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STATE OF DEI CONTENT

*WHAT CLIENTS EXPECT FROM LAW FIRMS AND
PROFESSIONAL SERVICES PROVIDERS*

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Executive Summary

Greentarget and Zeughauer Group's latest [State of Digital & Content Marketing Survey](#) — our first in three years — revealed that clients of professional services firms see diversity, equity and inclusion (DEI) as a key business priority, an emphasis that has deepened in the wake of a widespread racial reckoning and continued social and political unrest. Our initial findings in this area were striking enough that we devoted a significant portion of our 2022 research into DEI.

In our 10th iteration of research into what makes effective content, we found that in-house counsel and C-suite members are seeking increased guidance on DEI topics from their law firms and professional services providers. In fact, law firm chief marketing officers (CMOs) said **DEI content had the highest demand from clients over the past year, ahead of cybersecurity and data privacy** — a shift that comes as environmental, social and governance (ESG) commitments take on increased importance for businesses and investors.

“DEI is new ground for this research, and we’re excited to bring those findings to light and facilitate a thoughtful conversation about the need for guidance and insights on these urgent topics,” said John Corey, Greentarget’s president and founding partner. “Our decision to go in this direction was prompted by conversations with the legal and executive decision-makers we work with every day.”

Critical DEI issues for the clients of professional services firms include recruitment and retention of diverse talent, investment in diverse thought leaders and authentic communications on societal issues. These areas also pose significant challenges for firms whose efforts to advance their own DEI goals, particularly in the upper ranks, have at times proved slower than hoped.

CRITICAL DEI ISSUES

- Recruitment
- Retention
- Thought leader investment
- Authentic communication on societal issues

As with our hallmark *State of Digital & Content Marketing Survey*, we've paired this year's DEI-focused results with practical guidance on how to navigate critical issues surrounding DEI. We also compare the views of in-house counsel and C-suite members with those of CMOs to identify gaps between what content decision-makers are seeking and the extent to which their outside law and professional services firms are satisfying those needs.

“Clients need advice on complying with the law in DEI-related areas, such as discrimination, as well as counsel on how to deal with increased scrutiny regarding disclosures and commitments to DEI and broader ESG issues, including reputational risk.”

— **MARY K YOUNG**
PARTNER,
ZEUGHAUSER GROUP

We hope our findings and analysis will help legal and professional services organizations better understand and address the growing client demand for actionable content that can help guide their DEI decisions.



DEFINING DIVERSITY, EQUITY AND INCLUSION

For the purposes of this report:

“**Diversity**” includes the full range of differences — including underrepresented populations — in an organization. These include populations by race, ethnicity, gender and sexual orientation.

“**Equity**” refers to the level of access each employee has to organizational resources and opportunities that promote career growth and success.

“**Inclusion**” assesses the degree to which an organization values employees’ unique qualities and backgrounds and prioritizes unity.

Key Findings



DEI Guidance Needed: Decision-makers want more content on DEI issues — but they approach it from different vantage points. C-suite members are looking for strategic, big-picture direction while in-house counsel want more detailed, tactical advice.



Firms Making DEI Strides, But More Work Remains: Both groups say professional services providers have made strides on DEI, but that more progress is needed. In-house counsel rate the performance of law firms they work with as mediocre, with C-suite members giving their services providers better marks on DEI.



Scarcity of Diverse Talent a Challenge: Decision-makers and firms both cite a scarcity of diverse talent as a key hurdle in advancing DEI goals. Clients and chief diversity and inclusion officers say firms need to expand recruitment efforts beyond the usual legal talent pools — i.e., top-tier law school graduates with prestigious clerkships — and place equal focus on retention.



CMOs Have a Role to Play: Legal marketers see several steps they can take in advancing DEI at their own organizations, including assembling diverse pitch teams, providing business development coaching, and producing and disseminating internal and external DEI communications.



Room for Content Improvement: When it comes to the quality of DEI content from law firms/professional services firms, C-suite members rate that material — which includes content produced by consulting firms, accounting firms and others, including law firms — higher than in-house counsel law firm content. On a scale of 0 to 10 — with 0 equating to “very poor” and 10 to “excellent” — C-suite members rated this content 7.2, while in-house counsel rated law firm content 6.5.



State of DEI Content

GUIDANCE THAT RESONATES

Clients Want DEI Guidance — But They Also Want Firms to Walk the Walk

DEI Needs and Priorities Differ Among In-House Counsel and C-Suite Members

As organizations across the global economy [deepen their commitment](#) to diversity, equity and inclusion, in-house counsel and C-suite members are turning to law firms and professional services providers for advice — and apparently not getting what they need. As noted above, the increased pressure around DEI prompted its inclusion in our survey for the first time this year. And while it was clear in-house counsel and C-suite members crave additional guidance, it was just as clear that they approach DEI from different vantage points:

- C-suite members are seeking strategic direction around objectives and key performance indicators (KPIs), as much of their DEI agendas are board-driven
- Law departments are looking for more detailed, tactical advice, i.e., legal strategy and regulatory guidance

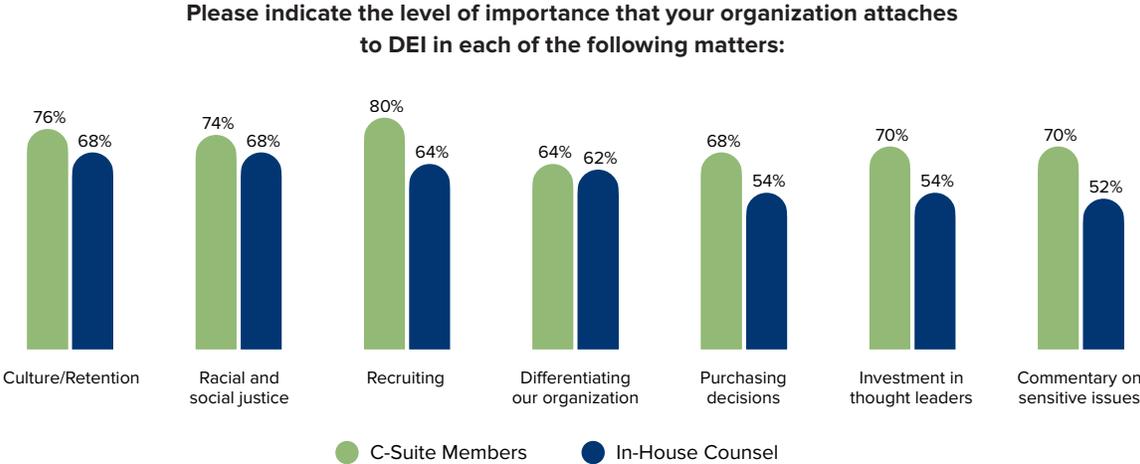
Chief executives and management teams think about DEI in broad terms, and tend to view the issue as they would an operating plan — something that requires goals, milestones and metrics to measure progress. They are looking for big-picture DEI strategies, and want guidance on issues such as how to identify it as a strategic priority and who should be involved. Their focus is often driven by the agenda of their boards, for example, in areas such as ESG.

Beyond the big-picture perspective, the most frequently mentioned area where C-suite members want DEI guidance from their professional services providers is on how to recruit and retain diverse talent. Executive decision-makers view that as a single issue, unlike their legal department counterparts, who view recruitment and retention as separate issues.

In-house counsel are even more focused on recruiting and hiring diverse talent, putting it at the top of what they want included in the content from law firms. Next on that list: Retention as well as creating and maintaining an inclusive and welcoming culture. That in-house counsel and C-suite members have

different needs on this point reflects the different roles the groups have within their organizations. Legal departments are tasked with helping to execute management teams’ DEI strategy and deal with more specific, practical and day-to-day issues.

For example, legal officers want advice from law firms on the “right” way to focus on social justice and other sensitive issues, and on the creation of peer and affinity groups or peer mentoring. Some also desire guidance on how to maximize contributions from individuals in traditionally underrepresented groups, with one in-house counsel respondent from a financial services firm noting: **“My diverse colleagues may not have an intuitive path to the megaphone, but they have plenty of smart and bold things to say.”**



That in-house counsel want tactics and C-suite members want strategy might seem like another complication in an already complex situation. But law firms and professional services providers need to consider these different perspectives when demonstrating commitment, progress and accountability to each audience in the content they provide. While providers can’t draw clients a roadmap for how to attract and retain diverse talent, they can advise them on the legal, regulatory and reputational risks around DEI.

The Appetite for DEI Content Is Robust. Are Clients Getting What They Need?

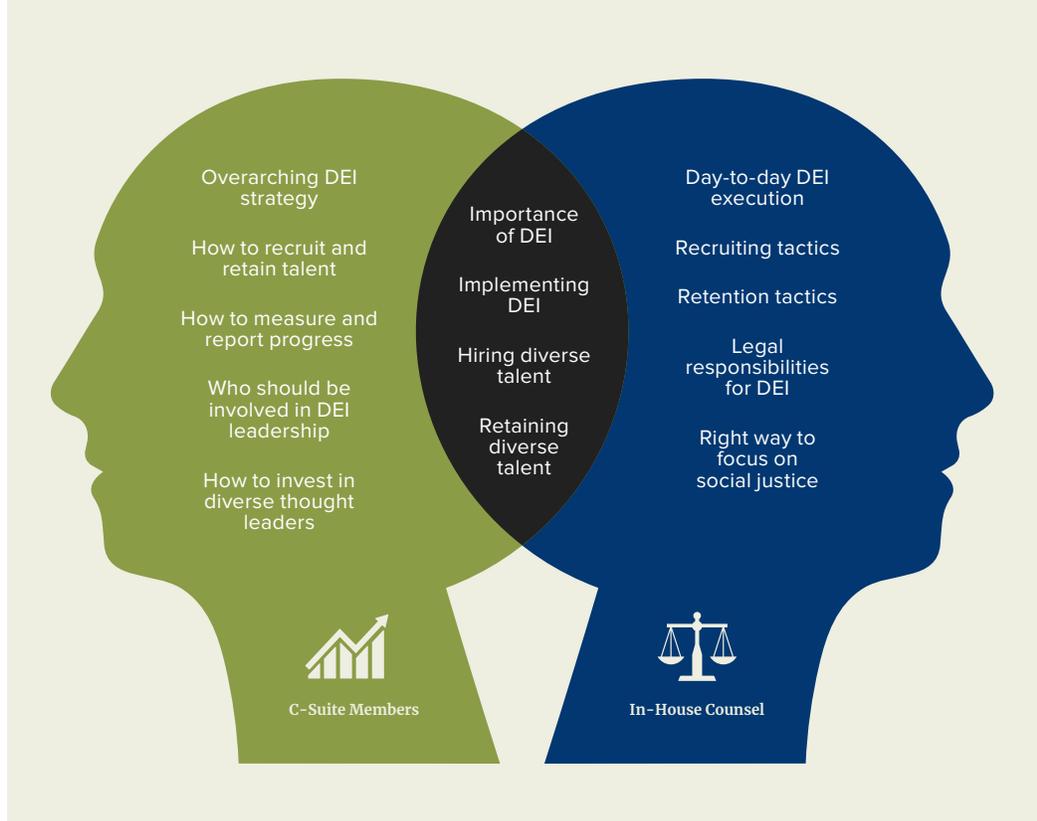
Businesses looking to advance their own DEI goals — and demonstrate progress on ESG issues to external audiences, including shareholders — want more guidance from professional services providers.

Law firm CMOs said DEI content had the highest demand from clients over the past year, with 69% ranking it as the topic that attracted the most interest, followed by cybersecurity and data privacy. Of those who are producing or planning to produce content about their firm’s DEI efforts, more than three-quarters said that content was focused on recruiting and retention considerations (77%), followed by employee training topics and guidance (69%) and client-focused communications strategies (62%).

But they could go further to meet client demand. While 92% of CMOs said they were “very active or somewhat active” in producing content about *their firm’s* DEI efforts, fewer (82%) said the same of producing content that addresses DEI *generally*, which is arguably what clients would find most useful. C-suite members rated the DEI content produced by professional services firms — which includes consulting firms, accounting firms and others, including law firms — more highly than in-house counsel did for law firm-generated content.

When asked what types of content they would like to receive more of from their outside law firms, in-house counsel ranked DEI behind only practice-specific updates. This is part of a sea change in which clients are facing increased pressure to consider ESG factors in their decisions. As one former general counsel told us, DEI is a cornerstone of the “S” and “G” in those efforts.

Despite Law Firm Progress on DEI, In-House Counsel Say More Needs to Be Done

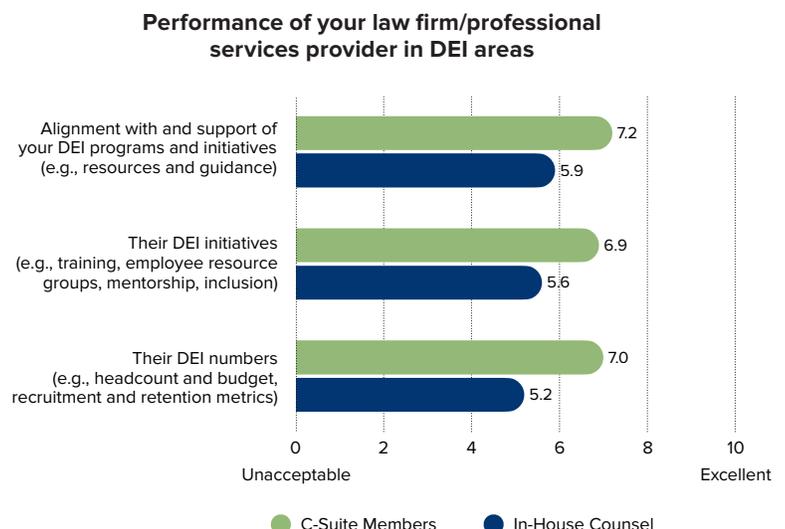


Legal department officers rate their law firms’ DEI execution as mediocre, particularly when it comes to recruitment and retention. Asked to grade the performance of services providers on DEI issues on a scale of 0 to 10 (with 0 being “unacceptable” and 10 “excellent”), in-house counsel rated their firms 5.9 on alignment with/support of their own initiatives and 5.6 on initiatives at their respective firms. The lowest grade — 5.2 — was for headcount and budget, recruitment and retention numbers.

“The current generation of lawyers includes a lot more people who are well-intended and aspire to make real changes after two decades of discussing the need,” said **Cornell Boggs**, a veteran in-house lawyer and corporate advisor who served as general counsel for Toys “R” Us, Dow Corning and the Coors Brewing Company, as well as chief responsibility and ethics officer for MillerCoors (now Molson Coors Beverage Company).

“I would give law firms a B grade for aspiration” on DEI, said Boggs, now of counsel and a senior adviser at law firm Quarles & Brady. “But the results get only a D grade. The numbers do not compare well with the general population.”

There has been some recent improvement as the overall share of ethnically and racially diverse lawyers at major law firms increased to 20.2% in 2021, up from 18.5% in 2020, the biggest annual increase since 2001, according to *The American Lawyer’s 2022 Diversity Scorecard*. The proliferation of DEI-specific roles in law firms also suggests some progress as partnerships devote more institutional resources to advancing DEI goals. Sixty-six percent of legal marketers in our survey said their organization has a chief diversity officer or head of DEI, a trend that has accelerated this decade.



“Prior to 2020 there were fewer than 10 of us at the chief level at major law firms,” said a chief diversity and inclusion officer at a large U.S. law firm.

After the events of the past few years, many of that executive’s peers were promoted from director to chief roles, but some are now leaving those positions, in part because they don’t feel fully supported at organizations that created those jobs without a clear understanding of their DEI goals or what achieving those goals would entail.

A Less Critical View From the Rest of the C-Suite

Executive decision-makers across the C-suite took a generally rosier view of their professional services providers’ DEI accomplishments than in-house counsel. On a scale of 0 to 10, C-suite members rated their firms’ overall progress on DEI at 8.2, compared to the 6.6 rating legal department executives gave outside law firms. C-suites gave their services providers a 7.2 on alignment with/support of their own DEI initiatives, and 6.9 on initiatives at their respective firms.



“It’s paramount — it’s in the conversation every day now,” said Randy Thorne, vice president and chief growth officer for management and accounting advisory firm CBIZ. “We are being asked directly by clients to articulate our approach to DEI, report our diversity metrics and outline other programs that we have in place.”

The biggest gap between how in-house counsel and C-suite members view performance of their professional services providers was in the headcount and budget, recruitment and retention numbers. In-house counsel noted increased diversity among law firm partners and a greater emphasis on hiring diverse talent at every level, but some cautioned against a “check-the-box” mentality and said firms need to implement their DEI strategies thoughtfully, with buy-in from management seen as critical.

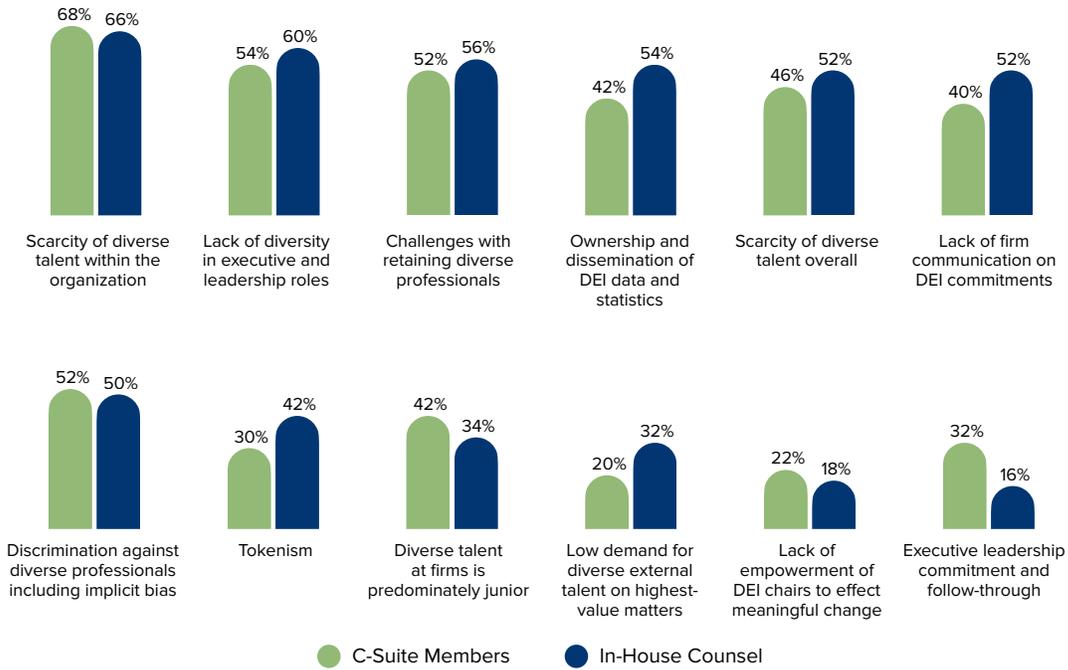
C-suite members who rated their professional services providers 5 or above on overall progress praised consistent messaging from leadership among consulting firms and said nontraditional recruitment was delivering a new wave of talent — and also helping providers exceed their financial goals. However, consistent with this group’s more strategic focus on DEI, some respondents who rated their firms below 5 wanted to see metrics demonstrating progress or questioned “whether the changes are merely aesthetic.”

Decision-Makers and Marketers Cite Scarcity of Talent. Chief Diversity & Inclusion Officers Say That’s Only Half the Story

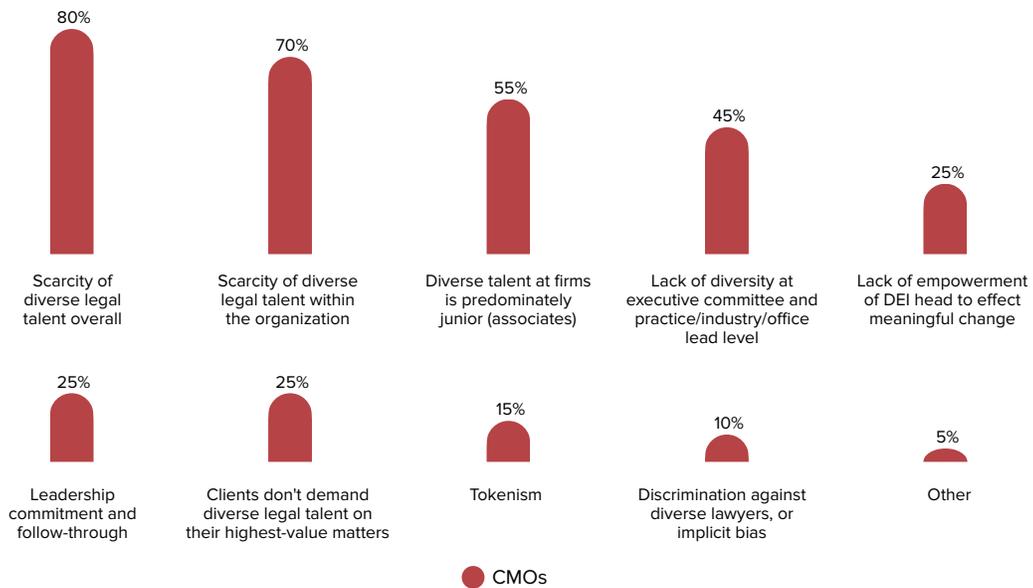
When it comes to the hurdles that professional services providers face in advancing DEI goals, both clients and law firm marketers say a lack of available diverse talent looms large. But CMOs tend to link their internal challenges to a shortage of qualified candidates — while diversity officers urge more attention to rethinking recruitment strategies and emphasize the role retention plays in moving the needle on DEI.

Eighty percent of legal marketers cited the scarcity of diverse legal talent as one of their organization’s greatest challenges. But only about half of executive decision-makers (52% of in-house counsel; 46% of C-suite members) said an overall scarcity of talent was a key factor hampering law firms and professional services providers in reaching their DEI goals, suggesting clients think providers could do more to widen the pipeline of diverse job candidates.

**Challenges in advancing DEI goals at law firms and professional services providers
(asked of in-house counsel and C-suite members, respectively)**

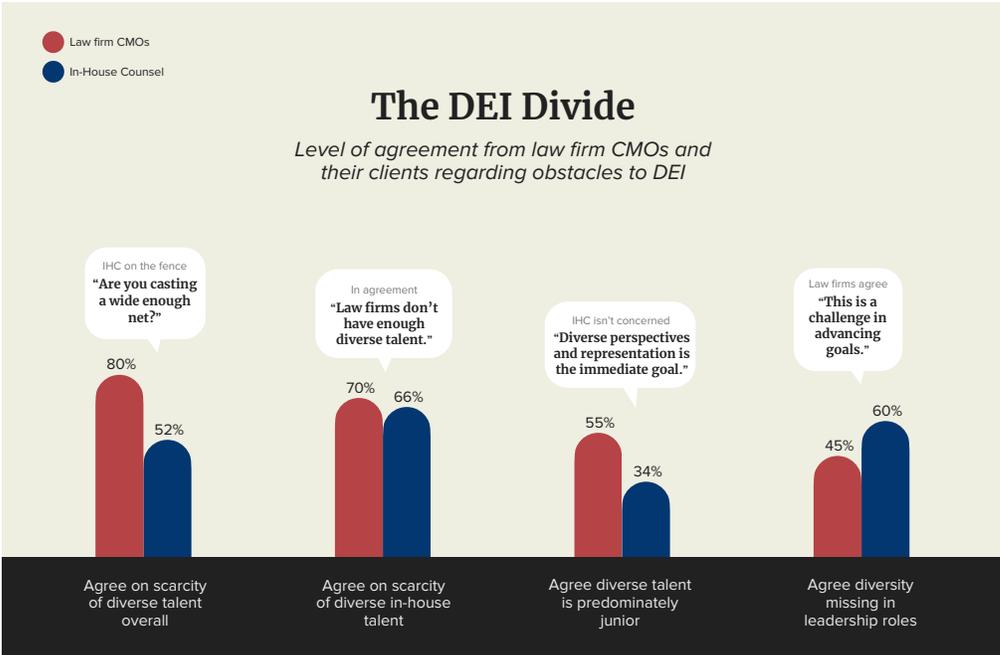


Challenges in advancing DEI goals (CMO perspective)



Law firms that want to get serious about reaching DEI goals should expand their recruitment efforts beyond traditional talent pools, i.e., graduates of top-tier law schools with prestigious clerkships and other credentials, the legal experts we spoke with for this report said.

Firms and clients were more aligned on the paucity of talent within professional services providers' organizations, with 70% of law firm marketers identifying it as a DEI challenge compared to 66% of in-house counsel and 68% of C-suite members. But opinion was split on assessing the importance of diverse representation in leadership and executive roles.



The reality is that retention is a key factor affecting the pipeline of diverse leadership, and a critical issue impeding U.S. law firms' DEI efforts. According to the American Bar Association's [most recent diversity survey](#), associate-level ranks are seeing increases in the shares of female, LGBTQ+, and racially and ethnically underrepresented groups, i.e., non-white, attorneys. But those same groups are experiencing declines at the partnership level, as a function of the ratios of hires/promotions to attrition. Attrition rates were highest among African American/Black attorneys (23%), which is nearly double that of white attorneys, followed by Asian (19%), multiracial (16%), Hispanic/Latino (15%), Native American (14%), and Native Hawaiian/Pacific Islander (13%) attorneys.

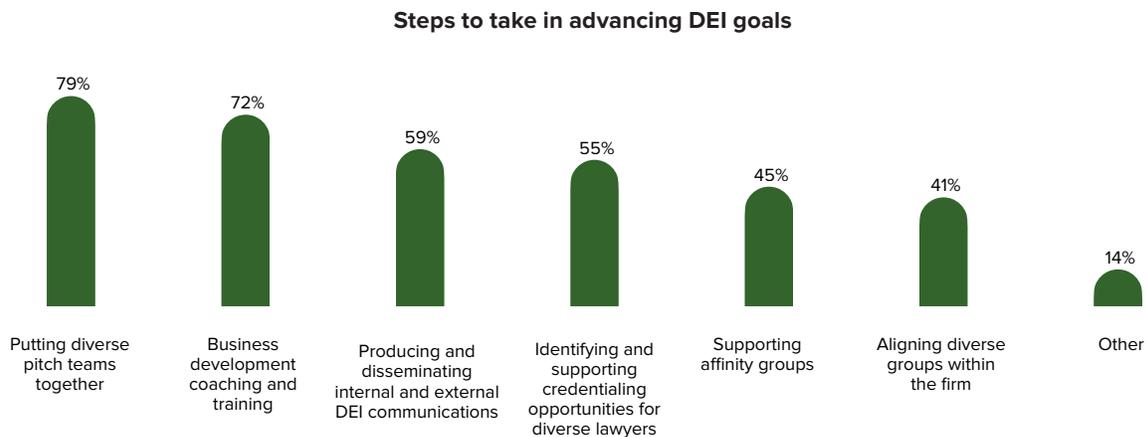
"Diverse lawyers often fall behind in the first year on metrics like billing a minimum number of hours," Boggs said. "It can be tough to recover from those early setbacks, which can be due in part to implicit bias and a lack of informal mentoring." Tahisha Fugate, who has served as a senior business development executive for several major law firms, agreed on the importance of support during this critical phase of their careers — and beyond.

"Firms need to be thoughtful in how they develop lawyers, even starting at the summer-associate level. Firms must give those first-year lawyers the right resources and intentionally invest in their development to continue to nurture these future leaders," Fugate said. She also noted that the improvement on the other end of the spectrum — diversity in law firm leadership — is, in part, driven by an increased focus on equity, inclusion and innovation.

"Even though law firm leadership is becoming more diverse, there is still much work to be done in developing the pipeline of next-generation law firm leaders," Fugate added.

Law Firms See the Value in Promoting Diverse Lawyers. More Work Remains

There is nearly unanimous agreement from legal marketers that elevating diverse voices at their firms reinforces an inclusive culture and enhances recruiting and retention — and it’s something that the vast majority (85%) say they are already doing. More respondents said steps like assembling diverse pitch teams (79%) and focusing on business development coaching and training (72%) could help advance DEI at their own firms, compared with the smaller share who cited more traditional marketing efforts such as producing and disseminating internal and external DEI communications (59%).



“Such efforts can’t rest solely on the shoulders of underrepresented populations,” said Toni Wells, principal of Bespoke Marketing Partners, which advises lawyers on business development, marketing and branding efforts.

“The question, justly, will be, ‘Am I doing too much administrative or nonbillable work,’ or ‘Am I tasked with carrying the load of this diversity initiative, and taking part in every pitch, yet when we win the work, I’m not being actually put on the matter in a substantive way?’” Wells said. “For diverse lawyers, non-billable activities, although meaningful, can be a burden and a hindrance from being able to build their practice in a meaningful way.”





Guidance for Marketers and Communicators

1

Go Beyond the Business Case and Embed DEI Values in Your Culture

Authentic, effective DEI guidance is best communicated by professional services providers that have made a measurable commitment to their own DEI initiatives.

Much ink has been spilled on how making workforces more diverse can boost an organization’s performance — what one *Harvard Business Review* article calls the [“add diversity and stir”](#) approach. But using the business case alone to justify DEI initiatives can actually [erode their effectiveness](#) by undermining underrepresented groups’ sense of belonging. That’s especially true if inclusion in pitch teams or promotional materials comes across as a pure optics play.

“It is important that diversity efforts do not become opportunistic endeavors,” said **Genhi Givings Bailey, chief diversity and inclusion officer at law firm Perkins Coie.** “To do it better, we should talk about the business case *and* the moral case.” That means professional service providers emphasizing in their external and internal communications that diversity is valued because it’s the right thing to do, Bailey said, not just a way to improve financial performance or other business-related areas, including retention.

Retaining diverse talent also requires that firms focus on qualitative aspects of DEI, in addition to more easily measured information. “The quantitative metrics are essential to progress, but don’t forget that behind the metrics are human beings, not widgets, and we must lead and engage with respect for diverse human experiences,” Bailey said.

Part of that is making sure talent is having a good experience through regular check-ins, especially as employees regularly return to their offices. A [recent study](#) found that working from home contributed to an improved experience for Black workers in white-collar settings, with more respondents saying they were treated fairly at work.

Marketers can play a role that makes a real difference — if they act authentically and if their organization’s efforts can be brought to light through content, publishing and training efforts. If your story is especially compelling, it can be communicated and broadly shared as part of a roadmap with clients. Well-crafted content that demonstrates your commitment to DEI can spark conversations with clients seeking guidance for their own organizations.



Collaboration Between Marketing and Diversity Executives Is Essential to Advancing the DEI Narrative — and Improving Outcomes

Chief marketing officers shape how law firms and professional services providers are seen and help communicate their organization’s cultural values, both externally and internally. Thoughtful marketing demonstrates to stakeholders the value that individual firms place on inclusion and representation through stories and content that showcase a range of people, including in leadership.

“Law students want to see examples of people who look like them,” Boggs said. “People will deselect if they go through the stories the firm puts out and they see no examples of people like them who are in leadership.”

Examples include DEI-focused website content, including video, as well as messaging and internal content to reinforce and raise awareness of initiatives aimed at improving recruitment, representation and retention of diverse professionals, such as affinity groups for underrepresented groups.

“You want these affinity groups to feel like they’re embraced and that the content is speaking to them, but you’re also trying to attract allies,” said Kyle Weidie, global head of digital marketing at law firm Eversheds Sutherland.

Such efforts can provide professional services providers with information and tools that help communicate their firms’ efforts.

“To have productive DEI conversations with clients, you really have to keep your finger on the pulse at all times,” Wells said. “Lawyers are going into client meetings and getting diversity questions. Some can give good answers, but many just don’t know, and cannot speak substantively on their firms’ efforts, which could then have an effect on the client relationship.”

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— **TONI WELLS**
PRINCIPAL, BESPOKE
MARKETING PARTNERS



3

Connect With Clients

It's imperative for professional services providers to understand what clients want before writing, speaking or distributing content. As our survey results demonstrate, clients differ in terms of the specific DEI counsel that they value, and it's a mistake to use the firehose approach. Ask what they need, and listen to the response. Connecting with clients is a critical step in ensuring that DEI content not only lands but can also be applied to both internal and external business strategies and tactics.

Working together, relationship leads, DEI officers and marketing professionals can come up with thoughtful plans for individual interviews with clients on issues that affect — and enhance — day-to-day engagement with the firm, inform content strategy and improve outcomes on the client DEI side. Conversations with clients about their own DEI challenges should involve a targeted set of questions that will uncover specific communications guidance needs.

These discussions should follow best practices utilized in [voice of the client \(VoC\) research](#). A one-on-one, in-depth forum encourages clients to share their own DEI pain points and deliver communications feedback that is tricky to attain through email or regular check-ins. Moreover, VoC research produces additional qualitative data on challenges and opportunities that professional services providers might have not previously gathered. Asking the right questions — even around sensitive topics — helps to solidify and enhance the client relationship and ensure that future guidance meets the mark.

Elevate Diverse Voices With Intention

Incorporating diversity across your communications strategy means going beyond optics. Professional services providers need to be deliberate about promoting diverse subject-matter authorities across a range of practices, sectors, regions and topics. Our [2022 State of Digital & Content Marketing Survey](#) data shows that in-house counsel and C-suite members prefer articles, webinars/conferences, research reports and traditional media as their most trusted formats and channels for consuming information. Each type of content presents an opportunity to demonstrate your organization’s breadth of talent and experience.

At the same time, editors and reporters at traditional media outlets are increasingly [looking for diverse sources](#) to bring richer and more varied perspectives to their journalism. That’s historically been a challenge in areas such as business and financial coverage, where “expert” voices have typically been white and male. Firms should also be mindful of that dynamic when it comes to speaking out on complex societal issues beyond their immediate areas of expertise, which organizations have been doing with greater frequency amid the racial reckoning and social tumult of the past three years.

With those issues in mind, it’s important to be strategic when assembling pitch teams or positioning practitioners as experts. Professional services providers, like much of corporate America, tend to be more diverse at entry to mid-level positions. Firms should encourage and empower people with relevant experience who may not yet be partners or in leadership roles.



70%

of C-suite members said DEI in thought leadership is important for their organization (54% of in-house counsel said the same)



5

Comment Consciously: Put Real Action and Meaning Behind Communications on Societal Issues

If professional services firm leaders have learned anything from the social upheaval of the last three years, it is that their organizations are expected to communicate on issues where many had simply remained silent in the past, from racial justice to gun violence. That's no longer the default option, as in many cases, reputations can be tarnished by an organization's absence from a conversation as much as by its response.

Our 2022 data sheds new light on the needs of clients who are navigating this more complex communications terrain. In-house counsel want to know the "right way" to focus on racial and social justice issues, while C-suite members are seeking guidance on "when," and "when not," to comment on sensitive issues. Regarding the level of importance their organizations attach to DEI in different areas, both legal and executive decision-makers ranked investing in diverse thought leaders and commenting on sensitive issues as priorities.

Clients aren't just thirsty for guidance on how their own departments and organizations can more effectively manage the risks surrounding societal issues — they are also looking with a keen eye toward the actions and commitments of their outside advisors.

Case in point: When an AmLaw 75 firm decided to take a stand on racial and social justice in late 2020, it established a philanthropic foundation to support initiatives advancing racial and social justice work. In its first year, that 501(c)(3) organization provided \$200,000 to nonprofits in four of the firm's local communities across the country, and to date has deployed \$800,000 to advance the missions of 10 nonprofits in 10 markets.





Research Methodology

From April through August of 2022, Greentarget and Zeughauser Group conducted qualitative and quantitative research to inform the 10th version of this study.

The firms conducted 10 in-depth interviews and distributed individual surveys to 200 executives (100 in-house counsel and 100 various C-suite members) as well as more than 30 law firm chief marketing officers. Among the C-suite respondents, 60% were chief executive officers (CEOs).

Percentages in certain questions exceed 100% because respondents were asked to check all that apply.

Due to rounding, percentages used in some questions may not add up to 100%.



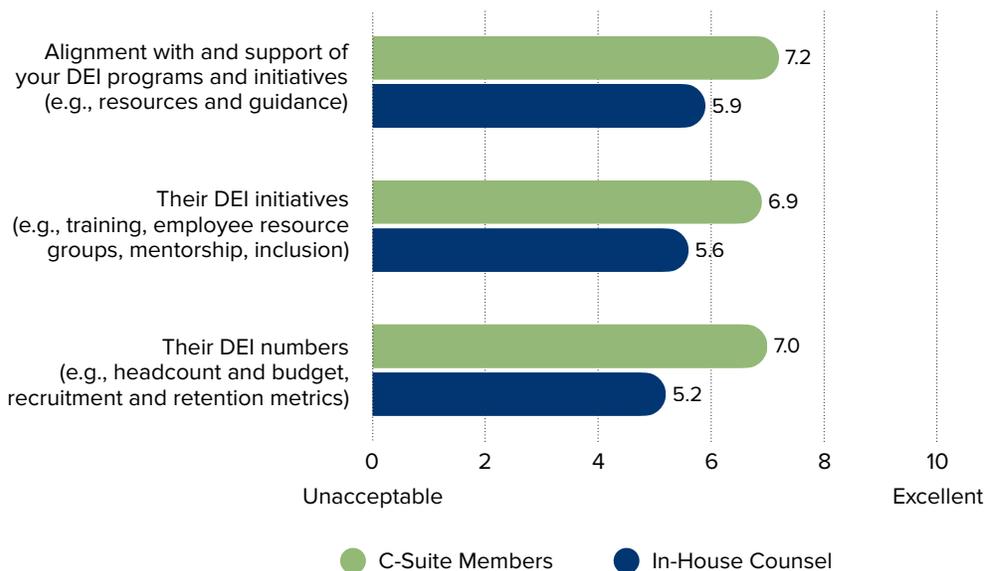
APPENDIX

IN-HOUSE COUNSEL & C-SUITE MEMBERS

— SURVEY RESULTS

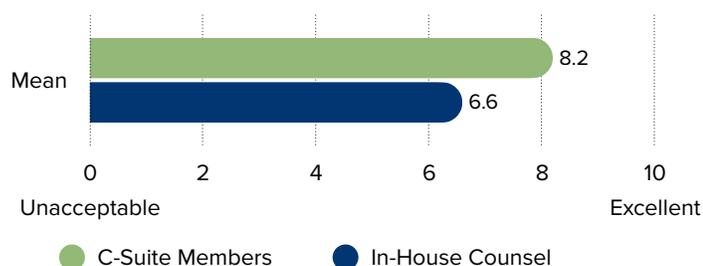
QUESTION 1

How would you rate the performance of your law firms/professional services providers in the following areas of diversity, equity and inclusion (DEI), where 0 equals “unacceptable” and 10 equals “excellent”?
(Presented below as mean score of each ranking)



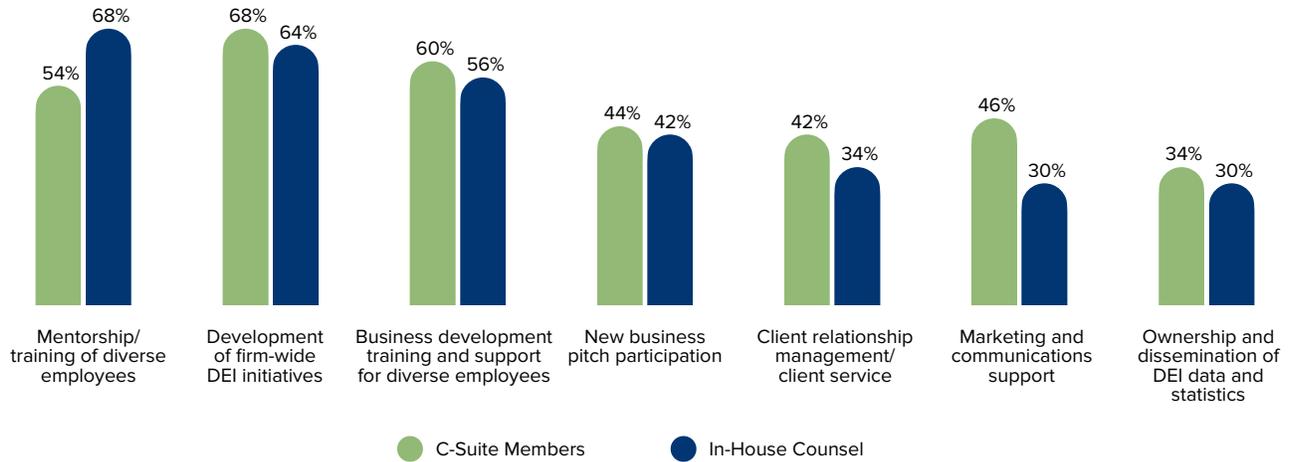
QUESTION 2

How would you rate the overall progress that law firms/professional services providers are making on DEI, where 0 equals “unacceptable” and 10 equals “excellent”?



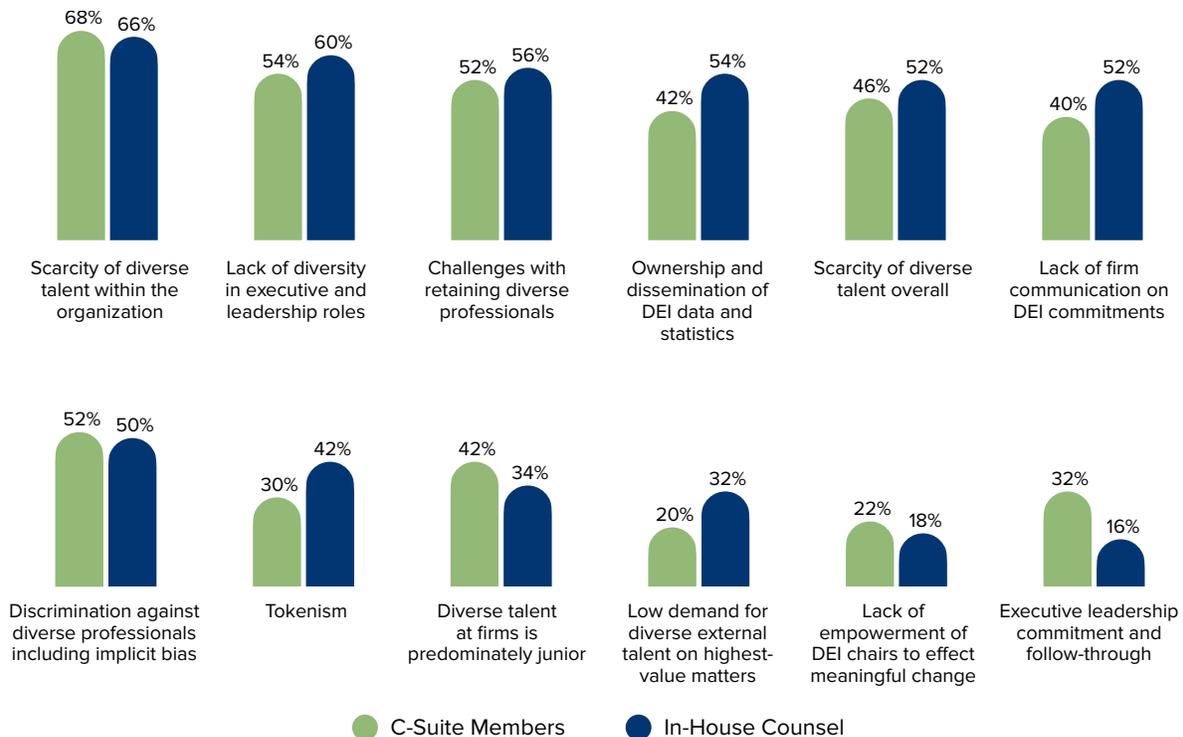
QUESTION 3

Which of the following are responsibilities that you would expect from a head of DEI leadership role within a law firm/professional services provider? *(Select all that apply)*



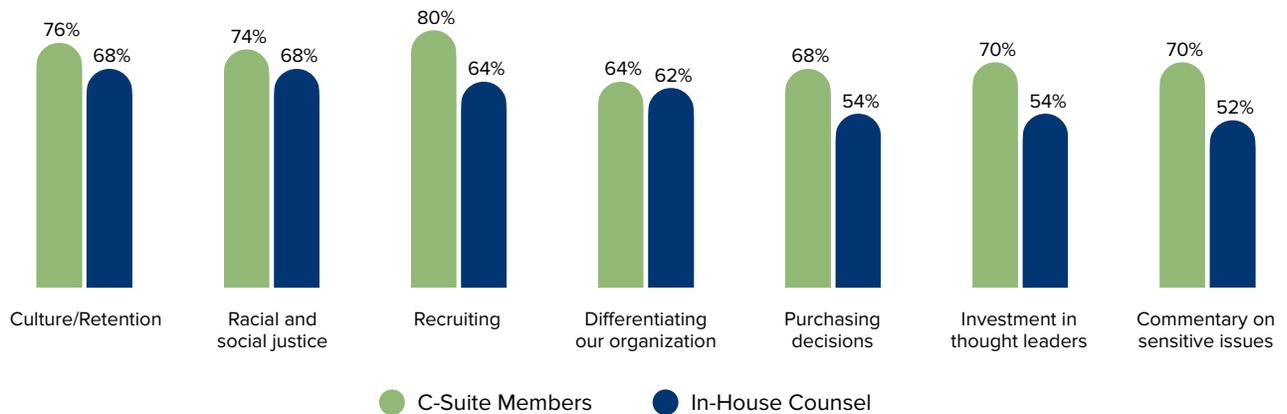
QUESTION 4

What issue or issues best summarize why law firms/professional services providers may struggle in advancing DEI goals? *(Select all that apply)*



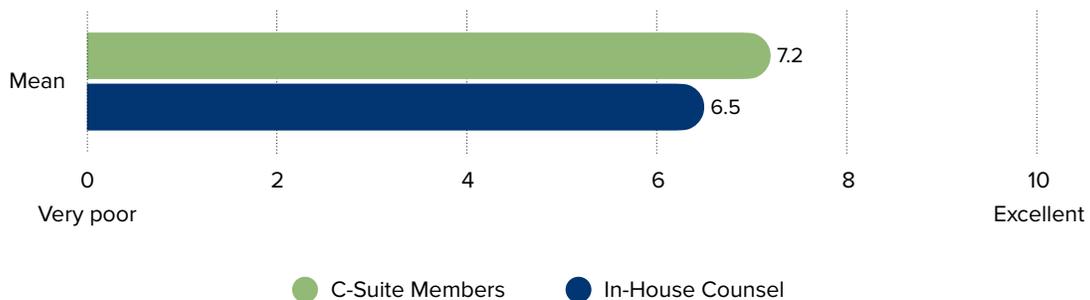
QUESTION 5

Please indicate the level of importance that your organization attaches to DEI in each of the following matters (*Very important + important responses*)



QUESTION 6

How would you rate the quality of DEI content that is produced by law firms/professional services firms, where 10 equates to “excellent” and 0 equates to “very poor” (*In-house counsel were only asked about law firm content*)



QUESTION 7

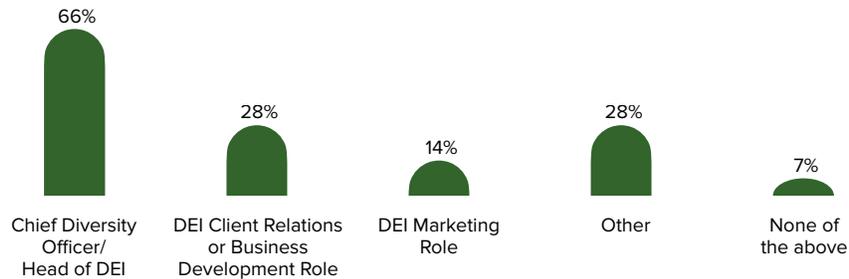
On which DEI topics could your organization use additional guidance from your law firms/professional services providers for your own DEI matters, but are not currently receiving it?

C-Suite Members	In-House Counsel
How to recruit and retain diverse talent (10 mentions)	Recruiting/hiring diverse talent (11 mentions)
How to identify DEI as a strategic priority/ who should be involved (5 mentions)	Retention/creating and maintaining an inclusive/welcoming culture (7 mentions)
How to implement/act on the initiatives and policies you recommend/describe (5 mentions)	The "right" way to focus on social justice issues/sensitive issues (5 mentions)
When to comment and when not to comment on sensitive issues (4 mentions)	Creation of peer groups and affinity groups/ peer mentoring (3 mentions)
How to measure DEI/how we know it's making an impact (3 mentions)	How to maximize contributions from the underrepresented (2 mentions)



QUESTION 1

Please indicate which of the following diversity-focused roles your firm currently features. (Select all that apply)



Responses for other:

- Director of Diversity & Inclusion*
- Chair of DEI Committee*
- DEI-responsible Partner*
- Diversity & Inclusion Manager*
- Employee-led DEI Committee*
- Director of Diversity*
- Manager of DEI Committee*

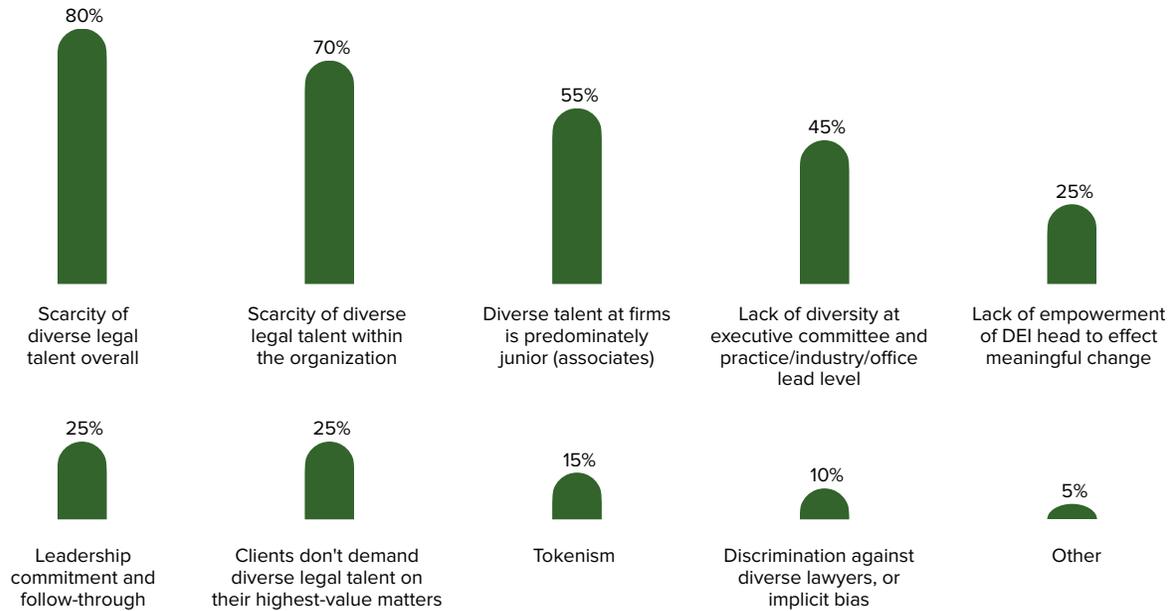
QUESTION 2

Please indicate the responsibilities that each of these roles handles: (Select all that apply)

	Business development training and support for diverse attorneys	Mentorship/training of diverse attorneys	Client relationship management/client service	New business pitch participation	Marketing and comms support	Development of firm-wide DEI initiatives	Ownership and dissemination of DEI data and statistics
Chief Diversity Officer/Head of DEI	26%	74%	26%	37%	26%	89%	79%
DEI Client Relations or Business Development Role	50%	25%	88%	63%	88%	13%	13%
DEI Marketing Role	0%	0%	50%	75%	100%	0%	75%
Other	38%	50%	13%	25%	0%	38%	38%

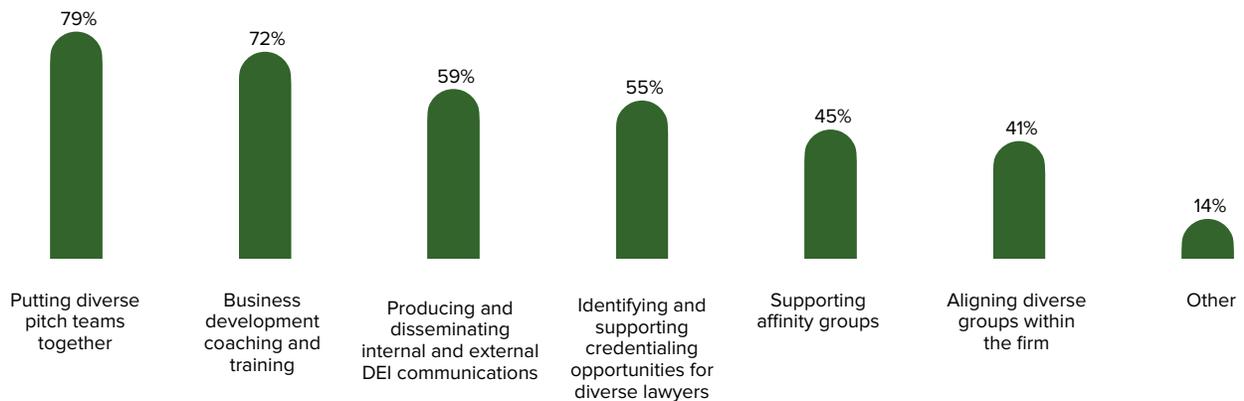
QUESTION 3

What issue or issues have presented the greatest challenges to your firm in advancing its DEI goals?
(Select all that apply)



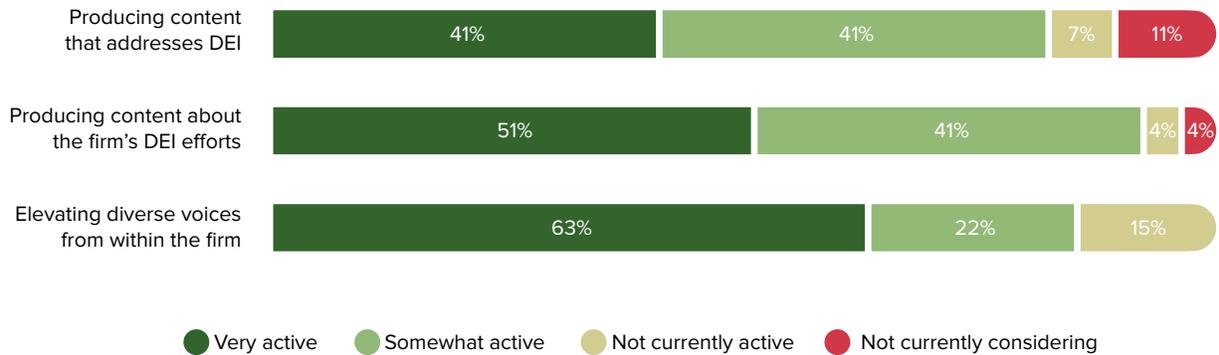
QUESTION 4

What are things that you believe you can do to further DEI efforts within your own firm?
(Select all that apply)



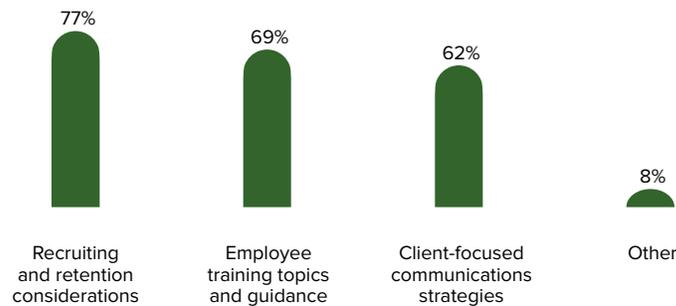
QUESTION 5

What are things that you believe you can do to further DEI efforts within your own firm?
(Select all that apply)



QUESTION 6

Which types of DEI-related content has your firm produced/is producing/is planning to produce?
(Select all that apply)



Note: Question not shown to those who selected “Not currently considering” in Question 5, which asked “What are things that you believe you can do to further DEI efforts within your own firm?”

QUESTION 7

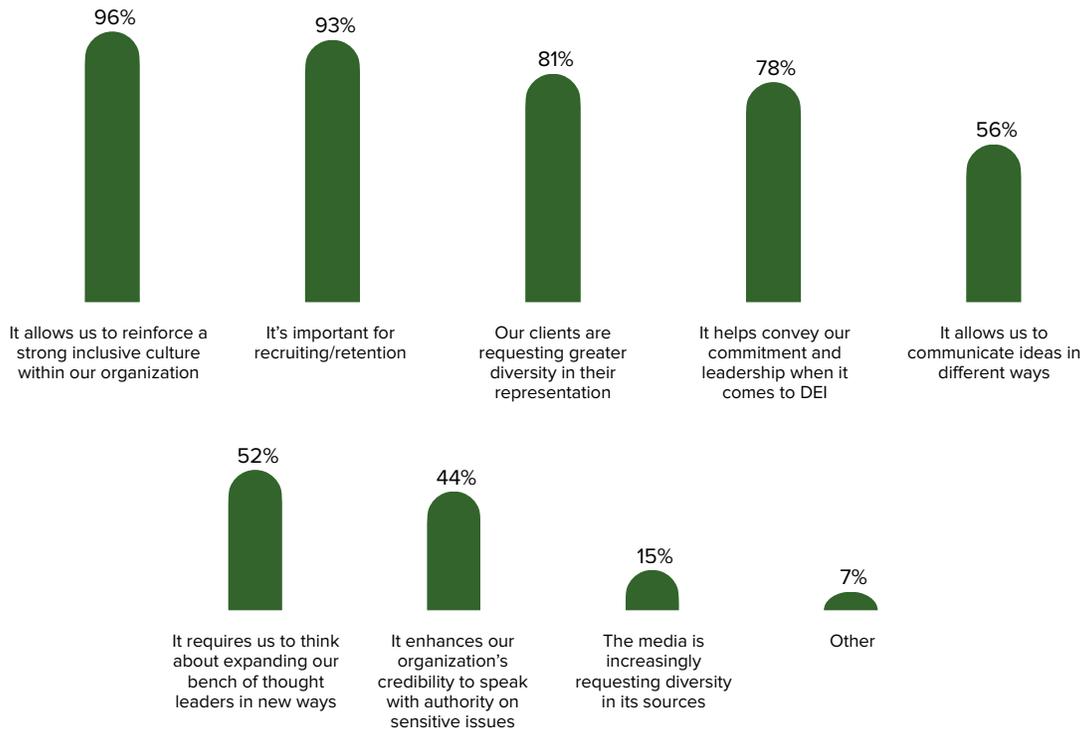
Which of the following reasons best describes why your firm is not currently planning to produce DEI-related content?

Three responses in total:
Not a priority for our firm’s leadership (2)
We do not have adequate resources (1)

Note: Base for this question was three respondents who identified in Question 5 that they were not considering certain DEI initiatives at this time

QUESTION 8

Why does your firm believe that elevating diverse voices is important? *(Select all that apply)*



Note: Not shown to those who selected "Not currently considering" in Question 5, which asked "What are things that you believe you can do to further DEI efforts within your own firm?"



IN-HOUSE COUNSEL & C-SUITE MEMBERS

— RESPONDENT DEMOGRAPHICS

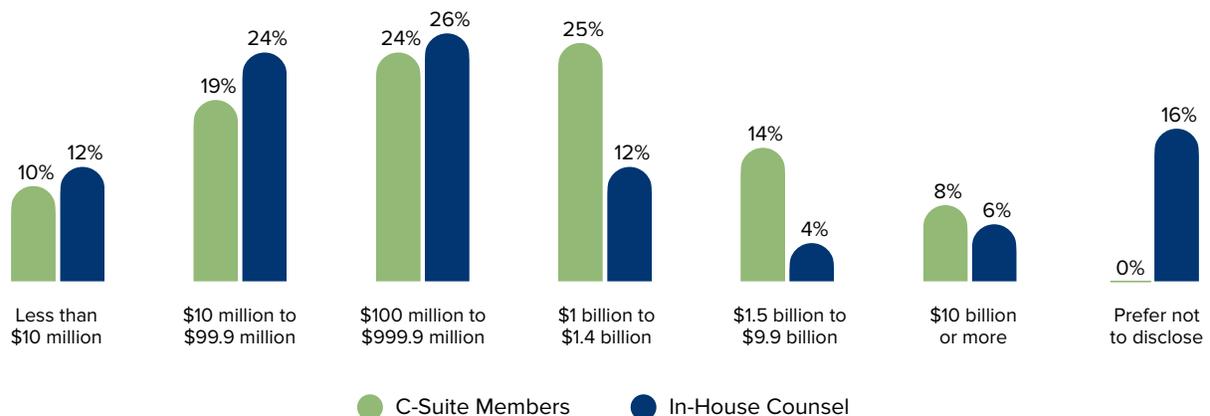
QUESTION 1

Which of the following best describes your title? (Select one option)

C-Suite Members		In-House Counsel	
CEO - Chief Executive Officer	60%	General Counsel/Chief Legal Officer	40%
CMO - Chief Marketing Officer	18%	Deputy General Counsel	32%
CFO - Chief Financial Officer	14%	Associate General Counsel	14%
CIO - Chief Information Officer	8%	Senior Counsel	8%
		Corporate Counsel	6%

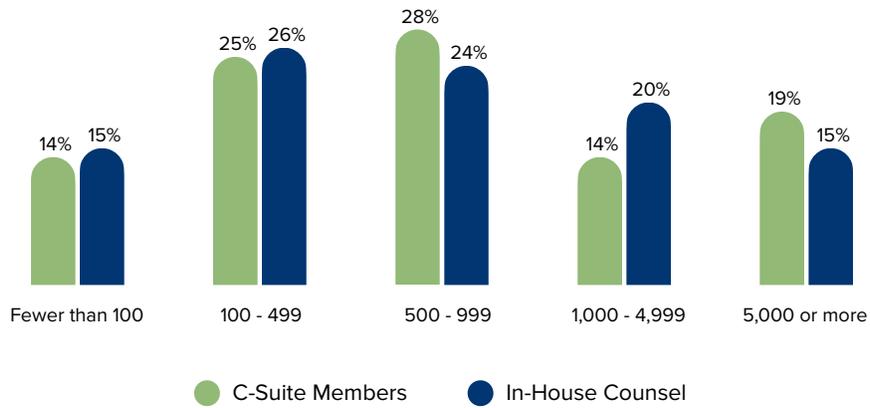
QUESTION 2

What were the estimated FY 2021 revenues of your firm? (Select one option)



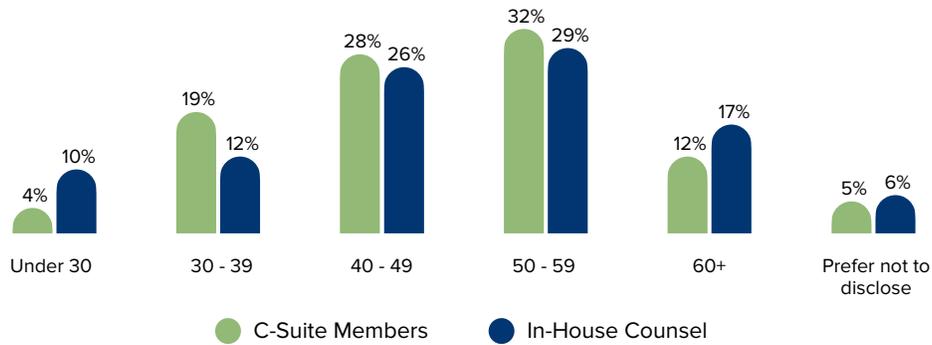
QUESTION 3

How many people does your firm employ? *(Select one option)*



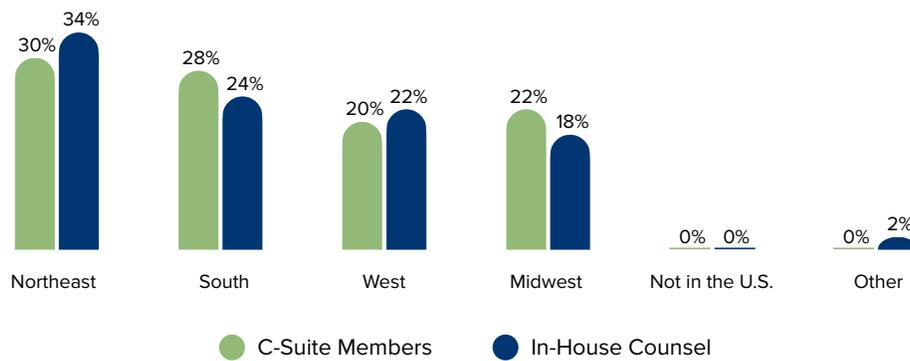
QUESTION 4

Please indicate your age range: *(Select one option)*



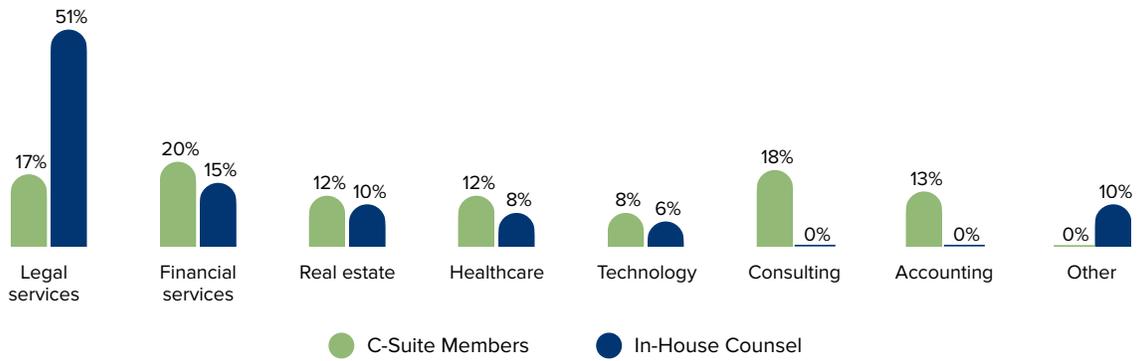
QUESTION 5

Where is your firm headquartered? *(Select one option)*



QUESTION 6

Please indicate the industry in which you are currently working: *(Select one option)*



CMO

— RESPONDENT DEMOGRAPHICS



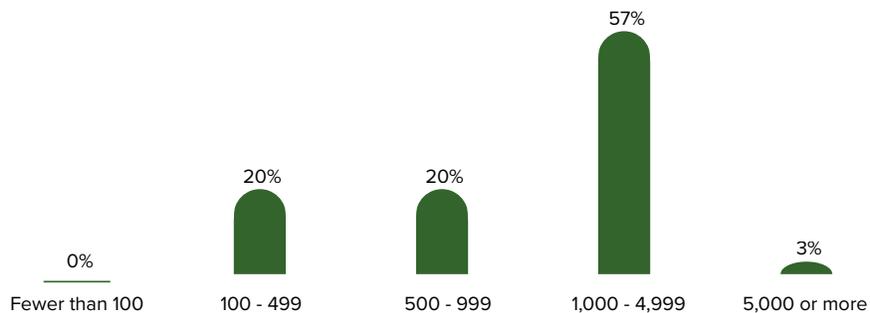
QUESTION 1

Which of the following best describes your title? *(Select one option)*

Title	
Chief Marketing and Business Development Officer	50%
Chief Marketing Officer	25%
VP or Director of Marketing	11%
VP or Director of Communications	0%
VP or Director of Business Development	0%
VP or Director of Public Relations	0%
Chief Communications Officer	0%
Other	14%

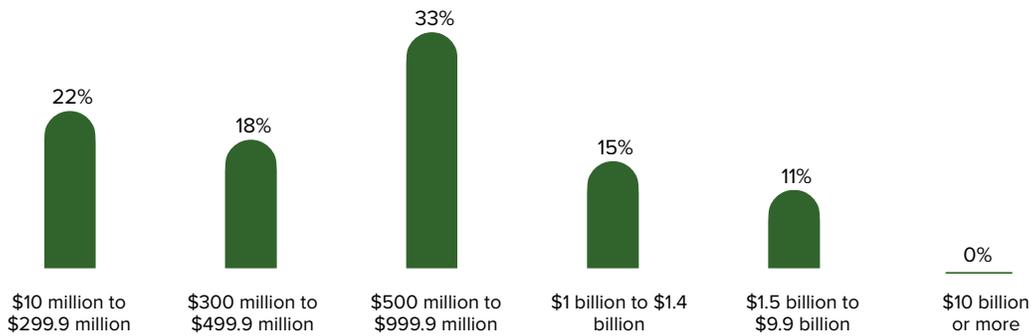
QUESTION 2

How many people does your firm employ? *(Select one option)*



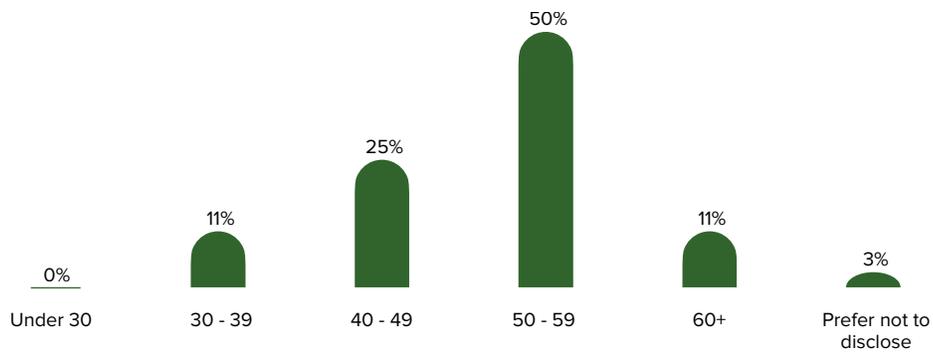
QUESTION 3

What were the estimated FY 2021 revenues of your firm? *(Select one option)*



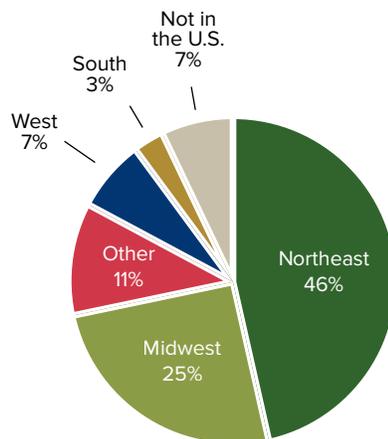
QUESTION 4

Please indicate your age range: *(Select one option)*



QUESTION 5

Where is your firm headquartered? *(Select one option)*





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