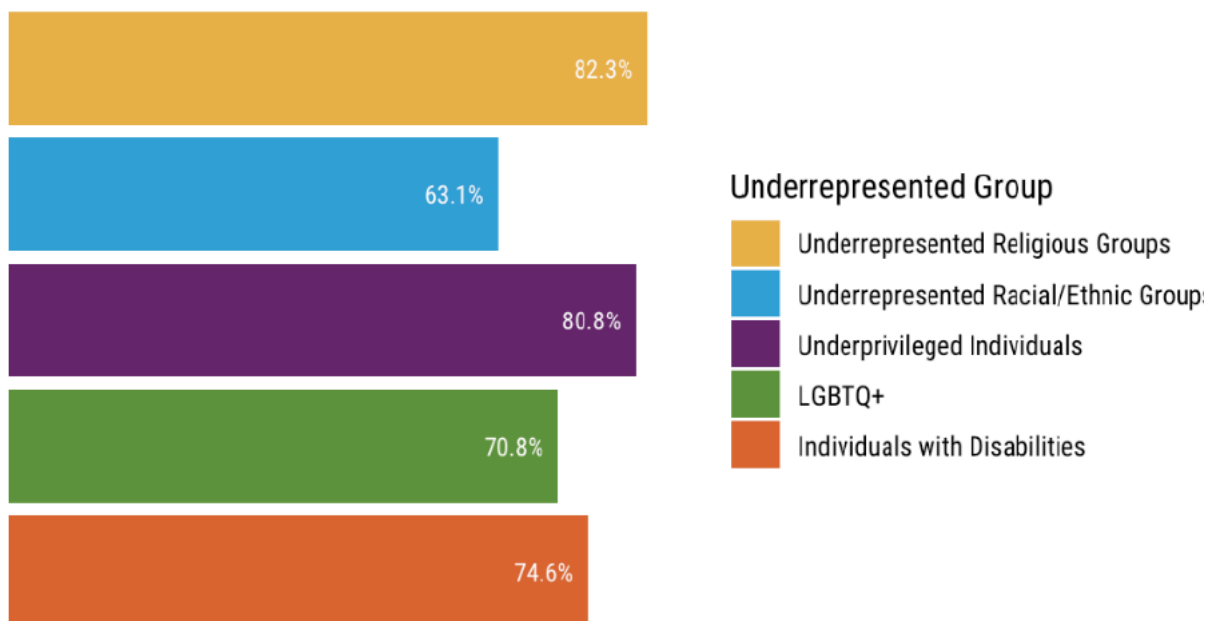
DATA TRACKING (CONT.)

In response to why these Underrepresented Groups were not tracked, disclosed, or deemed applicable, Survey Respondents referred often to “local legislation” (particularly in tracking race, religion, and sexual orientation). Other Respondents noted that the data was sensitive and that the counts of certain Underrepresented Groups fell below the Global Law Firms’ reporting thresholds for offices in their reported Regions (e.g., too few Attorneys from Underrepresented Religious Groups in a Global Law Firm’s Region are too easily identifiable, which can be deemed as divulging personal identifiable information). Several Respondents stated only that they did not track Underrepresented Groups other than Gender outside of the U.S.

A lack of disclosure for Underrepresented Groups is a significant attribute of extant DEI data for Global Law Firms, as it reflects attitudes and limitations in DEI disclosure for firms operating internationally.

FIGURE 2. DATA NOT TRACKED – DEMOGRAPHICS

Proportion of Underrepresented Group data labeled ‘Not Tracked’

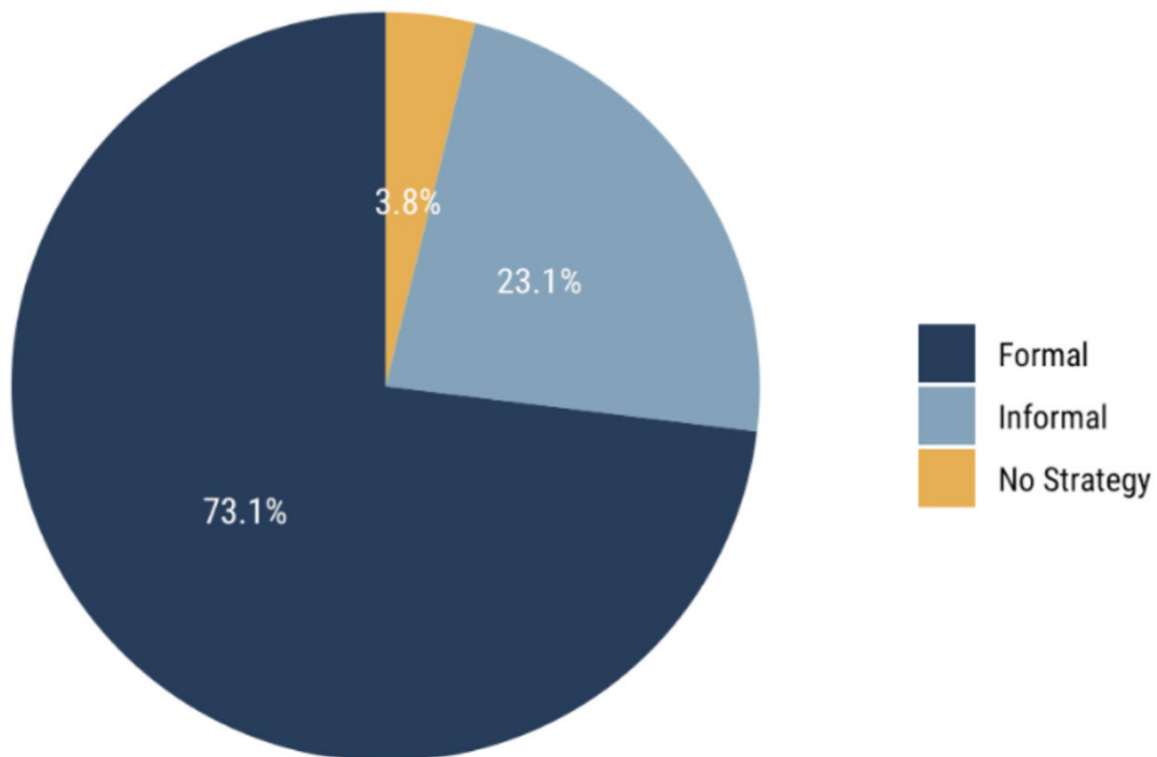


DEI Strategy & Implementation

ESTABLISHMENT OF STRATEGY

Similar to the results of the 2022 MCCA U.S. Law Firm Diversity Survey, which collects data from the year ending December 31, 2021, nearly all Survey Respondents (96.2%) responded that they established DEI strategies in their respective Regions. Of these, 73.1% have established *formal* DEI strategies.⁷

FIGURE 3. FIRMS WITH FORMAL OR INFORMAL DEI STRATEGY



⁷ Note: A formal DEI strategy includes a formal and structured committee, clear metrics, timelines, and outlined objectives & goals.

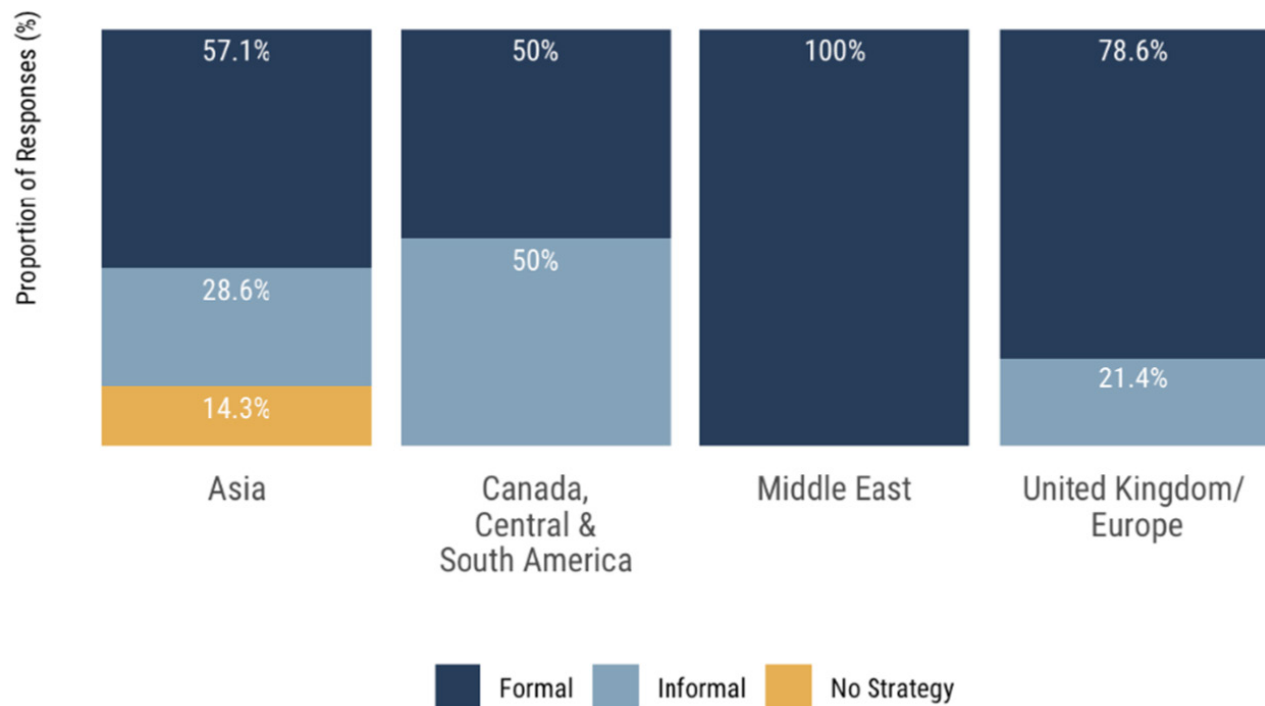


DEI Strategy & Implementation (cont.)

ESTABLISHMENT OF STRATEGY (CONT.)

Asia was the only Region where Survey Respondents indicated that there was *no* DEI strategy undertaken as of the Survey Year. Survey Responses from Asia also comprised the lowest proportions of responses with *formal* DEI strategies implemented (57.1% of responses).

FIGURE 4. FIRMS WITH FORMAL OR INFORMAL DEI STRATEGY BY REGION

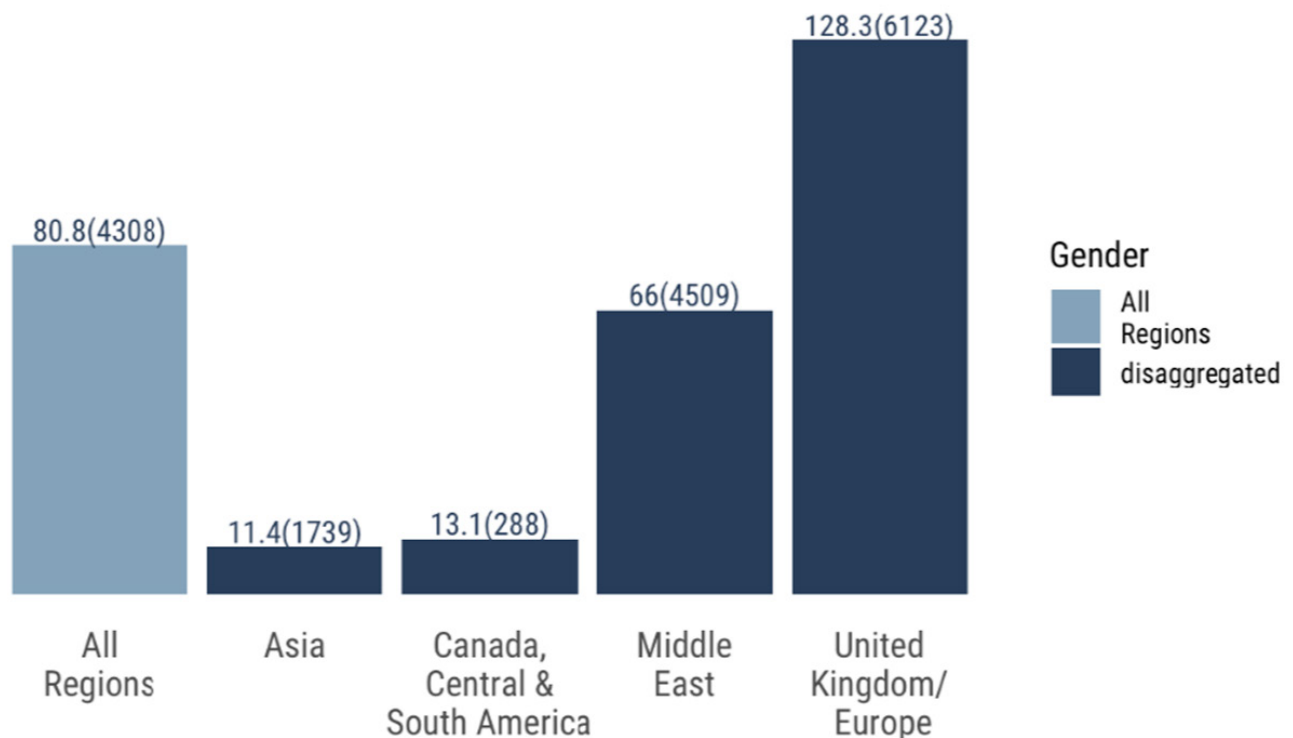


DEI Strategy & Implementation (cont.)

IMPLEMENTATION OF DEI STRATEGY

On average, Survey Respondents devoted 4,308 hours annually (or 80.8 hours per Attorney) to implementing DEI strategies. Global Law Firms in the UK / Europe expended the most hours per Attorney on DEI (128.3 hours per Attorney on average). Conversely, Global Law Firms based in Asia spent the fewest hours per Attorney on DEI.

FIGURE 5. AVERAGE HOURS SPENT ON DEI STRATEGY IMPLEMENTATION BY REGION, PER ATTORNEY AND (TOTAL)

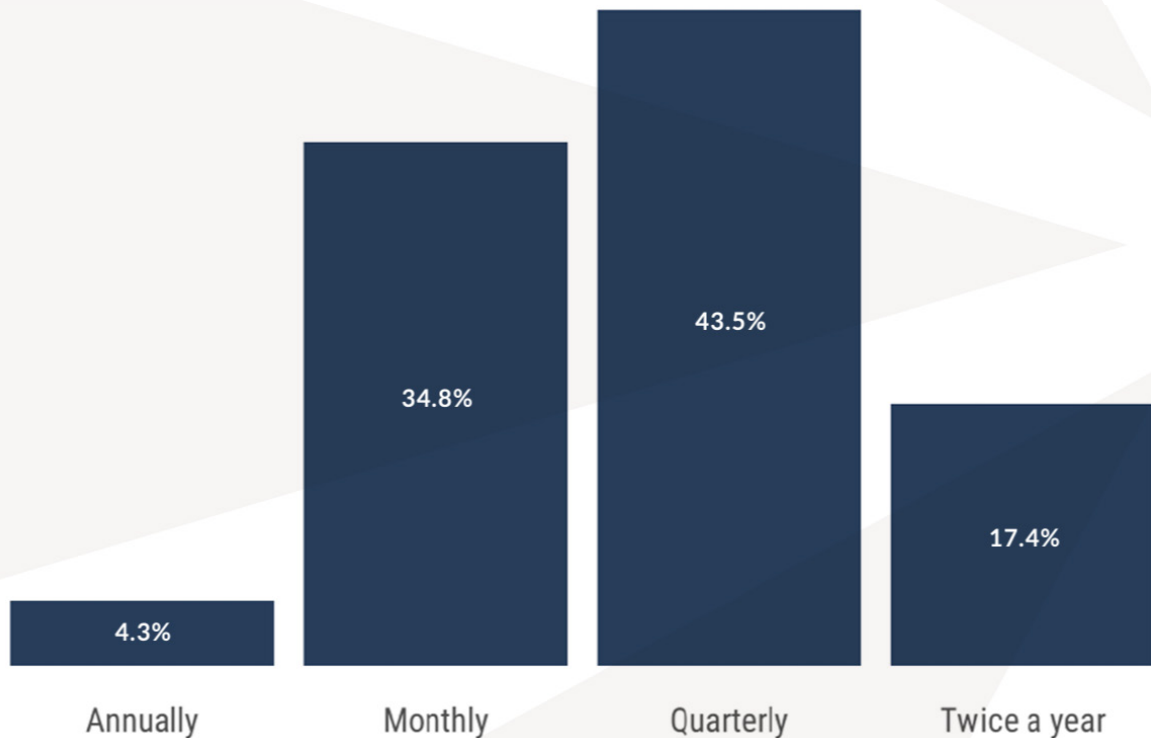


DEI Strategy & Implementation (cont.)

IMPLEMENTATION OF DEI STRATEGY (CONT.)

Seventy-eight percent of Survey Respondents indicated that they review their DEI progress and goals at least quarterly. This proportion is statistically close to the share of Global Law Firms that self-identified as having implemented a *formal* DEI strategy, which is reasonable as regular DEI evaluation was one defined signifier of having implemented a formal DEI strategy.

FIGURE 6. FREQUENCY OF DEI REVIEW

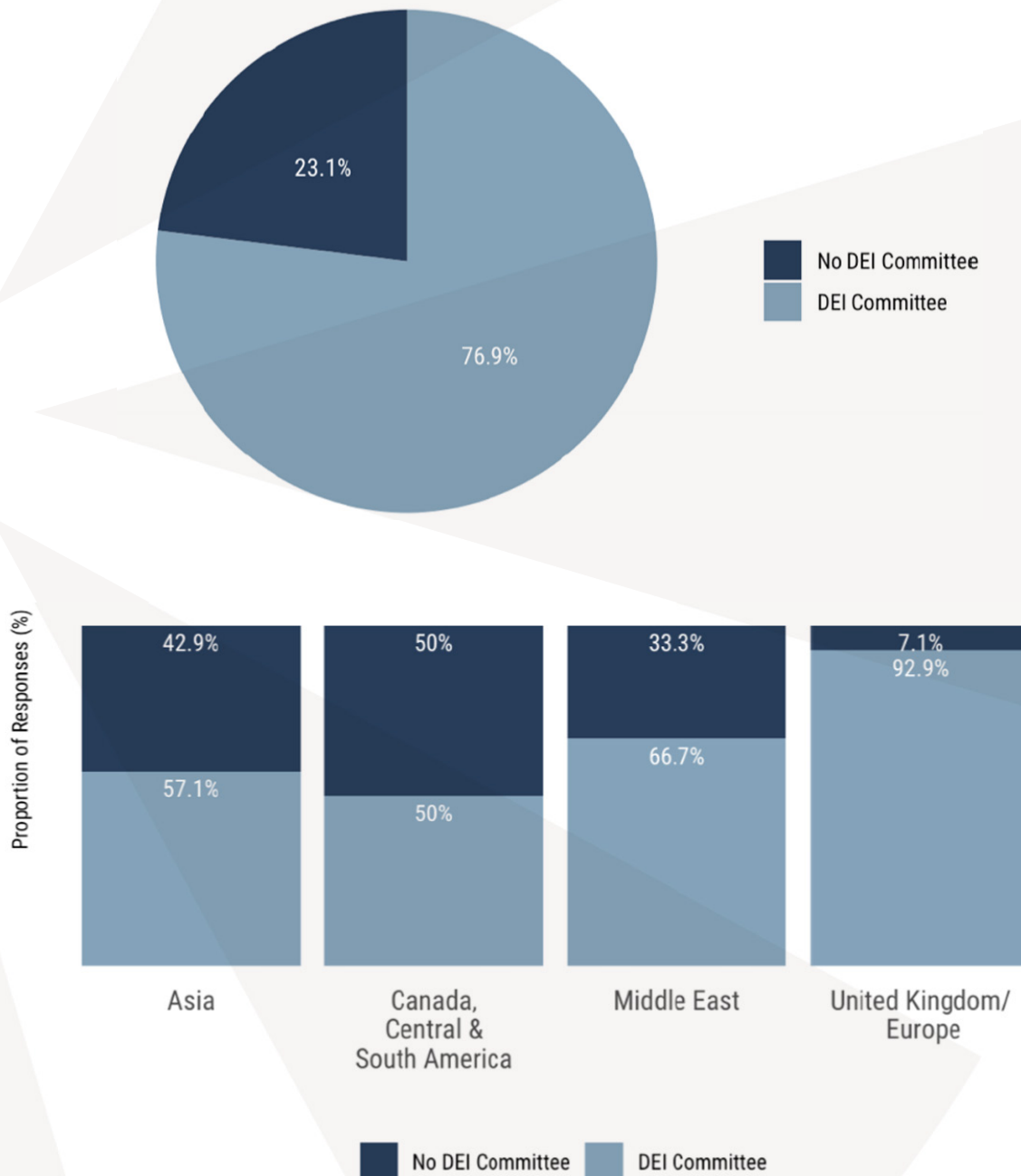


DEI Strategy & Implementation (cont.)

IMPLEMENTATION OF DEI STRATEGY (CONT.)

A similar proportion of Survey Respondents also appears to have a DEI Committee (76.9%). This is another signifier of having implemented a formal DEI strategy.

FIGURE 7 & 8. FIRMS WITH DEI COMMITTEE



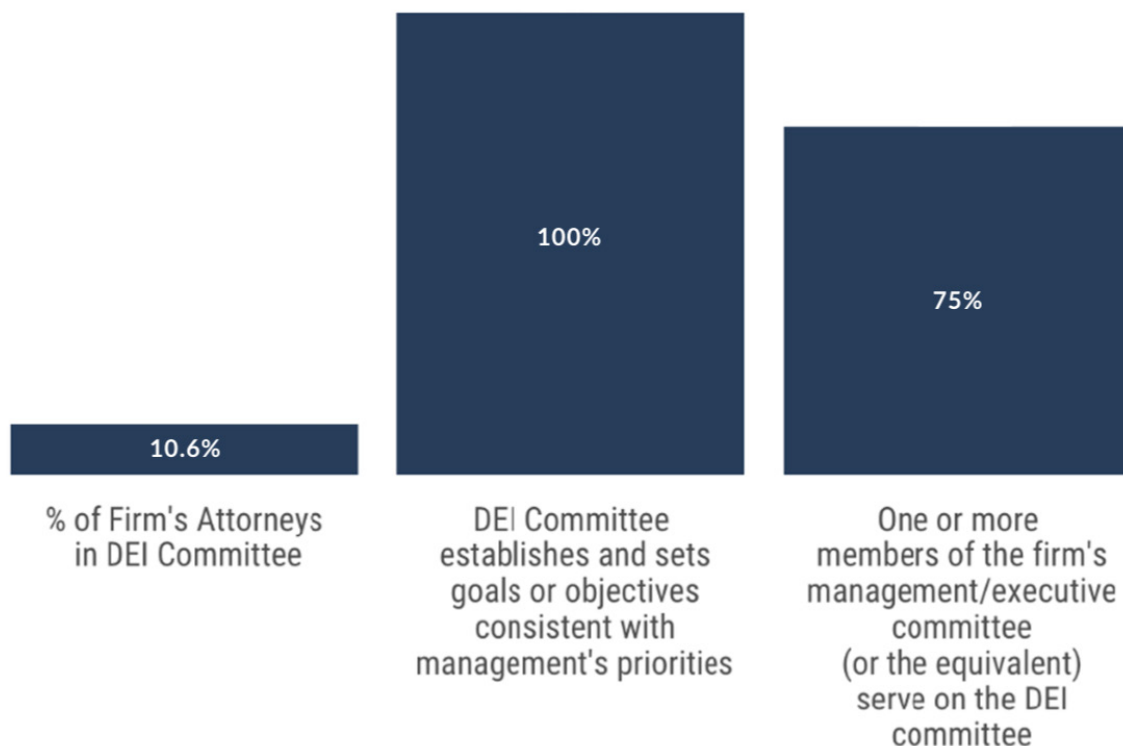
DEI Strategy & Implementation (cont.)

IMPLEMENTATION OF DEI STRATEGY (CONT.)

Regionally, the UK / Europe has the highest proportion of firms in the Region with a DEI Committee (92.9%), and Asia has one of the lower proportions of firms in the Region with DEI Committees (57.1%).

Survey Respondents who established DEI Committees in their Regional locations found that DEI Committees spent an annual average of 441 hours on DEI initiatives (not shown in **Figure 9** because this number was not a proportion). All Survey Respondents with DEI Committees in their Regional offices affirmed that the DEI Committee established and set goals or objectives consistent with their management's priorities, and 75% of Global Law Firms had members from their Management and/or Executive Committee serving on the DEI Committee in their international offices. Together, these responses indicate that firms who have established DEI Committees did so with company-wide transparency and active support from upper-level management.

FIGURE 9. DEI COMMITTEE ACTIVITIES (AVERAGE)



DEI Strategy & Implementation (cont.)

LEADERSHIP

None of the Survey Respondents' Regional subsidiaries were identified as owned, in any part, by women, individuals from Underrepresented Racial/Ethnic Groups, Individuals with Disabilities, Underrepresented Religious Groups, or LGBTQ+ Individuals.

DISCUSSION

Based on the Survey Responses, the majority of Global Law Firms across all Regions have made concerted efforts to develop and implement a DEI strategy. Over 96% of Survey Respondents have self-identified as having established some DEI strategies, and 75-80% of Survey Respondents have implemented a formal DEI strategy with recurring evaluation and a DEI Committee. Survey Respondents have established gender equality targets and transparency at the Partner level, monitored billable hours and assignments, and supported internal and external affinity groups for gender, LGBTQ+, and Underrepresented Racial/Ethnic Groups. In monitoring and evaluating their DEI progress, Respondents have set up periodic meetings to review with Practice Leaders, issued firmwide surveys covering inclusion and equity, and even drafted KPIs and scorecards for internal review. Where DEI strategies and committees are developed, there has been an average of two weeks spent per Attorney on DEI implementation.

DEI efforts around establishing and implementing strategies have varied on average across Regional offices and across Survey Respondents.



DEI Strategy & Implementation (cont.)

UK / EUROPE

A comparatively higher proportion of Survey Responses for Global Law Firms in the UK / Europe has established a formal strategy and formed a DEI Committee. Furthermore, Survey Responses in this Region spent the most hours (on average) in the establishment of DEI strategies.

The relatively higher level of development in formal DEI strategies can potentially be attributed to several factors, including the cultural norms and the policies of the Region. For example, the UK Financial Conduct Authority (FCA) announced regulations in 2022 that required disclosure of gender and Underrepresented Racial/Ethnic representation at the Board and Executive Management levels. Across the EU, there also have been varied efforts to promote equality for Underrepresented Groups in the workforce. Some countries' policies, such as France's Rixain Law (2021) to promote representation for large companies' leadership teams and Italy's equal pay law (Law 162/2021), have focused primarily on gender equality. Other policies, such as Sweden's Discrimination Act (2008:567) and Estonia's Equal Treatment Act (2008), protect from discrimination for workers based on Racial/Ethnic background, LGBTQ+ identity, religious beliefs, and age, as well as gender.



DEI Strategy & Implementation (cont.)

ASIA

Global Law Firms in Asia devoted relatively lower efforts to DEI compared to other Regions at 11.2 hours per Attorney on average. The lower implementation of DEI strategies in Asian Regional offices may correspond with this Region's relatively slower adoption of DEI culturally. Some in this Region have viewed diversity and inclusion as Western concepts due to the historical U.S. and Western-centric context of DEI work. For example, the dialogue around Racial/Ethnic "diversity" looks very different for East Asian cultures (such as Japan and China), which are viewed as more "monocultural" at a surface level and where the focus on Racial/Ethnic difference is less pervasive than in UK / Europe or U.S.⁸

More recently, however, corporate attitudes in Asia have also been shifting favorably towards DEI, as a 2021 survey conducted by Aon found that eight out of ten organizations in Asia rate DEI as "very important" or "extremely important" components of future-proofing their workforce.⁹ In future years, we may expect to see an increased commitment across Asian offices around DEI strategy development and implementation, with a particular focus on gender equity.^{10, 11} This process will likely require substantial discussions by leadership in the Regional and Global Law Firms to ensure that measurable goals and objectives conform to the cultural and legal requirements of the offices' Regions.



⁸ Bringing US-Based DEI Training to Global Offices: Three Things to Consider, Executive Diversity, <https://www.executivediversity.com/2021/04/29/bringing-us-based-dei-training-to-global-offices-three-things-to-consider/>

⁹ How organizations across Asia Approach DE&I in their workforce Human Capital Solutions Insights, <https://humancapital.aon.com/insights/articles/2021/how-organizations-across-asia-approach-de-i-in-their-workforce>

¹⁰ Winning the Fight for Female Talent in Asia, PwC, <https://www.pwc.com/gx/en/about/diversity/internationalwomensday/blogs/winning-the-fight-for-female-talent-in-asia.html>

¹¹ Moving Towards Wider DEI in Greater China, LinkedIn, https://www.linkedin.com/pulse/moving-towards-wider-dei-greater-china-dniconsulting/?trk=organization-update-content_share-article



DEI Strategy & Implementation (cont.)

MIDDLE EAST

Survey Responses for the Middle East offices suggest that, on average, efforts in DEI strategy and implementation tended to be higher than those made by offices in Asia and lower than those made by offices in the UK / Europe. These results are not as conclusive since only three Survey Respondents had offices in the Middle East in the 2022 Global Survey.

DEI dialogue in this Region has centered around improving gender equity, as disparities for women in the workforce were particularly highlighted in this Region during the COVID-19 pandemic.¹² As of 2021, there has been an increasing commitment to gender-focused DEI in this Region, as exemplified by Saudi Vision 2030's goal to "improve women's participation in the market in every sector."¹³ For Global Law Firms with offices in this Region, there will also be unique challenges in implementing DEI across Underrepresented Groups in the future. In particular, the pervasiveness of the criminalization of LGBTQ+ identities will make it difficult to establish a comprehensive strategy that protects LGBTQ+ workers in this Region, as workers and management may be prevented from discussing LGBTQ+ issues.

This shift will be important to monitor, and we hope to have more Survey Responses from Global Law Firms with offices in the Middle East to better understand the progress made around DEI in this Region in future years.



¹² Advancing workplace gender equality in the Middle East | Bloomberg LP Bloomberg.com, <https://www.bloomberg.com/company/stories/advancing-workplace-gender-equality-in-the-middle-east/>

¹³ Saudi Arabia's vision 2030: A catalyst for realizing women's rights The Geopolitics, <https://thegeopolitics.com/saudi-arabias-vision-2030-a-catalyst-for-realizing-womens-rights/> (last visited Mar 10, 2023)

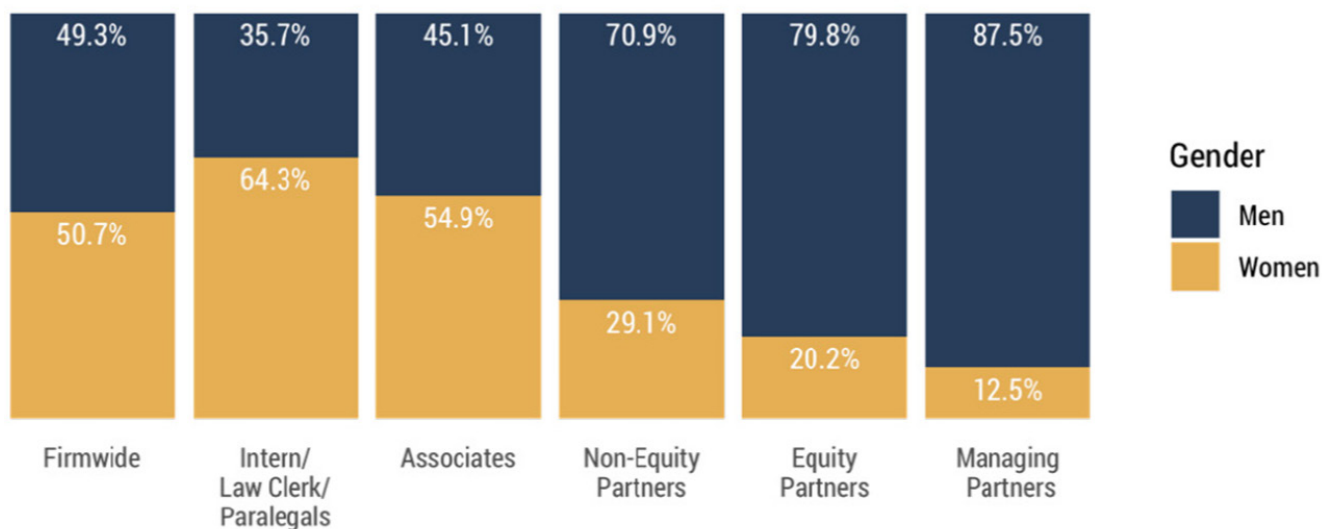


DEI Results

DEMOGRAPHICS

As of the Survey Year ending December 31, 2021, we see a prominent presence for female Attorneys at the Associate and Intern/Law Clerk/Paralegal levels, albeit at noticeably differing rates depending on seniority. Across Survey Responses, known female Attorneys constitute 50.7% of the Attorney population surveyed across Firm Levels (if unknown Attorneys are not counted) though weighted towards more junior levels of seniority.¹⁴ Even at more senior (i.e., Partner) levels, there is a higher percentage of Women at the Non-Equity Partners level than at the Equity Partners and Managing Partners levels, which can indicate uneven attribution levels at these Law Firm offices.

FIGURE 10. DEMOGRAPHICS PROPORTIONS



¹⁴ Refer to **Appendix A** for Quantitative Gender Breakdowns with Unknown Gender data.



DEI Results (cont.)

DEMOGRAPHICS (CONT.)

Broken down by Firm Level, female Attorneys outnumber male Attorneys at the Intern/Law Clerk/Paralegal (64.3% of Intern/Law Clerk/Paralegal with known gender) and Associate levels (54.9% of Associates with known gender), but this representation drops drastically at the Partner level (Non-Equity, Equity, and Managing Partners). Underrepresentation at the higher Firm Levels was also identified in the 2022 MCCA U.S. Law Firm Diversity Survey Report and can indicate issues in gender equity in promotion and retention. Alternatively, if Global Law Firms work to ensure that DEI strategies foster a more representative employee pipeline (whether through later hires or retention), there is potential for improved gender representation at the upper levels of these Global Law Firms over the coming years.

As discussed in the overview, Underrepresented Group tracking was somewhat sparse. Of the Global Law Firms and Regions that track this data, Attorneys from Underrepresented Racial/Ethnic and Underrepresented Religious Groups and Attorneys who identify as Underprivileged Individual constitute approximately 11-15% of the Global Law Firms' Attorneys. LGBTQ+ Individuals and Individuals with Disabilities represent 4.1% and 2.7% of the Global Law Firms' populations, respectively.



DEI Results (cont.)

DEMOGRAPHICS (CONT.)

Of these communities, LGBTQ+ representation (when tracked) is somewhat representative of estimates of the LGBTQ+ community, indicating that Global Law Firms and Regions that track such data are similarly beginning to see fair representation in their Attorney population. Individuals with Disabilities appear significantly underrepresented, as the World Health Organization (WHO) reports approximately 15% of the world identifying with a disability (with 2-4% having disabilities that significantly impair function)¹⁵.

Across Firm Levels, similar patterns emerge for gender – that, in general, there are higher levels of representation for all Underrepresented Groups at the Intern/Law Clerk/Paralegal level and at the Associate level, with a drop in representation, particularly at the Equity Partner and Managing Partner levels.

TABLE 1. DEMOGRAPHICS PROPORTIONS (UNDERREPRESENTED GROUPS)

Disaggregation	Firmwide	Intern/Law Clerk/ Paralegal	Associates	Non-Equity Partners	Equity Partners	Managing Partners
Individuals with Disabilities	2.67%	3.50%	2.49%	3.52%	1.14%	0.00%
LGBTQ+	4.07%	6.73%	3.64%	1.51%	2.83%	8.33%
Underprivileged Individuals	11.49%	13.93%	10.43%	12.31%	10.46%	0.00%
Underrepresented Racial/Ethnic Groups	15.38%	20.85%	15.05%	12.50%	9.01%	0.00%
Underrepresented Religious Groups	11.64%	13.53%	11.80%	10.29%	7.09%	0.00%

¹⁵ World Report on Disability, World Health Organization, <https://www.who.int/teams/noncommunicable-diseases/sensory-functions-disability-and-rehabilitation/world-report-on-disability>

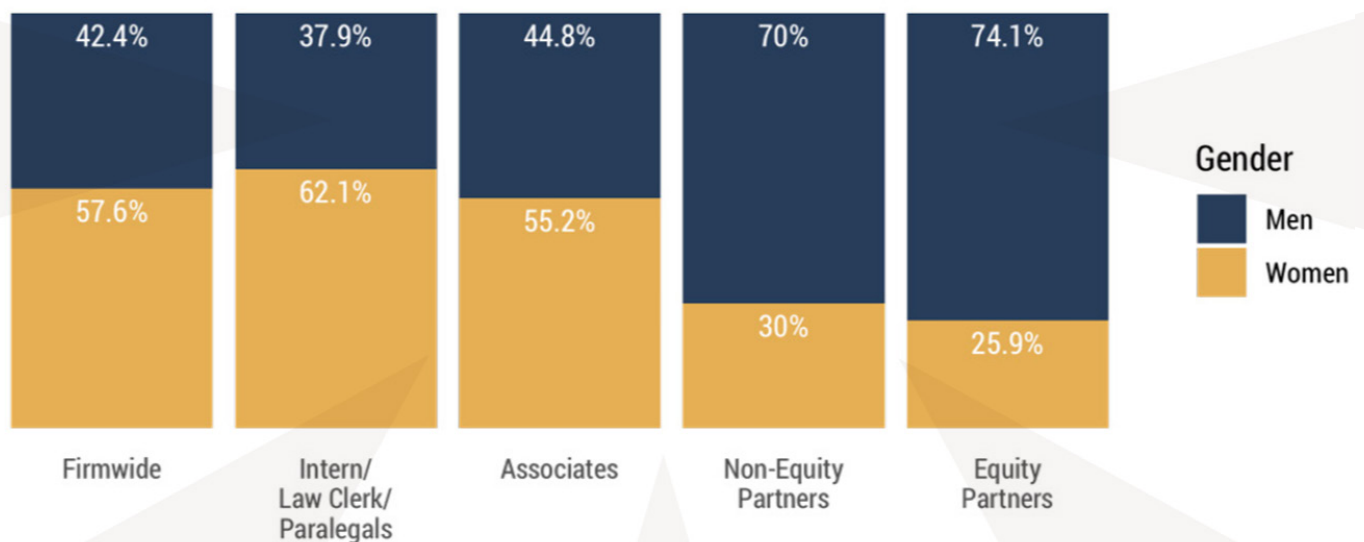


DEI Results (cont.)

HIRING

As shown in **Figure 11**, women represented 57.6% of Attorneys hired firmwide, making up a relatively higher percentage (where gender is known) of New Hires, compared to their representation in the Demographics overall (50.7% in Demographics per **Figure 10**). Across Firm Levels within the population of newly hired Attorneys, there is a drop in female Attorney hiring at the senior levels, as women make up only 30% and 25.9% of new Non-Equity and new Equity Partners, respectively. Furthermore, these proportions of female Attorneys at the Partner level are somewhat similar to its Demographic proportion (29.1% and 20.2% of Non-Equity and Equity Partners in the Demographics, respectively), which means that hiring rates at these Firm Levels are not improving the current demographic gender breakdown for the Survey Participants.

FIGURE 11. HIRING PROPORTIONS



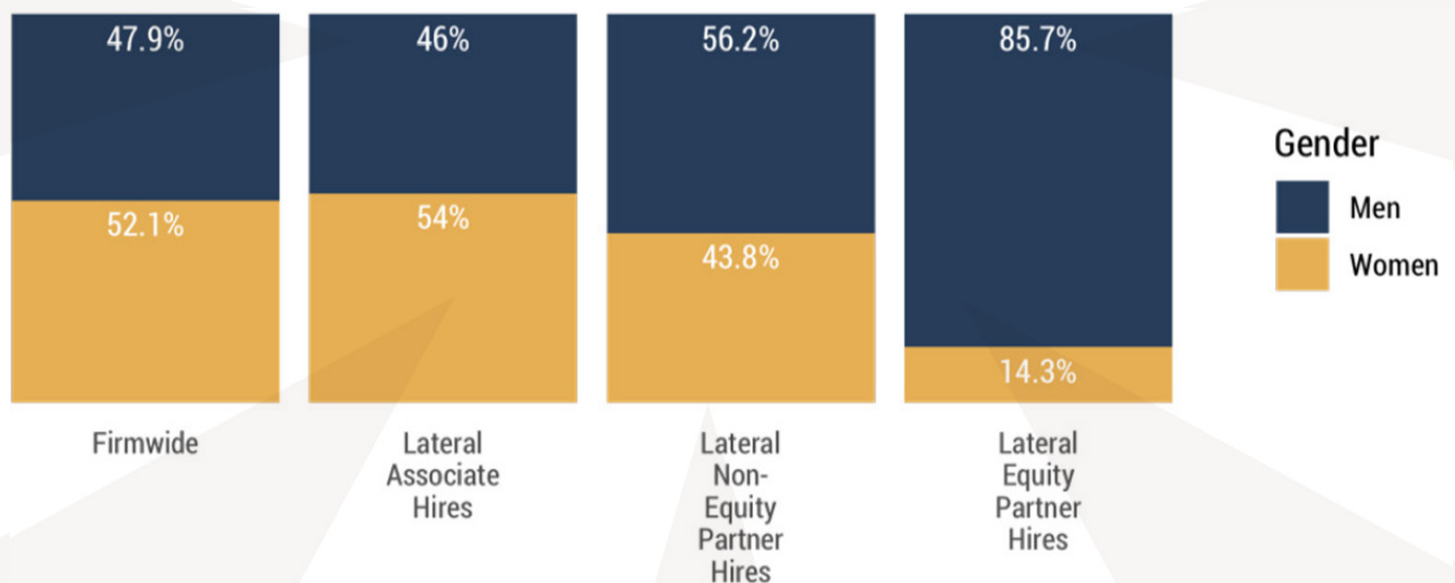
DEI Results (cont.)

HIRING (CONT.)

Of the new Attorneys at Global Law Firms, *lateral* recruitments (new Associates or Partners hired externally) of female Attorneys across the firms' positions are roughly proportional to firmwide demographic breakdowns (52.1% of firmwide lateral hires compared to 50.7% of firmwide Attorneys), with an underrepresentation of women at the Partner level (**Figure 12**). In particular, 85.7% of lateral equity hires (where gender is known) were men.

For “homegrown” Partners and Associates (e.g., Attorneys promoted to new positions within the Survey Respondents' Regional offices), female Attorneys firmwide are proportional to firmwide demographic breakdowns (**Figure 13**). The gender disaggregation is more even across Firm Levels that these Attorneys are promoted to. For example, homegrown Equity Partners (where gender is known) consisted of 45.7% female Attorneys (**Figure 13**), which represents a much higher proportion than the 14.3% of female Equity Partners hired laterally (**Figure 12**).

FIGURE 12. LATERAL RECRUITMENT PROPORTIONS

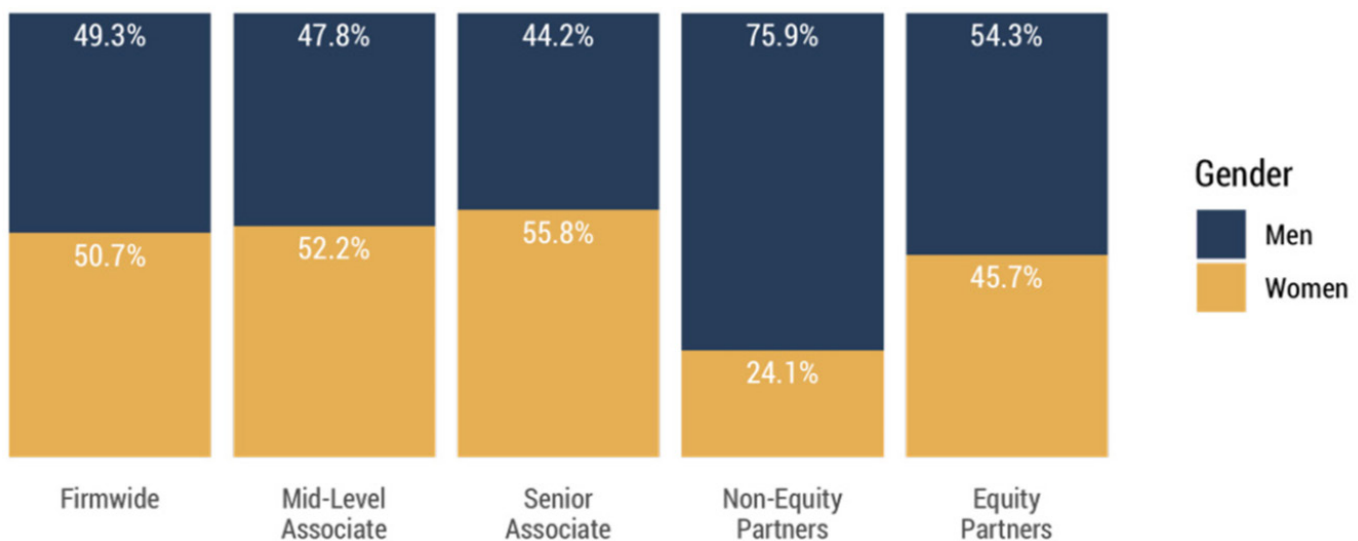


DEI Results (cont.)

HIRING (CONT.)

This indicates that gender representation in Global Law Firms has been successful when promoting internally, rather than when recruiting laterally. If this pattern persists, gender representation at the Partner level can slowly improve through continuous equitable lateral hiring (e.g., at the Associate and Intern/Law Clerk/Paralegal levels) practices, as well as sustained strategies toward ensuring gender-equitable methods in retention and promotion at Global Law Firms. However, for greater success in gender equity at all Firm Levels, Global Law Firms must evaluate and ensure that their Equity Partner-level lateral hiring practices are fair and equitable to women applicants.

FIGURE 13. HOMEGROWN PARTNERS/ASSOCIATES PROPORTIONS



DEI Results (cont.)

HIRING (CONT.)

Firmwide, new Attorneys hired from Underrepresented Racial/Ethnic and Underrepresented Religious Groups as well as new Attorneys who identify as Underprivileged Individuals constitute 14-22% of Survey Respondents' Attorneys. LGBTQ+ Individuals and Individuals with Disabilities represent 5.65% and 4.0% of the firms' populations, respectively. Many of the new Attorney proportions are, on average, higher than the proportions of these Underrepresented Groups within the Survey Respondent demographics overall. This may signal improved hiring practices that prioritize Attorneys from Underrepresented Groups or that these groups are tracked more comprehensively in hiring data.

TABLE 2. HIRING PROPORTIONS (UNDERREPRESENTED GROUPS)

	Firmwide	Intern/Law Clerk/ Paralegal	Associates	Non-Equity Partners	Equity Partners
Individuals with Disabilities	4.00%	4.23%	4.03%	0.00%	0.00%
LGBTQ+	5.65%	6.65%	4.86%	0.00%	0.00%
Underprivileged Individuals	13.53%	13.09%	14.98%	0.00%	25.00%
Underrepresented Racial/Ethnic Groups	21.60%	23.06%	21.10%	8.33%	8.33%
Underrepresented Religious Groups	13.47%	13.62%	14.09%	0.00%	14.29%



DEI Results (cont.)

DEI COMMITTEE MEMBERSHIP & LEADERSHIP**

**** - Note that there were no gender breakdowns and no records of Underrepresented Racial/Ethnic Groups for these categories of performance for 2022.**

DEI Committee membership is an indicator of Attorneys' involvement in key DEI decisions (including hiring, compensation, promotions, and strategy setting). **Table 3** below looks at the proportion of individuals from Underrepresented Groups who participate in key committees such as the Management and/or Executive Committee, Compensation Committee, Hiring Committee, and Partner Review Committee.

At a high level, 2-8% of individuals in Underrepresented Groups take part in Survey Participants' committees. A slightly higher proportion of Individuals with Disabilities at Global Law Firms appear to be in committees, but this is likely attributable to the relatively small number of Attorneys in this Underrepresented Group at Global Law Firms.

Similar patterns are found when looking at the proportion of individuals from Underrepresented Groups.

TABLE 3. COMMITTEE MEMBERSHIP (UNDERREPRESENTED GROUPS)

	Executive/ Management Committee	Compensation Committee	Hiring Committee	Partner Review Committee
Individuals with Disabilities	7.69%	6.73%	6.73%	6.37%
LGBTQ+	5.62%	5.00%	5.00%	5.00%
Underprivileged Individuals	3.80%	1.27%	1.27%	1.27%
Underrepresented Religious Groups	1.64%	1.37%	1.37%	1.37%



DEI Committee Membership & Leadership**

DEI COMMITTEE MEMBERSHIP & LEADERSHIP (CONT.)

TABLE 4. LEADERSHIP & HIGHLY COMPENSATED PARTNERS

	Highest Compensated Partners	Managing Partners	Practice/ Department Leaders	Committee Leaders
Individuals with Disabilities	7.69%	10.00%	7.69%	6.73%
LGBTQ+	5.00%	6.67%	5.62%	5.00%
Underprivileged Individuals	3.29%	8.33%	3.04%	1.27%
Underrepresented Religious Groups	1.64%		1.64%	1.37%



Conclusion

SUMMARY & FINDINGS

Today, it is becoming increasingly important to understand the climate of DEI implementation and attitudes for the legal industry outside of the U.S. For Global Law Firms in these Regions, a more diverse, workforce (e.g., in gender, religion, sexual orientation, race, and socioeconomic background) will foster an inclusive work culture that reflects the world around it and, ultimately, will foster social change and progress on a global scale for the legal industry.

Based on the Global Survey data, we noted several interesting patterns for Global Law Firms. In terms of DEI strategy development and implementation, we found that over ninety percent of Survey Respondents with Regional offices in the UK / Europe have worked towards establishing a formal strategy, taking action by dedicating time to the advancement of DEI, establishing a DEI Committee, and seeking to ensure that strategy aligns with the needs of the Management and/or Executive Committee. Survey Respondents' offices in Asia have exhibited relatively less progress thus far toward DEI implementation, a finding which may indicate gaps in DEI implementation across Underrepresented Groups in a context-appropriate way.

When looking at the representation of women and people from Underrepresented Groups in our Survey Respondents' demographics, hiring, and internal promotions, we also identified a pattern in which proportional representation (particularly of gender) is consistently higher at the Associate and Intern/Law Clerk/Paralegal levels and lower at the Partner levels. This is a pattern that should be monitored in the future to understand whether and how these firms will improve DEI across Firm Levels in the future.

Lastly, we found limitations in our sample size and disclosure of Underrepresented Groups. For our Global Survey, we obtained three Survey Responses across the Middle East, Canada, and Central & South America, which created limitations in our ability to make observations about these Regions for the current Survey Year. Of the Survey Respondents, we also found that over seventy percent of Underrepresented Groups were not tracked or tracked on a limited basis and that Survey Respondents indicated legal and cultural limitations to the tracking of Law Firm diversity in Regions around the world. This can create problems in the future by limiting the capacity to fully evaluate progress in DEI results across the legal Industry.



Conclusion

RECOMMENDATIONS

Based on our current findings, we found that although interest in DEI is high around the world, the adoption and formalization of effective DEI strategies is still being developed, particularly for Global Law Firms in Asia and the Middle East. Offices within these Regions may experience challenges applying similar tactics that allowed for DEI progress in the U.S. However, more universal best practices, like a DEI strategy, can be a starting point. A well-developed strategy could then lead to clearly defined roles, time-based goals, and hours put towards DEI work – all of which are key indicators for Attorney performance at Global Law Firms.

Furthermore, collaboration is critical to better understand best practices and performance in DEI for Global Law Firms. When Global Law Firms are more transparent about their DEI practices individually through participation in work such as the Global Survey, the legal industry will increasingly learn from itself and have more awareness about the progress and challenges to DEI on a global scale.

Together, we can guide change for the legal industry around the world.

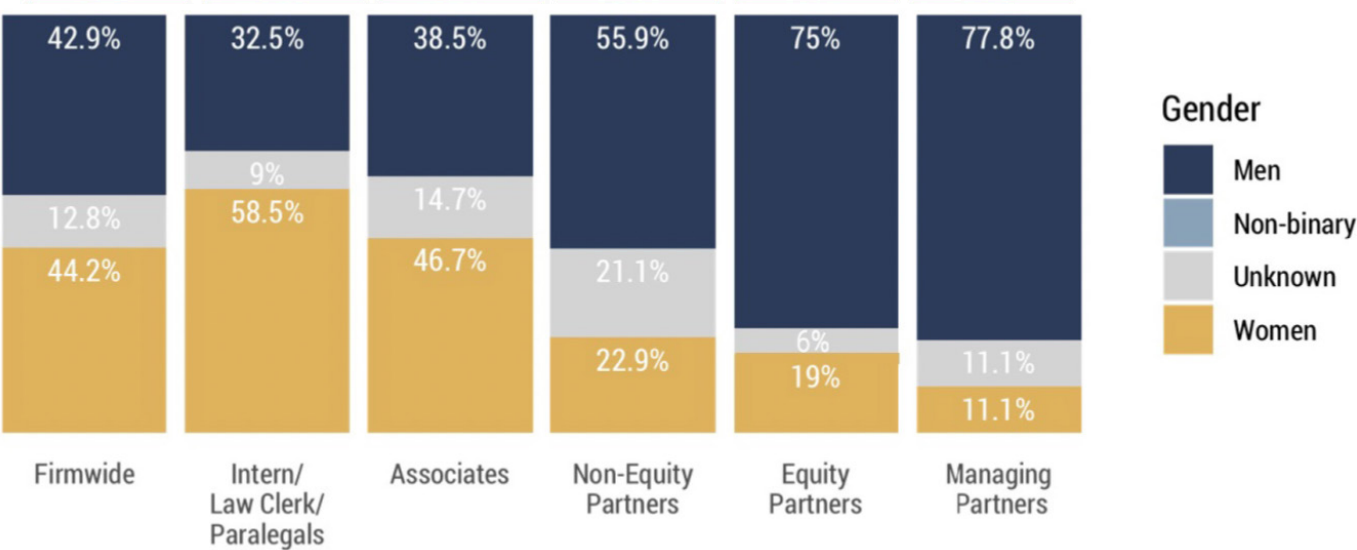


Appendix A

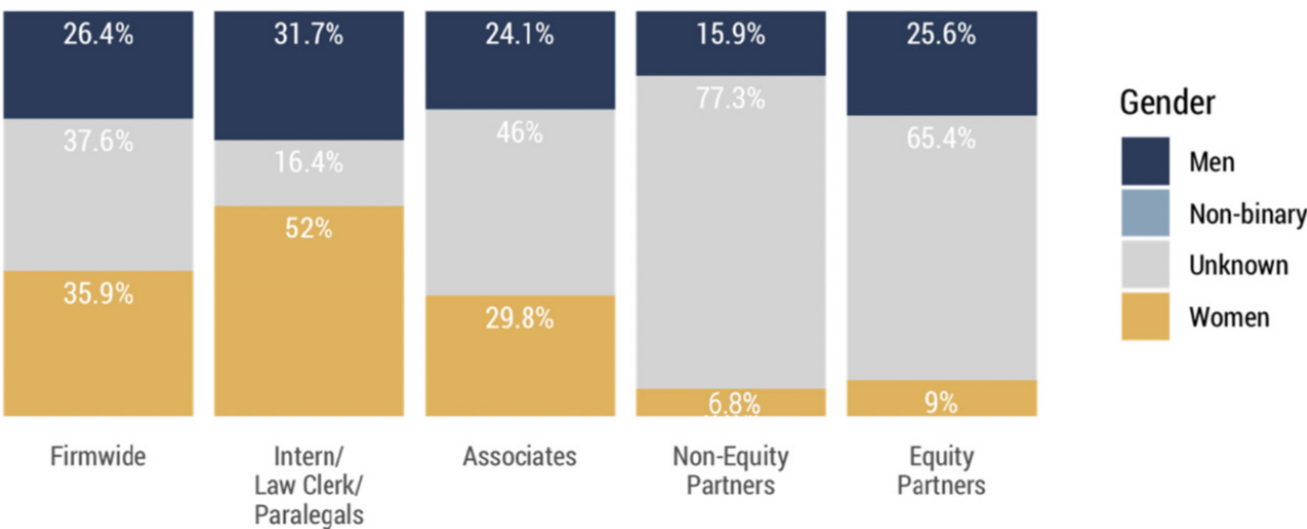


Appendix A – Quantitative Breakdowns (Gender) with Unknown Gender Data

DEMOGRAPHICS PROPORTIONS

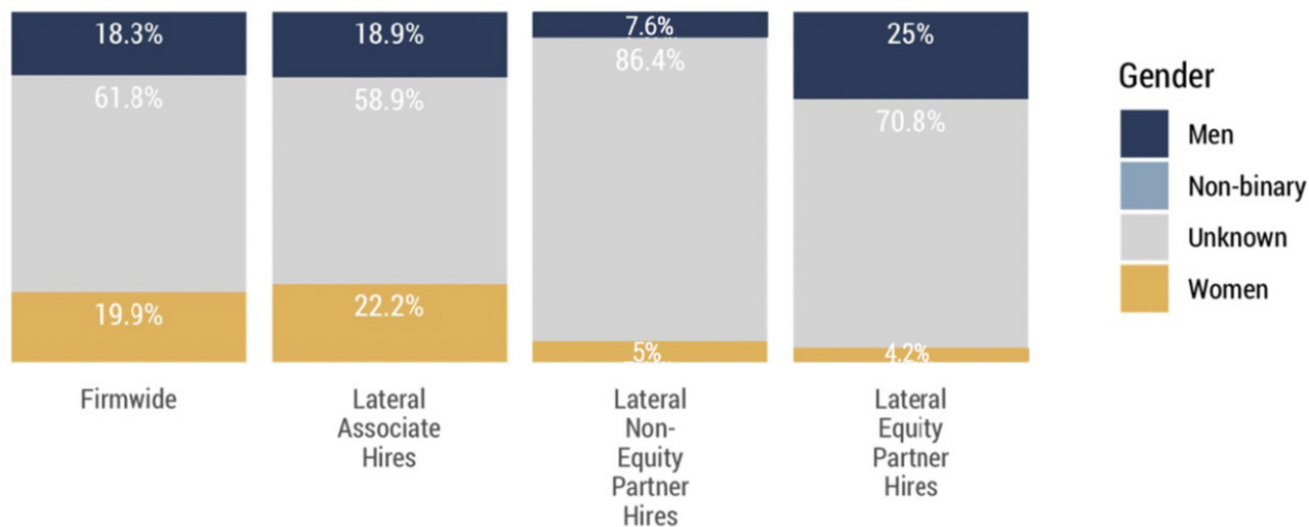


HIRING PROPORTIONS

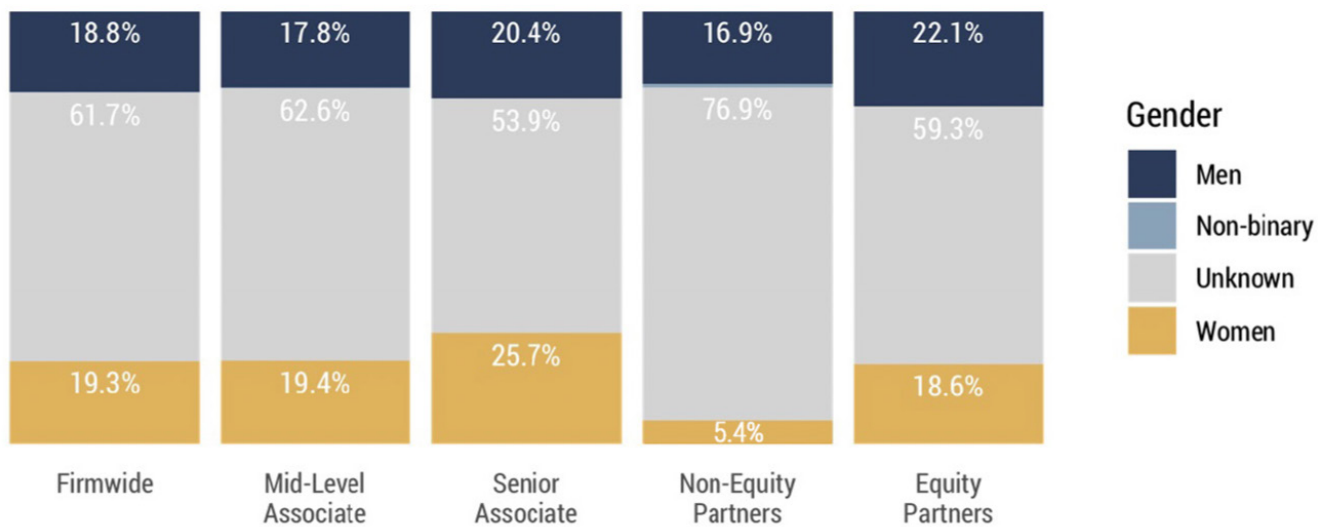


Appendix A – Quantitative Breakdowns (Gender) with Unknown Gender Data (cont.)

LATERAL RECRUITMENT PROPORTIONS



HOMEGROWN PARTNERS/ASSOCIATES PROPORTIONS



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