



Doing Well by Doing Good

Methodology

How do we assess the social responsibility efforts made by law firms in the U.S.? Are their efforts bearing fruit or are they largely symbolic? Do they incorporate sufficient talent and resources of the firm?

Our new ranking, the Law360 Pulse Social Impact Leaders, attempts to answer some of these questions, using indicators derived from Law360 surveys of law firms on attorney diversity, pro bono work and law firm culture.



The assessment is designed to evaluate social impact initiatives at law firms and measure the relative performance of law firms against their peers.

It evaluates law firms across four thematic pillars: racial and ethnic diversity, gender equality, employee engagement and pro bono service.

Each of the four pillars is composed of three measures, described in detail below. The data analyzed is compiled from annual surveys of law firms and lawyers by Law360.

The measures most relevant to current social impact initiatives and activity at most law firms surveyed were selected.

Each measure is allocated to one of four pillars. Firms included in the ranking have available data relevant to at least three pillars. Not all firms provided data for all measures. Where there is missing or unavailable data, we indicate that in the ranking itself. The ranking includes the 100 firms that received the highest scores.

DETAILED METHODOLOGY

The calculation of each firm's score is done annually, leveraging data from Law360 surveys of law firms.

Each pillar has a core, or principal, measure and two supporting measures established by Law360 Pulse and described in more detail below. The core measure aligns with either a recognized legal industry standard or a commonly used indicator of success or, in the case of diversity and gender equality, is determined by data from Law360's previous reports and rankings. In order to be scored, a firm must have provided data for the core measure in at least three pillars.

The core measure represents 60% of the total pillar score. The two supporting measures make up the remaining 40%. If data for one supporting measure is absent, the available supporting measure makes up the entire remaining 40% of the pillar score.

In each pillar, if data was not provided by the firm or is otherwise unavailable, the pillar score is equivalent to zero for scoring purposes. Where

data is unavailable, we clearly indicate it in the final ranking.

Law360 Pulse brings all the indicators onto the same scale before calculating a final score, using min-max normalization. In other words, each firm is grouped with firms of similar size, then each measure is rescaled from 0, the lowest ranking value, to 100, the highest ranking value, in each size group.

We then calculate a weighted average of the three measures for each of the pillars.

Added together, the weighted scores for each individual pillar range between 0 and 100. Once these pillar scores are determined, each pillar is equally weighted to determine a final composite score. Law360's decision to equally weight each pillar was informed by a poll of legal industry stakeholders on the factors they would consider to be the most important when evaluating a law firm's commitment to socially responsible business practices.

Law360 Pulse only publishes scores for firms that are in the top 100.

PILLAR DESCRIPTIONS

● Racial and ethnic diversity

Core Measure: [Law360's Diversity Snapshot report score](#). A measure of how firms' racial and ethnic diversity at three attorney levels compared to the potential marketplace of hires. This core measure was newly created as part of our [Diversity Snapshot report](#).

Supporting Measure: Percentage of practice group or department leaders who are members of underrepresented racial and ethnic groups. This supporting measure helps assess the diversity of the upper ranks. This measure is omitted if the firm doesn't report this form of leadership.

Supporting Measure: Percentage of the executive management committee who are members of underrepresented racial and ethnic groups. This supporting measure helps assess the diversity of those who guide the firm's future. This measure is omitted if the firm doesn't report this form of leadership.

● Gender equality

Core Measure: **Law360's Glass Ceiling report score.** A measure of how firms' portion of women at three attorney levels compares to the potential marketplace of hires. This core measure was also newly created as part of our **Glass Ceiling report.**

Supporting Measure: Percentage of practice group or department leaders who are women. This supporting measure helps provide a view into the representation of women in the upper ranks. This measure is omitted if the firm doesn't report this form of leadership.

Supporting Measure: Percentage of executive management committee members who are women. This supporting measure helps provide a view into the representation of women in the ranks of those who make key decisions and guide the firm's future. This measure is omitted if the firm doesn't report this form of leadership.

● Employee engagement

Core Measure: Overall attorney attrition rate, calculated as the number of attorneys who left in 2020 divided by the number of attorneys at the firm at the end of 2019. Attrition is frequently cited by HR professionals as a top indicator of employee experience.

Supporting Measure: Does the firm have a written flextime policy? (Yes/No/In progress). Yes/no/in progress questions are given a value of 1, 0 or 0.5, respectively. This is a proxy measure of workplace flexibility and one that may be attuned to worker support systems.

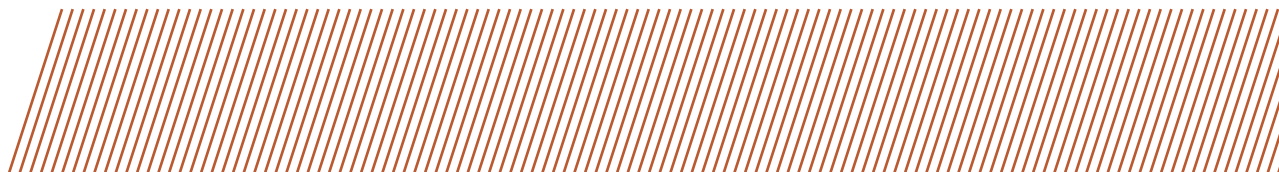
Supporting Measure: Does the firm provide at least 90 days of paid parental leave? (Yes/No/In progress). Yes/no/in progress questions are given a value of 1, 0 or 0.5, respectively. This is a proxy measure of workplaces likely to have supports in place for their workforce.

● Pro bono service

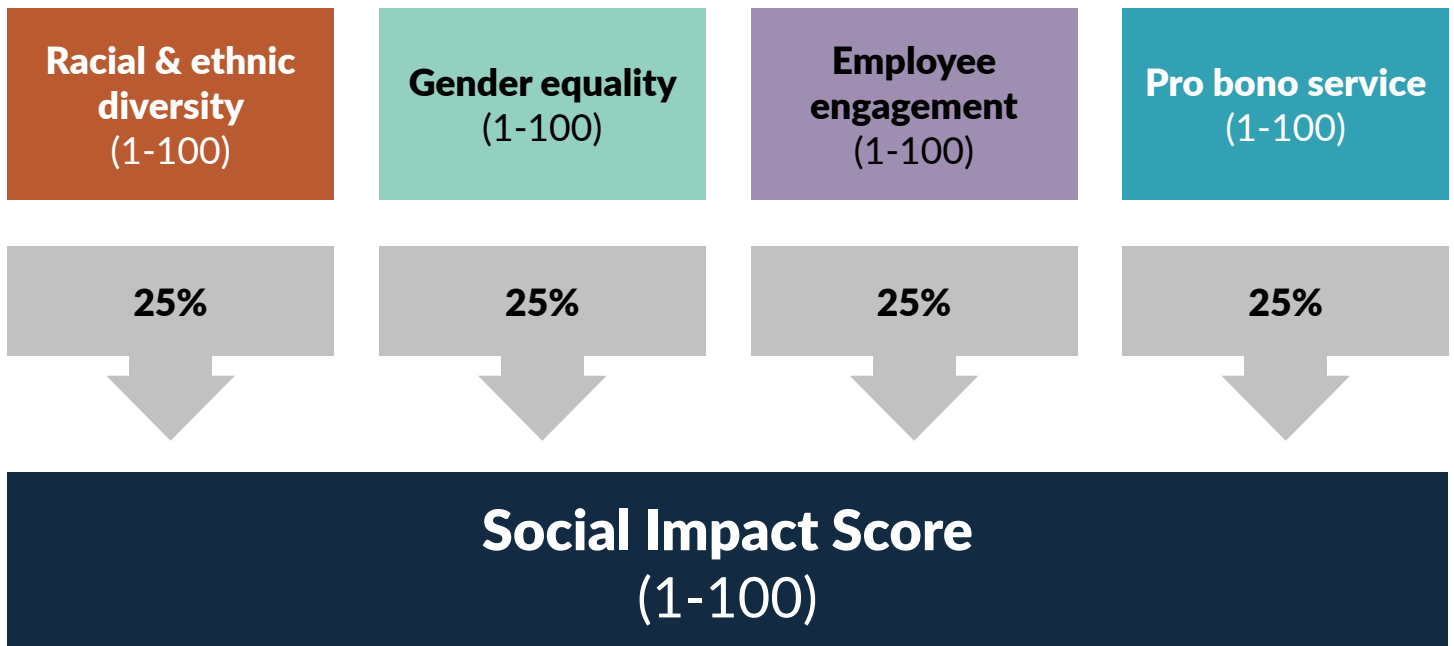
Core Measure: Percentage of attorneys posting at least 50 hours of pro bono work. Why is this our core measure? The American Bar Association's Model Rule 6.1, which establishes a professional responsibility to provide pro bono service, strongly recommends that all lawyers provide a minimum of 50 hours of pro bono services annually.

Supporting Measure: Percentage of attorneys who participated in pro bono work. This provides an additional view on the attorneys at the firm who are engaged in pro bono work.

Supporting Measure: Average pro bono hours worked per attorney. This gives another look at how much pro bono work attorneys are typically doing annually.



SCORING MODEL



Data must be available in at least three pillars in order for the firm to be assigned an overall score. We want to include firms that are actively monitoring and publicly disclosing these common measures of their own socially responsible activities.

In future years, we will continue to develop this new standard responsively to how law firms are developing their own initiatives. We welcome your comments and suggestions for future iterations. Reach out to surveys@law360.com with your thoughts.