



MCCA™ | 2023 FORTUNE 1000 GC SURVEY



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Key Terms

LEVELS

- a. **Attorney:** Also called attorney-at-law, Attorneys are defined as persons authorized to practice law. In this Report, the term “lawyer” is deemed to be interchangeable with the term “Attorney”.
- b. **General Counsel or GC:** The officer at a company responsible for managing legal functions. In this report, we refer to this position interchangeably with “Chief Legal Officer” or “CLO,” though large companies may have both.

OTHER DEFINITIONS

- a. **All Underrepresented Groups:** Includes Underrepresented Racial & Ethnic Groups, Women, Openly and/or Self-Identified LGBTQ+ attorneys, Individuals with Disabilities, and Military Veterans.
- b. **Diversity:** Underrepresented Racial & Ethnic Groups, Women, Openly and/or Self-Identified LGBTQ+ attorneys, Individuals with Disabilities, and Military Veterans.
- c. **Equity:** The guarantee of fair treatment, access, opportunity, and advancement for all while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.
- d. **Inclusion:** The outcome of those activities and initiatives that foster a sense of belonging of every employee, irrespective of Gender, Racial & Ethnic Group, sexual orientation (LGBTQ+), or disabilities. Inclusion authentically brings traditionally excluded individuals and/or groups into processes, activities, and decision-making in a way that shares power and ensures equal access to opportunities and resources.



Key Terms (cont.)

OTHER DEFINITIONS (CONT.)

- e. **Gender:** Men, women, and non-binary.
- f. **LGBTQ+ / Openly LGBTQ+:** Anyone who identifies as lesbian, gay, bisexual, transgender, queer, and/or gender fluid. These terms are used to describe a person's sexual orientation and/or gender identity.
- g. **Racial & Ethnic Groups:** Includes White/Caucasian and Underrepresented Racial & Ethnic Groups.
- h. **Underrepresented Racial & Ethnic Groups:** Those whose race is other than White/Caucasian and include the following categories designated by the Equal Employment Opportunity Commission (EEOC):
 - i. African American/Black (not Hispanic or Latinx);
 - ii. Alaska Native/Native American;
 - iii. Asian;
 - iv. Hispanic/Latinx;
 - v. Native Hawaiian/Other Pacific Islander; and
 - vi. Multiracial (those who identify with two or more of the above races). Note that individuals having origins in the Middle East or North Africa are defined as White/Caucasian under EEOC designations.



Introduction

Despite recent challenges to DEI, its importance remains critical for top US companies. Cultivating a workforce and leadership team is both a moral obligation and a business imperative. Studies support that diverse leadership and teams can produce higher revenue on average (Conroy 2022)¹, and multiple surveys confirm that the younger generations consider social responsibility, equity, and inclusion as key considerations when looking at jobs (Christ 2022; Jackson 2022)^{2,3}. By maintaining sustained DEI efforts and ensuring representation at the executive level, companies can demonstrate their sustained commitment to a diverse and equitable strategy and workforce.

While the importance of DEI remains unquestionable, there has been a notable shift in the approach to its strategy and implementation among top corporate decision-makers as corporations evaluate risk in the same breath as DEI. This change coincides with companies anticipating an economic downturn and preparing for layoffs and budget cuts. Unfortunately, this changing approach to DEI aligns with persistent workplace inequities. Particularly at the executive management level, there exists a significant gap between organizational goals and the current reality, with a disproportionate representation of White/Caucasian men in these positions (Paikeday 2023).⁴

MCCA's Fortune 1000 General Counsel Report (the Report) contributes to MCCA's understanding of the trends and status of diverse representation at the legal offices in America's top companies – the Fortune 1000. By providing a summary of the representation and year-over-year trends among the Fortune 1000, MCCA hopes to inform stakeholders about the state of DEI work and provide a benchmark of corporate legal departments' diversity levels, allowing interested groups to set goals and strategies to achieve equitable representation across the corporate legal pipeline.

¹ Conroy, Jenna. 2022. "25 Important Workplace Diversity Statistics (2022)." Exude Inc. <https://www.exudeinc.com/blog/workplace-diversity-statistics/>.

² Christ, Ginger. 2022. "DEI Progress Stalled in 2022." HR Dive. <https://www.hrdive.com/news/dei-progress-stalled-in-2022/638313/>.

³ Jackson, Ashton. 2022. "These Are Gen Z's Top Work Priorities-and Remote Isn't One of Them." CNBC. <https://www.cnbc.com/2022/06/15/new-report-finds-the-top-work-preferences-amongst-gen-z-talent-.html>.

⁴ Paikeday, Tina Shah. 2023. "How To Fix The C-Suite Diversity Problem." Harvard Law School Forum on Corporate Governance. <https://corpgov.law.harvard.edu/2023/02/25/how-to-fix-the-c-suite-diversity-problem/>.



Introduction (cont.)

MCCA has tracked General Counsel (GCs) from Underrepresented Groups in the Fortune 500 since 1999 and Fortune 1000 since 2003. Our 2023 Report, which covers the entire calendar year of 2022, continues the work of our previous GC reports by looking at the representation of Racial & Ethnic Groups and women at the GC level. The findings presented in this year's Report resulted from a thorough review of the demographic data of GCs across the Fortune 1000. The GC names and demographic data were carefully and comprehensively validated, documented, and analyzed.



Executive Summary

The 2022 Fortune 1000 GC population has experienced a slowed growth in diverse representation. Industry-wide, the representation of women and non-White/Caucasian GCs has remained somewhat stagnant, relative to the prior year. Compared to the previous years, the Fortune 1000 GC population saw single-digit increases or even decreases in women and Underrepresented Racial & Ethnic Groups representation.⁵

These findings are concerning, especially when contrasted with the growth rates observed for other group from the prior year – namely:

- **Women:** The representation of women GCs grew by 11.8% in the previous year.
- **African American/Black:** The representation of African American/Black GCs increased by 22.5%.
- **Asian:** The representation of Asian GCs saw substantial growth at 38.6%.

Additionally, when compared to the law school graduate population and the 2022 Corporate Demographic Survey results, women and Underrepresented Racial & Ethnic Groups continue to comprise a lower share at the GC level throughout the Fortune 1000.

These results vary across business sectors and company resources (e.g., revenue levels, consistent company placement in the Fortune 1000) but indicate overall stagnation in progress toward diverse representation at the highest legal offices in corporate America. MCCA hopes that our findings will serve as a catalyst for corporate legal departments to refocus their efforts toward diverse representation at all levels – especially at the top – which starts with careful succession planning at every level. In addition to succession planning, we hope leaders will focus on developing supportive work environments and shape policies fostering inclusivity and equity. These changes will pave the way for a future where executives in legal roles reflect the diversity seen among new attorneys entering the workforce from law schools.

⁵ A note on methodology: MCCA used the 2022 Fortune 1000 company list (list as of June 2022) for the 2023 Report as well as for the prior year Report. Our team did this to maintain consistent cutoff dates in reporting. Our active General Counsel cutoff dates in the prior year were January 31, 2021 to January 31, 2022, meaning that MCCA's General Counsel list have nearly a 1-year difference. As a result of this decision, none of the changes in our 2022 General Counsel population are attributed to "new" Fortune 1000 companies that were not in our 2021 General Counsel Survey Report population. However, given that our past and current Reports found that established Fortune 1000 companies (e.g., organizations that have been on the list for at least two consecutive years) drive higher proportions of Underrepresented Racial & Ethnic Groups and women General Counsels, our General Counsel diversity metrics are not understated.



Fortune 1000 General Counsel Trends

In 2022, women comprised 33.5% of the GCs (34.4% of GCs of known Gender; refer to Fig. 1), and 15.4% of GCs in the Fortune 1000 were Attorneys from Underrepresented Groups (15.9% of known Racial & Ethnic Groups; refer to Fig. 2). Across Racial & Ethnic Groups, African American/Black and Asian represent 6-7% of the population of GCs, while Hispanic/Latinx attorneys make up a lower proportion (comprising 2.9% of the GC population).

Across all attorneys, women are continuously underrepresented at the GC level, as they comprise 38% of all attorneys. Hispanic/Latinx lawyers have continued to be one of the most underrepresented at the GC level at 2.9%, compared to the 5.8% of all attorneys who identify as Hispanic/Latinx and 18.5% of the total US population that are Hispanic/Latinx (2022a).⁶ African American/Black and Asians, likewise, are also underrepresented, although less so – these demographics comprise 13.4% and 5.5% of the attorney population, respectively (ibid).

GENERAL COUNSELS IN THE FORTUNE 1000 (2022)

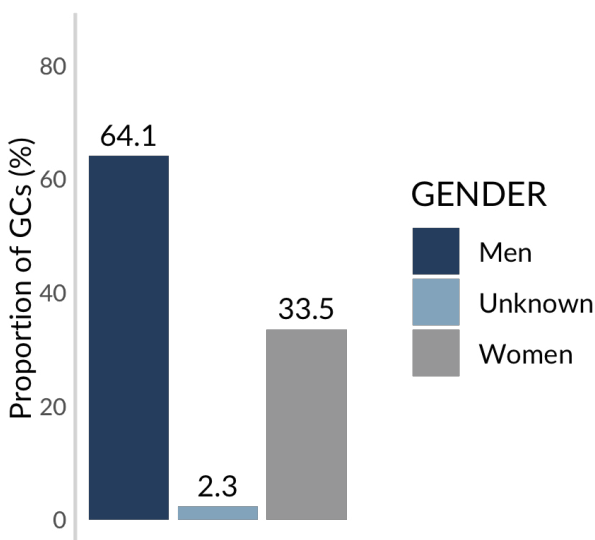


FIG. 1

GENERAL COUNSELS IN THE FORTUNE 1000 (2022)

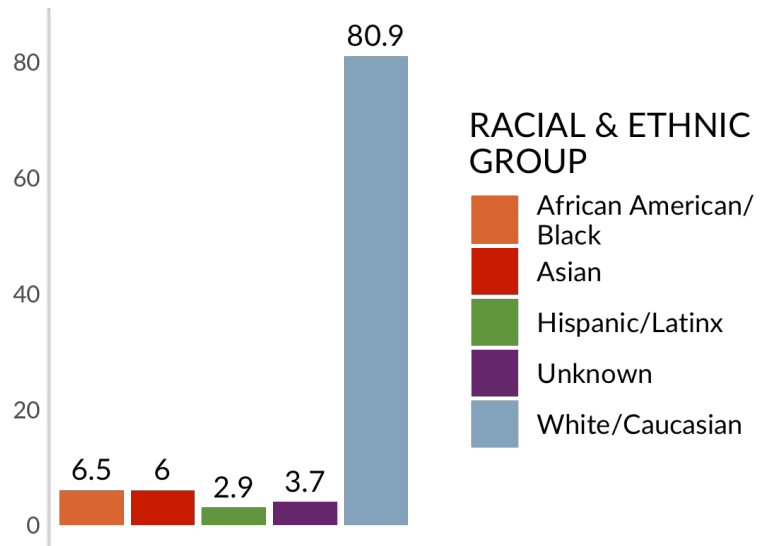


FIG. 2

⁶ 2022a. "ABA National Lawyer Population Survey." ABA. https://www.americanbar.org/content/dam/aba/administrative/market_research/2022-national-lawyer-population-survey.pdf.



Fortune 1000 General Counsel Trends (cont.)

Additionally, compared to the Gender and Racial & Ethnic diversity at the Corporate Legal Department level⁷, where women comprise 48.1% of attorneys directly reporting to the Top Legal Officer and Underrepresented Racial & Ethnic Groups represent 33.3% of attorneys in the legal departments, the GC population remains far less diverse.⁸

In 2022, the proportion of GCs who come from Underrepresented Racial & Ethnic Groups remained *relatively steady* across the Fortune 1000 compared to the prior year. In the entirety of the Fortune 1000, there was an increase of 4 GCs total from Underrepresented Racial & Ethnic Groups (152 GCs in 2022 and 148 GCs in 2021). Asian GCs even saw a *decrease* in proportion represented, decreasing by 3% (from 61 GCs in 2021 to 59 GCs in 2022). These changes in Gender and Racial & Ethnic Groups' representation were relatively modest compared to the growth of GCs from Underrepresented Groups in 2021 (e.g., an 11.8% increase in women and a 21% increase in Underrepresented Racial & Ethnic Groups).

Broken down further, Hispanic/Latinx and African American/Black GCs increased marginally (by 2 and 3 GCs) in the past year, which comprises year-over-year growth of 7.4% and 4.9%, respectively. This year, the increase of Hispanic/Latinx GCs was entirely driven by an increase in Hispanic/Latinx GCs who were men, as there was no change in the number of women Hispanic/Latinx GCs between 2021 and 2022.

TABLE 1: 2022 FORTUNE 1000 GC COMPOSITION

	African American/Black	Asian	Hispanic/Latinx	Unknown	White/Caucasian	Total
Men	23	33	15	10	554	635
Unknown	0	0	0	25	0	25
Women	41	26	14	4	247	332
Total	64	59	29	39	801	992

Note: There were 8 vacancies as of our designated cutoff date of December 31, 2022

⁷ <https://mcca.com/resources/mcca-corporate-demographic-survey/>

⁸ Note that we include ABA and MCCA data because ABA data is less directly comparable for representation (including attorneys working outside of corporate legal departments), and MCCA data currently has fewer observations.



Fortune 1000 General Counsel Trends (cont.)

There was less than a 1% increase in several women GCs in the Fortune 1000 for 2022, meaning that women are still somewhat underrepresented at the GC level, as over 50% of graduating law students (2022b)⁹ and an estimated 38% of attorneys in the US are women (2022a). In particular, White/Caucasian women saw a *decrease* in their representation in the Fortune 1000 GC population. Conversely, increases in women GCs in 2022 primarily derived from African American/Black women GCs.

TABLE 2: NET PERCENT CHANGE OF GENERAL COUNSEL FROM 2021 TO 2022

	African American/Black	Asian	Hispanic/Latinx	White/Caucasian	Total
Men	-8.0%	-8.3%	15.4%	-0.2%	-1.1%
Women	13.9%	4.0%	0.0%	-0.8%	0.6%
Total	4.9%	-3.3%	7.4%	-0.4%	-0.2%



⁹ 2022b. "Law School Rankings by Female Enrollment (2018)." Enjuris.
<https://www.enjuris.com/students/law-school-female-enrollment-2018/>.



Opportunities to Change in the Fortune 1000

To better understand the Fortune 1000 GC composition changes and trends, it can be informative to understand the proportion of changes that can be attributed to companies new to the Fortune 1000 and the types of demographic changes to GC composition that occur when companies can change staff (e.g., resignations, terminations).¹⁰

When we look at established organizations with changes in GC Racial & Ethnic Groups as well as organizations new to the Fortune 1000, we see that the more established companies' GC changes comprised the majority of African American/Black GCs. Conversely, Hispanic/Latinx GCs and Asian GCs came primarily from companies new to the Fortune 1000 (Fig. 4).

Across Gender (Fig. 3), we find that men GCs primarily consist of GCs from companies new to the Fortune 1000 in 2022, while women GCs primarily come from more established companies (53.7%).

DEMOGRAPHIC BREAKDOWNS FOR NEW GCs

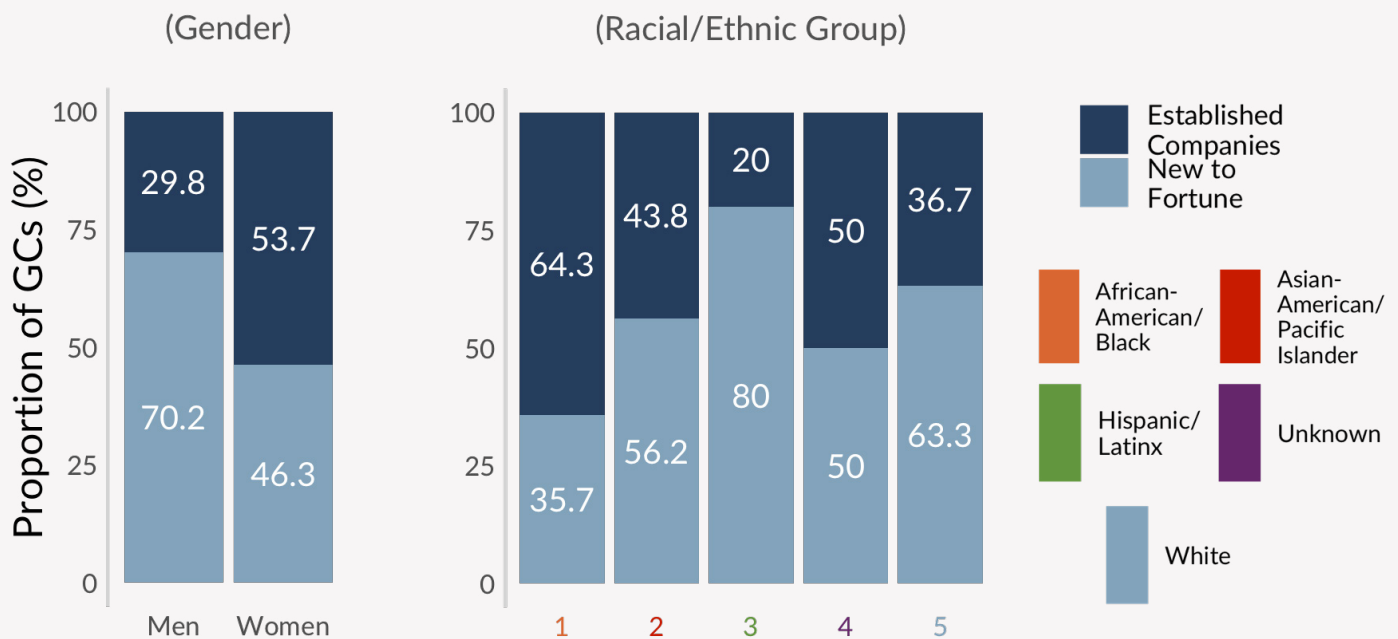


FIG. 3

FIG. 4

¹⁰ Note: This year, the opportunities to change are presented differently because MCCA used the same General Counsel list (2022 Fortune 1000) that we used for the 2022 Report. This was done to maintain year-over-year cutoff date consistency in future years. For our purposes, we will present the full list of changes in General Counsel where possible. Companies “new to the Fortune 1000” are defined in this report as companies in the 2022 Fortune 1000 list (used in the 2022 General Counsel Survey Report) that were not in the 2021 Fortune 1000 list. We define “established” as Fortune 1000 companies on the 2021 and 2022 Fortune 1000 lists.



Opportunities to Change in the Fortune 1000 (cont.)

In 2022, newly appointed GCs who were men predominantly came from Fortune 1000 companies that were new to the 2022 Fortune 1000 list (nearly 70%), while new women GCs in 2022 predominantly were due to appointments from companies that were also in the 2021 Fortune 1000 listing. This indicates that legal departments for established companies in the Fortune 1000 were more likely to comprise new women GCs, which is a finding consistent with 2021.

Of the new GCs from historically Underrepresented Racial & Ethnic backgrounds, African American/Black GCs have continued to be newly appointed from organizations that were in the 2021 Fortune list (68.8%), while new Hispanic/Latinx GCs primarily came from companies new to the Fortune 1000 in 2022 (63%). The fact that new Fortune 1000 companies are driving the changes in Hispanic/Latinx GCs differs from the prior year (as 73% of changes in Hispanic/Latinx GCs in 2021 were due to changes in GCs from established companies in the Fortune 1000).

These findings suggest that companies that have been in the Fortune 1000 list for multiple years are slightly more likely (in general) to change to GCs from historically Underrepresented Groups. It will be interesting to examine whether this pattern persists in future years.

Of the companies new to the Fortune 1000 list in 2022, approximately 14% of GCs were known to be from historically Underrepresented Racial & Ethnic Groups, and nearly 30% were known to be women. As such, new Fortune 1000 companies' GCs known to be from Underrepresented Groups constitute a smaller share than the Fortune 1000 companies' GC population. For *new* Fortune 1000 companies, the representation of GCs from Underrepresented Groups is lower compared to the GC representation from Underrepresented Groups in the entire Fortune 1000 population (e.g., 15% of GCs from Underrepresented Racial & Ethnic Groups and 33% women GCs per Table 1, page 9).

In part, this is because of the relatively higher proportion of GCs with unknown Gender and Racial & Ethnic data within this cluster of Fortune 1000 companies. These companies are often relatively smaller and less publicized with demographic data about their GCs are provided less often.



Opportunities to Change in the Fortune 1000 (cont.)

TABLE 3: GC – NEW ENTRANTS (FORTUNE 1000)

	African American/Black	Asian	Hispanic/Latinx	Unknown	White/Caucasian	Total
Men	2	5	2	3	74	86
Unknown	0	0	0	7	0	7
Women	3	4	2	2	28	39
Total	5	9	4	12	102	132

NEW GCs IN THE FORTUNE 1000

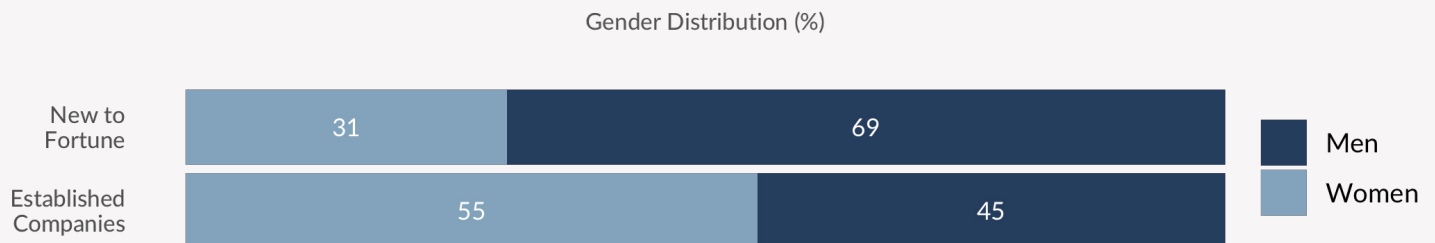


FIG. 5

Broken down differently, out of the GCs that were new to this year’s Fortune 1000 list, women GCs only constitute 31% of GCs among companies that are new to the Fortune 1000 list as of 2022, while women GCs constitute over 50% of GCs among companies that have been in the Fortune 1000 for at least two consecutive years (refer to Fig. 5).



Opportunities to Change in the Fortune 1000 (cont.)

NEW GCs IN THE FORTUNE 1000

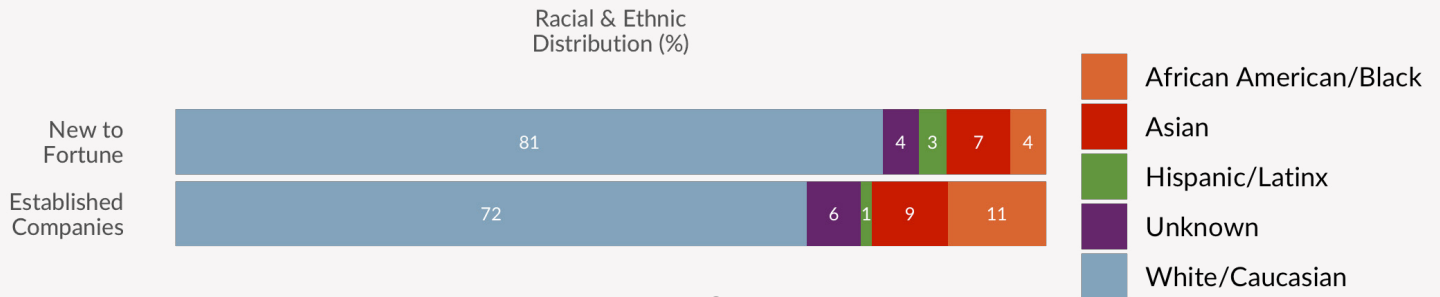


FIG. 6

In looking at opportunities to change by race (Fig. 6), we see again that White/Caucasian GCs are more highly represented among companies new to the Fortune 1000 as of 2022 (82% of GCs among those new to the Fortune list are White/Caucasian, compared to 71% White/Caucasian GCs for established Fortune companies). African American/Black GCs also make up a substantially higher share of GCs amongst Fortune 1000 companies that have been on the list for multiple years in a row (13% African American GCs among “established” Fortune 1000 companies compared to 4% among “new entrants”).

In total, there were 160 “opportunities to change” for GCs in 2022 within this population.

TABLE 4: GENERAL COUNSEL - COMPANIES WITH NEW GCs

	GCs Changed	Opportunities for Change	% Changed
Changed to Women	25	122	20.5%
Changed to Men	24	81	29.6%
Changed to White/Caucasian	17	43	39.5%
Changed to Underrepresented Racial & Ethnic Group	19	160	11.9%



Opportunities to Change in the Fortune 1000 (cont.)

Over 70% of companies that changed GCs in 2022 did not change the Gender of their GCs (Fig. 7). In particular, nearly 48% of companies had men GCs at the beginning of the year and changed to different men GCs. This was somewhat unsurprising – it is possible that the pool of men attorneys that can be hired to these positions is already double the number of women GCs that can be hired to the GC position, because the GC level is very high in an in-house attorney’s career goals and are later-career positions. As such, it will be important going forward to have effective pipelines to develop early- to mid-career women in-house attorneys in these higher-level positions, if the industry wishes to achieve greater Gender parity.

Interestingly, companies’ legal departments that changed from men to women GCs decreased substantially from 2021 (30.9% of GC changes), and this change category now makes up the smallest share of known Gender changes in GCs for the year 2022.

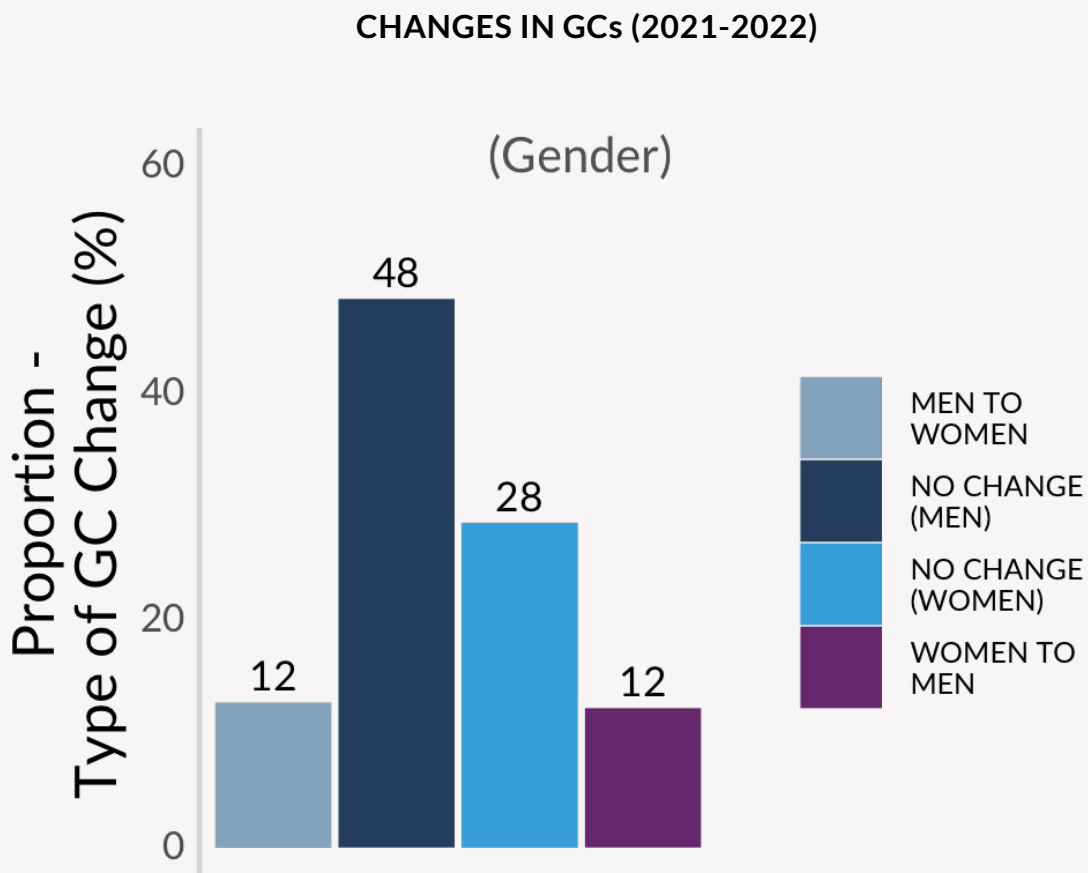


FIG. 7



Opportunities to Change in the Fortune 1000 (cont.)

CHANGES IN GCs (2021-2022)

(Racial & Ethnic Group)

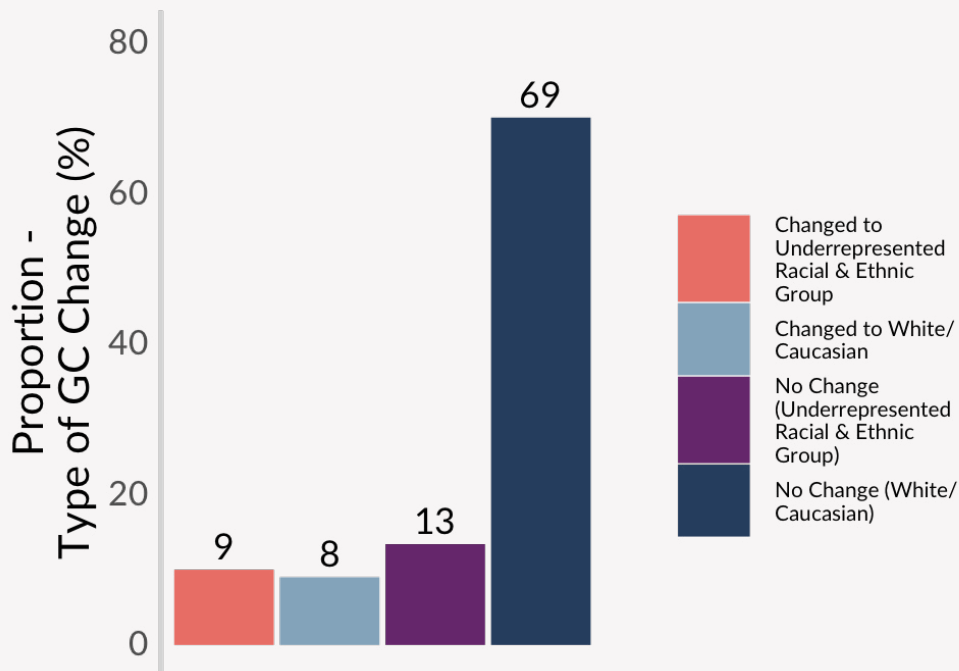


FIG. 8

Over 82% of companies that changed their GCs in 2022 did not change the Racial & Ethnic Group of their GCs, which meant that most companies started and ended with GCs of the same race and/or ethnicity in 2022 (Fig. 8). In particular, nearly 69% of companies had White/Caucasian GCs at the beginning of the year and changed to different White/Caucasian GCs. Notably, the share of companies changing from White/Caucasian GCs to GCs from Underrepresented Racial & Ethnic Groups declined, making less than 10 percent of GC changes in 2022.



Opportunities to Change in the Fortune 1000 (cont.)

TABLE 5: GC CHANGE - ESTABLISHED COMPANIES (FORTUNE 1000)

	African American/Black	Asian	Hispanic/Latinx	Unknown	White/Caucasian	Total
Men	0	1	1	4	30	36
Women	9	6	0	1	28	44
Total	9	7	1	5	58	80



Industry Analysis¹¹

Based on the data reviewed, we can see that while established companies in the Fortune 1000 tend to drive a higher proportion of the changes toward a more diverse body of GCs, there remains the potential for established companies to be more proactive in recruiting GCs from Underrepresented Racial & Ethnic backgrounds. Furthermore, for companies that are newer to the Fortune 1000, there remains work to be done to increase the diversity of their GCs, both in terms of Gender and Racial & Ethnic Groups.

In terms of Gender representation (Fig. 9 on page 19), men GCs constitute over 50% of GCs in all sectors, with particularly high representation in the Financial, Communications, and Technology sectors, where men constitute 67-68% of active GCs as of December 2022. Conversely, women were the most well-represented in the Basic Goods (39%), Industrials (35%), and Real Estate sectors (39%).



¹¹ Note that sectors in the 2023 Report differ from those in the 2022 Report. The sectors are now broader to improve interpretability. Sectors are largely obtained by joining stock ticker data with sector data from Yahoo! Finance. These are somewhat comparable to the 2021 Report. We will use the same sector categorizations in future GC reports unless otherwise indicated.



Industry Analysis (cont.)

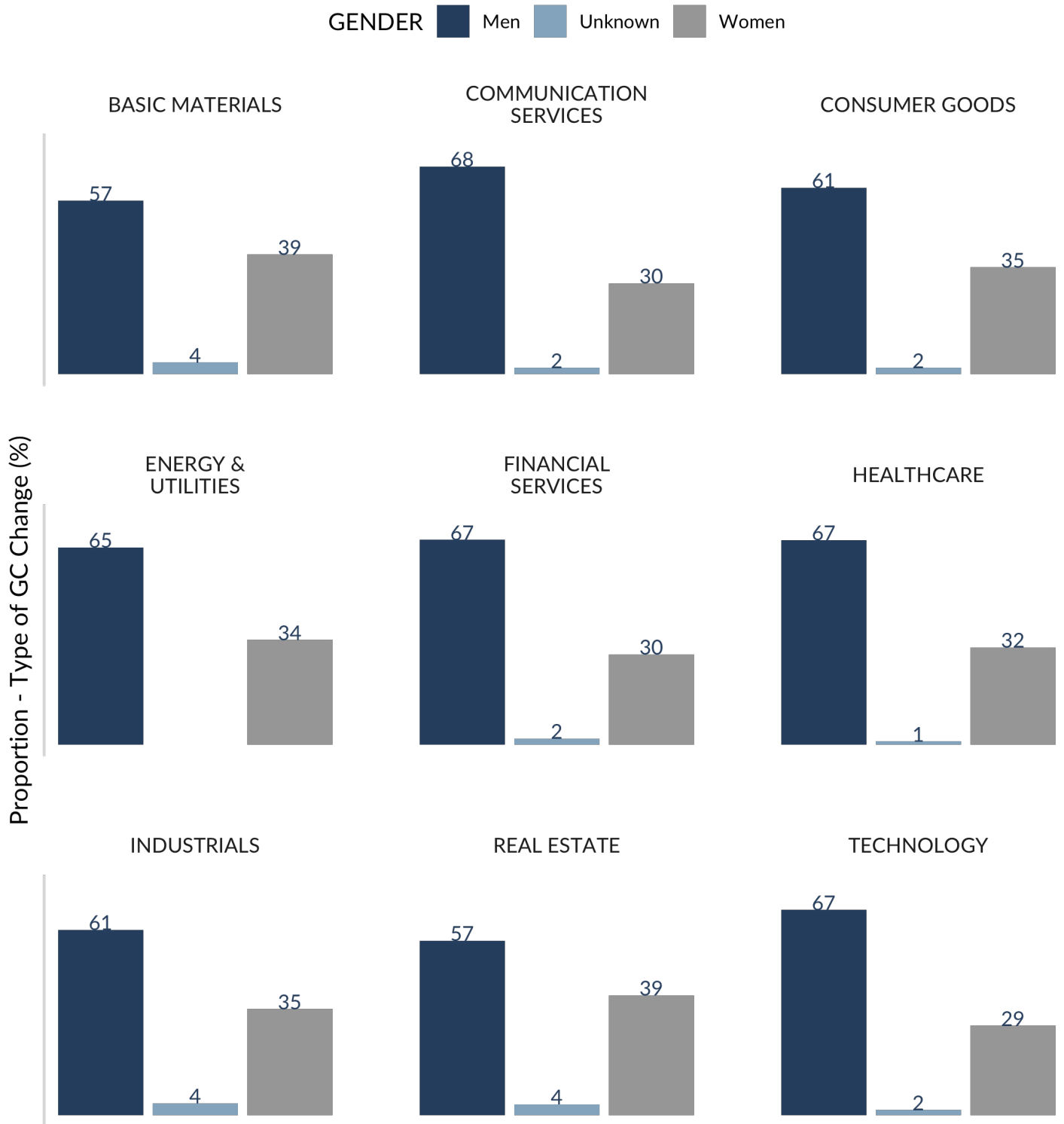


FIG. 9



Industry Analysis (cont.)

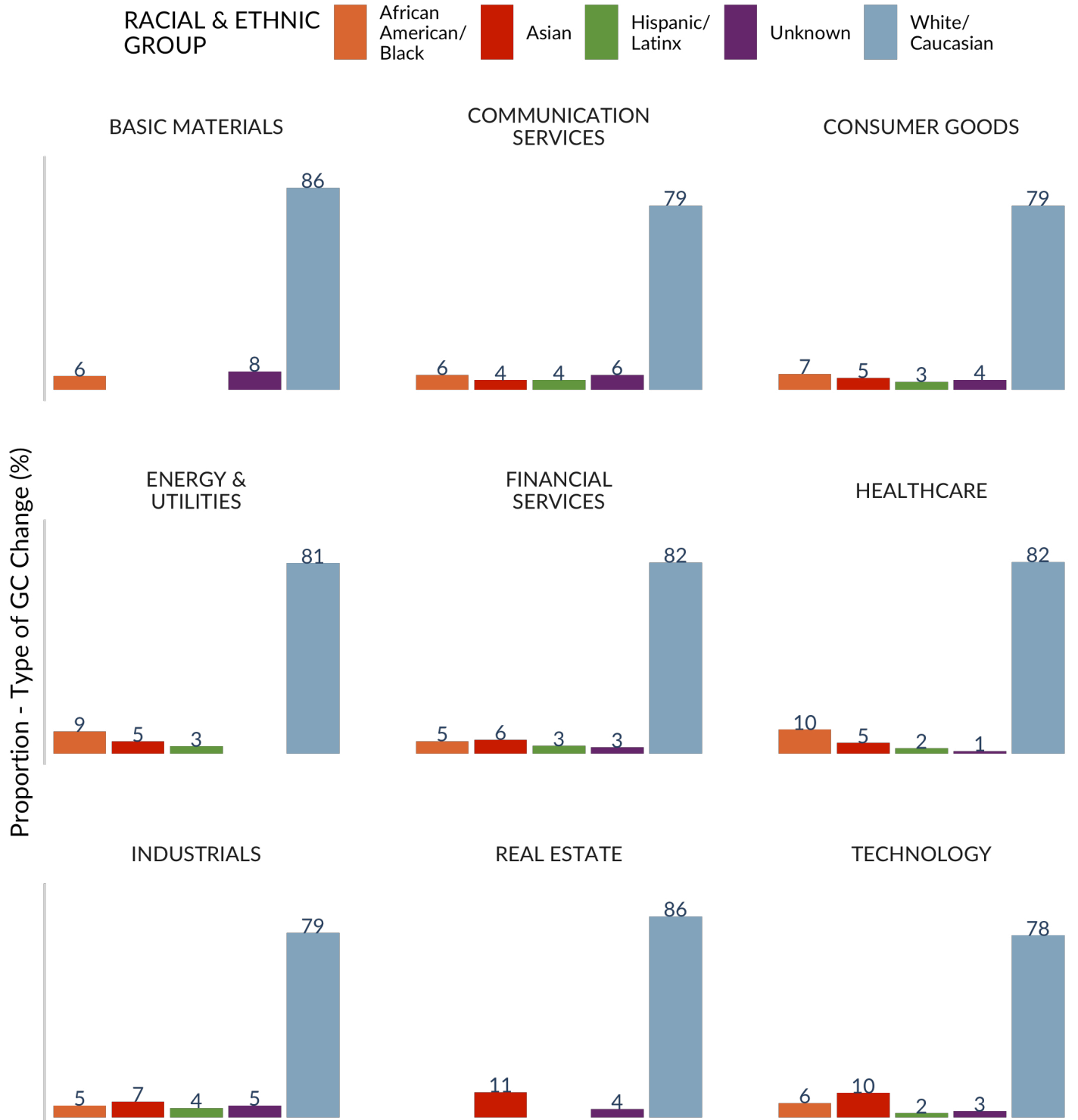


FIG. 10



Industry Analysis (cont.)

Just as in previous years, White/Caucasian GCs constitute the majority of GCs in all sectors. Interestingly, the sectors with the highest representation of White/Caucasian GCs also include Real Estate and Basic Materials (both 86%), while the Technology, Industrials, Consumer Goods, and Communications industries have relatively fewer White/Caucasian GCs (78-79%). Across other Racial & Ethnic Groups, we see that African American/Black GCs are relatively more highly represented in the Healthcare, Energy & Utilities, and Consumer Goods industries, and Asian GCs are more highly represented in the Real Estate and Technology industries (Refer to Fig. 10 on page 20 for more detail).



GC Power – Average Company Revenue

The companies across the Fortune 1000 are varied in terms of financial resources and influence in the market. This, in turn, impacts the level of influence of appointed GCs. To further disaggregate the Fortune 1000 GC population, we provide a brief look into the average revenue per company for Gender and Racial & Ethnic Groups to better understand the demographic distribution of company influence across the Fortune 1000. As shown in Table 6, we see that women GCs work for companies with an average of \$6 billion more in company revenue.

Across Racial & Ethnic Groups, African American/Black GCs work in companies with \$23.9 billion in average revenue. White/Caucasian GCs work for companies with the subsequent highest average company revenue (\$18.4 billion), and Hispanic/Latinx GCs work for companies with the lowest average company revenue (\$12.8 billion in revenue on average).

These trends indicate that companies with women and African American/Black GCs exhibit higher revenue on average. This suggests that diverse GCs are more likely to be appointed from more influential or high-revenue companies. Alternatively, it can indicate that larger (higher-revenue companies) exhibit a higher propensity to hire women and African American/Black GCs. In this case, we also see that Hispanic/Latinx attorneys are underrepresented at the GC level but that Hispanic/Latinx GCs preside over companies with fewer financial resources on average.

When looking only at GCs with an opportunity to change in 2022 (Table 6), we see that companies that altered the Gender or Racial & Ethnic Groups had higher revenues on average. Furthermore, companies that changed GCs from men to women or from White/Caucasian to Underrepresented Racial & Ethnic Groups held higher average revenues. These findings further suggest that companies with more financial resources are more likely to seek out attorneys from Underrepresented Groups. This could possibly be because companies with more revenue also have the resources to develop pipelines and effective candidate searches to find diverse GCs to hire.



GC Power – Average Company Revenue (cont.)

TABLE 6: GENERAL COUNSEL – REVENUE (\$M) PER COMPANY (ALL FORTUNE 1000)

Disaggregation	Average Revenue (\$M)
Men	\$16,225.47
Women	\$22,472.03
African American/Black	\$23,936.31
Asian	\$16,348.32
Hispanic/Latinx	\$12,751.80
White/Caucasian	\$18,418.64

TABLE 7: GENERAL COUNSEL – REVENUE (\$M) PER COMPANY (ALL FORTUNE 1000)

Change	Average Revenue (\$M)
Men to Women	\$27,541.03
No Change (Men)	\$10,699.12
No Change (Women)	\$11,066.67
Women to Men	\$12,680.93
Changed to Underrepresented Racial & Ethnic Groups	\$26,420.59
Changed to White/Caucasian	\$17,304.97
No Change (Underrepresented Racial & Ethnic Groups)	\$7,505.27
No Change (White/Caucasian)	\$11,845.18



Conclusion

In 2022, progress toward equitable representation within the Fortune 1000 GC population stalled, with minimal growth in Gender and Racial & Ethnic representation. Despite promising growth rates for diverse GC appointments from 2020 and 2021, there was virtually no change in the representation of Underrepresented Racial & Ethnic Groups and Women GCs in 2022. Notably, Asian GCs and White/Caucasian women GCs even experienced a decline in representation.

The increasing diversity of the US population and attorney population at entry- to mid-levels of corporate America highlight the need for renewed and proactive strategies to foster diversity and inclusion throughout the corporate pipeline.

As the corporate legal landscape faces challenges, some political advocates in the US actively oppose DEI implementation and monitoring. Balancing these intricacies requires sustained attention and resources, even amid macroeconomic challenges and corporate budget constraints.

Yet, the glaring disparities and stagnation in diversity among GCs within the Fortune 1000 accentuates the urgency to persistently prioritize DEI initiatives and strategies. Looking ahead, leaders and decisionmakers must champion a future where our legal and corporate leadership reflects the diversity of the communities they serve. This ongoing commitment is a social and long-term economic imperative, shaping an inclusive and representative professional landscape.



Appendix

TABLE 8: FORTUNE 1000 GCs BY INDUSTRY (GENDER)

Sector	Men	Women	Industry Total
Energy & Transportation	87	40	127
Finance	97	45	142
Life Sciences	66	39	105
Manufacturing	125	57	182
Real Estate & Construction	43	22	65
Technology	70	43	113
Trade & Services	137	84	221
N/A	10	2	12
Total	635	332	967



Appendix (cont.)

TABLE 9: FORTUNE 1000 GCs BY INDUSTRY (RACIAL & ETHNIC GROUP)

Sector	African American/ Black	Unknown	White/ Caucasian	Asian	Hispanic/ Latinx	Industry Total
Basic Materials	3	4	44	N/A	N/A	51
Communication Services	3	3	37	2	2	47
Consumer Goods	16	11	184	12	8	231
Energy & Utilities	9	N/A	78	5	3	95
Financial Services	8	5	124	9	5	151
Healthcare	9	1	72	4	2	88
Industrials	9	9	140	12	7	177
Real Estate	N/A	1	24	3	N/A	28
Technology	7	3	90	12	2	114
N/A	N/A	2	8	N/A	N/A	10
Total	64	39	801	59	29	992



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King & Spalding

KPMG LLP

LexisNexis

LexisNexis Risk Solutions

Lincoln Financial Group

LyondellBasell Industries
Holdings B.V.

Manatt, Phelps & Phillips, LLP.

Nokia Corporation

Orrick Herrington & Sutcliffe
LLP

Paul, Weiss, Rifkind, Wharton
& Garrison LLP

Pfizer, Inc.

Pillsbury Winthrop Shaw

Pittman LLP

Salesforce, Inc.

Seyfarth Shaw LLP

Sheppard Mullian

Skadden, Arps, Slate, Meagher
& Flom LLP

Thomsen Reuters

USAA

Venable LLP

VMware, Inc.

Walmart