



W H I T E P A P E R

# Restoring Lost Hope:

How to finally achieve  
meaningful diversity and  
inclusion in the legal industry



# TABLE OF Contents

As America moves toward a future where minorities are the majority, diversity is not just a moral imperative but a business necessity. The legal profession's next steps towards advancing diversity and inclusion must produce more viable, sustained outcomes. The emphasis on systemic reform of the legal community brought on in the aftermath of the public murder of George Floyd provides reasons for hope and optimism<sup>1</sup>. There is much work to be done in the industry and society, more generally. It is imperative that we act while we have the nation, and leaders of law firms and corporations alike, at rapt attention, to make the kind of sustained, lasting progress we all seek. In this white paper, we cover:

**01**

**State of Diversity  
for Women &  
Minorities**

**03**

**The Business Case  
for Diversity**

**05**

**A New Approach**

**07**

**Failures and  
Lessons Learned**

**02**

**Impact of  
Recessions on  
Diversity Progress**

**04**

**Practical Ways to  
Move the Needle**

**06**

**Success Stories**

**08**

**The Legal  
Innovators  
Approach**

# Restoring Lost Hope:

## How to finally achieve meaningful diversity and inclusion in the legal industry.

Law firms and corporate legal departments widely recognize the need for diversity and inclusion in their workforce and leadership. Evidence is mounting that businesses, including law firms, are more profitable when fully committed to a culture of diversity and inclusion. Efforts made by companies to bolster inclusion increase employee satisfaction and retention. Yet despite decades of aspirations and calls to action, there have not been substantial changes in racial, ethnic, and gender diversity in the legal industry.

The legal industry is stubbornly resistant to change, especially when it comes to minority representation in the higher ranks of big law firms and corporate departments. Any gains in diversity over the last two decades have been modest at best, and at times progress has reversed.

Evidence also suggests that economic recessions disproportionately impact minority lawyers and set diversity efforts back years.



**In the real estate crisis of 2008-09, job cuts were swift and severe. The cuts impacted minorities and women the most. The percentage of black attorneys, as a case in point, dropped from approximately 5 percent to just above 3 percent. It took the legal industry a decade to return to pre-recession levels<sup>2</sup>.**

# State of Diversity and Inclusion in Legal

Despite decades of discussion of diversity as a priority, racial and ethnic groups, sexual and gender minorities, and lawyers with disabilities continue to be greatly underrepresented in the legal profession.

**24%** The share of minority associates remains stagnant at about 24 percent.

**19%** 19 % of equity partners are women.

**<3%** LGBT attorneys comprise less than 3 percent at firms, and only in a handful of cities.

**4.6%** Representation of Black associates remains just below its 2009 level of 4.66 percent.

**1.8%** Black lawyers represent only 1.83 percent of partners.

**.46%** In 2019, under half of one percent of partners (0.46 percent) self-reported as having a disability, and about 0.59 percent of associates<sup>3</sup>.

Also consider that recessions disproportionately cause layoffs of minority and female attorneys and weak diversity programs have not moved the needle on diversity.





## Despite Parity in Law School, Women Are Not Advancing

Before the moment of advancement, women are relatively well represented in the professional pipeline. Women currently outnumber men in law school, and they are relatively well represented in firms at the junior, midlevel, and senior associate levels, comprising about 46 percent of associate attorneys. Yet at the equity partner level, women's representation drops sharply. A recent McKinsey study on women in the law found that only 19% of equity partners are women and that women occupy only 25% of executive-leadership positions<sup>4</sup>. Other notable findings included that external hires for more senior positions are less likely to be women than men and that men are more than twice as likely to be hired for a non-equity partner or counsel-level positions. While law firms may recognize and tout the need for gender diversity, women remain skeptical of their firms' commitment to gender diversity.

Only 36 % of women believe that gender diversity is a priority for their firm, compared with 62% of men<sup>5</sup>. Less than half of women say that their firm is doing what it takes to improve gender diversity, and only 22% of women feel like partners communicate the importance of gender diversity<sup>6</sup>.

## Minority Representation Growing, But Sluggish

Representation of minority associates has increased over the two decades but at an incremental pace, especially at senior levels. In 1996, minority lawyers made up 10 percent of associates at the 250 biggest firms, but only 3 percent of partners<sup>7</sup>. A 1996 report by the American Bar Association's Commission on Opportunities in the Profession concluded that black lawyers were "substantially under-represented in elite sectors of the profession."<sup>8</sup> Only 1.2 percent of partners at the largest firms were Black<sup>9</sup>.

The National Association for Law Placement (NALP) conducts studies on the impact of diversity efforts in the legal industry and has found growth sluggish. The share of minority associates at law firms increased to 19.5% in 2010, and to 24% in 2018. Minorities now account for 9.13 percent of partners in the nation's major firms. However, Black/African-American lawyers represented only 1.71 percent of law firm partners in 2009, and only 1.83 percent in 2018, showing almost no gains.<sup>10</sup> The representation of Black/African-American associates today remains just below its 2009 level of 4.66 percent<sup>11</sup>.

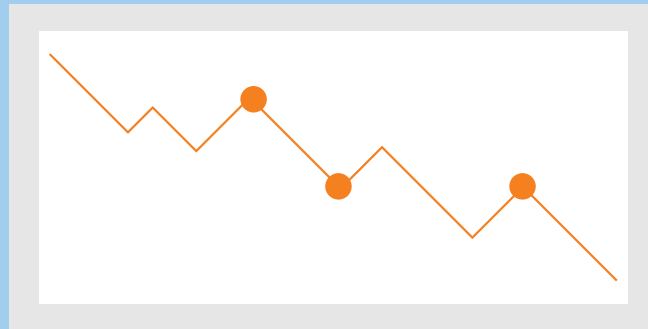
In 2004, LGBTQ lawyers represented 1.33 percent of lawyers in firms, but only 0.79 percent of partners<sup>12</sup>. The percentage of LGBT lawyers has generally been trending upward since then, albeit very slowly. NALP found that the overall percentage of LGBT lawyers reported in 2019 had increased to 2.99 percent. Interestingly, there are wide geographic disparities in these numbers, with 55% of the reported LGBT lawyers working in one of only four cities: New York City, Washington, DC, Los Angeles, and San Francisco.

While data on lawyers with disabilities is much less widely reported than information on race/ethnicity and gender, surveys show the numbers are minute. Less than half of one percent of partners (0.46 percent) currently self-report as having a disability and the number of associates with disabilities improved was about 0.59 percent in 2019.



Higher attrition rates for minority and women attorneys are a compounding factor that undermines law firms' diversity efforts. Year after year, attorneys in already underrepresented groups, including female and racially/ethnically diverse lawyers, leave their law firms at higher rates.

According to the New York City Bar Association's 2015 survey of law firm members, attrition rates were 43% higher for female attorneys and 62% higher for racially/ethnically diverse attorneys than for white male lawyers. A 2015 Vault/MCCA survey also documented higher attrition rates for attorneys in underrepresented groups.



CHAPTER  
02

# Impact of Recessions on Diversity Progress

## Recessions Thwart Progress

During the Great Recession, years of diversity and inclusion progress came to a halt. Before 2008, law firms were making steady, albeit mild, gains in female and racial minority associate representation. With the economy in turmoil, gains unraveled and representation stagnated or decreased. It took more than a decade for diversity to recover within the profession<sup>13</sup>. For example, Black attorneys comprised 3.5 percent of law firm attorneys in 2008. This number dipped down to 3.1 percent during the recession years, and only returned to their pre-recession level in 2019<sup>14</sup>. Attorneys of color (all respondents who identified as a race/ethnicity other than White, non-Hispanic) constituted 12.3% of all lawyers working at law firms in 2008<sup>15</sup>. For four years, this number remained stagnant, and has only crept up to about 17% in 2019. The proportion of associates of color was increasing between 0.5-1 percent each year before 2008, before decreasing in 2009 from 19.7% to 19.5%<sup>16</sup>.

### Percentage of Black Attorneys at Law Firms

Pre-Recession (2008)  
**3.5%**  
During Recession  
**3.1%**

### Percentage of Attorneys of Color at Law Firms

Pre-Recession (2008)  
**12.3%**  
During Recession, percentage stagnated for 4 years before creeping to 17% in 2019

### Partnership Diversity

Racial and ethnic diversity in the partnership ranks decreased 14.3% during the recession

Even partnership diversity was affected by the recession, with racial and ethnic diversity in the partnership ranks decreasing 14.3% during the recession<sup>17</sup>. Women partners were also disproportionately affected: despite only making up 16% of the equity partnership ranks in 2008, 50% of the equity partners who were terminated around that time were women<sup>18</sup>.





Recessions can be devastating for the entire legal industry, but the 2008 recession proved that they become especially difficult for diverse attorneys and firms' diversity and inclusion efforts. Recessions tend to dry up budgets for diversity initiatives and create cutbacks that disproportionately and negatively affect lawyer diversity. With the economic recession threatened by the COVID-19 pandemic, firms should be especially on guard to protect against resetting the progress they have made.

### **Maintaining Momentum in 2020 and Beyond**

Many are looking at the current state of affairs in the legal industry and hearing echoes of 2008. During a financial crisis, firms can easily fall back on short-term solutions and overlook the value of their own diversity efforts. The 2008 financial crisis shows that there is a very real risk that diversity and inclusion will recede as a strategic priority for organizations. This may be unintentional as companies focus their resources on more pressing basic needs, such as adapting to new ways of working, consolidating workforce capacity, maintaining productivity, and protecting the physical and mental health of their employees<sup>19</sup>.

But it is important for firms to reaffirm and reinvest their collective commitment to diversity and inclusion. Diversity and inclusion remain critical for business recovery, resilience, and reimagination. A recent report from McKinsey shows that businesses neglecting diversity and inclusion "could not only face a backlash from customers and talent now but also, down the line, fail to better position themselves for growth and renewal."



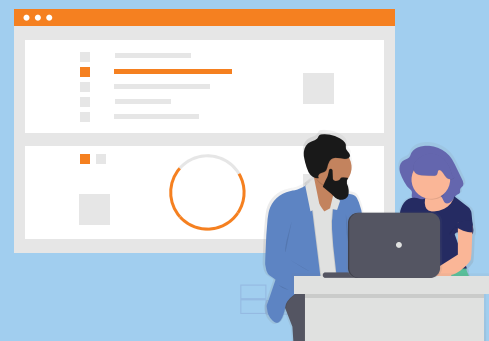
**Some of the qualities that characterize diverse and inclusive companies, notably innovation and resilience, will be needed as companies recover from the crisis.<sup>20</sup>**

# The Business Case for Diversity

**Diversity and inclusion investments should not be a wholly philanthropic effort. Studies show that there is a strong business case for investing in diversity and inclusion initiatives.**

A McKinsey report on the relationship between diversity and business success showed a direct correlation between diversity on executive teams and the likelihood of financial outperformance of less diverse companies<sup>21</sup>. The report found that the greater the representation, the higher the likelihood of outperformance; that companies with more than 30 percent women executives were more likely to outperform companies where this percentage ranged from 10 to 30 percent; and companies were more likely to outperform those with fewer women executives or none at all.

The McKinsey findings regarding ethnic and cultural diversity were just as compelling. In 2019, the top-quartile of the most diverse companies outperformed those in lowest quartile by 36% in profitability, slightly up from 33% in 2017 and 35% in 2014<sup>22</sup>. As the report notes, “These findings highlight the importance not just of inclusion overall but also of specific aspects of inclusion.





Even relatively diverse companies face significant challenges in creating work environments characterized by inclusive leadership and accountability among managers, equality and fairness of opportunity, and openness and freedom from bias and discrimination.” The same correlation between profitability and diversity holds true in law firms, specifically, studies have found that highly diverse firms bring in roughly \$180,000 more per partner compared to less diverse firms<sup>23</sup>.

### **Moving the Needle**

Discussion and acknowledgement of the issue is a starting point. There has already been a long history of articulating a desire for change and businesses pledging to shift their priorities. A Wall Street Journal article from 1997 profiling law firm Shearman & Sterling’s diversity efforts and innovative scholarship program showcases the long fight for progress in law firms that has been talked about since at least the 90’s<sup>24</sup>. That article, which featured Legal Innovators co-founder Bryan Parker, profiled a partnership between Shearman and the NAACP Legal Defense and Educational Fund to attract aspiring attorneys who were otherwise unlikely to go into corporate law. Despite initial success, the firm found it consistently difficult to attract and retain top diverse talent.

Making the shift from aspirational talk to concrete solutions remains elusive. One obstacle is so-called “diversity fatigue,” a term used that describes the feelings of stress and exhaustion associated with trying to recruit talent from diverse pools and create opportunities for more diversity within companies. It also encapsulates the feelings of being overwhelmed by the amount of work left to be done around diversity, and general disappointment in a phenomenon of “all talk, no action.”<sup>25</sup> Diversity fatigue is compounded by a growing recognition of an expansive and more sophisticated conception of diversity that “may also incite greater suspicion and fatigue among those who are either opposed to or not sold on prioritizing diversity within the legal profession.”<sup>26</sup> Diversity fatigue is emerging to be one of the most cited opponents of progress, with leaders increasingly looking for ways to combat it.

A report from the ABA Presidential Diversity Initiative issued several recommendations for the legal industry to move the needle and combat inertia in the realm of diversity. These steps include reforms in planning, culture, assessment and accountability, and in hiring, retention, and advancement.



CHAPTER  
04

# Practical Ways to Move the Needle

# 01

## Planning & Measurement

It is an adage in corporate America that we see the results we measure. Too often in law firms, and to a lesser extent, corporate legal departments, we do not see the kind of progress we would hope for because diversity and inclusion is too often treated as a nice to have, rather than a must have or a true business imperative. Business imperatives, i.e., profit increasing by a certain percent, revenue growth or market share are tracked, measured and reported, leading to progress in these areas. If progress falls short, those responsible suffer consequences, where they are exceeded, those responsible are rewarded, often monetarily. If we want to see real progress in diversity and inclusion, we must declare it a “business imperative”, measure utilizing agreed metrics and report the progress, or lack thereof, with the organization. It is this process that will drive the diversity and inclusion results the legal industry seeks. To form a process for diversity and inclusion, consider the following:

Gather data on numerical representation statistics and work culture.

Update diversity goals and programs accordingly.

Draft, publicize, and implement an updated diversity and inclusion action plan with measurable goals.

## 02

### Culture

It is often said that culture can drive successful diversity and inclusion programs. Successful cultures are ones where everyone feels a sense of belonging, they feel valued, where they can feel free to be their authentic selves. To achieve this, the goals and results of diversity and inclusion programs must be clearly identified, measured and reported, promoting a transparent process leading to an equitable environment. In a fair environment, participants buy in, and contribute as much as they get from that environment. Below are some tangible steps that may be taken to create this type of culture.

Sponsor regular trainings on the multiple dimensions of diversity and inclusion, including programming on investigating and addressing implicit bias, unconscious discrimination, and micro-aggressions.

Meaningfully address work/life balance by exploring how to expand part-time and work-at-home arrangements.

Diversify client relationship leadership.

Create diversity committees comprised of all levels and backgrounds, including revenue producing partners with management power in the organization, and empower them to make real decisions that impact system level change.

Coordinate and prioritize diversity programming with assignment, business development, and client relationship management systems.

Create affinity groups for employees from underrepresented groups.

Encourage alliances, events, and retreats among affinity groups.

Address legacy systems that function as glass ceilings for billing credits for attorneys from underrepresented groups.

Examine and, where necessary, alter all policies to ensure they are inclusive of LGBT and other employees (e.g., single parents and those caring for relatives other than spouses and children) whose families and obligations differ from those of "nuclear" heterosexual families (e.g., domestic partner benefits, adoption leave, etc.).

Explore viable ways to engage heterosexual, white men as vocal and visible champions of diversity efforts.

## 03

### Accessibility and Accountability

Diversity and inclusion goals cannot be reached without accountability. Once goals are set, they must be clearly communicated, measured and then reported. Goals that are met should be rewarded. Goals that are not met, should carry penalties. That is how true business imperatives are treated. This system of carrots and sticks, when executed properly, will drive the behavior and systemic change we desire. Some examples of how we do this:

Regularly assess the state of diversity in the work environment, such as through employee surveys, interviews, and focus groups that address not only numerical representation, but also cultural receptivity to difference.

Build self-assessment mechanisms into diversity and professional development programs, featuring both qualitative and quantitative measures of success.

Develop a diversity committee structure with an institution-wide oversight group.

Implement confidential, anonymous "exit interviews" to determine the causes of, and develop programs to prevent, attrition by attorneys from underrepresented groups.

Tie compensation to achievement of diversity goals.

Regularly provide diversity metrics to management committee, office heads, and practice groups.

Provide senior leadership support by having the Diversity Committee Chair report directly to Firm Chairman, Managing Partner, or other comparable level position. Assign each affinity group a management committee sponsor of a different demographic group.

## 04

# Hiring, Retention, and Advancement

Good culture concerns itself with the full life cycle of talent management, is viewed as fair, where all participants view that hiring, development and promotion decisions are based on fair and objective metrics. There's no one size-fits all approach, but there are meaningful ways law firms and legal departments can improve their talent development programs.

Develop interviewing and hiring models that enable assessment of talent beyond the highest levels of the diverse applicant pool.

Create programs where attorneys from underrepresented groups receive access to high-profile client assignments.

Provide business development training targeted to income partners from underrepresented groups.

Implement secondment programs or rotational assignment programs that allow attorneys from underrepresented groups to work directly with or at the client for development of substantive relationship building, rainmaking, and other skills.

Review the attorney evaluation process to ensure that it is free of implicit bias.

Focus on mentoring across differences and provide skill building and accountability mechanisms to foster an energetic mentoring culture.

Retain diversity experts to facilitate discussions between management and employees from underrepresented groups.



## CHAPTER 05

# A New Approach

**A new way to recruit, train, reduce risk and improve profitability.**

Legal Innovators, by design, takes these recommendations to heart to offer a model for improving diversity and inclusion within the stagnant legal industry. Our model offers an alternative pathway for promising law graduates from diverse backgrounds to get their foot in the door of law firms and corporate legal departments.

The model offers an innovative way for employers to diversify their workforce while training, mentoring, and guiding junior attorneys to successful careers in the industry.

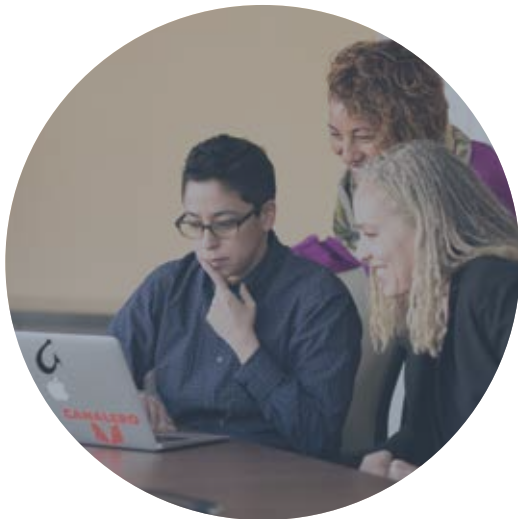


# 01

## Recruitment

We interview and screen a diverse group of law school students as part of our comprehensive recruitment and hiring process, including candidates from traditionally underrepresented groups. We select junior legal talent with strong academic credentials, impressive professional backgrounds, and quality extracurricular experience for our 2-year work-based learning program.

---



# 02

## Mentorship

Women and minorities in the law often lack robust professional networks and role models. That's why we connect our junior legal talent with mentors, partners, senior associates, and leaders in corporate legal departments, who have a vested interest in their professional growth and success. Our co-founders, Jonathan Greenblatt and Bryan Parker, also play an active role in guiding, supporting, and mentoring our legal professionals.

## 03

### Training

Legal Innovators incorporates diversity and inclusion into our ongoing training program. We help our junior legal talent navigate workplace challenges that are common for attorneys from traditionally underrepresented groups.



## 04

### Corporate Goals

By hiring junior legal talent from Legal Innovators, corporate legal departments and law firms improve diversity and inclusion in their workplace. We partner with our users throughout the relationship to help them establish, broaden, and reach their future diversity and inclusion goals, including ensuring compliance with the Mansfield Rule<sup>27</sup>.



## CHAPTER 06

# Success Stories

Some businesses and law firms have been proactive in increasing their diversity and inclusion efforts and prioritized making diversity part of their corporate DNA. Successful programs often include a holistic and varied approach that incorporates pipeline solutions, employee trainings, community fostering programs, and efforts aimed at increasing awareness and tolerance internally.

## Cleary and Gottlieb

Cleary and Gottlieb LLP's multitude of diversity initiatives includes a Working Women Group, which invites female associates and partners to attend training sessions centered on career networking and professional development. The group's activities include networking receptions with female clients, lunch discussions with a variety of speakers and events with Cleary alumnae. Participants foster a sense of community, hone their skills and enjoy the support of a relevant professional network<sup>28</sup>. Cleary also prioritizes Outreach to Law Students, incorporating a series of on-campus chats with a broad range of affinity groups from various law schools to engender lively discussions about issues facing, and opportunities available to, diverse lawyers in large law firms. Cleary's Pipeline Initiatives target the recruitment pipeline from early education to law school to joining the firm and supports Sponsors for Educational Opportunity (SEO), a program that provides students of color with legal internships and training prior to their first year of law school.

# CLEARY GOTTLIB

**Cleary also implements a Supplier Diversity Program, part of an emerging trend among law firms. The program commits the firm to procurement processes that will enhance opportunities for diverse suppliers to provide the firm with competitive and high-quality products and services. It also encourages major suppliers that do not qualify as diverse suppliers to commit to and support their own supplier diversity initiatives.**



## Shearman & Sterling

Shearman & Sterling LLP's Legal Outreach and N.J. LEEP are pipeline programs that encourage high school students from underserved communities to excel through intensive legal and academic programming. Shearman also implements a Leadership Council on Legal Diversity (LCLD) and 1L Shearman & Sterling Scholars Program that provide students with an opportunity to gain valuable experience and mentorship by participating in the firm's summer associate program, and includes access to noteworthy panel discussions and networking opportunities at the annual LCLD Summit. Similar to Cleary, Shearman is part of the Sponsors for Educational Opportunity (SEO), and maintains a Supplier Diversity program that commits the firm to promoting diversity through suppliers it works with. Shearman also aims to enhance the skills and career development of minority law students and early career attorneys through PALS (Practicing Attorneys for Law Students).



## JP Morgan

JP Morgan recently announced a new Diversity Push, which includes making diversity training mandatory for all employees after a New York Times report about racism at its Arizona branches. JP Morgan also announced a goal of at least 50 % of its work must be done by women and lawyers of color.

A large, dark blue circle containing the text "J.P.Morgan" in a white, serif font.

J.P.Morgan

## Seyfarth Shaw

Seyfarth Shaw LLP participates in The Belonging Project, a national effort to support and build community among diverse law students, attorneys, and their allies to combat the impact of COVID-19 on diversity in the profession. It brings together legal industry partners to provide tools, resources, and programs to support the continuing personal and professional development of diverse legal talent. Seyfarth describes its diversity strategy as “design thinking” that models a variety of solutions in an effort to improve the experience of diverse lawyers on their career paths through the firm. Its experimental approaches include a “triad” mentoring system, focusing on attorney experiences during periods of transition (i.e., from junior to managing associate), and more.



## Paul Weiss

Paul Weiss institutes a mandatory Diversity and Inclusion curriculum for lawyers at all levels on topics including cultural competence, unconscious bias, respect in the workplace and managing effectively across differences. The firm also sponsors pipeline programs, ensures over 100 mentors are available to minority associates, and maintains strong partnerships with the Legal Defense Fund and the Lawyers' Committee for Civil Rights on causes important to diverse communities.



## Stryker

The medical technologies corporation, Stryker, was named the #1 Best Workplace for Diversity by Fortune and Great Place to Work (GPTW), which ran a report recognizing 100 companies for their stand-out efforts to create great workplaces for all employees. The report used analytics and reviewed the anonymous feedback to create its rankings, with a special focus on employees who are traditionally underrepresented in the workplace. Survey questions measured employees' pride and trust in their company, as well as the camaraderie they experience in their workplace.



Instrumental to their diversity success has been Stryker's Employee Resource Groups (ERGs), which act as strategic partners to the business by promoting a culture of diversity and inclusion. These include: Stryker Women's Network (SWN), Stryker's Allies for Equality (SAFE), Women in Stryker's Engineering (WISE), Stryker's African American Network (SAAN), Hispanic/Latino network (SOMOS), Stryker's Emerging Professionals (SEP) and Stryker's Veterans Association (SVA).

## Cisco

**Cisco's Multiplier Effect Pledge is a commitment the company makes in taking a number of high profile collaborations to drive equity and create diverse and inclusive organizations. Cisco is also a founding signer of the CEO Action for Diversity & Inclusion Pledge, the Parity Pledge, and the White House Equal Pay Pledge.**



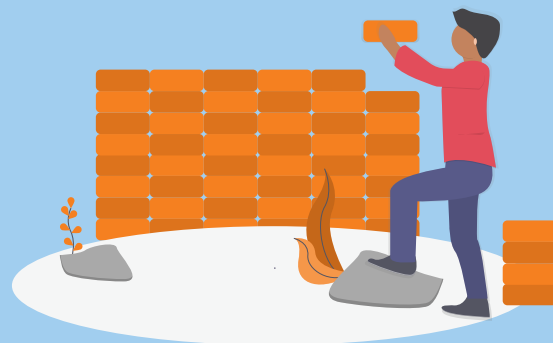


## CHAPTER 07

# Failures and Lessons Learned

**Some common failures that businesses run into.**

Despite decades of conversations, task forces, reports, and pronouncements about increasing diversity in the workplace, the legal profession was 90% White in 2000 and has remained stubbornly resistant to change. Without thoughtful integration plans, efforts to recruit and retain diverse talent often fail.



## LESSONS

### 01

Implementing diversity programs that amount to little more than box checking or “nice to have” programs.

### 02

Focusing only on the recruitment of diverse attorneys and failing to address the conditions and inclusivity that leads to high attrition rates.

### 03

Failing to create the mentorships, bridges, collaborations that are necessary in providing growth to new attorneys.

### 04

Failing to create goals with respect to diversity or failing to create adequate measurements of success.

### 05

Focusing only on bringing diversity into the “lower ranks” of the industry while diversity remains thin in the “higher ranks” (general counsels, partners, etc.)

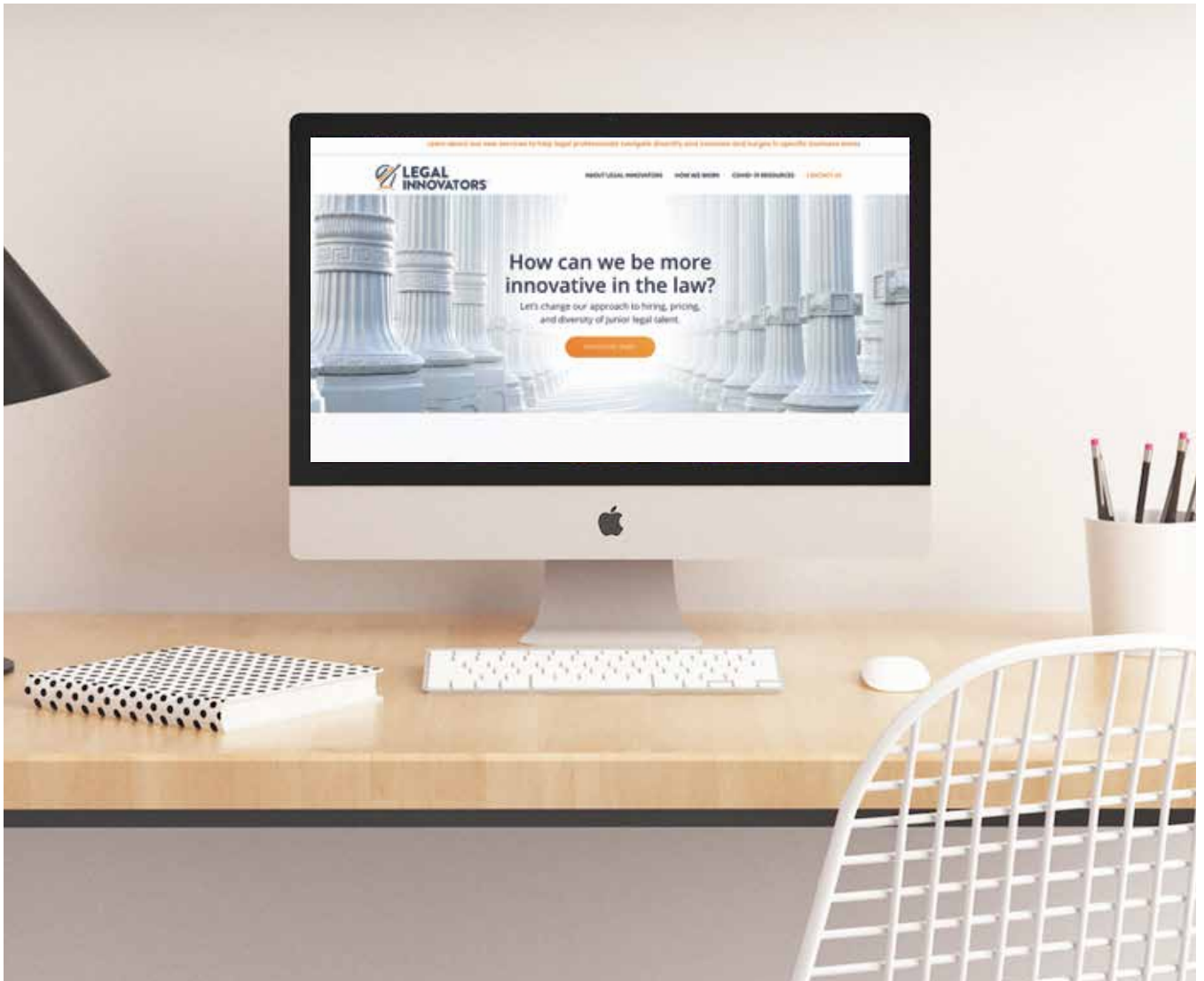
### 06

Relying solely on quantitative statistics regarding diversity and inclusion without incorporating data drawn from open lines of communication with staff and clients.



CHAPTER  
08

# The Legal Innovators Approach



**Attorneys in private practice are in a unique position to advance diversity in the legal profession due to the dominance of private practice in the legal profession. Attorneys in senior or management positions and those with seniority must recognize these issues, along with the easy pitfalls that the past two decades have shown to be obstacles.**

**A multi-dimensionally diverse workforce is crucial not just for society but for commercial success and a competitive edge. Globalization and changing demographics also create a client demand for a legal workforce that reflects the makeup of society in order to address complex challenges.**

# Legal Innovators Diversity Assessment

Legal Innovators will work with law firms and corporate legal departments to provide a data based Diversity and Inclusion Talent Assessment, and work with management to design a work place program, including goal setting, a system of incentives, root cause analyses, and metrics to measure success and drive desired outcomes. We will review an organization's processes, procedures, and cultural approach, and conduct stakeholder interviews and anonymous surveys. Legal Innovators will deliver a written report that will address recruiting, development, retention, promotion, and enablement of legal talent, as well as recommendations to measure and track performance against metrics. We can assist with the implementation of diversity and inclusion programs and remain involved, as desired, to measure the results of said programs.



# Legal Innovators Flex-Term Attorneys

If the assessment identifies a need, the organization can optionally work with Legal Innovators to be matched with Big Law quality junior legal talent. Legal Innovators co-founders Bryan Parker and Jonathan Greenblatt are both large-firm veterans who understand the quality of staffing and diversity issues firms face. The Legal Innovators standard model is to recruit diverse and non-diverse law school graduates and match them for terms of one-to-two years with law firms and legal departments at cost rational prices. Legal Innovators employs them during that period and provides training and mentorship. Legal Innovators can provide these attorneys for shorter terms of three-to-six months, with the attorneys working either remotely or in an organization's offices. Legal Innovators is a substantial minority owned company.

Many law firms and corporations use their procurement dollars to also drive diversity through their supply chain programs. This allows diversity goals to also be met, even in the case an organization takes a non-diverse Legal Innovators lawyer.

The service is ideal for practice areas where firms and legal departments are likely to need additional staffing, including regulatory, bankruptcy, restructuring and litigation. The lawyers will come from diverse backgrounds and have initial training relevant to support these high-demand business areas. After the initial term, employers would be free to continue to work with Legal Innovators for the standard, longer-term duration, or to hire the lawyers permanently. Diversity is both a moral imperative and a business imperative. Legal Innovators is designed to accomplish both for its clients.

# Attributions

1. Bryan Parker, "What the Death of George Floyd Should Teach the Legal Industry," *The American Lawyer* (2020).
2. "Report on Diversity in US Law Firms," NALP (2019).
3. "Report on Diversity in US Law Firms," NALP (2019).
4. "Women in Law Firms," McKinsey & Co. (2017).
5. Id.
6. Id.
7. David Segal, For Minority Attorneys, Big Law Firms Prove Trying, *The Washington Post*, Jan. 16, 1998, <https://www.washingtonpost.com/archive/politics/1998/01/16/for-minority-attorneys-big-law-firms-prove-trying/e8cefc25-86ed-4e75-90e1-d18f1f4f846c/>.
8. Id.
9. Id.
10. "Report on Diversity in Law Firms," NALP (2019).
11. Id.
12. NALP Bulletin, Few Openly GLBT or Disabled Lawyers Reported in NALP Directory of Legal Employers, June 2005, <https://www.nalp.org/2005junfewopenlyglbtdisabled>.
13. "Diversity Lab CEO's Recession Advice for Law Firm Leaders," *The National Law Journal* (2020).
14. "Vault/MCCA Law Firm Diversity Survey 2019 Report," Vault/MCCA (2019).
15. "Report on Diversity in Law Firms," NALP (2019).
16. Id.
17. "Diversity Lab CEO's Recession Advice for Law Firm Leaders," *The National Law Journal* (2020).
18. Id.
19. "Diversity Still Matters," McKinsey & Co. (2020).
20. "Diversity Still Matters," McKinsey & Co. (2020).
21. "Diversity Wins: How Inclusion Matters," McKinsey & Co. (2020).
22. Id.
23. Evan Parker, "Racial and Ethnic Diversity: A Multiplier for Law Firm Profitability," *Thompson Reuters Forum* (2019).
24. Paul M. Barrett, Legal Separation: Prestigious Law Firm Courts Black Lawyers, But Diversity Is Elusive --- Shearman & Sterling Offers Scholarships, Mentors; Facing Stigma of 1980s --- Mr. Clemons as 'Ambassador', *Wall Street Journal*, July 8, 1997, <https://www.wsj.com/articles/SB86831249392145000>.
25. Alida Miranda-Wolff, What Is Diversity Fatigue, Anyway?, CHIEF LEARNING OFFICER - CLO MEDIA (2019), <https://www.chieflearningofficer.com/2019/01/28/what-is-diversity-fatigue-anyway/> (last visited Jul 31, 2020).
26. "Diversity in the Legal Profession," American Bar Association (2011).
27. The Mansfield Rule Certification measures whether law firms have affirmatively considered at least 30 percent women, attorneys of color, LGBTQ+ and lawyers with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions. Mansfield Rule 3.0 « Diversity Lab, <https://www.diversitylab.com/pilot-projects/mansfield-rule-3-0/> (last visited Jul 31, 2020).
28. "Diversity and Inclusion," Cleary Gottlieb (2020.)



### **About Legal Innovators:**

Legal Innovators is an Alternative Legal Service Provider (ALSP) that is changing the way the law approaches hiring, pricing, inclusion, and diversity of junior legal talent through a two-year work-based program. We pair law firms and corporate legal departments with talented Big Law ready junior lawyers. Our lawyers have excellent academic credentials and receive relevant training and mentorship during the two-year program. They take on substantive work as a member of your team. We manage the logistics, including technology, training, and mentorship for these junior lawyers. Firms and Corporations gain first-hand exposure to their capabilities and can then make informed decision before hiring them permanently. For more information visit [www.legal-innovators.com](http://www.legal-innovators.com), call us at 202-916-7400, or email us at [info@legal-innovators.com](mailto:info@legal-innovators.com) to learn more.

[legal-innovators.com](http://legal-innovators.com)