

DEI at Orrick: The Mansfield Rule Pilot and Learnings

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Mansfield Rule Evolution

.... As of 2016, Only 12% of

Firms Tracked Leadership

Talent Pipelines

Increased to 30%
Consideration of
Women + Racial/
Ethnic Lawyers for
Leadership, Partner
Hiring & Promotions –
Piloted w/ 35+ Firms

2017

\$

Expanded to Include LGBTQ+ & Lawyers with Disabilities + Added Leadership Pipeline Activities Such As Client Pitch Teams

2019



Transparent
Compensation
Processes Added +
Disaggregated
Approach to Tracking
Underrepresented
Groups Piloted

2021-22

2016

Mansfield Idea
Pitched at Diversity
Lab Hackathon –
Consider 1 Women
for Leadership,
Similar to
Rooney Rule

2018

Launched Client
Forums to Boost
Visibility &
Economic Influence
of Firms' Junior
Underrepresented
Partners

2020

Transparent Leader
Job Descriptions &
Advancement
Processes Added –
+ Midsize Firms,
Legal Depts. & UK
Versions Launched

.... As of 2022, 100% of 250+ US, UK, Canada Firms & 75+ Legal Depts. Track Leadership Talent Pipelines



Law Firm Certification – Baseline Requirements

(1) Consider 30% Underrepresented Talent for Leadership Opportunities:

Internal – Leadership Appointments, Promotions & Opportunities

- Chairperson & Managing Partner
- Management/Executive Committee
- Partner Promotions Committee
- Compensation Committee
- Practice Group Leaders
- Office Heads
- Equity Partners
- Chambers Award Nominations
- Formal Client Pitches

External – Leadership Recruitment

- Lateral Partners & Senior Associates
- C-Suite Roles

(2) Publish Leadership Processes to Boost Transparency:

- Leadership Job Descriptions
- Advancement & Promotion Processes



Law Firm Certification – Plus Requirements

(1) <u>Achieve</u> 30% Underrepresented Talent for Leadership Opportunities:

Internal – Leadership Appointments, Promotions & Opportunities

- Chairperson & Managing Partner
- Management/Executive Committee
- Partner Promotions Committee
- Compensation Committee
- Practice Group Leaders
- Office Heads
- Equity Partners
- Chambers Award Nominations
- Formal Client Pitches
- Staffing from Pitches

External – Leadership Recruitment

- Lateral Partners & Senior Associates
- C-Suite Roles

(2) Publish Leadership Processes to Boost Transparency:

- Leadership Job Descriptions
- Advancement & Promotion Processes
- Compensation & Credit Processes



Culture & Conversation Changes

Prior to Mansfield, only **12%** of firms tracked their **talent pipelines for leadership roles**. Now, **100%** do so.



Increase in Formal Discussions

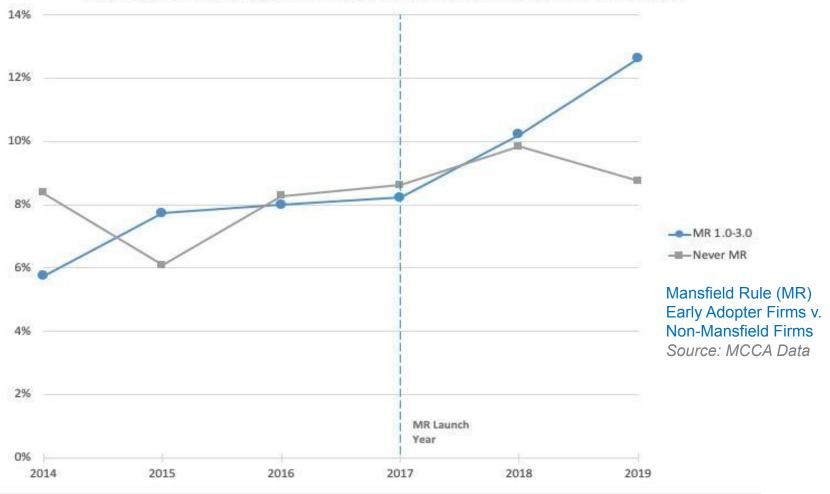
92% 85%
Leader Lateral
Succession Partner
Planning Hiring



Increase in Talent Pools

94%	79%	76%
Client	Lateral	Equity
Pitch	Partner	Partner
Teams	Hiring	Promotions

Underrepresented Racial & Ethnic Lawyers: Executive/Management Committees



Underrepresented Racial & Ethnic Lawyers: Partner Nomination Committees

