

## Gender diversity in law Understanding the differences

RPC – The gender pay gap how level is the playing field?  
September 2018, Jo Summers, Director

## The Client voice

### Sharplegal

- ▶ Global telephone survey of 2,000+ senior in-house counsel
- ▶ Questions – attitudes, perceptions, needs and experiences
- ▶ From this survey identifying exceptional individual lawyers that stand out from the rest

## The Partner voice

### Acritas Stars

- ▶ Annual web survey of nearly 2,000 Star lawyers at 450 firms across the world
- ▶ Questions – Star qualities, how firms can create more Stars, compensation systems, engagement levels and attractive firms to move to

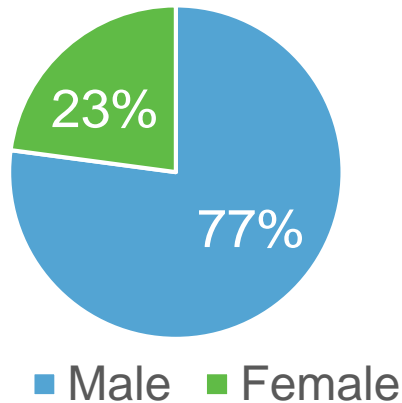
Key finding 1:

Demographics: Men still dominate senior roles both in-house and in law firms

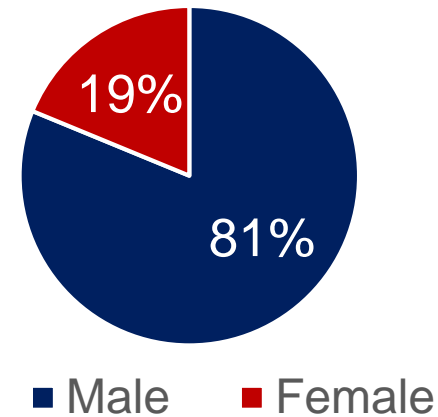
# Distribution of senior roles

The proportion of males vs females in senior roles

Chief Legal Officers



Lead Partners they work with



Approximately 1 in 5 are female on both sides

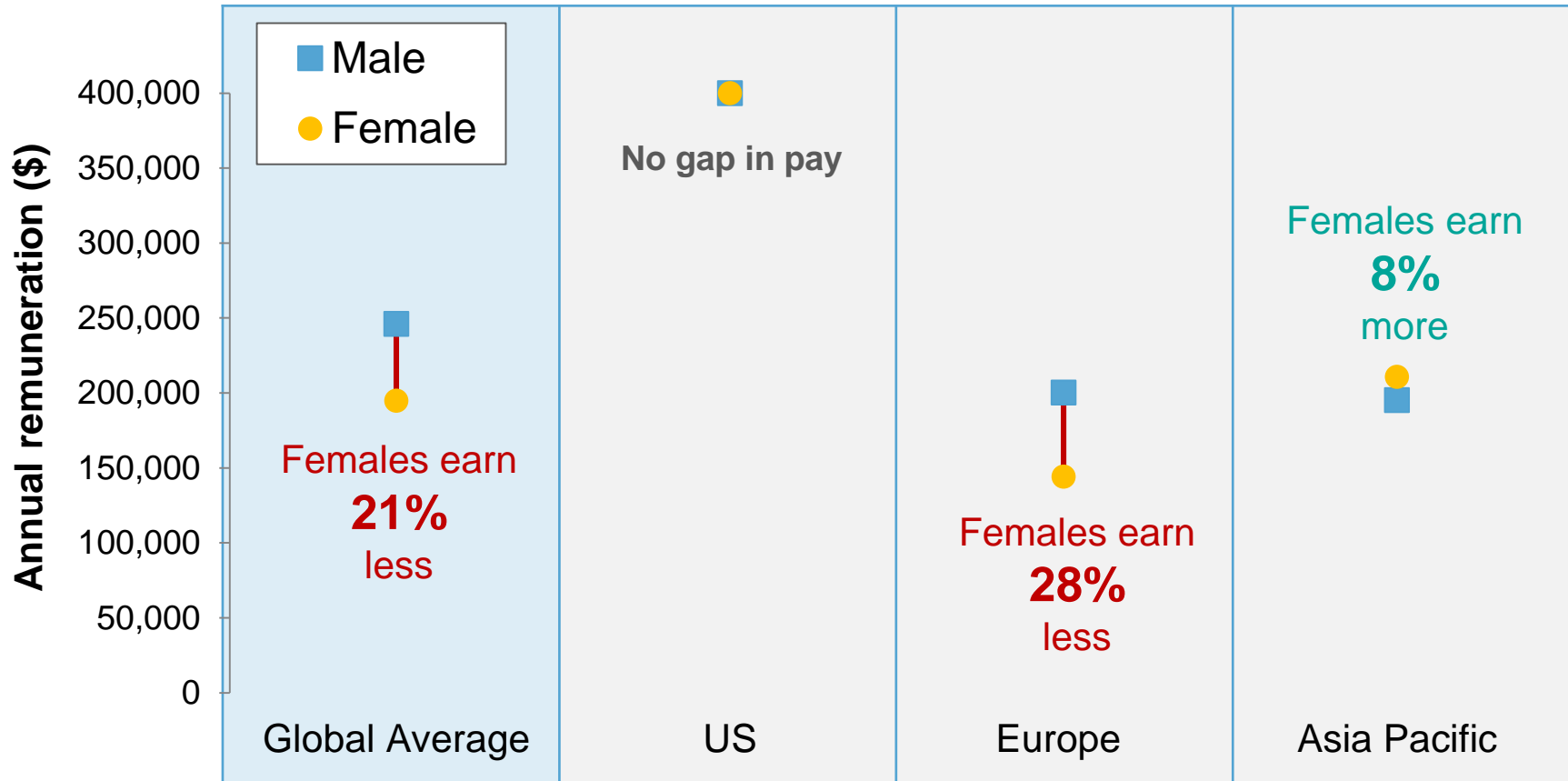
Key finding 2:

# Gender pay gap still exists

# The in-house pay gap

Pay difference between male and female Chief Legal Officers

21% less pay for female Chief Legal Officers

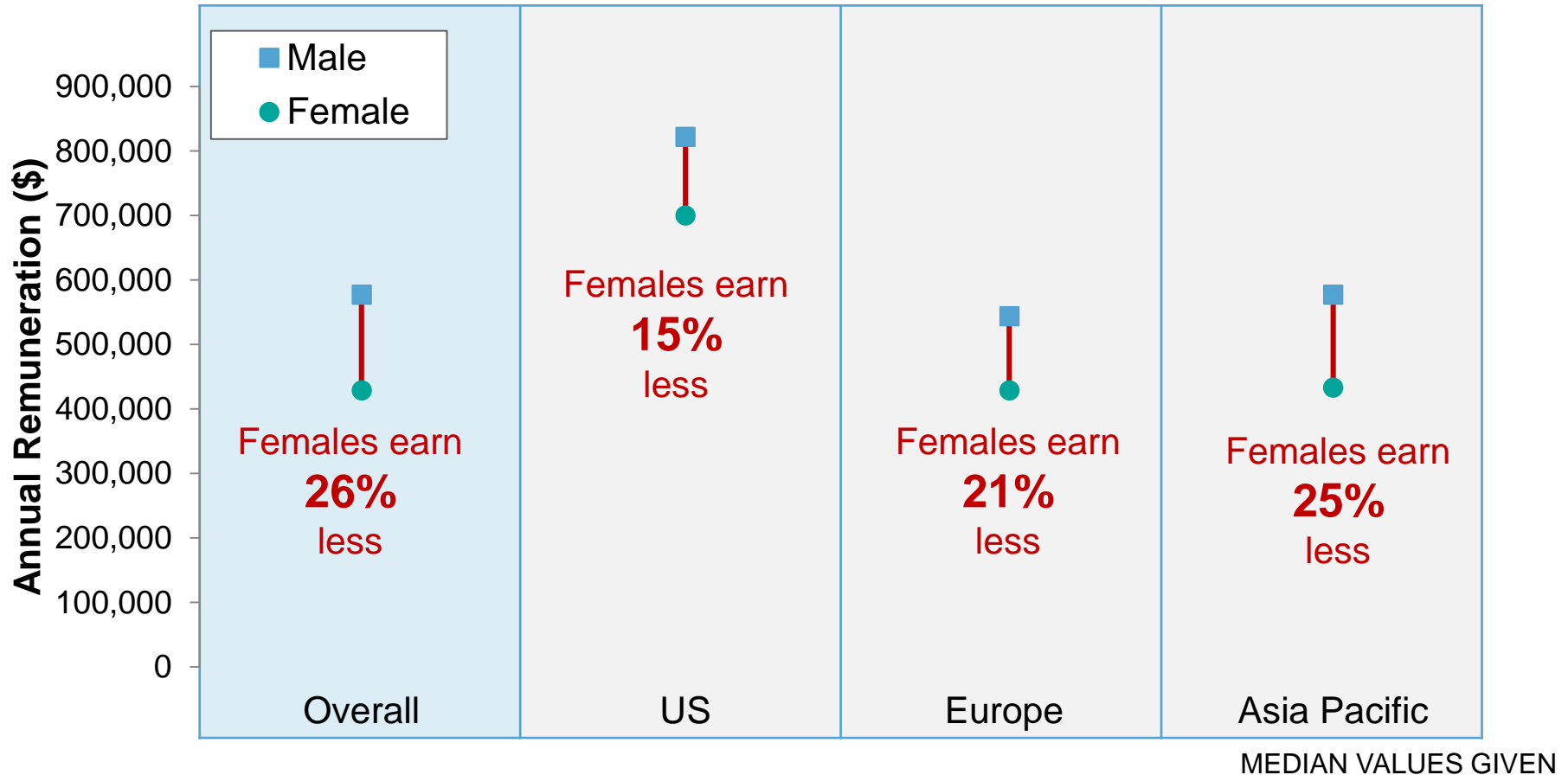


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# The private practice pay gap

Pay difference between male and female private practice lawyers

26% less pay for female stand-out lawyers



# Contributors to pay gap

## Female characteristics

### Women CLOs

- ▶ Younger age profile
- ▶ Less represented in high paid industries, like Financial Institutions
- ▶ Less represented in highly paid countries, like US
- ▶ More represented in lower paid countries, like China and Brazil

### Women Partners

- ▶ Younger age profile
- ▶ More represented in lower paid practice areas, such as employment
- ▶ Less likely to have equity
- ▶ Less likely to be represented in highest paying cities, like NYC
- ▶ Less 'extreme' pay



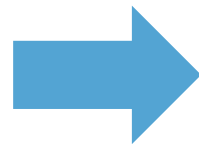
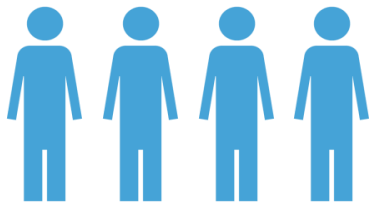
Key finding 3:

# Gender bias exists in lead partner selection

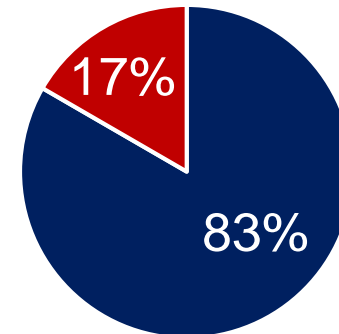
# Gender split when selecting lead partners

Female clients 50% more likely to pick a female lead partner than a male lead

Male clients

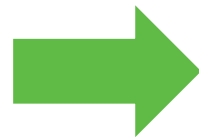


Lead partners

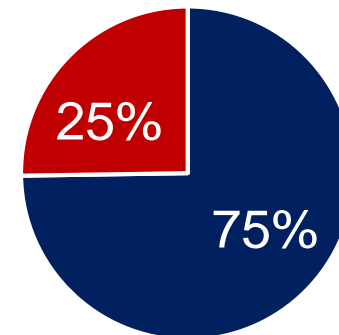


■ Male  
■ Female

Female clients



Lead partners



■ Male  
■ Female

# Starbucks in-house legal

## Case study

- ▶ Targets for diversity on Starbucks matters
- ▶ Requesting detailed breakdown of all timekeepers
- ▶ Financial bonus and penalties
- ▶ Evaluating how originations for Starbucks work are distributed at their law firms

# Best practice solutions

## Engage

- Voluntary training
- Formal mentorship
- Targeted recruitment
- Diversity taskforce
- Diversity champions

## Contact

- Sponsorship
- Blind work allocation
- Blind recruitment
- Diverse committees
- Diverse client teams

## Accountability

- Diverse make-up
- Pay gaps
- Promotions
- Transparent performance reviews
- Transparent pay rises and levels

## Flexibility

- Flexible working / flexi / part-time
- Agile working
- Alternative career paths
- Compensation models
- Flexible complaint system

Sources: Dobbins & Kalev, HBR 2016 plus established diversity methods

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# Acritas

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