

LEADERS AT THE FRONT

SUPER PLEDGE SUMMIT

Sneak Peek

COLLABORATION

GOOGLE

MOUNTAIN VIEW, CA • MARCH 8-9, 2023



Leading from the *Front*

L launched in 2020, **Leaders at the Front** is a **peer-driven initiative** designed to make diversity, equity, and inclusion sustainable within our organizations and our profession. As a first step, each Managing Partner/General Counsel Member of LCLD was required to make public their personal commitments to developing diverse talent and building inclusive organizations through a Leader's Pledge—a goal we achieved in June of 2022.

But the true work of Leaders at the Front is just beginning.

Now, we are working to give legal leaders the tools they need to close the implementation gap and truly transform their organizations. The Super Pledge Summits are the next step in that journey.



IMPACTFUL INTERVENTIONS

The 400+ pledges submitted by LCLD Members included a diverse set of commitments, ranging from the highly strategic to the highly tactical.

You can [click here](#) see the full range of impact areas in which Members have made commitments.

Through analysis of the pledges and conversations with key stakeholders in the LCLD community, the LCLD Board of Directors identified four areas where the collective power of our Membership can make a real difference—including the focus of the Google Super Pledge Summit, **Collaboration Between Law Firms and Legal Departments**.

STRATEGIC

“We commit to the promotion of diverse talent within our firm through replicable and sustainable systems and processes.”

TACTICAL

“I commit to identify 3-5 associates at our principle outside law firms and will personally meet with them at least twice per year to provide coaching and mentoring and will insist on their substantial participation in our matters.”

Exploring Collaborative Commitments

Here’s a breakdown of the specific collaborative strategies LCLD Members included in their Leader Pledges:



Keep reading for examples of LCLD Members’ collaborative strategies.

OUTSIDE COUNSEL EXPECTATIONS

CORPORATE

95%

LAW FIRM

5%

Corporations are **setting DEI guidelines** for their outside counsel and **tracking diverse staffing and spend with diverse attorneys**. Law firms are taking an active role in pursuing the goals set by their clients.

"I will require all US based law firms (with more than 50 attorneys) that are regularly engaged on Google matters to participate in Google's Outside Counsel Diversity Accelerator Program and report key metrics on diversity every 6 months." **HALIMAH DeLAINE PRADO • GOOGLE**

"We will support the ABA's Resolution 113 and continue to encourage clients to use the Model Diversity Survey to evaluate our firm's legal services." **HAILYN CHEN • MUNGER TOLLES & OLSON**

COLLABORATIVE CONVERSATIONS

CORPORATE

37%

LAW FIRM

63%

Law firms and legal departments are **discussing diversity expectations, progress, and opportunities for future collaboration** on DEI. These conversations may be between MPs and GCs or are included as regular agenda items on client meetings.

"I will meet annually with the Managing Partner/Chair of each of my top firms about my expectations regarding DE&I on the work they complete for my organization." **RICHARD VERMA • MASTERCARD**

"During no less than 30 conversations with GCs of our clients during 2020 and 2021, discuss opportunities to collaborate to improve the diversity and inclusiveness of our profession." **MITCH ZUKLIE • ORRICK**

COLLABORATIVE TALENT DEVELOPMENT

CORPORATE

45%

LAW FIRM

55%

Law firms and legal departments are working together to ensure that diverse law firm attorneys have access to necessary **development opportunities**, including partnering on sponsorship/mentoring programs.

"I will hold my team accountable to meet annually with the Managing Partner/Chair of each of my top firms about my expectations regarding DE&I and the staff dedicated to support matters within my organization." **PILAR RAMOS • TELEVISAUNIVISION**

"I will explore creation of cross-sponsorship opportunities with at least 3 clients in 2021, where firm leaders sponsor diverse client representatives and client leaders sponsor diverse Baker Donelson lawyers." **TIM LUPINACCI • BAKER DONELSON**

DIVERSE TEAMS

CORPORATE

82%

LAW FIRM

18%

Corporations are asking or requiring law firms to **staff their matters with diverse teams**. Law firms are **assessing client teams** for diversity.

“We will periodically review staffing of our matters and hold law firms accountable for ensuring that diverse lawyers are mentored, trained, supported and acknowledged for their work.” **ANNE MADDEN • HONEYWELL**

“Monitor and track the diversity of our key client teams and work with relationship partners to improve the diversity in staffing and create client engagement opportunities for diverse attorneys working on their matters.” **ROGER FUREY • KATTEN**

GOAL SETTING

CORPORATE

87%

LAW FIRM

13%

Law firms and legal departments are setting specific goals around **headcount, staffing of client teams, and spending** with diverse firms/attorneys.

“I will assess our top law firms based on the diversity of law firm management, compensation committees, allocation of origination credit, and hours worked on our matters. Firms should achieve, demonstrate a concrete plan to, or show marked improvement toward, a goal of 30% minority and 50% female for each of these items. I will work to tie firm compensation to the achievement of these goals.” **RICHARD VERMA • MASTERCARD**

“I will work with the firm’s relationship partners to select 10 clients each year and work with them to increase the leadership opportunities for and participation of named diverse attorneys on their matters, with a goal of 30% diversity in leadership and 40% diversity in participation.” **STEVEN SONBERG • HOLLAND & KNIGHT**

KNOWLEDGE SHARING

CORPORATE

59%

LAW FIRM

41%

Law firms and legal departments are **sharing DEI best practices** with one another.

“Actively collaborate with other GCs and law firm Managing Partners to develop perspective and actionable processes for advancing the focus on, and sustainability of, D&I goals as an industry.” **DAVID PHILLIPS • GOODYEAR**

“I will speak with the leaders of other law firm and GCs to talk about Baker Donelson’s ongoing efforts, share successes and failures, brainstorm and identify ways to help drive meaningful and measurable industry-wide and business-wide gains in DE&I.” **TIM LUPINACCI • BAKER DONELSON**

PROGRAMMING & OTHER PARTNERSHIPS

CORPORATE

26%

LAW FIRM

74%

Law firms and legal departments are **partnering on CLEs, DEI programming, and pro bono.**

“I will increase investment in Google’s Legal Summer Institute, a unique in-house and law firm experience that invites underrepresented law school students to spend time at Google Headquarters followed by a full summer internship with one of our partner law firms.” **HALIMAH DELAINE PRADO • GOOGLE**

“I will organize and host client CLE programs comprised of only diverse lawyers in their substantive areas of expertise.” **TIM LUPINACCI • BAKER DONELSON**

PARTNERING WITH MINORITY-OWNED FIRMS

CORPORATE

97%

LAW FIRM

3%

Law firms and legal departments are **expanding partnerships with women- and minority-owned firms,** often through expanding preferred counsel panels or setting spending goals.

“I will expand our company’s relationship with NAMWOLF firms and increase the percentage of legal spend that is devoted to diverse firms. Our goal is to continue to double our NAMWOLF legal spend every year until we achieve 10% of total legal spend.” **RICHARD VERMA • MASTERCARD**

“Encourage and support a firm-wide initiative to develop partnerships with minority and women-owned law firms, to create opportunities to work together on client projects and to establish meaningful institutional ties between our respective firms.” **MICHAEL GERSTENZANG • CLEARY GOTTLIB**

USING PERSONAL CAPITAL

CORPORATE

62%

LAW FIRM

38%

GCs and MPs are personally looking for ways to collaborate, or **putting their reputation behind** the need for collaboration on DEI.

“Diversity is a core value at Cummins. I commit to reinforce with the CEO and C-Suite Leadership team the value of our continuing retention of law firms and lawyers who share this core value.” **NICOLE LAMB-HALE • CUMMINS**

“Develop an initiative to collaborate with female clients on DEI issues including recruiting, mentoring, and advancement for diverse employees.” (Metric: two activities annually) **LESLIE PACKER • ELLIS & WINTERS**

SECONDMENTS

CORPORATE

20%

LAW FIRM

80%

Law firms and legal departments are exploring ways law firm attorneys can experience **working at a legal department on a short-term basis**, learning the company's business and sharing findings with their firms.

"Continue to develop measurable progress in diverse representation on our outside law firm teams through a secondee program for mid to senior associates. Under the program, secondees will train as in-house lawyers for six months, and at the end of the term pitch for PNC legal work to take back to their respective firms." **GREG JORDAN • PNC**

"Visit with no fewer than eight clients each year...to explore opportunities to partner together to advance the careers of named diverse lawyers within the firm. Opportunities to be explored include secondments of our diverse lawyers..." **ELLEN DWYER • CROWELL & MORING**

INCENTIVES

CORPORATE

100%

0% LAW FIRM

Corporations are looking for ways to **reward law firms that make progress** on diversity.

"We will reward law firms who make significant strides in promoting I & D, while firms who consistently fail to make improvements will not be similarly rewarded." **ANNE MADDEN • HONEYWELL**

"Name to Exelon Legal's Annual Diversity Honor Roll and publicize internally and externally those law firms that successfully prioritize diversity and staff our matters at the highest levels with diverse legal team." **GAYLE LITTLETON • EXELON**

CREDIT

CORPORATE

89%

LAW FIRM

11%

Corporations are asking their outside counsel **how credit is awarded**, with the goal of ensuring that diverse lawyers are receiving appropriate credit for their work. Law firms are working toward **equitable distribution** of client credit.

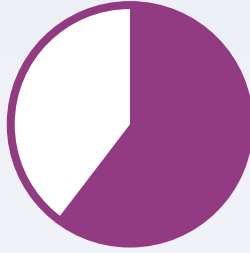
"We will assess our outside law firms based on the diversity of their management, the allocation of origination credit and hours worked by diverse attorneys on our matters." **JONATHAN SANTELLI • RAYMOND JAMES**

"I will continue to analyze and adjust as necessary on a bi-annual basis to insure DEI with respect to origination credit for our top 200 clients." **CHASE SIMMONS • POLSINELLI**

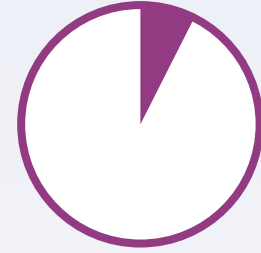
RELEVANT RESEARCH

READ MORE

Association of Corporate Counsel 2022 General Counsel Diversity, Equity and Inclusion Survey



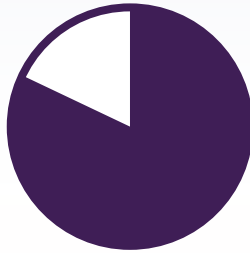
- **62%** of GCs say they **do not require** their outside law firms to **track their efforts to boost DEI** among their attorneys, a global survey found.



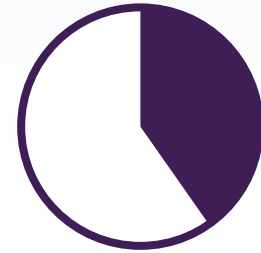
- Of the 38% of legal chiefs who reported requesting key DEI performance indicators from external counsel, just **7%** said they **seek this information at an advanced level**.

READ MORE

Institute for Inclusion in the Legal Profession Diverse Outside Counsel 2022 Who's Getting the Business Survey



- **83%** of corporations **do not set annual diversity goals or targets** for their firms.



- **40%** of corporations are **not reviewing/acting upon diversity data** collected from outside counsel.

Further Reading

- **What Judges Can Do About Implicit Bias**
JERRY KANG
- **To Sustain DEI Momentum, Companies Must Invest in 3 Areas**
HARVARD BUSINESS REVIEW
- **The Key to Inclusive Leadership**
HARVARD BUSINESS REVIEW
- **LCLD Diversity News Digest**
Subscribe to our biweekly newsletter curated for LCLD Members and Diversity Professionals.

Questions? Reach out to

Caitlin Puffenberger
LCLD Member Initiatives Manager
cpuffenberger@lclldnet.com

LEADERS AT THE FRONT



THE LEADERSHIP COUNCIL ON LEGAL DIVERSITY

is an organization of more than 400 corporate chief legal officers and law firm managing partners—the **leadership** of the profession—who have pledged themselves, through our Leaders at the Front initiative and other means, to creating a truly diverse U.S. legal profession. Our **action** programs are designed to attract, inspire, and nurture the talent in society and within our organizations, thereby helping a new and more diverse generation of attorneys ascend to positions of leadership. By producing tangible **results** in our institutions, we work to promote inclusiveness in our organizations, our circles of influence, and our society, with the ultimate goal of building a more equitable and diverse legal profession.

