

Gender Equality Charter

Results of 2023 Survey of GEC Signatories
Full Report

- The New Zealand Law Society Te Kāhui Ture o Aotearoa implemented the Gender Equality Charter (GEC) in 2018. To date, the GEC has been adopted by 161 legal workplaces across New Zealand. The number of currently active signatories is 143.
- One of the conditions of the GEC is that participants complete a baseline survey of gender equality (GE) activities at their workplace upon signing and agree to complete follow-up surveys on a bi-annual basis.
- This report compares the results of the 2023 survey with the 2018 Baseline survey results and the 2021 survey, which enables the Law Society to gauge progress by participants towards the commitments under the GEC.

2023 Survey Methodology

- As of June 2023, 158 legal workplaces had become signatories to the GEC. Of these, 110 qualified to participate in the 2023 follow-up survey; ; qualified GEC signatories are those that had been signatories for two or more years at the time the survey was conducted. The 2023 sample error is $\pm 7\%$.
- The survey was conducted between 8 August and 2 October 2023. All qualified GEC signatories were sent an invitation. 94 responded, for a response rate of 85%.
- The 2018 Baseline survey was administered by the Law Society. The 2021 and 2023 follow-up surveys were conducted by independent research consultant Essence Research.
- Note on rounding: All numbers are shown rounded to zero decimal places. Hence, specified totals are not always exactly equal to the sum of the specified sub-totals. Rounding effects are seldom more than 1%.

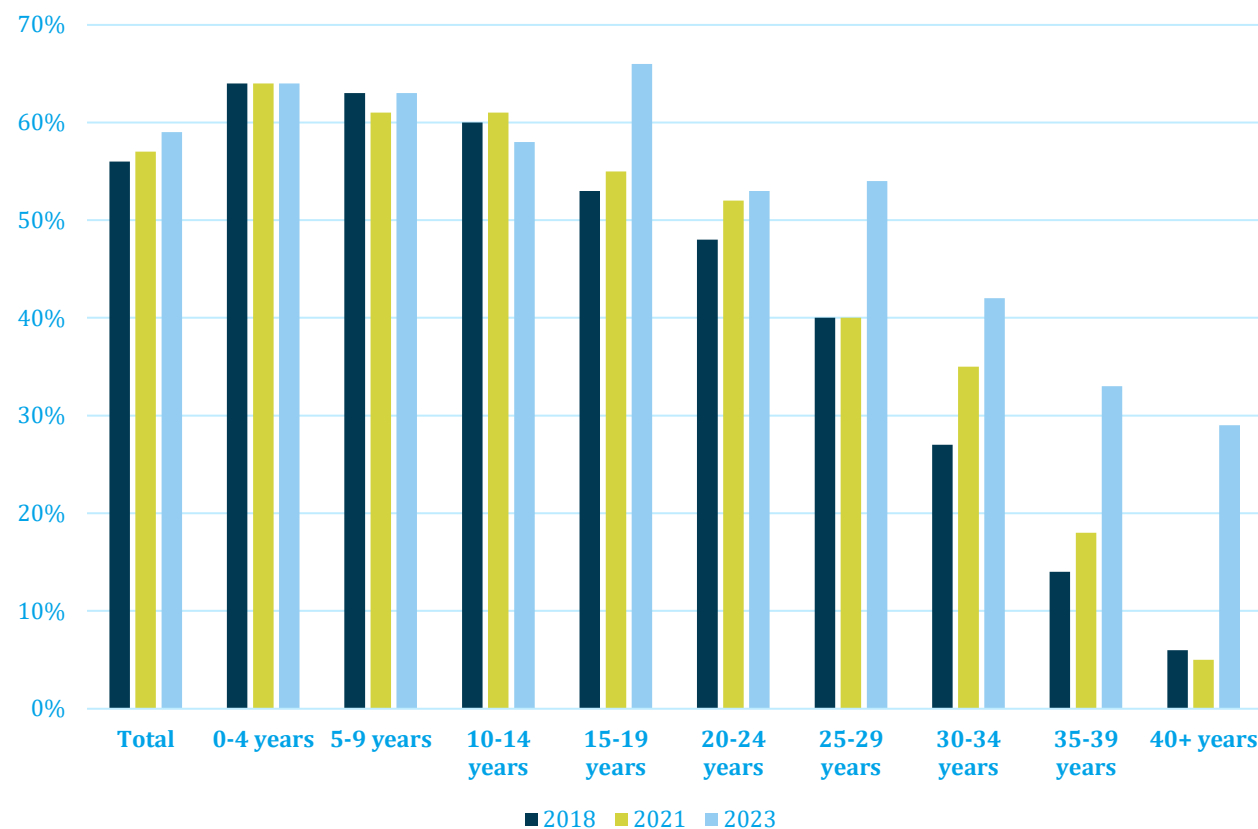
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EXECUTIVE SUMMARY

Profile of 2023 Survey Respondents

- 94 out of 110 eligible GEC workplaces took part in the 2023 survey - a response rate of 85%.
- The profile of workplace types in the 2023 survey is very similar to that established in the 2018 Baseline and 2021 surveys (75% were law firms and the remaining 25% spread primarily among in-house legal teams and solo practitioners).
- The proportion of all GEC workplace lawyers who are female has increased slightly from 56% in the 2018 Baseline to 59% in 2023.

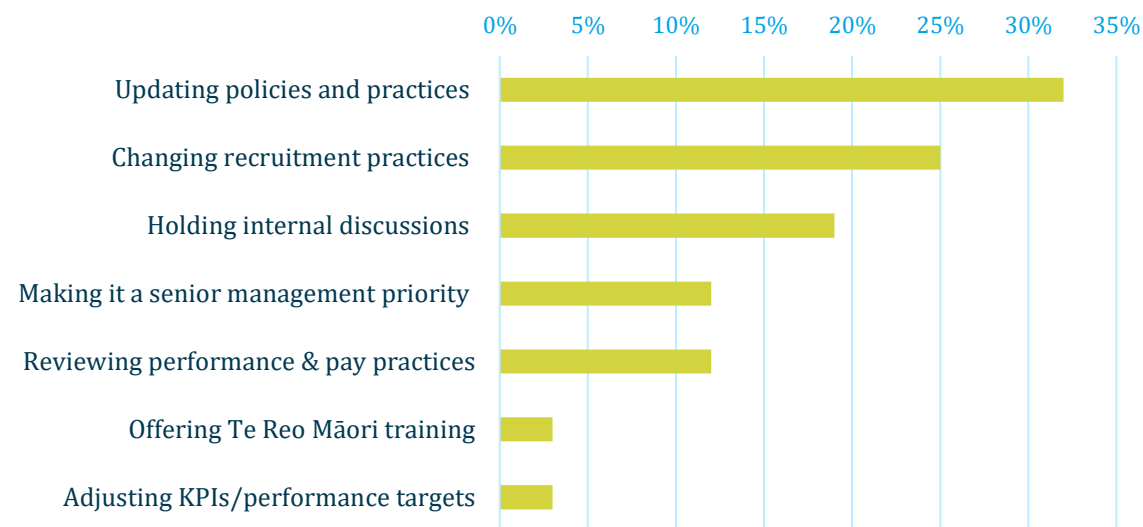
% of GEC workplace lawyers who are female – by PQE



GEC Commitment 1: Implement unconscious bias training for all lawyers and key staff and take action to address identified bias.

- 54% of survey respondents indicated that their workplace had conducted unconscious bias training in the past two years, a significant increase from 29% in the 2018 Baseline but a decline from 64% in 2021.
- When asked why they had not conducted training for all lawyers in the past two years, the most common responses were:
 - It is scheduled or planned for a later date (50%)
 - It is only undertaken for newly joined lawyers (25%)
 - Most staff have already been trained (20%)

% of GEC workplaces indicating other ways they are addressing unconscious bias



GEC Commitment 2: Conduct annual gender pay audits and take action to close any gender pay gap.

- The incidence of gender pay audits in 2023 remains at a similar level as 2021 with 62% of all GEC workplaces and 72% of GEC law firms indicating that they have conducted a pay audit, significantly above the 35% and 39% respectively in the 2018 Baseline.
- 70% of GEC workplaces reported that there was either no gender pay gap in their organisation or the question was not applicable (e.g., they are a sole practitioner). This compares favourably with 2021, when that percentage was 52%.
- In GEC workplaces that reported that a gender pay gap exists, the most frequently adopted actions to address the gap were consideration of gender equality at salary reviews (21%) and undertaking policy/strategy reviews (15%).
- Only 39% of responding GEC workplaces indicated that they found pay equity reviews to be “very” or “quite” straightforward and easy to do. However, 63% found them to be “extremely” or “basically” worthwhile.

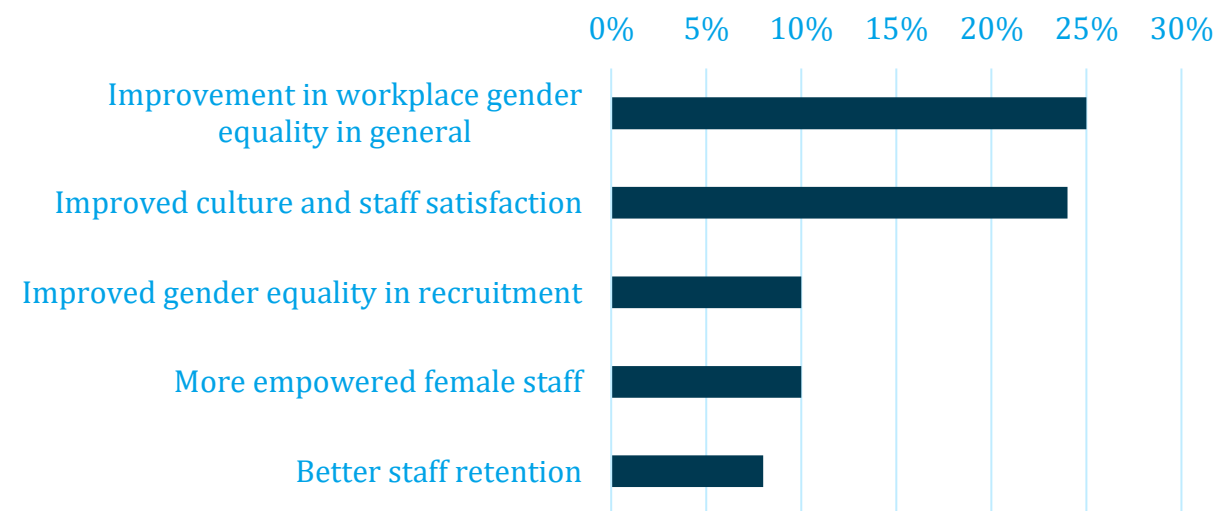
GEC Commitment 3: Offer, encourage and support flexible working to assist all lawyers to balance professional and personal responsibilities.

- Almost all GEC workplaces offer flexible working arrangements to all lawyers - 98% compared to 85% in the 2018 Baseline survey. In terms of the different types of flexible working arrangements:
 - Working remotely is the most common flexible working arrangement, with GEC workplaces reporting that 39% of male lawyers and 29% of female lawyers utilised it.
 - Working a different number of hours was used much more often by female lawyers (30%) than by male lawyers (13%).
 - Working within different timeframes was utilised equally by male and female lawyers (22% and 21% respectively).
 - Taking additional unpaid leave (14%), purchasing additional leave (5%), and job sharing (2%) are flexible working arrangements that were used more sparingly, with little difference in usage rates by male and female lawyers.

GEC Commitment 4: Regularly review areas of practice such as recruitment, retention and promotion with a gender equality and inclusion lens.

- The most common areas cited as undergoing review were recruitment (77%), retention and promotion (73%), and training and development (61%).
- Some GEC workplaces report taking actions as a result of these reviews. For example:
 - 26% have improved their HR practices
 - 18% implemented family-friendly/flexible working policies
 - 17% implemented GE-focused training

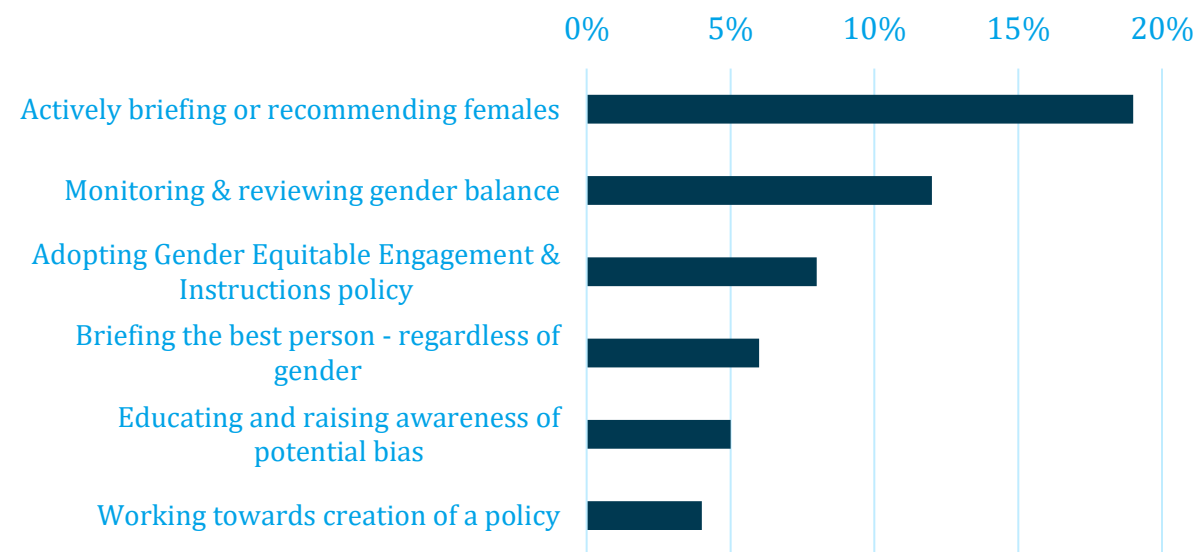
% of GEC workplaces reporting positive impacts from changes due to GE-focused policy reviews



GEC Commitment 5: Adopt equitable briefing and instruction practices

- A new question in 2023 asked GEC workplaces whether they had adopted the optional target of having women lawyers receive at least 50% of external instructions for significant legal matters. Only 21% of GEC workplaces indicated that they had adopted the 50% target, while 49% of respondents indicated that they were unaware whether their organisation had adopted the target. The remaining 30% indicated that they had not adopted the target.
- Among the 15 GEC workplaces that adopted the 50% target, the average percentage achieved was 62%.

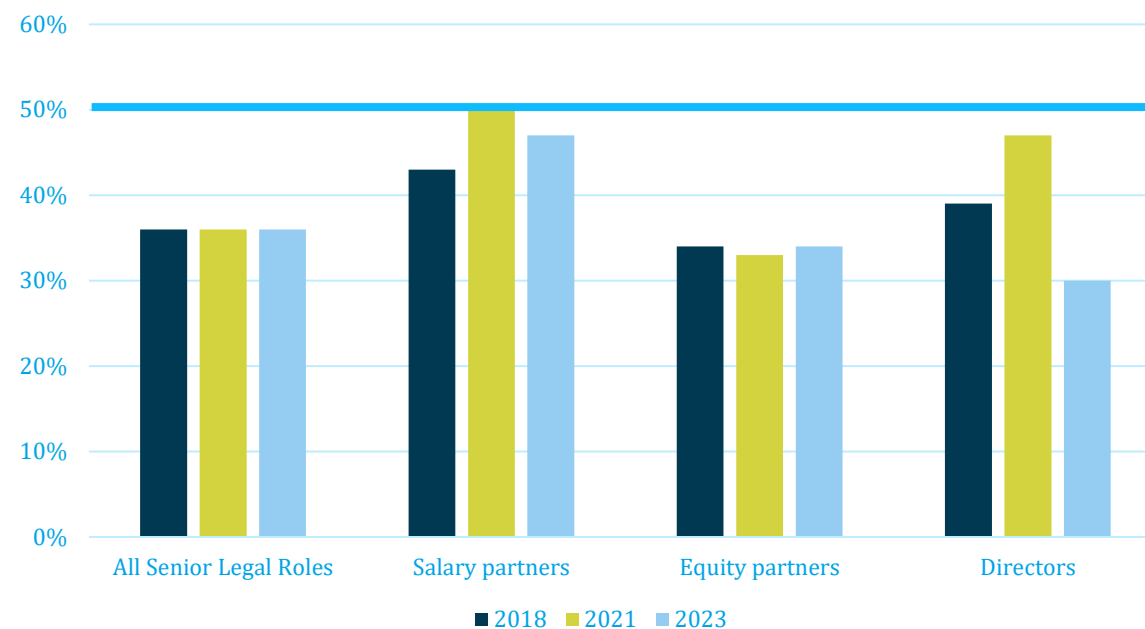
% of GEC workplaces indicating use of equitable briefing and instruction practices



GEC Commitment 6: Actively work to increase gender equality and inclusion in senior legal roles

- The 2018 survey of GEC legal workplaces reported 64% of senior legal roles were held by men. This result remains unchanged in 2023 (see breakdown by role in chart).
- One in five GEC workplaces report that they have achieved gender equality (number of females equal to or greater than the number of males) in senior roles, with another 14% indicating that the ratio of females in those roles has increased at their firm.
- In terms of actions being taken to address the gap, some firms report that they are reviewing key policies from a gender equality perspective: promotion (26%), recruitment (11%), and parental leave (10%). All of these are more than twice the percentage of firms reporting similar actions in 2021.

% of Senior Legal Roles held by females (N = 78 law firms)



Other Ways to Positively Impact Gender Equality

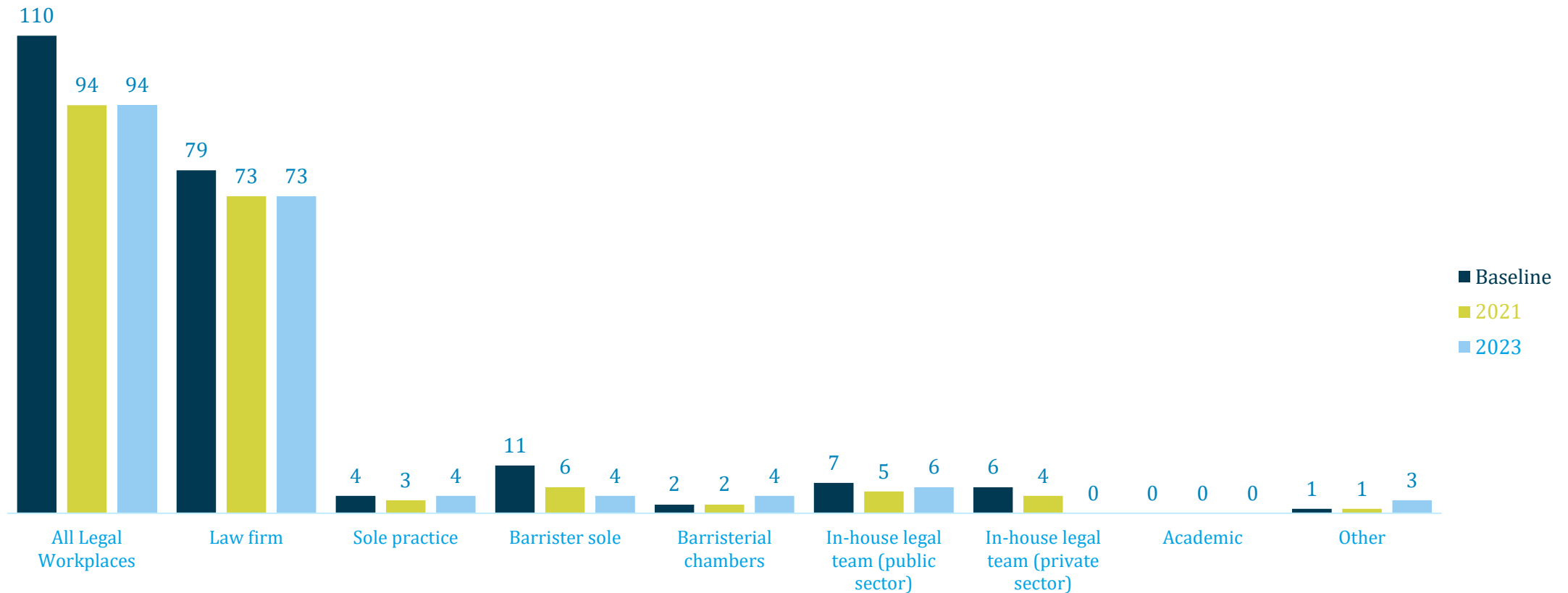
- Another new question in 2023 asked GEC workplaces to share additional actions and examples that they feel make a positive difference on gender equality. The main activities cited were general support and encouragement (by 34% of respondents), and staff consultation and open discussion (34%).
- Survey respondents were also asked to provide thoughts on what the New Zealand Law Society could do to best improve all aspects of diversity, equality and inclusion in the legal profession. The most common suggestions were:
 - to provide leadership, policy and solutions (31%)
 - training and mentoring opportunities (28%)
 - case studies and best practice examples (19%)

DETAILED SURVEY DATA

1. PROFILE OF SURVEYED LEGAL WORKPLACES

WHO TOOK PART

- The number of all Legal Workplaces participating in the 2023 GEC survey is 94 - the same level of participation as 2021. This represents an 85% response rate of those workplaces eligible to take the survey.
- The 2023 sample reflects a similar profile of participants for both the Baseline survey and 2021 survey.
- Law firms are by far the most common legal workplace type, representing 78% of legal workplaces included in the 2023 survey.



Q: Which of the following descriptions is most applicable to your place of work?

LEGAL WORKPLACES PROFILE COMPARING GENDER GROUPS

- The proportion of female lawyers in GEC workplaces continues an upward trend compared with the Baseline survey.

Baseline					2021				2023			
PQE	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	36%	64%	0.0%	1115	36%	64%	0.2%	1185	36%	64%	0%	1080
5-9 years	37%	63%	0.0%	585	39%	61%	0.0%	626	37%	63%	0%	632
10-14 years	40%	60%	0.0%	501	37%	61%	2.2%	455	42%	58%	0%	475
15-19 years	47%	53%	0.3%	389	45%	55%	0.0%	361	34%	66%	0%	363
20-24 years	52%	48%	0.0%	259	48%	52%	0.0%	254	47%	53%	0%	274
25-29 years	60%	40%	0.0%	154	60%	40%	0.0%	173	48%	54%	0%	187
30-34 years	73%	27%	0.0%	115	65%	35%	0.0%	112	58%	42%	0%	127
35-39 years	86%	14%	0.0%	74	83%	18%	0.0%	80	67%	33%	0%	125
40+ years	94%	6%	0.0%	63	95%	5%	0.0%	60	67%	29%	3%	92
Total	44%	56%	0.0%	3255	43%	57%	0.4%	3306	41%	59%	0%	3355

Q: How many lawyers are there in your practice by gender and PQE?

The red/green highlighting indicates significant proportional movement between the Baseline results vs. 2023. **Red** indicates significant decrease and **Green** indicates significant increase.

2. UNCONSCIOUS BIAS TRAINING

Have all lawyers and key staff had some unconscious bias training in the last two years?

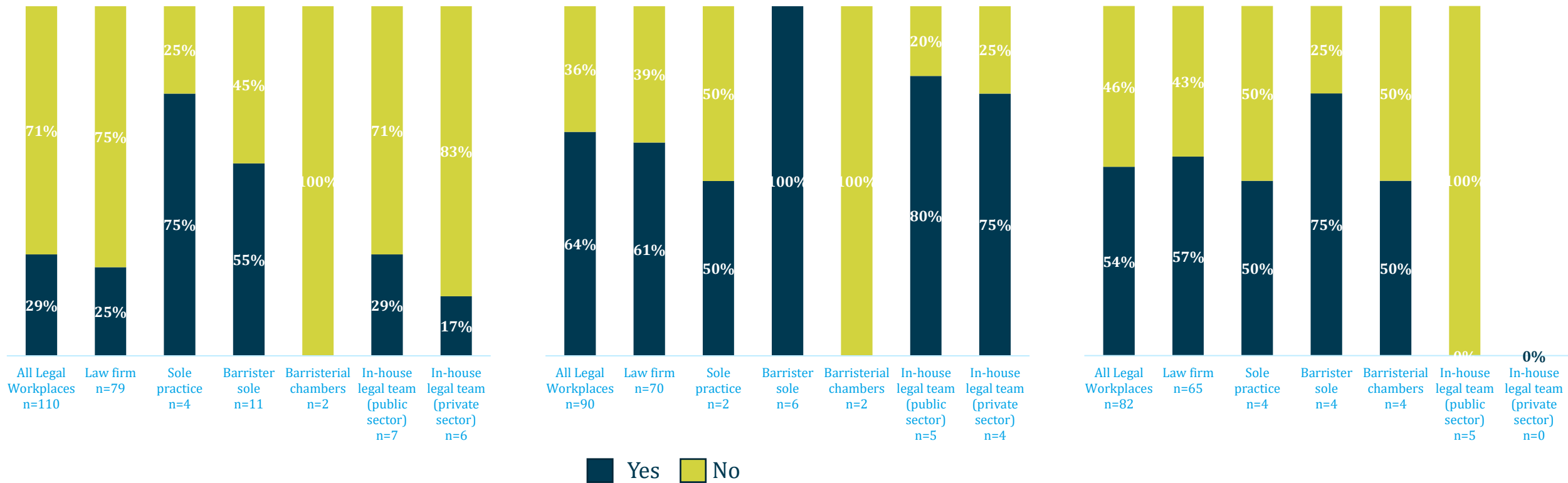
UNCONSCIOUS BIAS TRAINING - Baseline vs. 2021 vs. 2023

- 54% of all legal workplaces included in the 2023 survey have undertaken unconscious bias training with all lawyers and key staff in the past two years - an increase from the Baseline survey result of 29% but a decline compared to 64% in the 2021 survey.

Baseline

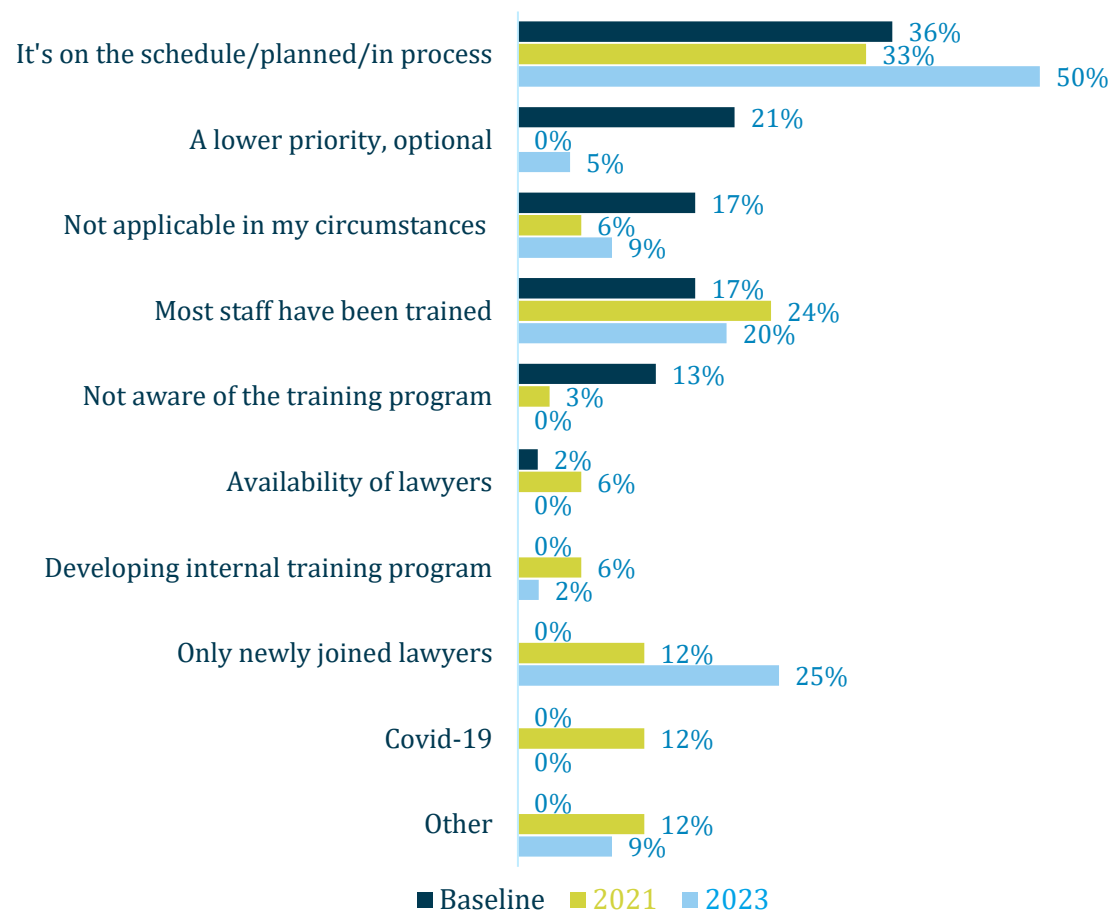
2021

2023



Q: Have all lawyers and key staff had some unconscious bias training in the last two years?

REASONS FOR NOT UNDERTAKING UNCONSCIOUS BIAS TRAINING



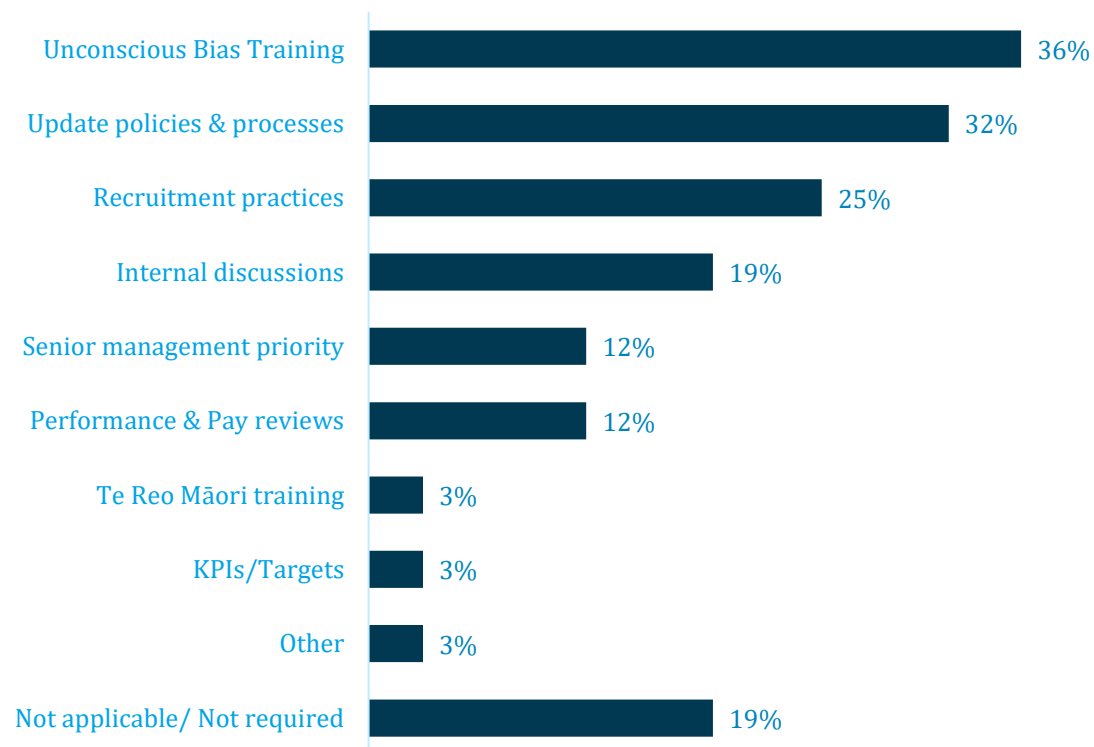
- Of the 44 survey participants that have not undertaken unconscious bias training for all lawyers and key staff in the past two years, 50% indicated that the training is scheduled, plan, or in the process of doing so.
- A quarter indicated that they undertake unconscious bias training only for newly joined lawyers or staff; 20% indicated that most staff have already received training.

2023 sample verbatims:

- “ We are currently in the process of reviewing and assessing our unconscious bias training offerings to ensure we continue to offer a valuable learning experience for our people. Our review is in its final stages, and we expect to roll out refreshed training soon
- “ Four of our Partners and our Key Staff member had training more than two years ago and our other two newer Partners had training within the last two years as part of Stepping Up.
- “ As independent barristers, we are each responsible for our own professional development - we do not have records of the training undertaken by our members individually.
- “ We have fallen behind with this due to various disruptions over the last two years. We have scheduled training for October 2023.
- “ All leaders were taken through this training in 2017. Then a decision was made to only take staff involved in the recruitment process or leadership through in-house bias training. We are putting two staff through train the trainer training to ensure this is delivered effectively as previous trainers have left. Processes structured to remove bias also.
- “ A female lawyer attended mediation training at law school, which included an element of unconscious bias. More training to be scheduled for other key staff.
- “ Planning for later in 2023/early 2024

Q: Have all lawyers and key staff had some unconscious bias training in the last two years? If no, please explain why.

ACTIONS TAKEN TO ADDRESS UNCONSCIOUS BIAS



2023 sample verbatims:

- “ We have a robust process in place for recruitment, especially our graduate and summer clerk recruitment programme . Our interviewers are trained on unconscious bias in the lead up to the recruitment/interviews. We also ensure there is a focus on unconscious bias in our annual performance and remuneration process, including pay gaps for gender and ethnicity.
- “ Undertaken leadership discussion Ensured gender is taken into account in the remuneration review.
- “ Training for all legal staff as part of broader influencing and communications training. All key staff must take unconscious bias training annually; Requirement for there to be at least 50% females on shortlists and for gender balance on interview panels.
- “ Talking within our team and promoting us to make more considered decisions taking away using assumptions.
- “ Looked at ways to mitigate unconscious bias - Discuss all recruitment at a senior / leadership level - Regularly check that we have a diverse workforce
- “ We require our staff to undertake unconscious bias training. Unconscious bias also forms part of our induction process and induction manual
- “ All management team have completed unconscious bias training in the last few years, including annual team training sessions: this has included Simone Denny Emotional Culture workshops, and Milena Velez ran a team personality and strengths workshop also. - Our CPD Speakers include Cam Calkoen and Claudia Batten. These sessions with our staff and lawyers, covered elements of unconscious bias, equity inclusion and diversity issues

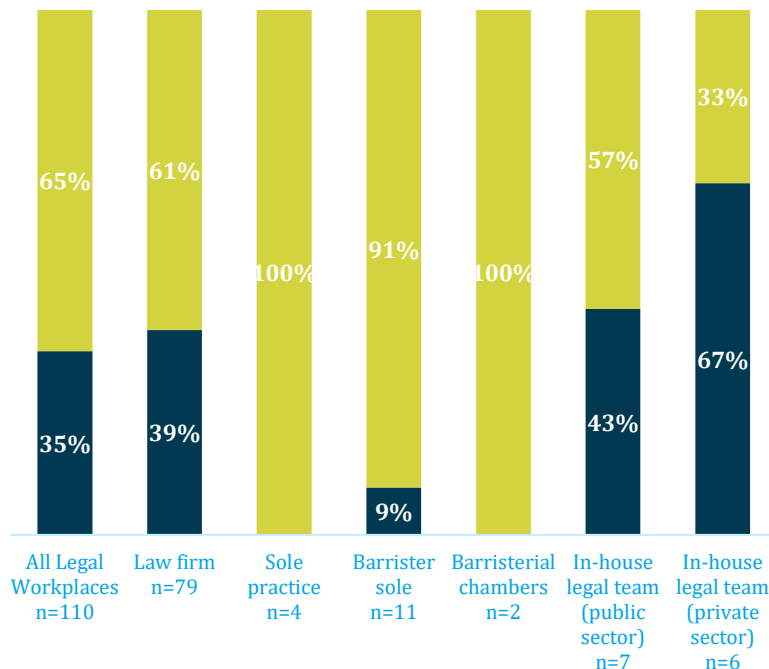
3. GENDER PAY AUDIT

Have you conducted a gender pay audit in the last two years?

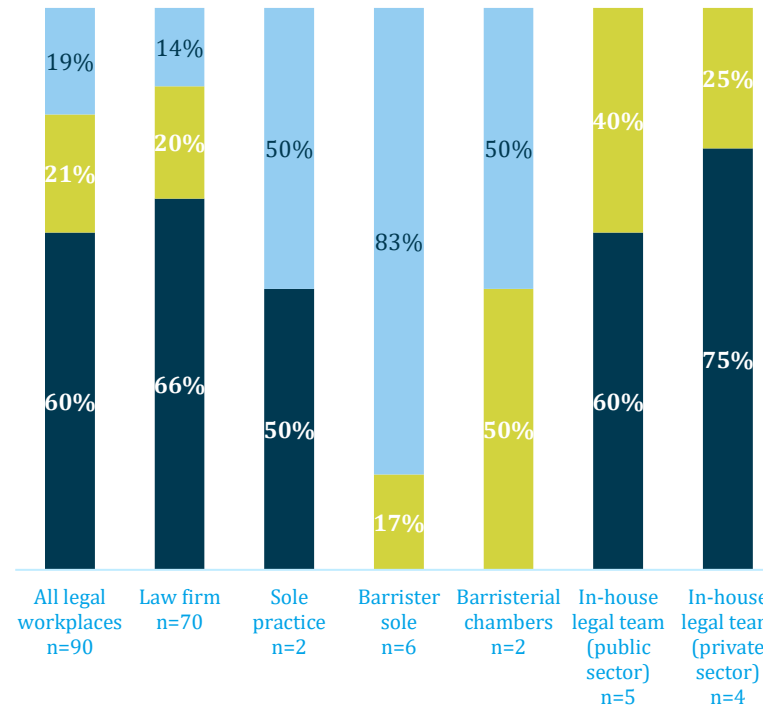
GENDER PAY AUDIT - Baseline vs. 2021

- In the 2023 survey, 62% of legal workplaces participating in the survey conducted a gender pay audit. This is at a similar level as established in the 2021 survey and a significant increase from the Baseline survey (35%).
- 72% of Law Firms in the 2023 survey conducted a gender pay audit, up by 6 points from the 2021 survey.

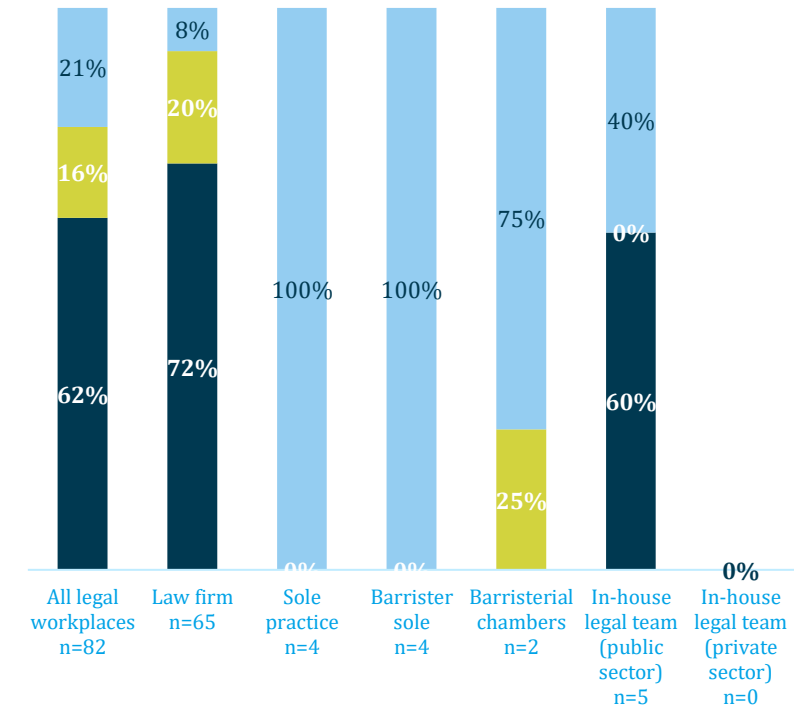
Baseline



2021



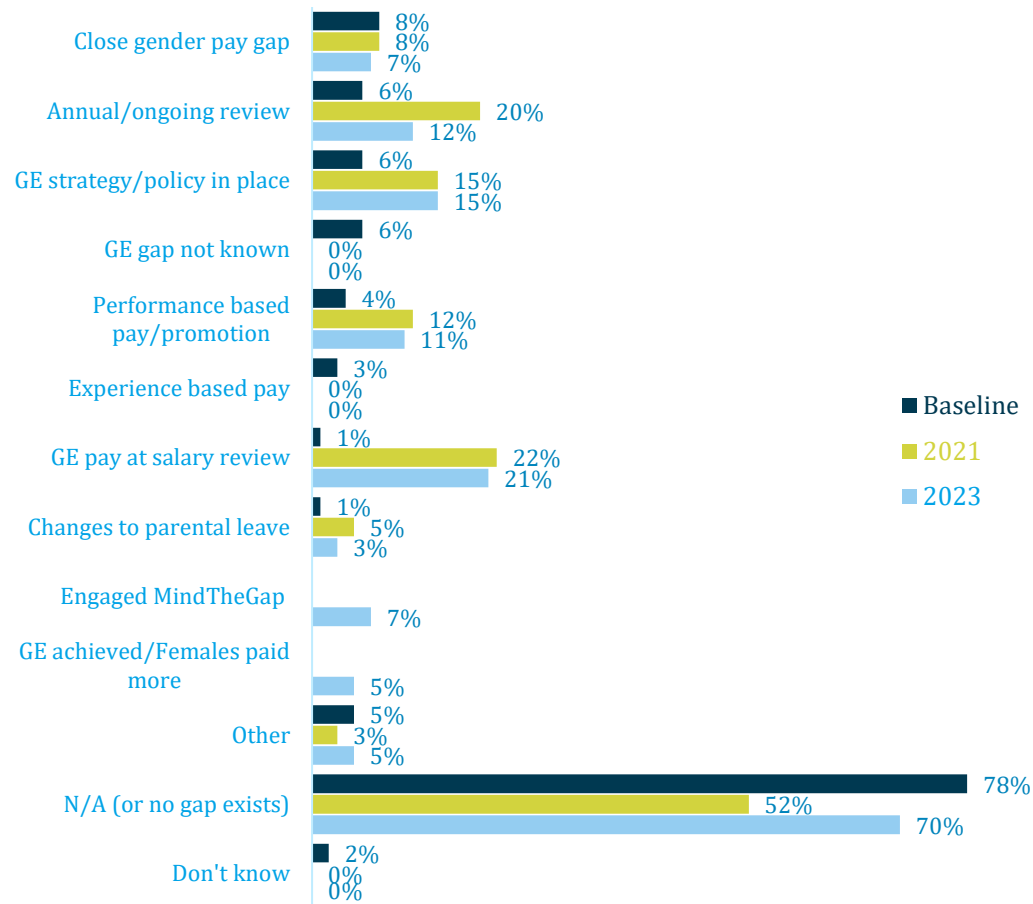
2023



Yes
 No
 Not Applicable

Q: Have you conducted a gender pay audit in the last two years?

ACTIONS TAKEN TO CLOSE A GENDER PAY GAP



- In 2023, taking GE into account at salary reviews (21%) continues to be the most common action taken, followed by considering GE in strategy and policy (15%), and factoring GE in annual/ongoing reviews (12%) and performance-based pay and promotion (11%).

2023 Sample verbatims:

- “ We have committed to calculating and publishing our gender pay gap and will continue to do so. We have signed up to Mind the Gap and publish our details on this registry. We run a gender lens across our performance ratings to ensure these remain fair and consistent, and thereby ensure that any implications on salary are also analysed. We have a particular focus on the pipeline and promotion of women, and how we can support them through into senior roles. Our externally published, Board led D&I strategy and specific gender goal (of 40% women in partnership) further focuses our efforts in this space and focuses our accountability on having fair representation at all levels, robust processes and policies and practices which encourage greater gender and ethnic equality. It is also worth mentioning that we reviewed our parental leave policy in 2022 and increased our offerings to ensure this continues to meet the needs of our people and is competitive when compared to market.
- “ We apply a gender lens to all promotions, salary reviews, bonus allocations and development discussion ratings. This process ensures we avoid systemic bias based on gender. • The finance team also consider gender when determining charge-out rates as the charge out rates and overall remuneration are interlinked.
- “ A committee reviews the firms pay and any increases with a gender balanced lens to ensure any pay gap is addressed and considered at the time. The committee are given the pay gap analysis before the firmwide salary review and also post the review to ensure that any gap is addressed and considered.
- “ Reviewed all salaries for gender pay gap and initiated out-of-cycle pay increases where needed.
- “ Gender and diversity is a key consideration as part of our recruitment, performance, reward and/or promotion process

GE AND PAY EQUITY REVIEWS PROCESS: RATE EASINESS

- The ease of the process of conducting GE and pay equity reviews is rated neutral to straightforward and easy overall.
- Only 39% of responding GEC workplaces (excluding those under Not Applicable) indicated that they found pay equity reviews to be “very” or “quite” straightforward and easy to do.
- 23% of workplaces for which this was applicable found the process either somewhat or very difficult and time-consuming.

	Law firm		Sole practice		Barrister sole		Barristerial chambers		In-house legal team (public sector)		In-house legal team (private sector)		Total	
	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023
Not Applicable	24%	25%	100%	75%	100%	75%	100%	75%	20%	40%	25%	0%	32%	33%
Very difficult and time consuming (1)	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	0%
Somewhat difficult and time consuming (2)	7%	11%	0%	0%	0%	0%	0%	0%	20%	40%	25%	0%	8%	11%
Not particularly difficult or time consuming (3)	28%	36%	0%	0%	0%	0%	0%	0%	40%	20%	25%	0%	25%	30%
It was quite straightforward and easy (4)	22%	14%	0%	0%	0%	0%	0%	0%	0%	0%	25%	0%	18%	11%
It was very straightforward and easy (5)	16%	14%	0%	25%	0%	25%	0%	25%	20%	0%	0%	0%	14%	15%
Top 2 box score (4 or 5 out of 5)	38%	28%	N/A	25%	N/A	25%	N/A	25%	20%	0%	25%	0%	32%	26%
Base size (n=)	68	64	2	4	6	4	2	4	5	5	4	0	88	81

GE AND PAY EQUITY REVIEWS PROCESS: RATE HOW WORTHWHILE

- The process of gender equity and pay equity reviews continues to be considered worthwhile overall.
- 63% of legal workplaces for which this was applicable rated the process as either basically or extremely worthwhile.
- 6% of the applicable legal workplaces in the survey suggest the process is not worthwhile and has made little difference.

	Law firm		Sole practice		Barrister sole		Barristerial chambers		In-house legal team (public sector)		In-house legal team (private sector)		Total	
	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023
Not Applicable	26%	28%	100%	100%	100%	75%	100%	75%	20%	40%	25%	0%	34%	37%
Not at all worthwhile it has made little difference (1)	9%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%	4%
Not sure if it was worth the effort (2)	3%	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	5%
Not particularly negative or positive - the jury is still out (3)	9%	16%	0%	0%	0%	25%	0%	25%	0%	0%	0%	0%	8%	15%
Basically worthwhile - it needed doing (4)	37%	28%	0%	0%	0%	0%	0%	0%	40%	40%	75%	0%	34%	25%
Extremely worthwhile - it has made a very positive difference (5)	16%	17%	0%	0%	0%	0%	0%	0%	40%	20%	0%	0%	15%	15%
Top 2 box score (4 or 5 out of 5) (Base: completed GE and pay equity reviews)	53%	45%	N/A	0%	N/A	0%	N/A	0%	100%	60%	100%	0%	49%	40%
n=	68	64	2	4	6	4	2	4	5	5	4	0	88	81

4. WORKING FLEXIBLY

Are flexible working arrangements available to all lawyers?

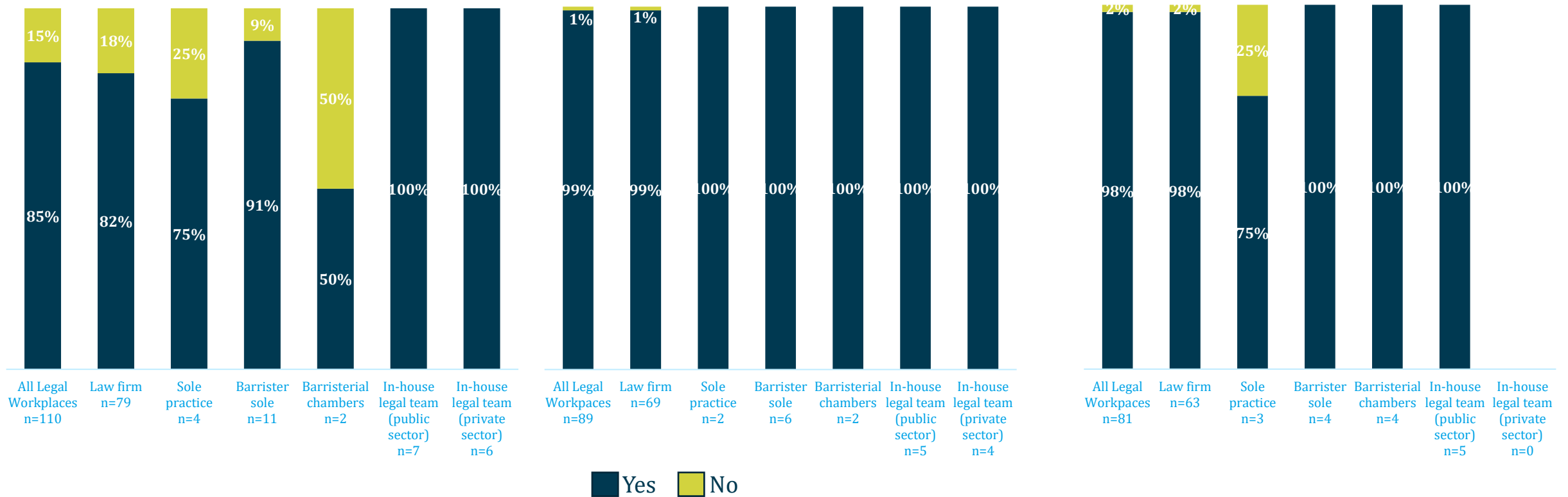
WORKING FLEXIBLY – Baseline vs. 2021 vs. 2023

- Almost all GEC workplaces in the 2023 survey offer flexible working arrangements to all lawyers. 98% made flexible working arrangements available to all lawyers compared to 85% in the 2018 Baseline survey.

Baseline

2021

2023



Q: Are flexible working arrangements available to all lawyers?

WORKING FLEXIBLY BY COUNT

- The respondents were asked to report on the number of lawyers working flexibly by type of arrangement and gender.
- ‘Working remotely’ and ‘working a different number of hours’ are the most common types of flexible work arrangements.

	All Legal Workplaces					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	77	406	0	63	546	95	349	0	80	524	71	390	0	105	566
Working within different timeframes	49	111	0	36	196	108	163	1	108	380	123	276	1	106	506
Working remotely	76	160	0	49	285	289	441	1	255	986	216	378	5	157	756
Job sharing	0	5	0	0	5	0	3	0	0	3	15	19	0	16	50
Purchasing additional leave	21	55	0	2	78	28	47	0	3	78	32	64	0	15	111
Taking additional unpaid leave	94	188	0	5	287	89	159	1	17	266	96	169	1	63	329
Total	317	925	0	155	1397	609	1162	3	463	2237	553	1296	7	462	2318

WORKING FLEXIBLY BY PERCENTAGES

- Across all surveys, female lawyers are more likely to work different hours. Male lawyers are more likely to work remotely.
- The proportion of GEC workplace lawyers who work a different number of hours has reduced significantly with 24% lawyers claiming to do so in 2023, down 15 points since the Baseline Survey.
- Working within different timeframes continues to increase - up 8 points from the Baseline Survey to 22% in 2023.
- Working remotely continues to be significantly up (33%), up 13 points compared to the Baseline Survey, but at a lower rate compared to the Covid-impacted times of 2021 (44%)
- Taking additional unpaid leave is significantly less common in 2023 compared, down 7 points to 14% of all lawyers in 2023.

	Baseline					2021					2023				
All columns add to 100%	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	24%	44%	0%	41%	39%	16%	30%	0%	17%	23%	13%	30%	0%	23%	24%
Working within different timeframes	15%	12%	0%	23%	14%	18%	14%	33%	23%	17%	22%	21%	14%	23%	22%
Working remotely	24%	17%	0%	32%	20%	47%	38%	33%	55%	44%	39%	29%	71%	34%	33%
Job sharing	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	3%	1%	0%	3%	2%
Purchasing additional leave	7%	6%	0%	1%	6%	5%	4%	0%	1%	3%	6%	5%	0%	3%	5%
Taking additional unpaid leave	30%	20%	0%	3%	21%	15%	14%	33%	4%	12%	17%	13%	14%	14%	14%
Total	317	925	0	155	1397	609	1162	3	463	2237	553	1296	7	462	2318

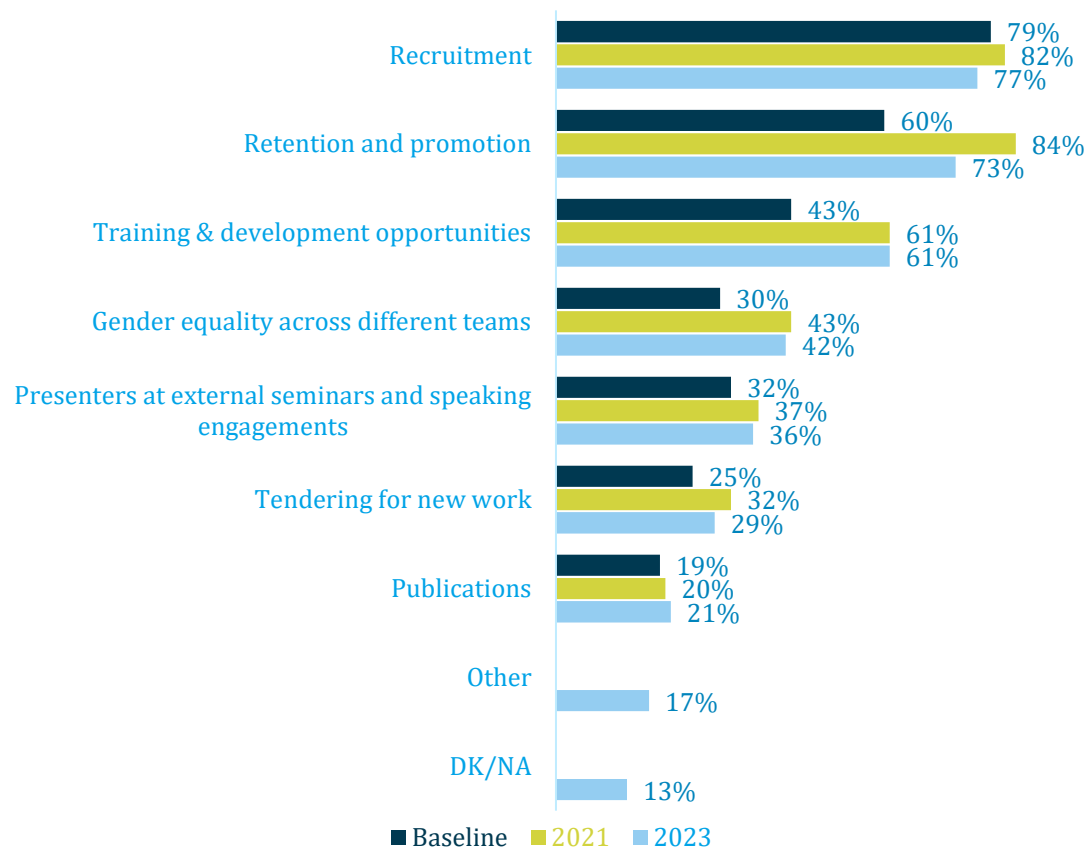
Q: Please provide information on the number of lawyers working flexibly by type of arrangement and gender.

The red/green highlighting indicates significant proportional movement between the Baseline results vs. 2023. **Red** indicates significant decrease and **Green** indicates significant increase.

5. GE REVIEWS OF PRACTICE AREAS

What areas of practice have you reviewed with a GE and inclusion lens?

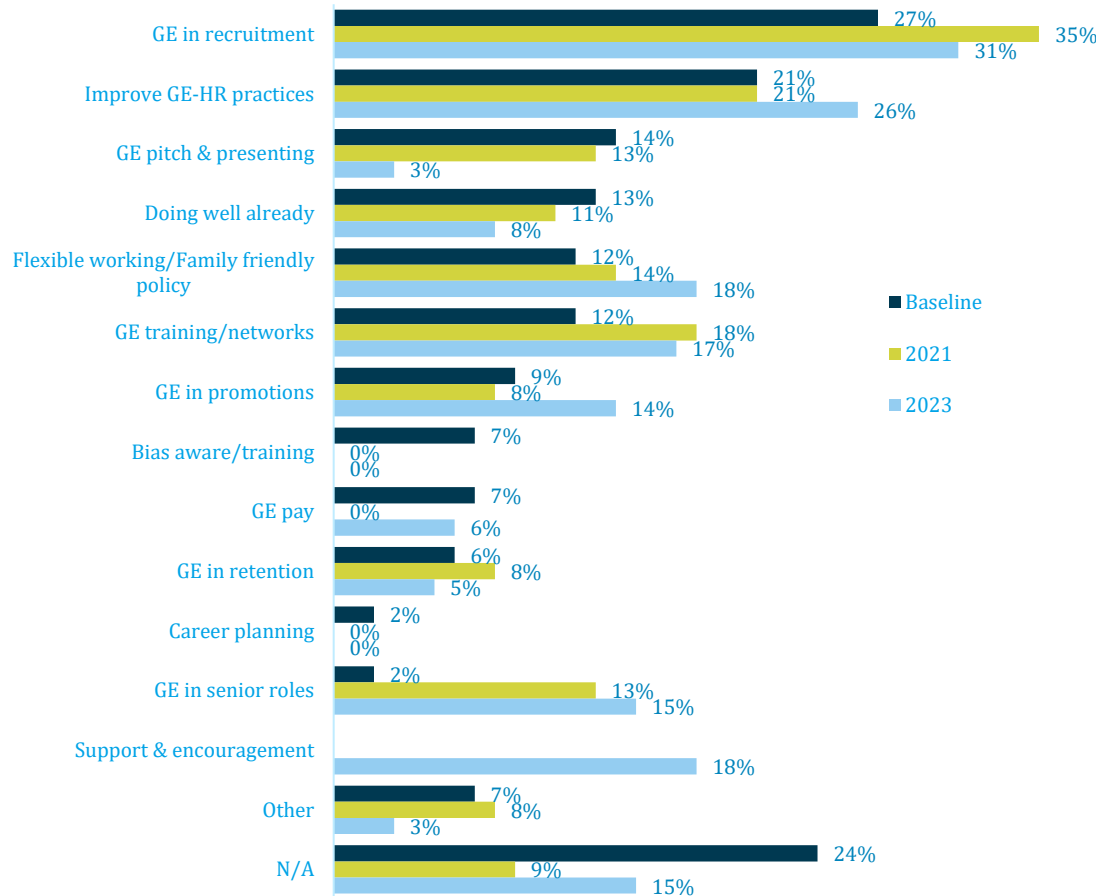
GE REVIEWS OF PRACTICE AREAS ALL GEC ORGANISATIONS



- The GEC obliges signatories to review GE policies, goals and processes across the gamut of activities in the practice of law. This includes recruitment, retention and promotion, staff development, representation in tendering and in presentations and speaking engagements.
- The most commonly reviewed area in 2023 is recruitment (77%), followed by retention and promotion (73%).
- Training and development opportunities are the other area of review where progress has stabilized with 61% of GEC organisations having conducted reviews in 2023, up from 43% established in the 2018 Baseline.
- ‘Gender equality across different teams’ has been reviewed by 42% of legal workplaces - a similar result to 2021, up by 9 points overall since the Baseline survey.

ACTIONS TAKEN AS A RESULT OF GE REVIEWS OF PRACTICE AREAS

- A wide range of actions have been taken as a result of GE reviews of practice areas in GEC workplaces in the 2023 survey. The leading actions include reviewing GE in recruitment (31%), improving GE and HR practices (26%), flexible working/ family-friendly policy (18%), GE in training/networks (17%), and reviewing GE in senior roles (15%), and GE in promotions (14%)
- Of note in 2023 is 18% mentioning greater support and encouragement of women lawyers in the workplace.



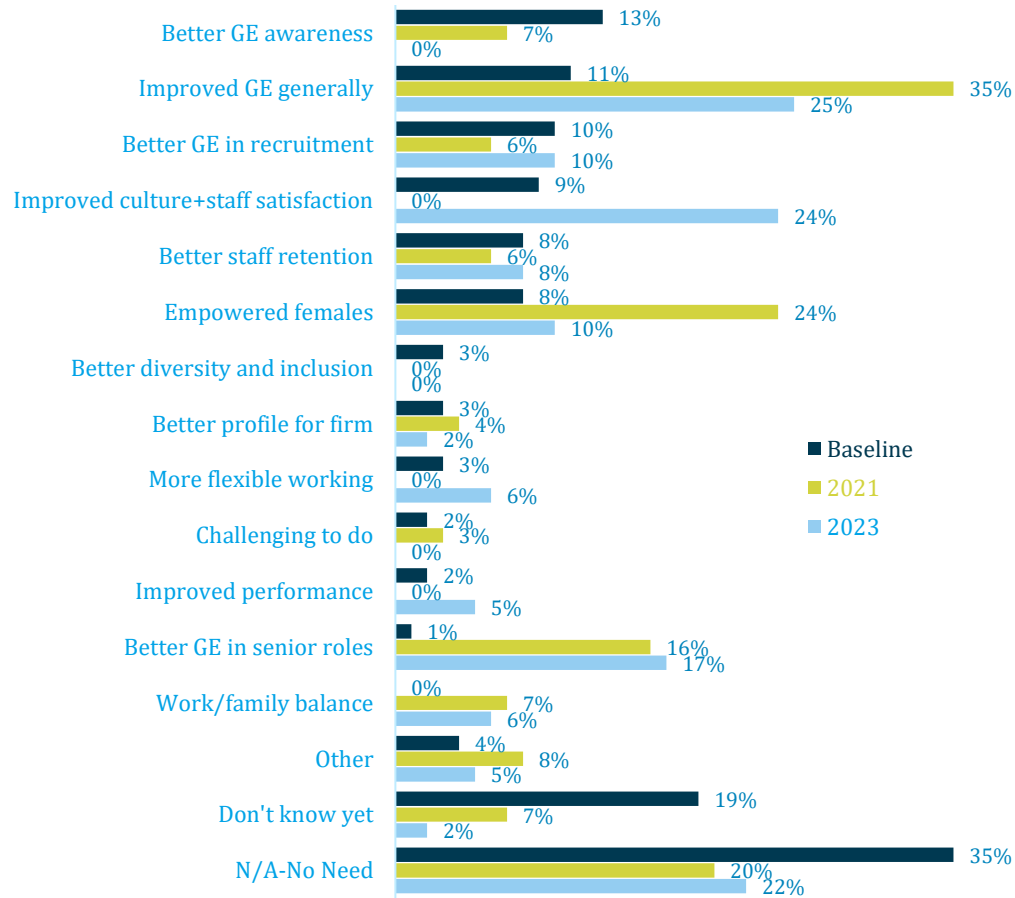
2023 sample verbatims:

- For the last 7 years we have ensured we have at least 50% women on our Good to Great leadership programme. Presenters at external seminars and speaking engagements: Our external Women & Allies events are hosted by women in the firm, and presented by women SMEs in their field of work e.g. Women Dr specialising in Menopause. Parental leave benefits: we have reviewed and increased our parental leave benefits to help support parents to spend quality time with their children, and have a more seamless transition back into the work place. Gender affirming policy: we have introduced a gender affirming policy that, amongst other things, allows a person transitioning their gender 20 days' paid time off to manage their transition.
- An increase in female Partners. An increase in female senior staff (being Senior Associate, Counsel, and Partner level)
- As Managing Partner, I make a concerted effort to ensure gender considerations are taken into account at every opportunity, including all aspects of our business. I am very conscious of ensuring that we ensure all our policies take into account the needs of our female staff.
- A fast track model put in place for partnership.
- Considering these factors before confirming engagement.
- "Engaged an external provider to deliver confidence workshops and coaching sessions to our senior women.
- Reviewed parental leave policy and increased our offering and reduced the qualification and bonding period. "
- Examined team structures to ensure gender balance. Interviewed candidates from diverse backgrounds for vacancies, where potential exists with training and upskilling if necessary.
- None this year - we have always had a strong focus on equality and equity. Sometimes we have improved through these reviews (such as learning more about gender fluidity) but in general we keep up with societal norms.
- "Recruitment - For Grad recruitment we are tracking and monitoring our application to hire ratio. Retention and promotion - For the retention Supervising Partners and Managers are having career conversations with their team members to identify key work drivers. Over the last 5 years 51% of our senior solicitor, senior associate, special counsel and partner promotions were women. Publications - we strive to ensure we have considered gender balance for key contacts on our topical and thought leadership publications. Tendering for new work - considering gender balance is conscious step in our pitch process. Training & Development opportunities - all training sessions are held in family friendly hours. We partner with the Auckland Women Law Society and Wellington Women Law Society to deliver female focused training and networking sessions.
- We are currently recruiting for a leadership role, focusing strictly on female candidates in order to maintain the gender equality balance in our leadership team.
- We have formed more robust processes to ensure thought is given to gender equality and inclusion. We have committees in place to ensure decisions are looked at through a gender diverse lens. Our committee are gender balanced to ensure decisions are tested and given due consideration.

Q: What actions have you taken as a result of these reviews?

IMPACT OF GE REVIEWS OF PRACTICE AREAS

- Legal workplaces are starting to report significant GE impacts. Improved gender equality in general was reported by 25% of GEC workplaces in 2023, a 14 point increase on the Baseline survey, but a 10 point decrease since 2021. Of note, 24% of GEC workplaces report improved culture and staff satisfaction in 2023, a 24 point increase on 2021.
- Improved GE in senior roles has been reported by 17%, a similar level to 2021, but a 16 point increase on the Baseline survey. Empowered female staff was mentioned by 10%, a 14 point decline on 2021, but a similar finding to the Baseline survey. GE in recruitment was mentioned by 10%, up 4 points from 2021, but a similar level found in the Baseline survey.
- 22% say GE reviews are not applicable (e.g. sole practices) or not needed.



2023 Sample verbatims:

- “ A broader equality and diversity perspective for those of our staff involved in these internal meetings and processes.
- “ We have empowered individuals to to be in senior roles and have achieved 40 per cent women in partnership.
- “ Happy staff
- “ We have seen an increase in the number of women working part-time and taking the opportunity to work from home.
- “ Ensuring that potential unconscious bias is addressed
- “ Gender pay gap has reduced
- “ Increase the confidence of women at senior levels
- “ Our culture is great. Staff feel supported and valued.
- “ Reinforced need for women to be in leadership/director/partnership roles
- “ The perception of our lack of bias and inclusivity and viewed as an attractive employer.
- “ We have attracted more senior female lawyers who are part time working mums.
- “ We have seen one of the largest reductions in our overall pay gap across the public service since 2018 (from 30%-18%).
- “ Growing female representation in the partnership. Increasing our cultural diversity - particularly through graduate recruitment. Introduction of a new paid parental leave policy
- “ Our reporting shows year on year positive progress in these areas, and generally positive outcomes for the firm viewed from a gender equality and inclusion lens.

6. GENDER EQUALITY IN SENIOR LEGAL ROLES

Number of lawyers by gender in senior legal roles

GE IN SENIOR LEGAL ROLES SOLE PRACTITIONERS & BARRISTERS SOLE

Count	Baseline	2021	2023
Male	8	7	5
Female	15	6	10
Gender Diverse	0	0	0
Total	23	13	15

%column	Baseline	2021	2023
Male	35%	54%	33%
Female	65%	46%	67%
Gender Diverse	0%	0%	0%
Total	23	13	15

- In 2023, of sole practitioners and barristers sole, two-thirds identify as female - a similar ratio established in the Baseline survey.

GE IN GENERAL COUNSEL/CHIEF LEGAL ADVISER ROLE IN-HOUSE LEGAL TEAMS (PUBLIC OR PRIVATE SECTOR)

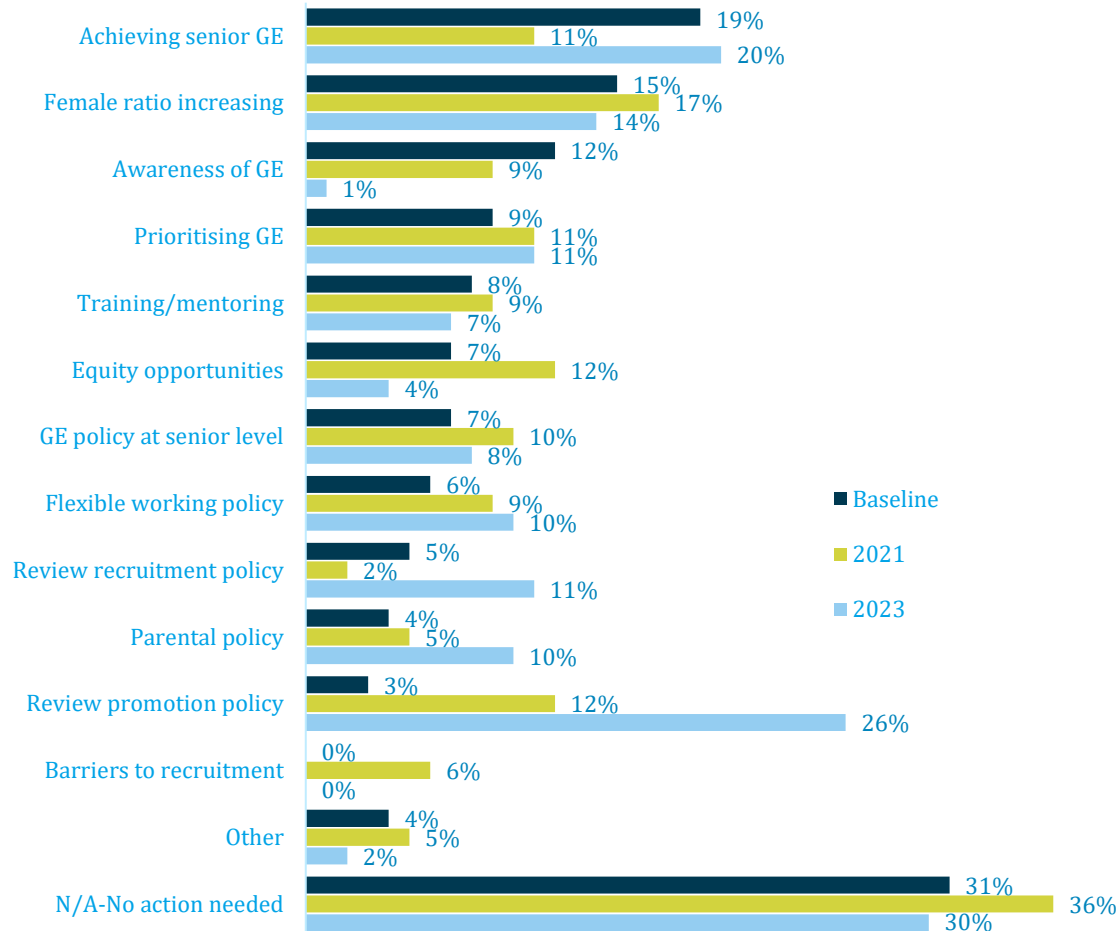
	Baseline	2021	2023
Male	5	5	3
Female	10	7	6
Gender Diverse	2	0	0
Total	17	12	9

	Baseline	2021	2023
Male	29%	42%	33%
Female	59%	58%	67%
Gender Diverse	12%	0%	0%
Total	16	12	9

- In 2023, one in three general counsel/chief legal adviser role within public sector In-House legal teams identify as female.
- The gender balance of the general counsel/chief legal adviser role within public sector In-House legal teams remains unchanged.

ACTIONS TAKEN TO INCREASE GE IN SENIOR LEGAL ROLES

- One in five GEC workplaces have achieved gender equality or females out number males. The key change since 2021: 26% of GEC organisations claim to include GE as a factor in promotion to senior roles.
- Other key actions include prioritising GE (11%), reviewing recruitment policy (11%), flexible working policy (10%), and reviewing parental policy (10%).

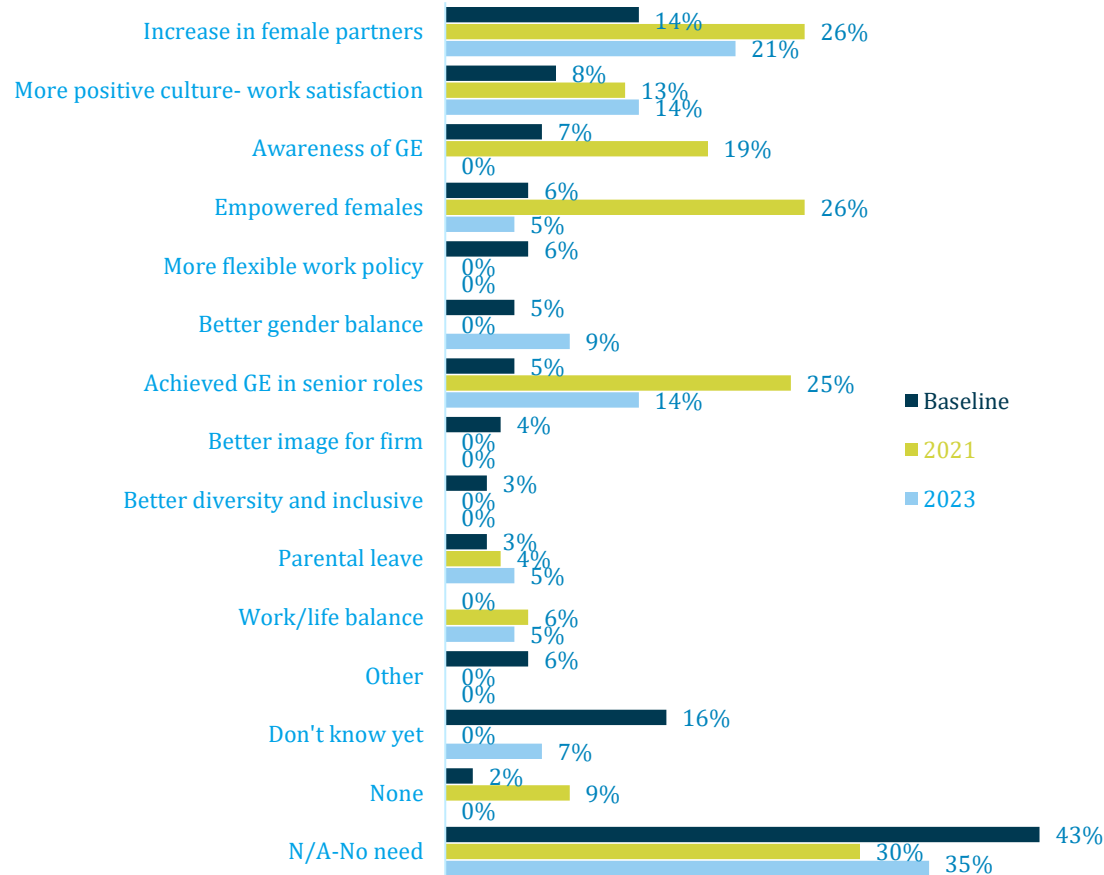


2023 Sample verbatims:

- “ Emphasis on building the pre-partner pipeline, profiling women as potential next partners
- “ Actively considering our succession planning and ensuring that we maintain or increase women in our partnership.
- “ Our D&I gender goal is integral to this work. In addition, we have further enabled parental leave options for those in partnership positions and require balance for our promotion and recruitment internal committees by requiring a woman co-chair for each. We have also recently completed employee korero sessions to enable us to better understand any perceived barriers when it comes to career progression, as well as when it comes to leadership and flexibility within the firm.
- “ Extra support for fee earners to have time off for parental leave. Extra support for fee earners to spend time with families
- “ Greater pastoral care wrapped around those in senior roles. A robust senior development training programme. Increased parental leave payments for the primary carer of partners and staff. We do not discount parental leave for senior roles / promotions.
- “ Promoting from within. Recruiting for additional female partners. Allowing flexible working for partners, particularly those with childcare responsibilities.
- “ The talent pipeline at a junior to mid-level designed to bring more gender equity through to senior roles in time.
- “ We have introduced two new female partners, and we are always on the lookout for more female staff.
- “ We are looking at more formal flexible working arrangements and already have these in place for females across the firm, including senior females”
- “ We provide leadership development training, shoulder tapping.
- “ Working with senior female staff to progress into partnership and create a gender equal ownership structure

IMPACT OF ACTIONS TO INCREASE GE IN SENIOR ROLES

- In 2023, 21% of GEC workplaces report an increase in female partners, and 14% report having achieved GE in senior roles (or more than 50% females in senior roles). 9% report a better gender balance in the workplace.
- A positive impact on work culture and satisfaction is reported by 14%.



2023 Sample verbatims:

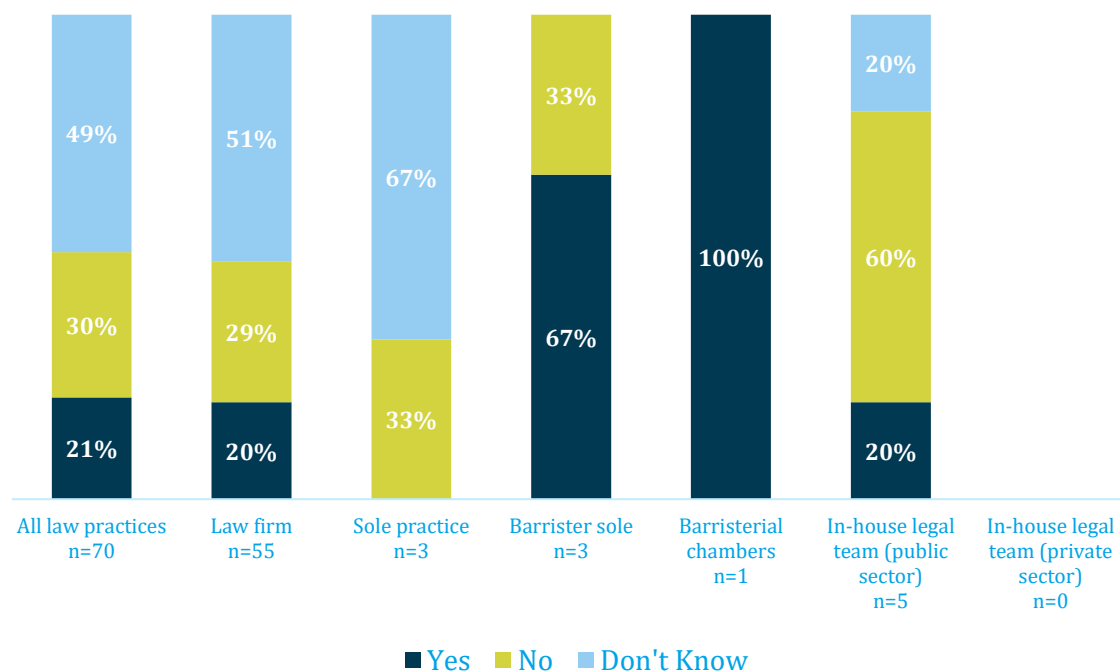
- “ There does appear to be some evidence there is more uptake of parental leave for men and women/primary and secondary carers than previously. We believe it is integral to have seniors in the firm, both women and men, modelling taking this leave, and therefore encouraging others to do so, and demonstrating how this could work for them. Our Successions and Admissions Committee, who manage our senior recruitment and promotion processes, are working with all of our teams to highlight our pipeline of talent, ensuring support for women in this process. Members of this Committee also meet our senior lawyers to discuss career plans as part of our annual performance cycle. We have a number of women centric networking and mentoring groups across the firm, and, as part of the employee kōrero sessions, we have been able to better understand the mentoring and support networks our people want to see, in order to best support our people to progress in their careers.
- “ “Some of the female participants of our Emerging Leaders programme are pipelined for partnership in the near future.
- “ Better retention of senior female lawyers.”
- “ We have met our gender targets earlier than our established timeframes thus far and expect to achieve our 40:40:20 goal in the next few years.
- “ Wonderful impact, in that we have a new female partner leading our Rotorua office.
- “ Again, a good balance overall - adds to excellent culture in the workplace
- “ It has been very positive having more female voices around the partnership table.
- “ It has allowed the women partners to speak more confidently and freely and to contribute ideas.
- “ Gradually changed the gender balance of full equity partnership. Provided good role modelling for younger lawyers wishing to grow their careers within the firm.
- “ This question is not readily applicable to a barristers Chambers. Lambton Chambers is well regarded for its diversity and championing of diversity.

7. EQUITABLE INSTRUCTION AND BRIEFING PRACTICES

Have you adopted equitable instruction and briefing practices?

ADOPTION OF OPTIONAL 50% TARGET FOR EXTERNAL INSTRUCTION

2023 (Baseline)

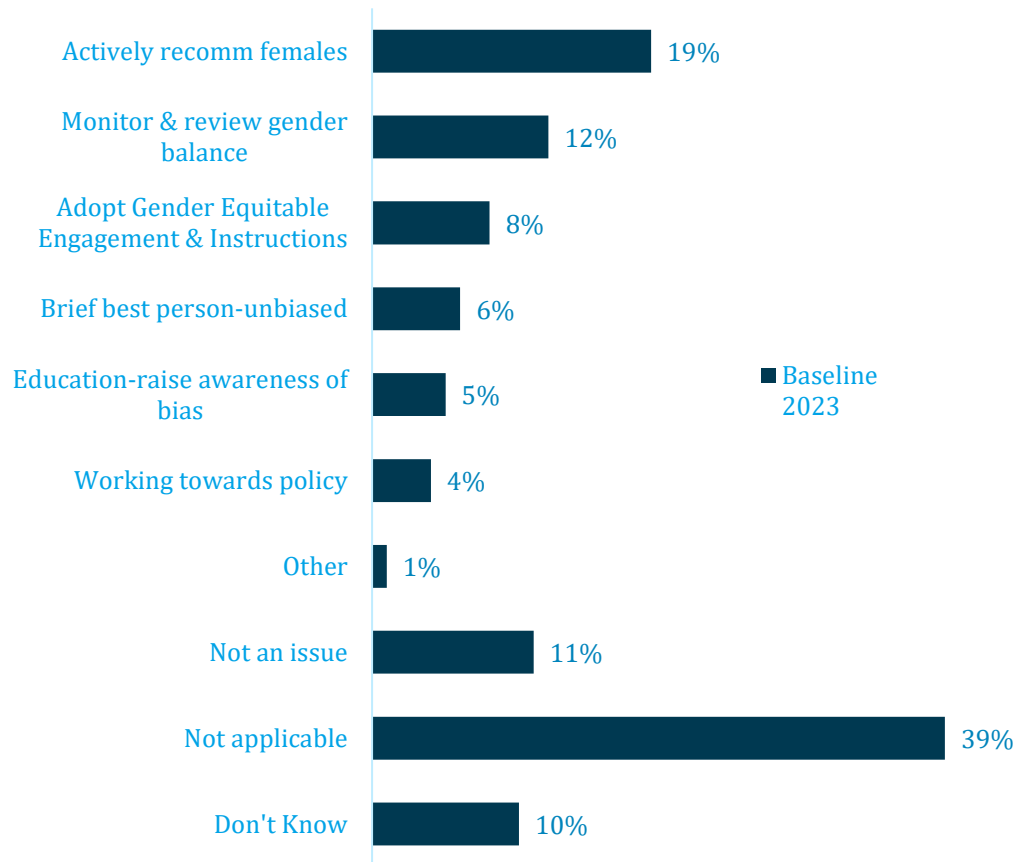


- The 2023 survey contained a new question that asked GEC workplaces whether they had adopted the optional target of having women lawyers receive at least 50% of external instructions for all significant matters. A total of 70 respondents answered the question.
- 49% indicated that they were unaware if their organisation had adopted the 50% target. Of those who knew, 21% reported that they had adopted the 50% target, while 30% reported that they had not.
- The 15 GEC workplaces who adopted the 50% target also reported what percentage of external instructions were received by women. The average was 62%

Q: If you instruct external lawyers, have you adopted the optional 50% target introduced to the Charter in 2022?
Q: If you have adopted the optional 50% target, please state the % figure achieved

HOW HAVE EQUITABLE BRIEFING AND INSTRUCTION PRACTICES BEEN ADOPTED

Another new question in 2023 asked how equitable briefing and instruction practices have been adopted. 19% of respondents indicated that they actively brief or recommend females, and a further 12% monitor or review the gender balance of briefings/instructions. 8% have adopted the Gender Equitable Engagement and Instructions policy. Only 6% specifically state they brief the best person, regardless of gender.



2023 Sample verbatims:

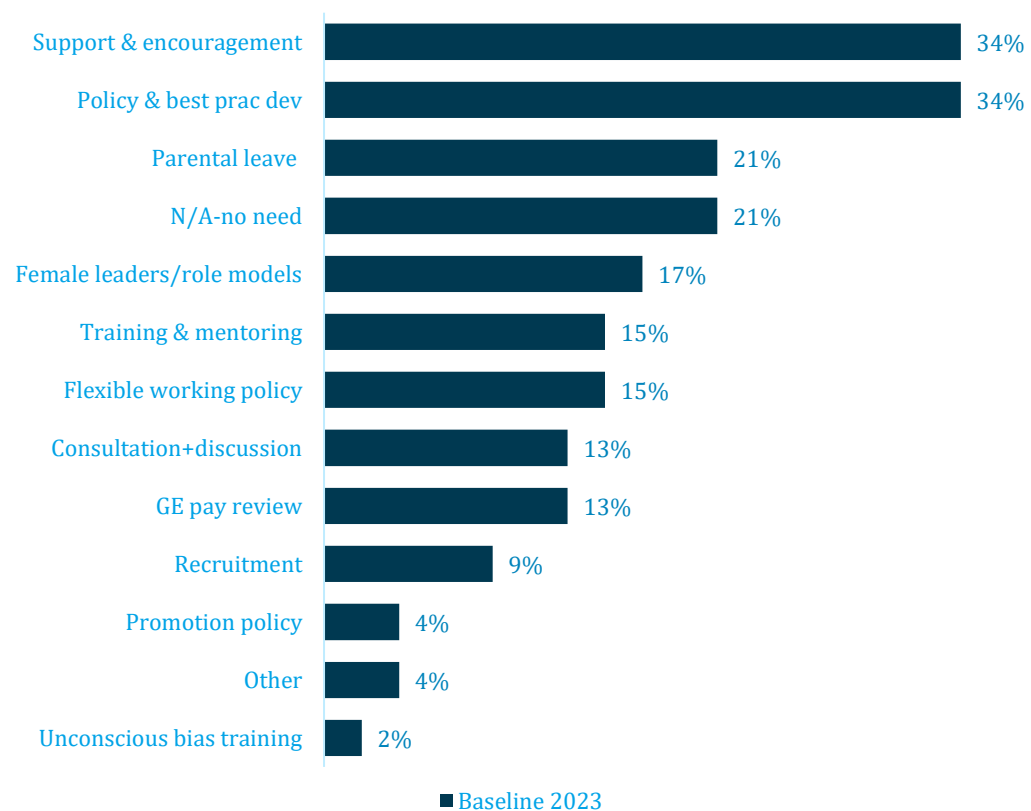
- “ When considering external instruction for litigation, we actively consider potential female barristers to instruct. If the matter is material, we will generally look to develop a shortlist of potential candidates including both male and female lawyers. Our recommendation to the client may include a preferred candidate, though the client will consider and make the final decision on the person appointed.
- “ Making sure that we consider female Barristers where appropriate. Consider including or recommending female lawyers at all levels for significant engagements or instructions. Endeavour to achieve gender equality in the assignment of significant internal pieces of work across all levels.
- “ We don't refer to strictly one barrister. We often give out two or three names (mindful to give a female & male option) so the client has the option to connect with the appropriate person.
- “ By requiring staff to keep a register of matters briefed out. We will review this when we have enough data.
- “ We have ensured there is gender diversity in the list of barristers we instruct.
- “ When considering external instruction for litigation, we actively consider potential female barristers to instruct. If the matter is material, we will generally look to develop a shortlist of potential candidates including both male and female lawyers. Our recommendation to the client may include a preferred candidate, though the client will consider and make the final decision on the person appointed.
- “ We haven't implemented a policy as such but I will send a reminder to our partners to question each time that they give instructions, whether there is any bias, and to consider giving the instruction to a women lawyer.

8. ADDITIONAL ACTIONS TO ADDRESS GENDER EQUALITY

Any other examples of practical action that have made a difference to GE

OTHER EXAMPLES OF PRACTICAL ACTION TAKEN THAT HAVE MADE A REAL DIFFERENCE TO GENDER EQUALITY

A new question aimed at identifying additional actions and examples that make a difference to gender equality in GEC workplaces. The main additional activities identified by this question are general support and encouragement (34%), and staff consultation and open discussion (34%).



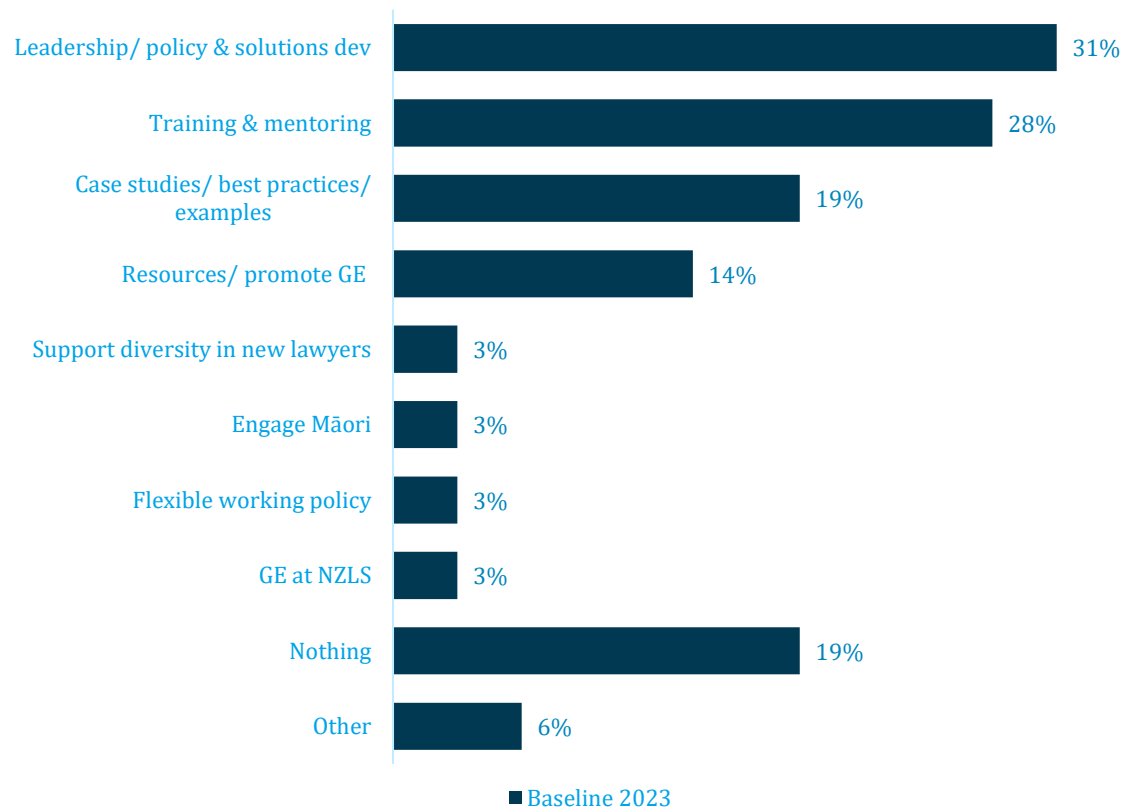
2023 Sample verbatims:

- “ We have a committee that helps to consider these matters and run initiatives. 2 recent examples have been our Pride celebrations, and the addition of optional pronouns added to our signatures.
- “ We are implementing respectful behaviour policies and standards to decrease the risk of gendered biases in decision making, discrimination, bullying, harassment throughout the employment lifecycle. We are also starting to work with our community partner, The Dingle Foundation, to further opportunities for women in science.
- “ The partners are very conscious about ensuring equity across the firm at all levels. As a consequence, we have ensured that all staff are paid equally.
- “ The biggest difference is by focusing on being an inclusive and open firm with flexible working arrangements
- “ "As with previous years, we shoulder tap talented women about a year or two out from making an application for partnership and telling them they should be thinking about partnership and asking them what they needed from us to make that happen.
- “ Our experience is that unless they can ""tick every box"" the women won't apply for partnership whereas the guys go ahead when they can ""tick most of the boxes"". With the right conversation and support we are getting more applications for senior roles from women and that in turn is telling younger women that they are able to get into senior roles.
- “ The main action we have taken is to be consciously aware of gender when making recruitment and promotion decisions.
- “ Lawyer Engagement and Feedback: We strongly believe that regularly soliciting feedback from our lawyers and actively addressing their concerns is vital to creating a positive and inclusive work environment.
- “ Flexibility of hours is offered to all staff with young children (male & female).
- “ "We have increased our PL top up payment, we have both women and men applying for this top up, we have a leadership program for senior lawyers, a number of senior female lawyers on PL have chosen and are supported to continue on this program
- “ We listen to our staff, not just lawyers but non-legal staff as well, to understand how younger generations view equality and equity.

Q: Can you tell us about any other examples of practical action that you have taken that have made a real difference to gender equality and inclusion in your practice?

FEEDBACK ON HOW THE LAW SOCIETY CAN BEST HELP IMPROVE DIVERSITY, EQUALITY AND INCLUSION IN THE LEGAL PROFESSION

- Another new question asked GEC workplaces to provide thoughts on what the Law Society could do to best improve all aspects of diversity, equality and inclusion in the legal profession. One in five (19%) mentioned that the organisation could do nothing more.
- The most common suggestion is to provide leadership, policy and solutions (31%), and training and mentoring opportunities (28%). Case studies and best practice examples were suggested by 19%. Providing resources and promoting GE was mentioned by 14%.



2023 Sample verbatims

- “ The NZLS could lead the way on framing the business case (why), goals, and plans to advancing DEI within the profession, i.e. a lead role. And also by providing guidance on best practice, including tools, to help firms advance the DEI within the profession.
- “ The New Zealand Law Society can promote diversity, equality, and inclusion by endorsing unbiased recruitment, offering regular training on unconscious biases, establishing mentorship programs for underrepresented groups, conducting pay gap analyses, and fostering open dialogue about diversity challenges, thereby creating an inclusive environment that values and represents all practitioners.
- “ Communicating best practice and standards we would like to see across the sector.
- “ Given the pressure on the profession to recruit and retain great staff, gender equality is less of an issue now than it was a few years ago, certainly in our firm. It would be useful to have support on how to make our workplace more welcoming and inclusive of Māori and others ethnic groups within our community.
- “ It would be great if NZLS could provide some useful webinars on unconscious bias. It would be helpful to hear what other mid-size firms are doing in this area. My sense is that our women lawyers get just as many or more opportunities on average as our men counterparts. However it's my sense that we need to do more and learn more about what we can do to attract, grow, and retain more women partners.
- “ Continue unconscious bias / gender equality training / webinar opportunities - nothing offered recently.
- “ It would be useful to have more guidance/precedents from the law society on matters such as how to frame flexible working policies and also to have a 'calculator' to assist with undertaking a gender pay review. It would also be useful to have more transparency around what other firms are doing in this space.

Q: The New Zealand Law Society is considering how to improve all aspects of diversity, equality and inclusion in the legal profession. Please provide your thoughts on what you would like to see the Law Society do in this regard.

Appendix One

Legal workplace profiles by subgroups

LEGAL WORKPLACE PROFILE LAW FIRMS BY COUNT

- In general, legal workplaces participating in the surveys reported having more female lawyers than male lawyers.
- When compared with the Baseline profile, the total reported number of female lawyers in 2023 increased to 1744.
- There are more senior (25+ years PQE) female lawyers in 2023 compared to the Baseline benchmark.
- Overleaf the figures are reported by percentage.

Baseline

2021

2023

PQE	Baseline				2021				2023			
	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	346	616	0	962	364	655	2	1021	365	642	0	1007
5-9 years	182	306	0	488	205	330	0	535	216	363	0	579
10-14 years	169	255	0	424	145	229	0	374	178	240	0	418
15-19 years	147	155	0	302	136	153	0	289	113	201	1	315
20-24 years	116	97	0	213	111	112	0	223	113	113	1	227
25-29 years	81	41	0	122	84	57	0	141	77	81	0	158
30-34 years	77	24	0	101	66	28	0	94	68	44	0	112
35-39 years	61	7	0	68	61	12	0	73	81	36	0	117
40+ years	46	3	0	49	57	2	0	59	60	24	3	87
Total	1225	1504	0	2729	1229	1578	2	2809	1271	1744	5	3020

LEGAL WORKPLACE PROFILE LAW FIRMS BY PERCENTAGES

- There is a significant increase in the proportion of senior female lawyers with 25+ years of PQE.

	Baseline				2021				2023			
PQE	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	36%	64%	0%	962	36%	64%	0%	1021	36%	64%	0%	1007
5-9 years	37%	63%	0%	488	38%	62%	0%	535	37%	63%	0%	579
10-14 years	40%	60%	0%	424	39%	61%	0%	374	43%	57%	0%	418
15-19 years	49%	51%	0%	302	47%	53%	0%	289	36%	64%	0%	315
20-24 years	54%	46%	0%	213	50%	50%	0%	223	50%	50%	0%	227
25-29 years	66%	34%	0%	122	60%	40%	0%	141	49%	51%	0%	158
30-34 years	76%	24%	0%	101	70%	30%	0%	94	61%	39%	0%	112
35-39 years	90%	10%	0%	68	84%	16%	0%	73	69%	31%	0%	117
40+ years	94%	6%	0%	49	97%	3%	0%	59	69%	28%	3%	87
Total	45%	55%	0%	2729	44%	56%	0%	2809	42%	58%	0%	3020

Q: How many lawyers are there in your practice by gender and PQE?

The red/green highlighting indicates significant proportional movement between the Baseline results vs. 2023. **Red** indicates significant decrease and **Green** indicates significant increase.

LEGAL WORKPLACE PROFILE SOLE PRACTICE BY COUNT

- GEC sole practice lawyer numbers are too low to draw clear conclusions.

Baseline

2021

2023

PQE	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	0	0	0	0	0	0	0	0	0	0	0	0
5-9 years	0	2	0	2	0	0	0	0	0	0	0	0
10-14 years	0	0	0	0	0	0	0	0	0	0	0	0
15-19 years	1	0	0	1	1	0	0	0	1	0	0	1
20-24 years	0	0	0	0	0	0	0	0	0	0	0	0
25-29 years	0	1	0	1	0	1	0	0	0	1	0	1
30-34 years	0	0	0	0	0	0	0	0	0	1	0	1
35-39 years	0	0	0	0	0	0	0	0	0	0	0	0
40+ years	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	3	0	4	1	1	0	2	1	2	0	3

LEGAL WORKPLACE PROFILE BARRISTERS SOLE BY COUNT

- GEC barristers sole numbers are too low to draw clear conclusions.

PQE	Baseline				2021				2023			
	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	1	1	0	2	0	1	0	1	0	0	0	0
5-9 years	0	4	0	4	1	1	0	2	0	1	0	1
10-14 years	2	0	0	2	0	0	0	0	0	0	0	0
15-19 years	0	3	0	3	1	1	0	2	0	0	0	0
20-24 years	0	2	0	2	0	0	0	0	0	1	0	1
25-29 years	1	0	0	1	0	0	0	0	0	0	0	0
30-34 years	0	1	0	1	0	0	0	0	0	0	0	0
35-39 years	0	1	0	1	1	0	0	1	1	0	0	1
40+ years	2	0	0	2	0	0	0	0	0	1	0	1
Total	6	12	0	18	3	3	0	6	1	3	0	4

LEGAL WORKPLACE PROFILE BARRISTERIAL CHAMBERS BY COUNT

- GEC barristerial chambers' numbers are too low to draw clear conclusions.

Baseline

2021

2023

PQE	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	0	0	0	0	1	0	0	1	0	0	0	0
5-9 years	0	0	0	0	0	1	0	1	0	2	0	2
10-14 years	0	1	0	1	0	0	0	0	3	5	0	8
15-19 years	0	0	0	0	0	0	0	0	2	8	0	10
20-24 years	1	2	0	3	0	0	0	0	1	4	0	5
25-29 years	3	1	0	4	12	6	0	18	2	9	0	11
30-34 years	2	1	0	3	0	0	0	0	3	3	0	6
35-39 years	0	2	0	2	1	0	0	1	1	2	0	3
40+ years	9	1	0	10	0	0	0	0	0	2	0	2
Total	15	8	0	23	14	7	0	21	12	35	0	47

LEGAL WORKPLACE PROFILE IN-HOUSE LEGAL TEAM – PUBLIC SECTOR BY COUNT

- While there was an increase in the number of GEC public sector in-house workplaces reporting in the survey, the overall number of lawyers reported has decreased.

Baseline

2021

2023

PQE	Baseline				2021				2023			
	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	56	90	0	146	63	93	0	156	19	42	0	61
5-9 years	30	41	0	71	29	45	0	74	17	29	0	46
10-14 years	19	32	0	51	18	31	10	59	14	24	0	38
15-19 years	29	36	1	66	20	31	0	51	5	23	0	28
20-24 years	12	15	0	27	7	15	0	22	11	24	0	35
25-29 years	6	13	0	19	6	4	0	10	8	7	0	15
30-34 years	4	5	0	9	4	7	0	11	2	5	0	7
35-39 years	3	0	0	3	3	2	0	5	1	3	0	4
40+ years	2	0	0	2	0	0	0	0	2	0	0	2
Total	161	232	1	394	150	228	10	388	79	157	10	236

LEGAL WORKPLACE PROFILE

IN-HOUSE LEGAL TEAM – PUBLIC SECTOR

BY PERCENTAGES

- Indicatively in 2023, there is an increase in females with 15+ years' PQE working in GEC public sector in-house workplaces.

Baseline

2021

2023

PQE	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	38%	62%	0%	146	40%	60%	0%	156	31%	69%	0%	61
5-9 years	42%	58%	0%	71	39%	61%	0%	74	37%	63%	0%	46
10-14 years	37%	63%	0%	51	31%	53%	17%	59	37%	63%	0%	38
15-19 years	44%	55%	2%	66	39%	61%	0%	51	18%	82%	0%	28
20-24 years	44%	56%	0%	27	32%	68%	0%	22	31%	69%	0%	35
25-29 years	32%	68%	0%	19	60%	40%	0%	10	53%	47%	0%	15
30-34 years	44%	56%	0%	9	36%	64%	0%	11	29%	71%	0%	7
35-39 years	100%	0%	0%	3	60%	40%	0%	5	25%	75%	0%	4
40+ years	100%	0%	0%	2	0%	0%	0%	0	100%	0%	0%	2
Total	41%	59%	0%	394	39%	59%	3%	388	33%	67%	0%	236

Q: How many lawyers are there in your practice by gender and PQE?

The red/green highlighting indicates significant proportional movement between the Baseline results vs. 2023. **Red** indicates significant decrease and **Green** indicates significant increase.

LEGAL WORKPLACE PROFILE IN-HOUSE LEGAL TEAM – PRIVATE SECTOR BY COUNT

- No GEC private sector In-House legal workplaces are included in the 2023 survey responses.

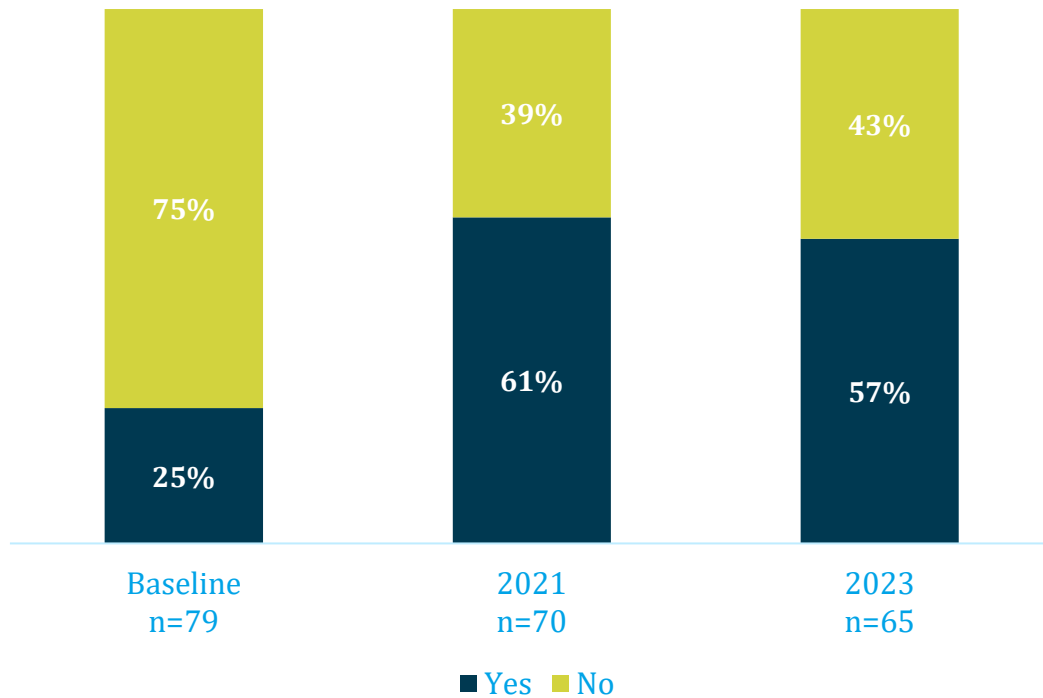
PQE	Baseline				2021				2023			
	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total	Male	Female	Gender Diverse	Total
0-4 years	1	1	0	2	0	3	0	3	-	-	-	-
5-9 years	6	13	0	19	7	4	0	11	-	-	-	-
10-14 years	9	11	0	21	4	13	0	17	-	-	-	-
15-19 years	6	9	0	15	4	10	0	14	-	-	-	-
20-24 years	6	7	0	13	3	2	0	5	-	-	-	-
25-29 years	1	3	0	4	2	1	0	3	-	-	-	-
30-34 years	1	0	0	1	3	1	0	4	-	-	-	-
35-39 years	0	0	0	0	0	0	0	0	-	-	-	-
40+ years	0	0	0	0	0	1	0	1	-	-	-	-
Total	30	45	0	75	23	35	0	58	-	-	-	-

Appendix Two

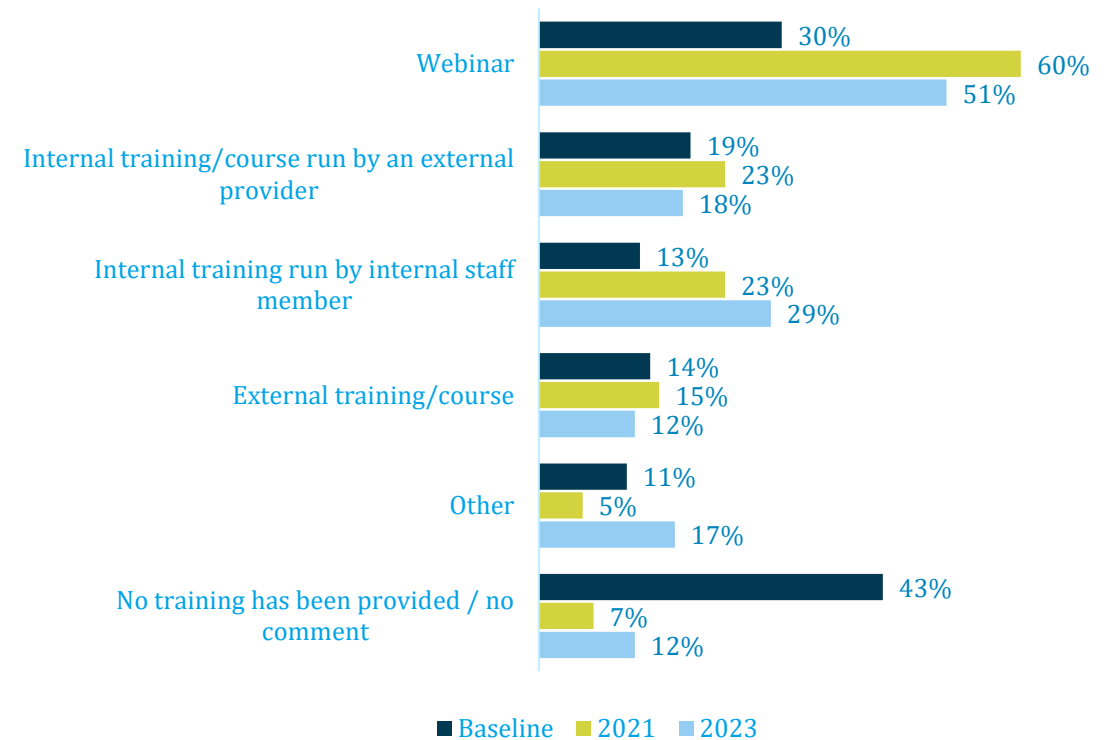
Unconscious bias training (UBT) by subgroups

- The prevalence of unconscious bias training in 2023 amongst GEC law firms remains steady (57%).
- In 2023, unconscious bias training in GEC law firms continues to be most commonly delivered via webinars (51%), followed by internal training delivered by internal staff (29%), continuing an upward trend.

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?

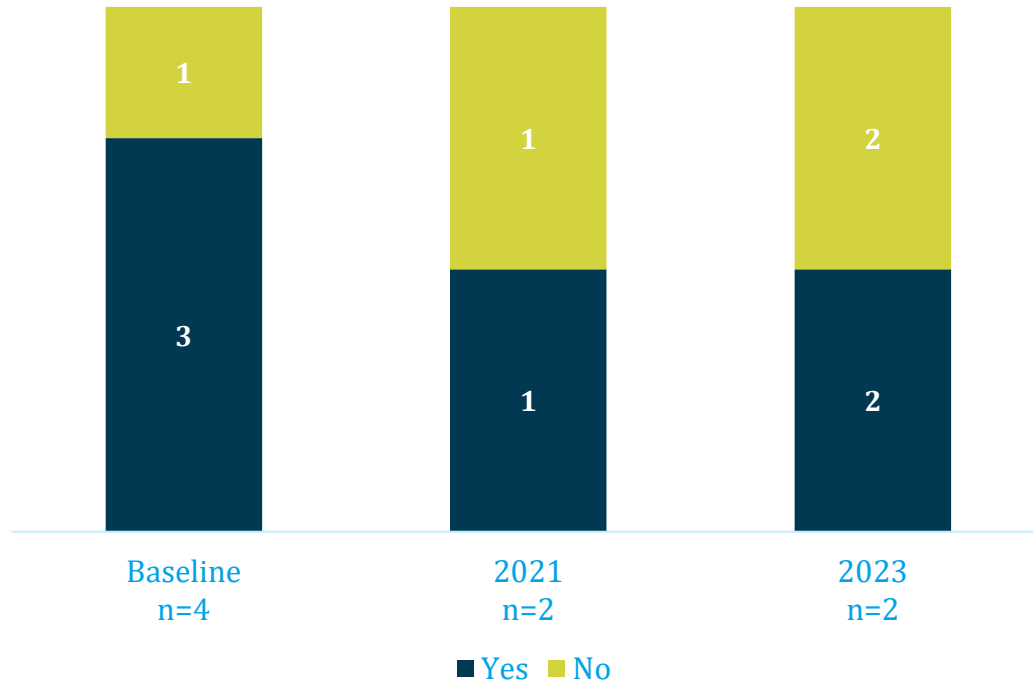


Q. What types of unconscious bias training have lawyers and key staff participated in?

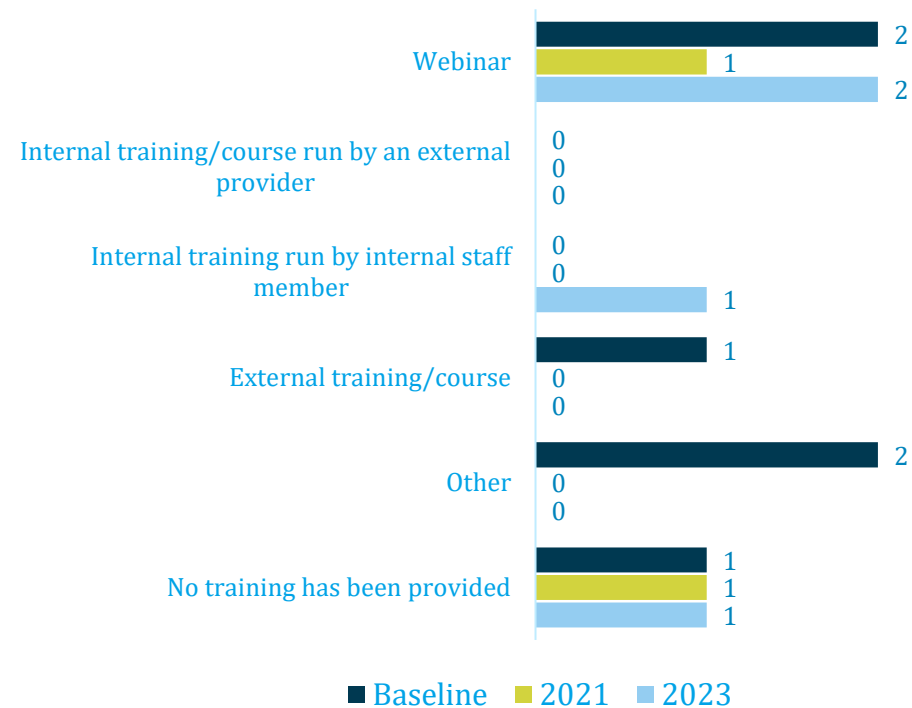


- Sole practice GEC workplace base numbers are small. Two sole practice workplaces reported unconscious bias training via webinar, and one workplace reported internal training.

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?

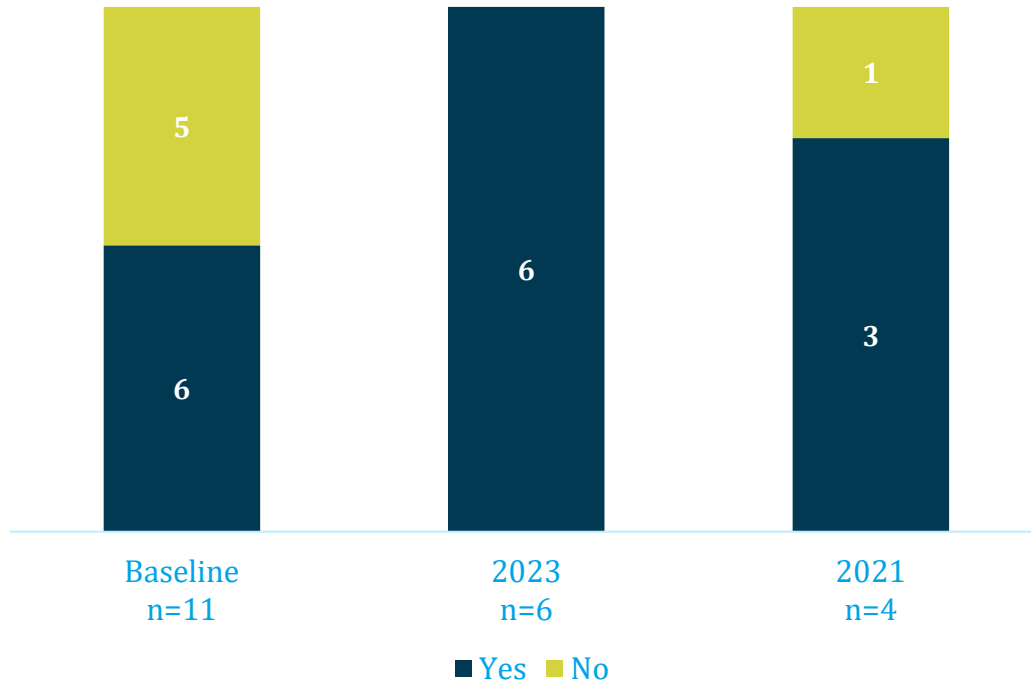


Q. What types of unconscious bias training have lawyers and key staff participated in?



- In 2023, three out of four GEC barristers sole signatories have undertaken unconscious bias training. Two GEC barristers sole conducted unconscious bias training via webinar, and one conducted internal training.

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?



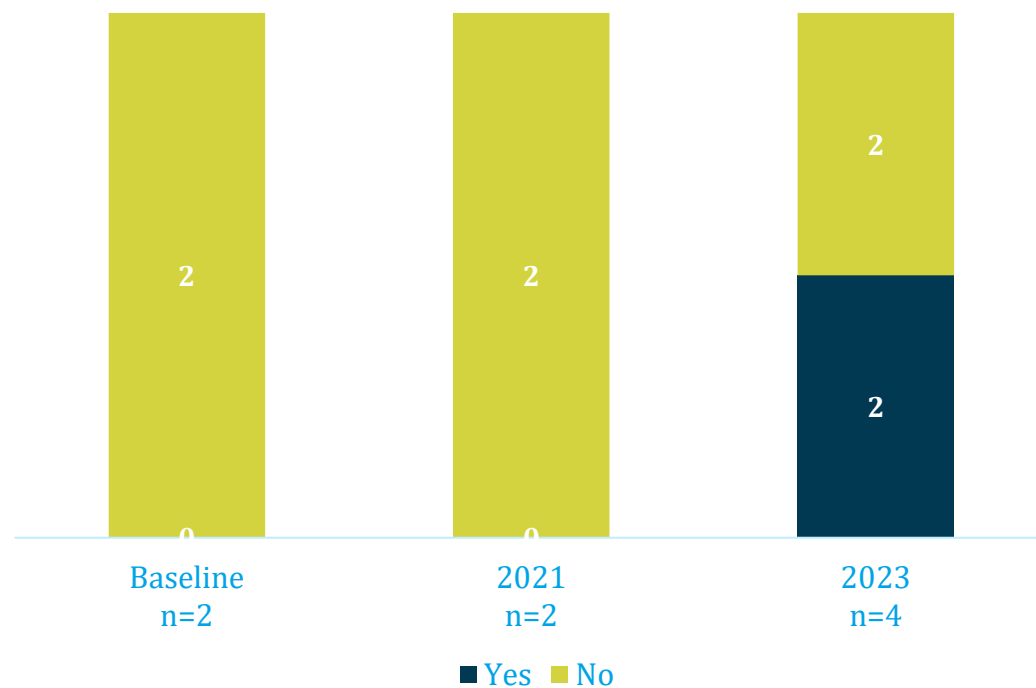
Q. What types of unconscious bias training have lawyers and key staff participated in?



UNCONSCIOUS BIAS TRAINING BARRISTERIAL CHAMBERS

- In 2023, half of the GEC Barristerial Chambers have undertaken unconscious bias training. Training was conducted via webinar and using external training providers.
- Comment: “As independent barristers, we are each responsible for our own professional development - we do not have records of the training undertaken by our members individually.”

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?



Q. What types of unconscious bias training have lawyers and key staff participated in?

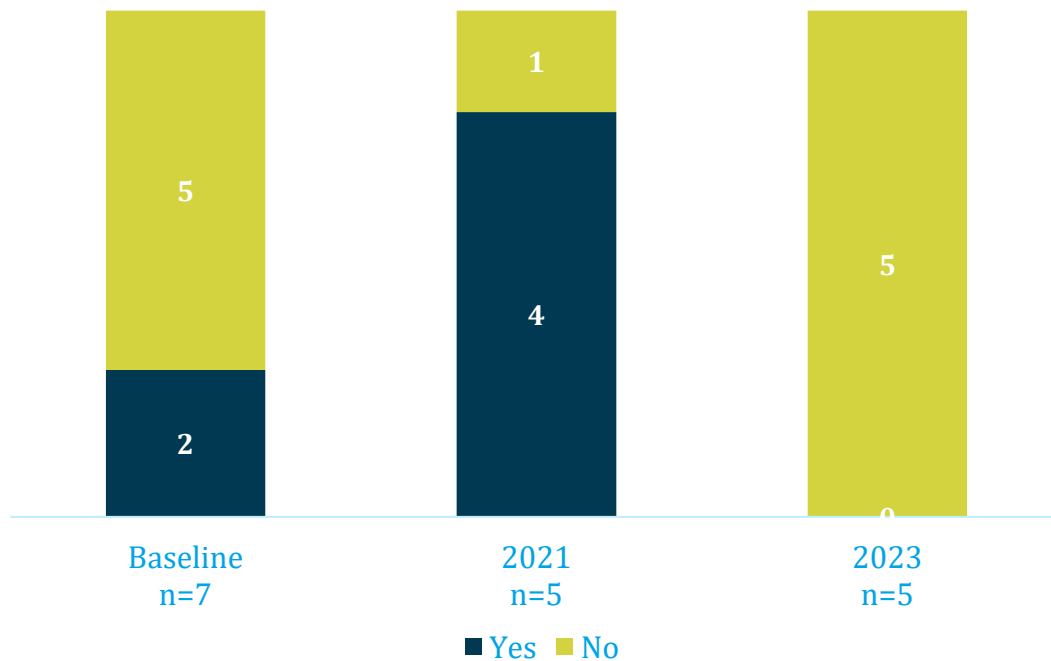


Q: Have all lawyers and key staff had some unconscious bias training in the last two years?
Q: What types of unconscious bias training have lawyers and key staff participated in?

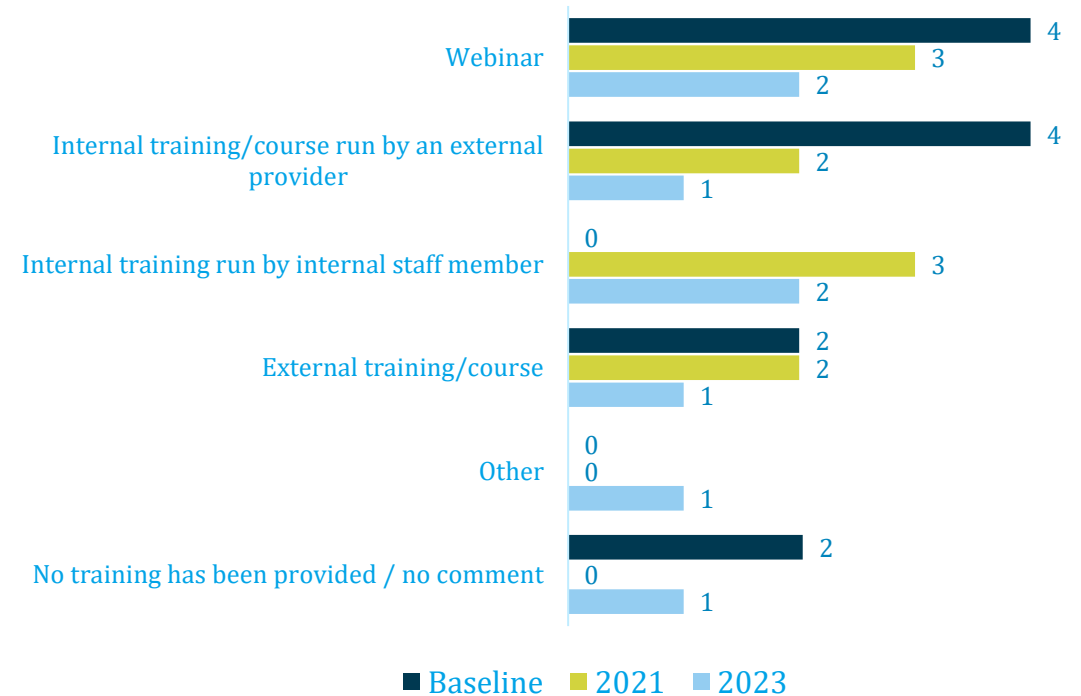
UNCONSCIOUS BIAS TRAINING IN-HOUSE LEGAL TEAM - PUBLIC SECTOR

- In 2023, none of the five GEC public sector in-house legal teams had undertaken UBT in the past two years. Reasons for not undertaking UBT:
 - “All key staff have had unconscious bias training, but not all legal staff. All legal staff have had training on unconscious bias as part of broader training packages.”
 - “I am in a sole role, I have maintained CPD across a general range of topics including cultural diversity & are a member of Otago Women Law Society so possibly have good understanding of the topic already. No specific training offered by my employer on unconscious bias.
 - “Unconscious bias training is provided as an online training module for all Council employees. Staff are encouraged to do the training.”
 - “Not all lawyers have received unconscious bias training in the last 2 years, but all key hiring Managers are required to undertake unconscious bias training as part of recruitment.
 - “Intend enrolling recently recruited lawyers in appropriate webinars when these are offered by the Law Society.

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?

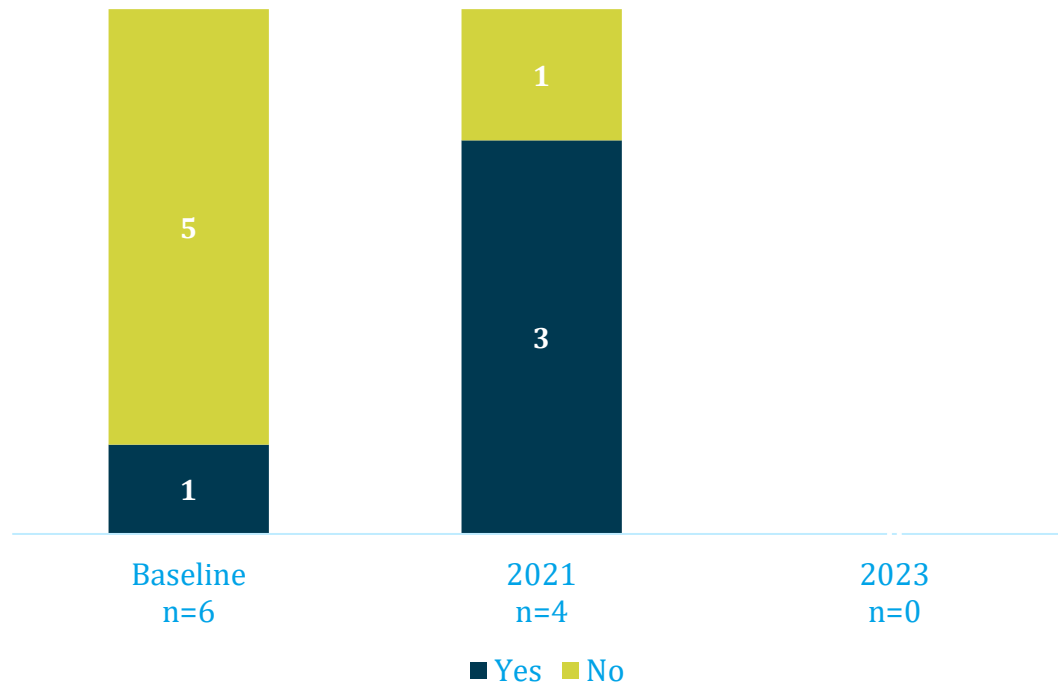


Q. What types of unconscious bias training have lawyers and key staff participated in?

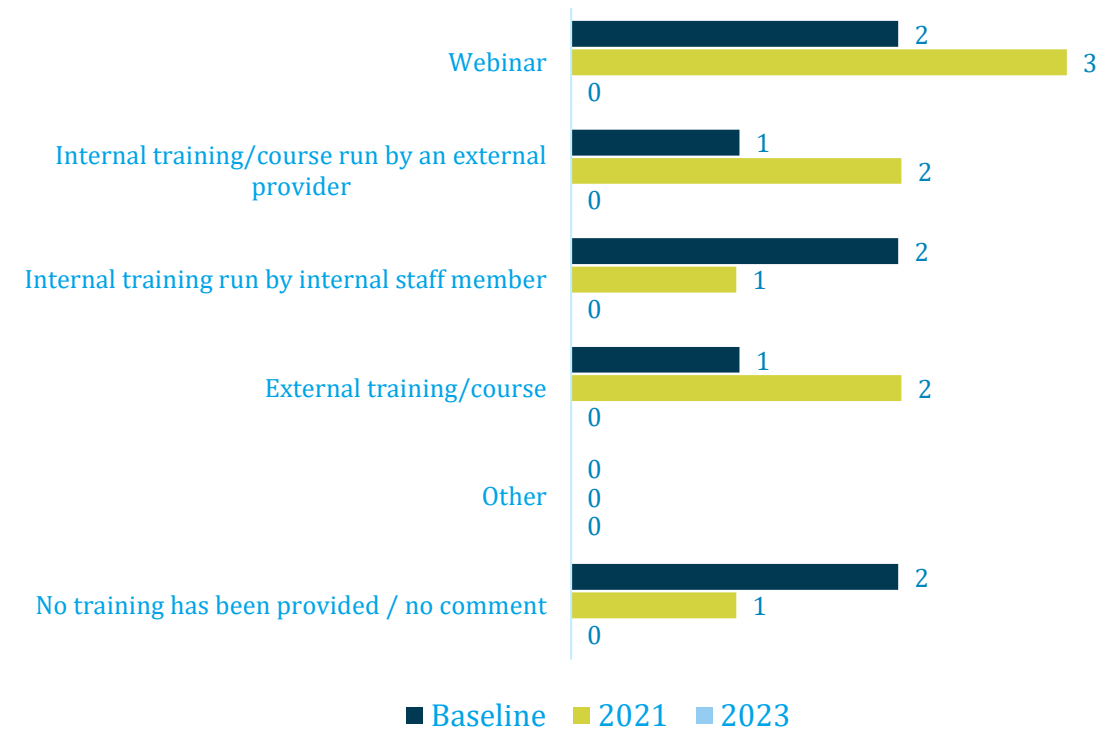


- In 2023, no GEC private sector in-house legal teams participated in the survey

Q. Have all lawyers and key staff had some unconscious bias training in the last two years?



Q. What types of unconscious bias training have lawyers and key staff participated in?



Appendix Three

Flexible working arrangements by subgroups

WORKING FLEXIBLY LAW FIRMS BY COUNT

- GEC law firms were asked to report the number of lawyers working flexibly by type and gender. Based on reported numbers, the lawyers included in this scope of questioning increased from 1,062 in the Baseline benchmark to 1,947 in 2023.

Baseline	Law Firms					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	52	343	0	61	456	61	294	0	78	433	57	335	0	103	495
Working within different timeframes	23	64	0	33	120	75	126	1	106	308	91	180	1	105	377
Working remotely	45	108	0	45	198	225	333	1	252	811	175	279	5	156	615
Job sharing	0	5	0	0	5	0	2	0	0	2	15	19	0	16	50
Purchasing additional leave	1	22	0	2	25	13	22	0	3	38	32	56	0	15	103
Taking additional unpaid leave	84	169	0	5	258	72	130	1	16	219	88	155	1	63	307
Total	205	711	0	146	1062	446	907	3	455	1811	458	1024	7	458	1947

WORKING FLEXIBLY LAW FIRMS BY PERCENTAGES

- Within GEC law firms, female lawyers overall consistently adopt more flexible work arrangements.
- GEC law firm female lawyers are more likely to work a different number of hours. Male lawyers are more likely to work remotely.
- In 2023, fewer GEC law firm lawyers are working a different number of hours. Working remotely continues to be more prevalent for all GEC law firm lawyers. Indicatively, working within different timeframes is more common in 2023.

Baseline

2021

2023

	Baseline					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	25%	48%	0%	42%	43%	14%	32%	0%	17%	24%	12%	33%	0%	22%	25%
Working within different timeframes	11%	9%	0%	23%	11%	17%	14%	33%	23%	17%	20%	18%	14%	23%	19%
Working remotely	22%	15%	0%	31%	19%	50%	37%	33%	55%	45%	38%	27%	71%	34%	32%
Job sharing	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	3%	2%	0%	3%	3%
Purchasing additional leave	0%	3%	0%	1%	2%	3%	2%	0%	1%	2%	7%	5%	0%	3%	5%
Taking additional unpaid leave	41%	24%	0%	3%	24%	16%	14%	33%	4%	12%	19%	15%	14%	14%	16%
Total	205	711	0	146	1062	446	907	3	455	1811	446	907	3	455	1947

Q: Please provide information on the number of lawyers working flexibly by type of arrangement and gender.

The red/green highlighting indicates significant proportional movement between the Baseline results vs. 2023. **Red** indicates significant decrease and **Green** indicates significant increase.

WORKING FLEXIBLY SOLE PRACTICE BY COUNT

- GE sole practice numbers are too low to draw clear conclusions.

Baseline

2021

2023

	Baseline					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	0	0	0	1	1	1	1	0	0	2	0	2	0	1	3
Working within different timeframes	0	0	0	2	2	0	0	0	0	0	0	1	0	1	2
Working remotely	0	0	0	2	2	0	1	0	1	2	0	1	0	1	2
Job sharing	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
Purchasing additional leave	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Taking additional unpaid leave	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
Total	0	0	0	5	5	1	4	0	1	6	0	4	0	3	7

WORKING FLEXIBLY BARRISTER SOLE BY COUNT

- GEC barrister sold numbers are too low to draw clear conclusions.

Baseline

2021

2023

	Baseline					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	2	4	0	1	7	2	2	0	2	6	1	2	0	1	4
Working within different timeframes	0	4	0	1	5	2	2	0	2	6	0	2	0	0	2
Working remotely	3	6	0	2	11	2	2	0	2	6	0	2	0	0	2
Job sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchasing additional leave	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Taking additional unpaid leave	2	2	0	0	4	1	2	0	1	4	0	2	0	0	2
Total	7	17	0	4	28	7	8	0	7	22	1	8	0	1	10

WORKING FLEXIBLY BARRISTERIAL CHAMBERS BY COUNT

- Barristerial Chambers' numbers are too low to draw clear conclusions.

Baseline

2021

2023

	Baseline					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	8	8	0	0	16	15	7	0	0	22	12	35	0	0	47
Working within different timeframes	8	8	0	0	16	15	7	0	0	22	12	35	0	0	47
Working remotely	8	8	0	0	16	15	7	0	0	22	12	35	0	0	47
Job sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchasing additional leave	7	0	0	0	7	0	0	0	0	0	0	0	0	0	0
Taking additional unpaid leave	7	4	0	0	11	0	0	0	0	0	7	6	0	0	13
Total	38	28	0	0	66	45	21	0	0	66	43	111	0	0	154

WORKING FLEXIBLY IN-HOUSE LEGAL TEAM - PUBLIC SECTOR BY COUNT

- 2023 shows a significant increase in females taking up the options to work within different timeframes and work remotely.

Baseline	In-house public sector					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	12	26	0	0	38	1	18	0	0	19	0	11	0	0	11
Working within different timeframes	11	19	0	0	30	0	3	0	0	3	19	52	0	0	71
Working remotely	15	27	0	0	42	19	39	0	0	58	24	59	0	0	83
Job sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchasing additional leave	2	8	0	0	10	0	0	0	0	0	0	8	0	0	8
Taking additional unpaid leave	1	10	0	0	11	0	3	0	0	3	1	6	0	0	7
Total	41	90	0	0	131	20	63	0	0	83	44	136	0	0	180

WORKING FLEXIBLY IN-HOUSE LEGAL TEAM - PRIVATE SECTOR BY COUNT

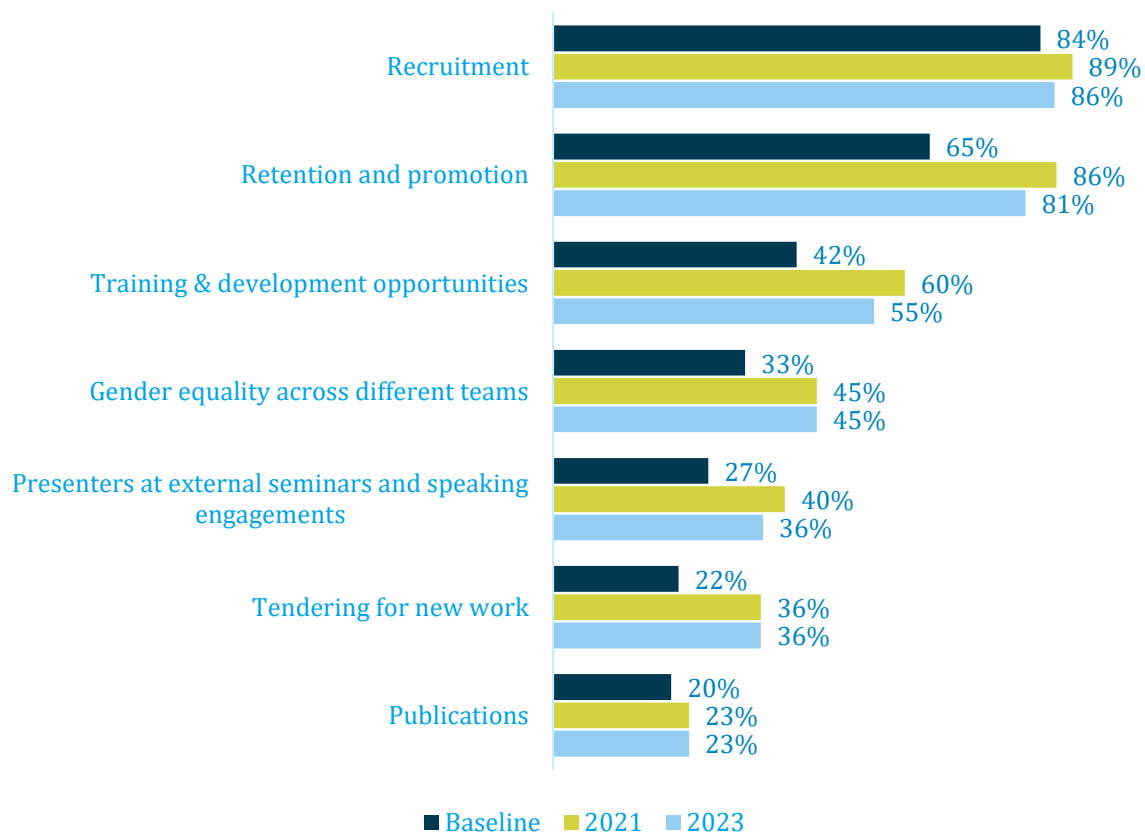
- No respondents from In-House Legal Teams were included in the 2023 survey.

	Baseline					2021					2023				
	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total	Male Lawyers	Female Lawyers	Gender Diverse Lawyers	Partners	Total
Working a different number of hours	3	23	0	0	26	15	27	0	0	42	-	-	-	-	-
Working within different timeframes	7	16	0	0	23	16	25	0	0	41	-	-	-	-	-
Working remotely	5	6	0	0	10	23	42	0	0	75	-	-	-	-	-
Job sharing	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-
Purchasing additional leave	11	24	0	0	35	15	25	0	0	40	-	-	-	-	-
Taking additional unpaid leave	0	3	0	0	3	16	23	0	0	39	-	-	-	-	-
Total	26	72	0	0	98	85	142	0	0	227	-	-	-	-	-

Appendix Four

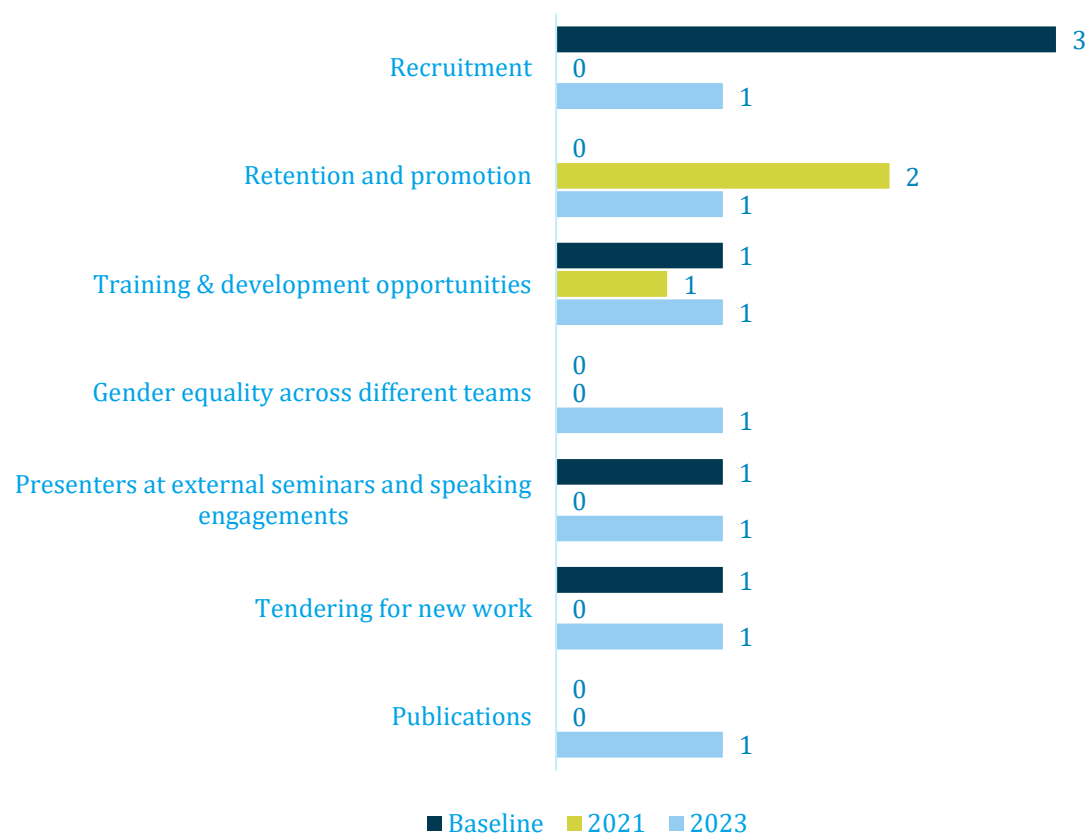
Practice areas reviewed with a gender equality and inclusion lens

PRACTICE AREAS REVIEWED LAW FIRM



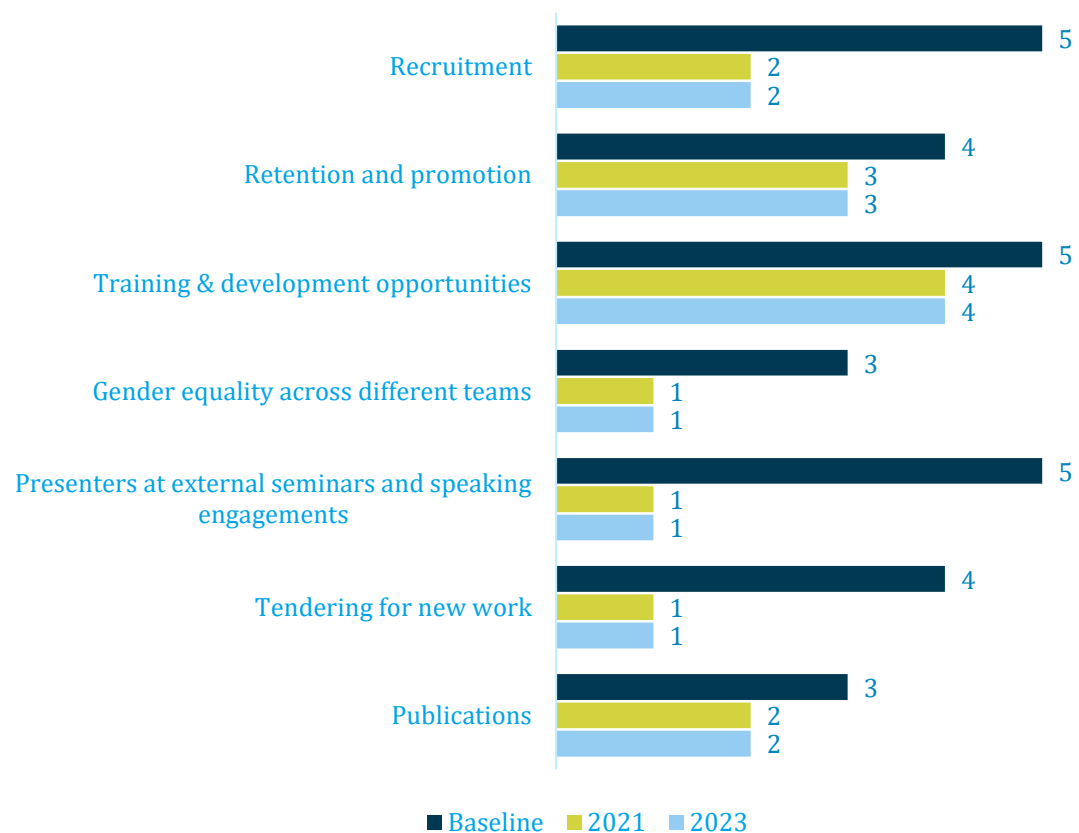
- Amongst law firms in 2023, there has been a continued increase in GE reviews in the following areas: retention and promotion, training and development, gender equality across different teams, presentations and tendering for new work.
- **2023 'Other' comments:**
 - Our lawyers all get these opportunities. Women get just as many opportunities as men, but we've not actually looked it with with a lens. For recruitment - we'd like to ensure a good gender balance but it's a tight candidate market currently so we don't have that luxury. We tend to have more good women applying for role, so we have more women lawyers here at [law firm]. I plan to send an email to our partners asking them to be mindful to provide their lawyers with equal opportunities - in the above areas (promotions, tendering for work, presenting, training and development). This survey has promoted me to do that, but I it will be more of a request to be mindful as we seem to have women getting more opportunities if anything here at [law firm].
 - Parental leave benefits, gender affirming policy
 - As part of our commitment the Equitable briefing policy we are capturing and can track gender data on all matters
 - In all areas.
 - Remuneration. Talent assessment.
 - Secondments
 - We are a small practice where opportunities are available to the whole team . Formal reviews have not been conducted.
 - We have also looked at referrals. We operate on salary bands and once that band is attained, the rates are the same for all lawyers.
 - We have worked on all of these practices over the years and all are now imbedded and working successfully giving us one of the highest female represented partnerships in NZ

PRACTICE AREAS REVIEWED SOLE PRACTICE



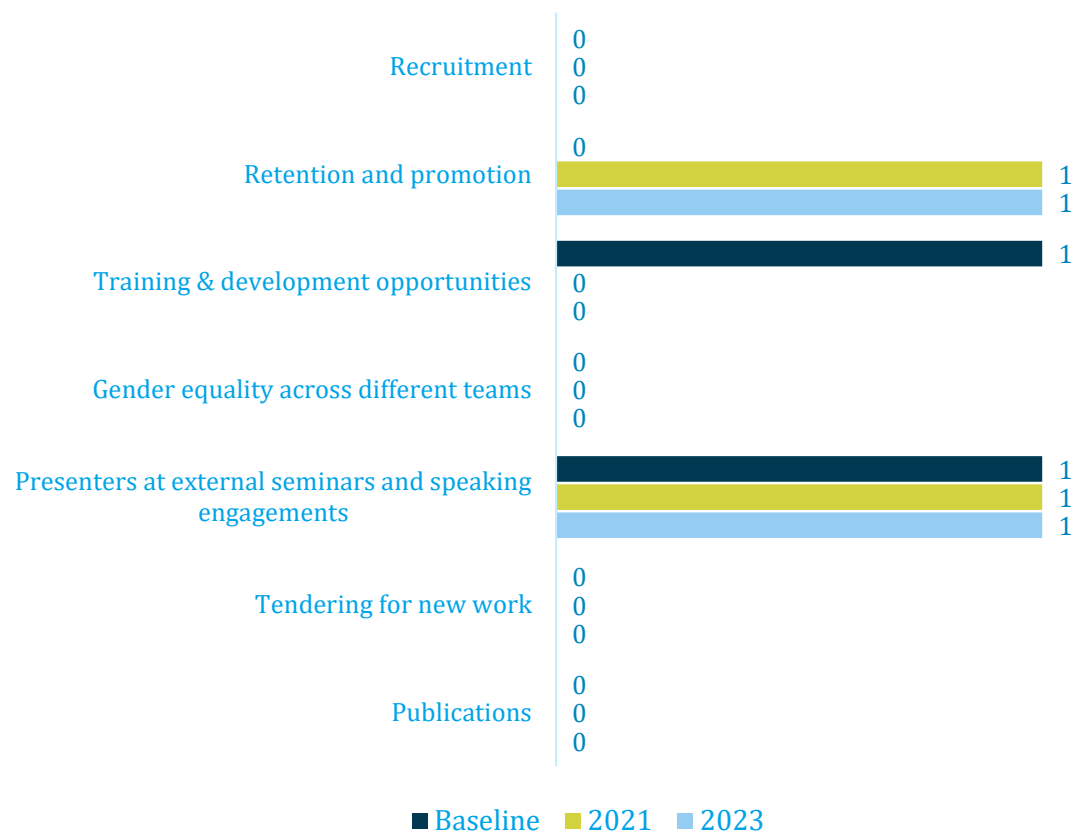
- Sole practice lawyer numbers are too low to draw clear conclusions.

PRACTICE AREAS REVIEWED BARRISTER SOLE



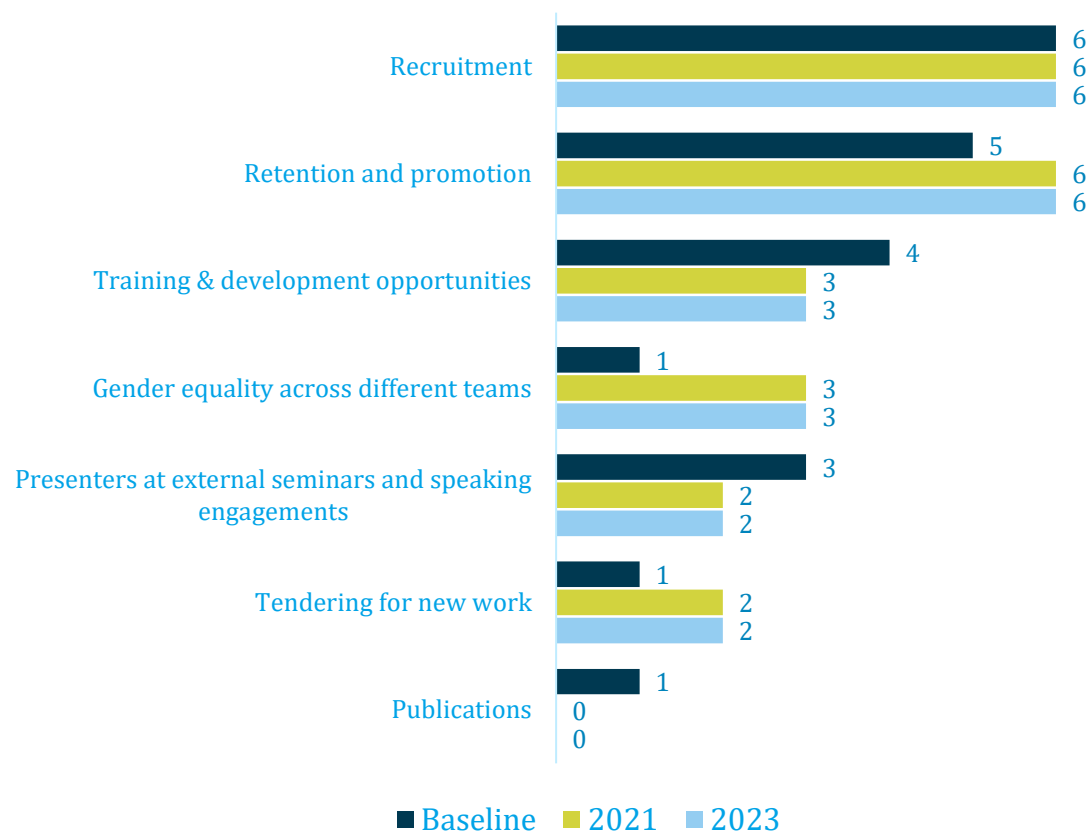
- Barrister Sole numbers are too low to draw clear conclusions.

PRACTICE AREAS REVIEWED BARRISTERIAL CHAMBERS



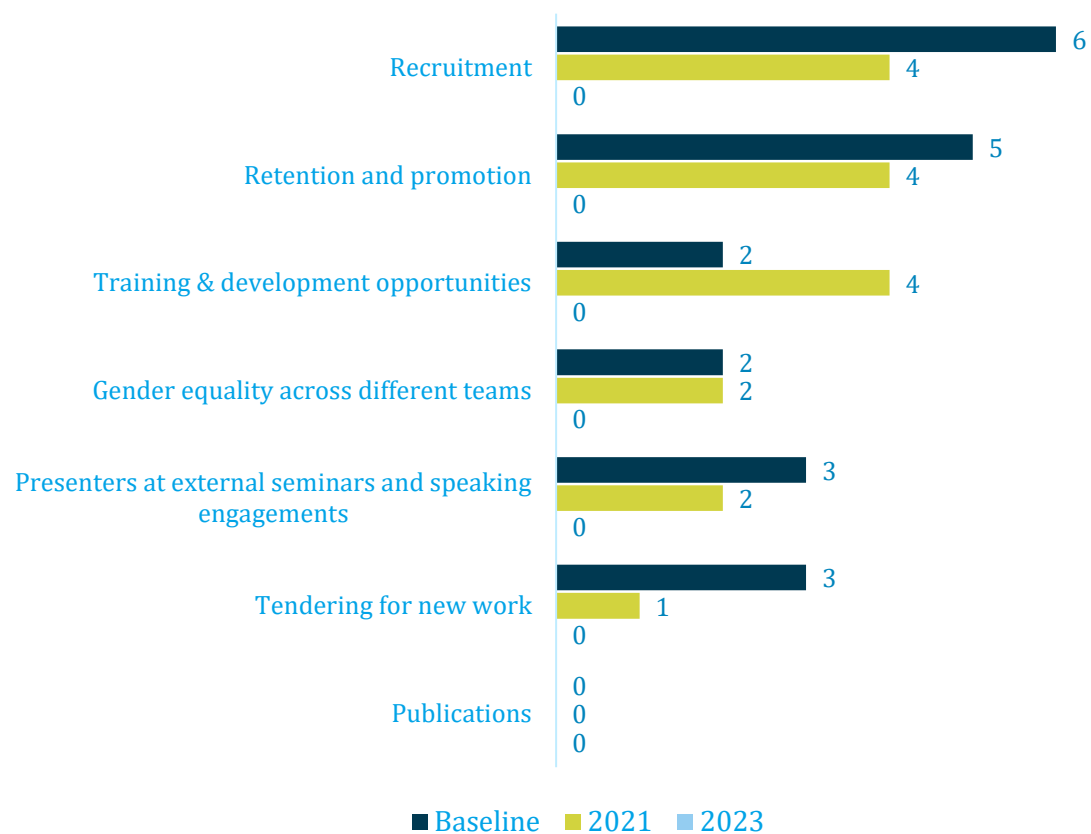
- Barristerial Chambers numbers are too low to draw clear conclusions.
- **2023 'Other' comments:**
 - Our entire chambers has been developed with gender equality in mind.
 - Chambers has sponsored external speakers by providing funding to ensure women speakers are available to participate in seminars or conferences, including, Professor Mini Chen-Wishart event with the Asian Lawyers Association (Is there a bamboo ceiling?) and the NZBA Annual Conference, Session with Women Afghan Judges.

PRACTICE AREAS REVIEWED IN-HOUSE LEGAL TEAM – PUBLIC SECTOR



- In 2023, all GEC public sector in-house legal teams reviewed GE in recruitment, and retention and promotion.
- Unchanged since 2021, three respondents each undertook GE reviews in training and development, and across different teams.
- Again unchanged since 2021, two respondents each undertook GE reviews in presenting external seminars and speaking engagements, and tendering for new work.

PRACTICE AREAS REVIEWED IN-HOUSE LEGAL TEAM - PRIVATE SECTOR



- No GEC private sector In-House legal team respondents participated in the 2023 survey.